



**Town of Marblehead, Massachusetts  
Fiscal Year 2022 Annual Budget**





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# **INTRODUCTORY INFORMATION**





## **TOWN ADMINISTRATOR'S BUDGET MESSAGE**

Honorable Members of the Board of Selectmen  
Town of Marblehead, Massachusetts

Dear Members of the Board of Selectmen:

Enclosed please find the FY2022 operating and general fund capital budgets for the Town of Marblehead.

In FY2021, the Town of Marblehead was forced to make difficult budgetary decisions due to projections tied to the COVID-19 pandemic. At the time of budget creation in FY21 it was well believed that the impacts of the pandemic could go well beyond the public health crisis it has caused and have dramatic effects on the economic and financial position of the Town. Due to this, the Town made conservative projections and further estimated reductions in state aid and local receipts.

In sum, the Town planned for a 10% reduction in state aid which, at the time, equated to approximately \$744,000. The Town then looked back at the most recent economic recession in 2008-2009 and found that the Town experienced a 7% reduction in local receipts at that time. Thus, that same percentage shortfall was used and carried it over to FY21 which equaled a \$600,000 revenue reduction in local receipts. All total, the economic impact to the Town of Marblehead was estimated at approximately \$1.3 million. When the Town reviewed the 2008-2009 recession another key takeaway was that it took 5 years for the Town's revenues to fully recover.

In FY21, state aid was level funded and local receipts in general were impacted by a (unofficial/unaudited) reduction of approximately \$850,000 or 13%. All total, the impacts were significant but still less than anticipated due to the Town's conservative budgeting practices and preparations made for projected revenue loss due to COVID-19.

### **Budget and Financial Overview**

The FY22 Marblehead general obligation budget is 97,430,550, a 6.8% increase of FY21. 1.7% of this increase is attributable to debt service for a Proposition 2.5 debt exclusion coming online this year. The largest fixed cost budget drivers are health insurance and pension costs that have increased by 5.2% and 8.8%, respectively. A deeper look at the town finances demonstrates that



fixed costs aside (health insurance, pension, insurance, debt payments, etc.), the Town's budget increased by about 2.3%.

The FY22 operating budget was based on the following factors:

- The statutory 2.5% increase on the Town's tax levy and projected new growth of \$300,000 which combine to generate approximately 3% increase in tax revenues to fund municipal services.
- Net State Aid assumes level funding from FY21 levels (except charter school reimbursement which is based on a state formula).
- Local receipts remain at estimated FY21 levels.

On the expenditure side, assumptions were made based on level-funded expense budgets and multi-year assessments of needs.

- Health insurance budget increased by 5.2%.
- Pension assessment increased by 8.8%.
- School Department budget increased by 3.25%.
- The energy reserve is level-funded for the twelfth year in a row at \$533,544, sufficient to cover potential fluctuations for FY22.
- The utility reserve is level-funded for the sixth year in a row at \$100,000, sufficient to cover potential water and sewer expense fluctuations for FY22.
- Salary reserve increased by 135% or \$150,000 due to anticipated retirements of the Police Chief, Director of Abbot Public Library, and Assessor.
- Debt service expenses are based on schedules as of 2021 issuance. It's important to remember that all debt service carried by the Town is debt excluded which means that it is outside of the normal 2.5% levy limitations as voted on by the Town residents.

In the FY22 budget, the Town continues its long-standing practice of utilizing its free cash to balance its operating budget. The FY22 operating budget utilizes a total of \$8,950,000 of free cash to balance the budget. This represents a 23% or \$1,715,500 increase over last year, or 1.7% of the total budget. This increase is largely based on the increases in fixed costs as well as the reduction in local receipt revenues caused by COVID-19. Over the years, in order for the Town to avoid a Proposition 2 ½ override, the use of free cash to balance the books has been necessary. The Town's free cash balance is currently its primary source of reserve funds, as well. In future fiscal years this is an issue the Town will need to continue to monitor closely to maintain its long-term financial health while also committing to meet the critical needs of the Town and delivering the high quality level of municipal services Marblehead has come to expect.



Through all of this, the Town has successfully secured a AAA Bond Rating for the twelfth year in a row. This bond rating is largely due to the Town's strength in budget oversight, annual budget performance, conservative budgeting practices, and proactive financial management.

The Town has worked collaboratively with the Collins Center at UMASS to create a more robust financial forecasting document to assist the Town in its preparations to manage its finances to ensure the Town maintains a healthy reserve fund balance all the while meeting the needs of the Town and its residents. This new and improved financial forecasting document will play an important role when making future budget decisions.

This budget, for the first time in Marblehead's history, supports the appropriation of \$250,000 to the Town's Stabilization Fund which was created at Annual Town Meeting in 2020. This appropriation is meant to be the first step in isolating our reserve funds from the Town's free cash balance. This might seem like a small step; however, this continued practice will ensure the Town has a sufficient reserve fund balance over time. It will also effectively account for, protect, and provide increased transparency on the Town's reserve funds. Once approved, the only way the Town can access these funds is through a 2/3rds vote of Town Meeting. Moving forward, in FY22, the Town intends to update and memorialize our financial management policies to ensure that this best practice, and other practices, are adhered to annually. The Town of Marblehead has been fortunate historically to have leadership in place who has been strong financial stewards of the Town. Clearly-defined, documented and formally adopted financial policies will ensure that this is the practice in perpetuity to ensure strong fiscal stewardship for generations to come.

In addition to the appropriation to the Stabilization Fund, the Town has once again appropriated \$250,000 to its OPEB (Other Post-Employment Benefits) Trust Fund. The audited balance as of June 30, 2020 of the OPEB Trust Fund is \$4,461,850 and the total OPEB liability of the Town is \$197,877,520. This appropriation is another example of the Town's proactive financial management practices.

In the next several pages of this letter you will learn about significant planning and strategic initiatives taking place throughout Town – from the Town's new, improved Capital Improvement Plan, to the Town's community engagement strategy, and planning initiatives in the areas of housing, climate change and resiliency, and economic development. The Town takes great care to develop budgets rooted in its strategic planning efforts centered on thoughtful development of strategies and public engagement.



## **Capital Planning and Investments**

The Town has created a comprehensive 5-year Capital Improvement Plan (CIP) for FY22 which is also part of our overall appropriation this year. This 5-year capital plan included in this year's budget document is a responsible, meaningful and transparent method of planning for and identifying future capital obligations while meeting present-day needs to best serve Marblehead residents. The CIP is a living, breathing document; one that changes throughout the year based on available funding sources and unanticipated projects or needs.

The Town has funded the implementation of all its capital improvements through the proceeds of the sale of the former Gerry School property. The anticipated proceeds of \$870,000 will be utilized to cover the cost of the capital projects to be executed in FY22 at a total cost of \$857,189. In addition to these projects, there are many improvements planned being paid for through state grant funding programs. The Town's success in securing these non-Town funds make it possible for these projects to move forward. Without these grant programs which exist outside of the tax levy many of these projects would not be possible.

This year's CIP includes small- to medium-sized projects such as repair and maintenance work to the Police Station, improvements to the Mary Alley Municipal Building, improvements along our harbor, painting the OKOS and Old Town house buildings, and investments in the Town's IT infrastructure. The plan also includes larger projects like the renovation of Abbot Public Library and grant-funded upgrades to the Town's rail trail. The CIP includes other projects to improve the Town's streets, recreational areas, seawalls, and critical equipment.

The Town has also taken the step to increase the maximum appropriation from the Street Opening Permit Revolving Fund from \$75,000 to \$150,000 in FY22 to allow for increased street improvement projects and has created a Hobbs Memorial Building Revolving Fund to hold money that will support the maintenance and improvement projects which will be funded through the revenues received from the lease payments made by the Marblehead Counseling Center in line with the Town's efforts to improve upon maintenance and care of public buildings and facilities.

## **Community Engagement**

The Town continues its efforts to respond and recover from the COVID-19 pandemic. As in all communities, the impact of the pandemic spread far and wide. While focused on the response and recovery to the pandemic that Town also remained committed to the delivery of high quality services even during ever-changing circumstances. One of the Town's areas of focus was to do its best to continue to engage the public on matters of importance and, while doing so, has resulted as an area of tremendous growth for the Town.





To solicit feedback from residents the Town sought out creative methods seeing that the traditional face-to-face discussions and in-person meetings weren't taking place. As a result, but not only because of COVID-19, the Town issued its first online resident survey and received close to 1300 responses. The results were encouraging and informative; below are a few of the highlights:

- 86% of respondents believe that Marblehead is a great place to live.
- 92% of respondents would recommend Marblehead as a place to live.
- 66% of respondents' overall opinion of Town government was either very satisfied or satisfied with only 12% being dissatisfied or very dissatisfied.
- Respondents believed the largest issue facing the Town is the maintenance of infrastructure, roads and sidewalks. Quality of schools was a close second.

In addition to the resident survey, the Town held virtual office hours with a rotation of department heads and created and conducted a Municipal Boot Camp series which was cut short due to COVID-19, unfortunately. Moving forward, in FY22 the Town intends to take what it learned in this regard and continue to enhance our resident and community engagement strategies along with our communication efforts. Specifically, the Town will seek to have a larger presence on social media platforms, create a regular resident newsletter made available through the Town website and email distribution list, and continue the programs and initiatives listed above.

Lastly, to make for a more inclusive community the Town intends to continue dialogue and discussions with stakeholders to encourage an inclusive, welcoming and just community. These regular discussions among Town officials, the Task Force Against Discrimination, the Marblehead Racial Justice Team, League of Women Voters, and others have proven fruitful and productive. Their collective efforts have resulted in coordination and collaboration which is geared toward providing educational opportunities for the community and celebrating our diverse past and present.

These efforts to enhance community engagement options and methods help inform Town leadership in their decision-making processes and, as a result, our budget making process. These platforms for community engagement have resulted in valuable feedback which the Town will continue to prioritize.

### **Climate Responsibility**

As part of the FY22 appropriation to purchase new equipment and vehicles, the Town has included three hybrids – two hybrid police cruisers and one hybrid for the Fire Department.



Moving forward, the Town will be thoughtful in its vehicle choices and whenever there is a hybrid and/or electric vehicle option it will strongly consider all of its options before making a decision. These purchases follow the purchase of the Town's first electric vehicle for the Building Department and the installation of electric vehicle charging stations made possible by the Marblehead Municipal Light Department.

The Town also continues to utilize the technical assistance of the Metropolitan Area Planning Council to build off of our Climate Change Visioning document and create a full, comprehensive Net Zero Plan for the Town. The project called Net Zero Planning in Communities with Municipal Light Plants includes the Town of Marblehead as well as the Towns of Ipswich and Belmont and the City of Peabody and also allows the Town to interact with and learn from other similarly situated communities.

In addition, the Town has partnered with the Marblehead Municipal Light Department and secured a \$131,705 grant through the Massachusetts Office of Coastal Zone Management (CZM) to conduct a detailed vulnerability assessment of the Municipal Light Department, Hammond Park and adjoining public infrastructure and develop alternatives to mitigate flooding and sea level rise impacts. The project will advance the implementation of near-term floodproofing measures, while also working to identify long-term adaptation strategies with stakeholder input. This is a direct result of the Town's initial work to analyze resiliency along Marblehead Harbor through the project, "Increasing Resilience through Community Engagement: Facilitating Implementation of Climate Adaptation Strategies for Marblehead and its Harbor which was also funded through a grant from CZM.

Both of these planning efforts are expected to be completed in FY22 and will assist the Town in making future policy and spending decisions.

### **Economic and Housing Development**

The Town has received \$52,000 through the Massachusetts Seaport Economic Council to support an update to our Harbor Plan. In 2006 the town first secured funding from the Massachusetts Seaport Advisory Council (now the Seaport Economic Council), to develop a Harbor Plan that assessed the harbor resources, defined and prioritized the needed improvements, and set a vision for the Harbor.

For the Harbor Plan update, the town envisions a healthy public participation process with a series of public meetings to obtain the input and the perspectives of the commercial boating interests, pleasure boaters, industries that support the boating communities, general public and town officials. The updated Plan will establish the town's objectives, standards, policy, and vision for public and private uses situated along the waterfront. The study will seek to identify ways in



which the working waterfront can be improved economically for fishing, boating and related industries and ways in which public access and the enjoyment of the waterfront can be improved and expanded while preventing displacement of fishing activities. This will include but is not limited to community boating, increased public access to the waterfront and ADA compliant access to Marblehead waters for small sail, motor and paddle vessels, kayaks, SUP, etc.

One of the goals of updating the Harbor Plan is to put the Town in a better position to secure additional funds from the Seaport Economic Council. Once the Harbor Plan is updated and the Town develops clearer goals and priorities the Town can then re-approach the Seaport Economic Council for funds to design, engineer and then construct these improvements. Keep in mind, any improvements the Council will support need to be related to and support economic activity and development. This budget commits a total of \$13,000 to support this project through the Harbor Enterprise Fund.

The Town of Marblehead adopted a Housing Production Plan (HPP) in May of 2020. In October, the Town established an implementation committee to act on the recommendations made in the plan. To start, the Town will focus on implementation of one of the priority strategies: Leverage public assets for mixed-income housing.

Specifically, the Town seeks to reposition the Coffin School site at 1 Turner Road for housing development. School operations will be relocated to the new Lucretia and Joseph Brown Elementary School, leaving a 1.6-acre parcel currently owned by the Marblehead School Department in a district zoned for single-family housing. This site was identified through the HPP's town-wide suitability analysis and public input on reuse of the site for housing was positive during that plan's community engagement. In order for the disposition of this property to move forward, the School Committee would need to declare the site surplus. The project will see to establish a vision for the site and position it for development.

This year's appropriation commits \$44,400 to the Town's Affordable Housing Trust Fund bringing the balance of this funds just shy of \$120,000. This fund balance is a result of the policy the Board of Selectmen adopted 3 years ago committing 10% of the proceeds of all tax title foreclosure sales to the Trust Fund.

As stated above, revenue impacts on Town government was less than originally anticipated. However, like most communities the Town's local economy and business districts have experienced impacts from the COVID-19 pandemic which is why the Town is participating in the



state's Local Rapid Recovery Program (LRRP). Not only will this program help businesses address impacts, it will also help to ensure healthy and vibrant business districts moving forward.

Marblehead's "Local Rapid Recovery Plan" will be tailored to the unique challenges and immediate COVID-19 impacts that have affected local business districts in Marblehead. The plans are meant to be highly action oriented and seek to develop immediate strategies for short-term recovery.

While not part of the FY22 budget appropriation, the Town is expected to receive approximately \$6 million in American Rescue Plan Act funds which can be expended over a 3 year period ending in 2024. This funding, along with subsequent LRRP funding rounds, could assist in the implementation of the recommendations contained in Marblehead's Local Rapid Recovery Plan.

### **Employee Growth and Performance**

The Town and the Schools are currently working together to hire a new joint Human Resources Director who would serve all of Town government. Historically, the Town has not had an HR Director and those duties have been split between the Finance Department and the Town Administrator. The School Department has had an HR Director position in the past. Given the complexity of the field, especially during COVID-19 where the Town shortcomings became more obvious than under normal circumstances, and the size of our organization additional HR expertise and a dedicated HR office would clearly benefit and better support Town employees. The Town is working with School Department on developing a staffing and organizational structure for the overall town-wide HR function.

In addition to the HR Director, the Town also added a position in the payroll office. In FY21, as a response to the pandemic and its projected impacts, a position was reduced in the payroll office in the Finance Department. Fortunately, this position has been added back in this budget to better serve the Town and its valued employees.

Town leadership continues to negotiate with both the Police and Municipal Employee Unions for a new collective bargaining agreement. Both of these unions' contracts expired at the end of FY21. The FY22 budget does not include any salary increases for these collective bargaining units. The Town successfully negotiated a one-year contract with the Firefighters Union and Town Meeting approved the contract provisions and an appropriation in the amount of \$142,101.60 to fund the contract.

Lastly, the Town has undertaken a compensation and classification plan review for both municipal union and administrative employees. The Town contracted with GovHR to conduct the



study. The recommendations of the study with regard to the implementation of new salary ranges and corresponding position reclassifications were proposed and approved at Town Meeting and are funded as part of the FY22 budget. In sum, the goal of the classification and compensation study is to ensure internal equity among employees across departments in Town and also to assure external competitiveness by comparing compensation of Marblehead employees to the market.

### **In Closing**

Thank you to all staff and department heads as well as members of the oversight Boards and Committees for their work and cooperation in the preparation of the FY22 budget. This is the Town's first year in its effort to comply with the high standards pursuant to the Government Finance Officials Association (GFOA) Distinguished Budget guidelines. There aren't many communities in the Commonwealth that qualify for both the Certificate of Excellence for the Town's Comprehensive Annual Financial Reporting and a Distinguished Budget Presentation Award from the GFOA which is what we are seeking through this budget submittal.

The Town is truly fortunate to have dedicated volunteer Board and Committee members, department head leadership, and frontline staff all of whom have helped create this budget and importantly assist in its continued management and execution.





# Town of Marblehead

## GOALS & STRATEGIES



### MISSION

To provide excellent services, at the level desired by citizens, taxpayers, and ratepayers, that ensure the health, safety, education, welfare, and quality of life of the community.

### LONG-TERM GOALS

- 1 ADDRESSING CRITICAL INFRASTRUCTURE AND FACILITY NEEDS
- 2 EMPLOYEE PERFORMANCE AND GROWTH
- 3 FINANCIAL STEWARDSHIP
- 4 ECONOMIC HEALTH AND VITALITY
- 5 VIBRANT AND INCLUSIVE COMMUNITY
- 6 ENVIRONMENTAL STEWARDSHIP

### 2020 Marblehead Citizen Survey Results

86% of residents rated  
Marblehead as a great  
place to live

96% of residents rated  
the overall quality of  
life in Marblehead as  
good or excellent

93% of residents would  
recommend Marblehead as a  
place to live



# Town of Marblehead

## GOALS & STRATEGIES



### LONG-TERM GOALS

1

#### ADDRESSING CRITICAL INFRASTRUCTURE AND FACILITY NEEDS

*Care for and properly maintain town assets balancing the needs of the community with the Town's ability to afford these investments.*

##### FY2022 Organizational Strategies:

Improve upon planning efforts for maintenance and repair of Town infrastructure and facilities

- Continue to build upon, update and manage the Town's newly created 5-year Capital Improvement Plan
- Work with DPW to create a 3-5 year paving plan based in part on the Town's Pavement Management Plan
- Identify creative and alternative ways to fund improvements whenever possible

Invest in facilities and infrastructure to improve safety for employees and residents throughout the community

- Execute improvements included in the FY22 Capital Improvement Plan
- Finalize design on safety improvements to rail trail crossings
- Implement intersection redesign and safety improvements at Village, Vine and Pleasant Streets
- Begin assessment and design of renovations to the Village Street bridge

#### 2020 Marblehead Citizen Survey Results

39% of residents believe the single biggest issue facing Marblehead is the maintenance of infrastructure, roads and sidewalks

35% of residents are not satisfied with the current level of maintenance of streets and sidewalks.

Residents responding either satisfied or very satisfied with the following Town services:

Water & Sewer 91%  
Parks & Playgrounds 73%



# Town of Marblehead

## GOALS & STRATEGIES



### LONG-TERM GOALS

## 2

### EMPLOYEE PERFORMANCE AND GROWTH

*Development of support structures and implementation of new systems to help employees achieve better performance and encourage opportunities for employee growth.*

#### FY2022 Organizational Strategies :

Attract and retain diverse and talented employees

- Maintain competitive administrative employee compensation through modest adjustments, ensuring internal equity, and market competitiveness
- Foster a culture of employee appreciation and continuous learning

Improve employee communication systems

- Publish quarterly the employee newsletter
- Increase departmental communication with Town Administrator

Increase opportunities for employees to collaborate and innovate

- Create employee working groups for project specific needs such as updating employee policies
- Continue to meet with “employee activity and spirit committee”
- Seek out new opportunities for employee trainings and guest speakers

Promote and recognize municipal professionalism and outstanding performance

- Create employee recognition program
- Organize intentional activities and events to celebrate the work of Town employees

#### 2020 Marblehead Citizen Survey Results

*66% of residents were either satisfied or very satisfied with the Marblehead Town government*

*75% of residents reported they were satisfied with their most recent interaction with a Town official*

#### FY2022 Action Items

*Partner with Marblehead Public Schools to create a shared Human Resources Director.*

*Continue implementation of the compensation and classification plan.*



# Town of Marblehead

## GOALS & STRATEGIES



### LONG-TERM GOALS

# 3

## FINANCIAL STEWARDSHIP

*Ensure long-term fiscal stability through professional management and appropriate policies. Implement plans and strategies aimed to maintain a stable tax base, control costs, maintain adequate reserves, and strengthen the Town's financial position.*

### FY2022 Organizational Strategies :

1. Adopt budget strategies that align Town revenues and expenses
  - Adopt formal financial policies
  - Utilize new financial forecasting tool to project and plan for long-term financial picture
2. Identify methods to better communicate and present budget and finances to community
  - Continued development of the GFOA budget document



### Town Fiscal Firsts

*Budget Document to be submitted for consideration for GFOA Distinguished Budget Presentation Award*

*Financial Forecasting Tool developed*

*Financial Policies under development*



# Town of Marblehead

## GOALS & STRATEGIES



### LONG-TERM GOALS

4

#### **ECONOMIC HEALTH AND VITALITY**

*Support an active and a vibrant local economy where there is opportunity for businesses to succeed, thrive and serve the needs of the Town's residents.*

##### **FY2022 Organizational Strategies :**

Work collaboratively with the community to identify ways to better support local businesses and local economy.

- Develop action-oriented Local Rapid Recovery Plan to assist business districts in recovering from impacts of COVID-19
- Invest in downtown infrastructure and public facilities

#### ***Economic and Housing Development Action Items for FY2022***

*Begin implementation of Housing Production Plan with a focus on leveraging public assets for mixed use housing.*

*Leverage American Rescue Plan Act funds to implement recommendations of Marblehead's Local Rapid Recovery Plan.*





# Town of Marblehead

## GOALS & STRATEGIES



### LONG-TERM GOALS

5

#### **VIBRANT AND INCLUSIVE COMMUNITY**

*Through the Town's work, build a more inclusive and welcoming community where all individuals who work, live and visit are respected and welcomed; where residents are connected and engaged in the workings of their local government.*

##### **FY2022 Organizational Strategies :**

Improve communication with the community

- Publish monthly resident newsletter
- Create an official Town of Marblehead social media presence
- Utilize the Town website to its fullest capabilities

Create programming to engage and educate residents

- Organize 2<sup>nd</sup> annual Municipal Boot Camp Program
- Collaborate with coalition of racial justice stakeholders to create new educational programming and trainings

Support housing alternatives

- Collaborate with public to identify affordable housing development options at former Coffin School
- Support and activate Affordable Housing Trust Fund
- Prioritize areas of focus with the Housing Production Plan Implementation Committee

Actively solicit public participation

- Organize virtual office hours event with department heads
- Publish 2<sup>nd</sup> annual online resident survey
- Incorporate active public engagement strategies generally in Town initiatives and projects

#### **2020 Marblehead Citizen Survey Results**

*76% of residents were either satisfied or very satisfied with the Town's communication with residents*

*Residents responding either satisfied or very satisfied with the following Town services:*

*Recreation & Community programming 80%*  
*Public Schools 58%*  
*Senior Services 85%*



# Town of Marblehead

## GOALS & STRATEGIES



### LONG-TERM GOALS

## 6

### ENVIRONMENTAL STEWARDSHIP

*Support ways to address the effects of climate change on the Town.*

#### **FY2022 Organizational Strategies :**

Reduce the Town's carbon footprint

- Complete Net Zero Action Plan for Marblehead
- Consider the purchase of hybrid or electric vehicles when appropriate when replacing vehicles.

Consider options for climate resiliency

- Collaborate with Municipal Light Department to consider design options for harbor resiliency in the area of the Municipal Light Plant, Hammond Park and Parker's Boatyard
- Plan for continuous repairs for coastal infrastructure with resiliency in mind

#### **2020 Marblehead Citizen Survey Results**

*Residents responding either satisfied or very satisfied with the following Town services:*

*Public Health 77%  
Trash & Recycling 92%*

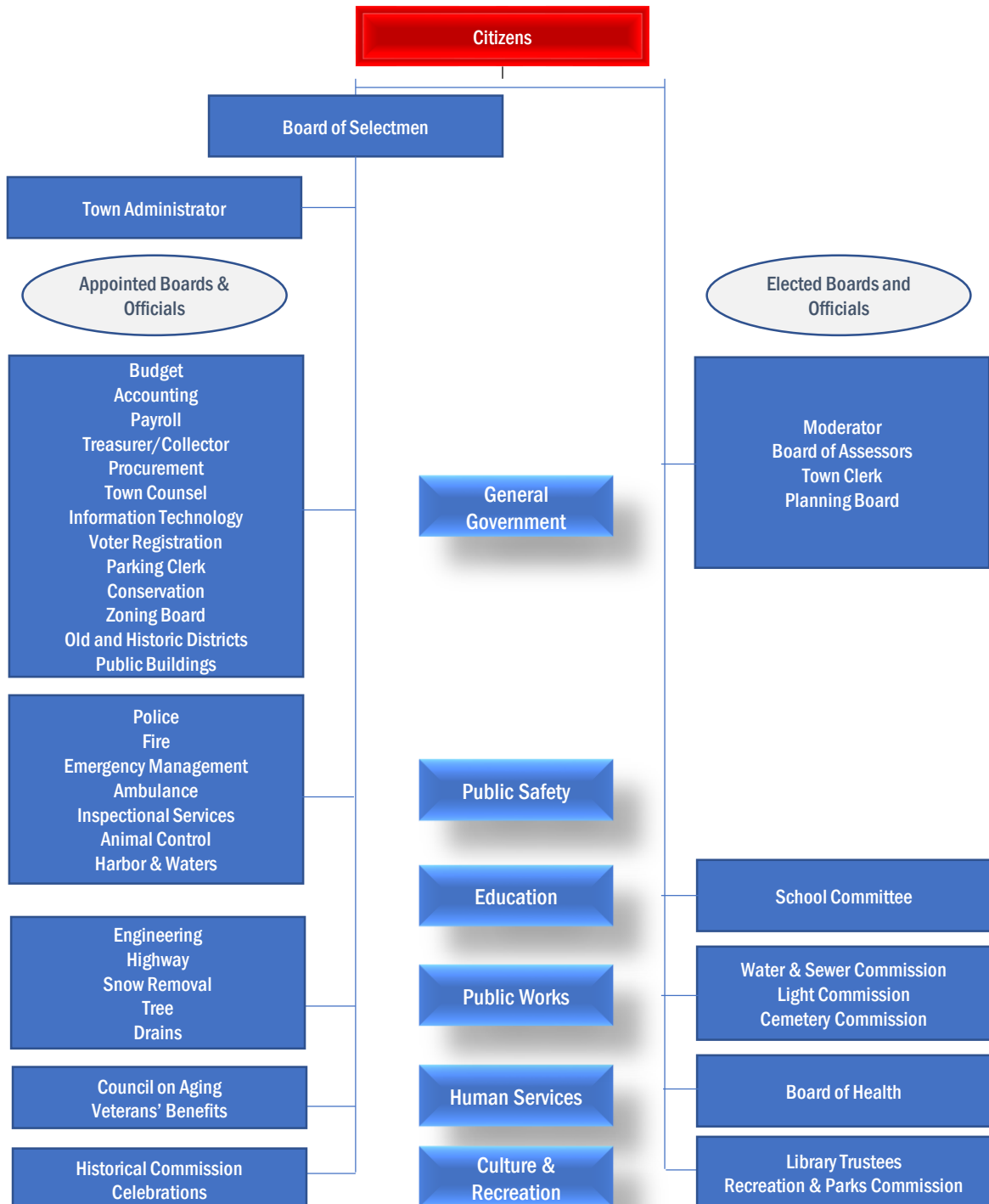
#### **FY2022 Action Items**

*Appropriated three new hybrid vehicles for Town's fleet.*

*Secured \$131,705 grant through the Massachusetts Office of Coastal Zone Management to conduct vulnerability assessment.*



## TOWN ORGANIZATION CHART





## Position Summary

FTE Counts	FY20	FY21	FY22	Notes
<b>Departmental</b>				
Council on Aging	8.0	5.5	8.0	FY21 temporary staffing reduction due to pandemic
Assessor	3.0	3.0	3.0	No change in staffing
Building	7.0	7.0	7.0	
Cemetery	9.0	6.0	6.0	Temporary staffing reduction (seasonal) due to Town financial constraints
DPW	19.0	19.0	19.0	
Engineering	2.0	2.0	2.0	
Finance	9.0	8.0	9.0	FY21 temporary staffing reduction due to pandemic
Fire	39.0	41.0	42.0	Full time admin/hiring 3 positions
Harbormaster	5.0	5.0	5.0	
Health	3.0	3.0	3.4	
Library	15.9	15.8	15.8	
Planning	1.0	1.0	1.0	
Police	45.0	44.0	44.0	Reduction of sworn police officers due to budget cuts and increase of one F/T E-911 Tele-Communicator
Recreation and Parks	11.0	11.0	11.0	
Selectmen	4.0	4.0	4.0	
Town Clerk	3.0	3.0	3.0	
Veterans' Agent	1.0	1.0	1.0	
Waste	4.0	5.0	5.0	
Water and Sewer	27.0	27.0	27.0	
<b>Total</b>	<b>215.9</b>	<b>211.3</b>	<b>216.2</b>	
<b>Non Departmental</b>				
Election and Registration				52 workers per election plus 3 police officers



## THE BUDGET PROCESS

### OVERVIEW

The Town operates under a Board of Selectmen/Open Town Meeting/Town Administrator form of government. The five-member Board of Selectmen, elected annually, makes policy decisions. The Town Administrator is responsible for carrying out the policies and direction of the Board of Selectmen and for managing the day-to-day operations of the Town.

Marblehead has a decentralized local government with several elected boards and committees including the Board of Assessors, Cemetery Commission, Board of Health, Abbot Public Library Board of Trustees, Municipal Light Commission, Recreation and Parks Commission, School Committee, and Water and Sewer Commission.

The decentralized nature of local government in Marblehead results in a highly collaborative budget process. The nine-member Finance Committee, an appointed Committee of the Board of Selectmen, plays a central role in the budget process. The Finance Committee functions in an advisory capacity for all financial matters of the Town.

The Town's budget seasons generally kicks-off with the State of the Town presentation in January.

The Finance Committee appoints budget liaisons for each municipal department, who work with the department heads throughout the budget season, along with relevant oversight boards and committees to set fiscally responsible and appropriate departmental budgets. The work of the Finance Committee budget liaisons is critically important to the budget process.

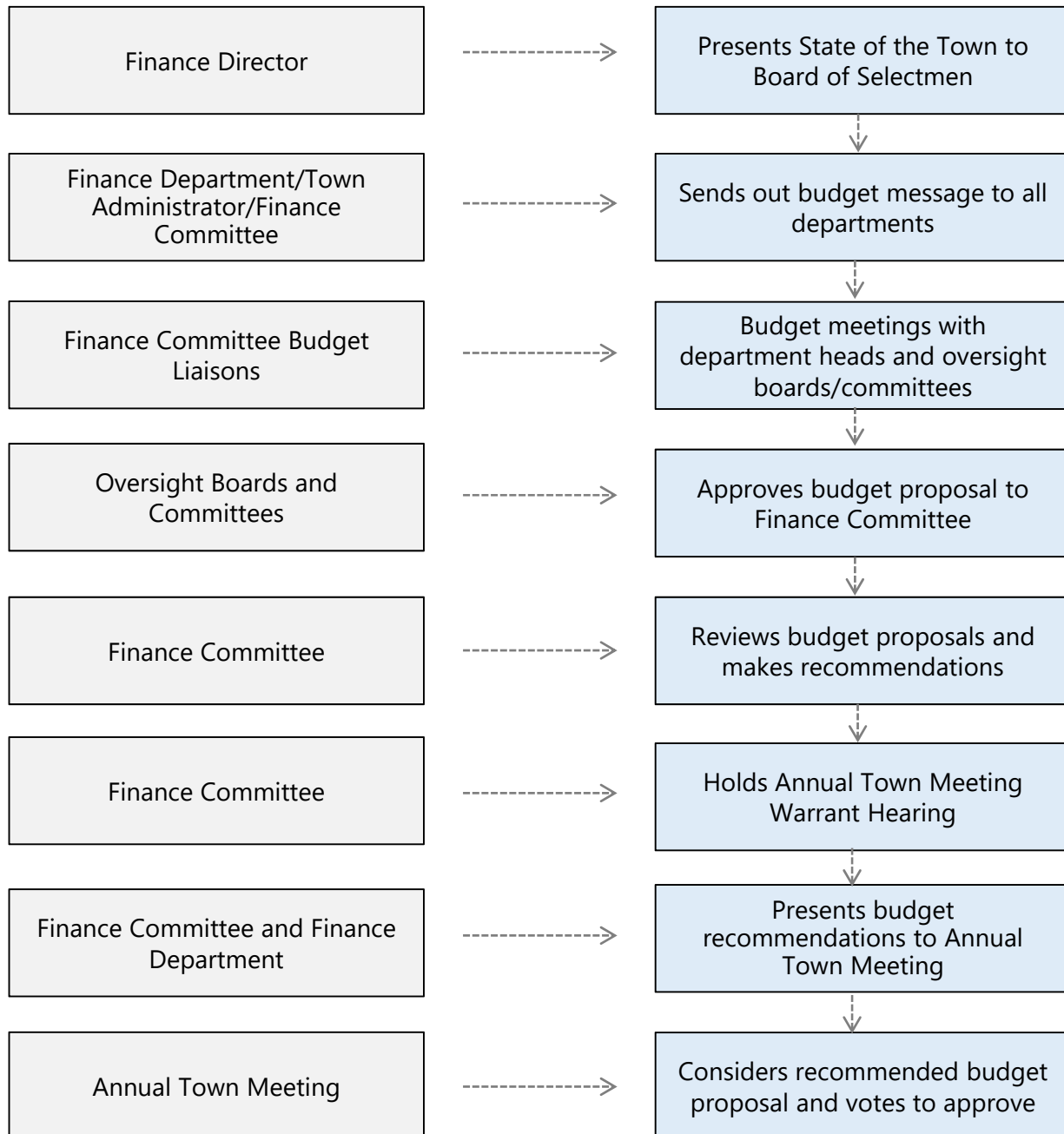
Once the review and participation of the Finance Committee budget liaisons culminates in a budget proposal, the oversight boards and committees vote to recommend those proposals to the Finance Committee. Following the action of the oversight boards and committees, the full Finance Committee reviews the budgets of all town departments and holds a public hearing on all Town Meeting warrant articles calling for the expenditure of Town funds. The Finance Committee's recommendations in favor, in opposition, to table or to indefinitely postpone these articles are included in the Report of the Finance Committee for Town Meeting.

The budget process concludes with the Finance Committee's presentation at Annual Town Meeting and Town's Meeting's adoption of the annual operating budget.





## BUDGET ROLES & RESPONSIBILITIES





## BUDGET CALENDAR

July 1, 2020	Fiscal year begins July 1 <sup>st</sup>
October 1, 2020	Long-range plan updated - Internal Revenue and Expenditure Forecast
October 8, 2020	Finance Comm. School Dept. Liaison Meeting to review FY22 budget planning
November 17, 2020	Capital Project Exp. Memo from Town Administrator sent to Department Heads
November 23, 2020	Meeting with Town Administrator & Dept. Heads to discuss Capital Project priorities
December 23, 2020	Vehicle replacement exp. email sent by Town Administrator to Department Heads
December 28, 2020	Review Capital Project requests with Department Heads
January 6, 2021	Vehicle and equipment requests due to Town Administrator
January 15, 2021	FY22 Operating Budget Message sent out to Department Heads
January 22, 2021	Finance Comm. Liaisons w/ School Comm.: Budget planning & overview from Town
January 29, 2021	FY22 Budgets due to Finance Department
February 10, 2021	Finance Committee Liaisons with Recreation and Parks Department
February 10 & 11, 2021	Budget Reviews with Town Administrator and Department heads
February 12, 2021	State of the Town presentation to the Board of Selectmen
February 16, 2021	Finance Committee Liaisons with Marblehead Water and Sewer Commission
February 24, 2021	Finance Committee Liaisons with Cemetery Department
February 25, 2021	Finance Committee Liaisons with Abbot Public Library
March 8, 2021	Finance Comm. Budget Hearing on Cemetery Department, Retirement Board, Board of Assessors, Water & Sewer Commission, and Recreation and Parks Commission
March 22, 2021	Finance Committee Budget Hearing on Planning Board, Finance Committee, Abbot Public Library, Health and Waste Department
March 30, 2021	Finance Committee Budget Liaisons with School Committee
April 9, 2021	Finance Committee Budget Liaisons with Board of Selectmen
April 12, 2021	Finance Committee Budget Hearing on School Dept. & Board of Selectmen Depts.
April 20, 2021	Finance Committee Budget Hearing on Town Clerk and Election Departments Town Meeting Warrant Hearing
April 30, 2021	Finance Committee Budget Meeting on Selectman Office Department Budget, Enterprise funded Budgets
May 3, 2021	Town Meeting adopts Operating and Capital budgets
June 30, 2021	Fiscal Year ends



## **FINANCIAL OVERVIEW**





## BUDGET SUMMARY

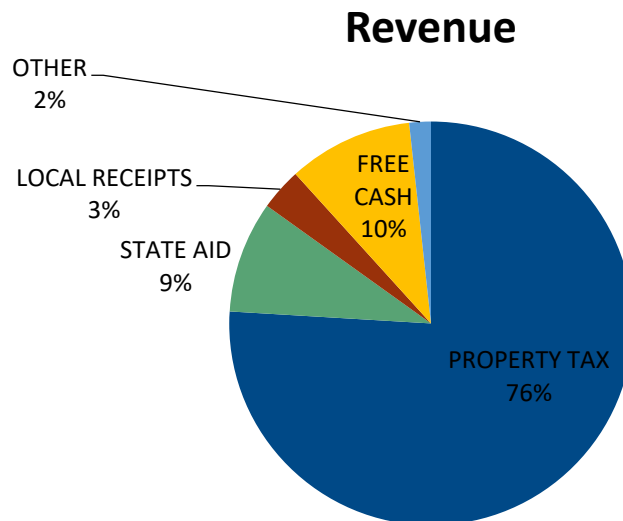
	TAX RECAP 2021	BUDGET 2022	\$ Chg	% Chg
<b>REVENUE</b>				
PROPERTY TAX	\$ 64,868,539	\$ 66,826,581	\$ 1,958,042	3.02%
STATE AID	\$ 7,911,300	\$ 7,870,614	\$ (40,686)	-0.51%
LOCAL RECEIPTS	\$ 2,959,174	\$ 2,971,248	\$ 12,074	0.41%
FREE CASH	\$ 7,234,500	\$ 8,792,102	\$ 1,557,602	21.53%
OTHER	\$ 703,626	\$ 1,530,303	\$ 826,677	117.49%
<b>TOTAL REVENUE (Net of Debt Exclusion &amp; Enterprise)</b>	<b>\$ 83,677,139</b>	<b>\$ 87,990,849</b>	<b>\$ 4,313,710</b>	<b>5.16%</b>
<b>EXPENDITURES</b>				
EDUCATION	\$ 40,521,000	\$ 41,839,543	\$ 1,318,543	3.25%
GENERAL GOVERNMENT	\$ 3,825,917	\$ 4,109,947	\$ 284,030	7.42%
PUBLIC SAFETY	\$ 8,993,757	\$ 9,313,792	\$ 320,035	3.56%
PUBLIC WORKS & FACILITIES	\$ 2,189,351	\$ 2,187,425	\$ (1,926)	-0.09%
HUMAN SERVICES	\$ 3,013,311	\$ 3,111,616	\$ 98,305	3.26%
CULTURE & RECREATION	\$ 2,006,737	\$ 2,016,084	\$ 9,347	0.47%
PEN/OPEB/STABIL	\$ 3,575,613	\$ 4,386,118	\$ 810,505	22.67%
EMPLOYEE BENEFITS & INSURANCE	\$ 14,929,813	\$ 15,602,575	\$ 672,762	4.51%
WARRANT ARTICLES (TAX SUPPORTED)	\$ 1,405,092	\$ 2,275,448	\$ 870,356	61.94%
OTHER (Snow, State Fees, Overlay)	\$ 3,216,548	\$ 3,148,302	\$ (68,246)	-2.12%
<b>SUBTOTAL</b>	<b>\$ 83,677,139</b>	<b>\$ 87,990,850</b>	<b>\$ 4,313,711</b>	<b>5.16%</b>
<b>DEBT EXCLUSIONS</b>	<b>\$ 7,508,960</b>	<b>\$ 9,439,701</b>	<b>\$ 1,930,741</b>	<b>25.71%</b>
<b>TOTAL EXPENDITURES (Net of Debt Exclusion &amp; Enterprise)</b>	<b>\$ 83,677,139</b>	<b>\$ 87,990,849</b>	<b>\$ 4,313,710</b>	<b>5.16%</b>



## REVENUES & DESCRIPTION OF BUDGETED FUNDS

### Revenue Overview & General Assumptions

The Town of Marblehead receives revenue from a variety of sources, including taxes, user fees and charges, licenses and permits, and the State government. In order to project future revenues, the Town uses a conservative historical analysis. The financial team also incorporates any major outside factors which may affect the overall environment of the coming fiscal year, such as changes in state laws or city policies, or general economic growth or contraction. By analyzing historical trends and foreseeable future changes, the financial team tries to ensure stability in Town finances, and avoid budgetary shortfalls.



	TAX RECAP 2021	BUDGET 2022	\$ Chg	% Chg
<b>REVENUE</b>				
PROPERTY TAX	\$ 64,868,539	\$ 66,826,581	\$ 1,958,042	3.02%
STATE AID	\$ 7,911,300	\$ 7,870,614	\$ (40,686)	-0.51%
LOCAL RECEIPTS	\$ 2,959,174	\$ 2,971,248	\$ 12,074	0.41%
FREE CASH	\$ 7,234,500	\$ 8,792,102	\$ 1,557,602	21.53%
OTHER	\$ 703,626	\$ 1,530,303	\$ 826,677	117.49%
<b>TOTAL REVENUE (Net of Debt Exclusion &amp; Enterprise)</b>	<b>\$ 83,677,139</b>	<b>\$ 87,990,849</b>	<b>\$ 4,313,710</b>	<b>5.16%</b>



## Major Revenue Sources

### Overview of Property Taxes

In FY21, property taxes comprised over three quarters of the Town's annual revenue, making it the most significant revenue source. This is typical of many cities and towns in Massachusetts. Property taxes are assessed on real property (e.g. land and buildings) as well as personal property (e.g. merchandise and machinery). An individual's personal effects are exempt from the personal property tax. The Board of Assessors and assessing staff are responsible for assessing the full and fair cash value of real and personal property in Marblehead. Every ten years, a full revaluation must be performed in accordance with State law.

### Proposition 2 ½

Annual tax levy growth is constrained by Proposition 2 ½, the Massachusetts General Law that limits the annual growth in a municipality's total tax levy (i.e., revenue generated by property taxes) to 2.5%, plus an allowance for new growth. New growth is new development in the Town or changes to properties that result in higher assessed value; it does not include increased value due to revaluation. New growth is heavily influenced by economic factors.

A second, overarching constraint of Proposition 2 ½ limits the total tax levy to no more than 2.5% of the municipality's total assessed valuation. This limit is referred to as the "levy ceiling." State law also allows a city or town to increase taxes beyond the levy limit with voter approval. An override of this limit by voters becomes a permanent part of the tax levy calculation in future years and is best used for recurring expenses in the regular operating budget.

	FY2020 Tax Recap	FY2021 Tax Recap	FY2022 Projected
<b>GENERAL FUND REVENUES</b>			
<b>PROPERTY TAX LEVY</b>			
Prior Year Tax Levy Limit	61,400,179	63,238,414	65,122,516
2.5% Increase	1,535,004	1,580,960	1,628,063
Prop 2 1/2 Override	-	-	-
Certified New Growth	303,231	303,142	303,142
<b>TAX Levy Limit Total</b>	<b>63,238,414</b>	<b>65,122,516</b>	<b>67,053,721</b>
Debt Exclusions (Net of Premiums/MSBA)	6,570,806	7,290,456	9,212,561
Capital Expenditure Exclusion	50,000		
Debt Exclusions-Projected			
Maximum Allowable Levy	69,859,220	72,412,972	76,266,282
Excess Tax Levy Capacity	46,187	35,472	-
<b>TOTAL Actual Tax Levy</b>	<b>69,813,033</b>	<b>72,377,500</b>	<b>76,266,282</b>



## State Aid

State aid represented about 7.5% of the Town's annual revenue in FY2021. State aid is broken down into several categories, the largest of which (for Marblehead) is Chapter 70 Education Aid. It is approximately 78.3% of all state aid. The other major category is Unrestricted General Government Aid (UGGA), which is approximately 16.1% of total state aid. Chapter 70 Education Aid – Chapter 70 education aid is determined each year by the State Department of Elementary and Secondary Education (DESE) using a complex formula. The formula entails calculating a foundation budget for each municipality or school district based on the number and characteristics of the pupils (e.g., low income, bilingual, or vocational) in the district.



The foundation budget represents the minimum level of spending necessary to provide an adequate education in each district. The next step is to determine the relative contributions from municipal revenues versus state Chapter 70 aid necessary to meet required education spending levels. DESE calculates target levels of local (municipal) contribution and target levels of (state) Chapter 70 aid. These calculations are based on the total income of a municipality's residents and the total property wealth of the municipality. In cases where a municipality has a low ability to pay, less is required from the municipality and state Chapter 70 aid fills the gap between the foundation budget and the required local contribution.

	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>
<b>STATE AID</b>	<b>Tax Recap</b>	<b>Tax Recap</b>	<b>Projected</b>
Chapter 70	5,952,147	5,952,147	6,035,307
Charter Tuition Reimbursement	365,069	591,822	426,594
Unrestricted General Government Aid	1,209,205	1,209,205	1,251,527
Veterans Benefits	35,580	32,834	41,512
Exemp: VBS and Elderly	100,698	101,846	87,539
School Lunch Offset	-	-	-
Public Libraries Offset	23,287	23,446	28,135
<b>TOTAL State Aid</b>	<b>7,685,986</b>	<b>7,911,300</b>	<b>7,870,614</b>





## Local Receipts

Local receipts are locally-generated revenues, other than real and personal property taxes. These made up approximately 3.5% of revenue in FY2021. Examples include motor vehicle excise, investment income, penalties and interest on taxes, departmental revenue, fines, and license and permit fees. The Town has a practice of conservatively budgeting these items and routinely collects more than was budgeted. As a result, local receipts in excess of estimates have been a primary factor in the Town's positive year end results and free cash certifications. Motor vehicle excise revenue projected for FY2022 is \$2.085 million while FY2020 actual collections were \$2.79 million. This is the Town's largest local receipt constituting about 70% of the total estimated local receipts. Other significant local receipts include license and permits, fees, and other departmental revenue.

	FY2020	FY2021	FY2022
Local Receipts	Tax Recap	Tax Recap	Projected
Motor Vehicle Excise	2,792,745	2,085,473	2,097,547
Penalties And Interest On Taxes And Excises	105,000	97,650	97,650
Payments In Lieu Of Taxes	12,000	12,000	12,000
Charges For Services - Solid Waste Fees	15,000	13,950	13,950
Other Charges For Services	136,000	96,066	96,066
Fees	27,000	25,110	25,110
Rentals	27,000	25,110	25,110
Departmental Revenue - Libraries		-	
Departmental Revenue - Cemeteries	45,000	41,850	41,850
Departmental Revenue - Recreation	55,000	51,150	51,150
Licenses And Permits	364,500	388,985	388,985
Fines And Forfeits	51,000	47,430	47,430
Investment Income	80,000	74,400	74,400
Medicaid Reimbursement		-	
Miscellaneous		-	870,000
Miscellaneous Non-Recurring		-	
<b>TOTAL Local Receipts</b>	<b>3,710,245</b>	<b>2,959,174</b>	<b>3,841,248</b>



## Enterprise Funds

Marblehead operates an enterprise fund for its sewer operations and water revenue and expenses. An enterprise fund is an accounting and financial reporting mechanism whereby all expenditures and revenues for a particular business-type activity are segregated into a special fund. However, an enterprise fund does not establish a separate, autonomous entity from the municipal government. The principal revenues for the enterprise fund are customer charges for sewer treatment and related services. In Marblehead, these revenues are budgeted to cover the cost of operating the sewer operations, including capital outlay and indirect costs.

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY22 Budget</b>
<b>Sewer</b>			
Salaries	737,901	858,027	860,108
Expense	741,255	825,867	797,874
South Essex Sewer District	3,163,624	3,353,386	3,446,035
	<b>4,642,780</b>	<b>5,037,280</b>	<b>5,104,017</b>
Sewer Receipts		5,037,280	5,104,017
<b>Water</b>			
Salaries	723,148	855,186	870,596
Expense	612,706	719,823	761,887
Metropolitan Water	2,580,646	3,060,357	3,676,315
	<b>3,916,500</b>	<b>4,635,366</b>	<b>5,308,798</b>
Water Receipts		4,635,366	5,308,798
<b>Harbor</b>			
Salaries	377,455	409,803	409,803
Expense	394,138	417,056	438,576
Outlays	76,581	190,000	120,000
	<b>848,174</b>	<b>1,016,859</b>	<b>968,379</b>
Harbor Receipts		883,859	848,379
Harbor Retained Earnings		133,000	120,000
		<b>1,016,859</b>	<b>968,379</b>



## Other Available Funds & Free Cash

Annually, the Town uses free cash to fund one-time capital items to avoid borrowing costs for relatively inexpensive items. Free cash is the remaining, unrestricted money from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. It is expected that the Town will maintain this level of investment.

	FY2020 Tax Recap	FY2021 Tax Recap	FY2022 Projected
<b>AVAILABLE FUNDS</b>			
Bond Premiums & MSBA Reimb	345,187	247,880	227,752
Cemetery Perpetual Care Fund	26,000	26,000	26,000
Cemetery Sale of Lots	7,218	20,040	20,040
Medicaid Receipts for Spec Ed Reserve	137,820	-	-
Tax Title Receipts for Affordable Housing Trust	40,000	-	-
Transportation Network Funds	4,318	6,200	7,811
Unpaid Bills	18,016	36,810	20,000
Waste Revolving Fund		27,696	20,000
Wetlands Filing Fees	9,000	9,000	9,000
<b>TOTAL Other Available Funds</b>	<b>587,559</b>	<b>373,626</b>	<b>330,603</b>

<b>OTHER REVENUE SOURCES</b>			
Water Enterprise Funds Trsf In	-	393,650	236,190
Sewer Enterprise Funds Trsf In	-	438,813	263,288
Harbormaster Enterprise Funds Trsf	-	283,226	169,935
Municipal Light Surplus/Retained earnings	330,000	330,000	330,000
<b>TOTAL Other Sources</b>	<b>330,000</b>	<b>1,445,688</b>	<b>330,000</b>

<b>FREE CASH</b>			
Articles from Free Cash	592,783	34,500	44,400
Free Cash for Operating Budget	8,575,000	7,200,000	8,792,102
<b>TOTAL Free Cash</b>	<b>9,167,783</b>	<b>7,234,500</b>	<b>8,836,502</b>



## EXPENDITURE OVERVIEW

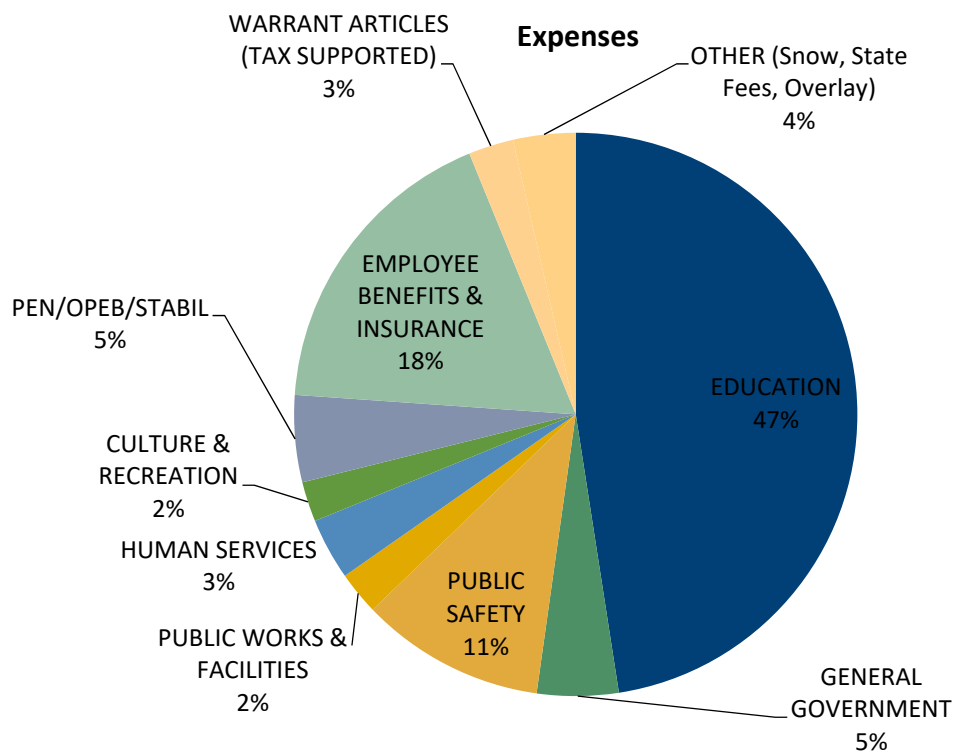
### Expenditures by Department

	ACTUAL 2020	TAX RECAP 2021	BUDGET 2022	\$ Change	% Change
<b>Operating</b>					
Schools 300	\$ 39,538,534	\$ 40,521,000	\$ 41,839,543	\$ 1,318,543	3.25%
Cemetery 491	\$ 400,921	\$ 393,095	\$ 400,474	\$ 7,379	1.88%
Planning Board 175	\$ 1,675	\$ 1,675	\$ 1,675	\$ -	0.00%
Moderator- 114	\$ 100	\$ 100	\$ 100	\$ -	0.00%
Town Counsel - 151	\$ 154,668	\$ 98,575	\$ 102,000	\$ 3,425	3.47%
FIN Com - 131	\$ 2,933	\$ 149,760	\$ 149,760	\$ -	0.00%
Selectmen- 122	\$ 1,596,214	\$ 1,892,175	\$ 2,119,321	\$ 227,146	12.00%
Weights & Measures 244	\$ 65	\$ 250	\$ 250	\$ -	0.00%
Veterans Services 543	\$ 83,976	\$ 110,569	\$ 115,569	\$ 5,000	4.52%
Clerk 161	\$ 201,384	\$ 205,788	\$ 208,124	\$ 2,336	1.14%
Highway, Drain, Tree 420	\$ 1,500,699	\$ 1,616,784	\$ 1,607,087	\$ (9,697)	-0.60%
Public Buildings 192	\$ 192,965	\$ 219,524	\$ 224,522	\$ 4,998	2.28%
Memorial & Veterans Day 694	\$ 3,344	\$ 6,500	\$ 7,050	\$ 550	8.46%
Waste Collection 430	\$ 2,109,313	\$ 2,355,898	\$ 2,412,239	\$ 56,341	2.39%
Health 511	\$ 245,676	\$ 260,471	\$ 291,151	\$ 30,680	11.78%
Finance - 139	\$ 871,901	\$ 905,006	\$ 986,260	\$ 81,254	8.98%
Parking Clerk - 159	\$ 4,787	\$ 12,650	\$ 12,650	\$ -	0.00%
Election 162	\$ 36,479	\$ 57,837	\$ 42,381	\$ (15,456)	-26.72%
Engineering 411	\$ 174,896	\$ 179,472	\$ 179,864	\$ 392	0.22%
Building Inspector 241	\$ 516,090	\$ 522,597	\$ 538,051	\$ 15,454	2.96%
Animal Control 247	\$ 2,400	\$ 2,400	\$ 2,400	\$ -	0.00%
Assessing - 141	\$ 240,502	\$ 282,577	\$ 262,904	\$ (19,673)	-6.96%
Fire 220	\$ 3,898,054	\$ 4,191,616	\$ 4,491,513	\$ 299,897	7.15%
Police 210	\$ 4,082,590	\$ 4,277,144	\$ 4,281,828	\$ 4,684	0.11%
Recreation 630	\$ 783,461	\$ 842,798	\$ 836,832	\$ (5,966)	-0.71%
COA 541	\$ 303,702	\$ 286,373	\$ 292,658	\$ 6,285	2.19%
Abbot Library 610	\$ 1,127,498	\$ 1,157,439	\$ 1,172,202	\$ 14,763	1.28%
<b>subtotal</b>	<b>\$ 58,074,827</b>	<b>\$ 60,550,073</b>	<b>\$ 62,578,406</b>	<b>\$ 2,028,334</b>	<b>3.35%</b>
Enterprise Funds	\$ 12,495,780	\$ 12,495,780	\$ 11,098,228	\$ (1,397,552)	-11.18%
<b>Expenditure Total</b>	<b>\$ 70,570,607</b>	<b>\$ 73,045,853</b>	<b>\$ 73,676,634</b>	<b>\$ 630,782</b>	<b>0.86%</b>



## Expenditure by Category

	TAX RECAP 2021	BUDGET 2022	\$ Change	% Change
<b>EXPENDITURES</b>				
EDUCATION	\$ 40,521,000	\$ 41,839,543	\$ 1,318,543	3.25%
GENERAL GOVERNMENT	\$ 3,825,917	\$ 4,109,947	\$ 284,030	7.42%
PUBLIC SAFETY	\$ 8,993,757	\$ 9,313,792	\$ 320,035	3.56%
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<b>DEBT EXCLUSIONS</b>	<b>\$ 7,508,960</b>	<b>\$ 9,439,701</b>	<b>\$ 1,930,741</b>	<b>25.71%</b>
<b>TOTAL EXPENDITURES (Net of Debt Exclusion &amp; Enterprise)</b>	<b>\$ 83,677,139</b>	<b>\$ 87,990,849</b>	<b>\$ 4,313,710</b>	<b>5.16%</b>





## Expenditure by Department - Summary

		FY 2021 Appropriation	FY2022 Requested	\$ Change
<b>POLICE</b>				
062 - POLICE SALARIES		4,089,754.00	4,094,438.00	4,684.00
063 - POLICE EXPENSE		182,390.00	182,390.00	-
064 - POLICE INDEMNIFICATION OF OFF		5,000.00	5,000.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>		<b>4,277,144.00</b>	<b>4,280,369.00</b>	<b>3,225.00</b>
<b>ANIMAL</b>				
086 - ANIMAL INSPECTOR SALARIES		2,400.00	2,400.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>		<b>2,400.00</b>	<b>2,400.00</b>	<b>-</b>
<b>FIRE</b>				
068 - FIRE SALARIES		3,990,113.00	4,142,792.00	152,679.00
069 - FIRE EXPENSE		196,503.00	201,619.00	5,116.00
070 - FIRE ALARM EXPENSE		5,000.00	5,000.00	-
071 - FIRE SCBA EQUIPMENT		-	-	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>		<b>4,191,616.00</b>	<b>4,349,411.00</b>	<b>157,795.00</b>
<b>HARBOR</b>				
HARBOR SALARIES		409,803.00	409,803.00	-
HARBOR EXPENSE		417,056.00	438,576.00	21,520.00
HARBOR CAPITAL OUTLAYS		190,000.00	120,000.00	(70,000.00)
<b>TOTAL BUDGET FOR DEPARTMENT</b>		<b>1,016,859.00</b>	<b>968,379.00</b>	<b>(48,480.00)</b>
<b>HIGHWAY, DRAIN, TREE ***</b>				
112 - HIGHWAY SALARIES	Highway	1,148,292.00	1,331,850.00	
113 - HIGHWAY EXPENSE	Tree	155,277.00	160,812.00	
116 - REBUILD/MAIN/HTTP STS	Drain	313,215.00	14,425.00	
117 - SNOW REMOVAL			100,000.00	
<b>TOTAL BUDGET FOR DEPARTMENT</b>		<b>1,616,784.00</b>	<b>1,607,087.00</b>	<b>(9,697.00)</b>
<b>VETERANS</b>				
175 - VETERANS BENEFITS SALARIES		68,226.00	68,226.00	-
176- VETERANS BENEFITS EXPENSE		1,243.00	1,243.00	-
177 - VETERANS BENEFITS LOCAL TRAVEL		1,100.00	1,100.00	-
178 -M VETERANS BENEFITS - BENEFITS		40,000.00	45,000.00	5,000.00
<b>TOTAL BUDGET FOR DEPARTMENT</b>		<b>110,569.00</b>	<b>115,569.00</b>	<b>5,000.00</b>
<b>MEMORIAL DAY</b>				
210 - MEMORIAL & VETERANS DAY		6,500.00	7,050.00	550.00
<b>TOTAL BUDGET FOR DEPARTMENT</b>		<b>6,500.00</b>	<b>1,459.00</b>	<b>550.00</b>



## Expenditure by Department – Summary (cont.)

	FY 2021 Appropriation	FY2022 Requested	\$ Change
<b>WEIGHTS AND MEASURES</b>			
080 - WEIGHTS & MEASURES EXPENSE	250.00	250.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>250.00</b>	<b>250.00</b>	<b>-</b>
<b>ENGINEERING</b>			
105 - ENGINEERING SALARIES	168,827.00	169,219.00	392.00
106 - ENGINEERING EXPENSE	10,645.00	10,645.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>179,472.00</b>	<b>179,864.00</b>	<b>392.00</b>
<b>BUILDING INSPECTION DEPARTMENT</b>			
073 - BUILDING COMMISSIONER SALARIES	485,242.00	487,242.12	2,000.12
074 - BUILDING COMMISSIONER EXPENSE	31,355.00	44,809.00	13,454.00
075 - BUILDING COMMISSIONER LOCAL TRAV	6,000.00	6,000.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>522,597.00</b>	<b>538,051.12</b>	<b>15,454.12</b>
<b>PUBLIC BUILDINGS</b>			
055 - PUBLIC BUILDINGS SALARIES	113,334.00	115,237.00	1,903.00
056 - PUBLIC BUILDINGS EXPENSE	105,790.00	106,034.00	244.00
057 - PUBLIC BUILDINGS LOCAL TRAVEL	400.00	400.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>219,524.00</b>	<b>221,671.00</b>	<b>2,147.00</b>
<b>COA</b>			
164 - COUNCIL ON AGING SALARIES	274,382.94	280,667.88	6,284.94
165 - COUNCIL ON AGING EXPENSE	11,990.00	11,990.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>286,372.94</b>	<b>292,657.88</b>	<b>6,284.94</b>
<b>FINANCE</b>			
012 - FINANCE SALARIES	650,396.00	662,605.00	12,209.00
013 - FINANCE EXPENSE ***	254,610.00	323,655.00	69,045.00
<b>TOTAL OPERATING</b>	<b>905,006.00</b>	<b>986,260.00</b>	<b>81,254.00</b>
214 - MATURING DEBT	4,640,012.00	5,375,000.00	734,988.00
215 - INTEREST	2,868,947.99	4,064,700.77	1,195,752.78
218 - MEDICARE	720,000.00	730,000.00	10,000.00
221 - GROUP INSURANCE	13,812,644.00	14,475,406.43	662,762.43
224 - NONCONTRIBUTORY RETIREMENT	61,845.00	63,468.60	1,623.60
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>23,008,454.99</b>	<b>25,694,835.80</b>	<b>2,686,380.81</b>
*** OVERSPENT BY \$5,209 IN FY21			
<b>PARKING</b>			
035 - PARKING TICKETS EXPENSE	12,650.00	12,650.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>12,650.00</b>	<b>12,650.00</b>	<b>-</b>





## Expenditure by Department – Summary (cont.)

	FY 2021 Appropriation	FY2022 Requested	\$ Change
<b>OPEB/STABILIZATION</b>			
220 - OPEB	-	250,000.00	250,000.00
222- STABILIZATION FUND	-	250,000.00	250,000.00
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>-</b>	<b>500,000.00</b>	<b>500,000.00</b>
<b>WORKERS COMP</b>			
219 - WORKERS' COMPENSATION	360,000.00	360,000.00	-
- 111F INJURY LEAVE FUND	37,169.00	37,169.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>397,169.00</b>	<b>397,169.00</b>	<b>-</b>
<b>SELECTMEN</b>			
002 - SELECTMENS OFFICIAL EXPENSE	-	5,500.00	5,500.00
003 - SELECTMEN SALARIES	349,903.00	372,108.48	22,205.48
004 - SELECTMEN EXPENSE	90,450.00	92,302.00	1,852.00
005 - ZONING BOARD LEGAL SERVICES	27,000.00	27,000.00	-
006 - SELECTMEN OUT OF STATE TRAVEL	2,000.00	2,000.00	-
059 - TOWN REPORT	4,300.00	4,300.00	-
060 -AUDIT OF ACCOUNTS	54,500.00	54,500.00	-
118 - STREET LIGHTING	128,820.00	128,820.00	-
211 - UTILITY RESERVE	100,000.00	100,000.00	-
220 - TRAINING EXPENSE	15,000.00	15,000.00	-
222 - OTHER INSURANCE	475,888.00	475,888.00	-
223 - SALARY RESERVE	110,770.00	260,770.00	150,000.00
225 - ENERGY RESERVE	533,544.00	533,544.00	-
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>1,892,175.00</b>	<b>2,071,732.48</b>	<b>179,557.48</b>
<b>TOWN COUNSEL</b>			
029 - TOWN COUNSEL SALARIES	2,000.00	2,000.00	-
030 - TOWN COUNSEL EXPENSE	96,575.00	100,000.00	3,425.00
<b>TOTAL BUDGET FOR DEPARTMENT</b>	<b>98,575.00</b>	<b>102,000.00</b>	<b>3,425.00</b>
<b>TOTAL BUDGETS</b>	<b>38,291,614.93</b>	<b>41,832,210.27</b>	<b>3,540,595.34</b>



## CONSOLIDATED FINANCIAL SCHEDULE

### Revenue & Available Resources

	ACTUAL 2019	Actual 2020	TAX RECAP 2021	BUDGET 2022	\$ Change	% Change
<b>PROPERTY TAX LEVY</b>	67,829,212	69,813,033	72,377,500	76,266,282	3,888,782	5.37%
Debt Exclusions (Net of Premiums/MSBA)	6,441,114	6,570,806	7,538,336	9,439,701	1,901,365	25.22%
MSBA Offset		345,187	247,880	227,752		
Levy minus Debt exclusion	61,400,179	63,242,227	64,839,164	66,826,581	1,987,417	3.07%
<b>STATE REVENUE</b>	7,469,266	7,685,986	7,911,300	7,870,614	(40,686)	-0.51%
<b>LOCAL RECEIPTS</b>						
Motor Vehicle Excise	3,943,011	3,584,355	2,085,473	2,097,547	12,074	0.58%
Penalties & Interest On Taxes & Excises	331,608	344,270	97,650	97,650	-	0.00%
Payments In Lieu Of Taxes	24,343	28,840	12,000	12,000	-	0.00%
Charges For Services - Solid Waste Fees	80,987	144,409	13,950	13,950	-	0.00%
Other Charges For Services	345,870	391,128	96,066	96,066	-	0.00%
Fees	48,522	75,039	25,110	25,110	-	0.00%
Rentals	58,754	53,132	25,110	25,110	-	0.00%
Dept. I Revenue - Libraries	7,677	5,841	-	-	-	0.00%
Dept. Revenue - Cemeteries	90,233	91,553	41,850	41,850	-	0.00%
Dept. Revenue - Recreation	152,737	156,254	51,150	51,150	-	0.00%
Licenses And Permits	915,577	710,939	388,985	388,985	-	0.00%
Fines And Forfeits	138,184	111,026	47,430	47,430	-	0.00%
Investment Income	716,343	541,722	74,400	74,400	-	0.00%
Medicaid Reimbursement	159,397	79,125	-	-	-	0.00%
<b>subtotal</b>	<b>7,013,243</b>	<b>6,317,633</b>	<b>2,959,174</b>	<b>2,971,248</b>	<b>12,074</b>	<b>0.41%</b>
Enterprise Funds	12,358,924	12,002,538	12,495,780	11,098,228	(1,397,552)	-11.18%
<b>subtotal</b>	<b>19,372,167</b>	<b>18,320,171</b>	<b>15,454,954</b>	<b>14,069,476</b>	<b>(1,385,478)</b>	<b>-8.96%</b>
<b>OTHER AVAILABLE FUNDS</b>						
Miscellaneous	439,671	439,671	703,626	1,530,303	826,677	117.49%
<b>subtotal</b>	<b>439,671</b>	<b>439,671</b>	<b>703,626</b>	<b>1,530,303</b>	<b>826,677</b>	<b>117.49%</b>
<b>TOTAL REVENUE</b>	<b>95,110,316</b>	<b>96,258,862</b>	<b>96,447,381</b>	<b>99,736,676</b>	<b>3,289,295</b>	<b>3.41%</b>
<b>Free Cash for Rate offset</b>	7,900,000	9,160,000	7,234,500	8,792,102	1,557,602	21.53%



## CONSOLIDATED FINANCIAL SCHEDULE

### Expenditures

	ACTUAL 2019	ACTUAL 2020	TAX RECAP 2021	BUDGET 2022	\$ Change	% Change
<b>Operating</b>						
Schools 300	38,224,285	39,538,534	40,521,000	41,839,543	1,318,543	3.25%
Cemetery 491	385,700	400,921	393,095	400,474	7,379	1.88%
Planning Board 175	1,675	1,675	1,675	1,675	-	0.00%
Moderator- 114	100	100	100	100	-	0.00%
Town Counsel - 151	143,529	154,668	98,575	102,000	3,425	3.47%
FIN Com - 131	12,422	2,933	149,760	149,760	-	0.00%
Selectmen- 122	1,600,658	1,596,214	1,892,175	2,119,321	227,146	12.00%
Weights & Measures 244	535	65	250	250	-	0.00%
Veterans Services 543	107,815	83,976	110,569	115,569	5,000	4.52%
Clerk 161	194,316	201,384	205,788	208,124	2,336	1.14%
Highway, Drain, Tree 420	1,567,467	1,500,699	1,616,784	1,607,087	(9,697)	-0.60%
Public Buildings 192	192,567	192,965	219,524	224,522	4,998	2.28%
Memorial & Veterans Day 694	4,883	3,344	6,500	7,050	550	8.46%
Waste Collection 430	2,010,669	2,109,313	2,355,898	2,412,239	56,341	2.39%
Health 511	238,542	245,676	260,471	291,151	30,680	11.78%
Finance - 139	887,994	871,901	905,006	986,260	81,254	8.98%
Parking Clerk - 159	9,383	4,787	12,650	12,650	-	0.00%
Election 162	59,804	36,479	57,837	42,381	(15,456)	-26.72%
Engineering 411	169,236	174,896	179,472	179,864	392	0.22%
Building Inspector 241	516,308	516,090	522,597	538,051	15,454	2.96%
Animal Control 247	2,400	2,400	2,400	2,400	-	0.00%
Assessing - 141	258,259	240,502	282,577	262,904	(19,673)	-6.96%
Fire 220	3,857,191	3,898,054	4,191,616	4,491,513	299,897	7.15%
Police 210	4,072,191	4,082,590	4,277,144	4,281,828	4,684	0.11%
Recreation 630	802,247	783,461	842,798	836,832	(5,966)	-0.71%
COA 541	323,097	303,702	286,373	292,658	6,285	2.19%
Abbot Library 610	1,011,061	1,127,498	1,157,439	1,172,202	14,763	1.28%
<b>subtotal</b>	<b>56,654,333</b>	<b>58,074,827</b>	<b>60,550,073</b>	<b>62,578,406</b>	<b>2,028,334</b>	<b>3.35%</b>
Enterprise Funds	12,495,780	12,495,780	12,495,780	11,098,228	(1,397,552)	-11.18%
<b>Expenditure Total</b>	<b>69,150,113</b>	<b>70,570,607</b>	<b>73,045,853</b>	<b>73,676,634</b>	<b>630,782</b>	<b>0.86%</b>



## CONSOLIDATED FINANCIAL SCHEDULE

### Other Amounts to be Raised

	ACTUAL 2019	ACTUAL 2020	TAX RECAP 2021	BUDGET 2022	\$ Change	% Change
<b>OTHER AMOUNTS TO BE RAISED</b>						
<b>DEBT</b>						
Debt Maturing	4,150,000	4,425,000	4,640,012	5,375,000	734,988	15.84%
Debt Interest	2,584,428	2,521,380	2,868,948	4,064,701	1,195,753	41.68%
<b>BENEFITS</b>						
Workers COMP, 111f	382,169	397,169	397,169	397,169	-	
Medicare	653,319	652,175	720,000	730,000	10,000	1.39%
GIC Insurance	10,425,547	10,655,946	13,812,644	14,475,406	662,762	4.80%
<b>RETIREMENT</b>						
Noncontrib Retirement	73,112	58,157	61,845	63,469	1,624	2.63%
Contrib Retirement	3,027,427	3,253,489	3,513,768	3,822,649	308,881	8.79%
OPEB & Stabilization	350,000	250,000	-	500,000	500,000	
<b>subtotal</b>	<b>21,646,003</b>	<b>22,213,316</b>	<b>26,014,386</b>	<b>29,428,394</b>	<b>3,414,008</b>	<b>13.12%</b>
<b>WARRANT</b>						
Warrant Articles (Tax Supported)	1,405,092	1,405,092	1,405,092	2,275,448	870,356	61.94%
<b>MISC raised on recap</b>						
snow and ice deficit	207,100	95,941	10,168	10,000		
State & County charges- cherry sheet	3,152,584	3,301,025	2,882,934	2,814,856	(68,078)	-2.36%
Cherry Sheet Offsets	21,703	23,287	23,446	23,446	-	0.00%
Overlay Reserves	500,000	500,000	300,000	300,000	-	0.00%
<b>subtotal</b>	<b>5,286,479</b>	<b>5,325,345</b>	<b>4,621,640</b>	<b>5,423,750</b>	<b>802,110</b>	<b>17.36%</b>
<b>Total Expenditures</b>	<b>96,082,594</b>	<b>98,109,268</b>	<b>103,681,879</b>	<b>108,528,778</b>	<b>4,846,900</b>	<b>4.67%</b>



## FUND BALANCES & FREE CASH

### Unassigned Fund Balance

General Fund unassigned fund balance from the Town's annual audits is shown below. According to GASB 54, unassigned fund balance is "the residual classification for the government's general fund and includes all spendable amounts not contained in other classifications." Unassigned fund balance is used by bond rating agencies as a measure of a municipality's liquidity when compared with total expenditures. The Town's audits can be viewed on its website.

	Begin Balance	End Balance	% Change	\$ Change
FY2022 Projected	12,102,499	11,497,374	-5.0%	(605,125)
FY2021 Projected	13,447,221	12,102,499	-10.0%	(1,344,722)
FY2020 Actual	11,943,095	13,447,221	12.6%	1,504,126
FY2019 Actual	12,763,640	11,943,095	-6.4%	(820,545)
FY2018 Actual	14,327,422	12,763,640	-10.9%	(1,563,782)

### Enterprise (Water, Sewer & Harbor) Retained Earnings

Retained earnings represent the water, sewer & harbor enterprise unrestricted fund balance. These resources are "usable for any purpose...but may not be available in a spendable form, like cash," according to GASB.

	Begin Balance	End Balance	% Change	\$ Change
FY2022 Projected	1,874,450	1,874,450	0.0%	-
FY2021 Projected	1,928,641	1,874,450	-2.8%	(54,191)
FY2020 Actual	2,087,021	1,928,641	-7.6%	(158,380)
FY2019 Actual	5,753,782	2,087,021	-63.7%	(3,666,761)
FY2018 Actual	4,668,053	5,753,782	23.3%	1,085,729

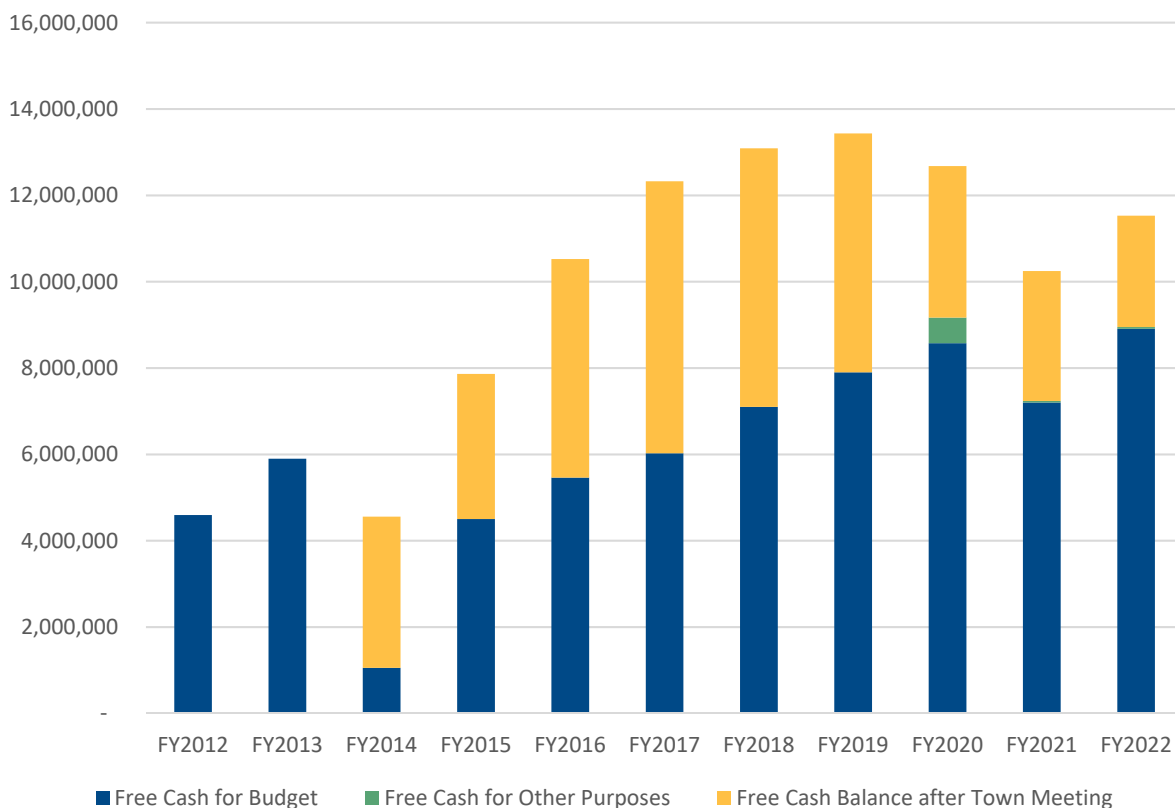


## Free Cash

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

Available for Fiscal Year	FY2018	FY2019	FY2020	FY2021	FY2022
Prior Year Free Cash Certification	13,087,811	13,432,440	12,675,462	10,243,709	11,526,201
LESS Free Cash for Budget	7,100,000	7,900,000	8,575,000	7,200,000	8,792,102
LESS Free Cash for Other Purposes	-	-	592,783	34,500	44,400
<b>Balance after Town Meeting</b>	<b>5,987,811</b>	<b>5,532,440</b>	<b>3,507,679</b>	<b>3,009,209</b>	<b>2,689,699</b>

## Free Cash Trends





## FIVE-YEAR FINANCIAL FORECAST

### Forecast Assumptions

REVENUES:	
Tax Levy	Conservative new growth estimates. No new excluded debt projects except for potential of issuing balance on previously approved project. Levy to the maximum allowable amount
Departmental Revenues	Uses FY20 recap for FY22, 0-5% increases thereafter
State Aid	Chapter 70 aid Gov Budget in FY22, 2% increase thereafter UGGA Gov Budget in FY22, increased 2.5% increase thereafter Other local aid accounts Gov Budget
Other Revenue Sources	Uses FY21 recap for future years
Free Cash	Uses FY21 recap for future years
EXPENDITURES:	
Salaries	Salaries are projected in a separate COLA worksheet. Various scenarios can be run to project cost increase.
Expenses	Departmental expenses are projected to increase 1.5% annually based on historical trends Exceptions are not included but can be manually added.
Education	Local school appropriation projected to increase 3% annually based upon historical trends.
Debt Service	Based on existing debt payment schedules provided Does not include any potential future debt arising from a CIP.
Employee Benefits	Retirement is projected to increase 8% annually based on current approved funding schedule. Medicare is projected to increase 2.5% annually based on payroll growth. Workers Compensation is projected to reflect 1.5% rate increase. Group Health Insurance rates are projected to increase 3.5% annually. Other Post Employment Benefits are projected to be resumed in forecast at FY20 level.
Reserves	All three special reserve accounts are level funded for forecast.
Property & Liability Insurance	Rates are projected to increase 3.5% annually.
State Assessments	All state assessments Gov Budget FY22, projected to increase 2.5% annually.
Other Amounts to be raised	Cherry sheet offset for Library is projected to increase 2.5% annually. Snow & Ice deficit is funded at \$100,000 annually. Overlay is level funded in FY22, increased to \$500,000 in revaluation years.
Articles from Free Cash	No assumptions made for future years. To be reviewed annually.
Articles from Tax Levy	Drain construction & Equipment lease/purchase level funded  Regional School projected to increase 3% annually Improvements to Public Buildings increased to \$400,000 Special Education Stabilization Fund appropriation projected \$100,000 in FY23 and FY26
Articles from Other Available Funds	No assumptions made. To be reviewed annually based upon available funds for specific purposes.





## FIVE-YEAR FINANCIAL FORECAST

### Summary of Revenues & Expenditures

FY2020 Tax Recap	FY2021 Tax Recap	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected
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#### GENERAL FUND Revenues

Property Tax Levy within Levy Limit	63,238,414	65,122,516	67,053,721	69,033,206	71,062,178	73,141,874	75,273,563
Property Tax Levy excluded from Prop 2	6,620,806	7,290,456	9,146,090	9,167,042	9,025,939	9,056,056	7,280,067
Departmental Revenues-Local Receipts	3,710,245	2,959,174	3,710,245	3,834,320	3,981,813	4,064,945	4,149,819
State Aid	7,685,986	7,911,300	7,870,614	8,022,608	8,177,799	8,336,254	8,498,042
Available Funds	587,559	373,625	282,792	262,811	243,564	226,684	128,114
Other Funding Sources	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Free Cash for Capital & Other Articles	592,783	34,500	34,500	34,500	34,500	34,500	34,500
Free Cash for Operating Budget	8,575,000	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000
<b>Total Revenues</b>	<b>91,340,793</b>	<b>91,221,571</b>	<b>95,627,962</b>	<b>97,884,487</b>	<b>100,055,792</b>	<b>102,390,313</b>	<b>102,894,105</b>
Annual \$ Growth			4,406,390	2,256,525	2,171,306	2,334,520	503,792
Annual % Growth			4.8%	2.4%	2.2%	2.3%	0.5%

#### GENERAL FUND Expenditures

General Government	2,512,854	2,461,645	2,514,244	2,576,418	2,648,664	2,723,180	2,800,042
Public Safety	8,879,189	8,984,007	9,204,442	9,476,210	9,802,010	10,139,180	10,488,119
Public Works & Facilities	4,667,802	4,684,070	4,776,913	4,883,808	5,005,474	5,130,674	5,259,520
Human Services	669,895	657,413	672,463	696,046	720,528	745,944	772,330
Culture & Recreation	1,999,599	2,006,737	2,052,090	2,106,673	2,170,968	2,237,381	2,305,986
Marblehead Public School	39,624,425	40,521,000	41,736,630	42,988,729	44,278,391	45,606,742	46,974,945
Debt Service- Exempt	6,916,992	7,508,960	9,373,842	9,374,813	9,214,463	9,227,700	7,353,141
Employee Benefits	18,167,833	18,520,426	19,075,485	19,887,014	20,740,303	21,637,899	22,582,527
Reserves	744,314	744,314	744,314	744,314	744,314	744,314	744,314
Property & Liability	475,888	475,888	492,544	509,783	527,626	546,092	565,206
State Assessments	3,301,025	2,882,934	2,814,856	2,885,227	2,957,358	3,031,292	3,107,074
Other Amounts to be raised	619,228	333,614	424,032	624,633	425,249	425,880	626,527
Articles from Tax Levy	1,915,408	1,279,846	1,605,984	1,730,332	1,655,410	1,681,240	1,807,845
Article from Free Cash	592,783	34,500	34,500	34,500	34,500	34,500	34,500
Articles from Other Available Funds	207,372	90,746	6,200	6,200	6,200	6,200	6,200
<b>Total Expenditures</b>	<b>91,294,607</b>	<b>91,186,100</b>	<b>95,528,540</b>	<b>98,524,701</b>	<b>100,931,456</b>	<b>103,918,218</b>	<b>105,428,276</b>
Annual \$ Growth			4,342,440	2,996,161	2,406,755	2,986,762	1,510,058
Annual % Growth			4.8%	3.1%	2.4%	3.0%	1.5%

Excess Levy Capacity/Deficit	46,186	35,472	99,422	-640,214	-875,664	-1,527,906	-2,534,172
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#### ENTERPRISE FUNDS

Sewer Enterprise Revenues	5,979,649	5,975,006	6,119,066	6,461,806	6,619,135	6,781,191	6,948,115
Sewer Enterprise Expenses	5,979,649	5,975,006	6,118,937	6,424,614	6,566,368	6,711,996	6,861,606
<b>Surplus/Deficit</b>	<b>-</b>	<b>-</b>	<b>129</b>	<b>37,192</b>	<b>52,767</b>	<b>69,195</b>	<b>86,509</b>
Water Enterprise Revenues	5,045,710	5,435,915	5,535,982	5,767,962	5,912,347	6,061,069	6,214,260
Water Enterprise Expenses	5,045,710	5,435,915	5,535,854	5,735,160	5,866,327	6,001,102	6,139,585
<b>Surplus/Deficit</b>	<b>-</b>	<b>-</b>	<b>128</b>	<b>32,802</b>	<b>46,020</b>	<b>59,967</b>	<b>74,675</b>
Harbor Enterprise Revenues	977,179	1,084,859	1,167,185	1,138,353	1,167,369	1,197,258	1,228,047
Harbor Enterprise Expenses	977,179	1,084,859	1,107,127	1,132,209	1,160,248	1,189,215	1,219,140
<b>Surplus/Deficit</b>	<b>-</b>	<b>-</b>	<b>60,058</b>	<b>6,144</b>	<b>7,121</b>	<b>8,043</b>	<b>8,907</b>



## Revenue Projection – General Fund

REVENUE PROJECTIONS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Projection
	Tax Recap	Tax Recap	Projected	Projected	Projected	Projected	Projected	Percent
<b>GENERAL FUND REVENUES</b>								
<b>PROPERTY TAX LEVY</b>								
Prior Year Tax Levy Limit	61,400,179	63,238,414	65,122,516	67,053,721	69,033,206	71,062,178	73,141,874	
2.5% Increase	1,535,004	1,580,960	1,628,063	1,676,343	1,725,830	1,776,554	1,828,547	2.50%
Prop 2 1/2 Override	-	-	-	-	-	-	-	
Certified New Growth	303,231	303,142	303,142	303,142	303,142	303,142	303,142	see Growth
<b>TAX Levy Limit Total</b>	<b>63,238,414</b>	<b>65,122,516</b>	<b>67,053,721</b>	<b>69,033,206</b>	<b>71,062,178</b>	<b>73,141,874</b>	<b>75,273,563</b>	
Debt Exclusions (Net of Premiums/MSBA)	6,570,806	7,290,456	9,146,090	9,167,042	9,025,939	9,056,056	7,280,067	see Debt
Capital Expenditure Exclusion	50,000							
Debt Exclusions-Projected								
Maximum Allowable Levy	69,859,220	72,412,972	76,199,811	78,200,248	80,088,117	82,197,930	82,553,630	
Excess Tax Levy Capacity	46,187	35,472	-	-	-	-	-	
<b>TOTAL Actual Tax Levy</b>	<b>69,813,033</b>	<b>72,377,500</b>	<b>76,199,811</b>	<b>78,200,248</b>	<b>80,088,117</b>	<b>82,197,930</b>	<b>82,553,630</b>	
<b>ESTIMATED DEPARTMENTAL REVENUES</b>								
Motor Vehicle Excise	2,792,745	2,085,473	2,792,745	2,848,600	2,905,572	2,963,683	3,022,957	2.00%
Penalties And Interest On Taxes And Excises	105,000	97,650	105,000	110,250	115,763	121,551	127,628	5.00%
Payments In Lieu Of Taxes	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0.00%
Charges For Services - Solid Waste Fees	15,000	13,950	15,000	15,300	15,606	15,918	16,236	2.00%
Other Charges For Services	136,000	96,066	136,000	138,720	141,494	144,324	147,211	2.00%
Fees	27,000	25,110	27,000	27,540	28,091	28,653	29,226	2.00%
Rentals	27,000	25,110	27,000	27,000	27,000	27,000	27,000	0.00%
Departmental Revenue - Libraries		-	-	-	-	-	-	0.00%
Departmental Revenue - Cemeteries	45,000	41,850	45,000	45,000	45,000	45,000	45,000	0.00%
Departmental Revenue - Recreation	55,000	51,150	55,000	56,100	57,222	58,366	59,534	2.00%
Licenses And Permits	364,500	388,985	364,500	371,790	379,226	386,810	394,547	2.00%
Fines And Forfeits	51,000	47,430	51,000	52,020	53,060	54,122	55,204	2.00%
Investment Income	80,000	74,400	80,000	80,000	80,000	80,000	80,000	0.00%
Medicaid Reimbursement		-		50,000	51,000	52,020	53,060	2.00%
Miscellaneous Recurring		-	-	-	19,975	21,306	22,638	2.00%
Miscellaneous Non-Recurring		-	-	-	50,804	54,191	57,578	2.00%
<b>TOTAL Departmental Revenues</b>	<b>3,710,245</b>	<b>2,959,174</b>	<b>3,710,245</b>	<b>3,834,320</b>	<b>3,981,813</b>	<b>4,064,945</b>	<b>4,149,819</b>	
<b>STATE AID</b>			Gov Bud					
Chapter 70	5,952,147	5,952,147	6,035,307	6,156,013	6,279,133	6,404,716	6,532,810	2.00%
Charter Tuition Reimbursement	365,069	591,822	426,594	426,594	426,594	426,594	426,594	0.00%
Unrestricted General Government Aid	1,209,205	1,209,205	1,251,527	1,282,815	1,314,886	1,347,758	1,381,452	2.50%
Veterans Benefits	35,580	32,834	41,512	41,512	41,512	41,512	41,512	0.00%
Exemp: VBS and Elderly	100,698	101,846	87,539	87,539	87,539	87,539	87,539	0.00%
School Lunch Offset	-	-	-	-	-	-	-	0.00%
Public Libraries Offset	23,287	23,446	28,135	28,135	28,135	28,135	28,135	0.00%
<b>TOTAL State Aid</b>	<b>7,685,986</b>	<b>7,911,300</b>	<b>7,870,614</b>	<b>8,022,608</b>	<b>8,177,799</b>	<b>8,336,254</b>	<b>8,498,042</b>	
<b>AVAILABLE FUNDS</b>								
Bond Premiums & MSBA Reimb	345,187	247,880	227,752	207,771	188,524	171,644	73,074	
Cemetery Perpetual Care Fund	26,000	26,000	26,000	26,000	26,000	26,000	26,000	
Cemetery Sale of Lots	7,218	20,040	20,040	20,040	20,040	20,040	20,040	
Medicaid Receipts for Spec Ed Reserve	137,820							
Tax Title Receipts for Affordable Housing Trust	40,000							
Transportation Network Funds	4,318	6,200						
Unpaid Bills	18,016	36,810						
Waste Revolving Fund		27,696						
Wetlands Filing Fees	9,000	9,000	9,000	9,000	9,000	9,000	9,000	
<b>TOTAL Other Available Funds</b>	<b>587,559</b>	<b>373,625</b>	<b>282,792</b>	<b>262,811</b>	<b>243,564</b>	<b>226,684</b>	<b>128,114</b>	
<b>OTHER REVENUE SOURCES</b>								
Overlay Surplus	-							
Municipal Light Surplus/Retained earnings	330,000	330,000	330,000	330,000	330,000	330,000	330,000	
<b>TOTAL Other Sources</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	
<b>FREE CASH</b>								
Articles from Free Cash	592,783	34,500	34,500	34,500	34,500	34,500	34,500	
Free Cash for Operating Budget	8,575,000	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	
<b>TOTAL Free Cash</b>	<b>9,167,783</b>	<b>7,234,500</b>	<b>7,234,500</b>	<b>7,234,500</b>	<b>7,234,500</b>	<b>7,234,500</b>	<b>7,234,500</b>	
<b>TOTAL GF REVENUES/FUNDING SOURCES</b>	<b>91,294,606</b>	<b>91,186,099</b>	<b>95,297,962</b>	<b>97,554,487</b>	<b>99,725,792</b>	<b>102,060,313</b>	<b>102,564,105</b>	



## Revenue Projection – Enterprise Funds

REVENUE PROJECTIONS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Enterprise Funds	Tax Recap	Tax Recap	Projected	Projected	Projected	Projected	Projected
<b>SEWER</b>							
User Charges	4,821,463	4,968,108	5,112,168	5,452,893	5,610,222	5,772,278	5,939,202
Other Departmental Revenue	20,970	24,078	24,078	20,000	20,000	20,000	20,000
Investment Income	51,187	45,094	45,094	51,187	51,187	51,187	51,187
Retained Earnings	1,086,029	937,726	937,726	937,726	937,726	937,726	937,726
<b>Total Sewer</b>	<b>5,979,649</b>	<b>5,975,006</b>	<b>6,119,066</b>	<b>6,461,806</b>	<b>6,619,135</b>	<b>6,781,191</b>	<b>6,948,115</b>
<b>WATER</b>							
User Charges	4,068,008	4,487,570	4,587,637	4,790,260	4,934,645	5,083,367	5,236,558
Other Departmental Revenue	108,957	112,118	112,118	108,957	108,957	108,957	108,957
Investment Income	35,347	35,678	35,678	35,347	35,347	35,347	35,347
Retained Earnings	833,398	800,549	800,549	833,398	833,398	833,398	833,398
<b>Total Water</b>	<b>5,045,710</b>	<b>5,435,915</b>	<b>5,535,982</b>	<b>5,767,962</b>	<b>5,912,347</b>	<b>6,061,069</b>	<b>6,214,260</b>
<b>HARBOR</b>							
User Charges	98,205	78,947	161,273	259,379	288,395	318,284	349,073
Other Departmental Revenue	739,375	807,997	807,997	739,375	739,375	739,375	739,375
Investment Income	6,599	7,915	7,915	6,599	6,599	6,599	6,599
Retained Earnings	133,000	190,000	190,000	133,000	133,000	133,000	133,000
<b>Total Harbor</b>	<b>977,179</b>	<b>1,084,859</b>	<b>1,167,185</b>	<b>1,138,353</b>	<b>1,167,369</b>	<b>1,197,258</b>	<b>1,228,047</b>
<b>TOTAL EF REVENUES/FUNDING SOURCES</b>	<b>12,002,538</b>	<b>12,495,780</b>	<b>12,822,233</b>	<b>13,368,121</b>	<b>13,698,851</b>	<b>14,039,518</b>	<b>14,390,422</b>
<b>GRAND TOTAL</b>	<b>103,297,144</b>	<b>103,681,879</b>	<b>108,120,195</b>	<b>110,922,608</b>	<b>113,424,643</b>	<b>116,099,831</b>	<b>116,954,527</b>



## Revenue Projection – Enterprise Funds

REVENUE PROJECTIONS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Enterprise Funds	Tax Recap	Tax Recap	Projected	Projected	Projected	Projected	Projected
<b>SEWER</b>							
User Charges	4,821,463	4,968,108	5,112,168	5,452,893	5,610,222	5,772,278	5,939,202
Other Departmental Revenue	20,970	24,078	24,078	20,000	20,000	20,000	20,000
Investment Income	51,187	45,094	45,094	51,187	51,187	51,187	51,187
Retained Earnings	1,086,029	937,726	937,726	937,726	937,726	937,726	937,726
<b>Total Sewer</b>	<b>5,979,649</b>	<b>5,975,006</b>	<b>6,119,066</b>	<b>6,461,806</b>	<b>6,619,135</b>	<b>6,781,191</b>	<b>6,948,115</b>
<b>WATER</b>							
User Charges	4,068,008	4,487,570	4,587,637	4,790,260	4,934,645	5,083,367	5,236,558
Other Departmental Revenue	108,957	112,118	112,118	108,957	108,957	108,957	108,957
Investment Income	35,347	35,678	35,678	35,347	35,347	35,347	35,347
Retained Earnings	833,398	800,549	800,549	833,398	833,398	833,398	833,398
<b>Total Water</b>	<b>5,045,710</b>	<b>5,435,915</b>	<b>5,535,982</b>	<b>5,767,962</b>	<b>5,912,347</b>	<b>6,061,069</b>	<b>6,214,260</b>
<b>HARBOR</b>							
User Charges	98,205	78,947	161,273	259,379	288,395	318,284	349,073
Other Departmental Revenue	739,375	807,997	807,997	739,375	739,375	739,375	739,375
Investment Income	6,599	7,915	7,915	6,599	6,599	6,599	6,599
Retained Earnings	133,000	190,000	190,000	133,000	133,000	133,000	133,000
<b>Total Harbor</b>	<b>977,179</b>	<b>1,084,859</b>	<b>1,167,185</b>	<b>1,138,353</b>	<b>1,167,369</b>	<b>1,197,258</b>	<b>1,228,047</b>
<b>TOTAL EF REVENUES/FUNDING SOURCES</b>	<b>12,002,538</b>	<b>12,495,780</b>	<b>12,822,233</b>	<b>13,368,121</b>	<b>13,698,851</b>	<b>14,039,518</b>	<b>14,390,422</b>
<b>GRAND TOTAL</b>	<b>103,297,144</b>	<b>103,681,879</b>	<b>108,120,195</b>	<b>110,922,608</b>	<b>113,424,643</b>	<b>116,099,831</b>	<b>116,954,527</b>



## Expenditure Projection

EXPENDITURE PROJECTIONS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Projection
	TaxRecap	TaxRecap	Projected	Projected	Projected	Projected	Projected	Percent
<b>GENERAL FUND</b>								
<b>GENERAL GOVERNMENT</b>								
Salaries	1,625,637	1,567,423	1,606,609	1,655,168	1,713,596	1,774,086	1,836,711	
Expenses	887,217	894,222	907,635	921,250	935,069	949,095	963,331	1.50%
<b>TOTAL</b>	<b>2,512,854</b>	<b>2,461,645</b>	<b>2,514,244</b>	<b>2,576,418</b>	<b>2,648,664</b>	<b>2,723,180</b>	<b>2,800,042</b>	
<b>PUBLIC SAFETY</b>								
Salaries	8,469,594	8,567,509	8,781,697	9,047,124	9,366,487	9,697,124	10,039,432	
Expenses	409,595	416,498	422,745	429,087	435,523	442,056	448,687	1.50%
<b>TOTAL</b>	<b>8,879,189</b>	<b>8,984,007</b>	<b>9,204,442</b>	<b>9,476,210</b>	<b>9,802,010</b>	<b>10,139,180</b>	<b>10,488,119</b>	
<b>PUBLIC WORKS &amp; FACILITIES</b>								
Salaries	2,263,758	2,258,240	2,314,696	2,384,658	2,468,836	2,555,986	2,646,212	
Expenses	2,404,044	2,425,830	2,462,217	2,499,151	2,536,638	2,574,688	2,613,308	1.50%
<b>TOTAL</b>	<b>4,667,802</b>	<b>4,684,070</b>	<b>4,776,913</b>	<b>4,883,808</b>	<b>5,005,474</b>	<b>5,130,674</b>	<b>5,259,520</b>	
<b>HUMAN SERVICES</b>								
Salaries	533,875	518,893	531,865	553,339	575,680	598,924	623,105	
Expenses	136,020	138,520	140,598	142,707	144,847	147,020	149,225	1.50%
<b>TOTAL</b>	<b>669,895</b>	<b>657,413</b>	<b>672,463</b>	<b>696,046</b>	<b>720,528</b>	<b>745,944</b>	<b>772,330</b>	
<b>CULTURE &amp; RECREATION</b>								
Salaries	1,508,151	1,525,195	1,563,325	1,610,576	1,667,430	1,726,290	1,787,228	
Expenses	491,448	481,542	488,765	496,097	503,538	511,091	518,757	1.50%
<b>TOTAL</b>	<b>1,999,599</b>	<b>2,006,737</b>	<b>2,052,090</b>	<b>2,106,673</b>	<b>2,170,968</b>	<b>2,237,381</b>	<b>2,305,986</b>	
<b>EDUCATION</b>								
School	39,624,425	40,521,000	41,736,630	42,988,729	44,278,391	45,606,742	46,974,945	3.00%
<b>TOTAL</b>	<b>39,624,425</b>	<b>40,521,000</b>	<b>41,736,630</b>	<b>42,988,729</b>	<b>44,278,391</b>	<b>45,606,742</b>	<b>46,974,945</b>	
<b>DEBT SERVICE- GF Prop 2 1/2 exempt</b>								
Existing Debt	6,916,992	7,508,960	9,373,842	9,374,813	9,214,463	9,227,700	7,353,141	
BAN								
Author Unissued Debt								
<b>TOTAL</b>	<b>6,916,992</b>	<b>7,508,960</b>	<b>9,373,842</b>	<b>9,374,813</b>	<b>9,214,463</b>	<b>9,227,700</b>	<b>7,353,141</b>	
<b>EMPLOYEE BENEFITS</b>								
Contributory Retirement	3,253,489	3,513,768	3,794,869	4,098,459	4,426,336	4,780,443	5,162,878	8.00%
Medicare (1.45%)	710,000	720,000	738,000	756,450	775,361	794,745	814,614	2.50%
Workers Comp	397,169	397,169	403,127	409,173	415,311	421,541	427,864	1.50%
Training Expense	15,000	15,000	15,000	15,000	15,000	15,000	15,000	0.00%
Group Health Insurance	13,461,211	13,812,644	13,812,644	14,296,087	14,796,450	15,314,325	15,850,327	3.50%
NonContributory Retirement	80,964	61,845	61,845	61,845	61,845	61,845	61,845	
Other Post Employment Benefits	250,000	0	250,000	250,000	250,000	250,000	250,000	
<b>TOTAL</b>	<b>18,167,833</b>	<b>18,520,426</b>	<b>19,075,485</b>	<b>19,887,014</b>	<b>20,740,303</b>	<b>21,637,899</b>	<b>22,582,527</b>	
<b>RESERVES</b>								
Utility Reserve	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0.00%
Salary Reserve	110,770	110,770	110,770	110,770	110,770	110,770	110,770	0.00%
Energy Reserve	533,544	533,544	533,544	533,544	533,544	533,544	533,544	0.00%
<b>TOTAL</b>	<b>744,314</b>	<b>744,314</b>	<b>744,314</b>	<b>744,314</b>	<b>744,314</b>	<b>744,314</b>	<b>744,314</b>	
<b>PROPERTY &amp; LIABILITY INSURANCE</b>								
Other Insurances	475,888	475,888	492,544	509,783	527,626	546,092	565,206	3.50%
<b>TOTAL</b>	<b>475,888</b>	<b>475,888</b>	<b>492,544</b>	<b>509,783</b>	<b>527,626</b>	<b>546,092</b>	<b>565,206</b>	
<b>STATE ASSESSMENTS</b>			Gov Bud					
Mosquito Control Projects	38,835	41,201	41,975	43,024	44,100	45,202	46,333	2.50%
Air Pollution District	9,384	9,582	9,754	9,998	10,248	10,504	10,767	2.50%
Metropolitan Area Planning Council	10,987	11,076	11,324	11,607	11,897	12,195	12,500	2.50%
RMV Non-Renewal Surcharge	17,200	26,120	26,120	26,773	27,442	28,128	28,832	2.50%
MBTA	464,719	462,168	465,534	477,172	489,102	501,329	513,862	2.50%
Special Education	14,769	15,601	0	0	0	0	0	2.50%
School Choice Sending Tuition	72,885	113,311	98,945	101,419	103,954	106,553	109,217	2.50%
Charter School Sending Tuition	2,672,246	2,203,875	2,161,204	2,215,234	2,270,615	2,327,380	2,385,565	2.50%
<b>TOTAL</b>	<b>3,301,025</b>	<b>2,882,934</b>	<b>2,814,856</b>	<b>2,885,227</b>	<b>2,957,358</b>	<b>3,031,292</b>	<b>3,107,074</b>	
<b>OTHER AMOUNTS TO BE RAISED</b>								
Cherry Sheet Offsets	23,287	23,446	24,032	24,633	25,249	25,880	26,527	2.50%
Snow & Ice Deficit	95,941	10,168	100,000	100,000	100,000	100,000	100,000	
Overlay	500,000	300,000	300,000	500,000	300,000	300,000	500,000	
<b>TOTAL</b>	<b>619,228</b>	<b>333,614</b>	<b>424,032</b>	<b>624,633</b>	<b>425,249</b>	<b>425,880</b>	<b>626,527</b>	



## Expenditure Projection (cont.)

<b>ARTICLES from Free Cash</b>								
Unpaid Accounts	592,783	0	0	0	0	0	0	
Affordable Housing Trust Fund	0	34,500	34,500	34,500	34,500	34,500	34,500	
<b>TOTAL</b>	<b>592,783</b>	<b>34,500</b>	<b>34,500</b>	<b>34,500</b>	<b>34,500</b>	<b>34,500</b>	<b>34,500</b>	
<b>ARTICLES from Tax Levy</b>								
Drain Construction	314,000	314,000	314,000	314,000	314,000	314,000	314,000	
Equipment Lease/Purchase	188,449	72,900	72,900	72,900	72,900	72,900	72,900	
Essex North Shore Regional & Tech School	726,435	787,946	811,584	835,932	861,010	886,840	913,445	3.00%
Improvement to Public Buildings	379,024	105,000	400,000	400,000	400,000	400,000	400,000	
Special Ed Stabilization Fund	250,000	0	0	100,000	0	0	100,000	
Tree Purchase	50,000	0	0	0	0	0	0	
Walls & Fences	7,500	0	7,500	7,500	7,500	7,500	7,500	
<b>TOTAL</b>	<b>1,915,408</b>	<b>1,279,846</b>	<b>1,605,984</b>	<b>1,730,332</b>	<b>1,655,410</b>	<b>1,681,240</b>	<b>1,807,845</b>	
<b>ARTICLES from Other Available Funds</b>								
Unpaid Accounts	18,016	36,810	0	0	0	0	0	
Cemetery Capital Outlay	7,218	20,040	0	0	0	0	0	
Equipment Lease/Purchase		27,696						
Medicaid Reimbursement for Spec Ed	137,820	0	0	0	0	0	0	
Affordable Housing	40,000	0	0	0	0	0	0	
Railroad Right of Way Improvements	4,318	6,200	6,200	6,200	6,200	6,200	6,200	
<b>TOTAL</b>	<b>207,372</b>	<b>90,746</b>	<b>6,200</b>	<b>6,200</b>	<b>6,200</b>	<b>6,200</b>	<b>6,200</b>	
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>91,294,607</b>	<b>91,186,100</b>	<b>95,528,540</b>	<b>98,524,701</b>	<b>100,931,456</b>	<b>103,918,218</b>	<b>105,428,276</b>	
		1,405,092						
<b>ENTERPRISE FUNDS</b>								
<b>SEWER ENTERPRISE</b>								
Salaries	790,426	858,027	879,478	906,060	938,044	971,157	1,005,439	
Expenses	696,239	729,298	747,530	766,219	785,374	805,009	825,134	2.50%
General Gov Indirect Costs	94,278	96,569	98,983	101,458	103,994	106,594	109,259	2.50%
South Essex Sewer District	3,312,677	3,353,386	3,437,221	3,523,151	3,611,230	3,701,511	3,794,048	2.50%
Sewer Equipment Article	190,000	0	190,000	190,000	190,000	190,000	190,000	
Sewer Construction Article	896,029	937,726	765,725	937,726	937,726	937,726	937,726	
<b>TOTAL</b>	<b>5,979,649</b>	<b>5,975,006</b>	<b>6,118,937</b>	<b>6,424,614</b>	<b>6,566,368</b>	<b>6,711,996</b>	<b>6,861,606</b>	
<b>WATER ENTERPRISE</b>								
Salaries	771,445	855,186	876,566	903,060	934,938	967,941	1,002,109	
Expenses	569,278	618,470	633,932	649,780	666,025	682,675	699,742	2.50%
General Gov Indirect Costs	113,961	101,353	103,887	106,484	109,146	111,875	114,672	2.50%
Metropolitan Water	2,757,628	3,060,357	3,136,866	3,215,288	3,295,670	3,378,062	3,462,513	2.50%
Water Equipment Article	60,000		60,000	60,000	60,000	60,000	60,000	
Water Construction Article	773,398	800,549	724,604	800,549	800,549	800,549	800,549	
<b>TOTAL</b>	<b>5,045,710</b>	<b>5,435,915</b>	<b>5,535,854</b>	<b>5,735,160</b>	<b>5,866,327</b>	<b>6,001,102</b>	<b>6,139,585</b>	
<b>HARBOR ENTERPRISE</b>								
Salaries	401,972	409,803	420,048	432,744	448,020	463,835	480,208	
Expenses	304,126	310,648	318,414	326,375	334,534	342,897	351,470	2.50%
General Gov Indirect Costs	103,865	106,408	110,664	115,091	119,695	124,482	129,462	4.00%
Outlays	133,000	190,000	190,000	190,000	190,000	190,000	190,000	0.00%
Harbor Equipment Article	34,216	68,000	68,000	68,000	68,000	68,000	68,000	
<b>TOTAL</b>	<b>977,179</b>	<b>1,084,859</b>	<b>1,107,127</b>	<b>1,132,209</b>	<b>1,160,248</b>	<b>1,189,215</b>	<b>1,219,140</b>	
<b>TOTAL ENTERPRISE FUNDS EXPENDITURES</b>	<b>12,002,538</b>	<b>12,495,780</b>	<b>12,761,918</b>	<b>13,291,984</b>	<b>13,592,944</b>	<b>13,902,312</b>	<b>14,220,331</b>	
<b>GRAND TOTAL ALL FUNDS EXPENDITURES</b>	<b>103,297,145</b>	<b>103,681,880</b>	<b>108,290,458</b>	<b>111,816,684</b>	<b>114,524,400</b>	<b>117,820,531</b>	<b>119,648,607</b>	






## **DEPARTMENTAL BUDGETS**







## BOARD OF SELECTMEN

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Jason Silva</b> Town Administrator	 781-631-0000 <a href="mailto:silvaj@marblehead.org">silvaj@marblehead.org</a>	 Abbot Hall 188 Washington Street Marblehead, MA 01945

### MISSION STATEMENT

The Marblehead Board of Selectmen is composed of five members who are elected annually, each member serving a one-year term. The Board of Selectmen is vested in protecting and improving upon the Town of Marblehead's quality of life and its unique and historic character. The Board of Selectmen seeks to make continual improvements and progress in the operation of Town government, engages Marblehead residents to assist and inform decision making, and sets policies that respond to and anticipate the critical needs of the community.

The Board of Selectmen performs the multiple, diverse functions required by both the Town Bylaws and Massachusetts General Law. The Board is responsible for the general management of the Town.

### DEPARTMENT DESCRIPTION

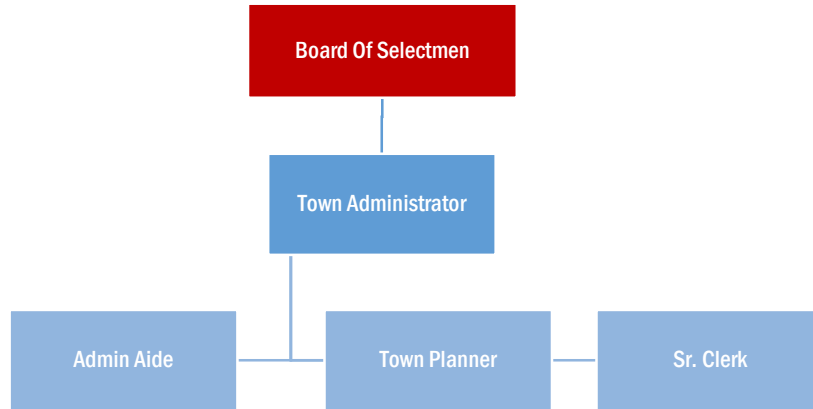
Members of the Board of Selectmen are the Chief Executive Officers of the Town and generally meet the 2<sup>nd</sup> and 4<sup>th</sup> Wednesdays of the month. The Board exercises general supervision over all matters affecting the interests or welfare of the Town which include:

- Legal matters
- Insurance issues
- Care and custody of streets and sidewalks
- Traffic and parking issues
- The execution of Town contracts
- Board and Committee appeals
- Appointments to boards and committees and of department heads under their authority including the Town Administrator

The Board of Selectmen also serve as the Town's licensing board responsible for issuing and renewing approximately 125 licenses in approximately 15 categories, including common victualler, liquor, lodging house, and entertainment.



## ORGANIZATIONAL CHART



## FY20 ACCOMPLISHMENTS

### COVID-19 Emergency Response:

The Town's COVID-19 emergency response in the later portion of FY20 is certainly at the top of the list of accomplishments. As part of the coordinated response efforts in FY20 the Town took the following steps to ensure public health and safety of its residents:

- Declared a State of Emergency
- Transitioned Board and Committee meetings from in-person to virtual consistent with the Governor's Emergency Order
- Took steps to close municipal buildings as well as parks, playgrounds and other areas to limit the spread of COVID-19
- Partnered with local residents to create a website to recruit volunteers and disseminate a COVID-19 education and awareness campaign
- Partnered with the Chamber of Commerce to create a Shop Local campaign
- Board of Selectmen created a re-opening committee to assist in the safe reopening of businesses, and created a new policy regarding outdoor dining regulations consistent with the Governor's Emergency Order
- Organized Annual Town Meeting outside under a tent and reduced the required quorum from 300 to 30 to allow for important municipal business to continue uninterrupted despite the pandemic

### Began process to create Housing Production Plan:

Partially in response to the affordable housing objectives of MGL Chapter 40B, but primarily in response to overall housing demand in town, Marblehead partnered with the Metropolitan Area Planning Council (MAPC) to undertake development of a 5-year Housing Production Plan (HPP). The HPP will discuss increasing the production of affordable housing in Marblehead.



The HPP will assess housing need and demand in Marblehead and analyze development constraints. It will identify sites and areas within the town where housing might be developed. It will calculate the number of affordable housing units needed in Marblehead to meet demand and also identify programming, community engagement, regulatory, and funding strategies that the Town should consider to create more housing options that meet local and regional need.

The process undertaken in FY20 included a robust public engagement process including public forums and an online survey.

- Improvements to the Marblehead Rail Trail:

The Town received a grant through the Recreational Trails Program (Department of Conservation and Recreation) to make improvements, widen and resurface certain areas and remove obstructions along the rail trail. This project was completed in the Fall of 2019.

- Through the tax title process, the Town auctioned 12 Green Street and 18 Turner Road:

The 12 Green Street property sold to the high bidder at the price of \$355,000 and 18 Turner Road sold at the price of \$444,000. Consistent with policy, 10% of the net proceeds, in these cases \$34,500 and \$44,400 respectively, was dedicated to the Affordable Housing Trust Fund.

- The historic shoe shed located at the foot of Fountain Park on Orne Street restoration began:

The Town, through the Historical Commission, secured a grant from the Shattuck Fund to repair, improve and convert the building into an interactive museum showcasing the town's shoemaking history. As part of the project, the Historical Commission will now work to develop exhibits using storyboards placed on the outside of the building that would tell the history of such shoe shops in the area in the late 1800s. The narrative for the storyboards was developed through a grant from the Essex National Heritage Area.

- The Town secured a Coastal Zone Management Grant in the amount of \$93,000 to fund a project to assess the impacts of sea-level rise on Marblehead Harbor:

The project, Increasing Resilience through Community Engagement: Facilitating Climate Adaptation Strategies for Marblehead and its Harbor, will allow the Town to assess the vulnerability of municipally-owned facilities and infrastructure in Marblehead Harbor to current and future flood impacts based on the Massachusetts Coast Flood Risk Model. The project will include an extensive stakeholder and public engagement process to increase understanding and awareness of resilience-based adaptation concepts to address challenges.

- The Town received a grant to participate in the cybersecurity awareness grant program offered by the Massachusetts' Executive Office of Technology Services and Security.

This grant program seeks to increase awareness of the importance of cybersecurity, and better prepare municipalities for the growing cyber threat that exists. The program includes: CyberStrength assessment, training assignments, and mock phishing emails and will be conducted in 2020.



- Annual Town Meeting authorized the transfer of the former Gerry School property from the School Committee to the Board of Selectmen and authorized the Board of Selectmen to sell the school and execute any and all necessary documents for that purpose.

The Town conducted an internal process for establishing whether there are any reasonable, cost effective needs for the building for future municipal purposes and concluded there were none. A portion of the school yard was deemed to have a municipal value as a neighborhood playground and thus was not declared surplus and was excluded from this disposition. In accordance with the Town Meeting vote, the property was subdivided into three properties - the building and 19,023 square feet of land, the former school yard which will become a park, and the roadway and walkways which were originally all town property and part of the school land.

Then, the Town issued a Request for Proposals (RFP) for the sale of the former Gerry School Building. This disposition was in accordance with MGL Chapter 30B, dispositions of real property. The criteria for evaluations were established through an extensive process led by the Gerry School Reuse Committee, which included an evaluation of the building and site and public input.

In response to the RFP the Town received three proposals. All three proposals were for a similar use and development plan, ranging from seven to eight one to three bedroom residential condominiums with an elevator, parking for 16 to 18 cars and limited landscaping. The exterior changes to the building ranged from minimal to extensive. All proposals included using the attic space and basement.

The selection committee's final recommendation was to award to Charing Cross Realty Trust which was rated highest in the comparative criteria and was also the highest price offered.

- Utilizing a \$7,500 grant through the MassDEP MasseVIP Grant program, the Town purchased its first electric vehicle.

This purchase was made possible through a partnership with the Municipal Light Department and Commission who funded the remaining cost of the vehicle. The vehicle is used by the Building Department to perform inspections. In addition, the Town received grants (\$12,500 per location) to fund the installation of electric vehicle charging stations in several areas of town.

- The Metropolitan Area Planning Council began the process of working with the Green Marblehead Committee comprised of town officials and stakeholders to develop a Climate Vision document:

The Climate Vision document will seek to outline priorities and high-level recommendations with the goal of reducing energy consumption and carbon emissions. The creation of this document included an expansive public engagement program.

- The Town hosted the first annual Marblehead Municipal Boot Camp:

Unfortunately, the program was forced to end earlier than planned due to the COVID-19 pandemic. This program successfully provided Marblehead residents an opportunity to learn about town government and how it operates by attending a variety of classes and other activities.

The Municipal Boot Camp was originally planned to include a 7-week class schedule; 1 class per week, each class running for 2 hours. As a result of COVID-19, only 5 of the 7 classes were held. The program sought to educate residents on the general workings of municipal government which included both classroom instruction and interactive tours of certain municipal facilities.



- The Town secured a \$100,000 state budget earmark with the support of the Town's state legislative delegation to renovate and upgrade the kitchen at the Council on Aging.
- The project to restore and preserve Abbot Hall and install a geothermal HVAC system began in April 2019 and was ongoing through FY20. The project was funded through a Proposition 2 ½ debt exclusion override and included window replacement, roof, masonry work and a new heating and cooling system.

## FY21 ACCOMPLISHMENTS

- **Community Engagement:** Despite the impacts of COVID-19, the Town made great efforts to continue to engage the community in its work. Utilizing virtual tools which included online surveys and online platforms to host meetings, residents remained engaged in the Town's work and had more opportunities than ever to stay informed and involved.

- **Online Resident Survey:**

The Town issued an Online Town Resident Survey as part of the Board of Selectmen's ongoing efforts to continue to identify ways to engage the community. The survey results will be used as a tool to help shape future decisions, and an evaluation tool enabling the Town to receive direct feedback on what the Town is doing well and where there are opportunities for improvements. Close to 1300 residents completed the survey and offered valuable feedback.

- **Virtual Office Hours:**

Despite the impacts of the pandemic, the Town organized virtual office hours with the Town Administrator along with other department heads to discuss projects, issues, problems, or just to say hello! The first virtual coffee hour was held at the end of October and ran through March of 2021 with the Town Administrator and a different department head each week. This program was well received and was helpful in keeping the community connected with town officials during a period of time when it was more difficult than ever to stay connected with one another.

- **Climate Change and Harbor Resiliency**

- **Marblehead Harbor Resiliency Project:**

The Town received a Massachusetts Coastal Zone Management Coastal Resiliency grant that funded a project focused on harbor resiliency planning. The work included an assessment of the existing municipal waterfront structures along Marblehead Harbor. A total of 24 individual structures of varying construction at 18 different locations all around the harbor were included in the evaluation. Available information records were reviewed to provide an historical record of previous permitting and past evaluations of the structures. The goal of these updated evaluations was to provide a current assessment of the general condition of the structures and potential changes that could be considered to improve their resiliency to projected climate change impacts.

Detailed coastal flood modeling and mapping under changing climatic conditions (present, 2030, 2050, 2070) were presented to close to 300 people at the Marblehead High School Theater.

The future of Marblehead Harbor was the focus, with an eye toward climate adaptation strategies in response to increasing sea level and storm surge for the highest risk areas along the Harbor: Front Street,



Fort Beach and Little Harbor; State Street Landing and Harbormaster Area; Marblehead Municipal Light Department; Devereux Beach, Goldthwait Reservation, Ocean Avenue and the Causeway. Three different conceptual strategies were identified for consideration which included an emphasis on the health and resilience of the ecosystem, protection and maintenance of infrastructure and current use, and balancing current uses with a potential transformation vision. Public forums were hosted virtually on these climate adaptation options and also about partnerships for adaptation and resilience.

- **Marblehead Climate Vision:**

Last year, the Board of Selectmen created and appointed members of the Green Marblehead Committee including representatives from the Marblehead Municipal Light Department, Board of Selectmen, Sustainable Marblehead and relevant Town Departments.

The work of the Green Marblehead Committee has focused on creating energy baseline data for all municipal buildings, learning from other communities' efforts and initiatives, and seeking public input from residents through a survey and a visioning session. Through the work of the Committee, the Town created a vision and action plan to help guide its efforts to become a greener community and advance its intent to become a more sustainable community.

The Marblehead Climate Vision report plans and prioritizes sustainability initiatives based on the public feedback and most urgent issues identified, and sets forth goals and a vision. This work was supported through a technical assistance grant received from the Metropolitan Area Planning Council.

- **Net Zero Planning:**

The Town, through a joint application led by the Metropolitan Area Planning Council, received a grant through the Energy and Environmental Affairs Planning Assistance Grant Program. The project called Net Zero Planning in Communities with Municipal Light Plants includes the Town of Marblehead as well as the Towns of Ipswich and Belmont and the City of Peabody.

The project will allow the Town to build off of the work to complete the Marblehead Climate Vision document and create a fully developed, comprehensive net zero action plan while also interacting with and learning from other similarly situated communities that host Municipal Light Plants.

- **Electric Vehicle Charging Stations Installed:**

The Town received MassEVIP grants (\$12,500 per location) through MassDEP to fund the installation of electric vehicle charging stations in several areas of town. In FY21, the Town's DPW worked with the Marblehead Municipal Light Department to install a total of 4 electric vehicle charging stations – 2 stations on Roundhouse Road and 2 stations at the Mary Alley Municipal Building.

- **Housing in Marblehead**

- **Marblehead Housing Production Plan:**

For a more comprehensive approach to meeting housing need, the Town of Marblehead contracted with the Metropolitan Area Planning Council to work with the Housing Production Plan Committee appointed by the Board of Selectmen to develop a five-year Housing Production Plan (HPP) that provides an understanding of market-rate and affordable housing need and demand in town and establishes a strategy to meet housing need in the community. MAPC facilitated a community- and data-driven planning process,



including two focus groups with local stakeholders and two public forums, to understand local housing challenges and opportunities, identify housing goals, develop strategies to achieve these goals, and prioritize sites in town for affordable housing development. Both the Board of Selectmen and Planning Board voted to adopt the HPP.

- **Creation of the Housing Plan Implementation Committee:**

One of the recommendations of the Housing Production Plan was for the Town to organize a committee of residents, local stakeholders, experts, advocates, and local officials to implement the goals and strategies of the HPP. As such, the Board of Selectmen appointed a Housing Plan Implementation Committee to be responsible for stewarding the implementation of the plan. The committee will meet on a regular basis to pursue action items in the plan, monitor implementation progress, coordinate with public officials and community partners, and build public support for the action items necessary to implement the plan such as zoning changes and funding allocation.

- **Marblehead Rail Trail**

- **Rail Trail Redesign:**

The Town of Marblehead worked with a consultant, Toole Design to determine a path forward for upgrading the Marblehead Rail Trail to enhance its safety, accessibility, and user experience. This work was made possible through funding from the Massachusetts Department of Conservation and Recreation to support the overall design of the trail and included public engagement through a public forum, survey and virtual open house.

The Marblehead Rail Trail Plan presents an exciting vision for the future of how the trail can better serve a growing community of users. This vision for a safe, accessible, and connected Marblehead Rail Trail will allow community members to enjoy the trail for years to come.

- **Complete Street Grant:**

The Town secured slightly under \$400,000 through the Complete Streets Program to make safety and pedestrian improvements to 3 crossings along the rail trail - Mohawk/Pleasant, Smith Street, and West Shore Drive. This is a result of the Town's work to achieve Complete Streets designation, develop a comprehensive plan for the entire length of the rail trail, and, this phase, requesting the funding to begin to implement the recommendations of the plan. The Town's conceptual plans include a variety of recommendations including raised crosswalks, sidewalk bump outs, digital radar speed limit signs, and more.

- **East Coast Greenway Trail System:**

The Board of Selectmen approved the inclusion of the entire length of the Marblehead Rail Trail as part of the East Coast Greenway (ECG) Trail System, a continuously developing 3,000-mile bicycling and walking path connecting communities from the Calais, Maine (on the Canadian border) to Key West, Florida.

- **Investments in Town Infrastructure, Facilities and Planning Initiatives**

- **Renovation of Abbot Hall complete:**

The project to restore and preserve the exterior of Abbot Hall and install a geothermal HVAC system was completed in 2020. The project was funded through a Proposition 2 ½ debt exclusion override and included window replacement, roof repair, masonry work and a new heating and cooling system.





- **Shared Streets and Public Spaces Grants:**

The Town received \$67,000 total to support improvements to 7 strategic street crossings and also to support restaurants using public property for outdoor dining.

The Town supported restaurants by purchasing tables and chairs, outdoor heating units, planters, lighting, and safety equipment to allow for restaurants to repurpose public space for outdoor dining. In addition, the Town identified 7 strategic locations that are heavily used by pedestrians to implement cost effective measures to improve safety for pedestrian users. These areas include four crossings along the Town's rail trail and three street crossings – one at the middle school and two in proximity to Devereux and Riverhead beaches. At the crosswalks on Atlantic Avenue at Beach Street, Pleasant Street and Gerry Street and on Ocean Avenue between Riverhead and Devereux Beach the Town installed compliant accessible ramps, solar LED flashing pedestrian crossing signs, and a pedestrian activation push button. At the rail trail crossings, the Town increased pedestrian and bicycle signage.

- **Seawall Repairs:**

In order to address the seawall damage caused by two major storm events in 2018, the Town executed projects to continue seawall repairs at the Causeway on Ocean Avenue, Harvard Street, Front Street, Parker Lane. These repairs were funded by a Proposition 2 ½ override passed in 2018.

- **Ice Rink Committee:**

The Town was the fortunate recipient of a gift from the Larz Anderson Trust Fund in the amount of approximately \$2 million. The donor's wish was that the funding would be used to support recreational opportunities in Town, specifically, a preference on winter recreation such as ice skating and hockey. The Town accepted the gift from the Trust and, in accordance with the language of the Trust, to expend any money from the Trust must be supported by both the Board of Selectmen and Recreation and Parks Commission.

In order to develop a transparent process in deciding how best to utilize these funds, both the Board of Selectmen and Recreation and Parks Commission created a Committee – the Ice Rink Committee – to work with an expert to determine if there are public sites that could support the development of an ice rink, to recommend what kind of ice rink that would most benefit the community, and to include a robust program of community engagement.

The Ice Rink Committee will make recommendations, and ultimately the Board of Selectmen and Recreation and Parks Commission will make the decision as is specified in the bequest. There are many options when considering an ice rink in Town – outdoor, outdoor and covered, outdoor with a cover and other amenities, and a fully enclosed facility. The recommendations made by the committee will be based on many factors – the feasibility work conducted by the ice rink expert which includes site analysis and cost analysis (both construction and operations) as well as public feedback.

- **Village, Vine and Pleasant Street Intersection Improvements:**

The Town has continued to work on the redesign of the Village, Vine, and Pleasant Street intersection and is planned for advertisement in August 2021. The Town is participating in MassDOT's Transportation Improvement Program to fund the reconstruction of the intersection once the design is complete and has contracted with Stantec, Inc. to assist in the redesign.



- **Renovation of Shoe Shed Completed:**

The historic shoe shed located at the foot of Fountain Park on Orne Street has been restored. The Town, through the Historical Commission, secured a grant from the Shattuck Fund to repair, improve and convert the building into an interactive museum showcasing the town's shoemaking history. As part of the project, the Historical Commission is now working to develop exhibits using storyboards placed on the outside of the building that would tell the history of such shoe shops in the area in the late 1800s.

- **Upgrade to the Council on Aging Kitchen Completed:**

Thanks to the generous support of the Shattuck Fund and Friends of the Council on Aging along with a \$100,000 state budget earmark, the Council on Aging was able to complete the renovation and upgrade the building's kitchen. The Council on Aging now hopes this new, state-of-the-art commercial kitchen will permit them to serve Marblehead seniors a variety of nutrition programs and healthier meals for decades to come.

- **Community Compact Information Technology Grant:**

The Town was awarded a \$120,000 grant through the Community Compact Cabinet's Information Technology grant program. The grant award will allow the Town to replace and upgrade the IT infrastructure in three phases. The first part of the project will be to upgrade the Town's management backup solution which will provide infinite retention of backups, which is important for preserving the Town's records.

The second part of the project is to upgrade the Town's e-mail exchange server to Microsoft 365. Microsoft 365 will offer additional functionality and programming that the Town can utilize in order to work collaboratively and interact with both internal and external constituents.

Lastly, the third part of the project is to upgrade the Town's remaining servers. The Town's other servers house the accounting/payroll system, assessing and collections software, GIS system, Police/Fire IMC systems, town-wide printers, and all employee user profiles/documents. By implementing a redundant system with two standalone hosts, the downtime for the Town would be significantly reduced and all applications/information technology will be well-protected.

- **Harbor Plan Update:**

The Town secured a grant from the Massachusetts Seaport Economic Council to support updating our Harbor Plan. The Plan will establish the town's objectives, standards, policy, and vision for public and private uses situated along the waterfront. The study will seek to identify ways in which the working waterfront can be improved economically for fishing, boating, and other industries along the Harbor and ways in which public access and enjoyment of the waterfront can be improved and expanded while preventing displacement of fishing activities. Including but not limited to community boating, increased public access to the waterfront, and ADA compliant access to Marblehead waters for small sail, motor and paddle vessels, kayaks, SUP, etc.

This work will be done through review existing reports and studies related to the harbor, most recently the Coastal Zone Management grant-funded Harbor Resiliency and Infrastructure Assessment Project. It will also be informed by a robust public engagement process and working group to help facilitate the process. Once priorities are identified through this update, the Town anticipates requesting additional funds through the Seaport Economic Council to engineer/design priority improvements and, ultimately, for construction and implementation.



- **Fort Sewall Restoration:**

The restoration project at Fort Sewall began in 2020 and is substantially complete. The work follows a treatment report that was prepared with a grant from the Massachusetts Historic Commission and includes replacing doors and repairing stonework on the upper magazines, re-coating the inside brickwork, installing an accessible path to the redoubt and to both upper and lower pathways, raising of the stone dust floor in the redoubt, replacing stairs and stair railings, installing a low barrier between pathways and the steep bank, conducting a ground penetrating radar survey to determine original gun positions, completing an archeological study, and installing a replica cannon and carriage and associated earthworks with markers identifying additional gun positions and comfort station building to the overall project scope. The goal of the project is to increase visitor awareness of the fort's presence on the site and generate deeper appreciation for its historic significance.

- **Council on Aging Open Space Improvement:**

The Council on Aging secured funding through the Shattuck Fund to expand the open space in the back of the Community Center adjacent to the bocce court. The area has been cleared of debris, brush and trees and the Town has leveled the grade to transform this area into usable recreational space.

- **Local Rapid Recovery Program:**

The Town of Marblehead has received a grant through the state's Local Rapid Recovery Program to assist in supporting and revitalizing our local business community following the impacts of COVID-19. The Town is partnering with local stakeholders, the Chamber of Commerce, the business community and a plan facilitator, Innes Associates to manage the process and complete the plan.

The purpose of the program is to develop a "Local Rapid Recovery Plan" tailored to the unique challenges and immediate COVID-19 impacts that have affected local business districts and downtowns. The plans are meant to be highly action oriented and seek to develop immediate strategies for short-term recovery. Medium- and long-term strategies will also be considered but won't be the focus of the work.

- **Community Compact Program:**

The Town has received Community Compact Grants to provide technical assistance to create a more comprehensive GFOA (Government Finance Officers Association) Distinguished Budget Presentation Award budget compliant document and a more robust financial forecasting tool for Marblehead which was recently completed in partnership with the Collins Center at UMASS.

- **Snow Emergency Trial:**

On a one-year trial basis, the Board of Selectmen approved implementing a snow emergency response to snow storm events on an as-needed basis rather than the traditional parking ban model. During a snow emergency, special parking rules go into effect to allow all streets in Marblehead to be plowed curb-to-curb. A snow emergency is the Town's active response plan for when a snow storm is expected to have an impact on the Town.



Under the trial period, when a snow emergency is declared, residents must remove their vehicles from the street starting at midnight the day of the storm. On-street parking will be allowed the following morning starting at 7am during a declared snow emergency unless conditions do not allow it. If the duration of any snow emergency is more than a day, on-street parking will be prohibited on each day of the snow emergency from midnight to 7am. The Town endeavored to provide as much notice as possible to residents when a snow emergency was declared and utilized all communication methods available.

- **Digital Message Boards:**

Through the Massachusetts Office of Public Safety and Security the Town received a grant through the Coronavirus Emergency Supplemental Funding Program to purchase 3 programmable digital message boards. These message boards are placed in high traffic and visible areas and used to disseminate information to residents.

- **Department Leadership Changes**

- **New Finance Department Leadership:**

Steve Poulos is serving as the Town's new Finance Director. Prior to being Finance Director in Marblehead, Steve served as the Chief Assessor and Procurement Officer for the Town of Danvers. In this position, he was also responsible for the Town's Capital Plan and was instrumental in drafting the Town's financial policies among other things. He has also held similar roles in Bedford and Weston and was an Accounting/Financial Analyst in the private sector. He has an MPA from Suffolk and is a graduate of the MMA/Suffolk University Certificate in Local Government Leadership and Management program. He also holds a GIS graduate certificate from Northeastern University.

Michael Carritte is the new Treasurer/Collector and brings a wealth of experience working in both the public and private sectors, most recently working for the Mass Health Connector in its Financial Integrity Program. He has also served in a financial analyst position, and as a staff auditor, performance measurement analyst for State Street, and investment analyst for Mass PRIM.

Emma Puglisi is the Town Accountant. She brings extensive experience and background in the non-profit sector to the position having worked both for the Metro North YMCA and Montserrat College of Art. Emma has Bachelors of Science in Accounting, Business Administration, Finance and Hotel, Restaurant, Tourism Management from Plattsburg State University of New York is currently working on her Masters of Science in Industrial/Organization Psychology from Salem State University.

- **New Police Chief:**

The Town initiated the search for a new police chief. In accordance with Town bylaws, the Board of Selectmen has created a Police Chief Screening Committee. The Town engaged a firm, Ryan Strategies Group, LLC to assist the Screening Committee in organizing and facilitating an assessment center process. The Screening Committee was tasked with narrowing the candidates to 3 finalists and recommending those finalist candidates to the Board of Selectmen for final interview and selection.

The Board of Selectmen selected Dennis King as the Town's new Police Chief. Prior to being selected as Police Chief, Dennis served as captain following nine months serving as Acting Chief of Police of the Salem Police Department, which had begun in August 2020. While serving as acting chief, he assisted in the city's response to the COVID-19 pandemic; served as a member of Salem's Race Equity Task Force; and initiated a new civilian complaint procedure and an early warning system to detect problem police officers.



King was a 25-year veteran of the Salem Police Department, beginning as a reserve officer in 1996 and moving through the ranks as patrolman, Community Impact Unit specialist, sergeant, lieutenant, captain and executive officer. He previously served as a correctional officer with the Essex County Sheriff's Department and a Patrol Officer at North Shore Community College. King has also served as an instructor for several training programs, including the MPTC, Controlled F.O.R.C.E. and ALICE active shooter training.

He holds a bachelor's degree in criminal justice, a master's in criminal justice and a graduate certificate in Geographic Information Systems from Salem State College. He also holds a Juris Doctor degree from the Massachusetts School of Law at Andover.

As part of the search process, the Board of Selectmen and the Police Chief Screening Committee conducted a robust public engagement program which included public meetings, a public forum and an online resident survey.

He holds a bachelor's degree in criminal justice, a master's in criminal justice and a graduate certificate in Geographic Information Systems from Salem State College. He also holds a Juris Doctor degree from the Massachusetts School of Law at Andover.

As part of the search process, the Board of Selectmen and the Police Chief Screening Committee conducted a robust public engagement program which included public meetings, a public forum and an online resident survey.

## FY22 GOALS:

Goal #1	Objective	Measurement	Timing
Continue to promote efforts to increase citizen engagement and opportunities for resident feedback	Create and publish 2nd annual online resident survey	Increase overall participation and completion rates; Use survey data to inform town-wide priorities	Fall 2021- Winter 2021
	Organize and host 2nd Municipal Bootcamp Program	Sustain level of participation and interest from first session	Fall 2021- Winter 2021
	Consider alternative methods to engage citizenry such as social media & resident newsletters	Creation of new, well-managed and sustained methods to engage residents	Summer 2021 - ongoing
	Take advantage of lessons learned during COVID-19 regarding usage of effective engagement & decision-making strategies	Consider the continuation of efforts such as virtual coffee hours & online surveys	Summer 2021 - ongoing



Goal #2	Objective	Measurement	Timing
Continue to improve upon the Town's capital planning efforts and investments in buildings and infrastructure	Build upon the Town's enhanced 5-year Capital Improvement Plan	Improve upon capital processes, department engagement, and completeness of CIP document	Fall 2021 - ongoing
	Work with DPW to develop a 3-5 year paving plan based on Town's Pavement Management Plan	Create a 3-5 year paving plan which can be implemented over time through funding requests	Winter 2021 – Summer 2022
	Complete the work of the Ice Rink Committee	Finalize report working with members of the Ice Rink Committee and the Town's consultant to identify locations for an ice rink, capital and operational costs, differing models to best serve the community	Ongoing-Summer 2021
	Completion of Article 9 tree planting and sidewalk improvement project in Atlantic Avenue business district	Planting of 12-14 trees and completion of sidewalk improvements along Atlantic Avenue in the business district	Summer 2021
	Complete improvements to the back area of the Judy and Gene Jacobi Community Center, partnering with Recreation and Parks and COA	Organize and facilitate a process which incorporates feedback from seniors, Recreation and Park Officials, and Town officials to develop a plan and implement the plan that better serves the community	Ongoing – Fall 2021
	Oversee the full implementation of projects in FY22 funded through Town Meeting	Work and coordinate with relevant department to ensure the efficient and timely implementation of this year's CIP	Summer 2021-Summer 2022



Goal #3	Objective	Measurement	Timing
Pursue continued planning efforts that look to the future while honoring the Town's rich past	Continue and complete net zero planning, working with other communities that host municipal light plants assisted by MAPC	Monthly meetings with Green Marblehead subcommittee, working with other communities and MAPC resulting in a comprehensive net zero plan	Ongoing – Summer 2022
	Continue and complete Local Rapid Recovery Plan for local business districts	Completion of an action-oriented plan to assist the business community's recovery from COVID-19; Prepare for additional funding availability for projects identified in the LRRP	Ongoing – Winter 2021
	Update Town's Harbor Plan	Utilize Seaport Economic Council grant funding to prepare an update to the Town's Harbor Plan guided by a working group appointed by the Board of Selectmen; Prepare funding request based on findings of the Harbor Plan Update to the Seaport Economic Council	Fall 2021 – Summer 2022
	Complete an affordable housing feasibility study for the Coffin School	Secure technical assistance grant through MAPC; Work and coordinate with the Housing Production Plan Implementation Committee and MAPC to complete feasibility analysis which will include citizen engagement process and developer involvement	Winter 2021 – Summer 2022





Goal #4	Objective	Measurement	Timing
Work closely with Finance Officials to strengthen the Town's overall financial position	Develop financial policies	Complete financial policies through a collaborative process between Town employees, boards/committees (Finance Committee) and Board of Selectmen	Ongoing – Winter 2022
	Support the Finance Department in its efforts to review its operations, and make potential changes to improve the overall finance function	Complete 3rd party operational review and review and consider implementation of findings/recommendations	Ongoing
	Achieve Government Finance Officers Distinguished Budget Presentation Budget Award	Complete the preparation of the FY22 budget document and receive the GFOA Distinguished Budget Award	Ongoing – Summer 2021
	Maintain AAA Bond Rating	Continued strong practice of fiscal responsibility, conservative budgeting practices, and development of policies that support best practices	Ongoing
	Organize an ARPA working group to assist in the planning of ARPA expenditures related to COVID-19 recovery	Given the federal funds expected, the Town will need to develop a spending plan and/or guidelines related to ARPA funds and prioritizing needs that are eligible under ARPA guidelines	Fall 2021 - ongoing
Goal #5	Objective	Measurement	Timing
Implement additional staff engagement strategies to build a sense of team and ensure employees feel valued and appreciated	Continue to build capacity for additional training opportunities for employees	Utilize MIIA and other resources to increase training opportunities for employees	Ongoing
	Continue to have regular meetings and increase frequency of meetings with town employee "spirit and activity committee"	Work with committee members to build programs and strategies to engage employees and acknowledge the positive contributions of our employees	Ongoing
	Create employee recognition program	Work with employees to create an appropriate recognition program to celebrate and recognize a job well done	Fall 2021 - ongoing
	Continue the more frequent and regular publishing of the employee newsletter	Quarterly distribution of an employee newsletter	Summer 2021-ongoing



## FY22 BUDGET:

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
002 - Selectmen Official Expense	4,631	5,500	-	5,500	5,500	
003 - Selectmen Salaries	395,865	377,188	349,903	372,108	22,205	6%
004 - Selectmen Expense	78,534	46,889	90,450	92,302	1,852	2%
005 - Zoning Board Legal Services	21,000	12,369	27,000	27,000	-	0%
006 - Selectmen Out Of State Travel	2,000	2,000	2,000	2,000	-	0%
059 - Town Report	3,377	3,809	4,300	4,300	-	0%
060 -Audit Of Accounts	54,500	54,500	54,500	54,500	-	0%
118 - Street Lighting	128,820	128,820	128,820	128,820	-	0%
211 - Utility Reserve	100,000	48,427	100,000	100,000	-	0%
220 - Training Expense	13,937	13,491	15,000	15,000	-	0%
222 - Other Insurance	421,703	475,888	475,888	523,477	47,589	10%
223 - Salary Reserve	44,343	43,999	110,770	260,770	150,000	135%
225 - Energy Reserve	331,947	383,334	533,544	533,544	-	0%
<b>Total Budget For Department</b>	<b>1,600,658</b>	<b>1,596,214</b>	<b>1,892,175</b>	<b>2,119,321</b>	<b>227,146</b>	<b>12%</b>






## DEPARTMENTAL TRENDS:

Metric Description	FY2019	FY2020	FY2021 (2nd Qtr)	FY2022 (target)
Events approved (use of Abbot Hall, Old Town House; block parties, road races, etc.)	~ 100	~ 100	~ 100	~ 100
Liquor Licenses	37	37	37	37
Common Vic	45	45	45	45
Annual Entertainment Licenses	17	17	17	17
Second Hand Dealer License	5	5	5	5
Automatic Amusement Devices	15	15	15	15
Lodging Licenses	3	3	3	3
Movie Theater Licenses	1	1	1	1
License Transfers/revisions	~20	~20	~20	~20
Freedom of Information Act Requests	~50	~50	~50	~50
New Board/Committee appointments	~25	~25	~25	~25
Board/Committee Reappointments	225	225	225	225
Sunday Entertainment Licenses	15	15	15	15



## ADMINISTRATION & FINANCE

### ASSESSORS

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Michael A. Tumulty</b> Assistant Assessor	 781-631-0236 <a href="mailto:miket@marblehead.org">miket@marblehead.org</a>	 Mary Ally Municipal Building 7 Widger Road Marblehead, MA 01945

### MISSION STATEMENT

The mission of the Assessing Department is to conduct the annual valuation of all real and personal property in the Town accurately and uniformly at full and fair cash value and to manage the boat and motor vehicle excise tax systems.

### DEPARTMENT DESCRIPTION

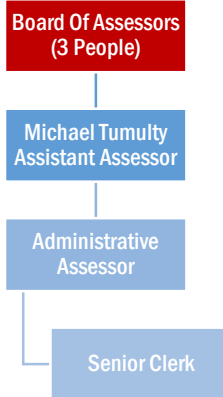
The Assessing Department is responsible for the administration of all laws and regulations regarding property tax assessment. The Assessors, as required by chapters 59, 60A, 61, 61B, of the Massachusetts General Laws and various acts of the Legislature, perform the appraisal of approximately 8,800 real property (residential, commercial, industrial) and personal property (business and utility tangible assets) accounts and process all excise tax accounts on boats and motor vehicles.

The Assessors provide information to the Board of Selectmen annually so that the tax rate(s) can be established. The Assessors then commit to the Treasurer/Collector the annual real and personal property taxes to be collected, handle requests for real estate and personal property abatements and personal exemptions (disabled veterans, elderly, surviving spouse, blind) through the avenues prescribed by the Legislature.

This department also prepares and defends property values before the Massachusetts Appellate Tax Board, and reports all sales within the Town to the Massachusetts Department of Revenue as required by law. The Assessing Department works daily to answer the inquiries of taxpayers, real estate professionals, planners, developers, builders, and local government officials. Information regarding property assessments, ownership and property characteristics is available for review on the Town's website to achieve full disclosure of the assessment and appraisal process.



## ORGANIZATIONAL CHART



### FY20 ACCOMPLISHMENTS

- Completed interim year certification under the direction of the MA. Department of Revenue. All values certified by DOR resulting in a certified tax rate of \$10.39 for all classes of Real and Personal Property
- Coordinated with Harbormaster Department to streamline boat excise bills resulting in a more accurate boat excise commitment
- Safely conducted building permit inspections resulting in approximately \$300,000 in new growth
- Inspected and listed all commercial and industrial Personal Property according to DOR guidelines

### FY21 GOALS & STATUS

**Goal #1:** 5 year Certification under the direction of the MA. Department of Revenue. All values certified by DOR resulting in a certified tax rate of \$10.42 for all classes of Real and Personal Property. *Status: Completed*

**Goal #2:** Performed a net book appraisal on personal property class 504. Resulting in approximately \$40,000 in new Growth. *Status: Completed*

**Goal #3:** Coordinated with Harbormaster Department to streamline boat excise bills resulting in a more accurate boat excise commitment. *Status: Completed*

**Goal #4:** Safely conducted building permit inspections resulting in approximately \$325,000 in new growth. *Status: Completed*

**Goal #5:** Inspected and listed all commercial and industrial Personal Property according to DOR guidelines. *Status: Completed*

**Goal #6:** Continue to refine boat excise billing process. *Status: Ongoing*

**Goal #7:** Review of all FY 2021 Abatement applications. *Status: Ongoing*

**Goal #8:** Continue department training and education for staff. *Status: Ongoing*



## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Continuing 10 year cyclical re-inspection of all real property as required by DOR	To measure and inspect approximately 10% of parcels annually	% of parcels completed annually	3/2021-10/2021
Goal #2	Objective	Measurement	Timing
Generate new growth dollars	Through the annual inspection process for newly issued permits	# of permits completed	5/2021-8/2021
Goal #3	Objective	Measurement	Timing
Continue to refine and streamline Boat Excise billing	Continued cooperation and coordination with Harbormaster	Timely mailing of Boat Excise in October	Ongoing: FY22 Tax bills
Goal #4	Objective	Measurement	Timing
Continue training of Administrative Assessor to assume duties of Assistant Assessor	Continuing ongoing IAAO education	Awarding of M.A.A. designation	Present – 11/2021
	Shadowing Assistant Assessor all inspections and ATB cases	Performance determined by Assistant Assessor	
	Admin. Assessor to perform certification of values by DOR	Performance determined by Assistant Assessor	



## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
017 - Assessors Officials Expense	300	300	300	300	-	0%
018 - Assessors Salaries	224,270	208,836	218,092	224,354	6,262	3%
019 - Assessors Expense	33,583	31,260	63,685	37,750	(25,935)	-41%
020 - Assessors Local Travel	106	106	500	500	-	0%
<b>Total Budget For Department</b>	<b>258,259</b>	<b>240,502</b>	<b>282,577</b>	<b>262,904</b>	<b>(19,673)</b>	<b>-7%</b>




## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021	FY2022 (target)
Sales analysis in support of annual certification of assessed values and tax rate (certification required every five years)	Completed	Completed	Completed	Will complete
Assessment of properties that underwent sales in the fiscal year	~250 per year	~250 per year	~250 pear year	~250 pear year
Process abatements for boat and vehicle excise tax payments	~2,000 per year	~2,000 per year	~2,000 per year	~2,000 per year
Process personal exemptions (20-40 new applicants per year)	~700 per year	~700 per year	~700 per year	~700 per year
Distribution of boat excise tax bills	~2500 per year	~2500 per year	~2500 per year	~2500 per year
Process building permits for new growth (residential and commercial)	~700 per year	~700 per year	~700 per year	~700 per year
Real estates abatements	~100 per year	~100 per year	~100 per year	~100 per year





## BUILDING DEPARTMENT

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Bob Ives</b> Interim Building Commissioner	 781-631-0848 <a href="mailto:ivesb@marblehead.org">ivesb@marblehead.org</a>	 Mary Ally Municipal Building 7 Widger Road Marblehead, MA 01945

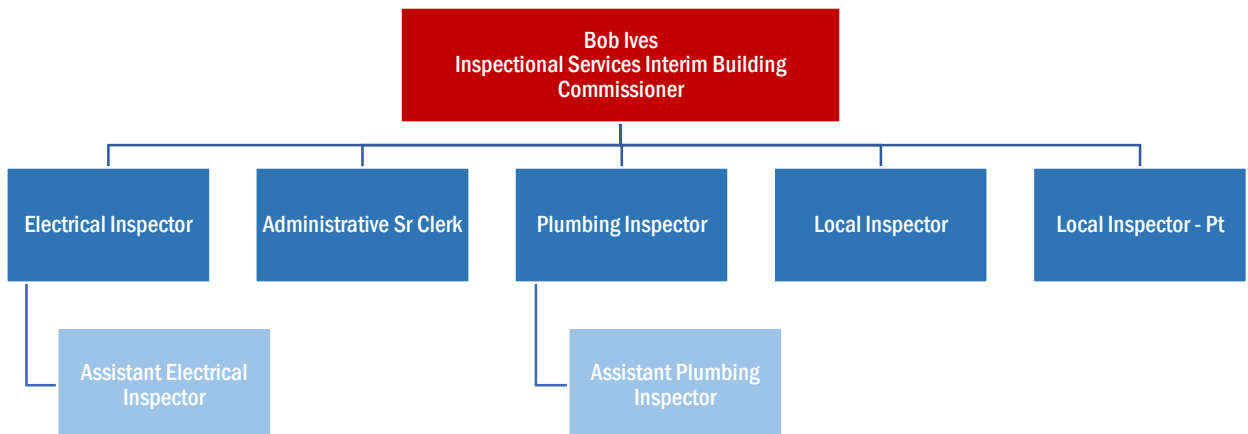
### MISSION STATEMENT

To protect the health, welfare, and safety of the residents and visitors of the Town of Marblehead as mandated by Local Ordinances and State Law. To fulfill very specific rules and regulations regarding the Safe Construction of Buildings, Certifications of Structures, Residential and Commercial Habitability of Dwelling Units, Signage, and Occupancy permits as well as enforcing the Town of Marblehead zoning by-laws.

### DEPARTMENT DESCRIPTION

The Inspectional Services Department is mandated by local ordinances and state law to fulfill very specific rules and regulations regarding the safe construction of buildings, certifications of structures - residential and commercial, habitability of dwelling units, and occupancy permits as well as enforcing the Town of Marblehead Zoning Ordinances.

### ORGANIZATIONAL CHART





## FY20 ACCOMPLISHMENTS

- The Town purchased online permitting software from Viewpoint Cloud
- The Town purchased an electric vehicle used by the Building Department for inspections
- The Building Department updated the phone system to streamline communication with inspectors in the department by the public.

## FY21 GOALS & STATUS

**Goal #1:** Continue to protect the health, welfare, and safety of the residents and visitors of the Town of Marblehead. *Status: Traffic count and accident data collected and report completed in December*

**Goal #2:** To fulfill rules and regulations regarding the safe construction of buildings, certifications of structures, habitability of dwelling units and occupancy permits as well as enforcing the Town of Marblehead Zoning Ordinances. *Status: Completed*

**Goal #3:** To safeguard life or limb, health, property and public welfare by inspecting buildings, structures and sites for compliance with local, state and federal laws regulating and controlling the construction, quality of materials, use and occupancy, and location and maintenance within town. *Status: ongoing*

## FY22 GOALS

Goal #1	Timing
Employ Full Time workforce	1/21

Goal #2	Objective	Timing
Outfitting inspectors with mobile electronic devices	Adjust budget to incorporate electronic devices for efficient inspections, record keeping, and communication	1/21-1/22



Goal #3	Objective	Timing
Scan and record current records	Scan and upload plans into accessible software system	1/21-1/22




Goal #4	Timing
Building Department Uniforms	1/21-1/22

## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
073 - Building Commissioner Salaries	496,133	496,133	485,242	493,092	7,850	2%
074 - Building Commissioner Expense	10,959	10,959	21,355	18,619	(2,736)	-13%
075 - Building Commissioner Local Travel	3,076	2,858	6,000	6,000	-	0%
Total Budget For Department	510,168	509,950	512,597	517,711	5,114	1%



## CEMETERY DEPARTMENT

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Catherine M. Kobialka</b> Superintendent	 781-631-1182 <a href="mailto:kobialkac@marblehead.org">kobialkac@marblehead.org</a>	 Waterside Cemetery 294 West Shore Drive Marblehead, MA 01945

### MISSION STATEMENT

The Cemetery Department is responsible for the delicate task of burying the deceased in a caring and timely manner with as little disruption and discomfort as possible for families and friends of the deceased.

It is also important that we ensure the care and respect of all Town cemeteries for which we are responsible. A set of Rules and Regulations was adopted in 1945 to protect and promote the general welfare of the Cemetery as a whole. These rules are designed to maintain the beauty and dignity of our Cemeteries. They also ensure safety to the public and in cemetery maintenance, particularly where power equipment is used. They are updated periodically as needed. These rules are carefully thought through and presented to the Cemetery Board of Commissioners for approval.

### DEPARTMENT DESCRIPTION

Marblehead cemeteries are rich treasures that tie together our past and present. For many, these cemeteries serve as a place for quiet reflection and a place to visit loved ones. For others, they hold clues to life in historic Marblehead or help to confirm forgotten family connections.

The Department is administered by a Superintendent, who is appointed by a three member Board of Commissioners. The Commission sets policy, establishes regulations and oversees the cemetery budget. The operating budget comes from Annual Town Meeting appropriations from taxation, Department fees, and Perpetual Care Trust Fund interest. The Cemetery Sale of Lots Fund is a non-interest bearing fund which we rely on for the development of future grave space and much needed repairs to all buildings and roads. The purchase of all major equipment is also paid out of this fund. This fund is generated by the sale of cemetery lots only and it's use is authorized by the Cemetery Board and appropriated through Town Meeting.

Within Waterside Cemetery, our full time office clerk works diligently to answer all genealogy related questions, arranging services and answering all other general questions. The clerk is overseen by the Superintendent assisting in the day to day operations of a very busy office.

Four full time employees are responsible for all burials that occur, as well as the complete maintenance of approximately forty acres within Waterside Cemetery and Harbor View Cemetery. This maintenance includes cutting grass, trimming all hedges, trimming back all trees, trimming around each upright memorial as well as flush marker and Spring and Fall cleanup of all leaves, flowers, baskets and wreaths on lots etc. This small crew is also responsible for the maintenance of all buildings,

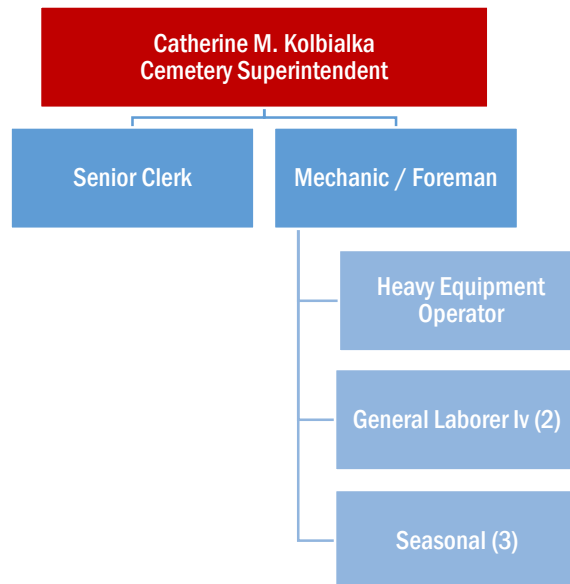


equipment, roads, water system, walls, fences, gates, and benches within our Town cemeteries. Cemetery personnel also install all cement foundations for upright memorials and markers as well as repair stones where an expert is not required.

Cemetery vehicles and personnel also assist the Department of Public Works plowing the streets of Marblehead during winter months along with other Town Departments.

Maintenance staff for the Recreation and Parks Department is responsible for the upkeep of our historical cemeteries Old Burial Hill, Harris Street, Hooper Tomb and Green Street.

### ORGANIZATIONAL CHART



### FY20 ACCOMPLISHMENTS

- Continue keeping Locust East Development site cleared of all vegetation
- Excavated a significant amount of ledge on Locust East
- Cemetery personnel replaced 50' of fencing along Overlook Road



## FY21 GOALS & STATUS

**Goal #1:** Clear maintenance area. *Status: Screened all soil on maintenance area to use as topsoil on Locust East. Leveled area and seeded to be a type of sod farm for use on completed graves where old sod is no longer viable. Removed old fencing and mulched entire area with organic wood chips.*

**Goal #2:** Locust East Development. Our goal is to have this entire area completed within the next five years. *Status: Filled area that was excavated and cleared with newly screened topsoil and seeded. Area not for sale yet but can now be kept maintained easily by weekly mowing. Will begin selling this area when it's adjoining section is completely sold. This section will yield approximately eighty 2-grave lots.*

**Goal #3:** Continue excavation of as much ledge as possible in Locust East Development site. *Status: Cemetery equipment not capable of any more ledge excavation in that area. Will be completed when entire area is put out to bid using outside contractors.*

**Goal #4:** Repair chapel stairs. *Status: Chapel stairs complete.*

**Goal #5:** Hourglass pool. *Status: After soliciting quotes for pool's electrical to be reconnected, found that pool needs to be completely redone. The pool needs the structure, electrical, flame and pumps completely replaced. Will do more research.*

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Replace water system in rear half of the Waterside Cemetery	Examine & design a plan for new vinyl irrigation	Each step completed	FY 2022
	In-house excavation & prep work		
	Contract to third party to lay vinyl hose		
	In-house completion of water stanchions and coordinate hook-up to existing water supply with Water & Sewer Dept		



Goal #2	Objective	Measurement	Timing
Replace hourglass pool	Continue to examine and evaluate feasibility of replacing existing hourglass pool at front of Waterside Cemetery	Determine cost and feasibility	Pending available funds

Goal #3	Objective	Measurement	Timing
Develop Locust Avenue East section for future grave space	Continue to examine and evaluate feasibility of outsourcing the completion of the area.	Incomplete	6/30/2022

Goal #4	Objective	Measurement	Timing
Long term grave space	Continue to examine and evaluate feasibility of having available Town land transferred to this Department for future Town Cemetery.	Incomplete	6/30/2022

## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
141 - Cemetery Officials Expense	300	300	300	300	-	0%
142 - Cemetery Salaries	359,290	359,290	366,570	388,273	21,703	6%
143 - Cemetery Expense	26,111	26,111	26,226	26,226	-	0%
<b>Total Budget For Department</b>	<b>385,700</b>	<b>385,700</b>	<b>393,096</b>	<b>414,799</b>	<b>21,703</b>	<b>6%</b>

## Other Revenue Detail

	FY 2019	FY 2020	FY 2021 2 <sup>nd</sup> QTR
Burial Fees to General Fund	74,200	76,600	42,650
Service Fees to General Fund	12,078	14,143	7,492
Misc. Fees to General Fund	1,550	745	
Other fees to Sale of Lots	15,500	15,500	8,500








## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021 (2 <sup>nd</sup> qtr)
Grave spaces sold (2 grave lots and single grave lots)	33	71	19
Grave spaces available	283	212	193
Burial services	109	127	73



## COUNCIL ON AGING

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Lisa J. Hooper</b> Director	 781-631-6225 <a href="mailto:hooperl@marblehead.org">hooperl@marblehead.org</a>	 Judy and Gene Jacobi Community Center 10 Humphrey Street Marblehead, MA 01945

### MISSION STATEMENT

The mission of the Marblehead Council on Aging is to enhance the quality of life for persons age 60 and over, promoting respect and good will in the community by informing, educating and advocating for seniors and those who care for them, providing services and activities which promote successful and healthy aging.

### DEPARTMENT DESCRIPTION

The Marblehead Council on Aging (COA), is a Town department that serves as a resource for residents age 60 and over. The COA serves as an elder advocate and offers services and programs designed to promote healthy aging. Located in the Judy & Gene Jacobi Community Center, 10 Humphrey Street, the COA is open Monday through Friday from 7:30am – 4:00 pm. A wide variety of fitness, health, nutrition and recreation programs, as well as health screenings, health insurance counseling (SHINE) and transportation services are offered. The COA has an outreach coordinator who assists seniors and their families in identifying and accessing appropriate community services, as well as assisting those who are faced with unexpected or unfamiliar concerns as they age.

#### Fitness, Health and Recreation Programs:

Fitness programs include Balance & Mobility, Chair Yoga, Circuit Training, Dance for Joy, Muscle Conditioning, Tai Chi, Osteo Prevention, Pickleball, Strength & Stretch, Step It Up+, Tap Dance, Walking, Weight Training, Yoga and Zumba Gold. The fitness center, with state-of-the-art equipment, is open from 7:00 am – 1:00 pm Monday through Friday. Recreation programs include Bocce, Bridge, Crazy Whist, Cribbage, Drawing, Golf League, Indoor Curling, Knitting, Mahjong, Oil Painting, Quilting, Rummikub, Scrabble, and an Interactive Writing Workshop.

#### Nutrition:

Lunch is served three days a week and special lunches are scheduled throughout the month. During the COVID-19 shutdown grab & go lunches were available Tuesdays through Fridays. The COA kitchen renovation project was also completed during COVID-19. The new state-of-the-art commercial kitchen will allow the COA to provide a wider variety of senior nutrition programs.

#### Wellness Clinic:

A Nurse is available weekly for questions regarding health issues and blood pressure checks.



#### Health Insurance Counseling; SHINE (Serving the Health Insurance Needs of Everyone):

The Marblehead COA is fortunate to have three experienced SHINE volunteers trained in Medicare health insurance and prescription coverage. They provide an incredible amount of assistance throughout the year, especially during the annual open enrollment process. 330 seniors were assisted in FY21.

#### Outreach:

An Outreach Coordinator is available by appointment to discuss the wide array of community services specific to seniors. These include, but are not limited to: Housing and Transportation options, Long Term Health Care planning, COA programming and activities to support healthy aging, assistance with food resources such as Farmer's Market Coupons, SNAP benefits, Commodity Supplemental Food Program (CFSP), as well as benefits information and eligibility regarding MassHealth, Fuel Assistance, Medical Equipment, Home Safety, Lock Boxes, Personal Medical Response Systems, etc.

#### Safety Education:

TRIAD is comprised of the Essex County Sheriff's Dept, The MHD Police Dept, COA staff and MHD senior residents. Its goal is to provide information and education designed to keep seniors informed and safe at home and in the community. Educational Programs provided include AARP Safe Driving, RMV Real ID and Scam presentations, as well as the Citizens Police Academy. Home safety audits and lock boxes are provided upon request and in partnership with the Marblehead Fire Dept.

#### Transportation:

Transportation is provided for Marblehead residents age 60+, or under age 60 with a disability. In-town, and out-of-town medical appointments are our first priority. Weekly transportation to Crosby's, Market Basket, Target & Walmart is also provided. Daily rides for in-town errands such as hair appointments, banking, and to the COA to attend fitness programs, activities and lunch are also offered.

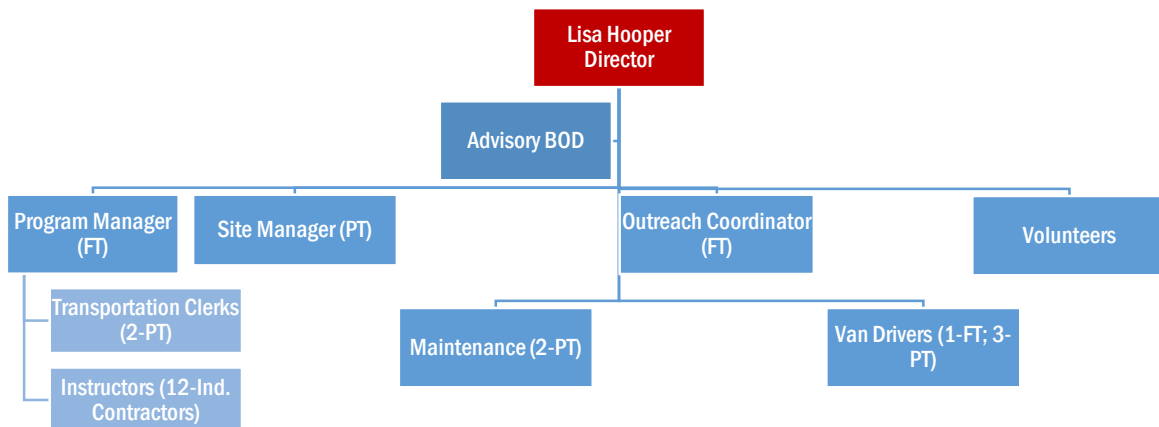
#### Volunteer Opportunities:

Prior to COVID-19, 110 COA volunteers provided direct service to the COA, helping with short-term or year-round projects. Jobs included answering phones, printing enrollment materials, distributing monthly newsletters, greeting visitors, monitoring the Fitness Center, and delivering food such as fresh produce from Food Direct Coop to Senior Housing, and home delivered meals. They also served refreshments at special events and lunches. Additional volunteers from the Arrangers Garden Club, Elderact & Interact Clubs and high school assisted with providing services such as gardening, snow shoveling, one-on-one technical support, clothing and blood drives, and a 9,000 piece mailing for the Friends of the COA.

COA Staff worked throughout the COVID-19 pandemic to ensure seniors needs were met.



## ORGANIZATIONAL CHART



## FY20 & FY21 ACCOMPLISHMENTS

**Fitness & Recreation:** Due to the COVID-19 shutdown, several Fitness classes were reconstructed. Thanks to the creativity of several instructors, the COA quickly began offering:

- 9 fitness programs with a total of 20 weekly fitness class offerings via Zoom. Classes include: Balance & Mobility, Muscle Conditioning, Osteo Prevention, Parkinson's Fitness, Step it Up, Strength & Stretch, Yoga, Zumba Gold and a dedicated program for Caregivers called Moving, Mindfulness & Avoiding Meltdowns.
- The COA Golf League began in July with 20 participants playing twice weekly for a total of 28 games.
- New protocols were prepared by the COA and approved by the MHD Health Dept to allow Bocce to recommence in July 2020. Despite COVID-19, 39 people participated in 330 games of Bocce. Of the 39 participants, 9 were new members.
- Following this same footprint, the Fitness Center re-opened in September 2020.
- From April 1<sup>st</sup> through December 2020, a total of 746 seniors participated in our ZOOM fitness classes, Outdoor Bocce, Fitness Center or Golf.
- As of May 1, 2021, fitness and recreation programs have begun to re-open. The COA plans to be fully opened by September 1, 2021.

### Nutrition:

- A total of 514 meals were served to 103 participants from January 2020 to March 12<sup>th</sup> 2020.
- Lunch ceased from March 15<sup>th</sup> until May 7<sup>th</sup> when the Grab N Go lunch program through Elder Services of Merrimack Valley & North Shore (ESMV&NS) commenced. Since inception, 6,677 Grab n Go lunches were provided to 194 seniors through June 2021.



- In Sept 2019, Governor Baker approved a \$100,000 Earmark grant awarded by the State's Conference Committee towards renovating the COA's kitchen. The Shattuck Fund also donated \$100,000. towards this project The kitchen went to bid in January 2020 and construction began in March. This beautiful new state-of-the-art commercial kitchen project was completed in November. The kitchen initiation occurred with a grab n go Veterans breakfast for Memorial Day 2021 and opens in July 2021.

**COVID-19 - Reduce Food Insecurity:** To address food insecurities during COVID-19, the COA developed several new food delivery programs to meet immediate needs. *Statistics are from April 1, 2020 to June 30, 2021.*

- The COA teamed up with Crosby's to provide a Volunteer grocery shopping and delivery program for medically compromised, or isolated seniors. A total of 28 volunteers shopped 1,305 times for 83 seniors.
- The COA also partnered with the MHD food pantry to deliver weekly food pantry items to those in need. 33 participants received a total of 1,045 bags of food including Thanksgiving, Christmas and Easter meals.
- American Express gift cards generously donated by the Rotary Club of Marblehead were handed out to over 140 seniors. Gift cards were utilized to meet increasing food related expenses related to COVID-19.
- In total, 113 shelf stable bags were prepared and provided to seniors who may have difficulty leaving their home due to weather or illness. These bags were funded by the Female Humane Society & ESMV&NS.
- The COA partnered with the Marblehead Community Charter Public School (MCCPS) to deliver 435 vegetable boxes to 79 seniors as part of MCCPS' Dept of Agriculture Vegetable program and the Farmers Co-op provided 30 fresh produce deliveries to seniors living in housing.

**Covid-19 - Reduce Social Isolation:** Social isolation is always a genuine concern, especially during COVID-19. In March 2020, the COA staff and many volunteers, called over 900 seniors to provide additional communication identifying unmet needs.

- During the shutdown, volunteers and staff called over 125 seniors on a weekly basis. Many notes, pictures and letters created by children were sent to seniors.
- The COA received a grant in April 2021 to provide funding for an Amazon Tablet and Penpal program. 15 Amazon Tablets were provided along with Hot Spots and data cards to those who were identified as needing assistance.
- The COA PenPal program with the Marblehead High School was a huge success. 26 students and 26 seniors communicated, via traditional paper, pen, and mail for several months. A social event featuring treats from the Cookie Monstah Cookie truck was held to provide the opportunity of penpals to meet. This program will be offered again in the Fall of 2021.

**COVID -19 Special Programming:** Creativity has been paramount at the COA during COVID-19. Several programs were revised, allowing us to remain connected with seniors. Thanks to the ESMV&NS COVID-19 funding, we offered the following Outreach events:

- August: 80+ seniors stopped by at our "Get Slushed" two day grab-n-go event with Rita's Slush for an enjoyable afternoon of savory treats.
- October: Halloween and trick or treat bags were hand delivered to 79 seniors by COA staff, and an Octoberfest grab-n-go catered meal for more than 80 seniors was provided by Louise Moore of Every Little Breeze catering.



- November: Annual Veterans Breakfast with the Masons event. This year's delicious pancake breakfast was prepared at the Masonic Hall instead of the COA and delivered to 51 Veterans by COA staff along with volunteers from the Fire Dept. The COA also provided "Thank You for your Service" goodie bags that included Dunkin Donut gift cards. The COA's annual Thanksgiving at the Masons went mobile this year. Instead of 120 seniors attending a sit down event, more than 160 seniors received a scrumptious Thanksgiving grab-n-go meal prepared and packaged by Louise Moore, the Masons and the COA Staff.
- December: Holiday catered grab-n-go lunch was funded by the Friends of the COA and also prepared by Louise Moore. Over 125 seniors enjoyed a roast beef holiday luncheon.
- Also in December, the COA delivered a variety of wreathes, paper white daffodil bulbs and other goodies donated by The Driftwood Garden Club and the Marblehead Garden Club.
- February & March 2021 brought about our Valentine's Day home made clam chowder followed by a St. Patrick's day grab-n-go luncheon. Both events served more than 120 seniors.
- In May & June, Louise Moore again catered a Mother's Day luncheon, Veteran breakfast to kick-off Memorial Day, and a Father's Day luncheon. All were prepared and distributed grab-n-go style for a total of 270 meals served. These luncheons/breakfasts will, hopefully, be our last festive grab-n-go functions. In-person events will return to the Center in July 2021.

COVID -19 – Medical Transportation: The COA provided medical transportation to seniors age 60 and over during the 15 months of the pandemic. One van driver and one rider were permitted at a time.

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Upon re-opening, create alternative senior nutrition programs to address social isolation, food insecurity and nutrition	New commercial kitchen requires Serv Safe Mgr to be present during meals. Program Mgr & Director to receive and complete Serv Safe training	Successfully complete Serv Safe training & receive 5 yr certification	May 2021
	Redesign several P/T positions to optimize labor output, using best practices from other COAs	Present job descriptions to Finance Committee for approval	FY22
	Provide new, innovative senior nutrition programs. Ideas include: quarterly Veterans breakfast, daily Café' program & additional lunch options, monthly evening dinners at the COA.	Implement (1) new program quarterly - start date dependent on COVID	FY22& FY23
	Increase efforts to work with Food Pantry to identify seniors facing food insecurity	Participation	FY21 & FY22
	Continue the Grab-n-Go program until the COA can re-open with meal programs indoors.	Program attendance	FY21 & FY22



Goal #2	Objective	Measurement	Timing
Reduce social isolation during COVID-19 and beyond by increasing outdoor recreational space	The Town Engineer is currently working with contractors to prepare additional recreational space at the back of the building	Back of building will be ready for use June 1 2021 or sooner	
	Add additional games and times for use	Attendance	FY22
	Offer summer/Fall cookouts (part of goal 1) - COVID-19 dependent	Attendance	
Goal #3	Objective	Measurement	Timing
Reduce social isolation and increase ways of promoting healthy living	By December 31, 2020, the COA had increased participation by 40% since December 2014	Attendance documented in 2019 Annual Report	ongoing
	During COVID-19, (9) zoom fitness classes and (1) writing class were offered with a total of 20 weekly classes, Bocce and Golf continued outside and the Fitness Center re-opened for a brief time in the Fall	Attendance	Ongoing
	Provide the opportunity of offering both in-person & Zoom fitness classes by installing secured Wi-Fi	Attendance	12/2021
	Attempt to start in-person classes in July 2021 and increase classes and participation to pre-COVID-19 levels by June 2022.	Attendance	June 2022
Goal #4	Objective	Measurement	Timing
Provide necessary and life-enhancing transportation. Create new trip programs to provide healthy aging and decrease social isolation	Increase daily, weekly and monthly transportation for medical appointments, COA activities, grocery shopping and other errands	# Rides	Pending COVID restriction removal
	Resume and create new field trips such as Travels w/ Trish monthly program and Veterans travels with Veterans Agent and COA Staff	# of programs and attendance	3/22 or FY23
	Team up with local COA's to offer more extensive trips	# of programs and attendance	3/22 or FY23



Goal #5	Objective	Measurement	Timing
Offer quarterly educational programs	Re-schedule the Senior Citizens Police Academy (TRIAD): continue to offer in Fall of 2021 or Winter 2022.	Attendance	FY22
	Offer quarterly presentation on Scams, RMV issues, Safe Driving, Fire safety (TRIAD)		
	Offer monthly programs with the Police & Fire Chiefs, Town Admin and other departments as applicable.		
	Re-start the Men' Group speaker series		

## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
164 - Council On Aging Salaries	311,111	291,721	274,383	280,668	6,285	2%
165 - Council On Aging Expense	11,986	11,981	11,990	11,990	-	0%
Total Budget For Department	323,097	303,702	286,373	292,658	6,285	2%





## DEPARTMENTAL TRENDS:

Metric Description	FY2019	FY2020 7/1/19 to 3/12/20	FY20-FY21 3/16/20-6/30/21	FY22 (Target)
Event attendance (# of participants in person)	27,688	22,623	0	8,992
Zoom only fitness class (# of participants)	0	0	5,608	0
# of participants hybrid classes (zoom piece)	0	0	0	1,312
COA transportation rides	>7,000	4,723	1,667	4,508
COA deliveries	0	0	>3,827	274
In-person lunches (meals served)	2,654	514	0	2,240
Grab-n-go lunches (meals served)	0	0	3,499	1,353
New nutrition programs	0	0	0	4
Outreach – New programs support groups	1	0	0	2
BOCCE games	200	0	330	
Programs to restart/grow:				
Veterans programs	2	1	1	6
Intergenerational programming:	75	75	0	0
Sr. snow shoveling	25	25	20	15
Pen Pal participants (Srs & students)	0	0	56	20
9th Grade Volunteer Day	30	30	0	5
1-1 IT support	6	10	0	2
Sr/Sr. breakfast (Oct - May) # participants	30	30	0	0
Sr Citizens Police Academy	2 sessions	1 session/1 cancelled	0	1




\*Resident satisfaction with Senior Services

85.4%

\* Includes % rated as 'satisfied' or 'very satisfied' for full FY 2021, from The Town of Marblehead Resident Survey



## ENGINEERING DEPARTMENT

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Charlie Quigley</b> Town Engineer	 781-631-1529 <a href="mailto:quigleyc@marblehead.org">quigleyc@marblehead.org</a>	 Mary Alley Municipal Building 7 Widger Road Marblehead, MA 01945

### MISSION STATEMENT

The Engineering Department provides engineering services to the Town of Marblehead's various departments and committees.

### DEPARTMENT DESCRIPTION

Services provided to other Town departments and committees include

- Peer review,
- Site construction administration and inspection,
- Engineering design for infrastructure improvement projects,
- Field engineering/surveying services for roadway or drainage improvements,
- GIS Mapping Services,
- Information/record research.

In addition to the above, the Engineering Department staff provides all of the clerical services required by:

- The Conservation Commission
- The Old and Historic District Commission
- The Zoning Board of Appeals
- The Planning Board [as requested]

Typical clerical services include but are not limited to historic and field research, public meeting preparation, advertising, permit and certificate issuance, field investigation and response to public information requests.

Permits and Certificates issued or processed by the Engineering Department include:

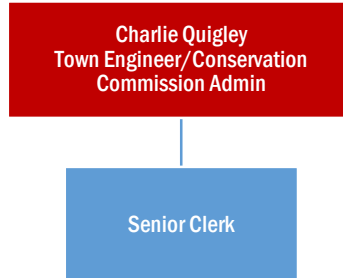
- Conservation Commission Orders of Conditions,
- Conservation Commission Minor Activity Permits,
- Conservation Commission Certificates of Compliance and extensions
- Conservation Commission Enforcement Orders,
- Old and Historic District Certificates of Appropriateness.

The Engineering Department conducts the field inspections required for the issuance of Certificates of Compliance and for violation complaints.

Please see the Conservation Commission annual town report for further details.



## ORGANIZATIONAL CHART



### FY20 ACCOMPLISHMENTS

- Responded to numerous emergency repair requests for town infrastructure
- Prevented seawall failures
- Responded to numerous Conservation Commission complaints

### FY21 GOALS & STATUS

**Goal #1:** Scan All Engineering Department Rolled file and flat file large format documents and enter into a searchable database. *Status: Complete*

**Goal #2:** Continue cataloging Town owned waterfront infrastructure. *Status: Ongoing*

**Goal #3:** Complete non-emergency seawall repairs and maintenance. *Status: Ongoing*

### FY22 GOALS

Goal #1	Objective	Measurement	Timing
Establish a capital maintenance inspection program for seawalls	Establish inspection protocols	Inspection forms for town owned seawalls	3/1/21-4/30/21
	Create file to record inspection results	File established	3/1/21-5/31/21
	Create schedule	Schedule created	3/1/21-5/31/21



Goal #2	Objective	Measurement	Timing
Establish annual seawall maintenance program	Inspect all seawalls	Completed inspection forms documented in maintenance file	5/21-9/21
	Use results of inspections and existing CZM assessment report to establish priority order of seawalls for maintenance	List of seawalls created for maintenance	6/21-9/21

Goal #3	Objective	Measurement	Timing
Design and bid seawall repair/ maintenance projects	Create design plans and specifications for bidding	Bid goes out	Completed within 2 months of budget
	Bid the projects	Acceptable bids received	
	Inspect construction progress	Completed project	

## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
105 - Engineering Salaries	161,042	167,903	168,827	169,219	392	0%
106 - Engineering Expense	8,193	6,993	10,645	10,645	0	0%
<b>Total Budget For Department</b>	<b>169,236</b>	<b>174,896</b>	<b>179,472</b>	<b>179,864</b>	<b>392</b>	<b>0%</b>






## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021	FY2022 (target)
Completed projects, Ex: repairing seawall damage	2-3 per year	2-3 per year	2-3 per year	2-3 per year
Public Information Requests	1+ per week	1+ per week	1+ per week	1+ per week
Customer service (typically for permitting information)	4-5 per week	4-5 per week	4-5 per week	4-5 per week
GIS mapping requests	2-3 per month	2-3 per month	2-3 per month	2-3 per month
Emergency repairs	4	0	2	0
Prepare for public meetings: draft agendas, advertise and post meeting details, complete clerical work (for commissions)	48+ per year	48+ per year	48+ per year	48+ per year
Notices of intent	43	51	20	Respond as requested/ required
Certificates of Compliance (each requires field inspection)	58	59	28	
Orders of Conditions	47	39	18	
Minor Activity Permits	98	80	38	
Enforcement orders (each requires inspection)	4	8	2	
Emergency Certificates (requires inspection)	0	2	0	
Extension Requests	16	13	9	
Minor Modification Requests	15	21	8	
Construction oversight	~4/year	~4/year	~4/year	~4/year



## FINANCE

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Stephen Poulos</b> Finance Director	 781-631-1705 <a href="mailto:pouloss@marblehead.org">pouloss@marblehead.org</a>	 Mary Ally Municipal Building 7 Widger Road Marblehead, MA 01945

### MISSION STATEMENT

The mission of the Financial Services Department is to provide the financial management of all town funds and maintain the fiscal integrity of the town.

### DEPARTMENT DESCRIPTION

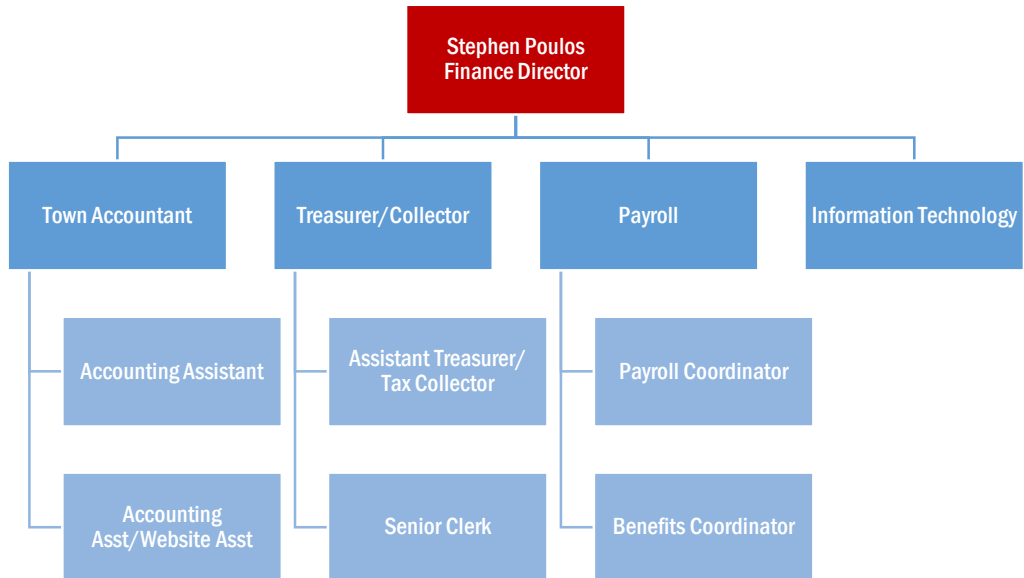
The Financial Services department is responsible for the town's financial functions, including accounting, payroll, revenue collection, budgeting, capital financing and retirement management. The financial services department is overseen by the Town's Finance Director. The Finance Director also serves as the Town Accountant and is responsible for the management of information technology for the town. In addition, the Finance Director serves as an ex-officio member of the Town's Retirement Board and the Town's Compensation Committee.

Within Financial Services, the Accounting office is responsible for the audit and approval of all town expenditures and the preparation of various accounting and financial reports required by the State's Department of Revenue. The Treasurer/Collector's office is responsible for the distribution of payroll and vendor checks and the collection of taxes and fees owed to the Town. The Payroll Office performs all payroll functions and administers various employee benefits, including health insurance, dental insurance, flexible spending plans, 457 deferred compensation plans, and life insurance. The Payroll office also manages unemployment and workers' compensation benefits.

The Financial Services Department publishes a separate Comprehensive Annual Financial Report (CAFR) for the Town on a fiscal year basis (July 1 to June 30) each year. A copy of the latest CAFR (FY2020) is available on the Town's website or by contacting the Finance Director's Office.



## ORGANIZATIONAL CHART



## FY21 GOALS & STATUS

**Goal #1:** Worked to received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the fifteenth consecutive year. This award is only given to government units whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting. *Status: Accomplished*

**Goal #2:** Worked closely with an independent audit firm to prepare and issue the Town's FY2020 CAFR. *Status: Completed*

**Goal #3:** Completed a capital financing on behalf of the town involving the issuance of long-term debt and short-term notes to finance various capital projects undertaken by the town. In the context of this financing, the town's AAA bond rating was affirmed by the independent rating agency Standard & Poor's (S&P) for the eleventh straight year. Marblehead is one of 69 Massachusetts communities to receive the highest municipal rating. *Status: Completed*

**Goal #4:** Completed the annual open enrollment process in April and May for employee and retiree health insurance. The town began purchasing health insurance plans through the State's Group Insurance Commission (GIC) in July 2021 and is currently in a six-year agreement that is effective through FY2024. *Status: Completed*



**Goal #5:** Conducted an open enrollment in May for optional dental insurance programs for employees and retirees. Under this program, employees and retirees pay 100% of the premiums for this insurance through a payroll deduction. *Status: Completed*

**Goal #6:** Completed three searches and hired individuals into the following positions: Treasurer/Collector, Finance Director, and Assistant Director - Accounting. *Status: Completed*

**Goal #7:** Submitted all required Department of Revenue reports within specified deadlines, including the Tax Rate Recap, Schedule A, and other accounting forms. *Status: Completed*

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Re-affirm AAA Credit rating	Perform duties and exercise financial judgement consistent with maintaining the top credit rating.	Official confirmation of AAA credit rating at year's end	7/1/21-8/1/22
Goal #2	Objective	Measurement	Timing
Select and orient 3 new employees into department: Payroll Specialist, Benefits Coordinator, Financial Analyst	Interview candidates	Generate and interview 3-5 qualified candidates	7/1/21-1/1/21
	Onboard selected candidates	New employees to begin and meet with HR	
	Follow training schedule	Draft and follow schedule for internal training	
Goal #3	Objective	Measurement	Timing
Develop formal financial policy document	A financial policy document will inform current and future staff members as to departmental procedures, and lessen the risk associated with losing knowledge in the case of turnover	Completion of a document that has been approved by department head and other necessary staff	7/1/21-5/1/22





## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
012 - Finance Salaries	637,898	626,899	650,396	662,605	12,209	2%
013 - Finance Expense	250,096	245,002	254,610	323,655	69,045	27%
Total Finance Expense	250,096	245,002	254,610	323,655	69,045	27%
Total Operating Budget**	887,994	871,901	905,006	986,260	81,254	9%
214 - Maturing Debt	4,150,000	4,425,000	4,640,012	5,375,000	734,988	16%
215 - Interest	2,584,428	2,521,380	2,868,948	4,064,701	1,195,753	42%
218 - Medicare	653,319	652,175	720,000	730,000	10,000	1%
221 - Group Insurance	10,425,547	10,655,946	13,812,644	14,475,406	662,762	5%
224 - Noncontributory Retirement	73,112	58,157	61,845	63,469	1,624	3%
Total Budget For Department	18,774,401	19,184,559	23,008,455	25,694,836	2,686,381	12%




## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021	FY2022
Number of invoices processed	25,016	23,815	23,853	24,431
Number of payroll records processed	34,731	33,288	31,215	34,000



## PUBLIC SAFETY

# FIRE DEPARTMENT

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Jason R. Gilliland</b> Chief of Department	 781-639-3427 <a href="mailto:gillilandj@marblehead.org">gillilandj@marblehead.org</a>	 Marblehead Fire Department 1 Ocean Avenue Marblehead, MA 01945

## MISSION STATEMENT

The Marblehead Fire Department is a full service all hazards Fire and EMS organization that consistently strives to provide the most effective and efficient life safety/customer services possible. This is achieved through prevention and safety focused messages, emergency medical services, fire suppression and rescue operations, as well as emergency management operations and non-emergency community activities. The Marblehead Fire Department provides the citizens and visitors with the highest level of professional services through measured response times, positive intervention, accessibility and education. It is the expectation of the Marblehead Fire Department to be a well-trained, well-equipped, properly staffed emergency services organization that is recognized for providing outstanding customer service while being fiscally responsible. Our values are Integrity, Communication, Excellence and Transparency; providing caring, compassionate and competent assistance in all we do.

## DEPARTMENT DESCRIPTION

To successfully accomplish the needs of the citizens, the Fire Department is responsible for the following three core services:

### Provide Fire/ Rescue Operations:

The Fire Department operates with two fire stations strategically located to provide for uniform coverage of the town. The fire apparatus fleet consists of one front line and one aerial ladder truck, two front line engines, one reserve engine, and a fire rescue boat. Emergency calls are dispatched through the Civilian Dispatch Center, located at the Pole Station. In addition to firefighting capabilities, fire rescue operations include vehicle extrication, high angle rescue, trench rescue and water rescue. A mutual aid agreement through the Essex County Fire Chiefs Association is in place with 24 cities and towns that make up Essex County. The purpose of the mutual aid agreement is to combine strength and resources of all surrounding departments in the event of a major incident.

### Provide Fire Prevention:

The Fire Prevention Inspector is responsible for carrying out all of the fire prevention functions, duties, and activities. The fire prevention plans review function along with the certificate of occupancy inspections and fire code compliance activities are what comprise the majority of the duties of this office. Commercial as well as residential development plan reviews are submitted to the Building Official/Plans Examiner and to the Fire Inspector. The commercial plan review includes site/access plans, fire hydrant locations, and emergency vehicle access, adequate water flows from fire hydrants, new construction plans, renovation plans, fire sprinkler system plans, fire alarm system plans, and underground systems inspections. The residential plan review



includes site/access plans and subdivision layout: roadway length and widths, fire hydrant locations and adequate water flow, fire sprinkler plans if required based on square footage of the structure, residential gate information including dimensions and gate override functions to gain emergency vehicle access. New construction and alterations of existing structures require permits and review, particularly when a fire sprinkler system is installed. This is done under Massachusetts General Law, Chapter 148, and 527 CMR1.

#### Provide Emergency Medical Services (EMS):

The Fire Department provides the Emergency Medical Services (EMS) for the Town, in conjunction with Atlantic Ambulance, who is responsible for transporting patients to the hospital. All department members are certified firefighters as well as certified Emergency Medical Technicians (EMTs), and Office of Emergency Medical Services establishes the protocols from which the system operates. The two department engines operate as non-transporting class five ambulances under a license issued by the Massachusetts Department of Public Health. The department's short term goal is to purchase an ambulance and transition for non-transporting to a fire based transporting EMS entity. The department is very fortunate to have dedicated Firefighter/EMT's who embrace the department values of providing caring, compassionate and competent assistance in all we do.

In 2020, the Marblehead Fire Department responded to a total of 2,600 incidents which included 1,400 Emergency Medical Service requests. In an effort to provide an inside view of our daily operations and the various tasks required to be completed by department members, In addition to the three core services, the Marblehead Fire Department serves the citizens of Marblehead with numerous other services:

- Inspection services for renovations and sales of homes
- Emergency management operations
- State mandated quarterly inspections of schools and nursing homes
- State mandated annual inspections
- State mandated fire drills at all schools
- Walk-in blood pressure analysis
- Lock box installation and maintenance
- Conducting emergency preparedness training events for the community such as CPR classes, Citizen's Fire Academy, school fire safety education, and fire department open houses
- Management of the Massachusetts Open Brush Burning Season Program
- Management and maintenance of Town owned Automated External Defibrillators
- Public relations requests, such as fire station tours

The Town of Marblehead has invested millions of dollars in emergency equipment for the fire department. This includes numerous fire apparatus, fire/rescue boat, automatic CPR devices, and self-contained breathing apparatus. Since the fire department is called upon over 2600 times per year to respond to emergency incidents that could potentially jeopardize the lives and well-being of the citizens of Marblehead, personnel must constantly train to maintain proficiency, and keep the equipment in a state of readiness at all times.

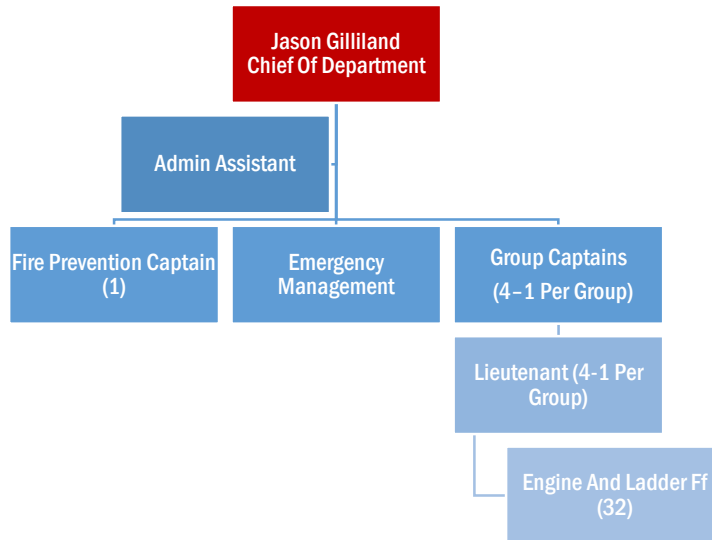
Vehicle and apparatus maintenance is one aspect of the daily routine and a critical component of maintaining a high level of response capability. Each of our vehicles is checked daily for operational readiness. This regular check includes checking vehicle fluids such as oil and transmission fluid, checking that all lights are in working order, the air brake function test, and ensuring proper general operation of the vehicle. For example, a general operations check involves running the pump on an engine, or the aerial ladder on the ladder truck to make certain they will function in an emergency. The Engines are licensed as Class 5 non-transporting ambulances, and the equipment within are systematically disinfected, function checks completed, and medication inventories undertaken on a daily basis. Because of the high potential for simultaneous or overlapping calls all vehicles must be thoroughly checked and readily available on a daily basis.



Aside from training on and maintaining the equipment and vehicles, the members of the Marblehead Fire Department must also maintain the stations. This involves cleaning and maintaining all areas of the buildings. Cleaning, which occurs daily, involves vacuuming, scrubbing toilets, mopping floors, washing windows and mirrors, taking out garbage, washing dishes, laundry, and dusting. In fact, the fire department is the only department that cleans and maintains their own buildings. Small maintenance issues are sometimes handled by on-duty staff as well, such as minor plumbing repairs and electrical work, painting and carpentry.

When personnel are not engaged in community support services or emergency incident responses, they use their down time exercising and working on projects around the stations.

### ORGANIZATIONAL CHART



### FY20 ACCOMPLISHMENTS

- Passed state inspection and received renewal of Class 5 non-transporting ambulance license
- Applied for and received funding from the Emergency Management Performance Grant. Funds were used to enhance security for both stations



## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Develop a long range capital plan for the more feasible of either: renovation of Central Fire Headquarters, or construction of a new public safety building.	Establish a study committee to determine which option is more feasible: renovation of existing station or construction of new public safety building.	Fire Chief to engage in discussion with Verizon to gauge possibility of building being turned over to the Town	5-10 years
	Identify whether and what State or Federal grant funding may be available to help with project.	Apply for the 2022 Assistance to Firefighter Grant	
	Enlist the services of design professionals to draft a plan for the renovation or new construction should grant funding become available.	Engage in conversation with local architects to assist with design	
Goal #2	Objective	Measurement	Timing
Consider transitioning from non-transporting to transporting ambulance service	Open dialog with Marblehead Firefighter Local 2043 to begin to consider and negotiate the Fire Department assuming the role of becoming the towns transporting ambulance service.	Town to enter into negotiations with Local 2043: Fall, 2021	1-3 years overall
	If deemed feasible and advantageous for the Town, apply to the Massachusetts Department of Public Health and the Office of Emergency Medical Services to transition from a BLS non-transporting ambulance license to a BLS transporting license.	Inquiry has been made to DPH to petition for a BLS transporting license	
	Secure funding for a new ambulance/rescue or negotiate with Cataldo Ambulance Company to provide a BLS ambulance to the town as part of their contract with the town.	Work with Cataldo Ambulance to negotiate continuation of ALS transport service/BLS ambulance provision to Town	Fall 2021



Goal #3	Objective	Measurement	Timing
Develop a plan to replace the department's existing station alerting system (Zetron System)	Work with the Town Administrator to look into and secure funding for town wide fiber upgrade	Funding secured? Y/N	1-2 years
	Work with Wire Inspector and LW. Bills in an effort to keep the existing system functional until new system is installed, if possible	System functioning until replacement? Y/N?	
	Prepare a backup plan in the event that fiber has not been upgraded and Zetron system fails	Back-up plan approved? Y/N	

Goal #4	Objective	Measurement	Timing
Maintain Insurance Service Office (ISO) rating of a class 3 Public Protection Classification	Continue to follow our apparatus replacement schedule	Apparatus replaced according to schedule?	1-3 years
	Work with the Water Department to continue hydrant testing and water main upgrades	# hydrants tested, feet/details of water main upgrades	
	Increase the number of hours of firefighter training	# hours of training; +/- vs. prior years	
	Assure our communications are maintained	Tech upgrade: Zetron system replaced, radios upgraded, personnel maintained in Dispatch	

## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
068 - Fire Salaries	3,651,895	3,689,626	3,990,113	4,195,448	205,335	5%
069 - Fire Expense	201,267	205,709	196,503	203,119	6,616	3%
070 - Fire Alarm Expense	4,028	2,718	5,000	5,000	0	0%
071 - Fire Scuba Equipment	0	0	0	0	0	0%
Total Budget For Department	3,857,191	3,898,054	4,191,616	4,403,567	211,951	5%






## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021 (2nd Qtr)
EMS Responses	1400	1170	53 (month of Jan)
Fire Prevention Inspections	820	710	
Firefighter Injuries	6	3	2 (month of Jan)
*Resident satisfaction with fire protection			99%

\* Includes % of respondents responding 'satisfied' or 'very satisfied' from The Town of Marblehead Resident Survey



## HARBORMASTER

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Mark Souza</b> Harbormaster	 781-631-2386 <a href="mailto:souzam@marblehead.org">souzam@marblehead.org</a>	 Harbormaster Quarters 9 Ferry Lane Marblehead, MA 01945

### MISSION STATEMENT

The Mission of the Marblehead Harbormasters Department is to ensure the safety, education, and well-being of the Harbor; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

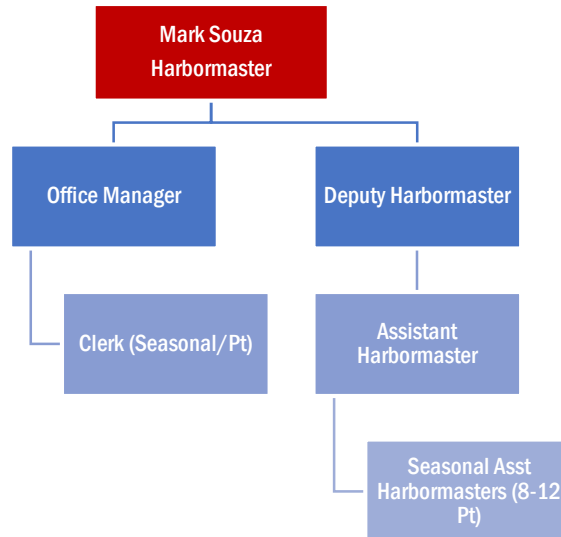
### DEPARTMENT DESCRIPTION

The Harbormaster Department responsibilities start with enforcement of state and town bylaws pertaining to maritime activities. This includes patrolling of all jurisdictional waters for safety, welfare and education on the towns waterway. Responsibilities don't end there. The department maintains and manages all public piers and floats as well as moorings, out hauls aids to navigation. It also services and maintains its fleet of vessels. The Harbormaster Department works in conjunction with Police, Fire, USCG and Mass Environmental Police to provide a complete overall safety plan. Training is done year round. This includes: First Responder certification, laws pertaining to Harbormasters, equipment and rescue procedures, general seamanship skills, chart and AOR refreshers and Baystate Harbormaster Association training. The administration side handles budgets, permit billing, accounts payable, grants, capital projects, public questions and interactional seminars.





## ORGANIZATIONAL CHART



## FY20 ACCOMPLISHMENTS

FY20 projects have been 90% completed. Six projects designed to enhance and repair properties and equipment to provide better assistance to the public, were approved to be accomplished. Specifically, the goals of these projects were to repair seawalls and public parking lots and replace rescue equipment.

- Repower patrol boat (Metalshark)
- Tuckers wharf parking lot and seawall
- Software updates
- Building and Grounds (general property repairs)
- Parkers boat yard repairs (planning and ordering)
- Pattison landing (in process with permitting)



## FY21 GOALS & STATUS

**Goal #1:** Replace State St commercial Gangway. *Status: Gangway has been delivered and will be installed Spring 2021.*

**Goal #2:** Aids to navigation replacement. *Status: Buoys have been received and will be placed spring of 2021.*

**Goal #3:** Rescue equipment upgrades. *Status: All equipment has been ordered at trade show in fall and expected delivery is early Feb.*

**Goal #4:** Engineering survey State St piers. *Status: Survey is completed in inputted into harbor plan.*

**Goal #5:** Acquisition of Service Truck. *Status: Truck is in process and expected delivery is mid Feb.*

**Goal #6:** Crocker Park Gangway. *Status: In process. Expected delivery is spring of 2021.*

**Goal #7:** Parkers boar Yard improvements. *Status: Permits and construction to be expected spring of 2021*

**Goal #8:** Adaptation of Excise Tax Info Collection to MA-2BE Excise Tax Form – increase efficiency and accuracy. *Status: Completed and serving as a model for other communities.*

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Increase and update facilities	Access properties and facilities usage	ADA improvements	2-5 years; Completed in 2024
	Implement cost analysis	Being inputted into capital improvements	
	Budget and repair	Bids and in house costs as needed	
Goal #2	Objective	Measurement	Timing
Offer more transient boat access to increase town commerce	Assess harbor for space	# positive comments, # days moored, # of boats moored	1-2 years; Completed in 2022
	Cost review for equipment		
Goal #3	Objective	Measurement	Timing
Replace aging pier heads at State Street	Inspect	Collins Engineering report concluded	Completed
	Input into Harbor Plan	In progress with current harbor planning grant	2-5 years



Goal #4	Objective	Measurement	Timing
Replace Stacey Clarke vessel	Research replacement		Completed
	Apply for grant	Application submitted	Completed and denied
	Reapply for grant	Application submitted	2022

## FY22 BUDGET




	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
238 Harbor Salaries	358,708	377,455	409,803	409,803	0	0%
239 Harbor Expense	380,969	394,138	417,056	438,576	21,520	5%
241 Harbor Capital Outlays	25,348	76,581	190,000	150,000	-40,000	-21%
Total Budget For Department	765,026	848,174	1,016,859	998,379	-18,480	-2%

## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021 (2nd Qtr)	FY2022 (Target)
Capital Improvement Projects in progress or being considered	~ 30	~30	~30	~30
Completed projects	5-7 per year	5-7 per year	5-7 per year	5-7 per year
Education and/or trainings (includes CPR training and trainings completed with Bay State Harbormaster's Association)	CPR: 10-14 crew /year; Bay State: ~6-7 trainings	CPR: 10-14 crew /year; Bay State: ~6-7 trainings	CPR: 10-14 crew /year; Bay State: ~6-7 trainings	CPR: 10-14 crew /year; Bay State: ~6-7 trainings
Maintenance of peers, floats, moorings, etc.	~25-40 ft docks; 4 peers (~800 sq ft); 10 gangways	~25-40 ft docks; 4 peers (~800 sq ft); 10 gangways	~25-40 ft docks; 4 peers (~800 sq ft); 10 gangways	~25-40 ft docks; 4 peers (~800 sq ft); 10 gangways
Navigational aid given and maintained : speed buoys, inner harbor channel markers	~60	~60	~60	~60
Collect info for boat excise and submit to Assessors office	~3,000	~3,000	~3,000	~3,000
Maintain and process payments for mooring and dock transient system	1,000+ per year	1,000+ per year	1,000+ per year	1,000+ per year
Vessel service/maintenance	5 apparatus	5 apparatus	5 apparatus	5 apparatus
Manage and maintain properties and parking lots associated with Department and water usage	8-10 properties	8-10 properties	8-10 properties	8-10 properties



## HEALTH DEPARTMENT

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Andrew Petty</b> Director of Public Health	 781-631-0212 <a href="mailto:pettya@marblehead.org">pettya@marblehead.org</a>	 Mary Ally Municipal Building 7 Widger Road Marblehead, MA 01945

### MISSION STATEMENT

The Board of Health promotes and protects the health, wellness and safety of the citizens of Marblehead, while ensuring a clean and healthy environment.

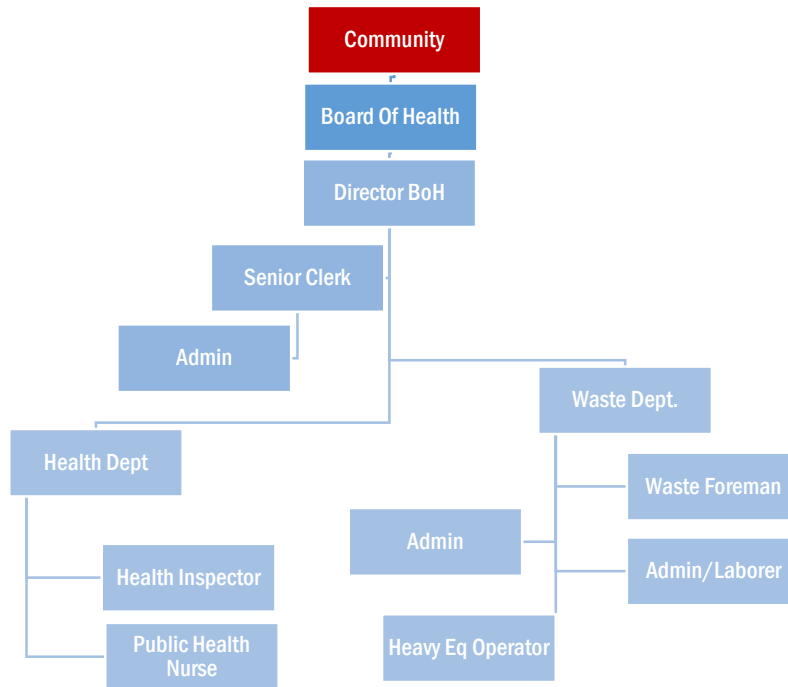
### DEPARTMENT DESCRIPTION

Local boards of health in Massachusetts are required by state statutes and regulations to perform many important and crucial duties relative to the protection of public health, the control of disease, the promotion of sanitary living conditions, and the protection of the environment from damage and pollution. These requirements reflect the legislature's understanding that many critical health problems are best handled by the involvement of local community officials familiar with local conditions. The following is a list of duties, responsibilities and authorities of local boards of health in Massachusetts:

- A. Records, Recordkeeping and Reports
- B. Health Care and Disease Control
- C. Housing and Dwellings: Sanitary and safety regulation enforcement; Approval of land subdivisions; Inspections
- D. Hazardous Wastes: Disposal collection; Regulations; Reporting
- E. Solid Waste: Landfills, Waste storage and treatment plants oversight
- F. Septage and Garbage: Regulate the removal, transportation and disposal
- G. Nuisances: Investigate and regulate
- H. Food: Regulate and enforce safety, availability and distribution
- I. Pools and Beaches: Inspect, permit, enforce health and safety regulations
- J. Camps, Motels and Mobile Home Parks: Inspect, enforce sanitation codes
- K. Miscellaneous: Pesticides, animal inspectors, misc. business licensing, burial permits, cemetery location approval, local health regulations
- J. Smoking: Ensure compliance with regulations



## ORGANIZATIONAL CHART



### FY20 & FY21 ACCOMPLISHMENTS:

FY20 and FY21's accomplishment can only be defined through navigating an unprecedented global pandemic. This work has consumed the health department and our community full time, for half of 2020 and all of 2021.

- The Health Department has responded to and implemented a vast number of state and federal mandates, guidelines, and advice. Each required review, distillation and translation into actionable activities or communication pieces within the town of Marblehead. Conflicting guidance required further effort to determine the appropriate course of action, often in partnership with the Board of Health.
- Community outreach and responsiveness increased many times over prior year activity. From responding to phone calls and emails to participating in formal and informal town committees and groups, this activity touched almost every aspect of our community.
- The Health Department was lead in overseeing the town's own operational response to the pandemic, providing guidelines and determining workplace safety for all town employees.
- New reporting systems and procedures were established and implemented on a weekly cadence. These were iterated over time to increase the level of insight into the pandemic and town situation for residents. This reporting into the situation within Marblehead became integral into the operational leadership decisions to close and open the Marblehead Public School system and the model of learning that was being delivered.



- The pandemic required an increased level of cadence of the Board of Health and related step up in preparation and attendance by the Board of Health. Previously unattended meetings become the center of community interest, involving discussions with hundreds of attendees whose perspectives sometimes differed.
- Outcomes remain to be fully considered. To date however, Marblehead has fared relatively well as a community. For much of the pandemic we were classified as a lower risk community and in town transmission was limited. At the time of writing, the community has lost 31 much missed members to the pandemic.

Given the pandemic, no goals other than COVID responsiveness have been considered for FY21.

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
COVID-19 prevention and safety	Vaccinations	Total Population Vaccinated	Start 11/21
	Inspections	COVID Compliant Inspections	Started 3/20
	Education	Weekly meeting with MADPH	Started 3/20
Goal #2	Objective	Measurement	Timing
Addressing mental health issues	Reducing mental health issues in the community	Creating a data base on Mental Health resources	6/30/22
Goal #3	Objective	Measurement	Timing
Promoting a clean and healthy environment around the home, including private property fostering strategies for climate change mitigation	Providing information on our website that addresses issues like rodents, mosquitos, recycling, pesticides, chemical use in the home, etc.	# of Public Service Announcements posted  # page views and/or User actions on specific pages	6/30/22



Goal #4	Objective	Measurement	Timing
Complete all inspections per MGL	Food	Annual reports submitted on-time to the state in accordance with MGL.	6/30/22
	Housing		
	Trash		
	Complaints		

Goal #5	Objective	Measurement	Timing
Continue to address tobacco and vaping	Continue working with State to address these issues	# of compliance inspections completed	6/30/22

## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
153 - Health Officials Expense	400	400	400	400	-	0%
154 - Health Salaries	167,355	175,306	176,284	205,398	29,114	17%
155 - Health Expense	6,292	9,497	18,155	19,121	966	5%
157 - Health Local Travel	495	472	1,632	1,632	-	0%
158 -HAWC	4,000	-	4,000	4,000	-	0%
162 - Mental Health Contractual Service	60,000	60,000	60,000	60,000	-	0%
<b>Total Budget For Department</b>	<b>238,542</b>	<b>245,676</b>	<b>260,471</b>	<b>290,551</b>	<b>30,080</b>	<b>12%</b>



## DEPARTMENTAL TRENDS (available through FY20)




Metric Description	FY2019	FY2020	FY2021
Immunizations	423	264	
BP monitoring	M-F	M-F until 3/1/20	
# inspections	434	303	
Complaints addressed	63	211	
Volume of waste disposal	12,470 tons	12,032 tons	
Hazardous waste events (#)	4,526 gal	4,526 gal	
Recycling processed	2,655 tons	2,940 tons	
Textiles/used clothes recycled	71,957	90,015	
Resident satisfaction with public health services			77%

\* Includes % of respondents responding 'satisfied' or 'very satisfied' from The Town of Marblehead Resident Survey





## DEPARTMENT OF PUBLIC WORKS

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Robert Dever</b> Director of Public Works	 781-631-1750 <a href="mailto:deverr@marblehead.org">deverr@marblehead.org</a>	 Department of Public Works 3 Tower Way Marblehead, MA 01945

### MISSION STATEMENT

The mission of the Public Works Department is to provide essential services to the Town in a prompt, courteous, safe, efficient and cost effective manner. Public Works strives to plan, design, build, maintain and operate the public infrastructure in a manner that respects the environment and the citizens of this Town. Public Works also strives to work effectively and cooperatively with other Town Departments.

### DEPARTMENT DESCRIPTION

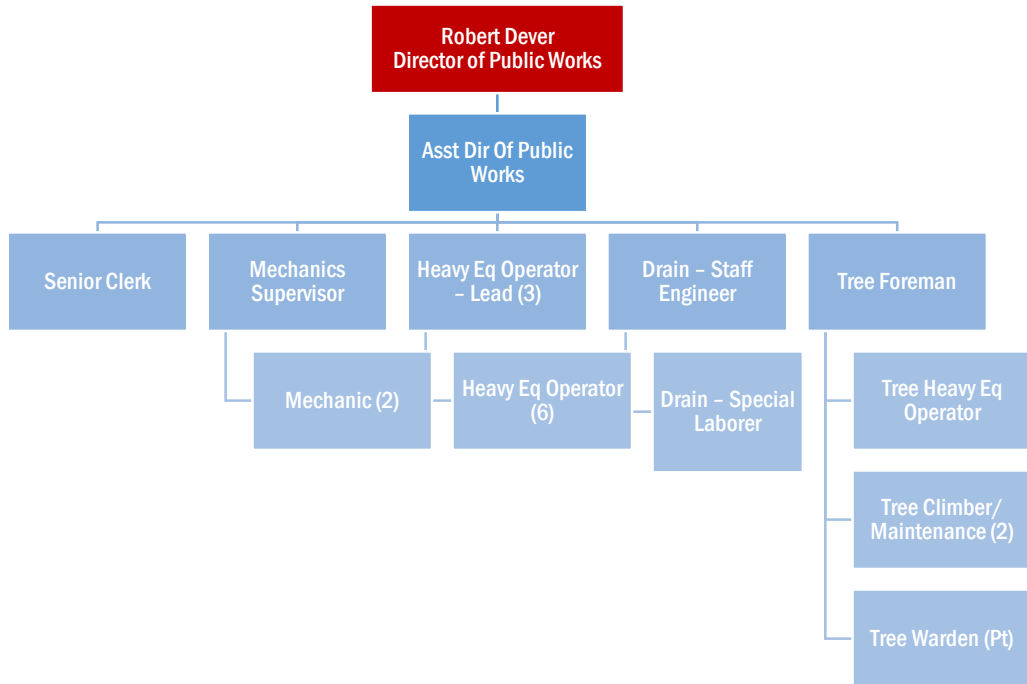
The Highway Department provides services on the streets and sidewalks in town, including but not limited to, repairing trenches and patching potholes, sidewalk maintenance and rebuilding, street sweeping, storm and accident debris removal, Christmas tree removal, maintenance and repair of Town fences and street signs, street lining and roadside landscaping. The DPW also cooperates with and assists other departments when needed. The Department is also in charge of snow operations.

The Drain (Storm Water) Department maintains the storm water system which includes over 4,000 catch basins and manholes. The two-man crew responds to flooding issues, blocked storm lines, resident inquiries, the repair of manholes and catch basins, the cleaning of storm water lines and the reestablishing of drainage ditches.

The Tree Department takes care of public shade trees located on public ways. The Department tries to identify and reduce tree hazards along public ways including the parks, cemeteries, and school grounds. Limbs and branches are picked up and trees are pruned on a daily basis. The Tree Warden also inspects all tree inquiries, whether made by phone or through the online reporting system at [marblehead.org](http://marblehead.org), concerning the health or condition of a tree and then takes the necessary action to address the concern. Questions concerning trees under the jurisdiction of the Conservation Commission are referred to the Town Engineer, the Conservation Agent for the Town. The Department also performs and maintains an annual tree planting schedule.



## ORGANIZATIONAL CHART



### FY20 ACCOMPLISHMENTS

- Focused attention to the construction of handicap accessible ramps for safer pedestrian use
- Repaired and paved roads with a limited budget
- Incorporated the Drain Department operations from Water and Sewer Department effective 7/1/2020
- Covid-19 Emergency Center for procurement and distribution of supplies for Town Departments during the pandemic
- Assisted other Departments with providing additional services required due to pandemic (i.e. Voting set up and breakdown, Town meeting set-up and breakdown, etc.)

### FY21 GOALS & STATUS

**Goal #1:** Continue to combine Highway Drain and Tree operations & and their budgets into one Public Works Dept. (Budget/Operations/Work Crew) to maximize efficiency and provide a harmonious work environment. *Status: Ongoing*

**Goal #2:** Provide necessary safety training and cross training of work crew for utility trenches/tree care. Pursue educational and training opportunities to insure the safety and health of employees while minimizing accident potential.



**Goal #3:** GIS & MS4 implementation/transition from Water & Sewer Department to Public Works Department in order to maintain compliance with State and Federal Regulations. Procure necessary licenses and software to increase our ability to work effectively which reduces our need to rely on outside consultants, which translates into cost savings for the Town.

**Goal #4:** Tree Department long term goal planning is needed. Create a 5-year pruning and maintenance schedule and identify areas that need green canopy. Increase trees planted to at least 50% of what was lost in the prior year as a result of tree removals. Work with volunteers to map Town trees.

**Goal #5:** Review and update all permits (language, rules, regulations, fees).

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Combine Highway, Drain, and Tree operations and expense budgets into one Public Works Department (includes expenses, salaries, operations, excludes projects). Consolidate/re-purpose workspaces.	Combine budget, work crew & operations into one "DPW" unit (Highway, Tree, Drains "Divisions") to realize economies of scale and efficiencies	Reduction in overall time to reduce administrative tasks	1/21-F 22
	Consolidate workspace to optimize space utilization and increase supervision	Consolidation completed	1/21-F 22
	Assess foreman/crew roles and responsibilities for workflow efficiency	Expediency of completing work requests/projects, improved communication across Highway, Tree, Drain Divisions	F 22-FY23
	Assess inter-departmental efficiencies and property ownership to clearly identify DPW responsibilities	Improvement in clarity and efficiency of work with other departments and at properties	FY22-FY27



Goal #2	Objective	Measurement	Timing
Upgrade DPW software and hardware technology capabilities, GIS/CAD, work order tracking system(s), and online permitting	Obtain/purchase software & hardware for GIS and CAD to create foundation for DPW data organization and workflows	Adopt usage of industry standard software for all DPW Divisions	FY21-FY23
	Obtain/purchase software & hardware for all DPW Divisions' work order tracking system(s)	Successful implementation & utilization of system(s); Coordinate tracking system with GIS software	FY21-FY23
	Implement asset management tracking in coordination with order tracking system(s) & Town GIS to enhance overall DPW data maintenance	Successful utilization of system(s) to coordinate with GIS, including maintaining process for updates	FY21-FY22
	Upgrade permitting system for increased DPW oversight and efficiency of customer interactions.	Implement online permitting system (Street Opening, Curb Cut, Drain, Sump Pump). Ensure utilization by outside contractors and other Town departments	FY21-FY23
Goal #3	Objective	Measurement	Timing
Paving and sidewalk repairs, curb cut and trench permit updates, and street sign tracking	Create a paving and sidewalk repair-5 year plan to access necessary & realistic paving and sidewalk funding repair needs	Plan creation	FY22-FY23
	Update Town's Curb Cut and Trench Permits consistent with local standards	Review existing Trench Permits and Curb Cuts, update Town trench regulations, update permitting and fee requirements (consistent with Goal #2.4)	FY22-FY23
	Create Town-wide paving standards and specifications	Create standards implemented in future paving projects	FY22-FY24
	Support Town's Complete Streets efforts	Support Town's ongoing work on Complete Streets	FY22-FY24
	Identify existing signs and create Town-wide signage standards	Inventory sign locations, create plan for standardization	FY22-FY25



Goal #4	Objective	Measurement	Timing
MS4 transition from Water & Sewer Department to DPW and implementation	Update Town by-laws to meet State and Federal regulatory requirements	Successful adoption of by-law at Town meeting	FY21
	Establish DPW workflow and annual process for impending MS4 requirements	DPW to establish its own work flow to achieve compliance with all MS4 permit requirements	FY21-FY22
	Update sump pump connection agreements and records	Scan and document all sump pump connections, update connection agreements to be consistent with industry standards, identify data gaps & record missing records	FY21-FY23
	Create a strategic plan for future storm sewer system updates	Review extensive drain information from W&S, identify data gaps, and establish a storm sewer update plan. This goal will be completed in coordination with Goal #2).	FY21-FY23
Goal #5	Objective	Measurement	Timing
Long-term planning for the Tree Division	Create a 5 year pruning maintenance plan	Create coordinated plan for Town tree care and maintenance. Review existing areas and identify areas that need green canopy.	FY22-FY27
	Assess process for annual tree planting and ensure locations are properly sited	Create framework to attain at least 50% replanting's of annual loss	FY22-FY23
	Work with Town volunteers to identify and map existing Town trees	Map Town trees in GIS (in coordination with Goal #2).	FY22-FY24
	Review Town's shade tree by-laws and regulations. Create a specification and Town standards for Private Planting on Town Way.	Update by-law/regulations and create Town standard specifications	FY22-FY23
	Obtain safe and adequate tree equipment	Purchase necessary safety and operations equipment	FY22-FY23



Goal #6	Objective	Measurement	Timing
Provide necessary safety training for work on utilities trenches, trees, and heavy equipment operator (HEO) operations.	Obtain classes/courses/and or live training to work crew	3 trainings per year	FY22-FY23
	Obtain/distribute proper safety equipment	Use trainings and industry standards to identify necessary safety equipment	FY22-FY24
	Replace equipment as needed	Replace aged and obsolete equipment	FY22-FY24
	OSHA safety training	Maintain existing qualifications and train foremen and operators to OSHA standards	FY22-FY24

## FY22 BUDGET - DPW

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
112 - Highway Salaries	843,189	887,417	936,783	1,331,850*	395,067*	42%*
113 - Highway Expense	104,816	90,232	97,084	160,812*	63,728*	66%*
116 - Rebuild/Main/Http Sts	48,466	14,267	14,425	14,425*	-	0%*
117 - Snow Removal	195,941	110,168	100,000	100,000*	-	0%*
132 - Drain Salaries	147,713	150,718	149,627	-	(149,627)	-100%
133 - Drain Expense	4,622	4,046	5,650	-	(5,650)	-100%
148 - Tree Salaries	277,400	247,898	256,637	-	(256,637)	-100%
149 - Tree Expense	40,343	52,787	64,573	-	(64,573)	-100%
<b>Total Budget for Department</b>	<b>1,662,489</b>	<b>1,557,533</b>	<b>1,616,784*</b>	<b>1,607,087*</b>	<b>(9,697)*</b>	<b>-1%*</b>

Notes:

\* Funds listed combine Highway, Drain, and Tree into Public Works

\*\* \$7,995 override in FY 2021 is removed in total

Public Works Department Salaries and Expenses are listed under "Highway" and include the Drain and Tree Departments.



## FY22 BUDGET *Highway*

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
112 - Highway Salaries	43,189	87,417	936,783	944,224	7,441	1%
113 - Highway Expense	104,816	90,232	107,084	170,812	63,728	60%
116 - Rebuild/Main/Http Sts	48,466	14,267	14,425	14,425	-	0%
117 - Snow Removal	195,941	110,168	100,000	100,000	-	0%
<b>Total Budget for Department</b>	<b>1,192,411</b>	<b>1,102,084</b>	<b>1,158,292</b>	<b>1,229,461</b>	<b>71,169</b>	<b>6%</b>

Notes: Highway Expense includes the expenses of the Drain and Tree Departments.

## FY22 BUDGET *Drain*

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
132 - Drain Salaries	147,713	150,718	149,627	129,359	-20,268	-14%
133 - Drain Expense	4,622	4,046	5,650	0	-5,650	-100%
<b>Total Budget For Department</b>	<b>152,335</b>	<b>154,764</b>	<b>155,277</b>	<b>129,359</b>	<b>-25,918</b>	<b>-114%</b>



## FY22 BUDGET *Tree*

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
148 - Tree Salaries	277,400	247,898	256,637	256,237	-400	-0.16%
149 - Tree Expense	40,343	52,787	64,573	0	-64,573	-100.00%
<b>Total Budget For Department</b>	<b>317,743</b>	<b>300,685</b>	<b>321,210</b>	<b>256,237</b>	<b>-64,973</b>	<b>-20.23%</b>

## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021	FY2022 (target)
Annual road mileage maintenance and \$ of asphalt for new roads and sidewalks	\$275-\$300k	\$275-\$300k	\$275-\$300k	\$275-\$300k
Annual catch basin cleanings- each cleaned 1-2 times per year	2,700	2,700	2,700	2,700
Annual tree planting (use heat index for priority planting)	75-100	75-100	75-100	75-100
Annual tree removal	60-70	60-70	60-70	60-70
Potholes fixed (Tons or other metric)	300 tons			
Road markings painted	As needed	As needed	As needed	As needed
Public requests addressed	~2,500	~2,500	~2,500	~2,500
Town vehicles/apparatus maintained (# of vehicles and/or departments helped)	10 depts/150 fleet + equip.	10 depts/150 fleet + equip.	10 depts/150 fleet + equip.	10 depts/150 fleet + equip.
* Resident satisfaction with maintenance of streets and sidewalks			28%	
* Resident satisfaction with snow removal			74%	

\* Resident satisfaction with tree plantings, maintenance and care




53%

\* Includes % of respondents responding 'satisfied' or 'very satisfied' from The Town of Marblehead Resident Survey





## ABBOT PUBLIC LIBRARY

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Kimberly Grad</b> Library Director	 781-631-9419 <a href="mailto:kgrad@noble.net">kgrad@noble.net</a>	 Abbot Public Library 235 Pleasant Street Marblehead, MA 01945

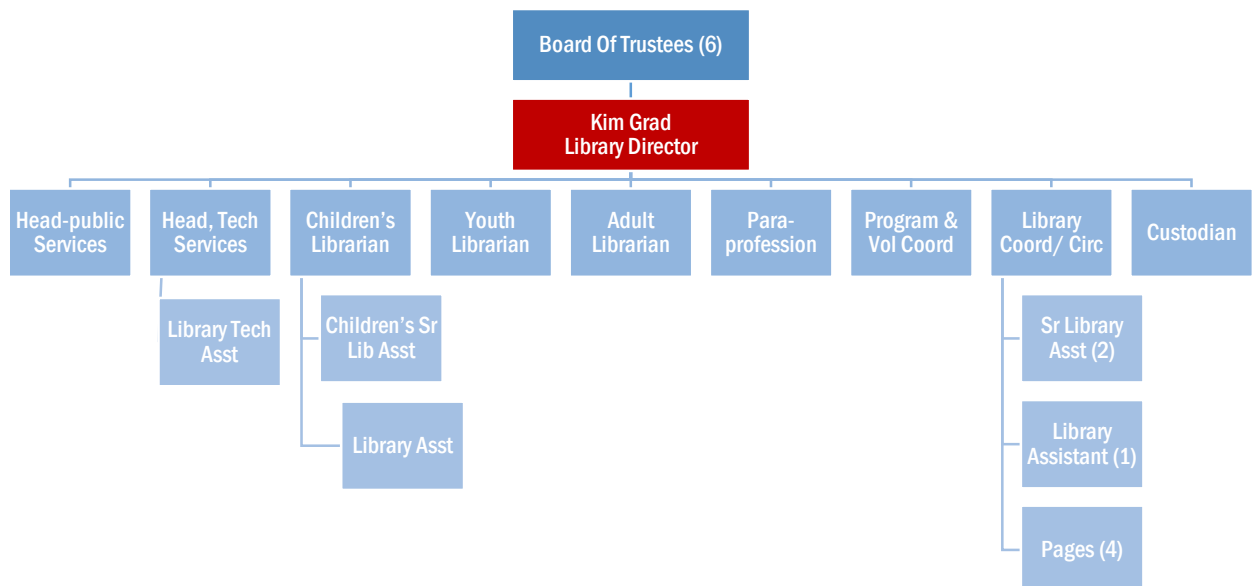
### MISSION STATEMENT

The Abbot Public Library will serve as a vibrant hub of 21<sup>st</sup> Century education, community and culture for the Town of Marblehead. It will continue to be a free and safe gathering place for all where the pursuit of knowledge and empowerment is actively encouraged and supported. Educational and vocational advancement with a focus on digital literacy, will be core considerations.

### DEPARTMENT DESCRIPTION

The Abbot Public Library enriches the lives of the Marblehead community through access to reliable information, technology and a welcoming space. The Library offers a full range of collections, services and programs to Marblehead residents of all ages. We are committed to continued excellence in the development of our collections in all formats. To encourage literacy and the love of learning, we support continuing education and lifelong learning in partnership with Marblehead schools, historic and community organizations. Our goals for future development include refurbishment of space and upgrades to technology.

### ORGANIZATIONAL CHART





## FY20 ACCOMPLISHMENTS

- Creation of a Library blog during the pandemic shutdown
- Expansion of digital collections and services to compensate for lack of access to library facility
- Establishment of curbside pickup services to enable loan of library materials
- Presentation of virtual programming for all age groups
- Provision of personalized reference and reader's advisory services to patrons via phone and Zoom meetings

## FY21 GOALS & STATUS

### **Goal #1:** Seek funding for the library building renovation project

Obtain funding from Town via numerous steps including approval at Town Meeting and voting/ ballot process. *Status: At Town Meeting in June 2021, residents voted 70% in favor of a budget override of \$9.5 Million. A newly formed foundation for the Abbot Public Library will provide \$1 Million of this funding.*

### **Goal #2:** Resume in-person services and open up the building to the public

Restore programming (after library closure due to pandemic), browsing service and make space available for children, teens and adults. *Status: Track statistics including number of programs, attendance at programs, circulation of materials, using the Massachusetts Board of Library Commissioners (MBLC) Annual Report Information Survey (ARIS) as a reference point.*

### **FY21 Notes:**

We offered curbside service and browsing appointments as an alternate to public service hours.

# of programs (and total attendance) includes live, virtual and recorded programs.

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Continued facilitation of Library Renovation project	Locate & prepare moving library functions to an interim space during renovations	Meet timeline goals as structured; Stay within program budget estimates as possible	August - September 2021: Search for interim space; Establish timeline October 2021- January 2022: Refine plans as necessary; February - June 2022: Weed & pack
	Continuously work with OPM (Owner's Project Manager) and architect to plan renovation	Meet timeline goals as structured; Stay within program budget estimates, depending on cost of materials	Meetings with OPM and architect. Continue to work with architects on planning renovation



Goal #2	Objective	Measurement	Timing
Expand public services and service volume	Restore in-person library programming; Encourage community programming partnership	# programs and attendance; Circulation of materials using MBLC survey data	September 2021- June 2022
	Conduct a library card drive for schools	# student patrons; Trend vs. prior year; new student cards issued	November 2021 – June 2022
	Offer outreach visits to private and public schools	# outreach communications & schools contacted; # school visits scheduled & completed	Fall 2021 – June 2022
	Restore Museum Pass Service	# passes distributed, and trend	Fall 2021 – June 2022
Goal #3	Objective	Measurement	Timing
Improve technology to more effectively serve staff and patrons	Increase WiFi and Cell service signals throughout building	Track meeting room use	July 1, 2021- June 30, 2022
	Provide space for patrons' meetings; offer equipment such as laptops and hotspots via a Library of Things	Track circulation of the Library of Things	

**FY22 Notes:**

Due to weeding that will take place in advance of our move to an interim space, we expect a reduction in total holdings.



## FY22 BUDGET




	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
185 - Library Salaries	747,397	849,909	900,080	904,192	4,112	0%
186 - Library Expense *	263,563	277,489	257,259	268,010	10,751	4%
187 - Library Local Travel	100	100	100	-	(100)	-100%
Total Budget For Department	1,011,061	1,127,498	1,157,439	1,172,202	14,763	1%

## DEPARTMENT TRENDS

Metric Description	FY2019	FY2020	FY2021	FY2022 (target)
Total holdings	145,171	147,634	141,010	106,010
Total circulation of all materials (note that not all categories of circulation are represented here)	187,911	139,426	96,131	120,163
Total book circulation	130,460	88,768	52,504	65,630
Ebooks circulation	13,156	17,887	23,367	31,545
Audio (including downloadable) circulation	20,573	17,881	14,229	16,363
Video (DVD) circulation	18,464	11,607	5,108	5,874
Miscellaneous (Book Club Kits, Museum Passes, Museum of Things for example)	406	268	74	370
# of registered borrowers	14,864	11,663	10,427	12,512
# of wireless sessions	52,789	25,588	1,572	20,000
# of programs	271	232	144	150
Total program attendance	8,359	4,783	1,469	2,203
Total public service hours open	2,819	2,044	128	2,600



## PLANNING

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Rebecca Curran Cutting</b> Town Planner and Chief Procurement Officer	 781-631-1529 <a href="mailto:rebeccac@marblehead.org">rebeccac@marblehead.org</a>	 Mary Alley Municipal Bldg 7 Widger Road, 3 <sup>rd</sup> Fl. Marblehead, MA 01945

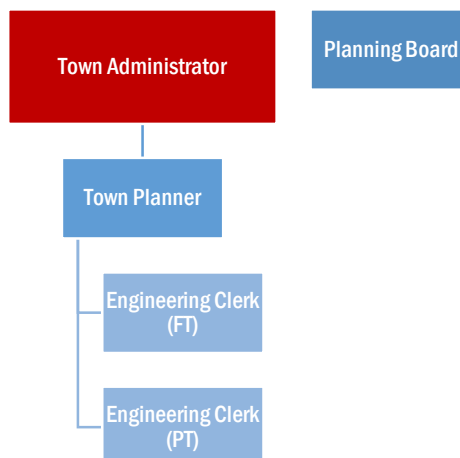
### MISSION STATEMENT

The mission of the Town Planner is to provide technical support to the Planning Board, Zoning Board of Appeals, Design Review Board, Fort Sewall Oversight Committee, Old Burial Hill Committee and various ad-hoc committees; work towards accomplishing goals as set forth in the various plans and studies and directives; leverage additional funding by writing grants and implementing those programs; provide information to the public, applicants and other interested persons on a variety of issues and processes all in a helpful and professional manner, and serving as the Chief Procurement Officer, ensure that all procurements in the town are made correctly in accordance with all applicable laws.

### DEPARTMENT DESCRIPTION

Departmental responsibilities include administering regulatory planning boards for the town (Planning and Zoning board of appeals), serving as project coordinator for many town studies, projects and committees, writing grants and acting as local project coordinator for grant funded activities, serving as Procurement Officer for the town and Contract Administrator for larger projects.

### ORGANIZATIONAL CHART





## FY20 ACCOMPLISHMENTS

- Fort Sewall Restoration project - The restoration project at Fort Sewall began in 2020. The work follows a treatment report that was prepared with a grant from the Massachusetts Historic Commission, and includes replacing doors and repairing stonework on the upper magazines, re-coating the inside brickwork, installing an accessible path to the redoubt and to both upper and lower pathways, raising of the stone dust floor in the redoubt, replacing stairs and stair railings, installing a low barrier between pathways and the steep bank, conducting a ground penetrating radar survey to determine original gun positions, completing an archeological study, and installing a replica cannon and carriage and associated earthworks with markers identifying additional gun positions and comfort station building to the overall project scope. The goal of the project is to increase visitor awareness of the fort's presence on the site and generate deeper appreciation for its historic significance.
- Rail Trail Master Plan was completed in 2020. It is a vision for the future of how the trail can better serve a growing community of users. It is a vision for a safe, accessible, and connected Marblehead Rail Trail, with recommendations for improvement and maintenance.
- A Coastal Resiliency Project was completed in 2020, which is a plan that includes a cohesive response to protect assets in Marblehead Harbor within the time scale of current 2030, 2050 and 2070 sea level rise scenarios; detailed vulnerability and risk assessments which include modeling impacts for future climate impacts by mapping vulnerable coastal flooding and local flood pathways; and an engineering assessment of vulnerable municipally owned facilities and infrastructure to withstand flooding and erosion given the projected climate impacts including higher tides, more intense storms and greater storm surges. An extensive public education and communication engagement made this a community -driven process, which also led to an increase in the public's knowledge of climate change and its predicted impacts while building greater understanding of resilience-based adaptation concepts to address these challenges.
- Abbot Hall restoration - The contract to restore and preserve the exterior of Abbot Hall and install a geothermal HVAC system was completed in 2020. The project included window replacement, roof repair, masonry work and a new heating and cooling system. The geothermal system will provide greater efficiency as well as the new window system.

## FY21 GOALS & STATUS

**Goal #1:** Complete Fort Sewall renovation land works and fort restoration project contracts. *Status: completed*

**Goal #2:** Investigate the conceptual adaptation designs that were a product of the Coastal Resilience plan. The focus will be on an identified at-risk project area: Marblehead Municipal Light Department (MMLD) and adjoining public parcels. *Status: grant has been submitted*

**Goal #3:** Rail Trail - implement several of the recommendations in the report including pedestrian safety upgrades at the crossings located at Mohawk Road and Pleasant Street, Smith Street near the post office, and West Shore Drive near Tower School. *Status: funding received from Complete Streets Program Grant application*

**Goal #4:** Fort Sewall to develop the "Fort Ranger" program responsible for opening the Fort and conducting tours throughout the summer months and a dedicated fund for extended maintenance. *Status: subcommittee working on script, timetable and oversight*

**Goal #5:** Abbot Hall to develop undertake items that were part of the Abbot Hall project but were not bid with the large masonry geothermal project. *Status: plans and specifications are being developed and expected to bid this fall*



## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Implement fort Sewall master plan in its entirety for 100 year anniversary	Develop fort ranger program	Data collection on increased use of fort	May 2022
	Develop e-signage program	Track number of users that use the signage	
	Order donor plaque	Installed (Y/N)	
	Install security cameras	Change in number of incidents	
Goal #2	Objective	Measurement	Timing
Implement rail trail plan	Improvement the rail trail to increase usage and user satisfaction	Survey users to identify 3-5 improvement opportunities	December 2022
	Improve safety	Analyze safety data and user surveys to identify 2+ opportunities to increase safety	
Goal #3	Objective	Measurement	Timing
Reorganize procurement throughout departments	Organize and streamline procurement through the departments	Approval of plan by Commonwealth office of Inspector general	Dec 2021
Goal #4	Objective	Measurement	Timing
Abbot Hall project	Improve energy efficiency	Analyze data to look at energy usage; Identify opportunities to gain efficiency; Draft 1+ project proposal	June 2022



FY22 BUDGET: Planning budget is included with Board of Selectmen

## DEPARTMENTAL TRENDS




METRIC DESCRIPTION	FY2019	FY2020	FY2021	FY2022 (target)
Information requests/tech support for homeowners and boards	1,000-2,000	1,000-2,000	1,000-2,000	1,000-2,000
Meetings conducted	~ 120	~ 120	~ 120	~ 120
Development projects administered – regulatory	~ 100	~ 100	~ 100	~ 100
Town projects managed	~ 12	~ 12	~ 12	~ 12
Procurement officer for larger projects	8-10	8-10	8-10	8-10
Grants managed	5-6	5-6	5-6	5-6





## DEPARTMENT OF PUBLIC SAFETY

# POLICE DEPARTMENT

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Dennis King</b> Police Chief	 781-631-1212 x17 <a href="mailto:kingd@Marblehead.org">kingd@Marblehead.org</a>	 Marblehead Police Station 11 Gerry Street Marblehead, MA 01945

### MISSION STATEMENT

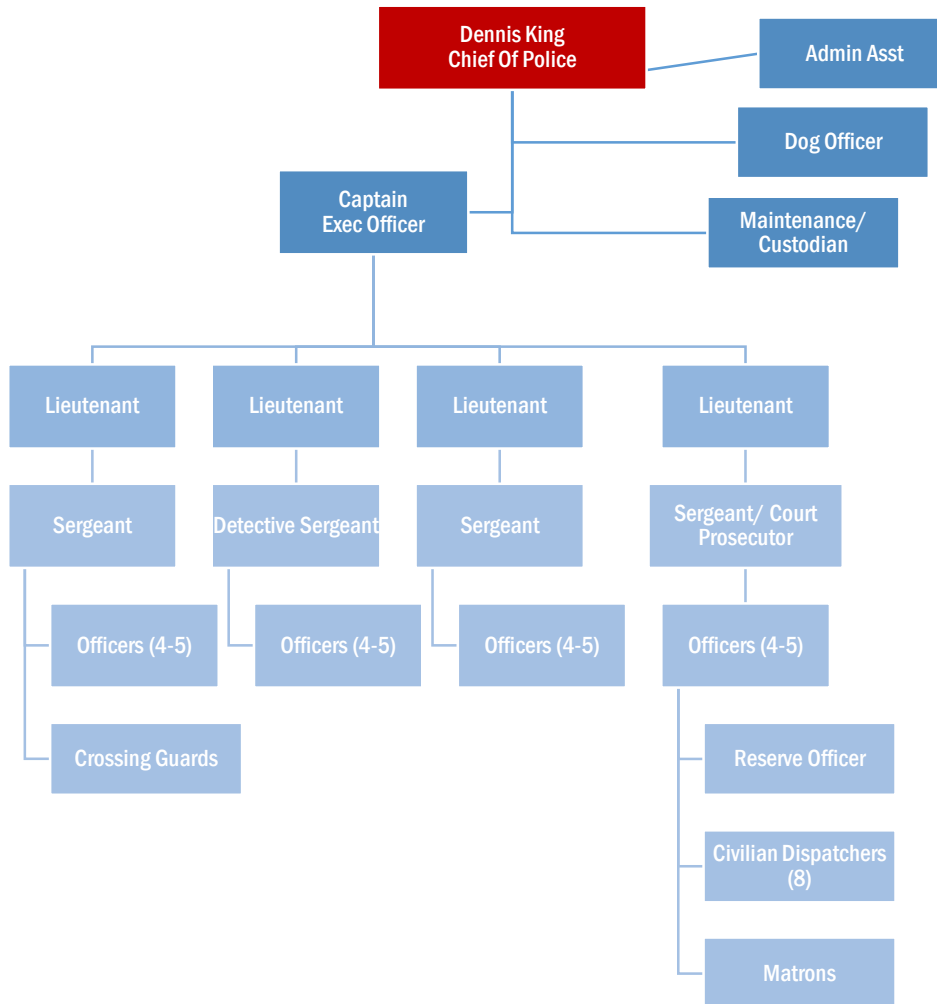
The Marblehead Police Department is committed to the protection of lives and property and enhancing the safety and peace of the community for which we serve. Our goal is to maintain the highest standard of professionalism and to preserve the individual rights and liberties of the public, while serving the needs of our citizens. We are dedicated to a cooperative effort with the community to identify and address concerns, reduce the fear of crime, participate in criminal justice and social service diversion programs and to enhance the quality of life of our residents.

### DEPARTMENT DESCRIPTION

In order to protect life and property, prevent crime and reduce the fear of crime, we will provide service with understanding, response with compassion, performance with integrity and law enforcement with vision. The police investigate crime, enforce the laws and bring charges where appropriate. We engage in educational outreach and manage and operate the E911 Emergency Communications Center. We are responsible for managing the School Crossing Guards, and maintain a School Resource Officer. We are involved in all phases of planning as it relates to public safety in the Town of Marblehead.



## ORGANIZATIONAL CHART



## FY20 ACCOMPLISHMENTS

- Achieved Accreditation from the Massachusetts Police Accreditation Commission
- Increased E-911 Dispatch staffing by 1 (one) full-time E-911 Tele-Communicator
- Continued a strong School Resource Program/ Partnership with the School Department



## FY21 GOALS & STATUS

**Goal #1:** Have a facilities/space study done on the Police Station to be used to develop a plan for the facility moving forward. *Status: Partnered with the School Department for a "mini" assessment of the Police Department facility.*

**Goal #2:** Continue with the Accreditation of the Department by maintaining and updating all policies and procedures. *Status: Ongoing.*

**Goal #3:** Position the department for a seamless transition to new leadership. *Status: Ongoing and to be completed by the end of FY21.*

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Continue to improve Police/Community relations to further build and foster legitimacy	Run Citizen's Police Academy 2X per year	# of participants	Q1-Q4 FY22
	Use social media platforms to advance the Police Department's messaging	# followers/ user engagement	
	Promote outreach to Community Groups to hear community concerns	# speaking engagements	
Goal #2	Objective	Measurement	Timing
Reduce crime and boost compliance with by-laws (animal) to maintain citizen safety	Use statistics to determine trends in crime	Quarterly analysis of calls through RMS	Q1-Q4 FY22
	Map crime to determine if there are specific locations for issues/concerns	Create Map based on call types and crimes	
	Employ targeted policing where needed to reduce crime	Changes in #of 'targeted' efforts as driven by data	
	Utilize civilian feedback for more consistent parking enforcement	Track logged complaints; # citations	



Goal #3	Objective	Measurement	Timing
Restore staffing of sworn officers to 32; pre-budget cut level	Fill a current funded vacancy	Positions filled	Q1-Q2 FY22
	Restore a previously cut position	Positions filled	Q3-Q4 FY22

Goal #4	Objective	Measurement	Timing
Return to "In-Person" training as possible and exceed required training in "Implicit Bias" and "Community Outreach"	Fulfill required MPTC training with an eye towards "In Person" Training	meeting MPTC training requirements	Q1-Q4
	Identify specific training needs in community outreach	training hours logged	Q1-Q4
	Focus "every" year training on Implicit Bias	hours of implicit bias scheduled and completed	Q1-Q4

Goal #5	Objective	Measurement	Timing
Enhance use of technology in public safety	Look to better utilize cruiser technology by outfitting cruisers with mobile data and RMS connectivity	# of cruisers outfitted	Q3-FY23
	Look at further enhance technology such as Ecitation equipment	Grant application completed	Q3-FY23
	Continue use of social media platforms to deliver the message of the Police Department	# weekly social media postings; # responses	Q1-Q4



## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
062 - Police Salaries	3,889,528	3,891,209	4,089,754	4,150,165	60,411	1%
063 - Police Expense	182,390	190,942	182,390	182,390	0	0%
064 - Police Indemnification Of Off	273	439	5,000	5,000	0	0%
<b>Total Budget For Department</b>	<b>4,072,191</b>	<b>4,082,590</b>	<b>4,277,144</b>	<b>4,337,555</b>	<b>60,411</b>	<b>1%</b>

## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021 (2nd Qtr)	FY2022 (Target)
Calls For Service	11,201	11,364	5,946	11,000
Traffic Crash Data	415	366	179	300
Crime: Assaults	59	42	19	40
Crime: Theft/Larceny	126	119	84	110
Operating Under The Influence	18	14	1	10
Animal Control: Calls For Service	1,050	893	509	900




\* Resident satisfaction with police services

86%

\* Includes % of respondents responding 'satisfied' or 'very satisfied' from The Town of Marblehead Resident Survey



## RECREATION AND PARKS DEPARTMENT

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Peter James</b> Superintendent of Recreation and Parks	 781-631-3350 <a href="mailto:jamesp@marblehead.org">jamesp@marblehead.org</a>	 Marblehead Community Center 10 Humphrey Street Marblehead, MA 01945

### MISSION STATEMENT

The Department's mission is to enhance the environment and the quality of life for the residents of Marblehead. This is accomplished by the development of a variety of recreational activities in a safe and enjoyable setting, and through the care and maintenance of the Town's parks, athletic fields, and recreational areas.

### DEPARTMENT DESCRIPTION

#### Recreation & Parks and School Athletic Field & Facility Maintenance:

The Department prepares and maintains the town's athletic fields and is responsible for the field preparation, including lines, for the following sports: High School (Varsity, Junior Varsity, and Frosh): football, baseball, softball, lacrosse, soccer, and field hockey; Youth Sports baseball, softball, lacrosse, flag football and football; men's softball and soccer, and co-ed softball.

The department is responsible for the mowing, trimming, fertilizing, over-seeding, aerating, and top-dressing all grass athletic fields as well as the grooming of the turf field at Piper. The town and school irrigations systems are also maintained by the department.

In cooperation with the school department, special playground fiber (surfacing) is added to all school and town playgrounds as needed for safety to reduce the chance of injuries due to falls. The department does not "manicure" the grounds at the schools due to budget and manpower limitations; plantings and mulch are added as time, materials and funding allow.

The Sports Committee, a sub-committee of the Recreation & Parks Commission, meets seasonally to allocate athletic field usage. This committee prioritizes open communications with the School Athletic Department and local youth and adult sports organizations to minimize conflicts and maximize usage. This includes coordinating, scheduling and utilizing athletic facilities to meet the needs of the community athletic organizations while also accommodating the request of scheduling parks and facilities for the public.

#### Building and Comfort Station (restroom) Maintenance:

The Department is the steward of the Marblehead Community Center shared with the Council on Aging. Our other facilities include: a workshop, equipment storage and Pavilions at Devereux Beach, maintenance garage on Vine Street, Gerry (Stramski's) locker room and sailing classroom, Hamond Nature Center and the Seaside Park grandstand.

The installation and maintenance of the memorial benches located at Chandler Hovey, Memorial Park, Crocker Park, Seaside, Gatchell's, Fountain Park, and Redd's Pond are also covered by the department.



Comfort stations (restrooms) at the following locations are the department's responsibility: Chandler Hovey Park, Devereux Beach, Crocker Park, Fort Sewall, Reynolds Playground, Gerry Playground, Gatchells Playground, and Hamond Nature Center on a seasonal basis. Doggie bags are provided by the department's budget at Chandler Hovey Park, Crocker Park, Redd's Pond, Fort Sewall and the Dog Park.

**Facility & Grounds Landscape Maintenance Program:**

The Parks staff is responsible for the landscape maintenance, mowing, trimming of and shrubs, and removal of litter at Town's Recreation and park properties, cemeteries and historic grounds, public landings, school department properties, public buildings, conservation and commission lands, and other assorted properties.

Type	Number
Rec & Parks Properties	16
Cemetery & Historic Grounds	7
School Dept Properties	10
Other Public Building Properties	8
Public Landings	6
Other Public Grounds	9
Conservation Commission Lands (as labor permits)	8
Other	2

**Devereux Beach & Riverhead Beach:**

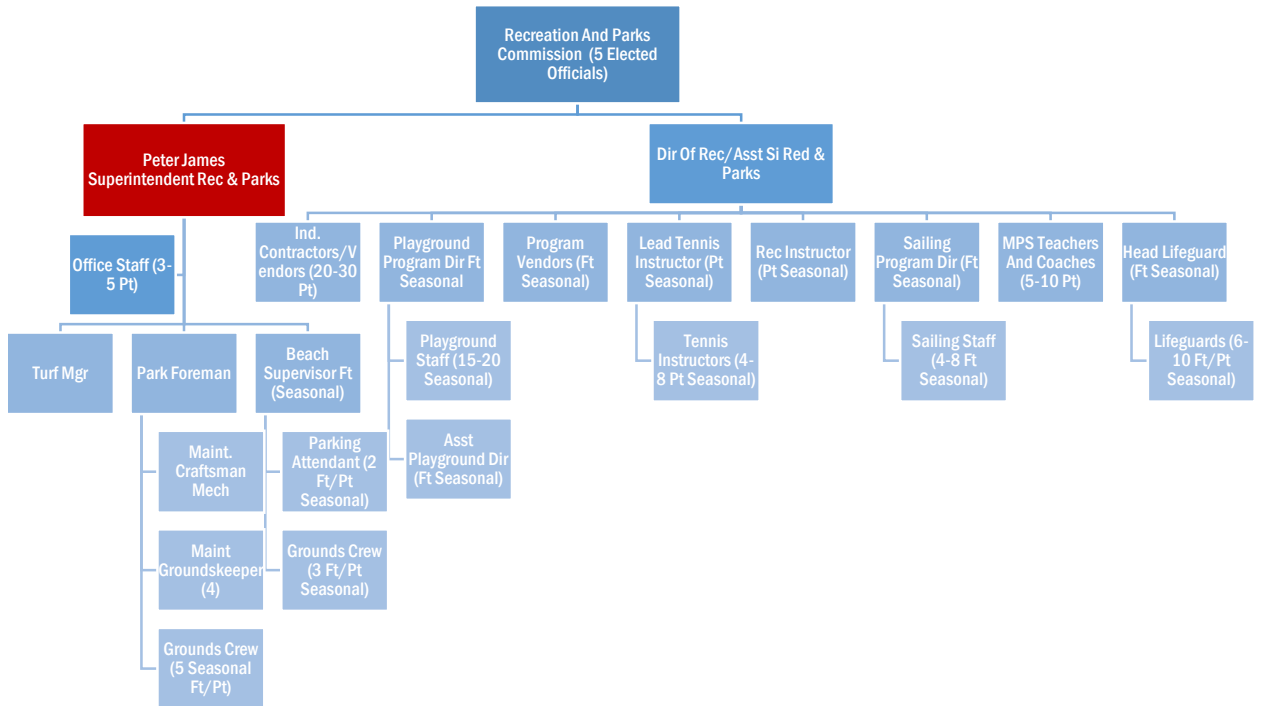
The Department is responsible for all matters pertaining to the beaches, beach recreational programming and operations. This includes parking, lifeguards, pavilion rentals and property maintenance. Also included is the oversight of the vendor at Riverhead beach.

**Recreational Programming:**

Provides year round high quality indoor, outdoor and virtual recreational programs and services throughout the community that provide fun, educational, accessible programs, events, activities, leagues and workshops for the entire community. Offerings are based on community needs that are cost efficient and within reach of the overall community resource base while providing a high level of participant satisfactions. Safety and quality are paramount. Recreational offerings are run by department staff, teachers, coaches and independent contractors. The Recreation Revolving Fund is utilized to support all programs, special events, park operations, and department functions. Recreational programming is self-supporting. Fees charge for programs, over the cost of materials, pay salaries and help defray other departmental costs.



## ORGANIZATIONAL CHART



## FY20 ACCOMPLISHMENTS

- Development of more efficient and effective office systems and reconfiguration of responsibilities after loss of Union Clerk; this includes permitting & rentals, deposits & billing, payroll and registrations.
- Installation of Pickle ball Courts at the Veterans Village Middle School
- Built new kayak racks due to community need
- Developed COVID-19 systems to facilitate boat launching at Riverhead beach, return to play for youth and adult sports organizations, utilization of beaches, parks, playgrounds and courts.





## FY21 GOALS & STATUS

**Goal #1:** Developed and executed COVID-19 compliant summer, Fall and Winter programs and events for youth and adults

**Goal #2:** Paving of Marblehead Community Center Parking Lot

**Goal #3:** Painted the Exterior of the Stramski House

**Goal #4:** Replacement of metal guard rail at Devereux Beach

**Goal #5:** Building of new kayak racks to accommodate longer length vessels

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Continued renovation of the Stramski House	Determination of next phase of project work by Commission	Detailed list of scope of work	As funds become available
	Securing pricing for cost of work	Determine funding source	
	Create Bid Proposal if needed	Proposal goes out to bid	
	Commission votes on proposed bid	A proposal decision is determined	
Goal #2	Objective	Measurement	Timing
Seaside Park Tennis Court Renovation	Secure Estimates for the work	Obtain a minimum of 3 estimates to determine cost	Completed
	Determine project funding - Town, Fundraising, Grants	Secure needed funds	Completed
	Project goes out to bid	Commission votes on proposed bid	6/30/2022
	Renovation	Renovation is completed	6/30/2022



Goal #3	Objective	Measurement	Timing
To decide if the Recreation & Parks Department will have a new stand alone website	Develops the goals and objectives of a new website	Create a focused list with Department Staff, & Commission	Met with consultant
	Develop a scope of work for the new website	List of features and amenities to see included	Have cost estimate
	Create a proposal to go out to bid	Proposal to Procurement Officer to go out to bid	Decision to proceed Fall 2021
	Commission review bids	Determination of cost/benefit analysis	6/30/2022

Goal #4	Objective	Measurement	Timing
Athletic Field User Fee decision	Commission votes on a decision about the User Fee	Vote is taken	In discussion
	Communicate to Sports Organizations/Stakeholders on the official decision	Communication is sent to Stakeholders and Sports Groups	6/30/2022

Goal #5	Objective	Measurement	Timing
Return to Play/Activities - New COVID Phase Guidelines	Review COVID-19 Recreational Guidelines	Determine programs/activities to offer vs. remain on hold	Completed - Back to running all programs
	Assess and Evaluate program locations that meet standards	Develop a list of appropriate space/locations	
	Research required supplies, resources and materials	Secure & purchase needed resources	
	Programs/Activities/Events available to the public for registration/participation	Implementation of programs/activities/events	



Goal #6	Objective	Measurement	Timing
Pavilions at the Lighthouse	Secure Estimates for replacement of Pavilions	Obtain a minimum of 3 estimates to determine cost	As funds become available
	Determine Next Steps/Funding Source	Next Step: Town Override, Capital Fundraising, Tear down	
	Action of decision	Act on the decision	
Goal #7	Objective	Measurement	Timing
Update of all department job descriptions if needed	Obtain all Department Job Descriptions	Obtain all department job descriptions	6/30/2022
	Review & Update Job Descriptions	Review and update job descriptions	
	1-2 Job Descriptions at a time for the year	Present updated job descriptions to the Commission	
	Compensation Commission	New job descriptions are presented to the Compensation Commission	

## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
190 - Park Salaries	584,564	584,564	625,115	619,148	(5,966)	-1%
191 - Park Expense General	171,590	157,890	171,590	171,590	-	0%
192 - Park Facility Expense	46,093	41,007	46,093	46,093	-	0%
Total Budget For Department	802,247	783,461	842,798	836,831	(5,966)	0%



## DEPARTMENTAL TRENDS




Metric Description	FY2019	FY2020	FY2021	FY2022 (Target)
Recreational Program Participation Volume: children and adults attending one or more recreational events	7,157	9,958	10,013	12,000
Recreational Program Offerings (# of activities, classes or programs)	805	917	958	1,000
Community-wide events offered (ex: public concerts, etc.)	8	16	20	20
Public buildings and Cemeteries maintained	6	6	6	6
Playgrounds and parks maintained	14	14	14	14
Athletic fields maintained (in addition to regular maintenance includes fertilizing, landscaping, aeration and winter preparation)	13	13	13	13
Public beaches/ swimming facilities maintained	5	5	5	5
Public school grounds maintained	8	7	7	8
Public restrooms maintained	8	8	3-Covid	8
Maintaining Judy and Gene Jacoby Community Center: outdoor and indoor maintenance	Yes	Yes	Yes	Yes
* Resident satisfaction with recreation and community programming			80%	

\* Resident satisfaction with parks and playgrounds 73%

\* Includes % of respondents responding 'satisfied' or 'very satisfied' from The Town of Marblehead Resident Survey



## TOWN CLERK

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Robin Michaud</b> Town Clerk	 781-631-0528 <a href="mailto:townclerk@marblehead.org">townclerk@marblehead.org</a>	 Mary Alley Building 7 Widger Road Marblehead, MA 01945

### MISSION STATEMENT

The Town Clerk's Office demonstrates excellent customer service to the community while providing information and education, and works with Town Officials and Departments to perform functions necessary to meet established goals and comply with local and state regulations.

### DEPARTMENT DESCRIPTION

The Town Clerk, elected every three years, has a wide range of duties and responsibilities in local government, including:

- Conducts, on an annual basis, a community-wide census;
- Serves as keeper of the Town seal: The Town Clerk attests by signature and seal to bonds, contracts, bylaws, resolutions, vital records, and any other documents requiring town certification;
- Serves as the Chief Election Official: supervise voter registration; oversee polling places, election officers, and the general conduct of all elections; direct the preparation of ballots, polling places, voting equipment, and voting lists; administer campaign finance laws; certify nomination papers and initiative petitions; and serve on the Board of Registrars;
- Assists the Moderator during Town Meeting: prepare voting lists, keep the record of attendance, count and record votes on all matters before Town Meeting;
- Assists after Town Meeting: submit all zoning and general bylaw changes to the Massachusetts Attorney General's Office for approval;
- Posts notices of all open meetings and administers the oath of office to elected officers and appointed committee members;
- Oversees the state-mandated compliance of all employees, board, and committee members with the annual required conflict of interest/state ethics law documentation;
- Records and maintains all birth, death, and marriage records for the Town; and
- Records all Planning Board and Zoning Board of Appeals decisions for the Town.



## FY22 BUDGET




	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
039 - Town Clerk Salaries	185,596	192,097	195,651	197,987	2,336	1%
040 - Town Clerk Expense	8,720	9,287	10,137	10,137	-	0%
Total Budget for Department	194,316	201,384	205,788	208,124	2,336	1%

## DEPARTMENTAL TRENDS:

Metric Description	FY2019
Birth records registered	132
Marriage certificates registered	71
Death certificates registered	204



## VETERANS

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>David C. Rodgers</b> Veterans Service Officer/Agent	 781-631-0990 <a href="mailto:rodgersd@marblehead.org">rodgersd@marblehead.org</a>	 Mary Alley Building 7 Widger Road Marblehead, MA 01945

### MISSION STATEMENT

The mission of this office is to assist and serve veterans and their families who live in Marblehead. This office will go over and above to help any veteran or their family in the town of Marblehead.

### DEPARTMENT DESCRIPTION

Marblehead Veterans Services assists in applying for federal benefits through the Veterans Administration. These benefits vary from enrolling in the VA healthcare system to applying for a service connected disability or VA pension. In some cases there are burial benefits and widow's pensions. State benefits through Chapter 115 of the MA general laws are available to veterans in financial need. This office conducts many graveside services along with chaplain Lyman Rollins VFW Post 2005. Military honors are also available by branch of service one served in. The Veterans Office is always available for counsel at any time.

### ORGANIZATIONAL CHART

David Rodgers  
Veterans Service Agent



## FY20 ACCOMPLISHMENTS

Veterans Services is a unique office since many of the day to day operations are unscheduled calls from veterans of the community.

- Successful Memorial Day service, graves were flagged the Saturday before Memorial Day, by members of the community. Flags were displayed on causeway light poles from Memorial Day through the summer.
- Successful Veterans Day services at the Old Town House due to renovations at Abbot Hall
- Helped veterans with various benefits

## FY21 GOALS AND STATUS

**Goal #1:** Successful Memorial Day service (virtual) due to Covid 19 restrictions. Veterans' graves were flagged by a small group of Marblehead residents. Flags were displayed on causeway light poles from Memorial Day through the summer.

**Goal #2:** Successful Veterans Day at Memorial Park with Covid 19 restrictions. The War on Terror Memorial was rededicated.

**Goal #3:** Assisted veterans with various benefits throughout the fiscal year

**Goal #4:** Assisted veterans 65 years + with obtaining Covid 19 shots through the VA healthcare at the Bedford VA Hospital

## FY22 GOALS

Goal #1	Objective	Measurement	Timing
Assist Veterans and their families with council and benefits	Assist with VA benefits	While many if not all services are confidential, we can measure departmental efforts by noting the # served and outcome, anonymously as necessary	6/30/2022
	Assist with State benefits		
	Assist with general council		
	Assist with coordination of Veteran burials		
Goal #2	Objective	Measurement	Timing
Memorial Day veterans service with grave flagging	Honor town veterans and those deceased with a Memorial Day service with grave flagging	Successful event execution	5/31/2022





Goal #3	Objective	Measurement	Timing
Veterans Day service	Plan and execute a service to honor Marblehead's veterans	Successful event execution	11/11/2021

## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
175 - Veterans Benefits Salaries	66,238	37,983	68,226	68,226	0	0%
176- Veterans Benefits Expense	1,241	1,060	1,243	1,243	0	0%
177 - Veterans Benefits Local Travel	764	410	1,100	1,100	0	0%
178 - M Veterans Benefits - Benefits	39,572	44,523	40,000	40,000	0	0%
Total Budget For Department	107,815	83,976	110,569	110,569	0	0%



## DEPARTMENTAL TRENDS:

Veteran's Affairs works to assist to the best of their ability, each and every veteran and veteran's family in need. Historically, the department has not kept exact record of volume of assistance provided, but rather operates to ensure the swift and professional delivery of services when needed.

Metric Description	FY2019	FY2020	FY2021 (2nd Qtr)	FY2022 (Target)
Public commemorations coordinated and conducted to honor and remember veterans' service to our country (Memorial Day and Veteran's Day)	2	2	2	2
Local, State or Federal benefit assistance, or applications filed on behalf of veterans	50 or more	50 or more	50 or more	50 or more
Meetings with veterans and/or their families to discuss whatever challenges they may be facing	50 or more	50 or more	50 or more	50 or more
Assist veterans with acquiring COVID-19 vaccinations	NA	NA	50 or more	As needed
Assist with funerals (as needed)	20 or more	20 or more	20 or more	20 or more



## WASTE

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Andrew Petty</b> Director of Public Health	 781-631-0212 <a href="mailto:pettya@marblehead.org">pettya@marblehead.org</a>	 Mary Alley Building 7 Widger Road Marblehead, MA 01945

### MISSION STATEMENT

The department's mission is for the collection, transportation, processing and disposal of solid waste, recycled materials and yard waste under Solid Waste Chapter 217 Health and Sanitation Article II.

### DEPARTMENT DESCRIPTION

The Waste Department is responsible for the collection, transportation, processing and disposal of solid waste, recycled materials and yard waste for the Town of Marblehead. To accomplish this objective the waste department operates a transfer station and negotiates and executes several large multi-year contracts to support collection and disposal activity.

Transfer Station activities:

Materials (trash & recycling) brought to the Transfer Station site at Woodfin Terrace are temporarily stored until they are "transferred" to licensed locations for disposal or reprocessing.

The site comprises three main areas of activity:

- Commercial compactor & office - This comprises a traditional trash compactor primarily serving commercial users and oversized residential loads. This activity is supported by a weigh station and office. The office also services as a fee collection and distribution point for the town facilities sticker and specific item disposal fees e.g., electronics and mattresses.
- Residential trash and recyclables drop off - This comprises self-service compactors and open topped containers for residents to drop off sorted recyclables and trash.
- Garden wastes drop off - This comprises an area for residents and fee-paying commercial contractors to drop off clippings, brush and wood/logs. Smaller sized waste is chipped and composted with the compost available to town departments and residents. Wood waste is chipped, with chips used by town departments or disposed of.

Hazardous household waste is collected by the Health Department during an annual Household Hazardous Waste Collection Day.

As owners and operators of heavy equipment, the waste department employs appropriately qualified operators and conducts regular repairs and maintenance on this equipment



The transfer station is located on the site of the town's former landfill that was capped within the last decade. As a legacy site, the waste department is also responsible for monitoring the condition of the capped landfill.

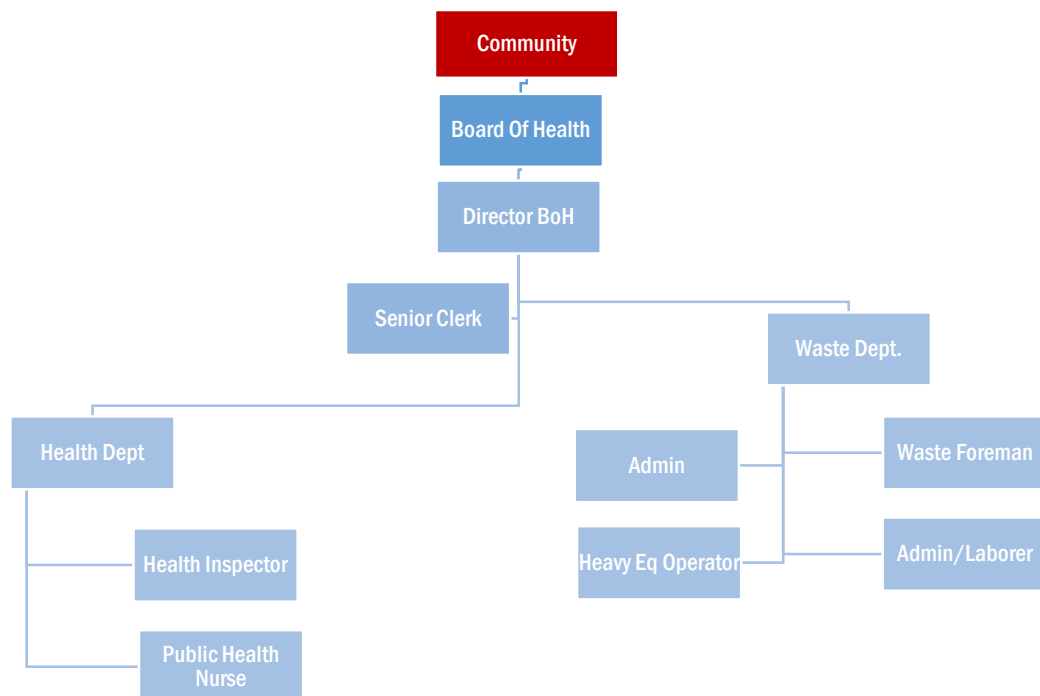
#### Contracted Services:

Recognizing that a town of Marblehead's size lacks the scale, space, and facilities to undertake all aspect of the waste process itself, the town contracts with third parties to deliver these services to residents and businesses. There are four major contacted activities:

- Curbside trash pickup and curbside and transfer station collected trash disposal
- Recycling collection
- Recycling disposal
- Curbside composting pickup

To provide certainty to both parties, these contracts are of a multi-year nature with clear service level provisions and remedies & dispute resolution processes.

### ORGANIZATIONAL CHART





## FY20 ACCOMPLISHMENTS

- Continued operations during a pandemic, with only one day closed due to COVID-19

## FY21 GOALS AND STATUS

**Goal #1:** Resolution of ongoing legal disputes resulting in certainty in funding available to finish the final stage of the transfer station project

**Goal #2:** Extension of the trash disposal contract for five years (enabling optionality of rebidding with curbside collection)

**Goal #3:** Resolution of normal service hours and almost all service under COVID protocols

**Goal #4:** Growth in uptake of curbside compost pick up program

**Goal #5:** Maintenance and slight growth in the commercial trash program

## FY22 GOALS:

Goal #1	Objective	Measurement	Timing
Finish Transfer Station	Evaluate costs	Estimates	Q2 FY22
	Complete design	Plans	Q1 FY22
	Complete permitting	MADEP permit	Q1 FY22
Goal #2	Objective	Measurement	Timing
Reduce waste and recycle more	Education	Flyers mailed to every home	Q3 FY22
	Annual reporting	MADEP complete report	
Goal #3	Objective	Measurement	Timing
Continue to run transfer station in a cost effective manor	MADEP grants to pay for new equipment	Grant received	Q2 FY22



## FY22 BUDGET

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
126 - Waste Collection Salaries	341,458	350,439	379,796	403,752	23,956	6%
127 - Waste Collection Expense	1,604,059	1,693,722	1,861,502	1,893,887	32,385	2%
129 - Landfill Monitoring Expense	65,152	65,152	114,600	114,600	0	0%
Total Budget For Department	2,010,669	2,109,313	2,355,898	2,412,239	56,341	2%

## DEPARTMENTAL TRENDS




Metric Description	FY2019	FY2020	FY2021	FY2022 (target)
Increase cost of collection	866,556	887,310	908,536	933,676
Increase cost of disposal (per ton)	89.12	91.79	94.54	97.38
Increase cost of yard waste disposal	62,000	70,000	105,000	105,000
Residential pick up of HH hazardous waste # events/homes	2 events/ ~300 homes	2 events/ ~300 homes	3 events/ 100-120 homes per event	4 events/ capped at 120 per event

\* Residents satisfaction with trash and recycling collection 92%

\* Includes % of respondents responding 'satisfied' or 'very satisfied' from The Town of Marblehead Resident Survey



## WATER & SEWER COMMISSION

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Amy McHugh</b> Water & Sewer Commission Superintendent	 781-631-0102 <a href="mailto:water@marblehead.org">water@marblehead.org</a>	 P.O. Box 1108 Building #11 100 Tower Way Marblehead, MA 01945

### MISSION STATEMENT

It is the mission of the Marblehead Water and Sewer Commission to provide the town's residents with a reliable supply of safe drinking water and to maintain and improve the water quality and reliability of a water distribution system that fulfills the water demands of the town, while meeting or exceeding all regulatory requirements.

The Commission is also tasked with protecting the public health of the town's residents while enhancing the quality of the region's natural water resources. The Sewer Department does this by providing safe, efficient, and reliable wastewater collection, treatment, and disposal.

The Commission achieves its mission by assuring adequate funding, and providing an organization of people dedicated to professionalism, stewardship, and quality that anticipates and responds to the changing environmental and economic needs of the community.

### DEPARTMENT DESCRIPTION

#### Water:

The Marblehead Water and Sewer Commission is an elected five-member board. The Commission's responsibilities include the ability to adequately fund the water department with receipts from the sale of water.

The Commission acts on behalf of the town in the purchase of water and for the construction, maintenance, and operation of the water works system. The Commission administers all requirements of the Massachusetts Public Water System #3168000 Certificate. This Certificate indicates that the system is registered with the State of Massachusetts and must comply with the Massachusetts Drinking Water Regulations contained in 310 CMR 22.00.

As a fully enterprise-funded department, all aspects of the water distribution system are supported entirely by receipts from the sale of water. Annually, the Commission prepares a detailed budget and reviews the capital improvement plan, regulatory requirements, emergency response plan, and audit of accounts. From the information gathered through these reviews, the Commission sets a fiscally-responsible water rate that will meet the requirements of the budget.

The Commission employs certified water distribution operators. The operators must complete all regulatory requirements and training and are responsible for the maintenance, upgrades, and emergency response of the distribution system. The office staff processes all of the billing and payment collection for the sale of water. The entire staff responds to customer service needs.



A five year Capital Improvement Plan, the immediate needs of the distribution system, and the audited town approved retained earnings are all taken into consideration by the Commission when determining capital improvement projects for each fiscal year.

Customer relations are a priority of the department. Office hours and Commission meetings are set for maximum access to the department by the public. Water technicians are available 24/7 to respond to emergencies or water quality complaints.

The Commission purchases its water from the Massachusetts Water Resource Authority (MWRA). A representative is appointed by the Commission to hold a position on the MWRA Advisory Board.

The Commission prepares an annual water statistic report, town report, and a rate study. Extensive water quality testing, implementation of a cross connection plan and the hydrant flushing program, maintenance of two booster pump stations, a water tank, over 100 miles of water pipe (located in Marblehead, Swampscott, Salem, and Lynn), 3,000 water valves, and 875 hydrants are performed by the Commission and the water department's well-trained and state certified staff. The staff completes training yearly on water distribution systems, water quality, cross connections, and emergency response. The department responds to all emergency situations involving the water system to assure the safety of the public water supply and to minimize the time of any water service interruption.

The supplying of water to our residents, and the maintenance of and improvements to the water system are all achieved using only the revenue received from the sale of water.

Sewer:

The Marblehead Water and Sewer Commission's responsibilities include the ability to adequately fund the Sewer Department with receipts generated through providing the collection and treatment of waste water.

The Commission acts on behalf of the town in the collection and treatment of waste water, and in the construction, maintenance, and operation of the waste water collection system. The Commission administers and assures adherence with all requirements of the co-permittee of NPDES #MA0100501 and a Clean Water Act (CWA) Administrative Order. The NPDES Permit indicates that Marblehead is a co-permittee in the Environmental Protection Agency (EPA) issued permit and must comply with the Massachusetts Division of Water Pollution Control Regulations contained in 314 CMR 12.00.

As a fully enterprise-funded department, all aspects of waste water collection and treatment are supported entirely by the receipts for providing this service. Annually, the Commission prepares a detailed budget and reviews the capital improvement plan, regulatory requirements, emergency response plan, immediate needs of the collections system, and audit of accounts. From the information gathered through these reviews, the Commission sets a fiscally responsible sewer rate that will meet the requirements of the budget.

The Commission employs certified waste water collection system operators. The operators must complete all regulatory requirements and training, while being responsible for the maintenance, upgrades and emergency response of the collection system. The office staff processes all of the billing and payments for the collection and treatment of the waste water.

A five year Capital Improvement Plan, the immediate needs of the collection system, and the audited town-approved retained earnings are all taken into consideration by the Commission when determining capital improvement projects for each fiscal year. Customer relations are a priority of the department. Office hours and Commission meetings are set for maximum access to the department by the public. Sewer technicians are available 24/7 to respond to emergencies or customer issues.

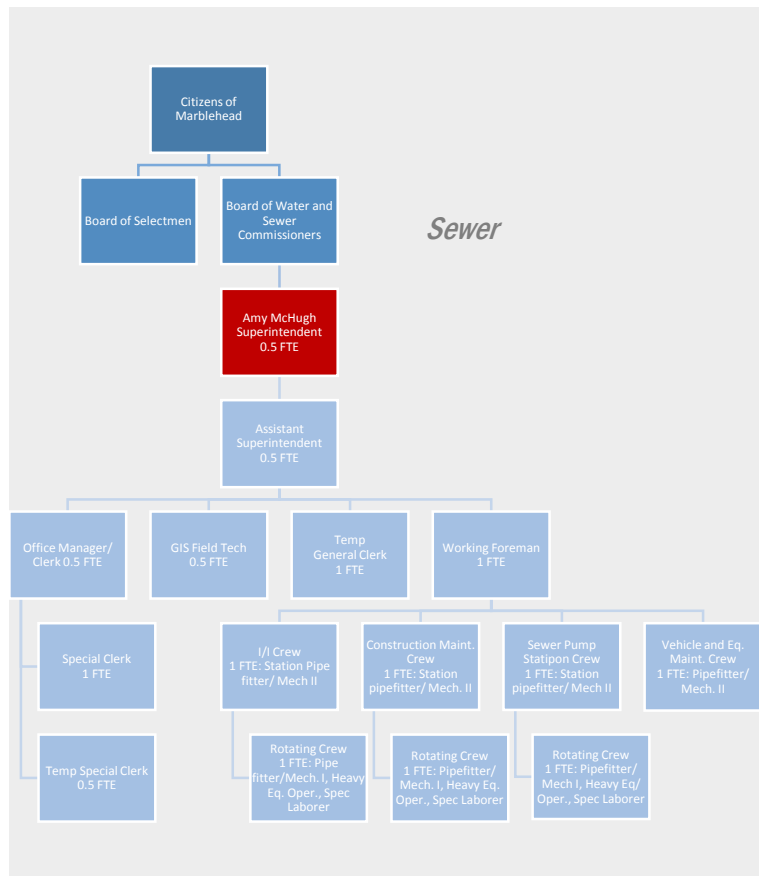
The waste water is processed at the South Essex Sewerage District (SESD) Treatment facility located in Salem. The Commission appoints a representative to the SESD Board to represent them.



The Commission is responsible for preparing annual permitting reports, emergency response, and planning. The maintenance of 28 sewer pump stations and over 100 miles of waste water pipe, the implementation of a grease and root control program, inflow and infiltration plan, and video inspection programs are performed by the well-trained sewer department staff. The department responds to all emergency situations involving the collection system to assure the safety of the public, protection of the region's natural water resources, and minimize sanitary sewer overflows.

The collection and treatment of waste water and the maintenance of and improvements to the sewer system are all achieved using only the revenue received from providing the collection and treatment of the Town's waste water.

## ORGANIZATIONAL CHARTS







## FY20 ACCOMPLISHMENTS

### Water:

- Completed water main upgrades - cleaning and lining of 5,000 feet of cast iron water main on Tedesco Street, Nicholson Street, and Rockaway Street.
- Replacement of water main on Wyman Road, Summer Street, and Bassett Street.
- Installation of new water main and fire hydrant on Ferry Lane
- Decommissioning of the Village Water Tank (completion of water storage feasibility study 2015)
- Complied with all regulatory requirements
- Successful response to all Emergency situations including 13 water main breaks

### Sewer:

- Sargent Road Pump Station Rehabilitation Completion
- Installation of Municipal Communication Tower
- Maintenance of sewer pump stations with no operational shut downs
- Successful response to all Emergency situations including power generation
- Complied with all regulatory requirements
- Correct, alleviate, and report 2 Sanitary Sewer Overflows due to grease blockages

## FY21 GOALS AND STATUS

### Water:

**Goal #1:** Improved water quality and fire flow, capital improvement to water distribution system. *Status: completed the replacement with larger water main on Summer Street and Basset Street. Decommissioning of original water main (circa 1890.) that connected Rockaway Street water main to Bassett Street water main. New valves and hydrants in said areas. Installation of new 8" water main in Ferry Lane*

**Goal #2:** Rate stabilization during 2 years of major capital investments. *Status: Completed. MWRA Local System Program 0% interest loan secured*

**Goal #3:** Meet requirements of the American Water Infrastructure Act. *Status: Gathering information for risk assessment of water distribution system . Risk assessment to be complete by June 30, 2021*



#### Sewer:

**Goal #1:** Decrease infiltration and inflow in collections system. *Status: The department completed a flow monitoring study of the entire collections system and completed an Infiltration and Inflow Removal Plan*

**Goal #2:** Improve collection of Data and Asset management. *Status: The department completed a GIS Technology Review*

**Goal #3:** Meet requirements of the Sanitary Sewer System Evaluation. *Status: The department is currently gathering information of all 28 pump stations*

**Goal #4:** Development of 20 Capital improvement plan. *Status: The department utilized a risk assessment plan to develop a Sanitary Sewer System Evaluation to be completed in FY23*

#### FY22 GOALS - Water:

Goal #1	Objective	Measurement	Timing
Better water quality and water flow achieved by cleaning & lining 20% of existing cast iron water mains	Humphrey Street water main	7,000 lineal feet of water main cleaned and lined	5/1/21-12/31/21
	Calthrope Road and Crown Way water main replacement	1,000 lineal feet of water main	5/1/21-9/30/22
Goal #2	Objective	Measurement	Timing
Meet requirements of the American Water Infrastructure Act by performing a complete water system risk assessment and updating the Emergency Response Plan	Assess completions	Report with findings and recommendations	12/1/20-6/30/21
	Emergency response plan update	Emergency Response Plan to incorporate RA recommendations	6/30/21-12/31/21
Goal #3	Objective	Measurement	Timing
Valve exercising, and documenting fixed location & operation in GIS and asset management system	1,000 valves	# of valves documented and exercised	7/1/21-6/30/22



Goal #4	Objective	Measurement	Timing
Lead Gooseneck and galvanized service location and documentation	Research of existing records	% of services compiled in documented inventory	7/1/20-6/30/22
	Site visit or excavation to confirm questionable lead gooseneck or galvanized service	% of services investigated from documented inventory	7/1/21-11/30/22
	Creation of spreadsheet documenting location and type	All inventory documented	7/1/22-6/30/23
	Add GIS layer for lead information	% of inventory included on GIS Lay for lead service information	7/1/22-6/30/23

#### FY22 GOALS - Sewer:

Goal #1	Objective	Measurement	Timing
Finalize plan for continuously identifying and removing inflow and infiltration	Continue developing I/I plan	Plan developed	12/1/20-12/1/22

Goal #2	Objective	Measurement	Timing
Flow Monitoring - to use in the development of sewer lining projects for removal of Infiltration	Install and monitor flow meters for a selected amount of time and areas	Report generated	3/1/21-10/1/21

Goal #3	Objective	Measurement	Timing
Complete SSES - Sanitary Sewer Evaluation System .	Assessment of 50% of the Pump stations	Report for each station condition	1/1/21-12/30/22
	Assessment of 50% of the Pump stations	Report for each station condition	1/1/22-12/30/23



## FY22 BUDGET – Water:

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
231 - Water Salaries	688,082	723,881	855,186	877,221	22,035	3%
232 - Water Expense	552,084	617,223	719,823	761,887	42,064	6%
235 - Mass Water Resource Authority	2,531,598	2,580,646	3,060,357	3,676,315	615,958	20%
<b>Total Budget For Department</b>	<b>3,771,763</b>	<b>3,921,750</b>	<b>4,635,366</b>	<b>5,315,423</b>	<b>680,057</b>	<b>15%</b>

## FY22 BUDGET – Sewer:

	Exp FY 2019	Exp FY 2020	Budgeted FY 2021	Budget Approved FY 2022	FY22 +/- FY21 Incr/Decr	Approved Vs. Budgeted Incr/Decr
227 - Sewer Salaries	715,187	737,901	858,027	866,734	8,707	1%
228 - Sewer Expense	598,996	646,977	825,867	797,874	(27,993)	-3%
230 - South Essex Sewerage Exp	3,053,113	3,163,624	3,353,386	3,149,818	(203,568)	-6%
<b>Total Budget For Department</b>	<b>4,367,296</b>	<b>4,548,502</b>	<b>5,037,280</b>	<b>4,814,426</b>	<b>(222,854)</b>	<b>-4%</b>

## DEPARTMENTAL TRENDS - Water

Metric Description	Fy2019	Fy2020	FY2021 (2nd Qtr)	FY2022 (Target)
Water Quality Tests Above State Standard / Below	288	287/1	288	288
Footage Of Water Main Replaced Or Cleaned And Lined.	1,945	5,554	3,626	7,000
Fire Flow Tests	3	3	1	15
Valve Asset Information Updated In GIS				1,000
Documentation Of % Of Service Reviewed And GIS Layer Creation				50

## DEPARTMENTAL TRENDS - Sewer

Metric Description	Fy2019	Fy2020	FY2021 (2nd Qtr)	FY2022 (Target)
Sanitary Sewer Overflows	2	1	0	0
Overall Flow	2.3 Mgd	2.3 Mgd	2.3 Mgd	2.3 Mgd
Pump Station Down Time	0	0	0	0

\* Resident satisfaction with water and sewer services 91%

\* Includes % rated as 'satisfied' or 'very satisfied' for full FY 2021, from The Town of Marblehead Resident Survey






# MARBLEHEAD PUBLIC SCHOOLS





## SCHOOL DEPARTMENT

CONTACT INFORMATION	PHONE & EMAIL	LOCATION
 <b>Dr. John J. Buckey</b> Superintendent of Schools	 781-639-3140 <a href="mailto:buckey.john@marbleheadschoos.org">buckey.john@marbleheadschoos.org</a>	 Mary Alley Building, Lower Level 7 Widger Road Marblehead, MA 01945

### MISSION STATEMENT

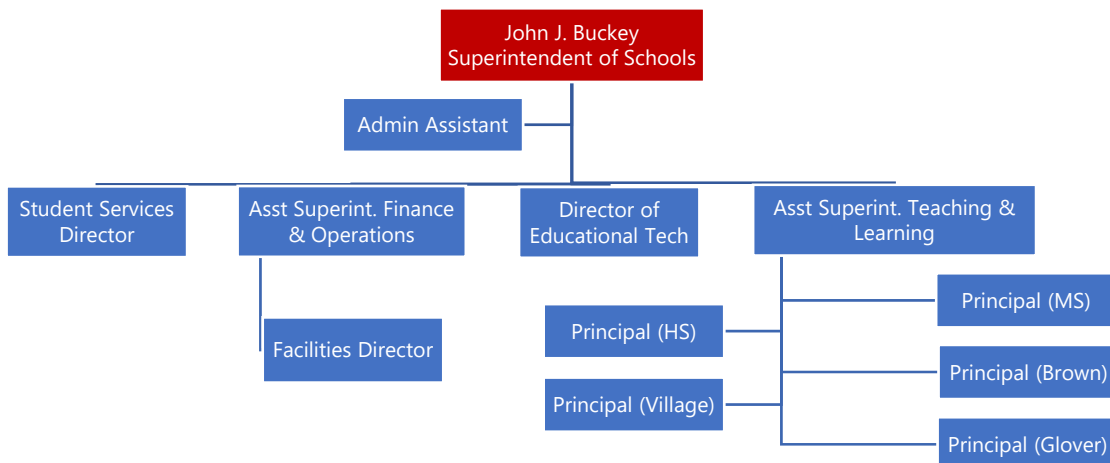
Our mission is to foster in our students a passion for learning, and to provide a safe and nurturing environment in which they can develop the values, knowledge, and skills needed to achieve full potential in their personal, social and work lives, and become contributing members of society.

The Marblehead Public Schools vision is to be a model school district, exemplary in its student engagement and academic excellence in which all students reach their highest potential with support of outstanding instructional leaders and in partnership with the community.

### DEPARTMENT DESCRIPTION

Marblehead Public Schools has approximately 2,600 students enrolled in pre-kindergarten through grade 12. For the upcoming year there will be two elementary schools serving grades pre-kindergarten through grade 3 (Brown School and Glover School), an upper elementary school serving grades 4-6 (Village School), a middle school (Veterans Middle School) comprising of grades 7-8, and a comprehensive college preparatory High School (Marblehead High School) serving grades 9-12. Marblehead Public Schools strives to address the needs of each student. The district has professional and administrative staff of over 300 which is primarily supported by a general fund operating budget of \$41.8 million.

### ORGANIZATIONAL CHART





## FY20 ACCOMPLISHMENTS

- The Lucretia and Joseph Brown Elementary School Building Project:

Fiscal Year 2020 began with a focus on the building of a new Preschool through grade 3 (PK-3) elementary school at the site of the old Upper and Lower Bell School locations. As a result of the demolition of both of the Bell School buildings, students in Kindergarten through 3<sup>rd</sup> grade were reassigned to other district school buildings. The Village School repurposed rooms to make accommodations for welcoming the 3<sup>rd</sup> graders from the Bell and Coffin Schools. The Coffin School also prepared for the addition of all 1<sup>st</sup> and 2<sup>nd</sup> grade students from the Bell School. Additionally, after six weeks of summer preparations, the Eveleth School opened its doors to the remaining Kindergarten students from the Bell School in early September. Once the building project began in February 2020, many new project developments were completed on time and generally ahead of schedule.

- Reorganization of Central Office Administration:

The year focused on reassessment of the School Department's Central Administration team. In addition, there were budget struggles in FY19 that carried forward into FY20. The FY20 budget was stabilized, key administration positions were temporarily filled, and the School Department ended the year in a good position with a budget surplus.

- Alignment of the Special Education Department:

Another major milestone of the 2019-2020 school year focused on the alignment of the Special Education Department. Team Chairperson positions were restructured to focus on building based responsibilities allowing the Chairs to immerse themselves in the culture and mission of their respective schools. Collaborating alongside building principals they were able to maximize support for staff and students alike.

Monthly Special Education Parent Advisory Council (SEPAC) district meetings were established to discuss key issues and initiatives for improving student outcomes and support. A Spring Conference Series was also created to discuss relevant special education topics aimed at helping to better educate the community regarding the importance of relationship building and social/emotional well-being.

## FY21 GOALS AND STATUS

### **Goal 1:** Finalize Reorganization of Central Office Administration:

Continue to evaluate staffing needs and implement changes necessary to fully staff Marblehead Public School's Central Administration team. *Status: Nearly Completed. At the beginning of FY21 the new permanent roles for Superintendent of Schools and new Assistant Superintendent for Teaching and Learning were filled. In FY20 both the positions of Director of Student Services and Director of Finance had been successfully filled with permanent appointments. This area will continue to be evaluated and additional positions may be added as deemed necessary.*



**Goal 2: Improve Curriculum and Student Support:**

To provide necessary goods and services, and to provide staff to support student's needs we planned on providing the following:

- Purchase of elementary classroom science kits for all elementary students
- Purchase consumable items for the "Go Math" program for all elementary students
- Fund a grade 8 teacher at Veteran's Middle School to support smaller class sizes
- Absorb the cost of the BRYT Program (Bridge for Resilient Youth in Transition) at Marblehead High School. The program consists of one teacher and one tutor. This program was grant funded for the first year of implementation which was in FY20

*Status: All of the above items were purchased or funded in the FY21 budget. The science and math materials were essential at the elementary level as when students returned in person during the pandemic, learning items could not be shared. We were not aware of this constraint when we initially planned for these expenses. The Veteran's Middle School teacher was hired and helped keep the class size reasonable. Finally, the BRYT program was well utilized in FY21 despite the pandemic. This program aided in providing supports for transitioning students as needed.*

**Goal 3: School Re-opening Plan:** Establish a reopening plan to bring students back to school for the 2020-2021 school year. The Department of Elementary and Secondary Education (DESE) required all school districts to establish a return to school plan. The plan included three learning model options: In-person return, A full remote return, and a hybrid return. *Status:* The Reopening Plan was released in August 2020 with each learning model outlined in detail. The plan included the following core guiding principles and included a time period for each model:

- Welfare, safety and health
- Educational excellence
- Social-emotional support
- Equity
- Communication
- Flexibility and fluidity
- Voice and choice
- Presumed positive intentions

*Status: At the end of the 2020-2021 school year (FY21) the school district was fully in-person and very successful in meeting the needs of all students and staff.*





## FY22 GOALS:

Goal #1	Objective	Measurement	Timing
Implement a successful preschool program at the new Brown Elementary School for the 2021-2022 school year.	To review and identify space, staffing, and budgetary needs for new program	Plan for group of identified stakeholders to meet and outline needs between 2 and 4 times during this phase.	1/1/21-3/1/21
	Post position vacancies, inform interested families, and open registration	Review employment postings, family notifications, and registration materials	3/1/21-6/1/21
	Verify sufficient number of interested students enrolled in program	Review program enrollment figures by age group; Verify if waitlist exists	6/1/21-9/1/21
	Begin the 21-22 school year, review enrolment in the program, and review any student withdrawals	Review program attendance September through December 2021; Review the reason for any student withdrawals; Survey program staff to solicit feedback	9/1/21-12/31/21
Goal #2	Objective	Measurement	Timing
Replace the Kindergarten through Grade 8 Math Curriculum: Review, evaluate, select and implement a new math curriculum program for K-8	Establish a curriculum review committee through each of the elementary school principals	Review listing of identified committee members	3/1/21-4/1/21
	Committee meets to identify needs of new math curriculum	Review committee meeting documentation to confirm needs of new curriculum programs	4/1/21-6/1/21
	Research and evaluate potential new curriculum programs identified	Review committee written evaluations on programs considered	6/1/21-7/15/21
	Contract for new curriculum, issuance of purchase orders, professional development/training, and implementation plan for the 2021-2022 school year	Review contract and deliverables and seek staff feedback. Student assessments will be periodically used throughout the school year to gauge measurement of the new program. MCAS scores should be increased in future school years by at least 5% improvement.	7/15/21-6/30/21



Goal #3	Objective	Measurement	Timing
Reinstate the position of Director of Human Resources: Attract and hire a new Director of HR to be shared with the Town to meet various needs.	Identify the roles and responsibilities of a Director of Human Resources	Completion of a job description that meets the needs of Town and school	6/1/21-6/20/21
	Post vacancy of position and review applicants	Confirm posting of position and applicant review by Town and school departments	6/20/21-7/1/21
	Interview selected applicants, offer and acceptance of final candidate	Successful combination of virtual and in-person interview of candidates; Offer of employment and successful start of the position	7/1/21-9/1/21
	Review ability of director to meet both Town and school needs in a successful manner	Meet with new Director as well as representatives of the town and school to review the ability of the new position to meet essential needs	9/1/21-3/31/22



## FY22 SCHOOL OPERATING BUDGET

Brown School	
Administration	-
Instructional Leadership	346,915
Teachers	2,426,618
Other Teaching Services	1,037,659
Professional Development	5,500
Instructional Materials, Equipment, & Technology	76,000
Guidance, Counseling and Testing	96,013
Pupil Services	59,006
Operations & Maintenance	6,000
Benefits & Fixed Charges	-
Total Brown School	4,053,711
Glover School	
Administration	-
Instructional Leadership	333,661
Teachers	2,342,242
Other Teaching Services	1,245,291
Professional Development	4,600
Instructional Materials, Equipment, & Technology	57,749
Guidance, Counseling and Testing	60,680
Pupil Services	68,127
Operations & Maintenance	12,250
Benefits & Fixed Charges	-
Total Glover School	4,124,600
Village School	
Administration	-
Instructional Leadership	517,984
Teachers	6,061,525
Other Teaching Services	917,531
Professional Development	6,600
Instructional Materials, Equipment, & Technology	99,127
Guidance, Counseling and Testing	455,136
Pupil Services	149,245
Operations & Maintenance	21,938
Benefits & Fixed Charges	-
Total Village School	8,229,086
Veteran's Middle School	
Administration	-
Instructional Leadership	460,844
Teachers	3,402,098
Other Teaching Services	656,105
Professional Development	8,252
Instructional Materials, Equipment, & Technology	83,765
Guidance, Counseling and Testing	345,360
Pupil Services	72,811
Operations & Maintenance	17,217
Benefits & Fixed Charges	-
Total Veteran's Middle School	5,046,452



Marblehead High School	
Administration	-
Instructional Leadership	677,499
Teachers	7,326,531
Other Teaching Services	895,598
Professional Development	17,800
Instructional Materials, Equipment, & Technology	235,650
Guidance, Counseling and Testing	445,634
Pupil Services	623,113
Operations & Maintenance	7,500
Benefits & Fixed Charges	-
Total Marblehead High School	10,229,325
District-wide	
Administration	1,686,615
Instructional Leadership	96,960
Teachers	565,938
Other Teaching Services	904,596
Professional Development	65,500
Instructional Materials, Equipment, & Technology	286,290
Guidance, Counseling and Testing	-
Pupil Services	2,394,991
Operations & Maintenance	4,055,479
Benefits & Fixed Charges	100,000
Total District	\$ 10,156,369
Total	
Administration	1,686,615
Instructional Leadership	2,433,863
Teachers	22,124,952
Other Teaching Services	5,656,780
Professional Development	108,252
Instructional Materials, Equipment, & Technology	838,581
Guidance, Counseling and Testing	1,402,823
Pupil Services	3,367,293
Operations & Maintenance	4,120,384
Benefits & Fixed Charges	100,000
Total Budget	\$ 41,839,543



## DEPARTMENTAL TRENDS

Metric Description	FY2019	FY2020	FY2021 (2 <sup>nd</sup> quarter)	FY2022 (target)
Number (Big Yellow) bus runs for transporting student to/from school	3	3	3	4
Grant Revenue (state and federal)	\$ 1,560,895	\$ 1,321,136	\$ 615,531	\$ 1,600,000
Number of Students (as of October 1 of each year)	3,051	2,963	2,704	2,698
* Resident satisfaction with schools			57.9%	

\* Includes % of respondents who selected either 'satisfied' or 'very satisfied' on The Town of Marblehead Resident Survey



## MARBLEHEAD PUBLIC SCHOOLS STRATEGIC PLAN

### **Mission**

Our **mission** is to foster in our students a passion for learning, and to provide a safe and nurturing environment in which they can develop the values, knowledge, and skills needed to achieve full potential in their personal, social and work lives, and become contributing members of society.

### **Vision**

The Marblehead Public Schools **vision** is to be a model school district, exemplary in its student engagement and academic excellence, in which all students reach their highest potential with support of outstanding instructional leaders and in partnership with the community.

### **Core Values**

- ❖ **Student Achievement:** We will provide challenging standards and differentiated instruction to encourage students to excel and become confident, engaged learners who achieve their potential.
- ❖ **Personal Growth:** We will provide students with opportunities to grow socially, emotionally, physically and academically, and to be respectful, contributing members of society.
- ❖ **Partnerships and Collaboration:** As a shared responsibility, we will foster partnerships among the schools, families, businesses and the community at large.
- ❖ **School Culture:** We will create an environment of respect and appreciation for individual and cultural differences, and instill a passion for responsible social action.
- ❖ **Resources:** We will make decisions in the best interests of students, recognizing responsible funding that supports educational excellence.

### **Strategic Goals**

- ❖ **Educator Growth:** Support educator quality through sustained, high quality professional development, self-reflection and implementation of the educator evaluation framework.
- ❖ **Curriculum:** Provide an aligned, coordinated and consistently delivered curriculum that increases student achievement and success.
- ❖ **Instruction:** Build capacity for differentiated instruction and digital learning in addressing the diverse needs, learning styles and levels of readiness of all students.
- ❖ **School Climate and Culture:** Promote safe and supportive learning environment that address the social and emotional and health needs of all students.

<b>Strategic Goals</b>			
<b>Educator Growth</b>	<b>Curriculum</b>	<b>Instruction</b>	<b>School Climate and Culture</b>
Support educator quality through sustained, high quality professional development, self-reflection and implementation of the educator evaluation framework.	Provide an aligned, coordinated and consistently delivered curriculum that increases student achievement and success	Build capacity for differentiated instruction and digital learning in addressing the diverse needs, learning styles, and levels of readiness of all students.	Promote safe and supportive learning environments that address the social, emotional and health needs of all students.
<b>Strategic Priorities</b>			
<ul style="list-style-type: none"> <li>➤ Enhance the effectiveness of all educators through professional learning communities, training, and retention of effective teachers</li> <li>➤ Increase competencies in professional practice, skill-building and research, based on individual strengths and level of expertise</li> <li>➤ Develop educator plans that are relevant and meaningful, collaborative in nature and promote student learning</li> </ul>	<ul style="list-style-type: none"> <li>➤ Align curriculum across all domains of learning—academic, social and emotional.</li> <li>➤ Provide a range of curricular experiences that enrich and extend learning for all students—both inside and outside the classroom.</li> <li>➤ Facilitate continuous renewal through ongoing curriculum development, integrating the State Curriculum Frameworks.</li> <li>➤ Provide the means and materials to support the curriculum, in order to help each student achieve high expectations</li> </ul>	<ul style="list-style-type: none"> <li>➤ Embed research-based instructional practices and strategies that support student learning</li> <li>➤ Provide learning experiences that are meaningful and engaging, focusing on higher level thinking and depth of understanding</li> <li>➤ Provide targeted interventions and supports to help all students meet challenging state academic standards</li> <li>➤ Embed common assessments and benchmarks to assess student learning and progress</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establish a shared set of expectations for behavior, safety, and classroom environments that support student learning and social-emotional wellbeing</li> <li>➤ Develop behavioral norms and expectations for all students, which promote positive individual and group relationships</li> <li>➤ Promote the development of social-emotional competencies through evidence based curricula and practices</li> <li>➤ Provide appropriate supports for students at-risk, in crisis, or in need of assistance.</li> <li>➤ Develop effective systems to monitor and assess school climate and culture</li> </ul>



## SCHOOLS CAPITAL NEEDS ASSESSMENT SUMMARY

Location	Item(s)	Critical	Non-Critical	Capital Needs
Eveleth	Sidewalk Repair	1,896		
Eveleth	Roof Replacement	161,514		
Eveleth	Replace Exterior Doors	463		
Eveleth	Window Glazing	1,879		
Eveleth	Accessibility Upgrades	6,000		
Eveleth	Evaluation of Piping	3,000		
Eveleth	Infrared Survey	2,050		
Eveleth	Parking Lot Repairs		9,360	
Eveleth	Ceiling Tile Replacement		235	
Eveleth	Combined Future Capital Needs (over next 20 years)			480,455
<b>EVELETH</b>	<b>TOTAL</b>	<b>176,802</b>	<b>9,595</b>	<b>480,455</b>
Coffin	Repair Asphalt Sidewalk	\$ 2,665		
Coffin	Structural Engineer Inspection	\$ 6,600		
Coffin	Replace Exterior Wooden Doors	\$ 2,700		
Coffin	Replace Interior Wood Fire Doors	\$ 2,268		
Coffin	Replace Aluminum Framed Windows	\$ 200,000		
Coffin	Commercial Window Replacement	\$ 8,200		
Coffin	Window Glazing	\$ 13,230		
Coffin	Accessibility Upgrades	\$ 12,000		
Coffin	Evaluation of Piping	\$ 3,000		
Coffin	Infrared Survey	\$ 4,783		
Coffin	Sprinkler System Test	\$ 5,400		
Coffin	Asphalt Pavement Repair		\$ 9,316	
Coffin	Steam Piping Replacement		\$ 24,000	
Coffin	Combined Future Capital Needs (over next 20 years)			\$ 991,098
<b>COFFIN</b>	<b>TOTAL</b>	<b>260,846</b>	<b>33,316</b>	<b>991,098</b>
Glover	Building Sprinkler System	\$ 5,400		
Glover	Extend Gutter Downspouts		\$ 600	
Glover	Roofing Preventative Maintenance Program		\$ 6,000	
Glover	Combined Future Capital Needs (over next 20 years)			\$ 1,416,686
<b>GLOVER</b>	<b>TOTAL</b>	<b>5,400</b>	<b>6,600</b>	<b>1,416,686</b>
Village	Repair Fence	\$ 300		
Village	Remove Concrete at Entrance Canopy	\$ 10,200		
Village	Replace Ceiling Tiles	\$ 120		
Village	Replace Vinyl Flooring Entrance Area	\$ 600		
Village	Minor Accessibility Upgrade	\$ 150		
Village	Infrared Survey	\$ 2,050		
Village	Fire Extinguisher Inspections	\$ 410		
Village	Sprinkler System Test	\$ 5,400		
Village	Replace Security System	\$ 24,000		
Village	Parking Lot Repairs		\$ 17,495	
Village	Extend Drain line at Rooftop Units		\$ 1,200	
Village	Roofing Preventative Maintenance Program		\$ 6,000	
Village	Combined Future Capital Needs (over next 20 years)			\$ 2,775,352
<b>VILLAGE</b>	<b>TOTAL</b>	<b>43,230</b>	<b>24,695</b>	<b>2,775,352</b>





## SCHOOLS CAPITAL NEEDS ASSESSMENT SUMMARY (cont.)

Location	Item(s)	Critical	Non-Critical	Capital Needs
Veterans	Sidewalk Repair	\$ 444		
Veterans	Replace D Wing Roof	\$ 153,532		
Veterans	Repair Bowed Brick	\$ 2,400		
Veterans	Seal Concrete in basement of A Wing	\$ 6,000		
Veterans	Repair Vinyl Flooring	\$ 24,000		
Veterans	Perform Infrared Survey	\$ 2,050		
Veterans	Sprinkler System Test	\$ 5,400		
Veterans	Fire Alarm Inspection	\$ 2,050		
Veterans	Fire Sprinkler Inspection	\$ 2,050		
Veterans	Sidewalk Repairs		\$ 177	
Veterans	Asphalt Repairs		\$ 39,363	
Veterans	Extend Drain line at Rooftop Units		\$ 1,800	
Veterans	Roofing Preventative Maintenance Program		\$ 4,650	
Veterans	Recaulk Expansion and Control Joints		\$ 4,054	
Veterans	Recaulk Windows and Doors		\$ 11,262	
Veterans	Repair Stained Ceiling		\$ 1,200	
Veterans	Minor Accessibility Upgrades		\$ 1,920	
Veterans	Combined Future Capital Needs (over next 20 years)			\$ 3,420,654
<b>VETERANS</b>	<b>TOTAL</b>	<b>197,926</b>	<b>64,426</b>	<b>3,420,654</b>
MHS	Secure Loose Lighting Protection	\$ 6,000		
MHS	Replace Roof (low rise)	\$ 751,521		
MHS	Asphalt Shingle Replacement	\$ 10,507		
MHS	Repair Water Infiltration at Windows in Gym Area	\$ 3,600		
MHS	Minor Accessibility Upgrades	\$ 2,760		
MHS	Fire Alarm Inspection	\$ 2,050		
MHS	Fire Sprinkler Inspection	\$ 2,050		
MHS	Sprinkler System Test	\$ 5,400		
MHS	Elevator Inspection	\$ 8,200		
MHS	Sidewalk Repair		\$ 506	
MHS	Asphalt Repair		\$ 3,934	
MHS	Paint Transformer Housing		\$ 1,200	
MHS	Paint Gym Doors		\$ 480	
MHS	Repair Insulated Windows		\$ 3,280	
MHS	Replace Ceiling Tiles		\$ 293	
MHS	Vinyl Floor Tiles		\$ 45	
MHS	Combined Future Capital Needs (over next 20 years)			\$ 7,318,698
<b>MHS</b>	<b>TOTAL</b>	<b>792,088</b>	<b>9,738</b>	<b>7,318,698</b>
<b>TOTAL - ALL SCHOOLS</b>		<b>1,476,292</b>	<b>148,370</b>	<b>16,402,943</b>
<b>TOTAL - ALL SCHOOLS LESS EVELETH &amp; COFFIN*</b>		<b>1,038,644</b>	<b>105,459</b>	<b>14,931,390</b>

\*Coffin and Eveleth Schools are scheduled to be closed in October 2021





## **NON-DEPARTMENTAL BUDGETS**





## DEBT SERVICE

### Total Net Debt Service

Long-Term Debt Outstanding as of June 30, 2021 (Includes effects of refundings and new bond issues to date.

DATE	PRINCIPAL	INTEREST	NET NEW D/S
06/30/2021	\$0	\$0	\$0
06/30/2022	\$5,900,940	\$3,998,842	\$9,899,782
06/30/2023	\$6,990,940	\$3,641,619	\$10,632,559
06/30/2024	\$7,285,940	\$3,193,138	\$10,479,078
06/30/2025	\$7,565,940	\$2,906,875	\$10,472,815
06/30/2026	\$5,950,940	\$2,641,691	\$8,592,631
06/30/2027	\$6,200,940	\$2,395,625	\$8,596,565
06/30/2028	\$6,435,940	\$2,142,703	\$8,578,643
06/30/2029	\$6,635,940	\$1,882,131	\$8,518,071
06/30/2030	\$6,895,940	\$1,618,069	\$8,514,009
06/30/2031	\$6,840,940	\$1,364,850	\$8,205,790
06/30/2032	\$5,935,000	\$1,142,428	\$7,077,428
06/30/2033	\$6,050,000	\$945,094	\$6,995,094
06/30/2034	\$5,685,000	\$757,575	\$6,442,575
06/30/2035	\$5,210,000	\$597,294	\$5,807,294
06/30/2036	\$4,805,000	\$468,634	\$5,273,634
06/30/2037	\$4,235,000	\$358,725	\$4,593,725
06/30/2038	\$3,805,000	\$264,275	\$4,069,275
06/30/2039	\$3,380,000	\$182,175	\$3,562,175
06/30/2040	\$3,470,000	\$105,675	\$3,575,675
06/30/2041	\$2,715,000	\$39,750	\$2,754,750
06/30/2042	\$630,000	\$6,300	\$636,300
<b>Total</b>	<b>\$112,624,400</b>	<b>\$30,653,468</b>	<b>\$143,277,868</b>



## Par Amounts of Selected Issues

August 11 2011 School (OE).....	\$1,550,000
September 21 2011 Adv Ref 04 School (IE).....	\$7,020,000
August 10 2012 -Landfill (OE).....	\$2,060,000
August 10 2012 -School (IE).....	\$3,415,000
August 10 2012 -Ladder Truck (IE).....	\$270,000
August 8 2013 -Landfill Reconstruction (OE).....	\$655,000
August 8 2013 -Glover School (IE).....	\$5,220,000
August 8 2013 -Land Acquisition (IE).....	\$815,000
August 7 2014 -Surface Drain Construction I (IE).....	\$1,695,000
August 7 2014 -Surface Drain Construction II (IE).....	\$505,000
August 7 2014 -Glover School Construction (OE).....	\$2,550,000
August 7 2014 -Abbot Hall Clock Tower Repair (IE).....	\$1,215,000
August 6 2015 -Surface Drain Construction (IE).....	\$765,000
August 6 2015 -Landfill Reconstruction (OE).....	\$6,240,000
August 6 2015 -Landfill Closure (OE).....	\$205,000
August 6 2015 -Abbot Hall Clock Tower Repair (IE).....	\$565,000
August 4 2016 -Landfill Reconstruction 1 (OE).....	\$810,000
August 4 2016 -Landfill Reconstruction 2 (OE).....	\$1,480,000
August 4 2016 -Landfill Reconstruction 3 (OE).....	\$2,745,000
August 4 2016 -Landfill Closure (OE).....	\$610,000
August 4 2016 -Landfill Drainage (IE).....	\$565,000
August 4 2016 -Glover School Construction (OE).....	\$585,000
August 3 2017 -Surface Drain Construction 1 (IE).....	\$11,000
August 3 2017 -Surface Drain Construction 2 (IE).....	\$597,700
August 3 2017 -Surface Drain Construction 3 (IE).....	\$365,000
August 3 2017 -Landfill Closure (OE).....	\$121,500
August 3 2017 -Landfill Drainage Culvert Repair (IE).....	\$466,800
August 3 2017 -Landfill Closure Property Cleanup (OE).....	\$850,000
August 3 2017 -Abbot Hall Clock Tower Repair (IE).....	\$168,400
August 3 2017 -New Transfer Station Building (OE).....	\$3,945,700
August 3 2017 -Pumper Truck (IE).....	\$418,900
August 1 2019 -Gerry School Feasibility 1 (OE).....	\$127,500
August 1 2019 -Gerry School Feasibility 2 (OE).....	\$319,000
August 1 2019 -Gerry School Construction (OE).....	\$8,801,000
August 1 2019 -Abbot Hall Repairs (IE).....	\$1,142,500
August 1 2019 -New Transfer Station Building (OE).....	\$955,000
February 24 2020 MWRA Water (O).....	\$1,980,000
July 30 2020 -Cur Ref 8 1 10 School (OE).....	\$5,720,000
July 30 2020 -Gerry School Construction (OE).....	\$26,834,000
July 30 2020 -Abbott Hall Renovations (IE).....	\$4,472,500
July 30 2020 -Seawalls & Protective Fencing (IE).....	\$353,500
July 30 2020 -Fort Sewall Repairs (IE).....	\$155,000
May 3 2021 MWRA Water (O).....	\$3,059,400
July 29 2021 -Gerry School Feasibility (OE).....	\$9,500
July 29 2021 -Abbott Hall Renovations 1 (IE).....	\$176,000
July 29 2021 -Abbott Hall Renovations 2 (IE).....	\$1,924,000
July 29 2021 -Abbott Hall Renovations 3 (IE).....	\$298,000
July 29 2021 -Fort Sewall Repairs 1 (IE).....	\$358,500
July 29 2021 -Fort Sewall Repairs 2 (IE).....	\$137,000
July 29 2021 -Fire Pumper (IE).....	\$607,100
July 29 2021 -Abbot Public Library Renovations (IE).....	\$6,709,900
<b>TOTAL.....</b>	<b>\$112,624,400</b>



## ELECTIONS & REGISTRATION

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
043 - ELECTION & REGISTRATION SAL	30,821	12,865	32,462	18,206	(14,256)	-43.92%
044 - ELECTION & REGISTRATION EXP	28,982	23,614	25,375	24,175	(1,200)	-4.73%
<b>Total</b>	<b>59,804</b>	<b>36,479</b>	<b>57,837</b>	<b>42,381</b>	<b>(15,456)</b>	<b>-26.72%</b>

## FINANCE COMMITTEE

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
007 FINCOM SALARIES	9,942	2,535	-	-	-	0.00%
008 FINCOM EXPENSE	2,480	398	5,585	5,585	-	0.00%
009 FINCOM LOCAL TRAVEL	-	-	175	175	-	0.00%
010 RESERVE FUND	-	-	144,000	144,000	-	0.00%
<b>Total</b>	<b>12,422</b>	<b>2,933</b>	<b>149,760</b>	<b>149,760</b>	<b>-</b>	<b>0.00%</b>

## MEMORIAL DAY & VETERANS DAY CELEBRATION COMMITTEES

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
210 - MEMORIAL & VETERANS DAY	4,883	3,344	6,500	7,050	550	8.46%
<b>Total</b>	<b>4,883</b>	<b>3,344</b>	<b>6,500</b>	<b>7,050</b>	<b>550</b>	<b>8.46%</b>

## OTHER POST-EMPLOYMENT BENEFITS (OPEB) & STABILIZATION FUND

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
220 - OPEB	350,000	250,000	-	250,000	250,000	0.00%
STABILIZATION FUND				250,000	250,000	0.00%
<b>Total</b>	<b>350,000</b>	<b>250,000</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>0.00%</b>



## PARKING CLERK

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
035 - PARKING TICKETS EXPENSE	9,383	4,787	12,650	12,650	-	0.00%
<b>Total</b>	<b>9,383</b>	<b>4,787</b>	<b>12,650</b>	<b>12,650</b>	<b>-</b>	<b>0.00%</b>

## RETIREMENT

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
217 - CONTRIBUTORY RETIREMENT	3,027,427	3,253,489	3,513,768	3,822,649	308,881	8.79%
<b>Total</b>	<b>3,027,427</b>	<b>3,253,489</b>	<b>3,513,768</b>	<b>3,822,649</b>	<b>308,881</b>	<b>8.79%</b>

## TOWN COUNSEL

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
029 - TOWN COUNSEL SALARIES	2,000	2,000	2,000	2,000	-	0.00%
030 - TOWN COUNSEL EXPENSE	141,529	152,668	96,575	100,000	3,425	3.55%
<b>Total</b>	<b>143,529</b>	<b>154,668</b>	<b>98,575</b>	<b>102,000</b>	<b>3,425</b>	<b>3.55%</b>

## WEIGHTS & MEASURES

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
080 - WEIGHTS & MEASURES EXPENSE	535	65	250	250	-	0.00%
<b>Total Budget for Department</b>	<b>535</b>	<b>65</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>0.00%</b>

## WORKERS' COMPENSATION

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022	\$ Incr/Decr	% Incr/Decr
219 - WORKERS' COMPENSATION	345,000	360,000	360,000	360,000	-	0.00%
111F INJURY LEAVE FUND	37,169	37,169	37,169	37,169	-	0.00%
<b>Total</b>	<b>382,169</b>	<b>397,169</b>	<b>397,169</b>	<b>397,169</b>	<b>-</b>	<b>0.00%</b>



# **CAPITAL BUDGET**







## **CAPITAL BUDGET OVERVIEW**

### **Introduction**

The Town of Marblehead's multimillion-dollar five-year capital improvement plan (CIP) for FY2022-FY2026 will allow the town to address significant infrastructure, building and facility needs this upcoming fiscal year and develops strategies to make regular investments in the maintenance and improvement of the town's capital assets in future years.

In FY21, the Town has made significant investments in prominent cultural and historically significant town-owned assets such as the renovation of Abbot Hall, the Fort Sewall Restoration Project, and the new Marblehead Elementary School on the former Bell School site. These projects were able to come to fruition due in large part to citizen support through debt exclusion override votes as well as a combination of grant funds and generous private donations. While these prominent projects have received the most attention, and rightfully so, the Town has also made investments and executed smaller projects in FY21. For example, a historic shoe shed has been restored and will be converted into a small museum exhibit, pedestrian safety upgrades to key street crossings were constructed, the Council on Aging kitchen was renovated, several seawall improvements were completed, and digital message boards were purchased, to name a few. These projects were made possible through a combination of town, private, and grant funds.

The CIP includes a multi-year schedule to address capital needs allowing town departments to assess needs and plan for investments over multiple years. This way, the town is doing all that it can to avoid unanticipated emergencies and capital purchases. The challenge will always be finding the balance between addressing priority capital needs and the town's ability to pay for them.

In this plan, the FY22 capital plan proposal will be requested to be funded through the FY22 Capital/Building Article and approved at Annual Town Meeting. Future years, FY23 and FY24, provide a blueprint or plan for the future based on the best information available. It's important to remember that the CIP is a living and breathing document meaning that as years pass projects might move forward or to a later year and/or additional projects might be added to the plan that are currently unanticipated or unknown. Should finances be more constrained than currently anticipated, projects could be moved back in time or taken off the list. Further, other projects not yet conceived of can be added if they advance the Town's goals better than those included in the current version of the plan.

### **Capital Budget**

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large or infrequent expenses, such as construction of a new building or



renovation of an existing facility, whereas an operating budget includes expenses that occur each year or are more modest in what expenses go toward capital, such as salaries or the replacement of a couple computers. A capital budget identifies the array of resources to be used to fund a series of capital projects. In many instances, municipalities establish minimum dollar thresholds for projects to be included in a CIP. In Marblehead, the main sources of funding for the CIP are funds through the tax levy/annual budget, debt exclusion overrides, state/federal grants, and private fundraising efforts and trusts.

## **Capital Project**

The Massachusetts Association of Town Finance Committees defines capital projects as "major, non-recurring expenditures, for one of the following purposes: acquisition of land for a public purpose; construction of a new facility or external expansion or major rehabilitation of an existing one. Examples of such town facilities include public buildings, roads and playing fields; purchase of vehicles or major equipment items; any planning, feasibility, engineering or design study related to a capital project or to a capital improvement program consisting of individual projects. Equipment for public improvements when they are first constructed such as furniture, office equipment, or playground equipment; major equipment which is expensive and has a relatively long life such as a fire apparatus, garbage trucks, and construction equipment."

## **Capital Plan**

According to the Massachusetts Department of Revenue (DOR), a capital plan is a blueprint for planning a community's capital expenditure and "one of most important responsibilities of local government officials." Putting together multiple years of capital spending into a plan, instead of looking at each year in isolation, has multiple benefits including:

- impacts on the operating budget can be minimized through thoughtful debt management;
- high-cost repairs and emergency acquisitions can be reduced by implementing regular vehicle and equipment replacement schedules, and by undertaking major facilities improvements, such as replacing roofs, before a problem becomes chronic and damage occurs;
- large scale, ambitious public improvements can be phased over multiple years;
- critical parcels of land can be purchased before costs increase;
- costly mistakes created by lack of coordination - such as paving a street one year and then cutting into it the next year to install a sewer line – can be avoided; and,
- methodical progress can be made toward meeting community goals.





## Marblehead Facilities at a Glance

### **BEACHES**

**Devereux Beach:** Devereux Beach's 5.48 acres of waterfront offers a refreshing swim in the Atlantic Ocean, pavilions, benches, picnic tables, restroom facilities, a restaurant and parking. Devereux Beach is located off Ocean Avenue at the beginning of the Causeway to Marblehead Neck.

**Fort Beach and Lovis Cove:** Fort Beach, located at the entrance to Fort Sewall, offers a broad view of the end of Marblehead Neck and Chandler Hovey Park. Lovis Cove is located several yards from Fort Beach, opposite Selman Street.

**Gas House Beach:** This small community beach is located on Little Harbor in one of the oldest sections of the Marblehead waterfront. Gashouse Beach is located on Gashouse Lane, off Orne Street.

**Grace Oliver Beach:** Grace Oliver Beach, less than one acre in size, is a community beach located off Beacon Street.

**Riverhead Beach:** Riverhead Beach is on Marblehead Harbor, across the Causeway from Devereux Beach. Its 1.65 acres offers a beach area and a boat ramp.

**Stramski's Beach:** Stramski's Beach, on Salem Harbor, is located at Gerry Playground at the end of Stramski Way off West Shore Drive.

### **PARKS**

**Castle Rock Park:** Castle Rock is a 1.20 acre park, located off Ocean Avenue on Marblehead Neck.

**Chandler Hovey Park:** Chandler Hovey Park, also known as Lighthouse Point, is located at the end of Follett Street, off Ocean Avenue on Marblehead Neck. The 3.74 acre park overlooks the mouth of the harbor and the shorelines of Beverly and Manchester-By-The-Sea and offers pavilions, benches, picnic tables, restrooms, swimming and parking. It is also the location of the Marblehead Light Tower.

**Crocker Park:** Crocker Park is situated on 2.82 acres of land off Front Street. The park is home to a plaque commemorating Marblehead's contributions to the U.S. Navy. Crocker Park offers a pavilion and gazebo, benches, restrooms and a swimming float and hosts numerous weddings and summer-evening concerts.

**Fort Sewall:** Fort Sewall, formerly an armed fort owned by the United States and used to defend against British invaders, is now a peaceful park offering some of the best views of Marblehead



Harbor. The "Fort", which was deeded to the town by the Federal Government in 1922, still contains bunkers and underground rooms once used to detain prisoners. It is located at the very end of Front Street and has restroom facilities.

**Fountain Park:** Fountain Park was the site of a fort during the Revolutionary War and later the War of 1812 when it was called Fort Washington. Fountain Park is located on Orne Street, opposite Old Burial Hill.

**Hammond Park:** Hammond Park is located at the end of Commercial Street next to the Municipal Light Department building, this small park provides benches overlooking Marblehead Harbor.

**Memorial Park:** Memorial Park is a .32 acre parcel bordering both Essex Street and Pleasant Street. Its benches allows visitors to relax while paying respect to Marblehead's Fallen Heroes. The park honors those who have died at war with memorials for all wars and conflicts.

**Seaside Park:** Seaside Park was laid out as a park in 1895. Its 33.7 acres consists of lighted tennis courts, a basketball court, baseball diamond, summer street hockey, winter sledding, exercise trails and a classic small-town grandstand. Seaside Park is located on Atlantic Avenue across from the Marblehead Police Station.

## **PLAYGROUNDS**

**Gatchell Playground:** Gatchell's 8.33 acres has a basketball court, Little League Baseball fields, a Youth Football field, playground equipment, bleachers, benches, restroom facilities and parking. It is located at the intersection of West Shore Drive and Lafayette Street.

**Gerry Playground:** Gerry Playground is home of Header's Haven Playground. Its 6.85 acres located on Stramski Way, off West Shore Drive, overlooks Salem Harbor on Marblehead's West Side. Gerry Playground offers picnic tables and cookout grills, a fenced-in children's playground, beach area, pram racks, pier and parking.

**Hobbs Playground:** This 1.14 acre playground, found on Clifton Avenue, offers playground equipment and a Little League field.

**Orne Playground:** The 5.22 acres that make up Orne Playground borders Shepard Street and offers a softball field and playground equipment.

**Reynolds Playground:** Located off Green Street, this 5.45 acre playground has picnic tables, playground equipment, softball fields, a pavilion, benches and restroom facilities.

## **MUNICIPAL BUILDINGS AND FACILITIES**

**Fire Department:** Central Fire Station, 248 Pleasant Street; Fire Station, 3 Franklin Street



**Police Department:** Police Station, 11 Gerry Street; Animal Control Building, 44 Village Street

**Department of Public Works:** Municipal Offices and Garage, R3 Tower Way; Salt Shed, 1 Tower Way

**Harbormaster:** Harbormaster Office Building, 9 Ferry Lane; Harbormaster Storage Condominium, 8 Ferry Way; Marblehead Yacht Club Building and Facilities, 4-6 Cliff Street; Restroom Building, State Street Clark Landing; Parkers Boat Yard, 3 Redstone Lane

**Recreation and Park:** Judy and Gene Jacobi Community Center, 10 Humphrey Street; Recreation and Park Building, 28 Vine Street; Stramski House, 334 West Shore Drive

**Building Department:** Abbot Hall, 188 Washington Street; Pickett House, 10 Franklin Street; Mary Alley Municipal Building, 7 Widger Road; Old Town House, 1 Market Square; Hobbs House, 66 Clifton Avenue; OKOS Building, 220 Washington Street; Powder House, 47 Green Street; Gun House; Medical Office Building, 1 Widger Road

**Library:** Abbot Public Library, 235 Pleasant Street

**Health Department:** Transfer Station, 5 Woodfin Terrace

**School Department:** Coffin School, 1 Turner Road; High School, 2 Humphrey Street; Village School, 93 Village Street; Eveleth School, 3 Brook Road; Veterans Middle School, 217 Pleasant Street; Glover School, 9 Maple Street

### **OTHER RECREATIONAL RESOURCES**

**Rail Road Right of Way:** The rail road right of way, long abandoned by the Boston & Maine Railroad and now used as a utility corridor and recreational trail, begins near the center of Marblehead, off Pleasant Street. The approximately four miles of trails are also used for hiking, bicycling, horseback riding and cross-country skiing. The right of way splits with one trail going into Salem and another trail heading towards Swampscott.

**Redd's Pond:** Located off Pond Street, Redd's Pond covers 1.81 acres and offers skating in the winter and model boat races in the summer.

### **CEMETERIES**

**Historic Cemeteries:** Green Street Cemetery at Green & Creesy Streets (formerly known as Elm Street Cemetery); Harris Street Cemetery on Harris Street; Hathaway Tomb on Highland Terrace; Hooper Tomb across from Harris Street Cemetery; Old Burial Hill Cemetery on Pond Street

**Active Cemeteries:** Waterside Cemetery which includes Cemetery Department Garage, Cemetery Offices and Cemetery Chapel and Harbor View Cemetery



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## Possible Funding Sources for Capital Investments

### Local Resources

**Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (aka, "GO Bonds"). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:

**Bonds funded within the tax limits of Proposition 2 1/2:** Debt service for these bonds must be paid within the tax levy limitations of Proposition 2 1/2. Funds used for this debt must be carefully planned in order to not impact the annual operating budget. Traditionally, Marblehead does not utilize borrowing within the confines of Proposition 2 1/2 to fund capital improvements.

**Bonds funded outside the tax limits of Proposition 2 1/2 :** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (e.g., town council or town meeting) and approval of the majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Marblehead regularly funds major capital investments through Debt Exclusion. Most recently, the Town has approved Debt Exclusions for projects including Abbot Hall, Fort Sewall, and the new Marblehead Elementary School.

**Capital Outlay / Pay As You Go:** Pay as You Go capital projects are funded with current revenues and the entire cost is paid off within one year so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing. Marblehead uses the Pay As You Go method annually to address capital needs.

**Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are similar to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2 1/2 and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (e.g., town council or town meeting) and approval of the majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any



municipal purpose for which the town would be authorized to borrow money. A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An property tax override becomes a permanent part of the levy limit base.

**Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the general fund - to pay for all or a portion of future capital projects. A 2/3 vote is required to appropriate money into and out of this fund.

**Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the town or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, town, or district shall be used only by said town, town, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chapter 44, Sec. 63). The Town of Marblehead currently is in the process of finalizing the sale of the former Gerry School property. At present, the proposed redevelopment project is being considered by the Old and Historic District Commission. The project will also need to be approved by the Zoning Board of Appeals. If favorably reviewed by both bodies the sale will generate \$870,000.

**Enterprise Retained Earnings / Stabilization Fund:** Enterprise operations, such as Water, Sewer, Harbormaster in Marblehead, are able to maintain an operating surplus that can be utilized for future enterprise fund costs. These funds can be used to stabilize the user rates, apply to annual budget needs, and/or invest in capital replacement and expansion. Marblehead manages three such enterprise funds including the Water, Sewer, and Harbormaster. The Town through Town Meeting approved the creation of a Stabilization Fund in 2020.

**Free Cash:** Free Cash is the difference between annual revenues and expenditures and is certified by the Commonwealth each year. After certification, free cash is available for appropriation for any municipal purpose, including capital projects. Marblehead currently uses its Free Cash to fund its annual operating budget

**Special Purpose Funds:** Communities also have established numerous “Special Purpose Accounts” for which the use is restricted for a specific purpose, such as investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples in Marblehead include the Cemetery Department’s Sale of Lots and Street Opening Permit Revolving Fund.



## **Federal, State, and Private Grants and Loans**

**Federal Community Development Block Grant (CDBG):** The U.S. Department of Housing & Urban Development (HUD)

"provides communities with resources to address a wide range of unique community development needs." Funds are granted directly to "entitlement" communities which are cities with a population of at least 50,000 or counties with a population of at least 200,000. To secure entitle funds, each town must prepare a Consolidated Plan every five years outlining the town's goals for use of the funds, and an annual plan must be prepared each year. Funding for smaller communities flow through State administered CDBG programs. As it relates to capital projects, HUD funds can be used for: acquisition of real property; relocation and demolition of housing; rehabilitation of residential and non-residential structures; construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes; activities relating to energy conservation and renewable energy resources. Since Marblehead is not an entitlement community under the requirements of the CDBG Program it does not received CDBG funds.

**Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%. The Town of Marblehead receives approximately \$450,000 annually in Chapter 90 monies from the Commonwealth of Massachusetts.

**Massachusetts School Building Authority (MSBA):** The MSBA provides funding for school repair and construction via a series of programs. In the School Building Program, projects must be accepted into the process in response to the submission of a Statement of Interest which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need. The percent of reimbursement can then be increased based upon three factors: community income factor, community property wealth factor, and community poverty factor. Through the Accelerated Repair Program, the MSBA will fund roof, window, and boiler projects with an expected 18-month completion date. Funding can be provided for multiple projects in a single district in a year. The Major Repair Program includes roofs, windows,





and boilers, but can also include other significant building renovations. Districts are limited to one project per year under the Major Repair Program, but work can be more substantial than the Accelerated Repair Program. Marblehead has utilized the MSBA funding for school projects in the past and is currently partnering with the MSBA to fund the construction of the new Marblehead Elementary School.

Many state departments also offer annual grant opportunities that are available to municipalities typically through a competitive application process. Marblehead has been aggressive in seeking out state grant opportunities including but not limited to funds available through the Complete Streets Program, Massachusetts Historical Commission, MassTrails Program, and the newly created Shared Streets and Spaces Program.





## FISCAL YEAR 2022 THROUGH 2026 CAPITAL PLANNING PROCESS

### Overview of Process

Each year, all municipal departments are asked to submit capital priorities as part of the budget process. In FY22, departments were asked to submit no more than 10 capital needs under \$25,000 and no more than 10 capital needs in excess of \$25,000.

Department heads are tasked with prioritizing capital needs and asked to submit back-up information and price quotes for each individual project submitted for funding. Any engineering, design or architectural work needed to implement individual projects are incorporated in the overall funding requested.



Below you will find the memorandum sent to Department Heads related to FY22 Capital Expenditure Requests as well as the excel template used as the departments' capital expenditure request form

Once capital requests are received, the Town Administrator meets with individual departments to discuss and review requests and identify priority projects that are also able to be funded in the fiscal year. These decisions are made based on a variety of factors and funding availability.



To ensure decisions are made with both short- and long-term needs in mind departments are asked to submit immediate, short-, mid- and long-term capital needs. These needs are mapped out in the Town's Capital Improvement Plan over a 5-year timeframe. This Capital improvement Plan is a living and breathing document that is regularly reviewed and changed based on a variety of factors including changing priorities, availability of unanticipated funding sources, and unanticipated needs to name a few.



## Capital Request Memorandum to Departments

### **MEMORANDUM**

*To: Department Heads*

*From: Jason Silva, Town Administrator*

*Re: FY22 Capital Expenditure Requests*

*Date: November 17, 2020*

*I'm writing to begin the process of our capital planning efforts for FY22. Please plan to attend a meeting next Monday, November 23, 2020 at 10am to discuss your priorities.*

*As in years past, attached to this memo you will find an Excel template to be used as your capital expenditure request form. At the top of the form, please input your department's name and the name of the individual completing the request. Include each building and infrastructure capital request for your department on a separate line on the form. In addition to the form, you must submit at least 2 quotes for each project, which will serve as back-up for the estimate submitted. If your project will require any design work (engineering, architectural, etc.) and the town will need to hire for that service, the cost of the project should include those soft costs as well. If any capital project submitted will have an impact on the operating budget by creating more efficient operations in your department, please be sure to highlight those impacts on your form.*

*We're requesting that you submit your department's:*

- No more than 10 capital needs under \$25,000*
- No more than 10 capital needs in excess of \$25,000*

*Please be sure to prioritize your projects in each category from 1 (most important) to 5 (least important). Please know that this process will also assist us in working with departments to create a capital improvement plan for future years' needs. Capital projects should:*

- Accomplish substantial improvement or replacement of buildings or infrastructure*
- Prolong the life span of a town asset in a significant way*

*A capital expenditure does not include routine maintenance or minor repairs. I know this is a short window but please do your best to be prepared to discuss your capital project requests at our meeting next Monday.*

*If you have any questions or concerns please don't hesitate to contact us. Thank you.*





## FISCAL YEAR 2022 THROUGH 2026 CAPITAL IMPROVEMENT PLAN

### CIP Overview

In the FY2022 - FY2026 Capital Improvement Plan, in FY22 the Town plans to undertake a total of 38 capital improvement projects and capital purchases totaling a projected \$16,442,189. Projects range in size from \$9.5 million to renovate the Abbot Public Library through a \$8.5 million debt exclusion override request to \$2,000 to make improvements to the Animal Shelter building on Village Street.

Funding for the entire CIP will be provided from an array of sources, including, but not limited to:

- \$9.25 million in debt funded through proposed debt exclusion overrides in FY22;
- Approximately \$850,000 in pay-as-you-go projects funded by the general fund; and,
- the Town also anticipates receiving approximately \$3.565 million in other funds for capital projects in FY22. This includes the annual Chapter 90 roadway allocation, which is projected to total approximately \$450,000 and slightly over \$3 million in funding from various other Federal, State, and private sources or dedicated Town funds such as the Drain Construction Article and Harbor Enterprise Funds.



The Town will continue pursuing grant opportunities aggressively to help cover the expense of capital improvement as opportunities arise.

In addition, below is the cost of projected capital improvements scheduled in years FY23 - FY26 to the general fund. It should be noted that there is an additional project in FY23 that, if it moves forward, would be funded through a debt exclusion override in the amount of approximately \$4 million combined.

FY2023	FY2024	FY2025	FY2026
\$4,225,271	\$2,670,841	\$4,025,000	\$2,190,156



# FY22-FY26 CAPITAL IMPROVEMENT PLAN

Town of Marblehead Capital Improvement Plan Fiscal Year 2021 - 2026 DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS						
CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
ABBOT HALL						
Snowblower						
Improvement to public bathrooms						
Replace sprinkler motor						
Abbot Hall exterior project	\$2,994,321.00	\$2,994,321.00				
Clock maintenance			\$13,500.00			
<b>SUBTOTAL Abbot Hall</b>	<b>\$2,994,321.00</b>	<b>\$2,994,321.00</b>	<b>\$13,500.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
PUBLIC WORKS						
Pavement preservation	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
Street Repaving (Ch. 90)	\$350,000.00	\$275,000.00	\$350,000.00	\$350,000.00	\$350,000.00	\$350,000.00
Street Repaving		\$100,000.00	\$150,000.00	\$200,000.00	\$200,000.00	\$200,000.00
Sidewalk Improvements			\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Redd's Pond Walkway Improvements			\$75,000.00			
Village Street Bridge Assessment and Engineering Study		\$75,000.00				
Elm/Spring Drainage Improvements		\$100,000.00				
Traffic Signal Improvements at West Shore / Village Streets			\$250,000.00			
Electric Vehicle Charging Stations - Mary Aley and Roundhouse Road		\$90,000.00				
Button Activated Pedestrian Crossing Signs - Atlantic/Beach, Ocean Ave, Veterans	\$53,000.00					
Village, Vine, Pleasant Street Intersection Redesign and Renovation			\$940,000.00			
<b>SUBTOTAL Public Works</b>	<b>\$503,000.00</b>	<b>\$740,000.00</b>	<b>\$1,915,000.00</b>	<b>\$700,000.00</b>	<b>\$700,000.00</b>	<b>\$700,000.00</b>
ANIMAL CONTROL BUILDING						
Animal Shelter new roof and gutters						
Animal Shelter needs heat in office			20,000.00			
Animal Shelter needs heat in bathroom			10,000.00	10,000.00		
Animal Shelter needs exhaust vent in bathroom						2,000.00
Animal Shelter needs sink and faucet repairs						1,000.00
Animal Shelter needs separate entrance into isolation room					4,000.00	
Animal Shelter needs open penetrations from basement blocked		2,000.00				
Animal Shelter needs alarm coverage					5,000.00	
<b>SUBTOTAL Animal Control Building</b>	<b>\$0.00</b>	<b>\$2,000.00</b>	<b>\$30,000.00</b>	<b>\$10,000.00</b>	<b>\$9,000.00</b>	<b>\$3,000.00</b>
BUILDING DEPARTMENT						
Hobbs House Garage Roof, Soffit/Fascia Repairs			\$30,000.00			
Paint Old Town House		\$20,000.00				
Paint and Minor Repairs to OKOS Building		\$20,000.00				
Permitting software						
Hobbs House Window Replacement (1/3 of windows)			\$15,000.00	\$15,000.00	\$15,000.00	
Hobbs House Boiler Replacement				\$40,000.00		
<b>SUBTOTAL Building Department</b>	<b>\$0.00</b>	<b>\$40,000.00</b>	<b>\$15,000.00</b>	<b>\$55,000.00</b>	<b>\$15,000.00</b>	<b>\$0.00</b>

Town of Marblehead  
Capital Improvement Plan  
Fiscal Year 2021 - 2026

DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS

CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>COUNCIL ON AGING</b>						
Renovate kitchen, including replacement of equipment	\$250,000.00					
Replace kitchen steel roll-up window			\$12,000.00			
Improvements to outside area in back of Community Center		\$30,000.00				
New exterior signage and landscape improvements		\$10,000.00				
Replace seasonal structure with year-round use structure			\$205,000.00			
<b>SUBTOTAL Council on Aging</b>	\$250,000.00	\$40,000.00	\$217,000.00	\$0.00	\$0.00	\$0.00
<b>FINANCE</b>						
Replace 100 town computers to upgrade from Windows 7 to Windows 10		\$25,000.00	\$25,000.00	\$25,000.00		
Upgrade to Finance/Accounting Software - MUNIS			\$250,000.00			
Upgrade IT Servers Townwide (grant match)		\$40,000.00				
Upgrade IT Servers Townwide		\$120,000.00				
<b>SUBTOTAL Finance</b>	\$0.00	\$185,000.00	\$275,000.00	\$25,000.00	\$0.00	\$0.00
<b>FIRE STATION - HEADQUARTERS</b>						
Zetron fire alerting system (incl Franklin St. need fiber to run to Franklin St)					\$80,000.00	
Engine One - New Frame			\$115,640.00			
Replace/upgrade tools and equipment for apparatus				\$45,000.00		
Resurface front apron and rear parking lot					\$31,000.00	
Replace 3 primary overhead doors		\$22,500.00				
Protective Turnout Gear			\$30,000.00	\$30,000.00		
Replace half of portable radios	\$24,546.28					
Carpet for admin offices and watch room	\$1,243.62					
Renovation of bathroom						
New bed frames and mattresses and lockers (incl Franklin St)						\$130,000.00
Washer and dryer					\$1,800.00	\$40,155.50
Nozzles and Firefighting Appliances					\$15,541.00	
Refrigerator and Dishwasher for Headquarters					\$5,500.00	
Attack hose and supply lines replacement		\$21,000.00				
New Pumper		\$750,000.00				
Card reader security at Franklin Street and security cameras at both stations	\$5,100.00					
Exercise equipment			\$5,850.88			
<b>SUBTOTAL Fire Station - Headquarters</b>	\$30,889.90	\$793,500.00	\$151,520.88	\$97,841.00	\$111,000.00	\$170,155.50
<b>FIRE STATION - FRANKLIN STREET</b>						
Window Replacement		\$30,000.00				
<b>SUBTOTAL Fire Station - Franklin Street</b>	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>FORT SEWALL</b>						
Restoration project	\$1,100,000.00					
<b>SUBTOTAL Fort Sewall</b>	\$1,100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>RAIL TRAIL</b>						
Surface and Drainage Improvements, Invasive Vegetation Removal			\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00
West Shore Drive/Mohawk/Pleasant/Smith Street Crossings		\$400,000.00				
Clifton/Rockaway/Seaview Street Crossings			\$345,000.00			
Maverick Street/Bessom Street Crossings				\$200,000.00		
Seaview Avenue Trail Extension		\$100,000.00				
Final Redesign Plans for crossing improvements		\$50,000.00				
<b>SUBTOTAL Rail Trail</b>		\$550,000.00	\$1,345,000.00	\$1,200,000.00	\$1,000,000.00	\$1,000,000.00

Town of Marblehead Capital Improvement Plan Fiscal Year 2021 - 2026 DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS						
CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>HARBORMASTER</b>						
Crane Replacement		\$40,000.00				
Pump Out Station		\$25,000.00				
Harbor Mooring Chain Replacement		\$10,000.00				
Holst replacements		\$10,000.00				
Office Updates		\$10,000.00				
Little Harbor Boat Ramp Repairs		\$20,000.00				
Tools/Equipment		\$5,000.00				
Boat 1 replacement collar						
Boat electronics/radio upgrades						
Waterfront improvements - chain replacement						
New State Street South float						
New State Street South gangway and swivel plate						
WiFi installation						
Parkers gangway and plate						
MYC Pier footings and deck repair						
Repair Ferry Lane Parking lot/Tucker's Wharf						
Technology upgrades						
Pattison Landing float						
Parkers boat yard repairs and updating						
Building and grounds maintenance						
State Street Bathrooms			\$100,000.00			
<b>SUBTOTAL Harbormaster</b>	<b>\$0.00</b>	<b>\$120,000.00</b>	<b>\$100,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>HEALTH</b>						
Security Cameras for Transfer Station			\$43,500.00			
Completion of Transfer Station Renovation Project						
<b>SUBTOTAL Health</b>		<b>\$0.00</b>	<b>\$43,500.00</b>			
<b>LIBRARY</b>						
Abbot Public Library Renovation		\$9,500,000.00				
<b>SUBTOTAL Library</b>	<b>\$0.00</b>	<b>\$9,500,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>MARY ALLEY</b>						
Replace flat roof near School Dept						
Air conditioning upgrades						
Install Aquasat kits in office heating units				\$30,000.00		
New carpets in hallways and basement entry						
Low temperature alarm (incl Abbot Hall and Old Town House)			\$13,000.00			
New Exterior Doors and Locks		\$30,000.00				
Window Replacements			\$50,000.00			
New Alarm System with Coverage		\$15,000.00				
Update Heating and Cooling Systems				\$150,000.00		
Repave Parking Lot				\$40,000.00		
Roof Drain Repair			\$15,000.00			
Remove Old Generator from Basement			\$5,000.00			
Block off Connector to Tunnel and Renovate Exit			\$25,000.00			
<b>SUBTOTAL - Mary Alley</b>	<b>\$0.00</b>	<b>\$45,000.00</b>	<b>\$108,000.00</b>	<b>\$220,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

Town of Marblehead  
Capital Improvement Plan  
Fiscal Year 2021 - 2026

DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS

CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>RECREATION AND PARK</b>						
Replace Community Center gym floor						
Community Center Parking Lot Repaving	\$30,000.00					
Community Center Roof Replacement						
Seaside Park Tennis Courts (Resurface)		\$65,000.00				
Playground Renovations (Multiple Playgrounds)			\$100,000.00			
Community Center Game Room/ Corner Room Renovation						
Community Center Stage (Create Storage)						
Replace Pavilion Lighthouse (Facing Fort Sewall)			\$140,000.00			
Replace Pavilion Lighthouse (Facing Cat Island)						\$175,000.00
Seaside Basketball Court			\$11,000.00			
Gatchell's Basketball Court			\$11,000.00			
Ice Rink		\$2,000,000.00				
<b>SUBTOTAL - Park &amp; Recreation Community Center</b>	<b>\$30,000.00</b>	<b>\$2,065,000.00</b>	<b>\$262,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>POLICE STATION</b>						
Roof Replacement - Lobby and Detectives Offices		\$55,000.00				
Repair Exterior Trim and Paint Building		\$25,000.00				
10 Ballistic Helmets for cruisers			\$4,000.00			
Roof Replacement - lower roof						
Traffic-related speed monitors			\$7,000.00			
Rifle vests for each cruiser						
Replace all siren and light controllers in cruisers						
Electronic locks for Police doors (with annual cloud fees)	\$22,527.98					
Architectural assessment of entire Police Station for renovation			\$60,000.00			
3 Digital Message Boards						
New tasers, cartridges, holsters	\$46,635.00		\$12,750.00			
Install pedestrian crossing lights at 1 crossing	\$22,738.50					
<b>SUBTOTAL - Police Station</b>	<b>\$91,901.48</b>	<b>\$80,000.00</b>	<b>\$83,750.00</b>	<b>\$50,000.00</b>	<b>\$50,000.00</b>	<b>\$50,000.00</b>
<b>TOWER WAY GARAGE</b>						
Salt Shed			\$250,000.00			
Assessment of Building Conditions			\$50,000.00			
Office and Facilities Upgrade				\$100,000.00		
Exhaust system for Mechanics Garage		\$75,000.00				
Lighting Upgrades				\$10,000.00		
Alarm repairs						
Roof Repairs						
Repair Highway Garage door						
Repair 2 garage doors						
External light upgrades						
Replace 5 heaters						
Repair Highway garage floor and drain						
Highway Dept interior office repair						
Replace 4 open air heaters	\$15,000.00					
Repair garage roofs						
Fuel Island Suppression System Upgrade Service						
<b>SUBTOTAL - Tower Way Garage</b>	<b>\$15,000.00</b>	<b>\$75,000.00</b>	<b>\$300,000.00</b>	<b>\$110,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>



Town of Marblehead Capital Improvement Plan Fiscal Year 2021 - 2026 DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS						
CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
SCHOOL DEPARTMENT						
Gerry re-use study						
Replace high school hot water tanks						
Veterans Walk-in repairs						
Winterize Gerry School						
Asbestos abatement at Veterans School						
New elementary school	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00
High School - Perform HVAC system balance						
Veterans - Upgrade HVAC control software to integrate into Compass System	\$48,200.00					
Village - Upgrade HVAC control software to integrate into Compass System	\$18,500.00					
High School - Replace front door hardware with mag lock system						
High School - Replace library carpet						
High School - Replace fogged windows above front entrance	\$4,300.00					
Coffin - Exterior painting for front windows and soffits	\$10,000.00					
High School - Engineering study of fire alarm system		\$28,000.00				
Veterans - Engineering study of fire alarm system		\$28,000.00				
High School - Sand, repaint, and refinish basketball court						
High School - Replace three gym divider curtains						
High School - Rooftop HVAC Units					\$2,000,000.00	
High School - Replace Main Fire Alarm Panel		\$25,000.00				
High School - Install Card Swipe System		\$30,000.00				
High School - Replace Main Entry Doors				\$80,000.00		
High School - Steam Generator				\$18,000.00		
High School - Install Panic Button System				\$50,000.00		
Veterans - Replace D Wing Roof				\$35,000.00		
Veterans - Update HVAC Computer Control System		\$105,000.00			\$50,000.00	
Veterans - Replace Fire Alarm System					\$70,000.00	
Veterans - Install Cameras throughout School						\$50,000.00
Veterans - Install Card Swipe System		\$30,000.00				\$50,000.00
Veterans - Redo Gym Floors						\$50,000.00
Veterans - Burglar Alarm						\$42,000.00
Veterans - Install Panic Button System						\$45,000.00
Village - Kitchen Equipment			\$200,000.00			\$50,000.00
Village - HVAC Computer Control Upgrade						\$42,000.00
Village - Field House Renovation						\$45,000.00
Village - Install Panic Button System						\$50,000.00
Hardwired CO Detectors to alarm panel - 4 schools		\$34,145				
<b>SUBTOTAL - School Department</b>	<b>\$13,792,192.00</b>	<b>\$13,935,337.00</b>	<b>\$13,967,192.00</b>	<b>\$13,894,192.00</b>	<b>\$15,831,192.00</b>	<b>\$13,958,192.00</b>
SEAWALLS						
Front Street						
Grace Oliver's						
Fort Sewall						
Chandler Hovey Park						
State Street landing brick repair						
Garrison Ave Revetment						
Seawall Ongoing Maintenance and Repair		\$30,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
Railing Replacement - Grace Oliver's		\$30,000.00	\$30,000.00			
<b>SUBTOTAL - Seawalls</b>	<b>\$0.00</b>	<b>\$30,000.00</b>	<b>\$50,000.00</b>	<b>\$20,000.00</b>	<b>\$20,000.00</b>	<b>\$20,000.00</b>

Town of Marblehead Capital Improvement Plan Fiscal Year 2021 - 2026 DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS						
CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>TOWNWIDE</b>						
Shoe Shed Signal Communications Radio Box Alarm						
Archive Facility						
Radio upgrades		\$7,544.00				
Traffic light upgrades			\$4,000,000.00			
Tree inventory (MVP project)		\$20,000.00				
<b>SUBTOTAL - Townwide</b>	\$0.00	\$27,544.00	\$4,000,000.00	\$0.00	\$0.00	\$0.00
<b>SUBTOTAL - Annual Total</b>	<b>\$18,807,304.38</b>	<b>\$31,252,702.00</b>	<b>\$22,776,462.88</b>	<b>\$16,382,033.00</b>	<b>\$17,736,192.00</b>	<b>\$15,901,347.50</b>
<b>OTHER FUNDING SOURCES:</b>						
Debt						
Potential Future Debt Exclusion	\$17,805,513.00	\$16,705,513.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00
MSBA reimbursement		\$10,250,000.00	\$4,000,000.00			
Building Commissioner's Budget						
Park & Rec Revolving fund						
Cemetery Sale of Lots						
MIIA Insurance claim						
Harbor Capital Outlays		\$120,000.00				
Water & Sewer retained earnings						
Light Department						
Chapter 90	\$450,000.00	\$450,000.00				
Shattuck Fund		\$30,000.00				
Shared Streets and Spaces Grant	\$53,000.00					
Drainage Capital Article		\$100,000.00				
EVIP Grant Funding, Donations, MMLD		\$90,000.00				
Judy and Gene Jacobi Community Center Donation Fund		\$10,000.00				
Complete Streets Grant - Application Submitted		\$400,000.00				
Mass Trails Grant - Application Submitted		\$100,000.00				
Upgrade IT Servers Townwide - Community Compact IT Grant		\$120,000.00				
Larz Anderson Trust Fund Donation		\$2,000,000.00				
MVP Grant - Application Submitted		\$20,000.00				
Coronavirus Emergency Supplemental Funding Grant	\$46,635.00					
JAG Grant	\$22,738.50					
EMPG Grant	\$5,100.00					
Combination of state budget funds, Shattuck Funds and Friends of the COA Village, Vine, Pleasant Street Intersection Redesign and Renovation - TJP	\$250,000.00					
<b>SUBTOTAL - OTHER FUNDING SOURCES:</b>	<b>\$18,632,986.50</b>	<b>\$30,395,513.00</b>	<b>\$18,551,192.00</b>	<b>\$13,711,192.00</b>	<b>\$13,711,192.00</b>	<b>\$13,711,192.00</b>
<b>NET Annual Total - Gen Fund</b>	<b>\$174,317.88</b>	<b>\$957,189.00</b>	<b>\$4,225,270.88</b>	<b>\$2,670,841.00</b>	<b>\$4,025,000.00</b>	<b>\$2,190,155.50</b>

## CAPITAL PROJECT NARRATIVES

### School Department

#### High School

The **fire panel** is beyond its expected and useful life, specifically the circuit boards inside are no longer available for replacement.

#### Veterans Middle School

The **fire alarm system** is problematic at times and at the end of its useful life. Throughout the day false alarms are routine and need to be consistently acknowledged throughout the day. The improvement will replace every component of the system and its expected life will be approximately 20 years.

Currently, there is no **card swipe system** at either the high school or the Veterans Middle School only keyed locks on the exterior doors of the building. Whenever someone needs to enter the building including employees they must be buzzed-in by the main office where all traffic flows. If ever someone fails to lock a door this becomes a security issue. A new card swipe system also has the ability to only allow access during certain periods of time during the day.

As part of the School Department capital requests all schools will have **hardwired Carbon Monoxide detector systems** to ensure reliability.

### Council on Aging

The \$30,000 received from the Shattuck Fund will be used to convert the rear area of the Judy and Gene Jacobi Community Center behind the Bocce court into a **recreational space for seniors**. This will include tree and brush removal, stumping and grubbing, excavation to rough grade, removal of unsuitable material, installation of 8" of gravel, fine grading, compacting and installation of 6" loam and seeding.

The project goal is to provide additional **outdoor multi-purpose space** for both the Bocce players and other participants of the Community Center. Socialization is key to keeping seniors healthy and there has never been a greater need for outdoor space. Since 2010, seniors have enjoyed playing Bocce at the Council on Aging thanks to the generosity of the Shattuck Fund. Despite COVID-19, 39 seniors participated in 330 Bocce games in 2020. Additional space will allow the use of picnic tables and for providing additional games such as Horse Shoes, Croquet, Corn hole, etc.

Additionally, the Town is in the planning stages for making exterior improvements to the Community Center which will include **new signage to reflect the newly named Judy and Gene Jacobi Community Center**.

## **Harbormaster Department**

**Crane replacement:** Located in Parkers Boatyard is an existing electric hoist with boom trolley system. This crane aids in the removal and deployment of equipment and debris from the harbor. It provides the only means for the Harbormaster Department and marine services to service the harbor. Following a recent inspection by New England Crane and Hoist, based on the findings it must be replaced.

**Hoist Replacements:** Two-ton hoists are used to lower and raise gangways at various public docks and there are now some of them approaching an age that parts to repair are no longer available. This is a planned and proactive capital expense for this reason.

**Little Harbor Boat Ramp:** Originally it was planned to completely replace the ramp at Little Harbor. After speaking with the Engineering Department and local contractors, repairs can be conducted to provide a safe ramp for public use.

**Pump-Out Station:** The location at Cliff Street Boat Yard on the Shipyard docks is a CVA-funded pump-out facility and has reached its age limit and useful life. The department is working directly with Marine Fisheries on grant reimbursement. Funds must be applied in advance in order to purchase equipment.

**Office Updates:** Various utility equipment requires investment and service including furnace, air conditioning unit, duct work and plumbing. Also, decking and weather equipment needs repair.

**Mooring Chain:** Approximately every three years the department plans a complete float chain replacement and repair. Chain is bought in surplus for unforeseen conditions.

**Tools and equipment:** Fortunately, the department is able to do most general repairs and projects in-house and because of this tools and equipment are used frequently. Due to this, general replacement of worn out equipment is needed.

## **Police Department**

**Repair all exterior trim and paint exterior of Police Headquarters:** The exterior of the Police Headquarters building has become worn and in need of repair in several places. The bulk of the building is brick and cement, but the original windows (c. 1961) are metal framed and rusting.

**Replace roof over Police Station lobby and offices:** The roof is approximately 25 years old. In the fall of 2020 a leak surfaced causing considerable damage to the detective's office. Insurance did in fact repair the interior of the building, and a temporary patch was made to the roof. This roof remains a potential weakness to the building and needs to be replaced.



**Police Department (pictures of the exterior of the building)**



## **Finance Department**

There are roughly 60 computers in service in the Town of Marblehead that are running Windows 7 operating system. Microsoft stopped offering technical assistance or software updates to the Windows 7 operating system in January 2020. While the devices continue to be operational, Microsoft will not provide security updates or fixes to the operating software, leaving devices running Windows 7 at a greater risk from viruses and malware as flaws are discovered and exploited.

The \$25,000 of capital funds will allow for the purchase of approximately **20 new computers** that will run windows 10 operating software. In addition to be the most recent, and as such fully supported, version of Windows which will significantly reduce the risk of malware exploitation, Windows 10 is also equipped with additional security features beyond what is available to Windows 7 even when it was fully supported.

The Town of Marblehead is currently operating on 13 servers that are an average of 10 years old. Most of this hardware is approaching the end of its useful life and will difficulties if not upgraded. The Town has received a \$120,000 Community Compact Information Technology Grant to execute a **server replacement project**.

The first part of the project is to upgrade the Town's Datto management backup solution. The new Datto device will provide infinite retention of backups, which is important for preserving the Town's records.

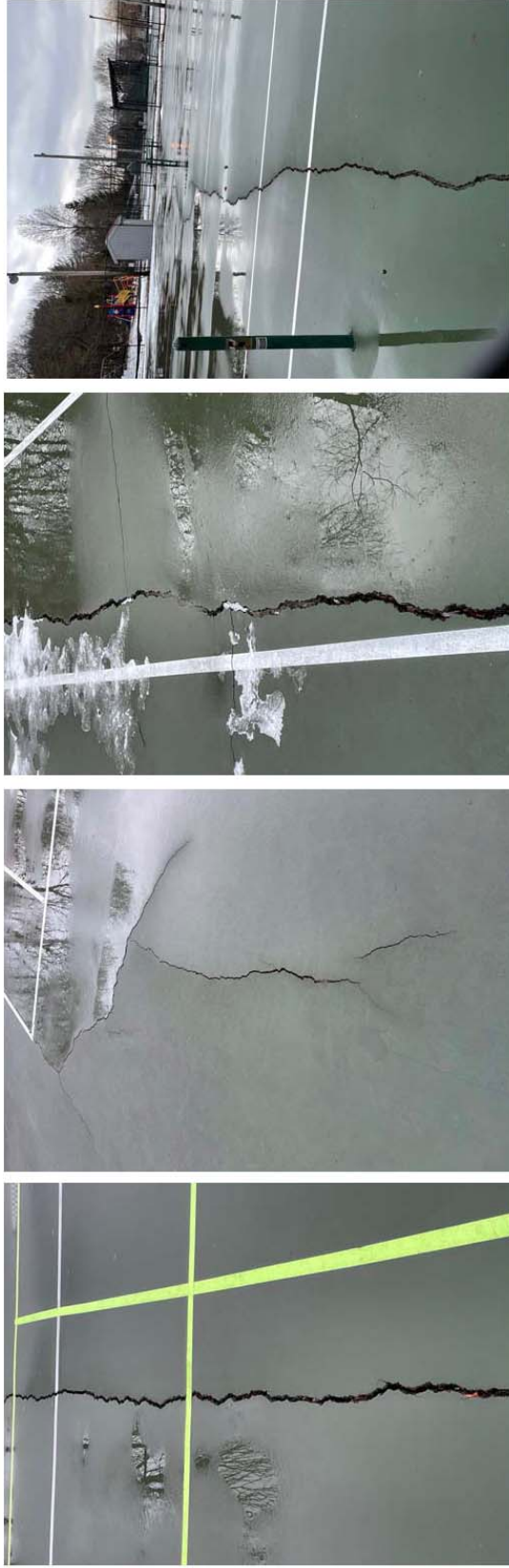
The second part of the project is to upgrade the Town's e-mail exchange server to Microsoft 365. The current exchange server is almost 9 years old and runs Microsoft 2007 and 2010. These versions of Microsoft will no longer be supported and therefore the Town must undergo an upgrade in order to protect its data from security breaches. Microsoft 365 also offers additional functionality and programming that the Town can utilize in order to work collaboratively and interact with both internal and external constituents.

The third part of the project is to upgrade the Town's remaining servers to a redundant Hyper-V cluster. The Town's other servers, several of which are 12 years old, house the accounting/payroll system, assessing and collections software, GIS system, Police/Fire IMC systems, town-wide printers, and all employee user profiles/documents. By implementing a redundant system with two standalone hosts, any potential downtime for the Town would be significantly reduced and all applications/information technology will continue to be well-protected.



### Recreation and Park Department (pictures of Seaside Park tennis courts)

The tennis courts at Seaside Park have significant cracks throughout the playing surface and are in need of repair. The surface is becoming a safety issue for users and, if left unaddressed, will become unplayable.



### Department of Public Works

Maintaining clean air in a work environment is important for the health and safety of the Town's auto mechanics. OSHA considers ventilation "one of the most important engineering controls available" for maintaining work environment air quality. The current system for managing exhaust of diesel engines, welding, and painting fumes in the garage is working with doors partially or fully open, including during cold or inclement weather. This solution is inefficient and inadequate. The proposed **garage exhaust extraction system** will establish a permanent solution, viable during all weather events, to ensure the health, safety, and welfare of our workers.

The Town has received a grant in the amount of \$50,000 to acquire **four electric vehicle charging stations** to be installed at Round House Road Parking Lot (two) and at the Mary Alley Municipal Office building (two).

Roads are assigned a road surface rating through the Town's Pavement Management Plan. As the Town executes its annual paving program the plan is updated. Historically, the Town has relied solely on Chapter 90 funds to make street improvements. This year, the Capital Improvement Plan includes a request of \$100,000 for **street paving projects** to supplement the approximately \$450,000 the Town receives annually from the state in Chapter 90 monies. It also includes another \$50,000 for **sidewalk improvements**.





## **Planning Department**

**Rail Trail:** The Town has submitted several grant applications for funding to support upgrades to crossings along the rail trail. While there's no guarantee the Town will receive all the funding it has requested all projects that were part of the Town's grant submittals are included in this narrative.

**Pleasant Street:** For the Pleasant Street crossing, large curb extensions are proposed to provide more queuing space for trail users, as well as additional space for amenities. A raised crosswalk is proposed to increase the visibility of trail users, better establish trail users within the roadway, and create an uninterrupted path of travel that amplifies the priority of trail users in the crossing. These improvements, coupled with an RRFB and vehicle speed feedback signs, will help to calm traffic, lower vehicle speeds, and improve motorist yielding to trail users. The Pleasant Street entrance is proposed as an amenity node due to its location on the trail network and on the bus network, as well as its proximity to the Devereux School, the Hotel Marblehead, and the Abbott Public Library. With the proposed curb extensions, there will be sufficient room for an information kiosk, trash bin, and decision wayfinding signs alerting trail users to those destination.

The Pleasant Street crossing is another prime location for restoration plantings, particularly on the north side, where flowering shrubs and perennials could beautify a busy corner.

**West Shore Drive:** Proposed improvements to the West Shore Drive crossing include the addition of curb extensions, a raised crosswalk, an RRFB, a streetlight, and vehicle speed feedback signs. These proposed countermeasures will make trail users more visible to drivers, while providing the additional benefit of traffic calming. The West Shore Drive entrance is proposed as an amenity node for its importance as the only street crossing on the Salem branch within the Marblehead town limits, as well as for its proximity to the Tower School. With the proposed curb extensions, there will be sufficient room for an information kiosk and trash bin. The placement of bike parking should be discussed with representatives from the Tower School if sufficient bike parking is not already available to the school community.

At present, the trail widens considerably at the roadway, but with a resurfaced trail and redesigned access gate, a significant portion of the right of way can be planted with native meadow species. This beautification and habitat restoration effort could be an opportunity for hands-on learning and community service for students from the Tower School.

**Smith Street:** For the Smith Street crossing, curb extensions are proposed to allow trail users to be more visible to drivers before they enter the crosswalk. The curb extensions stretch from the trail to Devereux Street to allow for better sight distance, discourage drivers from parking too close to the crosswalk, and create additional space for people walking, biking, and rolling. New curb ramps and crosswalks are proposed at Devereux Street to complement the curb extensions. This concept also includes granite curbing to provide better distinction and separation between the United States Postal Service's driveway and the trail.

Plantings at Smith Street can buffer the trail from the USPS driveway on the south side of the road. On the north side, Revegetation along the trail can reduce mowing needs and restore wildlife habitat and natural beauty.

## **Engineering Department**

The **Village Street bridge** has fallen in disrepair and is in need of improvement. The Village Street bridge carries Village Street over the town's rail trail. The bridge consists of one simple span with nine concrete encased steel beams with a partial sidewalk span supported by columns and an additional abutment. The beams support a reinforced concrete deck with a bituminous concrete wearing surface. Due to falling concrete pieces, two years ago the town made short-term repairs to the bridge to secure the concrete and installed plywood shielding on the bottom flanges of the beams.

Throughout the bridge structure there is extensive spalling and exposed reinforcing rebar, heavy scaling and map cracking.

Given the condition of the bridge, funding is being budgeted to begin engineering work necessary to design the renovation or replacement of the Village Street bridge. Pictures of the condition of the bridge are on the next page.



## **Fire Department**

**Protective Equipment (Turnout Gear):** According to the National Fire Protection Association, firefighter protective equipment shall be replaced after ten years of service life. This includes jackets, pants, helmet, boots, and gloves.

Each Marblehead Firefighter is issued two sets of gear - a front line set and a back-up set. The backup gear is utilized in the event that the first set becomes contaminated or damaged at an incident. Currently, there are twenty firefighters whose second set of gear is twelve years old, two years past the gear's recommended life expectancy.



The Department's budget includes funding for protective equipment in the amount of \$25,000 per year. Considering the turnover of firefighters and the increased cost of turnout gear over the past six years, the Department has fallen behind on the protective gear replacement schedule. To help close the gap and ensure the safety of our firefighters the Capital Plan includes \$22,500 for this purpose. It should be noted that the Department has applied for and will hopefully receive a safety equipment grant that will cover the cost of an additional six to seven sets of protective equipment.

The pictures on the next page include new gear (black jacket) and gear over ten years old (yellow jacket) which are still being utilized until new gear is issued.

**Supply Lines and Attack Hose:** Each of the four apparatus is equipped with 800 feet of four inch supply line, 700 feet of 2 ½ supply/attack line, and 400 feet of 1 ¾ attack lines. According to the National Fire Protection Association, the Town is required to pressure test all hose every year and due to wear and tear, the Department has hose that fails to meet standards and must be removed from service. Also, similar to the turnout gear, fire hose has a service life expectancy of ten years. The Department needs to replace almost ten thousand feet of supply and attack line. The hose load in the first picture is 1 ¾ attack lines and are used to fight fires. The hose load in the second picture is a supply line and are used to hook up to hydrants to supply water to the fire pumpers in the event of large fires.



## **Building Department**

**Repainting of Old Town House and OKOS Building:** Both town-owned buildings and historic resources require repainting and the OKOS building further requires minor exterior repairs. These investments now will avoid the need for larger investments in the future. This work will also help to ensure the preservation of these valuable historic buildings.

**Mary Alley Municipal Building:** Mary Alley Building **interior and exterior entrance and exit doorways** currently offer little to no security or heating and cooling retention as they are comprised of several individual pieces of glass, wood-style doors, are not fitted with freely operating locking devices and do not latch to doorway frames in a manner consistent with proper safety and/or heating and cooling retention.

The doorways are also not currently outfitted with properly functioning sensors connected to enunciation devices (alarm system) producing reoccurring and proper nuisance alarms. Both Mary Alley's **alarm control system and sensor devices** are frequently subject to malfunction due to the age of the system.

**Animal Control Building:** The Animal Control Building on Village Street currently suffers from **open penetrations from the basement to the main floor** making it potentially subject to infiltration from safety hazards including but not limited to carbon monoxide, smoke, fire, and rodent infestation.

## FISCAL YEAR 2022 PROPOSED DEBT EXCLUSION PROJECTS

### New Fire Engine (Pumper)

#### Introduction

The intention of the replacement schedule is to provide a review of the fire and rescue apparatus currently maintained by the Fire Department. In an effort to provide a true and accurate illustration, all apparatus were inventoried and comparisons were made based on national standards using the National Fire Protection Association data regarding apparatus maintenance and replacement schedules. The proposed replacement schedule is included herein. The schedule further addresses the benefit of continuing the practice of standardizing the department's fleet of fire apparatus, which has helped to reduce the cost of maintenance, parts and labor on an annual basis. It is understood that any decisions involving the funding of future apparatus acquisitions, as outlined in the replacement schedule, ultimately rests with the Selectmen and Town Meeting. This document serves as a tool to help improve public safety for the citizens of Marblehead.

#### Apparatus Descriptions

To help familiarize the reader with the variations of apparatus within the fire department, a description of the types of fire apparatus has been provided. There are essentially two basic types of fire and rescue apparatus: Engines/Pumpers and Quint/ Ladder Trucks.

**Fire Engines, or Pumpers**, carry hose, hand tools, and pump water. The engine also carries ground ladders. The key components of a fire engine include: Water tank (500-750 gallons), pumps (approximately 1500 GPM), a complement of various types of hose (for both attack and supply) as well as other firefighting tools.

**Quint/ Ladder Trucks** serve the dual purpose of an engine and a ladder truck. The name "quint" is derived from the Latin quinque, meaning five, and refers to the five functions that a quint provides - pump, water tank, fire hose, aerial device, and ground ladders. Ladder trucks are responsible for forcible entry into locked buildings, search and rescue of trapped people and ventilation of smoke from a structure.

#### Background & History

Prior to 1986, the Fire Department's average run volume was 916 incidents per year. In 1987 the Fire Department assumed an active role in providing emergency medical services to the towns citizens and the average yearly run volume increased exponentially, with medical calls representing more than half the Department's annual call volume. To put the growth of responses in perspective, in 2019 the Departments total run volume for the year was 2778, 1400 of which, were for medical calls.

Emergency Medical Response is an essential service provided by the Fire Department, but at the same time, the increase in call volume has added to the wear and tear on the Department's two primary engines. The engines are logging more miles and motor hours than their predecessors.

In 1987 the Fire Department purchased it first multifunction apparatus, a KME custom built Quint. Previous to which, the complement of apparatus consisted of two engines and a ladder truck running out of Headquarters, and an engine running out of the Franklin Street station. The rational for eliminating the third engine and replacing the ladder truck with a Quint, was to reduce the number of apparatus, and allocate better deployment of personnel as a result of staff reduction of four firefighters. The Quint afforded the Department the versatility of operating as either an engine or ladder truck at a fire scene.



### **Benefits of Standardizing the Town's Fleet of Apparatus:**

Fire apparatus manufacturers are individually unique in their construction processes. At one point, the Department had KME, Seagrave, and Pierce fire apparatus in service at the same time. This required the Department to have a myriad of parts for each apparatus. Standardizing to a single apparatus manufacturer has greatly reduced the need to maintain a vast inventory of replacement parts on hand. Additionally, the close proximity of the Pierce service center, affords the Town accessibility to parts that we would need on short notice, in the event of an emergency.

The Town has acquired multiple Pierce fire apparatus since 2006 and Fire Department personnel have extensive experience related to training and operational knowledge of the apparatus, because all the apparatus have been standardized. Currently, 100% of the Department's apparatus were manufactured by Pierce.

The advantages of apparatus being standardized is that there is less training involved and increased safety of personnel going from one fire truck to the other. Firefighters have a working knowledge that the apparatus will all brake the same way, accelerate the same way, and the pumps are going to operate exactly the same. Standardization has afforded us the ability to place equipment in the same compartment locations on each of the apparatus. Hose configurations for our pre-connected hoses and supply lines are similar on each piece of apparatus.

### **Apparatus and Equipment Maintenance**

The Town's apparatus are integral to the department's daily functions. The fire apparatus serve a variety of purposes and, beyond the firefighters themselves, are essential to all successful emergency operations. Apparatus are an extremely expensive investment, as well as being highly technical pieces of equipment and, as such, require constant maintenance and upkeep to ensure that they can perform as expected by the Department and the members of the community. This is why the Department has implemented a regularly scheduled preventive maintenance program for our apparatus. The crucial factor about *preventive* maintenance is that it will greatly reduce or eliminate the need for expensive *corrective* maintenance in the future.

When we talk about preventive maintenance, we must first fully understand what that term means. According to the NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus, preventive maintenance is the "systematic inspection, detection, correction, and prevention of incipient failures, before they become actual or major failures."

The Department mechanics schedule and facilitate the preventative maintenance on the pumpers and the Quint/ladder truck at least twice per year. Pump tests are completed annually by W.D. Perkins and aerial testing is done every two years by National Engineering & Testing Services Inc.

The Department mechanics are **not** certified Emergency Apparatus Mechanics, and therefore, are responsible for only the most basic repairs of the Department's apparatus and utility vehicles. Mechanical issues involving warranty work, aerial hydraulics, steering, brakes, or pumps is performed by Minuteman Fire Apparatus, who is the Massachusetts dealer and service center for Pierce Fire Apparatus. If technical support is needed, Detroit Diesel is contacted for engine work, Allison Transmission is contacted for transmission work and W.D. Perkins for pump work.

### **In-Station Maintenance**

The on-duty firefighter crews provide the daily checks of the Department's apparatus and utility vehicles, at shift change under their respective company officers. When these checks and inspections reveal a matter needing attention beyond the fire company level, a Department "Request for Repair Form" is completed to appraise the Mechanics of the need for repair or maintenance.

### **Average Apparatus Service Life & Replacement Guidelines**

It is a generally accepted fact that fire apparatus, like all types of mechanical devices, have a finite life. The length of that life depends on many factors, including vehicle mileage and engine hours, quality of the preventative maintenance program, quality of the driver training program, whether the fire apparatus was used within the design parameters, whether the apparatus was manufactured on a custom or commercial chassis, quality of workmanship by the original manufacturer, quality of the components used, and availability of replacement parts, to name a few. Factors influencing apparatus replacement are age, mileage, cost per mile, overall condition of the vehicle, as well as other considerations. The greatest weight in this plan is placed on age, mileage and motor hours.

There are numerous resources available for reference to the average active and reserve life of emergency vehicles. The Fire Apparatus Manufacturer's Association (FAMA) "Fire Apparatus Duty Cycle White Paper" (2004) reflects the following: Average Expected Years of Apparatus in Active and Reserve Service, and Apparatus Replacement Consideration Guidelines

### **Average Expected Years of Apparatus In Active Service**

	Urban	Suburban	Rural
Pumper	15	16	18
Quint	18	19	21

### **Average Expected Years of Apparatus In Reserve Service**

	Urban	Suburban	Rural
Pumper	10	11	14
Quint	9	10	13

### **Apparatus Replacement Consideration Guidelines** **Excellent Condition (E)**

- Less than five years old
- Fewer than 800 engine hours
- Fewer than 25,000 miles
- No known mechanical defects
- Very short downtime and very few operating expenses
- Excellent parts availability
- Very good resale value
- Meets all present NFPA 1901 and 1911 edition safety standards

**Very Good Condition (VG)**

- More than five but less than ten years old
- More than 800 but fewer than 1600 engine hours
- More than 25,000 but fewer than 50,000 miles
- No known mechanical or suspension defects present
- Low downtime and above average operating costs
- Good parts availability • Good resale value
- Meets NFPA 1901 and 1911 safety standards

**Good Condition (G)**

- More than ten but less than 15 years old
- Some rust or damage to the body or cab
- More than 1,600 but less than 2,400 engine hours
- Some existing mechanical or suspension repairs necessary
- Downtime and operational costs are beginning to increase
- Parts are still available but getting difficult to find
- Resale value decreasing
- Meets all NFPA 1901 and 1911 safety standards

**Fair Condition (F)**

- More than 15 but less than 20 years old
- Rust, corrosion, or body damage apparent on body or cab
- More than 2,400 engine hours
- More than 75,000 but fewer than 100,000 miles
- Existing mechanical or suspension repairs necessary
- Downtime is increasing and operational costs are above historical average
- Parts become harder to find and/or obsolete
- Very little resale value
- Does not meet all NFPA 1901 and 1911 safety standards

**Poor Condition (P)**

- More than 20 years old
- Rust, corrosion, or damage to the body of cab impacting use of the apparatus
- More than 2,400 engine hours or 100,000 miles
- Existing mechanical or suspension problems affecting operation of the apparatus
- Downtime is exceeding in-service availability
- Operational cost are exceeding the resale value
- Parts are obsolete
- Does not meet all NFPA 1901 and 1911 safety standard



### **Summary of Apparatus Replaced Since 2009**

In 2009, the complement of fire apparatus for the Town was a 2006 Pierce engine, 1998 Seagrave engine, 1997 KME ladder/quint, and a 1989 Mack reserve engine. Having four pieces of apparatus, built by four different manufacturers, presented a challenge with regard to keeping parts on hand and servicing the trucks in the event of major mechanical problems or collision repairs. Drivers' training was also an issue; personnel were required to be proficient with the driving and operation of four very different pieces of apparatus.

At the 2012 Annual Town Meeting, the Town approved the purchase of a new 1.1 million dollar ladder/quint truck. In April of 2013 the new Pierce ladder/quint was delivered to the department. The 1997 KME quint was put into reserve status, and served in that capacity until March 2019, when after a preventive maintenance inspection and aerial ladder testing, it was discovered that the KME quint would need \$68,000.00 in front end work, hydraulic repairs, and a pump rebuild in order to keep it in service. The cost versus benefit did not justify making the repairs and it was sold to Milky Way Farms on October 2, 2019.

At the 2016 Annual Town Meeting the Town approved the acquisition of a new fire engine (pumper) to replace Engine 2 at a cost of \$620,000, at Franklin Street. Engine 2 was a 1998 Seagrave pumper that was purchased on June 17, 1998 and would soon be turning 18 years old. The justification for the new engine was predicated on the fact that the Seagrave engine was having electrical and mechanical issues. In addition to the mechanical issues, Engine 2 also experienced three small electrical fires as a result faulty wiring. The new Pierce fire engine arrived on November 17, 2017.

In March of 2019 the Department was in dire need of a reserve engine, due to the 1997 KME ladder/quint being put out of service. It was by good fortune that a Marblehead citizen had purchased a 1996 Pierce engine from the Town of Hamilton at a public auction, and in turn, was generous enough to donate it to the Town. Before accepting the donated fire engine, it was inspected by Minuteman Fire Apparatus. The mechanics at Minuteman deemed the fire engine to be in good condition, with the exception of a broken leaf spring, and the need of a new exhaust system, and seatbelts. The cost for the repairs was approximately \$6,000.00. To date, the donated engine has been put into service on several occasions and has responded to 169 incidents or 5.6% of our total call volume from March 1, 2019 to January 31, 2020. This donated engine was diagnosed with a cracked frame in calendar year 2020 and has been replaced with a 1994 Spartan Engine and is essentially serving as a life boat until such time as the Town purchases a new engine.

The new engine, if approved at 2021 Town Meeting will replace Engine 1, a 2006 Pierce engine. Upon arrival of the new engine, Engine 1 would be moved into reserve status. The design specifications that the Town used to build Engine 2 will be used again for the proposed new engine. The projected cost for the new engine is \$706,000.00 and the Town has been guaranteed an excellent build, which means the Department would have the engine built in 4 to 6 months instead of 8 to 9 months.

**Renovation of Abbot Public Library**

**Why We Need To Renovate Our Library Now**

The Town of Marblehead faces critical infrastructure needs at the Library (last updated in 1989)

- Elevator • Electrical • Fire Alarm & Protection • HVAC complete with new COVID filters • ADA Access / Stairs • Surface Storm Run-off • Parking Lot

The Town of Marblehead deserves a first-class library that offers up-to-date services, in a facility which is comfortable and has diverse settings for patrons of all ages

- The current site is preferred by most community members because of its central location on the bus line and proximity to schools
- The current space is adequate for our needs, but must be redesigned & renovated to serve 21st Century demands
- We will be designing with social distancing in mind and other post-COVID concerns

**What We Propose To Do**

Attend simultaneously to critical infrastructure replacement and to the redesign/renovation of the Library

- Entry Station • Fireplace Café • Information Zone • Quiet Nooks • Meeting Areas • Study Spaces  
Teen Center • Maker Space • Garden Access • Improved and Enhanced Technology Platforms

**How We Propose To Do It**

Continue a long-standing Marblehead practice of funding the Library through a combination of private & public funds

Campaign Goal			\$9.5 Million
Public Support	\$8.5 Mil	+	Private Funding \$1 Mil

The funds used to date to commission studies, architectural planning and renderings, and to update the Children's Room and the Meeting Room have been paid for entirely with private funds. This amounts to over \$500K from bequests and private donations.

### Overall Estimate of Probable Project Cost

Based on estimates provided by the architect / engineering team, the following is a summary of the costs:

- Building Renovations, Remodeling, & Reconstruction Cost: \$1,586,084
  - Infrastructure Replacement Cost (See Attached for Detailed Breakdown): \$3,908,658
- \$5,494,742
- TOTAL CONSTRUCTION COST (2018 dollars)

Based on the current schedule, the actual commencement of the library's renovations would start in September 2022 and would take approximately 12 months to complete. Therefore, we need to apply an escalation factor to the 2018 costs to better reflect the anticipated construction costs. Therefore, we have assumed 44 months of escalation from August 2018 until April 2022 (scheduled bid phase) at an escalation rate of 4.0% per year that increases the total estimated construction cost to **\$6,300,639** (\$18,316 escalation cost per month). If the project is delayed, then the overall cost will increase.

In addition to the construction costs, there are other related costs that would be incurred during the life of the project. Based on the architect's extensive experience in Massachusetts library renovation & replacement projects, they have developed an estimate for other project-related costs as follows:

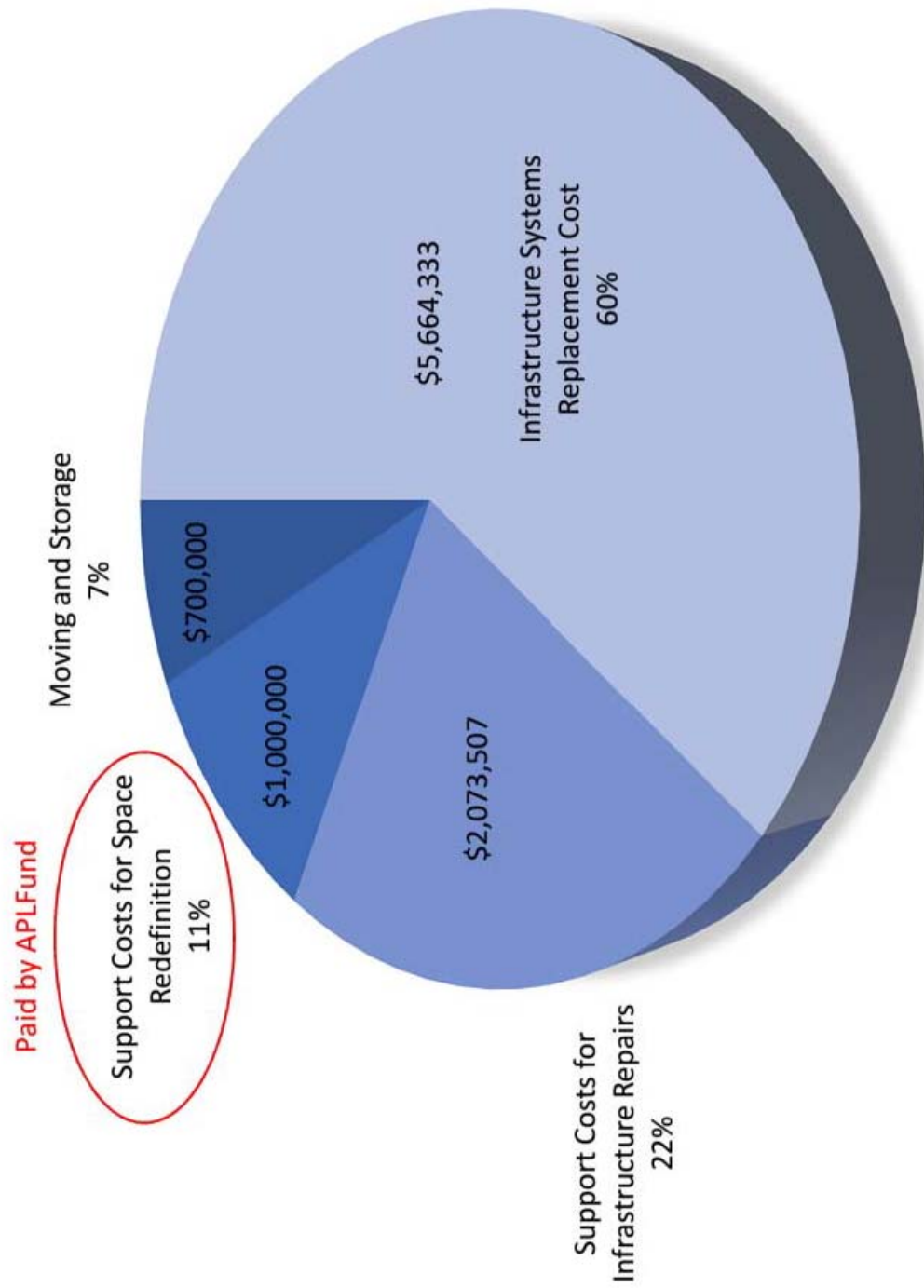
- Furnishing & Equipment: \$595,000
  - Fees (OPM, Architecture/Engineering, Furnishings, etc.): \$871,583
  - Project Expenses (Clerk-of-the-Works, survey, testing, etc.): \$254,500
  - Contingencies (10% Construction & 5% Project): \$716,118
  - Rental of private space for Temporary Library \$300,000
  - Rental of storage space for books and furniture \$100,000
  - Moving cost (two ways) \$300,000
- \$ 3,137,201**
- TOTAL OTHER COSTS

Therefore, the total estimated project cost is:

- Construction Cost (**2022 dollars**) \$ 6,300,639
  - Other Project-Related Costs (**2022 dollars**) \$ 3,137,201
- \$ 9,437,840**
- TOTAL ESTIMATED PROJECT COST

Note: The percentage of contingencies carried in the estimate was discussed within Trustees and Building Renovation Committee and felt to be reasonable based on the current level of schematic design as well as other unspecified project-related costs (e.g., hazardous material abatement, rehab cost for the temporary library space, etc.) not currently carried in the overall project cost estimate.

## Analysis of Estimated Project Cost of \$9,437,840





## Proposed Schedule

The following schedule has been developed for this project:

Receive approval for project's funding at Town Meeting

Final Design Documents

Prepare Construction Documents

Bid Phase

Execute contract with selected contractor

Library moves out of current location

**Construction begins**

Construction is completed

Library moves back into renovated space

**Opening of renovated library**

May/June 2021  
June to December 2021  
January to April 2022  
May to June 2022  
July 2022  
August 2022  
**September 2022**  
September 2023  
October 2023  
**November 2023**

## Detailed Infrastructure Assessment and Estimated Replacement Costs

As part of our due diligence, we hired Johnson Roberts Associates, who specializes in library renovations in Massachusetts. And as part of their preliminary design work, we brought in the engineering firm of Garcia, Galuska and Desousa to perform a comprehensive assessment of the library's infrastructure. Based on input from the architect / engineering team, given the overall age & generally poor condition of the existing infrastructure systems, it does not make sense to continue to perform expensive repairs on these systems

Town residents often like to mention "lack of maintenance", but routine maintenance has been performed as needed on the various building systems, but the majority of these systems either are (or are very close to being) at the **end of their useful life span & are no longer providing reliable service**. In some cases – like with the air conditioning system – several emergency repairs have had to be performed.

The library has tried to "absorb" the costs of emergency repairs to these systems, but at times has approached the town asking for financial assistance. In some cases, the library has used some funds from grants / trusts to pay for the emergency repairs but cannot rely on this approach going forward. The cost & frequency of these emergency repairs is increasingly making it difficult for the library to follow its budget. This results in reliability (and safety) issues and making it more problematic for the library to maintain "normal" operations. Further, it was explained that it has become difficult to obtain parts for some of the systems because they are no longer made. The systems are also inherently inefficient compared with new equipment. A new system would operate more efficiently which would reduce overall energy costs.

Finally, there would be an inherent risk attempting to repair the existing systems because it is difficult to correctly assess the condition of every aspect of the existing system. It is likely that by reusing a portion of an existing system, there is an increase in future issues instead of having a completely new system. Based on these reasons, the Trustees are moving forward with the idea that all the existing building MEP systems identified need to be replaced.

The following is a summary of the architect / engineering team's findings as to the **need** for critical improvements to the existing library's infrastructure - at significantly higher costs than what the library can be expected to absorb through its current budget or existing grants.

### Elevator – Estimated Cost - \$230,000

There is extensive rusting of the floor of the elevator due to the high-water table in the area of the library that is impacting the elevator's ultimate structural integrity.

The excessive moisture in the elevator pit also makes it prone to untimely failures requiring additional maintenance.

Also, the current size of the elevator is too small & does not meet current building code as it cannot accommodate a stretcher

#### **Risk Assessment:**

- Possibility of patron(s)/staff being trapped in stuck elevator.
- A person in a wheelchair not having enough space to maneuver within the elevator.
- Need to pass through elevator to get to Teen Room

### Electrical – Estimated Cost - \$1.275 mil

The electrical engineers noted that the existing lighting & power panels in building have reached their life expectation.

Ensuring that the library has a reliable power distribution system is a critical element.

#### **Risk Assessment:**

- Due to the age of the equipment, could result in major system failure
- Need to upgrade the emergency lighting for safety throughout building.
- Increase in electrical usage & associated costs of using existing system - as compared to using new LED fixtures.
- Existing emergency generator that provides emergency power to the sump pumps located below the library basement to prevent flooding of the lower level has been determined to be obsolete and inactive.
- **Generator replacement is critical**

### **Fire Alarm & Fire Protection – Estimated Cost - \$360,000**

The engineers noted that the existing fire alarm system does not meet the current building codes (& presents current risks) because of the following conditions:

- The existing building is not fully sprinklered.
- Existing alarm is not ADA-compliant for manual stations & notifications.
- System is non-addressable meaning the Fire Department cannot quickly ID the alarm location
- Missing speaker/strobe appliances throughout building, especially in bathrooms

#### **Risk Assessment:**

- A handicapped person is not able to pull the alarm alerting every one of a fire.
- A person who is blind or deaf in the bathrooms won't know of the fire alarm because of the lack of speaker/strobe appliances.

### **HVAC – Estimated Cost - \$ 1.766 mil**

Based on the 2018 evaluation, the engineers determined that, "The majority of the presently installed HVAC systems have reached their maximum serviceable life & are in need of replacement."

There are three boilers that provide heat to the building. Numerous maintenance problems with boilers. Boilers are past the mid-point of their 20-year life span.

Majority of heating distribution system is in poor condition having been installed during the 1991 renovation project (system is almost 30 years old).



Air conditioning system is in poor condition having been installed during the 1991 renovation project (system is almost 30 years old). Reliability & maintenance issues keeping the system operational. Humidifier portion of system no longer works.

**Risk Assessment:**

- There have been actual occurrences of AC failure(s), risking patron & staff health issues.
- Concerns about the humidity levels within building during summer months damaging books & other materials.

**Plumbing – Estimated Cost \$155,000**

The majority of the plumbing systems are original to the building & its additions.

Current access code requires accessible fixtures whenever plumbing is required.

Also, when new fixtures are installed, current code requires that they be water conservation models.

Finally, the proposed library renovations identified the installation of new bathroom facilities on the lower level that would require the installation of new water/sewer services.

**Risk Assessment:**

- Due to the lack of accessibility to the existing main water service, it is recommended that during the building renovation, new domestic water piping should be installed.
- Install thermostatic mixing valves for the domestic hot water heaters for efficiency and to prevent scalding
- Replace the existing under slab sump pumps & pit to ensure they are capable to prevent flooding of the lower level of the library.



### **Parking Lot – Estimated Cost \$125,000**

Based on the 2016 *Water Penetration Study and 2017 Peer Review*, one of the major reasons identified for the past flooding of the lower level of the library is because of the slope of the access road and back parking lot towards the building. Thus, as water flows down Maverick Street & then down the library's access road, it is directed towards the library's back entrance.

#### **Risk Assessment:**

- The study had called for the installation of an additional catch basin along Maverick Street to help collect some of the water before it enters the access road. Based on the Trustee's discussion with the Water & Sewer Department, they have agreed to install this new catch basin within the next few years.
- Another recommendation is for the parking lot to be regraded to re-direct the water away from the building. At least one additional catch basin would be installed in the new parking lot to help collect & direct the storm water away from the library. Finally, a series of perimeter drains are proposed to be installed around certain sections of the library to help collect the direct the flow of the water away from the building.

**Total Infrastructure Replacement Cost**      **\$3,908,658 (2018 dollars)**

*Town of Marblehead Fiscal Year 2022 Annual Budget*

	SUBMITTED BY:	TOWN ENGINEER	PRIORITY (1-5)	ESTIMATED COST	ANTICIPATED USEFUL LIFE (IN YEARS)	# OF QUOTES RECEIVED FROM TOWN DOWN IN THE CELL	PUBLIC SAFETY CONCERN	TO VEHICULAR SERVICE	DEPOT HAS VEHICLE TURNING SERVICES						
Number	Project Description														
1	Village Street Bridge Study. Cost estimates for the removal of bridge, install tunnel with associated sidewalk versus replace bridge with a new bridge. Includes the Engineering costs to construct either the bridge or the tunnel, topographic survey and geotechnical investigation.		1	75,000.00	100.0			x	x					x	
2	LAND SURVEY ENCROACHMENTS		2	40,000.0	20	3			x					x	

[illegible][illegible]

Number	Project Description	DHPI SL 5 Will - D PV	School Department Verblehead	Anticipated Useful Life (in years)	Priority (1-5) (1 = top priority)	# of Quotes Received (plus or minus one dollar in cost)	ITEMS TO CONSIDER (PLACE X IN EACH BOX) IF A APP ESE				Additional Information
							To be Safely Retired	To Be Replaced or Enhanced	To Be Replaced or Enhanced	To Be Replaced or Enhanced	
	Verblehead High School - 2 Hummer Street										
1	Roof - Rooftop HVAC Unit to		2,000,000.00								
2	Replace Main Fire Alarm Panel		25,000.00								
3	Install Card Swipe System throughout		30,000.00								
4	Replace Main Entry Doors		30,000.00								
5	Steam Generator		3,000.00								
6	Install Parity Alarm System		60,000.00								
	Veterans Middle School - 217 Pleasant Street										
1	Replace Downspout		55,000.00								
2	Install Computer Control System II VAC		60,000.00								
3	Replace Fire Alarm System		705,000.00								
4	Install Cameras throughout school		70,000.00								
5	Install Card Swipe System		30,000.00								
6	Replace Gym Floor Tiles		60,000.00								
7	Install Alarm		10,000.00								
8	Install Parity Alarm System		50,000.00								
	Verblehead Elementary - 11 Smith Street										
1	Roof		30,000.00								
2	Install Solar		50,000.00								
3	Install		100,000.00								
4	VAC		75,000.00								
5	Entry Door - Handicap Accessible		20,000.00								
6	Windows		35,000.00								
7	Fire Alarm		10,000.00								
8	Staircase		60,000.00								
9	Combining Upgrades		20,000.00								
10	Install Parity Alarm System		60,000.00								
	Verblehead Elementary - 95 Village Street										
1	Kitchen Equipment		200,000.00								
2	Computer System Upgrade		12,000.00								
3	Install Gas Service Line (NOI USE - D PV 80% C/O )		25,000.00								
4	Install Parity Alarm System		50,000.00								









## VEHICLE REPLACEMENT SCHEDULE

		Total	Tax	Available	
Vehicle Description	Department	Request	Levy	Funds	
Purchase of Equipment					
Ford Interceptor Hybrid	Police	52,621.61	52,621.61		
Ford Interceptor Hybrid	Police	52,621.61	52,621.61		
Ford Interceptor Hybrid	Fire	34,127 .00	34,127 .00		
Fire Rescue Boat Repair	Fire	7,500.00	7,500.00		
Ford F350 Pick-up	Cemetery	45,559.20		45,559.20	Perpetual Care Funds
Brush Cutter Head	Tree	7,000.00	7,000.00		
Ford 350 Pick-up	Schools	40,000.00	40,000.00		
Sub total			193,870.22	45,559.20	\$239,429.42



		Total	Tax	Available	Total	
Vehicle Description	Department	Request	Levy	Funds		
Lease to own Equipment						
Ford 550 Dump Truck	Park	23,000	23,000			1 <sup>st</sup> year of 3-year lease
Sidewalk Trackless	DPW	68,000	68,000			1 <sup>st</sup> year of 3-year lease
Existing Lease Payments			72,900	27,696		2 <sup>nd</sup> year payments
New Lease Payments			91,000			
Total			163,900	\$27,696	\$191,596	



## **APPENDICES**





## TOWN OF MARBLEHEAD COMMUNITY PROFILE

### GENERAL

The Town of Marblehead, originally incorporated in 1649, is a picturesque seacoast town steeped in history. In its early years, fishing and the shoe industry were its two main sources of income. While Marblehead has been known through the years as the "Birthplace of the American Navy," in recent times the Town has also been known as one of the yachting capitals of the world. Pleasure boating is a popular pastime of its residents. Visitors come from all over the world to view the original of the famous painting "The Spirit of '76," which is housed in Abbot Hall in the meeting room of the Board of Selectmen, as well as to see the beautiful harbor crowded with sailing, fishing, lobster, and pleasure boats. Another major attraction for visitors is the Town's historic district, the largest in the State, and the narrow, crooked streets lined with Colonial and Victorian buildings, many of which have been placed on the National Register.



### GOVERNMENT

The Town operates under a Board of Selectmen/Open Town Meeting/Town Administrator form of government. The five-member Board of Selectmen, elected annually, makes policy decisions. The Town Administrator is responsible for carrying out the policies and direction of the Board of Selectmen and for managing the day-to-day operations of the Town.

Title	Name	Manner of Selection
Selectman	Jackie Belf-Becker	Elected
Selectman	M. C. Moses Grader	Elected
Selectman	James Nye	Elected
Selectman	Erin M. Noonan	Elected
Selectman	Alexa J. Singer	Elected

Marblehead has a decentralized local government with several elected boards and committees including the Board of Assessors, Cemetery Commission, Board of Health, Abbot Public Library Board of Trustees, Municipal Light Commission, Recreation and Parks Commission, School Committee, and Water and Sewer Commission.



## GEOGRAPHY

Marblehead is located in the Greater Boston Area, 18 miles northeast of Boston, with a land area of 4.53 square miles. Marblehead is situated in eastern Massachusetts, bordered by Swampscott on the south, Salem on the southwest, and the Atlantic Ocean on the west, north, and east. Commuter rail service to North Station in Boston is convenient from the Salem or Swampscott stations and Marblehead is a member of the Massachusetts Bay Transportation Authority, which provides bus service to Swampscott, Lynn, and Boston.



## POPULATION AND INCOME

The Town of Marblehead has a population of 20,544. The local median income in Marblehead is \$123,333 and per capita income is \$69,148 according to the US Census website based on 2019 data. Again, according to the US Census website based on 2019 population estimates, Race and Hispanic origin demographics are as follows:

Race and Hispanic Origin	Percent
White	91%
Black	1.6%
Asian	1.4%
2 or more	.9%
Hispanic or Latino	5%

## MUNICIPAL SERVICES

The Town provides general governmental services for the territory within its boundaries, including police and fire protection, disposal of trash and recycling, public education grades K-12, water and sewer services, street and drain maintenance, senior services and programs, parks and recreational facilities.

Transportation services include commuter bus to Boston which is provided by the Massachusetts Bay Transportation Authority.

## EDUCATION

The Marblehead Public Schools include the following: Marblehead High School, Veterans Middle School, Village School, Coffin School, Eveleth School, and Glover School. For the 2021-2022 school year, the new Lucretia and Joseph Brown Elementary School will replace both the Coffin and Eveleth Schools.

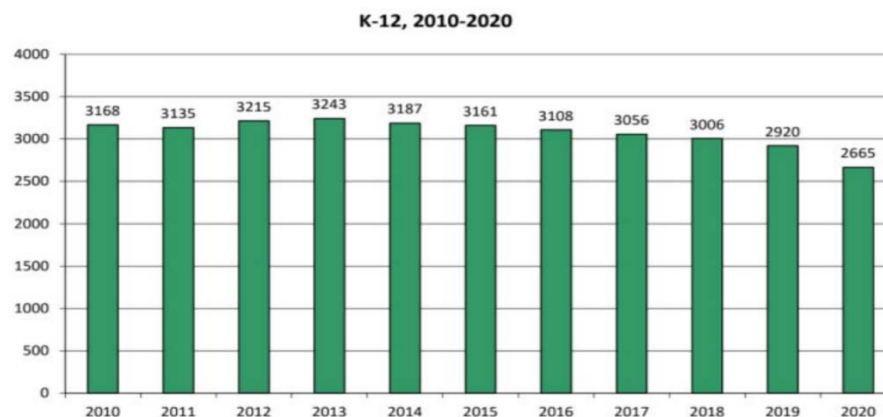


The tables below represent enrollment figures per grade in the 2020-2021 school year:

Grade	Current Enroll 20-21
K	139
1	156
2	181
3	193
4	199
5	195
6	201

Grade	Current Enroll 20-21
7	202
8	254
9	228
10	231
11	247
12	258
<b>TOTAL</b>	<b>2684</b>

The chart below includes k-12 school enrollment figures from 2010 to 2020.



## REAL ESTATE

Given its proximity and accessibility to Boston, the Town of Marblehead real estate market continues to experience a strong period of revitalization, both in terms of value and new construction. New growth in fiscal year 2020 was \$303,231. In addition, the median family income has remained higher than state averages and the unemployment rate mirrors the state average (6.7%).

Marblehead has 14 miles of seacoast of varying topography. The housing stock is also varied. There are 6,231 single family dwellings as of January 1, 2020. There are 2,059 Colonial style homes, constituting 33% of the single-family housing stock. Old Style construction (typically pre-1920) represents 21% with 1,282 properties.



Cape, Ranch, Contemporary, Split level, and Antique style properties comprise 38% of the single-family inventory. The balance consists of conventional (non-specific architectural style) Bungalows, Split Entries, Row House (attached by common wall), and Mansions. Additionally, there are 1,010 condominiums, 301 two-family properties, and 146 properties with three or more units. A total of 53% of the single-family housing stock was built prior to 1950 and Marblehead has one of the largest inventories of homes built prior to 1800, including 229 properties built before 1750. The vast majority of early construction is located in the area of town designated as the Historic District. The Historic District is a high density and distinct area.

Antique architecture is predominant and lots rarely exceed 5,000 square feet with some lots mirroring only the foundation of the dwelling. The Historic District has a more rigorous building standard than the standard zoning by-laws with regard to permit work involving the exterior.

Residential properties comprise 95% of the tax levy. In FY2020, single family dwellings had an average assessment of \$873,000, representing an increase of \$53,000 from FY2019. The average tax bill of \$9,070 is based on a single tax rate of \$10.39.

Commercial properties are typically one and two-story structures located along Atlantic Avenue, Pleasant Street, and in the Historic District. The predominant composition of the commercial properties is small retail, clothing boutiques, restaurants, banks, and office space, with many mixed-use properties located in the Historic District. Notable exceptions are three small strip centers located on Pleasant Street and a 15,000 square foot supermarket with attached residential improvements located in the Historic District.

## LOCAL ECONOMY

The following tables list significant economic indicators, like largest employers, employment and unemployment figures, and assessed property valuations:

<b>TOP TEN LARGEST EMPLOYERS IN MARBLEHEAD</b>
Town of Marblehead
Lynch/van Otterloo YMCA
Eastern Yacht Club
Tedesco Country Club
Corinthian Yacht Club
Boston Yacht Club
Lafayette Nursing Home
Devereux House
Crosby's Marketplace
Marblehead Bank



### LABORFORCE, EMPLOYMENT AND UNEMPLOYMENT

Month	Year	Labor Force	Employed	Unemployed	Unemployment Rate
4	2021	10869	10315	554	5.1
3	2021	10828	10258	570	5.3
2	2021	10862	10202	660	6.1
1	2021	10889	10169	720	6.6

Annual	Year	Labor Force	Employed	Unemployed	Unemployment Rate
Average	2020	10547	9794	753	7.1
Average	2019	11162	10880	282	2.5
Average	2018	11126	10810	316	2.8
Average	2017	10968	10610	358	3.3

### ASSESSED PROPERTY VALUATIONS

	2017	2018	2019	2020	2021
Residential	\$5,499,968,414	\$5,698,494,403	\$5,986,503,712	\$6,377,782,863	\$6,605,727,026
Open Space	\$0	\$0	\$0	\$0	\$0
Commercial	\$225,864,473	\$231,431,764	\$238,506,055	\$248,077,728	\$243,872,720
Industrial	\$16,577,200	\$15,770,800	\$16,088,200	\$17,652,300	\$16,653,500
Personal Property	\$65,849,510	\$72,038,720	\$74,471,080	\$75,739,520	\$79,764,010
<b>Total</b>	<b>\$5,808,259,597</b>	<b>\$6,017,735,687</b>	<b>\$6,315,569,047</b>	<b>\$6,719,252,411</b>	<b>\$6,946,017,256</b>



## **APPENDIX 2 – 2020 RESIDENT SURVEY RESULTS**

*Results presented Wednesday, January 13, 2021*



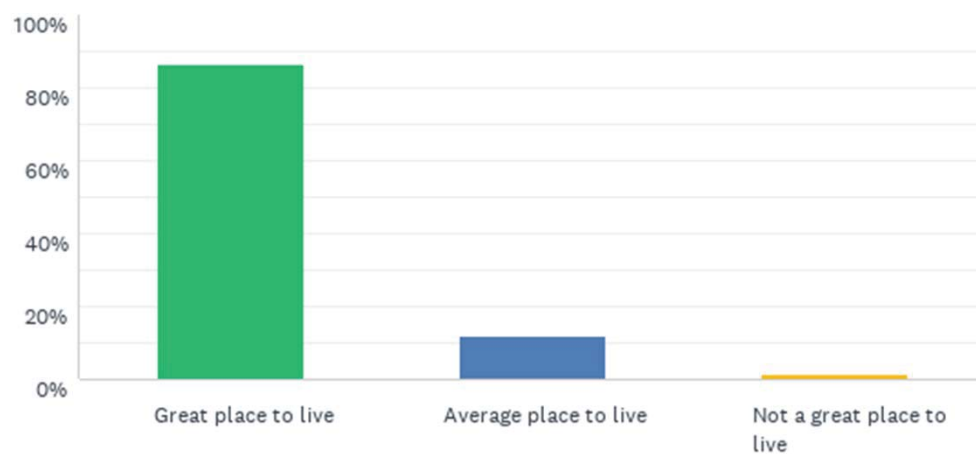
# 1285

Total Responses

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## Q1: How do you rate Marblehead as a place to live?

Answered: 1,280 Skipped: 5



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## Q1: How do you rate Marblehead as a place to live?

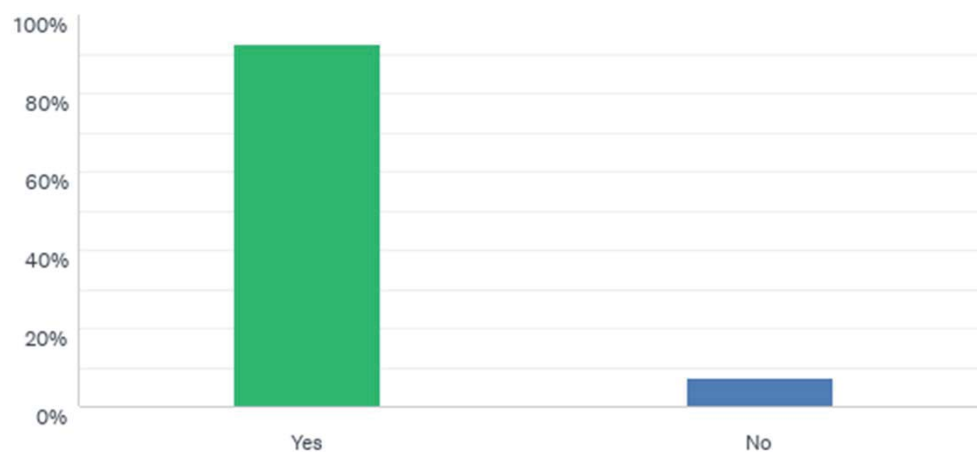
Answered: 1,280 Skipped: 5

ANSWER CHOICES	RESPONSES	
Great place to live	86.48%	1,107
Average place to live	11.88%	152
Not a great place to live	1.64%	21
TOTAL		1,280

Powered by  SurveyMonkey

## Q2: Would you recommend Marblehead as a place to live?

Answered: 1,277 Skipped: 8



Powered by  SurveyMonkey

## Q2: Would you recommend Marblehead as a place to live?

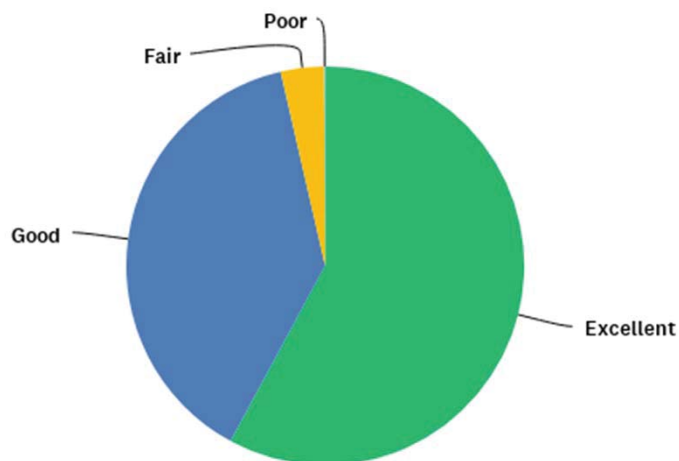
Answered: 1,277 Skipped: 8

ANSWER CHOICES	RESPONSES	
Yes	92.72%	1,184
No	7.28%	93
TOTAL		1,277

Powered by  SurveyMonkey

## Q3: How would you rate the overall quality of life in Marblehead?

Answered: 1,282 Skipped: 3



Powered by  SurveyMonkey

### Q3: How would you rate the overall quality of life in Marblehead?

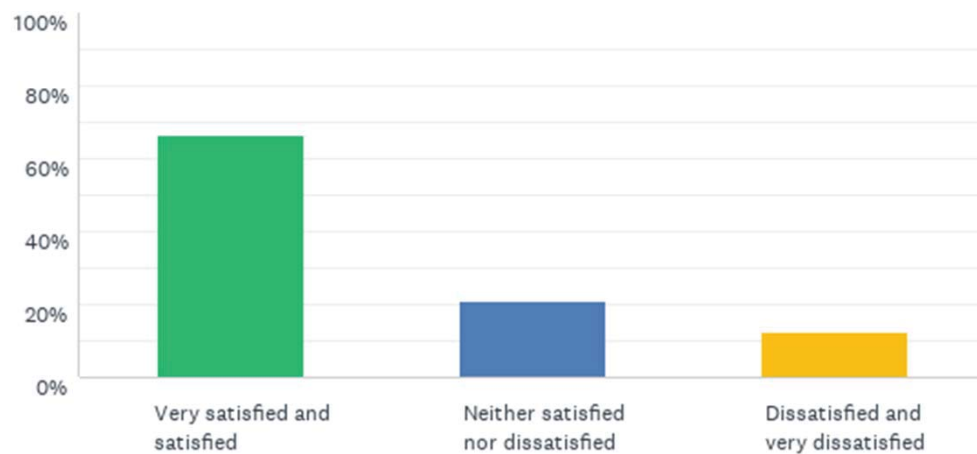
Answered: 1,282 Skipped: 3

ANSWER CHOICES	RESPONSES	
Excellent	57.88%	742
Good	38.53%	494
Fair	3.51%	45
Poor	0.08%	1
TOTAL		1,282

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### Q4: How would you describe your overall opinion of Marblehead Town Government?

Answered: 1,282 Skipped: 3



Powered by  SurveyMonkey

#### Q4: How would you describe your overall opinion of Marblehead Town Government?

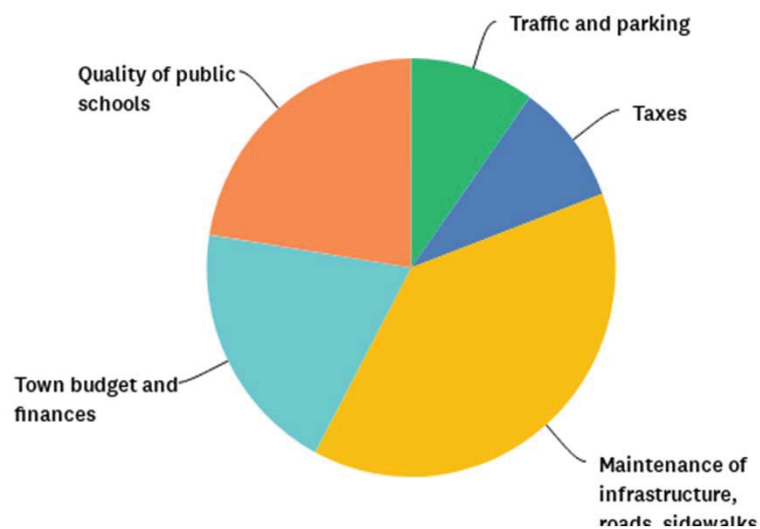
Answered: 1,282 Skipped: 3

ANSWER CHOICES	RESPONSES	
Very satisfied and satisfied	66.38%	851
Neither satisfied nor dissatisfied	21.22%	272
Dissatisfied and very dissatisfied	12.40%	159
<b>TOTAL</b>		<b>1,282</b>

Powered by  SurveyMonkey

#### Q5: Select the single biggest issue facing Marblehead.

Answered: 1,272 Skipped: 13



Powered by  SurveyMonkey

### Q5: Select the single biggest issue facing Marblehead.

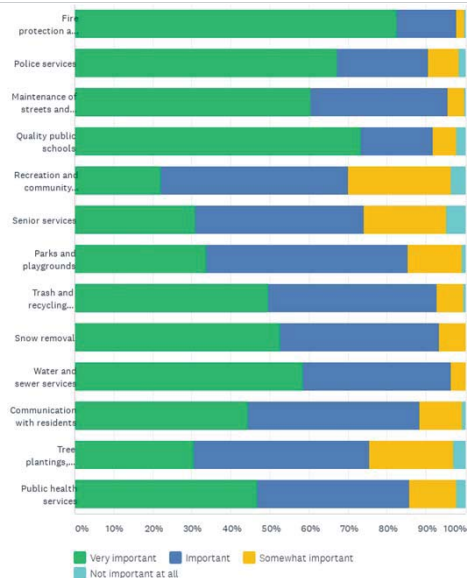
Answered: 1,272 Skipped: 13

ANSWER CHOICES	RESPONSES	
Traffic and parking	9.83%	125
Taxes	9.43%	120
Maintenance of infrastructure, roads, sidewalks	38.52%	490
Town budget and finances	19.73%	251
Quality of public schools	22.48%	286
<b>TOTAL</b>		<b>1,272</b>

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### Q6: Please rank the importance of the following Town services to you.

Answered: 1,284 Skipped: 1



Powered by  SurveyMonkey

## Q6: Please rank the importance of the following Town services to you.

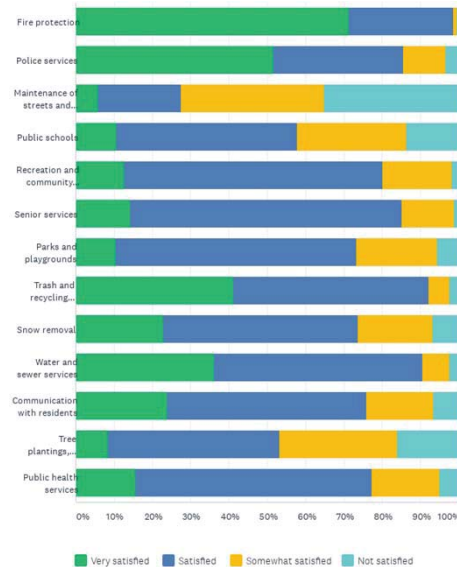
Answered: 1,284 Skipped: 1

	VERY IMPORTANT	IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT AT ALL	TOTAL
Fire protection and emergency medical response	82.62% 1,060	15.20% 195	2.03% 26	0.16% 2	1,283
Police services	67.33% 849	23.31% 294	7.77% 98	1.59% 20	1,261
Maintenance of streets and sidewalks	60.37% 774	35.26% 452	4.13% 53	0.23% 3	1,282
Quality public schools	73.22% 938	18.50% 237	6.09% 78	2.19% 28	1,281
Recreation and community programming	22.01% 282	48.01% 615	26.31% 337	3.67% 47	1,281
Senior services	30.98% 395	43.22% 551	20.94% 267	4.86% 62	1,275
Parks and playgrounds	33.67% 430	51.76% 661	13.70% 175	0.86% 11	1,277
Trash and recycling collection	49.65% 636	43.09% 552	6.79% 87	0.47% 6	1,281
Snow removal	52.66% 674	40.63% 520	6.64% 85	0.08% 1	1,280
Water and sewer services	58.51% 746	37.96% 484	3.53% 45	0.00% 0	1,275
Communication with residents	44.42% 569	43.95% 563	10.77% 138	0.86% 11	1,281
Tree plantings, maintenance and care	30.48% 391	45.05% 578	21.43% 275	3.04% 39	1,283
Public health services	46.80% 599	38.98% 499	12.11% 155	2.11% 27	1,280

Powered by 

## Q7: Please rate your satisfaction with the following Town services.

Answered: 1,273 Skipped: 12



Powered by 

## Q7: Please rate your satisfaction with the following Town services.

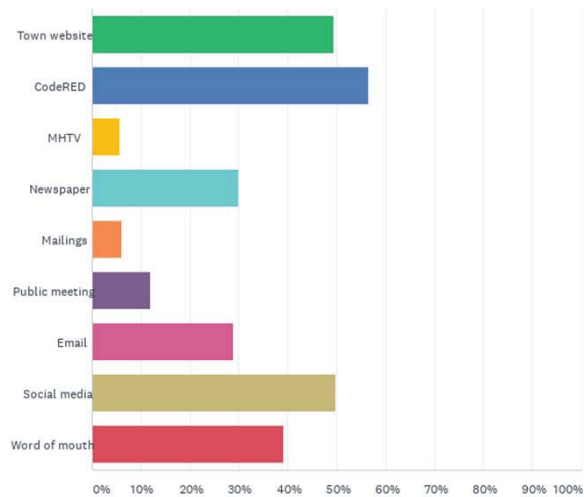
Answered: 1,273 Skipped: 12

	VERY SATISFIED	SATISFIED	SOMEWHAT SATISFIED	NOT SATISFIED	TOTAL
Fire protection	71.25% 902	27.33% 346	1.11% 14	0.32% 4	1,266
Police services	51.67% 651	33.97% 428	10.95% 138	3.41% 43	1,260
Maintenance of streets and sidewalks	5.83% 74	21.67% 275	37.43% 475	35.07% 445	1,269
Public schools	10.61% 133	47.25% 592	28.57% 358	13.57% 170	1,253
Recreation and community programming	12.61% 158	67.44% 845	18.20% 228	1.76% 22	1,253
Senior services	14.20% 172	71.02% 860	13.54% 164	1.24% 15	1,211
Parks and playgrounds	10.53% 132	62.76% 787	21.13% 265	5.58% 70	1,254
Trash and recycling collection	41.26% 522	50.83% 643	5.53% 70	2.37% 30	1,265
Snow removal	22.90% 289	50.87% 642	19.41% 245	6.81% 86	1,262
Water and sewer services	36.21% 457	54.44% 687	6.97% 88	2.38% 30	1,262
Communication with residents	23.95% 302	51.86% 654	17.61% 222	6.58% 83	1,261
Tree plantings, maintenance and care	8.35% 105	44.95% 565	30.71% 386	15.99% 201	1,257
Public health services	15.68% 196	61.68% 771	17.52% 219	5.12% 64	1,250

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## Q8: How do you usually get information about the Town of Marblehead government?

Answered: 1,281 Skipped: 4



Powered by  SurveyMonkey



## Q8: How do you usually get information about the Town of Marblehead government?

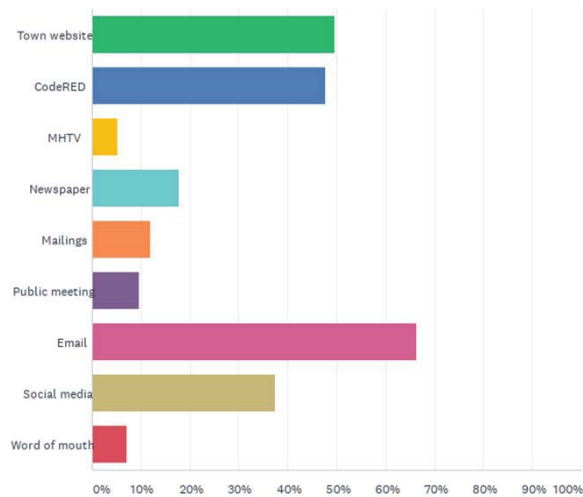
Answered: 1,281 Skipped: 4

ANSWER CHOICES	RESPONSES	
Town website	49.34%	632
CodeRED	56.44%	723
MHTV	5.62%	72
Newspaper	29.82%	382
Mailings	6.01%	77
Public meeting	11.94%	153
Email	28.88%	370
Social media	49.73%	637
Word of mouth	39.03%	500
Total Respondents: 1,281		

Powered by  SurveyMonkey

## Q9: How would you prefer to get information about services and programs the Town of Marblehead offers?

Answered: 1,278 Skipped: 7



Powered by  SurveyMonkey

### Q9: How would you prefer to get information about services and programs the Town of Marblehead offers?

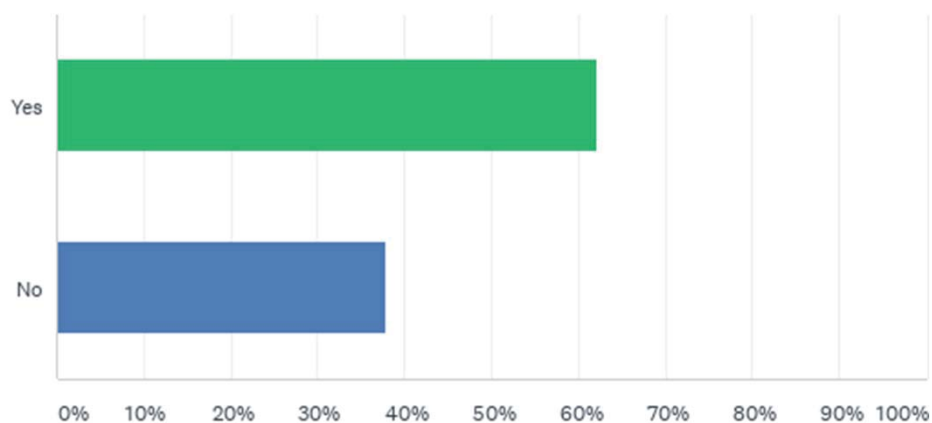
Answered: 1,278 Skipped: 7

ANSWER CHOICES	RESPONSES	
Town website	49.53%	633
CodeRED	47.65%	609
MHTV	5.24%	67
Newspaper	17.84%	228
Mailings	11.97%	153
Public meeting	9.70%	124
Email	66.28%	847
Social media	37.40%	478
Word of mouth	7.12%	91
Total Respondents: 1,278		

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### Q10: In the last 12 months, have you contacted the Town to obtain information or request services?

Answered: 1,275 Skipped: 10



Powered by  SurveyMonkey

### Q10: In the last 12 months, have you contacted the Town to obtain information or request services?

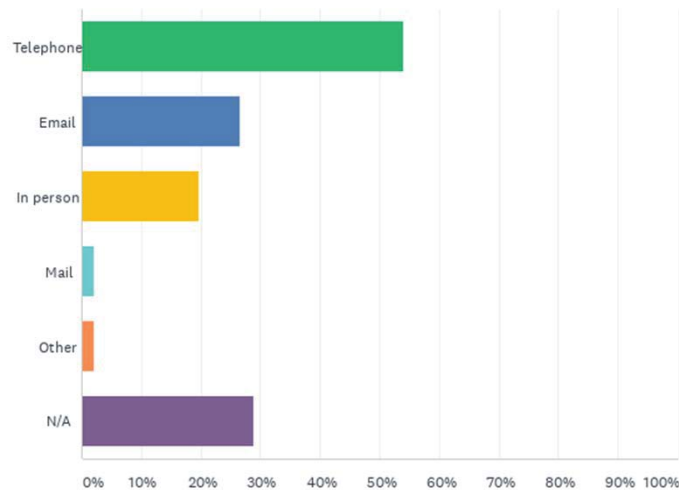
Answered: 1,275 Skipped: 10

ANSWER CHOICES	RESPONSES	
Yes	62.12%	792
No	37.88%	483
<b>TOTAL</b>		<b>1,275</b>

Powered by  SurveyMonkey

### Q11: How have you contacted the Town?

Answered: 1,273 Skipped: 12



Powered by  SurveyMonkey

### Q11: How have you contacted the Town?

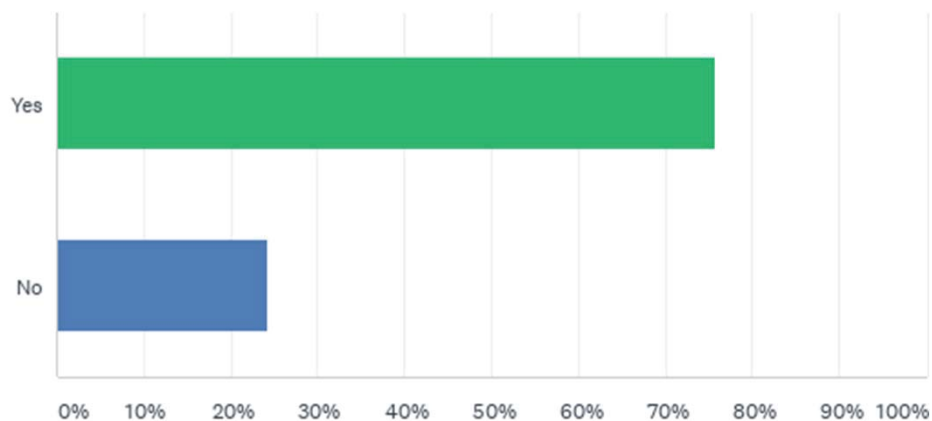
Answered: 1,273 Skipped: 12

ANSWER CHOICES	RESPONSES	
Telephone	54.05%	688
Email	26.63%	339
In person	19.72%	251
Mail	2.04%	26
Other	2.04%	26
N/A	28.83%	367
Total Respondents: 1,273		

Powered by  SurveyMonkey

### Q12: Have you been in contact with a town employee over the past 12 months?

Answered: 1,269 Skipped: 16



Powered by  SurveyMonkey

### Q12: Have you been in contact with a town employee over the past 12 months?

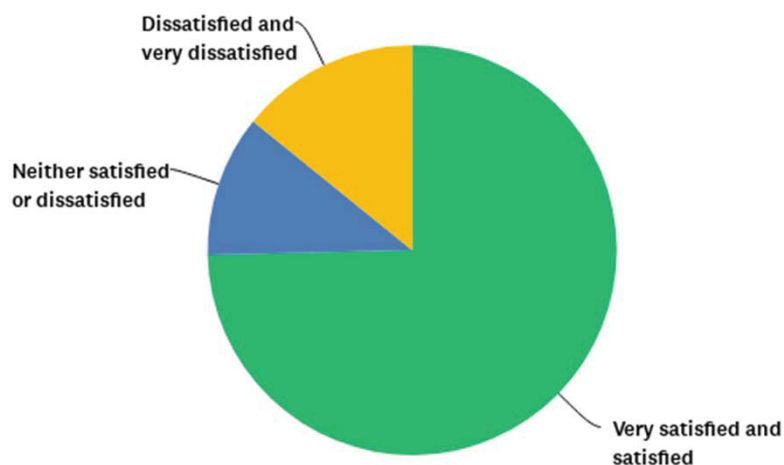
Answered: 1,269 Skipped: 16

ANSWER CHOICES	RESPONSES	
Yes	75.73%	961
No	24.27%	308
TOTAL		1,269

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### Q13: How satisfied were you with your interaction with the town official you most recently had contact?

Answered: 1,276 Skipped: 9



Powered by  SurveyMonkey

### Q13: How satisfied were you with your interaction with the town official you most recently had contact?

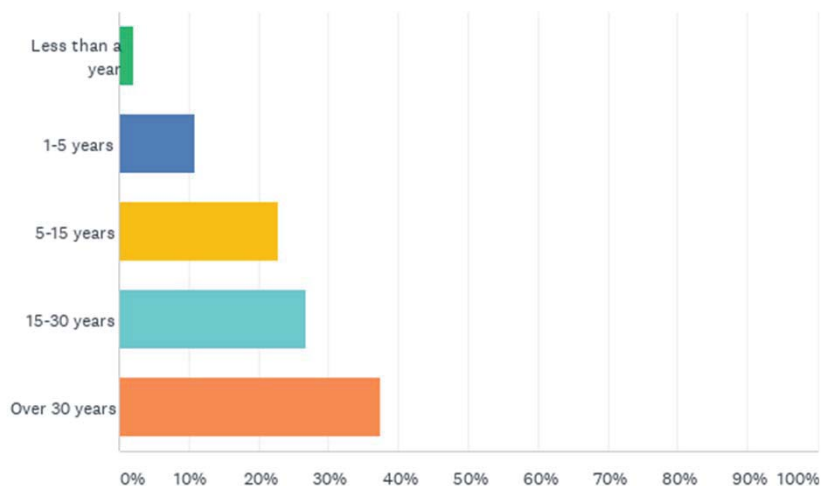
Answered: 1,276 Skipped: 9

ANSWER CHOICES	RESPONSES	
Very satisfied and satisfied	74.64%	774
Neither satisfied or dissatisfied	11.19%	116
Dissatisfied and very dissatisfied	14.18%	147
<b>TOTAL</b>		<b>1,037</b>

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### Q14: How long have you lived in Marblehead?

Answered: 1,281 Skipped: 4



Powered by  SurveyMonkey

### Q14: How long have you lived in Marblehead?

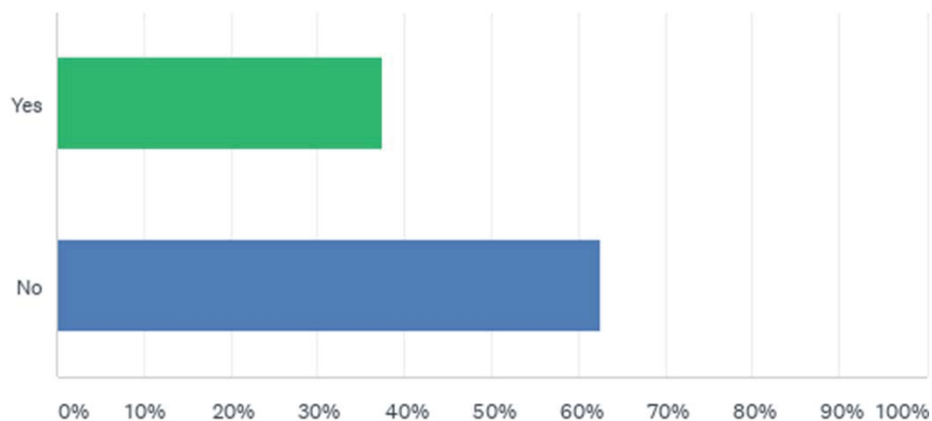
Answered: 1,281 Skipped: 4

ANSWER CHOICES	RESPONSES	
Less than a year	2.03%	26
1-5 years	10.93%	140
5-15 years	22.79%	292
15-30 years	26.85%	344
Over 30 years	37.39%	479
TOTAL		1,281

Powered by  SurveyMonkey

### Q15: Do you have children in the Marblehead Public Schools?

Answered: 1,282 Skipped: 3



Powered by  SurveyMonkey

### Q15: Do you have children in the Marblehead Public Schools?

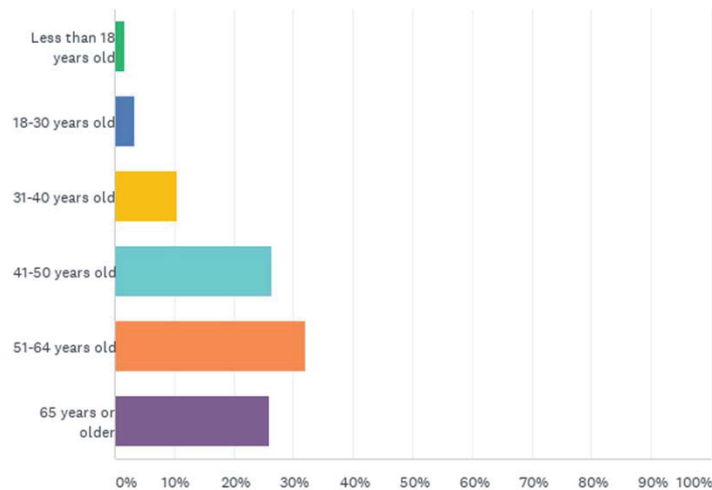
Answered: 1,282 Skipped: 3

ANSWER CHOICES	RESPONSES	
Yes	37.52%	481
No	62.48%	801
TOTAL		1,282

Powered by  SurveyMonkey

### Q16: What age group are you in?

Answered: 1,277 Skipped: 8



Powered by  SurveyMonkey



## Q16: What age group are you in?

Answered: 1,277 Skipped: 8

ANSWER CHOICES	RESPONSES	
Less than 18 years old	1.72%	22
18-30 years old	3.45%	44
31-40 years old	10.49%	134
41-50 years old	26.39%	337
51-64 years old	31.95%	408
65 years or older	26.00%	332
TOTAL		1,277

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## APPENDIX 3 – DRAFT FINANCIAL POLICIES

### INTRODUCTION

The Town of Marblehead has enjoyed political and administrative stability, which has translated into sound financial decision-making and long-term planning for decades. The purpose of this document is to codify the many unwritten best practices and myriad of adopted policies that have long guided financial decision-making in Marblehead.

The document itself is intended to establish a set of written financial management guidelines, and not the procedures that identify specific methods and actions necessary to carry out these policies. Policies and guidelines are the terms which help guide and direct the town in making financial management decisions. They should be structured with the flexibility necessary to address the complexities of municipal finance that often include unique, unexpected, or extraordinary circumstances. Financial management policies and guidelines are established to support approaches and strategies as they are created or evolve to address ever-changing challenges that face municipalities in the Commonwealth.

Our hope is that this document will (1) provide the public with continued high levels of confidence in their local government's financial decision-making processes and (2) demonstrate to rating agencies and the financial markets that the Town has thoughtfully prepared for its future. These policy guidelines are tools that may be amended by the responsible public bodies, unless otherwise governed by MGL or local by-laws. These policy guidelines are annually reviewed by the Town Administrator and designated staff, with recommendations provided, if needed, to the appropriate public bodies.

The framework for this policy guidebook was borrowed from Towns and Cities that took part in the State's Community Compact Best Practices Program. Much of this guidebook is also based on already existing Town policies which can be found on the Town of Marblehead website.

#### **The objectives of the Financial Management Policy Guidelines are as follows:**

- To guide the Board of Selectmen, Finance Committee, Town Administrator, Finance Director, and key Oversight Boards in making decisions that have significant financial impacts on the Town.
- To set forth planning and operating principles which require that the cost of government be clearly identified, and that financial risk be minimized.
- To maintain reasonable, balanced user fee structures that cover the costs associated with their respective services.
- To regularly evaluate the Town's financial capacity to meet present and future needs.
- To promote credible and sound financial management by providing accurate and timely information on the Town's financial condition to elected officials, staff, the public, and external stakeholders.
- To ensure that current and future capital needs are addressed in a comprehensive and financially sound manner.
- To promote improvement in the Town's credit rating and provide financial resources sufficient to meet the Town's obligations on all municipal debt and other long-term obligations.
- To establish effective internal controls that ensure the fiscal integrity of Town operations.
- To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.



## 1. GENERAL BUDGETING

### **Balanced Budget**

**Background:** Every municipality in the Commonwealth of Massachusetts is required by law to annually produce a balanced budget. The Government Finance Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future.

**Policy Guidelines:** The Town should adopt balanced budgets in which current revenues (recurring) equal or exceed current expenditures. Expenditures should be realistically budgeted and estimated revenues should be conservatively budgeted to allow for unanticipated events. The Town should present assumptions behind revenue estimates along with the balanced budget. The Town will strive to minimize the use of one-time or other nonrecurring revenues to fund ongoing expenditures. The Town should avoid using budgetary procedures that balance the budget at the expense of future years. The Town budget should support a financially sound operating position by maintaining reserves for emergencies and providing sufficient liquidity to pay bills on time, while continuing the long-standing practice of avoiding revenue anticipation borrowing.

### **References:**

- *Achieving a Structurally Balanced Budget*, GFOA Best Practice, February 2012
- M.G.L. c.44, §31

### **Submission of Budget and Budget Message**

**Background:** Two central principles of public budgeting are transparency and communication. The GFOA considers the preparation of the annual budget document as essential in providing detailed financial information, while also explaining the key issues that the community must address. It is also important to broadly distribute appropriate information to the staff, elected and appointed officials, and the public, in order to give them a greater understanding of the operations, financing, and key issues confronting the community. Thus, the annual budget document can be viewed as the key communication tool produced each year by a municipality.

**Policy Guidelines:** The Board of Selectmen's budget proposal to the Finance Committee will strive to include a financial plan including all general and enterprise funds and activities for the ensuing fiscal year, an accompanying budget message crafted by the Town Administrator, and all relevant supporting documents. The budget message should provide context for the proposed budget for all Town departments. It should summarize financial policies for the Town for the ensuing fiscal year, describe the important features of the budget, indicate and explain any major differences in revenues and expenditures from the current fiscal year, summarize the Town's debt position, and include such other material as the Finance Committee deems desirable, or that the Board of Selectmen and Town Meeting may reasonably require.

The Town should work toward the implementation of a budget document that meets the high standards of the GFOA "Distinguished Budget Presentation Award Program."



## **Revenue and Expenditure Forecast**

**Background:** A critical step in maintaining a sound financial plan is the preparation of multi-year revenue/expenditure forecasts. Long-term financial planning, including revenue and expenditure assumptions, is one of the financial practices that credit rating agencies evaluate when assessing a municipality's credit worthiness. The Massachusetts Division of Local Services (DLS) states that a financial forecast, or multi-year revenue and expenditure forecast, allows a municipality to evaluate the impact of various government decisions over time. A forecast will provide decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions, and will allow the Town Administrator and staff, the Finance Committee, and the Board of Selectmen to test various scenarios and examine the fiscal impact on future budgets.

**Policy Guidelines:** Each year the Finance Director, in consultation with the Town Administrator, will work to prepare a five-year Financial Forecast based on current service levels and current funding sources. The Town should strive to incorporate future anticipated Capital Improvement Program expenditures in the forecast.

The forecast should be used as a budget tool to enable Town officials to review operating needs, identify fiscal challenges and opportunities, and develop long-term budgeting policies as part of an overall strategic plan. The forecast may be utilized to examine the ramifications of changes in revenues and expenditures and allow for analyzing multiple scenarios.

As part of the forecasting process, the Finance Director will continue to conduct an annual Financial Summit detailing financial indicators and comparative benchmarks.

### **References:**

- *Revenue and Expenditure Forecasting*, MA DLS Best Practice, February 2016
- *Financial Forecasting in the Budget Preparation Process*, GFOA Best Practice, February 2014

## **Position Control / Vacancies**

**Background:** A large segment of a town's budget is its personnel costs. Failure to accurately monitor the personnel budget can lead to: errors in budgeting, over or under staffing, incorrect grading, and other personnel costs.

**Policy Guidelines:** The Town will maintain a personnel system that accurately tracks authorized, filled, and unfilled positions as well as their funding source. Annual budgets will be prepared in such a way that they account for all costs necessary to cover positions that the Town has budgeted during the fiscal year. Proposed changes to personnel staffing levels should be identified during the budget review process. Proposed increases to personnel levels should be analyzed to ensure that all personnel costs and employee benefits, including pension and insurance liabilities, can be fully identified and calculated for consideration during the budget process.

## **Personnel Policies and Labor Contracts**

**Background:** The Town has approximately 750 full-time town and school employees and several collective bargaining units.



**Policy Guidelines:** Pay plans and rates will be regularly monitored to ensure accuracy and compliance with labor contracts and personnel policies. Contract proposals and agreements will be fully costed out to understand the short and long-term impact on Town finances. To foster transparency in the provision of employment agreements and benefits, the Town will prepare and maintain documents that are publicly available including personnel policies, pay plans, classification plans, memorandums of agreement, collective bargaining agreements.

### **Use of One-Time Revenue**

**Background:** The GFOA recommends that communities develop guidance on the use of one-time revenues to minimize service disruptions due to the non-recurrence of these sources. The DLS states that funding operations with one-time revenues, without identifying future available offsets, effectively postpones difficult decisions necessary to achieve a structurally sound, sustainable spending plan. One-time revenue is usually defined as nonrecurring revenue.

**Policy Guidelines:** To the extent consistent with Town priorities, one-time revenues should be appropriated to reserve funds, used to fund one-time budget or capital costs, and/or address unfunded liabilities.

## **2. ENTERPRISE FUNDS**

**Background:** Enterprise Funds provide a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods and services. Under enterprise accounting, the revenues and expenditures of the service are segregated into a separate fund with its own financial statements, rather than commingled with revenues and expenditures of all other government activities. Enterprise accounting allows a community to demonstrate to the public the total cost of providing a service.

The Town of Marblehead has 4 Enterprise or Business Divisions: Water, Sewer, Electric and, Harbor. All are overseen by individual boards and commissions.

**Policy Guidelines:** Enterprise Funds will be fully supported by the revenue from their rates, fees, and other revenue generating operations. The methodology for calculating indirect costs should be explicitly documented and communicated with Finance Committee and Board of Selectmen liaisons. Rates and fees for services will be set at a level to provide for self-supporting enterprise operations, including direct and indirect costs. Capital projects should be financed from enterprise revenues and grants.

Enterprise Funds should be reviewed annually by the responsible parties to project revenues and expenditures for the next fiscal year, as well as retained earnings, in order to prevent the need for subsidy by the General Fund operating budget. Estimates of capital project costs, debt service, and other liabilities should be included in this analysis in order to project future enterprise fund budgets and revenues necessary to maintain self-sufficiency.



#### References:

- M.G.L. c.44, §53F 1/2
- *Enterprise Funds*, MA Department of Revenue

### 3. RESERVE FUNDS / FUND BALANCES

**Background:** Formal written policies for funding and maintaining reserves can help a community sustain operations during difficult economic periods. Reserves can be used to finance unforeseen or emergency needs, to hold money for specific future purposes, or in limited instances, to serve as a revenue source for the annual budget. Reserve balances can also impact a community's credit rating and, consequently, long-debt costs. The major reserves that credit rating agencies generally focus on are fund balances, free cash, stabilization funds, and special purpose stabilization funds.

#### Fund Balances

**Background:** Fund balances are segregated to account for resources that are either not available for expenditure in the future or are legally set aside for a specific future use. The Town implemented GASB Statement No. 54 (GASB 54), *Fund Balance Reporting and Governmental Fund Type Definitions*, which enhances the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying existing governmental fund type definitions.

Town funds are classified in the following categories, which are defined in the glossary: non-spendable, restricted, committed, assigned, and unassigned. Credit rating agencies, such as Moody's and S&P, determine the adequacy of the unassigned fund balance using a complex series of financial evaluations. The size of the fund balance is one of many important considerations in the Town's bond rating.

**Policy Guidelines:** The Town should maintain an unassigned fund balance in the range of 8-15% of the Town's annual operating expenditures. The Town should view a balance of less than 5% to be cause for concern, and work to restore the balance above that level as soon as possible.

Pursuant to Massachusetts General Laws related to establishing reserves, a portion of the unassigned General Fund balance, typically free cash, may be transferred to the Town's General Stabilization Fund. Balances in the General Stabilization Fund are included in the unassigned fund balance and are therefore included in the calculation of the Town's 8-15% goal. It is the goal of the Town to maintain total fund balances, in the aggregate, above 15% of the Town's annual operating expenditure

#### References:

- *Fund Balance Guidelines for the General Fund*, GFOA Best Practice, September 2015

#### Stabilization Funds

**Background:** A stabilization fund allows a Town to maintain a reserve to enhance the Town's fiscal stability. By Massachusetts General Law, it allows a town to set aside monies to be available for future spending purposes, including emergencies or capital expenditures, although it may be appropriated for any lawful purpose. The Town has a General Stabilization Fund as detailed in its Reserve Policy.

A community may establish one or more special purpose stabilization funds and may appropriate into and from them in any year. Generally, a majority vote of town meeting is required to establish, amend the



purpose of, or appropriate money into a stabilization fund, and a two-thirds majority vote is required to appropriate money from a stabilization fund. Any interest generated by a stabilization fund must be retained within the fund and become part of the balance. In accordance with MGL Chapter 40, Section 5B, the total of all stabilization fund balances should not exceed 10% of a municipality's equalized value (the sum of the valuation of all property in town).

**Policy Guidelines:** The Town should strive to continue to build the General Stabilization Fund to guard against unexpected needs or a downturn in economic conditions. The Town should continue to fund at a level \$25,000 greater than the prior year's contribution an eventual target balance of 8-10% of the annual operating budget, as is considered a best practice.

The Town will utilize special purpose stabilization funds where and when appropriate, to provide budgetary consistency and solvency over the short and long-term.

**References:**

- M.G.L. c. 40, §5B
- *Special Purpose Stabilization Funds*, MA DLS Best Practice, March 2018

#### 4. CAPITAL IMPROVEMENT PLAN

**Background:** Planning for and financing the replacement, repair, and acquisition of capital assets is a critical component of any municipality's budget and operations. Prudent planning and funding of capital assets ensures that a municipality can provide quality public services in a financially sustainable manner. A balance must be maintained between operating and capital budgets, so as to meet the needs of both to the maximum extent possible. The development of a Capital Improvement Program (CIP) is the mechanism that a municipality uses to identify projects, prioritize funding, and create a long-term financing plan that can be achieved within the limitations of the budget environment. Long-term capital planning is another one of the important local government financial practices that credit rating agencies evaluate when assessing municipalities for credit worthiness.

**Policy Guidelines:** The Town will continue to annually provide a five-year capital improvement plan as part of the budget document. This plan will be based on input from all Town departments and a thorough review by any relevant stakeholders such as public works and finance.

**As has been the case in recent years, the following principles will guide the development of the CIP:**

- The Finance Director will prepare forms and instructions and coordinate development of the capital improvement budget.
- Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts, as appropriate.
- Capital projects should be prioritized based upon criteria established by the Town Administrator.
- Federal, state, or private grants should be used to finance only those capital improvements that are consistent with the Town's capital improvement plan and priorities, and for which operation and maintenance costs have been included in budget forecasts.
- The Town should maintain all assets at a level that is sufficient to protect the Town's capital investment, and to minimize future maintenance and replacement costs.
- The Town should identify ongoing maintenance needs, preventative maintenance activities, and replacement schedules on an annual basis.





- The Town should develop and project maintenance schedules in consultation with professional and experienced facilities management personnel and/or qualified consultants.
- The Town should project all capital needs for the next five years when developing this CIP. Once established, the projection should be updated each year.
- The estimated costs and potential funding sources for each proposed capital project should be identified before it is submitted to Board of Selectmen and the Finance Committee for Town Meeting appropriation.

#### **References:**

- *Capital Planning Policies*, GFOA Best Practice, September 2013
- *Capital Improvement Planning Guide*, MA DLS, August 2016

## **5. DEBT MANAGEMENT**

**Background:** Debt management is essential to the overall financial planning of any municipality. Borrowing funds and repaying over time allows the Town to finance essential projects that it could not afford to pay from current operating dollars. Long-term financing also spreads the cost across citizens who will be benefitting from the capital investment. It is critical to develop policies and guidelines for the issuance, timing, and tax impact of current and future debt. For those projects supported by user fees, it is important to identify the impact on user rates resulting from debt service costs.

**Policy Guidelines:** The Town will produce a rolling five-year capital improvement program to be included in the annual budget document as described in the Capital Improvement Plan policy guidelines.

#### **The financing for the program will be based on the following guidelines:**

**Outside Funding:** State, federal, or private grant funding will be pursued and used to finance capital projects whenever possible.

**Pay-As-You-Go:** The first source of Town funding for a capital need should be direct funding, as currently funded through free cash. The Town should strive to incorporate an appropriate amount into the operating budget so that this funding mechanism can be more sustainable.

**Debt Financing/Borrowing:** If it is determined that the most prudent course is the issuance of debt, the term of the debt must not extend beyond the useful life of the investment. When possible, on a case-by-case basis, efforts should be made to borrow for a reduced term thus saving in interest payments. The structure of the debt (level debt versus equal principal) should be vetted in each instance as well, with a preference for declining debt. Refunding opportunities will be continuously be evaluated by the Treasurer and the Town's Financial Advisor to consider the possibility of future interest cost savings. The town has historically funded debt for all major through a prop 2.5 exclusion.

**Water, Sewer, and Electric Debt:** The enterprise divisions operate so that all costs (direct, indirect, and debt service) should be covered by division-generated revenues. Projects funded by debt will have a careful review of the timing and impact on user rates. Debt planning and borrowing will be coordinated with all relevant parties. Interdepartmental coordination will help to ensure the identification of financial impacts on borrowing capacity and the overall financial condition of the Town.





## 6. GRANT MANAGEMENT GUIDELINES

**Background:** The DLS recommends analyzing the current and future impact of grants on the operating budget, capital improvement program, and debt management. The GFOA recommends that governments establish processes to promote awareness throughout the government that grants normally come with detailed requirements.

**Policy Guidelines:** The Town will ensure that grants are efficiently and appropriately managed by the respective Boards/Commissions/Committees/Departments that receive the grant. Prior to acceptance of a grant award, the Town will identify and consider any special requirements that apply to the general operations of the grant, specific compliance rules, monitoring of other parties that may receive resources, specialized reporting requirements, and any long-term commitments required by the grant, such as the requirement to financially maintain a program or asset after the expiration of the grant. There must also be sufficient staff available to effectively manage the grant, as well as resources identified for any matching requirement, such as cash and/or in-kind services. Effective grant management helps promote the pursuit of grants that are in the Town's best interest and assures timely reimbursements to optimize cash flow, and to guard against year-end account deficits. As a legal contract, every grant agreement must be fulfilled in accordance with its prescribed terms and conditions, as well as applicable federal, state, and local regulations. Failure in this regard exposes the Town to legal and financial liabilities and compromises future grant funding.

No department should expend grant funds until after a fully executed agreement has been completed and notification has been given to all relevant parties, such as the Town Accountant and Treasurer. Further, no grant funds should be used to supplant an existing expense for the purpose of diverting current funds to another use. The Town Accountant is responsible for consulting with departments on grant budgetary matters, accounting for grants in the general ledger, monitoring grant expenditures in excess of revenues, and distributing monthly reports of grant expenditures to departments. The Town Accountant will also maintain a database of all grants and grant activity from inception to closure. The relevant Board/Commission/Committee/Department is responsible for ensuring consistency with award requirements and tracking the timeliness of reimbursement requests.

When positions are funded by grants, the current and future impact on the operating budget should be analyzed. When allowable, the cost for providing benefits, such as health insurance, should be included in the grant budget to cover the Town's cost for providing that benefit.

When grants are accepted for capital purposes, the Town should include in its capital improvement program any share of costs associated with the grant and project the Town's share of debt service in its debt management plan. Any future increase or decrease in operating costs associated with the grant should be identified in the Town's revenue /expenditure forecast.

### References:

- *Grants Administration*, GFOA Best Practice, May 2013

## 7. ESTABLISHMENT OF FEES AND CHARGES

**Background:** The GFOA recommends that when certain services provided especially benefit a particular group, governments should consider charges and fees on the service recipients. Well-designed charges and fees not only reduce the need for additional revenue sources but promote service efficiency. Regular and consistent review of all fees is necessary to ensure the costs



associated with the delivery of specific services have been appropriately identified and that a municipality is collecting reasonable revenue.

The DLS recommends communities adopt written policies for setting charges and fees. A policy should identify what factors are to be taken into account when pricing services. It should also state whether the community intends to recover the full cost of providing the service or benefit and under what circumstances a charge or fee is set at less than full recovery. Such policy and the fee structures should be reviewed periodically to ensure they remain current and should be communicated clearly to the public.

**Policy Guidelines:** Town fees and charges are reviewed periodically by the public bodies that set those fees and charges in relation to the cost of providing those services. The Town will compare rates with nearby communities to determine if the fees established are competitive. The Town may decide against full cost recovery where greater public benefit is demonstrated. Exceptions to full recovery costs include cases where the fee maximums are established by the General Laws of Massachusetts (MGL) or where a policy decision has been made otherwise.

**References:**

- M.G.L. c.140
- Costing Municipal Services: Workbook and Case Study, MA Department of Revenue, September 2017

## 8. UNFUNDED LIABILITIES

**Background:** Defined as "the actuarial calculation of the value of future benefits payable less the net assets of the fund at a given balance date", unfunded liabilities represent a significant financial obligation for all levels of government across the country. In Marblehead and other Massachusetts municipalities, the two primary unfunded liabilities are for Pensions and Other Post-Employment Benefits (OPEB).

### Pensions/Retirement

**Background:** The Mass. Public Pension System is a defined benefit program that is governed by M.G.L., Chapter 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), the oversight agency of all 105 Massachusetts Retirement Systems. Funding for the Marblehead Retirement System covers the costs of employees who meet the eligibility requirements as adopted by the Marblehead Retirement Board. Marblehead Public School Teachers and School Administrators are not included within the Marblehead Retirement System, as their pensions are funded by the Massachusetts Teachers Retirement System. The Town of Marblehead, Marblehead Housing Authority, and the Town's enterprise/business-type funds consisting of Water, Sewer, Harbor and Electric pay an annual appropriation to the Marblehead Retirement System.

The Marblehead Retirement Board, in partnership with the Municipal Light Board, has established a funding schedule to fully-fund this liability by 2039.

- Per state law, the funding schedule is determined through the biennial retirement valuation.
- The valuation is conducted by a qualified independent actuarial firm hired through the Massachusetts public procurement processes and the Marblehead Retirement Board with oversight of the procurement process by the compliance unit of PERAC.



**Policy Guideline:** In accordance with state law, PERAC regulation, and government accounting standards, the Marblehead Retirement Board, The Town of Marblehead, Marblehead Housing Authority, and the Town's enterprise/business-type funds, consisting of Water, Sewer, Harbor, and Electric, will continue to fund this liability in the most fiscally prudent manner, recognizing the fact that the adoption of the funding schedule is, by law, the responsibility of the Marblehead Retirement Board.

### **Other Post-Employment Benefits**

**Background:** OPEB consists primarily of the costs associated with providing health insurance for retirees and their spouses. The GASB sets reporting standards and requires that accrued liabilities be determined by a qualified actuary using acceptable actuarial methods.

**Policy Guidelines:** While there is currently no legal requirement to fund OPEB, the Town of Marblehead has long recognized the importance and financial advantage of initiating early and regular funding for these long-term obligations. To that end, the Town began funding an OPEB account in 2006. In 2016, the Town formally created, and transferred accrued assets into, an OPEB Trust established under MGL c. 32B §20.

- To help determine the appropriate funding schedule, the Town will continue its current practice of having an independent actuary prepare biennial valuations, in compliance with GASB's requirement.
- The valuation is conducted by a qualified independent actuarial firm hired through the Massachusetts public procurement processes by the Town.

**OPEB Funding Strategies:** To address the OPEB liability, decision-makers will annually analyze a variety of funding strategies and subsequently implement them as appropriate with the intention of fully funding the obligation. The Town currently has a funding strategy where it will contribute a minimum of 250,000 annually toward this liability.

### **References:**

- M.G.L. c.32, §20

## **9. RISK MANAGEMENT**

**Background:** Given local government's almost daily exposure to risk associated with property loss, personal injury, and liability, the GFOA recommends that municipalities develop a comprehensive risk management program that identifies, reduces or minimizes risk to its property, interests, and employees. Costs and consequences of harmful or damaging incidents arising from those risks should be contained.

**Policy Guidelines:** The Town's insurance programs will strive to be aimed at covering the potential impact of the types of property loss, personal injury, and liability the Town is exposed to on a regular basis. The Town should strive to develop and maintain a risk management program to protect against the financial consequences of accidental loss of property, liability, fraud and personal injury to the extent possible through effective prevention and loss control policies and practices.

### **References:**

- *Creating a Comprehensive Risk Management Program*, GFOA Best Practice, March 2009



## 10. ACCOUNTING / AUDITING / FINANCIAL REPORTING

### **Annual Financial Report**

**Background:** A Comprehensive Annual Financial Report (CAFR) is a set of Government financial statements comprising the financial report of the municipal entity that complies with the accounting requirements promulgated by the GASB. The GASB provides standards for the content of a CAFR in its annual updated publication *Codification of Government Accounting and Financial Reporting Standards*. A CAFR is compiled by the municipal accounting staff and audited by an external Certified Public Accounting firm utilizing GASB requirements. It is comprised of three sections: Introductory, Financial, and Statistical. It combines the financial information of fund accounting and Enterprise Authorities accounting.

**Policy Guideline:** The Town should continue to work towards the preparation of a CAFR that meets the criteria established by the GFOA's Certificate of Achievement in Financial Reporting Program. This program encourages the preparation of a comprehensive report that goes beyond the annual audit report and presents information that enhances government transparency and disclosure. The Town has received the award annually since 2004.

### **Monthly Reporting**

**Background:** Monthly reporting helps a community to determine whether sufficient funds are available to cover current obligations, any surplus can be invested, or if a shortfall exists that may require temporary borrowing. It enables the Town to take prompt management action if fiscal problems are indicated or to adjust spending behavior in order to meet financial challenges.

**Policy Guideline:** The Accounting Department will produce and distribute, to department heads, monthly budget-to-actual reports. If financial problems are indicated, the Finance Director and Town Accountant will review with the Town Administrator at the line item level.

### **Cash Collections**

**Background:** One of a government's functions is to collect taxes and other revenues. The process involves many actors, including the Treasurer/Collector's office, Accounting, Assessing, Legal, other departments or agencies, other governments at the state and/or local level, commercial banks, and, in some jurisdictions, private collection agencies.

**Policy Guidelines:** The Town should collect all revenue using fair and consistent methods, exercising all powers provided by law. On or before June 30th, the Town should strive to commence tax title proceedings against all properties that owe property taxes for the prior fiscal year to the Town.

The Treasurer/Collector will establish and maintain reliable record keeping systems and enforce a timely collections process. All amounts committed must be supported with a warrant and a detailed listing of all amounts due. All monies received shall be turned over to the Treasurer/Collector's office, at a minimum weekly, so they may be deposited in the bank in a timely manner.

The Treasurer/Collector will pursue the collection of delinquent accounts and with assistance from the Deputy Collector and other Town officials to pursue collection of outstanding real estate taxes, personal property taxes, excise taxes, and fines. The execution of a systematic and deliberate program to collect taxes owed is intended not only to capture revenue, but also to establish a clear policy that tax delinquents will be



aggressively pursued. The Treasurer/Collector should execute in a timely manner collection remedies such as issuance of demands immediately after bills become past due and initiate tax taking shortly afterwards to increase the rate of collection of municipal monies, thereby assisting in the financial stability of the Town.

**References:**

- M.G.L. c.60
- *Revenue Collection*, GFOA Best Practice

**Reconciling Cash and Receivables**

**Background:** Two of the largest assets for a community are cash and receivables. Information pertaining to these is kept by the Treasurer/Collector and the Town Accountant. A Treasurer is the custodian of the community's revenues, tax titles, and tax possessions, while a Collector keeps listings of outstanding receivables due to the community. The Town Accountant is responsible for maintaining the accounting records. Prompt and frequent reconciliations between these offices are essential in order to maintain control and ensure checks and balances are in place.

**Policy Guidelines:** Within thirty days after the end of each month, the Treasurer/Collector should internally reconcile the cashbook to all bank statements, and the Treasurer/Collector should internally reconcile all receivable balances with the receivable control. The results of these activities should be forwarded to the Accountant's office and compared to the general ledger records. If differences are determined, the Treasurer/Collector and Accountant will immediately reconcile any variances, such as missing information, errors, and timing differences. The Town should reconcile revenues and expenditures for each fiscal year within one to two months of the end of the fiscal year.

**References:**

- *Reconciling Cash and Receivables*, MA DLS Best Practice, February 2016

**Cash Flow Forecasting and Budgeting**

**Background:** The purpose of cash flow forecasting is to determine whether adequate funds are available to cover current obligations, invest any available surplus, or, if any cash shortfall exists, determine the need for temporary borrowing.

The DLS recommends maintaining a cash flow budget to forecast investment opportunities or borrowing needs. Major revenue sources, like property taxes and state aid, are generally received in large, lump sums at specific points in the fiscal year and do not necessarily coincide with expense patterns, which often results in cash surpluses or shortfalls during certain periods of the year. The GFOA also recommends cash flow forecasting as a best practice. When used as a cash management guide, it can lead to the optimized use of funds as well as insure sufficient liquidity.

**Policy Guideline:** The Treasurer/Collector will maintain a detailed monthly cash flow document which combined with historical data going back several years will assist the Treasurer/Collector in identifying possible investment opportunities during the Fiscal Year and beyond.

**References:**

- *Use of Cash Flow Forecasts in Treasury Operations*, GFOA Best Practice, February 2011



## 11. PROCUREMENT AND PURCHASING

**Background:** The Commonwealth of Massachusetts establishes municipal purchasing regulations under M.G.L. Chapter 30B, 149, 30 Section 39M. The State Inspector General's office has oversight of public purchasing laws and has published a comprehensive guide to procurement requirements.

**Policy Guideline:** The Town will follow the guidance contained in the Inspector General's "The Chapter 30B Manual: Procuring Supplies, Services and Real Property" and "Designing and Constructing Public Facilities Manual" in order to comply with the requirements of M.G.L. Chapter 30B, 149, and 30 Section 39M.

**References:**

- *Chapter 30B Manual*, MA Office of the Inspector General
- *Designing and Constructing Public Facilities Manual*, MA Office of the Inspector General

## 12. TREASURER INVESTMENT POLICIES

### Investment

**Background:** A local government's investment policy establishes guidelines and responsibilities in accordance with state law for managing and investing municipal funds. The GASB recommends the disclosure of key policies affecting cash deposits and other long-term investments to ensure they are managed prudently or are not subject to extraordinary risks. When assessing municipalities for credit quality, rating agencies look for investment management policies that address selection of financial institutions for services and transactions, risk assessment, investment objectives, investment maturities and volatility, portfolio diversification, safekeeping and custody, and investment performance reporting, benchmarking, and disclosure.

The Town has a long-standing Treasurer's Policy on Banking and Investment.

**Policy Guidelines:** The Treasurer/Collector is responsible for developing and maintaining the policies for investing Town funds and will make all decisions regarding their management. The Treasurer/Collector will invest Town funds in a manner that meets daily operating cash flow requirements and conforms to state statutes governing public funds, while adhering to generally accepted diversification, collateralization, and the prudent investment principles of safety, liquidity, and yield. The Treasurer/Collector will also regularly monitor statutory changes governing investments and offer any policy amendments. The Treasurer/Collector will submit a report of investments on a regular basis to the Town Administrator and Board of Selectmen.

**References:**

- M.G.L. Ch. 40, §5; M.G.L. Ch. 44, §54, §55A, §558; and M.G.L. c. 448, §7

### Post-Issuance Tax Compliance

**Background:** Post-issuance compliance procedures are designed to provide for the effective management of a municipality's post bond or note issuance compliance program for tax-exempt and other tax-benefited bonds in a manner consistent with state and federal laws applicable to such obligations.

**Policy Guideline:** The Treasurer/Collector should review post-issuance compliance procedures annually and implement revisions as deemed appropriate in consultation with bond counsel and Financial Advisor.





## APPENDIX 4 – GLOSSARY OF TERMS

**Abatement** – A reduction or elimination of a levy imposed by a governmental unit, applicable to tax levies, motor vehicle excise, fess, charges, and special assessments.

**Accounting System** – The total structure of records and procedures which identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, balanced account groups, and organizational components.

**Accrued Interest** – In an original governmental bond sale, accrued interest is the amount of interest which has accumulated on the bonds from the day they are dated, up to but not including, the date of delivery (settlement date).

**Amortization** – The gradual elimination of an obligation, such as a bond, according to a specified schedule of times and amounts. The principal amount of a home mortgage, for example, is amortized by monthly payments.

**Appropriation** – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended. Only a town meeting, council or the school committee can authorize money appropriated for one purpose to be used for another. Any amount which is appropriated may be encumbered. Any part of a "general" appropriation not spent or encumbered by June 30 automatically reverts to the undesignated fund balance which may result in Free Cash. If departments know of remaining unpaid bills at the close of the fiscal year and properly notify the accountant (Chapter 41, § 58), the departmental appropriation is encumbered to extend the general spending authorization until such time that the bill is paid or it is decided not to spend the funds. If these encumbrances are not acted on within a year, the accountant generally notifies the department and closes them out. A special warrant article/appropriation, on the other hand, may carry forward from year to year until spent for the designated purpose or transferred by town meeting vote to another account.

**Arbitrage** – As applied to municipal debt, the investment of tax-exempt bond or note proceeds in taxable higher yielding securities. This practice is restricted under Section 103 of the Internal Revenue Service (IRS) Code, and (beyond certain limits) earnings are required to be rebated (paid) to the IRS.

**Assessed Valuation** – A valuation set upon real estate or other property by a government as a basis for levying taxes. In Massachusetts, assessed valuation is based on "full and fair cash value," the amount a willing buyer would pay a willing seller on the open market. Assessors must collect, record, and analyze information about the



physical characteristics of the property and the market in order to estimate the fair market value of all taxable properties in their communities.

**Audit** – An examination of systems, procedures and financial data by a certified accountant, reporting on the fairness of financial statements and compliance with statutes and regulations. (The audit is a valuable management tool for evaluating the fiscal performance of a community).

**Audit Report** – The product of an audit prepared by an independent auditor. The report often includes (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations.

**Authentication** – see Certification.

**Available Funds** – These are funds established through previous appropriations or results of favorable conditions. These may be appropriated to meet emergency or unforeseen expenses, large one-time or capital expenditures. Examples: Free Cash. Stabilization Fund, Overlay Surplus, Water Surplus and enterprise retained earnings.

**Balance Sheet** – A statement which discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.

**Basis of Accounting** – Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported on the financial statements. Basis of accounting related to the timing of the measurements made, regardless of the measurement focus applied. All governmental funds and expendable trust and agency funds could be accounted for using the modified accrual method of accounting. Their revenues are recognized when they become measurable and available, as net current assets, with the following guidelines: Property taxes, excise taxes, departmental and governmental receivables are recorded as revenue when received in cash, as well as amounts received during the first 60 days of the following fiscal year. Expenditures are generally recognized under the accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include principal and interest on general long-term debt which is recognized when due. All proprietary funds and nonexpendable trust and pension trust funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

**Betterments (Special Assessments)** – Whenever a specific area of a community receives benefit from a public improvement (e.g. water, sewer, sidewalk, etc.), special





property taxes may be assessed to reimburse the governmental entity for all or part of the cost it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request the assessors apportion the betterment over 20 years. Over the lifetime of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond** – A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.

**Bond Anticipation Note (BAN)** – Once borrowing for a specific project has been approved by two-thirds vote of town meeting or city council and prior to issuing long- term bonds, short-term notes may be issued to provide cash for initial project costs. BANs may be issued for a period not to exceed five years, but with the reduction of principal after two years (Chapter 44, § 17). The final maturity date of the project borrowing, beginning from the date the short-term note was issued, may not exceed the term specified by statute (Chapter 44, §§ 7 and 8). BANs are full faith and credit obligations.

**Bond Authorization** – see Debt Authorization.

**Bonds Authorized and Unissued** – Bonds which a government has been authorized to sell but has not yet done so. Issuance at this point is only contingent upon action by the Treasurer and Mayor or Selectmen.

**Bond Counsel** – An attorney or law firm engaged to review an opinion upon legal aspects of a municipal bond or note issue.

**Bond Issue** – Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bonds Payable** – The face value of bonds issued and unpaid.

**Bond Premium** – The excess of the price at which a bond is acquired or sold over its face value. An example is a \$1,000 bond which sells for \$1,010. The premium equals \$10.

**Budget** – A plan of financial operation embodying an estimate of proposed revenues and expenditures for a given period and the proposed means of financing them. A



budget may be “preliminary” – the financial plan presented to the Town Meeting, or “final” – the plan approved by that body. The budget should be separated into basic units, either by department, program or service. The format is important because by classifying by service or department, the budget is clearly defined and more easily understood by both local officials and Town Meeting.

**Capital Budget** – An annual appropriation or spending plan for capital expenditures (tangible assets or projects that cost at least \$25,000 and have a useful life of at least five years). This budget should recommend the method of financing for each item recommended and identify those items which are recommended to be deferred due to scarce resources.

**Capital Expenditures/Improvements** – These are items generally found in the capital budget, such as construction, acquisitions, site development, major repairs or replacement to capital facilities and public ways and overhead costs. The fees for architects, engineers, lawyers, and other professional services plus the cost of financing, advance planning may be included.

**Capital Improvement Program** – A comprehensive schedule for planning a community’s capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of the community’s needs should be identified in the program, there should also be a set of criteria which prioritizes the expenditures. The capital program is a plan for capital expenditures that extends five years beyond the capital budget and is updated yearly.

**Capital Outlay Expenditure Exclusion** – A vote by a community at an election to exclude payments for a single year capital project from the levy limit. The exclusion is limited to one year and may temporarily increase the levy above the levy ceiling.

**Cash** – Currency, coin, checks, postal and express money orders, and bankers’ drafts on hand or on deposit with an official or agency designated as custodian of cash and bank deposits.

**Cash Management** – The process of managing monies of a local government in order to insure maximum cash availability and maximum yield on short-term investment of idle cash.

**Cemetery Perpetual Care** – These funds are donated by individuals for the care of grave sites. According to Chapter 114, § 25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.



**Certification** – The action of a bank or trust company (or DOR’s Bureau of Accounts for State House Notes) in certifying the genuineness of the municipal signatures and seal on a bond issue. The certifying agency may also supervise the printing of bonds and otherwise safeguard their preparation against fraud, counterfeiting, or over-issue. Also known as Authentication.

**Cherry Sheet** – Named for the cherry colored paper on which it was originally printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the next fiscal year’s state aid and assessments to communities and regional school districts. State aid to municipalities and regional school districts consists of two major types – distributions and reimbursements. Distributions provide funds based on formulas while reimbursements provide funds for costs incurred during a prior period for certain programs or services. In addition, communities may receive “offset items” which must be spent on specific programs. Cherry Sheet Assessments are advanced estimates of state assessments and charges and county tax assessments. Local assessors are required to use these figures in setting the local tax rate. (Because these figures are estimates, it should be noted that based on filing requirement and/or actual data information the final aid or assessment may differ.)

**Cherry Sheet Offset Items** – Local aid accounts which may be spent without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include School Choice Receiving Tuition and Public Libraries.

**Classification of Real Property** – Assessors are required to classify all real property according to use into one of four classes: Residential, Open Space, Commercial, and Industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners (see Classification of the Tax Rate).

**Classification of the Tax Rate** – In accordance with Chapter 40, § 56, the Selectmen vote to determine the tax rate options. Based on the residential factor adopted (see Residential Factor), any community may set as many as four different tax rates for: residential property; open space; and commercial, industrial and personal property.

**Collective Bargaining** – The negotiations between an employer and union representative regarding wage, hours, and working conditions.

**Conservation Fund** – This fund may be expended for lawful conservation purposes as described in Chapter 40, § 8C. This fund may also be expended for damages related to



the taking of land by eminent domain provided that such taking has first been approved by a two-thirds vote of the city council or town meeting.

**Debt Authorization** – Formal approval to incur debt by municipal officials, in accordance with procedures stated in Chapter 44, specifically §§ 1, 2, 3, 4a and 6-15.

**Debt Burden** – The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

**Debt Exclusion** – This is a vote by a municipality at an election to exclude debt service payments for a particular capital project from the levy limit. The amount necessary to cover the annual debt service payment is added to the levy limit for the life of the debt only. A debt exclusion may temporarily increase the levy above the levy ceiling.

**Debt Limit** – The maximum amount of debt which a municipality may have authorized for qualified purposes under state and self-imposed ceilings.

**Debt Service** – The cost (usually stated in annual terms) of the principal retirement and interest of any particular issue.

**Default** – Failure to pay principal or interest when due.

**Encumbrance** – Obligations in the form of purchase orders, contract, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

**Enterprise Funds** – An accounting mechanism which allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy. With an enterprise fund, all costs of service delivery, direct, indirect and capital costs, are identified. This allows the community to recover total service costs through user fees if it so chooses.

Enterprise accounting also enables communities to reserve the “surplus” or retained earnings generated by the operation of the enterprise rather than closing it out at year end. According to Chapter 44, § 53F½, all the services that may be treated as enterprises include, but are not limited to, water, sewer, hospital and airport services.

**Equalized Valuations (EQVs)** – The determination of the full and fair cash value of all property in the Commonwealth which is subject to local taxation. EQVs have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs. The Commissioner of Revenue, in



accordance with Chapter 58, § 10C, is charged with the responsibility of biannually determining an equalized valuation for each town and city in the Commonwealth.

**Estimated Receipts** – Estimates of state and local miscellaneous receipts based on previous year's receipts deducted by the Assessors from gross amount to be raised by taxation.

**Excess and Deficiency** – Also called the "surplus revenue" account, this is the amount by which cash, accounts receivable and other assets exceed the liabilities and reserves.

**Excess Levy Capacity** – The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of Selectmen and council must be informed of excess levying capacity and evidence of such acknowledgement must be submitted to DOR when setting the tax rate.

**Exemptions** – Upon approval of an application to the Board of Assessors, these are full or partial discharges from the obligation to pay a property tax by statute on particular categories of property or persons. Examples include hospitals, schools, houses of worship, and cultural institutions that are of benefit to the community. In addition, exemptions may be granted for qualified veterans, blind individuals, surviving spouses, persons over 70 years of age, and certain financial hardships.

**Expenditure** – The spending of money by the town or city for programs within the approved budget.

**Federal Aid Anticipation Note (FAAN)** – A short-term loan issued to be paid off at the time of receipt of a federal grant. FAANs are full faith and credit obligations.

**Fiduciary Funds** – Fiduciary funds account for assets held by the municipality in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds. Non-expendable trust and pension trust funds are accounted for in essentially the same manner as proprietary funds. Expendable trust funds are accounted for in essentially the same manner as governmental funds.

Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

**Financial Advisor** – An individual or institution which assists municipalities in the issuance of tax-exempt bonds and notes. This function in Massachusetts is performed either by the public Finance Department of a commercial bank or a non-bank advisor.



**Fiscal Year** – The Commonwealth, state and municipalities (as of 1974) operate on a fiscal year which begins on July 1 and ends on June 30. The number of the fiscal year is that of the calendar year in which the fiscal year ends; e.g. the 2016 fiscal year, July 1, 2015 to June 30, 2016, usually written as FY16 or FY2016. This, however, no longer coincides with the fiscal year followed by the federal government, for beginning in 1976 the federal fiscal year was changed to begin on October 1 and end on September 30.

**Fixed Costs** – These are costs which are legally or contractually mandated. (Examples: retirement, FICA/Social Security, insurances, debt service or interest.)

**Float** – The amount of money making up the difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Foundation Budget** – The target set for each school district defining the spending level necessary to provide an adequate education for all students. The Foundation Budget is comprised of both local effort and state aid.

**Free Cash** – (Also Budgetary Fund Balance) Funds remaining from the operations of the previous fiscal year which are certified by DOR's Director of Accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount of remaining funds which can be certified as free cash. The calculation of free cash is made based on the balance sheet, which is submitted by the community's Auditor, Accountant or Comptroller. Typically, a community will attempt to maintain a free cash balance of between 3 and 5 percent of its total budget as a hedge against unforeseen expenditures, to insure there will be an adequate reserve to prevent sharp fluctuations in the tax rate, and to prevent expensive short-term borrowing. (Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves; judgments regarding a community's fiscal stability are made, in part, on the basis of free cash.) Also see Available Funds.

**Full Faith and Credit** – A legal pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.



**Fund** – An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

**Fund Accounting** – Organizing the financial records of a municipality into multiple funds. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the General Fund and Enterprise Funds.

Communities whose accounting records are organized according to the Uniform Massachusetts Accounting System use multiple funds.

**General Fund** – This non-earmarked fund is used to account for most financial resources and activity governed by the normal Town Meeting/City Council appropriation process.

**General Obligation Bonds** – Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

**Governing Body** – The board, committee, commissioners or other legislative body of a governmental unit, including the school committee of a municipality.

**Indirect Cost** – Costs of a service not reflected in the service's operating budget. A determination of these costs is necessary to analyze the total costs of service delivery. (An example of an indirect cost of providing water service would be health insurance costs for water employees.)

**Interest** – Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as discount at the time a loan is made.

**Interest Rate** – The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments** – Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Judgment** – An amount to be paid or collected by a governmental unit as a result of a court decision, including a condemnation award in payment for private property taken for public use.





**Land Fund** – A fund established in FY86 to which may be added an annual appropriation earmarked for the acquisition of land or debt service on designated land purchases.

**Law Enforcement Trust Fund** – A revolving fund established to account for a portion of the proceeds from the sale of property seized from illegal drug-related activities. Funds may be expended to defray certain qualified law enforcement costs as outlined in Chapter 94C, § 47. Funds from this account may be expended by the police chief without further appropriation.

**Legal Opinion** – An opinion by an attorney or law firm that bonds have been legally issued by a public body, and that the bonds are exempt from federal income taxes and some Massachusetts taxes under existing laws, regulations and rulings.

**Levy Ceiling** – The maximum tax assessed on real and personal property may not exceed 2.5 percent of the total full and fair cash value of all taxable property (Chapter 59, § 21C). Property taxes levied may exceed this limit only if the community passes a capital outlay expenditure exclusion, a debt exclusion or a special exclusion.

**Levy Limit** – The maximum amount a community can levy in a given year. The limit can grow each year by 2.5 percent of the prior year's levy limit (Chapter 59, § 59C(f,g,k)) plus new growth and any overrides. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion or special exclusion.

**Line-Item Budget** – A budget which focuses on inputs of categories of spending, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid** – Revenue allocated by the Commonwealth to towns, cities and regional school districts. Estimates of local aid are transmitted to towns, cities and districts annually by the "Cherry Sheet." Most of the Cherry Sheet aid programs are considered revenues of the municipality's or the regional school district's General Fund and may be spent for any purpose subject to appropriation.

**Local Appropriating Authority** – In a town, the town meeting has the power to levy directly a property tax. In a city, the city council has the power.

**Local Receipts** – Locally generated revenues other than real and personal property taxes and excluding enterprise fund revenues. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.





**M.G.L. (or G.L.)** – Massachusetts General Laws, Annotated

**Massachusetts Clean Water Trust** – formerly the Massachusetts Water Pollution Abatement Trust – established in 1989 to improve the water quality in the Commonwealth through the provision of low cost capital financing to cities, towns and other eligible entities.

**Massachusetts Municipal Depository Trust** – Founded in 1977, it is an investment program in which municipalities may pool excess cash. It is under the supervision of the State Treasurer.

**Massachusetts School Building Authority** – a quasi-independent government authority created to reform the process of funding capital improvement projects in the Commonwealth's public schools

**Maturity** – The date upon which the principal of a bond becomes due and payable.

**Minimum Required Local Contribution** – The minimum that a town or city must appropriate from property taxes and other local revenues for the support of schools.

**Moody's Investment Services, Inc.** – One of the leading municipal bond rating agencies.

**Municipal(s)** – (As used in the bond trade) "Municipal" refers to any governmental unit below or subordinate to the state. "Municipals" (i.e., municipal bonds) include not only the bonds of all local subdivisions such as towns, cities, school districts, special districts, but also bonds of states and agencies of the state.

**Municipal Revenue Growth Factor** – An estimate of the percentage change in a municipality's revenue growth for a fiscal year.

**Municipal Finance Oversight Board** – A board authorized by M.G.L. to review and approve applications by municipalities to exceed their statutory debt limit, define the term of borrowing for certain purposes and designate issues of "Qualified Bonds" under chapter 44a.

**Net School Spending (NSS)** – Includes both school budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must be equal or exceed the NSS Requirement established annually by the Department of Elementary and Secondary Education.



**New Growth** – the taxing capacity added by new construction and other increases in the property tax base. New growth is calculated by multiplying the value associated with new construction by the tax rate of the previous fiscal year. For example, FY2016 new growth is determined by multiplying the value of new construction in calendar 2014 (as valued on January 1, 2015) by the FY2015 tax rate.

**Note** – A short-term loan, typically of a year or less in maturity.

**Notice of Sale** – A detailed statement which is published to advertise the sale of municipal bonds by competitive bid.

**Objects of Expenditures** – A classification of expenditures that is used for coding any department disbursement, such as “personal services,” “expenses” or “capital outlay.”

**Official Statement** – A document containing information about a prospective bond issue or a note issue which contains information about the issue and the issuer, and is intended for the potential investor. The Official Statement is sometimes published with the Notice of Sale. It is sometimes called an Offering Circular or Prospectus.

**Operating Budget** – The plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Other Amounts to be Raised** – The amounts raised through taxation, but which are not appropriation items. Generally, these are locally generated expenditures (e.g., overlay, teacher pay deferral, deficits) as well as state, county and other special district charges. Because these must be funded in the annual budget, special consideration should be given to them when finalizing the budget recommendations to Town Meeting. (see Tax Rate Recapitulation Sheet)

**Overlay** – (Overlay Reserve or Reserve for Abatements and Exemptions) An account established annually to fund anticipated property tax abatements and exemptions in that year. The overlay reserve is not established by the normal appropriation process, but rather on the tax rate recapitulation sheet.

**Overlay Deficit** – A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements and statutory exemptions for that year. Overlay deficits must be provided for in the next fiscal year.

**Overlay Surplus** - Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account (see Overlay). Within ten days of a written request by the chief executive officer of a town or city, the assessors must provide a certification of the excess amount of overlay



available for transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; i.e. it becomes a part of free cash.

**Override** – A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit to no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount. (see Underride)

**Override Capacity** – The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.

**Par Value** – The face amount of a bond, e.g. \$1,000 or \$5,000.

**Parking Meter Receipts Reserved for Appropriation** – This fund allows a community to charge for parking and to reserve these proceeds in a separate account. In accordance with Chapter 40, § 22A, the process may be used to offset certain expenses for the acquisition, installation, maintenance and operation of parking meters and the regulation of parking and other traffic activities.

**Paying Agent** – A bank or other institution which acts as the agent for a municipality in making bond interest and principal payments.

**PERAC** - The Public Employee Retirement Administration Commission – created for and dedicated to the oversight, guidance, monitoring and regulation of the Massachusetts Public Pension Systems.

**Performance Budget** – A budget which stresses output both in terms of economy and efficiency.

**Personnel Services** – The cost of salaries, wages and related employment benefits.

**Premium** – The amount by which the price exceeds the principal amount of a bond or par value.

**Principal** – The face amount of a bond, exclusive of accrued interest.

**Program Budget** – A budget which relates expenditures to the programs they fund. The emphasis of a program budget is on output.



**Property Tax Levy** – The amount of community can raise through the property tax. The levy can be any amount up to the levy limit plus exclusions.

**Purchased Services** – The cost of services that are provided by a vendor.

**Ratings** – Designations used by credit rating services to give relative indications of quality. Mood's ratings range from the highest Aaa down through Aa, A-1, A, Baa-1, Baa, Ba, B, Caa, Ca, C. Standard & Poor's ratings include: AAA, AA, A, BBB, BB, B, CCC, CC, C, DDD, DD and D.

**Refunding** – System by which an issue is redeemed by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund** – An amount set aside annually within the budget of a town (not to exceed 5 percent of the tax levy for the preceding year) or city (not to exceed 3 percent of the tax levy for the preceding year) to provide a funding source for extraordinary and unforeseen expenditures. In a town, the Finance Committee can authorize transfers for this fund for "extraordinary and unforeseen" expenditures. Other uses of the fund require budgetary transfers by Town Meeting. In a city, transfers from this fund may be voted by the City Council upon recommendation of the Mayor.

**Residential Factor** – Adopted by a community annually, this governs the percentage of the tax levy to be paid by property owners. If local officials choose a low residential factor, (for example the statutory minimum set by the Commissioner of Revenue) residential property owners will pay a proportionately lower share of the total levy (split or multi-tax rate). A residential factor of "1" will result in the taxation of all property at the same rate (single tax rate).

**Retained Earnings** – An equity account reflecting the accumulated earnings of an enterprise fund, which may be used to fund capital improvements, to reimburse the General Fund for prior year subsidies, to reduce user charges and for enterprise deficits (operating loss).

**Revaluation (or recertification of property values)** – The Assessors of each community are responsible to develop a reasonable and realistic program to achieve a fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the Assessors' analysis and consideration of many factors including, but not limited to, the results of an in-depth sales ratio study, the location and style of properties, and the accuracy of existing property record information. Every three years, Assessors must submit property values to the state Department of Revenue for certification. Assessors must also maintain these values in the years between certifications. This is done so that each property taxpayer in the community pays his or her share of the cost of local



government – no more or less – in proportion to the amount of money the property is worth.

**Revenue Anticipation Borrowing** – Cities, towns and districts may issue temporary notes in anticipation of taxes (TANs) or other revenue (RANs). The amount of this type of borrowing is limited to the total of the prior year's tax levy, the net amount collected in motor vehicle and trailer excise in the prior year and payments made by the Commonwealth in lieu of taxes in the prior year. According to Chapter 44, § 4, towns, cities and districts may borrow up to one year in anticipation of such revenue.

**Revenue Anticipation Note (RAN)** – A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond** – A bond payable from and secured by specific revenues and thereby not full faith and credit obligations.

**Revolving Fund** – Allows a community to raise revenues from a specific service and use those revenues to support the service without appropriation. For departmental revolving funds, Chapter 44, § 53E stipulates that each fund must be reauthorized each year at an annual town meeting or by city council action, and that a limit on the total amount which may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the town or city in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single department or board. No revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full-time employees. Revolving funds for other programs as provided by statute are still allowed, and a departmental revolving fund may be implemented in addition to or in conjunction with other existing statutory revolving funds, provided that the departmental revolving fund does not conflict with provisions of other revolving funds.

**Sale of Cemetery Lot Fund** – This fund is established to account for proceeds of the sale of cemetery lots. The proceeds must be used to offset certain expenses of the Cemetery Department under provisions of Chapter 114, § 43C.

**Sale of Real Estate Fund** – This fund is established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. Chapter 44, § 63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the town or city is authorized to borrow for a period of five years or more.



**Security** – For Massachusetts municipalities, bonds or notes evidencing a legal debt on the part of the issuer.

**Serial Bond** – A bond of an issue which has maturities scheduled annually over a period of years.

**Special Assessment** – see Betterments.

**Special Exclusion** – For a few limited capital purposes, a community may assess taxes above the amount of its levy limit or levy ceiling without voter approval. see Proposition 21/2 chapter in this Manual.

**Stabilization Fund** – An account from which amounts may be appropriated for any lawful purpose. Towns may appropriate into this fund in any year an amount not to exceed ten percent of the prior year's tax levy or a larger amount with the approval of the Director of Accounts. The aggregate of the Stabilization Fund shall not exceed ten percent of the town's equalized value, and any interest shall be added to and become a part of the fund. A two-thirds vote of town meeting or city council is required to appropriate money from the Stabilization Fund.

**Standard & Poor's Corporation** – One of the leading municipal bond rating agencies.

**State Aid Anticipation Note (SAAN)** – A short-term loan issued in anticipation of a state grant or aid.

**State House Notes** – Notes for towns, cities, counties and districts certified by the Director of Accounts. State House Notes are generally less costly and easier to issue than conventional issues for borrowings. Therefore, these notes are more commonly used for temporary loans and smaller long-term issues.

**Surplus Revenue** – The amount by which cash, accounts receivable and other floating assets exceed the liabilities and reserves.

**Tailings** – This fund is reserved for unclaimed checks written on city or town accounts. The procedures for retaining money from unclaimed checks is outlined in Chapter 200A, § 9A. Written notice must be filed with the Clerk if these procedures are to be followed.

**Tax Rate** – The amount of tax stated in terms of a unit of the tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable property.



**Tax Rate Recapitulation Sheet (also Recap Sheet)** – A document submitted by a town or city to the Department of Revenue in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations which affect the property tax rate. (In order to issue the first-half semiannual property tax bills before October 1st, the recap sheet should be submitted to the Department of Revenue in September, or in December in order to issue the third quarterly property tax bills before January 1st.)

**Tax Title** – Collection procedure which secures a lien on real property and protects the municipality's right to payment of overdue property taxes. (Without following this procedure, the lien on real property expires if three years elapse from the October first following the assessment date, and the property is transferred. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the Collector may take the property for the city or town. After properly recording the instrument of taking, the Collector transfers responsibility for collecting the overdue amounts to the Treasurer).

**Term Bond** – Bonds the entire principal of which matures on one date. Massachusetts municipal general obligation bonds are required by law to be retired on a serial basis.

**Trust Fund** – In general, a fund held for the specific purpose stipulated by a trust agreement. The Treasurer acts as custodian of trust funds and invests and expends such funds as stipulated by trust agreements or as directed by the commissioners of trust funds or by town meeting. Both principal and interest may be used if the trust is established as an expendable trust. For non-expendable trust funds, interest but not principal may be expended as directed.

**Underride** – A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of Override.

**Underwriter** – For municipal debt issues, a commercial bank or securities dealer which purchases all or part of a new issue in order to sell the securities to investors. A group of underwriters is called a syndicate.

**Unfunded Pension Liability**- Unfunded pension liability is the difference between the value assigned to the retirement benefits already deemed by the town's employees and the assets the town's retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.

**Uniform Massachusetts Accounting System (UMAS)** – A comprehensive and practical municipal accounting system that conforms to Generally Accepted Accounting



principles (GAAP) for local governments. UMAS is regarded by the Department of Revenue as the professional standard for modern municipal accounting in Massachusetts. (Among the benefits of conversion to UMAS are increased consistency in reporting and record keeping and enhanced comparability of data among cities and towns.)

**Unreserved Fund Balance** – Also referred to sometimes as “surplus revenue account,” this is the amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to “stockholders’ equity” account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as “accounts receivable” may be taxes receivable and uncollected. (see Free Cash).

**Valuation (100%)** – Requirement that the assessed valuation must be the same as the market value for all properties; 100 percent valuation may offer greater equity in the redistribution of state aid to cities and towns based upon local real estate values.

**Warrant** – A list of items to be acted on by Town Meeting. (A treasury warrant and the assessors’ warrant authorize the Treasurer to pay specific bills and the tax Collector to collect taxes in the amount and from the persons listed, respectively.)

**Water Surplus** – For water departments operating under Chapter 41, § 69B, any revenues in excess of estimated water receipts or unspent water appropriations close to a water surplus account. Water surplus may be appropriated to fund water-related general and capital expenses or to reduce water rates.

**Waterways Improvement Fund** – An account into which 50 percent of the proceeds of the boat excise are deposited. Use of these proceeds is limited to certain waterway expenses as outlined in Chapter 40, § 5G.

**Yield** – The net annual percentage of income derived from an investment. The yield of a bond reflects interest rate, length of time to maturity and write-off of premium or accrual of discount. (Also referred to as “yield to maturity.”)





# Marblehead Public Schools

## FY22 School Operating Budget

*School Committee Public Budget Hearing  
April 1, 2021*



## FY22 School Budget Process

- ☐ Iterative Process
- ☐ Continuously Evolving
- ☐ Multiple Reviews
  - Leadership Team
  - Budget Subcommittee
  - Joint BOS/Fincom/School Budget Subcommittee
  - School Committee
- ☐ Adjusting for New Information
- ☐ Original Proposed to Final Approval



## FY22 Budget Calendar

### **January**

Thursday Jan. 14	Budget Subcommittee meeting
Thursday Jan. 21	SC meeting – Budget Calendar & Budget Priorities
Friday, Jan. 22	Joint Meeting – SC/BoS/Fincom subcommittees
Thursday, Jan. 28	Budget Subcommittee meeting

### **February**

Thursday Feb. 4	SC meeting – Intro to FY22 Draft Budget & Intro to Budget Notebook
Tuesday, Feb. 9	SC Budget Workshop FY22 Draft Budget with Leadership Team
Thursday, Feb. 11	SC Budget Workshop FY22 Draft Budget with Leadership Team
Wednesday, Feb. 24	Joint Meeting – SC/BoS/Fincom subcommittees



## FY22 Budget Calendar

### **March**

Tuesday Mar. 2	Budget Subcommittee meeting
Thursday Mar. 4	SC meeting – Review & Updates FY22 Draft Budget
Thursday, Mar. 11	Budget Subcommittee meeting
Tuesday, Mar. 16	Joint meeting – SC/BoS/Fincom subcommittees
Thursday, Mar. 18	SC meeting – Review & Updates FY22 Draft Budget
Tuesday, Mar. 23	Budget Subcommittee meeting
Tuesday, Mar. 30 PM	Joint meeting – SC/BoS/Fincom subcommittees AM & SC meeting

### **April**

Thursday Apr. 1	SC meeting – FY22 Public Budget Hearing
Thursday, Apr. 8	SC meeting – Vote final FY22 Budget



## FY22 Goals/Priorities

### → Meet Contractual Obligations

- ◆ 1% on day 92 COLA's; steps; lanes

\$862,549

- vs 2.5% FY21

\$1,459,997

If this year's Contractual obligations had been 2.5%



## FY22 Goals/Priorities

### → Technology—address infrastructure, hardware, upgrades and integration

- ◆ Capital Leases (network switching, wireless & phone system)

\$212,706

- Year one (1) of three (3)

### → Explore reinstating a Technology Integration Specialist position

- ◆ Technology Specialist

\$80,000



## FY22 Goals/Priorities

### → Curriculum

- ◆ Adopt a new PreK-8 mathematics program \$100,000
  - Year one (1) of three (3)

### → Explore adding curriculum coaches or specialists positions

- ◆ Instructional Specialist  
\$80,000



## FY22 Goals/Priorities

### → Central Administration Staffing

- ◆ Reinstatement Human Resources Director position  
\$80,000
  - ◆ Eliminate HR Assistant position  
\$(50,000)

→ Discuss potential collaboration with Town



## FY22 Goals/Priorities

### → Facilities Maintenance

#### ◆ Facilities audit - still TBD

- More accurately budget for facilities/building maintenance needs

\$37,000

(Supplies, materials, repairs, replacements)

- A more accurate projection for utility costs

\$77,000

(Town currently absorbs overage under Energy Reserve and Water Reserve, but more accurate tracking is being recorded.)



## FY22 Goals/Priorities

### → New School

#### ◆ Utilities, transportation, custodial, maintenance

- Utilities, increase due to Brown School

\$77,000

- 2 Teachers - Preschool

\$121,1200

- 4 Paraprofessionals - Preschool

\$66,550

- Less: Add'l estimated preschool revenue  
(\$53,000)



## FY22 Capital Requests

FY22 Capital Request	
Project Description	Estimated Cost
Replace Main Fire Alarm Panel - High School	25,000.00
Install Card Swipe System - High School	30,000.00
Hardwired CO Detectors to alarm panel - 4 schools	34,145.00
Replace Fire Alarm System - Vets Middle School	105,000.00
Install Card Swipe System - Vets Middle School	30,000.00
Total	224,145.00



## Grants

<b>METCO</b>	Funds METCO transportation, tutoring of students, extracurricular programs, and administration of the program
<b>IDEA SPECIAL EDUCATION GRANT</b>	Used to cover special education related costs. This grant has primarily been used to fund therapeutic services for students, transportation, supplies, and professional development
<b>EARLY CHILDHOOD SPECIAL EDUCATION GRANT</b>	Covers the cost of early childhood evaluations
<b>TITLE I GRANT</b>	Provides tutoring for our Title I program at the Village School
<b>TITLE II A GRANT</b>	Provides mentors, curriculum frameworks, and professional development
<b>TITLE III GRANT</b>	Addresses a portion of the needs of our English Learner (EL) students as well as providing for professional development for our EL faculty
<b>TITLE IV GRANT</b>	Supplements academic support by providing for stipends and professional development in the area of social and emotional learning, as well as, other areas of need



## Revolving Funds

### USER FEE REVOLVING

The User fee revolving fund is primarily used to collect student activity fees and to pay for a portion of coaching salaries and advisor stipends for High School sports, Middle School sports and student activity programs throughout the district. Supplies and Materials for after school activity programs are charged to this fund. In addition, this fund also accounts for field trip bus fees paid by students to off-set the cost of transportation for field trips.

### (FOREIGN) TUITION REVOLVING

The Tuition Revolving fund for is used to account for the tuition received for foreign students attending Marblehead High School. These funds have been used to supplement the High School budget with a variety of operational expenses. The tuition revenue is typically received in the Spring for the follow school's year attendance which is the reason for the large balances carried forward each year.

### GUIDANCE REVOLVING

The Guidance Revolving fund for is used to account for the transcript fees collected from Marblehead High School students. These funds have primarily been used to cover the cost of the Naviance online program that is used by students for the college preparation process.

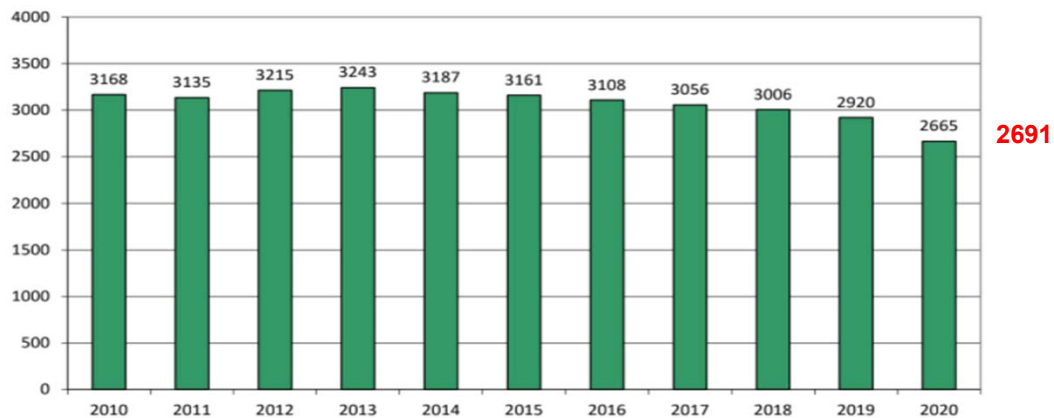
### SPECIAL EDUCATION TUITION REVOLVING

The Special Education Revolving fund for is used to account for the tuition received for special education students attending Marblehead Public Schools. These are considered out of district placements for the district's paying the tuition to Marblehead Schools. These funds have been primarily used to cover a portion of our out of district tuition costs.



## Budget Overview – Enrollment

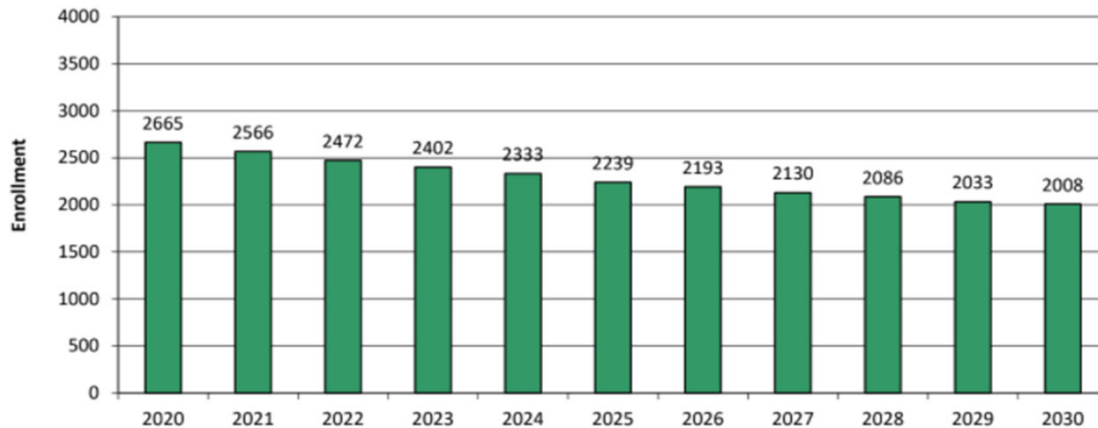
K-12, 2010-2020





## Budget Overview – Enrollment

K-12 To 2030 Based On Data Through School Year 2020-21



## Budget Overview – Enrollment

Grade	Current Enroll 20-21	Budget Number 21-22
K	139	168
1	156	145
2	181	160
3	193	188
4	199	199
5	195	226
6	201	206

Grade	Current Enroll 20-21	Budget Number 21-22
7	202	220
8	254	210
9	228	259
10	231	232
11	247	227
12	258	255
TOTAL	2684	2695





## Budget Overview – Enrollment

Grade	Current Enroll 20-21	Budget Number 21-22	Glover Sections	Brown Sections
K	139	168	80 - 4 sections	88 - 5 sections
1	156	145	75 - 4 sections	70 - 4 sections
2	181	160	80 - 4 sections	80 - 4 sections
3	193	188	85 - 4 sections	103 - 5 sections
			Village Sections	
4	199	199	199 - 10 sections	



## Budget Overview – FY22 Special Education OOD Placement Costs

Account Name	FY21 Budget	FY22 Request	Change
Out of District Tuitions:			
Collaborative	\$412,742	\$432,080	\$ 19,356
Private Day	\$2,032,150	\$1,996,798	(\$35,352)
Residential	\$976,255	\$1,003,750	\$27,495
<b>Total Tuition</b>	<b>\$3,421,129</b>	<b>\$3,432,628</b>	<b>\$11,499</b>
Funding Offset			
Circuit Breaker Revenue	(\$1,336,588)	(\$1,380,000)	\$43,412
Circuit Breaker Carryover	(\$83,689)	\$0	(\$83,689)
Tuition-in Revolving Revenue	(\$700,000.00)	(\$455,000)	(\$245,000)
Tuition-in Revolving Carryover	(\$98,902)	\$0	(\$98,902)
Prepaid Tuitions	(\$200,000)	\$0	(\$200,000)
<b>Total Funding Offset</b>	<b>(\$2,419,179)</b>	<b>(\$1,835,000)</b>	<b>(\$584,179)</b>
<b>NET TUITION COST</b>	<b>\$1,001,950</b>	<b>\$1,597,628</b>	<b>\$595,678</b>



## Budget Overview – FY22 Utilities & Maintenance Costs

Account Name	FY21 Budget	FY22 Request	Change
Electricity	\$496,152	\$556,152	\$60,000
Gas (Heating)	\$325,000	\$341,000	\$16,000
Water/Sewer	\$79,000	\$80,000	\$1,000
Maintenance C/S	\$317,900	\$317,900	\$0
Maintenance Supplies	\$90,000	\$100,000	\$10,000
Custodial Supplies	\$102,000	\$115,000	\$13,000
Facilities Equipment Replacement	\$25,000	\$35,000	\$10,000
Transp. Repairs	\$50,000	\$50,000	\$0
<b>Subtotal</b>	<b>\$1,485,052</b>	<b>\$1,595,052</b>	<b>\$110,000</b>



## Budget Overview – FY21 vs FY22

FY20 Final Budget	FY21 Proposed Feb. 6, 2020	Difference FY20 Final to FY21 Proposed
\$39,624,425	\$41,440,961	\$1,816,536

FY21 Final Budget June 8, 2020	Difference FY21 Proposed to FY21 Final
\$40,521,000	(\$919,961)

Difference FY20 Final to FY21 Final
\$896,575

FY21 Final Budget	FY22 Proposed Feb. 11, 2021	Difference FY21 Final to FY22 Proposed
\$40,521,000	\$42,649,142	\$2,128,142

FY22 Current Proposed Budget April 1, 2021	Difference FY22 Initial Proposed to FY22 Current
\$41,839,543	(\$809,599)

Difference FY21 Final to FY22 Current
\$1,318,543



## Budget Overview – FY21 vs FY22

	FY21	FY22	Difference
<b>Salaries:</b>	\$35,651,742	\$36,370,295	\$718,553
<b>Expenses:</b>	\$4,869,258	\$5,469,248	\$599,990
<b>Total:</b>	\$40,521,000	\$41,839,543	\$1,318,543



## Budget Overview – FY22

Marblehead Public Schools FY22 Budget Change Summary				
	Amount	Total	Modified Request	
Prior Year - FY21 Budget		40,521,000		
Payroll Contractual	862,549			
		862,549	862,549	
<u>One-time Appropriation:</u>				
Student Opportunity Act (one-time funding through Chap 70 to be appropriated)	90,690			
		90,690	90,690	
<u>Operating Cost Increases:</u>				
Special Education - tuition funding, COVID decrease, expense line reallocation	409,359			
Special Education - Tuition Decrease after initial request	(20,000)			
IT - General Operating Costs (software & supplies)	57,192			
Facilities - General Operating Costs (supplies and maintenance)	37,000			
Curriculum - General Operating Costs	13,000			
Central Admin - General Operating Costs (software, audit, consulting, transp)	42,168			
Student Services - General Operating Costs	3,500			
MHS - General Operating Costs	4,147			
Vets - General Operating Costs	-			
Glover - General Operating Costs	-			
Athletics - General Operating Costs (transportation & cleaning)	7,263			
		553,629	553,629	
<u>New School Operating Costs:</u>				
Facilities - Utilities, increase due to Brown School	77,000			
		77,000	77,000	
				<b>Summary</b>
				Total operating cost increase 1,583,589
				Operating cost increase (not including contractual oblig) 721,040
				Total operational savings (799,054)
				Remaining for FY22 priorities 368,704
				<b>Budget Priorities - Modified Request</b> 533,729
				Remaining for priorities (from above) (368,704)
				Add'l funding from Town 165,025
				Budget Gap -



# Budget Overview - Tiered Priorities 1

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## Budget Overview – Tiered Priorities 2

5	Central Admin	HR Director	80,000		
		Less: HR Assistant	(50,000)		
				30,000	30,000
6	Veterans	Reading teacher	60,560		
				60,560	60,560
7	Brown	Custodian	37,051		
				37,051	-
8	MHS	Change BRYT Tutor to BRYT Teacher	27,379		
				27,379	27,379
SUB-TOTAL			154,990	42,189,300	41,839,543

## Budget Overview – Tiered Priorities 3

9	Glover	2 Add'l Allied Arts teachers, totaling 1.0 FTE	60,560		
				60,560	-
10	MHS	Increase position to Director of Guidance	10,000		
				10,000	-
11	Facilities	Administrative Support (.8 FTE)	36,833		
		Groundskeeper	45,037		
				81,870	-
12	Central Admin	Community Relations Liaison	42,000		
				42,000	-
13	MHS Athletics	Replacement of Scoreboard	12,500		
				12,500	-
SUB-TOTAL			206,930	42,396,230	41,839,543



# Budget Overview – FY22 Tracking

MARBLEHEAD PUBLIC SCHOOLS FY22 BUDGET BUDGET ADJUSTMENT TRACKING SHEET				
Date	Action	Adjustment Amount	FY22 Budget	GAP
2/11/2021	Initial Presentation to SC - corrected		\$ 42,649,142	\$ 809,599
3/15/2021	Remove add'l Fellow request	\$ (26,900)	\$ 42,622,242	\$ 782,699
3/15/2021	Reduce Tech and Curriculum Spec by 1 each	\$ (121,120)	\$ 42,501,122	\$ 661,579
3/30/2021	Academic Skills Teacher (already being funded)	\$ (55,389)	\$ 42,445,733	\$ 606,190
3/30/2021	Capital IT Leases, fund with stimulus funds	\$ (212,706)	\$ 42,233,027	\$ 393,484
3/30/2021	Add back Village Teacher Leader stipends	\$ 44,057	\$ 42,277,084	\$ 437,541
3/30/2021	Remove budget priorities 7-13	\$ (271,360)	\$ 42,005,724	\$ 166,181
4/1/2021	Reduce 1 add'l Classroom Teacher @ Brown	\$ (60,560)	\$ 41,945,164	\$ 105,621
4/1/2021	Fund priority 8, change BRYT Tutor to Teacher	\$ 27,379	\$ 41,972,543	\$ 133,000
4/1/2021	Math Curriculum , fund with ESSER II grant	\$ (100,000)	\$ 41,872,543	\$ 33,000
4/1/2021	Reduction in Special Education Tuitions	\$ (20,000)	\$ 41,852,543	\$ 13,000
4/1/2021	Increase in Preschool Revenue offset	\$ (13,000)	\$ 41,839,543	\$ -
Proof	FY21 Budget	\$ 40,521,000		
	FY22 Payroll Contractual Obligations	\$ 862,549		
	FY22 Loss of Prepaid Tuition Funding	\$ 200,000		
	FY22 Student Opportunity Act Obligation	\$ 90,969		
	FY22 Add'l Funding from Town	\$ 165,025		
	<b>FY22 Target</b>	<b>\$ 41,839,543</b>	<b>\$ 41,839,543</b>	<b>\$ -</b>
	FY22 Budget Increase	3.25%	3.25%	
		Target	Request	



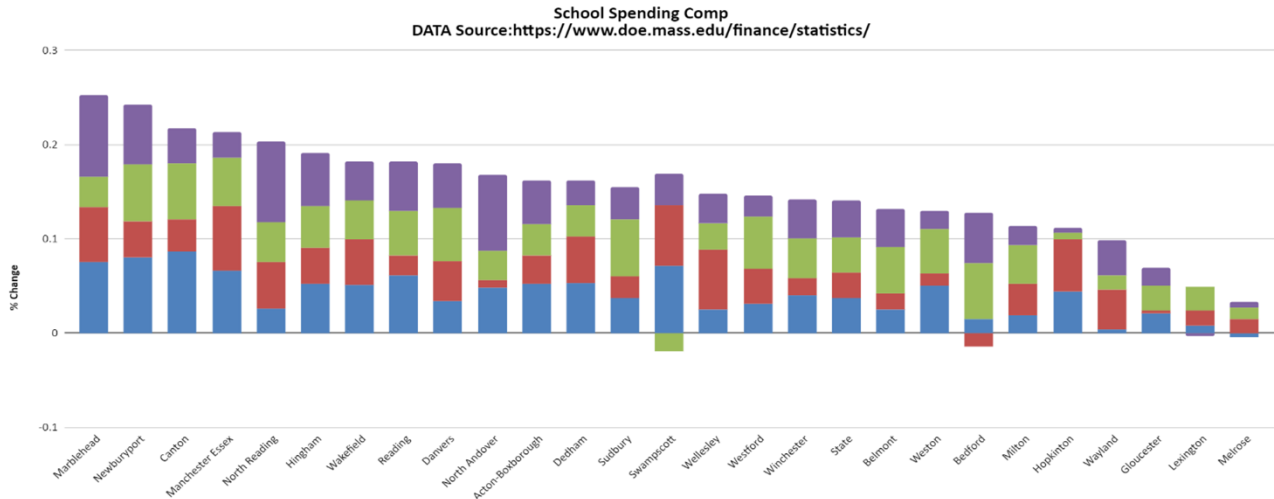
# DESE School Spending Comparisons

Location	2015	2016	2017	2018	2019	Grand Total	FY 15-	FY 16-	FY 17-	FY 18-	Total Change
Marblehead	13,677.99	14,709.95	15,567.62	16,070.40	17,465.17	77,491.14	7.54%	5.83%	3.23%	8.68%	25.28%
Newburyport	14,165.05	15,306.62	15,894.05	16,851.68	17,915.03	80,132.43	8.06%	3.84%	6.03%	6.31%	24.23%
Canton	14,167.52	15,396.91	15,908.46	16,860.89	17,485.85	79,819.62	8.68%	3.32%	5.99%	3.71%	21.69%
Manchester Essex	15,313.52	16,326.74	17,448.42	18,343.63	18,837.37	86,269.68	6.62%	6.87%	5.13%	2.69%	21.31%
North Reading	14,137.48	14,503.96	15,223.65	15,865.73	17,218.63	76,949.45	2.59%	4.96%	4.22%	8.53%	20.30%
Hingham	12,367.63	13,009.86	13,506.24	14,114.02	14,905.54	67,903.28	5.19%	3.82%	4.50%	5.61%	19.12%
Wakefield	13,598.22	14,286.86	14,986.21	15,593.77	16,245.47	74,710.53	5.06%	4.90%	4.05%	4.18%	18.19%
Reading	12,519.75	13,284.57	13,561.55	14,201.96	14,947.40	68,515.23	6.11%	2.09%	4.72%	5.25%	18.16%
Danvers	14,607.15	15,105.38	15,747.81	16,621.86	17,419.59	79,501.79	3.41%	4.25%	5.55%	4.80%	18.01%
North Andover	12,054.90	12,638.61	12,737.78	13,136.37	14,191.06	64,758.71	4.84%	0.78%	3.13%	8.03%	16.78%
Acton-Boxborough	14,016.20	14,745.20	15,198.11	15,697.78	16,428.00	76,085.29	5.20%	3.07%	3.29%	4.65%	16.21%
Dedham	17,779.59	18,724.33	19,638.73	20,291.43	20,821.30	97,255.39	5.31%	4.88%	3.32%	2.61%	16.13%
Sudbury	14,709.79	15,258.96	15,605.92	16,555.79	17,107.32	79,237.78	3.73%	2.27%	6.09%	3.33%	15.43%
Swampscott	15,095.06	16,170.74	17,215.79	16,876.41	17,435.08	82,793.08	7.13%	6.46%	-1.97%	3.31%	14.93%
Wellesley	18185.37093	18635.98644	19823.36657	20380.62723	21016.2778	98041.62903	2.48%	6.37%	2.81%	3.12%	14.78%
Westford	13117.79914	13528.03755	14020.48387	14806.39756	15130.55601	70603.27418	3.13%	3.64%	5.61%	2.19%	14.56%
Winchester	12800.5162	13312.37381	13547.30577	14121.67749	14709.9356	68491.80881	4.00%	1.76%	4.24%	4.17%	14.17%
State	14,941.33	15,488.38	15,918.07	16,506.27	17,150.07	80,004.13	3.66%	2.77%	3.70%	3.90%	14.03%
Belmont	13,028.52	13,348.83	13,581.74	14,246.31	14,820.36	69,025.78	2.46%	1.74%	4.89%	4.03%	13.13%
Weston	22768.3495	23898.6603	24225.87404	25367.29298	25846.2307	122106.4076	4.96%	1.37%	4.71%	1.89%	12.93%
Bedford	17,839.45	18,108.66	17,852.10	18,903.22	19,925.06	92,628.49	1.51%	-1.42%	5.89%	5.41%	11.39%
Milton	14,116.37	14,387.57	14,854.75	15,468.91	15,784.87	74,612.48	1.92%	3.25%	4.13%	2.04%	11.35%





# DESE School Spending Comparisons



## FY22 School Operating Budget PUBLIC BUDGET HEARING 4.1.21



**QUESTIONS**

**or**

**Comments**

