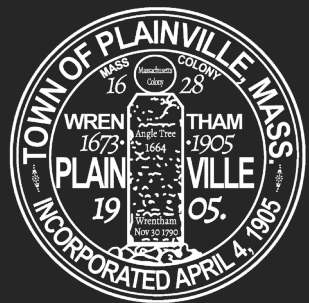


2021: A Challenging Year

“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.”



2021: A Challenging Year

2021 – Reduction in Personnel

36 - Positions eliminated in the Schools (FT/PT)

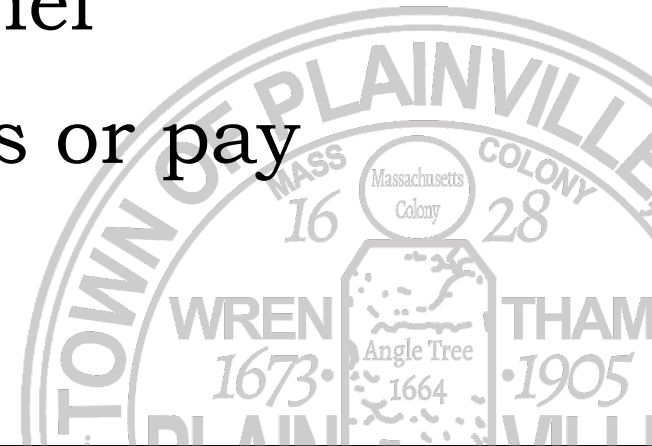
5 – Firefighters

4 - Police Officers

4 - Town Administration Full-time Personnel

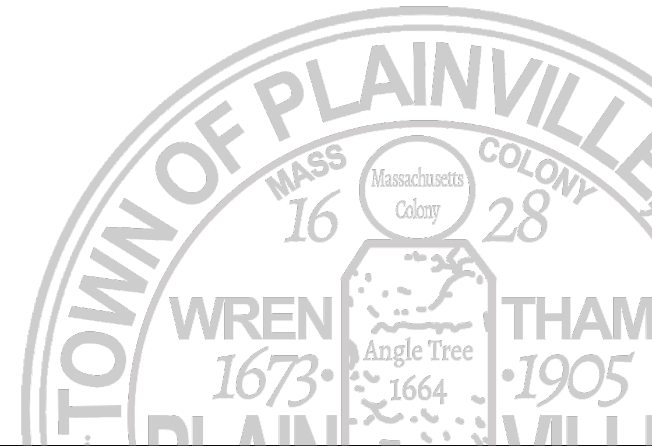
15 – Part-time employees reduced in hours or pay

2 - DPW/Highway Employees



2021

- Received **\$813,438** in *CARES Act* reimbursement
- Received **\$486,342** so far from ARPA
- Received **\$47,293** in *Coronavirus Emergency Support Funds* (Public Safety)



2021

- Managed all aspects of the never-ending pandemic and impacts of Covid-19 on the community, including reopening plans and economic recovery
- Prioritized needs and re-envisioned projects to utilize available CARES funding in a prudent manner.
- Re-examined health care bargaining and the possibility of additional plan design changes to save money for employees and taxpayers while providing a quality product.
- Revision of Water & Sewer Connection and Capacity Fees to offset large capital costs and lessen the burden on ratepayers as well as residential taxpayers



- Extensive exploration for new water source to increase capacity and provide for the future
- Originated the MassWorks grant application to offset the costs of expanding the water treatment plant
- Multi-year Sewer Infiltration & Inflow Capital Project to improve transmission efficiency and provide capacity
- Auction of former public safety building
- 10 Year DPW Capital Plan for all Equipment and Infrastructure
- Contract negotiations for 3 out of the 4 Unions
- Thermo-Fischer & 27 Cross St Property Development



- Marijuana Research License for Apothos Facility
- Delivery License for Shine Delivery
- YMCA & Park Terrace Agreement
- Develop and implement updated Open Space Plan
- Successful Application for COPS grant
- Adoption of Stormwater Bylaw
- Solar PILOT agreement for 5 Berry Street
- Enacted Procurement Policy & Procedures to comply with MGL
- Initiated IT Review through Community Compact Grant

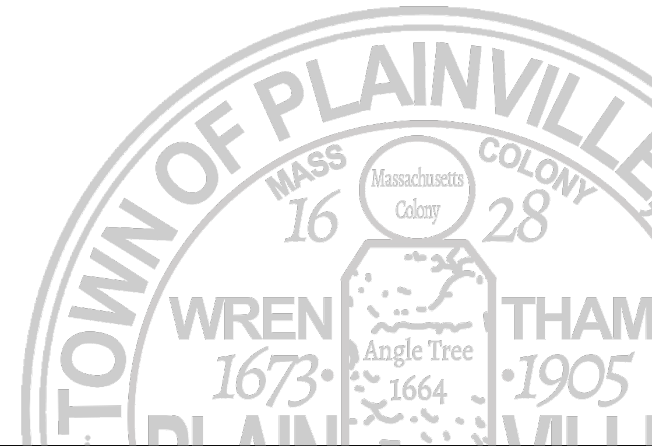


- Honored all Collective Bargaining Agreements with the cooperation of our employee's unions.
- Retained good people in multiple departments
- Restored 1 position in the Treasurer-Collector's office for payroll assistance.
- Restored 4 firefighters at the Special Town Meeting in November
- Restoring 3 Police officers using the Federal COPS Grant
- **Deposited over \$5 Million into our Stabilization Account**



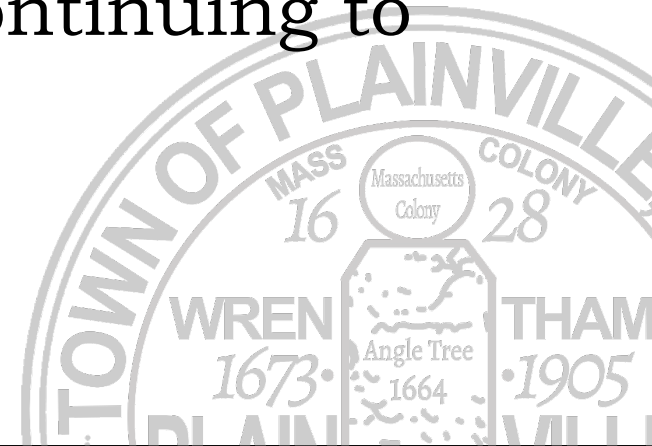
Personnel Changes in 2021

- We said goodbye to our
 - Town Administrator
 - Finance Director
 - COA Director
 - Treasurer-Collector
 - Chief Assessor
 - Police Chief
 - Fire Chief
 - Building Commissioner



Goals & Objectives - 2022

- Police Union Collective Bargaining Agreement
- HR Policies and Procedures
- Implement IT Review Recommendations
- Develop our new management team while continuing to successfully service our constituency.



Goals & Objectives - Fiscal 2022

- Refine accounting reporting for easier comparison and forecasting
- Increase transparency by leveraging the Town's website and other social media tools
- Maximize Federal ARPA Funding
- Continue aggressive research on available Federal and State Grants

