

# **Public Safety**

## **Section 3**



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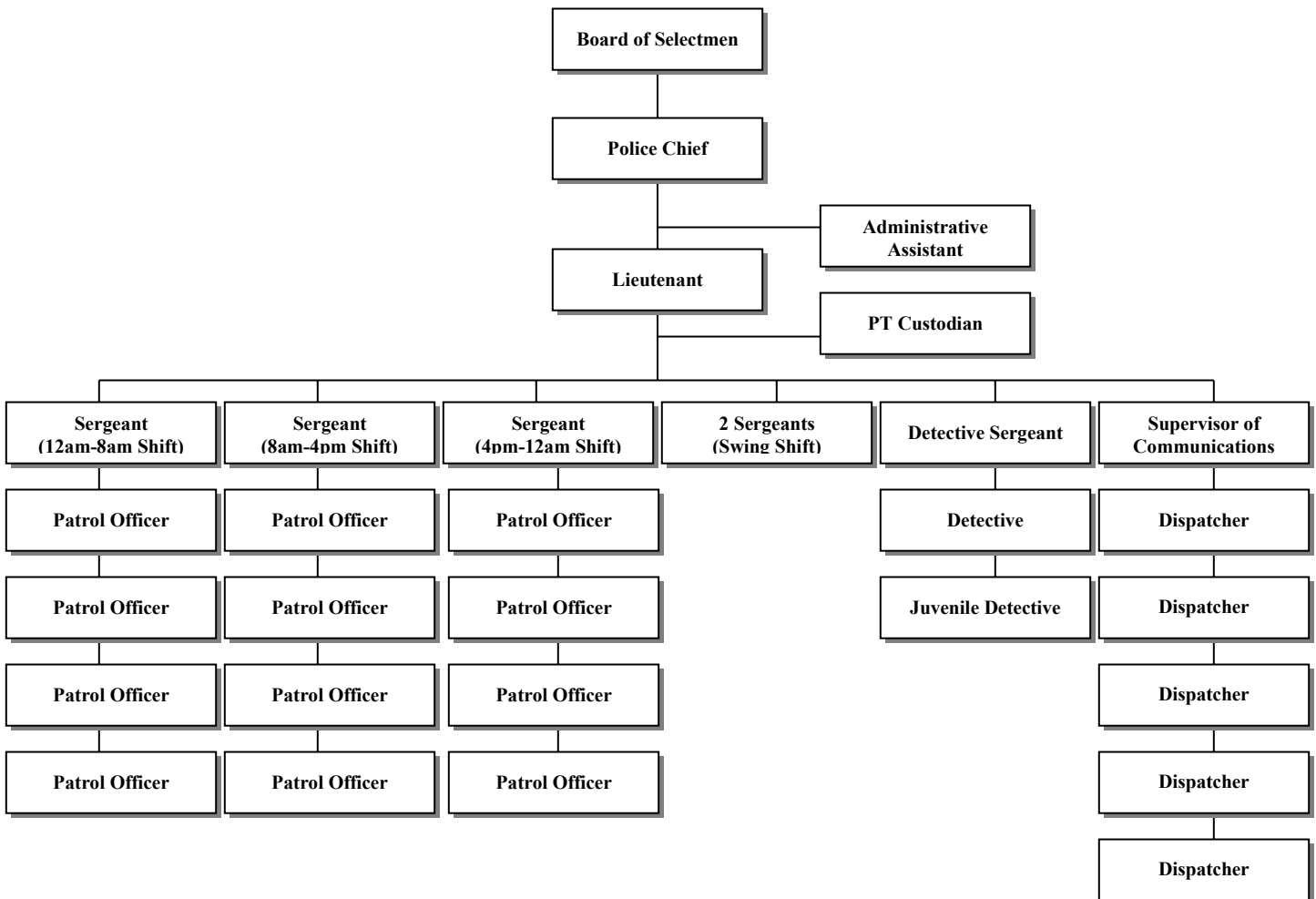


Police Department Mission Statement

The Northborough Police Department will provide residents and visitors to the Town of Northborough the highest level of public safety which preserves a quality of life that makes this community a desirable place within which to live, visit or work, by:

- Emphasizing a pro-active, preventative and problem-solving approach to policing; protecting people and property; preserving the peace, order and dignity of individuals, and providing fair and equitable enforcement of all laws.
➤ Establishing community-wide partnerships around issues of public safety and fostering the trust and confidence of the citizenry while working on solutions to root causes of problems.
➤ Instituting a process of integrity and responsiveness that provides timely investigations and dispositions of all complaints of employee conduct.

Organizational Chart



**Police Department FY2021 Initiatives and Accomplishments**

1. During FY2021, the Police Department continued to serve the community with the following initiatives:
  - R.U.O.K.: A free, daily telephone call to check on the welfare of senior citizens and shut-ins.
  - Child Safety Seat Installations provided by our trained and certified Police Officer installer. This is a free service.
  - Supported the following community functions: Applefest Celebration, Memorial Day Parade, Recreation Department functions, numerous road races, and fundraising events.
  - The D.A.R.E. (Drug Abuse Resistance Education) Program was suspended due to the pandemic and is scheduled to be back in FY2022.
2. Continued the communications working group comprised of key stakeholders (Police, Fire, DPW) to improve the communications center functions. The group met during the fiscal year to discuss topics including policies and procedures; communications center modernization improvements, and staff workload demands.
3. Maintained our aggressive crime prevention patrols specifically targeting high risk businesses and municipal property as part of our security check program.
4. Maintained an aggressive traffic enforcement program aimed at increasing roadway safety. This is the single most requested police service by our residents and the Department completed nearly 5,000 traffic enforcement actions.
5. Continued participation in the Massachusetts Police Accreditation Program to ensure that we maintain best practices, policies and procedures in accordance with national professional standards. The Department received a three-year accredited status renewal on October 24, 2018.
6. Continued implementation of our professional development and recognition program. This on-going voluntary program facilitates professional development and career guidance. Achievements are recognized through the issuance of uniform insignia indicating achievement of minimum standards and demonstration of competencies in identified areas.
7. Continued our participation with the CEMLEC (Central Mass Law Enforcement Council) ERT/SWAT unit.
8. Achieved our goal of implementing the restorative justice diversion program in 2020 and saw our first cases being referred from the courts to the restorative justice model.
9. Secured grant funding for a shared mental health clinician as part of the Jail Diversion Program. This clinician responds with officers to situations involving persons with mental health/emotional issues in an effort to divert them from the criminal justice system.



## Police Department FY2022 Goals and Initiatives

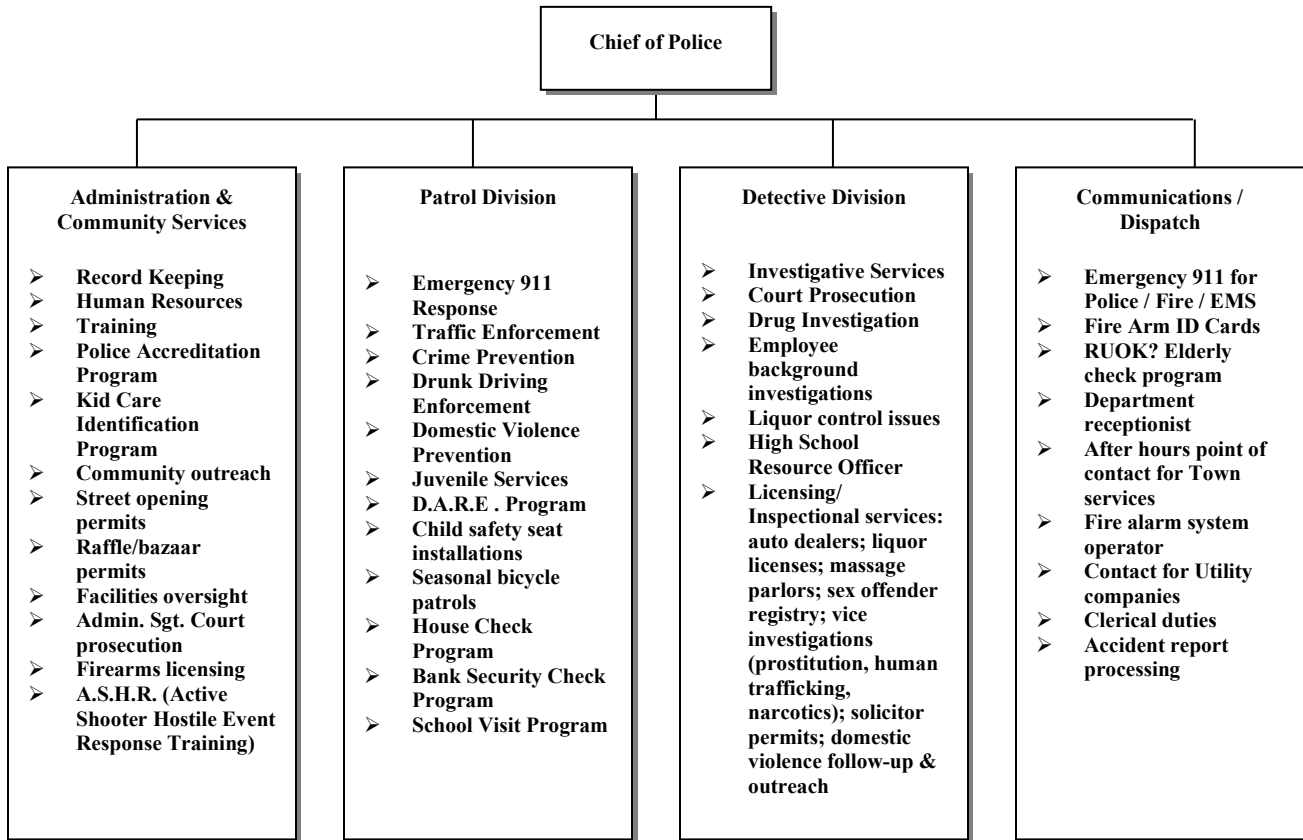
1. Continue to maintain and improve services and programs identified in items one through nine above.
2. Maintain grant funding for the Jail Diversion/Co-responder program instituted in FY2020. The program allows the department to effectively handle persons with mental health issues and substance abuse disorders by partnering with a mental health provider to respond to calls with officers.
3. Expand the number of Special Police Officers to better cover staffing details.
4. Continue to expand the community policing/community outreach efforts by expanding programs such as “Coffee with a Cop,” open house days, increased bike patrols and continued participation in programs in partnership with the senior center staff.
5. Expand outreach to our senior community through regular lunch visits at the Senior Center.
6. Continue emphasis and improvement of our school intruder response program (A.L.I.C.E.) imitated drills and provide training within the school system.
7. Increased building maintenance and upgrades on an annual, incremental basis by addressing age-related issues (carpet, tile repair and painting).
8. Seek grants or other funding for an ATV patrol vehicle to increase presence on the Town’s trail system and provide additional mode of officer transportation for Applefest events such as the parade and fireworks.
9. Obtain grant funding to establish a police K9 unit. This force multiplier is an invaluable tool in searching for lost children, seniors with dementia and apprehension of criminals on foot or in hiding. Grant opportunities exist to fully fund implementation of the unit. Funding covers the costs that include purchasing the dog, training, kennel facilities at the officer’s home, retrofitting a cruiser for the exclusive use of the K9 unit, food and veterinary care for the first three years.

## Significant Budget Changes or Initiatives

Overall, the FY2022 Police Department Budget reflects an increase of \$46,188 or 1.55%. The majority (\$34,253) of the increase is attributable to contractual wage increases of 2% for union and non-union personnel. Due to staffing turnover, several officers have been hired at a lower starting wage, which contributed to the smaller than usual FY2022 personnel increase. Expenses increased by \$11,935 due to Computer Services and a \$5,000 restoration to the new equipment line item, which was previously cut in FY2021 due to the pandemic.



Police Programs and Services





<b>POLICE DEPARTMENT</b>					
<b>Personnel Summary</b>					
<b>Position</b>	<b>FY 2018 FTE</b>	<b>FY 2019 FTE</b>	<b>FY 2020 FTE</b>	<b>FY 2021 FTE</b>	<b>FY 2022 FTE</b>
Chief of Police	1	1	1	1	1
Lieutenant	1	1	1	1	1
Sergeant	6	6	6	6	6
Patrol Officers	14	14	14	14	14
Supervisor of Communications	1	1	1	1	1
Dispatcher	5	6	6	6	6
Administrative Assistant	1	1	1	1	1
Custodian	0.5	0.5	0.5	0.5	0.5
<b>Total Full-time Equivalent</b>	<b>29.5</b>	<b>30.5</b>	<b>30.5</b>	<b>30.5</b>	<b>30.5</b>

\*Personnel Explanation:

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

- The Custodian position is one full-time position split 20 hours per week at the police station and 20 hours per week at the Town Offices building. The other half of this position is reflected in the Public Buildings account.
- The FY2022 budget authorizes 22 sworn Officers in the Department, including the Chief of Police. During FY2016, a consultant engaged by the Board of Selectmen’s ad hoc staffing committee issued findings from its comprehensive operational and staffing study. The study recommended adding a sixth Sergeant in FY2017 to improve shift coverage and supervision. The position was primarily intended to improve coverage on the 12AM-8AM shift and reduce future overtime expenses. The study also recommended further review of the dispatching function with the goal of adding a second dispatcher during peak call times. During FY2019 a sixth dispatcher was added mid-fiscal year.

# Section 3-6

# Police Department



FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED

## POLICE DEPARTMENT

### Personnel Services

51100	Police Chief Salary	122,617	125,069	127,388	130,122	60,823	132,725
51120	Administrative Assistant Salary	59,342	60,528	62,209	63,204	29,544	64,468
51150	Sergeant Salaries	428,716	438,032	458,780	464,050	216,086	473,331
51160	Patrol Officer Salaries	777,444	811,572	791,437	891,416	372,918	902,964
51170	Dispatcher Salaries	218,232	261,773	346,204	405,448	188,026	416,341
51180	Special Officers	0	0	0	5,000	0	5,000
51200	Detective Pay	9,612	9,908	9,846	12,892	4,879	13,152
51210	Lieutenant Salary	96,742	98,677	100,650	102,664	47,988	104,717
51300	General Overtime	129,072	110,442	91,243	130,653	101,224	130,653
51310	Dispatcher Overtime	63,727	61,228	49,165	29,960	23,272	29,960
51320	Christmas Overtime	2,780	2,283	2,424	2,453	0	2,890
51330	Dispatcher Christmas Overtime	848	870	1,287	1,051	0	1,066
51400	Longevity pay	8,600	10,075	8,875	9,925	9,075	10,125
51410	Dispatcher Longevity Pay	1,200	0	1,200	1,200	1,200	1,675
51420	Holiday Pay	51,450	52,707	52,208	57,164	23,817	58,398
51430	Dispatcher Holiday Pay	9,714	12,620	16,268	17,043	7,706	17,942
51440	Shift Differential	3,725	4,184	10,149	8,528	3,076	8,528
51450	Court Time	11,763	5,835	4,709	10,500	641	10,500
51460	Quinn Bill Educational Incentive	226,974	235,029	263,659	309,367	128,735	301,829
51470	Dispatcher EMD Stipend	0	0	0	7,000	0	7,000
51920	Uniforms	31,606	34,127	36,792	30,250	10,039	30,250
51930	In-service Training	5,275	8,656	11,219	8,000	3,321	8,000
51940	Fitness Incentive	19,100	18,700	19,100	26,800	9,400	26,800
51950	Roll Call	0	0	0	3,334	0	3,400
51960	Dispatcher Differential	715	0	0	2,044	0	2,044
51965	Officer In Charge Pay	976	2,251	1,664	0	499	0
51970	Part-time Custodian	25,241	26,258	27,466	28,125	13,254	28,688
<b>SUBTOTAL</b>		<b>2,305,472</b>	<b>2,390,824</b>	<b>2,493,942</b>	<b>2,758,193</b>	<b>1,255,525</b>	<b>2,792,446</b>





# Police Department

# Section 3-7

FY2018      FY2019      FY2020      FY2021      FY2021      FY2022  
ACTUAL      ACTUAL      ACTUAL      BUDGETED      SIX MONTHS      PROPOSED

## POLICE DEPARTMENT

### Expenses

52110 Utilities	32,091	31,483	33,324.36	32,613	15,623	32,613
52690 Radio Equipment Maintenance	313	2,942	4,905.71	5,000	2,483	5,000
52800 Contractual Services	25,259	33,362	33,600.73	33,113	35,031	35,501
53110 Printing	1,065	334	933.43	600	0	600
53190 Training	19,613	13,296	13,202.76	10,000	8,869	10,000
53410 Telephone	14,034	16,826	17,908.62	16,990	7,922	16,990
53420 Postage	52	83	2,255.43	600	0	600
53430 Radio Line Rentals	6,353	6,353	4,545.60	6,552	2,924	6,552
53720 Computer Services	27,321	25,932	34,360.29	55,453	19,364	60,000
54290 Office Supplies	2,178	3,495	2,870.37	3,000	3,711	3,000
54490 Repairs & Maintenance	21,994	12,111	14,559.65	15,000	9,126	15,000
54590 Custodial Supplies	2,586	4,391	4,872.65	4,000	1,485	4,000
54850 Vehicle Maintenance	21,871	20,536	35,651.86	20,000	3,637	20,000
55970 Special Investigations	0	500	0.00	0	0	0
55980 Field Supplies	10,562	16,301	15,522.16	8,000	7,601	8,000
57810 Unclassified	2,507	1,858	2,025.17	2,000	1,055	2,000
58690 New Equipment	58,757	37,162	47,907.17	15,000	5,815	20,000
<b>SUBTOTAL</b>	<b>246,557</b>	<b>226,964</b>	<b>268,446</b>	<b>227,921</b>	<b>124,648</b>	<b>239,856</b>

### TOTAL: POLICE

<b>2,552,028</b>	<b>2,617,788</b>	<b>2,762,388</b>	<b>2,986,114</b>	<b>1,380,173</b>	<b>3,032,302</b>
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### **Fire Department Mission Statement**

*“To promote and deliver life safety by providing efficient, professional, high quality, cost effective, and timely protective services including fire suppression, emergency medical services, fire prevention, disaster response management, public safety education, and code enforcement.”*

The Northborough Fire Department is charged with the protection of life and property from fire through direct fire suppression efforts, prevention, inspectional services, self-inspection programs, fire code enforcement and public fire education. The department also provides a Fire Investigation Unit of trained fire investigators to determine the cause and origin of fires. These department investigators work closely with the Town’s Police Department, Fire District 14 Fire Investigation Unit, Office of the State Fire Marshal’s Fire and Explosion Investigation Unit as well as the Federal Bureau of Alcohol, Tobacco and Firearms.

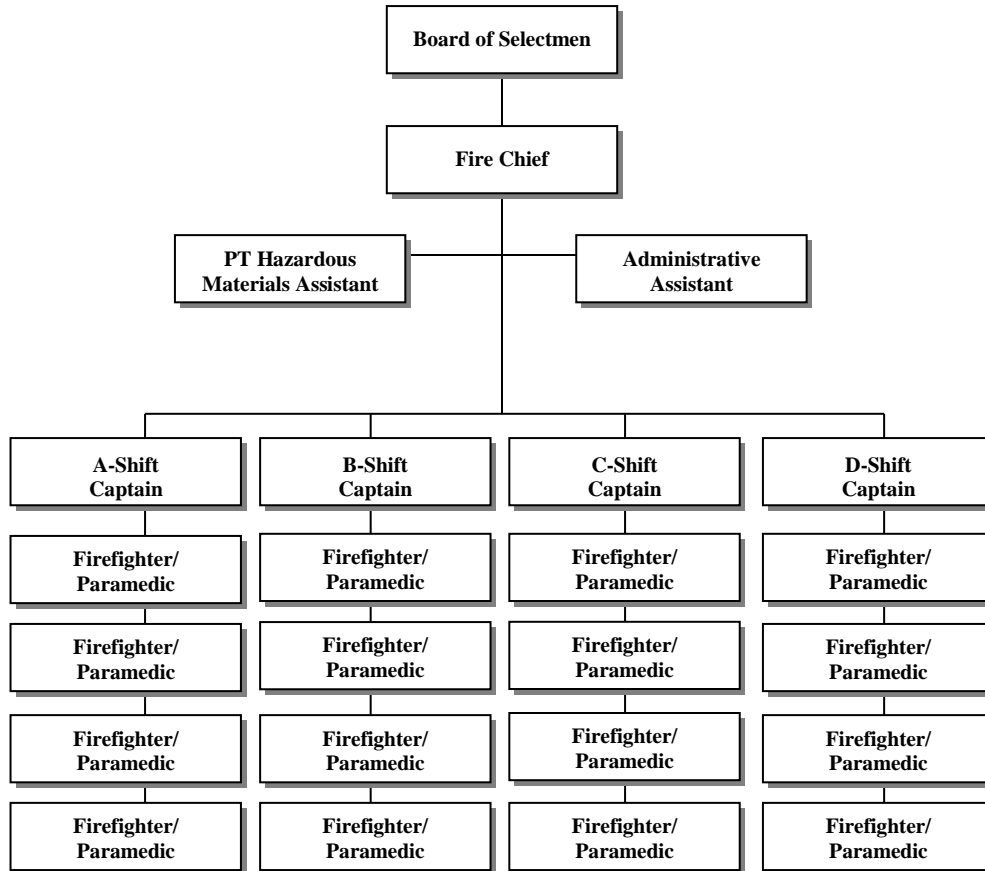
In keeping with the protection of life as its highest priority, the department is licensed by the state to operate its emergency medical ambulance service at the advance life support paramedic level. Through the department’s Paramedics, Advanced Emergency Medical Technicians (AEMT), and Basic Emergency Medical Technicians (EMT-B), the highest standard of pre-hospital emergency care is provided to those in need.

The department is also equipped to handle a wide variety of rescue services ranging from motor vehicle extrication to water and ice rescue. Fire and EMS mutual aid is coordinated through Massachusetts Fire District 14 with hazardous materials response and mitigation provided on a regional basis through the Massachusetts Department of Fire Services.

Through an all-hazards approach to manmade and natural disasters, the department provides and prepares for a planned response and coordination effort by all town departments through the town’s Comprehensive Emergency Management Plan (CEMP) and Hazardous Materials Plan approved by the Massachusetts Emergency Management Agency (MEMA). The department also plays the lead role for the framework of the Local Emergency Planning Committee (LEPC).



**Organizational Chart**



Through a combination of career and on-call personnel, the department provides fire suppression/prevention, EMS and rescue services. Career Firefighters cover the fire station on a 24/7 basis with four shifts consisting of a Captain and four Firefighter/Paramedics.

**Fire Services FY2021 Initiatives and Accomplishments**

1. Applied for and received a Grant for Senior Safe Program to conduct a fire safety and fall prevention program for seniors.
2. Completed integration of the Computer Aided Dispatch System with the Department Record Management System.
3. Completed development of a new driver training program.
4. Reviewed and updated all department general orders and standard operating guidelines.
5. Coordinated town-wide implementation of Zoom video conferencing.
6. As part of the COVID-19 Task Force, assisted with community response to the pandemic.
7. Coordinated acquisition and distribution of personal protective gear in relation to the pandemic.
8. Conducted a Request for Proposals (RFP) process for new Fire Alarm Monitoring and Maintenance for all town and school buildings.
9. Implemented new billing schedule for EMS.

**Fire Department FY2022 Goals and Initiatives**

1. Complete design for new fire station and move forward with the next steps in the project.
2. Fully implement new driver training program.
3. Obtain an EMS Chute time (tone to on air) of 90 seconds or less 90% of the time.
4. Review and update Technical Rescue Capabilities and equipment.
5. Continue working with the Senior Safe program to enhance the safety of our senior residents.
6. Expand data collection for occupancy pre-plan program.



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

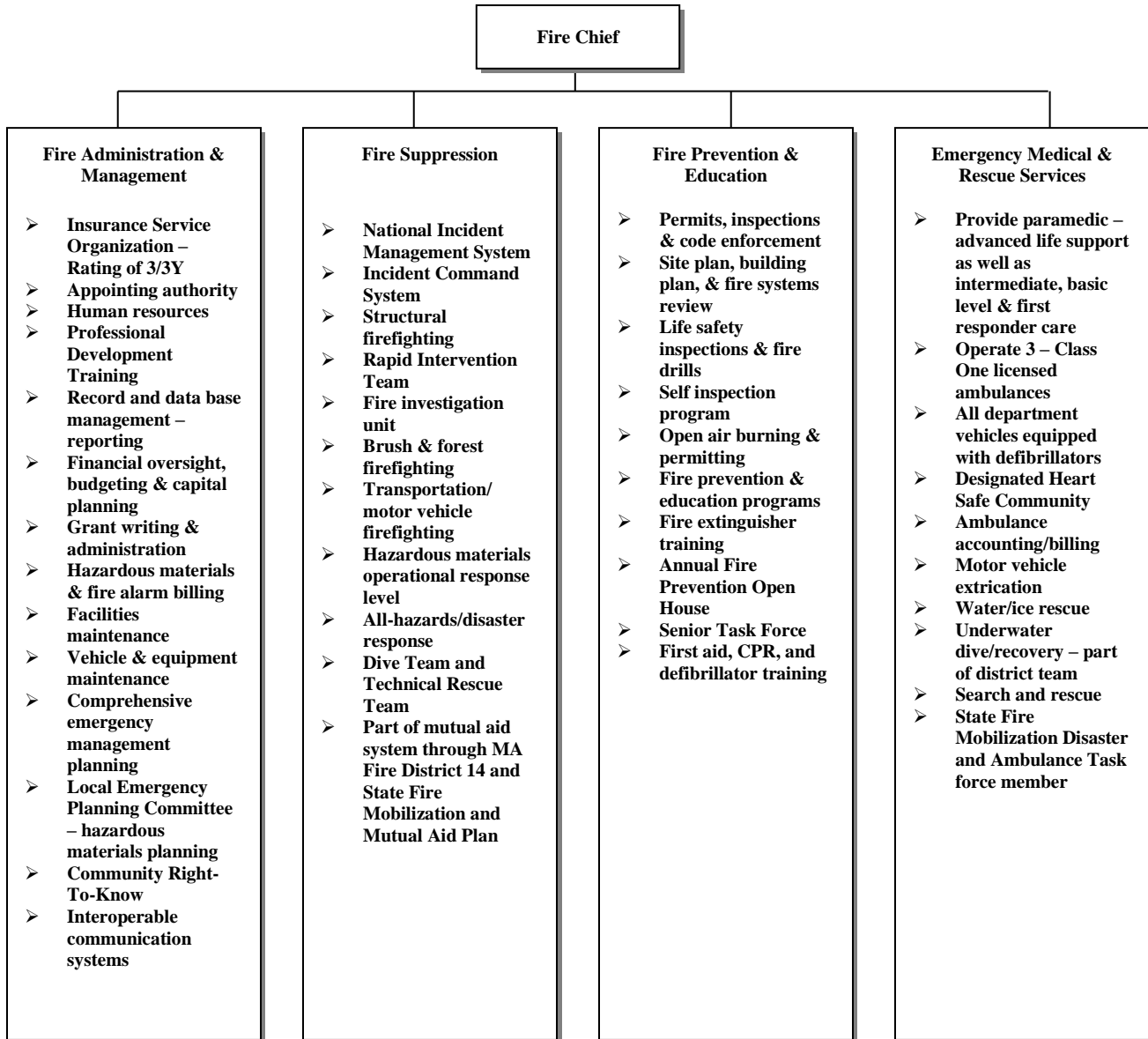
As presented, the FY2022 Fire Department Budget reflects an increase of \$39,059 or 1.81% in the General Fund appropriation. The departmental budget as presented includes 2% cost-of-living wage increases for Union and Non-Union personnel.

In addition to the General Fund appropriation of \$2,194,077 (which includes a transfer in of \$351,240 from the Fire Department Revolving Fund under Article 4 of the Town Meeting Warrant) the departmental budget also includes \$582,778 in planned expenses that are charged directly to the Fire Department Revolving Fund. The Fire Department Revolving Fund is supported primarily by fees for ambulance services. The direct Revolving Fund charges include ambulance billing services, overtime wages, licensing fees, related maintenance and operational expenses of the ambulances and related equipment. The account also pays for the debt service associated with the purchase of ambulances.

The total FY2022 budget that supports the Fire/EMS services is \$2,776,855 (\$2,194,077 plus the Fire Department Revolving Fund direct charges of \$582,778).



**Fire Programs and Services**





<b>FIRE DEPARTMENT</b>					
<b>Personnel Summary</b>					
<b>Position</b>	<b>FY 2018 FTE</b>	<b>FY 2019 FTE</b>	<b>FY 2020 FTE</b>	<b>FY 2021 FTE</b>	<b>FY 2022 FTE</b>
Fire Chief	1	1	1	1	1
Fire Captain	4	4	4	4	4
Firefighter / EMT Basic	2	1	1	1	0
Firefighter / EMT Advanced	0	0	0	0	0
Firefighter / Paramedic	14	15	15	15	16
Administrative Assistant	1	1	1	1	1
Hazardous Materials Assistant	0.48	0.48	0.48	0.48	0.48
Call Firefighters	0.87	0.78	0.70	0.70	0.37
<b>Total Full-time Equivalent</b>	<b>23.35</b>	<b>23.26</b>	<b>23.18</b>	<b>23.18</b>	<b>22.85</b>

- Current Fire Department staffing is comprised of 22 full-time career members consisting of a Fire Chief, four Captain/EMT’s, and sixteen Firefighter/Paramedics and one Administrative Assistant. Northborough Firefighters provide fire suppression, fire prevention/code enforcement and emergency medical ambulance transportation. Over the course of the last several years the Department has set a standard to hire only Firefighter/Paramedics. This is to allow the department to provide the highest-level pre-hospital care on each of the four, rotating twenty-four-hour work shifts.
  
- In addition to the full-time professional Firefighters, there are currently 3 active Call Firefighters that work as needed. During FY2022 Call Firefighter wages average \$26.00/hr. The Call wages budget is \$20,000. This results in approximately 0.37 FTEs ( $\$20,000 / \$26.00 = 769.23$  hrs. per year/ 52 weeks = 14.79 hrs. per week / 40hrs. per week = .37 FTE). Variations in the FTE calculation for Call Firefighters is attributable to the number of active call personnel during any given year.
  
- The department employs a 19 hour per week (.48 FTE) Hazardous Materials Assistant who also assists with ambulance billing.

# Section 3-14

# Fire Department



FY2018      FY2019      FY2020      FY2021      FY2021      FY2022  
 ACTUAL      ACTUAL      ACTUAL      BUDGETED      SIX MONTHS      PROPOSED

## FIRE DEPARTMENT

### Personnel Services

51100 Fire Chief's Salary	111,469	119,956	125,723	129,913	61,124	132,725
51110 Administrative Salary	56,763	59,047	61,292	62,285	29,353	63,517
51115 Part-time Admin Salary	0	0	0	0	0	0
51120 Firefighters Salaries	1,141,013	1,198,751	1,256,277	1,333,863	598,934	1,346,349
51132 Hazardous Materials Assistant	19,026	16,785	13,662	28,763	5,527	29,625
51230 Call Firefighter wages	19,895	14,028	14,318	24,582	2,119	20,000
51300 Overtime	184,135	192,000	219,020	155,480	152,784	160,144
51410 Longevity Pay	10,200	10,200	9,600	10,000	8,400	9,500
51420 Fire Holiday Pay	47,374	50,396	53,034	56,191	23,732	56,734
51460 Educational Incentive	114,838	122,708	134,121	137,550	52,842	152,050
51930 In-service Training	44,549	40,102	35,636	41,430	14,402	42,572
<b>SUBTOTAL</b>	<b>1,749,263</b>	<b>1,823,973</b>	<b>1,922,683</b>	<b>1,980,057</b>	<b>949,216</b>	<b>2,013,216</b>





# Fire Department

# Section 3-15

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 SIX MONTHS	FY2022 PROPOSED
<b>FIRE DEPARTMENT</b>						
<b>Expenses</b>						
52110 Utilities	25,733	25,607	25,416	26,550	9,419	26,550
52410 Vehicle Maintenance	18,707	21,572	18,438	19,250	9,478	19,250
52415 Equipment Maintenance	7,079	1,076	11,482	12,425	4,916	12,925
52800 Contractual Services	633	1,863	1,863	12,400	7,638	11,900
53110 Printing	1,621	2,728	2,199	1,000	718	1,000
53190 Training Expenses	4,503	4,085	4,809	9,000	1,136	9,000
53210 Fire Prevention Education	605	581	572	1,500	0	1,000
53410 Telephone	1,760	3,314	3,720	3,720	2,203	3,720
53420 Postage	57	20	0	1,200	0	400
53720 Computer Services	15,585	14,687	26,278	10,613	11,163	10,613
54290 Office Supplies	701	261	378	1,000	80	1,000
54490 Building Maintenance	9,213	12,261	11,316	9,000	2,668	12,300
54590 Custodial Supplies	1,763	1,646	2,007	2,000	1,448	2,000
55130 Uniforms	22,098	19,645	18,816	23,500	5,135	22,500
55990 Materials & Supplies	12,390	14,278	12,199	12,750	6,964	12,750
57110 Travel / Mileage	362	38	83	490	27	390
57310 Dues	4,049	4,305	4,280	4,164	4,275	4,164
57320 Subscriptions	1,601	1,936	1,370	1,445	30	1,445
57340 Meetings	245	512	90	604	0	604
57360 NFPA 1500 Compliance	1,923	1,570	1,129	2,350	822	2,350
58530 Capital Outlay	7,330	24,581	9,915	20,000	3,480	25,000
<b>SUBTOTAL</b>	<b>137,956</b>	<b>156,566</b>	<b>156,360</b>	<b>174,961</b>	<b>71,602</b>	<b>180,861</b>
<b>*TOTAL: FIRE</b>	<b>1,887,219</b>	<b>1,980,539</b>	<b>2,079,042</b>	<b>2,155,018</b>	<b>1,020,818</b>	<b>2,194,077</b>

\* In addition to the General Fund appropriation of \$2,194,077 (which includes a transfer in of \$351,240 from the Fire Department Revolving Fund under Article 4 of the Town Meeting Warrant) the departmental budget also includes \$582,778 in planned expenses that are charged directly to the Fire Department Revolving Fund. The Fire Department Revolving Fund is supported primarily by fees for ambulance services. The total FY2022 budget that supports the Fire/EMS services is \$2,776,855 (\$2,194,077 plus the Fire Department Revolving Fund direct charges of \$582,778).

# Section 3-16

# Fire Department



	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 SIX MONTHS	FY2022 PROPOSED
<b>EMERGENCY PREPAREDNESS</b>						
<b>Personnel Services</b>						
51130 Stipend for EP Director	0	0	0	0	0	5,000
51130 Stipend for Shelter Coordinator	0	0	0	1,000	0	1,000
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>6,000</b>
<b>Expenses</b>						
52690 Equipment Maintenance	0	0	0	0	0	0
53410 Telephone	0	0	0	0	0	0
55980 Field Supplies	0	0	110	1,000	0	1,000
58690 New Equipment	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
<b>TOTAL: EMERGENCY PREPAREDNESS</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>2,000</b>	<b>0</b>	<b>7,000</b>

The Northborough Local Emergency Planning Committee (LEPC) is a Northborough committee established through the Federal Emergency Planning and Right-To-Know Act (EPCRA) of 1986. Local, State and Federal members work together to formulate emergency planning for hazardous materials within Northborough, exercise the plan annually, maintain training for hazardous materials emergencies and provide information on hazardous materials to the public.

The Fire Chief is the Emergency Preparedness Director for the Town and coordinates the LEPC. Membership in the LEPC includes State and Local Elected Officials, Hospitals, Firefighters, Environmental Groups, Law Enforcement Personnel, News Media, Emergency Management Officials, Community Groups, Public Health Officials, Transportation Resources and Hazardous Materials Facilities. This committee maintains the Town of Northborough Hazardous Materials Plan. Input from all the groups within the LEPC membership is incorporated into hazardous materials planning.

The Northborough LEPC is a fully certified stand-alone Local Emergency Planning Committee by the Massachusetts State Emergency Response Commission (SERC). Re-Certification was last issued in 2020 and is valid for a five-year period.

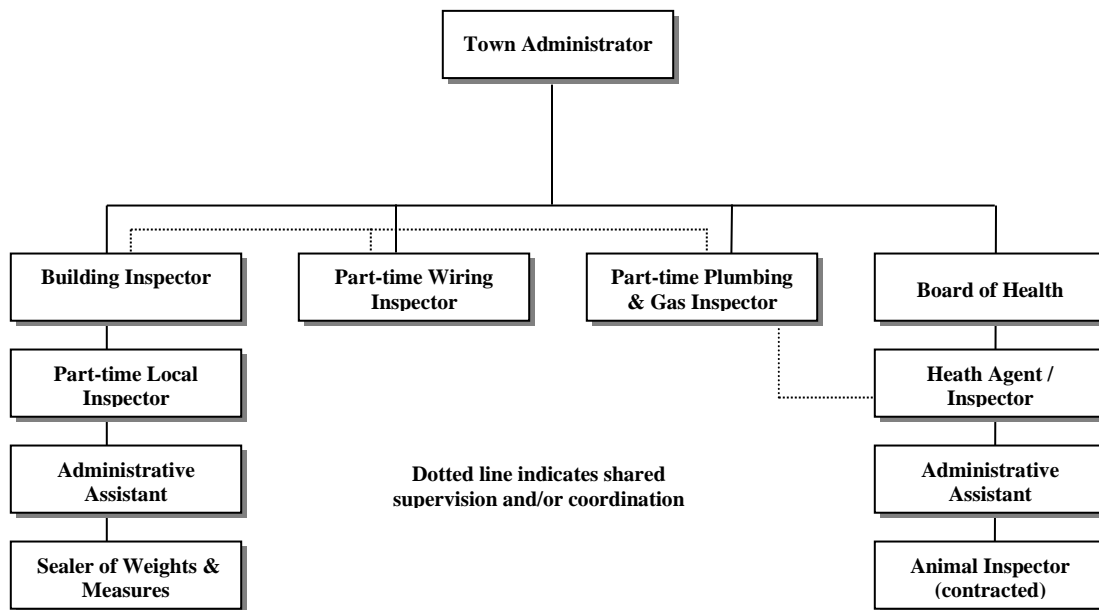
During FY2013 an Emergency Shelter Coordinator position was created, and a stipend was added to the budget, which is continues in FY2022. In FY2022 the Emergency Preparedness Director Stipend was returned to the budget to recognize the efforts required to perform that role.



## Building Department Mission Statement

The Building Department is responsible for administering and enforcing Massachusetts Codes regarding building, sheet metal, plumbing, gas, and electrical work; as well as the rules and regulations of the Massachusetts Architectural Access Board. In addition, the department administers and enforces all Town of Northborough Zoning By-laws. It is the mission of the Building Department to strive to ensure public safety, health and welfare through inspection activities and continuous enforcement of all codes, rules and regulations designed to detect and correct improper and/or unsafe building practices and land uses within the Town.

## Organizational Chart



\*Note: The Building Department and the Health Department share an office suite and two Administrative Assistants that are cross trained. The Health Agent also has some oversight responsibilities with regard to the Plumbing Inspector.



### **Building Department FY2021 Initiatives and Accomplishments**

1. The onset of the COVID-19 Pandemic in the spring of 2020 confronted the building department with new challenges. We had to innovate and modify the way we do business to continue to serve the residents and businesses of Northborough. While we were able to successfully continue providing permits, there is no doubt that COVID-19 had some economic impact on the town which resulted in reduced permits from 2019. The department processed, reviewed, and issued 651 building and mechanical permits in 2020, which represents a reduction of 106 permits or -14% from calendar year 2019. Nevertheless, we were able to deliver on our obligations.
2. The approximate total value of the permitted building and mechanical work from calendar year 2020 was \$26,182,582.04.
3. In calendar year 2020, all existing vacant positions in the Building/Zoning/Health Departments were filled, including the position of Health Agent.

### **Building Department FY2022 Goals and Objectives**

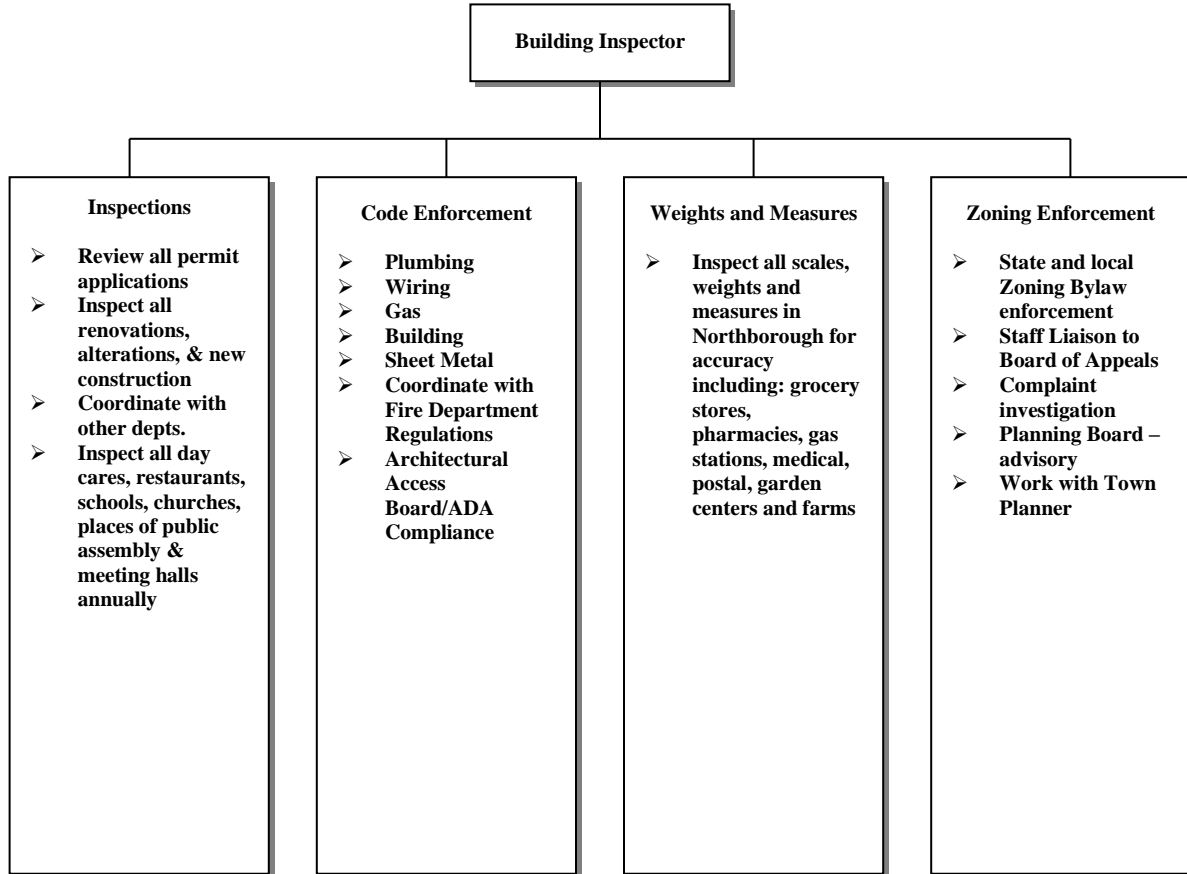
1. Staff is preparing for the adoption and implementation of the 10<sup>th</sup> Edition of the Building Code, which was initially expected to become effective during FY2020 but has now been postponed to FY2022 due to COVID-19.
2. The department will undergo a transition from the existing server based permitting software to a new and upgraded cloud based permitting software. This implementation process will continue through calendar year 2021 and will require training both to internal staff, as well as contractors and homeowners.
3. The department's website will be updated to reflect current code requirements, and will provide more information to architects, contractors, and homeowners alike.

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

There are no significant budget changes for the FY2022 Building Department. Overall, the departmental budgets for Building, Gas, Wiring and Sealer are up \$5,870 or 2.61%, inclusive of a 2% contractual wage increases for Union and Non-Union personnel.



**Building Department Programs and Services**





<b>BUILDING DEPARTMENT</b>					
<b>Personnel Summary</b>					
<b>Position</b>	<b>FY 2018 FTE</b>	<b>FY 2019 FTE</b>	<b>FY 2020 FTE</b>	<b>FY 2021 FTE</b>	<b>FY 2022 FTE</b>
Building Inspector	1	1	1	1	1
Part-time Local Building Inspector	0.40	0.40	0.40	0.40	0.40
Part-time Wiring Inspector	0.25	0.25	0.25	0.25	0.25
Part-time Gas Inspector	0.15	0.15	0.15	0.15	0.15
Part-time Plumbing Inspector	See	Health	Dept	---	---
Administrative Assistant	1	1	1	1	1
PT Sealer of Weights & Measures	Contract	Contract	Contract	Contract	Contract
<b>Total Full-time Equivalent</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>

\*Personnel Explanation:

- Full Time Equivalents are based upon 40hrs per wk (30hrs/40hrs = .75 FTE).
- One individual serves as both the Part-time Plumbing Inspector 8hrs per week (0.20 FTE) and the Part-time Gas Inspector 6hrs per week (0.15 FTE). The Part-time Plumbing Inspector’s wages are reflected in the Health Department budget.
- Beginning in FY2013 the Town began contracting with the Massachusetts Division of Standards (DOS) to provide all Sealer of Weights & Measures services, including the inspections required at the Northborough Crossing shopping plaza. DOS is the State agency responsible for enforcing all laws, rules, and regulations relating to weights and measures and the use of weighing and measuring devices in commercial transactions.



# Building Department

# Section 3-21

FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED

## BUILDING INSPECTOR

### Personnel Services

51100 Building Inspector Salary	80,110	82,410	85,738	89,211	41,498	91,895
51120 Part-time Local Inspector wages	15,671	23,156	28,788	27,508	12,538	28,337
51140 Administrative Assistant	56,519	55,555	54,946	58,562	27,331	60,312
51410 Longevity Pay	250	500	0	0	0	0
<b>SUBTOTAL</b>	<b>152,550</b>	<b>161,621</b>	<b>169,472</b>	<b>175,281</b>	<b>81,367</b>	<b>180,544</b>

### Expenses

53190 Training	1,512	620	200	1,850	0	1,850
54290 Office Supplies	1,041	1,048	1,778	660	195	660
55980 Field Supplies	0	0	0	100	0	100
57110 Travel / Mileage	2,540	2,336	1,791	3,000	558	3,000
57310 Dues	210	285	285	285	0	285
57340 Meetings	646	150	50	645	0	645
58690 New Equipment	0	0	0	150	0	150
<b>SUBTOTAL</b>	<b>5,949</b>	<b>4,439</b>	<b>4,104</b>	<b>6,690</b>	<b>753</b>	<b>6,690</b>

### TOTAL: BUILDING INSPECTOR

<b>158,498</b>	<b>166,060</b>	<b>173,576</b>	<b>181,971</b>	<b>82,120</b>	<b>187,234</b>
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# Section 3-22

# Building Department



	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 SIX MONTHS	FY2022 PROPOSED
<b>GAS INSPECTOR</b>						
<b>Personnel Services</b>						
51130 Gas Inspector Salary	10,695	8,518	8,914	11,351	5,675	11,577
<b>SUBTOTAL</b>	<b>10,695</b>	<b>8,518</b>	<b>8,914</b>	<b>11,351</b>	<b>5,675</b>	<b>11,577</b>
<b>Expenses</b>						
53190 Training	0	0	85	125	0	125
54290 Office Supplies	180	75	0	225	0	225
57110 Travel / Mileage	827	1,313	1,149	880	580	880
57310 Dues	15	55	25	90	25	90
58690 New Equipment	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>1,022</b>	<b>1,443</b>	<b>1,259</b>	<b>1,320</b>	<b>605</b>	<b>1,320</b>
<b>TOTAL: GAS INSPECTOR</b>	<b>11,717</b>	<b>9,961</b>	<b>10,173</b>	<b>12,671</b>	<b>6,280</b>	<b>12,897</b>





# Building Department

# Section 3-23

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 SIX MONTHS	FY2022 PROPOSED
<b>WIRING INSPECTOR</b>						
<b>Personnel Services</b>						
51130 PT Wiring Inspector Wages	16,849	18,237	15,927	18,991	6,465	19,372
51140 PT Permanent Wages	247	755	1,171	1,000	0	1,000
<b>SUBTOTAL</b>	<b>17,095</b>	<b>18,992</b>	<b>17,098</b>	<b>19,991</b>	<b>6,465</b>	<b>20,372</b>
<b>Expenses</b>						
53190 Training	0	0	170	250	0	250
54290 Office Supplies	363	180	398	430	75	430
57110 Travel / Mileage	1,725	1,747	1,538	2,000	57	2,000
<b>SUBTOTAL</b>	<b>2,088</b>	<b>1,927</b>	<b>2,106</b>	<b>2,680</b>	<b>132</b>	<b>2,680</b>
<b>TOTAL: WIRING INSPECTOR</b>	<b>19,183</b>	<b>20,919</b>	<b>19,204</b>	<b>22,671</b>	<b>6,597</b>	<b>23,052</b>

# Section 3-24

# Building Department



	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 SIX MONTHS	FY2022 PROPOSED
<b>SEALER OF WEIGHTS &amp; MEASURES</b>						
<b>Personnel Services</b>						
51130 Sealer Salary	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>						
52800 Contractual Services	5,000	5,000	5,000	8,000	0	8,000
53190 Training	0	0	0	0	0	0
54290 Office Supplies	0	0	0	0	0	0
57110 Travel / Mileage	0	0	0	0	0	0
57310 Dues	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>8,000</b>	<b>0</b>	<b>8,000</b>
<b>TOTAL: SEALER WEIGHTS/MEASURES</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>8,000</b>	<b>0</b>	<b>8,000</b>



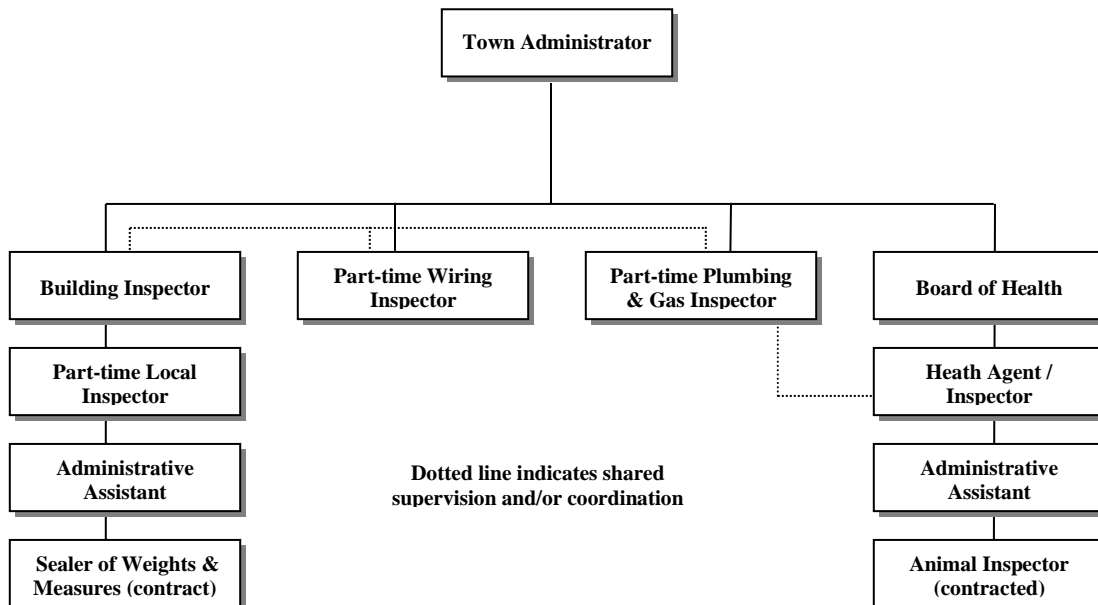
## Health Department Mission Statement

The Health Department and the Board of Health are dedicated to keeping the Town of Northborough a healthy and environmentally safe place to live. We strive to do this through the development and implementation of programs that seek to prevent the outbreak of infectious diseases and by controlling environmental health hazards. Through enforcement of State statutes and regulations regarding on-site sewerage treatment and disposal systems (Title V), restaurant sanitation and tobacco control, we further endeavor to protect, preserve and improve the health of our citizens. We promote sanitary living conditions for all our residents and strive to protect the environment from damage and pollution.

## Board of Health

The Board of Health is composed of five members appointed by the Town Administrator. Each member serves a term of three years. The Board of Health works under the general policy direction of the Board of Selectmen and has the responsibility for the formulation and enforcement of regulations affecting the environment and the public health. The Board shall have all the powers and duties and obligations that boards of health may have under the Constitution and laws of the Commonwealth and the State Sanitary Codes, the Town Charter, Town Bylaws and the Administrative Code.

## Organizational Chart



\*Note: The Building Department and the Health Department share an office suite and two Administrative Assistants that are cross-trained. The Health Agent also has some oversight responsibilities with regard to the Plumbing Inspector.



### Health Department FY2021 Initiatives and Accomplishments

1. Food Establishments/Swimming Pools/Camps—Conducted inspections for food establishments, swimming pools and recreation camps. Reviewed plans as needed for new establishments. Provided educational information to food establishments of the importance of proper food safety practices and sanitation and COVID-19 safety standards, guidance documents and checklists.
2. Septic Systems/Wells—Permitted and inspected new septic systems and repairs in accordance with Title V (310 CMR 15.000) and local regulations. All septic systems, both new and repairs require and received a plan review and multiple inspections before receiving compliance certificates. Reviewed and permitted new well permits in accordance with state and local regulations.
3. COVID-19—Provided timely information and updates regarding COVID-19. Northborough, like all other Massachusetts towns, was severely impacted by the COVID-19 pandemic. The Health Agent frequently communicated with Salmon VNA (contracted nursing services), the Massachusetts Department of Public Health, Northborough Public Schools and other departments to ensure the residents, businesses and employees had access to the most relevant and accurate information.
4. Flu Clinics/Health Screening and Education—Conducted outreach and educational efforts to promote awareness of seasonal flu and how to reduce transmission. The Health Department held two flu clinics, one at Melican Middle School and one at the Senior Center with almost 200 flu shots given. The Health Department also contracts with Salmon VNA to provide Health Screening/Health Education Clinics 5 times per year.
5. Interdepartmental Collaboration—Continued to develop and work with our municipal task force on issues relating to COVID-19, public health and wellness. This valued collaboration ensures we are maximizing available resources and improving efficiencies in providing services to residents of Northborough.
6. Substance Abuse Prevention—The Health Department continued to work with the Substance Abuse Prevention Collaborate based out of Hudson and the Mass Opioid Abuse Prevention Collaborative based in Framingham on substance abuse prevention activities. Additionally, the Health Agent participates in the Northborough-Southborough Substance Abuse Prevention Coalition (NSSAPC) to promote awareness and prevention of substance abuse among youth.
7. Emergency Planning—Continued to review and update relevant emergency plans including the 2020 Emergency Dispensing Site (EDS) Plan. Worked with the Public Health Emergency Preparedness (PHEP) Region 2 coalition as well as other municipal departments to ensure compliance with state of federal guidelines. Participated in relevant drills including annual EDS Drill. Completed repairs to PHEP regional trailer including major roof repairs, new tires, shelving, and complete inventory.



### Health Department FY 2022 Goals and Initiatives

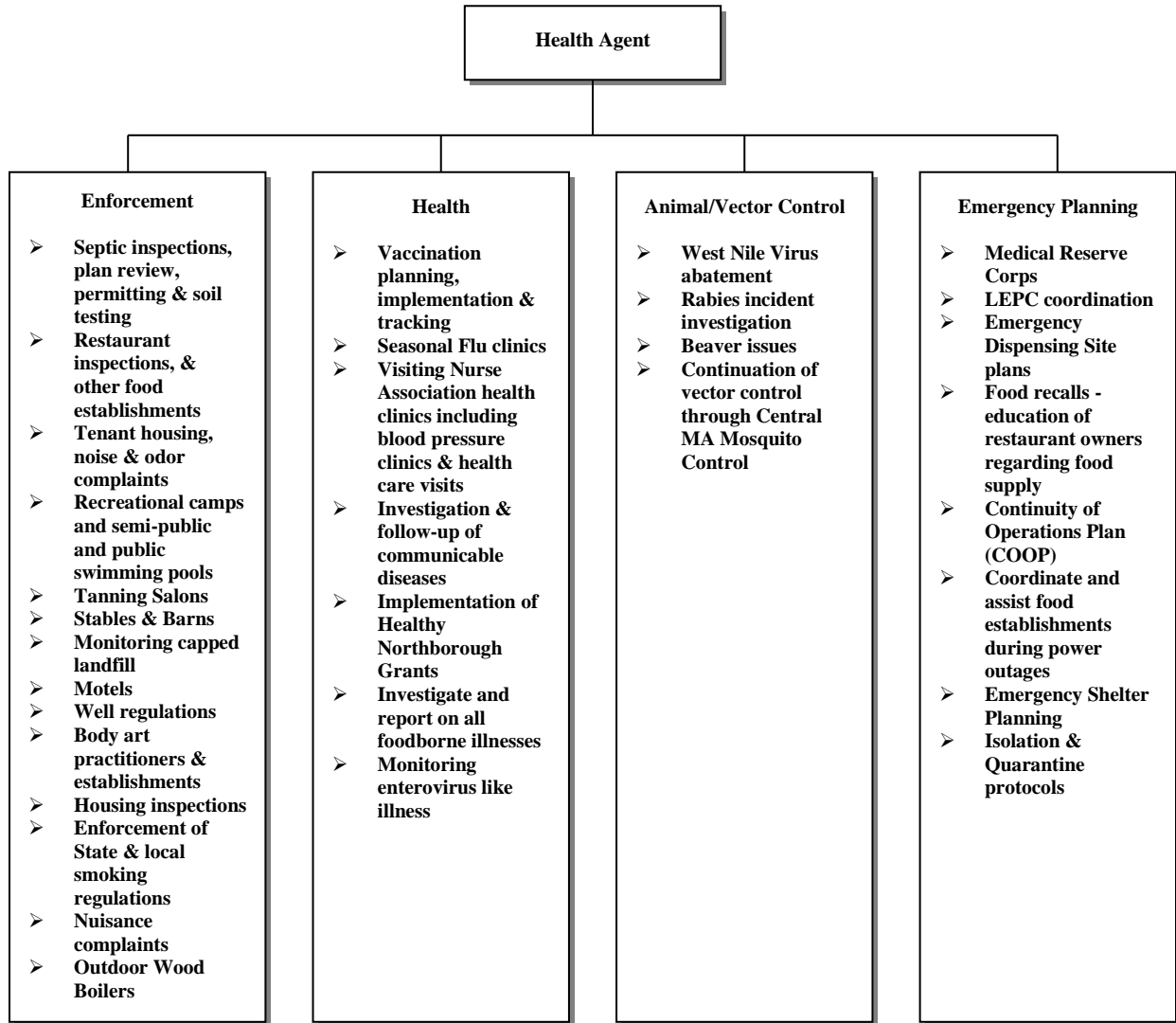
1. Improved Online Permitting Platform—Starting in the spring of 2021, the Health and Building Departments are moving to a cloud based permitting software. A goal in FY2022 is to improve user experience for applicants and to improve efficiencies of permitting and inspections.
2. Improved Emergency Preparedness Response Capabilities—The Health Department is preparing to assist the state with COVID-19 Vaccination Clinics. Continue to update and improve the Town's abilities to respond to town wide and regional emergencies through updating plans, purchasing supplies as needed and with drills and trainings relating to Emergency Dispensing Sites and Sheltering Operations.
3. Sharps Disposal Program for Residents—Develop and advertise a safe and convenient sharps disposal program for residents. A statewide ban on the disposal of needles, syringes and lancets went into effect on July 1, 2012. The new program will offer sharps drop-off in approved containers during usual business hours at Town Hall.
4. Promote Public Health Initiatives related to COVID-19 Pandemic—The need for public health education around COVID-19 will continue through FY2022. This will include continued promotion of practices of mask wearing, social distancing, and hygiene practices, and compliance with State COVID-19 Orders for both residents and businesses. In addition, there is an anticipated need for increased public health education and outreach related to mental health, substance abuse, and obesity. A primary goal will be coordinating and leveraging resources and grant opportunities with surrounding communities, town departments, Northborough Southborough Public Schools and professional associations.
5. Improved Food Safety and Housing Inspections—The Health Department will improve inspections, compliance, and investigations for food establishment and housing using FoodCode-Pro™ permitting software. This software will produce easy to read reports with required code references and color photographs that will clearly demonstrate code violations and required corrective actions. This software will allow inspectors to conduct and report inspections in a timelier manner and alleviate administrative work for staff.

### Significant Budget Changes or Initiatives

Overall, the department's FY2022 budget increases \$16,462, or 8%, primarily due to changes in departmental personnel and the hiring of a new Health Agent at a higher salary than previously budgeted. The budget as presented includes a 2% contractual wage increases for Union and Non-Union personnel. The budget also includes \$13,000 in the temporary wages line in order to provide limited back-up for the department's only Health Agent. Looking forward, Northborough has applied for a new Public Health Excellence Grant. The Town is proposing to create a new shared services arrangement with the Towns of Westborough, Boylston, and Southborough. If awarded, the grant funds will provide for expanded public health nursing services, additional staffing for inspectional services, dedicated software for inspectional services, and ongoing continuity of operations for all four community health departments.



Health Department Programs and Services





<b>HEALTH DEPARTMENT</b>					
<b>Personnel Summary</b>					
<b>Position</b>	<b>FY 2018 FTE</b>	<b>FY 2019 FTE</b>	<b>FY 2020 FTE</b>	<b>FY 2021 FTE</b>	<b>FY 2022 FTE</b>
Health Agent	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Part-time Plumbing Inspector	0.20	0.20	0.20	0.20	0.20
Animal Inspector	contractual	contractual	contractual	contractual	contractual
<b>Total Full-time Equivalent</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>

**\*Personnel Explanation:**

- Full Time Equivalents are based upon 40 hrs per wk (30hrs/40hrs = .75 FTE).
- One individual serves as both the Part-time Plumbing Inspector 8hrs per week (8hrs/40 hrs = 0.20 FTE) and the Part-time Gas Inspector 6hrs per week (6hrs/40hrs = 0.15 FTE). The part-time Plumbing Inspector's wages are reflected in the Health Department budget. The part-time Gas Inspector's wages are reflected in the Building Department's Budget.
- The Animal Inspector is a contractual service covered as part of the Animal Control contract.

# Section 3-30

# Health Department



	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 SIX MONTHS	FY2022 PROPOSED
<b>HEALTH DEPARTMENT</b>						
<b>Personnel Services</b>						
51100 Health Agent	67,280	75,535	72,338	80,598	23,515	94,591
51130 Part-time Plumbing Inspector	14,624	14,563	12,963	16,634	7,567	16,937
51140 Administrative Assistant wages	56,519	55,555	54,946	58,562	27,331	60,312
51220 Temporary wages	14,186	14,104	10,496	13,000	5,904	13,000
51410 Longevity Pay	250	0	0	0	0	0
<b>SUBTOTAL</b>	<b>152,859</b>	<b>159,757</b>	<b>150,743</b>	<b>168,794</b>	<b>64,316</b>	<b>184,840</b>
<b>Expenses</b>						
52800 Contractual Animal Inspector	0	0	0	1,000	0	1,000
53090 Advertising	420	0	0	250	0	250
53170 Testing	8,773	4,133	7,662	20,000	0	20,000
53990 Nursing Services	6,500	6,671	7,000	7,000	3,750	7,000
54290 Office Supplies	1,351	1,044	989	1,260	232	1,260
57110 Travel / Mileage	1,393	1,858	1,383	3,000	0	3,000
57310 Dues / Licensure Fees	150	520	60	785	60	1,201
57340 Meetings	465	954	115	1,195	0	1,195
57810 Unclassified	0	78	78	300	0	300
58690 New Equipment	0	0	23	200	0	200
<b>SUBTOTAL</b>	<b>19,051</b>	<b>15,258</b>	<b>17,309</b>	<b>34,990</b>	<b>4,042</b>	<b>35,406</b>
<b>TOTAL: HEALTH DEPARTMENT</b>	<b>171,910</b>	<b>175,015</b>	<b>168,052</b>	<b>203,784</b>	<b>68,358</b>	<b>220,246</b>





### **Animal Control Services Statement**

Animal Control has primary responsibility for the enforcement of Chapter 2-24 of the Town Code—Dogs and Other Animals, as amended, and Massachusetts General Laws, Chapter 140—Licenses, Sections 136A through 175 (regulation of dogs and other animals) as amended, and any other applicable laws or regulations. Duties include, but are not limited to licensing enforcement; enforcing state and local leash laws and regulations; investigating complaints relative to alleged violations of laws, bylaws and regulations related to domesticated animals; and participating in any hearings before the Board of Selectmen and/or prosecution of cases in Court as needed. Animal Control is also responsible for assisting with general animal-related situations, as appropriate.

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

Beginning in FY2013 Animal Control services were outsourced through a contractual arrangement and the fees from dog licenses and fines brought into the General Fund as a transfer from the revolving fund to off-set the cost of the contract. Since FY2021 is the last year of a three-year contract, the FY2022 Animal Control Budget assumes a 3% increase, pending bid results. In FY2022 the revolving fund revenues proposed to be transferred in are \$27,461 and the estimated cost for contractual Animal Control services is \$42,729, resulting in a net tax-supported service expense of \$15,268.



<b>Animal Control</b>					
<b>Personnel Summary</b>					
<b>Position</b>	<b>FY 2018 FTE</b>	<b>FY 2019 FTE</b>	<b>FY 2020 FTE</b>	<b>FY 2021 FTE</b>	<b>FY 2022 FTE</b>
Dog Officer	Contracted	Contracted	Contracted	Contracted	Contracted
Assistant Dog Officer	Contracted	Contracted	Contracted	Contracted	Contracted
<b>Total Full-time Equivalent</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Personnel Explanation:

- During FY2012 the position of Dog Officer became vacant due to a retirement. Following a detailed analysis, the Town opted to contract out for the service at significant savings. The contractual arrangement continues during FY2022.

Prior to the outsourcing of the Animal Control services in FY2013 there were two on-call Assistant Dog Officers that served on an “as-needed” basis to cover absences of the full-time Dog Officer. The costs associated with the Assistant Dog Officers were funded through the Dog Officer’s Revolving Fund where dog license fees and related fines are collected and deposited for use in support of the service. These positions were eliminated in FY2013.



# Animal Control

# Section 3-31

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 SIX MONTHS	FY2022 PROPOSED
<b>ANIMAL CONTROL</b>						
<b>Personnel Services</b>						
51130 Dog Officer Salary	0	0	0	0	0	0
51410 Longevity Pay	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>						
52800 Contractual ACO Services	39,819	39,913	39,481	41,484	19,818	42,729
<b>SUBTOTAL</b>	<b>39,819</b>	<b>39,913</b>	<b>39,481</b>	<b>41,484</b>	<b>19,818</b>	<b>42,729</b>
<b>TOTAL: ANIMAL CONTROL</b>	<b>39,819</b>	<b>39,913</b>	<b>39,481</b>	<b>41,484</b>	<b>19,818</b>	<b>42,729</b>

### Dog Officer's Revolving Fund Explanation:

The Revolving Fund is where dog license fees and related fines are collected and deposited for use in support of the service. Beginning in FY2013 the fees from dog licenses and fines went into the General Fund as a transfer to off-set the costs of the Animal Control services contract. In FY2022 the revolving fund revenues proposed to be transferred in are \$27,461 and the estimated cost for contractual Animal Control services is \$42,729, resulting in a net tax-supported service expense of \$15,268.



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