

General Administration

Section 2



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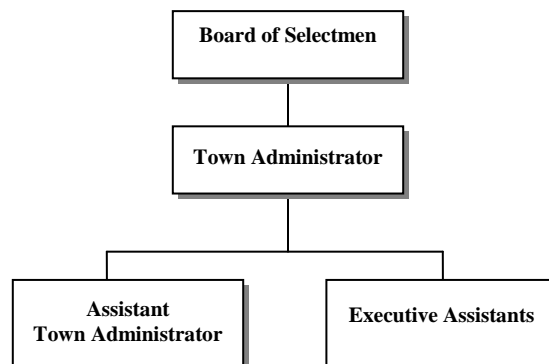


Executive Office Departmental Statement

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 issues certain licenses and permits such as alcohol, car dealerships, common victualler, and entertainment; enforce special sections of the Town Code; and regulate the public ways.

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

Executive Office Organizational Chart





Executive Office FY2019 Initiatives and Accomplishments

1. GFOA Distinguished Budget Award Submission: The Town submitted its FY2019 budget to the Government Finance Officers Association's Distinguished Budget Award program. If successful, it will be the 9th consecutive national budget award for Northborough. The award represents a significant achievement by the Town, reflecting the commitment of the Board of Selectmen and staff to meeting the highest principles of governmental budgeting. To receive the award, the Town must satisfy nationally recognized guidelines for effective budget presentation which 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.
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 of the Board of Selectmen, Financial Planning Committee, Appropriations Committee and K-8 School Committee on December 13, 2018. 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 FY2018 with approximately \$2.23 million in Free Cash on June 30, 2018 and no material issues or deficiencies were noted in the annual audit.
4. Classification & Compensation Study: During FY2019 the Town began 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 continue into FY2020 and the results will be subject to negotiation for union positions. Potential FY2020 financial impacts have been budgeted centrally pending the outcome of the study and contract settlements.
5. FY2019 Capital Budget included \$1,870,000 in Projects with no additional tax impact: The approved FY2019 Capital Budget totaled \$1,870,000 of which \$1,360,000 was funded with Free Cash (one-time revenues), resulting in no additional tax impact. In addition \$510,000 in funding came from Water & Sewer Enterprise Fund balances with no additional impact on rate payers. Since FY2012 the Town has invested \$14 million in pay-as-you-go capital investments with no additional tax impact. That includes \$10.49 million in Free Cash and approximately \$3.51 million in other funding sources.



6. Pavement Management Plan and Improved Condition Index: During FY2019 the Town implemented the fourth 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 updated assessment, the Town's overall Road Surface Rating (RSR, formerly 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.
7. Solid Waste & Recycling Contract Bid: FY2019 was the last year of the three-year solid waste hauling and recycling contract. The Town conducted a policy review of the current Pay-as-you-throw (PAYT) program in terms of the existing service level (single stream recycling), bag fees and General Fund subsidy as part of the contract bid process. Given the turmoil caused by China's 2018 decision to effectively exit the recycling market, the Town opted to issue a bid for hauling and negotiate a separate contract directly with the recycling facility to better isolate and manage escalating recycling costs. It is anticipated that recycling disposal will soon cost as much as trash disposal, and as a result, will require significant monitoring and active management during the upcoming contract.
8. Awarded "Green Community" Designation: Northborough is now officially a Green Community. The Green Community Designation and Grant Program under the Massachusetts Department of Energy Resources' provides a road map along with financial and technical support to municipalities that 1) pledge to cut municipal energy use by 20 percent over 5 years; 2) reduce the life-cycle costs of buildings; 3) provide as-of-right siting for renewable energy/alternate energy facilities; 4) provide for expedited permitting; and 5) adhere to a policy of purchasing fuel efficient vehicles. Achievement of this designation will result in numerous grant-funded facility improvement projects over the coming years, including an immediate grant of approximately \$145,000.
9. Fire Station Feasibility Study: During FY2019 the Fire Station Feasibility Study Committee completed its work. The Committee determined that the existing station is inadequate to meet the programmatic needs of the department and that the current site is also too small to accommodate a renovation/addition. As a result, the Committee issued a Request for Proposals to find land in the downtown area appropriate for a potential station site. Following an exhaustive process the Committee recommended acquisition of 61-65 Main Street with 10 Monroe as the preferred site for a new station. The proposed FY2020 Capital Budget includes \$3.5 million for the design and land acquisition costs associated with the proposed Fire Station building project. If approved, the project will be fully designed and bid during FY2020 and brought back for construction approval at the April 2020 Town Meeting.
10. Historic White Cliffs Facility Reuse: During FY2019, the Town sought proposals from architectural and engineering firms to perform a comprehensive assessment of the historic White Cliffs facility acquired in FY2018. The Town selected DBVW Architects to conduct a multi-phase assessment of the building to assist the Town in its efforts to preserve the facility while considering potential future uses of the property. To date, the firm has employed technology to scan the building and capture information necessary to create floor plans and elevations, and has completed an initial assessment of the building envelope and shared preliminary findings with the White Cliffs Committee. Following the development of



construction documents and bidding, work will be completed to secure the building envelope while more detailed assessments of the existing conditions continue in FY2020.

11. Negotiate a new Inter-municipal Agreement (IMA) with the City of Marlborough: 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.
12. Successfully Negotiated Health Insurance Plan Design Changes: For the 3rd consecutive year the Town successfully negotiated health insurance changes to balance the overall budget. Due to a combination of high claims and general market trends, the FY2019 Health Insurance budget was facing a 15.6% increase. Without negotiated plan changes, the FY2019 budget was structurally unbalanced by \$653,037 and would have necessitated significant service level reductions across all departments. To address the increase, the Town, working with the employee Insurance Advisory Committee (IAC), bid out its health insurance seeking consolidation under a single carrier. Based upon the bid results and the recommendation of the IAC, Fallon Community Health Plan (Fallon) was awarded the contract and the overall Health Insurance increase was mitigated to just 3.8%.
13. First Place Award for Annual Report: The Massachusetts Municipal Association presented Northborough with First Place for its 2017 Annual Town Report contest. The MMA's state-wide contest was created to recognize Towns that produce annual reports that serve as effective and informative tools in promoting an understanding of local government, and is the result of months of work by dedicated Town staff, committed to improving transparency and accountability in Northborough's Local Government. The Annual Report represents another excellent communication device to convey important information to residents and we are honored to be recognized at the state level for our efforts.

Executive Office FY2020 Goals and Initiatives

1. GFOA Distinguished Budget Award Program: Continue to refine the Town's Award winning budget for the FY2020 submission to the Government Finance Officers Association (GFOA) Distinguished Budget Award Program. FY2020 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 Land Acquisition and Design: Once funding is approved, proceed with the requisite land acquisition and design for a new fire station. The goal is to have the new station fully designed and bid during FY2020 and brought back for construction approval at the April 2020 Town Meeting.
3. Historic White Cliffs Facility Reuse: Much progress was made during FY2019 regarding the preservation of the historic White Cliffs mansion. The White Cliffs Committee engaged an architectural firm which spent months assessing the structure and developing phased plans to protect this important historic asset from further deterioration. The Committee will continue



to meet throughout the coming year as it endeavors to save this important historic building and chart a course for finding a viable reuse that will ensure its long-term preservation.

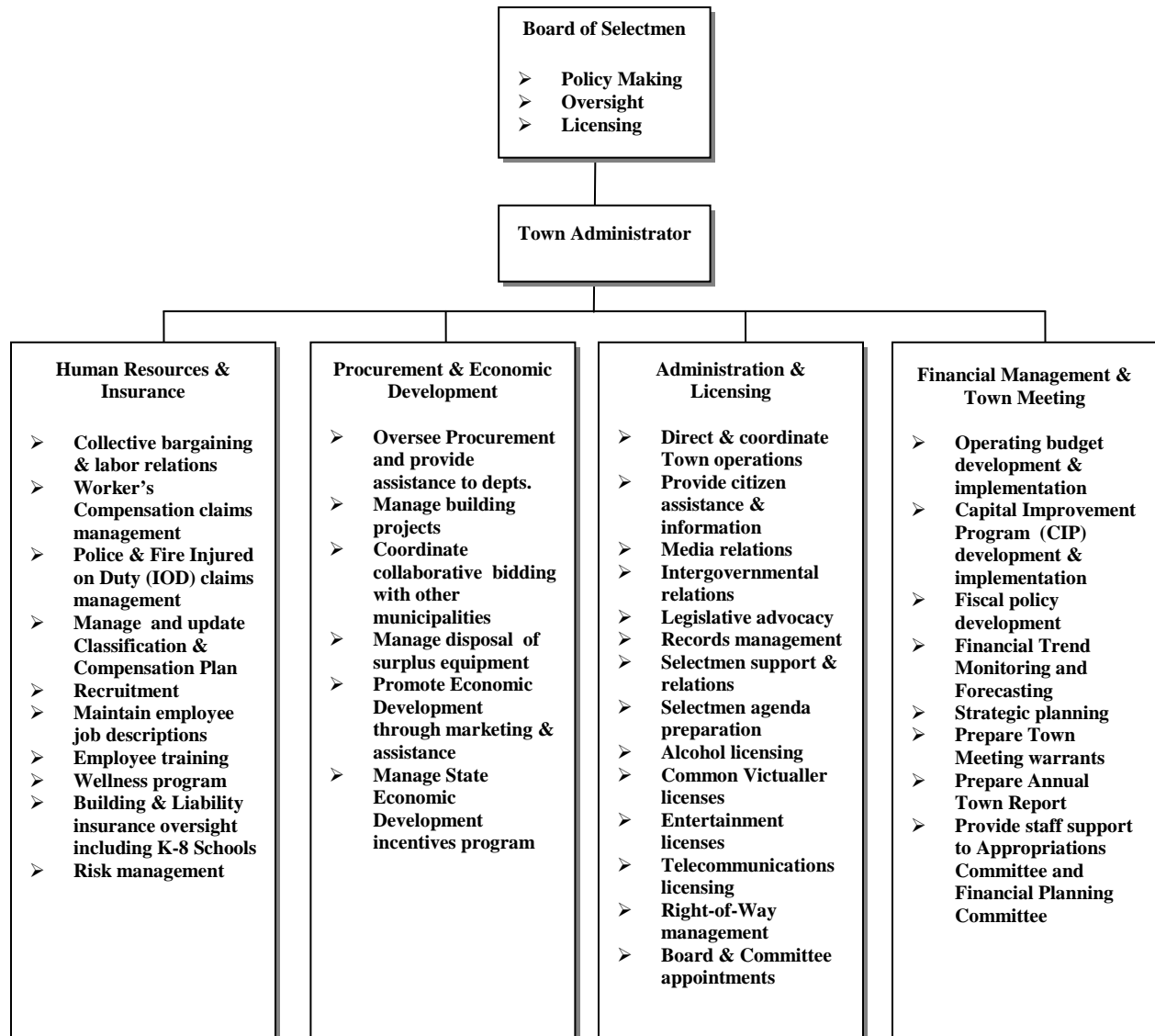
4. Litigation regarding Sewer Inter-municipal Agreement (IMA) with the City of Marlborough: The Town of Northborough anticipates going to trial during FY2020 to resolve the long-standing dispute with the City of Marlborough regarding sewer capacity and charges associated with the expired Inter-Municipal Agreement for sewer treatment services at the Marlborough Westerly Treatment Plant. For more detail please see Section 8-5 of this budget document.
5. All Collective Bargaining Agreements in Negotiations: All five of the Town's collective bargaining agreements expire on June 30, 2019. The Town is in the process of negotiating fair and sustainable future increases for personnel covering FY2020 through FY2022. Included in the negotiations will be any impacts to union employees associated with the ongoing Classification & Compensation Study.
6. Cable TV License Renewals with Charter Communications and Verizon: During FY2020 the Town will complete negotiations for new cable licenses with Charter and Verizon, including new capital and operating agreements for PEG Access funding.
7. Infrastructure Improvements: The Town will continue implementing the Pavement Management Plan in FY2020; complete the Rice Avenue bridge/culvert replacement; manage the construction of the Downtown Common project; and develop new ADA compliant designs for Assabet Park. These projects as well as many smaller capital improvements scheduled throughout FY2020 will continue to add to the quality and economic vitality of the Northborough community.
8. Development of Information Technology/GIS 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. The Town will also be updating the functionality of its webpage with new software.

Significant Budget Changes or Initiatives

There are no significant changes contained in the Executive Office budget. Overall, the budget is increasing \$6,007 or 1.34% in FY2020. The departmental budget as presented does not include contractual wage increases for Union and Non-Union personnel, as those expenses have been budgeted centrally pending completion of union negotiations.



Executive Office Programs and Services



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

Position	FY 2016 FTE	FY 2017 FTE	FY 2018 FTE	FY 2019 FTE	FY 2020 FTE
Town Administrator	1	1	1	1	1
Assistant Town Administrator	1	1	1	1	1
*Executive Assistants	1.5	2	2	2	2
Total Full-time Equivalent	3.50	4	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



	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
BOARD OF SELECTMEN						
Personnel Services						
51110 Selectmen Stipends	5,356	5,356	5,356	6,240	3,120	6,240
51120 Executive Assistant	62,377	110,814	128,835	131,373	63,160	132,573
51220 Part-Time Executive Assistant	31,144	0	0	0	0	0
51410 Longevity Pay	650	650	800	800	1,600	1,600
SUBTOTAL	99,527	116,820	134,991	138,413	67,880	140,413
Expenses						
¹ 52850 Annual Independent Audit	22,449	22,898	23,355	23,821	23,821	24,535
53090 Advertising	339	415	295	850	197	850
56930 Town Meeting Expenses	32	0	0	500	0	500
57320 Subscriptions	425	425	485	600	425	600
57330 Memberships	2,491	2,551	2,613	2,675	2,676	2,755
57340 Meetings	160	107	26	1,250	20	1,250
57810 Unclassified	0	0	0	1,000	181	1,000
SUBTOTAL	25,896	26,396	26,774	30,696	27,319	31,490
TOTAL: SELECTMEN	125,422	143,216	161,765	169,109	95,199	171,903

¹ The FY2020 total cost of the annual audit is \$27,880. The cost is split 88% General Fund and 12% Water/Sewer Enterprise Funds



Executive Office

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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
TOWN ADMINISTRATOR						
Personnel Services						
51100 Town Administrator	143,678	149,491	155,534	161,787	77,027	163,420
51120 Assistant Town Administrator	87,736	91,286	94,976	98,248	47,036	98,677
51410 Longevity Pay	550	550	1,350	700	700	850
SUBTOTAL	231,964	241,326	251,859	260,735	124,762	262,947
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	3,967	3,967	3,967	4,128	1,983	4,211
57310 Dues	1,436	1,255	1,553	1,632	1,745	1,850
57320 Subscriptions	695	764	868	700	1,097	1,100
57340 Meetings	941	585	4,232	3,500	695	3,500
SUBTOTAL	7,039	6,572	10,621	12,760	5,521	13,461
TOTAL: TOWN ADMINISTRATOR	239,004	247,898	262,480	273,495	130,283	276,408

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Executive Office



	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
ECONOMIC DEVELOPMENT						
Expenses						
54290 Office Supplies	0	0	0	200	0	200
57110 Travel/Mileage	0	0	0	0	0	0
57310 Dues	340	1,180	850	850	0	850
57320 Subscriptions	0	0	0	0	0	0
57340 Meetings	0	0	0	250	0	250
SUBTOTAL	340	1,180	850	1,300	0	1,300
TOTAL: ECONOMIC DEVELOPMENT	340	1,180	850	1,300	0	1,300

ANNUAL TOWN REPORTS

Expenses

52800 Contractual Services	1,400	1,400	1,470	1,800	0	1,800
53110 Printing	2,341	2,592	2,269	2,900	0	3,200
SUBTOTAL	3,741	3,992	3,739	4,700	0	5,000
TOTAL: ANNUAL TOWN REPORTS	3,741	3,992	3,739	4,700	0	5,000



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.

PUBLIC BUILDINGS					
Personnel Summary					
Position	FY 2016 FTE	FY 2017 FTE	FY 2018 FTE	FY 2019 FTE	FY 2020 FTE
Facilities Manager	0	0	0	0	1
Custodian	.5	.5	.5	.5	.5
Total Full-time Equivalent	.5	.5	.5	.5	1.5

***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.
- In FY2020 a full-time Facilities Manager is being added mid-year, effective January 1, 2020. The position will be responsible for coordination of the maintenance and repairs of Town Buildings, as well as assisting with preparation of the Town's Capital Improvement Plan.

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Public Buildings



	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
PUBLIC BUILDINGS						
Personnel Services						
51100 Full-time Salaries	0	0	0	0	0	50,000
51300 Overtime	0	0	0	6,000	0	6,120
51410 Longevity	100	100	100	350	175	350
51970 Part-time Custodian	23,505	24,357	25,241	26,260	12,500	26,763
SUBTOTAL	23,605	24,457	25,341	32,610	12,675	83,233
Expenses						
52110 Utilities Town Office Building	44,878	41,302	45,924	56,990	15,919	58,000
52460 Office Machine Maintenance	13,648	10,250	10,349	16,200	3,611	16,200
52800 Contractual Services	0	3,250	227	3,000	110	3,000
53410 Telephone	26,020	25,246	27,153	30,000	10,798	30,000
53420 Postage	34,056	27,664	34,540	35,000	8,042	35,000
54290 Office Supplies	9,607	10,333	5,125	9,000	2,472	9,000
54490 Repairs and Maintenance	64,507	54,026	65,876	85,490	39,639	85,490
54590 Supplies	12,739	13,466	16,587	15,000	4,741	15,000
54820 Gasoline	77,619	78,957	116,077	165,800	39,458	150,000
58700 Water Charges	9,760	7,626	9,449	16,500	6,621	16,500
58705 Sewer Charges	3,596	4,186	6,090	6,200	2,720	6,720
58708 Solid Waste Charges	28,689	28,941	32,012	31,626	6,243	34,000
SUBTOTAL	325,118	305,247	369,407	470,806	140,372	458,910
TOTAL: PUBLIC BUILDINGS	348,723	329,704	394,748	503,416	153,047	542,143

Significant Budget Changes or Initiatives

The Public Building Account increases \$38,727, or 7.69% in FY2020. The increase is due to the addition of a full-time Facilities Manager in FY2020, which has been budgeted mid-year. The position will be responsible for coordination of the maintenance and repairs of Town Buildings, as well as assisting with preparation of the Town's Six-Year Capital Improvement Plan (CIP).



Finance Departmental Statement

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

Treasurer/Collector Division

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

Assessing Division

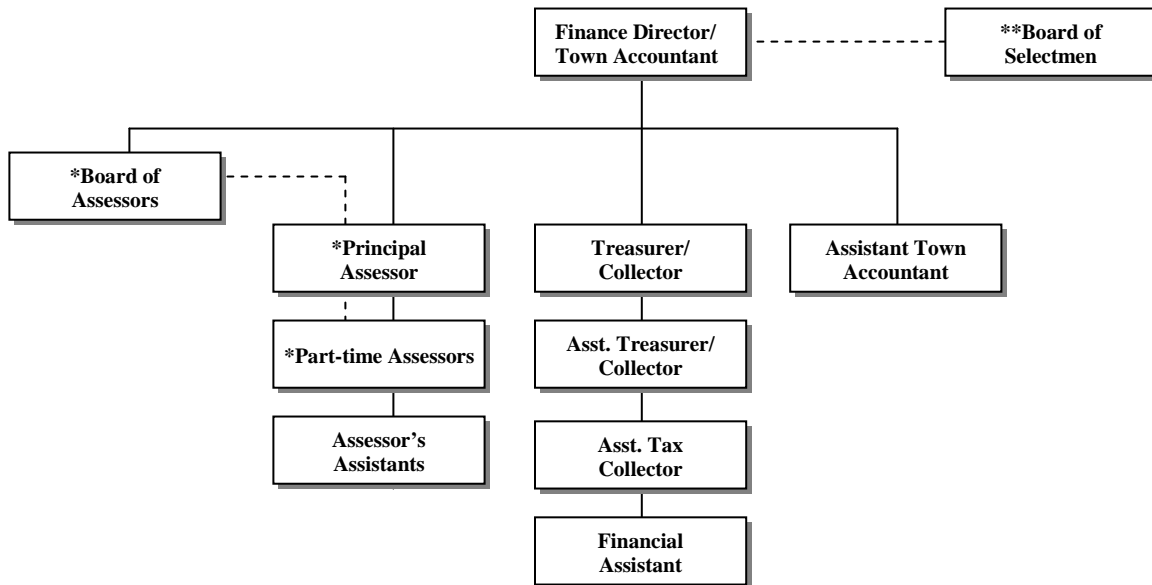
The primary role of the Assessor's Division, under the direction of the Board of Assessors, is the valuation of all real and personal property in the Town. The State Department of Revenue (DOR) requires that all property be valued at full and fair cash value which ensures that all property owners pay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

Accounting Division

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



Finance Department Organizational Chart

Organizational Chart Notes:

*The Board of Assessors consists of three members appointed by the Town Administrator for three-year terms. The Principal Assessor along with two Part-time Assessors serve as the Board of Assessors. 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. The Board of Selectmen also contracts with a certified public accounting firm annually to conduct an independent audit of all records and accounts of the Town. In accordance with Town Code Chapter 9-128 and Chapter 1-36-030, the Town Administrator oversees the Finance Department and may appoint either the Town Accountant or the Treasurer-Collector to serve as Finance Director.



Finance FY2019 Initiatives and Accomplishments

Treasurer/Collector Division:

1. Transitioned employees' health insurance plans from multiple carriers to a single carrier, following RFP process which reduced costs.
2. Financial Team worked closely with the Assessing Division to maintain the tax rate approval schedule so that the Classification Hearing could continue being held in November for FY2019.
3. Actively pursued the real estate tax collection of several properties in tax title.

Assessing Division:

1. Successfully completed the FY2019 Revaluation Certification in compliance with Massachusetts Department of Revenue guidelines, allowing the tax rate to be set in November.
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 FY2018 annual independent audit of the Town's financial statements resulting in no material deficiencies and including compliance with Government Account Standards Boards (GASB) Statement #74 and Statement #75 in the financial statements.
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 FY2018.
3. Continue working on formal internal control policy and procedural manual as recommended by the Town's external auditor.

**Finance FY2020 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.

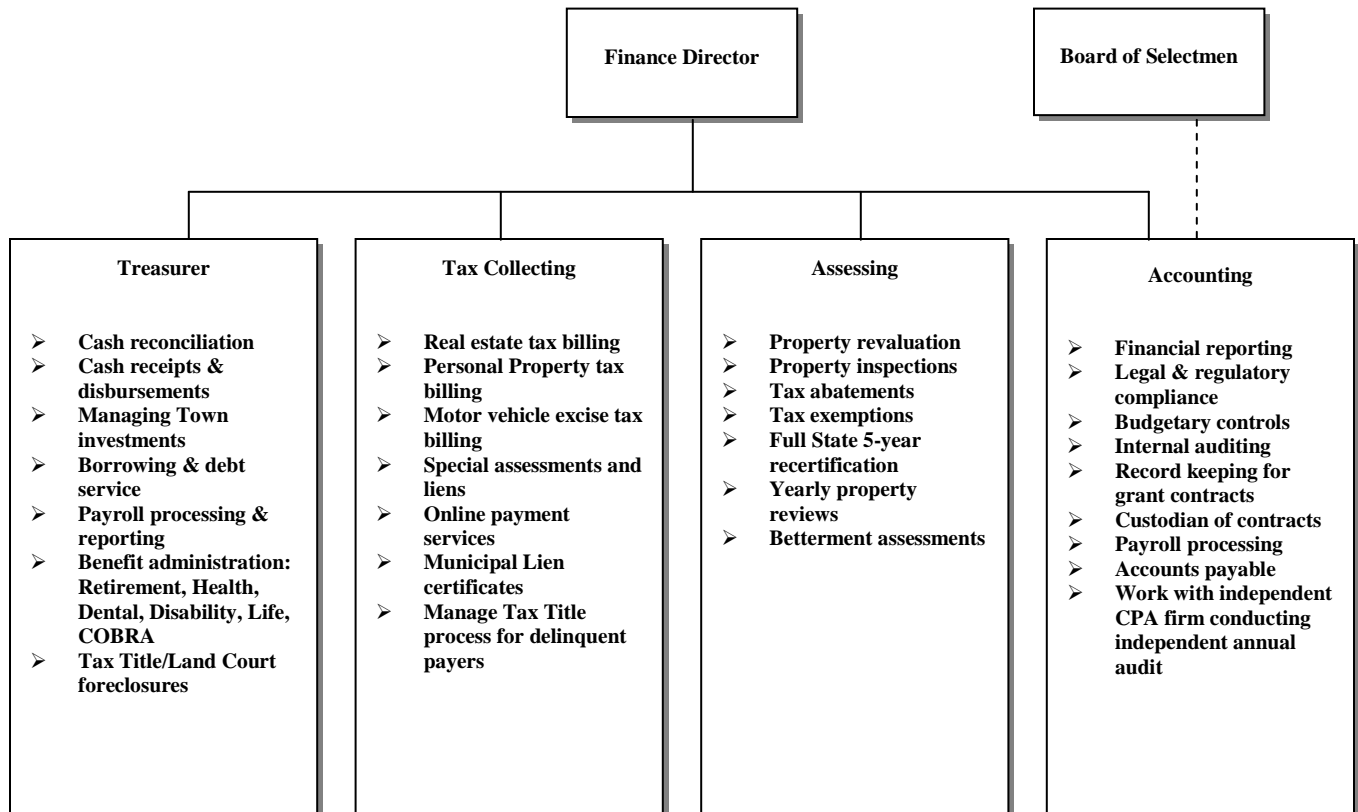
Significant Budget Changes or Initiatives

During FY2019 the Finance Director/Treasurer-Collector retired, and the Town Accountant was promoted to Finance Director/Town Accountant. Overall, the department's FY2020 budget is down \$3,562 or 0.45% due to changes in departmental personnel. The departmental budget as presented does not include contractual wage increases for Union and Non-Union personnel, as those expenses have been budgeted centrally pending completion of union negotiations.

Within the overall decrease shown, the Assessor's budget includes an increase of \$6,200 for contractual services in order to prepare for the State Department of Revenue's next full recertification of their values scheduled to occur in FY2021.



Financial Offices Programs and Services



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

Position	FY 2016 FTE*	FY 2017 FTE	FY 2018 FTE	FY 2019 FTE	FY 2020 FTE
<u>Finance Director</u>	1	1	1	1	1
<u>Treasurer/Collector's Division</u>					
Treasurer/Collector	0	0	0	1	1
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	0	0
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).

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



Finance Department

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		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
		ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED
TREASURER/COLLECTOR							
Personnel Services							
51100	Treasurer/Collector Salary*	108,764	112,197	114,595	116,888	56,196	87,291
51120	Treasurer Office Staff Salaries	174,839	182,328	212,985	187,092	92,553	189,333
51410	Longevity Pay	2,000	1,650	1,650	1,800	1,800	1,150
51970	Treasurer's Stipend	1,000	1,000	1,000	1,000	1,000	1,000
	SUBTOTAL	286,603	297,175	330,231	306,780	151,549	278,774
Expenses							
52800	Contractual Services	829	203	0	1,800	0	1,800
53040	Computer Services	6,992	7,170	7,129	8,097	3,042	8,308
53090	Advertising	318	342	594	1,000	396	1,000
53110	Printing	4,870	4,446	5,487	6,773	0	7,595
53160	Banking Services	4,072	3,449	5,070	4,500	1,192	5,400
54290	Office Supplies	581	254	46	675	40	675
57110	Travel/Mileage	485	548	259	758	0	758
57310	Dues	390	390	330	475	360	475
57340	Meetings	165	1,063	437	1,765	373	1,765
57810	Unclassified	1,355	1,193	1,458	1,840	1,575	1,840
	SUBTOTAL	20,056	19,059	20,809	27,683	6,977	29,616
TOTAL: TREASURER/COLLECTOR		306,660	316,234	351,040	334,463	158,526	308,390

* During FY2019 the Finance Director/Treasurer-Collector retired and the Town Accountant was promoted to Finance Director/Town Accountant. Treasurer/Collector position is vacant and is budgeted at the midpoint of the range in anticipation of successful recruitment.

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Finance Department



		FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 SIX MONTHS	FY2020 PROPOSED
ASSESSOR							
Personnel Services							
51100	Principal Assessor Salary	92,645	94,845	96,742	98,677	47,441	98,677
51120	Assessor Asst. Salaries	107,213	110,825	114,369	117,776	56,350	119,435
51130	PT Assessors Salaries	26,321	23,377	22,956	40,087	6,486	40,568
51410	Longevity	550	700	1,050	1,050	1,050	1,050
	SUBTOTAL	226,729	229,747	235,117	257,590	111,327	259,730
Expenses							
52800	Contractual Services	13,965	23,373	11,508	26,210	12,849	32,410
53090	Advertising	0	49	0	150	0	150
53110	Printing	219	438	0	750	232	750
54290	Office Supplies	197	115	0	500	0	500
57110	Travel/Mileage	812	1,001	1,266	2,600	144	2,600
57310	Dues	254	254	254	290	200	290
57320	Subscriptions	1,302	1,332	1,332	1,550	1,178	1,550
57340	Meetings	688	1,979	1,294	2,100	259	2,100
	SUBTOTAL	17,437	28,541	15,655	34,150	14,862	40,350
TOTAL: ASSESSOR		244,166	258,287	250,772	291,740	126,189	300,080



Finance Department

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		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
		ACTUAL	ACTUAL	ACTUAL	BUDGET	SIX MONTHS	PROPOSED
ACCOUNTING							
Personnel Services							
51100	Town Accountant Salary*	92,985	94,845	96,742	98,677	47,441	116,888
51120	Asst. Accountant Salary	51,820	53,635	55,671	57,914	27,570	59,024
51410	Longevity	200	200	200	200	200	550
SUBTOTAL		145,005	148,680	152,613	156,791	75,211	176,462
Expenses							
52800	Contractual Services	834	829	834	6,500	834	1,000
53110	Printing	422	596	166	450	174	450
54290	Office Supplies	0	82	279	200	0	200
57310	Dues	125	125	125	185	125	185
57320	Subscriptions	0	0	0	125	0	125
57340	Meetings	1,805	1,915	1,903	3,000	120	3,000
SUBTOTAL		3,186	3,547	3,308	10,460	1,253	4,960
TOTAL: ACCOUNTING		148,191	152,227	155,921	167,251	76,464	181,422

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

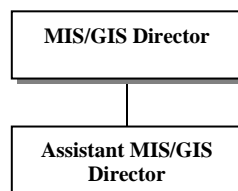


**Management Information Systems (MIS) & Geographic Information Systems (GIS)
Departmental Statement**

The MIS/GIS Department is charged with coordinating the implementation and application of information technology throughout Town. The 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 FY2019 Initiatives and Accomplishments

1. A two-year server and storage upgrade project was completed in FY2019. The servers are located at Town Hall, the Police Department and Fire Department, and host over two dozen virtual servers running public safety, financial and other mission-critical applications.
2. Deployment of Microsoft Office 365 is taking place across FY2019 and FY2020, replacing older versions scheduled for retirement with Microsoft's new Office subscription service.
3. Work on an IT/GIS Strategic Plan began in FY2019 and will run through FY2020. The project was funded by a \$40,000 grant received through the State's Community Compact Grant and is intended to provide guidance for funding, staffing levels, policy development and a variety of operating procedures.
4. The 2018 Annual Town Meeting approved funding for a new aerial photography project, which is expected to take place in April of 2019 and will provide update planimetric data (pavement, structures, wetlands, etc.) and topographic data. The project is expected to last approximately 12 months.

MIS/GIS FY2020 Goals and Initiatives

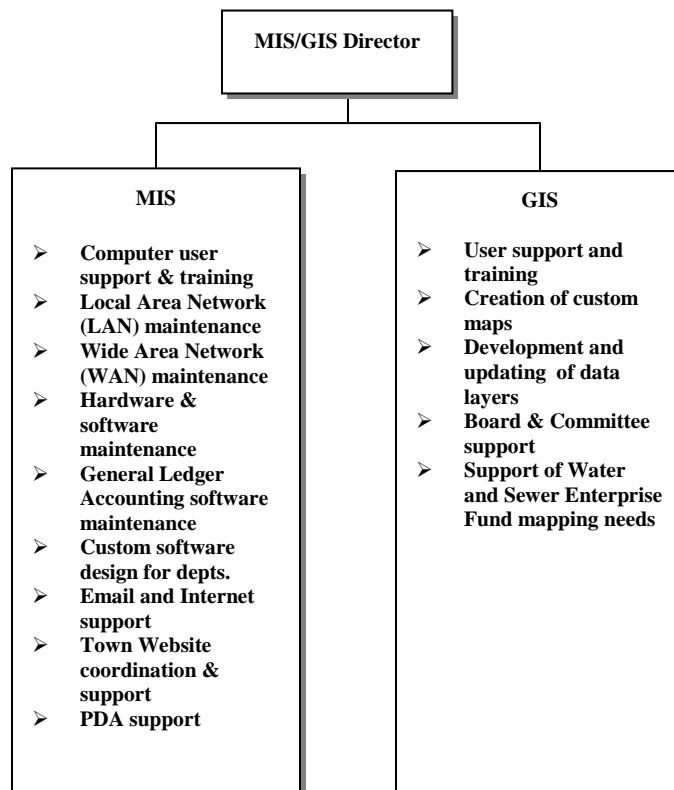
1. The FY2020 MIS/GIS budget reflects industry trends with an ever increasing move to a subscription model. Many products and services are now budgeted and procured as an annual subscription service. Microsoft Office 365, anti-virus applications, website and GIS web hosting, cloud applications and even training are all now budgeted annually as subscriptions. This allows the Town to utilize the latest versions of applications and service while providing a more consistent, predictable budget process.
2. As part of an effort to provide and maintain a secure network, existing training will be supplemented with an annual training program to educate Town staff about ransomware, phishing, social engineering and other security threats targeted at end users.
3. The MIS/GIS Department will work with the Police and Fire Department as they migrate to a new computer-aided dispatch system from NexGen and ESO Solutions (ambulance billing).
4. Several ongoing FY2019 projects will continue into FY2020, including the Office 365 migration, aerial photography project and the IT/GIS Strategic Planning Study.

Significant Budget Changes or Initiatives

The MIS/GIS budget is decreasing by \$30,849, or 6%. The decrease is attributable to the reallocation of computer equipment monitoring expenses from MIS to the Police, Fire and Water/Sewer Budgets to better reflect actual expenditures. The departmental budget as presented does not include contractual wage increases for Union and Non-Union personnel, as those expenses have been budgeted centrally pending completion of union negotiations. The main departmental initiatives in FY2020 will be updating the website and the continued implementation of a \$40,000 State grant to create a comprehensive IT/GIS Strategic Plan focused on aligning technology investment with overall organizational priorities.



MIS/GIS Programs and Services



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

Position	FY 2016 FTE	FY 2017 FTE	FY 2018 FTE	FY 2019 FTE	FY 2020 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 FY2020 salary total is \$98,677 (\$74,795 in the General Fund Budget and \$23,882 in the Water/Sewer Enterprise Fund Budgets). The salary as represented does not include FY2020 wage increases, pending settlement of collective bargaining agreements.

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MIS/GIS



	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
MIS/GIS DEPARTMENT						
Personnel Services						
51110 MIS/GIS Director Salary (GF)	72,985	74,845	73,555	74,795	23,559	74,795
51120 Asst. MIS/GIS Director Salary	83,993	85,673	87,387	89,135	42,853	89,135
51410 Longevity Pay	850	1,000	1,150	1,150	1,150	1,150
SUBTOTAL	157,828	161,518	162,091	165,080	67,562	165,080
Expenses						
52800 Contractual Services	23,788	20,239	21,440	50,000	5,880	50,000
53040 Computer Services	27,960	25,860	41,141	41,534	24,210	40,898
53190 Training	3,000	6,900	0	11,400	0	9,500
53720 Computer Maintenance	79,951	100,634	113,847	124,699	87,900	133,830
54290 Office Supplies	13,225	15,366	13,811	14,140	6,258	12,845
57110 Travel/Mileage	296	58	0	397	0	426
57310 Dues	0	100	100	100	100	100
57320 Subscriptions	249	0	0	0	0	0
57340 Meetings	0	0	0	3,503	0	3,525
58690 New Equipment	45,033	79,831	2,705	102,450	95,716	66,250
SUBTOTAL	193,502	248,986	193,044	348,223	220,064	317,374
TOTAL: MIS/GIS	351,330	410,504	355,135	513,303	287,625	482,454

* The FY2020 salary total is \$98,677 (\$74,795 in the General Fund Budget and \$23,882 in the Water/Sewer Enterprise Fund Budgets)

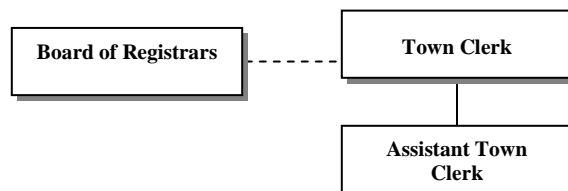


Town Clerk's Office Departmental Statement

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 FY2019 Initiatives and Accomplishments**

1. Implemented the use of electronic poll books for Town Meeting and Elections.
2. Successfully managed 2019 Town Election and 2018 State Primary, including early voting sessions for the November 6, 2018 State Election. A total of 1,800 people voted early.
3. Assumed responsibilities for a portion of the PAYT trash and recycling program. Process all payables and receivables. Manage all communications with residents.
4. Manage, track, and coordinate response to public records requests received by the Town.
5. Manage posting of meeting notices and agendas in accordance with Open Meeting Law requirements. All meeting notices for boards, committees, and commissions are posted in the Town Clerk's Office and on the Town's Website at least 48 hours prior to the meeting.
6. Distribute and track Conflict of Interest/Ethics training documentation for all employees and Town Officials.

Town Clerk's FY2020 Goals and Initiatives

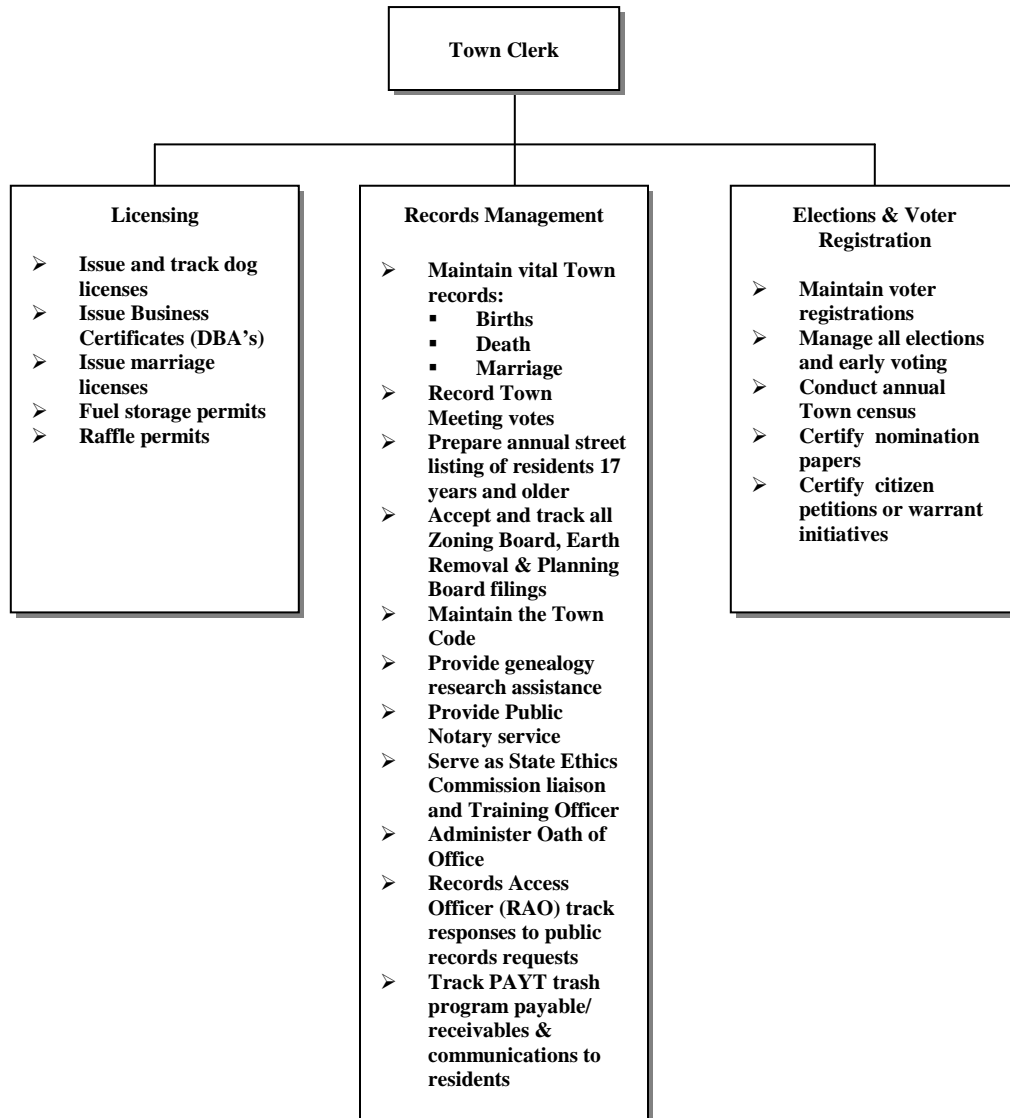
1. Continue to expand and promote credit card counter payments and online payments for the purchase of dog licenses and vital records (birth, death, marriage certificates).
2. Continue to assess need for additional historic records preservation, digitization, and storage needs for the Town's records.
3. Increase communication with residents through enhanced website content and integration of social media platforms.
4. Develop tracking tools for responding to and managing public records requests.
5. Continue development of improved payables and receivables methods for PAYT program.
6. Ensure the timely posting of all meeting agendas and minutes on the Town website.
7. Implement centralized polling for elections at the Middle School to improve efficiency and effectiveness of oversight.

Significant Budget Changes or Initiatives

The combined FY2020 Town Clerk/Elections budget represents an overall decrease of \$8,837, or 4.87%. The decrease is primarily due to there being only two scheduled elections in FY2020 as opposed to the three held in FY2019. The FY2020 scheduled elections include the Presidential Primary on March 3, 2020, and the Annual Town Election on May 12, 2020. During FY2020 the department will be transitioning to one centralized polling location at the Melick Middle School in order to reduce disruption at the four elementary schools and increase efficiency of oversight. The departmental budget as presented does not include contractual wage increases for Union and Non-Union personnel, as those expenses have been budgeted centrally pending completion of union negotiations.



Town Clerk's Programs and Services



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

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Position	FTE	FTE	FTE	FTE	FTE
Town Clerk	1	1	1	1	1
* Assistant Town Clerk	.98	1	1	1	1
Total Full-time Equivalent	1.98	2	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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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
TOWN CLERK'S OFFICE						
Personnel Services						
51110 Town Clerk Salary	81,852	84,996	87,387	89,135	42,853	89,135
51120 Assistant Town Clerk Salary	47,416	34,908	39,411	41,861	19,566	42,959
51410 Longevity Pay	800	800	950	950	950	950
51970 Stipend	1,000	1,015	1,000	1,000	1,000	1,000
SUBTOTAL	131,068	121,720	128,748	132,946	64,369	134,044
Expenses						
52800 Contractual Services	900	100	100	1,000	0	1,000
53190 Training	0	75	925	900	850	900
57110 Travel/Mileage	393	144	359	375	125	375
57310 Dues	305	310	410	410	185	420
57340 Meetings	828	1,004	1,083	1,000	744	1,000
SUBTOTAL	2,427	1,633	2,877	3,685	1,904	3,695
TOTAL: TOWN CLERK	133,495	123,353	131,625	136,631	66,274	137,739

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Town Clerk's Office



	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
ELECTIONS/VOTER REGISTRATION						
Personnel Services						
51240 Registrars	1,025	950	950	1,250	875	1,250
51250 Census Workers	4,029	5,080	6,006	5,848	2,924	6,137
51260 Town Election Workers	7,878	10,415	3,875	19,602	8,505	13,068
51270 Town Meeting Workers	304	208	220	640	1,333	640
SUBTOTAL	13,236	16,654	11,051	27,340	13,637	21,095
Expenses						
52720 Film Storage	265	270	296	255	0	255
52800 Contractual Services	5,233	5,812	4,475	9,250	3,266	6,500
53110 Printing	1,532	1,350	1,416	1,600	0	1,600
54290 Office Supplies	306	857	560	975	380	650
55820 Street Listing	684	1,470	1,898	900	0	900
55830 Census	1,360	2,027	1,851	1,800	0	1,800
55840 Election Expenses	1,193	2,534	847	1,800	3,601	1,200
57110 Travel/Mileage	249	409	58	75	231	50
57340 Meetings	110	763	981	675	783	675
58690 New Equipment	0	0	0	0	0	0
SUBTOTAL	10,932	15,492	12,381	17,330	8,262	13,630
TOTAL: ELECTIONS/VOTER REG	24,168	32,146	23,431	44,670	21,898	34,725



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.

		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
MODERATOR							
Personnel Services							
51110	Moderator Stipend	150	0	150	150	0	150
51130	Deputy Moderator Stipend	50	0	50	50	0	50
	SUBTOTAL	200	0	200	200	0	200
Expenses							
57810	Moderator Expenses	0	0	0	300	0	300
	SUBTOTAL	0	0	0	300	0	300
TOTAL:	MODERATOR	200	0	200	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.

		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
APPROPRIATIONS							
Expenses							
53110 Printing		0		0	900	0	900
57310 Dues		204	204	210	240	210	240
57340 Meetings		178	154	200	555	0	555
57810 Unclassified		0	0	0	0	0	0
SUBTOTAL		382	358	410	1,695	210	1,695
TOTAL:	APPROPRIATIONS	382	358	410	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.

		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
		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.

At the start of FY2020 all five of the Town's collective bargaining agreements expire, effective June 30, 2019. The Town is in the process of negotiating fair and sustainable future increases for personnel covering FY2020 through FY2022. Included in the negotiations will be any impacts to union employees associated with the ongoing Classification & Compensation Study. As such, the FY2020 departmental budgets do not include contractual wage increases for Union and Non-Union personnel, as those expenses have been budgeted centrally in the Personnel Board account pending successful completion of union negotiations.

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
PERSONNEL BOARD						
Expenses						
51980 Compensation Adjustments	0	0	0	124,460	0	230,000
53090 Advertising	4,957	6,013	4,020	1,000	661	1,000
53170 Drug & Alcohol Testing	1,816	6,147	5,891	2,000	1,836	2,000
53190 Training	0	0	334	1,000	0	1,000
57310 Dues	310	488	250	250	250	250
57340 Meetings	598	80	0	700	80	700
SUBTOTAL	7,681	12,729	10,495	129,410	2,827	234,950
TOTAL: PERSONNEL BOARD	7,681	12,729	10,495	129,410	2,827	234,950



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.

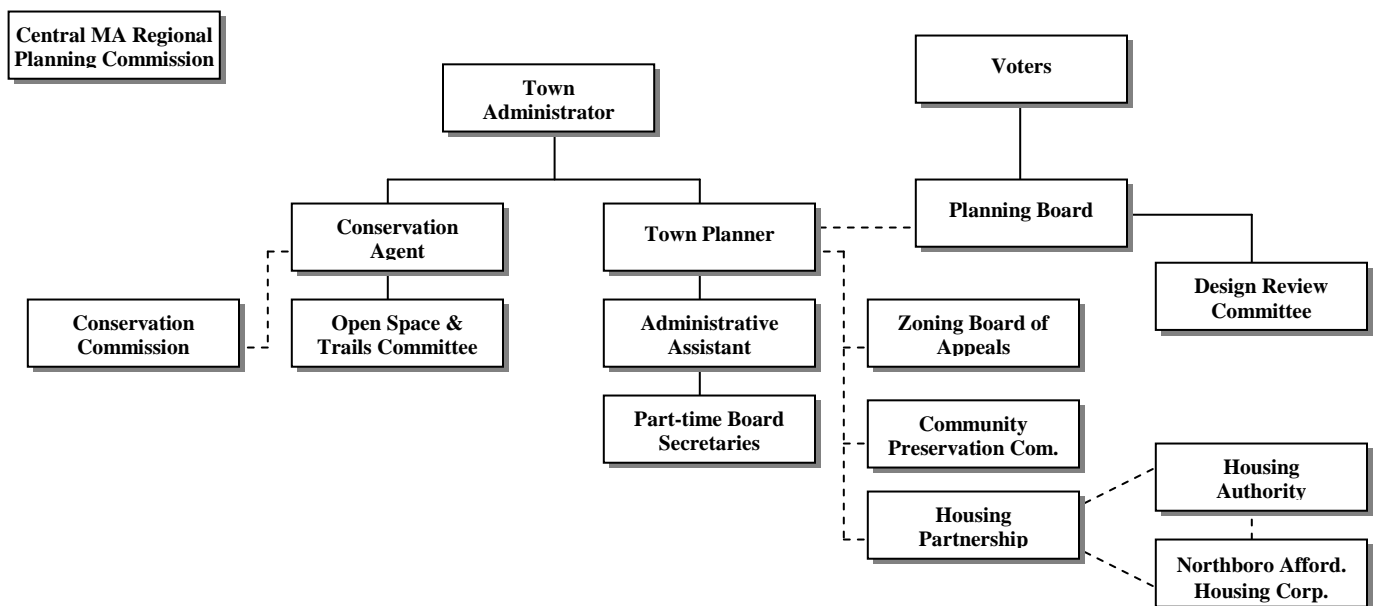
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2020
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
TOWN COUNSEL							
Expenses							
53020	Legal Services	30,314	52,984	45,407	85,000	39,454	85,000
	SUBTOTAL	30,314	52,984	45,407	85,000	39,454	85,000
TOTAL:	TOWN COUNSEL	30,314	52,984	45,407	85,000	39,454	85,000



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 FY2019 Initiatives and Accomplishments

1. The Master Plan Committee was created and a consultant chosen to begin the process of developing a new comprehensive Master Plan for the community.
2. The Planning Department continues to work with Shrewsbury and Westborough to explore the creation of a multi-use transportation path utilizing the former Boston Worcester Air Line Trail. The goal is to provide a paved commuting route for bikers and walkers linking Worcester with Framingham. Easement research has begun in Northborough.
3. Town adopted zoning bylaws prohibiting the sale of recreational and medical marijuana.
4. 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 waterway.
5. The Planning Board and the Department of Public Works started updating the Subdivision Rules and Regulations. Project completion is anticipated in FY2020.
6. Staff worked with Marlborough, Westborough and Southborough on the creation of the Boroughs Loop Trail, which is a continuous 33+ mile trail through all four communities. In November 2017, this group received a DCR Recreational Trails Grant for \$39,717 to implement the Boroughs Loop trail. Parts of the trail are now open to the public.
7. Staff worked with Berlin and the Sudbury Valley trustees to permanently protect 30+ acres of open space bordering the two communities.

Planning & Conservation FY2020 Goals and Initiatives

1. Work with Planning Board and other land use boards to prioritize Master Plan goals and develop implementation plans.
2. Update the Open Space and Recreation Plan.
3. Continue developing and publicizing the Boroughs Loop Trail.
4. Update Planning Board and Zoning Board of Appeals submittal forms with the goal of offering electronic application submission.
5. Prepare Planning Board, Zoning Board of Appeals, and Conservation Commission files for electronic conversion.
6. Explore public access options utilizing the MWRA aqueduct bridge to connect northern and southern walking trails along the aqueduct.
7. Work with DPW, Planning Board and Zoning Board of Appeals to establish a sidewalk development policy.

**Significant Budget Changes or Initiatives**

Overall, the FY2020 Planning and Conservation budget is up \$8,378, or 3%. The budget is essentially flat with the exception of an increase of \$7,734 associated with the hiring of a new full-time Conservation Agent. The part-time Conservation Agent position was increased to full-time in FY2019 and was originally budgeted at the lower end of the salary range, which was subsequently increased to match the hired candidate's credentials. The departmental budget as presented does not include contractual wage increases for Union and Non-Union personnel, as those expenses have been budgeted centrally pending completion of union negotiations.



PLANNING & CONSERVATION

Personnel Summary

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Position	FTE	FTE	FTE	FTE	FTE
Town Planner	1	1	1	1	1
Conservation Agent	.48	.48	.48	1	1
Administrative Assistant	1	1	1	1	1
Part-time Board Secretaries for					
Conservation Commission	.15	.15	.30	.30	.30
Earthwork	0.03	0.03	0.03	0.03	0.03
Zoning Board of Appeals	0.05	0.05	0.05	0.05	0.05
Planning Board	0.05	0.07	0.07	0.07	0.07
Total Full-time Equivalent	2.76	2.78	2.93	3.45	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, 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.

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
PLANNING DEPARTMENT						
Personnel Services						
51100 Town Planner Salary	92,985	94,845	96,742	98,677	47,441	98,677
51120 Administrative Assistant wages	50,726	49,852	51,628	59,634	26,154	60,179
51140 Part-time Board Secretary wages	0	1,232	0	3,711	0	3,711
51410 Longevity Pay	1,000	1,300	1,300	1,300	1,300	1,300
SUBTOTAL	144,711	147,229	149,669	163,322	74,895	163,867
Expenses						
52800 Contractual Services	0	0	4,000	5,000	0	5,000
53090 Advertising	597	600	1,010	1,560	216	1,560
53110 Printing	1,128	0	1,715	2,250	595	2,250
54290 Office Supplies	816	567	571	850	602	850
*56820 Central MA RPC Assessment	3,672	3,764	3,858	3,955	3,955	4,054
57110 Travel/Mileage	1,891	1,387	1,217	2,100	717	2,100
57310 Dues	490	490	630	400	568	400
57320 Subscriptions	95	603	95	690	95	690
57340 Meetings	192	668	729	3,100	241	3,100
SUBTOTAL	8,882	8,079	13,825	19,905	6,988	20,004
TOTAL: PLANNING DEPARTMENT	153,593	155,309	163,494	183,227	81,883	183,871

* 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.

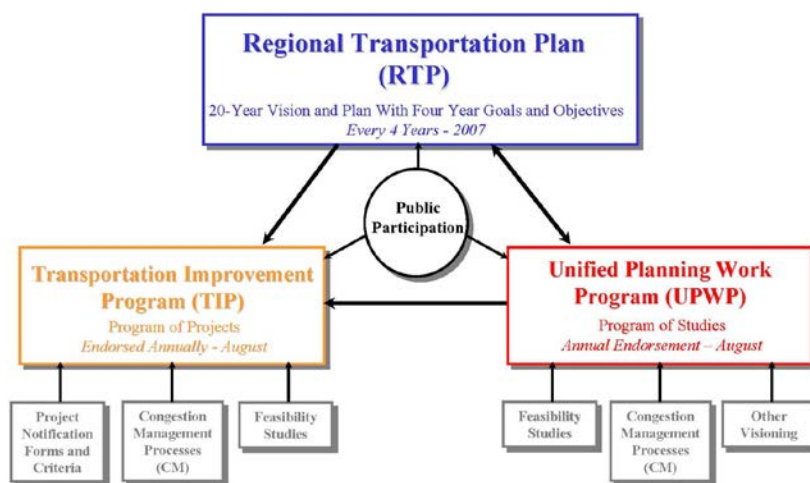
Central Massachusetts Metropolitan Planning Organization¹ (CMMPO)

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 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.

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
ZONING BOARD OF APPEALS						
Personnel Services						
51140 Part-time Board Secretary wages	801	533	588	2,474	515	2,474
SUBTOTAL	801	533	588	2,474	515	2,474
Expenses						
53090 Advertising	939	1,052	567	2,200	564	2,200
53110 Printing	76	0	0	80	0	80
54290 Office Supplies	46	216	15	30	0	30
57310 Dues	0	0	0	70	0	70
57340 Meetings	30	30	0	300	0	300
SUBTOTAL	1,091	1,298	582	2,680	564	2,680
TOTAL: ZONING BOARD OF APPEALS	1,893	1,830	1,170	5,154	1,079	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.

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
CONSERVATION COMMISSION						
Personnel Services						
51120 Administrative Assistant wages	7,231	7,301	7,309	0	3,584	65,696
51140 Part-time Board Secretary wages	5,866	1,008	8,444	14,640	5,754	14,918
51220 Conservation Agent	24,745	21,530	2,265	58,240	27,794	0
SUBTOTAL	37,842	29,840	18,017	72,880	37,132	80,614
Expenses						
53090 Advertising	680	550	476	1,200	179	1,200
53110 Printing	76	0	0	400	0	400
54290 Office Supplies	252	90	333	450	201	450
55980 Field Supplies	12	150	0	250	0	250
57110 Travel/Mileage	0	0	0	981	41	981
57310 Dues	630	643	776	835	669	835
57340 Meetings	240	565	375	1,975	0	1,975
57840 Conserv. Property Maintenance	781	922	75	1,000	0	1,000
SUBTOTAL	2,671	2,920	2,035	7,091	1,090	7,091
TOTAL: CONSERVATION COMMISSION	40,513	32,760	20,053	79,971	38,222	87,705

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.

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 SIX MONTHS	FY2020 PROPOSED
EARTHWORK BOARD						
Personnel Services						
51140 Part-time Board Secretary wages	766	248	1,297	1,549	0	1,549
SUBTOTAL	766	248	1,297	1,549	0	1,549
Expenses						
53090 Advertising	0	0	0	50	0	50
53110 Printing	12	0	0	50	15	50
57320 Subscriptions	0	0	187	100	0	100
SUBTOTAL	12	0	187	200	15	200
TOTAL: EARTHWORK BOARD	778	248	1,484	1,749	15	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 the General Fund budget. The expenses associated with the Board Secretary for the CPC meetings are paid for directly from CPA funds and not reflected in the Planning & Conservation budget.

Open Space Committee

The Open Space Committee consists of seven members, one each from the Planning Board, Conservation Commission, Parks & Recreation Commission, Board of Selectmen and three members and two alternates appointed by the Board of Selectmen for three-year terms. The Open Space Committee is responsible for the identification and preparation of proposals for Town Meeting of properties to be acquired for open space and/or recreational use. The Open Space Committee also considers alternative methods for open space preservation, including but not limited to grants, donations, and conservation easements.

➤ **Trails Committee**

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

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



Design Review Committee

The Design Review Committee is a five member board appointed by the Planning Board per Section 7-03-050 E of the Zoning Bylaw. The DRC consists of a member of the Planning Board, 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. Article 38 of the April 2016 Annual Town Meeting appropriated another \$100,000 in CPC funds for the NAHC. Article 42 of the April 2017 Annual Town Meeting appropriated \$100,000 in CPC funds for use by the NAHC. Article 28 of the April 2018 Annual Town Meeting appropriated \$100,000 in CPC funds for use by the NAHC. Using the CPC funds, NAHC worked with the non-profit Habitat for Humanity to develop 4 units of affordable housing in two historic buildings in the Town Center in 2019. Article 26 of the April 2019 Annual Town Meeting Warrant proposes to appropriate another \$100,000 in CPC funds for use by the NAHC in a yet to be determined project.



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