

# **General Administration**

## **Section 2**



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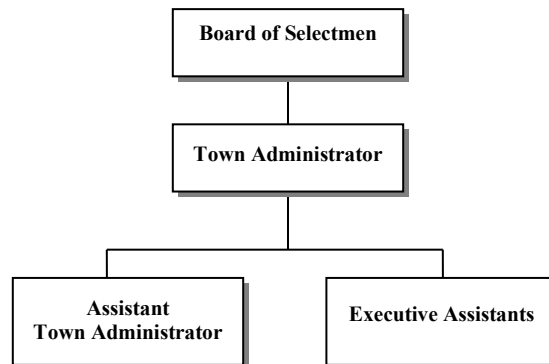


## Executive Office Departmental Statement

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 FY2022 Initiatives and Accomplishments

1. COVID-19 Pandemic Response: The Town continued to respond to the COVID-19 pandemic and perform community outreach, disease investigation and surveillance. During FY2022, the Towns of Boylston, Northborough, Southborough, and Westborough entered into an Inter-Municipal Agreement (IMA) for Local Public Health Services, formally referred to as the Greater Boroughs Partnership for Health (GBPH).
2. FY2022 GFOA Distinguished Budget Award and Outdoor Town Meeting: Under special State legislation, the 2021 Annual Town Meeting was delayed to May 1<sup>st</sup> and held outdoors due to COVID-19 safety concerns. The Town submitted its FY2022 budget to the Government Finance Officers Association's Distinguished Budget Award program and received its 11<sup>th</sup> national budget award.
3. Financial Trend Monitoring Report Updated: The Financial Team updated the Town's Financial Trend Monitoring System (FTMS) Report and presented the results at a joint meeting of the Board of Selectmen, Financial Planning Committee, Appropriations Committee and the K-8 School Committee on December 20, 2021. The updated FTMS Report provided critical information about the FY2023 budget assumptions during the ongoing pandemic, which allowed policy-making Boards and Committees to make informed decisions.
4. Clean Annual Audit and Positive Free Cash: Following the unexpected retirement of the Town's Auditor, a competitive request for proposal process was used to select a new firm. Although the yearend close was delayed due to the auditor selection process, the Town ultimately closed out FY2021 with approximately \$3.4 million in Free Cash on June 30, 2021, and no material issues or deficiencies were noted in the annual audit.
5. FY2022 Capital Budget: Annual Town Meeting approved \$1,875,250 in capital projects with \$805,000 coming from Free Cash, and a combination of other sources including Community Preservation Funds, Grants, and Enterprise Funds with no additional tax impact. Several significant capital projects were undertaken during FY2022, including construction of a new ADA compliant Assabet Park, Construction of new Pickleball Courts at Ellsworth/McAfee Park, installation of flashing crosswalks at key pedestrian locations, construction of the new Water/Sewer Garage on Summer St., refurbishing of the Assabet Hill Water Tank, and over \$1.1 million in roadway and culvert improvements were made in accordance with the Pavement Management Plan.
6. Fire Station Project Site Remediation Completed: Oversaw the remediation of the Fire Station building site located at 61-65 West Main Street. Following months of negotiations with the seller and oversight of the clean-up, final ground water testing is scheduled for July of 2022, at which time the Town will close on the property.
7. Litigated the Inter-municipal Agreement (IMA) with the City of Marlborough: Following a multiyear negotiation and discovery process, the disagreement between the Town and the City of Marlborough regarding the IMA for sewer treatment services went to trial in 2021. At the time of this writing, the court has yet to render a decision, the outcome of which will



establish Northborough's contribution to the operational expenses of the Marlborough Westerly Wastewater Treatment Plant, as well as its share of the \$30 million plant improvement project.

8. Traffic Safety Initiatives: The Town engaged the Central Massachusetts Regional Planning Commission (CMRPC) to conduct a Roadway Safety Audit (RSA) of Bartlett Street in response to citizen concerns regarding recent development along this corridor. In addition, the Town engaged the CMRPC to prepare a Post Occupancy Study for the Amazon warehouses located at 330/350 Bartlett Street.
9. Diversity & Inclusion Committee: In August of 2020, the Board of Selectmen established the Diversity & Inclusion Committee. The Committee engaged community stakeholders, leaders, and residents to collect qualitative and quantitative data culminating in a final report with recommendations to the Board of Selectmen in December of 2021.
10. Classification & Compensation Study: The Town engaged the Collins Center for Public Management out of the University of Massachusetts to conduct a comprehensive review of the current Classification & Compensation Plan for all positions included in Schedule A of the Personnel Bylaw. The final study and updated Classification/Compensation Plan is being recommend by the Personnel Board for approval at the 2022 Annual Town Meeting.
11. Master Plan Implementation Committee Created: During 2020 the Town completed a comprehensive update to its Master Plan, which is a comprehensive long-range plan intended to guide growth and development of the Town. Following completion of the plan, the Board of Selectmen approved the creation of a Master Plan Implementation Committee (MPIC), charged with prioritization of the various goals and objectives. The MPIC identified downtown revitalization and enhancing general walkability as their top two priorities.
12. Green Communities Competitive Round of Grant Awards: At the end of FY2019, Northborough was officially awarded "Green Community" status by the Department of Energy Resources. This designation allows the Town access to grant funding to reduce municipal energy use and encourage the adoption of and adherence to environmentally sustainable policies. In the Spring of 2021, the Town was awarded another competitive grant in the amount of \$161,930 for energy efficiency projects at both Town and School locations, including funding to assist with the purchase of a hybrid police cruiser.
13. Development of Information Technology/GIS Strategic Plan: Using \$40,000 in funding received under the State Community Compact Grant program, the Town engaged an independent third-party consultant to assist in the development of a comprehensive IT/GIS Strategic Plan that focuses on aligning technology investment with overall organizational priorities. As part of the planning process the Town is also participating in a regional grant with the Town of Westborough to assess and better protect our technology against cyber security threats. The Strategic Plan is scheduled to be completed in June of 2022.
14. Health Insurance Bid with Joint Procurement Association (JPA): During FY2022, the Town's health insurance carrier unexpectedly made the decision to exit the public market, effective June 30, 2022. A successful joint bid process with the Regional High School and



Town of Southborough resulted in a favorable budget increase of just 1% and unanimous support from the employee bargaining units.

15. Implementation of a Unified Communications as a Service (UCaaS) Solution for all Town Buildings: The Town used funds provided by the CARES Act to replace the existing Centrex phone system used by all Town buildings. The transition to a UCaaS solution modernized the technology available to Town staff and improved communications. The Town's entire communications system was moved to the cloud and is now accessible from any place where there is internet access. The new system allowed staff to effectively work remotely from any location.
16. Cell Tower Lease: In 2002, the Town acquired the site now known as 119 Bearfoot Road. When the Town purchased the property, there was an existing telecommunications tower onsite, which has since become the Senior Center. Following a Request for Proposals process a new long-term lease was awarded with an anticipated value of \$4.61 million over the 20 year lease.
17. Legislative Priorities Updated: The Town updated its legislative priorities letter and held a successful meeting with its Legislative Delegation on March 28<sup>th</sup> to discuss key issues and initiatives. A supplemental set of potential earmarks were also communicated to the Delegation for potential funding.
18. Regional Dispatch Assessment: As part of its inter-governmental services agreement to provide assistance to the State 911 Department, the UMass Collins Center is providing planning services to assist the Towns of Grafton, Hopkinton, Hudson, Marlborough, Northborough, Southborough and Westborough to study the feasibility of establishing a Regional Emergency Communication Center (RECC) or to join an existing RECC and to provide recommendations for the best option for the seven communities. The ongoing assessment process is expected to carry over into FY2023.

#### **Executive Office FY2023 Goals and Initiatives**

1. GFOA Distinguished Budget Award Program: The Government Finance Officers Association (GFOA) Distinguished Budget Award Program underwent major revisions, adding several new criteria requirements. The Town will review the new requirements and continue to refine its award-winning budget for submission. FY2023 enhancements will focus on long-range planning and the introduction of meaningful performance measures into operating budgets.
2. Fire Station Project Design: Although funding for the land acquisition and design for the new fire station were approved at the April 2019 Town Meeting, required site remediation work performed by the seller delayed closing on the property, which is a former gas station. Final ground water testing is scheduled for July of 2022, at which time the Town will close on the property. In the interim, the Town has begun the selection process for an owner's project manager and architect. The goal is to complete the design development phase in time to seek approval of construction funding at the 2023 Annual Town Meeting in conjunction with a debt exclusion vote on the 2023 Election Ballot.



3. Historic White Cliffs Facility Reuse: Progress on the reuse of the historic White Cliffs Facility was delayed by the pandemic, both in terms of the internal process as well as the general economic shutdown. The White Cliffs Committee intends to seek consulting assistance to develop a scope of services for a Request for Proposals (RFP) solicitation. The goal of the RFP process is to identify potential private sector partners willing to perform the restoration work needed to bring the facility back into code compliant use. It remains to be seen if additional subsidy will be needed from the Town to make a project economically viable; however, the Feasibility Study results clearly indicate that full restoration of White Cliffs to its former historic glory is unlikely. Moving forward, the Town needs to identify a financially viable use that preserves as many of the historically significant features of the structure as possible.
4. Town Offices Feasibility Study: A feasibility study will be conducted to determine the future location of the Town Administrative Offices. The feasibility study process is set to begin in the spring of 2022 and last through the summer and early fall. Once a determination is made on a path forward for the future of the Administrative Offices, the Town will put forth a request for design funding in the Spring of 2023. The feasibility study will coincide with the Town's reacquisition of the old Town Offices building located at 4 West Main Street. In 1983 the Town sold the former Town Hall property, subject to the right to re-purchase it in the 40th year after the sale for the sum of Ten Thousand Dollars (\$10,000). Article 21 on the 2022 Annual Town Meeting Warrant proposes the exercise of the re-purchase option and the appropriation of funds for that purpose. The intent is for the Town to undertake this feasibility study prior to completing the re-purchase.
5. All Collective Bargaining Agreements in Negotiations: All five of the Town's collective bargaining agreements expire at the end of FY2022 on June 30, 2022. The Town will be negotiating fair and sustainable future increases for all union personnel covering FY2023 through FY2025.
6. Downtown Master Plan: The Town finalized its Master Plan Update in 2020 after nearly a year long process which included extensive public participation and review. The Master Plan includes a comprehensive baseline assessment describing the Town's existing resources and conditions, and projects future needs and goals of the community. In the Fall of 2020, the Board of Selectmen established a Master Plan Implementation Committee that is charged with the evaluation and prioritization of the various goals and tasks set forth in the Master Plan document. The Master Plan Implementation Committee formally voted to make downtown revitalization its top priority and developed a scope of work for a Downtown Master Plan Study to be funded in FY2023 using Free Cash. Additional projects will likely be added to the capital plan once the study is completed.
7. Sidewalk Master Plan and Complete Streets: The recently completed Master Plan identifies sidewalk and crosswalk improvements as well as sidewalk expansion as primary goals of the community. The Town has begun working on these goals in several ways. First, DPW completed a town-wide sidewalk assessment that culminated with the development of a Sidewalk Management Plan which presents a capital approach to improving the existing network of sidewalks. However, funding for sustained implementation of the plan still needs to be identified. Secondly, the Town was accepted into the Massachusetts Department of Transportation (MassDOT) "Complete Streets Funding Program." The goal of the program is



to support safe and accessible options for all modes of travel – walking, biking, and vehicular. The next program step is for the Town, with its consultant, to prepare through a public input process a Complete Streets Prioritization Plan for MassDOT acceptance. This plan will identify needs, gaps, possible funding sources, and implementation schedules for sidewalk, bicycle, and accessible transportation connectivity improvements. The Town was awarded a \$35,200 grant from MassDOT to develop its Complete Streets Prioritization Plan in the Fall of 2022.

8. American Rescue Plan Act: The last major initiative for FY2023 will be the ongoing process of developing the priority funding goals for the \$4.5 million in ARPA funding. The Board of Selectmen is planning a public input session in June of 2022 to determine how best to proceed. Compliance reporting for the previously received CARES Funding and FEMA emergency reimbursements for COVID responses will also take up significant resources of the Finance Department throughout FY2023.

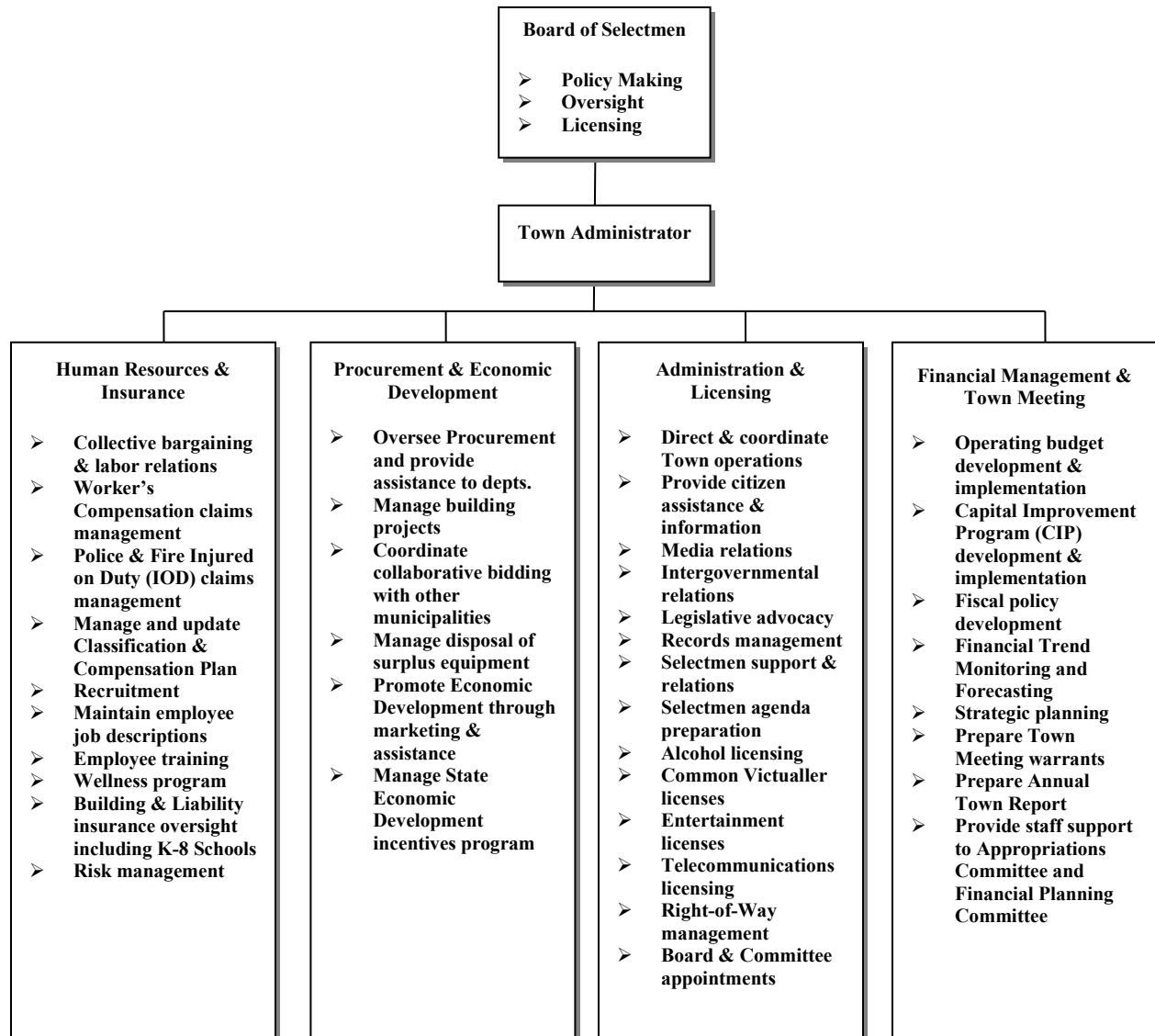
### **Significant Budget Changes or Initiatives**

Overall, the Executive Office budget is increasing \$7,528 or 1.55% in FY2023. The departmental budget as presented does not include contractual wage increases, as those expenses have been budgeted centrally pending completion of union negotiations.





## Executive Office Programs and Services





| <b>EXECUTIVE OFFICE</b>           |                        |                        |                        |                        |                        |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Personnel Summary</b>          |                        |                        |                        |                        |                        |
| <b>Position</b>                   | <b>FY 2019<br/>FTE</b> | <b>FY 2020<br/>FTE</b> | <b>FY 2021<br/>FTE</b> | <b>FY 2022<br/>FTE</b> | <b>FY 2023<br/>FTE</b> |
| Town Administrator                | 1                      | 1                      | 1                      | 1                      | 1                      |
| Assistant Town Administrator      | 1                      | 1                      | 1                      | 1                      | 1                      |
| Executive Assistants              | 2                      | 2                      | 2                      | 2                      | 2                      |
| <b>Total Full-time Equivalent</b> | <b>4</b>               | <b>4</b>               | <b>4</b>               | <b>4</b>               | <b>4</b>               |

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



# Executive Office

# Section 2-9

|  | FY2019 | FY2020 | FY2021 | FY2022   | FY2022     | FY2023   |
|--|--------|--------|--------|----------|------------|----------|
|  | ACTUAL | ACTUAL | ACTUAL | BUDGETED | SIX MONTHS | PROPOSED |

## BOARD OF SELECTMEN

### Personnel Services

|                                     |                |                |                |                |               |                |
|-------------------------------------|----------------|----------------|----------------|----------------|---------------|----------------|
| 51110 Selectmen Stipends            | 6,240          | 6,240          | 6,240          | 6,240          | 3,120         | 6,240          |
| 51120 Executive Assistant           | 131,373        | 135,066        | 137,421        | 139,980        | 65,230        | 139,980        |
| 51220 Part-Time Executive Assistant | 0              | 0              | 0              | 0              | 0             | 0              |
| 51410 Longevity Pay                 | 1,600          | 1,600          | 1,750          | 1,750          | 1,750         | 1,900          |
| <b>SUBTOTAL</b>                     | <b>139,213</b> | <b>142,906</b> | <b>145,411</b> | <b>147,970</b> | <b>70,100</b> | <b>148,120</b> |

### Expenses

|   |               |               |               |               |               |               |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| <sup>1</sup> 52850 Annual Independent Audit | 23,821        | 24,534        | 25,256        | 26,013        | 12,760        | 29,460        |
| 53090 Advertising                           | 355           | 272           | 227           | 850           | 70            | 850           |
| 56930 Town Meeting Expenses                 | 323           | 0             | 63            | 500           | 0             | 500           |
| 57320 Subscriptions                         | 425           | 345           | 396           | 600           | 345           | 600           |
| 57330 Memberships                           | 2,676         | 2,741         | 2,666         | 2,821         | 2,719         | 2,821         |
| 57340 Meetings                              | 340           | 214           | 85            | 1,250         | 0             | 1,250         |
| 57810 Unclassified                          | 181           | 0             | 0             | 1,000         | 143           | 1,000         |
| <b>SUBTOTAL</b>                             | <b>28,120</b> | <b>28,106</b> | <b>28,692</b> | <b>33,034</b> | <b>16,037</b> | <b>36,481</b> |

### TOTAL: SELECTMEN

|  |                |                |                |                |               |                |
|--|----------------|----------------|----------------|----------------|---------------|----------------|
|  | <b>167,333</b> | <b>171,012</b> | <b>174,103</b> | <b>181,004</b> | <b>86,137</b> | <b>184,601</b> |
|--|----------------|----------------|----------------|----------------|---------------|----------------|

<sup>1</sup> The total amount for the FY2022 audit (paid for during FY2023) is \$29,500 plus \$3,500 for the Federal Single Audit. The cost is split 88% General Fund (\$25,960 plus \$3,500 Single Audit) and 12% Water/Sewer Enterprise Funds

# Section 2-10

# Executive Office



|  | FY2019 | FY2020 | FY2021 | FY2022   | FY2022     | FY2023   |
|--|--------|--------|--------|----------|------------|----------|
|  | ACTUAL | ACTUAL | ACTUAL | BUDGETED | SIX MONTHS | PROPOSED |

## TOWN ADMINISTRATOR

### Personnel Services

|                                    |                |                |                |                |                |                |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 51100 Town Administrator           | 161,805        | 168,340        | 175,142        | 182,218        | 84,079         | 184,037        |
| 51120 Assistant Town Administrator | 98,252         | 30,672         | 72,608         | 100,942        | 46,581         | 101,960        |
| 51410 Longevity Pay                | 700            | 500            | 500            | 500            | 500            | 500            |
| <b>SUBTOTAL</b>                    | <b>260,757</b> | <b>199,511</b> | <b>248,250</b> | <b>283,660</b> | <b>131,160</b> | <b>286,497</b> |

### Expenses

|                            |              |               |              |               |              |               |
|----------------------------|--------------|---------------|--------------|---------------|--------------|---------------|
| 52800 Contractual Services | 0            | 5,300         | 0            | 0             | 0            | 0             |
| 53110 Printing             | 0            | 0             | 0            | 1,600         | 0            | 1,600         |
| 54290 Office Supplies      | 0            | 1,068         | 0            | 1,200         | 0            | 1,200         |
| 57110 Travel/Mileage       | 4,128        | 4,211         | 4,211        | 4,382         | 2,106        | 4,514         |
| 57310 Dues                 | 1,745        | 1,801         | 1,802        | 1,963         | 2,620        | 2,700         |
| 57320 Subscriptions        | 1,280        | 1,387         | 1,626        | 1,626         | 1,798        | 1,834         |
| 57340 Meetings             | 1,670        | 539           | 634          | 3,800         | 2,225        | 3,800         |
| <b>SUBTOTAL</b>            | <b>8,823</b> | <b>14,305</b> | <b>8,273</b> | <b>14,571</b> | <b>8,748</b> | <b>15,648</b> |

## TOTAL: TOWN ADMINISTRATOR

|  |                |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
|  | <b>269,580</b> | <b>213,817</b> | <b>256,523</b> | <b>298,231</b> | <b>139,908</b> | <b>302,145</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|



# Executive Office

# Section 2-11

|  | FY2019 | FY2020 | FY2021 | FY2022   | FY2022     | FY2023   |
|--|--------|--------|--------|----------|------------|----------|
|  | ACTUAL | ACTUAL | ACTUAL | BUDGETED | SIX MONTHS | PROPOSED |

### ECONOMIC DEVELOPMENT

#### Expenses

|                       |            |            |            |              |            |              |
|-----------------------|------------|------------|------------|--------------|------------|--------------|
| 54290 Office Supplies | 0          | 0          | 0          | 200          | 0          | 200          |
| 57110 Travel/Mileage  | 0          | 0          | 0          | 0            | 0          | 0            |
| 57310 Dues            | 850        | 855        | 855        | 875          | 500        | 892          |
| 57320 Subscriptions   | 0          | 0          | 0          | 0            | 0          | 0            |
| 57340 Meetings        | 0          | 0          | 0          | 250          | 0          | 250          |
| <b>SUBTOTAL</b>       | <b>850</b> | <b>855</b> | <b>855</b> | <b>1,325</b> | <b>500</b> | <b>1,342</b> |

|                                    |            |            |            |              |            |              |
|------------------------------------|------------|------------|------------|--------------|------------|--------------|
| <b>TOTAL: ECONOMIC DEVELOPMENT</b> | <b>850</b> | <b>855</b> | <b>855</b> | <b>1,325</b> | <b>500</b> | <b>1,342</b> |
|------------------------------------|------------|------------|------------|--------------|------------|--------------|

### ANNUAL TOWN REPORTS

#### Expenses

|                            |              |              |              |              |          |              |
|----------------------------|--------------|--------------|--------------|--------------|----------|--------------|
| 52800 Contractual Services | 1,800        | 1,435        | 1,475        | 1,854        | 0        | 1,854        |
| 53110 Printing             | 2,900        | 0            | 2,205        | 3,296        | 0        | 3,296        |
| <b>SUBTOTAL</b>            | <b>4,700</b> | <b>1,435</b> | <b>3,680</b> | <b>5,150</b> | <b>0</b> | <b>5,150</b> |

|                                   |              |              |              |              |          |              |
|-----------------------------------|--------------|--------------|--------------|--------------|----------|--------------|
| <b>TOTAL: ANNUAL TOWN REPORTS</b> | <b>4,700</b> | <b>1,435</b> | <b>3,680</b> | <b>5,150</b> | <b>0</b> | <b>5,150</b> |
|-----------------------------------|--------------|--------------|--------------|--------------|----------|--------------|



**Public Buildings Departmental Statement**

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

1. Gasoline and diesel fuel used by all Town vehicles.
2. The cost of electricity and natural gas to heat the Town Office Building (the Town works cooperatively with the Northborough K-8 Schools and the Regional School District to purchase fixed rate electricity under an aggregation program overseen by the Massachusetts Municipal Association).
3. The Public Buildings account provides funds for the payment of water & sewer user fees to the Water & Sewer Enterprise Funds for use by Town Buildings and Facilities (Town Hall, Library, Fire Station, Police Station, Public Works Garage, Cemetery, Parks and Senior Center).
4. The account provides funds for the payment of Solid Waste fees for solid waste collection and disposal services provided to Town buildings and facilities.

| <b>PUBLIC BUILDINGS</b>           |                        |                        |                        |                        |                        |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Personnel Summary</b>          |                        |                        |                        |                        |                        |
| <b>Position</b>                   | <b>FY 2019<br/>FTE</b> | <b>FY 2020<br/>FTE</b> | <b>FY 2021<br/>FTE</b> | <b>FY 2022<br/>FTE</b> | <b>FY 2023<br/>FTE</b> |
| Facilities Manager                | 0                      | 0                      | 0                      | 1                      | 1                      |
| Custodian                         | .5                     | .5                     | .5                     | .5                     | .5                     |
| <b>Total Full-time Equivalent</b> | <b>.5</b>              | <b>.5</b>              | <b>.5</b>              | <b>1.5</b>             | <b>1.5</b>             |

\*Personnel Explanation:

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

- There is a full-time custodian that works 20 hours per week (.5 FTE) in the Town Offices Building and 20 hours per week in the Police Station.
- In FY2022 a full-time Facilities Manager was added, effective July 1, 2021. The position is responsible for coordination of the maintenance and repairs of Town Buildings, as well as assisting with preparation of the Town’s Capital Improvement Plan.



## Public Buildings

## Section 2-13

|                                      | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGETED | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|--------------------------------------|------------------|------------------|------------------|--------------------|----------------------|--------------------|
| <b>PUBLIC BUILDINGS</b>              |                  |                  |                  |                    |                      |                    |
| <b>Personnel Services</b>            |                  |                  |                  |                    |                      |                    |
| 51100 Full-time Salaries             | 0                | 0                | 0                | 92,616             | 23,065               | 92,616             |
| 51300 Overtime                       | 0                | 0                | 0                | 6,596              | 0                    | 6,596              |
| 51410 Longevity                      | 175              | 175              | 175              | 175                | 175                  | 175                |
| 51970 Part-time Custodian            | 26,258           | 27,466           | 28,125           | 28,690             | 13,410               | 28,690             |
| <b>SUBTOTAL</b>                      | <b>26,433</b>    | <b>27,641</b>    | <b>28,300</b>    | <b>128,077</b>     | <b>36,650</b>        | <b>128,077</b>     |
| <b>Expenses</b>                      |                  |                  |                  |                    |                      |                    |
| 52110 Utilities Town Office Building | 46,013           | 57,709           | 60,438           | 58,000             | 19,752               | 58,000             |
| 52460 Office Machine Maintenance     | 9,959            | 10,371           | 9,135            | 16,200             | 1,304                | 16,200             |
| 52800 Contractual Services           | 110              | 0                | 5,112            | 3,000              | 8,600                | 3,000              |
| 53410 Telephone                      | 25,448           | 25,449           | 25,266           | 30,000             | 12,090               | 30,000             |
| 53420 Postage                        | 30,924           | 33,028           | 43,892           | 35,000             | 5,024                | 35,000             |
| 54290 Office Supplies                | 5,207            | 3,882            | 9,747            | 9,000              | 2,588                | 9,000              |
| 54490 Repairs and Maintenance        | 63,650           | 82,932           | 41,481           | 85,490             | 50,314               | 110,500            |
| 54590 Supplies                       | 13,453           | 13,959           | 12,994           | 15,000             | 4,513                | 15,000             |
| 54820 Gasoline                       | 118,281          | 74,713           | 82,530           | 150,000            | 51,997               | 150,000            |
| 58700 Water Charges                  | 9,681            | 9,129            | 12,531           | 16,500             | 5,549                | 16,500             |
| 58705 Sewer Charges                  | 5,711            | 5,879            | 3,589            | 6,720              | 2,422                | 6,720              |
| 58708 Solid Waste Charges            | 29,598           | 43,612           | 44,614           | 45,974             | 11,626               | 45,974             |
| <b>SUBTOTAL</b>                      | <b>358,035</b>   | <b>360,662</b>   | <b>351,330</b>   | <b>470,884</b>     | <b>175,777</b>       | <b>495,894</b>     |
| <b>TOTAL: PUBLIC BUILDINGS</b>       | <b>384,468</b>   | <b>388,304</b>   | <b>379,631</b>   | <b>598,961</b>     | <b>212,427</b>       | <b>623,971</b>     |

### Significant Budget Changes or Initiatives

The Public Buildings Budget will increase \$25,010 or 6.59% in FY2023. The Facilities Manager position was filled in FY2022 and as part of his assessment, has identified significant repairs that are needed to address aging infrastructure in our municipal buildings, contributing to the increase in the Repairs and Maintenance line in FY2023. All wage increases for FY2023 are budgeted centrally in the Personnel Board account and are not reflected in this budget.



### Finance Departmental Statement

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

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

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

#### **Assessing Division**

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

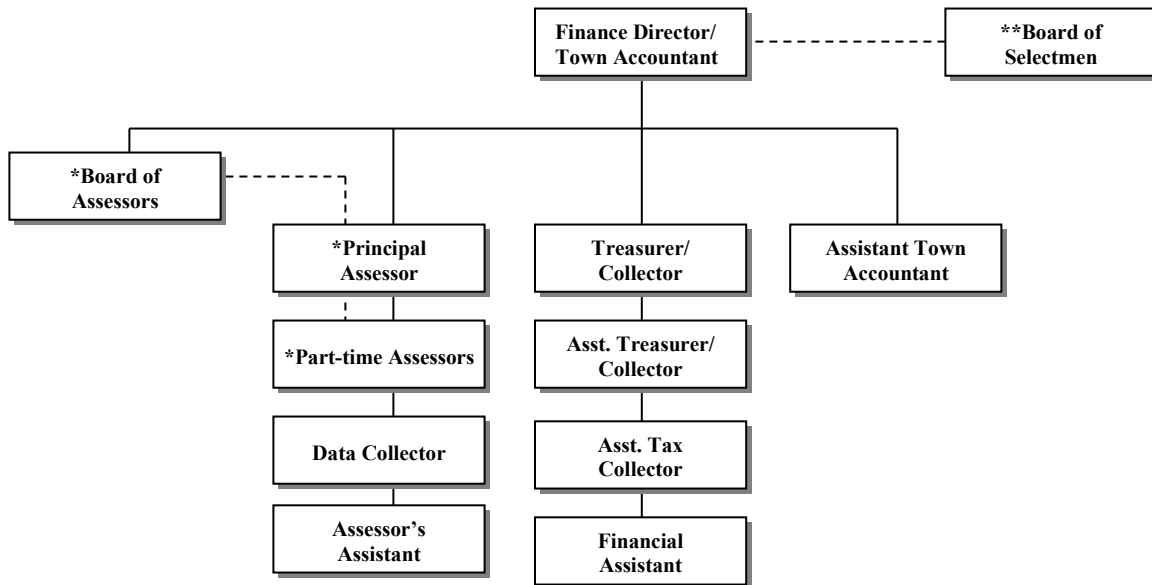
#### **Accounting Division**

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





## Finance Department Organizational Chart



### Organizational Chart Notes:

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

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

**Finance FY2022 Initiatives and Accomplishments****Treasurer/Collector Division:**

1. Financial Team worked closely with the Assessing Division to maintain the tax rate approval schedule so that the Classification Hearing could continue being held in November for FY2022.
2. Actively pursued the real estate tax collection of several properties in tax title.
3. Successfully prepared for debt issuance in FY2022, in addition to existing short-term debt being renewed. "Green Light" requirements have been met to proceed to the market with Bond Counsel's opinion.

**Assessing Division:**

1. Successfully completed the FY2022 certification of property values in compliance with Massachusetts Department of Revenue (DOR) guidelines, including maintaining physical property inspection schedules, which allowed the tax rate to be set in November.
2. Assisted over 150 Senior residents with applications for real estate tax relief programs.
3. Established information continuity for assignment of map, lot & street numbers including map updates provided to other departments.
4. Finance Team successfully recruited a new Assessors Assistant and Data Collector to replace transitioning staff, in addition to implementing modernized staffing proposal approved at the 2021 Annual Town Meeting.

**Accounting Division:**

1. Following the retirement of the Town's former auditor and the selection of a new audit firm using an RFP process, completed the FY2021 annual independent audit of the Town's financial statements resulting in no material deficiencies and including compliance with Government Account Standards Boards (GASB) Statements in the financial statements.
2. Timely submission of all required reports to the DOR including the Balance Sheet used to accurately certify Free Cash for the close of FY2021.
3. Prepared all data related to the Town's Financial Trend Monitoring System (FTMS) program, to allow for the annual presentation to be held in December for all boards, committees, and the public.
4. Attended training and education programs to learn about and comply with requirements of new federal COVID-19 pandemic related grants, including FEMA-PA (Federal



Emergency Management Agency Public Assistance), CARES/CvRF-MP (Corona Virus Relief Fund Municipal Program), and ARPA (American Rescue Plan Act).

### **Finance FY2023 Goals and Initiatives**

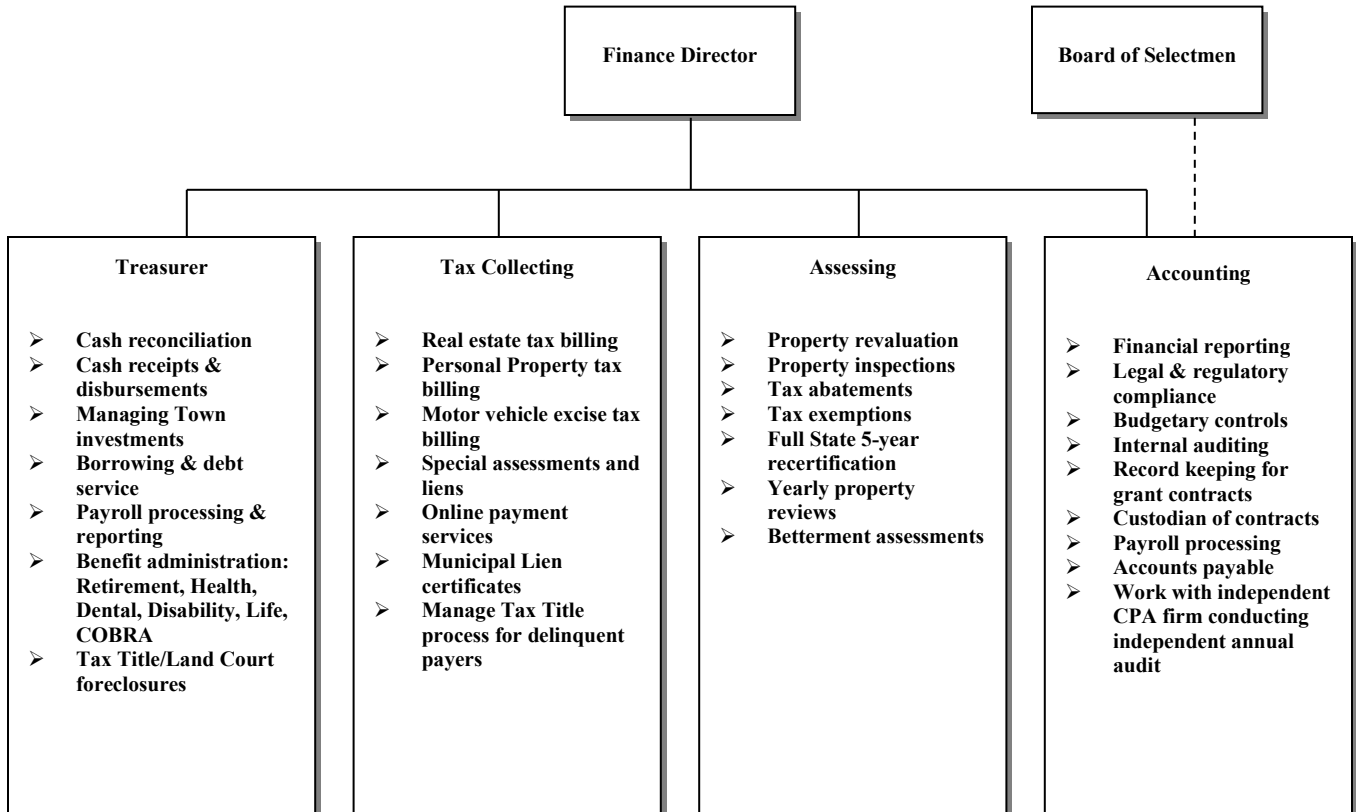
1. Continue progress towards modernizing operations of the Financial Offices with improved communication, cross training and sharing of resources.
2. Continue to monitor changes and requirements of federal grant programs and administer new grants received by the Town following the COVID-19 pandemic.
3. Continue to 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.
4. Continue to work with our comprehensive financial and investment policies to improve financial procedures and expand internal controls to efficiently manage our financial resources.
5. Continue to expand utilization of technology to gain efficiencies.
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**

Overall, the Finance Department's FY2023 budget is up \$10,005, or 1.29%. 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. Most of the increase (\$6,910) is due to the hiring of a new Treasurer/Collector at a higher salary.



Financial Offices Programs and Services





| <b>FINANCIAL OFFICES</b>              |                        |                        |                        |                        |                        |
|---------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Personnel Summary</b>              |                        |                        |                        |                        |                        |
| <b>Position</b>                       | <b>FY 2019<br/>FTE</b> | <b>FY 2020<br/>FTE</b> | <b>FY 2021<br/>FTE</b> | <b>FY 2022<br/>FTE</b> | <b>FY 2023<br/>FTE</b> |
| <u>Finance Director</u>               | 1                      | 1                      | 1                      | 1                      | 1                      |
| <u>Treasurer/Collector's Division</u> |                        |                        |                        |                        |                        |
| Treasurer/Collector                   | 1                      | 1                      | 1                      | 1                      | 1                      |
| Assistant Treasurer/Collector         | 1                      | 1                      | 1                      | 1                      | 1                      |
| Assistant Tax Collector               | 1                      | 1                      | 1                      | 1                      | 1                      |
| Financial Assistant                   | 1                      | 1                      | 1                      | 1                      | 1                      |
| <u>Assessing Division</u>             |                        |                        |                        |                        |                        |
| Principal Assessor                    | 1                      | 1                      | 1                      | 1                      | 1                      |
| Part-time Assessors (2)               | .5                     | .5                     | .1                     | .1                     | .1                     |
| Assessor's Assistants                 | 2                      | 2                      | 2                      | 1                      | 1                      |
| Data Collector                        | 0                      | 0                      | 0                      | 1                      | 1                      |
| <u>Accounting Division</u>            |                        |                        |                        |                        |                        |
| Town Accountant                       | 0                      | 0                      | 0                      | 0                      | 0                      |
| Assistant Accountant                  | 1                      | 1                      | 1                      | 1                      | 1                      |
| <b>Total Full-time Equivalents</b>    | <b>9.5</b>             | <b>9.5</b>             | <b>9.1</b>             | <b>9.1</b>             | <b>9.1</b>             |

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

- During FY2019 the Finance Director/Treasurer-Collector retired and the Town Accountant was promoted to Finance Director/Town Accountant.
- During the FY2021 budget the hours of the Part-time Assessors were reduced. In FY2022 a reorganization of the Assessor's Office was implemented which shifted most of the field inspection work from the higher paid Part-time Assessors, who also serve on the Board of Assessors, to a new Data Collector position. The overall FTE count remains the same due to elimination of an Assessor's Assistant position.

# Section 2-20

# Finance Department



| FY2019 | FY2020 | FY2021 | FY2022 | FY2022     | FY2023   |
|--------|--------|--------|--------|------------|----------|
| ACTUAL | ACTUAL | ACTUAL | BUDGET | SIX MONTHS | PROPOSED |

## TREASURER/COLLECTOR

### Personnel Services

|       |                                 |                |                |                |                |                |                |
|-------|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 51100 | Treasurer/Collector Salary*     | 104,669        | 87,720         | 90,361         | 93,090         | 38,237         | 100,000        |
| 51120 | Treasurer Office Staff Salaries | 195,344        | 172,935        | 185,272        | 196,774        | 92,176         | 197,597        |
| 51410 | Longevity Pay                   | 1,800          | 500            | 650            | 850            | 850            | 850            |
| 51970 | Treasurer's Stipend             | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          |
|       | <b>SUBTOTAL</b>                 | <b>302,813</b> | <b>262,155</b> | <b>277,283</b> | <b>291,714</b> | <b>132,263</b> | <b>299,447</b> |

### Expenses

|       |                      |               |               |               |               |              |               |
|-------|----------------------|---------------|---------------|---------------|---------------|--------------|---------------|
| 52800 | Contractual Services | 7,350         | 0.00          | 0             | 0             | 0            | 0             |
| 53040 | Computer Services    | 7,249         | 8,016.34      | 7,484         | 9,805         | 3,113        | 9,854         |
| 53090 | Advertising          | 624           | 602.00        | 140           | 1,000         | 322          | 1,000         |
| 53110 | Printing             | 5,372         | 4,126.92      | 4,339         | 4,753         | 0            | 4,619         |
| 53160 | Banking Services     | 5,944         | 5,653.50      | 5,534         | 6,200         | 960          | 6,700         |
| 54290 | Office Supplies      | 119           | 368.49        | 0             | 300           | 64           | 300           |
| 57110 | Travel/Mileage       | 239           | 264.80        | 122           | 642           | 0            | 602           |
| 57310 | Dues                 | 360           | 140.00        | 140           | 140           | 140          | 205           |
| 57340 | Meetings             | 373           | 935.50        | 160           | 240           | 40           | 445           |
| 57810 | Unclassified         | 1,575         | 1,350.00      | 525           | 2,625         | 0            | 2,625         |
|       | <b>SUBTOTAL</b>      | <b>29,205</b> | <b>21,458</b> | <b>18,445</b> | <b>25,705</b> | <b>4,640</b> | <b>26,350</b> |

### TOTAL: TREASURER/COLLECTOR

|                |                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>332,017</b> | <b>283,613</b> | <b>295,728</b> | <b>317,419</b> | <b>136,902</b> | <b>325,797</b> |
|----------------|----------------|----------------|----------------|----------------|----------------|

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



# Finance Department

# Section 2-21

| FY2019 | FY2020 | FY2021 | FY2022 | FY2022     | FY2023   |
|--------|--------|--------|--------|------------|----------|
| ACTUAL | ACTUAL | ACTUAL | BUDGET | SIX MONTHS | PROPOSED |

## ASSESSOR

### Personnel Services

|                 |                                 |                |                |                |                |               |                |
|-----------------|---------------------------------|----------------|----------------|----------------|----------------|---------------|----------------|
| 51100           | Principal Assessor Salary       | 98,677         | 100,650        | 72,857         | 87,560         | 40,402        | 88,434         |
| 51120           | Asst. & Data Collector Salaries | 117,776        | 107,675        | 51,886         | 117,868        | 45,417        | 121,973        |
| 51130           | PT Assessors Salaries           | 14,286         | 12,555         | 10,913         | 13,122         | 4,200         | 7,806          |
| 51410           | Longevity                       | 1,050          | 700            | 500            | 500            | 500           | 650            |
| <b>SUBTOTAL</b> |                                 | <b>231,789</b> | <b>221,580</b> | <b>136,156</b> | <b>219,050</b> | <b>90,519</b> | <b>218,863</b> |

### Expenses

|                 |                      |               |               |               |               |               |               |
|-----------------|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 52800           | Contractual Services | 28,724        | 34,786        | 37,518        | 39,300        | 18,389        | 40,200        |
| 53090           | Advertising          | 0             | 155           | 0             | 0             | 0             | 0             |
| 53110           | Printing             | 514           | 0             | 0             | 320           | 79            | 320           |
| 54290           | Office Supplies      | 595           | 309           | 707           | 500           | 0             | 1,250         |
| 57110           | Travel/Mileage       | 813           | 831           | 25            | 2,000         | 173           | 2,000         |
| 57310           | Dues                 | 304           | 284           | 286           | 290           | 362           | 375           |
| 57320           | Subscriptions        | 1,149         | 2,028         | 60            | 1,550         | 1,028         | 1,050         |
| 57340           | Meetings             | 1,430         | 1,512         | 1,479         | 3,000         | 220           | 3,000         |
| <b>SUBTOTAL</b> |                      | <b>33,529</b> | <b>39,905</b> | <b>40,074</b> | <b>46,960</b> | <b>20,252</b> | <b>48,195</b> |

### TOTAL: ASSESSOR

|                |                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>265,318</b> | <b>261,485</b> | <b>176,231</b> | <b>266,010</b> | <b>110,771</b> | <b>267,058</b> |
|----------------|----------------|----------------|----------------|----------------|----------------|

# Section 2-22

# Finance Department



|  | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGET | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|--|------------------|------------------|------------------|------------------|----------------------|--------------------|
|--|------------------|------------------|------------------|------------------|----------------------|--------------------|

## ACCOUNTING

### Personnel Services

|       |                         |                |                |                |                |               |                |
|-------|-------------------------|----------------|----------------|----------------|----------------|---------------|----------------|
| 51100 | Town Accountant Salary* | 105,681        | 119,225        | 121,610        | 124,042        | 57,803        | 124,042        |
| 51120 | Asst. Accountant Salary | 57,913         | 60,694         | 62,375         | 63,517         | 29,599        | 63,426         |
| 51410 | Longevity               | 200            | 550            | 550            | 550            | 550           | 550            |
|       | <b>SUBTOTAL</b>         | <b>163,794</b> | <b>180,469</b> | <b>184,534</b> | <b>188,109</b> | <b>87,952</b> | <b>188,018</b> |

### Expenses

|       |                      |              |              |              |              |            |              |
|-------|----------------------|--------------|--------------|--------------|--------------|------------|--------------|
| 52800 | Contractual Services | 834          | 834          | 834          | 1,000        | 0          | 1,000        |
| 53110 | Printing             | 174          | 181          | 650          | 450          | 290        | 450          |
| 54290 | Office Supplies      | 0            | 0            | 57           | 200          | 0          | 200          |
| 57310 | Dues                 | 185          | 315          | 315          | 435          | 315        | 435          |
| 57320 | Subscriptions        | 0            | 40           | 40           | 125          | 0          | 125          |
| 57340 | Meetings             | 2,172        | 311          | 210          | 1,400        | 80         | 2,070        |
|       | <b>SUBTOTAL</b>      | <b>3,365</b> | <b>1,680</b> | <b>2,106</b> | <b>3,610</b> | <b>685</b> | <b>4,280</b> |

### TOTAL: ACCOUNTING

|  |                |                |                |                |               |                |
|--|----------------|----------------|----------------|----------------|---------------|----------------|
|  | <b>167,159</b> | <b>182,149</b> | <b>186,640</b> | <b>191,719</b> | <b>88,637</b> | <b>192,298</b> |
|--|----------------|----------------|----------------|----------------|---------------|----------------|

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

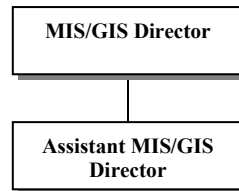




**Management Information Systems (MIS) & Geographic Information Systems (GIS)  
Departmental Statement**

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

**MIS/GIS Organizational Chart**





### **MIS/GIS FY2022 Initiatives and Accomplishments**

1. COVID response continued to dominate much of the MIS/GIS Department's efforts in 2021. The Department played a supporting role during the many COVID vaccine clinics put on by the Town. Boards and Committees continued to meet virtually, and the technology landscape continues to shift in response to the pandemic.
2. Data from the Town's recent aerial photography project is now available on the Town's GIS Map Viewer. Updated planimetric data (features such as wetlands, structures, etc.), topographic data and new aerial photography may now be found online.
3. New wireless networks were deployed throughout Town facilities, providing greater capacity and security for the demands brought on by the pandemic and increasing mobile data requirements. The Town also deployed a new phone system, unifying each facility on one preferred solution. New edge switches were deployed in support of the new phone system.

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

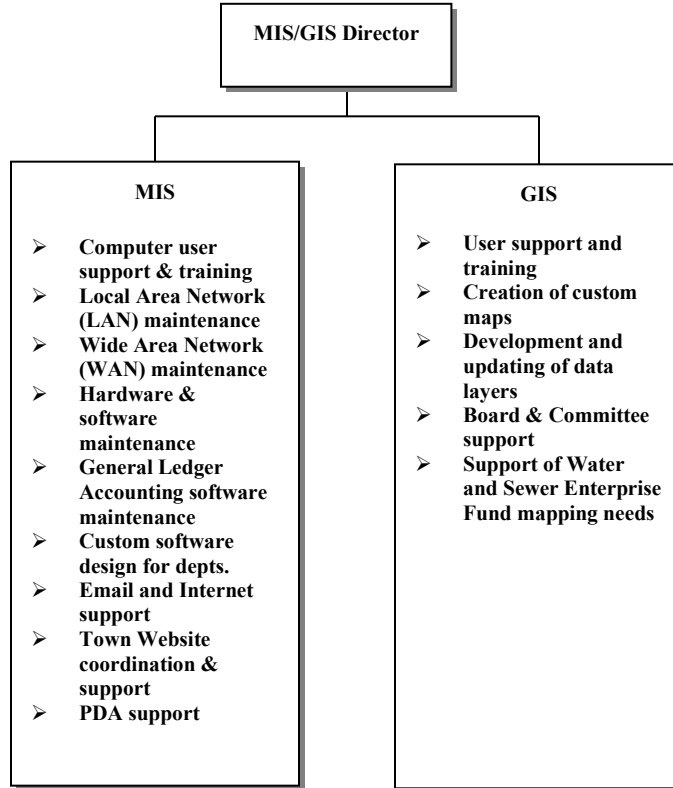
1. MUNIS, the Town's primary financial software solution, runs on a version that is scheduled for retirement. In addition to rolling out its newest version, MUNIS is also moving its customer base to its hosted solution. All new clients will utilize their AWS-based model; existing customers will be migrated to cloud-based MUNIS solutions, typically coinciding with a version upgrade. This approach is expected to minimize the operational impact of future upgrades and result in more predictable budgeting cycles.
2. The Town's servers are running versions of Microsoft Windows Server that are 10+ years old and approaching end-of-life support dates. Approximately 25 servers will be upgraded to Microsoft's latest server operating system. Additionally, a new host server will be deployed at the Senior Center in FY2023, replacing one from 2016.

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

The MIS/GIS Department's budget is increasing by \$84,668 or 19.63%. The most significant factors contributing to the increase are the migration to a cloud-based MUNIS solution and OS upgrades to servers throughout the Town. The Town has contracted with a consultant to complete the comprehensive IT/GIS Strategic Plan focused on aligning technology investment with overall organizational priorities was delayed due to COVID-19. That project will close out prior to the start of FY2023, however, any recommended changes in staffing or expenses will be reflected in FY2024 and beyond. In FY2022, the Town filled the Assistant MIS/GIS Director position at a lower rate than the prior Assistant, resulting in a reduction in personnel costs in FY2023. Wage increases for FY2023 are centrally budgeted in the Personnel Board account.



MIS/GIS Programs and Services





**MIS/GIS DEPARTMENT**

**Personnel Summary**

| <b>Position</b>                   | <b>FY 2019<br/>FTE</b> | <b>FY 2020<br/>FTE</b> | <b>FY 2021<br/>FTE</b> | <b>FY 2022<br/>FTE</b> | <b>FY 2023<br/>FTE</b> |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| * MIS/GIS Director                | 1                      | 1                      | 1                      | 1                      | 1                      |
| Assistant MIS/GIS Director        | 1                      | 1                      | 1                      | 1                      | 1                      |
| <b>Total Full-time Equivalent</b> | <b>2</b>               | <b>2</b>               | <b>2</b>               | <b>2</b>               | <b>2</b>               |

\*Personnel Explanation:

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

- The MIS/GIS Director’s time and salary is split between the General Fund (30hrs) and the Water/Sewer Enterprise Funds (10hrs). The FY2023 salary total is \$104,716.38 (\$78,538 reflected in the General Fund Budget and \$26,179 in the Water/Sewer Enterprise Fund Budgets in Section 8 of the budget). FY2023 salary increases are budgeted centrally in the Personnel Board account pending contract settlements.



# MIS/GIS

# Section 2-27

|                                     | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGETED | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|-------------------------------------|------------------|------------------|------------------|--------------------|----------------------|--------------------|
| <b>MIS/GIS DEPARTMENT</b>           |                  |                  |                  |                    |                      |                    |
| <b>Personnel Services</b>           |                  |                  |                  |                    |                      |                    |
| 51110 MIS/GIS Director Salary (GF)  | 74,795           | 76,050           | 76,997           | 78,538             | 22,617               | 78,538             |
| 51120 Asst. MIS/GIS Director Salary | 89,134           | 90,917           | 85,481           | 83,675             | 0                    | 74,000             |
| 51410 Longevity Pay                 | 1,150            | 1,150            | 1,150            | 1,150              | 650                  | 800                |
| <b>SUBTOTAL</b>                     | <b>165,079</b>   | <b>168,117</b>   | <b>163,629</b>   | <b>163,363</b>     | <b>23,267</b>        | <b>153,338</b>     |
| <b>Expenses</b>                     |                  |                  |                  |                    |                      |                    |
| 52800 Contractual Services          | 18,526           | 21,493           | 24,430           | 40,000             | 25,516               | 45,000             |
| 53040 Computer Services             | 27,047           | 29,088           | 41,590           | 60,630             | 26,961               | 59,450             |
| 53190 Training                      | 2,343            | 1,314            | 264              | 4,800              | 0                    | 24,500             |
| 53720 Computer Maintenance          | 111,998          | 124,755          | 180,245          | 177,233            | 170,836              | 241,279            |
| 54290 Office Supplies               | 20,828           | 12,647           | 10,131           | 13,845             | 3,096                | 13,845             |
| 57110 Travel/Mileage                | 256              | 385              | 0                | 0                  | 0                    | 627                |
| 57310 Dues                          | 100              | 100              | 0                | 295                | 0                    | 490                |
| 57320 Subscriptions                 | 0                | 0                | 0                | 0                  | 0                    | 0                  |
| 57340 Meetings                      | 38               | 2,857            | 0                | 0                  | 0                    | 4,900              |
| 58690 New Equipment                 | 102,430          | 35,351           | 11,076           | 83,500             | 12,460               | 84,905             |
| <b>SUBTOTAL</b>                     | <b>283,565</b>   | <b>227,990</b>   | <b>267,737</b>   | <b>380,303</b>     | <b>238,869</b>       | <b>474,996</b>     |
| <b>TOTAL: MIS/GIS</b>               | <b>448,644</b>   | <b>396,108</b>   | <b>431,366</b>   | <b>543,666</b>     | <b>262,136</b>       | <b>628,334</b>     |

\* The FY2023 salary total is \$104,716.38 (\$78,538 reflected in the General Fund Budget and \$26,179 in the Water/Sewer Enterprise Fund Budgets in Section 8 of the budget).

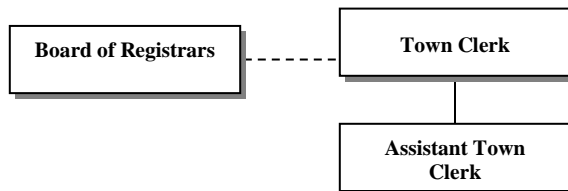


**Town Clerk's Office Departmental Statement**

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

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

**Town Clerk's Office Organizational Chart**





### **Town Clerk's FY2022 Initiatives and Accomplishments**

1. Successfully managed the Annual Town Election during the ongoing Covid-19 Pandemic.
2. Coordinated and managed a high volume of requests for vote by-mail ballots. Oversaw the mailing, tracking, and processing of mailed ballots.
3. Continued to manage content on the homepage of the Town's website, which displays all Board and Committee meetings, along with agendas, and minutes. Contribute to and manage Town News content on the website.
4. Enhanced the Town's social media presence by frequently posting important Covid-19 updates and other important notices.
5. Continue to manage responsibilities for a portion of the PAYT trash and recycling program. Process all payables and receivables. Manage all communication with residents. Sales of PAYT items (bags, bins, bulk labels).
6. Manage, track, and coordinate response to public records requests received by the Town.
7. Continue to manage the requirements under the revised Open Meeting Law for the posting of meeting notices and agendas. All meeting notices for boards, committees, and commissions are physically posted in the Town Clerk's Office and posted on the Town's Website at least 48 hours prior to the meeting.
8. Distribute and track Conflict of Interest/Ethics training documentation for all employees and Town Officials as required.

### **Town Clerk's FY2023 Goals and Initiatives**

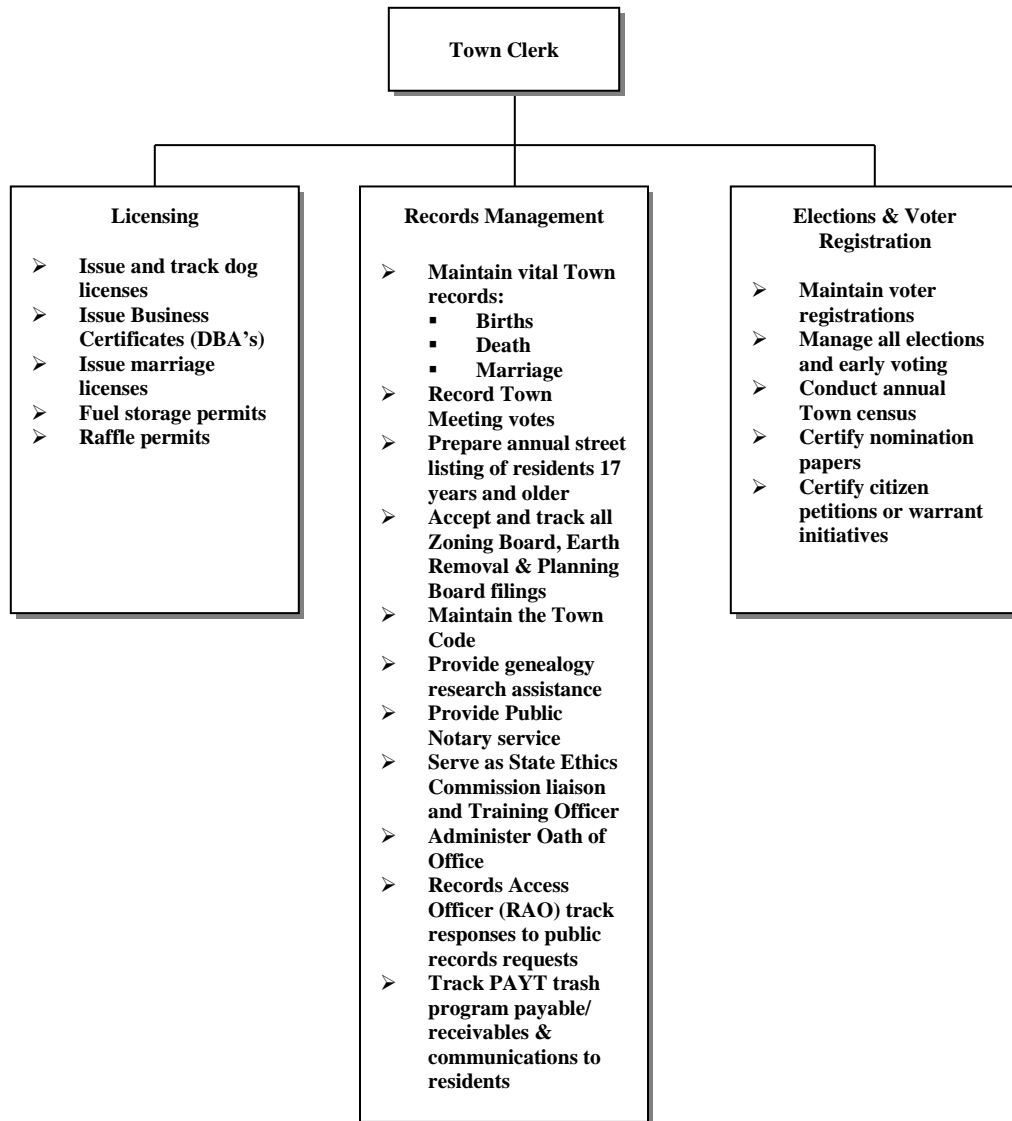
1. Continue to assess the need for additional historic records preservation, digitization, indexing, and storage needs for all town records.
2. Continue to increase communication with residents through enhanced website content and integration of social media platforms.
3. Develop tracking and management tools for responding to and managing public records requests.
4. Continue development of improved payables and receivables methods for PAYT program. Increase communication with PAYT customers.
5. 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).



**Significant Budget Changes or Initiatives**

The combined FY2023 Town Clerk/Elections budget represents an overall increase of \$26,404 or 13.26%. This increase is due to the election cycle, resulting in three elections scheduled for FY2023: the State Primary Election, September 6, 2022, the State General Election, November 8, 2022, and the Town Election on May 11, 2023. In FY2022, there was only the one local election held on May 10, 2022. All wage increases are budgeted centrally in the Personnel Board account for both union and nonunion staff.

**Town Clerk's Programs and Services**







| <b>TOWN CLERK'S OFFICE</b>        |                        |                        |                        |                        |                        |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Personnel Summary</b>          |                        |                        |                        |                        |                        |
| <b>Position</b>                   | <b>FY 2019<br/>FTE</b> | <b>FY 2020<br/>FTE</b> | <b>FY 2021<br/>FTE</b> | <b>FY 2022<br/>FTE</b> | <b>FY 2023<br/>FTE</b> |
| Town Clerk                        | 1                      | 1                      | 1                      | 1                      | 1                      |
| * Assistant Town Clerk            | 1                      | 1                      | 1                      | 1                      | 1                      |
| <b>Total Full-time Equivalent</b> | <b>2</b>               | <b>2</b>               | <b>2</b>               | <b>2</b>               | <b>2</b>               |

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

- 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 voting precinct during each election. The cost of the election workers is reflected in the Elections budget, as well as additional expenses for school custodians working during the elections. Election Workers are not considered permanent employees and require annual appointment by the Board of Selectmen.

# Section 2-32

# Town Clerk's Office



FY2019      FY2020      FY2021      FY2022      FY2022      FY2023  
 ACTUAL      ACTUAL      ACTUAL      BUDGETED      SIX MONTHS      PROPOSED

**TOWN CLERK'S OFFICE**

**Personnel Services**

|                                   |                |                |                |                |               |                |
|-----------------------------------|----------------|----------------|----------------|----------------|---------------|----------------|
| 51110 Town Clerk Salary           | 89,134         | 90,917         | 92,735         | 94,591         | 44,079        | 94,591         |
| 51120 Assistant Town Clerk Salary | 41,632         | 44,293         | 45,943         | 47,672         | 21,990        | 48,085         |
| 51410 Longevity Pay               | 950            | 950            | 950            | 950            | 1,150         | 1,150          |
| 51970 Stipend                     | 1,000          | 1,000          | 1,000          | 1,000          | 1,000         | 1,000          |
| <b>SUBTOTAL</b>                   | <b>132,716</b> | <b>137,160</b> | <b>140,628</b> | <b>144,213</b> | <b>68,218</b> | <b>144,826</b> |

**Expenses**

|                            |              |              |            |              |            |              |
|----------------------------|--------------|--------------|------------|--------------|------------|--------------|
| 52800 Contractual Services | 0            | 0            | 0          | 1,000        | 0          | 1,000        |
| 53190 Training             | 925          | 2,071        | 15         | 450          | 0          | 900          |
| 57110 Travel/Mileage       | 241          | 302          | 79         | 350          | 110        | 350          |
| 57310 Dues                 | 465          | 725          | 475        | 420          | 150        | 445          |
| 57340 Meetings             | 1,763        | 514          | 170        | 200          | 200        | 1,000        |
| <b>SUBTOTAL</b>            | <b>3,394</b> | <b>3,612</b> | <b>739</b> | <b>2,420</b> | <b>460</b> | <b>3,695</b> |

**TOTAL: TOWN CLERK**

|                |                |                |                |               |                |
|----------------|----------------|----------------|----------------|---------------|----------------|
| <b>136,110</b> | <b>140,772</b> | <b>141,367</b> | <b>146,633</b> | <b>68,678</b> | <b>148,521</b> |
|----------------|----------------|----------------|----------------|---------------|----------------|



# Town Clerk's Office

# Section 2-33

| FY2019 | FY2020 | FY2021 | FY2022   | FY2022     | FY2023   |
|--------|--------|--------|----------|------------|----------|
| ACTUAL | ACTUAL | ACTUAL | BUDGETED | SIX MONTHS | PROPOSED |

## ELECTIONS/VOTER REGISTRATION

### Personnel Services

|                             |               |               |               |               |              |               |
|-----------------------------|---------------|---------------|---------------|---------------|--------------|---------------|
| 51240 Registrars            | 950           | 950           | 800           | 1,250         | 800          | 1,250         |
| 51250 Census Workers        | 6,076         | 6,216         | 6,494         | 6,822         | 3,152        | 6,870         |
| 51260 Town Election Workers | 13,045        | 7,281         | 18,221        | 6,534         | 0            | 19,602        |
| 51270 Town Meeting Workers  | 1,638         | 0             | 930           | 864           | 0            | 864           |
| <b>SUBTOTAL</b>             | <b>21,709</b> | <b>14,447</b> | <b>26,446</b> | <b>15,470</b> | <b>3,952</b> | <b>28,586</b> |

### Expenses

|                            |               |               |               |               |              |               |
|----------------------------|---------------|---------------|---------------|---------------|--------------|---------------|
| 52720 Film Storage         | 896           | 1,052         | 1,094         | 750           | 1,318        | 750           |
| 52800 Contractual Services | 10,365        | 9,094         | 11,827        | 4,000         | 4,840        | 12,500        |
| 53110 Printing             | 0             | 1,528         | 2,356         | 1,600         | 0            | 1,600         |
| 54290 Office Supplies      | 774           | 342           | 0             | 325           | 54           | 975           |
| 55820 Street Listing       | 0             | 1,444         | 2,436         | 900           | 0            | 1,200         |
| 55830 Census               | 1,765         | 1,929         | 2,059         | 1,800         | 0            | 2,200         |
| 55840 Election Expenses    | 7,434         | 1,317         | 1,061         | 600           | 0            | 2,100         |
| 57110 Travel/Mileage       | 251           | 252           | 0             | 25            | 591          | 75            |
| 57340 Meetings             | 1,455         | 269           | 436           | 675           | 1,454        | 675           |
| 58690 New Equipment        | 0             | 0             | 0             | 0             | 0            | 0             |
| <b>SUBTOTAL</b>            | <b>22,940</b> | <b>17,228</b> | <b>21,269</b> | <b>10,675</b> | <b>8,258</b> | <b>22,075</b> |

### TOTAL: ELECTIONS/VOTER REG

|               |               |               |               |               |               |
|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>44,649</b> | <b>31,675</b> | <b>31,675</b> | <b>26,145</b> | <b>12,210</b> | <b>50,661</b> |
|---------------|---------------|---------------|---------------|---------------|---------------|



**Town Moderator**

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

|                           |                          | FY2019     | FY2020   | FY2021     | FY2022     | FY2022     | FY2023     |
|---------------------------|--------------------------|------------|----------|------------|------------|------------|------------|
|                           |                          | ACTUAL     | ACTUAL   | ACTUAL     | BUDGETED   | SIX MONTHS | PROPOSED   |
| <b>MODERATOR</b>          |                          |            |          |            |            |            |            |
| <b>Personnel Services</b> |                          |            |          |            |            |            |            |
| 51110                     | Moderator Stipend        | 150        | 0        | 150        | 150        | 0          | 150        |
| 51130                     | Deputy Moderator Stipend | 50         | 0        | 50         | 50         | 0          | 50         |
|                           | <b>SUBTOTAL</b>          | <b>200</b> | <b>0</b> | <b>200</b> | <b>200</b> | <b>0</b>   | <b>200</b> |
| <b>Expenses</b>           |                          |            |          |            |            |            |            |
| 57810                     | Moderator Expenses       | 0          | 0        | 0          | 300        | 0          | 300        |
|                           | <b>SUBTOTAL</b>          | <b>0</b>   | <b>0</b> | <b>0</b>   | <b>300</b> | <b>0</b>   | <b>300</b> |
| <b>TOTAL:</b>             | <b>MODERATOR</b>         | <b>200</b> | <b>0</b> | <b>200</b> | <b>500</b> | <b>0</b>   | <b>500</b> |



Appropriations Committee

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

|                              | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGETED | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|------------------------------|------------------|------------------|------------------|--------------------|----------------------|--------------------|
| <b>APPROPRIATIONS</b>        |                  |                  |                  |                    |                      |                    |
| <b>Expenses</b>              |                  |                  |                  |                    |                      |                    |
| 53110 Printing               | 0                | 0                | 0                | 900                | 0                    | 900                |
| 57310 Dues                   | 0                | 210              | 210              | 240                | 210                  | 240                |
| 57340 Meetings               | 210              | 212              | 0                | 555                | 0                    | 555                |
| 57810 Unclassified           | 205              | 0                | 0                | 0                  | 0                    | 0                  |
| <b>SUBTOTAL</b>              | <b>415</b>       | <b>422</b>       | <b>210</b>       | <b>1,695</b>       | <b>210</b>           | <b>1,695</b>       |
| <b>TOTAL: APPROPRIATIONS</b> | <b>415</b>       | <b>422</b>       | <b>210</b>       | <b>1,695</b>       | <b>210</b>           | <b>1,695</b>       |





**Personnel Board**

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

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

|                                | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGETED | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|--------------------------------|------------------|------------------|------------------|--------------------|----------------------|--------------------|
| <b>PERSONNEL BOARD</b>         |                  |                  |                  |                    |                      |                    |
| <b>Expenses</b>                |                  |                  |                  |                    |                      |                    |
| 51980 Compensation Adjustments | 0                | 0                | 0                | 53,087             | 0                    | 344,975            |
| 52800 Contractual Services     | 25,519           | 5,643            | 11,330           | 0                  | 2,829                | 2,834              |
| 53090 Advertising              | 1,936            | 1,692            | 2,422            | 1,000              | 1,113                | 1,000              |
| 53170 Drug & Alcohol Testing   | 3,322            | 2,211            | 4,195            | 2,000              | 1,839                | 2,000              |
| 53190 Training                 | 40               | 54               | 825              | 1,000              | 3,870                | 1,000              |
| 57310 Dues                     | 250              | 275              | 275              | 275                | 275                  | 275                |
| 57340 Meetings                 | 340              | 40               | 0                | 700                | 0                    | 700                |
| <b>SUBTOTAL</b>                | <b>31,408</b>    | <b>9,914</b>     | <b>19,046</b>    | <b>58,062</b>      | <b>9,926</b>         | <b>352,784</b>     |
| <b>TOTAL: PERSONNEL BOARD</b>  | <b>31,408</b>    | <b>9,914</b>     | <b>19,046</b>    | <b>58,062</b>      | <b>9,926</b>         | <b>352,784</b>     |



**Town Counsel**

Town Counsel is appointed by the Board of Selectmen for an indefinite term. Town Counsel serves as counsel to Town Officers and Committees and attends to the Town’s legal affairs at the request of the Town Administrator. Under the Town bylaws, Town Counsel reviews all Warrant Articles prior to Town Meeting and serves as a resource during all Town Meeting proceedings. The budget below represents general legal services. Legal expenses associated with specific capital projects or Water & Sewer Enterprise Funds are reflected in those budgets.

|                     |                     | FY2019        | FY2020        | FY2021        | FY2022        | FY2022        | FY2023        |
|---------------------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                     |                     | ACTUAL        | ACTUAL        | ACTUAL        | BUDGETED      | SIX MONTHS    | PROPOSED      |
| <b>TOWN COUNSEL</b> |                     |               |               |               |               |               |               |
| <b>Expenses</b>     |                     |               |               |               |               |               |               |
| 53020               | Legal Services      | 84,782        | 63,787        | 77,652        | 90,000        | 24,787        | 90,000        |
|                     | <b>SUBTOTAL</b>     | <b>84,782</b> | <b>63,787</b> | <b>77,652</b> | <b>90,000</b> | <b>24,787</b> | <b>90,000</b> |
| <b>TOTAL:</b>       | <b>TOWN COUNSEL</b> | <b>84,782</b> | <b>63,787</b> | <b>77,652</b> | <b>90,000</b> | <b>24,787</b> | <b>90,000</b> |

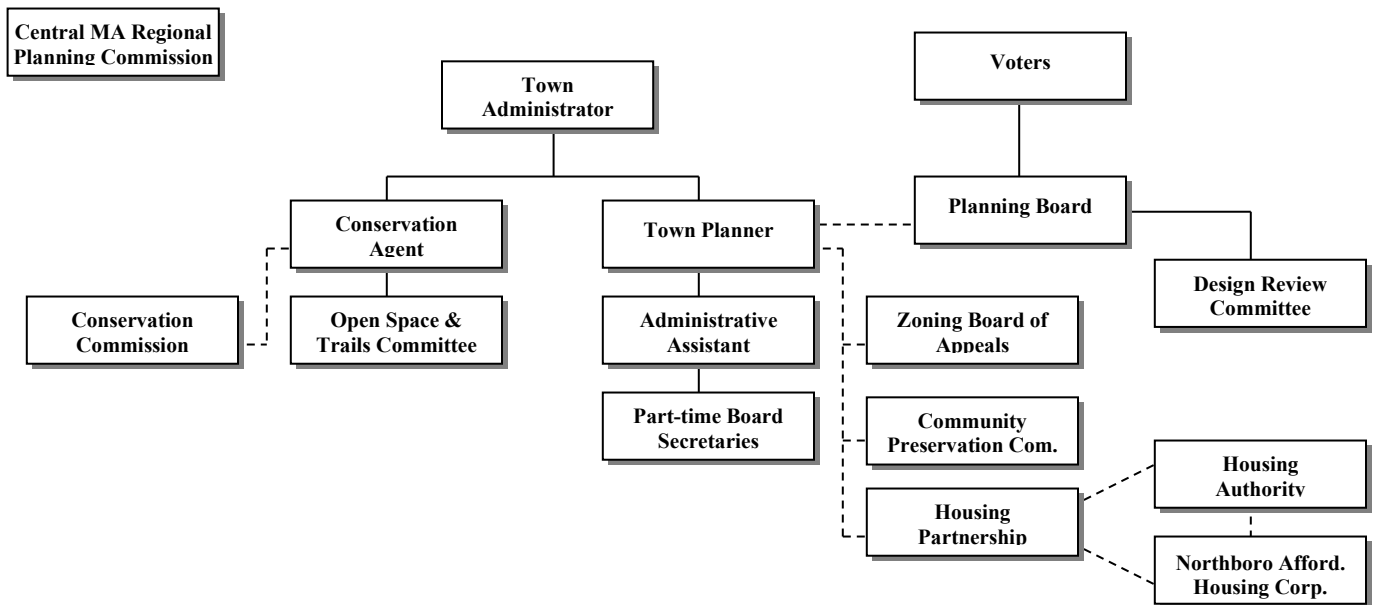




Planning & Conservation Departmental Statement

The Planning and Conservation Offices encompass a number of Boards, Commissions, Committees and affiliated organizations which together manage growth and promote the highest quality of development within the Town. These bodies are served by the 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 FY2022 Initiatives and Accomplishments**

1. Master Plan was completed by the Master Plan Steering Committee and a Master Plan Implementation Committee was created and has begun implementation of the Master Plan.
2. Update of Open Space and Recreation Plan has been completed.
3. The Planning and Engineering Departments created a Stormwater Management and Land Disturbance Bylaw and supporting regulations that were adopted at the 2021 Annual Town Meeting. The Conservation Commission created application materials and began accepting applications and issuing permits under the new bylaw.
4. Updated the interpretive trail on Edmund Hill to include interactive web-based resources including historical, geological and natural features through pictures, videos and recorded first person interviews.
5. Worked collaboratively with the Senior Center Staff, DPW and volunteer groups on the design and installation of a more accessible woodland trail loop around the Senior Center. Applied for Community Preservation Act funding for the design to bring the trail to full ADA standards.
6. Initiated update of the trailhead printed maps and handouts with regional partners to include trail maintenance, creation and re-routes.
7. The Conservation Commission, Northborough Police, volunteers, and neighboring communities worked to abate vandalism, restore and protect Mount Pisgah Conservation Area through the use of outreach, regular inspections, surveillance and increased response.
8. Applied for Community Preservation Act funding for the preliminary design to open the Assabet River Aqueduct Bridge to pedestrian access.
9. Worked with the Recreation Department, DPW and volunteer groups on the evaluation of parcels throughout town for a potential dog park.
10. All Conservation Commission applications received and permits issued were processed electronically.
11. The Planning Board and the DPW began updating the Subdivision Rules and Regulations.

### **Planning & Conservation FY2023 Goals and Initiatives**

1. Work with Master Plan Implementation Committee and land use boards to continue implementing Master Plan recommendations, including the Downtown Master Plan.
2. Update Planning Board and Zoning Board of Appeals submittal forms with the goal of offering an electronic application process.



3. Prepare Planning Board, Zoning Board of Appeals, and Conservation Commission files for electronic conversion.
4. Establish an annual reporting and inspection protocol as required by the USEPA for the Stormwater Management and Land Disturbance Bylaw.
5. Implement goals and recommendations of the Open Space and Recreation Plan.
6. Utilize the preliminary design of the Assabet River Aqueduct Bridge to apply for funding for the next phase to connect northern and southern walking trails along the aqueduct which will include relocation of utilities and replacement of decking and security railings, as well as reconstruction of the approaches to ADA standards.
7. Complete the design of the first ADA accessible trail in Northborough at the Senior Center site and apply for funding for construction.
8. Update trail maps in Town GIS through use of a new GPS unit and associated iPad.

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

Overall, the FY2023 Planning and Conservation budget is down \$18,131, or -6.15%. In FY2022, the Town transferred funds to the Town Planner salary line to accommodate the retirement and vacation payout of a longstanding employee. The FY2023 wages reflect the salary of the newly appointed Town Planner who began in March of 2022. The Conservation Agent position is currently vacant and will likely be filled at the start of FY2023. That salary line is budgeted at the midpoint of the range, rather than the maximum, which the prior employee was earning. All wage increases are budgeted centrally in the Personnel Board account for existing union and nonunion employees.



**PLANNING & CONSERVATION**

**Personnel Summary**

| Position                          | FY 2019     | FY 2020     | FY 2021     | FY 2022     | FY 2023     |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|
|                                   | FTE         | FTE         | FTE         | FTE         | FTE         |
| Town Planner                      | 1           | 1           | 1           | 1           | 1           |
| Conservation Agent                | 1           | 1           | 1           | 1           | 1           |
| Administrative Assistant          | 1           | 1           | 1           | 1           | 1           |
| Part-time Board Secretaries for   |             |             |             |             |             |
| Conservation Commission           | .30         | .30         | .30         | .30         | .30         |
| Earthwork                         | 0.03        | 0.03        | 0.03        | 0.03        | 0.03        |
| Zoning Board of Appeals           | 0.05        | 0.05        | 0.05        | 0.05        | 0.05        |
| Planning Board                    | 0.07        | 0.07        | 0.07        | 0.1         | 0.1         |
| <b>Total Full-time Equivalent</b> | <b>3.45</b> | <b>3.45</b> | <b>3.45</b> | <b>3.48</b> | <b>3.48</b> |

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

- There are two part-time Board Secretaries that take minutes at the meetings of the Planning Board, Conservation Commission, Earthwork Board, and Zoning Board of Appeals. Conservation is 12 hours per week, or 0.30 FTE (12hrs/40hrs = 0.30 FTE). Earthwork is budgeted at 5.5 hrs per month, or 0.03 FTE (averages 1.27 hours per week/40hrs). ZBA is budgeted at 8 hrs per month, or 0.05 FTE (averages 1.85hrs wk/40hrs). The Planning Board is budgeted at 16 hrs per month, or 0.1 FTE (averages 4hrs 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.

|                                       | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGETED | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|---------------------------------------|------------------|------------------|------------------|--------------------|----------------------|--------------------|
| <b>PLANNING DEPARTMENT</b>            |                  |                  |                  |                    |                      |                    |
| <b>Personnel Services</b>             |                  |                  |                  |                    |                      |                    |
| 51100 Town Planner Salary             | 98,676           | 100,650          | 102,663          | 114,045            | 48,797               | 104,717            |
| 51120 Administrative Assistant wages  | 59,634           | 63,154           | 65,573           | 63,517             | 29,599               | 63,517             |
| 51140 Part-time Board Secretary wages | 2,422            | 2,363            | 9,611            | 7,191              | 2,960                | 6,471              |
| 51410 Longevity Pay                   | 1,300            | 1,300            | 1,450            | 1,450              | 1,450                | 500                |
| <b>SUBTOTAL</b>                       | <b>162,032</b>   | <b>167,467</b>   | <b>179,297</b>   | <b>186,203</b>     | <b>82,806</b>        | <b>175,114</b>     |
| <b>Expenses</b>                       |                  |                  |                  |                    |                      |                    |
| 52800 Contractual Services            | 0                | 0                | 0                | 10,000             | 0                    | 10,000             |
| 53090 Advertising                     | 768              | 2,310            | 2,154            | 1,560              | 0                    | 1,560              |
| 53110 Printing                        | 595              | 3,025            | 0                | 2,250              | 0                    | 2,250              |
| 54290 Office Supplies                 | 1,094            | 527              | 173              | 850                | 0                    | 850                |
| 56820 Central MA RPC Assessment       | 3,955            | 4,054            | 4,155            | 4,259              | 4,259                | 4,736              |
| 57110 Travel/Mileage                  | 1,276            | 1,103            | 543              | 2,070              | 0                    | 2,070              |
| 57310 Dues                            | 643              | 672              | 491              | 400                | 676                  | 400                |
| 57320 Subscriptions                   | 621              | 786              | 890              | 865                | 0                    | 865                |
| 57340 Meetings                        | 3,851            | 475              | 405              | 3,100              | 20                   | 3,100              |
| <b>SUBTOTAL</b>                       | <b>12,802</b>    | <b>12,952</b>    | <b>8,811</b>     | <b>25,354</b>      | <b>4,955</b>         | <b>25,831</b>      |
| <b>TOTAL: PLANNING DEPARTMENT</b>     | <b>174,834</b>   | <b>180,420</b>   | <b>188,108</b>   | <b>211,557</b>     | <b>87,761</b>        | <b>200,945</b>     |

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



### Central Massachusetts Regional Planning Commission (CMRPC)

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

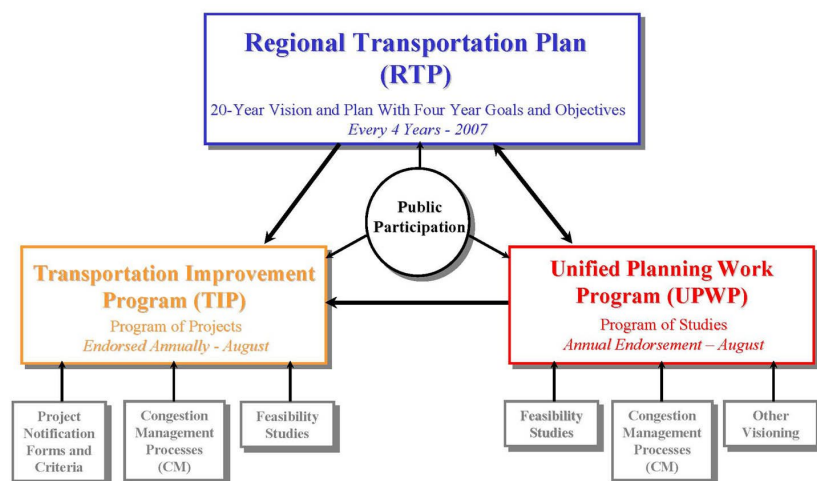
### Central Massachusetts Metropolitan Planning Organization<sup>1</sup> (CMMPO)

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

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

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

#### Relationship of CMMPO Documents to One Another



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



Zoning Board of Appeals (ZBA)

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

|                                       | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGETED | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|---------------------------------------|------------------|------------------|------------------|--------------------|----------------------|--------------------|
| <b>ZONING BOARD OF APPEALS</b>        |                  |                  |                  |                    |                      |                    |
| <b>Personnel Services</b>             |                  |                  |                  |                    |                      |                    |
| 51140 Part-time Board Secretary wages | 515              | 0                | 1,483            | 2,626              | 26                   | 2,638              |
| <b>SUBTOTAL</b>                       | <b>515</b>       | <b>0</b>         | <b>1,483</b>     | <b>2,626</b>       | <b>26</b>            | <b>2,638</b>       |
| <b>Expenses</b>                       |                  |                  |                  |                    |                      |                    |
| 53090 Advertising                     | 1,092            | 798              | 1,043            | 2,200              | 932                  | 2,200              |
| 53110 Printing                        | 0                | 0                | 0                | 80                 | 0                    | 80                 |
| 54290 Office Supplies                 | 0                | 135              | 0                | 30                 | 0                    | 30                 |
| 57310 Dues                            | 0                | 0                | 0                | 70                 | 0                    | 70                 |
| 57340 Meetings                        | 150              | 105              | 0                | 300                | 0                    | 300                |
| <b>SUBTOTAL</b>                       | <b>1,242</b>     | <b>1,038</b>     | <b>1,043</b>     | <b>2,680</b>       | <b>932</b>           | <b>2,680</b>       |
| <b>TOTAL: ZONING BOARD OF APPEALS</b> | <b>1,757</b>     | <b>1,038</b>     | <b>2,526</b>     | <b>5,306</b>       | <b>959</b>           | <b>5,318</b>       |



### Conservation Commission

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

|                                       | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGETED | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|---------------------------------------|------------------|------------------|------------------|--------------------|----------------------|--------------------|
| <b>CONSERVATION COMMISSION</b>        |                  |                  |                  |                    |                      |                    |
| <b>Personnel Services</b>             |                  |                  |                  |                    |                      |                    |
| 51120 Administrative Assistant wages  | 61,906           | 67,010           | 68,350           | 69,717             | 32,488               | 61,670             |
| 51140 Part-time Board Secretary wages | 10,689           | 9,001            | 9,867            | 16,556             | 5,577                | 16,863             |
| 51220 Conservation Agent              | 0                | 0                | 0                | 0                  | 0                    | 0                  |
| <b>SUBTOTAL</b>                       | <b>72,595</b>    | <b>76,011</b>    | <b>78,217</b>    | <b>86,273</b>      | <b>38,064</b>        | <b>78,533</b>      |
| <b>Expenses</b>                       |                  |                  |                  |                    |                      |                    |
| 53090 Advertising                     | 743              | 567              | 1,227            | 1,200              | 285                  | 1,200              |
| 53110 Printing                        | 0                | 0                | 0                | 400                | 0                    | 400                |
| 54290 Office Supplies                 | 501              | 254              | 52               | 930                | 160                  | 930                |
| 55980 Field Supplies                  | 137              | 558              | 0                | 500                | 84                   | 500                |
| 57110 Travel/Mileage                  | 332              | 555              | 320              | 1,035              | 167                  | 1,008              |
| 57310 Dues                            | 669              | 757              | 771              | 835                | 771                  | 835                |
| 57340 Meetings                        | 625              | 600              | 325              | 1,975              | 180                  | 1,975              |
| 57840 Conserv. Property Maintenance   | 0                | 0                | 478              | 1,000              | 40                   | 1,000              |
| <b>SUBTOTAL</b>                       | <b>3,007</b>     | <b>3,290</b>     | <b>3,172</b>     | <b>7,875</b>       | <b>1,688</b>         | <b>7,848</b>       |
| <b>TOTAL: CONSERVATION COMMISSION</b> | <b>75,602</b>    | <b>79,301</b>    | <b>81,389</b>    | <b>94,148</b>      | <b>39,752</b>        | <b>86,381</b>      |

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





Earthwork Board

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

|                                       | FY2019<br>ACTUAL | FY2020<br>ACTUAL | FY2021<br>ACTUAL | FY2022<br>BUDGETED | FY2022<br>SIX MONTHS | FY2023<br>PROPOSED |
|---------------------------------------|------------------|------------------|------------------|--------------------|----------------------|--------------------|
| <b>EARTHWORK BOARD</b>                |                  |                  |                  |                    |                      |                    |
| <b>Personnel Services</b>             |                  |                  |                  |                    |                      |                    |
| 51140 Part-time Board Secretary wages | 0                | 0                | 628              | 1,744              | 218                  | 1,780              |
| <b>SUBTOTAL</b>                       | <b>0</b>         | <b>0</b>         | <b>628</b>       | <b>1,744</b>       | <b>218</b>           | <b>1,780</b>       |
| <b>Expenses</b>                       |                  |                  |                  |                    |                      |                    |
| 53090 Advertising                     | 0                | 0                | 0                | 50                 | 0                    | 50                 |
| 53110 Printing                        | 15               | 0                | 0                | 50                 | 0                    | 50                 |
| 57320 Subscriptions                   | 0                | 0                | 0                | 100                | 0                    | 300                |
| <b>SUBTOTAL</b>                       | <b>15</b>        | <b>0</b>         | <b>0</b>         | <b>200</b>         | <b>0</b>             | <b>400</b>         |
| <b>TOTAL: EARTHWORK BOARD</b>         | <b>15</b>        | <b>0</b>         | <b>628</b>       | <b>1,944</b>       | <b>218</b>           | <b>2,180</b>       |



### Community Preservation Committee

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

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

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

### Open Space Committee

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

#### ➤ Trails Committee

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

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



### **Design Review Committee**

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

### **Affordable Housing**

There are several affordable housing agencies active within the Town of Northborough, each serving separate functions, but sharing the mutual goal of addressing the affordable housing needs in the community. Some of these agencies are direct agents of the Town, while others are affiliated with the Town in some way, but legally separate from Town Government. The 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 appropriated another \$100,000 in CPC funds for use by the NAHC in a yet to be determined project.