Section VII:
Administrative Support Services

Board of Selectmen	VII.3
Personnel Board	VII.9
Town Report	VII.10
Legal	VII.11
Finance	
Summary of All Divisions	VII.12
Administration	VII.17
Comptroller	VII.18
Assessor	VII.23
Collector	VII.29
Treasurer	VII.34
Information Systems	VII.39
Town Clerk	VII.45
Elections	VII.49
Sealer of Weights & Measures	VII.52
Community Development	VII.54

This page left intentionally blank.

Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 701,123	$ 821,914	$ 981,829	$ 970,733	$ (11,096)	-1.1%
Total Personal Services	**$701,123**	**$ 821,914**	**$ 981,829**	**$ 970,733**	**$ (11,096)**	**-1.1%**
Operating Expenses						
Puchase of Services	$ 84,974	$ 83,921	$ 110,700	$ 118,700	$ 8,000	7.2%
Technical & Professional	$ 98,089	$ 129,139	$ 161,750	$ 118,750	$ (43,000)	-26.6%
Supplies	$ 10,267	$ 18,140	$ 15,000	$ 25,000	$ 10,000	66.7%
Other Supplies	$ 2,457	$ 15,586	$ 5,000	$ 5,000	$ -	0.0%
Other Charges/expenses	$ 18,357	$ 20,042	$ 21,000	$ 93,000	$ 72,000	342.9%
Selectment Contract Settlements	$ -	$ -	$ 436,481	$ 875,000	$ 438,519	100.5%
Zoning By-Law Re-Write	$ 2,490	$ -	$ -	$ -	$ -	#DIV/0!
Total Operating Expenses	**$216,634**	**$ 266,828**	**$ 749,931**	**$ 1,235,450**	**$ 485,519**	**64.7%**
Total BOS/TA	**$ 917,757**	**$ 1,088,742**	**$ 1,731,760**	**$ 2,206,183**	**$ 474,423**	**27.4%**

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

The Selectmen also serve as 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

Department: Board of Selectmen/Town Administrator

Mission (con't)

Town Administrator

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

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 Finance Director and other department heads 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:

The Selectmen have established a set of goals that revolve around several key themes:

- To develop a budget strategy that seeks to preserve town services while minimizing the need for an operational override, and provide affordability for taxpayers on limited means.
- Advance the Town's economic development efforts both Town-wide and in Natick Center specifically, to ensure a vibrant community while building the commercial tax base
- Enhance communication within Town government and to the community at large
- Enhance customer service
- Continue strategic planning efforts with respect to the Town's finances, departmental operations and the development of the community
- Evaluate opportunities to improve the Town's transportation infrastructure, including sidewalks and parking in Natick Center.

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.

Department: Board of Selectmen/Town Administrator

Budget Overview (con't):

II. Recent Developments

- The Administration and Board of Selectmen continue to advance their efforts to provide comprehensive and long-range perspectives with respect to the Town's finances so as to best meet the needs of the community now and into the future. The administration's strategic financial planning allows the administration - as well as key boards and committees - to measure and monitor trends and changes in our financial condition, identify forces affecting our condition, and foresee emerging problems and identify strategies in response to these factors. Natick was also able to preserve its AAA bond rating throughout the recent recession - a notable achievement.
- The Adminstration succesfully worked with the Public Employees Committee to negotiate reduced employer contribution percentages for all Town and School active employees and retirees. The results of the cooperative effort equates to a costs savings in FY2017, compared to FY2016 costs, of over $1,000,000. That savings is estimated assuming that the Town will have no greater than a 10% increase in premiums in FY2017. The premiums are not determined by the West Surburban Health Group until January or February 2016.

III. Current Challenges

Our greatest challenges over the coming year will continue to be related to the Town's financial situation. We have come through this recession in a very solid financial position and it will be incumbent upon department heads and those involved in the budget process to continue to be financially prudent. The Town has many pressing needs - operational and capital, as well as both short and long term - and we will inevitably debate the merit of these demands throughout this budget review process. The enrollment increases in the Natick Public Schools will continue to be a financial challenge for the Town.

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

All Town union contracts expired at the end of FY15. To date (December 2015) only two union contracts, Clerical and Custodians, have settled. Both contracts are one year contracts expiring June 30, 2016. The Board of Selectmen and the Town Administrator have met to discuss parameters for the upcoming collective bargaining meetings will all union officials (Town). The impact of the collective bargaining is not known at the time of printing this years' preliminary budget for FY17. An estimated amount has been included in the BOS/TA budget line item - Selectmen Contract Settlements.

Balancing the needs of the School Department due to increasing enrollments and the need to provide for staffing needs will continue to drive the budget higher than resources may be able to provide. The Administration will continue focusing on long-range financial planning.

V. On the Horizon

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

Performance Indicators	FY 2013	FY2014	FY 2015*	FY 2016*	FY 2017*
Workload Indicators					
Number of Licenses Issued	268	170	170	170	170
Number of Meetings Held	36	37	41	41	41
Number of Selectmen's Office Hours Held	24	24	24	24	24

**Estimated*

Town of Natick

Home of Champions

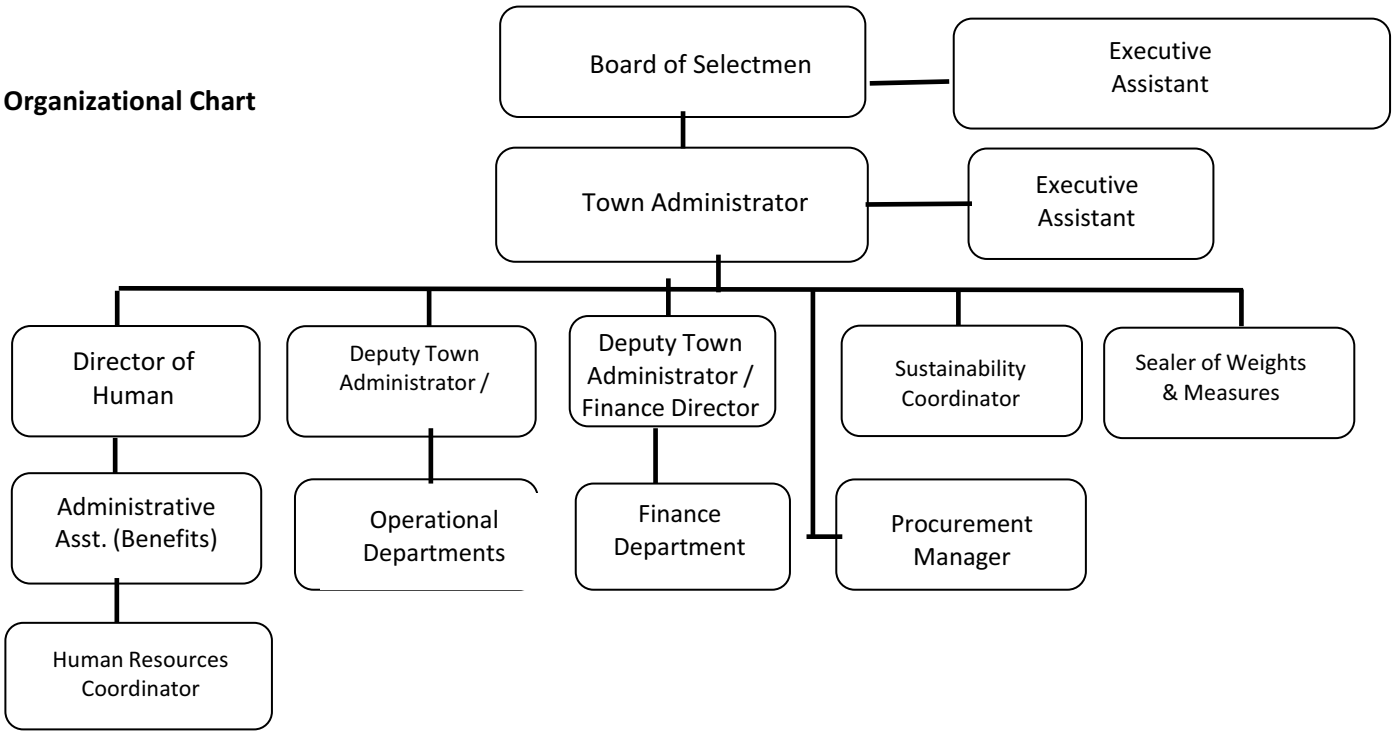
Department: Board of Selectmen/Town Administrator

Staffing	2014	2015	2016	2017
Town Administrator	1	1	1	1
Deputy Town Administrator/Finance Director	1	1	1	1
Deputy Town Administrator/Operations	1	1	1	1
Director of Human Resources	1	1	1	1
Executive Assistants	1.8	2.8	2	2
Administrative Assistant (Benefits)	1	1	1	1
Human Resources Coordinator	0.5	0.5	1	1
Department Support	0.25	0.25	0.25	0.25
Sustainability Coordinator	0	1	1	1
Procurement Manager	0	0	1	1
Environmental Compliance Officer	0.5	0	0	0
Total FTE	**8.05**	**9.55**	**10.25**	**10.25**
Total FT/PT	**6 FT / 3 PT**	**8 FT / 3 PT**	**10 FT / 1 PT**	**10 FT / 1 PT**

Notes

There are no proposed changes to staffing in FY17.

Organizational Chart



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 471,677	$ 554,929	$ 572,202	$ 570,018	$ (2,184)	-0.4%
Salaries Supervisory	$ 62,716	$ 64,606	$ 64,853	$ 60,231	$ (4,622)	-7.1%
Salaries Operational Staff	$ 124,457	$ 147,188	$ 177,918	$ 174,227	$ (3,691)	-2.1%
Salaries Tech & Professional	$ 33,943	$ 49,500	$ 156,856	$ 156,257	$ (599)	-0.4%
Salaries Part/Time Operational	$ 8,330	$ 5,691	$ 10,000	$ 10,000	$ -	0.0%
Personnel Services	**$ 701,123**	**$ 821,914**	**$ 981,829**	**$ 970,733**	**$ (11,096)**	**-1.1%**
In-State travel/meetings	$ 2,911	$ 894	$ 3,200	$ 3,200	$ -	0.0%
Out of State travel	$ 4,056	$ 3,285	$ 10,000	$ 10,000	$ -	0.0%
Communication telephone	$ 3,855	$ 3,658	$ 4,500	$ 4,500	$ -	0.0%
Dues/subscriptions	$ 11,074	$ 10,670	$ 13,000	$ 13,000	$ -	0.0%
Copy/mail center fees	$ 47,750	$ 58,185	$ 68,000	$ 68,000	$ -	0.0%
Training & education	$ 15,328	$ 7,229	$ 12,000	$ 20,000	$ 8,000	66.7%
Purchase of Services	**$ 84,974**	**$ 83,921**	**$ 110,700**	**$ 118,700**	**$ 8,000**	**7.2%**
Annual financial audit	$ 81,600	$ 80,000	$ 87,000	$ 87,000	$ -	0.0%
Consultant Parking Garage	$ -	$ 8,765	$ -	$ -	$ -	#DIV/0!
GASB 45 / OPEB study & updates	$ -	$ 9,500	$ -	$ 9,500	$ 9,500	#DIV/0!
Economic Development Study	$ -	$ -	$ 40,000	$ -	$ (40,000)	-100.0%
Consultant assistance	$ -	$ -	$ 3,000	$ 3,000	$ -	0.0%
Surveys	$ -	$ -	$ 2,500	$ -	$ (2,500)	-100.0%
Perambulation of Bounds	$ 250	$ 200	$ 250	$ 250	$ -	0.0%
Oil tank remediation	$ 9,325	$ 23,548	$ 20,000	$ 10,000	$ (10,000)	-50.0%
Printing & advertising	$ 6,914	$ 7,126	$ 9,000	$ 9,000	$ -	0.0%
Technical & Professional	**$ 98,089**	**$ 129,139**	**$ 161,750**	**$ 118,750**	**$ (43,000)**	**-26.6%**
Office supplies: Furniture	$ 1,180	$ 7,998	$ 5,000	$ 15,000	$ 10,000	200.0%
Office supplies	$ 9,087	$ 10,142	$ 10,000	$ 10,000	$ -	0.0%
Supplies	**$ 10,267**	**$ 18,140**	**$ 15,000**	**$ 25,000**	**$ 10,000**	**66.7%**
Supplies - Town Administrator	$ 2,457	$ 3,810	$ 5,000	$ 5,000	$ -	0.0%
Community Senior Center Survey	$ -	$ 11,776	$ -	$ -	$ -	#DIV/0!
Other Supplies	**$ 2,457**	**$ 15,586**	**$ 5,000**	**$ 5,000**	**$ -**	**0.0%**
Natick Center revitalization	$ 8,000	$ 8,000	$ 8,000	$ 80,000	$ 72,000	900.0%
Metrowest Regional Collaborative	$ 10,357	$ 12,042	$ 13,000	$ 13,000	$ -	0.0%
Other Charges/Expenses	**$ 18,357**	**$ 20,042**	**$ 21,000**	**$ 93,000**	**$ 72,000**	**342.9%**
Selectmen contract settlements	$ -	$ -	$ 436,481	$ 875,000	$ 438,519	100.5%
Selectmen Contract Settlements	**$ -**	**$ -**	**$ 436,481**	**$ 875,000**	**$ 438,519**	**100.5%**
Selectmen Recruitment	**-**	**$ 23,595**	**-**	**-**	$ -	#DIV/0!
Zoning By-Law re-write	$ 2,490	**$ -**	**$ -**		**$ -**	**#DIV/0!**
Total Expenses	**216,634**	**$ 290,423**	**749,931**	**1,235,450**	**485,519**	**64.7%**
Total Board of Selectmen	**$ 917,757**	**$ 1,112,337**	**$ 1,731,760**	**$ 2,206,183**	**$ 474,423**	**27.4%**

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

Narrative:

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

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

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

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

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

Other Charges:
Natick Center Revitalization: These funds are available to assist Natick Center Associates with continued revitalization efforts.
Metrowest Regional Collaborative: This line item funds the Town's annual dues to the Metrowest Regional Collaborative. This amount increased in FY16 and is expected to remain stable in FY17.
Selectmen Contract Settlements: This line item is used to fund collective bargaining settlements for all Town unions. The are no contracts that extend beyond June 30, 2016. Contracts are in process of negotiations.

This page left intentionally blank.

Department: Personnel Board

Appropriation Summary

	2014 Actual	2015 Appropriated	2016 Preliminary	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Classification Program	$ -	$ -	$ 1,000	$ 1,000	$ -	0%
Other Charges/Expenses	**$ -**	**$ -**	**$ 1,000**	**$ 1,000**	**$ -**	**0%**
Total Personnel Board	**$ -**	**$ -**	**$ 1,000**	**$ 1,000**	**$ -**	**0%**

Line-Item Detail:

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

This page left intentionally blank.

Department: Town Report

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Printing & Advertising	$ 3,711	$ 3,682	$ 4,100	$ 4,100	$ -	0.0%
Professional Services	**$ 3,711**	**$ 3,682**	**$ 4,100**	**$ 4,100**	**$ -**	**0.0%**
Total Town Report	**$ 3,711**	**$ 3,682**	**$ 4,100**	**$ 4,100**	**$ -**	**0.0%**

Line-Item Detail:

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

This page left intentionally blank.

Town of Natick

Home of Champions

Department: Legal

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Operating Expenses						
Technical & Professional Serv.	$ 417,765	$ 270,202	$ 275,100	$ 346,100	$ 71,000	25.81%
Supplies	$ 2,757	$ 3,476	$ 3,300	$ 3,500	$ 200	6.06%
Total Operating Expenses	**$ 420,522**	**$ 273,678**	**$ 278,400**	**$ 349,600**	**$ 71,200**	**25.57%**
Other Chgs & Expenses						
Sub-total - Other Charges & Expenses	$ 6,749	$ 7,513	$ 10,000	$ 7,500	$ (2,500)	-25.00%
Total Other Chgs. & Expenses	**$ 6,749**	**$ 7,513**	**$ 10,000**	**$ 7,500**	**$ (2,500)**	**-25.00%**
Total Legal Services	**$ 427,271**	**$ 281,191**	**$ 288,400**	**$ 357,100**	**$ 68,700**	**23.82%**

Budget Overview:

I. Main Purpose of the Department

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

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

II. Recent Developments

Town Counsel services were primarily required for Selectmen, Town Administrator, building, zoning, Planning Board, liquor licenses, contracts (a broad scope including sewer projects, water projects, DPW projects, tree services, consultant services, and numerous other subjects), easements, leases, preparation of Town Meeting warrant articles and motions, and participation at Town Meeting. Notable Town Meeting action involved the purchase of a conservation restriction on 193 Pegan Lane, multiple proposals for moratoriums on development and changes to Use Districts and Use Regulations, proposed amendments to Zoning By-laws for multiple items, proposal to purchase 22 Pleasant Street, etc.

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

III. Current Challenges

None

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

The Town is the process of negotiating all union contracts in FY16. The Town intends to negotiate all union contracts again in FY17. Additional funding for Legal Services - Labor has been requested in FY17 to assist the Town in successful negotiations.

V. On the Horizon

None

Home of Champions

epartment: Legal

affing	2013	2014	2015	2016	2017
one	0	0	0	0	0
tal FTE	**0**	**0**	**0**	**0**	**0**
tal FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

otes

gal Counsel is contracted with the firm of Murphy, Hesse, Toomey and Lehane, LLP; no Town Employees are retained for the purpose of le rvices.

udget Summary	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+
gal Services - Appellate Tax	$ 7,032	$ 4,006	$ 15,000	$ 15,000	$ -	0
gal Services - Labor	$ 210,939	$ 75,052	$ 75,000	$ 150,000	$ 75,000	100
mmunication Telephone	$ 40	$ 48	$ 100	$ 100	$ -	0
gal Services - Retainer	$ 67,200	$ 100,000	$ 100,000	$ 100,000	$ -	0
gal Services - Litigation	$ 83,217	$ 43,241	$ 60,000	$ 60,000	$ -	0
gal Services - ZBA Decisions	$ 25,737	$ 17,539	$ 20,000	$ 20,000	$ -	0
gal Services - Cable	$ -	$ -	$ 5,000	$ 1,000	$ (4,000)	-80
gal Services - Affordable Housing	$ 5,435	$ -	$ -	$ -	$ -	#DIV
gal Services - Tax Titles	$ 18,165	$ 30,316	$ -	$ -	$ -	#DIV
chnical & Professional Serv.	**$ 417,765**	**$ 270,202**	**$ 275,100**	**$ 346,100**	**$ 71,000**	**25**
w Updates/Books	$ 2,757	$ 3,476	$ 3,300	$ 3,500	$ 200	6
pplies	**$ 2,757**	**$ 3,476**	**$ 3,300**	**$ 3,500**	**$ 200**	**6**
b-total - Operating Expenses	**$ 420,522**	**$ 273,678**	**$ 278,400**	**$ 349,600**	**$ 71,200**	**25**
dgments - Damage Claims	$ 1,849	$ 2,907	$ 2,500	$ 2,500	$ -	0
dgments - Litigation	$ 4,900	$ 4,606	$ 7,500	$ 5,000	$ (2,500)	-33
b-total - Other Charges & Expenses	**$ 6,749**	**$ 7,513**	**$ 10,000**	**$ 7,500**	**$ (2,500)**	**-25**
tal Legal	**$ 427,271**	**$ 281,191**	**$ 288,400**	**$ 357,100**	**$ 68,700**	**23**

ne-Item Detail:

Tech & Prof. Services

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

Supplies

Law Updates/Books	MGL updates and books

Other Charges & Expenditures

Judgments - Damage Claims	Small claims against the town

This page left intentionally blank.

Town of Natick

Home of Champions

Department: Finance

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Personnel Services	$ 1,044,959	$ 1,104,222	$ 1,104,393	$ 1,103,512	$ (881)	-0.08%
Total Personnel Services	**$ 1,044,959**	**$ 1,104,222**	**$ 1,104,393**	**$ 1,103,512**	**$ (881)**	**-0.08%**
Purchase of Services	$ 191,579	$ 135,527	$ 198,250	$ 234,050	$ 35,800	18.06%
Supplies	$ 13,331	$ 16,673	$ 21,150	$ 21,300	$ 150	0.71%
Technical & Professional Services	$ 97,626	$ 105,796	$ 137,000	$ 132,000	$ (5,000)	-3.65%
Total Expenses	**$ 302,536**	**$ 257,996**	**$ 356,400**	**$ 387,350**	**$ 30,950**	**8.68%**
Revalue of real property	$ 10,808	$ 61,359	$ 75,000	$ 75,000	$ -	0.00%
Total Other Charges/Expenses	**$ 10,808**	**$ 61,359**	**$ 75,000**	**$ 75,000**	**$ -**	**0.00%**
Total Finance Department	**$ 1,358,303**	**$ 1,423,577**	**$ 1,535,793**	**$ 1,565,862**	**$ 30,069**	**1.96%**

Main Purpose of Department

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

Goals:

- Continue successful development of an integrated and consolidated Finance Department between the existing departments of Administration, Assessors, Comptroller and Collector/Treasurer.
- Please see the goals section under each division for additional information.

Recent Developments:

Since approval by the 2012 Spring Annual Town Meeting of the four divisions of Assessor, Comptroller, Collector and Treasurer into the Town's Finance Department, the staff has been working hard to develop a integrated , cohesive and consolidated financial management model for the Town of Natick. Like last year, each division, under their existing Division Head, prepared their own budget and submitted it to the Deputy Town Administrator/Finance Director for review.

Department: Finance

Budget Overview:

Current Challenges:
The Finance Department is responsible for managing all daily, weekly, monthly and annual financial transactions, investments, reconciliations, and accounting for the over 630 funds and well over $130 million of financial activity of the Town of Natick. In addition, it is chiefly responsible for the valuations of real and personal property and management of abatements and exemptions of various taxes of over $7 Billion of valued property within the corporate boundaries of the Town of Natick. It does this today with less staff than it had 5 or 10 years ago.

Responding to the requests from our constituents for more technology driven options for delivery of service (tax billing and collection, debit/credit card payment options, electronic submissions for requests for information, etc) our staff has to continue to be forward thinking when processing the business of our department as a whole.

Effective communication is essential for any consolidated department. The shear volume of the transactions that are handled by all four divisions is astounding at times. With volume comes requests for additional options on how to process / conduct business.

Federal and State regulations are also very important to monitor and comply with. Providing existing staff, again lower in numbers than 5 years ago, with the time to stay abreast of changes to regulatory requirements is very important. Oftentimes changes to regulatory matters require software changes to be made and testing of new data to make sure it meets those regulations. This all takes a concentrated effort and energy.

The Town is well served by the nucleus of Finance Department staff it currently has. The professionalism and dedication brought by the individuals in the office not only should make taxpayers feel confident their investment is being taken care of, but proud of their community.

Significant Changes to the Upcoming Fiscal Year and Budget Impact

Each division has outlined this information as it pertains to their individual departments. A significant challenge to the Department as a whole relates to the creation and presentation of the annual budget. Significant time is devoted to developing the budget with the Town Administrator in a very short window of time. More time is spent on presenting and defending the budget to the Board of Selectmen, the Finance Committee and the two Annual Town Meetings than is spent on creating the operating and capital budget. In future years a better balance has to be developed which provides for more time to thoughtfully and carefully develop a budget of this importance and magnitude. More time for the School Department and the Town Administration is needed to develop the vision for future years and the financial impacts for the community as a whole.

Department: Finance

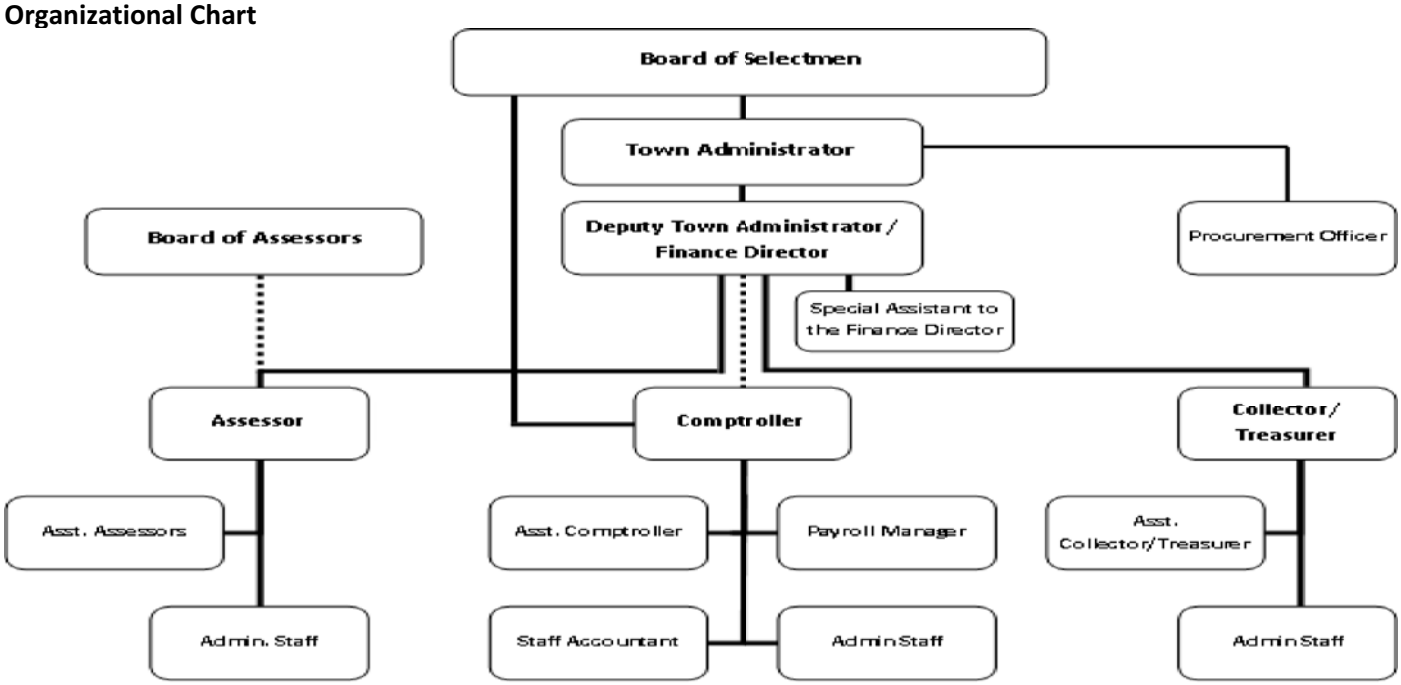
Staffing

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

Staffing Summary Table	FY 2013	FY 2014	FY 2015	2016	2016
Finance Director	0	0	0	0	0
Special Assistant to Finance Director	1	1	1	1	1
Comptroller	5.49	5.99	5.69	5	5
Assessing	4.63	4.63	4.94	4.94	5
Collector**	2.77	2.77	3.77	2.80	2.80
Treasurer**	1.63	1.63	1.63	1.60	1.60
Total Staffing	**15.52**	**16.02**	**17.03**	**15.34**	**15.40**

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

Organizational Chart



Town of Natick

Home of Champions

Department: Finance | **All Divisions**

Budget Detail	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 281,845	$ 337,420	$ 337,577	$ 336,289	$ (1,288)	-0.38%
Salaries Supervisory	$ 94,859	$ 109,895	$ 153,250	$ 151,782	$ (1,468)	-0.96%
Salaries Operational Staff	$ 265,158	$ 266,031	$ 325,236	$ 325,086	$ (150)	-0.05%
Salaries Tech & Professional	$ 339,320	$ 324,356	$ 214,832	$ 211,566	$ (3,266)	-1.52%
Part Time Operational Staff	$ 56,494	$ 62,098	$ 61,106	$ 66,539	$ 5,433	8.89%
Operational Staff Additional Comp	$ 750	$ 750	$ 750	$ 750	$ -	0.00%
Operational Staff Overtime	$ 6,534	$ 3,672	$ 11,643	$ 11,500	$ (143)	-1.23%
Personnel Services	**$ 1,044,959**	**$ 1,104,222**	**$ 1,104,393**	**$ 1,103,512**	**$ (881)**	**-0.08%**
Repairs & maintenance equipment	$ 7,889	$ 1,942	$ 8,500	$ 9,500	$ 1,000	11.76%
Tax title	$ 11,607	$ 24,652	$ 50,000	$ 40,000	$ (10,000)	-20.00%
In-state travel/meetings	$ 3,482	$ 3,463	$ 5,000	$ 4,650	$ (350)	-7.00%
Communication telephone	$ 3,741	$ 4,648	$ 5,150	$ 4,400	$ (750)	-14.56%
Training & education	$ 7,615	$ 4,386	$ 22,150	$ 25,350	$ 3,200	14.45%
Dues & subscriptions	$ 995	$ 1,339	$ 1,950	$ 1,950	$ -	0.00%
Tax mapping	$ 3,000	$ 7,065	$ 10,000	$ 10,000	$ -	0.00%
Communication postage	$ 79,024	$ 82,594	$ 88,500	$ 91,200	$ 2,700	3.05%
Collection activities	$ 118	$ 83	$ 2,000	$ 2,000	$ -	0.00%
Consulting services	$ 74,108	$ 5,355	$ 5,000	$ 45,000	$ 40,000	800.00%
Purchase of Services	**$ 191,579**	**$ 135,527**	**$ 198,250**	**$ 234,050**	**$ 35,800**	**18.06%**
Copy center supplies	$ 2,457	$ 255	$ 2,800	$ 2,800	$ -	0.00%
Office supplies	$ 10,874	$ 16,418	$ 18,350	$ 18,500	$ 150	0.82%
Supplies	**$ 13,331**	**$ 16,673**	**$ 21,150**	**$ 21,300**	**$ 150**	**0.71%**
Real estate tax billing	$ 5,723	$ 5,029	$ 8,000	$ 7,000	$ (1,000)	-12.50%
Motor vehicle excise tax billing	$ 117	$ -	$ 4,000	$ 4,000	$ -	0.00%
Ambulance fee collections	$ 61,149	$ 63,033	$ 75,000	$ 71,000	$ (4,000)	-5.33%
Banking service fees	$ 30,637	$ 37,734	$ 50,000	$ 50,000	$ -	0.00%
Technical & Professional Services	**$ 97,626**	**$ 105,796**	**$ 137,000**	**$ 132,000**	**$ (5,000)**	**-3.65%**
Revalue of real property	$ 10,808	$ 61,359	$ 75,000	$ 75,000	$ -	0.00%
Other Charges / Expenses	**$ 10,808**	**$ 61,359**	**$ 75,000**	**$ 75,000**	**$ -**	**0.00%**
Total Expenses	**$ 313,344**	**$ 319,355**	**$ 431,400**	**$ 462,350**	**$ 30,950**	**7.17%**
Totals	**$ 1,358,303**	**$ 1,423,577**	**$ 1,535,793**	**$ 1,565,862**	**$ 30,069**	**1.96%**

Town of Natick

Home of Champions

Department: Finance | **Division: Administration 1**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Tech/Professional *	$ 57,621	$ 59,289	$ 64,948	$ 62,253	$ (2,695)	-4.1%
Personnel Services	**$ 57,621**	**$ 59,289**	**$ 64,948**	**$ 62,253**	**$ (2,695)**	**-4.1%**
In-state travel	$ -	$ -	$ 300	$ 300	$ -	0.0%
Dues & subscriptions	$ -	$ -	$ 400	$ 400	$ -	0.0%
Training & education	$ -	$ -	$ 650	$ 650	$ -	0.0%
Purchase of Services	**$ -**	**$ -**	**$ 1,350**	**$ 1,350**	**$ -**	**0.0%**
Office supplies	$ -	$ -	$ 350	$ 350	$ -	0.0%
Supplies	**$ -**	**$ -**	**$ 350**	**$ 350**	**$ -**	**0.0%**
Total Expenses	**$ -**	**$ -**	**$ 1,700**	**$ 1,700**	**$ -**	**0.0%**
Total Administration	**$ 57,621**	**$ 59,289**	**$ 66,648**	**$ 63,953**	**$ (2,695)**	**-4.0%**

Line item details:

Personnel Services

Salaries: Special Assistant to the Finance Director.

Purchase of Services

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

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

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

Supplies:

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

Town of Natick

Home of Champions

Department: Finance | **Division: Comptroller**

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 334,660	$ 400,566	$ 392,883	$ 391,976	$ (907)	-0.23%
Total Salaries	**$ 334,660**	**$ 400,566**	**$ 392,883**	**$ 391,976**	**$ (907)**	**-0.23%**
Operating Expenses						
Purchase of Services	$ 80,511	$ 9,968	$ 22,650	$ 62,500	$ 39,850	175.94%
Supplies	$ 3,641	$ 3,351	$ 4,800	$ 4,950	$ 150	3.13%
Total Operating Expenses	**$ 84,152**	**$ 13,319**	**$ 27,450**	**$ 67,450**	**$ 40,000**	**145.72%**
Total Comptroller	**$ 418,812**	**$ 413,885**	**$ 420,333**	**$ 459,426**	**$ 39,093**	**9.30%**

Mission:

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

Goals:

Close the books and submit Free Cash request to the Department of Revenue by early September each year
Meet other external reporting deadlines as needed during the fiscal year
Ensure that external audit requirements are met annually
Munis Enhancements:
- Implement MUNIS upgrades as needed
- Determine if improved utilization of existing software modules will benefit the Town and implement those portions that will enhance productivity without loss of internal controls
- Determine if MUNIS can integrate with other software used in the finance department to enable more timely, efficient data processing
- Continue to investigate opportunities for the electronic processing of payments via payroll or accounts payable

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

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

Town of Natick

Home of Champions

Department: Finance **Division: Comptroller**

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

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

-Efforts are being made to decentralize payroll accrual accounting to streamline the process and gather more accurate and timely information

- An ongoing effort to document and standardize office procedures continues to be a priority

- A quarterly reporting procedure was instituted for all 600 plus non-major funds to allow departments further insight into their "total" available budgets . Training of staff throughout the Town has been ongoing to assist them in understanding the details of these reports

- An effort to clean up old fund balances and close old accounts started in FY15, as staffing and time permit

-Some training and assistance has been provided to other finance department staff to help them understand how their daily work impacts the accuracy of the ledger and the ability to reconcile the ledger accounts

III. Current Challenges

* To establish a successful succession plan which would create a smooth transition when current employees retire or leave the Town's employ. Currently the Assistant Comptroller position must be filled.

* Finding opportunities for existing qualified staff to grow within the organization.

* The FY15 audit must be completed and audit findings corrected.

* Monthly reconciliations and reporting are a challenge due to staff turnover and absences. The ability to process transactions on an accurate and timely basis is directly impacted by this factor.

* Implementation of the upgrade to Munis v10.5, from the current v9.4, to include Dashboard capability is underway

*Implementation of the additional payroll reporting requirements of the Affordable Care Act for the 2015 calendar year is underway

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

* If necessary, new software modules may need to be purchased and/or implemented to accomplish goals as they are prioritized for future fiscal years. This may include cash management software and tax reporting software

*As the Town becomes more reliant on various modules in the Munis software suite of functions, the time to support and trouble shoot the software is becoming more intensive. The Town needs to consider the need for hiring knowledgeable IT support for a variety of functions in Munis

Town of Natick

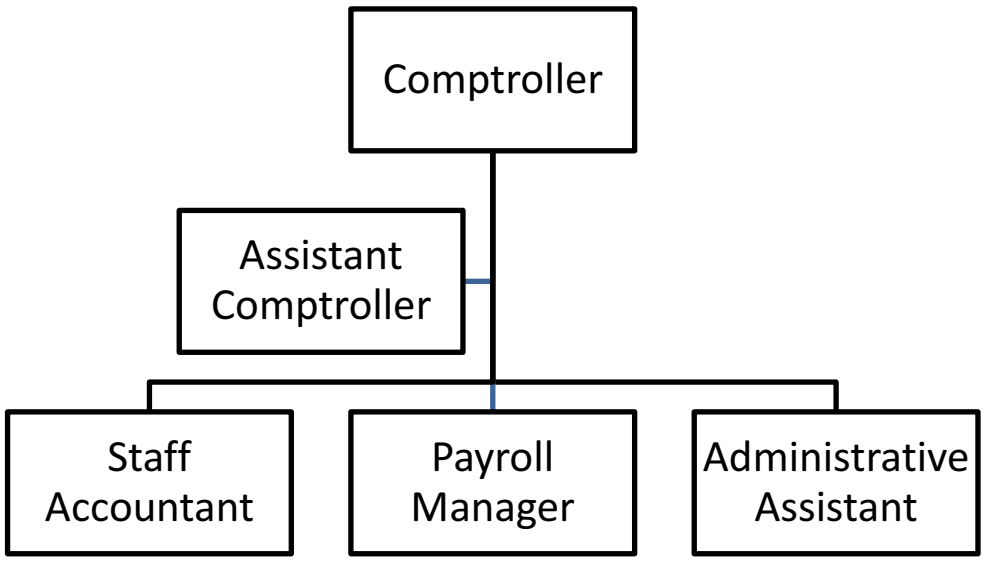
Home of Champions

Department: Finance | **Division: Comptroller**

Comptroller Staffing	2013	2014	2015	2016	2017
Comptroller	1	1	1	1	1
Assistant Comptroller	1	1	1	1	1
Procurement Officer *	1	1	1	0	0
Staff Accountant	1	1	1	1	1
Administrative Assistant***	0	0	0	1	1
Payroll Manager	1	1	1	1	1
Payroll/Benefits Administrative Coordinator **	0	0.5	0.5	0	0
Department Assistant	0.49	0.49	0.19	0	0
Total FTE	**5.49**	**5.99**	**5.69**	**5**	**5**
Total FT/PT	**5 FT / 1 PT**	**5 FT / 1 PT**	**5 FT / 1 PT**	**5 FT / 0 PT**	**5 FT / 0 PT**

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

Organizational Chart



Performance Indicators	2013	2014	2015	2016*	2017*
Workload Measures					
Invoices received	24,474	24,737	25,060	25,000	25,000
Payroll checks/direct deposits issued	32,501	35,075	37,512	37,500	37,500
Accounts Payable (A/P) checks issued	12,903	14,784	14,549	14,600	14,600
Number of Purchase Orders	4,710	4,922	3,882	4,000	4,000
Number of funds managed	563	611	636	650	650

**Estimates*

Town of Natick

Home of Champions

Department: Finance | **Division: Comptroller 1**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 47,615	$ 124,364	$ 125,961	$ 125,481	$ (480)	-0.38%
Salaries Supervisory	$ 70,167	$ 71,409	$ 91,579	$ 90,347	$ (1,232)	-1.35%
Salaries Operational Staff	$ 77,758	$ 86,361	$ 173,343	$ 174,148	$ 805	0.46%
Salaries Tech/Professional	$ 139,120	$ 118,432	$ -	$ -	$ -	#DIV/0!
Operational Staff Overtime	$ -	$ -	$ 2,000	$ 2,000	$ -	0.00%
Personnel Services	**$ 334,660**	**$ 400,566**	**$ 392,883**	**$ 391,976**	**$ (907)**	**-0.23%**
Consulting services	$ 74,108	$ 5,355	$ 5,000	$ 45,000	$ 40,000	800.00%
In-State travel	$ 261	$ 165	$ 500	$ 350	$ (150)	-30.00%
Training & education	$ 4,498	$ 2,476	$ 15,000	$ 15,000	$ -	0.00%
Dues & subscriptions	$ 215	$ 509	$ 550	$ 550	$ -	0.00%
Communication telephone	$ 1,429	$ 1,463	$ 1,600	$ 1,600	$ -	0.00%
Purchase of Services	**$ 80,511**	**$ 9,968**	**$ 22,650**	**$ 62,500**	**$ 39,850**	**175.94%**
Copy center supplies	$ 2,457	$ 255	$ 2,800	$ 2,800	$ -	0.00%
Office supplies	$ 1,184	$ 3,096	$ 2,000	$ 2,150	$ 150	7.50%
Supplies	**$ 3,641**	**$ 3,351**	**$ 4,800**	**$ 4,950**	**$ 150**	**3.13%**
Total Expenses	**$ 84,152**	**$ 13,319**	**$ 27,450**	**$ 67,450**	**$ 40,000**	**145.72%**
Total Comptroller	**$ 418,812**	**$ 413,885**	**$ 420,333**	**$ 459,426**	**$ 39,093**	**9.30%**

Town of Natick

Home of Champions

Department: Finance | **Division: Comptroller**

Narrative:

Personnel Services

Salaries Management: Town Comptroller.

Salaries Supervisory: Assistant Comptroller.

Salaries Operational Staff: Compensation for the positions of (1) Staff Accountant , (1) Payroll Manager and (1) Administrative Assistant

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

Purchase of Services

Consulting Services: To hire outside professional help to provide payroll tax advice or hire temporary assistance when the office is short staffed. Also, beginning in FY2017, consulting services for assistance with the MUNIS software suite will be funded via this line item. The Comptroller is responsible by law for the accounting software and there is currently no in-house staff that is able to do the software maintenance, updates, training and administrative control rights properly. The IT Department doesn't have the technical expertise in MUNIS. We have gone as far as we can by doing it in-house all these years but the time has come to utilize a qualified MUNIS technician.

In State Travel: Annual conference for the Accountants/Auditors which is held at the University of Massachusetts. and Melanson Heath course for new accounting hires

Training & Education: Continuing education for the Comptroller and Assistant Comptroller which includes Massachusetts Municipal Auditors and Accountants Association School. MUNIS training to enable staff to keep up to date with current versions, to include all Town of Natick departmental staff as needed. Munis implementation, set up and training assistance when converting to, and/or, adding new software modules

Dues & Subscriptions: Various professional associations: Massachusetts Accountants/Auditors Association, Government Finance Officers Association, American Payroll Association - local chapter, dues and related materials.

Communication Telephone: Office telephones and fax machine.

Supplies:

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

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

Town of Natick

Home of Champions

Department: Finance | **Division: Assessor**

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 338,678	$ 351,186	$ 357,096	$ 358,421	$ 1,325	0.37%
Total Salaries	**$ 338,678**	**$ 351,186**	**$ 357,096**	**$ 358,421**	**$ 1,325**	**0.37%**
Operating Expenses						
Expenses	$ 13,545	$ 22,499	$ 26,700	$ 26,900	$ 200	0.75%
Other Chgs. / Exp.	$ 10,808	$ 61,359	$ 75,000	$ 75,000	$ -	0.00%
Total Operating Expenses	**$ 24,353**	**$ 83,858**	**$ 101,700**	**$ 101,900**	**$ 200**	**0.20%**
Total Assessor	**$ 363,031**	**$ 435,044**	**$ 458,796**	**$ 460,321**	**$ 1,525**	**0.33%**

Mission:

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

Goals:

Customer Service/ Personnel Advancement

-Provide a welcoming and informative location for the public to ask questions and learn about the assessment process.
- Continue to attend Leadership Academy with intent interest to inform the public.
-Enter into a new version of CAMA software which will enable us to implement newer methods of assessing all classes of property.
- Staff members must be allowed to continue to receive educational credits to maintain certification. Additional staff members that intend to become appraisers must be allowed to register for and attend classroom instruction. This will be a must to continue to move current employees along with the certification process with eyes to succession planning.

Web and Other Computer Applications

- *T*ransfer to a technically assisted presentation of our current information board.

Policy Issues

- Maintain a working relationship with the affordable housing planner to help regulate and oversee Affordable Housing Applicants and policies.

Miscellaneous

- Work with the Director of Economic and Community Development to generate revenue in an efficient managed way. Share ideas for revenue enhancement.
-Continue to communicate with all Town Departments with the use of "Municity", our permitting software, which allows us to share and see all inspections done by all Town departments .

Town of Natick

Home of Champions

Department: Finance **Division: Assessor**

Budget Overview:

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

II. Recent Developments – Continued efforts to visit and inspect all recent sales and each and every building permit continue and are ongoing. This year we expect to receive over 1400 building permits and about 350 sales. The town-wide street review of all residential properties has been completed. This was a huge undertaking and a very valuable project. Revaluation was a large project as well and has resulted in an approved tax rate of $13.57. The Assessor's staff completed all reviews in-house, along with the subsequent data entry; a project that took many man hours, over many weeks.

The Town's "New Growth" value for fiscal year 2016 is: Fifty three million six hundred thirty four thousand five hundred and thirty -four (53,634,534). The major contributing projects include 41 new homes , 43 large additions to mostly residential properties, with Commercial projects contributing another $ 4,000,000. The Assessor's Office completing all measurements, sketches and creation of property record cards for each of the new parcels. The staff this year will undertake a new project. We will be contacting property owners that have not had an interior inspection in the last six years.

III. Current Challenges – Modera will continue to consume a large amount of staff time. The project is expected to be completed by spring. The project will add an additional 150 units to Natick's apartment availability. All units must be inspected and a valuation conducted. The project is expected to have several different components and will be a lengthy process to properly assess. The constant increase to building permit numbers take a toll on our staff, Assistant Assessor's are stretched thin. Anticipated projects include the redevelopment of several past exempt properties, each have special circumstances and will continue to require staff time and experience. Our Administrative Assistant is pursuing a career in assessing and her new skills will reduce some of the burden. Along with a revaluation year comes an increase to abatement filings. We will anticipate one hundred plus filings and all will need complete inspections and corrections. After the inspection process a complete analysis must be conducted. This will consume a great deal of the staff's time. The large reinspection of properties that have not allowed interior inspections will be a daily process and will help establish fair assessments for all Natick residents.

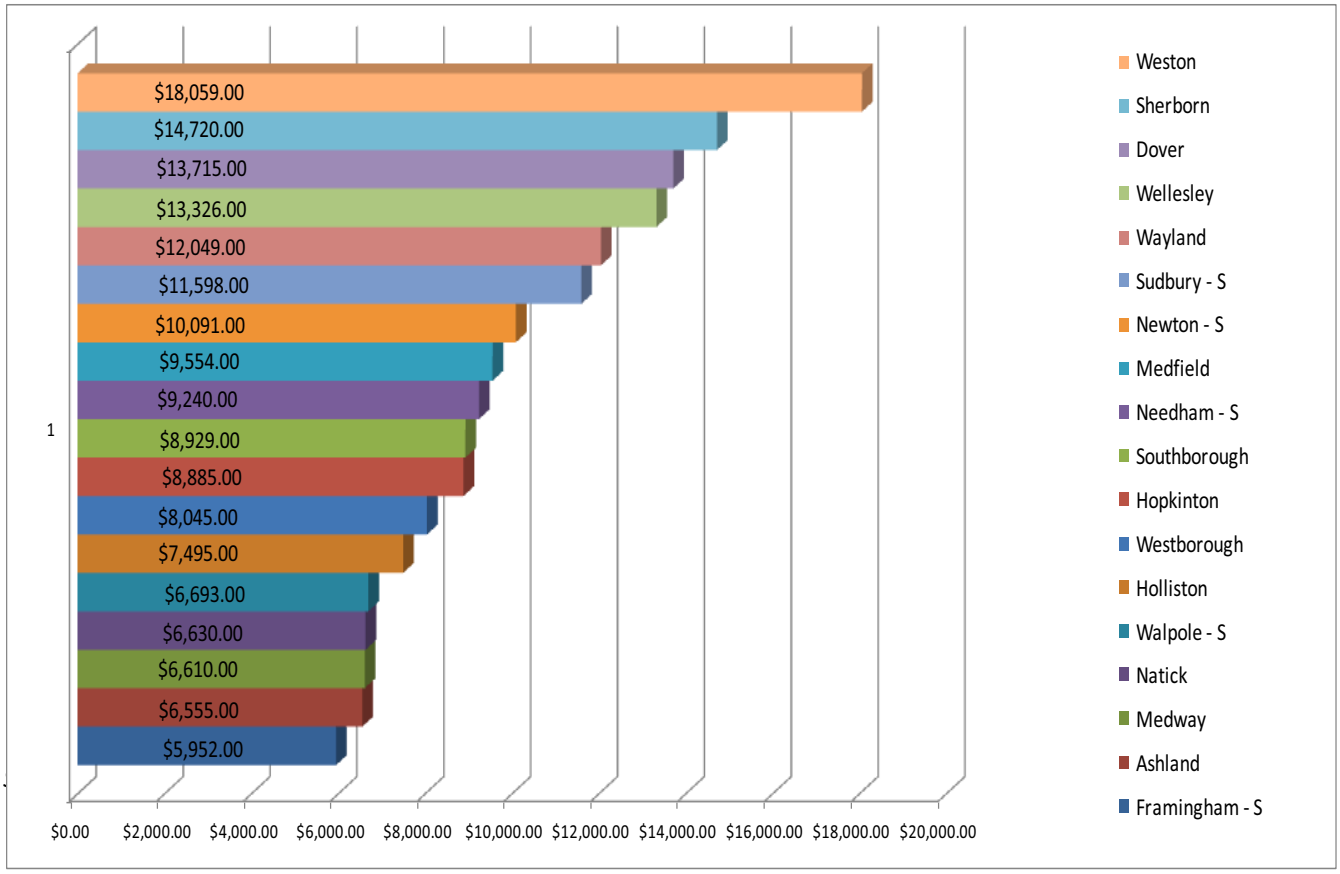
Department: Finance **Division: Assessor**

Budget Overview:

In Fiscal Year 2016, we will be looking to upgrade our CAMA database. The Assessors currently use a product by Tyler Technologies, appraisal and property tax solutions. Specifically it is called "Univers". We are in the process of reviewing with Tyler Technologies and perhaps with other software appraisal groups the best way for Natick to move forward. Depending on the information we receive from the software companies we will be definitively moving forward to an updated software. The conversion of the CAMA software will impact the budget line item "revaluation" and will also impact the IT department going

V. On the Horizon – Now that the revaluation process is completed, we will begin the update to a newer version of the CAMA software. The entire staff will need to be trained again on the new software. We will be up to speed in a short time with the help of a consultant that is knowledgeable and proficient with the upgrade. The office will not only be learning a new software that impacts their jobs daily, but we will begin an outreach to homes that we have not been able to conduct an interior inspection . We have completed full reviews in the last couple of years of all classes of properties. We are most always able to inspect the exterior of a property but we are not always invited in. The Office Staff will be sending notice to properties that have not had an interior inspection conducted recently. Assessments and taxes paid by owners depend on accurate information.

FY2015 Single Family Tax Comparison

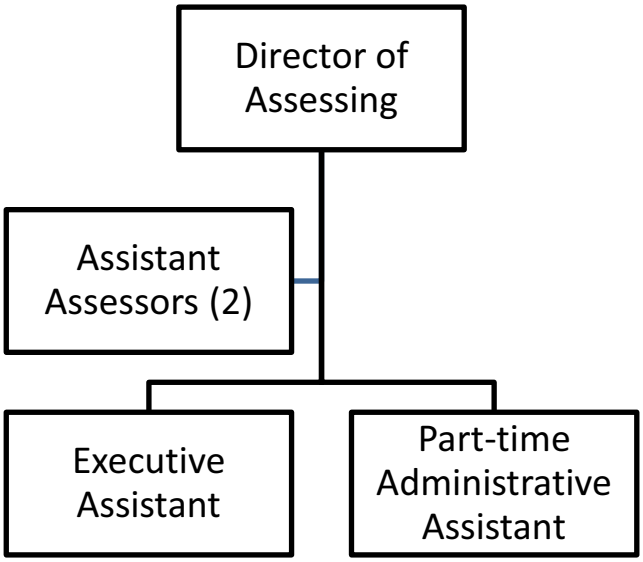


Department: Finance | **Division: Assessor**

Assessor Staffing	2013	2014	2015	2016	2017
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	0.63	0.63	0.94	0.94	1
Total FTE	**4.63**	**4.63**	**4.94**	**4.94**	**5**
Total FT/PT	**4 FT / 1PT**	**4 FT / 1PT**	**4 FT / 1PT**	**4 FT / 1 PT**	**5 FT / 0 PT**

Notes

Organizational Chart



Performance Indicators	2013	2014	2015	2016	2017
Workload Measures					
Number of Parcels	13342	13392	13496	13522	13550*
Number of Personal Property Accounts	1549	1555	1661	1729	1735*
Number of Personal Exemptions	334	302	294	300*	310*
Number of Inspections Performed Annually	2480	2500	2850	2975*	3000*
Number of Outstanding ATB Cases	2	3	15	20*	18*

Total Outstanding ATB all years = 46 (2003-2012)

	2013	2014	2015	2016	2017
Efficiency Measures					
Number of Inspections/Appraiser(2)	1240	860	1400	1500*	1600*

Street review total of 8,237 (completed by staff in addition to regular inspections)

	2013	2014	2015	2016	2017
Outcome Measures					
Number of Abatements (Applications/Granted)					
- Real **	97/46	85/31	92/31	TBD	TBD
- Personal Property**	7/3	8/6	5/4	TBD	TBD

Notes:

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

Town of Natick

Home of Champions

Department: Finance | **Division: Assessor**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 v. 2017 $ (+/-)	2016 v. 2017 % (+/-)
Salaries Management	$ 99,620	$ 105,527	$ 105,808	$ 105,404	$ (404)	-0.38%
Salaries Operational Staff	$ 51,303	$ 52,031	$ 52,802	$ 52,470	$ (332)	-0.63%
Salaries Tech & Professional	$ 142,579	$ 146,635	$ 149,884	$ 149,313	$ (571)	-0.38%
Part Time Operational Staff	$ 44,630	$ 45,861	$ 46,572	$ 49,234	$ 2,662	5.72%
Operational Staff Overtime	$ 546	$ 1,132	$ 2,030	$ 2,000	$ (30)	-1.48%
Personnel Services	**$ 338,678**	**$ 351,186**	**$ 357,096**	**$ 358,421**	**$ 1,325**	**0.37%**
Repairs & Maint Equip	$ 185	$ -	$ 500	$ 500	$ -	0.00%
In State Travel/Meetings	$ 2,995	$ 3,275	$ 3,200	$ 3,000	$ (200)	-6.25%
Communication Telephone	$ 972	$ 2,338	$ 1,500	$ 1,500	$ -	0.00%
Education & Training	$ 1,899	$ 1,580	$ 3,000	$ 3,200	$ 200	6.67%
Tax Mapping	$ 3,000	$ 7,065	$ 10,000	$ 10,000	$ -	0.00%
Dues & Subscriptions	$ 780	$ 830	$ 1,000	$ 1,000	$ -	0.00%
Communication Postage	$ 2,224	$ 4,311	$ 4,500	$ 4,700	$ 200	4.44%
Purchase of Services	**$ 12,055**	**$ 19,399**	**$ 23,700**	**$ 23,900**	**$ 200**	**0.84%**
Office Supplies	$ 1,490	$ 3,100	$ 3,000	$ 3,000	$ -	0.00%
Supplies	**$ 1,490**	**$ 3,100**	**$ 3,000**	**$ 3,000**	**$ -**	**0.00%**
Revalue of Real Property	$ 10,808	$ 61,359	$ 75,000	$ 75,000	$ -	0.00%
Other Chgs. / Exp.	**$ 10,808**	**$ 61,359**	**$ 75,000**	**$ 75,000**	**$ -**	**0.00%**
Total Expenses	**$ 24,353**	**$ 83,858**	**$ 101,700**	**$ 101,900**	**$ 200**	**0.20%**
Total Assessor	**$ 363,031**	**$ 435,044**	**$ 458,796**	**$ 460,321**	**$ 1,525**	**0.33%**

Department: Finance **Division: Assessor**

Narrative:

Salaries:

Salaries Management: Salary for the Director of Assessing.

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

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

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

Supplies:

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

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

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

Communication Telephone: Telephone systems, cellular telephone.

Tax Mapping: Professional services related to tax mapping. The town must update tax maps to receive certification from the Department of Revenue to tax property. We rely on increased utilization of the Town's GIS capabilities. Additionally, the department will work with "Municity", new permitting software program, and add to our current maps making detailed mapping requests.

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

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

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

Other Charges/Expenses:

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

Town of Natick

Home of Champions

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

Collector Budget	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 214,440	$ 204,201	$ 186,389	$ 188,326	$ 1,937	1.04%
Total Salaries	**$ 214,440**	**$ 204,201**	**$ 186,389**	**$ 188,326**	**$ 1,937**	**1.04%**
Operating Expenses						
Purchase of Services	$ 67,142	$ 65,422	$ 80,750	$ 80,650	$ (100)	-0.12%
Supplies	$ 3,010	$ 4,709	$ 5,000	$ 5,000	$ -	0.00%
Technical & Prof. Services	$ 66,988	$ 68,062	$ 87,000	$ 82,000	$ (5,000)	-5.75%
Total Operating Expenses	**$ 137,140**	**$ 138,193**	**$ 172,750**	**$ 167,650**	**$ (5,100)**	**-2.95%**
Total Collector	**$ 351,580**	**$ 342,394**	**$ 359,139**	**$ 355,976**	**$ 16,745**	**-0.88%**

Mission:

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

The Collector's office offers in person, online and payment options through a lock-box payment system.

Goals:

To effectively and efficiently bill and collect all revenue statutorily required of our office.

Provide greater flexibility and ability to respond to evolving staffing needs.

Provide great customer service through a personable office environment that is here to lend assistance to the public.

Implement improved online payment system and credit/debit readers within each department to improve customer service and streamline payment collection.

Town of Natick

Home of Champions

Department: Finance Division: Collector

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

The "online" payment capabilities continues to mark our commitment to improvement in the services provided to the residents of Natick. An "online" application for ordering "municipal lien certificate" was added to our online payment capabilities. Software applications for Community Development receipts and Pay as You Throw billing were developed utilizing QuickBooks Pro and joins Police Detail billing in our suite of billing and collection applications. We have implemented Invoice Cloud to allow for the payment both online and via credit and debt card, as well as electronic check options for real estate and personnel property bills. In FY 2014, this system was extended to include utility bills and Motor Vehicle Excise taxes.

In Fiscal 2015, in addition to accepting online payments for Real Estate and Personal Property Taxes, Water/Sewer Utility , Motor Vehicle Excise and donations to the Elderly and Disabled fund may now be accepted via Invoice Cloud. In fiscal 2015, 3,012 online payments were processed for real estate totaling $5,028,710.98, 191 online payments for personal property taxes , totaling $11,113.28, 2,081 online payments for water/sewer utility totaling $265,186.56, and 1,724 payments for Motor Vehicle Excise totaling $214,158.06.

In Fiscal 2015, The Collector's Office entered into a Lock Box agreement with a banking institution. The bank processes real estate, personal property , water/sewer utility, and motor vehicle excise tax bills. Implementing lock box has dramatically improved efficiencies, reducing the need for additional personnel and enhanced timely deposits as well as interest earned in our depository.

III. Current Challenges

The Town installed Point Software systems for real estate, personal property, and motor excise billing in FY2002. Although this has served us well in the past, we have experienced decreasing functionality of maintaining two separate systems - one for accounts receivable and one for the general ledger. The Comptroller has investigated alternatives and we are considering shifting our receivables software into a unified package via a Capital Improvement Request for FY 2016. We will be implementing a conversion of our accounts receivable processing to the software company that we currently use for our accounting system.

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

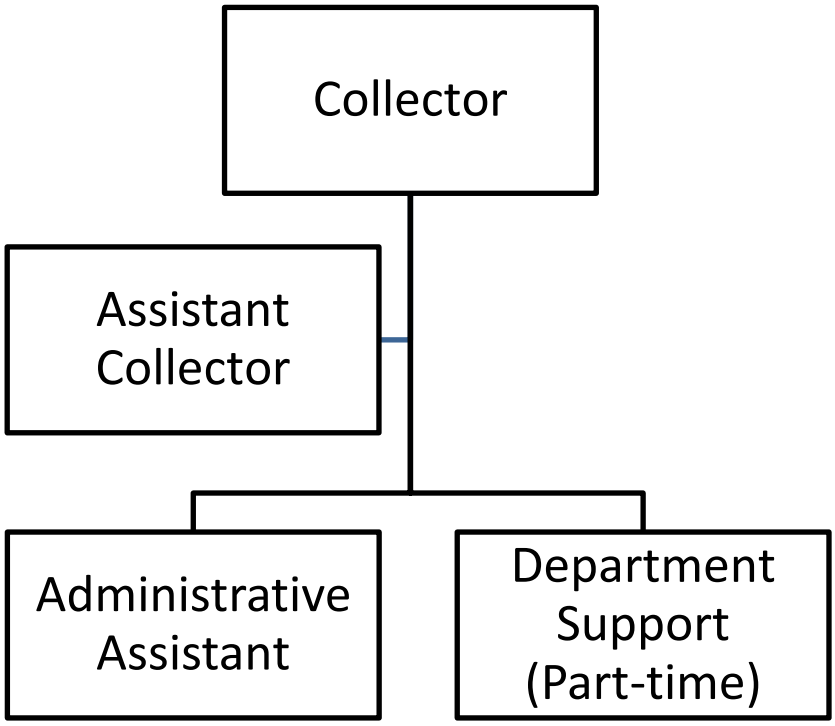
The Finance Department as a whole will be re-engineered for the future transition that is going to occur with retirements coming soon in a number of divisions. Our goal will be to have a succession plan established and implemented to assure a smooth transition. When long-standing and dedicated employees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

Department: Finance | **Collector**

Collector Staffing	2013	2014	2015	2016	2017
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	2	1	1
Department Support	0.4	0.4	0.4	0.4	0.4
Total FTE	**2.8**	**2.8**	**3.8**	**2.8**	**2.8**
Total FT/PT	**3 FT / 1 PT**	**3 FT / 1 PT**	**4 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 PT**

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

Organizational Chart



Performance Indicators	2013	2014	2015	2016	2017

Please see Treasurer's Budget for these Indicators

Town of Natick

Home of Champions

Department: Finance | **Division: Collector**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 94,905	$ 75,978	$ 74,066	$ 73,783	$ (283)	-0.38%
Salaries Supervisory	$ 16,428	$ 26,940	$ 43,170	$ 43,005	$ (165)	-0.38%
Salaries Operational Staff	$ 88,057	$ 83,774	$ 49,545	$ 49,234	$ (311)	-0.63%
Salaries Part-Time Operational Staff	$ 11,864	$ 16,237	$ 14,534	$ 17,305	$ 2,771	19.07%
Operational Staff Overtime	$ 3,186	$ 1,272	$ 5,075	$ 5,000	$ (75)	-1.48%
Personnel Services	**$ 214,440**	**$ 204,201**	**$ 186,389**	**$ 188,326**	**$ 1,937**	**1.04%**
Repair & Maint Equipment	$ 135	$ 320	$ 3,000	$ 3,000	$ -	0.00%
In State Travel/Meetings	$ 226	$ -	$ 500	$ 500	$ -	0.00%
Communication Telephone	$ 1,090	$ 847	$ 1,250	$ 650	$ (600)	-48.00%
Training & Education	$ 285	$ 280	$ 2,000	$ 2,500	$ 500	25.00%
Communication Postage	$ 65,288	$ 63,892	$ 72,000	$ 72,000	$ -	0.00%
Collection Activities	$ 118	$ 83	$ 2,000	$ 2,000	$ -	0.00%
Purchase of Services	**$ 67,142**	**$ 65,422**	**$ 80,750**	**$ 80,650**	**$ (100)**	**-0.12%**
Office Supplies	$ 3,010	$ 4,709	$ 5,000	$ 5,000	$ -	0.00%
Supplies	**$ 3,010**	**$ 4,709**	**$ 5,000**	**$ 5,000**	**$ -**	**0.00%**
Real Estate Tax Billing	$ 5,723	$ 5,029	$ 8,000	$ 7,000	$ (1,000)	-12.50%
Motor Vehicle Excise Tax Billing	$ 117	$ -	$ 4,000	$ 4,000	$ -	0.00%
Ambulance Fee Collections	$ 61,149	$ 63,033	$ 75,000	$ 71,000	$ (4,000)	-5.33%
Technical & Professional Services	**$ 66,988**	**$ 68,062**	**$ 87,000**	**$ 82,000**	**$ (5,000)**	**-5.75%**
Total Expenses	**$ 137,140**	**$ 138,193**	**$ 172,750**	**$ 167,650**	**$ (5,100)**	**-2.95%**
Total Collector	**$ 351,580**	**$ 342,394**	**$ 359,139**	**$ 355,976**	**$ (3,163)**	**-0.88%**

Department: Finance **Division: Collector**

Narrative:

Personnel Services

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

Purchase of Services

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

Technical & Professional Services

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

Supplies

Office Supplies: General office supplies.

Town of Natick

Home of Champions

Department: Finance **Division: Treasurer**

Treasurer Budget	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 99,560	$ 88,980	$ 103,077	$ 102,536	$ (541)	-0.53%
Total Salaries	**$ 99,560**	**$ 88,980**	**$ 103,077**	**$ 102,536**	**$ (541)**	**-0.53%**
Operating Expenses						
Purchase of Services	**$ 31,871**	**$ 40,738**	**$ 69,800**	**$ 65,650**	**$ (4,150)**	**-5.95%**
Supplies	**$ 5,190**	**$ 5,513**	**$ 8,000**	**$ 8,000**	**$ -**	**0.00%**
Technical & Professional	**$ 30,637**	**$ 37,734**	**$ 50,000**	**$ 50,000**	**$ -**	**0.00%**
Total Operating Expenses	**$ 67,698**	**$ 83,985**	**$ 127,800**	**$ 123,650**	**$ (4,150)**	**-3.25%**
Total Treasurer	**$ 167,258**	**$ 172,965**	**$ 230,877**	**$ 226,186**	**$ (4,691)**	**-2.03%**

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 non-payment of taxes and for all public auction or disposition of all foreclosed properties.

Goals:

Provide leadership/guidance for development of integrated Finance Department.

Maximize return on investment with safety and liquidity in mind.

Improve and standardize cash management .

Work with the Town's Comptroller to improve timeliness and accessibility of revenue collections for staff and citizens.

Continue to monitor property tax delinquencies, perfect the tax title lien in a timely manner, and dispose of tax possession properties by public auction to maximize tax title revenue.

Convert manual cash book system to "Zobrio Treasury Cash Management" software.

Department: Finance **Treasurer**

Budget Overview:

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

II. Recent Developments
As the investment market has been slow to recover from the Great Recession, the Town continues to investigate our investment strategy for Town funds to maximize investment income. In FY 2015, a greater emphasis on the types of investments was undertaken. Stabilization funds and OPEB Trust Funds, funds that have the ability to invested in longer-term products have been structured to maximize revenue while still maintaining a moderate risk tolerance. Weekly monitoring of cash and investment balances is performed and funds are invested, mainly in money market funds (short-term) to maximize interest with no risk of loss. We have already seen significant improvements to the amount of interest earned. We will continue to strategize the investment possibilities in order to be good fiscal stewards with the funds provided by taxpayers.

In fiscal year 2016, we implemented the use of a lock box system at a banking institution. This enabled us to not fill a position in the office that was vacant due to a lateral transfer to another department. The use of a lock box system greatly reduced the volume of payments flowing through the personnel in the office and was instead processed at the banking institution and an electronic file containing the receipts that were processed by the bank is uploaded into the Town's receivable software for posting.

III. Current Challenges
The current challenges facing the Treasurer's division is the low interest rate prevalent in the market place today. It is difficult to earn any significant amount of interest income due to the very low rates. Succession planning is also a current challenge. Our goal is to properly cross-train employees so that we ensure a smooth transition when upcoming retirements occur. Another challenge to the department is handling the volume of transactions that are handled by the department. We encourage the taxpayers of Natick to utilize the various online payment options to help keep personnel costs as low as possible.

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

V. On the Horizon

This office plans on continuing the use of technology to improve processing of transactions. We plan on converting our electronic cashbook system using Microsoft Excel to a software program called "Zobrio Treasury Cash Management". This will enable remote capture of transactions by departments that will then directly enter the amounts into the "cash book" eliminating the need to take manual deposit documentation from the various Town departments and re-enter them into our cash book and then again onto a separate document that then is used to post to the general ledger. This will allow for a great efficiency of work. In Fiscal 2016, Article 28 was passed, which allows the Treasurer to establish a tax title revolving account. Costs associated with the collection of tax title fees, charges and costs upon redemption of tax titles and or the sale of foreclosed property, may be used for future expenses and will eliminate the need to appropriate such costs in

Town of Natick

Home of Champions

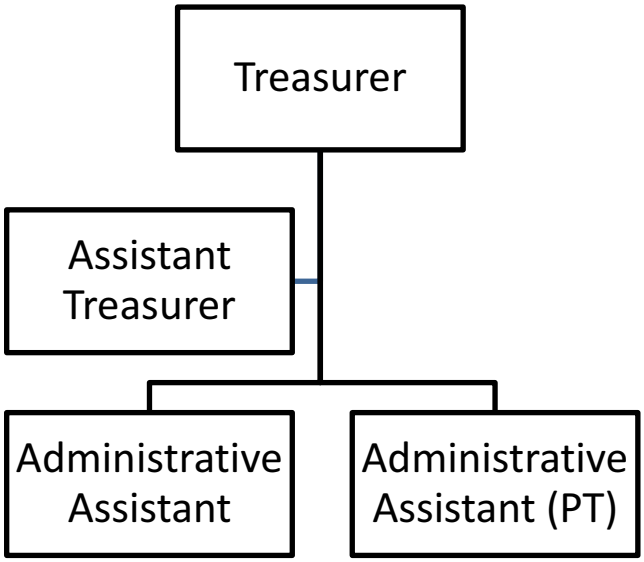
Department: Finance | **Treasurer**

Treasurer Staffing	2013	2014	2015	2016	2017
Treasurer	0.29	0.29	0.29	0.30	0.30
Assistant Treasurer	0.33	0.33	0.33	0.30	0.30
Administrative Assistant	1	1	1	1	1
Total FTE	**1.63**	**1.63**	**1.63**	**1.60**	**1.60**
Total FT/PT	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**

Notes

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

Organizational Chart



Performance Indicators

	2013	2014	2015*	2016*	2017*
Workload Measures					
Number of real estate tax bills issued	53,368	53,420	53,800	53,800	53,800
Number of personal property tax bills issued	6,196	6,200	6,220	6,220	6,220
Number of motor vehicle excise bills issued	30,948	34,196	34,000	34,000	34,000
	2013	**2014**	**2015***	**2016***	**2017***
Efficiency Measures					
Number of On-line payments	12,409	21,900	21,900	25,000	25,000
	2013	**2014**	**2015***	**2016***	**2017***
Outcome Measures					
Collection Rate - Personal Property Tax Bills	98.80%	98.80%	98.80%	98.80%	98.80%
Collection Rate - Real Estate Tax Bills	98.30%	98.30%	98.30%	98.30%	98.30%

*Estimates**

Town of Natick

Home of Champions

Department: Finance | **Division: Treasurer**

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 39,704	$ 31,551	$ 31,742	$ 31,621	$ (121)	-0.38%
Salaries Supervisory	$ 8,264	$ 11,546	$ 18,501	$ 18,431	$ (71)	-0.38%
Salaries Operational Staff	$ 48,040	$ 43,865	$ 49,546	$ 49,234	$ (312)	-0.63%
Other Compensation Oper. Staff	$ 750	$ 750	$ 750	$ 750	$ -	0.00%
Overtime Operational Staff	$ 2,802	$ 1,268	$ 2,538	$ 2,500	$ (38)	-1.50%
Personnel Services	**$ 99,560**	**$ 88,980**	**$ 103,077**	**$ 102,536**	**$ (541)**	**-0.53%**
Repair & Maint Equipment	$ 7,569	$ 1,622	$ 5,000	$ 6,000	$ 1,000	20.00%
Tax Title	$ 11,607	$ 24,652	$ 50,000	$ 40,000	$ (10,000)	-20.00%
In State Travel/Meetings	$ -	$ 23	$ 500	$ 500	$ -	0.00%
Communication Telephone	$ 250	$ -	$ 800	$ 650	$ (150)	-18.75%
Training & Education	$ 933	$ 50	$ 1,500	$ 4,000	$ 2,500	166.67%
Communication Postage/Envelopes	$ 11,512	$ 14,391	$ 12,000	$ 14,500	$ 2,500	20.83%
Purchase of Services	**$ 31,871**	**$ 40,738**	**$ 69,800**	**$ 65,650**	**$ (4,150)**	**-5.95%**
Office Supplies	$ 5,190	$ 5,513	$ 8,000	$ 8,000	$ -	0.00%
Supplies	**$ 5,190**	**$ 5,513**	**$ 8,000**	**$ 8,000**	**$ -**	**0.00%**
Banking Services Fees	$ 30,637	$ 37,734	$ 50,000	$ 50,000	$ -	0.00%
Technical & Professional	**$ 30,637**	**$ 37,734**	**$ 50,000**	**$ 50,000**	**$ -**	**0.00%**
Total Expenses	**$ 67,698**	**$ 83,985**	**$ 127,800**	**$ 123,650**	**$ (4,150)**	**-3.25%**
Total Treasurer	**$ 167,258**	**$ 172,965**	**$ 230,877**	**$ 226,186**	**$ (4,691)**	**-2.03%**

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

Narrative:

Personnel Services

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

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

Salaries Operational Staff: Administrative Assistant (1).

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

Purchase of Services

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

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

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

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

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

Supplies

Office Supplies: General office supplies.

Tech. & Prof. Services

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

This page left intentionally blank.

Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 296,364	$ 322,130	$ 323,364	$ 333,170	$ 9,806	3.03%
Total Salaries	**$ 296,364**	**$ 322,130**	**$ 323,364**	**$ 333,170**	**$ 9,806**	**3.03%**
Operating Expenses						
Purchase of Services	$ 370,995	$ 419,671	$ 469,100	$ 566,500	$ 97,400	20.76%
Other Charges & Expenses	$ 310,415	$ 235,237	$ 286,400	$ 305,000	$ 18,600	6.49%
Total Operating Expenses	**$ 681,410**	**$ 654,908**	**$ 755,500**	**$ 871,500**	**$ 116,000**	**15.35%**
Total Information Technology	$ 977,774	$ 977,038	$ 1,078,864	$ 1,204,670	$ 125,806	11.66%

Mission:

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

Goals:

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

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

Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

- Upgrade and installation of the data/voice network in the DPW Building and new second floor.
- Installation of new web and mobile services such as See-ClickFix App- roads and streetlight repair , My-Waste App - trash and recycle pickup schedule and Granicus App - boards and committees .
- Installation of new Municity mobility module for inspectors in the field
- Financial Software - Munis upgrade
- Installation of new Dell VRTX server
- Sonicwall Firewall High Availability appliances installed

III. Current Challenges

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

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

1) Equipment Repairs and Maintenance - Decreased $62,000 due to moving hosted applications to the new 'Hosted Application' line item.

2) Software Maintenance - increased $10,000 to cover increases for maintenance and software support for the Town's financial software - Munis, Permitting system - Municity and Public Safety Dispatch Software - IMC

3) Hosted Applications - This line item was created to identify the cost all the hosted solutions currently used by the Town. These software as a service (SAAS) solutions include Google Apps (email, calendar,etc.), Town web site and many web applications linked to from the Town web site such as NovusAgenda (meeting scheduling and packets), See-ClickFix, My-Waste, Granicus (boards and committees application), Collector software, Community Services software and off site backup storage.

4) Telephone System Maintenance - increased $25,000 to cover ShoreTel Telephone Support.

Department: Information Technology

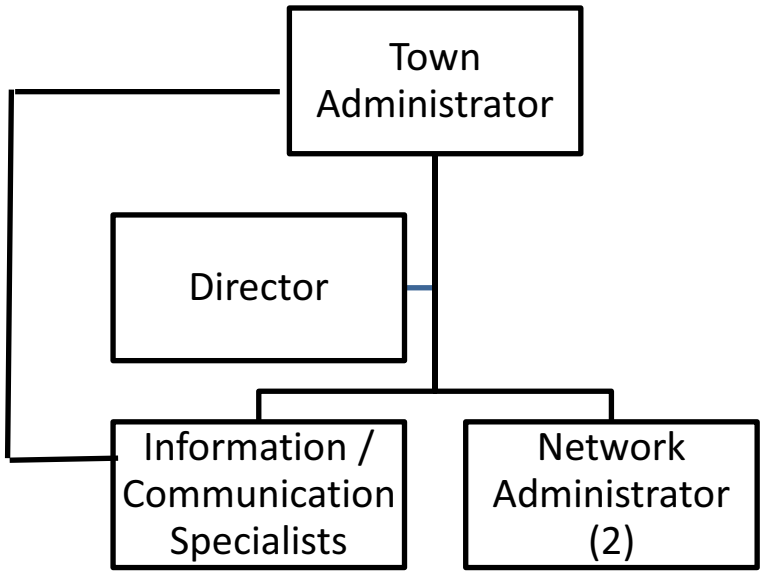
Budget Overview:

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

Staffing	**2013**	**2014**	**2015**	**2016**	**2017**
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Information / Communication Specialist	0	1	1	1	1
Total FTE	**3**	**4**	**4**	**4**	**4**
Total FT/PT	**3 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**

Notes

Organizational Chart



Town of Natick

Home of Champions

Department: Information Technology

Performance Indicators	FY 2014	FY 2015	FY 2016	FY 2017
Workload Measures				
*Software Support and Hosted Solutions Cost	$ 297,354	$ 325,000	$ 299,107	$ 492,000
% of PC support calls for Viruses and Malware	3%	3%	2%	1%
Number of PC's/Laptops/Tablets Supported	325	325	350	375
**Staff	3	4	4	4
Efficiency Measures				
Number of PC's Supported/Staff Member	108	108	117	125
Outcome Measures				
Percentage of time:				
- E-mail systems fully operational	99%	99%	99%	99%
- Network systems fully operational	99%	99%	99%	99%
- Website fully operational	99%	99%	99%	99%

**Increase due to inclusion of hosted solutions*

*** Information / Communication Specialist reports to Town Administrator*

Town of Natick

Home of Champions

Department:	Information Technology

Budget Detail

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 101,538	$ 104,077	$ 104,476	$ 106,158	$ 1,682	1.61%
Salaries Technical/Professional	$ 194,826	$ 218,053	$ 218,888	$ 227,012	$ 8,124	3.71%
Personnel Services	**$ 296,364**	**$ 322,130**	**$ 323,364**	**$ 333,170**	**$ 9,806**	**3.03%**
Equipment Repairs and Maintenance	$ 40,954	$ 79,885	$ 87,000	$ 25,000	$ (62,000)	-71.26%
Software Maintenance	$ 297,354	$ 299,107	$ 340,000	$ 350,000	$ 10,000	2.94%
Hosted Applications	$ -	$ -	$ -	$ 150,000	$ 150,000	#DIV/0!
Communication telephone	$ 16,734	$ 19,428	$ 19,600	$ 19,000	$ (600)	-3.06%
Copy/mail center fees	$ 41	$ -	$ 1,000	$ 1,000	$ -	0.00%
Training & education	$ 2,050	$ 64	$ 5,000	$ 5,000	$ -	0.00%
Computer supplies	$ 4,862	$ 12,187	$ 7,500	$ 7,500	$ -	0.00%
Paper supplies - municipal	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ -	0.00%
Purchase of Services	**$ 370,995**	**$ 419,671**	**$ 469,100**	**$ 566,500**	**$ 97,400**	**20.76%**
Telephone system maintenance	$ 59,005	$ 54,781	$ 40,000	$ 65,000	$ 25,000	62.50%
LAN/WAN maintenance	$ 68,894	$ 61,525	$ 50,000	$ 50,000	$ -	0.00%
Equipment replacement computers	$ 92,022	$ 70,081	$ 115,000	$ 115,000	$ -	0.00%
Software systems upgrade & replace	$ 90,494	$ 48,850	$ 81,400	$ 75,000	$ (6,400)	-7.86%
Other Charges & Expenses	**$ 310,415**	**$ 235,237**	**$ 286,400**	**$ 305,000**	**$ 18,600**	**6.49%**
Total Operating Expenses	**$ 681,410**	**$ 654,908**	**$ 755,500**	**$ 871,500**	**$ 116,000**	**15.35%**
Total Information Technology	**$ 977,774**	**$ 977,038**	**$ 1,078,864**	**$ 1,204,670**	**$ 125,806**	**11.66%**

Department: Information Technology Line-Item Detail

Personnel Services:

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

Purchase of Services:

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

Other Charges & Expenses:

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

This page left intentionally blank.

Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 223,377	$ 232,989	$ 239,672	$ 244,337	$ 4,665	1.95%
Total Salaries	**$ 223,377**	**$ 232,989**	**$ 239,672**	**$ 244,337**	**$ 4,665**	**1.95%**
Operating Expenses						
Expenses	$ 8,804	$ 12,628	$ 22,050	$ 42,200	$ 20,150	91.38%
Total Operating Expenses	**$ 8,804**	**$ 12,628**	**$ 22,050**	**$ 42,200**	**$ 20,150**	**91.38%**
Total Town Clerk	**$ 232,181**	**$ 245,617**	**$ 261,722**	**$ 286,537**	**$ 24,815**	**9.48%**

Goals for the Town Clerk and Elections Offices

1. Assure a successful and smooth presidential election. The process to prepare for this election has already started and will require the attention of the entire office throughout the remainder of this fiscal year and into FY 17. This will include training for the new administrative assistant and several training sessions for election personnel. This includes implementing the new voting legislation which was approved last year. For the upcoming presidential election this will include an early voting for the first time. It will also include a pre-registration process for 16 and 17 year olds who would like to pre-register to vote. The law also required the State to implement on-line voter registration which has already begun.

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

3. Complete the purchase of new voting booths so that they are in place for the presidential election. The new booths will take up less space and easing any congestion in the polling locations.

4. Continue to improve accessibility and availability of information on the Town website. This has greatly improved over the past year but it is a fluid process and continues to be a priority in the office. During the upcoming year Town Meeting attendance will be available on the website not just in the annual report. This year we will also take advantage of the Town's presence on social media to publicize elections, changes to elections and the availability of information.

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

6. Continue to implement technology improvements to the office. This will include increasing the use of technology to monitor and update more of the information that is maintained in the office.

7. Manage the budget for electronic voting devices.

Department: Town Clerk and Board of Registrars

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

I. Main Purpose of the Department

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

II. Recent Developments

During FY 2016, the office completed the capital project which allowed the purchase of movable shelving in the vault. This has allowed for vastly improved storage pace and increased capacity, including moving permanent records previously stored in the basement into the vault. The office has also completed the current year restoration of documents and will begin the next step using resources approved at Fall 2015 Town Meeting. During this fiscal year there will be two elections, however, one is the presidential primary and there will be increased number of new and or change voter registrations. Although the Presidential election will occur in FY 2017, preparations have already begun and the planning process for that election is underway. That will be the first election for which the State will have early voting. Due to a recent retirement of one of the employees in the office, we will have a new staff member. The staff person will be trained during the remainder of this fiscal year. During 2015, the office changed to a dog licensing program which is part of MuniCity, the program that the Community and Economic Development and Building departments are using.

III. Current Challenges

The biggest challenge in the upcoming year is the preparation to assure that the November 8, 2016 presidential election runs smoothly. Turnout for this election will be high and preparation has already begun and will require focus and diligence throughout the next year. This will include developing internal procedures required to implement the new election law (regulations have not yet been written) and training. In addition, the offices continues to transition in as many ways as possible to a more technology based workflow. One of the major challenges that the department continues to face is providing appropriate training for current employees as the emphasis is on electronic tools.

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

This budget includes significant increases in costs related to a smooth and efficient presidential election. The costs are in labor (primarily in the elections budget), postage, supplies and costs related to the implementation of early voting. Although the regulations have not been finalized estimates based on drafts are included in this budget. One of the significant increases is for the purchase of an additional voting machine. In the Town Clerk's budget the increases are in ancillary supplies related to this election. The Town Clerk's budget proposal also includes funding for electronic voting devices which were funded last year under a separate warrant article.

V. On the Horizon

The biggest issue on the horizon will be implementing the new election law. In addition, to early voting the law allows for the preregistration of 16 and 17 year olds to vote. The Clerk's office will continue to use technology to improve efficiency and access to information. The office continues to look forward to implementing an on-line credit/debit system for transactions in order to increase payment options at the counter and on-line.

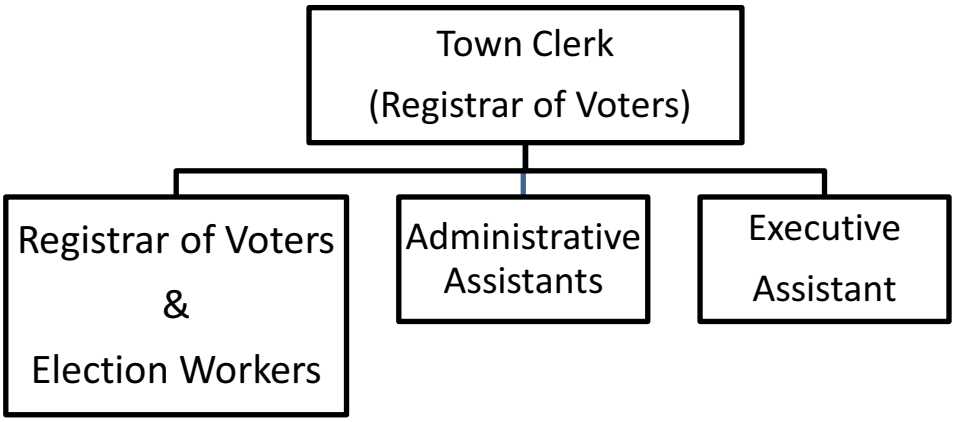
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2013	2014	2015	2016	2017
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0	0	0	0	0
Department Assistant	0	0	0	0	0
Administrative Assistant	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Total FTE	**4**	**4**	**4**	**4**	**4**

Organizational Chart



Performance Indicators:

The Town Clerk's office uses calendar year numbers rather than the fiscal year ones when we look at registered records, requests for records, dog licenses, business licenses and voter registration and census numbers, some of the potential performance indicators. It is very difficult to correlate numbers of records with staff efficiency. One example is that last year we registered over 3,200 dogs, the largest number we have ever done. However, over 60% are done within the first three months of the year. The majority of census returns and data input from them are completed in the first two months of the year.

Another excellent example is the minimum amount of preparation for any and all elections is the same, regardless of expected turnout. In elections in which voter turnout is expected to be high (State elections, presidential primary, presidential election) the office is busier, processing larger number of voter registrations, absentee ballots, overseas voters thereby increasing the quantity of time and work for that election. The remainder of FY 16 and the first part of FY 17 will in great part be spent getting ready for the November 8, 2016 presidential election. The preparation for this election is a long and detailed process. The number of absentee and early voting ballots will most likely be greater than in 2012 when it was over 2,000.

Town of Natick

Home of Champions

Department: Town Clerk

udget Detail	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	% (+/-)
alaries Management	$ 75,932	$ 80,000	$ 85,000	$ 85,000	$ -	0.00
alaries Operational Staff	$ 144,969	$ 149,963	$ 151,892	$ 151,087	$ (805)	-0.53
dditional Comp Operational Staff	$ -	$ -	$ 750	$ 750	$ -	0.00
perational Staff Overtime	$ 2,476	$ 3,026	$ 2,030	$ 7,500	$ 5,470	269.46
ersonnel Services	**$ 223,377**	**$ 232,989**	**$ 239,672**	**$ 244,337**	**$ 4,665**	**1.95**
epairs & maintenance equipment	$ 383	$ 105	$ 500	$ 500	$ -	0.00
n-State travel/meetings	$ 1,465	$ 1,040	$ 2,500	$ 2,500	$ -	0.00
ommunication telephone	$ 321	$ 386	$ 600	$ 600	$ -	0.00
ues & memberships	$ 435	$ 420	$ 500	$ 600	$ 100	20.00
opy/mail center fees	$ 2,827	$ 3,328	$ 4,500	$ 5,000	$ 500	11.11
inding	$ -	$ 3,275	$ 7,200	$ 7,500	$ 300	4.17
ffice supplies	$ 3,326	$ 3,314	$ 4,200	$ 5,500	$ 1,300	30.95
ommunication print & advertising	$ -	$ 760	$ 2,000	$ 2,000	$ -	0.00
ther services miscellaneous	$ 47	$ -	$ 50	$ 18,000	$ 17,950	35900.00
upplies	**$ 8,804**	**$ 12,628**	**$ 22,050**	**$ 42,200**	**$ 20,150**	**91.38**
otal Town Clerk	**$ 232,181**	**$ 245,617**	**$ 261,722**	**$ 286,537**	**$ 24,815**	**9.48**

Line-Item Detail

Personnel Services

Salaries Management: Town Clerk

Salaries Operational Staff: Executive Assistant (1) and Administrative Assistants (2). The office uses a participant in the property tax work program to help get ready for elections and to process census/street listings after they are returned to the office.

Operational Staff Overtime: Overtime is associated with elections and Town Meeting. Overtime is increased significantly to $7,500 because it is a presidential election year. In FY 13 (2012 presidential election) actual overtime costs were $6,200. In addition, this year there will be overtime costs associated with early voting

Expenses

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

In-State travel/meetings – In-state travel to meetings and reimbursement of travel for use of private vehicles.

Communication/telephone – Telephone expenses for the department.

Dues & membership – Dues for Mass Town Clerk's Association, Middlesex County Clerk's Association, New England Clerk's Association and the International Institute of Municipal Clerks. This account is also used to pay for conference registration fees. Some of the membership fees and registrations are increasing next year.

Copy/mail center fees in the Clerks' and Registrars' budgets – These departments work jointly in one office. Copy and mail center fees include all voter related mailings, the annual street listing, absentee ballots, overseas ballots, confirmation cards (including pre-paid return postage), dog license information, election materials to candidates and current office holders and training materials for election workers. Mandates for the State Ethics, OCPF and OML laws will continue to require large amounts of copying and mailing. We expect postage to be greater this year because it is a presidential election year.

Binding - This budget includes the continuation of a process to make sure that all vital records are appropriately stored. This process is on-going until all materials are appropriately stored in vitals binders in the vault.

Office supplies – Materials needed for the day-to-day operation of the Town Clerks' Office. There is an increase in order to replace desk chairs which have not been replaced since the building opened.

Communication printing & advertising - This line-item covers the costs of printing & advertising warrants for town meetings and elections, the printing of the mailing for the annual street listing and the related books, printing updated versions of the charter and by-laws, confirmation cards and any other election or clerk office printing.

Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 21,338	$ 33,378	$ 37,306	$ 69,463	$ 32,157	86.20%
Total Salaries	**$ 21,338**	**$ 33,378**	**$ 37,306**	**$ 69,463**	**$ 32,157**	**86.20%**
Operating Expenses						
Purchase of Services	$ 25,869	$ 36,422	$ 34,400	$ 55,300	$ 20,900	60.76%
Total Operating Expenses	**$ 25,869**	**$ 36,422**	**$ 34,400**	**$ 55,300**	**$ 20,900**	**60.76%**
Total Elections/Bd. of Reg.	**$ 47,207**	**$ 69,800**	**$ 71,706**	**$ 124,763**	**$ 53,057**	**73.99%**

Budget Overview:

I. Main Purpose of the Department

The Elections department is responsible for assuring fair and impartial elections. It is important to note that the same amount of preparation is necessary for an election that ultimately has only 10% turnout as there is for an election with 70% turnout.

II. Recent Developments

The election law passed last year and it will go into effect during FY 2017. The funding required for these law changes is included in this budget.

III. Current Challenges

Recruiting and training election personnel continues to be a challenge. The presidential election requires a lot of extra work, there is a significant need for an increase in staff at the polls. I am planning to use high school students to help on November 8th as the schools will be closed and that worked well in 2012. it remains important to manage this process and keep fluid and flexible staffing lists for upcoming elections. During this year it is critical that we continue to update and maintain an accurate list of voters.

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

The FY 2017 budget includes funding for 3 elections and estimated costs for having early voting. This includes increased costs for a presidential election. Although the regulations have not been written or approved, the law includes 10 days of early voting. We must be able to process early voting ballots during all of the hours that the Clerk's office will be open. This budget includes an estimate of 3 people to handle this task for a total of 100 hours. In addition this budget includes the purchase of an additional voting machine which will allow those ballots to be processed on election day.

Staffing	2013	2014	2015	2016	2017
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	80*	80*	80*	80*	80*
Total FTE	**Varied**	**Varied**	**Varied**	**Varied**	**Varied**

Notes

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

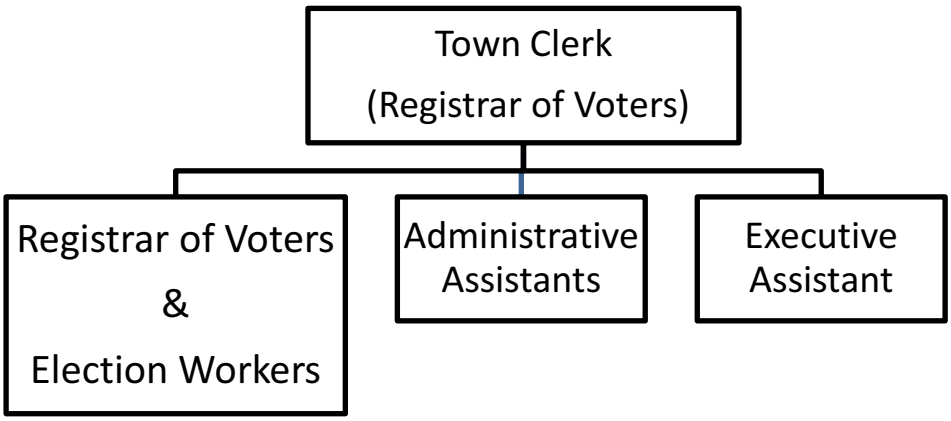
Department: Elections

Performance Indicators	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Workload Indicators					
Number of Elections	3	1	3	2	3+

	2013	2014	2015	2016	2017
Outcome Indicators					
Voter Turnout					
- Municipal	Indicator under development				
- State					
- Federal					

3+: The plus accounts for 10 days of early voting

Organizational Chart



Budget Detail

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 5,832	$ 4,274	$ 4,306	$ 4,274	$ (32)	-0.74%
Salaries Election Workers	$ 14,906	$ 27,289	$ 30,900	$ 63,089	$ 32,189	104.17%
Salaries Miscellaneous	$ 600	$ 1,815	$ 2,100	$ 2,100	$ -	0.00%
Personnel Services	**$ 21,338**	**$ 33,378**	**$ 37,306**	**$ 69,463**	**$ 32,157**	**86.20%**
Communication election coding	$ 868	$ 9,421	$ 10,000	$ 11,000	$ 1,000	10.00%
Communication postage	$ 14,584	$ 14,107	$ 13,000	$ 18,000	$ 5,000	38.46%
Communication printing of ballots	$ 8,066	$ 9,293	$ 5,000	$ 11,000	$ 6,000	120.00%
Communication books	$ -	$ 1,206	$ 1,300	$ 1,300	$ -	0.00%
Election supplies	$ 1,633	$ 1,040	$ 3,000	$ 10,000	$ 7,000	233.33%
Supplies food	$ 718	$ 1,355	$ 2,100	$ 4,000	$ 1,900	90.48%
Purchase of Services	**$ 25,869**	**$ 36,422**	**$ 34,400**	**$ 55,300**	**$ 20,900**	**60.76%**
Total Board of Registrars	**$ 47,207**	**$ 69,800**	**$ 71,706**	**$ 124,763**	**$ 53,057**	**73.99%**

epartment: Elections

ne-Item Detail:

Personnel Services
This includes stipends for the registrars. Three of the registrars are appointed by the Board of Selectmen (2 Republicans and 1 Democrat) and the Town Clerk is the fourth member (Democrat). The two political parties must be equally represented. This also includes the stipends for the poll workers and the special duty police officers for each election. At a minimum, each precinct must have 1 Warden, 1 Clerk, and 4 poll workers (checkers) and each polling location must have a special duty police officer. This budget includes extra staff for the presidential primary (extra poll workers).

In addition, this budget includes the cost of pages for Town Meeting and the expenses for posting Town Meeting warrants, election warrants and AG approvals of by-laws.

Purchase of Services

Postage – Covers election mailings including absentee ballots, the annual street listing, confirmation notices (with return postage) to all inactive voters and additional postage to forward returned mail. This also includes an increase in postage costs. The increase this year is for the increased number of early and absentee ballots that will be mailed.

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

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

Communication Books – This item includes the street listing books. The increase in requests has been for electronic data rather than hard copy books therefore this line item is flat.

Election Supplies - This includes extra supplies for early voting, a presidential election and and the purchase of an additional voting machine which would come with a ballot box, two programmable cards and a two-year warranty.

This page left intentionally blank.

Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Personnel Services						
Personnel Services	$ 14,658	$ 14,658	$ 14,715	$ 14,659	$ (56)	-0.38%
Total Operating Expenses	**$ 14,658**	**$ 14,658**	**$ 14,715**	**$ 14,659**	**$ (56)**	**-0.38%**
Operating Expenses						
Purchase of Services	$ 726	$ 783	$ 875	$ 875	$ -	0.00%
Total Other Charges & Expenses	**$ 726**	**$ 783**	**$ 875**	**$ 875**	**$ -**	**0.00%**
Total Sealer of Weights & Measures	**$ 15,384**	**$ 15,441**	**$ 15,590**	**$ 15,534**	**$ (56)**	**-0.36%**

Budget Overview:

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

Device statistics presented herein may increase or decrease as businesses move in and out of the Town; as they expand or downsize their operations; and as they remove, repair, or replace their equipment.

Staffing	**2013**	**2014**	**2015**	**2016**	**2017**
Sealer of Weights & Measures	0.4	0.4	0.4	0.4	**0.4**
Total FTE	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**
Total FT/PT	**0 FT / 1 PT**	**0 FT / 1 PT**	**0 FT / 1PT**	**0 FT / 1 PT**	**0 FT / 1 PT**

Performance Indicators	**2013**	**2014***	**2015***	**2016***	**2017***
Workload Measures					
Scales Tested					
- Over 10,000lbs	1	1	1	1	1
- 100lbs-1000lbs	11	8	8	8	8
- 10lbs-100lbs	84	88	88	88	88
- Less than 10lbs	11	10	10	10	10
- Metric & Apothecary Weights	29	29	29	29	29
Liquid Measuring Device					
- Gasoline Meters	172	154	154	154	154
- Vehicle Tank Meters	12	16	16	16	16
- Taxi Meters	30	28	28	28	28

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

Department: Sealer of Weights & Measures

Budget Detail

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Technical & Professional	$ 14,658	$ 14,658	$ 14,715	$ 14,659	$ (56)	-0.38%
Personnel Services	**$ 14,658**	**$ 14,658**	**$ 14,715**	**$ 14,659**	**$ (56)**	**-0.38%**
Repairs & Maint Supplies	$ 491	$ 493	$ 500	$ 500	$ -	0.00%
Dues & Subscriptions	$ 145	$ 145	$ 175	$ 175	$ -	0.00%
Training & Education	$ 90	$ 145	$ 200	$ 200	$ -	0.00%
Purchase of Services	**$ 726**	**$ 783**	**$ 875**	**$ 875**	**$ -**	**0.00%**
Total Sealer of Weights & Measures	**$ 15,384**	**$ 15,441**	**$ 15,590**	**$ 15,534**	**$ (56)**	**-0.36%**

Line-Item Detail

Personnel Services

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

Purchase of Services

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

Dues & subscriptions: Handbooks and publications containing updated laws and regulations required for weights and measures enforcement are provided free with membership from the National Conference on Weights and Measures. The Massachusetts Weights and Measures Association and Eastern Massachusetts Weights and Measures Association provide updated Massachusetts General Law information and comment, and also offer training to satisfy regulatory requirements at an additional expense to its members.

Training & education: Massachusetts General Law and Division of Standards regulations require local Sealers to attend training and fulfill continuing education requirements. Actual annual cost for training to satisfy requirements is running upwards of $125 plus local travel. The Division recommends $200 be budgeted for training each year.

This page left intentionally blank.

Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries						
Personnel Services	$ 748,980	$ 695,942	$ 847,277	$ 840,155	$ (7,122)	-0.84%
Total Salaries	**$ 748,980**	**$ 695,942**	**$ 847,277**	**$ 840,155**	**$ (7,122)**	**-0.84%**
Operating Expenses						
Expenses	$ 24,853	$ 21,753	$ 26,800	$ 29,750	$ 2,950	11.01%
Total Operating Expenses	**$ 24,853**	**$ 21,753**	**$ 26,800**	**$ 29,750**	**$ 2,950**	**11.01%**
Total Community Development	**$ 773,833**	**$ 717,695**	**$ 874,077**	**$ 869,905**	**$ (4,172)**	**-0.48%**

Mission:

We are dedicated to making Natick a better and safer place to live and work

To ensure that Natick is a great community to raise a family, enjoy recreation, work and invest in the community. The Department works to protect and enhance Natick's built and natural resources , and preserve the high quality of life for its citizens. CED Staff work toward preserving and enhancing the long-term interests of the community, and to delivering the highest quality of service.

Goals:

- Administer and enforce all applicable building and land use regulations
- Support Town Boards and official bodies
- Improve Downtown/In-Town parking and mobility for all users
- Advance Revision of Zoning Bylaw and Map
- Promote Local Access / Address local traffic issues
- Advance / Manage affordable housing resources
- Promote economic development and commercial vitality
- Advance the creation of a comprehensive master plan to establish and advance short and long-range planning
- Develop a mechanism to track conditions associated with approved projects

Budget Overview:

I. Main Purpose of the Department

The Department works to protect the quality of life and environment through administration and enforcement of numerous land use regulations. The Department does this by:

- Reviewing construction plans, issuing building permits and inspecting projects and properties.
- Working with municipal boards, businesses and residents to develop plans to guide the community's future.
- Reviewing, updating and enforcing applicable town by laws, state regulations and federal requirements.

II. Recent Developments

The department continues to monitor multiple private developments, including the Modera Natick project, MathWorks expansion on Superior Drive, redevelopment of the Old Town Paint property, and many others. The Dept. continues involvement in several major roadway improvement projects including the redesign of North Main Street (Rt. 27) from Natick Center to the Wayland town line; redesign of the intersection of Route 27 with Route 9; design of the Cochituate Rail Trail; and advancement of a redesing of the MBTA Natick Center station. The department will soon be managing multiple short and long range planning efforts, including the Natick Center Study, a targeted Economic Development Action Plan, and a Town-wide Comprehensive Master Plan. The Dept. has recently added a Senior Planner to undertake multiple planning and development acitivites on behalf of the town.

III. Current Challenges

- Aggresive levels of permitting continue, placing a significant workload on the Department and Boards.
- Appropriate application of growth management best practices while respecting local quality of life.
- On-going review of 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, Parking RFP Committee, Economic Development Committee, Problem Property Task Force, Zoning Bylaw Review Committee, Metro West Growth Council, MBTA Station Redesign Comm, Cochituate Rail Trail Comm., and many other groups).
- The Department has long since reached a critical point regarding storage of its plans, documents and files.

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

- The implementation of a new filing system to better manage filing needs (pending funding).
- Complention of a town-wide Comprehensive Master Plan and a targeted Economic Development Action Plan, designed to advance and guide the future development of Natick;
- Continue the advancement and integration of the Muni-City permit tracking system into the Department and Town Hall processes to better track permitting processes;
- Integration of all aspects of the Department (Conservation Commission, ZBA, Planning, permitting, etc) into a cohesive department that can provide a more comprehensive approach to community and economi c development within Natick.

V. On the Horizon

- Advance design and state funding for the reconstruction of major roadways , CRT and other projects.
- Advance the creation of a Town-wide Comprehensive Master Plan and targeted Econ. Development Action plan
- Pursue parking and mobility solutions and improvements for Natick Center, and other key corridors in town.
- Pursue multiple economic development related activities.
- Advance the comprehensive revision of zoning bylaw and zoning map.
- Improve the local permitting and board review process to ensure a predictable, transparent, and streamlined program.

Town of Natick

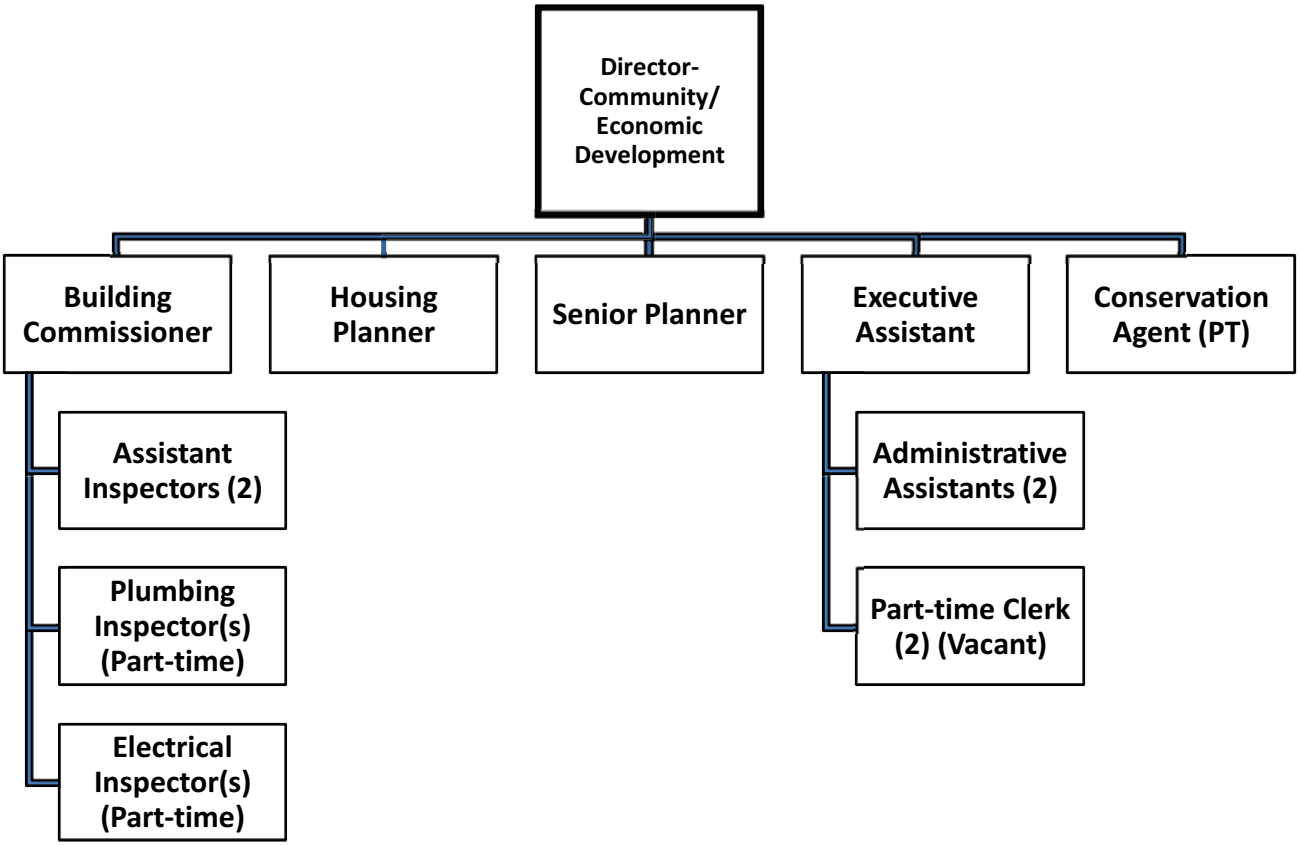
Home of Champions

Department: Community & Economic Development

Staffing	2013	2014	2015	2016	2017
Director - Community/Economic Development	1	1	1	1	1
Building Commissioner	1	1	1	1	1
Assistant Inspector	2	2	2	2	2
General/Housing Planner	1	1	1	1	1
Economic Development Planner	0	1	1	0	0
Transportation Planner	0	0	0	1	0
Senior Planner	0	0	0	0	1
Executive Assistant	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Environmental Compliance/Cons Agent	0.5	0.5	0	0	0
Conservation Agent	0	0	0.4	0.4	0.4
Part-Time Inspectors	3.15	2.60	3.35	3.35	3.35
Total FTE	**11.65**	**12.10**	**12.75**	**12.75**	**12.75**
Total FT/PT	**9 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**	**10 FT / 6 PT**

Notes

Organizational Chart



Town of Natick

Home of Champions

Department: Community & Economic Development

Performance Indicators (Tasks)

1	Prepare meeting postings and minutes for Planning Board, ZBA, and Conservation Commission
2	Prepare list of zoning bylaw and map amendments and provide recommendations to Planning Board and ZBA
3	Track / prepare information regarding implementation of Stretch Code
4	Provide staff support to various development related committees, including Econ. Dev., Parking RFP, DRB, and others
5	Administer design contract and manage traffic engineers and public process for Route 27 Corridor/North Main St. Redesign
6	Pursuit of roadway projects construction funding (Rt. 9 & 27 Interchange, Rt 27 Corridor).
7	Update of Department website information
8	Implement document storage/filing system and improve data storage
9	Conduct public outreach efforts regarding any revision to zoning bylaw and map
10	Spearhead departmental staff meetings for project review coordination purposes
11	Manage design development and funding appropriation for Cochituate Rail Trail project
12	Assist/participate in Economic Development Advisory Committee
13	Participate in Natick Center Associates and continued development of Natick Center Cultural District
14	Manage the short and long-range planning processes (i.e. Natick Center Study, Economic Development Study, etc.)
15	Manage and administer wetland protection program for Conservation Commission
16	Manage the Natick 2030 Comprehensive Master Planning process
17	Manage the entire Building, Inspectional Services, and enforcement program for the community
18	Manage and administer Affordable Housing program and HOME funding for Town
19	Manage and administer Fair Housing requirements
20	Provide oversight to Community Development Advisory Committee and Affordable Housing Trust Fund Committee
21	Manage affordable housing stock (review transactions, file reporting, take actions as necessary)
22	Manage the transportation and mobility short and long-range planning
23	Undertake research regarding state proposed zoning reform
24	Assist Planning Board in preparation of zoning bylaw modifications

Town of Natick

Home of Champions

Department: Community Development

Budget Detail	2014 Actual	2015 Actual	2016 Appropriated	2017 Preliminary	2016 vs. 2017 $ (+/-)	2016 vs. 2017 % (+/-)
Salaries Management	$ 107,872	$ 151,998	$ 216,204	$ 205,341	$ (10,863)	-5.02%
Salaries Supervisory	$ 55,631	$ 56,398	$ 57,322	$ 57,246	$ (76)	-0.13%
Salaries Operational Staff	$ 90,475	$ 96,889	$ 99,090	$ 117,029	$ 17,939	18.10%
Salaries Technical & Professional	$ 372,169	$ 252,925	$ 312,592	$ 298,348	$ (14,244)	-4.56%
Salaries Tech & Prof Inspector's	$ 97,658	$ 111,496	$ 135,474	$ 135,941	$ 467	0.34%
Add'l Comp Supervisory Staff	$ 2,250	$ 2,500	$ 2,500	$ 2,500	$ -	0.00%
Add'l Comp Operational Staff	$ 750	$ 750	$ 750	$ 750	$ -	0.00%
Salaries Operation Staff Overtime	$ 22,175	$ 22,986	$ 23,345	$ 23,000	$ (345)	-1.48%
Personnel Services	**$ 748,980**	**$ 695,942**	**$ 847,277**	**$ 840,155**	**$ (7,122)**	**-0.84%**
In State Travel/Meetings	$ 2,204	$ 836	$ 2,000	$ 2,000	$ -	0.00%
Communication Telephone	$ 2,658	$ 3,510	$ 2,500	$ 2,750	$ 250	10.00%
Dues & Subscriptions	$ 630	$ 590	$ 800	$ 1,000	$ 200	25.00%
Training & Education	$ 3,097	$ 1,610	$ 2,500	$ 3,000	$ 500	20.00%
Communication Postage	$ 3,593	$ 4,626	$ 3,500	$ 3,750	$ 250	7.14%
Communication Print & Advertising	$ 8,075	$ 6,839	$ 8,000	$ 8,000	$ -	0.00%
Communication Books & Publications	$ -	$ 378	$ -	$ 1,000	$ 1,000	#DIV/0!
Professional Services - Other	$ 760	$ -	$ 3,500	$ 3,500	$ -	0.00%
Office Supplies	$ 3,836	$ 3,364	$ 4,000	$ 4,750	$ 750	18.75%
Expenses	**$ 24,853**	**$ 21,753**	**$ 26,800**	**$ 29,750**	**$ 2,950**	**11.01%**
Total Community Development	**$ 773,833**	**$ 717,695**	**$ 874,077**	**$ 869,905**	**$ (4,172)**	**-0.48%**

Line-Item Detail

Personnel Services:

Salaries - Management: In FY16, the Administration combined the positions of Community Development Director and the Economic Development Planner. This line item also includes the Building Commissioner.

Salaries - Supervisory: Salary for the Executive Assistant.

Salaries - Operational Staff: Salaries for the Administrative Assistants (2).

Salaries - Technical/Professional: Salaries for the Inspectors (2), the Housing / General Planner (1) and the Senior Planner (1).

Salaries - Technical/Professional - Part-time Inspectors : Salaries for the Part-time Plumbing and Wiring Inspectors.

Additional Compensation - To fund longevity payments for Executive Assistant and one Administrative Assistant for various lengths of services achieved.

Salaries - Operational Staff Overtime: To provide overtime wages to address the on-going demands of night-time board work. This includes staffing to assist the functions of the Planning Board, Zoning Board and Conservation Commission which are critical to maintaining the functions of the boards.

Department: Community & Economic Development Line-Item Detail

Narrative:

Purchase of Services:

In State Travel/Meetings: Provides funding for mileage reimbursement for employees who utilize their own vehicles for Town business and for travel costs associated with meetings/educational opportunities.

Communication Telephone: Office and cell phones for staff.

Dues/Subscriptions: Dues for professional associations in order to stay abreast of current issues, trends and regulatory matters.

Training and Education: To pay for course, seminar, association educational opportunities for professional staff. This budgetary line is especially important to make sure that our professional staff is able to maintain knowledge of regulatory matters, building codes, etc.

Communication Postage: Postage for departmental required mailings for abutter notification, departmental communications, etc.

Communication Print/Advertising: Advertising expenses associated with departmental and board/committee requirements such as legal notices, etc.

Communication Books and Publications: To pay for the purchase of building code books and manuals, and other trade publications necessary to ensure compliance with state regulations and requirements.

Professional Services - Other: To provide basic funding for outside technical help that the department may need on specific topics such as 40B regulations, traffic related matters and/or other technical reviews that are not paid for by developers or other town resources.

Office Supplies: To cover the cost of paper, office supplies, materials needed to perform the essential functions of the department. Added to this line item in FY17 is funding for protective equipment and clothing for staff working out in the field. Items such as hard hats, vests, protective foot wear and other gear to ensure the safety and protection of the staff.