TOWN OF MARSHFIELD
STATE OF THE TOWN
FISCAL YEAR 2021

Presented by Michael A. Maresco
Town Administrator
11-23-20
Introduction

Tonight’s Objectives:

- To review The Town’s overall Financial Health
- Express the COVID-19 Impact and how we are coping with the pandemic
- To explain the financial impact of borrowing for the Capital Projects and the net impact to the tax rate.
- To review prior fiscal year’s achievements
- To review construction projects, The Selectmen’s Net Zero Initiative and solar array projects town wide
- To illustrate the Town’s overall performance today, and discuss how we plan to proceed for tomorrow’s challenges with our 5 year forecast
Fiscal Year 2020
Achievements

- COVID-19 response for our community was handled in a proactive way which allowed our town to provide critical services to our residents and employees
- Formation of the COVID Task Force
- **Secured $3.8 Million Dollars from Plymouth County Cares Team**
- Provided PSA and educational information to the public during the pandemic
- We have provided the schools with chrome books for students K-12
- We have provided all Town employees with remote work stations
- Completed Library plaza paving and parking lot painting
- Provided Library plaza with a new COVID-19 killing HVAC system
- Completed Town Hall Roof Project
- Refurbished the weather vane and added LED lighting to the parapet
- Started the Capital Projects passed at the November Special Town Meeting
- Used Bond Premium Money to make infrastructure repairs town wide
- LED lighting at schools and some town facilities through the green communities grant
- Retained AA+ Bond ratings and SP+1 Note Rating. This is extremely significant.
- Awarded the GFOA CAFR for excellence in financial reporting and transparency
- Continued maintenance on multiple School and Town Buildings which we will elaborate on further tonight
- We have successfully negotiated Police and Fire CBA’s without the use of Free Cash
- Formation of the COVID Vaccine Task Force “Operation Shot”
Current State of Affairs

- Our number one priority is dealing with COVID-19
- We are in the RED zone with Covid-19 cases.
  - How did we get there... 4 weeks of Data with 3 of the 4 weeks of reported cases of 8 people per 100,000 are infected
  - How do we get out... 4 weeks of Data with 3 of the 4 weeks of reported cases of less than 8 people per 100,000 infected.
- We are working with The Board of Health on updating our vaccination plan for COVID-19 – Purchasing necessary industrial freezers to store vaccine
- We are continuing our maintenance of Town and School Buildings
- We are focused on improving our technology including Town Wide WI-FI for our students and residents.
- We are also leaning toward the purchase of new software (MUNIS) which will replace our legacy system town wide
- We are actively working to expand our solar programs which includes utilizing our roof space of both town and school buildings
Marshfield was the first community to form a COVID-19 Task Force
The Town of Marshfield was the first community in the Commonwealth excluding Boston to receive Cares Act Funding thanks to Plymouth County Commissioners
We worked collaboratively with the County to obtain 3.8 Million dollars and we strategically purchased items to get our Town in the best position possible to manage the pandemic.
We took care of our schools with remote learning spending over 1 million dollars on chrome books for all students and teachers, as well as the software and tech tools to learn remotely giving the School District their desired flexibility
We purchased the PPE and supplies needed to keep or first responders safe
We worked with the Fire Department to keep an extra ambulance on the road at all times during the pandemic allowing overtime to be charged against our allocation
We took care of our COA with the purchase of an additional COVID-19 van
We paid $300,000 to disinfect and deep clean our facilities and recreation areas
We have and will continue to clean and disinfect all parks and playgrounds twice a week
Financial Position

• The Town is financially performing better than the majority of all other South Shore communities.

• Our Stabilization Reserves are at appx 6 million dollars and earnings on those funds are continuously bringing in at least $300,000 dollars annually. For the first time the Stabilization account is growing on its own.

• FY 2020 Free Cash was certified at the highest ever recorded number in the Town's history at $5,031,917. **Our 3 year free cash average is $4,704,583** or (6% of our operational budget)

• For the first time we will recommend to leave 1.5M in abeyance as liquid cash which should not be spent unless necessary. The prior 10 year average was 1.1M annually or 1% of our budget…. we have come a long way together with strong policies and proper financial management.

• The budget controls and our fiscal policies have protected our departments and Town services from the recessions and economic volatility we are currently experiencing as a nation – There were no layoffs or furloughs in 2020, or 2021, and the budget we are currently constructing calls for no cuts of current employees or material reduction of services.

• **We have 13.7% of our assets in reserve** thanks to our Financial Team under the Direction of Finance Director/Treasurer-Collector Patrick Dello Russo and have built safety, liquidity and yield into our market holdings which have outperformed most municipalities. Notably we have again managed to bring in appx 1 million dollars in investment income, this is effectively an override without increasing taxes or services.
Our departments have worked with us to turn back unused budgeted dollars over 5% three consecutive years (If we do not need it... we do not buy it! )

We have increased our contribution to the Schools, this past Fall at the Special Town Meeting and with support of the BOS the School’s received an overall contribution of $1,500,000 including cost for Resource Officers, HVAC improvements, infrastructure and maintenance

We have made a great effort to provide resources to our Public Safety Officials to help them protect and serve our community by settling Police and Fire Contracts without using free cash for the first time in recent years.

The Strategic Operational Plan calls for continued conservative practices. No overall revenue increase of over 3% shall occur for the next 3 years. This will eliminate budget volatility in the proceeding years and create a stable outlook for our Town.

The Towns Budget over the past 3 years has annually increased only 2.62% including FY 2021’s budget number which has built in flexibly.

Outlook for FY 2022 --Management of fixed costs prevented layoffs this year and will in the years to come. A total net increase of only $141,643.62. To keep the figure in perspective, this a 0.13% increase on our total budget number!
### Strategic Operation Budget - Revenue

#### Strategic Budget Forecast

<table>
<thead>
<tr>
<th></th>
<th>Appropriated FY21</th>
<th>Estimated FY22</th>
<th>Estimated FY23</th>
<th>Estimated FY24</th>
<th>Estimated FY25</th>
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<tbody>
<tr>
<td>Base Tax Levy</td>
<td>$65,075,720.56</td>
<td>$67,402,614</td>
<td>$69,787,678.92</td>
<td>$72,132,370.89</td>
<td>$74,535,680.16</td>
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<td>Statutory 2 1/2 Increase</td>
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<td>Levy Limit</td>
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<td>$72,132,370.89</td>
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<td>DEBT EXCLUSIONS FB ROOF / 3 BLDGS AND HS</td>
<td>$6,063,868.00</td>
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<td>$6,628,109.00</td>
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<td>Max Total Allowable Levy</td>
<td>$73,466,481.58</td>
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<td>Less Offsets</td>
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<td>Free Cash Transfers From Articles</td>
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<td>Pilot Payment PPA -New</td>
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<td>Use of Reserved Bond Premium</td>
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<td>Waterways</td>
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<td>Wetland Protection</td>
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<td>Total Other Revenue</td>
<td>$9,726,344.98</td>
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<td>Total Revenue</td>
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HOW WE PLAN TO MAKE IT....

Estimated FY22 Revenues

- Max Total Allowable Levy: 75,965,788
- Total State Aid (Less Offsets): 17,120,000
- Total Other Revenue: 9,936,669

Legend:
- Blue: Max Total Allowable Levy
- Red: Total State Aid (Less Offsets)
- Green: Total Other Revenue
SOLAR and NET METERING

- The Town is currently developing a solar project on the capped landfill worth 21 million dollars over 20 years.
- This equates to a tax override without raising taxes or assessing fees to our residents.
- The Board of Selectmen, working with our energy committee, energy consultant and our Schools is looking to add solar panels on all Town and Schools roofs where applicable.
- The Town is constantly looking at ways to increase revenues without assessing fees or taxes.
- The Board of Selectmen is working toward net 0 emission by 2050, a lofty goal.
## Strategic Operation Budget – Expense

### STRATEGIC BUDGET FORECAST

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Appropriated FY21</th>
<th>Estimated FY22</th>
<th>Estimated FY23</th>
<th>Estimated FY24</th>
<th>Estimated FY25</th>
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<tbody>
<tr>
<td><strong>Town Government</strong></td>
<td></td>
<td></td>
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<tr>
<td>General Government</td>
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<td>Health and Human Services</td>
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<td>Cultural Services</td>
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<tr>
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<td>$30,000.00</td>
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<tr>
<td>Utilities</td>
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<td><strong>Totals</strong></td>
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<td><strong>School Department</strong></td>
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<td>Debt Service-Non excluded</td>
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<td>$3,500,000.00</td>
<td>$2,800,000.00</td>
<td>$2,600,000.00</td>
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<td>Debt Service-Excluded</td>
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<td>$6,178,109</td>
<td>$6,628,109.00</td>
<td>$6,628,109.00</td>
<td>$6,628,109.00</td>
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<tr>
<td>General Insurance/Medicare</td>
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<td>$2,054,857</td>
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<td>$100,000.00</td>
<td>$100,000.00</td>
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<td>$345,502</td>
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<td>$575,000.00</td>
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<td>Snow &amp; Ice</td>
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<td>$400,000</td>
<td>$400,000.00</td>
<td>$400,000.00</td>
<td>$400,000.00</td>
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<tr>
<td>Audit/OPEB/Payroll</td>
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<td>$116,500</td>
<td>$130,000.00</td>
<td>$180,000.00</td>
<td>$180,000.00</td>
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<tr>
<td><strong>Other Expense</strong></td>
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<td>$0</td>
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<tr>
<td>Reserve Fund</td>
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<td>$100,000.00</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
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<tr>
<td>Overlay</td>
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<td>$300,000.00</td>
<td>$300,000.00</td>
<td>$300,000.00</td>
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<td>State &amp; County Assessments</td>
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<tr>
<td><strong>Totals</strong></td>
<td>$100,142,827.25</td>
<td>$103,022,457</td>
<td>$106,122,443.58</td>
<td>$108,388,205.52</td>
<td>$111,336,302.59</td>
</tr>
</tbody>
</table>

### STRATEGIC BUDGET FORECAST Appropriated FY21 Estimated FY22 Estimated FY23 Estimated FY24 Estimated FY25

Expenses

- **Town Government**
  - General Government: $2,834,558.00
  - Public Safety: $12,608,033.11
  - Public Works: $2,989,139.00
  - Health and Human Services: $1,252,349.00
  - Cultural Services: $816,742.00
  - Unclassified: $33,000.00
  - Utilities: $398,588.00

- **School Department**
  - $51,000,000.00

- **Other Expense**
  - Reserve Fund: $50,000.00
  - Overlay: $150,000.00
  - State & County Assessments: $941,654.00
  - Town Meeting Appropriation: $5,000.00
  - Raised on Recap: $0

- **Totals**
  - $100,142,827.25

- **Debt Service**
  - Non excluded: $4,117,480.27
  - Excluded: $6,267,822.87

- **Insurance/Medicare**
  - General Insurance/Medicare: $1,952,360.00
  - Pension Total: $6,401,200.00

- **Benefits**
  - Unemployment: $50,000.00
  - Facilities: $345,482.00
  - Snow & Ice: $400,000.00
  - Audit/OPEB/Payroll: $128,000.00

- **Other Expense**
  - Reserve Fund: $50,000.00
  - Overlay: $150,000.00
  - State & County Assessments: $941,654.00
  - Town Meeting Appropriation: $5,000.00
  - Raised on Recap: $0

- **Totals**
  - $100,142,827.25

- **Total**
  - $100,142,827.25
How We are Planning to Spend It…

Estimated FY22 Expenses

- 52,577,000, 51%
- 21,524,388, 21%
- 6,785,200, 7%
- 2,054,857, 2%
- 6,179,109, 8%
- 3,875,611, 4%
- 1,721,327, 2%

- Town Government
- School Department
- Debt Service - Non-excluded
- General Insurance/Medicare
- Employee Health/Life Insurance
- Facilities
- Audit/OPEB/Payroll
- Debt Service - Excluded
- Pension Total
- Unemployment
- Snow & Ice
- Reserve Fund

Estimated FY22 Town Government Expenses

- Public Safety, 12,965,215, 60%
- General Government, 2,958,738, 14%
- Public Works, 3,036,973, 14%
- Unclassified, 33,000, 0%
- Utilities, 402,588, 2%
- Cultural Services, 826,148, 4%
- Health and Human Services, 1,311,746, 6%
DEBT SERVICE

• Debt – In total Debt Service has been reduced by $378,035.19 all while bonding our capital projects. Our debt management and general obligation bond market knowledge has saved us from having to make material cuts from other departments.

• The reduction in large part is due to the elimination of short term BANS as part of our capital improvement planning.

• We have bonded all money for FBMS roof, MHS, Police, DPW and Senior Center, and because of how we managed the GOB market and level serviced debt, we were able to reduce the total cost, and only increase the tax burden by under $120,000 in fiscal 2021.

• We have taken advantage of the favorable bond market.

• The Debt Exclusion BOND has saved the tax payers over 12.5 million dollars on interest and 3 million dollars by applying bond premiums received from the sale directly to the project expense. This is 15.5M in savings in total. This equates to savings of $1,156 dollars per household over the life of the loan.

• This will minimize the overall tax rate impact of the Debt Exclusion because of careful planning and use of level debt service.

• The Town is managing very successfully their debt related to fixed cost with cooperation from the Capital Budget Committee and Advisory Board.

• Our practice is to never add more debt than we have coming off in the following years. This practice has worked very well for the town management of fixed cost.

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<th>Debt</th>
<th>700</th>
<th>FIXED COST</th>
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<td>FIXED COST</td>
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<td>FIXED COST</td>
<td>(378,035.19)</td>
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<tr>
<td>TOTAL DEBT</td>
<td></td>
<td>FIXED COST</td>
<td>FIXED COST</td>
<td>(378,035.19)</td>
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</tbody>
</table>
**DEBT PICTURE**

- Marshfield’s inside debt figure as we see from the red colored chart below is scheduled to drop off by 1.2M dollars in FY 2024. These are funds that are supported by the general operational budget and cannot be raised against taxes.

- Marshfield’s outside debt as shown in the yellow chart below will remain on a protracted decline as we see the high school project get paid down.

- Marshfield’s self supporting or enterprise fund debt as shown on the blue chart below is following a consistent pattern as the high school with their water related project. However, the BAN of $1,000,000 dollars for the Tank painting will alter the amounts down the road.

- The Finance Team has recommended to the Town Administrator and Board of Selectmen to borrow in FY 2022 capital items of no more than 2.5 million dollars to maintain the reduction to our fixed cost expense.
The commitment we are proposing to the schools begins at 3% a year plus fixed cost turn backs so long as the economy keeps growing in a positive direction.

Schools have continued to make security enhancements to all their facilities.

Schools under the Direction of Superintendent Jeff Granatino and Business Manager Tom Miller have worked cooperatively with the financial team and the communication has never been better!

From a capital standing, the schools have most recently completed the FBMS Roof and are beginning the process with the MSBA to replace the Martinson Roof.
Maintenance Fund

• Town meeting has once again approved funding for maintenance issues we face... and the BOS and Town meeting have supported again at the Fall Town Meeting $400,000 from free cash for maintenance with $200,000 for the Schools and $200,000 for General Government.

• Last year we received $500,000 ($250,000 for Town and $250,000 for Schools) and accomplished so many small projects that will add useful life to our facilities for years to come. Special Thanks to Fred Russell, Facility Director and his team for all this work.

• The funds will be spent under the Facilities Director Fred Russell with guidance from the Town Administrator and Superintendent of Schools, Jeff Granatino

• I want to thank the Superintendent of schools for working so cooperatively with The Town Administrator regarding the equal sharing of the current facility budget.

• These funds will support normal wear and tear repairs on existing infrastructure, i.e. repairs to windows, tiling, electrical, ventilation etc.
Planning and Economic Development

- Construction is underway with a new over 55 residential complex called Highland Green which is a 22 unit facility, this should continue to bring in new tax revenues and receipts (currently in progress)
- The Town is in the process of having a 248 unit complex which under construction known as the Modera Properties which will include CH. 40B units as well as condos and apartments
- The Town Continues to offer opportunities on Rte. 139 and in the industrial complex known as the PMUD and Enterprise Drive Complex
- The Planning Department has approved Diagenix Corp facility which is 14,994 sq. ft. which will have office and warehouse space for remanufacturing of computer and electronics
- The Town is currently working to install two licensed marijuana facilities; one located on Enterprise Drive and the other at former Buckles and Boards location on Plain St
- The Town has signed and negotiated a contract to build a solar array on the capped landfill with a potential of generating 21 million over 20 years.
Senior Center Addition

• The Senior Center Addition has completed its bidding and construction will begin within weeks.

• The Senior Center addition is an 11,500 SF addition to the existing center and will allow for the expansion of programming for the additional senior population that is around the corner.

• The Project includes an additional large multipurpose space, a computer/media center, a dedicated dance studio, billiards space, Arts and Crafts area, classroom space, a beauty salon and a Café.

• The Project was designed by Caolo and Bienek of Chicopee. The Contractor is Page Construction of Stoughton, MA and the project is being Managed by P-Three of Norwell.

• The Project is on time and will be under budget. Ground breaking anticipated in December of 2020.
New Police Station

- General Bids for the New Police Station project were received on November 4th. Four acceptable general bids were received, with three of the four being below the pre-bid estimate and all within the Project budget. The low acceptable bid of $13,877,000 was provided by G & R Construction, Inc. (G & R) based in Quincy, Massachusetts. G & R was prequalified by the Town to bid on the Project and was rated very high. They have successfully completed several projects with both the Town’s OPM, PMA Consultants, and the Project Designer, KBA.

- The general bid included pricing for four Add Alternates. The Town will be accepting Add Alternates 1, 2 and 3, but not acting on 4. The Add Alternates include expansion of the outbuilding to 40' by 133' to allow for large evidence storage, document and file storage and a fitness area for officers; and the expansion of the sally port area from one bay to two to allow for secure prisoner transport and transfer. With the inclusion of Add Alternates 1, 2 and 3, the Contract value for G & R Construction, Inc. will be $14,727,000. This is within the Project budget.

- The contract is currently in process, and a Notice to Proceed (NTP) being developed, so that work can begin. It is anticipated that the NTP will be issued by the Town before the end of December, and a formal Ground Breaking will occur in the December/January time frame, dependent on weather etc.

- The General Contractor, G & R Construction, will have 14 months from the date of the Notice to Proceed to achieve substantial completion of the new police station. They will then have 2 months to demolish the existing police station and complete all remaining site work. Final completion will be 16 months from the date of the Notice to Proceed.
New DPW Facility

• The location for the new DPW is the recently acquired facility and site at Plain Street. The existing building is currently undergoing renovations under the direction of the DPW Staff. Building improvements include replacement of flooring, carpeting, ceiling tiles, windows and painting, as well as upgrades to the HVAC System, and widening of the middle garage overhead door.

• The DPW staff is planning to move out of the existing DPW facility at Parsonage Street and is targeting full relocation of their operations to the Plain Street facility no later than the end of December 2020. Demo of the old facility will start immediately after in preparation for the New Police Station.

• A Temporary Fabric Structure will be built to store Equipment and Trucks until the permanent storage facility is constructed. The bid package for this structure is nearly complete, with a target to be bid around the beginning of December.

• Enabling work (i.e. site and utility prep) is targeted to begin by early January. The construction of the temporary facilities is scheduled to begin early Spring 2021.

• The new portion of the DPW facility is currently in design with the intent of bidding the project in July 2021. Planned duration for the construction of the new DPW is approximately 16 months. The project is proposed to add roughly 29,000 sf of programmable space to the existing facilities at Plain Street. The goal is to design the project within the Town’s budget for the project.
• Bay Ave Seawall Repair:
  • Bay Ave Seawall - work complete waiting for as-built plans and Con Com submissions

• Ocean Bluff Emergency Repair – Work Being performed by Northern Construction Work to commence 11-16-2020 3 weeks to complete.

• Contract for Maintenance Repairs to Brant Rock Seawall caused by Coastal Storm Riley are currently being reviewed by Town Counsel so we can move this project forward.

• Design and permitting will take appx 4 months, construction ($1.2M) is slated for spring 2021.
Tonight I stand before you to tell you that the financial health and well-being of the Town of Marshfield is financially fit, secure and consistent. All thanks to our very strong and re-affirmed Bond Rating of AA+ and +1 on short term borrowing, strong management and sound fiscal policies.

We are ready to enter the market to improve our DPW Facility, Police Station, Senior Center and Seawalls. We will continue to manage costs and maintain the health of our building, employees and our residents.

Hubert Humphrey was once said that the moral test of government is how that government treats those who are in the dawn of life, the children; those who are in the twilight of life, the elderly; and those who are in the shadows of life, the sick, the needy and the handicapped. I am here before you saying how proud I am that Marshfield is living up to this test.

Thank you!