



Town of Natick

FY 2011 Appropriated Budget

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Town of Natick

FY 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	400,038	452,463	512,416	503,567	-8,849	-1.73%
Total Personal Services	400,038	452,463	512,416	503,567	-8,849	-1.73%
Operating Expenses						
Purchase of Services	18,887	22,584	20,500	22,000	1,500	7.32%
Tech & Prof. Services	60,249	110,055	98,750	116,750	18,000	18.23%
Supplies	5,456	5,744	5,500	5,500	0	0.00%
Other Supplies - Personnel	3,211	1,790	3,500	3,500	0	0.00%
Other Chgs./Exp.	42,595	37,567	18,357	18,357	0	0.00%
Total Operating Expenses	130,398	177,740	146,607	166,107	19,500	13.30%
Total BOS/TA	530,436	630,203	659,023	669,674	10,651	1.62%

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:

1. Financial Management

The Town Administrator provides leadership, timely updates and prudent advice on financial matters, gives effective assistance, promotes coordination and cooperation among the town's financial departments, and develops capital and operating budgets in line with sound municipal practice and the town's bylaws.

- a. Executes a well-organized budget development process
- b. Timely updates to operating and capital budget programs
- c. Effective coordination among Administration, Comptroller, School Department and state agencies

2. Communications

The Town Administrator maintains and improves communications with the public and among town committees and departments, identifies and pursues opportunities for effective public communication, and is responsive to public and official inquiries.

- a. Timely notification of issues that require Board attention or action
- b. Town web site is current with a mechanism for updates and feedback
- c. TA newsletter is distributed quarterly
- d. Town departments are responsive to citizen communication



Town of Natick

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Department: Board of Selectmen/Town Administrator

Goals (con't):

3. Operations

The Town Administrator identifies opportunities to improve productivity, innovation, staff development and cost efficiencies; promotes a positive work environment, encourages accountability and cooperation within and between departments, and provides status reports while working to further major projects and initiatives.

- a. Identifies and proposes specific areas to improve productivity, service and cost-efficiency
- b. Proposes staff development, training and accountability initiatives
- c. Meets deadlines, provides advance notice of changes and delays
- d. Delegates responsibility to department heads and staff as appropriate
- e. Coordinates projects with legislative delegation, state and regional agencies, etc.

4. Long-Range Planning

The Town Administrator participates in the Strategic Planning Process, and acts in a way to protect the long-term financial, social, economic and environmental interests of the community.

- a. Coordinates development efforts to involve appropriate boards, departments and the public
- b. Provide a management response to the approved Strategic Plan
- c. Executes aspects of the Strategic Plan as directed by the Board

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 Town continues to see significant changes with respect to key personnel. Two long-time department heads retired this year - Police Chief Dennis Mannix and DPW Director Charlie Sisitsky. Both positions were filled on an interim basis for the time being. The key position of Personnel Manager remains unfilled at the close of this calendar year as the Administration continues to search for the ideal candidate.
- 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, a Financial Summit was held in September, 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. Also this year, the Board of Selectmen adopted the Town's Administrator's Financial Management Principles. Efforts such as these help stabilize the Town's fiscal condition as well as, importantly, our exemplary Aaa bond rating.



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Budget Overview(con't):

II. Recent Developments (con't)

- The Office of the Town Administrator has undertaken a comprehensive analysis of the Town's ambulance service. The objective of the study 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 study, scheduled for completion early in the 2010 calendar year, is expected to provide definitive answers to these recurring questions and guide decision on this topic for years to come.
- In spite of the economic and other challenges we faced, we were able to largely maintain existing service levels in this fiscal year.

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 2012 budget shortfalls, identifying opportunities for cost savings and reduction, balancing the need and costs associated with the new Community/Senior Center and new High School, striving to maintain appropriate service levels and much more will present significant challenges to the Board, the Town Administrator and the community. The personnel transitions noted above will also continue to present challenges.

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 2011 budget will not soon be replaced, absent dramatic changes in revenues.

Performance Indicators

	FY 2007	FY 2008	FY 2009	FY 2010*	FY 2011*
Number of Licenses Issued	256	266	262	265	265
Number of Meetings Held	42	38	42	40	40
Number of Selectmen's Office Hours Held	24	24	24	24	24

*Estimated



Town of Natick

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Department: Board of Selectmen/Town Administrator

Staffing	2007	2008	2009	2010	2011
Town Administrator	1	1	1	1	1
Deputy Town Administrator	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)	0	0	1	1	1
Department Support	1	1	0.45	0.45	0.2
Environmental Compliance Officer	0.5	0.5	0.5	0.5	0.5
Total FTE	6.3	6.3	6.75	6.75	6.50

Total FT/PT	5 FT / 2 PT	5 FT / 2 PT	5 FT / 3 PT	5 FT / 3 PT	5 FT / 3 PT
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Notes

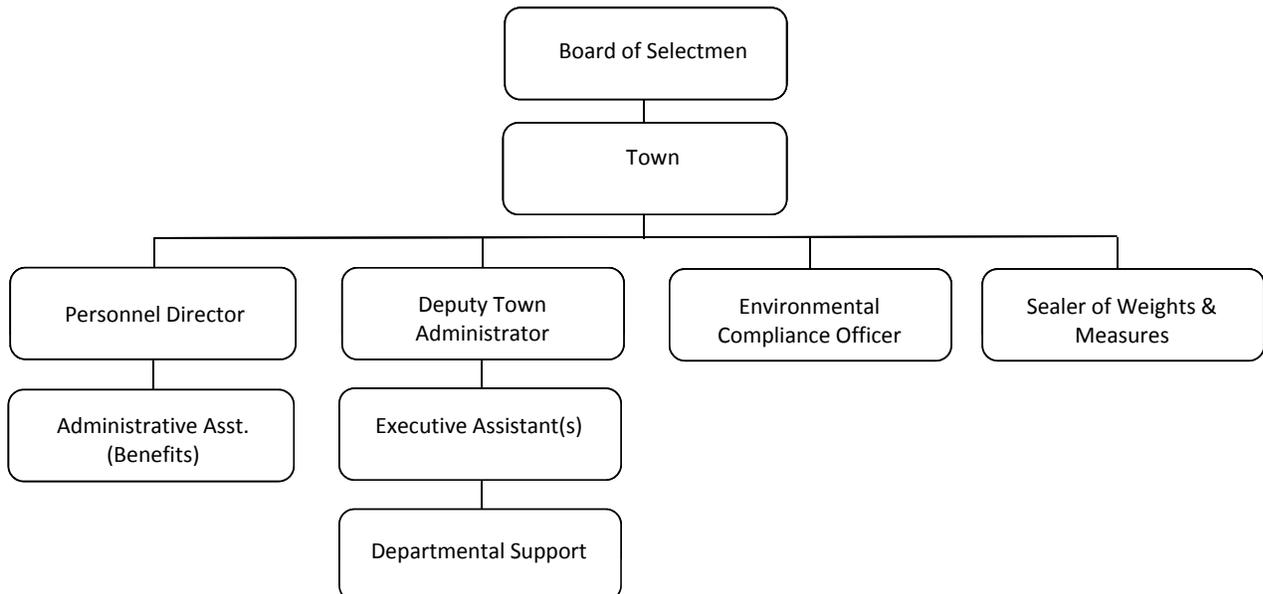
Ann Wiles retired August 31, 2007 from a full time department assistant position (union). After her retirement she was asked to return on a part-time basis and has been working part time since. In 2007, the Office of the Board of Selectmen was the only office that took a cut in personnel. This position is again being proposed for reduction for FY 2011. The Town has had a full-time Executive Assistant position reporting to the Town Administrator and Deputy Town Administrator. 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

	2008	2009	2010	2011	2009 vs. 2010	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	247,488	254,866	302,348	303,839	1,491	0.49%
Salaries Supervisory	51,836	53,506	53,392	53,392	0	0.00%
Salaries Operational Staff	48,973	86,427	87,078	87,302	224	0.26%
Salaries Tech & Professional	45,101	46,454	46,454	46,454	0	0.00%
Salaries Part/Time Operational	6,502	8,710	18,144	7,580	-10,564	-58.22%
Management Add'l Comp	0	2,500	5,000	5,000	0	0.00%
Operational Staff Add'l Comp	138	0	0	0	0	#DIV/0!
Personnel Services	400,038	452,463	512,416	503,567	-8,849	-1.73%
Instate Travel/Meetings	1,189	755	1,500	1,500	0	0.0%
Communication Telephone	1,591	1,535	1,500	1,500	0	0.0%
Dues/Subscriptions	8,182	10,070	8,500	10,000	1,500	17.6%
Copy/Mail Center Fees	6,980	7,391	6,000	7,000	1,000	16.7%
Training & Education	945	2,833	3,000	2,000	-1,000	-33.3%
Purchase of Services	18,887	22,584	20,500	22,000	1,500	7.3%
Annual Financial Audit	55,510	60,000	60,000	67,500	7,500	12.5%
GASB 34 Updates		13,800	7,500	7,500	0	0.0%
GASB 45 / OPEB Study & Updates		0	0	7,000	7,000	#DIV/0!
Consultant Assistance		0	3,000	3,000	0	0.0%
Consultant Parking Garage	229	6,500	0	0	0	#DIV/0!
Perambulation of Bounds	150	150	250	250	0	0.0%
Oil Tank Remediation		25,338	22,000	25,000	3,000	13.6%
Printing & Advertising	4,360	4,267	6,000	6,500	500	8.3%
Tech & Prof. Services	60,249	110,055	98,750	116,750	18,000	18.2%
Office Supplies: Stationary	5,456	5,744	5,500	5,500	0	0.0%
Supplies	5,456	5,744	5,500	5,500	0	0.0%
Supplies - Tn Administrator	3,211	1,790	3,500	3,500	0	0.0%
Other Supplies - Personnel	3,211	1,790	3,500	3,500	0	0.0%
Cochituate Rail Trail Service	11,295	14,710	0	0	0	#DIV/0!
Dept Fee Review Study	5,000	4,500	0	0	0	#DIV/0!
Natick Center Revitalization	20,500	8,000	8,000	8,000	0	0.0%
Metrowest Growth Management	5,800	10,357	10,357	10,357	0	0.0%
Other Chgs./Exp.	42,595	37,567	18,357	18,357	0	0.0%
Total Board of Selectmen	530,436	630,203	659,023	669,674	10,651	1.6%



Town of Natick

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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 ~ Human Resources ~ Town Administrator's Clerical Support ~ Board of Selectmen's Clerical Support (part time ¾ 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.

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, and ATFC.

Copy/Mail Center Fees: Account is utilized for all copying and mail charges associated with the operation of the office.

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.

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.

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 Growth Mgmt.: This line item funds the Town's annual dues to Metrowest Growth Management.



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FY 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Classification Program	\$ -	868	\$ 1,000	\$ 1,000	\$ -	0.0%
Other Chgs./Exp.	\$ -	\$ 868	\$ 1,000	\$ 1,000	\$ (1,000)	-100.0%
Total Personnel Board	\$ -	\$ 868	\$ 1,000	\$ 1,000	\$ (1,000)	-100.0%

Line-Item Detail:

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



Town of Natick

FY 2011 Appropriated Budget

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Town of Natick

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Department: Town Report

Appropriation Summary

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011	
					\$	%
Printing & Advertising	\$ 4,000	4,400	\$ 5,000	\$ 5,000	\$ -	0.0%
Professional Services	\$ 4,000	\$ 4,400	\$ 5,000	\$ 5,000	\$ -	0.0%
Total Town Report	\$ 4,000	\$ 4,400	\$ 5,000	\$ 5,000	\$ -	0.0%

Line-Item Detail:

Printing: Cost to produce nearly 500 copies of the Town Report annually.



Town of Natick

FY 2011 Appropriated Budget

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Town of Natick

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Department: Legal

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Operating Expenses						
Technical & Professional Serv.	365,542	295,524	261,500	261,500	0	0.00%
Supplies	2,369	2,338	2,000	2,000	0	0.00%
Total Operating Expenses	367,911	297,861	263,500	263,500	0	0.00%

Other Chgs & Expenses

Sub-total - Other Charges & Expenses	3,402	0	10,000	10,000	0	0.00%
Total Other Chgs. & Expenses	3,402	0	10,000	10,000	0	0.00%

Total Legal Services	371,313	297,861	273,500	273,500	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

III. Current Challenges

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

The presence of all collective bargaining agreements expiring effective June 30, 2010 forces the Town to dedicate more of its legal resources towards labor related activities. The proposed increase in the Retainer line-item reflects a potential increase in Counsel's hourly rate which has not been increase since 2000.

V. On the Horizon

Staffing	2007	2008	2009	2010	2011
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

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Department: Legal

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Legal Services - Retainer	91,667	50,000	50,000	60,000	10,000	20.0%
Legal Services - Litigation	90,314	37,757	120,000	95,000	-25,000	-20.8%
Legal Services - ZBA Decisions	36,600	31,345	5,000	5,000	0	0.0%
Legal Services - Labor	140,877	148,777	64,000	79,000	15,000	23.4%
Legal Services - Appellate Tax	5,356	10,129	15,000	15,000	0	0.0%
Legal Services - Cable	640	1,670	5,000	5,000	0	0.0%
Legal Services - Tax Titles	0	15,772	2,000	2,000	0	0.0%
Communication Telephone	88	74	500	500	0	0.0%
Technical & Professional Serv.	365,542	295,524	261,500	261,500	0	0.0%
Law Updates/Books	2,369	2,338	2,000	2,000	0	0.0%
Supplies	2,369	2,338	2,000	2,000	0	0.0%
Sub-total - Operating Expenses	367,911	297,861	263,500	263,500	0	0.0%
Judgments - Damage Claims	3,402	0	2,500	2,500	0	0.0%
Judgments - Litigation	0	0	7,500	7,500	0	0.0%
Sub-total - Other Charges & Expenses	3,402	0	10,000	10,000	0	0.0%
Total Legal	371,313	297,861	273,500	273,500	0	0.0%

Line-Item Detail:

Tech & Prof. Services

Legal Services - Retainer Set Cost of Attorney Fees for John Flynn; increasing in FY 2011 for first time in many years.
 Legal Services - Litigation Legal fees relative to dispute resolution; reduction in order to reallocate resources elsewhere within legal budget.
 Legal Services - ZBA Decisions Legal services relative to defending Zoning Board of Appeals decisions.
 Legal Services - Labor Legal services relating to employment issues; Increasing in FY 2011 due to large amount of contracts up for renegotiation.
 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 - Is not always enough

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: Comptroller

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	283,441	277,910	268,975	271,288	2,313	0.86%
Total Salaries	283,441	277,910	268,975	271,288	2,313	0.86%
Operating Expenses						
Purchase of Services	35,052	14,606	21,000	21,150	150	0.71%
Supplies	6,148	2,066	4,000	4,000	0	0.00%
Total Operating Expenses	41,200	16,672	25,000	25,150	150	0.60%
Total Comptroller	324,641	294,582	293,975	296,438	2,463	0.84%

Mission:

The mission of the Comptroller is to provide assurance that public money is properly administered and spent to good effect;

Audit and report on the accounts of Town Departments, Commissions and Committees;

Establish that transactions of those Town entities are in accordance with the legal authorities governing them and that funds are applied for the purposes intended;

Provide assurance all transactions are performed in accordance with the system of internal financial control put in place;

Examine whether each body administers its resources economically and efficiently and has mechanisms in place to evaluate the effectiveness of operations;

Authorize the release of funds for purposes permitted by law.

Goals:

Budget Process Improvements

- With Town Administrator, Deputy Town Administrator and Finance Director re-engineer overall budgeting process
- With Finance Director develop quarterly reporting procedures for revenues
- Provide monthly exception reports to Selectmen, Finance Committee and Town Administrator (commencing after close of prior FY)
- Submit Free Cash package to Department of Revenue by 10/18
- Close books on prior FY by 10/5

Personnel Training and Advancement

- Enhance staff awareness of how their function relates to overall department mission through cross training
- Continue training of Treasury staff for Concentration and other payroll functionality



Town of Natick

Home of Champions

Department: Comptroller

Goals (con't):

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
- Establish and develop a healthy and adequate working relationship with the newly created Audit Advisory Committee

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 FY10

- During the FY10 year, the Department has undergone a change in staffing that is leading to further changes in the upcoming year. Towards the end of FY09 a new Payroll Coordinator was hired and is being budgeted in the Treasury Department. Currently, the Payroll Coordinator works out of the Comptroller's Office. However, efforts have been made to have the individual perform the job functions in the Treasury Department.
- In the beginning of FY10, a new part time Department Assistant was hired in the Comptroller's Office and will be dedicated to the processing and recording of all vendor payments. This will allow the incumbent Assistant Comptroller to assist the Comptroller with other tasks.
- The Town's Parking Clerk passed away during the year and the duties and responsibilities of the Parking Clerk were assigned to the Procurement Officer in the Comptroller's Office.
- A new Comptroller was appointed in FY09 but continues to catch up with outstanding issues left over from the previous Comptroller.

III. Challenges for FY11 and beyond

- Migrating the concentration account reconciliation process to the Treasurer's Department.
- Adding the position of Clerical Assistant back within the Comptroller's Office on a part-time basis. The Clerical Assistant is called in on a per diem basis to reconcile vendor and payroll checks.
- Addressing and implementing some of the FY08 and FY09 Audit findings in FY11. The FY08 audit was completed very late leaving little or no room for improvement and implementation during FY10.
- Establishing a system or process to migrate/separate the Capital Improvements monies from the Operating Budget. Capital Improvements should be reported as its own fund.

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

Unlike previous fiscal years, the Comptroller's Office does not plan on any fiscal changes for the upcoming fiscal year.



Town of Natick

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Department: Comptroller

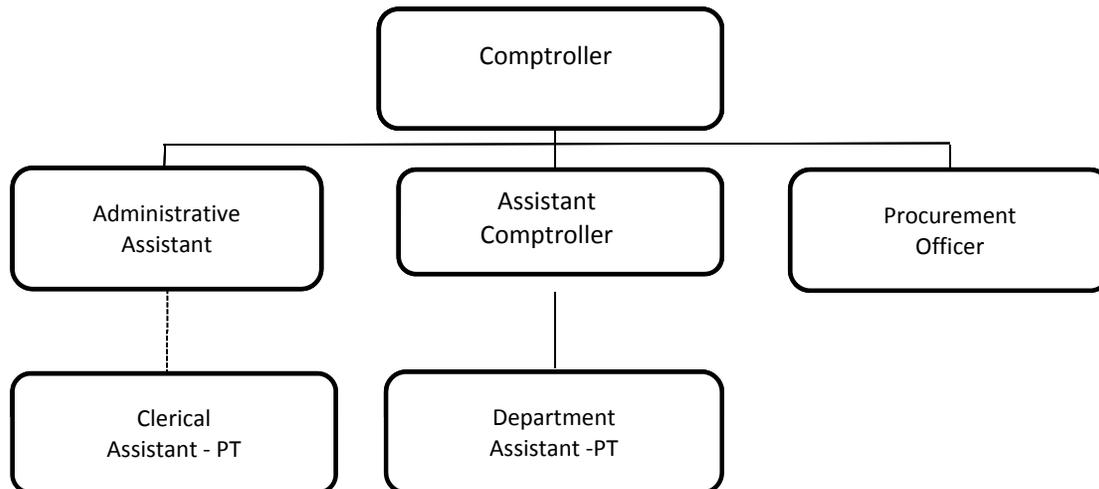
Staffing	2007	2008	2009	2010	2011
Comptroller	1	1	1	1	1
Assistant Comptroller	1	1	1	1	1
Procurement Officer	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	0	0
Benefits Administrator	1	1	0	0	0
Clerical Assistant	0.5	0.5	0.5	0	0.08
Department Assistant	0	0	0	0.5	0.42
Total FTE	6.5	6.5	5.5	4.5	4.5

Total FT/PT	6 FT / 1 PT	6 FT / 1 PT	5 FT / 1 PT	4 FT / 1 PT	4 FT/2 PT
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Notes

In FY09, the Part-Time Clerical Assistant was budgeted for in the Treasury Department.

Organizational Chart



Performance Indicators	2007	2008	2009	2010	2011
Number of Invoices received (yearly)	19,283	23,557	24,030	24,513 *	25,126 *
Number of Accts. Payable (A/P) checks issued (yearly)	11,838	13,166	13,997	14,837 *	15,764 *
Number of Purchase Orders	5,881	6,097	5,730	5,501 *	5,584 *
Number of RFP's Solicited	25	34	23	28*	26*
Number of Executed Contracts	23	30	20	12*	20*
Number of funds supervised	87	87	88	88*	88*
Number of parking ticket hearings	N/A	N/A	N/A	166*	185*

* The figures for FY10 and FY11 are estimated and forecasted amounts, respectively. They are based on results from FY2007 - FY2009.



Town of Natick

Home of Champions

Department: Comptroller

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	77,424	\$ 80,257	78,321	81,121	2,800	3.6%
Salaries Supervisory	59,965	\$ 61,764	61,764	61,764	0	0.0%
Salaries Operational Staff	143,098	\$ 130,870	126,890	125,959	-931	-0.7%
Operational Staff Overtime	2,954	\$ 4,776	2,000	2,000	0	0.0%
Additional Compensation	0	\$ 244	0	444	444	#DIV/0!
Personnel Services	283,441	277,910	268,975	271,288	2,313	0.9%
In State Travel	454	\$ 421	500	500	0	0.0%
Communication Telephone	1,856	\$ 1,571	1,500	1,600	100	6.7%
Training & Education	505	\$ 2,704	10,500	10,500	0	0.0%
Dues & Subscriptions	275	\$ 300	500	550	50	10.0%
Copy/Mail Center Fees	1,601	\$ 1,726	1,000	1,700	700	70.0%
Bookbinding	724	\$ -	2,000	1,300	-700	-35.0%
Consulting Services	29,637	\$ 7,884	5,000	5,000	0	0.0%
Purchase of Services	35,052	14,606	21,000	21,150	150	0.7%
Copy Center Supplies	3,425	\$ 419	2,000	2,000	0	0.0%
Office Supplies	2,723	\$ 1,648	2,000	2,000	0	0.0%
Supplies	6,148	2,066	4,000	4,000	0	0.0%
Total Comptroller	324,641	294,582	293,975	296,438	2,463	0.8%



Town of Natick

Home of Champions

Department: 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 Operational Staff: Compensation for the positions of: (1) Administrative Assistant, (1) Procurement Officer, (1) Part-Time Clerical Assistant, 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 are MAA School, MUNIS training to enable staff to keep up to date with current versions 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: Services provided for the distribution of inter-office mail, and out going mail as well as a share of the general operation of the copy center operations.

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

FY 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Assessor

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	283,212	282,048	272,562	273,293	731	0.27%
Total Salaries	283,212	282,048	272,562	273,293	731	0.27%
Operating Expenses						
Purchase of Services	67,637	21,653	42,300	37,300	-5,000	-11.82%
Supplies	1,693	3,358	3,500	3,500	0	0.00%
Other Chgs. / Exp.	263,897	1,672	80,000	75,000	-5,000	-6.25%
Total Operating Expenses	333,226	26,683	125,800	115,800	-10,000	-7.95%
Total Assessor	616,439	308,732	398,362	389,093	-9,269	-2.33%

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 support of the Natick Community.

Goals:

Customer Service/Personnel Advancement

- Implement GIS mapping system and educate public with its use.
- Hold informative meetings with the public quarterly to help promote an understanding of the tax process.
- Continue to develop staff training for customer service and team building .

Enhance Web and Other Computer Applications

- Work with DPW to implement the new GIS application.
- Upgrade on-line assessment photographs as part of property revaluation.
- Review and relist all commercial properties.

Policy Issues

- Develop and enhance information about affordable housing.

Miscellaneous

- Enhance communication with Community Development/Building Dept. to ensure more timely & complete record updates .
- Monitor overlay reserve account for sufficiency & opportunities to release funds.



Town of Natick

Home of Champions

Department: 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 –The new Natick Collection Expansion is now completed and has contributed to Natick's tax base. The condominiums will be challenging going forward due to the drop in the condominium market. The increase to the personal exemption 41C and the senior work program will continue to provide elders with a greater credit to their tax bills. The trash bag exemption program has been accepted and since it has been implemented we have provided 574 sleeves of bags to qualified Seniors. This, together with additional exemption relief, hopes to ease some of their tax burden. The staff continues to work tirelessly completing all of the requested inspections, and assisting with exemption filings. We have just concluded the revaluation for fiscal year 2010. The Department of Revenue has certified all of Natick's required analysis. Natick received approval of the New Growth contributing an additional \$193,644,320 in value. The new tax rate will be \$11.67 . Natick continues to be one of the communities with the lowest average single family tax bill. The Assessors staff anticipates a very active abatement season due to the reported national projections of a depressed economy. The staff will be available to assist taxpayers in the abatement process. We will continue to offer education and guidance with the abatement and exemption applications.

Continued changes to Massachusetts statutes will require additional staff time in FY2011. Included are: additional statistical reporting for interim year adjustments (FY 2011), continued implementation of excise abatement procedures, new review of Telecommunication properties, certifying manufacturing and foreign corporations, changes to the corporate exemption for personal property, changes to the boat excise tax procedures, and changes to the state owned land valuation procedures.

III. Current Challenges – Building improvements continue to challenge the staff of the Assessing department. Building of larger multi parcel developments require hours of staff time to record and assess properly. The staff is required to inspect all building permits when the work is complete or a certificate of occupancy is issued. The certificate of occupancy program increases revenue; however it also requires the assessors' staff to inspect each property prior to the issuance of a certificate of occupancy. The Assessors anticipate a continued challenge with the South Natick Hills and Grant Street developments. Buildouts at the mall location will also continue to require inspections.. The Staff will continue to process all the administrative and technical challenges the many projects present. The staff will also continue with all building permit inspections. Abatement inspections, and required cyclical inspections. The changes to the personal exemption program has increased the amount of time the staff spends assisting the Seniors. We are thankful we have been able to reach so many Seniors with the exemption program.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact - As we anticipate Fiscal Year 2011 we realize Fiscal Year 2010 just concluded the revaluation year for the Town of Natick. In 2011 the staff will be working tirelessly going forward to complete the extensive statistical review required by the Department of Revenue for interim year assessments. Ongoing inspections and review will require many staff



Town of Natick

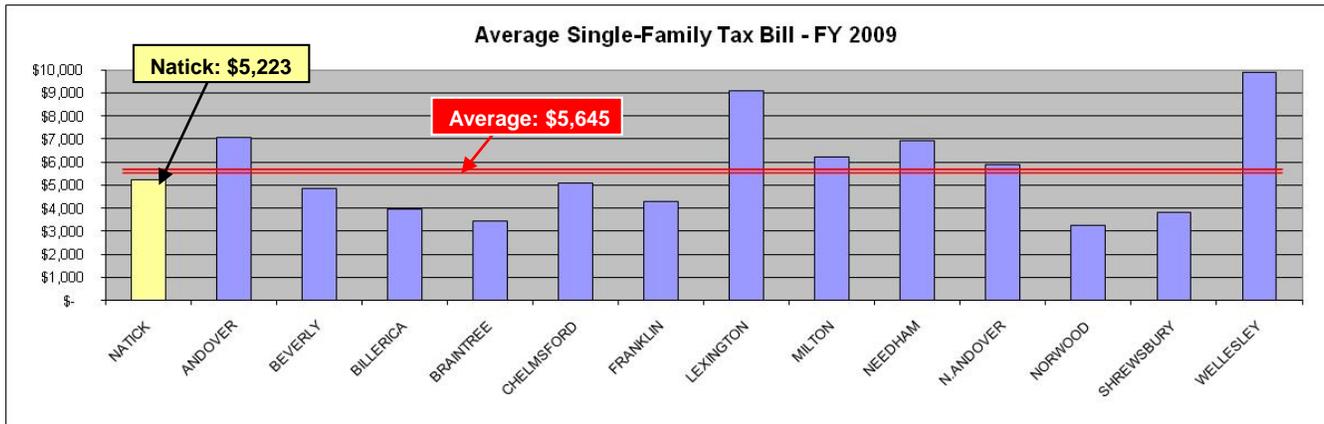
Home of Champions

Department: Assessor

Budget Overview:

full time position and it was replaced with a part time position. The decrease to staff presents challenges and pushes all of us to our limits. The Natick Mall location will continue to be a time consuming project. Increase in multi building developments, excise changes, and exemption changes will impact the staff and keep all of us busy. Additional exemption changes have created a need to educate and assist many Seniors in completing the exemption application. A constant friendly voice and a willingness to help will provide the seniors with knowledge to take advantage of the programs offered.

V. On the Horizon – In Fiscal Year 2011 we will be required to submit interim year adjustment reports to the Department of Revenue. It will seem as if we just completed the revaluation process but again we will be asked to provide information to justify all assessments. The assessors must plan for the audit and review of the Department of Revenue. We must continue to conduct abatement inspections, property inspections and sales review. Anticipated developments such as South Natick Hills, and the Grant Street development will consume the technical and administrative staff. We will continue to assist and educate the Senior population and make every effort to help ease their tax burden.



Municipality	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill
NATICK	\$ 3,980,497,800	8,451	\$ 471,009	\$ 11.09	\$ 5,223
ANDOVER	\$ 4,919,136,300	8,480	\$ 580,087	\$ 12.16	\$ 7,054
BEVERLY	\$ 3,734,494,300	8,358	\$ 446,817	\$ 10.86	\$ 4,852
BILLERICA	\$ 3,669,508,000	10,707	\$ 342,720	\$ 11.55	\$ 3,958
BRAINTREE	\$ 3,424,749,100	8,985	\$ 381,163	\$ 9.06	\$ 3,453
CHELMSFORD	\$ 3,239,997,800	8,993	\$ 360,280	\$ 14.07	\$ 5,069
FRANKLIN	\$ 2,906,337,200	7,553	\$ 384,792	\$ 11.17	\$ 4,298
LEXINGTON	\$ 6,274,760,000	8,934	\$ 702,346	\$ 12.97	\$ 9,109
MILTON	\$ 3,765,507,200	7,111	\$ 529,533	\$ 11.74	\$ 6,217
NEEDHAM	\$ 5,784,137,300	8,341	\$ 693,458	\$ 9.96	\$ 6,907
N.ANDOVER	\$ 3,090,604,900	6,164	\$ 501,396	\$ 11.76	\$ 5,896
NORWOOD	\$ 2,240,982,300	5,801	\$ 386,310	\$ 8.46	\$ 3,268
SHREWSBURY	\$ 3,552,273,792	8,992	\$ 395,048	\$ 9.68	\$ 3,824
WELLESLEY	\$ 7,601,189,000	7,266	\$ 1,046,131	\$ 9.47	\$ 9,907
AVERAGE	\$ 4,156,012,499	8,153	\$ 515,792	\$ 11.00	\$ 5,645

Average Tax Bill:

This table shows the average single-family tax bill for comparable communities to Natick for FY 2009. Only single-family homes are shown as part of this comparison. As of FY 2009, Natick finds itself below average compared to the other 12 comparable communities in average tax bills.

Source: Mass. Dept. of Revenue, Div. Of Local Services.



Town of Natick

Home of Champions

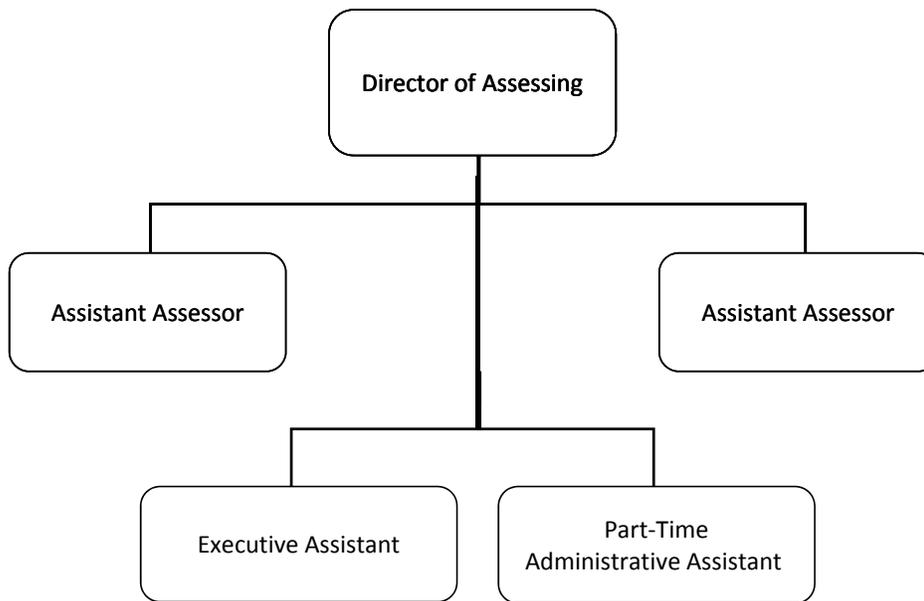
Department: Assessor

Staffing	2007	2008	2009	2010	2011
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	0.5	0.5
Total FTE	5	5	5	4.5	4.5

Total FT/PT	5 FT / 0 PT	5 FT / 0 PT	5 FT / 0 PT	4 FT / 1 PT	4 FT / 1PT
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Notes

Organizational Chart



Performance Indicators	2007	2008	2009	2010	2011
Number of Real & Personal Property Accounts	1588	1760	1789	1789	1800*
Number of Parcels	12787	12852	12763	13135	13250*
Number of Personal Exemptions	420	389	387	400 *	405*
Number of Abatements (Applications/Granted)					
- Real	201/85	161/68	160/92	300 *	200 *
- Personal Property**	10/1	19/11	20/11	25 *	25 *
Number of Outstanding ATB Cases	32	34	25	n/a	n/a

Notes:

* This number is uncertain at this time an estimate has been supplied.

**The numbers represented in the abatement section reflect # received/# granted.



Town of Natick

Home of Champions

Department: Assessor

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	77,516	\$ 79,841	79,842	79,842	0	0.0%
Salaries Operational Staff	86,803	\$ 76,639	46,608	47,520	912	2.0%
Part Time Operational Staff	0	\$ -	20,112	19,931	-181	-0.9%
Salaries Tech & Professional	117,612	\$ 123,531	123,527	123,527	0	0.0%
Operational Staff Additional Comp	156	\$ 461	473	473	0	0.0%
Operational Staff Overtime	1,125	\$ 1,575	2,000	2,000	0	0.0%
Personnel Services	283,212	282,048	272,562	273,293	731	0.3%
Repairs & Maint Equip	4,848	\$ 1,860	2,000	2,000	0	0.0%
In State Travel/Meetings	3,170	\$ 1,351	3,000	3,000	0	0.0%
Communication Telephone	2,436	\$ 2,252	2,000	2,000	0	0.0%
Education & Training	1,215	\$ 440	1,500	1,500	0	0.0%
Dues & Subscriptions	1,325	\$ 1,535	2,500	2,500	0	0.0%
Tax Mapping	46,093	\$ 9,053	25,000	20,000	-5,000	-20.0%
Copy/Mail Center Fees	3,868	\$ 2,662	3,800	3,800	0	0.0%
Communication Postage	4,681	\$ 2,501	2,500	2,500	0	0.0%
Purchase of Services	67,637	21,653	42,300	37,300	-5,000	-11.8%
Office Supplies	1,693	\$ 3,358	3,500	3,500	0	0.0%
Supplies	1,693	3,358	3,500	3,500	0	0.0%
Revalue of Real Property	263,897	\$ 1,672	80,000	75,000	-5,000	-6.3%
Other Chgs. / Exp.	263,897	1,672	80,000	75,000	-5,000	-6.3%
Total Assessor	614,746	308,732	398,362	389,093	-9,269	-2.3%



Town of Natick

Home of Champions

Department: 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:

- 40% Residential Data Collection
- Assists w/ large commercial data collection
- Residential Value Review
- 50% Sales Inspections
- 25% Building Permit Inspections
- Abatement Inspections
- Abatement Application Control
- Betterment & Lien Management • Personal Exemptions and the Senior Work Program
- ATB setup
- Excise Abatement Reconciliation
- Real Estate Abatement Reconciliation
- Deed Coding
- 50% Personal Property
- Data Entry

The second Assistant Assessor is responsible for the following:

- Deed Storage and Control
- Plan and Subdivision Cuts and Combos
- 40% Residential Data Collection
- 50% Sales Inspections
- 50% 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)
- Taxpayer Mailings
- Form of List Mailings

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: Assessor

Line-Item Detail

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

FY 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Collector

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	169,534	175,268	186,530	186,288	-242	-0.1%
Total Salaries	169,534	175,268	186,530	186,288	-242	-0.1%
Operating Expenses						
Purchase of Services	76,748	69,131	62,850	70,250	7,400	11.8%
Tech. & Prof. Serv.	82,647	57,039	62,500	79,500	17,000	27.2%
Supplies	4,567	5,469	4,000	4,500	500	12.5%
Total Operating Expenses	163,963	131,640	129,350	154,250	24,900	19.3%
Total Collector	333,497	306,908	315,880	340,538	24,658	7.8%

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:

Personnel Advancement

- Work with Personnel Director on customer service/team building
- Reconfigure Collector's Office personnel to facilitate better service

Enhance On-line, Web, Computer Applications

- Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization
- Working with Information Technology department, work toward development of intranet
- Working with Town Administrator, establish position for web development/ maintenance
- Enhance customer access; oversee creation of additional on-line payments for bulky waste, recreation programs, others as appropriate

Budget Process Improvements

- Oversee integration of various MUNIS personnel functions



Town of Natick

Home of Champions

Department: Collector

Goals (con't)

Budget Process Improvements (con't)

- With Town Administrator, Deputy Town Admin. and Comptroller, re-engineer overall budgeting process
- With DPW, consider alternatives to water billing system

Miscellaneous

- Facilitate same-day deposits of payments
- Scan all checks for record keeping
- Implement new water billing system including averaging for condos
- Begin to assess opportunities for public information kiosk at Town Hall & Morse Institute Library
- Bid Insurance Programs
- With Comptroller, develop quarterly reporting procedure for revenues

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

The budget request for FY2011 includes continued funding for improved notification to delinquent accounts, notification to subsequent/new property owners, and additional research/resolution for returned mail. In state travel expense has been eliminated. Training has been significantly reduced and will be limited to essential / mandatory usage. Ambulance Fee collections expense has been increased by \$16,000.00 for FY2011, postage is increased to reflect current rates, repairs and maintenance is increased to accommodate laser check printing, in-state travel & training are increased to facilitate attendance at Commonwealth training/sessions, motor vehicle billing is restored to historic cost levels.

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



Town of Natick

Home of Champions

Department: Collector

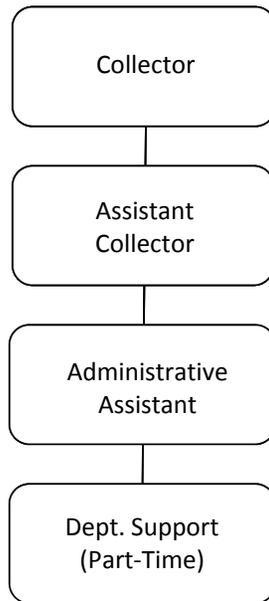
Staffing	2007	2008	2009	2010	2011
Collector	0.7	0.7	0.7	0.7	0.7
Assistant Collector	0.7	0.7	0.7	0.7	0.7
Administrative Assistant	1	1	1	1	1
Department Support	1	0.4	0.4	0.4	0.4
Total FTE	3.4	2.8	2.8	2.8	2.8

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

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

Organizational Chart



Performance Indicators	2007	2008	2009	2010	2011
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Please see Treasurer's Budget for these Indicators					
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Town of Natick

Home of Champions

Department: Collector

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	71,600	\$ 75,199	75,188	75,188	0	0.0%
Salaries Supervisory	40,501	\$ 43,176	44,787	46,380	1,594	3.6%
Salaries Operational Staff	42,020	\$ 43,281	43,930	44,588	658	1.5%
Salaries Temp Operational Staff	12,320	\$ 11,108	14,687	14,687	0	0.0%
Operational Staff Additional Comp	420	\$ 433	438	444	7	1.5%
Operational Staff Overtime	2,673	\$ 2,071	7,500	5,000	-2,500	-33.3%
Personnel Services	169,534	175,268	186,530	186,288	-242	-0.1%
Repair & Maint Equipment	2,850	\$ 258	1,500	2,500	1,000	66.7%
In State Travel/Meetings	0	\$ -	0	500	500	0.0%
Training & Education	535	\$ 485	300	500	200	66.7%
Communication Telephone	530	\$ 495	750	750	0	0.0%
Communication Postage	48,260	\$ 55,601	48,300	57,500	9,200	19.0%
Collection Activities	23,109	\$ 10,332	10,000	6,500	-3,500	-35.0%
Copy/Mail Center Fees	1,464	\$ 1,961	2,000	2,000	0	0.0%
Purchase of Services	76,748	69,131	62,850	70,250	7,400	11.8%
Real Estate Tax Billing	10,390	\$ 5,104	8,000	8,000	0	0.0%
Motor Vehicle Excise Tax Billing	4,100	\$ 2,660	3,000	4,000	1,000	33.3%
PAYT Billing	2,000	\$ -	1,000	1,000	0	0.0%
Police Detail Billing	3,390	\$ 180	4,000	4,000	0	0.0%
Ambulance Fee Collections	62,768	\$ 49,095	46,500	62,500	16,000	34.4%
Tech. & Prof. Serv.	82,647	57,039	62,500	79,500	17,000	27.2%
Office Supplies	4,567	\$ 5,469	4,000	4,500	500	12.5%
Supplies	4,567	5,469	4,000	4,500	500	12.5%
Total Collector	333,497	306,908	315,880	340,538	24,658	7.8%



Town of Natick

Home of Champions

Department: 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 4.75% of collected revenue, for a service agency to process all ambulance invoicing and insurance claim processing as well as costs for on-call ambulances when necessary.

Supplies

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



Town of Natick

FY 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Treasurer

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	136,416	106,596	144,208	144,480	273	0.2%
Total Salaries	136,416	106,596	144,208	144,480	273	0.2%
Operating Expenses						
Purchase of Services	20,934	12,384	21,050	21,750	700	3.3%
Tech & Prof. Services	45,011	17,877	35,000	35,000	0	0.0%
Supplies	3,536	3,483	3,500	4,000	500	14.3%
Total Operating Expenses	69,481	33,744	59,550	60,750	1,200	2.0%
Total Treasurer	205,897	140,340	203,758	205,230	1,473	0.7%

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:

Personnel Advancement

Reconfigure Collector's Office personnel to facilitate better service

Enhance On-line, Web, Computer Applications

Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization

Working with Information Technology department, work toward development of intranet

Working with Town Administrator, establish position for web development/ maintenance

Enhance customer access; oversee creation of additional on-line payments for bulky waste, recreation programs, others as appropriate



Town of Natick

Home of Champions

Department: Treasurer

Goals (con't)

Budget Process Improvements

Oversee integration of various MUNIS personnel functions

With Town Administrator, Deputy Town Admin. and Comptroller, re-engineer overall budgeting process

With DPW, consider alternatives to water billing system

Miscellaneous

Facilitate same-day deposits of payments

Scan all checks for record keeping

Implement new water billing system including averaging for condos

Begin to assess opportunities for public information kiosk at Town Hall & Morse Institute Library

Bid Insurance Programs

With Comptroller, develop quarterly reporting procedure for revenues

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 processing has moved back to the Treasurer's Office. To facilitate this the salary for the payroll support staff is included in this budget. A modest increase is proposed in the overtime line item related to the reconciliation of the concentration accounts (vendor, payroll, and workers compensation checking accounts), a minimal amount has been restored for attendance at in-sate meetings, and supplies have been increased by \$500.00 related to the printing of checks etc. Level funding is proposed in repair & maint. of equipment, training, envelopes, and office supplies. This will require improving the use of available resources to provide the Treasurer's services.

V. On the Horizon

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



Town of Natick

Home of Champions

Department: Treasurer

Staffing

	2007	2008	2009	2010	2011
Treasurer	0.29	0.29	0.29	0.29	0.29
Assistant Treasurer	0.33	0.33	0.33	0.33	0.33
Administrative Assistant	1	1	1	1	Admin. Asst.
Payroll Coordinator	0	0	0	1	Payroll Coord.
Department Support - Part time	0.00	0.00	0.49	0	0
Total FTE	1.63	1.63	2.12	2.63	0.63

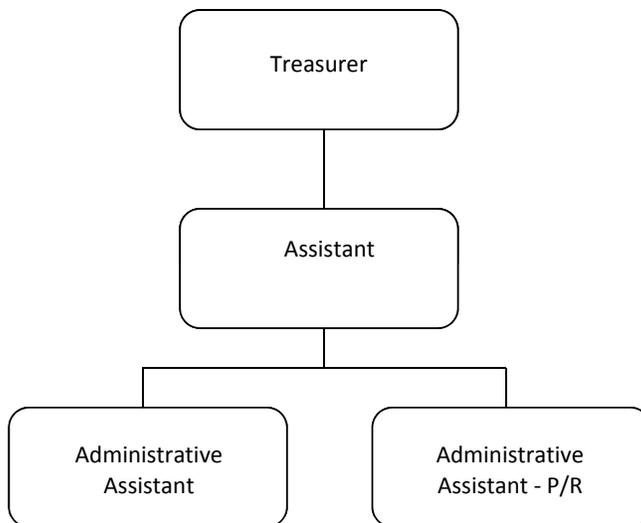
Total FT/PT

3 FT / 0 PT 3 FT / 0 PT 3 FT / 1 PT 4 FT / 0 PT 4 FT / 0 PT

Notes

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

Organizational Chart



Performance Indicators

	2007	2008	2009	2010	2011
Number of real estate tax bills issued	51965	52224	52130	52300	52300
Number of personal property tax bills issued	6706	8053	8046	8100	8100
Number of motor vehicle excise bills issued	37884	37442	37169	37500	37500
Number of payroll checks/ direct deposit per pay-period	52593	51234	52257	52500	52500



Town of Natick

Home of Champions

Department: Treasurer

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011	
					\$	%
Salaries Management	29,802	\$ 31,300	31,311	31,311	0	0.0%
Salaries Supervisory	20,375	\$ 21,721	22,536	23,338	802	3.6%
Salaries Operational Staff	84,041	\$ 43,281	87,861	84,831	-3,029	-3.4%
Part Time Operational Staff	0	\$ 9,166	0		0	0.0%
Overtime Operational Staff	2,198	\$ 1,128	2,500	5,000	2,500	100.0%
Personnel Services	136,416	106,596	144,208	144,480	273	0.2%
Repair & Maint Equipment	7,905	\$ 394	5,000	5,000	0	0.0%
In State Travel/Meetings	538	\$ -	0	500	500	0.0%
Training & Education	1,995	\$ 691	500	500	0	0.0%
Communication Telephone	452	\$ 431	800	800	0	0.0%
Communication Postage/Envelopes	6,759	\$ 8,306	12,350	12,350	0	0.0%
Copy/Mail Center Fees	3,284	\$ 2,562	2,400	2,600	200	8.3%
Purchased Services Misc.	0	\$ -	0	0	0	0.0%
Purchase of Services	20,934	12,384	21,050	21,750	700	3.3%
Banking Services Fees	45,011	\$ 17,877	35,000	35,000	0	0.0%
Master Charge Fees	0	\$ -	0	0	0	0.0%
Tech & Prof. Services	45,011	17,877	35,000	35,000	0	0.0%
Office Supplies	3,536	\$ 3,483	3,500	4,000	500	14.3%
Supplies	3,536	3,483	3,500	4,000	500	14.3%
Total Treasurer	205,897	140,340	203,758	205,230	1,473	0.7%



Town of Natick

Home of Champions

Department: 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 two staff positions are funded in this line item. One position is responsible for payroll and employee benefit administration. The second position is responsible primarily for cash and account reconciliation.

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 eliminated in the FY2011 budget.

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.

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

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 level funded from FY2010 – 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

FY 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 309,493	\$ 317,805	\$ 219,219	\$ 219,219	\$ -	0.00%
Total Salaries	\$ 309,493	\$ 317,805	\$ 219,219	\$ 219,219	\$ -	0.00%
Operating Expenses						
Purchase of Services	\$ 290,014	\$ 267,824	\$ 322,600	\$ 334,600	\$ 12,000	3.72%
Supplies	\$ 15,894	\$ 17,696	\$ 16,500	\$ 16,500	\$ -	0.00%
Other Chgs. & Exps.	\$ 205,633	\$ 283,476	\$ 265,000	\$ 265,000	\$ -	0.00%
Total Operating Expenses	\$ 511,541	\$ 568,995	\$ 604,100	\$ 616,100	\$ 12,000	1.99%
Total Information Technology	\$ 821,034	\$ 886,800	\$ 823,319	\$ 835,319	\$ 12,000	1.46%

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.
- Work to improve esthetics, content and navigation of the Town web site.
- Use new Blade Server to upgrade and further virtualize the Town's infrastructure and reduce footprint.
- Identify and implement new technologies that will that help manage an ever growing IT infrastructure.
- Communicate with other municipalities IT Department's.

Disaster Recovery Planning

- Install high availability and failover capabilities on critical systems not yet protected
- Implement storage area network (SAN) between Town Hall and Public Safety building to facilitate DR via virtualization software.

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 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

- Replaced two INET fiber optic wave division multiplexors that connect the High school to Town Hall and three School Bldgs.
- Replaced Checkpoint Firewall in Public Safety Bldg with Juniper Firewall providing lower maintenance costs and better perimeter security for the Town network.
- Installation of IBM Bladecenter S for replacement of Financial Application (Munis) server and upgrade for older VMware servers.
- Public Wireless network in Town Hall available in meeting rooms on the second and third floor.

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.
- Replacement of older core network switches which are over 10 years old

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

- Increase of \$12,000 in Software Maintenance budget to cover maintenance of the financial software (Munis).

V. On the Horizon

- Migration and Upgrade of Financial Application from existing AIX server to new Blade server.
- Upgrade Email server from Exchange 2003 to Exchange 2007 and add second Exchange server for failover - all virtualized.
- Upgrade Active Directory from 2003 to 2008 - virtualized.
- Evaluate Cloud technologies such as VMware vSphere and new features in Microsoft Hyper-V.
- Evaluate Windows 7.
- Depending on how the Town votes in March 2010, the IT Department could have a substantial amount of work co assisting the School Department in maintaining phone service while the new high school is being built and in evaluating, purchasing and implementing a new VOIP phone system for the new high school that's interoperable with the Town's existing PBX.



Town of Natick

Home of Champions

Department: Information Technology

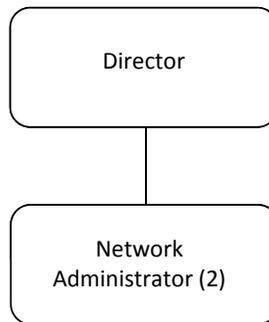
Staffing	2007	2008	2009	2010	2011
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Database Administrator	1	1	1	0	0
Data Entry Clerk	0.75	0.75	0.75	0	0
Total FTE	4.75	4.75	4.75	3	3

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

	2007	2008	2009	2010	2011
Software Maintenance Cost	\$ 220,000	\$ 220,000	\$ 235,000	\$ 245,000	\$ 250,000
Percentage of PC support calls for Viruses and Malware	30%	25%	20%	10%	5%
Number of PC's Supported	300	275	250	250	250
Staff	4.75	4.75	4.75	3	3



Town of Natick

Home of Champions

Department: Information Technology

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011 \$ (+/-) % (+/-)	
Salaries Management	\$ 88,108	\$ 90,751	\$ 90,752	\$ 90,752	\$ -	0.00%
Salaries Operational Staff	\$ 29,903	\$ 29,828	\$ -		\$ -	#DIV/0!
Salaries Technical/Professional	\$ 191,482	\$ 197,226	\$ 128,467	\$ 128,467	\$ -	0.00%
Personnel Services	\$ 309,493	\$ 317,805	\$ 219,219	\$ 219,219	\$ -	0.00%
Repairs & Maint Equipment	\$ 51,998	\$ 35,058	\$ 52,000	\$ 52,000	\$ -	0.00%
Maintenance Contracts Software	\$ 215,735	\$ 209,733	\$ 245,000	\$ 257,000	\$ 12,000	4.90%
Web Development	\$ 2,705	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Communication Telephone	\$ 13,025	\$ 16,613	\$ 19,600	\$ 19,600	\$ -	0.00%
Copy/Mail Center Fees	\$ 2,335	\$ 2,246	\$ 1,000	\$ 1,000	\$ -	0.00%
Training & Education	\$ 4,216	\$ 4,174	\$ 5,000	\$ 5,000	\$ -	0.00%
Purchase of Services	\$ 290,014	\$ 267,824	\$ 322,600	\$ 334,600	\$ 12,000	3.72%
Computer Supplies	\$ 6,894	\$ 8,696	\$ 7,500	\$ 7,500	\$ -	0.00%
Paper Supplies - Municipal	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.00%
Supplies	\$ 15,894	\$ 17,696	\$ 16,500	\$ 16,500	\$ -	0.00%
Equipment Replacement Computers	\$ 72,004	\$ 103,170	\$ 75,000	\$ 75,000	\$ -	0.00%
Software Systems Upgrade & Replace	\$ 33,284	\$ 73,681	\$ 72,000	\$ 72,000	\$ -	0.00%
LAN/WAN Maintenance	\$ 52,588	\$ 70,650	\$ 70,000	\$ 70,000	\$ -	0.00%
Telephone System Maintenance	\$ 47,757	\$ 35,974	\$ 48,000	\$ 48,000	\$ -	0.00%
Other Chgs. & Exps.	\$ 205,633	\$ 283,476	\$ 265,000	\$ 265,000	\$ -	0.00%
Total Information Technology	\$ 821,034	\$ 886,800	\$ 823,319	\$ 835,319	\$ 12,000	1.46%



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 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	183,161	189,865	198,307	192,991	-5,316	-2.7%
Total Salaries	183,161	189,865	198,307	192,991	-5,316	-2.7%

Operating Expenses

Purchase of Services	5,792	5,973	5,900	8,950	3,050	51.7%
Tech. & Prof. Serv.	5,076	3,300	12,250	13,250	1,000	8.2%
Supplies	2,483	4,810	1,000	2,500	1,500	150.0%
Total Operating Expenses	13,351	14,083	19,150	24,700	5,550	29.0%

Total Town Clerk	196,512	203,948	217,457	217,691	234	0.1%
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Mission:

The mission of the Town Clerk's Office is to commit to working beyond the scope of the mandates and customs of the community and to serve the citizens as the focal point of town government.

Goals:

Personnel Management & Training

- Pursue opportunities for professional development in areas such as computer skills, budgeting and personnel management
- Enhance staff awareness of how their function relates to overall department mission through cross training in all key office functions
- Obtain training for personnel on web development; identify lead web person

Web Development

- Enhance web page to provide more information to public
- Provide more opportunity for on-line transactions for licenses/permits

Records Retention/Document Archiving

- With IT Director and Finance Director, develop plan for financing needs; pursue grant opportunities
- Utilize expertise of Library staff archivist as appropriate to prioritize needs and identify best methods
- Prioritize binding of vital statistics books and rebinding of index books

Miscellaneous

- With Finance Director, investigate opportunity for debit card use at counter
- Stay current and comply with state mandates; incorporate into budget as applicable
- Continue to investigate best options for new voting machines; purchase when decision is made



Town of Natick

Home of Champions

Department: Town Clerk

Budget Overview:

I. Main Purpose of the Department

To serve the citizens needs in a professional way and strive, to the best of our abilities, to carry out the multitude of duties required of the Town Clerk

II. Recent Developments

The use of 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.

III. Current Challenges

Addressing changes associated with the Help America Vote Act

Time management and multi-tasking to fulfill the needs of the public.

On going cross-training for current employees is continuing. This has been challenging as a result of the number of elections this year and the preparation which is involved.

Use of the web has improved, but still requires some more training.

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

The programming for Town Elections for the Auto Mark terminals for the physically challenged will be the responsibility of the Town. Up until now, the State has provided full funding.

To comply with the election laws, we will have to send a postcard to each **inactive** voter and pay for the postage both ways. They must notify us if they either still live in town and have not returned the census or if they have moved out of town. In order for us to delete individuals from our voting lists, this is the process which must be followed. This will be an additional necessary expense.

V. On the Horizon

Re-binding of vital statistics books and index books has long been neglected. As each year passes, deterioration of these records increases.

Re-binding of vital statistics books and index books has long been neglected. As each year goes by, there is more and more deterioration of historical records of the town. This would be a costly procedure. This is more of a long-term project and perhaps there are grants which could be applied for.



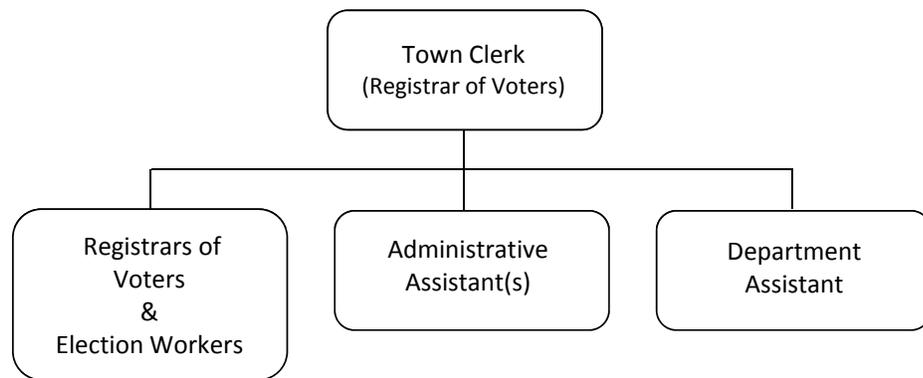
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2007	2008	2009	2010	2011
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





Town of Natick

Home of Champions

Department: Town Clerk

Town Clerk

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011	
					\$	%
<i>Salaries Management*</i>	62,364	\$ 63,842	66,861	62,302	-4,559	-6.8%
Salaries Operation Staff	108,442	\$ 123,120	129,446	127,489	-1,957	-1.5%
Add'l Comp Operational Staff	103	\$ -	0	0	0	#DIV/0!
Operational Staff Overtime	1,572	\$ 2,902	2,000	3,200	1,200	60.0%
Retirement Buy-Out	10,680	\$ -	0	0	0	#DIV/0!
Personnel Services	183,161	\$ 189,865	198,307	192,991	-5,316	-2.7%
Repairs & Maint Equipment	139	\$ 947	350	1,345	995	284.3%
In State Travel/Meetings	1,277	\$ 36	1,000	2,740	1,740	174.0%
Communication Telephone	648	\$ 597	950	750	-200	-21.1%
Dues & Memberships	225	\$ 200	400	415	15	3.8%
Copy/Mail Center Fees	1,122	\$ 1,953	2,000	3,500	1,500	75.0%
Mass General Law Updates	2,196	\$ 2,239	1,000	0	-1,000	-100.0%
Other Services Misc.	185	\$ -	200	200	0	0.0%
Purchase of Services	5,792	\$ 5,973	5,900	8,950	3,050	51.7%
Communication Print & Advertising	5,076	\$ 3,300	10,000	11,000	1,000	10.0%
Binding	0		2,250	2,250	0	0.0%
Tech. & Prof. Serv.	5,076	\$ 3,300	12,250	13,250	1,000	8.2%
Office Supplies	2,483	\$ 4,810	1,000	2,500	1,500	150.0%
Supplies	2,483	\$ 4,810	1,000	2,500	1,500	150.0%
Total Town Clerk	196,512	\$ 203,948	217,457	217,691	234	0.1%



Town of Natick

Home of Champions

Department: Town Clerk

Line-Item Detail

Narrative:

Town Clerk

Personnel Services

Covers the costs of 1 Town Clerk and 3 assistants within the Clerk's office.

Purchase of Services

Repairs and Maintenance of Equipment – Contract for time clock, maintenance of town seal.

In State Travel /Meetings – This item allowed staff to attend conferences which offer education classes through the Mass Town Clerk's Assoc. and speakers from the Secretary of State's office.

Communication/Telephone – Extensive communication with the Central Voter Registry at the Secretary of State's Office.

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.

Copy/Mail Center Fees – Large volume of vital records request. Envelopes for usage by Board of Registrars acknowledgement notices and use by Town Clerk's office. Due to new mandates from State Ethics, OCPF, OML, etc.) and along with the work involved with AG submissions, copies of warrants, copies of Charter and By-Law books, Town Meeting Member handbooks, copies of election training materials, handouts, etc., a large increase is requested.

Mass General Laws – Updates to Mass General Laws no longer to be purchased by Clerks office. Updates available electronically to the office staff and at other repositories in the Town should printed copies be necessary.

Purchase Services - Unforeseen expenditure.

Tech & Prof. Services

Communication Printing & Advertising - This line-item covers the costs (\$1,200) printing & advertising of warrants for all town meetings. New requests are for the costs (\$4,300) related to the distribution of the Town Census (legally required as per M.G.L. Ch. 54, Sec.4) and the costs (\$5,500) for Notices to Census Non-responders (legally required as per M.G.L. Ch. 51, Sec. 37). Removed from this line-item is the cost (\$3,800) for servicing the voter reader machines.

Binding - This line-item was new for FY 2010. This would pay for the formal restoration and binding of various vital records and volumes the Town is required to maintain (legally as per M.G.L. Ch. 66).

Supplies

Office Supplies – Materials needed for the day to day operation of the Town Clerk's Office.



Town of Natick

FY 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries						
Personnel Services	34,137	38,560	31,591	46,725	15,134	47.9%
Total Salaries	34,137	38,560	31,591	46,725	15,134	47.9%
Operating Expenses						
Purchase of Services	18,253	20,500	32,610	44,360	11,750	36.0%
Total Operating Expenses	18,253	20,500	32,610	44,360	11,750	36.0%
Total Elections/Bd. of Reg.	52,391	59,060	64,201	91,085	26,884	41.9%

Budget Overview:

I. Main Purpose of the Department

To serve the citizens needs in a professional way and strive, to the best of our abilities, to carry out the multitude of duties required of the Town Clerk

II. Recent Developments

The use of 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.

III. Current Challenges

Addressing changes associated with the Help America Vote Act

Time management and multi-tasking to fulfill the needs of the public.

On going cross-training for current employees is continuing. This has been challenging as a result of the number of elections this year and the preparation which is involved.

Use of the web has improved, but still requires some more training.

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

The programming for Town Elections for the Auto Mark terminals for the physically challenged will be the responsibility of the Town. Up until now, the State has provided full funding.

To comply with the election laws, we will have to send a postcard to each **inactive** voter and pay for the postage both ways. They must notify us if they either still live in town and have not returned the census or if they have moved out of town. In order for us to delete individuals from our voting lists, this is the process which must be followed. This will be an additional necessary expense.



Town of Natick

Home of Champions

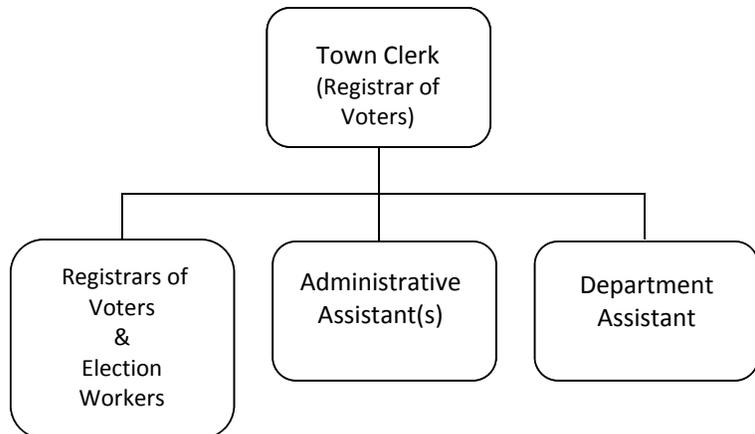
Department: Elections

Staffing	2007	2008	2009	2010	2011
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	Varied	Varied	60*	40*	40*
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.

Organizational Chart



Budget Detail

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Management	4,161	\$ 4,159	4,303	4,275	-28	-0.7%
Salaries Election Workers	29,976	\$ 34,402	27,288	42,450	15,162	55.6%
Personnel Services	34,137	38,560	31,591	46,725	15,134	47.9%
Communication Postage	5,085	\$ 12,682	6,810	6,810	0	0.0%
Communication Election Coding	7,122	\$ 3,881	17,300	24,350	7,050	40.8%
Communication Printing of Ballots	3,418	\$ 1,900	4,600	8,400	3,800	82.6%
Communication Books	2,629	\$ 2,036	2,100	2,100	0	0.0%
Election Supplies	0		1,800	2,700	900	50.0%
Purchase of Services	18,253	20,500	32,610	44,360	11,750	36.0%
Total Board of Registrars	52,391	59,060	64,201	91,085	26,884	41.9%



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). The reduction of \$15,762 is a result of 1 additional election in FY 2011. A detailed break out is provided below:

Election Costs	Rate/election	# necessary	# of Elections	Annual Cost
Wages				
Registrars				4,275
Police Details	\$ 650.00	7	3	13,650
Precinct Wardens	\$ 170.00	10	3	5,100
Precinct Clerks	\$ 145.00	10	3	4,350
Checkers	\$ 130.00	40	3	15,600
Ballot Box Attendants	\$ 125.00	10	3	3,750
Total Wages				46,725

Purchase of Services

Postage – Covers ballots and a federal mandate which requires the town to inquire with and pay for return notification of inactive votes prior to purging from the voter roles. There are approximately 1,500 inactive voters eligible for purging - and with one postcard to send out and another to be returned, the cost per voter is 54 cents. 1,500 x \$0.54 = \$810.

Printing & Advertising – These costs are for printing of town election ballots.

Election Coding – Programming of voting machine prom packs associated with all elections. We are now required to pay for our own programming of the Auto Mark Voter Assistance Terminals as per mandate of the Secretary of State for all non-state elections. There is one assistance terminal for each polling location (7) and programming costs \$4,500 per election for all units. In addition, the cost of maintaining the service contract (\$4,100) has been transferred to this line-item and \$6,750 for PromPack programming is included.

Communication Books – This line-item used to pay for the printing of the Street List. The School Department and Registrars split the cost of the Street List. Attempts to eliminate the printing of this document has been denied by the Secretary of State's office as per M.G.L. Ch. 51, Sec. 6 which requires it be available in "printed or mimeographed form."

Election Supplies - This amount of \$900/election or \$2700/annually accurately captures the amount of resources necessary to supply and outfit the polling sites & run municipal elections.

Expenses			
Postage			6,810
Ballots - Printing	2,800		8,400
Programming			
Service Contract			4,100
PromPack Programming	2,250	3	6,750
Automark flaschard Programming	4,500	3	13,500
Street Books Printing	2,100		2,100
Election Supplies	900	3	2,700
Total Expenses			44,360



Town of Natick

FY 2011 Appropriated Budget

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Town of Natick

Home of Champions

Department: Parking Enforcement

Appropriation Summary

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011	
					\$	%
Salaries						
Personnel Services	26,963	27,163	39,886	35,950	-3,936	-9.87%
Total Operating Expenses	26,963	27,163	39,886	35,950	-3,936	-9.87%
Operating Expenses						
Purchase of Services	12,875	716	11,000	6,000	-5,000	-45.45%
Other Services Misc.	0	0	0	0	0	#DIV/0!
Technical & Professional Serv.	74,244	58,568	72,000	69,800	-2,200	-3.06%
Supplies	1,794	0	2,900	2,900	0	0.00%
Total Operating Expenses	88,913	59,284	85,900	78,700	-7,200	-8.38%
Total Parking Enforcement	115,876	86,447	125,786	114,650	-11,136	-8.9%

Mission:

Enforce parking bylaws in the downtown Natick area thru monitoring and ticketing as applicable.

Goals:

In addition to our mission, we would like to eventually replace the meters as funds become available.

Budget Overview:

I. Main Purpose of the Department

Provides parking enforcement primarily in the "Downtown" area including the Parking Clerk and ticketing staff salaries. The budget includes all necessary funding for ticket supplies & materials, meter equipment, parking passes and stickers, and the costs of the lease of the parking lot from St. Patrick's Church.

II. Recent Developments

There is a need to replace and / or refurbish the meter housing that are several decades old.

III. Current Challenges

Replacement of the equipment within the limited available funding.

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

Reduction in the budget for repair and maintenance of meters makes the replacement / refurbishment of aging equipment more challenging. Reduction in Collection Service will require that more work be assumed in the Collector's Office placing greater demand on existing staff.

V. On the Horizon

Nothing

Performance Indicators	2007	2008	2009	2010	2011
Number of parking tickets issued	3840	4271	3211	3500	3500
Number of meters maintained	350	350	350	350	350



Town of Natick

Home of Champions

Department: Parking Enforcement

Staffing	2007	2008	2009	2010	2011
Parking Clerk	0.05	0.05	0.05	0.05	0.05
Parking Enforcement Officer	1	1	1	1	1
Total FTE	1.05	1.05	1.05	1.05	1.05
Total FT/PT	1 FT / 1 PT				

Notes

The Procurement Officer has taken over the duties of Parking Clerk. He is budgeted under the Comptroller's Budget. The Natick Police Department has staffed the Parking Enforcement Officer position with multiple individuals working part-time effective 2008.

Budget Overview

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Technical & Professional	5,134	\$ 6,514	3,956	0	-3,956	-100.0%
Salaries Operational Staff	21,830	\$ 20,649	35,930	35,950	20	0.1%
Personnel Services	26,963	27,163	39,886	35,950	-3,936	-9.9%
Repairs/Maintenance Equipment	12,875	\$ 716	11,000	6,000	-5,000	-45.5%
Communication Telephone	0		0	0	0	#DIV/0!
Purchase of Services	12,875	716	11,000	6,000	-5,000	-45.5%
Clothing Allowance	0	\$ -	0		0	#DIV/0!
Other Services Misc.	0	0	0		0	#DIV/0!
Parking Collection Service	24,244	\$ 5,568	16,000	11,000	-5,000	-31.3%
Lease Payment Church MBTA Lot	50,000	\$ 53,000	56,000	58,800	2,800	5.0%
Technical & Professional Serv.	74,244	58,568	72,000	69,800	-2,200	-3.1%
Parking Tickets/Stickers	1,794	\$ -	2,900	2,900	0	0.0%
Supplies	1,794	0	2,900	2,900	0	0.0%
Total Parking Enforcement	115,876	86,447	125,786	114,650	-11,136	-8.9%

Line-Item Detail

Personnel Services:

Salaries: The requested budget amount represents the salaries equivalent to a full time Parking Enforcement Officer and part time Parking Clerk.

Purchase of Services:

Repairs / Maintenance Equipment: This is utilized for routine repairs to meter mechanisms. The Town is in the process of replacing the current meter housings with new or refurbished housings. These funds are used for preventative maintenance including battery replacements on the electronic meter mechanisms installed approximately Five (5) years ago.

Other Services Misc.:

Cleaning Allowance: Eliminated in FY2010 Budget.

Technical/Professional Services:

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

Lease Payment / Church MBTA Lot: This represents the lease payment for the St. Patrick's Church parking lot. The lot is utilized for MBTA commuter parking. The appropriation request of \$56,000 is nearly fully offset by sales receipts from parking permits,

Supplies:

Parking Tickets / Stickers: This represents the purchase of parking tickets and other parking related sticker or notices.



Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Personnel Services						
Personnel Services	13,900	14,317	14,372	14,372	0	0.00%
Total Operating Expenses	13,900	14,317	14,372	14,372	0	0.00%

Operating Expenses

Purchase of Services	643	819	600	850	250	41.67%
Total Other Chgs. & Expenses	643	819	600	850	250	41.67%

Total Sealer of Weights & Measures	14,542	15,136	14,972	15,222	250	1.67%
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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.

Staffing	2007	2008	2009	2010	2011
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	2007	2008	2009	2010*	2011*
Scales Tested					
- 100lbs-1000lbs	14	13	14	13	14
- 10lbs-100lbs	87	94	93	94	93
- Less than 10lbs	8	6	10	8	10
- Metric & Apothecary Weights	57	56	33	33	33
Liquid Measuring Device					
- Gasoline Meters	176	174	153	173	176
- Vehicle Tank Meters	15	14	15	14	14
- Taxi Meters	15	24	24	24	24

*FY 2010 & FY 2011 are estimates.



Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Budget Detail

	2008	2009	2010	2011	2010 vs. 2011	
	Actual	Actual	Appropriated	Appropriated	\$	%
Salaries Technical & Professional	13,900	\$ 14,317	14,372	14,372	0	0.00%
Personnel Services	13,900	14,317	14,372	14,372	0	0.00%
Repairs & Maint Supplies	568	\$ 567	500	500	0	0.00%
Training & Education	0	\$ 109	0	200	200	#DIV/0!
Dues & Subscriptions	75	\$ 143	100	150	50	50.00%
Purchase of Services	643	819	600	850	250	41.67%
Total Sealer of Weights & Measures	14,542	15,136	14,972	15,222	250	1.67%

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. Avoidupois, 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. This line item has been cut 29% over the past few fiscal years; a level funded \$500.00 is requested for FY 2011.

Training & Education: Massachusetts General Law and Division of Standards regulations require local Sealers to attend training and fulfill continuing education requirements. The actual cost for training to satisfy requirements is presently \$145.00 plus local travel. Unfortunately, this line item was eliminated for FY 2010. The Division recommends \$200.00 be budgeted for training each year. \$200.00 is requested for FY 2011 to ensure training requirements may be fulfilled.

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 provides updated Massachusetts General Law information and comment; it also offers training to satisfy regulatory requirements at an additional expense to its members. The actual cost for dues to the above organizations is presently \$130.00. Unfortunately, this line item was cut from \$150 to \$100 for FY 2010. \$150.00 is requested for FY 2011 to secure memberships, receipt of updated laws and regulations, and access to required training.



Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011 \$ (+/-) % (+/-)	
Salaries						
Personnel Services	\$ 621,631	\$ 648,687	\$ 633,318	\$ 601,910	\$ (31,408)	-4.96%
Total Salaries	\$ 621,631	\$ 648,687	\$ 633,318	\$ 601,910	\$ (31,408)	-4.96%
Operating Expenses						
Purchase of Services	\$ 10,636	\$ 8,972	\$ 13,805	\$ 13,805	\$ -	0.00%
Supplies	\$ 4,815	\$ 7,281	\$ 4,500	\$ 4,500	\$ -	0.00%
Tech. & Prof. Serv.	\$ 19,695	\$ 11,644	\$ 8,256	\$ 8,256	\$ -	0.00%
Total Operating Expenses	\$ 35,145	\$ 27,897	\$ 26,561	\$ 26,561	\$ -	0.00%
Total Community Development	\$ 656,776	\$ 676,584	\$ 659,879	\$ 628,471	\$ (31,408)	-4.76%

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:

Support Town Boards and official bodies

- Assist Planning Board , Zoning Board of Appeals, Conservation Commission, Board of Selectmen and other Town bodies with respect to planning and conservation related functions

Improve Downtown/In-Town Parking

- Promote/advance public/private garage at Middlesex Avenue site
- Review on-street parking to maximize availability & utilization
- Evaluate downtown parking fee structure to maximize revenue
- Advance by-law modifications as appropriate



Town of Natick

Home of Champions

Department: Community Development

Goals (con't)

Improve Local Traffic Conditions

- Oversee redesign of Oak St./Rte 9 intersection
- Oversee redesign of North Main Street / Route 27
- Oversee conceptual design for Rte27/Rte9 intersection; seek funds for further design
- Pursue state funding for transportation improvements
- Serve as Town's key liaison on transportation issues
- Identify and work to address problem traffic areas

Advance Proactive Approach to Affordable Housing

- Manage 40B, 40R and HOOP projects
- Administer HOME funds
- Review Subsidized Housing Inventory status; project need post-2010 census
- Promote HOOP and Smart Growth projects
- Promote Inclusionary Housing bylaw
- Advance and promote affordable housing

Assist Cochituate Rail Trail Advisory Committee

- Pursue possible acquisition of right of way
- Advance design work
- Advocate for project inclusion on state "TIP" funding list

Assist Affordable Housing Trust Fund Committee

- Consider transfer of targeted HOME funds
- Facilitate opportunities to fund projects

Miscellaneous

- Improve departmental web pages; work with boards on their pages
- Ensure continued compliance on permitted projects
- Assist in Montessori School RFP process
- Participate as member of Economic Development Advisory Committee
- Promote and expand green technologies

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.



Town of Natick

Home of Champions

Department: Community Development

Budget Overview:

II. Recent Developments

The Town continues to manage multiple 40B affordable housing projects in various stages. The Natick Mall "Lifestyle Center" along the Route 9 side of the property is near completion. Refinement of an existing special permit for an expansion of the Natick MathWork's facility is before the Natick Planning Board with office space construction anticipated to begin in 2010. A significant HOOP project has been proposed for a site near downtown which has been before the Planning Board on numerous occasions. Both South Natick Hills 40B project and the Grant Street 40B project are under construction with many departmental demands being generated by both projects. 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. A conceptual plan for a possible Cochituate Rail Trail upon the abandoned Saxonville Branch has been prepared and discussed publicly.

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.
- Completion of trails required as part of Planning Board decisions.

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

- South Natick Hills 40B, the Grant Street 40B, the Armory redevelopment, downtown HOOP projects and others continue to place major demands on 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.

V. On the Horizon

- Acquisition of an automated permit tracking system is desired and would enhance management oversight and will allow residents to view permit status on line.
- Pursue applicable state and federal grants.
- Pursue design and state funding for the reconstruction of North Main Street, and major Rt. 9 intersections.
- Pursue scanning and electronic filing of 47 years of plans to address plan storage problems plaguing department.
- Pursue linking to Town's electronic real property data system which dept. currently cannot do.
- Maintaining appropriate staffing levels to address departmental and Town responsibilities.



Town of Natick

Home of Champions

Department: Community Development

	2008 Actual	2009 Actual	2010 Appropriated	2011 Appropriated	2010 vs. 2011 \$ (+/-) % (+/-)	
Salaries Management	\$ 169,449	\$ 174,577	\$ 174,577	\$ 174,577	\$ -	0.00%
Salaries Supervisory	\$ 44,783	\$ 46,127	\$ 46,786	\$ 47,519	\$ 733	1.57%
Salaries Operational Staff	\$ 84,601	\$ 86,324	\$ 87,861	\$ 89,176	\$ 1,315	1.50%
Salaries Technical & Professional	\$ 163,051	\$ 207,306	\$ 234,099	\$ 233,870	\$ (229)	-0.10%
Salaries Tech & Prof Inspector's	\$ 7,465	\$ 105,194	\$ 74,044	\$ 40,821	\$ (33,223)	-44.87%
Salaries Temp Operational Staff	\$ 134,527	\$ 11,396	\$ -	\$ -	\$ -	#DIV/0!
Add'l Comp Supervisory Staff	\$ 896	\$ 922	\$ 951	\$ 947	\$ (4)	-0.45%
Add'l Comp Operational Staff	\$ -		\$ -	\$ -	\$ -	#DIV/0!
Salaries Operation Staff Overtime	\$ 16,859	\$ 16,843	\$ 15,000	\$ 15,000	\$ -	0.00%
Personnel Services	\$ 621,631	\$ 648,687	\$ 633,318	\$ 601,910	\$ (31,408)	-4.96%
In State Travel/Meetings	\$ 337	\$ 616	\$ 2,400	\$ 2,400	\$ -	0.00%
Communication Telephone	\$ 2,127	\$ 1,764	\$ 2,875	\$ 2,875	\$ -	0.00%
Dues & Subscriptions	\$ 535	\$ 490	\$ 800	\$ 800	\$ -	0.00%
Training & Education	\$ 3,217	\$ 1,940	\$ 2,000	\$ 2,000	\$ -	0.00%
Communication Postage	\$ 2,530	\$ 1,847	\$ 2,730	\$ 2,730	\$ -	0.00%
Copy/Mail Center Fees	\$ 1,889	\$ 2,316	\$ 3,000	\$ 3,000	\$ -	0.00%
Purchase of Services	\$ 10,636	\$ 8,972	\$ 13,805	\$ 13,805	\$ -	0.00%
Consultant Services	\$ 4,595		\$ -	\$ -	\$ -	#DIV/0!
Communication Print & Advertising	\$ 4,985	\$ 4,885	\$ 7,756	\$ 7,756	\$ -	0.00%
Communication Books & Publications	\$ 1,589	\$ 2,006	\$ 500	\$ 500	\$ -	0.00%
Professional Services - Other*	\$ 8,525	\$ 4,753	\$ -	\$ -	\$ -	#DIV/0!
Tech. & Prof. Serv.	\$ 19,695	\$ 11,644	\$ 8,256	\$ 8,256	\$ -	0.00%
Office Supplies	\$ 4,815	\$ 7,281	\$ 4,500	\$ 4,500	\$ -	0.00%
Supplies	\$ 4,815	\$ 7,281	\$ 4,500	\$ 4,500	\$ -	0.00%
Total Community Development	\$ 656,776	\$ 676,584	\$ 659,879	\$ 628,471	\$ (31,408)	-4.76%



Town of Natick

Home of Champions

Department: Community Development

Line-Item Detail

Narrative:

Salaries Technical & Professional Inspectors - For 2011, a reduction of one full-time inspector and a sizeable portion of part-time inspector's hours are proposed. All other salaries remain the same as in 2010.

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 FY2010 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 FY2010 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 FY2011 budget is a 0% 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 FY2010 budget. Should costs of paper and other office supplies increase this number may need to be increased.