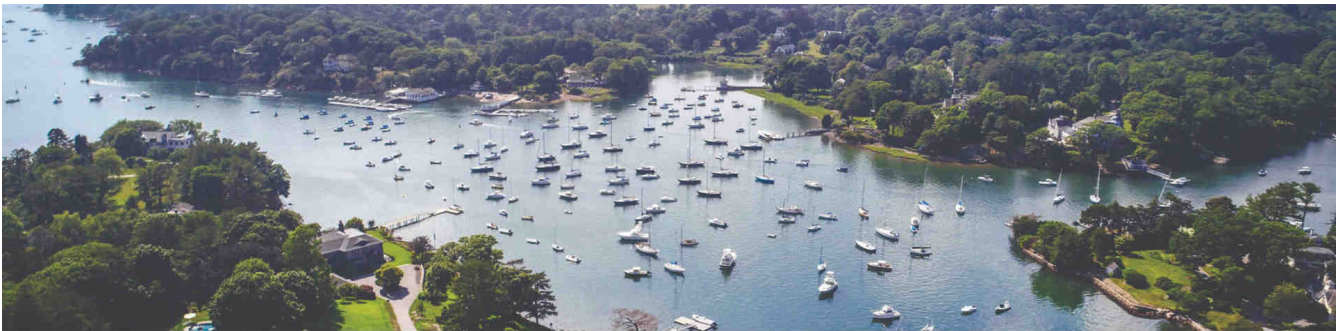




Town of Manchester-by-the-sea Fiscal Year 2024 Proposed Budget



Proposed Version - 12/15/2022





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INTRODUCTION



Budget Message



Manchester-by-the-Sea

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TO: Select Board, Finance Committee, and Citizens of Manchester

FROM: Gregory T. Federspiel, Town Administrator

In accordance with the requirements of the Massachusetts General Laws and the Manchester-by-the-Sea By-laws, I am pleased to present Manchester's Preliminary Fiscal Year 2024 Operating & Capital Budgets. While a work in progress at this early stage, the hard work to date of Department Leaders in developing this proposal is much appreciated.

KEY ELEMENTS OF THE FY24 BUDGET

1. **Balanced with an assumed 2.5% tax increase.**
2. **No new debt**
3. **Maintains current service levels**
4. **Larger Use of undesignated fund balance for one-time capital expenditures**
5. **Staffing needs in our Public Safety Departments (Fire, Police and Harbor) still need to be resolved along with overall wages for FY24 (union contract talks are on-going)**

The proposed budget is balanced with expenditures not exceeding revenue projections. In order to accomplish this balance, most departmental requests for expanded services have not been granted. Any expansion in one area is typically offset by reductions in another. The proposed budget continues a more aggressive capital replacement program begun in FY15 with annual spending now in the \$4+ million range on capital re-investment needs, assuming voters continue to support replacing debt exclusions with an equal amount of capital exclusions. The updated 5-year Capital Plan anticipates new bonding in the next couple of years, timed to coincide with new revenue from new development (the CST project.)

The proposed budget provides for current services to continue with very little change. Most line items see little, if any, increase with the exception of salaries, pension, health insurance, utility costs and certain supplies. After three years of being able to level fund health insurance costs, we are facing a projected 8% rise (still better than medical inflation.) On the revenue side, we continue to see relatively healthy new growth that supplements our traditional 2.5% hike in property taxes. A less conservative approach in estimating our local receipts may be needed to address staffing and wage increases.

The Town's overall financial condition remains strong. We enjoy a AAA bond rating. We have a healthy stabilization account. Our overall fund balance (reserve) is above our targeted range, and we are on track to fully fund our pension and OPEB (Other Post-Employment Benefits) liabilities (albeit not until the early 2030's assuming healthy earnings on invested funds.) We could accelerate the timeline here by putting more of our fund balance and/or local receipts into the OPEB Trust account.

We are always looking for ways to do our work more efficiently, from how beach stickers are distributed to how permit applications are processed. The move to the regional dispatch center has freed up considerable funds. And there is heightened interest from nearby communities in sharing operations.

The three biggest fiscal challenges we face continue to be:

1. Determining the right staffing levels of our public safety operations (Fire/EMS, Police and Harbor),
2. Funding our infrastructure improvement needs, especially larger facility replacements, and
3. Providing the funds, both operating and capital, to the level the regional school district desires.

As in many communities, the ranks of our call firefighters have shrunk over the years and most of our career firefighters live out of town. This makes it increasingly difficult to summon the minimal number of staff when an emergency call comes in. Strong mutual aid protocols with our neighboring communities help us, but we need to explore other options as well, particularly regionalizing services. In the short term, we funded two additional fire fighters as "floaters" which ensures we always have three



firefighters/EMTs on duty (once fully trained) even when staff take leave time. The Fire Chief aims to hire two more firefighters/EMTs in order to have four on-duty all the time, dropping down to 3 when someone is out on leave to save on OT expenses.

Boater traffic continues to grow seemingly exponentially. Funding for additional patrol presence for summer weekends was added but staffing has been problematic (though this should be improved as police officers get the needed training.) Relief for the Harbormaster is needed, and the possibility of a new deputy harbormaster warrants further discussion.

With the move of dispatch services to the regional center, the question of police lobby staffing needs resolution as well. Many communities have successfully relied on regional dispatch remotely covering a safe lobby via audio/video technology. The Police Chief proposes to add two additional police officers, which would give us three officers on duty, enabling station coverage as well as additional police support when needed as a more cost-effective way of providing lobby coverage compared to hiring civilians to staff the lobby. Such a proposal may also be a way to help with staffing needs in the Harbor Department and in the Fire Department as well.

Public Safety is already an area where we spend comparably more than our sister communities, but the demand for very responsive service is high in Manchester. If the decision is made to fund these additional positions, additional revenues can come from our estimated local receipts and capital exclusions (which frees up general fund taxes.)

Over the next 20 years, we have millions of dollars' worth of capital projects that need to be completed, especially for our water and sewer systems. Replacing old pipes, upgrading our treatment plants, repaving our roads, and improving our buildings will all require a sizable investment to ensure we have reliable infrastructure to serve the needs of residents. We continue our aggressive strategy to catch up on a back log of capital needs with this budget. Our recent approach of replacing retired excluded debt with an equal amount of excluded capital funding is now a standard part of our capital funding efforts. Through the planned use of a portion of the fund balance, we are exceeding our target of spending at least \$3 million in cash on capital projects with this budget. For larger expenses related to major facility upgrades, we will need to issue new bonds. We should wait for the new revenues to materialize through new commercial development in the Limited Commercial District (2-3 years from now). In addition, come 2034 our pension and retiree health insurance obligations will be fully funded, freeing up substantial resources for new bonds.

Funding the regional school district required a Proposition 2 ½ override vote for FY16 to correct for the increased enrollment. The District struggles to craft new budgets that stay in the 3% range given the high personnel costs and typical union contract construct. A new debt exclusion was approved for the replacement of the Memorial Elementary School and these payments have now more than doubled our district's debt expenditures. For the past few years, the District has drawn down its reserves to cover operating expenses instead of requiring higher payments from the two towns. With reserves depleted, this is no longer possible and another override is needed going forward if level services are to be maintained. A new large bond to rebuild the Essex Elementary School is likely to come before voters in FY28 or 29.

Financial Outlook

The budget process begins each year with a review of Manchester's Five-Year Financial Forecast. This document attempts to forecast the fiscal viability of the Town based upon our stated plans, goals and known expenditures. A series of assumptions regarding future increases for expenses including health insurance, salaries and energy costs are woven into the five-year projections.

These forecasts show a Town budget that is sustainable assuming voters are comfortable with annual tax increases in the 2 to 2 ½ % range and assuming the Town continues to enjoy modest expansion of our real estate base. We can anticipate substantial commercial growth (new CST lab) in the Limited Commercial District north of Route 128 resulting in a boost to our revenues. Even with higher service levels than comparable towns, our operations are on sound financial footing and can continue under the parameters of Proposition 2 ½. However, when we start factoring in all of our capital needs, the picture becomes more challenging, especially as we begin to contemplate enhancing our resiliency to rising seas/bigger storms.

Because the regional school district represents the largest single expenditure for the town at nearly 50% of all funds, the multi-year forecast is highly sensitive to the annual increases we assume for the District. Though difficult to achieve without cutting programs, keeping annual increases to just over 3% makes a large difference in the amount of new taxation needed to pay for the school operations. The District will likely request an operational override for FY24 and seek a debt exclusion vote for the Essex Elementary School within 5 years. Both represent relatively large tax increases for residents on top of the typical 2 1/2% increase.

Our AAA bond rating reflects the rating agency's confidence in the Town's ability to manage its financial affairs. Standard & Poor's cited Manchester's conservative financial practices, our efforts to fully fund our pension and OPEB liabilities and adequate financial reserves as keys to its rating assessment. Importantly, any use of reserves is limited to one-time capital expenditures



that do not create structural deficits, which can happen by using such funds for recurring operating costs.

The high priority we have placed on adopting and carefully implementing sound fiscal policies ensures that vagaries in the economy will not impact the Town's ability to balance our annual budget. The COVID induced economic downturn did not cause significant stress due to our conservative approach to local revenues and the reduction in expenditures that were made. Our heavy reliance on residential property taxes tends to protect municipal revenues during recessions. However, as conditions change, we must continue to be proactive in adjusting the budget or risk compromising our long-term fiscal health. The reductions we made just prior to adopting the FY21 budget as the pandemic was first impacting the economy is a good example of this. While predictions are not easy to make, another economic downturn may be upon us within the next year.

Budget Principles

In developing the Annual Budget the Town continues to embrace the following principles in order to preserve the financial strength we have worked hard to achieve:

1. Current revenues must be sufficient to support current expenditures and avoid operational "overrides".
2. Debt is not used to fund current operating expenditures. Total debt should not exceed 10% of expenditures.
3. Strong General Fund reserves are maintained and total 10-12% of expenditures.
4. Retiree Liabilities should be fully funded; we are on track to do so by the early 2030's.
5. Sufficient dollars are included to ensure facilities, infrastructure and capital equipment are properly maintained.
6. Current levels of services are maintained; new or increased service needs should be paid for by freeing up funds through enhanced efficiencies.

FY2024 Goals & Objectives

As part of their annual strategic goal-setting session, the Select Board reviewed major new and ongoing projects and considered its priorities for the year. The Board developed as its top priorities for the coming year the following:

1. Enhancing our governance processes and communications with residents.
2. Aligning the work of departments, boards and committees with the priorities contained in the Master plan, with a particular focus on diversifying housing, protecting the environment and fostering a strong local economy,
3. Advancing facility plans and continuing the progress of updating our infrastructure.
4. Making progress on increasing the Town's resilience to the challenges being caused by climate change
5. Maintaining fiscal discipline, right sizing services and pursue solutions to the School District's operational funding challenges (structural deficit.)

Budget Process

The budget is based upon providing needed municipal services within an established ceiling of revenue derived from local property taxes in accordance with Proposition 2 ½. Added to these revenues are projections for State Aid, Local Revenues such as fees and permits, and Available Funds such as Free Cash, and Special Revenues. In addition, there are Proposition 2 ½ exempt projects whereby voters determine that a particular project is worthy of an increase in taxation. A recent example of this is the new elementary school.

Key Assumptions in crafting the FY2024 Budget:

- Citizens do not want a reduction in municipal services; all service levels and programming will remain in place with the exception of moving dispatch to a regional service.
- Voters will approve a 2.5% tax increase, meaning the owner of a median-priced home will pay about \$250 more in annual property taxes;
- New growth will continue at a healthy rate;
- Health Insurance costs will increase by 8% continuing our trend of staying below medical trends but up significantly from recent annual increases;
- OPEB trust funding will increase by 4% staying slightly ahead of the needed schedule to full funding and pension funding will increase 4%



Key Issues to Still Address

Capital Funding: We may want to establish a new capital stabilization account for future facility upgrades, seawall improvements and anticipated storm damage repairs using our fund balance dollars and/or funds from a less conservative estimate of local receipts. Doing so would position us well for these future costs and is what we are doing for future fire truck purchases. Also, it might be wise to invest some of these same dollars in our OPEB Trust account to take advantage of compounded interest earnings.

Non-Tax Revenues: School Funding: This preliminary budget does not include requested additional funding the District is seeking in order to recalibrate their revenue. Up to another 3% increase is being sought as the District can no longer depend on reserves to fund operating expenses as these reserves are depleted.

Added Staff: As noted earlier, staffing levels in the Police, Fire and Harbor departments will need to be further discussed and decisions made. There may be a creative way to meet the needs by cross-training staff and have them respond to the emergency at hand.

Budget in Brief

Total appropriations for FY24, inclusive of all expenses, come to \$40.5 million, an increase of 1% over FY23 total expenditures. The Town's Fiscal Year 2024 operating budget totals \$13.8 million which is an increase of 2.9% over FY23 budgeted expenditures (some \$375,000 more.) This is due to salary increases for staff, pension costs, increase health insurance costs and higher utility and supply costs. Education continues to represent the largest portion of the Town's annual appropriation. This preliminary budget assumes our share of funds to the School District will increase 2.5% or \$398,000 (Essex picks up a higher percentage due to enrollment patterns.) A 2.5% tax increase combined with new tax revenue from new growth along with higher use of our fund balance for capital needs covers these expenses.

An in-depth review of revenues, expenditures, as well as budget summaries are provided in the *Budget Overview and Fund Summaries* sections that follows this Budget Message.

Personnel Summary

The fastest growing cost segment of the budget is personnel and personnel related expenses such as medical insurance, pension costs and Medicare contributions. Our comparative studies show we have a higher-than-average staffing level for public safety, but in other areas we are leaner. We continue to search for savings in the area of employee benefits. Shifting to a health insurance plan with higher deductibles and having employees pay a higher share of the premium costs have resulted in significant savings to the Town.

The preliminary budget assumes no changes in staffing except for the move of dispatch operations to the North Shore Regional 911 Center. If we are to move ahead with new staff for some or all of our public safety operations, we will need to be less conservative in our estimated local receipts and utilize a form of capital expenditure exclusions to free up general tax revenue.

Capital Budget

Enclosed in the *Capital Improvements* section of this document is the Town's Annual Capital Budget and Program for FY2024-FY2028.

This year's capital budget is \$4.6 million, which is an increase of over \$1.2 million from FY23. The increase is possible by using more funds from our fund balance, which remains above our target level.

A full listing of all capital improvements for FY24 and requests through FY28 are included in the *Capital Improvements* section.

Governance, Appropriations & Accounting

The Town of Manchester operates under state statutes, the Town's Special Act and Local By-laws that establish the Select Board-Town Administrator form of government. The legislative body of Manchester is our Open Town Meeting, where all voters of the town can participate. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. Any amendments to appropriations require a Town Meeting vote at either a regular or special Town Meeting. The procedures for Town Meeting are specified in state statute and our local by-laws.



The budget for the Town is presented on a modified accrual basis. Briefly, this means that transactions are recorded when expenditures are disbursed and when revenues are received. Obligations of the Town (i.e. outstanding purchase orders) are not reflected as expenditures in the year incurred but are reflected in the year disbursed. Funds for these obligations are reflected as "continued" appropriations from prior fiscal years.

Budget Format

The Budget Document serves as a policy document, as a financial plan, as an operations guide, and as a communications device. The format for the FY2024 Budget represents an in-depth view of the Town's budget. The goal is to provide citizens with a document which effectively communicates the important issues facing the Town. The budget document includes this Budget Transmittal Message, Budget Summaries & Highlights, as well as detail on departmental requests.

The comprehensive detailed departmental budgets provide information regarding revenues and expenditures. However, it should be noted that these details are provided for informational and internal management purposes only. The final budget vote of the Town Meeting aggregates departmental requests into functional areas. This consolidated breakdown constitutes the legal budget authority which ultimately governs the manner and amount of local funding expended during the fiscal year.

Major Upcoming Issues

Looking forward, the primary issues likely to continue dominating much of our focus over the next few years involve our public safety operations, the school operating budget and facility needs. Our financial forecasts indicate we are in reasonably good shape for the Town's operating budget. As cited in several sections of this Budget Message our finances are solid but significant challenges lay ahead regarding capital needs especially in light of climate change impacts.

We will continue to scrutinize operations to realize savings and greater efficiencies where we can. We continue with a series of operation audits that will include comparisons to other communities to help us assess how we are doing.

Results so far reveal that Manchester residents have chosen a high level of service in certain departments compared to other communities. Future Town operating expenses are projected to grow in the 2% range, a reasonably sustainable level within the confines of Proposition 2 ½.

Decisions regarding the school district's operating and capital budgets will be front and center in coming budget debates for the next few years. These decisions will have a significant impact on what happens to tax burdens for residents. The better we can manage future school operating costs the easier it will be to meet future capital needs.

Renovations to Town Hall, the DPW garage, and our public safety facilities need attention as well. There is a strong desire for a Senior/Community Center. Most of these needs will likely need to wait until the early 2030's when our retiree obligations will be fully funded freeing up significant funds.

Conclusion

The FY2024 Budget as proposed is balanced and falls within the confines of Proposition 2 ½. It provides for the continued stable operations of the Town maintaining current services. However, our efforts must continue to seek out cost savings through more efficient service delivery models in order to free up resources for our backlog of infrastructure projects. We must reduce costs where possible and plan carefully for the future. Comprehensive and realistic planning, well underway, are essential if we are to chart a successful course forward.

The following pages provide both additional details of this FY2024 Budget and further outline future projections.

Respectfully submitted,
Gregory T. Federspiel
Town Administrator



History of City



Manchester by the Sea is a small residential community. A compact village area located in one of New England's most picturesque harbors hosts a small number of stores, restaurants and narrow residential streets. The town was first settled by Europeans in 1629 and was officially incorporated in 1645. The community thrived primarily as a fishing community for over 200 years. Its economy shifted to that of a Boston area summer colony starting in 1845. Over the next fifty years, development of summer houses along the coastline established the community as Boston society's community of choice for summer residency. A significant woodworking industry flourished in town for decades, serving the needs of the summer residents and beyond. Today, the largely residential community enjoys the many coastal amenities the area offers.

The town was originally named "Jeffrey's Creek." In the mid-1800s, there were enough other Manchester's in New England (especially the fairly close Manchester, New Hampshire) that locals began following the lead of railroad conductors and referring to the town as "Manchester-by-the-Sea". The name of the town was officially changed in 1989 following a close town meeting vote that year.

Manchester continues to govern through the open town meeting format. A five-member Select Board serves as the top elected officials for the community. A town administrator manages the day to day operations of the various departments. The Town is served by the Manchester-Essex Regional School District and hosts its own elementary school along with the regional middle and high school.

According to the United States Census Bureau, the town has a total area of 18.3 square miles (47.3 km²), of which 9.2 square miles (23.9 km²) is land and 9.0 square miles (23.4 km²), or 49.47%, is water. The town lies along the North Shore of Massachusetts Bay, which in turn leads to the Atlantic Ocean. There are seven beaches lining the coast, and several small islands dot the coast, the largest being Kettle Island and House Island. Several small coves line the coast, the largest being Manchester Harbor, which is fed by Sawmill Brook and other small brooks. There are several protected areas within town, including Cedar Swamp Conservation Area, Cheever Commons Conservation Area, Coolidge Reservation, Dexter Pond, Owl's Nest Nature Preservation Land, Powder House Hill Reservation, and Wyman Hill Conservation Area.

Manchester-by-the-Sea is bordered by Beverly and Wenham to the west, Hamilton to the northwest, Essex to the north, and Gloucester to the east. The town is located 9 miles (14 km) northeast of Salem and 24 miles (39 km) northeast of Boston. Manchester-by-the-Sea lies along Massachusetts Route 128, which has two exits within town as it passes from Beverly to Gloucester, with a small portion crossing through the corner of Essex. Route 127 also passes from west to east through town, traveling through the center of town. There is no bus service directly into town, with services passing east via the Cape Ann Transportation Authority in Gloucester and MBTA Bus, which provides service to Beverly. The town is served by a stop along the Newburyport/Rockport Line of the MBTA Commuter Rail, providing service from Rockport along the North Shore to Boston's North Station. The nearest airport is the Beverly Municipal Airport, with the nearest national and international service at Boston's Logan International Airport.



Population Overview



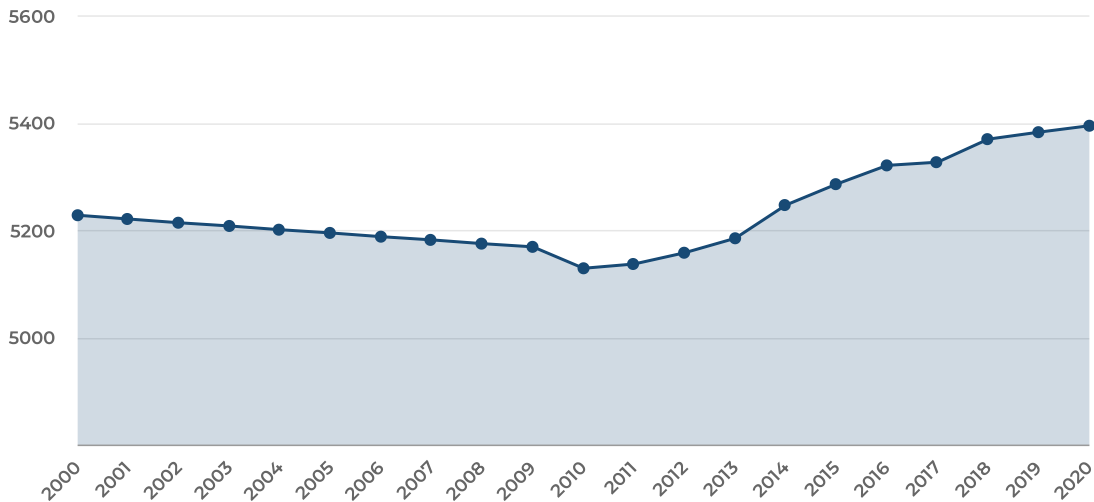
TOTAL POPULATION

5,395

▲ **.2%**
vs. 2019

GROWTH RANK

209 out of **351**
Municipalities in Massachusetts



* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



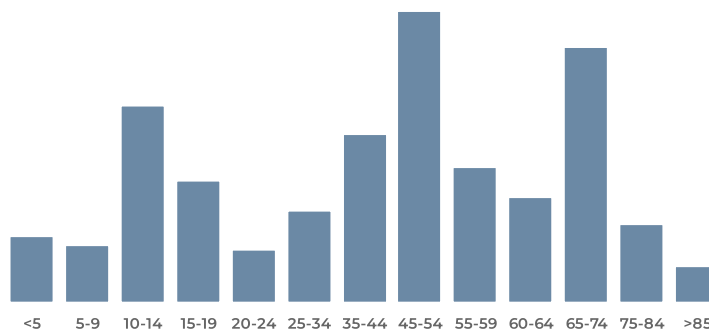
DAYTIME POPULATION

5,147

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

* Data Source: American Community Survey 5-year estimates

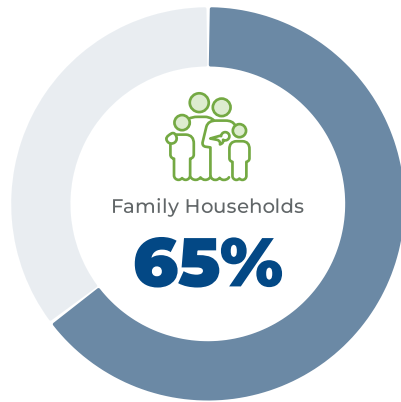


Household Analysis

TOTAL HOUSEHOLDS

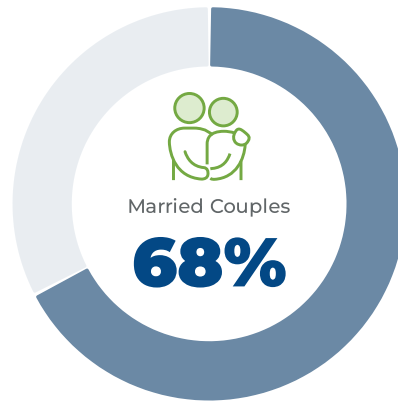
2,128

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▲ 38%

higher than state average



▲ 44%

higher than state average



▼ 30%

lower than state average



▲ 17%

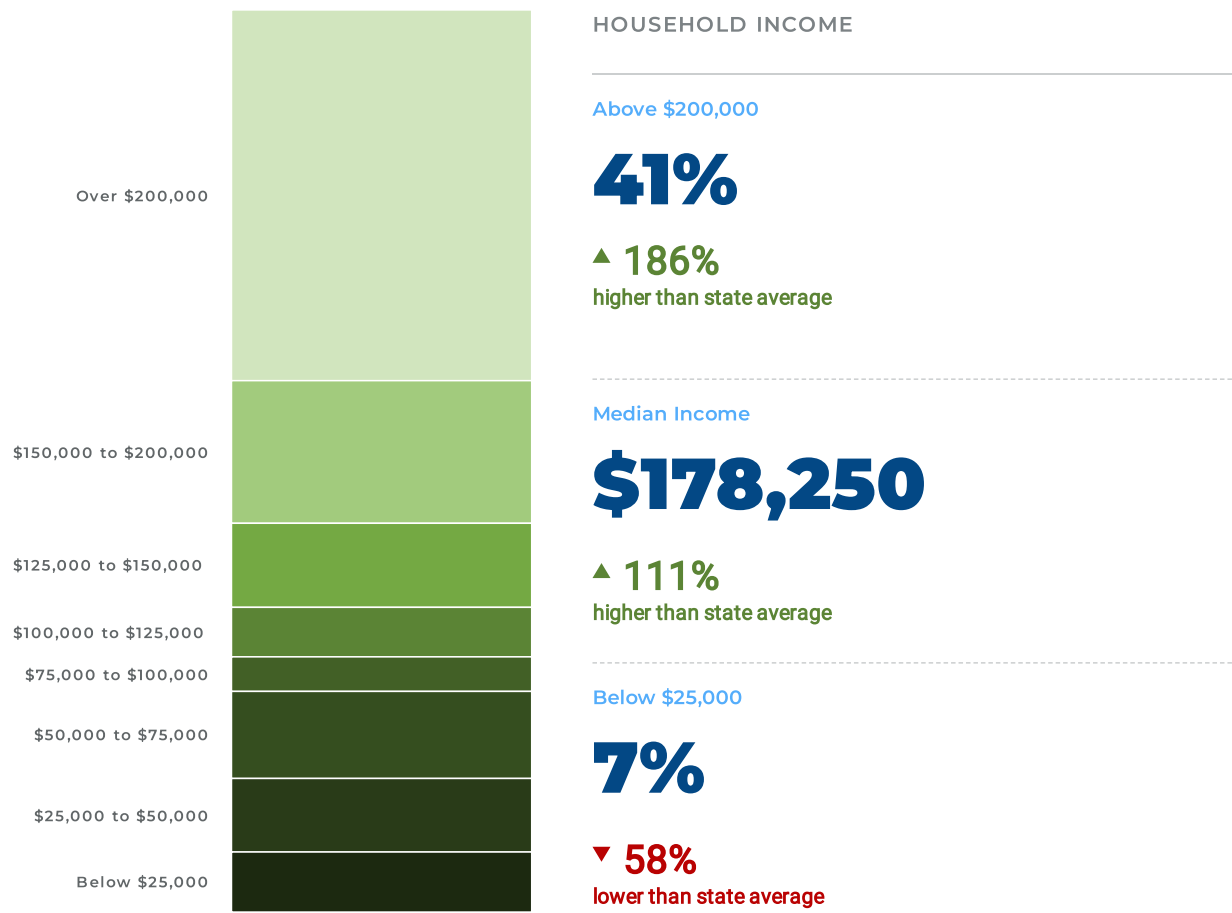
higher than state average

** Data Source: American Community Survey 5-year estimates*



Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



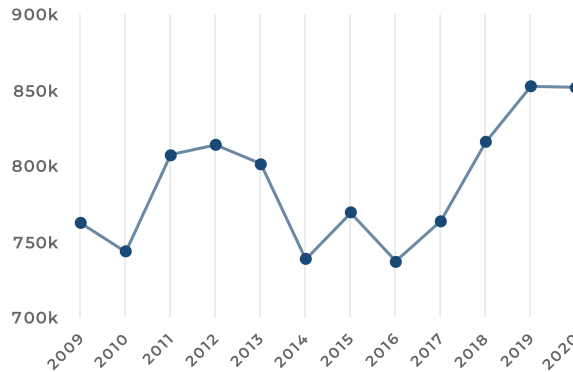
* Data Source: American Community Survey 5-year estimates



Housing Overview



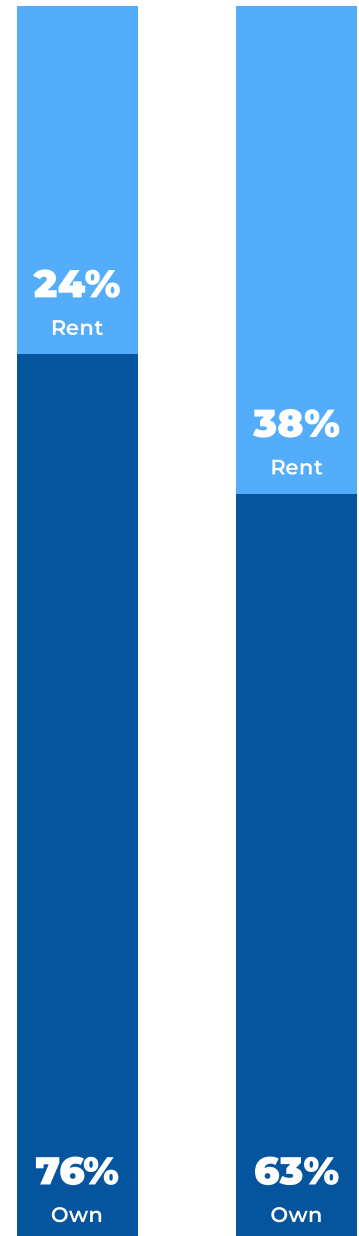
2020 MEDIAN HOME VALUE
\$851,800



* Data Source: 2020 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

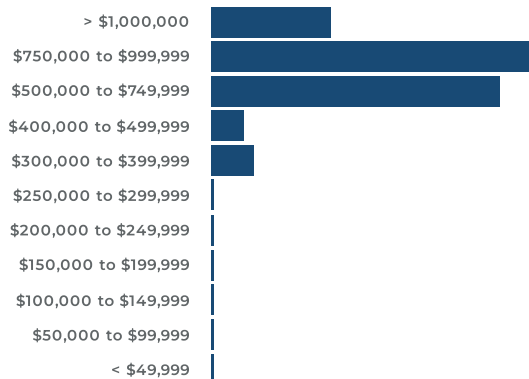
HOME OWNERS VS RENTERS

Manchester-by-the-sea State Avg.



* Data Source: 2020 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME VALUE DISTRIBUTION

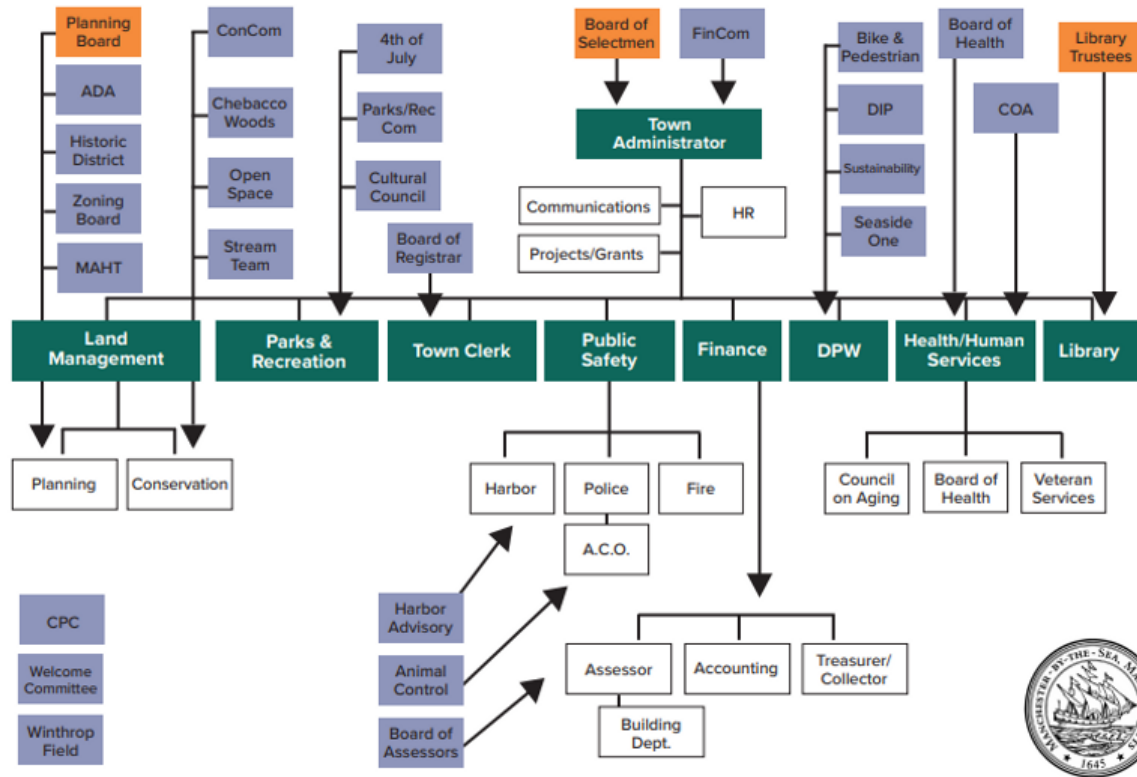


* Data Source: 2020 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.



Organization Chart

TOWN OF MANCHESTER-BY-THE-SEA ORGANIZATIONAL CHART



Town of Manchester-by-the-Sea Fund Structure

The Town of Manchester-by-the-Sea is organized internally on the basis of funds, or account groups, as described in the Division of Local Services Bureau of Accounts manual for the Uniform Massachusetts Accounting System (UMAS). These groups of accounts maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds account for basic services provided to the public; these include public safety, education, health and human services, culture and recreation, etc. These funds focus on short-term inflows and outflows of spendable resources as well as on balances of spendable resources. Such information is useful in assessing the town's short-term financing needs. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the year. Also, within governmental funds are categories that include general funds, capital project funds, special revenue funds, and permanent funds.

Proprietary funds, also known as enterprise funds, are used to account for those items that are business-type activities such as water and sewer services.

Fiduciary funds are used to account for resources held for the benefit of parties outside the government.

At the Annual Town Meeting, the Town votes on appropriations made for the following funds:

General Fund (*Governmental fund*)

The general fund is the primary operating fund. It accounts for all major governmental activities, including Education, Public Safety, Department of Public Works and other governmental activities. It accounts for all financial resources, including real estate and personal property taxes, excise and meals taxes, fees for services, and others, but does not include those required to be accounted for in another fund.

Enterprise Funds (*Proprietary fund*)

The Town operates two enterprise funds, Water Enterprise and Sewer Enterprise. The water fund is used to account for the town's water activities and the sewer fund is used to account for the town's sewer activities.



Financial Policies

The Town of Manchester's Finance Committee annually discusses financial policies and goals. In addition, through the budget process, ensure we are within our financial policy framework.

The town is audited annually by an outside audit firm. The report is available online at <https://www.manchester.ma.us/236/Accountant> and the most recent report is attached at the bottom of the web page. FY2021 is the sixth year the Town has submitted and received an award for our Annual Comprehensive Financial Report (ACFR), formerly known as a Comprehensive Annual Financial Report (CAFR), which is submitted to the GFOAs (Government Finance Officer's Association) certificate in achievement in financial reporting program.



Basis of Budgeting

In accordance with state and local by-laws, annually the town develops a balanced budget for the Select Board and Finance Committee to review and recommend to residents at the Annual Town Meeting (ATM) which usually occurs the first Monday in April. The general fund, capital project funds, and enterprise funds are reported using a UMAS (Uniform Massachusetts Accounting System) modified accrual basis, which means that revenues are recorded on a cash basis during the fiscal year and year-end adjusting entries for certain payments may be recorded in accordance to the Massachusetts Department of Revenue, Director of Accounts year-end guidance to Accountants and Auditors.

The Massachusetts Department of Revenue (DOR) approves property tax rates during the tax certification process usually done in November, governed under General Laws Chapter 59, Section 23. This approval ensures that all cities and towns have balanced budgets and that tax levies are within the limits set by Proposition 2½ (see Revenue Estimates and Analysis section). Appropriations, fixed costs, and any prior year deficits along with the approved property tax levy, estimated local revenues, and available prior year surpluses must be in balance in order to obtain DOR authorization to issue property tax bills.



Budget Timeline

BUDGET PROCESS TIMELINE

August/September

Identify Goals & Strategic Needs
Update Five-Year Financial Plan Forecasts

October

Operating and Capital Budget Manual sent out to Departments
Department leaders prepare their Operating and Capital Budget Requests

November

Town Administrator, Town Accountant, and FinCom Liaisons, as applicable, Review Initial Requests and Develop Operating and Capital Budgets

December

Preliminary Budget Presented to Finance Committee, Select Board & the Public

January & February

The Finance Committee and the Select Board Hold Budget Workshops
Proposed Final Budget presented to the Public

March

Final Budget adopted for presentation to the voters; final reports crafted

April

Proposed Operating and Capital Budgets Presented to Town Meeting

June/July

June 30 Current Fiscal Year 2023 Ends
July 1 Fiscal Year 2024 Begins
State Budget typically passed with Final State Aid numbers

|



BUDGET OVERVIEW



Balanced Budget Summary

	FY-2021	FY-2021	FY-2022	FY-2022	FY-2023	FY-2024	FY-23 / FY-24	
	BUDGETED	ACTUAL	BUDGETED	ACTUAL	BUDGETED	REQUESTED	Change +/-	%Change
REVENUES								
Local Taxes	29,571,298	29,638,711	30,055,926	29,945,554	30,972,687	31,513,940	541,253	1.75
State Aid	263,852	255,789	263,852	269,465	277,550	284,514	6,964	2.51
Local Receipts	2,169,000	2,800,002	2,502,000	3,025,325	2,556,880	2,590,380	33,500	1.31
Enterprise Funds (Water & Sewer)	2,549,187	3,014,184	2,601,472	2,687,383	2,676,900	2,740,130	63,230	2.36
Community Preservation Act Funds	374,500	552,554	669,104	580,042	1,189,500	506,229	(683,271)	-57.44
Available Funds	1,615,889	1,615,889	1,819,376	1,819,376	2,440,567	2,854,627	414,060	16.97
TOTAL REVENUES	36,543,726	37,877,128	37,911,730	38,327,145	40,114,084	40,489,820	375,736	0.94
EXPENDITURES								
General Government	4,647,168	4,433,903	4,752,109	4,663,252	4,983,930	5,214,828	230,898	4.63
Public Safety	3,540,942	3,587,558	3,657,427	3,781,688	3,925,446	3,902,118	(23,330)	-0.59
Public Works	2,142,576	1,935,485	2,189,914	2,076,580	2,319,592	2,335,627	16,035	0.69
Other Environmental	83,903	83,092	66,155	63,836	77,848	79,756	1,911	2.45
Human Services	352,213	250,810	358,757	266,953	345,993	425,431	79,438	22.96
Library Services	501,232	499,657	511,258	507,426	524,429	537,530	13,101	2.50
Parks & Recreation	360,512	381,094	367,422	355,443	366,093	423,386	57,293	15.65
Debt Service	1,174,802	1,174,801	1,119,928	1,119,927	1,035,563	895,075	(140,485)	-13.57
Enterprise Funds (Water & Sewer)	1,612,256	1,525,837	1,714,045	1,657,768	1,645,316	1,692,219	46,903	2.85
Manchester/Essex Regional School District	15,099,835	15,099,835	15,589,705	15,589,705	15,909,696	16,307,440	397,742	2.50
Manchester/Essex Regional School District Debt	2,948,032	2,926,954	2,851,524	2,851,524	3,007,431	2,783,599	(223,832)	-7.44
North Shore Agricultural & Technical School	169,045	165,589	184,523	184,523	223,380	245,081	21,701	9.71
Capital Improvements	2,848,100	-	3,290,425	-	3,356,429	4,568,300	1,211,875	36.11
Community Preservation Act (CPA)	374,500	552,554	669,104	580,042	1,189,500	506,229	(683,271)	-57.44
Warrant Articles	329,769	264,769	319,268	264,769	858,173	289,300	(568,873)	-66.29
Non-Appropriated Expenses	358,841	174,213	371,261	178,313	345,266	283,896	(61,370)	-17.77
TOTAL EXPENDITURES	36,543,726	33,056,153	38,012,825	34,141,748	40,114,084	40,489,820	375,736	0.94



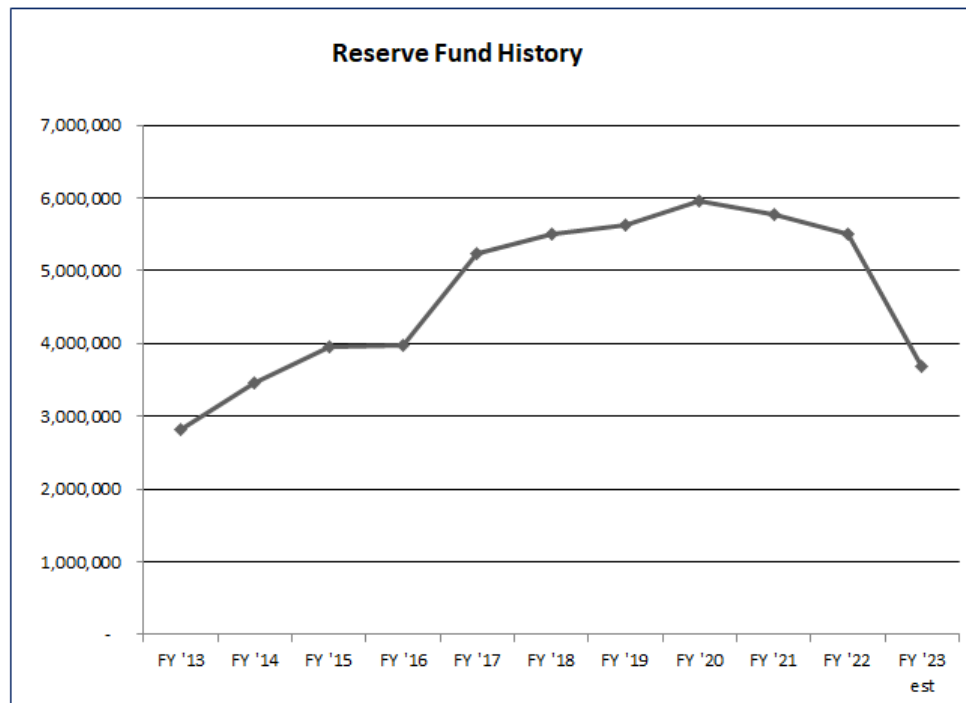
Free Cash, Retained Earnings and Reserves

This page summarizes what free cash, retained earnings, and reserves are and the town's different balances. The following definitions have been taken directly from the Municipal Finance Glossary. <https://www.mass.gov/doc/municipal-finance-glossary/download>

Free Cash – Remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year, actual receipts in excess of revenue estimated 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 June 30 balance sheet, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Director of Accounts.

Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise fund, which may be used to fund capital improvements, reimburse the general fund for prior-year subsidies, reduce user charges, or provide for enterprise revenue deficits (operating losses).

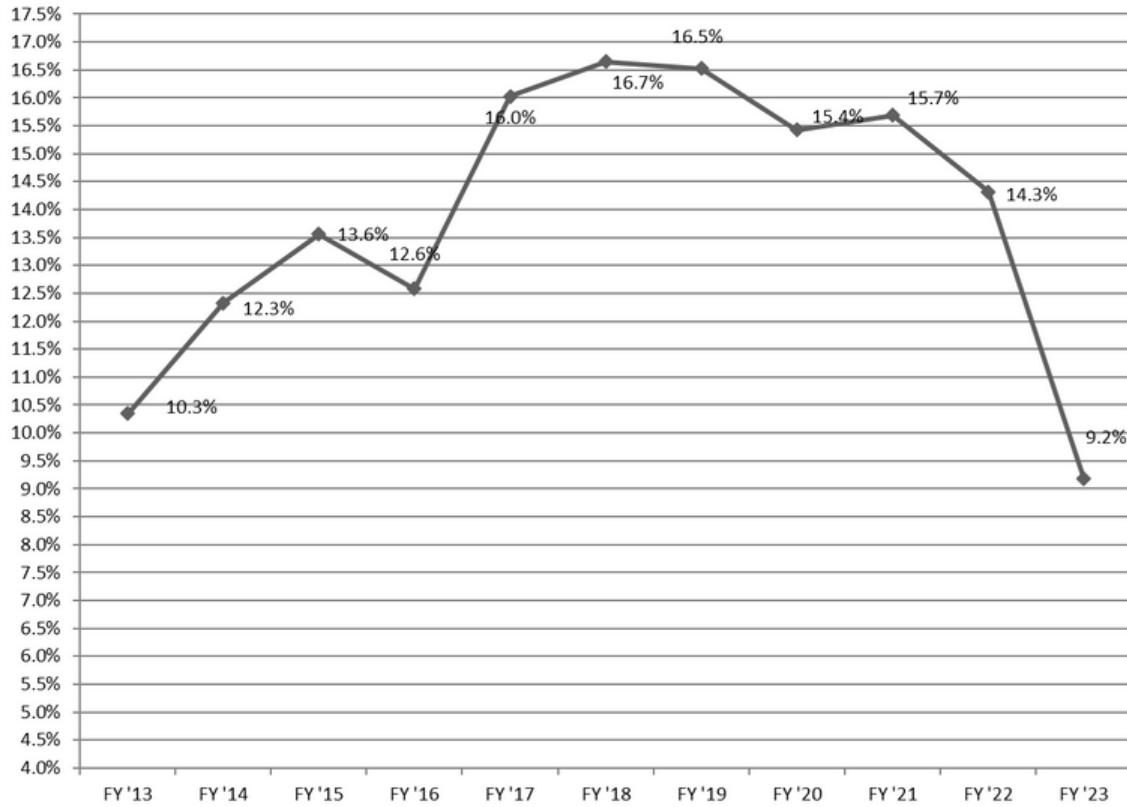
Reserves/Unreserved Fund Balance (Surplus Revenue Account) – The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected.



	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23 est.
STABILIZATION*	853,000	1,154,569	1,263,807	1,450,461	1,573,827	1,642,075	1,746,189	1,759,350	1,879,805	1,879,461	1,879,461
FREE CASH**	1,966,075	\$2,303,262	\$2,683,364	2,524,774	3,658,047	3,864,370	3,886,033	4,199,809	3,892,246	3,617,959	1,803,359
TOTAL RESERVES	2,819,075	3,457,831	3,947,171	3,975,235	5,231,874	5,506,445	5,632,222	5,959,159	5,772,051	5,497,420	3,682,820



RESERVES AS A PERCENTAGE OF TOTAL OPERATING BUDGET



	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23
TOTAL OPERATING BUDGET-STATE TAX RECAP	27,247,511	28,053,560	29,104,633	31,606,854	32,632,990	33,069,785	34,084,035	38,639,849	36,795,226	38,405,906	40,114,084
	10.3%	12.3%	13.6%	12.6%	16.0%	16.7%	16.5%	15.4%	15.7%	14.3%	9.2%





CERTIFIED RETAINED EARNINGS	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23 est
SEWER ENTERPRISE FUND	170,436	175,885	302,512	315,830	370,500	509,225	319,494	310,518	425,863	513,579	513,579
WATER ENTERPRISE FUND	134,595	216,866	288,460	395,085	402,988	528,033	280,596	318,576	581,459	376,402	101,402
TOTAL RETAINED EARNINGS	305,031	392,751	590,972	710,915	773,488	1,037,258	600,090	629,094	1,007,322	889,981	614,981



FUND SUMMARIES



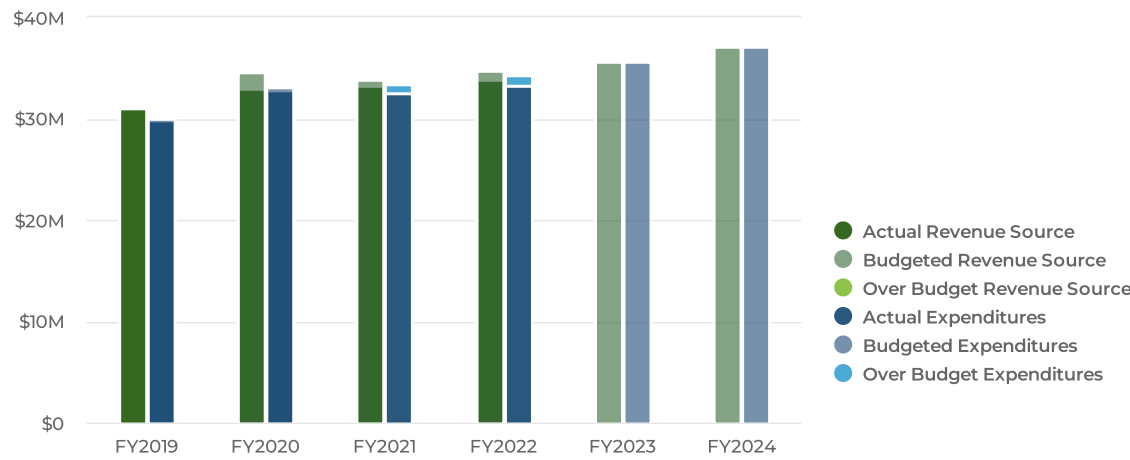


General Fund

The General Fund is the main operating account for the Town of Manchester. Revenues from property taxes, local receipts, and state aid make up the primary funding sources used to fund the town's operations. Expenses for all major town operating expenses are part of the General Fund.

Summary

The Town of Manchester-by-the-sea is projecting \$37.2M of revenue in FY2024. Budgeted expenditures are projected to increase from \$33.3M to \$37.2M in FY2024.



Over-budget expenditure amounts represent the use of free cash. FY2023 data is ongoing.

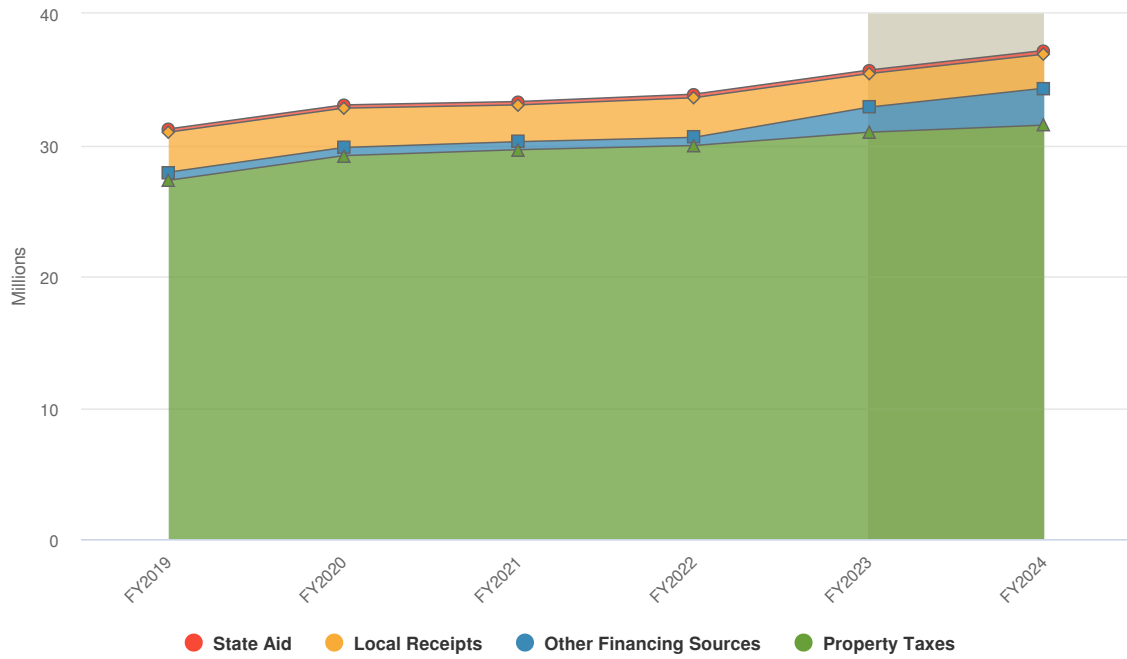
Revenue by Fund

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 undefined vs. FY2024 Budgeted (% Change)
General Fund	\$33,308,890	\$34,843,485	\$33,868,872	\$35,707,173	\$37,198,745	4.2%
Total General Fund:	\$33,308,890	\$34,843,485	\$33,868,872	\$35,707,173	\$37,198,745	4.2%



Revenues by Source

Budgeted and Historical 2024 Revenues by Source



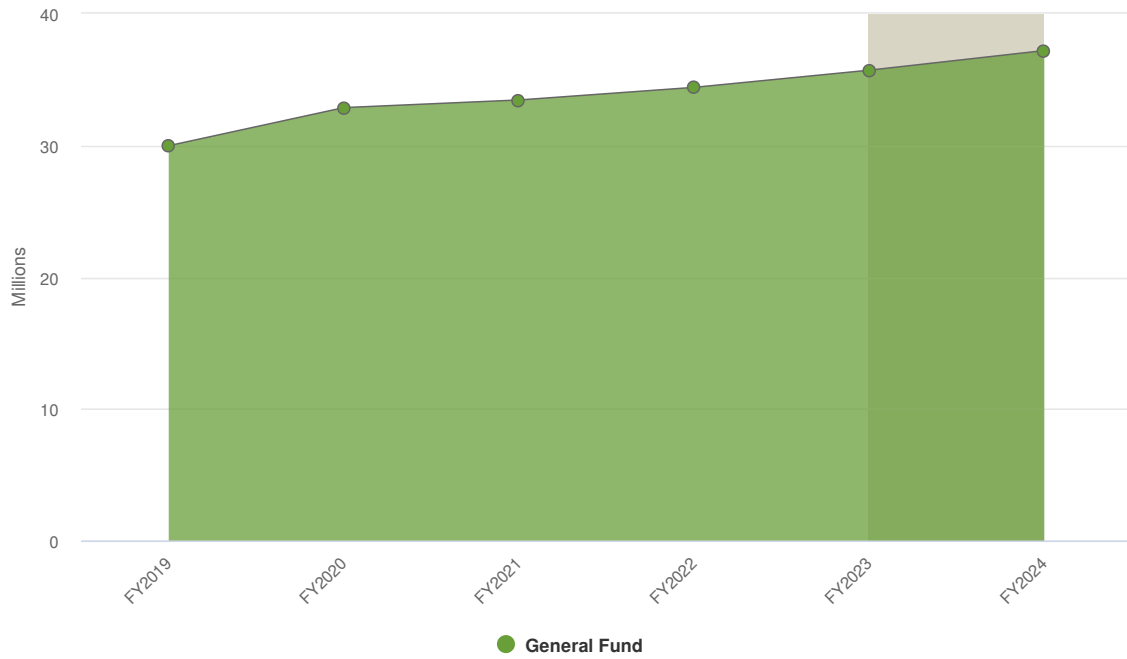
Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Property Taxes	\$29,642,667	\$30,006,021	\$29,960,061	\$30,972,687	\$31,513,940	1.7%
Local Receipts	\$2,800,002	\$2,653,000	\$3,018,539	\$2,556,880	\$2,590,380	1.3%
State Aid	\$255,789	\$256,489	\$269,465	\$268,424	\$284,514	6%
Other Financing Sources	\$610,431	\$1,927,975	\$620,807	\$1,909,182	\$2,809,911	47.2%
Total Revenue Source:	\$33,308,890	\$34,843,485	\$33,868,872	\$35,707,173	\$37,198,745	4.2%



Expenditures by Fund

Budgeted and Historical 2024 Expenditures by Fund



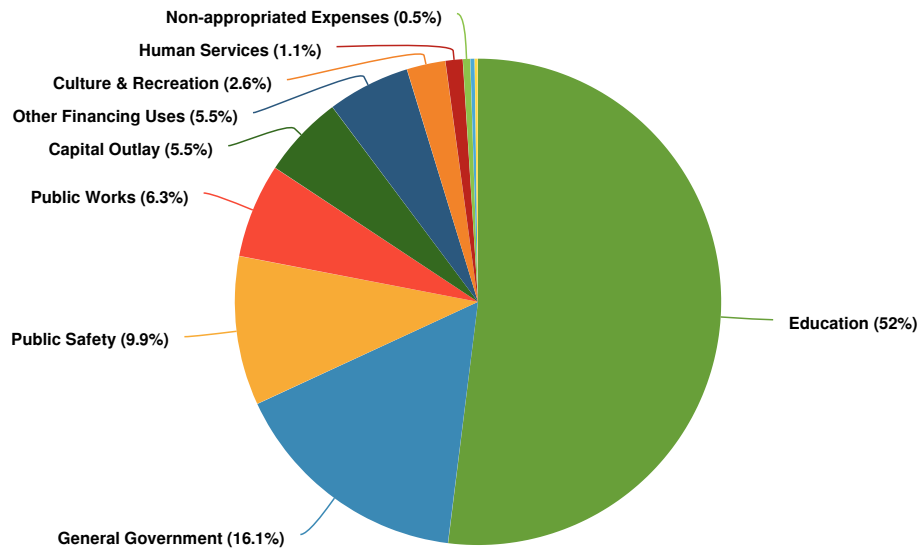
Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
General Fund	\$33,446,776	\$33,377,317	\$34,403,415	\$35,707,173	\$37,198,745	4.2%
Total General Fund:	\$33,446,776	\$33,377,317	\$34,403,415	\$35,707,173	\$37,198,745	4.2%

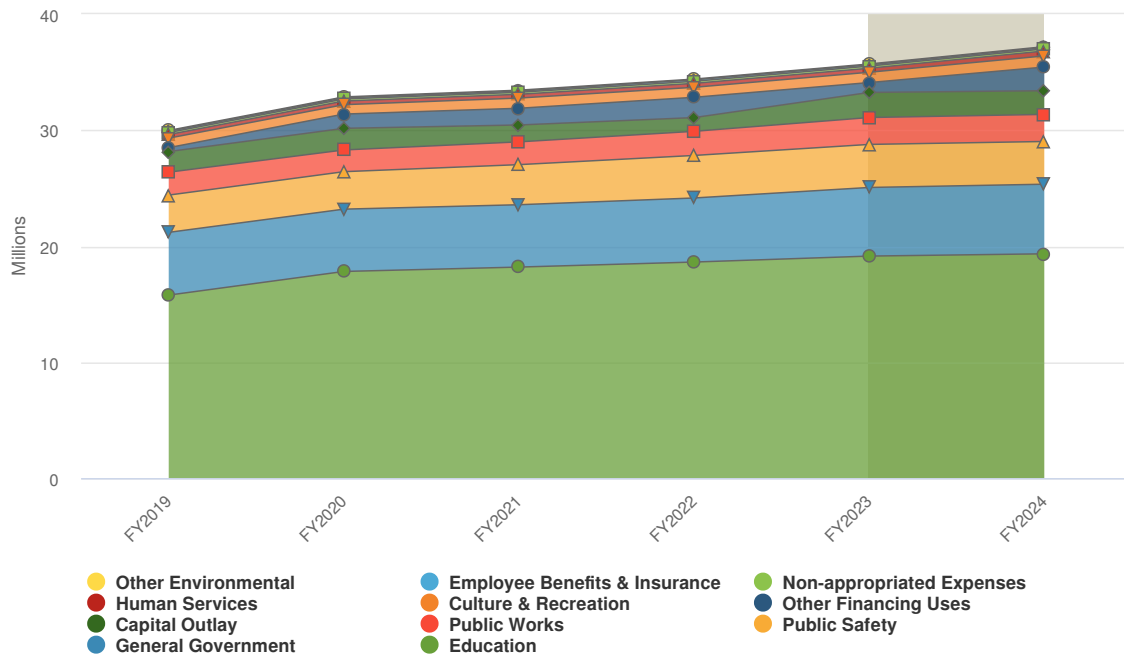


Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function



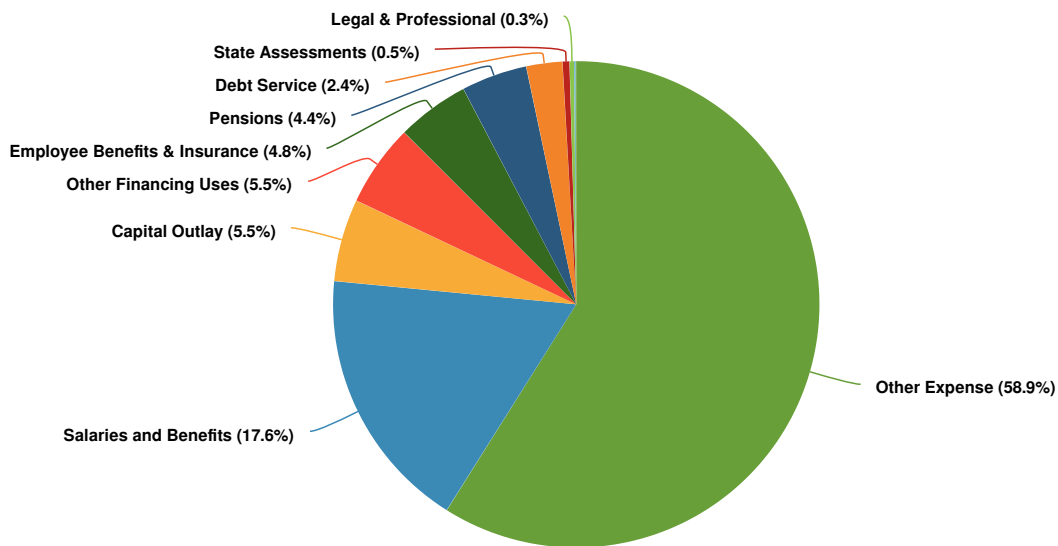
Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expenditures						
General Government	\$5,376,468	\$5,765,537	\$5,525,251	\$5,917,493	\$6,002,906	1.4%
Human Services	\$324,450	\$358,757	\$339,463	\$345,993	\$425,431	23%
Public Safety	\$3,457,228	\$3,476,699	\$3,668,019	\$3,712,479	\$3,684,491	-0.8%
Other Environmental	\$83,092	\$66,155	\$63,836	\$77,845	\$79,756	2.5%
Public Works	\$1,964,152	\$2,189,914	\$2,080,695	\$2,319,592	\$2,335,627	0.7%
Culture & Recreation	\$880,752	\$878,680	\$862,868	\$890,522	\$960,916	7.9%
Employee Benefits & Insurance	\$96,497	\$102,000	\$125,475	\$102,000	\$107,000	4.9%
Non-appropriated Expenses	\$174,213	\$183,898	\$178,572	\$186,995	\$183,898	-1.7%
Education	\$18,192,378	\$18,625,752	\$18,625,752	\$19,140,509	\$19,336,120	1%
Other Financing Uses	\$1,441,388	\$1,040,000	\$1,749,673	\$852,320	\$2,039,300	139.3%
Capital Outlay	\$1,456,158	\$689,925	\$1,183,810	\$2,161,425	\$2,043,300	-5.5%
Total Expenditures:	\$33,446,776	\$33,377,317	\$34,403,415	\$35,707,173	\$37,198,745	4.2%

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



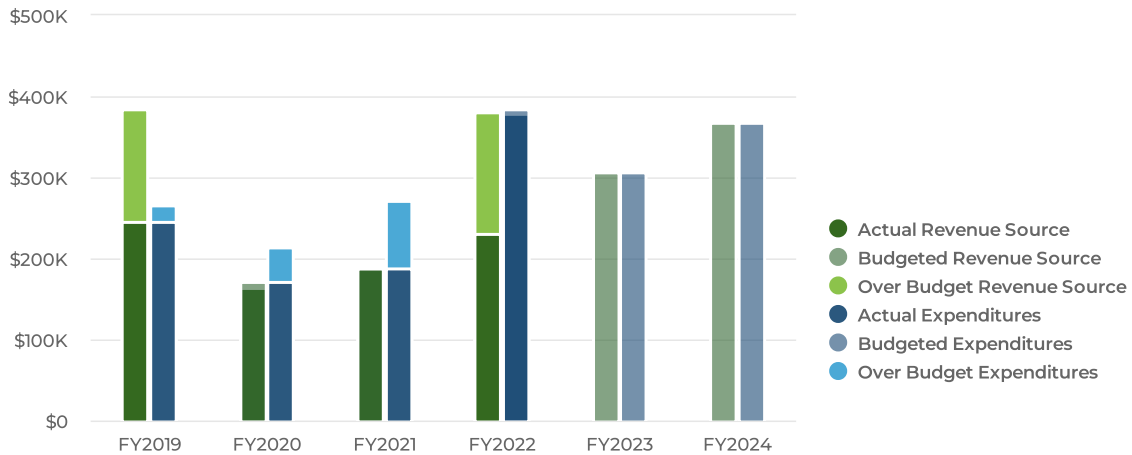


Harbor Master

The harbor fund is funded 100% by waterway funds which include mooring, dinghy, waitlist and dock fees as well as a portion of boat excise taxes. This fund includes expenses for harbor master salaries and operating expenses as well as capital outlay for the harbor.

Summary

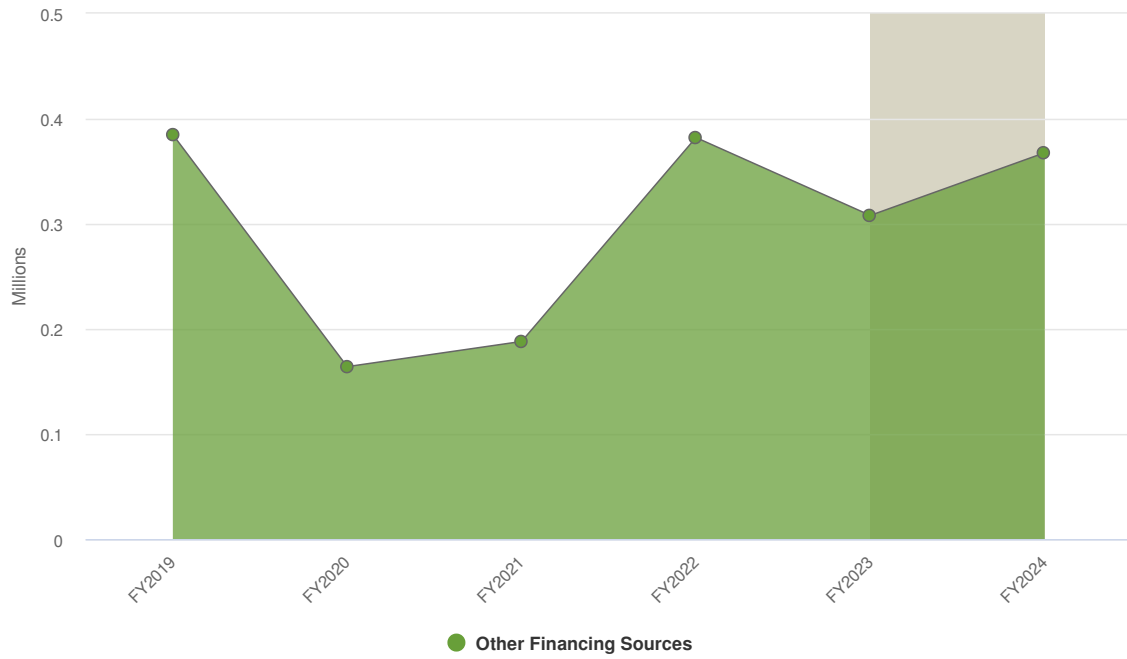
The Town of Manchester-by-the-sea is projecting \$317,627 of revenue in FY2023. Budgeted expenditures are projected to increase from to \$317,627 in FY2024.



Overbudget expenditure figures in the above table represent capital outlay on funds received in prior years that have been carried over as the projects progress.

Revenues by Source

Budgeted and Historical 2024 Revenues by Source



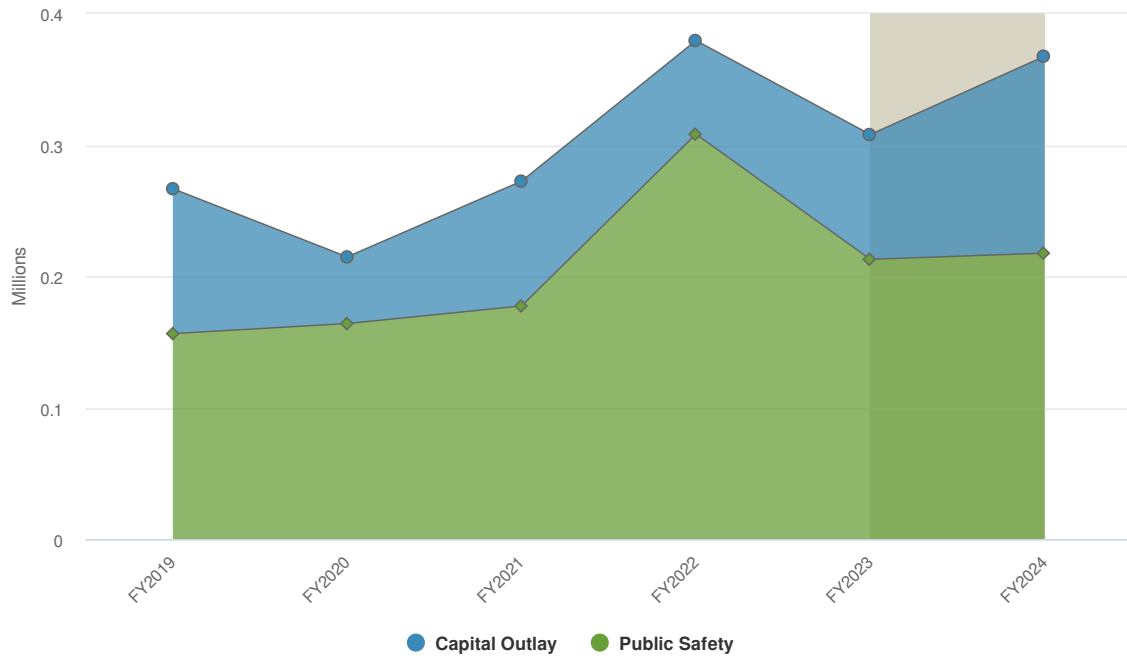
Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Other Financing Sources	\$188,020	\$230,728	\$382,072	\$307,969	\$367,627	19.4%
Total Revenue Source:	\$188,020	\$230,728	\$382,072	\$307,969	\$367,627	19.4%



Expenditures by Function

Budgeted and Historical Expenditures by Function



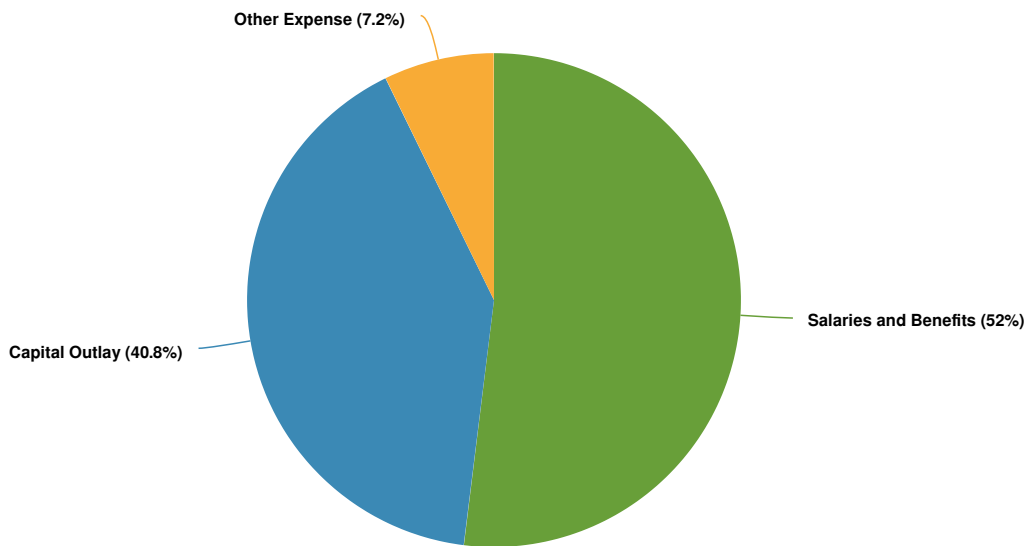
Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expenditures						
Public Safety	\$177,464	\$335,728	\$308,245	\$212,969	\$217,627	2.2%
Capital Outlay	\$95,016	\$50,000	\$71,278	\$95,000	\$150,000	57.9%
Total Expenditures:	\$272,479	\$385,728	\$379,523	\$307,969	\$367,627	19.4%

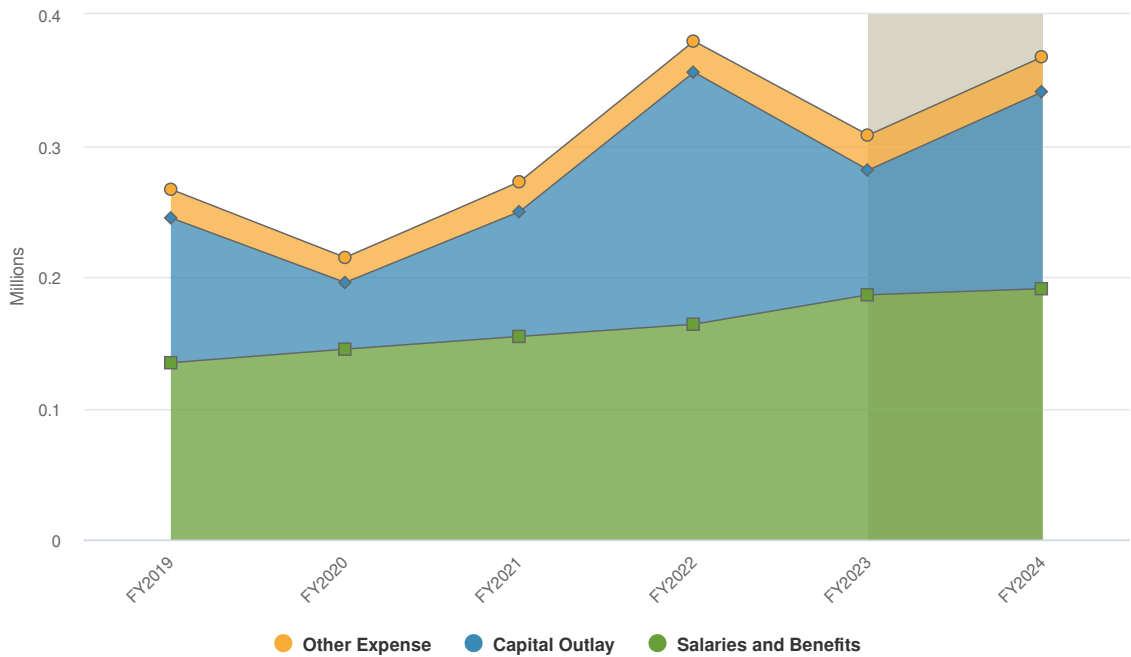


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits	\$154,672	\$157,468	\$163,968	\$186,359	\$191,017	2.5%
Other Expense	\$22,791	\$23,260	\$23,660	\$26,610	\$26,610	0%
Capital Outlay	\$95,016	\$205,000	\$191,895	\$95,000	\$150,000	57.9%
Total Expense Objects:	\$272,479	\$385,728	\$379,523	\$307,969	\$367,627	19.4%



The Community Preservation Act

The Community Preservation Act, M.G.L. Chapter 44B, was adopted by the Legislature and signed into law in September 2000. The CPA allows any city or town in the Commonwealth of Massachusetts to adopt a property tax surcharge of up to 3%; the revenues from which are matched by State funds. The combined funding from these two sources is used for the following purposes:

- Acquire, create and preserve open space; and rehabilitate and restore open space if acquired or created with CPA funds
- Acquire, preserve, rehabilitate and restore historic resources
- Acquire, create, and preserve land for recreation use; and rehabilitate and restore land for recreational use if acquired or created with CPA funds
- Acquire, create, preserve, and support community housing; and rehabilitate and restore community housing acquired or created with CPA funds

Each fiscal year, at least 10% of the revenues in the Community Preservation Plan must be spent or set aside for open space (excluding recreational uses), 10% for historic preservation, and 10% for community housing. Up to 5% may be spent on administration. The remaining 70% of funds may be allocated to any one or a combination of the three main uses, including public recreational purposes.



Community Preservation Act

The CPA in Manchester

The Community Preservation Act was approved by the citizens of Manchester at an initial tax surcharge of .5%. An increase of 1% was approved at the 2010 Town Election to its current rate of 1.5%. The Community Preservation Committee's responsibilities are to study the needs of the Town of Manchester in cooperation with various town boards, departments, organizations, and citizens and to solicit and evaluate proposals for the use of Community Preservation Act funds for the maximum benefit to the Town of Manchester. The CPC will vote and recommend at Town Meeting those projects which it deems will best achieve the purpose of the Community Preservation Act legislation in the areas of open space, historic preservation, affordable housing and recreation.

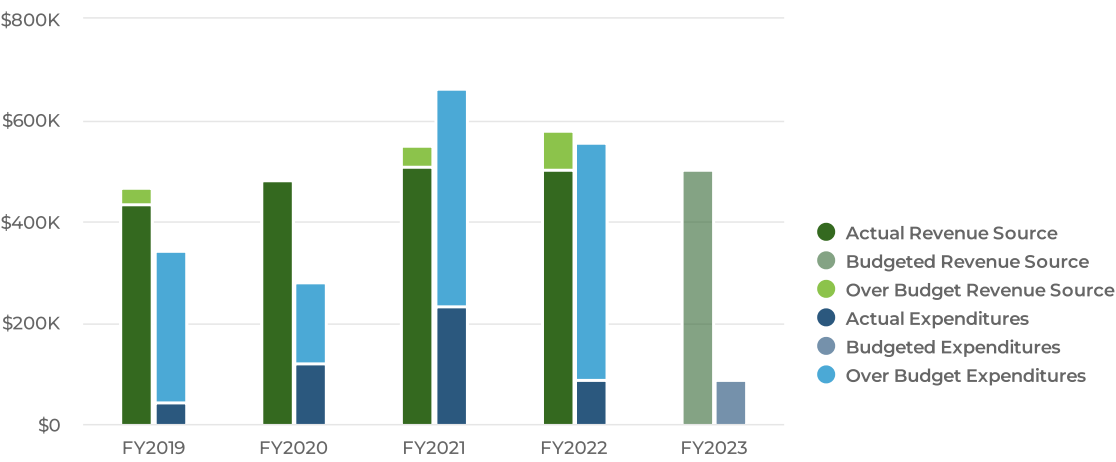
The deadline for applications to the CPC is December 1st* of each calendar year. CPC recommendations for which projects will go before Town Meeting will occur no later than the last day in February prior to Town Meeting in the spring. Please refer to the above link: CPA Funding Application Packet for more information on how to apply for CPA funds.

*When December 1 falls on a Sunday, the deadline will be Monday, December 2.



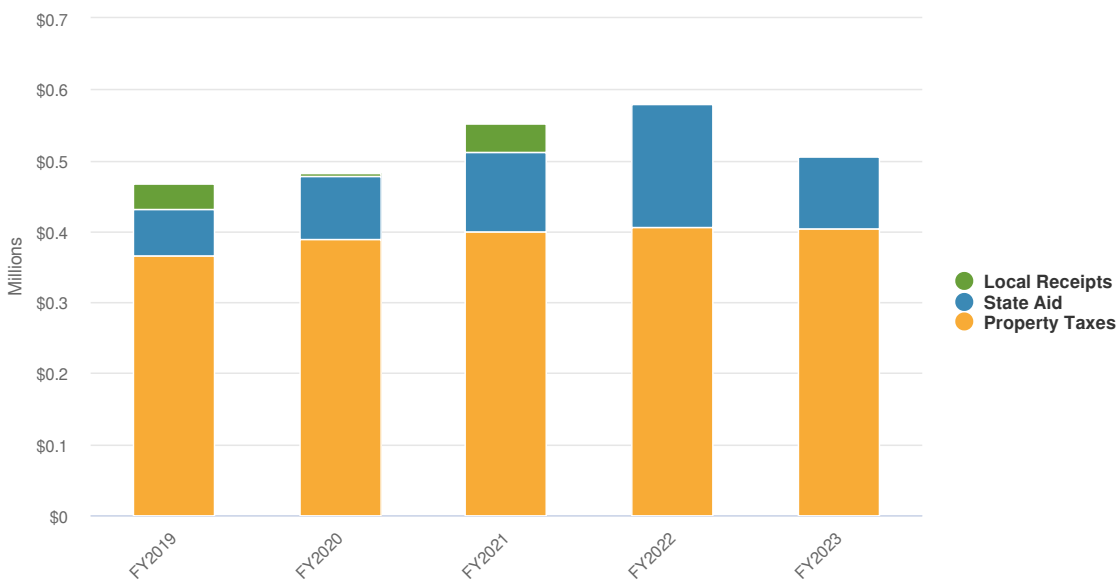
Summary

The Town of Manchester-by-the-sea is projecting \$506K of revenue in FY2024. Budgeted expenditures are projected to be \$506K compared to last fiscal year amount of \$88K.



Revenues by Source

Budgeted and Historical 2024 Revenues by Source



Local receipts are interest and investment income earned on CPA funds.



FY24 Summary of requests

The below chart shows the list of applications the CPC has received as of 12/15/2022. The Committee will review each project and potential funding over the course of the next couple months.

ARTICLE 8

			Estimated Revenue	Estimated Revenue	Estimated Revenue	Estimated Revenue	General
			General	Historic Preservation	Recreation/ Open Space	Affordable Housing	Undesignated FB
			FY-2024	FY-2024	FY-2024	FY-2024	FY-2023
1	Administrative costs	25,000	25,000				
2	Trail Maps, Brochure, & Electronic App (Bike/Ped)	3,129			3,129		
3	New Roof Chowder House & Restroom Tuck's	35,000					35,000
4	Sign at Coach Field Playground and Sweeney Park	10,000					10,000
5	Picnic Tables for Tuck's Point	8,000			8,000		
6	Sound Mitigation for Pickleball park	15,000			15,000		
7	Lifeguard Chair	2,100			2,100		
8	MAHT Affordable Housing Initiative	200,000					200,000
9	MHA Loading Place Rd Ext Door & Replacement	55,000				55,000	
10	Library Flooding Remediation & Generator	45,000		45,000			
11	Antique Fire Restoration	50,000		50,000			
12	Cemetery restoration	50,000		50,000			
13	Seaside 1 HVAC	8,000		8,000			
		506,229	25,000	153,000	28,229	55,000	245,000





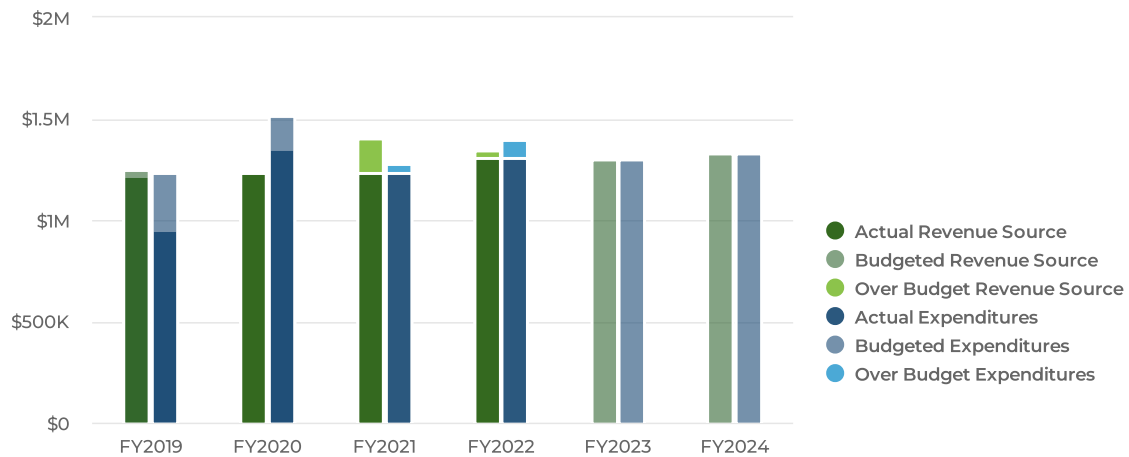
Sewer

The sewer fund is a proprietary fund also known as an enterprise fund. The town adopted the sewer enterprise fund which is used to account for the town's sewer activities. Fund revenues are primarily from user fees charged to residents and businesses. Enterprise funds are set up to be self-supporting, meaning the revenues brought in meet or exceed the expenditures appropriated to run the service. Costs of the fund are primarily, salaries, operating expenses and, as needed, capital infrastructure and indirect costs.

The Board of Selectmen serve as the water/sewer commissioners and as part of their responsibilities, review and approve the rates annually.

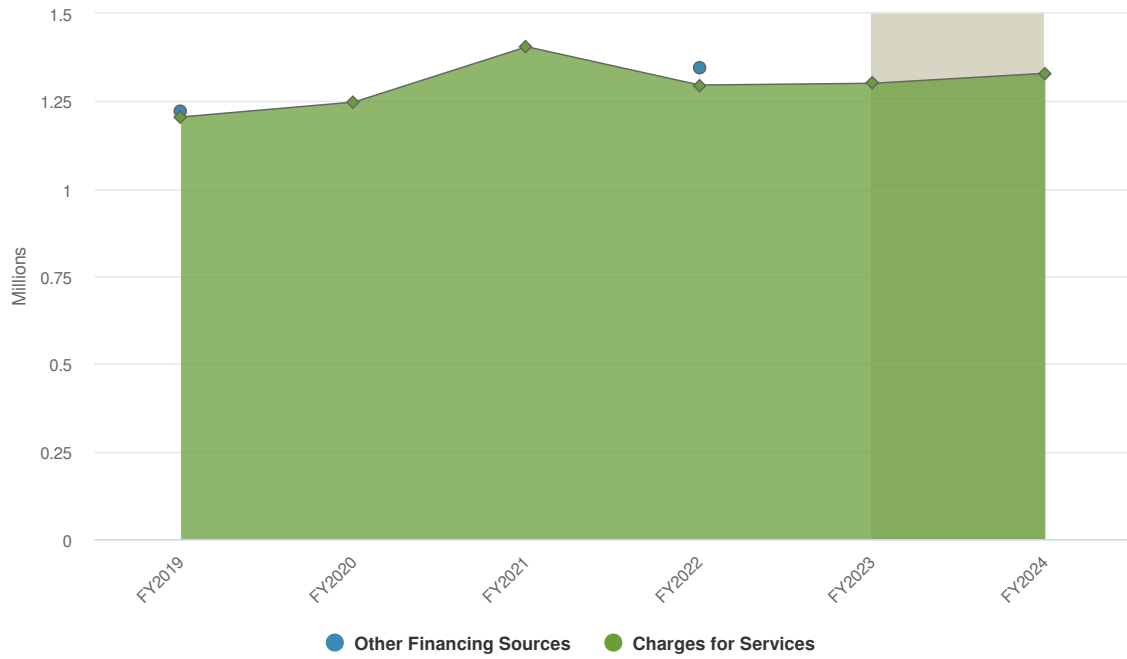
Summary

The Town of Manchester-by-the-sea is projecting \$1.3M of revenue in FY2024. Budgeted expenditures are projected to increase from \$994K to \$1.3M in FY2024.



Revenues by Source

Budgeted and Historical 2024 Revenues by Source



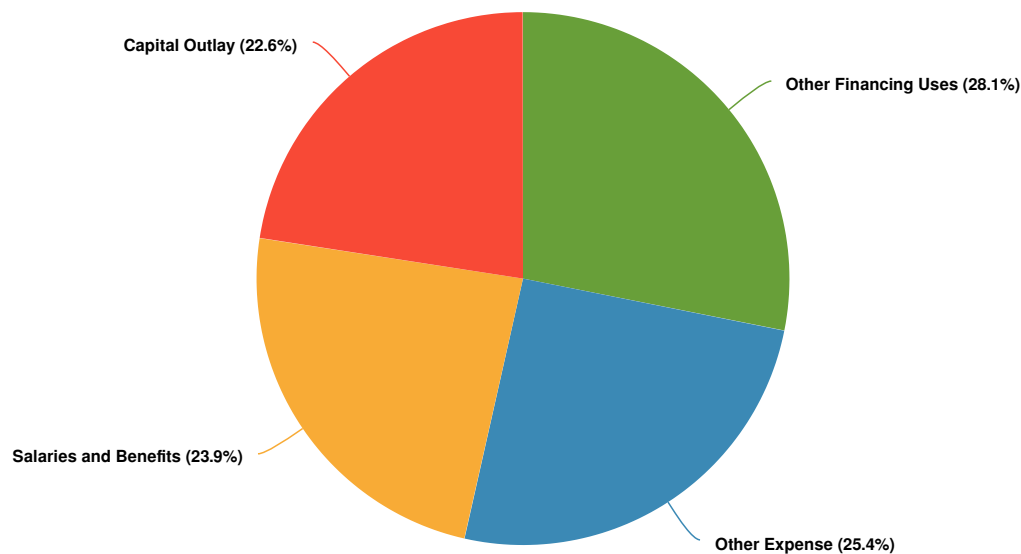
Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Charges for Services	\$1,405,468	\$1,260,822	\$1,296,175	\$1,301,120	\$1,329,707	2.2%
Other Financing Sources	\$0	\$50,000	\$50,000	\$0	\$0	0%
Total Revenue Source:	\$1,405,468	\$1,310,822	\$1,346,175	\$1,301,120	\$1,329,707	2.2%

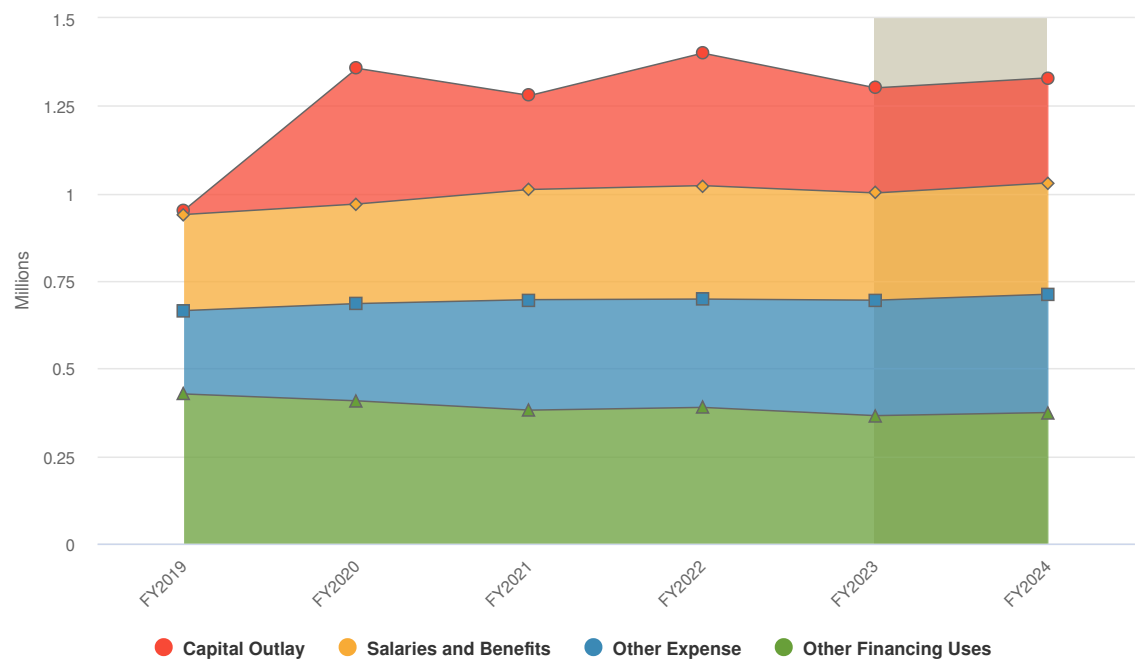


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits	\$314,613	\$365,484	\$323,990	\$306,233	\$317,763	3.8%
Other Expense	\$315,414	\$306,500	\$309,221	\$329,600	\$337,800	2.5%
Capital Outlay	\$268,329	\$250,000	\$378,244	\$300,000	\$300,000	0%
Other Financing Uses	\$380,993	\$388,838	\$388,838	\$365,287	\$374,144	2.4%
Total Expense Objects:	\$1,279,349	\$1,310,822	\$1,400,294	\$1,301,120	\$1,329,707	2.2%





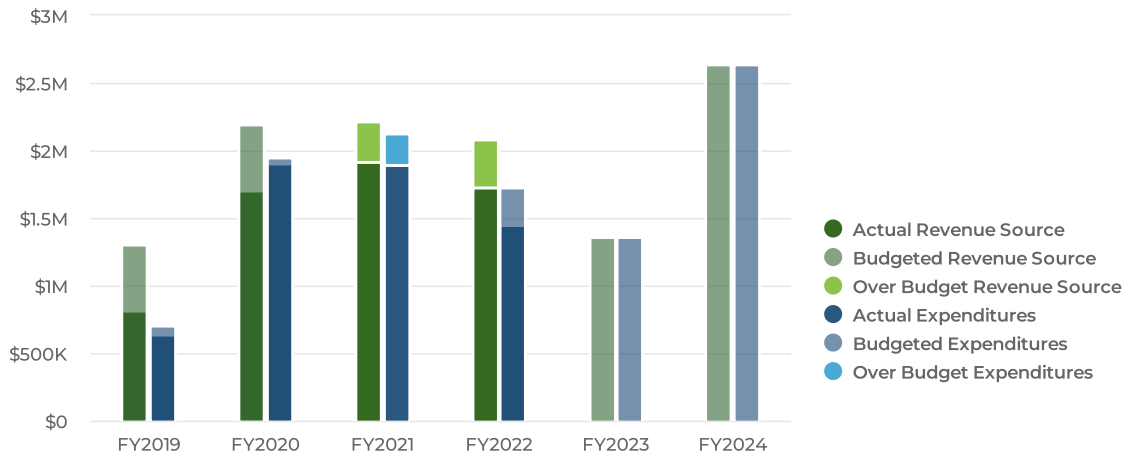
Water Fund

The water fund is a proprietary fund also known as an enterprise fund. The town adopted the water enterprise fund, which is used to account for the town's sewer activities. Fund revenues are primarily from user fees charged to residents and businesses. Enterprise funds are set up to be self-supporting, meaning the revenues brought in meet or exceed the expenditures appropriated to run the service. Costs of the fund are primarily, salaries, operating expenses and, as needed, capital infrastructure and indirect costs. Historically, the water fund has been subsidized by the general fund for capital expenditures with the goal of the water fund to 100% self-sustaining.

The Board of Selectmen serve as the water/sewer commissioners and as part of their responsibilities, review and approve the rates annually.

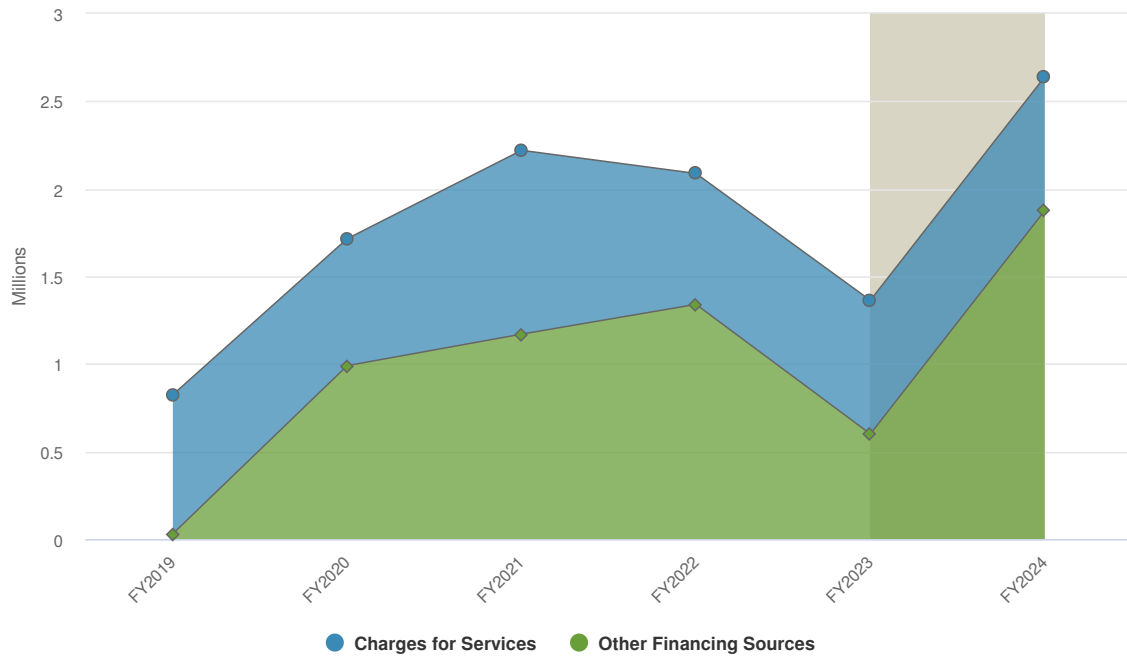
Summary

The Town of Manchester-by-the-sea is projecting \$1M of revenue in FY2024.



Revenues by Source

Budgeted and Historical 2024 Revenues by Source



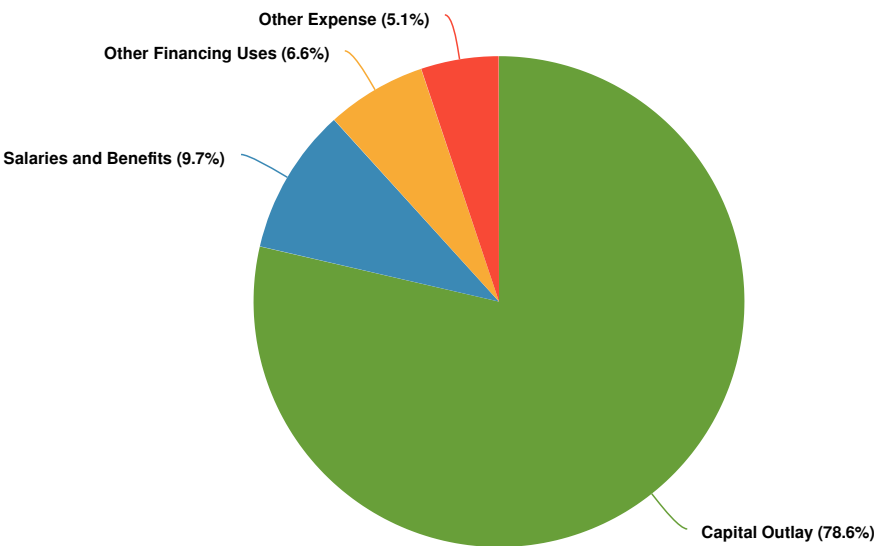
Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Charges for Services	\$1,049,593	\$742,998	\$747,565	\$763,060	\$764,273	0.2%
Other Financing Sources	\$1,170,000	\$990,000	\$1,340,000	\$600,000	\$1,875,000	212.5%
Total Revenue Source:	\$2,219,593	\$1,732,998	\$2,087,565	\$1,363,060	\$2,639,273	93.6%



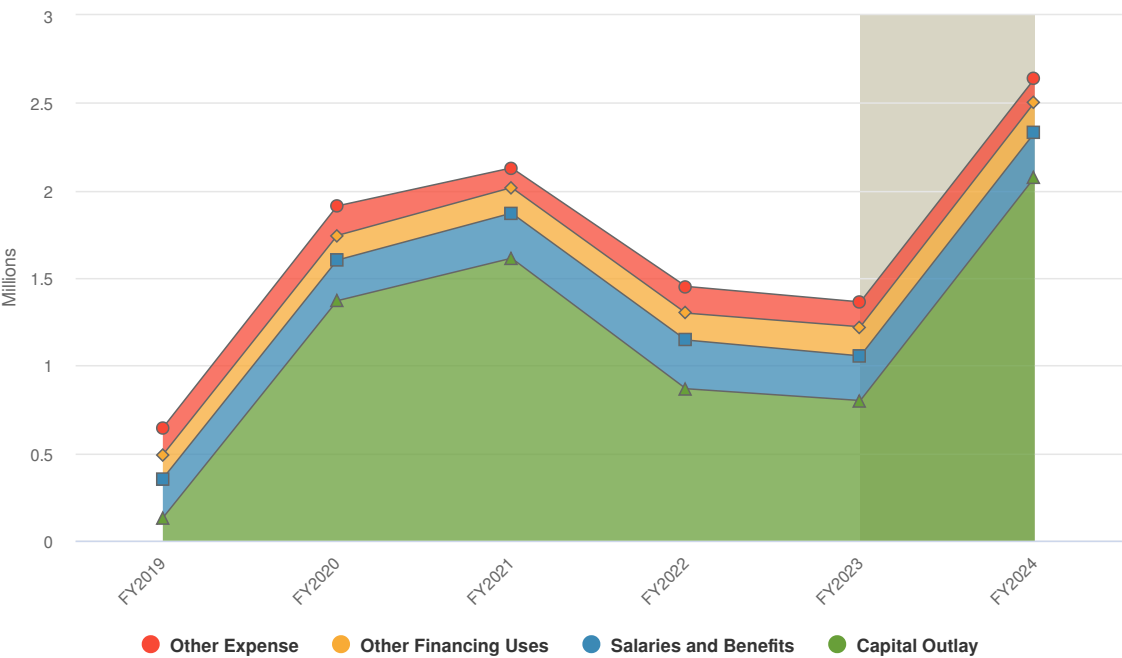
Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Over the past 5+ years the town has been working on the backlog of water infrastructure improvements.

Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits	\$257,289	\$305,909	\$278,299	\$254,763	\$255,006	0.1%
Other Expense	\$112,445	\$138,500	\$152,613	\$142,000	\$135,500	-4.6%
Capital Outlay	\$1,612,752	\$1,135,000	\$867,369	\$800,000	\$2,075,000	159.4%
Other Financing Uses	\$145,938	\$153,589	\$153,589	\$166,297	\$173,767	4.5%
Total Expense Objects:	\$2,128,424	\$1,732,998	\$1,451,871	\$1,363,060	\$2,639,273	93.6%



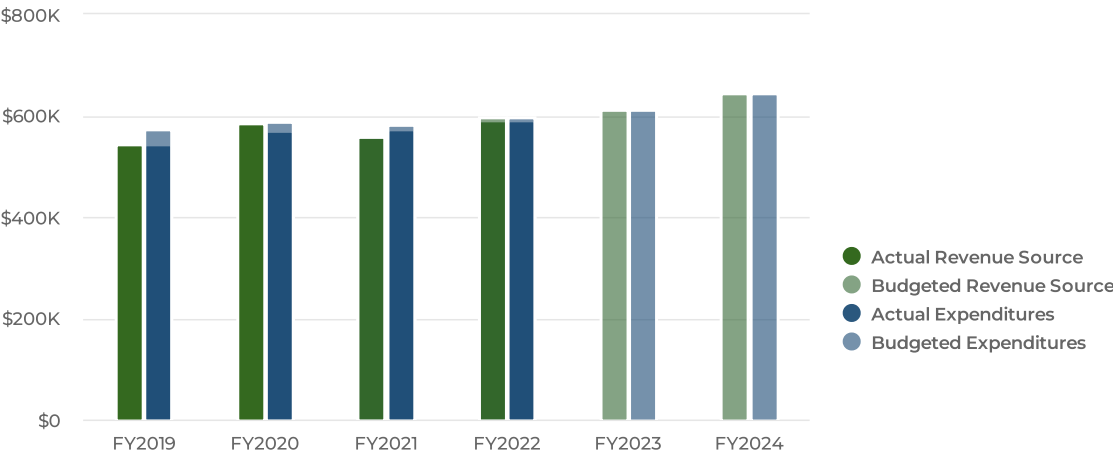


Water Treatment Plant

The water treatment plant fund is part of the water enterprise fund however separated to show the cost center of operating the water treatment plant as stand alone, not including the wells and pipe infrastructure.

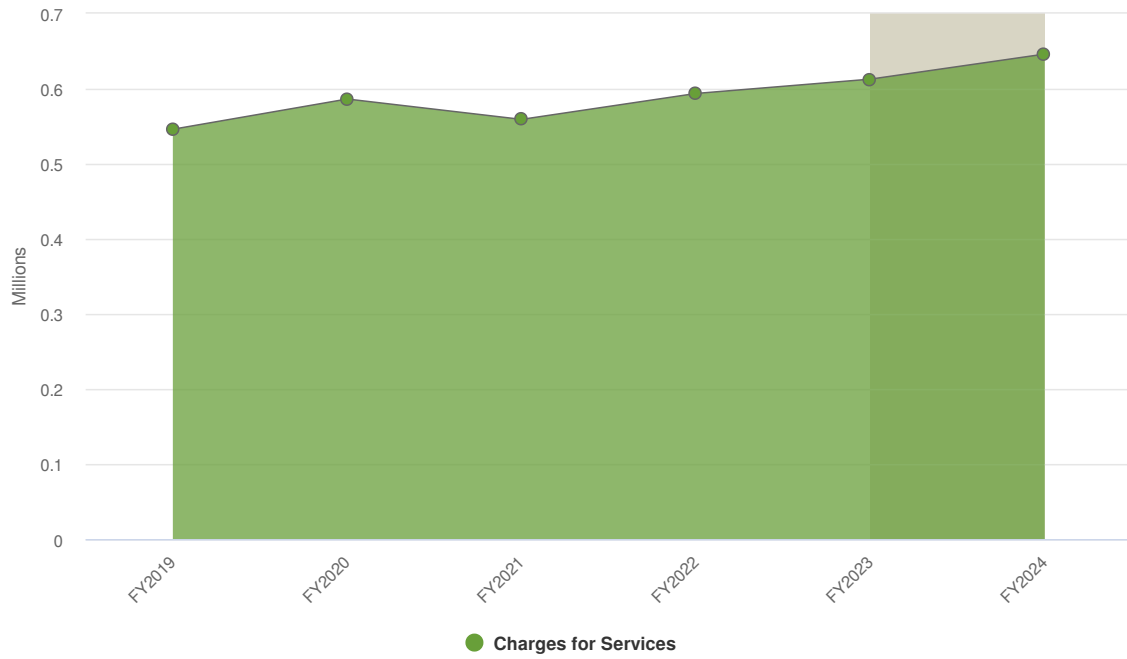
Summary

The Town of Manchester-by-the-sea is projecting \$646.15K of revenue in FY2024, which represents a 5.5% increase over the prior year. Budgeted expenditures are projected to increase by 5.5% or \$33.43K to \$646.15K in FY2024.



Revenues by Source

Budgeted and Historical 2024 Revenues by Source



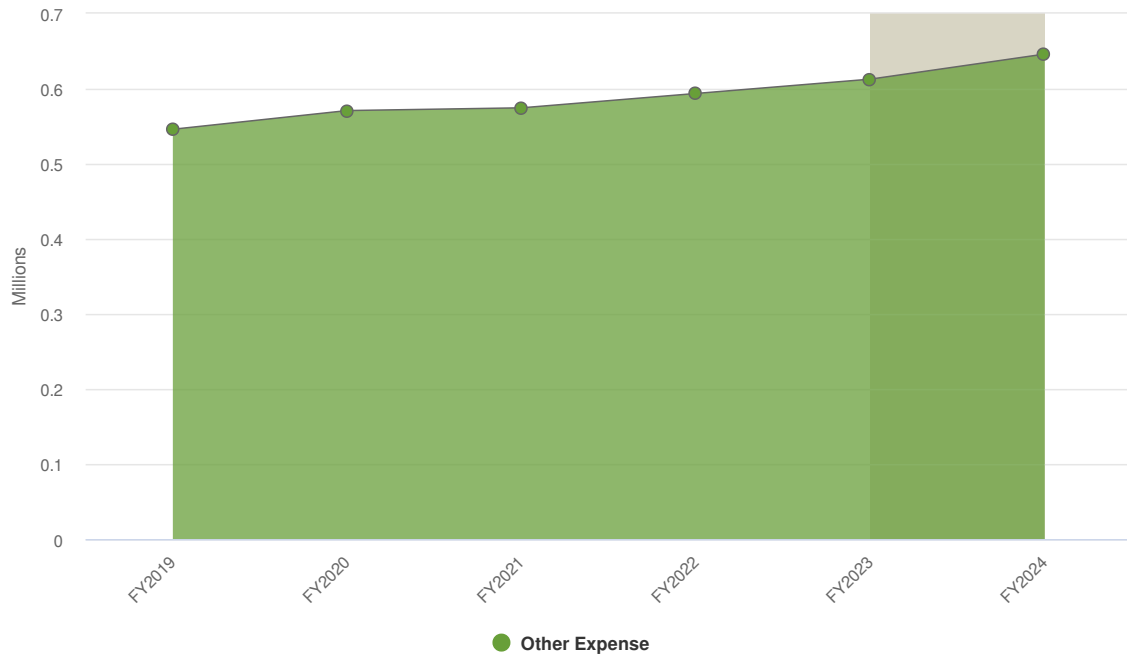
Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Charges for Services	\$559,123	\$597,652	\$593,643	\$612,720	\$646,150	5.5%
Total Revenue Source:	\$559,123	\$597,652	\$593,643	\$612,720	\$646,150	5.5%



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense	\$574,522	\$597,652	\$593,643	\$612,720	\$646,150	5.5%
Total Expense Objects:	\$574,522	\$597,652	\$593,643	\$612,720	\$646,150	5.5%





Affordable Housing Trust

The Manchester-by-the-Sea Affordable Housing Trust was established by Town Meeting vote in 2016 with the mission to increase diversity of housing options to meet the needs of Manchester's low and moderate income households. The Trust is comprised of a seven-member board of resident volunteers with experience and expertise in housing policy, finance, development, programs, and advocacy. The Town Planner, through funding from the Community Preservation Act, provides staff support to the Trust.

MISSION STATEMENT

The AHT will support affordable housing choice, diversity and opportunity in Manchester-by-the Sea; its actions will benefit those who cannot afford to rent or own a home in town, including seniors and local workers who provide valuable services to the town and are the backbone of the local economy.

The AHT is grounded in the principle that a diverse economic and demographic mix of residents is beneficial to the long-term well-being of the town, and a range of housing opportunities, enhanced by affordable community housing, is a means to support the broadest segment of the community. It is the AHT's Mission to:

- **Communicate** - Engage town residents in an inclusive manner to discuss the benefits of community housing, so that the AHT reflects a broad, community- supported mission.
- **Collaborate** - Work with town officials and boards to outline the mission, principles and goals of the AHT, and to foster community housing efforts.
- **Target Housing Need** - Promote additional community housing that is affordable and accessible to those with low and moderate incomes.
- **Provide Support** - Encourage, deliver and sustain housing opportunities, choice and financial support for town residents burdened by high rents and home prices.
- **Promote Community Housing** - Increase the inventory of community affordable housing units that count on the state's Subsidized Housing Inventory with a goal of at least 10% of the total Manchester-by-the Sea housing stock.
- **Be Timely** - When pursuing development plans, be responsive to demographic and housing trends, such as the increasing aging population, growing number of households in town, and the loss of rental housing as homeownership units have increased.
- **Encourage Design for Excellence** - Promote aspirational design principles to guide the development of community housing- with style and a sense of place that is appropriate, energy efficient and contextual.

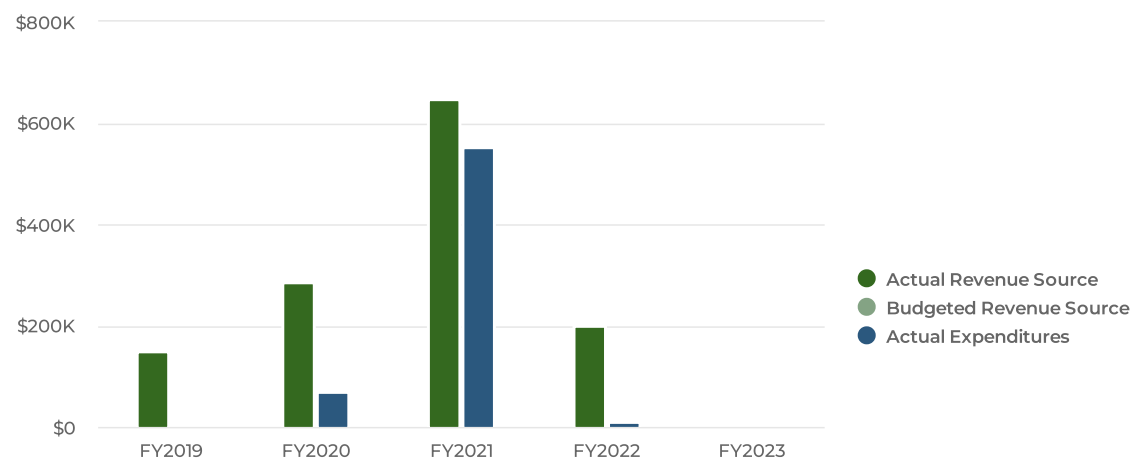
OPERATING PRINCIPLES

To further its mission and promote affordable community housing options, choice and diversity, the AHT will follow these operating principles:

- **Use Resources Wisely** - Use available financial and in-kind resources, including an allocation of local Community Preservation Funds, to promote the planning and development of community housing.
- **Seek Proposals for Community Housing** - Prepare Request for Proposals to solicit community housing applications, using AHT funds and publicly-owned land to leverage private development and secure additional funding.
- **Address Policy and Zoning** - Advocate for housing and zoning policies that facilitate community housing
- **Pursue Community Housing Opportunities** - Identify specific opportunities to create community housing, such as utilizing unused town-owned land, or partnering with the Housing Authority to consider creative use of existing properties.
- **Be A Partner in Development for the Good of the Town** - Engage with and encourage developers to pursue well-designed proposals that include community housing.
- **Encourage Development of a Variety of Purpose-Built Projects** - Promote housing unit types and sizes with reasonable rents or prices to match the diversity of community needs.
- **Undertake Small Actions, With Meaningful Results** - Provide creative financial assistance to make rental or homeownership housing affordable to the greatest number of income eligible households.



Summary



Expenditures by Expense Type

Name	FY2021 Actual	FY2022 Actual
Expense Objects		
Other Expense	\$553,926	\$11,376
Total Expense Objects:	\$553,926	\$11,376





Other Post-Employment Benefit Trust (OPEB)

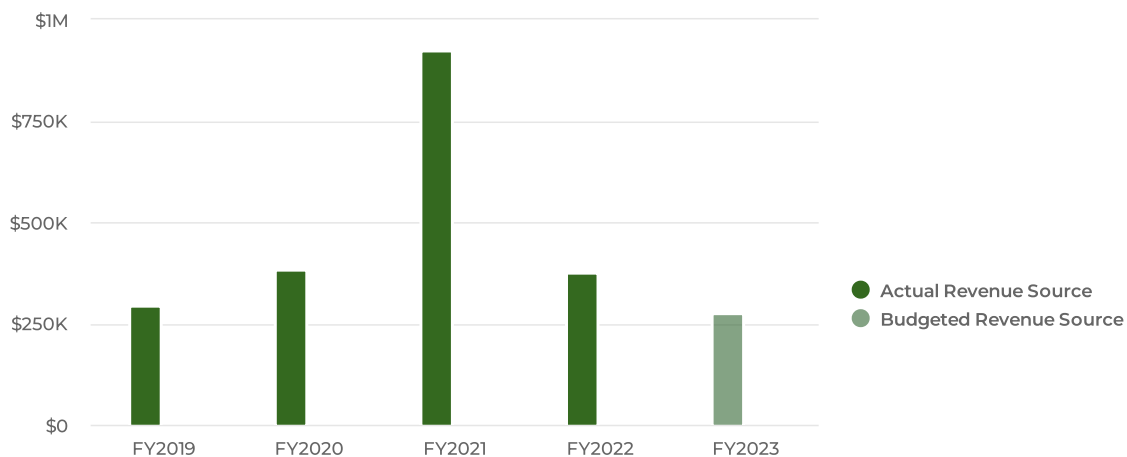
'Other Post-Employment Benefits Liability Trust Fund' or 'OPEB Fund'; a trust fund established by a governmental unit for the deposit of gifts, grants, appropriations and other funds for the: (1) benefit of retired employees and their dependents, (2) payment of required contributions by the unit to the group health insurance benefits provided to employees and their dependents after retirement and (3) reduction and elimination of the unfunded liability of the unit for such benefits. More information can be found on the State of Massachusetts' website: <https://malegislature.gov/laws/generallaws/parti/titleiv/chapter32b/section20>

The town established the OPEB trust in April 2012. In April of 2014, the Town transferred the town's OPEB assets to the state's Pension Reserve Investment Trust (PRIT) who manages the trusts' assets. Many municipalities contribute to PRIT with OPEB funds.

The town contributes 2-3% annually to the trust with the goal of fully funding the town's OPEB liability by 2033.

Summary

The Town of Manchester-by-the-sea is projecting \$289,300 of revenue from the general fund in FY2024, which represents a 4% increase over the prior year. No budgeted expenditures from this fund are expected in FY2024.



April 2023 Annual Town meeting, if the OPEB recommendation of \$289,300 is approved, these funds will be transferred at the end of FY2023.

Actual revenue reported in the tables of this report includes investment income as well as unrealized gains and losses. FY2021 was an anomaly of a year where the OPEB investment income and unrealized gains and losses were significantly more than in the prior year.



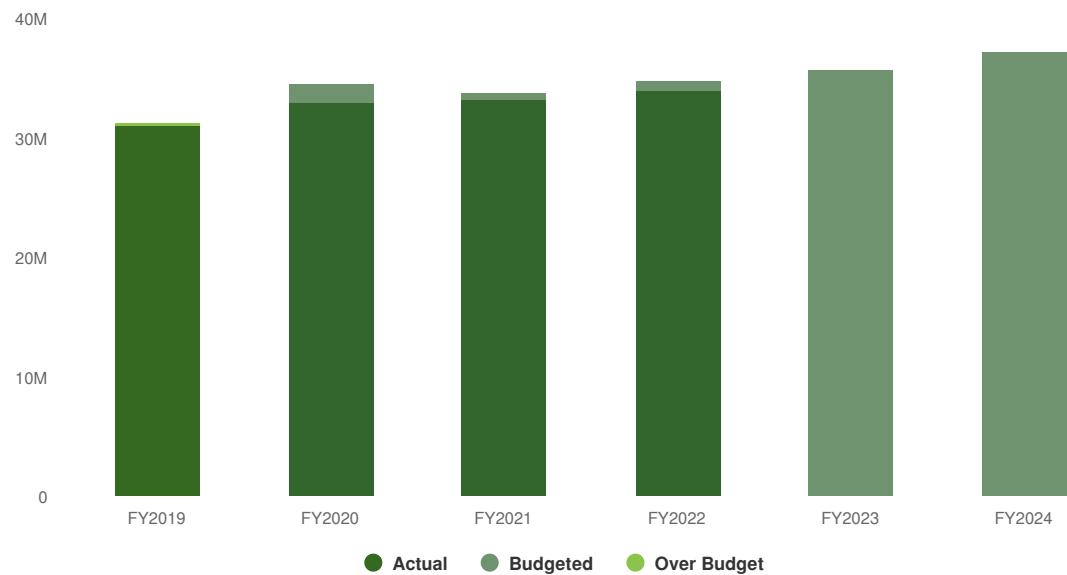
FUNDING SOURCES



Governmental Fund Revenues Summary

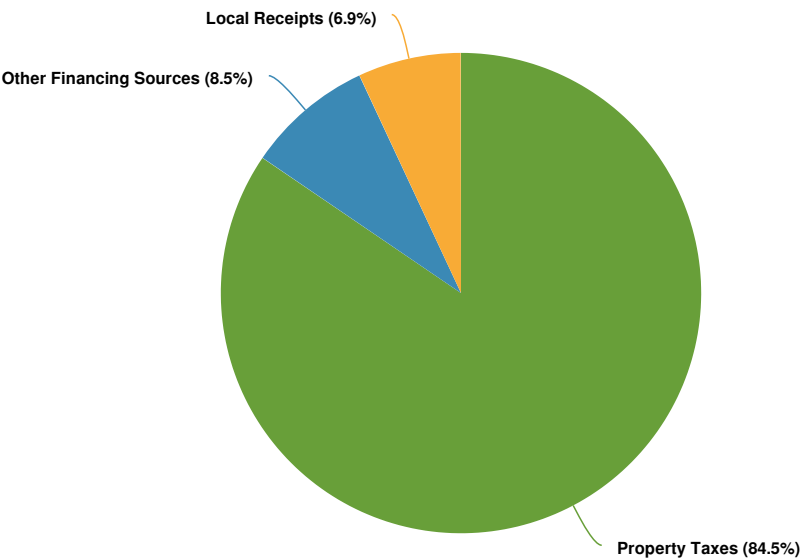
\$37,281,858 **\$1,535,140**
(4.29% vs. prior year)

Governmental Fund Revenues Proposed and Historical Budget vs. Actual

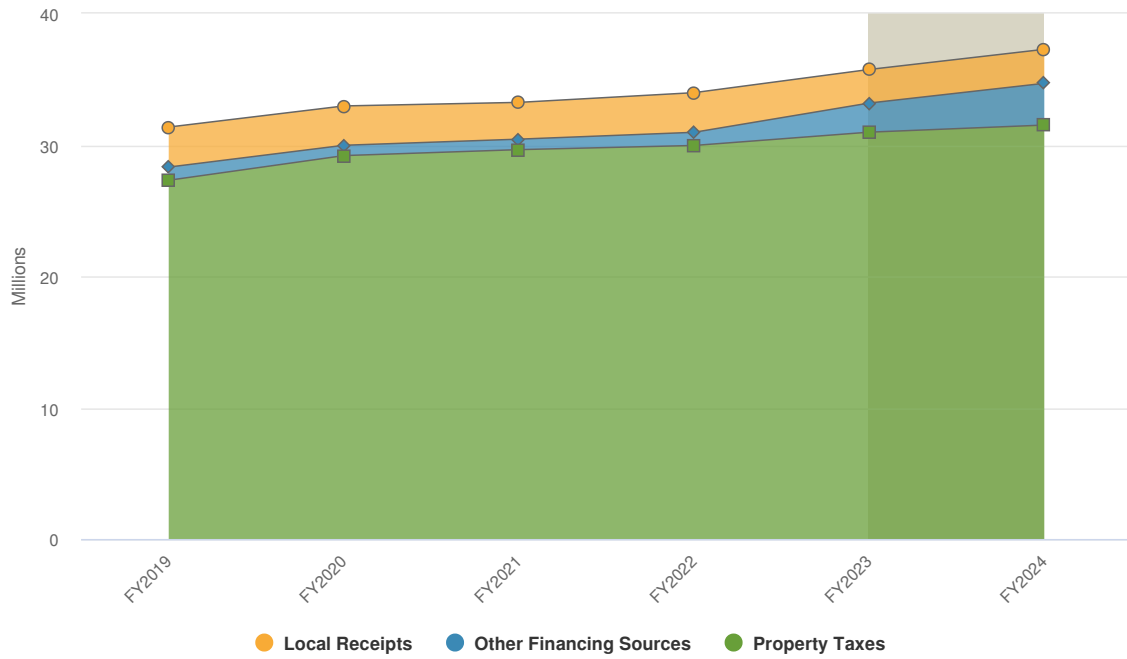


Revenues by Source

Projected 2024 Revenues by Source



Budgeted and Historical 2024 Revenues by Source



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Revenue Source						
Property Taxes						
Real Estate Taxes	\$28,918,478	\$29,278,555	\$29,215,687	\$30,227,687	\$30,768,940	1.8%
Personal Property Taxes	\$720,233	\$727,466	\$729,867	\$745,000	\$745,000	0%
Other	\$3,957	\$0	\$14,507	\$0	\$0	0%
Total Property Taxes:	\$29,642,667	\$30,006,021	\$29,960,061	\$30,972,687	\$31,513,940	1.7%
Local Receipts						
Licenses & Permits	\$324,357	\$310,000	\$388,205	\$310,000	\$313,500	1.1%
Miscellaneous	\$154,170	\$4,000	\$62,861	\$54,000	\$54,000	0%
Motor Vehicle Taxes	\$965,309	\$975,000	\$1,097,723	\$965,000	\$995,000	3.1%
Boat Taxes	\$16,887	\$15,000	\$15,381	\$15,000	\$15,000	0%
Meals Tax	\$45,230	\$50,000	\$70,846	\$60,000	\$40,000	-33.3%
Other Fees	\$126,021	\$60,000	\$129,082	\$130,380	\$130,380	0%
Fines	\$39,002	\$50,000	\$43,843	\$30,000	\$30,000	0%
Betterment	\$48,260	\$0	\$23,973	\$30,000	\$30,000	0%
Rentals	\$236,299	\$175,000	\$255,700	\$230,000	\$230,000	0%
Trash	\$348,619	\$320,000	\$326,695	\$310,000	\$310,000	0%
Recreation	\$149,587	\$280,000	\$294,496	\$124,500	\$124,500	0%
Ambulance	\$223,068	\$230,000	\$203,745	\$200,000	\$220,000	10%
Investments	\$34,177	\$120,000	\$18,299	\$34,000	\$34,000	0%



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Other	\$89,018	\$64,000	\$87,690	\$64,000	\$64,000	0%
Total Local Receipts:	\$2,800,002	\$2,653,000	\$3,018,539	\$2,556,880	\$2,590,380	1.3%
Other Financing Sources						
Transfers In	\$798,451	\$2,158,703	\$1,002,879	\$2,217,151	\$3,177,538	43.3%
Total Other Financing Sources:	\$798,451	\$2,158,703	\$1,002,879	\$2,217,151	\$3,177,538	43.3%
Total Revenue Source:	\$33,241,120	\$34,817,724	\$33,981,478	\$35,746,718	\$37,281,858	4.3%



DEPARTMENTS



Town Administrator

Gregory T. Federspiel
Town Administrator

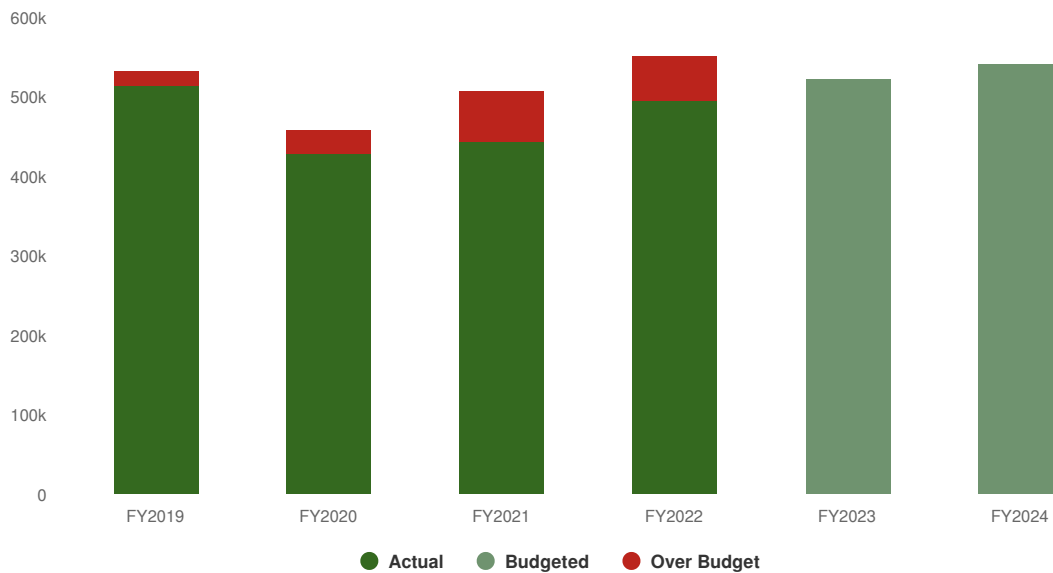
The Town Administrator's Budget consists of expenses supporting the work of the Town Administrator and the Board of Selectmen. The Board of Selectmen is recognized under the General Laws of the commonwealth as the Town's body of chief elected officers. The powers and duties of the Board include appointing the Town Administrator and residents to various committees, issuing certain licenses and permits, and regulating the public ways. The Selectmen set Town Policies, determine the articles for Town Meeting and present the annual Town Budget.

The Town Administrator is the senior appointed officer of the Town and is responsible for the effective operation of the Town. The TA directs the administration of departments, as well as various boards and committees. The TA is responsible for implementing the policies and directives of the Selectmen, attending all meetings of the Board, and advises and recommends actions related to the needs of the Town.

Expenditures Summary

\$542,434 **\$19,202**
(3.67% vs. prior year)

Town Administrator Proposed and Historical Budget vs. Actual

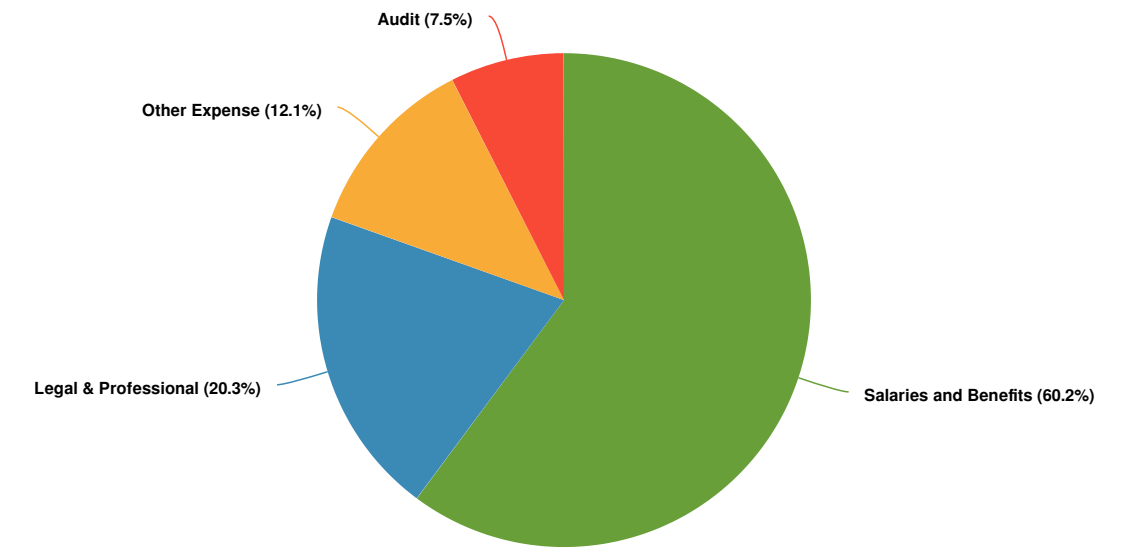


Amounts shown as overbudgeted in the columns above are due to the inclusion of carryover expenditures however, the carryover budgets have not been included. In addition, the budgeted amounts do not show any amendments to the original budget for the respective fiscal year.

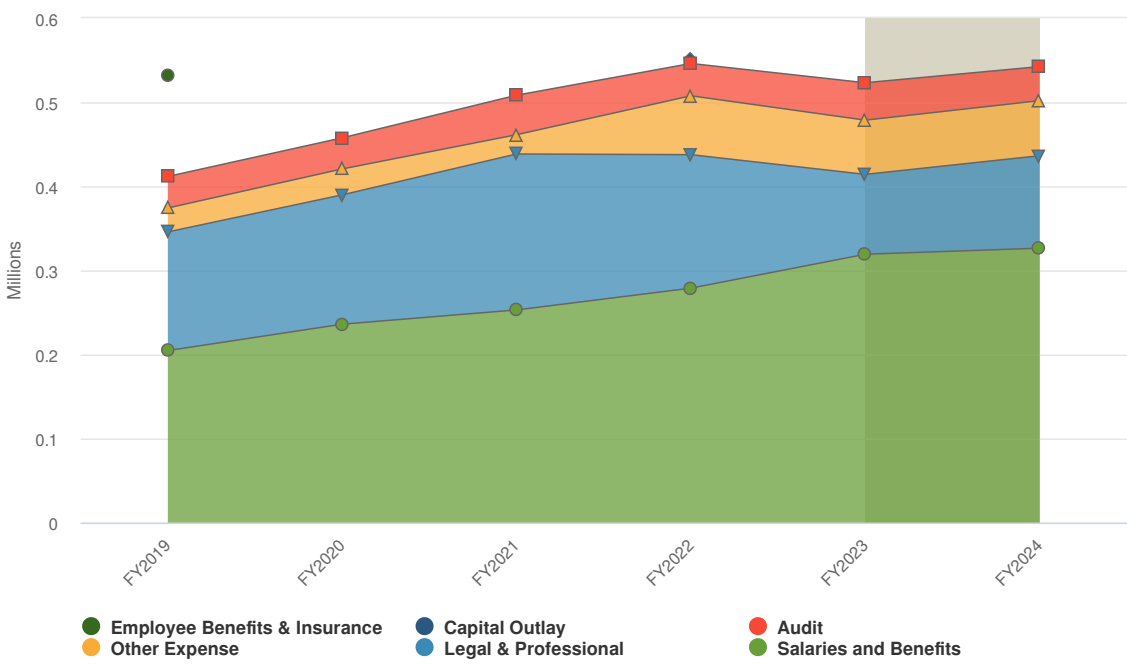


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
SELECTMEN'S SALARIES	\$252,964	\$309,884	\$278,895	\$319,232	\$326,434	2.3%
Total Salaries and Benefits:	\$252,964	\$309,884	\$278,895	\$319,232	\$326,434	2.3%
Legal & Professional						
PROFESSIONAL SERVICES	\$185,525	\$80,000	\$158,789	\$95,000	\$110,000	15.8%
Total Legal & Professional:	\$185,525	\$80,000	\$158,789	\$95,000	\$110,000	15.8%
Audit						
AUDIT	\$47,000	\$38,500	\$38,460	\$44,500	\$40,500	-9%
Total Audit:	\$47,000	\$38,500	\$38,460	\$44,500	\$40,500	-9%
Other Expense						
TOWN REPORTS	\$12,375	\$12,250	\$12,737	\$12,750	\$13,000	2%
PROF SVCS-HR	\$0	\$35,000	\$36,105	\$33,000	\$34,000	3%
EDUCATION/TRAINING	\$110	\$2,000	\$978	\$2,000	\$2,000	0%
TELEPHONE	\$498	\$500	\$631	\$550	\$650	18.2%
POSTAGE	\$0	\$600	\$3,509	\$550	\$600	9.1%
PRINTING/ADVERTISING	\$1,525	\$1,500	\$4,026	\$1,500	\$1,500	0%
OFFICE SUPPLIES	\$530	\$1,000	\$925	\$1,000	\$1,000	0%
TRAVEL/MEALS	\$0	\$2,000	\$334	\$2,000	\$2,000	0%
DUES/SUBSCRIPTIONS	\$4,689	\$3,800	\$5,660	\$4,500	\$5,000	11.1%
NEWSLETTERS/NOTICES	\$2,724	\$3,500	\$2,116	\$3,500	\$2,750	-21.4%
MISC. COMMITTEE EXPENSES	\$101	\$1,750	\$111	\$1,750	\$1,000	-42.9%
MISC.	\$377	\$1,400	\$2,894	\$1,400	\$2,000	42.9%
Total Other Expense:	\$22,930	\$65,300	\$70,027	\$64,500	\$65,500	1.6%
Capital Outlay						
WATER RESOURCES PROTECTION STUDIES	\$0	\$0	\$5,100	\$0	\$0	0%
Total Capital Outlay:	\$0	\$0	\$5,100	\$0	\$0	0%
Total Expense Objects:	\$508,419	\$493,684	\$551,270	\$523,232	\$542,434	3.7%

Goal #1: Enhanced Governance Structure and Communications

Having the work of Town Boards, Committees and Departments aligned and working toward common goals will improve our outcomes. Greater efficiencies can thus be achieved along with stronger work teams. As the "nerve center" of Town operations, the Select Board's/Town Administrator's Office strives to keep the residents informed of important aspects of municipal affairs. The Town's website and social media presence, along with weekly updates, and quarterly newsletters all serve to communicate with and engage residents.



Goal #2: Advance Long-range Facility Planning

A priority is to map out what Town facilities are in most critical need of improvements and what facilities will be located where in the long-term. Toward this end, a facility plan is underway and the results will shape future efforts to improve Town facilities in a logical and affordable manner. Large new re-investments are looming and it will be important to map out a way forward as we work to align financial resources with the timing of facility projects.

Goal #3: Pursue New Land use Policies

The Town needs to diversify its housing stock to better accommodate a broader range of ages, incomes, and lifestyles. In doing so, it is critical to maintain the character of the community, preserving important environmental assets and enhancing the vitality of a small commercial base.

Goal #4: Maintain Strong Fiscal Discipline and address the School District's Structural Budget Deficit

While economic headwinds are strong with high inflation and the prospects of a recession to follow, it will be critical to stick to our fiscal policies that have placed the Town in a strong financial position. The School District's structural deficit will require creative solutions.

Goal #5: Enhance Climate Resiliency, including the long-term protection of our water resources

Additional time, attention and resources are needed as we prepare to meet the challenges of climate change. We will take advantage of additional state and federal funds as they become available. The work of the re-established Water Resources Protection Task Force will contribute to our overall resiliency efforts as well as local and regional studies that are on-going.



Information Technology

Information technology budget accounts for annual software licenses such as financial software system, telephone and alarms, Office 365, IT support, etc.

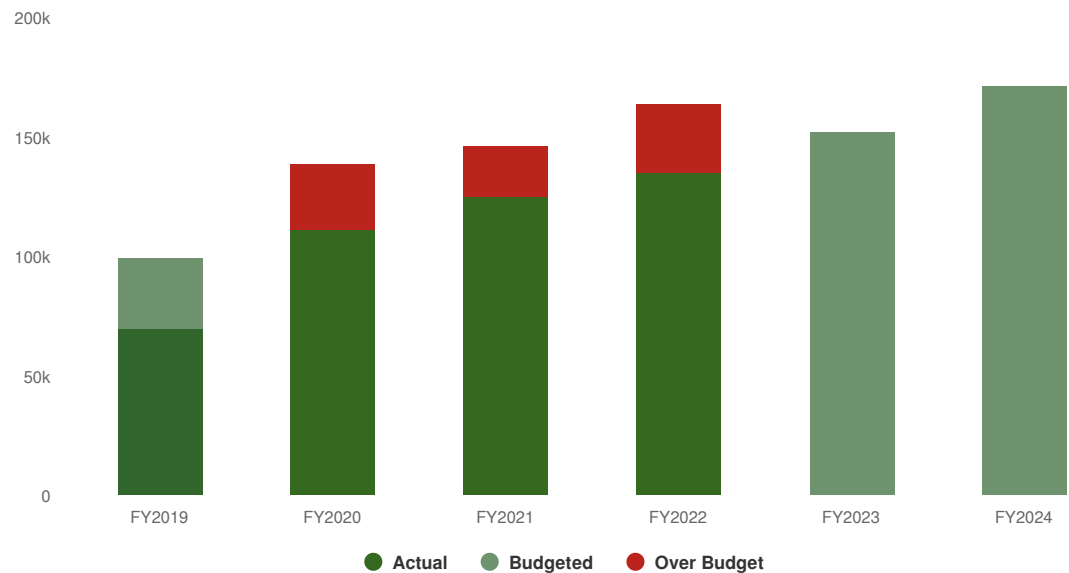
Expenditures Summary

\$171,500

\$19,500

(12.83% vs. prior year)

Information Technology Proposed and Historical Budget vs. Actual

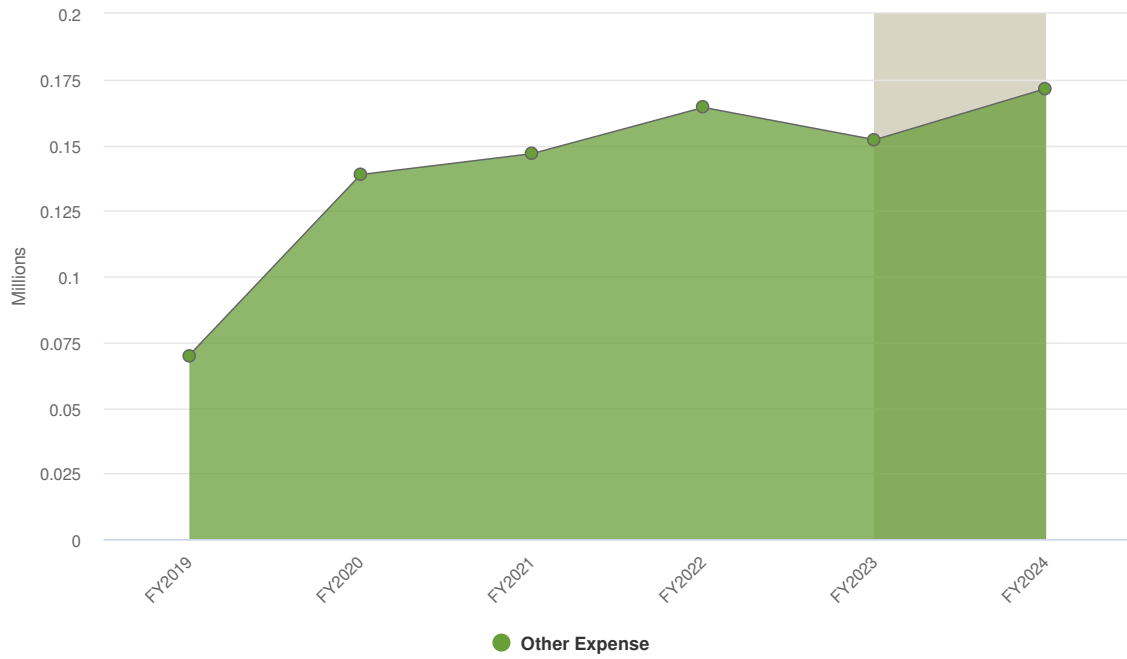


Amounts shown as overbudgeted in the columns above are due to the inclusion of carryover expenditures however, the carryover budgets have not been included. In addition, the budgeted amounts do not show any amendments to the original budget for the respective fiscal year.



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
INFORMATION TECHNOLOGY	\$146,693	\$135,000	\$164,304	\$152,000	\$171,500	12.8%
Total Other Expense:	\$146,693	\$135,000	\$164,304	\$152,000	\$171,500	12.8%
Total Expense Objects:	\$146,693	\$135,000	\$164,304	\$152,000	\$171,500	12.8%



Town Hall & Common

Town Hall & Common is used to account account for town hall and related activities, such as electricity, building maintenance and repair, main printer, custodial supplies etc. In the FY2023 budget, custodial salaries and building maintenance, along with a few others, have been moved to a proposed new facilities subdepartment of the Department of Public Works. Please see the Facilities department page in the public works section.

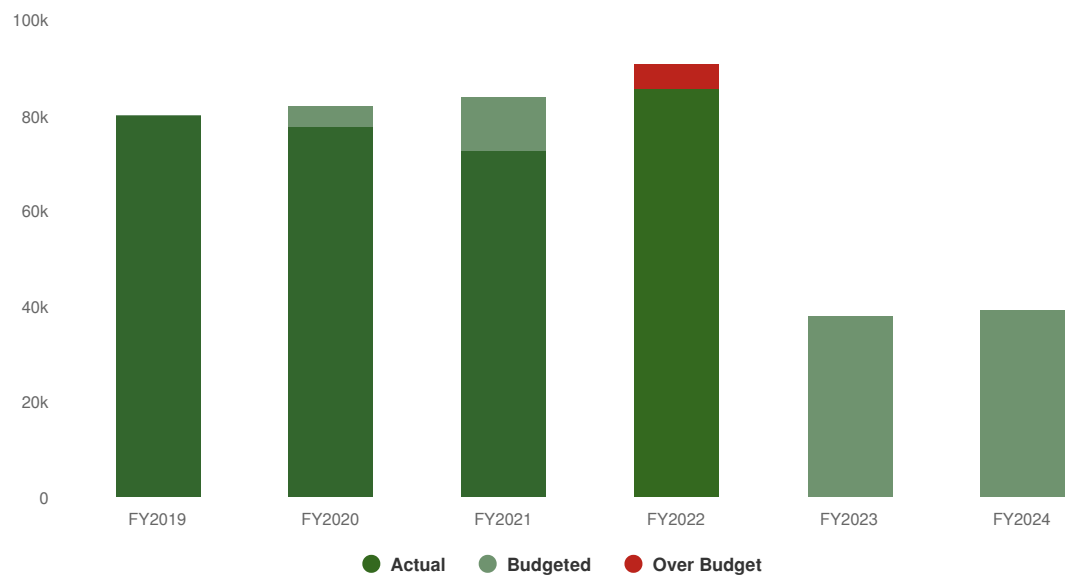
Expenditures Summary

\$39,400

\$1,200

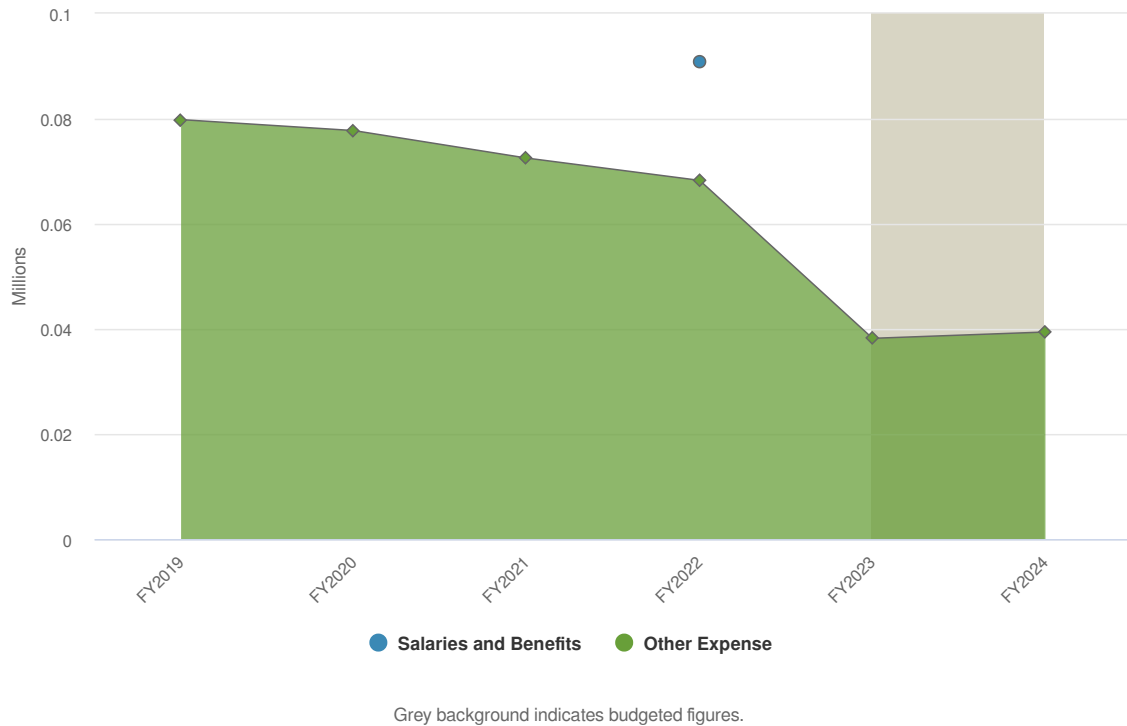
(3.14% vs. prior year)

Town Hall & Common Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
CUSTODIAL SALARIES	\$0	\$25,000	\$22,518	\$0	\$0	N/A
Total Salaries and Benefits:	\$0	\$25,000	\$22,518	\$0	\$0	0%
Other Expense						
EXPENSES SEASIDE 1	\$3,639	\$5,000	\$15,171	\$5,000	\$5,200	4%
ELECTRICITY	\$21,397	\$30,000	\$29,401	\$28,500	\$30,000	5.3%
BUILDING MAINTNEANCE	\$9,682	\$10,000	\$5,708	\$0	\$0	0%
ELEVATOR MAINTENANCE	\$8,600	\$5,000	\$5,399	\$0	\$0	0%
EQUIPMENT MAINTENANCE	\$2,707	\$4,000	\$3,924	\$0	\$0	0%
CUSTODIAL SERVICES	\$20,970	\$0	\$3,718	\$0	\$0	0%
CUSTODIAL SUPPLIES	\$2,183	\$2,500	\$1,133	\$0	\$0	0%
WATER	\$1,148	\$500	\$981	\$1,200	\$1,200	0%
OFFICE EQUIPMENT/SUPPLIES	\$2,182	\$3,500	\$2,827	\$3,500	\$3,000	-14.3%
Total Other Expense:	\$72,508	\$60,500	\$68,260	\$38,200	\$39,400	3.1%
Total Expense Objects:	\$72,508	\$85,500	\$90,778	\$38,200	\$39,400	3.1%



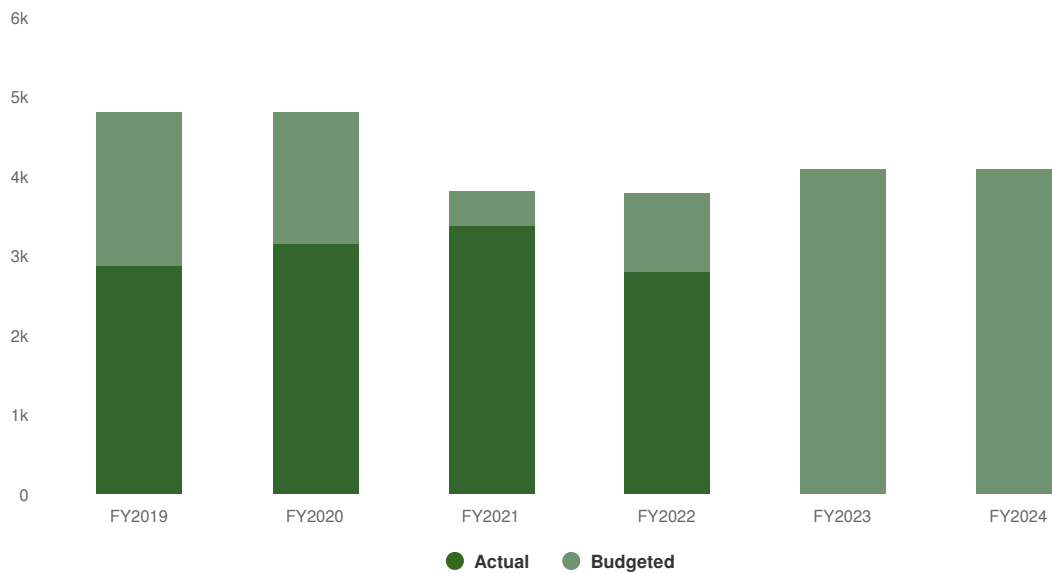
Finance Committee

The Finance Committee is made up of seven members, previously nine members before October 2018, who are appointed for the purpose of advising the voters at Town Meeting. The Finance Committee researches each article in the warrant, beginning with a study of individual Town budgets in November of each year. The Finance Committee meets with each Town department head along with the Town Administrator and Town Accountant, considers the merits of the individual budget in terms of the Town's total needs and the limits of the total monies available, and prepares the final budget recommendations for Annual Town Meeting. Additionally, the Committee reviews requests and makes decisions about whether to transfer funds from the Reserve Fund for extraordinary or unforeseen expenditures over budget, that occur during the fiscal year. The Finance Committee is also responsible for a printed report, available to all voters two weeks before Annual Town Meeting, containing the warrant articles and the Finance Committee recommendations on each.

Expenditures Summary

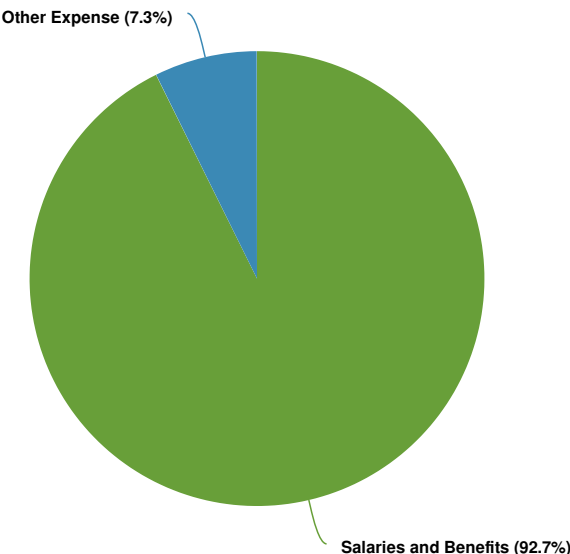
\$4,100 **\$0**
(0.00% vs. prior year)

Finance Committee Proposed and Historical Budget vs. Actual

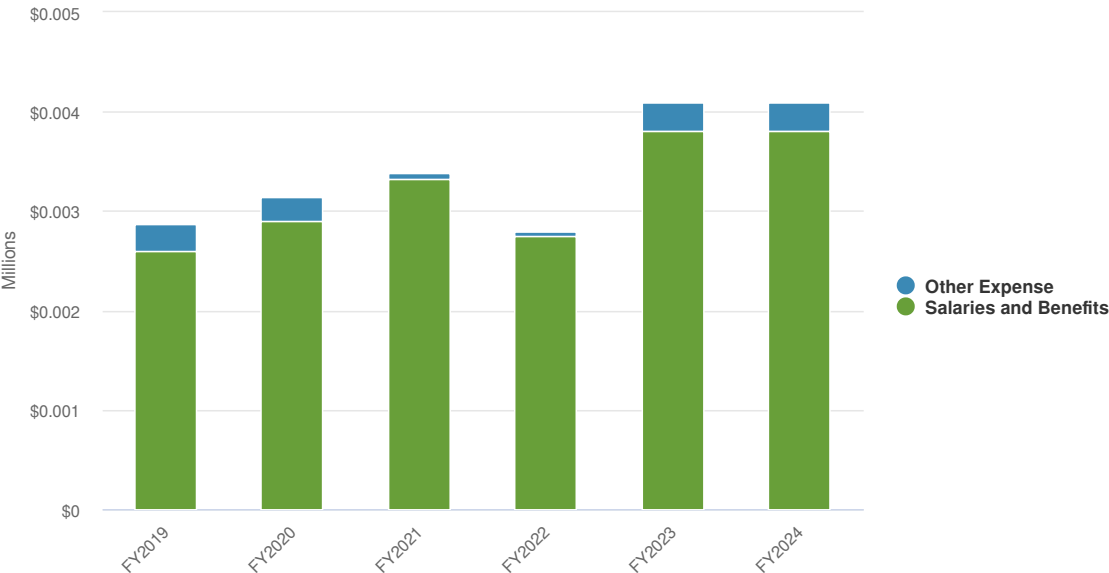


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

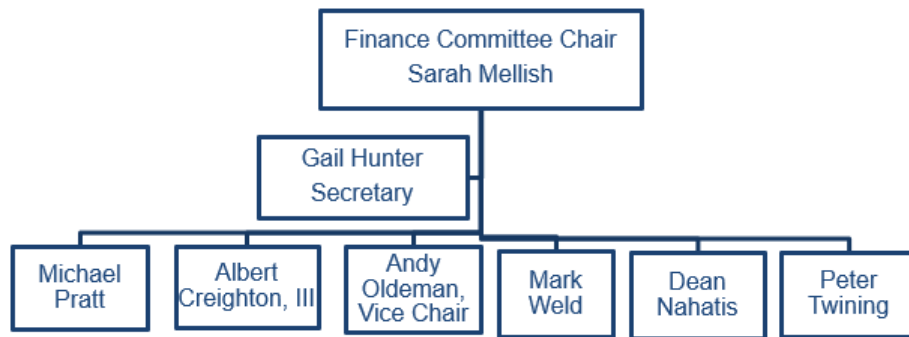


Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
FINANCE COMM. SALARIES	\$3,330	\$3,500	\$2,748	\$3,800	\$3,800	0%
Total Salaries and Benefits:	\$3,330	\$3,500	\$2,748	\$3,800	\$3,800	0%
Other Expense						
OFFICE SUPPLIES	\$56	\$120	\$42	\$120	\$120	0%
DUES/SUBSCRIPTIONS	\$0	\$180	\$0	\$180	\$180	0%
Total Other Expense:	\$56	\$300	\$42	\$300	\$300	0%
Total Expense Objects:	\$3,386	\$3,800	\$2,790	\$4,100	\$4,100	0%

Organizational Chart



FY-2024 Goals and Objectives

- Present Town Meeting with an operating budget within the levy limit.
- Recommend a school budget that puts schools on sound financial footing.
- Continue focusing on operating and capital budget projections.
- Focus on facility planning – planning, funding, timing
- Continue efforts with performance tracking and working on gathering and analyzing comparable town data.



Reserve Fund

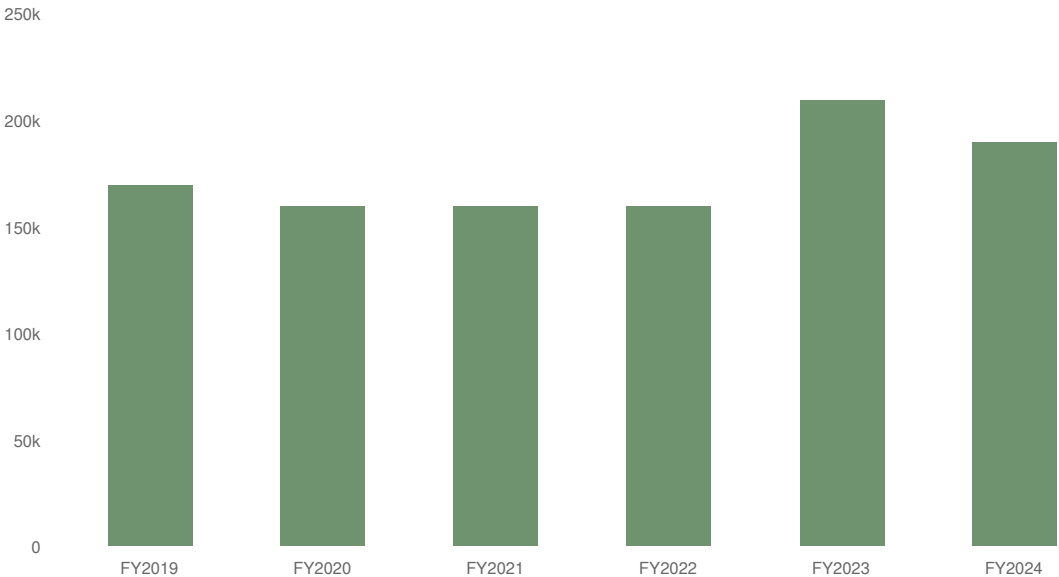
Expenditures Summary

\$190,000

-\$20,000

(-9.52% vs. prior year)

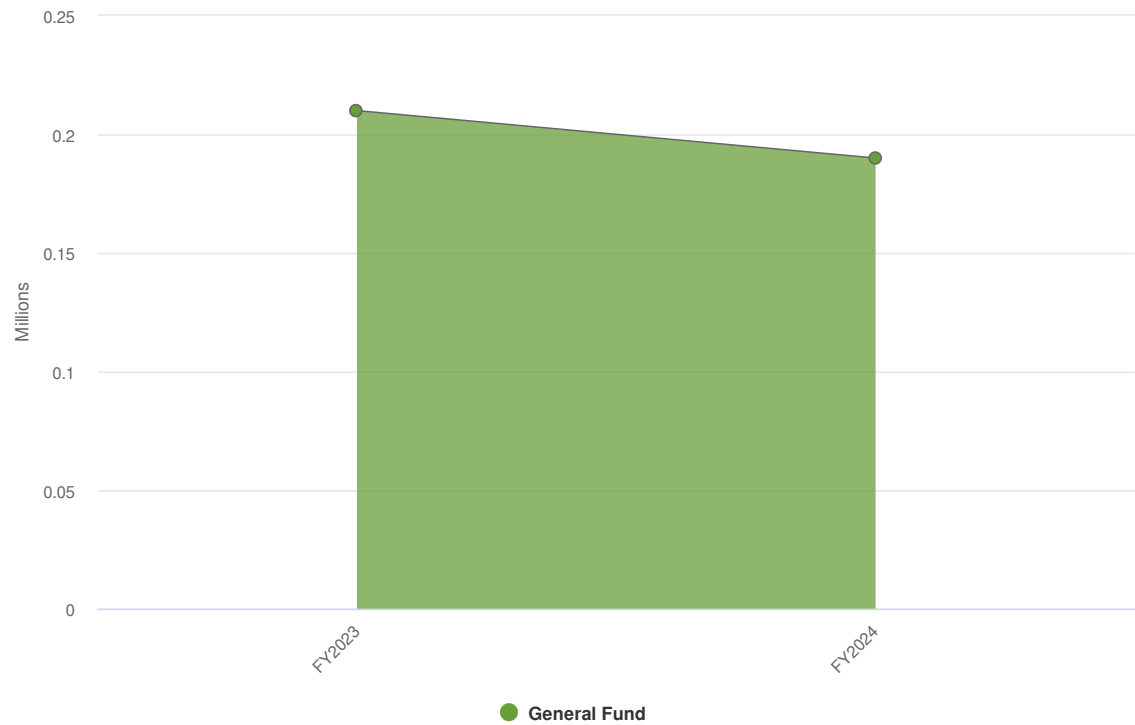
Reserve Fund Proposed and Historical Budget vs. Actual



Expenditures by Fund

The chart below is budgeted only as the reserve fund is a budgetary account only and used by the Finance Committee in case of extraordinary and unforeseen expenditures.

Budgeted and Historical 2024 Expenditures by Fund



Name	FY2020 Budgeted	FY2021 Budgeted	FY2022 Budgeted	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
General Fund						
RESERVE FUND	\$160,000	\$160,000	\$160,000	\$210,000	\$190,000	-9.5%
Total General Fund:	\$160,000	\$160,000	\$160,000	\$210,000	\$190,000	-9.5%



Town Clerk/Elections & Registrations

Dianne K. Bucco, MMC/CMMC
Town Clerk

The position of Town Clerk is one of the oldest in municipal government. The Town Clerk is the official keeper of town records, attesting by their signature and application of the Town Seal to the authenticity of everything from Town Meeting appropriations to the finality of Planning and Zoning Board decisions.

The Town Clerk serves also as the administrator of elections, the conductor of the annual town census, the chief registrar of voters, the registrar of vital records, and the local liaison with respect to campaign finance, open meeting and conflict of interest laws.

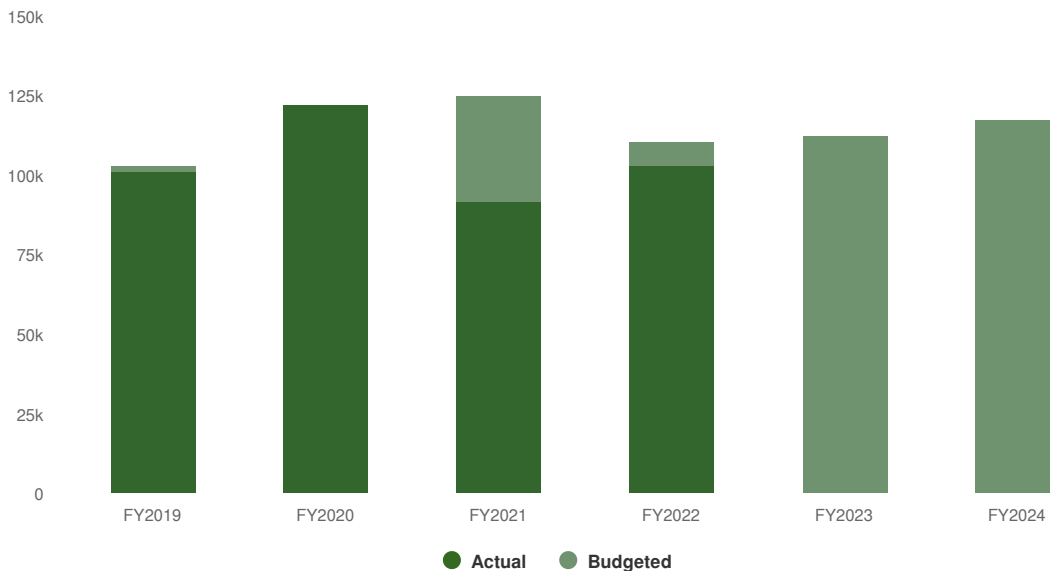
The office is responsible for the licensing of dogs and the issuance of marriage licenses. We process business certificates and raffle permits. The Town Clerk administers the oath of office to all elected and appointed officials and maintains a permanent ledger of their service.

And in Manchester-By-The-Sea, the Town Clerk serves as the Parking Clerk.

Expenditures Summary

\$117,386 **\$4,937**
(4.39% vs. prior year)

Town Clerk/Elections & Registrations Proposed and Historical Budget vs. Actual

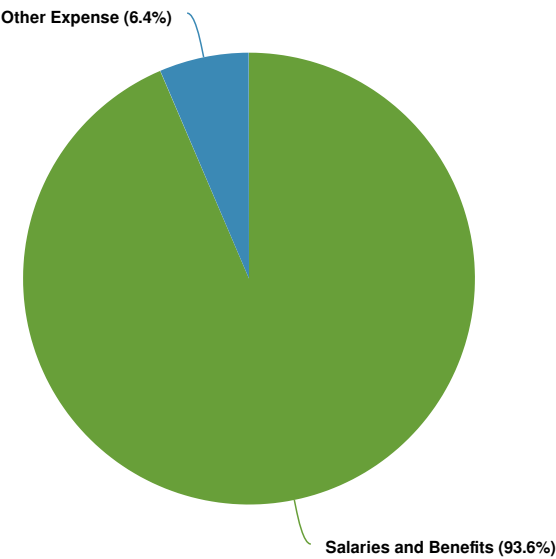


FY2020 received a amended budget of \$40,000 not reflected here for the purchase of electronic voting equipment at town meeting.

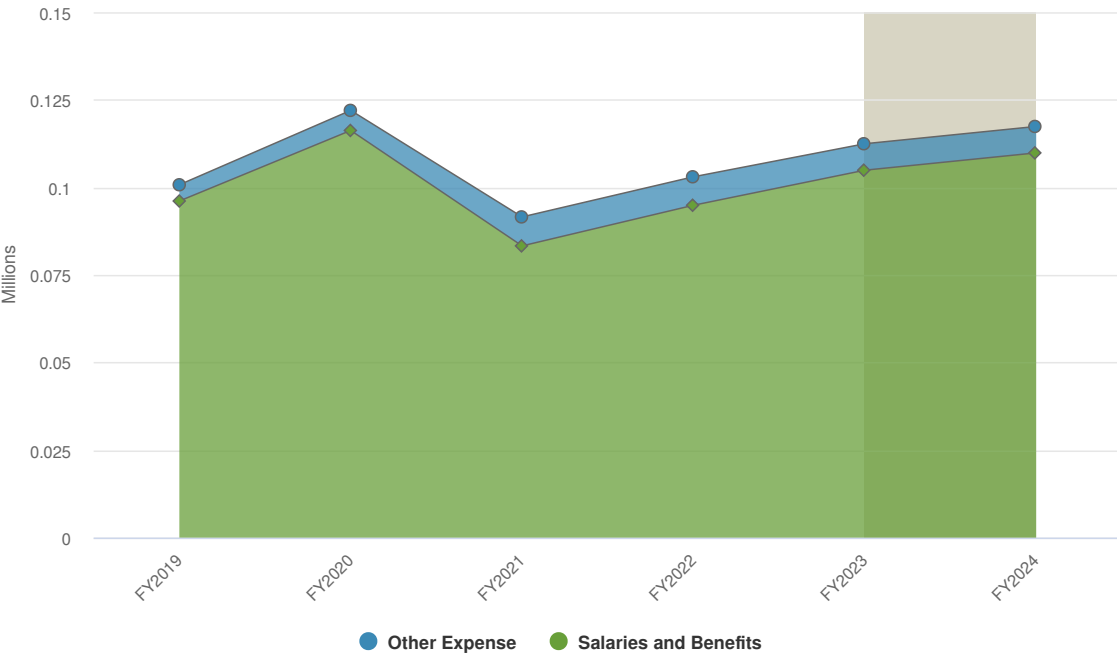


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

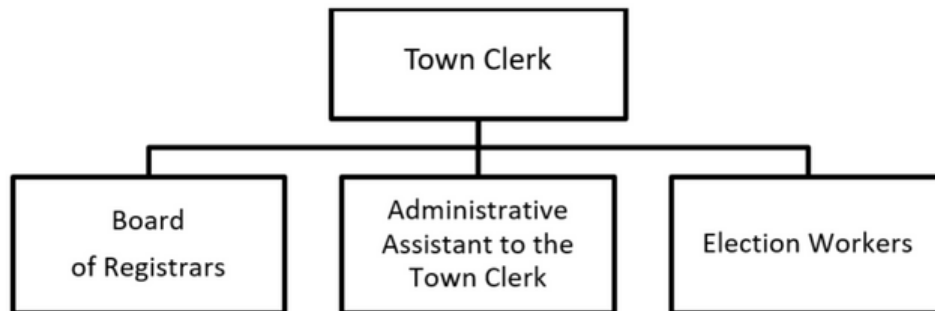


Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
TOWN CLERK SALARIES	\$83,284	\$104,886	\$94,886	\$104,894	\$109,841	4.7%
Total Salaries and Benefits:	\$83,284	\$104,886	\$94,886	\$104,894	\$109,841	4.7%
Other Expense						
POSTAGE	\$0	\$550	\$1,283	\$825	\$500	-39.4%
PRINTING/ADVERTISING	\$1,688	\$900	\$1,071	\$900	\$500	-44.4%
RECORD PRESERVATION	\$2,161	\$1,000	\$878	\$1,000	\$2,250	125%
OFFICE SUPPLIES	\$2,802	\$500	\$393	\$800	\$140	-82.5%
TRAVEL/MEALS	\$48	\$1,000	\$3,676	\$2,690	\$3,830	42.4%
DUES/SUBSCRIPTIONS	\$95	\$350	\$777	\$340	\$325	-4.4%
OFFICE EQUIPMENT	\$1,481	\$1,000	\$49	\$1,000	\$0	-100%
Total Other Expense:	\$8,275	\$5,300	\$8,128	\$7,555	\$7,545	-0.1%
Total Expense Objects:	\$91,558	\$110,186	\$103,015	\$112,449	\$117,386	4.4%

Organizational Chart



Goal #1

Continue on working on the electronic indexes of births, deaths, marriages, land use decisions and approved statutes.

Goal #2

Add retention dates to all materials in the archives with the assistance of each department as needed.



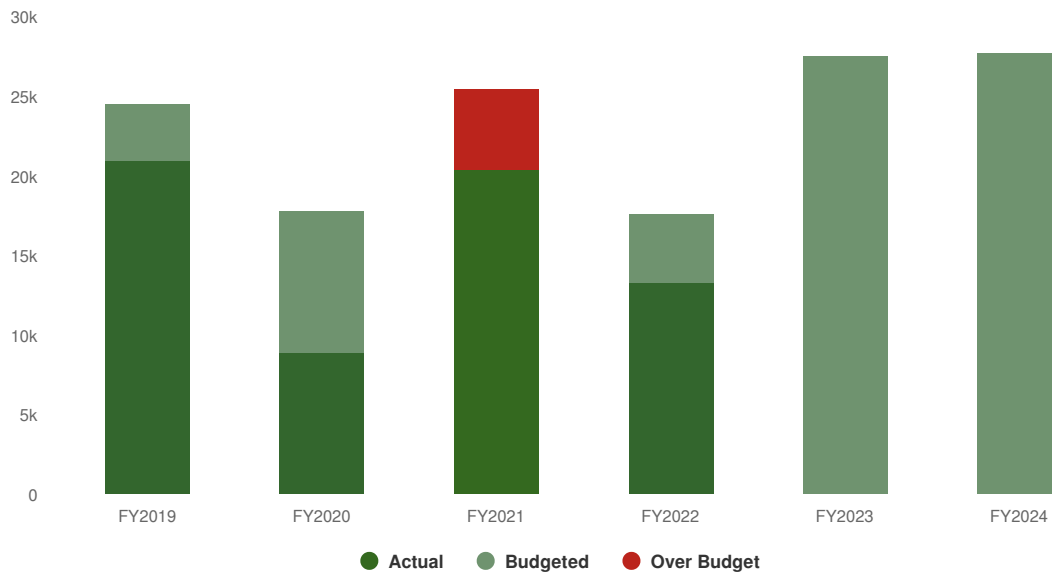
Elections & Registrations

The Town Clerk's responsibilities include administering elections, registering and educating voters, physical set up and recording official actions of the Town Meeting, conducting an annual census and assisting with the decennial federal census, and recording, managing the inventory and preservation of official town documents and records. The municipal Clerk holds Regulations and Standing Rules of Boards and Committees, posts meetings of governmental bodies, administers the oath of office to town officials and provides local officials with counsel and information regarding the Open Meeting Law and Conflict of Interest Law. All non-criminal citations are also adjudicated through this office. As the Record's Access Officer, this office provides timely and convenient access to public records and acts as the liaison between the requestors and Town officials.

Expenditures Summary

\$27,700 **\$194**
(0.71% vs. prior year)

Elections & Registrations Proposed and Historical Budget vs. Actual

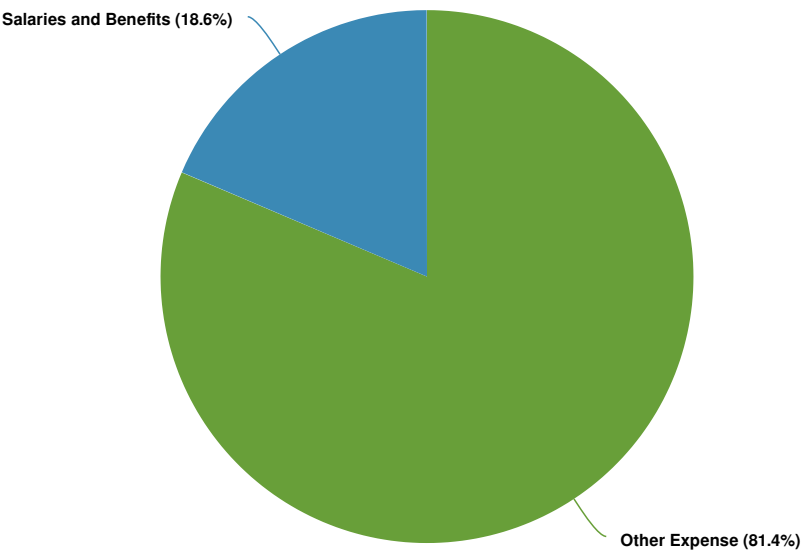


Additional funds budgeted related to the use of electronic voting at town meetings.

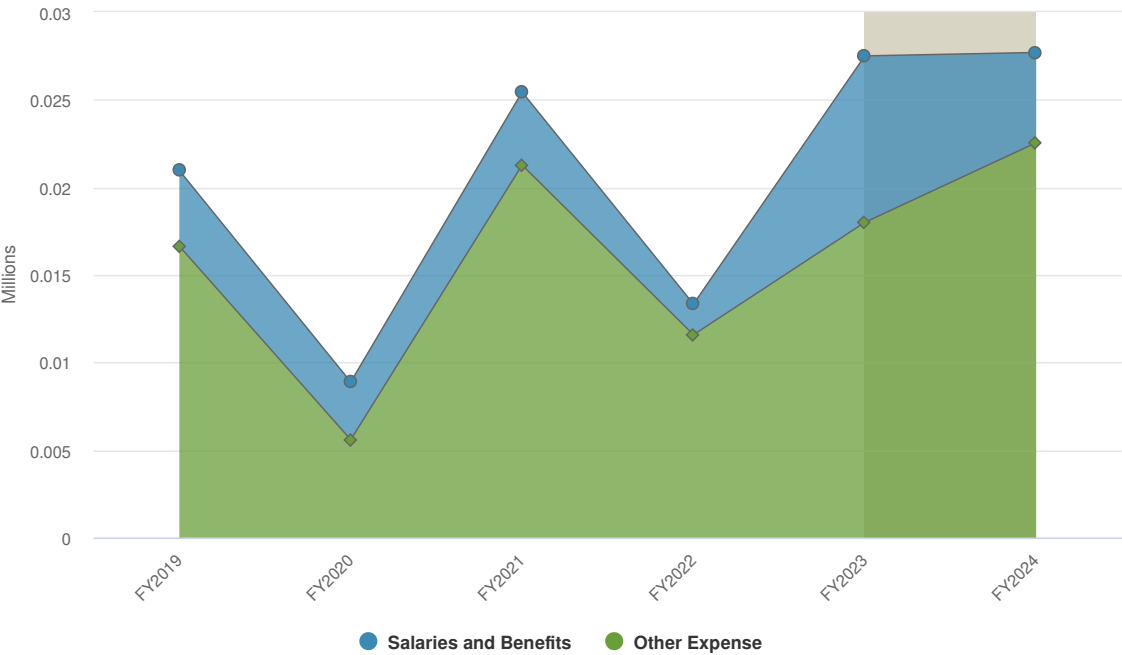


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Increase in professional services due to increased costs for local elections, state primary, town meeting clickers and sound services as well as election coding, and other maintenance.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
ELECTION/REGIS. SALARIES	\$4,170	\$4,650	\$1,751	\$9,506	\$5,150	-45.8%
Total Salaries and Benefits:	\$4,170	\$4,650	\$1,751	\$9,506	\$5,150	-45.8%
Other Expense						
CHAIR RENTAL	\$913	\$1,800	\$0	\$1,000	\$0	-100%
PROFESSIONAL SERVICES	\$4,721	\$1,575	\$6,686	\$8,000	\$15,050	88.1%
COMPUTER CONTROL	\$9,574	\$4,000	\$2,490	\$2,500	\$0	-100%
POSTAGE	\$1,054	\$2,500	\$563	\$2,500	\$4,200	68%
PRINTING/ADVERTISING	\$4,642	\$2,500	\$1,145	\$3,200	\$2,900	-9.4%
OFFICE SUPPLIES	\$294	\$300	\$595	\$500	\$400	-20%
OFFICE EQUIPMENT	\$74	\$300	\$102	\$300	\$0	-100%
Total Other Expense:	\$21,272	\$12,975	\$11,582	\$18,000	\$22,550	25.3%
Total Expense Objects:	\$25,442	\$17,625	\$13,333	\$27,506	\$27,700	0.7%



Parking Clerk

The Town Clerk also serves as the Parking Clerk, tracking parking tickets, accepting payments and hearing appeals for parking citations issued within the Town of Manchester by-the-Sea.

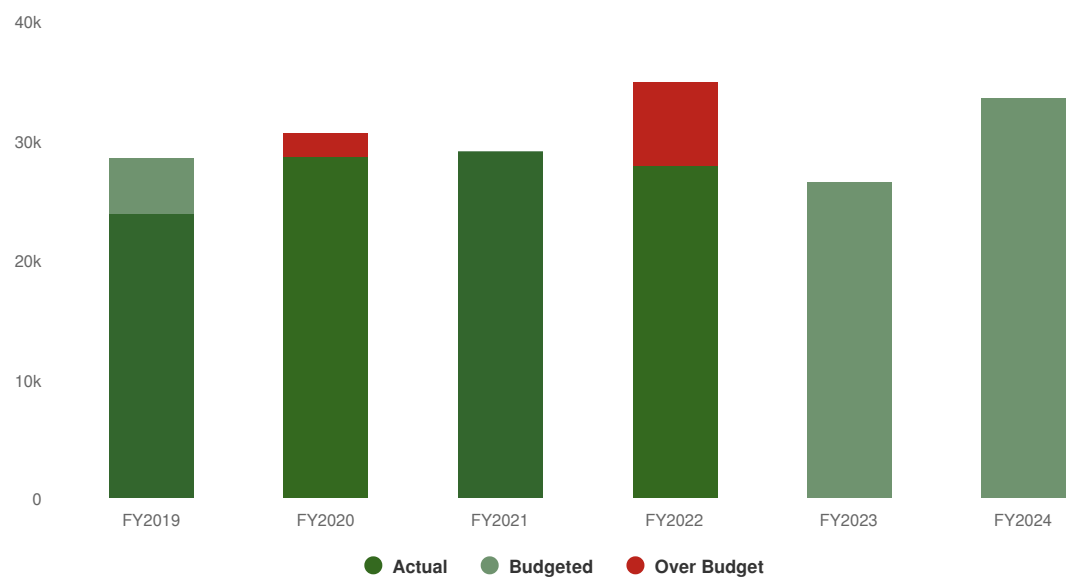
Expenditures Summary

\$33,549

\$6,960

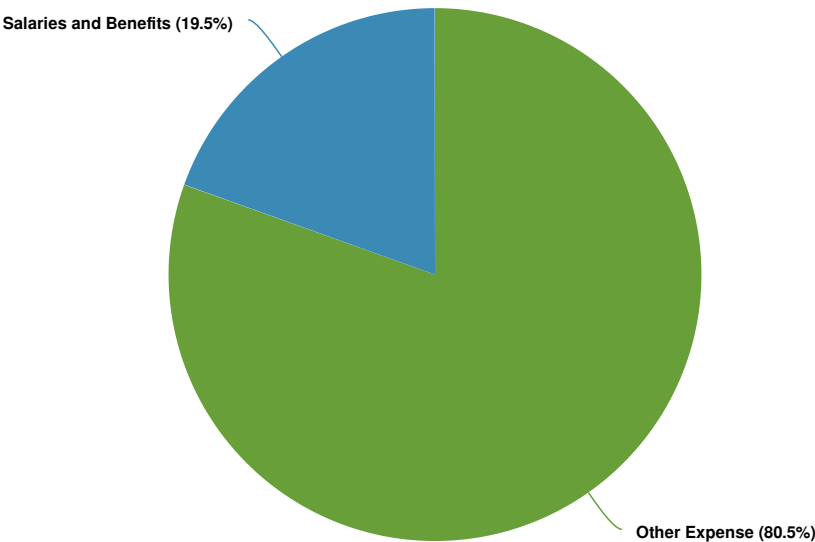
(26.18% vs. prior year)

Parking Clerk Proposed and Historical Budget vs. Actual

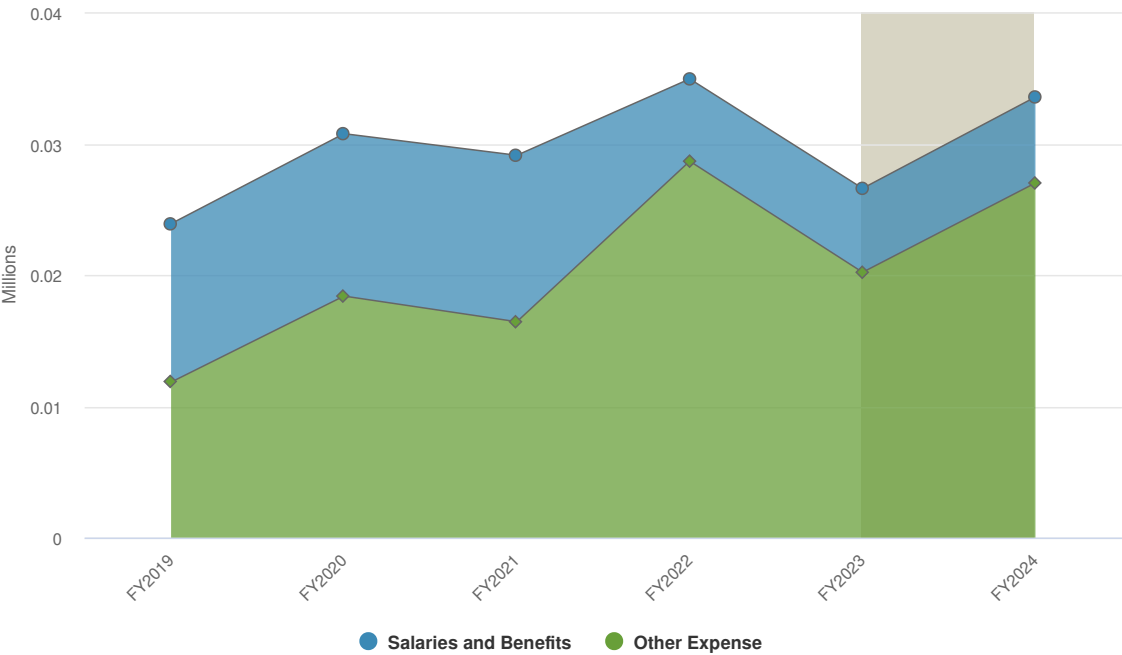


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Beach stickers are now resident stickers and have been moved to the printing line from the beach passes line. Computer fees increased for beach sticker fulfillment services as well as dog sticker fulfillment and this line also includes the parking system handhelds and processing.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
PARKING CLERK SALARIES	\$12,674	\$6,264	\$6,264	\$6,389	\$6,549	2.5%
Total Salaries and Benefits:	\$12,674	\$6,264	\$6,264	\$6,389	\$6,549	2.5%
Other Expense						
COMPUTER CONTROL	\$11,000	\$15,000	\$21,145	\$15,000	\$21,600	44%
PRINTING/ADVERTISING	\$2,150	\$1,500	\$0	\$1,500	\$4,000	166.7%
OFFICE SUPPLIES	\$89	\$100	\$342	\$100	\$0	-100%
BEACH PASSES	\$3,195	\$5,000	\$7,171	\$3,600	\$1,400	-61.1%
Total Other Expense:	\$16,434	\$21,600	\$28,658	\$20,200	\$27,000	33.7%
Total Expense Objects:	\$29,108	\$27,864	\$34,922	\$26,589	\$33,549	26.2%



Accountant

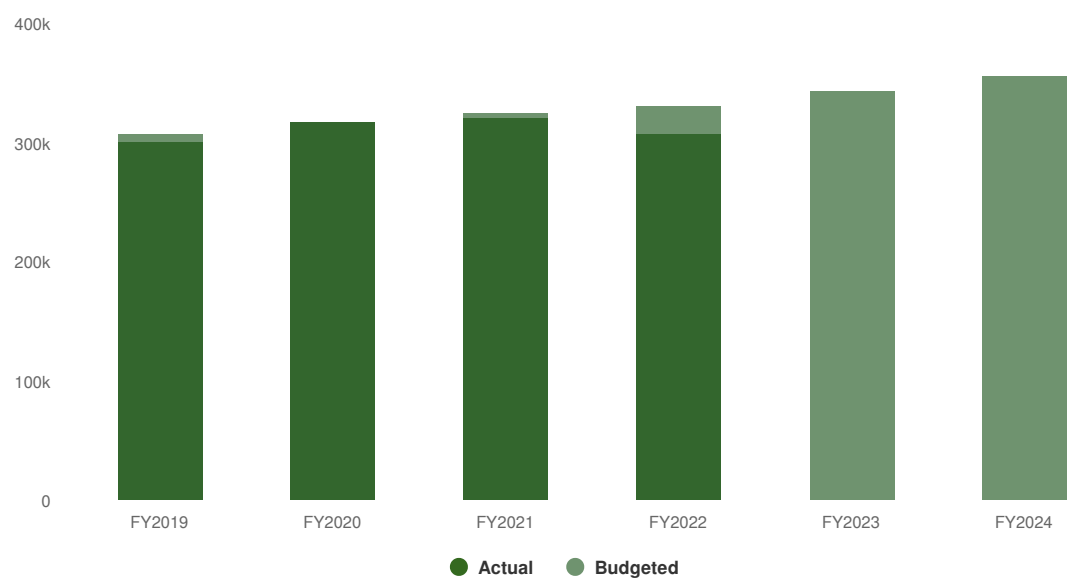
Andrea Mainville
Town Accountant

The Accounting Division is responsible for record keeping of all financial transactions of the Town; processing of all purchase orders, accounts payable and payroll warrants, and posting of receipts. Monthly reconciliations of accounts are performed and on a monthly and as needed basis this office provides departments with financial reports and information. The Accounting Division ensures the Town is in compliance with Generally Accepted Accounting Principles, Federal and State laws, and Town Meeting authorizations.

Expenditures Summary

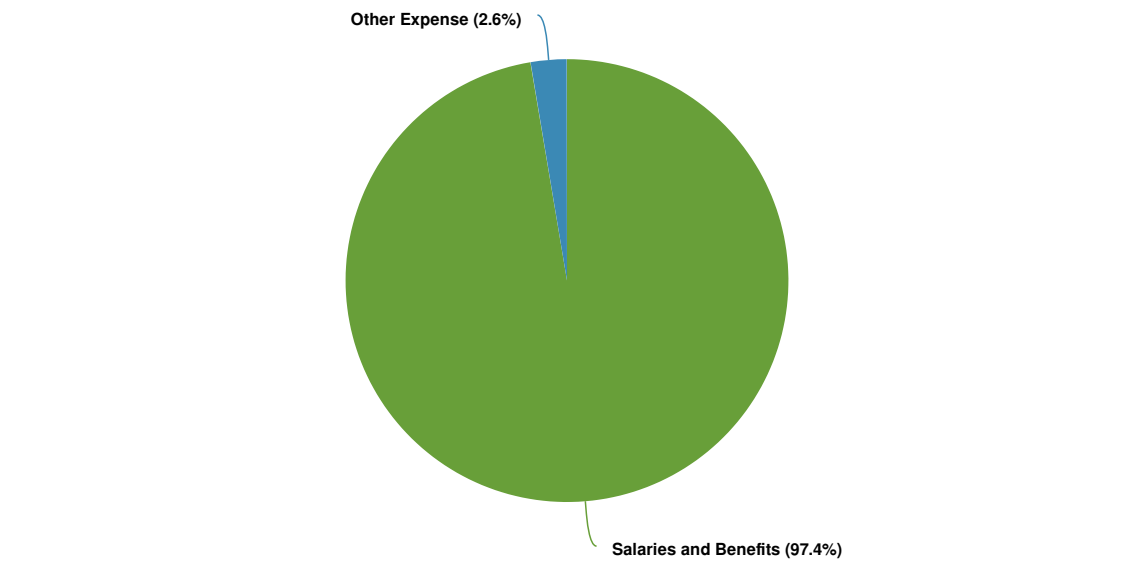
\$356,112 **\$12,882**
(3.75% vs. prior year)

Accountant Proposed and Historical Budget vs. Actual

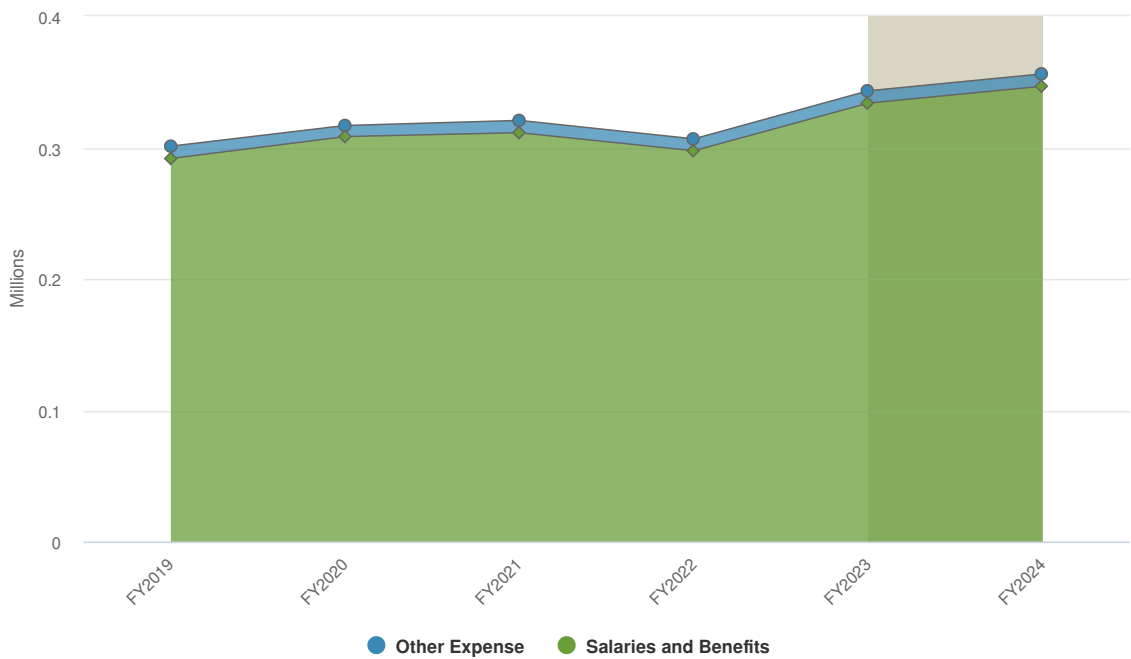


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



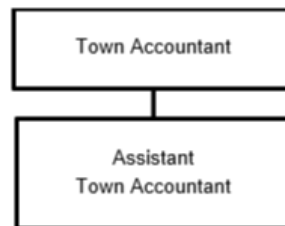
Grey background indicates budgeted figures.

Percentage increase from prior year is higher than the 2.5% COLA due to the Asst. Town Accountant step increase from step 2 to step 3.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
ACCOUNTING SALARIES	\$155,653	\$160,663	\$148,778	\$166,915	\$173,356	3.9%
Total Salaries and Benefits:	\$155,653	\$160,663	\$148,778	\$166,915	\$173,356	3.9%
Other Expense						
POSTAGE	\$8	\$50	\$100	\$50	\$50	0%
OFFICE SUPPLIES	\$752	\$600	\$929	\$600	\$600	0%
TRAVEL/MEALS	\$954	\$2,000	\$1,646	\$2,000	\$2,000	0%
DUES/SUBSCRIPTIONS	\$2,420	\$1,700	\$1,864	\$1,700	\$1,700	0%
OFFICE EQUIPMENT	\$544	\$350	\$0	\$350	\$350	0%
Total Other Expense:	\$4,677	\$4,700	\$4,538	\$4,700	\$4,700	0%
Total Expense Objects:	\$160,330	\$165,363	\$153,316	\$171,615	\$178,056	3.8%

Organizational Chart



Goals & Objectives

LONG AND SHORT TERM STRATEGIC PLAN SUMMARY						
DEPARTMENT	GOAL & OBJECTIVE	PRIORITY	SCHEDULE	INITIATIVE	BENEFIT	STATUS
ACCOUNTING	To ensure that appropriate financial and internal controls are maintained. Ensure the Town is in compliance with Generally accepted accounting principles, federal, state & local laws, rules and regulations.	HIGH	24 MONTHS OR MORE	Budgets are tied out, accounts reconciled timely, departments are reviewed on a consistent basis, ongoing trainings planned for all staff in best practices.	Risk of fraud, theft and abuse is minimized as much as possible.	ONGOING
ACCOUNTING	Continue to improve/work on GFOA ACFR program for financial reporting as well as online financial transparency	MEDIUM	12-24 MONTHS	Work on bringing more financial transparency for the Town through enhanced software programs and online presence.	Information more readily available to the public on where their tax dollars go, services that are provided and this helps make more informed decisions. Goal to be completed by December 2023.	ONGOING
ACCOUNTING	Continue to work on recommendations from the auditors	MEDIUM	1-12 MONTHS	Meet with applicable department heads to find a resolution to the associated recommendations.	Better internal control, reduction of potential risks etc.	ONGOING
ACCOUNTING	Draft policies on internal controls and federal grant policies have been completed. Next is to get these policies finalized.	MEDIUM	1-12 MONTHS	Work on documenting the Town's internal controls to ensure the 5 compenents and 17 principals are applied throughout the organization.	Streamline guidance for federal awards while easing the administrative burden and to strengthen oversight over the expenditure of federal and other funds and to reduce the risks of waste, fraud and abuse	UNDERWAY
ACCOUNTING	Refine the budget process and set up the additional modules in the online budgeting program.	HIGH	1-12 MONTHS	To make the budget process more accessible, understandable, and more organized and efficient budget process.	Users and department heads will have a better picture throughout the budget process	COMPLETE
ACCOUNTING	Successful first full 12 month training period for new Asst. Town Accountant. Additional outside trainings	HIGH	1-12 MONTHS	One on one training with weekly, biweekly, monthly and annual office obligations	Gain knowledge and efficiencies that optimizes the office's overall functions	COMPLETE



Assessors

Michelle Branciforte
Principal Assessor

Assessors are required to submit values to the State Department of Revenue for certification every five years. In the interim years, Assessors must also analyze the real estate market and perform adjustments to values, as needed. This requirement is to make sure all property owners pay their fair share of taxes, on a yearly basis, rather than every five years.

The office also administers the statutory exemptions, abatements, motor vehicle, excise, Forms of list of all businesses and second homes in Town, 3ABC forms for charitable organizations, and abutters lists. The office also compiles the necessary tax policy data used in the annual tax classification hearing.

The Assessors' office handles all permitting for building, electric, gas and plumbing, from when the on-line permit is entered until the work is completed.

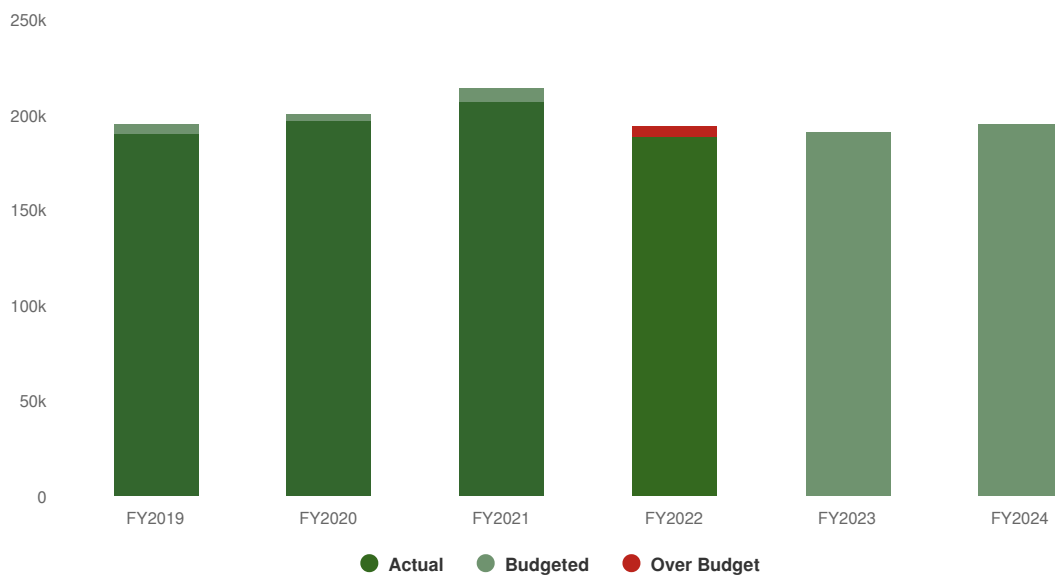
The office handles the GIS (online mapping) site, which has a link on the Town's website. We update new lots, reflect condo conversions, create new layers, update ownership, addresses, permits on properties and yard items (garages, sheds, pools, etc.) on a regular basis. We are looking to add a moorings layer for the Harbormaster and update data on hydrants, once this info is finalized by the DPW.

See Building Department section for more information on permitting, inspections, etc.

Expenditures Summary

\$195,261 **\$3,832**
(2.00% vs. prior year)

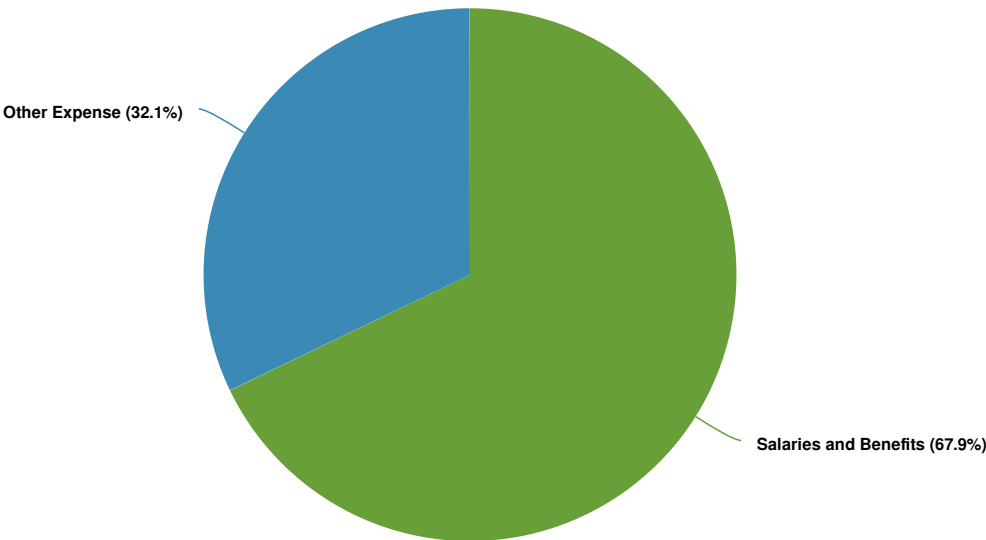
Assessors Proposed and Historical Budget vs. Actual



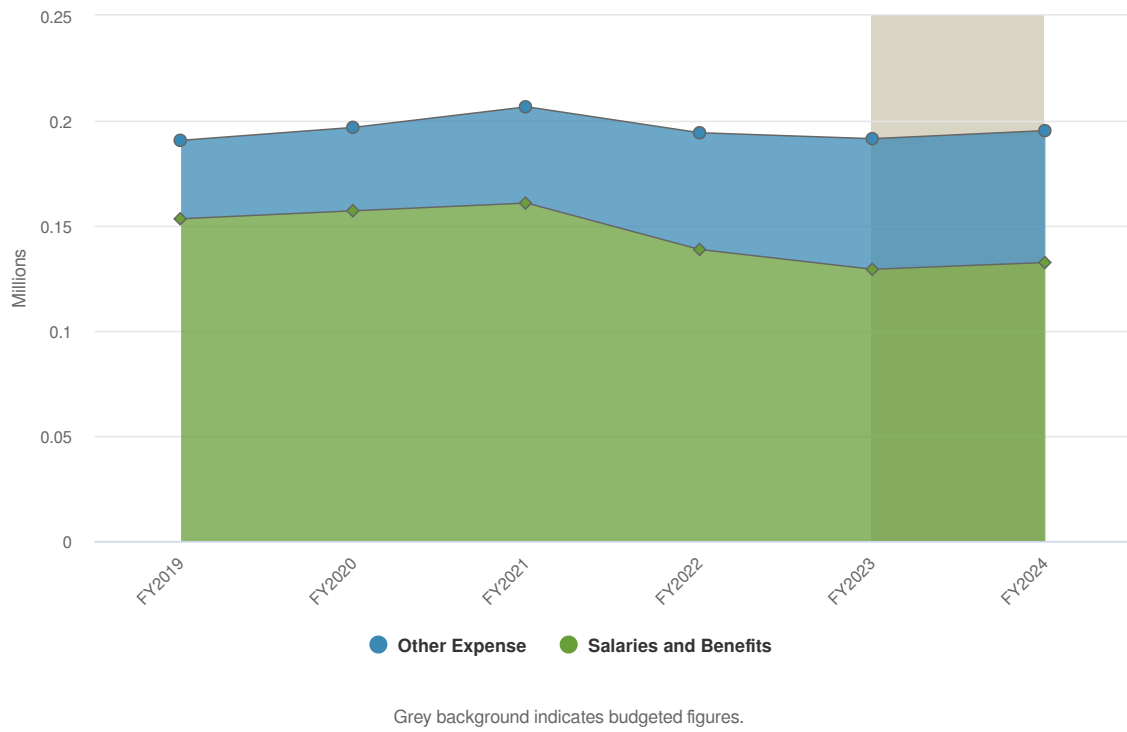
Expenditures by Expense Type

We have a new Administrative Assistant, Cara Cutone. Cara is an excellent asset to the Assessors and Building Departments. Cara needs to take classes related to the Assessors' job function. As the Principal Assessor, I also need to take continuing education classes. Our designation requirements have changed from every 3 years to every 2 years. Classes and dues for meetings and workshops have gone up in price.

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

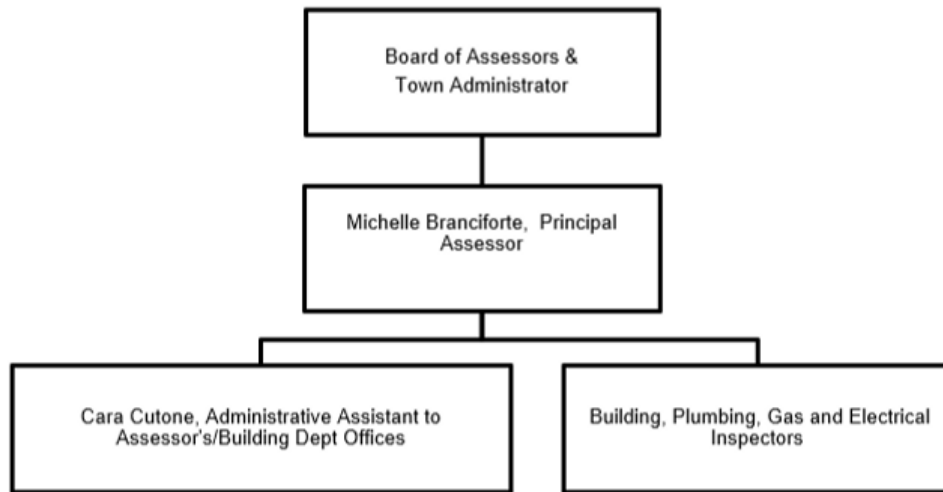


Office supplies budget moved to Building Department in FY2021.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
ASSESSORS' SALARIES	\$160,795	\$131,118	\$138,709	\$129,279	\$132,511	2.5%
Total Salaries and Benefits:	\$160,795	\$131,118	\$138,709	\$129,279	\$132,511	2.5%
Other Expense						
REVALUATION UPDATE	\$9,875	\$15,500	\$15,500	\$15,500	\$15,500	0%
PROFESSIONAL SERVICES	\$478	\$4,000	\$0	\$4,100	\$4,500	9.8%
POSTAGE	\$0	\$500	\$1,179	\$500	\$500	0%
GIS	\$21,613	\$22,500	\$22,258	\$24,000	\$24,000	0%
OFFICE SUPPLIES	\$2,253	\$0	\$0	\$0	\$0	0%
COMPUTER SUPPLY/SOFTWARE	\$9,725	\$11,050	\$11,684	\$13,050	\$13,050	0%
TRAVEL/MEALS	\$750	\$2,500	\$3,793	\$3,500	\$3,500	0%
DUES/SUBSCRIPTIONS	\$1,109	\$1,150	\$1,133	\$1,500	\$1,700	13.3%
Total Other Expense:	\$45,803	\$57,200	\$55,547	\$62,150	\$62,750	1%
Total Expense Objects:	\$206,598	\$188,318	\$194,256	\$191,429	\$195,261	2%



Organizational Chart



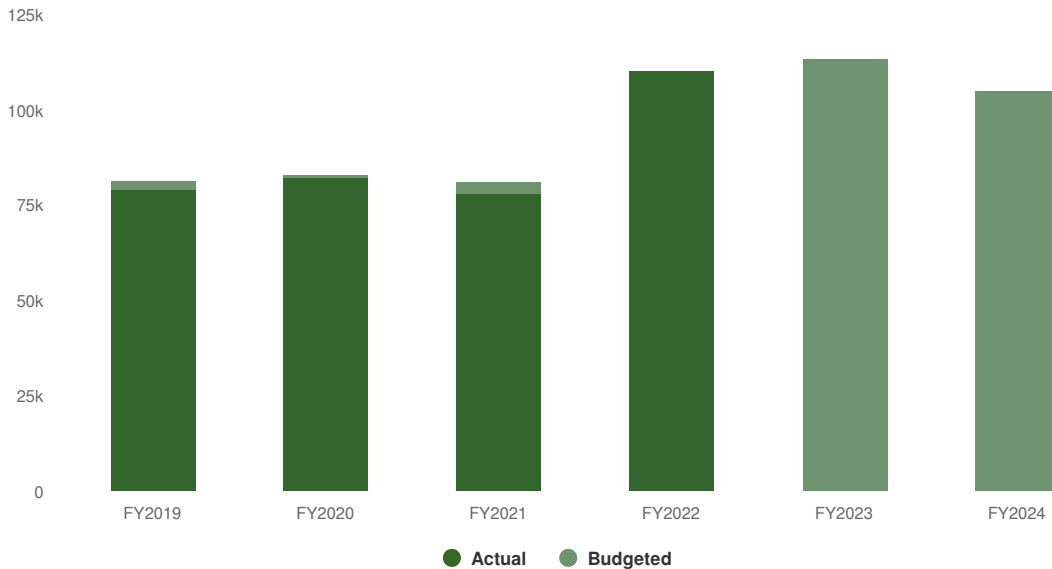
Building Department

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

Expenditures Summary

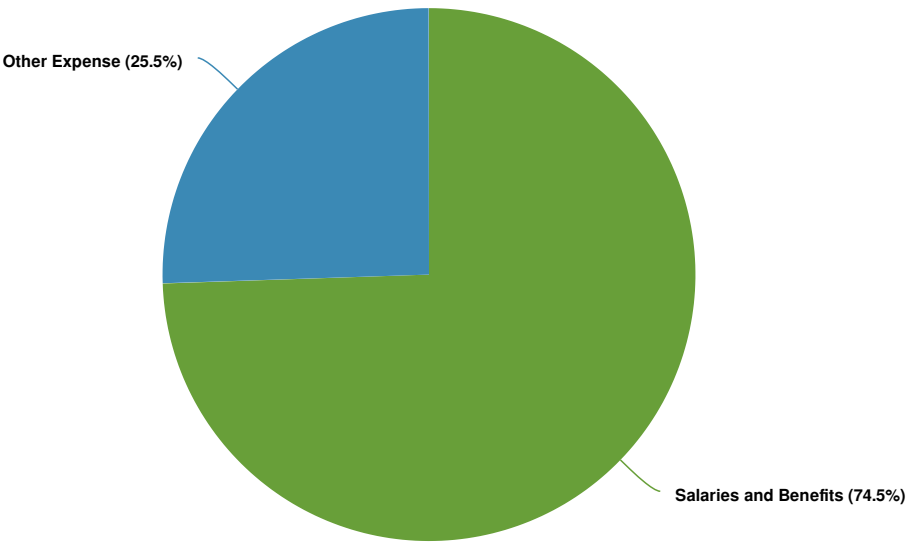
\$104,887 **-\$8,150**
(-7.21% vs. prior year)

Building Department Proposed and Historical Budget vs. Actual

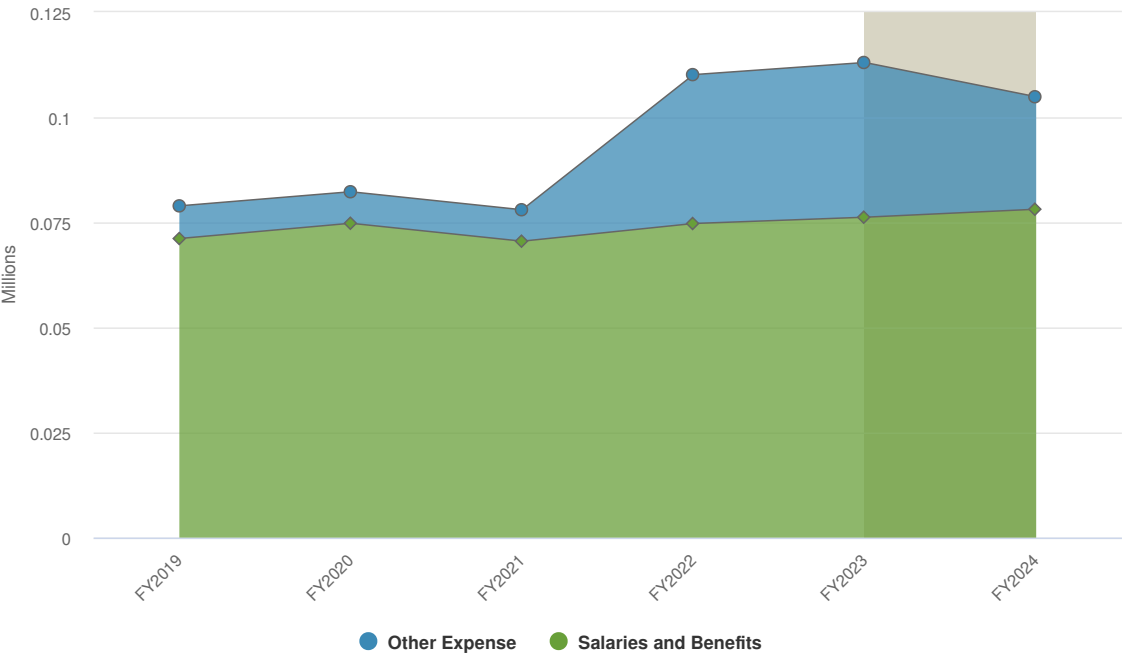


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
BUILDING INSPECTOR	\$43,250	\$46,981	\$46,981	\$47,921	\$49,119	2.5%
GAS/PLUMBING INSPECTOR	\$13,634	\$13,873	\$13,873	\$14,150	\$14,504	2.5%
ELECT. INSPECT. SALARIES	\$13,634	\$13,873	\$13,873	\$14,150	\$14,504	2.5%
Total Salaries and Benefits:	\$70,518	\$74,727	\$74,727	\$76,221	\$78,127	2.5%
Other Expense						
SEALER WGTS/MEAS EXPENSES	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	0%
INSPECTOR' EXPENSES	\$4,485	\$4,500	\$4,500	\$4,500	\$5,600	24.4%
SOFTWARE-PERMITTING SOFTWARE	\$0	\$27,920	\$27,920	\$29,316	\$18,160	-38.1%
Total Other Expense:	\$7,485	\$35,420	\$35,420	\$36,816	\$26,760	-27.3%
Total Expense Objects:	\$78,003	\$110,147	\$110,147	\$113,037	\$104,887	-7.2%

Group rate received for Software permitting as part of the Regional IT initiative as well as removing the harbor department related cost.

Organizational Chart

See Assessor's page for Organizational Chart.



Treasurer/Collector

Jennifer Yaskell, CMMT, CMMC
Town Treasurer/Collector

The Treasurer/Collector's office is responsible for providing secure and accurate collection and investment of all Town funds. Such funds include real estate, personal property, excise, and betterments as committed to us by the Assessors, as well as all water/sewer charges, state aid or reimbursement, and all other various departmental receipts of the Town. We disperse all funds on behalf of the Town in accordance with Town Meeting requirements through approved vendor and payroll warrants. The department also coordinates long and short-term borrowings for all Town authorized debt. The Treasurer/Collector must make an annual accounting for all receipts and disbursements and report on their official acts.

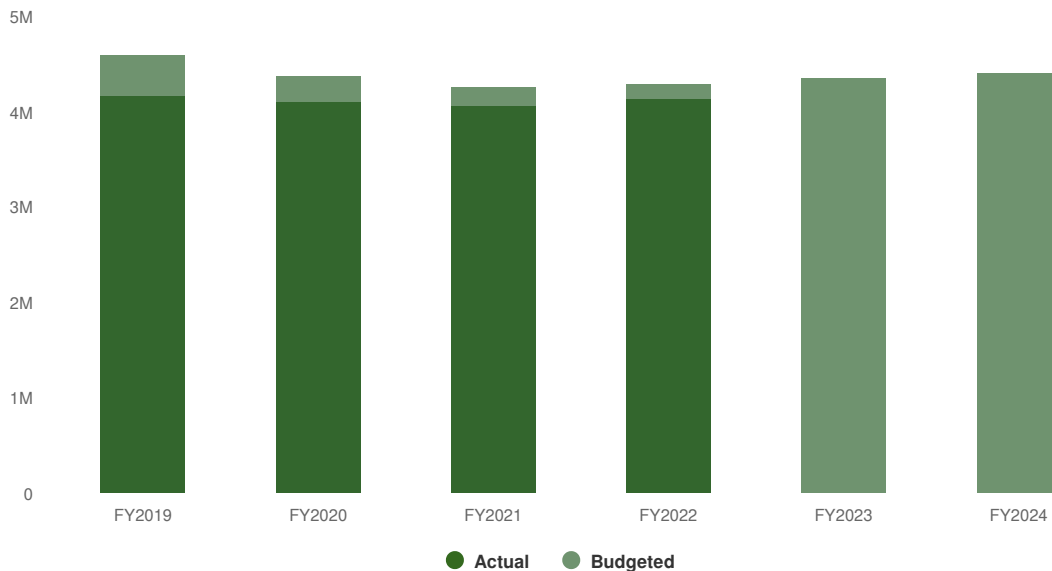
This office processes the payroll for all Town employees, as well as coordinates the administration of benefits as the liaison between employees and vendors for group health, retirement, dental, life, and supplemental insurances.

It is the mission of this department that its officers remain faithful to their oaths of office by serving in accordance with the laws of the Commonwealth of Massachusetts and the by-laws of the Town while maintaining high ethical standards. Customer service is a primary function of the office and all members of the public should expect to be treated with courtesy and respect.

Expenditures Summary

\$4,406,259 **\$47,420**
(1.09% vs. prior year)

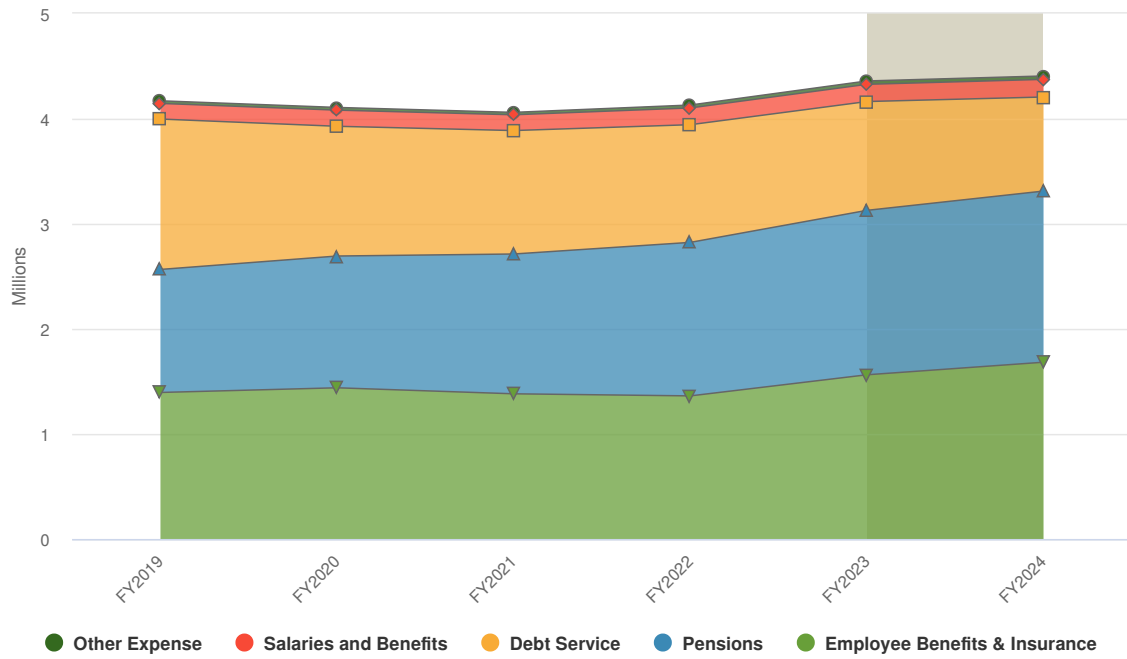
Treasurer/Collector Proposed and Historical Budget vs. Actual



Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



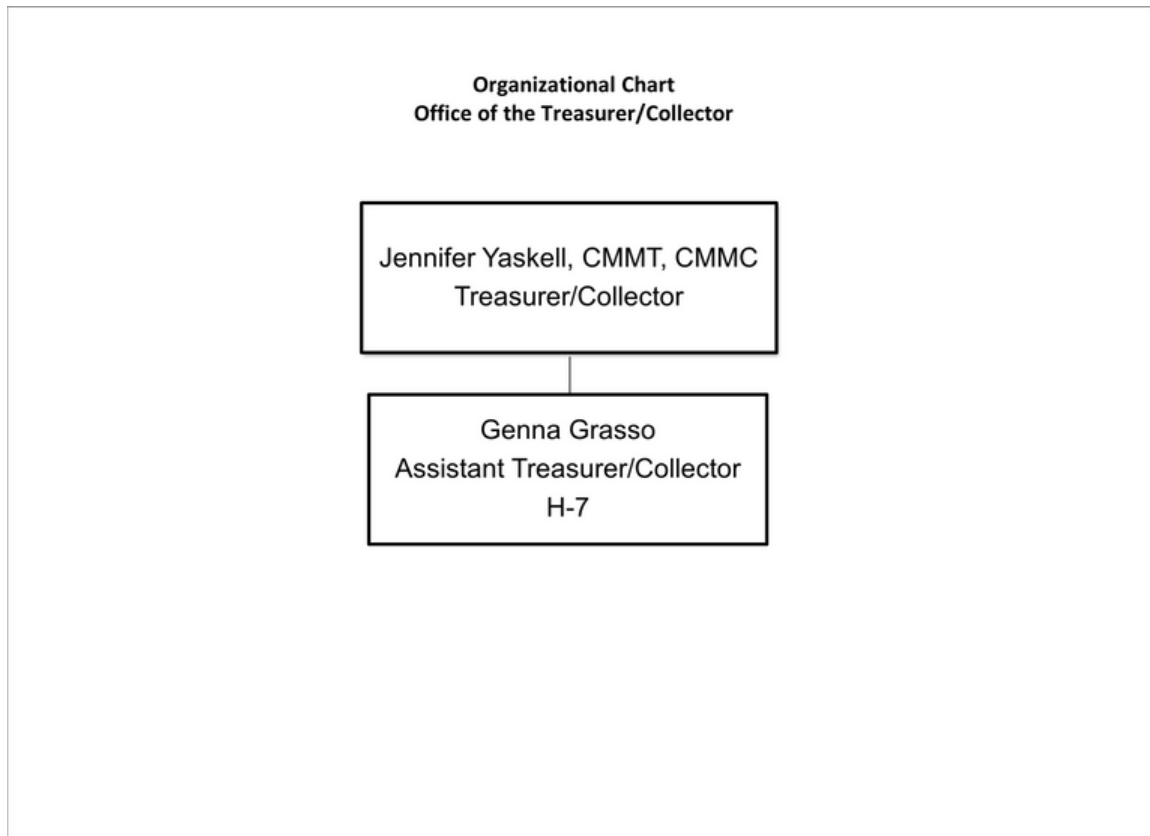
Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
TREAS/COLLECTOR SALARIES	\$150,113	\$159,584	\$159,584	\$163,906	\$167,953	2.5%
Total Salaries and Benefits:	\$150,113	\$159,584	\$159,584	\$163,906	\$167,953	2.5%
Employee Benefits & Insurance						
FICA MED.-TOWN'S SHARE	\$93,773	\$100,500	\$102,729	\$103,515	\$111,796	8%
HEALTH/LIFE INSURANCE	\$1,161,072	\$1,285,000	\$1,133,933	\$1,329,000	\$1,435,320	8%
CASULTY & LIABILITY INSURANCE	\$126,676	\$130,000	\$124,968	\$130,000	\$135,000	3.8%
Total Employee Benefits & Insurance:	\$1,381,521	\$1,515,500	\$1,361,630	\$1,562,515	\$1,682,116	7.7%
Other Expense						
PROFESSIONAL SERVICES	\$13,559	\$15,000	\$14,205	\$17,925	\$17,925	0%
POSTAGE	\$7,085	\$9,700	\$10,776	\$9,700	\$10,000	3.1%
OFFICE SUPPLIES	\$1,949	\$2,000	\$554	\$2,000	\$2,000	0%
TRAVEL/MEALS	\$154	\$2,000	\$1,884	\$2,000	\$2,000	0%
DUES/SUBSCRIPTIONS	\$267	\$240	\$300	\$300	\$300	0%
Total Other Expense:	\$23,015	\$28,940	\$27,720	\$31,925	\$32,225	0.9%



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Pensions						
CONTRIBUTORY PENSIONS	\$1,330,489	\$1,461,004	\$1,461,004	\$1,564,930	\$1,628,887	4.1%
Total Pensions:	\$1,330,489	\$1,461,004	\$1,461,004	\$1,564,930	\$1,628,887	4.1%
Debt Service						
MATURING PRINCIPAL	\$850,018	\$822,409	\$822,409	\$764,861	\$651,270	-14.9%
WPAT ADMINISTRATION FEES	\$2,037	\$1,873	\$1,872	\$1,704	\$1,607	-5.7%
LONG TERM INTEREST	\$322,746	\$295,646	\$295,646	\$268,998	\$242,201	-10%
Total Debt Service:	\$1,174,801	\$1,119,928	\$1,119,927	\$1,035,563	\$895,078	-13.6%
Total Expense Objects:	\$4,059,940	\$4,284,956	\$4,129,865	\$4,358,839	\$4,406,259	1.1%

Organizational Chart



Goal #1

This office's previous FY goal of moving towards a more digitized payroll process is nearly completed. 95% of benefit vendors are now receiving digital file uploads instead of manual listings sent through the USPS. Employees are receiving electronic paystubs, though only on a voluntary basis at present. The next phase of this goal will be to get the final vendor converted to electronic reporting, and to research mandating electronic paystubs - a process which will involve Town Administration, legal opinion, and contract negotiations. The final phase of this goal will be to create and distribute completely electronic new employee hire packets.

Goal #2

Although pushed off due to timing and budget, the finance department is still in need of a software conversion. The remainder of fiscal year 2023 will be used to review available products for possible financial software replacements with the Accountant and Assessor. Ideally, a software provider will be selected by mid fiscal year 2024 so that a fiscal year 2025 conversion may be implemented slowly and thoroughly



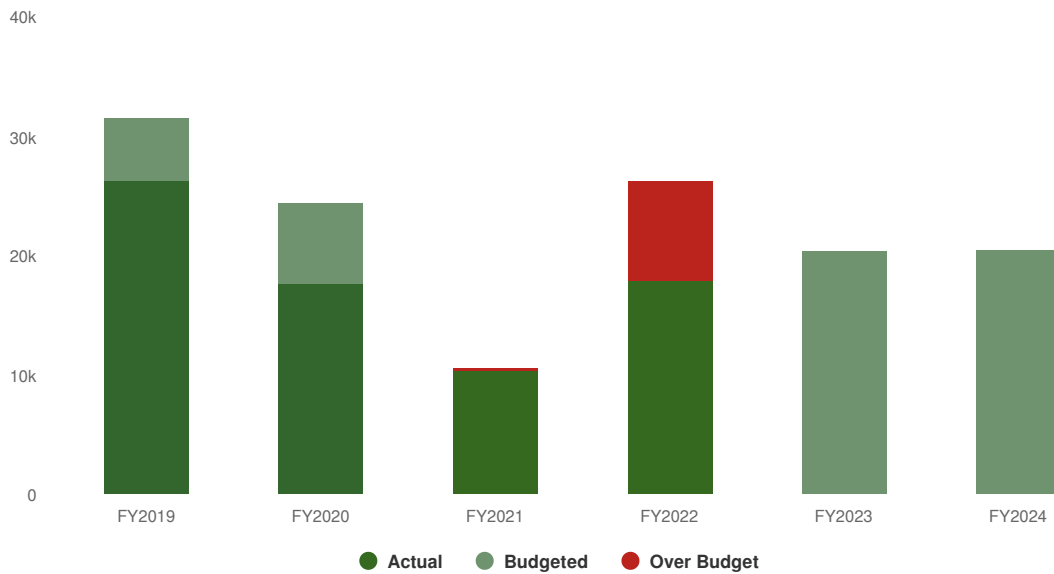
Zoning Board of Appeals

The Zoning Board of Appeals (ZBA) is comprised of five members with two alternates appointed by the Select Board. The ZBA hears petitions and applications for variances, special permits, comprehensive permits, and other appeals under the Zoning Act (MGL Ch. 40A), the Anti-Snob Zoning Act (MGL, Ch. 40B), and the Manchester Zoning Bylaw.

Expenditures Summary

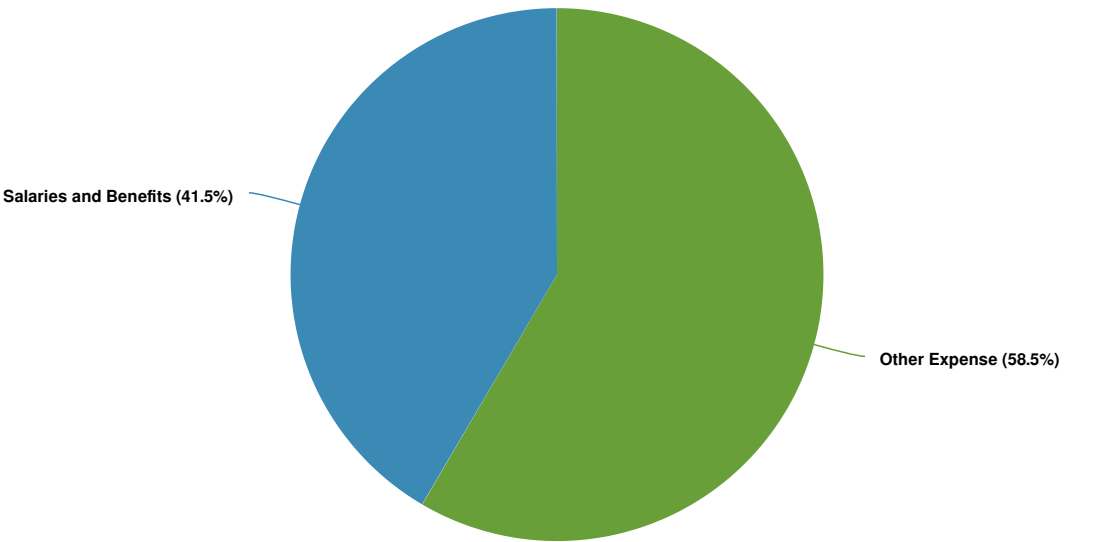
\$20,528 **\$158**
(0.78% vs. prior year)

Zoning Board of Appeals Proposed and Historical Budget vs. Actual

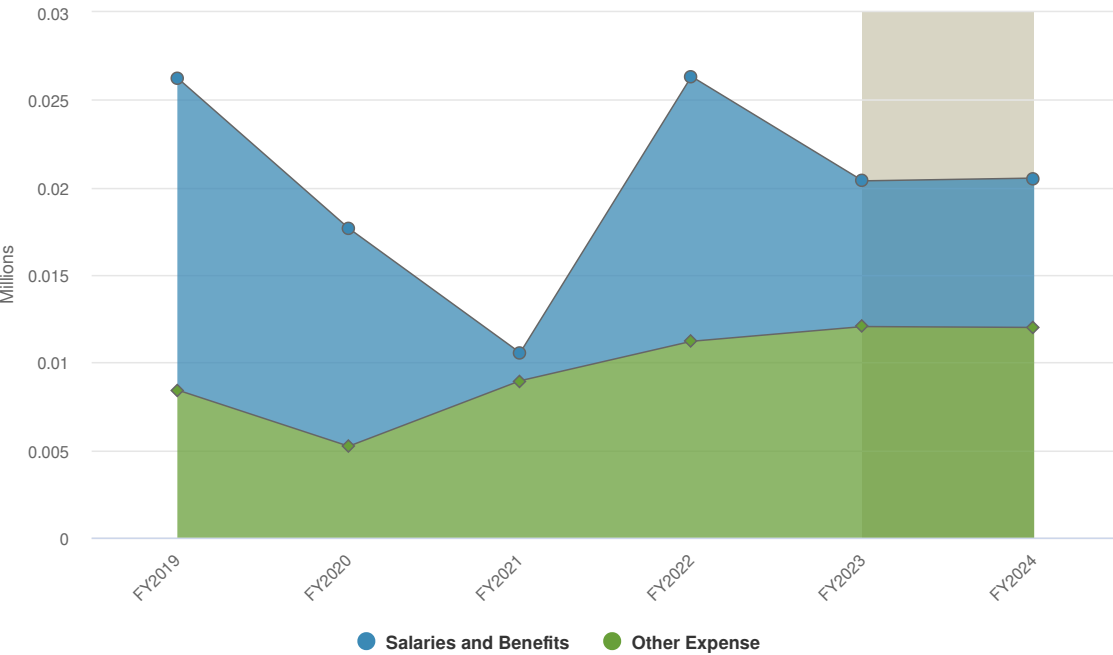


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
APPEALS BOARD SALARIES	\$1,600	\$8,320	\$15,124	\$8,320	\$8,528	2.5%
Total Salaries and Benefits:	\$1,600	\$8,320	\$15,124	\$8,320	\$8,528	2.5%
Other Expense						
POSTAGE	\$0	\$2,000	\$1,500	\$2,000	\$2,000	0%
PRINTING/ADVERTISING	\$7,848	\$5,000	\$7,847	\$5,000	\$7,500	50%
OFFICE SUPPLIES	\$56	\$550	\$42	\$550	\$500	-9.1%
FILING FEES	\$1,050	\$2,000	\$1,820	\$4,500	\$2,000	-55.6%
Total Other Expense:	\$8,954	\$9,550	\$11,209	\$12,050	\$12,000	-0.4%
Total Expense Objects:	\$10,554	\$17,870	\$26,333	\$20,370	\$20,528	0.8%

FY2022 salaries were overbudget due to increase in meetings due to a potential 40B project in Town.



Planning

Betsy Ware
Interim Town Planner

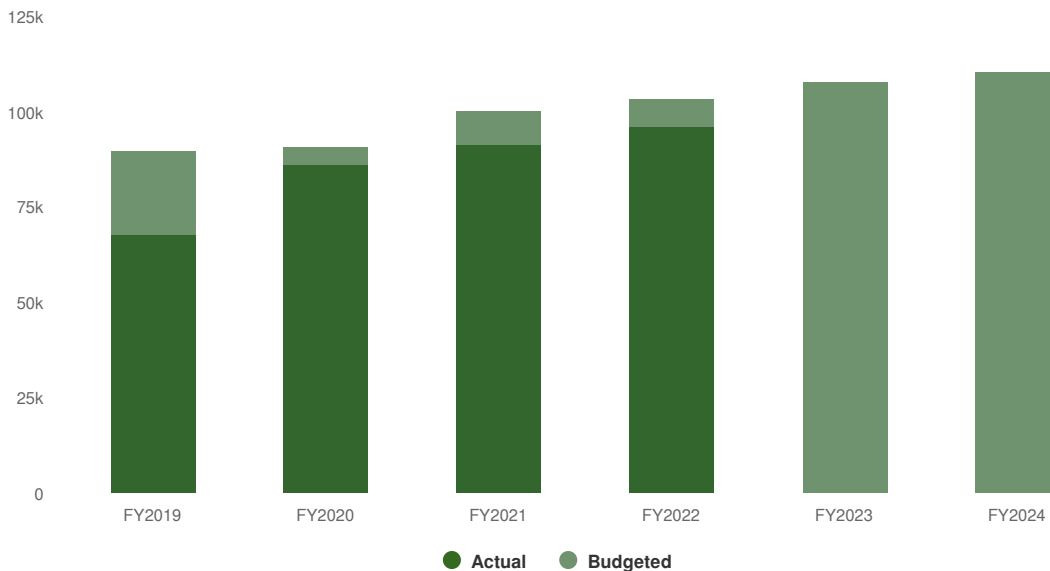
To provide professional advice and technical expertise to elected officials, appointed boards and committees, Town staff and citizens to assist in understanding and addressing land use issues and priorities.

The mission of the Manchester Planning Department is to 1) support and oversee the functions of community wide land-use planning, 2) to assist the Town's Land Management boards in managing growth and development through the administration of applicable land use bylaws and policies, and 3) to implement the community's long-term community vision. The Planning Department recognizes the diverse and competing interests within the community and the necessity to consider and incorporate these interests within the planning process by encouraging and facilitating participation. The Department strives to actively promote community participation, interaction and dialogue throughout the planning and permitting process.

Expenditures Summary

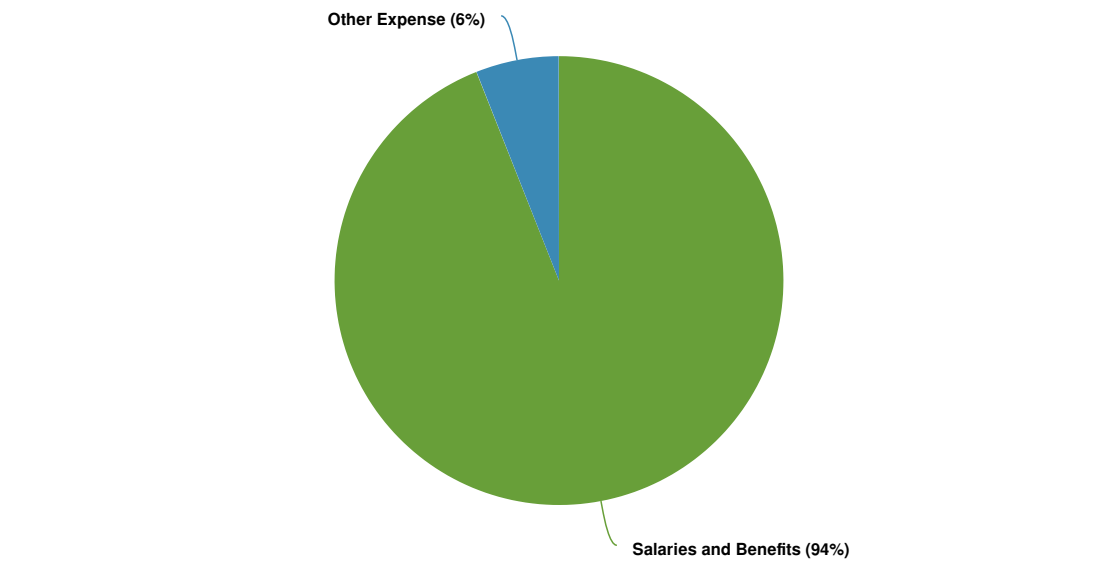
\$110,282 **\$2,529**
(2.35% vs. prior year)

Planning Proposed and Historical Budget vs. Actual

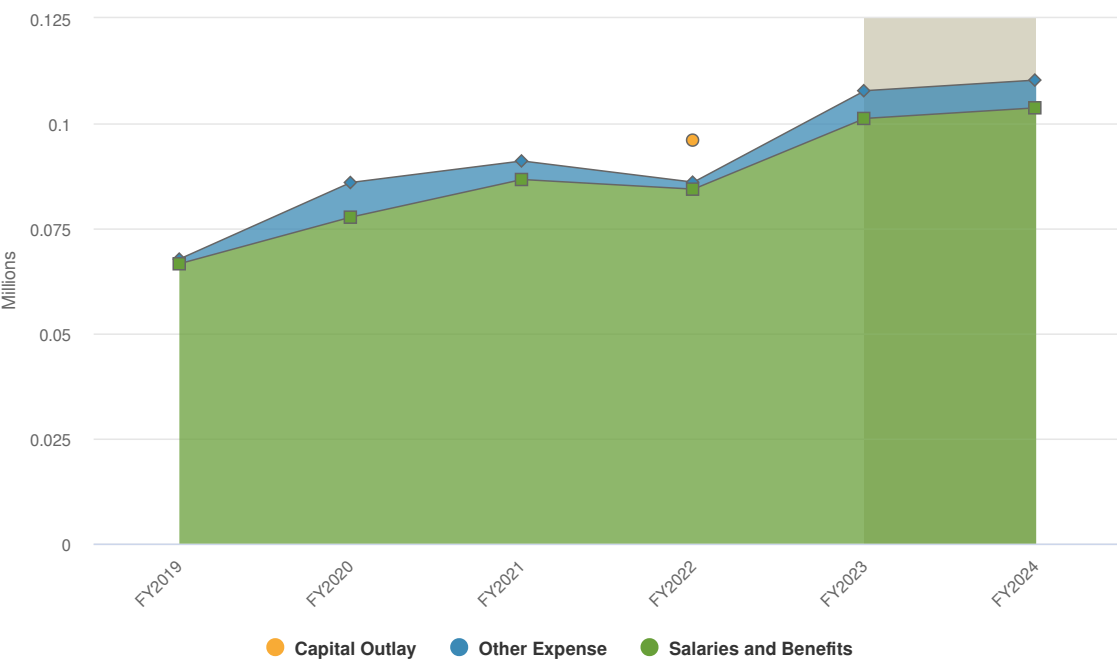


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

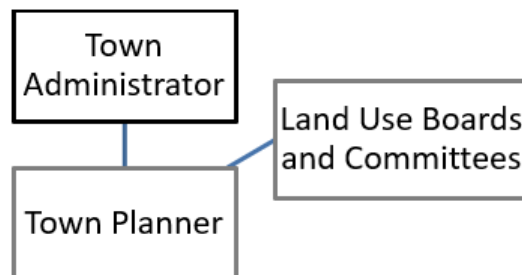


Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
PLANNING BOARD SALARIES	\$86,626	\$96,635	\$84,331	\$101,153	\$103,682	2.5%
Total Salaries and Benefits:	\$86,626	\$96,635	\$84,331	\$101,153	\$103,682	2.5%
Other Expense						
PROFESSIONAL SERVICES	\$3,367	\$5,000	\$539	\$5,000	\$5,000	0%
POSTAGE	\$0	\$100	\$0	\$100	\$100	0%
PRINTING/ADVERTISING	\$661	\$500	\$1,050	\$500	\$500	0%
OFFICE SUPPLIES	\$265	\$250	\$72	\$250	\$250	0%
DUES/SUBSCRIPTIONS	\$120	\$250	\$0	\$250	\$250	0%
OFFICE EQUIPMENT	\$0	\$500	\$0	\$500	\$500	0%
Total Other Expense:	\$4,413	\$6,600	\$1,660	\$6,600	\$6,600	0%
Capital Outlay						
ZONING IMPROVEMENTS	\$0	\$0	\$10,000	\$0	\$0	N/A
Total Capital Outlay:	\$0	\$0	\$10,000	\$0	\$0	N/A
Total Expense Objects:	\$91,040	\$103,235	\$95,991	\$107,753	\$110,282	2.3%

Organizational Chart



Goal #1

Align zoning regulations with Master Plan vision and goals.

Goal #2

Create tools, establish policies and complete planning projects to foster efficient and effective land use boards and committees.

Goal #3

Assist in an examination of MBTA compliant zoning regulations.



Police Department



Todd Fitzgerald
Police Chief

The Manchester by-the-Sea Police Department, in partnership with the Manchester community, is committed to maintaining tranquility, to respecting the sanctity of human life and to reducing risk for all. We seek to accomplish this mission through accountability, transparency, strategic partnerships, community engagement and the selection and professional development of high-quality personnel. Above all, the Manchester by-the-Sea Police Department seeks to provide services with compassion, dignity, and the highest level of customer service.

Expenditures by Fund

Overall budget FY24

The Manchester-by-the-Sea Police Department recognizes that we are the conservators of a public asset. We are, therefore, accountable to our residents directly and through the Board of Selectmen. Because of this quintessential American affiliation, we embrace the maxim, "The police are the public and the public are the police," a quote by Sir Robert Peel, the father of modern-day policing.

To this end, our objective is to serve all who work in, live in, or visit the Town of Manchester-by-the-Sea in a manner consistent with our mission statement and values. Our daily activities and strategic goals are formed by direct proactive engagement with community stakeholders. Specifically, our priorities are set by the public through routine and standardized daily encounters, accessibility to police management and quality control mechanisms.

Our budget currently reflects collective bargaining obligations negotiated by the town with our police and clerical unions along with yearly projected expenses that are needed to maintain our department daily. These expenses not only include annual training, but also training that is now required to keep up with modern day police work. It also includes maintaining our Accreditation Standards, maintaining our fleet, and everyday office expenses. In FY21, FY22, and FY23 we took a very hard look at our operating budget and have projected our annual expenses almost down to the penny. This year, for FY24 we have made some increases based on the future availability of our Reserve Police Officer staffing and I have sent the Finance Committee and Selectboard a memo and schedule that shows the need for additional Police Officers and for lobby coverage, which would theoretically reduce overtime. The reduction in overtime would depend on the requirement to back-fill paid-time off, training, and lobby coverage.

I believe that there is a significant cost effectiveness towards having an officer assigned to station duty. To me, it is more advantageous to budget a position that is multifaceted and able to function in a variety of roles, rather than one that is limited to strictly administration. A police officer would not only be able to handle the duties associated with the front lobby, but also to assist with all the situations listed in the previous lobby staffing memo. That is something a civilian clerk would not be able to do. If funding is going to be allocated for lobby coverage, I would argue using it towards a position that can fulfill multiple duties to get the most for that money. (See Lobby Staffing Memo)

This year's budget that I have submitted, in my opinion, reflects a well thought out process which allows for 2 officers to be always available for patrol but does not reflect lobby coverage. Maintaining a minimum staffing level that is consistent in law enforcement is essential and needed to maintain a minimum deployment for officer and community safety.

Currently, the Police Department is budgeted for 14 full-time personnel. Out of those full-time budgeted positions, currently 9 are available for patrol as we continue to have an officer on 111F status, a full-time SRO and have had an early retirement of one full-time member. We are currently attempting to recruit someone to back-fill the retirement position. The status of the Officer on 111F remains status quo. The town continues to wait for a magistrate's decision on a town appeal to this case on whether the retirement board will reconvene a medical panel to determine the officer's eligibility for a disability pension. If a disability pension is ever granted, only then can we remove the officer from the police department's annual operating budget. It is my understanding that the town will need to keep this officer as part of the operating budget for a minimum of 2 more years. At that time, the Officer will have 10 years vested in the Essex County Retirement System, at which point the town can petition for an involuntary retirement.

We continue to contact the office of the magistrate who presided over the hearing. Each time we have been informed that a ruling was imminent and would be finalized "any day". This has been going on since the beginning of 2021 and has continued through 2022. As of this date, there is still no time frame for a disposition to this hearing.

In FY23 the Finance Committee recommended, and voters funded an additional Officer to back-fill for the Officer on 111F. That position has been filled since July 1, 2022. That Officer has been working on a 270-day full-time waiver granted to us by the MPTC-Training Committee and is scheduled to enter the full-time Police Academy on November 14, 2022, with a scheduled end date of April 15, 2023. Therefore, for six months, that position will need to be backfilled with a combination of overtime and Reserve Officers.

I understand the challenges every community, including ours, faces regarding municipal financing. As stated in my annual report, through accreditation we continue to operate in accordance with the most rigorous of modern policing standards, which are established and evaluated by independent industry law enforcement experts. However, we still find ourselves falling victim to some of the unfunded liabilities caused by Police Reform. The future loss of Reserve Officers to back-fill open shifts at a reduced cost is already starting to have a significant impact on our operation.



However, now that the transition to Regional Dispatch has begun and with the mandate of lobby coverage, the need for additional staffing has become even clearer.

Unlike most towns like ours, we have been very fortunate to have a reserve staff that has already been vetted and ready to assume a full-time position. However, we are still bound by the collective bargaining agreement as to how many hours a reserve officer can work. It has become a routine that some of our reserves work full-time hours to back-fill open shifts and paid time-off, but only after those hours of work have been offered on an overtime basis to full-time staff. With the addition of two new full-time Officer positions and the schedule that I have provided, we will be able to maintain a minimum of two officers working the road and staff the lobby 24 hours a day.

As always, I appreciate your time and look forward to answering any questions you may have.

Respectfully,

Chief Todd Fitzgerald

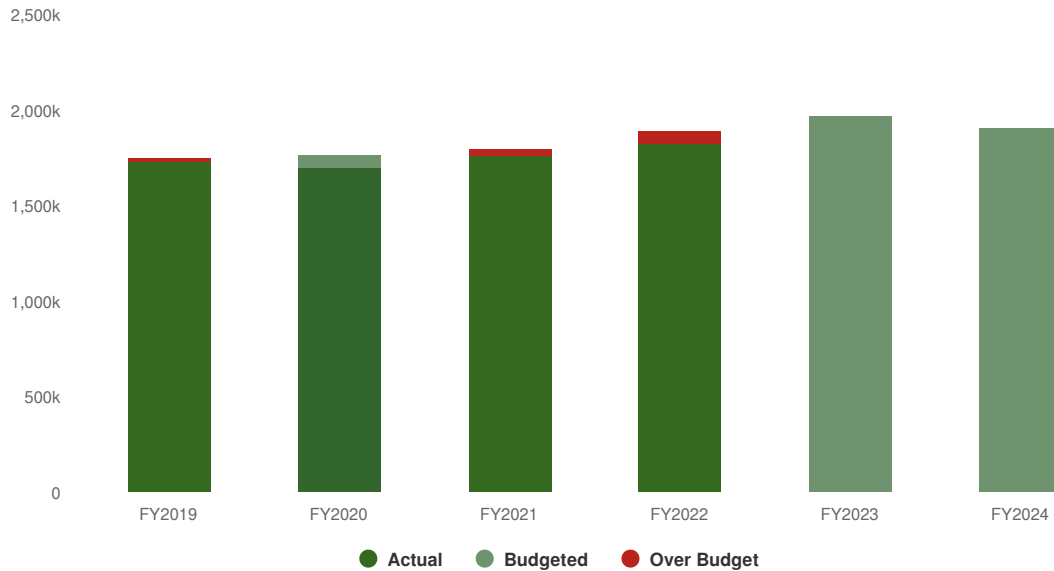
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Governmental Funds						
General Fund						
POLICE SALARIES	\$1,700,592	\$1,730,836	\$1,798,836	\$1,874,324	\$1,807,565	-3.6%
Community Policing	\$0	\$0	\$0	\$0	\$1,500	N/A
ELECTRICITY	\$211	\$220	\$127	\$225	\$0	-100%
AUTO/TRUCK REPAIRS	\$7,099	\$8,200	\$5,311	\$8,350	\$8,500	1.8%
RENTAL FEES	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900	0%
PROFESSIONAL SERVICES	\$14,448	\$10,500	\$11,129	\$10,700	\$13,000	21.5%
TRAINING	\$17,190	\$9,000	\$10,757	\$10,000	\$10,000	0%
TELEPHONE	\$8,897	\$9,944	\$7,867	\$10,200	\$9,000	-11.8%
POSTAGE	\$238	\$450	\$723	\$500	\$500	0%
PRINTING/ADVERTISING	\$315	\$150	\$0	\$300	\$300	0%
OFFICE SUPPLIES	\$2,130	\$4,000	\$2,552	\$4,000	\$2,750	-31.2%
GASOLINE/OIL	\$15,328	\$19,500	\$21,849	\$20,000	\$20,000	0%
AUTO/TRUCK SUPPLIES	\$575	\$1,500	\$840	\$1,500	\$1,500	0%
MEDICAL SUPPLIES	\$1,712	\$1,000	\$927	\$1,500	\$1,500	0%
POLICE SUPPLIES	\$4,933	\$4,500	\$9,098	\$4,600	\$5,500	19.6%
RADIO SUPPLIES	\$64	\$250	\$0	\$250	\$0	-100%
UNIFORMS	\$18,333	\$18,500	\$15,920	\$18,750	\$18,000	-4%
TRAVEL/MEALS	\$0	\$1,900	\$1,448	\$1,900	\$1,900	0%
DUES/SUBSCRIPTIONS	\$6,509	\$4,800	\$6,384	\$5,000	\$5,500	10%
Total General Fund:	\$1,800,475	\$1,827,150	\$1,895,670	\$1,973,999	\$1,908,915	-3.3%
Total Governmental Funds:	\$1,800,475	\$1,827,150	\$1,895,670	\$1,973,999	\$1,908,915	-3.3%



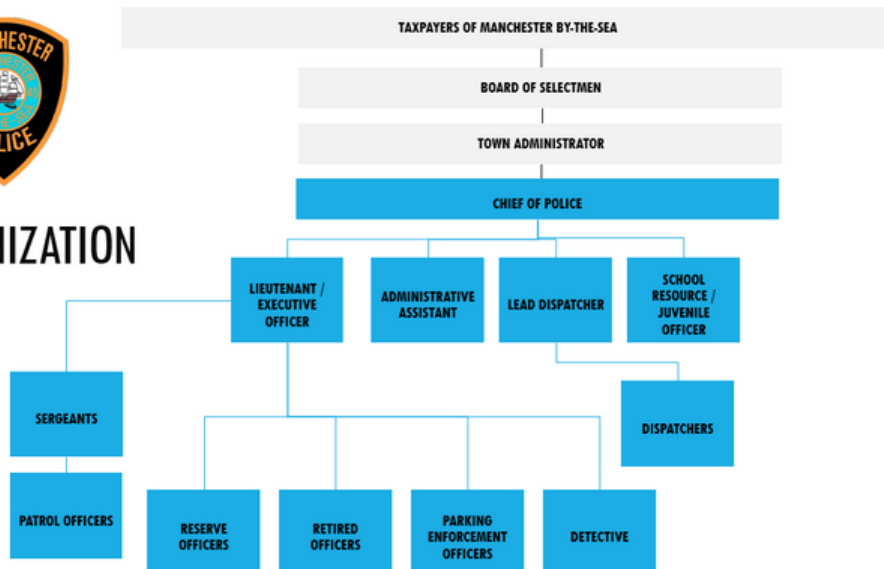
Expenditures Summary

\$1,908,915 **-\$65,084**
 (-3.30% vs. prior year)

Police Department Proposed and Historical Budget vs. Actual



Organizational Chart



Community Goals and Objectives

Community Goals & Objectives:

The Manchester-by-the-Sea Police Department recognizes that we are the conservators of a public asset. We are accountable to our residents directly through the Board of Selectboard. Our objective is to serve all who work in, live in or visit the Town of Manchester-by-the-Sea in a manner consistent with our mission statement and values. Our daily activities and strategic goals are formed by direct proactive community relations and engagement with our stakeholders. Further, the Manchester-by-the-Sea Police Department's objectives continue to target five specific groups along with the potential effects of Police Reform are having a significant financial impact on the department and town with the potential loss of the Reserve Officers. In FY24, these groups continue to include the following;

1 SRO

1. School Resource Officer: The SRO Program is based upon the fundamental premise that when schools, police, prosecutors, and other service agencies work collaboratively and proactively, the safety, mental health, and well-being of the youth are best served. By working together to educate the school community, to coordinate efforts, and to share information, the Manchester Essex Regional School District and the Manchester and Essex Police Departments through the SRO Program continue to strive to: (1) prevent violence involving the students of the Manchester Essex Regional School District; (2) prevent the use, abuse, and distribution of alcohol and other controlled substances involving students of the Manchester Essex Regional School District; and (3) provide a safe, secure, violence-free, and nurturing school environment. But most importantly, it has developed positive relationships with students and parents, thereby enhancing the relationship of the Manchester and Essex Police Departments with the community. It also continues to provide a positive role model for students and create positive relationships with the young people of the two communities. Since the program's inception, SRO continues to have many relationships with parents, students, and school officials. We look to continue this very important program and the collaboration with our youth and the police remains a top priority for FY24.

2 Seniors

2.Seniors: Currently, the Manchester-by-the-Sea Police department has a tremendous relationship with our senior citizen population. Moving forward, I would categorize this as our second most important goal. Continuing our partnership with the Manchester Council on Aging will assist us in identifying our most at-risk population. MBTS PD will also continue to work with our partners at Senior Care Inc. who provide services for seniors who are at-risk of self-neglect, financial exploitation, and physical and emotional abuse. We look to continue to work with these partners in FY24.

#3 Community Groups

3. Community Groups: MBTS PD has a well-established relationship with several community groups. It is very important for us to accomplish our overall mission. Currently, MBTS PD has agents who have worked closely with several groups, such as the Chamber of Commerce, the Bike & Pedestrian Committee, the Downtown Improvement Committee, and the Planning Board and Selectboard. In FY24 we will look to continue our outreach and communications to these groups and provide a department liaison as a point of contact if needed.

#4 Local Business Community

4. Local Business Community: MBTS PD continues to connect to our business community not only at the leadership level but from the top to the bottom of the department. Officers continue to connect to our business owners through targeted "Park & Walks" in different areas of the business community on a daily basis. This partnership continues to operate at a high level with good communication. As stated before, the need for us to continue to build these relationships is important to our overall mission. In FY23, MPD continued to work with many businesses to assist them with many issues, which included parking issues and general traffic concerns. We will continue to support and work along side our business leaders in FY24.



#5 Social Media

5. Social Media: MBTS PD understands that a significant percentage of our residents we connect with prefer communication via our social media outlets. MBTS PD accomplishes this currently through our Facebook, Twitter and our website, which are linked to the Town websites. In FY24 we will continue to strive towards becoming more accessible and transparent to reach a broader audience through social media. Currently, our Facebook page has over 3400 followers and has proved to be a valuable asset to the department. In FY24 we will continue this important outreach with the assistance of the Town's Communication Coordinator, Tiffany Marletta, and the use of JGPR public relations.

#6 Harbor Patrol

6. Harbor Patrol: Most of us are aware that over the past few years there has been an increase in boating traffic as our harbor has become progressively more popular for resident and transient boaters, especially in Sand Dollar Cove. Currently, MPD has six officers assigned to the Harbor Patrol who work in conjunction with our Harbormaster. Bion's knowledge and his continued willingness to work together is a tremendous asset to MBTS PD. However, with that said in FY 23, it was difficult to have those officers available to assist the harbormaster on a regular patrol because of staffing issues that arose over the course of the summer. Recently, the Police Department was able to recruit a retired member of the Massachusetts Environmental Police Captain to work as a part-time Police Officer for the town. Officer Roger Thurlow's training and experience will bring a wealth of knowledge about marine law enforcement to the department and he will be extremely helpful as we expand our mission next summer on the water.

We must remember that sometimes the Police Department's and Harbormaster's missions will overlap. Our goal moving forward is to continue to foster an excellent working relationship with the Harbormaster's office. This will help us accomplish our overall mission of Public Safety for the community. As long as staffing permits, it is our goal to have more of a presence on the water as our jurisdiction does not stop at the water's edge.



#7 Lobby Staffing

Benefits of staffing lobby with Police Officer

Now that the Select Board have made the decision to transition to a regional dispatch, and along with the towns' desire to staff our lobby at a minimum of 16 hours per day, I feel it is incumbent upon me to provide my thoughts to the Finance Committee regarding lobby staffing as there would be several major advantages to staffing the front lobby of the police station with a police officer, as opposed to an administrative clerk. Some of the biggest pros are listed below.

The biggest asset, in my opinion, is the ability to use the lobby officer in a backup capacity for patrol functions during serious events. The police department has been operating at a minimum staffing level for many years with typically 2 patrolmen on the road covering calls. It is my opinion that this staffing level itself is outdated and very detrimental to our ability to handle incidents safely and effectively. In almost all incidents that arise, it is common practice in police work that a 2-officer response is what is needed to adequately handle a call for service. This means that all it takes is ONE call (such as a domestic disturbance, neighbor dispute, or vehicle crash) to immediately and completely overwhelm the manpower on the road. To be quite candid, the only reason we have been able to function in this manner for so long is due to luck. In many instances, we have been fortunate enough to have a few different scenarios play out so that we could handle multiple calls at once. These scenarios include having an officer nearby on detail duty that was able to break free and assist, having an administrative officer such as the Lieutenant or Chief available from the station, or having an officer from a nearby jurisdiction able to assist with mutual aid. None of those scenarios are ideal, nor are they guaranteed. Out of necessity, our officers have also developed the skill of being able to juggle and prioritize calls in a way that we can stretch our manpower to its limits and still serve the community. It's also become all too common for officers to split up and attempt to handle separate calls on their own, without backup, which is dangerous and against common practice. Clearly, luck and constantly having to race and juggle to find adequate coverage is not an effective tactic in police work and eventually, that luck will run out. It is my fear that when it does, it may result in either an officer getting hurt, or a resident in need not receiving the proper emergency response.

Having that extra officer assigned to the front lobby would not only be beneficial in handling all sorts of internal duties, but it will also be helpful in alleviating a lot of the concerns listed above and help with the shortage of reserve staff because of Police Reform. The officer assigned to that position would be able to temporarily shut down the lobby window and respond from the station to assist on the road when needed. During that time, any resident that were to walk-in to the lobby would still have access via push button to speak to a regional dispatcher and have that officer return as soon as the call concluded.

Speaking of internal functions, there are also many routine and situational duties that are performed by patrol officers that also tie-up manpower and take them away from the road. Having an extra officer assigned to station duty would certainly alleviate these manpower pressures. Instead of tying up an already understaffed patrol function, an officer assigned to station duty would be able to assist with many tasks, such as:

- **Booking Officer:** If an incident results in an arrest, it typically overwhelms patrol for at least a few hours. The station officer would be able to cut this down significantly by assisting with the booking process.
- **Prisoner Watch:** The station officer would be able to fulfill the task of watching a prisoner on CCTV camera, as well as conducting 30-minute physical checks of the prisoner while in our custody. Now that the town has made the decision to regionalize our dispatch, dispatchers will no longer be able to perform this duty. If the lobby is not staffed by an officer, this function will now need to be performed on an overtime and on-call basis. To date, our arrest volume has well over doubled since this time last year. This is a result of increased traffic enforcement and an uptick in productivity with our patrol force becoming younger.
- **Transport:** There are many instances where a prisoner needs to be transported to a holding facility such as Middleton Jail, Salem District Court, the hospital, or an approved juvenile lockup facility. Typically, we will need to put out a call for an officer to respond from home, on overtime, to cover these tasks. Usually, it is during the nighttime hours, and we are unable to get it filled. Therefore, we find ourselves needing to force in the next shift early or holding over a current shift to staff these duties. An officer assigned to station duty would be able to handle these functions without the need for overtime, or the need to sacrifice patrol strength.
- **Details:** As it is now, it is the duty of the shift supervisor or OIC to fill any ASAP (or emergency) details within the town. Due to the detail hiring policy in place, this can be a very involved process that takes time. It is not uncommon for the officer filling details to find themselves tied-up for the first hour or two of the shift getting these jobs filled. This would be a perfect duty for an officer assigned to the station lobby.
- **Administrative Tasks:** There are an endless count of additional administrative tasks that an officer assigned to the station would be able to assist in, ranging from records upkeep, community policing initiatives, outreach, and grant formulation, just to name a few. Many of our officers already have additional responsibilities such as these and having the ability to remove them from patrol and assign them to station duty so that they are able to focus on completing those responsibilities would be extremely helpful.
- **Phone Line:** An officer assigned to station duty would be able to answer a local phone line to assist with routine questions in relation to power outages, parade routes, and other general inquiries. In this circumstance, it's been widely expressed that



residents of this community prefer to speak with someone with knowledge of the town and how it operates, and I believe a station officer would be able to provide that. This would also avoid an officer returning to the station when the regional takes an informational call that they cannot answer. It will also avoid an extended wait time in the lobby for a resident waiting for a police officer to return. This is the most common complaint I have received from other Chiefs from departments that are part of the regional system is taking a person from patrol to handle walk-in lobby complaints.

- **"Light Duty"**: Currently, there is no provision for officers who would otherwise benefit from a modified duty assignment. If an officer has an injury, is tired from a double shift, or forced overtime during a disaster such as a storm, it would be beneficial to have an assignment such as station duty to allow them to safely continue to work in an administrative manner. This could also alleviate another 111F situation like we already have.

There are also some other considerations in relation to having an officer assigned to station duty, rather than a clerk. One of which, is in relation to sexual assault victims. Even though our numbers are small, In Massachusetts, there a practice known as the "first complaint witness". Generally, this means that the first person who takes an initial rape report will be the primary person to later testify about the incident. This saves the victim from having to recount the incident numerous times, to numerous investigators. If a victim were to enter the lobby and begin making this report to a clerk, rather than an officer, that clerk would be the first complaint witness, which clearly would not be ideal in this circumstance.

It is generally known that residents coming into the station to make a report will obviously need to speak to an officer. To me, it has always made sense to simply have an officer available there to begin with, rather than constantly having to call someone in off patrol to respond. Our department logged 662 walk-ins in 2021 alone, which I believe certainly demonstrates the need for an officer to be dedicated to station duty. In addition, it is my experience that residents choosing to walk-in to the police station to make a report are typically involved with more serious incidents that have occurred over a long period of time. A victim of years of domestic abuse or someone dealing with fraud who has vast files of paperwork will typically walk into a station rather than call an officer to their home.

In addition, it's an unfortunate reality that active shooters and groups such as 1st amendment auditors exist in society. Having a sworn officer assigned to station duty rather than a civilian clerk would provide an added level of building security, and an ability to respond quickly to emergencies of all nature (medical aid, trespassing, etc.) within the police station and town hall building.

Finally, I believe that there is a significant cost effectiveness towards having an officer assigned to station duty. To me, it is more advantageous to budget a position that is multifaceted, and able to function in a variety of roles, rather than one that is limited to strictly administration. A police officer would not only be able to handle the duties associated with the front lobby, but also assist with all the situations listed above. That is something a clerk would not be able to do. If funding is going to be allocated, I would argue that using it for a position that can fulfill multiple duties would get the most for that money.

Unlike most towns like ours, we have been very fortunate to have a reserve staff that has already been vetted and ready to assume a full-time position. However, we are bound by the collective bargaining agreement on how many hours a reserve officer can be scheduled for. It has become a routine that some of our reserves work full-time hours only after those hours of work have been offered on an overtime basis to full-time staff, to back-fill open shifts and paid time-off.

With Police Reform, we are not able to hire any new reserve officers. All current reserve officers across the Commonwealth have to be in place and hired prior to July 1, 2021. So, presently, all departments are choosing from the same group of reserve officers with no new reserve officers being trained. This last month, we had three reserve officers leave to pursue other opportunities, with two more possibly leaving after July 1. Bringing our current staff of reserve officers down to 8 with most being limited on hours they can work.



Animal Control

Hayes Demuelle
Animal Control Officer

Manchester shares animal control services with the Town of Hamilton and has since 2016.

Animal Control Board

The Animal Control Board is appointed annually by the Board of Selectmen and is comprised of five residents of the Town. The Animal Control Board, in consultation with the Animal Control Officer, shall evaluate animal control and welfare issues within the Town and shall recommend solutions or actions necessary to resolve such issues. The Animal Control Board may also recommend to the Board of Selectmen appropriate rules, regulations or by-law amendments for the care and control of animals.

Animal Control Officer

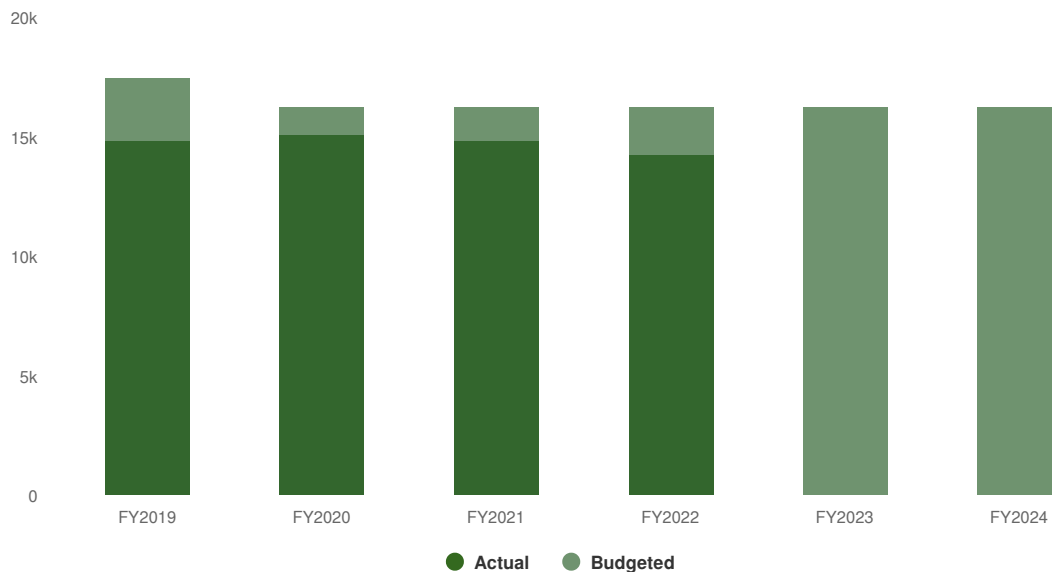
The Animal Control Officer is a person or persons appointed by the Town Administrator, with recommendations from the Animal Control Board and the Chief of Police, to carry out the provisions of the Town by-laws and regulations concerning animals. The Animal Control Officer shall be duly qualified and trained in accordance with state law.

See Article X, Section 28 of the **Town by-laws** (<https://www.manchester.ma.us/DocumentCenter/View/545>) for more information.

Expenditures Summary

\$16,315 **\$0**
(0.00% vs. prior year)

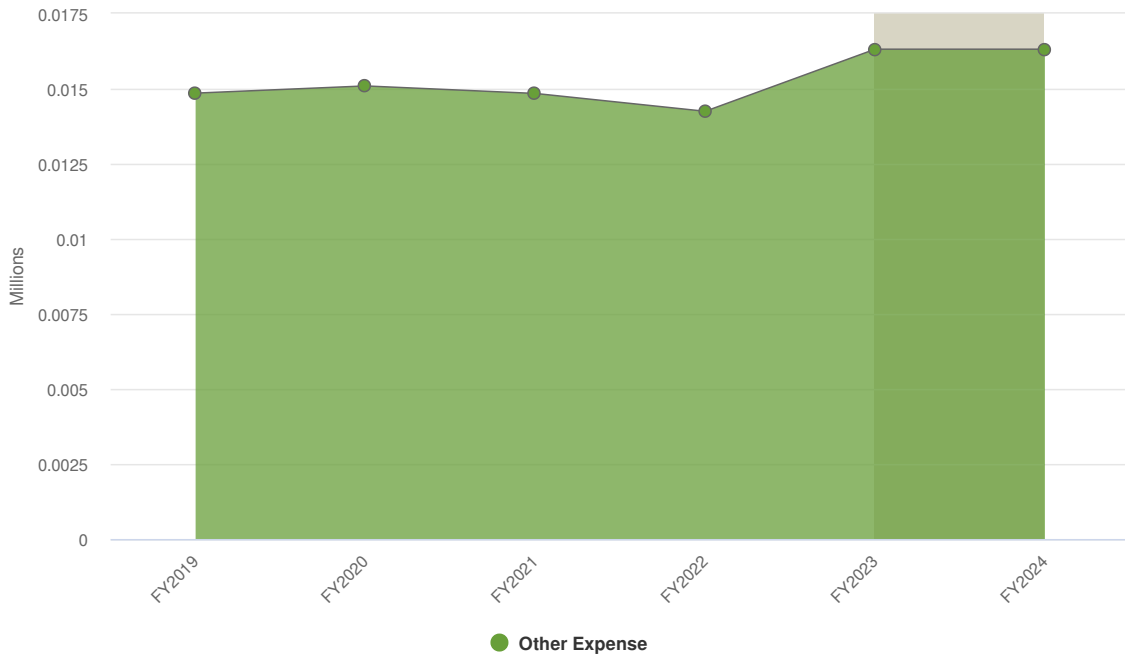
Animal Control Proposed and Historical Budget vs. Actual



Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
TRUCK RENTAL	\$1,000	\$1,000	\$962	\$1,000	\$1,000	0%
ANIMAL CONTROL PROF. SERVICES	\$13,250	\$13,250	\$12,935	\$13,250	\$13,250	0%
TRAINING	\$0	\$175	\$0	\$175	\$175	0%
TELEPHONE	\$240	\$240	\$231	\$240	\$240	0%
BOARDING/EUTHANASIA	\$0	\$400	\$50	\$400	\$400	0%
OFFICE SUPPLIES	\$0	\$50	\$0	\$50	\$50	0%
SUPPLIES	\$351	\$1,100	\$69	\$1,100	\$1,100	0%
AUTO/TRUCK SUPPLIES	\$0	\$50	\$0	\$50	\$50	0%
DUES/SUBSCRIPTIONS	\$0	\$50	\$0	\$50	\$50	0%
Total Other Expense:	\$14,841	\$16,315	\$14,247	\$16,315	\$16,315	0%
Total Expense Objects:	\$14,841	\$16,315	\$14,247	\$16,315	\$16,315	0%



Fire Department



Jason Cleary
Fire Chief

The mission of the Manchester Fire Department is to provide rapid all hazards response including fire suppression and emergency medical services (EMS) to save lives, protect property and the environment, as well as minimize future incidents through prevention and public education.

Examples of "all hazards":

Paramedic EMS
Fire suppression
Vehicle Extrication
Ice/Cold Water Rescue
High Angle Rescue
Confined Space Rescue

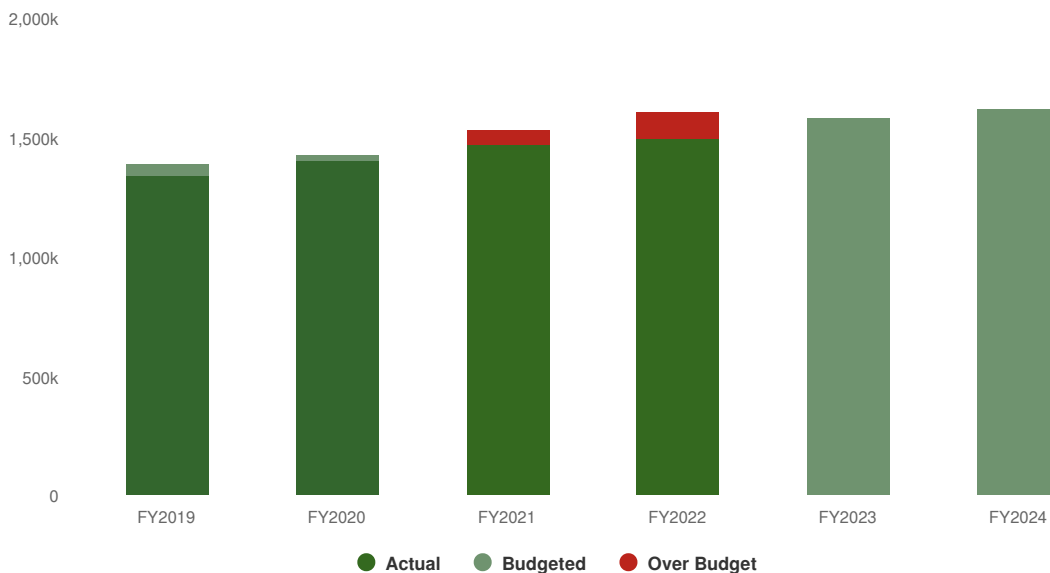
Dewatering
Trench Rescue
Hazardous Materials Response
Lift Assist
Animal Rescue

Budget comment: As of February 1, 2019, Massachusetts has implemented Federal OSHA (Occupational Safety & Health Administration) standards that will directly affect the fire service. The impact from the adoption of OSHA standards will require additional safety measures in the form of equipment both for the safety of firefighters as well as emergency operations, likely causing increases in certain areas of the operating and capital budgets..

Expenditures Summary

\$1,620,825 **\$38,286**
(2.42% vs. prior year)

Fire Department Proposed and Historical Budget vs. Actual

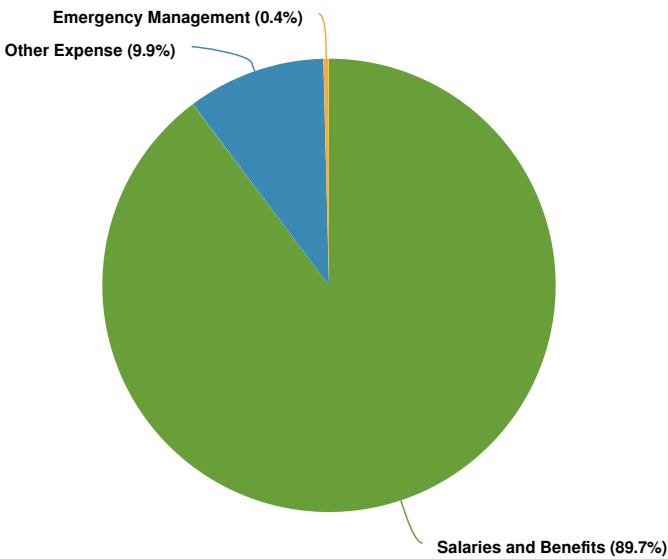


Amounts shown as overbudgeted in the columns above are due to the inclusion of carryover expenditures however, the carryover budgets have not been included. In addition, the budgeted amounts do not show any amendments to the original budget for the respective fiscal year.

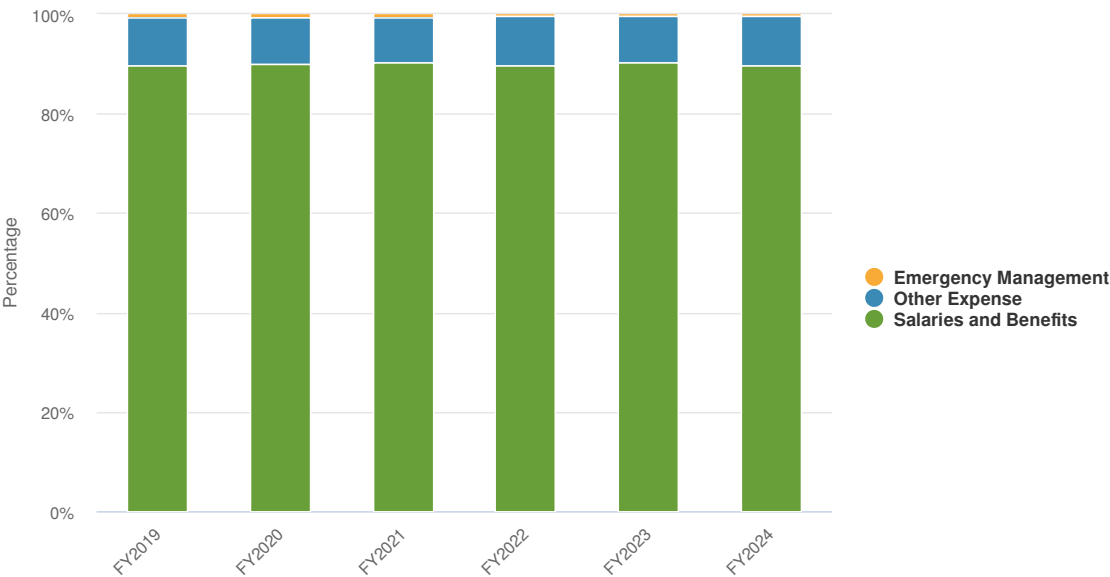


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



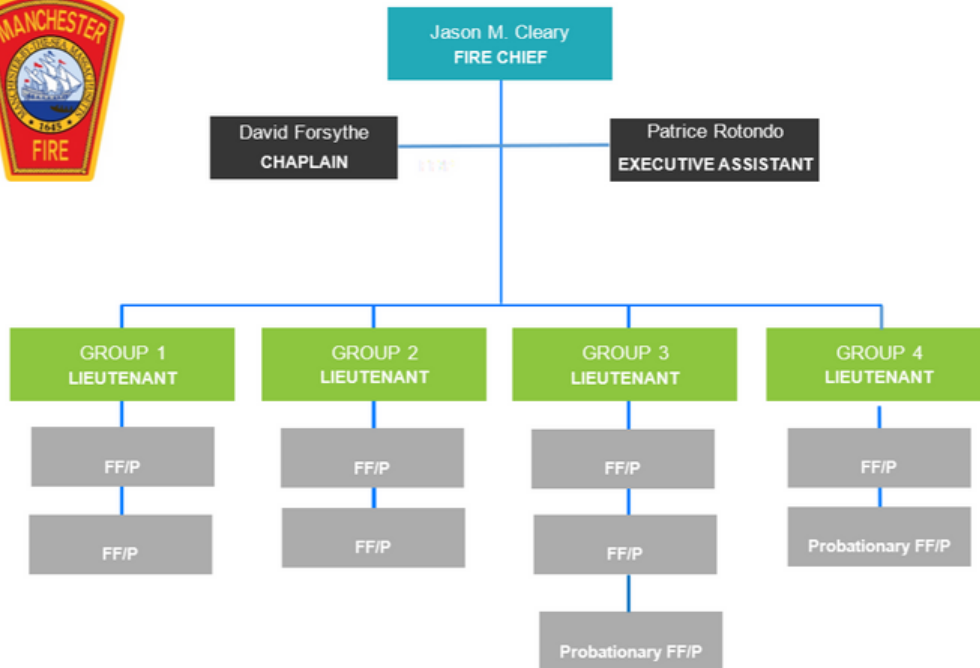
Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
FIRE SALARIES	\$1,386,839	\$1,346,748	\$1,446,329	\$1,431,714	\$1,454,525	1.6%
Total Salaries and Benefits:	\$1,386,839	\$1,346,748	\$1,446,329	\$1,431,714	\$1,454,525	1.6%
Emergency Management						
EMERGENCY MANAGEMENT SALARIES	\$4,000	\$0	\$0	\$0	\$0	0%
EMERGENCY MANAGEMENT EXPENSES	\$999	\$1,000	\$539	\$1,000	\$750	-25%
EMERGENCY NOTIFICATION SYSTEM	\$4,500	\$4,725	\$4,725	\$4,725	\$5,500	16.4%
Total Emergency Management:	\$9,499	\$5,725	\$5,264	\$5,725	\$6,250	9.2%
Other Expense						
NATURAL GAS	\$545	\$650	\$805	\$650	\$750	15.4%
UTILITIES EXPENSE	\$1,543	\$600	\$869	\$1,500	\$1,000	-33.3%
ELECTRICITY	\$5,887	\$6,800	\$6,877	\$6,000	\$6,800	13.3%
HEATING OIL	\$8,278	\$8,500	\$13,963	\$8,500	\$14,000	64.7%
BUILDING REPAIRS	\$6,423	\$8,500	\$8,997	\$0	\$4,000	N/A
APPARATUS/VEH MAINTENANCE	\$27,222	\$22,000	\$42,916	\$25,000	\$30,000	20%
EMS PROGRAM	\$19,711	\$32,000	\$29,460	\$30,000	\$30,000	0%
RADIO TECHNICIAN	\$0	\$2,000	\$2,637	\$2,000	\$4,000	100%
TRAINING EQUIP/MISC.	\$3,923	\$5,500	\$8,880	\$7,500	\$7,500	0%
TELEPHONE	\$4,573	\$5,000	\$5,293	\$6,200	\$6,200	0%
OFFICE SUPPLIES	\$2,960	\$2,200	\$2,729	\$2,750	\$2,500	-9.1%
EQUIPMENT	\$40,461	\$29,000	\$16,994	\$35,000	\$30,000	-14.3%
CUSTODIAL SUPPLIES	\$1,526	\$3,000	\$1,641	\$2,000	\$2,800	40%
GASOLINE/OIL	\$9,252	\$10,000	\$10,757	\$10,000	\$12,000	20%
COMPUTER SUPPLIES	\$1,494	\$1,000	\$2,321	\$1,500	\$2,000	33.3%
DUES/SUBSCRIPTIONS	\$4,665	\$6,000	\$6,302	\$6,500	\$6,500	0%
Total Other Expense:	\$138,464	\$142,750	\$161,441	\$145,100	\$160,050	10.3%
Total Expense Objects:	\$1,534,802	\$1,495,223	\$1,613,033	\$1,582,539	\$1,620,825	2.4%

Building repairs budget was moved to the Facilities budget in FY2023; FY2024 proposes some of those funds back to fire operating for smaller items and projects.



Organizational Chart

Manchester Fire Department



December 2022



Harbormaster



Bion Pike
Harbormaster

The Manchester-by-the-Sea Harbormaster's mission is to provide marine enforcement, rescue, EMT and education services to boaters within the tidal waters of Manchester-by-the-Sea, Massachusetts. Identify and pursue state and federal funding sources for the improvement and maintenance of Manchester Harbor. The Harbormaster is dedicated to delivering these and other services to the boating community with courtesy and professionalism. Every effort will be made to foster a safe boating environment by maintaining a high state of readiness and cultivating partnerships with fisherman, recreational boat owners, marine business owners, and marine law enforcement agencies on the North Shore in order to make Manchester-by-the-Sea the safest boating waters in all of Massachusetts.

Manchester by the Sea, A Harbor Much Changed in the Last 125 Years.



Expenditures Summary

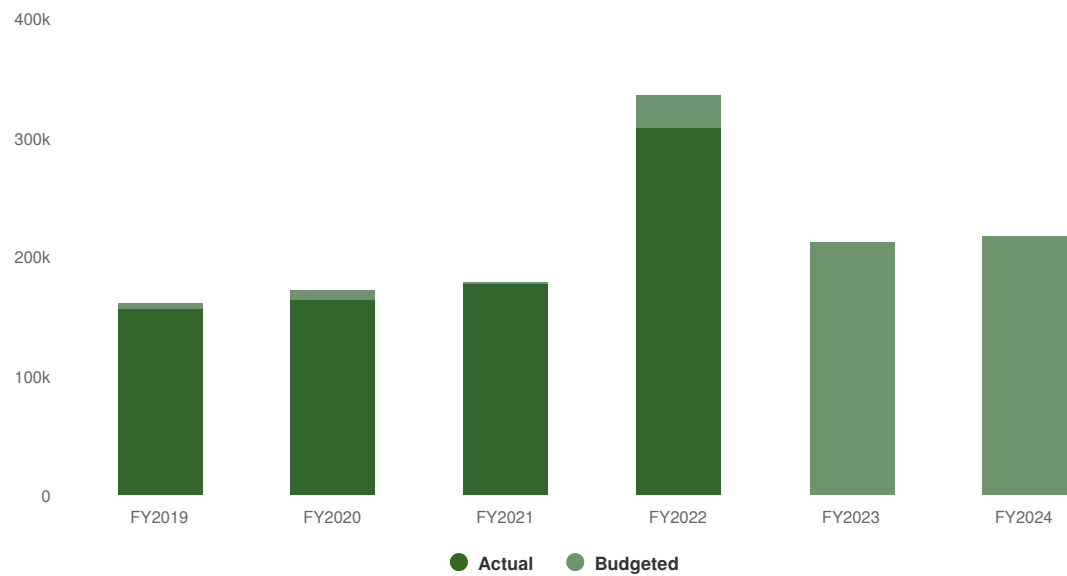


\$217,627

\$4,658

(2.19% vs. prior year)

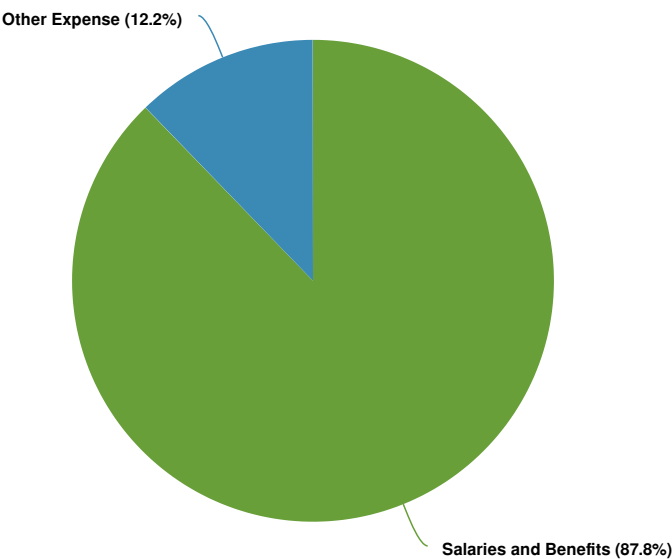
Harbormaster Proposed and Historical Budget vs. Actual



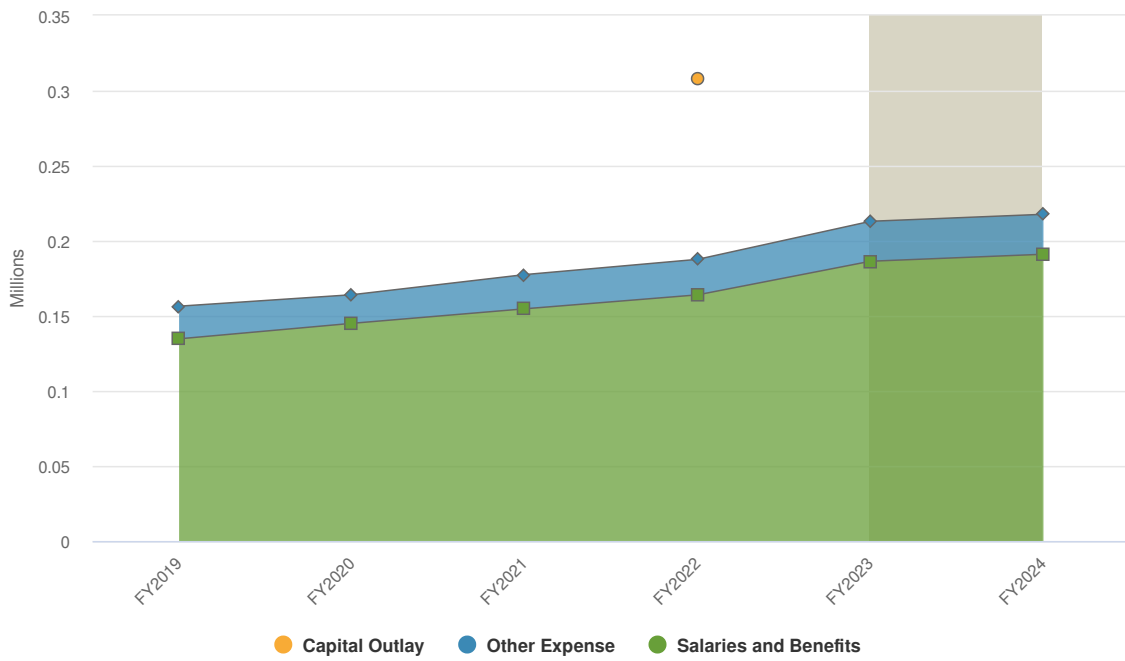
Capital budget and actual expenses included in the above graph.

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
HARBOR MASTER SALARIES	\$154,672	\$157,468	\$163,968	\$186,359	\$191,017	2.5%
Total Salaries and Benefits:	\$154,672	\$157,468	\$163,968	\$186,359	\$191,017	2.5%
Other Expense						
CARE OF FLOATS	\$8,893	\$4,000	\$8,358	\$4,000	\$4,500	12.5%
AUTO/TRUCK REPAIRS	\$14	\$775	\$0	\$1,500	\$500	-66.7%
BOAT EXPENSES	\$9,800	\$12,500	\$10,357	\$12,500	\$14,500	16%
PROFESSIONAL SERVICES	\$996	\$500	\$1,203	\$1,200	\$1,200	0%
TELEPHONE	\$998	\$1,000	\$675	\$1,000	\$1,000	0%
POSTAGE	\$2	\$800	\$1,900	\$2,000	\$1,000	-50%
PRINTING/ADVERTISING	\$856	\$360	\$0	\$360	\$360	0%
OFFICE SUPPLIES	\$321	\$600	\$95	\$600	\$600	0%
FUEL/OIL	\$20	\$775	\$0	\$1,500	\$1,000	-33.3%
MEDICAL SUPPLIES	\$0	\$1,000	\$0	\$1,000	\$1,000	0%
UNIFORMS	\$641	\$700	\$1,073	\$700	\$700	0%
DUES/SUBSCRIPTIONS	\$250	\$250	\$0	\$250	\$250	0%
Total Other Expense:	\$22,791	\$23,260	\$23,660	\$26,610	\$26,610	0%



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Capital Outlay						
HARBOR PICK UP TRUCK	\$0	\$35,000	\$31,518	\$0	\$0	N/A
HARBOR BOAT & REPAIRS	\$0	\$120,000	\$89,099	\$0	\$0	N/A
Total Capital Outlay:	\$0	\$155,000	\$120,617	\$0	\$0	N/A
Total Expense Objects:	\$177,464	\$335,728	\$308,245	\$212,969	\$217,627	2.2%

Infrastructure Maintenance and Improvement

Dredging -The next round of dredging is tentatively scheduled for the 2025-2026 construction season. Dredging projects should be considered routine and necessary once a decade to maintain the channel and mooring fields.

Equipment Storage Facility - A facility for indoor storage during the 4 month winter season will increase equipment (boats) longevity. The Harbor Department currently uses a container at the DPW facility for equipment storage. This provides no protection for the three vessels.

Morss Pier - construction of a Fishermen's docking facility to support fisheries in Manchester.

Reed Park - Extend the Reed Park docking facility along the rail bed for the MBTA to the drawbridge. This facility expansion would serve as a funding source for all waterfront infrastructure projects, potentially eliminating the need for other town-generated support funding in the harbor.



Succession Planning

Succession planning should be a primary goal for the town. A clean transition for the harbor department is vital to positive outcomes.

This planning should include in-depth discussion about the makeup of the Harbor Department in the future, including Police & Fire and their roles in the harbor. Liability, training, staffing, harbor management are department responsibilities that should be discussed now to properly plan for a successor.

What waterfront enforcement in the state looks like in the future is likely to be very different from what exists today. Liability needs to start driving this piece of waterfront management.



Public Works Department



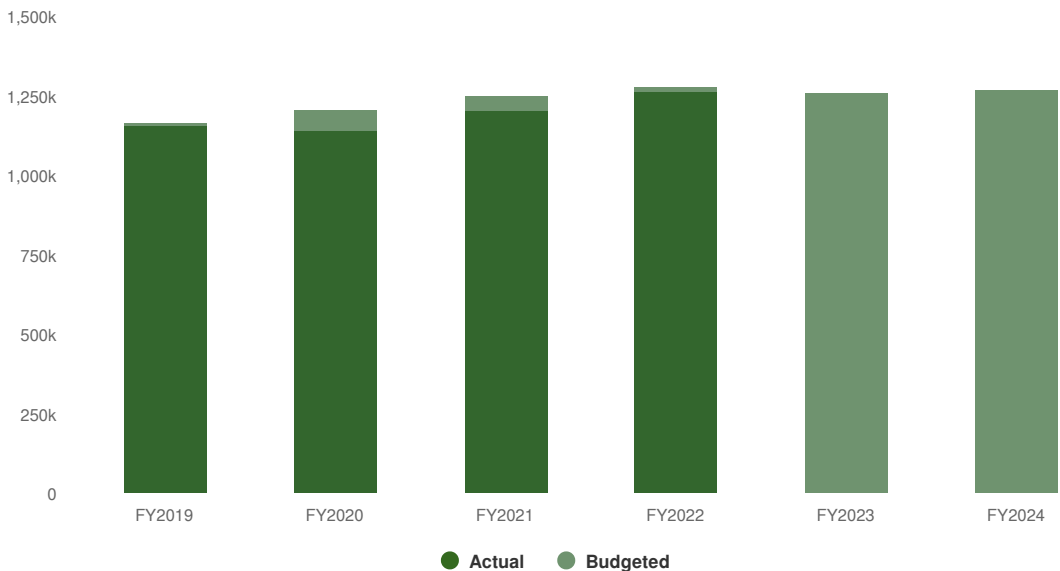
Chuck Dam
Director of Public Works

The Department of Public Works strives to provide the highest level of municipal services for the benefit of our citizens, businesses and visitors in an environmentally sensitive, sustainable and cost-effective manner. The Department of Public Works is responsible for maintaining the municipal infrastructure including streets, sidewalks, drainage, the water system, sanitary sewer system, cemeteries, facilities, and managing solid waste collection and disposal.

Expenditures Summary

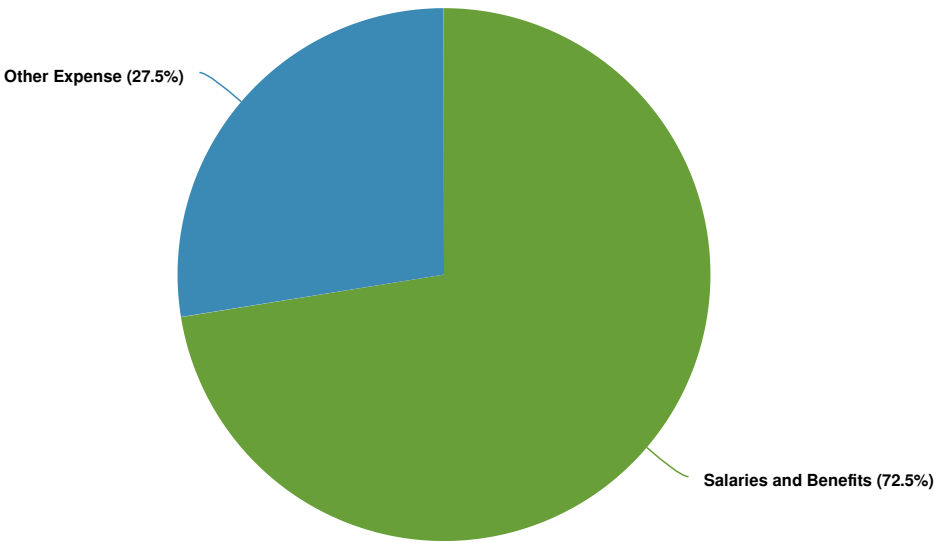
\$1,269,059 **\$10,804**
(0.86% vs. prior year)

Public Works Department Proposed and Historical Budget vs. Actual

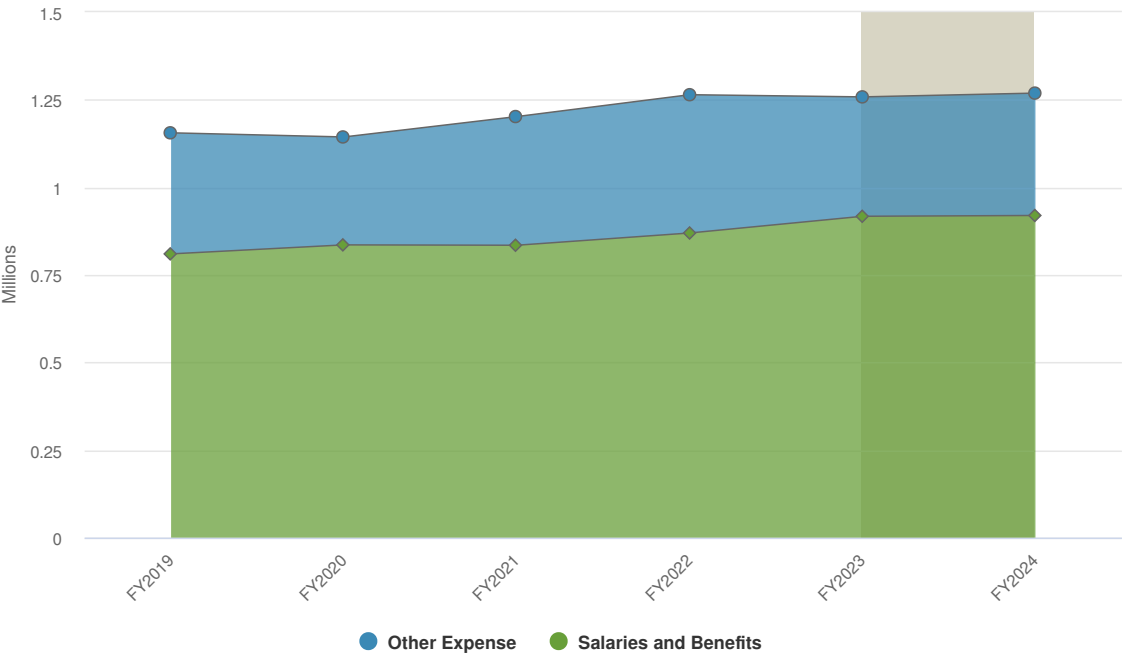


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

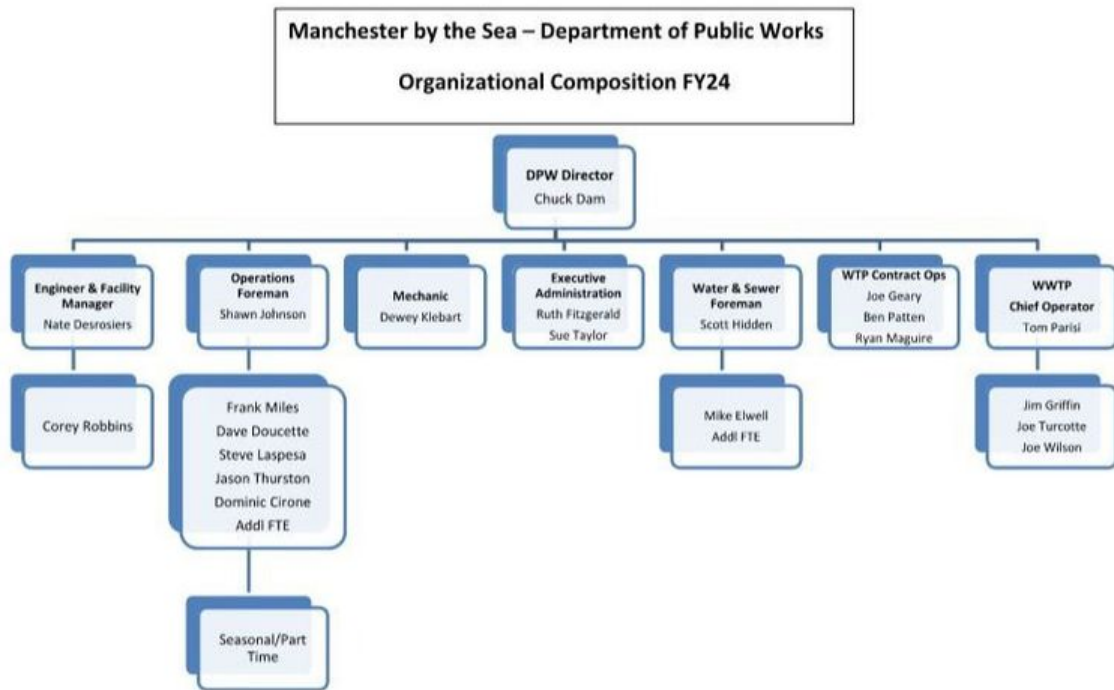


Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
D.P.W. SALARIES	\$805,991	\$856,464	\$835,877	\$882,155	\$883,659	0.2%
D.P.W. SALARIES - OVERTIME	\$28,667	\$38,000	\$33,775	\$35,200	\$36,000	2.3%
Total Salaries and Benefits:	\$834,658	\$894,464	\$869,651	\$917,355	\$919,659	0.3%
Other Expense						
MISC MAINTENANCE/REPAIRS	\$68,036	\$75,000	\$41,475	\$76,900	\$78,000	1.4%
NATURAL GAS	\$9,984	\$10,000	\$16,932	\$10,500	\$10,500	0%
ELECTRICITY	\$8,609	\$12,000	\$7,870	\$12,000	\$12,000	0%
TREE MAINTENANCE	\$26,263	\$55,000	\$60,882	\$55,000	\$55,000	0%
BUILDING MAINTENANCE	\$15,001	\$11,000	\$16,287	\$0	\$0	0%
VEHICLE/EQUIP. REPAIRS & MAINT	\$87,411	\$55,000	\$80,599	\$60,000	\$62,000	3.3%
PROFESSIONAL SERVICES	\$37,416	\$30,000	\$34,945	\$35,000	\$36,000	2.9%
TRAINING	\$0	\$4,500	\$0	\$4,500	\$4,800	6.7%
TELEPHONE	\$5,293	\$3,800	\$3,521	\$4,000	\$4,000	0%
POSTAGE	\$0	\$500	\$0	\$500	\$600	20%
OFFICE SUPPLIES	\$2,909	\$3,000	\$1,839	\$3,000	\$3,000	0%
FUEL/OIL	\$25,017	\$25,000	\$30,381	\$27,000	\$30,000	11.1%
CONSTRUCTION MATERIAL	\$12,530	\$20,000	\$22,398	\$20,000	\$20,000	0%
SIGNS	\$16,696	\$10,000	\$7,689	\$12,000	\$12,000	0%
EQUIPMENT/MATERIALS	\$9,949	\$15,000	\$14,611	\$15,000	\$16,000	6.7%
TRAVEL/MEALS	\$348	\$4,000	\$170	\$4,000	\$4,000	0%
DUES/SUBSCRIPTIONS	\$957	\$1,500	\$2,261	\$1,500	\$1,500	0%
ATHLETIC FIELD MAINT.	\$9,818	\$20,000	\$9,707	\$0	\$0	0%
PARK AND BEACH MAINT.	\$31,192	\$27,500	\$43,269	\$0	\$0	0%
Total Other Expense:	\$367,430	\$382,800	\$394,837	\$340,900	\$349,400	2.5%
Total Expense Objects:	\$1,202,088	\$1,277,264	\$1,264,489	\$1,258,255	\$1,269,059	0.9%

Building maintenance, athletic field maintenance, and park and beach maintenance have been moved to the Facilities budget in FY2023.



Organizational Chart



Goal #1

Maintain public streets and spaces.

Goal #2

Continue to develop plans for new Public Works Facility.



Snow & Ice



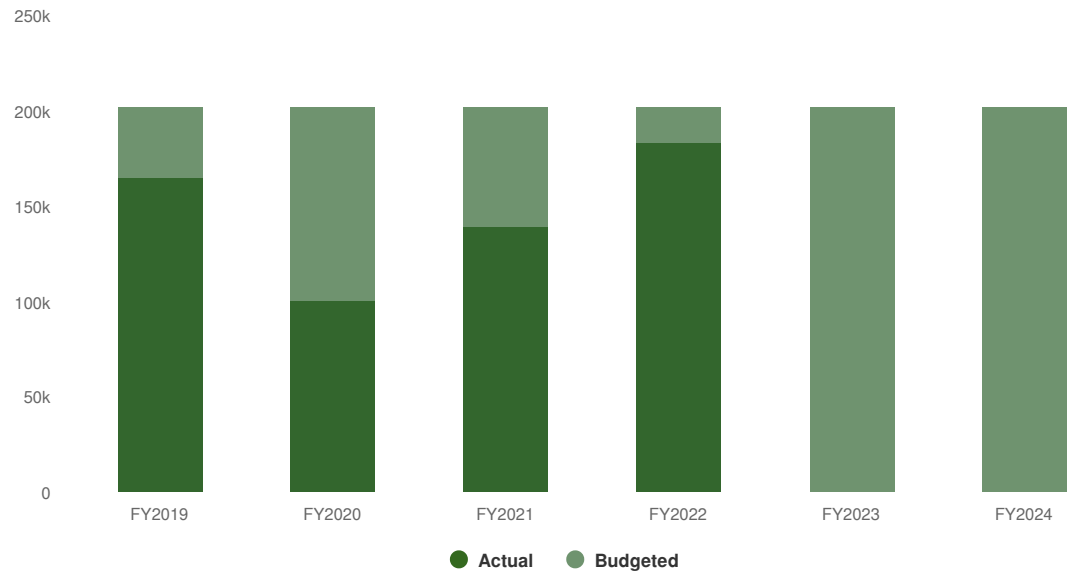
Shawn Johnson
Operations Foreman

This section accounts for the expenditures on snow and ice removal and salting and sanding of roads.

Expenditures Summary

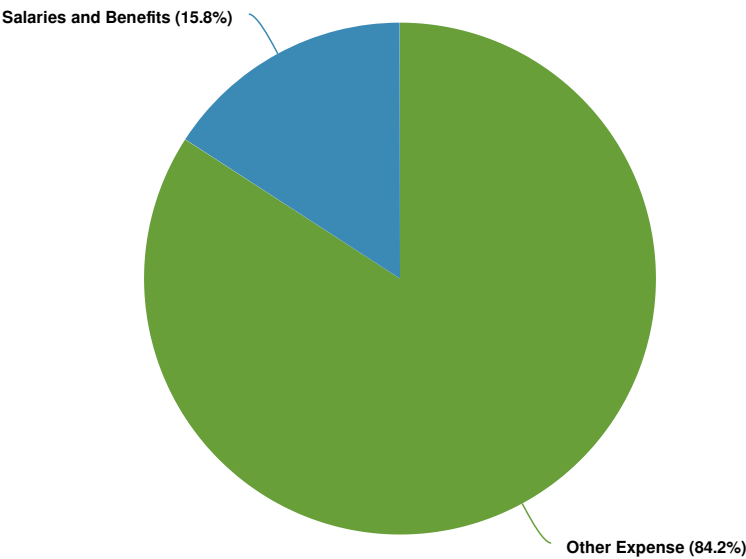
\$202,000 **\$0**
(0.00% vs. prior year)

Snow & Ice Proposed and Historical Budget vs. Actual

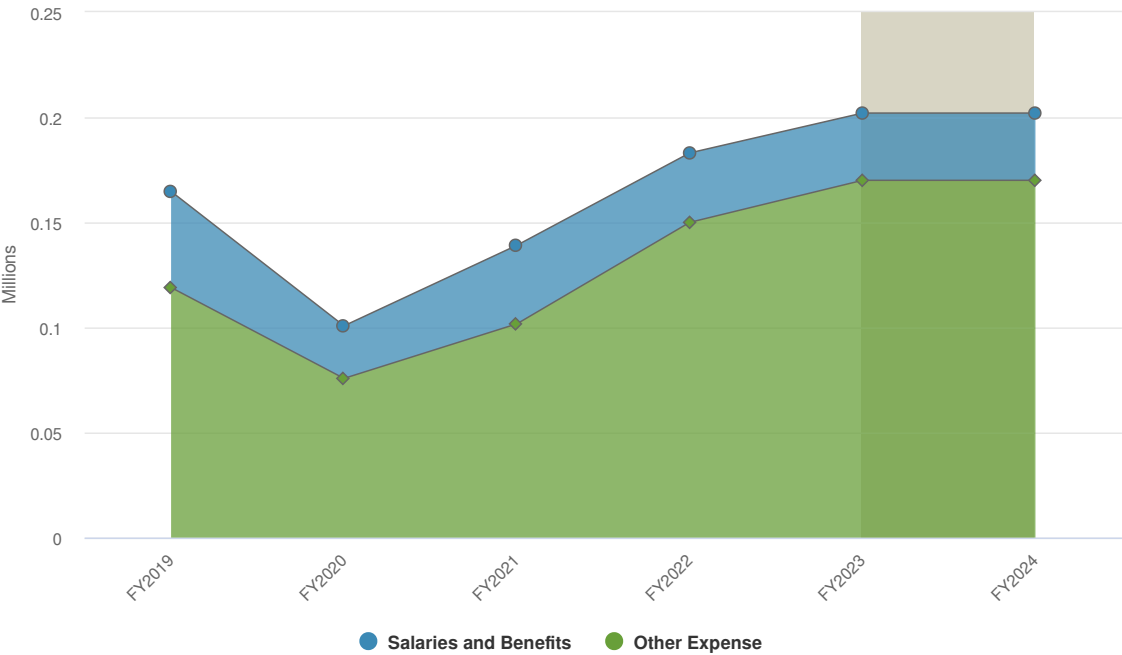


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
SNOW SALARIES (OVERTIME)	\$37,394	\$32,000	\$33,040	\$32,000	\$32,000	0%
Total Salaries and Benefits:	\$37,394	\$32,000	\$33,040	\$32,000	\$32,000	0%
Other Expense						
VEHICLE/EQUIP. REPAIRS & MAINT	\$18,167	\$20,000	\$10,383	\$20,000	\$20,000	0%
HIRED EQUIPMENT	\$39,251	\$40,000	\$72,294	\$40,000	\$40,000	0%
FUEL/OIL	\$2,544	\$20,000	\$3,054	\$20,000	\$20,000	0%
SAND/SALT	\$41,730	\$90,000	\$64,257	\$90,000	\$90,000	0%
Total Other Expense:	\$101,692	\$170,000	\$149,988	\$170,000	\$170,000	0%
Total Expense Objects:	\$139,085	\$202,000	\$183,029	\$202,000	\$202,000	0%



Sanitation



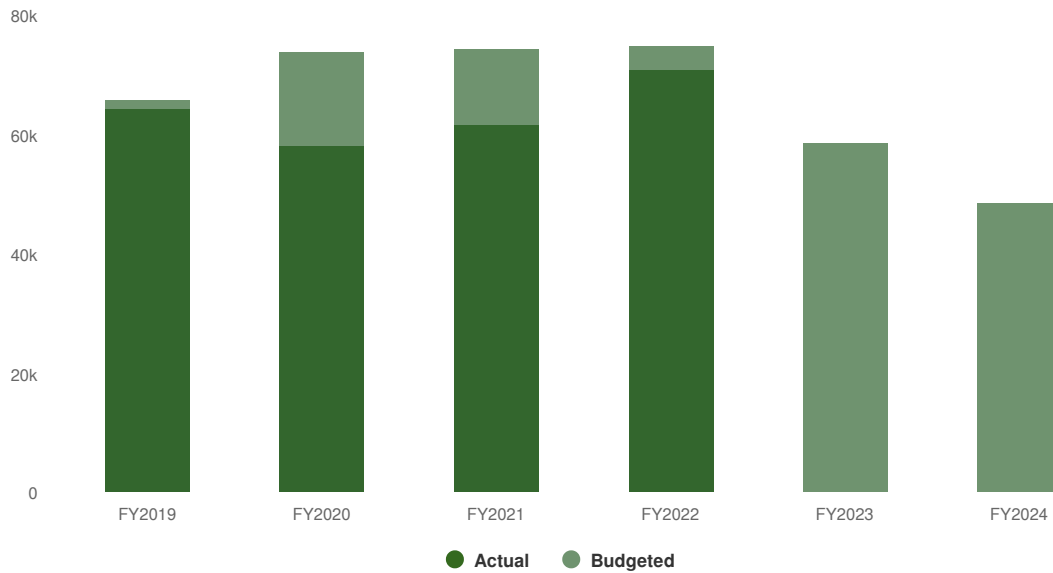
Chuck Dam
Director of Public Works

This section accounts for the town's operation of the transfer station and pay per throw bags.

Expenditures Summary

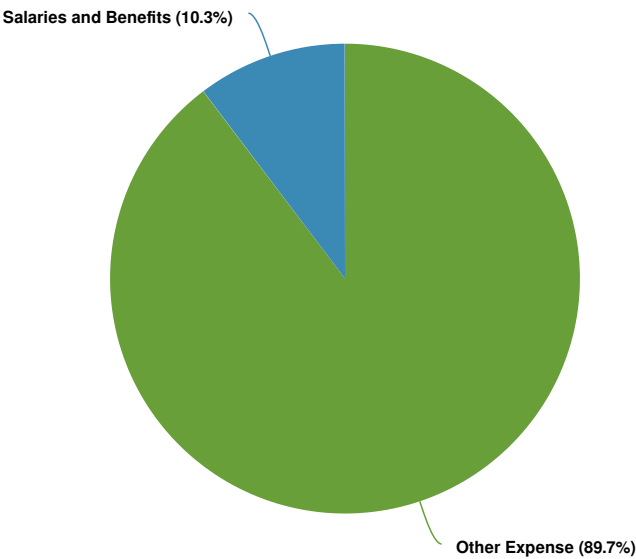
\$48,500 **-\$10,000**
(-17.09% vs. prior year)

Sanitation Proposed and Historical Budget vs. Actual

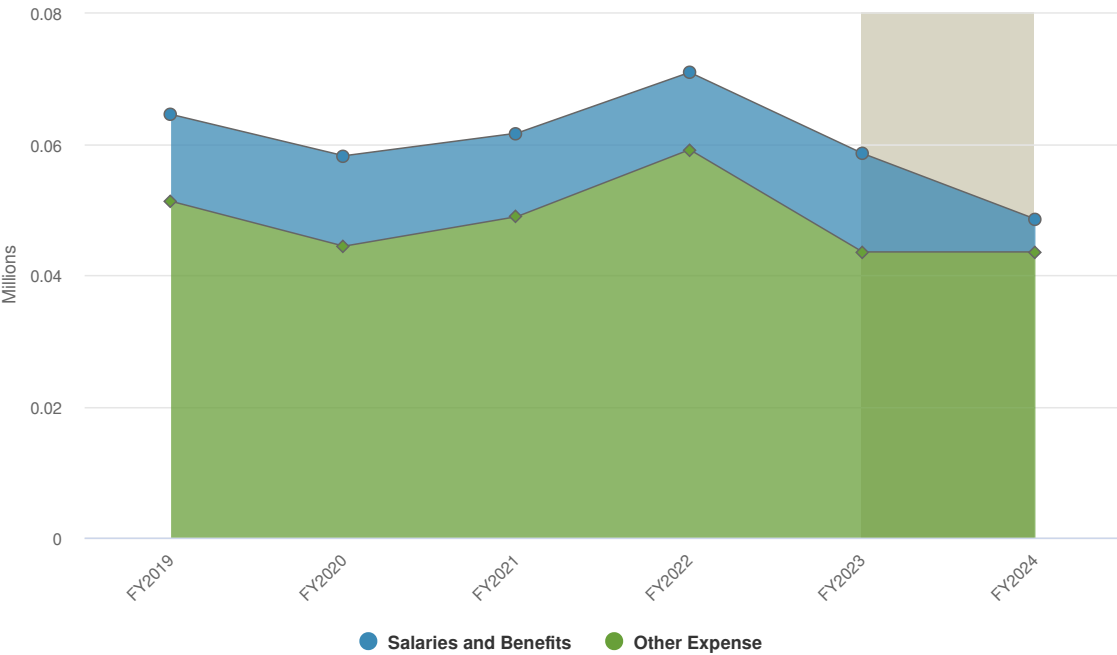


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
SANITATION SALARIES	\$12,709	\$15,000	\$11,769	\$15,000	\$5,000	-66.7%
Total Salaries and Benefits:	\$12,709	\$15,000	\$11,769	\$15,000	\$5,000	-66.7%
Other Expense						
OPERATIONAL EXPENSES	\$19,164	\$15,000	\$16,341	\$8,500	\$8,500	0%
PAY AS YOU THROW BAGS	\$29,709	\$45,000	\$42,735	\$35,000	\$35,000	0%
Total Other Expense:	\$48,872	\$60,000	\$59,076	\$43,500	\$43,500	0%
Total Expense Objects:	\$61,581	\$75,000	\$70,845	\$58,500	\$48,500	-17.1%

Sanitation salaries reduced as third party has taken over Saturday coverage, however some funds still needed for oversight and call backs.



Rubbish Collection & Disposal



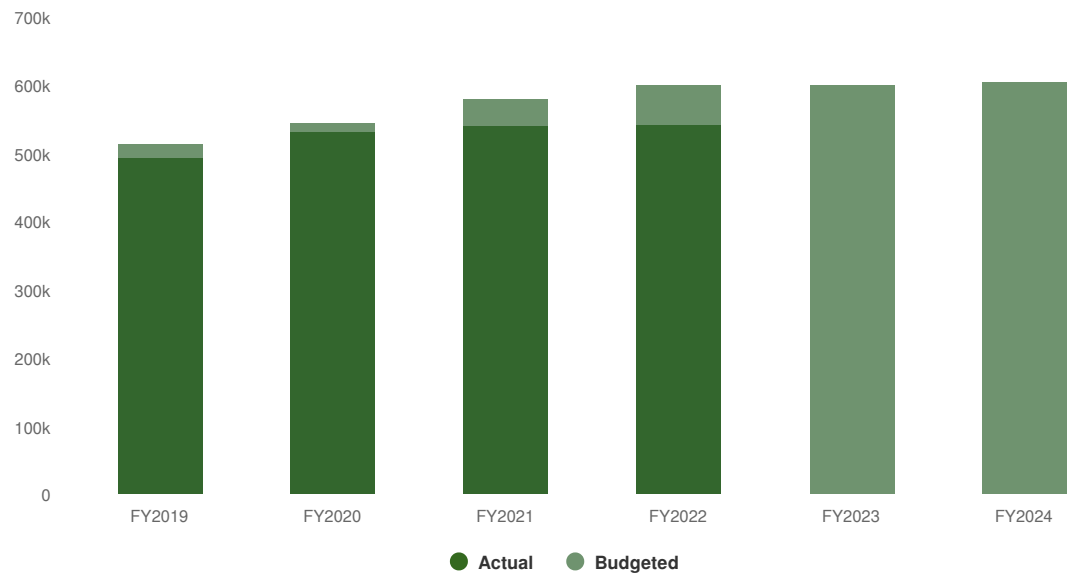
Chuck Dam
Director of Public Works

This section accounts for the town's trash/recycling collection and disposal. Curbside pickup for trash and recycling is performed by JRM under contract through FY26 and includes pickup of town Dumpsters and the Transfer Station. JRM also processes our recycling. Trash is brought to Wheelabrator for incineration under contract through FY25. Black Earth currently picks up compost bins throughout town weekly as well as leaf and Christmas tree collection. A multi-year contract for Black Earth is currently being negotiated and includes construction of a new facility on Pine Street, co-located with the transfer station.

Expenditures Summary

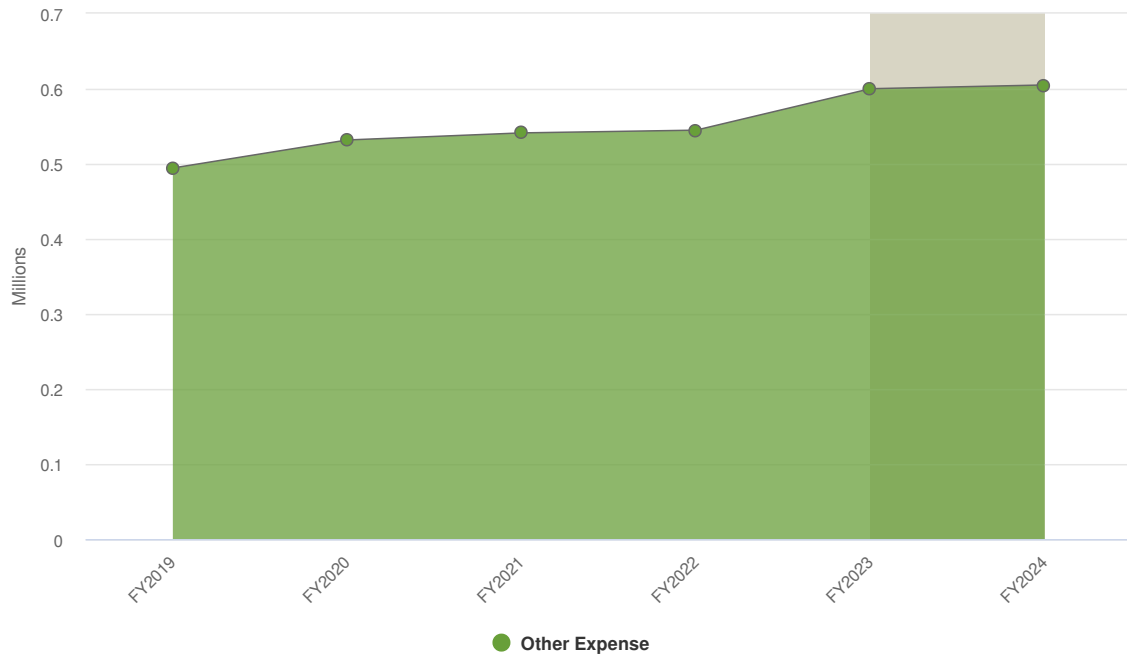
\$605,000 **\$5,000**
(0.83% vs. prior year)

Rubbish Collection & Disposal Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
RUBBISH/GARBAGE COLLECTION	\$396,465	\$426,400	\$375,857	\$370,000	\$370,000	0%
RUBBISH/GARBAGE DISPOSAL	\$144,666	\$174,250	\$168,909	\$230,000	\$235,000	2.2%
Total Other Expense:	\$541,131	\$600,650	\$544,766	\$600,000	\$605,000	0.8%
Total Expense Objects:	\$541,131	\$600,650	\$544,766	\$600,000	\$605,000	0.8%



Facilities Dept.



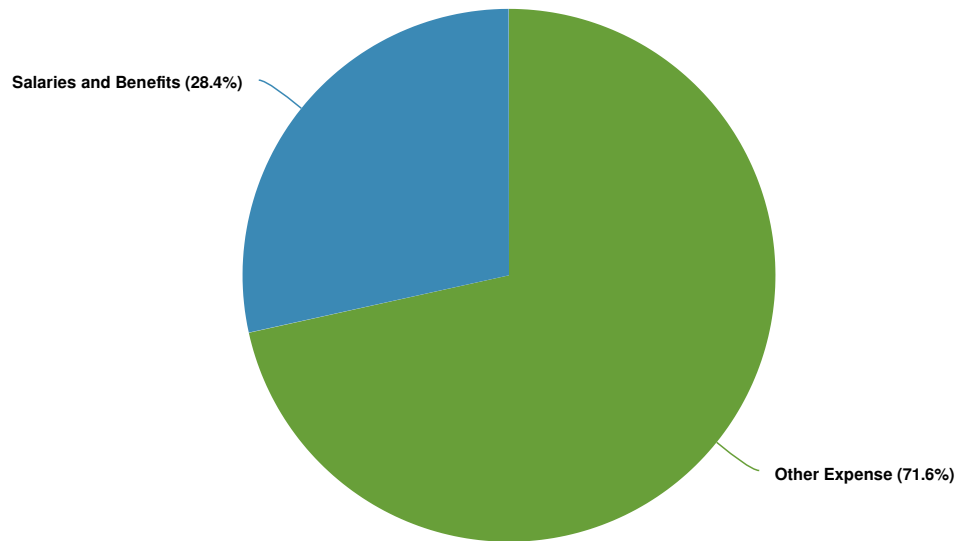
Nate Desrosier

Town Engineer and Facility Manager

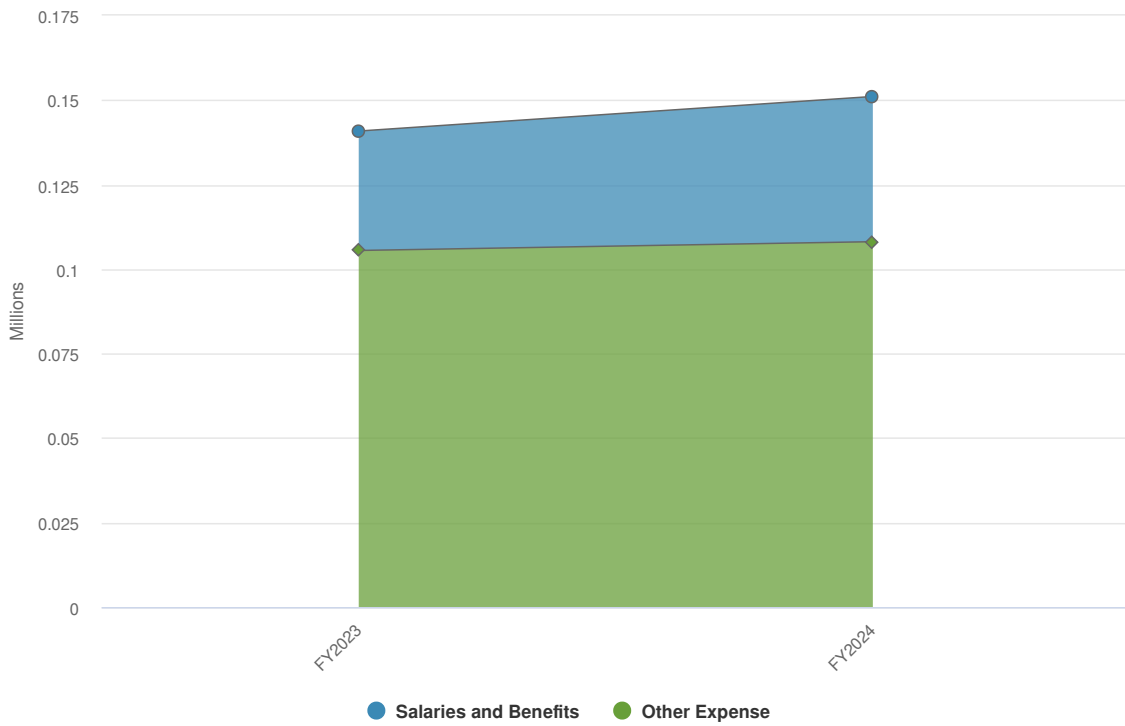
All Facility O&M and capital planning is being completed under the supervision of the Department of Public Works with input from various relevant town departments.

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Facilities department created in FY2023. Previously custodial services was included in Town Hall & Common budget. Building maintenance expenses moved from individual departments and Town Hall & Common budget to consolidate and streamline facilities maintenance and projects.

Name	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects			
Salaries and Benefits			
BUILDINGS & GROUNDS SALARIES	\$35,337	\$42,968	21.6%
Total Salaries and Benefits:	\$35,337	\$42,968	21.6%
Other Expense			
TOWN HALL BUILDING MAINT	\$10,000	\$10,300	3%
FIRE STATION BUILDING MAINT	\$8,500	\$8,700	2.4%
TUCK'S POINT/CROWELL CHAPEL BUILDING MAINT	\$13,000	\$13,000	0%
EQUIPMENT MAINTENANCE	\$4,000	\$4,000	0%
CUSTODIAL SUPPLIES	\$3,000	\$3,100	3.3%
DPW GARAGE/BLDG MAINT	\$11,500	\$11,500	0%
ELEVATOR MAINTENANCE	\$6,500	\$6,500	0%
ATHLETIC FIELD MAINTENANCE	\$21,000	\$21,000	0%
PARK AND BEACH MAINTENANCE	\$28,000	\$30,000	7.1%
Total Other Expense:	\$105,500	\$108,100	2.5%
Total Expense Objects:	\$140,837	\$151,068	7.3%



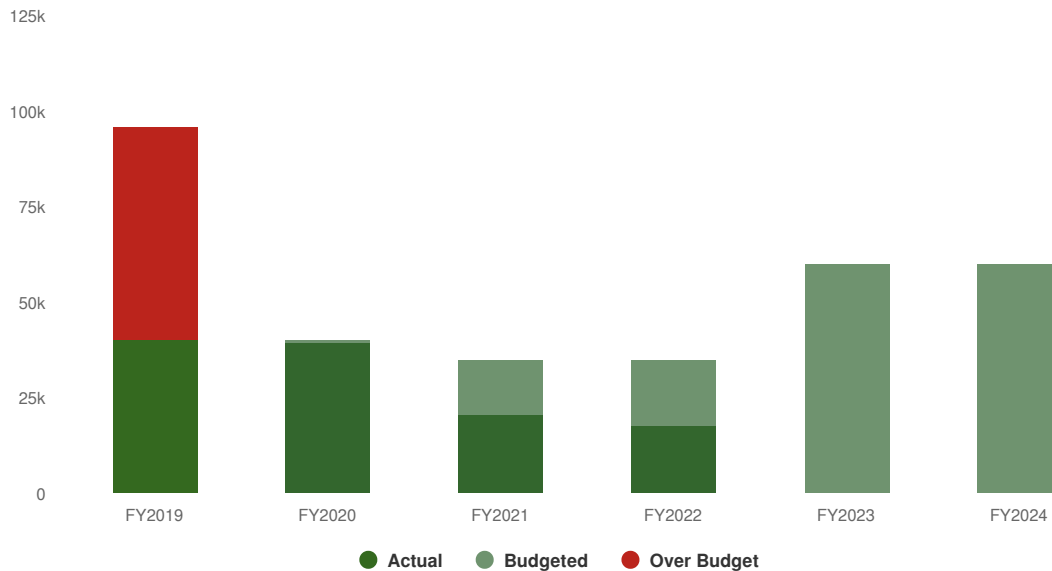
Street Lights

Nate Desrosiers
Town Engineer and Facility Manager

Expenditures Summary

\$60,000 **\$0**
(0.00% vs. prior year)

Street Lights Proposed and Historical Budget vs. Actual



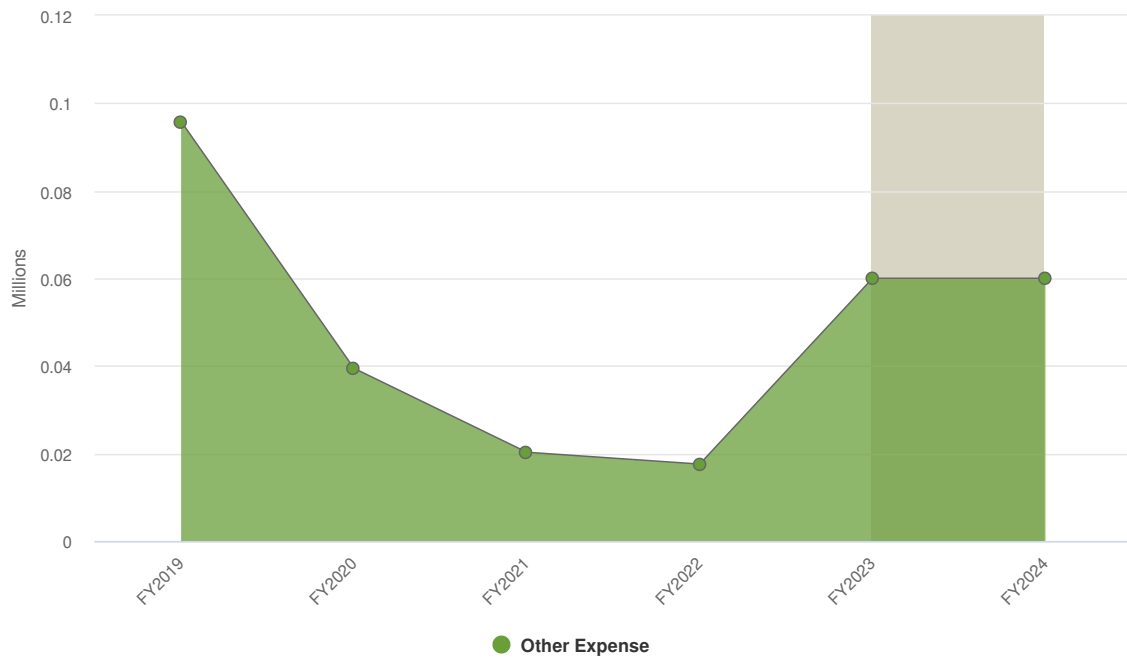
FY2019 budget was reduced with the expectation that the streetlight conversion to LEDs would be completed which would significantly reduce electricity costs, however the project was delayed and therefore, savings on the electricity were delayed. The budget was supplemented however, the amended budget is not shown here.

Expenditures by Expense Type

FY2023 proposes a new line item for street light repairs/maintenance now that the Town has purchased the streetlights in town. Electricity costs for streetlights have been offset by energy incentive credits which have ended, however the Town entered into an energy supply contract which saves 15% of our supply costs.



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
STREET LIGHTING	\$20,267	\$35,000	\$17,567	\$35,000	\$35,000	0%
Repair/maint on street lights	\$0	\$0	\$0	\$25,000	\$25,000	0%
Total Other Expense:	\$20,267	\$35,000	\$17,567	\$60,000	\$60,000	0%
Total Expense Objects:	\$20,267	\$35,000	\$17,567	\$60,000	\$60,000	0%

Goal #1

Continue regular operating & maintenance (O&M) and catch up with outstanding issues since becoming Town property (formerly National Grid).



Historic District Commission

The Historic Districts Act, Massachusetts General Laws Chapter 40C, was created to protect and preserve the historic resources of the Commonwealth through a local review system that encourages and ensures compatible improvement and development within local historic districts. The first local historic districts in Massachusetts were established on Nantucket and Beacon Hill in 1955. There are now over two hundred local historic districts throughout the state. Through historic district legislation, the preservation of an historic district can provide the community with a continuing and tangible sense of its past, and can protect the historical legacies of our ancestors, with the assurance that the best of these may be enjoyed by future generations. Local historic districts have three key purposes:

- To preserve and protect the distinctive characteristics of buildings and places significant to the history of the Commonwealth and its cities and towns;
- To maintain and improve the settings of those buildings and places; and
- To encourage historic compatibility with existing buildings when new buildings are planned.

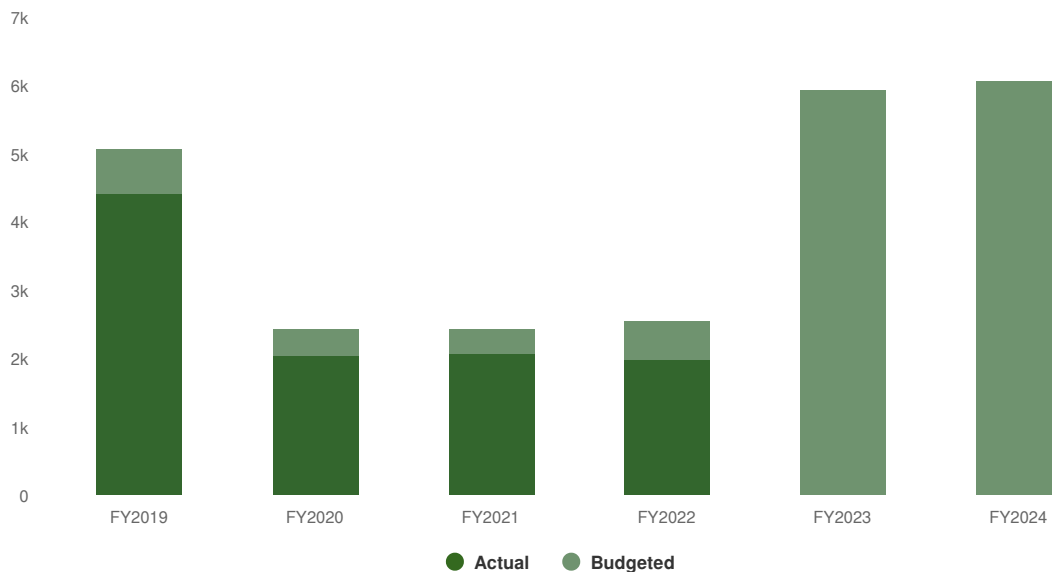
Historic district commissions do not prevent changes from occurring, nor do they prevent new construction. Their purpose is to insure that changes and additions are harmonious and to prevent the introduction of incongruous elements that might distract from the aesthetic and historic character of the district. The purpose of a local historic district is not to halt growth, but to allow for thoughtful consideration of change. When properly established and administered, a local historic district is not unduly burdensome to property owners and, indeed, can enhance the value of their property. In May, 1975, Manchester established, under the provision of Chapter 40C of the General Laws of the Commonwealth of Massachusetts, an historic district to be known as the Manchester Historic District.

More information can be found at <https://www.manchester.ma.us/388/Historic-District-Commission>

Expenditures Summary

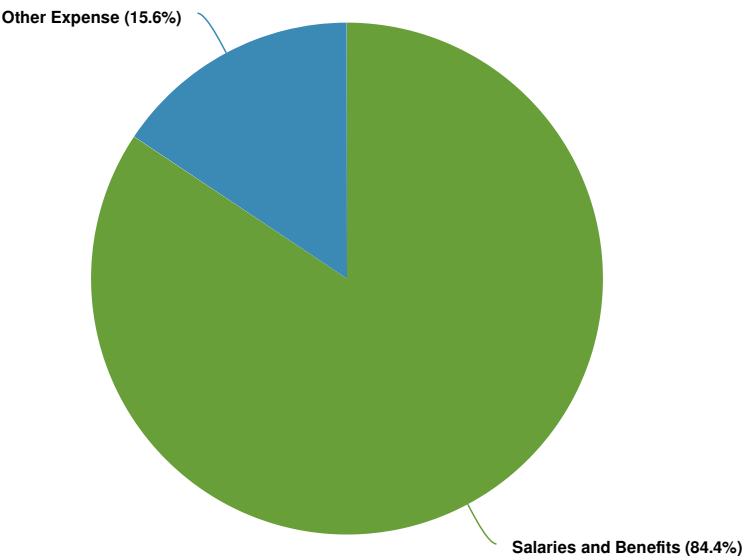
\$6,075 **\$125**
(2.10% vs. prior year)

Historic District Commission Proposed and Historical Budget vs. Actual

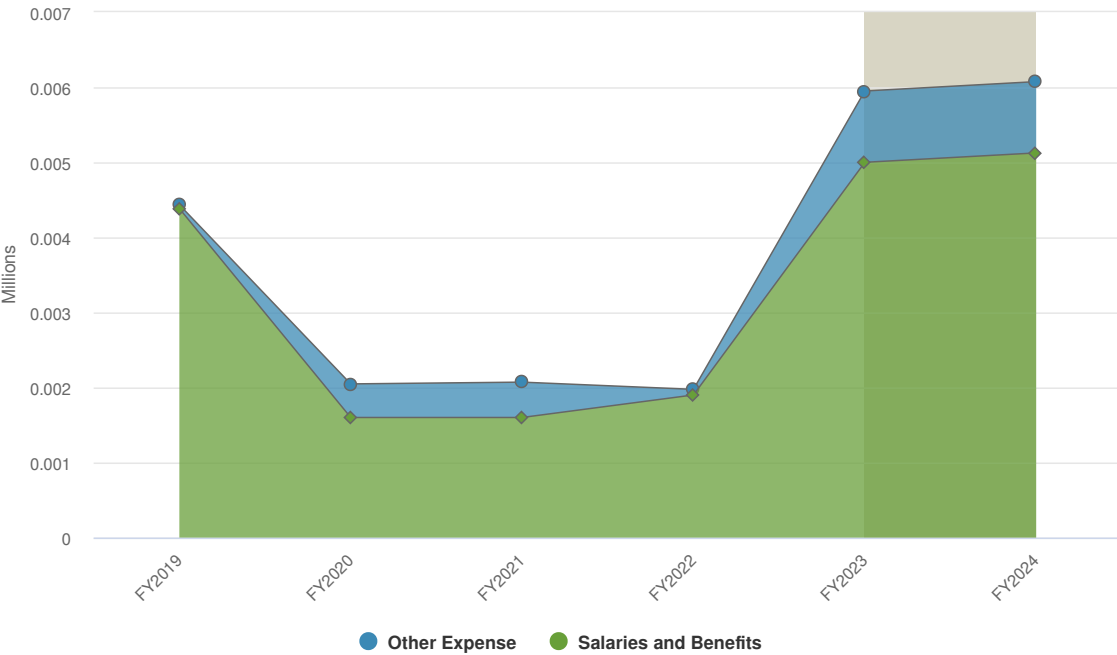


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
HIST. DISTRICT SALARIES	\$1,600	\$1,600	\$1,900	\$5,000	\$5,125	2.5%
Total Salaries and Benefits:	\$1,600	\$1,600	\$1,900	\$5,000	\$5,125	2.5%
Other Expense						
POSTAGE	\$0	\$500	\$0	\$500	\$500	0%
PRINTING/ADVERTISING	\$471	\$250	\$75	\$250	\$250	0%
OFFICE SUPPLIES	\$0	\$200	\$0	\$200	\$200	0%
Total Other Expense:	\$471	\$950	\$75	\$950	\$950	0%
Total Expense Objects:	\$2,071	\$2,550	\$1,975	\$5,950	\$6,075	2.1%



Conservation

To serve the residents of Manchester in protecting the public interests associated with our local wetland resources; and to enhance, acquire, protect, and manage conservation lands for the public good.

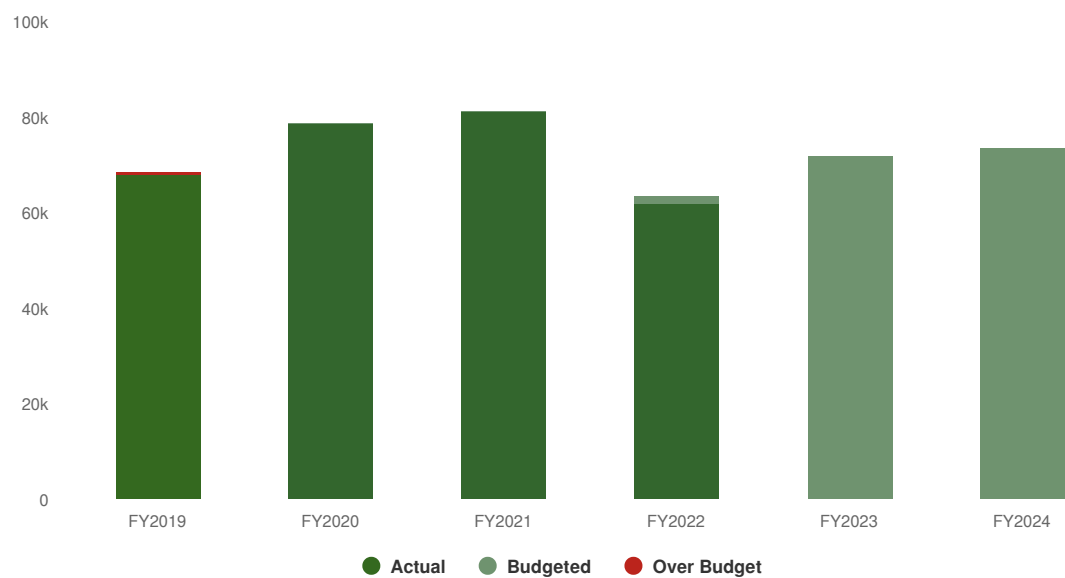
Expenditures Summary

\$73,681

\$1,786

(2.48% vs. prior year)

Conservation Proposed and Historical Budget vs. Actual

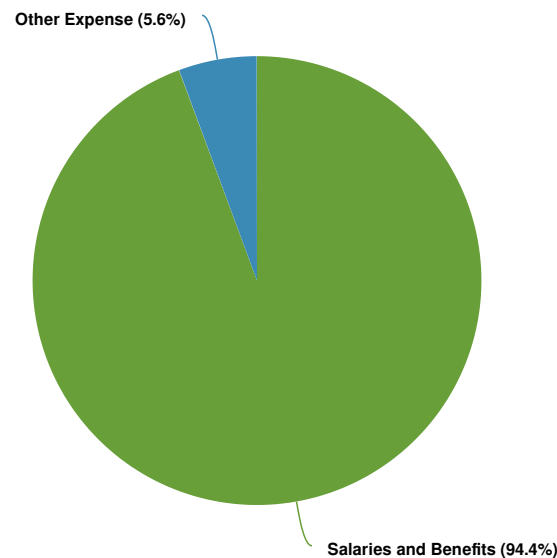


FY2022 budget decrease was the result of the reduction of one part-time grant administrator position which was moved to the selectboard salaries as part of a new position that was created for grant coordinator/special projects position.

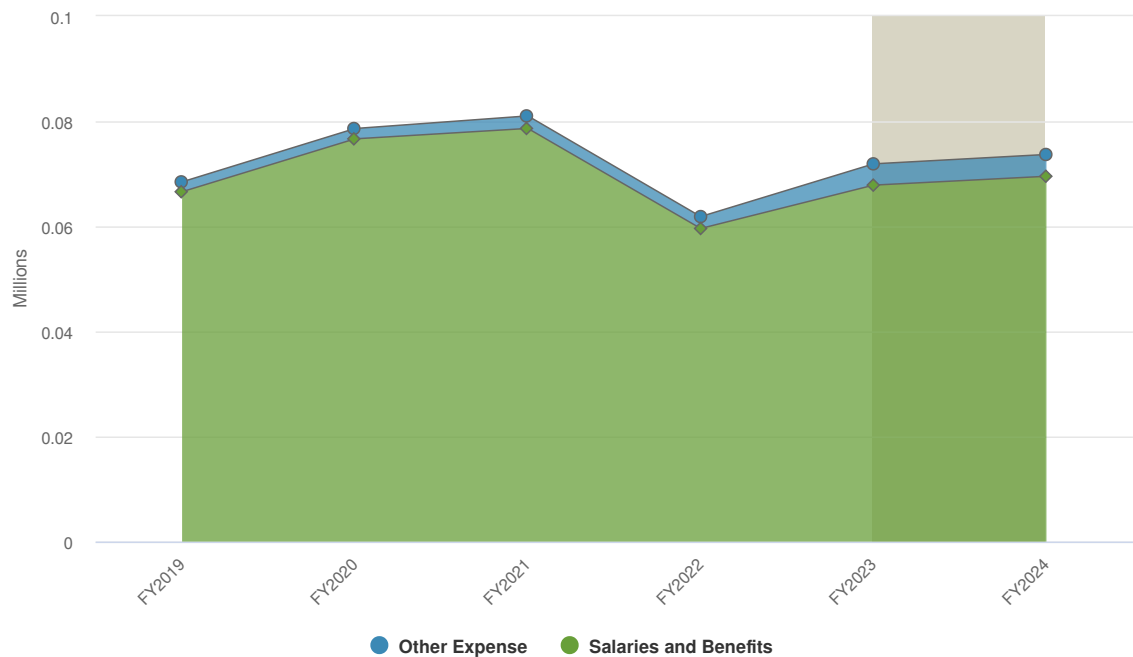


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
CON. COMM. SALARIES	\$78,637	\$59,595	\$59,595	\$67,845	\$69,531	2.5%
Total Salaries and Benefits:	\$78,637	\$59,595	\$59,595	\$67,845	\$69,531	2.5%
Other Expense						
POSTAGE	\$0	\$660	\$660	\$700	\$700	0%
PRINTING/ADVERTISING	\$0	\$100	\$0	\$100	\$100	0%
OFFICE SUPPLIES	\$138	\$550	\$779	\$550	\$550	0%
TRAVEL/MEALS	\$0	\$150	\$0	\$150	\$150	0%
DUES/SUBSCRIPTIONS	\$735	\$750	\$802	\$750	\$850	13.3%
OFFICE EQUIPMENT	\$362	\$550	\$25	\$550	\$550	0%
GORDON WOODS EXPENSES	\$1,150	\$1,250	\$0	\$1,250	\$1,250	0%
Total Other Expense:	\$2,385	\$4,010	\$2,266	\$4,050	\$4,150	2.5%
Total Expense Objects:	\$81,021	\$63,605	\$61,861	\$71,895	\$73,681	2.5%

Organizational Chart



Goals

1. Provide services to Manchester residents such as assisting with wetlands applications, answering questions regarding regulations and open space issues, following up on reported violations, etc.
2. Carefully consider all permit applications that come before the commission to ensure that resource area performance standards are being met and that projects are carried out in such a manner as to protect those resource areas.
3. Issue wetlands permits to applicants within the timeframes established by state and local regulations in a timely manner (within 21 days for state findings).
4. Educate the public through the permitting process, web postings, newspaper articles and open space planning.
5. Enhance Conservation Commission managed open space through improvements as outlined in the Open Space and Recreation Plan.
6. Support the acquisition of open space and the creation of conservation restrictions for the purposes of natural resource preservation, watershed protection, flood control, passive recreation, fisheries and wildlife habitat.
7. Continue to remain current with trends, legislation, and continuing education through membership in the Massachusetts Association of Conservation Commissions and actively participate in conferences, workshops and webinars, and through state Department of Environmental Protection opportunities.



Board of Health

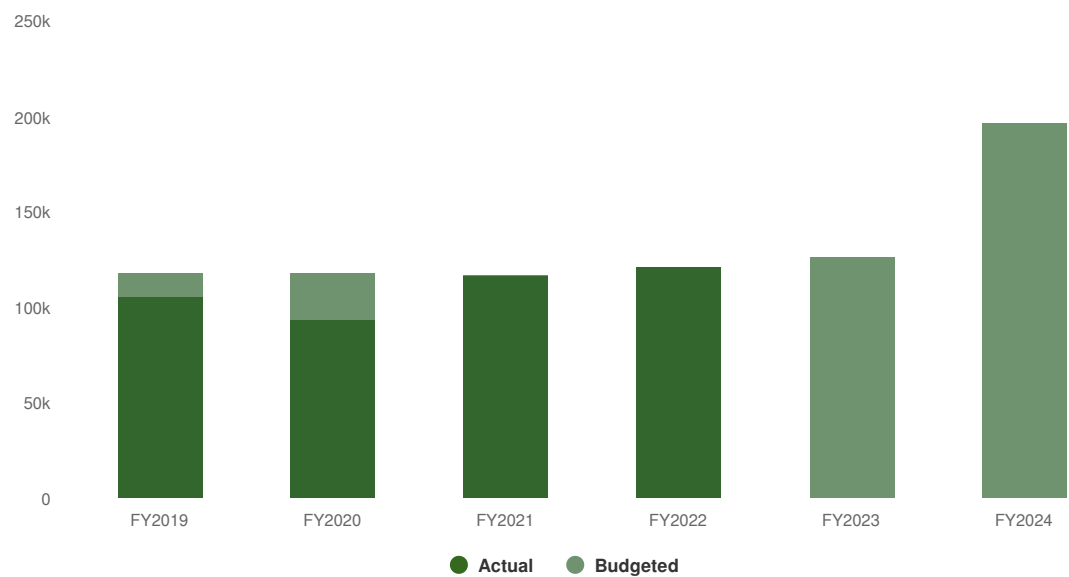
The Board of Health will continue to serve the people of Manchester by protecting the public through efficient implementation of the various programs, including those programs that are mandated by the Commonwealth of Massachusetts, Division of Public Health. The Board of Health will continue its proactive approach to all health concerns by emphasizing prevention and public education.

Expenditures Summary

\$196,553

\$70,039
(55.36% vs. prior year)

Board of Health Proposed and Historical Budget vs. Actual

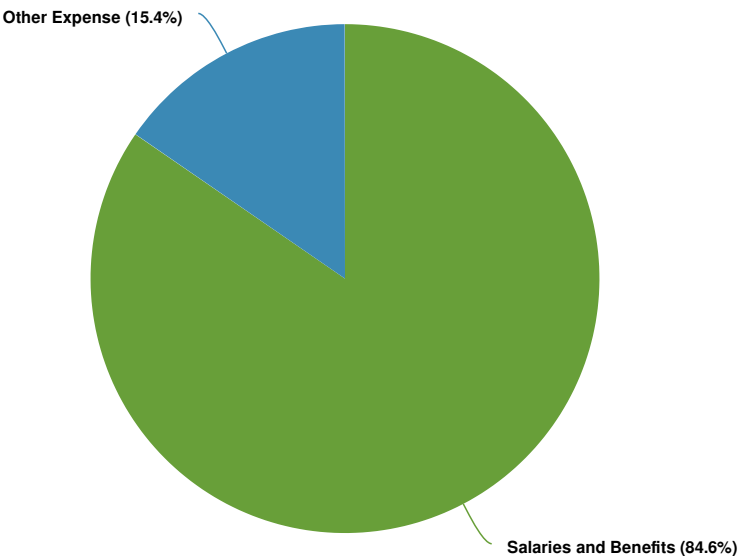


New position of Health Director added in FY2023 with the assistance of Federal ARPA (American Rescue Plan Act) and this salary is included in the FY2024 budget request. Professional services have been reduced as some of the contracted services for inspections will be done in house.

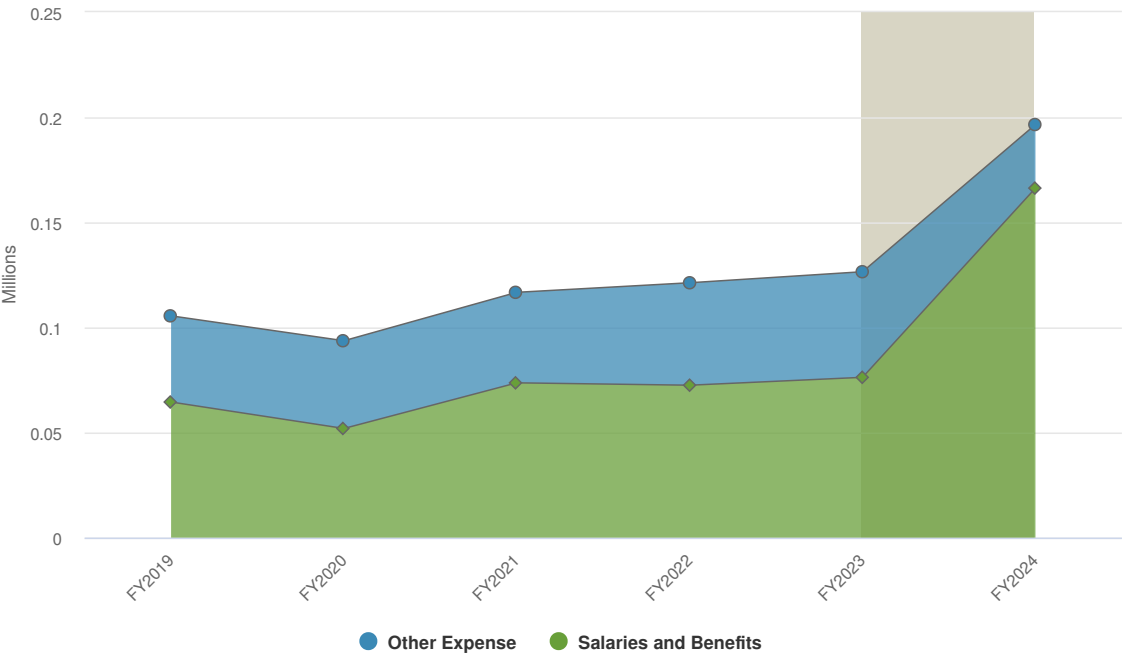


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

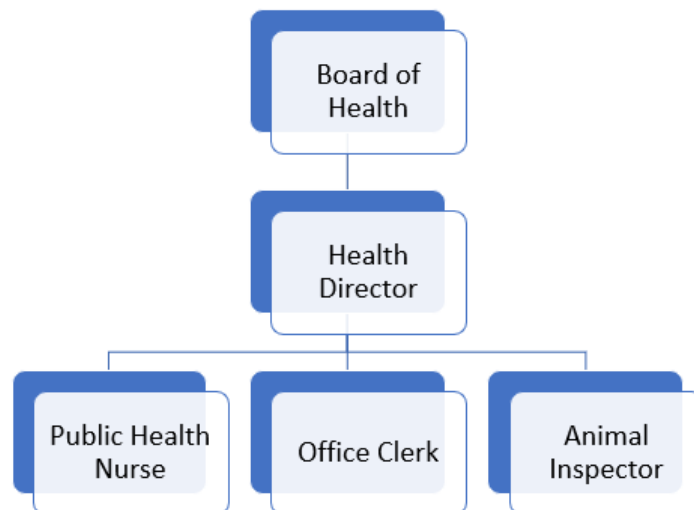


Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
HEALTH SALARIES	\$73,640	\$72,510	\$72,510	\$76,264	\$166,303	118.1%
Total Salaries and Benefits:	\$73,640	\$72,510	\$72,510	\$76,264	\$166,303	118.1%
Other Expense						
PROFESSIONAL SERVICES	\$31,326	\$30,000	\$37,425	\$30,000	\$10,000	-66.7%
MEDICAL INSPECTION	\$2,487	\$3,000	\$3,198	\$3,000	\$3,000	0%
TRAINING	\$0	\$700	\$0	\$700	\$700	0%
POSTAGE	\$17	\$250	\$0	\$250	\$250	0%
PRINTING/ADVERTISING	\$2,005	\$700	\$322	\$700	\$700	0%
HAZARDOUS WASTE COLLECTION	\$0	\$7,000	\$0	\$7,000	\$7,000	0%
OFFICE SUPPLIES	\$477	\$600	\$42	\$600	\$600	0%
MEDICAL SUPPLIES	\$6,610	\$6,000	\$7,613	\$7,500	\$7,500	0%
TRAVEL/MEALS	\$0	\$250	\$0	\$250	\$250	0%
DUES/SUBSCRIPTIONS	\$150	\$250	\$150	\$250	\$250	0%
Total Other Expense:	\$43,071	\$48,750	\$48,750	\$50,250	\$30,250	-39.8%
Total Expense Objects:	\$116,711	\$121,260	\$121,260	\$126,514	\$196,553	55.4%

Organizational Chart



Board of Health FY-2024 Goals and Objectives

The Manchester Board of Health will continue every effort to protect the public health of the residents from the very basic health threats to ever-changing health issues. We will continue to refine our focus on innovative health prevention programs while keeping up with new mandates created by the State.



Veteran's Services

Adam Curcuru

Veteran's Agent, City of Gloucester

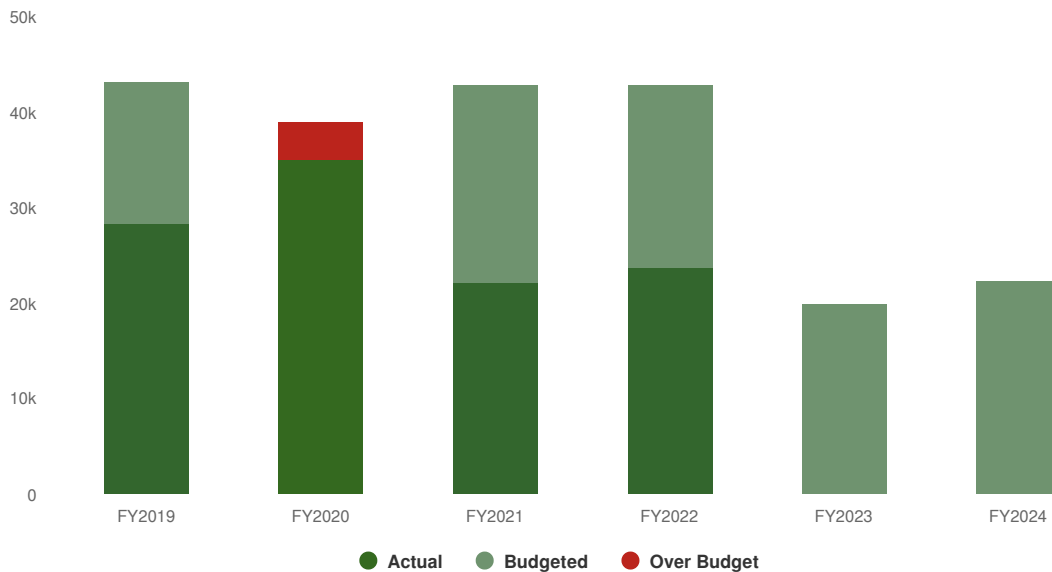
The mission of the Veterans Services Office is to provide financial and medical aid assistance to needy veterans (and/or dependants) in accordance with Mass General Laws Chapter 115, CMR 108, through the Commonwealth of Massachusetts Department of Veterans Services (DVS). The state will reimburse the Town 75% of the expense of authorized assistance provided to veterans in Town of Manchester. It is also our mission to assist veterans who may not be eligible under Chapter 115 by working with them to get proper alternate sources of help (i.e. VA, SS, & SSI).

The Town of Manchester entered into an agreement with the City of Gloucester's veteran's department in FY2016 to provide veteran's services. The Town receives 75% reimbursement from the state for veteran's benefits paid out to Manchester veterans.

Expenditures Summary

\$22,250 **\$2,250**
(11.25% vs. prior year)

Veteran's Services Proposed and Historical Budget vs. Actual

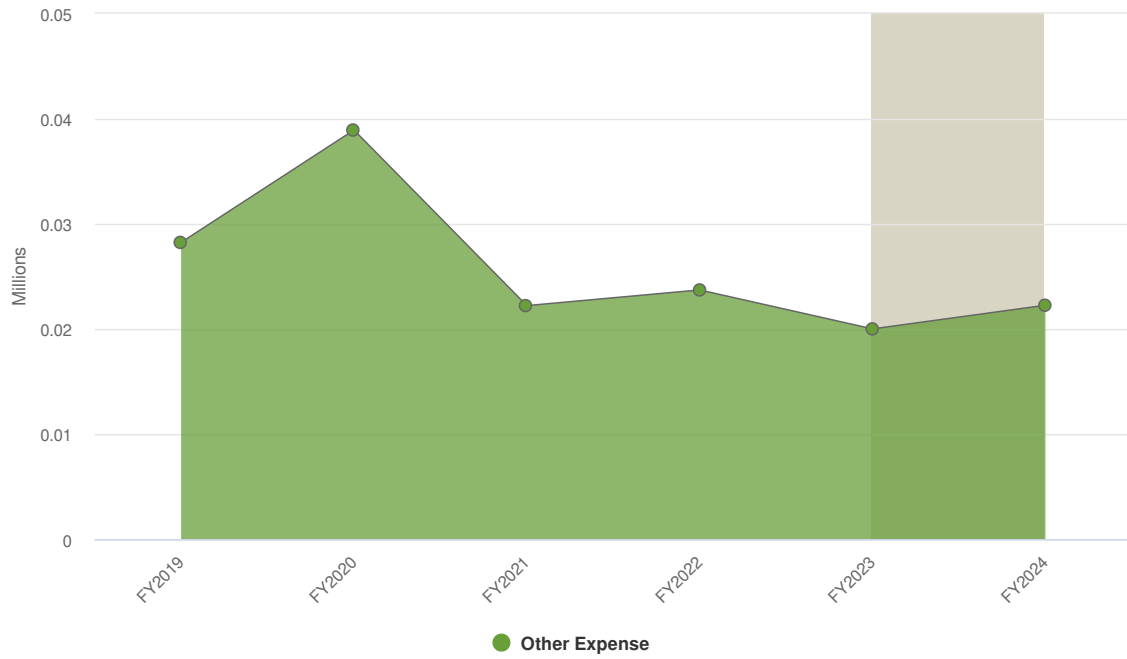


FY2020 had a supplemental budget however this is not shown here.



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
VETERAN'S PROF. SERVICES	\$15,000	\$15,000	\$15,000	\$15,000	\$17,250	15%
VETERANS' BENEFITS	\$7,215	\$28,000	\$8,706	\$5,000	\$5,000	0%
Total Other Expense:	\$22,215	\$43,000	\$23,706	\$20,000	\$22,250	11.3%
Total Expense Objects:	\$22,215	\$43,000	\$23,706	\$20,000	\$22,250	11.3%



Council on Aging

Nancy Hammond
Council on Aging Director

By keeping our elders as integral members of the community and supporting them through community services, resources and intergenerational activities, we endeavor to improve their well-being and enjoyment and quality of life.

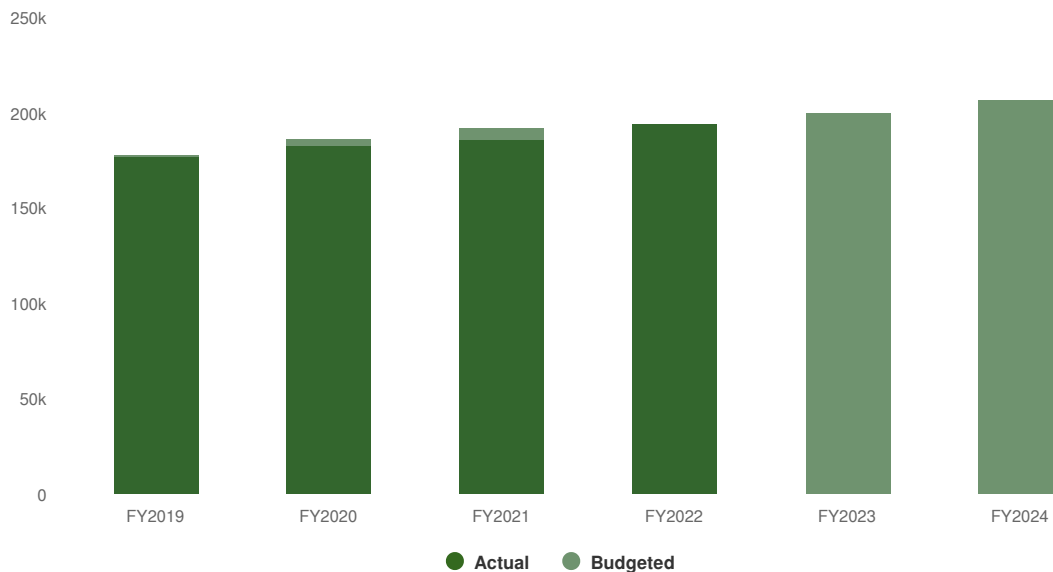
The basic purposes of the Elder Services Department are:

1. To identify the total needs of elders in the community;
2. To educate citizens and enlist the support and participation of all to meet the needs of elders and to recognize such assistance;
3. To design, advocate for and/or implement services to fill these needs or to coordinate existing services; and
4. To cooperate with the Massachusetts Executive Office of Elder Affairs and the Area Agency on Aging and to be cognizant of State and Federal legislation and programs regarding elders.

Expenditures Summary

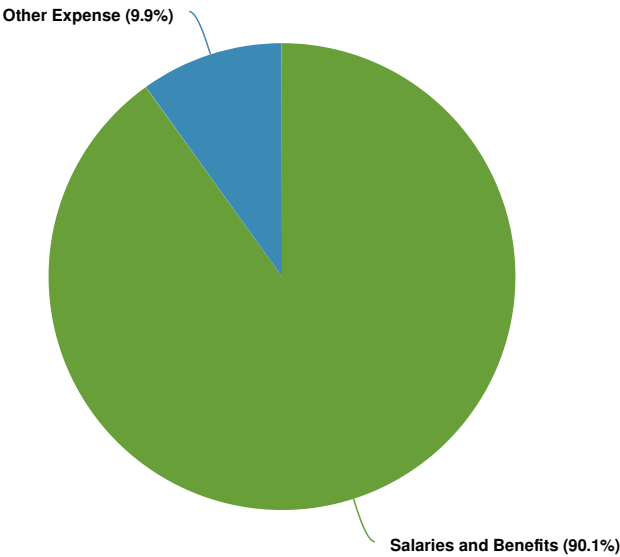
\$206,628 **\$7,149**
(3.58% vs. prior year)

Council on Aging Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type

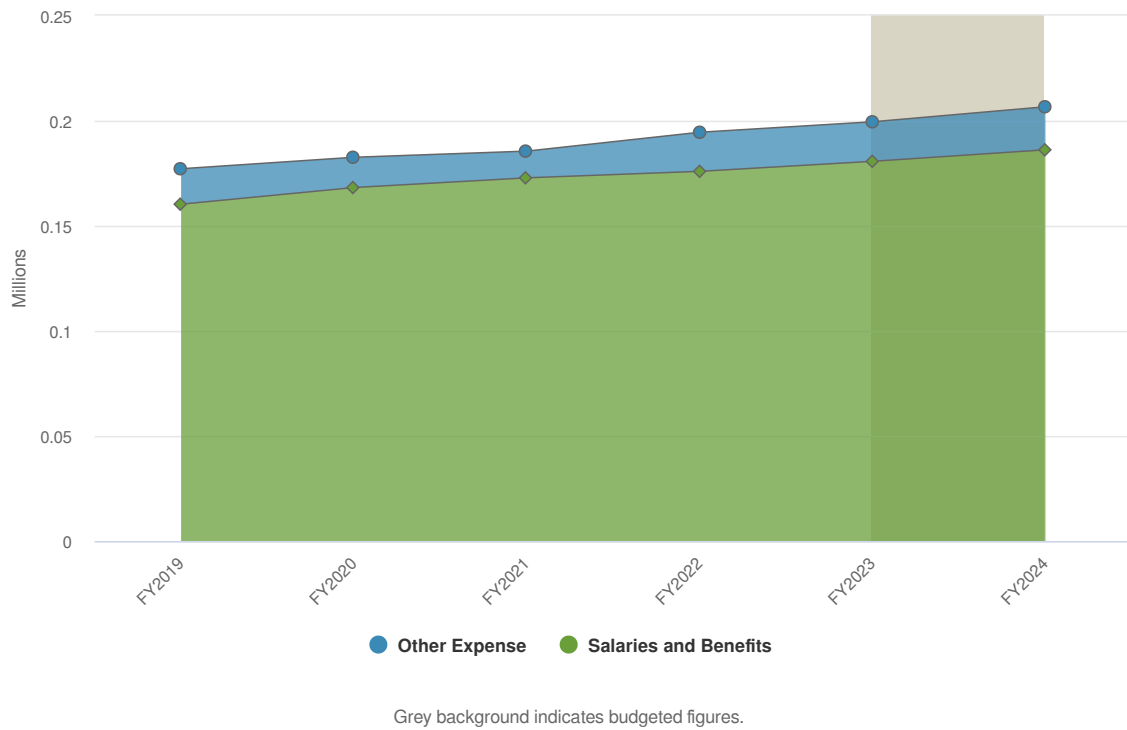


**\$10,000.00 of State Grant monies will be used to supplement operational salaries/expenses.

Three part-time van drivers- one works 17 hours per/wk.; two split the month (one works two weeks and the other works two weeks- averaging 14 hrs. per week)



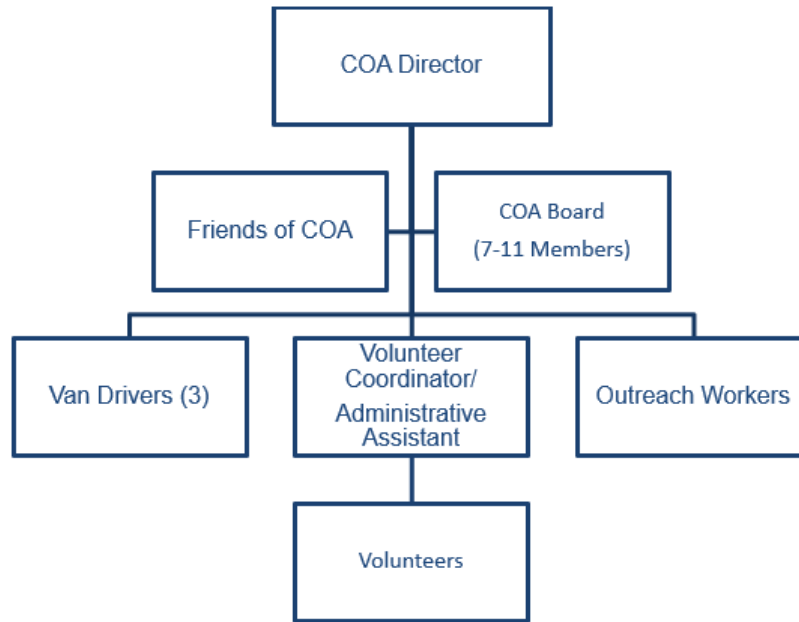
Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
COA SALARIES	\$172,808	\$175,897	\$175,897	\$180,669	\$186,148	3%
Total Salaries and Benefits:	\$172,808	\$175,897	\$175,897	\$180,669	\$186,148	3%
Other Expense						
AUTO/VAN REPAIRS	\$2,409	\$4,500	\$4,872	\$4,500	\$5,000	11.1%
FUNCTIONS/RENTALS	\$0	\$250	\$110	\$250	\$250	0%
TELEPHONE	\$1,390	\$1,650	\$999	\$1,650	\$1,500	-9.1%
POSTAGE	\$0	\$200	\$0	\$200	\$200	0%
OFFICE SUPPLIES	\$1,886	\$1,500	\$1,014	\$1,530	\$1,530	0%
GASOLINE/OIL	\$5,938	\$9,000	\$10,364	\$9,180	\$10,500	14.4%
TRAVEL/MEALS	\$737	\$1,000	\$845	\$1,000	\$1,000	0%
DUES/SUBSCRIPTIONS	\$356	\$500	\$396	\$500	\$500	0%
Total Other Expense:	\$12,716	\$18,600	\$18,600	\$18,810	\$20,480	8.9%
Total Expense Objects:	\$185,524	\$194,497	\$194,497	\$199,479	\$206,628	3.6%



Organizational Chart



Goal #1

Creation of a Senior Center - a place where seniors can come spend an hour or a day. A place where seniors can receive a wide variety of services, from a hot meal to a game of bridge. A safe and inviting environment for seniors to engage in multiple activities.

Goal #2

Develop a regional model of delivering services by partnering with a neighboring community.



Library



Manchester-by-the-Sea Public Library

Mission Statement

Manchester-by-the-Sea Public Library is inclusive; an engaging and evolving civic hub for all. Sustaining community connections and innovative opportunities, the welcoming environment is a place of discovery and enrichment for all on the continuum of learning.

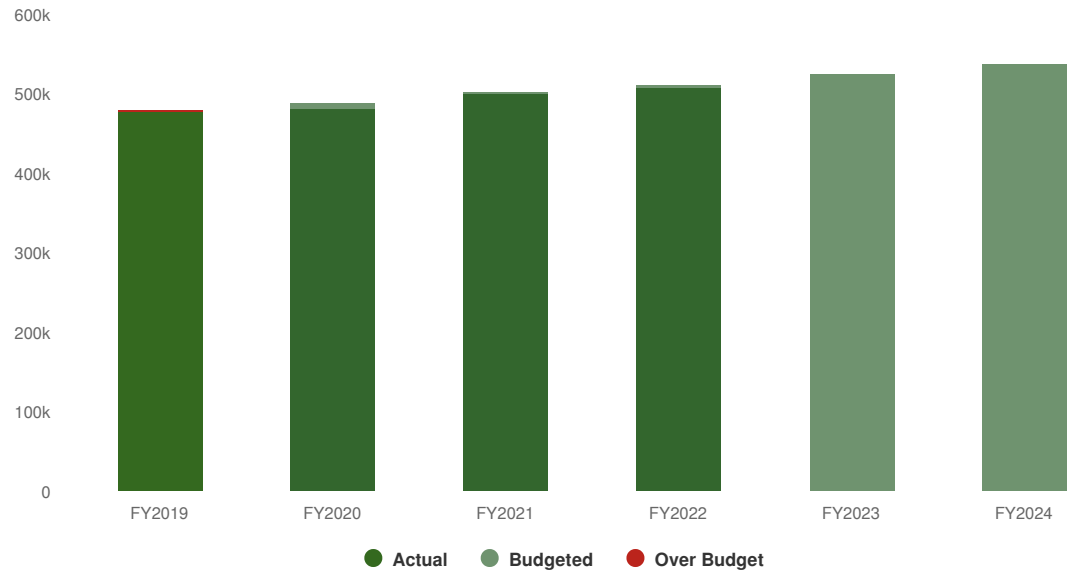
Vision Statement

Flexibility and focus in the present, strengthened by the spirit of traditions past, will compel us to provide vital and essential opportunities for the future.

Expenditures Summary

\$537,530 **\$13,101**
(2.50% vs. prior year)

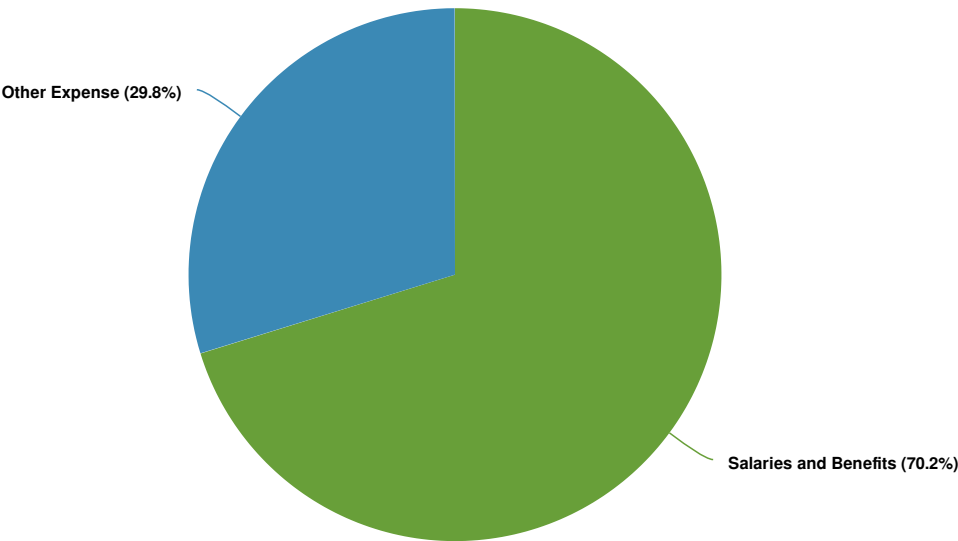
Library Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

With longevity and anniversary step increase anticipated, salary line is higher than 2.5, operating expenses lower. Salaries and operating expenses together do maintain the 2.5% departmental goal.

Budgeted Expenditures by Expense Type



Personnel Explanation:

STAFFING - Library is open 48 hrs. per week, including Sundays from October through April

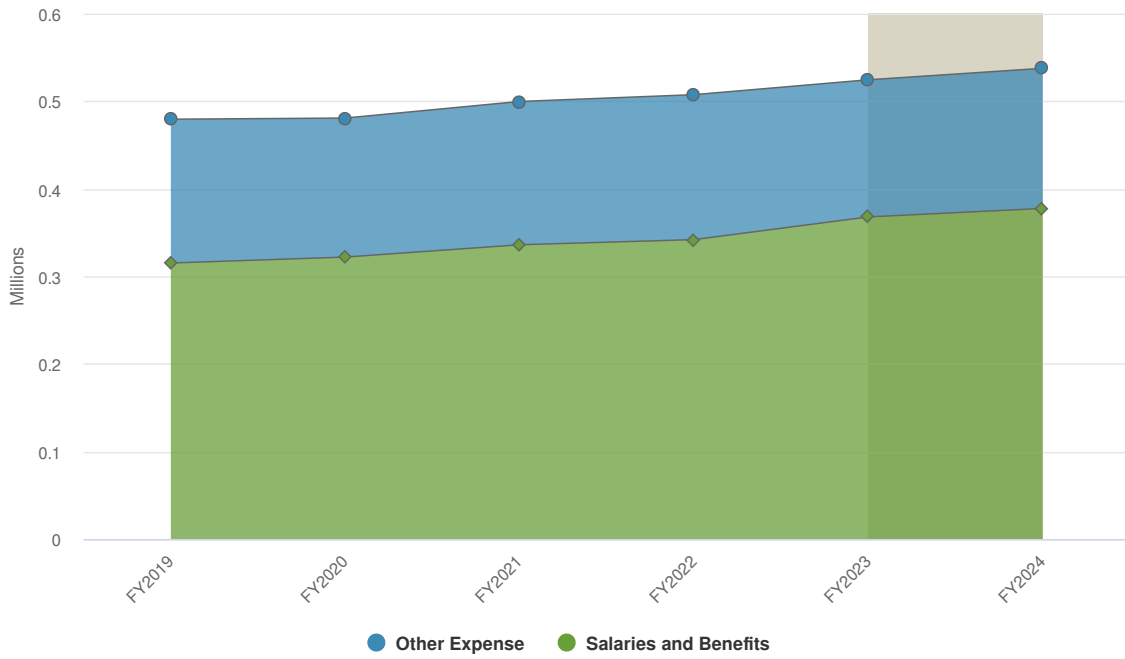
- Director 40 hrs. per week min.
- Circulation/Interlibrary loan librarian - 33.5 hrs. per week
- Adult Services librarian - 33.5 hrs. per week
- Youth Services Librarian - 33.5 hrs. per week
- Young Adult Librarian – 15 hrs. per week
- Cataloger - 6 hrs. per week
- Part time library technicians - (assistants) total of 34 hrs. per week

Custodian, 10 plus years part timer, full time as Housing Authority custodian - 6 hrs. per week

Custodian, shared as of FY23 with town hall, -10 hours per week



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
LIBRARY SALARIES	\$336,014	\$345,683	\$341,886	\$367,823	\$377,518	2.6%
Total Salaries and Benefits:	\$336,014	\$345,683	\$341,886	\$367,823	\$377,518	2.6%
Other Expense						
ELECTRICITY	\$3,405	\$5,100	\$5,945	\$5,227	\$6,000	14.8%
HEATING OIL	\$4,215	\$6,000	\$4,819	\$6,000	\$6,000	0%
BUILDING REPAIRS	\$5,874	\$6,000	\$3,328	\$6,000	\$4,600	-23.3%
COMPREHENSIVE CLEANING	\$11,972	\$13,500	\$12,611	\$2,000	\$2,000	0%
SECURITY ALARM	\$286	\$312	\$208	\$312	\$312	0%
LAWN & GROUNDS MAINT.	\$1,628	\$1,500	\$962	\$1,700	\$1,300	-23.5%
TELEPHONE	\$1,682	\$2,000	\$1,840	\$2,050	\$2,000	-2.4%
POSTAGE	\$120	\$300	\$373	\$300	\$400	33.3%
PRINTING/ADVERTISING	\$0	\$300	\$200	\$300	\$800	166.7%
BOOK BINDING	\$300	\$200	\$0	\$220	\$200	-9.1%
OFFICE SUPPLIES	\$3,688	\$3,600	\$4,623	\$3,400	\$4,000	17.6%
CUSTODIAL SUPPLIES	\$2,036	\$1,200	\$810	\$1,200	\$800	-33.3%
BOOKS/MAGAZINES	\$90,516	\$92,863	\$96,464	\$94,000	\$97,350	3.6%
COMPUTER SUPPLIES	\$1,824	\$800	\$1,173	\$1,000	\$1,200	20%



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
TRAVEL/MEALS	\$27	\$200	\$0	\$210	\$0	-100%
DUES/SUBSCRIPTIONS	\$869	\$400	\$540	\$400	\$550	37.5%
COMPUTER OPERATIONS	\$29,354	\$25,500	\$23,966	\$26,500	\$26,000	-1.9%
COMPUTER REPLACEMENT	\$2,694	\$3,800	\$4,801	\$3,737	\$3,000	-19.7%
PROGRAMS	\$3,153	\$2,000	\$2,879	\$2,050	\$3,500	70.7%
Total Other Expense:	\$163,643	\$165,575	\$165,540	\$156,606	\$160,012	2.2%
Total Expense Objects:	\$499,657	\$511,258	\$507,426	\$524,429	\$537,530	2.5%



Parks & Recreation

Cheryl Marshall
Parks & Recreation Director

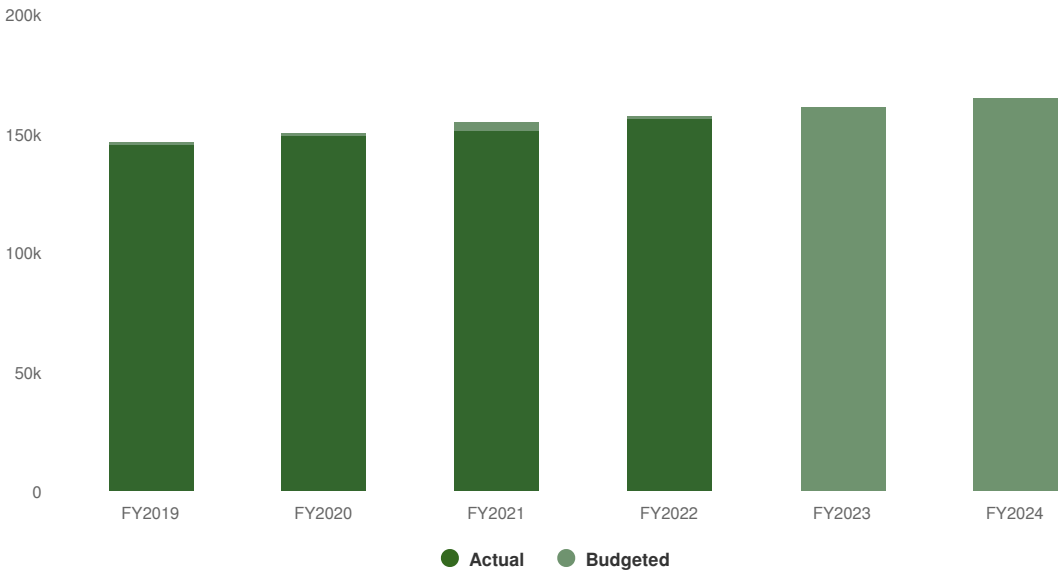
The Recreation Department is responsible for the planning, coordination, supervision and evaluation of all recreational programs and services for the Town of Manchester-by-the-Sea. The Department provides administrative oversight of ocean beaches (including Singing Beach), community parks, and the scheduling of athletic fields, a community picnic pavilion and a community chapel. Also the Director provides technical advice to the Manchester 4th of July Committee in planning and implementing its annual celebration.

The Manchester Parks & Recreation Department strives to offer programs and services that help to enhance quality of life through parks and exceptional recreation opportunities. We provide opportunities for all residents to live, grow, and develop into healthy, contributing members of our community. In addition, we strive to maintain and improve our attractive and inviting parks and grounds, as well as provide safe and efficient public buildings.

Expenditures Summary

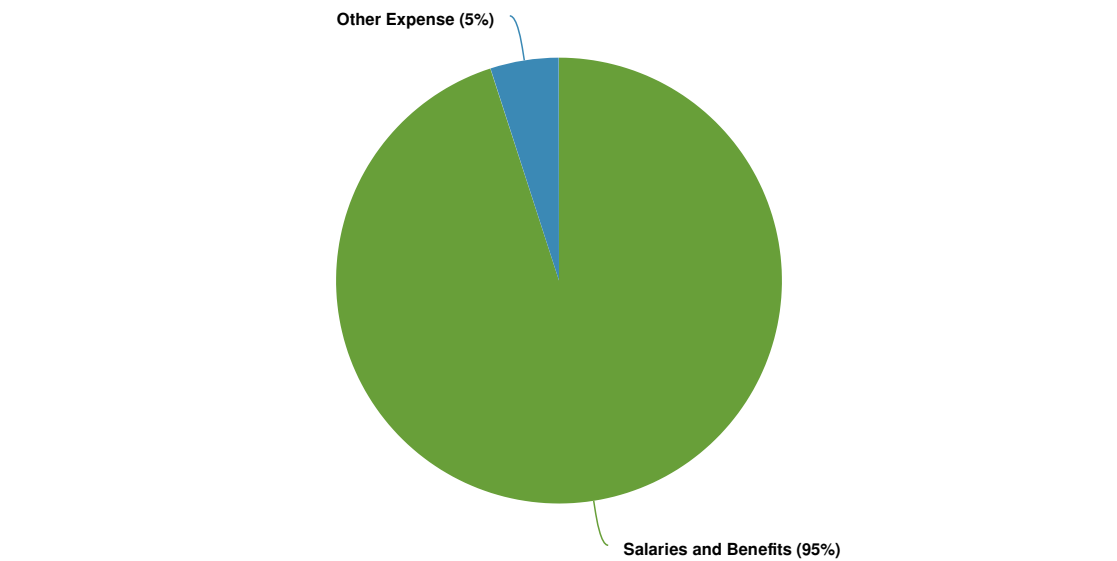
\$164,904 **\$3,848**
(2.39% vs. prior year)

Parks & Recreation Proposed and Historical Budget vs. Actual

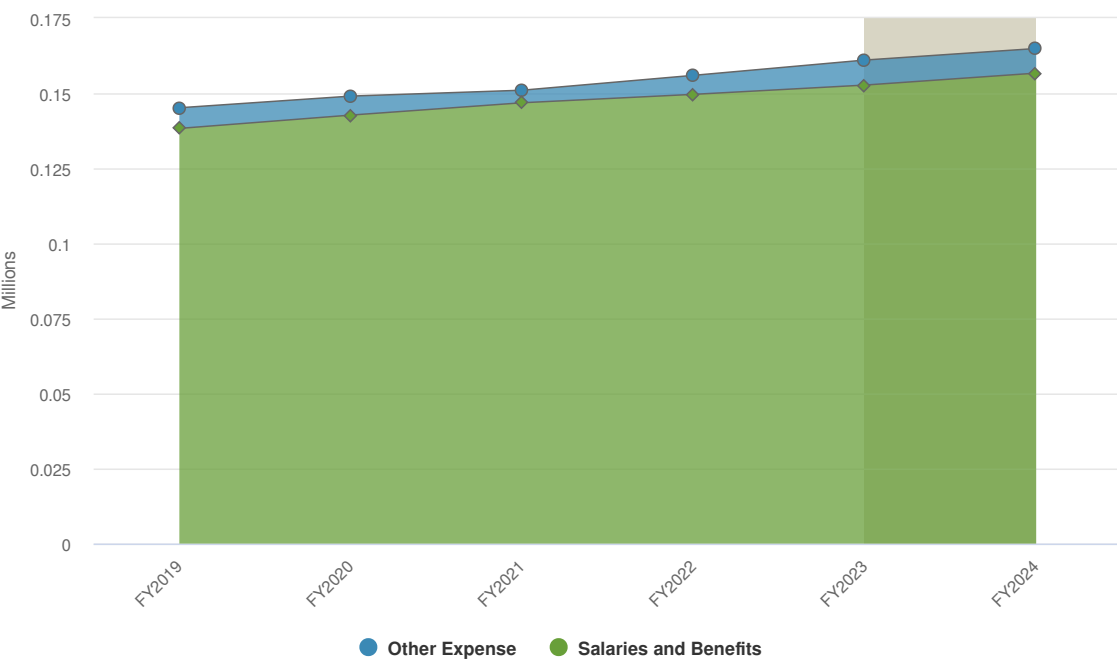


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

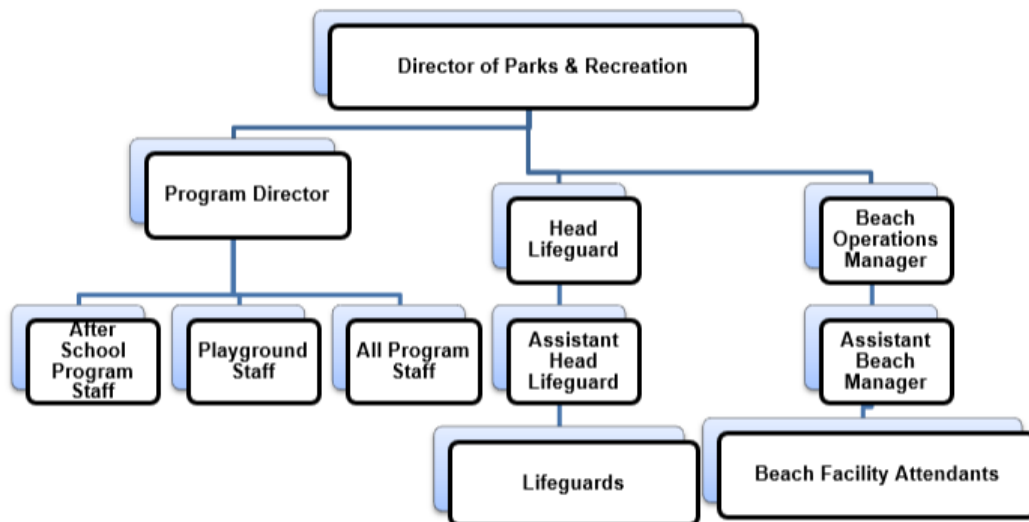


Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
RECREATION SALARIES	\$146,827	\$149,633	\$149,633	\$152,722	\$156,704	2.6%
Total Salaries and Benefits:	\$146,827	\$149,633	\$149,633	\$152,722	\$156,704	2.6%
Other Expense						
EDUCATION/TRAINING	\$1,758	\$1,600	\$1,564	\$1,600	\$1,600	0%
POSTAGE	\$0	\$300	\$600	\$300	\$300	0%
PRINTING/ADVERTISING	\$370	\$900	\$294	\$900	\$600	-33.3%
OFFICE SUPPLIES	\$275	\$534	\$316	\$534	\$500	-6.4%
COMPUTER SUPPLIES	\$1,500	\$1,800	\$1,800	\$1,800	\$2,000	11.1%
TRAVEL/MEALS	\$0	\$2,200	\$1,055	\$2,400	\$2,400	0%
DUES/SUBSCRIPTIONS	\$280	\$575	\$700	\$800	\$800	0%
Total Other Expense:	\$4,182	\$7,909	\$6,329	\$8,334	\$8,200	-1.6%
Total Expense Objects:	\$151,009	\$157,542	\$155,962	\$161,056	\$164,904	2.4%

Organizational Chart



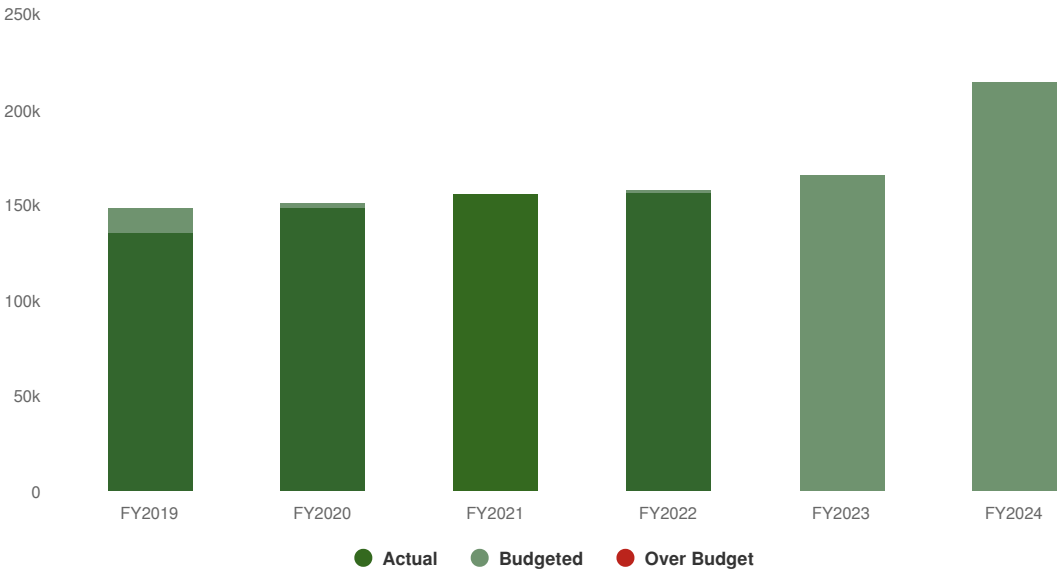
Singing Beach & Lifeguards

Cheryl Marshall
Parks & Recreation Director

Expenditures Summary

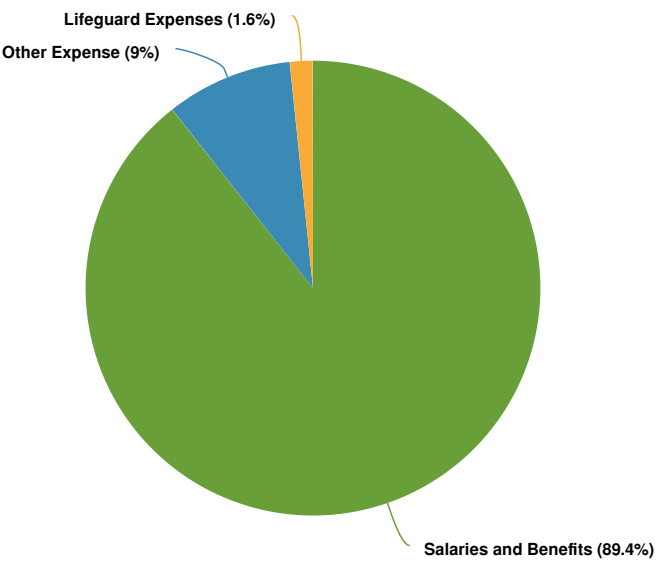
\$214,742 **\$48,525**
(29.19% vs. prior year)

Singing Beach & Lifeguards Proposed and Historical Budget vs. Actual

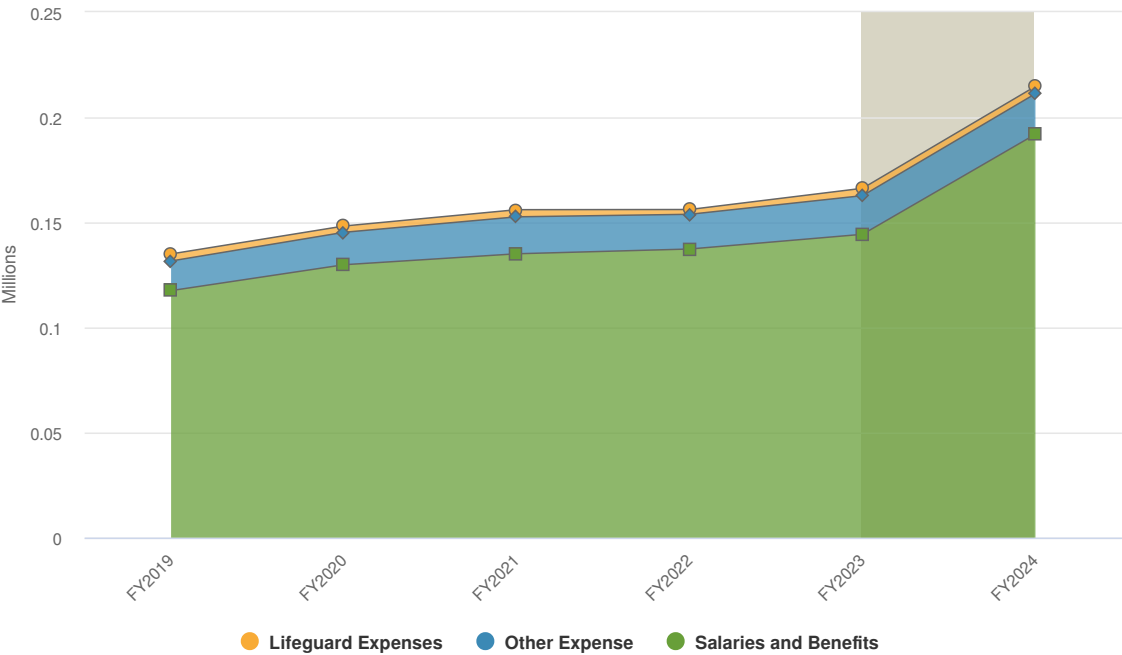


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
LIFEGUARDS SALARIES	\$60,740	\$61,803	\$61,695	\$64,893	\$86,308	33%
SINGING BEACH SALARIES	\$74,310	\$75,642	\$75,623	\$79,424	\$105,634	33%
Total Salaries and Benefits:	\$135,050	\$137,445	\$137,318	\$144,317	\$191,942	33%
Lifeguard Expenses						
EXPENSES	\$3,400	\$3,400	\$2,279	\$3,500	\$3,500	0%
Total Lifeguard Expenses:	\$3,400	\$3,400	\$2,279	\$3,500	\$3,500	0%
Other Expense						
NATURAL GAS	\$563	\$800	\$0	\$800	\$900	12.5%
ELECTRICITY	\$611	\$600	\$650	\$600	\$800	33.3%
BUILDING MAINTENANCE	\$3,187	\$3,000	\$2,645	\$3,500	\$3,500	0%
PLUMBING	\$2,057	\$2,500	\$3,863	\$2,500	\$2,500	0%
PROFESSIONAL SERVICES	\$2,719	\$500	\$700	\$500	\$500	0%
TELEPHONE	\$596	\$1,000	\$1,054	\$1,000	\$1,000	0%
SUPPLIES	\$2,029	\$3,000	\$1,631	\$3,000	\$3,000	0%
SIGNS	\$376	\$800	\$0	\$800	\$800	0%
EQUIPMENT	\$3,117	\$3,300	\$2,422	\$3,300	\$3,300	0%
OFF-SEASON SANITATION	\$2,331	\$2,000	\$3,558	\$2,400	\$3,000	25%
Total Other Expense:	\$17,586	\$17,500	\$16,522	\$18,400	\$19,300	4.9%
Total Expense Objects:	\$156,036	\$158,345	\$156,120	\$166,217	\$214,742	29.2%

FY2024 salary adjustments for summer staff needed to attract sufficient numbers for Singing Beach and Lifeguards. This is also reflected in Tuck's Point salaries shown in the next section.



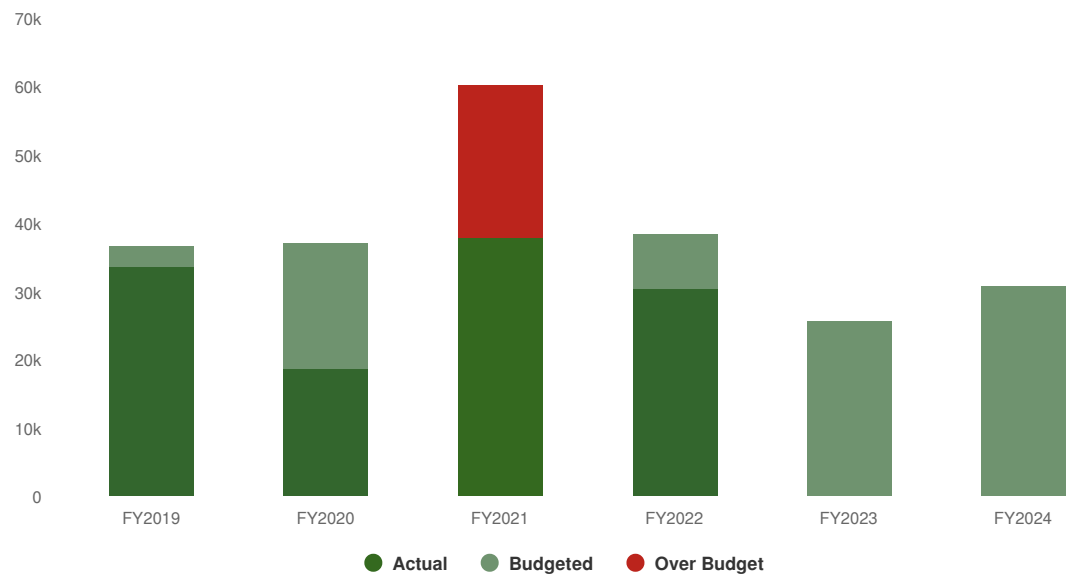
Tuck's Point & Crowell Chapel

Expenditures Summary

\$30,740

\$4,920
(19.05% vs. prior year)

Tuck's Point & Crowell Chapel Proposed and Historical Budget vs. Actual

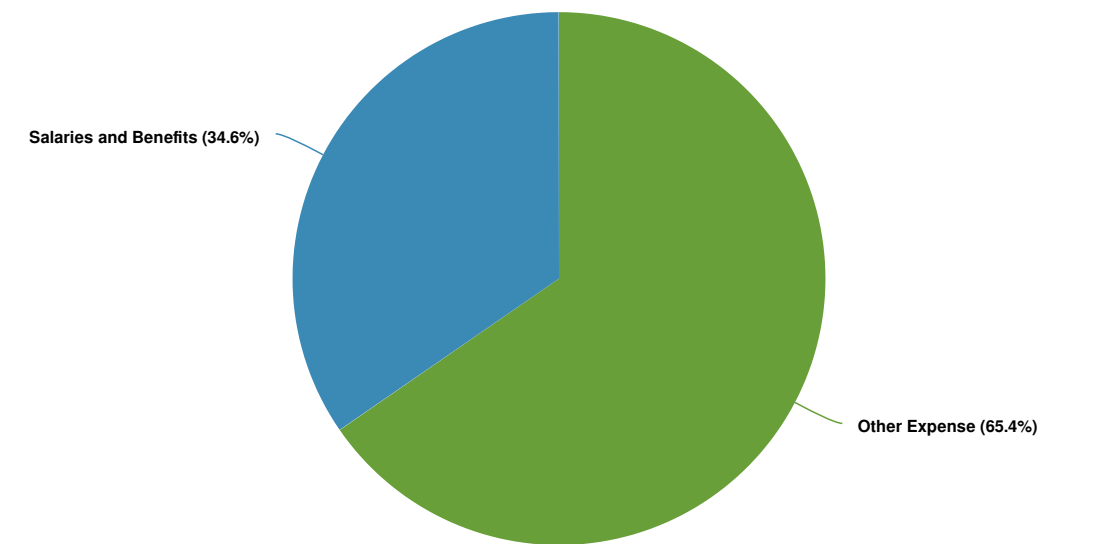


FY2021 expenses are shown as overspent. However, these were expenses from the FY2020 budget carried over to FY2021.

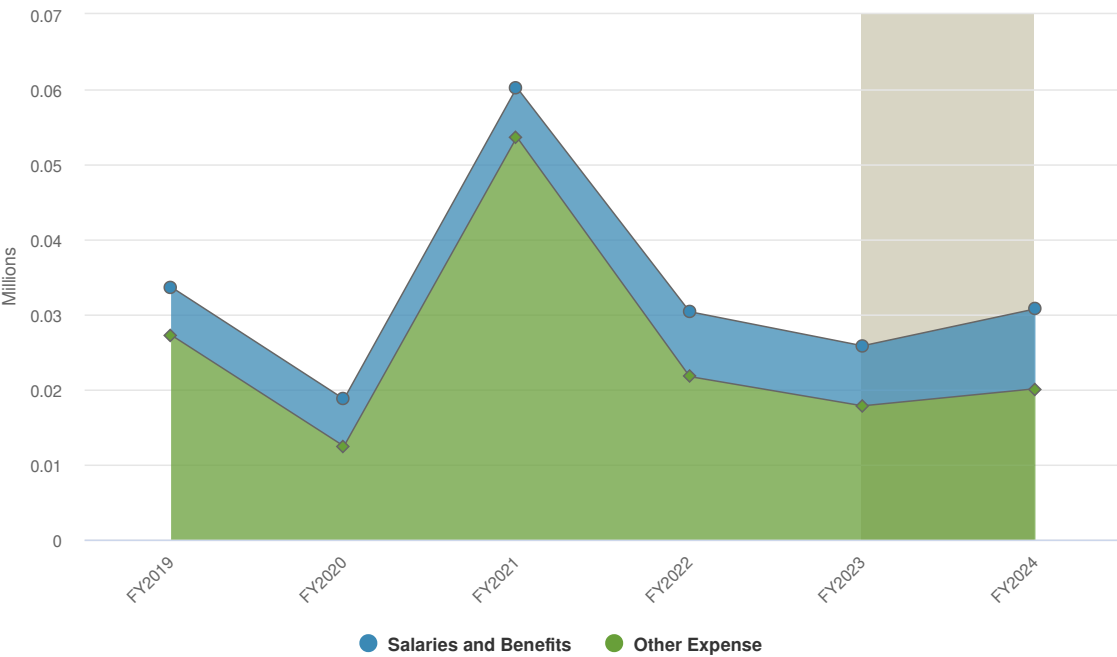


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
TUCK'S POINT SALARIES	\$6,600	\$6,715	\$8,642	\$8,000	\$10,640	33%
Total Salaries and Benefits:	\$6,600	\$6,715	\$8,642	\$8,000	\$10,640	33%
Other Expense						
NATURAL GAS	\$0	\$300	\$267	\$300	\$400	33.3%
ELECTRICITY	\$679	\$770	\$493	\$770	\$770	0%
HEATING OIL	\$2,399	\$6,600	\$6,335	\$6,600	\$8,780	33%
BUILDING REPAIRS	\$45,120	\$13,000	\$8,454	\$0	\$0	0%
PLUMBING	\$259	\$2,500	\$814	\$2,500	\$2,500	0%
LAWN AND GROUNDS	\$1,650	\$3,700	\$4,495	\$3,700	\$3,700	0%
CLEANING SERVICES	\$0	\$1,000	\$0	\$0	\$0	0%
PROFESSIONAL SERVICES	\$3,142	\$1,400	\$473	\$1,400	\$1,400	0%
TELEPHONE	\$313	\$1,000	\$308	\$1,000	\$1,000	0%
SUPPLIES	\$73	\$1,550	\$80	\$1,550	\$1,550	0%
Total Other Expense:	\$53,635	\$31,820	\$21,719	\$17,820	\$20,100	12.8%
Total Expense Objects:	\$60,235	\$38,535	\$30,361	\$25,820	\$30,740	19.1%

FY2024 salary adjustments for summer staff needed to attract sufficient numbers for Tuck's Point. This is also reflected in Singing Beach and Lifeguard salaries shown previously.



Public Celebrations

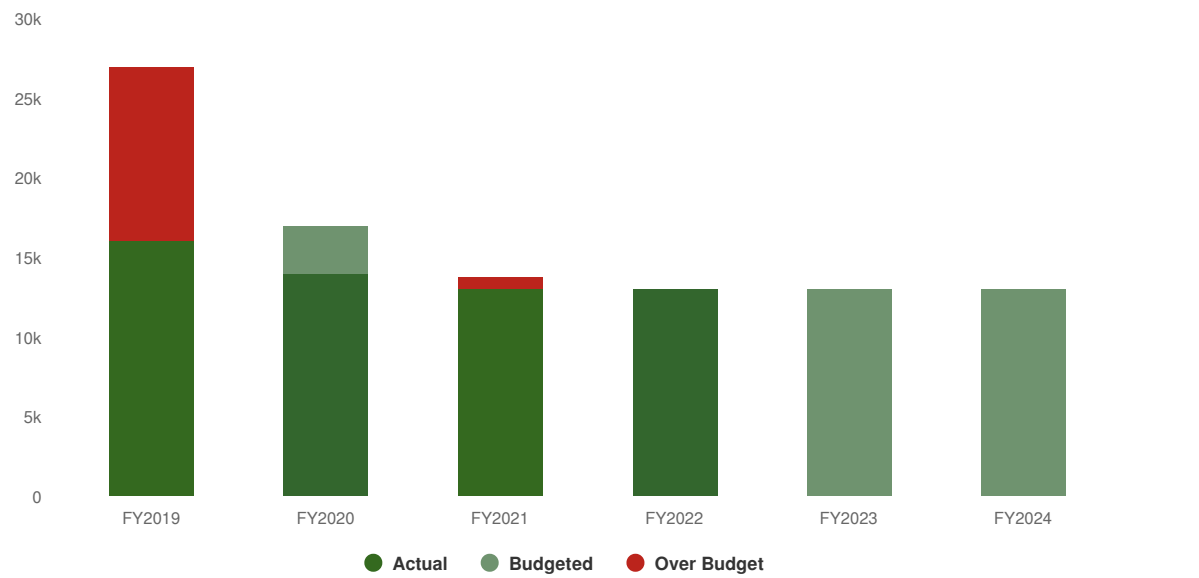
Expenditures Summary

\$13,000

\$0

(0.00% vs. prior year)

Public Celebrations Proposed and Historical Budget vs. Actual

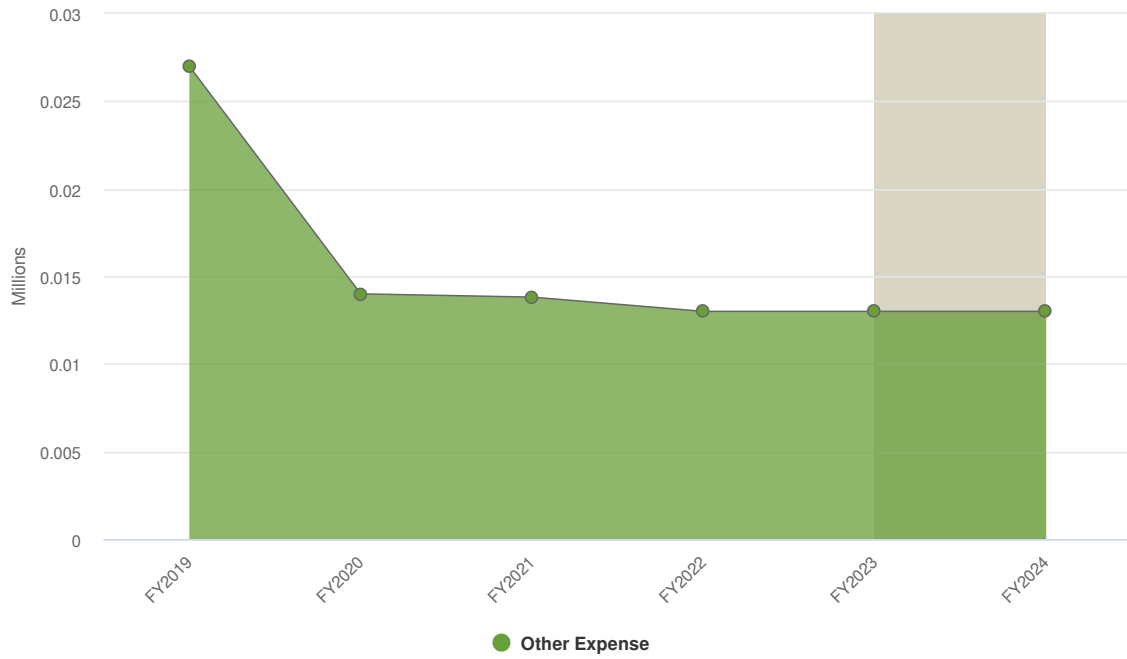


FY2019 had a supplemental appropriation at town meeting for Flowers for Freedom project. This buget is not shown however the expenses are. In addition, carryover expenses for FY2021 show the expenses but not the corresponding budget. The budgeted amounts above are the original budget with no amendment or carryovers.



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
MEMORIAL DAY	\$3,814	\$3,000	\$3,000	\$3,000	\$3,000	0%
FOURTH OF JULY	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	0%
Total Other Expense:	\$13,814	\$13,000	\$13,000	\$13,000	\$13,000	0%
Total Expense Objects:	\$13,814	\$13,000	\$13,000	\$13,000	\$13,000	0%



Water Department



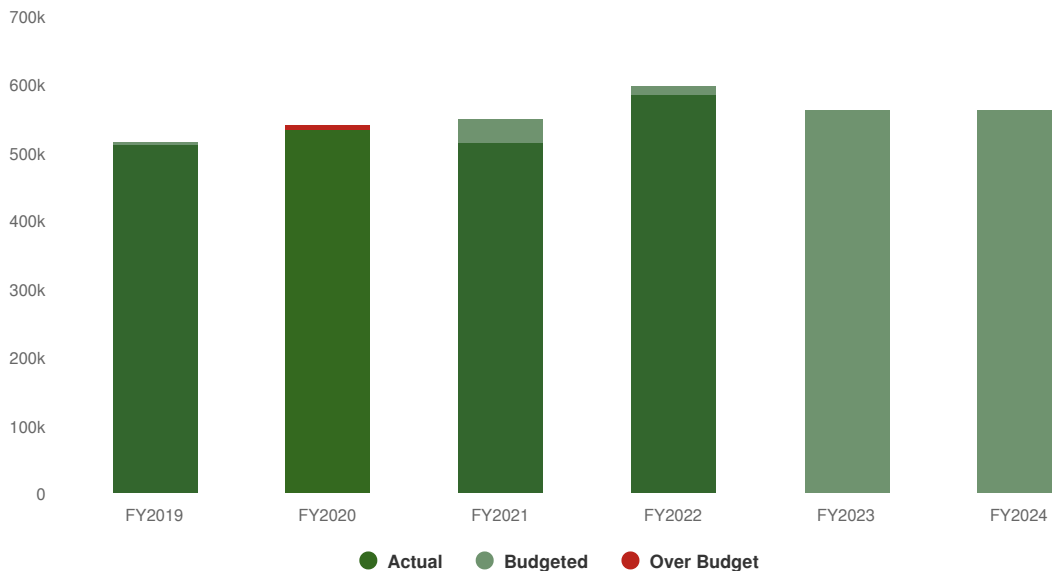
Chuck Dam
Director of Public Works

The water division's responsibility is to provide reliable, clean, drinking water to the Town. The water treatment plant uses water from Gravelly Pond and the Lincoln Street Well to supply the Town with the water needed by the community. The distribution system – the array of water pipes underground – is maintained 24/7 in order to deliver water throughout the Town. The water division also maintains the sewer collection system and pump stations. The pipes underground are maintained by the town's staff, and the water treatment plant is operated by a private vendor. The vendor also is responsible for compliance testing and reporting.

Expenditures Summary

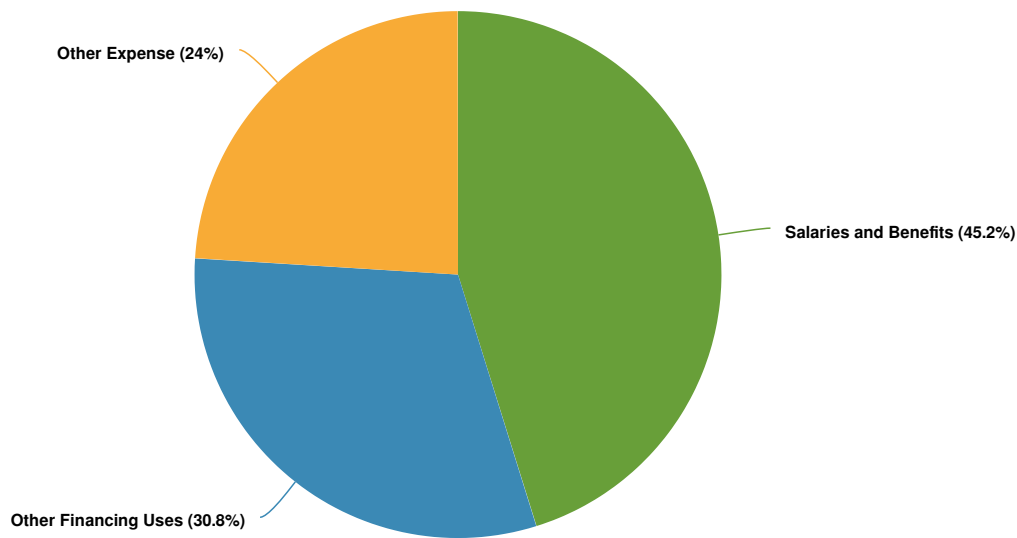
\$564,273 **\$1,213**
(0.22% vs. prior year)

Water Department Proposed and Historical Budget vs. Actual

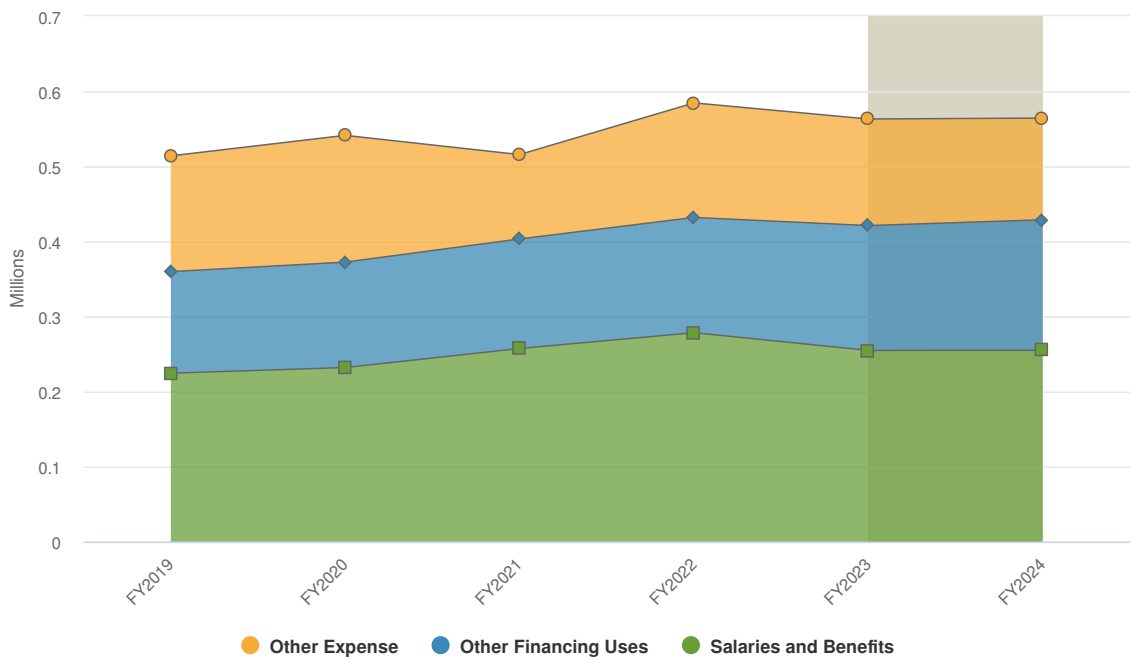


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

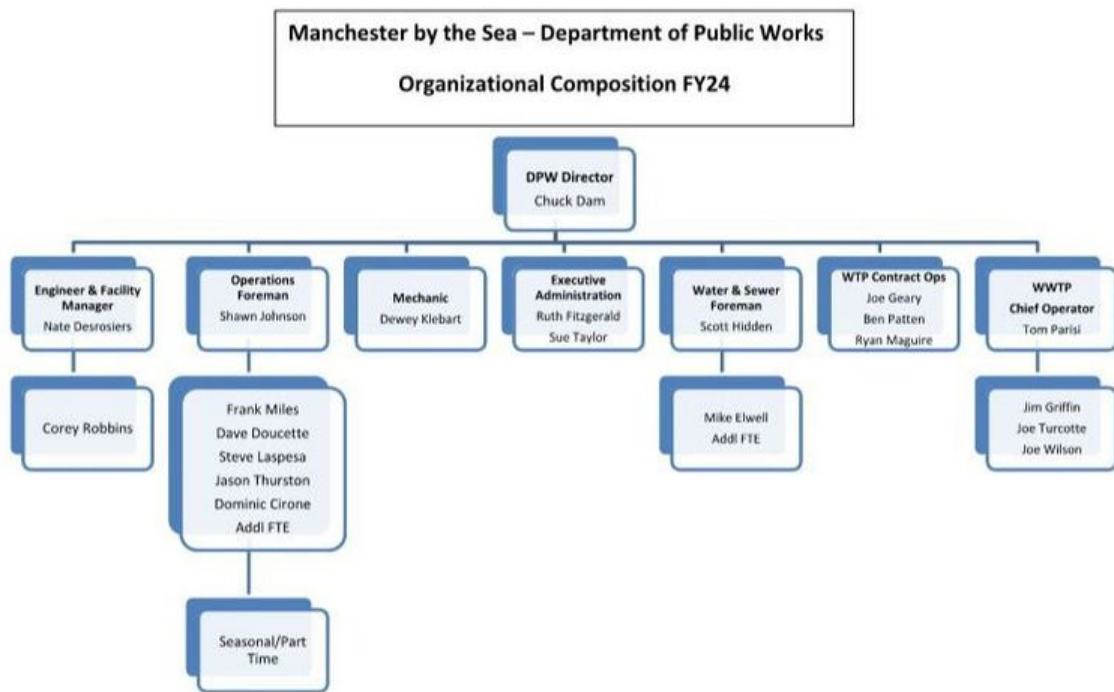


Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
WATER SALARIES	\$229,210	\$273,909	\$248,444	\$221,263	\$223,006	0.8%
WATER SALARIES OVERTIME	\$28,079	\$32,000	\$29,855	\$33,500	\$32,000	-4.5%
Total Salaries and Benefits:	\$257,289	\$305,909	\$278,299	\$254,763	\$255,006	0.1%
Other Expense						
MISC MAINTENANCE/REPAIRS	\$57,227	\$32,000	\$24,959	\$34,000	\$30,000	-11.8%
VEHICLE/EQUIP. REPAIRS & MAINT	\$2,152	\$10,000	\$1,594	\$10,000	\$8,000	-20%
PROFESSIONAL SERVICES	\$20,072	\$35,000	\$49,611	\$35,000	\$35,000	0%
CROSS CONNECTIONS	\$3,120	\$10,500	\$2,640	\$11,000	\$10,000	-9.1%
TELEPHONE	\$919	\$1,000	\$436	\$1,500	\$1,500	0%
POSTAGE	\$1,676	\$4,000	\$1,586	\$4,000	\$4,000	0%
PRINTING/ADVERTISING	\$1,347	\$4,000	\$1,036	\$4,000	\$4,000	0%
OFFICE SUPPLIES	\$543	\$3,000	\$145	\$3,000	\$3,000	0%
FUEL/OIL	\$5,875	\$5,000	\$11,194	\$5,500	\$6,000	9.1%
EQUIPMENT/MATERIALS	\$16,536	\$30,000	\$55,053	\$30,000	\$30,000	0%
TRAVEL/MEALS	\$0	\$1,500	\$676	\$1,500	\$1,500	0%
DUES/SUBSCRIPTIONS	\$2,976	\$2,500	\$3,684	\$2,500	\$2,500	0%
Total Other Expense:	\$112,445	\$138,500	\$152,613	\$142,000	\$135,500	-4.6%
Other Financing Uses						
TRANSFERS TO GENERAL FUND	\$145,938	\$153,589	\$153,589	\$166,297	\$173,767	4.5%
Total Other Financing Uses:	\$145,938	\$153,589	\$153,589	\$166,297	\$173,767	4.5%
Total Expense Objects:	\$515,672	\$597,998	\$584,502	\$563,060	\$564,273	0.2%

Transfers to the General fund are reimbursements for amounts appropriated in the General fund, such as health insurance, administrative cost share, FICA, workers compensation insurance and property/casualty insurance.



Organizational Chart



Goal #1

Continue ongoing conversion of mental and paper records to useful electronic GIS data and work flows. Manage capital replacements and upgrades across the system.

Goal #2

Work with Town Water Protection Task Force to ensure safe and adequate supply of drinking water for the foreseeable future.



Water Treatment Plant



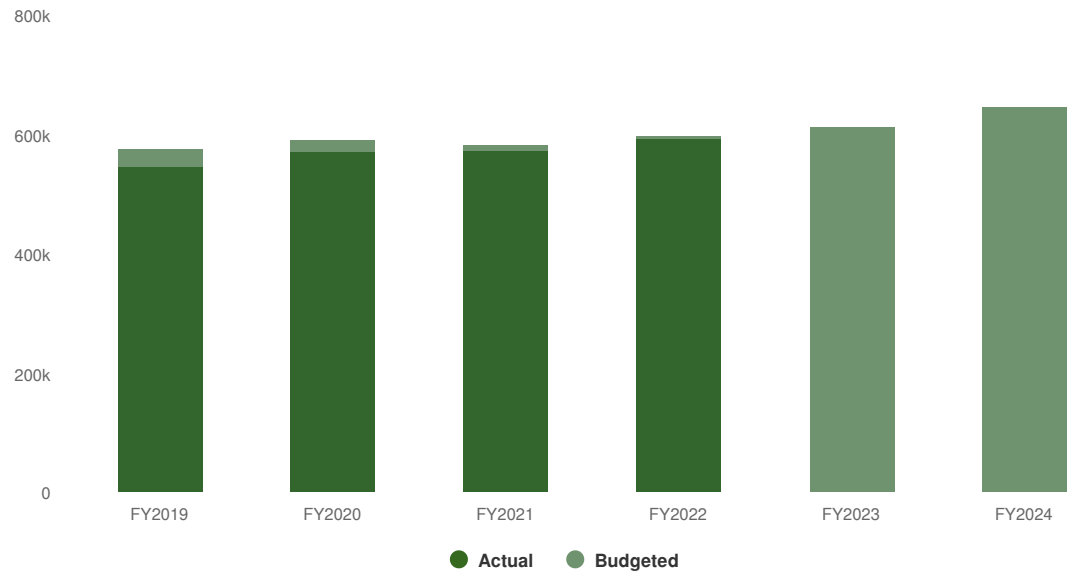
Chuck Dam
Director of Public Works

The town contracts with a third party to operate and maintain the town's water treatment plant.

Expenditures Summary

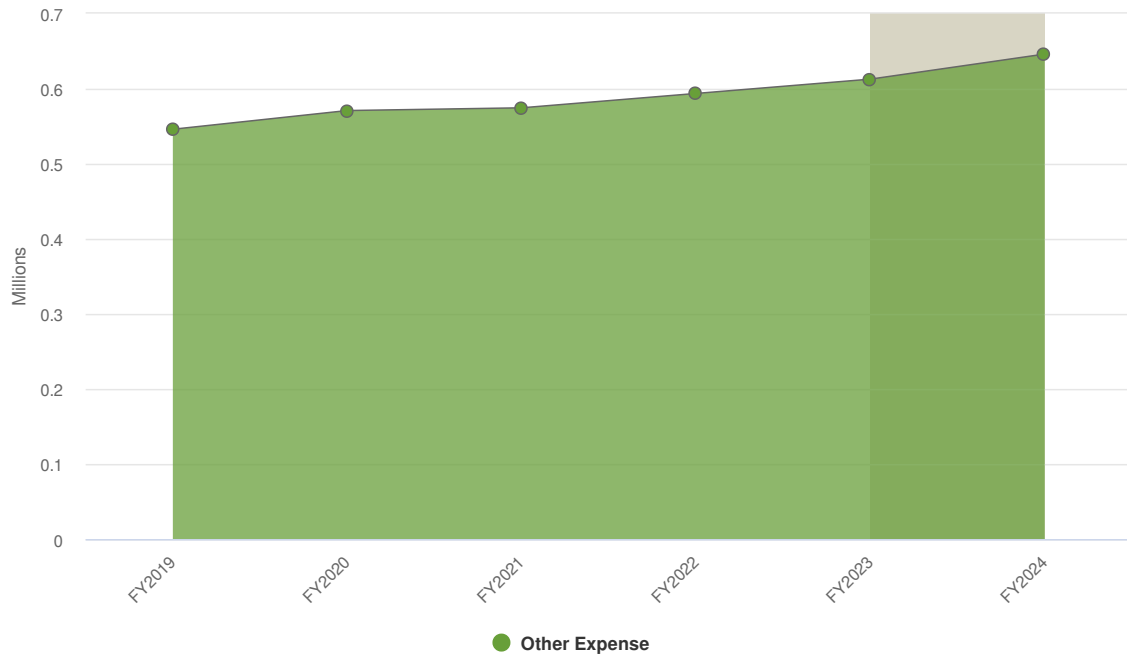
\$646,150 **\$33,430**
(5.46% vs. prior year)

Water Treatment Plant Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

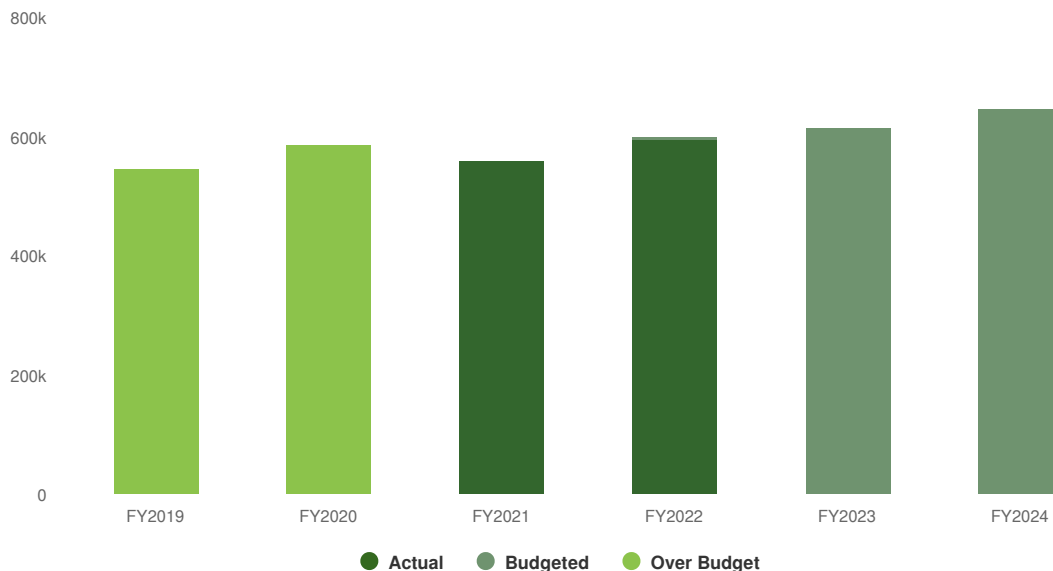


Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
NATURAL GAS	\$15,520	\$500	\$9,476	\$500	\$9,500	1,800%
ELECTRICITY	\$91,586	\$115,000	\$85,155	\$115,000	\$90,000	-21.7%
CONTRACT SERVICES	\$380,669	\$390,150	\$390,908	\$401,855	\$426,300	6.1%
OUTSIDE LAB TESTING	\$4,180	\$4,000	\$12,680	\$6,000	\$10,000	66.7%
TELEPHONE	\$4,003	\$3,500	\$4,083	\$4,000	\$4,100	2.5%
CHEMICALS	\$44,582	\$50,000	\$56,643	\$50,000	\$70,000	40%
REAL ESTATE TAXES	\$33,982	\$34,502	\$34,700	\$35,365	\$36,250	2.5%
Total Other Expense:	\$574,522	\$597,652	\$593,643	\$612,720	\$646,150	5.5%
Total Expense Objects:	\$574,522	\$597,652	\$593,643	\$612,720	\$646,150	5.5%

Revenues Summary

\$646,150 **\$33,430**
(5.46% vs. prior year)

Water Treatment Plant Proposed and Historical Budget vs. Actual



Goal #1 Maintain a safe and adequate supply of drinking water to the Town.

Goal #2 Navigate PFAS requirements and potential treatment of same.



Sewer Department



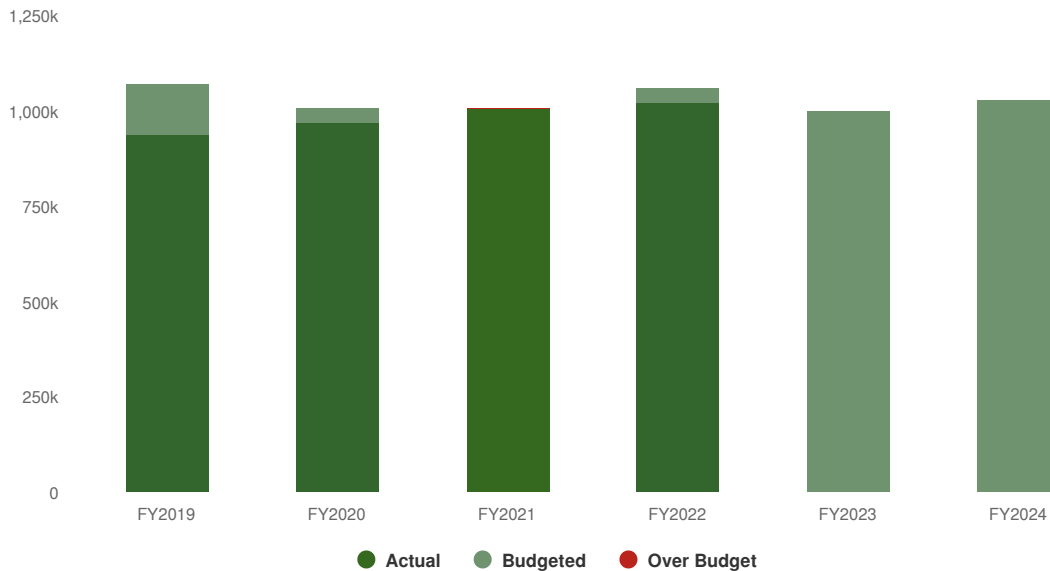
Chuck Dam
Director of Public Works

The sewer division operates the wastewater treatment plant located behind Town Hall. The plant treats effluent from roughly a third of the town. The plant operates 24/7 and is monitored continuously for proper operations through a computer system called SCADA. Managing and operating the plant requires the work of four full-time employees per state regulations. An in-house lab produces the necessary reports on the quality of the treated flows. Complying with the numerous regulations requires a considerable amount of monitoring and reporting.

Expenditures Summary

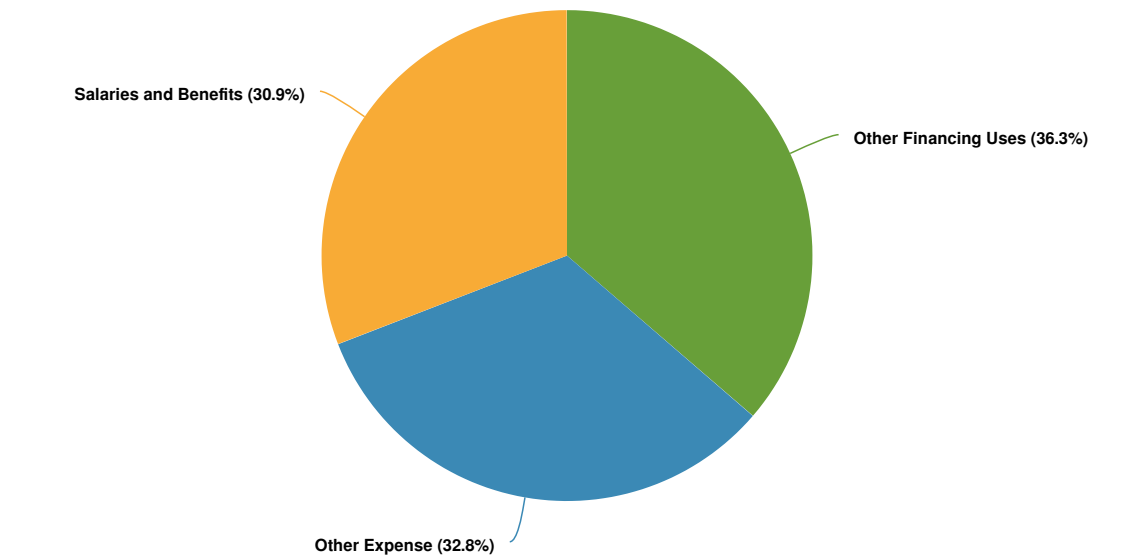
\$1,029,707 **\$28,587**
(2.86% vs. prior year)

Sewer Department Proposed and Historical Budget vs. Actual

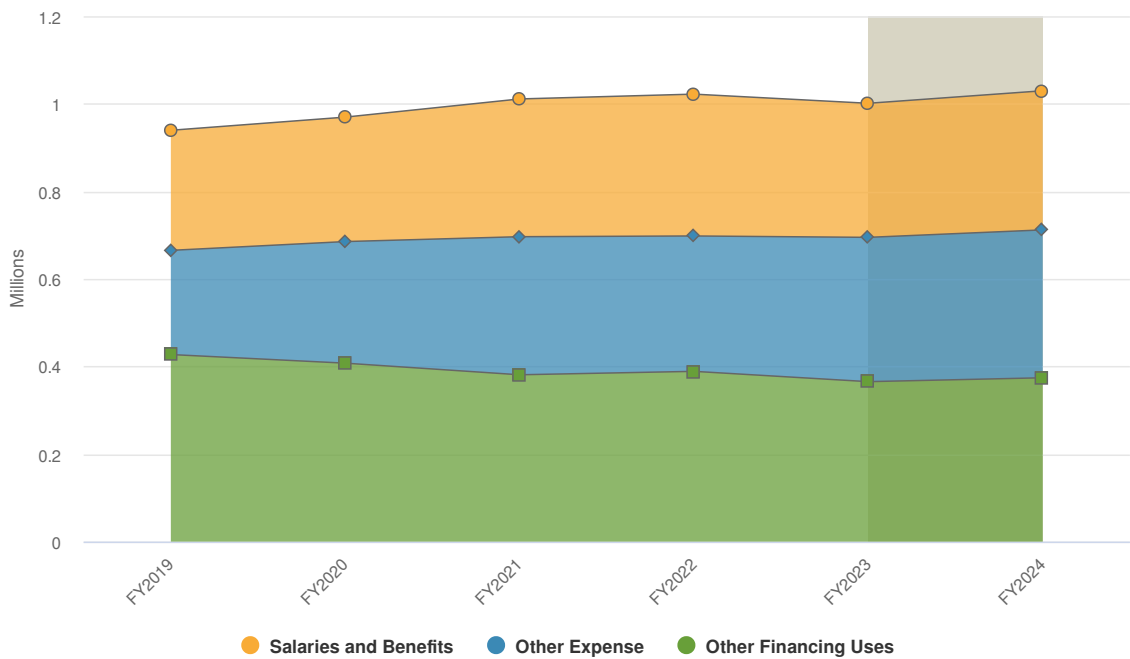


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Salaries and Benefits						
SEWER SALARIES	\$294,246	\$339,484	\$298,443	\$278,233	\$289,063	3.9%
SEWER SALARIES OVERTIME	\$20,367	\$26,000	\$25,547	\$28,000	\$28,700	2.5%
Total Salaries and Benefits:	\$314,613	\$365,484	\$323,990	\$306,233	\$317,763	3.8%
Other Expense						
MISC MAINTENANCE/REPAIRS	\$53,224	\$23,000	\$26,727	\$25,000	\$26,000	4%
NATURAL GAS	\$10,940	\$10,000	\$25,023	\$10,000	\$20,000	100%
ELECTRICITY	\$80,943	\$104,000	\$65,568	\$107,000	\$100,000	-6.5%
BUILDING MAINTENANCE	\$4,038	\$13,000	\$26,910	\$14,000	\$14,000	0%
VEHICLE/EQUIP. REPAIRS & MAINT	\$3,862	\$10,000	\$782	\$10,000	\$9,000	-10%
SLUDGE REMOVAL	\$39,836	\$40,000	\$41,673	\$45,000	\$46,000	2.2%
PROFESSIONAL SERVICES	\$46,823	\$30,000	\$60,739	\$38,000	\$40,000	5.3%
TELEPHONE	\$2,134	\$2,000	\$2,210	\$2,100	\$2,300	9.5%
POSTAGE	\$1,676	\$2,500	\$1,586	\$2,700	\$2,700	0%
PRINTING/ADVERTISING	\$1,347	\$2,000	\$1,036	\$2,100	\$2,100	0%
OFFICE SUPPLIES	\$2,411	\$3,000	\$491	\$3,100	\$3,100	0%
FUEL/OIL	\$47	\$2,000	\$182	\$2,100	\$2,100	0%
EQUIPMENT/MATERIALS	\$20,113	\$16,000	\$14,360	\$16,500	\$16,000	-3%
DISTRIBUTION MATERIALS	\$23,021	\$15,000	\$21,480	\$15,000	\$15,500	3.3%
CHEMICALS	\$21,610	\$30,000	\$16,930	\$33,000	\$35,000	6.1%
TRAVEL/MEALS	\$90	\$2,500	\$938	\$2,500	\$2,500	0%
DUES/SUBSCRIPTIONS	\$3,301	\$1,500	\$2,587	\$1,500	\$1,500	0%
Total Other Expense:	\$315,414	\$306,500	\$309,221	\$329,600	\$337,800	2.5%
Other Financing Uses						
TRANSFERS TO GENERAL FUND	\$380,993	\$388,838	\$388,838	\$365,287	\$374,144	2.4%
Total Other Financing Uses:	\$380,993	\$388,838	\$388,838	\$365,287	\$374,144	2.4%
Total Expense Objects:	\$1,011,020	\$1,060,822	\$1,022,050	\$1,001,120	\$1,029,707	2.9%

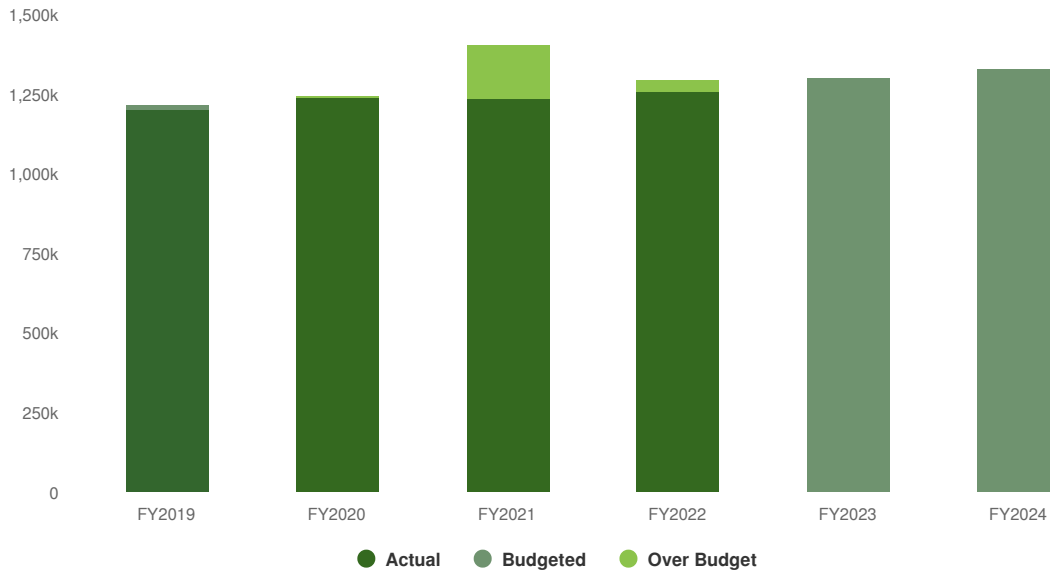
Transfers to the General fund are reimbursements for amounts appropriated in the General fund, such as health insurance, debt service, administrative cost share, FICA, workers compensation insurance and property/casualty insurance.



Revenues Summary

\$1,329,707 **\$28,587**
(2.20% vs. prior year)

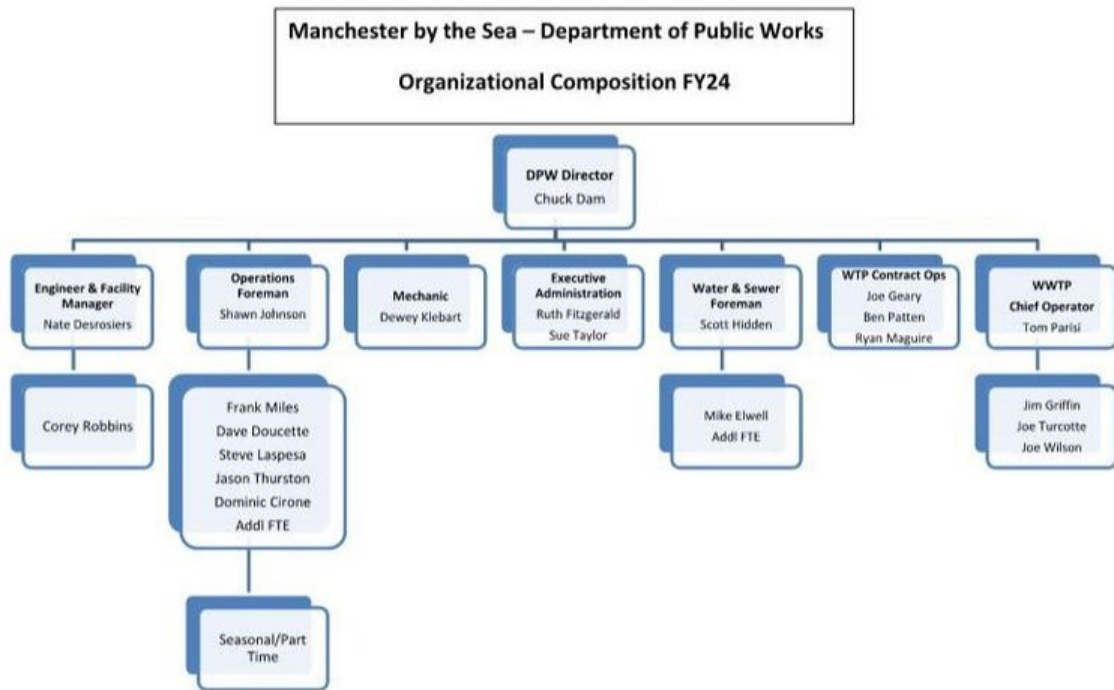
Sewer Department Proposed and Historical Budget vs. Actual



Difference between total revenues and expenses on this page is related to capital which is shown under the capital plan section.



Organizational Chart



Goal #1

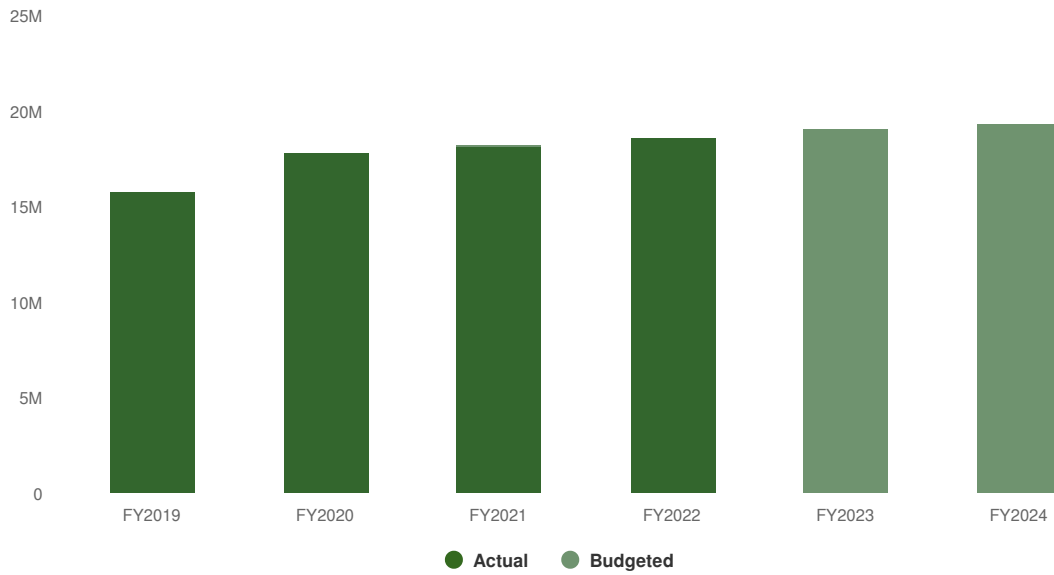
Manage capital replacements and upgrades across the system.
Potential significant upgrades are required.

Education

Expenditures Summary

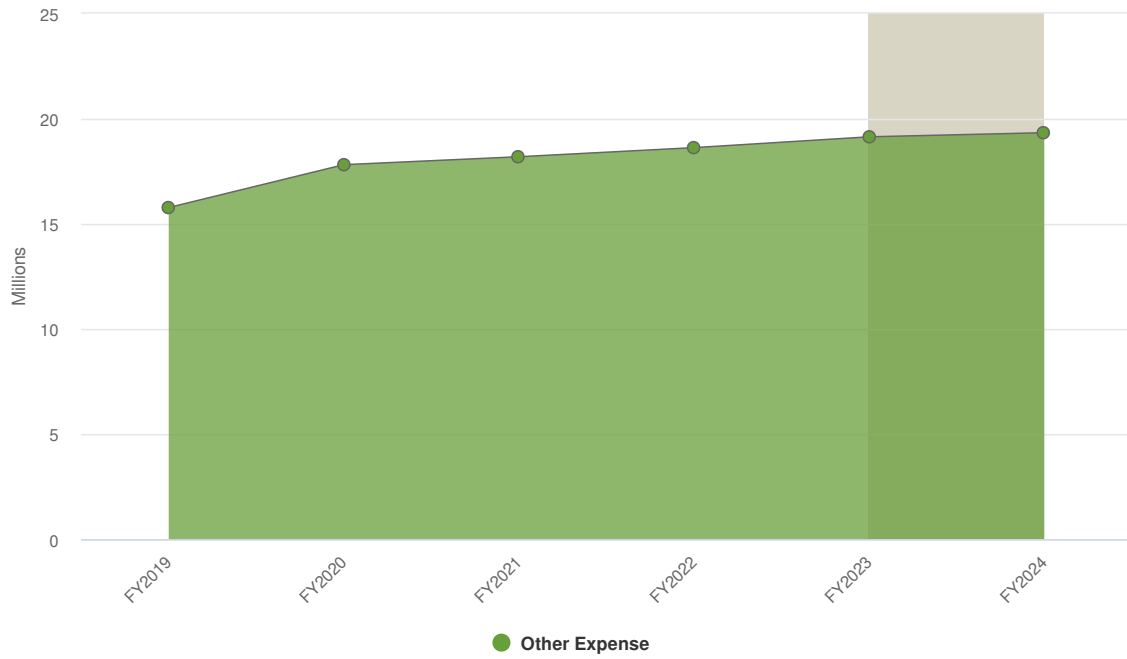
\$19,336,120 **\$195,611**
(1.02% vs. prior year)

Education Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
N.S. REG. VOC. SCHOOL	\$165,589	\$184,523	\$184,523	\$223,380	\$245,081	9.7%
MANCHESTER ESSEX REGIONAL SCH	\$15,099,835	\$15,589,705	\$15,589,705	\$15,909,698	\$16,307,440	2.5%
REGIONAL SCHOOL DISTRICT DEBT	\$2,926,954	\$2,851,524	\$2,851,524	\$3,007,431	\$2,783,599	-7.4%
Total Other Expense:	\$18,192,378	\$18,625,752	\$18,625,752	\$19,140,509	\$19,336,120	1%
Total Expense Objects:	\$18,192,378	\$18,625,752	\$18,625,752	\$19,140,509	\$19,336,120	1%



Non-Appropriated Expenses

Non-appropriated expenses are made up primarily of state assessments for mosquito prevention, MBTA services, etc.

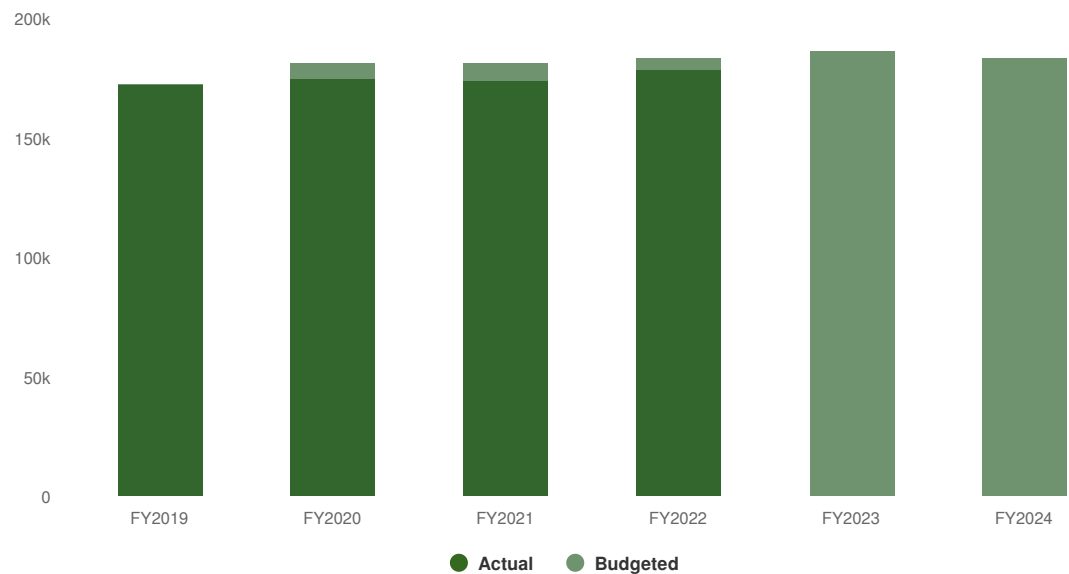
Expenditures Summary

\$183,898

-\$3,097

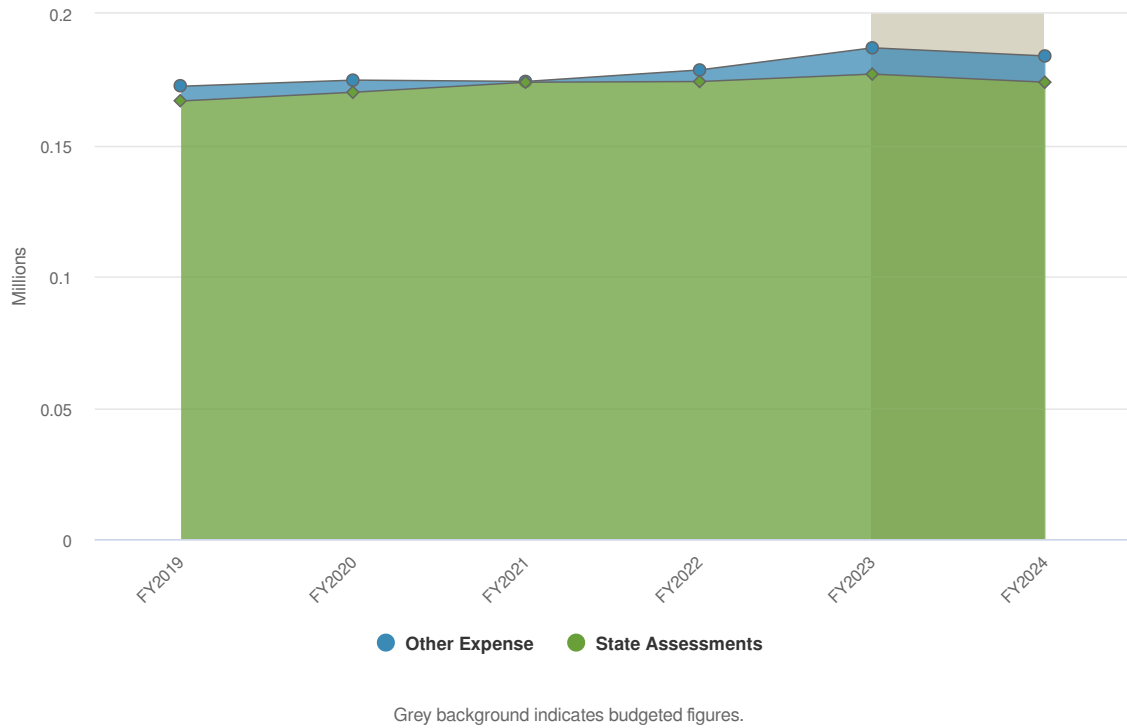
(-1.66% vs. prior year)

Non-Appropriated Expenses Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Budgeted	FY2022 Actual	FY2023 Budgeted	FY2024 Budgeted	FY2023 Budgeted vs. FY2024 Budgeted (% Change)
Expense Objects						
Other Expense						
TAX LIEN PURPOSES	\$315	\$10,000	\$4,415	\$10,000	\$10,000	0%
Total Other Expense:	\$315	\$10,000	\$4,415	\$10,000	\$10,000	0%
State Assessments						
MV PARK SURCHARGE	\$5,040	\$5,040	\$3,500	\$3,500	\$5,040	44%
MOSQUITO CONTROL	\$40,953	\$40,953	\$41,297	\$42,548	\$40,953	-3.7%
AIR POLLUTION CONTROL	\$3,390	\$3,390	\$3,295	\$3,351	\$3,390	1.2%
MET. AREA PLANING COUNCIL	\$2,914	\$2,914	\$2,994	\$3,013	\$2,914	-3.3%
MBTA	\$121,601	\$121,601	\$123,071	\$124,583	\$121,601	-2.4%
Total State Assessments:	\$173,898	\$173,898	\$174,157	\$176,995	\$173,898	-1.7%
Total Expense Objects:	\$174,213	\$183,898	\$178,572	\$186,995	\$183,898	-1.7%



CAPITAL IMPROVEMENTS



Capital Improvement Program

Introduction

The proposed five-year capital plan aims to make a significant investment in the infrastructure needs of the community. Like so many other municipalities, Manchester has a large backlog of deferred capital needs. The challenge here is to catch up on this backlog without imposing large new tax burdens on property owners. Our approach relies on allocating a healthy amount of annual tax revenue to capital needs, slowly increasing the amount of dollars the water and sewer enterprise funds devote to capital needs and replacing debt payments with an equivalent amount in new capital expenditure exclusions as previously issued debt is retired (or using excess levy capacity if available). This approach avoids new spikes in taxes while still providing a significant amount of funds towards capital needs. It also saves significantly on the cost of borrowing. This approach is possible in part due to the large amount of debt that will be retired in the next ten years.

With the FY24 proposal we are exceeding our goal of allocating at least \$3 million annually for capital investments. We are able to do this through the ability to use more funds from our fund balance (free cash account) as it is above our targeted upper limit. For the next twelve years, spending \$3 + million a year without new borrowings will allow us to reinvest in many areas. The current thinking is that most of our anticipated large town projects can wait until the early 2030's to undertake (sewer plant reconfiguration, public safety complex, seawall reconstructions) when the remainder of town debt will be fully paid off and our retiree liabilities fully funded. These freed up dollars will allow us to issue large bonds for these anticipated needs without new large tax increases.

However, in order to move forward with new athletic field at Sweeney, a rebuild of the Rotunda and a new or significantly renovated DPW facility, new bonds are needed. For the athletic field and Rotunda, we can bond using Community Preservation funds if voters approve a hike in the CP surcharge. For the DPW facility, we will have retired enough new debt in a few more years to be able to take on the new debt and still keep debt payments close to where they are today along with new tax revenue from the proposed CST research lab/headquarters.

We also anticipate capital support from both state and federal sources during the next few years. Local and State ARPA funds and Infrastructure Act funds may well assist us in our capital improvement needs.

The focus of capital expenditures is on replacing vehicles on a prescribed schedule, installing new water and sewer pipes, rehabilitating roads, and upgrading our very tired DPW facilities, along with our 47-year-old Town Hall that basically has not been upgraded since it was built in 1969. A new harbor dredging plan anticipates new bonds every ten years to fund a quarter of the harbor dredging needs on a regular 40-year cycle, paid for through increased mooring and other harbor use fees. We continue to look for options to locate a new Community/Senior Center. Free cash can be used along with a fundraising campaign for the Center.

The School District will likely seek another large debt exclusion for a new Essex Elementary School within the next five years. Upgrades to the Middle High School can wait until the early 2030's when the debt payments for this building will be mostly finished.

While the emphasis is on the next five years, looking further into the future, we can anticipate pressure to fortify beach revetments and seawalls, especially in the face of climate change and sea level rise. Our sewer plant may need to be converted to a pump station with new force mains feeding into a relocated plant or to one of our neighbors as our plant will be severely impacted by rising sea levels. To address these and other future needs, it will be very beneficial to pursue strategic commercial growth in our Limited Commercial District as a way to expand our tax base, set aside some of our fund balance for future capital needs and, when our retiree liabilities are fully funded, redirect the freed-up funds toward capital needs. Aside from the Essex Elementary School project, if we wait 10-12 years, these projects can be funded with bonds that are paid using funds that will become available.

Each year, Department leaders add a new year to the five-year plan as we move on from the current year. As part of the process of adding a year, all five years are reviewed and updated as needed.

Capital projects For FY24



The enclosed spreadsheets summarize the list of projects, services, and purchases by department. To fund the capital plan, \$1.9 million in general fund revenue use is proposed along with a larger than normal use of the Town's fund balance at \$1.7 million. State Chapter 90 funds for road work, funds from the water and sewer enterprise accounts and the waterways fund round out the funding sources because we have sufficient excess levy capacity, we do not need to approve any capital exclusions (though this could change depending on how the School District's final approved funding.



FY2024-2028 Capital Improvement Plan Summary

CAPITAL PLAN	FY 24	FY 25	FY26	FY27	FY28	Five Yr Total
Highway						
Roads & Guardrails	\$ 550,000	\$ 550,000	\$ 600,000	\$ 600,000	\$ 450,000	\$ 2,750,000
Vehicles	\$ -	\$ 150,000	\$ 110,000	\$ 300,000	\$ -	\$ 560,000
Facilities	\$ 400,000	\$ 50,000	\$ 20,050,000	\$ 50,000	\$ 350,000	\$ 20,900,000
Stormdrains/Sidewalks	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
Storm Damage	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
TOTAL	\$ 1,225,000	\$ 1,025,000	\$ 21,035,000	\$ 1,225,000	\$ 1,075,000	\$ 25,585,000
Land Use Management						
PB Studies	\$ 37,500	\$ 10,000	\$ 20,000	\$ -	\$ -	\$ 67,500
Trail work/land improvements	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
TOTAL	\$ 37,500	\$ 10,000	\$ 20,000	\$ 10,000	\$ -	\$ 77,500
Town Hall						
Town Hall/Computer updates	\$ 50,000	\$ 50,000	\$ 40,000	\$ 75,000	\$ 75,000	\$ 290,000
Equipment & Other	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 66,000	\$ 50,000	\$ 40,000	\$ 75,000	\$ 75,000	\$ 306,000
Town Clerk/Elections						
Equipment	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
TOTAL	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Library						
Building Upgrades	\$ 90,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 190,000
TOTAL	\$ 90,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 190,000
Parks and Recreation						
Facilities	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 4,000,000
Chowder House Roof	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Athletic Fields	\$ 400,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,400,000
TOTAL	\$ 470,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ 6,470,000
Public Safety						
Fire/Police Stations	\$ -	\$ 60,000	\$ 70,000	\$ -	\$ -	\$ 130,000
Police/fire Vehicles	\$ 88,200	\$ 60,000	\$ 62,600	\$ 64,400	\$ 65,500	\$ 340,700
Fire engine fund	\$ 200,000	\$ 200,000	\$ -	\$ 250,000	\$ 250,000	\$ 900,000
Police Equip	\$ 34,600	\$ 12,600	\$ 12,600	\$ 12,600	\$ -	\$ 72,400
Public Safety Radio System	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ 125,000
Fire Equip	\$ 35,000	\$ -	\$ 300,000	\$ -	\$ -	\$ 335,000
TOTAL	\$ 357,800	\$ 332,600	\$ 445,200	\$ 452,000	\$ 315,500	\$ 1,903,100
Council on Aging						
Vehicle Replacement	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
TOTAL	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Harbor						
Harbor Master Plan	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Dredging	\$ 50,000	\$ 100,000	\$ 5,050,000	\$ -	\$ -	\$ 5,200,000
TOTAL	\$ 150,000	\$ 100,000	\$ 5,050,000	\$ -	\$ -	\$ 5,300,000
Water Department						
Pipes	\$ 1,875,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 2,100,000	\$ 5,775,000
Treatment Plant/Equip Upgrades	\$ 200,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,050,000
TOTAL	\$ 2,075,000	\$ 850,000	\$ 800,000	\$ 800,000	\$ 2,300,000	\$ 6,825,000
Sewer Department						
I/I & Pipes	\$ 300,000	\$ -	\$ 150,000	\$ 200,000	\$ 150,000	\$ 800,000
Treatment Plant/Equip Upgrades	\$ -	\$ 1,900,000	\$ 1,400,000	\$ 1,000,000	\$ -	\$ 4,300,000
TOTAL	\$ 300,000	\$ 1,900,000	\$ 1,550,000	\$ 1,200,000	\$ 150,000	\$ 5,100,000
GRAND TOTAL	\$ 4,806,300	\$ 10,267,600	\$ 28,940,200	\$ 3,862,000	\$ 3,915,500	\$ 51,791,600



REVENUES	FY24	FY25	FY26	FY27	FY28	Total
General Fund (taxes)	\$ 1,900,600	\$ 2,100,000	\$ 2,250,000	\$ 2,350,000	\$ 2,450,000	\$ 11,050,600
Fund Balance	\$ 1,692,700	\$ 867,600	\$ 840,200	\$ 762,000	\$ 765,500	\$ 4,928,000
Chapter 90	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
Water Funds	\$ 475,000	\$ 550,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,225,000
Sewer Funds	\$ 300,000	\$ 500,000	\$ 250,000	\$ 200,000	\$ 150,000	\$ 1,400,000
Harbor Funds	\$ 100,000	\$ 100,000	\$ 5,050,000	\$ -	\$ -	\$ 5,250,000
Other	\$ 188,000	\$ -	\$ -	\$ -	\$ -	\$ 188,000
Bonds or cap exclusions	\$ -	\$ 6,000,000	\$ 20,000,000	\$ -	\$ -	\$ 26,000,000
Grand Total	\$ 4,806,300	\$ 10,267,600	\$ 28,940,200	\$ 3,862,000	\$ 3,915,500	\$ 51,791,600

CPC surcharge raised to 3% to cover bond for Sweeney and Tuck's Rotunda

Accelerated Water Pipe replacement with additional grants funds (ARPA/Infrastructure Act)

Harbor Dredging bond in FY26 paid by waterway funds

DPW bond in FY26 as well for new DPW facility (CST taxes could cover payments)



FY2024 Capital Improvement Plan

FY2024 CAPITAL IMPROVEMENT PLAN					
Department of Public Works	Request	TM Rec	Tax/Fund Bal	Other	Comments
Road resurfacing	\$ 600,000	\$ 550,000	\$ 400,000	\$ 150,000	Chpt 90
Drainage/Sidewalks Improvements	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	
Vehicle Replacement	\$ -	\$ -	\$ -	\$ -	
Storm Damage Repair Fund	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	
DPW Facility	\$ 5,000,000	\$ 350,000	\$ 350,000	\$ -	Design and Bid new facility only
Street Lights	\$ 50,000	\$ -	\$ -	\$ -	In operating
General Building Upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	
DPW Subtotal	\$ 5,975,000	\$ 1,225,000	\$ 1,075,000	\$ 150,000	
Land Use Management					
PB Downtown Strategic Plan/3a	\$ 75,000	\$ 37,500	\$ 37,500	\$ -	50% grant
	\$ 75,000	\$ 37,500	\$ 37,500	\$ -	
Town Hall					
Town Hall/Computer Upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	Network upgrades
Seaside 1 HVAC upgrade	\$ 16,000	\$ 16,000	\$ 8,000	\$ 8,000	CPC
	\$ 66,000	\$ 66,000	\$ 58,000	\$ 8,000	
Town Clerk					
Voting tabulators and booths	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	
	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	
Library					
Floodproofing & Generator	\$ 90,000	\$ 90,000	\$ 45,000	\$ 45,000	CPC pays half
	\$ 90,000	\$ 90,000	\$ 45,000	\$ 45,000	
COA					
COA Van replcement	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	Match for grant
	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	
Parks and Recreation					
Brook Street Turf Replacement	\$ 400,000	\$ 400,000	\$ 300,000	\$ 100,000	use revolving \$ & cost share with Schl
Sweeney Park Renovation	\$ 2,000,000	\$ -	\$ -	\$ -	CPC bond in FY25
Rotunda renovation	\$ 4,000,000	\$ -	\$ -	\$ -	CPC bond in FY25
Chowder House/Restroom Roofs	\$ 70,000	\$ 70,000	\$ 35,000	\$ 35,000	CPC bond in FY25
	\$ 6,470,000	\$ 470,000	\$ 335,000	\$ 135,000	
Public Safety					
Fire engine fund	\$ 250,000	\$ 200,000	\$ 200,000	\$ -	
Fire Turn-out gear	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	
Fire Station Renovations	\$ 30,000	\$ -	\$ -	\$ -	
Police Life-scan Fingerprinting	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	
Poice Tasers	\$ 12,600	\$ 12,600	\$ 12,600	\$ -	
Polce Admin Cars - 2	\$ 88,200	\$ 88,200	\$ 88,200	\$ -	replace 2 admin vehicles
Public Safety Subtotal	\$ 437,800	\$ 357,800	\$ 357,800	\$ -	
Harbor					
Dredging	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	Waterway
Harbor Master Plan	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000	Waterway or grants
Boat Storage Shed	\$ 100,000	\$ -	\$ -	\$ -	defer
Fisherman's Floats	\$ 400,000	\$ -	\$ -	\$ -	Grants \$
	\$ 650,000	\$ 150,000	\$ 50,000	\$ 100,000	
Water Department					
Plant Upgrades, etc	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	
Water Pipe Replacement	\$ 2,275,000	\$ 1,875,000	\$ 1,600,000	\$ 275,000	plus \$400K ARPA
	\$ 2,475,000	\$ 2,075,000	\$ 1,600,000	\$ 475,000	
Sewer Department					
Plant upgrades	\$ 300,000	\$ 300,000	\$ -	\$ 300,000	
Sewer Plant Fortification	\$ -	\$ -	\$ -	\$ -	
	\$ 300,000	\$ 300,000	\$ -	\$ 300,000	
	\$ 16,573,800	\$ 4,806,300	\$ 3,593,300	\$ 1,213,000	\$ 4,806,300



REVENUES	FY23	FY24
General Fund (taxes)	\$ 1,667,000	\$ 1,900,600
Fund Balance	\$ 919,425	\$ 1,692,700
Chapter 90/STRAP	\$ 141,000	\$ 150,000
Water Funds	\$ 450,000	\$ 475,000
Sewer Funds	\$ 300,000	\$ 300,000
Harbor Funds	\$ 20,000	\$ 100,000
Other Funds	\$ -	\$ 188,000
Bonds/Cap exclusion	\$ -	\$ -
Grand Total	\$ 3,497,425	\$ 4,806,300



FY2025 Capital Improvement Plan

FY2025 CAPITAL IMPROVEMENT PLAN					
Department of Public Works	Request	TM Rec	Tax/Fund Bal	Other	Comments
Road resurfacing	\$ 600,000	\$ 550,000	\$ 400,000	\$ 150,000	Plus chpt 90
Drainage/Sidewalks Improvements	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	
Vehicle Replacement	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	Backhoe replacement
Storm Damage Repairs	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	
General Building upgrades	\$ 50,000	\$ 50,000	\$ 50,000		
DPW Facility	\$ 20,000,000	\$ -	\$ -	\$ -	Bond in FY26
DPW Subtotal	\$ 21,075,000	\$ 1,025,000	\$ 875,000	\$ 150,000	
Land Use Management					
Conservation Lands Management	\$ 10,000	\$ -	\$ -	\$ -	
PB Downtown Zoning	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	
Land Use Subtotal	\$ 20,000	\$ 10,000	\$ 10,000	\$ -	
Town Hall					
Town Hall/Computer Upgrades	\$ 100,000	\$ 50,000	\$ 50,000	\$ -	
Town Bldg Subtotal	\$ 100,000	\$ 50,000	\$ 50,000	\$ -	
Library					
Library Subtotal	\$ -	\$ -	\$ -	\$ -	
Parks and Recreation					
Sweeney Park Renovation	\$ 2,000,000	\$ 2,000,000	\$ -	\$ 2,000,000	CPC bond in FY25
Rotunda renovation	\$ 4,000,000	\$ 4,000,000	\$ -	\$ 4,000,000	CPC bond in FY25
Parks & Recreation	\$ 6,000,000	\$ 6,000,000	\$ -	\$ 6,000,000	
Public Safety					
New Ambulance/Fire engine Fund	\$ 250,000	\$ 200,000	\$ 200,000	\$ -	
Fire Station Generator	\$ 60,000	\$ 60,000	\$ 60,000		
Police Tasers	\$ 12,600	\$ 12,600	\$ 12,600		
Police Cruiser	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	
Public Sfty Subtotal	\$ 382,600	\$ 332,600	\$ 332,600	\$ -	
Harbor					
Dredging	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	Advance permitting, specs
Reed Float Expansion	\$ 40,000	\$ -	\$ -	\$ -	Grant funds
Harbor Subtotal	\$ 140,000	\$ 100,000	\$ -	\$ 100,000	
Water Department					
Plant Upgrades, etc	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	
Pipe Rplacement Projects	\$ 600,000	\$ 600,000	\$ 300,000	\$ 300,000	
Water Forman Truck	\$ 50,000	\$ 50,000		\$ 50,000	
Water Subtotal	\$ 850,000	\$ 850,000	\$ 300,000	\$ 550,000	
Sewer Department					
Plant upgrades	\$ 3,200,000	\$ 1,900,000	\$ 1,400,000	\$ 500,000	spread out over two years
Sewer Pipes	\$ -	\$ -	\$ -	\$ -	
Sewer Subtotal	\$ 3,200,000	\$ 1,900,000	\$ 1,400,000	\$ 500,000	
TOTALS	\$ 31,767,600	\$ 10,267,600	\$ 2,967,600	\$ 7,300,000	\$ 10,267,600
REVENUES					
	FY24	FY25			
General Fund (taxes)	\$ 1,900,600	\$ 2,100,000			
Fund Balance	\$ 1,692,700	\$ 867,600			
Chapter 90/STRAP	\$ 150,000	\$ 150,000			
Water Funds	\$ 475,000	\$ 550,000			
Sewer Funds	\$ 300,000	\$ 500,000			
Harbor Funds	\$ 100,000	\$ 100,000			
Other Funds	\$ 188,000	\$ -	CP	\$	
Bonds/Cap exclusion	\$ -	\$ 6,000,000			
Grand Total	\$ 4,806,300	\$ 10,267,600			



FY2026 Capital Improvement Plan

FY2026 CAPITAL IMPROVEMENT PLAN					
Department of Public Works	Request	TM Rec	Tax/Fund Bal	Other	Comments
Road resurfacing	\$ 600,000	\$ 600,000	\$ 450,000	\$ 150,000	Plus chpt 90
Drainage/Sidewalks Improvements	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	
Vehicle Replacement	\$ 110,000	\$ 110,000	\$ 110,000	\$ -	2 vehicles
Storm Damage Repairs	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	
General Buiing Upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	
DPW Facility	\$ 20,000,000	\$ 20,000,000	\$ -	\$ 20,000,000	Bond in FY26
DPW Subtotal	\$ 21,035,000	\$ 21,035,000	\$ 885,000	\$ 20,150,000	
Land Use Management					
Planning Board Studies	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	
Land Use Subtotal	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	
Town Hall					
Town Hall/Computer Upgrades	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	
Town Bldg Subtotal	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	
Public Safety					
New Ambulance/Fire engine Fund	\$ 250,000	\$ -	\$ -	\$ -	
SCBA packs and spare bottles	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	
SCABA Compressor/Fill Station	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	
Police Tasers	\$ 12,600	\$ 12,600	\$ 12,600	\$ -	
Police Cruiser	\$ 62,600	\$ 62,600	\$ 62,600	\$ -	
Public Sfty Subtotal	\$ 695,200	\$ 445,200	\$ 445,200	\$ -	
Harbor					
Dredging	\$ 5,050,000	\$ 5,050,000	\$ -	\$ 5,050,000	Waterway bond plus grant
Harbor Subtotal	\$ 5,050,000	\$ 5,050,000	\$ -	\$ 5,050,000	
Water Department					
Plant Upgrades, etc	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	
Pipe Rplacement Projects	\$ 600,000	\$ 600,000	\$ 400,000	\$ 200,000	
Water Subtotal	\$ 800,000	\$ 800,000	\$ 400,000	\$ 400,000	
Sewer Department					
Plant upgrades/pipes	\$ 1,400,000	\$ 1,400,000	\$ 1,300,000	\$ 100,000	
Sewer Pipes	\$ 150,000	\$ 150,000	\$ -	\$ 150,000	
Sewer Subtotal	\$ 1,550,000	\$ 1,550,000	\$ 1,300,000	\$ 250,000	
TOTALS	\$ 29,190,200	\$ 28,940,200	\$ 3,090,200	\$ 25,850,000	\$ 28,940,200
REVENUES					
	FY25	FY26			
General Fund (taxes)	\$ 2,100,000	\$ 2,250,000			
Fund Balance	\$ 867,600	\$ 840,200			
Chapter 90/STRAP	\$ 150,000	\$ 150,000			
Water Funds	\$ 550,000	\$ 400,000			
Sewer Funds	\$ 500,000	\$ 250,000			
Harbor Funds	\$ 100,000	\$ 5,050,000	Waterway Bond/Grant		
Other Funds	\$ -	\$ -	CP \$		
Bonds/Cap exclusion	\$ 6,000,000	\$ 20,000,000			
Grand Total	\$ 10,267,600	\$ 28,940,200			



FY2027 Capital Improvement Plan

FY2027 CAPITAL IMPROVEMENT PLAN					
Department of Public Works	Request	TM Rec	Tax/Fund Bal	Other	Comments
Road resurfacing	\$ 450,000	\$ 600,000	\$ 450,000	\$ 150,000	Chpt 90
Drainage/Sidewalks Improvements	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	
Vehicle Replacement	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	Loader replacement
Storm Damage Repair Fund	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	
General Building Updates	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	
DPW Subtotal	\$ 1,100,000	\$ 1,225,000	\$ 1,075,000	\$ 150,000	
Land Use Management					
Conservation Land Management	\$ 10,000	\$ 10,000	\$ 10,000		
	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	
Town Hall					
Town Hall/Computer Upgrades	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	
	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	
Library					
Interior upgrades	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	
	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	
Public Safety					
Fire engine fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	
Fire Radio Upgrades	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	
Poice Tasers	\$ 12,600	\$ 12,600	\$ 12,600		
Police Cruiser	\$ 64,400	\$ 64,400	\$ 64,400	\$ -	replace cruiser
	\$ 452,000	\$ 452,000	\$ 452,000	\$ -	
Water Department					
Plant Upgrades, etc	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	
Water Pipe Replacement	\$ 600,000	\$ 600,000	\$ 400,000	\$ 200,000	
	\$ 800,000	\$ 800,000	\$ 400,000	\$ 400,000	
Sewer Department					
Plant upgrades/pipes	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	
Sewer Plant Fortification	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	
	\$ 1,200,000	\$ 1,200,000	\$ 1,000,000	\$ 200,000	
	\$ 3,737,000	\$ 3,862,000	\$ 3,112,000	\$ 750,000	\$ 3,862,000
REVENUES					
	FY26	FY27			
General Fund (taxes)	\$ 2,250,000	\$ 2,350,000			
Fund Balance	\$ 840,200	\$ 762,000			
Chapter 90/STRAP	\$ 150,000	\$ 150,000			
Water Funds	\$ 400,000	\$ 400,000			
Sewer Funds	\$ 250,000	\$ 200,000			
Harbor Funds	\$ 5,050,000	\$ -			
Other Funds	\$ -	\$ -			
Bonds/Cap exclusion	\$ 20,000,000	\$ -			
Grand Total	\$ 28,940,200	\$ 3,862,000			



FY2028 Capital Improvement Plan

FY2028 CAPITAL IMPROVEMENT PLAN					
Department of Public Works	Request	TM Rec	Tax/Fund Bal	Other	Comments
Road resurfacing	\$ 450,000	\$ 450,000	\$ 300,000	\$ 150,000	Chpt 90
Drainage/Sidewalks Improvements	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	
Vehicle Replacement	\$ -	\$ -	\$ -	\$ -	
Storm Damage Repair Fund	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	
General Building Updates	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	
Cemetery Expansion	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	
DPW Subtotal	\$ 1,100,000	\$ 1,075,000	\$ 925,000	\$ 150,000	
Town Hall					
Town Hall/Computer Upgrades	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	
	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	
Library					
Library Expansion	\$10,000,000	\$ -	\$ -	\$ -	State grant?
	\$10,000,000	\$ -	\$ -	\$ -	
Public Safety					
Fire engine fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	
Police Cruiser	\$ 65,500	\$ 65,500	\$ 65,500	\$ -	replace cruiser
	\$ 315,500	\$ 315,500	\$ 315,500	\$ -	
Water Department					
Plant Upgrades, etc	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	
Water Pipe Replacement	\$ 2,100,000	\$ 2,100,000	\$ 1,900,000	\$ 200,000	
	\$ 2,300,000	\$ 2,300,000	\$ 1,900,000	\$ 400,000	
Sewer Department					
Plant upgrades/pipes	\$ 150,000	\$ 150,000	\$ -	\$ 150,000	
Sewer Plant Fortification	\$ -	\$ -	\$ -	\$ -	
	\$ 150,000	\$ 150,000	\$ -	\$ 150,000	
	\$13,940,500	\$ 3,915,500	\$ 3,215,500	\$ 700,000	\$ 3,915,500
REVENUES					
	FY27	FY28			
General Fund (taxes)	\$ 2,350,000	\$ 2,450,000			
Fund Balance	\$ 762,000	\$ 765,500			
Chapter 90/STRAP	\$ 150,000	\$ 150,000			
Water Funds	\$ 400,000	\$ 400,000			
Sewer Funds	\$ 200,000	\$ 150,000			
Harbor Funds	\$ -	\$ -			
Other Funds	\$ -	\$ -			
Bonds/Cap exclusion	\$ -	\$ -			
Grand Total	\$ 3,862,000	\$ 3,915,500			



FY2029+ Capital Improvement Plan

Long Range CAPITAL IMPROVEMENT PLAN

DRAFT

Larger capital needs that are foreseen for next 20 years years from now include:

Target Date

Department of Public Works

Sewer and water Plant Upgrades \$ 5,000,000

FY44

PFAS Treatment \$ 10,000,000

FY29

Library

Purchase house/ Bldg Expansion \$ 1,200,000 library seeking right of first refusal on house behind library

FY28

\$ 10,000,000 Some State Grant Funding possible; Friends Campaign?

FY35

If land becomes available, purchase but hold off on building

Complete in 3 phases, planning, design, construction

33% from Town, 33% grants, and 33% private funding

Public Safety Building \$ 25,000,000 new combined complex at current DPW garage or Upper School

FY32

Parks and Recreation

Beach Revetment \$ 1,000,000 Possible state grants and CP Funds

Harbor

Harbor Seawalls \$ 10,000,000 possible state grants and CP funds – do in phases over 20 years
\$2 million every 5 years for a total of \$10 million

FY29-FY49

School District

Essex Elementary \$ 20,000,000 MBTS share of new elementary

FY32

Middle-High School \$ 6,600,000 MBTS share of upgrades

FY28

TOTAL \$ 88,800,000



DEBT



Government-wide Debt Overview

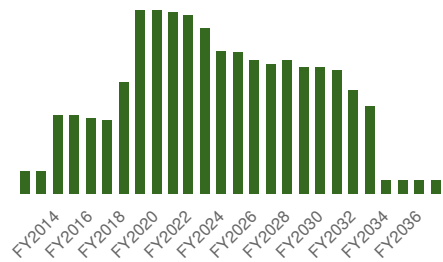


\$893,470

-\$142,388 (-13.75% vs. 2023 year)

	FY2023	FY2024	% Change
All Funds	Actual	Actual	
Governmental Funds	\$1,035,859	\$893,470	-13.7%
Total All Funds:	\$1,035,859	\$893,470	-13.7%

Governmental Funds



	FY2023	FY2024	% Change
Governmental Funds	—	—	
General Fund	\$1,035,859	\$893,470	-13.7%
Total Governmental Funds:	\$1,035,859	\$893,470	-13.7%



Debt Snapshot

Debt for the town consists of General Obligation bonds (GOB) and Massachusetts Clean Water Trust bonds (MCWT). General obligation bonds have been used to fund land acquisition, road repairs, building construction, water and sewer system improvements. Funds to pay these outstanding liabilities come from the general fund and sewer enterprise funds. Water bonds have typically been fully subsidized by the general fund while the sewer enterprise funds 75% with the general fund picking up the other 25%.

School debt is assessed through the Manchester Essex Regional School District. Currently, the town is being assessed for bonds for the high/middle school and, most recently, Manchester Memorial Elementary School.

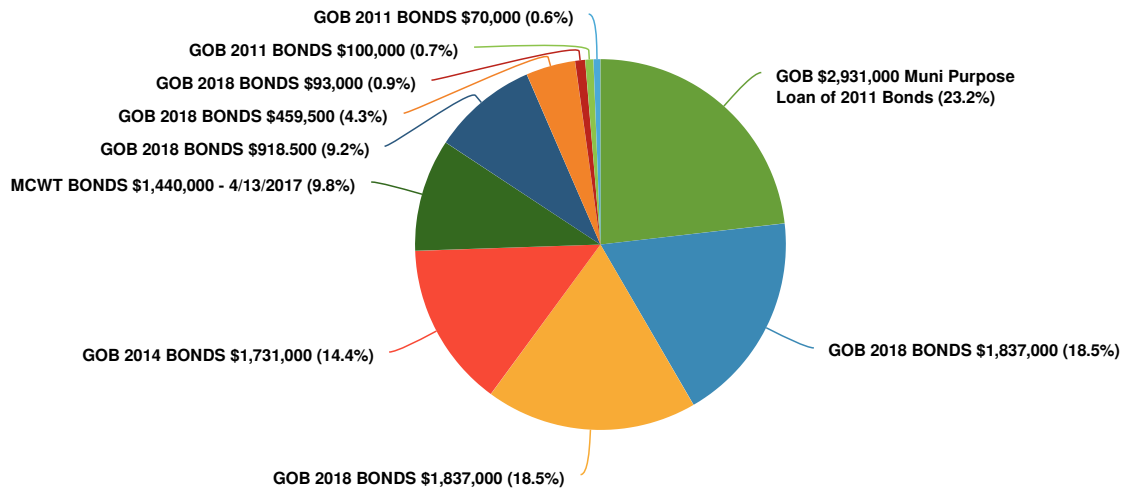
The town has consistently, over the past several years, modified the capital funding approach by taking the reduction in debt service from year to year and putting those amounts towards capital exclusion requests so that funding remains the same and the town uses those funds towards projects instead of interest costs.



\$893,470

-\$142,388 (-13.75% vs. 2023 year)

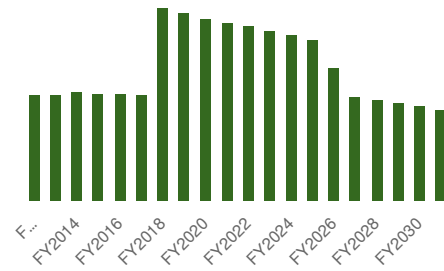
Debt by Type



	FY2023	FY2024	% Change
Debt	Actual	Actual	
GOB \$2,931,000 Muni Purpose Loan of 2011 Bonds	\$212,188	\$207,088	-2.4%
GOB 2011 BONDS \$100,000	\$6,613	\$6,463	-2.3%
GOB 2011 BONDS \$70,000	\$5,469	\$5,319	-2.7%
GOB REF 11/29/2012 \$55,500	\$0	\$0	0%
GOB REF 11/29/2012 - \$20,400	\$2,040	\$0	-100%
GOB REF 11/29/2012 - \$1,061,900	\$90,780	\$0	-100%
GOB REF 11/29/2012 - \$45,400	\$4,080	\$0	-100%
GOB REF 11/29/2012 - \$448,000	\$37,700	\$0	-100%
GOB 2014 BONDS \$1,731,000	\$131,500	\$128,500	-2.3%
MCWT BONDS \$1,440,000 - 4/13/2017	\$87,577	\$87,689	0.1%
MCWT BONDS \$234,450 - 4/13/2017	\$0	\$0	0%
GOB 2018 BONDS \$93,000	\$7,963	\$7,713	-3.1%
GOB 2018 BONDS \$918,500	\$79,938	\$82,438	3.1%
GOB 2018 BONDS \$1,837,000	\$165,125	\$164,875	-0.2%
GOB 2018 BONDS \$459,500	\$39,763	\$38,513	-3.1%
GOB 2018 BONDS \$1,837,000	\$165,125	\$164,875	-0.2%
Total Debt:	\$1,035,859	\$893,470	-13.7%

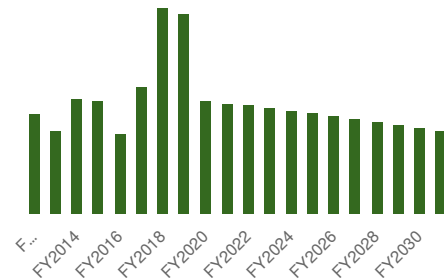


GOB \$2,931,000 Muni Purpose Loan of 2011 Bonds



	FY2023	FY2024	% Change
GOB \$2,931,000 Muni Purpose Loan of 2011 Bonds	—	—	
Principal	\$170,000	\$170,000	0%
Interest	\$42,188	\$37,088	-12.1%
Total GOB \$2,931,000 Muni Purpose Loan of 2011 Bonds:	\$212,188	\$207,088	-2.4%

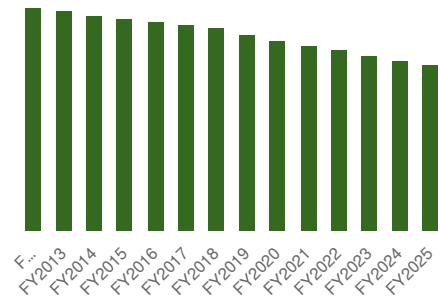
GOB 2011 BONDS \$100,000



	FY2023	FY2024	% Change
GOB 2011 BONDS \$100,000	—	—	
Principal	\$5,000	\$5,000	0%
Interest	\$1,613	\$1,463	-9.3%
Total GOB 2011 BONDS \$100,000:	\$6,613	\$6,463	-2.3%

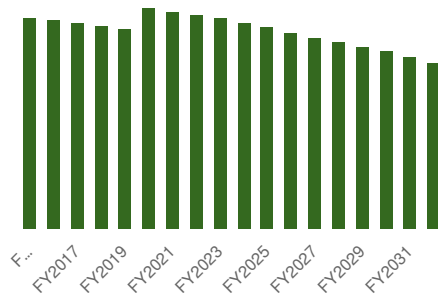


GOB 2011 BONDS \$70,000



	FY2023	FY2024	% Change
GOB 2011 BONDS \$70,000	—	—	
Principal	\$5,000	\$5,000	0%
Interest	\$469	\$319	-32%
Total GOB 2011 BONDS \$70,000:	\$5,469	\$5,319	-2.7%

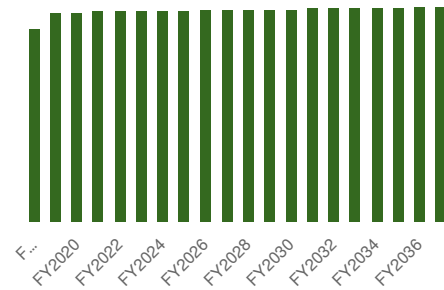
GOB 2014 BONDS \$1,731,000



	FY2023	FY2024	% Change
GOB 2014 BONDS \$1,731,000	—	—	
Principal	\$100,000	\$100,000	0%
Interest	\$31,500	\$28,500	-9.5%
Total GOB 2014 BONDS \$1,731,000:	\$131,500	\$128,500	-2.3%



MCWT BONDS \$1,440,000 - 4/13/2017



	FY2023	FY2024	% Change
MCWT BONDS \$1,440,000 - 4/13/2017	—	—	
Principal	\$64,861	\$66,270	2.2%
Interest	\$22,716	\$21,419	-5.7%
Total MCWT BONDS \$1,440,000 - 4/13/2017:	\$87,577	\$87,689	0.1%

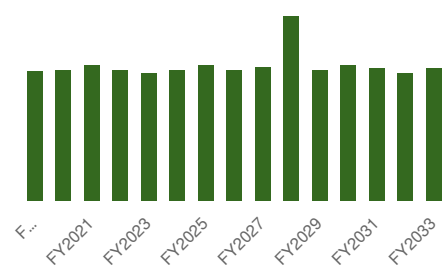
GOB 2018 BONDS \$93,000



	FY2023	FY2024	% Change
GOB 2018 BONDS \$93,000	—	—	
Principal	\$5,000	\$5,000	0%
Interest	\$2,963	\$2,713	-8.4%
Total GOB 2018 BONDS \$93,000:	\$7,963	\$7,713	-3.1%

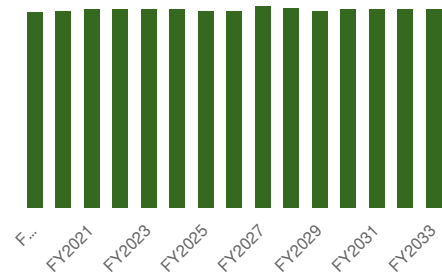


GOB 2018 BONDS \$918.500



	FY2023	FY2024	% Change
GOB 2018 BONDS \$918.500	—	—	
Principal	\$50,000	\$55,000	10%
Interest	\$29,938	\$27,438	-8.4%
Total GOB 2018 BONDS \$918.500:	\$79,938	\$82,438	3.1%

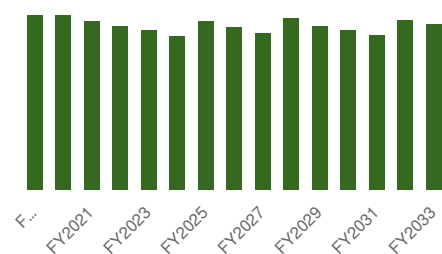
GOB 2018 BONDS \$1,837,000



	FY2023	FY2024	% Change
GOB 2018 BONDS \$1,837,000	—	—	
Principal	\$105,000	\$110,000	4.8%
Interest	\$60,125	\$54,875	-8.7%
Total GOB 2018 BONDS \$1,837,000:	\$165,125	\$164,875	-0.2%

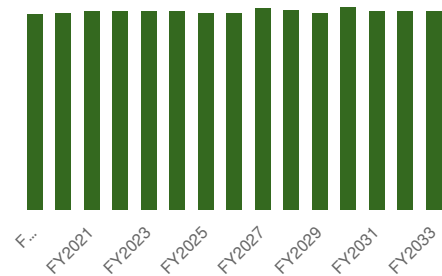


GOB 2018 BONDS \$459,500



	FY2023	FY2024	% Change
GOB 2018 BONDS \$459,500	—	—	
Principal	\$25,000	\$25,000	0%
Interest	\$14,763	\$13,513	-8.5%
Total GOB 2018 BONDS \$459,500:	\$39,763	\$38,513	-3.1%

GOB 2018 BONDS \$1,837,000



	FY2023	FY2024	% Change
GOB 2018 BONDS \$1,837,000	—	—	
Principal	\$105,000	\$110,000	4.8%
Interest	\$60,125	\$54,875	-8.7%
Total GOB 2018 BONDS \$1,837,000:	\$165,125	\$164,875	-0.2%



APPENDIX



Glossary

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.

Accounting System: The total structure of records and procedures that identify, 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 debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body 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.

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.

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 in evaluating the fiscal performance of a community.

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. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

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 one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A 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 and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: 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 the community's legislative body to be removed from the community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

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.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)



Capital Assets: All real and tangible property used in the operation of a government, which is not easily converted into cash, and has an initial useful life 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 Assets)

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 Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders 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 and 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.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

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 limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

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, regarding wages, hours and working conditions.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes, debt burden refers to debt service costs as a percentage of the total annual budget.

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.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund 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 the total cost 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.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Estimated Receipts: A term that typically refers to anticipated local revenues often based on the previous year's receipts and represents funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: 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 benefits) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Fixed Assets: Long-lived, 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.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: 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.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records 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.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria for the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement of the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity accounts for and reports other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

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 of a municipality or school district.

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.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.



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, counties but also bonds of the state and agencies of the state.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document 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.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: 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 town to provide a funding source for extraordinary or unforeseen expenditures.

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.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.



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 the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

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 taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

