Town of Ipswich
2021 Annual Budget

July 1, 2020 - June 30, 2021

Ipswich
Massachusetts
Bridging History

Town Manager
Anthony Marino

Finance Director
Sarah Johnson

Select Board
William D. Whitmore, Chair
Linda D. Alexson, Vice Chair
Nishan D. Mootafian
Kerry L. Mackin
Tammy Jones

Reader's Guide

The purpose of this document is to communicate the Town of Ipswich's fiscal year (FY) 2021 recommended budget in a useful format for citizens, elected officials, staff, and any other interested parties. The information is presented in a user-friendly format that allows all readers to obtain answers to specific funding questions. The Budget Message should assist the reader in understanding the major aspects of the budget.

Document Organization

This budget document describes how the Town attempts to identify the community's needs for public services and the strategies by which it tries to meet those needs. We have organized this document so that the readers can obtain essential information in a quick, accessible, and digestible format. For those who wish to inquire in greater depth, we have provided greater detail.

Readers can find explanations about all appropriated funds, as well as the budget adoption process and timeline. Financial summaries are presented to reflect all sources and uses of funds. The reader can identify where all monies come from and how each fund uses those dollars. Additionally, information is provided, showing the level of fund balance maintained and the annual impact of the budget to those balances.

The Expenditure Budget Summary section contains information about the various funds at the department level, including the budget appropriation for all Town departments.

The Town Departments section should help you identify by the department, the following:

- mission statements
- goals and objectives
- accomplishments
- funded positions comparison for three years
- fiscal plan

The Capital Improvements sections include information on capital projects and their financing methods.

Finally, the Appendices include supplemental data for the budget document. Included in the section are items such as Reserves, Fund Descriptions and Balances, position summary, statistics, table of abbreviations, and a glossary of terms.

How to Read Financial Data

Most data within this document is presented in fiscal year terms. The Town of Ipswich operates on a fiscal year that runs July 1 through June 30. Therefore, FY2021 is the period from July 1, 2020, through June 30, 2021. All information is presented using a three-year comparison, which includes FY18 actual revenues and expenditures and FY19 and FY20 budgeted revenues and expenditures. Anyone interested in obtaining additional information concerning the Town of Ipswich's Budget is encouraged to contact the Finance Director's Office at (978) 356-6601 x 1006 or visit the Town's website at http://www.ipwichma.gov/.

Town of Ipswich

2021 Annual Budget

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Town Manager's Budget Message

Town of Ipswich

Office of the Town Manager

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M E M O R A N D U M

TO: Select Board & Finance Committee
FROM: Anthony Marino, Town Manager
DATE: **January 21, 2020**
RE: Fiscal Year 2021 Budget Message

It is with great pleasure that I submit to you the proposed operating budget for Fiscal Year (FY) 2021 for the Town of Ipswich. It has been my honor, as your Town Manager, to work with the Select Board, Finance Committee and all of the department heads to prepare this budget for the Town of Ipswich's consideration.

According to the Ipswich Charter, the Town Manager shall "No later than one hundred (100) days prior to the Annual Town Meeting; the Town Manager shall submit to the Selectmen a careful, detail estimate in writing of the probable expenditures of the Town Government for the ensuing fiscal year…The Town Manager shall also submit a statement showing all revenues received by the Town in the town preceding fiscal years and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year."

This budget indeed meets these requirements as it is balanced, and, honors the Select Boards theme and mandate of a conservative approach to both revenues and expenses. This budget also continues our commitment to consolidation, maintaining a commitment to resident services, public safety, and public works, all of which fit within the Board's strategic goals and still maintain a commitment to responsible spending.

This budget message is in line with the Select Boards goal to increase transparency and goes well beyond by improving communication with the public. In addition to those required sections, this budget message also looks forward, providing insight into our long-term budget planning, and identifies emerging issues that may impact spending and municipal operations in the coming years.

Therefore, this budget message is separated into four major categories: Revenues, Expenses, Capital Spending, and Long-Term Financial Planning. It represents a collaborative effort of all departments. We are proud to submit this budget as it represents hours of work by all of our department heads and staff members.

REVENUES

The Fiscal Year 2021's revenues are forecasted responsibly and conservatively, including local receipts, which are estimated at levels designed to support continuous free cash. Our staff and Department Heads meet annually before the revenue estimates are finalized and review each category and local receipt individually, discussing market trends, past performance, and anticipated activity, making each year's revenue projections both a collaborative effort and produces a true and accurate estimate. Decision makers and the public continue to have a window through which to review, analyze, and question all categories of revenues and local receipts, continuing the practice of providing detail and 'numbers behind the numbers'. This budget is also posted and indexed on the town's website, providing further access to our projected spending of the peoples' resources.

As in past years, our projection for state aid will not increase and is estimated level with this year's actual aid figure. This practice serves to insulate the town and our municipal operations from any fluctuations in the state budget and local aid changes. We anticipate that Governor Baker will announce a proposed increase in state aid for cities and towns at the upcoming MMA Annual Conference on January 24, 2020.

Overall property tax revenue is projected to increase by the allowable 2 ½ percent in FY21, with an increase in the estimate for new growth, the tax revenue that comes from new construction. The new growth estimate of $295,800 ($21 Million) is consistent with the increase in new residential and commercial construction that we have experienced.

Local receipts are projected to remain relatively consistent in most categories; we are have budgeted a small increase in automobile excise taxes. These figures are developed in detailed consultation with our department heads and reflect an analysis of industry trends as well as historical performance here in Ipswich. They will continue to be forecast well below actual proceeds, to provide a portion of the cushion that helps create a sustainable annual free cash figure.

This budget captures and fulfills the goals and requirements of the conservative policies of the Select Board for both revenues and expenses. It continues the practice of eschewing free cash as a funding source for the operating budget, an approach that has drawn praise from both our auditor and financial advisor. This practice ensures a balanced budget that is funded with recurring and not one-time revenues and is lauded by analysts and municipal finance professionals alike.

EXPENSES

This budget reflects a commitment to preserve our resident's quality of life by providing and maintaining adequate financial resources necessary to sustain a sufficient level of educational and municipal services, and to respond to changes in the economy, the priorities of governmental and non-governmental organizations, and other changes that may affect our financial well-being. It fulfills a core value of supporting education, public safety, and public works while working toward a balance between fiscal responsibility and fulfillment of the Select Board's strategic goals.

The FY21 budget:

- Continues to work within sustainable revenue sources and is balanced;
- Maintains the small increase in legal services spending from last year which is funded at $135,000 to cover additional legal expenses for ongoing 40B projects. Although demands for legal opinions continue to increase with union contract and regulatory issues, we continue to utilize professional and capable in-house resources to reduce the burden on our legal budget.

- Includes an increase in hours for our part-time building inspector to a full time position to cover the increased number of building permit applications, inspections and other demands on the office. This will improve our customer service and decrease wait times for building permits to be issued.

- The Police Department requested funding for an additional officer to handle traffic and parking enforcement, but we were not able to accommodate that request. Similar to last year, the Police Chief will assign a full time officer to handle traffic and parking enforcement from May to mid-September and will augment the shifts utilizing reserve police officers. As we see an uptick in New Growth with upcoming projects, we hope to be able to accommodate this request in the future.

- The Ipswich Public Library budget includes a small increase to reclassify Library staff positions and an increase of $2,000 to their Book Purchase line item in order to maintain our state certification.

- Includes a six percent (6%) increase for health insurance through MIIA, providing funding for the towns 65% share of the health insurance costs.

- Salary increases for most of the unions and the non-union personnel are calculated at 2 % for FY21 with a few employees receiving market rate adjustments after a salary review was completed.

- Trash and Recycling has an increase of 7.8 % which was negotiated in our current contract with JRM Hauling and Recycling. Trash and Recycling costs will need to be addressed in over the next few years as we prepare to negotiate our next contract. The increased recycling costs throughout the industry will have an adverse impact on our future budgets, we continue to monitor industry trends and will update the boards as we get more information.

- Annual increases in our health insurance, charges from Essex and Whittier Technical Schools, union contracts, building and vehicle insurances, and retirement and pension funding take up most of our 2.5% tax increase per year. This makes it difficult to honor new requests for staffing, new software and upgrades, and other new initiatives. Moving forward we will look at each department and see if there are any reorganizations that we can put in place to maximize our current staffing levels.

CAPITAL SPENDING

Included in this proposal are the capital requests for FY21, as well as the updated five-year capital plan. Each capital proposal includes a detailed project sheet outlining the specifics of each proposed purchase. This year's capital items are routine operational items and larger vehicle replacement expenses to be funded mostly with free cash and hopefully Green Communities Grant funds.

With the implementation of School Dude and the new facility needs assessment that is now complete, we have created a new five-year capital plan that ties back to the facility needs assessment report as we repair/replace immediate needs identified in the report. Our Capital Plan takes a holistic approach to our town-wide facility departments and how we seek to fund and implement future replacement and repairs.

Future capital project requests will include locker room upgrades at the High School, a new backhoe for the DPW department, and new energy efficient heating systems at our schools and town hall. With the

anticipation of Ipswich becoming a Green Community we plan to offset our HVAC replacement expenses with their yearly competitive grant funding program.

LONG-TERM FINANCIAL PLANNING

The Select Board continues to make long-term financial stability and sustainability a priority. In addition to their updated strategic goals, the Board has made working within the Levy and Proposition 2 ½ a priority and it guides how we decide which budget increases and capital requests are honored.

- Balancing development and costs – With a recent surge of residential housing applications, the pressures of providing roadways, clean water, and other municipal services, including education, will become more acute. It will be important to have a funding and service delivery program and plan to insulate the town from rising service delivery costs; the Town continues to look for ways to reduce water consumption to ensure we have enough water for growth projections;

- Infrastructure – With rising populations, the planning and implementation of infrastructure amenities like roadway and sidewalk repairs, walking trails, and other non-traditional methods of transportation, including expanding bus service, will be a critical planning issue.

- Transparency – The Town's ambitious effort to open its books and provide detailed, accessible information is not available on our website using Open Gov. We worked with this vendor to present our financial information in a clear and concise format that will allow our residents to look at and town expenses on a monthly, and annual basis.

- Health Insurance Costs continue to increase at a national average of 5-10% per year and while Ipswich has been under that percentage over the past few years, we will need to look into more creative, cost-effective plans and engage the MIIA to ensure we are offering health insurance that provides quality coverage through sustainable health plans for our employees.

- The facilities department will require funding for ongoing maintenance and capital projects. Given the current budget obligations and being limited by Proposition 2 ½ the Town of Ipswich will need to consider other funding options as we move forward to avoid larger emergency expenses if we push the work off to a later date.

CONCLUSION

This budget represents many hours of hard work by several dedicated public servants and volunteers. Many thanks to our department heads, finance staff, and numerous volunteers who collaborated on this important work.

I look forward to detailed and engaging discussions with the Select Board and Finance Committee over the next few months as we prepare for Town Meeting on May 12, 2020.

Guide to the
FY2021 Budget

Guide to the FY2021 Budget

OVERVIEW OF THE ANNUAL BUDGET PROCESS

The Town of Ipswich operates on a fiscal year period of July 1st to June 30th each year. The process of preparing the annual budget takes place over seven months each year. Below is a table of the major events that help shape the budget:

November	• Operating & Capital Department budgets requested
December & January	• Department budgets reviewed by Town Manager • Budget review meetings held by Town Manager with departments • Town Manager and Finance Director evaluate project requests from the department for the capital budget. • Debt schedules and financial forecasts are updated to provide context to the capital budget and the five-year capital improvement plan.
January - February	• Town Manager recommends the budget to Select Board and Finance Committee • Operating budgets posted to the town website
February	• Select Board and Finance Committee review budgets • School Committee prepares FY20 Budget
March-May	• Town Meeting Warrant approved by the Select Board • Budget, Warrant & Annual Town Report posted to the town website • Budget completed and voted by the Finance Committee & School
May	• Annual Town Meeting • Capital & Operating Budgets presented to Town Meeting for approval

November - Departments are provided with their previously submitted five-year capital requests for review, update, and the addition of the next fifth year. While requests generally remain the same as in the initial request, there are occasionally changed circumstances that necessitate alterations to the requests. This information is returned to the Town Manager.

December/January - Departmental operating budgets are submitted to the Town Manager. Meetings are held between the Town Manager, Finance Director, and Department Heads to discuss the details of the operating budget requests.

The Town Manager and Finance Director receive the compiled information and begin scheduling meetings with the various Department Heads to evaluate the projects for the Capital Budget. The preliminary debt schedules are updated, and various financial forecasts are completed in order to provide context to the Capital Budget as well as the five-year capital improvement program.

January/February - The Town Manager presents his/her recommended operating budget and financing plan for all departmental budgets to the Select Board. Weekly meetings of the Finance Committee commence to review each department's budget and continue until Town Meeting. These meetings are all open to the public.

Guide to the FY2021 Budget

January/February- The Capital Budget is finalized within the parameters of the established funding target. In making final decisions, the process includes a determination of actual needs and the prioritization of need-based upon legal mandate, public safety, and the effect of deferral. Any projects not approved for funding are typically deferred into the next budget year. In January, the proposed capital budget is presented to the Select Board.

February-May - The Finance Committee meets with Department Heads to review their budget and capital requests.

March/April - By the end of April, the Finance Committee and School Committee are ready to vote on the operating budget they will recommend to the Town Meeting.

April -May - The Select Board votes on the items they will recommend to Town Meeting for approval, including a vote to approve the "warrant" or agenda of all items to be considered for approval by Town Meeting. This includes the annual operating budget, capital spending requests, and any general bylaw, zoning bylaw changes, or other matters to be considered.

Annual Town Meeting - Ipswich's Annual Town Meeting is held on the second Tuesday in May of each year in accordance with the Ipswich General bylaws. The Town Meeting is the legislative body of the town and approves all expenditures and bylaw changes. The Town Meeting is presided over by the Moderator, who is elected by the voters of Ipswich and is responsible for the conduct of Town Meeting. The Moderator also appoints several boards and committees, providing a wide and significant impact on the community and its government.

WHAT IS TOWN MEETING?

The legislative body of the Town of Ipswich is an Open Town Meeting comprised of all registered voters, conducted under the leadership of the elected Moderator. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. Approval of most spending requires a simple majority vote in favor, but capital projects, if they involve borrowing, must be approved by a two-thirds majority. Any amendments to appropriations require the Town Meeting vote at either a regular or Special Town Meeting. The procedures for Town Meeting are specified in the Town of Ipswich Charter & General Bylaws.

Guide to the FY2021 Budget

HOW ARE TAXES CALCULATED?

In Ipswich, the tax rate is a function not only of the total revenues to be raised by real estate taxes (Levy Limit) but also levy exclusions.

What is a Levy Limit?
Proposition 2 ½ was enacted in 1980 to limit the reliance on the property tax and give the voters a greater say in approving property tax increases. With inflation and certain costs routinely pushing the cost of government beyond 2 ½% increases, the legislature provided voters the authority to approve increases greater than 2 ½%, enabling them to consider and determine what kind of community they want and can afford. A general override to Proposition 2 ½ supports the operating budget and requires a majority vote by ballot at the Town Election to pass. Town leaders are mindful of the tax burden and do everything possible to avoid or limit general overrides while maintaining essential services.

There are two components to the law:

1. A levy ceiling, or the maximum levy limit, is 2.5% of the full and fair cash value of the taxable real and personal property, as determined by the Town's assessors. This changes as properties are added or removed from the tax roll and as market values change, but Ipswich's Annual Tax Levy cannot exceed the Levy Ceiling.

2. The levy limit for a particular year is calculated by increasing the previous year's limit by 2.5% and adding certified new growth and overrides. The new limit cannot exceed the levy ceiling.

Ipswich's Annual Tax Levy= Levy Limit+ Exclusions
The Levy Limit= Prior Year Levy Limit+ 2.5%
+ (voter approved override) + New Growth

New Growth includes the additional property tax from new construction and additions to properties; exempt real property returned to the tax roll and new personal property. In Ipswich, we do estimate New Growth for the upcoming year, very conservatively.

This then becomes the base for calculating the levy limit for the next year. The Town's actual levy can be any amount up to the limit. If in one year, the levy is below the limit, the levy increase in the following year could not exceed 2.5%. The difference between the levy and the levy limit is called the excess levy capacity.

What are Exclusions?
Taxpayers may vote to fund debt for projects and choose to exclude these payments from the calculation of the levy limit and, therefore, from the base upon which the levy limit is calculated for future years. Unlike overrides, these Debt Exclusions or Capital Exclusions are temporary increases to the tax levy, lasting the life of the debt or the duration of the capital project. Exclusions require a majority vote on the ballot and may increase the levy above the levy ceiling.

Community Profile

Community Profile

Governmental Structure

The government of Ipswich consists of an elected five-member Select Board, a Town Manager, numerous departments, an open town meeting, and many boards and commissions. Except for the Select Board and School Committee all board and commission members are appointed. The Town Manager, who is appointed by the Select Board, is responsible for the overall operation of the town, and has appointment authority for most of the town staff (excluding schools) and most of the boards and commissions. The remainder are appointed by the Select Board and/or the Town Moderator, except for the constable, moderator, School Committee, and the Ipswich Housing Authority, which are elected by registered voter residents.

Town Meeting typically meets twice per year: the Annual Town Meeting in May, and the Special Town Meeting in October. The Town Meeting has a quorum of 200 registered voter residents.

Responsibility for the educational needs of Ipswich children rests with the elected School Committee. Day-to-day operational responsibility is delegated to the School Superintendent. Ipswich maintains an excellent school system, which ranks high in both state and national levels. On average, 92 percent of graduates from the Ipswich High School pursue a college degree.

Private Sector

There are approximately 450 commercial and professional establishments in Ipswich, many of which are small businesses.

Ipswich's primary commercial areas are: the town center; the commercial areas on Route 133/1A north of the Ipswich Middle/High School and east and north of the Route 133/1A intersection; and along Route 1 near its intersection with Linebrook Road. Its primary industrial areas are located near the town center: one along Mitchell Road north of High Street, and the other consisting of the Ipswich Business Park off Hayward Street. The town center is home to most of the town's institutional uses, many of its retail stores and restaurants, and its largest employer, EBSCO Information Services.

As illustrated by the **Largest Employers** table on page 3, Ipswich has several businesses besides EBSCO with significant work forces. One of them, New England Biolabs, is a successful bio-tech company that established its headquarters in a residential area pursuant to the Town's Great Estate Preservation Development zoning. Over the past couple of decades, Ipswich has developed a food and spirits niche, featuring numerous restaurants, two breweries, and two distilleries.

Community Statistics

Incorporated: 1634

Land Area: 33 Square Miles

Population (estimated): 13,995
Source: US Census Bureau, 2017

FY20 Tax Rate per Thousand: $14.02

FY20 Avg. Assessed Single-Family Home Value: $556,663

FY20 Avg. Single Family Tax Bill: $7,804

County: Essex

Public Roads: 96 miles

Workforce: 7,343 workers*
Source: 2017 American Community Survey
**Includes individuals seeking employment*

Form of Government: Town Manager, Five-Member Select Board, Open Town Meeting

Geography and Demographics

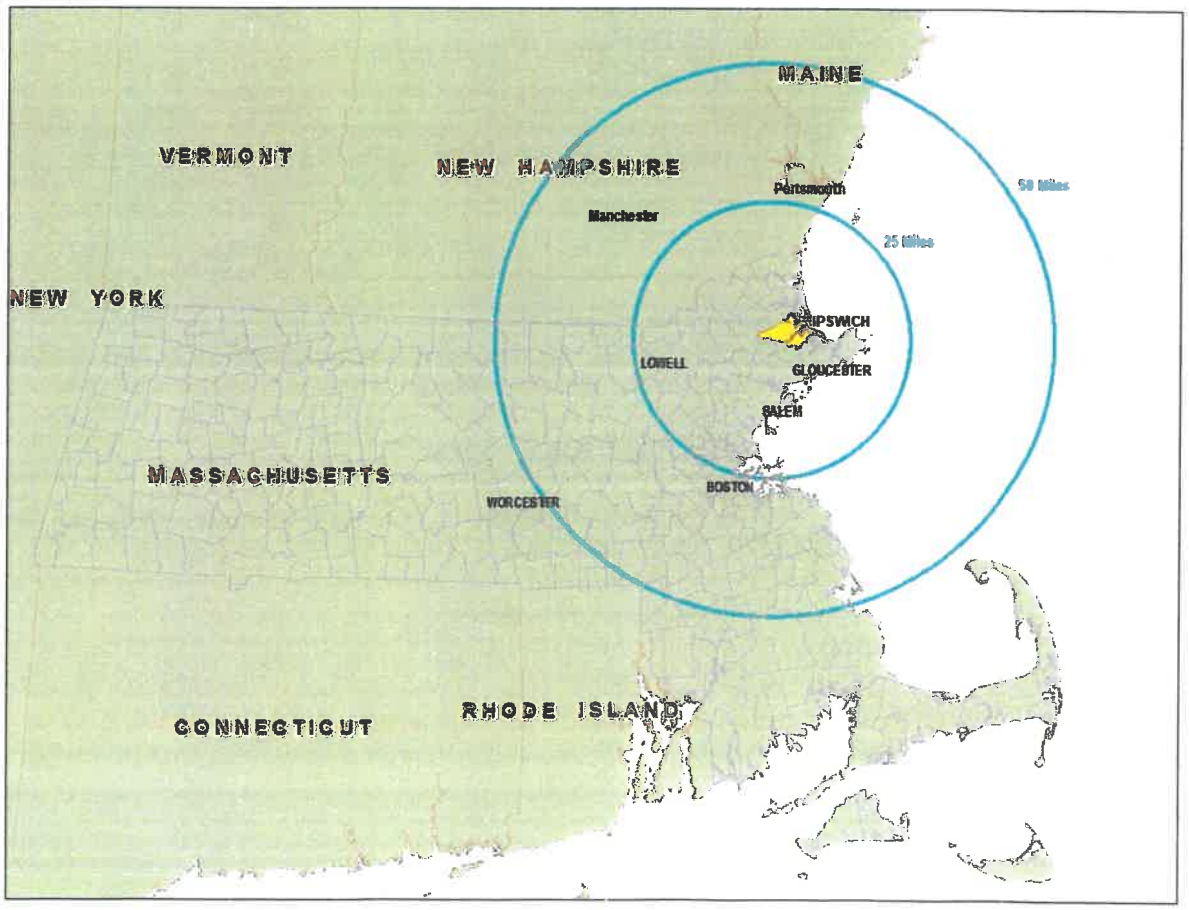
The town of Ipswich is a coastal community with approximately 33 square miles of land area, of which one-third is salt marsh. Located on the North Shore of Massachusetts about 30 miles northeast of Boston, Ipswich is within an hour's drive of Boston, Lowell, and southern New Hampshire and Maine. Located on the Newburyport-Rockport commuter rail line, the commuter station in downtown Ipswich provides frequent service to Boston and other points south, and Newburyport to the north.

Ipswich's population has grown slowly but steadily over the past 40 years. Ipswich was comprised of 11,128 residents in 1980; its estimated population in 2019 is 13,995. This represents a population increase of 26% over the time period, at an average annual increase of 0.67%. Twenty percent of Ipswich residents are under the age of 19, 58% are between the ages of 19 and 64, and 22% are 65 years of age or older.

The median income of Ipswich is $80,829 for a household and $105,371 for a family.

Sources: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates

Ipswich in the Region



Employment and Payrolls

The following table lists the major categories of employment, as well as income, in 2005, 2010, and 2017. The predominant business sector is the service industry, providing 75% of all employment in 2017, with the goods producing sector providing the other 25%. The largest employers in Ipswich are in manufacturing (19%), trade, transportation & utilities (12%), and education & health services (12%).

Industry		**Average Number of Employees**		
Year		2005	2010	2017
Total Goods producing		***1257***	***1276***	***1477***
Selected goods producing employment	Natural resources and mining (including agriculture)	117	75	64
	Construction	312	278	265
	Manufacturing	828	923	1116
Total Service Providing		***2887***	***3710***	***4466***
Selected service providing employment	Trade, transportation and utilities	695	1421	730
	Financial activities	165	147	142
	Professional and business services	221	224	446
	Education and health services	737	701	726
	Leisure and hospitality	550	622	587
Total Average Monthly Employment		**4144**	**4986**	**5943**

Number of Establishments	435	446	450
Average Weekly Wages	$846	$1,056	$1,298
Average Annual Wage*	$43,992	$54,921	$67,496

*Average Annual Wage is the Average Weekly Wage multiplied by 52.
Source: Mass Employment and Wages (ES-202)

Largest Employers

Name	Product/Function	Approx. Number of Employees
EBSCO Information Services	Information Services	1,015
New England Biolabs	Research	350
Town of Ipswich	Municipal government	150
Ipswich Shellfish Company	Shellfish	125
Weir Valve	manufacturer	110
Shaw's Supermarket	retailer	80

Budget Comparison

	Fiscal 2019	Fiscal 2020	Fiscal 2021
General Government	$1,706,696	$1,761,548	$1,859,182
Planning & Community Development	$560,988	$570,664	$590,192
Public Safety	$5,377,131	$5,372,544	$5,646,769
Public Works	$4,471,831	$4,687,133	$4,820,111
Community & Cultural Services	$1,477,867	$1,526,072	$1,551,235
Benefits & Other	$5,439,527[1]	$5,702,683[1]	$5,639,803
Water Department	$3,518,027	$3,914,948	$4,154,441
Wastewater Department	$2,556,690	$2,728,655	$2,881,732
Recycling	$998,323	$89,900[2]	$103,911
Total Expenditures	**$24,107,080**	**$26,464,704**	**$27,247,376 (budgeted)**

1. Includes debt costs.
2. Includes sanitation and solid waste costs.

Revenues

Property Taxes

Property taxes are a major source of revenue for the Town. The total amount levied is subject to certain limits prescribed by law.

State Aid Distributions

In addition to grants for specified capital purposes (some of which are payable over the life of the bonds issued for the projects), the Commonwealth provides financial assistance to cities and towns for operating expenses. Payments to cities and towns are derived primarily from a percentage of the State's personal income, sales and use, and corporate excise tax receipts, together with the net receipts from the State Lottery. A municipality's state aid entitlement is based on a number of different formulas, of which the "schools" and "lottery" formulas are the most important.

History

The town of Ipswich was founded on land originally inhabited by Native American tribes, who called the area "Agawam." Agawam was colonized in 1633, when a group led by John Winthrop Jr. established the settlement and named it Ipswich in honor of the merchants of Ipswich, England, financial supporters of the Bay Colony. The banks of the Ipswich River provided an ideal location for establishing a new community. The settlers enjoyed the advantages of fresh water, waterpower, excellent fishing, and transportation.

The small settlement prospered, and by 1646 Ipswich had nearly 800 inhabitants. The early residents of Ipswich were farmers, fishermen, shipbuilders, and traders. By the mid-1700s bridges crisscrossed the Ipswich River, wharfs and storehouses lined the shore of the navigable water, and a salt works, tannery and ship building yard were in operation. Fishing was the most profitable industry on the river. The second largest commercial operation was a thriving distillery at the town wharf. Ships from the West Indies unloaded barrels of molasses that were rolled directly into the distillery.

Lace and stocking making developed as a home industry in the 19th century. The first stocking machine, which had been smuggled from England, arrived in Ipswich in 1822. For several decades, small and intermittently successful textile industries came and went. In 1868, Amos Lawrence established the Ipswich Hosiery Mills in the old stone mill on the Ipswich River. By the turn of the century, the enterprise had become the largest stocking mill in the country.

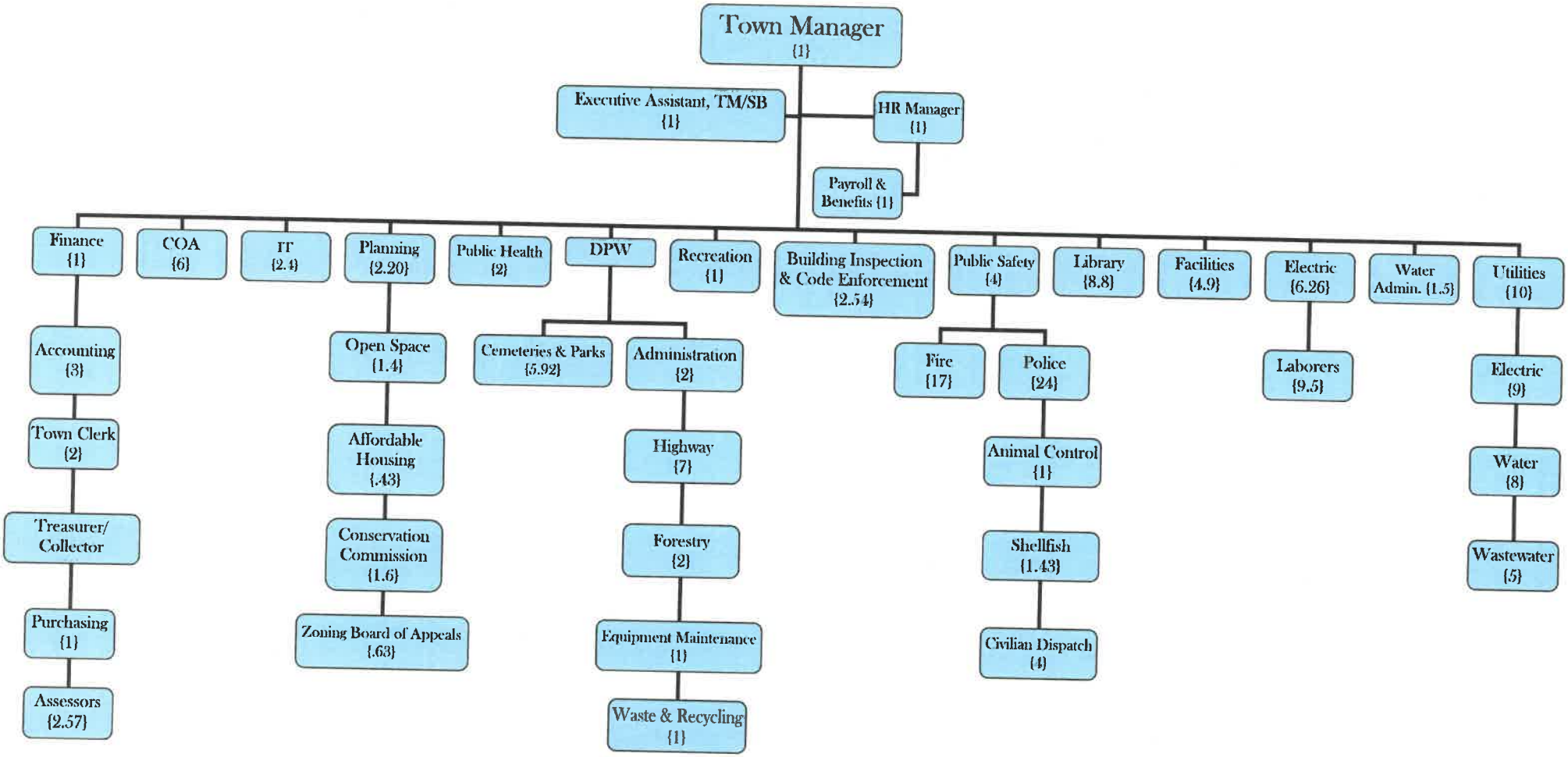
The industrial revolution brought a sizeable and diverse population to Ipswich as a result of its water-powered mill industries, among them tanning, shoemaking and machine knitting. Immigrants from England, Ireland, Canada, Poland and Greece found their way to Ipswich to work in the mills, which accounts for Ipswich's diverse cultural heritage.

For most of the 19th and early 20th centuries Ipswich remained a sparsely populated country town. Today, Ipswich is well known for its early 17th century homes; fifty-eight houses in town were built prior to 1725, the largest number still standing and occupied of any community in the country.

Our Government

Town Organizational Chart

Town of Ipswich Organization Chart



Form of Government

Chapter C

CHARTER

SECTION 1. Town Meeting.

The annual town meeting of the Town of Ipswich for the transaction of all business except the election of such officers and the determination of such matters as are by law to be determined by ballot shall be held on such date as the Town shall provide by by-law consistent with the provisions of the General Laws as amended. That part of the annual town meeting devoted to the election of officers and to take action on such matters as are by law to be determined by ballot shall be held within thirty days of the annual town meeting, and the time and place of holding such election and vote shall be stated in the warrant for the annual town meeting.

(As amended by order under G.L. c. 43B S. 10A adopted by vote of Town Meeting March 4, 1974, approved by the Attorney General May 10, 1974, and approved by the voters March 10, 1975)

SECTION 2. Board of Selectmen.

The Board of Selectmen shall consist of five members, each to be elected by official ballot by the qualified voters of the Town at the annual town election, and each to hold a three year term of office. Such term shall be staggered as they were prior to the acceptance of this act, and Selectmen holding office at the time of the acceptance of this act shall serve out their elected terms.

SECTION 3. Appointive Powers of Selectmen.

The Board of Selectmen shall appoint and may remove election officers, registrars of voters (except the Town Clerk), Trust Fund Commissioners, Town Accountant, Zoning Board of Appeals, an Electric Light Manager, and the Town Manager. The Treasurer and Collector shall be appointed by the Board of Selectmen as provided in chapter two hundred and fifty-one of the acts of nineteen hundred and sixty-three, which was accepted by the town of Ipswich in March nineteen hundred and sixty-four and which shall not be affected by this act in any way. The Town Accountant and the Treasurer and Collector shall, in the performance of their duties, be subject to the general supervision and direction of the Town Manager.

SECTION 4. Investigations or Surveys.

For the purpose of making investigations or surveys, the Board of Selectmen may employ such experts, counsel and other assistants and incur such other expenses, not exceeding in any year the sum of one thousand dollars, or such larger sum as may be appropriated for the purpose by the Town, as they may deem necessary, and the same shall be paid by the Treasurer upon a warrant signed by a majority of the Board of Selectmen.

SECTION 5. Other Elective Boards and Offices.

In addition to the Board of Selectmen, the registered voters of the Town shall elect a moderator, a constable, a school committee of seven members and a housing authority of five members, each to be elected in accordance with the practices in effect for the election of such officials prior to the acceptance of this act. Any of said officials holding office at the time of the acceptance of this act shall serve out his elected term.

SECTION 6. Town Manager.

The board of selectmen shall appoint a town manager for a term of 3 years. The town manager shall be a person especially fitted by education, training and experience to perform the duties of the office. The town manager shall be appointed without regard to the town manager's political beliefs. The board of selectmen may reappoint an incumbent town manager for successive, 3-year terms of office, as the board may determine to be in the best interests of the town. The town manager shall not be required to be a resident of the town or of the commonwealth when appointed or during the town manager's initial term; provided, however, that if reappointed, the town manager shall be required to reside in the town not more than 12 months after the beginning of the town manager's second term of office and throughout all successive terms of office. Before entering upon the duties of the office, the town manager shall be sworn to the faithful and impartial performance thereof by the chairman of the board of selectmen, the town clerk or a justice of the peace. The town manager shall execute a bond in favor of the town for the faithful performance of the town manager's duties in such sum and with such surety as may be fixed or approved by the board of selectmen.

(Amended by vote of Special Town Meeting, November 7, 2017; approved February 16, 2018, by Acts of 2018, c. 28.)

SECTION 7. Temporary Town Manager.

A vacancy in the office of Town Manager shall be filled as soon as possible by appointment by the Board of Selectmen. Pending the appointment of a town manager or the filling of such a vacancy, the Selectmen may appoint a suitable person to perform the duties of the office temporarily. Said temporary appointment shall be made within thirty days of the occurrence of the vacancy, but any such temporary appointment shall be for a term not to exceed ninety days. If necessary, the Board of Selectmen may extend the temporary appointment for an additional term not to exceed ninety days. A temporary town manager, appointed according to the terms of this section, shall serve at compensation to be set by the Board of Selectmen, but such compensation shall not exceed the rate of compensation approved for the Town Manager by the Town.

SECTION 8. Acting Town Manager.

In the event of a temporary absence or disability of the Town Manager, the Board of Selectmen may designate an officer of the Town to perform the duties of the Town Manager until he shall return or his disability shall cease. Such an appointment must be made if absence or disability extends beyond thirty days.

SECTION 9. Removal of Town Manager.

The Selectmen, at any meeting of the full membership of the Board, may adopt a preliminary resolution to remove the Town Manager by a vote in which not more than one member dissents. At least thirty days before such proposed removal becomes effective, the Selectmen shall file a preliminary written resolution with the Town Clerk setting forth in detail the specific reasons for the proposed removal, a copy of which resolution shall be delivered to the Town Manager. The Manager, within thirty days after notice so filed, may reply in writing to the resolution and may request a public hearing. If the Manager so requests, the Board of Selectmen shall hold a public hearing not earlier than twenty days nor later than thirty days after the filing of such request. After such public hearing, if any, otherwise at the expiration of thirty days following the filing of the preliminary resolution, and after full consideration, the Selectmen, by vote of the full membership of the Board at which no more than one member dissents, may adopt a final resolution of removal. In the preliminary resolution the Selectmen may suspend the manager from duty, but shall in any case cause to be paid to him forthwith any unpaid balance of his salary through the date of the final resolution plus one month's severance pay.

SECTION 10. Compensation of Town Manager.

The Town Manager shall receive such compensation for his services as the Selectmen shall determine but it shall not exceed the amount appropriated therefor by the Town without prior approval of the Finance Committee.

SECTION 11. Powers and Duties of the Town Manager.

In addition to specific powers and duties provided in this act, the Town Manager shall have the general powers and duties enumerated in this section:

(a) The Town Manager shall supervise and direct the administration of all departments, boards and offices subject to his appointment.

(b) The Town Manager, in accordance with the provisions of this act and except as otherwise expressly prohibited by the General Laws, may reorganize, consolidate or abolish departments, commissions, boards or offices under his direction and supervision, in whole or in part, may establish such new departments, commissions, boards or offices as he deems necessary, and in so doing, may transfer the duties, powers and

appropriation of one department, commission, board or office to another.

(c) Except as otherwise provided by this act, the Town Manager shall appoint upon merit and fitness alone, and subject to the provision of chapter thirty-one of the General Laws where applicable, may remove all officers and employees of the Town under his supervision. Town officers and employees not subject to the provisions of said chapter thirty-one shall not be removed by him except on five days' notice in writing, setting forth the cause of such removal.

(d) Notwithstanding the provision of section one hundred and eight of chapter forty-one of the General Laws, the Town Manager shall fix the compensation of all officers and employees subject to removal by him. Said compensation shall not exceed the sums appropriated by the Town.

(e) The Town Manager shall attend all regular meetings of the Board of Selectmen unless excused by the Board.

(f) The Town Manager shall keep full and complete records of his office, and shall render as often as may be required by the Selectmen a full report of all operations during the period reported on.

(g) The Town Manager shall keep the Selectmen fully advised as to the needs of the Town and shall recommend to the Selectmen for adoption such measures requiring action by them or by the Town as he may deem necessary or expedient.

(h) The Town Manager shall have jurisdiction over the rental and use of all Town property and shall be responsible for the maintenance and repair of all Town buildings. He shall be responsible for the preparation of plans and the supervision of work on existing buildings or on the construction of new buildings. However, he shall not have such responsibilities for property and buildings under the control of the School Committee unless so requested of the Board of Selectmen by that committee.

(i) The Town Manager shall administer either directly or through a person or persons appointed by him in accordance with this act all provisions of general and special laws applicable to said Town, all by-laws and all regulations established by the Selectmen.

(j) The Town Manager shall be responsible for publication of the annual town report which shall include, in addition to that which is required by law or by by-law, the warrants and actions taken by the Town of such warrants for all town meetings which have occurred since the last town meeting included in the last annual town report. The first such report to include town meeting data shall begin with the data from the previous annual town meeting.

(k) The Town Manager shall perform such other duties consistent with his office, as may be required of him by the by-laws of the Town or by the vote of the Selectmen.

(l) The Town Manager shall appoint all necessary town officers not specifically provided for herein.

(m) The Town Manager shall act as the purchasing agent for the Town with the powers and duties provided in section one hundred and three of chapter forty-one of the General Laws.

SECTION 12. Investigations by the Town Manager.

The Town Manager may, without notice, cause the affairs of any division or department under his control, or conduct of any officer or employee thereof, to be examined. The Town Manager shall have access to all Town books and papers for information necessary for the proper performance of his duties.

SECTION 13. Boards and Offices to be Appointed by the Town Manager.

The following boards or offices in existence at the time of acceptance of this act shall continue in force and effect: Planning Board, Board of Assessors, Town Counsel, Civil Defense Director, and Safety Director. Members of said boards or offices holding office at the time of acceptance of this act shall serve out their appointed terms, and future appointments shall be made by the Town Manager. If for any reason a vacancy occurs in any of these boards or offices, the vacancy shall be filled for the unexpired term by appointment by the Town Manager.

The director of the Ipswich public library shall be appointed by the town manager with the approval of the board of library trustees. The town manager may remove the director of the Ipswich public library, with the approval of the board of library trustees, for just cause, following a hearing.

(As amended by order under General Laws Chapter 43B, Section 10, adopted by vote of Town Meeting April 6, 1998; approved by the voters on April 13, 1998; approved by the Attorney General on May 7, 1998; effective June 4, 1998)

SECTION 14. Recreation Committee.

Upon acceptance of this act, there shall be established a Recreation Committee to consist of seven members to be appointed by the Town Manager. Said committee shall assume all the duties and responsibilities of the Recreation Committee as they exist prior to the acceptance of this act, with the exception of the responsibility for employing and removing personnel, which shall be the responsibility of the Town Manager. The term of office shall be three years, terms to be staggered such that in one year, two; the second year, two; and the third year, three terms shall expire. If for any reason a vacancy occurs in the membership of the committee,

the vacancy shall be filled for the unexpired term by appointment by the Town Manager. The Town Manager shall appoint a recreation director and a buildings and grounds director who shall be subject to the general supervision and direction of the Town Manager.

(As amended by order under General Laws Chapter 43B Section 10A, adopted by vote of Town Meeting April 13, 1981; approved by the Attorney General on May 22, 1981; and approved by the voters on April 12, 1982.)

SECTION 15. Board of Cemetery and Park Commissioners.

Upon the acceptance of this act, the Board of Cemetery and Park Commissioners, which board was elected prior to the acceptance of this act, shall revert to an appointed board, said appointments to be made by the Town Manager. Elected members of the board shall serve out their unexpired terms, at the expiration of which their successors shall be appointed by the Town Manager. If for any reason a vacancy occurs in the membership of the Board of Cemetery and Park Commissioners, the vacancy shall be filled for the unexpired term by appointment by the Town Manager. Said board shall assume all duties and responsibilities of the Board of Cemetery Commissioners and of the Park Commissioners in existence prior to the acceptance of this act, with the exception of the responsibility for employing and removing personnel, which shall be the responsibility of the Town Manager.

(As amended by order under General Laws Chapter 43B Section 10A, adopted by vote of Town Meeting April 13, 1981; approved by the Attorney General on May 22, 1981; and approved by the voters on April 12, 1982.)

SECTION 16.

Deleted by order under General Laws Chapter 43B, Section 10, adopted by vote of Town Meeting April 6, 1998; approved by the voters on April 13, 1998; approved by the Attorney General on May 7, 1998; effective June 4, 1998.

SECTION 17. Board of Health.

Upon the acceptance of this act, the Board of Health, which board was elected prior to the acceptance of this act, shall revert to an appointed board, said appointments to be made by the Town Manager. Elected members of the board shall serve out their unexpired terms, at the expiration of which their successors shall be appointed by the Town Manager. If for any reason a vacancy occurs in the membership of the Board of Health, the vacancy shall be filled for the unexpired term by appointment by the Town Manager. Said board shall assume all duties and responsibilities of the Board of Health in existence prior to the acceptance of this act with the exception of the responsibility for employing and removing personnel, which shall be the responsibility of the Town Manager. The Town Manager may appoint an agent of the Board of Health who may be a member of said board and who shall possess all the powers and duties

conferred or imposed by law upon agents of boards of health of towns, but who shall, in the performance of his duties, be subject to the general supervision and direction of the Town Manager.

SECTION 18. Town Clerk.

The Town Manager shall appoint a suitably qualified person to the office of Town Clerk. The person holding the elective office of Town Clerk at the time of the acceptance of this act shall serve out the term to which he was elected, at the expiration of which the Town Manager shall appoint his successor. The Town Clerk shall have the powers, perform the duties, and be subject to the liabilities and penalties now or hereafter conferred or imposed by law upon Town Clerks but shall be subject to the general supervision and direction of the Town Manager in the performance of his duties. He shall be sworn to the faithful performance of his duties by the chairman of the Selectmen or by a justice of the peace.

SECTION 19. Inspectors.

The Town Manager shall appoint a suitably qualified person or persons to serve as plumbing, gas, wiring, and building inspectors, and shall fix their compensation which shall not exceed the amount appropriated by the Town.

SECTION 20. Additional Committees or Boards.

In addition to the above mentioned boards, committees or officers, the Town Manager may establish and appoint the members of such advisory boards or committees as he deems necessary. Such boards or committees may include, but need not be restricted to, a water-sewer advisory board, mosquito control committee, traffic safety committee, building code committee, public safety advisory committee, personnel advisory board and an electric light advisory board.

SECTION 21. Department of Public Works.

Upon the acceptance of this act there shall be established a department of public works as herein provided. The Town Manager shall assume all the powers and duties as heretofore delegated to the Board of Public Works. The Board of Selectmen shall assume all the powers and duties heretofore delegated to the Water Commissioners and Sewer Commissioners. The Town Manager may appoint such superintendents of separate sections of said department as he deems necessary except that the existing position of Superintendent of Streets as now established shall continue to exist within the Department of Public Works. The Department of Public Works may include, but need not be restricted to, the Engineering Department, Water Department, Sewer Department, Forestry Department, Highway Department and Shellfish Department as they existed prior to the acceptance of this act. The Cemetery Department, at the discretion of the Selectmen, may be included under Public Works also after the expiration of the terms of the elected members as specified in section fifteen. The

Public Works Department so established shall assume all the functions of the departments it incorporates as these functions existed prior to the acceptance of this act. The Town Manager may consolidate the functions of various departments as they become part of the Department of Public Works, but the organized composite departments shall consist of divisions that compare as nearly as practical by title and function with the departments as they existed prior to the acceptance of this act, and the accounting for this department shall be subdivided according to the divisions so defined. The collection and removal of refuse, garbage and offal shall also be the responsibility of said department.

(As amended by order under General Laws Chapter 43B Section 10A adopted by vote of Town Meeting March 06, 1972, approved by Attorney General August 11, 1972, and approved by the voters March 12, 1973.)

SECTION 22. Electric Light Department.

The Electric Light Department in existence at the time of acceptance of this act shall continue in force and effect. Said department shall be under the direct supervision of an officer to be known as the Electric Light Manager, but shall be subject to the general supervision of the Town Manager who shall be responsible to the Board of Selectmen as Electric Light Commissioners.

(As amended by order under General Laws Chapter 43B Section 10A adopted by vote of Town Meeting March 06, 1972, approved by Attorney General August 11, 1972, and approved by the voters March 12, 1973.)

SECTION 23. Approval of Warrants.

The Town Manager shall be the chief fiscal officer of the Town. Warrants for the payment of Town funds prepared by the Town Accountant in accordance with the provisions of section fifty-six of chapter forty-one of the General Laws shall be submitted to the Town Manager. The approval of any such warrant by the Town Manager shall be sufficient authority to authorize payment by the Town Treasurer, but the Selectmen shall approve all warrants in the event of the absence of the Town Manager or a vacancy in the office of the Town Manager.

SECTION 24. Investigation of Claims.

Whenever any payroll, bill or other claim against the Town is presented to the Town Manager he shall, if the same seems to him to be of doubtful validity, excessive in amount, or otherwise contrary to the interests of the Town, refer it to the Selectmen who shall immediately investigate the facts and determine what, if any, payment should be made. Pending such investigation and determination by the Selectmen, payment shall be withheld.

SECTION 25. Receipts Paid to the Treasury.

Every officer shall pay into the treasury of the Town all amounts received by him on behalf of the Town, and shall make a true return thereof to the Town Accountant stating the accounts upon which such amounts were received.

SECTION 26. Fees Paid to Treasury.

The aggregate annual compensation of each Town employee appointed by the Town Manager shall be limited to the amount established in accordance with the provisions of this act and all fees received in accordance with the provisions of any general or special law shall be paid into the treasury of the Town.

SECTION 27. Estimates of Expenditures.

No later than one hundred (100) days prior to the Annual Town Meeting, the Town Manager shall submit to the Selectmen a careful, detailed estimate in writing of the probable expenditures of the Town Government for the ensuing fiscal year, stating the amount required to meet the interest and maturing bonds and notes or other outstanding indebtedness of the Town and showing specifically the amount necessary to be provided for each fund and department, together with a statement of the expenditures of the Town for the same purposes in the two preceding years and an estimate of expenditures for the current year. He shall also submit a statement showing all revenues received by the Town in the town preceding fiscal years and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year. For the purpose of enabling the Town manager to make up the annual estimate of expenditures, all boards, officers, and committees of the Town shall, upon his written request, furnish all information in the possession and submit to him in writing a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments during the next fiscal year.

(Amended by vote of Annual Town Meeting, May 13, 2014, approved by Attorney General September 4, 2014, approved by the Legislature November 6, 2014).

SECTION 28. Annual Budget.

The Selectmen shall consider the tentative budget submitted by the Town Manager and make such recommendations relative thereto as they deem expedient and proper in the interests of the Town. No later than 65 days prior to the Annual Town Meeting, the Selectmen shall transit a copy of the budget together with their recommendations relative thereto to each member of the Finance Committee.

Between May 15 and July 15 of each year, in closing the fiscal year, the Town Manager, with the approval of the Board of Selectmen and the Finance Committee, may transfer funds between departments and categories appropriated within the municipal operating budget for the year then

ending; said actions may be taken without further town meeting approval, provided the total budget is not increased, and provided further that the aggregate total of funds transferred pursuant to the provisions of this Section shall not exceed two percent (2%) of the total municipal operating budget for the year then ending.

(Paragraph appended by vote of April 7, 2003, Town Meeting; Approved by Attorney General May 19, 2003; Amended by vote of Annual Town Meeting, May 13, 2014, approved by Attorney General September 4, 2014, approved by the Legislature November 6, 2014).

SECTION 29. Finance Committee.

The Finance Committee shall continue to exist as it is now established in accordance with chapter four of the By-Laws of the Town of Ipswich.

SECTION 30. By-Laws, Rules, Etc.

All laws, by-laws, rules and regulations in force in the Town of Ipswich when this act takes effect, not inconsistent with its provisions, whether enacted by authority of the Town or any other authority, shall continue in full force and effect until otherwise provided by law, by-law or vote, respectively; all other laws, by-laws, rules and regulations, so far as they refer to the Town of Ipswich, are hereby repealed and annulled, but such repeal shall not revive any pre-existing enactment.

SECTION 31. Submission of Act and Time of Taking Effect.

This act shall be submitted to the qualified voters of the Town of Ipswich for acceptance at the annual town meeting to be held in the year nineteen hundred and sixty-seven in the form of the following question which shall be placed upon the official ballot to be used at said meeting: "Shall an act passed by the General Court in the year nineteen hundred and sixty-six, entitled 'An Act establishing a Selectmen-Town Manager form of government for the Town of Ipswich', be accepted?" If a majority of the votes in answer to said question is in the affirmative, this act shall thereupon take effect immediately, but not otherwise.

SECTION 32. Revocation of Acceptance.

At any time after the expiration of three years from the date on which this act is accepted and not less than sixty days before the date of an annual town meeting, a petition signed by not less than twenty percent of the registered voters of the Town may be filed with the Selectmen, requesting that the question of revoking the acceptance of this act be submitted to the voters. Thereupon the Selectmen shall cause the question of revocation of the acceptance to be placed on the ballot at the next annual town election. At said election the vote shall be taken in answer to the following question which shall be printed on the official ballot: "Shall an act passed by the General Court in the year nineteen hundred and sixty-six, entitled 'An Act establishing a Selectmen-Town Manager form of government for the Town

of Ipswich', be retained?" If retention of the act is favored by a majority of the voters voting thereon, no further petition therefor shall be filed under this section more often than once every three years thereafter. If retention of this act is not favored by a majority of the voters voting thereon, this act shall cease to be operative on and after the next annual town election following such vote, the term of office of the Town Manager terminating at that time. At the first annual town election following such vote of revocation, the registered voters of the Town shall elect by ballot all elective officers, boards, and committees whose election of office was required immediately prior to the acceptance of this act, but whose election to office was not required according to the terms of this act; provided, however, that the Town has not voted to accept other plans which provide for a different arrangement from that existing immediately prior to the acceptance of this act. It shall be the duty of the Selectmen and the Town Clerk in office, and any other Town official upon whom by reason of his office a duty devolves when this act is revoked, to comply with all of the requirements of this section relating to elections, to the end that all things may be done necessary for the nomination and election of the officers required to be elected following the revocation of this act. The said revocation shall not affect any contract then existing or any action at law of any suit in equity or any other proceedings then pending. Any special laws relative to said Town which are repealed by this act shall be revived by this revocation. All laws, by-laws, votes, rules, and regulations repealed and annulled as provided in section thirty shall be revived by such revocation. By-laws, votes and rules and regulations in force when said revocation takes effect, so far as consistent with the General Laws respecting town government and town officers and with special laws, shall not be affected thereby. For those positions for which the unexpired terms of office were not affected by the acceptance of this act, the unexpired terms of office shall not be affected by the revocation of this act.

SECTION 33. Recall of Elected Officials.

(a) Any holder of an elected office in the town of Ipswich who has held an elected town wide office and whose term of office extends beyond the next annual town election, may be recalled therefrom by the registered voters of the town as provided in this section, for reasons of: (i) conviction of a felony while in office or conviction of the following misdemeanors, as defined by the General Laws, while in office: domestic violence, driving under the influence of alcohol or drugs, the illegal manufacture, distribution or dispensing of controlled substances, assault or criminal harassment; (ii) admission to facts, while in office, sufficient to be convicted of a felony or sufficient to be convicted of the following misdemeanors, as defined in the General Laws: domestic violence, driving under the influence of alcohol or drugs, the illegal manufacture, distribution or dispensing of controlled substances, assault or criminal harassment; (iii) being in violation of the conflict of interest law, in chapter 268A of the General Laws, while in office, as determined by the state ethics commission or the attorney general; or (iv) attended less than 50 per cent of the posted public

meetings of the board or office on which the official was an elected member or to which the official was elected or appointed as part of that official's elected position during the previous 12 months. The elected official's vote on a matter, other than in connection with a conflict of interest violation, shall not be grounds for a recall petition.

(b) Ten or more registered voters of the town of Ipswich may make and file a notice of intent with the town clerk bearing the name of the elected official sought to be recalled and a statement of the specific grounds for the recall as established under subsection (a), with information sufficient to support the specific grounds for recall, at least 170 days before the next annual town election. Upon certification of the required signatures by the registrar of voters and a determination that the notice of intent contains information sufficient to support the specific grounds for the recall, as confirmed by town counsel, within 5 business days, the clerk shall deliver to the first named voter on the notice of intent, the petition forms, addressed to the board of selectmen requesting a recall. The petition forms shall be issued under the signature and official seal of the town clerk. The petition forms shall be dated and shall contain the names of the first 10 registered voters whose names appear on the notice of intent to recall. In addition, the petition shall request the election of a successor to the office. A copy of the petition form shall be entered in a record book to be kept in the office of the town clerk. The recall petition forms shall be returned and filed with the town clerk within 60 days after the receipt of the signed petition forms, or the next business day if the sixtieth day falls on a Saturday, Sunday or legal holiday, with signatures, names and precincts. The town clerk shall, within 3 business days after the petition forms are filed with the office of the town clerk, submit the recall petition forms to the registrar of voters. The registrar shall, within 15 business days after the date of receipt, certify in writing to the town clerk, the number of signatures which are names of registered voters in Ipswich.

(c) If the recall forms shall be certified by the registrar of voters to contain at least 1500 signatures of registered voters in Ipswich, including at least 200 registered voters from each precinct, the petition shall be filed by the town clerk with the board of selectmen within 2 business days. The selectmen shall give notice following the next scheduled board of selectmen meeting, in writing, to the elected official whose recall is sought by sending that elected official a copy of the certified recall petition. If the elected official to whom the recall is directed by the board of selectmen does not resign the office within 5 business days from the date of notice, the board of selectmen shall order a recall election to be held on the date of the next town election. If a vacancy occurs in the office after a recall election has been ordered, the election shall proceed as provided in this section, but only ballots for the new candidates shall be counted.

(d) An elected official whose recall is sought shall not be a candidate in the recall election. The nomination of candidates, the publication of the

warrant for the recall election and the conduct of the election shall be in accordance with the state and local laws relative to elections, unless otherwise provided in this section.

(e) The incumbent shall continue to perform the duties of the office until the recall election, unless the elected official resigns. If the incumbent is not recalled, that person shall remain in office for the remainder of the incumbent's unexpired term, subject to recall as before, except as provided by this section. If recalled in the recall election, the incumbent shall be considered removed upon the qualification of the successor, who shall hold office during the unexpired term.

(f) Ballots used in a recall election shall contain the following propositions in the order indicated: For the recall of (name of elected official) who holds the position of (elected office)Against the recall of (name of official) who holds the position of (elected office) Immediately at the right of each proposition there shall be a designated space for voters to vote for either of the propositions. Under the propositions shall appear the words "Candidates and directions to voters required by section 42 of chapter 54 of the General Laws" and beneath those words, the names of the candidates nominated listed alphabetically as herein provided. If a majority of the votes cast upon the question of the recall is in favor of the recall, the elected official shall be recalled and the ballots for candidates shall be counted. The candidate receiving the highest number of votes shall be declared elected. If the majority of the votes are cast in the negative, the ballots for candidates need not be counted unless the incumbent official has previously resigned or a vacancy occurs in the office after a recall election has been ordered under subsection (c).

(g) A recall petition shall not be filed against an elected official within 6 months after the official has taken office, unless the elected official has been re-elected to another consecutive term in office, then a recall petition may be filed not sooner than 3 months after such official takes office on the re-election vote. In the case of an elected official subjected to a recall election and not recalled, a recall petition shall not be filed against that official until at least 6 months after the election at which the recall was submitted to the voters of the town; provided, however, that an elected official shall not be subject to a subsequent recall petition for the same specific grounds that were the basis of any prior recall petition.

(h) A person who has been recalled from office, or who has resigned from office after the recall petition has been certified by the registrar of voters, shall not be appointed to any town office, board or committee within 2 years after the recall or resignation.

(Added May 14, 2013 ATM; approved October 3, 2013 by Acts of 2013, c. 102)

Select Board
Strategic Goals for FY2021

Town of Ipswich

2018-2020 Select Board Goals

Ipswich Viability

1. **Economic Development**
   a) Prepare an Ipswich Economic Development portfolio that highlights the benefits of doing business in Ipswich. Mail this out to local and national businesses that we would like to attract to Ipswich. **(Ongoing)**
   Working with New Planning Director on this Project
   b) Identify parcels for future Economic Development and be sure to forward this list to the Community Development Plan Steering Committee **(Spring 2019)**
   Tax title list has been compiled, will be presented to the Board in February 2020
   c) Research and Identify Federal & State grant opportunities for road construction projects. Utilize our state and federal political partners to assist with grant applications. (Look to leverage historic sites and first-period homes) **(Ongoing)**
   d) Identify potential areas for community space, work with local businesses to prepare a plan for Spring 2019 **(Ongoing)**
2. **Downtown Parking**
   a) Work with property owners of Hammatt Street Parking lot to develop a design plan to maximize parking and increase traffic flow and improve curb appeal before the 2019 ATM. **(April 2019) Draft Plan is complete, will be presenting to Select Board at an upcoming meeting**
   b) Work with Downtown Parking Task Force to identify potential improvements to the current parking situation and implement these changes with Select Board approval **(Spring/Summer 2019) Ongoing**
3. **Transportation**
   a) Create a transportation education pamphlet about local options
   b) Work with local businesses (EBSCO) to create shuttle options and use of additional parking for special events. Create a plan and identify options. **Have had several meetings with EBSCO, we continue to collaborate about ideas, more to follow**
   c) Look for additional grant opportunities to improve sidewalk access and make repairs to existing. Create a prioritization plan with DPW Director and present to the Select Board **(Ongoing)**
4. **Existing Industry – Business Partners**
   a) Plan at least three community events with local businesses (i.e., cleanup events, landscaping events, small building projects) (Spring Summer 2019)
   b) Reach out to local farms and bring back the local Farmers Market next year. Identify resources and funding sources to be utilized to hire a Farmers Market Director. **One time Farmers Market was a success, still looking to create a more permanent setup**
5. **Affordable Housing**
   a) Identify available zoning tools to create affordable housing – suggest zoning changes if necessary **(This is a priority for new Planning Director)**

b) Identify large parcels around town for affordable housing utilizing cluster zoning (public/private partnership?) (Same as Above)
c) Create an affordable housing plan as part of the Community Development Plan **(Ongoing)**

6. **Climate Control – Protecting our Natural Resources**
   a) Create the Climate Resiliency Committee (CRC) (Fall 2018) – **Completed**
   b) Tap into human capital – create a plan with short term and long term goals and objectives with volunteers **(Ongoing with CRC)**
   c) Create a new position or revamp existing position to work on grant writing/grant implementation. **(Currently working with Facilities, but more to follow on this)**
   d) Adopt the Stretch Energy Code and have Ipswich become a Green Community **(Fall 2018) - Completed**

Infrastructure

1. **Water, Sewer, ELD & DPW**
   a) Create an itemized list of upcoming projects to include all long-term projects with an estimated dollar value to complete, work with Select Board to prioritize projects **(Winter 2019) – Ongoing, working with Strategic Planning Working Group**
   b) Create a long-term funding/financing plan with Finance Director – present to the Select Board and Fin Com during the budget presentation
2. **Electric Light Department (ELD)**
   a) Explore additional revenue opportunities **(Ongoing)**
   b) Identify areas in Town where Select Board would like to try to put overhead wires underground **(Ongoing)**
3. **Town & School owned buildings**
   a) Review and analyze Town Hall space, create a needs assessment taking into account after hours use, with a long-term goal of streamlining operations while maintaining customer service levels **(Fall 2019)**
   b) Identify building deficiencies in Elementary Schools, work with the school department incorporate into a 10-year capital plan. **(Ongoing)**
4. **Public Safety Buildings**
   a) Identify potential locations for a new Public Safety Building – to include Privately held properties. **(Completed)**
   b) Research potential of having a Decentralized public safety operation – what does this look like and what is the risk vs. the reward **(Part of Feasibility Study, see above)**
5. **Facilities and Capital Planning**
   a) Create a 10-Year Capital Plan and Identify Funding Sources – **(In Process)**
   b) Develop and implement a Facilities needs assessment – Move forward with new Maintenance Software **(School Dude) – Complete**

Transparency/Communication

1. **Overall**
    a) Create a marketing plan to highlight our local businesses
    b) Improve communication between all business groups – offer to host joint meetings **(Ongoing – Progress Made)**
    c) Improve outreach to residents on day to day basis and during emergency situations
2. **Social Media**
    a) Link all of our social media sites/platforms – **Completed**
    b) Utilize Town social media outlets to get the Towns message and new initiatives out to the residents and business owners – **(Ongoing, needs more attention)**
    c) Create a policy for social media **– Currently being developed**
3. **Website**
    a) Develop, launch and sustain a new town website integrating all departments, with interactive provisions and updated meetings on the homepage **(Ongoing, working with new IT Director)**
    b) Implement new text message notification software – **(Still researching)**
4. **Cable TV**
    a) Create more programming utilizing ICAM, involve department heads and committees to update and educate the residents and business owners. Look to create one show per quarter **(minimum of 4 per year) (Still need to implement)**
5. **Open Checkbook**
    a) Purchase & Launch Open Gov software before the end of the year and create a marketing campaign to inform residents - **Complete**
6. **Technology for Town Meeting**
    a) Purchase Poll Pad for Fall Special Town Meeting **- Complete**
    b) Research Electronic Voting – Benefits of renting vs. buying voting devices. Look into the possibility of a free trial for Annual Town Meeting – **Complete, Demo at ATM 2019**

Citizen Contribution

1. **Boards & Committees**
    a) Have each Volunteer Board/Committee come in at least Bi-annually to update Select Board/Residents on progress **(Ongoing)**
    b) Increase collaboration with Finance and School Committee – Increase the number of Tri-Boards. Schedule one before the budget season begins in September 2018. – **Completed**
    c) Look into having one Select Board member on each committee – currently, it is not consistent. Create an official policy for the Select Board? **(Ongoing)**
2. **Better Collaboration**
    a) Create a volunteer List Serve – with online sign-up.
    b) Create an information panel about volunteer opportunities – develop a Cable TV show to help accomplish this task
3. **Engage the youths, HS & Middle School**

a) Contact School Department about implementing an Internship program with High School – Community Service Hours? **(Human Resources is working on this, have worked with Green Team at High School on several projects)**
b) Create volunteer opportunities – Climate Resiliency Committee & Town Cleanup Events **(In Process, Spring 2020)**
c) Utilize Art. 22 – May 2017 ATM – 10K for Student Projects Fund – Student involved for Community Benefit **(TBD, still discussing possibilities)**

4. **Review existing Committees – Streamline**
   a) Look for duplication on existing committee list – recommend consolidation plan where applicable

Select Board Policies & Procedures

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Town of Ipswich
Acceptance of Real Property by Gift or Sale Policy

Adopted on: August 31, 1998
Adopted By: Board of Selectmen

General:

This policy directive establishes a set of procedures and criteria for reviewing offers of real property, by gift or sale, to the Town of Ipswich.

Objectives:

The reasons for having an established procedure and set of criteria are:

1. To provide a clear and uniform method for reviewing offers of real property to the Town.

2. To ensure that decisions regarding the acceptance or acquisition of real property are well-considered and address the concerns and needs of all relevant Town departments and boards.

Procedures:

Proposed gifts and sales of real property shall be directed to the Office of the Town Manager

The grantor shall be asked to assist in completing the attached Proposed Gift or Sale of Real Property Information Form (see attachment 1), which provides information relative to the property in question.

The completed Form shall be transmitted to the Department of Planning and Development.

The Department shall convene a meeting of the Disposition and Gift of Land Committee. The Committee shall be comprised of the Town Assessor, the Treasurer, and the Directors of the Department of Public Works, Planning and Development, Utilities, and Finance. The members of the Committee may consult with their respective boards as part of the review process, and may prepare individual reports regarding their position on specific proposed gifts or sale of land.

The Committee shall meet on an as-needed basis to review and report on all offers of real property. Its report should include: (a) description of the property, including its current use, structures, approximate metes and bounds and other pertinent information; (b) all

current and foreseeable public uses of the property; (c) other identified advantages and disadvantages of gift acceptance or purchase; and (d) a recommended action.

In making a recommendation, the Committee should take the following steps:
Basic Site Inspection. This will identify potential management problems, and will serve as a basis for further analysis.
Identify Conservation Resources. Conservation resources should be identified and documented to ensure their protection.
Environmental Due Diligence for Hazardous Materials. The Grantor/Seller shall be asked to determine if the property contains any hazardous or toxic materials. The gift or sale agreement should contain language that protects the Town from liability, whether or not there is a known problem.
Risk/Benefit Assessment. If site examinations identify existing or potential problems, the Town should make a determination whether or not the benefits of obtaining the property outweigh the risks.
Title Investigation. The Grantor/Seller should provide the Town with Title documents to ensure that the Grantor/Seller is the legal owner(s) and to uncover any liens, mortgages, or other encumbrances that may affect the transaction.
Consideration of Future Uses. The Town should examine the potential future uses of the property.

The Committee will forward its report to the Town Manager for review. The Town Manager shall then make a recommendation to the Board of Selectmen.

The Board of Selectmen shall hold a public hearing before acting on the Town Manager's recommendation. Notice for the hearing shall be pursuant to Board of Selectmen regulations, M.G.L. Chapter 30B, and any other applicable requirements and shall also include a written notice of meeting to the requestor, abutting property owners and any other individuals/organizations with interest in said property.

Town of Ipswich
Acquisition of "Interests" in Land for Open Space Preservation, Water Supply Protection, Recreation, or Limited General Municipal Purposes Policy

Adopted on: February 5, 2001
Adopted By: Board of Selectmen

Policy Description:

This policy directive establishes a set of procedures and criteria for acquiring "interests" in land identified on a "Listing of Properties and Parcels of Priority Interest", on file with the Office of the Town Clerk and the Department of Planning and Development. The hierarchy of "interests" begins with conservation restrictions, agricultural preservation agreements, and development rights, and extends to the purchase of title or fee interest in the land.

Policy Objectives:

The reasons for having an established procedure and set of criteria are to:

- provide a clear and uniform method for acquiring interests in real property for open space preservation, water supply protection, recreation, or limited general municipal purposes

- ensure that decisions regarding the acquisition of real property interests for the reasons described above are well-considered and address the concerns and needs of all relevant Town departments and boards, as well as the general citizenry

Procedures:

1. The procedure for considering the acquisition of an interest in land identified on a "Listing of Properties and Parcels of Priority Interest" may be initiated in any of the following ways:

   a) Property owner or agent offers interest in land to the Town through the Office of the Town Manager, Board of Selectmen, or the Office of Planning and Development.

   b) A notice of intent to change the use of, develop, or sell for development property subject to Chapter 61, 61A, or 61B is transmitted to the Town in accordance with the requirements of Chapter 61 of the M.G.L.

c) The Board of Selectmen, acting on their own initiative, vote to instruct the Department of Planning & Development (DPD) to initiate discussions with a property owner relative to the possible acquisition of a land interest. To the extent permitted by State Law, the Board may conduct some of this discussion in executive session to protect the privacy of the property owner or for other reasons cited in the relevant statutes.

d) The DPD, using the ranking system developed by the Open Space Committee as a guide, initiates discussions with a property owner relative to the possible acquisition of a land interest. The DPD shall keep the Board of Selectmen updated as to what properties are being actively pursued in this category.

2. For properties identified under 1a) or 1b) the Board of Selectmen shall, within fourteen days of receiving an offer or notice of intent, refer the offer or notice to DPD for review and recommendation.

3. The DPD shall transmit its comments and recommendations to the Board of Selectmen within forty-five (45) days of the Selectmen's request, or within a shorter period of time if specifically requested by the Selectmen.

4. In deciding whether or not to acquire interest in a specific parcel of land, the Board of Selectmen shall consider the recommendation of the DPD as well as the following:

   a) Environmental Due Diligence for Hazardous Materials. Has an environmental site assessment been conducted for the property? If not, does the Board of Selectmen believe that such a study is warranted?

   b) Title Investigation. Has the property owner provided the Town with title documents to ensure that they are the legal owner(s), and have any liens, mortgages, or other encumbrances been uncovered that may affect the transaction? Is it necessary for the town to obtain an independent title commitment?

   c) Property Evaluation. The Board of Selectmen reviews the evaluation form (including any summary comments) prepared by the Open Space Committee for the specific property.

   d) Risk/Benefit Assessment. If site assessments identify existing or potential environmental problems, the Board of Selectmen make a determination whether or not the benefits of obtaining the property outweigh the risks.

   e) Lowest Cost Option. Does the recommended manner of protection/acquisition achieve the objectives of the policy in the most cost effective manner possible?

f) Consequences of No Action. Has the Board of Selectmen considered the consequences of the Town taking no action regarding the protection of this particular property?

5. Prior to acquiring an interest in land identified on a "Listing of Properties and Parcels of Priority Interest", the Board of Selectmen may hold a public hearing. The Board of Selectmen shall consult the DPD regarding whether a public hearing will adversely affect negotiations with a property owner. Notice for the hearing shall be pursuant to Board of Selectmen regulations, M.G.L. Chapter 30B and any other applicable requirements and shall also include a written notice of meeting to the requestor, abutting property owners and any other individuals/organizations with interest in said property, as determined by the Board of Selectmen

Criteria:

In making recommendations to the Board of Selectmen regarding the acquisition of land interests, the DPD shall:

1. Solicit comments from various groups and organizations, which may include the following;
   - Open Space Committee
   - Planning Board
   - Conservation Commission
   - Historical Commission
   - Town Departments (e.g., Finance, Utilities, DPW, Recreation)
   - Parks & Cemeteries Commission
   - Essex County Greenbelt Association
   - The Trustees of Reservations
   - Massachusetts Audubon Society

2. Consider the following;
   - the ranking system developed by the Open Space Committee
   - level of imminent threat to the property
   - outside funding opportunities
   - other criteria relevant to the specific property (e.g., status of abutting parcels)

Town of Ipswich
Alcoholic Beverage Licenses Policy

Adopted on: October 23, 2000
Adopted By: Board of Selectmen
Revised on: June 28, 2004

A. GENERAL

1. This directive is designed to assist licensees and prospective licensees in understanding the Board of Selectmen's policy regarding the issuance of alcoholic beverage licenses.

B. ISSUANCE OF ALCOHOLIC BEVERAGE LICENSES

1. The Board of Selectmen does not consider an alcoholic beverage license issued by the Town of Ipswich to be the property of the licensee; it is, rather, a privilege granted by the Board to the license holder.

2. The Board of Selectmen shall hold a public hearing to satisfy itself that the issuance of a particular alcoholic beverage license will not have a detrimental effect upon the best interests of the community, including, but not limited to, whether or not the licensed premises would adversely affect the activities of any nearby school or church. The burden shall be on the applicant to prove that he/she is entitled to licensure.

3. Available licenses will be issued on a first-come/first served basis. A waiting list will be established to furnish a record of prospective applicants.

C. FEES

1. License fees shall be assessed in accordance with rates currently applicable in the Town of Ipswich. The annual fee for new alcoholic beverage licenses which are issued between October first and December 31 shall be assessed on a pro-rata basis in accordance with the fees assigned to seasonal licenses. No refund will be issued if the license is canceled for reasons judged by the Board of Selectmen to be in the best interests of the community.

D. TRANSFER OF LICENSE

1. Prospective licensees are warned that "paying for" or "buying" an alcoholic beverage license from a current licensee will not guarantee that the Board of Selectmen will approve the transfer of said license.

2. The Board of Selectmen shall generally allow transfer of an alcoholic beverage license between establishments of similar operation provided that:
   a. The prospective licensee has a functioning establishment "open for business" or, in the reasonable judgment of the Board of Selectmen, the opening of said establishment is imminent;
   b. The prospective licensee is not liable for any outstanding fees, taxes and/or other charges which have been assessed by the Town of Ipswich; and
   c. In the judgment of the Board of Selectmen, allowing the transfer of the license would serve the best interests of the community.

E. CONDITIONS ON LICENSE

1. The Board of Selectmen may impose conditions on a license to ensure an establishment operates in a manner which the Board feels is consistent with the best interests of the community.

2. Licensees shall remain current on all municipal taxes, fees and charges as a condition of continuing to enjoy the privilege of holding said licenses. This policy shall be administered in the following manner:

   The provisions of Section 13(d) of Chapter XI of the General Laws notwithstanding, the Board of Selectmen shall require all licensees to remain current on all municipal taxes, fees and charges as of December 31st each year, and no licensee shall fall in arrears greater than sixty (60) days on all municipal taxes, fees and charges due and payable by said licensee at any time during the license year.

   In the event a licensee falls in arrears in excess of sixty (60) days, said licensee may enter into a payment agreement per Section 13 (c) of Chapter XI. The Department, Board or official with whom the licensee shall have entered into a payment agreement shall forthwith provide copies of said payment agreement to the Board of Selectmen and to the Town Clerk, and further shall provide a status update report each month both to the Board of Selectmen and to the Town Clerk with respect to compliance by any/all licensees with the terms of such payment agreements.

   Failure of the licensee to abide by the terms of a payment agreement shall be grounds for denial, suspension, or revocation of license, in accordance with notice and hearing requirements of applicable law. [Sec. 2 added 6/28/04]

F. INACTIVE LICENSES

1. An alcoholic beverage license which is inactive for a period of three (3) consecutive months shall be subject to review by the Board of Selectmen. During

such review, the licensee shall be asked to discuss and demonstrate his/her operating plans for the establishment and the manner in which said licensee is serving the best interests of the community. The Board will not normally ask the licensee to discuss and demonstrate his/her operating plans for the establishment more frequently than once every ninety (90) days, but reserves the right to do so as it deems necessary.

2. In the event a licensed establishment closes for reasons other than an A.B.C.C. or Town enforcement, the licensee shall be required, within fourteen (14) calendar days of closure, to notify the Board of Selectmen, by certified mail, of said closure.

3. If, in the reasonable judgment of the Board of Selectmen, the establishment will not reopen for business within a year after the owner of said establishment, or holder of the alcoholic beverage license for said establishment, has submitted said mandatory written notice of closure to the Board, the Board may at that time vote to institute proceedings under G.L. c. 138, §77, to cancel the license within the subsequent ninety (90) days if the establishment is not reopened within said ninety (90) days.

4. If the licensee fails to notify the Board that his/her establishment has ceased to conduct business and the establishment has in fact ceased operations, the Board of Selectmen, in its reasonable judgment, may institute proceedings to cancel the license under G.L. c. 138, §77, fifteen (15) days after having learned of said closure.

G. PLEDGED LICENSES

1. Although the Board of Selectmen may, in its discretion, approve a license and a pledge of the alcoholic beverage license as collateral for a loan pursuant to G.L. c. 138, §23, the Board of Selectmen reserves any and all rights it has to suspend, revoke, not renew, or otherwise regulate the license under G.L. c. 138, §1 *et. seq.*

2. By its approval of the alcoholic beverage license and pledge of the license as collateral, the Board of Selectmen does not intend to become a party to the loan agreement and does not intend to bind or obligate the Town to any of the terms of the loan agreement.

3. In the event the license holder's loan and pledge of the license are approved by the Board of Selectmen, the pledge agreement and any associated loan documents must contain the following language:

   Notwithstanding the Ipswich Board of Selectmen's approval of alcoholic beverage license #_____ and pledge of the same as collateral pursuant to the terms of this agreement, the Board of Selectmen expressly reserves any and all rights it has to suspend, revoke, not renew, or otherwise regulate alcoholic

beverage license #_____ under G.L. c. 138, §1 *et. seq*. Furthermore, the Board of Selectmen does not intend to become a party to this loan agreement and does not intend to bind or obligate the Town of Ipswich to any of the terms of this loan agreement.

4. In the event the lender requests a transfer of the alcoholic beverage license, the Board of Selectmen will not approve the transfer without the consent of the license holder or a final judgment from a court of competent jurisdiction adjudicating the lender as the sole holder of the pledged license under the terms of the loan documents.

5. The Board of Selectmen will not be bound or obligated to provide notice to the lender of any actions that it takes relative to the alcoholic beverage license or the license holder.

6. Upon suspension, revocation, or non-renewal of the alcoholic beverage license pledged as collateral, the lender shall immediately surrender the license to the Board of Selectmen in accordance with G.L. c. 138, §65.

H. RENEWAL APPLICATION REVIEW

1. A licensee may be requested to appear before the Board at any time during the renewal process to demonstrate the manner in which he/she is serving the best interests of the Town.

I. AMENDMENTS

1. Changes to this policy may be made by majority vote of the Board of Selectmen and should be discussed at a public meeting. Notice of any change in policy should be made to all licensees in a timely manner.

Town of Ipswich
Application of Operating Overrides to Tax Bills

Adopted on: January 4, 2016
Adopted By: Board of Selectmen

Purpose:

The purpose of this policy is to minimize the impacts of operating budget overrides on taxpayers by distributing the increase over four (4) quarters rather than on the final two (2) quarters of tax bills.

Applicability:

This policy applies to the General Fund Operating Budget.

Policy:

Operating overrides approved prior to the issuance of preliminary tax bills shall be included on those bills and thus apportioned over four (4) quarters.

Town of Ipswich
Banner Specifications Policy

Adopted on: November 25, 2002
Adopted By: Board of Selectmen

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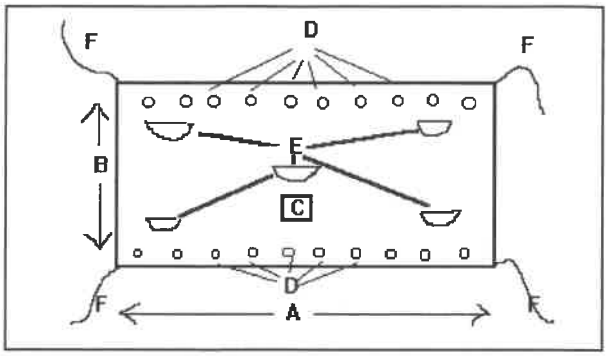
1. Banners publicizing local events may be hung for a maximum of ten days before the announced event. Applications to hang banners will be received no more than three months prior to the requested date of display.

2. An installation permit is required from the Board of Selectmen. Requests should be submitted in writing listing the name of the event, the sponsoring organization, and the date on which the event is to be held. The name, address, and telephone number of a contact person should be noted. Approval is subject to space limitations and is granted on a first-come/first served basis. Priority will be given to in-town organizations.

3. Acknowledgement of sponsorship of the banner will be allowed as long as it covers no more than 10% of the surface of the banner. The Selectmen reserve the right to refuse permission to reuse the banner if it is in questionable taste or condition.

4. The location at which the banner is to be hung is subject to approval by the Electric Light Division. When the banner is taken down, please arrange to pick it up at the Electric Light Division garage. WE TAKE NO RESPONSIBILITY FOR STORAGE OF SIGNS.

5. The following physical specifications must be observed:
   A. Maximum length - 18'0"
   B. Maximum width - 3'6"
   C. Banner material -
      Best: 16 oz. vinyl-coated fabric OK: 12 oz. vinyl-coated fabric
   D. Metal grommets - every 12 inches
   E. Openings - slotted to release wind
   F. Manila rope - 5/16" diameter or equal threaded through grommets entire length of banner. Minimum of 100' required to span for pole fastenings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Town of Ipswich
Beach Sticker Regulations

Adopted on: September 17, 1984
Adopted By: Board of Selectmen

Type of Beach Stickers:

A. Annual Resident Beach Stickers shall be made available at an annual charge of $20.00 to any Ipswich Residents, whether they own or rent a dwelling. An Ipswich Resident is any person whose principal year-round domicile is within the Town of Ipswich. A person who owns and pays real estate or personal property taxes upon a summer residence in Ipswich or who rents residential property for a time period which includes the continuous period from May 1 to October 14 inclusive shall be eligible for an Annual Resident Beach sticker. (Amended 1/13/2000; fee revised 10/26/89, 1/13/2000; 3/29/2001; 7/1/03).

B. Temporary Beach Stickers shall be made available at a charge of $15.00 to nonresidents who rent residential property in the Town of Ipswich for any continuous fourteen day period. (Amended 1/13/2000; fee revised 1/13/2000; 3/29/01; 7/1/03)

C. Horse Van Stickers shall be made available at a charge of $15.00 to Ipswich residents who wish to bring to the beach a horse van or a horse trailer drawn by a vehicle that has an Annual Resident Beach Sticker. (Fee revised 1/13/2000; 7/1/03)

D. Fishing Stickers shall be made available at a charge of $15.00 to those who wish to use the beach in the evening hours exclusively for fishing. (Amended 1/13/2000; 3/29/2001, 1/1/2007)

E. No person shall receive Beach Stickers as a privilege of office.

Beach Sticker Issuance Procedures:

A. Annual Resident Beach Stickers

1. In order to receive an Annual Resident Beach Sticker, an Ipswich Resident shall submit a current automobile registration for each vehicle for which a sticker is requested, showing registration of the vehicle in Ipswich, or his automobile registration and his/her tax bill or rent receipt for the season for his dwelling in Ipswich.
2. A new resident whose automobile registration has not yet been changed to an Ipswich address shall submit a rent receipt or a real estate bill of sale or deed.
3. Stickers shall be permanently attached to the vehicle for which the registration was shown and whose registration number matches the number written on the face of the sticker. Failure to comply with this regulation may result in the loss of beach sticker privileges.

4. A replacement sticker for a new vehicle that replaces one sold during the year will be furnished at no charge if the original sticker is returned, even if the sticker is in pieces. The Treasurer may waive this requirement if there is credible evidence that the vehicle was totaled due to an accident or other mishap. (Revised 07/11/2016).
5. Applicants whose vehicles are company-owned, commercially leased, or privately loaned must furnish written proof of their connection to the other party or agency and must also provide proof of their residency in Ipswich.
6. Annual resident beach stickers are valid from May 1 – April 30 of each year. (Adopted 02/27/2017).

B. Temporary Beach Stickers
1. Nonresidents who rent residential property in Ipswich for a specific length of time shall submit, in addition to their current automobile registration, a rent receipt that includes dates of the rental period and the address of the rental property.
2. Temporary Beach Stickers shall be issued with the following information noted on the pass: Vehicle Registration Number, Expiration Date, Official Stamp or Seal.
3. Temporary Beach Stickers shall be permanently attached to the vehicle for which the registration was shown and whose registration number matches the number written on the face of the sticker. Failure to comply with this regulation may result in the loss of beach sticker privileges.

C. Horse Van Stickers
1. Ipswich residents shall submit a current van or trailer registration for each vehicle involved.
2. A paper sticker shall be issued that contains the following information: Name, Registration Number, and Expiration Date.
3. Stickers shall be permanently attached to the vehicle for which the registration was shown and whose registration number matches the number of the face of the sticker. In the case of a trailer, the sticker shall be attached to the vehicle which pulls it. Failure to comply with this regulation may result in the loss of Horse Van Sticker privileges.
4. These stickers are only valid between the dates of October 1 and March 31 of each year. (Dates revised 8/14/95) Other regulations set forth by the Trustees of the Reservations and approved by the Board of Selectmen must be complied with at all times.

D. Fishing Stickers
1. In order to receive a Fishing Sticker, an individual shall submit a current automobile registration for each vehicle involved.
2. A paper sticker shall be issued with the following information: Registration Number, Name of individual who issued the sticker.

3. Stickers shall be permanently attached to the vehicle for which the registration was shown and whose registration number matches the number on the face of the sticker. Failure to comply with this regulation may result in the loss of Fishing Sticker privileges.
4. These stickers are valid only between the hours of 6:00 p.m. and 7:00 a.m., and the cars must be parked outside the beach parking lot gates.

E. Other Provisions
Any situations not specifically dealt with in these Regulations shall be referred to the Board of Selectmen. The Board of Selectmen shall determine any and all additional policies under these Regulations. Beach stickers may be purchased on line by visiting the Town website. (Amended 1/13/2000; 7/13/06)

Sticker Revocation:

A. Reason for Revocation: Annual resident beach stickers, temporary beach stickers, fishing stickers, and horse van stickers are subject to revocation if they are not attached to the vehicle for which the sticker was issued; the registration on the sticker must match the registration given with the application for the sticker.
B. Violator Identification: The Ipswich Police Department shall report all infractions to the Treasurer. The report should include registration on the beach sticker, the registration of the automobile to which the sticker was affixed, date, place and time violation was discovered.
C. Notice to Violator: The Treasurer shall contact the violator in writing to inform them of the violation and penalty and to inform them of the appeal process. The penalty shall be loss of beach sticker through December 31 of the following year in which the violation occurred. (Amended 7/13/06)
D. Appeal Process: Alleged violators to this policy may appeal to the Board of Selectmen in writing. The Board of Selectmen, having read the evidence and the appeal, may determine to reverse the revocation or to take any action by way of penalty, so long as the decided length of revocation is no longer than that stated in #C above. The Board of Selectmen shall notify the appealing party in writing of its decision.

(Section III adopted January 13, 2000)

Effective September 17, 1984
Section III adopted January 13, 2000
Section II.5. Amended July 11, 2016
Section II.6. adopted February 27, 2017

Town of Ipswich
Board of Selectmen Signature Stamp Policy

Adopted on: May 17, 2004
Adopted By: Board of Selectmen

Purpose:

The intent and purpose of this stamp is limited. It is used to affix the signatures of the signatures of the Selectmen only to official documents approved by a majority of the Board of Selectmen in open meeting. Under no circumstances is this stamp to be used for any purpose not approved by the Board of Selectmen.

Examples include: one-day liquor licenses; common victualler's licenses; automatic amusement device licenses; and other licenses issued by the Board of Selectmen as set forth on the attached list.

Examples for which the stamp will not be used: specifically, town warrant; bonds; notes; deeds; or other similar recordable instruments affecting interest in land.

Town of Ipswich
Budget Transfer Policy

Adopted on: April 1, 2013
Adopted By: Town Manager

Purpose:

Budget Transfer Policy is created to establish consistent standards, procedures and accountability for the transferring of funds.

Applicability:

This policy applies to the General Fund Operating Budget.

Policy:

Intra Department Budget Transfers:
Budgets voted with statutory appropriation at the function level (General Government, Public Safety, Planning and Community Development, Public Works, Community Services and Debt Service/Employee Benefits/Liability Insurance) will be supported with line item detail during the budget process. The line item detail will be used for internal expenditure control. To allow for managerial flexibility, the line items within the functional appropriation level can be amended upon the request of a Department Head and the approval of the Town Manager.

Inter Departmental Budget Transfers:
Transfers between departments within a functional level can be made upon the written request of the Department Head seeking a transfer, written consent of the Department Head whose budget funds will be transferred, and the approval of the Town Manager. Transfers will only be allowed for extraordinary and unforeseeable purposes.

Inter Function Transfers:
No transfers can be made between functional budgetary levels where separate appropriations are made, except by vote of Town Meeting or as provided under the General Laws Chapter 44, section33B (b).

Town of Ipswich
Capital Planning Policy

Adopted on: December 17, 2012
Adopted By: Board of Selectmen

Purpose:

The purpose of this policy is to outline the process for preparing and submitting an annual capital plan, and to identify factors in evaluating submissions.

Policy:

The Town Manager shall submit to the Board of Selectmen, annually, a five-year capital plan for the town. The plan will include equipment and infrastructure needs with a net cost of $10,000 or more and a life expectancy of 5 or more years.

Capital items may include repairs, improvements and modifications to town and school facilities or grounds; public works infrastructure (roads, streets, drainage, water, sewer, etc.); equipment and vehicles; studies in anticipation of improvements; a collection of major components that are part of a larger infrastructure, such as hardware, peripherals and major software as components of a larger technology and/or communication infrastructure.

Capital requests will be submitted on standard forms developed by the Town Manager, describing the need for the item/project, cost estimates, and recurring or reduced costs that may be incurred if the request is funded. Capital requests should include any anticipated design, contingency and field/technical administration costs.

The first year of each plan will be considered the proposed capital budget for the next fiscal year.

Rankings:

Projects will be ranked as follows, with 1 being the Highest ranking (projects may meet more than one of these criteria):

1. Risk to Public Safety: Protect the public or employees against a clear and immediate danger.

2. Risk to Property: Protect critical equipment/facilities from further deterioration.

3. Compliance with Federal or State Mandates: Where non-compliance poses a legal or fiscal consequence.

4. Routine Replacement: Replace critical equipment/facilities on a regular and scheduled basis or upgraded based on improved technology.

5. Operational Improvement: Improve operations through energy savings, reduction in man-hours, reductions in operating costs.

6. Coordination: Necessary to synchronize with other planned or external projects or that can be shared, when these other projects are high-priority projects.

7. Equitable Provision of Services: Address needs of special populations such as elderly, handicapped, or low-income populations.

8. Economic Development: Enhance identified opportunities for economic development and enhanced revenues through infrastructure addition, expansion.

9. Protection and Conservation of Natural resources: Protect unique community resources at risk of being degraded in quality and quantity.

10. New or Substantially Expanded/Renovated Facility: Construction/Acquisition to replace or expand, based on operational or programmatic changes.

11. Programmatic: Address changes in programming.

Based on these rankings, projects should be identified and High Priority, Important, Desirable, Low Priority. Projects which meet several objectives or address the needs of multiple departments may be ranked higher overall depending on the relative urgency of other submissions.)

Funding:
Funding sources should be reviewed and identified. Funding options include:

- *Short term:*
  General Fund: Annual amount to be determined but not less than one percent (1%) of total real estate and personal property taxes to be raised in the budget. *A dedicated operational override, to be added to this base, should be considered, with provision that these funds and related 2 ½ percent increases will be set aside annually for capital.*

  Enterprise funds: (ex: Water Revenues, Sewer Revenues)
  Special Revenues: (ex: Waterways, allocation of beach sticker revenue)
  Revolving funds: (ex: Recreation)
  Grants, Gift Accounts, Chapter 90 Road funds, Other (Private Funds, Donations)

- *Long Term:*
  Bonding (large projects in excess of $150,000)

Annual Set-aside in anticipation of future funding

The Select Board will submit the approved Capital Plan to the Finance Committee for review and recommendation. The Board of Selectmen will authorize the placement of capital projects on the annual town meeting warrant.

Monitoring:

Approved projects will be monitored for progress. Departments will report progress quarterly (October 1, January 1, March 1, July1) to the Finance Department, which will produce a progress report for the Town Manager, Board of Selectmen and Finance Committee.

Archives:

Completed projects will be recorded, maintained and archived in the Finance Department for future reference.

Town of Ipswich
Cell Phone Usage in Town Hall Policy

Adopted on: October 4, 2004
Adopted By: Board of Selectmen

Purpose:

In order to avoid the disruption caused by cell phone use in the Town Hall, the Town has adopted the following policy regarding cell phones:

1. Cell phone usage is permitted only in the stairwells

2. Cell phones should be turned off (at least the ringer) while conducting business

3. If you must be on call, choose a non-sounding setting device.

4. If you detect an incoming call, please proceed to a stairwell before responding to the call.

5. Town employees may use cell phones within their respective offices as needed.

Town of Ipswich
Credit Card Use Policy

Adopted on: May 12, 2016
Adopted By: Town Manager

In the modern world, the use of a credit card is an essential function to access electronic transactions. The Town of Ipswich has established a credit card account to provide authorized Town employees with full access to the wide variety of purchasing and disposition opportunities. Employees who use the Town of Ipswich credit card account must do so only for official and work related online purchases under the supervision of the Town Manager or her appointed designees. All employees must follow all rules and regulations set up by the Finance and Administration Department for internal fiscal controls.

The use of the card account is a privilege afforded to facilitate electronic transactions for employees but also requires greater vigilance and responsibility. Employees must follow all existing procedures set forth by the Town Manager's Office and Finance and Administration Department for their purchases or face disciplinary measures including dismissal, repayment of unauthorized expenditures and or criminal charges.

The use of a credit card for a transaction does not in any way negate other fiscal or administrative controls that are in place for noncredit card purchases. Employees are still required to adhere to all other administrative and accounting controls. Credit card use is by permission only and employees are expressly prohibited from lending the credit card to other town employees for use without the approval of the Town Manager. The Town Manager or an appropriate designees will review each transaction on the statement. At a minimum, the items, vendor and account number will be reviewed to determine if the purchase was made for official use and in accordance with policies and procedures.

When using the credit card, the Town employee must:

- Ensure that the goods or services to be purchased are budgeted and allowable expenditures. Any unauthorized expenses will not be paid by the Town of Ipswich. The Town reserves the right to collect payment for unauthorized expenditures from employee wages. **The consequences of not obtaining the proper documentation will be the deduction of the debit amount from the employee wages.**

- The employee is responsible for managing any returns or exchanges and ensuring that proper credit is received for returned merchandise. The cardholder should contact the vendor to obtain instructions for returns and review the next card statement to ensure that the return was properly credited.

- The use of credit card is to be used for official Town of Ipswich purchases only. Cash advances through a bank teller or an automated teller machine are strictly prohibited.

- The credit card account is not to be used for personal purchases with the intent of reimbursement afterwards. Random audits may be conducted for both credit card activity and receipt retention as well as for other internal accounting controls.
- It is the responsibility of the employee to immediately notify the Town Manager and the Finance Office of any lost or stolen credit card.

Credit Card Use Procedures

1. Employees who need to use the credit card account must ask first for permission from the Town Manager to be placed on the official list of authorized users.
2. Employee must first sign the Official Use Policy before using the credit card and maintain physical possession of the card at all times. Employees must return the card immediately after use and may not maintain possession of the credit card or store it in their office overnight. All users must follow secure practices for online credit card use as determined by the Information Technology Director.
3. **After use, employees must collect or print off all detailed receipts and other supporting documentation within twenty four hours and submit it into the Human Resources Office. This administrative procedure will facilitate the timely reconciliation and avoid any credit card late fees. The Town will not pay without proper receipts.**
4. **Employees who use the credit card will then submit all receipts to the Human Resources Department Director who will pay the bill each month with the correct documentation.**
5. The credit card account will be reviewed each month for unauthorized charges and other discrepancies.

I_____ have read and I agree to the policies and procedures outlined above. I understand that any violation of these policies may result in disciplinary action, up to and including employment termination, criminal charges and repayment of unauthorized purchases. I will submit receipts to the Accounting Office for review.

_____ _____

Employee Signature Date

Town of Ipswich
Criminal Offender Record Information Policy

Adopted on: August 1, 2013
Adopted By: Town Manager

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1. **Purpose and Scope**
   The Town of Ipswich is a certified agency in accordance with M.G.L. c. 6, § 172. Where Criminal Offender Record Information (CORI) checks authorized by law or regulation for employment, contract or vendor work, volunteer work and licensing purposes for the Town of Ipswich, the following practices and procedures will generally be followed.

2. **Applicability**
   2.1 This policy applies to any General Government (hereinafter referred to as the "Town of Ipswich" or the "Town") position; paid, unpaid, or contracted that may, in the course of its duties, have access to vulnerable populations such as the elderly, the disabled or children or any other position that the Town must or its authorized to perform CORI checks on pursuant law or regulation. This policy also applies to any person applying for certain licenses through the Town of Ipswich and is listed in section 4.3.
   2.2 This policy is intended to be consistent with any and all applicable laws. If any part of this policy is inconsistent with the law, that part of the policy shall be considered invalid, and the remaining provisions of the policy shall be construed to be consistent with the law.

3. **Definitions**
   3.1 **Applicant:** Includes any current or prospective employee, licensee, volunteer or person who is subject to the requirements of 803 CMR 2.00 and 7.00.
   3.2 **Department of Criminal Justice Information Services (DCJIS): DCJIS, in accordance with M.G.L. c. 6, § 167A,** provides for an exercise control over the installation, operation, and maintenance of the data processing and data communication systems known as the Public Safety Information System, which includes the criminal Justice information system. The authority and functions of DCJIS further described in Massachusetts General Laws, chapter 6, and regulations passed pursuant to the statute.
   3.3 **Criminal Offender Directed Information (CORI):** "Criminal Offender Record Information" (CORI) includes; records and data in any communicable form which concerns an identifiable individual and relates to the nature or disposition of a criminal charge, and arrests, a pre-trial proceeding, other judicial proceedings, sentencing, incarceration, rehabilitation, or release. Such information shall be restricted to that

recorded as the result of the initiation of criminal proceedings any consequent proceedings related thereto. As provided by law, CORI shall be limited to information concerning persons who have attained the age of 17 and shall not include any information concerning criminal offenses or acts of delinquency committed by any person adjudicated a delinquent child before he attained the age of 17; provided, however, that if a person under the age of 17 is adjudicated as an adult, information relating to such criminal offense shall be criminal offender record information. CORI shall not include information concerning any offenses, which are not punishable by incarceration. CORI is further limited in accordance with law and regulation.

3.4 CORI Acknowledgment Form:

All those required to undergo a CORI check must complete and sign this form. The most current version of this form is available from the Human Resources Department.

3.4.a **Dissemination:** The release of CORI at any communicable form.

3.4.b **Otherwise Qualified:** Refers to final applicants that meet all of the criteria for positions for which the individual is being screened.

3.4.c **Regulations:** Regulations include the whole or any part of any rule, standards, other requirement of general application and future effect, including the amendment or repeal thereof, adopted by DCJIS to interpret or implement the law enforced or administered by DCJIS but does not include:

3.4.c.i An advisory ruling of DCJIS;

3.4.c.ii Procedures concerning the internal management of what discipline within DCJIS, which do not substantially affect the rights of what the procedures available to the public; or,

3.4.c.iii Decisions issued in adjudicatory proceedings.

3.5 Please consult the Personnel Definitions regarding Appointing Authority, Regular Full-time Employee, Regular Part-time Employee, Intermittent Employee, Seasonal Employee, Intern, Volunteer, Summer Higher, Contingent Worker, Temporary Employee at any other applicable terms utilized in this document.

4. Policy

4.1 For Employees

4.1.a For the purposes of Regular Full-time, Regular Part-time, Temporary, Seasonal, Intern, Volunteer, Summer Hire, Contingent Worker, CORI checks will only be conducted as authorized by the Department of Criminal Justice Information Services (DCJIS).

4.1.b All applicants for employment with the Town of Ipswich that require a CORI check as part of a conditional offer of employment or background check will be notified that a CORI check will be conducted.

4.2 For Contractors / Vendors

4.2.a For purposes of contract or vendor work, CORI checks will only be conducted as authorized by the DCJIS.

4.2.b All contractors or vendors who in the course of their duties would be exposed to vulnerable populations such as the elderly, the disabled or children, and any other contractors or vendors who may be required or authorized to obtain CORI information under law or regulation may be required to undergo and passed a CORI check through the Town.

4.3 For the Purposes of licensure

4.3.a CORI checks will only be conducted as authorized by the DCJIS

4.3.b To the extent permitted by law, any person applying for any license or appointment as listed below through the Town of Ipswich will be required to undergo a CORI check and in such circumstances will be provided access to the Towns full CORI Policy including:

Liquor	Taxi	Solicitor
Auctioneer	Antique & Old Metals	Kayak
Junk Dealer	Motor Vehicle Salvage (Class I, II, III)	
Any other licensed physician permitted by the DCJIS or general law		

5. Procedures

5.1 Conducting CORI checks

5.1.a CORI checks will only be conducted as authorized by the DCJIS. All persons who must undergo a CORI check will be notified that a CORI check will be conducted and access to the Towns full CORI Policy per Section 4.3 shall be provided. Individuals are not required to produce a copy of their own CORI.

5.1.b An agency certified pursuant to M.G.L. c. 6, § 172 shall obtain information required by the DCJIS on the CORI Acknowledgment Form, including but not limited to full name, date of birth, mother's maiden name, place of birth, sex, former addresses, height, eye color, and may request the last 6 digits of the applicant's social security number, in order to assure that the distribution of the CORI relates to the individual for whom the request has been made.

5.1.c In order to obtain a CORI check on an applicant, the Town shall:

5.1.c.i Confirm that it is currently certified to perform a CORI check on the current employee or otherwise qualified applicant under its grant of certification from the DCJIS;

5.1.c.ii Obtain an Acknowledgment Form prescribed by the DCJIS and obtain the signature of the individual upon whom the CORI check is being performed, unless otherwise authorized by law, (if a subsequent check is performed on the same individual within a year of signing an Acknowledgment Form, the individual will be given a seventy-two (72) hour prior notice of the new check; and if the subsequent check is performed more than a year after the signing, a new Acknowledgment Form is required).

5.1.c.iii Verify the identity of the applicant upon whom the CORI check is being requested with at least one form of government issued photographic identification (state issued driver's license or ID card, passport, or military ID). For individuals in which a government issued photo identification is not available, the Human Resources Department shall contact DCJIS for other appropriate document to be provided.

5.1.c.iv Maintain a copy of the signed document **CORI Acknowledgment Form.**

5.1.c.v The Town shall not retain CORI records for longer than seven years from the date of employment or volunteer service, or from the date of the final employment or licensing decision of the requestor regarding the subject, whichever occurs later, or unless otherwise required or permitted by law.

5.2 Review of CORI

5.2.a. CORI records obtained from DCJIS are confidential. Once a CORI record is received, the authorized individual will closely compare the record with the information on the CORI request form and any other identifying information provided by the applicant, to ensure the record relates to the applicant.

5.2.b If a criminal record is received from DCJIS, accordingly, all personnel authorized to review CORI in the decision making process must be familiar with the educational materials made available by DCJIS as well as associated guidance from the Massachusetts Commission Against Discrimination, and the Equal Employment Opportunity Commission pursuant to the federal Civil Rights Act.

5.2.c Unless otherwise provided by law, a criminal record will not automatically disqualify an applicant. Rather, determinations of suitability based on CORI checks will be made consistent with this policy and any applicable law or regulations.

5.2.d The Town will record and maintain a log of any dissemination of CORI outside the Town, including any dissemination at the request of the individual. The Town may disseminate CORI to a court or administrative agency for the purpose of defending itself in a legal action concerning the decision not to hire, to discharge, or to deny the license. The log must include: (a) the subject name; (b) the subjects date of birth; (c) the date and time of dissemination; (d) the name of the person and organization to whom the CORI was disseminated; (e) the name of the agency for whom the requestor works; (f) the specific reason for dissemination. The log must also identify the person completing the dissemination.

5.3 Findings and Appeals

5.3.a Prior to questioning an applicant about his or her criminal history record, the applicant must be given a copy of the record and notified of its source.

5.3.b If the Town of Ipswich is inclined to make an adverse decision based on the results of the CORI check, the Human Resources Department or the appropriate appointing authority will immediately notify the applicant. The Town shall provide the applicant with a copy of the criminal record, notify the applicant of its source, advise the applicant of the part(s) of the record that make him or her unsuitable for the position or license, provide a copy of the Towns CORI policy, provide an opportunity to dispute the accuracy of the CORI record, and provide a copy of the DCJIS's **Information Concerning the Process in Correcting a Criminal Record.**

5.3.c If an applicant believes that the criminal record received from the DCJIS is not his or hers, or is otherwise inaccurate, the applicant must document his or her challenge in writing, as directed by the Human Resources Director.

5.3.d If the CORI record provided does not exactly match the identification information provided by the applicant, the Town of Ipswich will make a determination based on a comparison of the CORI record and documents provided by the applicant. The Town of Ipswich may contact DCJIS and request a detailed search consistent with DCJIS policy.

5.3.e If the Town of Ipswich reasonably believes that the record belongs to the applicant and is accurate, based on the information as provided in section 5.1 of this policy, then the determination of suitability for the position or license will be made. Unless otherwise provided by law, factors considered in determining suitability may include, but not be limited to the following:

- relevance of the crime to the position sought

- the nature of the work to be performed
- time since the conviction
- age of the candidate at the time of the offense
- seriousness and specific circumstances of the offense
- the number of offenses
- whether the applicant has pending charges
- any relevant evidence of rehabilitation or lack thereof
- any other relevant information, including information submitted by the candidate or requested by the hiring authority

The Town of Ipswich will notify the applicant of the decision in a timely manner.

5.4 Regulatory Authority and questions

5.4a All questions regarding CORI regulation in this policy may be directed to the Human Resources Department.

5.4.b This policy is written in accordance and consistent with the regulations set forth under 803 CMR 2.00 – 9.00 et seq. and M.G.L. c. 6, § 167-178.

5.4.C If CORI information by use of a Consumer Reporting Agency as that term is defined under federal law, the Fair Credit Reporting Act may apply.

CORI checks will be performed on current employees and volunteers every three (3) years and will be kept on file (locked, separate from a personnel file for three (3) years post-employment participation within the Ipswich Police Department. The Town of Ipswich will maintain and respect the privacy of all current and perspective employees, volunteers and licensees.

Town of Ipswich
Disposition of Town-Owened Land

Adopted on: 1998, Revised April 22, 2013
Adopted By: Board of Selectmen

Purpose:

The purpose of this policy is to outline procedures for disposition of town-owned land ("property"). Disposition analysis and process may be initiated by the custodian of that property or by a request from a private or non-profit party.

Objectives:

1. To comply with the requirements of Chapter 30B and all other laws governing disposition or municipal property:
2. To establish a method for analysis of potential disposition;
3. To consider the various goals which such disposition may serve; and
4. To allow public input into the process.

Review:

There shall be an internal committee established to review all requests for disposition of town-owned land. This committee shall be comprised of:

- Chief Assessor
- Director of Public Works
- Director of Utilities
- Director of Planning and Community Development and
- Director of Finance.

The committee shall meet on an as-needed basis to consider land disposition requests Members may consult with the Town Manager, Board of Selectmen, and town boards and committees during a disposition review and should prepare a written summary of their recommendations, including the advantages and disadvantages of the proposed disposition.
The committee shall issue a final written report to include:
Assessed and market values of the property;
Current and foreseeable uses of said property;
Financial impact of the sale or retention of said property;
Neighborhood and environmental impacts of the sale or proposed uses of said property;
Alternatives to title transfer, such as easements; and
Any restrictions or covenants to be placed on the property that should be considered prior to sale or as part of any purchase and sale agreement.

The committee shall present the report to the Town Manager, who shall forward the report to the Board of Selectmen, along with his/her recommendation.
The Board of Selectmen shall hold a public hearing, pursuant to Board of Selectmen regulations, before acting on any recommendation relative to the property in question. Notice of the date, time and location shall be sent to the requestor and abutting property owners.
Except as otherwise provided under law, town meeting approval is required for the transfer and disposition of town-owned land, including permanent easements across town property. Except as otherwise provided under law, disposition of real property is governed by Chapter 30B of the Massachusetts General Laws. Exceptions generally fall into two categories: sale of foreclosed properties by the custodian (Town Treasurer) and acquisition of conservation land or conservation restrictions.

Initiation of Review Process:

Review process begins when a custodian of municipal property or a private party initiates a request. (See attached form)
Requests to Dispose of Property are generally initiated internally by the municipal custodian of that property. For example, the Town Treasurer may initiate the process during a tax foreclosure process. The custodian of such property shall submit a Request to Dispose of Property to the Town Manager. This request will be submitted to the Director of Planning and Community Development, who shall distribute this information to the committee and convene a meeting of the committee to undertake review. The Director of Planning and Community Development shall chair the committee.
Requests to Acquire or Purchase Property are generally initiated by outside parties to acquire town-owned land for a particular purpose. Outside parties must submit a Request for Acquisition or Purchase of Town Property to the Town Manager. This request will be submitted to the Director of Planning and Community Development, who shall distribute this information to the committee and convene a meeting of the committee to undertake review. Reviews of these requests will be completed within 90 days; if additional time is required, the requesting party will be notified of the expected completion date and the reasons therefor.

Town of Ipswich

☐ Request by Private Party to Acquire or Purchase Town-Owned Land

☐ Request by Land Disposition Committee, or other Town Entity, to Dispose of Town Land

Requestor Information:

Name of Requestor: _____

Address: _____

Home Phone: _____ Other Phone: _____

Email: _____

Land Information:

Land Address: _____

Assessor's Map and Lot Number _____ - _____ Acres/Sq. Feet _____ Zoning District _____

Any Structure on the Property? ☐ Yes ☐ No

If yes, describe the type and condition of each structure

_____

_____

Assessor: Assessed Value of Property $_____

Tax Status of Property (please itemize any back taxes or fees owed):

_____

_____

Description of Parcel (topography, natural features, water resources, etc.):

_____

_____

Current Use:

_____

Intended Use:

_____

Nature of Requested Disposition (i.e., do you want an easement or do you wish to purchase the property?)

☐ Purchase Property ☐ Acquire Easement ☐ Dispose of Property

Please attach a photograph of the property, and, if any, additional information regarding the property and your intended use.

I/We understand that disposition of Town property is subject to the approval of Town Meeting and the provisions of Chapter 30B of the Massachusetts General Bylaws and such other conditions and covenants as Town Meeting or the Board of Selectmen may impose.

Signature:_____
Date: _____

Town of Ipswich
Emergency Closing of Facilities Policy

Adopted on: December 4, 2012, revised March 20, 2013
Adopted By: Town Manager

Purpose:

The Emergency Closing of Facilities Policy is created to provide efficient and consistent standards and procedures for the closing of Town facilities during emergency situations for the safety of employees and the public. Emergency situations include but are not limited to snow or other weather-related events. Closing of Town facilities is done in the interest of both public and employee safety.

Applicability:

This policy applies to general government management, administrative, professional and support personnel, regardless of work location. It does not apply to essential custodial and maintenance personnel, Public Safety personnel, essential Utilities Department personnel, essential Department of Public Works personnel and essential call-in personnel. Essential personnel are defined by the Department Director and/or the Town Manager or his or her designee and may change for each situation.

Policy:

It is the policy of the Town of Ipswich to compensate employees who cannot report for work when the municipal building they work in is closed due to an emergency situation.

In the event non-exempt employees are required to remain at work or report to work after the municipal building in which they work has been closed, they will be entitled to receive, in addition to their regular pay for that day, banked compensatory time for time worked after the designation. This compensatory time must be used at an agreed-to time with the department head as to not cause overtime.

Procedures:

A. **Emergency Situation Which Begins BEFORE Working Hours**

1. If an emergency situation occurs before or during the morning commute hours, employees should take a reasonable amount of time necessary to arrive at work safely. Employees who prefer to use accumulated vacation or compensatory leave time, in lieu of reporting to work, should be allowed to do some. In general, if Ipswich Schools are closed or delayed as a result of the weather, employees may use up to one extra hour in the morning beyond their normal start time to

ensure a safe arrival at work, without loss of pay or use of accumulated leave time.

2. Unless the municipal building is closed by the Town Manager or his or her designee, employees who do not report to work at all must use their own vacation or compensatory accumulated leave for all hours they were scheduled to work for the day.
3. In the event that a decision is made by the Town Manager or his or her designee not to open the building, or to schedule a late opening, employees shall be notified by their supervisor as soon as possible prior to the start of their work day.

   Appropriate notification shall also be made on voicemails, website and entrances to buildings. Employees will be compensated for the period that the municipal building in which they work is closed. However, employees who were previously scheduled to be on vacation, sick, or other leave for the period will be charged the appropriate leave.

B. <u>Limited Work Force</u>

1. When an event begins during the day and is forecasted to impact driving conditions, or otherwise impact operation of the facility, the Town Manager or his or her designee may call for a Limited Work Force. This shall mean that, if possible, at least one employee in each department should remain in the office until the close of business, or until the building is closed by the Town Manager or his or her designee.
2. As a practical matter, employees who live the farthest driving distance away, who are most at risk of injury during a weather-related event, or who must arrive somewhere at a specified time, such as to a child care facility, or who are otherwise concerned about driving, should be the first employees to be released. Employees so released will be paid for the remained of their regular work day. To the extent possible the Limited Work Force should rotate.
3. When a Limited Work Force is designated by the Town Manager or his or her designee, non-exempt employees who are required to work when other employees are released will be entitled to receive, in addition to their regular pay for that day, banked compensatory time for time worked after the designation. This compensatory time must be used at an agreed-to time with the department head as to not cause overtime.
4. The Town Manager or his or her designee, at his or her discretion, may close certain offices during a Limited Work Force Situation. If the office is closed at the discretion of the Town Manager or his or her designee, no employees of any closed office need to remain during the Limited Work Force Designation.

C. <u>Change of Work Location</u>

1. In the event that a decision is made by the Town Manager or his or her designee not to open a particular building, or to schedule a late opening, employees of that

particular building may be required to report for duty at secondary location if their function can be accommodated at a secondary location.

2. Employees who are required to work from a secondary location will not receive additional compensation.

D. Change of Work Duties

1. During an emergency, employees may be required to perform additional or different duties then outlined in their job description. This includes but is not limited to, answering phones in the Emergency Operation Center and other operations as directed by the Town Manager or his or her designee or the Emergency Management Director.

E. Availability of Employees

1. In the event that a decision is made by the Town Manager or his or her designee not to open a municipal building, or to schedule a late opening, employees shall be accessible by phone for immediate needs. If Department Directors or Heads are on a scheduled vacation, a subordinate shall be accessible by phone for immediate needs. The Town Manager or his or her designee shall be notified in advance of the subordinate assigned to cover for the Department Director or Head.

Town of Ipswich
Free Cash Policy

Adopted on: February 4, 2013
Adopted By: Board of Selectmen

Purpose:

The purpose is to provide a policy for the conditions under which Free Cash should be used.

Sources of Income:

Free Cash is the amount of the community's funds that are unrestricted and available for appropriation. Free Cash is generated when actual revenue collections are more than budget estimates, and when expenditures and encumbrances are less than appropriations, or both. It may be appropriated after certified by the Massachusetts Department of Revenue after the close of each fiscal year. Appropriation requires a simple majority vote by town meeting. Free Cash is not a fund and interest does not accrue to the balance. (Source: IGR No. 86-104, Bureau of Accounts, Mass. Department of Revenue)

Allowed Uses of Funds:

Upon appropriate vote at Town Meeting, the monies from the Free Cash may be appropriated to finance the following:

1. Emergency, urgent or unforeseen expenses for which there are no immediate feasible or alternative funding sources;
2. To stabilize the municipal budget when variances are due to unexpected adverse economic conditions that are expected to be of short term duration;
3. To enhance fund reserves (such as the Stabilization Fund, Capital Stabilization Fund and OPEB Trust Fund) in accordance with goals established by the Board of Selectmen;
4. To fund capital projects or other special projects for which there are no other identified funding sources.

In all cases, use of free cash should be avoided for routine and recurring operational expenses.

Fund Balance:

The minimum balance shall not be reduced below $100,000. Any undesignated or un-appropriated balance above $100,000 should be transferred into an appropriate reserve.

Policy Review:

This policy shall be reviewed periodically.

Town of Ipswich
Investment Policy

Adopted on: June 25, 2012
Adopted By: Board of Selectmen

I. The Investment of General Funds, Special Revenue Funds, Enterprise Funds, and Capital Projects Funds

A. Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section two will deal with trust funds, and any other funds with special circumstances such as stabilization funds. A separate Contributory Retirement Board, Essex Regional Retirement System, is responsible for the investment of the pension funds.

B. Objectives

Massachusetts General Laws, Chapter 44, section 55B requires the municipal/district treasurer to invest all public funds except those required to be kept uninvested for purposes of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

a. Credit Risk
The Town of Ipswich will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer, by:

- Limiting investments to the types of securities listed in Section C of this Investment Policy.
- Pre-qualifying the financial institutions, broker/dealers, intermediaries, and

advisers with which the Town of Ipswich will do business in accordance with Section G.

- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

b. Interest Rate Risk
The Town of Ipswich will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity
- Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

- ***Liquidity*** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.

- ***Yield*** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

C. Investment Instruments

Note: Public investments in Massachusetts are not protected through provisions in State law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity of a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles.

The Treasurer may invest in the following instruments:

- Massachusetts State pooled fund: **Unlimited amounts** (Pool is liquid)

    - The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer and currently managed by Fidelity Investments. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos), and U. S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.

- U. S. Treasuries that will be held to maturity: **Unlimited amounts (Up to one year maturity from date of purchase)**

- U.S. Agency obligations that will be held to maturity. **Unlimited amounts (Up to one year maturity from date of purchase)**

- Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. **(Up to one year)** which are fully collateralized through a third party agreement: **Unlimited Amounts**

- Bank accounts and C.D.'s **(Up to one year)** insured by F.D.I.C. up to **$250,000 limit.** All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the $250,000 insurance coverage. In some cases Banking Institutions carry additional insurance, Depository Insurance Fund of Massachusetts (D.I.F.M): **Unlimited Amounts**

- **Unsecured bank deposits** of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments **will be limited to no more than 60% of a municipality's cash.** They will be diversified as much as possible. C.D.'s will be purchased for no more than three months and will be reviewed frequently.

D. Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and State pools (MMDT), no more than 60% of the Town's investments shall be invested in a single financial institution.

E. Authorization

The Treasurer has authority to invest municipal funds, subject to the statutes of the Commonwealth cited above in Section B.

F. Ethics

The Town Treasurer and Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. The Treasurer shall disclose to the Board of Selectmen and the Assistant Treasurer shall disclose to the Town Manager any material financial interest in financial institutions that do business with the

town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the town's investments.

G. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to safety. Financial institutions should be recognized, reputable dealers.

The Treasurer shall require any financial institutions, brokerage houses and broker/dealers, wishing to do business with the Town of Ipswich, to supply the following information to the Treasurer:

- Audited financial statements
- Proof of National Association of Security Dealers certification
- A statement that the dealer has read the municipality's investment policy and will comply with it
- Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars)

H. Reporting Requirements

On an annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Town. The annual report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the fiscal year.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
- A summary of the income earned on a yearly basis shall be reported.
- The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the Town's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

I. Restrictions

Chapter 44, Section 55 set forth the several restrictions that the Treasurer must be aware of when making investment selections.

- A Treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust

company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.

- The Treasurer shall not make a deposit in any bank, trust company or banking company that he is associated as an officer or employee or has been the same for any time during the three years immediately preceding the date of any such deposit.
- All securities shall have a maturity from date of purchase of one year or less.
- Purchases under an agreement with a trust company, national bank or banking company to repurchase at not less than original purchase price of said securities on a fixed date shall not exceed ninety days.

J. Legal References

Massachusetts General Law Chapter 44, Section 54
Massachusetts General Law Chapter 44, Section 55B
Massachusetts General Law Chapter 740 of the Acts of 1985

II. The Investment of Town Trust Funds and Stabilization Funds.

This section of the policy applies only to funds that could be invested long term, i.e. Town Trust Funds and Stabilization Funds. (excluding Library Trust Funds)

A. Scope

This policy applies to all accounts that are designated as Town Trust Funds or Stabilization Funds. These funds include all accounts that are received as scholarships and perpetual care receipts.

All accounts will be maintained separately receiving their proportionate interest and any realized and unrealized gains or losses. The account will be established as a pooled investment portfolio unless otherwise stated. Any additional accounts will be maintained in this same manner.

B. Authority

Massachusetts General Law Chapter 44, section 54 pertains to the investment of Trust Funds. All town trust funds shall fall under the control of the Town Treasurer unless otherwise provided or directed by the donor.

C. Objective

Massachusetts General Laws, Chapter 44, section 55B requires the Town Treasurer to invest all public funds except those required to be kept uninvested for purposes of immediate distribution.

The M.G.L. Chapter 740 of the Acts of 1985 requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

a. Credit Risk
The Town of Ipswich will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer, by:

- Limiting investments to the types of securities listed in Section D of this Investment Policy.
- Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the Town of Ipswich will do business in accordance with Section H.
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

b. Interest Rate Risk
The Town of Ipswich will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity
- Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy

- ***Liquidity*** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.

- ***Yield*** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

D. Investment Instruments

M.G.L. Chapter 44 section 54 states that money should be deposited into savings bank, trust companies incorporated under the laws of the commonwealth, banking companies incorporated under the laws of the commonwealth which are members of the Federal Deposit Insurance Corporation, or national banks, or invested in participation units in a combined investment fund under section thirty-eight A of chapter twenty-nine, or in a paid–up shares and accounts of and in co-operative banks, or in shares of savings and loan associations or in share or savings deposits of federal savings and loan associations doing business in the commonwealth.

Additionally the Town of Ipswich may invest such funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the commonwealth; provided, that not more than fifteen percent of any such trust funds shall be invested in bank stocks and insurance company stocks, nor shall more than one and one-half percent of such funds be invested in the stock of any one bank or insurance company. See attached the Commonwealth of Massachusetts **List of Legal Investments**.

The Treasurer may invest in the following instruments:

- U. S. Treasuries that maybe sold prior to maturity: **Unlimited amounts (With no limit to the length of maturity from date of purchase)**

- U.S. Agency obligations that maybe sold prior to maturity. **Unlimited amounts (With no limit to the length of maturity from date of purchase)**

- Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. **Unlimited amounts (With no limit to the length of maturity from date of purchase)**, which is fully collateralized through a third party agreement:

- Bank accounts and C.D.'s **(With no limit to the length of maturity from date of purchase)**, fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.M): **$250,000 limit** All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the $250,000 insurance coverage. **Unlimited amounts**

- **Unsecured bank deposits** of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments **will be limited to no more than 40% of total trust funds**. They will be diversified as much as possible. C.D.'s will be purchased for no more than three months and will be reviewed frequently.

- Common and preferred stock that are listed in the **List of Legal Investments.**
- Investment Funds that are listed in the **List of Legal Investments.**
- All other items not separately identified here that are listed in the **List of Legal Investments.**
- All investments allowed under M.G.L. Chapter 167F, Section 3 (5), Prudent Investments which includes investment grade corporate bonds and mutual funds (including EFTs) traded on a national exchange.

E. Standards of Care

The standard of prudence to be used by the Treasurer shall be the "Prudent Person" standard and shall be applied in the context of managing an overall portfolio. The Treasurer acting in accordance with written procedures, and this investment policy, and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs; not for speculation but for investment considering the probable safety of their capital as well as the probable income to be derived.

In addition this section would also apply to M.G.L. Chapter 44 Section 55A which refers to the liability of the Treasurer for losses due to bankruptcy.

F. Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution, with the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies.

G. Ethics

The Treasurer and Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. The Treasurer shall disclose to the Board of Selectmen and the Assistant Treasurer shall disclose to the Town Manager any material financial interest in financial institutions that do business with the

town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the town's investments.

H. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to safety.

The Treasurer shall require any financial institutions brokerage houses and broker/dealers, wishing to do business with the Town of Ipswich, to supply the following information to the Treasurer:

- Audited financial statements
- Proof of National Association of Security Dealers certification
- A statement that the dealer has read the municipality's investment policy and will comply with it

I. Reporting Requirements

On an annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Town. The annual report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the fiscal year.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
- A summary of the income earned on a yearly basis shall be reported.
- The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the Town's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

J. Legal References

Massachusetts General Law Chapter 44, Section 54
Massachusetts General Law Chapter 44, Section 55B
Massachusetts General Law Chapter 740 of the Acts of 1985

Trust Funds may be co-mingled and invested in any instruments allowed by the Commonwealth of Massachusetts list of Legal Investments Legal issued by the Banking Commissioner each July. Each trust fund must be accounted for separately. Chapter 44 Section 54 sets forth that Treasurers may invest in instruments that are legal for savings banks. This list of investments is included in the Commonwealth of Massachusetts List of Legal Investments.

III. The Investment of OPEB Trust Funds

A. Scope

This section applies to all funds that are separately designated as long-term Other Post Employment Benefit (OPEB) funds. The account will be established as a pooled investment portfolio unless otherwise stated. Any additional contributions to the account will be maintained in the same manner.

B. Authority

Massachusetts General Law Chapter 32B, section 20 allows a city, town, district, county or municipal lighting plant to set up a special trust fund, the Other Post Employment Benefits (OPEB) Liability Trust Fund. The governmental unit's treasurer is the custodian of the fund or in the case of a light plant, an officer designated by the board. Investment of fund monies by the custodian must be consistent with the prudent person standard set forth in Massachusetts General Law Chapter 203C for private trust funds. Interest earned on the investment of fund monies belongs to the fund.

C. Objective

OPEB funds are long-term investments. Given a stated discount rate target, this long-term approach enables the Town to purchase long-term assets, such as equities, which tend to

have high returns over many years but whose price volatility precludes their use by those with shorter time horizons. By keeping our long-term focus in mind at all times, we hope to weather the periodic bad times.

We expect this long term view to provide us with better results than will be earned by those who pick short term investments or who abandon ship during turbulent times. We also expect that equities will serve as a hedge against eroding trust fund values due to long term inflationary trends.

We expect the stock market to provide greater total returns than the bond market does. We make this statement in a long-term sense, knowing that both economies and markets suffer periodic (but normally brief) declines, and knowing that there have been periods when cash and bonds outperform stocks.

We expect the relationship between the economy, the stock market, and inflation that has been in existence for the past 70 years to continue. We expect the American economy to show modest real growth over full business cycles, after allowance for occasional recessions. We expect stock prices to grow slightly faster than inflation, although the naturally volatile nature of the stock market will make such growth invisible except when observed over longer periods of time. We expect cash dividends from stocks also to grow slightly faster than inflation, and to fluctuate much less than stock prices do.

We expect continued inflation. Its timing and severity we cannot predict, but we believe it will be of sufficient magnitude that to ignore it would threaten our ability to meet our long-term objectives.

Our definition of risk is not always the common one. Most investors define investment risk in terms of the volatility of short-term total returns. This definition is appropriate for funds with a very short-term time horizon, but inappropriate for quasi-perpetual funds such as this OPEB Trust Fund. Our managed funds bear three potential kinds of risk. One comes from any mismatch between the natural cash flows out of the Trust (the amount requisitioned from the Trust) and the cash flows coming in (from contributions, dividends and interest). A second source of risk is the possibility that the assets in the funds do not perform the way the investment manager(s) or we expect them to. The third form of risk is that of reacting inappropriately at a volatile period, most likely after a severe market decline. We hope to minimize these risks to as great a degree as is possible without harming the Trust Fund's long-term objectives. Market value fluctuations are of secondary importance unless individual assets have permanently impaired values and must be liquidated to preserve remaining value.

D. Strategy

The contracted Investment Manager(s) will utilize the following investment guidelines in terms of asset allocation. This policy is subject to review and amendment at any time.

0 – 10% Cash and cash equivalents – normalized at 5%. Cash will be maintained to provide periodic cash distributions. Cash will not normally be held as a strategic investment asset, although the Investment Manager may seek to allow cash to build to the maximum level in times of market uncertainty.

0 – 20% Alternative Investments – normalized at 10%. Alternative Investment strategies include, but are not limited to, investment vehicles with the following objectives: market-neutral, absolute return, global macro, long/short, commodities, managed futures and arbitrage.

30 – 50% Fixed Income - normalized at 35%. To ensure appropriate diversification and to minimize default risk, the Trust Fund will invest primarily in high-quality taxable bonds, notes, and other credits through mutual funds, exchange-traded funds (ETFs) or individual bonds. Lower-quality bonds may be held through mutual fund or ETF ownership. The overall goal of the fixed-income portion of the portfolio is to provide returns competitive with, and price volatility similar to, the Barclays (Lehman Brothers) Aggregate Bond Index. The fixed income allocation exists to provide income and to dampen the volatility from the fund's equity holdings.

30 – 70% Equities – normalized at 50%. The sub-categories and their respective allocation ranges are as follows:

1) 40-60% - normalized at 50% (of the equity allocation) in U.S. Large Cap;
2) 15-25% - normalized at 20% - in International Developed Countries (all markets caps);
3) 10-15% - normalized at 12.5% - in U.S. Mid Cap;
4) 5-15% - normalized at 10% - in U.S. Small Cap;
5) 5-10% - normalized at 7.5% - in International Emerging Markets.

Adequate diversification and risk controls must be maintained within each sub-category. An appropriate benchmark for the overall asset class of equities, as well as each sub-strategy, will be determined and agreed upon between the Town and the Investment Manager(s).

E. Investment Instruments

M.G.L. Chapter 203C: section 1 known as the Massachusetts Prudent Investor Act, states that a trustee shall invest and manage trust assets as a prudent investor would, considering the purposes, terms, and other circumstances of the trust, including those set forth in subsection c. In satisfying this standard, the trustee shall exercise reasonable care, skill, and caution. A trustee's investment and management decisions respecting individual assets shall be considered in the context of the trust portfolio as a part of an overall investment strategy reasonably suited to the trust.

Among circumstances that a trustee shall consider in investing and managing trust assets are such of the following as are relevant to the trust or its beneficiaries: 1) general economic conditions; 2) the possible effect of inflation or deflation; 3) the role that each investment or course of action plays within the overall portfolio; 4) the expected total

return from income and appreciation of capital: 5) other resources of the beneficiaries; 6) needs for liquidity, regularity of income, and preservation or appreciation of capital.

A trustee shall make a reasonable effort to verify facts relevant to the investment and management of trust assets. A trustee may invest in any kind of property or type of investment consistent with the standards of this chapter. A trustee who has special skills or expertise, shall have a duty to use such special skills or expertise.

Section 4: A trustee shall reasonably diversify the investments of the trust unless, under the circumstances, it is prudent not to do so.

The Treasurer may invest in the following instruments:

- U. S. Treasuries that may be sold prior to maturity: **Unlimited amounts (With no limit to the length of maturity from date of purchase)**
- U.S. Agency obligations that may be sold prior to maturity: **Unlimited amounts (With no limit to the length of maturity from date of purchase)**
- Bank accounts or Certificates of Deposit ("CDs"): **Unlimited amounts (With no limit to the length of maturity from date of purchase)**, which is fully collateralized through a third party agreement.
- Bank accounts and CDs: **(With no limit to the length of maturity from date of purchase)** fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.): All bank accounts and CDs in one institution are considered in the aggregate to receive the insurance coverage limit.
- Money market mutual funds.
- Fixed-income mutual funds and exchange-traded funds (ETFs).
- Preferred stock: securities must be investment grade at the time of purchase.
- Common stock.
- Equity mutual funds and exchange-traded funds (ETFs).
- Alternative investment-oriented mutual funds. Leveraged (i.e. 2x or 3x) investment strategies are not permitted.

F. Specific Risks

- **Credit Risk**

Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations.

The Town will manage credit risk several ways. There will be no limit to the amount of United States Treasury and United States Government Agency obligations, as they carry an AAA rating.

In regards to fixed-income investments, the Town will only purchase investment grade securities with a high concentration in securities rated A or better. Lower-quality investments may only be held through diversified vehicles, such as mutual funds or exchange-traded funds. Investments in fixed income securities will be made primarily for income and capital preservation. The Town may invest in the Massachusetts Municipal Depository Trust (MMDT) with no limit to the amount of funds placed in the fund.

- **Custodial Risk**

The custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a government will not be able to recover the value of investment or collateral securities that are in the possession of an outside party.

The Town will review the financial institution's financial statements and the background of the sales representative. The intent of this qualification is to limit the Town's exposure to only those institutions with a proven financial strength, Capital adequacy of the firm, and overall affirmative reputation in the municipal industry.

Further, all securities not held directly by the Town, will be held in the Town's name and tax identification number by a third party custodian approved by the Treasurer and evidenced by safekeeping receipts showing individual CUSIP numbers for each security.

- **Concentration of Credit Risk**

Concentration of credit risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer.

The town will minimize Concentration of Credit Risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized. As stated above, securities of a single corporate issuer (with the exception of the United States Government and its Agencies) will not exceed 5% of the portfolio value.

- **Interest Rate Risk**

Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment.

The town will manage interest rate risk by managing duration in the account.

G. Standards of Care

The standard of prudence to be used by the Treasurer shall be the "Prudent Person" standard and shall be applied in the context of managing an overall portfolio. The Treasurer acting in accordance with written procedures and this IPS, and exercising reasonable due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this IPS.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs; not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived.

In addition this section would also apply to M.G.L. Chapter 44 Section 55A which refers to the liability of the Treasurer for losses due to bankruptcy.

H. Diversification

- **Equity**

The equity portion of the portfolio should consist of a diversified mix of investments (individual equities, mutual funds and exchange-traded funds) suitable to achieve the objective of capital appreciation. Individual equity holdings in any one company should not exceed 5% of the market value of the portfolio.

Equity holdings may be selected from the New York and American Stock Exchange or the NASDAQ markets. Securities may be in U.S. companies, or foreign companies purchased as American Depository Receipts (ADR's). Funds may be invested in securities convertible into equities or preferred stock.

No funds may be invested in real estate, private placements or letter stock, the Investment Advisor shall not engage in margin transactions, short sales or any other such specialized investment vehicles. The manager of a specific mutual fund and exchange-traded fund, however, may engage in short sales as part of an overall investment strategy. The selection of individual equities will be at the discretion of the Investment Advisor.

- **Fixed Income**

Investments in fixed income securities will be made principally for income and capital preservation. Selection should be made from liquid, investment grade corporate debt, convertible debt and obligations of the United States Government and its agencies. Lower-quality investments may only be held through diversified vehicles, such as mutual funds or exchange-traded funds.

Securities of a single corporate issuer (excluding the United States Government and its Agencies) will not exceed 5% of the portfolio market value. Investments in U.S. Government debt will not include agencies that are not permitted under Massachusetts General Laws (i.e. Sallie Mae (SLMA) or Ginnie Mae (GNMA) obligations).

No more than 20% of the portfolio's total market value will be invested in convertible securities.

Individual corporate debt and preferred stock issues must be rated BBB or better, as defined by Moody's and/or Standard & Poor's Rating Agency.

There shall be no direct investments in real estate, mortgages, collateral or non-collateral loans, private placements, fixed income or interest rate futures, and no engagement in any other specialized fixed income ventures. The manager of a specific mutual fund and exchange-traded fund, however, may engage in fixed income and interest rate futures as part of an overall investment strategy. The selection of individual fixed income securities shall be at the discretion of the Investment Advisor

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities, as well as concentration in a specific institution, with the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies.

I. Ethics

The Treasurer and Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. The Treasurer shall disclose to the Board of Selectmen and the Assistant Treasurer shall disclose to the Town Manager any material financial interest in financial institutions that do business with the town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the town's investments.

J. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to their financial soundness and stability. Brokers should be recognized, reputable dealers. All cash and securities shall be held in either a bank that is allowable for the deposit of public funds, provided funds on deposit are insured by the Federal Deposit Insurance Corporation (FDIC), or in an Investment Brokerage Account that is insured by the Securities Investor Protection Corporation (SIPC).

The Treasurer shall require any brokerage houses and broker/dealers, wishing to do business with the Town, to supply the following information to the Treasurer:

- Audited financial statements
- If acting as a Registered Investment Adviser, Form ADV Part II report
- Proof of FINRA membership
- Errors & Omissions insurance amounting to, at a minimum, the total fair market value of the Trust Funds Portfolio.
- A statement that the Advisor has read the municipality's IPS and will comply with it on an annual basis

K. Reporting Requirements

On an annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Town Manager. The annual report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the reporting period.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this IPS.
- A summary of the income earned on a monthly basis and year-to-date basis shall be reported.
- The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the Town's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in the IPS.

L. Performance Measurement and Evaluation

- The Funds performance will be measured by comparison with their stated objectives in comparison to their respective benchmarks.

- To monitor the intermediate term performance of the Funds, the Treasurer will compare the investment manager's results to a blended benchmark, to be determined in conjunction with the Investment Manager(s).

- Rebalancing of the portfolios should happen at least annually or more frequently if appropriate and approved by the Treasurer.

- It is expected that the performance figures of the Trust Fund, and any sub-strategy, will outperform their respective benchmarks, net of fees, on a long term (business cycle) basis.

M. Supervision

- The Treasurer will meet with the investment manager(s) as frequently as semi-annually to monitor the performance of the funds and the investment manager(s) compliance with these guidelines. The Treasurer will receive and review portfolio management reports quarterly.

- The Treasurer will review this Investment Policy Statement at least once a year to ensure that it remains appropriate and complete.

- The Treasurer has the option to put the management of funds out for bid periodically, and shall consider such option not less frequently than every five years, through a request for information, request for proposal, or similar process as required by law or town policy.

N. Legal References

- Massachusetts General Law Chapter 32B, Section 20
- Massachusetts General Law Chapter 203C, Section 1 through 11

Town of Ipswich
Licenseholders Having Outstanding Municipal Balances Policy

Adopted on: December 17, 2001
Adopted By: Board of Selectmen
Revised on: December 9, 2002

Purpose:

This policy establishes a set of procedures and criteria for the issuance, renewal, or transfer of licenses to businesses having outstanding tax and/or utilities balances, and all other fees, assessments, betterments and/or other municipal charges. No establishment shall be issued a new, renewed or transferred license unless and until all accounts are current (i.e., no greater than sixty days past due) unless a financial arrangement has been established (with the exception of bankruptcy proceedings).

Procedure for Renewal of Licenses:

The names of those businesses and/or individuals who have expressed an interest in renewing their licenses and have paid their application fees shall be forwarded to the Board of Selectmen for approval.

On or about November 15th of each year, the Town Clerk shall provide a list of all prospective licensees (both originals and renewals) to the Tax Collector and to the Utilities Business Manager.
No later than the first Monday in December, the Tax Collector and the Utilities Business Manager shall verify the amounts of arrearages past due; the Tax Collector forthwith shall present the compiled listing to the Town Clerk and to the Board of Selectmen.

The Selectmen shall act on the approval of license renewals subject to the discharge of all utilities and/or tax balances, and all other fees, assessments, betterments and/or other municipal charges by the licensee.

By the close of the first week in December, the Selectmen's office shall notify those businesses which have arrearages by registered mail (receipt requested) that their licenses will not be renewed unless and until all tax and/or utilities balances, and all other fees, assessments, betterments and/or other municipal charges have been discharged. Licenses shall be held in the Tax Collector's office until payment (or an acceptable arrangement for payment) has been made

Provisions for Enforcement:

During the last week of December, the Tax Collector, the Utilities Business Manager, and the Town Clerk shall edit the list of receivables as liens are discharged and/or payment plans are commenced to the satisfaction of said departments.

At the close of the last Town Hall business day of the calendar year, the Town Clerk shall convey to the Ipswich Police Department a list of those establishments which have not had their license renewals released.

The Ipswich Police Department shall enforce the law, closing any establishment in operation after 12:01 AM on January first which does not have all licenses properly displayed on its respective premises, as may be required by law.

Town of Ipswich
Long Term Debt Policy

Adopted on: June 15, 2015
Adopted By: Board of Selectmen

Background:

The use of long-term debt is a common and often necessary way for a community to address major infrastructure and equipment needs. It is also a means of spreading the cost of large capital projects over a larger, changing population base. However, when a local government incurs long-term debt, it establishes a fixed obligation for many years. Accumulation of such fixed burdens can become so great that a local government finds it difficult to pay both its operational costs and debt service charges. Debt service expense provides limited flexibility if financial operations become stressed. Great care and planning must therefore be taken when incurring long-term debt to avoid placing a strain on future revenues. Moody's Investors Services views 3 to 4% of a town's equalized valuation as an average debt burden range. As of the date of adoption of this policy, the debt ratio is approximately 1.2%.

Massachusetts General Laws, Chapter 44, Sections 7 & 8 regulate the purposes for which municipalities can incur debt and the maximum maturity for bonds issued for each purpose. Chapter 44, Section 10 specifies that the debt shall not exceed 5 percent of the equalized valuation of the town. Debt in excess of 5 percent, up to 10 percent, is subject to approval by the municipal finance oversight board.

The capital authorizations presented for Town Meeting and Voter approval are called "debt exclusions" which are amounts outside of the Proposition 2-1/2 limits. Amounts raised by taxes to pay the debt service on debt exclusions are in addition to the annual levy limit calculation.

Purpose:

The debt policy provides guidance to the community in determining the appropriate level of debt burden which can be managed effectively within its limited revenue streams and to establish guidelines governing the use of long-term debt.

Guidelines:

Before undertaking an approved capital project, the department head or project engineer shall furnish to the Treasurer a schedule of anticipated payments and drawdowns, so that appropriate financing can be arranged.

When going out to borrow, the town will consider the usefulness of BANs (Bond Anticipation Notes) before arranging permanent financing. Whenever possible, multiple projects will be bonded together to reduce issuance costs.

Amortization of debt will not exceed the expected useful life of the financed project.

Whenever possible, the town will accelerate amortization of debt for capital projects or equipment to avoid interest costs and to maintain a capital financing schedule.

The town will review budget obligations to determine ability to absorb additional debt within the levy limit without jeopardizing services. The town will strive to level the debt service within the levy limit as much as possible to avoid placing additional strain on its ability to fund its operating expenditures.

For general fund capital expenditures, the town will consider debt exclusions for large projects, such as equipment in excess of $175,000, facility repairs in excess of $100,000, buildings and major infrastructure improvements. The town will structure excluded debt so as to minimize impact on taxpayers while amortizing debt in such a way as to sustain meeting other capital needs.

The town will pursue opportunities, wherever feasible, to acquire capital by other means, such as grants, low interest loans from Massachusetts Clean Water Trust (MCWT), Massachusetts School Building Authority grant (MSBA), and other available means. Free Cash and the stabilization fund may be used, but not in such a manner as to jeopardize the regular capital program nor undermine the town's financial reserves.

The debt schedule will be reviewed periodically to identify opportunities to refund or pay off debt early.

Policy Review:

This policy will be reviewed periodically and amended as appropriate.

Town of Ipswich
Military Leave Policy

Adopted on: April 22, 2013
Adopted By: Town Manager

I. Rights of Employees Called to Temporary Military Training

This policy is adopted pursuant to and in accordance with the General Laws of Massachusetts, Chapter 149, Section 52A, in order to provide certain protections to all non-temporary Town employees who, as a member of an Organized Unit of Ready Reserve, are called to perform temporary military training.

Employees called to perform temporary military training are eligible to receive paid leave not to exceed seventeen (17) days in a calendar year, compensated at their regular rate of pay, less any military pay received for said training. Any military reserve leave in excess of seventeen (17) days in a calendar year shall be unpaid. Employees may elect to use accrued Vacation and Personal Leave. All standard policies for such leave shall continue to apply. Employees must provide the Town with notice of their anticipated date of departure and date of return as soon as practicable after having received training orders.

Employees returning from military training shall be promptly restored to his/her previous position or a similar position with the same status, pay and seniority; provided the employee remains qualified to perform the duties of the position. The employee's absence for military training shall not affect his/her right to receive normal vacation, sick leave, bonus, advancement and other advantages of employment normally to be anticipated in her/his particular position.

II. Rights of Employees Called to Active Military Duty

It is the Town's policy to fully comply with the provisions of the Uniformed Services Employment and Re-employment Rights Act, 38 U.S.C. §§ 4301–4335 (USERRA). USERRA applies to Town employees who perform duty, voluntarily or involuntarily, in the "uniformed services," which include the Army, Navy, Marine Corps, Air Force, Coast Guard, and Public Health Service commissioned corps, as well as the reserve components of each of these services. Federal training or service in the Army National Guard and Air National Guard also gives rise to rights under USERRA. Any such employee who is absent because of duty in the Uniformed Services shall be granted leave without pay.

Notice Requirement

An employee is required to provide the Town with advance written or oral notice of his or her service obligations to be entitled to USERRA's re-employment rights and benefits.

Written notice typically consists of a copy of an employee's military orders, training notices, or induction information. In extraordinary circumstances, where notice is impossible or unreasonable, the notice requirement may be excused.

Re-Employment

A Town employee who is called to perform "uniformed service" shall be granted re-employment with the Town as long as he/she complies with the following requirements:

(a) The employee must not have been released from service under dishonorable or other punitive conditions;

(b) The cumulative length of the employee's service that causes the absence from a position does not exceed five (5) years;

(c) If service is *less than 31 days*, the returning employee must seek re-employment no later than the beginning of the first full work period on the first full calendar day following completion of service, plus time required to return home safely and an eight hour rest period. If this is impossible or unreasonable, then as soon as possible;

(d) If service is *greater than 31 days but less than 181 days*, the returning employee must seek re-employment no later than 14 days following the end of service;

(e) If service is *greater than 181 days*, the returning employee must seek re-employment no later than 90 days following end of service;

(f) If *injured during military service*, the employee must seek re-employment within two (2) years following the end of service.

Job Rights

If the employee's military *service was less than 91 days*, the returning employee shall be promptly re-employed in the position that he/she would have held have held had the employee remained continuously employed, so long as the person is qualified for the job or can become qualified after reasonable efforts by the employer to qualify the person. If the employee is not so qualified for such a position, the employee will be placed in the same position he/she held at the commencement of service.

If the employee's military *service was 91 or more days*, the returning employee shall be promptly re-employed in the position that he/she would have held have held had the employee remained continuously employed, or a position of like seniority status and pay, so long as the person is qualified for the job or can become qualified after reasonable efforts by the employer to qualify the person. If the employee is not so qualified for such a position, the employee will be placed in the same position he/she held at the

commencement of service, or a position of like seniority, status, and pay the duties of which the employee is qualified to perform

Discharge

If the employee's military service was more than 30 days but less than 181 days, the Town shall not discharge said employee without cause for six (6) months following re-employment. If the employee's military service was for more than 181 days, the Town shall not discharge said employee without cause for one (1) year following re-employment.

Continuation of Insurance Coverage

Employees performing military duty for more than 30 days may elect to continue participation in a Town-sponsored health insurance plan (including dependents) for up to 24 months. The employee will be responsible for making timely payments of the portion of the monthly premium he or she would otherwise have deducted from her/his salary. These payments must be made to the Town one month in advance. For military service of less than 31 days, the Town will continue to provide health insurance coverage as if the employee had remained employed.

If the employee declines Town-sponsored health insurance coverage during the period of military service, the Town, upon the employee's re-employment, shall promptly reinstate the employee's coverage.

Retirement Benefits

An employee who is reinstated after a military leave of absence shall receive credit for continuous employment in the retirement system for the period of military leave. Upon reinstatement, the employee shall pay into the retirement system the amount he/she would have paid had his/her employment not been interrupted by military service.

Town of Ipswich
Municipal Wireless Telephone Usage Policy

Adopted on: November 5, 2012
Adopted By: Town Manager
Revised on: December 11, 2013; December 16, 2014

**This policy is applicable to all employees of the Town of Ipswich. For those employees covered by Collective Bargaining Agreements, the provisions of the CBA, which are subject to negotiation, prevail over the language in this policy (i.e. discipline). Any changes made to this policy that apply to sections that subject to collective bargaining, will be sent to the appropriate union prior to implementation.*

Purpose:
The Municipal Wireless Telephone Usage Policy is created to provide efficient and consistent standards and procedures for the acquisition, use and maintenance of wireless telephone technology by employees of the Town of Ipswich to whom a wireless telephone has been issued, and to provide effective organizational communication and cost management associated with acquiring and operating wireless telephones.

F. Minimum Standards and Criteria for Issuance:

To be assigned a Town issued wireless telephone, an employee must meet at least one of the following criteria:

1. Employees whose duties and responsibility require they maintain in constant, though intermittent, contact with private citizens, customers and colleagues and who spend a significant portion of their workday outside of a municipal building.
2. Employees who by title and responsibility routinely serve or are subject to serve in command or field coordinator roles for actual incidents or events, or rehearsals for such, where individual or public safety and well-being may be threatened.
3. Employees with whom immediate and direct telephonic communications is necessary in the performance of their professional responsibilities and organizational duties.
4. Employees for whom assigned duties and responsibilities require mobile communication access, and a wireless telephone provides economic or functional benefits over and above other means of communication, such as:
    a. Employees with whom, in the performance of their jobs, it is necessary to be in 24 hour per day contact;
    b. Employees for whom the purpose of confidentiality, use of other communications tools is deemed inappropriate;
    c. Employees for whom in the performance of their professional responsibilities the employee's personal safety or the safety of others is at risk;

d. Employees who, in the performance of their professional responsibilities, are frequently required to supervise activities outside of the normal work place at facilities and sites normally inaccessible;
e. Employees who need to be in ready contact with Police and/or Fire personnel.

G. Justifying and Requesting a Wireless Telephone:

Department Directors who request that an employee be allocated a wireless telephone shall make a written request, using the Wireless Telephone Request Form, to the Town Manager or his/her designee for review.

Department Directors will indicate phone selection on the Wireless Telephone Request Form. Justification must be made for issuance of phones outlined in Section 2 & 3 below. The Town has pre-selected a choice of standard and smart wireless telephones (attachment A). Model name and numbers must appear on the Wireless Telephone Request Form.

Guidelines for Wireless Telephone selection:

1. *Standard Free phone (not an iPhone/Smartphone)* – Standard issue to employees who meet criteria listed in Section A.
2. *Free Standard Issue iPhone/Smartphone* – Employee must meet criteria listed in Section 1 and the following:
    a. Frequently off-site as required by job duties and responsibilities.
    b. Job duties and responsibilities require frequent access to the internet, scheduling calendar and/or email.
    c. Job duties and responsibilities require access to an application supported by smart phones.
3. *Advanced iPhone/Smartphone*– This is an iPhone/Smartphone that has more memory and has a cost associated with obtaining the phone. Department Director must submit to the Town Manager or his/her designee a written justification of why a smart-phone is not sufficient and an advanced iPhone/Smartphone must be issued. If an advanced iPhone/Smartphone is approved it must be budgeted for through the requesting department.

If the justification cannot be made for the issuance of a Smart Phone or an iPhone the Town will not issue an iPhone or an iPhone, even if the employee offers to pay the cost of the phone themselves.

H. Review and Approval of Wireless Telephone Request

The Town Manager or his/her designee shall have final authority for determining that wireless telephone technology is the most appropriate communication technology for the situation then at hand.

I. Use of Wireless Telephones:

1. All employees assigned a wireless telephone must adhere to and acknowledge receipt of Municipal Wireless Telephone Usage Policy before being allocated a phone.
2. Wireless telephones are acquired with public funds and are so acquired to enable Town employees to transact the public's business in the most efficient and cost effective method possible. Telephone numbers are the property of the Town of Ipswich and not transferable, and shall be used in the same manner and with the same care and stewardship as all public resources.
3. The use of a wireless telephone is to conduct official business. Employees should limit personal telephone calls, in frequency and duration, to the greatest extent possible. This includes incoming as well as outgoing telephone calls. Personal calls should not interfere with an employee's duties and should not impact an employee's productivity. The use of wireless telephones should never interfere with an employee's attention to duty, and should never be used when engaged in safety-sensitive functions requiring the employee's full attention. Personal wireless telephone calls should not be made or answered while rendering service to the public in the performance of an employee's duties. Photo or text messaging is prohibited unless it can be clearly linked to the conduct of official Town business.
4. Employees shall not use a Town-owned wireless telephone to engage in inappropriate behavior. Examples of inappropriate wireless telephone use include but are not limited to, use that includes offensive language, harassment, aggressive or threaten behavior and use that is derogatory or of a sexual natural.
5. Regardless of whether or not a Town-owned wireless telephone is being used for public or incidental personnel purpose, non-public safety employees shall not initiate a wireless telephone call while they are driving a motor vehicle or operating equipment. Non-public safety employees who receive a wireless telephone call while driving a motor vehicle or operating equipment are required to stop the vehicle in a safe location so that communication is held while the vehicle is stopped. The use of "hands free" technology is acceptable as long as it does not interfere with the safe operation of the motor vehicle. Text messaging is prohibited while driving. This section shall not apply to employees who are passengers in a motor vehicle. Public safety (police & fire) employee use of Town-owned wireless telephones while driving a motor vehicle will be governed by departmental policy.
6. Wireless telephones are not to be used while operating equipment or during a safety sensitive function.
7. FLSA exempt employees assigned a wireless telephone shall power-on telephones at all times during their workday, while on-call, and while not accessible by other means of telecommunication.

J. Damage and Replacement

In the event any wireless telephone or other related equipment is damaged in the course of job

duties and responsibilities under reasonable circumstances, the item should be brought to the attention of the Facilities Department for repair or replacement. Lost or stolen wireless telephones shall be immediately reported to the Facilities Department so the service may be cancelled.

Employees may be financially responsible for the replacement if:

1. Wireless telephone is lost or damaged while in the care of an employee as a result of the employee's gross negligence.
2. Wireless telephone is not returned by an employee within the specified period of time or is damaged upon its return.
3. Wireless telephone is damaged due to failure to adhere to maintenance or operational polices.

K. Monitoring

1. The contractor will send a master invoice statement to the Facilities Department. The statement will be reviewed for any inappropriate use, abuse, or failure to adhere to established policy of wireless technology.
2. Inappropriate use, abuse, or failure to adhere to established policy shall be reported to the Department Director with a copy to the Town Manger or his/her designee.
3. Employee found to be in violation of this policy will be subject to disciplinary procedures* as may be deemed appropriate by the Town Manager or his/her designee.
4. The Town of Ipswich shall make provisions for providing wireless telephone communications capabilities to employees who, on an intermittent basis, meet the criteria for wireless telephone issuance.
5. The Town Manager and/or Department Directors have the right to revoke or deny use, issuance or assignment of wireless telephones at any time.
6. The Town manager may reevaluate wireless telephone policies and procedures at any time in the best interest of the organization.

L. End of Employment and Temporary Leave

1. *End of Employment*
   Upon notification of end of employment, the Department Director shall notify the Facilities office of the employee name and last day of employment. It is the responsibility of the employee to turn over his/her wireless telephone to the Facilities office prior to his/her last day of employment with the Town of Ipswich.

2. *Temporary Leave*
   Whenever an employee who is issued a wireless telephone is on an extended leave of absence from his/her employment, it is the responsibility of the Department Director to notify the Facilities Department of the leave of absence. Prior to the employee beginning his/her leave, the Town issued wireless telephone must be returned to the Facilities Department for the duration of the leave.

Town of Ipswich
Wireless Telephone Request Form

Department: _____ Date: _____

Name of Employee to be Issued Wireless Telephone:

_____

Employee Job Title:

_____

Type of Phone Requested:

	Standard Phone	Free iPhone/Smart Phone	Advanced iPhone/Smart Phone
Model Name			
Model Number			

If requesting an advanced iPhone/Smart Phone please include the account line the iPhone/Smart Phone will be purchased from: _____

Justification (please site specific standards as outline in the Municipal Wireless Telephone Usage Policy) :

_____
_____
_____
_____
_____
_____
_____
_____

Department Director Signature: _____ Date: _____

Town Manager's Approval**: _____ Date: _____

**as required by Municipal Wireless Telephone Usage Policy

For Office Use Only

Wireless Telephone Model Name

Assigned:_____

Wireless Telephone Model

Number:_____

Wireless Telephone

ID:_____

Wireless Telephone

Number:_____

Notes:

_____

_____

_____

_____

_____

Town of Ipswich
Acknowledgement of Receipt of
Municipal Wireless Telephone Usage Policy

Name:

_____

Department:

_____

Job Title:

_____

Wireless Telephone Make:

_____

Wireless Telephone ID Number:

_____

I acknowledge receipt of _____ Wireless Telephone(s) belonging to the Town of Ipswich, to be used in the course of my job.

This form acknowledges that I have received and reviewed a copy of the Town of Ipswich's Municipal Wireless Telephone Usage Policy and that this signature sheet will be placed in my personnel file in the Town Manager's Office. I understand that I will be held responsible for complying with the provisions of this policy and understand that any actions which are found to violate the terms of this policy may result in disciplinary action*. I understand that the use of such a device is a matter of public record and may be reviewed on a monthly basis by others outside of my department.

I have received, read, and agree to the Municipal Wireless Telephone Usage Policy provided to me with the device. I fully understand the terms of the procedures and agree to abide by them.

Wireless Telephone received by: _____ Date: _____
Wireless Telephone signed out by: _____ Date: _____

*this policy is applicable to all employees of the Town of Ipswich. For those employees covered by Collective Bargaining Agreements, the provisions of the CBA, which are subject to negotiation, prevail

over the language in this policy (i.e. discipline). Any changes made to this policy that apply to sections that subject to collective bargaining, will be sent to the appropriate union prior to implementation.

For Office Use Only

Wireless Telephone returned

by:_____ Date: _____

Wireless Telephone received by:

_____ Date: _____

Notes:

_____

_____

_____

_____

□ Copy of Completed Form to Human Resources

Town of Ipswich
OPEB Funding Policy

Adopted on: March 6, 2017
Adopted By: Board of Selectmen

Due to the implementation of GASB 75, an OPEB Funding Policy should be adopted in order to define expected future contributions.

The current OPEB policy does not define future contributions specifically. The current policy guidelines are below:

1) OPEB obligations will be funded on a pay as you go basis;

2) Funding will be set aside annually to maintain a 2 year reserve for retiree insurance premium costs.

3) The town may draw on the OPEB Trust Fund to cover unexpected increases in the cost of retiree benefits if such increases will destabilize the annual budget. The policy noted this should occur only in extreme and unforeseen circumstances;

4) The town will evaluate, adopt, and implement as legislatively allowed and appropriate, policies and strategies to limit future liabilities; and

5) The town may, as available funds permit, opt to set aside more than the amount designated under the established policy.

The OPEB funding policy is a three tiered process.

The first tier contributes 0.25% of total annual salaries of the prior fiscal year to the OPEB Trust Fund. This shall be funded within the General Fund Operating Budget and within the levy limit. The intent is to fund a portion of OPEB without negatively impacting the Operating Budgets of the town or schools.

The second tier contributes a percentage of Certified Free Cash: 25% of the amount of Certified Free Cash in excess of $1,000,000 will be appropriated to the OPEB Trust Fund. The remainder of Free Cash would be used in accordance with the Free Cash policy.

Lastly, the third tier will wait until the legally required Pension Liability is fully funded by Essex Regional Retirement between 2035 and 2040. The funds previously

appropriated to the Essex Regional Retirement would be directed to the OPEB Trust Fund.

The policy goal is to fully fund the OPEB actuarial liability by 2055.

This policy shall be reviewed periodically.

Town of Ipswich
Personal Leave Policy

Adopted on: April 22, 2013
Adopted By: Town Manager
Effective Date: July 1, 2013

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1. PURPOSE AND SCOPE

The purpose of this policy is to establish eligibility and procedural requirements relating to the administration of personal leave.

2. APPLICABILITY

This policy applies to all General Government, non-represented permanent full-time and part-time employees. Unless otherwise provided for under statue or employment agreement.

3. DEFINITIONS

Personal leave -- the conditional benefit for an employee's approved use for the purpose of attending to personal business which unavoidably conflicts with the employee's work schedule, such as attending a memorial service for a person not covered under the Town's bereavement policy, or to observe religious holidays, and the like. Personal days are meant to provide some flexibility in the employee's balance of work, home life and personal matters. Personal days must be pre-approved by your supervisor. Personal days will not be approved for frivolous endeavors, such as shopping, or for the purpose of extending or increasing vacation time.

4. POLICY

It is the policy of the Town of Ipswich to grant employees three days of personal leave at regular straight-time pay for normally scheduled hours. Personal days shall be granted annually on the employee's anniversary date to full-time and permanent part-time employees in accordance with the procedures set forth below.

5. PROCEDURES

5.1 Use of personal leave must be approved in advance by the department director or appointing authority

5.2 Personal leave is not cumulative and must be used in the year it is granted.

5.3 Newly hired employees shall be granted personal leave after the completion of their first year of service.

Town of Ipswich
Processing of Payments of License & Permit Fees and Other Revenues Policy

Adopted on: September 8, 1997
Adopted By: Board of Selectmen
Amended on: January 29, 2001

Procedures:

All licenses and permits should be prenumbered, with perforated stubs similarly prenumbered as a permanent record. Prenumbered receipts should be used for other revenues where practical.

The receiving department should turn over monies received to the Treasurer's Office at least on a weekly basis. If substantial sums are received (over $200), turnovers should be made on a daily basis, in each case using a 9 & 10 form.

Subordinate staff should prepare the turnover to the Treasurer and the 9 & 10 form. Management staff should check this work for completeness and accuracy, matching activity against prenumbered receipt stubs before the turnover is made.

Receipt of Payments:

Licenses, permits and other revenues may be paid by cash, check or money order as noted below. Receipts should be given to customer where practical.
Selectmen licenses & permits - cash, checks or money orders accepted at Town Clerk's office. Record should be maintained of licenses and permits sold daily. Daily turnover to Treasurer - 9 & 10 form prepared weekly.
Town Clerk - same as above.
Fire Department - check or money order accepted by the Department. Small cash payments can be accepted by the Department and turned over to the Treasurer's Office at least once a week. If an amount in excess of $50 is collected at any time, it should be turned over to the Treasurer's Office on the same day. Numbered receipts should be issued at all times. A three-part numbered receipt book would be preferred: one copy should be given to the customer; one copy should be turned over to the Treasurer with the 9 & 10 form along with cash, checks or money orders; and one copy maintained by the Department. All receipts should be reconciled with the Treasurer, matching activity against prenumbered receipt stubs in the Department receipt book before turnover is completed. [Amended 1/29/01]
Library - cash accepted at Library for fines and photocopies. Journal of receipts to be maintained.
Cemetery - check or money order accepted by department. Cash payments made at Treasurer's Office.

Zoning Board - check or money order accepted by Zoning Board. Cash payments made at Treasurer's Office.
Planning Board - check or money order accepted by Planning Board. Bonds and/or other security agreements delivered to Treasurer.
Town Manager - check or money order accepted by department. Cash payments made at Treasurer's Office.
Building Inspector - All payments made at Treasurer's office.
Health - All payments made at Treasurer's Office.
Conservation - checks or money order accepted by department. Cash payments made at Treasurer's Office.
Shellfish - cash, check or money order accepted at Town Clerk's office. Checks accepted by Shellfish Constable for confiscated clams (small amount).
Police - check or money order accepted by department. Cash payments made at Treasurer's Office, except cash for photocopies and bicycle licenses during off hours. Journal should be maintained noting name, date, nature of transaction and amount.
Harbors - Mooring Permits - check or money order accepted by Harbormaster. Prenumbered stickers issued. List maintained noting mooring permit number, name and address. List and 9 & 10 form turned over to Treasurer on a weekly basis.
Launching Permits – cash, check or money order accepted by the Harbormaster or his designee on weekends. Payments made to Treasurer's Office during business hours. Prenumbered ticket issued.
Animal Control - cash, check or money order accepted by department. Weekly turnover to Treasurer.
Assessor - cash, check or money order accepted by department. Weekly turnover to Treasurer.
Purchasing - checks or money orders accepted by department. Occasional receipts of small amounts of cash that are turned over to Treasurer immediately. Bid bonds held by Assistant Purchasing Agent unless high dollar amount (then held by Treasurer).
Parking Fines - cash, check or money order accepted by Parking Clerk. Prenumbered tickets are issued.
Recreation - cash, check or money order accepted by department. Prenumbered receipt issued by department with stub retained. Weekly turnover to Treasurer.

The Treasurer/Collector will periodically conduct spot checks of departments receiving cash, checks or money orders to determine that above procedures are being followed.

Bad checks are to be chased by the initially-receiving department.

Town of Ipswich
Purchasing Policy

Adopted on: March, 2013
Adopted By: Town Manager

I. Introduction

A. The objective of the Ipswich Purchasing Department is to coordinate the acquisition of quality goods and services for all town bodies under the jurisdiction of the Town Manager and the Board of Selectmen in their capacity as Electric Light Commissioners. The Purchasing Department promotes fair competition and competitive pricing in the bidding and contracting process by enforcing the legal requirements required from all departments as determined by the Commonwealth of Massachusetts, the Ipswich Town Charter and approved Town Manager/Board of Selectmen procedures.

B. The bidding process provides a competitive and market based price mechanism to acquire quality goods and services for the citizens of Ipswich at the lowest possible cost. Town departments are not required to always accept the lowest bidder but instead must consider the most responsible and responsive contractor who provides the best value for the citizens of Ipswich.

C. The Purchasing Department provides internal support to monitor purchases and ensures compliance with procurement practices; processes contracts in compliance with applicable laws and responds to bid protests. The Purchasing Office partners with Town departments in the development and solicitation of public bids and proposals through the Invitation for Bid (IFB) and Request for Proposal (RFP) process for the procurement of goods and services and contract administration after the award. The Ipswich Purchasing Office partners closely with the Ipswich School Department on several collaborative purchasing arrangements that lower costs and improve management practices.

II. Purchasing Authority

A. This purchasing policy is adopted per the authority granted to the Town Manager under Section 11m of the Ipswich Town Charter. The Town Manager is the Purchasing Agent or Chief Procurement Officer (CPO) for all Town departments and must comply with all state procurement laws inclusive but not limited to Chapter 30B, Chapter 30 and Chapter 149 and is responsible for meeting all other procurement legal requirements. Under Massachusetts General Law any contract that is entered into that is contrary to the public bidding laws cannot be paid even if the vendor has already performed the work.

B. Departments under the jurisdiction of the Town Manager and Board of Selectmen must follow all procurement legal requirements and plan for efficient acquisitions to provide needed services for Ipswich. In accordance with Chapter 164, Section 56, all contracts must be provided to the Town Accountant. For the purposes of administration all departments must provide a hard copy of any contract to the Purchasing Director who will keep them on file for reference. The Purchasing files will be the repository of contracts by and on behalf of the town and its agents, boards and committees.

III. The Purchasing Process

A. Project Planning

In the current time of tight budgets and increasing calls of public accountability, town departments must provide goods and services that are needed by residents in an efficient manner at favorable market based prices. The first and most important step in the procurement process is to assess and understand the purpose of the product or service and the goal it should achieve. Town departments must also plan ahead for purchases to take advantage of market conditions to obtain quality products and services at favorable costs. In many cases, procurement planning is part of the budget process.

B. Develop Written Specifications

The next step in the purchasing process is to develop a set of written specifications that clearly delineate all of the products or services that are required to serve the residents of Ipswich. Purchase orders are required for all purchases over $1000. Contracts are required for all purchases over $5,000. All departments are encouraged to use written specifications even in cases when no purchase order is required to ensure clear communication with vendors. The development of confusing or poorly planned specifications may result in poorly executed services or a project that falls short of expectations. The use of propriety specifications for procurement in bidding must be limited because mandating a particular brand name limits competition and increases the cost of procurement. The use of proprietary specifications is permissible only when no other product or service is available to meet the stated need. A better way of writing specifications is to mandate performance standards for goods and services rather than delineating brand name goods and services. The Purchasing Office reserves the right to reject any specification for a bid document that is contrary to the rules of purchasing. A specific reason for the rejection will be noted and cited in the legal requirements. The Purchasing Office collaborates with the department to select the appropriate source for the purchase.

C. Select the Purchasing Source

There are several different ways to comply with the purchasing requirements in Massachusetts as outlined below. Departments may use an existing contract that fits the need, use a State Contract or go out to bid for the purchase. The Department must first investigate the use of an appropriate State contract in conjunction with the Purchasing Office before deciding to go out to bid for a project.

D. The Use of State Contracts

The Purchasing Office regularly monitors the official Commonwealth Procurement Access and Solicitation (COMPASS) website for various procurement options offered by the Operational Services Division. Departments must consider using COMPASS contracts before pursuing other options. A list of Massachusetts State approved contracts can be obtained from the official website. **www.comm-pass.com**

IV. The Bidding Process

The legal requirements for bidding are defined by the category of purchase and the amount being spent in the requisition. All bidding must be implemented with the Purchasing Office unless other bid arrangements have been approved by the Town Manager. The supply or service and its application within the Town Department will determine the legal requirements for the procurement to be compliant with the law. Evaluate the procurement need and then follow the procedures that apply. Requisitions are then entered into the Municipal Information System (MUNIS) and flow through a series of on-line approval levels for authorization from the Purchasing Office, the Town Manager and then the Finance Director.

A majority of bid purchases are defined in one of the following three categories;

A. Goods & Services: M.G.L. c. 30B

Goods are all forms of property other than real property including equipment, materials, printing work involving the delivery and the installation of such property. Services are defined as the furnishing of labor, time or effort not involving the furnishing of an end product other than reporting requirements. Real property or interests in real property are also included in the 30B category. There are several different projects that are exempt from 30B and the Purchasing Office has a complete list of exemptions for departmental review. Below are the legal requirements for 30B purchases defined by cost.

- **Less than $5000**

Procurement for supplies and services estimated to cost less than $5000 shall use sound business practices for all requisitions. The Office of the Inspector General interprets sound business practices to mean periodically checking price lists or seeking price quotes to ensure that you are receiving a competitive price for the supply or service. Sound business practices also consist of consideration of quality, experience or qualifications of vendor providing a service, availability, proximity of service, etc. The

solicitation of quotes when possible and periodically is encouraged by the Purchasing Office. Departments must demonstrate that they are using good business practices.

- **$5,000-$24,999.99**

The procurement of supplies and services costing between $5,000--$24,999.99 will require the solicitation of at minimum three written quotes from potential vendors using only the official form provided by the Purchasing Office before the contract implementation The solicitation of three quotes will be waived only in special circumstances or under emergency conditions. The use of emergency procedures is covered in a subsequent section. Sole source procurements less than $25,000 are permissible under Chapter 30B.

- **Over $25,000**

All goods and services purchases over $25,000 must be put out to bid under 30B regulations even if the department finds that there is only one source for the procurement. The Department needs to work with the Purchasing Office to develop specifications that meet the needs of the purchase.

B. Design Services: Building or Public Works

Engineering or architectural design services for public works or public building projects are subject to special rules according to the type of construction outlined in the contract. Please consult with the Purchasing Office for further details concerning the implementation of design services. No payment or contract will be awarded in excess of any appropriation without a written addendum from a supervisor or department head.

C. Public Buildings M.G.L c.149

Public buildings are defined for the purposes of Massachusetts General Law as any structure with four walls and a roof that is meant for human habitation. Public building projects include any construction, reconstruction, remodeling or repair work. All construction projects must follow the prevailing wage requirements regardless of the cost. The first step for any and all building projects is for the department to ask the Purchasing Office to order a prevailing wage schedule for the work. Below are the cost thresholds for public building projects and the legal requirements.

- **Under $10,000**

All public building projects under $10,000 require the use of good business practices which involves the solicitation of three quotes on official Town of Ipswich forms. No bid process is required for work that costs less than $10,000 for public building projects. Small building projects under $10,000 includes restoration, repair and maintenance work on any part of the building.

- **$10,000 to $99,999**

Public building projects over $10,000 require a public bid process. The employees of the contractor are required to have completed the State mandatory OSHA training. OSHA certificates should be provided upon request. A 5% bid bond should be provided with the bid documents for all projects over $25,000. The Town shall include the prevailing wage rates in the bid specs as provided by the Massachusetts Department of Labor. A Certificate of Insurance naming the Town as insured shall be provided to the Town of Ipswich.

D. Public Works: M.G.L. c. 30, 39M

Public works projects are defined for procurement as the construction, reconstruction, installation, demolition, maintenance or repair of a public work by a contractor often referred to as non building construction or vertical project work including roads, bridges and utilities projects. Public works projects must also follow prevailing wage requirements and the first step for any and all public works projects is for the department to ask the Purchasing Office to order a prevailing wage schedule for the work.

- **Under $10,000**

No bid process is required for small projects under $10,000. Departments are required to obtain three quotes to ensure that contract costs are reasonable. Contractors are required to pay prevailing wages and provide a current acceptable insurance certificate.

- **$10,000 or More**

In addition, the procurement of Public Works supplies and services costing $10,000 or more will require the formal Invitation for Bid (IFB) process. Town departments under the jurisdiction of the Town Manager and or Board of Selectmen are expected to work closely with the Purchasing Office to develop clear specifications and place projects out to bid in a timely manner. Once the bid process is complete, the department provides a recommendation to the Purchasing Office after checking the references of the most responsible and responsive lowest bidder. The Purchasing Office works with the individual department to get the contracts signed and processed during the implementation phase. Contractors must provide a 50% payment bond with the signed contract.

E. Emergency Procedures

Massachusetts law contains provisions that enable municipalities to waive the legal rules of procurement to deal with emergencies that threaten the health or safety of people. Municipalities can only declare an emergency when a genuine threat exists not due to poor planning or to expedite a project due to an administrative delay. Business practices in an emergency should be the same as a regular situation as much as possible. Municipalities may only procure work that will directly address the immediate

emergency not complete the entire project. For example emergency procedures can be used to temporarily repair a leaking roof but cannot be used to rebuild the entire roof. Municipalities need to comply with the rules of procurement as much as possible. In an emergency, the department must notify the Division of Capital Asset Management (DCAM) as soon as possible to receive a waiver from the procurement rules.

F. Official Communication with Bidders

The only Town of Ipswich employees who are authorized to provide information to prospective bidders are the Town Manager, Purchasing Director and the participating department head. No other town employees are allowed to provide information to prospective bidders. For example unauthorized town employees may not provide bid documents to prospective bidders or interpret bid specifications for them. All official communication with prospective bidders must be in writing, not oral conversations to avoid any confusion.

G. Bid Opening Procedures

A representative from the participating department is required to attend the public bid opening meeting performed by the Purchasing Office and sign the official bid witness form. Departments may perform their own bid opening with permission from the Town Manager. All bids are received in the Town Hall Purchasing Office and recorded then opened exactly at the time indicated in the invitation for bid document. All bids will be read aloud at the public meeting opening and are available for public inspection during regular business hours at the Purchasing Office. The Purchasing Office will tabulate the bid results and provide them for everyone.

The Purchasing Office reviews all of the received bids or proposals received to make sure that they are complete and responsive to Massachusetts Purchasing regulations. Participating departments must confirm their acceptance or rejection of the lowest responsible bid and work with the Purchasing Office to check the enclosed references. Bids are awarded to a responsible vendor that offers the lowest price. Proposals are awarded to a responsible vendor that offers the most advantageous proposal as determined by a Town evaluation committee. The Department Head presents the award recommendation to the Town Manager through the Purchasing Office. Files are maintained in the Purchasing Office for all requisitions.

H. Contract Implementation

The first step in the contract implementation process is for the Purchasing Office to issue a letter of award based on the department recommendation and with approval from the Town Manager. The Purchasing Office will develop an official contract for award which including the bid price sheet, Town of Ipswich terms and conditions and addenda. The four copies of the contract are first submitted to the vendor for signature and then returned to the Town Manager and Finance Director for their review and approvals. Copies of the executed contract must be provided to the

Purchasing, Accounting, and to the Department files. For the purposes of record keeping, the document on file with the Purchasing Department is considered the document of record. Departments must follow the rules set up by the Accounting Office for encumbrances.

Contractors must comply with all requirements outlined in the specifications and supply all labor, equipment, parts and supplies necessary to perform the needed services. Contractors are responsible for securing all of the necessary permits, insurance and bonds for the contract work.

I. Contract Extensions

Contracts must be extended each year by the Purchasing Office based on the recommendation of the individual department and approvals by the Town Manager and Finance Director. Extensions are signed each year for a maximum total of three years unless the contract is exempt from 30B. A new prevailing wage report will be sent with the contract extension to the contractor for all public building or public works construction projects.

J. Procurement with Donated Funds or Gifts

A contract which is funded by proceeds derived from a gift to a governmental body or a trust to benefit the governmental body is exempt from the requirements of MGL 30B, Section 1(b)(20). The procurement is exempt if funded with strictly private donation funds and no public funds. The procurement will no longer be exempt if the procurement involves appropriation from a combination of funding sources including both public funds and private donation. The procurement involving the donated funds must be procured independently and separate from the publicly funded procurement otherwise the procurement will not be exempt from Chapter 30B.

K. Disposition of Surplus Property

The rules of Chapter 30B regulate all surplus property dispositions to ensure that jurisdictions are obtaining good value from the sale of unwanted items including supplies, motor vehicles, machinery, computers and furniture. Prior authorization from the Town Manager is required for the disposition of excess or surplus property. Individual departments are responsible to use good business practices for the sale of any property under $5000 in value. All sales of surplus property over $5000 are under the jurisdiction of the Purchasing Office in collaboration with the individual department using a sealed competitive bid process. Departments must provide specifications on the surplus property and review the terms of the bid process. The Purchasing Office then deposits the proceeds from any disposition into the proper Town of Ipswich fund or account.

L. Prevailing Wages

All public construction projects regardless of the dollar amount are required to pay the prevailing wage according the official schedules issued by the Department of Labor Standards. The first step for all departments in construction planning is request an official prevailing wage schedule from the Purchasing Office. Contractors are then required to submit weekly certified payrolls during construction which will be verified by the Purchasing Office to ensure compliance. Each contractor is required to sign a certification statement verifying their payment of prevailing wages.

M. Collective Purchasing Agreements

The Town of Ipswich Purchasing Office encourages individual departments to explore new and different purchasing options using collective purchasing agreements. Cities and towns in Massachusetts are permitted to join together into collective purchasing agreements that pool together higher volume purchasing power for greater discounts. One of the cities or towns in the agreement must take the lead role in the bidding process and participating cities and towns can contract with the awarded firm without implementing their own bidding procedures. Each participating Town of Ipswich department is responsible for contract implementation and payment. Please contact the Purchasing Office to discuss different options for collective purchasing agreements.

N. Bid Protest Procedures

Vendors or contractors who participate in the Ipswich bidding process may formally protest any award decision with the appropriate oversight legal authority or initiate court proceedings against the Town of Ipswich. Every effort is made avoid bid protests within the confines of the bid process by writing clear specifications and developing up to date terms and conditions. The Purchasing Office in conjunction with the Town Manager's Office and affected department consult with the Town legal counsel and provide an appropriate defense to the bid protest. The affected department must participate in the bid protest defense process.

O. Contract Exemptions

Please check with the Purchasing Office to review the list of projects that are exempt from the 30B Goods and Services procurement regulations. There have been several recent changes to the rules for goods and services procurement. The Purchasing Office will maintain a current listing of exempt projects and other official information concerning the rules of Purchasing.

Town of Ipswich
Residential Solid Waste and Recycling Policy

Adopted on: November 4, 2002
Adopted By: Board of Selectmen

General:

This directive establishes policy and procedures for the handling of residential solid waste and recyclables originating from within the Town of Ipswich. Recycling in Ipswich is mandatory. Non-residential establishments are required to make their own arrangements for solid waste disposal using a private contractor or facility.

Objectives:

The reasons for having written policy and procedures are:

To establish uniform criteria for deciding what classes of properties shall be provided solid waste collection services.

To maximize the efficiency and effectiveness of solid waste collection and disposal while minimizing costs.

To maximize the amount of recyclables removed from the Town's trash stream, in order to decrease our total solid waste processing and disposal costs while increasing the amount of discarded materials that may be beneficially used or reused.

To abide by all applicable State and/or Federal Regulations.

Background:

The General By-Laws of the Town of Ipswich allow the Town Manager, with the approval of the Board of Selectmen, to contract for collection, disposal and hauling of solid waste, and to provide a suitable place for disposal of other refuse and rubbish. However, a municipality is not obligated to provide solid waste services at all. See Town of Norfolk v. Department of Environmental Quality Engineering, 407 Mass. 233 (1990). Since a municipality is not mandated to provide such services, it is permissible to make reasonable distinctions among various classes of property located in the municipality as long as the municipality has a rational basis for doing so.

Definitions:

For the purposes of this directive, the following words shall, unless the context clearly requires otherwise, have the following meanings:

1. **Acceptable Wastes** shall mean all solid wastes which can be placed into thirty (30) gallon refuse containers or plastic bags to be transported by a commercial contractor to either a State approved landfill or incinerator; excluding, however, inherently dangerous, toxic, and hazardous wastes which shall from time to time be designated as "hazardous wastes" by State and/or Federal regulatory authorities having appropriate jurisdiction. Specifically excluded from acceptable wastes shall be:

   a. Demolition debris (e.g., wood, sheetrock, plaster, lathes, shingles, windows)
   b. In whole or in part, any of the following: auto parts, engine blocks, transmission blocks, heavy machinery, major household appliances (white goods), skimobiles, automobile tires, truck and tractor tires, cathode ray tubes (CRTs), televisions, refrigerators, microwaves, and air conditioners
   c. Stumps, logs, limbs, Christmas trees, and/or brush, regardless of size
   d. Pathological wastes and animal carcasses
   e. Toxic and volatile chemicals (e.g., insecticides, paints, paint thinner)
   f. Explosives
   g. Leaves and yard wastes, whether bagged or not
   h. Lead batteries of any size

2. **Acceptable Recyclables** shall only include the following:

   a. Mixed paper, including newspaper with inserts, magazines/catalogues, phone books, books without covers, junk mail, office paper, paperboard (not in contact with food), and corrugated cardboard (cut, flattened, bundled, and tied into 3' by 3' pieces or smaller)
   b. Clear glass containers
   c. Brown glass containers
   d. Green glass containers
   e. Tin cans
   f. Aluminum cans
   g. Plastic containers, stamped #1 and #2, High Density Polyethylene (HDPE), Polyethylene Terephtalate (PET), and all colored plastics stamped #2

   h. The following are **excluded** from acceptable recyclables:
      1) Automobile glass

2) Window panes, light bulbs, dishes, Pyrex cookware, drinking glasses, and any other glass not manufactured as a container for food or beverages
3) "Hazardous wastes" as defined by State and/or Federal regulatory authorities having appropriate jurisdiction

3. **Bulky Items** shall include household furniture and furnishings; rolled rugs (cut in four (4) foot lengths, rolled and tied); and similar items that cannot be placed in bags or barrels because of their size or bulk, but which are otherwise acceptable as curbside trash and are loadable by the collectors. No bulky item shall exceed one hundred fifty (150) pounds in weight. Bulky items shall not include large household appliances defined as white goods, nor shall it include any item containing a cathode ray tube.

4. **Cathode Ray Tubes (CRTs)** shall mean any intact or broken glass tube used to provide the visual display in televisions, computer monitors, and certain scientific instruments such as oscilloscopes.

5. **Dwelling Unit** shall mean a single unit providing complete, independent living facilities for one (1) or more persons including permanent provisions for living, sleeping, eating, cooking, and sanitation.

6. **Household Hazardous Waste** shall mean items that are not acceptable for curbside pick up, but are accepted as part of special hazardous product collections administered by the Town.

7. **Non-Residential Establishments** shall mean a building or structure used for business or industrial activities, and/or any building or structure that is not covered by the definition of a residence.

8. **Residence** shall mean a building or structure containing one (1) to three (3) dwelling units. Included as residences are townhouse structures in which the individual units open to the outside, and egress from each unit is provided directly to a street, whether public or private, accepted or unaccepted, thereby allowing direct placement of trash at curbside. For the purposes of this policy, churches, veterans and fraternal organizations, non-profits, and municipal

buildings are considered residences for municipal curbside solid waste and recycling collection. Specifically excluded from the meaning of residence are boarding houses; structures with four (4) or more dwelling units that have a common egress in which the dwelling units do not open directly to the outside; group homes; hospitals, rest homes, convalescent homes, and nursing homes; and hotels, motels, and other similar transient sleeping facilities.

9. **Solid Waste Transfer Station (SWTS)** shall mean that area set aside at the former Sanitary Landfill on Town Farm Road in Ipswich for the receipt of yard waste.

10. **Street** shall mean a way, which in the reasonable judgment of the Director of Public Works, has sufficient width, suitable grades, and adequate construction to provide for the needs of the municipal waste contractor's vehicles. For the purpose of this definition, a street may be private, public, accepted, or unaccepted; must allow for the placement of trash curbside without interfering with access or passability of foot or vehicular traffic; and must be accessible to the waste contractor's vehicles (i.e., street cannot be gated and must be accessible ~~to the public~~).

11. **Town** shall mean the Town of Ipswich, Massachusetts.

12. **White Goods** shall mean appliances employing electricity, oil, natural gas or liquefied petroleum gas to preserve or cook food, wash or dry clothing, or cool or heat air or water. These include refrigerators, freezers, dishwashers, clothes washers, clothes dryers, gas or electric ovens and ranges, air conditioners, microwave ovens, and hot water heaters.

13. **Yard Waste** shall mean grass clippings, leaves, weeds, garden materials, shrub trimmings, Christmas trees, and brush having a maximum of 4" in diameter and a maximum of 4' in length.

Policy:

1. **Municipal Curbside Solid Waste and Recycling Collection**

a. Recycling is mandatory in Ipswich.
b. The Town shall provide municipal curbside solid waste and recycling collection to residences on streets.
c. Acceptable recyclables shall not be commingled with acceptable wastes for curbside pickup.
d. Any building or structure that is provided municipal curbside solid waste pickup as of the date of this directive, and does not meet the requirements of this policy directive, shall be grandfathered and shall receive those services that have been previously provided. The Department of Public Works shall maintain a list of grandfathered structures.
e. Each owner of a building or structure with four (4) or more dwelling units shall provide private solid waste collection for that structure at his own expense.
f. Any non-residential establishment that desires to participate in the Town's recyclables program shall request approval from the Director of Public Works. Pick-up shall be in accordance with the Town's recycling collection schedule and procedures.
g. There is a four (4) plastic bag or solid waste container per week limit, not to exceed 30 gallons each, for each dwelling unit. No bag or container shall weigh more than fifty (50) pounds.
h. Residents are allowed to put out one (1) bulky item per week in place of one of the four plastic bags or solid waste containers. The aggregate weight to be collected each week curbside shall not exceed two hundred (200) pounds (solid waste and bulky items combined weight).
i. There is no limit on the amount of recyclable materials that any residence may place at curbside.
j. White goods and CRTs shall be collected curbside from residences, after issuance of a sticker by the Public Works Department. The Board of Selectmen shall set the fee schedule, if any, for curbside pick up of white goods and CRTs from residences.
k. White goods and CRTs may be collected curbside from non-residential establishments, after issuance of a sticker by the Public Works Department. The Board of Selectmen shall set the fee schedule for curbside pick up of white goods and CRTs from non-residential establishments.
l. Acceptable wastes, acceptable recyclables, and bulky items shall be placed at the curb no later than 6:00 a.m. of the day of collection, and they shall not be put out for collection before 4:00 p.m. on the day preceding the day of collection. Solid waste and recycling containers shall be removed from curbside location and returned to proper storage on the same day of collection.
m. White goods and CRTs shall be placed at the curb no later than 6:00 a.m. of the day that the item is scheduled for pick up. White goods and

CRTs shall not be put out for collection before 4:00 p.m. on the day preceding the day of scheduled pick up.

n. A Leaf Collection Week shall be conducted by the Department of Public Works in the fall of each year. Residents shall use biodegradable paper leaf bags; no plastic bags allowed. The Leaf Collection Week shall be printed on the annual DPW Collection Calendar and advertised in the local paper(s).
o. The Ipswich Board of Health shall conduct a Household Hazardous Waste Collection Day to accept hazardous products that are not acceptable wastes for curbside collection. The Household Hazardous Waste Collection Day shall be printed on the annual DPW Collection Calendar and shall be advertised in the local paper(s).
p. The Public Works Department shall maintain a list of commercial establishments that dispose of or accept items that are not collected curbside by the Town's waste contractor.

2. **Solid Waste Transfer Station (SWTS) Regulations**

a. Use of the SWTS Facility on Town Farm Road is for the disposal of yard waste only and is restricted to residents of the Town possessing an Ipswich Transfer Station Sticker, available from the Department of Public Works. The Board of Selectmen shall set the fee schedule, if any, for a residential Ipswich Transfer Station Sticker.
b. Only yard waste originating in the Town shall be disposed of at the SWTS Facility.
c. The owner of a non-resident vehicle that does not qualify for an Ipswich SWTS sticker can apply for an annual non-residential disposal permit from the Department of Public Works to use the SWTS, for the sole purpose of disposing of Ipswich residential yard waste. The Board of Selectmen shall set the fee schedule, if any, for the annual non-residential disposal permit.
d. Hours of operation for the SWTS are Wednesday, Thursday, Friday, Saturday, and Sunday, 8:00 a.m. to 3:45 p.m., during the spring, summer, and fall. The Director of Public Works will reduce the schedule during the winter months, with due consideration for the acceptance of Christmas trees.
e. Paint collection shall be conducted by the Department of Public Works on designated dates. Dates shall be listed in the annual DPW Collection Calendar and shall also be advertised in the local paper(s). Residents must pre-register with the Public Works Office to participate.

Procedures:

1. **Municipal Curbside Solid Waste and Recycling Collection**

a. Recyclables shall be collected every other week on the regular trash collection day. Recycling collection weeks shall be highlighted on the annual DPW Collection Calendar. Calendars shall be provided through the mail to each resident and shall also be available in the Public Works Office.
b. When a regular collection day falls on a holiday, the collection designated for that day shall be made one day later than usual, and the collection days remaining in that week shall all slide by one day.
c. Containers being recycled shall be rinsed and placed within a recyclables collection container provided by the Public Works Department or a container that is similar in design and capacity. Mixed paper shall be placed in a paper bag set beside or set within the recyclables container.
d. The Public Works Department shall provide one (1) recycling container per residential dwelling unit that receives municipal solid waste pick-up. Residents of each household shall take proper care to protect such containers from misuse, loss, or damage. Recycling containers shall remain with the premises for use by subsequent occupants. Residents shall be responsible for the replacement of containers that are lost or damaged beyond normal wear and tear. The Town shall not be obligated to replace lost, stolen, or damaged containers.
e. Refrigerator and freezer doors shall be removed before a refrigerator or freezer is placed curbside for pick up.
f. Fuel or gas tanks shall be drained and removed from any item (e.g., lawn mowers, chain saws, weed whackers) before such items are placed curbside for pick up.

Town of Ipswich
Sanitary Sewer Connections Policy

Adopted on: November 17, 1997
Adopted By: Board of Selectmen

Purpose:

Town of Ipswich General Bylaws mandate that all lots having sanitary sewers available shall be connected to said sanitary sewers. This policy directive explains the expectations of the Board of Selectmen, acting in their capacity as sewer commissioners, for administration of this bylaw requirement, and for compliance by the owners of affected lots. This policy also sets forth the expectations of the Board with respect to lots to which sanitary sewer is available by means other than gravity flow.

From the date of beneficial occupancy of a sanitary sewer line installed for, or by, the Town, each owner of a lot abutting thereto shall have one year in which to effect connection to the sanitary sewer system, or such shorter duration as the Board of Health may require in the event the on-site disposal works system serving said lot has been determined to have failed.

The Utilities Department shall issue a notice, by first class mail, to the owners of all lots subject to betterment on a given project, noting the date of beneficial occupancy and the one year deadline, setting forth specific deadline. It shall be the responsibility of the owner of a lot, to which sewer is available, to arrange with a licensed drain layer to connect his/her building(s) to the sewer, at his/her own expense.

If the owner of a lot wishes to secure a Board of Health exemption, due to hardship, as prescribed in the General Bylaws, and to seek a reprieve from the Board of Selectmen from the one year connection requirement, he/she must receive the Board of Health vote by the end of the seventh month and a favorable vote by the Board of Selectmen by the end of the eighth month. In the event of a denial by either the Board of Health or by the Board of Selectmen, the owner shall effect such connection within the remaining four months.

The Utilities Department and the Assessors' Office shall maintain records of sewer availability, liability for betterment, and connection. A copy of the as-built drawings of a sewer extension shall be kept in the Utilities Department Office. A copy of the sewer betterment (including annotations with respect to unavailability to premises by gravity) shall be kept in the Assessors' Office. Any lot not included in the initial betterment arising from a sewer extension, shall be identified as subject to future betterment; notations of such assessment shall be flagged in the Assessors' field and/or pilot record for said lot.

If the owner of a lot subject to the provisions of this policy has applied for, and been approved for financial assistance under a state or federal funding program (regardless who the administering agency may be) and is merely awaiting release of otherwise currently-available funds for said purpose, by vote of the Board of Selectmen the one year deadline may be extended for a maximum of an additional ninety days.

The provisions of this policy shall not apply to a lot served by a properly functioning on-site liquid waste disposal works if a sanitary sewer also abuts said lot either by frontage or by easement
but said sanitary sewer is not available by gravity flow to serve the improvement(s) constituting the principal use of said lot.

The owner of a lot who fails to comply with the provisions of this policy and the underlying bylaw shall be subject to prosecution in district court for his/her noncompliance.

Town of Ipswich
Sewer Betterments Policy

Adopted on: December 15, 1997
Adopted By: Board of Selectmen

Purpose:

This policy explains the current charges for previously-unassessed lots; and assessments for lots which have no frontage. It is intended to supplement the Town of Ipswich Sewer Rules and Regulations ("Regulations"), and to apply to all sewer extensions except those private pressure sewers which serving only one lot.

Pursuant to existing Regulations, any lot served by sanitary sewer constructed between 1958 and 1976, which has yet to have been assessed a betterment, and which is connected to the sanitary sewer whether by gravity or otherwise, shall be subject to a betterment charge of $7.20 per lineal foot of frontage.

Pursuant to existing Regulations and MGL Chapter 83 , Section 17, any lot served by sanitary sewer constructed subsequent to January 01, 1977, which has yet to have been assessed a betterment, and which is connected to the sanitary sewer whether by gravity or otherwise, shall be subject to a reasonable amount to be determined from time to time by the Board of Selectmen acting as Sewer Commissioners ("Board"). It has been the policy of the Board since April 30, 1990, that the "reasonable amount" shall be $25.00 per lineal foot which shall apply to the entire frontage of the lot.

If a person installs a sanitary sewer extension in a public way, at private expense, and in keeping with the Regulations conveys title to said sewer to the Town, the Town shall neither assess betterments to said person nor to the owner of any other lot which abuts said extension. Subject to available funds, the Town shall pay for installation of service connections from the service wye to the property line of all lots other than that/those of person installing said extension. [The purpose of this policy is to facilitate installation of the entire system and minimize excavation of the street in future years when other abuttors connect to the system.]

Whenever the owner of a lot abutting an extension installed at private expense chooses to connect to the sewer, whether by gravity or otherwise, the Town shall then recoup its costs for its contribution to the extension by charging the abuttor a connection fee computed in accordance with the Regulations but shall assess no betterment.

The owner of a lot abutting (by frontage or easement) a sanitary sewer installed by the Town which is not available by gravity shall have his/her property assessed a betterment for the frontage as if it were available by gravity, but assessment of said betterment shall be deferred, in keeping with the provisions of Appendix IV of the Regulations (fifth

paragraph) and shall be assessed in accordance with the provisions of subsections (a) - (c) of said fifth paragraph.

The owner of a lot to which sewer is not available by frontage, who overcomes said unavailability by easement, shall be subject to a "reasonable charge" in accordance with the terms of paragraph #2 of this Policy, in addition to any applicable connection charge as well as normal usage charges. The computational basis for the "frontage" shall be the length of the easement through which the connection passes, or [the sum of the lengths of the two side yards]/divided by two, said side yards forming a point of tangency to the public way or easement within which lies the public sewer, whichever is the greater (see Sewer Betterment Sketch - Property Labelled 'C').

The owner of a lot having frontage on a public way served by a sanitary sewer fronting on the lot of an abuttor (but not his own lot), who chooses to overcome unavailability of sewer to his/her lot by easement, shall be subject to a reasonable charge in accordance with paragraph #2 of this Policy, and said reasonable amount shall apply to the entire frontage of his/her lot (see Sewer Betterment Sketch - Property Labelled 'E').

Town of Ipswich
Sexual Harassment Policy

Adopted on: August 25, 1997
Adopted By: Board of Selectmen
Amended on: October 6, 2003 and July 12, 2004

Purpose:

In order to maintain a work environment in which each employee is treated with dignity and respect, no town employee, official, or member of any town board, committee or commission shall engage in conduct within any town workplace which may be construed as sexual harassment. Conduct construed as sexual harassment in the workplace is unlawful.

"Sexual harassment" is defined as any unwelcome sexual advance, request for sexual favor, or other verbal or physical conduct of a sexual nature when: submission to such conduct is made either explicitly or implicitly a term or condition of a person's employment; submission to or rejection of such conduct by a person is used as a basis for employment decisions affecting that person; such conduct has the purpose or effect of unreasonably interfering with a person's work performance; such conduct creates an intimidating, hostile, or offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment. Any verbal or physical conduct of a sexual nature which has the effect of creating a hostile, offensive, intimidating or humiliating environment to male or female workers, whether intended or not, may also constitute sexual harassment.

Examples of sexual harassment may include, but not be limited to, the following: sexually suggestive jokes; sexist remarks in reference to someone's clothing, body, or sexual activity; displaying sexually suggestive material such as magazines, calendars, posters, etc.; inquiries into one's sexual experiences or discussion of one's sexual activities; unwelcome touching, fondling, patting, hugging, pinching, kissing, cornering, or brushing; abusive or demeaning language; suggestive or obscene gestures; leering; inappropriate terms of endearment; promotion, transfer or demotion for reasons deemed sexual in nature; refusal to take action or to enforce disciplinary measures against a perpetrator or condoning his/her behavior.

Any employee, official, or member of a town board, committee or commission who feels he/she is being subject to sexual harassment should contact the Town Manager and/or the Board of Selectmen immediately, either orally or in writing, at the Ipswich Town Hall, 25 Green Street, Ipswich, Massachusetts, telephone 978-356-6609 (amended 10/6/03). The Town Manager, or his/her designated representative (such as the Police Chief or other

designee), shall investigate the complaint. All complaints will be kept confidential to the greatest extent possible. Such investigation may include interviews with the complainant and the individual accused of sexual harassment, as well as other individuals as the Town Manager deems appropriate. An attempt will be made to resolve the matter within 30 business days of receipt of the complaint.
The Town Manager or his/her designated representative is also available to discuss any concerns you may have and to provide information to you about the Town of Ipswich's Policy on Sexual Harassment and our complaint process.

If the investigation determines that sexual harassment has occurred, the Town Manager shall make efforts to eliminate the offending conduct and, where appropriate, shall effect appropriate disciplinary measures, which may range from written reprimand to dismissal. Private counseling through the Town of Ipswich's Employee Assistance Program is available at no charge. If the Town Manager finds that sexual harassment has not occurred, he/she shall inform both parties, in writing, of such finding.

Retaliation against an individual in response to the filing of a sexual harassment complaint, and/or in response to one's cooperating in an investigation involving a sexual harassment complaint, is unlawful and will not be tolerated. A person found to have engaged in an act of such retaliation shall be subject to severe disciplinary action up to and including dismissal.

The following anti-discrimination enforcement agencies may also be contacted:

Commonwealth of Massachusetts Commission Against Discrimination One Ashburton Place, Room 601 Boston, MA 02108-1518 Telephone: 617-727-3990	Commonwealth of Massachusetts Commission Against Discrimination 424 Dwight Street, Room 220 Springfield, MA 01103 Telephone: 413-739-2145

United States Government
Equal Employment Opportunity Commission
One Congress Street, Tenth Floor
Room 1001
Boston, MA 02114
Telephone: 617-565-3200

Using our complaint process does not prohibit you from filing a complaint with these agencies. Each of the agencies has the same time period for filing a claim (MCAD –300 days; EEOC - 300 days).

This policy has been developed in accordance with the rules and regulations of Chapter 278 of the Commonwealth of Massachusetts Acts and Resolves of 1996, Massachusetts General Laws, Chapter 151B, Section 4, Paragraph 16A, and the Federal Civil Rights Act of 1964, Section 701 et seq., as amended, found at 42 U.S.C.A., Section 2000(e) et seq. (Title VII).

Town of Ipswich
Shellfish Harvest Management Plan Policy

Adopted on: February 22, 1999
Adopted By: Board of Selectmen
Amended on: January 29, 2001 and March 29, 2001

All shellfishing areas currently closed by the state due to pollution will remain closed once they are reopened by the state until such time that the Shellfish Advisory Board can develop, submit, and have approved by the Selectmen a Harvest Management Plan for said area. To ensure that the area(s) in question is (are) reopened in a timely fashion, the Harvest Management Plan must be submitted to the Selectmen within two weeks following the next regularly-scheduled Shellfish Advisory Board meeting which follows receipt by the town of the reclassification notice from the state. This recommendation shall not apply to shellfishing area N-6, Crane Beach."

Ipswich River Flats

A. The area will be open to harvesting every other day to conserve the resource;
B. A designated place (the Town Wharf, or Pavilion Beach when the Wharf is frozen) is recommended for landing and debarkation for all shellfishing in the area due to the potential for overdigging;
C. For commercial harvestation, foot access is strictly prohibited. Recreational shellfishermen may access the Ipswich River by foot, from just below the high water mark on either the northerly and/or southerly side of Neck Cove, to the open flats located west of the shellfish constable's posted boundary marker signs. All other existing rules and regulations regarding the Ipswich River shellfish areas shall remain in effect.
D. Harvesting is limited to one low tide period per day at the discretion of the harvester.
E. Shellfish dealers are prohibited from utilizing the Town Wharf for purchasing clams from the shellfishermen due to the excess congestion it will cause and inappropriateness of conducting private business on public property.

Town of Ipswich
Special Municipal Employees – Conflict of Interest Statute Policy

Adopted on: February 4, 2013
Adopted By: Board of Selectmen

All municipal employees who are holding positions which are elected or appointed and unpaid, part-time, or temporary, are classified as "Special Municipal Employees" under the provisions of Massachusetts General Laws Chapter 268A, Section 1(n), except for members of the Board of Selectmen.

This classification shall be effective immediately and shall remain in effect until further action by the Board of Selectmen.

A certificate of this vote shall be filed with the Town Clerk and shall be provided ***annually*** to the chairman of each board, commission, or committee whose members are affected.

Any employee as defined hereinabove who does not desire to be classified a "Special Municipal Employee" may file a written statement to such effect with the Town Clerk, and upon the filing of such written statement, such individual shall not be considered a "Special Municipal Employees" under the provisions of Massachusetts General Laws Chapter 268A, Section 1(n).

Town of Ipswich
Stabilization Fund Policy

Adopted on: March 18, 2013
Adopted By: Board of Selectmen

Purpose:

The Stabilization Fund was established by vote of town meeting, pursuant to MGL 40 Section 5B. Expenditures from and transfers into a stabilization fund requires a 2/3 vote of town meeting. The goal of the Board of Selectmen is to achieve and maintain a 3-to-5 percent balance in the fund as generally recommended by credit rating agencies.

Policy:

Sources of Income:
Funds may be transferred into the Operating Stabilization fund from any general fund source, including taxation and free cash.

Allowed Uses of Funds:
Upon appropriate vote at Town Meeting, the monies from the Stabilization Fund may be appropriated to finance the following:

1. Emergency, urgent or unforeseen expenses for which there are no feasible or alternative funding sources; or
2. To stabilize the municipal budget when variances are due to adverse economic conditions that are expected to be of short term duration.

Fund Balance:
Interest shall accrue to the fund. The target balance shall be 3-to-5 percent of the General Fund operating budget.

Minimum Balance: The minimum balance shall not be reduced below $1,000,000, unless a concurrent plan has been developed for replenishing the minimum balance.

Maximum Balance: The maximum balance shall be $2,500,000, however the aggregate in stabilization funds may not exceed the limit established under MGL 40, S. 5B.

Policy Review:

This policy shall be reviewed periodically.

Town of Ipswich
Street and Utility Maintenance/Improvement Policy

Adopted on: August 31, 1998
Adopted By: Board of Selectmen

General:

This directive establishes policies defining Town responsibility for maintaining and improving streets and utilities in the Town of Ipswich. Policies differ according to the type and condition of the street.

Objectives:

The reasons for having an established policy are:

1. To provide a clear and uniform method for maintaining and improving streets and utilities in the Town.
2. To ensure that Town provision of street and utility maintenance/improvement is consistent with the Town's responsibility for the street and/or utility.

Responsibilities:

1. Town Responsibility for Public Ways
   A. General: The Town assumes responsibility to improve and/or repair street surfaces, drainage, sidewalks, curbing, street lights and signs at 100% Town expense, pursuant to Town meeting appropriation. If there is no appropriation for a scheduled project, the abutters must await scheduling or pay 100% of cost. (For the purposes of this directive, abutters shall be defined as all owners who access their lots from the street in question, or all owners who receive service from any public improvement.) The Town also assumes responsibility for all minor unscheduled repairs. The exception to this general statement of policy relates to public ways which have not been maintained by the Town and which have no improved lots; in these instances, the Town meeting may be requested to vote to discontinue or abandon such streets/ways.

   B. For streets maintained by the Town and which have adequate width, surface treatment and/or drainage, the Town shall:
      1) Install, replace, upgrade or repair water mains upon request [see Water Regulations, III.3 (a)]. If there is a Town Meeting appropriation for a scheduled project, the Town and the abutters shall share the project costs on a 50/50 basis, the abutters' share to be provided either on a "cash-up-front basis or bettered per MGL c.40:42G-I. If there is no such appropriation, the applicant(s) shall bear the full expense of improvement [per Water Regulations, III.3.(a)]. At the Town's option,

it may decide to undertake water main improvements for the good of the system, per Water Regulations III.4.

2) Install, replace, upgrade or repair sewer mains upon request (see Sewer Regulations, Division III, Article I., Sections 7 and 15. If there is a Town Meeting appropriation for a scheduled project, the Town and the abutters ordinarily shall share the project costs on a 50/50 basis. The abutters' share shall be allocated per Sewer Regulations Appendix IV and bettered per MGL c.83:16A-F, with interest charged at 2% above the MGL c.50:53 interest rate). If no there is no such appropriation, the applicant(s) shall bear the full expense of project cost.

C. For public ways not having adequate width, surface treatment and/or drainage,

1) The developer or abutters shall bear all the costs for installation, replacement, upgrade or repair of water mains and/or sewer mains and shall be responsible for bringing the street up to reasonable standards as part of a project betterment via MGL c. 80:1&12.

D. Current policy for providing new electric service is as follows:

1) For underground service, the developer shall pay 100% of the cost for service to all lots. For overhead service, the Town's Electric Division and the telephone company shall pay for first 300 feet of installation and for the first two utility poles. Extensions beyond the second utility pole shall be paid by the developer; the costs for first 300 feet of installation and two poles shall be included in the cost-of-service calculation, as overhead expenses.

E. Current policy for upgrading electric service is as follows:

1) The cost of upgrades for the good of the system, promoted by normal growth, shall be fully assumed by the Town's Electric Division. System upgrades prompted by an unusual increase in demand, as determined by the Electric Commissioners, shall be funded 100% by the developer.

2. Town Responsibility for Private Ways Open to the Public

A. For private ways open to the public and having adequate width, surface treatment and/or drainage:

1) The Town may provide minor maintenance (e.g., repair potholes) and plowing only. If there are no improved lots on the way, the Town may provide minor maintenance and plowing exclusively on an emergency basis.

2) Abutters or developer shall be responsible for 100% of project costs to improve or repair the street surface, drainage, sidewalks and curbing. If town meeting acceptance is to be sought, the work shall be subject to inspection and approval by the Town, as it is to be undertaken at the applicant's expense.

3) The Town shall install new water mains upon request, per Water

Regulations III.3 (b). Abutters shall pay 100% of the installation, with no provision for betterment assessments, as financing is of a private nature.

B. For streets maintained by the Town which serve existing residences or businesses:
   1) The Town shall install replace, upgrade or repair water mains upon request. If there is a Town Meeting appropriation for a scheduled project, the Town and the abutters shall share the costs on a 50/50 basis. The abutters' share may be raised either on a cash-up-front basis, or bettered per MGL c 40:42G-I. If there is no such appropriation, the applicant(s) shall bear the full expense of the improvement, per Water Regulations III.3.(a). At its discretion, the Town may decide to undertake water main improvements for the good of the system, per Water Regulations III.4.

C. For all other streets (having adequate width, surface treatment and/or drainage) in this category:
   1) The Town shall replace, upgrade or repair water mains upon request, and subject to available funds. To accelerate scheduled work, a developer and/or abutters may agree to bear the full cost for water main work and/or for bringing the street up to reasonable standards, to be funded via MGL 80: 1 & 12 betterments.
   2) The Town shall install, replace, upgrade or repair sewer mains upon request (see Sewer Regulations, Division III, Article I., Sections 7 and 15.) If there is a Town Meeting appropriation for a scheduled project, the Town and the abutters shall share the project costs on a 50/50 basis. The abutters' share shall be allocated per Sewer Regulations Appendix IV and shall be bettered per MGL c 83:16A-F at 2% above the MGL c50:53 interest rate). If there is no such appropriation, the applicant(s) shall bear the full expense of project cost.

D. For private ways not having adequate width, surface treatment and/or drainage:
   1) The Town may provide minor maintenance (e.g., repair potholes) and plowing exclusively on an emergency basis.
   2) The developer or abutters shall bear all costs for the installation, replacement, upgrade or repair of water mains and/or sewer mains and shall be responsible for bringing the street up to reasonable standards; such a project may be funded and undertaken on a private basis, or undertaken subject to betterment via MGL 80:1&12.
   3) The Town's policy regarding the provision and upgrading of electric service is the same as it is for public ways (see above).

3. Town Responsibility for Private Ways Closed to the Public
   A. For private ways which are closed to the public, all maintenance and

improvements shall be the responsibility of the owners.

4. Town Responsibility for New Streets, Extension of Ways, Utilities
   A. For new streets:
      1) The Town may provide minor maintenance (e.g., repair potholes) and plowing exclusively on an emergency basis. Under the terms of the Town's subdivision regulations, pending town meeting acceptance of a new street, the applicant shall be responsible for all road, water and sewer improvements. The street must substantially meet subdivision standards if the Planning Board is to recommend acceptance of street at Town Meeting. Once the Planning Board has agreed to recommend acceptance of a new street, the Town may commence sanding and plowing operations, pending such acceptance.
      2) The Town's policy regarding the provision and upgrading of electric service is the same as it is for public ways (see above).

5. Town Responsibility for Utility Easements
   A. All required easements, which shall inure to the Town, must be executed and recorded prior to the undertaking any project improvements.

Town of Ipswich
Use of the Ipswich Town Greens Policy

Adopted on: November 18, 2013
Adopted By: Board of Selectmen

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1. PURPOSE AND SCOPE

The purpose of these regulations is to help assure public safety and good order in the use of the Town Green as a public resource of the Town. At the same time, the regulations are intended to confirm the Town's commitment to protect rights conferred by the Constitution of the United States and the Massachusetts Declaration of Rights in permitting use of the green.

Permits are required for any of the following activities, singly or in a combination: Use of the Town Green for organized activities and events such as art shows, festive and religious celebrations, concerts, etc

2. APPLICABILITY

This policy applies to The North Green; Center Green; and South Green. The North Green is located in several sections on Town Hill, including premises surrounding the First Church. The Center Green is located directly adjacent to the Hall Haskell House/Ipswich Visitor Center, while the South Green is located on Route 133/Route 1A across from the Ipswich Museum

These three areas are treated separately. Reserving one area does not reserve the other. If one of the areas is reserved and another group wishes to use that reserved area during the same time, all subsequent groups must obtain permission from the first group before a permit will be issued.

3. POLICY

3.1 Permission for use of the Town Green space may be granted to groups or private individuals. Permission will be granted for events held during daylight hours, and special events for evening operation will be considered individually.

3.2 The Town Green is a public area for use by the public. A permit to reserve the Town Green does not allow the permit holder to prevent anyone from entering onto the Town Green space. A fee shall not be required for anyone to enter upon the Town Green. Individuals or profit businesses/organizations may not hold events which are for the purpose of profit. As a condition of issuing a permit the

Town of Ipswich may require an organization to present a copy of their non-profit status as approved by the Federal Government or the Commonwealth.

3.3 Wires, equipment, signs, tents and other similar structures, or any other miscellaneous items, will not be hung from trees.

3.4 Temporary displays, tents or structures may require approval by the Building Inspector. Food sales may require obtaining a permit from the town's Board of Health.

4. IMPERMISSIBLE ACTIVITIES

a) Possession, destruction, injury, defacement, removal, or disturbance of any structure, sign, equipment, monument, statue, marker, display, animal, plant.
b) Distribution or display of commercial advertising, or soliciting of business, or any other commercial transactions except for sponsors of and vendors at permitted events.
c) Possession of, or the use of, alcoholic beverages on the Town Green or surrounding paved areas.
d) Unreasonably loud operation of audio devices except as permitted.
e) Disorderly conduct.
f) Use of rollerblades, roller skates, skateboards, scooters, and bicycles.
g) Use of motor vehicles on the Town Green without appropriate authorization
h) Use of the Town Green by private groups/individuals for private gain.
i) Charging of admission to use the Town Green.
j) Denying any citizen access to the Town Green.
k) Bringing animals of any variety (excluding leashed dogs, in accordance with the Town regulations) onto the Town Green during a permitted event. This prohibition shall not apply to service dogs or to animals used as part of the permitted activities, such as ponies for pony rides.
l) Overnight camping except as permitted.

5. PERMIT PROCESS

5.1 Applications for permits to conduct activities on the Town Green listed above, shall be filed on an application provided by the Town of Ipswich Town Manager/Selectmen's Office no later than 14 days prior to the requested date for said use by a Ipswich resident, organization, or non-profit group. Late or incomplete applications will be considered at the discretion of the Town Manager.

5.2 Permit applications shall include the following minimum information:

a) Name, address and telephone number of applicant. In the case of a group or organization; the name, address, and telephone number of the responsible contact person. For events only: The applicant must designate a person or persons responsible for the event who will be at the Town Green during the entire scheduled event.
b) Date(s) and times required.
c) Nature and purpose of the event i.e., political rally, concert, non-profit activity.
d) Area of the Green (i.e., North, Center, South, all, and/or paved areas)
e) Anticipated number of participants and/or spectators.
f) Clean up plan
g) Statement of special equipment and facilities to be used; i.e. electrical

5.3 Applications will be available from the ReCreation & Culture office, Board of Selectmen's office and on the Town website.

5.4 Applications for the paved area will be made separately and must also be approved by the Department of Public Works and the Chief of Police.

5.5 Applications for the closing of street(s) and/or sidewalk(s) will be made separately and must also be approved by the Department of Public Works, Building Department, Chief of Police and Board of Selectmen.

5.6 As a condition of issuing the permit, the Town Manager may require the sponsor to pay for detail police officers as she/he deems necessary. In the case of activities with a duration of more than one day, this requirement may be imposed at any time it is determined to be necessary by the Town Manager or the Police Chief without advance notice to the sponsors.

5.7 Permits are issued on the express condition that the Sponsor shall maintain the area and any approved display, in good condition at all times. The Sponsor shall leave the Town Green in the same condition it was in before said event. All trash must be removed and properly disposed of by the Sponsor. The area must be cleaned and cleared by the Sponsor at the end of the day.

5.8 All applications will be accepted or rejected within 14 days of the date the application is filed. In the event an application is rejected, the Town shall notify the applicant in writing and shall specify the reason(s) for the rejection thereof.

6. GENERAL CONDITIONS

6.1 Permits are non-transferable and are only valid for the dates, times, and activities specified.

6.2 Permit holders and vendors allowed under the terms of the permit must obtain all other necessary state and local permits (such as permits from the Town Board of Health, transient vendor and similar permits and licenses).

6.3 A permit may be revoked by the Town Manager if a sanctioned event engages in activities that are not within the specifications of the permit.

6.4 Needs for electricity, lighting and water must be coordinated by the Sponsor with the Utilities Department who shall arrange for permitted uses if reasonable. The sponsor shall be responsible for all related costs.

6.5 Recycling is required at permitted activities.

6.6 Amplification of sound from any other audio device may be restricted to a certain level of amplification by a police officer during an event if they deem it the public's best interest.

6.7 The Police Department shall be the enforcement agency for any and all portions of these regulations.

6.8 All situations not defined in these regulations, or request for exceptions, must be ruled on by the Town Manager.

6.9 A fee shall be charged by the Town for a permitted commercial activity on the Town Green. The Town Manager may also require a deposit for the use of the Town Green; said deposit to be returned in full when the Green is determined to be restored to pre-use condition.

6.10 Applicants may be required to provide proof of insurance to protect the interest of the Town of Ipswich and name the Town of Ipswich as additional insured if the applicant's event includes multiple vendors and groups.

6.11 The town, its agents, servants and employees shall be held free and clear of any and all liability and the person(s) and/or entity (ies) shall indemnify the Town of Ipswich for all cost, expenses, and claims made upon it, liability, or otherwise.

6.12 The Town of Ipswich shall be held harmless from any and all claims, suits, causes of action, judgments and demands of any nature made or obtained by third parties which result from activities or actions of the Town of Ipswich, its agents or servants under this permit and if judgment is entered against the Town of Ipswich, said judgment shall be paid by said applicant together with all interest thereon.

6.13 If the Town's Department of Public Works is needed to restore any portion of the reserved area to the condition prior to usage, the individual or organization responsible will be billed for these services.

7. GROUNDS FOR DENIAL OF PERMIT REQUEST

7.1 A permit for use of the Town Green may be rejected for the following reasons:

a) Permit has been granted to a prior applicant or there is an event scheduled which conflicts.
b) The activity would present an unreasonable danger to the health and safety of the applicant or other users of the Town green.
c) Event is such in nature or duration that it cannot reasonably be accommodated in the area applied for.
d) Event will, in the opinion of the Town Manager, cause unacceptable interference with use and enjoyment of the Town Green by the general public; provided, however, that no permit application shall be denied based on the content or subject matter of the proposed activity.
e) Permit is requested for a date(s) that conflicts with official celebrations of the Town of Ipswich.
f) The application was incomplete;
g) The application contained a material falsehood or misrepresentation;
h) The applicant was legally incompetent to sue or be sued;
i) The applicant had damaged Town property on prior occasions and failed to make payments to repair the damage;
j) The proposed use would be prohibited by the classifications and uses of the Town green;

k) The applicant could not comply with applicable licensure requirements concerning the sale or offering of goods or services;
l) The proposed use is prohibited by law;
m) The applicant has made material misrepresentations regarding the proposed use of the park in the past; or
n) The applicant has violated the terms of permits issued by the Town of Ipswich in the past.

8. SEVERABILITY

The provisions of the above regulations for the use of the Town Green shall be deemed to be severable, and if any of its provisions shall be held unconstitutional by any court or competent jurisdiction, the decision of such court shall not affect or impair any of the remaining provisions.

9. ORGANIZATIONAL RESPONSIBILITIES

9.1 Trash Collection and Disposal

a) It is the responsibility of any organization that reserves the use of the Town Green to insure that all refuse generated by the event is collected and disposed of properly by the organization.
b) Recycling is mandatory at all permitted activities on Town Greens.

9.2 Guidelines for Bathroom Facilities at Public Events

a) For every two-hundred (200) females, you should have one (1) toilet facility.
b) For every five-hundred males you should have one (1) toilet facility.
c) The number of bathroom facilities required, as stated above depends on the number of people expected to attend a specific event. Each bathroom is required to have a hand sanitizer.

9.3 Sale of Food at Events

a) Food sales may require obtaining a permit from the Board of Health. Please contact the Health Director to determine whether or not a permit is required and for the regulations regarding "Mobile and Temporary" service. The cost of any food permits will be the responsibility of the applicant.

Use of Town Green by any organization or individual does not constitute town-endorsement of the views or activities by said group.

APPLICATION FOR USE OF IPSWICH TOWN GREENS

SECTION I:

Requesting Organization

_____

Date_____

Name of Applicant

_____Phone_____

_____

Address

_____

_____

Email:

_____

_____

SECTION II:

Requested facility/specific area (s): North Green____; Center Green: ____ ; South Green:____; Other_____

Date(s) desired for activity

_____

Time of activity (From) _____AM/ PM (To) _____AM/PM

What time do you need to access the green? _____ Exit Time _____

Nature and proposed use

_____

_

Area of the Green _____ Access to paved area?_____

Number to be attending: Adults _____ Teens _____ Children _____

Will refreshments be served? _____ Board of Health approval needed? _____

Will streets and/or sidewalks be blocked or closed?_____ BOS approval? _____

If merchandise is to be sold, please describe (% profit of items to be negotiated) _____

_____

_____

Please outline or attach your clean-up plan:

_____

By signing this application, the person whose signature appears below signifies that he/she is personally, financially responsible for their group, will see that the greens are not misused, that groups have proper adult supervision, that properties are used in conformity with policies established by the Town of Ipswich, and that any damages and/or loss whatsoever as a result of the group's use of properties will be compensated in full by the responsible person, upon demand.
It is hereby understood by the responsible person signing this application that any Town activities have absolute priority for use of any portion of the green, even if an outside group (e.g., the applicant) has requested the use of a portion of the green for several weeks. Any Town activity whatsoever that may be subsequently scheduled shall have absolute priority for use of the greens.
The Town of Ipswich disclaims liability for loss or damage to personal property or personal injury, and the applicant individually and on behalf of each member of his/her group agrees to release and hold harmless the Town of Ipswich officials and employees and not to sue any of the same for any such liability or loss.
I hereby personally accept on behalf of the sponsoring organization all financial responsibility for any and all damages to equipment and/or greens and all resulting cost of any nature whatsoever.

_____

_____

Responsible person signature (applicant) Approved by (Town official signature and date)

SECTION III **(FOR OFFICE USE ONLY)**

Approvals (please attach any emails with approvals for use, etc.):

Equipment use approved: N/A _____ Yes _____ No _____
(included equipment details)
Merchandise sale approved: N/A _____ Yes _____ No _____
Refreshments approved: N/A _____ Yes _____ No _____
Police Detail required/scheduled? N/A _____ Yes _____ No _____
Sidewalk/Street Blocking approved: N/A _____ Yes _____ No _____
Other comments/conditions of use:

_____
_____
_____
_____

Town Manager Approval _____ Date _____

Comments:

_____
_____
_____
_____

Town of Ipswich
Vehicle Use Policy

Adopted on: August 6, 2015
Adopted By: Town Manager

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1. Purpose:

The purpose of this document is to outline the Town's policy with respect to:

- Vehicle Uses – Municipal, Personal, and Stipends
- Personal Vehicle Use for Work Related Travel
- Municipal Vehicle Assignments
- Commuting and Imputed Tax
- Vehicle Accident Reporting
- Responsibilities When Driving a Municipal or a Personal Vehicle
- Policy Exemptions

2. Applicability:

2.1. This policy applies to all full and part-time compensated positions, excluding elected officials and employees of the School Department. Positions covered by Civil Service Law or a collective bargaining agreement are subject only to those portions of the policy which are not separately regulated by Civil Service Law or a collective bargaining agreement.

2.2. To the extent permitted by law, individual employment agreements (existing, new, updated or extensions) with employees whose positions are subject to this policy, must follow all of the provisions of this policy.

2.3. This policy is intended to be consistent with any and all applicable laws. If any part of this policy is inconsistent with the law, that part of the policy shall be considered invalid, and the remaining provisions of the policy shall be construed so as to be consistent with the law.

3. Definitions

3.1. *Vehicle Stipend*: the amount approved by an employee's highest Appointing Authority to compensate an employee for regular and routine use of a Personal Vehicle for work related travel. Vehicle Stipends are considered a salary item and as such, are subject to taxation.

3.2. *Expense Reimbursement*: payment for approved expenses relating to Personal and Municipal Vehicle use upon receipt of written documentation. Expense reimbursement is not considered to be a salary item.

3.3. *Municipal Vehicle:* those automobiles, trucks, vans, or other self-propelled equipment owned, rented, or leased by the Town of Ipswich and licensed for travel on a public way.

3.4. *Personal Vehicle*: that vehicle owned or available for private use by the employee.

3.5. *Commuting*: the use of a Municipal Vehicle for travel between the employee's residence and his or her principal work location. Under Internal Revenue Service (IRS) regulations, the benefit of using a Municipal Vehicle for commuting is considered taxable income to an employee and the value of the personal use of the Municipal Vehicle will be included in his or her compensation.

3.6. *Electronic Messages*: a piece of digital communication that is designated or intended to be transmitted between a mobile electronic device and any other electronic device; provided however, that electronic message shall include, but not be limited to, electronic mail, electronic message, a text message, an instant message, a command or request to access an internet site, or any message that includes a keystroke entry sent between mobile devices.

4. Policy:

4.1. Municipal Vehicles - it is the policy of the Town of Ipswich that certain positions require employee access to Municipal Vehicles, either during their work shift or on a 24-hour on-call basis. Municipal Vehicles are not Personal Vehicles and are not for personal use. Municipal Vehicles should be viewed as belonging to the citizens of Ipswich and are assigned solely for purposes consistent with providing services to those citizens.

4.2. Personal Vehicles - it is the policy of the Town of Ipswich to reimburse employees for reasonable expenses which they incur as a result of Personal Vehicle use on behalf of the Town. Receipts and Expense Reports must be submitted to the Town in a timely manner (within 30 days of incurred expense) in order for employees to be reimbursed for such expenses.

4.3. Vehicle Stipend

4.3.1. It is the policy of the Town of Ipswich that in the event an employee is required to use his or her Personal Vehicle on a year round basis, and that employee has not been assigned a Municipal Vehicle, the employee's highest Appointing Authority may authorize the payment of a Vehicle Stipend.

4.3.2. Stipends may be rescinded with a 90-day written notice from the Appointing Authority that authorized the vehicle stipend.

4.3.3. Stipends shall not be paid in combination with personal automobile expense reimbursements. Vehicle stipends cover the cost of fuel, repairs,

insurance, all operating costs, general wear and tear, and tolls related to all authorized business miles traveled, whether in Town or out of Town.

4.3.3.1. *Exception*: Authorized out of state personal vehicle travel for employees receiving a Vehicle Stipend may be reimbursed for miles traveled outside the state using the IRS mileage rate, tolls, and reasonable parking fees. Employees shall follow Section 5.1.6 to receive such reimbursement.

4.3.4. Appointing Authorities shall consult the Human Resources Department to identify the approximate yearly miles to be driven to determine the appropriate vehicle stipend amount to be granted/requested.

4.3.5. It is up to the employee to track their business miles traveled throughout the year to validate the appropriate vehicle stipend to be requested the following year. Such documentation shall be provided to the Town Manager as part of the annual budget process.

4.4. Department Heads are required to act consistent with this policy and ensure this policy is implemented consistently within their department.

4.5. In the event of an error or violation of this policy, either intentional or unintentional, Human Resources must be immediately informed. Human Resources will identify and make the proper correction(s). A violation of this policy, whether intentional or unintentional, will not change this policy, nor set a precedent in any future application of this policy.

5. Provisions

5.1. Work Related Travel of Personal and Municipal Vehicles

5.1.1. When an employee is authorized to use a Personal Vehicle for work-related travel, he or she shall be reimbursed for mileage at the IRS standard mileage rate, unless covered by contract or stipend. According to the IRS, the standard mileage rate for business purposes is based on an annual study of the fixed and variable costs of operating a vehicle. Employees will be notified by the Human Resources Department of any changes to the IRS mileage rate.

5.1.2. In accordance with IRS regulations/rulings, the mileage rate is intended to cover, but is not limited to, the cost of fuel, repairs, insurance, all operating costs, and general wear and tear on the Personal Vehicle.

5.1.3. Reimbursable Expenses

5.1.3.1. Municipal Vehicle Use – the Town shall reimburse employees authorized to travel outside of Ipswich for tolls, reasonable parking expenses, and gas, when receipts are provided.

5.1.3.2. Personal Vehicle Use – in addition to the mileage rate, the Town shall reimburse employees authorized to travel outside of Ipswich for tolls and reasonable parking expenses, when receipts are provided.

5.1.3.3. Vehicle Stipends - employees receiving a Vehicle Stipend will not be reimbursed for tolls or mileage, but may be reimbursed for reasonable parking expenses. See Section 5.3.c for further clarification.

5.1.3.4. Employees will not be reimbursed for tolls that are paid by the employee during his or her normal commute to work.

5.1.4. Employees authorized to use their Personal Vehicle for work related travel are required to show proof to their Department Head, on an annual basis, of the following minimum levels of insurance coverage:

- Bodily Injury: $100,000 / $300,000
- Property Damage: $50,000

5.1.5. Employees will not be reimbursed for commuting between their homes and offices or other regular work locations.

5.1.6. In order to be reimbursed for Personal Vehicle use, employees must complete a Reimbursement Form provided by the Accounting Department and submitted with appropriate back-up documentation and/or receipts in a timely manner (within 30 days of incurred expense).

5.1.7. Driving Record

5.1.7.1. If an employee uses their personal vehicle for work related travel on a regular basis, the employee may be subject to a driving record check. This would occur if the Town is made aware of an employee having a driving record that is of a safety concern:

5.1.7.1.1. A copy of the operators Massachusetts driving record shall be obtained by the HR Department to verify the historical driving record of the operator.

5.1.7.1.2. If the operator has an out of state license, then the operator must provide, upon request, a copy of their existing state driving record to the HR Department. Any out of pocket expense in obtaining a copy of the driving record will be reimbursed by the Town upon submission of a receipt, in a timely manner (within 60 days of incurred expense).

5.1.7.1.3. Driving records shall be reviewed by the HR Department and/or Town Manager.

5.1.7.1.4. Driving records determined to be a safety concern by the General Manager may result in the disapproval of an employee's personal vehicle use for work related travel, after consultation with the appropriate Department Head.

5.2. Assignment of Municipal Vehicles

5.2.1. Employees are required to have a valid motor vehicle license issued by the Commonwealth of Massachusetts or their state of current residence and

must show proof of such valid license to his/her Supervisor or Department Head prior to being assigned a Municipal Vehicle.

5.2.2. The assignment of Municipal Vehicles for 24-hour use will be made by the Town Manager and will only be considered for employees who require a vehicle for the ordinary and necessary discharge of their job functions, as identified in an approved position description provided by the Human Resources Department. The following criteria will be used in the determination of eligibility for 24-hour vehicle use:

- **5.2.2.1.** Officially designated on-call status
- **5.2.2.2.** Requirement for frequent emergency availability during non-working hours
- **5.2.2.3.** Issuance of pagers or other communication device
- **5.2.2.4.** Emergency or other equipment contained in the vehicle

  Such municipal vehicle assignment may be rescinded in writing for good reason or cause by the Town Manager.

5.2.3. Driving Record

- **5.2.3.1.** Prior to the assignment of a Municipal Vehicle:
  - **5.2.3.1.1.** A copy of the operators Massachusetts driving record shall be obtained by the HR Department to verify the historical driving record of the operator.
  - **5.2.3.1.2.** If the operator has an out of state license, then the operator must provide a copy of their existing state driving record to the HR Department. Any out of pocket expense in obtaining a copy of the driving record will be reimbursed by the Town upon submission of a receipt.
- **5.2.3.2.** Driving records shall be provided to or obtained by the HR Department annually thereafter, during the month of January, and reviewed by the HR Department and/or Town Manager.
- **5.2.3.3.** Driving records determined to be a safety concern by the Town Manager may result in the suspension of Municipal Vehicle assignment privileges, after consultation with the appropriate Department Head.

5.2.4. Employees assigned a Municipal Vehicle for 24-hour use involving a commute of more than 25 miles one way, shall reimburse the Town for the additional fuel cost as determined by the Town Treasurer. Employees who have been assigned a Municipal Vehicle and have established commuting patterns of more than 25 miles one way prior to August 2015 shall be exempt from this provision, as long as there is no break in assignment of a Municipal Vehicle greater than 6 months, after which the exemption will no longer apply.

5.2.5. Employees assigned Municipal Vehicles or are provided a Vehicle Stipend or who may use their Personal Vehicle for work related travel, will be given a copy of this policy and will be required to sign a confirmation of receipt – document #D-110 VUP Acknowledgement Form. See the Human Resources Department for the most current version of Document #D-110 to be utilized.

5.2.6. Imputed Income Taxation:

5.2.6.1. Employees authorized to commute in a Municipal Vehicle may be subject to imputed income regulations as set forth by the Internal Revenue Service, which considers a certain portion of the vehicle use (namely the commute) to be income for the purposes of income taxation. The Town Treasurer shall be responsible for determining any tax liability and will be provided with the names of all employees authorized to use Municipal Vehicles for commuting purposes, and the normal, one-way commuting distance, each December 1st.

5.2.6.2. Employees who are assigned marked and/or unmarked police vehicles, and/or Municipal Vehicles that meet eligibility criteria as defined under 26 CFR 1.274-5T will not be subject to imputed income taxation as a result of the vehicle assignment.

5.3. Responsibilities:

When Driving a Municipal Vehicle and/or Personal Vehicle for municipal business purposes employees are responsible, but not limited, to the following:

5.3.1.1. Municipal Vehicle Uses

5.3.1.1.1. Municipal Vehicles may only be used for legitimate municipal business.

5.3.1.1.2. Individuals assigned a Municipal Vehicle with commuting privileges may make "incidental personal uses" such as stopping at a grocery store or going to the bank, on his/her way home.

5.3.1.1.3. Operators should exercise sound judgment at all times when using assigned Municipal Vehicles and should avoid the appearance of misuse.

5.3.1.2. The Massachusetts Ethics Code and the Town's Professional Conduct Policy discuss unwarranted privileges. Using public equipment or resources for personal use constitutes use of an official position to obtain an unwarranted privilege not similarly available to others. Misuse of an assigned Municipal Vehicle is an ethics violation.

5.3.2. Municipal Vehicles will not be used to transport any individual who is not directly or indirectly related to municipal business on a regular basis. Passengers shall be limited to Town employees and individuals who are directly associated with Town work activity (committee members, consultants, contractors, carpooling of individuals to trainings, etc.). Family members shall not ordinarily be transported in Municipal Vehicles, unless the transportation is on the way to or from work. Police Officers transporting individuals in the performance of their normal job duties are exempt from this provision.

5.3.3. The use of Personal Vehicles for transporting individual's unrelated to municipal business shall not occur on town work time.

5.3.4. Personal Property Transportation

5.3.4.1. Municipal Vehicles shall contain only those items for which the vehicle is assigned.

5.3.4.2. The Town shall not be liable for the loss or damage of any personal property transported in the Municipal Vehicle or for any personal property while using their Personal Vehicle for work related travel.

5.3.5. Employees are expected to keep Municipal Vehicles clean, not to adhere any unauthorized stickers, bumper sticker, or other unauthorized paraphernalia to the vehicle and to report any malfunction, damage, needed repairs or other vehicle problems to their supervisor immediately.

5.3.6. Employees assigned Municipal Vehicles for commuting purposes are expected to park such vehicles in safe locations and to lock the car when not in use. Operators should never leave vehicles unattended with the ignition keys in the lock or anywhere in the vehicle.

5.3.7. Unless expressly exempted by law, employees are to ensure that they and all passenger(s) in a Municipal Vehicle wear seat belts at all times, if the Municipal Vehicle is so equipped.

5.3.8. Employees may not operate Municipal Vehicles or Personal Vehicles being used for work related travel, under the influence of alcohol, illegal drugs, or any controlled substances.

5.3.9. Material Transportation

5.3.9.1. Employees are prohibited from possessing open alcoholic containers, illegal drugs, or controlled substances in a Municipal Vehicle or in a Personal Vehicle being used for work related travel.

5.3.9.2. The transporting of unopened alcoholic containers is limited to "incidental personal use" as described in section 5.3.1.1.2.

5.3.9.3. Police Officers who are required to carry such items in performing their normal job duties are exempt from this provision.

5.3.10. Employees operating a Municipal Vehicle or a Personal Vehicle while on work related travel, must maintain a valid motor vehicle license issued by the Commonwealth of Massachusetts or the state of their current residence, which must be provided upon request by a Supervisor during a specific or periodic license check.

5.3.11. Employees operating a Municipal Vehicle or a Personal Vehicle while on work related travel, shall drive defensively and obey all applicable traffic and parking regulations, ordinances, and laws.

5.3.12. Employees who incur parking or other fines/citations while operating or using an assigned Municipal Vehicle or using a Personal Vehicle on work related travel, will generally be personally responsible for payment of such fines/citations, unless payment of such fine/citation is approved by the Town Manager.

5.3.13. Employees who are issued citations for any offense while operating or using a Municipal Vehicle must notify their Supervisor immediately when practicable, but in no case later than 24 hours after the issuance of an issued citation.

5.3.14. An employee who is assigned a Municipal Vehicle and who is arrested for or charged with a motor vehicle offense for which punishment includes

suspension or revocation of the motor vehicle license, whether in his or her Personal Vehicle or in a Municipal Vehicle, must notify his or her Supervisor immediately when practicable, but in no case later than 24 hours after such arrest or charge has occurred. License suspension or conviction of an offense may be grounds for loss of Municipal Vehicle privileges.

5.3.15. No employee may use a Municipal Vehicle for non-work related out of state travel without advance approval of the Town Manager.

5.3.16. When utilizing a Municipal Vehicle, employees are required to obtain fuel from designated Municipal fueling facilities, unless fueling is required in the course of out of town travel.

5.3.17. Smoking is not permitted in a Municipal Vehicle in accordance with M.G.L. c270 s22. Individuals utilizing a Personal Vehicle for work related travel should be considerate of others in the vehicle that do not smoke or are bothered by smoke.

5.3.18. For the safety of the employee and all those on the road, employees shall refrain from using a hand-held cellular/mobile telephone while the Municipal Vehicle or Personal Vehicle being used for municipal business purposes is moving, unless the employee must place an emergency call or the cellular/mobile telephone is used with a hands-free device. Employees should pull off to the side of the road to make or receive non-hands-free telephone calls.

5.3.19. In compliance with M.G.L. c 90, s 13B, "no operator of a motor vehicle shall use a mobile telephone or any handheld device capable of accessing the internet, to manually compose, send or read an electronic message while operating a motor vehicle." Employees are required to comply with this regulation while operating a municipal vehicle or while operating a personal vehicle for work purposes.

5.3.20. Vehicle Accidents

5.3.20.1. In the event that that an employee's Personal Vehicle is damaged during an approved, work-related trip, and the damage is not due to negligence of the employee, the Town will reimburse the employee to cover the part of the cost of repair, up to a maximum of $500 or the amount of the deductible, whichever is less, per occurrence. A copy of a police report and evidence of the employee's vehicle insurance deductible (collision or comprehensive) payment shall accompany any request for reimbursement.

5.3.20.2. When an employee using a Municipal or a Personal Vehicle on work related travel is involved in a vehicle accident, the operator must:

5.3.20.2.1. Stop the vehicle.

5.3.20.2.2. Obtain the:

- Name(s) and address(es) of the other driver(s);
- Drivers license number(s) of the other driver(s);
- Name(s) and address(es) of the owner(s);
- Registration number(s) of the other vehicle(s) involved;

- Name(s) and address(es) of other driver(s) insurance company(ies); and,
- Name(s) and address(es) of any witness(es) to the accident

5.3.20.2.3. Not admit liability for the accident, even if the employee believes it was their fault.

5.3.20.2.4. Immediately report details to the employee's immediate Supervisor.

5.3.20.2.5. When any person has been injured and/or when vehicles have suffered significant damage, the local or state police must be called to the scene.

5.3.20.2.6. Do not move the vehicle in these circumstances until authorized by the police.

5.3.20.2.7. Unless an injury prevents the operator from doing so, he/she must fill out a Vehicle Accident Report (VAR) within 48 hours of the accident. A blank copy of the form may be obtained from the HR Department.

5.3.20.2.7.1. The completed VAR shall be filed with their direct Supervisor.

5.3.20.2.7.2. The Supervisor shall ensure all information is in the report and file a copy with the Town Manager's Office.

5.3.20.2.7.3. The Supervisor shall also file a copy with the Human Resources Department for placement in the employees personnel file.

5.4. Special Circumstances

5.4.1. This policy is intended to provide a basic framework governing the use of Personal and Municipal Vehicles in the Town of Ipswich and as such cannot contain procedures governing every situation that might arise. Employees seeking clarification of this policy should contact the HR Director. Exemptions from certain provisions of this policy may be authorized by the Town Manager under mitigating circumstances, after review by the Department Head. Such exemptions must be documented and signed off by the employee on document #D-109 VUP Exemption Form, approved by the Town Manager and noted by the Human Resources Director, so as to be placed in the employee's personnel file. See the HR Department for the most current version of Document #D-109 to be utilized.

5.4.2. Exemptions to the Vehicle Use Policy are limited in order for the application of the policy's intention to be consistent and fairly applied to all employees.

5.4.2.1. Exemptions that will increase the liability to the Town are not allowed. Issues related to insurance coverage, transportation of individuals unrelated to Municipal business, operating a vehicle without a valid motor vehicle license, are examples of what may not be exempted.

5.4.2.2. Exemptions that affect strictly the working conditions of an employee, such as; the assignment of a Municipal Vehicle, the payment of certain fines or citations, or the ability to commute in a Municipal Vehicle, are examples of what may be exempted. Being allowed to commute does not mean you are relieved of the IRS regulation regarding imputed income.

5.4.2.3. The responsibilities of those operating a Municipal Vehicle or a Personal Vehicle for work related travel may not be exempted.

6. Applicable Laws / Statutes

6.1.M.G.L. c 90, s 13B – use of mobile telephone or any handheld device.
6.2.M.G.L. c 270, s 22 – Smoking is prohibited.

Associated Documents

The following documents associated with and attached to this policy may change to meet the needs of the Town or new requirements of law. The HR Director may make the necessary document changes without changing the intent or content of this policy. Please consult the Human Resources Department for the most current version:

#D-109 – VUP Exemption Form (section 5)
#D-110 – VUP Acknowledgement Form

Town of Ipswich
#D-109 - Vehicle Use Policy Exemption Form

Employees seeking an exemption from provisions of the Town's Vehicle Use Policy must submit this form to their Department Director for review, and then to the Town Manager who may authorize limited exemptions to this policy under documented mitigating circumstances and in accordance with allowed policy exemptions. This form also gets noted by the Human Resources Director and placed in the employee's personnel file.

Employee Name:

_____

FIRST LAST
M.I.

Department: _____ Title:

_____

List specific policy sections for exemption consideration and indicate why needed (attach add'l paper if reqd):

_____

_____

_____

_____

Employee Signature: _____
Date: / /

Section 2: To Be Completed by Department Director

□ Concur w/Request □ Do Not Concur w/Request (please explain below)

_____

_____

_____

_____

Reviewed: _____
Date: / /
Department Head Signature Print Name

Section 3: To Be Completed by Town Manager

□ Exemption Request Approved □ Exemption Request Disapproved (please explain below)

_____

_____

_____

_____

_____
Date: / /
Town Manager Signature Print Name

Noted by HR Director and completed form placed into employee's personnel file

_____
Date: / /
HR Director Signature Print Name

Town of Ipswich
#D-110 - Vehicle Use Policy Acknowledgement

This policy, outlining the Town's requirements for all employees of the Town of Ipswich has been written to provide information and guidance for our employees. The Town reserves the right to change, add to or delete any part of this policy, at any time, as it deems appropriate. The Town reserves the right to waive or vary any term of this policy, as it deems appropriate at any time in order to achieve its desired goals, including driving safely, driving with appropriate licenses and providing guidelines and standards while conducting business for the Town.

If changes are made to this policy, the Town will notify employees as soon as possible after the appropriate public hearing. Changes which are required by law will be effective with or without notice to employees.

This Policy does not, and may not be construed to create a contract with any employee.

With your signature below, you represent that you have read this acknowledgement, that you have received a copy of the Town's Vehicle Use Policy, and that you have read and understand this policy.

I acknowledge that I have received and read the Town's VEHICLE USE POLICY.

Please be advised that if you refuse to acknowledge receipt of this policy by signing below, your refusal will be documented and you are still obligated to follow and comply with this policy.

_____
Employee Name [please print]

_____ Date: _____/_____/_____
Employee Signature

□ Employee _____ was unwilling to sign this document
[print name of employee]

_____ Date: _____/_____/_____
HR Director Signature Print Name

Town of Ipswich
Waiver of Permit Fees Policy

Adopted on: December 30, 2002
Adopted By: Board of Selectmen

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1. This policy is adopted to prescribe the process which an applicant, seeking a permit from the Board of Selectmen (acting in any of its lawful capacities) as permit-granting authority, may follow in order to achieve the waiver, and the criteria to be used by the Board of Selectmen in considering such request. This policy does not encompass utility bill payment plans and any waivers with respect thereto as may be apt, as set forth in the Utility Department regulations and policies; nor does it address tax increment financing agreements, as prescribed by statute.

2. All applications for waivers shall be in writing, addressed to the Board of Selectmen, and shall be signed by the applicant. The Board shall act on applications for fee waivers in open session at any properly warned and convened meeting thereof.

3. If the application is for a personal license, such as for commercial shellfishing, the Board shall consider issues of long-standing residency, economic hardship, advisory committee recommendations on the application, and similar criteria. [In keeping with standing policy, the Board will not act on a hardship application unless and until it has received a recommendation thereon from the Shellfish Advisory Board.]

4. If the application is for a non-profit Ipswich-based individual, group, or association involved in educational, cultural, civic and/or recreational activities, the Board may consider the granting of such license as being "for the good of the community" and may waive any applicable fee; in taking such action, at the same time it may impose any direct costs associated with assisting in carrying out an event, such as police detail charges, overtime costs for setup and breakdown of barriers, etc.

5. If the application is for a building permit, and the sole issue before the Board is waiver of fee, the Board shall review the consideration proposed by the applicant in exchange for waiver of fee. Such consideration may be expansion of roadway and/or utility infrastructure which will benefit the entire neighborhood; economies in having a private party install the improvements in lieu of the Town's installing the expansion subject to public procurement statutes; and issues of timing in achieving the infrastructure upgrade.

Town of Ipswich
Water and Wastewater Retained Earnings Balances Policy

Adopted on: February 17, 2015
Adopted By: Water/Wastewater Commissioners

Background:

The Wastewater Enterprise Fund was adopted at the May 14, 2013 annual town meeting pursuant to MGL Ch. 44 section 53F ½. Under MGL 44, Section 53F ½ surpluses, or retained earnings, once certified by the Mass. Dept of Revenue, may be used to fund operating, capital or debt service costs associated with the respective enterprise, by vote of town meeting, or to offset a revenue deficit at the end of a fiscal year. In the event a retained earnings account is depleted, any revenue shortfall must be made up through the tax levy. Undesignated balances in the Water and Wastewater Enterprise Retained Earnings Accounts may increase year to year due to revenues in excess of expenditures. Interest accrues to the enterprise balance.

Purpose:

The purposes of this policy are to set a meaningful threshold and identify acceptable uses for retained earnings. Declining levels in these accounts can negatively impact bond ratings in the General Fund resulting in increased borrowing costs and debt service costs across all town departments. Additionally, it is important to hold in reserve a sufficient balance for unforeseen events or circumstances.

Threshold:

It is recommended that the target balance for each enterprise retained earning account be achieved as follows:

For the Wastewater Enterprise: Up to $200,000 and not less than $100,000.
For the Water Enterprise: Up to $250,000 and not less than $100,000

In the event that balances fall below $100,000 for any planned or unplanned use, the Commissioners will undertake a plan to restore the balance.

Allowed Uses of Retained Earnings: Upon appropriate vote of the Commission and Town Meeting, monies from surpluses may be used for the respective enterprises for the following purposes:

1. Outright purchase of individual capital equipment or construction of infrastructure necessary for the enterprise system, up to $100,000.
2. Offset bonding costs of capital projects.

3. Offset seasonal variability of water or wastewater rates.
4. Offset unexpected water of wastewater revenue deficiencies.
5. Meet unforeseen and/or emergency equipment or repairs to the system, including environmental compliance.

Not allowed uses of funds: Repair, maintenance, capital or other expenditure that is unrelated to the respective enterprise.

Policy Review:

This policy shall be reviewed periodically.

Town of Ipswich
Workplace Violence Policy

Adopted on: April 25, 2016
Adopted By: Town Manager

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1. PURPOSE AND SCOPE

This Policy establishes the standards, procedures and safeguards that will encourage and foster a work environment that is characterized by respect and healthy conflict resolution; reduce the potential for violence in and around the workplace; mitigate the negative consequences for employees who experience or encounter violence in their work lives; and ensure that appropriate resources are available to employees who may be victims of workplace violence.

2. POLICY STATEMENT

The Town of Ipswich is committed to maintaining a safe, healthy and secure work environment free from violence, harassment, intimidation, threats, violent acts and other disruptive behavior. As such, the Town maintains a zero tolerance policy toward workplace violence or the threat of violence by any of its employees, customers, the general public, and/or anyone who conducts business with the Town. All reported incidents will be taken seriously, and will be dealt with appropriately. Such behavior can include not only acts of physical violence, but also oral or written statements conducted by mail, telephonic or telecommunication device or electronic communication device including but not limited to electronic mail, Internet communications, text, instant messages, social media, or other expressions that communicate a direct, indirect, or perceived threat of physical harm. Individuals who commit such acts may be removed from the premises and may be subject to criminal prosecution. Such employees may also be subject to disciplinary action, up to and including termination from employment.

3. APPLICABILITY

This policy applies to all Town of Ipswich employees, elected or appointed officials, subcontractors, independent contractors, and volunteers (referred to collectively for ease of reference as "employee").

4. DEFINITIONS

For the purposes of this policy, "workplace" is defined as:

- Any Town of Ipswich owned or leased property;
- Town vehicles or private vehicles being used for Town business;

- Any location where Town business is being conducted;
- Any location if the violence resulted from an act or decision made during the course of conducting Town business.

For the purposes of this policy, "violence" includes, but is not limited, to the following:

- Physical attacks or harm to another, including, assault and/or battery (such as, for example, slapping, stabbing, punching, kicking, hitting, striking, pushing or shoving, or other physical attack);
- Disruptive behavior intended to disturb, interfere with or prevent normal work activities (such as yelling, using profanity, verbally abusing others, or waving arms and fists, using disparaging or derogatory comments or slurs or name calling);
- Threats or attempted threats, coercion, and/or acts of intimidation or harassment communicated by any means including but not limited to telecommunication device, electronic communication, electronic mail, Internet communication or instant/text messaging (such as throwing objects, pounding on a desk or door, damaging property, stalking, or otherwise acting aggressively; or making written statements specifically intended to frighten, coerce, or threaten) where a reasonable person would interpret such behavior as constituting evidence of intent to cause harm to individual or property;
- Disruptive or aggressive behavior that places a reasonable person in fear or apprehension of physical harm;
- Brandishing or displaying a weapon with the potential to inflict harm. Weapons include, but are not limited to: any firearm; any device principally designed to cause bodily injury; objects that can be used in a dangerous manner (i.e., hammers, crowbars, pipes), any knife (including razors, pocketknives, switchblades), explosive devices, or any other instrumentality that has the potential to inflict harm.;
- Domestic violence (as defined below);
- Willful and malicious destruction of Town or personal property; and or
- Other acts of violence committed by Town employees, clients, customers, tenants, relatives, acquaintances or strangers against Town employees in the workplace or where the Town business is being conducted.

For the purposes of this policy, "violent behavior" includes, but is not limited, to the following:

- Actions or communications in person or through others by oral or written communication, including but not limited to letter or not, telephone, fax, telecommunication device, electronic communication, electronic mail, Internet communication or instant/text messaging;
- Incidents acted out individually or take place between employees, employees and clients/residents, employees and acquaintances/partners and employees and the general public;
- Conduct that violates other Town policies (such as the Sexual Harassment Policy) may also constitute a violation of this policy.

For the purposes of this policy, "intimidation" is defined as:

- Engaging in actions directly or indirectly that includes but is not limited to stalking or behavior intended to frighten, coerce, threaten, or otherwise induce duress.

For the purposes of this policy, "threat" is defined as:

- The expression of an intent to cause physical, emotional, or mental harm or distress. An expression constitutes a threat without regard to whether the party communicating the threat has the present ability to carry it out and without regard to whether the expression is contingent, conditional or future;
- Threats need not be made in person, but can be made through any means, including but not limited to telecommunication device, electronic communication, electronic mail, Internet communication or instant/text messaging.

For the purposes of this policy, "physical attacks" is defined as:

- Unwanted or unpermitted hostile physical contact such as hitting, fighting, pushing, shoving or throwing objects.

For the purposes of this policy, "domestic violence" is defined by G. L. c. 209A and additionally defined as:

- The use of abusive or violent behavior, including threats and intimidation, between people who are family or household members, have an ongoing or prior dating relationship. This could include people who are married, live together or previously been married, lived together, dated, or have a child in common.

For the purposes of this policy, "property damage" is defined as:

- Intentional damage to property and includes property owned by the Town, employees, visitors or vendors.

5. POLICY

Prevention of Workplace Violence

The Town subscribes to the concept of a safe work environment and supports the prevention of workplace violence. Prevention efforts include, but are not limited to informing employees of this policy, instructing employees regarding the dangers of workplace violence, communicating the actions imposed for violating this policy, and providing a reporting hierarchy within which to report incidents of violence without fear of reprisal.

Department supervisors should recognize early warning signs of employee stress: a change in personality; verbal conflicts; anxiety; family problems; suspected alcohol or drug abuse; gambling; or losing out on a promotion or raise. A supervisor who overhears or is made aware of any type of verbal threat, whether direct or veiled, shall take immediate action as directed in this policy. In addition, supervisors shall keep Department Heads informed of such ongoing incidents even if they appear minor in nature at the time of occurrence.

Department Security Audits

Whenever the physical layout of the workplace is significantly altered, the Department Head will examine the escape routes of the work area and communicate any changes to all department employees. On an as-needed basis, the Department Head may request a security audit from the Police Department to determine available security measures. All employees should openly communicate with each other to be aware of any unusual activity that may identify the potential for or actual occurrence of a violent incident.

Reporting an Incident of Workplace Violence

Employees who observe or who are the victim of violent behavior by anyone on Town property shall report the incident immediately to a supervisor or Department Head, whether or not the alleged offender is a Town employee. Each incident of violent behavior, whether the incident is committed by another employee or an external individual such as a customer, vendor, or citizen, must be reported.

Any act of violence or threat of violence, or any emergency situation should be reported immediately to the Ipswich Police Department either by the victim, the Department Head, the Town Manager or any other person who becomes aware of such a situation.

Incidents of workplace violence which may include but are not limited to verbal abuse, perceived intimidation, or harassment, or any similar non-emergency situation shall be reported to the Department Head for assessment and investigation.

Departmental supervisors have an obligation to act in accordance with this policy and make a report to their Department Head any time they become aware of an incident where workplace violence has occurred, or where circumstances known to the supervisor regarding a particular individual may lead to workplace violence.

All reports of violence will be evaluated immediately, and appropriate action will be taken, where possible, in order to help protect the employee(s) from further violence. Appropriate disciplinary action may be taken when it is determined that an employee has committed threats or acts of violence in violation of this Policy.

For non-emergency situations, or questions by an employee regarding any aspect of workplace violence, or when the employee is unsure to whom a report of possible

workplace violence should be made, the employee may contact either the Department Head, the Town Manager or the Ipswich Police.

Department Head Responsibility Upon Receiving a Report

The Department Head will assess the initial report to determine the appropriate action to be taken in accordance with this policy even in cases where the reporting party disagrees with the outcome of such assessment or the subsequent actions to be taken.

The Department Head shall document and report all assaults, threats or other serious incidents of workplace violence to the Ipswich Police Department immediately for investigation in appropriate circumstances. Any emergency situation, or any assault believed to be imminent, presently occurring or has just occurred, or any threats of a serious nature shall be reported to police prior to any other action being taken. An administrative investigation may be conducted concurrent with any criminal investigation, in cooperation with the Police Department.

The Department Head shall report **all** incidents of workplace violence, as well as circumstances which may lead to workplace violence, to the Town Manager. Such report shall be made to the Town Manager regardless of whether the incident was initially reported to the police; whether it will be handled internally within the employee's Department; or whether the Department Head determines the complaint is unfounded.

The Department Head will advise the reporting party that even in cases where the report is determined to be unfounded or where no further formal action is warranted, the reporting individual has the right to contact the Ipswich Police Department for information regarding legal options available to him or her as a possible victim of a crime.

The Department Head will conduct administrative investigations in a confidential manner, to the extent possible.

Police Response to Workplace Violence

An integral component of this zero tolerance policy is the fact that all cases of workplace violence may be prosecuted. As such, if after investigation the police have probable cause to believe that an act of workplace violence was committed by a particular individual, criminal charges may be filed even in circumstances where the victim employee may not wish charges to be brought forward. In all cases of workplace violence involving a Town of Ipswich employee as a victim, the criminal charges will be filed by the police department and not by the victim employee.

Management Response Team

As necessitated by the seriousness of the incident, the Town Manager may assemble a Management Response Team which may include Town Counsel, representatives from the Employee Assistance Program and Police Department, and others as deemed necessary. The Management Response Team is responsible for establishing workplace violence protocol that may include but is not limited to:

- Evaluating the potential violence problems.
- Assessing an employee's fitness for duty (through mental health professionals)
- Establishing a plan for the protection of co-workers and other potential targets.
- Coordinating with affected parties such as victims, families, employees, media, or law enforcement personnel.
- Referring victims to appropriate assistance and community service programs.
- Assuring that immediate (within 24 hours) and on-going counseling is available to traumatized individuals.

Good Faith Reporting

Any employee who acts in good faith by reporting real or implied workplace violence will not be subject to any form of retaliation or harassment. Any action of this type resulting from a report of violence must be reported to the Department Head or the Town Manager for investigation and decision regarding proper action.

Protective or Restraining Orders

The Town must be informed about individuals who have been ordered legally by judicial notice or by means of a No-Trespass notice to stay away from any Town employee or Town location. Any employee who applies for or obtains protective or restraining order shall provide the order, in confidence, to her/his Department Head.

Firearms

With the exception of police officers or other public safety personnel, the Town of Ipswich expressly prohibits the possession of firearms and/or other dangerous weapons by Town employees, vendors, customers or visitors while on Town property or while conducting business on behalf of or for the benefit of the Town. This prohibition applies even if an individual has a legal license to carry a firearm. The Town will take immediate and appropriate action to protect Town employees and workplace security. Persons who do not comply with this policy may be subject to disciplinary action, up to and including removal from Town property and/or termination from employment. This action is separate from any criminal penalties that may be pursued for violation of state laws. **This section does not apply to specific Town properties where hunting is allowed by those properly licensed, however, employees may not hunt during work hours.**

Current Employees

All Employees will be given a copy of this policy.

New Employees

Department Heads or their designee will acquaint all new employees with the Town's procedures regarding reporting incidents of violence, what to do if the employee is subjected to violence and/or if an incident of violence actually takes place, and how to cope with the after effects of an act of violence.

Employee Assistance Referrals

Employees who are victims of or witnesses to workplace violence may contact the Town's Employee Assistance Program (EAP) for counseling, emotional support, and assistance in developing a personal safety plan in the event of workplace violence; the Department Head may offer additional referral services to assist in coping with any effects of the incident. Should an employee commit an act of violence and it is determined in the investigation that the employee did, in fact, commit the violent act, he/she may be referred to the EAP by the Department Head. In these cases, failure by the employee to keep an initial appointment with the EAP may result in disciplinary action, in addition to any disciplinary action taken for the underlying violation of this policy.

Violations

It is a violation of this policy to engage in any act of workplace violence. It shall also be a violation of this policy if any employee fails to cooperate in any investigation the Town deems necessary to enforce this policy. Any employee who has been determined by the Town Manager to be in violation of this Policy may be subject to disciplinary action, up to and including dismissal. Any acts of violent conduct committed during scheduled off-duty status may also be grounds for disciplinary action, up to and including dismissal, in appropriate circumstances. Although criminal prosecution may result from any incident of workplace violence, neither prosecution nor conviction is a necessary prerequisite for administrative disciplinary action of an employee.

WORKPLACE VIOLENCE POLICY

This acknowledges that I have received and reviewed the Town of Ipswich Workplace Violence Policy ("Policy"). By signing this form, I agree to abide by the Policy and any Guidelines promulgated thereunder, and I agree to review periodically any changes or modifications. I recognize that the law and associated Policy regarding workplace violence are continually evolving. Therefore, I understand that my annual review of this Policy, as it may be amended, is required.

Print Name: _____

Signature: _____

Date: _____

Department: _____

To be included in employee's personnel file.

Budget Summaries

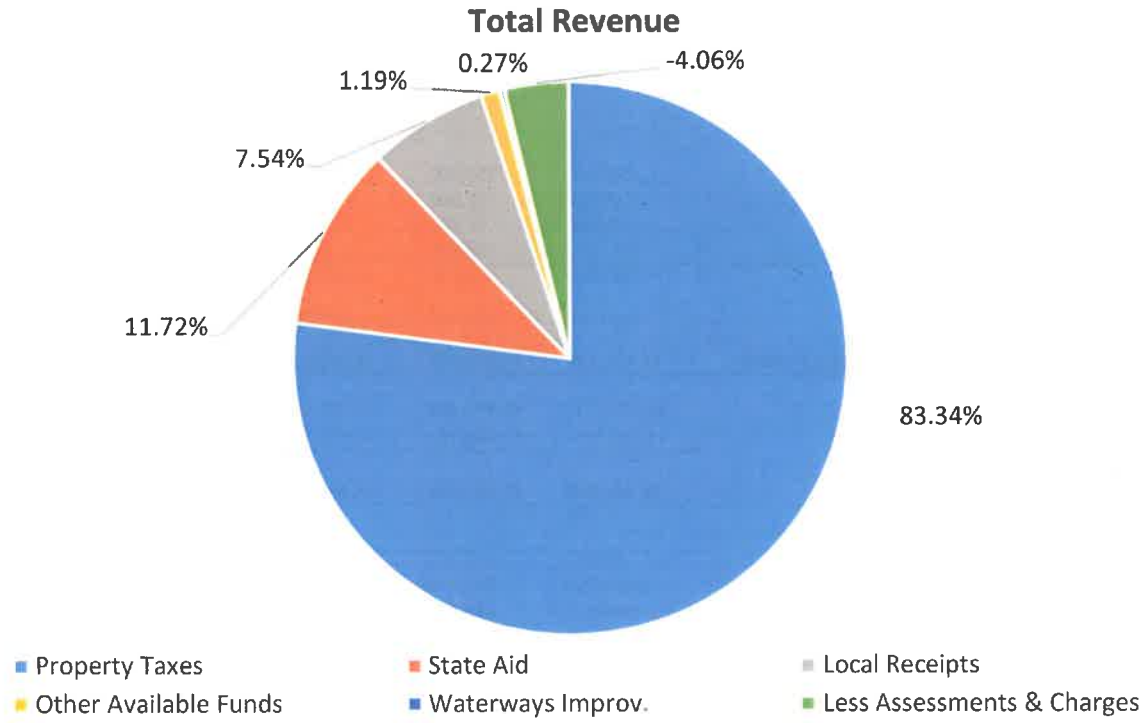
Balanced Budget Summary

Estimated Revenues

REVENUE ESTIMATES FOR FY 2021 OPERATING BUDGETS					
Description	FY 2017 (Actual)	FY 2018 (Actual)	FY 2019 (Actual)	FY 2020 (Actual)	FY 2021 (Budget)
Tax Levy					
Prior Year Levy Limit	35,462,674	36,896,086	38,120,353	39,429,986	40,693,414
Amended Levy Limit					
Add 2.5%	886,567	922,402	953,009	985,750	1,017,335
New Growth (FY'20 assumes $23m X $14.09	546,845	301,865	356,624	277,679	295,890
General Override	-	-	-		-
Levy Limit	36,896,086	38,120,353	39,429,986	40,693,415	42,006,639
FY16 School Override					
Approved Town Debt Exclusions	869,530	850,236	1,186,939	1,135,363	981,530
Approved School Debt Exclusions	1,145,100	1,144,850	1,143,975	1,144,900	-
MAXIMUM LEVY INCLUDING OVERRIDES	**38,910,716**	**40,115,439**	**41,760,900**	**42,973,678**	**42,988,169**
Cherry Sheet	5,761,282	5,530,209	5,847,422	6,043,415	6,043,415
School Building Authority	1,389,800	1,389,800	1,389,800	1,389,800	0
Total State Aid	7,151,082	6,920,009	7,237,222	7,433,215	6,043,415
Local Receipts (excludes Water & Sewer)	3,614,500	4,448,831	3,825,500	3,827,450	3,892,000
ATM Free Cash	-				
Fund Balance Reserved for Debt Premium	2,819	2,454	2,191	1,931	1,671
Other Available Funds					
Education Stabilization			63,637	380,754	-
Overlay Surplus	150,000	150,000	150,000	250,000	250,000
Tourism	2,000	2,000	2,000	2,000	2,000
Septic Loan Program	17,865	17,865	17,865	17,865	33,740
Waterways	171,904	109,668	112,185	102,052	141,218
	341,769	279,533	345,687	752,671	426,958
Electric Department (PILOT)	325,000	325,000	325,000	325,000	324,000
TOTAL RECEIPTS & AVAILABLE FUNDS	**11,435,170**	**11,975,827**	**11,735,600**	**12,340,267**	**10,688,044**
Maximum Allowable Levy	38,910,716	40,115,439	41,760,900	43,020,068	42,988,169
Total Receipts & Available Funds	11,435,170	11,975,827	11,735,600	12,340,267	10,688,044
TOTAL REVENUE	**50,345,886**	**52,091,266**	**53,496,500**	**55,360,335**	**53,676,213**
Less: Assessments, Charges, Offsets					
Tax Title Legal Counsel	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Cherry Sheet Offsets	(381,276)	(363,519)	(363,519)	(347,038)	(347,038)
Veterans Assessment	(49,397)	(54,525)	(57,250)	(61,145)	(65,425)
Cherry Sheet Charges	(317,519)	(326,251)	(326,251)	(326,660)	(326,660)
Whittier Assessment	(456,690)	(493,184)	(520,000)	(455,189)	(485,000)
Essex Aggie	(223,656)	(180,000)	(189,000)	(195,000)	(256,092)
Cherry Sheet/Overlay Deficits	-	0	0	0	0
Unpaid Bills	-	(323)	(20,000)	0	(20,000)
Contribution to Stabilization & OPEB Fund		(248,000)	(135,525)	(138,561)	(141,665)
Amt held under levy limit	(42,346)	(120,673)	(45,000)	(42,413)	(45,000)
Allowance for Abatements	(402,467)	(402,574)	(400,000)	(384,962)	(400,000)
	(1,878,351)	(2,194,049)	(2,061,545)	(1,955,967)	(2,091,880)
TOTAL AVAILABLE REVENUE	**48,467,536**	**49,897,217**	**51,434,955**	**53,404,368**	**51,584,333**

Balanced Budget Summary

REVENUE FUNDING SOURCES			
Property Taxes	$	42,988,169.00	83.34%
State Aid	$	6,043,415.00	11.72%
Local Receipts	$	3,892,000.00	7.54%
Other Available Funds	$	611,411.00	1.19%
Waterways Improv.	$	141,218.00	0.27%
Less Assessments & Charges	$	(2,091,880.00)	-4.06%
Total	$	51,584,333.00	100.00%



Balanced Budget Summary

Available Revenue

FY21 Estimated Levy			Actual FY20		
FY20 Actual Total Levy	$	40,693,414	$	39,429,985	
2 1/2% of FY20 Levy	$	1,017,335	$	985,750	
Estimated FY21 New Growth @ **$21M of value**	$	295,890	$	277,679	Actual New Growth $19.7M
Estimated FY21 Levy Limit	$	42,006,639	$	40,693,414	lower than Estimated $23M

Estimated Receipts, Other Revenue Sources & Misc. Charges					
State Aid					
Est. FY21 Cherry Sheet Revenue = FY20 Actual	$	6,043,415			
MSBA MS/HS Debt Reimbursement ended in FY20	$	-			
Gross Estimated FY21 Revenue from State	$	6,043,415			
State Charges					
Estimated FY21 Cherry Sheet Charges = FY20 Actual	$	(326,660)			
Estimated FY21 Cherry Sheet Offsets = FY20 Actual	$	(347,038)			
Gross Estimated FY21 Charges from State	$	(673,698)			
Net Estimated FY21 Revenue from State	$	5,369,717			
FY21 Local Receipts ($64,550 over FY20)	$	3,892,000			
Other Revenue					
Municipal Light Plant	$	324,000			
Waterways Fund	$	141,218			
Septic Loan	$	33,740			
Tourism	$	2,000			
Overlay - $125K each School & Town	$	250,000	$	6,043,415	
FB Reserved for Debt Premium	$	1,671	$	3,892,000	
Other Available Revenue	$	752,629	$	752,629	
			$	10,688,044	= recap & revenue sprdshts
Miscellaneous Charges					
Tax Title Purposes	$	(5,000)			
FY21 Veterans Assessment	$	(65,425)	7% increase over FY20		
Unpaid Bills	$	(20,000)			
Amt held under Levy	$	(45,000)			
Allowance for Abatements	$	(400,000)			
FY21 Whittier Assess.	$	(485,000)	Per Kara, min. contribution 6% increase & new funding formula		
Estimated FY21 Essex Technical Voc. Assess (13 applic +1/2 SPED)	$	(256,092)	Est. based on 6 new gr. 9 students plus $25K contingency		
Total Miscellaneous Charges	$	(1,276,517)			
Total Estimated Receipts & Other Revenue	$	8,737,829			

			$ 983,201	Gross Excluded Debt
				No MSBA Reimb in FY21
			$ (1,671)	Debt Premium
			$ 981,530	Total Excluded Debt

Estimated FY21 Levy Limit	$	42,006,639
Excluded Debt Service	$	981,530
Total Estimated Receipts & Other Revenue	$	8,737,829
FY21 Revenue Estimate	$	51,725,998

FY21 Revenue Estimate	$	51,725,998
Capital Stabilization Contribution	$	(68,317)
OPEB Contribution	$	(73,348)
FY21 Available Revenue	$	51,584,333

Balanced Budget Summary

Base Budget

FY21 Base Budget Calculation

	FY20 School		FY20 Town		FY19 Total
FY20 Proposed Budgets	$ 33,194,647		$ 19,668,321		$ 52,862,968
FY20 Budget voted at ATM May 14, 2019	**$ 33,194,647**		**$ 19,668,321**		**$ 52,862,968**
Amend School Budget State Aid	$ 51,375				$ 51,375
Amend Town Budget State Aid			$ 62,880		$ 62,880
Final FY20 Operating Budgets	**$ 33,246,022**	**62.76%**	**$ 19,731,201**	**37.24%**	**$ 52,977,223**

Base Expenditure Calculation	**F21 School**		**FY21 Town**		**FY20 Total**
Final FY20 Budget Above	$ 33,246,022		$ 19,731,201		$ 52,977,223
Net FY20 Base Budget	**$ 33,246,022**	**62.76%**	**$ 19,731,201**	**37.24%**	**$ 52,977,223**
Apportion additional FY21 Tax Levy Capacity	*$ 767,119*	*62.76%*	*$ 455,278*	*37.24%*	*$ 1,222,397*
Turf Field - FY20 Debt Service	$ (91,000)				$ (91,000)
FY20 Debt Backed out	$ (2,534,700)		$ (1,137,295)		$ (3,671,995)
Back out 2020 Harbors from Waterways			$ (102,052)		$ (102,052)
					$ -
Add Septic Loan (2 loans beginning FY21)			$ 33,740		$ 33,740
Add Tourism			$ 2,000		$ 2,000
Add Current Excluded FY21 Debt - (NO School MS/HS paid off)			$ 983,201		$ 983,201
Add Turf Field FY21 Debt Payment	$ 89,600				$ 89,600
FY21 Base Budget	**$ 31,477,041**	**61.19%**	**$ 19,966,073**	**38.81%**	**$ 51,443,115**
Harbormaster funded by Waterways			$ 141,218		$ 141,218
Transfer from Education Stabilization					$ -
FY21 Base Budget with Harbormaster	**$ 31,477,041**		**$ 20,107,292**		**$ 51,584,333**
					$ 51,584,333

FY21 Revenue Estimate	**$ 51,725,998**
Capital Stabilization Contribution	**$ (68,317)**
OPEB Contribution	**$ (73,348)**
FY21 Available Revenue	**$ 51,584,333**
FY21 Base Budget with Turf Field, Pony Express & Harbor	**$ 51,584,333**
FY21 Available Revenue	**$ 51,584,333**
(Over)/Under	**$ (0)**

MSHS debt decrease = $2,534,700

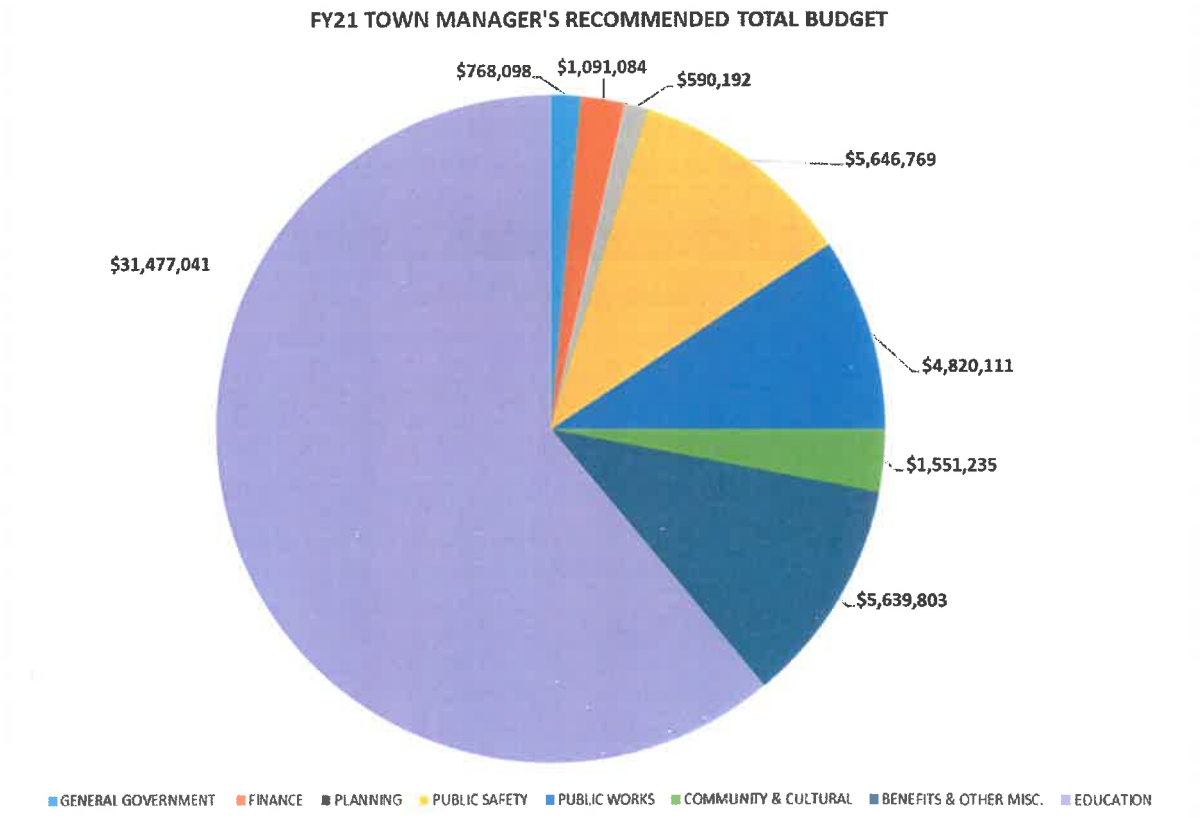
Base FY20 to FY21 School Inc + Stab	Base FY20 to FY21 Town Increase
$ (1,768,981)	$ 376,091
$ 765,719	

FY21 TOWN MANAGER BUDGET SUMMARY BY DIRECTORATE

GENERAL GOVERNMENT	**$768,098**		
FINANCE	**$1,091,084**		
PLANNING	**$590,192**	**Town Total**	**Base Budget**
PUBLIC SAFETY	**$5,646,769**	**$20,107,292**	**$20,107,292**
PUBLIC WORKS	**$4,820,111**		
COMMUNITY & CULTURAL	**$1,551,235**		
BENEFITS & OTHER MISC.	**$5,639,803**		
EDUCATION	**$31,477,041**	**$51,584,333**	**General Fund**
ENTERPRISE FUNDS	**$7,140,084**		
TOTAL FY21 BUDGET	**$58,724,417**		

Balanced Budget Summary

FY21 Town Expenditure Chart



Revenue Budget Summary

Revenue Summary

There are four major categories of revenue that help fund the General Fund operating budget. They are: property taxes, local receipts, state aid and other financing sources. Within these categories, overall available revenue is expected to decrease by $1,820,035 from $53,404,368 to $51,584,333 or 3.41%. The decrease is due to completion of debt service for the Middle School/High School (MSHS) construction. The final debt service payments were in fiscal year 2020. The Massachusetts School Building Authority previously gave us funds towards the MSHS debt service payments and the $1,389,800 reimbursement ended in fiscal year 2020 as well.

Property Taxes

The property tax levy is revenue a community can raise through real and personal property taxes. This is the largest and most reliable source of revenue for a municipality. The estimated tax levy for FY21 represents approximately 83% of the revenue used to fund the budget. Property taxes are levied on real property (land and buildings) and personal property (equipment). Statutorily the Town is required to update the property values every five years and obtain certification from the Department of Revenue that such values represent full and fair cash value. The Town completed this process in FY17 and will begin the process again in FY21.

Proposition 2 ½ established two types of levy limits. The first is the levy ceiling. This is the amount equal to 2.5% of the Town's full and fair cash value of all taxable real and personal property. The second is the levy limit. This is the amount the Town can levy in a given year. The levy limit can be equal to or less than the levy ceiling.

The levy limit is calculated annually by the Department of Revenue. First, the previous year's levy limit is increased by 2.5%. Then an amount is added to represent new development in the tax base based on the increased value. This is known as new growth. If an override amount has been voted this too would be added to the prior year levy limit. Once the levy limit has been determined, the debt exclusions already voted and approved by the community are added for the current year. Note there is no School Debt Exclusion in FY21. The FY21 maximum allowable levy still grew but only by $14,492. (See table below.)

Description	FY 2017 (Actual)	FY 2018 (Actual)	FY 2019 (Actual)	FY 2020 (Actual)	FY 2021 (Budget)
Tax Levy					
Prior Year Levy Limit	35,462,674	36,896,086	38,120,353	39,429,986	40,693,414
Amended Levy Limit					
Add 2.5%	886,567	922,402	953,009	985,750	1,017,335
New Growth (FY'20 assumes $23m X $14.09	546,845	301,865	356,624	277,679	295,890
General Override	-	-	-		-
Levy Limit	36,896,086	38,120,353	39,429,986	40,693,415	42,006,639
FY16 School Override					
Approved Town Debt Exclusions	869,530	850,236	1,186,939	1,135,363	981,530
Approved School Debt Exclusions	1,145,100	1,144,850	1,143,975	1,144,900	-
MAXIMUM LEVY INCLUDING OVERRIDES	**38,910,716**	**40,115,439**	**41,760,900**	**42,973,678**	**42,988,169**

New growth can include increases in a property's assessed value since the prior year due to development or improvements, exempt real property returning to the tax roll, new personal property and new subdivision parcels and condominium conversions. The value of the new growth is calculated by multiplying the increase in the assessed valuation of qualifying property by the prior year's tax rate. It has been the Town's practice to be conservative estimating new growth during the development of estimated revenues.

Revenue Summary

A debt exclusion assesses additional taxes in excess of the levy limit for the payment of specific debt service costs related to capital projects. The debt exclusion is a two-step process. First, the debt exclusion must pass a two-thirds vote of the voters at a town meeting. The second step is to pass a majority vote by ballot. The ballot must state the purpose or purposes in which the monies from the debt issue will be used. The additional amount for the payment of debt service is added to the levy limit for the life of the debt only and therefore is considered temporary. A detailed listing of projects for FY20 and FY21 are shown below.

EXEMPT DEBT	AMOUNT AUTHORIZED	AMOUNT ISSUED	FY20 Principal	FY20 Interest	FY20 MSBA	FY20 Total	FY21 Principal	FY21 Interest	FY21 MSBA	FY21 Total
Schools										
High School /Middle School		20,565,000	2,485,000	49,700		2,534,700				-
Less MSBA Reimbursement					1,389,800	(1,389,800)				
Total School EXEMPT Debt - authorized,Issued/unissued, Including deferred			$2,485,000.00	$ 49,700.00	$1,389,800.00	$ 1,144,900.00	$ -	$ -	$ -	$ -
Town			Principal	Interest	Premium	Total	Principal	Interest	Premium	Total
Whipple/Town Hall	$ 4,100,000	1,857,375	$ 205,000.00	$ 4,856.25		$ 209,856.25	$ 85,000.00	$ 1,275.00		$ 86,275.00
Public Works										
Roads - BAN	3,000,000	100,000								
Roads	3,000,000	400,000	$ 40,000.00	$ 7,200.00	$ 1,492.68	$ 45,707.32	$ 40,000.00	$ 6,400.00	$1,326.83	$ 45,073.17
Roads - BAN	3,000,000	1,400,000								
Linebrook Road	3,000,000	2,590,225	$ 170,000.00	$ 97,375.00		$ 267,375.00	$ 170,000.00	$ 88,875.00		$ 258,875.00
Open Space										
Open Space - Grant Paydowns	10,000,000	734,760								
Open Space 1	10,000,000	1,864,850	$ 180,000.00	$ 10,800.00		$ 190,800.00	$ 180,000.00	$ 6,075.00		$ 186,075.00
Open Space 2	10,000,000	697,240				$ -				$ -
Open Space 3	10,000,000	825,000	$ 40,000.00	$ 13,345.00	$ 38.16	$ 53,306.84	$ 40,000.00	$ 11,745.00	$ 33.59	$ 51,711.41
Open Space 4	10,000,000	525,000	$ 35,000.00	$ 7,831.26	$ 399.86	$ 42,431.40	$ 35,000.00	$ 6,081.26	$ 310.51	$ 40,770.75
Open Space 5	10,000,000	2,070,000	$ 110,000.00	$ 34,137.50		$ 144,137.50	$ 110,000.00	$ 31,250.00		$ 141,250.00
Open Space 6 - Pony Express Fields Tax Exemp	5,000,000	2,107,000	$ 105,000.00	$ 76,750.00		$ 181,750.00	$ 100,000.00	$ 71,500.00		$ 171,500.00
subtotal - Town EXEMPT authorized & Issued debt			$ 885,000.00	$ 252,295.01	$ 1,930.70	$ 1,135,364.31	$ 760,000.00	$223,201.26	$1,670.93	$ 981,530.33
Perm. Town EXEMPT Debt Serv.-(Bal.to Treasurer's Sched.)			$ 885,000.00	$ 252,295.01	$ 1,930.70	$ 1,135,364.31	$ 760,000.00	$223,201.26	$1,670.93	$ 981,530.33

As noted above, the levy limit may be less than or equal to the levy ceiling. If the amount appropriated by the community is less than the levy limit, there is excess levy capacity. This is an additional amount that could have been raised in taxes but was not. Below is the excess levy capacity for the last five years.

	Actual DOR FY2016 Recap	Actual DOR FY2017 Recap	Actual DOR FY2018 Recap	Actual DOR FY2019 Recap	Actual DOR FY2020 Recap
LEVY LIMIT - Maximum Allowable Levy	37,456,875	38,910,716	40,115,439	41,755,393	42,973,678
Excess Levy Cpacity	43,103	218,050	120,673	160,126	42,413

The Select Board has three options to shift the tax levy between property classes which affect tax rates. They are a classified tax rate which will shift a portion of the tax levy from the residential class to the CIP class (commercial, industrial and personal), a residential exemption which exempts a portion of primary residents assessed value from taxation and a small business exemption. The adoption of these options can affect the tax rates for each class of property. The Select Board has historically voted a factor of one and kept the residential class and the CIP class the same so there is no burden shifted to the commercial, industrial or personal classes.

The chart below reflects the changes in the tax rate by class for the past five years.

Fiscal Year	Residential	Commercial	Industrial	Personal Property
2016	14.85	14.85	14.85	14.85
2017	14.19	14.19	14.19	14.19
2018	14.24	14.24	14.24	14.24
2019	14.09	14.09	14.09	14.09
2020	14.02	14.02	14.02	14.02

Revenue Summary

The Town has experienced excellent collection rates in the past, as shown below. This provides for predictable cash flow during the fiscal year.

Fiscal Year	Gross Tax Levy	Net Tax Levy	Collected @ Year End
2015	$ 33,595,622	$ 33,137,328	98.6%
2016	$ 37,413,772	$ 36,983,988	98.9%
2017	$ 38,692,667	$ 38,290,200	99.0%
2018	$ 39,994,765	$ 39,592,191	99.0%
2019	$ 41,595,267	$ 41,166,605	99.0%

Local Receipts

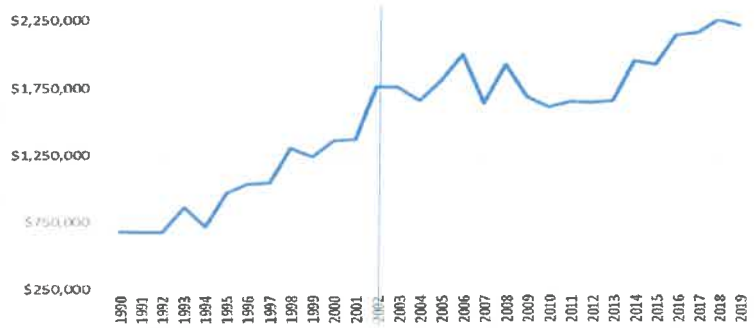
The category of revenue considered local receipts includes such items as motor vehicle excise, boat excise, departmental fees, rental income, licenses and permits, fines and forfeitures, investment income and miscellaneous income. During the development of the estimated revenue for the ensuing year, each of these groupings is reviewed. The first step in the analysis includes comparing the actual amounts collected over the last four completed years, the amount calculated as the five-year average and the amount calculated at 85% of the last completed year's collections. The next step includes highlighting any receipts that have fluctuation over the years or that appear to be not on target for the current fiscal year. The final step includes a detailed discussion with the Town Manager and all department heads to determine as a whole if these estimated are reasonable and attainable.

Motor Vehicle Excise

Motor vehicle excise tax is authorized by Massachusetts General Law. The excise rate is $25 per thousand and is assessed on 90% of the vehicle's value in the first year, 60% in the second year, 40% in the third year, 25% in the fourth year and 10% for all remaining years. The value is determined by the RMV using a formula based on a manufacturer's list price and year of manufacture. The Town in which a vehicle is principally garaged at the time of registration is entitled to the motor vehicle excise tax. The commitments are prepared by the Registry of Motor Vehicles and transmitted to the Town for printing and mailing.

The Registry of Motor Vehicles utilizes a tracking system that helps to ensure payment of the motor vehicle excise tax. Individuals that do not pay the excise tax will be flagged and will not be allowed to renew registrations and driver's licenses until the tax has been paid. The Town, through its Deputy Collector, notifies the RMV of the delinquent taxpayers.

Motor vehicle excise tax revenue can fluctuate depending on the economy. Residents may decide to hold off purchasing new vehicles if the economy slows down. The chart below shows the growth since 1990. Notice the volatility since 2002.



Revenue Summary

Below is a table with the past four years of actual collections and the current year and FY20 budgeted revenue figures.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Motor Vehicle Excise	2,134,595	2,157,578	2,248,886	2,209,588	2,000,000	2,060,000

Boat Excise

The boat excise tax is a very small piece of the Town's revenue. Only 50% of this revenue remains in the General Fund with the remainder being credited to the Municipal Waterways Improvement and Maintenance Fund. The rate is set at $10 per $1,000 of valuation by the state. The state sets the value based upon the vessel's age and length.

This revenue was estimated based on an average of prior years' amount collected. The Town has only a certain amount of boat excise bills and the collection of them is predictable.

FY	# of Boats	$ on Commitment	Average Bill
2020	819	33,647	$ 41.08
2019	803	31,277	$ 38.95
2018	815	34,658	$ 42.53
2017	848	35,683	$ 42.08
2016	862	36,942	$ 42.86
2015	887	36,783	$ 41.47

Penalties & Interest

There are penalties and interest paid on all overdue taxes and excise bills. Interest rates for overdue real and personal property taxes are 14%. If taxes remain unpaid and the account is placed in a tax title status, the interest is increased and set at 16%. The interest rate for delinquent excise taxes is set at 12% from the due date. State law sets the interest rates for the above taxes.

If real and personal property taxes are not paid by May 1, in the year of the tax, a demand for payment notice ($15) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand ($15), a warrant ($10), and notices from the deputy tax collector for a warrant to collect ($12) and a fee if the collection process progresses to posting a notice at the residence ($17). The deputy tax collector's earning come solely from delinquent penalty charges. There is no expense for the Town. Once a delinquent real estate account goes into a tax title status there are numerous other fees added to the tax that is owed. Some of these costs include legal fees, publishing costs and filing fees at the Registry of Deeds.

This is an area of receipts that we estimate conservatively to help created a surplus at year end. This will assist in the creation of free cash for the following fiscal year.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Penalties/Interest on taxes	185,824	172,152	157,705	167,727	152,000	155,000

Revenue Summary

Departmental Fees

Departmental fees include a variety of fees, permits, fines and licensing revenue that the Town receives. Fees may include such items as copy fees, accident report fees, administrative fees charged on police and fire details, transfer station fees, municipal lien certificate fees, passport fees, planning board and conservation fees, which were increased in FY19.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Fees	104,565	102,876	107,454	121,442	90,450	105,000

Rental Receipts

The Town has one rental agreement with the Essex Veterans District for the office space in the lower level of Town Hall. ICAM had previously rented space but moved out in 2017.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Rentals	21,981	26,951	10,744	10,904	10,000	10,000

Departmental Revenue

Departmental revenue is primarily from various fees for the Cemetery Department and beach stickers categorized as Recreation. We increased Cemeteries slightly and level funded Beach Stickers.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Dept Revenue-Cemeteries	72,957	74,278	75,504	68,779	68,000	70,000
Dept Revenue-Recreation	131,350	132,250	132,010	130,255	128,000	128,000

Licenses & Permits

License revenue arises from the Town's regulation of certain activities (e.g., selling alcoholic beverages). A person or organization pays a license fee to engage in the activity for a specified period. The primary licensing agency in the Town is the Select Board.

Permits are also required when a person or business wants to perform a municipally regulated activity (e.g., building, electrical, or plumbing services). The bulk of the permit revenue is brought in through building permits, collected by the Building Department. All construction and development in the Town must be issued a building permit based on the cost of construction. The most common licenses and permits are briefly described on the following pages.

Liquor Licenses - Under Chapter 138 of the General Laws of Massachusetts, the Town is empowered to grant licenses regulating the sale of alcoholic beverages. License fees vary depending upon the type of establishment, closing hours, number of days open, and whether the license is for all alcohol or beer and wine. All licenses issued by the Select Board, with the exception of short-term and seasonal liquor licenses, have a maximum fee set by State statute.

Common Victualer - The common victualer license allows food to be made and sold on the premises.

Entertainment - Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys, and several other forms of entertainment.

Building Permits – Building permits are issued to qualified individuals and companies to do repairs, alterations, new construction or demolitions in the Town. The cost of permits is based on the estimated cost of the project or by a set fee.

Electrical Permits – Electrical permits are issued to licensed electricians to perform specific electrical work. The cost of the permit is dependent on the number of switches, lights, alarms and other electrical components included in the job.

Plumbing Permits – Plumbing permits are issued to licensed plumbers to install and repair piping for a specific job. The fee is based on the amount and type of work being done.

Weights & Measurers – Weights and Measures permits are issued for scales, gas pumps and other measuring devices.

Town Clerk Licenses & Permits – The Town Clerk issues licenses and permits primarily relating to marriages, births, deaths, business certificates and dog registrations.

The departmental fees have been estimated at a slight increase over last year. We have made slight adjustments based on an analysis of construction activity and collaboration between department heads related to ongoing building projects in Town.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Licences & Permits	787,312	901,403	783,941	811,883	706,000	712,000

Fines and Forfeits

District Court Fines – These are fines assessed as a result of civil infractions and criminal offenses. Subject to State law, a portion of motor vehicle violations fines resulting from criminal convictions are collected by the District Court and forwarded to the Town of Ipswich.

Surcharge R.M.V. - This is the fee that is collected by the deputy collector to remove the flag from the Registry of Motor Vehicle system so that an individual may register a car or renew a license once a delinquent motor vehicle tax has been paid in full. The deputy collector turns these funds over to the Town. The state then charges the Town an assessment to recoup the funds.

Moving Violations - Non-parking offenses result in moving violation fines. Among the violations included in this category are speeding, passing in the wrong lane, and failing to stop at the traffic signal. These fines, collected by the District Court are distributed to the Town on a monthly basis.

Fines and forfeits was level funded this year due to the 13% decrease in actual FY18 receipts.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Fines & Forfeits	55,157	50,561	43,858	50,548	40,000	40,000

Revenue Summary

Earnings on Investment

The investment of general town revenue is limited. The law requires that all funds of the Town which are not required to be kept liquid for purposes of immediate distribution shall be invested at the highest possible rate reasonably available while meeting the daily cash requirements for the operation of the Town's business.

The law limits investment options to Certificates of Deposit (CDs) with a maturity of less than one year, Money Market Deposit Accounts, Repurchase Agreement with a maturity of less than 90 days, Pooled Investment Fund operated under the authority of the State Treasurer, and U.S. Treasury instruments or U. S. Government Agency obligation with a maturity of less than one year. The investment decision must take into account safety, liquidity and yield.

Investment earnings has fluctuated with the economy. The FY21 budget was held to a similar conservative level as FY20. Investment income fluctuates greatly depending on the economy.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Investment Income	50,823	63,313	80,300	225,201	79,000	75,000

Miscellaneous Revenue

The miscellaneous revenue is split into two categories, miscellaneous recurring and non-recurring revenue. Miscellaneous Recurring revenue is from Medicaid reimbursements, which have been declining due to major changes in Medicare reimbursements. Non-recurring revenue is primarily from reimbursements of prior year revenue.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Misc Recurring	149,294	191,358	154,910	122,784	110,000	85,000
Misc Non-Recurring	165,611	102,517	24,306	193,143	22,000	23,000

Summary of Local Receipts

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Budget	FY'21 Budget
LOCAL RECEIPTS						
Motor Vehicle Excise	2,134,595	2,157,578	2,248,886	2,209,588	2,000,000	2,060,000
Other Excise (Boat & Add'l Meals)	239,524	246,800	269,420	271,245	242,000	250,000
Penalties/Interest on taxes	185,824	172,152	157,705	167,727	152,000	155,000
Payments in Lieu of taxes	177,524	178,702	332,544	170,295	155,000	155,000
Other Charges for Services	29,428	27,514	27,248	25,238	25,000	24,000
Fees	104,565	102,876	107,454	121,442	90,450	105,000
Rentals	21,981	26,951	10,744	10,904	10,000	10,000
Dept Revenue-Cemeteries	72,957	74,278	75,504	68,779	68,000	70,000
Dept Revenue-Recreation	131,350	132,250	132,010	130,255	128,000	128,000
Other Dept revenue	-	-	-			
Licences & Permits	787,312	901,403	783,941	811,883	706,000	712,000
Special Assmts						
Fines & Forfeits	55,157	50,561	43,858	50,548	40,000	40,000
Investment Income	50,823	63,313	80,300	225,201	79,000	75,000
Misc Recurring	149,294	191,358	154,910	122,784	110,000	85,000
Misc Non-Recurring	165,611	102,517	24,306	193,143	22,000	23,000
TOTAL LOCAL RECEIPTS	**4,305,943**	**4,428,253**	**4,448,831**	**4,579,034**	**3,827,450**	**3,892,000**

Revenue Summary

State Aid

The state aid in which the Town receives is reported by the State on the Cherry Sheet. This is named for the pink colored paper on which it was originally printed. The Cherry Sheet has two parts. The first itemizes the revenues in which the Town will receive including direct school aid, local aid and specific reimbursements and distributions such as aid to public libraries, veterans' benefits and a number of school related items. The second itemizes the charges or assessments. This will be explained in more detail under the appropriation section. For the FY21 budget process, the Town level funded State Aid but included the reduction in MSBA funding.

School Aid (Chapter 70) – Chapter 70 school aid is based on a complex formula that takes into account: (1) statewide average cost per pupil; (2) local district pupil counts, with weighing factors to reflect varying costs among programs such as special education or vocational education, and (3) municipal fiscal "ability to pay" for education, as measured by equalized valuation per capita as a percent of statewide averages. This revenue is received monthly.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Actual	FY'21 Budget
CHERRY SHEET						
Chapter 70	3,079,600	3,178,710	3,264,630	3,282,240	3,332,340	3,332,340

Unrestricted General Government Aid – These funds are unrestricted and can therefore be used by the municipality for any municipal purpose. This revenue is received monthly.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Actual	FY'21 Budget
CHERRY SHEET						
Unrestricted General Government Aid	1,479,783	1,543,414	1,603,607	1,659,733	1,704,546	1,704,546

Veterans' Benefits – Under M.G.L. Chapter 115 Section 6, municipalities receive a seventy-five (75) percent State reimbursement on the total expenditures made on veterans' benefits. This revenue is received quarterly.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Actual	FY'21 Budget
CHERRY SHEET						
Veteran's Benefits	214,172	233,723	217,094	168,282	196,096	196,096

Exemptions: Veterans, Blind Person, Surviving Spouse - To reimburse the municipality for property tax exemptions granted to qualifying veterans, blind person, surviving spouse and elder person. This revenue is received annually after filing the required information with the State.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Actual	FY'21 Budget
CHERRY SHEET						
Exemptions: Vets/ Blind/Elderly	81,122	92,834	79,758	85,061	88,292	88,292

State Owned Land – To reimburse the municipality for foregone tax revenue due to certain types of tax exempt state-owned land. This revenue is received monthly.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Actual	FY'21 Budget
CHERRY SHEET						
State Owned Land	369,577	365,467	365,120	365,120	375,103	375,103

School Building Assistance – In 2004, the State Legislature created the Massachusetts School Building Authority (MSBA) as an independent public authority, charged with reforming the former school building program that had amassed $11 billion in outstanding obligations with no clear funding source and that had built up a list of 428 projects that were waiting for state reimbursement. The MSBA assists school districts with planning and financing school construction and renovation projects. Funding to assist communities is provided from a dedicated sales tax revenue account. The receipts are kept in a separate fund known as the School Modernization and Reconstruction Trust Fund.

The MSBA funded a portion of the debt on the Ipswich Middle/High School. The Town will receive the assistance until the bonds expire on the Middle/High School in FY2020. Assistance received under this program is credited to the tax levy raised for debt exclusions every year as described. The aid received under this category totaled $1,389,800 annually and the last receipt was in fiscal year 2020. This fiscal year 2021 is the first year without this reimbursement. The chart below shows the reimbursements the Town has received in the past fiscal years.

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Actual	FY'21 Budget
CHERRY SHEET						
SCHOOL BUILDING AUTHORITY	**1,389,800**	**1,389,800**	**1,389,800**	**1,389,800**	**1,389,800**	**0**

Summary of State Aid

	FY'16 Actual	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Actual	FY'21 Budget
CHERRY SHEET						
Chapter 70	3,079,600	3,178,710	3,264,630	3,282,240	3,332,340	3,332,340
Charter Tuition Reimbursement						
Unrestricted General Government Aid	1,479,783	1,543,414	1,603,607	1,659,733	1,704,546	1,704,546
Essex Aggie Trans Reimb	18,805					
Veteran's Benefits	214,172	233,723	217,094	168,282	196,096	196,096
Exemptions: Vets/ Blind/Elderly	81,122	92,834	79,758	85,061	88,292	88,292
State Owned Land	369,577	365,467	365,120	365,120	375,103	375,103
	5,243,059	**5,414,148**	**5,530,209**	**5,560,436**	**5,696,377**	**5,696,377**
Cherry Sheet Offset Receipts						
School Choice In				331,072	331,072	331,072
Public Libraries				15,286	15,966	15,966
Total Offset Revenue	-	-	-	346,358	347,038	347,038
TOTAL CHERRY SHEET	**5,243,059**	**5,414,148**	**5,530,209**	**5,906,794**	**6,043,415**	**6,043,415**
SCHOOL BUILDING AUTHORITY	**1,389,800**	**1,389,800**	**1,389,800**	**1,389,800**	**1,389,800**	**0**
TOTAL STATE AID	**6,632,859**	**6,803,948**	**6,920,009**	**7,296,594**	**7,433,215**	**6,043,415**

Expenditure Budget Summaries

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

Account Number Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
GENERAL GOVERNMENT AND FINANCE								
113 MODERATOR								
PERSONNEL SUB-TOTAL:	$250.00	$250.00	$250.00	$125.00	$250.00	$250.00	$0.00	0.00%
EXPENSES SUB-TOTAL:	$247.48	$0.00	$200.00	$0.00	$200.00	$200.00	$0.00	0.00%
113 MODERATOR SUB-TOTAL:	**$497.48**	**$250,00**	**$450.00**	**$125.00**	**$450.00**	**$450.00**	**$0.00**	**0.00%**
122 SELECT BOARD								
PERSONNEL SUB-TOTAL:	$43,937.67	$57,273.52	$57,900.00	$27,341.98	$64,400.00	$62,400.00	$4,500.00	7.77%
EXPENSES SUB-TOTAL:	$25,687.78	$12,826.99	$14,550.00	$5,126.87	$14,050.00	$14,050.00	-$500.00	-3.44%
122 SELECT BOARD SUB-TOTAL:	**$69,625.45**	**$70,100.51**	**$72,450.00**	**$32,468.85**	**$78,450.00**	**$76,450.00**	**$4,000.00**	**5.52%**
123 TOWN MANAGER								
PERSONNEL SUB-TOTAL:	$243,782.15	$229,868.33	$236,503.00	$102,451.87	$263,734.40	$260,653.15	$24,150.15	10.21%
EXPENSES SUB-TOTAL:	$32,526.01	$31,006.71	$13,045.00	$31,253.81	$13,665.00	$13,665.00	$620.00	4.75%
123 TOWN MANAGER SUB-TOTAL:	**$276,308.16**	**$260,875.04**	**$249,548.00**	**$133,705.68**	**$277,399.40**	**$274,318.15**	**$24,770.15**	**9.93%**
124 LEGAL								
EXPENSES SUB-TOTAL:	$283,693.06	$163,780.49	$135,000.00	$42,939.36	$135,000.00	$135,000.00	$0.00	0.00%
124 LEGAL SUB-TOTAL:	**$283,693.06**	**$163,780.49**	**$135,000.00**	**$42,939.36**	**$135,000.00**	**$135,000.00**	**$0.00**	**0.00%**
131 FINANCE COMMITTEE								
PERSONNEL SUB-TOTAL:	$2,534.00	$3,889.00	$3,190.00	$290.00	$3,190.00	$3,190.00	$0.00	0.00%
EXPENSES SUB-TOTAL:	$12,210.00	$11,551.18	$12,420.00	$3,585.90	$12,420.00	$12,420.00	$0.00	0.00%
131 FINANCE COMMITTEE SUB-TOTAL:	**$14,744.00**	**$15,440.18**	**$15,610.00**	**$3,875.90**	**$15,610.00**	**$15,610.00**	**$0.00**	**0.00%**
134 ACCOUNTING								
PERSONNEL SUB-TOTAL:	$245,423.86	$264,634.96	$279,337.00	$107,314.36	$293,587.00	$293,587.00	$14,250.00	5.10%
EXPENSES SUB-TOTAL:	$6,746.20	$6,184.64	$8,900.00	$7,713.15	$9,175.00	$9,175.00	$275.00	3.09%
134 ACCOUNTING SUB-TOTAL:	**$252,170.06**	**$270,819.60**	**$288,237.00**	**$115,027.51**	**$302,762.00**	**$302,762.00**	**$14,525.00**	**5.04%**
136 PURCHASING & RISK MANAGEMENT								
PERSONNEL SUB-TOTAL:	$55,765.56	$56,880.20	$57,736.00	$23,576.77	$59,184.00	$59,184.00	$1,448.00	2.51%
EXPENSES SUB-TOTAL:	$1,582.54	$2,458.87	$2,750.00	$553.60	$2,750.00	$2,750.00	$0.00	0.00%
136 PURCHASING & RISK MANAGEMENT SUB-TOTAL:	**$57,348.10**	**$59,339.07**	**$60,486.00**	**$24,130.37**	**$61,934.00**	**$61,934.00**	**$1,448.00**	**2.39%**
137 ASSESSING								
PERSONNEL SUB-TOTAL:	$215,729.61	$203,858.77	$203,964.00	$96,557.69	$210,758.00	$210,758.00	$6,794.00	3.33%
EXPENSES SUB-TOTAL:	$34,757.32	$35,848.23	$37,135.00	$24,019.75	$37,495.00	$37,495.00	$360.00	0.97%
137 ASSESSING SUB-TOTAL:	**$250,486.93**	**$239,707.00**	**$241,099.00**	**$120,577.44**	**$248,253.00**	**$248,253.00**	**$7,154.00**	**2.97%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
GENERAL GOVERNMENT AND FINANCE									
138	TREASURER/COLLECTOR								
	PERSONNEL SUB-TOTAL:	$196,944.59	$203,275.60	$207,194.00	$92,900.95	$215,389.56	$215,389.56	$8,195.56	3.96%
	EXPENSES SUB-TOTAL:	$15,793.97	$12,502.30	$13,520.00	$6,777.54	$13,520.00	$13,520.00	$0.00	0.00%
138	**TREASURER/COLLECTOR SUB-TOTAL:**	**$212,738.56**	**$215,777.90**	**$220,714.00**	**$99,678.49**	**$228,909.56**	**$228,909.56**	**$8,195.56**	**3.71%**
154	INFORMATION TECHNOLOGY								
	PERSONNEL SUB-TOTAL:	$130,390.28	$111,816.22	$136,484.00	$40,816.92	$134,443.00	$134,443.00	-$2,041.00	-1.50%
	EXPENSES SUB-TOTAL:	$115,332.42	$99,835.10	$115,287.00	$91,597.75	$147,437.00	$147,437.00	$32,150.00	27.89%
154	**INFORMATION TECHNOLOGY SUB-TOTAL:**	**$245,722.70**	**$211,651.32**	**$251,771.00**	**$132,414.67**	**$281,880.00**	**$281,880.00**	**$30,109.00**	**11.96%**
161	TOWN CLERK								
	PERSONNEL SUB-TOTAL:	$126,708.82	$129,453.28	$136,630.00	$60,467.55	$138,762.00	$138,762.00	$2,132.00	1.56%
	EXPENSES SUB-TOTAL:	$12,069.60	$12,516.68	$17,464.00	$5,873.47	$20,419.00	$20,419.00	$2,955.00	16.92%
161	**TOWN CLERK SUB-TOTAL:**	**$138,778.42**	**$141,969.96**	**$154,094.00**	**$66,341.02**	**$159,181.00**	**$159,181.00**	**$5,087.00**	**3.30%**
162	ELECTIONS AND REGISTRATIONS								
	PERSONNEL SUB-TOTAL:	$15,384.67	$40,085.92	$51,591.00	$1,485.18	$53,550.00	$53,550.00	$1,959.00	3.80%
	EXPENSES SUB-TOTAL:	$15,622.65	$17,183.19	$20,498.00	$8,718.14	$20,884.00	$20,884.00	$386.00	1.88%
162	**ELECTIONS AND REGISTRATIONS SUB-TOTAL:**	**$31,007.32**	**$65,219.11**	**$72,089.00**	**$10,203.32**	**$74,434.00**	**$74,434.00**	**$2,345.00**	**3.25%**
TOTAL GENERAL GOVERNMENT AND FINANCE		**$1,833,120**	**$1,714,930**	**$1,761,548**	**$781,488**	**$1,864,263**	**$1,859,182**	**$97,634**	**5.54%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
PLANNING & COMMUNITY DEVELOPMENT									
171	PLANNING								
	PERSONNEL SUB-TOTAL:	$185,923	$194,309	$192,984.00	$72,176.66	$183,281.04	$183,281.04	-$9,703	-5.03%
	EXPENSES SUB-TOTAL:	$10,427	$6,475	$12,450.00	$4,814.86	$12,450.00	$12,450.00	$0	0.00%
171	**PLANNING SUB-TOTAL:**	**$196,350**	**$200,784**	**$205,434.00**	**$76,991.52**	**$195,731.04**	**$195,731.04**	**-$9,703**	**-4.72%**
173	CONSERVATION								
	PERSONNEL SUB-TOTAL:	$94,178	$100,908	$101,793.45	$42,892.47	$99,152.03	$99,152.03	-$2,641	-2.59%
	EXPENSES SUB-TOTAL:	$2,255	$2,419	$2,719.00	$1,461.96	$2,719.00	$2,719.00	$0	0.00%
173	**CONSERVATION SUB-TOTAL:**	**$96,433**	**$103,327**	**$104,512.45**	**$44,354.43**	**$101,871.03**	**$101,871.03**	**-$2,641**	**-2.53%**
174	ZONING BOARD OF APPEALS								
	PERSONNEL SUB-TOTAL:	$27,859	$28,428	$28,844.00	$13,145.04	$29,567.00	$29,567.00	$723	2.51%
	EXPENSES SUB-TOTAL:	$1,353	$1,123	$2,450.00	$534.94	$2,450.00	$2,450.00	$0	0.00%
174	**ZONING BOARD OF APPEALS SUB-TOTAL:**	**$29,212**	**$29,550**	**$31,294.00**	**$13,679.98**	**$32,017.00**	**$32,017.00**	**$723**	**2.31%**
175	HISTORICAL COMMISSION								
	PERSONNEL SUB-TOTAL:	$0	$0	$975.00	$0.00	$975.00	$975.00	$0	0.00%
	EXPENSES SUB-TOTAL:	$2,444	$814	$2,800.00	$1,744.73	$2,300.00	$2,300.00	-$500	-17.86%
175	**HISTORICAL COMMISSION SUB-TOTAL:**	**$2,444**	**$814**	**$3,775.00**	**$1,744.73**	**$3,275.00**	**$3,275.00**	**-$500**	**-13.25%**
251	CODE ENFORCEMENT - BUILDING INSPECTOR								
	PERSONNEL SUB-TOTAL:	$177,144	$206,467	$215,878.56	$99,575.18	$246,993.98	$247,527.62	$31,649	14.66%
	EXPENSES SUB-TOTAL:	$11,089	$7,996	$9,770.00	$1,031.65	$9,770.00	$9,770.00	$0	0.00%
251	**CODE ENFORCEMENT SUB-TOTAL:**	**$188,233**	**$214,463**	**$225,648.56**	**$100,606.83**	**$256,763.98**	**$257,297.62**	**$31,649**	**14.03%**
TOTAL PLANNING & COMMUNITY DEVELOPMENT		**$512,672**	**$548,938**	**$570,664**	**$237,377**	**$589,658**	**$590,192**	**$19,528**	**3.42%**

Town of Ipswich

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Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
PUBLIC SAFETY									
210	POLICE								
	PERSONNEL SUB-TOTAL:	$2,468,744	$2,525,352	$2,544,398	$1,255,633	$2,770,467	$2,684,243	$139,845	5.50%
	EXPENSES SUB-TOTAL:	$98,123	$127,393	$142,550	$101,259	$154,000	$154,000	$11,450	8.03%
	CAPITAL SUB-TOTAL:	$77,653	$73,782	$80,000	$0	$85,000	$85,000	$5,000	6.25%
210	**POLICE SUB-TOTAL:**	**$2,644,520**	**$2,726,527**	**$2,766,948**	**$1,356,891**	**$3,009,467**	**$2,923,243**	**$156,295**	**5.65%**
220	FIRE								
	PERSONNEL SUB-TOTAL:	$1,716,664	$1,736,173	$1,815,313	$791,156	$1,890,936	$1,888,794	$73,481	4.05%
	EXPENSES SUB-TOTAL:	$122,984	$112,589	$113,465	$36,553	$114,475	$114,475	$1,010	0.89%
	CAPITAL SUB-TOTAL:	$3,900	$2,230	$0	$0	$0	$0	$0	0.00%
220	**FIRE SUB-TOTAL:**	**$1,843,547**	**$1,850,992**	**$1,928,778**	**$827,709**	**$2,005,411**	**$2,003,269**	**$74,491**	**3.86%**
233	EMERGENCY MANAGEMENT								
	PERSONNEL SUB-TOTAL:	$7,500	$7,644	$9,500	$4,351	$9,787	$9,787	$287	3.02%
	EXPENSES SUB-TOTAL:	$11,639	$9,401	$15,910	$8,574	$16,130	$16,130	$220	1.38%
	CAPITAL SUB-TOTAL:	$0	$4,875	$0	$0	$0	$0	$0	0.00%
233	**EMERGENCY MANAGEMENT SUB-TOTAL:**	**$19,139**	**$21,920**	**$25,410**	**$12,926**	**$25,917**	**$25,917**	**$507**	**1.99%**
292	ANIMAL CONTROL								
	PERSONNEL SUB-TOTAL:	$52,996	$52,356	$64,520	$28,967	$69,720	$68,520	$4,000	6.20%
	EXPENSES SUB-TOTAL:	$1,639	$2,529	$3,220	$2,260	$3,320	$3,320	$100	3.11%
292	**ANIMAL CONTROL SUB-TOTAL:**	**$54,635**	**$54,884**	**$67,740**	**$31,226**	**$73,040**	**$71,840**	**$4,100**	**6.05%**
295	HARBORMASTER (Funded by Waterways)								
	PERSONNEL SUB-TOTAL:	$59,581	$74,774	$78,282	$8,516	$79,348	$79,348	$1,067	1.36%
	EXPENSES SUB-TOTAL:	$31,883	$24,618	$23,770	$8,570	$61,870	$61,870	$38,100	160.29%
295	**HARBORMASTER SUB-TOTAL:**	**$91,463**	**$99,392**	**$102,052**	**$17,086**	**$141,218**	**$141,218**	**$39,167**	**38.38%**
296	SHELLFISH								
	PERSONNEL SUB-TOTAL:	$85,129	$85,475	$91,997	$41,501	$94,498	$91,103	-$894	-0.97%
	EXPENSES SUB-TOTAL:	$18,683	$6,419	$23,605	$21,186	$23,195	$23,195	-$410	-1.74%
296	**SHELLFISH SUB-TOTAL:**	**$103,812**	**$91,894**	**$115,602**	**$62,687**	**$117,693**	**$114,298**	**-$1,304**	**-1.13%**
297	CIVILIAN DISPATCH								
	PERSONNEL SUB-TOTAL:	$355,705	$374,959	$363,658	$195,312	$364,878	$364,878	$1,220	0.34%
	EXPENSES SUB-TOTAL:	$940	$2,847	$2,355	$1,610	$2,105	$2,105	-$250	-10.62%
297	**CIVILIAN DISPATCH SUB-TOTAL:**	**$356,646**	**$377,805**	**$366,013**	**$196,922**	**$366,983**	**$366,983**	**$970**	**0.26%**
TOTAL PUBLIC SAFETY		**$5,113,763**	**$5,223,415**	**$5,372,544**	**$2,505,448**	**$5,739,730**	**$5,646,769**	**$274,225**	**5.10%**

Town of Ipswich

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FY21 Operating Budget

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
PUBLIC WORKS									
421	PUBLIC WORKS								
	PERSONNEL SUB-TOTAL:	$175,479	$172,603	$176,357	$81,225	$183,893	$181,292	$4,935	2.80%
	EXPENSES SUB-TOTAL:	$7,170	$5,291	$5,300	$4,394	$5,700	$5,700	$400	7.55%
421	**PUBLIC WORKS SUB-TOTAL:**	**$182,649**	**$177,895**	**$181,657**	**$85,619**	**$189,593**	**$186,992**	**$5,335**	**2.94%**
422	EQUIPMENT MAINTENANCE								
	PERSONNEL SUB-TOTAL:	$64,665	$65,734	$69,249	$32,091	$67,943	$67,943	-$1,306	-1.89%
	EXPENSES SUB-TOTAL:	$129,623	$139,727	$160,839	$72,158	$176,589	$159,589	-$1,250	-0.78%
422	**EQUIPMENT MAINTENANCE SUB-TOTAL:**	**$194,288**	**$205,461**	**$230,088**	**$104,249**	**$244,532**	**$227,532**	**-$2,556**	**-1.11%**
423	SNOW & ICE								
	PERSONNEL SUB-TOTAL:	$84,366	$90,048	$100,000	$24,620	$100,000	$100,000	$0	0.00%
	EXPENSES SUB-TOTAL:	$388,350	$377,397	$382,564	$65,367	$382,564	$382,564	$0	0.00%
423	**SNOW & ICE SUB-TOTAL:**	**$472,716**	**$467,445**	**$482,564**	**$89,986**	**$482,564**	**$482,564**	**$0**	**0.00%**
424	HIGHWAY								
	PERSONNEL SUB-TOTAL:	$508,861	$476,587	$549,668	$245,415	$559,482	$556,083	$6,415	1.17%
	EXPENSES SUB-TOTAL:	$770,403	$575,612	$705,560	$277,917	$713,744	$705,744	$184	0.03%
	CAPITAL SUB-TOTAL:	$0	$4,630	$0	$0	$0	$0	$0	0.00%
424	**HIGHWAY SUB-TOTAL:**	**$1,279,264**	**$1,056,829**	**$1,255,228**	**$523,331**	**$1,273,226**	**$1,261,827**	**$6,599**	**0.53%**
425	FORESTRY								
	PERSONNEL SUB-TOTAL:	$129,298	$155,022	$145,923	$61,568	$152,192	$151,282	$5,359	3.67%
	EXPENSES SUB-TOTAL:	$42,675	$48,605	$42,864	$11,166	$45,014	$45,014	$2,150	5.02%
425	**FORESTRY SUB-TOTAL:**	**$171,972**	**$203,627**	**$188,787**	**$72,734**	**$197,206**	**$196,296**	**$7,509**	**3.98%**
431	SANITATION (Enterprise Fund in FY19)								
	PERSONNEL SUB-TOTAL:	$0	$0	$33,992	$19,320	$35,019	$35,019	$1,027	3.02%
	EXPENSES SUB-TOTAL:	$696,729	$0	$921,744	$400,693	$993,767	$993,767	$72,023	7.81%
431	**SANITATION SUB-TOTAL:**	**$696,729**	**$0**	**$955,736**	**$420,013**	**$1,028,786**	**$1,028,786**	**$73,050**	**7.64%**
432	SOLID WASTE TRANSFER STA. (Enterprise Fund in FY19)								
	PERSONNEL SUB-TOTAL:	$18,202	$0	$17,000	$8,952	$19,000	$19,000	$2,000	11.76%
	EXPENSES SUB-TOTAL:	$20,414	$0	$1,120	$540	$1,120	$1,120	$0	0.00%
432	**SOLID WASTE SUB-TOTAL:**	**$38,617**	**$0**	**$18,120**	**$9,492**	**$20,120**	**$20,120**	**$2,000**	**11.04%**
472	FACILITIES MANAGEMENT								
	PERSONNEL SUB-TOTAL:	$247,206	$260,878	$269,791	$110,374	$285,768	$276,423	$6,632	2.46%
	EXPENSES SUB-TOTAL:	$549,799	$523,731	$577,757	$165,302	$623,158	$612,158	$34,401	5.95%
472	**FACILITIES MANAGEMENT SUB-TOTAL:**	**$797,006**	**$784,609**	**$847,548**	**$275,676**	**$908,926**	**$888,581**	**$41,033**	**4.84%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
491	CEMETERIES AND PARKS								
	PERSONNEL SUB-TOTAL:	$391,186	$396,748	$423,225	$194,295	$426,083	$426,083	$2,858	0.68%
	EXPENSES SUB-TOTAL:	$84,134	$89,731	$104,180	$59,466	$106,330	$101,330	-$2,850	-2.74%
491	**CEMETERIES AND PARKS SUB-TOTAL:**	**$475,319**	**$486,479**	**$527,405**	**$253,761**	**$532,413**	**$527,413**	**$8**	**0.00%**
TOTAL PUBLIC WORKS		**$4,308,560**	**$3,382,345**	**$4,687,133**	**$1,834,863**	**$4,877,367**	**$4,820,111**	**$132,978**	**2.97%**

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Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
COMMUNITY & CULTURAL									
512	PUBLIC HEALTH								
	PERSONNEL SUB-TOTAL:	$154,137	$157,911	$172,588	$76,661	$175,801	$174,414	$1,826	1.06%
	EXPENSES SUB-TOTAL:	$35,003	$34,145	$24,758	$21,600	$25,413	$25,413	$655	2.65%
512	**PUBLIC HEALTH SUB-TOTAL:**	**$189,140**	**$192,056**	**$197,346**	**$98,261**	**$201,214**	**$199,827**	**$2,481**	**1.26%**
541	COA / ADULT SERVICES								
	PERSONNEL SUB-TOTAL:	$153,898	$158,565	$183,941	$79,882	$196,512	$190,481	$6,540	3.56%
	EXPENSES SUB-TOTAL:	$3,007	$3,077	$3,077	$2,507	$3,214	$3,214	$137	4.45%
541	**COA / ADULT SERVICES SUB-TOTAL:**	**$156,905**	**$161,642**	**$187,018**	**$82,389**	**$199,726**	**$193,695**	**$6,677**	**3.57%**
543	VETERANS								
	EXPENSES SUB-TOTAL:	$243,514	$217,113	$275,000	$103,669	$260,000	$250,000	-$25,000	-9.09%
543	**VETERANS SUB-TOTAL:**	**$243,514**	**$217,113**	**$275,000**	**$103,669**	**$260,000**	**$250,000**	**-$25,000**	**-9.09%**
610	LIBRARY								
	PERSONNEL SUB-TOTAL:	$548,324	$590,642	$621,033	$289,007	$645,170	$653,807	$32,774	5.28%
	EXPENSES SUB-TOTAL:	$140,317	$129,384	$138,182	$93,126	$144,867	$139,867	$1,685	1.22%
610	**LIBRARY SUB-TOTAL:**	**$688,640**	**$720,026**	**$759,215**	**$382,133**	**$790,037**	**$793,674**	**$34,459**	**4.54%**
620	RECREATION & CULTURE								
	PERSONNEL SUB-TOTAL:	$65,623	$65,705	$69,743	$32,043	$81,290	$76,290	$6,547	9.39%
	EXPENSES SUB-TOTAL:	$38,314	$36,613	$37,750	$28,643	$37,750	$37,750	$0	0.00%
620	**RECREATION & CULTURE SUB-TOTAL:**	**$103,937**	**$102,318**	**$107,493**	**$60,687**	**$119,040**	**$114,040**	**$6,547**	**6.09%**
TOTAL COMMUNITY & CULTURAL		**$1,382,136**	**$1,393,155**	**$1,526,072**	**$727,138**	**$1,570,017**	**$1,551,235**	**$25,164**	**1.65%**

Town of Ipswich

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FY21 Operating Budget

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
BENEFITS & OTHER MISCELLANEOUS									
132	RESERVE FUND								
	EXPENSES SUB-TOTAL:	$0	$0	$45,000	$0	$45,000	$45,000	$0	0.00%
132	**RESERVE FUND SUB-TOTAL:**	**$0**	**$0**	**$45,000**	**$0**	**$45,000**	**$45,000**	**$0**	**0.00%**
191	MISCELLANEOUS FINANCE								
	PERSONNEL SUB-TOTAL:	$0	$0	$0	$0	$0	$0	$0	0.00%
	EXPENSES SUB-TOTAL:	$3,158,691	$3,379,926	$3,719,024	$2,651,720	$3,924,354	$3,911,647	$192,623	5.18%
191	**MISCELLANEOUS FINANCE SUB-TOTAL:**	**$3,158,691**	**$3,379,926**	**$3,719,024**	**$2,651,720**	**$3,924,354**	**$3,911,647**	**$192,623**	**5.18%**
192	MISCELLANEOUS FINANCE INSURANCE								
	PERSONNEL SUB-TOTAL:	$0	$0	$0	$0	$0	$0	$0	0.00%
	EXPENSES SUB-TOTAL:	$285,623	$289,043	$441,100	$313,339	$431,200	$353,200	-$87,900	-19.93%
192	**MISCELLANEOUS FINANCE INSURANCE SUB-TOTA**	**$285,623**	**$289,043**	**$441,100**	**$313,339**	**$431,200**	**$353,200**	**-$87,900**	**-19.93%**
193	MISCELLANEOUS FINANCE MISC EXPENSE								
	PERSONNEL SUB-TOTAL:	$0	$0	$205,799	$0	$100,000	$90,000	-$115,799	-56.27%
	EXPENSES SUB-TOTAL:	$130,273	$129,435	$121,579	$67,174	$134,800	$134,800	$13,221	10.87%
193	**MISCELLANEOUS FINANCE MISC EXPENSE SUB-TO**	**$130,273**	**$129,435**	**$327,378**	**$67,174**	**$234,800**	**$224,800**	**-$102,578**	**-31.33%**
700	DEBT SERVICE								
	EXPENSES SUB-TOTAL:	$1,056,812	$1,322,511	$1,280,739	$657,704	$1,105,156	$1,105,156	-$175,583	-13.71%
700	**DEBT SERVICE SUB-TOTAL:**	**$1,056,812**	**$1,322,511**	**$1,280,739**	**$657,704**	**$1,105,156**	**$1,105,156**	**-$175,583**	**-13.71%**
TOTAL BENEFITS & OTHER MISCELLANEOUS		**$4,631,399**	**$5,120,915**	**$5,813,241**	**$3,689,937**	**$5,740,510**	**$5,639,803**	**-$173,438**	**-2.98%**
TOTAL GENERAL FUND		**$17,781,650**	**$17,383,698**	**$ 19,731,201**	**$ 9,776,250**	**$ 20,381,545**	**$ 20,107,292**	**$ 376,091**	**1.91%**

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Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
ENTERPRISE FUNDS									
600	WASTEWATER								
	PERSONNEL SUB-TOTAL:	$812,979	$907,433	$934,801	$497,740	$990,472	$990,472	$55,671	5.96%
	EXPENSES SUB-TOTAL:	$1,214,579	$1,288,995	$1,253,854	$501,879	$1,291,260	$1,291,260	$37,406	2.98%
	CAPITAL SUB-TOTAL:	$316,943	$353,306	$540,000	$265,150	$600,000	$600,000	$60,000	11.11%
600	**WASTEWATER SUB-TOTAL:**	**$2,344,500**	**$2,549,735**	**$2,728,655**	**$1,264,769**	**$2,881,732**	**$2,881,732**	**$153,077**	**5.61%**
610	WATER								
	PERSONNEL SUB-TOTAL:	$1,328,796	$1,380,030	$1,574,268	$753,172	$1,687,343	$1,687,343	$113,075	7.18%
	EXPENSES SUB-TOTAL:	$1,728,057	$1,719,578	$1,925,680	$551,116	$1,977,098	$1,977,098	$51,418	2.67%
	CAPITAL SUB-TOTAL:	$350,407	$350,913	$415,000	$91,503	$490,000	$490,000	$75,000	18.07%
610	**WATER SUB-TOTAL:**	**$3,407,259**	**$3,450,521**	**$3,914,948**	**$1,395,790**	**$4,154,441**	**$4,154,441**	**$239,493**	**6.12%**
640	SOLID WASTE RECYCLING ENTERPRISE FUND								
	PERSONNEL SUB-TOTAL:	$21,149.00	$44,597.06	$919.00	$935.00	$1,011	$1,011	$92	10.01%
	EXPENSES SUB-TOTAL:	$20,158.73	$950,286.97	$88,981.00	$20,388.15	$102,900	$102,900	$13,919	15.64%
640	**SOLID WASTE RECYCLING SUB-TOTAL:**	**$41,307.73**	**$994,884.03**	**$89,900.00**	**$21,323.15**	**$103,911**	**$103,911**	**$14,011**	**15.59%**
ENTERPRISE FUNDS		**$ 5,793,067.66**	**$ 6,995,139.55**	**$6,733,503.00**	**$2,681,882.61**	**$7,140,084**	**$7,140,084**	**$ 406,581**	**6.04%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY2020 YTD Expended	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
OPEN SPACE FUND									
B168 OPEN SPACE PROGRAM									
	PERSONNEL SUB-TOTAL:	$104,035.02	$104,572.72	$118,473.22	$35,773.40	$108,754	$114,991	-$3,482.12	-2.94%
	EXPENSES SUB-TOTAL:	$6,271.82	$10,277.25	$15,414.00	$3,388.52	$20,324	$20,324	$4,910.00	31.85%
B168 OPEN SPACE PROGRAM SUB-TOTAL:		**$110,306.84**	**$114,849.97**	**$133,887.22**	**$39,161.92**	**$129,078**	**$135,315**	**$1,428**	**1.07%**
OPEN SPACE FUND		**$ 110,306.84**	**$ 114,849.97**	**$133,887.22**	**$39,161.92**	**$129,078**	**$135,315**	**$1,428**	**1.07%**

Full Time Equivalent Summary					
Position	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE	Change
GENERAL GOVERNMENT					
122 Admin Assistant	0.80	0.91	0.91	0.91	0.00
122 Total Full Time Equivalents	**0.80**	**0.91**	**0.91**	**0.91**	**0.00**
123 Town Manager	1.00	1.00	1.00	1.00	0.00
HR Manager	1.00	1.00	1.00	1.00	0.00
Payroll & Benefit Coord.	1.00	1.00	1.00	1.00	0.00
123 Total Full Time Equivalents	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
134 Finance Director	1.00	1.00	1.00	1.00	0.00
Town Accountant	1.00	1.00	1.00	1.00	0.00
Asst to Town Accountant	1.00	1.00	1.00	1.00	0.00
A/P Clerk	1.00	1.00	1.00	1.00	0.00
134 Total Full Time Equivalents	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**
136 Purchasing Director	1.00	1.00	1.00	1.00	0.00
136 Total Full Time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
137 Chief Assessor	1.00	1.00	1.00	1.00	0.00
Principal Clerk	1.00	1.00	1.00	1.00	0.00
Office Clerk	0.57	0.57	0.57	0.57	0.00
137 Total Full Time Equivalents	**2.57**	**2.57**	**2.57**	**2.57**	**0.00**
138 Treasurer/Collector	1.00	1.00	1.00	1.00	0.00
Assistant Treasurer/Collector	1.00	1.00	1.00	1.00	0.00
Senior Clerk	1.00	1.00	1.00	1.00	0.00
138 Total Full Time Equivalents	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
154 MIS/DP Director	1.00	1.00	1.00	1.00	0.00
IT Manager	1.00	1.00	1.00	1.00	0.00
Assistant	0.40	0.40	0.40	0.40	0.00
154 Total Full Time Equivalents	**2.40**	**2.40**	**2.40**	**2.40**	**0.00**
161 Town Clerk	1.00	1.00	1.00	1.00	0.00
Principal Clerk	1.00	1.00	1.00	1.00	0.00
161 Total Full Time Equivalents	**2.00**	**2.00**	**2.00**	**2.00**	**0.00**
PLANNING					
171 Planning Director	1.00	1.00	1.00	1.00	0.00
Senior Planner	1.00	1.00	1.00	1.00	0.00
Office Clerk	0.20	0.20	0.20	0.20	0.00
171 Total Full Time Equivalents	**2.20**	**2.20**	**2.20**	**2.20**	**0.00**
173 Conservation Agent	1.00	1.00	1.00	1.00	0.00
Office Clerk	0.60	0.60	0.60	0.60	0.00
173 Total Full Time Equivalents	**1.60**	**1.60**	**1.60**	**1.60**	**0.00**
174 Zoning Assistant	0.63	0.63	0.63	0.63	0.00
174 Total Full Time Equivalents	**0.63**	**0.63**	**0.63**	**0.63**	**0.00**

Full Time Equivalent Summary

Position	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE	Change
PUBLIC SAFETY					
210 Police Chief	1.00	1.00	1.00	1.00	0.00
Police Lieutenant	1.00	1.00	1.00	1.00	0.00
Police Sergeants	5.00	5.00	5.00	5.00	0.00
Police Officers	18.00	18.00	18.00	18.00	0.00
Police Office Clerk	1.00	1.00	1.00	1.00	0.00
210 Total Full Time Equivalents	**26.00**	**26.00**	**26.00**	**26.00**	**0.00**
220 Fire Chief	1.00	1.00	1.00	1.00	0.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	0.00
Fire Lieutenants	5.00	5.00	5.00	5.00	0.00
Firefighters	12.00	12.00	12.00	12.00	0.00
220 Total Full Time Equivalents	**19.00**	**19.00**	**19.00**	**19.00**	**0.00**
251 Building Inspector	1.00	1.00	1.00	1.00	0.00
Local Inspector	0.57	0.57	0.57	1.00	0.43
Office Clerk	1.00	1.00	1.00	1.00	0.00
251 Total Full Time Equivalents	**2.57**	**2.57**	**2.57**	**3.00**	**0.43**
292 Animal Control Officer	1.00	1.00	1.00	1.00	0.00
292 Total Full Time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
296 Shellfish Constable	1.00	1.00	1.00	1.00	0.00
Part Time Constable	0.45	0.45	0.45	0.45	0.00
296 Total Full Time Equivalents	**1.45**	**1.45**	**1.45**	**1.45**	**0.00**
297 Chief Dispatcher	1.00	1.00	1.00	0.00	-1.00
Dispatchers	4.00	4.00	4.00	5.00	1.00
Part Time Dispatchers	0.50	0.50	0.50	0.50	0.00
297 Total Full Time Equivalents	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**

Full Time Equivalent Summary					
Position	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE	Change
PUBLIC WORKS					
421 DPW Director	1.00	1.00	1.00	1.00	0.00
Office Clerk	1.00	1.00	1.00	1.00	0.00
421 Total Full Time Equivalents	**2.00**	**2.00**	**2.00**	**2.00**	**0.00**
422 Diesel Mechanic	1.00	1.00	1.00	1.00	0.00
422 Total Full Time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
424 Operations Manager	1.00	1.00	1.00	1.00	0.00
Highway Foreman	1.00	1.00	1.00	1.00	0.00
Leader	1.00	1.00	1.00	1.00	0.00
Asst. Diesel Mechanic	1.00	1.00	1.00	1.00	0.00
Equipment Operators	2.00	2.00	2.00	2.00	0.00
Diver/Laborers	1.00	1.33	1.33	1.33	0.00
424 Total Full Time Equivalents	**7.00**	**7.33**	**7.33**	**7.33**	**0.00**
425 Arborist	1.00	1.00	1.00	1.00	0.00
Tree Climber	1.00	1.00	1.00	1.00	0.00
425 Total Full Time Equivalents	**2.00**	**2.00**	**2.00**	**2.00**	**0.00**
431 Recycling Coordinator	0.29	0.00	0.77	0.77	0.00
431 Total Full Time Equivalents	**0.29**	**0.00**	**0.77**	**0.77**	**0.00**
472 Facilities Director	1.00	1.00	1.00	1.00	0.00
Custodians	3.00	3.47	3.47	3.47	0.00
Office Clerk	0.43	0.43	0.43	0.43	0.00
472 Total Full Time Equivalents	**4.43**	**4.90**	**4.90**	**4.90**	**0.00**
491 Cemetery Superintendent	1.00	1.00	1.00	1.00	0.00
Foreman	1.00	1.00	1.00	1.00	0.00
Equipment Operators	2.00	2.00	2.00	2.00	0.00
Truck Drivers	1.00	1.35	1.35	1.35	0.00
Office Clerk	0.57	0.57	0.57	0.57	0.00
491 Total Full Time Equivalents	**5.57**	**5.92**	**5.92**	**5.92**	**0.00**

Full Time Equivalent Summary					
Position	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE	Change
COMMUNITY & CULTURAL					
512 Health Director	1.00	1.00	1.00	1.00	0.00
Office Clerk	1.00	1.00	1.00	1.00	0.00
Public Nurse	0.14	0.14	0.14	0.14	0.00
Health Inspector	0.03	0.03	0.17	0.17	0.00
512 Total Full Time Equivalents	**2.17**	**2.17**	**2.31**	**2.31**	**0.00**
541 Executive Director	1.00	1.00	1.00	1.00	0.00
Outreach Coordinator	0.68	0.68	0.68	0.68	0.00
Receptionists	1.09	1.09	1.09	1.09	0.00
Van Drivers	1.10	1.10	1.10	1.10	0.00
541 Total Full Time Equivalents	**3.87**	**3.87**	**3.87**	**3.87**	**0.00**
610 Library Director	1.00	1.00	1.00	1.00	0.00
Asst. Library Director	1.00	1.00	1.00	1.00	0.00
Children's Librarian	1.00	1.00	1.00	1.00	0.00
Library Associate	1.00	1.00	1.00	1.00	0.00
Ref/Adult Services Librarian	1.00	1.00	1.00	1.00	0.00
Tech Services Librarian	1.00	1.00	1.00	1.00	0.00
Senior Library Tech	1.00	1.00	1.00	1.00	0.00
Library Techs	2.00	2.00	2.00	2.00	0.00
Part Time Archivist	0.00	0.00	0.48	0.48	0.00
Part Time staff	2.08	2.08	2.08	2.08	0.00
610 Total Full Time Equivalents	**11.08**	**11.08**	**11.56**	**11.56**	**0.00**
620 Recreation Director	1.00	1.00	1.00	1.00	0.00
620 Total Full Time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
OPEN SPACE					
B168 Open Space Administrator	0.86	0.86	0.86	0.86	0.00
Open Space Manager	0.54	0.54	0.54	0.54	0.00
B168 Total Full Time Equivalents	**1.40**	**1.40**	**1.40**	**1.40**	**0.00**
TOTAL	**120.53**	**121.50**	**122.89**	**123.32**	**0.43**

FY21 STAFFING SHEET

DEPT	DESCRIPTION	EMPLOYEE TYPE	ANNUAL PAY BREAKDOWN	ANNUAL	HOURLY	GEN'L GOVT	WATER	SEWER	ELECTRIC	RECYCLING	SCHOOL	OTHER FUNDING SOURCE
113	MODERATOR											
	Tom Murphy	Elected		$ 250.00		$ 250.00						
122	SELECT BOARD											
	Nishan Mootafian,	Elected		$ 750.00		$ 637.50	$ 28.13	$ 16.88	$ 67.50			
	Linda Alexson	Elected		$ 750.00		$ 637.50	$ 28.13	$ 16.88	$ 67.50			
	Tammy Jones	Elected		$ 750.00		$ 637.50	$ 28.13	$ 16.88	$ 67.50			
	Kerri Macklin	Elected		$ 750.00		$ 637.50	$ 28.13	$ 16.88	$ 67.50			
	William Whitmore, Chair	Elected		$ 1,000.00		$ 850.00	$ 37.50	$ 22.50	$ 90.00			
	Leah Niska, Admin. Asst.	Appointed, 32 hrs.		$ 54,000.00	$ 32.33	$ 54,000.00						
	Recording Secretary	$130/meeting				$ 5,000.00						
123	TOWN MANAGER											
	Anthony Marino, Twn Mgr	Appointed, 3 yr contract		$ 162,381.00		$ 147,360.76	$ 6,901.19	$ 4,059.53	$ 4,059.53			
	Mary Gallivan, HR Director	Appointed, 35 hrs.		$ 78,037.55							$ 78,037.55	
	Risa Hassel, HR Mgr.	Appointed, 35 hrs.		$ 75,152.00		$ 72,071.16	$ 751.52	$ 450.71	$ 1,803.61	$ 75.00		
	Cheryl Fowler, Payroll Coord.	Appointed, 40 hrs.		$ 59,153.04	$ 28.33						$ 59,153.04	
	Christine Turlis, Payroll Clerk	Appointed, 35 hrs.		$ 46,767.00	$ 25.60	$ 39,635.03	$ 1,753.76	$ 1,052.26	$ 4,209.03	$ 116.92		
131	FINANCE COMMITTEE											
	Alyson Von Der Esch, Recording Sec.	$145/meeting		$ 3,190.00		$ 3,190.00						
134	ACCOUNTING											
	Sarah Johnson, Finance Dir.	Appointed, 35 hrs.		$ 130,063.00		$ 115,626.01	$ 3,576.73	$ 2,146.04	$ 8,584.16	$ 130.06		
	Terri White, Town Acct.	Appointed, 35 hrs.		$ 94,860.00		$ 84,131.33	$ 2,608.65	$ 1,565.19	$ 6,260.76	$ 294.07		
	Deborah Koski, Asst to Twn Acct.	Appointed, 35 hrs.		$ 52,000.00	$ 28.46	$ 47,190.00	$ 1,170.00	$ 702.00	$ 2,808.00	$ 130.00		
	Patty Rogers, A/P Clerk	Appointed, 35 hrs.		$ 51,521.40	$ 28.20	$ 46,240.46	$ 1,288.04	$ 772.82	$ 3,091.28	$ 128.80		
136	PURCHASING											
	Frank Antonucci, Purchasing Dir,	Appointed, 35 hrs.		$ 64,338.00		$ 59,184.53	$ 1,286.76	$ 772.06	$ 3,088.22	$ 6.43		
137	ASSESSING											
	Robin Nolan, Chief Assessor	Appointed, 35 hrs.		$ 103,433.00		$ 103,433.00						
	John Moberger, Bd of Assessors	Appointed		$ 16,844.28		$ 16,844.28						
	Karen Rassias, Bd of Assessors	Appointed		$ 14,268.78		$ 14,268.78						
	Iwona Wilt, Principal Clerk	Appointed, 35 hrs.		$ 49,986.72	$ 27.36	$ 49,986.72						
	Pam Thomson, Clerk	Appointed, 20 hrs.		$ 26,225.28	$ 25.12	$ 26,225.28						
138	TREASURER/COLLECTOR											
	Kevin Merz, Treas/Coll	Appointed, 35 hrs.		$ 107,100.00		$ 100,663.29				$ 10.71		
	Corinna Warner, Asst. Treasurer	Appointed, 35 hrs.		$ 61,389.62		$ 61,389.62						
	Ann Wright, Sr. Clerk	Appointed, 35 hrs.		$ 50,386.65	$ 27.5789	$ 50,386.65						
154	IT											
	Jay Wassous, IT Director	Appointed, 35 hrs.		$ 104,550.00		$ 83,190.44	$ 4,297.01	$ 1,055.96	$ 15,902.06	$ 104.55		
	Chris Dieter, IT Specialist	Appointed, 35 hrs.		$ 67,633.00		$ 33,816.50	$ 8,454.13	$ 5,072.48	$ 20,289.90			
	Robert Stone, PT Asst.	Appointed, 15 hrs.		$ 19,376.00	$ 26.5134	$ 17,438.40	$ 484.40	$ 290.64	$ 1,162.56			
161	TOWN CLERK											
	Amy Akell, Town Clerk	Appointed, 35 hrs.		$ 87,720.00		$ 87,720.00						
	Principal Clerk	Appointed, 35 hrs.		$ 47,000.00		$ 47,000.00						
162	ELECTIONS & REGISTRATION											
	Amy Akell, Registrar	Appointed		$ 650.00		$ 650.00						
	New, Registrar	Appointed		$ 300.00		$ 300.00						
	Peter Ross, Registrar	Appointed		$ 300.00		$ 300.00						
	New, Registrar	Appointed		$ 300.00		$ 300.00						
	Misc Election Workers											
171	PLANNING											
	Ethan Parsons, Town Planner	Appointed, 35 hrs.		$ 96,323.70		$ 96,323.70						
	Kristin Grubbs, Senior Planner	Appointed, 35 hrs.		$ 69,360.00		$ 69,360.00						
	Recording Secretary ($130 X 16)	Appointed		$ 2,080.00		$ 2,080.00						
	Janet Rice, Conservation Asst.	Appointed, 7 hrs.		$ 9,997.34	$ 27.36	$ 9,997.34						

FY21 STAFFING SHEET

DEPT	DESCRIPTION	EMPLOYEE TYPE	ANNUAL PAY BREAKDOWN	ANNUAL	HOURLY	GEN'L GOVT	WATER	SEWER	ELECTRIC	RECYCLING	SCHOOL	OTHER FUNDING SOURCE
	Farmers Mkt Salary - DELETE	Appointed		$ -								
	Summer Intern	Appointed		$ 5,000.00		$ 5,000.00						
	New, Affordable Hsng Coord	Appointed, 13 hrs		$ 20,904.27	$ 30.81							$ 20,904.27
173	**CONSERVATION COMM.**											
	Brendan Lynch, Conservation Comm. Agent	Appointed, 35 hrs.		$ 66,300.00		$ 66,300.00						
	Recording Secretary ($130 X 22)	Appointed		$ 2,860.00		$ 2,860.00						
	Bill Decie, Field Inspector	Appointed 6.5 hrs.		$ 13,572.00	$ 40.00							$ 13,572.00
	Janet Rice, Conserv. & Planning Asst.	Appointed , 21 hrs		$ 29,992.03	$ 27.36	$ 29,992.03						
174	**ZONING BOARD OF APPEALS**											
	Marie Rodgers, ZBA Assistant	Appointed , 22 hrs		$ 29,567.31		$ 29,567.31						
210	**POLICE DEPARTMENT**											
	Paul Nikas, Police Chief	Appointed, 40 hrs.		$ 159,681.00		$ 159,681.00						
	Jonathan Hubbard, Police Lt.	Appointed, 40 hrs.		$ 128,775.00		$ 128,775.00						
	Charles Ciccotelli, Sgt.	Appointed 37.5		$ 93,211.00		$ 93,211.00						
	Eric Copithorne, Sgt.	Appointed 37.5		$ 85,967.00		$ 85,967.00						
	Justin Daly, Sgt.	Appointed 37.5		$ 97,981.00		$ 97,981.00						
	Daniel Kmiec, Sgt.	Appointed 37.5		$ 93,732.00		$ 93,732.00						
	Jason Monteiro, Sgt.	Appointed 37.5		$ 94,084.00		$ 94,084.00						
	Matthew Bodwell	Appointed 37.5		$ 79,371.00		$ 79,371.00						
	Patrick Carlin	Appointed 37.5		$ 65,727.00		$ 65,727.00						
	Marc Celilio	Appointed 37.5		$ 64,985.00		$ 64,985.00						
	Jeremy Dziadose	Appointed 37.5		$ 79,668.00		$ 79,668.00						
	Peter Dziadose, Det.	Appointed 37.5		$ 80,113.00		$ 80,113.00						
	Edward Gallivan, Det.	Appointed 37.5		$ 78,777.64		$ 78,777.64						
	Beau Gauthier	Appointed 37.5		$ 60,442.00		$ 60,442.00						
	Daniel Holway	Appointed 37.5		$ 66,221.06		$ 66,221.06						
	Kathleen Marini	Appointed 35 hrs		$ 50,992.00		$ 50,992.00						
	Matthew Mayer	Appointed 37.5		$ 78,481.00		$ 78,481.00						
	Ryan Mayer	Appointed 37.5		$ 77,887.00		$ 77,887.00						
	David Moore	Appointed 37.5		$ 78,481.00		$ 78,481.00						
	Brian Murphy	Appointed 37.5		$ 78,481.00		$ 78,481.00						
	Joseph Perna	Appointed 37.5		$ 66,221.00		$ 66,221.00						
	Kelly Phelan	Appointed 37.5		$ 74,965.00		$ 74,965.00						
	Brian Reed	Appointed 37.5		$ 72,252.00		$ 72,252.00						
	Mark Ruggiero	Appointed 37.5		$ 72,252.00		$ 72,252.00						
	Jason Sinclair	Appointed 37.5		$ 72,796.00		$ 72,796.00						
	Aaron Woodworth	Appointed 37.5		$ 72,252.00		$ 72,252.00						
220	**FIRE DEPARTMENT**											
	Andre Theriault, Fire Chief			$ 132,143.75		$ 132,143.75						
	Jeffrey French, Deputy Fire Chief			$ 107,110.50		$ 107,110.50						
	Sean Cronin, Lt.			$ 80,174.14		$ 80,174.14						
	Patrick Dingle, Lt.	Appointed, 48 hrs		$ 75,860.20		$ 75,860.20						
	Brett Emerson, Lt.			$ 80,174.14		$ 80,174.14						
	Lee Prentiss, Lt.			$ 80,174.14		$ 80,174.14						
	James McInnis, Lt.			$ 80,174.14		$ 80,174.14						
	Jack Bowen	Appointed, 48 hrs		$ 62,564.26		$ 62,564.26						
	Kendall Buhl	Appointed, 48 hrs		$ 67,999.95		$ 67,999.95						
	Keith Carlson	Appointed, 48 hrs		$ 70,630.28		$ 70,630.28						
	Jeremy Dalton	Appointed, 48 hrs		$ 69,830.28		$ 69,830.28						
	Warren Grant	Appointed, 48 hrs		$ 62,564.26		$ 62,564.26						
	Matthew Lemire	Appointed, 48 hrs		$ 67,599.95		$ 67,599.95						
	Peter Nich	Appointed, 48 hrs		$ 64,999.95		$ 64,999.95						
	Tom Rice	Appointed, 48 hrs		$ 68,199.95		$ 68,199.95						

FY21 STAFFING SHEET

DEPT	DESCRIPTION	EMPLOYEE TYPE	ANNUAL PAY BREAKDOWN	ANNUAL	HOURLY	GEN'L GOVT	WATER	SEWER	ELECTRIC	RECYCLING	SCHOOL	OTHER FUNDING SOURCE
	Michael Sikora	Appointed, 48 hrs		$ 67,999.95		$ 67,999.95						
	Jeffrey Stone	Appointed, 48 hrs		$ 70,430.28		$ 70,430.28						
	Jonathan Walsh	Appointed, 48 hrs		$ 67,999.95		$ 67,999.95						
	Open Position, (FF Grade 4, Step 2)	Appointed, 48 hrs		$ 62,227.69		$ 62,227.69						
233	**EMERGENCY MANAGEMENT**											
	Jonathan Hubbard, Emergency Mngmnt Dir.	Appointed, 40 hrs.		$ 9,786.90		$ 9,786.90						
251	**BUILDING INSPECTOR**											
	James Bone, Building Inspector	Appointed, 35 hrs.		$ 88,082.10		$ 88,082.10						
	Thomas Cantillon, Asst Building Inspector	Appointed, 35 hrs.		$ 56,594.61		$ 56,594.61						
	Heather Farley, Chief Computer Operator	Appointed, 35 hrs.		$ 50,986.64		$ 50,986.64						
	David Levesque, PT Electrical Inspector	Appointed, 9 hrs.		$ 20,591.45								
	Kevin Lombard, PT Plumbing & Gas Inspector	Appointed, 9 hrs.		$ 20,591.45								
292	**ANIMAL CONTROL**											
	Megan Sousa	Appointed, 40 hrs.		$ 56,000.00		$ 56,000.00						
296	**SHELLFISH**											
	Scott Lapreste	Appointed, 40 hrs.		$ 72,893.91		$ 72,893.91						
297	**CIVILIAN DISPATCH**											
	Jonathan Corwin	Appointed, 40 hrs.		$ 53,307.00		$ 53,307.00						
	Mark Polonsky	Appointed, 40 hrs.		$ 57,462.00		$ 57,462.00						
	David Irvine	Appointed, 40 hrs.		$ 58,067.00		$ 58,067.00						
	Dan Morris	Appointed, 40 hrs.		$ 57,462.00		$ 57,462.00						
	PT Dispatcher	Appointed, 19 hrs		$ 24,012.00								
421	**PUBLIC WORKS ADMIN**											
	Richard Clarke, Director of Public Works	Appointed, 35 hrs.		$ 127,805.00		$ 127,805.00						
	Frances Ventimiglia, Director of Operations	Appointed, 35 hrs.		$ 106,000.00		$ 106,000.00						
	Gail Surpitski, Administrative Assistant	Appointed, 35 hrs.		$ 50,386.65		$ 50,386.65						
	Marlene Connelly, Recycling Coordinator	Appointed, 35 hrs.		$ 43,290.03		$ 43,290.03						
422	**EQUIPMENT MAINTENANCE**											
	Alexander Tina, Foreman/Mechanic	Appointed, 40 hrs.		$ 64,999.44		$ 64,999.44						
424	**HIGHWAY**											
	Donald Clapp, Foreman/Mechanic	Appointed, 40 hrs.		$ 79,260.48		$ 79,260.48						
	Michael Bastian, Driver/Laborer	Appointed, 40 hrs.		$ 47,899.12		$ 47,899.12						
	Carl Chisholm, Equipment Operator	Appointed, 40 hrs.		$ 51,156.00		$ 51,156.00						
	John Feener, Forestry Leader	Appointed, 40 hrs.		$ 57,232.08		$ 57,232.08						
	Michael Lasley, Leader	Appointed, 40 hrs.		$ 60,781.68		$ 60,781.68						
	Michael Lougee, Driver/Laborer	Appointed, 40 hrs.		$ 51,156.00		$ 51,156.00						
	Sean McCrea, Operator/Tree Climber	Appointed, 40 hrs.		$ 51,156.00		$ 51,156.00						
	John Pearson, Floater	Appointed, 40 hrs.		$ 48,629.52		$ 48,629.52						
	Louis Woodburn, Asst Mechanic/Foreman	Appointed, 40 hrs.		$ 59,591.52		$ 59,591.52						
472	**FACILITIES**											
	Chris Rais, Facilities Director	Appointed, 35 hrs.		$ 109,253.00		$ 53,572.18	$ 3,332.21	$ 1,999.32	$ 5,125.00		$ 45,224.00	
	Kim Michaud, Administrative Assistant	Appointed, 18 hrs.		$ 26,923.00		$ 12,653.81					$ 14,269.19	
	Warren Jepson, Custodian	Appointed, 19 hrs.		$ 22,323.14		$ 22,323.14						
	Robert Hoffmann, Custodian	Appointed, 40 hrs.		$ 49,965.84		$ 49,965.84						
	John Lombard, Custodian	Appointed, 40 hrs.		$ 50,362.56		$ 50,362.56						
	Paul Wegzyn, Custodian	Appointed, 40 hrs.		$ 53,745.12		$ 53,745.12						
491	**CEMETERY & PARKS**											
	Jeffrey Putur, Superintendent	Appointed, 40 hrs.		$ 96,505.37		$ 96,505.37						
	Brianne Hale, Senior Clerk	Appointed, 20 hrs.		$ 28,563.84		$ 28,563.84						
	Mark Phaneuf, Foreman/Mechanic	Appointed, 40 hrs.		$ 68,465.52		$ 68,465.52						
	Joseph Fortado, Driver/Laborer	Appointed, 40 hrs.		$ 53,139.60		$ 53,139.60						
	Tobin Perkins, Operator/Tree Climber	Appointed, 40 hrs.		$ 61,971.84		$ 61,971.84						
	Jacob Wile, Driver/Laborer	Appointed, 40 hrs.		$ 48,629.52		$ 48,629.52						

FY21 STAFFING SHEET

DEPT	DESCRIPTION	EMPLOYEE TYPE	ANNUAL PAY BREAKDOWN	ANNUAL	HOURLY	GEN'L GOVT	WATER	SEWER	ELECTRIC	RECYCLING	SCHOOL	OTHER FUNDING SOURCE
512	**DEPARTMENT OF PUBLIC HEALTH**											
	Colleen Fermon, Health Agent	Appointed, 35 hrs.		$ 101,391.13		$ 101,391.13						
	Pamela Lara, Nurse	Appointed, PT		$ 10,504.40		$ 9,369.40						$ 1,135.00
	John Morris, Health inspector	Appointed, PT		$ 16,366.52		$ 13,066.52						$ 3,300.00
	Jennifer Brown, Chief Computer Operator	Appointed, 35 hrs.		$ 50,586.71		$ 50,586.71						
541	**COUNCIL ON AGING**											
	Sheila Taylor, Director	Appointed, 35 hrs.		$ 69,023.40		$ 69,023.40						
	Elizabeth Wright, Outreach Coordinator	Appointed, 32 hrs.		$ 46,747.67		$ 40,071.17						$ 6,676.50
	Katherine Eliopoulos, Program Manager	Appointed, 16 hrs.		$ 13,056.00								$ 13,056.00
	Marcia Bornstein, Receptionist	Appointed, 19 hrs.		$ 15,643.00		$ 15,643.00						
	Bonita Caracciolo, Receptionist	Appointed, 19 hrs.		$ 15,643.00		$ 15,643.00						
	Anthony Curcuru, Van Driver	Appointed, 8 hrs.		$ 6,120.00		$ 6,120.00						
	Christopher Lahnston, Van Driver	Appointed, 16 hrs.		$ 12,240.00		$ 12,240.00						
	John Messelaar, Van Driver	Appointed, 16 hrs.		$ 12,240.00		$ 12,240.00						
610	**LIBRARY**											
	Patricia DiTullio, Library Director	Appointed, 37.5 hrs.		$ 94,778.40		$ 94,778.40						
	New Hire, Asst Library Director	Appointed, 37.5 hrs.		$ 65,236.75		$ 65,236.75						
	Laurie Collins, Children's Librarian	Appointed, 37.5 hrs.		$ 63,245.93		$ 63,245.93						
	Laura Hoffmann, Senior Library Technician	Appointed, 37.5 hrs.		$ 57,929.55		$ 57,929.55						
	Joseph Gutierrez, Library Technician	Appointed, 37.5 hrs.		$ 48,859.20		$ 48,859.20						
	Michelle Guvendiren, Library Technician	Appointed, 37.5 hrs.		$ 50,718.83		$ 50,718.83						
	Nathalie Harty, Technical Services Librarian	Appointed, 37.5 hrs.		$ 62,854.43		$ 62,854.43						
	Elizabeth Johnson, Children's Library Associate	Appointed, 37.5 hrs.		$ 58,411.80		$ 58,411.80						
	Kathryn Wuerker, Young Adult Librarian	Appointed, 37.5 hrs.		$ 63,245.93		$ 63,245.93						
	Meghan Petersen, Archivist	Appointed, 19 hrs.		$ 30,959.10		$ 30,959.10						
	Natalie Berry, Part Time	Appointed		$ 7,691.10		$ 7,691.10						
	Melinda Booy, Part Time	Appointed		$ 12,391.21		$ 12,391.21						
	Emily Goodhue, Part Time	Appointed		$ 3,584.39		$ 3,584.39						
	Charlene Sabino, Part Time	Appointed		$ 8,545.66		$ 8,545.66						
	Kayla Van Almkerk, Part Time	Appointed		$ 11,963.93		$ 11,963.93						
	Nancy Veiga, Part Time	Appointed		$ 12,391.21		$ 12,391.21						
620	**RECREATION**											
	Kerrie Bates, Rereation Director	Appointed, 35 hrs.		$ 63,290.00		$ 63,290.00						
	Judith Sedgewick, Part Time	Appointed, 4 hrs		$ 4,516.34		$ 4,516.34						
B168	**OPEN SPACE**											
	Beth O'Connor, Open Space Adminsitrator	Appointed, 30 hrs		$ 51,904.53	$ 33.14							$ 51,904.53
	Hannah Wilbur, Open Space Manager	Appointed, 19 hrs		$ 31,457.29	$ 31.72							$ 31,457.29
650	**WASTE WATER**											
	John Parkhurst, Wastewater Superintendant	Appointed, 35 hrs.		$ 104,606.02				$ 104,606.02				
	Scott Yaffe, Chief Operator	Appointed, 40 hrs.		$ 84,000.24				$ 84,000.24				
	John Chmura, Operator	Appointed, 40 hrs.		$ 66,481.92				$ 66,481.92				
	Jeffrey Neal, Operator	Appointed, 40 hrs.		$ 71,889.84				$ 71,889.84				
	Anthony Poretta, Foreman/Mechanic	Appointed, 40 hrs.		$ 70,031.52				$ 70,031.52				
655	**WATER**											
	Victoria Halmen, Water & Wastewater Director	Appointed, 35 hrs.		$ 128,775.00			$ 64,387.50	$ 64,387.50				
	Emily Sadoway, Water & Wastewater Engineer	Appointed, 35 hrs.		$ 76,500.00			$ 38,250.00	$ 38,250.00				
	Peter Robins, Water Distribution Foreman	Appointed, 40 hrs.		$ 82,267.20			$ 82,267.20					
	Matthew McCarthy, Leader	Appointed, 40 hrs.		$ 61,783.92			$ 61,783.92					
	Theodore Gilford, Operator	Appointed, 40 hrs.		$ 68,256.72			$ 68,256.72					
	Michael Nolan, Operator	Appointed, 40 hrs.		$ 53,139.60			$ 53,139.60					

FY21 STAFFING SHEET

DEPT	DESCRIPTION	EMPLOYEE TYPE	ANNUAL PAY BREAKDOWN	ANNUAL	HOURLY	GEN'L GOVT	WATER	SEWER	ELECTRIC	RECYCLING	SCHOOL	OTHER FUNDING SOURCE
657	WATER TREATMENT											
	Joseph Ciccotelli, Supt.	Appointed, 40 hrs.		$ 107,415.23			$ 107,415.23					
	Philip McCarthy, Chief Operator	Appointed, 40 hrs.		$ 84,000.24			$ 84,000.24					
	Scott Trask, Operator	Appointed, 40 hrs.		$ 73,080.00			$ 73,080.00					
	David Vickery, Operator	Appointed, 40 hrs.		$ 64,999.44			$ 64,999.44					
	Sean Greaney, Wtr Treatment Operator	Appointed, 40 hrs.		$ 53,139.60			$ 53,139.60					
660	ELECTRIC											
	Raymond Leczynski, Utilities Business Manager	Appointed, 25 hrs.		$ 71,674.54					$ 71,674.54			
	Jonathan Blair, Electric Manager	Appointed, 35 hrs.		$ 140,994.32					$ 140,994.32			
	Jeffrey Turner, Asst Superintendent	Appointed, 40 hrs.		$ 115,685.01					$ 115,685.01			
	Dylan Lewellyn, Strategic Project Manager	Appointed, 35 hrs.		$ 76,218.79					$ 76,218.79			
	Pamela Amazeen, Chief Computer Operator	Appointed, 35 hrs.		$ 57,810.87					$ 57,810.87			
	Jeffery Civitarese, Systems Integrator	Appointed, 35 hrs.		$ 104,076.66					$ 104,076.66			
	Ashley Dorr, Chief Computer Operator	Appointed, 35 hrs.		$ 61,318.71					$ 61,318.71			
	Carol Falconer, Chief Computer Oprator	Appointed, 35 hrs.		$ 63,818.26					$ 63,818.26			
	Kathleen Smith, Customer Service Clerk	Appointed, 35 hrs.		$ 51,845.04					$ 51,845.04			
	Brian Jackson, Apprentice Lineman	Appointed, 40 hrs.		$ 62,786.16					$ 62,786.16			
	David Levesque, Asst Meter Supervisor	Appointed, 40 hrs.		$ 104,542.82					$ 104,542.82			
	Daniel McParland, Station Technician	Appointed, 40 hrs.		$ 83,347.53					$ 83,347.53			
	David Melin, Head Lineman	Appointed, 40 hrs.		$ 101,408.73					$ 101,408.73			
	Stewart Blessington, Head Lineman	Appointed, 40 hrs.		$ 106,545.21					$ 106,545.21			
	Dominic Napoli, First Class Lineman	Appointed, 40 hrs.		$ 104,149.44					$ 104,149.44			
	William Stevens, First Class Lineman	Appointed, 40 hrs.		$ 94,539.21					$ 94,539.21			
	Christopher Marcaurelle, Apprentice Lineman	Appointed, 40 hrs.		$ 68,757.84					$ 68,757.84			
	Matthew Solazzo, Meter Apprentice	Appointed, 40 hrs.		$ 58,425.58					$ 58,425.58			
	Vincent Martineau Jr, Apprentice Lineman	Appointed, 40 hrs.		$ 73,372.32					$ 73,372.32			
	Bryan Jackson, Apprentice Lineman	Appointed, 40 hrs.		$ 62,786.16					$ 62,786.16			
	Daniel Rowland, Distribution Foreman	Appointed, 40 hrs.		$ 113,513.49					$ 113,513.49			
	Robert Deamario, PT Custodian	Appointed, 14 hrs.		$ 15,154.60					$ 15,154.60			

DIRECT AND INDIRECT COST ALLOCATIONS
TO UTILITIES ENTERPRISE FUNDS
FY 2021

PROPOSED ALLOCATION
ELD 60%, Water 25%, Sewer 15%

	Admin Costs	Sal/Exp	ELD	Water	Sewer	**General**	Recycle Fund	School	**Total Salary**	Notes Utilities	Water	Sewer	Notes Recyle Fund
			60%	25%	15%								
	BOS	Sal	360	150	90	**3,400**			**4,000**	15%			
		%'s	9.00%	3.75%	2.25%	**85.00%**							
	Town Mgr	Sal	6,901	4,060	4,060	**147,361**			**162,381**	9.25%	2.5%	2.5%	
		%'s	4.25%	2.50%	2.50%	**90.75%**							
5113	H.R. Manager	Sal	1,803.66	751.52	450.91	**72,071.16**	75.15		**75,152**	4%			0.10%
		%'s	2.40%	1.00%	0.60%	**95.90%**	0.10%						
5112	Finance Director	Sal	8,584	3,577	2,146	**115,626**	130		**130,063**	11%			0.10%
		%'s	6.60%	2.75%	1.65%	**88.90%**	0.10%						
5113	Town Accountant	Sal	6,261	2,609	1,565	**84,131**	294		**94,860**	11%			0.31%
		%'s	6.60%	2.75%	1.65%	**88.69%**	0.31%						
5115	Debbie Koski	Sal	2,808	1,170	702	**47,190**	130		**52,000**	9%			0.25%
		%'s	5.40%	2.25%	1.35%	**90.75%**	0.25%						
5115	Payroll Christine Turlis	Sal	4,209	1,754	1,052	**39,635**	117		**46,767**	15%			0.25%
		%'s	9.00%	3.75%	2.25%	**84.75%**	0.25%						
5115	Patty Rogers	Sal	3,091	1,288	773	**46,240**	129		**51,521**	10%			0.25%
		%'s	6.00%	2.50%	1.50%	**89.75%**	0.25%						
5112	Treasurer	Sal	3,856	1,607	964	**100,663**	11		**107,100**	6%			0.01%
		%'s	3.60%	1.50%	0.90%	**93.99%**	0.01%						
5115	Purchasing	Sal	3,088	1,287	772	**59,184**	6		**64,338**	8%			0.01%
		%'s	4.80%	2.00%	1.20%	**91.99%**	0.01%						
5112	IT Director J Wassouf	Sal	15,907	4,293	1,057	**83,188**	105		**104,550**	25%			0.10%
		%'s	15.21%	4.11%	1.01%	**79.57%**	0.10%						
	IT Chris Dieter	Sal	20,290	8,454	5,072	**33,816**			**67,633**	29.10%	20.60%	15.75%	
		%'s	30.00%	12.50%	7.50%	**50.00%**							
	IT Stone	Sal	1,163	484	291	**17,439**			**19,376**	10%			
	No Retirement	%'s	6.00%	2.50%	1.50%	**90.00%**							
	Kim Michaud	Sal	-	-	-	**12,654**		14,269	**26,923**	10 hrs school'; 9 hrs town			0.47
	No Retirement	%'s	0.00%	0.00%	0.00%	**47.00%**		53.00%					
	Chris Rais	Sal	5,125	3,332	1,999	**53,572**		45,224	**109,253**	12%			
		%'s	4.69%	3.05%	1.83%	**49.04%**		41.39%					
			83,446	**34,816**	**20,994**	**916,171**	**997**	**59,493**	**1,115,916**				

Town Departments

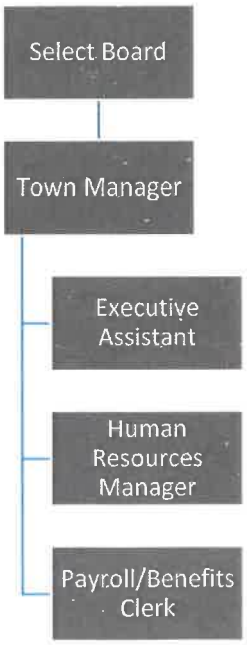
Executive Office Statement

The Executive Office of the Town of Ipswich is made up of the Select Board and the Town Manager. The Select Board is recognized by the General Laws of the Commonwealth of Massachusetts as the chief elected officials with authority to enact rules and regulations, establishing Town policies not otherwise governed by bylaw or statute. The Board is composed of five members who are elected to staggered three-year terms. The powers and duties of the Select Board include appointing the Town Manager and various boards, committees, and commissions.

The Select Board also issue certain licenses and permits such as alcohol, car dealerships, and entertainment licenses and act as the Water and Electrical Commissioners for the Town of Ipswich. The Select Board also hires the Electric Light Director, Town Accountant and Town Treasurer and Collector.

The Town Manager is responsible for managing the day to day operations of municipal government as outlined in Section 11 of the Ipswich Charter. The Town Manager appoints and removes department heads, subordinates and employees, and members of certain boards and commissions for which no other method is provided in the Town Charter. The Town Manager works closely with the Select Board to develop and implement policies and goals for the efficient administration of Town Government

Organizational Chart



Executive Office

Goals and Objectives

- Continue to look at regionalization opportunities.
- Increase outreach to our business community to foster mutually beneficial relationships
- Research and develop a plan to create a Department of Municipal Inspections combining, Building, Health, Planning & Conservation offices into one department.
- Implement a performance dashboard on our Website
- Increase social media presence and information offerings to our residents and business owners

Accomplishments

- Implemented OpenGov which increased our financial transparency
- Successfully implemented a new Town/School Human Resource Department
- Settled Fire Truck Lawsuit and recovered a portion of our legal fees
- Negotiated and finalized seven (7) union contracts
- Successfully filled fourteen (14) vacant positions including four (4) retirements of long-standing employees

Significant Budget Changes or Initiatives

Select Board/Town Managers Office

The FY 2021 budget for the Town Managers office generally remains consistent. The salary for the Town Manager includes, as in past years, the same increase that the town employees will be receiving. The salary for the Executive Assistant has been increased to reflect the increased duties that this position has taken on since the creation of the Human Resources Department.

Legal

The legal budget increase of $10,000 remains in the budget to cover special counsel fees needed by the Zoning Board of Appeals to represent the Town of Ipswich during 40B negotiations.

Executive Office

Programs and Services

Select Board

- Policy Making
- Oversight
- Licensing

Town Manager

Human Resources, Benefits & Insurance:

- Collective Bargaining & Labor Relations
- Worker's Compensation claims management
- Police & Fire Injured on Duty (IOD) claims management
- Wage Plan creation and maintenance
- Personnel regulations updates and maintenance
- Recruitment and retention
- Wellness
- MIIA Health Insurance Liaison
- Property & Casualty Insurance
- Employee Assistance Program

Financial Management & Town Meeting:

- Develop, implement & oversee town budget and spending
- Develop, implement & oversee the capital plan
- Forecast and coordinate fiscal planning
- Prepare Town Meeting Warrants
- Prepare the Annual Report

Procurement & Economic Development:

- Oversee procurement and provide guidance and assistance to all departments
- Coordinate with Facilities Manager on all construction and renovation projects
- Manage and oversee public bidding
- Oversee partnerships with businesses & non-profits

Administration & Licensing:

- Direct & coordinate all daily operations
- Provide citizen assistance & information
- Act as the primary point of contact for media
- Manage social media outreach

Executive Office

- Coordinate with State and National legislators
- Support and coordinate with Select Board
- Manage Committee appointments
- Oversee all licensing

Personnel Summary

General Government				
Position	**FY2018**	**FY2019**	**FY2020**	**Change**
Town Manager	1	1	1	0
Executive Assistant	1	1	1	0
Human Resources Manager	1	1	1	0
Payroll/Benefits Clerk	1	1	1	0
Total Full-Time Equivalents	**4**	**4**	**4**	**0**

FY21 Personnel Notes

Executive Office FTE's are based on a 35-hour workweek. The Human Resources Department has been combined with the School Department but this budget still reflects that two of the four positions being funded on the Town side, with the remaining two positions, HR Director and Payroll/Benefits Supervisor being funded in the School Department budget.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

113 MODERATOR

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11131-5111	Elected Salary	$ 250.00	$ 250.00	$ 250.00	$ 125.00	$ 250.00	$ 250.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 250.00**	**$ 250.00**	**$ 250.00**	**$ 125.00**	**$ 250.00**	**$ 250.00**	**$ -**	**0.00%**
11132-5733	Prof. Dev. - Conference Registration	$ 247.48	$ -	$ 200.00	$ -	$ 200.00	$ 200.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 247.48**	**$ -**	**$ 200.00**	**$ -**	**$ 200.00**	**$ 200.00**	**$ -**	**0.00%**
113 MODERATOR SUB-TOTAL:		**$ 497.48**	**$ 250.00**	**$ 450.00**	**$ 125.00**	**$ 450.00**	**$ 450.00**	**$ -**	**0.00%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

122 SELECT BOARD

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11221-5111	Elected Officials Salaries	$ 3,400.00	$ 3,399.96	$ 3,400.00	$ 1,399.98	$ 3,400.00	$ 3,400.00	$ -	0.00%
11221-5116	Admin Asst. 32 hrs/wk	$ 35,792.67	$ 50,203.56	$ 49,500.00	$ 24,512.00	$ 56,000.00	$ 54,000.00	$ 4,500.00	9.09%
11221-5121	Temp. PT Recording Secretary $130/mtg.	$ 4,745.00	$ 3,670.00	$ 5,000.00	$ 1,430.00	$ 5,000.00	$ 5,000.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 43,937.67**	**$ 57,273.52**	**$ 57,900.00**	**$ 27,341.98**	**$ 64,400.00**	**$ 62,400.00**	**$ 4,500.00**	**7.77%**
11222-5304	Advertising	$ 5,194.46	$ 5,293.74	$ 8,000.00	$ 1,899.03	$ 7,500.00	$ 7,500.00	$ (500.00)	-6.25%
11222-5310	Consultant	$ 12,655.50	$ 711.58	$ -		$ -	$ -	$ -	0.00%
11222-5351	Program Services -Longevity Award Pins	$ 2,726.22	$ 2,991.01	$ 2,400.00	$ 314.64	$ 2,400.00	$ 2,400.00	$ -	0.00%
11222-5423	Special Printing -Bylaws, Stationery	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
11222-5511	Training	$ 96.41	$ 60.00	$ -	$ 68.20	$ -	$ -	$ -	0.00%
11222-5712	In State Travel - Meals & Lodging	$ 775.45	$ 422.77	$ 700.00		$ 700.00	$ 700.00	$ -	0.00%
11222-5720	In State Travel - Mileage & Transportation	$ 449.84	$ 257.89	$ 200.00		$ 200.00	$ 200.00	$ -	0.00%
11222-5731	Association Dues	$ 2,917.00	$ 2,776.00	$ 2,900.00	$ 2,845.00	$ 2,900.00	$ 2,900.00	$ -	0.00%
11222-5732	Publications & Subscriptions	$ 409.90	$ -	$ 50.00		$ 50.00	$ 50.00	$ -	0.00%
11222-5733	Conference Registration	$ 463.00	$ 314.00	$ 300.00		$ 300.00	$ 300.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 25,687.78**	**$ 12,826.99**	**$ 14,550.00**	**$ 5,126.87**	**$ 14,050.00**	**$ 14,050.00**	**$ (500.00)**	**-3.44%**
122 SELECT BOARD SUB-TOTAL:		**$ 69,625.45**	**$ 70,100.51**	**$ 72,450.00**	**$ 32,468.85**	**$ 78,450.00**	**$ 76,450.00**	**$ 4,000.00**	**5.52%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

123 TOWN MANAGER

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11231-5112	Appointed Salary Town Mgr.	$ 127,157.58	$ 137,659.92	$ 143,736.00	$ 57,520.96	$ 147,361.00	$ 147,361.00	$ 3,625.00	2.46%
11231-5113	Appointed Salary Human Resource Mgr.	$ 71,843.79	$ 48,911.84	$ 57,540.00	$ 30,190.14	$ 75,152.40	$ 72,071.15	$ 14,531.15	25.25%
11231-5115	Permanent Wages Payroll & Benefits Gen..	$ 44,780.78	$ 43,188.57	$ 35,227.00	$ 13,858.77	$ 41,221.00	$ 41,221.00	$ 5,994.00	17.02%
11231-5121	Temporary Part Time	$ -	$ 108.00	$ -	$ 882.00	$ -	$ -	$ -	0.00%
11231-5141	Differential & Incentive	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 243,782.15**	**$ 229,868.33**	**$ 236,503.00**	**$ 102,451.87**	**$ 263,734.40**	**$ 260,653.15**	**$ 24,150.15**	**10.21%**
11232-5299	Other Expenses - HR Posters	$ 4,086.08	$ 2,364.62	$ 1,300.00	$ 2,478.99	$ 2,000.00	$ 2,000.00	$ 700.00	53.85%
11232-5304	Advertising	$ 1,249.22	$ 75.00	$ 1,600.00	$ 61.39	$ 1,400.00	$ 1,400.00	$ (200.00)	-12.50%
11232-5310	Consultant - Assessment Centers	$ 16,816.00	$ 22,249.75	$ -	$ 24,150.00	$ -	$ -	$ -	0.00%
11232-5341	Telephone - TM Cell	$ 571.30	$ 1,012.01	$ 900.00		$ 1,000.00	$ 1,000.00	$ 100.00	11.11%
11232-5422	Printed Forms -Stationery, Envelopes	$ 951.24	$ 481.16	$ 500.00		$ 500.00	$ 500.00	$ -	0.00%
11232-5711	Mileage	$ 571.21	$ 223.07	$ 500.00		$ 500.00	$ 500.00	$ -	0.00%
11232-5712	In State Travel - Meals & Lodging	$ 1,564.58	$ 917.51	$ 1,280.00	$ 1,174.62	$ 1,300.00	$ 1,300.00	$ 20.00	1.56%
11232-5721	Out of State Travel - Meals & Lodging	$ 1,585.56	$ 297.00	$ 2,000.00	$ 267.61	$ 2,000.00	$ 2,000.00	$ -	0.00%
11232-5731	Association Dues	$ 1,690.00	$ 814.50	$ 1,700.00	$ 1,155.00	$ 1,700.00	$ 1,700.00	$ -	0.00%
11232-5732	Publications & Subscriptions	$ 1,490.82	$ 1,397.09	$ 1,665.00	$ 706.20	$ 1,665.00	$ 1,665.00	$ -	0.00%
11232-5733	Conference Registration	$ 1,950.00	$ 1,175.00	$ 1,600.00	$ 1,260.00	$ 1,600.00	$ 1,600.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 32,526.01**	**$ 31,006.71**	**$ 13,045.00**	**$ 31,253.81**	**$ 13,665.00**	**$ 13,665.00**	**$ 620.00**	**4.75%**
123 TOWN MANAGER SUB-TOTAL:		**$ 276,308.16**	**$ 260,875.04**	**$ 249,548.00**	**$ 133,705.68**	**$ 277,399.40**	**$ 274,318.15**	**$ 24,770.15**	**9.93%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

124 LEGAL

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11242-5312	Professional Services - Town and Labor	$ 283,693.06	$ 163,780.49	$ 135,000.00	$ 42,939.36	$ 135,000.00	$ 135,000.00	$ -	0.00%
	EXPENSES SUB-TOTAL:	**$ 283,693.06**	**$ 163,780.49**	**$ 135,000.00**	**$ 42,939.36**	**$ 135,000.00**	**$ 135,000.00**	**$ -**	**0.00%**
124 LEGAL SUB-TOTAL:		**$ 283,693.06**	**$ 163,780.49**	**$ 135,000.00**	**$ 42,939.36**	**$ 135,000.00**	**$ 135,000.00**	**$ -**	**0.00%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

131 FINANCE COMMITTEE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11311-5121	Temporary Part Time	$ 2,534.00	$ 3,889.00	$ 3,190.00	$ 290.00	$ 3,190.00	$ 3,190.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 2,534.00**	**$ 3,889.00**	**$ 3,190.00**	**$ 290.00**	**$ 3,190.00**	**$ 3,190.00**	**$ -**	**0.00%**
11312-5304	Advertising	$ -	$ -	$ 60.00		$ 60.00	$ 60.00	$ -	0.00%
11312-5423	Special Printing	$ 12,000.00	$ 11,341.18	$ 12,000.00	$ 3,375.90	$ 12,000.00	$ 12,000.00	$ -	0.00%
11312-5731	Association Dues	$ 210.00	$ 210.00	$ 210.00	$ 210.00	$ 210.00	$ 210.00	$ -	0.00%
11312-5733	Conference Registration	$ -	$ -	$ 150.00		$ 150.00	$ 150.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 12,210.00**	**$ 11,551.18**	**$ 12,420.00**	**$ 3,585.90**	**$ 12,420.00**	**$ 12,420.00**	**$ -**	**0.00%**
131 FINANCE COMMITTEE SUB-TOTAL:		**$ 14,744.00**	**$ 15,440.18**	**$ 15,610.00**	**$ 3,875.90**	**$ 15,610.00**	**$ 15,610.00**	**$ -**	**0.00%**

132 RESERVE FUND

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11322-5730	Reserve Fund	$ -	$ -	$ 45,000.00	$ -	$ 45,000.00	$ 45,000.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ -**	**$ -**	**$ 45,000.00**	**$ -**	**$ 45,000.00**	**$ 45,000.00**	**$ -**	**0.00%**
132 RESERVE FUND SUB-TOTAL:		**$ -**	**$ -**	**$ 45,000.00**	**$ -**	**$ 45,000.00**	**$ 45,000.00**	**$ -**	**0.00%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

191 MISCELLANEOUS FINANCE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
		$ -	$ -	$ -		$ -	$ -	$ -	
	PERSONNEL SUB-TOTAL:	**$ -**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**	**0.00%**
11911-5174	Life Insurance	$ 737.37	$ 698.66	$ 850.00	$ 252.49	$ 850.00	$ 850.00	$ -	0.00%
11911-5175	Health Insurance	$ 1,379,514.86	$ 1,401,753.04	$ 1,573,201.60	$ 613,018.59	$ 1,683,325.71	$ 1,670,618.66	$ 97,417.06	6.19%
11911-5176	OPEB	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
11911-5177	Health Reimbursement Account	$ 3,242.20	$ 2,142.20	$ 2,000.00	$ 309.25	$ 2,750.00	$ 2,750.00	$ 750.00	37.50%
11911-5178	Veteran Pensions	$ -	$ -	$ 2,000.00		$ 2,000.00	$ 2,000.00	$ -	0.00%
11911-5193	Retirement	$ 1,644,545.00	$ 1,835,757.00	$ 1,992,392.00	$ 1,972,112.00	$ 2,077,933.00	$ 2,077,933.00	$ 85,541.00	4.29%
11911-5194	Medicare	$ 130,652.05	$ 139,575.17	$ 148,580.20	$ 66,027.39	$ 157,495.00	$ 157,495.00	$ 8,914.80	6.00%
	EXPENSES SUB-TOTAL:	**$ 3,158,691.48**	**$ 3,379,926.07**	**$ 3,719,023.80**	**$ 2,651,719.72**	**$ 3,924,353.71**	**$ 3,911,646.66**	**$ 192,622.86**	**5.18%**
	191 MISCELLANEOUS FINANCE SUB-TOTAL:	**$ 3,158,691.48**	**$ 3,379,926.07**	**$ 3,719,023.80**	**$ 2,651,719.72**	**$ 3,924,353.71**	**$ 3,911,646.66**	**$ 192,622.86**	**5.18%**

192 MISCELLANEOUS FINANCE INSURANCE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
		$ -	$ -	$ -		$ -	$ -	$ -	0.00%
	PERSONNEL SUB-TOTAL:	**$ -**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**	**0.00%**
11922-5736	Workers Compensation	$ 43,246.89	$ 15,177.40	$ 70,000.00	$ 52,438.19	$ 65,000.00	$ 55,000.00	$ (15,000.00)	-21.43%
11922-5737	Unemployment Compensation	$ 7,671.90	$ 34,733.45	$ 15,000.00	$ 16,378.00	$ 35,000.00	$ 20,000.00	$ 5,000.00	33.33%
11922-5742	Package Insurance	$ 223,009.39	$ 225,406.52	$ 325,000.00	$ 223,625.96	$ 300,000.00	$ 255,000.00	$ (70,000.00)	-21.54%
11922-5743	Public Officials Bond	$ 1,105.00	$ 1,143.00	$ 1,100.00	$ 293.00	$ 1,200.00	$ 1,200.00	$ 100.00	9.09%
11922-5744	Legal Liability Insurance	$ 10,589.75	$ 12,582.85	$ 30,000.00	$ 20,604.09	$ 30,000.00	$ 22,000.00	$ (8,000.00)	-26.67%
	EXPENSES SUB-TOTAL:	**$ 285,622.93**	**$ 289,043.22**	**$ 441,100.00**	**$ 313,339.24**	**$ 431,200.00**	**$ 353,200.00**	**$ (87,900.00)**	**-19.93%**
	192 MISCELLANEOUS FINANCE INSURANCE SUB-TOTAL:	**$ 285,622.93**	**$ 289,043.22**	**$ 441,100.00**	**$ 313,339.24**	**$ 431,200.00**	**$ 353,200.00**	**$ (87,900.00)**	**-19.93%**

193 MISCELLANEOUS FINANCE MISC EXPENSE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11931-5110	Management Transfer Account	$ -	$ -	$ 205,799.00		$ 100,000.00	$ 90,000.00	$ (115,799.00)	-56.27%
	PERSONNEL SUB-TOTAL:	**$ -**	**$ -**	**$ 205,799.00**	**$ -**	**$ 100,000.00**	**$ 90,000.00**	**$ (115,799.00)**	**-56.27%**
11932-5270	Leases	$ 9,353.69	$ 8,315.10	$ 10,479.00	$ 5,540.65	$ 11,000.00	$ 11,000.00	$ 521.00	4.97%
11932-5299	Other Expenses	$ 17,641.00	$ 10,245.20	$ 9,850.00	$ 9,568.00	$ 19,800.00	$ 19,800.00	$ 9,950.00	101.02%
11932-5301	Medical Exams	$ 11,793.00	$ 6,025.00	$ 6,000.00	$ 2,640.00	$ 6,500.00	$ 6,500.00	$ 500.00	8.33%
11932-5302	Audit	$ 13,585.00	$ 13,700.86	$ 13,750.00	$ 15,551.14	$ 15,500.00	$ 15,500.00	$ 1,750.00	12.73%
11932-5311	Other Consultants	$ 3,022.56	$ 12,913.25	$ 3,000.00	$ 425.00	$ 3,000.00	$ 3,000.00	$ -	0.00%
11932-5340	Repair & Replace Office Equipment	$ 3,440.84	$ 9,051.75	$ 7,500.00		$ 6,000.00	$ 6,000.00	$ (1,500.00)	-20.00%
11932-5342	Postage	$ 34,242.10	$ 38,685.33	$ 40,000.00	$ 21,751.90	$ 40,000.00	$ 40,000.00	$ -	0.00%
11932-5421	Office Supplies	$ 29,411.98	$ 27,633.94	$ 25,000.00	$ 11,697.72	$ 28,000.00	$ 28,000.00	$ 3,000.00	12.00%
11932-5511	Training	$ 7,782.90	$ 2,865.00	$ 6,000.00		$ 5,000.00	$ 5,000.00	$ (1,000.00)	-16.67%
	EXPENSES SUB-TOTAL:	**$ 130,273.07**	**$ 129,435.43**	**$ 121,579.00**	**$ 67,174.41**	**$ 134,800.00**	**$ 134,800.00**	**$ 13,221.00**	**10.87%**
	193 MISCELLANEOUS FINANCE MISC EXPENSE SUB-TOTAL:	**$ 130,273.07**	**$ 129,435.43**	**$ 327,378.00**	**$ 67,174.41**	**$ 234,800.00**	**$ 224,800.00**	**$ (102,578.00)**	**-31.33%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

700 DEBT SERVICE Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
17002-5910	Long Term Debt Principal	$ 853,864.50	$ 1,027,264.50	$ 1,014,012.00	$ 525,000.00	$ 864,886.12	$ 864,886.12	$ (149,125.88)	-14.71%
17002-5915	Long Term Debt Interest	$ 129,377.50	$ 289,492.58	$ 266,727.00	$ 132,703.77	$ 235,270.02	$ 235,270.02	$ (31,456.98)	-11.79%
17002-5916	Short Term Debt Interest	$ 73,740.00	$ 3,689.73	$ -		$ -	$ -	$ -	0.00%
17002-5930	Debt Issue Expense	$ (169.99)	$ 2,063.81	$ -		$ 5,000.00	$ 5,000.00	$ 5,000.00	0.00%
EXPENSES SUB-TOTAL:		**$ 1,056,812.01**	**$ 1,322,510.62**	**$ 1,280,739.00**	**$ 657,703.77**	**$ 1,105,156.14**	**$ 1,105,156.14**	**$ (175,582.86)**	**-13.71%**
700 DEBT SERVICE SUB-TOTAL:		**$ 1,056,812.01**	**$ 1,322,510.62**	**$ 1,280,739.00**	**$ 657,703.77**	**$ 1,105,156.14**	**$ 1,105,156.14**	**$ (175,582.86)**	**-13.71%**

FINANCE DEPARTMENT

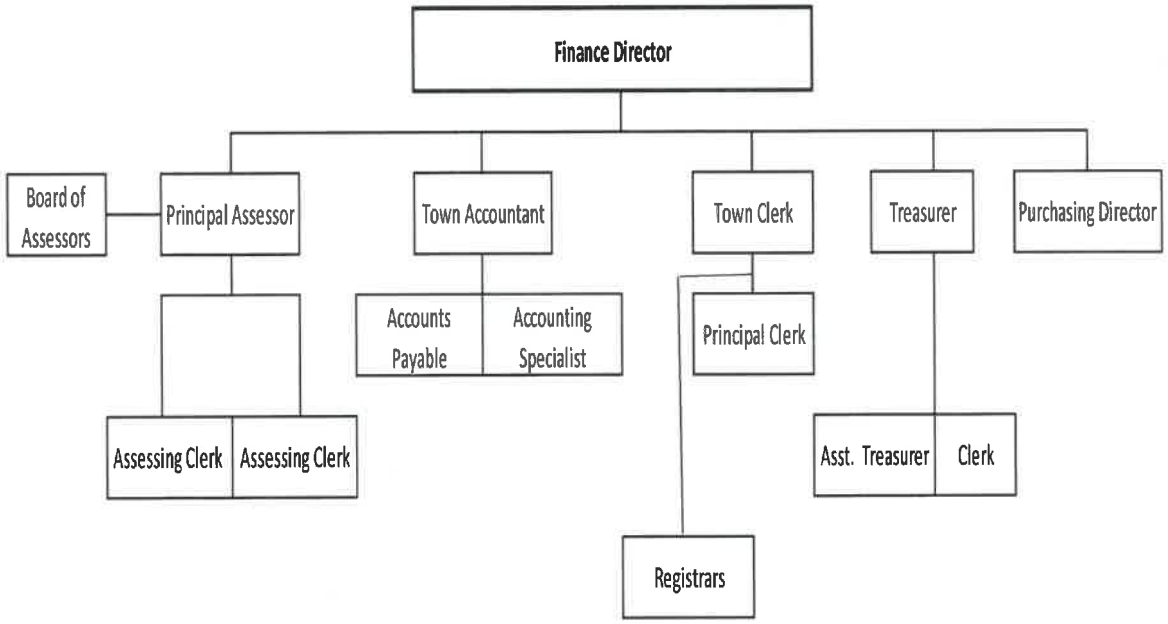
Finance Department

Finance Department Mission

The mission of the Finance Department is to provide timely, accurate, clear and complete financial information to the Town Manager, Select Board, Finance Committee, other town departments, and the constituents of the Town of Ipswich. The Finance Department protects the financial assets of the Town of Ipswich through the use of professional municipal financial practices, thereby preserving and improving the Town's financial integrity. The department consists of five offices that work closely with the Town Manager's office to prepare information needed to reach essential management decisions and formulate fiscal policies. The Finance Director is responsible for the management and supervision of the five finance offices, consisting of the Town Accountant, Treasurer/Collector, Assessors, Purchasing and Town Clerk. The Finance Director also assists in the operations of the Payroll and Benefits office.

The Finance Department seeks to accomplish its mission by working collaboratively with all Department Directors and Department Heads as well as the Select Board and Finance Committee. The Finance Department strives to offer superior customer service to the citizens of Ipswich.

Organizational Chart



Finance Department

Goals and Objectives

- Continue to support the Payroll & Benefits Office with the outsourcing of payroll to Harpers Payroll Service and the training of new personnel.
- Continue to track new growth and revenue growth opportunities.
- Continue to develop financial policies to improve financial procedures and expand internal controls to efficiently manage the Town's financial resources.
- Support and encourage the training of our new Town Accountant with staff development and training opportunities. Foster teamwork in the Finance Department.
- Offer the residents of Ipswich the best customer service and timely responses to their questions and inquiries.
- Support the Strategic Planning Committee by developing multiple scenarios to assist the leadership of the Town to prioritize upcoming projects and planned capital improvements. The modeling will include future debt service, tax impact and new growth and funding sources.
- Submit the FY21 Town of Ipswich budget to the Government Finance Officers Association for the opportunity to receive a national budget award.
- Support the Town Manager's and Select Board's goal of financial transparency by monitoring the OpenGov webpage and updating the stories page

Accomplishments

- Supported the School & Town Payroll and Benefits office with additional staff during peak demand. Assisted in the training of new personnel.
- Successfully recruited a new Town Clerk after our long time Town Clerk retired and successfully recruited a new Town Accountant.
- Successfully transitioned two new staff in the Assessing Office after two staff retirements last fiscal year. The Assistant to the Assessor has been taking courses to earn her Mass. Accredited Assessor designation and is scheduled to complete her courses this March.
- Treasurer's Office generated an additional $145,000 in investment earnings in FY19.
- Created the OpenGov webpage with the Town and School expense and revenue information for the current fiscal year and the past 4 fiscal years which supports the Select Board's goal of transparency.
- Successfully used poll pads to at the Fall Special Town Meeting with successful results.
- Updated the Town Purchasing Manual to encourage the use of State Contracts with increased savings and usage.
- The FY19 audit was performed timely and was completed with no material weaknesses and no critical management comments. Free Cash was certified at a higher amount than in prior years.
- Assisted the Town Manager in the Collective Bargaining process.

Finance Department

See each individual department below for their Goals and Objectives, Accomplishments, Significant Budget Changes or Initiatives, Programs and Services, Performance Measures, Personnel Summary and FY20 Proposed Operating Budget

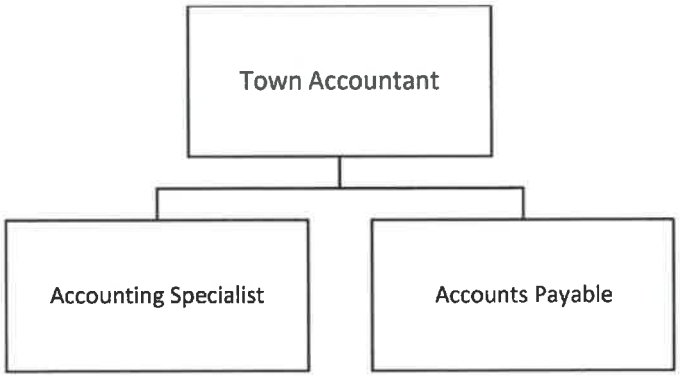
ACCOUNTING DEPARTMENT

Accounting Department

Accounting Department Mission

The Accounting office is responsible for the accuracy and timeliness of financial reporting. The Accounting Department assists all town departments in budgeting, setting up specific funds and the payment of expenses. The department processes invoices for vendor payments town and school, and prepares all 1099 forms in compliance with IRS regulations. This includes the posting and monitoring of town revenues and expenditures, especially the budget to actual ratios. The timely monthly reconciliations of cash and receivables confirms accuracy and quality outcomes. The Accounting department is responsible for maintenance of all financial records to ensure compliance with state, federal, and local laws. Also the monthly cash and receivables reconciliation are performed to operate within department annual appropriations.

Organizational Chart



Accounting Department

Goals and Objectives

- Continue to streamline processes within Accounting Department for vendors and maintenance
- Monitor financial activities within all Town Departments including multiple funds
- Provide financial and accounting information to outside auditing firm by August 5, 2020, in preparation for the annual audit of the Towns FY 2020 financial statements.
- Disseminate financial data in a timely, accurate, and comprehensive manner
- To improve current municipal finance knowledge by attending trainings and conferences of government accounting Massachusetts General Laws
- To improve purchasing by researching current credit card policy and researching credit card vendors and purchasing card programs offered by financial institutions

Accomplishments

- Reconciliation of balance sheets across all funds and incorporate into DOR new free cash certification process.
- Timely preparation of audit schedules and financial statements for early examination by Powers and Sullivan CPA, Town auditors.
- Delivered a clean FY19 audit with no material weaknesses or management comments.
- Developed new system to upload payroll file upload to Munis financial software
- Coordinated account linking with OpenGov to ensure accurate reporting

Accounting Department

Significant Budget Changes or Initiatives

Accounting- No significant changes in the Accounting Department Budget

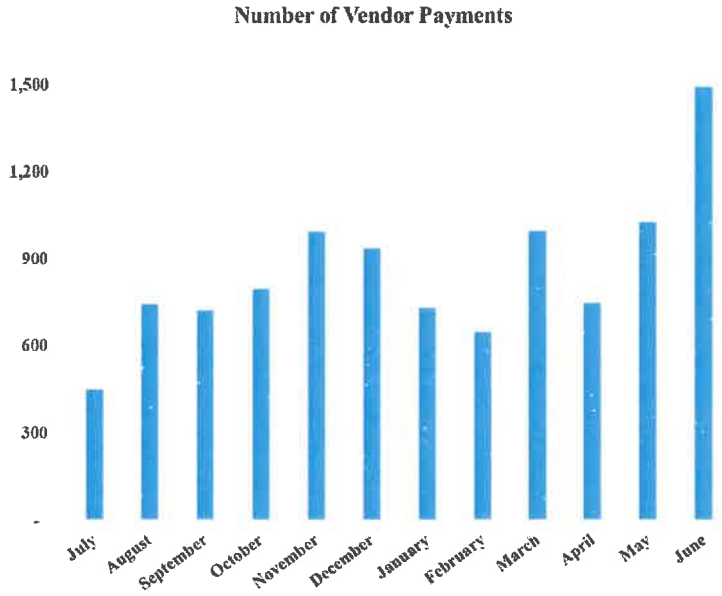
Programs and Services

Accounting

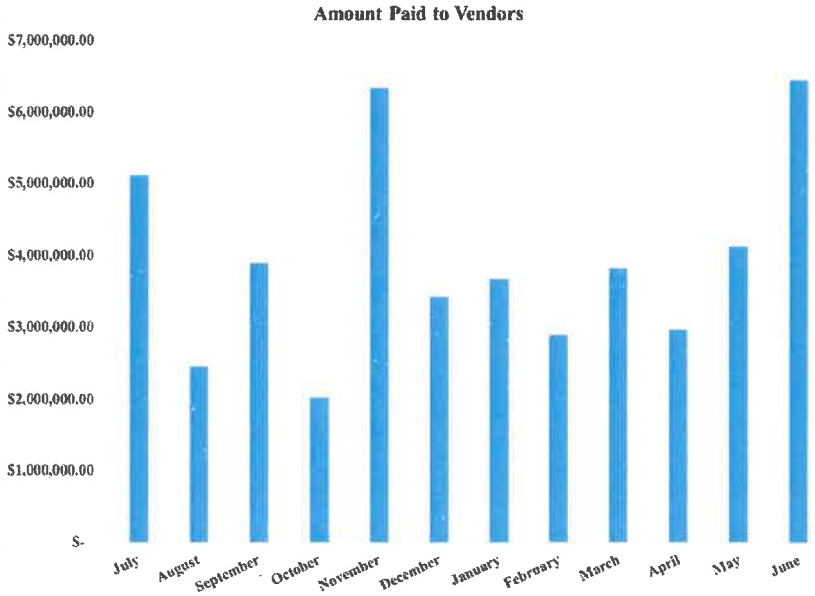
- Financial Reporting
- Budgetary controls
- Accounts Payable
- 1099's
- Grant Management
- Legal Compliance
- Work with independent auditor for annual audit

Accounting Department

Performance Measures



This indicator includes checks for all Town departments including the Ipswich Public Schools and Ipswich Utilities Department. There is a large spike in invoices paid in May and June. This is due to the end of the fiscal year. Departments need to submit all Fiscal Year 2018 invoices to be paid by the end of June



This indicator shows the dollars spent by all Town departments including the Ipswich Public Schools and Ipswich Utilities Department. The spike in June is due to year end bills.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

134 ACCOUNTING

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Dept. Request	$ Change	% Change
11341-5112	Appointed Salary Finance Director	$ 100,234.03	$ 110,013.32	$ 112,797.00	$ 43,740.40	$ 115,626.00	$ 115,626.00	$ 2,829.00	2.51%
11341-5113	Appointed Salary Town Accountant	$ 76,729.96	$ 78,263.00	$ 79,441.00	$ 28,402.50	$ 84,131.00	$ 84,131.00	$ 4,690.00	5.90%
11341-5115	Permanent Wages	$ 43,724.91	$ 76,069.38	$ 86,699.00	$ 35,111.41	$ 93,430.00	$ 93,430.00	$ 6,731.00	7.76%
11341-5116	Permanent Part Time	$ 24,543.73	$ -	$ -		$ -	$ -	$ -	0.00%
11341-5121	Temporary Part Time	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
11341-5131	Overtime	$ 191.23	$ 289.26	$ 400.00	$ 60.05	$ 400.00	$ 400.00	$ -	0.00%
11341-5141	Differential & Incentive	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 245,423.86**	**$ 264,634.96**	**$ 279,337.00**	**$ 107,314.36**	**$ 293,587.00**	**$ 293,587.00**	**$ 14,250.00**	**5.10%**
11342-5422	Printed Forms	$ 312.85	$ 196.87	$ 400.00	$ 280.21	$ 200.00	$ 200.00	$ (200.00)	-50.00%
11342-5511	Training	$ 349.00	$ 50.00	$ 2,000.00	$ 5,865.00	$ 2,200.00	$ 2,200.00	$ 200.00	10.00%
11342-5711	Mileage	$ 892.30	$ 496.67	$ 900.00	$ 302.94	$ 900.00	$ 900.00	$ -	0.00%
11342-5712	Meals & Lodging	$ 2,057.05	$ 1,334.03	$ 900.00		$ 1,200.00	$ 1,200.00	$ 300.00	33.33%
11342-5731	Association Dues	$ 715.00	$ 750.00	$ 750.00	$ 410.00	$ 750.00	$ 750.00	$ -	0.00%
11342-5732	Subscriptions	$ 475.00	$ 515.00	$ 550.00	$ 515.00	$ 525.00	$ 525.00	$ (25.00)	-4.55%
11342-5733	Conference Registration	$ 1,945.00	$ 2,842.07	$ 3,400.00	$ 340.00	$ 3,400.00	$ 3,400.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 6,746.20**	**$ 6,184.64**	**$ 8,900.00**	**$ 7,713.15**	**$ 9,175.00**	**$ 9,175.00**	**$ 275.00**	**3.09%**
134 ACCOUNTING SUB-TOTAL:		**$ 252,170.06**	**$ 270,819.60**	**$ 288,237.00**	**$ 115,027.51**	**$ 302,762.00**	**$ 302,762.00**	**$ 14,525.00**	**5.04%**

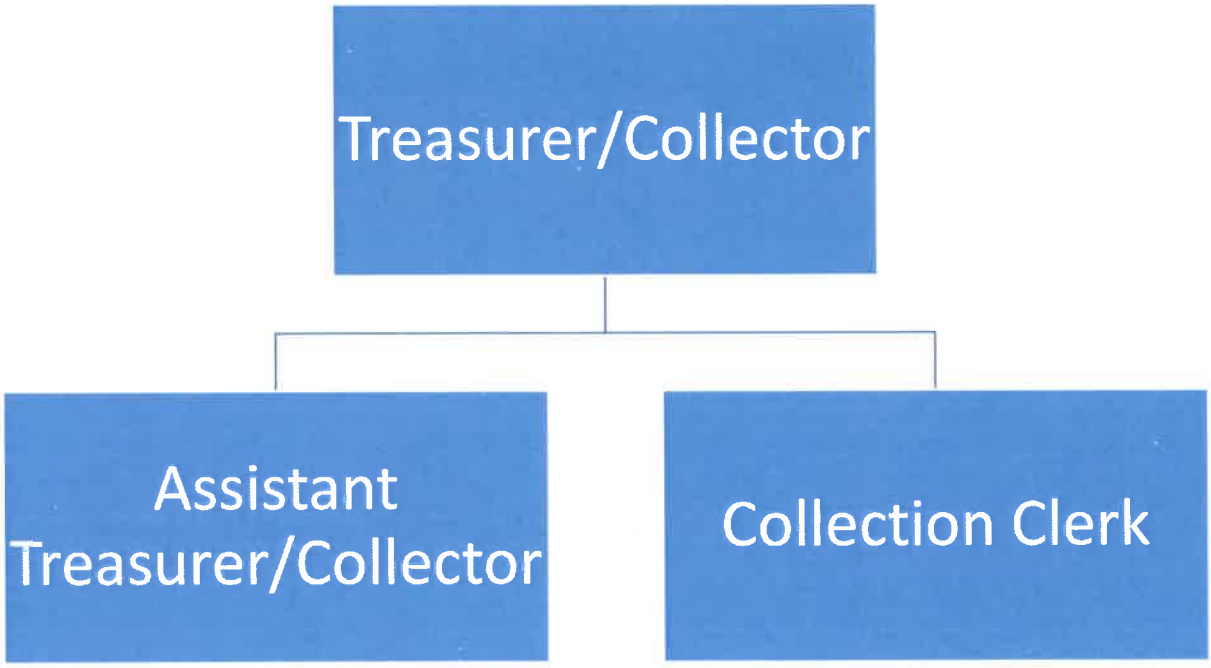
TREASURER/COLLECTOR DEPARTMENT

Treasurer/Collector Department

Treasurer/Collector Department Mission

The mission of the Treasurer/Collector's Office is to provide superior customer service and excellent cash management for the Town. The employees will adhere to the General Laws of Massachusetts and all other laws that relate to the office while performing their duties and responsibilities. The employees will be professional and will be held to the highest level of integrity.

Organizational Chart



Treasurer/Collector Department

Goals and Objectives

- Maintain strong financial stability by monitoring all revenues and expenditures, as well as aggressively collecting any outstanding receivables.
- Continue with our strong internal controls that includes monthly reconciliation of cash and receivables.
- Safeguard the Town's investments and ensure that the funds are invested in accordance with the Town's Investment Policy.
- Support and encourage staff development to better serve the public.
- Actively seek the most cost effective sources available when borrowing for capital projects authorized by Town Meeting.

Accomplishments

- Established an internal wire transfer policy to reduce the risk of fraud schemes.
- Treasurer/Collector served as an executive board member of the Massachusetts Collectors and Treasurers Association.
- Served as Chairman of the Advisory Council and as Board Member of the Essex Regional Retirement System.
- Generated an additional $145,000 in investment earnings from FY18 to FY19, 280% increase.

Significant Budget Changes or Initiatives

Operational costs were level funded from FY20 to FY21, personnel costs increased 3.96%.

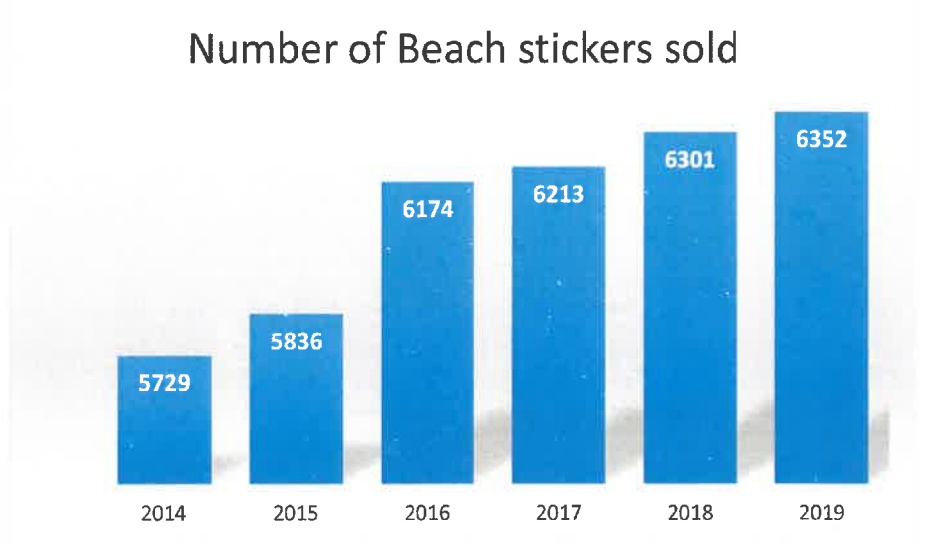
Treasurer/Collector Department

Programs and Services

- Cash Receipts and Disbursements
- Cash Reconciliation
- Accounts Receivable Reconciliation
- Manage Town Investments
- Manage Town Debt
- Real Estate Tax Collection
- Personal Property Tax Collection
- Motor Vehicle Excise Tax Collection
- Boat Excise Tax Collection
- Lockbox Payment Services
- Online Payment Services
- Municipal Lien Certificates
- Beach Sticker Sales
- Tax Title Processing
- Land Court Foreclosures
- Tax Title Custodian
- Public Record Requests

Treasurer/Collector Department

Performance Measures



This graph shows the number of Beach Stickers sold by the Treasurer/Collector's Office over the last six years. There has been a steady increase during this period of time.

This chart shows the cash balances by year for the last 15 years. The cash balance includes the General Fund, Trust Funds, Stabilization Funds, OPEB Funds, Sewer Funds, Water Funds, Electric Funds and all other miscellaneous funds. The drop in 2009 coincided with the start of the recession, but since then the Town has continuously contributed to reserves including OPEB and Stabilization Funds

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

138 TREASURER/COLLECTOR

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11381-5112	Appointed Salary Treasurer/Collector	$ 91,636.83	$ 93,468.32	$ 94,875.00	$ 42,025.68	$ 100,663.29	$ 100,663.29	$ 5,788.29	6.10%
11381-5113	Appointed Salary Asst. Treasurer/Collector	$ 55,935.36	$ 59,000.46	$ 59,888.00	$ 27,098.33	$ 61,389.62	$ 61,389.62	$ 1,501.62	2.51%
11381-5115	Permanent Wages	$ 47,101.60	$ 48,029.80	$ 49,481.00	$ 22,602.84	$ 50,386.65	$ 50,386.65	$ 905.65	1.83%
11381-5116	Permanent Part Time Parking Clerk	$ 2,008.76	$ 2,499.92	$ 2,500.00	$ 1,153.92	$ 2,500.00	$ 2,500.00	$ -	0.00%
11381-5131	Overtime	$ 262.04	$ 277.10	$ 450.00	$ 20.18	$ 450.00	$ 450.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 196,944.59**	**$ 203,275.60**	**$ 207,194.00**	**$ 92,900.95**	**$ 215,389.56**	**$ 215,389.56**	**$ 8,195.56**	**3.96%**
11382-5278	Other Rental	$ 356.00	$ 356.00	$ 380.00	$ 366.00	$ 380.00	$ 380.00	$ -	0.00%
11382-5303	Legal - Deeds	$ 6,130.32	$ 6,920.36	$ 6,900.00	$ 2,865.00	$ 6,900.00	$ 6,900.00	$ -	0.00%
11382-5304	Advertising	$ 638.00	$ 459.36	$ 600.00	$ 382.80	$ 600.00	$ 600.00	$ -	0.00%
11382-5421	Office Supplies	$ -	$ -	$ -	$ 674.10	$ -	$ -	$ -	0.00%
11382-5422	Printed Forms	$ 2,404.05	$ 1,666.00	$ 2,150.00	$ 1,796.69	$ 2,150.00	$ 2,150.00	$ -	0.00%
11382-5711	Mileage	$ 1,389.88	$ 1,400.48	$ 1,500.00	$ 178.06	$ 1,560.00	$ 1,560.00	$ 60.00	4.00%
11382-5712	Meals & Lodging	$ 1,832.70	$ 1,057.82	$ 1,100.00	$ 129.89	$ 1,100.00	$ 1,100.00	$ -	0.00%
11382-5731	Association Dues	$ 190.00	$ 190.00	$ 190.00	$ 130.00	$ 130.00	$ 130.00	$ (60.00)	-31.58%
11382-5732	Publications & Subscriptions	$ 200.00	$ 200.00	$ 200.00	$ 200.00	$ 200.00	$ 200.00	$ -	0.00%
11382-5733	Conference Registration	$ 294.00	$ 235.00	$ 300.00	$ 55.00	$ 300.00	$ 300.00	$ -	0.00%
11382-5930	Debt Issue Expense	$ 2,379.28	$ -	$ -		$ -	$ -	$ -	0.00%
11382-5935	Cash Variance	$ (20.26)	$ 17.28	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
11382-5936	Banking Fees	$ -	$ -	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 15,793.97**	**$ 12,502.30**	**$ 13,520.00**	**$ 6,777.54**	**$ 13,520.00**	**$ 13,520.00**	**$ -**	**0.00%**
138 TREASURER/COLLECTOR SUB-TOTAL:		**$ 212,738.56**	**$ 215,777.90**	**$ 220,714.00**	**$ 99,678.49**	**$ 228,909.56**	**$ 228,909.56**	**$ 8,195.56**	**3.71%**

Town Clerk's Office

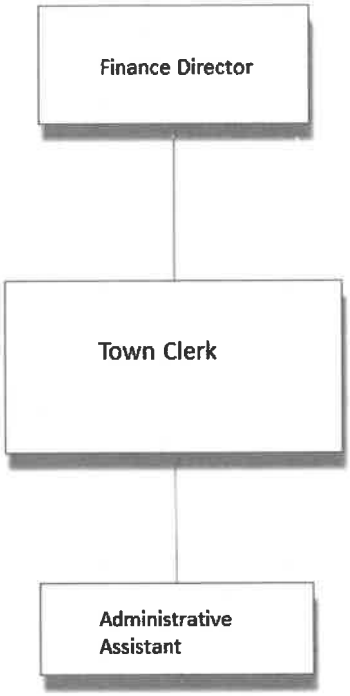
Town Clerk's Office

Town Clerk's Office Mission

The aim of the Town Clerk's Office is to provide the highest level of professional service to all in the application of the multitude of duties and responsibilities set out for it in Massachusetts General Law, Massachusetts Government, the By-laws of the Town, historic duties assigned by successive Select Boards and any new assignments set by contemporary leadership. The Clerk continuously advances "best practices" for Massachusetts Governments in all these areas including Vital Records, conduct of elections, licensing of marriages, businesses, shellfish, and dogs. Customers of the Office's services are provided with the most timely, complete, efficient and competent attention with emphasis on the highest levels of civility and respect to which all persons are entitled.

Town Clerk's Office

Organizational Chart



Town Clerk's Office

Goals and Objectives

- Establish online Burial Permit payment for Funeral Homes
- Establish online vital records request (birth, marriage, death certificates)
- Use Poll Pads for Early Voting in 2020

Accomplishments

- Successfully used Poll Pads for Special Town Meeting Check-In
- Established online dog registration (as of Jan 2020)

Town Clerk's Office

Significant Budget Changes or Initiatives

Town Clerk

Added $950.00 to the Town Clerk Conference Registration line item for the July 2021 New England Municipal Clerks Institute & Academy. The New England Municipal Clerks Institute (NEMCI) is an intensive program of continuing professional education for those in attendance. The purpose is to assist Clerks in developing and maintaining the high level of administrative expertise needed for the successful operation of increasingly complex municipal governments.

The Academy is a continuing education program designed for Clerks who have completed their Institute Training or have already attained their CMC or MMC designation. Academy courses are more in-depth, intensive and relate to the development of high-level administrative skills and executive-level management.

Elections & Town Meeting

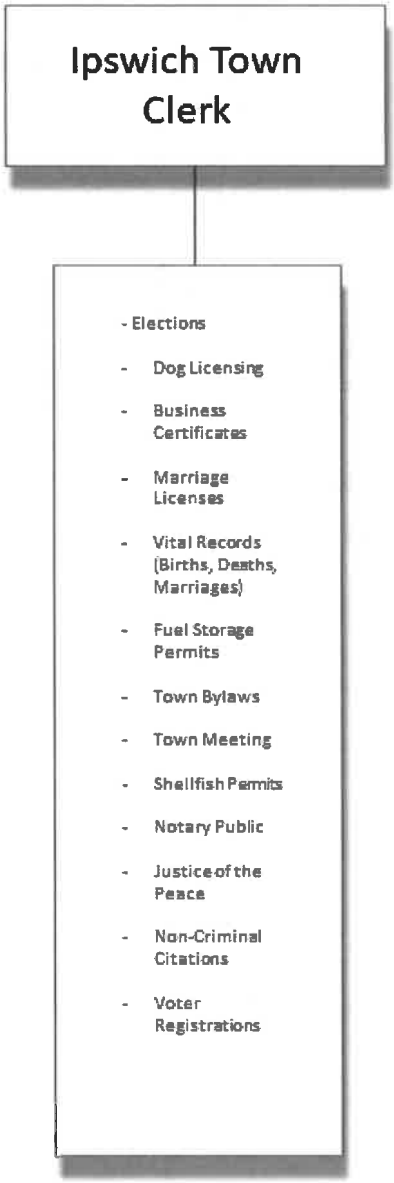
Increase in Temporary Part Time and Other Pay line items due to the number of elections in FY2021.

Registrars

No changes in the Registrar budget.

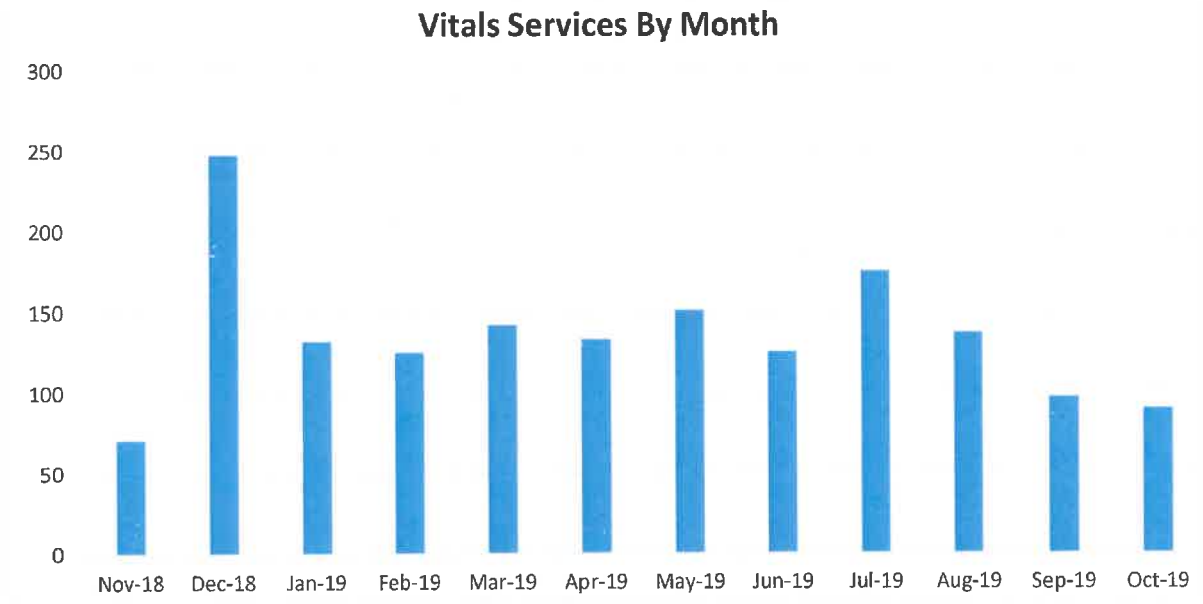
Town Clerk's Office

Programs and Services

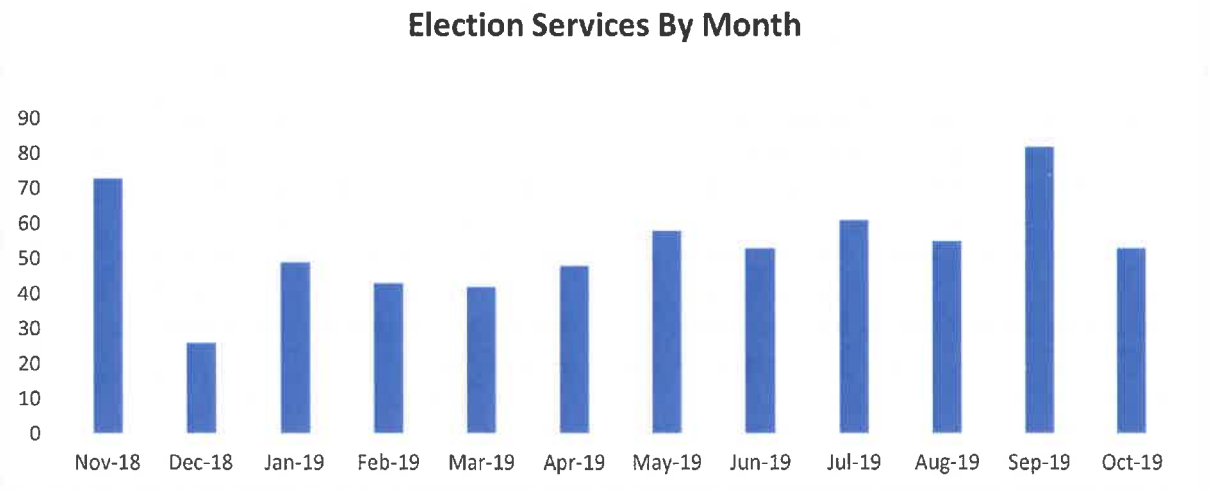


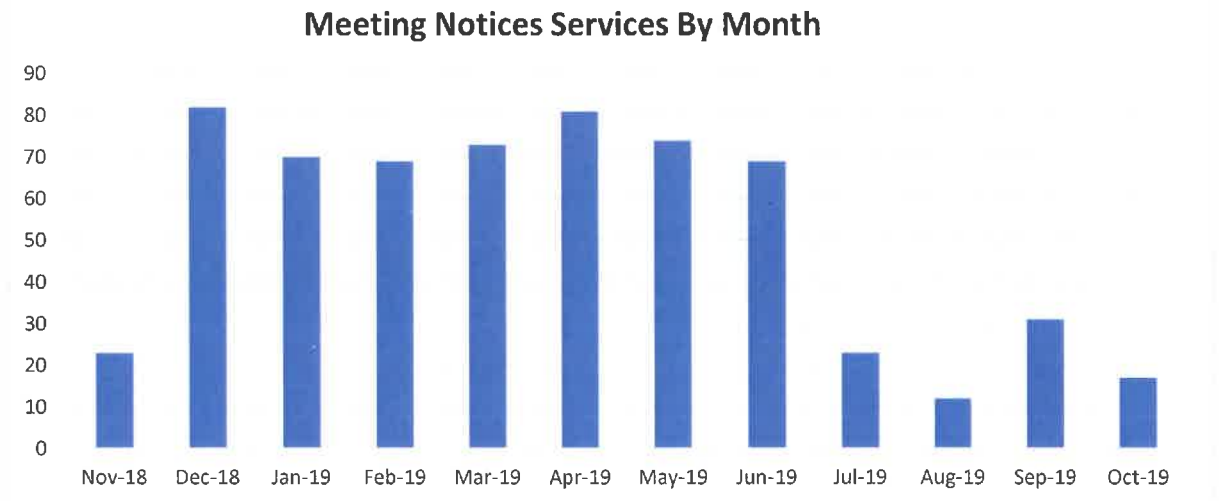
Town Clerk's Office

Performance Measures



Town Clerk's Office





Town Clerk's Office

Personnel Summary

Town Clerk's Office				
Positions	FY2018 FTE	FY2019 FTE	FY2020 FTE	Change
Town Clerk				
Town Clerk	1.00	1.00	1.00	0.00%
Administrative Assistant	1.00	1.00	1.00	0.00%
Registrars				
Registrars (3)	0.5	0.5	0.5	0.00%

Personnel Notes

There are no significant changes for FY '21.

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Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

161 TOWN CLERK

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11611-5112	Appointed Salary Town Clerk	$ 82,231.24	$ 84,835.72	$ 85,138.00	$ 37,939.12	$ 87,720.00	$ 87,720.00	$ 2,582.00	3.03%
11611-5115	Permanent Wages	$ 43,611.16	$ 43,304.33	$ 47,676.00	$ 22,156.13	$ 47,000.00	$ 47,000.00	$ (676.00)	-1.42%
11611-5123	Other Pay	$ -	$ 447.60	$ -		$ -	$ -	$ -	0.00%
11611-5131	Overtime	$ 866.42	$ 865.63	$ 3,674.00	$ 372.30	$ 3,900.00	$ 3,900.00	$ 226.00	6.15%
11611-5141	Differential & Incentive	$ -	$ -	$ 142.00		$ 142.00	$ 142.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 126,708.82**	**$ 129,453.28**	**$ 136,630.00**	**$ 60,467.55**	**$ 138,762.00**	**$ 138,762.00**	**$ 2,132.00**	**1.56%**
11612-5244	Maintenance Contracts	$ 1,795.00	$ 600.00	$ 2,295.00	$ 720.00	$ 4,300.00	$ 4,300.00	$ 2,005.00	87.36%
11612-5306	Data Processing	$ 1,392.86	$ 2,374.37	$ 4,129.00	$ 4,331.77	$ 4,129.00	$ 4,129.00	$ -	0.00%
11612-5422	Printed Forms	$ 665.50	$ 632.96	$ 700.00		$ 700.00	$ 700.00	$ -	0.00%
11612-5423	Special Printing	$ -	$ -	$ -				$ -	0.00%
11612-5424	Office Supplies	$ 6,952.25	$ 8,301.35	$ 8,402.00	$ 94.74	$ 8,402.00	$ 8,402.00	$ -	0.00%
11612-5711	Mileage	$ -	$ -	$ 246.00		$ 246.00	$ 246.00	$ -	0.00%
11612-5712	Meals & Lodging	$ 643.99	$ 228.00	$ 977.00	$ 181.96	$ 977.00	$ 977.00	$ -	0.00%
11612-5731	Association Dues	$ 320.00	$ 320.00	$ 365.00	$ 320.00	$ 365.00	$ 365.00	$ -	0.00%
11612-5733	Conference Registration	$ 300.00	$ 60.00	$ 350.00	$ 225.00	$ 1,300.00	$ 1,300.00	$ 950.00	271.43%
EXPENSES SUB-TOTAL:		**$ 12,069.60**	**$ 12,516.68**	**$ 17,464.00**	**$ 5,873.47**	**$ 20,419.00**	**$ 20,419.00**	**$ 2,955.00**	**16.92%**
161 TOWN CLERK SUB-TOTAL:		**$ 138,778.42**	**$ 141,969.96**	**$ 154,094.00**	**$ 66,341.02**	**$ 159,181.00**	**$ 159,181.00**	**$ 5,087.00**	**3.30%**

162 ELECTIONS AND REGISTRATIONS

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11621-5112	Appointed Salary	$ 1,175.00	$ 791.66	$ 900.00	$ 504.17	$ 900.00	$ 900.00	$ -	0.00%
11621-5116	Permanent Part Time	$ 225.00	$ 650.04	$ 650.00	$ 270.85	$ 650.00	$ 650.00	$ -	0.00%
11621-5121	Temporary Part Time	$ 8,607.08	$ 28,679.62	$ 38,251.00	$ 252.00	$ 39,000.00	$ 39,000.00	$ 749.00	1.96%
11621-5123	Other Pay	$ 5,377.59	$ 9,964.60	$ 11,790.00	$ 458.16	$ 13,000.00	$ 13,000.00	$ 1,210.00	10.26%
PERSONNEL SUB-TOTAL:		**$ 15,384.67**	**$ 40,085.92**	**$ 51,591.00**	**$ 1,485.18**	**$ 53,550.00**	**$ 53,550.00**	**$ 1,959.00**	**3.80%**
11622-5255	Repairs & Maintenance	$ 1,350.00	$ 1,500.00	$ 2,650.00	$ 1,250.00	$ 3,000.00	$ 3,000.00	$ 350.00	13.21%
11622-5311	Other Consultants	$ 1,203.60	$ 3,642.86	$ 6,000.00		$ 6,000.00	$ 6,000.00	$ -	0.00%
11622-5342	Postage	$ 2,546.00	$ 2,424.09	$ 2,964.00	$ 2,549.52	$ 3,000.00	$ 3,000.00	$ 36.00	1.21%
11622-5422	Printed Forms	$ 277.50	$ -	$ 650.00		$ 650.00	$ 650.00	$ -	0.00%
11622-5423	Special Printing	$ 6,024.08	$ 6,018.36	$ 6,464.00	$ 4,213.14	$ 6,464.00	$ 6,464.00	$ -	0.00%
11622-5424	Office Supplies	$ 4,211.47	$ 3,377.88	$ 1,650.00	$ 705.48	$ 1,650.00	$ 1,650.00	$ -	0.00%
11622-5712	Meals & Lodging	$ 10.00	$ 220.00	$ 120.00		$ 120.00	$ 120.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 15,622.65**	**$ 17,183.19**	**$ 20,498.00**	**$ 8,718.14**	**$ 20,884.00**	**$ 20,884.00**	**$ 386.00**	**1.88%**
11623-5815	Equipment (5 Poll Pads - Mngmnt Trnsfr)	$ -	$ 7,950.00	$ -		$ -	$ -	$ -	0.00%
CAPITAL SUB-TOTAL:		**$ -**	**$ 7,950.00**	**$ -**		**$ -**	**$ -**	**$ -**	**0.00%**
162 ELECTIONS AND REGISTRATIONS SUB-TOTAL:		**$ 31,007.32**	**$ 65,219.11**	**$ 72,089.00**	**$ 10,203.32**	**$ 74,434.00**	**$ 74,434.00**	**$ 2,345.00**	**3.25%**

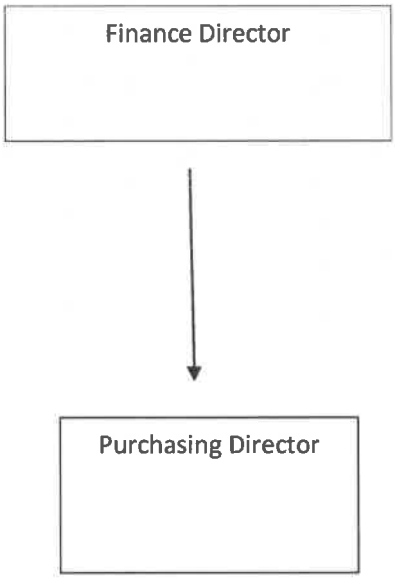
PURCHASING DEPARTMENT

Purchasing Department

Purchasing Department
Mission Statement

The Purchasing Department provides professional and efficient services to Town of Ipswich Departmental staff colleagues and citizens in procurement, insurance claims, risk management and assist Town Departments in grant writing. The Department guides municipal compliance with Massachusetts General Law concerning procurement, contract regulations and insurance claims/risk management.

Organizational Chart



Purchasing Department

Goals and Objectives

- Continue to work with the School Department on developing new collaborative agreements.
- Continue to improve the Town Report publication format under the direction of the Town Manager.
- Respond to public records requests in an efficient manner under the direction of the Finance Director.
- Develop evaluation tools for contract performance in the Public Works, Utilities and Facilities.
- Increase use and participation in the new COMBUYS state contract electronic system.
- Implement targeted reduction in Town General Liability losses based on analysis of past claims.
- Promote capacity building for town departments to receive grant funding.
- Continue to use best practices for snow operations with DPW to prevent GL/Prop loss.

Accomplishments

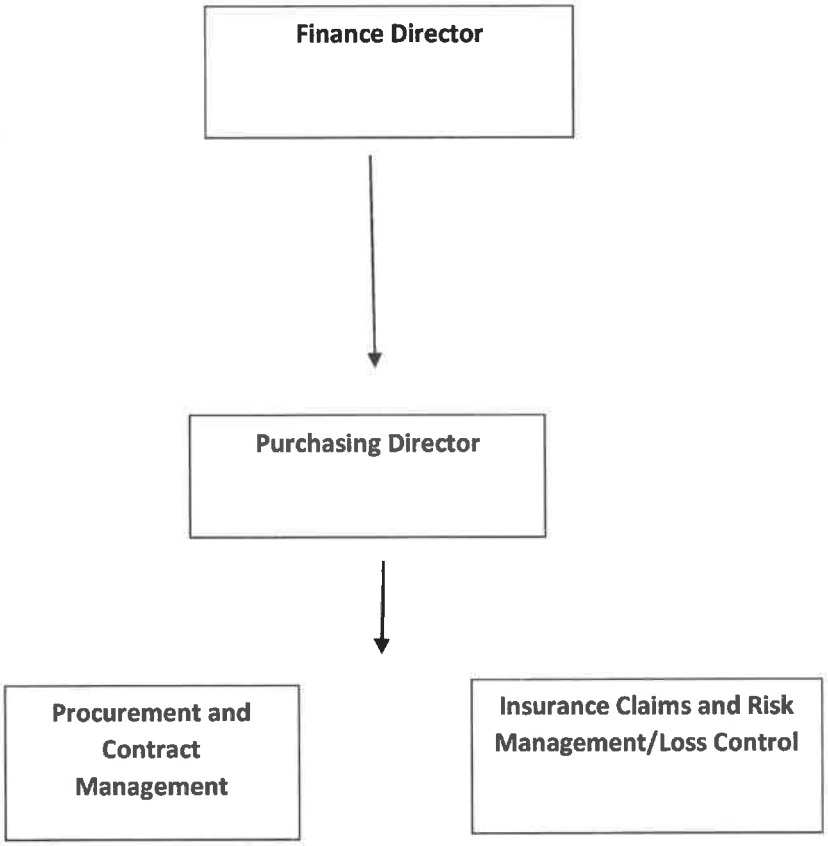
- The Purchasing Office provides a shared property disposition bid each year to sell off unused or surplus equipment, supplies and vehicles.
- Attended the OSD Conference to learn more about state contracts. Joined the local OSD Enablement Team on state contracts for trades.
- Instituted a new electronic signature policy for contract implementation under the guidance of the Town Manager.
- Worked under the direction of the Town Manager to compile and edit the Town Report submissions into an improved format.
- Participates in the seasonal Boxford Salt Cooperative Bid for the Department of Public Works.
- Organizes a document shred day each year for comprehensive records management program. The shred day is a free service open to the public each year.
- Worked with the various departments to initiate project evaluations for construction work.
- Rewrote the Town Purchasing Manual to encourage the use of State Contracts by streamlining the procurement process.
- Wrote MIIA Safety Grant to acquire funding for work place safety project in the Department of Public Works.
- Participated in the Safety Committee with the Human Resources Department on strategies to reduce risks.

Purchasing Department

Significant Budget Changes or Initiatives

The Purchasing Department is seeking level funding for operations and travel related to trainings and professional meetings.

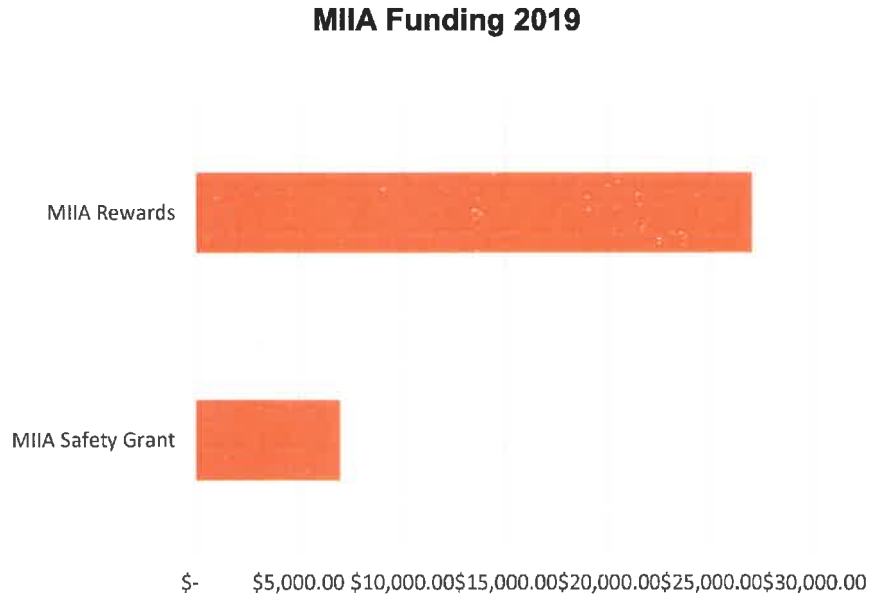
Programs and Services



Purchasing Department

Performance Measures

This indicator tracks the work output of the Purchasing Office during the calendar year.



This indicator shows the amount of money the Town receives for insurance loss control and safety programs.

Purchasing Department

Personnel Summary

The Purchasing Department consists of one employee, the Purchasing Director who handles all municipal bids for Town procurement and manages insurance claims for General Liability. The Purchasing Office also assists departments with grant writing when requested.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

136 PURCHASING & RISK MANAGEMENT

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11361-5115	Permanent Wages Purchasing Director	$ 55,765.56	$ 56,880.20	$ 57,736.00	$ 23,576.77	$ 59,184.00	$ 59,184.00	$ 1,448.00	2.51%
PERSONNEL SUB-TOTAL:		**$ 55,765.56**	**$ 56,880.20**	**$ 57,736.00**	**$ 23,576.77**	**$ 59,184.00**	**$ 59,184.00**	**$ 1,448.00**	**2.51%**
11362-5304	Advertising	$ 529.54	$ 401.94	$ 900.00	$ 402.30	$ 900.00	$ 900.00	$ -	0.00%
11362-5422	Printed Forms	$ 38.00	$ 87.89	$ 50.00		$ 50.00	$ 50.00	$ -	0.00%
11362-5423	Special Printing	$ 965.00	$ 1,471.00	$ 1,000.00		$ 1,000.00	$ 1,000.00	$ -	0.00%
11362-5511	Training	$ -	$ 400.00	$ 250.00		$ 250.00	$ 250.00	$ -	0.00%
11362-5711	Mileage	$ -	$ 31.00	$ 250.00	$ 51.30	$ 250.00	$ 250.00	$ -	0.00%
11362-5712	Meals & Lodging	$ -	$ 17.04	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
11362-5731	Association Dues	$ 50.00	$ 50.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ -	0.00%
11362-5733	Conference Registration	$ -	$ -	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 1,582.54**	**$ 2,458.87**	**$ 2,750.00**	**$ 553.60**	**$ 2,750.00**	**$ 2,750.00**	**$ -**	**0.00%**
136 PURCHASING & RISK MANAGEMENT SUB-TOTAL:		**$ 57,348.10**	**$ 59,339.07**	**$ 60,486.00**	**$ 24,130.37**	**$ 61,934.00**	**$ 61,934.00**	**$ 1,448.00**	**2.39%**

Assessing Department

Assessing Department

Goals and Objectives

- Establish the full fair market value of all properties in the Town.
- Set a timely tax rate.
- Reach out to our Seniors about tax relief exemptions.
- Keep up with continuing education.
- Continue our high standard customer service.

Accomplishments

- One of the earliest tax rate set for FY 2019
- Additional Senior Exemptions granted
- Transitioned two new staff members
- Generated Real Estate, Personal Property, Motor Vehicle and Boat Bills in a timely manner

ASSESSING DEPARTMENT MISSION

It is the mission of the Assessing Department to continue to be responsible for administering all of the Massachusetts General Laws relating to valuation and taxation in a fair and equitable manner throughout the community. As well as, deliver excellent services to the community in the most fiscally responsible manner.

BOARD OF ASSESSORS

ASSESSING

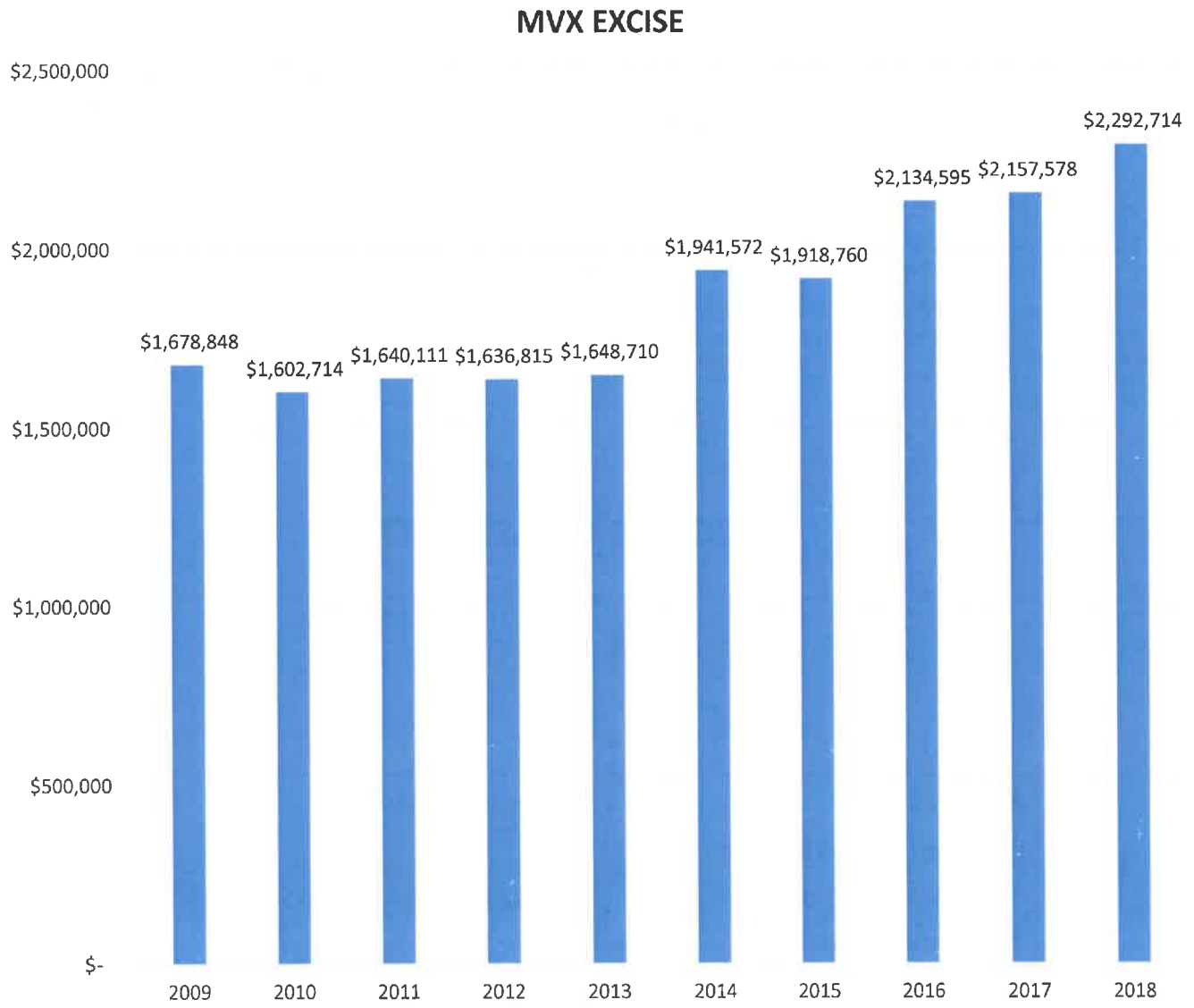
* Property revaluation
* Property inspections
* Tax abatements
* Tax exemptions
* 5 year certification
* Annual property reviews
* Betterment Assessments
* Manage Appellate Tax Board cases

* Real Estate Tax billing
* MVX billing
* PP billing
* Boat billing
* Rollback taxes
* Supplemental Taxes

CHIEF ASSESSOR

ADMINISTRATIVE ASSISTANT

SENIOR CLERK


MVX EXCISE
$2,500,000
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$-
$1,678,848
$1,602,714
$1,640,111
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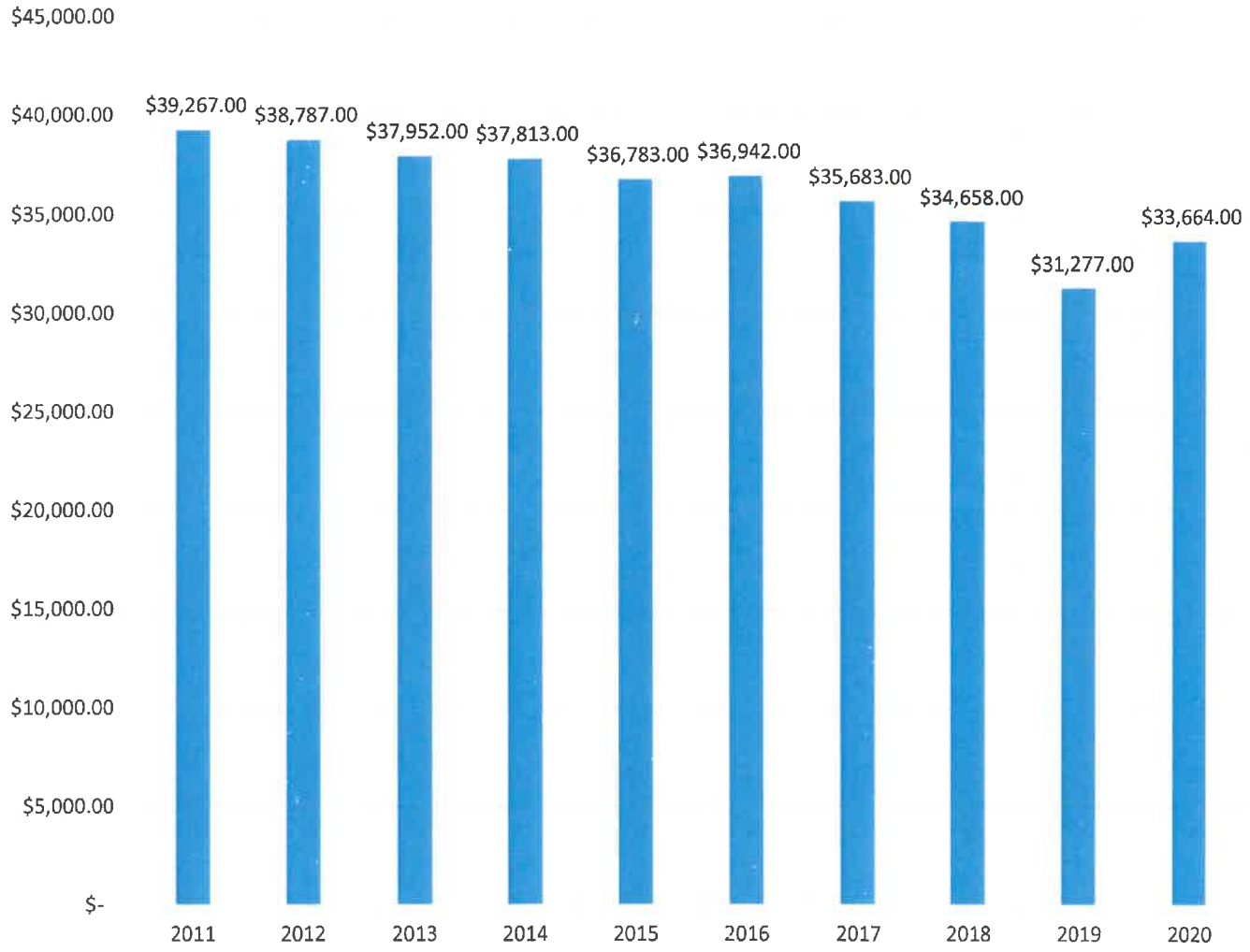
BOAT EXCISE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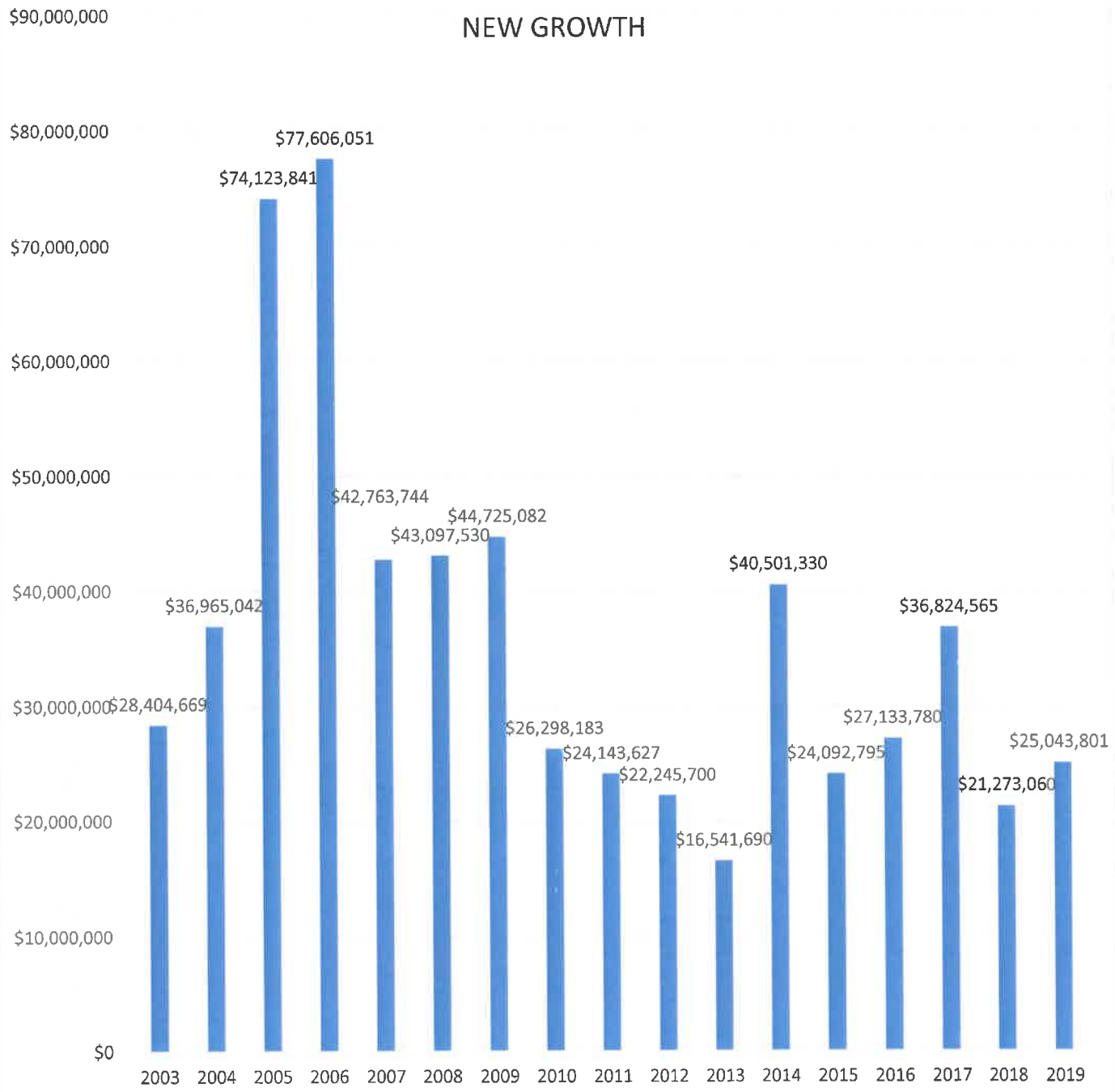
NEW GROWTH
$90,000,000
$80,000,000
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$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$0
$28,404,669
$36,965,042
$74,123,841
$77,606,051
$42,763,744
$43,097,530
$44,725,082
$26,298,183
$24,143,627
$22,245,700
$16,541,690
$40,501,330
$24,092,795
$27,133,780
$36,824,565
$21,273,060
$25,043,801
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Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

137 ASSESSING

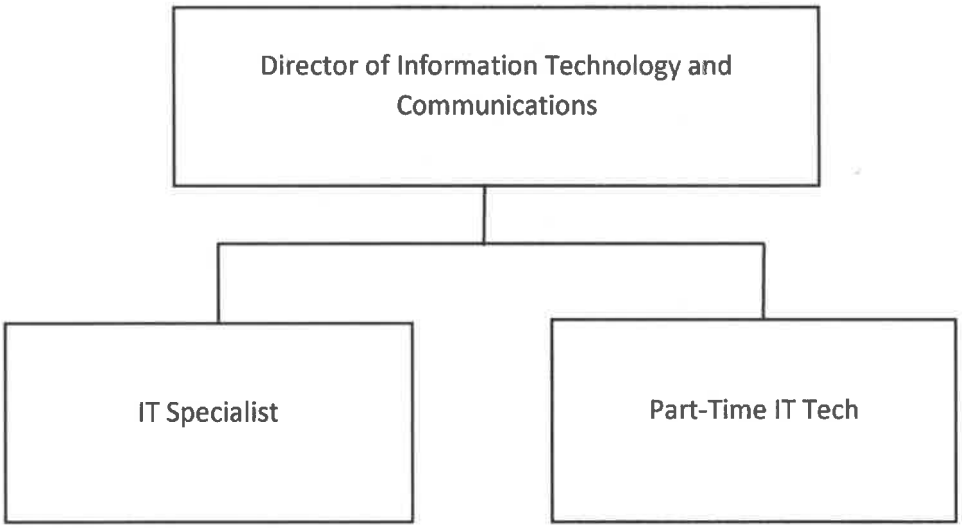
Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11371-5112	Appointed Salary Chief Assessor	$ 97,467.24	$ 99,416.72	$ 100,913.00	$ 45,990.00	$ 103,433.00	$ 103,433.00	$ 2,520.00	2.50%
11371-5115	Permanent Wages	$ 87,759.33	$ 73,939.01	$ 72,548.00	$ 34,045.21	$ 76,212.00	$ 76,212.00	$ 3,664.00	5.05%
11371-5116	Permanent Part Time Assessors	$ 30,503.04	$ 30,503.04	$ 30,503.00	$ 16,522.48	$ 31,113.00	$ 31,113.00	$ 610.00	2.00%
11371-5141	Differential & Incentive	$ -	$ -	$ -		$ -	$ -		
PERSONNEL SUB-TOTAL:		**$ 215,729.61**	**$ 203,858.77**	**$ 203,964.00**	**$ 96,557.69**	**$ 210,758.00**	**$ 210,758.00**	**$ 6,794.00**	**3.33%**
11372-5244	Maintenance Contracts	$ 10,350.00	$ 10,750.00	$ 10,750.00	$ 10,750.00	$ 10,750.00	$ 10,750.00	$ -	0.00%
11372-5311	Other Consultants	$ 5,000.00	$ 5,000.00	$ 5,000.00		$ 5,000.00	$ 5,000.00	$ -	0.00%
11372-5315	Outside Consultants	$ 18,000.00	$ 18,000.00	$ 18,000.00	$ 10,350.00	$ 18,000.00	$ 18,000.00	$ -	0.00%
11372-5340	Repair & Replace Office Equipment	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
11372-5422	Printed Forms	$ -	$ 194.45	$ 250.00	$ 250.32	$ 250.00	$ 250.00	$ -	0.00%
11372-5711	Mileage	$ 329.52	$ 584.78	$ 450.00	$ 214.13	$ 450.00	$ 450.00	$ -	0.00%
11372-5712	Meals & Lodging	$ 622.80	$ 799.00	$ 2,180.00	$ 1,784.80	$ 2,500.00	$ 2,500.00	$ 320.00	14.68%
11372-5731	Association Dues	$ 455.00	$ 520.00	$ 505.00	$ 635.00	$ 505.00	$ 505.00	$ -	0.00%
11372-5732	Publications & Subscriptions	$ -	$ -	$ -	$ 35.50	$ 40.00	$ 40.00	$ 40.00	0.00%
EXPENSES SUB-TOTAL:		**$ 34,757.32**	**$ 35,848.23**	**$ 37,135.00**	**$ 24,019.75**	**$ 37,495.00**	**$ 37,495.00**	**$ 360.00**	**0.97%**
137 ASSESSING SUB-TOTAL:		**$ 250,486.93**	**$ 239,707.00**	**$ 241,099.00**	**$ 120,577.44**	**$ 248,253.00**	**$ 248,253.00**	**$ 7,154.00**	**2.97%**

INFORMATION TECHNOLOGY DEPARTMENT

Information Technology Department Mission

The mission of the Information Technology Department is to provide strategic direction on technology issues and to lead technology innovation initiatives, while responsibly managing the Town of Ipswich's technology systems and maintaining the highest level of reliable service to the community. The department consists of an office in Town Hall with an IT Director, IT Specialist and a Part-Time IT Tech. The IT Specialist spends two days a week located at the Utilities Office.

Organizational Chart



Goals and Objectives

- Improve on cyber security patches, practices, training, policies, and procedures.
- Continue timely computer replacement and infrastructure upgrades based on capital plans.
- Refresh the town Website.

Accomplishments

- Upgraded complete virtual server environment.
- Migrated email to Office 365 cloud-based solution.
- Upgraded 90% of town and Utilities PC's to Windows 10.
- Upgraded all Windows servers to Microsoft supported versions.
- Upgraded Patriot Properties assessment system SQL database and operating system.
- Completed first ever Security Risk Assessment.

Significant Budget Changes or Initiatives

Most of the increase is due to the inclusion of Dude Solutions Asset Essentials Cloud software and OpenGov Cloud Transparency software. Other increases include new Security Patch Management services, Cloud B2 Storage, Internet service for the Library, and firewall and Wi-Fi cloud service license renewals.

Programs and Services

Director of Information Technology and Communications

- **MUNIS ERP SYSTEM** - User Management for (Town, Schools, Utilities), Support, Training, and Contract Renewal.
- **Network and Communications** - (Fiber Wide Area, Local Area, WIFI) networks for (11) sites.
- **Business Class Internet** - (11) sites.
- **Anti-Virus/Malware Protection** - Perimeter and End-Point protection.
- **Town Email** - Email Collaboration System, Email Archiving, Email Backups, and Email Anti-Spam for (3) domains.
- **On-Site Virtual Hosting** - Includes Primary/Secondary Domain Servers, Document Management Server, Work Order/Asset Management Server, Email Server, Email Archive Server, Real Estate CAMA Server, Intranet Server, and IT Services Server.
- **GIS Services** - Parcel Updates, License Management, File Server, WebGIS Services, and Desktop Clients.
- **Town Websites** – Development, Training, and Support for Public Internet and Private Intranet web sites.
- **File Storage** – Multiple NAS and iSCSi Servers spread over (3 sites).
- **Printer and Copier** - General support and setups.
- **Desktop PC's and Applications** - Desktop PC hardware and software maintenance and support for (11) sites.
- **IP Telephony** - Phone Data communications with limited System and handset support.
- **Other** - Supervisory, Training, Budgeting, Purchasing, Contract Renewals, Policies, Procedures, Help Desk/Technical Support, "Evaluation, Testing, Development, and Upgrades to all Services".

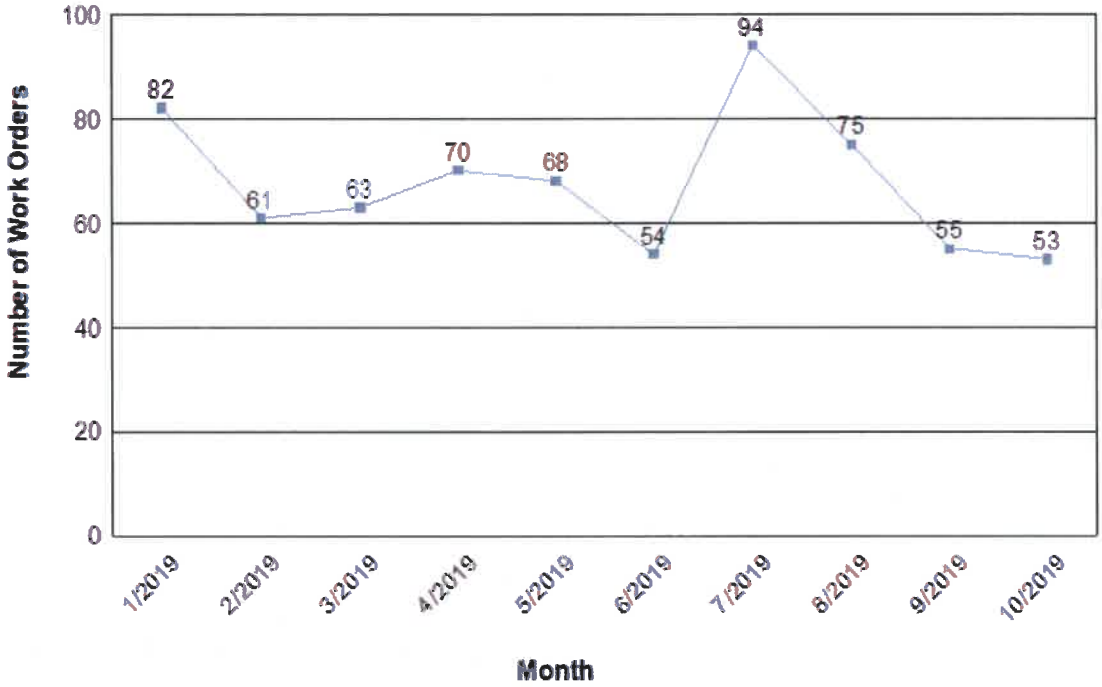
Performance Measures

Total Work Orders Opened by Month

Dates displayed in
Eastern Standard Time

From 1/1/2019
To 10/31/2019

11/5/2019 3:21:13PM



Total Work Orders by Month

Personnel Summary

INFORMATION TECHNOLOGY DEPARTMENT				
Personnel Summary				
Position	**FY2017 FTE**	**FY2018 FTE**	**FY2019 FTE**	**Change**
Director of Information Technology	1.00	1.00	1.00	-
IT Specialist	1.00	1.00	1.00	-
IT Tech	0.40	0.40	0.40	-
				-
Total Full-Time Equivalents	2.40	2.40	2.40	

Personnel Notes

Beginning in FY19 the IT Manager transferred to the Utilities department as Integration Specialist and was replaced by an IT Specialist. The IT Specialist spends 2 days a week at the Utilities office and three days a week at Town Hall. All positions are partially funded by the Utilities department.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

154 INFORMATION TECHNOLOGY

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11541-5112	Appointed Salary MIS/DP Director	$ 68,763.40	$ 80,325.27	$ 86,416.00	$ 27,166.40	$ 83,188.00	$ 83,188.00	$ (3,228.00)	-3.74%
11541-5113	Appointed Salary IT Specialist	$ 46,029.88	$ 14,221.11	$ 32,990.00	$ 6,933.84	$ 33,816.00	$ 33,816.00	$ 826.00	2.50%
11541-5121	Part Time	$ 15,597.00	$ 17,269.84	$ 17,078.00	$ 6,716.68	$ 17,439.00	$ 17,439.00	$ 361.00	2.11%
PERSONNEL SUB-TOTAL:		**$ 130,390.28**	**$ 111,816.22**	**$ 136,484.00**	**$ 40,816.92**	**$ 134,443.00**	**$ 134,443.00**	**$ (2,041.00)**	**-1.50%**
11542-5244	Maintenance Contracts	$ 71,800.00	$ 67,414.26	$ 83,701.00	$ 64,486.30	$ 115,031.00	$ 115,031.00	$ 31,330.00	37.43%
11542-5262	Computer Supplies	$ 996.54	$ 774.11	$ 1,000.00	$ 167.99	$ 1,000.00	$ 1,000.00	$ -	0.00%
11542-5263	Hardware Equipment	$ 11,068.08	$ 2,073.40	$ 2,000.00	$ 1,508.00	$ 2,000.00	$ 2,000.00	$ -	0.00%
11542-5264	Computer Software	$ 3,239.34	$ 7,648.12	$ 2,000.00	$ 12,665.80	$ 2,000.00	$ 2,000.00	$ -	0.00%
11542-5265	Internet Services	$ 11,434.36	$ 12,472.65	$ 13,136.00	$ 11,068.32	$ 15,856.00	$ 15,856.00	$ 2,720.00	20.71%
11542-5310	Consultant	$ 13,735.28	$ 4,890.00	$ 8,400.00		$ 8,400.00	$ 8,400.00	$ -	0.00%
11542-5511	Training	$ 700.00	$ 2,287.15	$ 2,250.00		$ 2,250.00	$ 2,250.00	$ -	0.00%
11542-5711	Mileage	$ 26.08	$ 56.36	$ 100.00	$ 114.14	$ 200.00	$ 200.00	$ 100.00	100.00%
11542-5712	Meals & Lodging	$ -	$ -	$ 200.00		$ 200.00	$ 200.00	$ -	0.00%
11542-5731	Association Dues	$ -	$ -	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ -	0.00%
11542-5732	Publications & Subscriptions	$ 332.74	$ 219.05	$ 400.00		$ 400.00	$ 400.00	$ -	0.00%
11542-5733	Conference Registration	$ -	$ -	$ -				$ -	0.00%
11542-5745	Other Insurance Premium	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 1,487.20	$ -	$ -	$ (2,000.00)	-100.00%
EXPENSES SUB-TOTAL:		**$ 115,332.42**	**$ 99,835.10**	**$ 115,287.00**	**$ 91,597.75**	**$ 147,437.00**	**$ 147,437.00**	**$ 32,150.00**	**27.89%**
154 INFORMATION TECHNOLOGY SUB-TOTAL:		**$ 245,722.70**	**$ 211,651.32**	**$ 251,771.00**	**$ 132,414.67**	**$ 281,880.00**	**$ 281,880.00**	**$ 30,109.00**	**11.96%**

TOWN OF IPSWICH

IPSWICH, MASSACHUSETTS 01938

Department of Planning & Development

Fiscal Year 2021 Operating Budget Submittal
Program Statement

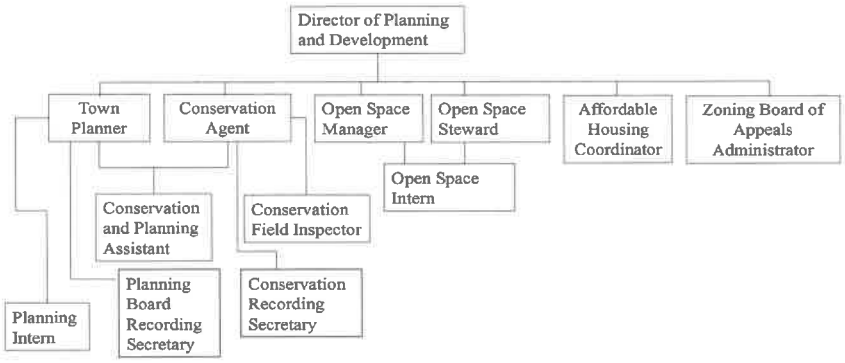
Department of Planning & Development

Mission Statement

The mission of the Department of Planning & Development is to guide the development and conservation of land and resources in the Town of Ipswich through the regulatory process, the development and implementation of long-range plans, and by undertaking planning, zoning, housing, economic development, historic preservation, environmental, and open space initiatives. In doing so, the Department strives to provide community-based, equitable, sustainable, resilient, and historically sensitive guidance for the Town's future, where housing, recreation and economic opportunities are enhanced, the natural environment and historic resources are protected and promoted, and transportation mobility is sought.

The Department seeks to accomplish its mission by working collaboratively with the boards and commissions within its directorate: Planning Board, Conservation Commission, Historical Commission, Zoning Board of Appeals, Housing Partnership, Affordable Housing Trust Fund Board, Open Space Committee, Agricultural Commission, Design Review Board, and the Architectural Preservation District Commission.

Organizational Chart



Department of Planning & Development

Goals and Objectives (FY '21)

- Complete Phase II of the Community Development Plan (CDP) Update, and complete the final CDP for adoption by the Planning Board and acceptance by Town Meeting in the spring of 2021.
- Facilitate the approval and construction of 75,000+ square feet industrial office/manufacturing/ distribution space, resulting in an investment of 50^{+} million and the creation of 100^{+} jobs.
- Work with housing stakeholders to complete a Housing Production Plan.
- Secure long term funding of the Open Space Program.
- Achieve significant advancements in climate resiliency and sustainability by pursuing MVP, storm water management, Green Communities and Hazard Mitigation initiatives.

Accomplishments (FY '19 through October of FY '20)

- Completed Phase I of the Community Development Plan.
- Completed Municipal Vulnerability Plan (MVP) and obtained MVP certification from State.
- Facilitated (ongoing) permitting of 51 unit Open Space Preservation Zoning development at 173 & 178 Linebrook Road, which entails the permanent protection of 76 acres of open space.
- Obtained $135,000 Complete Streets grant from the State for projects at Short Street and High Street, and the Pavilion Beach area.
- In conjunction with Cemeteries and Parks managed the work of the Pony Express Task Force finalizing the Land Use and Management Plan for adoption; completed property improvements for opening of athletic fields; and hosted a public Kick-Off event.

Department of Planning & Development

Significant Requested Budget Changes or Initiatives

None.

Department of Planning & Development

Programs and Services

Planning and Development Directorate

Planning/Historic Preservation

- Planning Board, APDC, DRB and Historical Commission staff support
- Zoning amendments and land use policy
- Customer service re property development
- Long term planning
- Special projects management
- Grant writing
- Land disposition and acquisition

Conservation

- Manage activities of Conservation Commission: review applications to ensure conformance with regulations; conduct site visits; prepare written recommendations to Commission; ensure timelines are met
- Monitor permitted projects and investigate possible enforcement matters
- Grant writing and administration
- Maintain FEMA flood maps; respond to citizen inquiries

Housing

- Home rehabilitation loan program
- First-time buyers down payment assistance program
- Subsidies to create long-term affordability
- Annual monitoring of affordable dwelling units
- Staff support for Housing Partnership & Affordable Housing Trust Fund

Economic Development

- Manage public improvement initiatives
- Develop/implement economic development strategy
- Facilitate efforts of private sector to build/expand commercial and industrial uses
- Provide staff support for EDAG
- Partner with business community

Open Space

- Open Space acquisition
- Conservation of privately owned lands
- Trails & open space property maintenance & management
- Conservation restriction annual monitoring
- Invasive species management
- Outreach and events
- Farmers market oversight
- Agricultural Commission staff support
- Open Space and Recreation Plan Updates

Zoning Administration

- Manage activities of Zoning Board of Appeals by responding to public inquiries, providing guidance to public re navigating ZBA processes, record minutes, maintain ZBA website

Department of Planning & Development

Performance Measures

Outside funding secured or leveraged by Department during FY19 through November of FY20:

- Obtained $25,000 from State Community Compact Program for creation of a Housing Production Plan.
- Obtained $135,000 from State Department of Transportation for Complete Streets projects at High/Short Street and Pavilion Beach area.

Planning Board applications received FY19 and FY20 through November:

	FY19	FY20 through Nov.
Approval Not Required	14	4
Special Permit	16	5
Site Plan Review	3 (not including certain special permit projects that are also subject to Site Plan Review)	0
Scenic Road	1	0
Subdivision	1 (Mile Lane)	0

Zoning Board applications received FY19 and FY20 through November:

	FY19	FY20 through Nov.
Special Permit	12	8
Variance	6	3
Appeals	1	1

Department of Planning & Development

Conservation Commission applications received FY19 and FY20 through November:

	FY19	FY20 through Nov.
Notice of Intent	40	7
Certificate of Compliance	37	9
Approval Not Required	2	0
Request for Determination of Applicability	17	2
Small Projects Permit	29	7
Minor Modification	17	1
Formal Amendment	5	0
Extension Orders	6	2

Architectural Preservation District Commission applications received FY19 and FY20 through November:

	FY19	FY20 through Nov.
Certificate to Alter	6	1
Advisory Recommendation	0	0

Design Review Board applications received FY19 and FY20 through November:

	FY19	FY20 through Nov.
Special Permit	9	0
Site Plan Review	2	0
Comprehensive Permit	2	0

Department of Planning & Development

Conservation Restrictions (CRs) Monitored FY 19 and FY 20 through November:

	FY19	FY20 through Nov.
Number of CRs Monitored	10	3
Acres Monitored	489	265
Reports Prepared	24	0

Personnel Summary

As shown below, the Department of Planning & Development consists of three full-time employees: (Director of Planning & Development, Town Planner, and Conservation Agent) and six part-time employees (Open Space Program Manager, Open Space Steward, Housing Coordinator, Conservation & Planning Assistant, Conservation Field Inspector, and Zoning Board Administrator). Each summer the Planning Division hires a planning student intern to assist with various initiatives. Except for the 28 hour per week Conservation & Planning Assistant position, all of the Department's permanent part-time positions are funded from sources outside of the operating budget.

Department of Planning and Development Personnel Summary				
Position	FY2018 FTE	FY2019 FTE	FY2020 FTE	Change
Director of Planning and Development	1.00	1.00	1.00	-
Town Planner	1.00	1.00	1.00	-
Conservation Agent	1.00	1.00	1.00	-
Open Space Manager	.54	.54	.54	-
Open Space Steward	.85	.85	.85	-
Housing Coordinator	.51	.51	.51	-
Zoning Board Administrator	.63	.63	.63	-
Conservation & Planning Assistant	.80	.80	.80	-
Conservation Field Inspector	.30	.30	.30	-
Planning Intern	NA	NA	NA	-

The Departmental budget also funds recording secretaries for the Planning Board and Conservation Commission meetings at a flat rate. In addition to the paid positions described above, the Department utilizes senior and student volunteers as opportunities present.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

171 PLANNING

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11711-5112	Appointed Salary Planning Director	$ 98,166.64	$ 100,129.64	$ 101,637.00	$ 55,100.75	$ 96,323.70	$ 96,323.70	$ (5,313.30)	-5.23%
11711-5113	Appointed Salary Senior Planner	$ 72,151.56	$ 75,125.77	$ 74,703.00	$ 7,786.17	$ 69,360.00	$ 69,360.00	$ (5,343.00)	-7.15%
11711-5116	Permanent Part Time	$ 11,857.58	$ 12,452.42	$ 11,644.00	$ 5,434.74	$ 12,597.34	$ 12,597.34	$ 953.34	8.19%
11711-5121	Temporary Part Time	$ 3,747.40	$ 6,601.00	$ 5,000.00	$ 3,855.00	$ 5,000.00	$ 5,000.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 185,923.18**	**$ 194,308.83**	**$ 192,984.00**	**$ 72,176.66**	**$ 183,281.04**	**$ 183,281.04**	**$ (9,702.96)**	**-5.03%**
11712-5299	Other Expenses	$ 2,039.49	$ 2,478.92	$ 7,000.00	$ 4,000.00	$ 7,000.00	$ 7,000.00	$ -	0.00%
11712-5303	Legal - Deeds	$ 150.00	$ 300.00	$ 300.00		$ 300.00	$ 300.00	$ -	0.00%
11712-5304	Advertising	$ 395.56	$ 322.19	$ 450.00	$ 216.92	$ 450.00	$ 450.00	$ -	0.00%
11712-5311	Other Consultants	$ 3,700.00	$ -	$ -		$ -	$ -	$ -	0.00%
11712-5422	Printed Forms	$ -	$ 296.30	$ 150.00		$ 150.00	$ 150.00	$ -	0.00%
11712-5423	Special Printing	$ 292.16	$ -	$ 400.00		$ 400.00	$ 400.00	$ -	0.00%
11712-5511	Training	$ 254.90	$ 273.90	$ 450.00	$ 15.00	$ 450.00	$ 450.00	$ -	0.00%
11712-5583	Program Supplies	$ 48.26	$ 11.55	$ 100.00	$ 7.98	$ 100.00	$ 100.00	$ -	0.00%
11712-5711	Mileage	$ 84.27	$ 99.98	$ 100.00	$ 72.96	$ 100.00	$ 100.00	$ -	0.00%
11712-5731	Association Dues	$ 962.00	$ 574.00	$ 1,000.00	$ 502.00	$ 1,000.00	$ 1,000.00	$ -	0.00%
11712-5733	Conference Registration	$ 2,500.00	$ 2,118.11	$ 2,500.00		$ 2,500.00	$ 2,500.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 10,426.64**	**$ 6,474.95**	**$ 12,450.00**	**$ 4,814.86**	**$ 12,450.00**	**$ 12,450.00**	**$ -**	**0.00%**
171 PLANNING SUB-TOTAL:		**$ 196,349.82**	**$ 200,783.78**	**$ 205,434.00**	**$ 76,991.52**	**$ 195,731.04**	**$ 195,731.04**	**$ (9,702.96)**	**-4.72%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

173 CONSERVATION

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11731-5112	Appointed Salary Conservation Agent	$ 67,843.88	$ 71,186.02	$ 70,243.00	$ 28,148.25	$ 66,300.00	$ 66,300.00	$ (3,943.00)	-5.61%
11731-5116	Permanent Part Time	$ 26,334.42	$ 29,721.69	$ 31,550.45	$ 14,744.22	$ 32,852.03	$ 32,852.03	$ 1,301.58	4.13%
PERSONNEL SUB-TOTAL:		**$ 94,178.30**	**$ 100,907.71**	**$ 101,793.45**	**$ 42,892.47**	**$ 99,152.03**	**$ 99,152.03**	**$ (2,641.42)**	**-2.59%**
11732-5299	Other Expenses	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
11732-5304	Advertising	$ 82.94	$ 31.90	$ 65.00		$ 65.00	$ 65.00	$ -	0.00%
11732-5422	Printed Forms	$ 276.00	$ 86.20	$ 100.00	$ 50.00	$ 100.00	$ 100.00	$ -	0.00%
11732-5424	Office Supplies	$ 132.24	$ 130.05	$ 100.00	$ 55.98	$ 100.00	$ 100.00	$ -	0.00%
11732-5485	Equipment	$ 317.76	$ 222.59	$ 600.00	$ 183.58	$ 500.00	$ 500.00	$ (100.00)	-16.67%
11732-5511	Training	$ 90.00	$ 200.00	$ 300.00	$ 15.00	$ 300.00	$ 300.00	$ -	0.00%
11732-5711	Mileage	$ 159.07	$ 285.54	$ 100.00	$ 133.40	$ 100.00	$ 100.00	$ -	0.00%
11732-5731	Association Dues	$ 797.00	$ 693.00	$ 704.00	$ 694.00	$ 704.00	$ 704.00	$ -	0.00%
11732-5732	Publications & Subscriptions	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
11732-5733	Conference Registration	$ 400.00	$ 770.00	$ 750.00	$ 330.00	$ 850.00	$ 850.00	$ 100.00	13.33%
EXPENSES SUB-TOTAL:		**$ 2,255.01**	**$ 2,419.28**	**$ 2,719.00**	**$ 1,461.96**	**$ 2,719.00**	**$ 2,719.00**	**$ -**	**0.00%**
173 CONSERVATION SUB-TOTAL:		**$ 96,433.31**	**$ 103,326.99**	**$ 104,512.45**	**$ 44,354.43**	**$ 101,871.03**	**$ 101,871.03**	**$ (2,641.42)**	**-2.53%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

174 ZONING BOARD OF APPEALS

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11741-5121	Appointed Salary Temp PT Zoning Agent	$ 27,859.00	$ 28,427.59	$ 28,844.00	$ 13,145.04	$ 29,567.00	$ 29,567.00	$ 723.00	2.51%
PERSONNEL SUB-TOTAL:		**$ 27,859.00**	**$ 28,427.59**	**$ 28,844.00**	**$ 13,145.04**	**$ 29,567.00**	**$ 29,567.00**	**$ 723.00**	**2.51%**
11742-5304	Advertising	$ 1,212.20	$ 982.52	$ 2,100.00	$ 534.94	$ 2,100.00	$ 2,100.00	$ -	0.00%
11742-5422	Printed Forms	$ 100.00	$ 40.16	$ 250.00		$ 250.00	$ 250.00	$ -	0.00%
11742-5424	Office Supplies	$ 41.16	$ 100.00	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 1,353.36**	**$ 1,122.68**	**$ 2,450.00**	**$ 534.94**	**$ 2,450.00**	**$ 2,450.00**	**$ -**	**0.00%**
174 ZONING BOARD OF APPEALS SUB-TOTAL:		**$ 29,212.36**	**$ 29,550.27**	**$ 31,294.00**	**$ 13,679.98**	**$ 32,017.00**	**$ 32,017.00**	**$ 723.00**	**2.31%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

GENERAL GOVERNMENT

175 HISTORICAL COMMISSION

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
11751-5121	Temporary PT Archivist	$ -	$ -	$ 975.00	$ -	$ 975.00	$ 975.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ -**	**$ -**	**$ 975.00**	**$ -**	**$ 975.00**	**$ 975.00**	**$ -**	**0.00%**
11752-5299	Other Expenses	$ -	$ 192.31	$ 200.00		$ 200.00	$ 200.00	$ -	0.00%
11752-5311	Other Consultants	$ 2,345.00	$ -	$ -		$ -	$ -	$ -	0.00%
11752-5422	Printed Forms	$ -	$ 621.64	$ -		$ -	$ -	$ -	0.00%
11752-5423	Special Printing	$ -	$ -	$ 500.00	$ 629.73	$ -	$ -	$ (500.00)	-100.00%
11752-5589	Flags & Plaques	$ 98.91	$ -	$ 2,100.00	$ 1,115.00	$ 2,100.00	$ 2,100.00	$ -	0.00%
11752-5735	Memberships	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 2,443.91**	**$ 813.95**	**$ 2,800.00**	**$ 1,744.73**	**$ 2,300.00**	**$ 2,300.00**	**$ (500.00)**	**-17.86%**
175 HISTORICAL COMMISSION SUB-TOTAL:		**$ 2,443.91**	**$ 813.95**	**$ 3,775.00**	**$ 1,744.73**	**$ 3,275.00**	**$ 3,275.00**	**$ (500.00)**	**-13.25%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

B168 OPEN SPACE PROGRAM Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
B1681101-5116	Permanent Part Time	$ 71,781.02	$ 77,454.72	$ 81,322.58	$ 35,773.40	$ 83,361.82	$ 83,361.82	$ 2,039.24	2.51%
B1681101-5121	Temporary Part Time	$ 5,136.00	$ -	$ 8,200.00	$ -	$ 2,400.00	$ 2,400.00	$ (5,800.00)	-70.73%
B1681101-5175	Health Insurance	$ 22,107.00	$ 22,107.00	$ 22,991.28	$ -	$ 22,992.07	$ 22,992.07	$ 0.79	0.00%
B1681101-5193	Retirement	$ 4,316.00	$ 4,316.00	$ 4,661.28	$ -	$ -	$ 4,861.25	$ 199.97	4.29%
B1681101-5194	Medicare	$ 695.00	$ 695.00	$ 1,298.08	$ -	$ -	$ 1,375.96	$ 77.88	6.00%
PERSONNEL SUB-TOTAL:		**$ 104,035.02**	**$ 104,572.72**	**$ 118,473.22**	**$ 35,773.40**	**$ 108,753.89**	**$ 114,991.10**	**$ (3,482.12)**	**-2.94%**
B1681102-5299	Other Expenses	$ 6,271.82	$ 10,277.25	$ 15,414.00	$ 3,388.52	$ 20,324.00	$ 20,324.00	$ 4,910.00	31.85%
EXPENSES SUB-TOTAL:		**$ 6,271.82**	**$ 10,277.25**	**$ 15,414.00**	**$ 3,388.52**	**$ 20,324.00**	**$ 20,324.00**	**$ 4,910.00**	**31.85%**
B168 OPEN SPACE PROGRAM SUB-TOTAL:		**$ 110,306.84**	**$ 114,849.97**	**$ 133,887.22**	**$ 39,161.92**	**$ 129,077.89**	**$ 135,315.10**	**$ 1,427.88**	**1.07%**

Town of Ipswich

Police Department

Mission Statement

The primary mission of the Ipswich Police Department is to improve the quality of life in the Town of Ipswich.

This goal will only be accomplished through a partnership with the Police Department and the community. By working together we can maintain the peace, provide safety and security for our citizens, reduce the fear of crime and solve problems.

To be successful in our mission requires the commitment of the Administration, every employee of this Department and the citizens of our Town, all working together to maintain the Ipswich Police tradition as a trusted source of help.

We are committed to delivering quality service in an effective, responsive and professional manner.

To accomplish this mission, the following values must be the basis for all of our actions:

RESPECT

The Ipswich Police Department recognizes that its members are its greatest asset, and our actions shall reflect this belief. The members will respect the citizens and recognize their ethnic, cultural and socioeconomic diversity. We will respect each other as professionals and fellow human beings.

INTEGRITY

We recognize the authority of federal, state and local laws. Honesty and truth must be the standards in all our interactions with the community and with our members. We are committed to the highest standards of honesty and ethical conduct, which create the cornerstones of our profession.

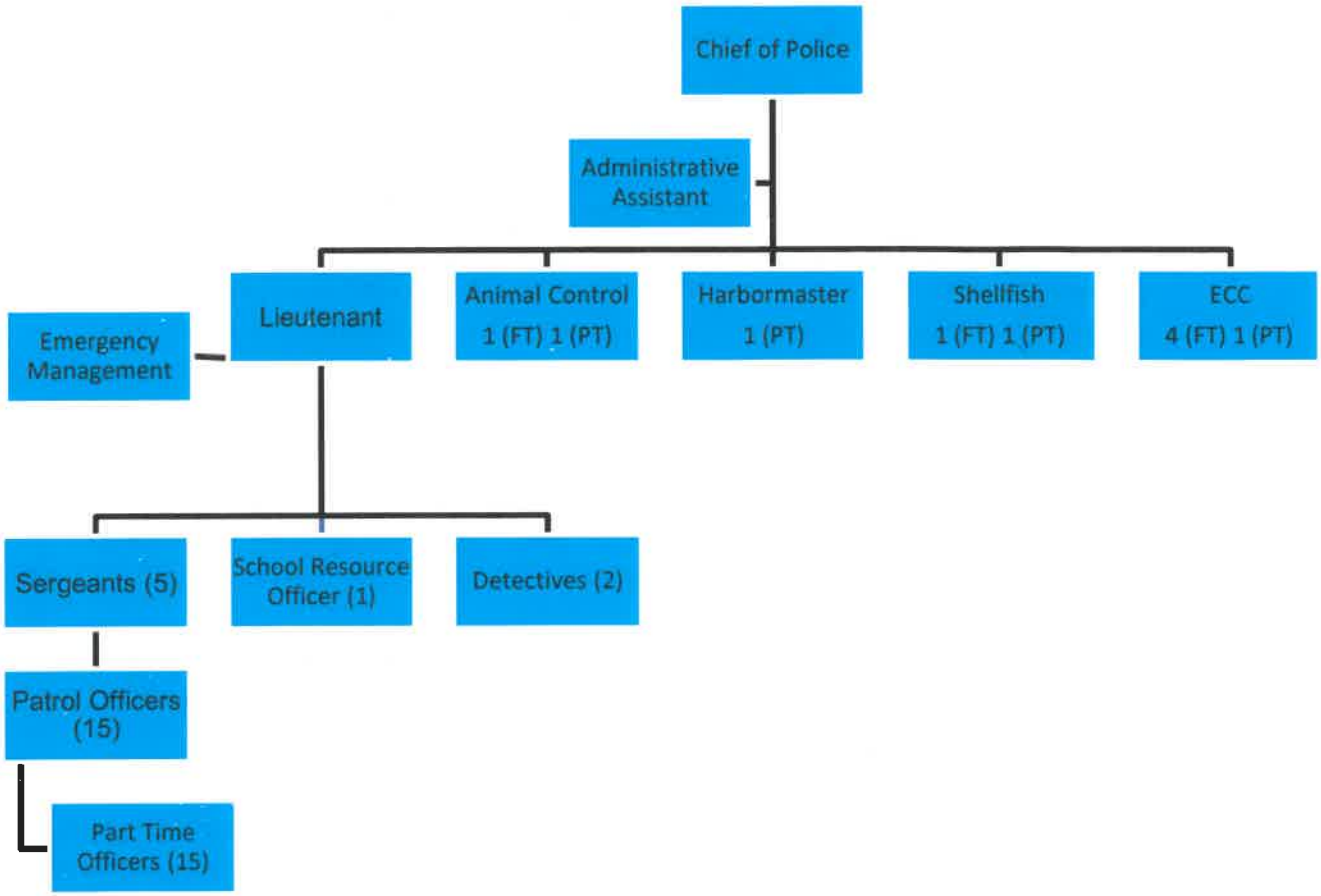
EXCELLENCE

We will strive for personal and professional excellence, dedication to duty and the delivery of quality service to the public. We are part of a team dedicated to the safety and protection of our community. Our actions will reflect intelligence, sincere, efficient and courteous service.

PROFESSIONALISM

We accept responsibility for our actions. We are accountable to ourselves and the citizens, who we have partnered with. We will communicate honestly and consistently strive for excellence in police work.

Ipswich Police Department



Goals and Objectives

- The IPD will meet all the Commonwealth's mandated & recommended training requirements.

- The department will continue to operate as a community policing department that is partnered with the community to be their guardians in times of need and fellow neighbors in times of recreation and celebration. This demands we operate with transparency and compassion at all times.

- The department will continue its 2 year process to become a State Accredited Police Department. The Massachusetts Police Accreditation Program offers an accreditation process for police agencies across the Commonwealth. Like other accreditation programs, the process consists of two major components: (1) the establishment of a body of professional standards for police agencies to meet, and (2) a voluntary assessment process by which agencies can be publicly recognized for meeting those standards considered *best practices* for the profession.

- The department will continue to educate the public and work with our health care professionals and grassroots partners to combat the destructive epidemic that is addiction.

- We will continue our strong partnership with the Ipswich School District through our School Resource Officer, DARE programs, officer initiated outreach programs and ALICE (alert, lockdown, inform, counter, evacuate) program.

- The department will continue to host or participated in numerous community events, to include, Ipswich Illuminated, the Santa Parade, Holiday Movie Night, Fill-a- Cruiser for the Ipswich food bank, Halloween parade, delivery of presents through Ipswich Caring, and many more worthy causes.

Accomplishments

- The Department has completed the International Chief of Police "One Mind Campaign" by training 25% of staff in Crisis Intervention Training (CIT) and 100% of our officers and dispatchers in Mental Health First Aid (MHFA) training. These are specialized training for all police officers and dispatchers to recognize persons with mental health disorders in a crisis and providing de-escalation techniques during these encounters to minimize any negative outcomes.

- The department has two civilian "subject matter" experts embedded with officers to assist in community outreach. One civilian is a metal health clinician, who is a liaison from Beth

Israel Lahey Health Behavioral Services, who assists the PD in follow up visits to people and families suffering from mental health issues. The other civilian is a recovery coach, who assist the PD is follow up visits to people or families who are dealing with substance abuse issues. Both civilians are funded through federal and state grants, as well as private entities.

- The department "hired" a new officer. Therapy/Comfort K9 Leo, a puppy German shepherd has joined our efforts in community outreach. At this time, Leo is still in training but he is doing exceptionally well and is enjoying his forever home with Officer Brian Murphy and his family. If you see them out on patrol or at an event, feel free to come on over to say hi and meet Leo. He loves the attention!

- The purchase of two new HYBRID police interceptors will help the department assist Ipswich in meeting its Green Community Initiative. These two vehicles, while still being crash test rated and pursuit rated for police operations, will help reduce the PD carbon footprint. It is estimated the two hybrids will reduce our fleet carbon emission by 56,576 lbs per year and save the town 3,200 gallons of gas. This is a saving of $8,800 yr in gasoline (est $2.75/gallon) while helping the environment.

- The department hosted or participated in numerous successful community events, to include, the Santa Parade, Holiday Movie Night, Fill-a- Cruiser for the Ipswich food bank, Halloween parade, delivery of presents through Ipswich Caring, and many more worthy causes.

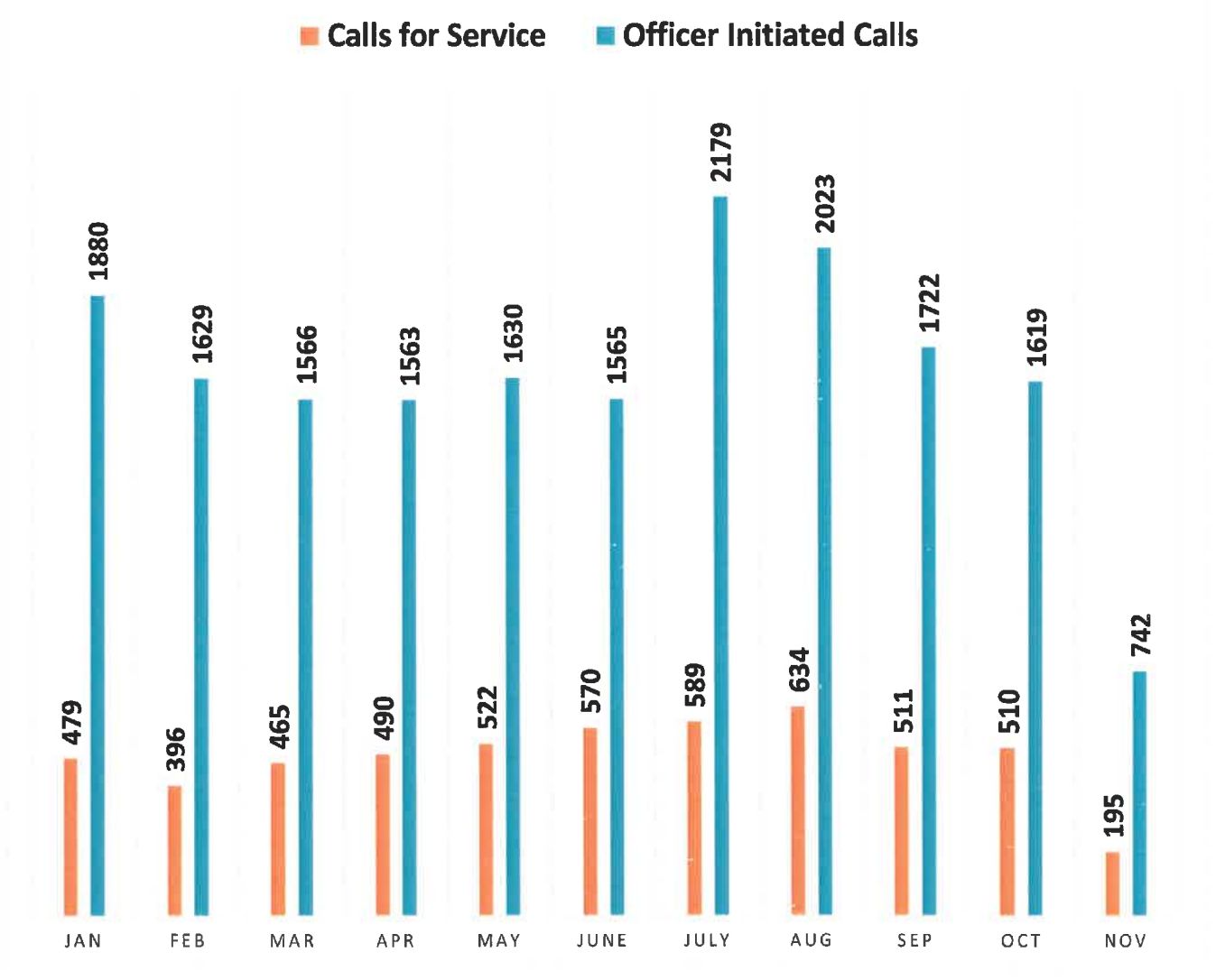
Significant Budget Changes & Initiatives

The significant budget changes in FY2020 are the result of a new 3 year CBA and an increased full time police officer position (12101-5115). This position, at a salary cost of $69,870, will be assigned as a dedicated Traffic Unit with the goal of reducing accidents, speeding vehicles, parking complaints and educating the public about all things traffic related. It will not be a back-filled overtime position.

In additional, the full $22,000 cost for the town wide RAVE ® Alerting System has been added to the police budget (12102- 5343) for ease of accounting and transparency. Both the ammunition line (12102-5587) and medical supply line (12102-5502) have increases due to increased replacement costs to these vital supplies. Finally, the Out of State Travel line (12102-5721) has been increased to meet the rising costs of travel expenses to attend professional development conferences located out of state.

Programs & Services

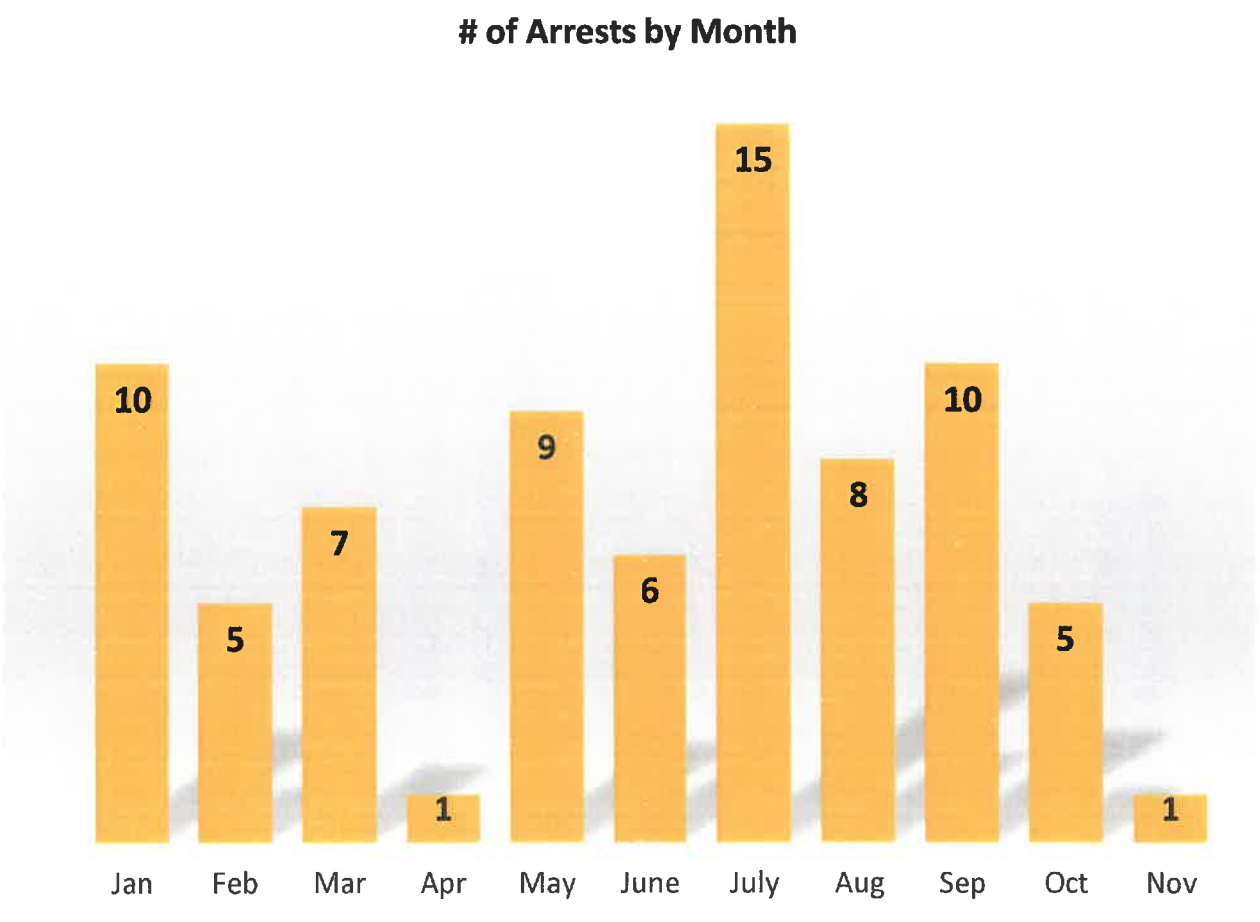
Performance Measures

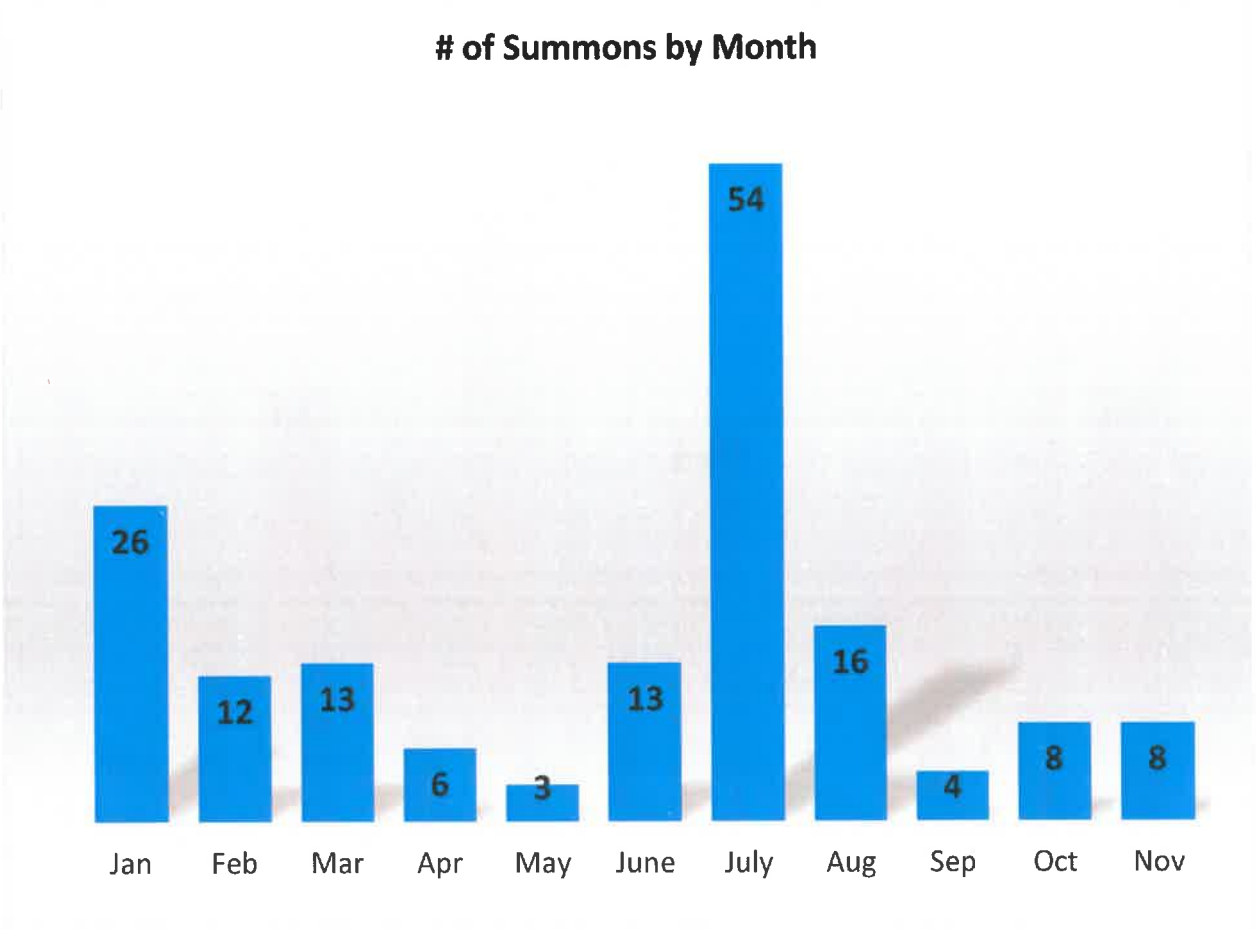


Calls for service are initiated by citizens who call for a police response. This can be a routine call for service as well as an emergency call for service. The total number of incidents reflects actions taken by the police department in response to a request for service.

Officer initiated calls are the result of an officer taking a proactive approach to their patrol area and not responding to a call for service as noted above. This type of police action includes, but is not limited to, motor vehicle stops to discourage speeders, dangerous operators or discover narcotics distribution, building checks on commercial buildings after business hours, parking enforcement in the downtown area and directed patrols.

Criminal Offenses by Month
# of Offenses
74
33
31
13
24
38
95
52
47
39
13
Jan
Feb
Mar
Apr
May
June
July
Aug
Sep
Oct
Nov


# of Arrests by Month
10
5
7
1
9
6
15
8
10
5
1
Jan
Feb
Mar
Apr
May
June
July
Aug
Sep
Oct
Nov


# of Summons by Month
26
12
13
6
3
13
54
16
4
8
8
Jan
Feb
Mar
Apr
May
June
July
Aug
Sep
Oct
Nov

Ipswich Police Department

Ipswich Police Department Statistics

	2013	2014	2015	2016	2017	2018	2019 **
Alarms	622	718	701	597	595	545	615
Assaults	22	15	15	17	5	37	28
B&E	28	17	18	8	16	19	7
Domestic Complaints	64	63	64	98	69	74	66
Harassment	20	76	67	80	69	54	55
Malicious Property Damage	19	19	13	87	27	24	44
Suspicious Activity	365	408	314	462	426	307	248
Animal Related	282	275	241	282	275	301	241
Assaults/Dangerous Weapon	6	5	0	17	10	10	6
Disturbances	250	205	145	247	230	190	159
Larcenies/Fraud/ID Theft	96	93	53	135	114	103	44
Medical Aids	964	1104	1119	1184	1241	1185	996
Missing Persons	4	13	4	29	42	30	32
Motor Vehicle Theft/ Recovery	1	3	0	1	7	2	7
B&E Motor Vehicle	11	5	10	5	6	17	5
Vandalism	74	37	43	50	12	24	19
Incident Totals	**2,828**	**3,056**	**2,807**	**3,299**	**3,144**	**3,284**	**2,572**
Calls for Service	**15,745**	**22,181**	**23,668**	**22,580**	**22,629**	**23,821**	**24,410**
Adult Arrest/ Summons	113	156	101	282	300	286	229
Juvenile Arrest/ Summons	2	6	7	14	7	22	15
Protective Custody	9	15	6	6	9	14	2
OUI Arrests	27	39	34	34	44	35	25
MV Arrests (Inc. OUI)	35	57	55	98	130	241	106
Motor Vehicle Accidents	272	276	302	138	155	167	248
Motor Vehicle Stops	534	679	553	1139	1379	2045	1678
Parking Tickets	373	535	389	831	677	481	691
Drug Arrest	9	11	15	12	14	9	5
Drug Overdoses	7	11	14	19	26	14	7
Overdose Deaths	1	4	2	1	4	2	1
Narcan © Administered by PD	N/A	NA	5	5	6	3	1

** YTD to 11/15/2019

IPSWICH POLICE STATION
POLICE
POLICE
POLICE
15

Ipswich Police Department

Ipswich Police Department

THERAPY DOG
IN TRAINING

Ipswich Police Department

18:14
58%
https://m.facebook.com
Missing Patch alert! Thank you Ipswich Po...
She Loves Police
16 mins
Missing Patch alert! Thank you Ipswich Police for these awesome patches. Can you tell me what the different colors are for?
Be Safe🖤💙🖤
IPSWICH

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC SAFETY
210 POLICE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
12101-5112	Appointed Salary Police Chief	$ 143,000.00	$ 145,865.60	$ 155,000.00	$ 70,992.00	$ 160,000.00	$ 159,681.00	$ 4,681.00	3.02%
12101-5113	Appointed Salary Police Lieutenant	$ 114,999.90	$ 117,295.28	$ 125,000.00	$ 57,254.30	$ 130,000.00	$ 128,775.00	$ 3,775.00	3.02%
12101-5114	Permanent Other	$ 418,564.20	$ 434,902.12	$ 434,064.00	$ 206,055.40	$ 466,043.00	$ 464,975.00	$ 30,911.00	7.12%
12101-5115	Permanent Wages	$ 1,201,623.94	$ 1,250,424.08	$ 1,260,838.00	$ 605,230.55	$ 1,413,172.00	$ 1,329,560.00	$ 68,722.00	5.45%
12101-5116	Permanent Part Time	$ 31,062.56	$ 52,346.49	$ 48,040.00	$ 31,589.29	$ 57,115.00	$ 57,115.00	$ 9,075.00	18.89%
12101-5126	Sick Leave Buyback	$ 5,000.00	$ -	$ -		$ -	$ -	$ -	0.00%
12101-5131	Overtime	$ 346,190.76	$ 311,642.42	$ 295,000.00	$ 178,769.59	$ 300,900.00	$ 300,900.00	$ 5,900.00	2.00%
12101-5132	Overtime Court Fees	$ 18,900.79	$ 18,536.82	$ 15,000.00	$ 8,514.06	$ 15,300.00	$ 15,300.00	$ 300.00	2.00%
12101-5133	Overtime Civic Events	$ 4,579.53	$ 6,236.11	$ 5,000.00	$ 705.99	$ 5,100.00	$ 5,100.00	$ 100.00	2.00%
12101-5141	Differential & Incentive	$ 59,433.66	$ 58,497.81	$ 71,956.00	$ 35,874.25	$ 84,837.00	$ 84,837.00	$ 12,881.00	17.90%
12101-5151	Holiday Pay	$ 86,900.85	$ 92,589.66	$ 97,000.00	$ 42,474.77	$ 99,000.00	$ 99,000.00	$ 2,000.00	2.06%
12101-5197	Uniform Allowance	$ 38,487.58	$ 37,015.65	$ 37,500.00	$ 18,172.37	$ 39,000.00	$ 39,000.00	$ 1,500.00	4.00%
PERSONNEL SUB-TOTAL:		**$ 2,468,743.77**	**$ 2,525,352.04**	**$ 2,544,398.00**	**$ 1,255,632.57**	**$ 2,770,467.00**	**$ 2,684,243.00**	**$ 139,845.00**	**5.50%**
12102-5231	W&S Utilities	$ 651.82	$ 947.69	$ 750.00	$ 378.91	$ 800.00	$ 800.00	$ 50.00	6.67%
12102-5244	Maintenance Contracts	$ 14,088.79	$ 25,609.64	$ 30,925.00	$ 14,370.76	$ 31,500.00	$ 31,500.00	$ 575.00	1.86%
12102-5245	Motor Vehicles	$ 11,247.09	$ 11,237.83	$ 12,850.00	$ 7,218.21	$ 12,850.00	$ 12,850.00	$ -	0.00%
12102-5246	Radio Equipment	$ 7,563.09	$ 11,656.90	$ 13,000.00	$ 9,489.77	$ 13,000.00	$ 13,000.00	$ -	0.00%
12102-5270	Leases	$ 3,766.92	$ 3,766.92	$ 3,900.00	$ 1,546.53	$ 4,000.00	$ 4,000.00	$ 100.00	2.56%
12102-5299	Other Expenses	$ 485.00	$ 794.98	$ 500.00	$ 2,790.92	$ 500.00	$ 500.00	$ -	0.00%
12102-5301	Medical Exams	$ 370.00	$ 3,305.00	$ 1,500.00	$ 2,030.00	$ 3,000.00	$ 3,000.00	$ 1,500.00	100.00%
12102-5311	Other Consultants	$ 434.56	$ -	$ 475.00	$ 458.16	$ 500.00	$ 500.00	$ 25.00	5.26%
12102-5343	Other Communications	$ 15,687.25	$ 20,423.85	$ 20,500.00	$ 19,566.11	$ 26,500.00	$ 26,500.00	$ 6,000.00	29.27%
12102-5346	Security	$ -	$ 5,806.84	$ 4,800.00	$ 1,335.91	$ 5,000.00	$ 5,000.00	$ 200.00	4.17%
12102-5420	Department Supplies	$ 1,993.44	$ 3,337.25	$ 2,000.00	$ 1,163.81	$ 2,000.00	$ 2,000.00	$ -	0.00%
12102-5422	Printed Forms	$ 451.89	$ 769.01	$ 1,000.00	$ 284.69	$ 1,000.00	$ 1,000.00	$ -	0.00%
12102-5481	Oil & Lube	$ 1,390.95	$ 1,667.01	$ 2,000.00	$ 628.46	$ 2,000.00	$ 2,000.00	$ -	0.00%
12102-5482	Tires	$ 3,926.84	$ 2,660.40	$ 3,500.00	$ 1,890.00	$ 3,500.00	$ 3,500.00	$ -	0.00%
12102-5483	Parts In-House Repair	$ 594.73	$ 240.02	$ 500.00	$ 150.00	$ 500.00	$ 500.00	$ -	0.00%
12102-5502	Other Supplies	$ 2,644.32	$ 1,829.10	$ 2,000.00	$ 1,236.85	$ 3,000.00	$ 3,000.00	$ 1,000.00	50.00%
12102-5511	Training	$ 17,516.88	$ 16,395.39	$ 18,000.00	$ 16,480.29	$ 18,000.00	$ 18,000.00	$ -	0.00%
12102-5584	Photo ID	$ 797.50	$ 748.22	$ 800.00	$ 199.50	$ 800.00	$ 800.00	$ -	0.00%
12102-5586	Prisoner Meals	$ -	$ -	$ 50.00		$ 50.00	$ 50.00	$ -	0.00%
12102-5587	Ammunition	$ 5,910.94	$ 6,221.28	$ 7,000.00	$ 8,065.05	$ 8,500.00	$ 8,500.00	$ 1,500.00	21.43%
12102-5721	Out of State Travel	$ 200.00	$ 1,686.32	$ 2,000.00	$ 1,529.85	$ 2,500.00	$ 2,500.00	$ 500.00	25.00%
12102-5731	Association Dues	$ 5,007.16	$ 4,540.00	$ 10,000.00	$ 8,319.00	$ 10,000.00	$ 10,000.00	$ -	0.00%
12102-5732	Publications & Subscriptions	$ 3,393.33	$ 3,749.30	$ 4,500.00	$ 2,125.84	$ 4,500.00	$ 4,500.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 98,122.50**	**$ 127,392.95**	**$ 142,550.00**	**$ 101,258.62**	**$ 154,000.00**	**$ 154,000.00**	**$ 11,450.00**	**8.03%**
12103-5818	Vehicles	$ 77,653.35	$ 73,782.05	$ 80,000.00		$ 85,000.00	$ 85,000.00	$ 5,000.00	6.25%
CAPITAL SUB-TOTAL:		**$ 77,653.35**	**$ 73,782.05**	**$ 80,000.00**	**$ -**	**$ 85,000.00**	**$ 85,000.00**	**$ 5,000.00**	**6.25%**
210 POLICE SUB-TOTAL:		**$ 2,644,519.62**	**$ 2,726,527.04**	**$ 2,766,948.00**	**$ 1,356,891.19**	**$ 3,009,467.00**	**$ 2,923,243.00**	**$ 156,295.00**	**5.65%**

Town of Ipswich

Animal Control

PROFESSIONALISM *INTEGRITY* *RESPECT* *EXCELLENCE*

Mission Statement

The mission of the Ipswich Animal Control Department is to provide a protective barrier for the prevention of Rabies between the citizens of Ipswich and domestic and wildlife animals. Animal Control will protect our citizens by active enforcement of all state and local laws, the humane sheltering of stray and unwanted animals, and the education of responsible pet ownership. The primary objective of Animal Control Officer is to provide quality professional service to the citizens, while dedicating themselves to improving the co-existence of animals and humans.

Goals and Objectives

- Ipswich Animal Control will meet all the Commonwealth's mandated & recommended training requirements

- Continue our strong association and work with the Ipswich Humane Group to assist the people and pets of our community.

- Continuing to educate our residents on living with local wildlife, specifically coyotes and other predator species through educational materials, social media and presentations from wildlife experts.

- To work with pertinent Town departments and local stake holders to identify town owned land for the development of a Dog Park. To include seeking out grants, public donations and/or town funding for construction.

Accomplishments

- In partnership with the Ipswich Humane Group we were able to successfully take in 82 animals, including 74 cats, 7 dogs and 1 chicken. Of these animals, four cats are still in the shelter or foster awaiting adoption, two cats were humanely euthanized due to extreme medical issues, one cat was returned to owner, two cats were returned to a supervised feral colony due to extreme kennel aggression and 73 animal were adopted.

- The ACO received all Commonwealth's mandated & recommended training certifications, including training with Patriot Equine Technical Rescue. This training focuses on the safe and knowledgeable use of specialized rescue equipment, as well as scene management and networking to ensure if a resident's animal is downed or

entrapped that they will receive the most knowledgeable response team with focus on the safety of the people and animal(s) involved.

- In 2016 the Select Board accepted a donation of $67,912.00 from the Ipswich Humane Group for renovations to the Ipswich Animal Shelter. In 2019 The Ipswich Humane Group submitted another donation of $46,511.00, making the total donation $114,423.00. The donations funded the expansion of the animal shelter, including a new dog room comprised of three state of the art dog kennels, a separate isolation room for sick animals and an outdoor dog area for supervised outdoor time between walks.

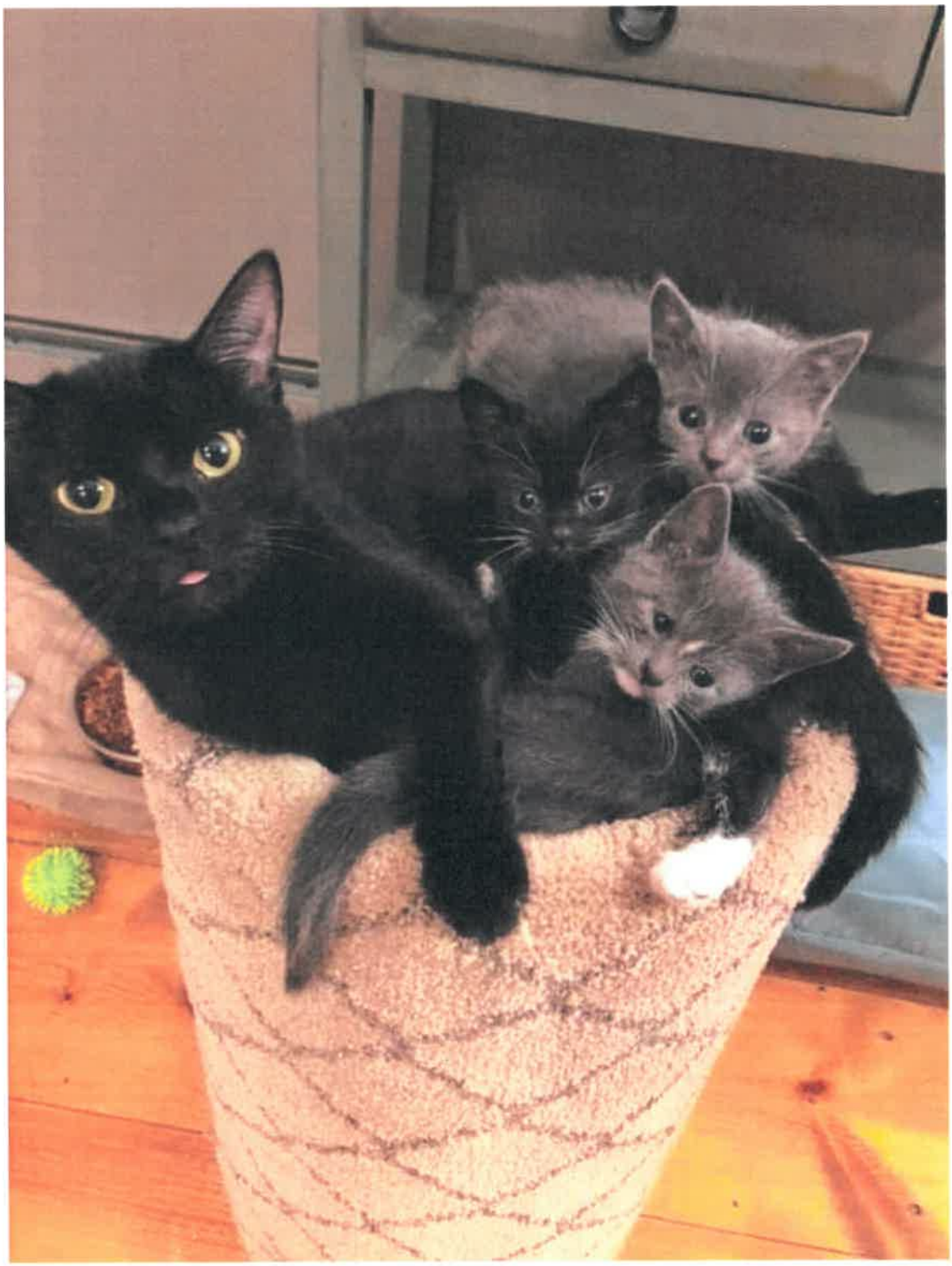
Significant Budget Changes & Initiatives

The only significant budget changes planned for FY2021 is a 10% educational incentive increase for the ACO salary (12921-5112) as she has completed her B.S. in Criminal Justice with a Concentration in Humane Services from Southern New Hampshire University.

Animal Control Department

Chewy

Animal Control Department



Animal Control Department

Animal Control Department

Animal Control Department

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

292 ANIMAL CONTROL									
Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
12921-5112	Appointed Salary Animal Control Officer	$ 47,150.00	$ 48,091.27	$ 52,000.00	$ 23,817.56	$ 57,200.00	$ 56,000.00	$ 4,000.00	7.69%
12921-5116	Permanent Part Time	$ -	$ 3,725.85	$ 9,720.00	$ 4,826.10	$ 9,720.00	$ 9,720.00	$ -	0.00%
12921-5121	Temporary Part Time	$ 4,780.80	$ -	$ -	$ 323.10	$ -	$ -	$ -	0.00%
12921-5123	Other Pay	$ 1,065.45	$ 538.50	$ 2,800.00		$ 2,800.00	$ 2,800.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 52,996.25**	**$ 52,355.62**	**$ 64,520.00**	**$ 28,966.76**	**$ 69,720.00**	**$ 68,520.00**	**$ 4,000.00**	**6.20%**
12922-5245	Motor Vehicles	$ -	$ 934.95	$ 150.00		$ 150.00	$ 150.00	$ -	0.00%
12922-5246	Radio Equipment	$ -	$ -	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
12922-5301	Medical Exams	$ 44.00	$ 200.00	$ 500.00	$ 793.80	$ 750.00	$ 750.00	$ 250.00	50.00%
12922-5310	Consultant	$ 258.30	$ -	$ -		$ -	$ -	$ -	0.00%
12922-5422	Printed Forms	$ 589.08	$ 657.69	$ 700.00	$ 702.96	$ 750.00	$ 750.00	$ 50.00	7.14%
12922-5482	Tires	$ -	$ -	$ 120.00		$ 120.00	$ 120.00	$ -	0.00%
12922-5511	Training	$ 25.00	$ -	$ 500.00		$ 500.00	$ 500.00	$ -	0.00%
12922-5585	Boarding Dogs	$ -	$ -	$ 50.00		$ 50.00	$ 50.00	$ -	0.00%
12922-5588	Other Supplies	$ 722.65	$ 735.96	$ 800.00	$ 634.40	$ 600.00	$ 600.00	$ (200.00)	-25.00%
12922-5721	Out of State Travel	$ -	$ -	$ 100.00	$ 128.53	$ 100.00	$ 100.00	$ -	0.00%
12922-5731	Association Dues	$ -	$ -	$ 200.00		$ 200.00	$ 200.00	$ -	0.00%
12922-5818	Vehicles	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 1,639.03**	**$ 2,528.60**	**$ 3,220.00**	**$ 2,259.69**	**$ 3,320.00**	**$ 3,320.00**	**$ 100.00**	**3.11%**
292 ANIMAL CONTROL SUB-TOTAL:		**$ 54,635.28**	**$ 54,884.22**	**$ 67,740.00**	**$ 31,226.45**	**$ 73,040.00**	**$ 71,840.00**	**$ 4,100.00**	**6.05%**

Town of Ipswich

Civilian Dispatch

(Emergency Call Center)

PROFESSIONALISM *INTEGRITY* *RESPECT* *EXCELLENCE*

Mission Statement

It is our goal as professional communications officers to provide the public with an appropriate response to their calls for assistance. We are dedicated to serving as the vital link between the public and public safety organizations through responsiveness and technical excellence while in partnership with our users and employees. Additionally, we represent the only 24 hour contact point for citizens to contact their local government and strive to answer these non-emergency calls for service in a professional and courteous manner.

Goals and Objectives

- The Ipswich Emergency Call Center (ECC) will meet all the Commonwealth's mandated & recommended training requirements.
- Obtain State E911 training and equipment grants.
- Upgrade office space in the ECC.
- Upgrade our security camera system and the monitors.

Accomplishments

- Installed a new alarm and alerting system designed to receive silent alerts from a town-wide system of alarm buttons. These silent alarms buttons, once activated, directly notify the ECC of a problem within a town facility, which allows for an increased response time from the police department to those locations.
- Obtained two State E911 grants for training ($10,000) and upgraded equipment ($46,199). These physical upgrades for the ECC include a new heating/cooler unit, anti-static flooring, acoustic dampening wall panels and a new alarm receiving & alerting system to enhance 911 service.
- Received and dispatched over 25,000 calls for service from the community (emergency & non-emergency).
- All Communication Officers received in-service training and certifications from State E911, to include mental health first responder de-escalation training.

Significant Budget Changes & Initiatives

There are no significant budget changes planned for FY2021. A management rights change in **(12971-5115)** has no dramatic financial ramifications, however an open Chief Dispatcher position may remain open but does not reduce the amount of staff in the department.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC SAFETY

297 CIVILIAN DISPATCH

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
12971-5115	Permanent Wages	$ 64,542.80	$ 67,776.48	$ 67,337.67	$ 45,249.59	$ 9,871.00	$ 9,871.00	$ (57,466.67)	-85.34%
12971-5116	Permanent Part Time	$ 18,869.55	$ 22,281.00	$ 22,382.96	$ 14,648.44	$ 24,012.00	$ 24,012.00	$ 1,629.05	7.28%
12971-5117	Dispatcher	$ 163,480.80	$ 169,253.28	$ 171,198.87	$ 81,899.20	$ 226,298.00	$ 226,298.00	$ 55,099.13	32.18%
12971-5131	Overtime	$ 83,190.81	$ 88,307.35	$ 75,000.00	$ 38,096.44	$ 76,500.00	$ 76,500.00	$ 1,500.00	2.00%
12971-5141	Differential & Incentive	$ 8,473.81	$ 8,613.30	$ 9,280.00	$ 6,633.40	$ 10,335.00	$ 10,335.00	$ 1,055.00	11.37%
12971-5151	Holiday Pay	$ 14,702.84	$ 15,566.32	$ 15,759.00	$ 6,177.68	$ 15,162.00	$ 15,162.00	$ (597.00)	-3.79%
12971-5197	Uniform Allowance	$ 2,444.86	$ 3,160.89	$ 2,700.00	$ 2,607.44	$ 2,700.00	$ 2,700.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 355,705.47**	**$ 374,958.62**	**$ 363,658.50**	**$ 195,312.19**	**$ 364,878.00**	**$ 364,878.00**	**$ 1,219.50**	**0.34%**
12972-5244	Maintenance Contracts	$ -	$ 98.00	$ 105.00	$ 1,610.00	$ 105.00	$ 105.00	$ -	0.00%
12972-5340	Repair & Replace Office Equipment	$ 15.54	$ 1,137.94	$ 500.00		$ 250.00	$ 250.00	$ (250.00)	-50.00%
12972-5511	Training	$ 634.69	$ 860.82	$ 1,000.00		$ 1,000.00	$ 1,000.00	$ -	0.00%
12972-5731	Association Dues	$ 290.25	$ 750.00	$ 750.00		$ 750.00	$ 750.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 940.48**	**$ 2,846.76**	**$ 2,355.00**	**$ 1,610.00**	**$ 2,105.00**	**$ 2,105.00**	**$ (250.00)**	**-10.62%**
297 CIVILIAN DISPATCH SUB-TOTAL:		**$ 356,645.95**	**$ 377,805.38**	**$ 366,013.50**	**$ 196,922.19**	**$ 366,983.00**	**$ 366,983.00**	**$ 969.50**	**0.26%**

Town of Ipswich

Harbormaster

Mission Statement

The Ipswich Harbormaster mission is to provide marine law enforcement, rescue and education services to boaters within the waters of Ipswich Bay. We are dedicated to delivering these services to the boating community with courtesy and professionalism. Our goal is to foster a safe boating environment by maintaining a high state of readiness and cultivating partnerships with fisherman, clammers, recreational boat owners, and other marine law enforcement agencies within Ipswich Bay.

The emphasis of the Harbormaster Department is to educate recreational boaters about the rules and regulations governing the use of our Town waters in order to promote public safety and enjoyment. In addition to educating the public on boating safety, the Harbormaster also provides training to enforcement personnel.

Goals and Objectives

- The Ipswich Harbormaster Department will meet all the Commonwealth's mandated & recommended training requirements.

- Begin updating and replacing some of our regulatory buoys (no wake, swim zone). Current buoys need replacement due to wear and tear. This is in addition to repairing and replacing navigational buoys.

- Began overseeing the town wharf improvements which are fully funded, permitted and constructed through the state Water Access Board. This project is ten years in development with a total cost over $250,000 from the state.

- Continue to foster strong partnership with USCG ATON and SAR groups and work closely with our other maritime partners on the north shore. To help accomplish this, Lt Hubbard has been appointed to the Sector Boston Security Committee.

- The Harbors Unit completed USCG North of Boston SAR coordination training.

- Work with Urban Harbors Institute, Umass Boston until completing our Harbor Management Plan. This project will take approximately one full year to complete.

Accomplishments

- Continually updated & replaced navigational aids within the town's waterways. These new navigational buoys are more robust than past designs and do not require yearly replacement.

- Began overseeing the town wharf improvements which are fully funded, permitted and constructed through the state Water Access Board. The design will repair the existing wall & cap, install new metal float guides and replace the ramp at the Wharf. The work will create a new 5' wide pedestrian "walk" along the wall and protected from vehicles by granite blocks. This project was many years in development with a total project cost exceeding $250,000.

- Completed specialized training for 2 boat operators which included a USCG Captain's License class and test preparation. This license is properly termed "Operator of Uninspected Passenger Vessels" (OUPV) and is commonly referred to as the "6-pack." This Captain's license hones and tests a boat operator's skills in navigation, chart plotting, rules of the road, safety & regulations, buoyage systems, basic weather, and basic stability.

- The Harbors Unit completed USCG North of Boston SAR coordination training.

- During the 2019 boating season the Harbor Department processed and issued 1,050 moorings, which includes 52 new mooring permits. Managed the current wait list for the upcoming 2020 boating season, which has already has 287 wait-list applications.

- Pump-out boat serviced 82 vessels and removed 1,396 gallons of effluence for potentially being discharged in the ocean. This is a free service to boaters provided through a 75% cost reimbursement from the federal government and 25% funded by the Waterways account.

Significant Budget Changes & Initiatives

The significant budget changes in FY2021 are increases of $25,000 in **(12952-5383)** Other Purchased Services and $13,000 in **(12951-5487)** Boat Supplies. The $25,000 increase is for the second phase of the Harbor Management Plan ($15,000) and to replace or repair the rubber windows seals in the boat ($10,000). The $13,000 increase in boat supplies is to replace the original patrol boat trailer which is 14 years old, with a new trailer.

Harbormaster Department

Harbormaster Department

Harbormaster Department

Harbormaster Department

Harbormaster Department

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC SAFETY

295 HARBORMASTER (Funded by Waterways)

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
12951-5115	Permanent Wages	$ 25,000.00	$ 42,029.00	$ 40,805.00	$ -	$ 40,805.00	$ 40,805.00	$ -	0.00%
12951-5121	Temporary Part Time	$ 513.75	$ 1,488.69	$ 2,200.00	$ 950.25	$ 2,200.00	$ 2,200.00	$ -	0.00%
12951-5123	Other Pay	$ 19,989.04	$ 15,160.12	$ 18,368.00	$ 7,565.62	$ 18,368.00	$ 18,368.00	$ -	0.00%
12951-5175	Health Insurance	$ 9,814.00	$ 11,722.00	$ 12,190.88		$ 13,044.24	$ 13,044.24	$ 853.36	7.00%
12951-5193	Retirement	$ 3,672.00	$ 3,782.00	$ 4,085.64		$ 4,260.91	$ 4,260.91	$ 175.27	4.29%
12951-5194	Medicare	$ 592.00	$ 592.00	$ 632.37		$ 670.31	$ 670.31	$ 37.94	6.00%
PERSONNEL SUB-TOTAL:		**$ 59,580.79**	**$ 74,773.81**	**$ 78,281.89**	**$ 8,515.87**	**$ 79,348.47**	**$ 79,348.47**	**$ 1,066.58**	**1.36%**
12952-5215	Gasoline	$ 3,979.47	$ 4,636.60	$ 4,000.00	$ 2,046.35	$ 4,000.00	$ 4,000.00	$ -	0.00%
12952-5342	Postage	$ -	$ -	$ 200.00	$ -	$ 200.00	$ 200.00	$ -	0.00%
12952-5383	Other Purchased Services	$ 15,098.10	$ 10,697.41	$ 12,900.00	$ 5,029.24	$ 38,000.00	$ 38,000.00	$ 25,100.00	194.57%
12952-5422	Printed Forms	$ 740.13	$ 993.51	$ 700.00		$ 700.00	$ 700.00	$ -	0.00%
12952-5432	Other Structures	$ 8,592.76	$ 2,428.23	$ 4,500.00		$ 4,500.00	$ 4,500.00	$ -	0.00%
12952-5487	Boat Supplies	$ 2,158.04	$ 2,253.36	$ 800.00	$ 1,266.51	$ 13,800.00	$ 13,800.00	$ 13,000.00	1625.00%
12952-5511	Training	$ -	$ 2,975.50	$ -		$ -	$ -	$ -	0.00%
12952-5536	Shop Supplies	$ 150.00	$ 99.66	$ 150.00	$ 228.33	$ 150.00	$ 150.00	$ -	0.00%
12952-5580	Other Uniforms	$ 1,044.00	$ 533.95	$ 400.00		$ 400.00	$ 400.00	$ -	0.00%
12952-5731	Association Dues	$ 120.00	$ -	$ 120.00		$ 120.00	$ 120.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 31,882.50**	**$ 24,618.22**	**$ 23,770.00**	**$ 8,570.43**	**$ 61,870.00**	**$ 61,870.00**	**$ 38,100.00**	**160.29%**
295 HARBORMASTER SUB-TOTAL:		**$ 91,463.29**	**$ 99,392.03**	**$ 102,051.89**	**$ 17,086.30**	**$ 141,218.47**	**$ 141,218.47**	**$ 39,166.58**	**38.38%**

Town of Ipswich

Shellfish Department

Mission Statement

The Ipswich Shellfish Department will act to preserve, protect, manage and enhance the shellfish resources and ecological wellbeing of the Ipswich tidal flats through the professional enforcement of state laws and local regulations. Our Constables, in a collaborative effort with the stake holders, will strive to insure a sustainable harvest of shellfish and opportunity for those residence who make their living on the tide.

Goals and Objectives

- Continuing the Ipswich Green Crab trapping program, which is used as a model by the Commonwealth's Department of Marine Fisheries (DMF) in other communities.

- Continue our partnership with the DMF on repeated water quality testing to ensure the safety of harvested shellfish. Ipswich has a well-documented history of high water quality which is only negatively impacted by heavy rain during the summer months, which results in a few days of closure.

- Participation and communication with the Green Crab R&D non-profit and its mission to find commercial uses for green crabs which would ultimately create a new private industry.

- Continue our yearly improvements and maintenance of landing/launching locations for clammers which is funded by the Shellfish Enhancement Fund.

- Testing of soft shell clams for Neoplasia disease. Then establishing some baselines for this disease moving forward in hopes to better understand the risk it poses to our soft shell clam bio mass.

- Working with Salem State University at their Cat Cove laboratory to develop a procedure to spawn and grow juvenile razor clams that can be released into to waters as a propagation effort. Razor clams are consistently over $ 5.00 Lb. and are in high commercial demand.

- Continuing the mission of enforcement of both State and Town rules and regulations. This in conjunction with the Departments efforts to consistently educate the shellfishing public through various public forums.

Accomplishments

- Management of the Town's green crab trapping program and related predator control projects and experiments. This includes overseeing the expenditure of funds from various budgets (GF, state grants and the local enhancement funds) In 2019, the program trapped in excess of 63,000 lbs. of green crabs, with special attention on trapping egg bearing females during the spring.

- Managing of the task program and the organization of coordinated projects to maintain the two major landings as well as other non-planned events, such as snow and storm damage.

- The full training and integration of Deputy Constable Stephen Turner. His addition to the Shellfish Department provides nearly 100% coverage and patrol of the low tide every day. This is very important to the FDA and is just one of many reasons that the Town of Ipswich stands out in front of any other city or town in the State when it comes to oversight and excellence in management practices of the resource.

- Dynamic and comprehensive enforcement efforts determined by daily risk assessments to the resource and industry. Ipswich has a vast coastline with over 900 acres of shellfish beds designated within five (5) different state designated growing areas. Most Towns only have one or two growing areas encompassing less than 150 acres. Our daily risk assessment allows my Deputy and I to maximize our enforcement actions in areas of greatest concern to the resource and industry.

- Collected and documented daily catch weights of soft shell clams to have actionable data points for Shellfish Regulation updates including a baseline of the available bio-mass for harvesting.

Significant Budget Changes & Initiatives

There only significant budget changes for FY2021 is a $2,500 (3.5%) increase in (1296-5112) Appointed Salary for the full time Constable. This change comes after a comparable review of similar positions within the state. Included in this assessment was the Constable's BS degree in Management and Minor in Biology from UMass Dartmouth; his ten years of service to the town; and his extensive oversight to environmental projects not shared by most of his fellow Constables.

Ipswich Shellfish Department

Ipswich Shellfish Department

Ipswich Shellfish Department

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC SAFETY

296 SHELLFISH

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
12961-5112	Appointed Salary Constable	$ 68,683.00	$ 70,055.35	$ 71,457.00	$ 32,422.72	$ 73,958.00	$ 72,893.91	$ 1,436.91	2.01%
12961-5113	Appointed Salary Part Time Constable	$ 16,446.00	$ 15,420.00	$ 20,540.00	$ 9,078.00	$ 20,540.00	$ 18,209.45	$ (2,330.55)	-11.35%
PERSONNEL SUB-TOTAL:		**$ 85,129.00**	**$ 85,475.35**	**$ 91,997.00**	**$ 41,500.72**	**$ 94,498.00**	**$ 91,103.36**	**$ (893.64)**	**-0.97%**
12962-5245	Motor Vehicles	$ 77.76	$ 50.80	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
12962-5383	Other Purchased Services	$ 16,359.28	$ 3,942.00	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ -	0.00%
12962-5422	Printed Forms	$ 612.50	$ 772.00	$ 850.00	$ 673.00	$ 800.00	$ 800.00	$ (50.00)	-5.88%
12962-5481	Oil & Lube	$ -	$ 86.59	$ 135.00		$ 75.00	$ 75.00	$ (60.00)	-44.44%
12962-5482	Tires	$ -	$ -	$ 120.00		$ 120.00	$ 120.00	$ -	0.00%
12962-5483	Parts In-House Repair	$ -	$ 306.93	$ 50.00	$ 5.97	$ 50.00	$ 50.00	$ -	0.00%
12962-5485	Other Equipment	$ 494.91	$ 224.67	$ 500.00	$ 175.99	$ 500.00	$ 500.00	$ -	0.00%
12962-5487	Boat Supplies	$ 209.12	$ 394.99	$ 500.00		$ 500.00	$ 500.00	$ -	0.00%
12962-5536	Shop Supplies	$ 56.49	$ 81.73	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
12962-5582	Turnout Equipment	$ 500.00	$ 458.94	$ 500.00	$ 331.31	$ 500.00	$ 500.00	$ -	0.00%
12962-5731	Association Dues	$ 100.00	$ 50.00	$ 250.00		$ 250.00	$ 250.00	$ -	0.00%
12962-5733	Conference Registration	$ 272.46	$ 50.00	$ 500.00		$ 200.00	$ 200.00	$ (300.00)	-60.00%
EXPENSES SUB-TOTAL:		**$ 18,682.52**	**$ 6,418.65**	**$ 23,605.00**	**$ 21,186.27**	**$ 23,195.00**	**$ 23,195.00**	**$ (410.00)**	**-1.74%**
296 SHELLFISH SUB-TOTAL:		**$ 103,811.52**	**$ 91,894.00**	**$ 115,602.00**	**$ 62,686.99**	**$ 117,693.00**	**$ 114,298.36**	**$ (1,303.64)**	**-1.13%**

IPSWICH EMERGENCY MANAGEMENT AGENCY

15 Elm Street
IPSWICH, MASSACHUSETTS 01938

Lieutenant Jonathan Hubbard
Emergency Management Director

(O) – 978-356-4343
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IPSWICH EMERGENCY MANAGEMENT AGENCY

FY 2020 Budget Report

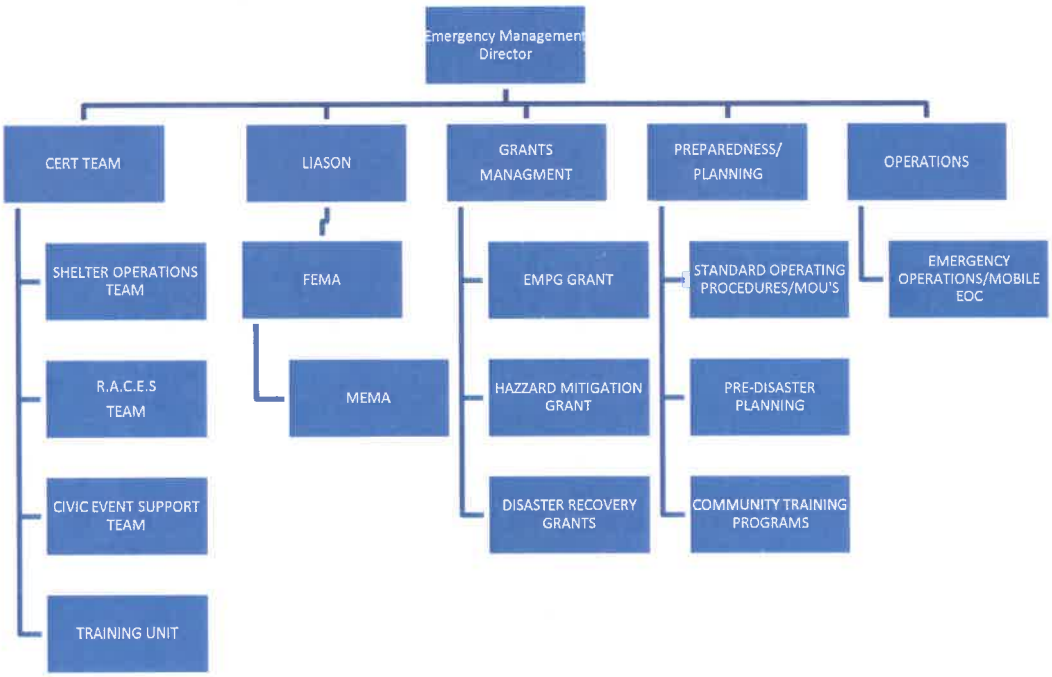
Mission Statement

The Ipswich Emergency Management Agency (IEMA) mission is to develop and maintain a comprehensive plan to prepare for, respond to, and recover from, all types of major emergencies that might occur in the town.

This is accomplished by working daily to coordinate the cooperation of various town departments, volunteer units, regional partners, and other organizations that would have a role in any major emergency.

During a major disaster or emergency, response and recovery activities are coordinated from the Towns Emergency Operations Center (EOC). From the EOC, heads of various departments and agencies work in a unified command, following ICS gridlines to respond to the emergency.

Organization Chart



Goals and Objectives

- Continue Development of Standard Operating Procedures for Emergency Management Related Incidents/Events.
- Create a strategic radio operations plan for major incidents,
- Continue to train our Community Emergency Response Team and maintain operational readiness with this unit to provide assistance for opening and running shelters, support community events, respond to

natural and man-made disasters providing first responder level medical assistance and provide National Weather Service Skywarn weather spotting services.

- Provide Community outreach programs to the Council on Aging and Ipswich Elementary Schools for Emergency Preparedness in the home.
- Research and apply for grants for local and regional projects that can increase our Planning, Preparedness, Response and/or Recovery to disasters.

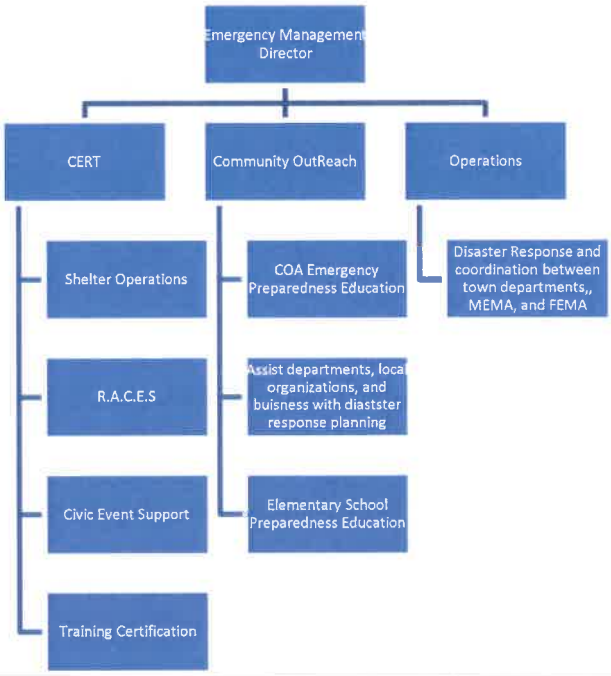
Accomplishments

- Completed Hazard Mitigation Plan and received approval from MEMA and FEMA for full certification of Plan. This allows the town departments to be eligible to apply for federal hazard mitigation funds.
- Completed Certification to have Ipswich become a certified Municipal Vulnerability Program Community with assistance from the Planning and Conservation Department. Ipswich is now eligible for MVP grant funding.
- Successfully pursued several grants such as the Emergency Management Performance Grant, Hazard Mitigation Planning Grant, and Homeland Security Regional grant for the Cape Ann Planning Team for the Until Help Arrives program.
- Hosted MEMA's first CPOD Training in Ipswich and developed a CPOD SOP for Ipswich.
- Mobile EOC is 100% Operational and has been used in support of large scale events such as Ipswich Illuminations.

Significant Budget Changes or Initiatives

- Other Communications add 220 dollars. Contracted services have gone up. This line covers our Smartprepare system and our satellite phone for the Mobile EOC.
- I would like funding to be added to the part-time line. I would also like to be able to have my CERT Team placed on the pay roll as per diem employees. When a state of Emergency is declared and they are deployed in support of disaster assistance or shelter operations I feel they should be paid. They have not asked for this, however, they spend countless hours of their own time volunteering for training and providing civic event support. During our times of most need they were present running our shelters. Without this dedicated group of highly trained people the shelters would not have been a success or we would have had to bring in public safety personnel on overtime to run the shelter. Something they are not trained for. Being able to provide them some type of compensation during disasters would be the right thing to do as they are leaving their homes and families to assist others.

Programs and Services



Performance Measures

CERT Volunteer Hours

FY'19

F/Y 19	ADMIN & Support	193.50
	Training	77.75
	Operations	141.00
	F/Y 2019	**412.25**

Grants

FY 18-19 EMPG 3220-Pan/Tilt/Zoom Camera for Mobile EOC Situational awareness
FY 19 NERAC/Homeland Security Grant Until Help Arrives Program
MEMA Hazard Mitigation Planning Grant. Completed and Certified Mitigation Grant

March 2, 2019 Severe Storm and Flooding Reimbursement Grant:

FEMA DR4372 PW00340 $53,760.01

FEMA DR4372 PW00344 $74,520.86

FEMA DR4372 PW 00253 $59, 345

Personnel Summary

Position- Emergency Management Director-Part-time stipend. FTE
Position-Part-Time Employees-Zero Funded

Personnel Notes:

The Emergency Management Director is a salaried stipend position that does not work full-time on Emergency Management duties. At this time there is no funding or positions for part-time employees.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC SAFETY

233 EMERGENCY MANAGEMENT

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
12331-5112	Appointed Salary	$ 7,499.96	$ 7,644.19	$ 9,500.00	$ 4,351.20	$ 9,786.90	$ 9,786.90	$ 286.90	3.02%
12331-5116	Permanent Part Time	$ -		$ -		$ -	$ -	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 7,499.96**	**$ 7,644.19**	**$ 9,500.00**	**$ 4,351.20**	**$ 9,786.90**	**$ 9,786.90**	**$ 286.90**	**3.02%**
12332-5246	Radio Equipment	$ 1,000.00	$ 1,000.00	$ 1,500.00		$ 1,500.00	$ 1,500.00	$ -	0.00%
12332-5343	Other Communications	$ 8,050.55	$ 5,895.37	$ 5,780.00	$ 6,201.31	$ 6,000.00	$ 6,000.00	$ 220.00	3.81%
12332-5502	Other Supplies	$ 406.87	$ 213.91	$ 2,600.00	$ 90.00	$ 2,600.00	$ 2,600.00	$ -	0.00%
12332-5511	Training	$ 12.00	$ -	$ 2,000.00		$ 2,000.00	$ 2,000.00	$ -	0.00%
12332-5580	Other Uniforms	$ 436.00	$ 486.00	$ 2,000.00	$ 393.00	$ 2,000.00	$ 2,000.00	$ -	0.00%
12332-5732	Publications & Subscriptions	$ 1,734.00	$ 1,806.00	$ 2,030.00	$ 1,890.00	$ 2,030.00	$ 2,030.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 11,639.42**	**$ 9,401.28**	**$ 15,910.00**	**$ 8,574.31**	**$ 16,130.00**	**$ 16,130.00**	**$ 220.00**	**1.38%**
12333-5821	Software	$ -	$ 4,875.00	$ -		$ -	$ -	$ -	0.00%
CAPITAL SUB-TOTAL:		**$ -**	**$ 4,875.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.00%**
233 EMERGENCY MANAGEMENT SUB-TOTAL:		**$ 19,139.38**	**$ 21,920.47**	**$ 25,410.00**	**$ 12,925.51**	**$ 25,916.90**	**$ 25,916.90**	**$ 506.90**	**1.99%**

IPSWICH FIRE DEPARTMENT

Mission Statement

The primary mission of the Ipswich Fire Department is to protect lives and property as well as improve the quality of life in the Town of Ipswich through fire prevention, fire suppression, medical assistance, hazardous materials control to all who live, work or invest in the community.

Vision Statement

It is the vision of the Ipswich Fire Department to be recognized by both those that we serve and our members as:

- An organization striving to achieve a level of service that is viewed as a benchmark within the Fire Service.
- An exceptional department dedicated to the education of the public in order to promote life safety.
- A dynamic organization that adjusts to the changing needs of the community and its members.
- A department that is acknowledged for its pride, integrity, and professionalism in proving services to the community.

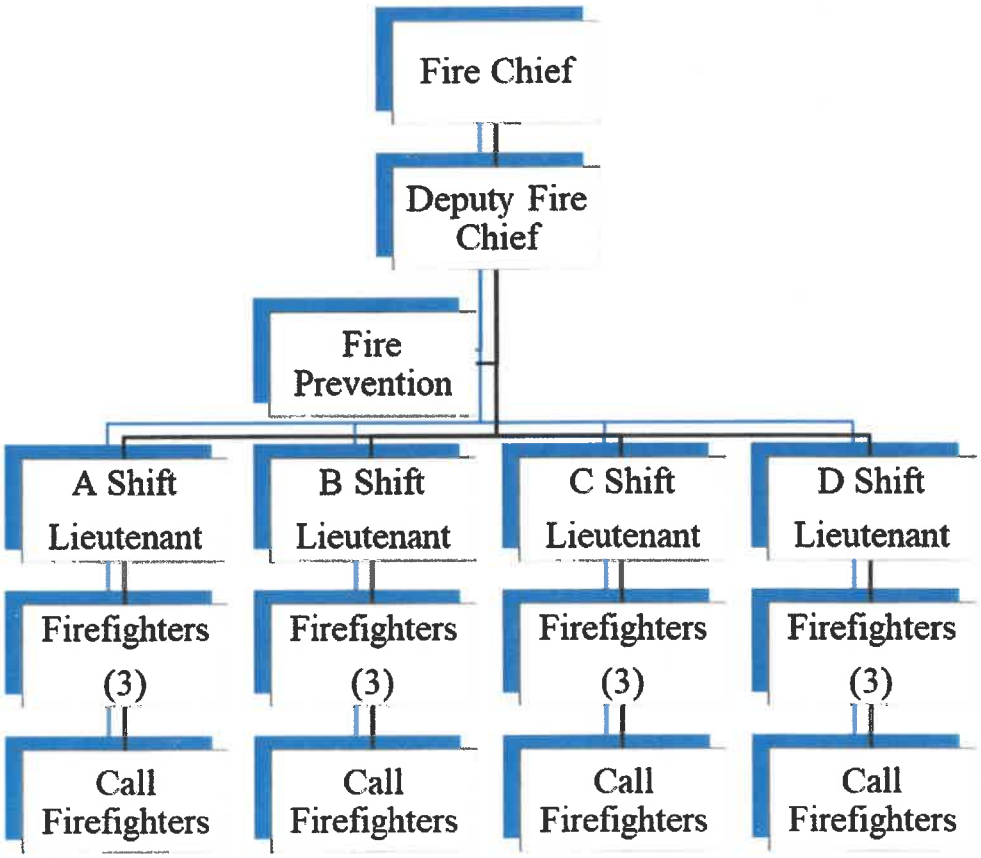
Organizational Values

The Ipswich Fire Department is committed to upholding the following values in how we run our organization and work with each other:

- Healthy and safe communities and working environments.
- Responsibility and initiative by every individual and by our organization as a whole.
- Outstanding customer service.
- Careful stewardship of financial, physical and natural resources.
- Honesty and integrity.
- Teamwork and the strength of decisions developed through open and collaborative processes.
- A workforce that reflects the diversity of our community.
- Cost-effective innovation and risk-taking (taking a chance, not a hazard) in the pursuit of excellence.

- Each individual's effort to achieve their highest potential by embracing continuing education and skill development.
- A positive work environment for all employees.
- Respect and tolerance in the workplace and the community.
- Collaborative labor/management relations.
- Development of future leaders and leadership excellence through professional development.
- Performance and task accountability.

Organizational Chart



Goals and Objectives

- Review and update the department's Strategic Plan.
- Research and apply for all grant opportunities that the department is eligible for.
- Continue to implement online payment options through the Town's City Hall Systems to streamline and expedite the department's permitting process.
- Request and host a Massachusetts Firefighting Academy training program that is pertinent to both officers and firefighters.
- Continue to work collaboratively with the Ipswich School District and the Council on Aging through the Student Awareness of Fire Education (SAFE) and Senior SAFE programs.

Accomplishments

- FF James McInnis was promoted to lieutenant in February assigned to Fire Prevention.
- Call firefighters Jack Bowen & Warren Grant were appointed as career firefighters in February.
- The department was awarded grant funding in the amount of $3754 for Student Awareness of Fire Education (S.A.F.E.) and $2400 for Senior SAFE programs.
- One department member completed the Massachusetts Firefighting Academy Company Officer I program.
- The department conducted health initiatives for personnel that included a Skin Cancer Screening and hearing tests.
- The department hosted the Massachusetts Firefighting Academy training program Taking Action Against Cancer in the Fire Service.

Significant Budget Changes or Initiatives

Permanent Lieutenants (5114)

The increase of $17,050 in this account is due to the raises awarded through the Collective Bargaining Agreement for FY20 and FY21 as well as step increases.

Permanent Firefighters (5115)

The increase of $34,011 in this account is due to the raises awarded through the Collective Bargaining Agreement for FY20 and FY21 as well as step increases.

Overtime (5131)

The Overtime account has been level funded through the past three fiscal years. The increase of $7,954 in this account is due to the higher overtime rates for personnel due to the raises awarded through Collective Bargaining Agreement for FY20 and FY21.

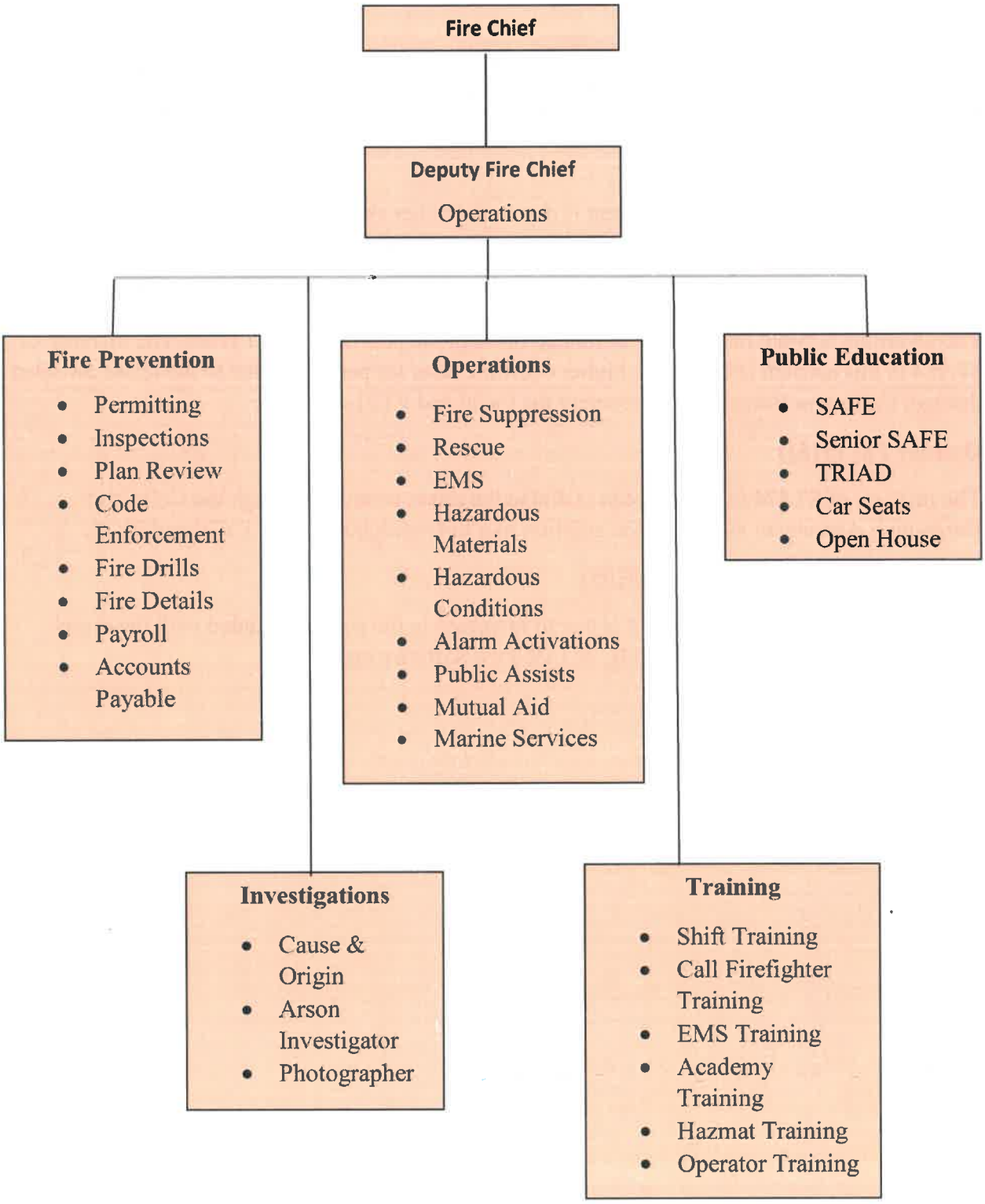
Holiday Pay (5151)

The increase of $7,474 in this account is due to the raises awarded through the Collective Bargaining Agreement as well as the addition of a thirteenth holiday for FY20 and FY21.

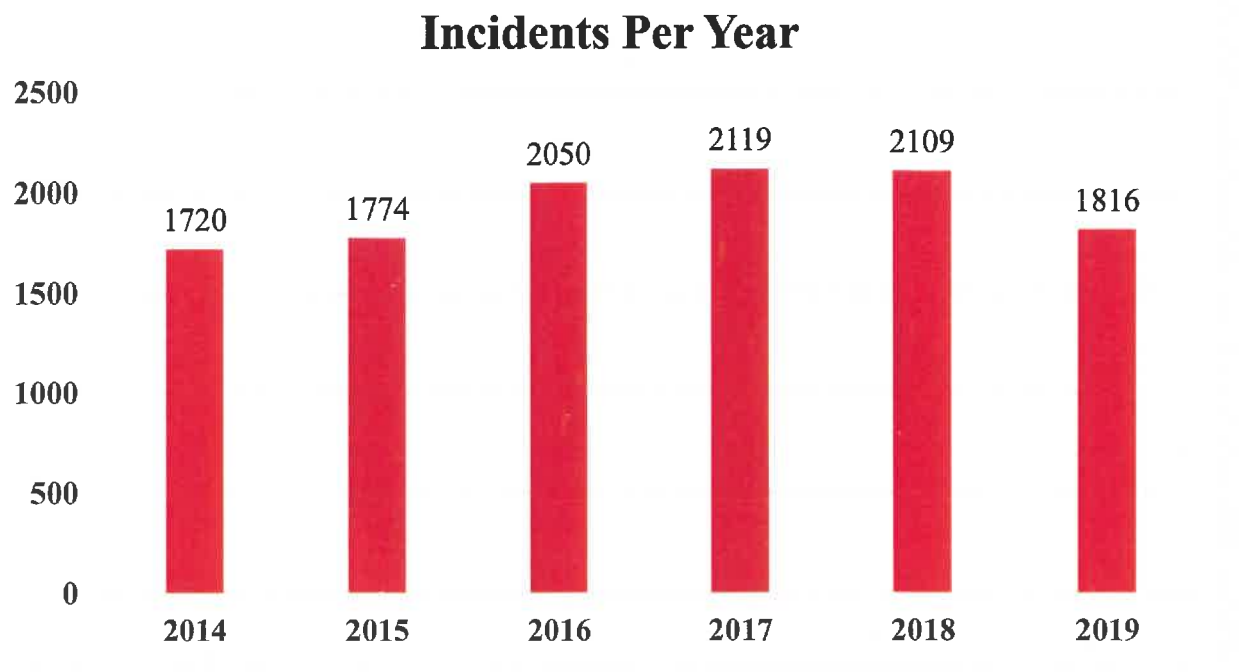
Other Repairs & Maintenance (5255)

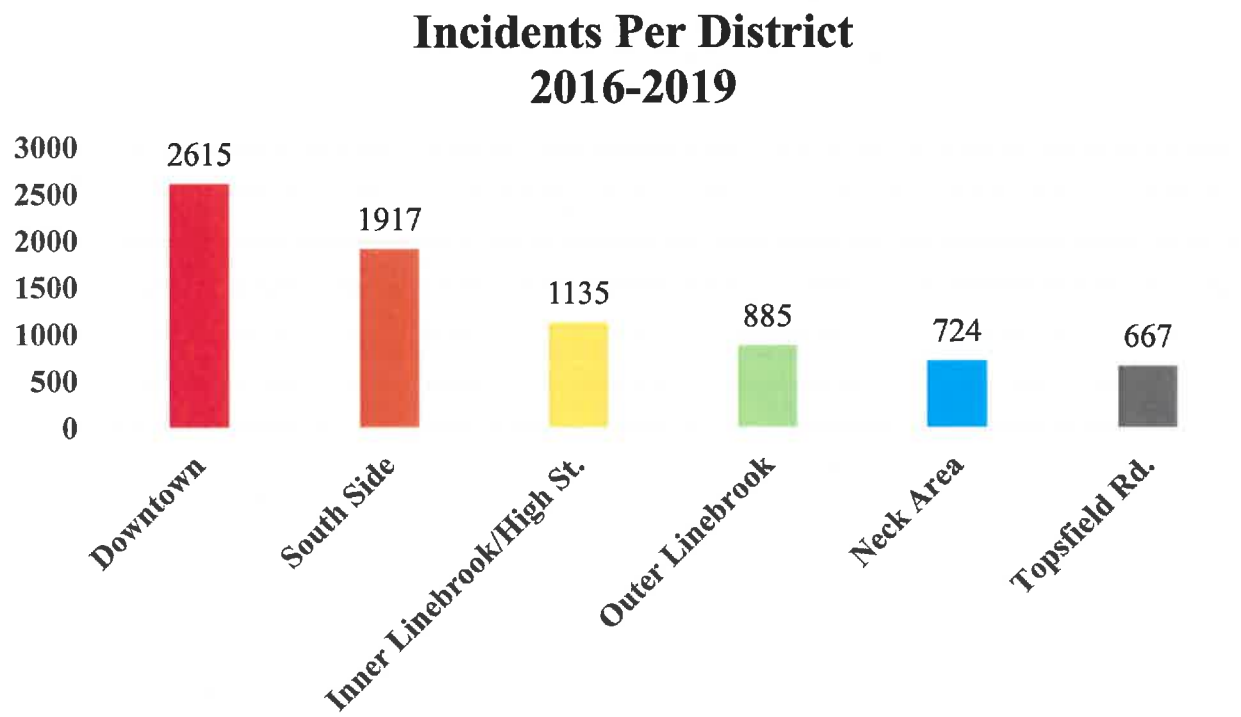
The $1,010 increase in this account is due to increases in the costs associated with the diesel exhaust system, hose testing and IMC & IAR-Fire Software agreements.

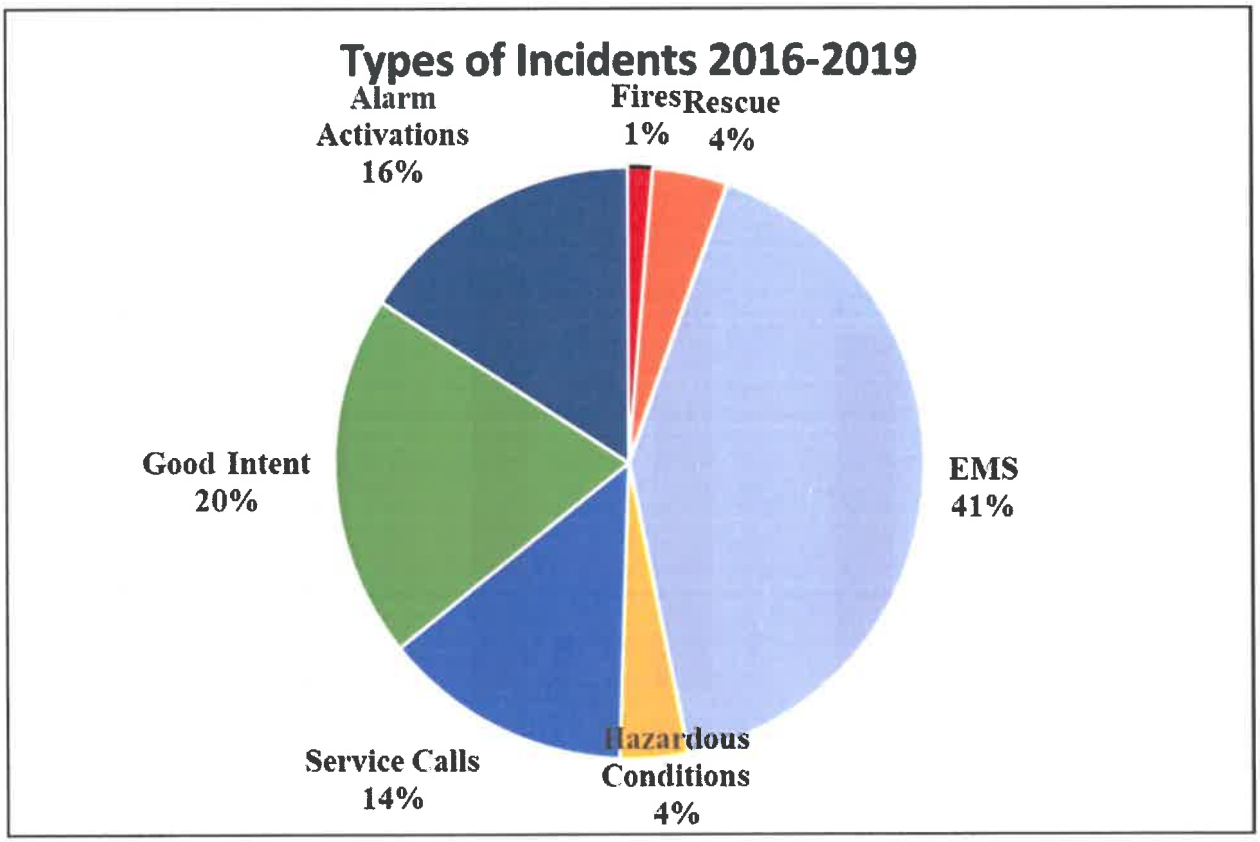
Programs and Services

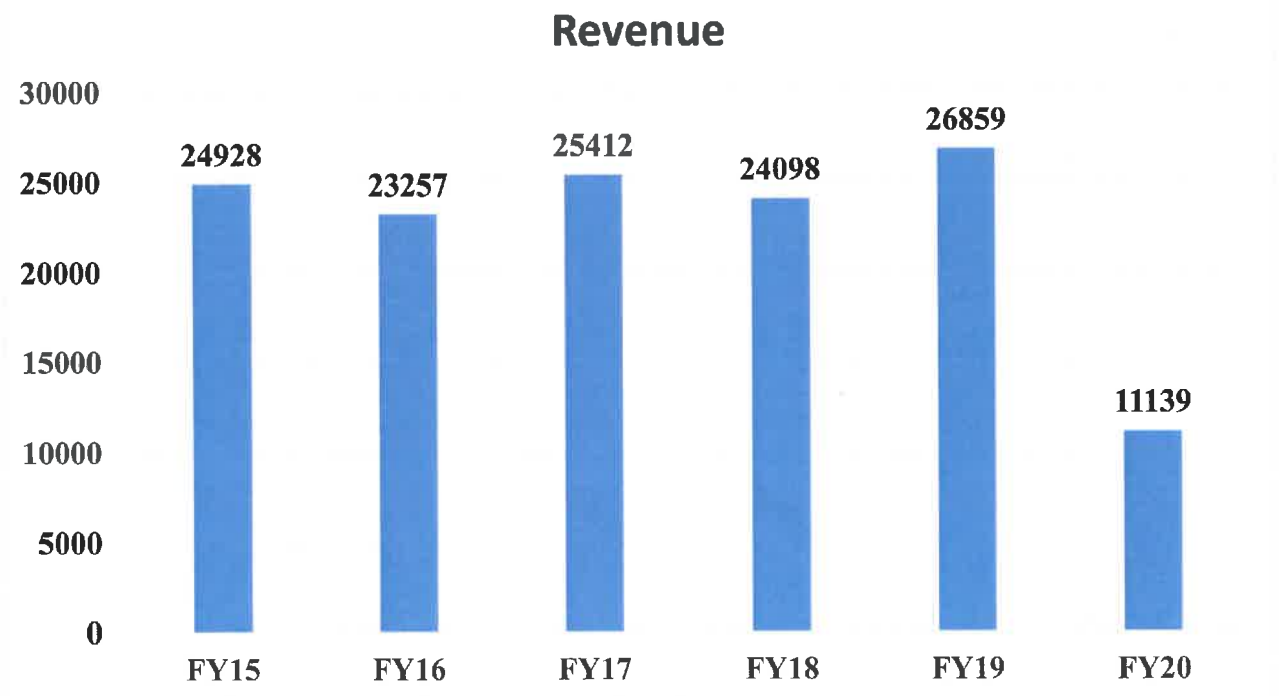


Performance Measures






Types of Incidents 2016-2019
Alarm Activations 16%
Fires 1%
Rescue 4%
EMS 41%
Hazardous Conditions 4%
Service Calls 14%
Good Intent 20%


Revenue
30000
25000
20000
15000
10000
5000
0
24928
23257
25412
24098
26859
11139
FY15
FY16
FY17
FY18
FY19
FY20

Personnel Summary

Ipswich Fire Department				
Personnel Summary				
Position	**FY2019 FTE**	**FY2020 FTE**	**FY2021 FTE**	**Change**
Fire Chief	1.00	1.00	1.00	-
Deputy Fire Chief	1.00	1.00	1.00	-
Lieutenants	5.00	5.00	5.00	-
Firefighters	12.00	12.00	12.00	-
Call Firefighters (.50 FTE)	6.00	4.00	4.00	(2.00)
Total FTE	25.00	23.00	23.00	(2.00)

Foam Frolics

Engines 2 and 4

Firefighters Warren Grant & Jack Bowen

Open House

Ice Water Rescue Training

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC SAFETY

220 FIRE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
12201-5112	Appointed Salary Fire Chief	$ 128,304.28	$ 123,544.33	$ 128,912.00	$ 58,749.60	$ 132,143.75	$ 132,143.75	$ 3,231.75	2.51%
12201-5113	Appointed Salary Deputy Chief	$ 52,500.01	$ 80,248.11	$ 104,550.15	$ 48,572.52	$ 109,252.71	$ 107,110.50	$ 2,560.35	2.45%
12201-5114	Permanent Other	$ 341,761.99	$ 346,059.40	$ 383,825.00	$ 151,129.13	$ 400,875.00	$ 400,875.00	$ 17,050.00	4.44%
12201-5115	Permanent Wages	$ 779,519.01	$ 780,306.61	$ 771,846.00	$ 351,964.84	$ 805,857.00	$ 805,857.00	$ 34,011.00	4.41%
12201-5116	Permanent Part Time	$ 29,787.90	$ 27,203.33	$ 41,000.00	$ 12,032.64	$ 42,000.00	$ 42,000.00	$ 1,000.00	2.44%
12201-5123	Other Pay	$ 750.00	$ 825.00	$ 1,800.00		$ 1,800.00	$ 1,800.00	$ -	0.00%
12201-5126	Sick Leave Buyback	$ -	$ -	$ 5,000.00		$ 5,000.00	$ 5,000.00	$ -	0.00%
12201-5131	Overtime	$ 263,371.84	$ 254,148.95	$ 242,046.00	$ 121,749.06	$ 250,000.00	$ 250,000.00	$ 7,954.00	3.29%
12201-5133	Overtime Civic Events	$ -	$ 650.60	$ 1,000.00	$ 690.23	$ 1,200.00	$ 1,200.00	$ 200.00	20.00%
12201-5141	Differential & Incentive	$ 47,521.32	$ 44,495.26	$ 53,700.00	$ 13,104.80	$ 53,700.00	$ 53,700.00	$ -	0.00%
12201-5151	Holiday Pay	$ 49,459.16	$ 49,587.11	$ 53,134.00	$ 25,026.96	$ 60,608.00	$ 60,608.00	$ 7,474.00	14.07%
12201-5197	Uniform Allowance	$ 23,688.40	$ 29,104.02	$ 28,500.00	$ 8,136.36	$ 28,500.00	$ 28,500.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 1,716,663.91**	**$ 1,736,172.72**	**$ 1,815,313.15**	**$ 791,156.14**	**$ 1,890,936.46**	**$ 1,888,794.25**	**$ 73,481.10**	**4.05%**
12202-5245	Motor Vehicles	$ 29,524.71	$ 26,609.17	$ 24,000.00	$ 1,773.28	$ 24,000.00	$ 24,000.00	$ -	0.00%
12202-5255	Radio Equipment & Other Repairs/Maint	$ 16,301.51	$ 14,833.99	$ 18,490.00	$ 14,542.80	$ 19,500.00	$ 19,500.00	$ 1,010.00	5.46%
12202-5301	Medical Exams	$ 5,556.17	$ 5,679.07	$ 8,000.00	$ 2,968.02	$ 8,000.00	$ 8,000.00	$ -	0.00%
12202-5344	Two-Way Radio	$ 4,975.34	$ 10,165.85	$ 6,300.00	$ 5,287.60	$ 6,300.00	$ 6,300.00	$ -	0.00%
12202-5422	Printed Forms	$ 366.23	$ 258.68	$ 500.00	$ 74.30	$ 500.00	$ 500.00	$ -	0.00%
12202-5483	Parts In-House Repair	$ 8,429.39	$ 6,785.49	$ 8,400.00	$ 769.60	$ 8,400.00	$ 8,400.00	$ -	0.00%
12202-5485	Other Equipment	$ 413.95	$ 144.00	$ 900.00	$ 234.31	$ 900.00	$ 900.00	$ -	0.00%
12202-5490	Fire Prevention	$ 235.95	$ 95.50	$ 400.00	$ 237.35	$ 400.00	$ 400.00	$ -	0.00%
12202-5511	Training	$ 2,148.00	$ 3,121.21	$ 4,000.00	$ 2,247.28	$ 4,000.00	$ 4,000.00	$ -	0.00%
12202-5581	Firefighting Supplies	$ 48,806.88	$ 42,415.88	$ 35,100.00	$ 5,849.86	$ 35,100.00	$ 35,100.00	$ -	0.00%
12202-5712	Meals/Lodging	$ 476.30	$ -	$ 700.00		$ 700.00	$ 700.00	$ -	0.00%
12202-5721	Out of State Travel	$ 1,947.64	$ -	$ 2,775.00		$ 2,775.00	$ 2,775.00	$ -	0.00%
12202-5731	Association Dues	$ 2,306.50	$ 2,440.00	$ 3,300.00	$ 2,500.00	$ 3,300.00	$ 3,300.00	$ -	0.00%
12202-5732	Publications & Subscriptions	$ 1,495.00	$ 40.00	$ 600.00	$ 68.34	$ 600.00	$ 600.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 122,983.57**	**$ 112,588.84**	**$ 113,465.00**	**$ 36,552.74**	**$ 114,475.00**	**$ 114,475.00**	**$ 1,010.00**	**0.89%**
12203-5815	Equipment	$ 3,900.00	$ 2,230.00	$ -		$ -	$ -		
CAPITAL SUB-TOTAL:		**$ 3,900.00**	**$ 2,230.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.00%**
220 FIRE SUB-TOTAL:		**$ 1,843,547.48**	**$ 1,850,991.56**	**$ 1,928,778.15**	**$ 827,708.88**	**$ 2,005,411.46**	**$ 2,003,269.25**	**$ 74,491.10**	**3.86%**

Public Works Department

Public Works Department

Mission

The Public Works Department works with Town Employees and Residents to ensure the present and future way of life in Ipswich is consistent with their needs and desire to continue to work and live in Ipswich. To fulfill this mission, the DPW provides the following services.

- Plan, build, operate, maintain and support transportation, parks and cemeteries to sustain natural systems essential to a safe and comfortable life and afterlife in Ipswich;
- Maintain an efficient and cost-effective internal and external support system for vehicle maintenance and operation; conduct a vehicle-inspection program that meets state mandatory requirements; and work toward a fleet-wide preventative maintenance program to further extend the life of vehicles and other equipment owned and operated by the Town of Ipswich;
- Ensure all Town roads, parking lots, and municipal buildings are maintained for public safety and accessibility during adverse winter weather; provide a safe walking route in the downtown area and around public schools; and work to reduce costs and environmental impacts of these operations;
- Work to ensure that the Municipal Separate Storm Sewer System maintains strict compliance with all Federal, State and local requirements and regulations and is in a safe and operable condition that strives for excellent water quality discharge; manage and maintain all public and private roads to ensure public safety access at all times; and work toward improving pavement conditions throughout Ipswich;
- Maintain, care and plan for all trees within the limits of Town-owned property, including all streets, parks, cemeteries, and municipal buildings and conduct electric-line clearing for the Ipswich Electric Light Department to assist in providing residents with a reliable power grid;
- Provide Ipswich residents with a safe place to dispose of leaf and yard waste on a semiweekly basis; execute two disposal Special Collections a year, including an annual Hazardous Waste Collection to give residents a safe and legal way to discard of hazardous waste; and explore new methods of waste diversion and recycling to lower the costs for residents and the Town for disposal of these items; and
- Support the missions of the DPW's solid waste transfer station and sanitation division by focusing on ensuring that the Town's curbside solid waste collection and recycling programs operate at optimum efficiency, and investigate and implement additional options for recycling and other waste diversion methods to lower the overall cost of disposal to residents and the Town.

Organizational Chart

Director of Public Works
Rick Clarke

Administration Group

Assistant DPW Director (1)
Frank Ventimiglia
DPW Administrative Assistant (1)
Gail Surpitski
Waste Reduction Program Manager (1)
Marlene Connelly

Field Operations Group

DPW Foreman (1)
Donald Clapp
Highway Division
Leader (1)
Mike Lasley
Senior Equipment Operator (1)
Louis Woodburn
Equipment Operator (1)
Carl Chisholm
Truck Driver/Laborer (2)
Mike Lougee
Mike Bastian
Forestry Division
Leader (1)
John Feener
Laborer (1)
Sean McCrea
Equipment Maintenance Division
Mechanic (1)
Alex Tina
Highway, Forestry Cemetery Floater (1)
Vacant

Goals and Objectives

- Perform Chapter 90 funded street resurfacing.
- Convene Stormwater Committee to review and update Stormwater Bylaw as required by NPDES permit.
- Integrate solid waste operational data into appropriate pages on the Town website as well as continue to improve the project management web pages for capital projects and ongoing public works projects.
- Develop strategies to control electronic waste costs in the solid waste budget.

Accomplishments

- Resurfaced Mile Lane, Argilla Road (County Road to east of Rocky Hill Road), Rocky Hill Road, Old England Road, Spillers Lane, Randall Road, and Charlotte Road (western loop), Leslie Road, East Street (County Street to Newmarch Street), Lowes Lane, Chebacco Road, Town Farm Road, Oakhurst Avenue and Juniper Street.
- Processed and transferred 2,847.20 tons of solid waste and 1,758.22 tons of recyclables.
- Diverted 190.58 tons of organic waste from disposal to composting.
- Completed the updates to the Town's Stormwater Management Plan.

Programs and Services

Director of Public Works

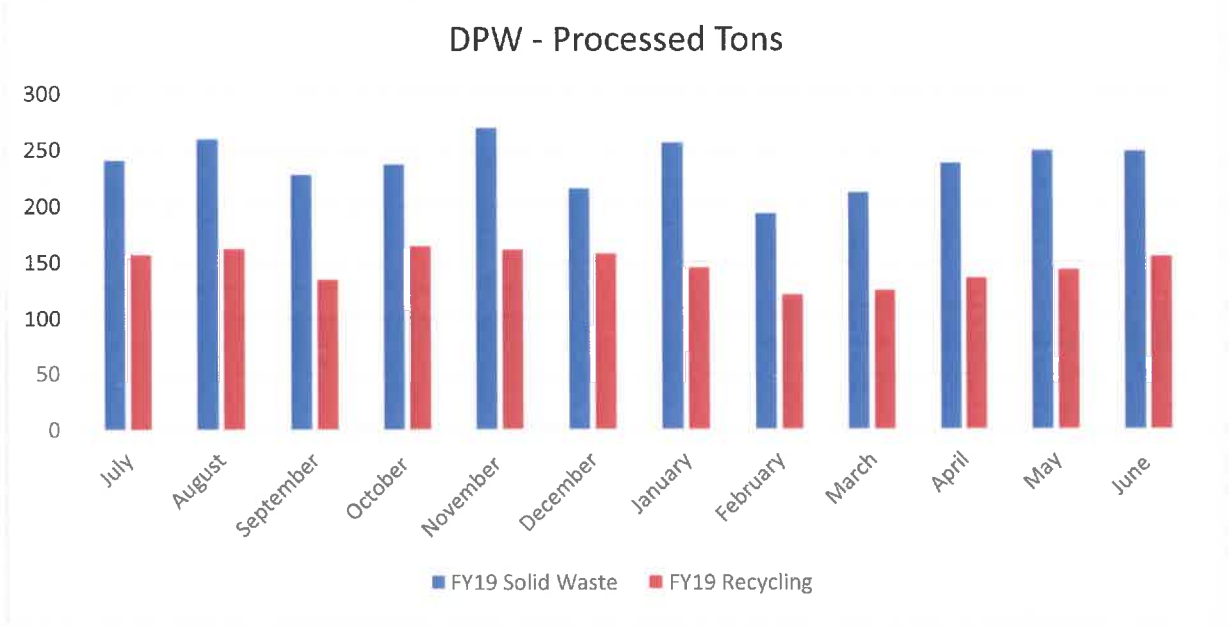
Administration Group

- Personnel Services
- Payroll
- Accounts Payable
- Procurement/Grants
- Town Fuel System Support
- Work Management
- Budgeting
- Capital Planning
- Field Operations Planning
- Administrative Support

Field Operations Group

- Highway Division
  - Roads
  - Bridges
  - Drainage
  - Sidewalks
  - Dams
- Forestry Division
  - Townwide Tree Maintenance
  - Line Clearing
- Solid Waste Division
  - Transfer Station
  - Trash Services
  - Recycling Services
  - Yard Waste
  - Hazardous Waste
- Fleet Repairs
- Primary Snow and Ice Agency
- Street Lights
- Town Fuel Pump Services

Performance Measures



Note:

Total solid waste tonnage for FY20 to date (July through October 2019) is up approximately 8% over tonnage for same time period for FY19 (July through October 2018). Total recycling tonnage is down approximately 6.3% from the same time period.

Significant Budget Changes or Initiatives

The FY21 budget contains an increase of approximately $43,000 from FY20 budget for Trash & Recycling hauling and disposal contracts.

Personnel Summary

Department of Public Works				
Personnel Summary				
Position	**FY2019 FTE**	**FY2020 FTE**	**FY2021 FTE**	**Change**
Director of Public Works	1	1	1	0
Administration				
Director of Operations	1	1	1	0
DPW Clerk	1	1	1	0
Recycling Coordinator	0.5	0.8	0.8	0
Highway				
DPW Foreman	1	1	1	0
Leader	1	1	1	0
Equipment Operator	3	2	2	0
Truck Driver/Laborer	0	2	2	
Floater	0.33	0.33	0.33	0
Forestry				
Leader	1	1	1	0
Laborer	1	1	1	0
Floater	0.33	0.33	0.33	0
Equipment Maintenance				
Mechanic	1	1	1	0
Total Full-Time Equivalents	**13.16**	**13.46**	**13.46**	**0**

Personnel Notes

FTEs are based on a 35-hour work week and are benefit eligible.

The FY2021 budget proposes no changes to the existing staffing level.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC WORKS

421 PUBLIC WORKS

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14211-5112	Appointed Salary DPW Director	$ 119,747.68	$ 122,142.80	$ 123,980.00	$ 57,709.92	$ 129,805.00	$ 127,805.00	$ 3,825.00	3.09%
14211-5115	Permanent Wages	$ 53,818.17	$ 47,629.43	$ 49,077.00	$ 22,587.81	$ 50,988.13	$ 50,386.65	$ 1,309.65	2.67%
14211-5121	Temporary Part Time	$ 1,913.21	$ 2,831.00	$ 2,700.00	$ 927.00	$ 2,700.00	$ 2,700.00	$ -	0.00%
14211-5141	Differential & Incentive	$ -	$ -	$ 600.00		$ 400.00	$ 400.00	$ (200.00)	-33.33%
PERSONNEL SUB-TOTAL:		**$ 175,479.06**	**$ 172,603.23**	**$ 176,357.00**	**$ 81,224.73**	**$ 183,893.13**	**$ 181,291.65**	**$ 4,934.65**	**2.80%**
14212-5303	Legal - Deeds	$ 75.00	$ 275.00	$ 100.00	$ 75.00	$ 200.00	$ 200.00	$ 100.00	100.00%
14212-5304	Advertising	$ 31.90	$ -	$ 300.00		$ 300.00	$ 300.00	$ -	0.00%
14212-5420	Department Supplies	$ 3,500.08	$ 1,088.08	$ 800.00	$ 523.03	$ 1,000.00	$ 1,000.00	$ 200.00	25.00%
14212-5422	Printed Forms	$ -	$ -	$ 200.00		$ 200.00	$ 200.00	$ -	0.00%
14212-5711	Mileage	$ 18.00	$ -	$ 200.00		$ 200.00	$ 200.00	$ -	0.00%
14212-5721	Out of State Travel	$ 2,737.66	$ 3,008.12	$ 3,000.00	$ 3,479.84	$ 3,100.00	$ 3,100.00	$ 100.00	3.33%
14212-5731	Association Dues	$ 237.50	$ 245.00	$ 400.00	$ 252.50	$ 400.00	$ 400.00	$ -	0.00%
14212-5732	Publications & Subscriptions	$ 570.00	$ 675.27	$ 300.00	$ 63.80	$ 300.00	$ 300.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 7,170.14**	**$ 5,291.47**	**$ 5,300.00**	**$ 4,394.17**	**$ 5,700.00**	**$ 5,700.00**	**$ 400.00**	**7.55%**
421 PUBLIC WORKS SUB-TOTAL:		**$ 182,649.20**	**$ 177,894.70**	**$ 181,657.00**	**$ 85,618.90**	**$ 189,593.13**	**$ 186,991.65**	**$ 5,334.65**	**2.94%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC WORKS

422 EQUIPMENT MAINTENANCE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14221-5115	Permanent Wages	$ 63,377.60	$ 64,633.60	$ 66,305.00	$ 31,189.20	$ 64,999.44	$ 64,999.44	$ (1,305.56)	-1.97%
14221-5131	Overtime	$ -	$ -	$ 1,500.00	$ 501.75	$ 1,500.00	$ 1,500.00	$ -	0.00%
14221-5141	Differential & Incentive	$ 400.00	$ 400.00	$ 544.00	$ 400.00	$ 544.00	$ 544.00	$ -	0.00%
14221-5197	Uniform Allowance	$ 386.99	$ 200.00	$ 400.00		$ 400.00	$ 400.00	$ -	0.00%
14221-5198	CDL Stipend	$ 500.00	$ 500.00	$ 500.00		$ 500.00	$ 500.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 64,664.59**	**$ 65,733.60**	**$ 69,249.00**	**$ 32,090.95**	**$ 67,943.44**	**$ 67,943.44**	**$ (1,305.56)**	**-1.89%**
14222-5215	Gasoline	$ 41,075.86	$ 51,708.74	$ 70,000.00	$ 26,609.29	$ 73,000.00	$ 65,000.00	$ (5,000.00)	-7.14%
14222-5216	Diesel Fuel	$ 8,270.69	$ 18,354.28	$ 24,000.00	$ 13,474.05	$ 28,000.00	$ 20,000.00	$ (4,000.00)	-16.67%
14222-5251	Building Maintenance & Repair	$ 2,849.30	$ 3,092.63	$ 3,500.00	$ 1,038.88	$ 3,500.00	$ 3,500.00	$ -	0.00%
14222-5255	Other Repairs & Maintenance	$ 4,920.29	$ 5,623.45	$ 4,500.00	$ 945.85	$ 5,000.00	$ 5,000.00	$ 500.00	11.11%
14222-5278	Other Rentals	$ -	$ -	$ 179.00		$ 179.00	$ 179.00	$ -	0.00%
14222-5383	Other Purchased Services	$ 2,978.29	$ 1,998.00	$ 4,000.00	$ 1,682.84	$ 4,000.00	$ 3,000.00	$ (1,000.00)	-25.00%
14222-5481	Oil & Lube	$ 197.17	$ -	$ -				$ -	0.00%
14222-5482	Tires	$ 3,657.56	$ -	$ 5,000.00	$ 3,336.96	$ 5,000.00	$ 5,000.00	$ -	0.00%
14222-5483	Parts In-House Repair	$ 56,376.45	$ 54,251.90	$ 40,000.00	$ 22,271.22	$ 48,000.00	$ 48,000.00	$ 8,000.00	20.00%
14222-5486	Sweeper Maintenance	$ 5,522.17	$ 1,071.59	$ 5,500.00	$ 928.59	$ 5,500.00	$ 5,500.00	$ -	0.00%
14222-5488	Truck Tools	$ 1,370.70	$ 2,270.18	$ 3,000.00	$ 750.53	$ 3,000.00	$ 3,000.00	$ -	0.00%
14222-5536	Shop Supplies	$ 2,364.83	$ 1,316.49	$ 1,000.00	$ 1,099.83	$ 1,250.00	$ 1,250.00	$ 250.00	25.00%
14222-5712	Meals/Lodging	$ -	$ -	$ 120.00	$ 20.00	$ 120.00	$ 120.00	$ -	0.00%
14222-5713	License Requirement	$ 40.00	$ 40.00	$ 40.00		$ 40.00	$ 40.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 129,623.31**	**$ 139,727.26**	**$ 160,839.00**	**$ 72,158.04**	**$ 176,589.00**	**$ 159,589.00**	**$ (1,250.00)**	**-0.78%**
422 EQUIPMENT MAINTENANCE SUB-TOTAL:		**$ 194,287.90**	**$ 205,460.86**	**$ 230,088.00**	**$ 104,248.99**	**$ 244,532.44**	**$ 227,532.44**	**$ (2,555.56)**	**-1.11%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC WORKS

424 HIGHWAY

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14241-5113	Appointed Salary Operations Manager	$ 96,991.96	$ 98,932.08	$ 100,421.00	$ 45,765.72	$ 108,000.00	$ 106,000.00	$ 5,579.00	5.56%
14241-5115	Permanent Wages	$ 343,522.41	$ 318,568.47	$ 366,217.00	$ 153,451.81	$ 367,452.45	$ 366,053.02	$ (163.98)	-0.04%
14241-5121	Temporary Part Time	$ 1,907.00	$ -	$ 3,200.00	$ -	$ 3,200.00	$ 3,200.00	$ -	0.00%
14241-5123	Other Pay	$ 26,019.36	$ 30,051.31	$ 39,000.00	$ 30,313.84	$ 40,000.00	$ 40,000.00	$ 1,000.00	2.56%
14241-5131	Overtime	$ 31,481.59	$ 21,450.31	$ 30,000.00	$ 13,325.42	$ 30,000.00	$ 30,000.00	$ -	0.00%
14241-5133	Overtime Civic Events	$ -	$ -	$ 1,000.00		$ 1,000.00	$ 1,000.00	$ -	0.00%
14241-5141	Differential & Incentive	$ 2,864.80	$ 2,400.00	$ 3,224.00	$ 2,000.00	$ 3,224.00	$ 3,224.00	$ -	0.00%
14241-5197	Uniform Allowance	$ 2,573.72	$ 2,184.99	$ 2,936.00	$ 557.99	$ 2,936.00	$ 2,936.00	$ -	0.00%
14241-5198	CDL Stipend	$ 3,500.00	$ 3,000.00	$ 3,670.00		$ 3,670.00	$ 3,670.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 508,860.84**	**$ 476,587.16**	**$ 549,668.00**	**$ 245,414.78**	**$ 559,482.45**	**$ 556,083.02**	**$ 6,415.02**	**1.17%**
14242-5214	Street Lights	$ 81,147.83	$ 48,407.43	$ 60,000.00	$ 15,080.06	$ 60,000.00	$ 52,000.00	$ (8,000.00)	-13.33%
14242-5241	Paint Line Service	$ 27,070.23	$ 13,135.30	$ 25,000.00	$ 625.00	$ 25,000.00	$ 25,000.00	$ -	0.00%
14242-5242	Road Treatment	$ 386,667.43	$ 328,957.81	$ 350,000.00	$ 187,447.09	$ 350,000.00	$ 350,000.00	$ -	0.00%
14242-5243	Drain Maintenance	$ 67,163.54	$ 64,285.34	$ 75,000.00	$ 43,737.89	$ 80,000.00	$ 80,000.00	$ 5,000.00	6.67%
14242-5255	Other Repairs & Maintenance	$ 1,020.51	$ 1,451.42	$ 1,500.00	$ 266.72	$ 1,500.00	$ 1,500.00	$ -	0.00%
14242-5272	Vehicle Rental	$ 4,200.00	$ 4,200.00	$ 4,200.00	$ 1,400.00	$ 4,200.00	$ 4,200.00	$ -	0.00%
14242-5278	Other Rentals	$ 1,789.56	$ 1,899.78	$ 1,320.00	$ 843.94	$ 1,320.00	$ 1,320.00	$ -	0.00%
14242-5315	Outside Consultants	$ 56,057.50	$ 34,525.00	$ 56,816.00	$ 5,002.97	$ 60,000.00	$ 60,000.00	$ 3,184.00	5.60%
14242-5340	Repair/Replace Office Equipment	$ 1,295.00	$ 1,319.45	$ 3,000.00	$ 295.00	$ 3,000.00	$ 3,000.00	$ -	0.00%
14242-5383	Other Purchased Services	$ 434.56	$ -	$ 1,500.00		$ 1,500.00	$ 1,500.00	$ -	0.00%
14242-5408	Infrastructure Activity	$ 500.00	$ 8,195.93	$ 8,500.00		$ 8,500.00	$ 8,500.00	$ -	0.00%
14242-5511	Training	$ 350.00	$ 241.15	$ 500.00	$ 275.00	$ 500.00	$ 500.00	$ -	0.00%
14242-5531	Paint Line Supplies	$ 5,220.16	$ 3,104.86	$ 5,500.00	$ 2,458.62	$ 5,500.00	$ 5,500.00	$ -	0.00%
14242-5532	Traffic Signs	$ 10,443.21	$ 23,537.39	$ 9,500.00	$ 3,237.17	$ 9,500.00	$ 9,500.00	$ -	0.00%
14242-5533	Pavement Repair	$ 34,763.79	$ 35,919.53	$ 38,000.00	$ 11,174.84	$ 38,000.00	$ 38,000.00	$ -	0.00%
14242-5534	Rails & Fences	$ 1,197.58	$ 2,230.26	$ 3,500.00	$ 3,512.20	$ 3,500.00	$ 3,500.00	$ -	0.00%
14242-5535	Sidewalk Repair	$ 85,342.58	$ -	$ 55,000.00		$ 55,000.00	$ 55,000.00	$ -	0.00%
14242-5536	Shop Supplies	$ 2,206.08	$ 1,939.65	$ 2,000.00	$ 1,265.43	$ 2,000.00	$ 2,000.00	$ -	0.00%
14242-5539	Other PW Supplies	$ 1,318.59	$ 861.99	$ 1,500.00	$ 534.70	$ 1,500.00	$ 1,500.00	$ -	0.00%
14242-5711	Mileage	$ 45.00	$ -	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
14242-5712	Meals/Lodging	$ 1,830.00	$ 1,060.00	$ 2,500.00	$ 760.00	$ 2,500.00	$ 2,500.00	$ -	0.00%
14242-5713	License Requirement	$ 240.00	$ 240.00	$ 294.00		$ 294.00	$ 294.00	$ -	0.00%
14242-5731	Association Dues	$ 100.00	$ 100.00	$ 330.00		$ 330.00	$ 330.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 770,403.15**	**$ 575,612.29**	**$ 705,560.00**	**$ 277,916.63**	**$ 713,744.00**	**$ 705,744.00**	**$ 184.00**	**0.03%**
14243-5819	Infrastructure (CATA Vans - Mngmnt Trnsfr)	$ -	$ 4,630.00	$ -		$ -	$ -	$ -	0.00%
CAPITAL SUB-TOTAL:		**$ -**	**$ 4,630.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.00%**
424 HIGHWAY SUB-TOTAL:		**$ 1,279,263.99**	**$ 1,056,829.45**	**$ 1,255,228.00**	**$ 523,331.41**	**$ 1,273,226.45**	**$ 1,261,827.02**	**$ 6,599.02**	**0.53%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC WORKS
425 FORESTRY

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14251-5115	Permanent Wages	$ 111,417.65	$ 129,933.04	$ 119,237.00	$ 54,086.40	$ 125,506.09	$ 124,596.30	$ 5,359.30	4.49%
14251-5121	Temporary Part Time	$ 2,255.00	$ 828.00	$ 8,000.00	$ 1,976.00	$ 8,000.00	$ 8,000.00	$ -	0.00%
14251-5123	Other Pay	$ 8,691.21	$ 16,635.80	$ 9,000.00	$ 2,269.68	$ 9,000.00	$ 9,000.00	$ -	0.00%
14251-5131	Overtime	$ 5,279.32	$ 5,275.60	$ 6,500.00	$ 2,244.81	$ 6,500.00	$ 6,500.00	$ -	0.00%
14251-5141	Differential & Incentive	$ 436.00	$ 400.00	$ 1,080.00	$ 800.00	$ 1,080.00	$ 1,080.00	$ -	0.00%
14251-5197	Uniform Allowance	$ 718.71	$ 949.90	$ 936.00	$ 190.98	$ 936.00	$ 936.00	$ -	0.00%
14251-5198	CDL Stipend	$ 500.00	$ 1,000.00	$ 1,170.00		$ 1,170.00	$ 1,170.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 129,297.89**	**$ 155,022.34**	**$ 145,923.00**	**$ 61,567.87**	**$ 152,192.09**	**$ 151,282.30**	**$ 5,359.30**	**3.67%**
14252-5276	Equipment Rental	$ 10,600.00	$ 8,412.66	$ 9,500.00	$ 750.00	$ 9,500.00	$ 9,500.00	$ -	0.00%
14252-5278	Other Rentals	$ 183.02	$ 156.52	$ 420.00	$ 66.22	$ 420.00	$ 420.00	$ -	0.00%
14252-5383	Other Purchased Services	$ 8,327.98	$ 7,486.71	$ 5,500.00	$ -	$ 6,000.00	$ 6,000.00	$ 500.00	9.09%
14252-5461	Groundskeeping Supplies	$ 11,795.62	$ 13,220.49	$ 13,500.00	$ 5,402.55	$ 13,500.00	$ 13,500.00	$ -	0.00%
14252-5481	Oil & Lube	$ -	$ 3.99	$ 200.00	$ -	$ 200.00	$ 200.00	$ -	0.00%
14252-5482	Tires	$ 791.85	$ -	$ 500.00	$ -	$ 500.00	$ 500.00	$ -	0.00%
14252-5483	Parts In-House Repair	$ 3,517.49	$ 12,441.61	$ 5,000.00	$ 2,968.00	$ 5,500.00	$ 5,500.00	$ 500.00	10.00%
14252-5511	Training	$ 385.00	$ -	$ 800.00	$ -	$ 1,250.00	$ 1,250.00	$ 450.00	56.25%
14252-5539	Other PW Supplies	$ 713.62	$ 523.33	$ 800.00	$ 156.19	$ 1,000.00	$ 1,000.00	$ 200.00	25.00%
14252-5588	Other Supplies	$ 5,720.57	$ 5,614.09	$ 5,500.00	$ 1,612.93	$ 6,000.00	$ 6,000.00	$ 500.00	9.09%
14252-5712	Meals/Lodging	$ 389.40	$ 665.52	$ 600.00	$ 210.00	$ 600.00	$ 600.00	$ -	0.00%
14252-5713	License Requirement	$ 80.00	$ 80.00	$ 94.00		$ 94.00	$ 94.00	$ -	0.00%
14252-5731	Association Dues	$ 170.00	$ -	$ 450.00		$ 450.00	$ 450.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 42,674.55**	**$ 48,604.92**	**$ 42,864.00**	**$ 11,165.89**	**$ 45,014.00**	**$ 45,014.00**	**$ 2,150.00**	**5.02%**
425 FORESTRY SUB-TOTAL:		**$ 171,972.44**	**$ 203,627.26**	**$ 188,787.00**	**$ 72,733.76**	**$ 197,206.09**	**$ 196,296.30**	**$ 7,509.30**	**3.98%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC WORKS

423 SNOW & ICE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14231-5131	Overtime	$ 84,365.69	$ 90,047.80	$ 100,000.00	$ 24,619.69	$ 100,000.00	$ 100,000.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 84,365.69**	**$ 90,047.80**	**$ 100,000.00**	**$ 24,619.69**	**$ 100,000.00**	**$ 100,000.00**	**$ -**	**0.00%**
14232-5215	Gasoline	$ 24,201.53	$ 23,318.53	$ 25,000.00	$ -	$ 25,000.00	$ 25,000.00	$ -	0.00%
14232-5216	Diesel Fuel	$ 32,794.56	$ 24,224.91	$ 35,000.00	$ 1,533.23	$ 35,000.00	$ 35,000.00	$ -	0.00%
14232-5272	Vehicle Rental	$ 75,278.68	$ 60,665.90	$ 90,000.00	$ 17,218.50	$ 90,000.00	$ 90,000.00	$ -	0.00%
14232-5481	Oil & Lube	$ 219.84	$ 8.49	$ 175.00	$ -	$ 175.00	$ 175.00	$ -	0.00%
14232-5484	Parts Snow Repair	$ 39,869.31	$ 89,882.23	$ 60,000.00	$ 14,931.63	$ 60,000.00	$ 60,000.00	$ -	0.00%
14232-5539	PW Supplies -Salt, Sand, Calcium Chloride	$ 211,616.17	$ 175,027.32	$ 166,389.00	$ 30,543.27	$ 166,389.00	$ 166,389.00	$ -	0.00%
14232-5712	Meals/Lodging	$ 4,370.00	$ 4,270.00	$ 6,000.00	$ 1,140.00	$ 6,000.00	$ 6,000.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 388,350.09**	**$ 377,397.38**	**$ 382,564.00**	**$ 65,366.63**	**$ 382,564.00**	**$ 382,564.00**	**$ -**	**0.00%**
423 SNOW & ICE SUB-TOTAL:		**$ 472,715.78**	**$ 467,445.18**	**$ 482,564.00**	**$ 89,986.32**	**$ 482,564.00**	**$ 482,564.00**	**$ -**	**0.00%**

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC WORKS

431 SANITATION (Enterprise Fund in FY19)

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14311-5121	Temporary Part Time	$ -	$ -	$ 33,992.00	$ 19,320.00	$ 35,019.00	$ 35,019.00	$ 1,027.00	3.02%
PERSONNEL SUB-TOTAL:		**$ -**	**$ -**	**$ 33,992.00**	**$ 19,320.00**	**$ 35,019.00**	**$ 35,019.00**	**$ 1,027.00**	**3.02%**
14312-5304	Advertising	$ 898.93	$ -	$ -		$ -	$ -	$ -	0.00%
14312-5385	Sanitary Collection	$ 695,830.01	$ -	$ 921,744.00	$ 400,693.45	$ 993,767.00	$ 993,767.00	$ 72,023.00	7.81%
14312-5536	Shop Supplies	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
14312-5957	General Fund Subsidy	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 696,728.94**	**$ -**	**$ 921,744.00**	**$ 400,693.45**	**$ 993,767.00**	**$ 993,767.00**	**$ 72,023.00**	**7.81%**
431 SANITATION SUB-TOTAL:		**$ 696,728.94**	**$ -**	**$ 955,736.00**	**$ 420,013.45**	**$ 1,028,786.00**	**$ 1,028,786.00**	**$ 73,050.00**	**7.64%**

432 SOLID WASTE TRANSFER STA. (Enterprise Fund in FY19)

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14321-5121	Temporary Part Time	$ -	$ -	$ -		$ -	$ -		
14321-5131	Overtime	$ 18,202.34	$ -	$ 17,000.00	$ 8,952.42	$ 19,000.00	$ 19,000.00	$ 2,000.00	11.76%
PERSONNEL SUB-TOTAL:		**$ 18,202.34**	**$ -**	**$ 17,000.00**	**$ 8,952.42**	**$ 19,000.00**	**$ 19,000.00**	**$ 2,000.00**	**11.76%**
14322-5383	Other Purchased Services	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
14322-5387	Disposal	$ 18,302.23	$ -	$ -		$ -	$ -	$ -	0.00%
14322-5712	Meals/Lodging	$ 1,150.00	$ -	$ 1,120.00	$ 540.00	$ 1,120.00	$ 1,120.00	$ -	0.00%
14322-5714	Purchase Water	$ 962.05	$ -	$ -		$ -	$ -	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 20,414.28**	**$ -**	**$ 1,120.00**	**$ 540.00**	**$ 1,120.00**	**$ 1,120.00**	**$ -**	**0.00%**
432 SOLID WASTE SUB-TOTAL:		**$ 38,616.62**	**$ -**	**$ 18,120.00**	**$ 9,492.42**	**$ 20,120.00**	**$ 20,120.00**	**$ 2,000.00**	**11.04%**

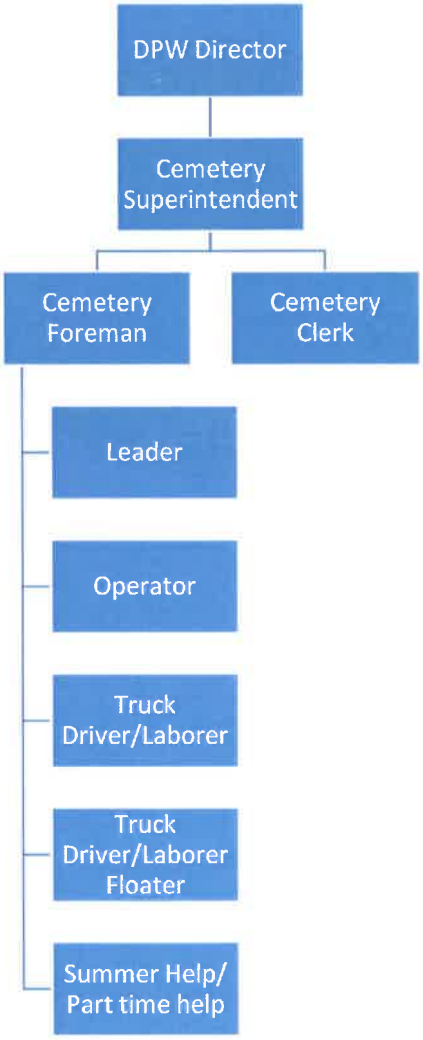
CEMETERY & PARKS DEPARTMENT

Cemetery & Parks Department

Cemetery & Parks Department Mission

To provide excellent cemetery services to families and residents of Ipswich by treating them with care, respect and providing a pleasant atmosphere. We strive for accurate record keeping and to give the best possible customer service to all. We will continue to keep all of our properties well maintained in a condition that is attractive and will reflect that the town takes pride in its appearance and welcomes all. We will continue to work together with other town departments to help keep the Town of Ipswich moving forward in a positive direction.

Organizational Chart



Cemetery & Parks Department

Goals and Objectives

- Old North cemetery improvements
- Install shade structure at Bialek Park with ADA compliant picnic tables and mulch
- Install ADA compliant walkways to play areas at Giles Firman Park, Father Ryc's Park, and phase (1) of Bialek Park
- Continue with GIS mapping of all cemeteries

Accomplishments

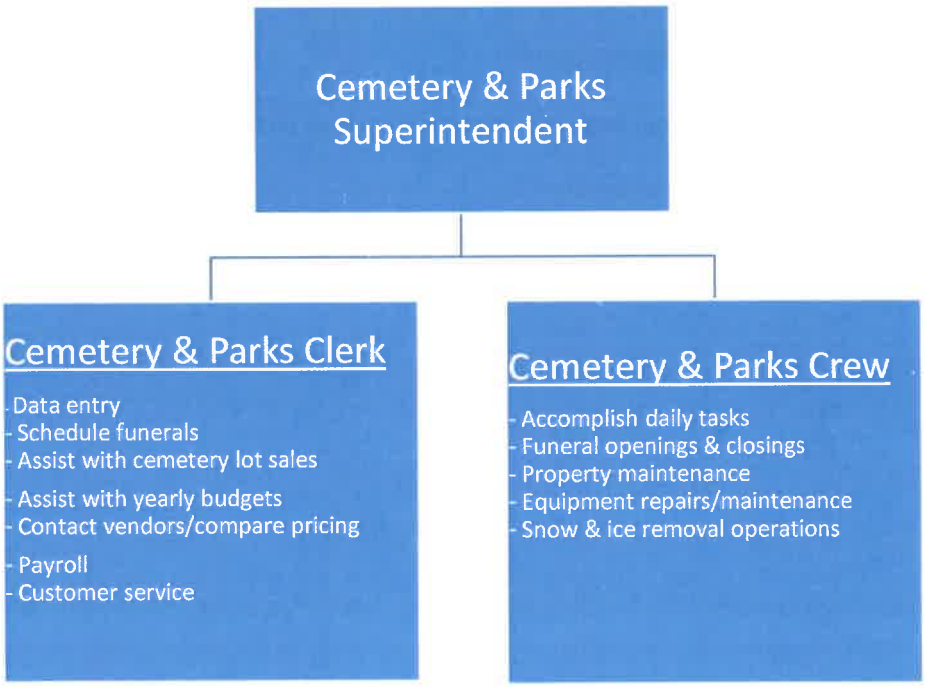
- Opening of Pony Express athletic fields
- Pony Express property improvements
- Replacement of F550 dump body with new stainless steel dump body
- Old North cemetery improvements

Cemetery & Parks Department

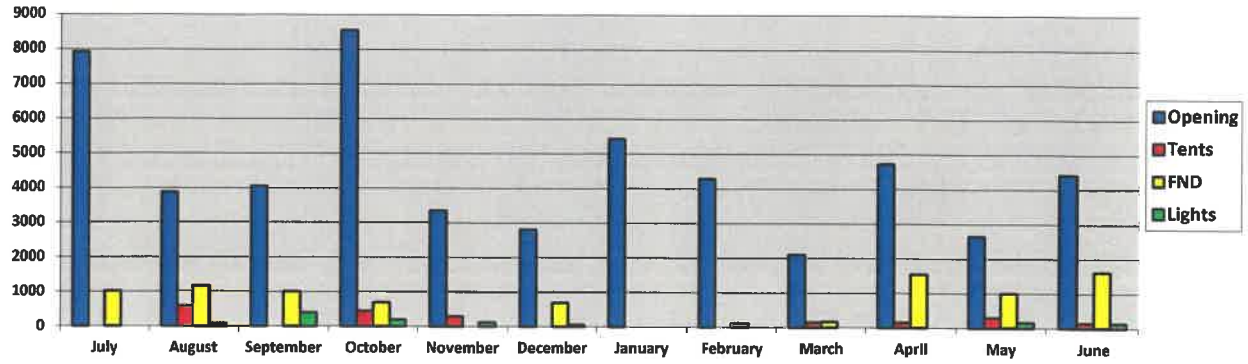
Significant Budget Changes or Initiatives

- 14911-5197 decreased due to union contract
- 14911-5198 increased due to union contract
- 14912-5315 increased for cemetery monument repairs & garden maintenance
- 14912-5432 decreased due to after removing half-court basketball court from FY2020
- 14912-5485 increased due to amount expended in FY2019 & FY2020 *(current)*

Programs & Services

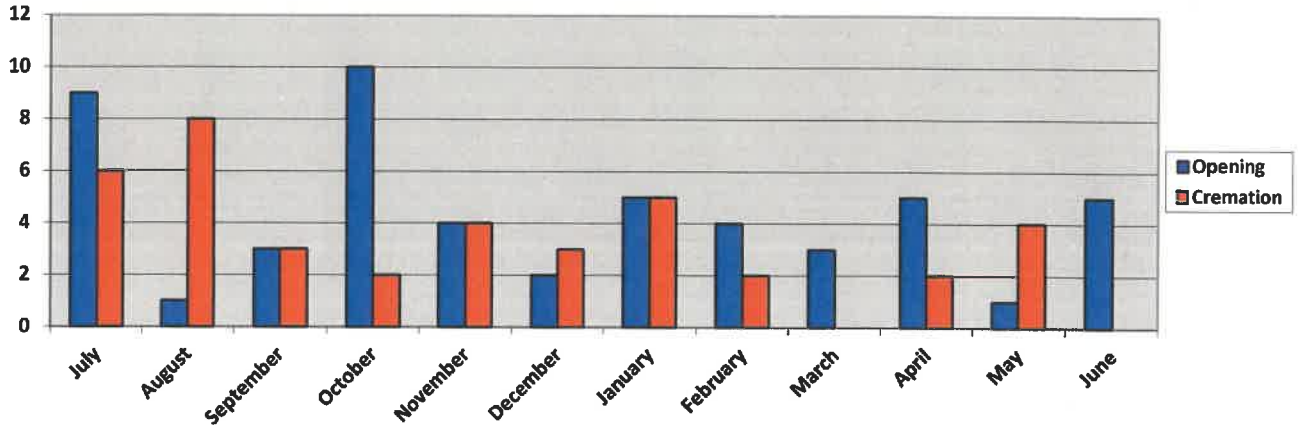


Performance Measures



FY 2019 SALES FOR OPENINGS, TENTS, FOUNDATIONS & LIGHTS

This indicator includes sales for all Grave Openings, Tents, Foundations and Lights for the fiscal year 2019. The total amount for Grave Openings is $56,654, the total amount for Tent Usage is $2,100, the total amount for Foundations is $10,034, and the total amount for the Lights Usage is $1,600.



FY 2019 OPENINGS VS CREMATIONS

This indicator shows the difference in the numbers of Full Burial vs Cremations. Total number for Full Burials is 52, the total number for Cremations is 40.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC WORKS

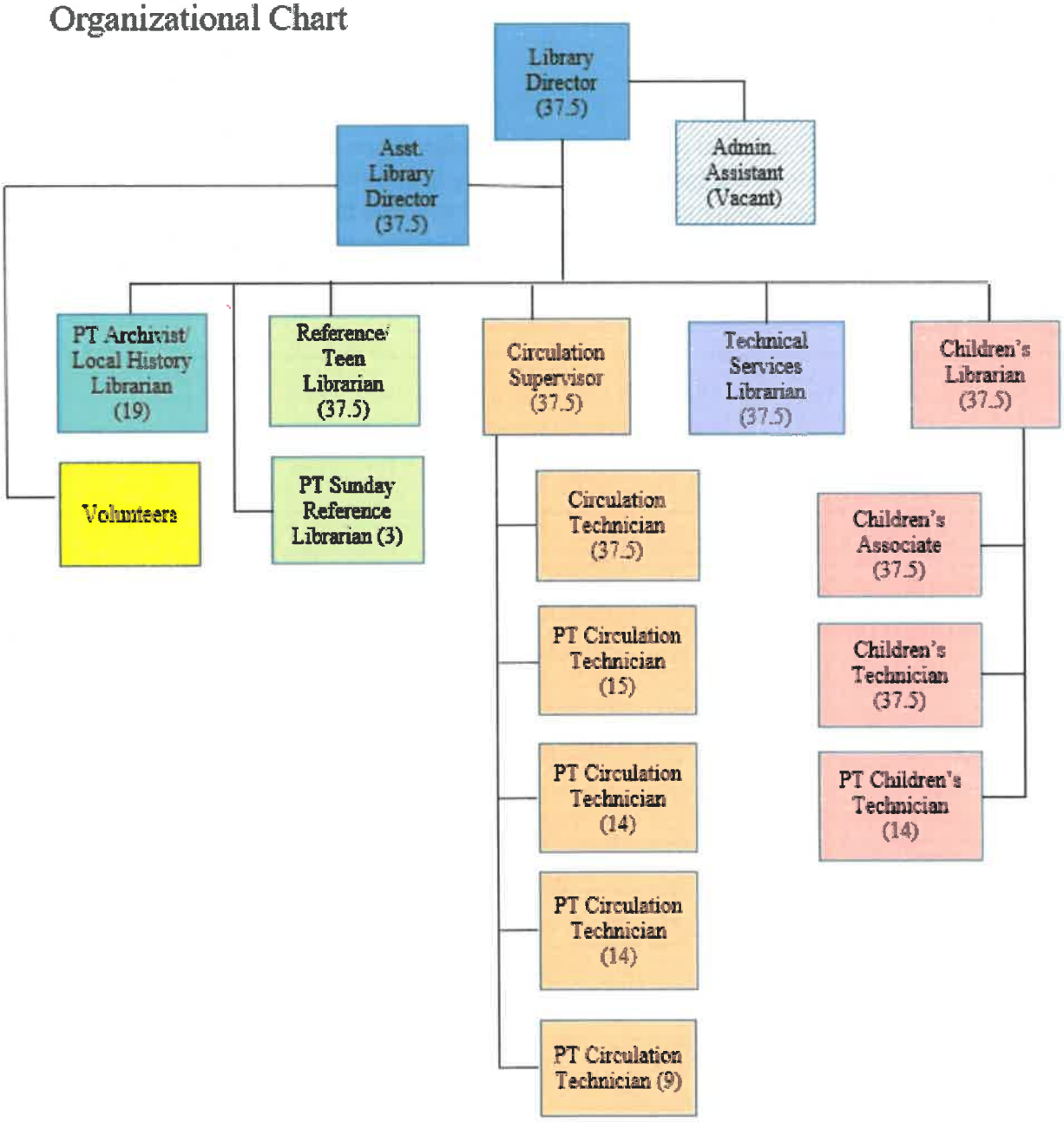
491 CEMETERIES AND PARKS

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14911-5112	Permanent Wages Superintendent	$ 90,930.32	$ 92,748.84	$ 94,145.00	$ 42,905.26	$ 96,505.00	$ 96,505.00	$ 2,360.00	2.51%
14911-5114	Permanent Wages Foreman	$ 64,173.65	$ 65,436.80	$ 66,892.00	$ 31,637.60	$ 68,465.22	$ 68,465.22	$ 1,573.22	2.35%
14911-5115	Permanent Wages	$ 189,412.31	$ 185,172.21	$ 211,587.99	$ 93,749.60	$ 208,513.02	$ 208,513.02	$ (3,074.97)	-1.45%
14911-5121	Temporary Part Time	$ 18,666.00	$ 18,109.40	$ 23,000.00	$ 12,932.00	$ 24,000.00	$ 24,000.00	$ 1,000.00	4.35%
14911-5126	Sick Leave Buy back	$ -	$ 6,731.80	$ -		$ -	$ -	$ -	0.00%
14911-5131	Overtime	$ 23,676.70	$ 24,478.63	$ 22,000.00	$ 12,470.74	$ 23,000.00	$ 23,000.00	$ 1,000.00	4.55%
14911-5141	Differential & Incentive	$ 1,600.00	$ 1,200.00	$ 2,000.00		$ 2,000.00	$ 2,000.00	$ -	0.00%
14911-5197	Uniform Allowance	$ 1,726.69	$ 1,369.99	$ 1,600.00	$ 599.99	$ 800.00	$ 800.00	$ (800.00)	-50.00%
14911-5198	CDL Stipend	$ 1,000.00	$ 1,500.00	$ 2,000.00		$ 2,800.00	$ 2,800.00	$ 800.00	40.00%
PERSONNEL SUB-TOTAL:		**$ 391,185.67**	**$ 396,747.67**	**$ 423,224.99**	**$ 194,295.19**	**$ 426,083.24**	**$ 426,083.24**	**$ 2,858.25**	**0.68%**
14912-5211	Electricity	$ 92.37	$ 84.83	$ -		$ -	$ -	$ -	0.00%
14912-5231	W&S Utilities	$ 2,088.48	$ 2,342.27	$ 2,300.00	$ 1,275.84	$ 2,300.00	$ 2,300.00	$ -	0.00%
14912-5245	Motor Vehicles	$ 5,538.42	$ 9,498.60	$ 7,000.00	$ 4,871.55	$ 7,000.00	$ 7,000.00	$ -	0.00%
14912-5251	Building Maintenance & Repair	$ 1,047.22	$ -	$ -		$ -	$ -	$ -	0.00%
14912-5276	Equipment Rental	$ 52.50	$ -	$ -		$ -	$ -	$ -	0.00%
14912-5278	Other Rentals	$ 412.07	$ 530.14	$ 720.00	$ 307.12	$ 720.00	$ 720.00	$ -	0.00%
14912-5315	Other Consultants		$ -	$ 5,000.00	$ 3,116.50	$ 10,000.00	$ 5,000.00	$ -	0.00%
14912-5354	Civic Observances	$ 4,284.25	$ 4,046.24	$ 5,600.00	$ 2,104.21	$ 5,600.00	$ 5,600.00	$ -	0.00%
14912-5422	Printed Forms	$ -	$ 78.88	$ 250.00	$ 31.88	$ 250.00	$ 250.00	$ -	0.00%
14912-5431	Building Repair Supplies	$ 1,185.48	$ 1,818.81	$ 1,200.00	$ 1,202.11	$ 1,300.00	$ 1,300.00	$ 100.00	8.33%
14912-5432	Other Structures	$ 9,058.21	$ 9,420.24	$ 23,000.00	$ 7,480.71	$ 15,650.00	$ 15,650.00	$ (7,350.00)	-31.96%
14912-5461	Groundskeeping Supplies	$ 32,514.95	$ 28,210.40	$ 28,000.00	$ 19,269.75	$ 30,000.00	$ 30,000.00	$ 2,000.00	7.14%
14912-5481	Oil & Lube	$ 581.33	$ 735.97	$ 700.00		$ 700.00	$ 700.00	$ -	0.00%
14912-5482	Tires	$ 1,230.78	$ 1,500.00	$ 1,500.00		$ 1,500.00	$ 1,500.00	$ -	0.00%
14912-5483	Parts In-House Repairs	$ 4,933.60	$ 6,985.96	$ 5,500.00	$ 2,873.02	$ 6,000.00	$ 6,000.00	$ 500.00	9.09%
14912-5485	Other Equipment	$ 5,346.99	$ 8,260.45	$ 6,500.00	$ 6,496.72	$ 7,500.00	$ 7,500.00	$ 1,000.00	15.38%
14912-5505	Medical Supplies	$ 238.99	$ 249.44	$ 250.00	$ 124.90	$ 250.00	$ 250.00	$ -	0.00%
14912-5534	Rails & Fences	$ -	$ 759.00	$ 1,500.00	$ 525.62	$ 1,500.00	$ 1,500.00	$ -	0.00%
14912-5539	Other PW Supplies	$ 13,349.97	$ 13,094.83	$ 13,000.00	$ 8,924.97	$ 14,000.00	$ 14,000.00	$ 1,000.00	7.69%
14912-5711	Mileage	$ 1,178.17	$ 1,035.03	$ 1,000.00	$ 381.06	$ 1,000.00	$ 1,000.00	$ -	0.00%
14912-5712	Meals/Lodging	$ 880.00	$ 920.00	$ 900.00	$ 480.00	$ 900.00	$ 900.00	$ -	0.00%
14912-5713	License Requirement	$ 120.00	$ 160.00	$ 160.00		$ 160.00	$ 160.00	$ -	0.00%
14912-5731	Association Dues	$ -	$ -	$ 100.00		$ -	$ -	$ (100.00)	-100.00%
EXPENSES SUB-TOTAL:		**$ 84,133.78**	**$ 89,731.09**	**$ 104,180.00**	**$ 59,465.96**	**$ 106,330.00**	**$ 101,330.00**	**$ (2,850.00)**	**-2.74%**
491 CEMETERIES AND PARKS SUB-TOTAL:		**$ 475,319.45**	**$ 486,478.76**	**$ 527,404.99**	**$ 253,761.15**	**$ 532,413.24**	**$ 527,413.24**	**$ 8.25**	**0.00%**

Ipswich Public Library
Mission Statement

The Ipswich Public Library is a vital resource for ideas, information and recreation for all members of the community. The mission of the Ipswich Public Library is to provide information on topics of interest to the community and guidance in how to use and evaluate information sources; to promote learning and personal growth throughout life; to support the enjoyment of reading for pleasure as well as work and school; to preserve and make available for study the historical record of the Town of Ipswich.

Ipswich Public Library Organizational Chart



Ipswich Public Library
FY21 Goals and Objectives

Note: The Library is required to have a long range plan (with multi-year goals) on file with the MA Board of Library Commissioners, and every year we update our action plan with objectives related to those overarching goals. Below is our Action Plan for FY21. The Strategic Plan is available in its entirety, with more information about status of goals, on the Library's website at ipswichlibrary.org

FY2021 Objectives for Goal 1 – User Experience

- The Library Director will work with the Town Facilities Director on a capital project for redesign of the library's reference spaces, and for additional quiet study spaces
- The Assistant Director will work with local agencies to expand and improve ESOL services
- Dual monitors will be installed at all service desks
- The Library Director will work with other Town departments on solutions to parking challenges
- The Children's staff will attend professional development workshops related to space planning for youth services in public libraries, and visit other libraries for ideas
- The Library will create a "welcome wagon" packet to distribute to realtors
- A feasibility study will be conducted for expanding hours of service
- The Library Director will work with the Council on Aging to seek grant funding to improve and expand Homebound Delivery Service to the community

FY2021 Objectives for Goal 2 – Local History

- The Archivist and Library Director will update the policies related to access and use of the local history collections (*complete*)
- The Archivist will update the finding aids to improve ease of use of history collections
- The Library will work with the Ipswich Museum to reach a permanent agreement regarding shared resources
- The Archivist will make a plan for digitization of suitable historical collections
- The Archivist will establish ongoing programs for patrons in local history research

FY2021 Objectives for Goal 3 – Technology

- The Assistant Director will purchase five more Chromebooks for in-library use
- The library will expand its digital offerings to include streaming video services
- The Library will purchase and loan e-readers
- The Library will conduct a feasibility study for patron self-checkout service
- The Assistant Library Director will research third-party fax service options
- The Assistant Library Director will work with the Library Consortium and Town IT Department to develop an ongoing technology plan that includes replacement schedules and allows for implementation of emerging technologies
- A minimum of two additional public Internet stations will be added

FY2021 Objectives for Goal 4 – Professional Development

- The Assistant Library Director will conduct regular training sessions for new volunteers
- The Library Director will introduce annual staff evaluations and goal-setting with all staff
- The Library Director will work with Town Human Resources to update all job descriptions
- The Library will close at least one day each year for staff development and training
- A plan will be created for ongoing customer service development and training for all staff
- An annual customer service survey with be implemented to solicit patron feedback
- The Library Director will serve in a leadership role in a professional organization at the regional or state level

FY2021 Objectives for Goal 5 – Community Connections

- Reference staff will hold a focus group with area service providers such as police, the Council on Aging, and other social service agencies to gather information in order to create a consistent procedure for resource and referral to services offered by other community organizations.
- The children's department will create and maintain a community page on the website for local information and services of interest to families and children
- The Library will introduce "After Hours" social networking events 2-3 times per year

FY2021 Objectives for Goal 6 – Lifelong Learning

- The Assistant Director will evaluate all in-house display spaces and make recommendations for changes and new furnishings
- Conduct feasibility study for developing a "Library of Things," to include items like sewing machines, tools, electronic equipment, cake pans, etc. (*underway*)
- The Library will launch a monthly documentary film screening and discussion
- Offer a staff training on weeding for all staff with collection management responsibilities
- The Library will conduct reader's advisory training for all front-line staff
- The Reference librarian will plan information sessions for teens and parents who are planning for college, such as essay writing assistance and financing workshops

Ipswich Public Library
FY20 Accomplishments

Note: The Library is required to have a long range plan (with multi-year goals) on file with the MA Board of Library Commissioners, and every year we update our action plan with objectives related to those overarching goals. Below are highlights from our current year. The Strategic Plan is available in its entirety, with more information about status of goals, on the Library's website at ipswichlibrary.org

Programs and Partnerships

Annual attendance at library programs surpassed 11,000 (55% increase over the last five years)

For its 15th year of "Ipswich Reads… One Book," the library developed a month-long series of programs related to the substance use crisis, culminating with a presentation by David Sheff (author of *Beautiful Boy*). This initiative was co-sponsored by the Ipswich Police Department, the Ipswich Public Schools, the Ipswich Family YMCA, and Ipswich Aware.

As part of the Johnson Author Series, which is funded by the Friends of the Library, the library hosted authors Sy Montgomery and Gregory Maguire.

The children's department continued several partnered initiatives with the school department, including (but not limited to): hosting kindergarten screening and registration at the library, a joint spring "one book" program, and making school early intervention staff available at library programs to provide resources and referrals.

Technology

The Library launch a redesigned website with improved access for patrons, and more user-friendly online registration for programs, museum passes, and room reservations.

The Library launched an app through which patron account functions (catalog, renewals, and requests) can be accessed.

Local History

The Library's new Archivist has accomplished many goals related to our long-range preservation plan and overall strategic plan. We have secured a $5,000 donation to digitize the "Ipswich Speaks" oral histories (recorded in the 1970s), and a $30,000 grant to digitize the entire historical microfilm newspaper collection (to be available and searchable online), and completed many preservation projects.

In recognition of its 150th year, the Ipswich Public Library mounted a large-scale exhibition of the library's history, featuring photos and other items from our archives.

Collections

Library staff performed a major weeding and shifting project the adult non-fiction collection to improve quality and ease of use. We also introduced telescopes and wifi hotspots, available for borrowing, and are working on a new Library of Things for 2020.

Ipswich Public Library
FY21 Narrative of Significant Budget Changes

Salaries

$3,237– Reclassify Senior Library Technician position
This position has evolved over the years to become a department head position with 5-6 direct reports (including one full time employee). Propose rewriting position description as "Head of Borrower Services" to more accurately reflect the work being done and level of responsibility, and reclassifying from AFSCME Grade 19 to Grade 21.

$5,400 (estimated) – Reclassify Professional Librarian positions (3)
Propose reclassifying from AFSCME Grade 23 to Grade 24 (an estimated 3% increase between grades), in order to adjust to comparable positions in region (based on qualifications and level of responsibility).

Postage
-$100 (Decrease)

We reduced this budget in FY20 due to more patrons choosing to receive electronic notices, and we will still have funds left. We can reduce further.

Printed Forms
-$200 (Decrease)

As technology has improved, we produce many more publications and forms in-house. We don't send as many materials to the printer anymore. Remaining budget is mostly for specialty items, such as library cards, etc.

Books and Other Materials

$2000 – Partial restoration of previously reduced line

We reduced this line by $4000 last year as a good faith gesture to help offset other necessary increases. In order to maintain our state certification (and reciprocity for our residents), we must spend 16% of our appropriation on books and other materials. We have been reaching this goal by subsidizing this line in our town budget with other funding sources, which prevents us from using those funding sources to develop other initiatives or replace technology, furnishings, etc. We'd like to start building this back up toward the recommended minimum.

Ipswich Public Library
Programs and Services

Library Director
- Staff management
- Planning and goal setting
- Budget management
- Publicity
- Outreach

Assistant Director
- IT Management
- Volunteer recruitment/mgmt
- CORI Checks
- Staff scheduling

Admin. Asst. (Vacant)
- Accounts Payable (*Director*)
- Accounts Receivable (*Assistant Director*)
- Payroll (*Assistant Director*)

Reference Services
- Research assistance to the public
- Selection and purchase of reference collections
- Technology instruction and assistance
- Community information and referral
- Consumer information
- Tax assistance
- Reader's Advisory

Circulation (Borrower Services)
- Circulates materials
- Registers patrons
- Manages patron accounts
- Manages daily delivery
- Informational/directional questions
- Creates displays
- Museum pass service

Children's Department
- Selection and purchase of children's and parenting collections
- Early literacy initiatives
- Children's and family programs
- Homework assistance
- Partnered programs with schools
- Reader's Advisory

Teen Services
- Selection and purchase of teen collections
- Teen programs
- Homework assistance
- College search information
- Partnered programs with schools
- Reader's Advisory

Volunteers
- Shelving
- Processing new books

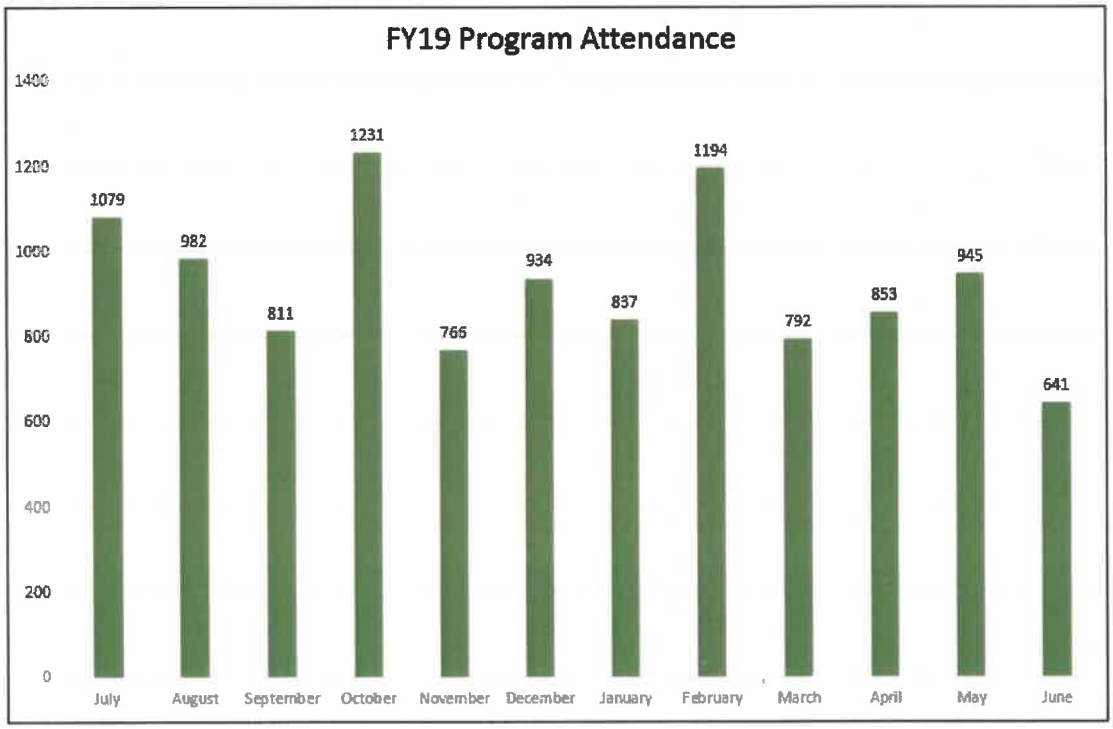
Technical Services
- Catalogs and processes new materials
- Selects and purchases collections
- Reference services
- Weeds collections and deletes items from system
- Orders supplies
- Plans programs
- Creates displays

Local History/ Archives
- Management of local history collections, polices and use
- Local history research assistance
- Grant writing and management
- Preservation activities
- Plan local history programs
- Community outreach with partner organizations

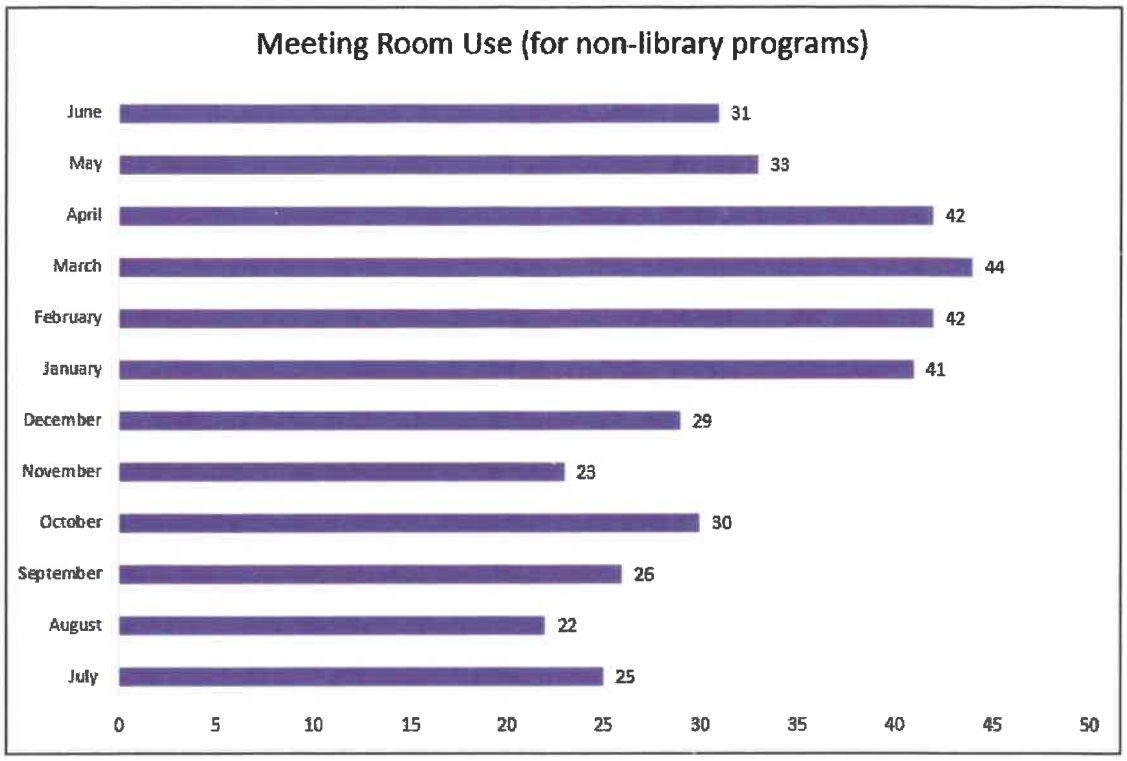
Ipswich Public Library
Performance Measures

(We track most output measures as year-to-year comparisons, in order to compare similar service months)

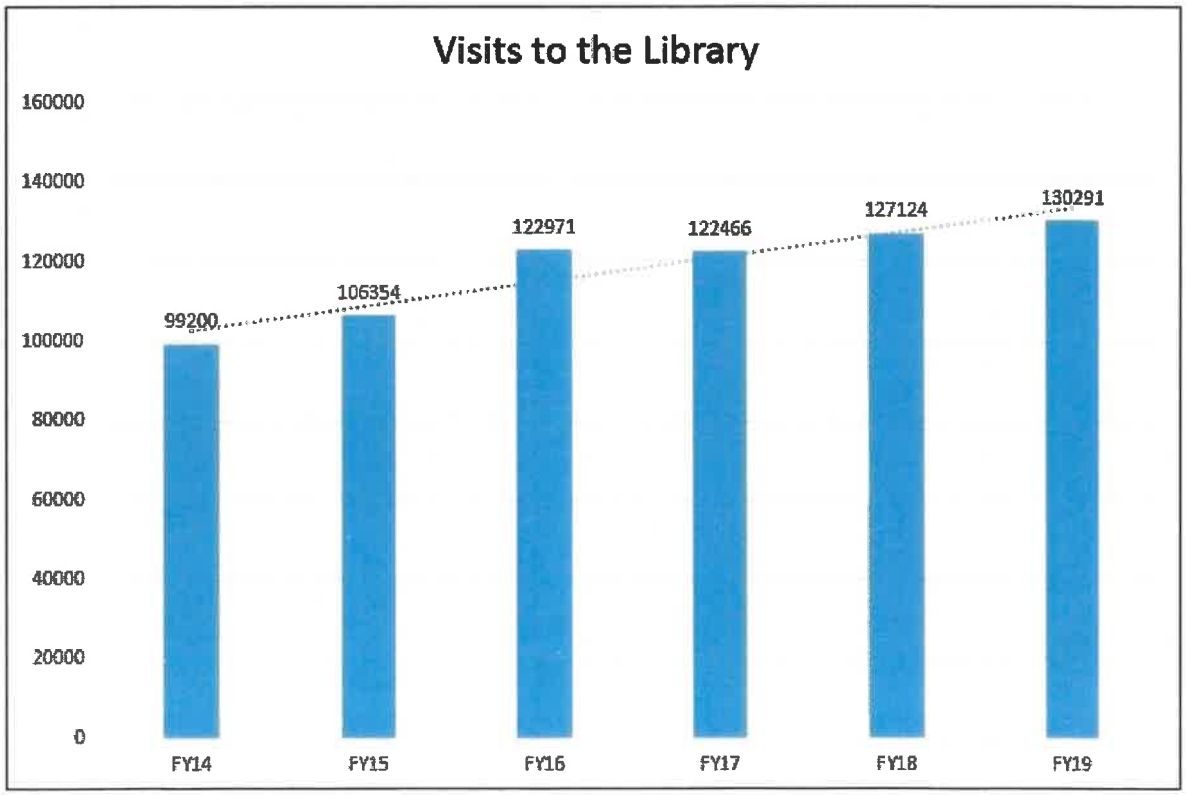
Total attendance at all programs in FY19 = 11,065, which is up 55% over last three years.



Due to changes in policy and reservation procedures, use of meeting spaces by outside groups has increased by 37% in the last five years.

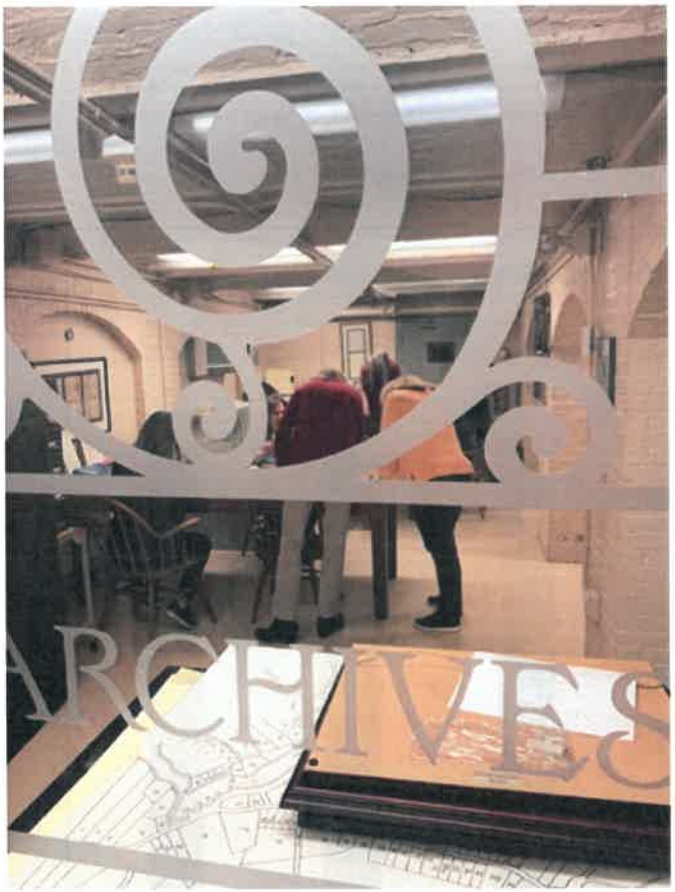


Visits to the library have increased 31% over the last five fiscal years.



IPSWICH PUBLIC LIBRARY

Ipswich Public Library



Sisters in Crime
NEW ENGLAND

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

COMMUNITY & CULTURAL

610 LIBRARY

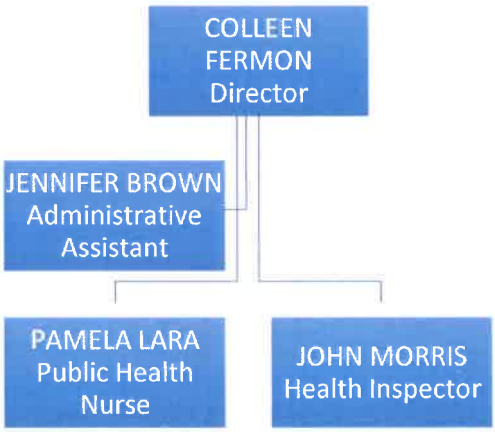
Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
16101-5112	Appointed Salary Library Director	$ 86,151.00	$ 87,874.27	$ 92,000.00	$ 42,137.39	$ 94,778.00	$ 94,778.00	$ 2,778.00	3.02%
16101-5113	Appointed Salary Asst. Library Director	$ 61,468.16	$ 62,697.44	$ 63,642.00	$ 29,003.41	$ 65,236.75	$ 65,236.75	$ 1,594.75	2.51%
16101-5115	Permanent Wages	$ 355,935.07	$ 368,681.48	$ 382,180.00	$ 185,324.54	$ 396,628.65	$ 405,265.65	$ 23,085.65	6.04%
16101-5116	Permanent Part Time	$ 44,204.62	$ 70,319.26	$ 82,211.02	$ 32,391.56	$ 87,526.59	$ 87,526.59	$ 5,315.57	6.47%
16101-5126	Sick Leave Buyback	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
16101-5131	Overtime	$ 565.00	$ 1,069.13	$ 1,000.00	$ 150.00	$ 1,000.00	$ 1,000.00	$ -	0.00%
16101-5141	Differential & Incentive	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 548,323.85**	**$ 590,641.58**	**$ 621,033.02**	**$ 289,006.90**	**$ 645,169.99**	**$ 653,806.99**	**$ 32,773.97**	**5.28%**
16102-5244	Maintenance Contracts	$ 37,993.00	$ 37,993.00	$ 37,993.00	$ 37,993.00	$ 37,993.00	$ 37,993.00	$ -	0.00%
16102-5340	Repair & Replace Office Equipment	$ 3,147.86	$ 3,879.00	$ 3,464.00	$ 1,502.28	$ 3,464.00	$ 3,464.00	$ -	0.00%
16102-5342	Postage	$ -	$ -	$ 400.00	$ 372.06	$ 300.00	$ 300.00	$ (100.00)	-25.00%
16102-5420	Department Supplies	$ 6,662.60	$ 5,705.85	$ 6,000.00	$ 2,720.29	$ 6,000.00	$ 6,000.00	$ -	0.00%
16102-5422	Printed Forms	$ 500.07	$ 479.52	$ 500.00	$ 244.50	$ 300.00	$ 300.00	$ (200.00)	-40.00%
16102-5511	Training	$ 2,000.00	$ 1,872.95	$ 3,000.00	$ 155.26	$ 3,000.00	$ 3,000.00	$ -	0.00%
16102-5512	Books	$ 88,743.94	$ 78,508.96	$ 85,000.00	$ 49,873.95	$ 92,000.00	$ 87,000.00	$ 2,000.00	2.35%
16102-5711	Mileage	$ 865.11	$ 555.05	$ 1,215.00	$ 94.31	$ 1,200.00	$ 1,200.00	$ (15.00)	-1.23%
16102-5731	Association Dues	$ 404.00	$ 390.00	$ 610.00	$ 170.00	$ 610.00	$ 610.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 140,316.58**	**$ 129,384.33**	**$ 138,182.00**	**$ 93,125.65**	**$ 144,867.00**	**$ 139,867.00**	**$ 1,685.00**	**1.22%**
610 LIBRARY SUB-TOTAL:		**$ 688,640.43**	**$ 720,025.91**	**$ 759,215.02**	**$ 382,132.55**	**$ 790,036.99**	**$ 793,673.99**	**$ 34,458.97**	**4.54%**

IPSWICH DEPARTMENT OF PUBLIC HEALTH

Department of Public Health Mission

The mission of the Department of Public Health is to protect the public health and the environment, prevent and control the spread of disease and promote sanitary living conditions through the enforcement of state and local regulations including the State Sanitary Code, State Environmental Code and Board of Health Regulations. Additionally, the Public Health Department is responsible for developing emergency preparedness plans to respond to infectious disease outbreaks and other biological events. The Director of Public Health also serves as the Septic Betterment Program Coordinator.

Organizational Chart



Goals and Objectives

- Revise the Best Management Plan for Mosquito Control so it better aligns with the MA Arbovirus Plan.
- Continue to train food establishment operators on the amendments to 105 CMR 590: State Sanitary Code, Chapter X – Minimum Sanitation Standards for Food Establishments which incorporated the 2013 FDA Food Code. A guidance document will be disseminated to food operators which will focus on the operator's requirement to have a verifiable method to train employees regarding the employee illness reporting requirements and when an operator needs to exclude or restrict an employee based on the symptoms or medical diagnosis an employee has.
- Complete one round of sales compliance checks and retail store tobacco signage inspections for all tobacco product retailers.

Accomplishments

- The Board of Health repealed the regulation, Environmental Tobacco Regulation, and adopted the regulation, Prohibiting Smoking in Workplaces and Public Places, in response to changes in the Massachusetts Tobacco laws.

- The Board of Health repealed the regulation, Sale and Possession of Tobacco Products and Minors, and adopted the regulation, Restricting the Sale of Tobacco Products, in response to changes in the Massachusetts Tobacco laws and to raise the minimum legal sales age from 18 to 21 for Tobacco Products.

- Completed two tobacco sales compliance checks and signage inspections per tobacco product retailer to determine compliance with state and local regulations.

- Provided a training session for all food establishment operators on the on the amendments to 105 CMR 590: State Sanitary Code, Chapter X – Minimum Sanitation Standards for Food Establishments which incorporated the 2013 FDA Food Code.

- Conducted all food inspections based on our Risk Based Inspection schedule.

Significant Budget Changes or Initiatives

- Increased mileage to cover mileage for the Health Inspector for inspections conducted in town. The increase is based on $75 per month for 12 months which equals $900.

Programs and Services

Public Health

Title 5 – Septic

Soil testing
Plan review
Inspections
Permitting
Enforcement
Title 5 reports
Septage Haulers
Septic Installers
Septic Inspectors
Betterment Program

Food

Education
Plan review
Inspections
Permitting
Enforcement
Retail Food
Food Service
Caterers
Cider Processing
Milk Pasteurization
Bottling of Soda

Housing/Complaints

Owner Occupied
Landlord/Tenant
Inspections
Enforcement
Motels- Permitting
Nuisances
Noxious and
Noisome Trades

Nursing and Community Programs

Disease Surveillance
Flu Vaccine Clinic
Wellness Clinics
Dental Clinic

Tobacco

Inspections
Compliance Checks
Permitting
Enforcement

Pools and Camps for Children

Inspections and
Permitting

Emergency Planning

Emergency Dispensing Site Plan
Medical Reserve Corp./Volunteers
Annual Planning Deliverables
Health and Homeland Emergency Network

Beaches

Water Testing and
Permitting

Outdoor Hydronic Heaters, RDNA, Private Wells

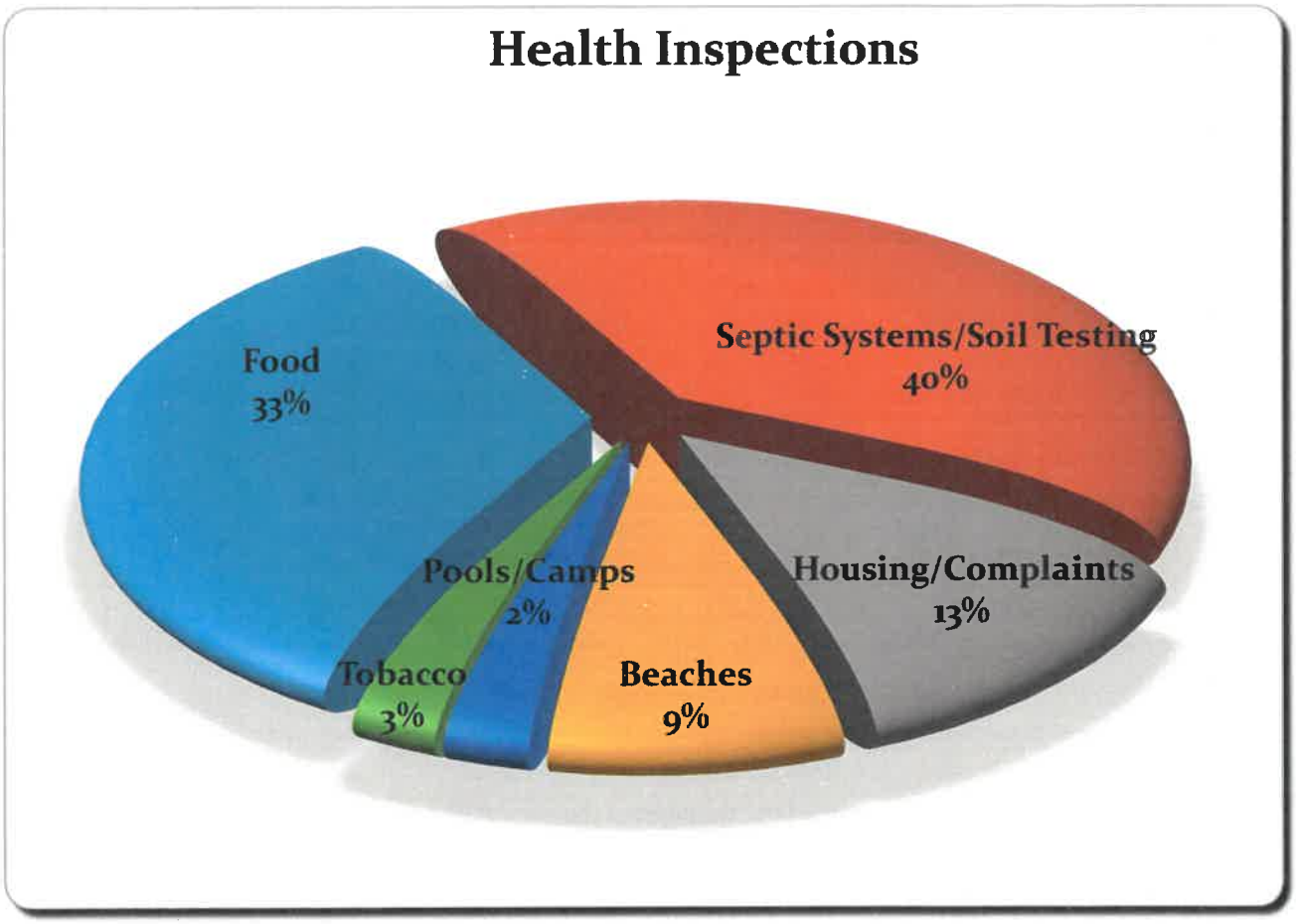
Permitting
Enforcement

Mosquito Control - Collection, Testing and and Annual Best Management Practice Plan

Greenhead Fly Control - 200 Traps

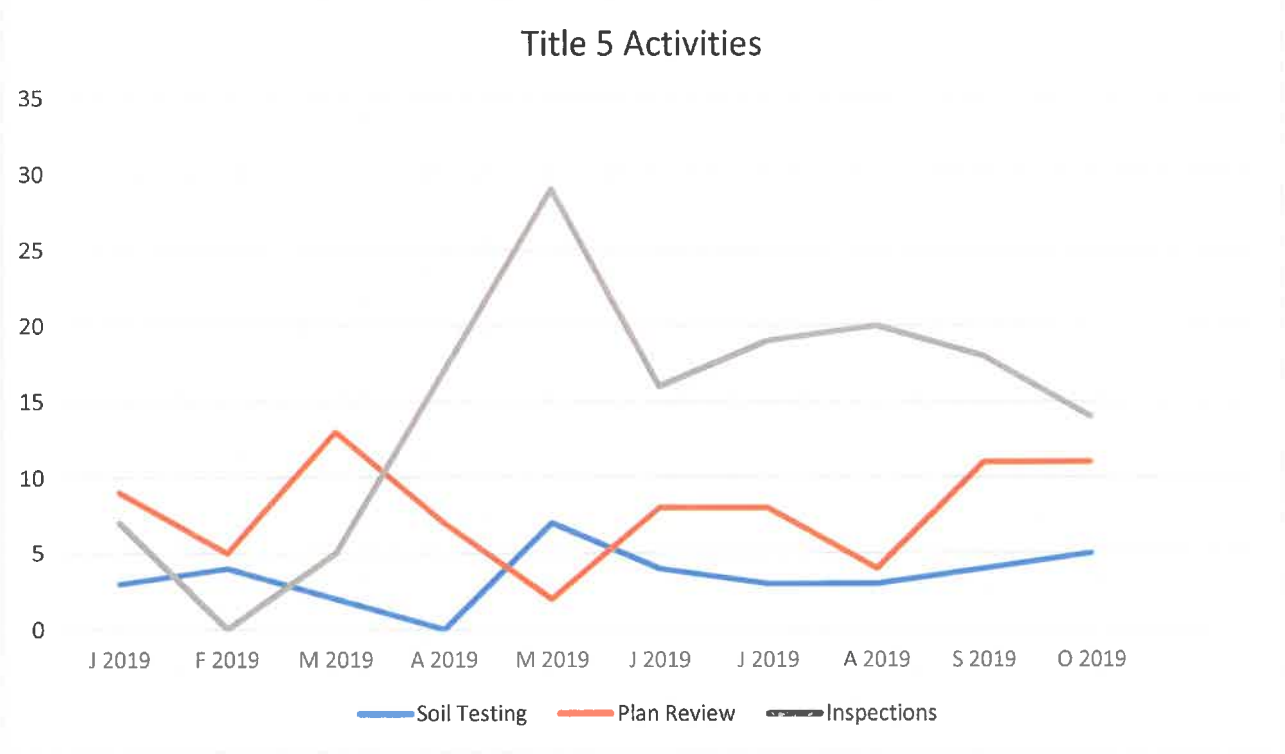
Beavers - Investigations, Permitting

Performance Measures



The Health Inspections pie chart demonstrates how inspectional time is divided among the major functional areas over a year. The division of time among the areas has remained relatively consistent for the past three years except for an increase in inspections of tobacco product retailers since Ipswich became a member of the North Shore/Cape Ann Tobacco Policy program last year. Each year septic system installation inspections and soil testing take up the largest portion of time.

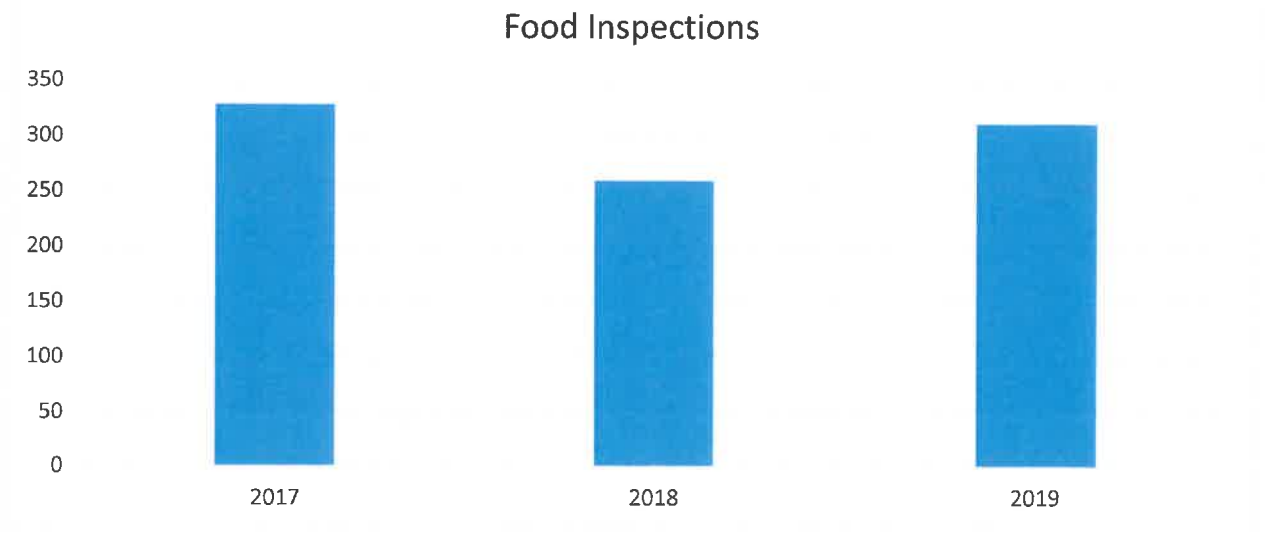
Performance Measures



Soil testing is relatively evenly spread out throughout the year with a dip in activity in April due to wet conditions as reflected for 2019 in the chart. New construction testing (testing of undeveloped properties) is allowed in April and May and most choose to wait to test until May for dryer conditions.

Septic system plan review is usually slower in the winter months and picks up in the spring when the weather is getting better and owners start thinking about making improvements to their properties. There is typically another increase in the fall as owners want to get plans approved and systems installed before the installation season closes on December 15.

Septic system installation inspections increase during the summer and fall months since the best weather to perform the work is during these seasons.



By the end of the calendar year, the number of food establishment inspections in 2019 will exceed the 329 food inspections conducted in 2017. The reason for the increase in inspections is the amendments to 105 CMR 590.00 that went into effect in 2019. It typically takes a few inspection cycles for all food establishments to get oriented to new requirements and obtain compliance. Violations result in re-inspections needing to be conducted.

Personnel Summary

	FY2018 FTE	FY2019 FTE	FY2020 FTE	CHANGE
512 Health Director	1.00	1.00	1.00	0.00
Office Clerk	1.00	1.00	1.00	0.00
512 Total Full Time Equivalents	**2.00**	**2.00**	**2.00**	**0.00**

Personnel Notes

FTEs are based on a 35-hour work week and are benefit eligible. The Health Inspector is a .34 position that is not benefit eligible. The Public Health Nurse is also not benefit eligible and it is a .16 position.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

COMMUNITY & CULTURAL

512 PUBLIC HEALTH

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
15121-5112	Appointed Salary Health Director	$ 95,533.88	$ 97,444.37	$ 98,911.00	$ 45,077.39	$ 101,391.00	$ 101,391.00	$ 2,480.00	2.51%
15121-5115	Permanent Wages	$ 47,338.55	$ 48,230.00	$ 49,683.00	$ 22,694.40	$ 50,586.71	$ 50,586.71	$ 903.71	1.82%
15121-5116	Permanent Part Time	$ 10,954.25	$ 11,947.00	$ 22,732.00	$ 8,889.00	$ 23,822.96	$ 22,435.92	$ (296.08)	-1.30%
15121-5121	Temporary Part Time	$ 310.00	$ 290.00	$ 1,262.00		$ -	$ -	$ (1,262.00)	-100.00%
15121-5141	Differential & Incentive	$ -		$ -		$ -	$ -	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 154,136.68**	**$ 157,911.37**	**$ 172,588.00**	**$ 76,660.79**	**$ 175,800.67**	**$ 174,413.63**	**$ 1,825.63**	**1.06%**
15122-5244	Maintenance Contracts	$ 270.00	$ 270.00	$ 270.00		$ -	$ -	$ (270.00)	-100.00%
15122-5304	Advertising	$ 427.46	$ 724.13	$ 550.00		$ 550.00	$ 550.00	$ -	0.00%
15122-5311	Other Consultants	$ 17,247.50	$ 14,683.00	$ 6,088.00	$ 4,646.00	$ 6,088.00	$ 6,088.00	$ -	0.00%
15122-5383	Other Purchased Services	$ 15,086.00	$ 15,600.00	$ 15,600.00	$ 15,600.00	$ 15,600.00	$ 15,600.00	$ -	0.00%
15122-5422	Printed Forms	$ 383.73	$ 807.95	$ 550.00	$ 230.83	$ 550.00	$ 550.00	$ -	0.00%
15122-5501	Drugs	$ 64.81	$ 48.99	$ 50.00		$ 50.00	$ 50.00	$ -	0.00%
15122-5583	Program Supplies	$ 26.25	$ 255.48	$ 100.00		$ 100.00	$ 100.00	$ -	0.00%
15122-5711	Mileage	$ 199.18	$ 269.20	$ 250.00	$ 398.48	$ 1,150.00	$ 1,150.00	$ 900.00	360.00%
15122-5731	Association Dues	$ 674.00	$ 704.00	$ 650.00	$ 495.55	$ 675.00	$ 675.00	$ 25.00	3.85%
15122-5733	Conference Registration	$ 624.00	$ 781.75	$ 650.00	$ 229.30	$ 650.00	$ 650.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 35,002.93**	**$ 34,144.50**	**$ 24,758.00**	**$ 21,600.16**	**$ 25,413.00**	**$ 25,413.00**	**$ 655.00**	**2.65%**
512 PUBLIC HEALTH SUB-TOTAL:		**$ 189,139.61**	**$ 192,055.87**	**$ 197,346.00**	**$ 98,260.95**	**$ 201,213.67**	**$ 199,826.63**	**$ 2,480.63**	**1.26%**

TOWN OF IPSWICH

BUILDING DEPARTMENT

BUDGET FY21

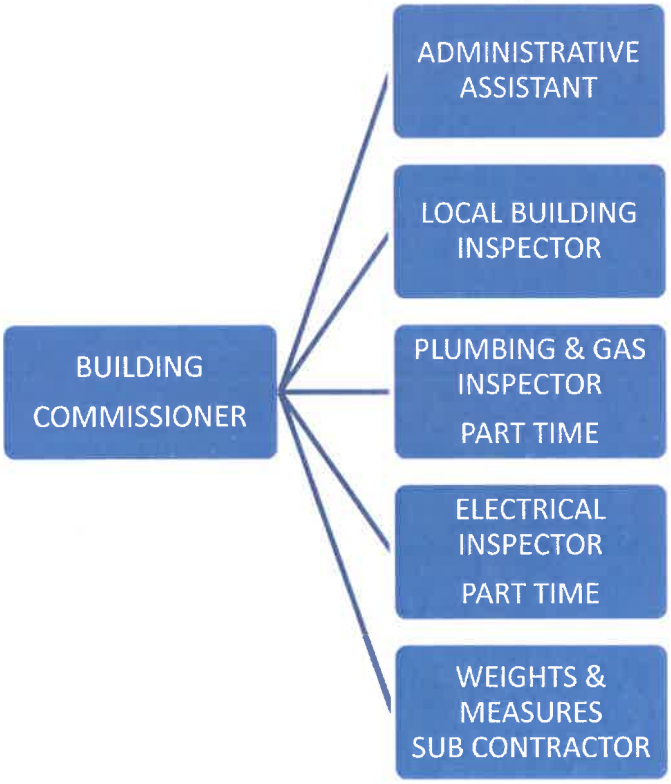
BUILDING DEPARTMENT

BUDGET FY21

Building Department Mission

The Building Department provides public safety through code enforcement of the Massachusetts State Building Code and the Specialized Codes: Plumbing, Gas, Electric, Mechanical, Sheet Metal, Fire Prevention and Architectural Accessibility Codes. The Department further protects public safety and property values through the enforcement of The Town of Ipswich Bylaws and Protective Zoning Bylaws. Issuing permits, performing inspections, enforcing the codes and bylaws help to make are buildings safer, more durable and energy efficient. The Building Commissioner is responsible for the management of a local building inspector, part time plumbing & gas inspector, part time electrical inspector, administrative assistant and a weights & measures sub-contractor.

Organizational Chart



BUILDING DEPARTMENT

BUDGET FY21

Goals and Objectives

A note from the Commissioner:
The departments staffing level has gone unchanged for decades while the quantity of permits issued has climbed from approximately 1000 permits in FY95 to over 2000 in FY2014 and has stayed North of that ever since. From April through December there's a sustained level of intensity (180+ permits/month, 40-50 permits/week) where we're just keeping up and falling behind is inevitable because the department lacks the depth to respond when there's an additional swell in permit applications, increased inspection demand and an absence such as the part time inspectors off, continuing education, sick or personal days or worse, vacation time. This occurs time and again, where we are past the tipping point for this staffing level and maintaining customer service. Permit turnaround time suffers along with enforcement actions and follow up.

The Building Department interacts with more of Ipswich's home, property and business owners than probably any other department in Town. Improving our level of customer service will make a difference and reflect positively on the Town.

Improve Customer Service

- I would like to make the assistant building inspectors position full time. The current work load warrants it, we have a large project that has just started, another about to start and a huge project pending.
- Continue to make permitting software and website improvements.
- Seek RFP's for a phased plan to scan street files and plans to data base.

Accomplishments

- Initiated procedural changes including:
  - Improved and streamlined permit document submittals.
  - Expanded use of outlook to track all inspections, site visits, office visits, complaints and deadlines.
  - New deposit worksheet with monthly report and schedule (utilizes Finance Depts. excel program).
- Website Improvements including:
  - Public access to permit records.
  - Improved online instructions, checklists, stretch energy code information and building codes hierarchy with links to online codes.

BUILDING DEPARTMENT

BUDGET FY21

Significant Budget Changes and Initiatives

- Local Inspectors hours from 19 hours to 35 hours. Full Time @ 33.00/hr = $63,006.00/yr

- Building Commissioner- 2.5% increase to $87021

BUILDING DEPARTMENT

BUDGET FY21

SERVICES

Provides Administration and Enforcement of the:

- Massachusetts State Building Codes
- Town of Ipswich Protective Zoning Bylaws
- Town of Ipswich Bylaws

Issues Permits and the Required Inspections for:

- New Buildings
- Additions
- Alterations and Repairs
- Accessory Buildings and Sheds
- Moving Buildings
- Demolition of Buildings
- Temporary Structures (Tents)
- Pools & Spas
- Wood & Pellet Stoves
- Fire Alarm & Suppression Systems
- Sheet Metal & Mechanical
- Plumbing and Gas Permits
- Electrical Wiring

Provides administration for weights and measures
State Sub-Contractor

Performs Annual and Periodic Inspections
Issues Certificates of Inspection for:

- Places of Assembly
- Restaurants
- Places of Worship
- Schools
- Group Homes
- Hospitals, Nursing Homes
- Day Care (Adult & Child)
- Hotels, Motels, Boarding Houses
- Multi Family Residences
- Dormitories, Camps
- Assisted Living Facilities
- Alcoholic Beverage Licensed Facilities
- Fire Escapes

Investigates complaints
Issues violation/ enforcement orders as needed.

Fulfills numerous requests for information from citizens, realtors, attorneys and more

BUILDING DEPARTMENT

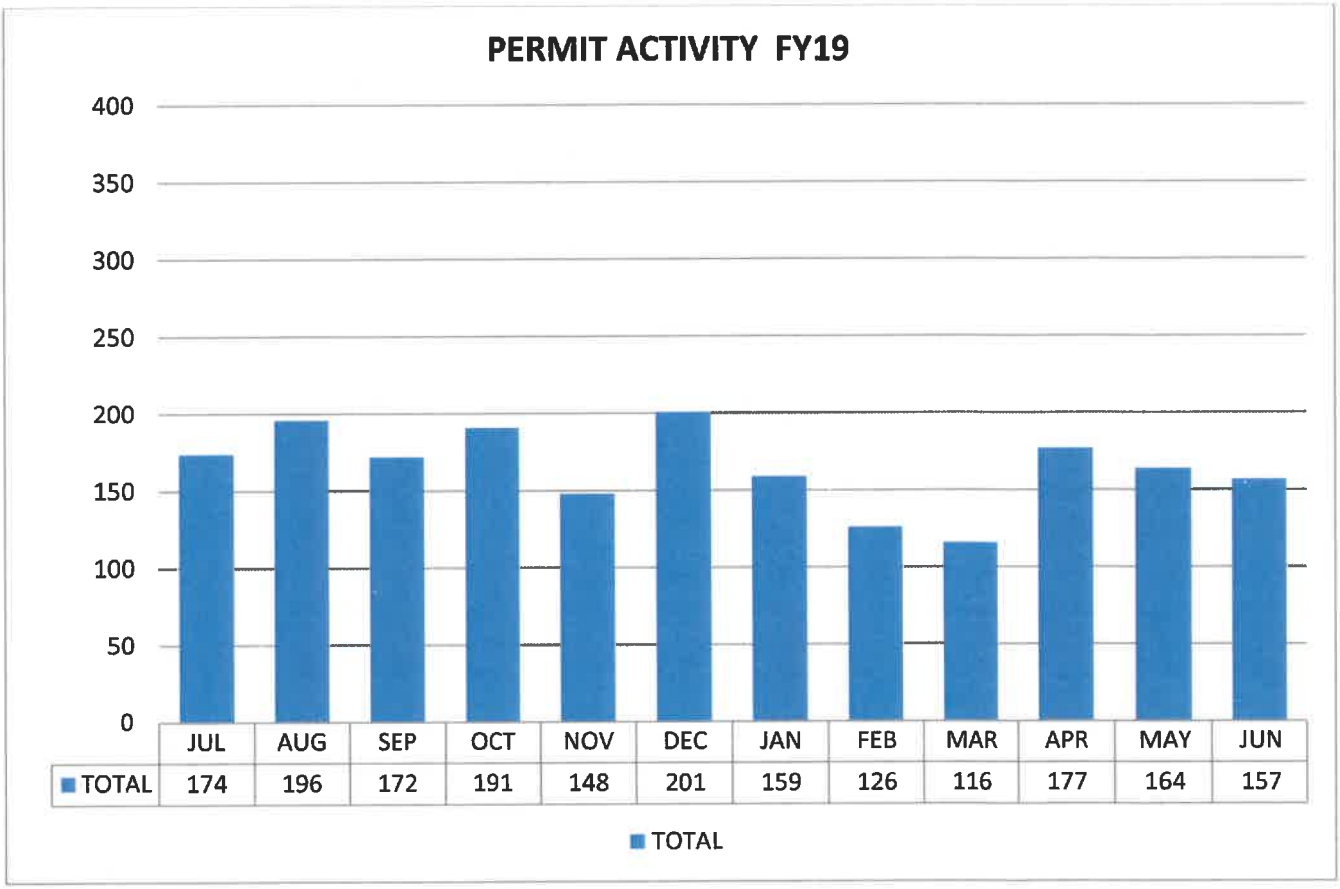
BUDGET FY21

Performance Measures

FISCAL YEAR	QTY PERMITS	PERMIT FEES
FY16	2164	$447,712.00
FY17	2314	$587,612.00
FY18	2226	$522,481.00
FY19	1993	$549,519.00
FY20		

BUILDING DEPARTMENT

BUDGET FY21



	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
TOTAL	174	196	172	191	148	201	159	126	116	177	164	157

BUILDING DEPARTMENT

BUDGET FY21

Personnel Summary

Building Department Personnel Summary	FY18 FTE	FY19 FTE	FY20 FTE	FY21 FTE
Full Time Personnel	2.00	2.00	2.00	3.00
Part Time – Non-benefitted	0.54	0.54	0.54	0
Total Full Time Equivalents	**2.54**	**2.54**	**2.54**	**3.00**

Plumbing & Gas Inspector PTE 0.34

Electrical Wiring Inspector PTE 0.34

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

251 CODE ENFORCEMENT - BUILDING INSPECTOR									
Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
12511-5112	Appointed Salary Building Inspector	$ 81,684.45	$ 88,005.74	$ 84,899.00	$ 39,160.32	$88,082.10	$88,082.10	$ 3,183.10	3.75%
12511-5114	Permanent Other (Asst Bldg Inspctr)	$ 6,225.20	$ 26,915.98	$ 30,086.00	$ 15,831.75	$30,840.08	$56,594.61	$ 26,508.61	88.11%
12511-5115	Permanent Wages	$ 47,338.56	$ 48,230.00	$ 50,085.56	$ 22,694.41	$50,986.64	$50,986.64	$ 901.08	1.80%
12511-5116	Permanent Part Time	$ 15,000.00	$ 16,769.22	$ 17,000.00	$ 9,276.03	$42,220.90	$20,591.45	$ 3,591.45	21.13%
12511-5121	Temporary Part Time	$ 882.00	$ -	$ 5,000.00	$ 378.00	$5,000.00	$5,000.00	$ -	0.00%
12511-5123	Other Pay	$ 20,625.89	$ 21,712.89	$ 23,381.00	$ 9,770.64	$24,182.90	$20,591.45	$ (2,789.55)	-11.93%
12511-5131	Overtime	$ 5,387.55	$ 4,833.60	$ 5,427.00	$ 2,464.03	$5,681.37	$5,681.37	$ 254.37	4.69%
12511-5141	Differential & Incentive	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 177,143.65**	**$ 206,467.43**	**$ 215,878.56**	**$ 99,575.18**	**$246,993.98**	**$247,527.62**	**$ 31,649.06**	**14.66%**
12512-5244	Maintenance Contracts	$ 270.00	$ 770.00	$ 270.00		$270.00	$270.00	$ -	0.00%
12512-5311	Other Consultants	$ 8,520.00	$ 4,000.00	$ 4,000.00		$4,000.00	$4,000.00	$ -	0.00%
12512-5422	Printed Forms	$ 468.86	$ 610.00	$ 600.00		$600.00	$600.00	$ -	0.00%
12512-5511	Training	$ 435.00	$ 429.00	$ 1,500.00	$ 360.00	$1,500.00	$1,500.00	$ -	0.00%
12512-5588	Other Supplies	$ 75.91	$ 1,358.54	$ 1,500.00		$1,500.00	$1,500.00	$ -	0.00%
12512-5711	Mileage	$ 251.85	$ 121.64	$ 350.00		$350.00	$350.00	$ -	0.00%
12512-5712	Meals & Lodging	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
12512-5731	Association Dues	$ 100.00	$ 200.00	$ 350.00	$ 205.00	$350.00	$350.00	$ -	0.00%
12512-5732	Publications & Subscriptions	$ 282.75	$ 246.40	$ 800.00	$ 466.65	$800.00	$800.00	$ -	0.00%
12512-5733	Conference Registration	$ 685.00	$ 260.00	$ 400.00		$400.00	$400.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 11,089.37**	**$ 7,995.58**	**$ 9,770.00**	**$ 1,031.65**	**$9,770.00**	**$9,770.00**	**$ -**	**0.00%**
251 CODE ENFORCEMENT SUB-TOTAL:		**$ 188,233.02**	**$ 214,463.01**	**$ 225,648.56**	**$ 100,606.83**	**$ 256,763.98**	**$ 257,297.62**	**$ 31,649.06**	**14.03%**

Council on Aging

Town Budget Package – FY'21

Prepared by Sheila Taylor, Director

Ipswich Council on Aging
Mission Statement

The mission of the Ipswich Council on Aging is to advocate for Ipswich senior citizens and to design, implement and promote programs and services that support their independence, health and well-being.

Ipswich Council on Aging
Organizational Chart

Goals and Objectives

- Continue to improve access to out-of-town medical transportation for local senior residents by enhancing services with CATA and creating partnership with QRyde.
- Increase the number of volunteers available to provide assistance to homebound seniors.
- Continue to increase awareness of senior issues throughout the town while providing opportunities for people to stay active, engaged, and connected to the community.
- Address the ongoing increase in the town's senior population by advocating for more funding and addressing the increasing needs of the town's more vulnerable older adults.

Accomplishments

- 50+ Job Seekers Regional Networking Group attained regional recognition
- Significant increase in out-of-town medical transportation provided by CATA (165% increase FY'18-19)
- Expansion of intergenerational programs with high school theatre program and elementary "Pen Pal" project
- Collaboration with Ipswich Y for fitness programs

Significant Budget Changes

The Council on Aging is very fortunate to receive a significant portion (approx. 40%) of its budget in the form of grants, donations and in-kind support. This outside support helps to keep the Town's contribution at a fairly steady level.

Request:

- Shift funding for COA Outreach Coordinator entirely to Town Budget.

In FY'20, the town budget covers 28 hours/week of the 32 hours/week that the Outreach Coordinator works. The remaining 4 hours/week are paid through the elder affairs' formula grant.

The Outreach Coordinator continues to provide a critically necessary service to the town's older adults. The number of clients assisted by the Outreach Coordinator has increased 30% in the past year, in addition to an increase of 27% assisted by volunteers, under the supervision of the Outreach Coordinator.

Funds made available in the formula grant will be used to supplement hours for the Transportation Coordinator who has managed an increase of 165% in out-of-town medical rides this past fiscal year. This position is currently funded through the Coburn Charitable grant which does not support staff positions on an ongoing basis.

Ipswich Council on Aging
Summary of Programs & Services

Transportation

* Van – in-town, grocery shopping, road trips

* CATA – out of town medical appointments to specific locations Monday through Thursday

* Volunteer – out of town medical appointments

Outreach

* Access to services
* Provide I&R
* Advocate
* Support Volunteers
* Low Vision & Men's Groups
* Manage fuel, pet care and emergency fund programs
*TRIAD
*SHINE
* Rotary Lend-a-Hand
* Memory Cafe

Senior Center Programs

* Fitness Programs
* Health Programs
* Cards & Games
* Lunch Programs
* Informational Presentations
* Social Events
* Mobile Market
* Intergenerational Programs
* Travel
* Art Programs
* Language Lessons
*Senior Tax Work Program

PERSONNEL SUMMARY

COUNCIL ON AGING

Position	FY 2019 FTE	FY 2020 FTE	FY 2021 FTE
Executive Director	1.0	1.0	1.0
Outreach Coordinator	1.0	1.0	1.0
Program Manager/Transportation Coord.	0.5	0.75	0.75
Receptionist	1.0	1.0	1.0
Van Driver	1.0	1.0	1.0
Total Full-time Equivalents	4.5	4.75	4.75

Select Program Performance Measures

Council on Aging
1892
Date June 6, 2019
Pay to the Order of Town of Ipswich $55,068.00
fifty five thousand & sixty-eight Dollars
For 4,587 hours of Volunteer services
Sheila Taylor

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Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

COMMUNITY & CULTURAL

541 COA / ADULT SERVICES

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
15411-5112	Appointed Salary Executive Director	$ 59,882.16	$ 61,079.72	$ 67,000.00	$ 30,686.88	$ 69,023.40	$ 69,023.40	$ 2,023.40	3.02%
15411-5113	Permanent Wages	$ 30,169.63	$ 32,399.56	$ 39,904.00	$ 16,020.73	$ 46,103.00	$ 40,071.17	$ 167.17	0.42%
15411-5116	Permanent Part Time	$ 53,846.05	$ 55,699.00	$ 59,036.64	$ 30,774.50	$ 61,886.00	$ 61,886.00	$ 2,849.36	4.83%
15411-5125	Wages (Senior Volunteer Work Off Program)	$ 10,000.50	$ 9,387.00	$ 18,000.00	$ 2,400.00	$ 19,500.00	$ 19,500.00	$ 1,500.00	8.33%
PERSONNEL SUB-TOTAL:		**$ 153,898.34**	**$ 158,565.28**	**$ 183,940.64**	**$ 79,882.11**	**$ 196,512.40**	**$ 190,480.57**	**$ 6,539.93**	**3.56%**
15412-5351	Program Services	$ 1,333.00	$ 1,333.00	$ 1,333.00	$ 1,125.00	$ 1,333.00	$ 1,333.00	$ -	0.00%
15412-5583	Program Supplies	$ 836.80	$ 857.00	$ 857.00	$ 499.38	$ 857.00	$ 857.00	$ -	0.00%
15412-5711	Mileage	$ 50.00	$ 199.00	$ 50.00	$ 45.24	$ 50.00	$ 50.00	$ -	0.00%
15412-5712	Meals/Lodging	$ -	$ -	$ 49.00	$ -	$ 49.00	$ 49.00	$ -	0.00%
15412-5731	Association Dues	$ 687.20	$ 688.00	$ 688.00	$ 737.00	$ 825.00	$ 825.00	$ 137.00	19.91%
15412-5733	Conference Registration	$ 100.00	$ -	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 3,007.00**	**$ 3,077.00**	**$ 3,077.00**	**$ 2,506.62**	**$ 3,214.00**	**$ 3,214.00**	**$ 137.00**	**4.45%**
541 COA / ADULT SERVICES SUB-TOTAL:		**$ 156,905.34**	**$ 161,642.28**	**$ 187,017.64**	**$ 82,388.73**	**$ 199,726.40**	**$ 193,694.57**	**$ 6,676.93**	**3.57%**

Organizational Chart

Gold boxes at the center represent key persons including staff, contractor and volunteers.

Surrounding this core is an array of organizations with whom we partner to deliver programming throughout the year.

Ipswich ReCreation & Culture FY21 Budget Narrative

Ipswich ReCreation & Culture Mission Statement

Ipswich ReCreation & Culture is the hub for community enrichment, providing centralized coordination of recreational and cultural programming in celebration of Ipswich arts, open space, history and heritage for residents, visitors & local business.

Goals & Objectives

1) Systemize Event Promotion
   - Identify best promotional platforms (online & off)
   - Regional Events Calander (Commit to ECCF-CCI)
   - Streamline marketing plans (printed)

2) Recruit & train event hands
   - ReCreation has developed a number of versatile systems.
   I am eager to develop a team who can adopt and evolve systems for doing.

3) IllumiNation
   - Bright Ideas: Campaign: engage local artists
   - Upgrade Bonfires floatation & redeploy old flotation units
   - Develop LitSwich & Water Street installations

4) The Switch Ridable ArtScape
   - Program & promote
   - Fundraise phase two

Accomplishments

1) Collaboration with History Alive & The Ipswich Museum "Good Night Captain White"
   - Sold-out summer theatrical series
2) Build Switch Ridable ArtScape
   - Hosted a series of successful fundraising events
3) Expand Illumination along Water Street to include the Wharf

Significant Budget Changes

The ReCreation & Culture Department is asking for an increase to Part-time Staff support. DowntownTuesdays, Ipswich IllumiNATION, Ipswich Evergreen, Local Color, Crane Beach Color Blast and other, now annual events, continue to grow and crowd please. It is essential that I can count on others to produce and deliver events. Ipswich ReCreation & Culture is requesting an additional $10K for Temporary Part-Time help (line item #5121) so that I can hire **a stable of able hands.** Work load will fluctuate throughout our year, scheduling will be event driven.

Programming & Services

Below is a representative sample of Programs & Services offered in the current year.

Performance Measures

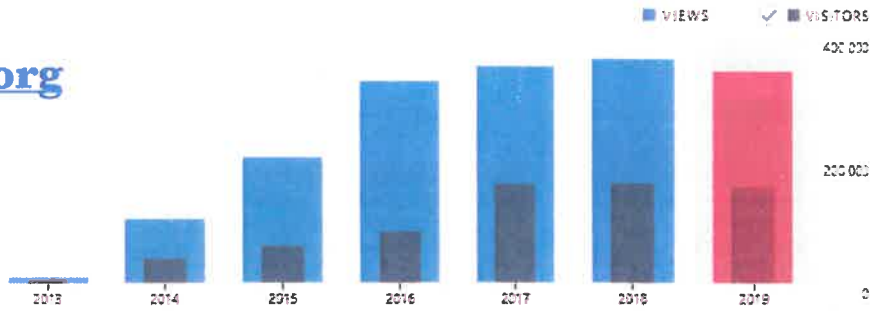
What follows in the next couple of pages are a series of analytics reports:

- HistoricIpswich.org & IpswichVisitorCenter.org
- Ipswich Events Calander
- Social Media: Instagram, FaceBook & Twitter
- 8 Million Impressions on Google Maps

HistoricIpswich.org

IpswichVisitorCenter.org

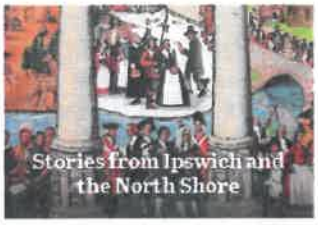
Days | Weeks | Months | Years | Followers 841

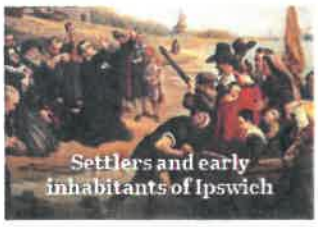


Stats for 2019

VIEWS 340,199

VISITORS 153,735





SEARCH THIS SITE

Search...

SATURDAY NOVEMBER 16

"A Reservoir of Early American History"

Ipswich, Massachusetts was founded in 1634 in an area the Native Americans called "Agawam." The historic neighborhoods of Meeting House Green, High Street, the East End, and the South Green offer well-preserved streetscapes of 17th to 19th-century residences. Over 50% of land in Ipswich is protected by the State, Trustees of Reservations, Greenbelt, and the town's Open Space program.

Ipswich Events Calendar

Print

Tuesday, November 12
7:00pm Jazz @ the May Flower
Wednesday, November 13
9:25am Wednesday Walks
7:00pm Ping Pong
Thursday, November 14
8:00pm Music at Ipswich Ale Brewer's Table
Friday, November 15
6:00pm Thanksgiving on the Farm: Culinary Class - Ipswich/Hamilton
6:30pm Live Music - Ipswich
6:30pm Wine Tasting at Cellar Door!

FOLLOWING

You are following this blog (manage).

PLACES TO VISIT

IPSWICH VISITOR CENTER

VISITORS MAP

Ipswich Events Calander

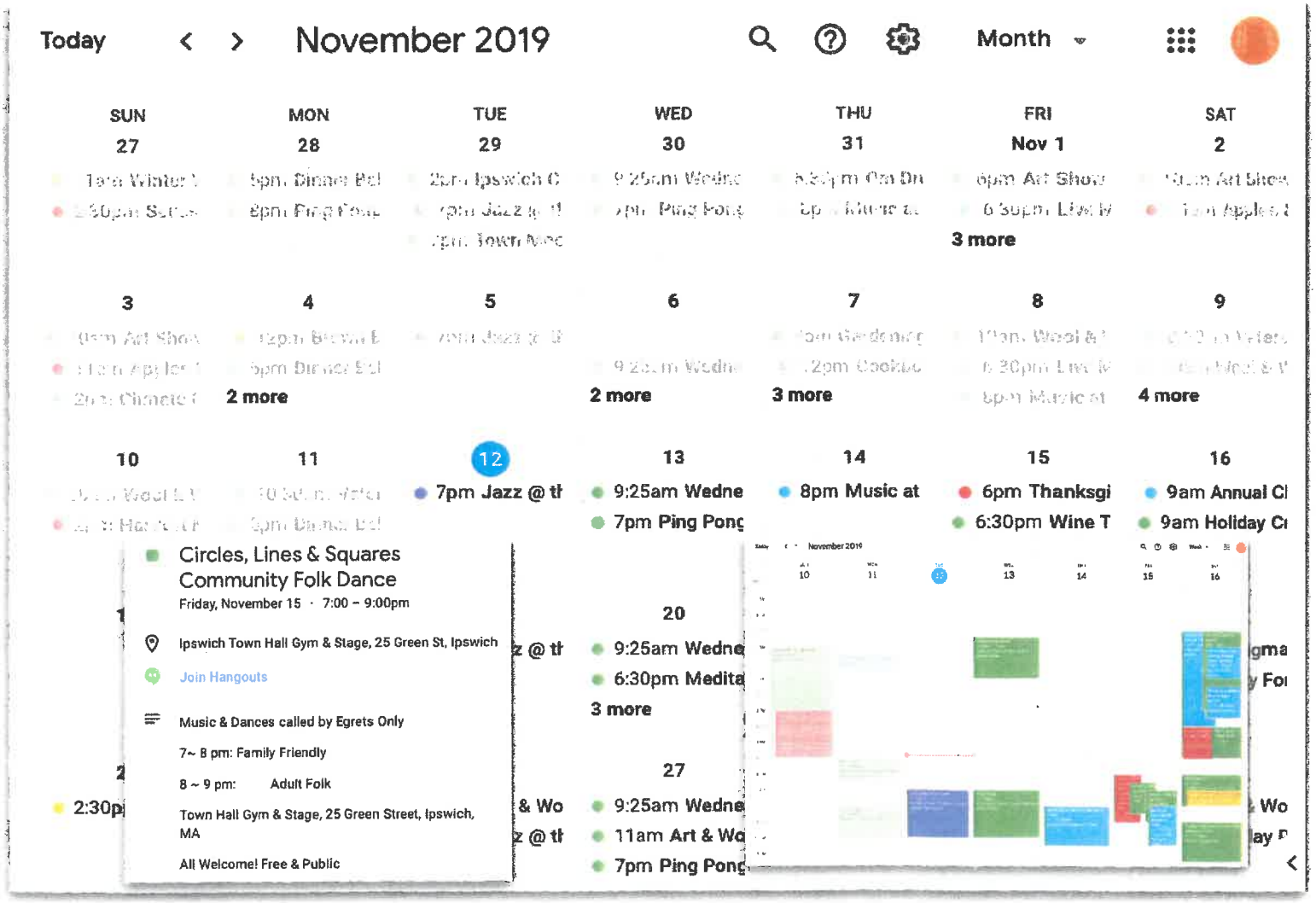
A single Community Events Calander provides a comprehensive listing of local happenings at a single glance.

Helps event coordinators identify cross promotional opportunities while avoiding conflicts.

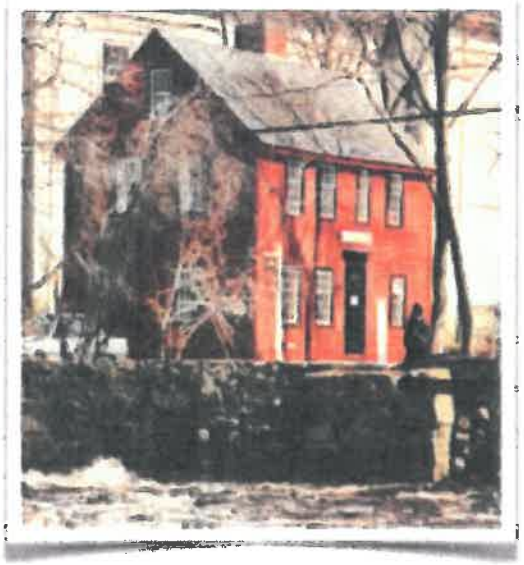
Calander is kept in collaboration with John Muldoon of The Local Ne.ws

Featured on the following websites: Town Hall, Ipswich Visitor Center, The Local News and many local business.

View by Month, Week, Day, Event.



Ipswich Visitor Center



2019 Season Welcomed +3400 Visitors
(down from last year)

Open Seven Days a Week
May - October
9am - 5pm
35 Volunteers

IVC Website
Instagram
FaceBook
Twitter

facebook

Ipswich ReCreation & Culture

Ipswich ReCreation
@ipswichRecreation

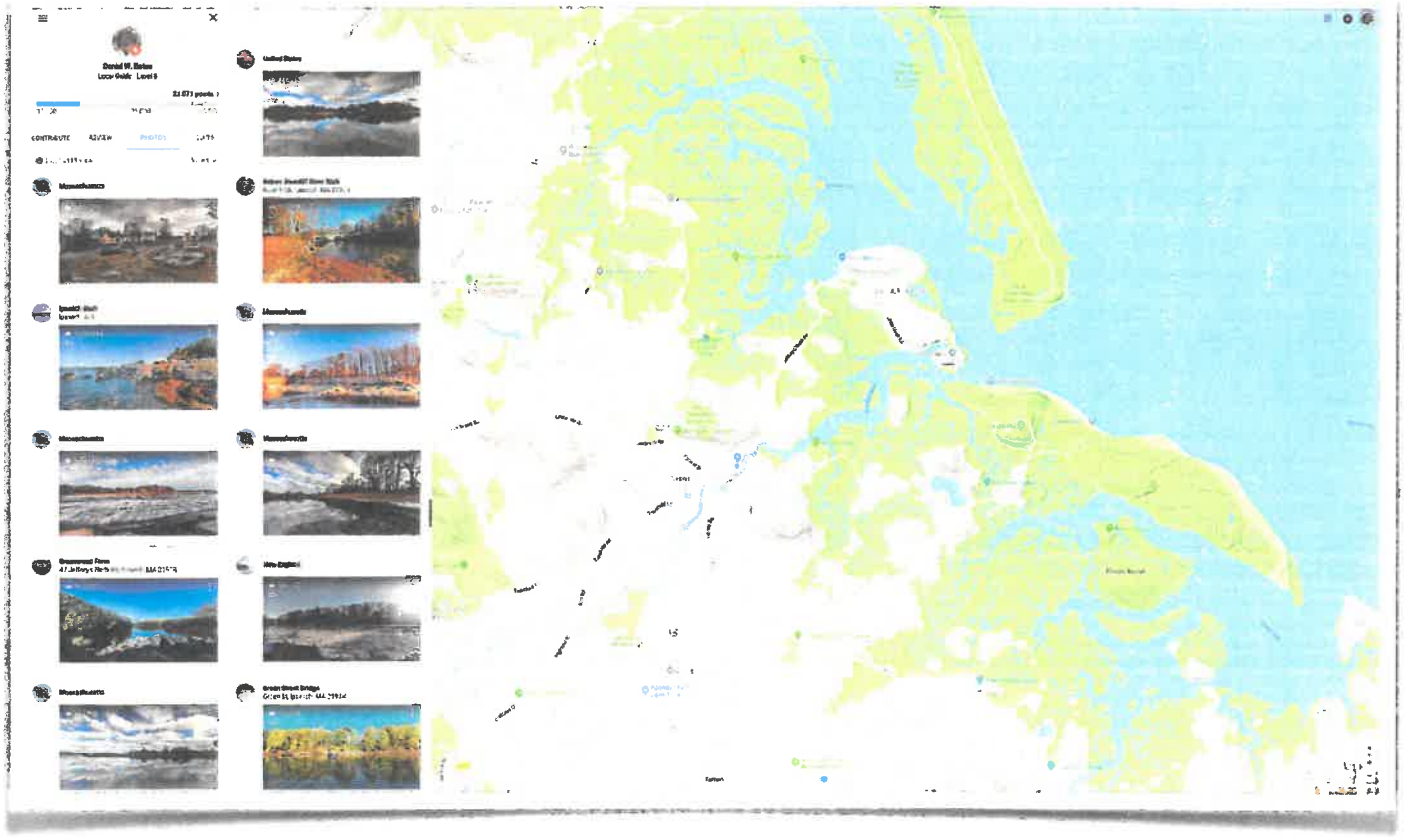
Ipswich Massachusetts Visitor Center
@IpswichVisitorCenter

Chamber of Commerce Ipswich Massachusetts

Ipswich Chamber of Commerce
@ipswichmachamber

The Bates Design Collaborative has landed Ipswich on the Google Map with over 12 Million Impressions and counting!

Google algorithms offer images for key search terms. Photographs of Ipswich are often the suggested image for "Massachusetts" as a result of the dedicated efforts of photographer /cartographer Daniel Bates.



Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

COMMUNITY & CULTURAL

620 RECREATION & CULTURE

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
16201-5112	Appointed Salary Recreation Director	$ 59,634.12	$ 60,826.48	$ 61,743.00	$ 28,137.96	$ 63,289.99	$ 63,289.99	$ 1,546.99	2.51%
16201-5121	Temporary Part Time	$ 5,989.20	$ 4,878.30	$ 8,000.00	$ 3,905.30	$ 18,000.00	$ 13,000.00	$ 5,000.00	62.50%
PERSONNEL SUB-TOTAL:		**$ 65,623.32**	**$ 65,704.78**	**$ 69,743.00**	**$ 32,043.26**	**$ 81,289.99**	**$ 76,289.99**	**$ 6,546.99**	**9.39%**
16202-5311	Other Consultants	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
16202-5351	Program Services	$ 22,134.88	$ 12,670.00	$ 23,300.00	$ 14,359.98	$ 23,300.00	$ 23,300.00	$ -	0.00%
16202-5354	Civic Observances	$ 2,498.37	$ 2,424.16	$ 3,000.00	$ 1,875.00	$ 3,000.00	$ 3,000.00	$ -	0.00%
16202-5583	Program Supplies	$ 10,474.64	$ 17,716.28	$ 8,000.00	$ 9,077.16	$ 8,000.00	$ 8,000.00	$ -	0.00%
16202-5731	Association Dues	$ -	$ 166.70	$ 200.00	$ -	$ 200.00	$ 200.00	$ -	0.00%
16202-5733	Conference Registration	$ 20.00	$ 270.00	$ 250.00	$ 88.00	$ 250.00	$ 250.00	$ -	0.00%
16202-5798	Grant Local Match	$ 3,185.64	$ 3,366.24	$ 3,000.00	$ 3,243.29	$ 3,000.00	$ 3,000.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 38,313.53**	**$ 36,613.38**	**$ 37,750.00**	**$ 28,643.43**	**$ 37,750.00**	**$ 37,750.00**	**$ -**	**0.00%**
620 RECREATION & CULTURE SUB-TOTAL:		**$ 103,936.85**	**$ 102,318.16**	**$ 107,493.00**	**$ 60,686.69**	**$ 119,039.99**	**$ 114,039.99**	**$ 6,546.99**	**6.09%**

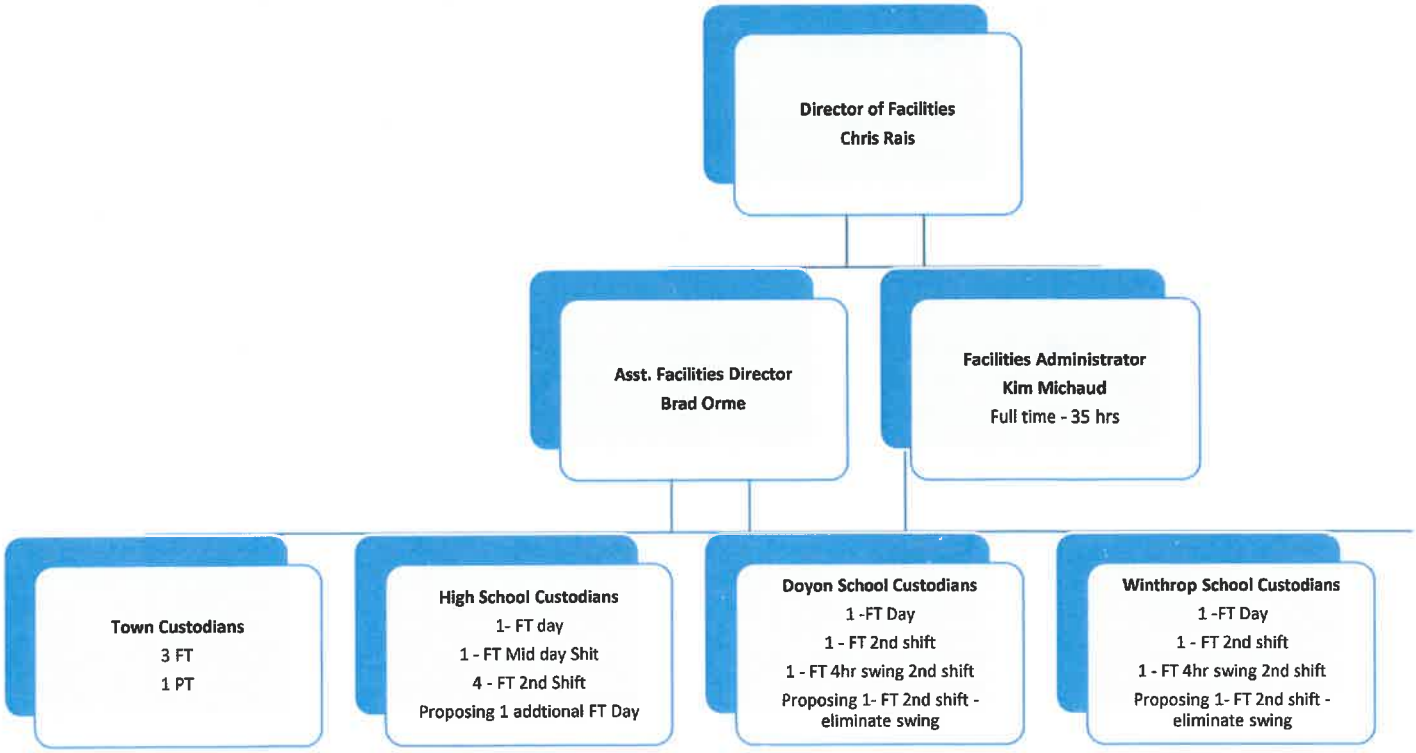
Town of Ipswich Facilities Department

FY 21 Budget

Mission Statement

To maintain the buildings of the town & schools and the equipment therein at a high level of appearance and condition while extending each to its optimal life-cycle design. At the same time, provide professional, cordial and trustworthy custodial and support services to the students and staff in every school, the staffs in municipal buildings, and the visiting public, while supplying sanitary and comfortable conditions for education and work.

Organizational Chart



Town of Ipswich Facilities Department

Goals

- Implement preventative maintenance measures designed to increase the efficiency, effectiveness and longevity across all of our facilities equipment and assets
- Incorporate the results of the Facilities Needs Assessment into a Town Wide Capital Plan that takes a holistic approach to maintaining our School and Town owned buildings
- Continue to increase the level of craftsmanship and accountability of our maintenance contracts and maintenance vendors
- Improve our service on new work order system for our customers (staff and community) through faster response times, researching more efficient methods for repairs at our facilities and procuring quality contractors and products

Accomplishments

- Implemented Dude Solutions Asset Essentials work order and preventative maintenance software across both the Town and School departments.
- Successfully managed the installation of (2) new emergency generators at the Town Hall and the Police Station. Additionally, managed the relocation and installation of an existing emergency generator at the DPW Garage.
- Worked with fellow administration members to successfully join the Green Communities Grant Funding program.
- Worked with Energy Conservations contractor to identify areas and projects that allowed for the creation an energy reduction plan and a 5year project plan.
- Managed the installation of a new radio communication system located at the Police Station which will allow for quicker and more efficient response time as well as future integration onto the system across the Town, School department as well as private businesses such as banks etc.

Town of Ipswich Facilities Department

Projects completed in FY 20

Town

- Updated Fire Alarm system at Town Hall
- Installed new Security Alarm System at Town Hall
- Installed Radio Box communication systems at Town Hall and Utilities Admin
- Installed panic Alarm system at Town Hall and Utilities Admin
- Performed repairs to COA front entrance and walkway ramp
- As a part of Illuminations – painted Green St bridge and installed lighting
- Installed lighting contactor and switching in Gymnasium
- Installed Hydration station outside Hall Haskell House
- Performed masonry repairs at the Library
- Installed new door and opener at Cemetery Garage
- Oversaw Verizon conversion of Copper lines to Fios/Fiber

School

- Performed extensive repairs to both the Elementary School Roofs
- Performed upgrades to Winthrop School Boilers
- Installed a new Hydration station at the Winthrop School
- Performing Bathroom upgrades at Winthrop
- Re-carpeted selected areas at Winthrop
- Built new class rooms at Doyon School
- Re-keyed MS/HS to new keying system
- Repaired the Tennis Courts
- Painted PAC Area and PAC center floor
- Painted Middle school hallways and pods

As well as the project work we continue to perform numerous amounts of preventative maintenance and repair work throughout both the town and school buildings on a daily basis

Significant Budget increases

1. Increase of hours from 19 Part time hrs to 35 Full time hrs for Facilities Administrator
2. Increase of 4% salaries from FY 19 budget to custodians per new contract agreement
3. Increase of rates in Electric (6%) (bases off of the FY19 expended amount), Water (15%), Sewer (6%)
4. Additional budget lines added to accommodate training and association dues as needed

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

PUBLIC WORKS

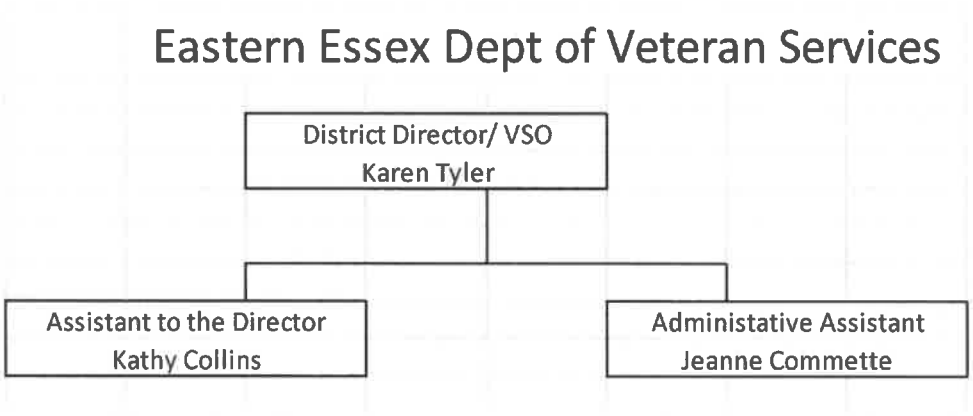
472 FACILITIES MANAGEMENT

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
14721-5112	Appointed Salary	$ 44,219.89	$ 58,767.58	$ 51,030.00	$ 21,862.34	$ 52,778.00	$ 53,572.00	$ 2,542.00	4.98%
14721-5115	Permanent Wages	$ 160,748.90	$ 181,183.41	$ 184,961.00	$ 83,671.83	$ 199,189.72	$ 189,050.66	$ 4,089.66	2.21%
14721-5131	Overtime	$ 36,631.22	$ 15,248.80	$ 26,000.00	$ 2,456.83	$ 26,000.00	$ 26,000.00	$ -	0.00%
14721-5141	Differential & Incentive	$ 4,419.37	$ 3,720.10	$ 6,000.00	$ 2,383.13	$ 6,000.00	$ 6,000.00	$ -	0.00%
14721-5197	Uniform Allowance	$ 1,186.99	$ 1,957.82	$ 1,800.00		$ 1,800.00	$ 1,800.00	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 247,206.37**	**$ 260,877.71**	**$ 269,791.00**	**$ 110,374.13**	**$ 285,767.72**	**$ 276,422.66**	**$ 6,631.66**	**2.46%**
14722-5211	Electricity	$ 111,215.42	$ 138,053.34	$ 125,089.00	$ 44,380.76	$ 147,000.00	$ 137,000.00	$ 11,911.00	9.52%
14722-5212	Gas Heat	$ 46,056.59	$ 48,758.88	$ 50,572.00	$ 2,460.98	$ 52,000.00	$ 51,000.00	$ 428.00	0.85%
14722-5213	Oil Heat	$ 8,221.04	$ 8,117.61	$ 6,500.00	$ 246.29	$ 8,000.00	$ 8,000.00	$ 1,500.00	23.08%
14722-5231	W&S Utilities	$ 9,496.72	$ 9,151.12	$ 8,761.00	$ 4,224.46	$ 11,100.00	$ 11,100.00	$ 2,339.00	26.70%
14722-5251	Building Maintenance & Repair	$ 148,479.93	$ 130,855.48	$ 145,000.00	$ 60,838.32	$ 155,000.00	$ 155,000.00	$ 10,000.00	6.90%
14722-5278	Other Rentals	$ 578.01	$ 821.52	$ 870.00	$ 318.01	$ 870.00	$ 870.00	$ -	0.00%
14722-5341	Telephone	$ 65,648.30	$ 70,548.32	$ 71,965.00	$ 26,941.47	$ 76,388.00	$ 76,388.00	$ 4,423.00	6.15%
14722-5383	Other Purchased Services	$ 113,288.30	$ 82,087.60	$ 114,000.00	$ 13,761.45	$ 114,000.00	$ 114,000.00	$ -	0.00%
14722-5431	Building Repair Supplies	$ 23,162.91	$ 17,362.35	$ 30,000.00	$ 5,413.00	$ 30,000.00	$ 30,000.00	$ -	0.00%
14722-5451	Building Maintenance Supplies	$ 18,766.44	$ 15,970.43	$ 20,000.00	$ 5,430.00	$ 20,000.00	$ 20,000.00	$ -	0.00%
14722-5485	Other Equipment	$ -	$ -	$ -		$ -	$ -	$ -	0.00%
14722-5511	Training					$ 3,000.00	$ 3,000.00	$ 3,000.00	0.00%
14722-5588	Other Supplies	$ 345.40	$ -	$ 500.00		$ 500.00	$ 500.00	$ -	0.00%
14722-5712	Meals/Lodging	$ 4,540.18	$ 2,004.32	$ 4,500.00	$ 1,287.60	$ 4,500.00	$ 4,500.00	$ -	0.00%
14722-5731	Association Dues					$ 800.00	$ 800.00	$ 800.00	0.00%
EXPENSES SUB-TOTAL:		**$ 549,799.24**	**$ 523,730.97**	**$ 577,757.00**	**$ 165,302.34**	**$ 623,158.00**	**$ 612,158.00**	**$ 34,401.00**	**5.95%**
472 FACILITIES MANAGEMENT SUB-TOTAL:		**$ 797,005.61**	**$ 784,608.68**	**$ 847,548.00**	**$ 275,676.47**	**$ 908,925.72**	**$ 888,580.66**	**$ 41,032.66**	**4.84%**

EASTERN ESSEX DISTRICT DEPARTMENT OF VETERAN SERVICES

Veteran Services

Organizational Chart



Veteran Services

It is the mission of Eastern Essex District Department of Veteran Services to be an advocate for Veterans and their families. We are here to assist, seek out, and obtain benefits to which they are entitled; whether it is Local, State or Federal Benefits. The Veteran Services Department is charged with the responsibility of assisting qualified low-income Veteran/Surviving Spouse obtains Ch115 Benefits. It is the goal of the department that no Veteran/Surviving Spouse lives under 200% of the poverty income guideline or be homeless.

Goals and Objectives

- Utilize new software program to better track VA claims.
- Conduct home visits to elderly and homebound clients on Ch115.
- Collect information on Veterans who contact the office, including contact and service information.
- Post a quarterly newsletter.

Accomplishments

- Trained for a week with National Association of County Veterans Service Officers on Federal Benefits. At the end of the training, I took a test and received Accreditation.

- Obtained a POW/MIA Chair of Honor for the Town Hall and hosted a Ceremony to commemorate the event.

- Launched a brand new website which explains benefits have a calendar of events, and contacts for different programs.

- Set up monthly office hours in the other 7 Towns in the District.

Significant Budget Changes or Initiatives

Ordinary Benefits
Actively look to obtain benefits from other sources such as the VA; i.e. help with Service-Connected Disability, Non-Service Pension, Death Pension, Dependency Indemnity Compensation, Aid and Attendance, SSD, SSDI, SNAP, ect. It is difficult to predict the budget for Ordinary Benefits because one new person can come on the program, the amount will increase the budget by thousands of dollars; and alternatively a couple of people may pass away or move.

Fuel
Encourage clients to apply for Fuel Assistance, i.e Action Inc

Medical
Utilize SHINE Counselor to assess whether the client is on the least expensive health insurance without compromising the coverage they need. Encourage clients to apply for MassHealth, VA or other health insurance alternatives they are eligible for.

Programs & Services

We assist with benefits from the 3 levels of government Local, State, and Federal. Veteran Services is responsible for Ch115 Benefits. This is a local benefit that Ipswich supplies to eligible low-income Veterans and Surviving Spouses. The benefit has three parts, Ordinary Benefits (financial supplement), Medical reimbursement, and fuel assistance. The recipients of the benefits are recertified twice a year to verify that they are still eligible. The State reimburses the Town 75% of what the town pays out. The State benefits we assist with are annuities, Welcome Home bonuses, education, and more. We assist with Federal VA benefits, such as Service-Connected Disability Claims, Pension, Aid and Attendance, burial, Healthcare, ect. In addition to helping with benefits, we work with homeless Veterans to get them housed and resources they need to get on track towards being successful; we also do donation drives. Eastern Essex Veteran Services also organizes Ceremonies, such as the POW/MIA Chair of Honor Ceremony.

Veterans Services

Local Benefits
- Ch115
- Tax Exemption

State Benefits
- Welcom Home Bonus
- Annuities
- Education

Federal Benefits
- Service-Connected Disabilities
- Pension
- Dependency & Indemnity Compensation
- Aid & Attendance
- Death Benefits
- Burial Benefits
- Healthcare
- Education
- Home Loan

Homelessness
- Housing
- Donations

Ceremonies

Performance Measures

Veteran Compensation is the number of Ipswich Veterans and the amount of money received for Service-Connected Disabilities. Service-Connected Disability is an injury or illness that was sustained during time in service. Veteran Pension is for low-income Veterans who served during a wartime period. Dependent & Indemnity Compensation is for the dependents of service members who died from a Service-Connected Disability. Death Pension is for a low-income dependent of a service member who served during a wartime period.

VA Benefits

Veteran Service Connected Disability
- Number of Veterans: 127
- Compensation Total: $144,276.50

Veteran Pension
- Number of Veterans: 9
- Compensation Total: $10,683.00

Dependency Indemnity Pension
- Number of Dependents: 12
- Compensation Total: $14,947.35

Death Pension
- Number of Dependents: 8
- Compensation Total: $6,062.00

All VA Benefits Awards
- Number of Recipients: 156
- Compensation Total: $175,969.00
- Annual Compensation: $211,626.00

Chapter 115 Benefit

Chapter 115 is a local benefit for low-income Veterans/Surviving Spouses living in Ipswich.

Income Eligibility Chart

These monthly income totals take into account all incomes for a veteran and their household to include wages, Social Security, retirement, annuities, VA comp, etc.

Family Size	Monthly Income
1	$2,023.00
2	$2,743.00

Asset Eligibility Chart

These asset totals take into account all liquid assets for a veteran and their household members. These include, but are not limited to checking/savings/retirement accounts. This does not include your home or car.

Family Size	Total Assets
1	$5,000.00
2	$9,800.00

Personnel Summary

- 1 Full-Time District Director/Veteran Services Office
- 1 Full-Time Assistant to the Director
- 1 Part-Time Administrative Assistant

Personnel Notes

The department was approved to hire a Part-Time (19 hours a week) Administrative Assistant. The new employee started September 30, 2019.

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

COMMUNITY & CULTURAL

543 VETERANS

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
15432-5771	Cash Allocation	$ 99,293.46	$ 97,027.26	$ 113,000.00	$ 56,354.02	$ 116,000.00	$ 111,000.00	$ (2,000.00)	-1.77%
15432-5772	Veterans Medical	$ 123,439.14	$ 102,189.92	$ 130,000.00	$ 41,312.92	$ 115,000.00	$ 110,000.00	$ (20,000.00)	-15.38%
15432-5773	Veterans Supplies	$ -	$ -	$ 4,000.00		$ 4,000.00	$ 4,000.00	$ -	0.00%
15432-5774	Veterans Fuel	$ 20,780.90	$ 17,895.78	$ 28,000.00	$ 6,001.64	$ 25,000.00	$ 25,000.00	$ (3,000.00)	-10.71%
EXPENSES SUB-TOTAL:		**$ 243,513.50**	**$ 217,112.96**	**$ 275,000.00**	**$ 103,668.58**	**$ 260,000.00**	**$ 250,000.00**	**$ (25,000.00)**	**-9.09%**
543 VETERANS SUB-TOTAL:		**$ 243,513.50**	**$ 217,112.96**	**$ 275,000.00**	**$ 103,668.58**	**$ 260,000.00**	**$ 250,000.00**	**$ (25,000.00)**	**-9.09%**

Debt

Debt

Debt Service

Debt service appropriations provide for the payment of principal and interest costs for long and short term bonds issued by the Town for capital projects for General Fund purposes. The debt service appropriations for both the General Fund and various Enterprise Funds appear in their respective budgets.

Typically, larger projects such as the construction of buildings are bonded for twenty years or more, while the financing for other projects and equipment is retired within five to ten years. The Town's goal is to finance capital projects for the shortest possible term over the useful life of the project or equipment in accordance with the terms outlined in the Massachusetts General Laws. This ensures that our debt burden will remain manageable. Additionally, in our most recent rating review, Standard & Poors reflected on the Town's strong management and good financial policies, strong budgetary performance and flexibility

The last Bond Anticipation Note (BAN) was issued in June of 2019 in the amount of $2,097,757 for capital items that are in progress. This BAN was awarded a rating of MIG 1 which incorporates the town's long-term credit strength, satisfactory refinancing risk and strong flexibility and liquidity.

The total FY21 requested debt service budget is $1,105,156.

Bond Rating

In order to comply with complex tax regulations, secure access to municipal bond markets, and assure a competitive climate for bids, the Town uses the services of Bond Counsel, a Financial Advisor, and a private credit rating agency to prepare for the issuance of bond anticipation notes or bonds.

The Town received a AAA stable rating from Standard & Poors on the recent June 2018 bond issue.

Long-Term Issue Credit Ratings*

Category	Definition
AAA	An obligation rated 'AAA' has the highest rating assigned by S&P Global Ratings. The obligor's capacity to meet its financial commitments on the obligation is extremely strong.
AA	An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitments on the obligation is very strong.
A	An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitments on the obligation is still strong.

Debt

Total Long-Term Debt – All Funds

The total long-term debt outstanding as of June 30, 2019 is below.

Massachusetts Department of Revenue ***Division of Local Services***

Bureau of Accounts ***Statement of Indebtedness***

Ipswich, Massachusetts **FY 19**

Long Term Debt Inside the Debt Limit*	Outstanding July 1, 2018	+ Issued	- Retired	= Outstanding June 30, 2019	Interest Paid in FY 19
Building	535,000	-	230,000	305,000	10,700
Departmental Equipment	265,000	-	60,000	205,000	5,750
School Buildings	410,000	-	75,000	335,000	16,835
School Other	-	-	-	-	-
Sewer	1,784,266	-	244,090	1,540,176	41,785
Solid Waste Landfill	-	-	-	-	-
Other Inside	8,296,900	-	789,400	7,507,500	295,443
SUB-TOTAL Inside	11,291,166	-	1,398,490	9,892,676	370,513
Long Term Debt Outside the Debt Limit*					
Airport	-	-	-	-	-
Gas/Electric Utility	5,935,000	-	565,000	5,370,000	236,644
Hospital	-	-	-	-	-
School Buildings	4,860,000	-	2,375,000	2,485,000	158,775
Sewer	4,227,884	-	307,197	3,920,687	92,045
Solid Waste Landfill	-	-	-	-	-
Water	5,426,800	-	520,323	4,906,477	146,640
Other Outside	303,697	-	17,865	285,832	-
SUB-TOTAL Outside	20,753,381	-	3,785,384	16,967,996	634,104
GRAND TOTAL	32,044,547	-	5,183,875	26,860,672	1,004,617

Massachusetts Department of Revenue ***Division of Local Services***

Bureau of Accounts ***Part Two***

Ipswich, Massachusetts **FY 19**

Short Term Debt *	Outstanding July 1, 2018	+ Issued	- Retired	= Outstanding June 30, 2019	Interest Paid in FY 19
RANs - Revenue Anticipation	-	-	-	-	-
BANs - Bond Anticipation	-	-	-	-	-
Buildings	-	-	-	-	-
School	512,757	412,757	512,757	412,757	10,227
Sewer	-	-	-	-	-
Water	-	1,500,000	-	1,500,000	-
Other BANs	185,000	185,000	185,000	185,000	3,690
SAANs - State Grant Anticipation	-	-	-	-	-
FAANs - Federal Grant Anticipation	-	-	-	-	-
Other Short Term Debt	-	-	-	-	-
TOTAL SHORT TERM DEBT	697,757	2,097,757	697,757	2,097,757	13,916
GRAND TOTAL ALL DEBT	32,742,304	2,097,757	5,881,632	28,958,429	1,018,533

Debt

FY21 Non-Exempt Debt Service

DEBT SERVICE SUPPORTED BY GENERAL FUND	AMOUNT AUTHORIZED	AMOUNT ISSUED	ART #	DATE ISSUED	P/T	FY21 Principal	FY21 Interest	FY21 Fees	FY21 Total
Town Non-Exempt Debt									
Easement interests Eagle Hill		$ 205,000	12	3/15/2006	P	$ -	$ -		$ -
Design Whipple Middle Sch to Town Hall		$ 83,300	20	10/1/2010	P	$ -	$ -		$ -
Bridge & Road Repair -	$ 265,000	$ 55,000	9	6/8/2016	P	$ 5,000.00	$ 800.00		$ 5,800.00
SEPTIC PROGRAM									
MCWT Commnty Septic Managemnt Progrm	$ 1,000,000	$ 357,290	11	1/7/2015	P	$ 17,864.50	$ -		$ 17,864.50
MCWT Commnty Septic Managemnt Progrm	$ 1,000,000	$ 317,484	11	10/24/2019	P	$ 15,875.00			$ 15,875.00
DPW									
Heavy Equipment, Fire Truck Repair & Sidewalk Upgrade	$ 600,000	$ 577,000	13	4/1/2010	P	$ -	$ -		$ -
FIRE									
Equipment	$ 525,000	$ 525,000	10	5/23/2013	P	$ 50,000.00	$ 3,000.00		$ 53,000.00
RECREATION									
Bialek Park, Baseball Diamond & Town Hall Windows	$ 171,231	$ 101,000	14	4/1/2010	P	$ 5,000.00	$ 868.76		$ 5,868.76
Bialek Park, Baseball Diamond & Town Hall Windows	$ 171,231	$ 50,000	14	4/1/2010	P	$ -	$ -		$ -
subtotal - Town Non-Exempt authorized & iss	$ 3,830,000	$ 2,787,805				$ 93,739.50	$ 4,668.76	$ -	$ 98,408.26
LESS Town Temporary Debt (BAN's)									
Perm. Town Non-Exempt Debt Serv.-(Bal.to Treas	$ 3,830,000	$ 2,923,405				$ 93,739.50	$ 4,668.76	$ -	$ 98,408.26
Bond Anticipation Notes anticipated									
subtotal - Town Non-Exempt authorized & unissued debt						$ -	$ -	$ -	$ -
Total Town Non-Exempt Debt (authorized, issued + unissued)						$ 93,739.50	$ 4,668.76	$ -	$ 98,408.26
Town Meeting May 2018									
Bridges BAN in June 2018	$ 265,000	$ 110,000				$ 5,789.47	$ 4,400.00		$ 10,189.47
Riverwalk (Nothing Borrowed yet) BAN in June 2018	$ 75,000	$ 75,000	22			$ 5,357.14	$ 3,000.00		$ 8,357.14
subtotal - Town Non-Exempt deferred & future projects impact						$ 11,146.62	$ 7,400.00	$ -	$ 18,546.62
Total Town Non-Exempt Debt - authorized,issued/unissued, including deferred & future projects						$ 104,886.12	$ 12,068.76	$ -	$ 116,954.88

FY21 Exempt Debt Service

DEBT SERVICE SUPPORTED BY GENERAL FUND	AMOUNT AUTHORIZED	AMOUNT ISSUED	ART #	DATE ISSUED	P/T	FY21 Principal	FY21 Interest	FY21 Fees	FY21 Total
Town EXEMPT Debt									
Whipple/Town Hall		1,857,375	16	10/1/2010	P	$ 85,000.00	$ 1,275.00		$ 86,275.00
Public Works									
Roads - BAN	3,000,000	100,000	9	6/8/2015	T				
Roads	3,000,000	400,000	9	6/8/2016	P	$ 40,000.00	$ 6,400.00	$ 1,326.83	$ 45,073.17
Roads - BAN	3,000,000	1,400,000	9	6/8/2017	T				
Linebrook Road	3,000,000	2,590,225	9	6/8/2018	P	$ 170,000.00	$ 88,875.00		$ 258,875.00
Open Space									
Open Space 1	10,000,000	1,864,850	18	10/1/2010	P	$ 180,000.00	$ 6,075.00		$ 186,075.00
Open Space 2	10,000,000	697,240	18	11/15/2003	P				$ -
Open Space 3	10,000,000	825,000	18	6/1/2007	P	$ 40,000.00	$ 11,745.00	$ 33.59	$ 51,711.41
Open Space 4	10,000,000	525,000	18	4/1/2010	P	$ 35,000.00	$ 6,081.26	$ 310.51	$ 40,770.75
Open Space 5	10,000,000	2,070,000	18	10/1/2010	P	$ 110,000.00	$ 31,250.00		$ 141,250.00
Open Space 6 - Pony Express Fields Tax Exemp	5,000,000	2,107,000	1	6/8/2018	P	$ 100,000.00	$ 71,500.00		$ 171,500.00
subtotal - Town EXEMPT authorized & issued debt						$ 760,000.00	$ 223,201.26	$ 1,670.93	$ 981,530.33
LESS Town Temporary Debt (BAN's)									
Perm. Town EXEMPT Debt Serv.-(Bal.to Treasurer's Schud.)						$ 760,000.00	$ 223,201.26	$ 1,670.93	$ 981,530.33

FY21 Budgeted Debt Service

700 DEBT SERVICE Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
17002-5910	Long Term Debt Principal	$ 853,864.50	$ 1,027,264.50	$ 1,014,012.00	$ 525,000.00	$ 864,886.12	$ 864,886.12	$ (149,125.88)	-14.71%
17002-5915	Long Term Debt Interest	$ 129,377.50	$ 289,492.58	$ 266,727.00	$ 132,703.77	$ 235,270.02	$ 235,270.02	$ (31,456.98)	-11.79%
17002-5916	Short Term Debt Interest	$ 73,740.00	$ 3,689.73	$ -		$ -	$ -	$ -	0.00%
17002-5930	Debt Issue Expense	$ (169.99)	$ 2,063.81	$ -		$ 5,000.00	$ 5,000.00	$ 5,000.00	0.00%
	EXPENSES SUB-TOTAL:	$ 1,056,812.01	$ 1,322,510.62	$ 1,280,739.00	$ 657,703.77	$ 1,105,156.14	$ 1,105,156.14	$ (175,582.86)	-13.71%
	700 DEBT SERVICE SUB-TOTAL:	$ 1,056,812.01	$ 1,322,510.62	$ 1,280,739.00	$ 657,703.77	$ 1,105,156.14	$ 1,105,156.14	$ (175,582.86)	-13.71%

TOTAL MUNICIPAL DEBT

DESCRIPTION	ISSUE DATE MATURING	ORIGINAL AMOUNT	FY2019 PRINCIPAL INTEREST	FY2020 PRINCIPAL INTEREST	FY2021 PRINCIPAL INTEREST	FY2022 PRINCIPAL INTEREST	FY2023 PRINCIPAL INTEREST	FY2024 PRINCIPAL INTEREST	FY2025 PRINCIPAL INTEREST	FY2026 PRINCIPAL INTEREST	FY2027 PRINCIPAL INTEREST	FY2028 PRINCIPAL INTEREST	FY2029 PRINCIPAL INTEREST	FY2030 PRINCIPAL INTEREST	FY2031 PRINCIPAL INTEREST	FY2032 PRINCIPAL INTEREST	FY2033 PRINCIPAL INTEREST	FY2034 PRINCIPAL INTEREST	FY2035 PRINCIPAL INTEREST	FY2036 PRINCIPAL INTEREST	FY2037 PRINCIPAL INTEREST	FY2038 PRINCIPAL INTEREST
MWPAT EXCLUDES ADMIN. FEE	12/8/1998	1,883,200.00	89,846.32																			
ART 10, 4/7/97 REFUNDED 11/04	8/1/2018		0																			
EAGLE HILL LAND ACQUISITION	11/15/1999	433,000.00	20,000.00	20,000.00																		
ART 12, 10-18-99 3.50% - 5.00% REFUNDING	11/15/2019		1,200.00	400.00																		
HIGH SCHOOL/MIDDLE SCHOOL	11/15/1999	31,900,000.00	2,375,000.00	2,485,000.00																		
VOTED 10-21, 10-28-99 EXEMPT PROP 21/2	11/15/2019		158,775.00	49,700.00																		
3.50% - 5.00% AFTER 3/15/06 REFUNDING																						
WHIPPLE SCHOOL/TOWN HALL	11/15/2001	4,100,000.00	215,000.00	205,000.00	85,000.00																	
ARTICLE 19 4-3, 4-11-00 3.50%-4.75% REFUNDED	11/15/2020		9,850.00	4,856.25	1,275.00																	
OPEN SPACE LAND ACQUISITION	11/15/2001	3,763,000.00	185,000.00	180,000.00	180,000.00	135,000.00																
ARTICLE 19 4-3, 4-11-00 3.50%-4.75% REFUNDED	11/15/2021		15,137.50	10,800.00	6,075.00	1,687.50																
****AUTHORIZATION 10M****																						
WASTE WATER FORCE MAIN	11/15/2001	1,858,000.00	80,000.00	80,000.00	75,000.00	75,000.00																
ARTICLE 19 4-99 3.50%-4.75% REFUNDED 10/1/10	11/15/2021		6,925.00	5,025.00	3,000.00	937.50																
MIDDLE SCHOOL/TOWN HALL DESIGN	11/15/2001	210,000.00	10,000.00	10,000.00																		
ARTICLE 20 4-99 3.50%-4.75% REFUNDED	11/15/2019		350	112.50																		
OPEN SPACE LAND ACQUISITION	11/15/2003	697,240.00																				
ARTICLE 18 4/00 2.35%-4.00%	11/15/2017																					
SCHOOL CONSTRUCTION SUPPLEMENT	11/15/2003	150,000.00																				
ARTICLE 5 10/00 2.35%-4.00%	11/15/2017																					
SEWER REPLACEMENT (LAPPIN STA)	11/15/2003	150,000.00																				
ARTICLE 7 10/01 2.35%-4.00%	11/15/2017																					
LAND ACQUISITION (WOODWORTH)	11/15/2003	306,112.00																				
ARTICLE 17 10/00 2.35%-4.00%	11/15/2017																					
SCHOOL RENOVATIONS WINTHROP/DOYON	1/15/2005	225,000.00	15,000.00	15,000.00																		
ARTICLE 21 04/03 2.05% - 4.17%	2/15/2020		1,215.00	615.00																		
WATER	1/15/2005	1,355,000.00	65,000.00	65,000.00																		
ARTICLE 14 04/03 2.05% - 4.17%	2/15/2020		5,265.00	2,665.00																		
SCHOOL RENOVATIONS- WINTHROP/DOYON	1/15/2005	300,000.00	20,000.00	20,000.00																		
ARTICLE 18 04/04 2.05% - 4.17%	2/15/2020		1,620.00	820.00																		
WATER 1 OF 2	6/1/2007	721,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00											
ARTICLE 14 04/04 4.0% - 5.0%	6/1/2027		16,695.00	14,895.00	13,095.00	11,238.76	9,382.50	7,526.26	5,670.00	3,780.00	1,890.00											
WATER 2 OF 2	6/1/2007	179,000.00																				
ARTICLE 14 04/04 4.0% - 5.0%	6/1/2017																					
SEWER 1 OF 2	6/1/2007	800,000.00	42,000.00	42,000.00	42,000.00	42,000.00	42,000.00	42,000.00	42,000.00	42,000.00												
ARTICLE 17 04/05 4.0% - 5.0%	6/1/2028		13,818.00	12,138.00	10,458.00	8,725.50	6,993.00	5,260.50	3,528.00	1,764.00												
SEWER 2 OF 2	6/1/2007	177,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	13,000.00	27,500.00											
ARTICLE 17 04/05 4.0% - 5.0%	6/1/2027		3,997.00	3,677.00	3,357.00	3,027.00	2,697.00	2,367.00	2,037.00	1,701.00	1,155.00											
SCHOOL RENOVATIONS	6/1/2007	200,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00												
ARTICLE 18 04/05 4.0% - 5.0%	6/1/2026		3,290.00	2,890.00	2,490.00	2,077.50	1,665.00	1,252.50	840.00	420.00												
SCHOOL RENOVATIONS	6/1/2007	590,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	25,000.00	25,000.00											
ARTICLE 8 04/06 4.0% - 5.0%	6/1/2027		10,710.00	9,510.00	8,310.00	7,072.50	5,835.00	4,597.50	3,360.00	2,100.00	1,050.00											
OPEN SPACE LAND ACQUISITION	6/1/2007	825,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	42,500.00											
ARTICLE 18 4-3, 4-11-00 4.0% - 5.0%	6/1/2027		14,945.00	13,345.00	11,745.00	10,095.00	8,445.00	6,795.00	5,145.00	3,465.00	1,785.00											
ELECTRIC LIGHT SUBSTATION 1 OF 2	6/1/2008	6,000,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00										
ART 20,10/15/07 & 10/30/07, 3.0% - 5.0%	6/1/2028		120,900.00	108,900.00	96,900.00	84,900.00	72,900.00	60,900.00	48,900.00	36,900.00	24,600.00	12,300.00										
WATER 1 OF 2	6/1/2008	550,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00										
ART 14, 4/4/05	6/1/2028		10,075.00	9,075.00	8,075.00	7,075.00	6,075.00	5,075.00	4,075.00	3,075.00	2,050.00	1,025.00										
EQUIPMENT BOND	6/1/2008	265,000.00																				
ART 14, 4/2/07	6/1/2018																					
LIBRARY ROOF	6/1/2008	115,000.00																				
ART 24, 4/3/06	6/1/2018																					
WATER 2 OF 2	4/1/2010	893,000.00	85,000.00	15,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00													
ART 14, 4/4/05	4/1/2025		8,475.00	4,225.00	3,475.00	2,825.00	2,150.00	1,450.00	750.00													
ELECTRIC LIGHT SUBSTATION 2 OF 2	4/1/2010	600,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00													
ART 20,10/15/07 & 10/30/07	4/1/2025		10,950.00	8,950.00	6,950.00	5,850.00	4,300.00	2,900.00	1,500.00													
OPEN SPACE LAND ACQUISITION	4/1/2010	525,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00													
ARTICLE 18 4/00	4/1/2025		9,581.26	7,631.26	6,081.26	4,943.76	3,762.50	2,537.50	1,312.50													
DPW DATA NETWORK	4/1/2010	60,300.00	5,000.00																			
ARTICLE 14, 4/2/07	4/1/2019		250.00																			

TOTAL MUNICIPAL DEBT

DESCRIPTION	ISSUE DATE MATURING	ORIGINAL AMOUNT	FY2019 PRINCIPAL INTEREST	FY2020 PRINCIPAL INTEREST	FY2021 PRINCIPAL INTEREST	FY2022 PRINCIPAL INTEREST	FY2023 PRINCIPAL INTEREST	FY2024 PRINCIPAL INTEREST	FY2025 PRINCIPAL INTEREST	FY2026 PRINCIPAL INTEREST	FY2027 PRINCIPAL INTEREST	FY2028 PRINCIPAL INTEREST	FY2029 PRINCIPAL INTEREST	FY2030 PRINCIPAL INTEREST	FY2031 PRINCIPAL INTEREST	FY2032 PRINCIPAL INTEREST	FY2033 PRINCIPAL INTEREST	FY2034 PRINCIPAL INTEREST	FY2035 PRINCIPAL INTEREST	FY2036 PRINCIPAL INTEREST	FY2037 PRINCIPAL INTEREST	FY2038 PRINCIPAL INTEREST
EQUIPMENT	4/1/2010	577,000.00	5,000.00	5,000.00																		
ARTICLE 13, 5/13/08	4/1/2020		500.00	250.00																		
TOWN HALL WINDOWS	4/1/2010	50,000.00	5,000.00	5,000.00																		
ARTICLE 14, 5/12/09	4/1/2020		500.00	250.00																		
RECREATION BIALEK PARK	4/1/2010	101,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00													
ARTICLE 14, 5/12/09	4/1/2025		1,368.76	1,118.76	868.76	706.26	537.50	362.50	187.50													
OPEN SPACE LAND ACQUISITION RAYMOND	10/1/2010	2,070,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	105,000.00	105,000.00	105,000.00	105,000.00								
ARTICLE 18 4/09	10/1/2029		36,750.00	34,137.50	31,250.00	28,225.00	25,200.00	21,900.00	18,600.00	15,300.00	11,943.75	8,531.25	5,118.75	1,706.25								
WIND TURBINE - ELECTRIC	6/1/2011	2,642,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	110,000.00								
ARTICLE 19, 5/13/08	6/1/2030		65,125.00	58,125.00	51,125.00	44,125.00	39,925.00	35,725.00	31,350.00	26,450.00	21,200.00	15,600.00	10,000.00	4,400.00								
WIND TURBINE - SCHOOL	6/1/2011	1,600,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	70,000.00								
ARTICLE 19, 5/13/08	6/1/2030		39,868.76	35,418.76	31,168.76	26,918.76	24,368.76	21,818.76	19,162.50	16,187.50	13,000.00	9,600.00	6,200.00	2,800.00								
WATER MAINS	6/1/2011	400,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00								
ARTICLE 12, 5/12/09	6/1/2030		9,475.00	8,475.00	7,475.00	6,475.00	5,875.00	5,275.00	4,650.00	3,950.00	3,200.00	2,400.00	1,600.00	800.00								
MWPAT EXCLUDES ADMIN. FEE	6/13/2012	1,952,534.00	87,948.00	89,857.00	91,810.00	93,806.00	95,845.00	97,928.00	100,058.00	102,231.00	104,452.00	106,722.00	109,042.00	111,412.00	113,833.00	116,307.00	118,835.00					
ART 20, 5/11/10 and ART 20, 5/10/11	7/15/2032		29,922.18	28,144.15	26,327.48	24,471.32	22,574.81	20,637.08	18,657.24	16,634.37	14,567.54	12,455.80	10,298.16	8,093.62	5,841.17	3,539.77	1,188.35					
WATER MAINS WASHINGTON ST	5/23/2013	350,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00										
ARTICLE 12, 5/12/09	6/15/2028		5,300.00	4,800.00	4,300.00	3,800.00	3,300.00	2,800.00	2,300.00	1,800.00	1,200.00	600.00										
WATER MAINS NORTH MAIN ST	5/23/2013	180,000.00	10,000.00	10,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00										
ARTICLE 12, 5/12/09	6/15/2028		2,980.00	2,780.00	2,580.00	2,280.00	1,980.00	1,680.00	1,380.00	1,080.00	720.00	360.00										
WATER TREATMENT PLANT	5/23/2013	100,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00															
ARTICLE 12, 5/12/09	6/15/2023		1,000.00	800.00	600.00	400.00	200.00															
WATER MAIN REPLACEMENT	5/23/2013	50,000.00																				
ARTICLE 10, 10/17/2011	6/15/2018																					
WASTEWATER	5/23/2013	70,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00											
ARTICLE 20, 5/11/2010	6/15/2027		940.00	840.00	740.00	640.00	540.00	440.00	340.00	240.00	120.00											
WASTEWATER TREATMENT PLANT	5/23/2013	380,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	20,000.00	20,000.00	20,000.00										
ARTICLE 20, 5/10/2011	6/15/2026		4,940.00	4,440.00	3,940.00	3,440.00	2,940.00	2,440.00	1,940.00	1,440.00	960.00	480.00										
FIRE PUMPER TRUCK	5/23/2013	525,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00															
ARTICLE 10, 5/8/2012	6/15/2023		5,000.00	4,000.00	3,000.00	2,000.00	1,000.00															
MWPAT DW-10-08, EXCLUES ADMIN FEE	5/22/2013	1,145,359.00	51,589.00	52,710.00	53,856.00	55,027.00	56,222.00	57,444.00	58,693.00	59,969.00	61,272.00	62,603.00	63,964.00	65,354.00	66,775.00	68,226.00	69,709.00					
ARTICLE 12, 5/12/09	1/15/2033		18,068.28	17,038.48	15,982.28	14,905.16	13,804.62	12,680.18	11,531.30	10,357.44	9,158.08	7,932.62	6,680.56	5,401.28	4,094.20	2,758.70	1,394.18					
MCWT SEPTIC LOAN PROGRAM	1/7/2015	357,290.00	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50	17,864.50			
ARTICLE 11, 10/25/10	1/15/2035																					
MCWT CW-10-09-A	1/7/2015	2,246,701.00	96,941.00	99,047.00	101,200.00	103,399.00	105,647.00	107,943.00	110,289.00	112,688.00	115,135.00	117,637.00	120,194.00	122,806.00	125,475.00	128,202.00	130,988.00	133,835.00	136,744.00			
ARTICLE 22, 5/8/12	1/15/2035		39,363.36	37,424.54	35,443.60	33,419.60	31,351.62	29,238.68	27,079.82	24,874.04	22,620.32	20,317.62	17,964.88	15,561.00	13,104.88	10,595.38	8,031.34	5,411.58	2,734.88			
MCWT DW-10-08-A	2/11/2016	1,495,054.00	63,134.00	64,506.00	65,908.00	67,340.00	68,804.00	70,299.00	71,827.00	73,388.00	74,983.00	76,613.00	78,278.00	79,979.00	81,717.00	83,493.00	85,308.00	87,162.00	89,058.00	90,992.00		
ARTICLE 10, 10/17/2011	1/15/2036		27,455.74	26,193.06	24,902.94	23,584.78	22,237.88	20,861.90	19,455.92	18,019.38	16,551.62	15,051.96	13,519.70	11,954.14	10,354.56	8,720.22	7,050.36	5,344.20	3,600.96	1,819.84		
TURF FIELD	6/8/2016	1,000,000.00	70,000.00	70,000.00	70,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00							
ARTICLE 11, 10/27/2015	6/1/2031		22,400.00	21,000.00	19,600.00	18,200.00	16,900.00	15,437.50	13,812.50	12,187.50	10,237.50	8,287.50	6,337.50	4,225.00	2,112.50							
WATER MAINS	6/8/2016	404,948.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00		
ARTICLE 10, 10/17/2011	6/1/2036		9,000.00	8,600.00	8,200.00	7,800.00	7,000.00	6,400.00	5,800.00	5,400.00	5,000.00	4,550.00	4,100.00	3,650.00	3,200.00	2,750.00	2,200.00	1,650.00	1,100.00	550.00		
WATER DEPT EQUIPMENT I	6/8/2016	230,000.00	30,000.00	30,000.00	30,000.00	30,000.00	25,000.00	25,000.00														
ARTICLE 10, 5/14/2013	6/1/2024		4,500.00	3,900.00	3,300.00	2,400.00	1,500.00	750.00														
WATER DEPT EQUIPMENT II	6/8/2016	65,000.00	10,000.00	10,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00													
ARTICLE 10, 5/14/2013	6/1/2025		1,100.00	900.00	700.00	550.00	400.00	250.00	100.00													
WATER PLANT EQUIPMENT	6/8/2016	55,054.00	10,000.00	10,000.00	10,000.00																	
ARTICLE 12, 5/12/2009	6/1/2021		700.00	500.00	300.00																	
WATER MAIN REPLACEMENT II	6/8/2016	850,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00		
ARTICLE 9, 10/15/2013	6/1/2036		14,500.00	13,800.00	13,100.00	12,850.00	11,000.00	9,950.00	8,900.00	8,200.00	7,500.00	6,825.00	6,150.00	5,475.00	4,800.00	4,125.00	3,300.00	2,475.00	1,650.00	825.00		
WASTEWATER PLANT UPGRADE I	6/8/2016	227,179.00	15,000.00	15,000.00	15,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00		
ARTICLE 20, 5/11/2010	6/1/2036		4,850.00	4,550.00	4,250.00	3,800.00	3,500.00	3,200.00	2,900.00	2,700.00	2,500.00	2,275.00	2,050.00	1,825.00	1,600.00	1,375.00	1,100.00	825.00	550.00	275.00		
WASTEWATER PLANT UPGRADE II	6/8/2016	1,292,821.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	60,000.00	60,000.00		
ARTICLE 20, 5/10/2011	6/1/2036		28,975.00	27,675.00	26,375.00	24,425.00	22,475.00	20,525.00	18,575.00	17,275.00	15,975.00	14,512.50	13,050.00	11,587.50	10,125.00	8,662.50	6,875.00	5,087.50	3,300.00	1,650.00		
WASTEWATER TREATMENT	6/8/2016	15,000.00	5,000.00																			
ARTICLE 22, 5/8/2012	6/1/2019		100.00																			
BRIDGES	6/8/2016	55,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00												
ARTICLE 9, 4/1/1996	6/1/2026		1,000.00	900.00	800.00	650.00	500.00	350.00	200.00	100.00												

TOTAL MUNICIPAL DEBT

DESCRIPTION	ISSUE DATE MATURING	ORIGINAL AMOUNT	FY2019 PRINCIPAL INTEREST	FY2020 PRINCIPAL INTEREST	FY2021 PRINCIPAL INTEREST	FY2022 PRINCIPAL INTEREST	FY2023 PRINCIPAL INTEREST	FY2024 PRINCIPAL INTEREST	FY2025 PRINCIPAL INTEREST	FY2026 PRINCIPAL INTEREST	FY2027 PRINCIPAL INTEREST	FY2028 PRINCIPAL INTEREST	FY2029 PRINCIPAL INTEREST	FY2030 PRINCIPAL INTEREST	FY2031 PRINCIPAL INTEREST	FY2032 PRINCIPAL INTEREST	FY2033 PRINCIPAL INTEREST	FY2034 PRINCIPAL INTEREST	FY2035 PRINCIPAL INTEREST	FY2036 PRINCIPAL INTEREST	FY2037 PRINCIPAL INTEREST	FY2038 PRINCIPAL INTEREST
ROADWAY RECONSTRUCTION	6/8/2016	400,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00												
ARTICLE 9, 5/14/2013	6/1/2026		8,000.00	7,200.00	6,400.00	5,200.00	4,000.00	2,800.00	1,600.00	800.00												
WATER TREATMENT	6/7/2018	300,600.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
ARTICLE 10, 5/14/2013	6/1/2038		12,050.75	11,475.00	10,725.00	9,975.00	9,225.00	8,475.00	7,725.00	6,975.00	6,225.00	5,475.00	4,725.00	4,275.00	3,825.00	3,375.00	2,925.00	2,437.50	1,850.00	1,462.50	975.00	487.50
LINEBROOK ROAD 1	6/7/2018	1,296,000.00	96,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00						
ARTICLE 9, 5/14/2013 AND 5/21/2013	6/1/2032		56,640.00	52,800.00	48,050.00	43,300.00	38,550.00	33,800.00	29,050.00	24,300.00	19,800.00	15,300.00	10,800.00	8,100.00	5,400.00	2,700.00						
LINEBROOK ROAD 2	6/7/2018	1,107,750.00	77,750.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	70,000.00	70,000.00	70,000.00	70,000.00					
ARTICLE 9, 5/14/2013 AND 5/21/2013	6/1/2033		47,654.79	44,575.00	40,825.00	37,075.00	33,325.00	29,575.00	25,825.00	22,075.00	18,325.00	14,575.00	10,825.00	8,575.00	6,475.00	4,375.00	2,275.00					
LAND ACQUISITION - PONY EXPRESS	6/7/2018	2,010,650.00	105,650.00	105,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
ARTICLE 18 & 19, 4/2/2000 & 10/16/2006	6/1/2038		80,665.29	76,750.00	71,500.00	66,500.00	61,500.00	56,500.00	51,500.00	46,500.00	41,500.00	36,500.00	31,500.00	28,500.00	25,500.00	22,500.00	19,500.00	16,250.00	13,000.00	9,750.00	6,500.00	3,250.00
PRINCIPAL BALANCE		85,020,880.00	5,152,320.82	5,078,984.50	2,335,638.50	2,192,436.50	1,984,382.50	1,931,478.50	1,913,729.50	1,896,138.50	1,723,706.50	1,586,439.50	1,209,342.50	1,167,415.50	870,684.50	814,082.50	732,704.50	478,861.50	478,694.50	325,992.00	115,000.00	115,000.00
INTEREST BALANCE			1,004,616.65	809,288.26	675,115.08	597,370.00	529,915.29	464,532.86	399,739.28	336,050.23	274,833.79	214,954.25	160,919.55	126,928.79	95,432.31	75,476.57	55,839.23	39,480.78	27,885.84	16,332.34	7,475.00	3,737.50
TOTAL LONG TERM			6,156,937.47	5,888,272.76	3,010,753.58	2,789,807.40	2,514,297.79	2,395,011.35	2,313,468.78	2,142,188.73	1,998,540.29	1,801,393.75	1,370,262.05	1,294,344.29	967,096.81	889,559.07	788,543.73	518,342.28	506,580.34	342,324.34	122,475.00	118,737.50

Enterprise Funds

Water/Wastewater

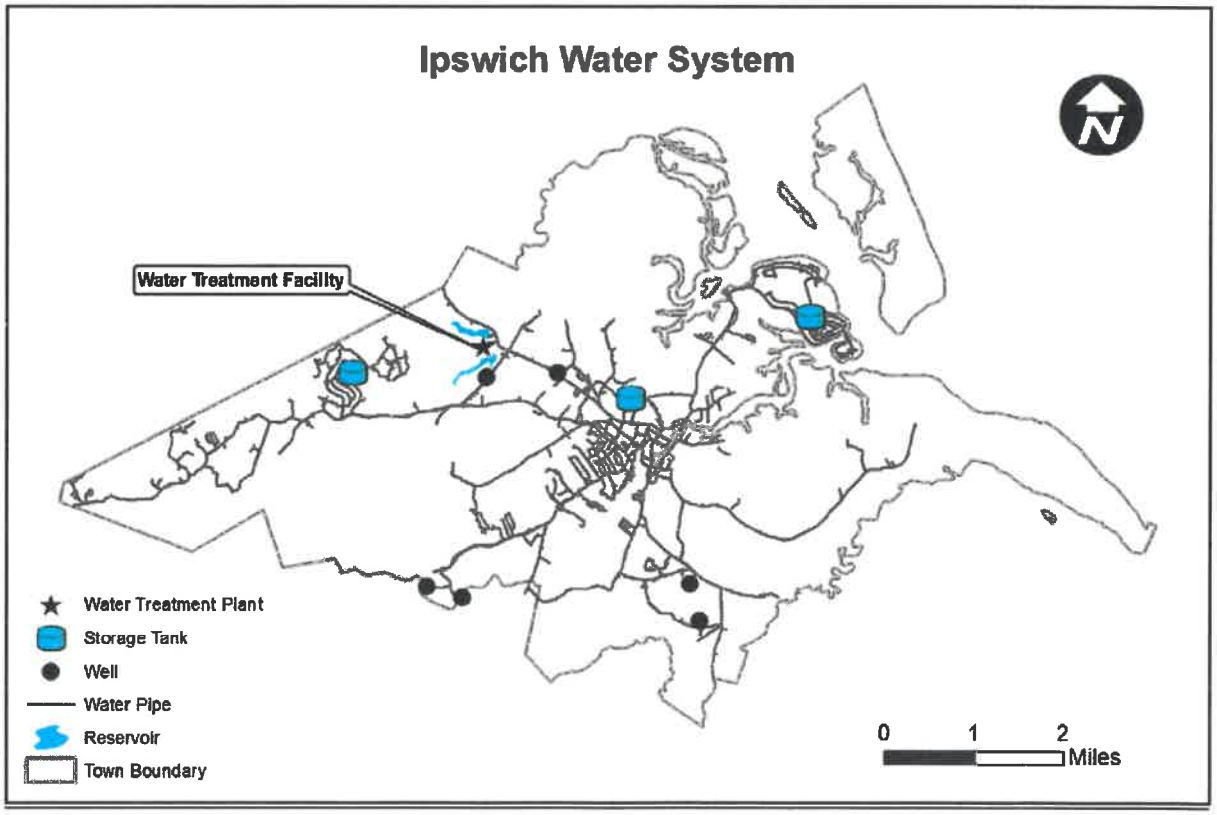
Water Enterprise Fund

The Ipswich Water Department operates and maintains the Town's public water system, which serves 98% of the Town's population. The system is operated as an enterprise fund, which is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods and services. The fund allows the community to demonstrate to the public that the total cost for drinking water is recovered through user charges.

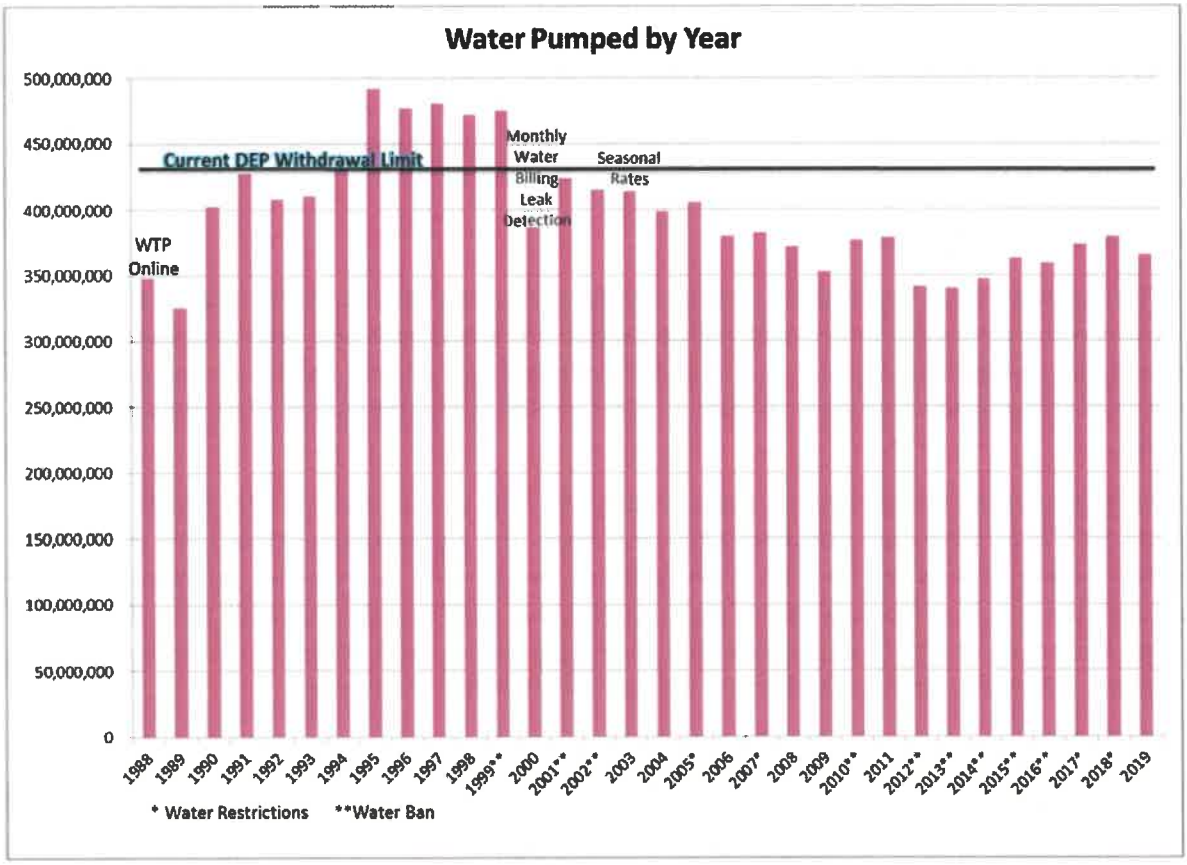
Description of Ipswich's Water Supply

The Town of Ipswich receives its water through five gravel packed wells and two surface water reservoirs with a combined storage of 60 million gallons. The gravel pack wells receive on-site treatment for disinfection, corrosion control and fluoride prior to entry into the distribution system. The surface water is treated at the Water Treatment Plant on High Street prior to entry into the distribution system.

The water distribution system contains approximately 100 miles of pipe, much of which dates back to the late 1800's and serves approximately 4,700 customers. The system includes three tanks that maintain system pressure and store 4.5 million gallons of water. Each tank supplies a separate pressure zone, with the majority of the town being pressurized by the 3 million gallon Town Hill Tank. Three booster stations assist with filling the tanks and boosting pressure to subsections of the system. The system has emergency interconnection with the Towns of Hamilton and Rowley.



Annually, the Town pumps less than 400 million gallons of water to its customers.



Rate Structure

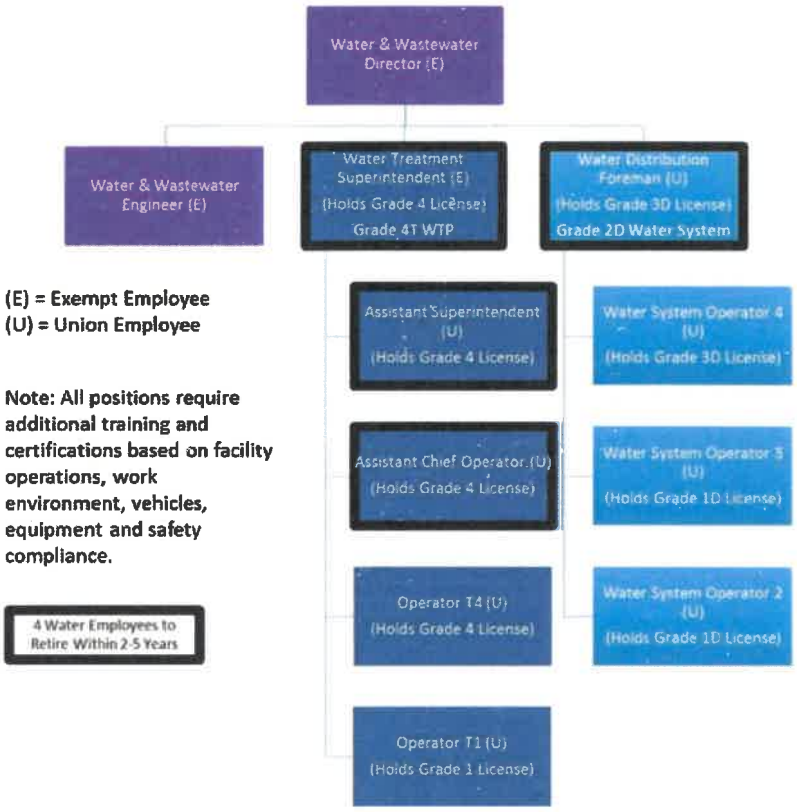
Water customers are charged a unit rate based on the volume of their metered water use. The base water rate is projected to increase from $9.96 per 100 cubic feet to $11.25 per 100 cubic feet on May 1, 2020. This represents a 13% increase over the FY20 rate. This is due to significant capital expenses and debt service related to several large infrastructure projects. Most of the Water Department assets (facilities, equipment and below grade infrastructure) are past their useful life. Planning is underway to fund asset replacement.

The Ipswich Water Department established a seasonal rate structure in 2003. The goal of the structure is to manage summer water demand while remaining revenue neutral. With this structure, residential customers have their water rate increase 1.5 times the base (non-residential) rate between May and October of each year. During the winter months the rate drops below the base rate by a factor that is determined at the end of each summer. This rate drop is key to the revenue neutral portion of the structure. Residential customers with consistent annual usage will pay no more each year than they would with the year-round base rate.

The residential customer class was targeted for this structure because it represents approximately 80% of all water use in Ipswich and has historically shown a dramatic increase in usage during the summer months.

Since the rate structure was adopted, Ipswich has realized a drop in annual water use of more than 70 million gallons.

Organizational Chart



Goals and Objectives

To protect the Town's surface water and groundwater supplies, treat these supplies at the Town's wells and its water treatment facility, and distribute same to our customers; all in compliance with applicable Federal, State, and Local Statutes, By-Laws, and Rules and Regulations of the Town.

To manage water rates as equitably as possible while meeting operating cash flow and debt service needs.

To ensure the Town's water supply is drought resilient and sufficient to meet community demands into the future. To support this goal, the Water Department continues to pursue enhancements to existing supplies, as well as development of new sources.

Plan for and execute rehabilitation of water infrastructure.
Execute newly developed Asset Management Plan with funding strategy.

Accomplishments

The Dow Brook Reservoir Dam, which unexpectedly failed in April 2018 has been successfully rehabilitated. The project was designed to allow for future expansion of the reservoir, which has the potential to increase storage by over ten million gallons. The potential expansion will require a significant permitting effort, which is not planned at this time.

Figure 1: Rehabilitated Dow Reservoir Dam

The Water Source and Supply Evaluation was completed in FY19. This report provided data on how much water the Town will need through 2040 and evaluated options to enhance the water supply for drought resiliency and additional capacity. The Department has continued to explore recommended options, including a new groundwater source, expansion of Dow Reservoir and treatment of Browns Well water.

A long term pump test of the Lynch Well Site on Linebrook Road is complete. The Town is requesting new source approval for this well site from the Massachusetts Department of Environmental Protection (MassDEP). The pump test report and Water Management Act Permit Amendment Application have been submitted to MassDEP for review and approval.

A structural liner has been successfully installed in the water main on Mill Road that crosses the Ipswich River and replacement. This water main failed in 2017 and has been isolated from the rest of the water system. With the new liner installed, the main has been placed in service and system hydraulics returned to pre-failure levels.

Figure 2: Failed Mill Road Water Main

Following several failures over the past two years, the High Street water main was targeted for replacement. The project was designed, permitted and bid in 2019. The construction contract was awarded and construction began in late 2019 between the Utilities Department Campus and Kimball Avenue. Full construction will commence in spring 2020.

Full conversion to the Mueller Smart Meter System is now complete. All water meters are monitored remotely and provide alerts to notify users of potential leaks.

Significant Budget Changes or Initiatives

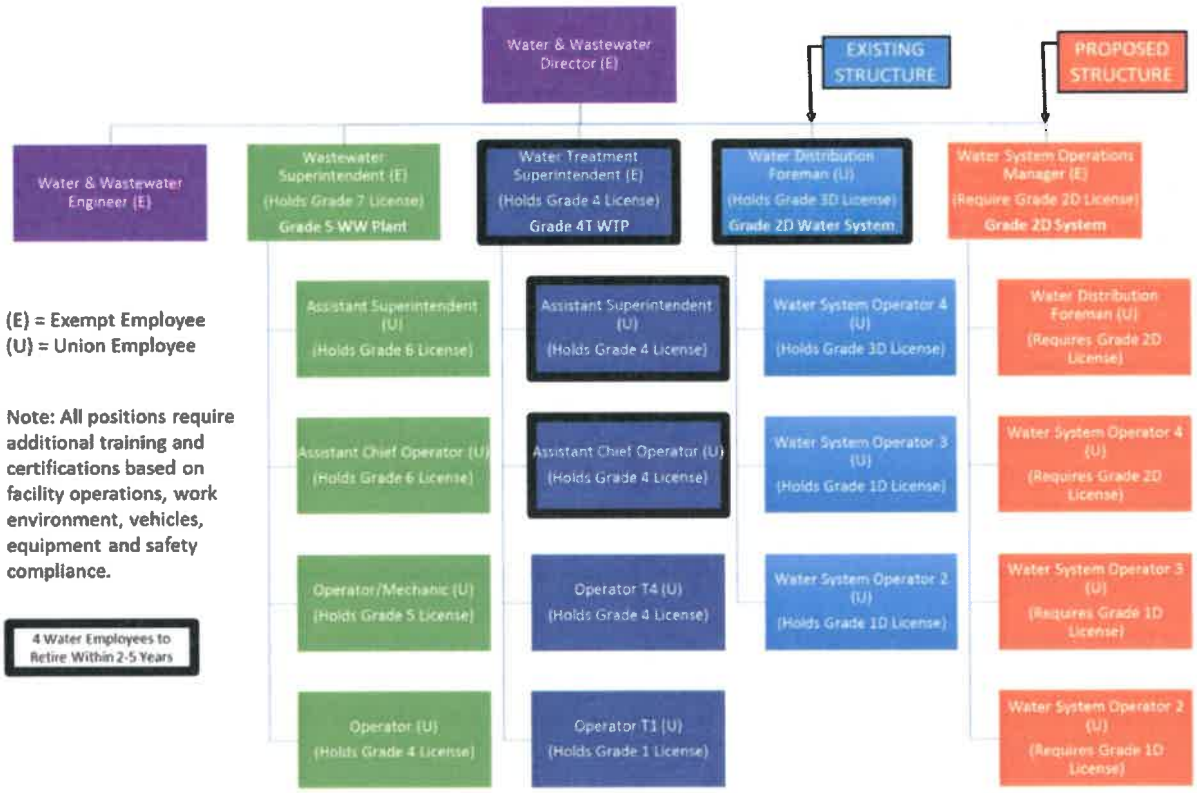
The Water Department Budget (distribution and treatment combined) has increased roughly 11% over FY20. Most notably due to an increase in operating capital funds and debt service to support the above goals.

Ipswich relies on the bi-annual actuarial report prepared by Odyssey Advisors to determine OPEB Liability and contribution amounts. It has been the goal of the Water Department, as an Enterprise Fund, to fully fund the annual OPEB obligation as specified by the Annual Required Contribution. Recent changes as directed by the Governmental Accounting Standards Board (GASB), have made reporting and calculation of the OPEB liability more accurate and transparent. The updated actuarial report projects a surplus paid into the OPEB fund by the end of FY19. In light of this projection, the Water Department budgeted a smaller payment in FY20 of $40,000. Because the actuarial report is compiled every two years, the current OPEB liability is less certain. As such, a $30,000 contribution is being budgeted in FY21.

The FY21 budget proposes the creation of a new position in the Water Distribution Division.

The increasing demands of maintaining the aging water system, compounded by an extensive asset replacement program, requires additional resources and oversight to ensure the success of projects and continued reliable service to our customers. To ensure quality and value for the considerable community investment (>$90M), a Water System Operations Manager is proposed.

Creating this position would align the Water Distribution Division structure with the Wastewater and Water Treatment Divisions, which each have an exempt manager overseeing four union staff members. Refer to organizational chart below. This will enhance efficiencies of the Foreman and Director positions, with the Water System Operations Manager bridging the gap between the field staff and high level planning initiatives.



This is proposed as a permanent, exempt position to lead water system operations with a focus on improving water system reliability, redundancy and resiliency. Primary duties include:

- providing technical assistance during development and execution of asset rehabilitation and replacement projects;
- planning operation and maintenance activities for 100 miles of water piping and appurtenances that make up the water distribution system;
- providing coordination and oversight of private and/or Town construction activities that impact the water system
- developing and updating standard operating procedures;
- ensuring compliance with all applicable safety regulations;
- coordinating staff training;
- procuring equipment and supplies;

FY19 revenue met projected budget targets. FY20 revenues are on target. A 15% rate increase was needed to fund the FY20 budget. The FY21 budget could be funded without a rate increase, however, would require use of over $660,000 of surplus, leaving a surplus balance of less than $25,000. A 13% increase is proposed to fund the budget with significant capital expenditures and ensure surplus will not be depleted in later years when debt service is expected to increase significantly due several large infrastructure projects. Assuming the entire FY21 budget is spent, we project the FY21 ending surplus balance to be just below $500,000. Although this figure is high, these funds will be critical to sustain the department and allow for continued capital funding as debt service increases. As previously projected, future rate increases are expected in order to fund the large future capital projects mentioned here.

Ipswich Water Department

Rate increases will be proposed as necessary in the future to fund the budget and to maintain adequate surplus funds.

FY21 Water Department Operating Capital:

Cost	Project	Description
$75,000	Water Distribution Utility Truck Replacement	Current truck is 8 years old and has increasing maintenance issues.
$250,000	Water Supply Improvements	Conduct further investigations and permitting activities to enhance water supplies.
$65,000	3rd Solar Bee Passive Mixing System of Dow Reservoir	Dow Reservoir currently has 2 Solar Bee Mixing Systems to enhance water quality. A 3rd mixer is recommended to address increasing algae growth in the reservoir. This is expected to improve water quality and reduce chemical usage.
$100,000	Asset Management Plan Execution	An Asset Management Plan is being developed in FY20 that inventories and assesses the existing water & wastewater assets; evaluates the level of service in terms of quality, quantity, reliability and environmental standards; identifies assets critical to sustaining system performance; quantifies minimum life cycle costs for critical assets, operations and maintenance; and determines a long-term funding strategy to ensure high level performance. These funds will support execution of the completed plan by covering design costs for newly identified asset replacement projects.
$490,000		

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

610 WATER Account Number	Account Description	FY2017 Expended	FY2018 Expended	FY2019 Budget	FY2019 Expended	FY2020 Dept. Request	FY2020 Budget	FY2020 Expended 12.31	FY2021 Dept. Request	$ Change	% Change
6106551-5110	Management Transfer Account	$ -	$ -	$ -	$ -	$ 9,494.00	$ 9,494.00	$ -	$ 2,000.00	$ (7,494.00)	-78.93%
6106551-5113	Salary Allocation	$ 2,931.08	$ 3,004.55	$ -	$ 12,278.33	$ -	$ -	$ 6,194.16	$ -	$ -	
6106551-5114	Permanent Other	$ 73,740.40	$ 76,197.36	$ 78,666.00	$ 78,603.20	$ 78,666.00	$ 78,666.00	$ 36,687.20	$ 103,000.00	$ 24,334.00	30.93%
6106551-5115	Permanent Wages	$ 275,175.20	$ 293,448.19	$ 404,750.00	$ 355,584.69	$ 400,616.00	$ 400,616.00	$ 167,129.36	$ 504,114.00	$ 103,498.00	25.83%
6106551-5121	Temporary Part Time	$ 6,984.00	$ 6,248.00	$ 7,040.00	$ 5,928.00	$ 7,040.00	$ 7,680.00	$ 2,860.00	$ 7,680.00	$ -	0.00%
6106551-5123	Other Pay	$ 12,888.92	$ 24,009.58	$ 12,000.00	$ 12,607.40	$ 12,000.00	$ 12,000.00	$ 7,772.88	$ 12,000.00	$ -	0.00%
6106551-5131	Overtime	$ 79,742.65	$ 90,963.23	$ 82,501.00	$ 62,370.45	$ 82,501.00	$ 82,501.00	$ 19,378.89	$ 80,081.00	$ (2,420.00)	-2.93%
6106551-5141	Differential & Incentive	$ 4,800.00	$ 1,312.50	$ 1,800.00	$ 1,281.45	$ 1,800.00	$ 1,800.00	$ -	$ 200.00	$ (1,600.00)	-88.89%
6106551-5174	Life Insurance	$ 100.67	$ 68.76	$ 106.00	$ 45.65	$ 106.00	$ 106.00	$ 19.96	$ 106.00	$ -	0.00%
6106551-5175	Health Insurance	$ 131,549.46	$ 103,774.61	$ 165,138.00	$ 95,614.06	$ 165,138.00	$ 171,743.00	$ 43,730.43	$ 154,371.00	$ (17,372.00)	-10.12%
6106551-5176	OPEB	$ 54,111.00	$ 54,111.00	$ 54,111.00	$ 54,111.00	$ 40,000.00	$ 40,000.00	$ -	$ 30,000.00	$ (10,000.00)	-25.00%
6106551-5177	Health Reimbursement Account	$ 55.68	$ 55.68	$ 250.00	$ 55.68	$ 250.00	$ 250.00	$ 23.20	$ 250.00	$ -	0.00%
6106551-5193	Retirement	$ 171,724.00	$ 186,142.00	$ 181,408.00	$ 181,408.00	$ 181,408.00	$ 207,878.00	$ 205,763.00	$ 233,700.00	$ 25,822.00	12.42%
6106551-5194	Medicare	$ 11,763.15	$ 12,918.42	$ 12,487.00	$ 13,586.24	$ 12,487.00	$ 12,737.00	$ 6,299.45	$ 12,737.00	$ -	0.00%
6106551-5197	Uniform Allowance	$ 1,186.99	$ 954.95	$ 1,600.00	$ 800.00	$ 1,600.00	$ 1,600.00	$ -	$ 1,800.00	$ 200.00	12.50%
6106551-5198	CDL Stipend	$ 2,000.00	$ 1,500.00	$ 2,000.00	$ 1,500.00	$ 2,000.00	$ 2,000.00	$ -	$ 2,800.00	$ 800.00	40.00%
6106571-5110	Management Transfer Account	$ -	$ -	$ -	$ -	$ 10,408.00	$ 10,408.00	$ -	$ -	$ (10,408.00)	-100.00%
6106571-5113	Salary Allocation	$ 33,622.00	$ 31,304.54	$ 51,827.00	$ 32,602.47	$ 33,850.00	$ 33,849.00	$ 23,833.46	$ 34,956.00	$ 1,107.00	3.27%
6106571-5114	Permanent Other	$ 98,741.49	$ 101,210.21	$ 103,234.00	$ 103,234.00	$ 103,234.00	$ 103,234.00	$ 47,755.60	$ 107,415.00	$ 4,181.00	4.05%
6106571-5115	Permanent Wages	$ 200,990.90	$ 208,039.07	$ 270,067.00	$ 233,815.11	$ 274,102.00	$ 274,102.00	$ 126,900.31	$ 275,219.00	$ 1,117.00	0.41%
6106571-5121	Temporary Part Time	$ 440.00	$ 4,832.00	$ 7,040.00	$ 12,852.00	$ 7,040.00	$ 7,680.00	$ 5,568.00	$ 6,120.00	$ (1,560.00)	-20.31%
6106571-5131	Overtime	$ 108,249.58	$ 126,482.50	$ 111,224.00	$ 119,596.12	$ 111,224.00	$ 111,224.00	$ 53,056.01	$ 115,494.00	$ 4,270.00	3.84%
6106571-5141	Differential & Incentive	$ 3,260.35	$ 1,618.50	$ 2,700.00	$ 1,556.40	$ 3,100.00	$ 3,100.00	$ -	$ 1,500.00	$ (1,600.00)	-51.61%
6106571-5197	Uniform Allowance	$ 1,000.00	$ 600.00	$ 1,200.00	$ 600.00	$ 1,600.00	$ 1,600.00	$ 200.00	$ 1,800.00	$ 200.00	12.50%
PERSONNEL SUB-TOTAL:		**$ 1,275,057.52**	**$ 1,328,795.65**	**$ 1,551,149.00**	**$ 1,380,030.25**	**$ 1,539,664.00**	**$ 1,574,268.00**	**$ 753,171.91**	**$ 1,687,343.00**	**$ 113,075.00**	**7.18%**
6106552-5215	Gasoline	$ 8,740.61	$ 10,133.67	$ 10,000.00	$ 10,100.50	$ 10,000.00	$ 10,000.00	$ 2,669.28	$ 11,000.00	$ 1,000.00	10.00%
6106552-5216	Diesel Fuel	$ 1,719.10	$ 2,482.23	$ 5,505.00	$ 2,070.69	$ 4,404.00	$ 4,404.00	$ 1,493.36	$ 4,404.00	$ -	0.00%
6106552-5245	Motor Vehicles	$ 3,414.18	$ 5,856.14	$ 4,000.00	$ 3,768.82	$ 4,000.00	$ 4,000.00	$ 1,205.19	$ 4,000.00	$ -	0.00%
6106552-5251	Building Maintenance & Repair	$ 2,794.30	$ 15,223.02	$ 15,000.00	$ 12,822.50	$ 15,000.00	$ 15,000.00	$ 16,137.51	$ 30,000.00	$ 15,000.00	100.00%
6106552-5254	Purification Maintenance	$ 76.37	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
6106552-5255	Other Repairs & Maintenance	$ 1,000.00	$ -	$ 1,000.00	$ -	$ 10,000.00	$ 10,000.00	$ -	$ 20,000.00	$ 10,000.00	100.00%
6106552-5256	Maintenance Meters	$ 17,220.60	$ 17,088.54	$ 60,000.00	$ 18,415.19	$ 60,000.00	$ 60,000.00	$ 35,013.50	$ 25,000.00	$ (35,000.00)	-58.33%
6106552-5258	Maintenance - Mains & Services	$ 54,966.92	$ 74,144.38	$ 75,000.00	$ 62,188.72	$ 75,000.00	$ 75,000.00	$ 36,238.62	$ 75,000.00	$ -	0.00%
6106552-5259	Maintenance Hydrants	$ 7,246.90	$ 9,813.41	$ 13,000.00	$ 378.52	$ 10,000.00	$ 10,000.00	$ 12,224.74	$ 10,000.00	$ -	0.00%
6106552-5278	Other Rentals	$ 3,201.86	$ 3,001.92	$ 3,500.00	$ 3,002.04	$ 3,500.00	$ 3,500.00	$ 2,093.94	$ 3,500.00	$ -	0.00%
6106552-5302	Audit	$ 2,585.00	$ 2,875.18	$ 2,805.00	$ 2,852.18	$ 2,805.00	$ 2,805.00	$ 2,868.89	$ 2,805.00	$ -	0.00%
6106552-5304	Advertising	$ 424.72	$ 579.63	$ 500.00	$ 1,208.04	$ 500.00	$ 500.00	$ 25.52	$ 500.00	$ -	0.00%
6106552-5306	Data Processing	$ 15,206.51	$ 15,676.09	$ 30,722.00	$ 23,048.37	$ 25,078.00	$ 25,077.00	$ 15,012.90	$ 30,078.00	$ 5,001.00	19.94%
6106552-5307	Engineer/Draft/Maps	$ 34.96	$ 2,075.51	$ 500.00	$ 982.50	$ 1,000.00	$ 1,000.00	$ 974.99	$ 1,000.00	$ -	0.00%
6106552-5310	Consultant	$ 91,943.40	$ 55,624.77	$ 25,000.00	$ 54,657.84	$ 25,000.00	$ 25,000.00	$ -	$ 25,000.00	$ -	0.00%
6106552-5311	Other Consultants	$ 21,879.00	$ 21,740.00	$ 36,500.00	$ 27,377.26	$ 36,500.00	$ 36,500.00	$ 14,862.00	$ 36,500.00	$ -	0.00%
6106552-5312	Legal Services	$ -	$ 1,782.50	$ 3,000.00	$ 1,738.75	$ 3,000.00	$ 3,000.00	$ 63.80	$ 3,000.00	$ -	0.00%
6106552-5316	Inspector Consultant	$ 9,960.00	$ 10,020.00	$ 10,000.00	$ 9,420.00	$ 12,000.00	$ 12,000.00	$ 4,320.00	$ 12,000.00	$ -	0.00%
6106552-5341	Telephone	$ 2,493.24	$ 2,809.25	$ 3,600.00	$ 2,701.06	$ 3,600.00	$ 3,600.00	$ 1,137.18	$ 3,600.00	$ -	0.00%
6106552-5342	Postage	$ 922.47	$ 622.90	$ 1,175.00	$ 806.63	$ 1,175.00	$ 1,175.00	$ 343.88	$ 1,175.00	$ -	0.00%
6106552-5383	Other Purchased Services	$ 30,255.19	$ 30,468.12	$ 36,070.00	$ 35,608.26	$ 36,197.00	$ 36,197.00	$ 21,816.77	$ 36,197.00	$ -	0.00%
6106552-5413	Other Supplies	$ 48.56	$ 250.51	$ 500.00	$ 210.00	$ 500.00	$ 500.00	$ 132.07	$ 1,200.00	$ 700.00	140.00%
6106552-5421	Office Supplies	$ 291.06	$ 476.90	$ 500.00	$ 569.05	$ 500.00	$ 500.00	$ 169.39	$ -	$ (500.00)	-100.00%
6106552-5511	Training	$ 1,848.44	$ 2,135.50	$ 2,000.00	$ 80.00	$ 2,000.00	$ 2,000.00	$ 1,918.33	$ 2,000.00	$ -	0.00%
6106552-5536	Shop Supplies	$ -	$ -	$ 500.00	$ 353.36	$ 500.00	$ 500.00	$ -	$ -	$ (500.00)	-100.00%
6106552-5712	Meals/Lodging	$ 1,944.96	$ 1,935.34	$ 1,500.00	$ 1,158.96	$ 1,500.00	$ 2,000.00	$ 250.00	$ 1,000.00	$ (1,000.00)	-50.00%

610 WATER Account Number	Account Description	FY2017 Expended	FY2018 Expended	FY2019 Budget	FY2019 Expended	FY2020 Dept. Request	FY2020 Budget	FY2020 Expended 12.31	FY2021 Dept. Request	$ Change	% Change
6106552-5713	License Requirement	$ 160.00	$ 120.00	$ 160.00	$ 120.00	$ 160.00	$ 160.00	$ -	$ 160.00	$ -	0.00%
6106552-5731	Association Dues	$ 262.00	$ 344.00	$ 275.00	$ 821.00	$ 1,000.00	$ 1,000.00	$ 352.00	$ 1,000.00	$ -	0.00%
6106552-5733	Conference Registration	$ -	$ 866.53	$ 500.00	$ 1,150.66	$ 500.00	$ 500.00	$ 770.00	$ 500.00	$ -	0.00%
6106552-5735	Memberships	$ 330.00	$ 338.00	$ 490.00	$ 523.00	$ 800.00	$ 800.00	$ -	$ 800.00	$ -	0.00%
6106552-5736	Workers Compensation	$ 9,396.83	$ 15,382.30	$ 18,205.00	$ 12,711.60	$ 18,205.00	$ 19,115.00	$ 15,618.75	$ 19,115.00	$ -	0.00%
6106552-5742	Package Insurance	$ 26,008.80	$ 24,716.34	$ 25,892.00	$ 24,692.62	$ 25,892.00	$ 27,187.00	$ 27,581.95	$ 27,187.00	$ -	0.00%
6106552-5780	Extraordinary / Unforeseen	$ -	$ 66,641.07	$ 50,000.00	$ 89,991.64	$ 50,000.00	$ 50,000.00	$ -	$ 50,000.00	$ -	0.00%
6106552-5910	Long Term Debt Principal	$ 541,894.00	$ 534,283.00	$ 521,302.00	$ 520,323.00	$ 527,216.00	$ 452,216.00	$ -	$ 569,764.00	$ 117,548.00	25.99%
6106552-5915	Long Term Debt Interest	$ 166,919.67	$ 151,124.68	$ 146,402.00	$ 146,639.76	$ 191,620.00	$ 130,120.00	$ 65,059.77	$ 260,310.00	$ 130,190.00	100.05%
6106552-5916	Short Term Debt Interest	$ -	$ 5,000.00	$ 12,500.00	$ -	$ 7,500.00	$ 130,000.00	$ -	$ 122,500.00	$ (7,500.00)	-5.77%
6106552-5930	Debt Issue Expense	$ 11,808.40	$ 3,229.33	$ 14,000.00	$ 2,319.80	$ 2,000.00	$ 2,000.00	$ 1,621.11	$ 2,000.00	$ -	0.00%
6106572-5211	Electricity	$ 94,073.78	$ 103,850.40	$ 100,208.00	$ 124,847.18	$ 105,540.00	$ 126,697.00	$ 45,700.04	$ 124,906.00	$ (1,791.00)	-1.41%
6106572-5212	Gas Heat	$ 996.32	$ 1,401.06	$ 1,140.00	$ 1,270.94	$ 1,500.00	$ 1,500.00	$ 232.96	$ 1,500.00	$ -	0.00%
6106572-5213	Oil Heat	$ 8,001.30	$ 11,067.33	$ 10,717.00	$ 10,431.06	$ 10,717.00	$ 10,717.00	$ 1,323.66	$ 10,717.00	$ -	0.00%
6106572-5245	Motor Vehicles	$ 1,669.24	$ 6,227.87	$ 3,000.00	$ 4,634.57	$ 3,000.00	$ 3,000.00	$ 3,285.69	$ 4,000.00	$ 1,000.00	33.33%
6106572-5251	Building Maintenance & Repair	$ 6,366.96	$ 15,644.27	$ 20,000.00	$ 6,039.00	$ 20,000.00	$ 20,000.00	$ 5,524.11	$ 10,000.00	$ (10,000.00)	-50.00%
6106572-5253	Pump Maintenance	$ 47,271.98	$ 89,201.35	$ 55,000.00	$ 55,884.31	$ 55,000.00	$ 55,000.00	$ 4,145.61	$ 56,500.00	$ 1,500.00	2.73%
6106572-5254	Purification Maintenance	$ 115,326.61	$ 114,568.70	$ 131,000.00	$ 126,278.39	$ 151,000.00	$ 151,000.00	$ 114,328.67	$ 175,000.00	$ 24,000.00	15.89%
6106572-5255	Other Repairs & Maintenance	$ -	$ -	$ -	$ -	$ 10,000.00	$ 10,000.00	$ -	$ 10,000.00	$ -	0.00%
6106572-5278	Other Rentals	$ 365.91	$ 376.41	$ 1,000.00	$ 488.76	$ 1,000.00	$ 1,000.00	$ 396.54	$ 500.00	$ (500.00)	-50.00%
6106572-5293	Custodial Services	$ 1,922.48	$ 3,102.12	$ 2,000.00	$ 4,324.76	$ 3,000.00	$ 3,000.00	$ 842.56	$ 4,000.00	$ 1,000.00	33.33%
6106572-5341	Telephone	$ 8,148.35	$ 8,240.37	$ 9,020.00	$ 8,427.13	$ 9,020.00	$ 9,020.00	$ 1,944.36	$ 9,020.00	$ -	0.00%
6106572-5383	Other Purchased Services	$ 36,804.05	$ 33,337.26	$ 56,250.00	$ 46,130.60	$ 53,905.00	$ 53,905.00	$ 16,820.70	$ 44,670.00	$ (9,235.00)	-17.13%
6106572-5421	Office Supplies	$ 4,157.21	$ 2,264.85	$ 2,000.00	$ 3,507.11	$ 2,500.00	$ 2,500.00	$ 459.69	$ 2,500.00	$ -	0.00%
6106572-5451	Building Maintenance Supplies	$ 2,355.67	$ 3,837.33	$ 4,000.00	$ 3,483.93	$ 4,000.00	$ 4,000.00	$ 2,150.88	$ 4,000.00	$ -	0.00%
6106572-5481	Oil & Lube	$ 67.08	$ 363.93	$ 400.00	$ 581.32	$ 400.00	$ 400.00	$ 174.79	$ 400.00	$ -	0.00%
6106572-5511	Training	$ 1,164.10	$ 2,849.02	$ 1,500.00	$ 1,323.86	$ 2,500.00	$ 2,500.00	$ -	$ 2,500.00	$ -	0.00%
6106572-5536	Shop Supplies	$ 28,847.29	$ 49,051.38	$ 27,000.00	$ 32,176.33	$ 30,000.00	$ 30,000.00	$ 15,022.18	$ 32,000.00	$ 2,000.00	6.67%
6106572-5540	Purification Chemicals	$ 171,207.96	$ 191,105.82	$ 253,270.00	$ 211,600.35	$ 280,075.00	$ 280,075.00	$ 54,108.10	$ 293,080.00	$ 13,005.00	4.64%
6106572-5712	Meals/Lodging	$ 1,040.00	$ 1,620.00	$ 800.00	$ 1,702.92	$ 800.00	$ 2,000.00	$ 707.92	$ 2,000.00	$ -	0.00%
6106572-5713	License Requirement	$ 120.00	$ 120.00	$ 120.00	$ 120.00	$ 160.00	$ 160.00	$ -	$ 160.00	$ -	0.00%
6106572-5731	Association Dues	$ 420.00	$ 420.00	$ 500.00	$ 420.00	$ 500.00	$ 500.00	$ 433.00	$ 500.00	$ -	0.00%
6106572-5733	Conference Registration	$ 388.43	$ 262.96	$ 1,000.00	$ 754.99	$ 1,000.00	$ 1,000.00	$ 1,538.80	$ 1,000.00	$ -	0.00%
6106572-5735	Memberships	$ -	$ 284.00	$ 350.00	$ 338.00	$ 350.00	$ 350.00	$ -	$ 350.00	$ -	0.00%
EXPENSES SUB-TOTAL:		**$ 1,567,712.77**	**$ 1,728,057.19**	**$ 1,811,878.00**	**$ 1,719,577.83**	**$ 1,914,619.00**	**$ 1,925,680.00**	**$ 551,115.70**	**$ 2,181,598.00**	**$ 255,918.00**	**13.29%**
6106553-5813	Water Plant	$ -	$ 164,813.34	$ 100,000.00	$ 296,530.09	$ 275,000.00	$ 275,000.00	$ 31,017.98	$ 250,000.00	$ (25,000.00)	-9.09%
6106553-5815	Equipment	$ 140,729.36	$ 100,830.16	$ -	$ 37,025.20	$ -	$ -	$ 504.70		$ -	
6106553-5818	Vehicle	$ 111,224.00	$ 81,450.00	$ -	$ -	$ -	$ -	$ 4,980.00	$ 75,000.00	$ 75,000.00	
6106553-5819	Water Infrastructure	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000.00	$ 100,000.00	
6106573-5813	Water Plant	$ -	$ -	$ 30,000.00	$ -	$ -	$ -	$ 30,000.00		$ -	
6106573-5815	Equipment	$ 12,630.00	$ -	$ 25,000.00	$ -	$ 65,000.00	$ 65,000.00	$ 25,000.00	$ 65,000.00	$ -	0.00%
6106573-5816	Computers	$ -	$ 865.10	$ -	$ -	$ -	$ -	$ -		$ -	
6106573-5818	Vehicles	$ -	$ -	$ -	$ -	$ 75,000.00	$ 75,000.00	$ -		$ (75,000.00)	-100.00%
6106573-5819	Infrastructure	$ 24,661.40	$ 2,448.00	$ -	$ 17,357.55	$ -	$ -	$ -		$ -	
CAPITAL SUB-TOTAL:		**$ 289,244.76**	**$ 350,406.60**	**$ 155,000.00**	**$ 350,912.84**	**$ 415,000.00**	**$ 415,000.00**	**$ 91,502.68**	**$ 490,000.00**	**$ 75,000.00**	**18.07%**
610 WATER SUB-TOTAL:		**$ 3,132,015.05**	**$ 3,407,259.44**	**$ 3,518,027.00**	**$ 3,450,520.92**	**$ 3,869,283.00**	**$ 3,914,948.00**	**$ 1,395,790.29**	**$ 4,358,941.00**	**$ 443,993.00**	**11.34%**

The Ipswich Wastewater Department operates and maintains the Town's public wastewater system, which serves roughly 50% of the Town's population. The system is operated as an enterprise fund, which is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods and services. The fund allows the community to demonstrate to the public that the total cost for wastewater collection and treatment is recovered through user charges.

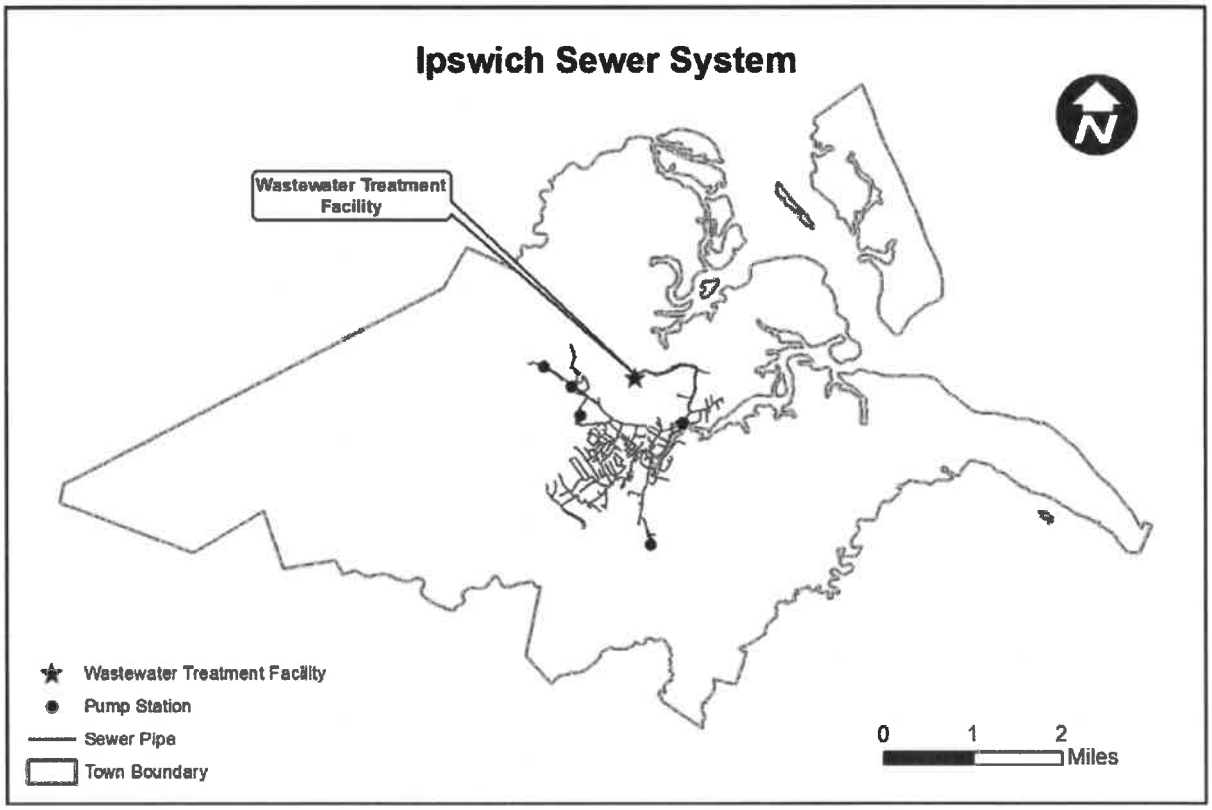
Description of Ipswich's Wastewater System

The Ipswich Wastewater Department is responsible for the collection, conveyance and treatment of the wastewater generated by its 2,100 customers. The Department is also responsible for the discharge of the treated wastewater (effluent). All departmental operations are regulated by the EPA through a National Pollutant Discharge Elimination System (NPDES) permit.

The wastewater collection system dates back to 1958 and includes approximately 23 miles of sewer pipe, 700 manholes and 5 pumping stations. Wastewater is conveyed by gravity through pipes ranging from 6 inches to 24 inches in diameter.

Four pumping station are located throughout town in areas where flow by gravity pipes cannot be achieved. The 5th pumping station, located at the Town Wharf on East Street, receives all the wastewater from the sewer system and conveys it directly to the Wastewater Treatment Plant. The treatment plant staff is responsible for the collection system and pumping stations.

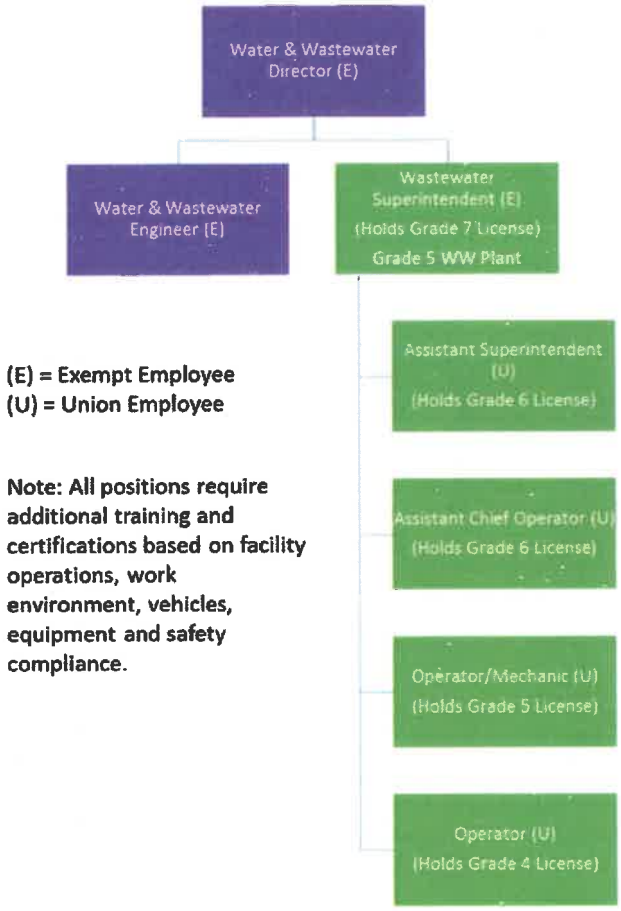
The Wastewater Treatment Plant located on Fowlers Lane originally constructed in 1958, was upgraded in 1963, 1972, 1996 and 2014. The plant is a secondary treatment plant and is designed to treat 1.8 million gallons of wastewater per day, with an instantaneous peak flow of 5.4 million gallons per day. Treated effluent is discharged to Greenwood Creek.



Rate Structure

Wastewater customers are charged a unit rate based on the volume of their metered water use. The wastewater rate is projected to increase from $9.69 per 100 cubic feet to $10.85 per 100 cubic feet on May 1, 2020. This represents a 12% increase over the FY20 rate. This is due to significant capital expenses and debt service related to several large infrastructure projects. Most of the Wastewater Department assets (facilities, equipment and below grade infrastructure) are past their useful life. Planning is underway to fund asset replacement.

Organizational Chart



(E) = Exempt Employee
(U) = Union Employee

Note: All positions require additional training and certifications based on facility operations, work environment, vehicles, equipment and safety compliance.

Goals and Objectives

To maintain and operate the Town's wastewater collection and treatment systems for its 2,100 customers in compliance with applicable Federal, State, and Local Statutes, By-Laws, and Rules and Regulations of the Town.

To manage wastewater rates as equitably as possible while meeting operating cash flow and debt service needs.

Plan for and execute rehabilitation of wastewater infrastructure including considerations for improving resiliency of critical components.

Execute newly developed Asset Management Plan with funding strategy.

Accomplishments

The planned SCADA development project that began in FY15 has been completed. This project allows many of the functions at the wastewater plant to be centrally monitored and controlled.
The Town Wharf Pump Station is now monitored and controlled from the treatment plant operations building. Parameters are monitored to allow for early detection of equipment problems. This project enhances the treatment process, improves quality and reliability, offers greater control and extends the life of equipment. Although the major project components and funding to establish the system are complete, ongoing funds will support continued system improvements.

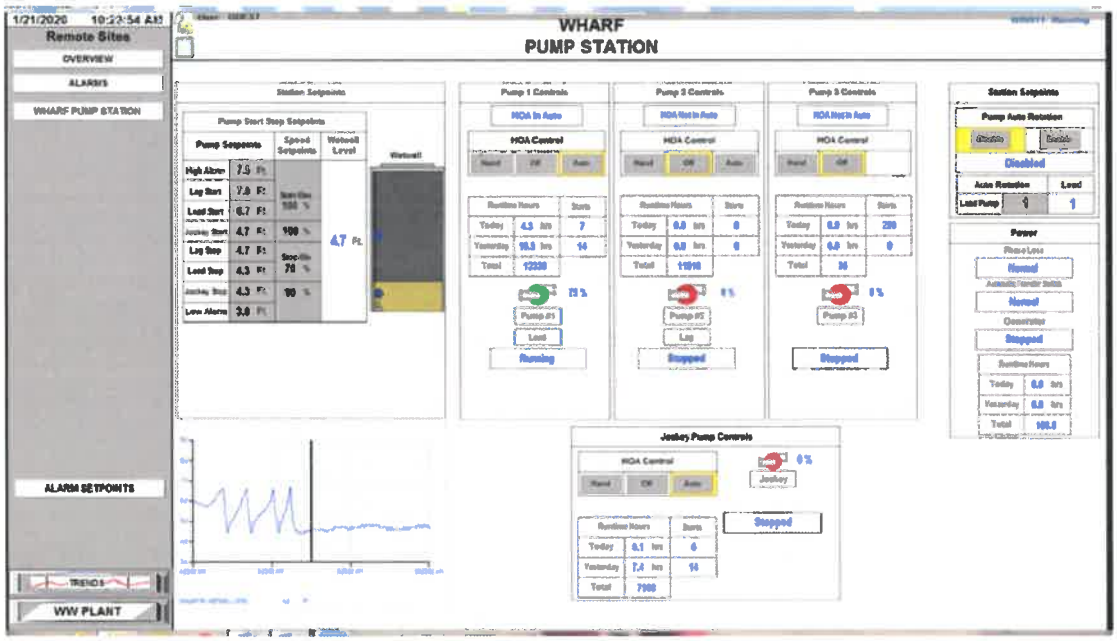


Figure 1: SCADA System Screenshot

The Town's consultant, Tighe & Bond, has completed an evaluation of the Town Wharf Pump Station to: document the current state of the station and associated overflow structure; identify areas of critical concern related to structural, electrical, instrumentation, safety, HVAC, hazardous materials and coastal resiliency; and provide recommendations to address these concerns. The final report is nearly complete, with only renderings of the potential station upgrades remaining. The report will be reviewed by relevant stakeholders and presented to the community. Failure of the station would have catastrophic impacts to wastewater customers, the health of the river, shellfishing, bathing beaches and the community as a whole.

Tighe & Bond has completed an evaluation of the sewer siphon crossing the Ipswich River
and interceptor pipe on the north bank of the Ipswich River. These are critical components of the collection system that have deteriorated significantly since their installation in the 1950's. Full design of improvements will be completed in FY20. A Municipal Vulnerability Preparedness (MVP) action grant of over $18,000 has been received to complete full design. The design calls for the siphon to be completely replaced with a triple barrel siphon which will allow for community growth, operational redundancy and coastal resiliency. The interceptor will be rehabilitated and armored for protection from the river action, coastal and storm impacts. Similar to the Town Wharf Pump Station, failure of these critical components would have severe impacts to wastewater customers, the health of the river, shellfishing and bathing beaches. The Town will apply for MVP action grant funds for construction activities, which are expected to cost roughly 2 million dollars.

Figure 2: Exposed Ipswich River Siphon

Figure 3: Erosion of Sewer Interceptor

The U.S. Environmental Protection Agency (EPA) and Massachusetts Department of Environmental Protection (MassDEP) have approved the Department's Collection System Operation & Maintenance Plan and Infiltration/Inflow (I/I) Control Plan which was submitted in 2019, as required by our federal discharge permit. The Department is committed to proactively managing its collection system and removal of I/I and has earmarked funds for this purpose.

Full conversion to the Mueller Smart Meter System is now complete. All water meters are monitored remotely and provide alerts to notify users of potential leaks.

Significant Budget Changes or Initiatives

The Wastewater Department Budget has increased approximately 8% from FY20. Most notably due to an increase in operating capital funds and short term interest related to debt service to support the above goals.

Ipswich relies on the bi-annual actuarial report prepared by Odyssey Advisors to determine OPEB Liability and contribution amounts. It has been the goal of the Wastewater Department, as an Enterprise Fund, to fully fund the annual OPEB obligation as specified by the Annual Required Contribution. Recent changes as directed by the Governmental Accounting Standards Board (GASB), have made reporting and calculation of the OPEB liability more accurate and transparent. The actuarial report projected a significant surplus paid into the OPEB fund by the end of FY19. In light of that projection, the Wastewater Department did not budget a payment in FY20. Because the actuarial report is compiled every two years, the current OPEB liability is less certain. As such, a $15,000 contribution is being budgeted in FY21.

FY19 total revenue exceeded projections by 6%. FY20 revenues are on target. A 6% rate increase was needed to fund the FY20 budget. The FY21 budget could be funded without a rate increase, but would require use of over $350,000 in surplus. A 12% increase is proposed to fund the budget with significant capital expenditures and ensure surplus will not be depleted in later years when debt service is expected to increase significantly due several significant asset replacement projects. Assuming the entire FY21 budget is spent, we project the FY21 ending surplus balance to be over $800,000. Although this figure is relatively high, these funds will be critical to sustain the department and allow for continued capital funding as debt service increases. As previously projected, future rate increases are expected in order to fund the large future capital projects mentioned here. Rate increases will be proposed as necessary in the future to fund the budget and to maintain adequate surplus funds.

FY21 Wastewater Department Operating Capital:

Cost	Project	Description
$250,000	Town Wharf Pump Station (TWPS) Upgrade Design & Permitting	The TWPS evaluation report is will be complete with renderings of station upgrades this year. A decision to construct a full station replacement or rehabilitation with resiliency improvements must be made. These funds allow the Town's consultant to begin design and permitting of the selected option. These funds will allow development of 50% design plans. Remaining design funds will be budgeted in FY22. Cost of replacement or upgrade of the station could reach $6 million.
$100,000	Aeration System Upgrade Design	The aeration system is a critical component of the wastewater treatment process. The equipment was rebuilt following a failure in 2012; however, the technology is out of date and these units are no longer available and increasing difficult to maintain. Full replacement is necessary and will likely result in significant energy savings. An evaluation of the existing process will be complete in FY20. The evaluation is considering potential enhancement to

		address future NPDES permit requirements. 100% design will be completed in FY21, with construction funds to be bonded in Fy22. This extensive and critical project could exceed $5 million.
$100,000	Infiltration/Inflow (I/I) – Collection System Rehabilitation	The federal discharge permit that governs our department requires that I/I (groundwater and stormwater) entering the sewer system must be removed. Annual funds are being proposed to monitor I/I, identify sources and remove them.
$100,000	Asset Management Plan Execution	An Asset Management Plan is being developed in FY20 that inventories and assesses the existing water & wastewater assets; evaluates the level of service in terms of quality, quantity, reliability and environmental standards; identifies assets critical to sustaining system performance; quantifies minimum life cycle costs for critical assets, operations and maintenance; and determines a long-term funding strategy to ensure high level performance. These funds will support execution of the completed plan by covering design costs for newly identified asset replacement projects.
$600,000		

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

600 WASTEWATER Account Number	Account Description	FY2017 Expended	FY2018 Expended	FY2019 Budget	FY2019 Expended	FY2020 Dept. Request	FY2020 Budget	FY2020 Expended 12.31	FY2021 Dept. Request	$ Change	% Change
6006501-5110	Management Transfer Account	$ -	$ -	$ -	$ -	$ 13,032.00	$ 13,032.00	$ -	$ 2,000.00	$ (11,032.00)	$ (0.85)
6006501-5113	Salary Allocation to Town Hall	$ 28,331.68	$ 27,143.61	$ 37,657.00	$ 31,110.62	$ 20,310.00	$ 20,310.00	$ 19,116.64	$ 20,974.00	$ 664.00	3.27%
6006501-5114	Permanent Other	$ 93,742.86	$ 96,086.59	$ 98,009.00	$ 98,008.76	$ 98,009.00	$ 98,009.00	$ 45,338.17	$ 105,007.00	$ 6,998.00	7.14%
6006501-5115	Permanent Wages	$ 344,071.67	$ 386,901.16	$ 435,142.00	$ 450,511.94	$ 459,111.00	$ 459,111.00	$ 209,225.49	$ 477,203.00	$ 18,092.00	3.94%
6006501-5121	Temporary Part Time	$ 1,000.00	$ 1,617.00	$ 7,040.00	$ -	$ -	$ -	$ -	$ -	$ -	
6006501-5123	Other Pay	$ 630.48	$ 1,231.26	$ 1,500.00	$ 4,476.00	$ 5,000.00	$ 5,000.00	$ 916.32	$ 6,000.00	$ 1,000.00	20.00%
6006501-5131	Overtime	$ 65,534.49	$ 73,521.25	$ 85,247.00	$ 59,859.10	$ 85,247.00	$ 85,247.00	$ 24,812.59	$ 82,403.00	$ (2,844.00)	-3.34%
6006501-5141	Differential & Incentive	$ 4,070.44	$ 1,600.00	$ 2,410.00	$ 1,636.00	$ 2,410.00	$ 2,410.00	$ -	$ 810.00	$ (1,600.00)	-66.39%
6006501-5174	Life Insurance	$ 24.44	$ 41.04	$ 24.00	$ 23.10	$ 24.00	$ 24.00	$ 52.29	$ 24.00	$ -	0.00%
6006501-5175	Health Insurance	$ 44,404.31	$ 57,861.37	$ 82,610.00	$ 91,066.39	$ 82,610.00	$ 85,914.00	$ 39,857.00	$ 101,571.00	$ 15,657.00	18.22%
6006501-5176	OPEB	$ 38,189.00	$ 38,189.00	$ 38,189.00	$ 38,189.00	$ -	$ -	$ -	$ 15,000.00	$ 15,000.00	
6006501-5177	Health Reimbursement Account	$ 33.36	$ 33.36	$ 80.00	$ 33.36	$ 80.00	$ 80.00	$ 13.90	$ 80.00	$ -	0.00%
6006501-5193	Retirement	$ 105,308.00	$ 119,823.00	$ 121,509.00	$ 121,509.00	$ 121,509.00	$ 155,252.00	$ 153,672.00	$ 167,788.00	$ 12,536.00	8.07%
6006501-5194	Medicare	$ 6,380.63	$ 5,830.03	$ 7,071.00	$ 7,419.96	$ 7,071.00	$ 7,212.00	$ 3,935.51	$ 7,212.00	$ -	0.00%
6006501-5197	Uniform Allowance	$ 1,199.90	$ 1,599.89	$ 1,200.00	$ 1,589.98	$ 1,200.00	$ 1,200.00	$ 799.99	$ 1,600.00	$ 400.00	33.33%
6006501-5198	CDL Stipend	$ 2,000.00	$ 1,500.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ -	$ 2,800.00	$ 800.00	40.00%
PERSONNEL SUB-TOTAL:		**$ 734,921.26**	**$ 812,978.56**	**$ 919,688.00**	**$ 907,433.21**	**$ 897,613.00**	**$ 934,801.00**	**$ 497,739.90**	**$ 990,472.00**	**$ 55,671.00**	**5.96%**
6006502-5211	Electricity	$ 140,303.28	$ 147,351.14	$ 159,272.00	$ 186,512.50	$ 148,222.00	$ 179,951.00	$ 62,204.27	$ 187,611.00	$ 7,660.00	4.26%
6006502-5212	Gas Heat	$ 2,269.08	$ 2,728.23	$ 2,280.00	$ 1,997.50	$ 2,800.00	$ 2,800.00	$ 661.05	$ 2,800.00	$ -	0.00%
6006502-5213	Oil Heat	$ 17,425.28	$ 22,613.40	$ 20,650.00	$ 23,512.10	$ 23,000.00	$ 23,000.00	$ 4,495.83	$ 24,217.00	$ 1,217.00	5.29%
6006502-5215	Gasoline	$ 4,404.91	$ 5,630.52	$ 5,375.00	$ 5,320.93	$ 5,913.00	$ 5,913.00	$ 2,126.58	$ 5,913.00	$ -	0.00%
6006502-5231	W&S Utilities	$ 18,214.92	$ 20,561.66	$ 24,990.00	$ 14,055.70	$ 25,980.00	$ 29,357.00	$ 5,505.04	$ 26,175.00	$ (3,182.00)	-10.84%
6006502-5245	Motor Vehicles	$ 639.03	$ 517.25	$ 1,000.00	$ 170.00	$ 1,000.00	$ 1,000.00	$ 1,075.34	$ 1,200.00	$ 200.00	20.00%
6006502-5247	Sanitary Sewers	$ 8,843.35	$ 32,268.22	$ 21,200.00	$ 34,900.76	$ 21,200.00	$ 21,200.00	$ 24,156.18	$ 31,200.00	$ 10,000.00	47.17%
6006502-5251	Building Maintenance & Repair	$ 6,489.88	$ 14,499.11	$ 8,500.00	$ 5,137.14	$ 14,100.00	$ 14,100.00	$ 615.00	$ 14,100.00	$ -	0.00%
6006502-5255	Other Repairs & Maintenance	$ -	$ -	$ -	$ -	$ 10,000.00	$ 10,000.00	$ 9,720.00	$ 10,000.00	$ -	0.00%
6006502-5256	Maintenance Meters	$ -	$ -	$ 25,000.00	$ -	$ 25,000.00	$ 25,000.00	$ 1,360.00	$ 25,000.00	$ -	0.00%
6006502-5276	Equipment Rental	$ 1,382.90	$ 3,273.75	$ 4,000.00	$ 3,683.66	$ 4,000.00	$ 4,000.00	$ 2,307.02	$ 4,000.00	$ -	0.00%
6006502-5278	Other Rentals	$ 543.57	$ 530.18	$ 750.00	$ 559.00	$ 750.00	$ 750.00	$ 236.50	$ 750.00	$ -	0.00%
6006502-5301	Medical Exams	$ -	$ 240.00	$ 500.00	$ -	$ 500.00	$ 500.00	$ -	$ 500.00	$ -	0.00%
6006502-5302	Audit	$ 1,705.00	$ 1,979.98	$ 1,925.00	$ 1,946.02	$ 1,925.00	$ 1,925.00	$ 2,084.94	$ 2,085.00	$ 160.00	8.31%
6006502-5304	Advertising	$ 548.39	$ 616.73	$ 500.00	$ 216.92	$ 500.00	$ 500.00	$ 108.36	$ 500.00	$ -	0.00%
6006502-5306	Data Processing	$ 9,123.82	$ 9,470.61	$ 20,433.00	$ 12,325.69	$ 27,047.00	$ 27,047.00	$ 10,956.61	$ 35,000.00	$ 7,953.00	29.40%
6006502-5310	Consultant	$ 4,850.00	$ 18,502.69	$ 10,000.00	$ 7,812.83	$ 10,000.00	$ 10,000.00	$ 2,806.40	$ 15,000.00	$ 5,000.00	50.00%
6006502-5311	Other Consultants	$ 17,377.75	$ 17,162.07	$ 21,300.00	$ 17,717.92	$ 20,000.00	$ 20,000.00	$ 3,236.25	$ 23,000.00	$ 3,000.00	15.00%
6006502-5312	Legal Services	$ -	$ 1,857.50	$ 3,000.00	$ 811.25	$ 3,000.00	$ 3,000.00	$ 825.00	$ 5,000.00	$ 2,000.00	66.67%
6006502-5341	Telephone	$ 5,575.44	$ 4,800.79	$ 6,195.00	$ 4,815.27	$ 6,195.00	$ 6,195.00	$ 1,414.80	$ 6,195.00	$ -	0.00%
6006502-5342	Postage	$ 553.49	$ 256.87	$ 700.00	$ 476.78	$ 700.00	$ 700.00	$ 206.34	$ 700.00	$ -	0.00%
6006502-5383	Other Purchased Services	$ 16,757.08	$ 16,435.79	$ 19,811.00	$ 18,626.31	$ 19,811.00	$ 19,811.00	$ 10,631.35	$ 19,811.00	$ -	0.00%
6006502-5421	Office Supplies	$ 961.01	$ 2,210.61	$ 1,500.00	$ 2,305.96	$ 1,500.00	$ 1,500.00	$ 753.22	$ 1,500.00	$ -	0.00%
6006502-5451	Building Maintenance Supplies	$ 75.93	$ 1,220.45	$ 750.00	$ 1,300.00	$ 750.00	$ 750.00	$ 650.00	$ 1,000.00	$ 250.00	33.33%
6006502-5461	Groundskeeping Supplies	$ -	$ 278.66	$ 200.00	$ -	$ 200.00	$ 200.00	$ -	$ -	$ (200.00)	-100.00%
6006502-5481	Oil & Lube	$ 1,307.19	$ 3,155.61	$ 1,500.00	$ 1,108.05	$ 1,500.00	$ 1,500.00	$ 58.66	$ 1,500.00	$ -	0.00%
6006502-5483	Parts In-House Repairs	$ -	$ 112.16	$ 500.00	$ 477.47	$ 500.00	$ 500.00	$ -	$ -	$ (500.00)	-100.00%
6006502-5485	Other Equipment	$ -	$ -	$ 500.00	$ 580.62	$ 500.00	$ 500.00	$ -	$ -	$ (500.00)	-100.00%

600 WASTEWATER Account Number	Account Description	FY2017 Expended	FY2018 Expended	FY2019 Budget	FY2019 Expended	FY2020 Dept. Request	FY2020 Budget	FY2020 Expended 12.31	FY2021 Dept. Request	$ Change	% Change
6006502-5511	Training	$ 1,864.42	$ 1,796.72	$ 1,600.00	$ 1,194.65	$ 1,600.00	$ 1,800.00	$ 1,720.68	$ 2,000.00	$ 200.00	11.11%
6006502-5536	Shop Supplies	$ 105,699.40	$ 99,544.76	$ 110,170.00	$ 113,952.63	$ 110,170.00	$ 110,170.00	$ 39,602.42	$ 110,170.00	$ -	0.00%
6006502-5539	Other PW Supplies	$ 103,298.73	$ 78,518.86	$ 85,000.00	$ 137,009.38	$ 85,000.00	$ 85,000.00	$ 43,393.90	$ 85,000.00	$ -	0.00%
6006502-5712	Meals/Lodging	$ 130.00	$ 330.00	$ 500.00	$ 120.00	$ 500.00	$ 500.00	$ 70.00	$ 550.00	$ 50.00	10.00%
6006502-5713	License Requirement	$ 368.00	$ 948.00	$ 1,000.00	$ 234.99	$ 1,000.00	$ 1,000.00	$ 240.00	$ 1,000.00	$ -	0.00%
6006502-5731	Association Dues	$ 185.00	$ 185.00	$ 200.00	$ 185.00	$ 500.00	$ 500.00	$ -	$ 500.00	$ -	0.00%
6006502-5733	Conference Registrations	$ -	$ -	$ -	$ 791.26	$ 1,000.00	$ 1,000.00	$ -	$ 1,000.00	$ -	0.00%
6006502-5736	Workers Compensation	$ 18,843.82	$ 9,751.55	$ 11,541.00	$ 8,509.85	$ 11,541.00	$ 12,118.00	$ 8,832.83	$ 12,118.00	$ -	0.00%
6006502-5742	Package Insurance	$ 20,012.23	$ 21,706.95	$ 23,359.00	$ 21,775.48	$ 23,359.00	$ 24,527.00	$ 24,618.60	$ 24,527.00	$ -	0.00%
6006502-5780	Extraordinary / Unforeseen	$ -	$ -	$ 50,000.00	$ -	$ 50,000.00	$ 50,000.00	$ -	$ 50,000.00	$ -	0.00%
6006502-5910	Long Term Debt Principal	$ 522,945.63	$ 523,594.53	$ 519,733.00	$ 519,733.32	$ 428,904.00	$ 428,904.00	$ 169,857.00	$ 433,010.00	$ 4,106.00	0.96%
6006502-5915	Long Term Debt Interest	$ 157,108.90	$ 144,188.33	$ 133,831.00	$ 133,830.58	$ 123,914.00	$ 123,914.00	$ 62,856.13	$ 113,891.00	$ (10,023.00)	-8.09%
6006502-5916	Short Term Interest	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 60,000.00	$ 60,000.00	
6006502-5930	Debt Issue Expense	$ 6,181.33	$ 5,739.84	$ 7,737.00	$ 5,287.47	$ 7,737.00	$ 2,722.00	$ 2,492.52	$ 12,737.00	$ 10,015.00	367.93%
EXPENSES SUB-TOTAL:		**$ 1,195,988.76**	**$ 1,214,578.52**	**$ 1,307,002.00**	**$ 1,288,994.99**	**$ 1,221,818.00**	**$ 1,253,854.00**	**$ 501,878.82**	**$ 1,351,260.00**	**$ 97,406.00**	**7.77%**
6006503-5815	Equipment	$ 124,257.31	$ 287,588.41	$ 330,000.00	$ 353,306.40	$ 250,000.00	$ 250,000.00	$ 229,329.00	$ 400,000.00	$ 150,000.00	60.00%
6006503-5818	Vehicles	$ 108,153.00	$ 29,355.00	$ -	$ -	$ 40,000.00	$ 40,000.00	$ 35,821.45		$ (40,000.00)	-100.00%
6006503-5819	Infrastructure	$ -	$ -	$ -	$ -	$ 250,000.00	$ 250,000.00	$ -	$ 200,000.00	$ (50,000.00)	-20.00%
CAPITAL SUB-TOTAL:		**$ 232,410.31**	**$ 316,943.41**	**$ 330,000.00**	**$ 353,306.40**	**$ 540,000.00**	**$ 540,000.00**	**$ 265,150.45**	**$ 600,000.00**	**$ 60,000.00**	**11.11%**
600 WASTEWATER SUB-TOTAL:		**$ 2,163,320.33**	**$ 2,344,500.49**	**$ 2,556,690.00**	**$ 2,549,734.60**	**$ 2,659,431.00**	**$ 2,728,655.00**	**$ 1,264,769.17**	**$ 2,941,732.00**	**$ 213,077.00**	**7.81%**

Solid Waste Recycling

Town of Ipswich

Town Manager Recommended Budget

FY21 Operating Budget

ENTERPRISE FUNDS

640 SOLID WASTE RECYCLING ENTERPRISE FUND

Account Number	Account Description	FY2018 Expended	FY2019 Expended	FY2020 Budget	FY 2020 Expended 12/31	FY2021 Dept. Request	FY2021 Town Manager	$ Change	% Change
6404311-5112	Allocation of Town Hall Salaries	$ 228.00	$ 234.00	$ 182.00	$ 246.00	$ 246.00	$ 246.00	$ 64.00	35.16%
6404311-5113	Allocation of Town Hall Salaries	$ 340.00	$ 347.00	$ 387.00	$ 338.00	$ 379.00	$ 379.00	$ (8.00)	-2.07%
6404311-5115	Allocation of Town Hall Salaries	$ 262.00	$ 263.00	$ 350.00	$ 247.00	$ 386.00	$ 386.00	$ 36.00	10.29%
6404311-5116	Permanent Part Time	$ 99.00	$ 108.00	$ -	$ 104.00	$ -	$ -	$ -	0.00%
6404311-5121	Temporary Part Time	$ 20,220.00	$ 25,136.50	$ -		$ -	$ -	$ -	0.00%
6404311-5131	Overtime	$ -	$ 18,508.56	$ -		$ -	$ -	$ -	0.00%
PERSONNEL SUB-TOTAL:		**$ 21,149.00**	**$ 44,597.06**	**$ 919.00**	**$ 935.00**	**$ 1,011.00**	**$ 1,011.00**	**$ 92.00**	**10.01%**
6404312-5304	Advertising	$ 859.15	$ 4,931.75	$ 5,500.00	$ -	$ 5,500.00	$ 5,500.00	$ -	0.00%
6404312-5383	Other Purchased Services	$ -	$ 1,434.99	$ 1,600.00	$ 95.13	$ 1,600.00	$ 1,600.00	$ -	0.00%
6404312-5385	Sanitary Collection	$ 15,014.42	$ 920,527.25	$ 58,131.00	$ 1,515.90	$ 72,000.00	$ 72,000.00	$ 13,869.00	23.86%
6404312-5387	Disposal	$ -	$ 17,496.30	$ 18,000.00	$ 15,988.53	$ 18,000.00	$ 18,000.00	$ -	0.00%
6404312-5536	Shop Supplies	$ 4,285.16	$ 3,892.01	$ 4,500.00	$ 2,547.13	$ 4,500.00	$ 4,500.00	$ -	0.00%
6404312-5711	Mileage	$ -	$ 78.17	$ 500.00	$ -	$ 500.00	$ 500.00	$ -	0.00%
6404312-5712	Meals/Lodging	$ -	$ 1,070.00	$ -	$ -	$ -	$ -	$ -	0.00%
6404312-5714	Purchase Water	$ -	$ 856.50	$ 750.00	$ 241.46	$ 800.00	$ 800.00	$ 50.00	6.67%
EXPENSES SUB-TOTAL:		**$ 20,158.73**	**$ 950,286.97**	**$ 88,981.00**	**$ 20,388.15**	**$ 102,900.00**	**$ 102,900.00**	**$ 13,919.00**	**15.64%**
640 SOLID WASTE RECYCLING SUB-TOTAL:		**$ 41,307.73**	**$ 994,884.03**	**$ 89,900.00**	**$ 21,323.15**	**$ 103,911.00**	**$ 103,911.00**	**$ 14,011.00**	**15.59%**

Capital Improvements

Town of Ipswich

Office of the Town Manager

25 Green Street ♦ Ipswich, Massachusetts 01938

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M E M O R A N D U M

TO: Select Board & Finance Committee
FROM: Anthony Marino, Town Manager
DATE: **January 21, 2020**
RE: Fiscal Year 2021 Capital Plan

It is my pleasure to submit the proposed FY2021-2025 Capital Plan, the first year of which constitutes the requested FY2021 Capital Budget. Each year, the Select Board, Finance Committee and Town Meeting review the proposals to make improvements to the town's buildings, equipment, and infrastructure. Initiatives that require an exclusion (additional debt) from Proposition 2 ½ also require a ballot vote.

As in the past, the Town of Ipswich will utilize mostly free cash to fund these capital improvements. With the completion of the Facility Needs Assessment, our new five-year Capital Plan incorporates our Town and School building needs identified in the Facility Needs Assessment as well as town and school equipment that is scheduled to be replaced.

The Free Cash Benefit

In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30th close of the fiscal year, the Town's Free Cash is certified by the State Department of Revenue and available for appropriation. Free Cash that was certified at the close of FY2019 (June 30, 2019) is available for use in FY2021 (July 1, 2020) Capital Budget.

Utilizing Free Cash to fund Capital Improvement projects is a sound fiscal management practice, and is applauded by our auditors and credit rating agencies. As we move forward, my recommendation would be to increase our free cash number by being more fiscally conservative and increasing our departmental turn-backs as well as being conservative with our revenue projections.

Individual Project Requests

Each Capital item for FY21 includes a detailed project request sheet, which details the need for the item or project, provides a cost estimate, and provides a narrative supporting the purchase. Each item has been vetted through the internal approval process and will be reviewed with the Tri-Board sub-committee chairs, which includes, Willie Whitmore from the Select Board, Janice Skelton from the Finance Committee, Barry Hopping from the School Committee, Dr. Brian Blake, School Superintendent, and Anthony Marino,

Town Manager. This group will review the five-year capital plan put together by Dr. Blake, Tony Marino and Chris Rais, our Facility Director and present the final report back to their boards and committees.

Therefore, this plan is presented as a collaborative effort between all departments. We look forward to working with the Select Board, School Committee, Finance Committee, and the voters at Town Meeting to review and discuss this group effort.

Town of Ipswich **Updated 1/8/2020**

Capital Requests 5 Year Plan (listed by Department)

FY 2021

	Project Title	5 yr Project Request	FY2021	FY2022	FY2023	FY2024	FY2025	Funding	Options
Facilities - town									
Town Wide	Roofing repairs	$100,000	$20,000	$20,000	$20,000	$20,000	$20,000	GF	
Town Hall	Gym - 10 window replacement	$75,000		$75,000				GF	
	Boiler Replacement	$71,500		$71,500				GF	
	Front Façade upgrade	$25,000	$25,000					GF	
	Parking lot lighting upgrade	$50,000				$50,000		GC	
	LED lighting Upgrade	$40,000		$40,000				GC	
	Electric Car and Charging Station	$35,000			$35,000			GC	
	Wheel Chair Lift Repair / Replace	$19,500	$19,500						
Public Library	Window Replacement P-2	$70,000		$70,000				GF	
	Archive HVAC upgrade	$10,000	$10,000					GF	
	Repair Iron Fence	$40,000	$40,000					GF	
	LED Lighting Upgrade	$35,000					$35,000	GC	
	Retro-Commission of HVAC system	$78,000			$78,000			GC	
	Radio Box Communication	$10,000	$10,000					GF	
	Upgrade Panic Alarm Detection system	$9,000	$9,000					GF	
	Electric Car Charging Station	$15,000					$15,000	GC	
Fire Station HQ	Radio Box Communication	$15,000	$15,000					GF	
Fire Station (Linebrook Rd)	Emergency Generator	$30,000	$30,000					GF	
	Radio Box Communication	$15,000		$15,000				GF	
Hall Haskell House	Installation of Smoke / CO detectors	$5,000	$5,000					GF	
DPW Garage	Remodel of Break room / Bathroom	$15,000	$15,000					GF	
	Upgrade Fire Alarm System	$24,500	$24,500					GF	
	Radio Box Communication	$15,000	$15,000					GF	
	Town Sub Totals	**$802,500**	**$238,000**	**$291,500**	**$133,000**	**$70,000**	**$70,000**		
Facilities-School									
District	SPED Wheelchair Bus	$12,000	$12,000					Lease	
	Wind Turbine Gear Box set aside	$80,000	$20,000	$20,000	$20,000	$20,000		GF	
	Technology: User Equipement	$450,000	$150,000	$150,000	$150,000			GF	
	Technology: Infrastructure	$120,000		$120,000				GF	
	Electric Car Charging Stations	$30,000					$30,000	GC	
	Flooring and Carpet	$120,000	$24,000	$24,000	$24,000	$24,000	$24,000	GF	

	Roofing Repairs	$35,183	$35,183					
	Interior/Exterior Painting	$75,000	$15,000	$15,000	$15,000	$15,000	$15,000	
Payne	ADA Study	$8,400	$8,400					GF
	LED Lighhting upgrade	$14,900				$14,900		GC
	Radio Box Communication	$12,000	$12,000					GF
Doyon School	Parking lot / Exterior Lighting	$75,000				$75,000		GC
	Building Exterior Lighting	$15,000		$15,000				GF
	Bathroom Upgrade	$35,000		$35,000				GF
	Radio Box communication	$15,000	$15,000					GF
	Replace Exhaust Fans	$24,000	$12,000	$12,000				GF
	Replace Air Handler	$32,000	$32,000					GF
	LED Lighhting upgrade	$55,000					$55,000	GC
	Repavement of Walkways	$15,000	$15,000					GF
	Rekey Building System	$20,000			$20,000			GF
	Classroom Upgrades	$10,000	$10,000					GF
	Replace Drinking Fountain	$7,000			$7,000			GF
Winthrop School	Radio Box communication	$15,000	$15,000					GF
	Replacement of Air Compressor	$15,000	$15,000					GF
	Replace unit Ventilators	$258,500		$91,500	$167,000			GF
	LED Lighting Upgrade	$55,000					$55,000	GC
	Install Washer/Dryer	$6,400	$6,400					GF
	Rekey Building Locking System	$20,000			$20,000			GF
High School	Upgrade of Phone/PA/Clock/Bell Syste	$32,914	$32,914					GF
	HVAC - Advanced Control Sequencing	$46,000	$46,000					GF
	Boiler Upgrade	$188,000		$188,000				GC
	Interior/Exterior Painting	$60,000	$20,000		$20,000		$20,000	GF
	Site Pavement and Curbing	$250,000				$250,000		GF
	Drinking Fountain replacement	$25,000		$25,000				GF
	DDC Controls for HV and AHU	$187,500	$187,500					GC
	Variable speed pumping	$40,000	$40,000					GC
	LED Lighting Upgrade	$200,000			$100,000	$100,000		GC/GF
	Locker Room	$80,000	$80,000					
	PAC/GYM wiring-sound upgrades	$30,000	$30,000					
	PAC Center Floor repairs	$65,000			$65,000			
	PAC Center Curtains	$25,000		$25,000				
	Radio Box Communication	$15,000	$15,000					GF
	Update Security Alarm Systems	$50,000		$50,000				GF
	School Sub Totals	**$2,924,797**	**$848,397**	**$770,500**	**$608,000**	**$498,900**	**$199,000**	
Equipment								
DPW	PW-45 (F650 Dump) Year 5 of 5	$29,270	$29,270					Lease
	PW-56 (Bucket Truck) Year 4 of 5	$87,000	$43,500	$43,500				Lease

	Side Walk Machine	$42,822	$21,411	$21,411				Lease
	PW-58 Back hoe	$136,900	$136,900					GF
	PW-52 (Snow Fighter)	$200,624		$200,624				
	PW-40 (Sweeper)	$245,036			$245,036			
Cemetery & Parks	44" Zero Turn Mower	$14,000	$14,000					GF
	Core Aerator - 3 Point Hitch	$5,000	$5,000					GF
Fire	E-4 Class A Pumper Truck- F80 year 2	$191,002	$95,501	$95,501				Lease
	E-2 Replacement 1992 year 2 of 5	$191,002	$95,501	$95,501				Lease
	Ladder truck (set aside)	$50,000	$50,000					GF
	Pick Up Truck (Replacement)	$34,500	$34,500					GF
Police	Administrative Vehicle - XO	$40,000	$40,000					GF
IT	Computer Replacement	$130,720	$10,000	$28,960	$41,760	$20,000	$30,000	
	Network Upgrade	$53,000	$18,000		$35,000			
	Server Replacement	$47,190	$32,190	$15,000				
	Equipment Sub Totals	**$1,498,066**	**$625,773**	**$500,497**	**$321,796**	**$20,000**	**$30,000**	
	Totals - General Funding	**$3,573,867**	**$1,187,487**	**$1,078,584**	**$849,796**	**$349,000**	**$109,000**	
	Totals - Leasing	**$553,096**	**$297,183**	**$255,913**	**$0**	**$0**	**$0**	
	Totals - Green Community Grant	**$1,098,400**	**$227,500**	**$228,000**	**$213,000**	**$239,900**	**$190,000**	
	Grand Total	**$5,225,363**	**$1,712,170**	**$1,562,497**	**$1,062,796**	**$588,900**	**$299,000**	

Total General Fund	**$1,484,670**
Total Funds Available	**$1,484,670**
Difference	**$0**

Fund Source	Amount	Requests
Capital Stabilization	$269	
Raise and Appropriate	$68,317	
Free Cash	$1,325,000	
Fire Set Aside	$51,084	
Waterways Fund - Harbors Capital	$0	
Overlay	$40,000	
Total Town and School	**$1,484,670**	**$1,484,670**

Project Title: **PW-45 (5yr Lease) 5 of 5**	Project Life: 15yrs	Project Location: DPW Gargage	Date: 11/5/2019
Name of Person Submitting: **Rick Clarke**	Contact Email: rickc@ipswich-ma.gov		
Directorate:	Department: DPW		Priority: **1**

Description and Justification:

PW-45 is used for mainly plowing and hauling snow from the downtown. Also used for hauling/paving during construction. (Year 5 of 5)

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	X	147,500	29,270				
Contingency							
Other							
TOTAL		$ 147,500	**$29,270**				

Soure of Funding Estimate: *Already purchase*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB
(2) Free Cash-FC
(3) General Fund
(4) Bond-B
(5) Waterways Fund- WW
(6) Solid Waste- SWF
(7) Sewer Fund- SF
(8) Water Fund- WF
(9) Other

Project Title: **PW-56 (5yr Lease) 4 of 5**	Project Life: 15yrs	Project Location: DPW Gargage	Date: 11/5/2019
Name of Person Submitting: **Rick Clarke**	Contact Email: rickc@ipswich-ma.gov		
Directorate:	Department: DPW Forestry		Priority: **1**

Description and Justification:

PW-56 is the Forestry's only Bucket truck that is used daily to perform line clearing for the Utilities Dept. It's also the most important equipment during emergency storms for removing trees off of electric lines to restore power. (Year 4 of 5)

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	X	217,500	43,500	43,500			
Contingency							
Other							
TOTAL		$ 217,500	**$43,500**	**$43,500**			

Soure of Funding Estimate: *Quote from vendor*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB
(2) Free Cash-FC
(3) General Fund
(4) Bond-B
(5) Waterways Fund- WW
(6) Solid Waste- SWF
(7) Sewer Fund- SF
(8) Water Fund- WF
(9) Other

Project Title: **PW-50 (5yr Lease) 3 of 5**	Project Life: 15yrs	Project Location: DPW Gargage	Date: 11/5/2019
Name of Person Submitting: **Rick Clarke**	Contact Email: rickc@ipswich-ma.gov		
Directorate:	Department: DPW		Priority: 1

Description and Justification:

PW-50 is used for mainly plowing sidewalks and hauling snow from the downtown. Also used for construction. (Year 4 of 5)

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	X	64,233	21,411	21,411			
Contingency							
Other							
TOTAL		$ 64,233	**$21,411**	**$21,411**			

Soure of Funding Estimate: *Already purchase*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB	(3) General Fund	(5) Waterways Fund- WW	(7) Sewer Fund- SF	
(2) Free Cash-FC	(4) Bond-B	(6) Solid Waste- SWF	(8) Water Fund- WF	(9) Other

Project Title: **PW-58**	Project Life: 10yrs	Project Location: DPW Gargage	Date: 11/5/2019
Name of Person Submitting: **Rick Clarke**	Contact Email: rickc@ipswich-ma.gov		
Directorate:	Department: DPW		Priority: **2**

Description and Justification:

PW-58(Backhoe) is the most important piece of equipment for every day use in the DPW. It excavates for drainage repairs, tree removals, setting curbing and etc.. It is also used for snow removal in the downtown area.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	X	136,900	136,900				
Contingency							
Other							
TOTAL		$ 136,900	**$136,900**				

Soure of Funding Estimate: *Quote from vendor*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB
(2) Free Cash-FC
(3) General Fund
(4) Bond-B
(5) Waterways Fund- WW
(6) Solid Waste- SWF
(7) Sewer Fund- SF
(8) Water Fund- WF
(9) Other

Project Title:	**44" Zero Turn Mower**	Project Life:	12 Years	Project Location:	Cemetery Garage	Date:	11/18/2019
Name of Person Submitting:	**Jeffrey Putur**	Contact Email:	jeffp@ipswichma.gov				
Directorate:	**Public Works**	Department:	Cemetery & Parks			Priority:	

Description and Justification:

This mower was last replaced in 2004. These mowers are essential to everyday mowing in all properties throughout the growing season.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	GF	14,000	14,000				
Contingency							
Other							
TOTAL		14,000	**$14,000**				

Soure of Funding Estimate: *Quote from state contracted vendor.*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB	(3) General Fund	(5) Waterways Fund- WW	(7) Sewer Fund- SF	
(2) Free Cash-FC	(4) Bond-B	(6) Solid Waste- SWF	(8) Water Fund- WF	(9) Other

Project Title:	**Core Aerator - 3 point hitch**	Project Life:	20 years	Project Location:	Cemetery Garage	Date:	11/18/2019
Name of Person Submitting:	**Jeffrey Putur**	Contact Email:	jeffp@ipswichma.gov				
Directorate:	**Public Works**	Department:	Cemetery & Parks			Priority:	

Description and Justification:

Needed for maintaining playing fields. We are currently paying for an outside company to do the work. Minimum cost per year is $2,000.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment		5,000	5,000				
Departmental Equipment							
Contingency							
Other							
TOTAL		5,000	**$5,000**				

Soure of Funding Estimate: *Quote from a state contracted vendor.*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB	(3) General Fund	(5) Waterways Fund- WW	(7) Sewer Fund- SF	
(2) Free Cash-FC	(4) Bond-B	(6) Solid Waste- SWF	(8) Water Fund- WF	(9) Other

Project Title: **Engine 2 & 4**	Project Life: 25 Years	Project Location: Fire	Date: 11/14/2019
Name of Person Submitting: **Andre Theriault**	Contact Email: firechief@ipswichfire.org		
Directorate: **Fire Chief**	Department: Fire		Priority: **1 & 4**

Description and Justification:

Continuation of payments for the lease to purchase of the two fire pumps approved in FY 18

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2018	FY2019	FY2020	FY2021	FY2022
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment							
Contingency							
Other	3	955,010	191,002	191,002	191,002	191,002	191,002
TOTAL		955,010	**$191,002**	**$191,002**	**$191,002**	**$191,002**	**$191,002**

Soure of Funding Estimate: *Quotes, State Contract, Etc.*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB	(3) General Fund	(5) Waterways Fund- WW	(7) Sewer Fund- SF	
(2) Free Cash-FC	(4) Bond-B	(6) Solid Waste- SWF	(8) Water Fund- WF	(9) Other

Project Title:	**Truck 1 (Replacement)**	Project Life:	25 years	Project Location:	Fire Department	Date: 11/12/2019
Name of Person Submitting:	Andre Theriault	Contact Email:	firechief@ipswichfire.org		
Directorate:	Fire Chief	Department:	Fire	Priority:	**1 & 4**

Description and Justification:

Truck 1 is scheduled to be replaced in FY25. At a projected cost of $1 million the department would like to continue to set aside funds towards the purchase. The department will make attempts to fund the purchase through the Assistance to Firefighters Grant (AFG) Program. This is a highly competitive grant program that historically has funded just over 100 vehicles per grant cycle.

As vehicles are highly competitive it is important for the department and Town to show they are moving forward in the purchase. By saving for the future means the department requests less funding through the AFG improving chances of success.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2018	FY2019	FY2020	FY2021	FY2022
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment							
Contingency							
Other	3	125,000			25,000	50,000	50,000
TOTAL		125,000			**$25,000**	**$50,000**	**$50,000**

Soure of Funding Estimate: *Quotes, State Contract, Etc.*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB
(2) Free Cash-FC
(3) General Fund
(4) Bond-B
(5) Waterways Fund- WW
(6) Solid Waste- SWF
(7) Sewer Fund- SF
(8) Water Fund- WF
(9) Other

Project Title:	**Pick Up (Replacement)**	Project Life:	15	Project Location: Fire Department	Date: 11/21/2019
Name of Person Submitting:	**Andre Theriault**	Contact Email:	firechief@ipswichfire.org		
Directorate:	**Fire Chief**	Department:	Fire		Priority: **1 & 4**

Description and Justification:

Squad 2 is scheduled for replacement in FY21. This is a used vehicle as the department took possession of it from the Utilities Department about 5 years ago. The vehicle is about 15 years old with just over 106,000 miles on it. The body is starting to rust.

A pick up is a versatile vehicle for the department. The pick up is the primary tow vehicle for the 4 trailers that the department has. The vehicle is used to run errands. The vehicle is used by the Senior SAFE coordinator to make visits to the elderly residents. The vehicle is used to transport additional personnel to scenes. The vehicle is used to transport pumps and hoses during flooding situations. The vehicle is used to retrieve contaminated equipment and hoses from a scene. The

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2018	FY2019	FY2020	FY2021	FY2022
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment							
Contingency							
Other	3	34,500				34,500	
TOTAL		34,500				**$34,500**	

Soure of Funding Estimate: *MHQ*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB	(3) General Fund	(5) Waterways Fund- WW	(7) Sewer Fund- SF	
(2) Free Cash-FC	(4) Bond-B	(6) Solid Waste- SWF	(8) Water Fund- WF	(9) Other

Project Title: **Admin Police Vehicle**	Project Life: 10 years	Project Location:	Date: 11/18/2019
Name of Person Submitting: **Chief Paul A. Nikas**	Contact Email: p2nikas@ipswichpolice.org		
Directorate: **Public Safety**	Department: Police		Priority:

Description and Justification:

The Lieutenant's Admin Cruiser was purchased in 2009 and will be over 10 years old at the time of replacement. The vehicle will be repurposed to the Town for use by another Town Department.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2019	FY2020	FY2021	FY2022	FY2023
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	3	42,000			42,000		
Contingency							
Other							
TOTAL		42,000			**$42,000**		

Source of Funding Estimate: State Bid contract - Plymouth County.

Source of Funds Legend

(1) Capital Stabilization Fund-CSB
(2) Free Cash-FC
(3) General Fund
(4) Bond-B
(5) Waterways Fund- WW
(6) Solid Waste- SWF
(7) Sewer Fund- SF
(8) Water Fund- WF
(9) Other

Project Title: **5-Year Desktop PC Replacement**	Project Life: 5-Years	Project Location: Town Buildings	Date: 11/18/2019
Name of Person Submitting: **Greg Parachojuk**	Contact Email: gregp@ipswich-ma.gov		
Directorate: **IT**	Department: 154		Priority: **4**

Description and Justification:

5-Year desktop computer replacement plan. Business Class PC's with Microsoft Office Pro and Adobe Acrobat Pro DC. Up to date and reliable PC's are required by all town staff that mandate computers to perform their job. All computer and software replacements are a minimum of 5-years old.

FY2021 - (6) Desktops and (1) Laptop
FY2022 - (9) Desktops and (2) Laptops
FY2023 - (24) Desktops and (2) Laptops
FY2024 - (13) Desktops
FY2025 - (15) Desktops and (3) Laptops

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	1	119,760	10,000	18,000	41,760	20,000	30,000
Contingency							
Other							
TOTAL		**119,760**	**$10,000**	**$18,000**	**$41,760**	**$20,000**	**$30,000**

Soure of Funding Estimate: *Quotes, State Contract, Etc.*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB
(2) Free Cash-FC
(3) General Fund
(4) Bond-B
(5) Waterways Fund- WW
(6) Solid Waste- SWF
(7) Sewer Fund- SF
(8) Water Fund- WF
(9) Other

Project Title: WiFi Network Upgrade	Project Life: 5-Years	Project Location: Library	Date: 11/18/2019
Name of Person Submitting: **Greg Parachojuk**	Contact Email: gregp@ipswichma.gov		
Directorate: **Information Technology**	Department: 154		Priority: **4**

Description and Justification:

The Library WiFi and Internet service is antiquated and needs immediate upgrading. The WiFi is unreliable, slow, and hard to maintain. This project will upgrade the equipment using modern cloud managed Cisco Meraki Access Points and switches. This equipment upgrade augments the Internet speed boost that has been added to the FY21 Operating budget.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	1	18,000	18,000				
Contingency							
Other							
TOTAL		**18,000**	**$18,000**				

Soure of Funding Estimate: *Quotes, State Contract, Etc.*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB	(3) General Fund	(5) Waterways Fund- WW	(7) Sewer Fund- SF	
(2) Free Cash-FC	(4) Bond-B	(6) Solid Waste- SWF	(8) Water Fund- WF	(9) Other

Project Title: **5-Year Server & Storage Replacement**	Project Life: 5-Years	Project Location: Town Hall	Date: 11/18/2019
Name of Person Submitting: **Greg Parachojuk**	Contact Email: gregp@ipswich-ma.gov		
Directorate: **IT**	Department: 154		Priority: **4**

Description and Justification:

5-Year server replacement plan. Business class server hardware. Up to date and reliable servers are required by all town staff that require computing to perform their job. All computer and software replacements are a minimum of 5-years old.

FY2021 - Storage iSCSI Server $4,400, Main File NAS Server $4,400, Archive Files NAS $2,190, Library Files NAS $1,200, HP Dual CPU Virtual Host Server & S/W $20,000.

FY2022 - HP Dual CPU Virtual Host Backup Server $15,000.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2021	FY2022	FY2023	FY2024	FY2025
Feasibility Study							
Design							
Land Acquisition							
Construction							
Furnishings/Equipment							
Departmental Equipment	1	47,190	32,190	15,000			
Contingency							
Other							
TOTAL		**47,190**	**$32,190**	**$15,000**			

Soure of Funding Estimate: *Quotes, State Contract, Etc.*

Source of Funds Legend

(1) Capital Stabilization Fund-CSB	(3) General Fund	(5) Waterways Fund- WW	(7) Sewer Fund- SF	
(2) Free Cash-FC	(4) Bond-B	(6) Solid Waste- SWF	(8) Water Fund- WF	(9) Other

Ipswich
Massachusetts
Bridging History

Measuring Up...

HOW IPSWICH COMPARES TO OTHER COMMUNITIES

This Community Comparison report compares Ipswich's expenditures by category with a select group of towns. All expenditure data was obtained from the Massachusetts Department of Revenue (DOR) using the most recent data available.

This Community Comparison report compares the Town of Ipswich expenditures by category with a select group of towns. All expenditure data was obtained from the Massachusetts Department of Revenue (DOR) using the most recent records available. The list of comparable towns was selected based on four metrics:

- Population
- Average Single Family Tax Bill
- Income per-capita
- Equalized valuation per-capita

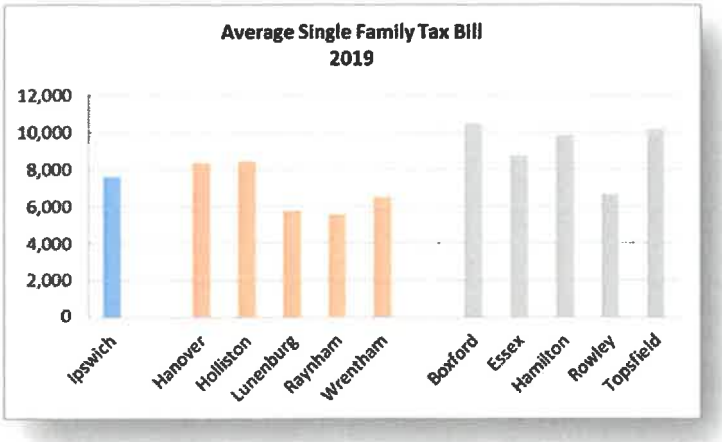
In the first screening, only municipalities that were between 90 and 110% of Ipswich's value for each economic metric were selected. To increase the sampling; municipalities with three metrics falling within that range were included. This produced a Core-Group of five towns. In addition to the Core-Group, we added the towns which directly border Ipswich to see how we compare with our neighboring communities.

Core-Group Communities

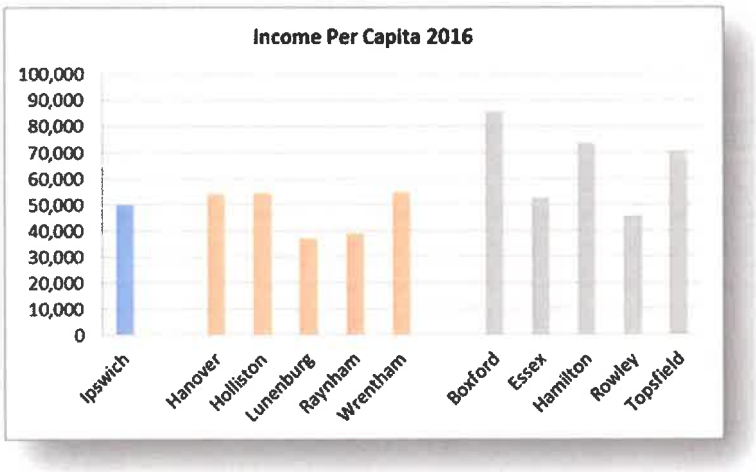
Municipality	County	2015 Pop.	Land Area	Pop. Density	2016 Per Capita Income	2018 Per Capita EQV	FY 2019 Single Family Tax Bill	FY19 Total Budget	Moodys /S&PBond Rating	School System
Ipswich	**ESSEX**	**13,804**	**32.11**	**430**	**50,083**	**216,420**	**7,641**	**61,693,168**	**Aa2**	**K-12**
Hanover	PLYMOUTH	14,424	15.61	924	54,239	194,322	8,366	69,228,642	Aa2	K-12
Holliston	MIDDLESEX	14,525	18.64	779	54,586	183,796	8,497	74,834,639	AA+	K-12
Lunenburg	WORCESTER	11,241	26.48	425	36,963	125,022	5,770	42,581,331	Aa3	K-12
Raynham	BRISTOL	13,797	20.49	673	39,099	163,376	5,572	50,695,252	Aa3	RSD
Wrentham	NORFOLK	11,548	21.71	532	55,000	192,734	6,512	47,148,686	Aa2	K-12
Averages		**13,223**	**23**	**627**	**48,328**	**179,278**	**7,060**	**57,696,953**		

Neighboring Communities

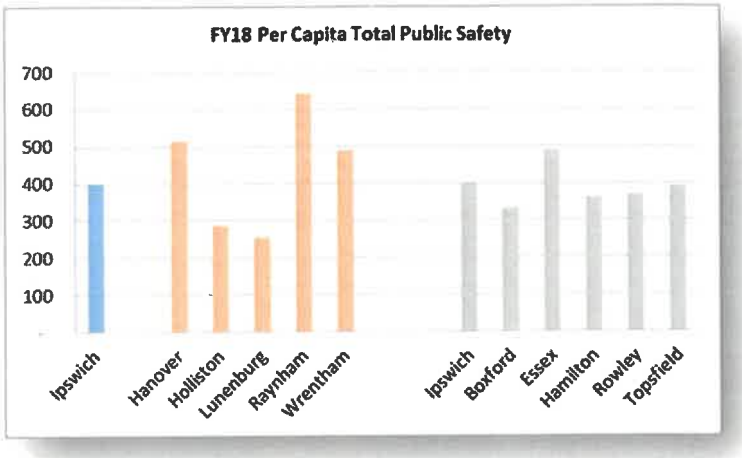
Municipality	County	2015 Pop.	Land Area	Pop. Density	2016 Per Capita Income	2018 Per Capita EQV	FY 2019 Single Family Tax Bill	FY19 Total Budget	Moodys /S&PBond Rating	School System
Ipswich	**ESSEX**	**13,804**	**32.11**	**430**	**50,083**	**216,420**	**7,641**	**61,693,168**	**Aa2**	**K-12**
Boxford	ESSEX	8,253	23.56	350	85,980	226,452	10,475	37,377,402	Aa1	RSD
Essex	ESSEX	3,661	13.97	262	52,588	236,915	8,780	20,044,442	AA+	RSD
Hamilton	ESSEX	8,179	14.18	577	73,837	197,283	9,895	33,221,464	Aa2	RSD
Rowley	ESSEX	6,285	18.21	345	45,613	171,746	6,703	23,758,728	Aa2	RSD
Topsfield	ESSEX	6,529	11.92	548	70,929	219,010	10,199	31,034,221	Aa2	RSD
Averages		**7,785**	**19**	**419**	**63,172**	**211,304**	**8,949**	**34,521,571**		



The **Average Single Family Tax Bill** is the average home value in a community multiplied by that community's property tax rate. While individual tax bills may vary according to individual home value, the Average Tax Bill is a good indicator of what the property tax burden is on residential taxpayers. Ipswich's average single-family tax bill of $7,641 ranks third among core-group communities and fifth among its neighboring communities.



As a measure of relative wealth, considering the population and the size of community, the town's 2016 **Per Capita Income** of $50,083 ranks in the middle among core-group communities and fifth out of six among neighboring communities.



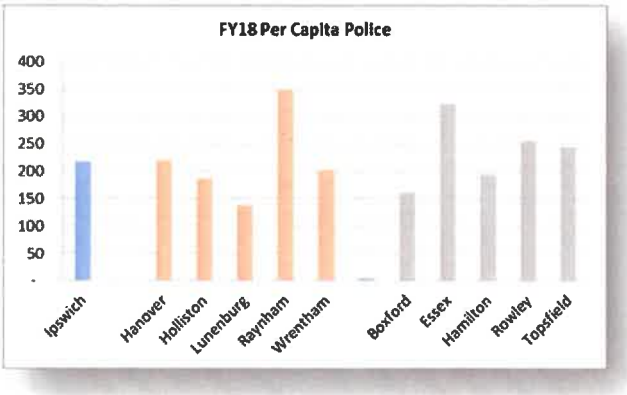
Ipswich's per capita spending on **Total Public Safety** ranks in the middle among core-group communities and neighboring communities.

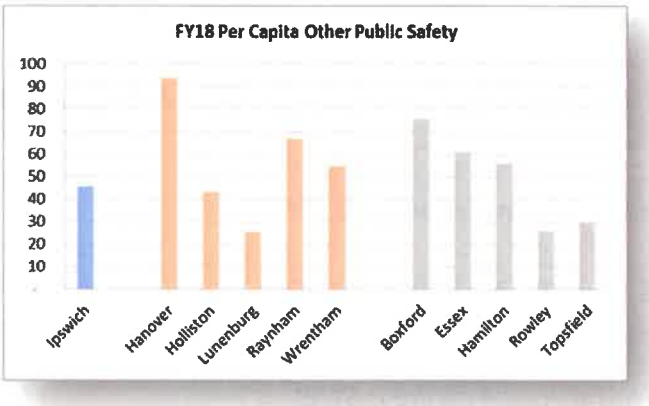
Ipswich's total spending on **Police** also ranks in the middle among core-group communities and neighboring communities.

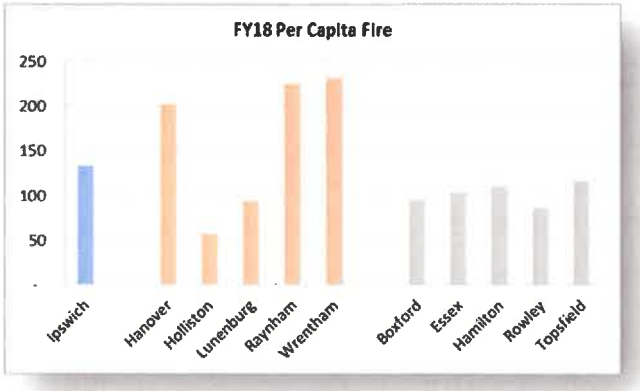
The state average per capita spending on police is $256.

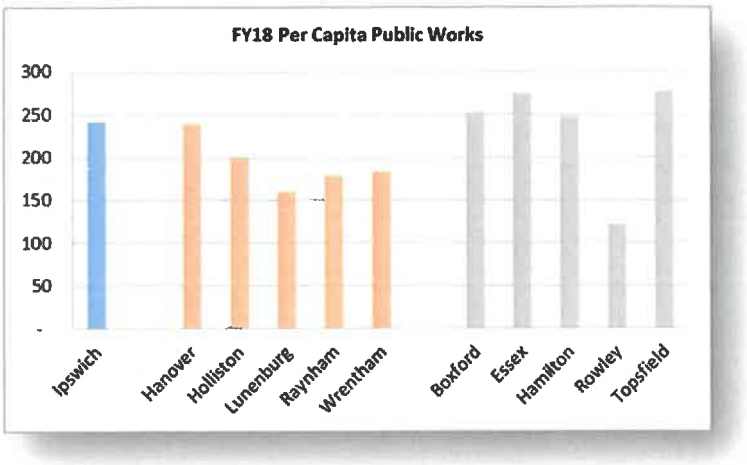
Ipswich's total spending on **Fire** ranks fourth among core-group communities and first among neighboring communities.

The state average per capita spending on fire is $189.


FY18 Per Capita Police
400
350
300
250
200
150
100
50
-
Ipswich
Hanover
Holliston
Lunenburg
Raynham
Wrentham
Boxford
Essex
Hamilton
Rowley
Topsfield

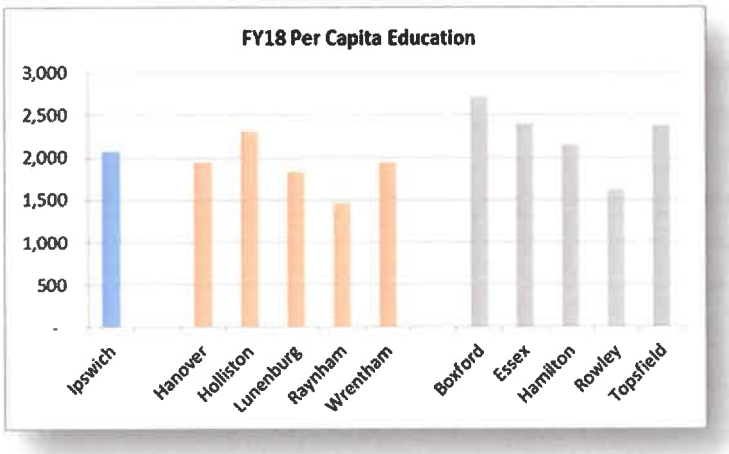

FY18 Per Capita Other Public Safety
100
90
80
70
60
50
40
30
20
10
-
Ipswich
Hanover
Holliston
Lunenburg
Raynham
Wrentham
Boxford
Essex
Hamilton
Rowley
Topsfield


FY18 Per Capita Fire
250
200
150
100
50
-
Ipswich
Hanover
Holliston
Lunenburg
Raynham
Wrentham
Boxford
Essex
Hamilton
Rowley
Topsfield



Ipswich's total spending on **Public Works** ranks first among core-group communities and fourth among neighboring communities.

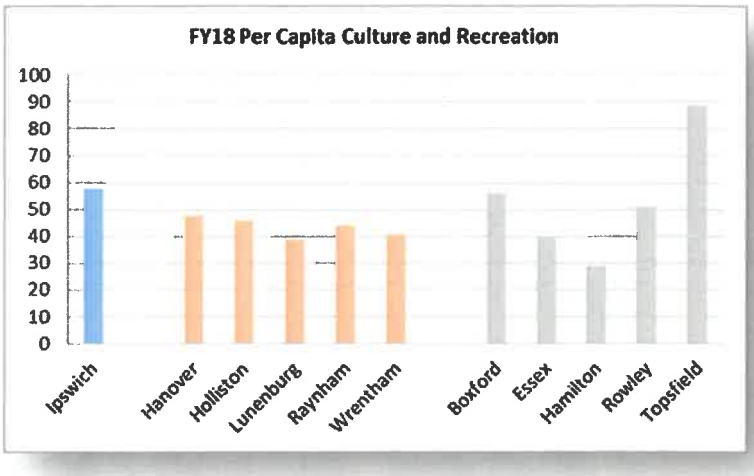
The state average per capita public works spending is $196.



Ipswich's total spending on **Education** ranks second among core-group communities and first among neighboring communities.

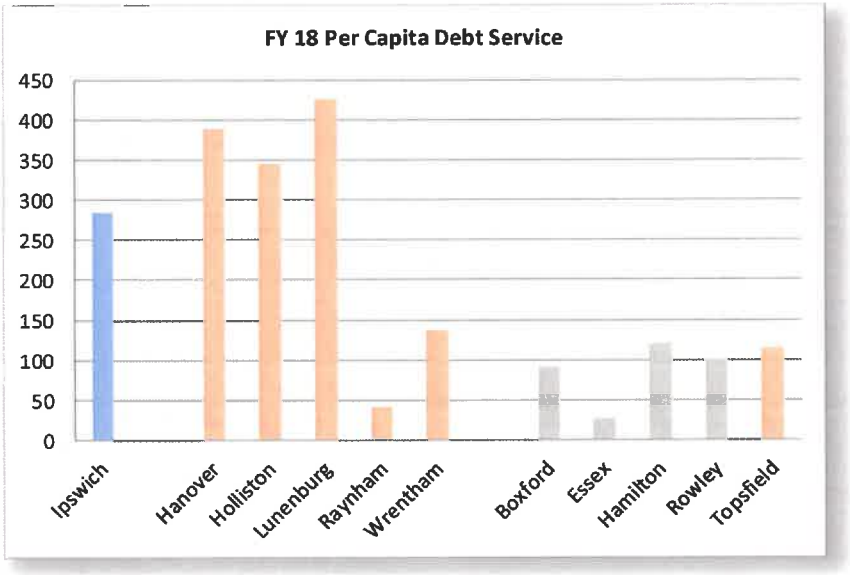
Ipswich's per capita spending on education ranks fifth among core-group communities and second among neighboring communities.

The state average per capita education spending is $1,596.



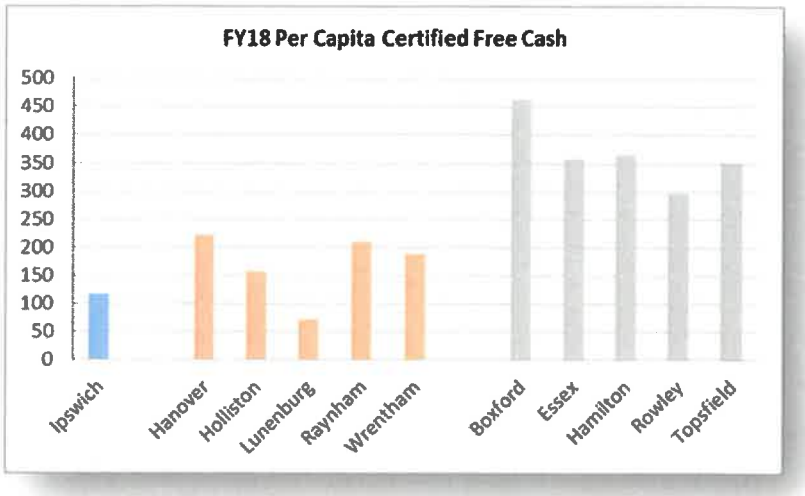
Ipswich's total spending and per capita spending on **Culture and Recreation** ranks first among core-group communities and second among neighboring communities.

The state average per capita culture and recreation is $66.



For **Debt Services**, Ipswich ranks fourth among core-group communities and first among neighboring communities in total debt service and per capita debt service.

The state average debt service per capita is $203.



Ipswich ranks fifth among core-group communities in per capita **Certified Free Cash**. Among neighboring communities, Ipswich ranks last.

Appendices

Table of Abbreviations and Acronyms

Admin	Administrative
Asst or Assist	Assistant
AFSCME	American Federation of State, County and Municipal Employees
AP	Accounts Payable
ATB	Appellate Tax Board
BAN	Bond Anticipation Note
BLA	Bureau of Local Assets
BOA	Bureau of Accounts
CD	Certificate of Deposit
CERT	Community Emergency Response Team
CI&P	Commercial, Industrial & Personal
CIP	Capital Improvement Program
COA	Council on Aging
CORI	Criminal Offender Record Information
CPR	Cardiopulmonary Resuscitation
DET	Department of Employment and Training
DLS	Division of Local Services
DOE	Department of Education
DOER	Department of Energy Resources
DOR	Department of Revenue
DPW	Department Public Works
DUA	Division of Unemployment Assistance
ECC	Emergency Communication Center
E&D	Excess and Deficiency
EMA	Emergency Management Agency
EMD	Emergency Medical Dispatch
EOC	Emergency Operations Center
Equip	Equipment
EQV	Equalized Valuation
F/T	Full Time
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FFCV	Full and Fair Cash Value
FICA	Federal Insurance Contributions Act

Table of Abbreviations and Acronyms

FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GATRA	Greater Attleboro-Taunton Regional Transit Authority
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GVW	Gross Vehicle Weight
HMEP	Hazardous Materials Emergency Preparedness
HMO	Health Maintenance Organization
HQ	Headquarters
IGR	Informational Guideline Release
IOD	Injured On Duty
ISO	Insurance Service Organization
ISR	Internal Revenue Service
LEPC	Local Emergency Planning Committee
MassDOT	Massachusetts Department of Transportation
MBTA	Massachusetts Bay Transit Authority
MCI	Mass Casualty Incident
MGL	Massachusetts General Law
MHD	Massachusetts Highway Department
MIIA	Massachusetts Interlocal Insurance Association
MMHG	Mayflower Municipal Health Group
MQGE	Medicare Qualified Government Employees
MS4	Municipal Separate Stormwater System
MSBA	Massachusetts School Building Authority
MTRS	Massachusetts Teachers Retirement System
MWPAT	Massachusetts Water Pollution Abatement Trust
NSS	Net School Spending
OPEB	Other Post-Employment Benefits
Ops	Operations
P/T	Part Time
PEG	Public, Educational, Government
PERAC	Public Employee Retirement Administrative Commission
PM	Preventive Maintenance
PPO	Preferred Provider Organization

Table of Abbreviations and Acronyms

PRG	Program
PVC	Poly Vinyl Chloride
RMV	Registry of Motor Vehicles
ROPS	Roll Over Protection Structure
SHINE	Serving the Health Insurance Needs of Everyone- state health insurance assistance program
SOL	State Owned Land
SPED	Special Education
STAS	Statutory System
UAAL	Unfunded Actuarial Accrued Liability
UMAS	Uniform Massachusetts Accounting System
UTMC	Unemployment Tax Management Corporation
UTV	Utility Task Vehicle
VAT	Vinyl Asbestos Tile
VCT	Vinyl Composition Tile
VNA	Visiting Nurses Association
WTP	Water Treatment Protection Plant

Glossary of Terms

Glossary of Terms

Abatement	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See Commitment)
Accounting System	The total structure of records and procedures that identify the record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.
Accrued Interest	The amount of interest that has accumulated on the bond since the date of the last interest payment, and in the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)
Adopted Budget	The version of the budget that has been approved by a vote of Town Meeting.
Additional Assistance	This state aid program provides unrestricted, general fund revenue to a certain number of communities through the Cherry Sheet. Additional Assistance evolved from the old resolution aid formula of the 1980s, but following state budget cuts, it was level funded beginning in FY92 and then subsequently reduced.
Amortization	The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.
Appellate Tax Board (ATB)	Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to property taxes, motor vehicle excises, state owned land (SOL) valuations, exemption eligibility, property classification, and equalized valuations.
Appropriation	An authorization granted by a town meeting to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See Encumbrance, Free Cash)
Arbitrage	As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.
Assessed Valuation	A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors.
Audit	An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating the fiscal performance of a community.
Audit Management Letter	An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters.

Glossary of Terms

Audit Report	Prepared by an independent auditor, an audit report 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. It is almost always accompanied by a management letter.
Available Funds	Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and enterprise net assets unrestricted (formerly retained earnings).
Balance Sheet	A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.
Balanced Budget	A budget in which estimated receipts are greater than or equal to proposed appropriations. This is a requirement for all Massachusetts cities and towns.
Betterments (Special Assessments)	Whenever part of a community benefits from a public improvement, or betterment (*e.g.*, water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, 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.
Boat Excise	In accordance with MGL Chapter 60B, this is an amount levied on boats and ships in lieu of a personal property tax for the privilege of using the Commonwealth's waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked.
Bond	A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note).
Bond Anticipation Note (BAN)	Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school-related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Bond Authorization	The action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See Bond Issue)

Glossary of Terms

Bond Counsel	An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.
Bond Issue	The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.
Bond Premium	The difference between the market price of a bond and its face value (when the market price is higher). A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the levy limit for a Proposition 2 1/2 debt exclusion are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received. (See DOR Bulletin 2003-20B)
Bond Rating (Municipal)	A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.
Bonds Authorized and Unissued	The balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes but must be rescinded by town meeting or the city council to be removed from community's books.
Budget	A plan for allocating resources to support particular services, purposes, and functions over a specified period of time.
Budget Calendar	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.
Budget Message	A statement that, among other things, offers context by summarizing the main points of a budget, explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.
Budget Unit	A board or department to which the municipality's legislative body appropriates funds.
Capital Assets	All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset)

Glossary of Terms

Capital Budget	An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset)
Capital Improvements Program	A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity, and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.
Capital Outlay Expenditure Exclusion	A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require a two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.
Cash	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
Cash Management	The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.
Cemetery Perpetual Care	Funds donated by individuals for the care of gravesites. According to MGL Ch. 114 §25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.
Certification	Verification of authenticity. Can refer to the action of a bank, trust company, or DOR's Bureau of Accounts (BOA) in the issuance of State House Notes, to confirm the genuineness of the municipal signatures and seal on bond issues. The certifying agency may also supervise the printing of bonds and otherwise safeguard their preparation against fraud, counterfeiting, or over-issue. Also refers to the certification by the Bureau of Local Assessment (BLA) that a community's assessed values represent full and fair cash value (FFCV). (See Triennial Revaluation)
Certificate of Deposit (CD)	A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.
Chapter 70 School Aid	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

Glossary of Terms

Chapter 90 Highway Funds	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant.
Cherry Sheet	Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services. Links to the Cherry Sheets are located on the DLS website at www.mass.gov/dls. (See Cherry Sheet Assessments, Estimated Receipts)
Cherry Sheet Assessments	Estimates of annual charges to cover the cost of certain state and county programs.
Cherry Sheet Offset Items	Local aid that 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 racial equality grants, school lunch grants, and public libraries grants. (See Offset Receipts)
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 property, local officials are permitted to determine locally, within limits 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	Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor (MGL Ch. 40 §56), and determining whether to offer an open space discount, a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.
Collective Bargaining	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.
Commitment	This establishes the liability for individual taxpayers. For example, the assessors' commitment of real estate taxes fixes the amount that the collector will bill and collect from property owners.

Glossary of Terms

Compensated Absences	Time off, with pay, made available to employees for vacation leave, sick leave, and similar benefits. For financial reporting purposes, compensated absences are strictly limited to leave that is attributable to services already rendered, and is not contingent on a specific event (such as illness) that is outside the control of the employer and employee.
Compensating Balance Agreement	An alternative to the payment of direct fees for banking services. In this case, a bank specifies a minimum balance that the municipality must maintain in non-interest bearing accounts. The bank can then lend this money (subject to a reserve requirement) and earn interest, which will at least cover the cost of services provided to the municipality. Compensating balance agreements are permitted under MGL Ch. 44 §53F and must be approved annually by town meeting or the city council.
Conservation Fund	A city or town may appropriate money to a conservation fund. This money may be expended by the conservation commission for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended by the conservation commission for damages arising from an eminent domain taking provided that the taking was approved by a two- thirds vote of city council or town meeting.
Cyclical Inspection Program	A cyclical re-inspection program involves completing an interior and exterior inspection of all property over a multi-year period, not exceeding nine years.
Data Collection	Process of inspecting real and personal property and recording its attributes, quality, and condition.
Debt Authorization	Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.

Glossary of Terms

Debt Exclusion	An action taken by a community through a referendum vote to raise funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition $2^1/_2$. By approving a debt exclusion, a community calculates its annual levy limit under Proposition $2^1/_2$, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.
Debt Limit	The maximum amount of debt that a municipality may authorize for qualified purposes under state law.
Debt Service	The repayment cost usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.
Debt Statement	Reference to a report, which local treasurers are required to file with the DOR, showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."
Deficit	The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.
Encumbrance	A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.
Enterprise Fund	An enterprise fund, authorized by MGL Ch. 44 §53F$^1/_2$, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It 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, if any. 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 chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. See DOR IGR 08-101
Equalized Valuations (EQVs)	The determination of an estimate of the full and fair cash value (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, by MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Glossary of Terms

Estimated Receipts	A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projections of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)
Excess and Deficiency (E&D)	Also called the "surplus revenue" account, this is the amount by which cash, accounts receivable, and other assets exceed a regional school district's liabilities and reserves as certified by the Director of Accounts. The calculation is based on a year-end balance sheet, which is submitted to DOR by the district's auditor, accountant, or comptroller as of June 30. The regional school committee must apply certified amounts exceeding five percent of the district's prior year operating and capital costs to reduce the assessment on member cities and towns. Important: E&D is not available for appropriation until certified by the Director of Accounts.
Excess Levy Capacity	The difference between the levy limit and the amount of real and personal property taxes levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.
Exemption	A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.
Expenditure	An outlay of money made by municipalities to provide the programs and services within their approved budget
Fiduciary Funds	Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.
Financial Advisor	An individual or institution that assists municipalities in the issuance of tax-exempt bonds and notes. The public finance department of a commercial bank or a non-bank advisor usually provides this service.

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Financial Statement	A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.
Fiscal Year (FY)	Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. Since 1976, the federal government fiscal year has begun on October 1 and ended September 30.
Fixed Assets	Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.
Fixed Costs	Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.
Foundation Budget	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.
Free Cash (Also Budgetary Fund Balance)	Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts more than 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. (See Available Funds)
Full and Fair Cash Value (FFCV)	Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner." (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956))
Full Faith and Credit Obligations	A 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.
Full-time equivalent	A unit that indicates the workload of an employed person in a way that makes workloads comparable across various contexts.
Fund	An accounting entity with a self-balancing set of accounts that is segregated to carry on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

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Fund Accounting	Organizing the financial records of a municipality into multiple, segregated locations for money. 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 Municipal Accounting System (UMAS) use multiple funds.
General Fund	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
General Ledger	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
General Obligation Bonds	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
Governing Body	A board, committee, commission, or other executive or policymaking body including the school committee of a municipality.
Government Finance Officers Association (GFOA)	A nationwide association of public finance professionals.
Governmental Accounting Standards Board (GASB)	The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.
Governmental Funds	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
Hotel/Motel Excise	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Springfield, and Worcester.
Indirect Cost	Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.
Interest	Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.
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.

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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.
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 MGL Ch. 94C §47. Funds from this account may be expended by the police chief without further appropriation.
Levy	The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition $2^1/_2$ provisions.
Levy Ceiling	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition $2^1/_2$). It states that, in any year, the real and personal property taxes imposed may not exceed $2^1/_{2\ \text{percent}}$ of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion. (See Levy Limit)
Levy Limit	A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition $2^1/_2$). It states that the real and personal property taxes imposed by a city or town may only grow each year by $2^1/_{2\ \text{percent}}$ of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling)
Local Aid	Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.
Local Appropriating Authority	In a town, the town meeting has the power to appropriate funds, including the authorization of debt. In a city, the city council has the power upon the recommendation of the mayor.
Local Receipts	Locally generated revenues, other than real and personal property taxes. 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. (See Estimated Receipts)
Lock Box Service	A service typically offered by a financial institution for a fee to receive, process, and deposit payments made to municipalities for property taxes, motor vehicle excise, boat excise, and/or utility payments. At the end of each processing day, the community receives payment information on a disk or another medium, which can be automatically posted to the collectors' cash receipts software. Printed reports are also provided.
Long-Term Debt	Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more. (See Permanent Debt)
Maturity Date	The date that the principal of a bond becomes due and payable in full.

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Massachusetts School Building Authority (MSBA)	Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. Projects that received their first reimbursement payment prior to July 26, 2004, will continue to get annual state payments to offset the related annual debt service. After that, cities, towns, and regional school districts will receive a lump sum amount representing the state 's share of the eligible project costs. (See DOR IGR 06-101)
Minimum Required Local Contribution	The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (Education Reform Act of 1993).
Modified Accrual Basis of Accounting	A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.
Motor Vehicle Excise (MVE)	A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community, in accordance with MGL Chapter 60A. The excise tax rate is set by statute at $25.00 per $1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a city or town, or to the Deputy Collector who represents it.
Municipal(s)	(As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (*i.e.*, municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, but also bonds of the state and agencies of the state.
Municipal Revenue Growth Factor (MRGF)	An estimate of the percentage changes in a municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic $2^1/_2$ percent increase in the levy limit, estimated new growth, the change in selected unrestricted state aid categories, and the change in selected unrestricted local receipts (Education Reform Act of 1993).
Net School Spending (NSS)	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 equal or exceed the NSS Requirement established annually by the Department of Education (DOE). (See Education Reform Act of 1993)
New Growth	The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY07 is based on new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set the FY07 levy limit, the FY06 tax rate is used in the calculation.
Note	A short-term loan, typically with a maturity date of a year or less.

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Official Statement	A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.
Offset Receipts	A local option that allows estimated receipts of a particular department to be earmarked for the use of the department and appropriated to offset its annual operating budget. If accepted, MGL Ch. 44 §53E limits the number of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve the use of a higher amount before appropriation. Actual collections are greater than the amount appropriated close to the general fund at year-end. If actual collections are less, the deficit must be raised in the next year's tax rate.
OPEB (Other Postemployment Benefits)	Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends. The most common type of these post-employment benefits is a pension. Postemployment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45)
Operating Budget	A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.
Other Amounts to be Raised (Tax Recapitulation Sheet)	Amounts not appropriated but raised through taxation. Generally, these are locally generated expenditures (*e.g.*, overlay, teacher pay deferral, deficits) as well as state, county and other special district charges. Because they must be funded in the annual budget, special consideration should be given to them when finalizing the budget recommendations to the city council or town meeting.
Overlay (Overlay Reserve or Allowance for Abatements and Exemptions)	An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve need not be funded by the normal appropriation process, but rather is raised 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, statutory exemptions, and uncollected taxes 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. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer, if any. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.

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Override	A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.
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.
Payments in Lieu of Taxes	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Permanent Debt	Borrowing by a community typically involving a debt service amortization period of greater than one year. (See Long-Term Debt)
Permanent Funds	A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs, that is, for the benefit of the government for its citizenry. An example is a cemetery perpetual care fund.
Personal Property	Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.
Personnel Costs	The cost of salaries, wages, and related employment benefits.
Preliminary Tax	The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a quarterly tax billing cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.
Principal	The face amount of a bond, exclusive of accrued interest.
Private-Purpose Trust Funds	A fiduciary trust fund type used to report all trust arrangements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefits individuals, private organizations, or other governments. An example is a scholarship fund.
Proposition $2^1/_2$	A state law enacted in 1980, Proposition $2^1/_2$ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Proprietary Funds	Funds that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the enterprise fund and the internal service fund.
Purchase Order	An official document or form authorizing the purchase of products and services.
Purchased Services	The cost of services that are provided by a vendor.
Raise and Appropriate	A phrase used to identify a funding source for an expenditure or expenditures, which refers to money generated by the tax levy or other local receipt.
Real Property	Land, buildings and the rights and benefits are inherent in owning them.

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Receipts Reserved for Appropriation	Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.
Refunding of Debt	A transaction where one bond issue is redeemed and replaced 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 city (not to exceed 3 percent of the tax levy for the preceding year) or town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or 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.
Revaluation	The assessors of each community are responsible for developing a reasonable and realistic program to achieve the 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 status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain fair cash values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See Triennial Certification)
Revenues	All monies received by a governmental unit from any source.
Revolving Fund	Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E$^{1}/_{2}$ stipulates that each fund must be reauthorized each year at annual town meeting or by city council action and that a limit on the total amount that 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 city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.
Sale of Cemetery Lots Fund	A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care, and improvement or the enlargement of the cemetery under provisions of MGL Ch. 114 §15.
Short-Term Debt	Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less. (See Note)
Sick Leave Buyback	A community's obligation, under collective bargaining agreements or personnel board policies, to compensate retiring employees for the value of all, or a percentage of, sick time earned, but not used.

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Special Revenue Fund	Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.
Stabilization Fund	A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund. (See DOR IGR 04-201)
Surcharge	An additional sum added to a particular, already existing charge such as a tax, a fee, a fine or penalty.
Surety Bond	A performance bond that protects the municipality against any financial loss arising from a breach of public trust by an employee who collects money on behalf of the community.
Surplus Revenue	The amount by which cash, accounts receivable and other assets exceed liabilities and reserves.
Temporary Debt	Borrowing by a community in the form of notes and for a term of one year or less. (See Short-Term Debt)
Triennial Certification	The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40 §56 and Ch. 59 §2A(c).
Trust Fund	In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, 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, only interest (not principal) may be expended as directed.
Tax Rate	The amount of property tax stated regarding a unit of the municipal tax base; for example, $14.80 per $1,000 of assessed valuation of taxable real and personal property.
Tax Rate Recapitulation Sheet (Recap Sheet)	A document submitted by a city or town to the DOR to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (to issue the first-half semiannual property tax bills before October 1) or by December 1 (to issue the third quarterly property tax bills before January 1).

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Tax Title (or Tax Taking)	A collection procedure that secures a city or town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. 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. After six months, the treasurer may initiate foreclosure proceedings.
Tax Title Foreclosure	The procedure initiated by a city or town treasurer in Land Court or through the land of low value to obtain legal title to real property already in tax title and on which property taxes are overdue. The treasurer must wait at least six months from the date of a tax taking to initiate Land Court foreclosure proceedings (MGL Ch. 60 §65).
Undesignated Fund Balance	Monies in the various government funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.
Unfunded OPEB Liability	This is the difference between the value assigned to the benefits (other than retirement) already earned by a municipality's employees and the assets the local government will have on hand to meet these obligations. While there is no requirement in Massachusetts to fund this liability, GASB 45 requires that the dollar value of the unfunded OBEB liability is determined every two years. (See GASB 45; OPEB)
Unfunded Pension Liability	Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is predetermined every three years and 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 Municipal Accounting System (UMAS)	UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.
Unreserved Fund Balance (Surplus Revenue Account)	The amount by which cash, accounts receivable and other assets exceed liabilities and restricted reserves. It is akin to a "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 taxed receivable and uncollected. (See Free Cash)
Valuation (100 percent)	The legal requirement that a community's assessed value on the property must reflect its market or full and fair cash value.

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Warrant	An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.
Waterways Improvement Fund	An account into which fifty percent of boat excise tax and mooring fees imposed under MGL Chapter 91 §10A receipts are deposited. Use of these proceeds is limited to certain waterway expenses as outlined in MGL Ch. 40 §5G.
Zero Based Budget	A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting scrutiny and prioritization of costs annually.