

CITY CLERK
GLOUCESTER, MA
2016 APR 27 PM 3:17

This meeting is recorded



GLOUCESTER CITY COUNCIL
Budget & Finance Committee
Thursday, May 5, 2016 – 5:30 p.m.
1st Fl. Council Committee Room – City Hall

AGENDA

Individual items from committee reports may be consolidated into a consent agenda.

1. *Special Budgetary Transfer Request 2016-SBT-18 & -19 from Police Dept.*
2. *Memo from DPW Director re: miscellaneous solid waste fee increases*
3. *Special Budgetary Transfer Request 2016-SBT-20, -21, & -22 from CFO*
4. *Memo from Community Development Director re: PPY2016 Community Development Block Grant (CDBG) and HOME Funds*
5. *Memo from Community Preservation Act Committee re: acceptance of donations from the Gloucester Fishermen Athletic Association (GFAA) & the Gloucester Fund for the Mattos Field Lighting project in the amount of \$66,000*
6. *Letter from Co-Chair of the Gloucester Historical Commission, Grant Application & Checklist from the Historical Commission re: 2016 Survey & Grant from the Mass. Historical Commission (MHC) & the Dusky Foundation in the amount of \$30,000*
7. *Memo, Grant Application & Checklist from Community Development Department re: acceptance of a grant from the Seaport Economic Council for the Gloucester Fresh Seafood Innovation Program in the amount of \$150,000*
8. *Memo from City Auditor regarding accounts having expenditures which exceed their authorization & Auditor's Report*

COMMITTEE

Chair, Councilor Scott Memhard
Vice Chair, Councilor Joseph Orlando, Jr.
Councilor Joseph Ciolino

CC: Mayor Theken
Jim Destino
Kenny Costa
John Dunn
Police Chief Leonard Campanello/Assistant Chief John McCarthy
Mike Hale/Mark Cole
Tom Daniel/Debbie Laurie/Emily Freedman
Adam Curcuro
Mary Ellen Lepionka
Sal DiStefano

The listing of matters is those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may be discussed & other items not listed may also be brought up for discussion to the extent permitted by law. Items may be taken out of order.

**City of Gloucester
Special Budgetary Transfer Request
Fiscal Year 2016**

INTER-departmental requiring City Council Approval - 6 Votes Required
 INTRA-departmental requiring City Council approval - Majority Vote Required

TRANSFER # 2016-SBT- 16 Auditor's Use Only

DEPARTMENT REQUESTING TRANSFER: Police

DATE: 4/8/2016 BALANCE IN ACCOUNT: \$7,959.32

(FROM) PERSONAL SERVICES ACCOUNT # Unfund Account # 101000.10.211.51100.0000.00.000.00.051

(FROM) ORDINARY EXPENSE ACCOUNT # Unfund Account #

DETAILED EXPLANATION OF SURPLUS: Police-Uniform, Sal/wage-Perm Pos
Officer Cherry resigned October 2015, surplus left from salary. Also surplus from FY16 Support & Incentive Grant

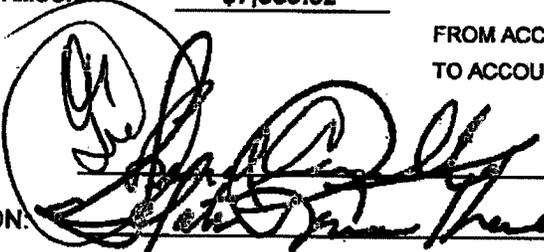
(TO) PERSONAL SERVICES ACCOUNT # Unfund Account # 101000.10.212.51300.0000.00.000.00.051

(TO) ORDINARY EXPENSE ACCOUNT # Unfund Account #

DETAILED ANALYSIS OF NEED(S): Police Investigation, Sal/Wage- Overtime
Account in deficit, funds needed to cover overtime through 6/30/16.

TOTAL TRANSFER AMOUNT: \$7,959.32

FROM ACCOUNT: \$0.00
TO ACCOUNT: \$7,749.08

APPROVALS:  DATE: 4/8/2016
DEPT. HEAD: _____ DATE: 4/20/16
ADMINISTRATION:  DATE: _____
BUDGET & FINANCE: _____ DATE: _____
CITY COUNCIL: _____ DATE: _____

**City of Gloucester
Special Budgetary Transfer Request
Fiscal Year 2016**

____ INTER-departmental requiring City Council Approval - 6 Votes Required
 X INTRA-departmental requiring City Council approval - Majority Vote Required

TRANSFER # 2016-SBT- 19 Auditor's Use Only

DEPARTMENT REQUESTING TRANSFER: Police

DATE: 4/20/2016 BALANCE IN ACCOUNT: \$5,613.88

(FROM) PERSONAL SERVICES ACCOUNT # Unfund Account # 101000.10.211.51950.0000.00.000.00.051

(FROM) ORDINARY EXPENSE ACCOUNT # Unfund Account #
Police-Uniform, Career Incentive Pay
Account Description

DETAILED EXPLANATION OF SURPLUS: Career incentive has been paid out for the year, surplus left.

(TO) PERSONAL SERVICES ACCOUNT # Unfund Account #

(TO) ORDINARY EXPENSE ACCOUNT # Unfund Account # 101000.10.211.53004.0000.00.000.00.052
Police-Uniform, EMT Tuition/Training
Account Description

DETAILED ANALYSIS OF NEED(S): Account has no funds left, we need \$3,600 for mandatory legal updates training.

TOTAL TRANSFER AMOUNT: \$3,600.00

FROM ACCOUNT: \$2,013.88
 TO ACCOUNT: \$3,600.00

APPROVALS: *(Signature)* DATE: 4/20/2016
 DEPT. HEAD: *(Signature)* DATE: 4/20/16
 ADMINISTRATION: *(Signature)* DATE: _____
 BUDGET & FINANCE: _____ DATE: _____
 CITY COUNCIL: _____ DATE: _____

28 POPLAR STREET
GLOUCESTER, MA 01930



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mhale@gloucester-ma.gov

CITY OF GLOUCESTER
DEPARTMENT OF PUBLIC WORKS

MEMORANDUM

To: James Destino, Chief Administrative Officer
From: Michael B. Hale, AICP, Director of Public Works
Date: 20 April 2016
Subject: Recommended Miscellaneous Solid Waste Fee Increases

While preparing an annual expense budget, Public Works also reviews revenue generated from fees. The review may look to other municipalities and similar private sector services or simply our own services and fee structure. As we head into a new contract with our rubbish hauler, we examined the recent history of fee increases. The most recent increase to the Pay-As-You-Throw (PAYT) residential household solid waste program was a PAYT sticker fee increase from \$1.50 to \$2.00 in June 2006. Two years later, in 2008, the Administration proposed and City Council voted an increase to bulk item disposal from \$2.00 to \$5.00. Under the current fee structure, appliances cost less to have picked up curb-side than they do to be dropped off. Below is list of four fee increases to consider.

	<u>Existing fee</u>	<u>Proposed fee</u>
36 gallon trash bags (large)	\$2.00	\$2.25
15 gallon trash bag (small)	\$1.00	\$1.25
Appliance/CRT Stickers	\$25.00	\$30.00
Bulk Item Stickers	\$5.00	\$10.00

Please do not hesitate to contact this office if you have any questions.

City Hall
Nine Dale Avenue
Gloucester, MA 01930



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jdunn@gloucester-ma.gov

CITY OF GLOUCESTER
OFFICE OF THE TREASURER/COLLECTOR

To: Sefatia Romeo Theken, Mayor
From: John P. Dunn, CFO 
Date: April 21, 2016
Re: Fiscal 2016 Appropriation Transfer to Veterans Services

Over the past couple of weeks Veterans Services Director Adam Curcuru and I have reviewed his Fiscal 2016 remaining budget against projected Veterans Benefits to be paid. We are projecting that, based on the average of Benefits paid over the past ten months, total benefit payments for May and June could be \$50,000. Available Veterans Services budget amounts to provide for such Benefit payments total \$22,000 at this date, leaving a potential \$27-28,000 shortfall.

In order to fund this potential shortfall, I am recommending the following transfers from accounts with available funds:

- The \$4,621 balance available in the Non-Contributory Pension account.
- The \$3,472 balance available in the Essex North Shore Assessment account
- \$19,900 of the balance left in the Treasurer/Collector Liability Insurance account

Such transfers total \$27,993. I have attached Special Budgetary Transfer forms to accomplish such transfers.

If you are in agreement with the transfers proposed above, please forward this request to the City Council at your earliest convenience. Thank you.

**City of Gloucester
Special Budgetary Transfer Request
Fiscal Year 2016**

____ INTER-departmental requiring City Council Approval - 6 Votes Required
____ INTRA-departmental requiring City Council approval - Majority Vote Required

TRANSFER # 2016, SBT: 20 Auditor's Use Only

DEPARTMENT REQUESTING TRANSFER: _____ Treasurer/Collector

DATE: 4/21/2016 BALANCE IN ACCOUNT: \$4,621.00

(FROM) PERSONAL SERVICES ACCOUNT # _____ 101000.10.911.51860.0000.00.000.00.051

(FROM) ORDINARY EXPENSE ACCOUNT # _____

Unfund Account #
101000.10.911.51860.0000.00.000.00.051
Unfund Account #

Pensions, Non-Contributory
Account Description

DETAILED EXPLANATION OF SURPLUS: Available Funds

(TO) PERSONAL SERVICES ACCOUNT # _____

(TO) ORDINARY EXPENSE ACCOUNT # _____ 101000.10.543.57710.0000.00.000.00.057

Unfund Account #

Unfund Account #
101000.10.543.57710.0000.00.000.00.057
Veterans Services, OB
Account Description

DETAILED ANALYSIS OF NEED(S): To fund May and June 2016 Veterans Benefits

TOTAL TRANSFER AMOUNT: \$4,621.00 FROM ACCOUNT: \$13,521.00
TO ACCOUNT: \$0.00

APPROVALS:
DEPT. HEAD: _____ DATE: 4/21/16
ADMINISTRATION: _____ DATE: 4-21-16
BUDGET & FINANCE: _____ DATE: _____
CITY COUNCIL: _____ DATE: _____

**City of Gloucester
Special Budgetary Transfer Request
Fiscal Year 2016**

____ INTER-departmental requiring City Council Approval - 6 Votes Required
 ____ INTRA-departmental requiring City Council approval - Majority Vote Required

TRANSFER # 2016-SBT- 21 Auditor's Use Only

DEPARTMENT REQUESTING TRANSFER: Treasurer/Collector

DATE: 4/21/2016 BALANCE IN ACCOUNT: \$3,472.00

(FROM) PERSONAL SERVICES ACCOUNT # 101000.10.942.56200.0000.00.000.00.051
Unfund Account #

(FROM) ORDINARY EXPENSE ACCOUNT # _____
Unfund Account #
Assessments - Voke School
Account Description

DETAILED EXPLANATION OF SURPLUS: Available Funds

(TO) PERSONAL SERVICES ACCOUNT # _____
Unfund Account #
 (TO) ORDINARY EXPENSE ACCOUNT # 101000.10.543.57710.0000.00.000.00.057
Unfund Account #

Veterans Services,OB
Account Description

DETAILED ANALYSIS OF NEED(S): To fund May and June 2016 Veterans Benefits

TOTAL TRANSFER AMOUNT: \$ 3,472
~~\$4,624.98~~

FROM ACCOUNT: \$16,993.00
 TO ACCOUNT: \$0.00

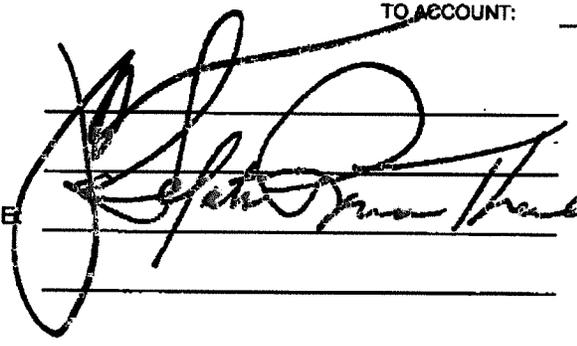
APPROVALS:

DEPT. HEAD: _____ DATE: 4/21/16

ADMINISTRATION: _____ DATE: 4.21.16

BUDGET & FINANCE: _____ DATE: _____

CITY COUNCIL: _____ DATE: _____



**City of Gloucester
Special Budgetary Transfer Request
Fiscal Year 2016**

____ INTER-departmental requiring City Council Approval - 6 Votes Required
____ INTRA-departmental requiring City Council approval - Majority Vote Required

TRANSFER # 2016-SBT- 22 Auditor's Use Only

DEPARTMENT REQUESTING TRANSFER: _____ Treasurer/Collector

DATE: 4/21/2016 BALANCE IN ACCOUNT: \$33,332.00

(FROM) PERSONAL SERVICES ACCOUNT # _____

Unfund Account #

(FROM) ORDINARY EXPENSE ACCOUNT # _____

Unfund Account #

101000.10.145.57420.0000.00.000.00.057

T/C - General Liability Insurance

Account Description

DETAILED EXPLANATION OF SURPLUS: _____

Available Funds

(TO) PERSONAL SERVICES ACCOUNT # _____

Unfund Account #

(TO) ORDINARY EXPENSE ACCOUNT # _____

Unfund Account #

101000.10.543.57710.0000.00.000.00.057

Veterans Services,OB

Account Description

DETAILED ANALYSIS OF NEED(S): To fund May and June 2016 Veterans Benefits

TOTAL TRANSFER AMOUNT: \$19,900.00

FROM ACCOUNT: \$36,893.00

TO ACCOUNT: \$0.00

APPROVALS:

DEPT. HEAD: _____

DATE: 4/21/16

ADMINISTRATION: _____

DATE: 4-21-16

BUDGET & FINANCE: _____

DATE: _____

CITY COUNCIL: _____

DATE: _____

3 Pond Road
Gloucester, MA 01930



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CITY OF GLOUCESTER
COMMUNITY DEVELOPMENT DEPARTMENT
GRANTS OFFICE

Memorandum

TO: Sefatia Romeo Theken, Mayor
FROM: Tom Daniel, Community Development Director
CC: Deborah Laurie, Senior Project Manager
Emily Freedman, Senior Project Manager
DATE: April 11, 2016

SUBJECT: Program Year 2016 Community Development Block Grant (CDBG) & HOME Funds

We are preparing Program Year 2016 (PY16/FY17 - July 1, 2016 to June 30, 2017) of our Community Development Block Grant (CDBG) and HOME Funding Annual Appropriations.

The Request for Proposal was issued on January 19, 2016, with applications being received by February 25, 2016. Two public hearings were held: an informational public hearing on February 4, 2016, and a public hearing on March 3, 2016, to hear the presentations of the submitted RFPs both held in the Friend Room of the Sawyer Free Library. The city's proposed allocation of funds was advertised for public comment on April 8, 2016. This ad included instructions for any individual interested in examining the Draft 2016 Annual Action Plan to do so at the Community Development Department, City Clerk's Office, and Sawyer Free Library or on the city's website at www.gloucester-ma.gov. The final version of this plan will be submitted to the US Department of Housing and Urban Development (HUD) on or about May 12, 2016.

Please request that City Council accept the **anticipated** CDBG Entitlement Allocation in the amount of \$608,765 in CDBG Funds from HUD, reprogram \$403,844 of program income and unprogrammed CDBG funds from prior years and utilize \$11,250 of anticipated program income for PY16, for a total of \$1,023,859 of CDBG funds and approximately \$60,161 of HOME funds for PY16/FY17 beginning July 1, 2016 and ending June 30, 2017. The city proposes to use these funds for the following activities:

Economic Development:

- \$210,000 for the City of Gloucester, Community Development Department for economic development loans to create or retain jobs or assist micro businesses. The department will allocate funds for financial assistance for businesses through Gloucester's Loan Programs and technical assistance. The City's Grants Division and a Review Committee are responsible for administration of funds. One full-time job or an aggregate amount of part-time jobs must be created or retained for each \$35,000 borrowed. The business must create or retain, within established guidelines, at least 51% of the jobs for low to moderate income Gloucester residents. The average amount received is \$35,000 to \$50,000. Micro Business assistance will loan funds up to \$15,000 to small businesses (5 or fewer employees) and the owner must be low/mod income to qualify. The program is designed to complement investor equity and bank financing.
- \$25,000 will be awarded to Action, Inc. Healthcare Career Pathways for Home Health Aide (HHA) and Nurse Aide Training programs which are job training programs. These two programs are working towards the goals of increasing economic opportunity for the unemployed and/or underemployed for low/mod Gloucester residents by providing job training, direct placement and retention as Home Health Aides and Nurse Aides with local home healthcare companies. The program meets a need among major local employers for qualified healthcare employees and will assist approximately 50 individuals.
- \$8,000 to Wellspring House for the Mediclerk program. This program is a partnership between Wellspring House and the North Shore Medical Center to provide job training and placement to low-income adults living in the North Shore area. Mediclerk students receive 368 hours of instruction over 14 weeks in a program that provides training in Medical Office Procedures, Introduction to Computers and Medical Keyboarding, Medical Terminology, Business Communications, Personal Success and Job Search Strategies. This program will train approximately 36 students.

Housing Rehabilitation Programs:

The Low to Moderate Homeowner Rehabilitation Program provides deferred, 0% loans to low/mod income homeowners to address health, safety, energy issues and code violations in their homes. The loan will be due upon the transfer or sale of the property, if the property is no longer the principal place of residence of the original applicant and sometimes upon refinancing.

The city will allocate \$280,000 for this program, including project delivery. The program addresses safety, health, code violations and de-leading if necessary. These initiatives within the Housing Rehabilitation Program will be able to achieve comprehensive rehabilitation services with a positive impact on housing quality, affordability and neighborhood improvements. The Housing Rehabilitation Program goal is to assist 10 units of housing.

HOME Funds - The city will allocate approximately \$61,161 from the HOME Consortium to support a new Tenant-Based Rental Assistance program that would provide rental assistance to income qualified renters for up to one or two years.

Public Services:

CDBG provides both a safety net for unmet needs in the community, as well as a leveraging tool for state, federal, and private funding of the strong nonprofit agencies that provide so many services in the community. The city will allocate \$102,565 for programs, which includes \$1,565 in project delivery costs. CDBG intends to fund the following programs and projects:

Family, Special Needs and Elderly

- \$5,000 is awarded to Cape Ann Interfaith Commission (CAIC) to support their Rental Assistance Program. CAIC will assist at least 10 households to help alleviate homelessness in Gloucester. Since CAIC is an all-volunteer program, 100% of CDBG funds received directly assist their recipients to obtain housing.
- \$5,000 is awarded to Gloucester Housing Authority's Cape Ann Home Ownership Center Pre/Post Home Homebuyer Education and Foreclosure Program which will serve approximately 300 low to moderate income clients prior to and for three years after purchasing a home.
- \$5,000 is awarded to HAWC for services in Gloucester for their Community Based Domestic Violence Crisis Intervention and Prevention Program. They assist in domestic violence issues and serve approximately 200 clients in crisis.
- \$15,000 is awarded to The Grace Center, Inc. for a day, drop-in center that serves low-income and homeless adults in crisis. Staff and volunteers will perform assessments, coordinate program evaluation, supervise data retrieval and increase prevention screening for major mental and physical health conditions. Program will serve approximately 100 clients in crisis and plans to expand its program to five days per week.
- \$10,000 is awarded to The Open Door to support their new Out From the Cold program to serve the homeless with shelter and a hot meal on Sunday's during the winter months.

Youth Programs

- \$25,000 is awarded to the YMCA's Youth Employment Program which is an entry level employment program for young adults entering the job market. The YMCA recruits, trains, provide equipment, supervision and employ more than 100 Gloucester teens and young adults as the Downtown Clean Team. This program provides employment opportunities and ensures our residents and tourists will not encounter litter as they travel through downtown Gloucester.
- \$7,000 awarded to Cape Art Haven Teens Artists Guild Program which will provide jobs for about 15 teens for the summer months. Jobs are sourced from

local businesses, primarily around advertising, (menus, websites, brochures, etc.) and employ the teens to complete those jobs.

- \$12,000 for Gloucester Public Schools for the Summer Literacy Program for low-income Gloucester children. This program will provide 30 students that are transitioning from first grade to second grade with below average reading skills to improve these skills over the summer months.
- \$10,000 for Pathways for Children for the Children School Age Care (SAC) After School/Out of School Time (ASOST) program. This program offers a variety of enrichment and recreational activities, field trips, and homework help. SAC teachers and participants also have the support of many committed and consistent volunteers and a Social Worker who conducts social skill groups that help increase students self-awareness, self-esteem, empathy and improved decision making.

Employment and Educational Training

- \$7,000 is awarded to Wellspring House for their Adult Learning Initiative Program to provide adults with a range of programs including, GED, education and job training, and career development. This program plans to serve up to 45-50 adults.

Public Facilities:

Under the CDBG Program, funds may be used to undertake a variety of public facilities and public improvement projects and will allocate \$276,541 for projects. Public facilities and public improvements are interpreted to include all facilities and improvements that are publicly owned or owned by a non-profit organization and open to the general public. CDBG intends to fund the following programs and projects:

- \$8,000 is awarded to the Backyard Growers for the Community Gardens for Low-Income Areas program. The project will entail re-construction of the existing West Parish garden at Burnham's Field for the downtown residents. The garden improvements will include six (6) new beds, raising the height of all 16 beds to create ADA compliant beds, installing split rail fencing around garden area and installing new signage, a small storage shed, and ADA compliant mulched pathways. Approximately 16 households will be served.
- \$64,166 is awarded to the Universalist Unitarian Church for the upgrade of their kitchen facilities to meet city code for commercial use. Several non-profit agencies utilize their community space and provide meals during their program hours.
- \$24,200 to the City of Gloucester, Community Development Department for the Stage Fort Park Visitor's Center ADA accessible route improvements to restrooms. These improvements will provide much needed safe pedestrian and ADA access to the newly renovated ADA compliant restroom located under the Visitor's Center.

3 Pond Road
Gloucester, MA 01930



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CITY OF GLOUCESTER
COMMUNITY DEVELOPMENT DEPARTMENT

MEMORANDUM

TO: Mayor Sefatia Romeo Theken
FROM: CPA Committee
CC: Deborah Laurie, CPC Senior Project Manager
RE: Donations received from the Cape Ann Women's Softball League for Mattos Rehabilitation Project partially funded with 2016 CPA funds
DATE: April 13, 2016

The Community Preservation Committee on behalf of the Cape Ann Women's Softball League would like the city to accept donations from the Gloucester Fishermen Athletic Association (GFAA) and the Gloucester Fund for the Mattos Field Lighting project in the amount of \$66,000.

The Cape Ann Women's Softball League has received donations for the above project. The CPA application was approved for \$110,000 and voted on by the City Council on December 8, 2015. The lighting at Mattos Field was installed in the 70's and has exceeded its life span. The light poles have since been taken down due to safety concerns. The project would consist of installing six new bases for the lights, poles and new light fixtures. The total cost estimate for the project is approximately \$170,699. Once funding is in place, the project can be bid by the City.

Thank you for your consideration in this matter.



Gloucester Historical Commission
Gloucester City Hall
9 Dale Avenue
Gloucester, MA 01930

March 15, 2016

Dear Mayor Sefatia Romeo-Theken,

We are pleased to inform you that the Gloucester Historical Commission has received a 2016 Survey and Planning Grant from the Massachusetts Historical Commission (MHC) and the Dusky Foundation in the amount of \$30,000.

Like our 2015 grant, presently underway, this is a 50-50 matching grant with the MHC and the Dusky Foundation. Like this year's grant, the full amount can be fronted by the City with reimbursements from the MHC and the Dusky Foundation upon completion of the project.

The project is being managed through the MHC with a Project Coordinator from the Gloucester Historical Commission. It will start this summer and run for one year, during which time professional historic preservationists will add approximately 150 more buildings, structures, objects, and areas to Gloucester's Inventory of Historic Resources. This year's project will also include National Register nominations.

For commercial properties, National Register status confers tax advantages and access to state and federal funds for historic preservation. For private properties, National Register status is an honor that encourages owners to preserve the historical integrity of their properties. National Register status does not in any way abridge ownership rights.

We hope that having a completed inventory of historic resources will help the City and its citizens to better understand and appreciate the historical significance of its treasures and to make informed decisions about their disposition. The terms of the grant include public outreach to inform and educate about the needs and benefits of historic preservation.

A copy of the winning grant proposal is attached for your further information.

Thank you,

Mary Ellen Lepionka
Co-Chair, Gloucester Historical Commission
Project Coordinator



City of Gloucester
Grant Application and Check List

Granting Authority: State Federal _____ Other _____

Name of Grant: 2016 Survey and Planning Grant

Department Applying for Grant: Historical Commission

Agency-Federal or State application is requested from: Mass. Historical Commission

Object of the application: _____

Any match requirements: _____

Mayor's approval to proceed: [Signature] 4/20/16
Signature Date

City Council's referral to Budget & Finance Standing Committee: _____
Vote Date

Budget & Finance Standing Committee: _____
Positive or Negative Recommendation Date

City Council's Approval or Rejection: _____
Vote Date

City Clerk's Certification of Vote to City Auditor: _____
Certification Date

City Auditor:
Assignment of account title and value of grant: _____
Title Amount

Auditor's distribution to managing department: _____
Department Date sent

NOTE: A copy of all grant paperwork must be submitted to the Auditor's Office

FORM: AUDIT GRANT CHECKLIST - V.1

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**City of Gloucester
Grant Application and Check List (Continued)**

The following are documents needed by the Auditing Office for grant account creation:

- 1. Grant Application**
- 2. Grant Award Letter/Standard Contract Approval Form**
- 3. Council Order Approval**
- 4. Original Grant Account Budget as approved by Grantor**
- 5. Amended Grant Account Budget as approved by Grantor (if applicable)**
- 6. Any additional information as requested by the Auditing Department**

Note: All documents must be complete signed copies.

Please attach the following documents with the Grant Application and Check List and send to the Auditors' Office.



The Commonwealth of Massachusetts
William Francis Galvin, Secretary of the Commonwealth
Massachusetts Historical Commission

March 10, 2016

Mary Ellen Lepionka
Gloucester Historical Commission
17 Hammond St
Gloucester, MA 01930

RE: FY 2016 MHC Survey and Planning Grant Award

Dear Ms. Lepionka:

I am pleased to inform you that your proposed project has been selected for an allocation of \$15,000 from the Massachusetts Historical Commission's FY 2016 Survey and Planning Grant Program. This award will support the Gloucester, MA Historical Resources Inventory Update project.

Please keep in mind that project work can begin only after the MHC executes a contract with you that specifies the scope of grant-assisted work and defines responsibilities and deadlines under applicable laws and regulations.

Please respond in writing to Michael Steinitz, MHC Deputy State Historic Preservation Officer, no later than Friday, April 15th with your intention to accept the grant allocation.

MHC will contact all Local Project Coordinators in April, and will schedule a Coordinators meeting in May to review the provisions and requirements of the grant contract, to discuss your work program, and to discuss consultant procurement procedures. Attendance at this meeting is mandatory for all Local Project Coordinators as a condition of the grant. A Local Project Coordinators Manual will be forwarded to you separately.

The MHC looks forward to working with you toward the successful completion of your project. Please contact Michael Steinitz at MHC with any questions regarding the grant program or this award. We sincerely hope that this grant allocation will help you achieve your preservation goals.

Sincerely,

A handwritten signature in cursive script that reads "Brona Simon".

Brona Simon
Executive Director
State Historic Preservation Officer
Massachusetts Historical Commission

FY2016 Survey & Planning Grant, Due February 8, 2016

Gloucester, MA Historical Resources Inventory Update

PART I-PROPOSAL COVER SHEET (See Attachment A)

PART II-WORK PROGRAM

OBJECTIVES

The purpose of this project will be to undertake an intensive-level community-wide survey of cultural and architectural resources in the City of Gloucester. This project will be structured to provide professional cultural and architectural resource survey expertise to the community. Project goals are as follows:

- 1) To conduct a community-wide survey to assess and document approximately 150 selected cultural and architectural resources, following Massachusetts Historical Commission (MHC) survey standards and methodology.
- 2) To identify contexts for National Register evaluation and to apply the National Register criteria to all resources identified in the survey.
- 3) To submit to MHC a list of individual properties and/or districts recommended for nomination to the National Register of Historic Places.

METHODOLOGY

The Analytical Framework

MHC individual property and area inventory forms, maps and National Register recommendations will be completed and submitted to MHC in accordance with the survey guidelines set forth in the MHC's *Historic Properties Survey Manual: Guidelines for the Identification of Historic and Archaeological Resources in Massachusetts* (1992) and *Survey Technical Bulletin #1* (1993), *MHC Interim Survey Guidelines* (March 1999 et seq.), and *MHC Interim Guidelines for Inventory Form Photographs* (2009), *MHC Interim Guidelines for Inventory Form Locational Information* (2015), as well as the Secretary of the Interior's *Standards and Guidelines for Identification* (1983, copies available from the MHC). These publications and memoranda are all incorporated into this contract by reference.

The community-wide survey project will incorporate MHC criteria and methodology to current standards, based on MHC's *Historic Properties Survey Manual: Guidelines for the Identification of Historic and Archaeological Resources in Massachusetts* (1992), *Survey Technical Bulletin #1* (1993), *MHC Interim Survey Guidelines* (March 1999, et seq.), *MHC Interim Guidelines for Inventory Form Photographs* (2009), and MHC's *Interim Guidelines for Inventory Form Locational Information* (2015). Both MHC survey guidelines and the tasks and products of the survey Scope of Work will meet the Secretary of the Interior's *Standards and Guidelines for Identification* (1983).

The *MHC Reconnaissance Survey Town Report* for Gloucester (1985), the corresponding MHC Reconnaissance Survey Regional Report, existing survey forms, National Register nominations on file with the MHC, information in MACRIS, recommendations of Gloucester's 2012 Survey Update Plan, and the results of the FY2015 Survey & Planning project will provide a framework and base of information for analysis. Individual forms and area forms will expand on the information in these sources and will relate inventoried properties to significant previously identified and new themes in the historical development of Gloucester.

Selection Criteria

The MHC criteria for conducting a community-wide survey are designed to identify the full range of cultural resources. Cultural resources are the physical elements in the landscape that remain from historical patterns of human activity. There are many components of a community's historical development that are associated with the location and type of surviving cultural resources. A community-wide survey should therefore relate cultural resources to historic patterns of architectural development, land use, economic development, social and demographic history, and events that had an impact on the community. The community-wide survey should recognize ethnic and cultural diversity within the community, and seek to identify cultural resources associated with the history of the minority social and cultural groups and individuals that may have played a role in the community's history.

Phase Meetings

The project consists of four phases. Project personnel, both the consultant teams and the project coordinator, will meet with MHC staff at MHC offices in Boston to review project progress and products at the end of each phase. The work to be carried out during each phase, and products due at the end of each phase, are described on the following pages.

The Inventory

The community-wide survey will consider the full range of cultural resources in terms of period, theme, property type, architectural form and style, and geographic distribution. The survey will consider all periods of architectural and historic development from the period of first colonial European presence to circa 1965 and will include both representative and outstanding examples of the building forms, types, and styles present in the community. All resources will be related to significant themes of Gloucester's historical and architectural development.

MHC individual property and area inventory forms, maps, and National Register recommendations will be completed and submitted to MHC in accordance with the survey guidelines set forth in the publications identified in the first paragraph of this section of the application. Those publications and memoranda are incorporated into this contract.

Scope of Work

Phase I (6 weeks)

Tasks:

- Meet with local project coordinator/local historical commission (LPC/LHC) and MHC staff to discuss the scope and inventory methodology of the project and to assess the available documentary materials (LHC files, collections and existing research, maps, local histories, etc.);
- Select maps, including a working map and large-scale base map (assessor's parcel map is preferred), to identify inventoried areas and properties;
- Determine availability of electronic mapping and parcel data and of city-based GIS data suitable for use in the project;
- Review existing inventory forms on file at the LHC and at the MHC;
- Conduct initial research and reconnaissance survey to verify the types and geographical distribution of cultural resources, and to develop criteria for selecting properties to be extensively researched in the survey.

Products:

- Working maps and large scale base map(s) to be used to identify inventoried properties
- Methodology statement, specifying:
 1. Survey objectives;
 2. Criteria for selecting properties for survey;
 3. Procedures to be followed in the survey and forms of products to be created;
 4. Expectations about the kind, location, and character of historic properties to be recorded;
 5. An assessment of existing documentation;
 6. A brief description of the amount and kinds of information to be gathered about the properties;
 7. Bibliography.

Phase I will be completed by Friday, October 21, 2016

Phase II (8 weeks)

Tasks:

- Conduct continued architectural and archaeological assessments and documentary research to identify important historic themes, events, and persons for the survey target areas, with particular attention to substantially synthesizing and supplementing the information already available. Research collections, should include relevant local, regional and state library and archive collections, as well as web-based research sites.
- Apply selection criteria and prepare list of specific properties to be surveyed.
- Complete representative draft inventory forms for different property types.

- Meet with LHC and MHC staff to review property lists and draft forms.

Products:

- List of properties to be surveyed, arranged alphabetically by street address
- Representative draft inventory forms, to be submitted in both hard copy and MS Word format.

Phase II will be completed by Friday, December 16, 2016

Phase III (20 weeks)

Tasks:

- Conduct intensive research of properties selected for inventory;
- Identify contexts for National Register evaluation and apply National Register criteria to inventoried areas and resources;
- Prepare draft list of all areas and resources recommended for National Register nomination;
- Prepare inventory forms with photographs and property location maps. Forms for any surveyed properties listed in the State Register of Historic Places must be marked at top front with appropriate designation code and date.
- Submit draft inventory forms with photographs, draft National Register contexts, and National Register recommendation to MHC and LHC for review and comment (comments to be incorporated during Phase IV);
- In consultation with LHC, MHC survey and MACRIS staff, develop lettering and numbering system for inventoried properties.

Products:

- Unnumbered complete draft inventory forms for approximately 150 properties with photos and locus maps for all areas, buildings, sites, structures, and parks/landscapes. (This information may optionally be submitted in electronic form only for this project phase [CD or DVD].)
- Draft discussion of National Register contexts and list of all areas and resources recommended for National Register nomination.

Phase III will be completed by Friday, May 5, 2017

Phase IV (7 weeks)

Tasks:

- Add inventory letters/numbers to forms, if these were not added in Phase III.
- Name MS Word files to conform to MHC file-naming convention.
- Complete National Register Criteria Statement forms to be attached to appropriate inventory forms.
- Prepare base map(s) identifying inventoried properties and areas.
- Prepare street index of inventoried areas and properties.

Products:

- Hard-copy numbered MHC inventory forms for approximately 150 properties (two sets with original photographic prints: one for MHC and one for the LHC. Inventory forms must be printed on 24 lb. bond paper of at least 25% cotton fiber content. Photographs must be 3½" x 5½" or 4" x 6" digitally produced ink jet prints using MHC approved printer/paper/ink combinations that produce prints with a minimum 75-year permanence rating. (The paper inventory forms should incorporate the electronic version photograph(s) in addition to an attached photographic print. Only one archivally-permanent paper print, of the primary view, is required for most inventory forms.)
- Large-scale base map(s) with all inventoried areas and properties identified by inventory number (two sets: one for MHC and one for the LHC).
- Survey Final Report** (four *paginated, unbound* copies (two for MHC, two for LHC) which will include the following sections:
 1. Abstract;
 2. Methodology statement, including survey objectives, assessment of previous research, selection criteria, procedures followed in the survey, description of products and accomplishments and an explanation of how results of survey differed from those expectations;
 3. Street index of inventoried properties. Areas will be listed separately at the beginning, arranged alphabetically by area name. Individually inventoried properties follow, arranged alphabetically by street name. Property name (if any) and inventory number also will be included on this list;
 4. Final discussion of National Register contexts and list of recommendations for areas and properties to be nominated to the National Register of Historic Places;
 5. Further study recommendations; and
 6. Bibliography.
- CD containing a MS Word file for each inventory form. Each Word file should conform to MHC file naming convention, and incorporate photograph(s) and map(s). The CD should also include an MS Word version of the final survey report.
- A separate CD containing high-resolution TIF or JPG images for surveyed properties, identified by street address or MACRIS number, following MHC file naming convention for photographic images.

**The Survey Final Report must identify the community repository and/or municipal office(s) where completed survey documentation (inventory forms, base maps and final report) will be made available to the public.

Phase IV will be completed and submitted to the MHC and LHC by Friday, June 30, 2017.

All the products of the survey will be made available to the public through presentations, the GHC web site, the local cable television station, the Sawyer Free Library, the O'Maley Innovation Middle School, and City Hall.

PART III-Narrative Statement

The primary goal of the FY2016 Survey & Planning Grant is to advance Gloucester's inventory of historic resources by continuing and augmenting the work undertaken in our FY2015 Survey & Planning Grant, presently underway. The focus of the project will be to inventory the equivalent of approximately 150 properties and multiple property areas omitted from or underrepresented in the FY2015 survey, and to submit certain National Register nominations.

We are thrilled that the MHC is undertaking the updating of National Register District nominations for Rocky Neck and for Annisquam Village as part of the FY2015 grant cycle, pursuant to extensive previous work on file. The Rocky Neck Cultural Center and Art Colony will support this effort. The proposed Annisquam Village District is anchored by three buildings owned by the Annisquam Association Inc. and held in trust for the residents. These are the Village Hall and Library, the Deluge 8 Firehouse, and the former Leonard School (The Exchange). The Annisquam Association and the Village Hall Association will assist in winning community support for National Register status. Rocky Neck and Annisquam played undeniably important roles in Massachusetts history--as Native American settlement areas, colonial fisheries and ship-building centers, maritime privateering and merchant communities, and idyllic resorts for artists, city workers, and the wealthy.

With the understanding that final determination of the areas and properties to be included would not be determined until Phase II of the FY2016 project, we aim to complete forms and approvals for selected areas and candidates for National Register nomination. In the FY2016 cycle we especially want to advance or to complete as much as possible:

- 1) Significant themes in the unique history of Gloucester, especially the maritime industry, artist colonies, tourism and recreation, and the granite industry; and
- 2) Significant neighborhoods in Gloucester's diverse history of settlement and immigration, especially those under threat of loss through development. These properties will be more specifically identified at the end of Phase III of the FY2015 Survey & Planning project, which already targets qualifying harborfront commercial properties, key neighborhoods, and iconic streetscapes.

In particular, in FY2016 we hope to focus on area forms for A) Stage Fort Park and Stacy Boulevard, B) Magnolia Village in West Parish, and C) the Back Shore (Atlantic Road and Bass Rocks).

A) Stage Fort Park and Stacy Boulevard

Stage Fort Park and Stacy Boulevard run from Ravenswood Park to the Fort at the end of Gloucester's outer harbor. The area encompasses Fishermen's field; Cressey's Beach; Half Moon Beach, where the Dorchester Company landed in 1623; Tablet Rock and other erratics significant to Native Americans living there at the time of contact; the site of earthworks and a fort first constructed in 1636; a 1925 cobblestone welcome center; the Blynman Canal (The Cut) by which the Annisquam River connects Ipswich Bay and Massachusetts Bay; war memorials, the fishermen's wives memorial, and the famous Man at the Wheel; and Pavilion Beach, where dory races and the greasy pole take place each year and where the Birdseye plant has been demolished for a modern hotel.

The whole is bounded by seawalls of locally quarried granite and by older homes and inns on the Washington St. side that are under threat of demolition for condo development. One demolition has happened so far this year and another averted at the last minute through public protest.

B) Magnolia and West Parish

Magnolia is one of several West Gloucester neighborhoods not yet represented in the Inventory of Historic Resources. English settlers first discovered Magnolia en route overland from Fisherman's Field on Gloucester Harbor to the Bass River in Beverly in 1626 and some subsequently returned to establish fishing communities on Magnolia Cove and Kettle Cove.

West Parish—all of Gloucester west of The Cut—extends to Wingersheek Beach and Coffin's Beach on Ipswich Bay and Walker's Creek on Essex Bay. Like other seaside villages and enclaves in Massachusetts, they have a long, rich, and significant history. All became magnets for fishermen, shipbuilders, transoceanic merchants, artists and writers, wealthy seasonal residents, and tourists at grand hotels and summer resorts.

In addition to Magnolia, West Parish contains a great variety of neighborhoods, period architectures, and historically significant structures and landscapes. Decisions about what properties and areas to include in an area form will have to wait for the recommendations of project consultants and the MHC.

C) The Back Shore (Atlantic Rd. and Bass Rocks)

Atlantic Road runs from Grapevine Road in East Gloucester to Bass Ave. at Good Harbor Beach. It is one of the last stretches of raw seacoast accessible to public view both on foot and by car. Old manor houses and inns, interspersed with modern motels and McMansions, line the landward side of the road and are in imminent danger of demolition for condo development. On the seaward side of the road, where the surf sprays granite ledges and boulders and fringes of bayberry, sumac, and wild rose, property owners have applied for building permits for new residential and commercial construction that they plan to anchor into the rock. The loss of Back Shore properties and scenic seascapes would be a significant detriment to Gloucester, its residents and visitors, and its tourist industry.

The Back Shore extends beyond Good Harbor Beach to other neighborhoods, such as Briar Neck, but, again, the specific streets or properties to include in an area form will have to be determined upon professional advisement after the project is underway.

For Future Consideration

Although it comprises a separate study involving archaeologists, we hope it will be possible at some point to nominate Dogtown as a National Register District. An Area Form already exists for Dogtown, a significant historical and archaeological site and municipal watershed area in the center of Cape Ann that since the 1960s has repeatedly been recommended for National Register listing. A portion of the area, Dogtown Common, embraces the roadways and cellar holes of a colonial settlement first occupied in 1690 and last abandoned in 1840.

All that remains to be done is: a) an accurate formalization of specific boundaries, b) a completed National Register Criteria Statement Form (NPS Form 10-900), and c) statements of approval from Gloucester's Mayor and City Council and possibly also from Rockport's Board of Selectmen, depending on the boundaries chosen.

The Gloucester Historical Commission has every indication of popular support for the historic designation and preservation of Dogtown. Civic, grassroots, and volunteer involvement includes activities of the Dogtown Advisory Committee, the Open Space and Recreation Committee, the Friends of Dogtown, the Cape Ann Trail Stewards, the Cape Ann Museum, and the Essex County Greenbelt Association. These groups are engaged in collaborative efforts to preserve, restore, and maintain Dogtown as a public historical, ecological, educational, and recreational resource for all.

The work we propose for the FY2016 survey and planning grant will represent a public benefit by supporting local and state historic preservation priorities established by the MHC and the Gloucester Historical Commission (GHC). A priority of the GHC is to identify historically significant properties and neighborhoods as an aid in the administration of demolition delay, presently under consideration by our local legislature, and the preservation of local heritage sites. We also want to propose National Register Districts or nominate selected properties for addition to the State or National Register of Historic Places. To increase our eligibility for funding we are working toward establishing a Certified Local Government through collaboration with the Historic District Commission.

Another main GHC goal is to educate the public and its civil servants about Gloucester's historic resources and the need for their preservation. To this end, we are presently preparing to publish a 64-page booklet on architectural styles and historic preservation through a grant from the Gloucester Development Team. We also are collaborating with the Cape Ann Museum for an event this May in honor of Historic Preservation Month, at which time we will present preservation awards in recognition of local efforts.

IV. Matching Share and Budget Information

The source of the funding match for the FY2016 Survey and Planning Grant (as for the FY2015 Survey and Planning Grant) is the Dusky Foundation, a local philanthropy founded by J. Linzee Coolidge. The funds have already been promised. We understand that the MHC's 50-percent contribution is in the form of a reimbursement. The City of Gloucester will front the whole amount and request reimbursement from both the MHC and the Dusky Foundation after completion of the project in the summer of 2017. Without MHC and Dusky Foundation assistance we would not be able to undertake this project, which we believe can realistically be completed within the stated budget and time frame. Please see Attachments C and D.

V. Assurances

Also enclosed are forms signed by the Mayor of the City of Gloucester: Assurances (Attachment B) and Lower Tier Debarment Certification (Attachment E).

VI. Letter of Support

This application is being made by the Gloucester Historical Commission, which wholeheartedly endorses it. The Project Coordinator is a co-chair of the Commission.

ATTACHMENT A

**FISCAL YEAR 2016
SURVEY AND PLANNING GRANT - FULL APPLICATION**

**COVER SHEET FOR APPLICATION PROPOSAL
DEADLINE – MONDAY, FEBRUARY 8, 2016**

1. Project Title: **Gloucester, MA Historical Resources Inventory Update**
2. Project Type: **Survey & Planning, with National Register Nominations**
3. Community/Communities: **Gloucester areas and properties identified in the FY2015 Survey & Planning grant**
4. Local Project Coordinator: **Mary Ellen Lepionka**

Address: **17 Hammond St.
Gloucester, MA 01930**

Phone: **978-283-1531; 978-491-1017**

Fax:

E-mail: **me.lepionka@verizon.net**

5. Amount of Funding Requested: \$ 15,000
 Local Share: \$ 15,000
 Total Project Cost: \$ 30,000

6. Attachments: (Please check as completed)

X <input type="checkbox"/> Work Program	X <input type="checkbox"/> Matching Share Information (Attachment C)
X <input type="checkbox"/> Narrative Statement	X <input type="checkbox"/> Assurances (Attachment B)
X <input type="checkbox"/> Budget (Attachment D)	X <input type="checkbox"/> Debarment Certification (Attachment E)
	X <input type="checkbox"/> Local Historical Commission Comment (If Applicable)

7. Authorized Applicant Signature:

David H Rhineland
(Signature)

David Rhineland David H Rhineland
(Name – please print)

Co-Chair, Gloucester Historical Commission January 25, 2016
(Title) (Date)

ATTACHMENT B

ASSURANCES

In consideration of and for the purpose of obtaining a grant from the Department of the Interior, National Park Service, through the Massachusetts Historical Commission, the Gloucester Historical Commission (hereinafter called "Applicant-Recipient") hereby agrees that it will comply with the following:

- A. Grants will be administered in conformance with all applicable federal and state laws, regulations, policies, requirements and guidelines, including OMB Circular A-102 revised (43 CFR 12), policies and procedures of the Historic Preservation Grant-in-Aid Program, and civil rights (Title VI of 1964 Civil Rights Act); non-discrimination on the basis of handicap (Sec. 506 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990); age (the Age Discrimination Act of 1975); equal employment opportunity and labor law requirements of federal grants;
- B. All procurement actions will be conducted in a manner that provides for maximum open and free competition in compliance with federal and state requirements, including OMB Circular A-102 revised (43 CFR 12);
- C. Adequate financial resources will be available for performance (including necessary experience, organization, technical qualifications and facilities) to complete the proposed project or a firm commitment, arrangement or ability to obtain such will be made;
- D. All costs charged to the grant project will be in payment of an approved budget item during the project period and conform to the cost principles of OMB Circular A-87;
- E. An adequate financial management system (and audit procedure when deemed applicable) will be maintained which provides efficient and effective accountability and control of all property, funds and assets. Subgrantees which are state or local governments must comply with the Single Audit Act of OMB Circular A-133; Subgrantees which are non-profit organizations or universities must comply with OMB Circular A-110 outlining audit requirements for non-profit and educational institutions.
- F. Matching share will not consist of funds from the Federal Government under another assistance agreement unless authorized;
- G. Applicant-Recipient will comply with required completion schedule for the project.

The Applicant-Recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this Assurance, and that the United States shall reserve the right to seek judicial enforcement of this Assurance. This Assurance is binding on the Applicant-Recipient, its successors, transferees, and assignees; the person or persons whose signature appears below (is) are authorized to sign this Assurance on behalf of the Applicant-Recipient.

DATE

APPLICANT-RECIPIENT SIGNATURE

Mayor, City of Gloucester

TITLE (Chairman of Board of Selectmen, Mayor or Chief Elected Official)

ATTACHMENT C

MATCHING SHARE INFORMATION

1. **Cash**

Donor: Dusky Foundation

Source: Private foundation

Amount: \$ 15,000

2. **In-Kind Services** (if applicable)

Donor: _____

Source: _____

Amount: \$ _____

I certify that the matching share identified above is available and will be allocated to the survey and planning project called:

FY2016 Survey & Planning: Gloucester, MA Historical Resources Inventory Update

(Name of Project)

J. Linzer Coolidge
(Signature)

J. LINZER COOLIDGE
(Name -- please print)

TAUSORIS JAN 18 2016
(Title) (Date)

ATTACHMENT E

**Certification Regarding
Debarment, Suspension, Ineligibility and
Voluntary Exclusion**

Lower Tier Covered Transactions

This certification is required by the regulations implementing Executive Order 12549, **Debarment and Suspension**, 43 CFR Part 12, Section 12.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211). Copies of the regulations are included in the proposal package. For further assistance in obtaining a copy of the regulations, contact the U.S. Department of the Interior, Acquisition and Assistance Division, Office of Acquisition and Property Management, 18th and C Streets, N.W., Washington, D.C. 20240.

(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS ON REVERSE)

(1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative

[Handwritten Signature]

Signature

Date

DI-1954

(9/88)

City Hall Annex
Three Pond Road
Gloucester, MA
01930



TEL 978-281-9781
FAX 978-281-9779
sdistefano@gloucester-
ma.gov

CITY OF GLOUCESTER
COMMUNITY DEVELOPMENT DEPARTMENT

MEMORANDUM

TO: City Council Budget and Finance Committee
FROM: Tom Daniel-Community Development Dir., Sal Di Stefano-Economic Development Dir.
RE: Seaport Economic Council-Gloucester Fresh Seafood Grant Acceptance
DATE: April 8, 2016

The Community Development Department is requesting Council Acceptance of a \$151,000 grant from the Seaport Economic Council for the Gloucester Fresh Seafood Innovation Program.

The grant will support the continued promotion and outreach efforts conducted by the city and its community partners which will include Seafood Expo North America, Boston Seafood Festival, advertising, promotional events, and demonstrations. The grant will be given on a quarterly reimbursement basis with a contract ending date of June 30, 2017.



**City of Gloucester
Grant Application and Check List**

Granting Authority: State XX Federal _____ Other _____

Name of Grant: Gloucester Fresh Seafood Promotional Program Grant

Department Applying for Grant: Community Development Department

Agency-Federal or State application is requested from: Seaport Economic Council

Object of the application: \$151,000 for promotion of Gloucester Seafood

Any match requirements: Yes, \$10,000 from the City of Gloucester

Mayor's approval to proceed: *[Signature]* 4/20/16
Signature Date

✓ City Council's referral to Budget & Finance Standing Committee: _____
Vote Date

Budget & Finance Standing Committee: _____
Positive or Negative Recommendation Date

✓ City Council's Approval or Rejection: _____
Vote Date

City Clerk's Certification of Vote to City Auditor: _____
Certification Date

City Auditor:
Assignment of account title and value of grant: _____
Title Amount

Auditor's distribution to managing department: _____
Department Date sent

NOTE: A copy of all grant paperwork must be submitted to the Auditor's Office



**City of Gloucester
Grant Application and Check List (Continued)**

The following are documents needed by the Auditing Office for grant account creation:

- 1. Grant Application**
- 2. Grant Award Letter/Standard Contract Approval Form**
- 3. Council Order Approval**
- 4. Original Grant Account Budget as approved by Grantor**
- 5. Amended Grant Account Budget as approved by Grantor (if applicable)**
- 6. Any additional information as requested by the Auditing Department**

Note: All documents must be complete signed copies.

Please attach the following documents with the Grant Application and Check List and send to the Auditors' Office.



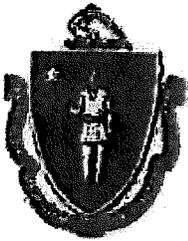
**City of Gloucester
Grant Application and Check List (Continued)**

The following are documents needed by the Auditing Office for grant account creation:

1. Grant Application ✓
2. Grant Award Letter/Standard Contract Approval Form ✓
3. Council Order Approval ✓
4. Original Grant Account Budget as approved by Grantor ✓
5. Amended Grant Account Budget as approved by Grantor (if applicable) n/a
6. Any additional information as requested by the Auditing Department

Note: All documents must be complete signed copies.

Please attach the following documents with the Grant Application and Check List and send to the Auditors' Office.



Commonwealth of Massachusetts

Seaport Economic Council

93 State Pier

New Bedford, Massachusetts 02740

508-999-3030

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR
COUNCIL CHAIRWOMAN

CAROLYN A. KIRK
ACTING EXECUTIVE SECRETARY

SEAPORT ECONOMIC COUNCIL PROGRAM

2015 APPLICATION

Applications are accepted throughout the year on a rolling basis. Applications shall be reviewed by a committee of Port Professionals (the "Committee") which is designated by the Chair of the Council. Port Professionals will be representative of coastal communities and will be comprised of subject matter experts in economic development in coastal communities, and the development of sustainable, resilient coastal and marine assets.

Requests for funds that are both ready for assessment by the Committee and ready for implementation will be referred to the Committee. The Committee, with appropriate administrative and technical support from agencies of the Commonwealth, will assess all requests for funds referred to it, and shall make recommendations to the Council.

1. APPLICANT INFORMATION – Primary Applicant

1.1: Name of Municipality or Public Entity: City of Gloucester

1.2: Executive Officer or Designee for Project: Salvatore Di Stefano, Sr.,

1.3: Application Contact (if different from above): _____

1.4: Title: Economic Development Director

1.5: Address: City Hall Annex, 3 Pond Road

1.6: City: Gloucester

1.7: State: MA

1.8: ZIP: 01930

1.9: Phone: 978-282-8017

1.10: Fax: 978-281-9779

1.11: E-mail Address: sdistefano@gloucester-ma.gov

2. APPLICANT INFORMATION – Co-Applicant

2.1: Name of Entity: _____

2.2: Executive Officer or Designee for Project: _____

2.3: Application Contact (if different from above): _____

2.4: Title: _____

2.5: Address: _____

2.6: City: _____

2.7: State: _____

2.8: ZIP: _____

2.9: Phone: _____

2.10: Fax: _____

2.11: E-mail Address: _____

3. PROJECT TYPE - Please select one of the following project types that best describes your project:

- Innovation Grants:** Innovation Grants function as a resource to invest in innovative ideas and projects that promote job creation and economic growth within the maritime sector, which is broadly defined to include: shipping and trade; marine science and technology; coastal recreation and tourism; ocean-based clean energy initiatives; and the seafood industry.
- Grants to Public Education Institutions:** Grants to Public Education Institutions range from fostering awareness about the coastal assets and maritime traditions of the Commonwealth to investing in transformative public/private collaborations. Public education institutions that offer curriculum within the scope of pre-k through higher education are eligible to apply for this grant.
- Local Maritime Economic Development Planning Grants:** It is recognized that coastal communities vary in size and scope from deep-water port cities to small beach towns. These grants provide capacity for coastal communities to explore their unique advantages and generate economic development plans which help them realize their full potential, grow jobs, and maximize the maritime economic sector for their community.
- Maritime Economic Sector Strategy Grants:** Section 3 of the Executive Order governing the Seaport Economic Council articulates the Commonwealth's role in promoting and growing the maritime economic sector and it is anticipated that from time to time investments will be made in order to fulfil this charge.
- Supportive Coastal Infrastructure Project Grants:** Supportive Coastal Infrastructure Project Grants are available when, in order to fulfill the job or economic growth potential within a coastal community, investments may need to be made in coastal infrastructure to achieve these aims. Best available science and information regarding potential threats to coastal communities from sea level rise and extreme weather events will be used to evaluate and improve the sustainability and resilience of projects in which the Council invests.

4. PROJECT OVERVIEW – Please provide an overview of the project.

Description should include an explanation of the uses for which this grant is being requested. Please provide a concise explanation of how the project will advance the host community's maritime economy objectives. The most competitive applications will demonstrate the value of the project to the community, with a clear articulation of the vision, goals and outcomes of the project along with process to engage partners and stakeholders.

"GLOUCESTER FRESH SEAFOOD" INNOVATION PROGRAM:

The City of Gloucester has a proud maritime heritage that dates back to the 1600s. Today 40% of our economy still relies on fishing, processing, shoreside services and related businesses.

While we are striving to diversify our working waterfront with emerging marine, science, and technology uses, we are simultaneously working to support our traditional fishing and seafood processing industry. The need to act in new ways has become even more prominent as a result of federal regulations on Gulf of Maine Cod after the 2012 groundfish stock collapse disaster.

The Mayor, business and civic leaders, non-profit groups (such as Gloucester Fishermen's Wives Association) and other concerned citizens have been working together to help our local fishermen and seafood processors by opening up markets for sustainable underutilized species and by supporting businesses with new value-added product development and marketing.

For example, members of our community have been active in the Massachusetts Food Systems Plan released on October 23, 2015. During the planning process we convened multiple stake-holders to gather input and buy-in for the plan, which includes recommendations for increasing the consumption of Massachusetts-landed fish and to promote economic development in the seafood industry.

In addition, we just learned that we are the only awardee in the Commonwealth for the EPA's Local Food Local Places technical assistance grant program. Over 340 communities applied nationwide and Gloucester received one of the twenty-seven awards nationally. Local community members met and applied for this grant through the City of Gloucester. We will use this technical expertise to help reconnect our local fisheries resources to our community and, in particular, to utilize the seafood caught locally to be a source of healthy, affordable nutrition to our low-income families, children, seniors and others. We want this to be an alternative to fast-food or highly processed/high sodium foods that lead to obesity and other health ailments.

The City, again working with community partners, had great success at Seafood Expo North America in March 2015 (formerly known as the Boston Seafood Show). Thanks to numerous volunteers and donations of fresh fish, we were able to achieve great outcomes with a limited budget. It was the first time in 20 years the City had a presence at the Expo, and we were the only municipality represented from the Commonwealth. We held a live cooking demonstration and provided free samples of "Gloucester Fishermen's Wives Red Fish Soup" to an estimated 20,000+ people with our corporate partner SnapChef, a culinary training and temporary employment agency. During the show we conducted a tour of Gloucester for over 30 CEOs from all over the world. We toured Gorton's Innovation Center, Cape Seafood's processing plant, and held a reception and networking event at the Gloucester House. Many attendees told us it was their favorite part of the show. We also received a considerable amount of media attention in our local paper and on social media. With a limited budget, numerous volunteers, and donations of fresh fish we were successful in bringing together our fishermen, seafood processors, elected officials and our residents to promote our seafood industry and city. In August 2015, we also participated in the Boston Seafood Festival at the Boston Fish Pier. This event featured 15,000+ paid attendees. The City of Gloucester along with the Gloucester Fishermen's Wives Association and SnapChef gave out samples of Red Fish Soup to almost every attendee and held numerous seafood cooking demonstrations. Most samplers asked where they could buy locally caught seafood from Gloucester. It was another huge success for our city.

Over the next two years we will undertake the following innovative programs to promote Gloucester's seafood industry:

- 1) **Continue to promote Gloucester Seafood to the world by exhibiting at the Seafood Expo North America and Boston Seafood Festivals in 2016 and 2017:** These shows help our local businesses reach a larger

audience (20,000+ attendees) from around the world and gave us an opportunity to promote our fresh seafood and our city. This year our expanded booth space will allow Gloucester companies to meet with prospective buyers at our booth to help generate sales without the cost of renting their own booth. We will once again give tours to international Seafood CEOs to create opportunities and open markets abroad for our seafood. We believe we will once again be the only municipality exhibiting at the show.

Gloucester show participation at the Seafood Expo North America and Boston Seafood Festival Shows 2016 and 2017:

- 10 X 20 ft. booth rental, furniture, marketing material, travel, cost: \$14,000 per show X 2=\$28,000
- CEO tours of Gloucester and reception for 100 attendees, including bus tours, food, and marketing material: \$2,500 per show X 2=\$5,000
- Cost of Red Fish Soup/Whiting Soup 15,000-20,000 samples per show including kitchen rental, ingredients, labor: \$2,000 per show X2=\$4,000

Total for two Seafood Expo North American Shows 2016 and 2017: \$37,000

Boston Seafood Festival 2016 & 2017:

- Booth rental donated by Boston Seafood Commission
- Cost of Red Fish or Whiting Soup to 15,000 attendees: \$2,000 per show X 2=\$4,000
- Marketing materials: \$1,500 per show X 2=\$3,000

Total for two Boston Seafood Festivals 2016 & 2017: \$7,000

- 2) **Create a branding campaign for “Gloucester Fresh Seafood”:** We believe this campaign is needed to differentiate fish caught in the Gulf of Maine versus international exports or farm raised fish. This campaign will be used not only to create awareness but to generate demand for our products. We are currently working with Endicott College students and faculty and already have logos created. This grant will help us produce marketing materials and billboard space to promote the brand. We are working with Cape Ann Public Access Television (CATV) to produce a cooking show and an animated infographic that we will use for marketing.

Cooking Show and Infographic Development and Distribution:

Development and production of a Gloucester Fresh Seafood Cooking show by Cape Ann TV.

- Production of an original cooking show featuring locally sourced, under-utilized species of sea life. This informative and visually interesting program will highlight Gloucester’s innovative, sustainable practices. The show will be hosted, run approximately 15 minutes in length, and combine a fishing segment with a cooking segment. In kind value of \$5,000 from Cape Ann TV plus \$5,000 for show production:
- Gloucester Seafood fresh info-graphic: production of 2-3 minute infographic video highlighting Gloucester’s seafood industry. \$2,000

The shows and the infographic will be similar to the following links:

Infographic: <https://www.youtube.com/watch?v=IM9sboJpERE>

On the Waterfront Ep1: <https://www.youtube.com/watch?v=015jRCYwhjQ>

On the Waterfront Ep2: <https://www.youtube.com/watch?v=EJJSBrSle6c>

Total for cooking show and infographic video: \$7,000

Local Branding Campaign

Logo and branding development assistance from Endicott College. In kind value of \$10,000.

At this time the City of Gloucester’s Economic Development Director Sal Di Stefano is working with a benefactor who will consider placing a billboard on the interstate in Boston, promoting Gloucester Fresh Seafood at no or low cost. Details are forthcoming. In kind value of \$10,000.

Additional costs of rolling out a limited “Gloucester Fresh Seafood Campaign” including the cost of printing materials such as table tents, brochures and window decals with the Gloucester Fresh Brand. \$15,000.

Local branding campaign total: \$15,000

- 3) **Continue to build on the outreach work of the Gloucester Fishermen’s Wives Association to procure contracts with 10 new institutional buyers and 10 restaurants who will commit to purchasing Gloucester Fresh Seafood:** We are partnering with the Gloucester Fishermen’s Wives Association (GFWA) to aggressively recruit additional institutional buyers. GFWA has done this successfully in the past with Boston Medical Center and other organizations as well as local restaurants. Our goal with this grant is to procure 10 institutional buyers and 10 restaurants who will commit to buying Gloucester Fresh Seafood. These accounts will increase the demand for Gloucester-landed seafood which will help our local economy. GFWA will provide an in kind contribution of \$10,000 through use of their offices and kitchen for the outreach to the institutional buyers and restaurants. They will also utilize the commercial kitchen facilities of Snapchef in Boston to cook and provide demonstrations.

Budget for 12 months outreach, on-site cooking demonstrations and training, fish for samples and demonstrations, travel of Snapchef commercial kitchen: \$60,000

- 4) **“Gloucester Fresh Seafood Festival” in Gloucester Summer 2016:** The City intends to hold a first ever Gloucester Fresh Seafood Festival in Gloucester. The City would partner with Cape Ann Fresh Catch, a community supported fisheries program with deliveries in Eastern Massachusetts, for the event. The event would highlight local seafood and encourage seafood buyers, residents, tourists, and others to consider catch shares or Gloucester Fresh Seafood. It will provide another local opportunity to promote the Gloucester Fresh Seafood brand. We hope to include day boats as well as local restaurants to prepare locally caught fish. This festival will be a day of music, entertainment and dining on the harbor.

Budget for the event: \$25,600

Total for all proposed programs: \$151,000

5. COMMUNITY COMPACT – (For info, please visit www.mass.gov/ccp)

5.1: Is your community engaged, or in the process of engaging in a Community Compact with the Commonwealth?
 Yes No

5.1b: If yes, please provide the status of your Community Compact.

We have applied for the Community Compact with our “complete streets” program. We are looking forward to the signing ceremony December 15th.

6. PROJECT DETAIL – Innovation Grants

6.1: Please check off the area of the maritime economic sector that most applies to this Innovation Grant request:

- Shipping and Trade
- Marine Science and Technology
- Coastal Recreation and Tourism
- Ocean-based Clean Energy Initiative
- Seafood Industry

6.2: Please list any partners (public / private / non-profit / regional) involved in the project and their role:

Partner	Role
<p>Organization Name: Gloucester Fishermen's Wives Development Program, Inc Address: 2 Blackburn Center Gloucester, MA 01930</p> <p>Primary Contact Name: Angela Sanfilippo Email address: asanfilippo@mass-fish.org Tel. No.: 978-283-2504</p>	<p>The GFWA has a long history of promoting our seafood industry and securing institutional buyers such as Boston Medical Center and others. They will provide the demonstrations, outreach, coordination and support.</p>
<p>Organization Name: Snapchef Address: 420 Washington Street Dorchester, MA 02124</p> <p>Primary Contact Name: CEO, Todd Snopkowski Email address: todd@snapchef.com Tel. No.: 617-264-CHEF(2433)</p>	<p>Snapchef has been a valuable partner in providing labor, commercial kitchen facilities, and other resources to the City of Gloucester. We will continue this relationship.</p>
<p>Organization Name: Endicott College Address: 376 Hale Street Beverly, MA 01915</p> <p>Primary Contact Name: Richard G. Weissman Email address: rweissma@endicott.edu Tel. No.: 978-232-2269</p>	<p>Endicott faculty and students have been working with us on the brand development of Gloucester Fresh Seafood.</p>

6.3 Are any of the partners listed as a co-applicant?
 Yes No

6.4: Describe how this proposal for an Innovation Grant will stimulate jobs and economic growth in the maritime sector.

In addition to leveraging our partnerships and the marketing and outreach we have already done at the Seafood Expo and Boston Seafood Festival we believe this grant will enable us to generate increased demand and additional institutional accounts and restaurants who will purchase Gloucester Fresh Seafood. The economic impact will be significant as we intend to open up markets locally and internationally. We will also benefit from the promotion of our city as a destination for businesses looking to expand or relocate.

The entire city will benefit from the branding campaign as it will make the public aware of the benefits of buying locally harvested Gloucester Fresh Seafood.

6.5: Budget and Sources

Please identify all sources of funding to support the proposed project, including the total requested for a Seaport Economic Council grant. Please specify whether each funding source is secured or currently pending approval.

Source	Total	Secured/Pending	Additional Details
Seaport Economic Council*	\$151,000	Pending	Funding will cover Seafood Expos 2016 & 17, Boston Seafood Festival 2016 & 17, Gloucester Fresh Branding Campaign, Gloucester Fishermen's wives outreach to procure institutional buyers and restaurants and a Gloucester Fresh Local Seafood Festival event Summer 2016.
Municipality	\$10,000	Secured	This funding is for the participation in the Seafood Expo March 2016. Payment to reserve the booth space was due in June 2015. The balance of the cost will be through in-kind service donations.
Federal	Technical assistance	Secured	We were awarded "Local Food, Local Places" Tech assistance grant from EPA.
Other	\$35,000 (in kind)	Pending	Comprised of in-kind services from Endicott College, Cape Ann TV, GFWA, Boston based advertising agency (anonymous).
Total Budget	\$196,000		
*Please indicate source of matching funds (20% of overall project funding request required)			

6.6: Project Readiness

Please list the major activities associated with this project, approximate timeframes, and the party primarily responsible for the activity.

Major Project Activity	Timeframe	Responsible Party	Additional Details
Planning, and outreach for Seafood Show	Dec 2015- March 2016	City of Gloucester, Gloucester Fishermen's wives, Snapchef	Planning is already underway
Seafood Expo North America	March 6-8 2016 and March 2017	City of Gloucester, Gloucester Fishermen's Wives	Booth exhibition, Red Fish Soup samples, demonstrations, tour and reception.
Continued outreach and demonstrations to restaurants and institutional buyers	Weekly throughout the year	Gloucester Fishermen's wives	Demonstrations will provide tastings and cooking demonstrations on how to prepare fish
Boston Seafood Expo	August 2016 and 2017	City of Gloucester, Gloucester Fishermen's Wives	Planning and booth exhibition and Red Fish soup samples for 15,000 attendees
Branding campaign roll out	March 2016	City of Gloucester, Endicott College	Logo development, printing and placement of marketing material
Follow up on leads and continued outreach to potential buyers	March- December 2016	City of Gloucester, Gloucester Fishermen's Wives	Follow up to reach our goals
Convening of stake-holders for EPA Local Food Local Places Program	March- December 2016	City of Gloucester and community stake-holders	Develop a plan to connect our seafood with local markets with the help of EPA technical assistance.

6.7: Project Success

How will it be determined that the project is successful? What are the intended measureable outcomes?

Our goal is to secure 10 institutional buyers (universities and hospitals) as well as 10 restaurants who will commit to buying Gloucester Fresh Seafood. We plan to have a significant marketing campaign which will grow nationwide via social media and viral marketing of our cooking show, and infographic. Our outreach to international buyers at the Seafood expo will open international markets. We also have a goal of increasing the price per pound as demand for local fish increases. Our ultimate goal is to put the fishermen back to work.

7. PROJECT DETAIL – Grants to Public Education Institutions

7.1: Please check off the area of public education that most applies to this grant request for a public education institution:

- Pre K through 8
- High School
- Vocational School
- Community College (Associates/Certificate programs)

Higher Education (Bachelors and above)

7.2: Please list any partners (public / private / non-profit / regional) involved in the project and their role:

Partner	Role
Organization Name: Address: Primary Contact Name: Email address: Tel. No.:	
Organization Name: Address: Primary Contact Name: Email address: Tel. No.:	
Organization Name: Address: Primary Contact Name: Email address: Tel. No.:	

7.3 Are any of the partners listed as a co-applicant?

Yes No

7.4: Describe how this proposal for a grant to a public education institution advances the interests of the maritime economy.

7.5: Budget and Sources

Please identify all sources of funding to support the proposed project, including the total requested for a Seaport Economic Council grant. Please specify whether each funding source is secured or currently pending approval.

Source	Total	Secured/Pending	Additional Details
Seaport Economic Council*			
Municipality			
Federal			
Other			
Total Budget			
*Please indicate source of matching funds (20% of overall project funding request required)			

7.6: Project Readiness

Please list the major activities associated with this project, approximate timeframes, and the party primarily responsible for the activity.

Major Project Activity	Timeframe	Responsible Party	Additional Details

7.7: Project Success

How will it be determined that the project is successful? What are the intended measureable outcomes?

8. PROJECT DETAIL – Local Maritime Economic Development Planning Grant

8.1: Does the community have an economic development plan?

Yes No

8.2: Does the community have a Harbor Plan, DPA Master Plan, or other waterfront planning documents that have received public scrutiny and input?

Yes No

8.2b: If yes, what are the documents and when were they last updated?

Document	Last Updated

8.3: Describe how this proposal for a grant for a local maritime economic development plan will provide the capacity to explore the unique advantages of and generate economic development for your community.

8.4: Budget and Sources

Please identify all sources of funding to support the proposed project, including the total requested for a Seaport Economic Council grant. Please specify whether each funding source is secured or currently pending approval.

Source	Total	Secured/Pending	Additional Details
Seaport Economic Council*			
Municipality			
Federal			
Other			
Total Budget			
*Please indicate source of matching funds (20% of overall project funding request required)			

8.5: Project Readiness

Please list the major activities associated with this project, approximate timeframes, and the party primarily responsible for the activity.

Major Project Activity	Timeframe	Responsible Party	Additional Details

8.6: Project Success

How will it be determined that the project is successful? What are the intended measureable outcomes?

10.6b: If not, please explain and include details about the nature, timing, and mechanism of the public acquisition.

10.7: Is the project seeking other sources of public funds?
 Yes No

10.8: Has the project been subject of a local public hearing?
 Yes No

10.9: Will the project be ready to proceed with construction in the upcoming construction season?
 Yes No

10.10 Is the project consistent with the community's Harbor Plan, DPA Master Plan or other waterfront planning documents that have received public scrutiny and input?
 Yes No

10.11 What is the current project status? Check one.

- No work complete
- Initial feasibility including assessment of impacts of rising sea levels and extreme weather events
- Design/Engineering complete
- Permits acquired
- Construction started

10.12 Please provide a list of all permits and other actions required for this project, the current status of those permits, and the timeframe in which the permits will be obtained. Please specify all required local permits and the status of each.

Required Permit / Action	Filing/Request Date	Anticipated Date of Issuance
<input type="checkbox"/> Environmental Notification Form		
<input type="checkbox"/> Notice of Intent		
<input type="checkbox"/> Water Quality Certificate		
<input type="checkbox"/> Chapter 91 Permit		
<input type="checkbox"/> CZM Consistency Certification		
<input type="checkbox"/> Other:		

10.13 Please provide maps, photographs or other graphics which delineate the project site and its context.

10.14: Budget and Sources

Please identify all sources of funding to support the proposed project, including the total requested for a Seaport Economic Council grant. Please specify whether each funding source is secured or currently pending approval.

Source	Total	Secured/Pending	Additional Details
Seaport Economic Council*			
Municipality			
Federal			
Other			

Total Budget			
*Please indicate source of matching funds (20% of overall project funding request required)			

10.15: Please provide a breakdown of the project budget. This should include the cost of each element of the project (feasibility, survey, permitting, design, bid, construction oversight, construction, etc.) and should not be limited to the work which will be covered by Seaport Council funding. The table should indicate if the cost listed is an estimate or if the work has been bid. The table should also indicate if Seaport funds will be used for each element of work listed.

Action	Total Cost	Funding Source	Status of Funding Source (secured or unsecured)
Feasibility			
Survey			
Permitting			
Design/Engineering			
Construction			
Other			

10.16 Please provide a project schedule and anticipated project milestones for the coastal infrastructure project for which the community is seeking grant assistance.

Milestone	Start Date	End Date
Feasibility		
Survey		
Permitting		
Design/Engineering		
Bid/Contract		
Start Construction		
25% Construction		
50% Construction		
75% Construction		
100% Construction		
Punch List		

10.17 Describe how this proposal for a coastal infrastructure grant supports the maritime objectives of your community.

10.18: Project Success

How will it be determined that the project is successful? What are the intended measurable outcomes?