

# **General Administration**

## **Section 2**



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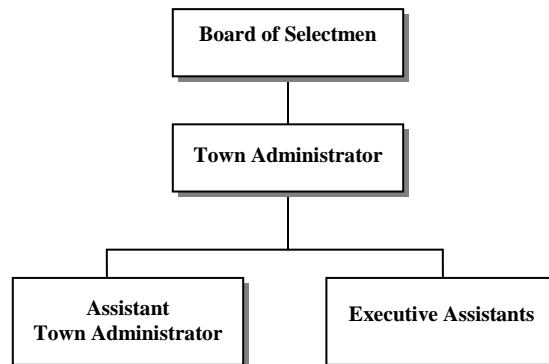


### Executive Office Departmental Statement

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 issue 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 FY2016 Initiatives and Accomplishments

1. GFOA Distinguished Budget Award: The Town received its sixth consecutive national budget award in FY2016 from the Government Finance Officers Association. The award represents a significant achievement by the Town. It reflects the commitment of the Board of Selectmen and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the Town had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well the Town's budget serves as a policy document, a financial plan, an operations guide and a communications device.  
  
The Town's FY2016 Budget document was rated "proficient" in all four categories, as well as the fourteen mandatory criteria within those categories, to receive the award. The FY2016 Budget passed Town Meeting with the unanimous support of the Board of Selectmen, Appropriations Committee, Financial Planning Committee and the School Department.
2. Enhanced Financial Trend Monitoring Report: The Financial Team updated the Town's Financial Trend Monitoring System (FTMS) Report. During FY2016 two new Capital Investment Indicators were implemented to track overall capital asset investments and investments in roadway infrastructure. The purpose of the FTMS is to analyze key financial indicators in order to assess the financial direction of the Town. The report is designed to bring issues and opportunities to the attention of decision-makers through a systematic method of trend analysis. The ultimate goal of the FTMS is to help local officials better assess and protect the Town of Northborough's overall financial condition. The new FTMS Report is included in its entirety as Appendix C of this budget document.
3. Clean Annual Audit and Positive Free Cash: The Town closed out FY2015 with approximately \$3.2 million in Free Cash on June 30, 2015 and no material issues or deficiencies were noted in the annual audit.
4. Completed Comprehensive Operational Reviews of Police & Fire Departments: Following the Interim Report of the Selectmen's Ad Hoc Staffing Committee in March of 2014, proposals were sought for consulting services to conduct comprehensive operational reviews of the Police and Fire Departments. Based upon the report recommendations one police officer and one firefighter/paramedic are being added mid-year in FY2017 budget. Beyond FY2017 the studies recommend adding one more firefighter/paramedic and a deputy chief, resources permitting. The full staffing reports are available on the Town's webpage <http://www.town.northborough.ma.us> under "Reports and Documents".
5. Lincoln Street Elementary School Renovation/Addition Project: At the April 2012 Annual Town Meeting, \$500,000 was approved as part of the FY2013 Capital Budget to conduct a Feasibility Study of the Lincoln Street Elementary School. Following Town Meeting approval work on the study commenced, resulting in the hiring of a project management firm (Strategic Building Solutions) and an architectural firm (Lamoureux-Pagano Associates). The Lincoln Street School Building Committee, which includes town officials, school officials and citizens, worked in partnership with the Massachusetts School Building Authority



(MSBA) to develop a preferred design solution, which was unanimously endorsed by the Building Committee, K-8 School Committee and MSBA.

At the April 2014 Town Meeting the preferred design solution was presented and approved, followed by a successful debt exclusion vote at the May 12, 2014 Town election ballot. The project is estimated to cost \$25.5 million, with MSBA providing a maximum grant of \$10.4 million. The original estimated tax impact on the average single family home over the life of the project was \$148 per year with a peak impact of approximately \$201 in FY2017. However, in light of the Town's upgraded bond rating and the advantageous interest rates received on the bonds, the average impact will be closer to \$137 per year with a \$155 impact in FY2017. As of this writing the project is approximately 70% complete, ahead of schedule and under budget with minimal change orders. Project completion is anticipated in the fall of 2016.

6. FY2016 Capital Budget Approved \$4,109,000 in Projects with no additional tax impact: The approved FY2016 Capital Budget totaled \$4,109,000, of which \$2,194,000 was funded with Free Cash (one-time revenues), resulting in no additional tax impact. In addition \$135,000 in funding came from the Water & Sewer Enterprise Fund balance with no additional impact on rate payers. The funding approach eliminated any additional tax impact on residents and added no new debt service to the general fund budget. The only debt issued was \$1,500,000 for the Water & Sewer Enterprise Fund Hudson Street Pump Station Improvements and \$280,000 for the Fire Department's EMS Revolving Fund Ambulance purchase. Debt for the two projects was financed by user fees (not general fund tax dollars).
7. Implementation of a Pavement Management Plan: During FY2016 the Town implemented the first year of a comprehensive pavement management plan. Through a combination of State and local funding sources the Town was able to invest approximately \$1.1 million in roadway infrastructure with the goal of preventing the Town's average pavement condition index score of 71 out of 100 from deteriorating further. Subsequent annual appropriations will be necessary in order to maintain the plan, coupled with continued advocacy with the Massachusetts Municipal Association (MMA) to get the State to increase its Chapter 90 (transportation bond) funding from \$200 to \$300 million statewide.
8. Upgraded Bond Rating to Aa1: In conjunction with the bond issuances for the Lincoln Street School project, Moody's Investors Service upgraded the Town's bond rating from Aa2 to Aa1, which is Northborough's highest rating ever. During the review Moody's cited the Town's manageable debt levels, strong reserves, below average pension liabilities and its ongoing funding of OPEB liabilities as positive factors. With regard to management they commented that "*the Town has a strong management team evidenced by a multi-year trend of conservative budgeting guided by formal fiscal policies.*" In January of 2016 the Town issued the last of the Lincoln Street project bonds and received a rate of 2.27% on the 20 year notes, the lowest rate ever received.
9. Successfully Negotiated Health Insurance Plan Design Changes: The Town successfully negotiated higher copays and deductibles with all employee groups, effective for the start of FY2017 on July 1, 2016. The modifications largely mitigated the anticipated premium increases of 7-9%. With the new plan design changes in place resulting in an anticipated 3%



budget increase for FY2017, the average health insurance budget increase for the last eight years remains manageable at just 2.57%.

10. Solid Waste Contract Negotiations Successfully Completed: The Town successfully concluded negotiations with its existing solid waste hauler for a three year successor contract resulting in no increase for FY2017 and just a 2% increase in fiscal years 2018 and 2019, which is an annual increase of just 1.33% over the three year contract. Given the favorable contract renewal the Town will be able maintain the current PAYT program without increasing existing bag fees or the General Fund subsidy.
11. Department Head Recruitments Completed: During FY2016 the Town successfully conducted a Fire Chief recruitment including the selection of a consultant to conduct a formal assessment center process and the hiring of an interim Fire Chief. The entire process took over half a year and resulted in a candidate that was unanimously support by all stakeholders. In addition to the Fire Chief recruitment, the Town also conducted an extensive process to hire a new Library Director, Board of Health Agent and Building Inspector.
12. 250<sup>th</sup> Town Anniversary Celebration Events: In March 2014, the Northborough Board of Selectmen created a 250<sup>th</sup> Town Anniversary Committee to plan events during the 2016 calendar year for the 250<sup>th</sup> Anniversary Celebration of Northborough. The Committee's mission is to plan and coordinate a series of events, learning activities, social and cultural opportunities which will lead to an expanded awareness and appreciation by all of the rich 250 year history, life experience and growth of the Town of Northborough. Several events were held during FY2016 with the balance still to come in the fall of 2016.

#### **Executive Office FY2017 Goals and Initiatives**

1. GFOA Distinguished Budget Award Program: Continue to refine the Town's Award winning budget for the FY2017 submission to the Government Finance Officers Association (GFOA) Distinguished Budget Award Program. FY2017 enhancements will continue to focus on long-range financial planning and refinement of the FTMS, as well as the introduction of meaningful performance measures into the operating budgets. Results from the comprehensive Staffing Study will be incorporated into the financial projections as implementation plans take shape.
2. Lincoln Street Renovation/Addition Project Completion: As discussed under FY2016 accomplishments, the Lincoln Street Elementary School renovation /addition building project will be completing in the fall of 2016. Project closeout and MSBA audits will continue to consume significant staff time long after the students are occupying the new space.
3. All Collective Bargaining Agreements to be Negotiated: FY2016 is the last year of the previously negotiated collective bargaining agreements for Police Patrol Officers, Police Sergeants, Dispatchers, Fire and the Northborough Municipal Employees Association. A significant amount of time will be devoted to negotiating fair and sustainable future increases for personnel in FY2017-FY2019.



4. Negotiate a new Inter-municipal Agreement (IMA) with the City of Marlborough: The Town of Northborough does not own its own sewer treatment plant, but instead sends its flow to the City of Marlborough's Westerly Treatment Plant under a long-standing IMA that dates back to the 1960s. On November 16, 2009, after spending more than 8 years working with both the State DEP and Federal EPA, the National Pollutant Discharge Elimination System (NPDES) Permit modification for the Marlborough Westerly Treatment Plant was finally granted. The permit allowed the Westerly Treatment Plant additional sewer capacity by increasing the permitted flow of treated effluent into the Assabet River.

Unfortunately, after granting the increase in flow, the EPA abruptly and unexpectedly rescinded the NPDES permit on February 23, 2010. However, since the granting of the initial permit, Marlborough has completed a \$30 million expansion and upgrade project at the plant. A major ongoing initiative will be increasing Northborough's advocacy to get the EPA's NPDES Permit released and subsequently negotiate a new IMA with Marlborough. Release of the permit and securing additional sewer capacity through a new IMA is critical to Northborough's future economic development. For more information regarding the Town's sewer history and the EPA permit process, please see Section 8-5 of this budget document.

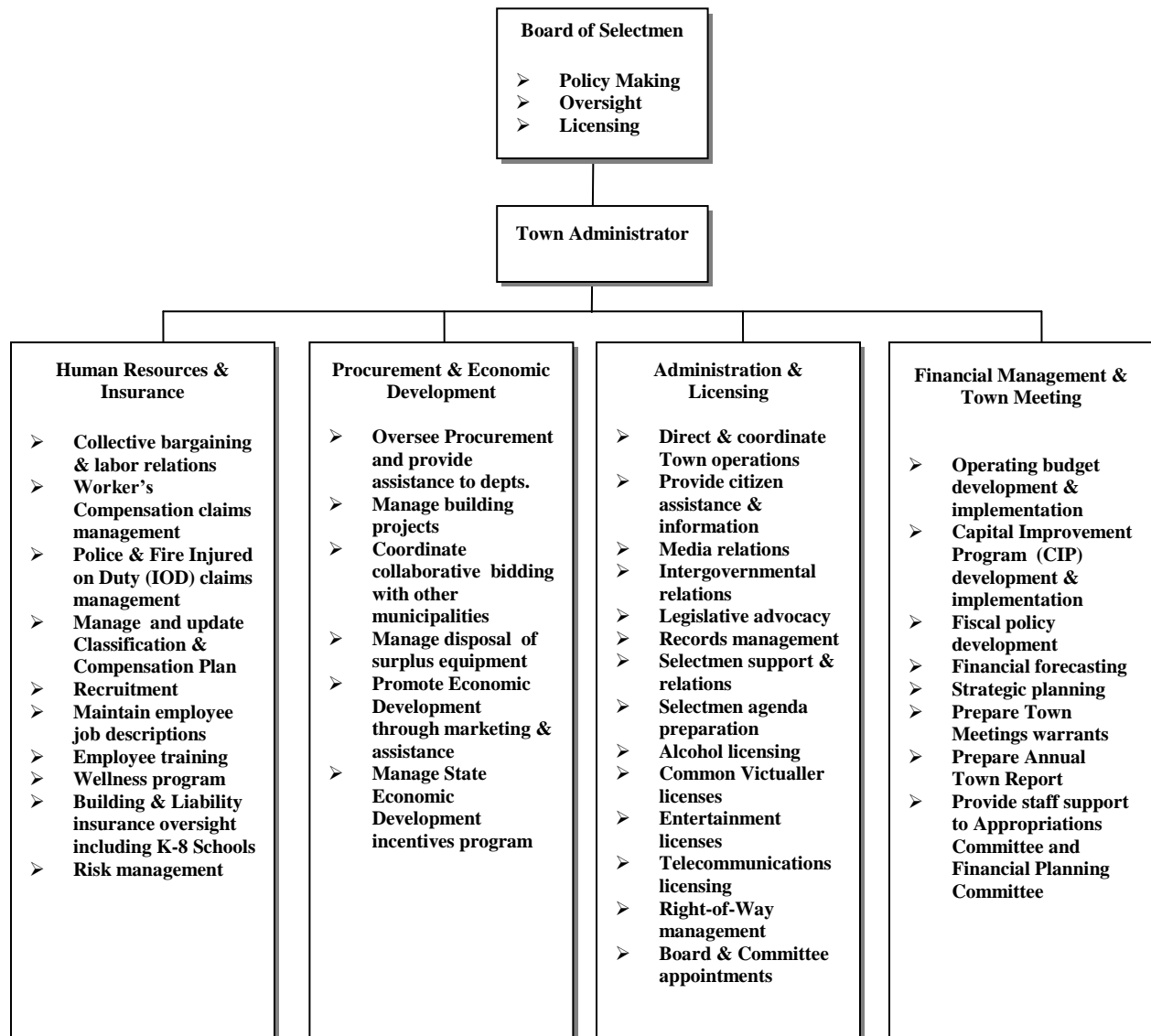
5. Municipal Aggregation Project: In accordance with Massachusetts General Laws Chapter 164 Section 134, the Town will initiate a residential electricity aggregation program whereby the Town buys electric power on behalf of those living within its boundaries at a discounted rate and passes the savings on to its residents. Participation in the program is not required and residents may "opt out" at their discretion. The sole purpose for initiating such a program is to save residents money on their electric bills.
6. Infrastructure Improvements: In addition to the Lincoln Street School Building Project, the Town will continue implementing the Pavement Management Plan in FY2017; move forward with the replacement of the Church Street bridge/culvert; complete the upgrade of the Hudson Street pump station, which handles 98% of the Town's sewer flow; manage the Downtown Common project; and continue to provide time and resources to the Community Preservation Committee as it evaluates the various options for preserving the historic White Cliffs facility. These projects as well as many smaller capital improvements scheduled throughout FY2017 will continue to add to the quality and economic vitality of the Northborough community.

### Significant Budget Changes or Initiatives

The Executive Office budget is increasing \$33,336, or 8.79% in FY2017 primarily due restoration of a part-time position that was reduced in FY2015. The reduction was an effort to job share a position between the Selectmen's Office and the Town Clerk's Office; however scheduling conflicts and new State-mandates have added workload that necessitates staff. There are no other significant changes in the Executive Office. The FY2017 budget does not reflect wage increases for union and non-union personnel as these expenses are budgeted centrally pending successful contract negotiations.



## Executive Office Programs and Services





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

<b>Position</b>	<b>FY 2013 FTE</b>	<b>FY 2014 FTE</b>	<b>FY 2015 FTE</b>	<b>FY 2016 FTE</b>	<b>FY 2017 FTE</b>
Town Administrator	1	1	1	1	1
Assistant Town Administrator	1	1	1	1	1
*Executive Assistants	1.75	1.75	1.5	1.5	2
<b>Total Full-time Equivalent</b>	<b>3.75</b>	<b>3.75</b>	<b>3.50</b>	<b>3.50</b>	<b>4</b>

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

- In FY2017 a part-time Executive Assistant position that was previously reduced in FY2015 is being restored. The reduction was an effort to job share a position between the Selectmen's Office and the Town Clerk's Office; however scheduling conflicts and new State-mandates have added workload that necessitates increasing staff.

## Section 2-8

## Executive Office



FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
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### BOARD OF SELECTMEN

#### Personnel Services

51110 Selectmen Stipends	5,356	5,356	5,356	5,356	2,678	5,356
51120 Executive Assistant	58,344	32,768	61,015	62,377	30,385	124,100
51220 Part-Time Executive Assistant	43,758	29,983	30,391	31,189	15,192	0
51410 Longevity Pay	1,000	650	650	650	650	650
<b>SUBTOTAL</b>	<b>108,458</b>	<b>68,757</b>	<b>97,412</b>	<b>99,572</b>	<b>48,905</b>	<b>130,106</b>

#### Expenses

52850 Annual Independent Audit	24,655	21,578	22,009	22,449	22,449	22,898
53090 Advertising	131	44	93	850	202	850
56930 Town Meeting Expenses	170	0	0	500	32	500
57320 Subscriptions	425	425	425	600	425	600
57330 Memberships	2,289	2,516	2,444	2,515	2,491	2,528
57340 Meetings	292	0	326	1,250	0	1,250
57810 Unclassified	421	107	342	1,000	0	1,000
<b>SUBTOTAL</b>	<b>28,384</b>	<b>24,669</b>	<b>25,639</b>	<b>29,164</b>	<b>25,599</b>	<b>29,626</b>

#### TOTAL: SELECTMEN

<b>136,841</b>	<b>93,426</b>	<b>123,051</b>	<b>128,736</b>	<b>74,505</b>	<b>159,732</b>
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## Executive Office

## Section 2-9

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>TOWN ADMINISTRATOR</b>						
<b>Personnel Services</b>						
51100 Town Administrator	127,582	132,728	138,092	143,690	69,301	145,112
51120 Assistant Town Administrator	75,676	79,491	83,512	87,744	42,318	88,612
51410 Longevity Pay	200	350	550	550	550	550
<b>SUBTOTAL</b>	<b>203,458</b>	<b>212,568</b>	<b>222,154</b>	<b>231,984</b>	<b>112,169</b>	<b>234,274</b>
<b>Expenses</b>						
53110 Printing	0	0	0	1,600	0	1,600
54290 Office Supplies	0	0	0	1,200	0	1,200
57110 Travel/Mileage	3,600	3,836	3,870	3,967	1,983	3,967
57310 Dues	1,445	1,312	1,511	1,550	1,436	1,600
57320 Subscriptions	691	637	642	700	695	700
57340 Meetings	5,617	3,333	3,103	3,500	655	3,500
<b>SUBTOTAL</b>	<b>11,353</b>	<b>9,119</b>	<b>9,126</b>	<b>12,517</b>	<b>4,769</b>	<b>12,567</b>
<b>TOTAL: TOWN ADMINISTRATOR</b>	<b>214,811</b>	<b>221,687</b>	<b>231,279</b>	<b>244,501</b>	<b>116,938</b>	<b>246,841</b>

## Section 2-10

## Executive Office



	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>ECONOMIC DEVELOPMENT</b>						
<b>Expenses</b>						
54290 Office Supplies	0	5	0	200	0	200
57110 Travel/Mileage	0	0	0	235	0	235
57310 Dues	0	0	0	340	340	340
57320 Subscriptions	0	0	0	50	0	50
57340 Meetings	422	340	0	475	0	475
<b>SUBTOTAL</b>	<b>422</b>	<b>345</b>	<b>0</b>	<b>1,300</b>	<b>340</b>	<b>1,300</b>
<b>TOTAL: ECONOMIC DEVELOPMENT</b>	<b>422</b>	<b>345</b>	<b>0</b>	<b>1,300</b>	<b>340</b>	<b>1,300</b>

### ANNUAL TOWN REPORTS

<b>Expenses</b>						
52800 Contractual Services	1,400	1,716	2,694	1,800	0	1,800
53110 Printing	1,763	2,709	1,717	2,900	0	2,900
<b>SUBTOTAL</b>	<b>3,163</b>	<b>4,425</b>	<b>4,411</b>	<b>4,700</b>	<b>0</b>	<b>4,700</b>
<b>TOTAL: ANNUAL TOWN REPORTS</b>	<b>3,163</b>	<b>4,425</b>	<b>4,411</b>	<b>4,700</b>	<b>0</b>	<b>4,700</b>



### Public Buildings Departmental Statement

The Public Buildings Account provides for various costs associated with the Town Office Building as well as other Town facilities, including:

1. Gasoline and diesel fuel used by all Town vehicles.
2. 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).
3. The Public Buildings account provides funds for the payment of water & sewer user fees to the Water & Sewer Enterprise Funds for use by Town Buildings and Facilities (Town Hall, Library, Fire Station, Police Station, Public Works Garage, Cemetery, Parks and Senior Center).
4. The account provides funds for the payment of Solid Waste fees for solid waste collection and disposal services provided to Town buildings and facilities.

In FY1998 a new position of Facility Manager was originally proposed. The new position would have been responsible for coordinating the maintenance and repair of Town Buildings. To date, that position remains unfilled due to budget limitations. During FY2009 a full-time custodian position was added and split between the Town Office Building and the Police Station. The position replaced a contractual cleaning service.

PUBLIC BUILDINGS					
Personnel Summary					
Position	FY 2013 FTE	FY 2014 FTE	FY 2015 FTE	FY 2016 FTE	FY 2017 FTE
Custodian	.5	.5	.5	.5	.5
<b>Total Full-time Equivalent</b>	<b>.5</b>	<b>.5</b>	<b>.5</b>	<b>.5</b>	<b>.5</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.

## Section 2-12

## Public Buildings



	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>PUBLIC BUILDINGS</b>						
<b>Personnel Services</b>						
51100 Full-time Salaries	0	0	0	0	0	0
51300 Overtime	0	0	849	5,332	0	5,437
51410 Longevity	0	100	100	100	100	100
51970 Part-time Custodian	20,710	22,814	22,501	23,508	11,372	23,613
<b>SUBTOTAL</b>	<b>20,710</b>	<b>22,914</b>	<b>23,450</b>	<b>28,940</b>	<b>11,472</b>	<b>29,150</b>
<b>Expenses</b>						
52110 Utilities Town Office Building	38,565	41,975	43,244	56,990	14,773	56,990
52460 Office Machine Maintenance	10,328	13,384	12,061	15,000	5,047	16,200
52800 Contractual Services	238	400	0	3,000	0	3,000
53410 Telephone	27,105	25,875	25,656	30,000	12,651	30,000
53420 Postage	25,028	29,499	31,866	35,000	14,171	35,000
54290 Office Supplies	5,772	5,386	7,174	9,000	2,869	9,000
54490 Repairs and Maintenance	29,184	32,116	71,016	80,000	18,980	90,000
54590 Supplies	11,736	13,366	11,749	11,000	5,924	12,000
54820 Gasoline	153,974	157,042	123,191	170,000	22,468	170,000
58700 Water Charges	7,218	9,233	8,628	16,500	7,036	16,500
58705 Sewer Charges	2,262	2,741	2,942	3,300	1,562	3,300
58708 Solid Waste Charges	30,615	20,777	30,033	31,000	5,250	31,000
<b>SUBTOTAL</b>	<b>342,024</b>	<b>351,793</b>	<b>367,561</b>	<b>460,790</b>	<b>110,731</b>	<b>472,990</b>
<b>TOTAL: PUBLIC BUILDINGS</b>	<b>362,734</b>	<b>374,708</b>	<b>391,011</b>	<b>489,730</b>	<b>122,203</b>	<b>502,140</b>

### Significant Budget Changes or Initiatives

The Public Building Account is up slightly by \$12,410 or 2.53% from the previous year in anticipation of several relatively minor building repair and maintenance projects that do not meet the minimum \$25,000 threshold for inclusion in the Capital Improvement Plan. The budget as presented does not include wage increases for the custodian position, pending successful contract negotiations.



### **Finance Departmental Statement**

The Finance Department consist 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, motor vehicle excise taxes, and the receipt of various permits and licenses. In addition, the Division is responsible for reconciliation of bank accounts, warrants, 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. The Finance Director serves as the Treasurer/Collector in addition to the position's other responsibilities.

#### **Assessing Division**

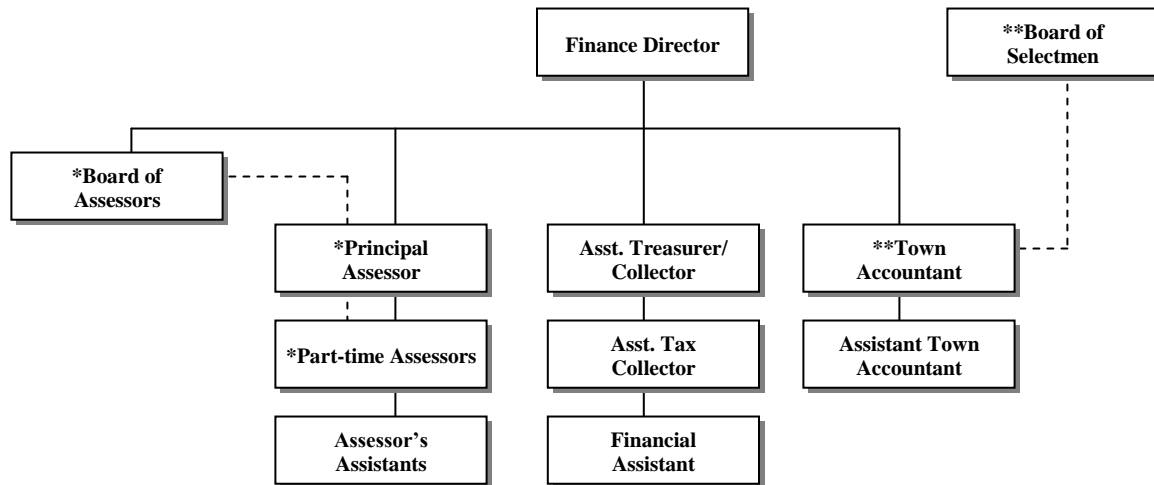
The primary role of the Assessor's Division, under the direction of the Board of Assessors, is the valuation of all real and personal property in the Town. The State Department of Revenue (DOR) requires that all property be valued at full and fair cash value which ensures that all property owners pay 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 revalue all properties yearly and, once every three years, undergo a state recertification audit. In addition to appraisal duties, the Assessor's Division is responsible for the processing of statutory tax exemptions; tax abatement filings for real estate and motor vehicle excise taxes; maintaining and updating records of deeds received from the Registry of Deeds; processing of water and sewer betterments; maintaining records of exempt property and defending Appellate Tax Board cases.

#### **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 supplies departments with financial reports and payroll information. The Accounting Division ensures the Town is in compliance with Generally Accepted Accounting Principles, Federal and State laws, and Town Meeting authorizations.



### 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. The Part-time Assessors are also responsible for performing the field inspection work necessary for the appraisal of all real estate and personal properties in Town.

\*\*In accordance with the Town Charter the Town Accountant position is appointed by the Board of Selectmen, but coordinates on a daily basis through the Finance Director to prepare the financial information needed to reach essential management decisions and formulate fiscal policies. 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. The Assistant Town Accountant position is appointed by the Town Administrator.





### Finance FY2016 Initiatives and Accomplishments

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

1. Prepared for software enhancements and created reports to comply with the requirements of the Affordable Care Act with the issuance of the newly required Form 1095-C's.
2. The Financial Team worked closely with the Assessing Division with the tax rate approval schedule in order to continue to hold a November Classification Hearing in FY2016.
3. After a comprehensive RFP process, successfully transitioned various municipal bank accounts to save banking fees and maximize investment income.
4. Successfully pursued the real estate tax collection of several significant properties in tax title.

#### **Assessing Division:**

1. Successful conversion from the outdated State CAMA appraisal system to the highly versatile and comprehensive assessment software of Patriot Properties, Inc.
2. Successful completion of FY2016 Revaluation Certification in compliance with Massachusetts Department of Revenue guidelines.
3. Assisted over 150 Senior residents with applications for real estate tax relief programs.
4. Established information continuity for assignment of map, lot & street numbers including map updates provided to other departments.

#### **Accounting Division:**

1. Completed the FY2015 annual independent audit of the Town's financial statements resulting in no material deficiencies.
2. Timely submission of all required reports to the Department of Revenue including all supporting documents used to accurately certify Free Cash for the close of FY2015.
3. Continued progress toward closing prior year capital projects balances so that remaining balances can provide a source for the Town's Capital Improvement Program.
4. Achieved compliance with Government Account Standards Boards (GASB) Statement 45, Statement 54, Statement 63, and Statement 68 in the FY2015 financial statements.



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**Finance FY2017 Goals and Initiatives**

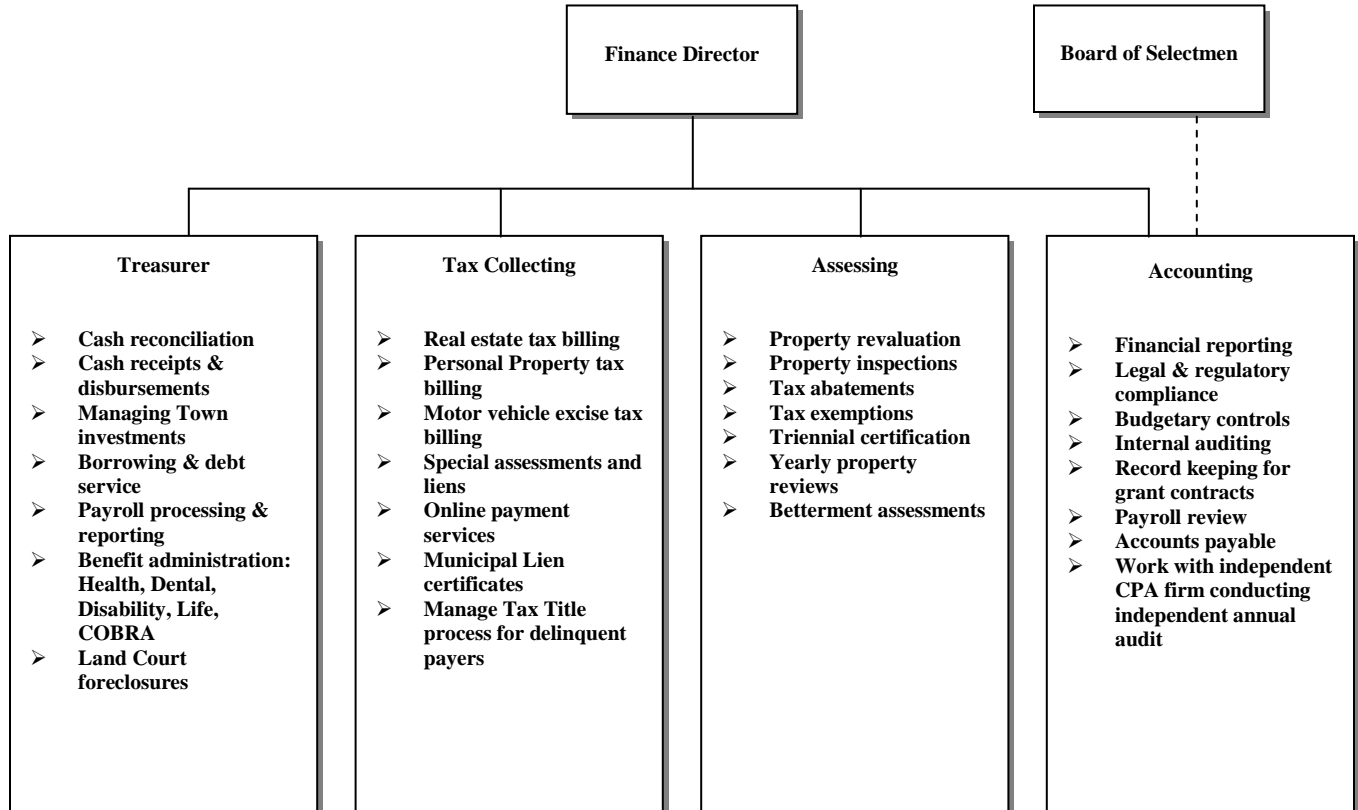
1. Continue progress towards complete integration of the Financial Offices with improved communication, cross training and sharing of resources.
2. Continue to work to improve our budget document for the Government Finance Officers Association Distinguished Budget Award which requires the Town to implement Best Practices in public budgeting.
3. Continue to work with our comprehensive financial and investment policies to improve financial procedures and expand internal controls to efficiently manage our financial resources.
4. Continue to expand utilization of technology and improve communication utilizing the Town's webpage.
5. 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 FY2017 budget decreases \$27,897 or 3.69% primarily due to completion of the triennial recertification of property values (revaluation) in FY2016. A revaluation is the process of conducting the data collection and market analysis necessary to bring values of all properties within the Town up to date and in line with the market for the purpose of fairly distributing the tax burden. The process is overseen by the Massachusetts Department of Revenue, Bureau of Local Assessment staff to ensure the proposed values are derived utilizing a methodology based on generally accepted mass appraisal practices, and are supported with current market evidence and are uniformly and equitably applied to all property. Beyond the reductions to the FY2017 Assessing Division Budget, there are no significant changes in the Finance Department. The FY2017 budget does not reflect wage increases for union and non-union personnel as these expenses are budgeted centrally pending successful contract negotiations.



## Financial Offices Programs and Subprograms



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

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</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	0	0	0	0	0
Assistant Treasurer/Collector	1	1	1	1	1
Assistant Tax Collector	1	1	1	1	1
Financial Assistant	1	1	1	1	1
<u>Assessing Division</u>					
Principal Assessor	1	1	1	1	1
Part-time Assessors (2)	.5	.5	.5	.5	.5
Assessor's Assistants	2	2	2	2	2
<u>Accounting Division</u>					
Town Accountant	1	1	1	1	1
Assistant Accountant	.85	.88	1	1	1
<b>Total Full-time Equivalents</b>	<b>9.35</b>	<b>9.38</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

\*Personnel Explanation: Full-time Equivalents are based upon 40 hrs per wk (34hrs/40hrs = .85 FTE).

During FY2010 a part-time, 20 hour per week Financial Assistant position in the Treasurer's Office was eliminated. Previously, the Assistant Town Accountant position was also reduced from 40 hours per week to 30 hours per week. In FY2012, the budget restored 4 hours per week to the Assistant Accountant position. In FY2014, the budget restored another 1 hour per week (34-35 hrs./week). In FY2015, the Assistant Town Accountant position was fully restored to 40 hours per week where it remains. The restoration allows the Town Accountant more time to address higher level professional and managerial needs.

During FY2011 the Treasurer/Collector was promoted to Finance Director as part of a Town Meeting approved reorganization to create a unified Finance Department.



## Finance Department

## Section 2-19

		FY2013	FY2014	FY2015	FY2016	FY2016	FY2017
		ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED
<b>TREASURER/COLLECTOR</b>							
<b>Personnel Services</b>							
51100	Finance Director Salary	96,580	100,475	104,535	108,773	52,461	109,850
51120	Treasurer Office Staff Salaries	158,498	167,051	168,563	174,222	85,073	173,827
51410	Longevity Pay	1,400	1,550	1,850	2,000	2,000	1,650
51970	Treasurer's Stipend	1,000	1,000	1,000	1,000	1,000	1,000
	<b>SUBTOTAL</b>	<b>257,478</b>	<b>270,076</b>	<b>275,948</b>	<b>285,995</b>	<b>140,533</b>	<b>286,327</b>
<b>Expenses</b>							
52800	Contractual Services	1,109	1,462	1,253	1,500	542	1,800
53040	Computer Services	6,446	6,131	6,425	6,689	3,196	7,389
53090	Advertising	929	351	393	1,000	318	1,000
53110	Printing	5,540	5,040	4,825	6,723	0	6,723
53160	Banking Services	1,997	1,717	1,765	4,900	715	2,400
54290	Office Supplies	699	1,113	290	675	326	675
57110	Travel/Mileage	399	578	281	758	130	758
57310	Dues	475	375	390	475	390	475
57340	Meetings	683	781	699	990	140	990
57810	Unclassified	1,372	1,737	3,299	1,840	1,283	1,840
	<b>SUBTOTAL</b>	<b>19,648</b>	<b>19,284</b>	<b>19,620</b>	<b>25,550</b>	<b>7,040</b>	<b>24,050</b>
<b>TOTAL: TREASURER/COLLECTOR</b>		<b>277,126</b>	<b>289,359</b>	<b>295,569</b>	<b>311,545</b>	<b>147,573</b>	<b>310,377</b>

## Section 2-20

## Finance Department



		FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>ASSESSOR</b>							
<b>Personnel Services</b>							
51100	Principal Assessor Salary	96,674	85,289	89,601	92,648	44,966	92,986
51120	Assessor Asst. Salaries	90,598	93,282	94,823	106,641	51,714	107,712
51130	PT Assessors Salaries	20,581	22,268	24,962	35,802	13,530	36,151
51410	Longevity	200	200	550	550	550	700
	<b>SUBTOTAL</b>	<b>208,053</b>	<b>201,039</b>	<b>209,936</b>	<b>235,641</b>	<b>110,759</b>	<b>237,549</b>
<b>Expenses</b>							
52800	Contractual Services	42,252	46,942	25,305	52,325	2,300	22,550
53090	Advertising	49	44	104	150	0	150
53110	Printing	741	615	41	450	219	750
54290	Office Supplies	20	22	499	200	27	500
57110	Travel/Mileage	1,193	1,202	1,226	2,600	367	2,600
57310	Dues	469	254	429	444	254	444
57320	Subscriptions	1,115	1,177	1,227	1,250	1,128	1,350
57340	Meetings	1,257	1,106	1,549	1,600	120	1,800
	<b>SUBTOTAL</b>	<b>47,096</b>	<b>51,361</b>	<b>30,379</b>	<b>59,019</b>	<b>4,415</b>	<b>30,144</b>
<b>TOTAL: ASSESSOR</b>		<b>255,149</b>	<b>252,400</b>	<b>240,315</b>	<b>294,660</b>	<b>115,174</b>	<b>267,693</b>



## Finance Department

## Section 2-21

		FY2013	FY2014	FY2015	FY2016	FY2016	FY2017
		ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED
<b>ACCOUNTING</b>							
<b>Personnel Services</b>							
51100	Accountant Salary	87,622	89,374	91,162	92,986	45,295	92,986
51120	Asst. Accountant Salary	43,975	40,073	44,938	51,825	24,994	52,063
51410	Longevity	350	350	200	200	200	200
	<b>SUBTOTAL</b>	<b>131,948</b>	<b>129,798</b>	<b>136,299</b>	<b>145,011</b>	<b>70,489</b>	<b>145,249</b>
<b>Expenses</b>							
52800	Contractual Services	834	834	834	1,000	834	1,000
53110	Printing	97	114	118	450	422	450
54290	Office Supplies	131	264	0	200	0	200
57310	Dues	125	200	125	185	125	185
57320	Subscriptions	0	0	0	125	0	125
57340	Meetings	1,904	1,010	2,351	3,000	65	3,000
	<b>SUBTOTAL</b>	<b>3,091</b>	<b>2,422</b>	<b>3,427</b>	<b>4,960</b>	<b>1,446</b>	<b>4,960</b>
<b>TOTAL: ACCOUNTING</b>		<b>135,038</b>	<b>132,220</b>	<b>139,727</b>	<b>149,971</b>	<b>71,935</b>	<b>150,209</b>



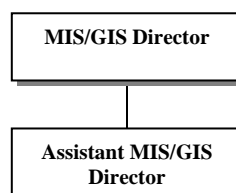
### **Management Information Systems (MIS) & Geographic Information Systems (GIS) Departmental Statement**

The MIS/GIS Department is charged with coordinating the implementation and application of information technology throughout Town. The Department was formed in 1997 in order to manage a number of warrant articles passed at previous Town Meetings. The articles sought to modernize the technology in use at Town Offices as well as to implement a Geographic Information System (GIS). GIS is a system of hardware and software used for storage, retrieval, mapping and analysis of geographic data. In the simplest terms, GIS is the merging of cartography and database technology.

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 FY2016 Initiatives and Accomplishments**

1. New servers were deployed at Town Hall to run the Town's financial (MUNIS) and appraisal (CAMA) applications and at the Police and Fire Departments in anticipation of upgraded public safety applications from Pamet. New domain controllers and file/print servers were also rolled out in FY2016.
2. The Town's online GIS viewer was redesigned in FY2016. The new website offers additional GIS layers and utilizes a design that works on both desktop and mobile devices alike.
3. Replacement and virtualization of servers at the Senior Center began in FY2016. This marks the conclusion of a multi-year virtualization project.

### **MIS/GIS FY2017 Goals and Initiatives**

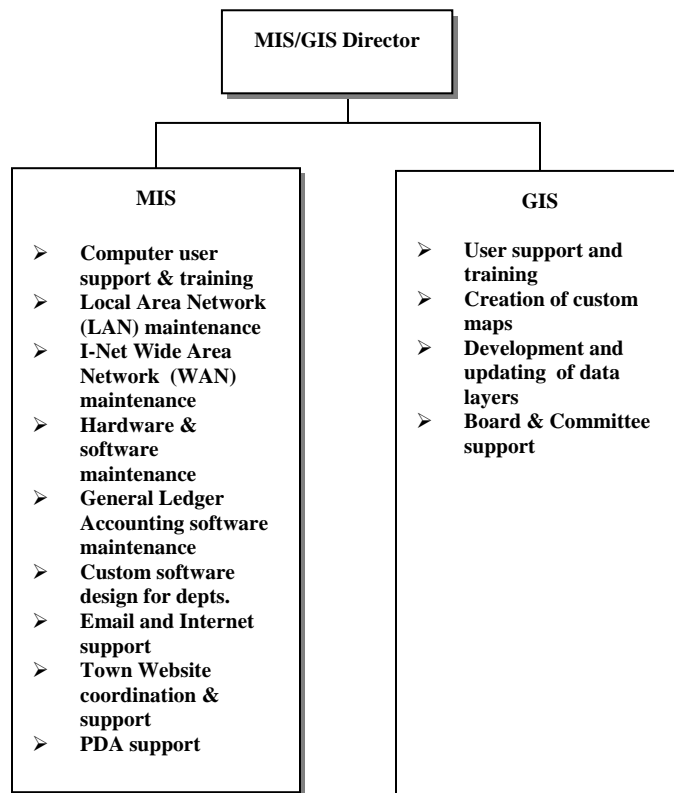
1. A redesign of the Town's website will begin in FY2017. The current site, which is hosted by Virtual Town Hall, was rolled out in 2009. The new design features an improved Content Management System (CMS) and will also include a mobile-friendly interface.
2. A network management and monitoring system will be deployed in FY2017. This system will provide comprehensive monitoring of critical network components such as fiber switches and servers, and allow for a more proactive stance in managing the Town's network infrastructure.

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

The MIS/GIS budget is increasing by \$45,988, or 10.74%. Factors contributing to the increase include the addition of a redundant internet connection at the Police Department and costs associated with a network management system. The FY2017 budget also includes upgrades for the Town webpage designed to make it user-friendly for mobile devices. The webpage's content and features will also be reviewed as part of the upgrade. The FY2017 budget does not reflect wage increases for union and non-union personnel as these expenses are budgeted centrally pending successful contract negotiations.



## MIS/GIS Programs and Services



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

<b>Position</b>	<b>FY 2013 FTE</b>	<b>FY 2014 FTE</b>	<b>FY 2015 FTE</b>	<b>FY 2016 FTE</b>	<b>FY 2017 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 shared between the General Fund and the Water/Sewer Enterprise Funds. The FY2017 salary is allocated as follows: \$72,986 in the General Fund Budget, \$12,000 in the Water Enterprise Fund Budget and \$8,000 in the Sewer Enterprise Fund Budget.

## Section 2-26

## MIS/GIS



	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>MIS/GIS DEPARTMENT</b>						
<b>Personnel Services</b>						
51110 MIS/GIS Director Salary (GF)	67,622	69,374	71,162	72,986	25,295	72,986
51120 Asst. MIS/GIS Director Salary	79,149	80,732	82,346	83,994	40,915	83,994
51410 Longevity Pay	700	850	850	1,000	850	1,000
<b>SUBTOTAL</b>	<b>147,471</b>	<b>150,956</b>	<b>154,358</b>	<b>157,980</b>	<b>67,059</b>	<b>157,980</b>
<b>Expenses</b>						
52800 Contractual Services	1,763	4,475	23,150	50,000	13,058	50,000
53040 Computer Services	32,662	34,985	30,046	32,730	24,518	41,670
53190 Training	0	1,250	0	9,150	0	9,175
53720 Computer Maintenance	51,056	39,251	54,331	92,868	55,523	115,791
54290 Office Supplies	16,157	15,548	11,387	15,924	4,532	15,860
57110 Travel/Mileage	0	78	0	526	124	401
57310 Dues	100	0	0	200	0	450
57320 Subscriptions	100	24	100	250	249	250
57340 Meetings	0	0	199	3,563	0	3,505
58690 New Equipment	37,428	9,076	65,873	65,073	27,391	79,170
<b>SUBTOTAL</b>	<b>139,266</b>	<b>104,687</b>	<b>185,086</b>	<b>270,284</b>	<b>125,394</b>	<b>316,272</b>
<b>TOTAL: MIS/GIS</b>	<b>286,736</b>	<b>255,644</b>	<b>339,444</b>	<b>428,264</b>	<b>192,454</b>	<b>474,252</b>

\* The FY2017 salary total is \$92,986 (\$72,986 in the General Fund Budget, \$12,000 in the Water Enterprise Fund Budget and \$8,000 in the Sewer Enterprise Fund Budget).

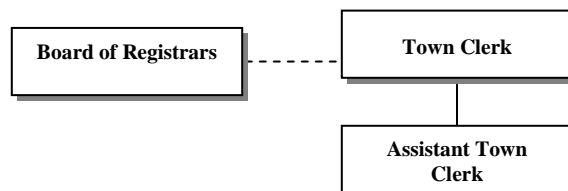


### Town Clerk's Office Departmental Statement

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 FY2016 Initiatives and Accomplishments**

1. Purchased new optical scan voting equipment.
2. Successfully managed the 2016 Presidential Primary Election and the 2016 Town Election.
3. 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.
4. Continue to manage the Meeting Calendar on the homepage of the Town's website, which displays all Board and Committee meetings, along with agendas, and minutes when available. Contribute and manage Town News on the Town's website.
5. Distribute and track Conflict of Interest/Ethics training documentation for all employees and Town Officials as required.

**Town Clerk's FY2017 Goals and Initiatives**

1. Investigate the possibility of transitioning all voting precincts to one central location.
2. 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). During the coming year additional items will be added that can be purchased online or at the counter by using a credit card or electronic check.
3. Continue the next phase of historic record preservation utilizing funding requested from the Community Preservation Committee. Complete the purchase and installation of shelving for improved storage of historic records.
4. Increase communication with residents through enhanced website content and integration of social media platforms.

**Significant Budget Changes or Initiatives**

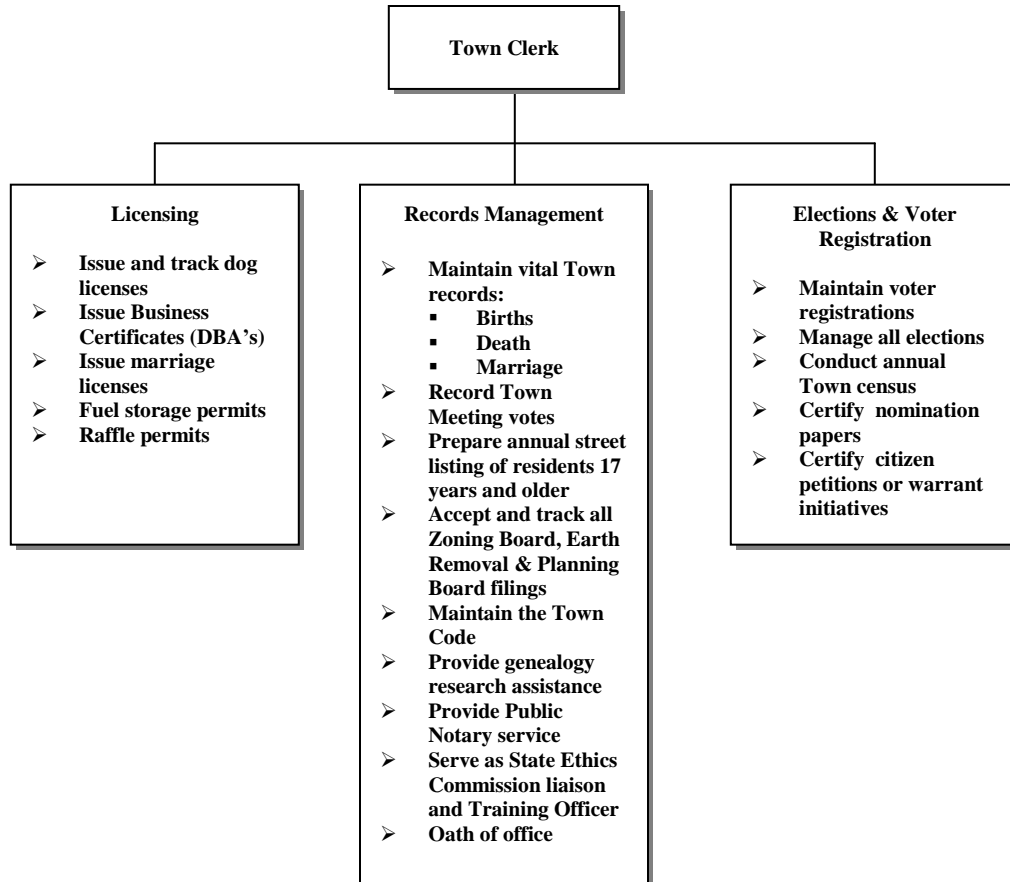
The combined FY2017 Town Clerk/Elections budget represents an increase of \$7,260, or 4.4%. The Town Clerk budget is down \$3,896, however, the elections budget is up \$11,156 due to there being three elections during FY2017 instead of two that were held in FY2016. In addition, anticipated costs associated with early voting during the November 2016 election are included in the request. The departmental budget as presented contains no wage increases, which have been budgeted centrally pending successful contract negotiations.

The FY2017 scheduled elections are as follows:

- State Primary Election September 8, 2016
- Presidential Election November 8, 2016
- Annual Town Election May 8, 2017 (Changes to May 9<sup>th</sup> if Article #34 passes at the April 2016 Annual Town Meeting)



## Town Clerk's Programs and Services



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

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</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	.98	.98	2
<b>Total Full-time Equivalent</b>	<b>2</b>	<b>2</b>	<b>1.98</b>	<b>1.98</b>	<b>2</b>

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

- During FY2015 and FY2016 the Assistant Town Clerk position was filled by one part-time employee working 19 hours per week, plus another part-time employee who split their time 20 hours per week in the Town Administrator's Office and 20 hours per week in the Town Clerk's Office. Due to scheduling and coverage conflicts, the Assistant Town Clerk is being returned to one full-time employee in FY2017. The full-time Assistant Town Clerk position is budgeted 35 hours per week under the Town Clerk and 5 hours per week under Census Worker in the elections 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 four voting precincts during each election. Voting precincts are located at the elementary schools. The cost of these 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

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>TOWN CLERK'S OFFICE</b>						
<b>Personnel Services</b>						
51110 Town Clerk Salary	72,683	75,614	78,670	81,860	39,480	82,670
51120 Assistant Town Clerk Salary	37,562	42,075	46,015	46,667	22,873	41,961
51410 Longevity Pay	1,150	800	800	800	800	800
51970 Stipend	1,000	1,000	1,000	1,000	1,000	1,000
<b>SUBTOTAL</b>	<b>112,395</b>	<b>119,489</b>	<b>126,485</b>	<b>130,327</b>	<b>64,153</b>	<b>126,431</b>
<b>Expenses</b>						
52800 Contractual Services	0	900	900	1,000	0	1,000
53190 Training	850	0	900	900	0	900
57110 Travel/Mileage	484	513	321	400	177	400
57310 Dues	295	295	305	295	125	295
57340 Meetings	1,169	1,091	736	1,000	445	1,000
<b>SUBTOTAL</b>	<b>2,798</b>	<b>2,799</b>	<b>3,162</b>	<b>3,595</b>	<b>747</b>	<b>3,595</b>
<b>TOTAL: TOWN CLERK</b>	<b>115,193</b>	<b>122,287</b>	<b>129,647</b>	<b>133,922</b>	<b>64,900</b>	<b>130,026</b>

## Section 2-32

## Town Clerk's Office



	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>ELECTIONS/VOTER REGISTRATION</b>						
<b>Personnel Services</b>						
51240 Registrars	1,100	1,100	1,349	1,250	950	1,250
51250 Census Workers	6,110	6,620	8,347	5,528	2,616	5,995
51260 Town Election Workers	16,148	4,103	10,072	10,828	0	17,842
51270 Town Meeting Workers	832	1,252	562	512	0	512
<b>SUBTOTAL</b>	<b>24,190</b>	<b>13,074</b>	<b>20,330</b>	<b>18,118</b>	<b>3,566</b>	<b>25,599</b>
<b>Expenses</b>						
52720 Film Storage	218	231	234	255	0	255
52800 Contractual Services	7,641	4,639	5,353	6,500	976	9,250
53110 Printing	1,442	1,451	1,408	1,600	0	1,600
54290 Office Supplies	377	39	274	650	161	975
55820 Street Listing	0	1,118	474	650	0	650
55830 Census	807	1,506	1,468	1,500	0	1,500
55840 Election Expenses	4,889	595	1,932	1,200	0	1,800
57110 Travel/Mileage	275	91	318	75	176	75
57340 Meetings	280	601	833	675	50	675
58690 New Equipment	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>15,928</b>	<b>10,272</b>	<b>12,294</b>	<b>13,105</b>	<b>1,363</b>	<b>16,780</b>
<b>TOTAL: ELECTIONS/VOTER REG</b>	<b>40,118</b>	<b>23,346</b>	<b>32,624</b>	<b>31,223</b>	<b>4,929</b>	<b>42,379</b>



### 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.

		FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>MODERATOR</b>							
<b>Personnel Services</b>							
51110	Moderator Stipend	150	150	150	150	0	150
51130	Deputy Moderator Stipend	50	50	50	50	0	50
	<b>SUBTOTAL</b>	<b>200</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>200</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.

		FY2013	FY2014	FY2015	FY2016	FY2016	FY2017
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
<b>APPROPRIATIONS</b>							
<b>Expenses</b>							
53110	Printing	0	0	0	900	0	900
57310	Dues	0	0	204	240	204	240
57340	Meetings	348	308	171	555	0	555
57810	Unclassified	0	0	0	0	0	0
	<b>SUBTOTAL</b>	<b>348</b>	<b>308</b>	<b>375</b>	<b>1,695</b>	<b>204</b>	<b>1,695</b>
<b>TOTAL:</b>	<b>APPROPRIATIONS</b>	<b>348</b>	<b>308</b>	<b>375</b>	<b>1,695</b>	<b>204</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.

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 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: 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 are closed out to free cash at the end of the fiscal year.

During FY2017 the Personnel Board account contains all wage increases for General Government (non-school) union and non-union employees, pending settlement of collective bargaining agreements.

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>PERSONNEL BOARD</b>						
<b>Expenses</b>						
51980 Compensation Adjustments	0	0	0	102,754	0	320,000
53090 Advertising	3,770	3,319	1,630	1,000	1,649	1,000
53170 Drug & Alcohol Testing	2,304	2,145	1,659	2,000	187	2,000
53190 Training	1,374	1,672	400	1,000	0	1,000
57310 Dues	250	250	250	250	310	250
57340 Meetings	109	50	194	700	525	700
<b>SUBTOTAL</b>	<b>7,808</b>	<b>7,436</b>	<b>4,133</b>	<b>107,704</b>	<b>2,670</b>	<b>324,950</b>
<b>TOTAL: PERSONNEL BOARD</b>	<b>7,808</b>	<b>7,436</b>	<b>4,133</b>	<b>107,704</b>	<b>2,670</b>	<b>324,950</b>



### Town Counsel

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.

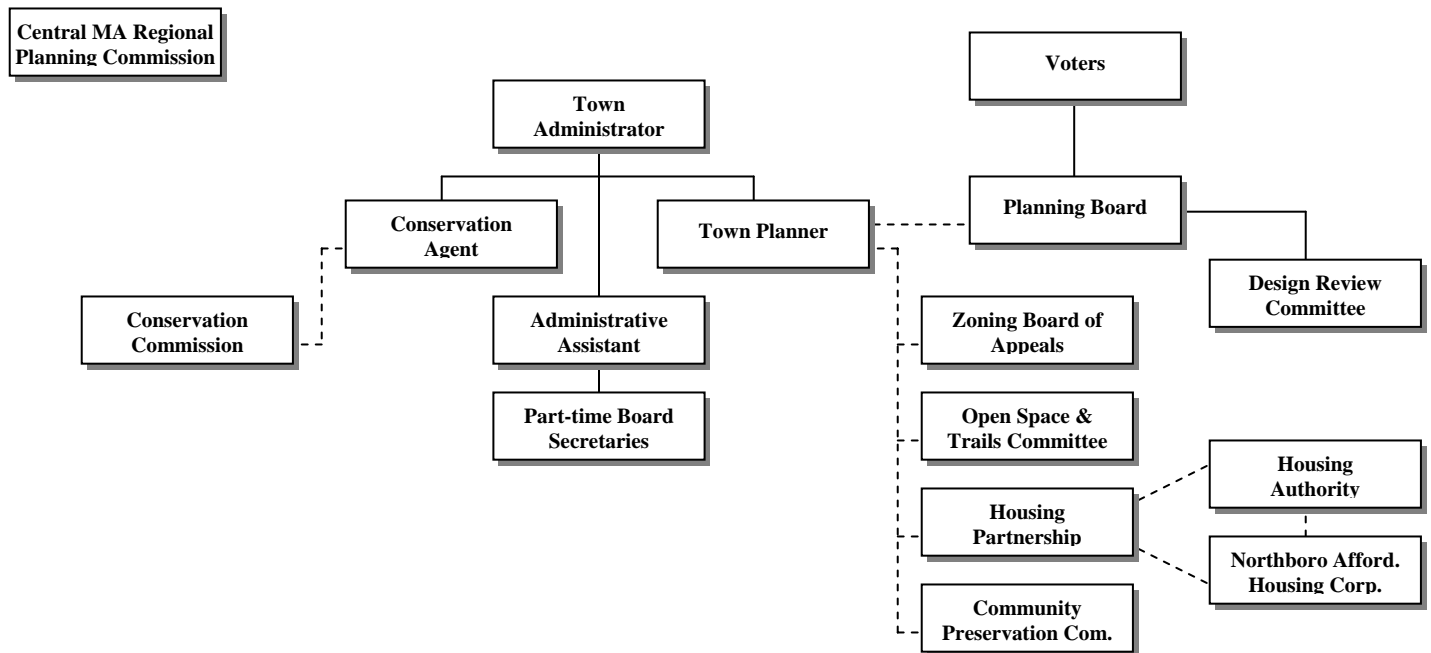
		FY2013	FY2014	FY2015	FY2016	FY2016	FY2017
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
<b>TOWN COUNSEL</b>							
<b>Expenses</b>							
53020	Legal Services	35,883	12,054	35,017	85,000	1,568	85,000
	<b>SUBTOTAL</b>	<b>35,883</b>	<b>12,054</b>	<b>35,017</b>	<b>85,000</b>	<b>1,568</b>	<b>85,000</b>
<b>TOTAL:</b>	<b>TOWN COUNSEL</b>	<b>35,883</b>	<b>12,054</b>	<b>35,017</b>	<b>85,000</b>	<b>1,568</b>	<b>85,000</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 Town Planner, 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 FY2016 Initiatives and Accomplishments**

1. The Planning Department and Community Preservation Committee worked with the Central Massachusetts Regional Planning Commission on creating a Community Preservation Plan. This Plan will serve as a working document for the CPC and applicants pursuing CPA funds.
2. The Planning Board met with residents to discuss backyard farm animal regulations, urban agricultural issues, and Right-to-Farm bylaws. This exploration into solutions will continue into FY2017.
3. The Planning Department participated in a three town regional effort with assistance from the Central Massachusetts Regional Planning Commission to explore the creation of multi-use transportation path utilizing the former Boston Worcester Air Line Trail. Goal is to provide a paved commuting route for bikers and walkers linking Worcester with Framingham. Easement research has begun in Northborough.
4. The Planning Department participated in a four town regional effort to promote economic development through the outdoor amenities available to employers and employees of the region. With the assistance of state grant funds, the Central Massachusetts Regional Planning Commission and the Metropolitan Area Planning Council are directing this effort with the communities of Northborough, Marlborough, Southborough, and Westborough.
5. The Planning Department, Open Space Committee, Conservation Commission, and Massachusetts Department of Conservation Resources worked to permanently protect twenty-two acres of land in Northborough as part of the Tri Town Landscape Protection Project.

### **Planning & Conservation FY2017 Goals and Initiatives**

1. Work with Open Space Committee to implement Open Space and Recreation Plan Action items. Develop outreach campaign for landowners whose land meets criteria for protection in accordance with the Open Space and Recreation Plan.
2. Begin Master Plan process by developing RFP and establishing a Master Plan Committee.
3. Update Planning Board and Zoning Board of Appeals submittal forms with the goal of offering electronic application submission.
4. Prepare Planning Board, Zoning Board of Appeals, and Conservation Commission files for electronic conversion.
5. Explore public access options utilizing the MWRA aqueduct bridge to connect northern and southern walking trails.
6. Work with DPW, Planning Board and Zoning Board of Appeals to establish a sidewalk development policy and seek initial funding at the 2017 Annual Town Meeting.



## **Section 2-40**

## **Planning & Conservation**

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7. Work with the Conservation Commission to hire a contractor to apply a supplemental herbicide application at Bartlett Pond to control vegetation as part of the plan to promote continued recreational use of the pond.
8. Work with the DPW to update Subdivision Rules & Regulations.

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

Overall, the various Planning and Conservation budgets are up just \$672, or 0.31%. The FY2017 budget does not reflect wage increases for union and non-union personnel as these expenses are budgeted centrally, pending contract settlements. The only minor change in FY2017 is in the line item for the part-time Planning Board Secretary which is being increased from 8 to 12 hours per month to reflect the actual amount of time required to cover the meetings. Otherwise, there are no significant changes relative to Planning and Conservation.

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

<b>Position</b>	<b>FY 2013 FTE</b>	<b>FY 2014 FTE</b>	<b>FY 2015 FTE</b>	<b>FY 2016 FTE</b>	<b>FY 2017 FTE</b>
Town Planner	1	1	1	1	1
Town Engineer (moved to DPW)	1	1	0	0	0
Part-time Conservation Agent	.5	.5	.5	.5	.5
Administrative Assistant	1	1	1	1	1
Part-time Board Secretaries for					
Conservation Commission	.15	.15	.15	.15	.15
Earthwork	0.03	0.03	0.03	0.03	0.03
Zoning Board of Appeals	0.05	0.05	0.05	0.05	0.05
Planning Board	0	0	0	0.05	0.07
<b>Total Full-time Equivalent</b>	<b>3.73</b>	<b>3.73</b>	<b>2.73</b>	<b>2.78</b>	<b>2.80</b>

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

- The Town Planner and Conservation Agent share one full-time Administrative Assistant. The salary is budgeted as 5 hours per week for Conservation and 35 hours per week for Planning. The individual budgets reflect this division of salary. In order to increase daily office support, beginning in FY2016 a part-time Board Secretary was added at 8hrs per month and increased to 12hrs per month in FY2017 to free up the Administrative Assistant from taking the minutes at the Planning Board meetings.
- 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 6 hours per week, or 0.15 FTE (6hrs/40hrs = 0.15 FTE). Earthwork is budgeted at 5.5 hrs per month, or 0.03 FTE (averages 1.27 hours per week/40hrs). ZBA is budgeted at 8 hrs per month, or 0.05 FTE (averages 1.85hrs wk/40hrs). Planning Board is budgeted at 12 hrs per month, or 0.07 FTE (averages 2.77hrs wk/40hrs).
- During FY2015 there was a Town Meeting approved reorganization that moved the Town Engineer into DPW.



### Town Planner

The Town Planner provides technical support to all Town Departments, Boards and Committees as requested. The Town Planner serves as staff liaison to the Planning Board, Zoning Board of Appeals, Open Space Committee, Trails Committee, 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 Town Planner 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-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 Town Planner 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.

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>PLANNING DEPARTMENT</b>						
<b>Personnel Services</b>						
51100 Town Planner Salary	85,610	88,775	91,162	92,986	45,295	92,986
51120 Administrative Assistant wages	26,272	27,113	48,824	49,555	24,746	49,295
51140 Part-time Board Secretary wages	0	0	0	2,331	0	3,496
51410 Longevity Pay	1,000	1,000	1,000	1,000	1,000	1,300
<b>SUBTOTAL</b>	<b>112,882</b>	<b>116,888</b>	<b>140,986</b>	<b>145,872</b>	<b>71,041</b>	<b>147,077</b>
<b>Expenses</b>						
52800 Contractual Services	0	0	0	1,000	0	1,000
53090 Advertising	798	1,852	667	1,560	156	1,560
53110 Printing	707	1,247	0	2,250	0	2,250
54290 Office Supplies	3,055	944	458	560	54	850
*56820 Central MA RPC Assessment	3,410	3,495	3,583	3,673	3,672	3,765
57110 Travel/Mileage	1,588	1,918	1,768	2,184	782	2,184
57310 Dues	470	480	490	400	415	400
57320 Subscriptions	384	280	290	690	95	690
57340 Meetings	3,262	657	838	3,100	30	3,100
<b>SUBTOTAL</b>	<b>13,674</b>	<b>10,872</b>	<b>8,093</b>	<b>15,417</b>	<b>5,204</b>	<b>15,799</b>
<b>TOTAL: PLANNING DEPARTMENT</b>	<b>126,556</b>	<b>127,760</b>	<b>149,079</b>	<b>161,289</b>	<b>76,245</b>	<b>162,876</b>

\* The Planning Board budget contains an assessment for the Central Massachusetts Regional Planning Commission.



### Central Massachusetts Regional Planning Commission (CMRPC)

The Planning Board 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, 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.

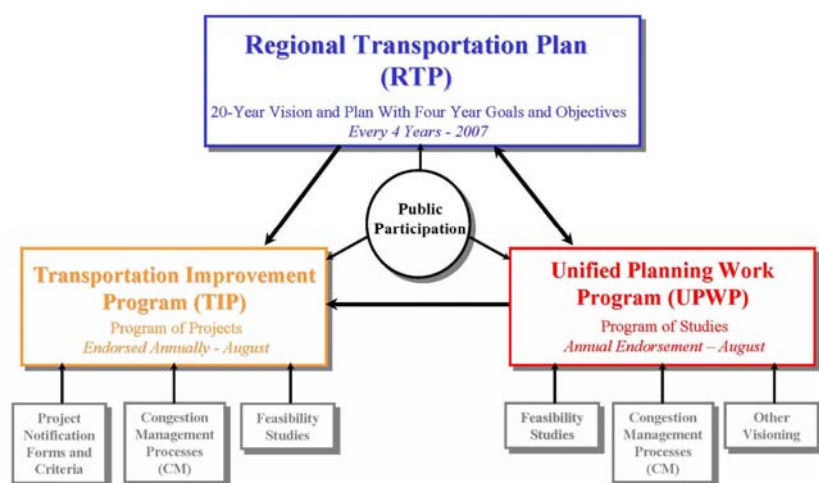
### Central Massachusetts Metropolitan Planning Organization<sup>1</sup> (CMMPO)

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 new 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



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



### 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.

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>ZONING BOARD OF APPEALS</b>						
<b>Personnel Services</b>						
51140 Part-time Board Secretary wages	755	957	1,143	2,331	291	2,331
<b>SUBTOTAL</b>	<b>755</b>	<b>957</b>	<b>1,143</b>	<b>2,331</b>	<b>291</b>	<b>2,331</b>
<b>Expenses</b>						
53090 Advertising	1,768	1,663	1,108	2,200	339	2,200
53110 Printing	0	70	0	80	0	80
54290 Office Supplies	440	16	46	30	30	30
57310 Dues	70	71	0	70	0	70
57340 Meetings	271	300	0	300	30	300
<b>SUBTOTAL</b>	<b>2,549</b>	<b>2,119</b>	<b>1,154</b>	<b>2,680</b>	<b>399</b>	<b>2,680</b>
<b>TOTAL: ZONING BOARD OF APPEALS</b>	<b>3,304</b>	<b>3,076</b>	<b>2,297</b>	<b>5,011</b>	<b>690</b>	<b>5,011</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.

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>CONSERVATION COMMISSION</b>						
<b>Personnel Services</b>						
51120 Administrative Assistant wages	6,569	6,778	6,924	7,080	3,448	7,042
51220 Part-time Conservation Agent	6,647	6,699	1,247	7,634	2,681	5,843
51140 Part-time Board Secretary wages	16,150	25,543	24,026	25,642	12,113	25,760
<b>SUBTOTAL</b>	<b>29,366</b>	<b>39,020</b>	<b>32,197</b>	<b>40,356</b>	<b>18,242</b>	<b>38,645</b>
<b>Expenses</b>						
53090 Advertising	508	591	845	1,200	254	1,200
53110 Printing	0	0	0	400	0	400
54290 Office Supplies	130	39	3,207	150	236	150
55980 Field Supplies	0	0	60	250	0	250
57110 Travel/Mileage	0	462	142	806	0	972
57310 Dues	549	660	753	835	630	835
57340 Meetings	345	345	685	1,975	10	1,975
57840 Consv. Property Maintenance	0	1,097	0	1,500	781	2,500
<b>SUBTOTAL</b>	<b>1,532</b>	<b>3,194</b>	<b>5,691</b>	<b>7,116</b>	<b>1,911</b>	<b>8,282</b>
<b>TOTAL: CONSERVATION COMMISSION</b>	<b>30,898</b>	<b>42,214</b>	<b>37,888</b>	<b>47,472</b>	<b>20,153</b>	<b>46,927</b>

<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.



### 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.

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGETED	FY2016 SIX MONTHS	FY2017 PROPOSED
<b>EARTHWORK BOARD</b>						
<b>Personnel Services</b>						
51140 Part-time Board Secretary wages	1,504	1,435	119	1,603	84	1,233
<b>SUBTOTAL</b>	<b>1,504</b>	<b>1,435</b>	<b>119</b>	<b>1,603</b>	<b>84</b>	<b>1,233</b>
<b>Expenses</b>						
53090 Advertising	0	0	0	50	0	50
53110 Printing	0	48	0	50	0	50
57320 Subscriptions	0	0	0	100	0	100
<b>SUBTOTAL</b>	<b>0</b>	<b>48</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>
<b>TOTAL: EARTHWORK BOARD</b>	<b>1,504</b>	<b>1,483</b>	<b>119</b>	<b>1,803</b>	<b>84</b>	<b>1,433</b>





### **Community Preservation Committee**

The Town Planner 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 this 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 & Engineering 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, an architect, a landscape architect, a member nominated by the Chamber of Commerce, and an interested resident, 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 Town Planner 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. NAHC is working with the non-profit Habitat for Humanity to pursue the development of several units of affordable housing in the Town Center. Article 38 of the April 2016 Annual Town Meeting proposes to appropriate another \$100,000 in CPC funds for the NAHC.



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