

General Administration

Section 2



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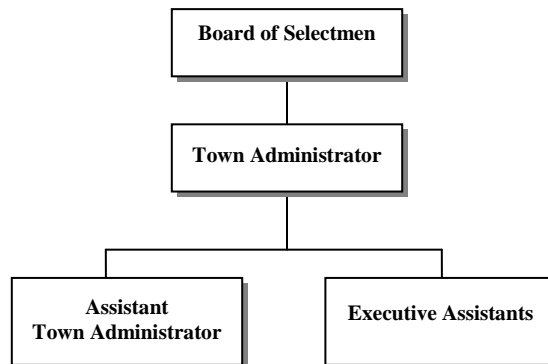


Executive Office Departmental Statement

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 FY2018 Initiatives and Accomplishments

1. GFOA Distinguished Budget Award: The Town received its eighth consecutive national budget award in FY2018 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 FY2018 Budget document was rated "proficient" in all four categories, as well as the fourteen mandatory criteria within those categories, to receive the award. The FY2018 Budget passed Town Meeting with the unanimous support of the Board of Selectmen, Appropriations Committee, Financial Planning Committee and the School Committee.

2. 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 on December 14, 2017 with the Board of Selectmen, Financial Planning Committee, Appropriations Committee and K-8 School Committee. 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 ultimate goal of the FTMS is to help local officials better assess and protect the Town's overall financial condition. The updated 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 FY2017 with approximately \$2.87 million in Free Cash on June 30, 2017 and no material issues or deficiencies were noted in the annual audit.
4. Implementation of the Comprehensive Police & Fire Department Operational Reviews: 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 staffing and operational reviews of the Police and Fire Departments. Based upon the report recommendations one police officer and one firefighter/paramedic were added in FY2017. In FY2018 the final firefighter/paramedic was added and both the Police and Fire Departments are now at their recommended staffing levels with the Fire Department now staffed at 5 personnel per shift. The only outstanding study recommendation is to add a deputy fire chief at some point in the future, resources permitting. The full Police and Fire staffing reports are available at <http://www.town.northborough.ma.us> under "Reports and Documents".
5. Final Project Reimbursement for Lincoln Street Elementary School Project: At the April 2014 Town Meeting the preferred design solution for the Lincoln Street Elementary School Renovation/Addition project was presented and approved, followed by a successful debt exclusion vote at the May 12, 2014 Town election. The project was estimated to cost \$25.5 million, with the Massachusetts School Building Authority (MSBA) providing a maximum grant of \$10.4 million. The project was completed and opened on time for the 2016/2017



school year. During 2018 MSBA completed the final project audit and grant reimbursement to the Town totaling \$9.83 million. The final project was completed approximately \$1.38 million under budget. It is anticipated that the unused bond proceeds from this project will be used to fund the next phase of the Fire Station building project.

6. FY2018 Capital Budget included \$1,497,000 in Projects with no additional tax impact: The approved FY2018 Capital Budget totaled \$2,107,000 of which \$1,497,000 was funded with Free Cash (one-time revenues), resulting in no additional tax impact. In addition \$210,000 in funding came from Water & Sewer Enterprise Fund balances with no additional impact on rate payers. The only project requiring debt was \$400,000 for the Sewer Enterprise Fund West Main Street Pump Station Improvements. Since FY2012 more than \$9.1 million in Free Cash has been used to fund capital projects without adding any additional tax impact or debt.
7. Pavement Management Plan and Improved Condition Index: During FY2018 the Town implemented the third year of a comprehensive pavement management plan. Through a combination of State and local funding sources the Town invested approximately \$1.1 million in roadway infrastructure. According to the FY2018 updated assessment, the Town's overall Pavement Condition Index (PCI) improved for the first time from a 71 to a 73 out of a potential score of 100. Subsequent annual appropriations will be necessary to maintain the plan, coupled with continued advocacy with the Massachusetts Municipal Association to get the State to increase Chapter 90 (transportation bond) funding from \$200 to \$300 million statewide.
8. Successfully Negotiated Health Insurance Plan Design Changes: The Town successfully negotiated higher copays and plan design changes with all employee groups, effective for the start of FY2018 on July 1, 2017. The modifications mitigated the anticipated premium increases of 12%. The new plan design resulted in an 8.3% health insurance budget increase for FY2018, avoiding approximately \$200,000 in additional costs.
9. Historic White Cliffs Facility Purchase & Sale Completed: With the lack of a buyer and demolition of the historic White Cliffs facility imminent, Town Meeting voted in April of 2016 to purchase the property with Community Preservation Act Funds. Prior to closing on the property, the Town conducted an environmental site assessment, which resulted in the identification of a large leaking underground storage tank. Working with the seller the Town watched over the lengthy remediation of the property through its consultant to ensure all work was completed in accordance with the purchase and sale agreement. Side agreements for the preservation of artifacts that had been previously removed from the building and numerous extensions were negotiated to allow for the required remediation. On September 26, 2017, the Town finally closed on the property and assumed full ownership.

Executive Office FY2019 Goals and Initiatives

1. GFOA Distinguished Budget Award Program: Continue to refine the Town's Award winning budget for the FY2019 submission to the Government Finance Officers Association (GFOA) Distinguished Budget Award Program. FY2019 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.



2. Fire Station Feasibility Study: During FY2018 the Fire Station Feasibility Study Committee issued a qualifications-based bid to hire an architectural/engineering firm to assess the Fire Station's location and building needs. Johnson Roberts Associates, Inc. was unanimously selected and the feasibility study is underway to determine if the existing Fire Station can be renovated and expanded on the current site, or if a new site is needed. A preferred design solution and site location is expected to be brought forward for Town Meeting consideration in FY2019.
3. Health Insurance Plan Design Changes to be Negotiated: During FY2018 the Town successfully negotiated health insurance plan design changes with all bargaining units that largely mitigated anticipated premium increases. Unfortunately, due to a combination of high claims and general market trends, the Town and employees are facing a \$927,000, or 13.57%, premium increase in FY2019.

To address this increase, the Town, working with the employee Insurance Advisory Committee (IAC), bid out its health insurance seeking one consolidated carrier. Based upon the bid results, Fallon was the carrier brought forward to the IAC for recommendation. At its meeting on January 30th, the IAC formally recommended consolidating to Fallon and negotiations began with each bargaining unit for their formal approval to implement the consolidation plan. To date, the Town has received commitments from all but one bargaining unit. We continue to engage in impact bargaining with the one remaining unit with the goal of implementing the IAC recommended consolidation plan, effective July 1, 2018.

4. Classification & Compensation Study: During FY2019 the Town will conduct a comprehensive Classification & Compensation study designed to review the current labor market to provide information to determine whether the Town's pay structure is appropriate or may need adjustment; provide insight and recommendations as to whether the Town's current compensation structure, policies and practices are effective or potentially in need of adjustment; determine if the current job classification structure is efficiently structured or may need the introduction of new job classes, mergers of existing classes or the re-titling of classes; and evaluate the Town's current job descriptions and the potential need to perform edits and/or major re-writes of the documents to ensure they accurately reflect current job duties and comply with all legal requirements. It is anticipated that the study will take the better part of a year to complete with the goal of bringing any proposed changes forward to the 2019 Town Meeting.
5. 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 to increase 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. The matter is currently in litigation, the outcome of which will establish our contribution to the operational expenses of the Westerly Wastewater Treatment Plant as well as Northborough's share of the \$30 million plant improvement project. For more information regarding the Town's sewer history and the EPA permit process, please see Section 8-5 of this budget document.

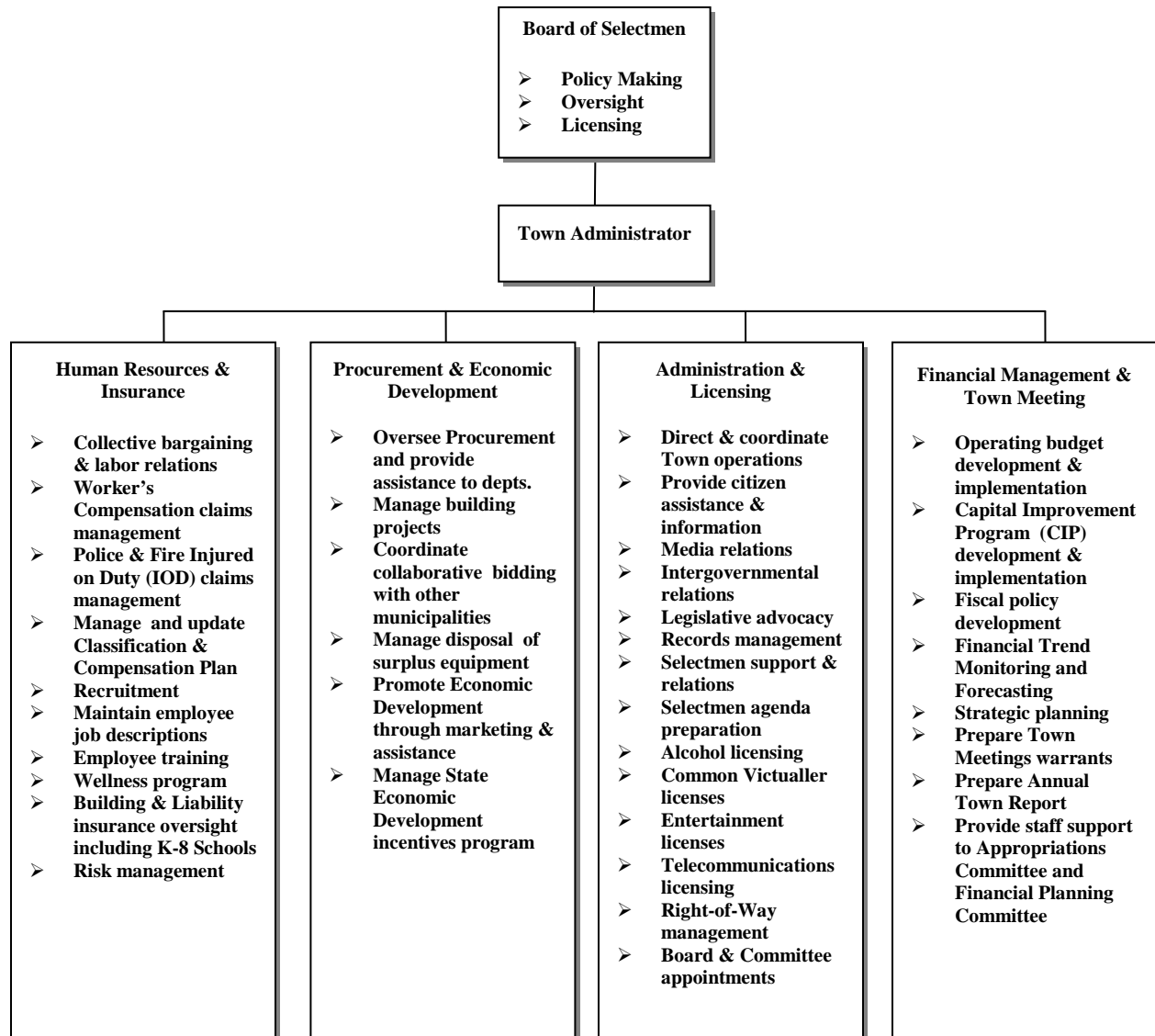
6. All Collective Bargaining Agreements to be Negotiated: FY2019 is the last year of the previously negotiated collective bargaining agreements for Dispatchers (2%), Police Patrol Officers (2%), Police Sergeants (2%), Fire (2%) and the Northborough Municipal Employees Association (2%). A significant amount of time during FY2019 will be devoted to negotiating fair and sustainable future increases for personnel in FY2020-FY2022, including possible modifications to health insurance plans.
7. Solid Waste Contract Negotiations: FY2019 is the last year of the existing solid waste hauling and recycling contract. The Town will need to conduct a policy review of the current Pay-as-you-throw (PAYT) program in terms of the existing service level (single stream recycling), bags fees and General Fund subsidy as part of any contract renewal or bid. Given China's recent decision to restrict the amount and types of recycling it is willing to accept, it is anticipated that future recycling contracts will be significantly impacted.
8. Cable TV License Renewals with Charter Communications and Verizon: During FY2019 the Town will be negotiating new cable licenses with Charter and Verizon. The Verizon contract will expire on July 20, 2018 and Charter on October 16, 2018. The key contract highlights to the amendment include an additional capital grant and PEG Access operational funding. Also the ability to broadcast live from additional locations will be negotiated.
9. Infrastructure Improvements: The Town will continue implementing the Pavement Management Plan in FY2019; complete the Fisher Street bridge/culvert replacement; manage the design and construction of the expanded Downtown Common project to include the 20 Rear Gale property; and continue to provide time and resources to the White Cliffs Reuse Committee as it evaluates various options for preserving the historic facility. These projects as well as many smaller capital improvements scheduled throughout FY2019 will continue to add to the quality and economic vitality of the Northborough community.
10. Development of IT/MIS Strategic Plan: Using \$40,000 in funding received under the State Community Compact Grant program, the Town will hire an independent third party consultant to assist with the development of a comprehensive IT/GIS Strategic Plan that focuses on aligning technology investment with overall organizational priorities.

Significant Budget Changes or Initiatives

There are no significant changes contained in the Executive Office budget. Overall, the budget is increasing \$12,007 or 2.76% in FY2019, which reflects a 2% general wage increase for all personnel. The budget also contains a modest increase in Board of Selectmen monthly stipends from \$85.83 to \$100, as these have not been modified in over 15 years.



Executive Office Programs and Services



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

Position	FY 2015 FTE	FY 2016 FTE	FY 2017 FTE	FY 2018 FTE	FY 2019 FTE
Town Administrator	1	1	1	1	1
Assistant Town Administrator	1	1	1	1	1
*Executive Assistants	1.5	1.5	2	2	2
Total Full-time Equivalent	3.50	3.50	4	4	4

*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 was restored. The FY2015 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 added workload that necessitated increasing staff.

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Executive Office



	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
BOARD OF SELECTMEN						
Personnel Services						
51110 Selectmen Stipends	5,356	5,356	5,356	5,356	2,678	6,240
51120 Executive Assistant	61,015	62,377	110,814	128,836	61,940	131,373
51220 Part-Time Executive Assistant	30,391	31,144	0	0	0	0
51410 Longevity Pay	650	650	650	650	800	800
SUBTOTAL	97,412	99,527	116,820	134,842	65,418	138,413
Expenses						
¹ 52850 Annual Independent Audit	22,009	22,449	22,898	23,355	23,355	23,821
53090 Advertising	93	339	415	850	137	850
56930 Town Meeting Expenses	0	32	0	500	0	500
57320 Subscriptions	425	425	425	600	425	600
57330 Memberships	2,444	2,491	2,551	2,588	2,613	2,675
57340 Meetings	326	160	107	1,250	9	1,250
57810 Unclassified	342	0	0	1,000	0	1,000
SUBTOTAL	25,639	25,896	26,396	30,143	26,539	30,696
TOTAL: SELECTMEN	123,051	125,422	143,216	164,985	91,956	169,109

¹ The FY2019 total cost of the annual audit is \$27,070. The cost is split 88% General Fund and 12% Water/Sewer Enterprise Funds



Executive Office

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	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
TOWN ADMINISTRATOR						
Personnel Services						
51100 Town Administrator	138,092	143,678	149,491	155,534	74,036	160,216
51120 Assistant Town Administrator	83,512	87,736	91,286	94,977	45,209	97,835
51410 Longevity Pay	550	550	550	550	1,350	700
SUBTOTAL	222,154	231,964	241,326	251,061	120,595	258,751
Expenses						
53110 Printing	0	0	0	1,600	0	1,600
54290 Office Supplies	0	0	0	1,200	0	1,200
57110 Travel/Mileage	3,870	3,967	3,967	3,967	1,983	4,128
57310 Dues	1,511	1,436	1,255	1,600	248	1,632
57320 Subscriptions	642	695	764	700	868	700
57340 Meetings	3,103	941	585	3,500	1,200	3,500
SUBTOTAL	9,126	7,039	6,572	12,567	4,300	12,760
TOTAL: TOWN ADMINISTRATOR	231,279	239,004	247,898	263,628	124,895	271,511

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Executive Office



	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
ECONOMIC DEVELOPMENT						
Expenses						
54290 Office Supplies	0	0	0	200	0	200
57110 Travel/Mileage	0	0	0	235	0	0
57310 Dues	0	340	1,180	340	0	850
57320 Subscriptions	0	0	0	50	0	0
57340 Meetings	0	0	0	475	0	250
SUBTOTAL	0	340	1,180	1,300	0	1,300
TOTAL: ECONOMIC DEVELOPMENT	0	340	1,180	1,300	0	1,300

ANNUAL TOWN REPORTS

Expenses						
52800 Contractual Services	2,694	1,400	1,400	1,800	0	1,800
53110 Printing	1,717	2,341	2,592	2,900	0	2,900
SUBTOTAL	4,411	3,741	3,992	4,700	0	4,700
TOTAL: ANNUAL TOWN REPORTS	4,411	3,741	3,992	4,700	0	4,700



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. In 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 2015 FTE	FY 2016 FTE	FY 2017 FTE	FY 2018 FTE	FY 2019 FTE
Custodian	.5	.5	.5	.5	.5
Total Full-time Equivalent	.5	.5	.5	.5	.5

***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.

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Public Buildings



	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
PUBLIC BUILDINGS						
Personnel Services						
51100 Full-time Salaries	0	0	0	0	0	0
51300 Overtime	849	0	0	5,768	0	6,000
51410 Longevity	100	100	100	100	100	350
51970 Part-time Custodian	22,501	23,505	24,357	25,242	12,015	26,000
SUBTOTAL	23,450	23,605	24,457	31,110	12,115	32,350
Expenses						
52110 Utilities Town Office Building	43,244	44,878	41,302	56,990	14,909	56,990
52460 Office Machine Maintenance	12,061	13,648	10,250	16,200	3,676	16,200
52800 Contractual Services	0	0	3,250	3,000	0	3,000
53410 Telephone	25,656	26,020	25,246	30,000	14,318	30,000
53420 Postage	31,866	34,056	27,664	35,000	11,580	35,000
54290 Office Supplies	7,174	9,607	10,333	9,000	1,649	9,000
54490 Repairs and Maintenance	71,016	64,507	54,026	86,730	9,578	85,490
54590 Supplies	11,749	12,739	13,466	12,000	5,959	15,000
54820 Gasoline	123,191	77,619	78,957	170,000	29,573	165,800
58700 Water Charges	8,628	9,760	7,626	16,500	6,208	16,500
58705 Sewer Charges	2,942	3,596	4,186	5,000	2,882	6,200
58708 Solid Waste Charges	30,033	28,689	28,941	31,626	8,935	31,626
SUBTOTAL	367,561	325,118	305,247	472,046	109,265	470,806
TOTAL: PUBLIC BUILDINGS	391,011	348,723	329,704	503,156	121,380	503,156

Significant Budget Changes or Initiatives

The Public Building Account is level funded in FY2019. The budget continues to support the completion of ongoing minor building repairs and maintenance projects that do not meet the minimum \$25,000 threshold for inclusion in the Capital Improvement Plan. The budget as presented includes a 2% wage increase for the part-time custodian position.



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

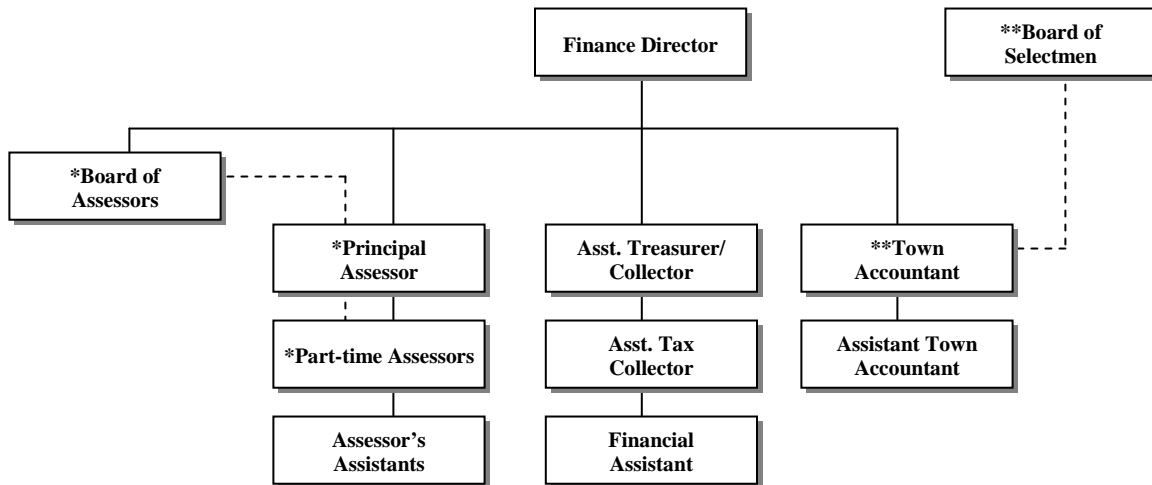
The primary role of the Assessor's Division, under the direction of the Board of Assessors, is the valuation of all real and personal property in the Town. The State Department of Revenue (DOR) requires that all property be valued at full and fair cash value which ensures that all property owners pay 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 FY2018 Initiatives and Accomplishments

Treasurer/Collector Division:

1. The Financial Team worked closely with the Assessing Division and the tax rate approval schedule in order to continue to hold a November Classification Hearing in FY2018.
2. Expanded the use of pay on-line options with a transition to Invoice Cloud for the Library and Pay Pal for the Building and Board of Health Departments.
3. Actively pursued the real estate tax collection and filed for foreclosure on several properties in tax title.

Assessing Division:

1. Successful completion of FY2018 Revaluation Certification in compliance with Massachusetts Department of Revenue guidelines.
2. Continued to comply with Department of Revenue requirements for physical property inspections.
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 FY2017 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 FY2017.
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. Prepared for compliance with Government Account Standards Boards (GASB) Statement #74 and Statement #75 in the financial statements.

**Finance FY2019 Goals and Initiatives**

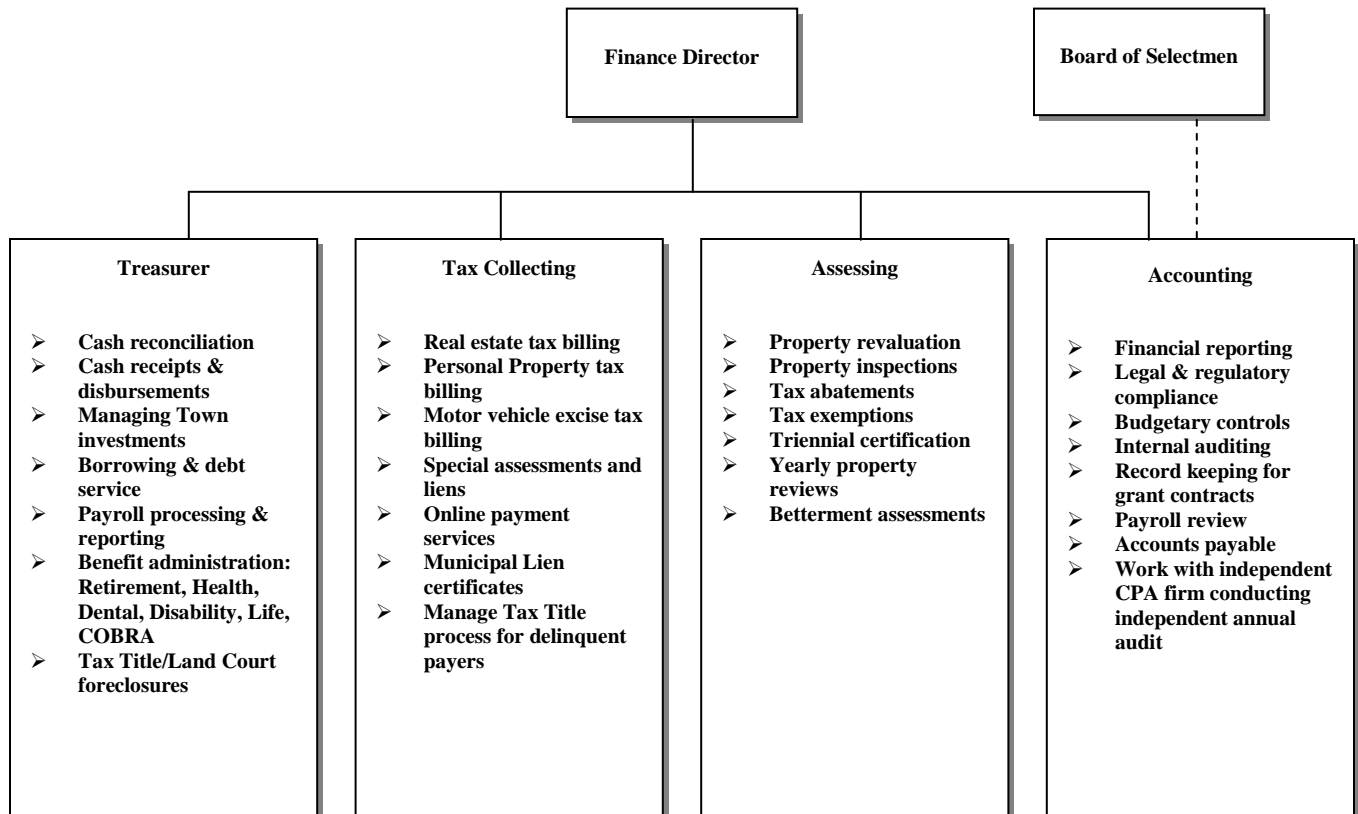
1. Continue progress towards complete integration of the Financial Offices with improved communication, cross training and sharing of resources.
2. Continue to work to improve our budget document for the Government Finance Officers Association Distinguished Budget Award which requires the Town to implement 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. Working with a CPA firm, create a formal internal control policy and procedural manual.
6. 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

There are no significant changes in the Finance Department. Overall, the department's FY2019 budget increases \$26,578 or 3.47% primarily due to general wage increases of 2% for union and non-union employees. The increase also includes one-time funding in the amount of \$5,500 in the Accounting Division to engage a consultant to assist in the creation of a formal internal control policy and procedural manual as recommended by the Town's auditor.



Financial Offices Programs and Subprograms



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

Position	FY 2015 FTE	FY 2016 FTE	FY 2017 FTE	FY 2018 FTE	FY 2019 FTE
<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	1	1	1	1	1
Total Full-time Equivalents	9.5	9.5	9.5	9.5	9.5

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



Finance Department

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		FY2015	FY2016	FY2017	FY2018	FY2018	FY2019
		ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED
TREASURER/COLLECTOR							
Personnel Services							
51100	Finance Director Salary	104,535	108,764	112,197	114,596	55,094	116,888
51120	Treasurer Office Staff Salaries	168,563	174,839	182,328	182,221	93,429	186,576
51410	Longevity Pay	1,850	2,000	1,650	1,650	1,650	1,800
51970	Treasurer's Stipend	1,000	1,000	1,000	1,000	1,000	1,000
SUBTOTAL		275,948	286,603	297,175	299,467	151,172	306,264
Expenses							
52800	Contractual Services	1,253	829	203	1,800	0	1,800
53040	Computer Services	6,425	6,992	7,170	7,389	2,886	8,097
53090	Advertising	393	318	342	1,000	324	1,000
53110	Printing	4,825	4,870	4,446	6,723	0	6,773
53160	Banking Services	1,765	4,072	3,449	3,900	652	4,500
54290	Office Supplies	290	581	254	675	46	675
57110	Travel/Mileage	281	485	548	758	0	758
57310	Dues	390	390	390	475	330	475
57340	Meetings	699	165	1,063	990	387	1,765
57810	Unclassified	3,299	1,355	1,193	1,840	1,425	1,840
SUBTOTAL		19,620	20,056	19,059	25,550	6,050	27,683
TOTAL: TREASURER/COLLECTOR		295,569	306,660	316,234	325,017	157,222	333,947

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Finance Department



		FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2018 SIX MONTHS	FY2019 PROPOSED
ASSESSOR							
Personnel Services							
51100	Principal Assessor Salary	89,601	92,645	94,845	96,742	46,511	98,677
51120	Assessor Asst. Salaries	94,823	107,213	110,825	114,369	54,720	117,208
51130	PT Assessors Salaries	24,962	26,321	23,377	38,751	12,100	39,916
51410	Longevity	550	550	700	1,050	1,050	1,050
	SUBTOTAL	209,936	226,729	229,747	250,912	114,380	256,851
Expenses							
52800	Contractual Services	25,305	13,965	23,373	23,910	6,672	26,210
53090	Advertising	104	0	49	150	0	150
53110	Printing	41	219	438	750	0	750
54290	Office Supplies	499	197	115	500	0	500
57110	Travel/Mileage	1,226	812	1,001	2,600	478	2,600
57310	Dues	429	254	254	290	254	290
57320	Subscriptions	1,227	1,302	1,332	1,550	1,158	1,550
57340	Meetings	1,549	688	1,979	1,800	724	2,100
	SUBTOTAL	30,379	17,437	28,541	31,550	9,286	34,150
TOTAL: ASSESSOR		240,315	244,166	258,287	282,462	123,667	291,001



Finance Department

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FY2015	FY2016	FY2017	FY2018	FY2018	FY2019
ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED

ACCOUNTING

Personnel Services

51100	Accountant Salary	91,162	92,985	94,845	96,742	46,511	98,677
51120	Asst. Accountant Salary	44,938	51,820	53,635	55,672	26,500	57,346
51410	Longevity	200	200	200	200	200	200
SUBTOTAL		136,299	145,005	148,680	152,614	73,211	156,223

Expenses

52800	Contractual Services	834	834	829	1,000	834	6,500
53110	Printing	118	422	596	450	166	450
54290	Office Supplies	0	0	82	200	0	200
57310	Dues	125	125	125	185	125	185
57320	Subscriptions	0	0	0	125	0	125
57340	Meetings	2,351	1,805	1,915	3,000	120	3,000
SUBTOTAL		3,427	3,186	3,547	4,960	1,245	10,460

TOTAL: ACCOUNTING

139,727	148,191	152,227	157,574	74,456	166,683
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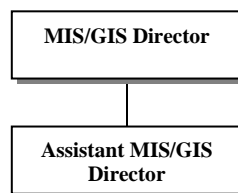


**Management Information Systems (MIS) & Geographic Information Systems (GIS)
Departmental Statement**

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 FY2018 Initiatives and Accomplishments

1. Server replacements and storage upgrades are planned for last quarter of FY18 and will continue into the 1st quarter of FY19.
2. The amounts and variety of data available for mobile use is increasing. This benefits an assortment of applications in DPW, Building and Public Safety Departments. Balancing the need for increased mobility while maintaining data security and appropriate backups is an ever important focus for the MIS/GIS Department.

MIS/GIS FY2019 Goals and Initiatives

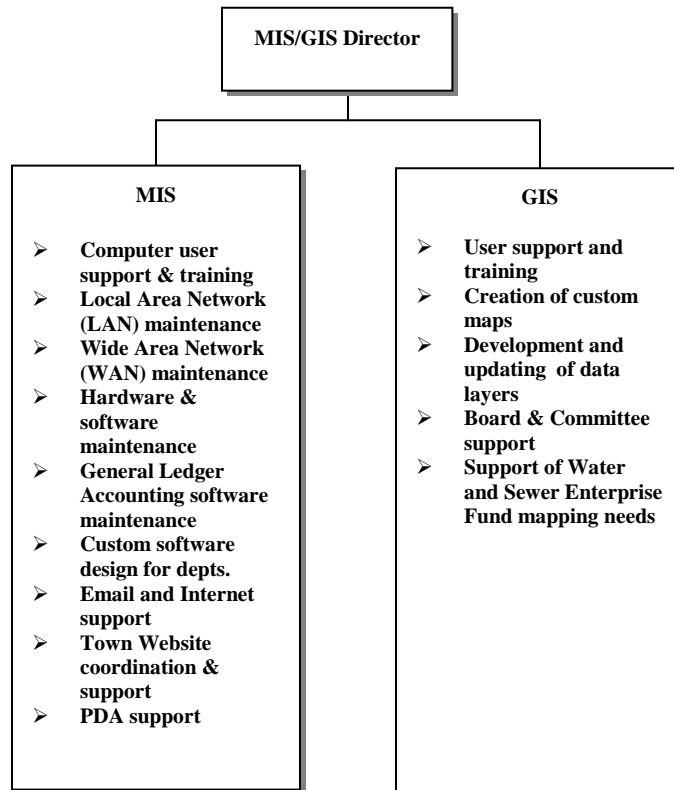
1. Replacement of servers and storage running public safety and financial applications at the Police and Fire Departments and at Town Hall will wrap up in FY19. Storage upgrades will address growing data capacity requirements and provide redundancy to protect critical data.
2. Retired versions of Microsoft Office will be transitioned to Microsoft's O365 subscription platform. Training opportunities for O365 and a variety of other applications will be provided through Lynda.com.
3. Using \$40,000 in funding received under the State Community Compact Grant program the Town will hire an independent third party consultant to provide assistance with the development of a comprehensive IT/GIS Strategic Plan. The Plan will focus on aligning technology investment with overall priorities by assessing organizational needs, including training and support, using input from all stakeholders; assessing the adequacy of operating and capital inputs, including staffing levels and consultant services; and assess the need for appropriate policy development and security.

Significant Budget Changes or Initiatives

The MIS/GIS budget is increasing by \$15,821, or 3.18%. The bulk of the increase is attributable to the phased replacement of the Town's main computer servers and storage system, which will be completed in FY2019. The FY2019 budget also reflects a 2% wage increase for the two non-union personnel. The main departmental initiative in FY2019 will be the implementation of a \$40,000 State grant to create a comprehensive IT/GIS Strategic Plan that focuses on aligning technology investment with overall organizational priorities. The Town received the grant under the State's Community Compact Program, which is designed to encourage municipalities to implement best practices in various service areas.



MIS/GIS Programs and Services



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

Position	FY 2015 FTE	FY 2016 FTE	FY 2017 FTE	FY 2018 FTE	FY 2019 FTE
* MIS/GIS Director	1	1	1	1	1
Assistant MIS/GIS Director	1	1	1	1	1
Total Full-time Equivalent	2	2	2	2	2

***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 FY2019 salary total is \$98,677 (\$74,795 in the General Fund Budget and \$23,882 in the Water/Sewer Enterprise Fund Budgets).

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MIS/GIS



	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
MIS/GIS DEPARTMENT						
Personnel Services						
51110 MIS/GIS Director Salary (GF)	71,162	72,985	74,845	73,558	23,324	74,795
51120 Asst. MIS/GIS Director Salary	82,346	83,993	85,673	87,386	42,013	89,135
51410 Longevity Pay	850	850	1,000	1,000	1,150	1,150
SUBTOTAL	154,358	157,828	161,518	161,944	66,486	165,080
Expenses						
52800 Contractual Services	23,150	23,788	20,239	50,000	6,555	50,000
53040 Computer Services	30,046	27,960	25,860	42,110	25,226	41,534
53190 Training	0	3,000	6,900	7,750	0	11,400
53720 Computer Maintenance	54,331	79,951	100,634	116,318	83,783	124,699
54290 Office Supplies	11,387	13,225	15,366	12,360	5,925	14,140
57110 Travel/Mileage	0	296	58	397	0	397
57310 Dues	0	0	100	100	100	100
57320 Subscriptions	100	249	0	250	0	0
57340 Meetings	199	0	0	3,503	0	3,503
58690 New Equipment	65,873	45,033	79,831	102,750	1,532	102,450
SUBTOTAL	185,086	193,502	248,986	335,538	123,121	348,223
TOTAL: MIS/GIS	339,444	351,330	410,504	497,482	189,607	513,303

* The FY2019 salary total is \$98,677 (\$74,795 in the General Fund Budget and \$23,882 in the Water/Sewer Enterprise Fund Budgets)

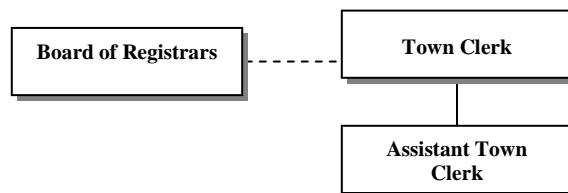


Town Clerk's Office Departmental Statement

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 FY2018 Initiatives and Accomplishments

1. Records Access Officer; manage, track, and coordinate response to public records requests received by the Town. Serve as a liaison and resource for other departments.
2. Continue to manage the requirements under the 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.
3. 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. Contribute and manage Town News on the Town's website.
4. Distribute and track Conflict of Interest Law, Ethics Training, and Open Meeting Law for all employees and Town Officials as required.

Town Clerk's FY2019 Goals and Initiatives

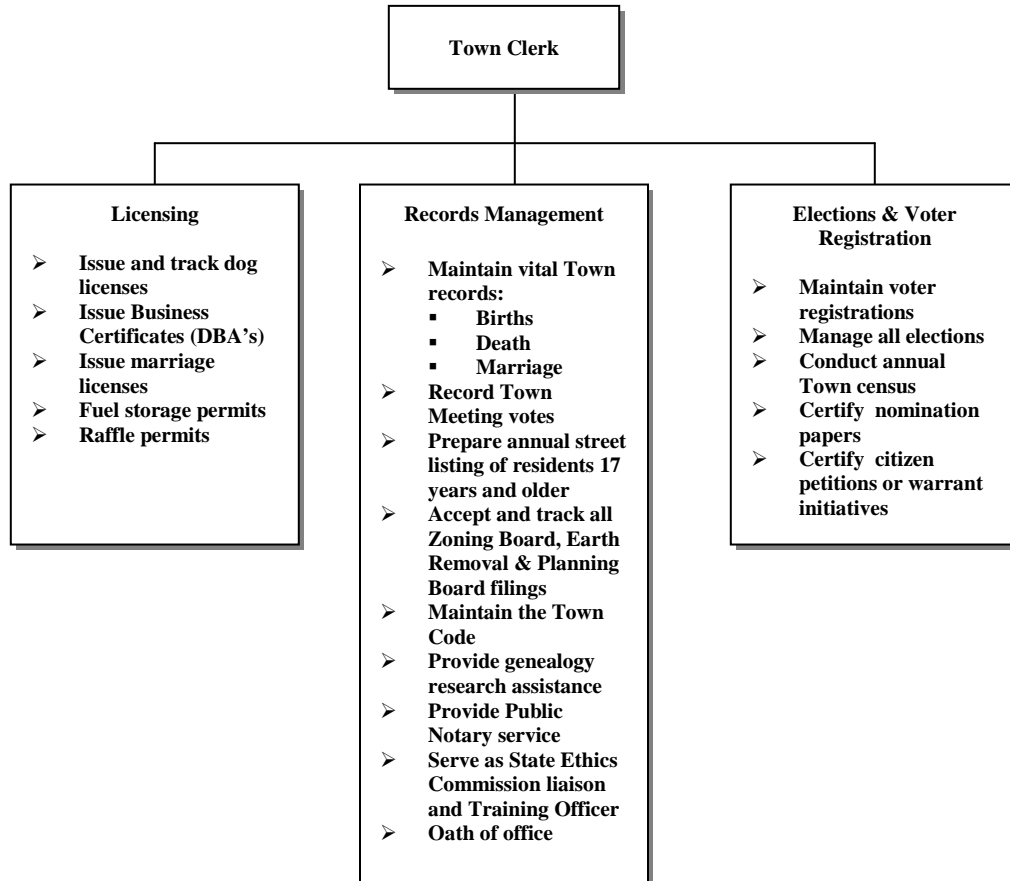
1. Increase communication with residents through enhanced website content and integration of social media platforms. Assist with the implementation of new phone/voicemail system for Town Hall Offices.
2. Continue to expand and promote credit card payments and online payments for the purchase of dog licenses and vital records (birth, death, marriage certificates).
3. Continue to assess need for additional historic records preservation, digitization, and storage needs for Town records.
4. Develop tracking and management tools for responding to and managing public records requests.

Significant Budget Changes or Initiatives

The combined FY2019 Town Clerk/Elections budget represents an overall increase of \$24,293, or 15.56%. The increase is primarily due to there being three scheduled elections in FY2019 as opposed to the one local election held in FY2018. The FY2019 scheduled elections include: the State Primary on September 18, 2018; the State Election on November 6, 2018; and the Annual Town Election on May 14, 2019. The departmental budget as presented also contains 2% wage increases for union and non-union personnel.



Town Clerk's Programs and Services



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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Position	FTE	FTE	FTE	FTE	FTE
Town Clerk	1	1	1	1	1
* Assistant Town Clerk	.98	.98	1	1	1
Total Full-time Equivalent	1.98	1.98	2	2	2

*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 was 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

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	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
TOWN CLERK'S OFFICE						
Personnel Services						
51110 Town Clerk Salary	78,670	81,852	84,996	87,387	42,013	89,135
51120 Assistant Town Clerk Salary	46,015	47,416	34,908	39,796	18,918	40,932
51410 Longevity Pay	800	800	800	800	950	950
51970 Stipend	1,000	1,000	1,015	1,000	1,000	1,000
SUBTOTAL	126,485	131,068	121,720	128,983	62,880	132,017
Expenses						
52800 Contractual Services	900	900	100	1,000	0	1,000
53190 Training	900	0	75	900	850	900
57110 Travel/Mileage	321	393	144	375	218	375
57310 Dues	305	305	310	295	125	410
57340 Meetings	736	828	1,004	1,000	175	1,000
SUBTOTAL	3,162	2,427	1,633	3,570	1,368	3,685
TOTAL: TOWN CLERK	129,647	133,495	123,353	132,553	64,248	135,702

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Town Clerk's Office



	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
ELECTIONS/VOTER REGISTRATION						
Personnel Services						
51240 Registrars	1,349	1,025	950	1,250	875	1,250
51250 Census Workers	8,347	4,029	5,080	5,622	2,703	5,848
51260 Town Election Workers	10,072	7,878	10,415	6,534	0	19,602
51270 Town Meeting Workers	562	304	208	640	0	640
SUBTOTAL	20,330	13,236	16,654	14,046	3,578	27,340
Expenses						
52720 Film Storage	234	265	270	255	0	255
52800 Contractual Services	5,353	5,233	5,812	3,750	1,000	9,250
53110 Printing	1,408	1,532	1,350	1,600	0	1,600
54290 Office Supplies	274	306	857	325	0	975
55820 Street Listing	474	684	1,470	750	0	900
55830 Census	1,468	1,360	2,027	1,500	0	1,800
55840 Election Expenses	1,932	1,193	2,534	600	0	1,800
57110 Travel/Mileage	318	249	409	25	19	75
57340 Meetings	833	110	763	675	931	675
58690 New Equipment	0	0	0	0	0	0
SUBTOTAL	12,294	10,932	15,492	9,480	1,950	17,330
TOTAL: ELECTIONS/VOTER REG	32,624	24,168	32,146	23,526	5,528	44,670



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.

		FY2015	FY2016	FY2017	FY2018	FY2018	FY2019
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
MODERATOR							
Personnel Services							
51110	Moderator Stipend	150	150	0	150	0	150
51130	Deputy Moderator Stipend	50	50	0	50	0	50
	SUBTOTAL	200	200	0	200	0	200
Expenses							
57810	Moderator Expenses	0	0	0	300	0	300
	SUBTOTAL	0	0	0	300	0	300
TOTAL:	MODERATOR	200	200	0	500	0	500



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.

		FY2015	FY2016	FY2017	FY2018	FY2018	FY2019
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
APPROPRIATIONS							
Expenses							
53110	Printing	0	0	0	900	0	900
57310	Dues	204	204	204	240	210	240
57340	Meetings	171	178	154	555	0	555
57810	Unclassified	0	0	0	0	0	0
	SUBTOTAL	375	382	358	1,695	210	1,695
TOTAL:	APPROPRIATIONS	375	382	358	1,695	210	1,695



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.

		FY2015	FY2016	FY2017	FY2018	FY2018	FY2019
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
FINANCIAL PLANNING							
Expenses							
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
SUBTOTAL		0	0	0	0	0	0
TOTAL:	FINANCIAL PLANNING	0	0	0	0	0	0



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.

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
PERSONNEL BOARD						
Expenses						
51980 Compensation Adjustments	0	0	0	64,803	0	150,000
53090 Advertising	1,630	4,957	6,013	1,000	0	1,000
53170 Drug & Alcohol Testing	1,659	1,816	6,147	2,000	1,413	2,000
53190 Training	400	0	0	1,000	330	1,000
57310 Dues	250	310	488	250	334	250
57340 Meetings	194	598	80	700	250	700
SUBTOTAL	4,133	7,681	12,729	69,753	2,327	154,950
TOTAL: PERSONNEL BOARD	4,133	7,681	12,729	69,753	2,327	154,950



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. The budget below represents general legal services. Legal expenses associated with specific capital projects or Water & Sewer Enterprise Funds are reflected in those budgets.

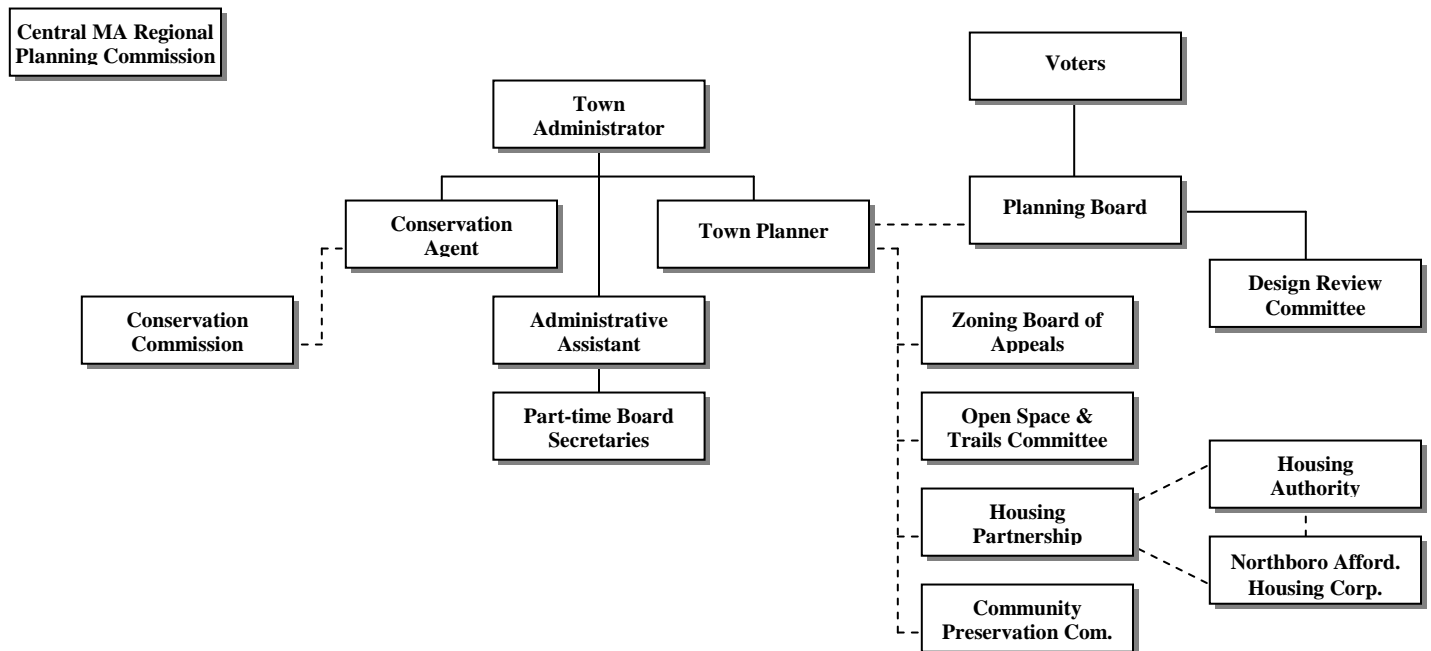
		FY2015	FY2016	FY2017	FY2018	FY2018	FY2019
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
TOWN COUNSEL							
Expenses							
53020	Legal Services	35,017	30,314	52,984	85,000	17,104	85,000
	SUBTOTAL	35,017	30,314	52,984	85,000	17,104	85,000
TOTAL:	TOWN COUNSEL	12,054	35,017	30,314	85,000	31,961	85,000



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 FY2018 Initiatives and Accomplishments

1. Master Plan consultant was chosen and Master Plan Committee was created to begin process of developing a comprehensive Master Plan for the community.
2. The Planning Department continues to work with Shrewsbury and Westborough 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.
3. A lakes and pond specialist was hired to work with the Conservation Commission 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.
4. The Town Planner and Assistant Town Administrator participated in a multi-community regional effort to submit a proposal regarding the second headquarters for Amazon. The proposal entitled "495 Crossroads" includes the towns of Northborough, Westborough, Southborough, and Hudson in addition to the City of Marlborough.
5. The Town Planner and Planning Board are developing zoning bylaw modifications for the 2018 annual town meeting to address the temporary moratoriums adopted at the 2017 annual town meeting for recreational marijuana and two-family dwelling units.
6. The Planning Board and the Department of Public Works have begun updating the Subdivision Rules and Regulations.

Planning & Conservation FY2019 Goals and Initiatives

1. Work with Planning Board and other land use boards to prioritize Master Plan goals and develop implementation plan.
2. Continue working with the Open Space Committee and Conservation Commission to implement Open Space and Recreation Plan Action Plan items. Develop outreach campaign for landowners whose land meets criteria for protection in accordance with the Open Space and Recreation Plan.
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 along the aqueduct.
6. Work with DPW, Planning Board and Zoning Board of Appeals to establish a sidewalk development policy and seek initial funding at 2019 Annual Town Meeting.

**Significant Budget Changes or Initiatives**

Overall, the FY2019 Planning and Conservation budget is up \$47,036, or 21%. The increase is primarily due to staffing increases in the Conservation Budget. The Part-time Conservation Agent position is being increased to full-time in FY2019 due to workload demands and office coverage needs. The expanded position will also provide staff support to the Open Space Committee and Trails Committee, which will free the Town Planner up to focus on the Master Planning Committee and the Historic White Cliffs Reuse Committee. The budget also includes a \$4,000 increase in contractual services for Planning Board consultants and reflects 2% wage increases for all union and non-union personnel.



PLANNING & CONSERVATION

Personnel Summary

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Position	FTE	FTE	FTE	FTE	FTE
Town Planner	1	1	1	1	1
Conservation Agent	.48	.48	.48	.48	1
Administrative Assistant	1	1	1	1	1
Part-time Board Secretaries for					
Conservation Commission	.15	.15	.15	.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	0.05
Planning Board	0	0.05	0.07	0.07	0.07
Total Full-time Equivalent	2.71	2.76	2.78	2.93	3.45

*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). 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).
- In FY2019 the 19/hr per week Conservation Agent was increased to full-time based upon workload and office coverage needs. The position will also provide staff support to the Trails Committee and Open Space Committee.



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.

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
PLANNING DEPARTMENT						
Personnel Services						
51100 Town Planner Salary	91,162	92,985	94,845	96,742	46,510	98,677
51120 Administrative Assistant wages	48,824	50,726	49,852	51,161	24,849	59,634
51140 Part-time Board Secretary wages	0	0	1,232	3,629	0	3,711
51410 Longevity Pay	1,000	1,000	1,300	1,300	1,300	1,300
SUBTOTAL	140,986	144,711	147,229	152,832	72,659	163,322
Expenses						
52800 Contractual Services	0	0	0	1,000	0	5,000
53090 Advertising	667	597	600	1,560	158	1,560
53110 Printing	0	1,128	0	2,250	500	2,250
54290 Office Supplies	458	816	567	850	275	850
*56820 Central MA RPC Assessment	3,583	3,672	3,764	3,859	3,858	3,955
57110 Travel/Mileage	1,768	1,891	1,387	2,100	435	2,100
57310 Dues	490	490	490	400	630	400
57320 Subscriptions	290	95	603	690	95	690
57340 Meetings	838	192	668	3,100	360	3,100
SUBTOTAL	8,093	8,882	8,079	15,809	6,312	19,905
TOTAL: PLANNING DEPARTMENT	149,079	153,593	155,309	168,641	78,971	183,227

* 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.

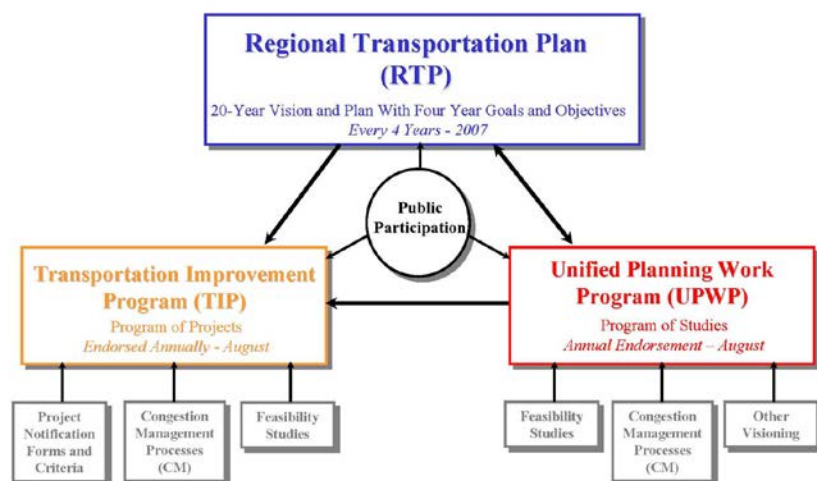
Central Massachusetts Metropolitan Planning Organization¹ (CMMPO)

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



¹ 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.

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
ZONING BOARD OF APPEALS						
Personnel Services						
51140 Part-time Board Secretary wages	1,143	801	533	2,426	297	2,474
SUBTOTAL	1,143	801	533	2,426	297	2,474
Expenses						
53090 Advertising	1,108	939	1,052	2,200	276	2,200
53110 Printing	0	76	0	80	0	80
54290 Office Supplies	46	46	216	30	15	30
57310 Dues	0	0	0	70	0	70
57340 Meetings	0	30	30	300	0	300
SUBTOTAL	1,154	1,091	1,298	2,680	291	2,680
TOTAL: ZONING BOARD OF APPEALS	2,297	1,893	1,830	5,106	588	5,154



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.² 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.

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
CONSERVATION COMMISSION						
Personnel Services						
51120 Administrative Assistant wages	6,924	7,231	7,301	7,309	3,514	0
51140 Part-time Board Secretary wages	1,247	5,866	1,008	6,184	3,606	14,640
51220 Conservation Agent	24,026	24,745	21,530	27,268	2,085	58,240
SUBTOTAL	32,197	37,842	29,840	40,761	9,205	72,880
Expenses						
53090 Advertising	845	680	550	1,200	150	1,200
53110 Printing	0	76	0	400	0	400
54290 Office Supplies	3,207	252	90	450	114	450
55980 Field Supplies	60	12	150	250	0	250
57110 Travel/Mileage	142	0	0	963	0	981
57310 Dues	753	630	643	835	776	835
57340 Meetings	685	240	565	1,975	0	1,975
57840 Conserv. Property Maintenance	0	781	922	1,000	0	1,000
SUBTOTAL	5,691	2,671	2,920	7,073	1,040	7,091
TOTAL: CONSERVATION COMMISSION	37,888	40,513	32,760	47,834	10,245	79,971

² 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.

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGETED	FY2018 SIX MONTHS	FY2019 PROPOSED
EARTHWORK BOARD						
Personnel Services						
51140 Part-time Board Secretary wages	119	766	248	1,284	839	1,549
SUBTOTAL	119	766	248	1,284	839	1,549
Expenses						
53090 Advertising	0	0	0	50	0	50
53110 Printing	0	12	0	50	0	50
57320 Subscriptions	0	0	0	100	187	100
SUBTOTAL	0	12	0	200	187	200
TOTAL: EARTHWORK BOARD	119	778	248	1,484	1,026	1,749



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 develop several units of affordable housing in the Town Center. 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 another \$100,000 in CPC funds for use by the NAHC. Article 28 of the April 2018 Annual town Meeting Warrant proposes to appropriate another \$100,000 in CPC funds for use by the NAHC.



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