



CITY OF GLOUCESTER 2018 ANNUAL REPORT

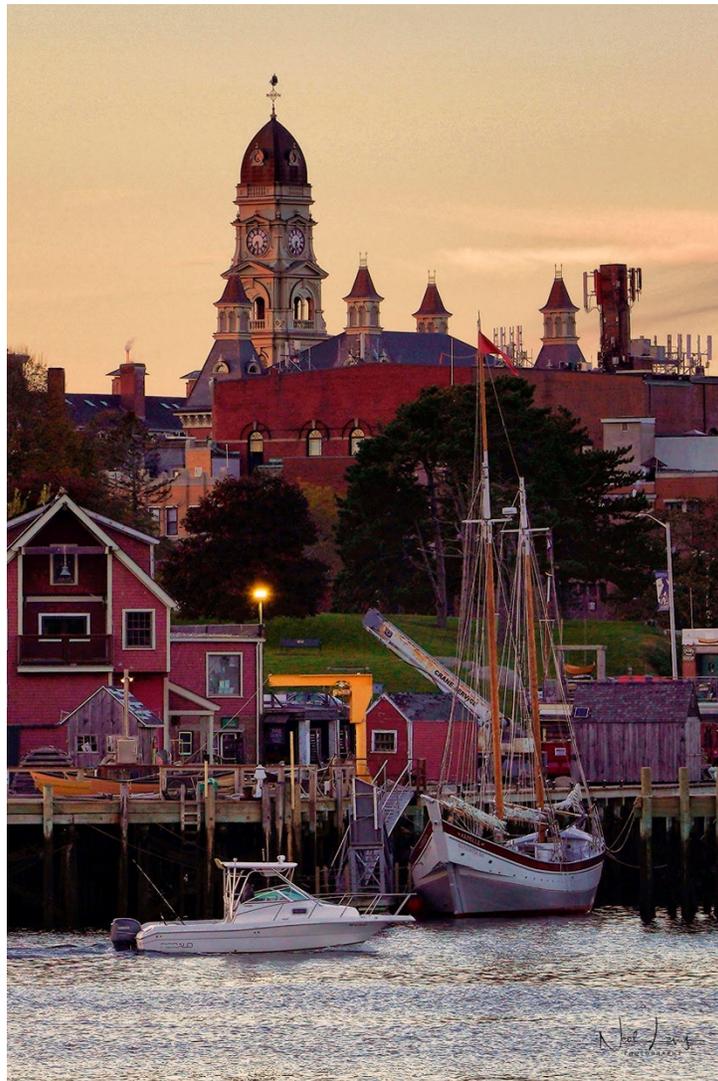


Photo by Neal Levy

Mayor Sefatia Romeo Theken

A LETTER TO THE CITIZENS OF GLOUCESTER

Dear Citizens of Gloucester,

As your Mayor, I am pleased to present the city of Gloucester's Fiscal Year 2018 Annual Report. Included in the following pages are a letter from the City Council President, department activity reports, and a volunteer application for city boards and commissions.

Strong, steady and strategic. These words characterize Gloucester in Fiscal Year 2018 and create the foundation of our work in the years ahead. As the stewards of City tax dollars, my administration is committed to making city government not only accessible but to work responsibly for you. We have built up stronger reserves in our stabilization funds, capital improvement fund and maintenance and facilities fund. Together with proper planning, we will rely on less borrowing to fund our capital projects.

Economic growth remains a priority within our City to make Gloucester a wonderful place to live, work and raise a family. The Community Development Department works hard to promote and stimulate economic development and strengthen our community's assets, which include the harbor, the industrial parks and the business districts. Together we have grown and expanded the Gloucester Fresh program; secured grant funding for various initiatives; and managed the project review and collaborated with the Planning Board and City Council on the permitting of the Fuller Mixed Use Ventures proposal for a state of the art Cape Ann YMCA, retail and housing development.

We are currently working with a housing consultant on an in depth review and analysis of regulatory obstacles to housing within Gloucester's Zoning Ordinance and expect zoning recommendations to be submitted soon to the City Council for their review.

Analysis and review of the effects of climate change are continuing. We are committed to determining how to best to use the existing science to help Gloucester adapt to our changing environment.

I am profoundly grateful to all City staff and volunteers for their hard work on behalf of our City. I am also thankful for the continued partnership and collaboration with the City Council and School Committee. Together, our success is due to thoughtful strategy, careful planning and effective management as well as strong local, state, and community partnerships. Our results are based on the hard work and steadfast commitment to Gloucester's growth, sustainability, and stability.

Together we have accomplished a lot, but there is always more to be done. Let's continue to move Gloucester forward. Thank you.



Sincerely,

A handwritten signature in blue ink, which appears to read "Sefatia Romeo Theken". The signature is fluid and cursive.

Sefatia Romeo Theken
Mayor

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LETTER FROM CITY COUNCIL

Dear Citizens of Gloucester,

As your elected legislative representatives, we are honored to serve you in the governance of our City. The richness of our civic life is represented in the matters that come before the Council, and we are proud to act as the public forum for the people's business.

Through our legislative structure (and our three Standing Committees – Ordinance and Administration, Budget and Finance, and Planning and Development), we approve the City's Annual Budget, confirm the Mayor's appointments and reappointments of the management staff, as well as the appointments of the many citizen volunteers who are members of our Boards, Committees and Commissions. We approve all loan authorizations to fund our City's infrastructure, and pass the legislation necessary to move our City forward. And each Councilor spends significant time helping our citizens with their civic efforts.

This year saw the passage of two significant pieces of legislation. First, the approval of the Council Special Permit to enable the development of the Fuller School Site into the mixed use venture that will include 200 units of housing (including 30 units of affordable housing), a new Cape Ann YMCA and new retail space. Second, the approval of the changes to our Zoning Ordinance to permit the siting of the Retail Recreational Marijuana facilities consistent with the state-wide referendum from 2016. These pieces of legislation involved an impressive team effort from the Council, the Administration, the Planning Board, and all of the citizens who voiced their opinions and views during many public hearings.

The Council also improved its ability to govern through two City Council Workshops to fine tune our policies and procedures. We also held two special Joint Meetings with the School Committee as suggested by the Charter to strengthen our working relationship. Our second meeting included the Board of Health where we all discussed the health and regulatory consequences of having legal marijuana in our Community.

We approved loan authorizations for the Sewer Capital project, the repair of Newell Stadium, and the upgrade of the Haskell Reservoir dam. We also approved the funding for the rebuilding of the Good Harbor Beach footbridge, as well as a start on the replacement of the Magnolia Pier, both of



***City Council:** President Paul Lundberg, Vice-President Steven G. LeBlanc, Jr., Melissa Cox, Valerie H. Gilman, Kenneth Hecht, Jen Holmgren, James W. O'Hara, Jr., R. Scott Memhard, and Sean P. Nolan.*

which lost last winter's battle with the Atlantic Ocean. Again, we received overwhelming support from the Administration and our citizens.

Finally, we fulfilled our role as the permit granting authority for our very important public events – St. Peter's Fiesta, Santa Parade and Christmas Tree lighting, Downtown Blocks parties, Fishtown Horribles Parade, Harbor Loop Concerts and many others.

As we look to the coming months, we will continue all of the above activities, as well as participate in the selection process for our new Police Chief, work with the School Committee to plan for the replacement of East Gloucester and Veterans Schools, and participate in the evaluation of the City's buildings and plan for their future.

We are grateful for your support of our efforts on your behalf, and appreciate all of the teamwork from the Administration and our citizen volunteers on our Boards, Committees and Commissions.

Sincerely,



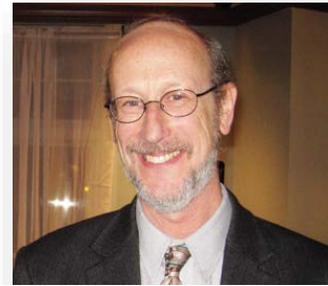
Paul Lundberg
City Council President

SCHOOL ADMINISTRATION

Gloucester Public School's mission is for all our students to be successful, engaged, life-long learners.

Administration

Mr. Gary Frisch joined the administration as Chief Financial Officer (CFO). Mr. Frisch was most recently the CFO for the Lowell Public Schools. Prior to that, he was a business manager, for many years, in Illinois.



Dr. Richard Safier
Superintendent of Schools

Ms. Lynne Blumer Beattie was welcomed as the new Principal of the O'Maley Innovation Middle School. Ms. Beattie has been a middle school principal and a districtwide Digital Literacy Coordinator for the Concord-Carlisle Public School System. She is uniquely qualified to take on the leadership position at O'Maley.

Mr. Bryan Lafata is now our new Athletic Director. Many of you know Bryan as our Varsity Baseball Coach. He is combining his skills as a coach, his knowledge of Gloucester, and his acumen as the former General Manager for Legends Baseball out of the Middleton/North Shore area as the basis for taking on the athletic directorship.

New Staff

Twenty-one new teachers joined the district in a variety of schools and we wish them the best of success. These include: Gloucester High School - Special Education (2); O'Maley - Special Education (3); Beeman - Grades, 1, 3 and Special Education; East Gloucester - Grades 3, 4; Plum Cove - Grades 2, 4; Veterans - Kindergarten (2), Grades 1, 4, English Language Learner; Art; West Parish - Grade 2 (2); and a district-wide Speech and Language Pathologist.

Goings on in the District

This past summer, students were offered a number of exceptional opportunities at all levels in the high school, the middle school, and the elementary schools.

Gloucester High School students participated in Advanced Placement Seminars in Literature, Rhetoric, Statistics, Chemistry, Biology, Environmental Science, Psychology, and U.S. History. These seminars prepare students for our most rigorous courses which often require summer work as the means for succeeding in AP courses.

Some high school highlights from this past school year include the following:

- Teachers Eric Leigh and David Enos were the *only* teachers in the state to be honored as Champions of Biotechnology Education by the Massachusetts Life Sciences Center last year;
- Gloucester High School students earned 19 Scholastic Art and Writing Awards;
- 24 students earned Advanced Placement Scholar Awards in 2018, an 85% increase over 2017; and
- Gloucester High School students involved in Cheerleading and JROTC Drill Competitions earned national recognition.

Beeman Memorial Elementary School hosted its own Summer Science, Technology, Engineering, Arts and Mathematics (STEAM) Camp for the purpose of introducing students in Grades 3, 4 and 5 to the principles of engineering and to give them hands-on experiences in creating solutions to real-world problems.

The program began July 8 and continued through August 16. Each week focused on a different aspect of engineering and presented students with specific situations and challenges including: exploring aerospace engineering by designing and building their own rockets; thinking about structural engineering as they designed and created earthquake-proof buildings; and recycling materials in a challenge called “Go Green—Engineering Recycled Racers.” Other challenges included: “Hop to It: Safe Removal of Invasive Species” (July 30 – August 2); “In Good Hands: Engineering Space Gloves,” which was developed in conjunction with NASA and where Beeman helped the Museum of Science pilot this program, August 6-9); and “Bubble Bonanza: Engineering Bubble Wands”.

The O’Maley Summer Academy included five camps providing students with engaging opportunities meeting a variety of interests:

- Capture, Compose, Create (*led by Theresa Dannaher and Katie Crosby*) - 23 students visited local venues and used technology to creatively represent their ideas through poetry, scripts, short stories, and song;
- Zero Robotics (*led by Roger Davis and Becky Fialho*) - 17 students took part in a five-week STEM program available through partnerships with MIT Space Labs, the Innovation Learning Center, Aurora Flight Sciences, NASA, the Center for the Advancement of Science in Space (CASIS), and the Northrup Grumman Foundation. Students were introduced to programming, robotics and space engineering, and even communicated with astronauts via live feed with the International Space Station;
- O’Maley STEAM Camp (*Dawn Burke and Dan Thomases*) - During this two-week camp 12 students conducted hands-on science experiments, and took local trips to explore STEAM;
- July Drama (*led by Jenn Mckay and Leslie Sellers*) - In just eight short days, 84 students prepared and performed three vignettes about their lives;

- August Musical Theatre (*led by Jen Mckay, Leslie Sellers, and Sharon Crowley with former Gloucester Public School students as Counselors*) - Over 10 days, 104 students sang and danced their way to a culminating musical review performed for a live audience; and
- Local Partnerships - Additionally, O'Maley students participated in Sailing Camp run by YMCA staff and Comic Book and Sculpture Camp run by Art Haven staff.

English teachers in Grades 7 and 8 completed a revised curriculum scope and sequence following 6th grade's completion of similar work. Several members of school faculty and administration met in August to begin planning for the integration of trauma-informed practices at O'Maley.

The Gloucester Biotechnology Academy launched a new summer program offering science education for high school and middle school-aged youth. The new program was launched with a one-week course titled "Fish Fraud Forensics" and was offered in three sessions. The program highlights a "vocational-like" curriculum involving lab immersion and experiential learning. Students use authentic, state-of-the-art equipment and methods to solve scientific problems. Students assumed the role of forensic scientists who were contacted by a reporter from the Boston Globe to investigate the food of a fictional, upscale seafood restaurant in Boston that was rumored to have been defrauding its customers by selling them improperly labeled fish. Students investigated the identity of unknown fish samples using state-of-the-art methods and tools in Biotechnology; sixteen Gloucester students participated in this program. Each summer, Gloucester Marine Genomics Institute (GMGI) will be introducing a new course, and building up an inventory of projects and activities that will engage students in learning modern biotechnology.

In partnership with the Gloucester Public Schools, and with the support of many donors, the Cape Ann YMCA Summer Learning Program provided reading instruction to sixty upcoming Grade 2 and Grade 3 students. These students worked with teachers in the mornings to improve their reading, writing and vocabulary skills. It has been reported that with the fun themes presented, along with great activities and excellent teachers, the students hardly felt that they were working! All students took pre-and post-tests for the program to measure outcomes and overall success of the initiative. Some students improved their skills by an entire grade level by the end of the six weeks. Afternoons were spent with Camp Counselors at West Parish playing games, doing art projects and participating in fun activities as all campers do in the summer. The program was a great success and we look forward to inviting families to the program again next summer.

Professional Development

A number of teachers and administrators have been participating in a grant funded, inter-district project calling for the identification of areas of common need and consequent action plans to address those concerns. This work is facilitated and supported by the Essex County Learning Collaborative (ECLC) whose mission is to support districts in transforming schools to ensure that all students succeed. ECLC strives to contribute to planned, systemic strategies that focus on the core of the teaching and learning process (curriculum, instruction, assessment, and culture). In their pursuit of

equity, ECLC assists districts, working together, in an ongoing process of examination of data, inquiry, action, and reflection.

This year, the district is introducing a New Teacher Academy for Elementary Teachers. There is a lot of information and a myriad of instructional strategies that a teacher new to the district must become familiar with. At the same time, the need for elements of our programs to remain standardized so that we collectively follow a similar approach to our goals remains. The New Teacher Academy for Elementary Teachers is designed to jump start that process. The program will expose elementary teachers new to the district to a full day of literacy and a full day of math, led by our reading and math coaches, covering issues such as districtwide expectations, curricular materials, assessments, and online resources.

Buildings and Facilities

The Gloucester High School Roof Project is now complete and all rooftop ventilation units have been installed. The interior work, such as replacing carpet in the library, will now be a priority. CBRE/Heery has been hired as the Owner's Project Manager for the new elementary school building project. We are now in the process of bringing the second major player on to the team, the Designer. Currently, discussions are underway to bring Dore & Whittier, the same designers who built West Parish, under contract.

The District's Focus for 2018-19

The district is focused on what is referred to as Collective Efficacy through collaboration. Collective Teacher Efficacy (CTE) pertains to a staff's shared belief that through their collective action, they can positively influence student outcomes, including those who are disengaged and/or disadvantaged. Educators with high efficacy show greater effort and persistence, a willingness to try new teaching approaches, set more challenging goals, and attend more closely to the needs of students who require extra assistance. In addition, when CTE is present, staff are better equipped to foster positive behavior in students and in raising students' expectations of themselves by convincing them that they *can* do well in school.

Education researcher John Hattie (2016) has analyzed the effects of over 250 classroom-related actions and found that collective efficacy provided the largest effect on student learning. According to his research, CTE is beyond three times more powerful and predictive of student achievement than socio-economic status. It is more than double the effect of prior achievement and more than triple the effect of home environment and parental involvement. It is also greater than three times more likely to influence student achievement than student motivation and concentration, persistence, and engagement.

So, CTE is promoted through collaboration and through teachers working together on common issues through common action. The district has the mechanisms in place at all three levels- high school,

middle, and elementary - for this work to occur and we hope to refine those efforts throughout the coming year.

To date, this school year is going to be an exciting and challenging one. The district continues to align curriculum, instruction, and assessment with the State Standards and with the Common Core, develop curriculum maps, create common assessments, and seek to apply the use of the teacher and administrator evaluation systems as a tool for promoting professional growth for all of us. All of our efforts, however, are student centered, first and foremost. The work that we do is a means to an end, an end that continually causes us to strive to work smarter on behalf of our students. The work reaffirms our commitment to strong Literacy and Math programs. This commitment carries over to Science and History, Art and Music, Career and Vocational Technology, and Health and Wellness, etc. We consider it essential for our students to engage in daily critical thinking, problem solving, and inquiry-oriented experiences, which develop each child's capacity for understanding and expression.

ASSESSOR'S OFFICE

The Board of Assessors is tasked with developing accurate property valuations annually to ensure an equitable distribution of the tax burden. The Assessing Staff strives to provide a high level of professionalism and cooperation in an effort to foster public confidence and trust.

The Board's central challenge every year is to determine real and personal property values as of the January 1st assessment date and to have both the valuations and the tax rate certified by the Department of Revenue in a timely fashion. The Board successfully met all deadlines imposed by the State for Fiscal Year 2018.

The Board believes that one of its most important responsibilities is to inform and educate the public about the process and timing of valuations. In addition to assisting taxpayers in the office and by phone, the Assessing Department provides assessment data and digital maps online at www.gloucester-ma.gov. Also available are an assortment of forms and links which allow easy access to information and documents.

In the fall of calendar year 2017, the Board of Assessors completed its annual analysis and adjustment of all real and personal property values. The information was submitted to the Department of Revenue and approved in October.

Following Tax Classification, the budget information was incorporated into the "Tax Rate Recapitulation" which was then submitted to the Department of Revenue and was approved in December 2017. The resulting residential tax rate for Fiscal Year 2018 was \$12.93 (per thousand) and the commercial, industrial and personal property rate was \$13.36 (per thousand).

Based on an analysis of the 2016 real estate market, the FY 2018 median values for the following classes of property saw increases over the prior year.

Single family dwellings	5.8% to \$403,400
Condominiums	11.7% to \$273,800
Two family dwellings	7.6% to \$343,100
Three family dwellings	7.5% to \$356,250
Apartments with 4 thru 8 units	4.4% to \$423,500
Apartments over 8 units	3.2% to \$1,100,100
Mixed use parcels	1.7% to \$433,700
Commercial improved parcels	4.9% to \$480,600
Industrial improved parcels	8.3% to \$427,300



Nancy A. Papows, MAA
Principal Assessor

Gary I. Johnstone, MAA
Assessor

Bethann Brousseau, MAA
Assessor

Overall, the taxable value of real and personal property in the City increased from \$5,930,512,360 in Fiscal Year 2017 to \$6,267,400,150 in Fiscal Year 2018, which is an increase of approximately 5.68%.

AUDITOR'S OFFICE

The Office of the City Auditor is charged with protecting the public's interests and assets in the financial operations of the City of Gloucester. This oversight role accomplishes two goals for the community and for the City Council. First, it provides assurances that the City's financial functions are conducted in compliance with federal and state law, and within the City Charter and the Gloucester Code of Ordinances. Second, it fosters the efficient, accountable, and cost effective use of City resources.



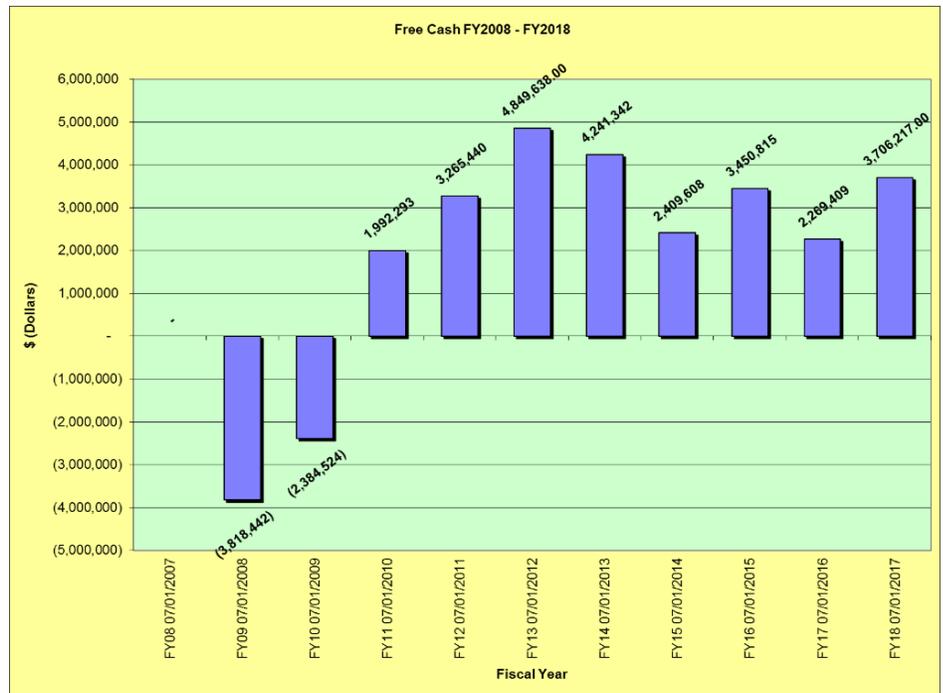
Kenny Costa
City Auditor

The City Auditor's Office provides staff assistance to the Mayor's Office in the annual City budget process, and in the Standard & Poor's and Moody's bond rating review process. In the past year, Gloucester re-affirmed its Standard & Poor's "AA" bond rating – stable outlook, and the City enjoyed the benefits of favorable bond interest rates in the recent summer debt issuance that benefits the taxpayers of the City of Gloucester.

Free Cash

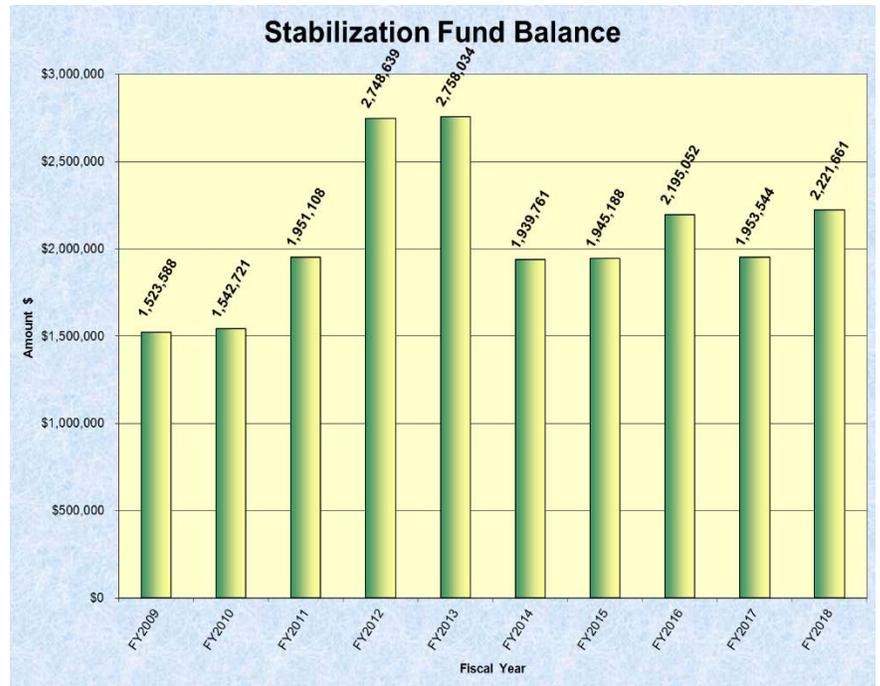
The City Auditor's Office certified \$3,706,217 in General Fund "Free Cash" in Fiscal Year 2017 for funds available as of July 1, 2017. This is the eighth consecutive positive "Free Cash" position since Fiscal Year 2011.

Free cash is a revenue source which results from the calculation, as of July 1 each year, of the City's remaining, unrestricted funds from operations of the previous fiscal year based on the City's balance sheet as of June 30. The City's fiscal year ends on June 30 each year and typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line items for the year just ending, plus unexpended "Free Cash" from the previous year. "Free Cash" is offset by property tax receivables and certain deficits, and as a result, can be a negative number. The City generally uses "Free



Free Cash Chart from Fiscal Year 2008 – 2018

Cash” to support current year operations or as a revenue source for the ensuing years budget. Until a balance sheet for the prior year is submitted by the City Auditor and “Free Cash” is certified by the Director of Accounts, however, it is not available for use. The Massachusetts Department of Revenue (DOR) certification protects the City from relying on free cash that does not materialize due to inaccurate, unconfirmed local estimates. Under sound financial policies as recommended by DOR, the City continues to strive toward generating free cash in an amount equal to 3-to-5 percent of its annual budget.



The City’s General “Rainy day” Stabilization Fund totaled \$2,221,661 as of June 30, 2018.

Looking Ahead

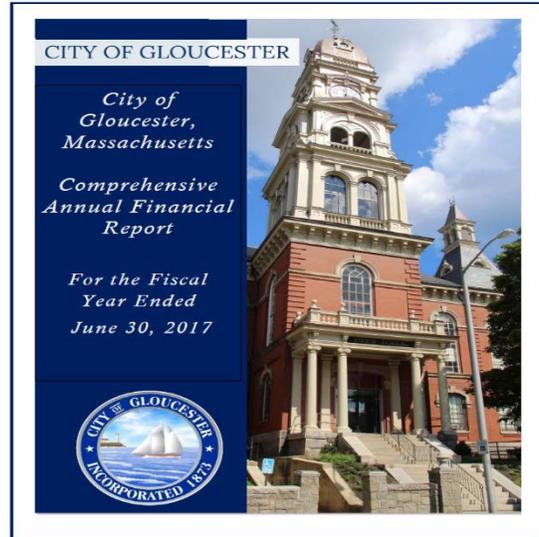
In Fiscal Year 2019, the City Auditor’s Office plans to continue adding value to its audit services by improving the technical, accounting and compliance skills within the 4 member audit unit. Staff members will be enhancing their professional skills through educational and development programs. The Office will reach out to members of City government to broaden their understanding of the compliance issues facing the City and to develop strategies for building solid financial systems. This work will allow for a more efficient City government bolstered by an effective and knowledgeable City Auditor’s team.

Financial Report Preparations

All necessary State financial reports and schedules were prepared by audit staff members and were filed within the deadlines established by the DOR. Their assistance on these report preparations is a cost savings to the City. The City Auditor’s Office takes pride in accurate and efficient financial reporting to all its internal and external customers.

Comprehensive Annual Financial Report (CAFR)

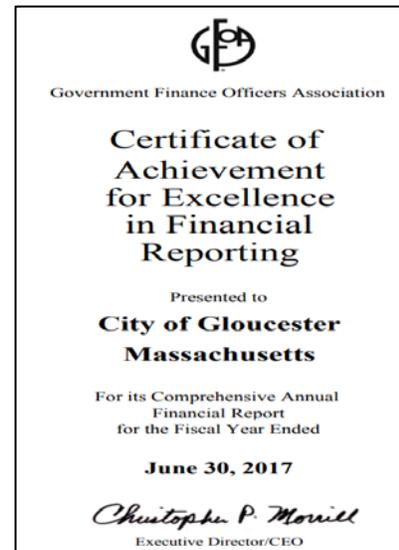
The City of Gloucester’s Independent Auditors’ Report or the Comprehensive Annual Financial Audit (CAFR) for the fiscal year ending June 30, 2017 and was conducted by Roselli, Clark & Associates, a firm of licensed certified public accountants. The independent auditors’ reported an unmodified (“clean”) opinion related to the City’s financial statements for the year ended June 30, 2017. The report is designed to be used for information gathering purposes by those inside and outside of City government. The City of Gloucester has completed its inaugural installment of the CAFR and we are proud to be one of only about 40 communities in Massachusetts to accomplish this achievement in financial reporting.



Cover of the CAFR for the fiscal year ending June 30, 2017

Recognition

The Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting was presented to the City of Gloucester for its Comprehensive Annual Financial Report for Fiscal Year Ending June 30, 2017.



CITY CLERK'S OFFICE

The mission of the City Clerk's Office is to keep and preserve the official public documents and records of the City of Gloucester; to conduct and preserve the integrity of elections; to provide administrative support services to the Legislative body; to meet other regulatory requirements established by law; to oversee voter registration, census and the annual street list book; to register birth, death and marriage certificates; to process applications for marriage licenses; and to receive applications for Zoning Amendments, Special Council Permits and Pole Petitions. The City Clerk's Office has five notaries, four of whom are also Commissioners to Qualify Public Office.



Joanne M. Senos
City Clerk

Every day City Clerk staff field inquiries from the public, various departments and City Council members via phone, email and in person and work with those individuals to ensure their needs are met. The City Clerk's Office certifies birth, death and marriage certificates, issues marriage licenses, records home births, and registers birth and death certificates using the Commonwealth's Virtual Gateway registration system. The Office receives and processes applications for Business Licenses (DBA Certificates), Raffle Permits and Tag Days (e.g. "Canning") and transient vendor permits. While census is mailed and the bulk of it processed during the third quarter, forms are received and updates are processed throughout the year. Voter registration is ongoing throughout the year as well; in Fiscal Year 2018, 1,028 voter registrations were processed.

Public records requests are fulfilled in accordance with the Public Records Law and meeting agendas are posted in compliance with the Open Meeting Law. The public is becoming increasingly aware of their rights to information and the ease with which they can request it. As a result, as more groups demand accountability and transparency from government at all levels, the City Clerk's Office projects that the number of public records requests will increase. This increase may present a challenge to all municipal departments as they work diligently to comply with the Public Records Law.

The Office posts the meeting agendas and maintains as permanent records the minutes of all boards, committees and commissions generated throughout the year. During Fiscal Year 2018, 840 meeting agendas were posted in compliance with the Open Meeting Law. Additionally, the Office is responsible for swearing in all members of the City's boards, committees and commissions, distributing Open Meeting Law materials to those members, and ensuring that those members stay current with their Massachusetts Conflict of Interest Law training.

The City Clerk's Office also works closely with the City Council by preparing its bi-weekly agendas and meeting packets; preparing Standing Committee agendas and meeting packets; and taking the minutes of those meetings.

In Fiscal Year 2018, Office staff participated in various professional development opportunities provided by the City of Gloucester; the North Shore City and Town Clerks Association; the Massachusetts City Clerks Association; the Massachusetts Town Clerks Association; and the New England Municipal Clerks Institute and Academy.

1ST Fiscal Quarter

During the first quarter of Fiscal Year 2018 the City Clerk's Office prepared for and conducted a municipal primary, which was held on September 19, 2017. Municipal primaries, as with most primaries, usually see a lower voter turnout than general elections and this election was no exception. Considering the interest it garnered from residents and local media leading up to the nomination paper submission deadline, the unexpected mayoral run-off resulted in a voter turnout of just 6% of Gloucester voters.

2ND Fiscal Quarter

The City Clerk's Office prepared for, ran and finalized the Municipal Election on November 7, 2017. Voter turnout was better than the primary, with 29% of voters going to the polls. Additionally, Class I, II, III and Taxi Operator and Livery License renewals were mailed out, applications subsequently reviewed and processed, and the 2018 licenses issued by the December 31, 2017 deadline.

3RD Fiscal Quarter

The City Census was mailed to 14,508 households, resulting in thousands of respondent requested changes and updates. Every form was manually scanned and updates were entered by hand into the Voter Registration Information System (VRIS), the Commonwealth's resident and voter database.

The majority of dog licensing occurred as renewals are due by April 30th of each year. For the first time ever, Gloucester dog owners were able to register their dogs from home. While the vast majority of registrations were processed in person or through the mail in Fiscal Year 2018, the City Clerk's Office anticipates a gradual shift towards online registration as customers, many of whom are unable to come to the Office during business hours, discover the convenience of registering their dog at any time, from anywhere.

4TH Fiscal Quarter

The Office was focused on sending out renewal notices, processing applications and issuing new licenses for bowling alleys, pool halls and billiard rooms; tanks (underground storage and explosives); junk dealers (sellers of second hand goods and antique dealers); as well as accepting applications for commercial clam licenses. Applications for commercial clam licenses are available during the month of June only, and non-commercial licenses are available the first business day in July.

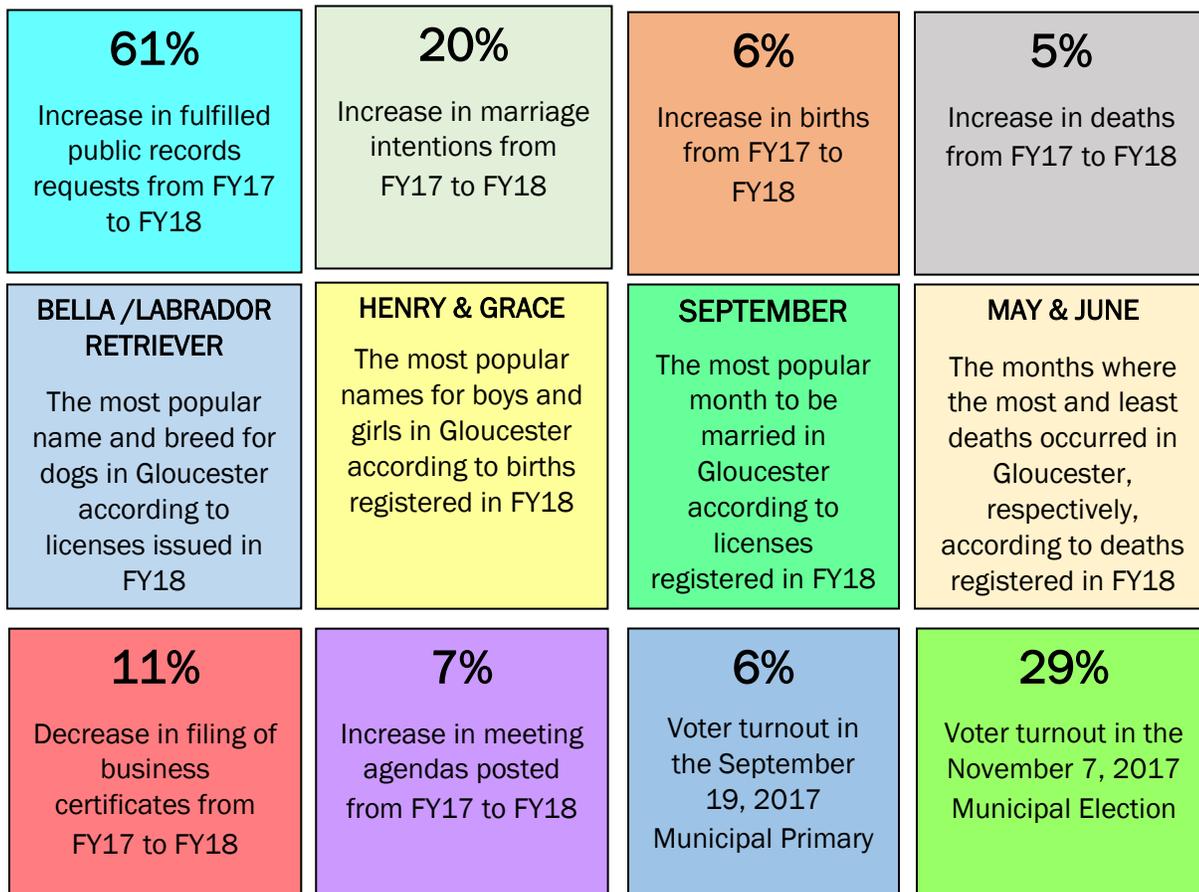
The City’s “budget season” was in full swing from mid-May to mid-June, requiring special City Council and Budget & Finance Standing Committee meetings in addition to regularly scheduled City Council and Standing Committee meetings.

Objectives for Fiscal Year 2019

The City Clerk’s Office is continuing to work with the IT Department to make more permits and licenses available online, as well as migrating its internal databases out of Lotus Approach and into better-supported systems.

The City Clerk’s Office is also exploring more ways to generate interest among registered voters in staffing the City’s polling places on Election Day. The Office is incredibly grateful for the dedicated veteran Election Day crew and volunteers and look forward to working with them for many elections to come. Nevertheless, the Clerk’s Office needs even more civic-minded residents to assist and staff City polling places. Interested persons are encouraged to reach out to the City Clerk’s office for more information.

Fiscal Year 2018 Quick Facts and Figures



COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department through its Planning, Conservation, Economic Development, and Grants Administration Divisions works to enhance the quality of life of Gloucester's citizens, promote and stimulate economic development, conserve natural resources, and strengthen the community's assets. The Department's goal is to make Gloucester a wonderful place to live, work and play today and long into the future.



Jill Cahill

Community Development Director

Fiscal Year 2018 Highlights

- Secured over \$400,000 in grant funding, a 100% success rate with our applications;
- Assisted the Planning Board, the Planning and Development Standing Committee, and the City Council in the permitting by Fuller Mixed Use Ventures of the former Fuller School site for a state of the art Cape Ann YMCA, retail, and 200 housing units, of which 30 were restricted to households with incomes not exceeding 80% of the area median income;
- Successfully applied for Federal Opportunity Zone Designation;
- Greeted and assisted over 10,000 visitors from 47 states + DC, 7 Canadian Provinces and 34 different countries at the Stage Fort Park Visitors Center;
- Assisted 25 low income housing units to make repairs and essential improvements under our Housing Rehabilitation Program;
- De-lead 10 housing units to obtain full lead compliance under our Lead hazard Control Program; and
- Provided support for more than 11 local non-profit organizations who serve over 3,400 residents in our community.

Community Development Staff

The Community Development Department is composed of dedicated, professional staff. Together, the Department works to forge community partnerships and support many volunteer boards to strike a balance between providing short-term project based management while advancing the City's long-term planning, housing and economic development goals and initiatives.

Boards and Commissions

During Fiscal Year 2018, Community Development staff supported the following City's Boards and Commissions by attending and providing regular support and participation as needed:

- Affordable Housing Trust
- Cable TV Advisory Committee
- Capital Improvement Advisory Committee
- City Hall Restoration Committee
- Clean Energy Commission
- Stage Fort Park Advisory Committee
- Community Preservation Committee
- Conservation Commission
- Discover Gloucester DMO
- Downtown Development Committee
- Economic Development Industrial Corporation
- Fisheries Commission
- Historical Commission
- Historic District Commission
- Open Space & Recreation Committee
- Tourism Commission
- City Council and its Standing Committees
- Planning Board

The Planning Division

The following contains planning studies and projects managed by the Planning Division in Fiscal Year 2018.

Fuller Mixed Use Major Project Special Permit Guidance

In 2017, the Planning Division assisted the Planning Board in the development of the Mixed Use Overlay Zoning District (MUOD) which was designed to encourage the use of the City’s former Fuller School property in a cohesive and balanced manner. In September 2017, the Board initially heard Fuller Mixed-Use Venture’s proposal to construct a mixed-use project at the Fuller School site. The proposal included a new Cape Ann YMCA, two new commercial buildings, and 200 housing units, of which 30 were restricted to households with incomes not exceeding 80% of the area median income. Over the course of eleven public meetings, and at the close of the public meeting on June 27, 2018, the Planning Board voted unanimously to recommend a draft



Fuller Mixed Use Ventures proposed development

decision to the City Council. Working with the Planning Board's recommendation the City Council concluded its review in July resulting in the unanimous approval of the project. The proposal underwent a separate Site Plan review process, resulting in the unanimous approval by the Planning Board.

Planning for Housing Production

In July 2017, the City's finalized Housing Production Plan (HPP) was approved by the Massachusetts Department of Housing and Community Development (DHCD). The HPP is a holistic approach to addressing housing needs in Gloucester. Included in the plan are a comprehensive housing needs assessment and an analysis of local demographic data and housing stock that reveals key characteristics and trends in Gloucester that help explain housing needs and demand. The needs assessment was utilized to set housing goals as well as implementation strategies and action items to reach these goals. Strategies in the plan address gaps in the current housing options by diversifying the City's housing stock, preserving existing affordability and increasing the housing stock accessible to low- and moderate-income households.

The HPP was prepared to comply with DHCD regulations, as well as, M.G.L. Chapter 40B. Chapter 40B encourages municipalities to designate at least 10% of their total year-round housing units as affordable. Gloucester is currently at 7.32%, and this plan includes strategies to increase the number of affordable units. In addition, while Gloucester works towards the 10% goal, a DHCD approved HPP gives the municipality more control over 40B Comprehensive Permit applications, including the ability for the Zoning Board of Appeals to deny Comprehensive Permit applications if they are not deemed "consistent with local needs" pursuant to the HPP and Chapter 40B. This control allows Gloucester to manage growth and meet affordable housing needs in accordance with the community's vision and plan.

In May 2018, the Planning Division secured a MassHousing technical assistance grant to help the City implement the ten goals identified in the HPP. The City was paired with a housing consultant and began an in depth review and analysis of regulatory impediments to housing within Gloucester's Zoning Ordinance. As a result of this process, a comprehensive set of zoning proposals will be developed to better ensure that the City's staff, boards and the public have the understanding and capacity to implement the various elements of the HPP. In particular, recommendations will look to better integrate and expand multi-family housing opportunities within the community. With the assistance of the Planning Division, the consultant will look to gain additional perspective on strengths and opportunities concerning Gloucester's permitting processes by speaking with local stakeholders. Stakeholder interviews have been conducted to inform the development of well-grounded proposals that will be presented at several public outreach meetings in the coming year.

Coastal Resiliency Grant 2018

In June 2017, the Planning Division prepared an application to the Massachusetts Office of Coastal Zone Management's (CZM) Coastal Resiliency Grant program. The City was awarded a \$97,500 grant that will support upcoming sewer pump station upgrades at several locations throughout the City. The grant provides the City with funding to design and complete infrastructure improvements at five of the City's most vulnerable sewer pump stations. These five pump stations were identified in the City's 2015 Coastal Vulnerability Study to have heightened risk in 2030 and 2070 flooding scenarios. This important grant-funded work will evaluate and incorporate necessary design and adaptation measures to accommodate and protect them from future flooding predictions.

Flood proofing the identified pump stations is necessary to ensure uninterrupted operation of the City's wastewater system, particularly at times when travel may be impeded by storm damage to our transportation network and the public is instructed to shelter in place. This project included the following: evaluation of alternatives, such as, relocation of infrastructure and feasibility of preferred alternative designs; the incorporation of natural storm damage protection techniques in engineering design; and plan and bid specification preparation. In Fiscal Year 2018, the design work for this effort has been finished and the projects are slated for completion by the end of Fiscal Year 2019.

Municipal Vulnerability Preparedness Programming and Designation

The Municipal Vulnerability Preparedness (MVP) grant program provides support for Massachusetts municipalities to plan for resiliency and to help implement adaptation actions. This year, Gloucester received its MVP Community designation from the Executive Office of Energy and Environmental Affairs (EEA). Building upon the City's previous efforts to identify and address the potential impacts from Gloucester's changing climate, in coordination with the Metropolitan Area Planning Council (MAPC), the City held a Community Resilience Building (CRB) Workshop. Funded by a \$20,000 grant from EEA, the workshop brought together multiple stakeholders to help develop a list of priorities regarding future social,

environmental, and infrastructure opportunities. As the City's certified MVP provider, MAPC helped facilitate this process and developed a publicly accessible report outlining the prioritized findings of the CRB Workshop. In the latter half of Fiscal Year 2018, the City also held a public listening session to disseminate the findings of the workshop and to provide an additional opportunity to solicit feedback and

recommendations. The report on these

findings can be found at <http://www.gloucester-ma.gov/DocumentCenter/View/5232>.



Watershed and Water Supply Vulnerability, Risk Assessment and Management Strategy

Aside from Gloucester's efforts to protect its residents and infrastructure from the threat of coastal storms and flooding, the Planning Division, in partnership with the Department of Public Works, is also evaluating potential vulnerabilities of Gloucester's inland resources. As one of the top priorities identified in the MVP effort, the City will be working to assess the vulnerability of Gloucester's water supply and distribution systems. Funded by a \$107,044 MVP Action grant, the City will work to devise a Watershed and Water Supply Vulnerability Risk Assessment and Management Strategy. Gloucester's wooded systems are an integral component of our water supply and provide essential ecosystem services including, but not limited to, reduction of storm water runoff, enhanced groundwater recharge, temperature regulation, and air purification. The City and the consultant team will look to gain additional input from the public. Once these dates are confirmed, the Community Development Department will ensure these opportunities are publicized. The engagement efforts and strategy development will be completed by the close of Fiscal Year 2019.

Gloucester HarborWalk

The Planning Division has managed several initiatives benefitting the HarborWalk since the HarborWalk began six years ago. Throughout the summer of 2018, 65 Rogers Street was host to the fifth annual HarborWalk Summer Cinema Series. As in past years, this free public event series drew thousands of visitors. Much of the success of the series can be contributed to the City's partnership with North Shore 104.9 and Cape Ann Community Cinema. The cost of the series was covered entirely through local sponsorships.

Clean Energy and Green Communities

In December 2010, Gloucester was designated a Green Community by the State's Department of Energy Resources (DOER). As part of this designation, the City has committed to a 20% reduction in municipal energy consumption. The focus of the City's Green Communities work is increased efficiency and alternative energy sources. Current efforts have expanded to promote energy reduction at the residence/business level by collaborating with National Grid, Mass Save, EnergySource and the Cape Ann Chamber of Commerce.

Green Communities Projects

In Fiscal Year 2017, the City was awarded a Green Communities Grant of \$207,443 to fund retro-commissioning projects at the Gloucester High School, O'Maley Middle School, and Beeman Elementary School. Work on the implementation of these projects continued through Fiscal Year 2018 and will conclude with the installation of an Energy Management System (EMS) at Beeman Elementary School in Fiscal Year 2019. Altogether, these initiatives are projected to reduce the combined energy consumption of the three schools by roughly 20% compared to 2009 consumption levels.

Gloucester's completed City wide \$1.2 million LED Streetlight retrofit resulted in the conversion of 2,800 streetlights. The conversion of fixtures from high-pressure sodium to LED will reduce the City's lighting electricity costs by over 60%.

Other Programs and Initiatives

Through National Grid's Community Initiative Program, the City has partnered with the utility company and Mass Save to encourage homeowners and renters to sign-up up for no-cost Home Energy Assessments. Participants of the no-cost Home Energy Assessments are provided detailed individualized energy reports, free energy efficient equipment, and are eligible for heavily discounted energy efficiency services. At the end of Fiscal Year 2018, more than 1,000 households have participated in the program. Prorated by the total number of completed no-cost Home Energy Assessments, the City could be awarded up to \$41,000 in grant funding that can be used to support projects such as the installation of electric vehicle charging stations and other municipal efficiency initiatives.

In March 2018, Cape Ann Save Energy (CASE) was established to complement Gloucester's residential home energy assessment program. Powered by the City of Gloucester, the Cape Ann Chamber of Commerce, and National Grid, the CASE Program helps to connect local business owners with energy saving programs. Through CASE, business owners are entitled to a free energy assessment and can access incentive opportunities to cover up to 70% of upgrade costs.

In an effort to encourage the implementation of solar energy, Gloucester is working towards its Gold SolSmart Designation. This designation is the highest level awarded to municipalities committed to addressing local barriers to the installation and development of solar technologies. Gloucester expects to complete the designation process by the end of Fiscal Year 2019. SolSmart is funded by the U.S. Department of Energy – Solar Energy Technologies Office.

The Planning Division successfully applied for the following grants in Fiscal Year 2018

- May 2018, MVP Action Grant - \$107,044
Executive Office of Energy and Environmental Affairs
Watershed and Water Supply Vulnerability, Risk Assessment and Management Strategy
- May 2018, Planning Assistance Grant - \$28,790
Executive Office of Energy and Environmental Affairs
Open Space and Recreation Plan (OSRP) Update
- May 2018, Coastal Resilience Grant – \$63,345
Massachusetts Office of Coastal Zone Management
Gloucester High School Campus Coastal Flooding Mitigation

- May 2018, Planning For Housing Production - \$50,000
The Mass Housing Partnership
Gloucester Zoning Review and Recommendations

Planning Board

During Fiscal Year 2018, the planning staff worked with the Planning Board on the following land use applications and regulatory activities:

Land Use Applications

- ANR Plans: The Planning Board acted on sixteen (16) Form A applications; fifteen (15) new applications were endorsed, and one (1) withdrawn.
- Subdivision: The Planning Board acted on four (4) Form C applications; four (4) applications were endorsed.
- Common Driveway: The Planning Board acted on two (2) Common Driveway applications; two (2) applications were endorsed.
- Cluster Development: The Planning Board acted on one (1) preliminary and one (1) definitive Cluster Development applications; the preliminary and definitive application were endorsed.
- Pork Chop Lot: The Planning Board acted on three (3) Pork Chop Lot applications; three (3) applications were endorsed.

Major Project Reviews

Fuller Mixed Use Venture, LLC. for a Major Project Special Permits under GZO Section 5.29 & 5.7 to construct:

- Three (3) four-story residential apartment buildings, with a total of 200 units, 30 of which will be affordable to households with incomes not exceeding 80% of the area median income, as well as a clubhouse of approximately 5,000 square feet.;
- Two (2) Retail Commercial buildings totaling not more than 26,000 square feet; and
- YMCA Facility of approximately 65,000 square feet.

Zoning Amendments

Several staff members of the Community Development Department participated in the Administration's Recreational Marijuana Task Force that provided recommendations and regulatory strategies surrounding the introduction of adult use marijuana establishments in the City. Staff worked with the Planning Board, and ultimately the City Council, to adopt the following zoning

amendments to regulate the time, place, and manner of potential marijuana establishments including cultivators, product manufacturers, testing facilities, and retail outlets:

- Added a new definition to GZO Section VI for Recreational Marijuana Establishments;
- Added Section 5.31 “Temporary Moratorium on Recreational Marijuana Establishments”, which would prohibit the establishment of a Recreational Marijuana Establishment on a temporary basis through December 31, 2018 or 6 months from the adoptions of regulations by the Cannabis Control Commission;
- Replaced GZO Section 5.31 “Temporary Moratorium on Recreational Marijuana Establishments” with GZO Section 5.31 “Marijuana Establishments”; and
- Amended GZO Section 5.31.4 by deleting “medical marijuana treatment centers” in the first sentence, and in the first sentence of the second paragraph after the words “...Site Plan Approval for...” insert the words “a medical marijuana treatment center as defined in M.G.L. c. 94I or”.

Conservation Division

The Conservation Agent and Clerk support the work of the Gloucester Conservation Commission in administering the Massachusetts Wetlands Protection Act, the City of Gloucester Wetlands Ordinance, and associated environmental regulations.

The following Conservation Permits were issued in Fiscal Year 2018:

- 57 Orders of Conditions;
- 2 Orders of Conditions for Major Projects;
- 2 Resource Area Delineations;
- 8 Extension Permits;
- 53 Determinations of Applicability;
- 29 Letter Permits;
- 69 Certificates of Compliance;
- 2 Certificates of Emergency; and
- 13 Violation Notices (None went on to formal enforcement).

The Conservation Office engages with many Gloucester residents. Such activity involves pre-construction project review, inquiries regarding procedure and jurisdiction, contractor coordination, site inspection, complaint response, open space and conservation restriction assistance, and many others.

One effort of which the Conservation Office is particularly proud is the extensive effort undertaken in the spring and summer of 2018 for protection of nesting federally-endangered Piping Plovers on Good Harbor Beach. These efforts included a combination of weeks of in-office coordination and on-site oversight, assistance from multiple branches of city government and dedicated volunteers donating many hundreds of hours for “on-the beach” monitoring and nest security. Although efforts were ultimately unsuccessful in ensuring the survival of the newly-hatched plover chicks, the work provides a model of a public-private partnership for environmental stewardship. These volunteers deserve the City’s gratitude for making this important program possible and look forward to enhancing this program and increasing its effectiveness in the coming year.

Economic Development Division

Gloucester is much more than America’s Oldest Seaport. For nearly 400 years Gloucester has been a center for innovation, an authentic American success story and a place that values economic diversity and growth. From its beginning and continuing today, the commercial and industrial history of Gloucester has evolved as new ideas and economic initiatives leverage emerging opportunities to achieve success.

Today, Gloucester’s quality of life and economic diversity attracts over one million visitors a year as well as entrepreneurs and other business and community leaders who make Gloucester one of the region’s most dynamic and vibrant communities.

The City’s economic development efforts aim to ensure there is a range of employment and sustainable business opportunities in the City with a diverse economic base. The goal is to foster an environment for economic growth and investment resulting in jobs, a healthy working waterfront, a vibrant downtown core, and thriving industrial parks.

The Economic Development Division supports investment, business growth, and job creation by providing site selection assistance, technical assistance, small business and microenterprise loans, tax incremental financing (TIF) incentives, and marketing. The City works closely with the various state and federal agencies and the private sector to facilitate coordination and leveraging of resources.

Gloucester Fresh Seafood Marketing



This year the City of Gloucester in collaboration with the Gloucester Fisheries Commission, Gloucester's Fishermen's Wives Association, and Snapchef LLC expanded on its successful seafood brand, *Gloucester Fresh*, creating additional videos in partnership with 1623 Studios, additional website development and content creation for gloucesterfresh.com and an increased presence at the largest seafood show in North America, Seafood Expo North America and the New England Food Show. This marketing effort to promote the local fishing industry and encourage businesses to buy and serve local, sustainable and delicious Gloucester seafood has proven incredibly successful. The efforts include a digital billboard campaign drawing 83,000 eyes a day in South Station and approximately 273,000 weekly impressions per board on Route 1 and in Gloucester. The City also successfully expanded its *Gloucester Fresh Restaurant Program* as well as a new *Gloucester Fresh Seafood Institutional Buyers* program which has led to partnerships with local hospitals.

Gloucester Fresh videos were also created by 1623 Studios and have been used to promote the program nationally and globally to seafood buyers. The videos highlight Gloucester seafood companies, local fishermen, and the community to tell an exciting story. These videos also promote Gloucester's local, sustainable and delicious seafood. All videos are shot on site with real fishermen, seafood companies and restaurant owners. Videos are promoted on social media, as well as, on Gloucesterfresh.com. The goal of the videos is to create awareness, drive demand and eventually increase the price per pound Gloucester fishermen receive. *Gloucester Fresh* Videos can be viewed at: www.gloucesterfresh.com/videos



Seafood Expo North America 2018

Gloucester once again had an exhibit at the Seafood Expo North America. This was the fourth consecutive year that the City has partnered with the Gloucester Fisheries Commission, Gloucester's Fishermen's Wives Association and Snapchef, the largest chef training and staffing company in New England.

Seafood Expo 2018 Impact

- 150 new business contacts interested in *Gloucester Fresh* seafood and/or relocation/expansion opportunities in Gloucester;

- New connections with seafood businesses from 9 countries;
- 10 meetings took place at the Gloucester Pavilion between Gloucester companies and clients/potential clients;
- Interest in a follow up tour of Gloucester by Encore and MGM Springfield corporations, in conjunction with the Massachusetts Gaming Commission, for seafood, Cape Ann Brewing, and Ryan and Wood Distilling in May 2018;
- A successful VIP Gloucester Tasting event with 75 people including a keynote by Assistant Secretary of International Trade and Business Development, Nam Pham;
- *Gloucester Fresh* email marketing campaign reaches 300+ business contacts; and
- Scotland seafood buyers, and other international seafood buyers, are interested in importing Gloucester Monkfish to sell in Europe



Second Annual *Gloucester Fresh* Local Restaurant Tour

In 2018, the City expanded the *Gloucester Fresh Restaurant Program*, to connect Gloucester seafood companies directly with restaurants in the region. This collaboration highlights the world-class seafood and dining experience available in the City of Gloucester and in the Cape Ann region by using *Gloucester Fresh* branding and promotions.

Gloucester developed this program at the request of eager restaurateurs interested in providing their customers with the best local seafood. The *Gloucester Fresh Restaurant Program* provides guidelines to members, including: promotion of seasonal seafood from *Gloucester Fresh* members; seasonable availability awareness; under-utilized species for creative and cost-effective recipes; and cohesive branding of *Gloucester Fresh* across signage, promotions and outreach.

The *Gloucester Fresh Restaurant Program* has already attracted prominent restaurant and seafood companies, such as: the 99 Restaurant Group's 106 locations, The Gloucester House Restaurant, Azorean Restaurant & Bar, the Causeway Restaurant, Tonno Restaurant, Passports Restaurant, Topside Grill, Mile Marker 1, Duckworth's, Machaca, Captain Carlo's and Rockport's



Lobster Pool. Seafood processors and wholesalers include Ocean Crest, Mortillaro Lobster Inc., Cape Ann Fresh Foods, Captain Joe's Lobster, Gloucester's Finest Seafood, Fisherman's Wharf

Seafood, Cape Ann Seafood Exchange, Connolly Seafood and Intershell. New restaurants are signing up on a regular basis.

Grants Awarded

The City of Gloucester applied to grant programs at the local, state, and national levels and achieved successful results with the following grant opportunities:

- \$110,000 Commonwealth of Massachusetts Seaport Economic Council Grant in 2018;
- \$12,000 Commonwealth of Massachusetts Department of Marine Fisheries seafood culinary grant; and
- \$20,000 USDA grant to support Gloucester Fresh outreach efforts in 2017.

***Gloucester Fresh* Seafood Institutional Buyer Outreach Program**

The key to stability for Gloucester fishermen and seafood processors are steady, reliable orders for large volumes of locally landed fish. The goal of the program is to increase the numbers of institutional buyers purchasing locally from Gloucester. Through the *Gloucester Fresh* Institutional Buyer Outreach Program, the City has partnered with Gloucester's Fishermen's Wives Association and Snapchef to conduct live interactive demonstrations that have led to agreements from Beverly Hospital and Children's Hospital to buy Gloucester Fresh seafood for patients and visitors. Both institutions join Mass Eye & Ear as well as Boston Medical Center in buying local seafood. Part of the agreement is not only for the purchase of seafood but also that an additional \$0.50 per pound goes directly to local fishermen. The City has also performed demonstrations for international buyers at the Seafood Expo which have yielded interest from MGM Springfield and Encore Casinos. These institutions recognized the importance of supporting local fishermen, the high quality of locally landed Gloucester Fresh seafood, and the health benefits for clientele and patients.

Gloucester Wins Federal Opportunity Zone Designation

The Community Development Department applied for and received two of Massachusetts' Opportunity Zone designations. Created as part of the federal Tax Cuts and Jobs Act of 2017, the Opportunity Zone program provides private, tax-free investment into areas of economic need that benefits both residents living in the zones and private investors.

The Opportunity Zone program also provides a federal tax incentive for taxpayers who reinvest unrealized capital gains into 'Opportunity Funds,' which are specialized vehicles dedicated to investing in low-income areas called 'Opportunity Zones.' The zones themselves are to be comprised of low-income community census tracts and designated by governors in every state.

According to LOCUS, a coalition of national real estate developers and investors, Gloucester is ranked in the top 10 Massachusetts Opportunity Zones.

The City is working with the Commonwealth of Massachusetts to attract Opportunity Fund investments to Gloucester’s downtown and waterfront.

Gloucester’s Opportunity Zone Goals

- Generate investment in the City’s marine industrial waterfront;
- Stimulate job growth through increasing investment opportunities in the Blue Economy;
- Increase mixed use development in the downtown and the waterfront; and
- Attract additional investment in Gloucester’s innovative small businesses.

BioGloucester Initiative Launched and promoted at Bio2018 Conference

This year, the City of Gloucester’s Community Development Department launched ***BioGloucester*** – a new initiative to support and promote the community’s life science economy. Serving as a Massachusetts BioReady Platinum community and the home to distinguished research conducted at the University of Massachusetts Large Pelagics Research Center and Gloucester Marine Genomics Institute, biotech companies are choosing to expand in Gloucester. ***BioGloucester*** aims to attract more biotech companies by collaborating with public and private partners to attract and assist biotech companies at every stage of the supply chain to build their future in the City. ***BioGloucester*** also provides marketing opportunities for local life science companies and pre-permitted real estate sites.



This past June, the City participated in the Massachusetts Pavilion at the 2018 BIO International Convention. The BIO International Convention attracted approximately 16,000 attendees from more than 5,000 companies from 70 different countries. The organizations represented at the convention included the world’s leading biotech companies, top 25 pharma companies, top 20 Contract Resource Organizations and Contract Manufacturing Organizations and more than 300 academic institutions including major research labs and government agencies. Hosted by the Biotechnology Innovation Organization, the Convention helped BIO fulfill its mission to help grow the global biotech industry.

Veteran-Owned and Veteran Friendly Cape Ann Business Initiative



In the summer of 2018, the Community Development Department – in collaboration with the Cape Ann Office of Veterans Services, the Massachusetts Office of Business Development, the Cape Ann Chamber of Commerce, and MassHire – kicked off the Cape Ann Veteran-Owned and Veteran Friendly Business Initiative. At the inaugural event, the City recognized Applied Materials in Gloucester for being a veteran friendly business and for the company’s dedication to employing veterans; they currently have over 150 veterans on their team. In addition, Michael Minogue of Abiomed in Danvers and Michael Linquata of the Gloucester House were recognized as veteran-owned business owners as well as supporters of local veterans. This kick-off event initiated a further pledge to create a list of veteran-owned and veteran

friendly businesses located in the Cape Ann area. The Cape Ann Veteran-Owned Veteran Friendly Business Initiative provides potential clients with information on local businesses owned by veterans and business that provide support to our veterans. Each business is provided a window decal to show that they are a veteran-owned or veteran friendly business.

Opening this past September, Advanced Auto Parts became one of the first new businesses in Gloucester to receive the designation of Cape Ann Veteran-Owned Veteran Friendly Business.

Innovate Gloucester Social Media

The Gloucester Community Development Department has implemented an economic development social media campaign on Twitter: @InnovateGlosta and Facebook: Innovate Gloucester. The social media content that is promoted supports Gloucester companies in their marketing and highlights the City as a great location to do business.

The Innovate Gloucester social media campaign has led to over **200,000** impressions with our targeted audiences. In 2018, the Department also launched a beta version of a YouTube Channel with new video content!



Additional Economic Development Programs

The Economic Development Division planned and executed the following:

- Advocating for Gloucester on Local and National policy issues impacting Gloucester;
- Administration of Tax Incentive Financing (TIF) program;
- October National Manufacturing Month;

- Small Business Saturday in Gloucester; and
- Assisted scores of businesses in finding and acquiring real estate, small business loans, and technical assistance.

Stage Fort Park Visitor's Center

This year, the Visitor's Center saw many changes including the addition of a new coordinator, Carol Mondello. Carol has incorporated a more personal design including a Kid's Corner, Artists and Galleries Section, Fishing Section and a Health & Wellness area. Additionally, new volunteers were brought in resulting in a new energy in the Center. The spirit of these new volunteers combined with the wisdom and experience of returning volunteers made for a great season. The most significant change this year was the introduction and implementation of a digital guest book. This guest book gathered important location data as well as how people heard about the Visitor's Center and why they are visiting. Over 10,000 visitors received assistance from 47 states + DC, 7 Canadian Provinces and 34 different countries.

Community Development Grants Administration Division

The Community Development Grants Administration Division (Grants Division) pursues and administers grant funding that improves the quality of life for Gloucester residents. In Fiscal Year 2018, the Grants division administered the Community Development Block Grant (CDBG) and the Lead-Based Paint Hazard Control grant which were funded from the department of Housing and Urban Development (HUD) and the Community Preservation Act. In Fiscal Year 2018, the total amount of funds administered by the Grants Division was \$1.2 million on programs that support housing, historic preservation, open space and recreational projects, economic development, public services and infrastructure.

Community Development Block Grant (CDBG)

The CDBG program works to ensure decent affordable housing to provide services to the most vulnerable in our communities and to create jobs through the expansion and retention of businesses. The City of Gloucester established goals and strategies to administer the CDBG program and meet the national objectives through a Five Year 2015-2019 Consolidated Plan. These goals and strategies include: affordable housing; provision of local economic opportunities; provision of public facilities and infrastructure including accessibility; and coordination and provision of public services.

The following were accomplished in Fiscal Year 2018:

- \$233,000 in CDBG funding was used to support Economic Development activities including Action's Home Health Aide job training program and Wellspring House's MediClerk Program. The Small Business Loan Program assisted three local businesses: the Common Crow,

Glasstech Boat and Cape Ann Fresh Foods. These investments resulted in the creation of approximately sixteen full time jobs.

- Approximately \$105,304 in CDBG funds were used for eleven public services projects that addressed health issues, educational and youth programs, food assistance, domestic violence programs, and job training. Together, these programs served over 3,400 low/moderate residents in Gloucester and included:
 - Cape Ann Art Haven Scholarship Program;
 - GHA Cape Ann Homeownership Center;
 - Gloucester Boxing, Inc. Scholarship Program;
 - Grace Center Case Management Services;
 - Domestic Violence Crisis Intervention & Prevention;
 - LEAP, O'Maley Academy After School Program;
 - Maritime Gloucester Harbor Discovery Programs;
 - Pathways for Children, Inc. Enrichment Programs;
 - Wellspring, Inc. ALI Program;
 - YMCA After-School Childcare Program; and
 - YMCA Youth Employment program.
- Approximately \$187,325 supported the following public facilities projects: American with Disabilities Act (ADA) compliant street and sidewalk improvements to Duncan Street, ADA accessibility improvements at City Hall, and community gardens by Backyard Growers.
- \$20,000 in down payment assistance for First Time Home Buyers – two households assisted.
- Housing Rehab Assistance – 25 projects were completed at a cost of \$206,642. The work included replacement of roofs, windows, heating systems, electrical and plumbing repairs.
- Lead Hazard Control Program – 10 units were fully de-leaded at a cost of \$146,613.

Community Preservation Act (CPA)

The Community Preservation Act (CPA) was approved by Gloucester voters in November 2008. The CPA creates a dedicated funding source that is financed by surcharge revenues and state matching funds for the purpose of preserving:

- Community housing;
- Historical properties;
- Open space; and

- Recreation.

A nine-member Community Preservation Committee makes a recommendation for the use of the funds to the City Council for its approval. Projects that are currently recommended for funding are:

- Cape Ann Museum – White-Ellery House Stabilization and Preservation;
- Annisquam Village Church – Rehabilitation and Preservation of the Annisquam Village Church;
- Sargent Murray Gilman Hough House – Rehabilitation and repair of bulkhead;
- Gloucester Meetinghouse Foundation – Green Envelope project; and
- Magnolia Library Center – ADA Accessibility Improvements.

Total CPA recommended award total is \$301,800.

Outcomes

The Community Development Department engages in every aspect of community life in Gloucester. The Department's successes help make Gloucester a wonderful place to live, work and play. The staff works hard to improve the quality of life for all residents, businesses and visitors. Each year, the Department works diligently to build upon the success of previous years with new and continuing initiatives.

COUNCIL ON AGING

The mission of the Council on Aging (COA) is to serve as a focal point where seniors and their families can access the local and state network of elder services while providing an integrated array of social, health, recreational, and educational programs for older men and women.

As reported to the Executive Office of Elder Affairs, the COA served 4,206 individuals and benefitted from over 60,000 hours from 165 dedicated volunteers, working in many capacities.



Lucy Sheehan
Executive Director

Programs Offered

The Rose Baker Senior Center offers golden opportunities for older adults and their families, which is greatly respected in the Gloucester community and beyond. Rose Baker is a thriving and bustling senior center with an average of 150 – 200 people attending each day. Active participation includes socialization and access to the myriad of programs for older residents. Those programs include: computer classes with up-to-date social media sessions; notary services; monthly legal assistance offered by a local lawyer; weekly VNA health screenings; podiatry services; information sessions regarding senior needs; immigration services by a retired Immigration Attorney; nourishment; learning in our “Never Stop Learning” sessions; games such as Chess, Scrabble, Bridge, Cribbage, Bingo, Singing Lessons, Handy Sewing Lady; and activities such as Yoga, Nia, Tai Chi, Zumba, Enhanced Fitness, Reiki, Posture, Parkinson’s Exercise, swimming sessions at the YMCA, and most important our excellent S.H.I.N.E. (serving health information needs for everyone) counselors.

MySeniorCenter

During Fiscal Year 2018, 607 new people enrolled in MySeniorCenter, a program designed to track seniors’ use of the center and its programs. Upon completion of registration, scanner cards were issued and new members began utilizing the many programs and services of the Gloucester Council on Aging.

Staffing

An increase in the Formula Grant amount allowed an additional two hours each week for the Video Production Coordinator position. This position presents excellent and informational productions for local cable viewers on “Unleash the Power of Age” broadcast on local Channel 12 by Studio 1623 cable TV. That program provides information on the COA and offers presentations of the extensive services and activities as well as informational programs that are available at Gloucester’s senior center.

The COA had a student intern from Salem State College who spent September through May working with Supportive Day Care clients. The intern finished the semester assignment assisting Outreach Social Workers in several areas.

Supportive Day Program

After 24 years in operation at the Rose Baker Senior Center, the Supportive Day Program ended June 30, 2018, as a result of declining client enrollment which caused a reduction in the funding source that supported the program. Extensive efforts were made to increase the population for this special program which was established to get fragile, homebound and isolated seniors out of the house to socialize with peers but, unfortunately, those increases did not materialize.

Supportive Day Care Clients gave back to the community through the annual Talent Show, Christmas in July event, and in the distribution of hand-made stockings filled with personal care items for homeless residents at the Action shelter and Grace Center.

Volunteers

In Fiscal Year 2018, 62,394 volunteer hours were given by 165 volunteers, who worked in several capacities. Almost 30 volunteers worked up to 20 hours week.

Art program

The art program continues with exhibitions of senior's paintings in the senior center lobby. Also, over 300 "Have a Heart" dolls were hand-made. They were delivered to Dana Farber, Children's and Shriners's Burn Hospitals, nursing homes, a mission in Central America, to sick seniors, local nursing homes, and Pathways for Children. Seniors painted 130 bowls for the Food Pantry Empty Bowl fundraiser dinner. The excellence of the work in our Art Program continues to amaze us.

Computer Program Offerings

Computer program offerings expanded with the introduction of Social Media, iPhone and Android learning sessions. Additionally, staff presented an exciting adventure to the beautiful island of Sicily, without leaving home, in a special slide show presentation. Following the presentation, participants received the opportunity to learn how to download videos of far-off places to enjoy. Ongoing at the senior center are one-on-one learning sessions and help with computer repairs. A generous donor supplied new computer desks, chairs, floor mats and equipment, refurbishing the computer lab.

The Open Door/Rosie's Café/Senior Suppers

In collaboration with The Open Door, the free soup and fresh salad bar increased from two to three days during this past year. The numbers of people enjoying the lunchtime choices in the salad bar continues to grow. The program offers healthy meal choices to an increased number of seniors

with cost. There are no age limitations or reservations needed for soup and salad bar. Fundraising efforts are underway to support a fourth Soup & Salad Bar Day.

The generous donation from Rosie's Café, our free Thursday luncheon, continues. In January 2019, Rosie's Café will increase to four days of free meals for seniors. Board Member Barry McKay continues to donate weekly and place fresh flowers on the dining tables. Seniors receive lunch, enjoy entertainment; all ages enjoy the soup and salad bar, all without a charge. Each luncheon now has become a social event!

Lahey Health at Addison Gilbert Hospital continues monthly Senior Suppers with a complete meal and informational program. Approximately fifty seniors enjoy this event each month.

Restoration

Together with the Cape Ann Savings Bank, the Friends of the Gloucester Council on Aging (GCOA) funded the renovation of six senior center restrooms. Restoration included custom-made countertops, new floors, painting, new stalls and more.

Senior Profiles

Friends of the GCOA initiated "Senior Profiles: The Past is a Present" series, offering an expose on the individual life stories of the men and women of Gloucester. Each month a profile of a senior center member is featured in our monthly newsletter "Coastline News." Personal interviews are conducted by a member of the Friends Board. Articles focus on the seniors' own unique (Gloucester) story. The intent is to uncover, for all to enjoy, the treasure-trove of Gloucester history that only our senior citizens can reveal. To date, thirteen profiles have been completed. Every month seniors anxiously await the new "profile" and the proud profilee enjoys recognition and requests for autographs.

Registry of Motor Vehicles

Our initiative to work with the Massachusetts Department of Transportation's Registry of Motor Vehicles (RMV) continues in several areas. Staff diligently keep up with new RMV rules and regulations. A presentation was offered, conducted by an RMV representative, on recent changes regarding licenses, identification needs and requests.

Educational/Information Sessions

Immigration Legal Services & Assistance are offered without a charge, as needed on a weekly basis, provided by a retired Immigration Lawyer. An estimated 35-40 people received assistance from these confidential consultations over this past year.

"Adult Education-Never Stop Learning" sessions offered a short course in Earth History, sessions on Gloucester's Fishing Industry and America's First Fishing Port, Geology and Genealogy sessions, and more. These courses were led by volunteer speakers/instructors.

Genealogy classes were offered to help those interested in learning about ancestors they never met.

Events

In collaboration with the American Association of Retired Persons (AARP) Fraud Watch Network a “Stop Scams” – shredding event was held. More than 200 vehicles filling a truck full of paper with personal information were safely shred.

The first annual “Brain Fitness Fair and Rally; Hear the Fun” was planned as a not your everyday health fair! The event’s theme, the better shape your body is in, the better your brain fitness will be, garnered lots of attention and interest. The event discussed all of the foods that we consume daily, our lifestyle activities, and the positive thinking that have been shown to extend our lives. As a result, there were new sign-ups for many of our various activities and lunch programs.

Gloucester Triad continues to be invigorated with new members and new ideas. A recent and first, “Safety Fair” brought together the Gloucester Police Chief and Officers, the Fire Department, the Board of Health, and several city departments and local agencies who offered important information pertaining to matters of safety and security.

Forty organizations participated in the Senior Center’s annual Health and Wellness Fair. Nearly 200 seniors were offered blood pressure and health screenings, balance testing, demonstrations, information, and give-a-ways. Farmer’s Market Coupons were distributed to 150 eligible seniors at the Health and Wellness Fair.

Seniors participated in a “Love Fest” event, an interactive Art Project that travelled throughout Gloucester neighborhoods to help spread messages expressing positive thoughts. The completed Banners were on display for public viewing at City Hall.

A Talk About Dementia was presented by Dr. Steven Gillespie, Medical Director at the Senior Adult Unit at Addison Gilbert Hospital. A lively discussion followed the presentation on information received from the Age & Dementia Friendly Community forums.

An Elder Law Education presentation was hosted during Older American’s Month. Volunteer Elder Law Attorney, Natalie Simon, offered this informational session.

The U.S. Postal Service presented a “Mail Fraud” session that informed seniors of the many fraudulent tactics that occur each day by scammers.

A Mini Fair was held during Older American’s Month “Engage at Every Age” when Triad members assisted seniors in updating “File of Life” information.

A Bereavement Support Group offered “Understanding the Grieving Process and Learning to Heal” led by LICSW in three weekly sessions.

Other events/programs held included:

- An Immunization Clinic where 360 flu immunization shots were administered;
- Two “National Prescription Drug Take Back” Days;
- Care Dimensions held a five-week Bereavement “Loss of Spouse/Partner” Support Group session;
- A Planning for Medicare-Countdown to 65 program was offered for folks still working;
- National Senior Citizens Day was celebrated with an ice cream social and live band entertainment;
- The State Office of Consumer Affairs presented an Identity Theft & Fraud Prevention program;
- VNA CareNetwork offered a Defeating Dehydration presentation “Are You a Sizzling Senior?”;
- The Center provided the public outdoor seating and refreshments during the annual July 4th parade;
- The Monthly History Sharing program continues to take folks down Gloucester’s memory lane;
- 140 attended the annual senior picnic at Stage Fort Park with entertainment provided by Honky Tonk Ladies;
- Participation in the Gloucester Rotary Annual Pancake Breakfast fundraiser;
- A screening was held of Gloucester’s Golden Age of Fishing film depicting Gloucester’s 400-year old fishing industry by a Gloucester historian;
- Beauport Hearing Service introduced a Healthy Hearing Support Group;
- Free hearing tests and hearing aid cleanings continue bi-monthly by a local certified Hearing Instrument Service Center;
- Weekly opportunities to meet with State Certified SHINE counsellors, including Mayor Sefatia Romeo Theken;
- An Age & Dementia Friendly Forum was hosted at the senior center;
- Nia classes were introduced and continue to be offered weekly without charge for seniors;
- Lahey Health System offered a Falls Prevention Presentation;
- “Lifestyle Transitions Can be Daunting” informational program was presented by local Real Estate Specialist;
- Parkinson’s Awareness Support began monthly sessions;
- Parkinson’s Exercise Group continues weekly without charge to participants;
- A newly formed walking group met bi-weekly for many months;

- Diabetic Shoe Fitting Clinics continue to offer support for those in need of special shoes. Each year, one pair is funded by Medicare;
- Housing Services for At-Risk Homeless Veterans began monthly sessions at the senior center;
- A Registered Dietician offered an Understanding Diabetes program in two-class sessions;
- A guest speaker from Southern Essex Registry of Deeds Office presented a Property Fraud Watch Alert presentation entitled “How May we Help You?”;
- Backyard Growers (BG) presented various healthy eating demonstrations. Seniors planted vegetables with BG staff, which they later enjoyed in the salad bar;
- The local food pantry presented healthy eating demonstrations and recipes; and
- In May, Congressman Seth Moulton held a “Constituent Services” event at the senior center.

Donations

Annisquam theatre group donated free tickets to “Singing in the Rain.” 75 seniors attended and enjoyed that show. Additionally, a ping pong table was introduced at the senior center, purchased by Friends member Frank Stewart.

PUBLIC WORKS DEPARTMENT

The Department of Public Works (DPW) is responsible for the maintenance, repair and construction of all City-owned public properties, including schools, roads, bridges, sidewalks, and utilities. In addition, the Department protects public beaches, parks, cemeteries, and seawalls, and provides water and sewer services to residents and businesses throughout the city. Major infrastructure improvements and routine maintenance are the focus of all Public Works divisions.



Michael Hale
Director of Public Works

Central Services

The Central Services Division is comprised of three areas of responsibility: clerical functions, central stores, and vehicle maintenance.

Five staff members generate water and sewer bills, answer citizen's inquiries, and perform the bookkeeping and bill paying functions for Public Works. They are the voices that the residents hear when they call Public Works.

Central stores stocks common items used by the City's many departments. They service internal customers and control inventories.

Vehicle maintenance is responsible for all fleet vehicles, including police vehicles, and equipment maintenance and repair, and all winter preparations for snow and ice. The Division inspects and prepares every new piece of equipment received by the City and inspects and approves all equipment for private contractors employed by the City for snow and ice.

Public Services

Traffic/Signs - Signage upgrades continued through this year. The City is transitioning to the prismatic street signs which public roads will bear the City Seal and private roads will just have the name. Crosswalk and parking lot striping is ongoing. Approximately 120 crosswalks were repainted. New equipment was purchased for long line striping.

Roads - The division maintained its 3 man "pot hole" crew throughout the nine month season and ran at least 2 days a week using approximately 10 tons of hot top each week patching pot holes around the city. Brush cutting and sweeper occurred 2-3 days a week.

Trees - With the recent purchase of a bucket truck, the DPW has been able to triple the amount of tree work throughout the City.

Cemeteries - Weekly continued maintenance occurs at city owned cemeteries including mowing, trimming and general clean-up. There is ongoing collaboration with the Cemetery Advisory

Committee in regards to the rehabilitation/restoration of First Parish and Clark Cemeteries. This year the City contracted to have First Parish, Clark, Bayview and Bray cemeteries mowed and trimmed five times per summer.

Fields – The DPW continues maintenance of the city/school owned ballfields which includes but is not limited to mowing, trimming fertilizing. We are also responsible for the marking of all athletic fields for school and community groups. Several projects were completed at Mattos Field including the installations of a new scoreboard, backdrop and team area fences. The men’s bathroom underwent renovations. Plans are underway to install proper field drainage.

General - The DPW continues to work with the Community Development Department with the set-up and break down for the Summer Movie Series as well as the Harbor Loop Summer Concert series. Ongoing assistance is provided with multiple block parties and the annual sidewalk bizarre. We work with the DDC changing out banners throughout the seasons and installing wreaths during the holiday season.

Street Lights - Phase 2 of the street lighting upgrades neared completion. This modification included the replacement of the light fixtures located on the Boulevard and Main Street with state of the art LED fixtures.

Solid Waste and Recycling

The DPW is responsible for the curbside solid waste and recycling collection, and other recycling efforts, for approximately 13,000 households. In Fiscal Year **2018** the total trash tonnage was **6774** tons and recycling tonnage was **3097** tons.

Currently there is a disposal fee associated with recyclables as the market has dropped. In negotiations with JRM, the City was able to secure no disposal fees for recyclables for the life of the contract.

Once again, the City received a Recycling Dividends Grant through the Massachusetts Department of Environmental Protection (DEP) in the amount of \$27,000. These funds were used to enhance our recycling programs. The City was able to offer a second Household Hazardous Waste drop off day. These funds also covered the cost of the mailing of the annual Recycling Brochure. Provided by Change is Simple, waste reduction and sustainability education was offered to all of the City’s fourth and fifth grade classrooms. Change is Simple’s project-based approach transforms classrooms into construction zones and ecosystems, and students into engineers and scientists. This education program is proven to instill values and inspire behavior change. The science of sustainability



makes learning relevant to everyday life: food, water, energy, natural resources and more. An integrated model allows students to apply science, math, English, health and social studies to address critical world issues.

Household Hazardous Waste Days were held September 30, 2017 and April 28, 2018. In partnership with Clean Harbors for the fall event and ACV Environmental for the spring event, the DPW processed over **550 customers**, collecting approximately **7500 gallons of hazardous waste**. As a result, a decline in the amount of hazardous waste that is collected is evident.

The City's compost facility at Dogtown Road was operational the last Saturday of each month. The facility was also opened for six consecutive Saturdays in the spring and six consecutive Saturdays in the fall.

The Drop-off Recycling Center was open the last Saturday of each month. Scrap metal, fluorescent bulbs, mercury bearing products, rechargeable batteries and button cell batteries were collected. Over **1,800 gallons of clean waste** oil in our Automotive Recycling program was collected along with car batteries, oil filters and tires.

Engineering Division

The Engineering Division is housed at the City Hall Annex in the CATA Building at 3 Pond Road. The office is staffed by three full time staff and had three part-time interns over the summer break. The Division's primary responsibility included:

- Reviewed Drainage & Grading Plans under the provisions of the Gloucester Zoning Ordinance at Section 1.3.3;
- Developed and deployed improved Geographic Information System (GIS) in cooperation with the City's Information Services/Technology Department;
- Responded to information requests from the public and other City staff and governmental agencies; and
- Provided technical and administrative support to other DPW Divisions, and to other City Staff, as requested.

Fifty-one (51) drainage & grading plans, plus any number of as-built plans were reviewed and geo-referenced in GIS.

Fifteen (15) assorted site plans, road improvement, and subdivision plans and associated permit applications were reviewed and reported to the Planning Division as part of Planning Board Reviews; the City Council as part of Council Special Permit Submissions; and to the Department of Public Works as part of Utility Connection Permitting.

Assisted the DPW with the licensing of Drain Layers, and the maintenance of the DPW's water & sewer/street opening GIS related permitting system.

Collaborated with the Information Services/Technology Department, and the City GIS Consultant, Applied Geographics, Inc. (AppGeo) to develop and deploy an Electronic Filing Cabinet (EFC), which

is now known as MapGeoDocs, an application in GIS. Continued work with field investigations to verify connectivity of City Utility Data and to scan various archival plans and documents in Engineering Division files, and to link same in MapGeo2 (an application in GIS). Efforts are ongoing to provide online access to infrastructure related data, and worked with our consultant to improve online application *MapGeo2* to allow for easy access for citizens and staff to geographic information about the City and its infrastructure. Between eight hundred (800) and twelve hundred (1,200) visits to our GIS website have been recorded every month. Nearly 30,000 documents (and counting more everyday) were added to our electronic filing cabinet.

Ryan Marques, Assistant City Engineer, designed, developed, and implemented a program to work to clarify data uploaded to the GIS in the area of public utilities, particularly storm drainage, sanitary sewerage, and potable water. Ryan supervised the efforts of our interns and carried-out QA/QC efforts on the interns' data. Ryan also worked closely to coordinate City efforts between both Engineering and IT with our GIS Consultant.

Responded to a number of requests for information or assistance from the Building Department, the Health Department, the Conservation Commission, the Fire Department, the Police Department, the Harbormaster, and various State Agencies.

In addition, DPW staff assisted other City Offices, City Consultants, State Offices, and the public including residents, developers, realtors, contractors, engineers, surveyors, architects, and legal professionals to find records about land and utilities in the City.

Utilities Division

This division is responsible for 150 miles of water main, deep water rehabilitation and upgrades. It also maintains 140 miles of sewer main, 130 miles of drain lines, and over 3,000 catch basins. This year the division purchased a new CCTV (closed circuit television) camera for inspecting all pipes along with its own trailer and computer set up for work in the field.

The Division completed the following in Fiscal Year 2018:

- Flushed (94), pumped (22), repaired (99), replaced (15) and added (3) hydrants;
- Replaced approximately 45 water services and 35 were thawed out during a cold period;
- Replaced 13 main valves as a result of a dozen water breaks;
- Exercised 35% of all gate valves as part of an annual program;
- Upgraded the water pipe feeding the irrigation system at Boudreau Little League field;
- Cleaned 5 miles of sewer lines and CCTV'd an additional 2 miles;
- Repaired 10 sewer mains, replaced 30 laterals, cleaned 381 catch basins, cleaned 35 outfalls, and rebuilt 17 manholes;

- Inspected 107 grinder pumps, cleaned 465 step tanks, pumped out 294 step tanks and repaired 63 step tanks; and
- Replaced or added 500' of drainage pipes.

Joint projects undertaken included:

- Rebuilt the seawall on River Road;
- Rebuilt the seawall on Atlantic Road and replaced a 30" outfall pipe damaged from the March storms;
- Repaired bridge on Walker Street;
- Repaired the Green Belt Walkway on Leonard Street;
- Replaced a culvert on Concord Street with a 15" drain pipe;
- Repaired the seawall on the Boulevard damaged from the March storms which included adding new concrete walkway and grass;
- Repaired seawall underneath the concrete walkway between the Man at the Wheel and the Tavern;
- Managed vegetation and dam reconstruction at Wallace's Dam; and
- Began replacing older water meters and "rf" units while on service calls.

Water Compliance Office

The DPW Water Compliance Office (WCO) is responsible for drinking water supply, treatment, storage and pumping, and wastewater treatment and pumping; water & wastewater permitting and regulatory communication; management of water & wastewater operations contracts; management of water & wastewater capital, planning, and emergency repair projects; the City's cross connection/backflow program; and works closely with other DPW Departments principally on the drinking water distribution system and sewer collection system. The WCO also works with the Community Development Department of water & wastewater related projects and is the DPW Open Space & Recreation Committee liaison.

In 2018 the WCO continued use of Utility Cloud, a web-based application for operation & maintenance contracts, work orders and records management that began in 2016 and was extended to DPW Water, Sewer, and Drain in 2018.

Contract operations, electrical services, and wastewater plant outfall monitoring activities of the WCO in calendar year 2018 included:

- Sewer Conveyance Operation & Maintenance Contract 16118
 - For Septic Tank Effluent Pump Systems (1274) , Grinder Pump Systems (421), and Sewer Pump Stations (29);

- Contract #16118 Awarded to Veolia from 7/1/16 to 6/30/24 (eight years), with two possible single year extensions through 6/30/26; and
- Fiscal Year 2019 (7/1/18-6/30/19)/Contract Year 3 value is \$890,843 and Fiscal Year 2018/Contract Year 2 value was \$869,411 that is a 2.4% increase.

- Water & Wastewater Treatment Operations & Maintenance Contract 17065
 - For Wastewater Treatment Plant, Water Treatment Plants (3), Water Pumping Stations (3), Water Storage Tank operation (3), and water distribution sampling;
 - Contract 17065 awarded to Veolia from 11/1/16 to 6/30/24 (eight years) with two possible single year extensions through 6/30/26; and
 - Fiscal Year 2019 (7/1/18 to 6/30/19) / Contract Year 3 value is \$4,491, 063 and Fiscal Year 2018/Contract Year 2 value was \$4,344,266 that is a 3.3% increase.

- Water & Wastewater Electrical Services
 - The WCO developed the RFP and bid this work to support the WCO and contract operations contracts since 2016 and is being rebid in December 2018 with an estimate value of \$150,000;
 - Wastewater Plant Treated Outfall Monitoring;
 - National Pollution Discharge Elimination System (NPDES) permit requires this monitoring to support the 301(h) secondary treatment plant waiver;
 - Contract 18120 from 3/1/18 to 2/28/21 was awarded to Allan D Michael & Associates;
 - The Fiscal Year 2019 (7/1/18-6/30/19) /Contract Year 2 value is \$148,789 and Fiscal Year 2018 (3/1/18 - 6/30/18)/Contract Year 1 value was \$50,010; and
 - This contract will be rebid early in 2021.

Capital Upgrades, Planning Projects and Emergency Repairs

Blackburn Industrial Area Sewer Conveyance Upgrades - This project was 90% complete as of 12/1/18, which included the full rehabilitation of the Blackburn and Heritage sewer pump stations, relaying of 600 feet of the Harrison Avenue sewer, and the cast in place lining of the remainder of the 1948 clay pipe Harrison Avenue sewer. The City received a Federal EDA \$555,000 grant and the city appropriated the full anticipated match amount of \$555,000. However, bids came in high, engineering cost increased, and the contract add alternate for cast in place lining the Harrison Avenue did not come in within budgeted amounts so the appropriation was increased to \$884,500. Engineering design and construction administration costs were \$242,200, which included an additional \$20,000 in construction administration. There haven't been any contractor change orders to date, but there will be at least one, that should be within

project contingency allocations. This contract is anticipated to be complete in January 2019 and closed out shortly after that.

Gloucester Avenue and Breezy Point Upgrades CWSRF 4112 - As of 12/1/18 this project was 90% complete which included a full rehabilitation of these two sewer pump stations. Bidding prices came in higher than anticipated and with an increase in engineering cost the City appropriation was increased from \$1,300,000 to \$1,575,000. The project is included in the Clean Water State Revolving Fund (CWSRF) with low 2% interest rate for construction costs. This contract is anticipated to be complete in January 2019 and closed out shortly after that.

Goose Cove & DPW Pump Stations and Bayview Odor Control Station CWSRF 4144 - In August 2016 the City submitted an application, and was accepted, for project support from the DEP Clean Water State Revolving Fund (CWSRF). CWSRF funding included a low 2% interest rate for construction costs and over \$400,000 in principle loan forgiveness anticipated as an environmental justice community in a good year for Gloucester. The project included full upgrades at the DPW & Goose Cove sewer pump stations (SPS), Bayview bioxide dosing station, a new vector dumping pad, and increasing the sewer capacity by replacing existing 8" clay sewer with a 15" PVC sewer line from the Babson WTP to the DPW SPS on Poplar Street. The City appropriated \$4,950,000 for the project on 6/28/17, and it was designed, bid, and awarded on 6/26/18. As of 12/1/18 the vector pad construction is well underway and the Poplar Street sewer upsizing is just in progress. The station work is anticipated to begin in late winter/spring 2019, with full project completion in 2019.

Beacon Marine & Parker Street buildings; and Finch Lane, Corliss Avenue, and Thurston Point Fats, Oils and Grease (FOG) Control - A CWSRF application was originally submitted in August 2017 for these sewer pump station upgrades, the project was accepted in the CWSRF program, and the city appropriated \$1.5M on 7/12/18, which was past the program 6/30/18 deadline. The City requested the DEP to include the project in the program despite the missed local funding deadline, which was accepted by DEP. However, the DPW must rebid on call engineering services, and the DEP requested that the project be resubmitted in August 2018 for reconsideration in the CWSRF 2019 program. It is anticipated that the project will be included in the CWSRF program by January 2019. Once the on-call engineering services is bid that consultant can start on design right away as the City funding is in place. It is anticipated to award this contract in the fall of 2019 and construction completed by the end of 2020.

Mass. Coastal Zone Management Resiliency Grant - With Community Development lead, the WCO assisted with an application that was accepted for a Massachusetts Coastal Zone Management Resiliency Grant for an engineer to design and prepare bid specifications for infrastructure improvements at five of its most vulnerable pump stations. The value of the grant is \$97,500 with a 25% local match that can be cash or in-kind contributions or a combination of the two. With the engineer under contract at the beginning of November, the WCO will take the lead on managing the design effort, and it was hoped that construction can follow with bid documents available at the time of the next grant cycle application. However with the 2018 winter storm flooding the

Community Development Department deemed flooding at the High School as a higher priority and the stations have design and bid documents ready without funding.

Sewer Pump Station SCADA Addition - The DPW is adding SCADA and remote visibility at the Beacon Marine, Hartz Street, Good Harbor, Thatcher, Parker, and as well as the Harbormaster Office to obtain a Gloucester Harbor water level. The DPW's goal is to add SCADA controls as work is done at each station; however, during the winter 2018 storms it was determined that these stations are all part of the flow issues with the City's main Rogers Street sewer interceptor and more data including salinity from these stations is important for understanding the whole flow and level dynamics especially during extreme storm events. The WCO has handed this project off for DPW Engineering to put together a bid package for control panel production (Stantec design), electrical installation, and SCADA integration.

Wastewater Treatment Plant (WWTP)

Odor Control Biofilter Media Replacement - The DPW performed biofilter material (wood chips and compost) excavation and replacement during November - December in 2017. While performing flow balancing operations Veolia in February 2018 discovered considerable flow restrictions. The DPW flooded the entire biofilter with water and used compressed air on the laterals that cleared the flow restrictions and operations returned to expected flow rates and pressures. The City's Control Engineer brought the biofilter system into the overall plant SCADA system with flow and pressure alarms. Additionally, trends of system airflow, operating pressure, and system alarms were added to the WWTP SCADA system. In early spring 2018 a Veolia subcontractor installed a new biofilter irrigation system using PVC pipe, which does not operate from late fall to early spring. Veolia also updated standard operation procedures and maintenance is scheduled in Utility Cloud. The DPW solicited material cost that were \$33,050 for biofilter material and \$3,600 for washed pea stone that is required after two media changes. The City should plan for material replacement in 2023 in five years' time. 2014 contracted cost for media removal and replacement was \$100,000 without pea gravel. This project was subject to a DEP enforcement action, which has been fully addressed.

Clarifier Emergency Repairs - In 2016 both WWTP clarifiers were found to have significant corrosion above the liquid levels that required immediate action. The repairs were designed, bid, and completed in early 2017. However, during a fall 2017 inspection Veolia found significant corrosion on new painted steel and new connecting hardware had been coming loose. Warranty repairs began in late winter 2018 and were completed in the summer of 2018.

WWTP Sludge Press Drain Emergency Repairs - In 2018 the City received a DCAMM waiver for an onsite contractor to perform this work to replace rotted cast iron drains with PVC pipe. The original contract value was \$183,407.53, plus a \$29,557.47 change order to add an outside cleanout manhole for a \$212,965 total cost, that was mostly funded with remaining funds from the emergency clarifier work. If the drain line failed the sludge dewatering filter presses could not have been operated and un-pressed liquid sludge would have had to have been trucked off site at considerable additional expense to the City. The work was completed in summer 2018 and is fully operational. With PVC pipe it should last much longer than cast iron pipe that is very susceptible to corrosion in this application.

CWSRF 2019 WWTP Upgrades - The WCO submitted a Clean Water State Revolving Fund (CWSRF) funding request to DEP on 8/24/18 for WWTP upgrades that include replacement of the hypochlorite disinfection system and other miscellaneous plant repairs. Estimated project costs are \$1,350,000 and funding was requested in a memo from the DPW Director to the Mayor on 10/23/18. The DPW is awaiting DEP CWSRF program acceptance. One of two hypochlorite tanks leaks and was taken off line and the concrete containment area leaks as well. Veolia has brought in a rental double wall tank to enable full chemical deliveries and provide for the out of service leaking tank.

Public Water System Upgrades

Haskell Dam Upgrades - Phase 1 & 2 upgrades to the 112 year old dam were completed in 2018 that included a new spillway, yard valves and piping, intake house valve replacement and rehabilitation, and embankment clearing. The City has appropriated \$1.8M for this project and has received a \$0.5M grant and \$0.5M low interest loan for the Massachusetts Executive Office of Environmental Affairs (EEA) Dam & Seawall Program. The full project design was funded by an EEA \$175,000 grant in 2015. The City was able to apply a Phase 2 EEA grant of \$0.5M to add this work to the Phase 1 contract by change order. Subsequently the EEA asked if the City could use an additional \$0.25M grant and the answer was yes. The City appropriated an additional \$0.5M to be able to accept the EEA \$0.75M total grant. Considerable Haskell Dam work remains, totaling as much as \$5M, which is required for the design event storm and earthquake stability compliance. The City unsuccessfully sought US Department of Commerce Economic Development Administration (EDA) 50% match grant and applied for an additional \$3M grant from the EEA. The City will have the remaining work bid documents ready and the remaining work will be shovel ready in need of a major grant to help the City supplement local funds for this reservoir that provides up to 1/3 of the City's reservoir supply annually.

Babson Water Treatment Plant Filter Backwash Residuals (Sludge) Lagoon Cleanout - The lagoon cleanout began in late 2017 and was halted because of below freezing temperatures and was completed in the spring of 2018 at the bid price of \$77,000. Normally the lagoon requires cleaning out on a three-year interval; however, the DPW, as a part of the DPW & Goose Cove SPS project, is increasing the sewer size from the Babson WTP to the DPW SPS from 8" to 15". Once on line with the DPW SPS upgrades Babson lagoon surface water discharge and discharge NPDES permitting will no longer be necessary as all sedimentation basin and filter backwash residual waste (sludge) will now go to the Alewife Brook. The DPW was having elevated aluminum levels in the lagoon discharge, as do many other similar plants in the state, that was often in NPDES permit violation. DEP and the EPA are working with those other communities on the NPDES aluminum plant discharge issue that has some controversy within the regulated community.

Babson WTP Emergency Upgrades DWSRF #4460 - In a 5/23/18 letter the DPW sought DEP Emergency State Revolving Fund (SRF) Program acceptance of this project to install a new raw water control vault, eel control vault, two flow meter vaults, replacement of the emergency generator automatic transfer switch, and chemical room unit heaters under the. The DPW also communicated the need to the Administration and City Council as \$1.5M was appropriated for this

project on 7/13/18. DEP accepted this project on 7/24/18 under Emergency SRF. Currently the bid documents are under DEP review and the City hopes to open bids on 12/21/18 and be substantially complete by 6/1/18. These upgrades will help reduce the risk that equipment failure associated with this project could interrupt the City's water supply. This almost occurred in January 2018 when during a severe winter storm with power loss the influent WTP actuated valve failed and raw water made it all the way through the plant to the clearwell. Fortunately, operation had recently switched from the West Gloucester WTP and the contract operator was able to return there, otherwise the entire Babson WTP would have to be drained, refilled with proper chemical dosing, and pass a bacteria test from the clearwell before it could produce potable water again.

Babson HVAC Upgrades - The DPW submitted a DWSRF application for this project on 8/24/18, which included the replacement of the entire water treatment plant HVAC and plumbing systems. Estimated project costs are \$1.5M which were requested in a memo from the DPW Director to the Mayor on 10/23/18. Most of the Babson heating system is original late 1960's construction and in very poor condition. Normally the Babson WTP is operated in winter months and if the temperature in the chemical room falls below 60 degrees Fahrenheit several of the chemicals will gel and no longer be able to be pumped, thus the plant cannot operate. As such, a new heating system as was installed at the West Gloucester WTP in 2013, is of critical need at the Babson WTP. The DPW will move ahead with the project with or without DEP SRF support.

Reservoir Intake House and Raw Water Valve Upgrades - The DPW submitted a DWSRF application for this project on 8/24/18, which includes upgrades at the Goose Cove, Dykes, and Wallace Reservoir intake houses and valve replacements and replacement of all reservoir transmission main valves that are at least 50 years old. As none of the intake house valves are operable and transmission main valves have not been routinely operated the fear is that a pipe break without the ability close valves could lead to the drainage of a reservoir and potential discharge damage. Estimated project costs are \$1.15M year 1 and \$1.15M year 2, which were requested in a memo from the DPW Director to the Mayor on 10/23/18.

DCR Trails Grant - The DPW received a Massachusetts Department of Conservation and Recreation (DCR) \$50,000 trails grant with a \$70,000 DPW match in labor and equipment to mark interconnected trails at the Haskell reservoir, Red Rocks, and Lawrence Mountain; and create public parking area access at Fernwood Lake and Lawrence Mt. Road.

Reservoir Dam Embankment Vegetative Management - The DPW was cited by DEP in their most recent 2017 Public Water System Sanitary Survey for a deficiency in maintaining no woody vegetation of water supply reservoir dam embankments. The DPW undertook work at the Wallace Reservoir and has long hoped to move to the Goose Cover reservoir, in 2018 but has been delayed.

Reservoir Supply Dam Inspections - The WCO set up a three year contract with Pare Corporation to satisfy DCR Office of Dam Safety inspection requirements. Cost are Fiscal Year 2018 \$25,450, and Fiscal Year 2019 \$52,000, and Fiscal Year 2020 \$24,375.

Klondike WTP Reservoir Earth Berm & Overflow Weir - The DPW's dam consultant is designing an earth berm and overflow weir that will provide surface water separation from the pond opposite the

Klondike reservoir that borders an auto salvage yard. The WCO recommended to the administration that the Klondike WTP not be operated until the surface water separation measures are in place to mitigate the risk of possible contamination to the Klondike Reservoir. The design plans are for DPW to perform the construction and the DPW Director requested \$200,000 funding in a memo from to the Mayor on 10/23/18. It is hoped this work will be completed in 2019.

Planning Projects

Public Water System Asset Management / Master Plan Update - On 8/24/18 the DPW submitted an application to DEP SRF program for an asset management grant to update the 2013 draft master plan and perform asset management looking at all equipment to project what level of maintenance and replacement work will be needed and when. The application included an update of the distribution network unidirectional flushing program and integration in Utility Cloud operations software.

Wastewater & Stormwater Utility Assessment and Master Planning CWSRF 4181 - The contract was executed on 11/24/17 and this multi-year \$1.2M project is well underway. It is also included in DEP's CWSRF Program. The City will be generating Utility Master Plans for comprehensive wastewater and stormwater systems asset management. The City plans to use the assessment and master plans to verify assets condition for a basis for management, establishment of priority upgrades, and meet wastewater and stormwater NPDES requirements, and protect public and environmental health by reducing Sanitary Sewer Overflows (SSOs) at the wastewater treatment plant and pump stations and minimize any treatment bypasses. The City will use the master plans to prioritize, plan and execute, necessary capital projects and plan for future upgrades.

Existing Wastewater Plant and Secondary Treatment Evaluations - The City has been working with DEP and EPA on the hopeful extension of the wastewater treatment plant secondary treatment plant NPDES permit waiver. It is anticipated that the City will be moving towards an integrated plan for all the City's water supply and environmental infrastructure that identifies all needs and priorities moving forward beginning in 2018. The DPW applied existing plant and secondary treatment with DEP and is still awaiting on acceptance SRF asset management grant on 8/24/18. The EPA & DEP had the City using the above project funds to fund this work which began on 9/22/18 to be completed by summer 2019.

EEA Watershed Resiliency Project - Initiated by the Community Development Department the WCO has supplied considerable data for this grant project with a 25% DPW match.

Engineering Projects

Fernwood Reservoir Dam Evaluation - The DPW dam consultant is currently evaluating the status of the Fernwood Lake Dam to make recommendation for future actions. It is an emergency supply water source that requires special sampling and persimmon from DEP to be used. It has a small storage volume of 35 million gallons that could only meet city summer demands for 6 days and the water has very high levels of organics that make it difficult to impossible treat for use as potable water. Dam structures are in poor condition and extension vegetative maintenance is required.

On Call Engineering Services - DPW Engineering is assisting the WCO with this effort.

Cell Carriers at Plum Cover Water Storage Tank - DPW Engineering is assisting the WCO with this project.

Facilities

General Work Orders - Over 1000 work orders were submitted and 972 have been completed and closed this year (Schools, Fire, City Hall, etc.).

Fire Stations – A new overhead door was installed at Magnolia. Exterior renovations were completed at Bayview, Magnolia and West Gloucester. Rehab of Headquarters dispatch including security and access control.

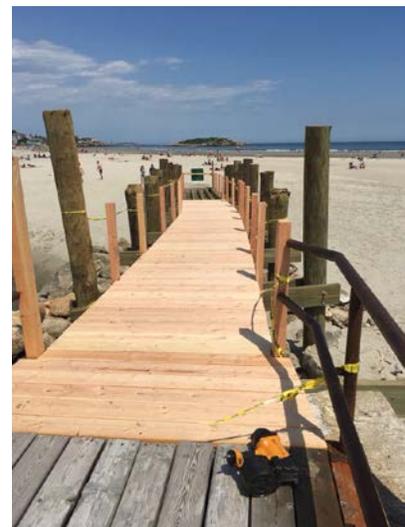
Police/District Court - Painting of various offices and spaces.

Public Works - Construction of new Storm Operations Center (Base 1) and the installation of access Control and security cameras on Public Works campus

Schools - Installation of new security locks throughout Beeman and Plum Cove. Installation of new Entry doors at Beeman and Plum Cove. Completion of new Fire Alarm Systems at GHS and O'Maley. New Chiller piping/pumps at O'Maley (\$171k). GHS Roof and HVAC upgrade nearing completion.

Talbot Rink - The Talbot rink continues to operate at a slight annual profit generating an average of \$300,000 annually. The rink officially opens the weekend after Labor Day with women's hockey tournament and operates till the end of May. The rink is home to Cape Ann Youth Hockey, Cape Ann Figure Skating Club, Gloucester High School Boys and Girls Hockey programs, Rockport High School Hockey program and the O'Maley Middle School Hockey program. During the hockey season the rink opens at 5:00 a.m. weekdays for Rockport's 5:30 a.m. hockey practice followed by the O'Maley team at 6:30am. Practices for the High School commence at 2:30-2:45 running until either 5:00 or 6:00 p.m. at night followed by CAYH, CAFSC and several men's hockey leagues. Weekends the rink is in operation from 7:00 a.m. to as late as 10:00 p.m. with hockey, figure skating, public skating, birthday parties and fund raising events. In December, the O'Maley Middle School Administration decided to renew its health and physical education program at the rink by offering skating on Tuesdays and Wednesdays throughout the winter months.

Snow and Ice - The winter storms of 2017-2018 were something to remember as we were hit with several major nor'easters. In January the City experienced some major flooding in several locations due to an unusually high storm surge and heavy winds. The month of February gave false hope that winter was over as the City was hit again in early March with back to back storms that also experienced severe flooding.



Several areas of the City experienced severe damages which included the Magnolia Pier, Good Harbor Beach Footbridge, the back shore, the seawall at Stage Fort park alongside Cressy beach, New Balance Stadium and Shore Road. The City is currently working with FEMA for reimbursement for much of the storm damage.

The DPW continues to try and improve its snow plowing and removal process. Once again this past winter the City hired a general contractor to take care of all School parking lots and several municipal parking lots which include St Peters, Gloucester House, Fitz Hugh Lane, Police Station, and Pleasant St/Warren St lot to name a few.

This past winter the DPW utilized a contractor management program designed for all types of emergencies. The system tracks all vital information and then compiles any and all reports needed by MEMA or FEMA for reimbursement.

Beach Operations - Beach revenues were strong again this past summer as the City brought in just over \$1.9 million between the Good Harbor, Wingaersheek and Stage Fort Park parking lots. Each month throughout the summer, with the exception of August, brought in more revenue than the previous summer.

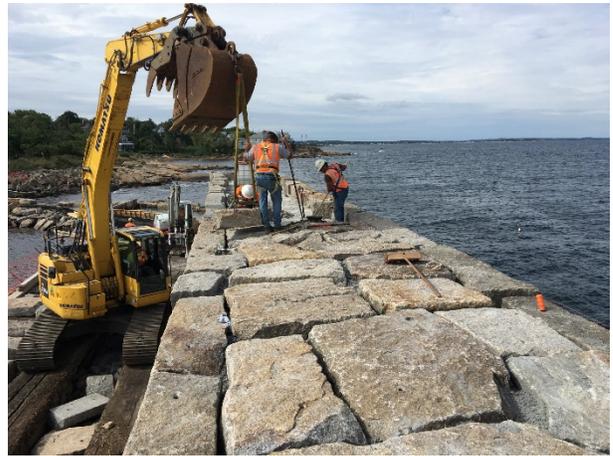
The parking lots are open to the public from April 1 to October 31 and fees are collected being as early as the week before Memorial Day through mid-September.

The beaches and the parking lots are staffed with seasonal help consisting of Lot Supervisors, Lot Attendants, and Lifeguards. The age of the staff ranges from High School students to College students to retired individuals.

Staffing at Good Harbor and Wingaersheek generally consists of 1-2 Lot Supervisors and 5-7 Lot Attendants while at Stage Fort the staffing consists of 1 Lot Supervisor weekdays and 1-2 on weekends. For special event at Stage Fort park such as the Waterfront Festival, Blues Concert, Country Fest and several others additional staffing is brought in to help park the cars.

The largest group of seasonal employees is the lifeguard staff, which ranges from 30-35 guards per season consisting mainly of High School and College students. Guards arrive on the beach at 9:00 a.m. and are there until 5:00 p.m. monitoring the water and providing first aid. All guards are CPR/AED/First Aid certified and there are AED units' at all three locations. Good Harbor and Wingaersheek are staffed daily with between 7-9 guards from opening day through Labor Day weekend. Stage Fort Park is staffed with 1-2 guards from Memorial Day weekend through Labor Day weekend while Niles and Plum Cove are staffed with 1-2 guards from approximately June 16 through Labor Day weekend. As the staffing begins to thin out in August the guards are pulled from the smaller beaches back to Good Harbor and Wingaersheek which are much busier.

Resident only Beach Sticker vouchers are available at all three lots from opening day through the end of June. If your vehicle is registered in your name in Gloucester you can pay for your sticker at the gate and receive a voucher to use temporarily. Your sticker will be mailed to you within 7-10 business days. Beginning in the spring of 2019, due to increased traffic at the gates starting in mid-June, the vouchers will only be available from opening day through June 16, 2019.



In an effort to reduce the amount of trash left behind in the parking lots and on the beach at Good Harbor and Wingaersheek the DPW tested adding barrels to each location on the weekends. Two to three barrels were placed at the end of each boardwalk, on the parking lot side Saturday mornings and were emptied between 4:00-5:00 p.m. Saturday and Sunday afternoons. The barrels were emptied and collected on Monday mornings before being stored at the DPW for the week. This significantly reduced the amount of trash found in the parking lots and on the beaches Sunday and Monday mornings. The DPW will continue this new process during the summer of 2019.

Other Projects

Middle Street Paving - New sidewalks and road paving on Middle Street from Center Street to Washington Street.

Maplewood Avenue Paving - New sidewalks and road paving on Maplewood Avenue from Poplar Street to Prospect Street.

Lane's Cove Seawall Rehabilitation - Rehabilitation of the Lane's Cove Seawall which had been heavily damaged over the past few years by several winter storms began in April 2018 and is ongoing.





FIRE DEPARTMENT

The mission of the Gloucester Fire Department (GFD) is to protect life, property, and the environment by providing prompt and professional fire protection, fire prevention, EMS, and public education services to the citizens and businesses of our community.

Community

The GFD is a career based full service municipal Fire Department serving the City of Gloucester. The community population, according to the 2017 Census Bureau estimate, is 30,172 full-time residents with an increase in the summer population of an additional approximately 50,000 people.



Eric L. Smith
Fire Chief

The geography provides a total area of 41.5 square miles of which 26.2 square miles are land and 15.3 are water covered at high tide. The Annisquam River separates the “island” from the “mainland” with access limited to one fixed bridge (A. Piatt Andrew, Rte 128), one draw bridge (Blynman Canal Drawbridge), a Commuter Rail draw bridge and numerous landings, docks and piers both in the Harbor and scattered around the island. This geography creates serious challenges to meeting National Fire Protection Association (NFPA) response times for Fire and Emergency medical services (EMS) emergency calls for service.

Department

The GFD is currently comprised of 76 uniformed and 3 civilian employees operating out of four Fire Stations. The stations are geographically positioned throughout the community at the following addresses:

- Headquarters - 8 School St.;
- West Gloucester - 33 Concord St.;
- Bay View - 891 Washington St.; and
- Magnolia - 30 Fuller St.

On a daily basis, four Engines, one Ladder Truck, two Rescue Squads and one Command Car are in operation. In reserve are two Engines, one Ladder Truck and two Rescue Squads. Additional vehicles include four Administrative Cars, one Aluminum boat and one Zodiac raft.

Activities

In Fiscal Year 2018, the GFD responded to 5,328 incidents. That represents 147 more calls, or a 2.5% increase, from Fiscal Year 2017. Most of the calls, 63%, were for EMS excluding vehicle accidents with injuries. The total number of fires in Fiscal Year 2018 was 85, with no civilian deaths, one civilian injury and 11 fire service injuries. Property loss due to fire decreased from \$3,140,600.00 in Fiscal Year 2017 to \$1,447,850.00 in Fiscal Year 2018. Data indicates that the dollar loss per property has slightly decreased which is a reflection of firefighting activities saving additional property on a fire-by-fire basis. The overall decrease in fires and fire losses *may* be an indicator of the impact of improved Fire Prevention, Inspections and Code requirements on the community and fire safety. It is far too early for any accurate conclusions to be drawn from this raw data until the United States Fire Administration and the Department of Fire Services (DFS) analyzes the data and provides their conclusions.



Centennial Avenue

Major factors contributing to keeping fire losses of life and property at a reasonable level included:

- Operating all four fire stations due to the reorganization of the department;
- Providing Fire Prevention Education in our schools and senior centers through funding provided by SAFE and Senior SAFE grants from the DFS;
- Coordinating proactive “In-Service” Company Inspections of commercial properties, businesses and multifamily (6 or more) residential housing units;
- Increasing Inspections, 1,412 in Fiscal Year 2018, which is a 24% increase from Fiscal Year 2017, by the Fire Prevention Division with the aid of On-Duty Officers;
- Improving public outreach through various efforts to keep the public better informed about Fire Prevention and safe practices in their homes and businesses; and
- Staying connected to the community through vigorous public relations efforts to provide information and education on safety.

Grant and Training Funding Received

The GFD received several grants and funding totaling **\$538,647.00**, which augmented City funding, for equipment, training and education. These funds represent a 9% increase from Fiscal Year 2017 and an amazing 46% increase from Fiscal Year 2016.

Grants and funding included the following:

- Assistance to Firefighters (AFG): two grants, one for a new Rescue unit and one for Stretcher Loading systems in the remaining three rescue units - \$515,499.00;
- SAFE & Senior SAFE for Fire Prevention and Safety education- \$6,923.00;
- Emergency Management Preparedness Grant (EMPG) - \$6,460.00;
- Northeast Homeland Security Planning Regional Council (NERAC) - \$6,265.00; and
- Community Emergency Response Team (CERT) - \$3,500.00.

Revenue Generated

In Fiscal Year 2018, the GFD generated **\$1,621,701.00** in revenue, a 10% increase from Fiscal Year 2017. \$87,789.00 in revenue was generated from Permitting, Fees, and Inspections and \$1,533,912.00 Emergency Medical Services.

GFD Funding

Funding for the GFD totaled **\$2,160,348.00**, representing a 10% increase from Fiscal Year 2017.

Department Expenses

The Fiscal Year 2018 budget for the GFD was **\$8,797,771.00**. After deducting the \$2,160,348.00 generated by Fire Department Activity the actual expenses incurred for around the clock operations of the Department amounted to **\$6,637,423.00**, 3% less than Fiscal Year 2017.

Recognition

The GFD was proud to have been recognized nine times for Life Saving and Outstanding Services in Fiscal Year 2018.



HARBORMASTER

It is the Harbormaster's duty to promote the responsible use of all waterways in the City limits of Gloucester through public education and the enforcement of all local, state, and federal environmental laws. The Harbormaster is charged with responding to distress situations; ensuring safe navigation through the City's waterways; overseeing maintenance of the waterways; and law enforcement



Thomas P. Ciarametaro, Jr.
Harbormaster

Over the last year, the Harbormaster's Department has continued to review its budget, revenue, and expenditures in order to increase its efficiency. As a result, many adjustments have been made to the Department's day-to-day operations that have resulted in conducting business in a more cost effective and efficient manner. The primary singular goal of the Harbormaster Department is to expand revenue opportunities and provide the best level of service to residents and all boaters who visit our port.

Every season presents different challenges for the Harbormaster's Department. The port saw an overwhelming increase in recreational boating this past summer and the Department was able to meet the boaters' needs. After three seasons as Harbormaster, TJ Ciarametaro had conducted a top-to-bottom review of the Department and has implemented much needed changes. As with most things, however, there remains more work to do.

Mooring Info

This year, the Department launched Mooring Info, an online web-based application that not only revolutionizes the way in which daily business is conducted but has allowed the Department to operate paperless. Further, all of the billing which includes over four thousand annual permits and waitlist fees is now payable online. This saves countless hours of work and thousands of dollars in mailing fees. Mooring Info also tracks federal grants (e.g. Clean Vessel Act), legal documents (law enforcement action reports), incident reports, asset management, and legal daily logs. Mooring Info has quickly become a critical tool for the Department and the public. We are optimistic that after a full billing cycle with this software, data will show an overall increase in revenue and reporting.



Port of Gloucester – A premier destination

In the past, the port of Gloucester has lagged behind other comparable ports and boaters have been passing us by. This is no longer the case. The Harbormaster’s Department, with the help of Discover Gloucester and in collaboration with the Community Development Department, has successfully attracted a record number of visiting boaters and, as a result, has become one of New England’s premier stops for boaters. Additionally, the City’s two federal anchorages booked just over thirteen hundred visiting boaters to City-owned transient moorings. This is a 200% increase in City mooring rentals since 2015 and another four to six hundred boats are expected to anchor in both designated locations within Gloucester harbor in the near future. Finally, there was an increase in the number of motor and sailing yachts who entered Gloucester Harbor with some flagged as far away as Holland and some as large as 156 feet.

DOCKWA

This year marks the second full year of implementation of the online reservation system “DOCKWA.” The Harbormaster’s Department went from an average of \$15,500 dollars in annual revenue (Fiscal Year 2015) from transient mooring reservations to nearly \$44,100 dollars in the 2018 boating season.

Recognition

Gloucester continues to hold a 4.8-star rating on Marinas.com and also continues to have very favorable ratings on boating sites Active Captain and G-captain. Marinas.com and Northshore Magazine recently published an article placing Gloucester on the top 10 list of places to visit by sea in Massachusetts for the second year in a row!

Moorings

Over the last three boating seasons, Harbormaster personnel has conducted extensive mooring surveys computing the actual latitude and longitude of each mooring. This has allowed the Department to map out all of Gloucester’s mooring fields and provided the ability to expand them. With the help of new digital software and GIS mapping, all of the City’s moorings are mapped and at 97% location accuracy (this information can be view by the public on the City's website under Harbormaster).

Shellfish Department Merger

During the past year, the Gloucester Shellfish Department was merged into the Harbormaster’s Department. This has provided new efficiencies for the public and the execution of both



Department's duties. The Shellfish Warden and the Shellfish Warden's Assistant, through additional training and increased enforcement, were very successful in targeting shellfish diggers who were operating without permits. As a result, the Department issued more than five thousand dollars in fines and educated numerous members of the public regarding the dangers of digging in closed areas and digging up seedlings. Commercial diggers have noted this improved level of monitoring, enforcement, and education and are acting accordingly.

Budgeting, deficits and aging equipment remain one of the main focuses of the Department. City-wide special events and large numbers of boaters have taken their toll on Department equipment. Planning is underway to request funding to update the older equipment or acquire new equipment which will allow the Department to continue to support the public as they enjoy the City's harbors and resources.

Tremendous strides have been made in moving the Harbormaster's Department forward but the work continues. The Gloucester Harbormaster's Department will continue to work to make Gloucester's port stronger and more attractive to visitors, residents and recreational boaters by constantly improving Gloucester's waterways and shaping them into one of the premier destination stops on the eastern seaboard.

HEALTH DEPARTMENT

The Mission of the Gloucester Board of Health and Health Department is to promote physical and mental health, and prevent disease, injury and disability in the City of Gloucester.

Employing a comprehensive range of skills and a dedicated team of public health professionals, effective services are provided to improve the quality of life of Gloucester residents.

The Gloucester Board of Health consists of five (5) knowledgeable citizen volunteers who are appointed by the Mayor and approved by the City Council for (3) three-year terms of service.

As statewide leaders in public health programming, the Gloucester Board of Health and Health Department have spearheaded issues such as:

- Providing annual vaccination clinics for influenza and pneumonia prevention;
- Coordinating partnerships that promote regional active living and healthy eating initiatives;
- Providing dental care with a focus on children's long-term oral health;
- Participating in regional public health preparedness coalitions.
- Disseminating public health education on a range of public health topics including 32 print articles, 4 cable television shows including a segment on summer health with the Mayor and, 720 Facebook posts with over 500 followers;
- Preventing, harm and more recently, understanding the role of trauma in the disorder;
- Enforcing state and local environmental health regulations and policies; and
- Utilizing inspectional services to ensure safe food, water, homes and beaches.



Karin Carroll, MPH
Public Health Director



Public Health
Prevent. Promote. Protect.
Gloucester Health Department

Dedication to Service

The strength of the Department continues to be its staff of dedicated individuals, who collectively have provided almost 100 years of service to the City.

In Fiscal Year 2018, the Gloucester Board of Health convened **12 public meetings** of the full Board, where **34 items** were discussed not including standing agenda items such as review and approval of minutes, public oral communication and discussions regarding concerns of the Board. The Board

championed several community outreach efforts regarding lead in drinking water in response to recent water testing at all schools.

The Board’s **Septic Review Subcommittee**, chaired by Board member Fred Cowan and attended by fellow Board members Robert Harris and Joseph Rosa, **met 12 times** to review **32 items**.

Environmental Health: Onsite WasteWater Systems

Many Gloucester properties are serviced by the municipally funded, sanitary sewer system.

However, approximately 3,000 privately owned septic systems remain. Their design approval, installation and operational maintenance remain under the regulatory oversight of the Health Department.

Since the upgrading of onsite systems can be expensive, the City, through funding from the Massachusetts Department of Environmental Protection, offers interest-free, 15-year, transferable loans to eligible homeowners that can cover the full cost of the upgrade.

Process	FY 2018
Soil evaluations witnessed	40
System or site variances were addressed	2
Title 5 System Installations Inspected	56
Title 5 Reports Reviewed	71
System Plans Reviewed	41

Beach Water Quality Testing

Gloucester has several beautiful beaches that provide enjoyment to the residents and visitors every summer. In accordance with Massachusetts Department of Public Health regulations, all Gloucester public beaches are regularly tested from June through September for compliance with state safety standards.

Given the popularity and extended- season use of our beaches, the Health Department performs additional water quality testing beyond those paid for by the State. Each beach is tested for *Enterococci* bacteria. Should a beach exceed the 104 Enterococci colonies per 100 ml of marine water, they are required to close.

Beaches tested by the Health Department included: Good Harbor; Wingaersheek; Niles; Plum Cove; Half Moon; Cressy’s; and Pavilion.

In Fiscal Year **2018**, 69 tests were performed with 5 exceedances and 1 closure.

Housing and State Sanitary Code

The Department ensures the safety and sanitary requirements for all rental housing units, recreational campgrounds and Gloucester-based hotels, motels and inns. Rental unit inspections are performed, at minimum, every six years and the number of inspections performed each year can vary accordingly.

Process	Fiscal Year 2018
Rental Inspections*	226
Lodging/Hotel/Motel Permits	16
Public Campground	1

*Figure includes biennial inspection of units at the Heights Cape Ann.

Retail Food Service Establishments: Preparation and Sale

The Health Department takes its responsibility to ensure food is prepared properly and served safely at all restaurants and events.

Using State and Federal regulations, the Department inspects and licenses food stores, restaurants, caterers, mobile food vendors and temporary events where food is served. Inspections for the over 300 permittees occur twice per year, with follow-up inspections performed as needed. All **43 food complaints** received by the Department were investigated.

Process	Fiscal Year 2018
Inspections Performed	300
Complaint Citations	43
Stores	67
Caterers	9
Food Service Establishments	134
Residential	12
Mobile Food	33
Temporary Food	38
Frozen Dessert	7
Total	643

Tobacco Sales and Control

In Fiscal Year 2018, there was discussion and adoption of changes to the Board of Health’s regulations restricting the sale of flavored tobacco to minors.



The Health Department continues its partnership with the North Shore/Cape Ann Tobacco Alcohol Policy Program to conduct regular compliance checks of all establishments permitted to sell tobacco products in Gloucester. In Fiscal Year 2018, **33** establishments were checked and **2** were found in violation of regulations. This near perfect compliance with the law is a tribute to the Board's commitment to protecting youth. The Department Staff have worked closely providing training to tobacco retailers on youth access laws, local regulations, and emerging products.

Complaint Investigations

In Fiscal Year 2018, **over 93 complaints** were received, either by phone, or in person, and investigated by Health Department staff.

These complaints included, but were not limited to: housing; food service establishments; water quality; odors; trash; rodents; chemicals; drainage; demolition; property use perceived as being inappropriate; presence of lead; asbestos; leaks/dampness; concerns re: respiratory, skin or internal conditions; hoarding; bed bugs and other pests.

Complaints can be registered with the Department through the City’s SeeClickFix online system, available on the City website, or through the department’s written complaint form. Health Department staff

established a new protocol for reviewing, tracking and following up on all complaints until resolved.

Other Permits

The Health Department is responsible for providing inspections and complaint investigation services for a number of businesses and activities whose work intersects with best interests of overall public health protection.

Most permits are annual and all require an inspection by a trained health agent, who ensures that the facility, equipment and staff meet the regulatory requirements of the City and state. In addition to permits specific to the Health Department, staff have also reviewed **490 buildings permits** for compliance with health codes.

Animal Inspections

The Animal Inspector implements measures to protect against the spread of disease in situations involving animal to human contact. *No cases of rabies were confirmed in Fiscal Year 2018.*

The Animal Inspector, in collaboration with the Animal Control Officer at the Gloucester Police Department, has investigated reports of bites/scratches from cats, dogs, bats, skunks and raccoons. Increases in quarantine numbers are due, in part, to improvements in tracking and reporting processes, as well as a sharp increase in the number of dogs purchased as pets. Permitting and annual inspections are performed at all horse stables to ensure compliance with regulations.



Permit	Fiscal Year 2018
Body Art Establishment	1
Body Art—Artist	4
Campground	1
System Installer	38
Dumpster—Individual	2930
Dumpster—Company	15
Dumpster—Temp	4
Funeral Director	2
Garbage Removal Truck	14
Hotel/Motel	16
Laundromat	3
Night Soil Truck	18
Recreational Camp for C	6
Septic Transfer Station	1
Stable	41
Swimming Pool	16
Tanning	1
Tobacco Sales	33

Process	Fiscal Year 2018
Ten-Day Quarantines issued for Dogs, Cats, and Horses	68
Forty-Five Day Quarantines	60
Six-Month Quarantines	14
Rabies Tests	8 (neg)
Barn Inspections	12
Hours	257

Communicable Disease Surveillance

The Health Department, through its Public Health Nurse, works with the Massachusetts Department of Public Health investigating and monitoring communicable diseases in the City. These cases do not include many other instances of illness reported to the Department ranging from norovirus infections to animal bites where there is a potential for rabies exposure.

Disease	Fiscal Year 2018
Arbovirus (other)	Less than 5
Babesiosis	6
Borrelia Miyamotoi Infection	Less than 5
Campylobacteriosis	11
Clostridium Perfringens	0
Cryptosporidiosis	Less than 5
Dengue Fever	0
Ehrlichiosis	Less than 5
Giardiasis	Less than 5
Group A & B Streptococcus	Less than 5
Haemophilus Influenzae	Less than 5
Hepatitis A	Less than 5
Hepatitis B (chronic)	Less than 5
Hepatitis C (chronic)	40
Hepatitis E	0
Human Granulocytic Anaplasmosis	6
Influenza	293
Invasive Bacterial Infection (other)	0
Legionellosis	Less than 5
Lyme Disease Confirmed	72
Malaria	0
Measles	0
Meningitis- Unknown type	Less than 5
Meningococcal Disease	0
Mumps	0
Pertussis	Less than 5
Rocky Mountain Spotted Fever	Less than 5
Salmonellosis	9
Shiga Toxin Producing Organism	0
Shigellosis	Less than 5
Streptococcus Pneumoniae	Less than 5
Tickborne (other)	0
Varicella	7
Vibrio sp.	0

Healthy Gloucester Collaborative/Substance Misuse Prevention Efforts

Healthy Gloucester Collaborative (HGC) is a state and federal grant-funded community coalition established in 2005 by the Health Department. The HGC's mission is to increase the health and well-being of Gloucester residents by reducing illicit substance use and prescription medication abuse. Most substance abuse prevention efforts are now the result of regional collaboration with our surrounding communities including Beverly, Manchester, Essex, Rockport, Ipswich and Danvers. This collaboration allows for an increase in capacity to address this devastating issue.

In Fiscal Year 2018, the HGC worked with community partners in the **creation of a pilot “safe space”** for those who are actively on an addiction recovery track. Action, Inc. has now taken over this program and it is expected to continue. The HGC was also **awarded a \$200,000 Sober Truth on Preventing Underage Drinking Act (STOP Act) Grant** to prevent and reduce alcohol use among youth ages 12-20 in the City. This grant has been instrumental on several important public health policies including tobacco control and marijuana.

Law Enforcement

Increasing diversion from arrest and access to treatment for those suffering from the disease of alcohol and drug addiction has been a key priority of the North Shore prevention partnership of Gloucester/Cape Ann, Beverly, Ipswich, and Danvers.

Recently, as a part of the regionally based opioid priorities, HGC, conducted a meeting with regional police departments and the Department of Mental Health, Lahey Health, Eliot Human Services and the National Alliance on Mental Illness in which police officer crisis intervention skills were increased and shared capacity for departmental clinical support was built. Officers attended training to increase understanding of mental health and substance use disorders, de-escalation skills and linkage to emergency treatment services. The training was rated as “excellent” by attendees and there is a plan for training expansion. Beverly and Gloucester now share an embedded clinician who responds to all crisis calls with police to provide better and much needed support.

Physicians

Responding to prescriber requests for continued state-of -the-art information to increase care for patients with substance use disorder, HGC in partnership with Boston University, sponsored "Scope of Pain" designed for providers to safely and effectively manage patients with chronic pain. Over sixty physicians attended.

Youth

HGC continues to recruit youth leaders as a key voice for substance use prevention in the City as well as with our prevention partners across Cape Ann, Beverly, and Ipswich. With the guidance of

regional substance use prevention goals, leadership training and adult advisors, youth have created unique interventions ranging from a regional harm of opioid misuse campaign called "Defy the Opi-odds" to building peer support for healthy decisions. Most recently, teen leaders are joining monthly "Regional Teen Nights" in which the teens enjoy dinner, music and games while making new friends, increasing leadership skills and discussing youth issues with their peers.

Additionally, the Health Department was awarded a Tower Foundation Grant this year to further explore the role of childhood trauma on substance misuse later in life. The Department will partner with several regional communities and agencies on this exciting project.

Finally, the Health Director served as the Chair of the Mayor's Task Force of Recreational Marijuana, leading the City's planning and policy efforts for the safe introduction of the industry into Gloucester.

A Conversation: MARIJUANA & YOUTH
YOUR YOUTH, YOUR COMMUNITY, YOUR CONVERSATION

PRESENTER:
Dr. Kevin P. Hill, M.D., M.H.S.
Author: "The Unraveled Truth About Marijuana"

THURSDAY SEPTEMBER 28TH

5:45 PM Networking **6:00 PM** to approximately **8:00 PM** The Forum

AN EVENING OF INTERACTION & LEARNING

- Why is Marijuana Controversial? • What are the Trends?
- Marijuana and Implications on Youth Health
- What is Recreational Marijuana?
- What to Do if a Loved One Has a Problem with Marijuana

Please join in 2 locations:

LOCATION 1: North Shore Community College, 1 Ferncroft Road, Danvers MA Health & Science Building Room 106 B	LOCATION 2: SATELLITE SITE Gloucester High School Library 32 Leslie O Johnson Road Gloucester, MA
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COMMUNITIES JOINED FOR SUBSTANCE USE PREVENTION AND HEALTHY YOUTH
Gloucester, Beverly, Essex, Danvers, Ipswich,
Manchester-By-The-Sea, Rockport.

Children's Dental Center

The Children's Dental Center, located at the Curtis Clark Senior Building, with space provided through the generous support of the Gloucester Housing Authority, is overseen by a site administrator, the Board of Health and Health Department Assistant Director. The Center has served the children of Cape Ann since 2002, provides oral health services and hygiene education to underserved children ages 1 to 20.

All who have Mass Health (Medicaid) or Children's Medical Security Plan (CMSP) insurance are welcome, and the program is exclusively funded by reimbursements.

The Center received a catalyst grant this year to purchase a portable x-ray machine. Bus transportation is made available from the public schools to the Center and the Center has started piloting adult appointments this year as a result of an unmet need in the community.

Public Health Emergency Preparedness

In Fiscal Year 2018, North Shore Cape Ann Emergency Preparedness Coalition (Coalition) continued under the fiscal responsibility of Health and Medical Coordinating Coalitions (HMCC's). An HMCC is a formal regional collaboration among public health and healthcare organizations to prepare for and respond to an emergency, mass casualty, or other catastrophic health event. Departmental staff have participated in various drills and trainings run by HMCC.

The Coalition, which includes Gloucester, continues to carry out their preparedness and response activities to ensure compliance with state and federal mandates. The North Shore Cape Ann Medical Reserve Corps (MRC) works with area communities to recruit and train volunteers to support regional

emergency response and community-wide (non-emergency) activities throughout the year. MRC volunteers come from medical and non-medical backgrounds and can be utilized for community events including athletic events (such as the Boston Marathon or local triathlons), flu clinics and staffing shelters.

More locally, the Cape Ann Emergency Preparedness Team continues to meet monthly for planning and training purposes. The CAEPT has also agreed to oversee regional initiative to assist Cape Ann residents in crisis situations due to hoarding disorder which is increasing in frequency for local responders.

Mass in Motion: Cape Ann

What is Mass in Motion? The Mass in Motion Municipal Wellness and Leadership Initiative is a movement to lower the risk of chronic disease by supporting equitable food access and active living opportunities in cities and towns throughout Massachusetts. Working with a diverse network of partners, Mass in Motion Communities implement proven policies and practices to create environments that support healthy living. The Initiative's Cape Ann Project Manager, Jennifer Donnelly, joined the Health Department team this year and has advanced planning and set priorities for the year.

Who is Cape Ann Mass in Motion? Cape Ann Mass in Motion is part of a statewide movement to prevent obesity in Massachusetts by increasing opportunities for healthy eating and active living in the places we live, learn, work, and play. The communities of Gloucester, Rockport, Essex, and Manchester-by-the-Sea make up the regional partnership and works to improve health for all of those on Cape Ann. Those involved in the Program's work of advancing policy, systems, and environmental change include municipal leaders, individuals from community, non-profit, schools, business and healthcare sectors, and citizen activists.



What is Cape Ann Mass in Motion working on?

- **Active Transportation** - The Program is looking at ways to increase accessibility for walking and biking in Cape Ann communities. Advocacy continues for infrastructure improvements and maintenance/expansion of bike lanes on Cape Ann. Bike shares are being explored as another viable transportation option.
- **Age Friendly Communities** - The Program strives to increase transportation opportunities for seniors in Gloucester which will provide increased access to food shopping and recreational physical activity. There are also plans to discuss the potential for indoor walking facilities for use during the winter.
- **Food Planning** - Expanding healthy food access across Cape Ann through healthy corner store initiatives, increased availability of mobile markets, and expansion of community gardening practices is a priority for the program.

Hoarding Task Force

In 2009 the Gloucester Health Department worked with partners in creating the Cape Ann Hoarding Task Force in order to respond to the issue and complex challenges that hoarding can present to public and social service organizations.

In partnership with the Gloucester Housing Authority, SeniorCare of the North Shore and representatives from regional Police and Fire, the Task Force identifies potential hoarders and those suffering in conditions of self-created squalor and attempts to link them to resources and appropriate referrals. Representatives from regional Police, Fire, and Building departments, as well as those from Mental Health and Social Service providers and Faith Groups, are active Task Force members.



By the end of 2018, the Task Force had responded to and been working on over thirty serious hoarding cases. Additional, causes of hoarding and/or squalor were also investigated. The Task Force began the process of organizing an outreach campaign focused on property owners of three or more units per building to inform and educate them about hoarding as well as the legal and enforcement ramifications. The City's Health Department oversaw the MRC Well-Check Program and trained several volunteers to offer regular well-checks to persons with a hoarding disorder.

Vaccination Clinics

For a number of years, the Health Department has provided public flu vaccination clinics to anyone over 6 months of age. Gloucester School Nurses, local businesses, not-for-profit agencies and Medical Reserve Corps volunteers partnered to assist over 1,900 residents to receive influenza vaccinations in the 26 clinics that were provided. This year, Hepatitis B and Tdap vaccinations were offered to Gloucester Fire Department staff, with 45 being administered.

Gloucester Health Department
Sponsored Public Flu Clinics

October 3 9:00 AM - 1:00 PM Rose Baker Senior Center 6 Manuel F. Lewis St.	October 5 3:00 PM - 6:30 PM Cape Ann Farmer's Market Stage Fort Park, 25 Hough Ave.
October 11 8:00 AM - 11:00 AM Addison Gilbert Hospital 298 Washington St.	October 19 10:00 AM - 1:00 PM 3:00 PM - 6:00 PM Sawyer Free Library 2 Dale Ave.
November 2 3:00 PM - 6:00 PM Bank Gloucester 160 Main St.	NO CO-PAY! Please bring your Health Insurance Card.

For questions or concerns contact **Kelley Ries, Public Health Nurse, at 978-325-5266**

2018 Special Issues and Initiatives

Annual Diaper Drive - In collaboration with community partners the second annual Holiday Diaper Drive was held to benefit families of The Open Door. In addition, a fundraiser was held at Jalapeno's Restaurant with proceeds from dine-in and take-out orders and a raffle donated to The Open Door for the purchase of diapers. A lack of diapers can affect children and families' emotional welfare, economics, health, and educational opportunities. With the generosity and

compassion from the community, 2,015 diapers and 18 packages of wipes were donated.

Hepatitis C Initiative for Baby Boomer Population - In Collaboration with the American Liver Foundation, A Hepatitis C Initiative was started for those born between 1945 and 1965; in 2012, the Center for Disease Control and Prevention (CDC) recommended adults born during these years receive a one-time testing for Hepatitis C as they have been determined to be at risk. The goals of this initiative are: to increase screening rates in the Baby Boomer population in the City of Gloucester; to identify Hepatitis C infection; and to provide linkage to appropriate follow up care.

To increase awareness and screening rates among this population, several outreach events were held during the year. These included: a public educational forum, free Hepatitis C testing day, and presentations provided to the Rotary Club and the Cape Ann Medical staff.

MDPH Summer Intern - This year, the Health Department hosted a Massachusetts Department of Public Health Intern, Olivia Bonaccorso. Ms. Bonaccorso was brought on to assist in increasing awareness and providing education to the community on sun safety and melanoma prevention. In partnership with Action Inc. Homeless Shelter, The Grace Center, and Rose Baker Senior Center, Olivia distributed sunscreen packets and re-fillable stainless steel water bottles to clients. She also researched state and local melanoma incidence rates in order to make recommendations for the 2019 Gloucester Sun Safety Campaign

Safe Sharps Disposal Initiative

Since September 2015, the Public Health Nurse and key community stakeholders have collaborated to expand the number of sharps disposal kiosks in the City and provide education on safe disposal of used sharps.

Informational flyers and postcards were developed and distributed throughout the City. Education on safe sharps handling and disposal was provided to at-risk populations and City clean-up crews.

Safe Disposal of Sharps

Used needles, syringes, and lancets (sharps) should always be placed in a sharps container or a puncture-proof, plastic container, sealed tightly, and labeled "SHARPS". Do not clip, bend, or recap needles and always keep sharps and containers away from children and pets. Do not put your used sharps in the trash. Throwing syringes in the trash, recycling bin or disposing them anywhere that is not a safe sharps disposal container is against the law and could lead to a fine.

The City of Gloucester has three sharps disposal kiosks at the following locations:

- North Shore Health Project- Onestop Harm Reduction Program located at 302 Washington Street;
- Gloucester Police Department located at 197 Main Street; and



- Addison Gilbert Hospital, Fisher Entrance located at 298 Washington Street.

North Shore Mother Visiting Partnership (NS MVP)

Launched in January 1, 2018, the NS MVP is comprised of Public Health Nurses from Beverly, Gloucester, Hamilton, Newburyport, and Peabody. NS MVP uses an evidence-based home visiting structure modeled after the Massachusetts Department of Health's Welcome Family Program. Additionally, universal, one-time nurse visits are offered to mothers/caregivers who welcome a baby in the program catchment areas, regardless of age, income, risk, or number of children.

During the visit, the nurse identifies and addresses family needs through screening, brief intervention, education and support, and making appropriate referrals to community resources.

The goal of the program is to connect moms and infants to the community thereby enabling them to utilize resources designed to improve health and well-being during the first year.



Health Department Budget - Grant Funded and Revolving Account Programs

\$432,145 - Substance Abuse Prevention Grants

- \$100,000 - HGC, Massachusetts Opioid Abuse Prevention Collaborative which addresses the issue of opioid misuse and abuse, and unintentional deaths and non-fatal hospital events associated with opioid poisonings in the communities of Gloucester, Beverly and Danvers.
- \$100,000 - HGC, Substance Abuse Prevention Collaborative which addresses the issue of substance abuse in the communities of Gloucester, Beverly and Danvers.
- \$47,145 – HGC, Sober Truth on Preventing Underage Drinking. This \$188,580 Federal grant is dispersed over four-years and is designed to expand and enhance the successful underage drinking strategies in the City.
- \$110,000 – HGC, The Peter and Elizabeth C. Tower Foundation Healthy Communities Grant: Moving Prevention Forward Across the North Shore; Reduce Youth Substance Use, Promote Healthy Development.
- \$75,000 – The Gloucester High Risk Task Force received state funding with support from Senator Bruce Tarr's office in January 2018. The funding was used to support initiatives that eliminated barriers to detox treatment and supported linkages with cross sector service partners and increased post-overdose follow up capacity.

\$6,200 – North Shore Mother Visiting Partnership (NS MVP)

Capacity funding was received from Lahey Health to prepare for the January 1, 2018 launch of their innovative home-visiting program designed to support, educate, and provide community linkages

to new mothers in Gloucester, Peabody, Beverly, Hamilton and Newburyport. Trainings funded through the Catalyst Fund increased capacity of public health nurses on the North Shore to screen for maternal depression, raise awareness of maternal depression through patient education and offer access to clinical support.

\$40,000- Mass in Motion - Cape Ann

An initiative in partnership with the Community Development Department. The grant funds staff who then facilitate opportunities for Gloucester residents to be more active and access healthier foods. Partners provide mobile fresh food markets and develop school, backyard and community gardens. 2018 marked the first year of a three-year contract extension.

Health Department Revolving Funds

- Children's Dental Center Revolving Fund supports the Children's Dental Center staff and operating expenses. The current spending limit approved by the City Council is **\$300,000**.
- Vaccine Revolving Fund supports public health vaccination goals to prevent the spread of diseases such as influenza. The current spending limit approved by the City Council is **\$60,000**
- Tobacco Revolving Account supports a contract employee to conduct compliance checks at establishments permitted to sell tobacco products in Gloucester. The remaining balance in this account is approximately **\$2,000**.

The Gloucester Fund

The funds are contributed by non-profit Needy Meds organization (NeedyMeds.org) as part of a community give-back program to support public health initiatives. The current balance is approximately **\$3,000**.

INFORMATION SERVICES

The Information Services (“IS”) Department provides technology and communication solutions to City departments in order to empower departments to deliver services efficiently and effectively. The IS Department is continually committed to the modernization of the City’s Information and Technology infrastructure with new enterprise class systems and applications for the growing needs of City employees, Gloucester’s residents, and visitors.



James Pope
Director, Information Services

Support and Services Offerings

In pursuance of our mission, the IS Department oversees the following functional areas: end-user computing; support and configuration of systems; Information Technology (“IT”) procurement and asset management; security of operations; and voice and data communication.

Services offered by the IS Department include the following:

- Maintaining, integrating, and upgrading of computing systems;
- Installing and maintaining telecommunications networks and equipment;
- Equipping end users with computer workstations, peripherals, and productivity software;
- Managing mobile devices and supporting services;
- Operating and maintaining telephony services including voicemail, and installations;
- Management of IT projects; and
- Providing leadership and guidance for the long-term planning of IT strategies.

Service Desk Measurements & Metrics

MEASURE	FY15	FY16	FY17	FY18
General Support	1027	1203	1706	1543
Munis Related			326	352
Total	1027	1203	2032	1895
METRIC/KPI	FY15	FY16	FY17	FY18
Time to First Reply (Business Hours)	15	17.9	15.4	15.9
% Satisfaction (Tickets)	99.53%	99.50%	99.43%	99.70%

Project Updates, Accomplishments, and FY19 Priorities

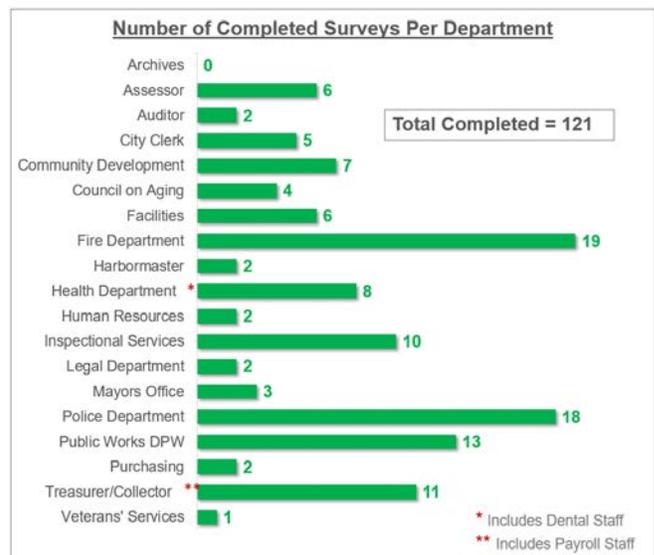
Department Staffing

In Fiscal Year 2018, the IS Department welcomed two additional staff members, both newly created positions. Marianne Peters was hired as a part-time Senior Clerk, assuming the payroll and accounts payables tasks from the Director. Marianne has made over 900 edits to the City website, assists in creating new web content, and manages many departmental vendor interactions. Vickie Stringfellow was hired as a full-time Applications Manager/Business Analyst. Vickie has been working through a sizable backlog of projects including refining and furthering online permitting and the roll out of a biometric time clock solution for the Department of Public Works. Both individuals have quickly become valuable members of the IS Team. The Administration and the City Council played an integral role in adding these two vitally important positions.

Staff Survey of IT Experience

In April 2018, IS conducted an online survey of all City staff to determine the satisfaction ratings for the IT experience. IS invited all staff with a city email address to participate. Upon completion, 121 surveys were submitted representing a response rate of 35%.

The IS Department gained valuable insight into several aspects of the IT user experience including which applications are used most frequently, infrequently, or not at all by each department as well as what information obtained pinpointed slow or unreliable applications and indicated which areas would benefit from further attention and investment.



IS asked several questions about the nature and usefulness of interactions with IS staff. Some key results included the following:

- Only 3% of respondents said they had not requested support from IS within the previous 6 months;
- About 55% of respondents requested support 1 to 5 times, and about 40% requested support on 6 occasions or more;

- Everyone who requested support reported that IS staff usually or always acknowledged the request in a reasonable amount of time;
- About 97% of those who requested support reported that IS staff usually or always resolved their issue within a reasonable amount of time;
- 95% of those who requested support said that IS staff always treated them with courtesy and respect; and
- With regard to overall satisfaction, 96% of respondents rated the IS Department as very good or excellent, and an additional 3% rated the Department as good.



Infrastructure

The City’s Datacenter and Core Network is in its second year of operation since undergoing major upgrades. The combined City and School server environment hosts 168 virtual servers and 40 terabytes of data. In Fiscal Year 2019, the City will be building out a secondary site for the purpose of disaster recovery and business continuity. The IS Department has also been deploying more IT security enhancements to the network as well as security awareness training for City staff.

The project to consolidate phone systems onto one platform continues with the Department of Public Works (“DPW”), Fire Department, and several small offices being added to the system in Fiscal Year 2018. This new system allows for better management of telephone service, a reduction in spending, as well as improved call flow, call quality and voice communications options for City staff. Fiscal Year 2019 should see the Police Department, Rose Baker Senior Center, and the Sawyer Free Library migrated to the new phone system.

Financial System Transition

The City went live with the first phase of Munis consisting of purchasing, accounts payable, and general ledger functions in Fiscal Year 2017. In Fiscal Year 2018, two additional modules of Munis were implemented. The Human Resources and Payroll module went live January 1, 2018, including a new Employee Self-Service web portal. Additionally, the Revenue module went live in May 2018 which included real estate and personal property tax billing, a new cashiering system for the Collector’s Office, and a new Citizen Portal featuring improved online payment processing. The first Tax Bill produced out of Munis was the first quarter of Fiscal Year 2019. For the remainder of Fiscal Year 2019, implementation of the Utility Billing module will be the main priority which will close out the implementation phase of Munis. At that point, the IS Department will work with other

departments to further the use of Munis including data exchange with TriTech for Police and Fire payroll, and expanded use of the Human Resource functions.

Online Permitting

Online permitting was expanded to include permits from the Health Department, the Fire Department, the City Clerk's office, and some additional permits for the Inspectional Services Department. Additionally, IS revamped some existing Inspectional Services permits to streamline the process and to take advantage of new functionality released by ViewPoint, the City's online permitting vendor.

At the end of Fiscal Year 2018, the following permits were available either to the public or for internal department use:

- **Inspectional Services Department**
 - Available to Public Online
 - Ansul System Permit
 - Building Permit
 - Building Permit – Short Form
 - CO/Smoke Detector
 - Demolition Permit
 - Electrical Permit
 - Fire Detection & Notification Equipment Permit
 - Gas Fitter Permit
 - Low Voltage Permit
 - Mechanical Permit
 - Plumbing Permit
 - Sheet Metal Permit
 - Sign Permit – Attached
 - Sign Permit – Detached
 - Sprinkler System Permit
 - Tent, Awning, & Canopy Permit
 - Trench Permit

- **Health Department**
 - Available to Public Online
 - Dumpster License
 - Garbage Removal Permit
 - Laundries & Laundromats Permit
 - Stable Permit
 - Septage Haulers Permit
 - Internal Use, Going Public in Fiscal Year 2019
 - Food Services (All Types) Permit
 - Body Art Facility Permit
 - Body Art Practitioner Permit
 - Campground Permit
 - Disposal Systems Installers Permit
 - Dumpster Owner Permit
 - Funeral Director Permit
 - Hotels & Motels Permit
 - Private Well Permit
 - Recreational Camp Permit
 - Rental Dwelling Certificate
 - Septic Transfer Station
 - Sale of Tobacco & Nicotine Products Permit
 - Swimming Pool Permit
 - Tanning Permit

- **Fire Department**
 - Available to Public Online
 - 527 CMR 1.00 Permit
 - 527 CMR 1.00 Form 1A Permit
 - Open Burn Permit (Seasonal)
 - Propane Tank Installation/Removal

- Propane Tank: Mobile or Temporary Usage
 - Real Estate Transfer
- Going Public in Fiscal Year 2019
 - Approval of Tank Truck
 - Blasting Permit
 - Fire Alarm System Repair
 - Hot Work
 - Sprinkler System Repair
 - Storage of Flammable Material Permit
- **City Clerk**
 - Available to Public Online
 - Dog License
 - Non-Resident Shellfish & Seaworm Permit

During Fiscal Year 2018, a total of **8,074** permits were applied for using ViewPoint. Of those, **7,333** permits were approved and the City realized payments totaling **\$1,297,622.50** from them, with 35% of those applicants choosing to pay online.

Biometric Time Clocks (Kronos Work Force Management)

The Department is finalizing the implementation of a new digital time clock for the DPW. Kronos is a SaaS tool that will replace paper timecards for most DPW employees. New biometric time clocks have been installed in 11 locations staffed by DPW (including all public schools) and will require employees to punch in and out by scanning their finger, using technology similar to “Touch ID” on an iPhone. Managers will use the system to approve timesheets, correct exceptions, respond to time off requests, and manage schedules. The system has been configured with each employee’s schedule and pay rules (such as call-in pay, call-back pay, overtime, comp time, etc.), which will now be applied automatically instead of manually at the end of each pay period. Managers simply need to export timesheet data from Kronos and import it directly to Munis for payroll processing. This will result in the reduction of clerical time needed to process payroll at the DPW from 56 staff hours per pay period to approximately 10 staff hours.

INSPECTIONAL/BUILDING DEPARTMENT

The primary function of the Inspectional Services/Building Department is to enforce state codes relative to:

- Constructing;
- Remodeling;
- Renovation;
- Demolition; and
- Change of use of habitable and non-habitable structures.



William Sanborn
Building Commissioner

By the Numbers

During Fiscal Year 2018, Inspectional Services issued over 4,648 permits: 1,381 building, 881 electrical, 187 smoke detectors, 492 plumbing, 470 gas and 1,237 short form building permits in addition to permits for mechanical, sheet metal and trenches. The Department issued 52 building permits for new construction which consisted of: 27 single family homes, 13 two-family homes, 3 multi-family dwellings and 9 new commercial buildings. The total construction cost for Fiscal Year 2018 was \$38,562,000.

The Department inspected 53 establishments serving liquor, both seasonal and year round, 25 daycare facilities and 39 hotel/motel and lodging facilities. In addition, approximately 50 safety inspections were performed at places of assembly including: churches; halls; theaters (movie and stage); schools; nursing homes; hospitals, etc.

The Sealer of Weights and Measures sealed 592 measuring and weighing devices in Gloucester and 150 in the town of Manchester.

The Department investigated an estimated 180 zoning and building code complaints.

Staff Announcements

A number of personnel changes occurred within the Department over the past year. Long time Sealer of Weights and Measures, Richard Malaquias, retired after more than twenty years of service with the City of Gloucester. He was succeeded by Inspector Donald Belanger who holds the title of Sealer of Weights and Measures/Local Building Inspector. Greg Cefalo was promoted to Inspector of Vacant Buildings/Zoning Enforcement Officer. Greg's responsibilities include: managing the vacant building program; and enforcement of the City's piling ordinance and zoning enforcement. Jim Butler has moved into the full-time position of Local Building Inspector. Additionally, Alison Brattle took over as Zoning Board/Licensing Board Clerk/Customer Service Representative.

The Department continues to assist both the Zoning Board of Appeals and the Licensing Board at their meetings and with daily operations.

View Point

View Point, the City's online permitting program continues to work well. The public continues to use the program as it is an easy and convenient way to apply for permits online.

The Department has noticed an approximate 40% reduction of visitors to our office, however, phone calls have increased greatly and number approximately 23,150. We have seen the number of building permits increase also with the issuance of 1,237 short forms and 1,381 general building permits. The total revenue for permits was \$1,156,337.00. The Department looks forward to improving View Point and benefitting from it in the near future.

Vacant Building Program

The Vacant Building program continues to achieve its mission of preventing urban blight in Gloucester. Since its inception in 2009, the program has dealt with over 300 properties in Gloucester. Currently, there are 28 vacant buildings on the list, which changes daily.

Looking Ahead

Inspectional Services will continue to provide safe buildings for the residents of Gloucester to live, work and play in. The Department is constantly working to improve

LYCEUM & SAWYER FREE LIBRARY

Gloucester Lyceum and Sawyer Free Library serves the information and cultural needs of Gloucester's residents of all ages as it has for over 175 years. Its purpose remains to provide equal access to quality resources that serve the lifelong cultural, educational, and informational needs and interests of all people. The Library's guiding mission is to be a place of learning, innovation, and creativity to nurture and strengthen the community. Each year, SFL hosts hundreds of programs and serves thousands of people. All of its programs and exhibitions are free and open to the public.



Deborah Kelsey
Library Director

The Gloucester Lyceum & Sawyer Free Library was open fifty-nine hours a week: six full days and four evenings a week past 5 pm during the school year. The Library offered remote access 24/7 so that resources such as the vastly expanded electronic collection and proprietary databases for academic, business, local history, consumer and genealogy research were available at all times. As a member of the NOBLE Network, the Library is able to offer the collections of all twenty-one public and eleven academic libraries to our library card holders.

Library Staff

Library staff represented the best the Library has to offer in terms of efficiency, customer service, competency, and innovation. They were engaged in providing needed programs and services to the community as well as offering new additions of classic games and traditional handicrafts.

Archivist Katelynn Vance moved on to George Washington University. She was instrumental in forming the Local History and Archives Advisory Committee; writing and managing a Library Services and Technology Act preservation assessment grant for the City and the Library; obtaining federal funding for and implementing conservation and digitization of the oldest City records; upgrading the conventional microfilm reader to digital; and collaborating with the Cape Ann Museum and City Archives to contribute archival materials to the exhibit *Unfolding Histories: Cape Ann before 1900*.



Christy Rosso, Children's Librarian with
public school group

Justine Vitale was promoted to Supervisor of Children's Services. She now oversees service delivery, collection management, and program planning and supports the Children's Librarian, Christy Rosso.

Areas of Focus

The Library focused on several key areas this year including staff training and development; community collaborations and programming; facilities and grounds maintenance; repair and upgrades; safety and security; and strategic planning.

Professional Development

Professional development was continuous with training in services for Readers' Advisory, Support and Resources for People in Crisis, and Health and Safety – AED, CPR, and Narcan administration, and Black Belt Librarianship.

Collaborations

The Library collaborated, partnered, and provided support for many community initiatives.

Of note were the programs for the statewide bicentennial birthday celebration of Henry David Thoreau with the Cape Ann Museum, Countdown to Kindergarten, and the Cape Ann Reads exhibit and awards ceremony hosted at City Hall with the four public libraries of Cape Ann. Outreach to elders and homebound residents continued to expand through a network of volunteers and the Friends. The Library also broadened its collaboration and support for the Wellspring House programs.

Infrastructure Projects

As the most visited public building in the City, the Library has undertaken several needed infrastructure projects such as replacing all of the drinking water sources with elevated lead levels; ducting air conditioning into the Friend Room; installing an air conditioning unit in the new server room; installing split heating and cooling units in the Children's Room; upgrading the electrical and data wiring for the computer, surveillance and telephone systems; installing new security cameras throughout the facility; laying down sod in the open space outside of the Children's Room and planting in the raised garden; and particular



American novelist and retired physician Tess Gerritsen



Ruthanne Paulson Musical Storytime

attention by a professional arborist was given to slowing the viruses that have infected the large, showy copper beech tree on the Library grounds.

Safety and Security

Safety and security for the staff and library visitors was a priority for the Board of Trustees and library administration. Numerous changes were made to improve the Library environment including: the installation of sharps containers in the restrooms; staff training on medical emergency response; a daylong workshop for staff on strategies for dealing with the various emotional levels of library visitors and ways to identify and document potential problems; installation of surveillance equipment; and the requirement of a library card, available to anyone, to access not only the services but also amenities of the library.

Strategic Planning Process

The Board of Trustees, staff, and the community at large engaged in an ambitious, unique strategic planning process. There were three separate, distinct groups directing the process to create a 360° view of the community about what matters, what is valued and what is needed. The Community Strategic Planning Committee formulated and developed an effective and extensive outreach campaign, branded “think Gloucester”, to build awareness and engage the community through a range of market research methods. The Board of Trustees conducted a thought-provoking process to deepen the relationship between members of the Board of Trustees and connect with the Library’s shared purpose and values. The Assistant Library Director led a staff working group in researching the community which included demographics, assets, and the trends in the library profession as a means of understanding the community and its needs and developing a new service model for the Library.

Planning for a new or renovated Library building was stimulated by a provisional nine million dollar state construction grant. The Saunders House Stewardship Committee worked with the architecture and preservation firm, Spenser, Sullivan, and Vogt to consider the stabilization, preservation, and reuse of the building. The Library Building Committee continued to work with Dore & Whittier, its principal architecture firm, and Oudens Ello, its designer, to consider the existing buildings for renovation.



Friends of the Library – Art Auction

Fundraising

Library Strategies was hired by the Board of Trustees to consult on fundraising for the library construction project since they have helped libraries become vital centers of their communities and pride themselves on continually developing new models and tools to deliver results that are realistic, actionable, and cost-effective.

By the Numbers

Hours Open	2,787
Visitors	244,579
Information Queries	11,700
Volunteers	157
Volunteer Hours	7,667
Members - Library Card Holders	20,408
Holdings - Physical Items: Print, Audio Visual, & Microforms	92,940
Borrowing - Physical	149,781
Holdings - Electronic Items: E-books, Downloadable Audio & Video	627,548
Borrowing - Electronic	13,995
Programs	551
Attendance at Programs	13,622

Acknowledgements

The Library appreciates the support of many dedicated volunteers. Special thanks to the contribution of Jim Morris, recipient of the Mary M. Weissblum Volunteer Award.

Thanks to the Friends of the Library for supporting and enhancing Library services and programs. Their fundraising activities included the ongoing Sales Spot, Annual Book Sale, Bling Fling, and Art Auction, as well as, sales of WPA mural note cards, t-shirts, and bags. This year the Friends funded museum passes and the majority of the programs offered by the Library and the Lyceum. We thank the Friends President Gail Sarofeen and all 160 the Friends for their invaluable support and generosity.

Thanks to the Lyceum Committee, chaired by Mary Weissblum, who worked tirelessly to conceive, plan, and host stimulating and interesting programs twice monthly, throughout the year.

Thanks to the Matz Gallery Committee, Jill Carter, Susan Oleksiw, and Christy Park, who vetted, scheduled, and oversaw all aspects of the monthly art exhibits.

The members of the Board of Directors, led by John Brennan devoted countless hours deliberating about the Library, addressing the immediate, near and long term needs, wrestling with safety and security issues, raising the awareness of the Library, planning for the future, and advocating for the community and Library.

Thanks to the City's IT and Public Work Departments for their on-going, daily support for Library operations.

We are grateful for the financial generosity of many individuals and organizations. Especially the important and essential financial support of the City of Gloucester, in partnership with the Library Corporation. Together they ensure the Library is certified, open, filled with resources, staffed, and free.

PERSONNEL DEPARTMENT

The Personnel Department continues to evolve into a more comprehensive Human Resources (“HR”) Department, committed to serving the employees and citizens of the City in a manner that reflects the proud culture of Gloucester and the core values of this Administration. HR aims to build a workplace characterized by inclusion and respect for diverse opinions and backgrounds. Human Resources champions fairness, honesty and equal opportunity for all. Through the provision of a safe and healthy work environment, HR promotes a professional work ethic, excellent customer service, open communications, ongoing engagement and professional growth opportunities for all employees.



Donna Leete
Human Resources Director

Essential HR services include recruitment, compensation, benefits administration, staff training and development, workers compensation management, employee/labor relations, and the development of a new human resources information management system. Additionally, we provide consulting and support services to all City departments to assist with performance management and legal compliance.

Recruitment/Employment

After partnering with the City’s Legal Department to rewrite the standing City Ordinance, HR prepared an RFP for a consultant to run a more streamlined recruitment and selection process for the next permanent Police Chief. Other key employment initiatives included: facilitating the selection process for a new Community Development Director; expanding the staffing of the Information Services Department; assisting with the reorganization of the Harbormaster Department to incorporate Shellfish Warden operations; assisting the reorganization of the Building Department; and assisting the DPW Department with an interim reorganization plan after the departure of three key managers.

Additionally, an automated employment application system was implemented to better assist Hiring Managers.

Through the City’s ongoing partnership with Endicott College, HR advanced a professional student intern program in City Hall and the Harbormaster’s office. Three additional interns from other nearby colleges assisted the operations of the Mayor’s Office, HR and the Community Development Departments. A new initiative to provide internships for seniors through the federally funded Operations ABLE program was also launched. Finally, a central registry was created for volunteers and interns through a Standard Intern/Volunteer Procedures form.

The following chart reflects employment actions processed throughout Fiscal Year 2018.

	DPW	Police	Fire	Other	Total
New Hires	5	3	9	7	24
Part Time	2			6	8
Seasonal	73			11	84
Promotions	1	7	2	5	15
Left employ	6	2	5	18	31

Compensation

The City continued working directly with union representatives from both the AFSCME-A unit, which incorporates the Department of Public Works (DPW) Staff, and the AFSCME-B unit, which incorporates administrative support and Library Staff, for the implementation of a comprehensive job classification and compensation program. This project is expected to yield new job descriptions, career paths, and proposed wage scales to create more internal equity in both bargaining units. The results of this reclassification project will be presented to the City Council for proposed ordinance revision in Fiscal Year 2019.

Benefits

As a municipal recipient of health insurance through the Group Insurance Commission, the City absorbed an aggregate premium increase of 3.8% for Fiscal Year 2018. Vendors were changed for vision, life insurance, short-term disability and long-term disability insurance. The Standard Insurance Company was selected to streamline administrative processing and control future premium increases.

Training

In support of the Mayor’s initiative to provide more management development support, the HR Department contracted with Endicott College for a 5-session *Fundamentals of Leadership* program for City Department Heads. A professional trainer was retained from the Morgan, Brown & Joy law firm to deliver training for managers in preventing harassment and discrimination in the workplace. An additional management training, *Bringing Out the Best in People*, was delivered through MIIA, the City’s insurance company. Quadrant was contracted to provide training sessions on Department of Transportation Drug Testing regulations for DPW employees. The HR Department provided its own comprehensive training on the revised Family and Medical Leave Act (FMLA) policy and procedures. With resources from the Information Services Department, employees were referred to a variety of online professional development trainings offered through LYNDA.COM.

Workers Compensation

Medical bill processing assistance is provided by Cook & Company, a contracted vendor. Net savings from negotiated rates with providers, audited savings and allowable discounts attained through the Rate Setting Commission totaled \$284,727. The total number of filed injury claims decreased 13% from calendar year 2017, with a notable reduction in injury claims from the Fire Department. However, total lost work time wages increased \$284,328 (88%) from the prior fiscal year and medical bills increased \$70,223 (62%) from the prior fiscal year.

<i>Department</i>	<i>Number of Injuries</i>	<i>% of Claims</i>
School	34	30%
DPW	26	24%
Fire	29	27%
Police	20	18%
Other	1	1%
Total	110	100%

	<i># Old Wage Claims</i>	<i># New Wage Claims</i>	<i>Employees Returned to Work</i>	<i>Salaries</i>	<i>Medical Costs</i>
School	3	1	2	\$43,155	\$56,620
DPW	6	3	8	\$144,019	\$47,245
Fire	3	7	7	\$268,625	\$48,981
Police	2	4	4	\$123,353	\$18,421
Other	1	0	0	\$27,315	\$12,953
Total	15	17	21	\$606,468	\$184,220

Employee/Labor Relations

The City signed new contracts with 3 bargaining units: the Gloucester Police Patrolman's Association (GPPA), AFSCME Unit A (DPW), AFSCME Unit B (Administrative Support & Library) at no more than 2% per year; collective bargaining with the Firefighters union is ongoing; and all union contracts, except the Firefighters, will expire on June 30, 2019.

A major administrative initiative, the Workplace Health & Safety Advisory Committee, continues to respond to employee grassroots concerns about health and safety issues in the City's workplace. Representatives from all city unions met to address issues, draft policies, and create new programs under the shared leadership of HR and the Board of Health.

As a result of this Committee's initiatives a Weight Watchers at Work program and worksite walking groups continued successful operations into a second year. In Fiscal Year 2018, this group implemented guidelines for Professional Communications in the Workplace, a new Workplace Safety Incident Reporting form and procedure, a new Anti-Harassment Policy, and a revised Family and Medical Leave Act Policy. Employees in each City worksite received First Aid, CPR, Defibrillator, and Narcan training, using some of a \$10,000 Workplace Wellness grant secured by the Board of Health. As this program was taught by a City Firefighter, this training served to build true inter-departmental cooperation and teamwork. After an Emergency Action Response Plan template was developed for all City worksites, implementation is expected in Fiscal Year 2019. Draft policies on Workplace Violence Prevention and Domestic Violence will be submitted for administrative approval and implementation and training programs will be forthcoming. The Workplace Health & Safety Advisory Committee will also review training and procedures needed for OSHA compliance in the upcoming year.

In Fiscal Year 2018, a revised Travel, Meals and Lodging policy and a new Pregnant Workers Fairness Policy were implemented. In addition, HR helped facilitate a progress update of the MRI Audit for the Police Department.

Human Resources Information System

The HR team worked collaboratively with the Payroll and School Departments to launch the new MUNIS payroll/HRIS system on January 1, 2018. Since all software conversions evolve over time, payroll operations commanded priority in Fiscal Year 2018. As resources allow, HR will continue to work toward maximizing full Employee Self Serv (ESS) and HRIS features, including an electronic Personnel Action form (PAF) in Fiscal Year 2019. The HR Department continues to train individual employees on the new Self Service application, using a new customer service computer provided by the Information Services Department.



POLICE DEPARTMENT

Fiscal Year 2018 has been another year of positive involvement and growth for this Department. While respecting and acknowledging the past contributions made by the Gloucester Police, the Department is committed to continuing to move forward and to wholeheartedly and unceasingly serve the community with confidence and professionalism.

Personnel

Chief John McCarthy continues to lead the Department. Four new, full-time Police Officers joined the ranks: Alessandro D'Angelo, James Nicolosi, Dylan Morrissey and Steven Testaverde. Two new Reserve Officers were sworn in: Jonathan Goode and Anthony Trupiano. Both officers are currently attending the Northeast Regional Police Institute (NERPI) Academy. A new School Resource Officer will be starting January 1, 2019. Officer Michal Cimoszko continues his assignment as Police Liaison to the Action Shelter.



John J. McCarthy
Police Chief

Community Policing

Efforts continue in Community Policing to demonstrate reliability and increase accessibility to all of Gloucester citizens. Officers participate in numerous community events throughout the year such as: joining elementary school students for lunches; increasing walking patrols; and taking part in the Christmas Toy Drive for Wellspring. Officers also raised \$5,000 for Breast Cancer Research through the "Grow a Beard Program" and took part in two Medical Disposal Days. Last year, in coordination with the Gloucester Health Department and Massachusetts Department of Public Health, The Department secured a Needle Kiosk in the public lobby of the Police Station. That kiosk is still in place and may be used by anyone to anonymously and safely dispose of drug needles. Thousands of needles were disposed of using the kiosk thereby getting them safely off of the streets and proving the kiosks value



School Resources

Our School Resource Officers, Lieutenant Michael Gossom and Officer Michael Scola, have continued to make many positive accomplishments in our public schools including:

- The very successful Kops and Kids Program continues where Officers visit the Gloucester public schools and engage in friendly interactions with the students; and
- Officers Cimoszko, O’Leary and Aberle have ‘adopted’ the Class of 2030 and will provide mentoring to the students. Together they will convey positive messages regarding fair play, anti-bullying, compassion for their peers, self-respect, and encouragement to avoid any negative peer pressure regarding the use of illegal, addictive substances.



Community Efforts

The Department has joined the Mental Health Jail Diversion Program and a Clinician is now in residence part-time at the Department through a grant shared with other Police Departments on the North Shore.

The First Annual Community Safety Day was held and raised over \$5,600 For Kops for Kids with Cancer. This event featured a State Police Helicopter, mounted horses, and participation from more than thirty neighboring local police departments.

The Department hosted the City’s annual presentation of Elder Abuse Prevention Awareness Day with a cookout.

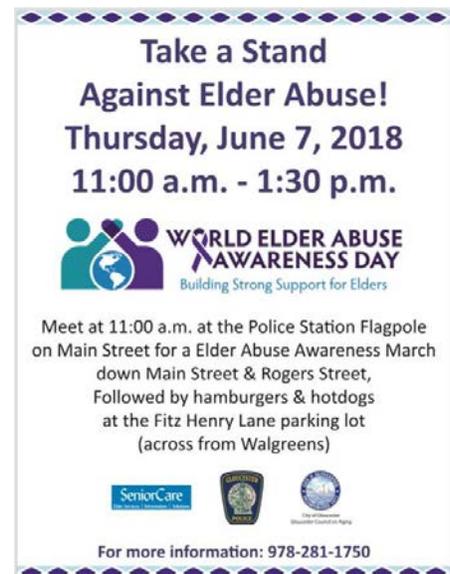
In September, the Department entered a “fish box” car at the Fish Box Derby. The car was driven by the child of a Gloucester Police Officer.

The Department obtained Phase III of the Game Changer Grant. This grant provides Domestic Violence Education for staff and students and comes only after Gloucester was one of seventy cities who obtained Phase II. The 4th Annual Drunk Driving Awareness Day occurred with the Gloucester High School Health Class. Participants also included the Massachusetts State Police OUI Team and their Drunk Driving Simulation Go Carts.

Quarterly, the Department participated in the CCI Collaborative. Representatives from the Essex County District Attorney, the Department of Children and Family and the Gloucester Public Schools joined together to identify troubled and high risk youths.

The Gloucester Police Jr. Police Academy (similar to the Civilian Police Academy’s) successfully conducted two sessions.

Arbella Mutual Insurance Distractology Course was hosted in an effort to educate young, inexperienced drivers about the



dangers of distracted driving. Participants were able to experience a 'Texting While Driving Simulator'.

The Department continues to partner with Salem Juvenile Court Probation on home visits for those juveniles on supervised juvenile probation.

Schools were provided retraining on the Alert, Lockdown, Inform, Counter, Evacuate (ALICE) principles.

Beaches and Parks

In Fiscal Year 2018, officers increased their patrols of the water shed areas using All Terrain Vehicles. As a result, there were a number of trespassing arrests, motor vehicles towed, and many large and destructive groups dispersed from these areas.

Social Services Partnerships

The Department strongly supports and collaborates with many social service agencies in the community including:

- Action Incorporated;
- Healthy Gloucester;
- High Risk Task Force;
- Senior Care;
- Grace Center;
- Open Door; and
- Wellspring.

Training and Infrastructure

The entire Department participated in and successfully completed a training course in Active Shooter Response.

Upgrades were made to the Department's fleet of cruisers with the addition of three new marked units, two new motorcycles and two new unmarked units.

Through a joint effort with the Department of Public Works, many improvements have been made within the Police Department building including:

- Upgrades of the Roll Call Room;
- New Epoxy was installed on the floor on the lower level;

- Upgrades were made to the office of the Officer In Charge;
- A new office was established for the Domestic Violence Officer and the Sergeant's Office;
and
- Upgrades/modifications were made to the Central Records Division Office.

Statistics

In 2017, 504 arrests were made, 565 summons were issued and 19,546 calls for service were received.

The Department continues to balance the need for a strong police presence in the community with the expectation that the Department offer the public professional, safe protection and optimistic reassurance. Each and every officer believes that they are part of a team and that they must treat everyone with fairness and respect. The entire Department remains committed to Gloucester and proud to serve this community.

PURCHASING DEPARTMENT

The Purchasing Department contracts all activities related to buying, leasing, renting or otherwise acquiring supplies and services for all City and School Departments as well as many boards, committees and commissions. The Department provides procurement advice and assistance in the preparation and execution of all procurement documents including: quotes; invitations for bids; requests for proposals; leases; sale of city properties; disposition of surplus materials; evaluation of bids; and proposals along with writing and executing contracts. Additionally, all purchase orders are reviewed to ensure that procurement laws have been followed prior to approval.



Donna Compton
Purchasing Agent

Fiscal Year 2018 Bids

Along with all the reoccurring annual bids for supplies and services, the Department had many successful bids in fiscal year 2018.

Projects included:

- Request for Services (RFS's) for the Owner's Project Manager (OPM) and the Designer of the potential new East Gloucester Elementary School in conjunction with the Massachusetts School Building Authority;
- Request for Proposals (RFP) for the Preservation of Historic Murals and the feasibility study for the Harbormaster's Office; and
- Invitations for Bid (IFB) for the fire alarm replacement at the High School and O'Maley Innovation Middle School, new doors at Beeman School, new backstop at Mattos Field, new lease for the school buses, Lanes Cove Breakwater Rehabilitation, and the Department of Public Works and Goose Cove Pump Station improvements.

Bid Opportunities

All current bidding opportunities are listed on the City of Gloucester's website as well as other publications as required by law.

Statistics

CATEGORIES	QUANTITY
City and School Purchase Orders Issued	3882
City and School Invitation for Bids, Request for Proposals and Contracts issued	175
Total dollar amount	\$43,371,000.00

TREASURER COLLECTOR

The Treasurer/Collector's Office is responsible for the billing and collecting real estate and personal property taxes, motor vehicle and boat excise taxes, revenue from water and sewer bills, and betterment payments. In addition, the Department receives and has the custody of all other City/school revenues including permits, license and user fees, grant revenues and Federal and State aid; it manages all City funds and provides procedures to insure the safeguarding of these funds; and it also administers the City's debt service, payroll functions, collection of parking fines, and disbursement of all payments to employees and vendors. Department personnel work closely with the Mayor's office to develop and present the annual operating budget and then to monitor progress against the budget, as approved by the City Council, during the course of the fiscal year.



John P. Dunn
Chief Financial Officer

Kristen L. Lindberg
Assistant Chief Financial Officer

Revenue Budget and Collection

Revenue collection was strong for the year. The General Fund saw positive variances to budget in many areas including Motor Vehicle excise taxes, parking meter/kiosk receipts, Ambulance fees, building related permits and beach parking fees. Revenues exceeded budget in the following funds: Total General Fund by \$1.3 million or 1.2% of estimated budget; Water Fund by about \$200,000 or 3.5%; and Sewer Fund by \$621,000 or 8.0% of budget.

Expenditure Budget

Total City-side departmental expenditures and encumbrances came in at approximately \$130,000 above budget to cover Snow and Ice costs that exceeded the adjusted budget by nearly \$375,000. School Department expenditures and encumbrances were about \$290,000 less than budget for the fiscal year. The Water Fund had a positive variance of budget to actual expenditures of a very modest \$30,000 and the Sewer Fund had a positive variance of a little over \$90,000.

Cash Management

The City's cash position remains strong. Total cash and investments were \$35.7 million at the beginning of the year and ended at \$38.5 million. Deposits were distributed among 13 banks and investment firms with most deposits either collateralized or covered by FDIC/DIF insurance. Reflecting the current increasing interest rate scenario, earnings on deposits totaled over \$105,000 more than double the budgeted amount and approximating 30 basis points.

Debt Management

Principal payments of \$11.3 million and interest payments of \$3.7 million were made on long-term debt outstanding across all funds during Fiscal Year 2018. In February 2018, the City issued \$13.69 million in bonds at an average interest rate of 3.047%. This issue received five bids indicating strong market acceptance of the City's debt by investors. At the same time, the City also issued \$10.3 million in seven month Bond Anticipation Notes at 1.329%. Again market acceptance was strong with seven bidders. Total long-term debt outstanding at year end was \$138.3 million across all funds.

Bond Rating

During the Bond/Ban issues Standard & Poor's Rating Services (S&P) affirmed the City's AA/Stable rating on long term debt and its highest rating of SP-1+ on the BAN debt citing the following positive attributes:

- A very strong economy;
- Strong budgetary flexibility;
- Strong budgetary performance;
- Very strong liquidity;
- Adequate management conditions; and
- Adequate debt and contingent liability position.

Munis Implementation

Implementation of the various Munis financial software modules continued in Fiscal Year 2018. The payroll module went live in January 2018. While there were minor problems with incorrectly keyed bank routing numbers or employee account numbers, over 1,100 employees received their direct deposit payroll amounts in the correct account and on time in the first payroll period. All account number issues were corrected by the second payroll. The roll out of this module has to be considered a success given the amount of data involved. The final test will be the production of W2's for the 2018 calendar year period in late January 2019.

The roll out of the tax module was not as smooth as the implementation schedule was adjusted twice due to data conversion issues and the inability to get a satisfactory tax form template from the Munis backroom operations. In the end, we met our extended implementation deadline by issuing Fiscal Year 2019 first quarter preliminary bills by the end of June 2018. A final test will be the production of Fiscal Year 2019 third quarter actual bills through this module as these bills will require updated value and rate information as well as the addition of lien and betterment information.

The second year of budget preparation in the Munis General Ledger module made it easier to begin to include additional background information to the Mayor's budget presentation package so as to make it more transparent to the City Council and the public.

Goals for 2019

The Department is committed, in 2019, to continuing to monitor revenue collections and expenditures and manage debt to create as much future financial flexibility as possible; to implementing the remaining Munis modules, specifically utility billing and tax title; to continuing to identify City owned real estate parcels for disposition; and to codifying financial and departmental policies.

VETERANS' SERVICES

The Cape Ann Office of Veterans' Services serves the three Cape Ann communities of Gloucester, Rockport, and Manchester by the Sea by providing a variety of resources and assistance to active duty military, veterans, reservists, and their families from World War II veterans onward. The Office provides services to the estimated 2,120 Veterans (according to US Census Bureau records) of the Gloucester community plus their families. The veterans' population of Gloucester makes up an estimated 7 % of the total population. On average 5-8 recently separated veterans return to Gloucester each year.



Adam Curcuro
Director of Veterans Services

Massachusetts General Law Chapter 115 Veterans Benefits

The bedrock for the establishment of the Veterans' Office is the issuance of M.G.L Chapter 115 benefits, an income based program, which provides monetary assistance to veterans and/or their dependents. The City of Gloucester provides this monetary benefit based on income guidelines to veterans and their dependents. The numbers of individuals vary from short-term unemployed and short-term disabled to long-term benefits for the care of elderly and permanently disabled. The payment of benefits includes a monetary amount for living expenses, fuel assistance, and medical reimbursements. The Chapter 115 Veterans Benefit program remains significantly higher than the States average of communities with similar population size. The average use of MGL Chapter 115 benefits for cities between 23,789-33,789 total populations is 38. Gloucester began Fiscal Year 2018 with an average of 54 clients which is 11 more than at the same time year prior. As of November 2018 the office is handling 55 unique cases. The budgeted amount for the MGL program for Fiscal Year 2018 was \$334,000 with 75% reimbursement from the State each year.

The office educates the veteran community on these services and continues to advocate and enhance the community knowledge of this resource. Further assistance of Department Veterans Services (DVS) program assistance includes filling for state benefits such as: The Welcome Home Bonus, Annuities Program, and Exemptions.

Federal Veterans Affairs Claims

The Veterans' Office assists veterans and their families with filing for financial benefits provided through the Department of Veterans Affairs (DVA) for VA Compensation and VA Pension payments. In 2017, Gloucester had 426 unique claims up from 390 from the previous report. These individuals are receiving a monthly monetary benefit from the DVA totaling a monthly amount of \$480,486, which is up from the last report of \$448,445. The Office has assisted veterans and their dependents for VA claims consisting of; VA Federal Compensation and Pension Claims, Burial Claims and Healthcare Claims.

Supportive Elements to the Veterans Service Office

As a first phase connection with available resources to veterans and their families and in order to support the unique and growing needs of veterans the Office has included various State and Federal resources into its weekly support program. Most available resources to veterans and their dependents typically reside either at the VA Medical Hospital in Bedford, MA or within the City of Boston. To ensure accessibility to these resources the Office collaborates with such agencies and provides a satellite location for these and other resources to assist veterans.

In partnership with the VA Hospital in Bedford the Office hosts a weekly Veterans Networking Group in conjunction with the VA Community Reintegration Connections Team (CRCT). This endeavor has been a successful path to link additional resources to Gloucester as well as to provide immediate connections to resources for veterans. In connection with State and Federal Veterans Support elements, the Office includes weekly/bi weekly assistance from veterans of Foreign Wars State Service Office, Supportive Services for Veterans and Families (SSVF), North Shore Career Center Local Veterans Employment Representative (LVER), Lowell Vet Center, Team Foxtrot, Veterans Affairs Housing Advocate (VASH), VA Home Loan Specialists, Veterans Initiative to Academic Learning (VITAL).

United Veterans Council and Veterans' Organization Meetings

Veterans Services conducts meetings with the veterans' organizations of the City which includes: Disabled American Veterans; American Veterans; American Legion; and Veterans of Foreign Wars. At these meetings, upcoming events, community involvement, and future plans to promote and support veterans and the Community of Gloucester are planned and discussed. To couple with the United Veterans Council, the Office attends the monthly Veteran Organizations monthly member's meetings.

Veteran Affairs Gloucester Community Outpatient Clinic

Veterans Services has been working closely with the DVA Edith Norse Rogers Veterans Memorial Hospital on the project to relocate the Veterans Clinic. The clinic was located at the Addison Gilbert Hospital and was relocated to 199 Main Street. Fiscal Year 2015 data states the current clinic has enrolled 1,211 unique veteran patients of which 425 are listed as Gloucester residents. The new Gloucester Veterans Outpatient Clinic was opened in July of 2016.

Social Media Outlets

Ensuring that the office maintains a relationship with active duty military personnel and optimize the use of information, the office has established three social media channels to stay in contact with military personnel, locate veterans in the communities, and provide information to the general public. These channels include: the Cape Ann Veterans Facebook Page; the City of Gloucester's

Official Website Veterans Page; and through the local media site The Bridge Cape Ann under Cape Ann Veterans.

Formation of a Veterans Service District

Veterans Services began the process of creating a Veterans' Service District with the communities of Rockport and Manchester effective as of July 1, 2015. The three communities have collaborated to provide a single location, 12 Emerson Avenue, Gloucester, to serve the needs of veterans and their families.

The creation of Veterans Service District extends the services of providing veterans with state and federal resource assistance under the foundation of the established district to execute the benefits program of M.G.L Chapter 115. The office passed its first year three-year inter-municipal agreement contract and has resigned for an additional three years as a district through July of 2021. The district consists of an estimated 3,000 (according to the US Census Bureau) Veterans between Gloucester, Manchester by the Sea, and Rockport.

Support of Education and Youth Activities

Veterans Services has participated in numerous events in support of the education of children directly through the school system and its programs. The Office has conducted a number of educational events within the Elementary and Middle Schools including:

a Veterans Day Presentation at O'Maley Middle School; outreach in late spring to Plum Cove; and outreach to Veterans Memorial School on the Vietnam War. The Office has and continues to support various patriotic holidays with education during Flag Day, Veterans Day, and Memorial Day and has worked with the local State Representative to ensure each school is presented with an American, POW/MIA, and State Flag dedicated to a local Gold Star Family. In the summer of 2018, the Cape Ann Veterans Service Office joined with the Cape Ann United Veterans Council to run the Gloucester Fishbox Derby.



Cape Ann Veteran Owned Veteran Friendly Business Initiative

The Cape Ann Veteran Owned Veteran Friendly Initiative (Initiative) kicked off in the summer of 2018. This initiative was in collaboration with the City of Gloucester, The Cape Ann Office of Veterans Services, The City of Gloucester Community Development Department and the Massachusetts Office of Housing and Economic Development, and the Cape Ann Chamber of Commerce.



This kick-off recognized one organization for its hire of Veterans and two individual Veteran business owners who continue to support the Veterans Community. Those recognized were:

- Applied Materials in Gloucester for being a Veteran Friendly business for their employment of over 150 Veterans; and
- Michael Minogue of Abiomed in Danvers and Michael Liguata of the Gloucester House in Gloucester as Veteran Owned Businesses and supporters of local Veterans.

This kick-off initiated a further pledge to create a list of Veteran Owned and Veteran Friendly Businesses here in the Cape Ann Area. The Initiative attempts to provide potential clients with awareness of businesses owned by Veterans and businesses that provide support to our Veterans. Each business is provided with a window decal to show that they are a Veteran Owned or Veteran Friendly Business.

Special Events 2018

The Office assisted in the reenactment of the Battle of Gloucester and the rededication of the Joseph Santos Mattos Field. The Battle of Gloucester reenactment was an early morning skirmish in August of 1775 during the Revolutionary War showing Gloucester's long history and military service. Private Mattos was killed October 5, 1918 during World War I. The City of Gloucester dedicated the field in his name in 1935 and was rededicated October 5, 2018 on the 100th Anniversary of his death in WWI.



Cape Ann Veterans Friday Morning Networking Group

The Office continues to host a Friday Morning Veterans Networking Group weekly from 7:30 – 10:30 a.m. The goal of this networking group is to link veterans and connect them to resources, both within the services of the VA and with local community partners. The group averages 30 attendees each week including resource partners and veterans.

Veterans Day/ Memorial Day

Annually the Veterans Service Office heads the observance of both the Veterans Day and Memorial Day Ceremonies. The Veterans Day Ceremony was held at the Gloucester High School Field House, was followed by a parade to the American Legion Post 3 with a wreath laying ceremony in remembrance of Armistice Day, and concluded with a luncheon at the American Legion. The Memorial Day Ceremony began with a parade from Gloucester High School to the World War II Veterans Memorial where the main ceremony is held followed by a march to the Vietnam War Memorial for the second planned ceremony and concluded with a luncheon at the Major Fred Ritvo Veterans Center.



Holiday Meal Program with the American Legion

The Office continues to support the Captain Lester S. Wass American Legion Post 3 for the holiday meals program for Thanksgiving, Christmas, and Easter. This program provides more than 600 meals to individuals throughout Cape Ann.

September 11th Observance

Together with the Fire Department and Police Department September 11, 2001 is observed. A memorial display is provided by a Gloucester resident who was working for the Port Authority during the 1993 bombing and the 2001 attack. Together the community can remember and pay tribute through the collection of items, videos, and a survivor.



Welcome Home to Cape Ann Initiative

Working with the Gloucester Lodge of Elks the Office has created a plan to create an annual welcome home luncheon for returning veterans and their families. The *Welcome Home to Cape Ann Initiative*, strives to assist veterans and returning families understand the support in which the communities share to welcome home returning veterans. Each veteran is provided with various information packets on available veterans' resources as well as gift certificates to assist veterans in returning home and participating in their communities.

Participation in the Horribles Parade July 3rd

The Office supports the Gloucester Horribles Parade with a Veteran Color Guard. Veterans, families in patriotic dress, and various floats are used in dedication to veterans.



Participation in St. Peters Fiesta Ceremonies

A color guard participates in St. Peters Fiesta. That color guard consists of veterans, Active Duty Military and youth groups which include the Gloucester Marine Corps JROTC and Gloucester Sea Cadets



Care Packages to Our Troops

In partnership with a federally recognized non-profit known as Operation Troop Support based out of Danvers, MA the Office supports the ongoing and unfilled needs of U.S troops stationed at home and abroad. Throughout the year collections and donations of needed items are sought to send various care packages to local troops and their units.

Immense support for sending needed supplies to our troops has grown. Any abundance of care items donated to the Office or during emergency needs are used to assist with Operation Troop Support.



Active duty military stationed at Coast Guard Station Gloucester are provided with annual holiday stockings.

The Gloucester Santa Parade and Tree Lighting are supported by the Office. A table is set up where members of our community can sign holiday cards for our active duty military.

Participation in the Annual Downtown Sidewalk Bazaar

In conjunction with the United Veterans Council a booth continues to be set up at the Sidewalk Bazaar providing information and services available to our veterans.

Veterans Heroes in Our Neighborhood

The Office received a \$20,000.00 donation from the Michael and Renee Minogue Foundation to continue education and support veterans and the community. Some of those funds were used to purchase 45 copies of a children's book titled *Veterans Heroes in Our Neighborhood* by Valerie Pfundstein. Around Veterans Day various veterans and active duty military visited each of the five elementary schools in Gloucester read and donated a copy of the book to each K – 2nd Grade class.



Cape Ann Wreaths across America

Initiated by two local Gloucester woman, the office supported Cape Ann Wreaths across America. This program is dedicated to laying a wreath at the gravesite of veterans across the country with focus on a National Wreath Laying Ceremony at Arlington Nation Cemetery. Gloucester placed 300 wreaths at the Veterans Lot located at the Beechbrook Cemetery.

CITY VOLUNTEER BOARDS APPLICATION

Name: _____

Home address: _____

Phone: (Day) _____ (Evening) _____

Email: _____

Place of employment: _____ Job title: _____

Education: _____

Work experience: _____

Please indicate the level of volunteering you desire:

____ City boards and commissions. *Please list (in order of preference) the boards or commissions on which you would be willing to serve:*

1. _____
2. _____
3. _____

____ Aid to City departments (e.g., Veterans, Library) **(SCHEDULED WITH STAFF)**

____ Work with community organizations

Please check area(s) of Interest:

____ *Arts* ____ *Education* ____ *Health* ____ *Human Services*

____ *Historical/Museum* ____ *Youth*

____ *Other* _____

____ Volunteer for special events (e.g., downtown block party)

Volunteers must abide by the same rules of conduct, ethical standards and confidentiality requirements that govern staff. Members of boards & commissions in City departments must not discuss, advocate or vote on any matter in which they may have a conflict of interest.

Signature _____ Date: _____