

# **General Administration**

## **Section 2**

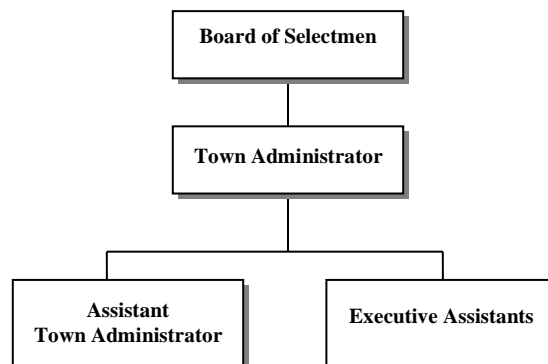


### Executive Office Departmental Statement

The Executive Office of the Town of Northborough is made up of the Board of Selectmen and the Town Administrator. The Board of Selectmen is recognized by the General Laws of the Commonwealth of Massachusetts as the Town's body of chief elected officials with the authority to enact rules and regulations establishing Town policies not otherwise governed by bylaw, the Town Charter, or by statute. The Board is composed of five members who are elected to staggered three-year terms. The powers and duties of the Board of Selectmen include appointing the Town Administrator, Police Chief, Fire Chief and Town Accountant, as well as various boards, committees and commissions. The Board of Selectmen also issues certain licenses and permits such as alcohol, car dealerships, common victualler, and entertainment; enforce special sections of the Town Code; and regulate the public ways.

The Town Administrator is appointed by the Board of Selectmen and is the senior appointed officer of the Town. The Town Administrator is responsible for managing the day-to-day operations of municipal government as outlined in Article IV of the Town Charter. The Town Administrator appoints and removes department heads, subordinates and employees, and members of certain boards and commissions for which no other method is provided in the Town Charter or in the general laws. The Town Administrator works closely with the Board of Selectmen to develop and implement policies and goals for the efficient and effective administration of Town government.

### Executive Office Organizational Chart





### Executive Office FY2023 Initiatives and Accomplishments

During FY2023 several key goals and initiatives were achieved. These include:

1. COVID-19 Pandemic Response and Immunization: The Town continued to respond to the COVID-19 pandemic and perform community outreach, disease investigation and surveillance. The Town ran five COVID-19 vaccination clinics and administered over 1,091 vaccines to individuals 5 and older. Over 500 flu shots were administered at clinics throughout the year, and the Town continued to collaborate with the Greater Boroughs Partnership for Health (GBPH), developed in FY2022. The Town of Northborough is now host to a full-time Epidemiologist and a full-time Health Inspector who serve the communities in the GBPH.
2. BeWell Northborough Community Wellness Initiative: In FY2023, the Board of Selectmen allocated \$100,000 towards a community wellness initiative to address community-wide mental health concerns and provide opportunities for residents to come together following the pandemic. Throughout FY2023, the BeWell Working Group, made up of staff from various departments, planned and coordinated numerous mental and physical health programs through the Senior Center, Recreation Department, and Library. The BeWell group coordinated a Summer Kick-Off Event, held at Ellsworth-MacAfee Park on the last day of classes for the Northborough schools. The event drew over 800 people. In addition to the kick-off event and the various programs hosted throughout the year by BeWell, staff coordinated the development of a 60-page Community Resource Guide that highlights municipal services and local, state, and federal resources that address the deeper lasting impacts of the pandemic. This guide was direct mailed to all households in town and is available electronically at [bewellnorthborough.com](http://bewellnorthborough.com).
3. Financial Trend Monitoring Report Updated: The Financial Team updated the Town's Financial Trend Monitoring System (FTMS) Report and presented the results at a joint meeting of the Board of Selectmen, Financial Planning Committee, Appropriations Committee and the K-8 School Committee on December 15, 2022. The purpose of the FTMS is to analyze key financial indicators in order to assess the financial direction of the Town. The report brings issues and opportunities to the attention of decision-makers through a systematic method of trend analysis. The updated FTMS Report provided critical information about the FY2024 budget assumptions during the ongoing pandemic, which allowed policy-making Boards and Committees to make informed decisions. The updated analysis included a close look at Local Receipts and State Aid projections which were used to build consensus regarding sustainable budget increases.
4. Clean Annual Audit and Positive Free Cash: Following the unexpected retirement of the Town's Auditor, a competitive request for proposal process was used to select a new firm. Although the yearend close was delayed due to the auditor selection process, the Town ultimately closed out FY2022 with approximately \$2.4 million in Free Cash on June 30, 2022, and no material issues or deficiencies were noted in the annual audit.
5. FY2023 Capital Budget: Annual Town Meeting approved \$2,784,000 in capital projects with \$2,024,000 coming from Free Cash, and a combination of other sources including



Community Preservation Funds, EMS Revolving Funds and Enterprise Funds with no additional tax impact. Since FY2012, the Town has invested \$21.3 million in pay-as-you-go capital investments with no additional tax impact, including \$14.8 million in Free Cash and approximately \$6.5 million in other funding sources. Several significant capital projects were undertaken during FY2023, including replacement of key public safety and public works equipment, a Downtown Master Plan Study, funding for preliminary design of a dog park, and over \$1 million in roadway and culvert improvements were made in accordance with the Pavement Management Plan using combined funds from the capital budget as well as the operating budget.

6. Fire Station Project Site Transfer Completed: The Fire Station Feasibility Study Committee determined that the existing station is inadequate to meet the programmatic needs of the department and that the current site is also too small to accommodate a renovation/addition. Last year, during the Town's due diligence it was discovered that the site still requires significant remediation due to contamination from its prior use as a gas station. The language of the executed Purchase and Sale Agreement requires the seller to remove all structures and provide a clean site. Following months of negotiations and oversight of the clean-up, final ground water testing was completed and the property has been conveyed to the Town. Over the next several months, the Fire Station Building Committee will work to select an Owner's Project Manager and an Architect to move forward with the design of the new fire station, targeting April of 2024 for final approval of a design and appropriation of funds by Town Meeting for construction.
7. Reacquisition of 4 West Main Street (Old Town Hall): In FY2023, the Town completed the closing of the Old Town Hall located at 4 West Main Street. In 1983 the Town sold the former Town Hall property, subject to the right to re-purchase it in the 40th year after the sale for the sum of Ten Thousand Dollars (\$10,000). Article 21 on the 2022 Annual Town Meeting Warrant proposed the exercise of the re-purchase option and the appropriation of funds for that purpose. In the late Spring of 2023, the reacquisition was completed, and the building will be maintained by the Town until the Town Hall Feasibility Study and Downtown Revitalization Plans are complete and provide direction for the future of the building.
8. Settlement of Collective Bargaining Contracts: All collective bargaining contracts expired on June 30, 2022. Following negotiations with all units throughout FY2023, all contracts have been settled and all impacts of those contracts are included in the proposed FY2024 budget. The current contracts are valid until June 30, 2025, when negotiations will re-open with all units.
9. Master Plan Implementation Committee Work: The Master Plan Implementation Committee continued work on implementing the Master Plan. The first major project identified for pursuit is the development of a Downtown Revitalization Strategy & Design Report. After a competitive procurement process, the Town hired a consultant team led by Weston & Sampson Engineers. Deliverables will include a downtown vision document, market analysis, downtown revitalization design concepts, and implementation strategy. The planning process will feature an aggressive community outreach campaign and will take approximately nine months to complete.



10. Complete Streets Community Designation: The Planning, Engineering and DPW Departments worked together and with Woodard & Curran Engineers, the Town's consultant, on preparation of a Complete Streets Prioritization Plan. The Town was awarded a Technical Assistance Grant from the MA Department of Transportation's Complete Streets Program for that purpose. Communities with a locally adopted Complete Streets Policy and MassDOT-approved Prioritization Plan are eligible to seek construction funding of up to \$500,000 within a 4-year timeframe to aid in plan implementation.
11. Completion of Information Technology/GIS Strategic Plan: Using \$40,000 in funding received under the State Community Compact Grant program, the Town engaged an independent third-party consultant to assist in the development of a comprehensive IT/GIS Strategic Plan that focuses on aligning technology investment with overall organizational priorities. As part of the planning process the Town is also participating in a regional grant with the Town of Westborough to assess and better protect our technology against cyber security threats. The Plan was completed in FY2023, and the MIS/GIS Department will begin implementation of recommendations from that plan as early as FY2024.
12. Historic White Cliffs Facility Reuse: In FY2023, the White Cliffs Reuse Committee completed their charge of delivering a recommendation for reuse of the parcel to the Board of Selectmen. With the help of a consultant, the Committee developed a Request for Proposals (RFP) with the goal of identifying potential private sector partners willing to perform the restoration work needed to bring the facility back into code compliant use. The Committee received three proposals, and ultimately chose to recommend a proposal from Metro West Collaborative Development which provided a viable proposal to preserve the historic building, as well as solid financial plan and experience with similar projects in other communities. As of this writing, the Board of Selectmen has not made a decision regarding the White Cliffs Reuse and the Metro West proposal.

### **Executive Office FY2024 Goals and Initiatives**

Looking forward to FY2024, the primary issues likely to continue dominating much of our focus over the next year involve various major capital and building infrastructure projects. The primary projects in FY2024 include:

1. GFOA Distinguished Budget Award Program: The Government Finance Officers Association (GFOA) Distinguished Budget Award Program revisions, adding several new criteria requirements in FY2024. This budget document reflects those changes, and the town will resubmit for consideration the FY2024 budget document.
2. Fire Station Project Design and Construction Funding Approval: Although funding for the land acquisition and design for the new fire station were approved at the April 2019 Town Meeting, required site remediation work performed by the seller delayed closing on the property, which is a former gas station. The Town closed on the property in July of 2022. Selection of an Owner's Project Manager and Architect will be complete before the end of FY2023. Moving into FY2024, the Fire Station Building Committee will work with the selected OPM and Architect to finalize the design of the building along with the construction documents with the goal of seeking approval of construction funding at the 2024 Annual Town Meeting in conjunction with a debt exclusion vote on the 2024 Election Ballot.



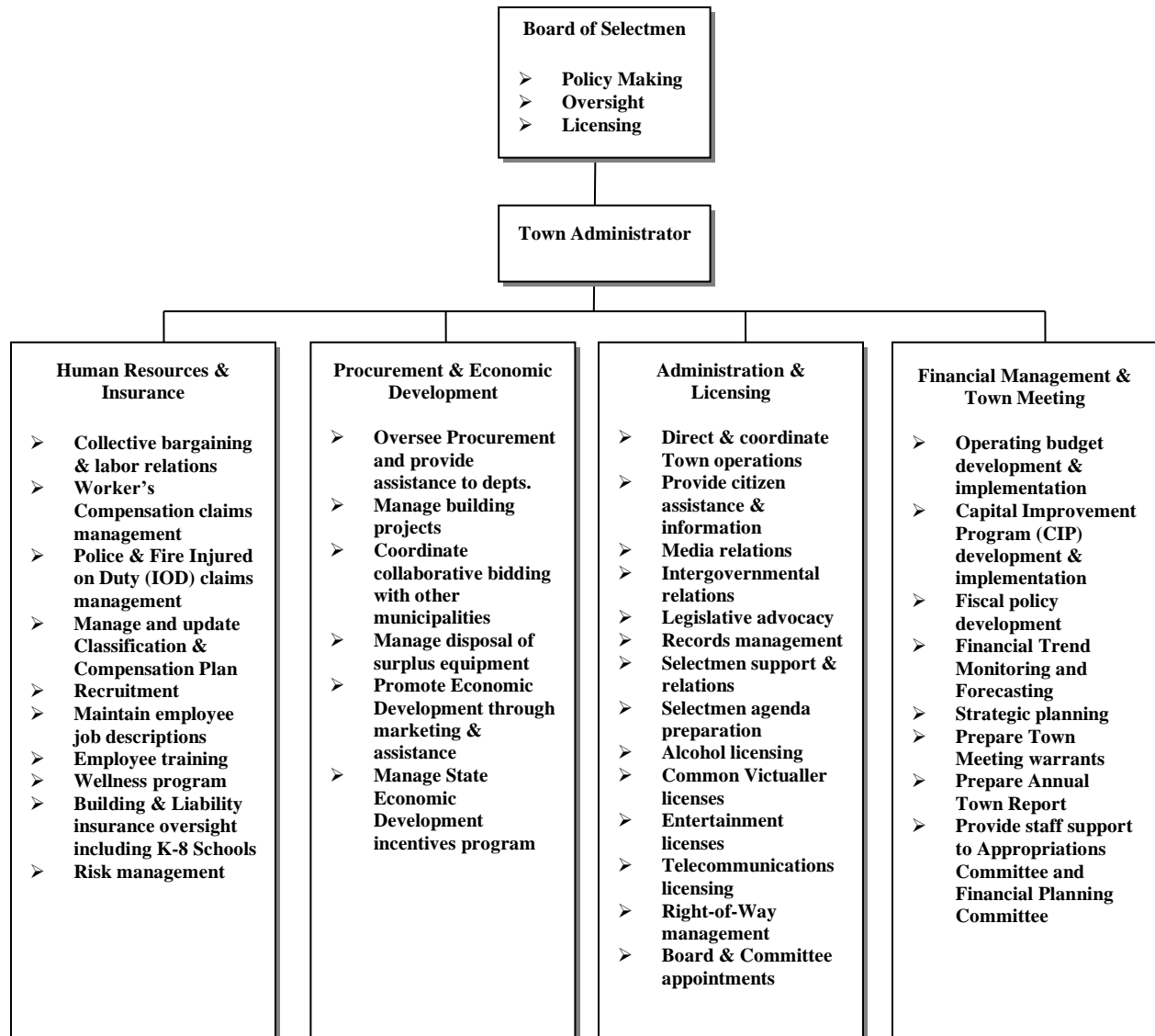
3. Town Offices Feasibility Study: A feasibility study will be conducted to determine the future location of the Town Administrative Offices. The feasibility study process is set to begin in the spring of 2023 and last through the summer and early fall. Once a determination is made on a path forward for the future of the Administrative Offices, the Town will put forth a request for design funding in the Spring of 2024. The Town acquired the Old Town Hall at 4 West Main Street in FY2023 and will continue to maintain the building until future plans for the downtown and the Old Town Hall are established.
4. Historic White Cliffs Facility Reuse: Whether the Town chooses to move forward with the Metro West Collaborative Development proposal for the White Cliffs Reuse Project will determine the next steps in the project. Should the Town choose to move forward with the proposal, an agreement will need to be negotiated and the developer will begin the public planning process for permit approval and design and construction. Should the Town decide not to move forward with the Metro West Development proposal, additional funds will need to be allocated in order to maintain the building in future years, until a viable use for the building is determined.
5. American Rescue Plan Act: The last major initiative for FY2024 will be the ongoing process of developing the priority funding goals for the balance of the \$4.5 million in ARPA funding. Currently there is approximately \$2.6 million remaining still to be allocated by the Board of Selectmen, which must be obligated by December of 2024 and fully expended by December of 2026.

### **Significant Budget Changes or Initiatives**

Overall, the Executive Office budget is increasing \$7,289 or 1.4% in FY2024. The departmental budget as presented includes contractual wage increases for July 1 cost of living adjustments, but does not include January 1 merit increases, which are budgeted centrally in the Personnel Board account.



### Executive Office Programs and Services



**EXECUTIVE OFFICE****Personnel Summary**

<b>Position</b>	<b>FY 2020 FTE</b>	<b>FY 2021 FTE</b>	<b>FY 2022 FTE</b>	<b>FY 2023 FTE</b>	<b>FY 2024 FTE</b>
Town Administrator	1	1	1	1	1
Assistant Town Administrator	1	1	1	1	1
Executive Assistants	2	2	2	2	2
<b>Total Full-time Equivalent</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

\*Personnel Explanation: Full Time Equivalents based upon 40 hrs per wk (30hrs/40hrs = .75 FTE)



## Section 2-8

## Executive Office



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>BOARD OF SELECTMEN</b>						
<b>Personnel Services</b>						
51110 Selectmen Stipends	6,240	6,240	6,240	6,240	3,120	6,240
51120 Executive Assistant	135,066	137,421	139,980	151,535	69,441	155,709
51220 Part-Time Executive Assistant	0	0	0	0	0	0
51410 Longevity Pay	1,600	1,750	1,750	1,900	1,900	1,900
<b>SUBTOTAL</b>	<b>142,906</b>	<b>145,411</b>	<b>147,970</b>	<b>159,675</b>	<b>74,461</b>	<b>163,849</b>
<b>Expenses</b>						
<sup>1</sup> 52850 Annual Independent Audit	24,534	25,256	25,520	29,460	0	29,900
53090 Advertising	272	227	420	850	0	850
56930 Town Meeting Expenses	0	63	380	500	0	500
57320 Subscriptions	345	396	345	600	0	600
57330 Memberships	2,741	2,666	2,719	2,821	2,773	2,848
57340 Meetings	214	85	0	1,250	68	1,250
57810 Unclassified	0	0	479	1,000	0	1,000
<b>SUBTOTAL</b>	<b>28,106</b>	<b>28,692</b>	<b>29,836</b>	<b>36,481</b>	<b>2,841</b>	<b>36,948</b>
<b>TOTAL: SELECTMEN</b>	<b>171,012</b>	<b>174,103</b>	<b>177,833</b>	<b>196,156</b>	<b>77,302</b>	<b>200,797</b>

<sup>1</sup> The total amount for the FY2023 audit (paid for during FY2024) is \$30,000 plus \$3,500 for the Federal Single Audit. The cost is split 88% General Fund (\$26,400 plus \$3,500 Single Audit) and 12% Water/Sewer Enterprise Funds



## Executive Office

## Section 2-9

	FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
<b>TOWN ADMINISTRATOR</b>						
<b>Personnel Services</b>						
51100 Town Administrator	168,340	175,142	182,217	189,592	86,881	189,592
51120 Assistant Town Administrator	30,672	72,608	100,951	105,037	43,146	108,200
51410 Longevity Pay	500	500	500	500	500	0
<b>SUBTOTAL</b>	<b>199,511</b>	<b>248,250</b>	<b>283,668</b>	<b>295,129</b>	<b>130,527</b>	<b>297,792</b>
<b>Expenses</b>						
52800 Contractual Services	5,300	0	0	0	0	0
53110 Printing	0	0	0	1,600	0	1,600
54290 Office Supplies	1,068	0	0	1,200	0	1,200
57110 Travel/Mileage	4,211	4,211	4,211	4,514	2,106	4,514
57310 Dues	1,801	1,802	2,620	2,700	2,53	2,700
57320 Subscriptions	1,387	1,626	1,798	1,834	2,061	2,061
57340 Meetings	539	634	2,270	3,800	392	3,800
<b>SUBTOTAL</b>	<b>14,305</b>	<b>8,273</b>	<b>10,899</b>	<b>15,648</b>	<b>7,012</b>	<b>15,875</b>
<b>TOTAL: TOWN ADMINISTRATOR</b>	<b>213,817</b>	<b>256,523</b>	<b>294,567</b>	<b>310,777</b>	<b>137,539</b>	<b>313,667</b>

## Section 2-10

## Executive Office



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>ECONOMIC DEVELOPMENT</b>						
<b>Expenses</b>						
54290 Office Supplies	0	0	0	200	0	200
57110 Travel/Mileage	0	0	0	0	0	0
57310 Dues	855	855	855	892	500	900
57320 Subscriptions	0	0	0	0	0	0
57340 Meetings	0	0	0	250	0	0
<b>SUBTOTAL</b>	<b>855</b>	<b>855</b>	<b>855</b>	<b>1,342</b>	<b>500</b>	<b>1,100</b>
<b>TOTAL: ECONOMIC DEVELOPMENT</b>	<b>855</b>	<b>855</b>	<b>855</b>	<b>1,392</b>	<b>500</b>	<b>1,100</b>

### ANNUAL TOWN REPORTS

<b>Expenses</b>						
52800 Contractual Services	1,435	1,475	1,436	1,854	0	1,854
53110 Printing	0	2,205	2,485	3,296	0	3,296
<b>SUBTOTAL</b>	<b>1,435</b>	<b>3,680</b>	<b>3,921</b>	<b>5,150</b>	<b>0</b>	<b>5,150</b>
<b>TOTAL: ANNUAL TOWN REPORTS</b>	<b>1,435</b>	<b>3,680</b>	<b>3,921</b>	<b>5,150</b>	<b>0</b>	<b>5,150</b>



### Town Hall/Office Supplies Departmental Statement

The Town Hall/Office Supplies department formerly contained all Public Buildings costs for the maintenance of all town owned buildings. In FY2024, most public buildings costs have been converted to the Facilities Division, which is now reflected in the Department of Public Works budget. All contractual services for buildings maintenance, facilities personnel, gasoline, and various repair and maintenance costs are contained in the Facilities Division budget.

Contained in the Town Hall/Office Supplies budget is:

1. The cost of electricity and natural gas to heat the Town Office Building (the Town works cooperatively with the Northborough K-8 Schools and the Regional School District to purchase fixed rate electricity under an aggregation program overseen by the Massachusetts Municipal Association).
2. Maintenance costs associated with copiers throughout Town Hall, costs to maintain the VoIP telephone system throughout the organization, and postage and various office supply lines for Town Hall.

PUBLIC BUILDINGS					
Personnel Summary					
Position	FY 2020 FTE	FY 2021 FTE	FY 2022 FTE	FY 2023 FTE	FY 2024 FTE
Facilities Manager	0	0	1	1	0
Custodian	.5	.5	.5	.5	0
<b>Total Full-time Equivalent</b>	<b>.5</b>	<b>.5</b>	<b>1.5</b>	<b>1.5</b>	<b>0</b>

**\*Personnel Explanation:**

Full Time Equivalents based upon 40 hrs per wk (30hrs/40hrs = .75 FTE)

- There is a full-time custodian that works 20 hours per week (.5 FTE) in the Town Offices Building and 20 hours per week in the Police Station.
- In FY2022 a full-time Facilities Manager was added, effective July 1, 2021. The position is responsible for coordination of the maintenance and repairs of Town Buildings, as well as assisting with preparation of the Town's Capital Improvement Plan.
- Effective July 1, 2023, the personnel costs associated with maintaining town buildings are reflected in the Facilities Division budget, which can be viewed as a part of the Department of Public Works Budget.

## Section 2-12

## Town Hall / Office Supplies



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>PUBLIC BUILDINGS</b>						
<b>Personnel Services</b>						
*51100 Full-time Salaries	0	0	72,522	95,411	43,723	0
*51300 Overtime	0	0	0	6,596	0	0
*51410 Longevity	175	175	175	175	175	0
*51970 Part-time Custodian	27,466	28,125	21,544	29,321	13,567	0
<b>SUBTOTAL</b>	<b>27,641</b>	<b>28,300</b>	<b>94,424</b>	<b>131,503</b>	<b>57,464</b>	<b>0</b>
<b>Expenses</b>						
52110 Utilities Town Office Building	57,709	60,438	68,666	58,000	21,544	75,000
52460 Office Machine Maintenance	10,371	9,135	15,900	16,200	2,562	37,240
*52800 Contractual Services	0	5,112	28,083	3,000	0	0
53410 Telephone	25,449	25,266	39,682	30,000	944	30,000
53420 Postage	33,028	43,892	27,219	35,000	24,226	6,000
54290 Office Supplies	3,882	9,747	5,474	9,000	2,835	9,000
*54490 Repairs and Maintenance	82,932	41,481	198,230	110,500	17,170	0
*54590 Supplies	13,959	12,994	11,182	15,000	6,713	0
*54820 Gasoline	74,713	82,530	149,795	150,000	81,008	0
*58700 Water Charges	9,129	12,531	9,257	16,500	10,830	0
*58705 Sewer Charges	5,879	3,589	5,307	6,720	2,297	0
*58708 Solid Waste Charges	43,612	44,614	45,741	45,974	14,370	0
<b>SUBTOTAL</b>	<b>360,662</b>	<b>351,330</b>	<b>604,621</b>	<b>505,894</b>	<b>185,665</b>	<b>157,240</b>
<b>TOTAL: PUBLIC BUILDINGS</b>	<b>388,304</b>	<b>379,631</b>	<b>698,863</b>	<b>637,397</b>	<b>243,130</b>	<b>157,240</b>

\*Costs associated with the maintenance of public buildings have been established as part of a newly created Facilities Division within the Department of Public Works. Increases to those budget line items are reflected in the Department of Public Works budget.

### Significant Budget Changes or Initiatives

The Town Hall/Office Supplies budget appears to be decreasing by 75%, however, this decrease is a direct result of relocating all maintenance related expenses to the newly created Facilities Division within the Department of Public Works. In addition to the relocation of facilities related expenses, postage expenses have been relocated to the Treasurer/Collector's budget, where they appropriately reflect the cost of mailing tax bills. Lastly, in previous budget versions, copier maintenance costs were split between the Public Buildings department, and the MIS/GIS budget. In FY2024, those costs will be centralized within the Town Hall/Office Supplies budget. Controlling for the movement between the various budgets, the Town Hall/Office Supplies budget is increasing \$7,000 or 4.4%. This increase is directly attributable to the increase in energy costs, reflected in the utilities line for the town office building.



### **Finance Departmental Statement**

The Finance Department consists of three Divisions that work closely with the Town Administrator's Office to prepare the information needed to reach essential management decisions and formulate fiscal policies. These Divisions include Treasurer/Collector, Assessors and Accounting. Below is a description of each.

#### **Treasurer/Collector Division**

The Treasurer/Collector's Office is responsible for billing and collection of real estate taxes, personal property taxes, motor vehicle excise taxes, and the receipt of various permits and licenses. In addition, the Division is responsible for reconciliation of bank accounts, long and short-term investments, long and short-term borrowing, payroll processing, income tax reporting, and benefit administration for active and retired employees (health, dental, disability and life insurance). The Treasurer/Collector's Division receives, manages and disperses all funds of the Town in accordance with Massachusetts General Laws and the Town of Northborough Financial Policies contained in Appendix A of the Annual Budget Document.

#### **Assessing Division**

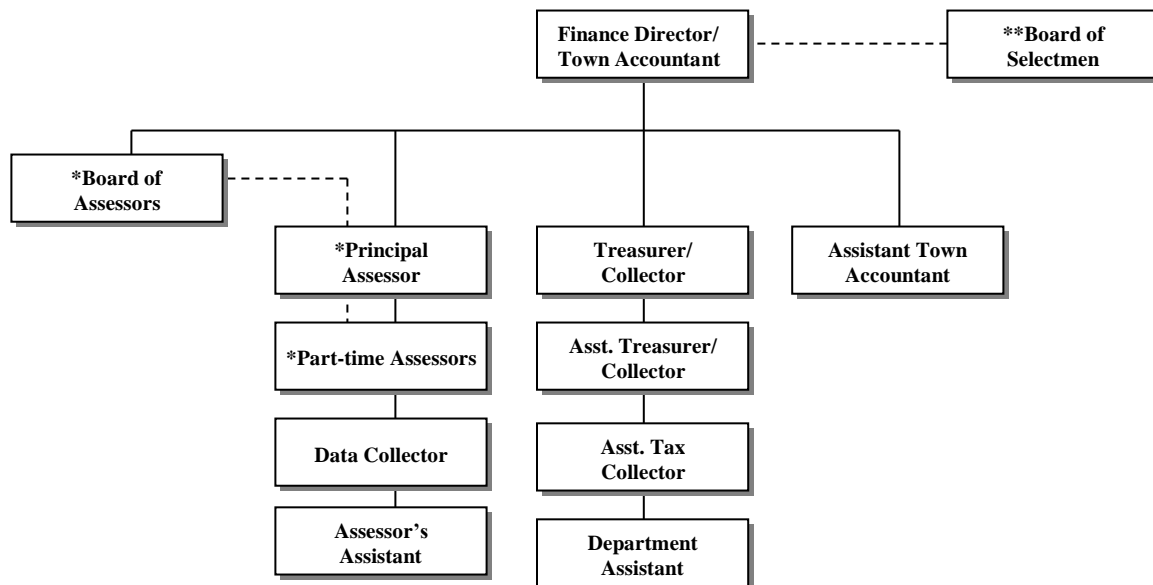
The primary role of the Assessor's Division, under the direction of the Board of Assessors, is the valuation of all real and personal property in the Town. The State Department of Revenue (DOR) requires that all property be valued at full and fair cash value which ensures that all property owners pay their fair share of the yearly tax burden. The Assessor's Division is responsible for meeting and adhering to strict certification requirements of the DOR. To meet these requirements, the Assessors are obligated to analyze and adjust the values of all properties annually and, once every five years, undergo a full recertification. In addition to appraisal duties, the Assessor's Division is responsible for the administration of statutory tax exemptions; tax abatement filings for real estate, personal property and motor vehicle excise taxes; maintaining and updating records following Registry of Deeds transactions; processing of betterments; maintaining tax maps; maintaining records of exempt property; and defense of values at the Appellate Tax Board.

#### **Accounting Division**

The Accounting Division is responsible for record keeping of all financial transactions of the Town; processing of all bills, warrants, receipts, payroll and ledgers; keeps records of all contracts and grants and provides departments with financial reports. The Accounting Division is the internal auditor for the Town and ensures the Town's compliance with Generally Accepted Accounting Principles, Federal and State laws, and Town Meeting authorizations. The Finance Director serves as the Town Accountant in addition to the position's other responsibilities.



### Finance Department Organizational Chart



#### Organizational Chart Notes:

\*The Board of Assessors consists of three members appointed by the Town Administrator for three-year terms. The Principal Assessor along with two Part-time Assessors serve as the Board of Assessors. Historically, the Part-time Assessors were also responsible for performing the field inspection work necessary for the appraisal of all real estate and personal properties in Town. During FY2022 a new Data Collector position was created which took over most of the routine field work, reducing the Part-time Assessors hours to focus primarily on the more complex Board of Assessors duties.

\*\*In accordance with the Town Charter, the Town Accountant position is appointed by the Board of Selectmen. The Board of Selectmen also contracts with a certified public accounting firm annually to conduct an independent audit of all records and accounts of the Town. In accordance with Town Code Chapter 9-128 and Chapter 1-36-030, the Town Administrator oversees the Finance Department and may appoint either the Town Accountant or the Treasurer-Collector to serve as Finance Director.



### **Finance FY2023 Initiatives and Accomplishments**

#### **Treasurer/Collector Division:**

1. Financial Team worked closely with the Assessing Division to maintain the tax rate approval schedule so that the Classification Hearing could continue being held in November for FY2023.
2. Actively pursued the real estate tax collection of several properties in tax title.
3. Transitioned to a new bill printer following the current vendor exiting the market.
4. Successfully prepared for debt issuance in FY2023, in addition to existing short-term debt being renewed. "Green Light" requirements have been met to proceed to the market with Bond Counsel's opinion.
5. Maintained at tax collection rate of 98.96% for most recently completed fiscal year (FY2022).

#### **Assessing Division:**

1. Successfully completed the FY2023 certification of property values in compliance with Massachusetts Department of Revenue (DOR) guidelines, including maintaining physical property inspection schedules, which allowed the tax rate to be set in November.
2. Assisted over 150 Senior residents with applications for real estate tax relief programs.
3. Settled Appellate Tax Board (ATB) cases for multiple years with the Town's largest commercial tax-payer.
4. Finance Team successfully recruited a new Principal Assessor and new Board of Assessors member to replace transitioning staff, in addition to continuing implementation of the modernized staffing proposal approved at the 2021 Annual Town Meeting.

#### **Accounting Division:**

1. Following the retirement of the Town's former auditor and the selection of a new audit firm using an RFP process for FY2021, the Accounting Division completed the FY2022 annual independent audit of the Town's financial statements resulting in no material deficiencies and complied with Government Account Standards Boards (GASB) Statements in the financial statements.
2. Timely submission of all required reports to the DOR including the Balance Sheet used to accurately certify Free Cash for the close of FY2022.
3. Prepared all data related to the Town's Financial Trend Monitoring System (FTMS) program, to allow for the annual presentation to be held in December for all boards, committees, and the public.





4. Attended training and education programs to learn about and comply with requirements of ongoing federal COVID-19 pandemic related grants, including FEMA-PA (Federal Emergency Management Agency Public Assistance), and ARPA (American Rescue Plan Act).
5. Following the retirement of the Assistant Town Accountant in December, successfully recruited a replacement without a gap in services.

### **Finance FY2024 Goals and Initiatives**

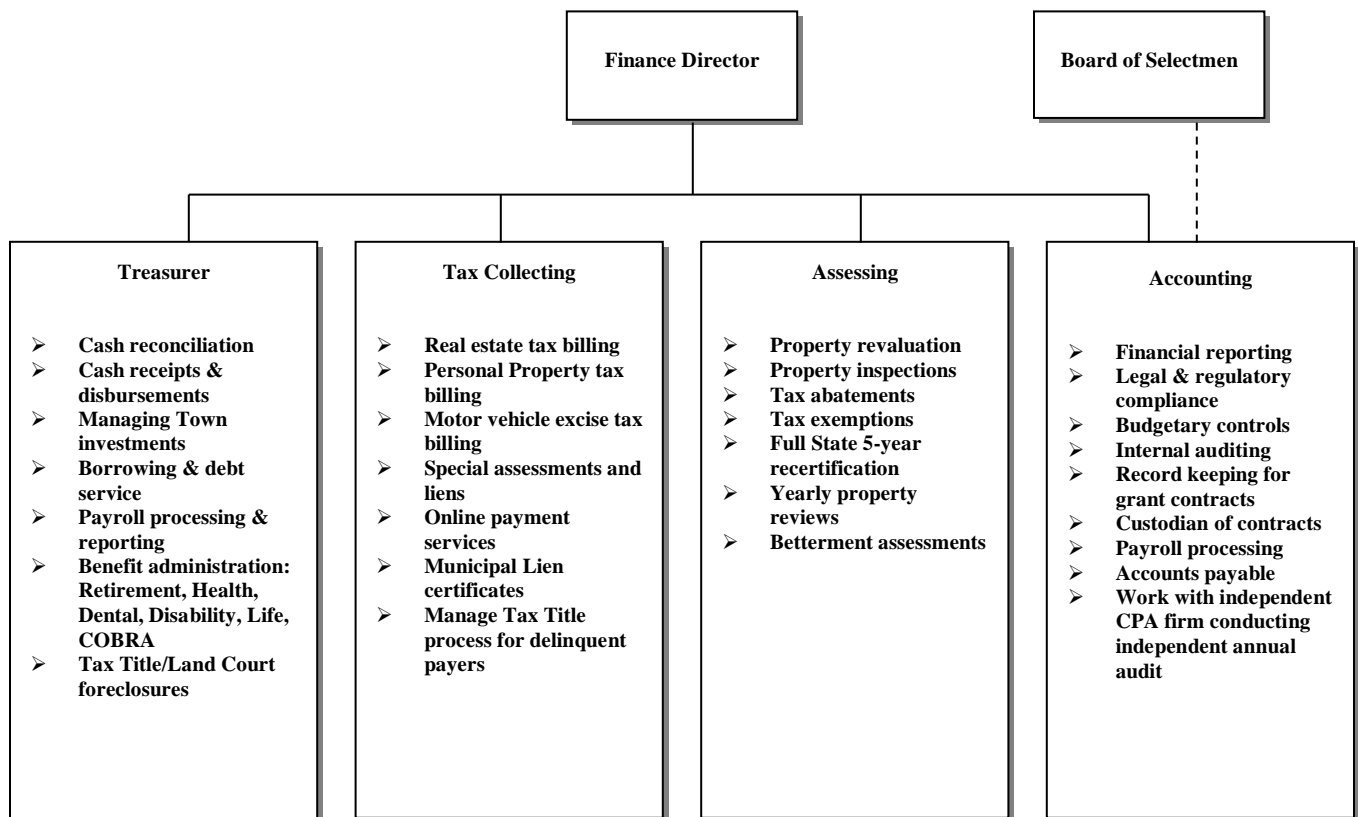
1. Continue progress towards modernizing operations of the Financial Offices with improved communication, cross training and sharing of resources.
2. Continue to monitor changes and requirements of federal grant programs and administer new grants received by the Town following the COVID-19 pandemic.
3. Continue to monitor changes and requirements at the state level following major settlements reached with opioid manufacturers and distributors.
4. Continue to work to improve our budget document for the Government Finance Officers Association Distinguished Budget Award which requires the Town to implement Best Practices in public budgeting.
5. Continue to work with our comprehensive financial and investment policies to improve financial procedures and expand internal controls to efficiently manage our financial resources.
6. Continue to expand utilization of technology to gain efficiencies.
7. Continue to maintain collection rates of at least 95% of current levy pursuant to the Town's financial policies contained in Appendix A of the annual budget document.

### **Significant Budget Changes or Initiatives**

Overall, the Finance Department's FY2024 budget is up \$63,436, or 7.8%. There are increases contained in the Treasurer/Collector's budget that reflect a change in where funds for postage of tax bills are budgeted. Previously, these funds were budgeted centrally within public buildings. However, in order to more accurately reflect the costs of running the department, those funds have been relocated to the Treasurer/Collector's budget in FY2024. This accounts for approximately \$21,000 of the increase to the overall finance department budget. The Treasurer/Collector's budget also reflects the inclusion of contractual services for an attorney to assist with handling Tax Title cases. Previously, funds for this purpose were budgeted in the Town Counsel line item. This change accounts for approximately \$10,000 of the increase. Additionally, the Assessing Division has added contractual services to provide for commercial appraisals to defend the Town's values at the State Appellate Tax Board (ATB). The addition of these services accounts for another \$10,000 of the overall increase.



## Financial Offices Programs and Services



**FINANCIAL OFFICES****Personnel Summary**

	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Position</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<u>Finance Director</u>	1	1	1	1	1
<u>Treasurer/Collector's Division</u>					
Treasurer/Collector	1	1	1	1	1
Assistant Treasurer/Collector	1	1	1	1	1
Assistant Tax Collector	1	1	1	1	1
Department Assistant	1	1	1	1	1
<u>Assessing Division</u>					
Principal Assessor	1	1	1	1	1
Part-time Assessors (2)	.5	.1	.1	.1	.1
Assessor's Assistants	2	2	1	1	1
Data Collector	0	0	1	1	1
<u>Accounting Division</u>					
Town Accountant	0	0	0	0	0
Assistant Accountant	1	1	1	1	1
<b>Total Full-time Equivalents</b>	<b>9.5</b>	<b>9.1</b>	<b>9.1</b>	<b>9.1</b>	<b>9.1</b>

\*Personnel Explanation: Full-time Equivalents are based upon 40hrs per wk (20hrs/40hrs = .5 FTE).

- During the FY2021 budget the hours of the Part-time Assessors were reduced. In FY2022 a reorganization of the Assessor's Office was implemented which shifted most of the field inspection work from the higher paid Part-time Assessors, who also serve on the Board of Assessors, to a new Data Collector position. The overall FTE count remains the same due to elimination of an Assessor's Assistant position.



## Finance Department

## Section 2-19

		FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
		ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED
<b>TREASURER/COLLECTOR</b>							
<b>Personnel Services</b>							
51100	Treasurer/Collector Salary	87,720	90,361	91,638	103,018	47,209	106,121
51120	Treasurer Office Staff Salaries	172,935	185,272	185,782	203,283	92,438	209,207
51410	Longevity Pay	500	650	850	850	850	850
51970	Treasurer's Stipend	1,000	1,000	1,000	1,000	1,000	1,000
	<b>SUBTOTAL</b>	<b>262,155</b>	<b>277,283</b>	<b>279,270</b>	<b>308,151</b>	<b>141,496</b>	<b>317,178</b>
<b>Expenses</b>							
52800	Contractual Services	0	0	0	0	0	10,000
53040	Computer Services	8,017	7,484	7,271	9,854	3,347	11,614
53090	Advertising	602	140	599	1,000	505	1,000
53110	Printing	4,127	4,339	3,398	4,619	0	26,022
53160	Banking Services	5,654	5,534	5,804	6,700	1,729	4,100
54290	Office Supplies	369	0	228	300	40	300
57110	Travel/Mileage	265	122	65	602	334	1,053
57310	Dues	140	140	140	205	205	205
57340	Meetings	936	160	40	445	285	940
57810	Unclassified	1,350	525	1,260	2,625	0	2,100
	<b>SUBTOTAL</b>	<b>21,460</b>	<b>18,445</b>	<b>18,805</b>	<b>26,350</b>	<b>6,446</b>	<b>57,334</b>
<b>TOTAL: TREASURER/COLLECTOR</b>		<b>283,615</b>	<b>295,728</b>	<b>298,075</b>	<b>334,501</b>	<b>147,942</b>	<b>374,512</b>

## Section 2-20

## Finance Department



		FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
		ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED
<b>ASSESSOR</b>							
<b>Personnel Services</b>							
51100	Principal Assessor Salary	100,650	72,857	87,559	96,934	49,939	102,000
51120	Asst. & Data Collector Salaries	107,675	51,886	100,740	125,475	56,273	127,421
51130	PT Assessors Salaries	12,555	10,913	8,534	8,235	2,577	6,411
51410	Longevity	700	500	500	650	650	0
	<b>SUBTOTAL</b>	<b>221,580</b>	<b>136,156</b>	<b>197,334</b>	<b>231,294</b>	<b>109,439</b>	<b>235,832</b>
<b>Expenses</b>							
52800	Contractual Services	34,786	37,518	39,246	40,200	18,294	50,800
53090	Advertising	155	0	0	0	0	0
53110	Printing	0	0	163	320	0	320
54290	Office Supplies	309	707	0	1,250	172	600
57110	Travel/Mileage	831	25	520	2,000	849	2,000
57310	Dues	284	286	362	375	225	440
57320	Subscriptions	2,028	60	1,100	1,050	1,044	1,050
57340	Meetings	1,512	1,479	1,214	3,000	1,625	3,000
	<b>SUBTOTAL</b>	<b>39,905</b>	<b>40,074</b>	<b>42,605</b>	<b>48,195</b>	<b>22,209</b>	<b>58,210</b>
<b>TOTAL: ASSESSOR</b>		<b>261,485</b>	<b>176,231</b>	<b>239,939</b>	<b>279,489</b>	<b>131,624</b>	<b>294,042</b>



## Finance Department

## Section 2-21

		FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
		ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED
<b>ACCOUNTING</b>							
<b>Personnel Services</b>							
51100	Town Accountant Salary*	119,225	121,610	124,042	131,528	58,558	135,506
51120	Asst. Accountant Salary	60,694	62,375	63,517	65,252	32,577	67,496
51410	Longevity	550	550	550	550	550	550
	<b>SUBTOTAL</b>	<b>180,469</b>	<b>184,534</b>	<b>188,109</b>	<b>197,330</b>	<b>91,686</b>	<b>199,327</b>
<b>Expenses</b>							
52800	Contractual Services	834	834	1,152	1,000	0	3,500
53110	Printing	181	650	290	450	218	500
54290	Office Supplies	0	57	0	200	73	200
57310	Dues	315	315	315	435	315	435
57320	Subscriptions	40	40	40	125	0	125
57340	Meetings	311	210	1,813	2,070	160	2,170
	<b>SUBTOTAL</b>	<b>1,680</b>	<b>2,106</b>	<b>3,610</b>	<b>4,280</b>	<b>766</b>	<b>6,930</b>
<b>TOTAL: ACCOUNTING</b>		<b>182,149</b>	<b>186,640</b>	<b>191,719</b>	<b>201,610</b>	<b>92,452</b>	<b>210,482</b>

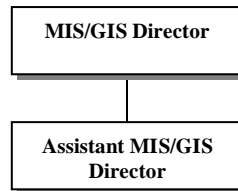
\* During FY2019 the Finance Director/Treasurer-Collector retired and the Town Accountant was promoted to Finance Director/Town Accountant.



### **Management Information Systems (MIS) & Geographic Information Systems (GIS) Departmental Statement**

The MIS/GIS Department is charged with coordinating the implementation and application of information technology throughout Town. The mission of MIS is to enhance public service by improving interdepartmental communication and providing efficient and effective information for decision-making purposes. This enhancement is accomplished by proactively maintaining all network systems to minimize downtime and maximize employee productivity. The mission of GIS is to improve access to spatially related information for decision-making purposes for Town staff, various Board and Committees and the general public by making various maps and information layers such as wetlands, utilities and topography readily available in a user-friendly format.

### **MIS/GIS Organizational Chart**





### **MIS/GIS FY2023 Initiatives and Accomplishments**

1. Strategic planning was a primary focus of the MIS/GIS Department in FY2023. An MIS/GIS Strategic Plan was developed, and a cybersecurity assessment was completed; all of which were grant funded.
2. Core switches throughout all Town buildings were replaced in FY2023, replacing end-of-life equipment and increasing communication speed and resiliency between buildings.
3. A new storage area network was deployed at the Police Department in anticipation of replacement host servers planned for FY2024.
4. A new email security and archiving solution was implemented in FY2023, replacing systems that were at end-of-life while improving messaging hygiene and the Town's ability to respond to records requests.

### **MIS/GIS FY2024 Goals and Initiatives**

1. In keeping with recommendations from the strategic plan and cybersecurity assessment, the Town will deploy solutions to better secure devices and data (Microsoft Azure and Intune), as well as to better manage identities and credentials through multifactor authentication (MFA) and other tools.
2. New host servers at Town Hall, Police Department and Fire Department are planned for FY2024. These host servers are home to over two dozen virtual servers that run many of the Town's critical applications. Redundancy and replication are key features of the design being put into place.

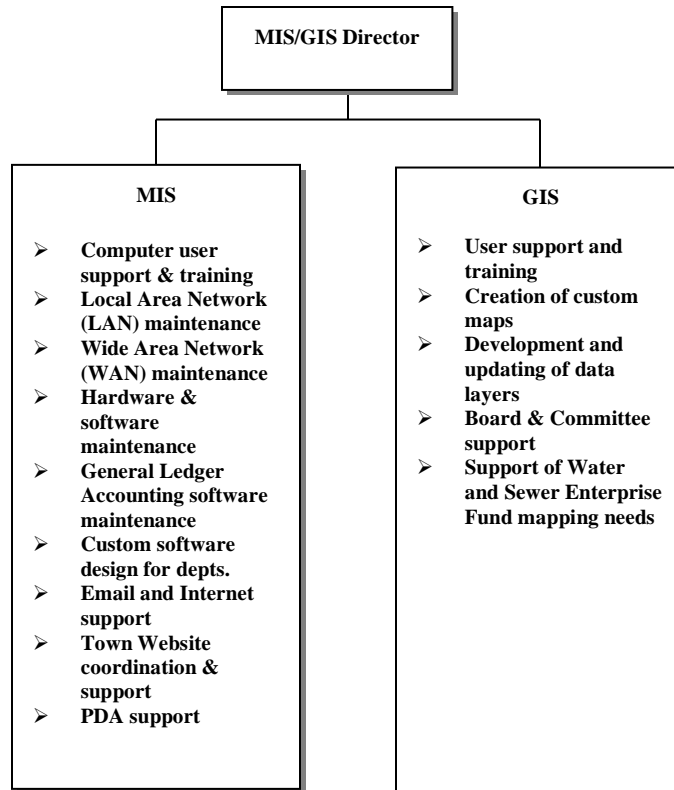
### **Significant Budget Changes or Initiatives**

The MIS/GIS Department's budget is increasing by \$63,184 or 9.9%. The most significant factor contributing to the increase are cybersecurity enhancements that are being made in response to the recommendations in both the IT/GIS Strategic Plan and the Cybersecurity Assessment, both completed in FY2023. Of the \$63,184 increase requested in FY2024, approximately \$40,000 of that increase is directly attributable to additional cybersecurity enhancements being made to programs and processes across all town departments. Examples of this include the implementation of multi-factor authentication, endpoint protection, and spam filtering modifications. Cost of living wage adjustments are included in this budget. Merit adjustments that occur on January 1 for eligible employees are budgeted centrally in the Personnel Board account.





### MIS/GIS Programs and Services



**MIS/GIS DEPARTMENT****Personnel Summary**

<b>Position</b>	<b>FY 2020 FTE</b>	<b>FY 2021 FTE</b>	<b>FY 2022 FTE</b>	<b>FY 2023 FTE</b>	<b>FY 2024 FTE</b>
* MIS/GIS Director	1	1	1	1	1
Assistant MIS/GIS Director	1	1	1	1	1
<b>Total Full-time Equivalent</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

\*Personnel Explanation:

Full Time Equivalents based upon 40 hrs per wk (30hrs/40hrs = .75 FTE).

- The MIS/GIS Director's time and salary is split between the General Fund (30hrs) and the Water/Sewer Enterprise Funds (10hrs). The FY2024 salary total is \$111,126 (\$83,345 reflected in the General Fund Budget and \$27,781 in the Water/Sewer Enterprise Fund Budgets in Section 8 of the budget).

## Section 2-26

## MIS/GIS



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>MIS/GIS DEPARTMENT</b>						
<b>Personnel Services</b>						
51110 MIS/GIS Director Salary (GF)	76,050	76,997	78,536	80,908	22,470	83,345
51120 Asst. MIS/GIS Director Salary	90,917	85,481	26,218	76,234	34,934	78,530
51410 Longevity Pay	1,150	1,150	650	800	800	800
<b>SUBTOTAL</b>	<b>168,117</b>	<b>163,629</b>	<b>105,405</b>	<b>157,942</b>	<b>58,205</b>	<b>162,675</b>
<b>Expenses</b>						
52800 Contractual Services	21,493	24,430	40,421	45,000	1,772	60,000
53040 Computer Services	29,088	41,590	41,991	59,450	36,931	59,420
53190 Training	1,314	264	2,214	24,500	7,684	23,800
53720 Computer Maintenance	124,755	180,245	203,158	241,279	157,945	265,365
54290 Office Supplies	12,647	10,131	13,346	13,845	9,293	1,845
57110 Travel/Mileage	385	0	0	627	0	627
57310 Dues	100	0	0	490	0	490
57340 Meetings	2,857	0	239	4,900	2,769	4,900
58690 New Equipment	35,351	11,076	26,590	84,905	21,234	117,000
<b>SUBTOTAL</b>	<b>227,990</b>	<b>267,737</b>	<b>327,959</b>	<b>474,996</b>	<b>237,627</b>	<b>533,447</b>
<b>TOTAL: MIS/GIS</b>	<b>396,108</b>	<b>431,366</b>	<b>433,363</b>	<b>632,938</b>	<b>295,832</b>	<b>696,122</b>

\* The FY2024 Director salary total is \$111,126 (\$83,345 reflected in the General Fund Budget and \$27,781 in the Water/Sewer Enterprise Fund Budgets in Section 8 of the budget).

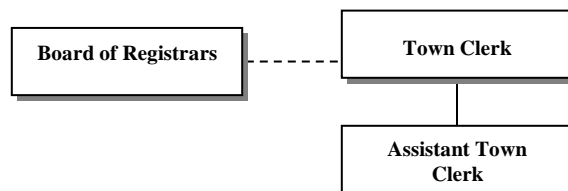


### Town Clerk's Office Departmental Statement

The Town Clerk's Office is responsible for maintaining vital public records and information so that they are easy to locate, up-to-date, accurate and preserved for future generations. The Town Clerk is also the chief election official and supervises the Town's election activities including the development of the ballots, managing election equipment and set-up, hiring and training election officials, certifying, reporting, and recording election results. The Town Clerk is an ex officio member of the Board of Registrars.

The Registrar Board consists of three members appointed by the Board of Selectmen to three-year terms. The members of the Board of Registrars of Voters shall represent the two leading political parties, and in no case shall an appointment be made so as to cause the Board to have more than two members, including the Town Clerk, of the same political party. The Board of Registrars of Voters supervises the qualification of persons to vote; certifies the names of voters on nomination papers and petition forms; and holds hearings and decides all disputes relating to these matters.

### Town Clerk's Office Organizational Chart



**Town Clerk's FY2023 Initiatives and Accomplishments**

1. Successfully managed the Annual Town Election, State Primary Election, State General Election.
2. Coordinated and managed a high volume of requests for vote by-mail ballots. Oversaw the mailing, tracking, and processing of mailed ballots.
3. Successfully managed in-person early voting session for State Elections.
4. Continue to manage content on the homepage of the Town's website, which displays all Board and Committee meetings, along with agendas, and minutes. Contribute to and manage Town News content on the website.
5. Enhanced the town's social media presence by frequently posting important updates important and notices.
6. Continue to manage responsibilities for a portion of the PAYT trash and recycling program. Process all payables and receivables. Manage all communication with residents. Sales of PAYT items (bags, bins, bulk labels).
7. Manage, track, and coordinate response to public records requests received by the Town. The volume of requests has increased exponentially in recent years.
8. Continue to manage the requirements under the revised Open Meeting Law for the posting of meeting notices and agendas. All meeting notices for boards, committees, and commissions are physically posted in the Town Clerk's Office and posted on the Town's Website at least 48 hours prior to the meeting.
9. Distribute and track Conflict of Interest/Ethics training documentation for all employees and Town Officials as required.

**Town Clerk's FY2024 Goals and Initiatives**

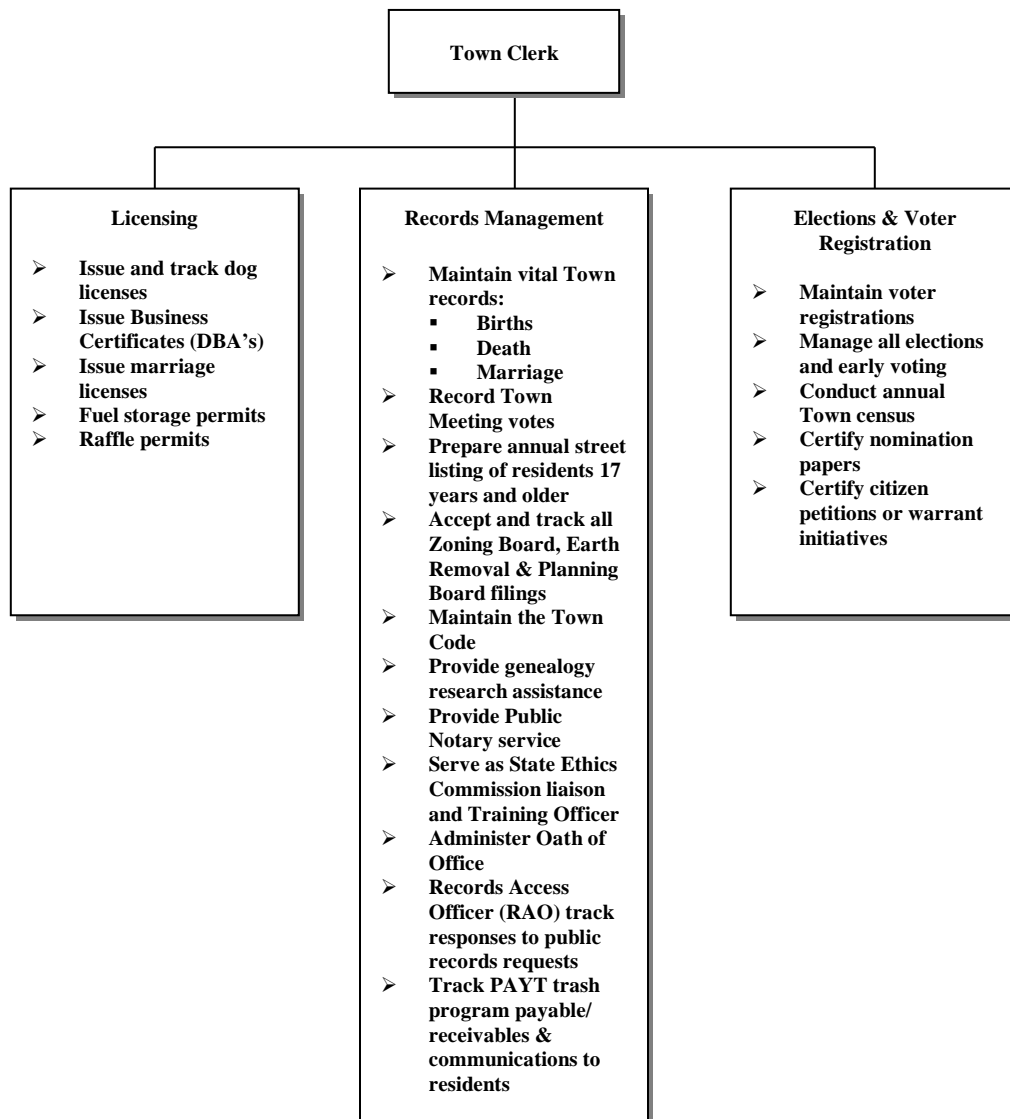
1. Increase communication with residents through enhanced website content and integration of social media platforms.
2. Revise payables and receivables methods for PAYT trash and recycling program. Increase communication with PAYT customers with automated messaging.
3. Continue to expand and promote credit card counter payments and online payments for the purchase of dog licenses and vital records (birth, death, marriage certificates).
4. Continue to assess the need for additional historic records preservation, digitization, indexing, and storage needs for all town records.



### Significant Budget Changes or Initiatives

The combined FY2024 Town Clerk/Elections budget represents an overall increase of \$10,438 or 5.1%. Within the Elections/Registration budget, funds that were previously budgeted within the Public Buildings account for the postage related to mailing the census to each household are now reflected within the census line for the Elections/Registration budget. This accounts for \$3,300 of the overall increase. Controlling for the movement in postage costs, the increase to the Town Clerk/Elections budget is 3.5% or \$7,138. Town Clerk Cost of living wage increases for all union and non-union positions are contained within the Town Clerk budget. Merit increases effective January 1 are budgeted centrally in the Personnel Board account.

### Town Clerk's Programs and Services



**TOWN CLERK'S OFFICE****Personnel Summary**

	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Position</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Town Clerk	1	1	1	1	1
* Assistant Town Clerk	1	1	1	1	1
<b>Total Full-time Equivalent</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

\*Personnel Explanation: Full-time Equivalents are based upon 40 hrs per wk (30hrs/40hrs = .75 FTE).

- In previous years, the full-time Assistant Town Clerk position was budgeted 35 hours per week under the Town Clerk and 5 hours per week under Census Worker in the elections budget. In FY2024, the Assistant Town Clerk position is budgeted at 40 hours in the Town Clerk budget.
- In addition to the 2 permanent FTEs in the Town Clerk's Office, there are three Registrars, ten Town Meeting workers and approximately forty election workers (wardens, clerks, tellers, counters) that staff the voting precinct during each election. The cost of the election workers is reflected in the Elections budget, as well as additional expenses for school custodians working during the elections. Election Workers are not considered permanent employees and require annual appointment by the Board of Selectmen.



## Town Clerk's Office

## Section 2-31

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>TOWN CLERK'S OFFICE</b>						
<b>Personnel Services</b>						
51110 Town Clerk Salary	90,917	92,735	94,590	97,446	44,655	100,380
51120 Assistant Town Clerk Salary	44,293	45,943	47,654	50,071	23,009	58,927
51410 Longevity Pay	950	950	1,150	1,150	1,150	1,150
51970 Stipend	1,000	1,000	1,000	1,000	1,000	1,000
<b>SUBTOTAL</b>	<b>137,160</b>	<b>140,628</b>	<b>144,395</b>	<b>149,667</b>	<b>69,813</b>	<b>161,457</b>
<b>Expenses</b>						
52800 Contractual Services	0	0	0	1,000	0	1,000
53190 Training	2,071	15	399	900	0	900
57110 Travel/Mileage	302	79	217	350	0	400
57310 Dues	725	475	475	445	125	475
57340 Meetings	514	170	646	1,000	0	2,060
<b>SUBTOTAL</b>	<b>3,612</b>	<b>739</b>	<b>1,737</b>	<b>3,695</b>	<b>125</b>	<b>4,835</b>
<b>TOTAL: TOWN CLERK</b>	<b>140,772</b>	<b>141,367</b>	<b>146,131</b>	<b>153,362</b>	<b>69,938</b>	<b>166,292</b>



## Section 2-32

## Town Clerk's Office



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>ELECTIONS/VOTER REGISTRATION</b>						
<b>Personnel Services</b>						
51240 Registrars	950	800	950	1,250	800	1,250
*51250 Census Workers	6,216	6,494	8,162	7,181	5,275	0
51260 Town Election Workers	7,281	18,221	2,695	19,602	12,283	21,568
51270 Town Meeting Workers	0	930	660	864	0	864
<b>SUBTOTAL</b>	<b>14,447</b>	<b>26,446</b>	<b>12,467</b>	<b>28,897</b>	<b>18,358</b>	<b>23,682</b>
<b>Expenses</b>						
52720 Film Storage	1,052	1,094	1,318	750	1,397	1,398
52800 Contractual Services	9,094	11,827	4,852	12,500	8,044	10,700
53110 Printing	1,528	2,356	2,307	1,600	0	2,350
54290 Office Supplies	342	0	539	975	0	650
55820 Street Listing	1,444	2,436	0	1,200	0	1,250
55830 Census	1,929	2,059	2,334	2,200	0	5,500
55840 Election Expenses	1,317	1,061	79	2,100	1,153	1,900
57110 Travel/Mileage	252	0	591	75	274	100
57340 Meetings	269	436	1,654	675	1,827	950
58690 New Equipment	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>17,228</b>	<b>21,269</b>	<b>13,675</b>	<b>22,075</b>	<b>12,694</b>	<b>24,798</b>
<b>TOTAL: ELECTIONS/VOTER REG</b>	<b>31,675</b>	<b>31,675</b>	<b>26,142</b>	<b>50,972</b>	<b>31,053</b>	<b>48,480</b>

\*In previous years, five hours per week of the Assistant Town Clerk's salary was budgeted in the Census Workers line within the Elections/Voter Registration budget. In FY2024, those hours have been relocated to the Assistant Town Clerk Salary line item in the Town Clerk's Office budget, which now reflects the full salary of the Assistant Town Clerk.



### Town Moderator

The Moderator is the presiding officer at Town Meeting. This is an elective office held for a one-year term. It is the responsibility of the Moderator to conduct the meeting so that all issues are discussed and voted upon in a business-like manner. The Moderator appoints the Appropriations Committee, Personnel Board and three of the six members of the Financial Planning Committee. The Moderator also appoints a deputy moderator to serve in the event of his/her absence or disability, subject to approval by Town Meeting.

		FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
<b>MODERATOR</b>							
<b>Personnel Services</b>							
51110	Moderator Stipend	0	150	150	150	0	150
51130	Deputy Moderator Stipend	0	50	50	50	0	50
	<b>SUBTOTAL</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>200</b>
<b>Expenses</b>							
57810	Moderator Expenses	0	0	0	300	0	300
	<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>300</b>
<b>TOTAL:</b>	<b>MODERATOR</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>500</b>	<b>0</b>	<b>500</b>



### Appropriations Committee

The Appropriations Committee consists of six members appointed by the Town Moderator for three-year terms. Under the Town Charter and bylaws, the role of the Appropriations Committee is to advise Town Meeting regarding all articles involving the appropriation or expenditure of money. Immediately following the presentation of a monetary article at Town Meeting, the Committee must report to the Meeting its recommendation of approval or disapproval of such appropriation or expenditure, together with the reasons therefore.

		FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
<b>APPROPRIATIONS</b>							
<b>Expenses</b>							
53110	Printing	0	0	0	900		900
57310	Dues	210	210	210	240	214	240
57340	Meetings	212	0	0	555		555
57810	Unclassified	0	0	0	0		
	<b>SUBTOTAL</b>	<b>422</b>	<b>210</b>	<b>210</b>	<b>1,695</b>	<b>214</b>	<b>1,695</b>
<b>TOTAL:</b>	<b>APPROPRIATIONS</b>	<b>422</b>	<b>210</b>	<b>210</b>	<b>1,695</b>	<b>214</b>	<b>1,695</b>



### Financial Planning Committee

The Financial Planning Committee consists of six members, three appointed by the Moderator, one by the Planning Board, one by the School Committee, and one by the Appropriations Committee for three-year terms. The Financial Planning Committee serves in a research, study and advisory capacity to the Board of Selectmen, the Appropriations Committee and the Town Administrator on long-range and short-range financial planning matters and assists the Town Administrator in the development of a five-year capital improvement program as provided for in the Town Charter.

		FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
<b>FINANCIAL PLANNING</b>							
<b>Expenses</b>							
53110	Printing	0	0	0	0	0	0
57310	Dues	0	0	0	0	0	0
57340	Meetings	0	0	0	0	0	0
57810	Unclassified	0	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL:</b>	<b>FINANCIAL PLANNING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



### Personnel Board

The Personnel Board consists of six members appointed by the Moderator for three-year terms. The Board is responsible for the administration of the classification and compensation plans and exercises this responsibility through the Town Administrator according to the provisions of the Consolidated Personnel Bylaw for the Town of Northborough, as amended. This budget account reflects costs associated with merit pay, limited town-wide training, drug testing and legal expenses associated with collective bargaining negotiations. The account is also used for consultant or temporary labor services associated with personnel transitions. During the course of the fiscal year funds are transferred out as appropriate and reflected in the departmental budgets, such as a settled labor contract. Any unused funds shown in the prior year "Actual" columns below are closed out to free cash at the end of the fiscal year.

All collective bargaining agreements expired on June 30, 2022, and the Town negotiated with all units and settled during FY2023. In addition to all union contracts expiring, the Town completed a Classification and Compensation System review in FY2022. The financial impact of the system adjustments as recommended by the consultant, and accepted by the Personnel Board, are included in this account. Estimated wage increases associated all merit pay increases for eligible employees who are not at the max of their pay grade are held in this Personnel Board Budget account until approved based upon satisfactory performance evaluations. Once approved, the funds are transferred and reflected in the appropriate departmental budgets.

		FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
<b>PERSONNEL BOARD</b>							
<b>Expenses</b>							
51980	Compensation Adjustments	0	0	0	136,858		91,531
52800	Contractual Services	5,643	11,330	15,515	2,834	2,745	2,834
53090	Advertising	1,692	2,422	2,230	1,000	0	1,000
53170	Drug & Alcohol Testing	2,211	4,195	5,816	2,000	1,593	2,000
53190	Training	54	825	7,515	1,000	90	1,000
57310	Dues	275	275	275	275	275	275
57340	Meetings	39	0	45	700	0	700
	<b>SUBTOTAL</b>	<b>9,914</b>	<b>19,046</b>	<b>31,397</b>	<b>144,667</b>	<b>4,703</b>	<b>99,340</b>
<b>TOTAL:</b>	<b>PERSONNEL BOARD</b>	<b>9,914</b>	<b>19,046</b>	<b>31,397</b>	<b>144,667</b>	<b>4,703</b>	<b>99,340</b>



### Town Counsel

The budget for Town Counsel is level funded at \$90,000, though \$10,000 was added to the Treasurer/Collector budget to pay charges for the Tax Title Attorney, previously charged to the Town Counsel budget. Town Counsel is appointed by the Board of Selectmen for an indefinite term. Town Counsel serves as counsel to Town Officers and Committees and attends to the Town's legal affairs at the request of the Town Administrator. Under the Town bylaws, Town Counsel reviews all Warrant Articles prior to Town Meeting and serves as a resource during all Town Meeting proceedings. The budget below represents general legal services. Legal expenses associated with specific capital projects or Water & Sewer Enterprise Funds are reflected in those budgets.

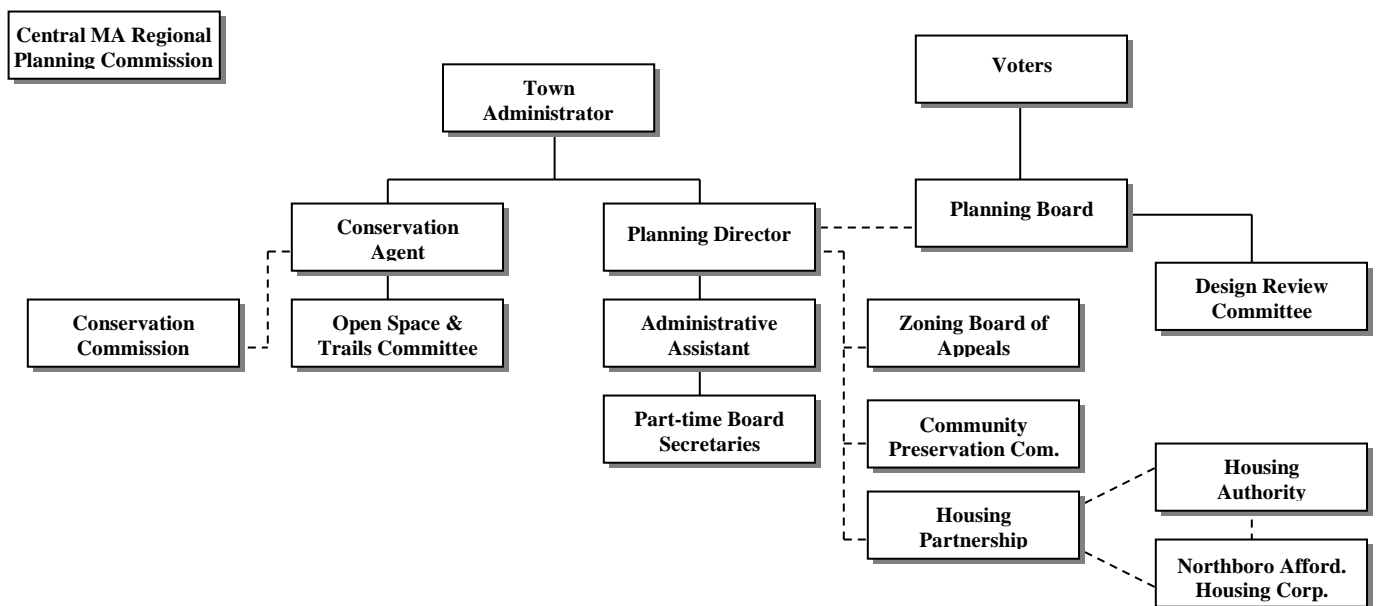
		FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
<b>TOWN COUNSEL</b>							
<b>Expenses</b>							
53020	Legal Services	63,787	77,652	167,000	90,000	49,022	90,000
	<b>SUBTOTAL</b>	<b>63,787</b>	<b>77,652</b>	<b>167,000</b>	<b>90,000</b>	<b>49,022</b>	<b>90,000</b>
<b>TOTAL:</b>	<b>TOWN COUNSEL</b>	<b>63,787</b>	<b>77,652</b>	<b>167,000</b>	<b>90,000</b>	<b>49,022</b>	<b>90,000</b>



### Planning & Conservation Departmental Statement

The Planning and Conservation Offices encompass a number of Boards, Commissions, Committees and affiliated organizations which together manage growth and promote the highest quality of development within the Town. These bodies are served by the Planning Director, Conservation Agent, Town Engineer and Building Inspector/Zoning Enforcement Officer who provide technical support and information regarding land use and development to the Planning Board, Zoning Board of Appeals, Conservation Commission, Earthwork Board, Open Space Committee, Trails Committee, Northborough Housing Partnership and Community Preservation Committee. Affiliate organizations include the Central Massachusetts Regional Planning Commission (CMRPC), the Northborough Housing Authority and the Northborough Affordable Housing Corporation (NAHC). Below is an organizational chart that provides a graphic representation of their relationship to Town staff and each other. A detailed description of each is included in the pages that follow.

### Planning & Conservation Organizational Chart



#### Organizational Chart Notes:

- Voters elect the Planning Board.
- The Town Administrator appoints all staff positions.
- The Northborough Affordable Housing Corporation (NAHC) is a registered 501(c)(3) non-profit corporation that is a legally separate entity from Town Government, but works in close relationship with the Northborough Housing Authority and the Northborough Housing Partnership. NAHC has received funding from the Town through the Community Preservation Committee to develop affordable housing in Northborough.
- All other Boards and Committees are appointed by either the Selectmen or a combination of various Boards as detailed in the descriptions on the following pages.
- Central MA Regional Planning Commission has a Representative appointed by the Selectmen and a representative appointed by the Planning Board.



### Planning & Conservation FY2023 Initiatives and Accomplishments

1. The Master Plan Implementation Committee continued work on implementing the Master Plan. The first major project identified for pursuit is the development of a Downtown Revitalization Strategy & Design Report. After a competitive procurement process, the Town hired a consultant team lead by Weston & Sampson Engineers. Deliverables will include a downtown vision document, market analysis, downtown revitalization design concepts, and implementation strategy. The planning process will feature an aggressive community outreach campaign and will take approximately nine months to complete.
2. The 2020 Open Space and Recreation Plan was updated to address comments received from the Massachusetts Division of Conservation Services.
3. Planning Department staff secured Preservation Massachusetts' Most Endangered Historic Resources designation for the White Cliffs Mansion. That designation will focus statewide attention upon the Mansion, its challenges and community importance, in the hopes that it will serve as a catalyst for preservation opportunities.
4. The Planning, Engineering and DPW Departments worked together to update the Planning Board Rules and Regulations. The purpose of these updates is to ensure compliance with new State regulations, construction standards, and best practices.
5. Planning Department staff worked with the Design Review Committee to finalize design guidelines for construction of new two-family dwellings.
6. Planning Department staff prepared checklists to accompany all Planning Board and Zoning Board of Appeals permit applications to streamline the submittal process and make it easier for applicants and staff to determine application completeness.
7. The Town secured Community Preservation Act funding at the Annual Town Meeting in April 2022 to finance the design of an ADA-compliant woodland trail that connects the Senior Center campus to nearby open space and the trail system at Edmund Hill Woods. The Planning Department worked collaboratively with the selected design consultant, Weston & Sampson Engineers, and the DPW Director throughout the design process and prepared an application for FY24 Community Preservation Act funding for construction of the trail, parking lot improvements, seating, and wayfinding signage.
8. The Town secured Community Preservation Act funding at the Annual Town Meeting in April 2022 to evaluate up to five potential locations for their use as a dog park, conduct a public outreach campaign, and then prepare a preliminary plan for the location deemed most suitable. Weston & Sampson Engineers was selected as the Town's design consultant. Taking into account their analysis and feedback received at public information and input sessions held in October and December 2022, a 32-acre wooded parcel on Boundary Street that abuts State conservation land was selected. The Planning Department then worked collaboratively with Weston & Sampson Engineers, the DPW Director, Recreation Director, and other interested parties on the preliminary design of the dog park, which will consist of a 1.2-acre fenced in facility with a paved parking lot. The Planning Department prepared an application for grant funding from the Stanton Foundation to complete the design and bid-





ready construction documents and for FY24 Community Preservation Act funding to pay a portion of the construction costs.

9. The Town secured Community Preservation Act funding at the 2022 Annual Town Meeting for the preliminary design of a multi-use trail over the Assabet River Aqueduct Bridge. Stantec Consulting Services was engaged for this purpose and the design process will take approximately 9 months to complete.
10. The Planning, Engineering and DPW Departments worked together and with Woodard & Curran Engineers, the Town's consultant, on preparation of a Complete Streets Prioritization Plan. The Town was awarded a Technical Assistance Grant from the MA Department of Transportation's Complete Streets Program for that purpose. Communities with a locally adopted Complete Streets Policy and MassDOT-approved Prioritization Plan are eligible to seek construction funding of up to \$500,000 within a 4-year timeframe to aid in plan implementation.
11. The Conservation Agent worked with the Conservation Commission to implement the recommendation within the Forest Management Plan for Edmund Hill conservation lands to conduct a salvage cut and treat impacted areas for invasive plant management.
12. The Conservation Agent and Town Engineer worked together to establish an annual reporting and inspection protocol as required by the USEPA for the Stormwater Management and Land Disturbance Bylaw and MS4 compliance.

### **Planning & Conservation FY2024 Goals and Initiatives**

1. The Planning Department will work with the Planning Board, Central Massachusetts Regional Planning Commission, a housing consultant, and the public to develop a multi-family overlay district that complies with the new provisions of the Zoning Act (Chapter 40A, Section 3A).
2. The Planning Department will work with the Town Engineer, DPW Director and Planning Board to update the Rules & Regulations Governing the Subdivision of Land. The purpose of these updates is to ensure compliance with new State regulations, construction standards and best practices.
3. The Planning Department will work with the Town Engineer and Zoning Board of Appeals to prepare Rules and Regulations to guide their activities, including the grant of special permits, variances, and appeals of Building Inspector decisions.
4. The Planning Director and Conservation Agent will work with the Master Plan Implementation Committee and other municipal boards, commissions and committees to implement Master Plan recommendations, including the Downtown Revitalization & Design Report. Seek grant funding to finance design of Phase I improvements to the public realm.
5. Planning staff will prepare Planning Board, Zoning Board of Appeals, and Conservation Commission files for electronic conversion.



6. Planning staff will work with boards and commissions to enforce the Zoning Bylaws, Planning Board Rules & Regulations, Subdivision Rules & Regulations, MA Wetlands Protection Act, the Northborough Wetlands Protection Bylaw, and the Northborough Stormwater Management and Land Disturbance Bylaw.
7. The Planning Director and Conservation Agent will work with consultants, committees and others as appropriate to implement goals and recommendations of the Open Space and Recreation Plan, including finalizing the design of the multi-purpose trail at the Aqueduct Bridge, overseeing creation of a feasibility study for development of a multi-purpose trail along the Northborough portion of the aqueduct, and applying for/administering grants associated with construction of the Northborough Dog Park and the ADA-compliant trail linking the Senior Center to the Edmund Hill trail system.
8. In association with the Open Space Committee, the Conservation Agent will create and implement an outreach plan to Northborough landowners regarding land conservation and resource protection.
9. With assistance from the Sudbury Valley Trustees, the Conservation Agent will work with the Trails Committee to update trail maps and post them on the municipal website.

### **Significant Budget Changes or Initiatives**

Overall, the FY2024 Planning and Conservation budget is up \$6,572, or 2%. The FY2024 wages reflect the cost-of-living increases for all staff. January 1 merit increases are budgeted centrally in the personnel budget. In prior years, funds were budgeted for a part-time secretary to draft minutes for the Zoning Board of Appeals. That position has been vacant during FY2023, and the minutes are being completed by the Administrative Assistant. The Town does not have plans to fill the part-time secretary positions for Zoning Board of Appeals.

**PLANNING & CONSERVATION****Personnel Summary**

	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Position</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Planning Director	1	1	1	1	1
Conservation Agent	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Part-time Board Secretaries for					
Conservation Commission	.30	.30	.30	.30	.30
Earthwork	0.03	0.03	0.03	0.03	0.03
Zoning Board of Appeals	0.05	0.05	0.05	0.05	0
Planning Board	0.07	0.07	0.1	0.1	0.1
<b>Total Full-time Equivalent</b>	<b>3.45</b>	<b>3.45</b>	<b>3.48</b>	<b>3.48</b>	<b>3.43</b>

\*Personnel Explanation: Full Time Equivalents are based upon 40 hrs per wk (30hrs/40hrs = .75 FTE).

- There are two part-time Board Secretaries that take minutes at the meetings of the Planning Board, Conservation Commission, Earthwork Board, and Zoning Board of Appeals. Conservation is 12 hours per week, or 0.30 FTE (12hrs/40hrs = 0.30 FTE). Earthwork is budgeted at 5.5 hrs per month, or 0.03 FTE (averages 1.27 hours per week/40hrs). In FY2024, the ZBA assistant's work will be absorbed by the full-time Administrative Assistant. The Planning Board is budgeted at 16 hrs per month, or 0.1 FTE (averages 4hrs wk/40hrs). This was increased in FY2022 from an average of 3 hours per week, to four hours per week due to the increased length of meetings.

**Planning Director**

The Planning Director provides technical support to all Town Departments, Boards and Committees as requested. The Planning Director serves as staff liaison to the Planning Board, Zoning Board of Appeals, Community Preservation Committee, Design Review Committee and the Housing Partnership. The position is also responsible for oversight of the Zoning Bylaw, Subdivision Rules & Regulations, Master Plan, Community Development Plan, Open Space & Recreation Plan and Housing Plan. The Planning Director works with various state agencies as a Town representative on local issues (e.g., Central Mass Regional Planning Commission, and MA Department of Housing and Community Development).

**Planning Board**

The Planning Board is the regulatory agency most responsible for ensuring that development occurs in a manner that is beneficial to the Town. The Planning Board is responsible for enforcing the Zoning Act (MGL c. 40A), Subdivision Control Law (MGL c. 41, section 81K-



## Planning & Conservation

## Section 2-43

81GG), the Northborough Zoning Bylaw and the Northborough Subdivision Rules and Regulations. The Planning Board reviews all plans for subdivisions, common driveways, wireless communication facilities, and site plans; works with the Planning Director in accomplishing goals as set forth in the Master Plan, Community Development Plan, and Open Space & Recreation Plan; and maintains the Zoning Bylaw and Subdivision Rules & Regulations. The Board consists of five officials elected by the voters of Northborough for three-year terms.

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>PLANNING DEPARTMENT</b>						
<b>Personnel Services</b>						
51100 Planning Director Salary	100,650	102,663	114,045	107,795	48,153	108,243
51120 Administrative Assistant wages	63,154	65,573	63,517	65,252	29,944	67,143
51140 Part-time Board Secretary wages	2,363	9,611	6,590	6,980	2,173	5,494
51410 Longevity Pay	1,300	1,450	1,450	500	500	500
<b>SUBTOTAL</b>	<b>167,467</b>	<b>179,297</b>	<b>185,852</b>	<b>180,527</b>	<b>80,769</b>	<b>181,380</b>
<b>Expenses</b>						
52800 Contractual Services	0	0	1,684	10,000	484	10,000
53090 Advertising	2,310	2,154	2,069	1,560	557	3,900
53110 Printing	3,025	0	1,684	2,250	0	2,250
54290 Office Supplies	527	173	361	850	204	850
*56820 Central MA RPC Assessment	4,054	4,155	4,259	4,736	4,736	4,878
57110 Travel/Mileage	1,103	543	234	2,070	0	2,250
57310 Dues	672	491	676	400	511	575
57320 Subscriptions	786	890	1,201	865	0	865
57340 Meetings	475	405	40	3,100	125	3,100
<b>SUBTOTAL</b>	<b>12,952</b>	<b>8,811</b>	<b>14,351</b>	<b>25,831</b>	<b>6,617</b>	<b>28,668</b>
<b>TOTAL: PLANNING DEPARTMENT</b>	<b>180,420</b>	<b>188,108</b>	<b>200,203</b>	<b>206,358</b>	<b>87,386</b>	<b>210,048</b>

### Central Massachusetts Regional Planning Commission (CMRPC)

The Planning Department budget includes an assessment for the Central Massachusetts Regional Planning Commission (CMRPC). The Board of Selectmen and Planning Board each appoint a representative to the CMRPC each year as do other member communities. The CMRPC, formed in 1963, is the designated regional planning entity for the Central Massachusetts region, which includes the City of Worcester and the surrounding 39 communities. This region encompasses the southern two-thirds of Worcester County. CMRPC provides municipal and regional planning for Land Use and Transportation, as well as a variety of Community Development services, Transit Planning for the region's transit authority, Geographic Information Services (GIS), staffing for MORE (Municipalities Organized for Regional Effectiveness) and other programs. CMRPC collaborates with local, regional, state and federal officials, as well as with legislators,

\* The Planning Department budget contains an assessment for the Central MA Regional Planning Commission.



in order to bring a regional perspective and a coordinated approach to the planning and development that occurs in this region. The ultimate goal of this agency is to improve the quality of life for those who work and live in the Central Massachusetts region.

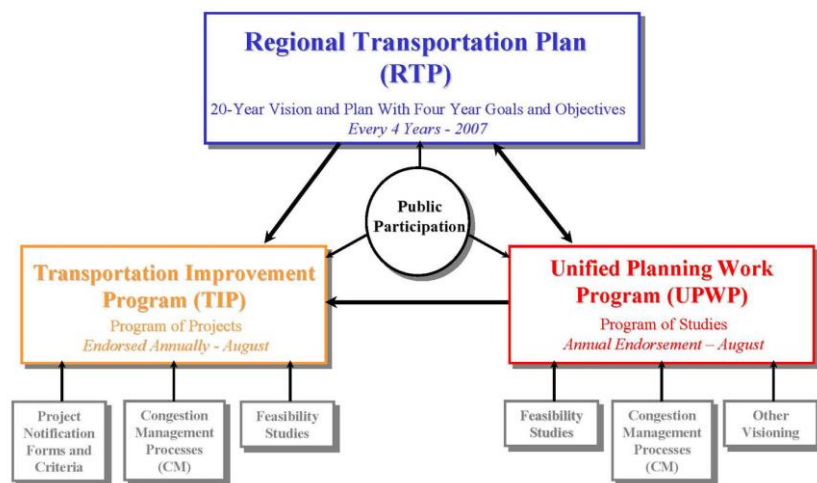
### Central Massachusetts Metropolitan Planning Organization<sup>1</sup> (CMMPO)

The Central Massachusetts Metropolitan Planning Organization (CMMPO) was established in 1976 to undertake the comprehensive, continuing, and cooperative transportation planning process required by the United States Department of Transportation. The Central MA Regional Planning Commission (CMRPC) is one of ten members of the CMMPO and it is the staff to this organization as well.

The CMMPO is responsible for preparing and updating the Regional Transportation Plan (RTP), the Transportation Improvement Program (TIP), the Unified Planning Work Program (UPWP) and the Public Outreach Plan (POP) for the Central Massachusetts region that includes the City of Worcester and the surrounding 39 communities.

The RTP is a long-range planning document that describes the region's current transportation system and how that system should be maintained or modified over the next 20 years. The federal planning provisions passed in August of 2005, requires the CMMPO to update the RTP every 4 years, since it presides over a region that does not meet federal air quality standards for ozone. The TIP lists federal-aid eligible highway, bridge and transit projects that are expected to be implemented over the next 5 years. A new list is compiled over the course of every year and endorsed by the CMMPO.

Relationship of CMMPO Documents to One Another



### Zoning Board of Appeals (ZBA)

The Zoning Board of Appeals consists of five members and two alternates appointed by the Board of Selectmen for three-year terms. The ZBA hears petitions and applications for variances, special permits, comprehensive permits and other appeals under the Zoning Act (MGL c. 40A), the Anti-Snob Zoning Act (MGL c. 40B) and the Northborough Zoning Bylaw. The ZBA hears all appeals of actions taken by the Building Inspector on matters which arise out of the enforcement of Town Bylaws relating to the construction, reconstruction, demolition or repair of buildings and other structures within the Town. The ZBA also hears and decides all appeals of actions taken by the Planning Board and other Town officers under the Zoning Bylaws.

<sup>1</sup> Description and graphic taken directly from the CMRPC website located at <http://www.cmrpc.org>



## Planning & Conservation

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	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>ZONING BOARD OF APPEALS</b>						
<b>Personnel Services</b>						
51140 Part-time Board Secretary wages	0	1,483	26	2,638	0	0
<b>SUBTOTAL</b>	<b>0</b>	<b>1,483</b>	<b>26</b>	<b>2,638</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>						
53090 Advertising	798	1,043	2,313	2,200	434	3,600
53110 Printing	0	0	0	80	0	80
54290 Office Supplies	135	0	0	30	0	30
57310 Dues	0	0	0	70	0	70
57340 Meetings	105	0	0	300	100	300
<b>SUBTOTAL</b>	<b>1,038</b>	<b>1,043</b>	<b>2,313</b>	<b>2,680</b>	<b>534</b>	<b>4,080</b>
<b>TOTAL: ZONING BOARD OF APPEALS</b>	<b>1,038</b>	<b>2,526</b>	<b>2,340</b>	<b>5,318</b>	<b>534</b>	<b>4,080</b>

### Conservation Commission

The Conservation Commission consists of seven members appointed by the Board of Selectmen for three-year terms. The purpose of the Commission is to promote and develop the natural resources and to protect the watershed resources of the Town as provided for under MGL Ch. 40, Section 8C, as amended. The Conservation Commission's charge is to protect the wetlands, related water resources and adjoining land areas in Northborough as mandated by the Wetlands Protection Act and the Northborough Wetlands Bylaw.<sup>2</sup> This is achieved through a permitting process designed to minimize the impact of activities on wetland resource areas, including public or private water supply, groundwater, flood control, erosion and sedimentation control, storm damage prevention, water pollution prevention, fisheries, freshwater shellfish, wildlife habitat, recreation, aesthetics, agriculture and aquaculture values. Activities proposed within 100 feet of any resource area are subject to review by the Commission. Resource areas include freshwater wetlands, bordering vegetated wetlands, marshes, wet meadows, bogs or swamps; any bank, beach, lake, river, pond, stream or any land under said waters; any land subject to flooding or inundation by groundwater. Any project in any riverfront area is also subject to review by the Commission. The Commission adheres to the existing regulations of MGL Chapter 131, Section 40, the Wetlands Protection Act.

<sup>2</sup> The Conservation Commission charges permit fees to all applicants. These fees return to the General Fund budget under "Other Funds" and have the effect of an off-set to the Conservation Commission budget.



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>CONSERVATION COMMISSION</b>						
<b>Personnel Services</b>						
51120 Administrative Assistant wages	67,010	68,350	53,371	85,170	39,419	86,874
51140 Part-time Board Secretary wages	9,001	9,867	9,517	16,863	6,291	17,853
51220 Conservation Agent	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>76,011</b>	<b>78,217</b>	<b>62,888</b>	<b>102,033</b>	<b>45,710</b>	<b>104,727</b>
<b>Expenses</b>						
53090 Advertising	567	1,227	840	1,200	146	1,800
53110 Printing	0	0	0	400	0	400
54290 Office Supplies	254	52	240	930	215	930
55980 Field Supplies	558	0	84	500	113	500
57110 Travel/Mileage	555	320	307	1,008	50	1,125
57310 Dues	757	771	771	835	785	835
57340 Meetings	600	325	180	1,975	0	1,975
57840 Conserv. Property Maintenance	0	478	730	1,000	0	1,000
<b>SUBTOTAL</b>	<b>3,290</b>	<b>3,172</b>	<b>3,153</b>	<b>7,848</b>	<b>1,309</b>	<b>8,565</b>
<b>TOTAL: CONSERVATION COMMISSION</b>	<b>79,301</b>	<b>81,389</b>	<b>66,041</b>	<b>109,881</b>	<b>47,019</b>	<b>113,292</b>

### Earthwork Board

The Earthwork Board consists of five members, one each appointed by the Moderator, the Board of Selectmen, the Conservation Commission, the Zoning Board of Appeals and the Planning Board for three-year terms. The Earthwork Board was created in 1971 to implement the Earth Removal Bylaw which, at the time, was passed primarily to prevent soil stripping and the creation of unsafe and unsightly conditions in Town. The Earthwork Board conducts hearings and issues permits for the removal of earth material from any land not in public use in accordance with Town Bylaws.





## Planning & Conservation

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	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
<b>EARTHWORK BOARD</b>						
<b>Personnel Services</b>						
51140 Part-time Board Secretary wages	0	628	582	1,780	323	1,889
<b>SUBTOTAL</b>	<b>0</b>	<b>628</b>	<b>582</b>	<b>1,780</b>	<b>323</b>	<b>1,889</b>
<b>Expenses</b>						
53090 Advertising	0	0	0	50	0	1000
53110 Printing	0	0	0	50	0	0
57320 Subscriptions	0	0	0	300	0	0
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>1,000</b>
<b>TOTAL: EARTHWORK BOARD</b>	<b>0</b>	<b>628</b>	<b>628</b>	<b>2,180</b>	<b>323</b>	<b>2,889</b>

### Community Preservation Committee

The Planning Director is the staff liaison to the Community Preservation Committee (CPC) which is responsible for the expenditures authorized by the adoption of the Community Preservation Act (CPA). The Committee evaluates community preservation needs, develops a long-range community preservation plan, and makes recommendations for the CPA Fund expenditures at Town Meeting.

The CPC consists of nine members, one each from the Open Space Committee, the Conservation Committee, the Planning Board, the Parks & Recreation Commission, the Historical Commission, the Housing Authority and three members appointed by the Board of Selectmen for three-year terms. The CPA is a funding tool to assist communities with the protection and acquisition of open space, preservation of historic resources, and the creation of affordable housing. The CPA provides for local autonomy in deciding where and how funds will be spent. It is the responsibility of the Committee (CPC) to consult with Town departments and boards and community organizations; evaluate community preservation needs, develop a long-range community preservation plan; and make recommendations for CPA fund expenditures at Town Meeting.

For an explanation of CPC funding please refer to the individual Town Meeting Warrant Articles, as the revenues and expenditures for the CPC are outside the General Fund budget. The expenses associated with the Board Secretary for the CPC meetings are paid for directly from CPA funds and not reflected in the Planning & Conservation budget.

### Open Space Committee

The Open Space Committee consists of seven members, one each from the Planning Board, Conservation Commission, Parks & Recreation Commission, Board of Selectmen and three members and two alternates appointed by the Board of Selectmen for three-year terms. The Open Space Committee is responsible for the identification and preparation of proposals for Town Meeting of properties to be acquired for open space and/or recreational use. The Open





Space Committee also considers alternative methods for open space preservation, including but not limited to grants, donations, and conservation easements.

➤ **Trails Committee**

The Northborough Trails Committee is a subcommittee of the Northborough Open Space Committee. The Trails Committee works to develop and maintain a viable recreational trail system in Northborough on public and private property by utilizing volunteers from the community.

Both the Open Space Committee and the Trails Committee have received funding through individual Town Meeting Warrant Articles funded by the Community Preservation Committee.

### **Design Review Committee**

The Design Review Committee is a five-member board appointed by the Planning Board per Section 7-03-050 E of the Zoning Bylaw. The DRC consists of a member of the Planning Board, two architects, a landscape architect, and one resident of the town with a related background such as real estate development, interior design, graphic design, lighting design, or building/construction; or a balance as close to that representation as possible. The DRC works with applicants in an advisory capacity in reviewing the design review components of the site plan such as design of building, landscaping, and placement of building on the site. Written recommendations are then provided to the applicable board.

### **Affordable Housing**

There are several affordable housing agencies active within the Town of Northborough, each serving separate functions, but sharing the mutual goal of addressing the affordable housing needs in the community. Some of these agencies are direct agents of the Town, while others are affiliated with the Town in some way, but legally separate from Town Government. The Planning Director serves as the liaison to these various affordable housing organizations, which are described below.

### **Housing Partnership Committee**

The Housing Partnership Committee consists of nine members, one each from the Board of Selectmen, Planning Board, Housing Authority, Council on Aging and five members appointed by the Board of Selectmen, one of which must be a realtor, for three-year terms. The purpose of the Northborough Housing Partnership is to formulate and implement a Housing Policy for the Town of Northborough that will work toward the provision of decent, safe and affordable housing for all of Northborough's residents.

The local Housing Partnership was established by the Board of Selectmen to allow the community to gain control of the process of affordable housing development by initiating a process that will combine growth management with affordable housing initiatives in a positive way. Rather than simply react to the imposition of comprehensive permit proposals under MGL c. 40B, which might burden services, disrupt neighborhoods and be otherwise inappropriate to the community and environment, the Partnership may establish pro-active guidelines for the preservation and production of acceptable and appropriate affordable housing development and support and encourage housing initiatives that meet these criteria.



The primary objectives of the Partnership are: to facilitate an increase in the supply of affordable housing in the Town; establish a housing policy and a housing action plan; survey the current housing stock to determine specific unmet needs for varying categories of housing; identify and research available sites including Town-owned land; and recommend and coordinate specific procedures for the implementation of its objectives with other entities, including the Board of Selectmen, the Town Administrator, the Zoning Board of Appeals, the Planning Board, and other appropriate boards, committees, agencies or for-profit or non-profit organizations such as the Housing Authority and the Affordable Housing Corporation.

### **Northborough Housing Authority**

The Northborough Housing Authority (NHA) consists of four members appointed by the Board of Selectmen and one governor-appointed member for five-year terms. The Director is appointed by the Housing Authority. The Housing Authority is a public agency which provides housing for low-income, elderly and handicapped and families. The Housing Authority is regulated by the Commonwealth of Massachusetts through the Department of Housing and Community Development (DHCD) and must adhere to their regulations and funding requirements. The Authority has the local management responsibilities for housing for the elderly under its jurisdiction in the Town, and is responsible for the clearance of substandard, decadent or blighted open areas or the provision of housing for families of low income or engaging in land assembly and redevelopment, including the preservation, restoration or relocation of historical buildings.

The NHA developed and manages one hundred four (104) senior housing units located in two areas of town and twenty-six (26) units of family housing scattered throughout town.

### **Northborough Affordable Housing Corporation (NAHC)**

The Northborough Affordable Housing Corporation exists for the purpose of assessing the housing needs of the Town of Northborough and to create housing to be made available to low and moderate income people. The Corporation may acquire land on which appropriate housing could be built or may acquire existing buildings which could be converted into appropriate housing. The Corporation is a private, non-profit entity which exists independent of any other organization and is empowered to raise funds and to own and transfer property in a manner consistent with its mission to increase the supply of affordable housing in the town of Northborough. The NAHC is not controlled by the Department of Housing and Community Development (DHCD) as the Northborough Housing Authority is, and can apply for funding as well as develop property without DHCD restrictions.

To date, the only source of funding to the NAHC has been Community Preservation Funds voted by Town Meeting and transferred to the NAHC to pursue its mission. Town Meeting appropriated \$303,000 in April 2008, \$150,000 in April 2009, \$150,000 in April 2010 and \$52,000 in 2011 to NAHC, pursuant to the Community Preservation Act. Although the use of these funds was at the sole discretion of NAHC, the Town entered into an agreement with NAHC to use these funds to renovate the former Senior Center building located on Centre Drive. Construction of four new apartments at the former Senior Center was completed in 2014.

Under Article 57 of the April 2015 Annual Town Meeting another \$500,000 was appropriated to NAHC for future creation of affordable housing, contingent upon a written contract with the



Town. Article 38 of the April 2016 Annual Town Meeting appropriated another \$100,000 in CPC funds for the NAHC. Article 42 of the April 2017 Annual Town Meeting appropriated \$100,000 in CPC funds for use by the NAHC. Article 28 of the April 2018 Annual Town Meeting appropriated \$100,000 in CPC funds for use by the NAHC. Using the CPC funds, NAHC worked with the non-profit Habitat for Humanity to develop 4 units of affordable housing in two historic buildings in the Town Center in 2019. Article 26 of the April 2019 Annual Town Meeting Warrant appropriated another \$100,000 in CPC funds for use by the NAHC in a yet to be determined project.



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