



Town of Saugus Priorities, Objectives, Accomplishments, and Successes

Fall 2017 – Fall 2019

Financial Management

- The taxpayers of Saugus will benefit from a \$3.5 million savings in bonds borrowing for the new Middle-High School and other capital improvement projects due to the Town's solid financial standing and AA+/Stable S&P Bond Rating. The Town received competitive bids from eight financial institutions/agencies for a \$49,283,000 30-year bond issue. The winning bidder, Bank of America Merrill Lynch, offered the Town of Saugus a premium of \$3,548,000 net after issuance costs, reducing the loan to \$45,735,000 and resulting in a savings of \$3.5 million for the residents of Saugus.
- Added an additional \$1.5 million to the Town's stabilization fund, which was previously at \$8.1 million, bringing the fund to nearly 10 percent of the town's operating budget
 - A strong stabilization fund is an important part of the financial management policies adopted by Town Meeting, the Board of Selectmen and Finance Committee
- Previously, in December 2017 the Department of Revenue (DOR) certified the largest amount of free cash the Town had ever seen: \$4.1 million. This historic Fiscal Year 2017 free cash amount of \$4,124,074 surpassed the Town's previous record amounts of \$2,945,413, which was certified by the DOR in Fiscal Year 2016, and \$2,101,223, which was certified by the DOR in Fiscal Year 2015. This free cash amount from Fiscal Year 2017 has helped maintain financial stability within the Town and sustain efforts towards continuing to upgrade the Town's bond rating.
- S&P Global Ratings reaffirmed the Town's AA+/Stable bond rating. In 2016, the Town's bond rating increased from a Moody's Investors Service A1 rating to the second-highest tier, a AA+/Stable rating with national rating agency S&P Global Ratings. This ranking, which is the highest in Saugus' history, is now saving the taxpayers and Town substantially on current and future borrowing costs.

Saugus Public Schools Master Plan

Helped lead and collaborate in the development of a district-wide master plan solution by working with stakeholders and engaging consultants to analyze the school facilities, educational delivery, and grade configuration and create a plan that will provide equity among the school facilities and educational offerings with a goal toward parity guided the assessment process. The master plan consists of:

- Construction of a new Middle/High School for grades 6-12, followed by demolition of the existing Saugus High School.
 - Gained MSBA approval and award up to \$65.1 million for new MSBA Middle-High School
 - Completed Modules 1-6: Eligibility Period; Forming Project Team; Feasibility Study; Schematic Design; Project Scope and Budget and Project Funding Agreements; and Design Development, Construction



Documentation and Bidding. Currently in Module 7: Construction Administration. Will be transitioning into Module 8: Project Closeout soon, and the school is scheduled to open in September 2020.

- Minor renovations will be done to establish the Belmonte Middle School as an Upper Elementary School, and the school department's district offices will be relocated to the Belmonte Upper Elementary School from the Roby Building.
- Finally, the Veterans Memorial Elementary School will become a Lower Elementary School via a 15,500 square foot addition and some renovations

Public Safety Prioritization

Continued focus on and improvements to public safety, including:

- A comprehensive, Town-wide speed limit analysis was conducted and completed in the Town of Saugus as part of a continued effort to improve roadway safety and create a safer and more secure environment for walkers and riders alike.
 - The Town of Saugus engaged The Engineering Corp (TEC) of Andover, Mass. to take a global approach towards addressing speeding and traffic congestion within the Town. TEC worked closely with Town officials and community representatives to identify and study areas where traffic volumes and speeds are a concern, and take a comprehensive look at suggested speed limits for Town streets and identify the best placement for accompanying signage.
- A comprehensive, organizational needs and staffing analysis of the Saugus Police Department is underway in order to strengthen the structure and effectiveness within the Department, improve and streamline services to the residents of Saugus, and increase safety within the community.
- The Police Department earned and received its State Re-accreditation from the Massachusetts Police Accreditation Commission (MPAC) in September 2019
- New Police and Fire Hires and Promotions
 - Awarded a \$884,883 grant from the Federal Emergency Management Association (FEMA)'s Staffing for Adequate Fire and Emergency Response (SAFER) Grant Program in 2019 to fund the hire and training of five new firefighters
- The Town unveiled its brand-new fire engine at a Fire Department Open House in October 2018. This \$695,000 investment, which will replace a 22-year-old engine, will continue to prioritize the safety of the residents of Saugus and the Town's first responders. The Pierce 1250 G.P.M Pumper built on an Enforcer chassis was designed specifically for the Town of Saugus based on the Town's and Fire Department's needs and goals. It is fully furnished with all the necessary tools and equipment, including hoses, nozzles, breathing apparatus, a hydrant wrench, a lock removal kit, a voice-amplifying communication system, various extinguishers, and much more.
- Saugus Police Department has been awarded a \$3,375 grant by the Executive Office of Public Safety and Security's Office of Grants and Research -Highway Safety Division to improve traffic safety on local roads for pedestrians and bicyclists.
- This funding will allow the Saugus Police Department to provide additional overtime enforcement to increase compliance with traffic laws by all road users. A portion of the



grant will also be used to invest in bicycle helmets, and equipment to enhance the visibility of crosswalks.

- Saugus Police Department awarded a \$2,625 grant to equip local families in need with car and booster seats for their children. The funding, which is part of the Child Passenger Safety (CPS) Equipment Grant through the Executive Office of Public Safety and Security's Office of Grants and Research - Highway Safety Division, will allow the Police Department to furnish 18 vehicles with car or booster seats.
- Negotiated contract with Armstrong Ambulance for full-time ambulatory services in the Town of Saugus to provide ambulance services to the residents and visitors of Saugus. Armstrong will provide a comprehensive range of patient-centric services, from emergent and non-emergent ambulance service to specialized transportation.
 - Armstrong Ambulance will also provide additional features new to the Town of Saugus, such as: access to up to 30 backup ambulances in the surrounding area; a Lucas CPR chest compression machine which initiates mechanical compressions increasing survivability of a sudden cardiac arrest; and a Cyanokit, which is medication used in an emergency to treat cyanide poisoning that can occur if one is exposed to smoke from a house or industrial fire.

Parks and Playgrounds

Continued prioritization of and improvements to parks and playgrounds, including:

- Installed lighting and cameras to increase security at Bristow Park, Belmonte Middle School tennis courts, and Veterans Memorial Elementary School playground
- Constructing two new, regulation-sized basketball courts, restoring surrounding sidewalks, curbing, parking, and drainage, and implementing security cameras and lighting to increase safety and security on the premises at Evans Park
 - This \$637,000 investment, which includes a comprehensive plan for reconfiguration of the space at the Evans Park, supports the Town's dedication to continue to make in capital improvements throughout the community.
- Improvements were made at Stackpole Field in order to improve the Town's most frequently-used field for Saugus' youth. Eleven thousand square feet of sod was installed to benefit the many local sports teams that regularly use Stackpole Field to practice or complete in games by providing them with fuller, softer grass, more cushioning, and a reduced chance of injury. In addition, stone dust was placed around the perimeter of the football field, and maintenance of the baseball diamond is underway.

Grant Funding

Have continued to actively apply for numerous grant opportunities in order to fund and supplement projects in addition to the budget. Recent grant awards include:

- The Seaport Economic Council awarded the Town of Saugus \$1 million towards the final design and construction of the first phase of the Ballard Street RiverWalk project, a local development project spanned along the river aimed at providing direct access to the waterfront and economic development opportunities in the area.



- In 2017, the Town was also awarded \$120,000 from the SEC towards the design and permitting of the project.
- Awarded a \$884,883 grant from the Federal Emergency Management Association (FEMA)'s Staffing for Adequate Fire and Emergency Response (SAFER) Grant Program to fund the hire and training of five new firefighters.
- Awarded \$135,565 in Green Communities Competitive Grant Funding through the Department of Energy Resources (DOER) to fund sustainability-related projects within the community. Last year, the Town received \$250,000. The Town was also awarded a grant of \$242,903 in 2017, and a grant of \$208,335 when Saugus was first designated as a Green Community in 2015.
- The Executive Office of Energy and Environmental Affairs awarded the Town of Saugus \$33,000 through the Municipal Vulnerability Preparedness (MVP) Planning Grant Program of Fiscal Year 2019 to assist in planning for resiliency and to implement key climate change adaptation actions.
- Awarded \$23,000 through National Grid's Community Initiative grant program to continue to enhance energy efficiency within the community
- Town received \$15,000 Chapter 40B Technical Assistance Grant from the Massachusetts Housing Partnership (MHP) to engage a technical consultant to assist with and advocate for the Town and its residents with the proposed Saugus Ridge affordable housing development project at 170 Broadway.

Infrastructure Improvements

Important infrastructure improvements have been prioritized, including:

- The Town has continued to undergo a series of pavement improvement projects each year within several areas of Town over the upcoming months in an effort to ensure that the Town's streets are in the best possible condition.
- The Water Street Bridge was replaced with a new, safer, and more reliable bridge on Route 129 at the Saugus/Wakefield border.
- The existing 100-year-old granite pillar bridge will be swapped for a new, 12-foot by 5-foot reinforced concrete boxed culvert. New guardrails will be installed, and the area will be freshly paved.
- The Town was awarded a \$500,000 grant through the Massachusetts Department of Transportation's Municipal Small Bridge Program to replace the existing 15-foot bridge, which is over 100 years old and in poor condition.
- The Elm Street Drainage Project has been completed, alleviating long-standing drainage and flooding issues for residents on Alvah, Innis, and Elm streets. The project also included the pavement of Alvah Street, Innis Street, and a portion of Elm Street.
 - This \$1.2 million investment included the construction and installation of large drainpipes of up to 6 feet in diameter to redirect stormwater away from homeowners' properties and into the Saugus River. There have been numerous heavy rainstorms since the project's completion last summer, and residents continue to express that the improvement project has alleviated their flooding and drainage issues. The Town will continue to monitor the project throughout the coming years.



- Upgrades were made to the fuel dispensers at the Department of Public Works and the Public Safety Building are underway to ensure the systems' reliability, consistency, and cost-efficiency. This \$160,000 investment includes the replacement of approximately 18-year-old gas pumps that were no longer repairable with brand-new, submersible pumps for both diesel and gasoline tanks. Full cabinet dispensers and all accessories for the diesel and gasoline tanks will also be included as part of the project.
- The preliminary design for elements of the Route 1 Improvement Project is underway, through a \$275,000 Massachusetts Gaming Commission Joint Transportation Planning Grant awarded to the Town of Saugus and City of Revere.
- The Massachusetts Gaming Commission supported Saugus and Revere's plan and awarded the communities a Joint Transportation Planning grant of \$150,000 in 2017 to engage a transportation planning specialist. Following months of additional research, the Town of Saugus and the City of Revere together applied for a second joint grant to fund preliminary design work on the roadways. The Massachusetts Gaming Commission approved the Town and City's joint 2018 Community Mitigation Fund Application and awarded the Town of Saugus and City of Revere \$275,000 last year.
- In July 2019, the Town of Saugus and the City of Revere were awarded an additional \$425,000 through the MGC to further advance planning and design of improvements along the Route 1 corridor.

Conservation/Open Space Prioritization

- Town offers free incentives for promoting conservation and sustainability, including a rain barrel giveaway and discount program, as well as a number of free incentives through National Grid's Community Initiative Program that offered free Home Energy Assessments, as well as numerous other discounts and perks, including savings on air sealing jobs, insulation installations, heating system installations, hot water heater installations, refrigerators/freezers recycled, and Wi-Fi thermostats incentivized
- Continued prioritization of open space and recreation, including partnership with the Executive Office of Energy and Environmental Affairs and landscape architect firm Brown, Richardson + Rowe, Inc., to update the Town's 2.5-mile portion of the Northern Strand Community Trail.
- The Northern Strand Community Trail is part of a commitment of at least \$1.5 million by the Baker-Polito Administration to fund designs for the trail in Saugus, Everett, Lynn, Malden, and Revere. The funding, awarded through the Executive Office of Energy and Environmental Affairs' Gateway City Parks Program, enables the design of the trail, development of bid-ready construction documents, and receipt of all necessary construction permits.

Solid Waste/Recycling Services

The Town has continued to provide full-service recycle and waste collection. In addition, the Town also annually offers:

- Curbside leaf collection
- Access to the Center for Hard to Recycle Materials



- Access to Household Hazardous Waste Day
- Earth Day Paper Shredding Event

Community Events

Continue to hold numerous public, free events for residents, including:

- Focused on Youth Risk Behavior by Youth and Recreation Department invite all parents, educators, and interested residents to attend the Town of Saugus' Biannual Youth Risk Behavior Prevention meeting aimed at identifying the ongoing challenges in addressing substance abuse and informing the community about available resources.
- One of the community's most beloved events, the Tree Lighting Ceremony and Festivities, a fun-filled evening with sleigh rides, a petting zoo, a moon bounce, hot chocolate, cookies, a meet and greet with Santa, entertainment, hay rides, story time, holiday trackless train rides, and much, much more
- The Town's Annual Christmas Eve Parade
- The Town's Annual Founder's Day featuring vendors, raffles, giveaways, prizes, food booths and much more.

Other Accomplishments

- Town Manager Scott C. Crabtree received notice of his MCPPO re-designation in early 2019

March 18, 2015 – Fall 2017

Financial Management

- Implemented and upheld financial management policies and procedures, which led to the Town achieving a AA+/Stable rating under S&P Global Ratings
 - This increase of three grades brings the Town to its highest rating ever
 - The upgraded bond rating coupled with improved interest rates will translate to an estimated \$320,000 in savings for the Town over the life of the new bonds for the Town's immediate borrowing obligation
 - Savings from the new Middle-High School will result in approximately \$6 million over the term due to the favorable increase in the bond rating

Grants

- Secured \$65.1 million grant through MSBA for new Middle-High School plus \$5.5 million in outside grants/funding over past 3+ years
- Access to over \$5 million in funding through grants, including:
 - FEMA SAFER for 8 new firefighters and turnout gear; thermal imaging cameras; and Police COPS
 - MassDOT to construct new, safer bridge to replace bridge on RT129 near Wakefield
 - Dept of Energy Resources for clean energy access, backup generators at public safety building and Senior Center



- LEAP/MAPC for Green Communities designation and funding, and completion of solar landfill project
- Seaport Econ Council for River Walk feasibility study/design/permit, plus potential for \$3+ million for construction
- MA Gaming Commission for Saugus/Revere Transportation Planner and Community Mitigation
- Dept of Conservation to revamp Tree Farm, create nursery, provide training
- Dept of Housing to develop Housing Production Plan
- Exec Office-Admin/Finance to develop GIS strategic plan, update Open Space/Recreation Plan, facilitate budgeting
- Initiated solar landfill project behind DPW, bringing in \$80K annually and est. 2 million kilowatts in electric credits

Education

- Supported and advocated for the overwhelmingly successful Town-wide initiative to implement a new education plan in the district, build a new, grades 6-12 Middle-High School, establish the current Belmonte Middle School as an Upper Elementary School for grades 3-5, and transform the Veterans Memorial Elementary School into a Lower Elementary School for pre-K to grade 2.
- Following Town-wide approval, MSBA awarded Saugus a \$63.7 million grant for new Middle-High School
- Middle-High School groundbreaking in September 2018 and construction to be completed in September 2020

Parks and Playgrounds

Supported and advocated for better parks and playgrounds for the Town's children and families. Proud to say we now have community and recreational opportunities for all ages:

- Bucchiere/ Bristow Park
 - Handicap-accessible play area plus sports areas and T-ball field
 - Walking track with workout stations for all ages
 - Brand-new, on-site parking lot
- Veterans School Playground
 - Wheelchair accessible inclusive playground equipment
 - Updated basketball court
- Belmonte Middle School
 - Five new tennis courts for tournament play
 - Pickleball court
 - Shot put area adjacent to the track
 - Lights installed for night play

Public Safety

Supported and prioritized the Town's continued investments in public safety, essential in continuing to put the safety of our residents and community first.

- As part of the Fiscal Year 2017 budget, the Town invested in:
 - A new fleet of seven 2017 Ford Police Interceptor Explorers; and



- A new F750 Tree Truck with 75-foot Aerial Boom for the Department of Public Works
- Up-to-date public safety equipment
- Building maintenance equipment and DPW trucks/equipment
- Implemented reverse 911 directory informing public of safety notices
- Prioritize maintenance efforts to ensure roads and sidewalks are in optimum condition
- Lincoln Avenue Revitalization Project
- Supported capital improvements to Lincoln Avenue pumping station
- Ensuring safety of our neighborhoods and increasing public safety capacity
- Promoting and hiring in Police, Fire and DPW departments
- Hiring eight new firefighters through \$1.5 million FEMA SAFER grant
- Installing security cameras and lighting at schools and parks
- Police department earned its accreditation for best practices and professionalism

Economic Development

Continue to focus on economic development in Saugus in order to help promote sustainable growth in our Town, which will improve our tax base. We continue to work to ensure that these projects do not hinder the quality of life our residents.

- Assisted with development of a Housing Production Plan
- Created Planning & Development Department to handle rising economic development demands and supervised major development projects in Route 1 zoning and overlay districts
- Some current major recently completed projects include:
 - Essex Landing (Collins Ave.); and
 - Avalon Bay (the former the Hilltop property).

Collaborations and Negotiations

- Successful negotiations with Revere, Winthrop and Chelsea to form Winnisimmet Regional Opioid Collaborative to address opiate use and abuse
- Worked with cities of Revere, Malden, Chelsea and Lynn on mitigation related to impacts of the proposed gaming casino in Everett
- Collaborated with City of Revere in applying for funding from the Massachusetts Gaming Commission for a Transportation Planner (\$150,000 allocated)
- Formed numerous partnerships through regional agreements with surrounding communities ensuring more efficient ways to deliver Town services to residents in an affordable manner
- Veteran Benefit Services and Affordable Housing Services

Additional

- Ensure Town government is accountable and transparent, and advocates for policies and procedures to support enhanced infrastructure and services for residents



- Assisted in resolving financial & administrative issues related to SCTV during transition from previous to current Board of Directors
- Solved numerous liquor license issues
- Supported local businesses by attending grand-opening and ribbon-cutting ceremonies
- Helped take steps to resolve the Bellevue Heights subdivision issue by:
 - Switching over the subdivision's electricity account to the Town to ensure street lights would be kept on
 - Seeking outside legal counsel to address the ongoing matter
- Instituted public Wi-Fi reception in Town Hall
- Became certified as an Assessor by the Commonwealth of Massachusetts
- MCCPO certified
- Saugus became designated as a Purple Heart Community
- Supported funding and plan to address Elm Street flooding, drainage

2015-2016

Economic Development

- Re-zoning of Route 1 to allow and promote mixed-use development to stimulate economic development by applying smart growth principles
- Seaport Economic Council grants Town of Saugus \$120,000 to plan and design a RiverWalk

Schools

- Completed the Eligibility Phase of the Saugus High School Project and was accepted into the Feasibility Phase with the MSBA
- School Committee approved the development of an education plan and new vision for Early Childhood Education and Kindergarten through Grade 12 within the Saugus Public Schools

Public Safety

- Achieved Police State Certification status from the Massachusetts Police Accreditation Commission
- Two AFG grants for fire gear and equipment

Infrastructure Improvements

- Board of Health voted to enact a grease trap regulation that will protect residents, businesses, and the environment within the Town of Saugus from blockages of the Town's sanitary sewer system caused by fats, oils, and grease (FOG) and other substances discharged from food establishments in Town.

Parks and Playgrounds

- Town Meeting passed an article that would borrow \$1.5 million for the design, construction, repair and replacement of parks and playgrounds in Town. This will pay for



the renovation of Bristow Park, the full reclamation of the Belmonte Middle School tennis courts, Veteran's Memorial Elementary School playground, and towards fixing safety issues at other locations.

Solid Waste/Recycling

- Center for Hard to Recycle Materials enables residents to manage and recycle unusual items including electronics and plastics not accepted in curbside bins. This capital improvement created one drop-off location for both compost and hard-to-recycle items as well as more streamlined and efficient operations, a better flow of traffic, and a cleaner environment for the community. The facility is the first of its kind in Massachusetts.