



City of Newburyport

MASSACHUSETTS, UNITED STATES OF AMERICA



Adopted Operating Budget Fiscal Year 2015 &
Capital Improvement Program Fiscal Years 2014-2018

Donna D. Holaday, Mayor

City of Newburyport Massachusetts



OPERATING BUDGET FISCAL YEAR 2015
CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2014-2018

Adopted June 9, 2014

General and Enterprise Funds
July 1, 2014 to June 30, 2015

MAYOR

Donna D. Holaday

CITY COUNCIL

Thomas F. O'Brien, President

Edward C. Cameron

Barry N. Connell

Robert J. Cronin

Jared J. Eigerman

Larry G. Giunta Jr.

Allison Heartquist

Ari B. Herzog

Meghan C. Kinsey

Charles F. Tontar

Bruce L. Vogel



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Newburyport
Massachusetts**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Newburyport, Massachusetts** for its annual budget for the fiscal year beginning **July 1, 2013**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. This is the second consecutive year that the City has received this award for excellence. We believe our current budget continues to conform to program requirements, and we plan to submit it to GFOA to determine eligibility for another award this coming year.

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CITY OF NEWBURYPORT
OFFICE OF THE MAYOR
DONNA D. HOLADAY

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May 12, 2014

Dear President O'Brien & Members of the City Council:

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2015. The proposed budget includes funds for the general operation and maintenance of the municipal government, education and debt service.

The proposed budget includes expenditures of \$56,251,306 balanced by non-tax levy revenues totaling \$8,273,330 and estimated tax levy of \$48,326,355. Of the \$48,326,355 tax levy, \$2,520,695 funds the debt exclusion for the Newburyport High School renovation, the Public Library renovations and building project, development of a new Pre-k through Grade 3 Bresnahan Elementary School, renovations of the Nock/Molin School, and design and development of a new senior/community center. It is shown within the budget as dedicated revenue that offsets expenditures, which are recognized as "Excluded Debt Service." The FY 2015 operating budget represents a 4.80% increase over last year's budget excluding Debt Service.

As has been the practice for the past two years, the City continues to be conservative in its revenue estimates. FY 2015 projections for Local Receipts are only slightly higher than FY 2014 estimates. It is important to note that all properties were required to complete a re-certification of values in FY 2014 per Massachusetts Department of Revenue. Our commitment to diversifying the City's revenue sources through Local Option taxes and paid parking will continue to have positive impacts on revenue collections. Tax Title revenues and the return of an additional 26 properties to the active tax rolls will also assist the City's financial standing.

Budget Goals

- Develop a FY 2015 Budget that is within the confines of Proposition 2 ½ and in compliance with the City's financial policies;
- Maintain a level services budget, while identifying opportunities to improve service delivery efficiency and effectiveness;
- Provide modest cost of living adjustments for City employees while striving to limit the City's long-term financial liability regarding compensated absences;
- Eliminate the use of free cash or stabilization funds as a recurring revenue source to balance the budget;
- Continue to identify, develop and address a dynamic and workable five-year capital needs

- improvement plan;
- Continue to develop a budget process to present clear, concise and comprehensive management of all proposed expenditures;
- Continue to aggressively manage employee benefits and associated costs;
- Identify emerging operational, capital and financial planning issues for future years; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Capital Improvement Plan

The FY 2015 Operating Budget and Capital Improvement Program continues the process initiated in the FY 2013 budget. As was done previously, we have included projects that were funded in the course of the current fiscal year to demonstrate the City's ongoing commitments to investing in our infrastructure and to show the strides being made to attend to the City's ongoing capital needs. As a result, the CIP constitutes a selection of projects and equipment that either have received funding in FY14 or will require funding in the near future.

This document should be viewed as a tool to illustrate to the City Council how effective a coordinated approach to capital planning can be in the acquisition of equipment or completion of significant infrastructure improvement projects. Additionally, the fact that the new Charter requires that this document be updated annually demonstrates the importance of this information being communicated to City Council.

I have placed significant emphasis on the value of developing an organized, coordinated and workable five-year CIP for the City. The planned acquisition of capital associated with an annual appropriation to fund capital improvements needs to become an integral component of the annual operating budget moving forward. We have made strides toward doing so this year by incorporating annual lease payments for two fire engines and increased funding toward sidewalk improvements into the FY 2015 operating budget.

I urge members of the City Council to carefully read the CIP Overview which is included in Section 12 of this document and appreciate your feedback during the public hearing process that took place for the first time this year in keeping with the requirements of the new Charter.

Free Cash & Financial Policies

I am pleased to once again submit a balanced budget that does not include an appropriation of either Free Cash or Stabilization Funds. This is a testament to the work of department heads and staff who have continued to be innovative in developing ideas for cost saving measures and often capitalize on opportunities to delivery municipal services.

As part of the development of the Capital Improvement Plan, the City adopted a Free Cash Policy

that is outlined in great detail in the CIP. The Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures. A goal of the policy is to minimize the level at which recurring expenses, such as personnel, are dependent upon this revenue source. I am pleased to report that the FY 2015 budget anticipates 100% compliance with this policy.

In addition to the Free Cash Policy, I have recommended several other financial policies that are outlined in Section 13 of the budget. Bond rating agencies often consider a municipality's commitment to and conformance with Financial Policies and, as such, I believe that what the City's Finance Team has drafted under my leadership is a major step in the right direction. In fact, the formal adoption of this policy was one of the key factors cited by the rating agency in upgrading the City's bond rating to AA+ this past January. The creation of an OPEB Trust Fund and its initial funding to address those long-range unfunded liabilities was also instrumental in securing this upgrade.

Tax Rate

The tax rate for FY 2014 is \$14.16 per \$1,000 of assessed valuation for both residential and commercial property. The average property tax bill increased by \$485 from \$5,838 to \$6,323. Additionally, the average single home value increased from \$438,272 to \$446,524. To mitigate these increases, the City utilized \$320,874 in Free Cash to set a FY 2014 tax rate that is ten cents lower than projected based on Proposition 2 1/2.

Enterprise Funds

The Water, Sewer, and Harbormaster Funds are established as Enterprise Funds separate from the General Fund. The expenditures for both the Water and Sewer Funds are financed by water and sewer rate revenues, while the Harbormaster Fund is financed entirely through departmental receipts and waterway permits.

The Water Enterprise Fund increased just .08% from FY 2014 to FY 2015. The Sewer Enterprise Fund is actually decreasing by .93%. The Harbormaster Enterprise Fund has increased 1.99% from last year's budget. This kind of cost containment and budget management should be applauded and helps to ensure the users of these services that these Departments have worked hard to keep their expenditures to the minimum necessary levels to maintain quality services.

Budget Assumptions

- \$400,000 in new growth revenue;
- \$245,000 increase in Local Receipts, due in large part to the implementation of a new fire box master alarm annual maintenance service fee (\$90,000 in additional revenue);
- \$162,531 increase in State Aid; and
- No appropriation of either Free Cash or Stabilization Funds to balance the budget.

Budget Format

This year, we have continued our efforts in constructing a professional budget document that speaks to the programs and services delivered by the City. We will build on this results-oriented approach to budgeting by continuing to add specific performance metrics incrementally over the next several years. The staff and I strive to identify the unique information requirements of the community and try to address those needs through this budget document.

The Government Finance Officers Association (GFOA) has spent years developing guidelines for budget documents. I am pleased by the progress the City has made to adhere to the best practices and guidelines set forth by the GFOA and to be a recipient of the GFOA Distinguished Budget Presentation Award for both our FY 2013 and FY 2014 budget. We hope to be recipients once again of this prestigious award for this budget document.

Conclusion

As we slowly emerge from these challenging economic times, we have made difficult but deliberative choices to ensure our City is on solid financial ground over the past four and a half years. We have moved forward on long overdue infrastructure needs and are working diligently to address the growing list of streets and sidewalks in need of repair. We must also remain dedicated to rebuilding our school programs and this year's budget demonstrates my commitment to doing so. Although we are presenting a budget that allows us to maintain current level of programs and services, we must continue to be vigilant in efficiently managing these resources and maximizing benefits provided across the City.

The development of this comprehensive budget and capital plan was a team effort and I am very grateful to the Finance Team members: Bill Squillace, Finance Director/Auditor, Julie Languirand, Treasurer, Dan Raycroft, Assessor, and especially Peter Lombardi, Director of Policy & Administration, and Ethan Manning, Assistant City Auditor. Mr. Lombardi and Mr. Manning deserve much credit and recognition for their diligence in preparing this FY 2015 budget. We are proud to submit this budget to you for consideration and look forward to working with you over the coming weeks to finalize this process and begin FY 2015.

Respectfully Submitted,

Donna D. Holaday

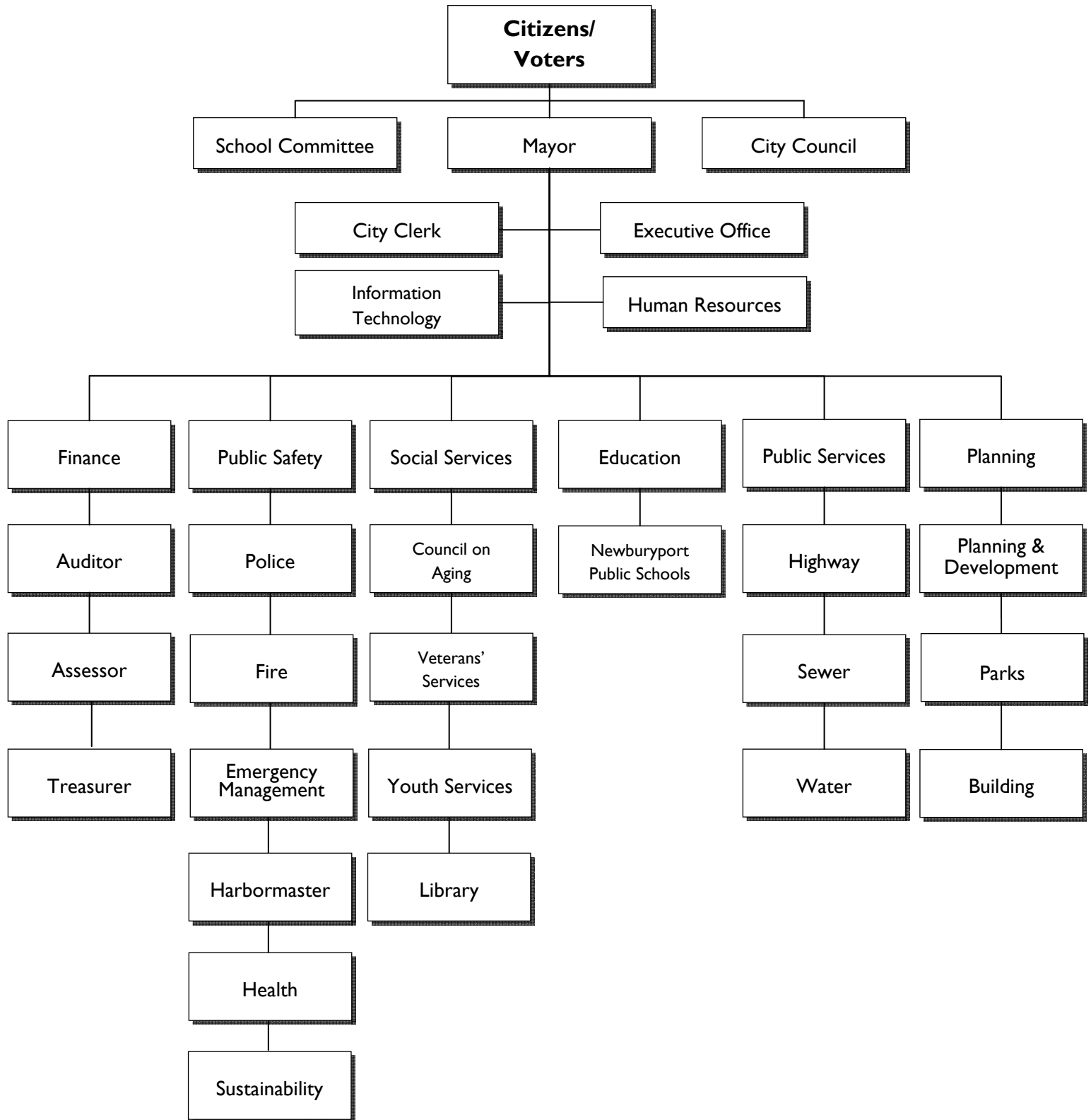


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Section I: Introduction

City Organizational Chart



A Citizen's Guide to the Budget

Congratulations! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Annual Budget document is much more than just numbers; it is a reflection of our community's values, priorities and goals. The Budget document serves as a policy document, a financial guide and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This guide was created to help orient interested readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find this introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the City of Newburyport.

THE BUDGET PROCESS

The City of Newburyport operates under state statutes and the Home Rule Charter as amended to establish the Mayor-Council form of government. The legislative body of the city is an eleven member City Council, with six members representing each of the city's wards and five members elected at-large. Each Councillor's term of office is two years. To maintain separation of powers, the Charter contains a prohibition on Councillors performing any executive function or giving orders or direction to any city employee, publically or privately. Such authority rests solely with the Mayor, who likewise is prohibited from exercising any legislative powers.

The annual budget planning process starts with a joint meeting of the Mayor, City Council, and School Committee to review relevant financial information and forecasts. Under the Charter, the Mayor must submit the proposed annual budget to council by May 15. The School budget would be submitted to the Mayor at least 10 days before that

The Council will hold a public hearing on the budget and must act on it within 45 days of its submission. The Council may reduce or delete any line items, but it can not add to any line item. The budget takes effect at the start of the next fiscal year on July 1.

BUDGET CALENDAR

July

Fiscal Year begins July 1st

August/September

Review CIP Goals & Update Strategic Needs for Supplemental Budget

October/November

Free Cash / Retained Earnings Certification

January

Budget packets and Capital Improvement Plan sent out to Department Heads

February

Department Budget Requests due to Mayor
CIP requests due to Mayor

March

Mayor meets with Department Heads to review budgetary needs and CIP requests
CIP submitted to City Council before April 1st

April

School Committee approves budget

May

Mayor's Proposed Budget submitted to City Council before May 15th

June

City Council budget approval
Fiscal Year ends June 30th

Community Profile

Name: City of Newburyport

Settled: 1635

Incorporated: 1764

Total Area: 10.6 Sq. Miles

Land: 8.4 Sq. Miles

Water: 2.2 Sq. Miles

Elevation: 37 Feet

Public Roads: 76.0 Miles

County: Essex

Population: 17,416

Form of Government:

Mayor-council city

Mayor: Donna D. Holaday

School Structure: K-12

FY2014 Average Single Family

Tax Rate: \$14.16 per \$1,000

FY2014 Average Single Family

Home Value: \$446,524

Coordinates:

42° 48' 45" N, 70° 52' 40" W

Address:

Newburyport City Hall

60 Pleasant Street

Newburyport, MA 01950

(978) 465-4413

www.cityofnewburyport.com

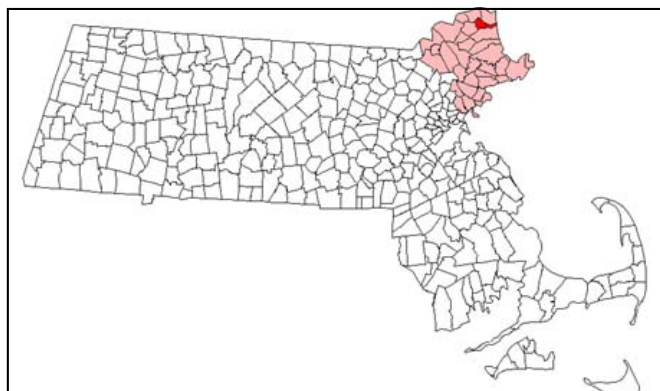
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

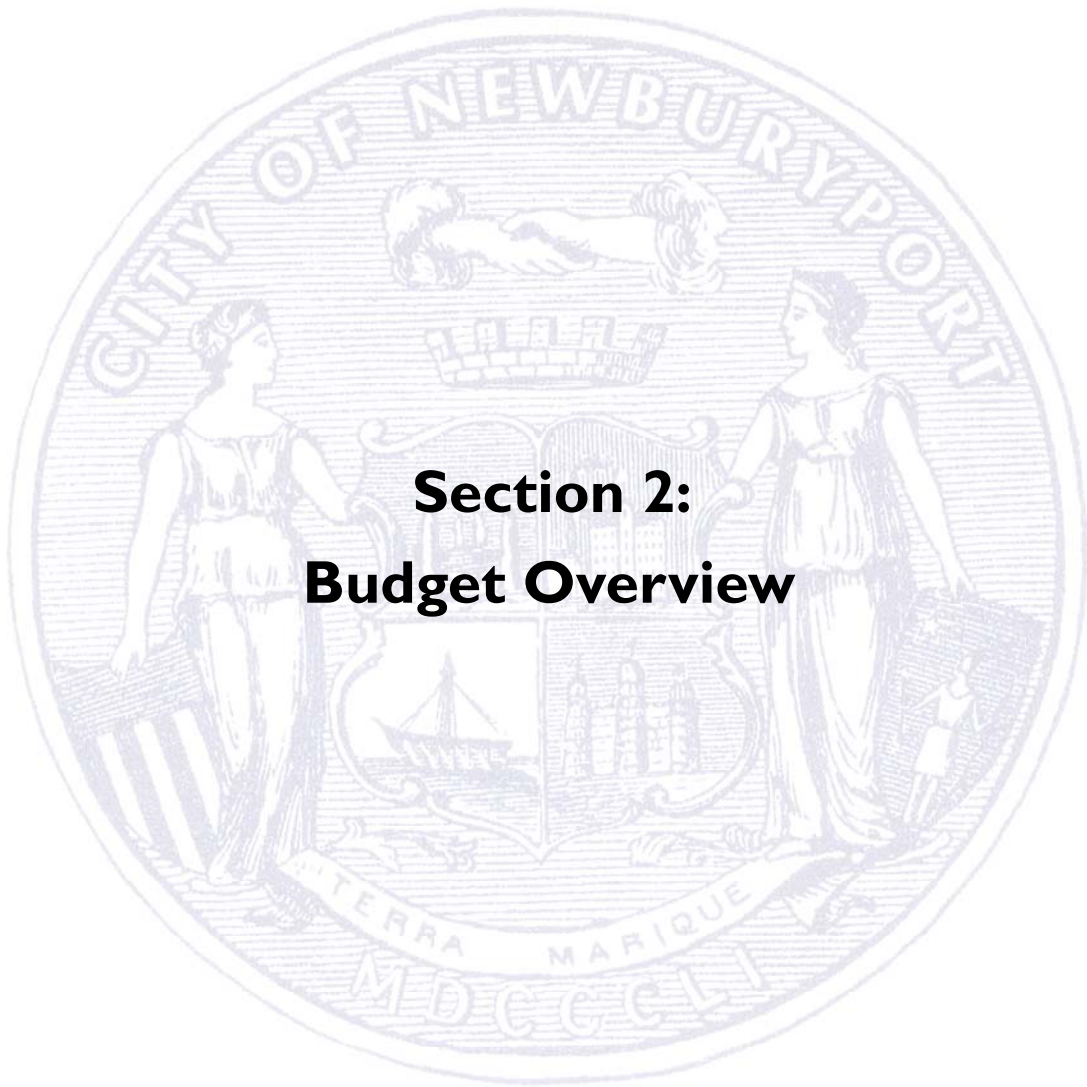
The city is very proud of its history; proud of the fact that the first tea party in opposition to England's tax on tea was held in Newburyport, well before the more famous one in Boston; and pleased to be the birthplace of the United States Coast Guard since the first ship commissioned for the Coast Guard, the frigate *Massachusetts*, was built in the City. Protective of its heritage, the City launched a massive redevelopment scheme in the early 1960s, using state and federal funds to reclaim its historic neighborhoods of granite, brick and cobblestones and provide up-to-date infrastructure such as water and sewer renovations. However steeped in the past, the City did not neglect to prepare for a lively present and built an industrial park at the same time, which now houses diversified small industries under a new title – the Newburyport Business and Industry Park.

On August 4, 2012, Newburyport was honored to be named the 14th Coast Guard City in the US. This designation recognizes the significant role that the City plays, both historically and presently, in supporting the efforts of the men and women of the United States Coast Guard. It has also recently been designated as a Cultural District and is recognized as a Green Community.

The City has a strong tourist industry and was the first community in the state to complete a master plan and a harbor plan. Its adjacent river is used for recreation and its old fire station now houses a theatre and restaurant. Many residents of the heavily residential community commute daily to Boston via the MBTA's commuter rail service or one of several bus companies that offer easy commuting to and from the City.

Residents are proud of the fact that many families have lived in the City for generations, and equally proud of the fact that the City welcomes newcomers and the innovative ideas they bring.





Section 2: Budget Overview

Balanced Budget Overview

REVENUES

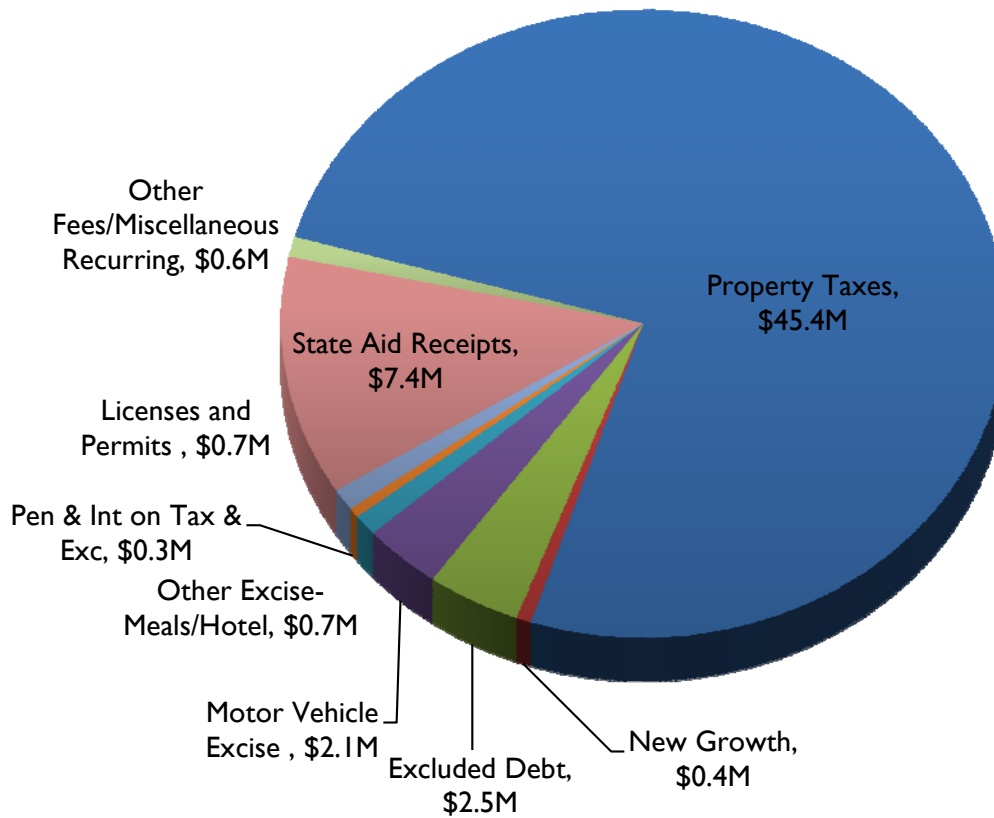
ITEM	FY2014	FY 2015
	ESTIMATED (RECAP)	PROJECTED (BUDGET)
PROPERTY TAXES		
Prior Year Levy Limit	\$ 42,716,528	\$ 44,298,205
2 1/2 % Increase	\$ 1,067,913	\$ 1,107,455
New Growth (1)	\$ 513,764	\$ 400,000
TOTAL LEVY LIMIT	\$ 44,298,205	\$ 45,805,660
Debt Exclusion	\$ 2,666,654	\$ 2,520,695
TOTAL MAXIMUM LEVY LIMIT	\$ 46,964,859	\$ 48,326,355
LOCAL RECEIPTS		
Motor Vehicle Excise	\$ 2,100,000	\$ 2,100,000
Other Excise		
a. Meals	\$ 425,000	\$ 490,000
b. Room	\$ 75,000	\$ 80,000
c. Other (2)	\$ 85,000	\$ 85,000
Pen & Int on Tax & Exc	\$ 300,000	\$ 300,000
Payments in Lieu of Taxes	\$ 60,000	\$ 60,000
Fees (3)	\$ 225,000	\$ 340,000
Other Dept. Revenue (4)	\$ 40,000	\$ 40,000
Licenses and Permits (5)	\$ 625,000	\$ 675,000
Fines & Forfeits (6)	\$ 15,000	\$ 15,000
Investment Income	\$ 40,000	\$ 40,000
Medicaid Reimbursement	\$ 80,000	\$ 80,000
Miscellaneous Recurring (7)	\$ 35,000	\$ 45,000
Miscellaneous Non-Recurring	\$ -	
TOTAL LOCAL RECEIPTS	\$ 4,105,000	\$ 4,350,000
STATE AID (8)		
Cherry Sheet Receipts	\$ 7,491,543	\$ 7,407,852
Less Offsets	\$ (1,096,819)	\$ (888,745)
Less Charges and Assessments	\$ (2,633,925)	\$ (2,595,777)
TOTAL NET STATE AID	\$ 3,760,799	\$ 3,923,330
RESERVES (9)		
Capital Improvement Stabilization Fd	\$ -	\$ -
General Stabilization Fund	\$ -	\$ -
Free Cash	\$ -	\$ -
TOTAL RESERVES	\$ -	\$ -
RESERVE FOR ABATEMENT (10)	\$ (448,914)	\$ (345,000)
TOTAL GENERAL FUND	\$ 54,381,744	\$ 56,254,685

1. Estimated FY 2015 New Growth based on Assessor's projection.
2. Urban Redevelopment Excise Tax.
3. Municipal liens, off duty fees, registry fees, tax title. Fire Alarm box fees new for FY 2015; anticipated revenue of \$90,000.
4. Copies/recordings, zoning/ordinances, business cert.
5. Building, dogs, utility co, fire, etc.
6. Court, police.
7. Police incident/accident, wind turbine, FWS refuge revenue sharing, West Newbury animal control.
8. Based on House budget proposal.
9. Used to balance budget not anticipated.
10. Based of Assessor's estimate, actual when tax rate is set.

EXPENDITURES

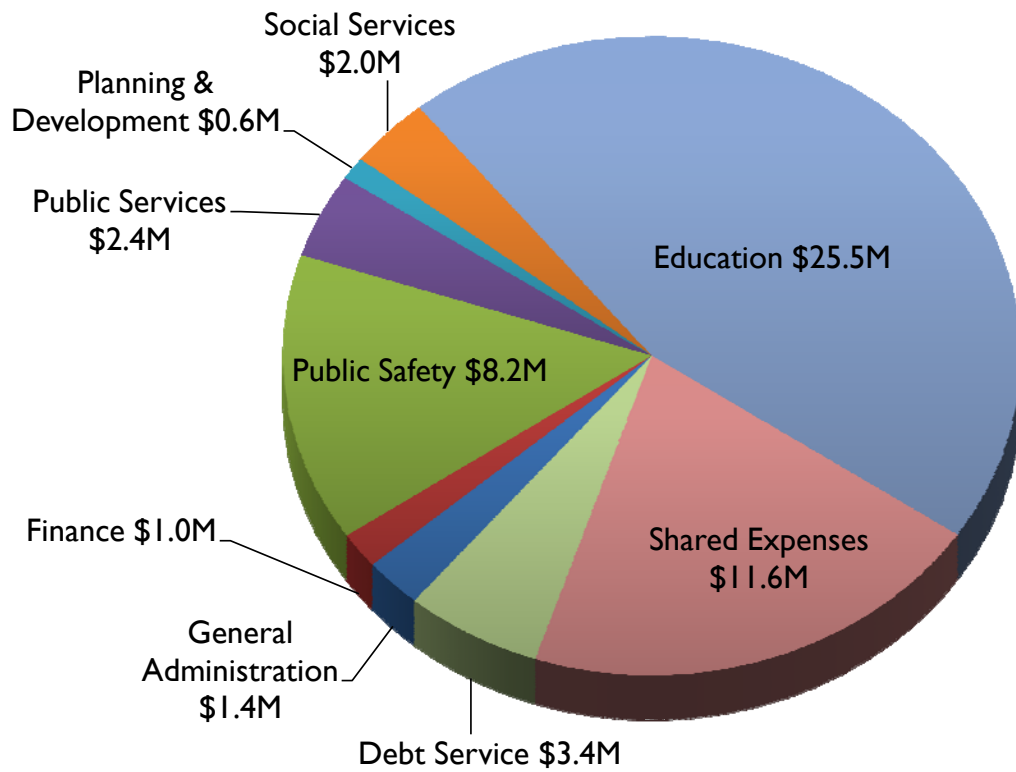
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
GENERAL FUND						
CITY SERVICES						
001 - PERSONAL SERVICES	19,719,403	20,245,816	20,738,269	22,039,966	22,590,425.09	22,577,892.35
002 - PURCHASE OF SERVICES	2,860,928	3,586,681	3,185,723	2,974,454	3,296,155.40	3,296,155.40
004 - SUPPLIES	522,779	569,198	543,715	458,316	475,402.47	475,402.47
007 - OTHER CHARGES & EXPENSES	580,456	668,063	808,203	1,071,000	770,161.89	770,161.89
008 - CAPITAL OUTLAY	73,141	447,068	593,523	146,900	296,000.00	296,000.00
009 - DEBT SERVICE	2,179,292	2,106,360	2,029,144	3,671,181	3,375,896.70	3,375,896.70
010 - OTHER FINANCING USES	95,700	26,555	312,859	0	0.00	0.00
CITY SERVICES Total	26,031,699	27,649,741	28,211,436	30,361,816	30,804,041.55	30,791,508.81
EDUCATION						
002 - PURCHASE OF SERVICES	21,465,868	22,231,159	22,920,421	23,567,648	25,485,686.00	25,485,686.00
EDUCATION Total	21,465,868	22,231,159	22,920,421	23,567,648	25,485,686.00	25,485,686.00
GENERAL FUND Total	47,497,567	49,880,900	51,131,857	53,929,464	56,289,727.55	56,277,194.81
ENTERPRISE FUNDS						
HARBORMASTER ENTERPRISE FUND						
001 - PERSONAL SERVICES	187,710	178,677	186,181	228,878	236,658.80	236,658.80
002 - PURCHASE OF SERVICES	21,311	44,821	23,518	40,950	40,750.00	40,750.00
004 - SUPPLIES	10,149	11,169	13,116	18,800	18,200.00	18,200.00
007 - OTHER CHARGES & EXPENSES	2,805	2,775	5,115	6,075	6,075.00	6,075.00
008 - CAPITAL OUTLAY	1,952	9,256	28,330	30,000	30,000.00	30,000.00
009 - DEBT SERVICE	28,775	27,900	27,000	26,000	26,000.00	26,000.00
HARBORMASTER ENTERPRISE FUND Total	252,702	274,598	283,260	350,703	357,683.80	357,683.80
SEWER ENTERPRISE FUND						
001 - PERSONAL SERVICES	1,392,048	1,664,989	1,717,830	1,944,180	1,991,410.67	1,991,410.67
002 - PURCHASE OF SERVICES	925,751	1,144,526	1,090,606	1,424,148	1,332,913.16	1,332,913.16
004 - SUPPLIES	272,724	286,423	185,177	346,160	351,789.63	351,789.63
007 - OTHER CHARGES & EXPENSES	77,032	16,323	20,006	20,886	29,264.80	29,264.80
008 - CAPITAL OUTLAY	251,291	351,945	338,280	300,000	271,000.00	271,000.00
009 - DEBT SERVICE	1,522,506	1,234,363	1,931,337	2,271,142	2,271,498.36	2,271,498.36
SEWER ENTERPRISE FUND Total	4,441,351	4,698,570	5,283,236	6,306,516	6,247,876.62	6,247,876.62
WATER ENTERPRISE FUND						
001 - PERSONAL SERVICES	1,694,071	1,737,444	1,708,896	1,890,846	1,942,553.85	1,942,553.85
002 - PURCHASE OF SERVICES	546,824	547,457	704,093	855,118	807,971.55	807,971.55
004 - SUPPLIES	163,670	177,421	182,539	229,060	227,784.68	227,784.68
007 - OTHER CHARGES & EXPENSES	43,442	52,611	57,144	67,353	81,857.55	81,857.55
008 - CAPITAL OUTLAY	24,590	242,797	149,949	155,000	155,000.00	155,000.00
009 - DEBT SERVICE	1,940,036	758,733	1,265,954	1,686,479	1,672,648.92	1,672,648.92
WATER ENTERPRISE FUND Total	4,412,633	3,516,463	4,068,574	4,883,856	4,887,816.55	4,887,816.55
ENTERPRISE FUNDS Total	9,106,686	8,489,631	9,635,070	11,541,075	11,493,376.97	11,493,376.97
Grand Total	56,604,253	58,370,530	60,766,928	65,470,539	67,783,104.52	67,770,571.78

Fiscal Year 2015 Revenue Sources



Gross Revenue:	\$60.1 M
Less: Offsets/Cherry Sheet Assessments	(\$3.5 M)
Less: Reserve for Abatements	(\$0.3 M)
Net Revenue:	\$56.3 M

Fiscal Year 2015 Expenditures



BALANCED BUDGET

Projected General Fund Revenue	\$56,254,685
Adopted General Fund Budget	(\$56,277,195)
Remaining Revenue	\$22,510

Revenue Summary

The City's General Fund revenue (excluding Water & Sewer Enterprise and Harbormaster Enterprise Funds) is divided into four main categories: property taxes, state aid, local receipts and available funds.

Property Taxes

Property taxes are the single largest revenue source for the City and provided approximately 87% of the General Fund budget revenue in Fiscal Year 2014 and will provide approximately 86% in Fiscal Year 2015 budget.

Property taxes are levied on real property (land & buildings) and personal property (equipment) used by Newburyport's non-manufacturing business firms. In accordance with State law, the City Assessor determines the value of all real and personal property, which is revalued at fair market value every three years. Newburyport's next revaluation will be performed during FY2014.

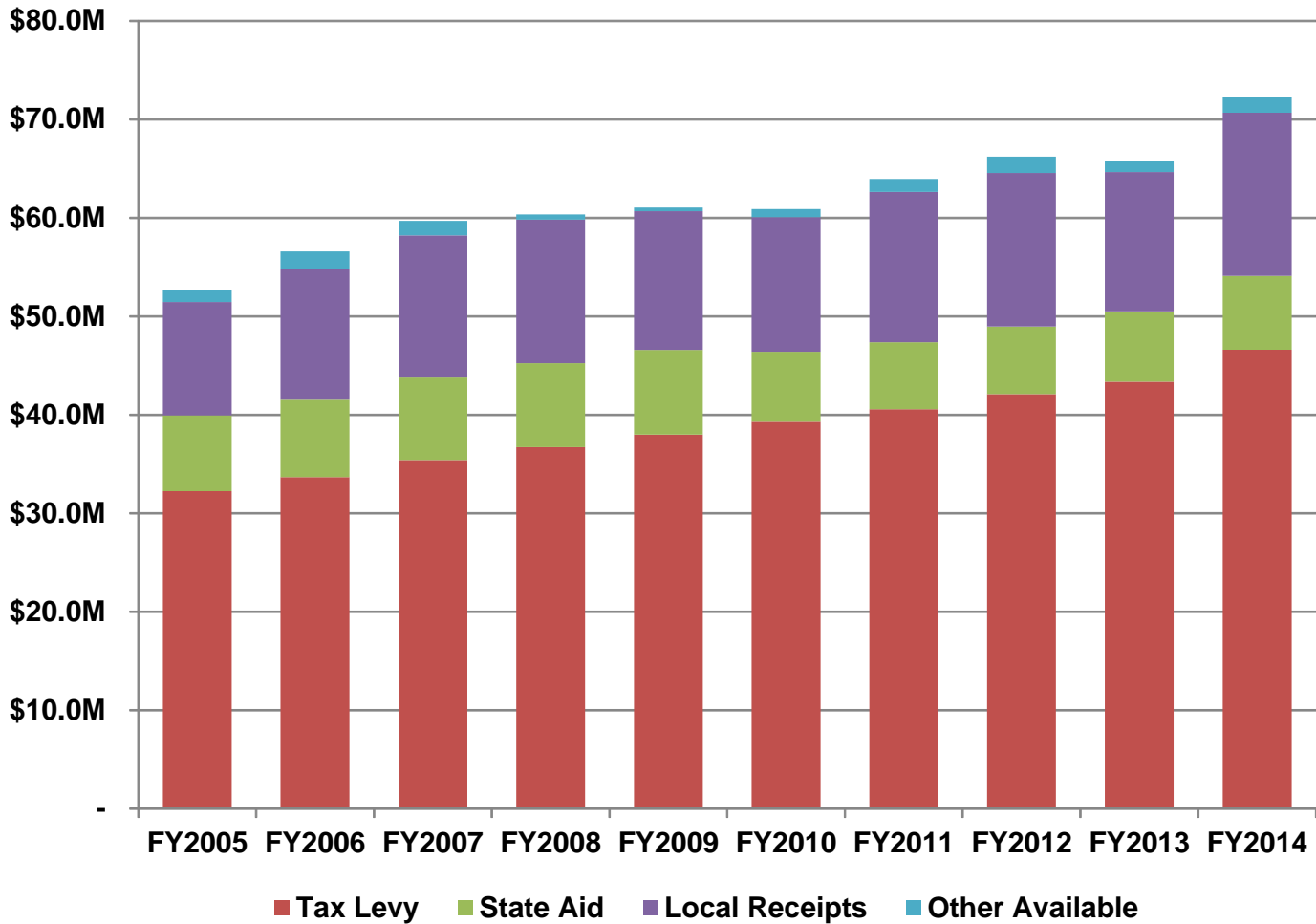
Under the provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½ percent of their "full and fair cash value." This limit is known as the "levy ceiling." Additionally, annual levy increases may not exceed 2 ½ percent more than the previous year's levy plus the taxes from any new growth value that arise from properties added to the tax rolls. Any property 2 ½ override or debt exclusion amounts approved by referendum are also added to the levy limit. In FY 2015, the City's debt service costs will decrease slightly by \$145,959 from \$2,666,654 to \$2,520,695. These costs will continue to fluctuate as the Bresnahan and Nock-Molin School Building Projects, as well as, the Senior/Community Center Project are fully financed.

Property taxes are expected to increase in FY 2015 by approximately \$1.36 million, to \$48,326,355. This increase includes the allowable 2.5% increase of \$1,107,455 plus an estimated \$400,000 from projected new growth. The value of new growth is budgeted conservatively. The City continues to maintain a very conservative approach to new growth projections since aggressive projections can have a negative impact on future reserve balances. Additionally, new growth revenue is derived from new development and substantial alterations to existing properties, both of which are influenced by economic factors of the private sector outside of the control of City officials.

Local Receipts

The second largest source of revenue for the General Fund budget is Local Receipts, which includes a variety of fees, local options, permits, fines and license-related monies that the City receives, as well as interest that is earned on investments or overdue tax bills. The FY 2015 projected local receipts are \$4,340,000, a year-over-year increase of 5.7%, or \$245,000, compared to the last year's budget projection. The projected increase is mainly driven by an

Revenue by Source: FY2005 - FY2014



Revenues by Source (\$ thousands)										
Fiscal Year	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Tax Levy	32,248	33,681	35,419	36,713	38,009	39,291	40,575	42,107	43,354	46,618
State Aid	7,702	7,850	8,366	8,530	8,582	7,126	6,797	6,873	7,157	7,492
Local Receipts	11,495	13,310	14,424	14,585	14,096	13,670	15,268	15,570	14,146	16,575
Other Available	1,254	1,759	1,492	532	377	808	1,328	1,673	1,142	1,554
Total	52,699	56,600	59,701	60,360	61,064	60,895	63,968	66,223	65,800	72,238
<i>Percent of Total</i>										
Tax Levy	61.2%	59.5%	59.3%	60.8%	62.2%	64.5%	63.4%	63.6%	65.9%	64.5%
State Aid	14.6%	13.9%	14.0%	14.1%	14.1%	11.7%	10.6%	10.4%	10.9%	10.4%
Local Receipts	21.8%	23.5%	24.2%	24.2%	23.1%	22.5%	23.9%	23.5%	21.5%	22.9%
Other Available	2.4%	3.1%	2.5%	0.9%	0.6%	1.3%	2.1%	2.5%	1.7%	2.2%

uptick in meals tax receipts by \$65,000, an increase in licenses and permits receipts by \$50,000 and the adoption of a Fire Alarm Master Box Connection/Monitoring Fee, which is anticipated to generate annual receipts of approximately \$90,000.

Despite the notable increases in this category, the City remains conservative with its local receipts projection. It is important to note that fees generated from the paid parking are not included in the general fund budget, but are deposited into the Paid Parking Revolving Fund and are earmarked for downtown infrastructure needs.

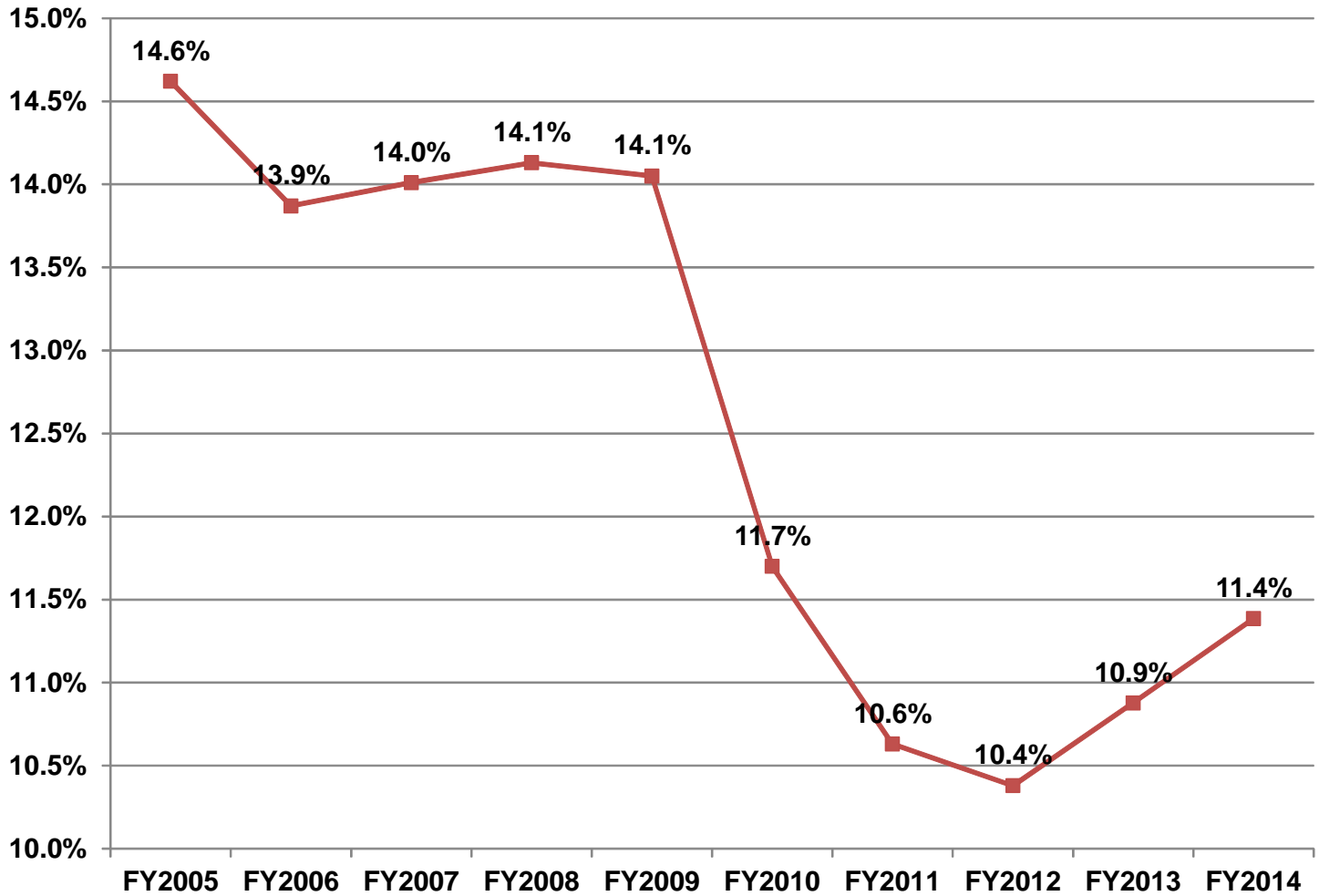
State Aid

State Aid is Newburyport's third largest revenue source. The City historically uses the House budget proposal for the basis of its state aid projections. Based on the House FY 2015 budget proposal, state aid is estimated to decrease by approximately 1.1% in the aggregate, to \$7,407,852. Revenue from state aid, recognized as "Receipts" on the Cherry Sheet, are offset by charges and assessments. For FY 2015, we anticipate charges and assessments to decrease by 1.4%, or \$38,148 from FY 2014. Based on those factors, we are currently projecting a net state aid appropriation of \$3,923,330, a 4.3%, or \$162,531, increase from FY 2014. Newburyport's projected net state aid represents 7.0% of the projected general fund revenue sources for FY 2015.

Newburyport is the home of a charter school, which will continue to have a substantial impact on the City's net state aid appropriations. The City is charged an assessment, "Charter School Sending Tuition," on the Cherry Sheet to offset the cost of students who attend the charter school. This assessment will equal approximately \$1,986,632 in FY 2015. However, this amount may continue to change as final tuition rates are determined. It is important to note that the City is projected to receive \$3,658,992 in Chapter 70 funding, which is state aid earmarked to support the operations of public school districts. Unfortunately, the City will continue to experience minimal growth in net state aid until the funding formula for charter schools is re-evaluated.

One of the most important state aid receipts is Unrestricted General Government Aid (UGGA). UGGA is local aid that Cities and Towns can appropriate at their discretion to offset the costs of municipal operations. Based on the House budget, Newburyport is projected to see a small increase in UGGA, roughly in line with inflation. Specifically, the House budget funds Newburyport's FY 2015 UGGA allocation at \$2,269,433, representing an increase of 2.8%, or \$61,237, from FY 2014. UGGA was cut significantly from FY 2001 to FY 2013. Thus, while an increase in this revenue source only makes up for a small portion of the 46% decrease that we saw over that twelve year period, it does continue to represent a positive trend in the overall state budget.

% of Total State Aid: FY2005-FY2014



Cherry Sheet Aid (\$ thousands)

Fiscal Year	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Education Aid	4,679	4,656	4,763	4,834	4,855	4,580	4,279	4,505	4,557	3,772
General Government	3,024	3,195	3,603	3,696	3,727	2,661	2,518	2,368	2,600	2,655
Total Receipts	7,702	7,850	8,366	8,530	8,582	7,242	6,797	6,873	7,157	7,492
Total Assessments	2,061	1,965	2,018	2,161	2,432	2,338	2,497	2,497	2,585	2,634
Net State Aid	5,641	5,885	6,348	6,369	6,149	4,903	4,300	4,376	4,572	4,858

Reserves

The last category of revenue for the City includes funds that are in Special Revenue funds, certified Free Cash available for appropriation and the city's stabilization fund. The City, as policy, maintains an amount equal to or greater than 5% of operating revenues. The City has "borrowed" funds from the stabilization fund in previous fiscal years to balance the budget; we will not need to do this to support the FY 2015 budget.

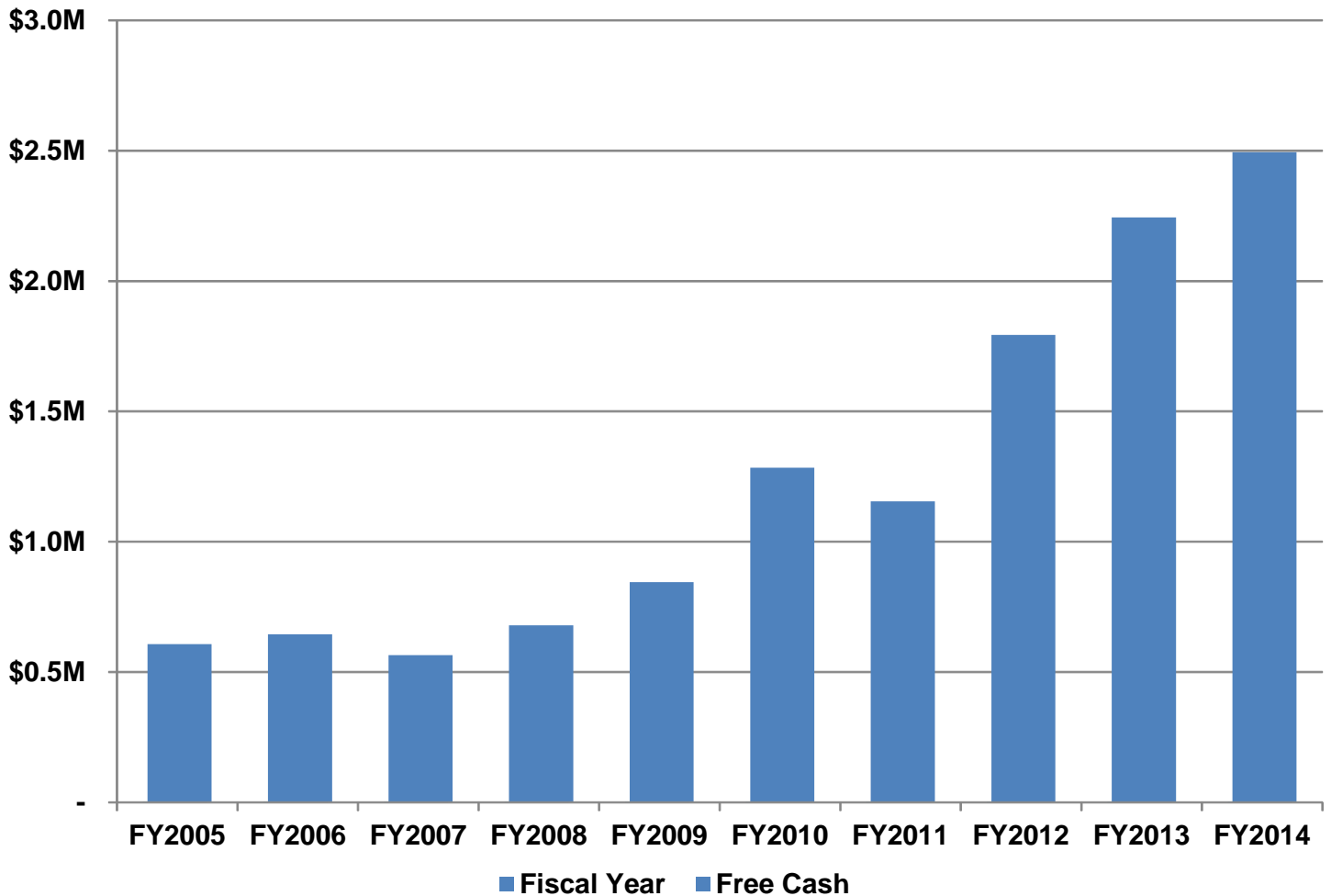
While Free Cash was used in both FY 2011 and FY 2012 to balance the operating budget, FY 2013 and FY 2014 represented a positive trend in the City's fiscal health as we balanced the budget without using any reserves. Consistent with the budget goals and the City's Free Cash policy, the City will not use any reserves to balance the FY 2015 general fund budget. Doing so will allow the City to continue to make greater investments in capital, while supporting the growth of its reserve balances. For more information regarding the City's Free Cash policy, please refer to the Financial Policies and Objectives, found in Section 13.

Grants

Identifying and securing grant funding has allowed the City to make important investments in recent years, without passing the financial burden onto the Newburyport tax and fee payers. The following table on page 29 illustrates that commitment. In FY2014 alone, the City secured over \$8 million in grant funding, thanks in large part to the creativity and aggressiveness of the department heads in applying for these alternative funding sources. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.

In addition to the projects shown in the table on page 29, the City previously secured \$20.5M in funding for the New Bresnahan Elementary School and \$14.5M for the repairs and renovations at the Nock/Molin School through the Massachusetts School Building Authority, both projects of which are currently under construction. Another major accomplishment for the City, also funded by a state grant, was the completion of the \$1.0M roundabout, which was completed thanks to Newburyport's inclusion in the state's Small Bottleneck Bill.

Free Cash Balances: FY2005-FY2014



Reserves (\$ thousands)

Fiscal Year	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Free Cash	606	643	563	677	843	1,282	1,153	1,791	2,242	2,492
Overlay Reserve	455	305	251	250	216	282	333	301	355	449
Fiscal Year	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Stabilization Fund	3,121	2,328	2,958	3,078	3,200	3,071	3,104	2,943	2,638	2,625

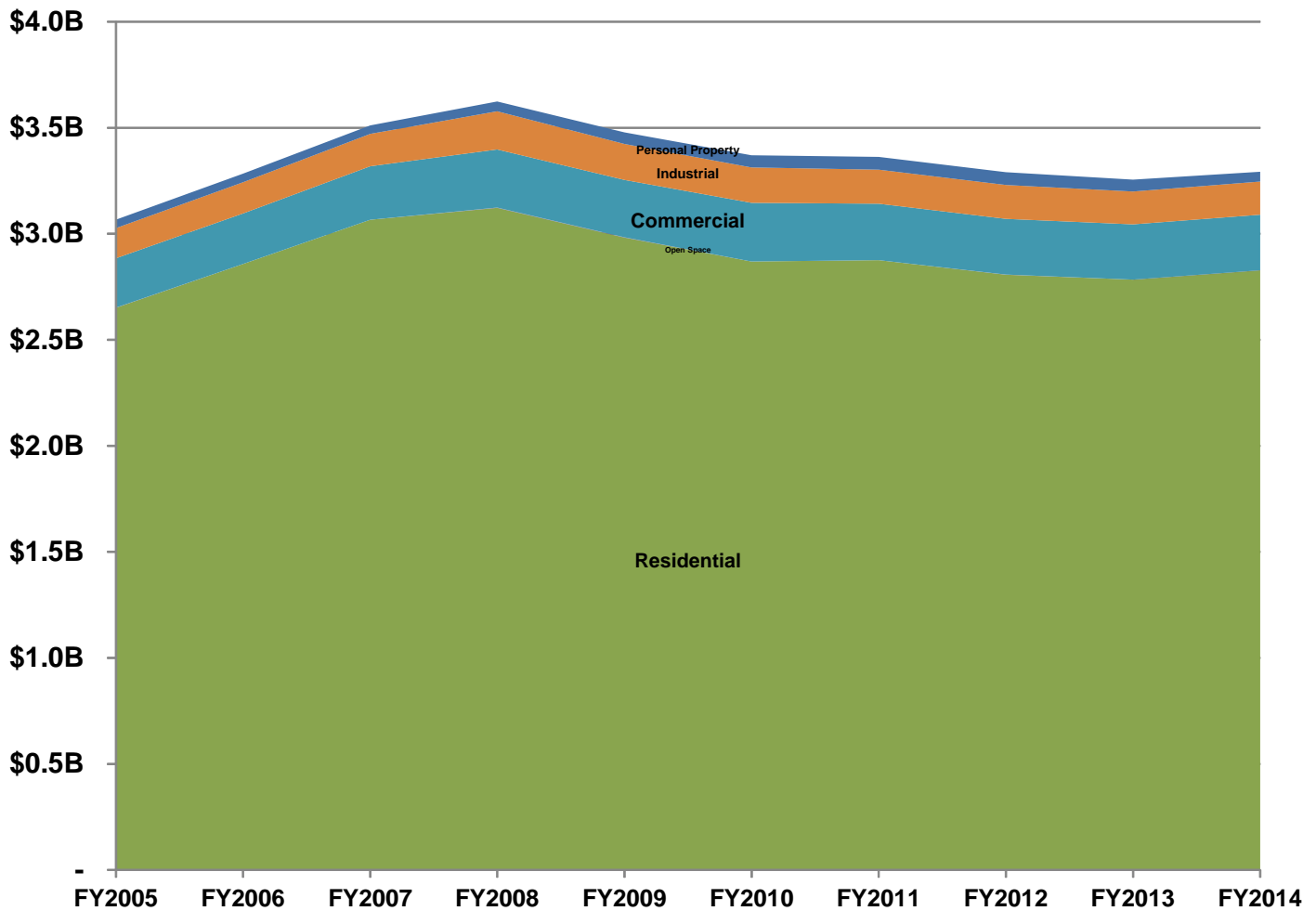
Enterprise Fund Retained Earnings (\$ thousands)

Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014
Water Enterprise Fund	1,099	964	1,510	1,357	1,609
Sewer Enterprise Fund	1,008	924	2,076	1,871	1,768
Harbormaster Enterprise Fund	384	321	248	383	384

Department	Fund Type	Agency	Title	Target	Awarded	Monetary Grant
Parks	Donation	Baying Communications	Newburyport Parks Conservancy Donation	General Park Maintenance	Yes	\$3,000
Parks	Donation	Friends of Moseley Woods	Parks Donations	Moseley Woods	Yes	\$5,557
Parks	Donation	Individual	Newburyport Parks Conservancy Donation	Bench Adoption and Care of Parks	Yes	\$1,000
Parks	Donation	Coastal Trails Coalition	Newburyport Parks Conservancy Donation	Clipper City Rail Trail	Yes	\$500
Parks	Donation	Greater Newburyport Softball Association	Newburyport Parks Conservancy Donation	Field Maintenance	Yes	\$3,680
Parks	Donation	Newburyport Youth Soccer Association	Newburyport Parks Conservancy Donation	Woodman Park Maintenance	Yes	\$500
Parks	Donation	Newburyport Five Cents Savings Bank	Parks Donations	General Park Maintenance	Yes	\$500
Parks	Donation	Individuals	Parks Donations	General Park Maintenance	Yes	\$970
Sustainability	Donation	National Grid	Energy Efficiency Program for Residents	Reducing Energy Costs	Yes	\$24,000
Library	Federal Grant	MBLC	Teen Space Project	Materials and programming	Yes	\$14,960
Police	Federal Grant	Department of Justice	Enforcing Underage Drinking Laws	Youth Alcohol Compliance	Yes	\$10,000
Harbormaster	Federal Grant	US Fish and Wildlife Service	CVA Pump Out Program	Sewage pump out	Yes	\$12,500
Planning & Development	Federal Grant	Army Corps of Engineers	Repairs to the South Jetty, Newburyport Harbor	Phase 2 of repairs to the 1,400 foot-long jetty	Yes	\$5,500,000
Library	Local Grant	Institution for Savings & Newburyport Five Cents Savings Bank	Teen Space Project	Glass walls, carpet and furniture	Yes	\$12,500
Library	Local Grant	NAID Grant	Newburyport Area Industrial Development	Exterior Beautification Project	Yes	\$15,000
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Atwood Park Improvement Project	Yes	\$13,354
Parks	Local Grant	Kennard L. Bowlen Charitable Trust	Newburyport Parks Conservancy Donation	Bartlett Mall Improvement Project	Yes	\$15,000
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Joppa Park Improvement Project	Yes	\$17,080
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Adkinson Common War Memorial Project	Yes	\$18,400
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Cushing's Gravesite Improvements	Yes	\$550
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Clipper City Rail Trail Phase II Enhancements	Yes	\$20,000
Parks	Local Grant	Anonymous	Newburyport Parks Conservancy Donation	Bartlett Mall Pond Restoration	Yes	\$100
Parks	Local Grant	Anonymous	Parks Donations	Bartlett Mall Aerator Maintenance	Yes	\$5,500
Parks	Sate Grant	Division of Conservation Services	Our Common Backyards Grant Program	Cashman Park Spray Park	Pending	\$200,000
Planning & Development	Sate Grant	Department of Conservation and Recreation (DCR)	Governor's Seaport Advisory Council Seaport Improvements Grants	Funds Phase I of strengthening the waterfront bulkhead	Yes	\$1,800,000
Police	Sate Grant	Executive Office of Public Safety and Security	Shannon Grant Program	Gang Activity/Drug Sales	Yes	\$21,000
Police	Sate Grant	Executive Office of Public Safety	Violence Against Women Act	STOP (Services, Training, Officers, Prosecutors)	Yes	\$2,500
Police	Sate Grant	Sate 911 Department	911 Grant	911 Services	Yes	\$37,866
Police	Sate Grant	Sate 911 Department	Emergency Medical Dispatch	Ambulance/Response Services	Yes	\$28,000
Sustainability	Sate Grant	Energy and Environmental Affairs	Green Communities Grant	DPS Efficiency Upgrades	Yes	\$158,145
Sustainability	Sate Grant	MassCEC	Community Energy Strategies Program (CESP)	Solar Electricity	Yes	\$65,000

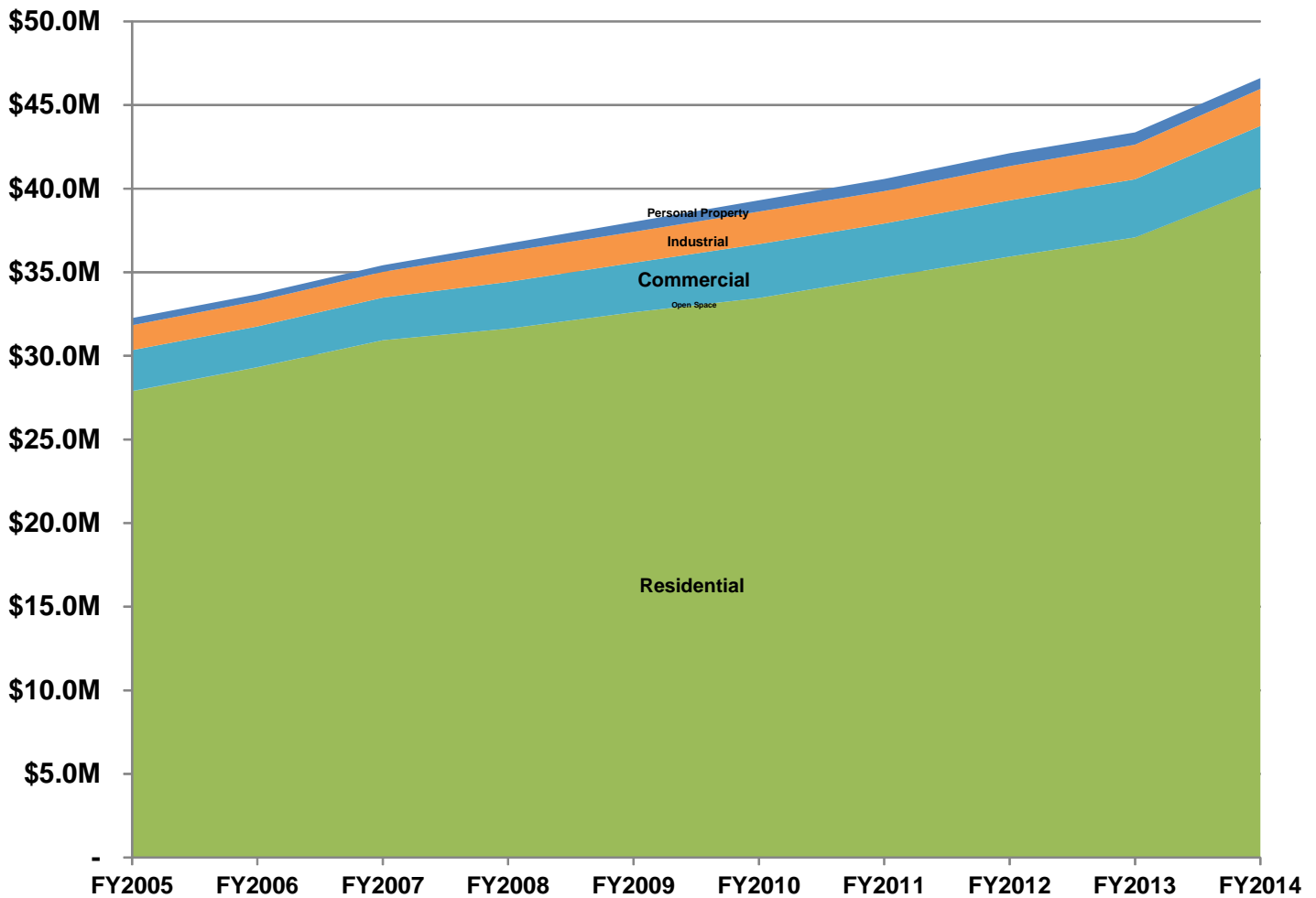
Total Funding: \$8,007,162

Valuations by Class: FY2005 - FY2014



Assessed Values (\$ millions)										
Fiscal Year	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Residential	2,650	2,857	3,066	3,122	2,982	2,868	2,875	2,807	2,784	2,828
Open Space	0	1	0	0	0	0	0	0	0	0
Commercial	233	238	252	275	271	277	266	263	261	261
Industrial	142	147	154	180	169	166	160	160	155	157
Personal Property	40	40	39	47	55	58	60	59	55	47
Total	3,065	3,283	3,510	3,624	3,477	3,370	3,362	3,290	3,255	3,292

Tax Levy by Class: FY2005 - FY2014



Tax Levy (\$ thousands)										
Fiscal Year	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Residential	27,882	29,313	30,932	31,630	32,597	33,447	34,701	35,928	37,079	40,045
Open Space	5	5	5	3	4	4	3	3	3	3
Commercial	2,451	2,441	2,539	2,786	2,961	3,232	3,212	3,372	3,472	3,692
Industrial	1,493	1,508	1,550	1,821	1,849	1,935	1,937	2,045	2,063	2,218
Personal Property	418	414	393	472	597	674	723	760	737	660
Total	32,248	33,681	35,419	36,713	38,009	39,291	40,575	42,107	43,354	46,618

Expenditure Summary

The Fiscal Year 2015 general fund budget consists of \$56,239,469.56 in expenditures, \$25,485,451.30 of which are school related expenses. In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY15. Department heads were provided with Budget Guidelines on January 8, 2014 that reflected this approach:

While local receipts have been strong over the past year, there is not enough sustained economic stability to merit anything other than modest or static projections for those revenues going into next year. In addition, fixed costs, especially those related to personnel, are expected to account for most of the budgetary increases from last year to this coming one. Building a sustainable school budget is also a priority for FY15. Accordingly, this year's budget process will be similar in many ways to the past two years, with the hope remaining that all department heads will continue to be partners in working to come up with creative approaches to the FY15 budget....As always, we urge you to be innovative with your funding recommendations and provide any documentation that will further outline possible impacts to your budget. Should you have a decrease in current service levels/line items or, alternatively, see a need to expand your current service levels or increase a particular line item on the expense side of your budget, please submit a narrative and any other statistical or comparative documentation that explains/supports the proposed changes.

Department heads met these challenges as most City departments and/or cost centers have been level funded or increased/decreased by less than 3.5%. Below is a summary of all department budgets that will increase/decrease by more than 3.5%:

City Council +\$5,080 (+7.9%)

Additional funding for legal ads and ordinance recodification given anticipated Council activity in FY15 including the Zoning Ordinance review and update process scheduled to be completed this year.

General Administration -\$290,666 (-5.8%)

Due to a wave of impending employee retirements, \$390,810.00 in funding was allocated toward sick leave and vacation buyback costs in FY14. This funding was transferred into a separate Compensated Absences Reserve Fund. As of early May 2014, that account still has \$265,408.42 as an available balance resulting from several of these retirements not materializing as soon as was originally projected. While several veteran employees are now set to retire in FY15, there is sufficient funding to cover these costs without allocating additional funding in this year's operating budget.

It is important to note that the City has also accounted for potential pay increases for

members of the three bargaining units who have expired and expiring union contracts. This funding has been included in Budget Contingency with the expectation that all three contracts will be settled sometime in FY15.

Having a trained Chief Procurement Officer is required by the Massachusetts School Building Authority for communities that have state-funded school building projects and is recognized as a best practice in municipal management to ensure ongoing compliance with state statute. The Director of Policy and Administration has taken on these duties after having attained the Massachusetts Certified Public Procurement Officer designation from the Inspector General's Office. Working with the Finance Office and IT, the CPO will be instrumental in leading the workflow design and implementation of the new electronic requisition and purchase order system.

Mayor's Office +\$49,291 (+21.53%)

The new Charter that took effect in January 2014 dictated a change in annual compensation for the Mayor from \$85,000 to \$98,000. Only half of this increase impacted the FY14 budget; the balance is reflected in FY15. While the City has been incredibly effective in securing grants, numerous funding opportunities have not been fully taken advantage of, as there are limits to the time and resources that Department Heads can devote to this kind of work. Funding for a part-time grant writer (25 hours a week) has been included for FY15. This position will work on projects for both the City and the Schools depending on where the greatest needs lie. It will also be focused on promoting the City's continued economic development.

Information Technology +\$36,354 (+16.1%)

During the course of FY 2014, the IT Department was compelled to upgrade network security systems and appliances to ensure better protection against malware. Additionally, in order to implement a new requisition and purchasing module and paperless warrant process in MUNIS, a new Storage Area Network Device has been purchased to accommodate projected future data storage requirements. Increases to the IT budget reflect the extra annual expenses incurred from licensing, maintenance, and backing up of these newly installed software / hardware systems, devices & appliances.

Assessor -\$32,299 (-12.5%)

The City conducted its required full re-valuation process in FY14 and included \$43,000 in funding in last year's operating budget. This work occurs every three years and is now complete.

Auditor +\$20,275 (+7.2%)

The Auditor's Office has undergone significant personnel changes in key financial leadership positions both last year and this coming year. In looking to implement a more holistic Finance Department model in keeping with the intent of the new Charter and in reassessing the

workload and responsibilities of this office, we have added some additional staff resources. A part-time employee will be cross-trained to fill in as needed for staff in the Auditor's, Assessor's, and Treasurer/Collector's offices. This employee will also provide additional training and support in working to implement the new electronic requisition and purchase order system as well as the paperless warrant process; both key financial management goals set to be completed during FY15.

Animal Control +\$2,214 (+3.7%)

The City's intermunicipal agreement with the Town of West Newbury for shared animal control services in FY 2014 was a success and will be extended for FY15. Under this model, one full-time animal control officer has primary responsibility for monitoring both communities. Supplementary support staff are available on a part-time, on-call basis. West Newbury provides \$20,000 in annual funding in support of this arrangement, which is reflected in the increase to the Other Department Revenue category in Local Receipts. The Animal Control Officer is set to receive a contractual increase in FY15.

Fire +\$330,555 (+10.7%)

The overtime line item has been chronically underfunded. The new Fire Chief has documented in detail the causes for these personnel costs during this past fiscal year and has justified the increase in this line item based on operational need.

The lease payments for two new fire engines have been added into the operating budget for the first time this year. These costs have been mostly offset by the revenues from the adoption of a new fire alarm master box annual maintenance fee. The intent of incorporating these capital costs into the operating budget is to normalize the impact of this significant investment so that bonding or large Free Cash appropriations will no longer be necessary to keep up with ongoing equipment needs.

DPS – Highway Division +\$261,462 (+13.3%)

For FY15, funding for sidewalks has been increased to be in line with 50% of our projected local meals tax receipts. Based on an anticipated \$490,000 in revenue from this source, the sidewalks budget has been raised from \$75,000 in FY14 to \$245,000 in FY15. Since this local option tax was adopted over two years ago, the City has been consistently committed to appropriating over \$300,000 annually toward sidewalk improvement work. This budgetary shift reflects this commitment and is more fiscally responsible in the long-term than allocating funds through the supplement budget process or from Free Cash as has been done the past few years. Additional funding from these sources will continue to be targeted so that the City's overall appropriation in FY15 is in line with current funding of these projects.

Parks +\$63,005 (+102.7%)

With the hiring of a full-time Parks Director earlier this fiscal year, the City has finally made a commitment to address its ongoing parks management needs.

Maintenance for the nineteen City parks has been historically underfunded, relying largely on private donations and volunteers to supplement the limited City contribution toward upkeep. This model is not fiscally sustainable over the long-term. Last year, significant adjustments were made to all of the maintenance line items to increase the City's commitment to maintaining these important investments. Additional increases are warranted this year to bring the level of funding to where it needs to be to meet the maintenance needs of the parks and their amenities. Funding for the animal waste disposal contract has also been incorporated into this budget.

Youth Services +\$21,533 (+9.7%)

The City is required to increase its local match for both the Project Coordinator position and substance abuse line item by 25% to be in compliance with the Drug-Free Communities grant requirements. As part of its ten-year Drug Free Community grant, the City is also required to create a sustainable transition to ensure continued staffing once the grant funding is no longer available. These increases in personnel costs reflect that commitment in a gradual manner.

School Department +\$1,917,803 (8.3%)

Recognizing the importance of providing a level service budget at minimum, the School Committee and new Superintendent of Schools engaged in a comprehensive budgetary review based on the structural deficit that had developed throughout the course of previous fiscal years. Based on rapidly escalating special education and transportation costs, this budget ensures that adequate funding is in place to at least maintain existing services. Modest staffing increases have been included in priority areas as have maintenance costs for the newly refurbished and constructed school buildings.

Health Insurance +\$254,660 (+3.3%)

Working with the Public Employee Committee, the City once again succeeded in keeping health insurance increases to manageable levels, reflected in the increase of just over 3% in this line item for FY15. One of the stipulations of the this year's negotiations with our health insurance provider was that the City would implement a wellness program directed at supporting employee health.

Ordinary Debt Service -\$149,325 (-14.9%)

Given the maturity of old debt, such as bonds for the Ferry Road sidewalks and the public

wharf, ordinary debt service will decrease for FY 2015 and is currently projected to decrease further into FY 2016.

Human Resources +\$7,008 (+7.1%)

Based on the workload, the Human Resource Director requires a dedicated effort of at minimum 40 hours a week. This increase recognizes and reflects that fact. The position has been indispensable in bringing the City into greater compliance with the wide variety of state and federal employer requirements and in offering the necessary supports to assist staff. The cost savings realized from coordinating the health insurance negotiation process alone have paid significant dividends for the City.

Expenditure Summary by Department

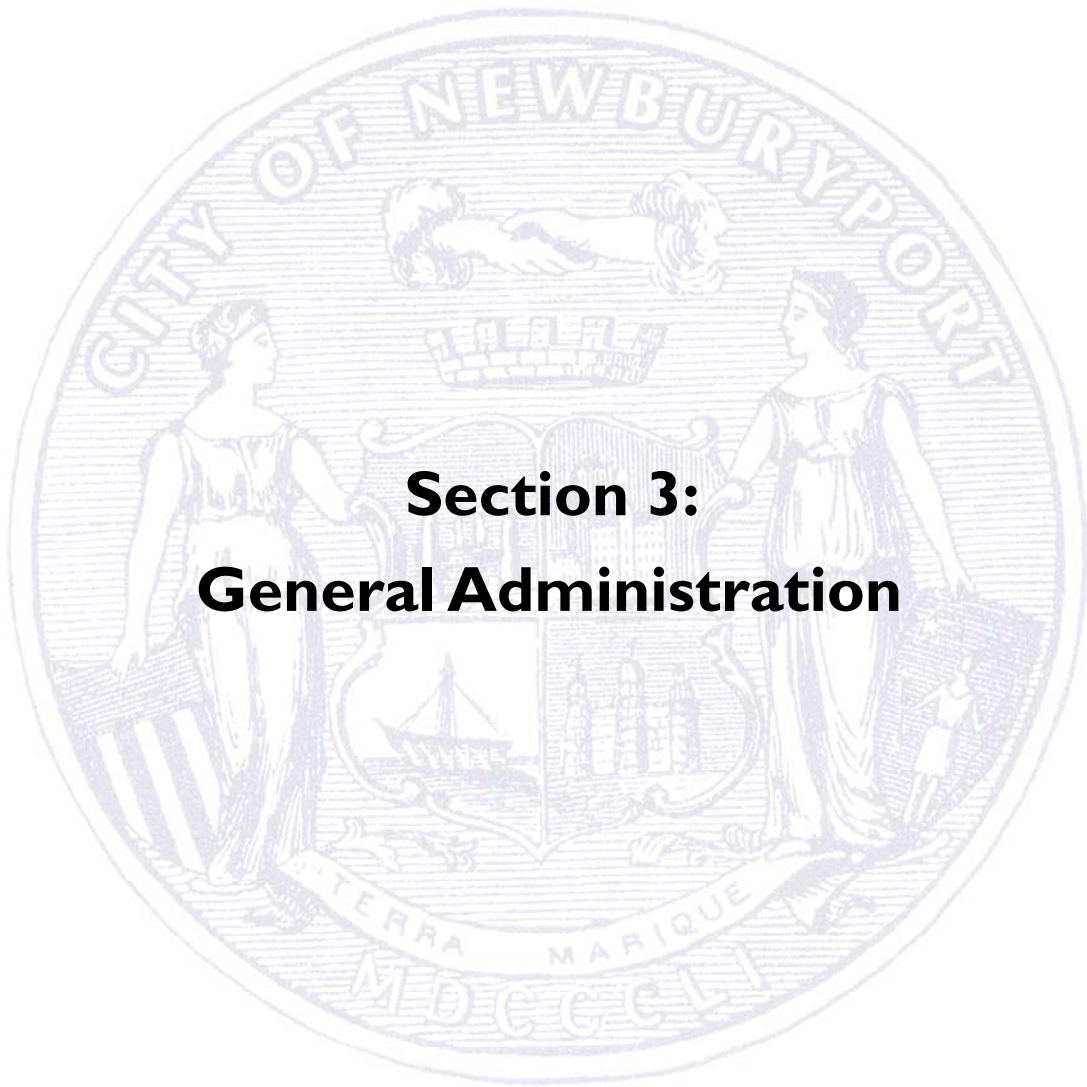
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
GENERAL FUND						
CITY SERVICES						
ANIMAL CONTROL	26,964	38,845	44,515	59,764	61,978.33	61,978.33
ASSESSORS DEPARTMENT	201,237	206,815	251,777	257,778	225,479.01	225,479.01
AUDITOR'S DEPARTMENT	387,010	269,124	274,317	282,517	305,503.20	305,503.20
BOARD OF REGISTRARS	37,085	71,202	57,997	40,000	40,040.00	40,040.00
BUILDING DEPARTMENT	134,098	133,941	136,056	164,865	168,231.31	168,231.31
CITY CLERK'S DEPARTMENT	193,514	197,055	202,106	205,354	223,986.39	223,986.39
CITY COUNCIL	64,600	64,476	64,255	64,600	69,680.00	69,680.00
COMMISSION ON DISABILITY	0	0	0	0	5,927.47	5,927.47
CONSERVATION COMMISSION	3,600	0	0	1,800	1,800.00	1,800.00
COUNCIL ON AGING	192,918	198,159	199,962	258,130	266,410.97	266,410.97
DEBT EXCLUSION	1,015,005	1,010,235	970,106	2,666,654	2,520,694.76	2,520,694.76
EMERGENCY MANAGEMENT	26,009	23,429	21,050	27,500	27,250.00	27,250.00
FIRE DEPARTMENT	3,139,503	3,090,005	3,216,044	3,203,861	3,364,714.00	3,359,635.00
GENERAL ADMINISTRATION	253,666	379,359	371,844	746,332	453,665.89	453,665.89
HEALTH DEPARTMENT	167,595	163,209	177,457	180,853	178,947.59	178,947.59
HISTORICAL COMMISSION	0	0	0	1,800	1,800.00	1,800.00
HUMAN RESOURCES DEPARTMENT	0	0	0	98,960	194,735.46	194,735.46
INFO TECHNOLOGY DEPT	142,327	727,915	239,655	225,173	261,527.00	261,527.00
INSURANCE GROUP	6,555,687	7,064,257	7,006,943	7,735,736	7,990,396.00	7,990,396.00
INTERFUND TRANSFERS OUT	95,700	26,555	312,859	0	0.00	0.00
LEGAL DEPARTMENT	97,192	89,967	69,999	70,000	70,000.00	70,000.00
LIBRARY DEPARTMENT	1,234,221	1,262,441	1,268,539	1,256,236	1,293,998.25	1,293,998.25
LICENSE COMMISSION	4,906	6,091	5,760	6,840	6,840.00	6,840.00
MAYOR'S DEPARTMENT	239,136	225,213	224,431	228,890	278,181.25	278,181.25
ORDINARY DEBT SERVICE	1,164,286	1,096,125	1,059,038	1,004,527	855,201.94	855,201.94
PARKING CLERK DEPARTMENT	63,749	45,608	42,125	42,434	43,486.43	43,486.43
PARKS COMMISSION	72,212	62,525	147,916	124,375	167,866.00	167,866.00
PLANNING & DEVELOPMENT	291,967	276,095	262,493	278,281	291,333.01	291,333.01
PLANNING BOARD	0	0	0	1,800	1,800.00	1,800.00
POLICE DEPARTMENT	3,027,090	3,219,298	3,196,095	3,336,667	3,393,248.45	3,385,794.71
PUBLIC SERVICES DEPARTMENT	1,587,561	2,088,829	2,386,575	1,971,423	2,232,884.31	2,232,884.31
RETIREMENT BOARD	3,206,462	3,242,404	3,356,233	3,417,099	3,428,009.09	3,428,009.09
SNOW & ICE	438,260	115,293	322,959	180,000	180,000.00	180,000.00
STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000.00	5,000.00
SUSTAINABILITY	1,089,132	1,274,135	1,314,475	1,181,779	1,190,517.82	1,190,517.82
TREASURER'S DEPARTMENT	438,609	421,819	469,020	494,272	497,916.24	497,916.24
UNEMPLOYMENT CLAIMS	32,823	38,200	17,938	30,000	0.00	0.00
VETERANS' DEPARTMENT	198,264	292,748	285,468	228,304	258,580.00	258,580.00
WORKERS' COMPENSATION	20,669	54,604	54,604	57,334	0.00	0.00
YOUTH SERVICES	183,641	168,766	175,826	223,078	244,611.38	244,611.38
ZONING BOARD	0	0	0	1,800	1,800.00	1,800.00
CITY SERVICES Total	26,031,699	27,649,741	28,211,436	30,361,816	30,804,041.55	30,791,508.81
EDUCATION						
SCHOOL DEPARTMENT	21,013,234	21,902,865	22,644,436	23,231,943	25,148,813.00	25,148,813.00
WHITTIER VO TECH SCHOOL	452,634	328,294	275,985	335,705	336,873.00	336,873.00
EDUCATION Total	21,465,868	22,231,159	22,920,421	23,567,648	25,485,686.00	25,485,686.00
GENERAL FUND Total	47,497,567	49,880,900	51,131,857	53,929,464	56,289,727.55	56,277,194.81
ENTERPRISE FUNDS						
HARBORMASTER DEPARTMENT	252,702	274,598	283,260	350,703	357,683.80	357,683.80
SEWER DEPARTMENT	4,441,351	4,698,570	5,283,236	6,306,516	6,247,876.62	6,247,876.62
WATER DEPARTMENT	4,412,633	3,516,463	4,068,574	4,883,856	4,887,816.55	4,887,816.55
ENTERPRISE FUNDS Total	9,106,686	8,489,631	9,635,070	11,541,075	11,493,376.97	11,493,376.97

Position Count by Department

Department	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Inc.(Dec)</u>
Assessor	3.0	3.0	3.0	3.0	0.0
Auditor	3.3	3.3	3.3	3.8	0.5
Building	5.0	5.0	5.0	5.0	0.0
City Clerk	3.5	3.5	3.5	3.8	0.3
Council on Aging	4.0	4.0	4.5	4.5	0.0
DPS: Highway	21.7	22.0	26.0	26.7	0.7
DPS: Sewer	19.7	18.3	19.0	18.7	(0.3)
DPS: Water	20.7	20.0	20.0	19.7	(0.3)
Emergency Management	2.0	2.0	2.0	2.0	0.0
Fire	46.0	46.0	47.0	46.0	(1.0)
Harbormaster	40.0	40.0	40.0	40.0	0.0
Health	5.2	4.9	5.1	4.9	(0.2)
Human Resources	0.7	1.0	1.0	1.0	0.0
Information Technology	1.0	1.0	1.0	1.0	0.0
Library	23.0	23.0	22.0	22.0	0.0
Mayor's Office	4.3	4.3	3.3	3.6	0.4
Parks	0.5	0.6	0.6	1.0	0.4
Planning & Development	4.2	4.5	4.5	4.5	0.0
Police	36.9	37.1	41.6	41.6	0.0
Schools	372.0	372.0	459.0	473.3	14.3
Sustainability	0.0	1.0	1.0	1.2	0.2
Treasurer/Collector	5.5	5.5	5.5	5.0	(0.5)
Veterans' Services	1.0	1.0	1.0	1.0	0.0
Youth Services	4.0	4.0	4.0	4.0	0.0
Total	627.2	626.9	722.8	737.2	14.5



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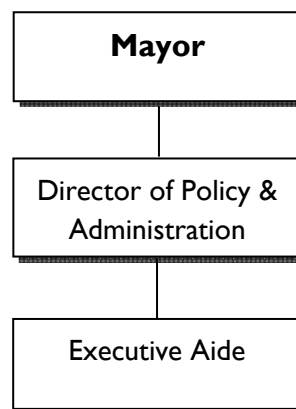


Section 3: General Administration

Mayor's Office

MISSION STATEMENT

The Office of the Mayor coordinates and administers the operations of City government to ensure residents, businesses, and visitors are provided with excellent services; operates the City with fiscal accountability and achieves results that advance the City's interest; works with the City Council in identifying and solving problems facing the City and in implementing appropriate measures for the welfare of our citizens; prepares the annual city budget; and seeks to achieve effective coordination and efficient delivery of services to assure economy, accountability and responsiveness to the citizens' needs. The Mayor also serves as the Chair of the School Committee working collaboratively with School Committee members and the Superintendent to advance student achievement and support continuous improvement of the Newburyport School District.



FY 2014 ACCOMPLISHMENTS

This past year has been very productive with highlights of accomplishments presented below. Our highest priority continues to focus on fiscal management and financial constraint while seeking new revenue sources to continue to provide the highest level of quality services to our residents and businesses. In addition, we have aggressively implemented our capital improvement plan to address long-standing infrastructure, building and equipment needs across the City.

Finance

- The City's bond rating status was re-evaluated and upgraded to AA+, allowing the City to receive more favorable borrowing rates and save on interest costs
- Received the prestigious Government Finance Officers Association *Budget Presentation Distinction Award* for the second consecutive year
- Established an irrevocable trust with \$25,000 to begin to address the City's Other Post Employee Benefit (OPEB) liability; an updated actuarial valuation noted a decrease of liability from \$64.9M to \$47.9M over the past two years
- Developed and implemented succession plan to prepare for retirement of current Finance

Director/Auditor

- Tax Title proceedings totaled approximately \$550,000 in collections received in FY14 for past due real estate liens and numerous properties returned to the tax roles
- Continued strong revenue trend for recently introduced programs: Meals tax - \$481,125 (with 50% of revenues dedicated to sidewalks) and Paid Parking - \$687,595 gross receipts
- Under the direction of Human Resources, the Public Employee Committee (PEC) has developed a strong expertise in understanding health care options and unions voted to approve a new BC/BS benchmark plan, saving the City \$400,000
- City received an additional Local Aid supplement of \$161,000
- Hired a part-time grant consultant, Grants Etcetera, Inc. in February of 2013 resulting in support and consultation to Departments in securing grant funds. Overall grant funding secured in FY14 totaled over \$8M.
- Regionalization: City successfully established regional agreements for Veterans Services and Animal Control

Personnel

- Maintained stability in City Departments
- Ethan Manning moved from DPS Business Manager to Assistant Auditor position in preparation to assume Finance Director/Auditor position in July 2014
- Lisa Valcich hired as new DPS Business Manager
- Lisa Exum moved from DPS Business Office to Dispatcher for DPS Highway and Kathleen Mahan hired as DPS Business Office Administrative Assistant
- Janice Richard moved from DPS Highway Dispatch to new Fire Department Administrative Assistant position
- Nick Pepe hired as Assistant Engineer in DPS
- Peter Binette hired as Assistant Building Inspector and ADA Coordinator
- Lise Reid was promoted to our first full-time Parks Director

Planning & Development

Schools

- New **Bresnahan** Elementary school designed by HMFH architects and approved by MA School Building Authority (MSBA) for a total cost of \$38.8M is at 83% completion. The MSBA set a 52.78% reimbursement rate but the rate is reduced to a total of 47% reimbursement resulting from items that MSBA cannot reimburse; CTA is the General Contractor and Heery International is the Owners Project Manager. The new Bresnahan elementary school will house pre-K through 3rd grade and will open for the start of the new school year in September 2014.
- **Nock/Molin** renovations designed by Miller Dyer Spears (MDS) architects is a phased project coordinated around the school operations for a total cost of \$28M with 45% MSBA reimbursement rate; Gilbane is the General Contractor and Heery International is the Owners Project Manager. The project is at 78% completion and will be completed by the start of the next school year in September 2014.
- **Brown School:** adaptive reuse of this building is under review with an RFP to conduct a feasibility study to be released soon.
- **Kelley School:** sale of this facility as surplus property is actively being considered with a

Mayor's Office (cont.)

preservation restriction to be placed on the building façade. Revenues from the sale of this property will be directed toward modification of the Brown School to accommodate Youth Services or to supplement School funding needs.

Senior Community Center

- **Senior Community Center** design team of Sterling & EGA, Architects, has completed the full design of the center with an estimated cost of \$6.5M; Heery International also serves as the Owners Project Manager. Bid documents are currently being developed with site work anticipated to be initiated late summer following the raising of the existing Bresnahan School by August of 2014.

DPS Facilities

- **Wastewater Treatment Facility** is at substantial completion following Phase I construction by Waterline Industries and Phase II by Methuen Construction with MPH Environmental, Inc. as the Owners Project Manager. The final work underway is the replacement of the biofilter followed by a comprehensive balancing of the entire system. Final site work, including fencing and landscaping, will be coordinated with the Rail Trail expansion. Discussion is in process to determine the disposition of the 115 Water Street property that was used as a staging area during construction.
- **Water Treatment Plant** rehabilitation project was completed under the direction of AECOM with Kinsmen as the General Contractor and MPH Environmental, Inc. as the Owners Project Manager. The next phase is to address work needed in the Artichoke River including repair of the airburst system at the lower Artichoke intake system and Upper Artichoke Dam Upgrade.
- **DPS administration building** conceptual design has been completed by CSS Architecture and work on the permitting process has been initiated.

Road & Bridge Projects

- Whittier Bridge Working Group continues to meet with MA Department of Transportation (MADOT) on the accelerated bridge project to replace the **Whittier Bridge**; a \$292M contract has been awarded to Walsh/McCourt. The construction project began this past summer and will continue through 2016. The project is complex and expansive and the City will continue meetings with MADOT and abutters to maintain communication and address concerns.
- **Roundabout**: J. Tropeano Inc. completed the project at the junction of Merrimac, Spofford and Ferry streets with \$1M in funding from MADOT Small Bottleneck bill significantly improving the safety issues that impacted this area.
- **Roadways**: over the past two years the City has allocated over \$1M for roadway projects and has received \$517,508 this year from the State's Chapter 90 program. An additional \$77,626 was released to the City to address pothole repairs and related damage from this past winter.
- **Sidewalks**: over the past two years the City has allocated over \$750,000 for sidewalk repairs and will commit another \$315,562 this fiscal year.

- **Green Street Parking lot:** Target Construction completed a total \$450,000 renovation of this central public lot including drainage, paving, granite and landscaping; funded through paid parking revenue.

River & Waterfront Projects

- **Jetty Repair:** Merrimac River Beach Alliance continues to meet regularly to address Plum Island issues; Hugo & Sons completed Phase I of the south jetty and Classic Site Solutions is completing Phase II of the jetty. Funding for design and repair of the north jetty has been secured.
- **Bulkhead project:** \$2M Seaport Advisory Council grant with gap funding by the City, Waterfront Trust and Harbormaster resulted in completion of Phase I of the project with engineering by Bourne Engineering and construction by SPS New England, Inc. Funding for Phase II is needed.
- **Transient Boater Facility:** Harbor Commission has awarded Olson Lewis + Architects and Keery Design the contract and conceptual design for a new facility for boaters is under review.
- **Central Waterfront:** the Newburyport Redevelopment Authority's (NRA) concept plan created by Union Studios was poorly received by a majority of the city's residents, primarily due to the plan for private high-end condominiums, underground parking, and the overall size of the buildings. New NRA members are needed and appointments are in process. Renewed efforts with greater citizen and stakeholder involvement are underway to build consensus on the future of our waterfront.

Intermodal Facility

- **Intermodal facility/garage:** the State has included \$5M in funding in the new Transportation Bond Bill; the City continues to work with Merrimac Valley Transient Authority on design and anticipates increased collaboration with New England Development as they move forward on design and permitting of a hotel and garage.

Planning Studies, Preservation and Guides

- **Zoning Rewrite:** Community Opportunities Group was awarded the contract to complete a holistic review of our zoning ordinance, a process that has not been completed since 1987.
- **Master Plan:** An update to our Master Plan has begun under the coordination of Kathryn Newhall-Smith, Planner. Ten subcommittees are meeting to update respective sections of the 2001 Master Plan with the goal of completing a new Master Plan by February 2015.
- **Historic Preservation:** Demolition Control Overlay District and Downtown Overlay District were successfully passed in March of 2014 by the City Council.

Other

- **Cultural District:** The Massachusetts Cultural Council Board voted unanimously in November of 2013 to approve a new state-designated cultural district in downtown Newburyport – the fifth cultural district on the North Shore and the nineteenth statewide.

Mayor's Office (cont.)

- **Economic Development Action Committee:** we continue to actively work with this committee of Chamber of Commerce on the following priorities: Business Park Improvement Plan, Downtown/Gateways improvement; Downtown maintenance, public bathrooms, marketing and new business recruitment plans.
- **Landfill** closure process has been delayed due to significant issues with the flare system; these repairs are nearly complete and closure/post-closure procedures are being developed. DEP anticipates these procedures to be completed during the summer of 2014.
- **Plum Island Water and Sewer:** Three water main breaks have occurred since April of 2011 and there are several issues with fire hydrants. The City continues to work intensively with our legal team and the State in resolution of the problems associated with the materials that were used in the systems.
- **City website:** the City launched a new website in September 2013 developed by Virtual Towns and Schools; the website is more user-friendly, accessible and updated regularly by each department via its content management system.

FY 2014 GOALS NOT ACCOMPLISHED

The majority of goals identified for FY2014 were achieved, with one exception:

- Electronic PO system has been reviewed with MUNIS and we anticipate DPS piloting this program in the Fall of 2014 with other departments to follow. The system will be fully implemented in FY2015.

FY 2015 TRENDS

Economic recovery within the State is moving forward and Newburyport is also seeing positive trends as building permits increase and there is the high demand for real estate continuing to increase. The City has also seen slight increases in local revenues in the areas of excise taxes, new growth, licenses and permits and investment income as well as in state aid. Consequently, we continue to take a conservative fiscal approach with the goal to maintain and support existing services. The work of the Public Employee Committee and our HR Coordinator in controlling health care costs has been a significant factor in balancing the budget without the need to use reserve accounts. Additionally, new revenue streams realized from paid parking, meals tax, and tax title has been essential to support city operations, infrastructure work, downtown improvements, repair of more sidewalks, as well as assist in slowly repairing the significant cuts realized to our school programs during the recession.

The citizens of Newburyport can continue to expect a high level of services and ongoing information regarding the school building projects and other infrastructure projects. Our challenge will continue to prioritize the many capital and equipment needs and strive to meet these expectations in a strategic and fiscally responsible manner.

FY 2015 GOALS AND OBJECTIVES

Goal 1: Finance- Continue to evaluate all cost saving measures

Objectives:

- Continue to explore additional regionalization/shared services as cost-saving measures
- Implement MUNIS upgrade and electronic requisition/purchase order system

Goal 2: Planning- Continue active engagement of stakeholders to address planning and economic development needs within the City

Objectives:

- Continue to work with the City, NRA, and all stakeholders to build consensus on plans for the waterfront
- Support the completion of a new City Master Plan
- Continue to participate in Whittier Bridge Working Group with focus on maintaining a high level of communication with residents throughout construction
- Continue to monitor construction contracts for following projects: School building projects, Senior Community Center, DPS facility, and Transient Boater Facility
- Facilitate disposition processes for Brown and Kelley Schools and ensure long-term solution for housing Youth Services
- Complete rewrite of zoning ordinance
- Secure funding for the Intermodal Facility

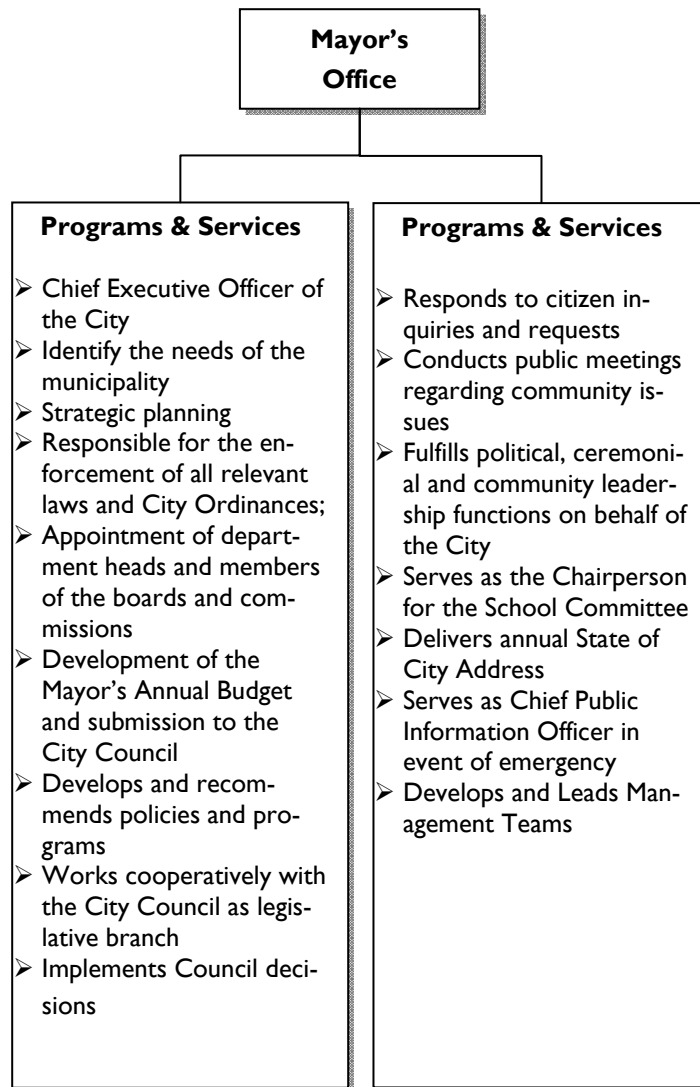
Goal 3: Public Safety– Effectively and efficiently ensure the safety of all residents and visitors to Newburyport

Objectives:

- Continue to monitor and support grant opportunities for trainings and equipment for all Public Safety Departments
- Explore feasibility of combined public safety dispatch and Fire-based EMS
- Continue to support cross-departmental work of newly created Traffic Safety Advisory Committee
- Support the Harbormaster & Commission's recommended upgrades to the waterfront

Mayor's Office (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

MAYOR'S OFFICE			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
Mayor	1	1	1
Director of Policy and Administration	1	1	1
Executive Assistant	1	1	1
Grant Writer	0.25	0	0.63
Custodian	1	0	0
Total Full-Time Equivalents:	4.25	3.0	3.63

MAYOR'S OFFICE (01-121)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 MYR SAL MAYOR	75,000	85,000	85,000	91,500	98,000.00	98,000.00
51120 MYR SAL DIR POL & ADMIN	63,078	59,930	63,459	68,640	69,670.00	69,670.00
51126 MYR SAL EXECUTIVE AIDE	47,908	50,000	50,375	50,750	51,511.25	51,511.25
51501 MYR TRAVEL EXP STPND	2,000	2,000	3,000	0	2,000.00	2,000.00
51502 MYR MAYOR'S EXPENSE	3,000	3,000	2,000	3,000	3,000.00	3,000.00
001 - PERSONAL SERVICES Total	190,986	199,930	203,834	213,890	224,181.25	224,181.25
002 - PURCHASE OF SERVICES						
53002 MYR HR HIPPA	0	2,598	0	0	0.00	0.00
53006 MYR GRANT WRITER	14,350	3,846	1,897	0	39,000.00	39,000.00
53007 MYR PARKING CONSULTANT	4,500	0	0	0	0.00	0.00
002 - PURCHASE OF SERVICES Total	18,850	6,444	1,897	0	39,000.00	39,000.00
007 - OTHER CHARGES & EXPENSES						
57407 MYR EDUCATION CREDIT	15,800	0	0	0	0.00	0.00
57801 MYR MISC EXPENSE	13,500	18,839	18,700	15,000	15,000.00	15,000.00
007 - OTHER CHARGES & EXPENSES Total	29,300	18,839	18,700	15,000	15,000.00	15,000.00
Grand Total	239,136	225,213	224,431	228,890	278,181.25	278,181.25

GENERAL ADMINISTRATION (01-129)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51150 MYO SAL CUSTODIAN	39,421	39,271	39,638	0	0.00	0.00
51167 MYO TEMPORARY HELP CITYHALL	1,505	1,222	3,500	3,500	3,500.00	3,500.00
51180 MYO PROCUREMENT OFFICER	0	0	0	0	10,000.00	10,000.00
51405 MYO CLOTHING REIMBURSEMENT	600	600	521	0	0.00	0.00
001 - PERSONAL SERVICES Total	41,526	41,093	43,659	3,500	13,500.00	13,500.00
002 - PURCHASE OF SERVICES						
52101 MYO HEAT/ELECTRIC-CH	31,046	26,838	31,612	34,000	34,000.00	34,000.00
52401 MYO MAINT/REPAIR-BLD	16,066	27,584	13,515	1,000	1,000.00	1,000.00
52402 MYO MAINT/REPAIR-COPIER	2,116	1,747	1,380	2,200	2,200.00	2,200.00
52403 MYO PUBLIC REST ROOMS	6,407	6,416	6,500	6,500	6,500.00	6,500.00
52411 MYO ELECTRICAL MAINT	21,000	10,000	9,102	0	0.00	0.00
52701 MYO LEASE POSTAGE MACHINE	2,821	5,555	6,816	3,000	3,000.00	3,000.00
53003 MYO GEOGRAPHIC INFO SYSTEMS	18,915	0	0	0	0.00	0.00
53004 MYO TRAINING/TRAVEL/CONFERENC	23,996	34,973	29,207	26,000	26,000.00	26,000.00
53401 MYO POSTAGE	28,832	20,250	21,533	30,000	30,000.00	30,000.00
53406 MYO TELEPHONE SYSTEM	41,728	43,500	44,035	43,500	50,000.00	50,000.00
002 - PURCHASE OF SERVICES Total	192,927	176,863	163,700	146,200	152,700.00	152,700.00
004 - SUPPLIES						
54200 MYO SUPPLIES-OFFICE	2,534	3,000	2,074	5,000	5,000.00	5,000.00
54301 MYO SUPPLIES (CH)	2,500	3,267	8,791	1,000	1,000.00	1,000.00
004 - SUPPLIES Total	5,034	6,267	10,865	6,000	6,000.00	6,000.00
007 - OTHER CHARGES & EXPENSES						
57300 MYO DUES & MEMBERSHIPS	3,683	3,592	3,900	3,900	3,900.00	3,900.00
57301 MYO MERR VALLEY RPC	5,668	5,571	5,570	5,760	5,901.63	5,901.63
57401 MYO MUNICIPAL INSURANCE	0	133,320	129,150	135,608	135,608.00	135,608.00
57805 MYO BUDGET CONTINGENCY	542	8,000	10,000	54,554	136,056.26	136,056.26
57806 MYO GEN GOV CHARTER COM EXP	4,285	4,655	0	0	0.00	0.00
57810 MYO JEANNE GEIGER CTR	0	0	5,000	0	0.00	0.00
57811 MYO COMPENSATED ABSENCES	0	0	0	390,810	0.00	0.00
007 - OTHER CHARGES & EXPENSES Total	14,178	155,137	153,620	590,632	281,465.89	281,465.89
Grand Total	253,666	379,359	371,844	746,332	453,665.89	453,665.89

LEGAL (01-191)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
002 - PURCHASE OF SERVICES						
53020 LGL CITY SOLICITOR	97,192	89,967	69,999	70,000	70,000.00	70,000.00
002 - PURCHASE OF SERVICES Total	97,192	89,967	69,999	70,000	70,000.00	70,000.00
Grand Total	97,192	89,967	69,999	70,000	70,000.00	70,000.00

City Clerk

MISSION STATEMENT

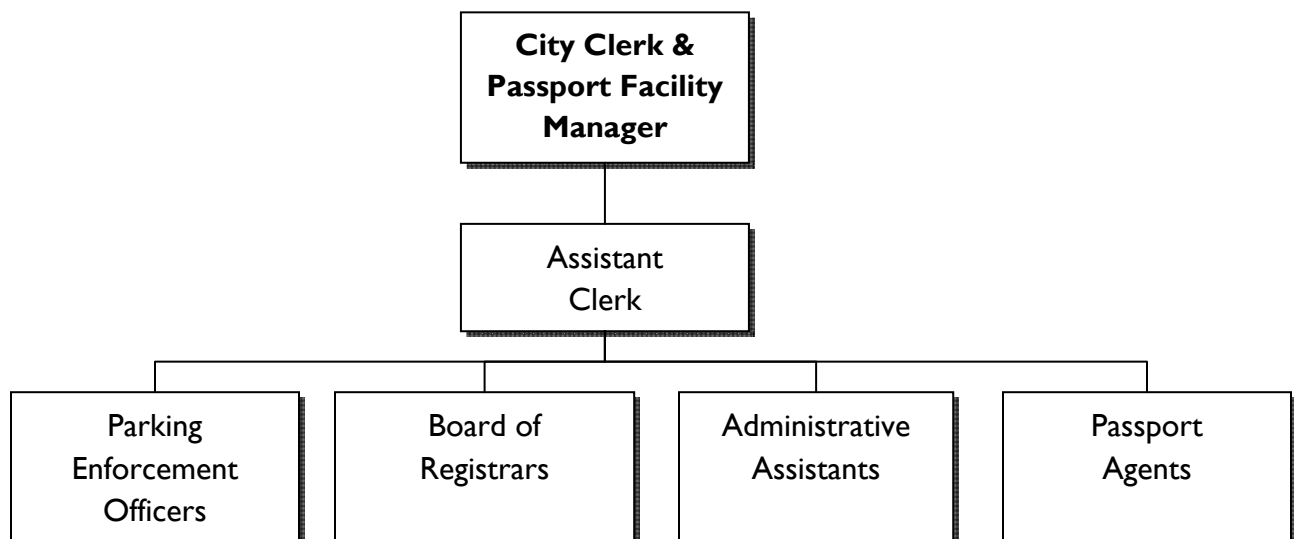
The mission of the City Clerk's Office is to provide quality administrative support to the City Council; conduct municipal elections with the highest integrity; administer the paid parking meters and data collection system, ticket and related appeal process; and, provide professional customer service to the citizens of Newburyport through accurate, timely and courteous service.

The Office of the City Clerk is the official record keeper of the City of Newburyport. The Clerk's Office issues, records, maintains, and ensures the safekeeping and preservation of City Council actions, City Council minutes, vital records (birth, death & marriage) by and through the new vitals web application, marriage licenses, business licenses, contracts, and other official City documents.

The Clerk's Office also issues dog licenses, administers elections, registers voters, prepares and distributes City Council agendas, the drafting ordinances and orders, researches General Laws on various Council related issues, researches the Code of Ordinances and passed Orders for City matters, manages Committee memberships and appointments, and provides Notary Public services.

The Department is also responsible for managing the parking program which includes the management of twelve pay and display meters, six enforcement officers, the data collection as it relates to the ticket writing for parking violations and meter revenue, enforcing parking ordinances, coordinating overall parking issues with the parking officers, handling ticket appeals, hearings and disposition.

Additionally, the Clerk acts as the facility manager for the Passport Acceptance Facility.



FY 2014 ACCOMPLISHMENTS

- Added a Pay-by-Phone (Parkmobile) functionality to the paid parking program.
- Communicated with businesses and residents about the Green Street lot renovation.
- Continued to manage/maintain the new Kiosks for the Paid Parking Program.
- Managed the new ticket and collection system through the new vendor – Complus Data.
- Continued to train and manage the six new parking enforcement officers.
- Continued to manage the collection of the monies from the kiosks. Implemented and managed the flow of monies and accounting of the same for the entire paid parking program.
- Managed the new two year residential permit; preparing for the next two year permit process.
- Used and improved the alternate polling place for Ward 1P - the Boathouse (Coast Guard Auxiliary Building).
- Administered the September election (and recount) and November elections in accordance with statutory requirements; provided information to candidates and the public regarding election requirements and procedures.
- Started and continued the work of indexing and updating vital records; implementing the new state system for vitals – including births and now death records
- Continued the work of archivist group including the entering of birth record data into the database.
- Ordered the new Council and Clerk's filing system for the scanning of old city hall files including Council meeting records, orders, ordinances and minutes with the intent that these documents will be keyword searchable.
- Issued the annual summary of conflict of interest to all and collected the results of the online test for employees.
- As facility manager for the Passport Acceptance Facility, continued the Newburyport Passport Agency in conjunction with the Assessor's office. Demand remains strong for passports because of the personal service, no appointment necessary policy, and the ability to take passport photos.
- Posted documents and meetings on the new website.

FY 2015 TRENDS

The City Clerk's Office serves as the central information point for local residents, citizens at large, the City Council, and City departments. In 2015, the Department will continue to spend a significant amount of time serving the public in many capacities, e.g. answering e-mail and phone requests regarding vital records, permits, ordinances and Council agendas. In this regard, the new content management structured website on which we will place any documents which are appropriate to the public arena is helps facilitate better communication. We are still refining the new paid parking program and look forward to a continued reduction of complaints. The back office support for the permit program has made substantial progress toward its goal of exemplary public service. We are planning for our next round of permits and continue to look at ways to improve and streamline the process for the residents and employees.

City Clerk (cont.)

FY 2015 GOALS AND OBJECTIVES

Goal 1: Improve the City Clerk web page

Objectives:

- Post scanned packets containing the Council meeting documents
- Update links to video of the actual council meetings within one week
- Provide timely and additional information on the website regarding elections and voting procedures

Goal 2: Expand upon the use of OCR technologies in continuing to scan documents in to our new filing system.

Objectives:

- Scan and post numerous additional searchable folders in the new filing system including City Council packets back to 2010
- Eliminate duplicate paper records and free up file cabinet space

Goal 3: Refine and improve the paid parking program

Objectives:

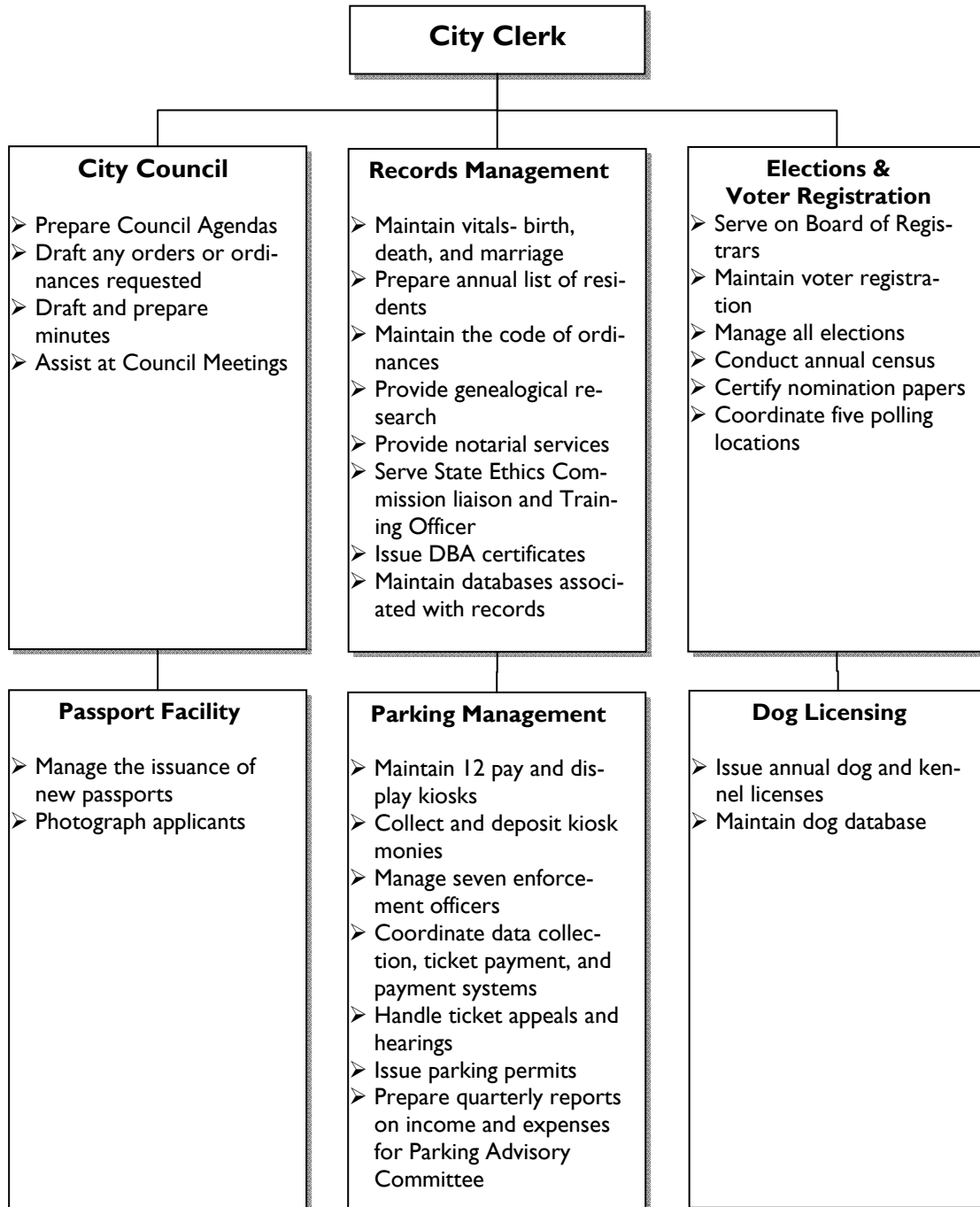
- Continue to evaluate existing processes and identify ways to streamline the online application process for the two-year residential permit including the mailing of the senior permit
- Reduce the turnaround time between application and issuance of permit to less than 4 business days

Goal 4: Manage the workflow of the Passport Office more efficiently

Objectives:

- Identify additional ways to handle the drop-in passport applicant volume
- Train additional passport agents
- Evaluate impact of new passport support position

PROGRAMS & SERVICES



City Clerk (cont.)

PERSONNEL SUMMARY

CITY CLERK			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Administrative Assistant	1	1	1
Administrative Assistant	0.5	0.5	0.5
Part-Time Office Help	0	0	0.25
Total Full-Time Equivalents:	3.5	3.5	3.75

CITY CLERK'S DEPARTMENT (01-161)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 CLK SAL CITY CLERK	62,500	62,500	62,497	62,500	63,750.00	63,750.00
51102 CLK SAL ASSIST CLERK	54,759	54,759	58,711	60,694	64,709.07	64,709.07
51103 CLK SAL ADMIN SECRETARY	43,519	39,254	43,187	43,508	46,385.96	46,385.96
51166 CLK SAL PT OFFICE HELP	19,776	26,603	27,149	27,002	37,041.36	37,041.36
001 - PERSONAL SERVICES Total	180,555	183,115	191,543	193,704	211,886.39	211,886.39
002 - PURCHASE OF SERVICES						
52701 CLK LEASE COPIER	1,483	2,500	2,500	2,500	2,500.00	2,500.00
53001 CLK CITY REPORT	0	0	0	150	500.00	500.00
53002 CLK VITAL RECORDS EXPENSE	2,608	1,100	1,070	1,100	1,100.00	1,100.00
53003 CLK SOFTWARE LICENSES	0	0	0	900	0.00	0.00
54200 CLK ADMINISTRATION	8,869	10,339	6,992	7,000	8,000.00	8,000.00
002 - PURCHASE OF SERVICES Total	12,960	13,939	10,563	11,650	12,100.00	12,100.00
Grand Total	193,514	197,055	202,106	205,354	223,986.39	223,986.39

CITY COUNCIL (01-III)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 CCN SAL COUNCIL	56,000	56,000	56,000	56,000	56,000.00	56,000.00
51160 CCN SAL CLK COUNCIL	4,000	4,000	4,000	4,000	4,080.00	4,080.00
51162 CCN SAL CLK COMMITTEE	600	600	600	600	600.00	600.00
001 - PERSONAL SERVICES Total	60,600	60,600	60,600	60,600	60,680.00	60,680.00
002 - PURCHASE OF SERVICES						
53001 CCN LEGAL ADS	2,000	1,876	1,655	2,000	5,000.00	5,000.00
53002 CCN ORDINANCE RECODE	2,000	2,000	2,000	2,000	4,000.00	4,000.00
002 - PURCHASE OF SERVICES Total	4,000	3,876	3,655	4,000	9,000.00	9,000.00
Grand Total	64,600	64,476	64,255	64,600	69,680.00	69,680.00

PARKING CLERK (01-293)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51134 PKC SAL PARKING OFCR	41,216	45,008	41,525	41,834	42,886.43	42,886.43
51160 PKC SAL PARKING CLERK	6,000	0	0	0	0.00	0.00
51162 PKC SAL HEARING OFFICERS	6,100	0	0	0	0.00	0.00
51166 PKC SAL P/T PARKING OFCR	1,848	0	0	0	0.00	0.00
51405 PKC CLOTHING ALLOWANCE	600	600	600	600	600.00	600.00
001 - PERSONAL SERVICES Total	55,764	45,608	42,125	42,434	43,486.43	43,486.43
002 - PURCHASE OF SERVICES						
53411 PKC TICKET PROCESSING SRV	6,071	0	0	0	0.00	0.00
002 - PURCHASE OF SERVICES Total	6,071	0	0	0	0.00	0.00
004 - SUPPLIES						
54200 PKC MISC EXPENSE	1,197	0	0	0	0.00	0.00
54801 PKC FUEL/OIL/MAINT VEH(S)	718	0	0	0	0.00	0.00
004 - SUPPLIES Total	1,915	0	0	0	0.00	0.00
Grand Total	63,749	45,608	42,125	42,434	43,486.43	43,486.43

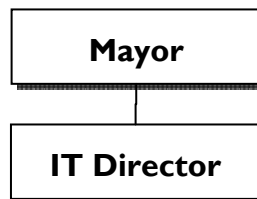
BOARD OF REGISTRARS (01-163)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51160 BDR SAL CLERK REGISTRAR	2,000	2,000	2,000	2,000	2,040.00	2,040.00
51162 BDR SAL REGISTRARS	2,000	2,000	1,916	2,000	2,000.00	2,000.00
001 - PERSONAL SERVICES Total	4,000	4,000	3,916	4,000	4,040.00	4,040.00
007 - OTHER CHARGES & EXPENSES						
57808 BDR ELECTIONS & REGISTRATIONS	33,085	67,202	54,080	36,000	36,000.00	36,000.00
007 - OTHER CHARGES & EXPENSES Total	33,085	67,202	54,080	36,000	36,000.00	36,000.00
Grand Total	37,085	71,202	57,997	40,000	40,040.00	40,040.00

Information Technology

MISSION STATEMENT

The mission of the Information Technology Department is to lead and support the City of Newburyport in the appropriate application of existing and emerging information technologies required to develop an information structure that will enhance the ability of its officials, staff, and employees to provide the highest level of service to the citizens of Newburyport.



FY 2014 ACCOMPLISHMENTS

- Installation of Fuel Management System at the Department of Public Services
- Installation of Upgraded Network and Systems Security appliances and modules
- Standardization of managed network printing and copying services
- Migration to new City website publishing platform
- Upgraded Permitting Applications for Building Department
- Upgraded various applications systems to latest revisions
- Facilitated planning for new requisition and purchasing platform
- Provided technical expertise and support to Cable Advisory Committee in preparing for upcoming contract negotiations

FY 2015 TRENDS

The IT Department will continue to work on improving inter-departmental use of applications and systems. Current trends in technology lean toward securing network data through constant best practice assessments relative to security information and event management technology (SIEM). With recent investments in new technology centered around less use of physical paper records along with the continued upgrading of multifunction data acquisition capable devices it is becoming necessary to accurately project future data storage requirements to facilitate ongoing accumulation of large volumes of data which for the most part are subject to public records retention schedules and laws.

FY 2015 GOALS AND OBJECTIVES

Goal 1: Financial Systems Improvement

Objectives:

- Continue to facilitate and train employees on more efficient use of MUNIS Applications
- Prepare current database for next major Version upgrade Version 10.x
- Continue working with Finance Team & Auditor's Office with respect to launching requisitions and purchase ordering modules in the financials systems
- Provide MUNIS "Office" training (exporting MUNIS data for use in MSOffice)

Goal 2: Public Safety Mobile Systems Upgrade

Objectives:

- Expansion of mobile data terminal hardware in Police Department vehicles
- Add enhanced multi-media capabilities to mobile solutions
- Introduction of tablet-based mobile data access
- Facilitate training of Police Department staff on enhanced Public Safety mobile systems

Goal 3: Software & Systems Maintenance Upgrades

Objectives:

- Install an additional Storage Area Network Device (SAN)
- Maintain value in current software license by maintenance of license & versioning
- Continue to upgrade servers from Server 2008 R2 to Server 2012 (Latest)

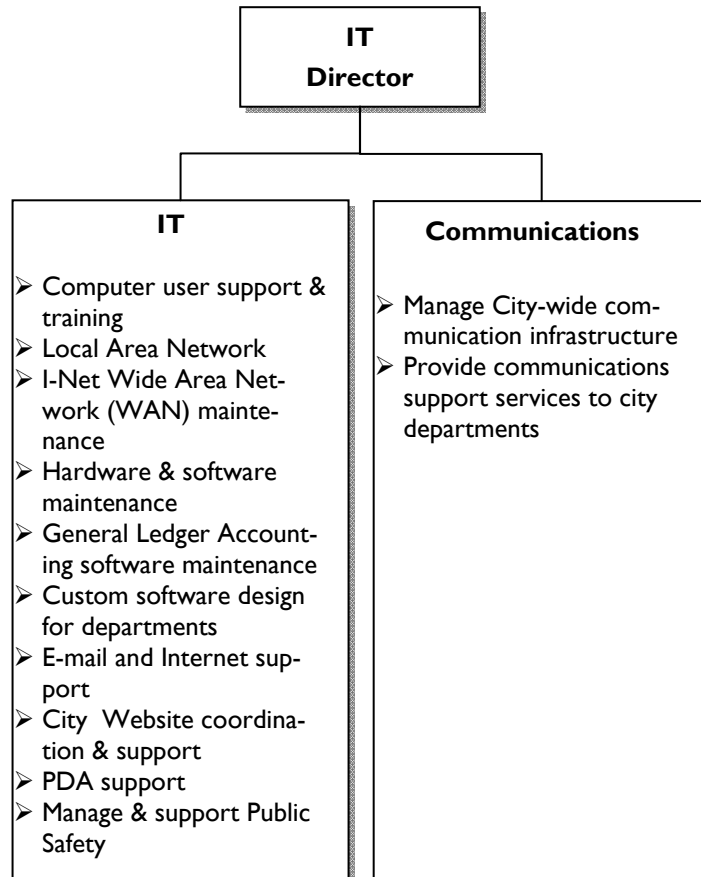
Goal 4: Wireless Wide Area Network Upgrade

Objectives:

- Assess replacement of current wireless Wide Area Network infrastructure
- Initiate licensing of dedicated wireless frequencies for new equipment
- Prepare projections for funding and make recommendations for capital improvements under the upcoming Comcast Cable Franchise Contract by actively participating on the Cable Advisory Committee

Information Technology (cont.)

PROGRAMS & SERVICES

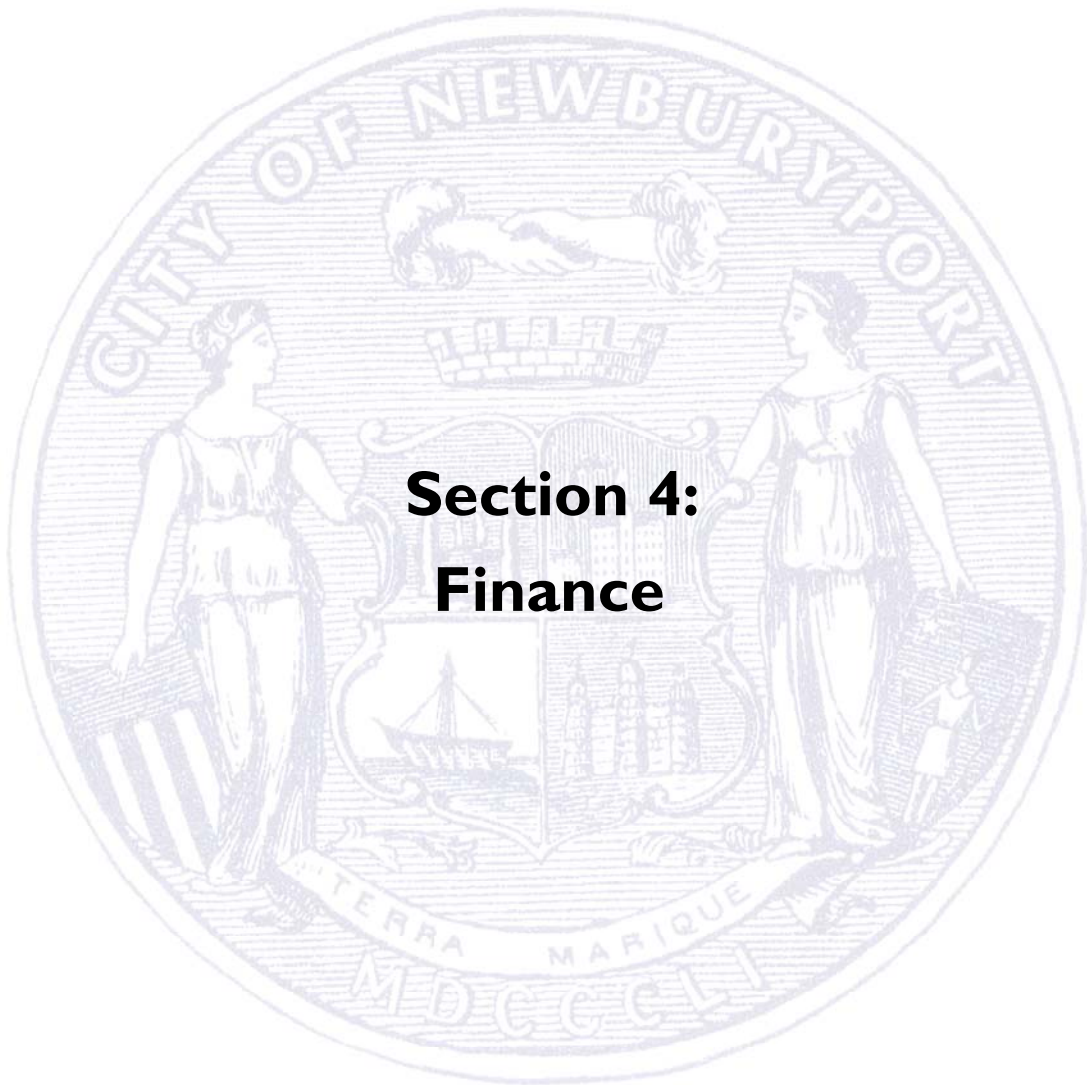


PERSONNEL SUMMARY

Information Technology				
Position	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	
IT Director	1	1	1	
Total Full-Time Equivalents:	1	1	1	

INFORMATION TECHNOLOGY (01-151)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 IT SAL DIRECTOR	69,466	69,467	70,214	73,358	74,493.95	74,493.95
51404 IT TRAVEL EXPENSE	2,934	3,000	2,936	3,300	3,300.00	3,300.00
001 - PERSONAL SERVICES Total	72,400	72,467	73,150	76,658	77,793.95	77,793.95
002 - PURCHASE OF SERVICES						
52401 IT COMPUTER EXP	2,399	536,279	0	0	0.00	0.00
52402 IT CITY WEB SITE	1,460	1,473	11,500	3,250	2,750.00	2,750.00
52403 IT COMPUTER FIREWALL	1,602	1,602	0	4,750	14,078.00	14,078.00
52404 IT HARDWARE MAINTENANCE	13,488	13,495	25,425	27,585	40,204.65	40,204.65
52405 IT TELECOMMUNICATNS	4,858	4,848	7,471	7,500	7,500.00	7,500.00
52406 IT TELEPHONE SYSTEM	1,997	1,983	0	0	0.00	0.00
52780 IT WIRELESS EQUIP LEASE	0	36,000	35,989	0	0.00	0.00
53001 IT MUNIS LICENSE	35,208	36,998	38,864	38,864	42,233.90	42,233.90
53002 IT SOFTWARE UPDATE/LICENSING	2,200	2,174	11,488	23,000	23,000.00	23,000.00
53003 IT INTERNET-SERVICE	4,200	4,077	4,200	4,380	4,380.00	4,380.00
53407 IT OFF SITE SERVICES	0	15,000	30,000	37,587	47,986.50	47,986.50
002 - PURCHASE OF SERVICES Total	67,411	653,930	164,936	146,916	182,133.05	182,133.05
004 - SUPPLIES						
55800 IT MISC SUPPLIES	1,587	1,518	1,568	1,600	1,600.00	1,600.00
004 - SUPPLIES Total	1,587	1,518	1,568	1,600	1,600.00	1,600.00
007 - OTHER CHARGES & EXPENSES						
57300 IT DUES/LIC/SUBSCRIPTIONS	929	0	0	0	0.00	0.00
007 - OTHER CHARGES & EXPENSES Total	929	0	0	0	0.00	0.00
Grand Total	142,327	727,915	239,655	225,173	261,527.00	261,527.00



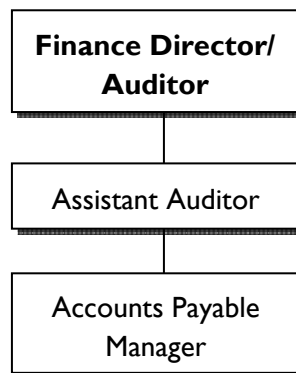
Section 4: Finance

Auditor

MISSION STATEMENT

The mission of the City Auditor's Department is to ensure that financial transactions and activities are carried out in accordance with all applicable federal, state, and local laws, ordinances, and regulations. In addition, the City Auditor's Office works to implement professional accounting and financial management standards established by the Government Accounting Standards Board (GASB) and in accordance with Generally Accepted Accounting Principles (GAAP). These standards help to insure that accurate and timely reporting of financial and accounting information is successfully carried out.

The City Auditor's office also provides financial management assistance to city departments and personnel covering a wide range of financial activities including: budget administration, revenue forecasts, accounts payable procedures, procurement and contracts administration, unemployment compensation, Fire and Police injured-on-duty insurance, MUNIS financial software applications, and property, liability, and workers compensation insurance.



FY 2014 ACCOMPLISHMENTS

- The City of Newburyport received a bond rating upgrade from Standard and Poor's from "AA" to "AA+". This upgrade reflects confidence in the financial management of the City and the City's ability to maintain sound fiscal health and stability during challenging economic times when bond ratings for some Massachusetts communities have dropped due in part to diminishing reserve funds.
- Successful worked with members of the City's financial team and other City officials to coordinate, prepare, and submit in a timely and accurate manner a variety of financial reports and information required by City officials, outside auditors, government entities, and various financial institutions, including: The Tax Rate Recapitulation Report, Enterprise Fund Reports, Schedule "A", budget transfers, Community Preservation Reports, Mid-Year and Year-End Report of Budget Expenditures and Revenues, Free Cash Certification Report, the annual audit of city financial statements, and updating the city's official statement in preparation for issuing bonds.

- Successfully coordinated the MIIA Rewards Program that resulted in a cost savings of over \$35,000 to the City for participation in seminars designed to help lower insurance risks and losses. In addition, the cost of City insurance was maintained at FY 2012 levels due to initiatives that lowered premiums.
- Successfully completed eleven staff development and training programs offered by the Massachusetts Interlocal Insurance Association (MIIA), the Massachusetts Municipal Association (MMA), the Massachusetts Department of Revenue (DOR), and the Eastern Massachusetts Municipal Accountants and Auditors Association (EMMAAA). These opportunities increased knowledge relative to accounting practices and changes in finance laws and government regulations.
- Successfully processed an estimated 28,600 payments to vendors and individuals doing business with City and School departments. This included review, approval, and processing of contracts, invoices, warrants, payrolls, and tax forms.
- The annual audit of the City's financial statements was carried out by the outside CPA firm of Melanson Health & Co. PC. The audit indicated that the city's financial statements and financial position were presented fairly in all material aspects and in compliance with GASB and GAAP. Recommendations for improvements were also received and will be implemented.
- In FY 2014, Free Cash was certified at the highest levels in recent history at \$2,492,109. Including Stabilization Fund balances, reserves totaled 9.5% of the General Fund budget, well within the policy target of 5 to 10%. This funding allowed the City to implement the recommendations of the CIP for FY2014 and to accommodate other one-time capital needs requests that arose during the course of the year, thereby avoiding deferred investment in our infrastructure and equipment.

FY 2015 TRENDS

The long awaited economic recovery has had a positive impact on local revenues and the City budget. Local revenues are expected to grow as the economy continues to recover. Increases in building permits, local meals and hotel taxes, parking fees, and motor vehicle excise taxes are anticipated.

State aid for FY 2015 is still influx and, as a result, the City must continue to use conservative revenue estimates for local aid.

The amount of paper work that passes through the City Auditor's Office has increased significantly over the last five years as a result of the creation of three new enterprise funds, the Community Preservation Fund, new GASB reporting requirements, the new paid parking program, major water and sewer capital projects, expanded youth service programs, and construction of a new senior/ community center, new elementary school, and other major renovations to schools. This added workload has placed more demand on the City Auditor's staff. Hopefully, the planned automation of financial transactions will help our staff to successfully meet these demands.

Auditor (cont.)

FY 2015 GOALS AND OBJECTIVES

Goal 1: Monitor financial activities within all City departments in order to insure that City, state, federal, and other applicable finance laws, ordinances, and regulations, are successfully being followed and public funds are spent properly and in accordance with applicable laws

Objectives:

- Conduct staff meetings on a weekly basis with the Auditor's Department staff to review and discuss potential problems associated with financial transactions and accounting activities within City departments
- Conduct an internal audit of each city department at least once every two years in order to evaluate internal financial management practices and controls
- Review all city contracts on an ongoing basis in order to insure that proper funding is available and procurement laws have been followed
- Provide financial and accounting information to the outside auditing firm by December 31, 2014, in preparation for the annual audit of the City's FY 2014 financial statements. This audit is required by bond rating agencies, financial institutions, and state and federal agencies that award grants to the City

Goal 2: Implement electronic purchase orders and requisitions

Objectives:

- Work closely with the Finance Team and IT Director to implement a more efficient and less paper intensive accounts payable process
- Identify roles and responsibilities pertaining to the enforcement of M.G.L. Chapter 30B and other state procurement laws
- Roll out electronic purchase orders and requisitions to departments by January 1, 2015 to be fully implemented for FY2016

Goal 3: Successfully complete financial reports in a timely, accurate, and easy to understand manner

Objectives:

- Prepare the Mid-Year Budget Report by January 15, 2015 so that the Mayor and City Council can adjust city expenditures and revenues in accordance with actual results as of December 31, 2014
- Work in cooperation with the Mayor, City Council, City Treasurer, City Assessor, and City Clerk to set the property tax rate and to complete the FY 2015 Tax Rate Recapitulation Report by November 10, 2014

- Assist with the preparation of the Mayor's FY 2016 proposed City budget, which must be approved by the City Council no later than June 30, 2015
- Prepare the balance sheet and other supporting documents required to obtain "Free Cash" certification by November 7, 2014 from the Massachusetts Department of Revenue
- Review and prepare budget transfers twice a month, and as required, in preparation for review and approval by the Mayor and City Council

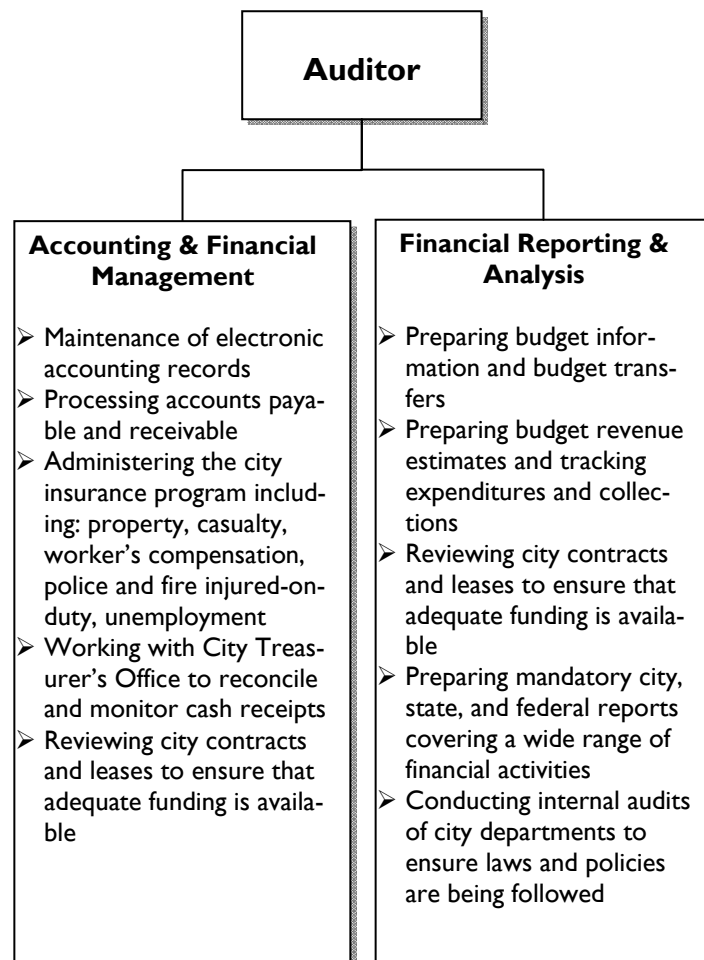
Goal 4: Maintain financial policy targets

Objectives:

- Maintain a Free Cash balance of at least \$500,000 or 1% of the tax levy, whichever is greater
- Maintain Stabilization Fund balances at a minimum of 5% of the General Fund expenditures
- Maintain reserve balances within 5 to 10% of General Fund expenditures

Auditor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

AUDITOR			
Position	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget
Finance Director/Auditor	1	1	1
Assistant Auditor	1	1	1
Accounts Payable/ Risk Manager	1	1	1
Finance Department Floater (4 days)	0	0	0.8
Part-time Data Processing Clerk	0.3	0.3	0
Total Full-Time Equivalents:	3.3	3.3	3.8

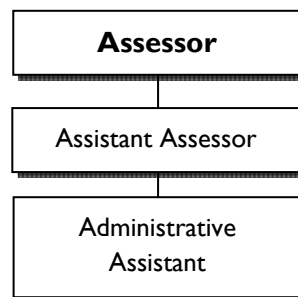
AUDITOR'S DEPARTMENT (01-135)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 AUD SAL AUD/FINANCE DIR	90,790	92,576	93,502	96,316	90,000.00	90,000.00
51102 AUD SAL ASST AUDITOR	60,894	63,939	64,418	67,520	63,000.00	63,000.00
51103 AUD SAL ADMIN ASSISTANT	52,137	53,671	54,073	54,475	55,845.46	55,845.46
51104 AUD SAL FINANCE FLOATER	0	0	0	0	36,531.04	36,531.04
51166 AUD PT DATA ENTRY CLERK	14,560	14,560	14,610	16,230	0.00	0.00
51167 AUD TEMPORARY HELP	0	0	0	0	9,132.76	9,132.76
51401 AUD LONGEVITY	6,153	6,153	6,153	6,245	2,763.94	2,763.94
001 - PERSONAL SERVICES Total	224,534	230,898	232,756	240,786	257,273.20	257,273.20
002 - PURCHASE OF SERVICES						
53001 AUD FINANCIAL AUDIT	35,000	36,750	40,090	40,250	46,500.00	46,500.00
002 - PURCHASE OF SERVICES Total	35,000	36,750	40,090	40,250	46,500.00	46,500.00
004 - SUPPLIES						
55800 AUD MISC SUPPLIES	1,251	1,251	1,246	1,251	1,500.00	1,500.00
004 - SUPPLIES Total	1,251	1,251	1,246	1,251	1,500.00	1,500.00
007 - OTHER CHARGES & EXPENSES						
57300 AUD DUES & MEMBERSHIPS	225	225	225	230	230.00	230.00
57401 AUD INSURANCE-MUNICIPAL	126,000	0	0	0	0.00	0.00
007 - OTHER CHARGES & EXPENSES Total	126,225	225	225	230	230.00	230.00
Grand Total	387,010	269,124	274,317	282,517	305,503.20	305,503.20

Assessor

MISSION STATEMENT

The mission of the Assessors Department is to provide fair and equitable property assessments to the taxpayers of the City of Newburyport to ensure that each and every taxpayer is shouldering his or her fair share of the City's total tax burden.



FY 2014 ACCOMPLISHMENTS

- Successfully completed Triennial Re-certification of Values as mandated by the Department of Revenue
- Improved Customer Service by establishing annual update process for Vision property data to MIMAP application. Remain up to date with latest practices and procedures by attending Assessors Annual Conference
- Streamlined the Re-Cap process through improved Team Approach to management of the Financial Departments

FY 2015 TRENDS

Trends relative to the real estate market indicate that Newburyport is considered a very desirable community for young singles, families and seniors and continues to attract new residents. Now with the market on the rebound real estate professionals are reporting that properties are selling more rapidly and that inventory is quite low.

Mayor Holaday's team approach to coordinating activities among the City's financial departments coupled with the DOR's Gateway has improved communication between the departments while proving to be more efficient.

FY 2015 GOALS AND OBJECTIVES

Goal 1: Complete Interim Adjustment of Values as per MA DOR regulation

Objectives:

- Oversee and monitor the update project
- Work under the direction of the DOR to ensure timely completion

Goal 2: Continue to improve Customer Service and professional knowledge/skills by taking advantage of professional development opportunities

Objectives:

- Assessor to attend 2014 MAAO Summer Conference in June
- Assistant Assessor to attend 2014 MAAO Summer Conference

Note: The Summer Conference is the most important educational opportunity offered for assessors annually by the Massachusetts Association of Assessing Officers.

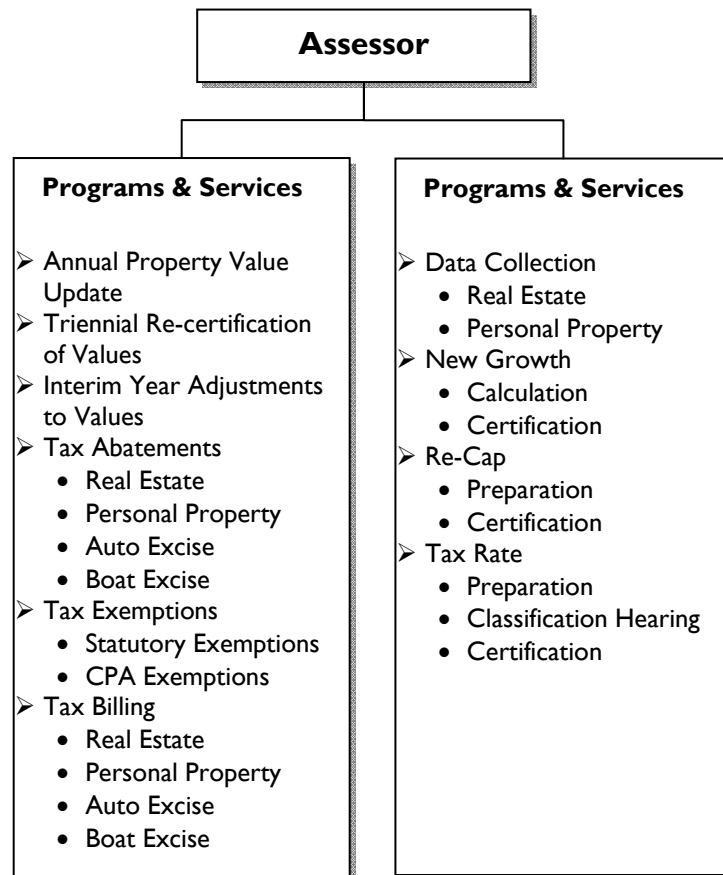
Goal 3: Address departmental responsibilities with limited budget constraints while enhancing productivity

Objectives:

- Continue active participation as a member of the City's Finance Team
- Continue to maintain the best possible level of public service within allocated budget
- Maintain current staffing level
- Improve necessary record keeping by updating and expanding property record filing system

Assessor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

ASSESSOR			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
Assessor			
Assistant Assessor			
Administrative Assistant			
Total Full-Time Equivalents:	3	3	3

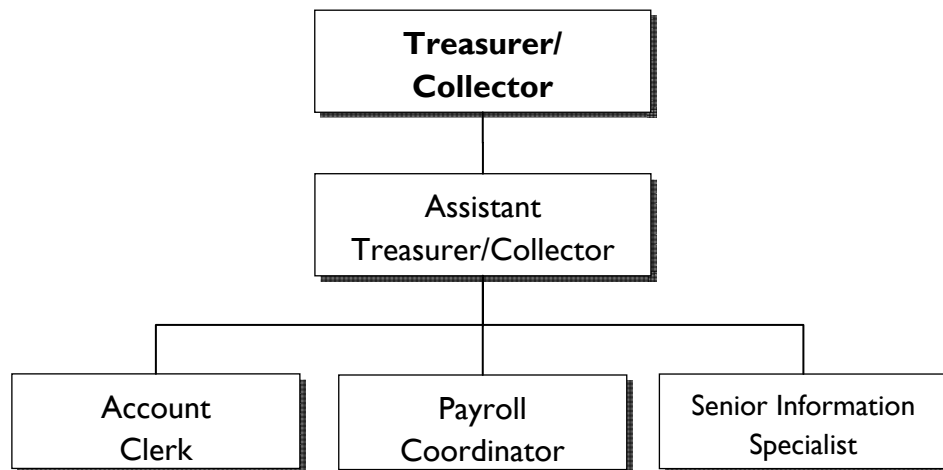
ASSESSOR'S DEPARTMENT (01-141)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 ASR SAL ASSESSOR	73,965	73,966	74,705	78,108	79,279.91	79,279.91
51102 ASR SAL ASST ASSESSR	57,497	57,497	60,382	61,277	62,818.55	62,818.55
51103 ASR SAL ADMIN ASSISTANT	45,851	45,851	47,594	49,886	51,140.52	51,140.52
51401 ASR LONGEVITY	3,209	3,274	3,274	3,456	3,440.03	3,440.03
51402 ASR EDUCATION CREDIT	400	400	400	400	400.00	400.00
51403 ASR TECHNOLOGY STPND	1,000	1,000	1,000	1,000	1,500.00	1,500.00
51404 ASR TRAVEL STIPEND	1,800	1,800	1,800	2,100	2,100.00	2,100.00
001 - PERSONAL SERVICES Total	183,722	183,787	189,155	196,228	200,679.01	200,679.01
002 - PURCHASE OF SERVICES						
53001 ASR COMPUTER EXP	7,300	7,550	7,550	7,750	7,900.00	7,900.00
53002 ASR REVALUATION	0	7,500	45,000	43,000	5,500.00	5,500.00
53003 ASR VALUATION/PROCESSING	5,775	4,347	6,564	6,600	6,600.00	6,600.00
53004 ASR MAP-DEED-PROBATE	0	0	75	600	600.00	600.00
002 - PURCHASE OF SERVICES Total	13,075	19,397	59,189	57,950	20,600.00	20,600.00
004 - SUPPLIES						
54801 ASR MILEAGE EXPENSE	346	553	274	1,200	1,200.00	1,200.00
55800 ASR MISC SUPPLIES	4,093	3,077	3,158	2,400	3,000.00	3,000.00
004 - SUPPLIES Total	4,439	3,631	3,433	3,600	4,200.00	4,200.00
Grand Total	201,237	206,815	251,777	257,778	225,479.01	225,479.01

Treasurer/Collector

MISSION STATEMENT

The mission of the Newburyport Treasurer/Collectors office, as defined by State statute, is to collect all revenues due to the City, and to hold and invest those revenues until such time as the Treasurer's Office is directed by warrant to pay the City's current obligations. Further, it is our goal to be knowledgeable in our field and continue to provide quality customer service to the taxpayers that we interact with on a daily basis.



FY 2014 ACCOMPLISHMENTS

- Positioned the City to upgrade the Bond Rating from AA to AA+ according to Standard and Poor's rating system
- Tax Title efforts resulted in collecting over \$400,000 in delinquent taxes, returning 26 properties to the active tax rolls
- Began integration of receipt entry directly into the cash management system, to enhance process of collecting departmental funds and to coincide with the general ledger

FY 2014 TRENDS

The Treasurer/Collector's office remains dedicated to meeting the needs of the taxpayers by supporting a budget under the restraints of Proposition 2 ½ during uncertain times of suppressed State and Federal aid and the City's rising costs. The Treasurer/Collector's office is committed to collecting above 95% of the Real Estate, Personal Property and Motor Vehicle excise taxes due each year. We continue a regular cycle of tax takings to ensure tax delinquencies are managed in a timely fashion and with fairness to all taxpayers. We are willing to work with taxpayers who may be finding times difficult, while educating residents of

City collection practices and provide information and assistance in conjunction with the Assessor's office, the Council on Aging, and Planning & Development when necessary.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Improve Treasurer's Department Performance and Efficiency

Objectives:

- Evaluate all office policies and procedures and make necessary changes to improve department efficiency
- Streamline internal office processes, concentrating on electronic bill processing while working in conjunction other departments to coordinate online payment processing within the City
- Concentrate on quality job performance, promote skill sets, and improve staff communication

Goal 2: Maintain City's Upgraded Bond Rating

Objectives:

- Aggressively safeguard current cash flow processes to maintain the City's best financial position
- Plan for and communicate monthly accounting of cash to Auditor's office providing refined audit trails and clearer reporting with general ledger
- Review bank services quarterly to avoid additional costs and fees, consolidate bank accounts to streamline reconciliation process

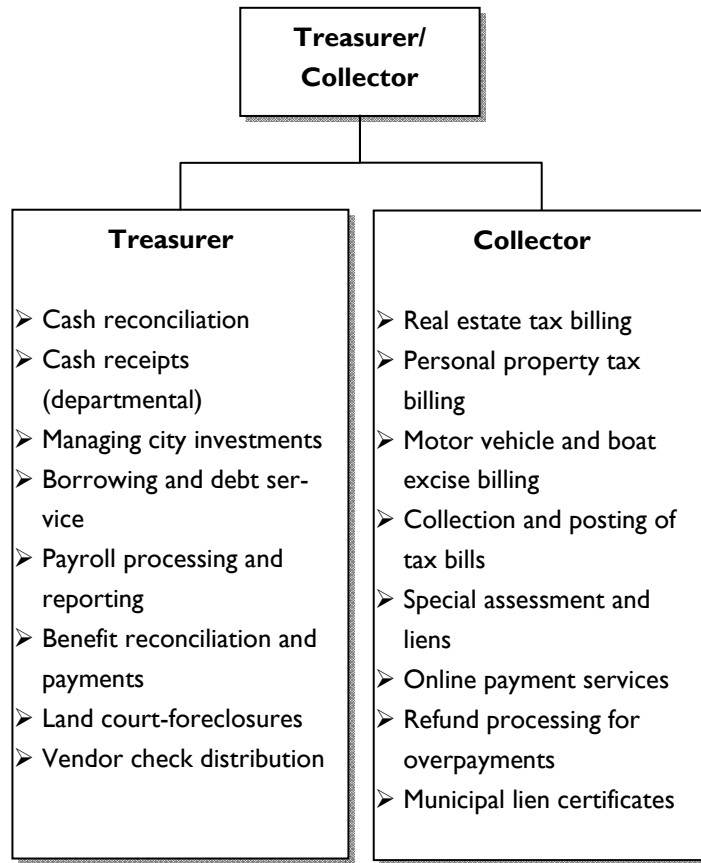
Goal 3: Review Payroll technology processes

Objectives:

- Maintain overview of Payroll functions
- Move to integrate vacation, sick and personal time accruals on employee pay stubs
- Help provide payroll resources for employees and department heads

Treasurer/Collector (cont.)

PROGRAMS & SERVICES

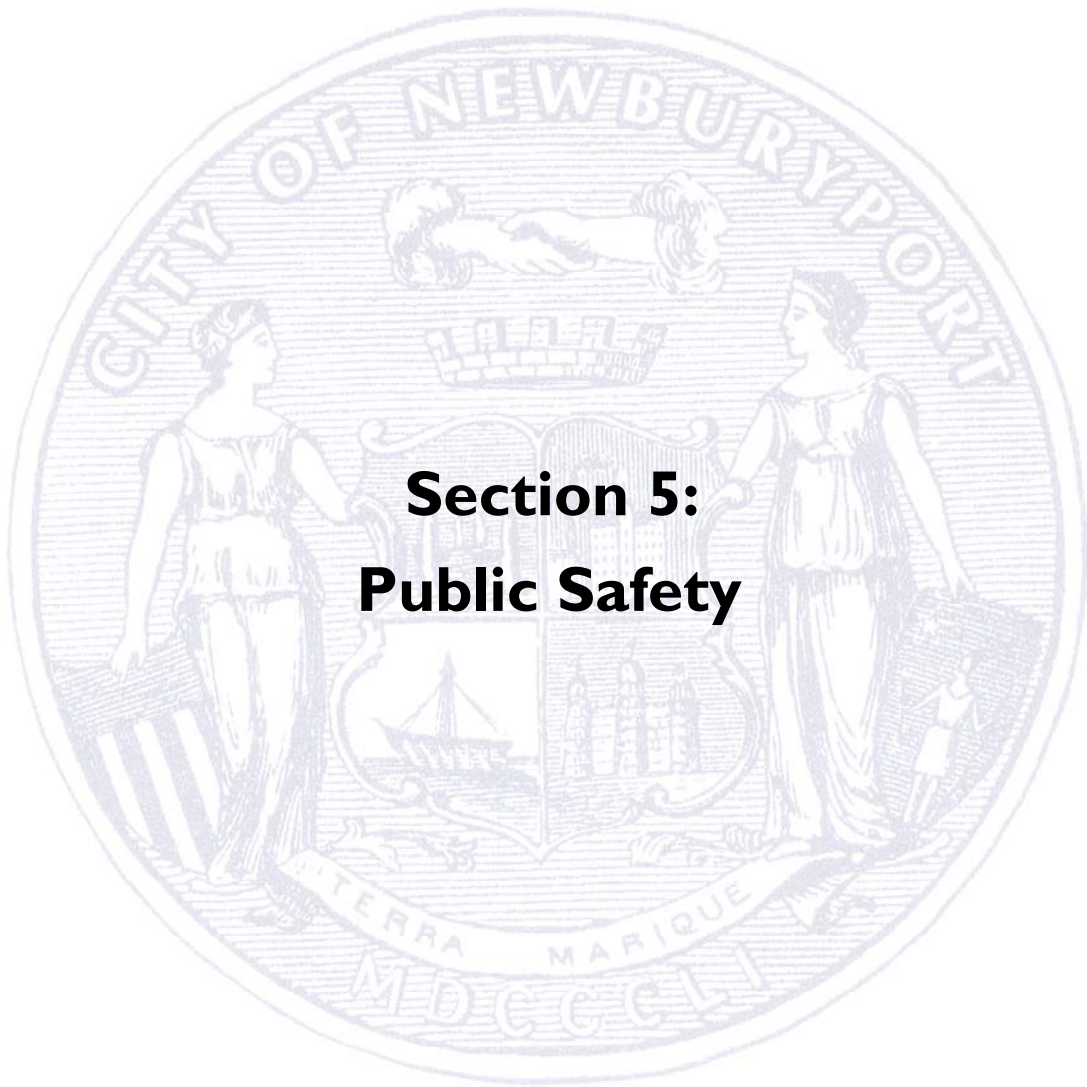


PERSONNEL SUMMARY

TREASURER/COLLECTOR			
	FY 2013	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Treasurer/Collector	1	1	1
Assistant Treasurer/Collector	1	1	1
Senior Information Specialist	1	1	1
Payroll Coordinator	1	1	1
Computer Operator	1.5	1.5	1
Total Full-Time Equivalents:	5.5	5.5	5

TREASURER'S DEPARTMENT (01-145)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 TRS SAL TREASURER	57,926	71,017	71,728	74,995	76,119.31	76,119.31
51102 TRS SAL ASST TREASURER	41,174	48,806	49,945	51,128	53,463.07	53,463.07
51103 TRS STAFF SALARIES	148,404	141,731	150,135	151,786	147,671.94	147,671.94
51320 TRS EDUCATION CREDITS	0	0	0	0	700.00	700.00
51401 TRS LONGEVITY	2,811	2,811	3,262	3,262	3,261.92	3,261.92
001 - PERSONAL SERVICES Total	250,314	264,365	275,069	281,172	281,216.24	281,216.24
002 - PURCHASE OF SERVICES						
52701 TRS COPY MACHINE	1,190	1,720	3,200	3,500	2,500.00	2,500.00
53001 TRS BANK CHARGES	3,706	3,250	3,782	3,500	4,500.00	4,500.00
53003 TRS PAYROLL	20,605	11,047	14,007	15,000	15,000.00	15,000.00
53004 TRS TAX BILLS	15,899	18,300	19,471	19,000	20,000.00	20,000.00
53005 TRS TAX TITLE EXP	2,286	16,000	8,539	11,500	12,500.00	12,500.00
002 - PURCHASE OF SERVICES Total	43,685	50,317	48,998	52,500	54,500.00	54,500.00
004 - SUPPLIES						
54200 TRS OFFICE SUPPLIES	1,579	2,000	1,718	2,000	2,000.00	2,000.00
55800 TRS MISC SUPPLIES	903	1,811	1,157	1,500	1,500.00	1,500.00
55801 TRS COMPUTER EXP	748	750	750	850	850.00	850.00
004 - SUPPLIES Total	3,230	4,561	3,626	4,350	4,350.00	4,350.00
007 - OTHER CHARGES & EXPENSES						
57402 TRS FICA EXP	140,000	101,251	139,827	154,500	156,000.00	156,000.00
57403 TRS INSURANCE BONDS	1,379	1,325	1,500	1,750	1,850.00	1,850.00
007 - OTHER CHARGES & EXPENSES Total	141,379	102,576	141,327	156,250	157,850.00	157,850.00
Grand Total	438,609	421,819	469,020	494,272	497,916.24	497,916.24

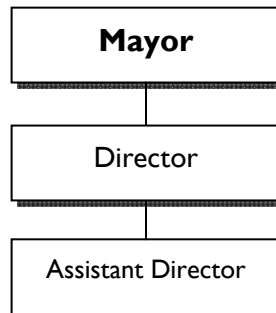


Section 5: Public Safety

Emergency Management

MISSION STATEMENT

The mission of the Newburyport Office of Emergency Management is to coordinate emergency planning and to assist other City departments with emergency response training and assist with communications, evacuation, and sheltering of citizens during emergencies and natural disasters.



FY2014 ACCOMPLISHMENTS

- NEMA was called upon to assist with the planning, coordinating emergency utility responses, and damage assessment for erosion at Plum Island during the March 2013 storm which severely damaged the shoreline
- NEMA has been able to maintain its expanded membership with community volunteers and has conducted quarterly training with them
- Attended quarterly Seabrook Work meeting to obtain updates and provide feedback to state and Seabrook representatives
- Participated in the City-wide siren/notification system for Seabrook and other City-wide emergencies
- Completed upgrade to communication and data collection systems as required by MEMA
- Received traffic cones, barricades, safety devices through a Northeast Homeland Security Regional Advisory Council (NERAC) allotment.
- Received a “Support Trailer” from NERAC to house and transport the police ATV to scenes.
- Worked with MEMA to update all Emergency Plans with respect to Newburyport
- Continued to work with MEMA to update the city’s “Electronic Comprehensive Emergency Management Plan” (eCEMP), which is a central depository in Massachusetts for emergency plans
- Obtained new animal cages to be used to help shelter pets during an evacuation

- Obtained new disability cots to assist shelter needs

FY 2015 TRENDS

Seabrook Station is mandated through federal safety regulations to conduct year trainings, testing of notification systems, tabletop and response drills. The City participates in these drills and testing of notification systems. The local EOC also participates in quarterly Seabrook Workgroup sessions and inventorying and review of all localized monitoring and testing equipment for radiation as required under federal guidelines. Emergency Management has worked very closely with City leaders, police, fire and EMS in preplanning and responding to weather related incidents over the course of the year.

Emergency Management has worked with the community and is currently training additional community members as volunteers who assist in manning the EOC in the event of an emergency. Locating and training qualified volunteers continues to be a challenge, but is critical if the EOC is to function properly during federal and state mandated drills involving Seabrook and weather related situations. Emergency Management maintains an informational website and links to the Newburyport Webpage during weather and other events that provides assistance to citizens and industry with protective measures and helpful links for additional information.

A frozen water-main to the EOC caused considerable damage to the facility this past year. After the damage was assessed, the appropriate repairs were completed.

FY 2015 GOALS AND OBJECTIVES

Goal 1: Work with the industrial businesses in Newburyport to have all their Tier II information submitted electronically

Objectives:

- This change will assist in updating the eCEMP plan and notification to fire and state agencies
- Reduce and convert the existing files at EOC from paper to electronic records
- Work with public safety to insure all relevant Departments have the most current information concerning storage and handling of hazard materials by industry

Goal 2: Seabrook Station & MEMA Region I

Objectives:

- Work with MEMA Region I to organize and participate in Seabrook Nuclear workshops

Emergency Management (cont.)

- Maintain and submit state mandated quarterly reports on the City's readiness to respond to an emergency
- Maintain and submit reports on incident responder availability, schools, equipment, road construction, and persons with disabilities

Goal 3: Provide Incident Command Training to Community

Objectives:

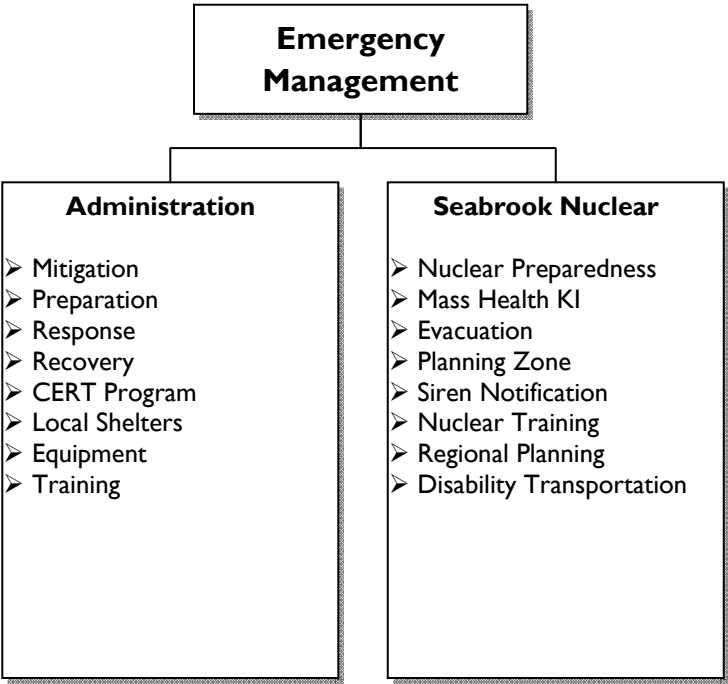
- Assist City agencies and mandated school administrators in obtaining their Incident Command Training
- Provide in-service training as required by State and Seabrook Station regarding evacuation

Goal 4: Expand localized shelter needs

Objective:

- Work with neighboring communities to activate a "localized" sheltering in an emergency. The American Red Cross has changed its sheltering to a regionalized approach. This change means our local sheltering by Red Cross could be several miles away in another community
- Partner with the Salvation Army to provide limited and temporary localized sheltering for short-term sheltering needs
- Work to ensure adequate staffing to manage and operate a localized shelter

PROGRAMS & SERVICES



Emergency Management (cont.)

PERSONNEL SUMMARY

EMERGENCY MANAGEMENT			
<u>Position</u>	FY 2013 <u>Actual</u>	FY 2014 <u>Actual</u>	FY 2015 <u>Budget</u>
Emergency Management Director	1	1	1
Deputy Emergency Management Director	1	1	1
Total Full-Time Equivalents:	2	2	2

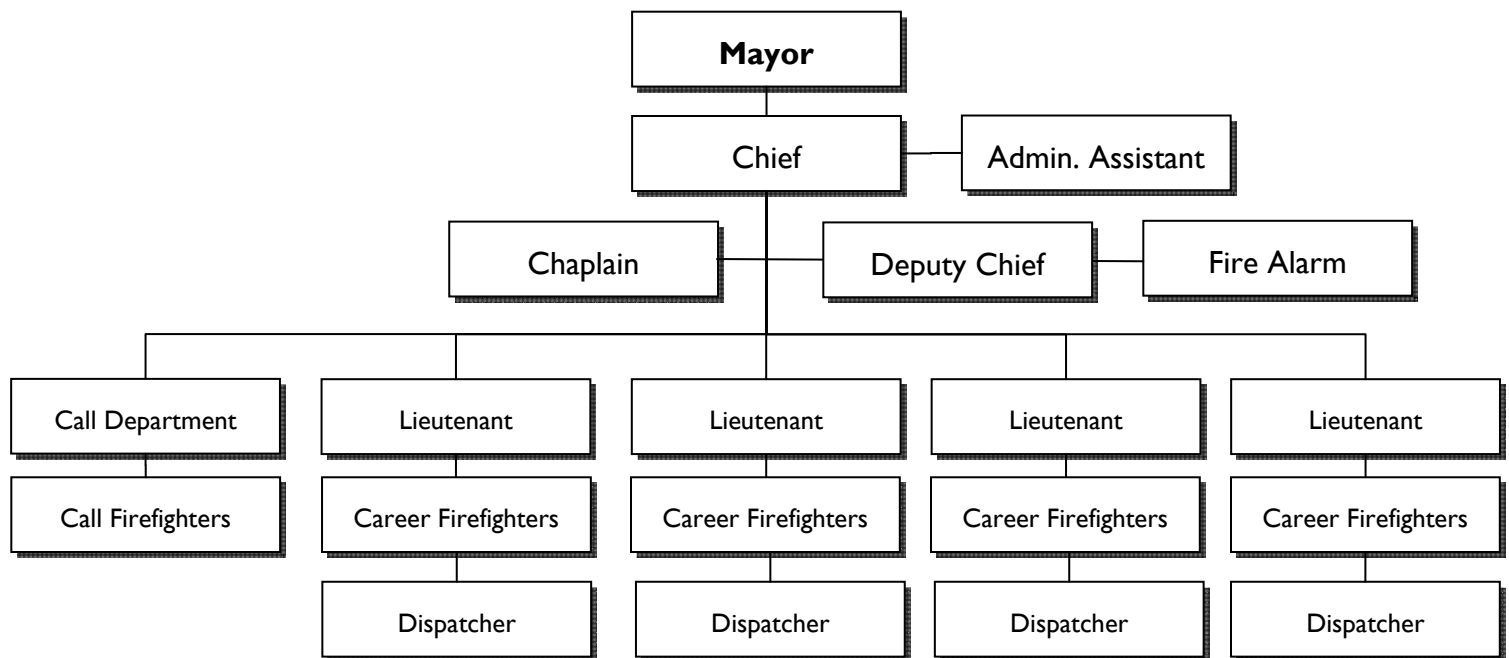
EMERGENCY MANAGEMENT (01-291)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 EMR COORDINATOR	10,000	10,000	10,000	10,000	10,000.00	10,000.00
51102 EMR DEPUTY COORDINATOR	2,500	2,500	3,000	3,000	3,000.00	3,000.00
001 - PERSONAL SERVICES Total	12,500	12,500	13,000	13,000	13,000.00	13,000.00
002 - PURCHASE OF SERVICES						
52100 EMR UTILITIES EXPENSES	5,929	4,187	5,886	7,000	7,000.00	7,000.00
52401 EMR MAINT BLD/GROUNDS	2,856	2,009	1,261	3,000	3,000.00	3,000.00
002 - PURCHASE OF SERVICES Total	8,784	6,196	7,147	10,000	10,000.00	10,000.00
004 - SUPPLIES						
54200 EMR MISC EXPENSE	975	1,983	801	2,000	2,000.00	2,000.00
54801 EMR FUEL/OIL VEHICLE	0	0	103	500	250.00	250.00
004 - SUPPLIES Total	975	1,983	903	2,500	2,250.00	2,250.00
007 - OTHER CHARGES & EXPENSES						
57409 EMR EXPENSES	3,750	2,750	0	2,000	2,000.00	2,000.00
007 - OTHER CHARGES & EXPENSES Total	3,750	2,750	0	2,000	2,000.00	2,000.00
Grand Total	26,009	23,429	21,050	27,500	27,250.00	27,250.00

Fire Department

MISSION STATEMENT

The Newburyport Fire Department is dedicated to protecting lives and property from the adverse effects of fire, medical emergencies, hazardous materials and other disasters through rapid emergency response, proactive code enforcement, fire prevention and public safety education for the benefit of the community.



FY 2014 ACCOMPLISHMENTS

- Received a \$5,400 state grant from the state to continue with our Student Awareness Fire Education (SAFE) Program that assists in providing safety education for all grades
- Continued training emergency room personnel and area departments in the set up procedures and operation of our portable decontamination unit in preparation for a mass-casualty/public health emergency that could effect the entire region
- Hired four new Call Firefighters to replace the ones that have been hired as full time firefighters. continuing our unique “feeder” system for career fire fighters
- Developed and instituted Standard Operating Procedures that allow for all four shifts to operate utilizing the same “playbook”, eliminating outdated and obsolete directives
- Implemented the National Incident Management System (NIMS) to ensure compliance with

national standards so that the NFD may qualify for grant funding and federal disaster assistance

FY 2015 TRENDS

The fire department will continue to upgrade our practices, procedures and equipment to ensure maximum efficiency and effectiveness. Our key goal is provide the highest level of service for our customers; the residents, businesses and visitors to Newburyport and the surrounding area.

We will continue to promote safety in all that we do. One key component to firefighter safety is training and education. The department will embrace education and transmit all area training opportunities and make them available for all of our personnel.

The department's fleet of apparatus is aging and in need of replacement. The front-line apparatus is on the road every day, handling a variety of customer requests for service. We currently utilize two aging rescue pumpers and a 1996 ladder truck as front line pieces. Our reserve apparatus dates back to 1993 and is no longer reliable. The department's apparatus has been made a priority in this year's budget by accounting for adding two new fire engines this next fiscal year. The first payment on the ten year lease arrangement has been made out of FY2014 Free Cash with annual payments now included in the operating budget going forward due in large part to the imposition of a new master box fire alarm monitoring service fee that will help offset the annual lease costs.

The department will continue to embrace and expand our mission in pre-hospital, emergency medical care. As we continue to provide in-house medical education, we will improve the medical equipment carried on our fire apparatus and seek state certification for the front-line engines as Class 5 ambulances. This will increase our ability to provide effective, life-saving techniques with the proper equipment. We will continue to work toward a fire-based emergency medical (EMS) transporting service.

The department will continue to equip the rescue boat and to train our personnel in the marine environment, including safe boat operation, line handling, rescue techniques, and marine firefighting.

FY 2015 GOALS AND OBJECTIVES

Goal I: Review, adopt and implement national "best practices"

Objectives:

- Embrace the National Incident Management System (NIMS) to maintain control of the fireground/emergency scene to insure that firefighter injuries and deaths are avoided and that we are in compliance with national standards
- Review, on a regular basis, our Standard Operating Procedures (SOPs) to insure compliance with national standards, local and state ordinances

Fire Department (cont.)

- Continue our efforts to be a host site for available Massachusetts Firefighting Academy training classes so that area fire personnel are not required to travel to Stow, MA
- Promote professional development of our personnel by encouraging them to participate in outside training and professional fire service organizations
- Search and apply for federal, state, and private grants that will assist the department in purchasing new equipment with the latest technology and provide basic and advanced training for our personnel

Goal 2: Continue to refine strategy for replacing the department's fleet of apparatus

Objectives:

- Continue to conduct regular preventative maintenance and perform annual inspections as required by NFPA and ISO
- Improve record keeping programs for apparatus maintenance and repairs. Purchase new or adapt existing fleet maintenance software to insure compliance with national standards
- Research lease/purchase options from qualified vendors for motorized apparatus

Goal 3: Embrace our mission and duties in pre-hospital Emergency Medical Service

Objectives:

- Continue to emphasize the city's commitment to EMS education for all of our members
- Promote national certification for our Emergency Medical Technicians (EMT) and encourage other members to become EMT. Provide incentives for current EMTs to increase their level of certification and education
- Increase EMS certification requirement for new hires so that all incoming personnel are at least certified at the Basic EMT level
- Equip and certify the front-line engines as Class 5 non-transporting ambulances
- Develop a strategy for bringing transporting EMS service in-house, under the direction of the fire department

Goal 4: Enhance our fire prevention and safety programs

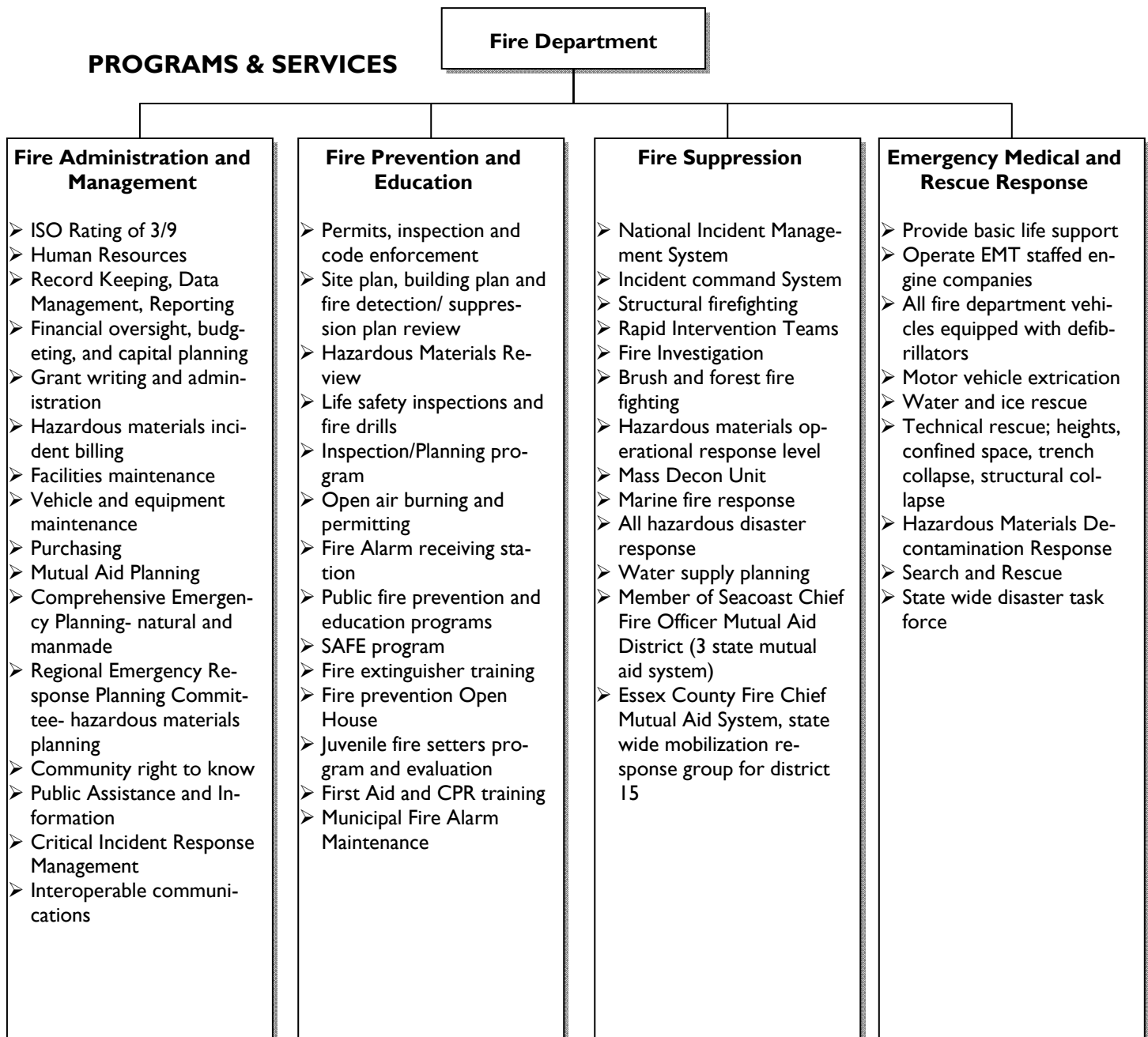
Objectives:

- Continue our proactive approach in promoting fire safety, including an aggressive industrial and commercial facility safety inspection program, strong code enforcement for new and existing facilities, and safety training for the public
- Promote our relationship with local media by keeping them abreast of ongoing events and partnering with them to publish and broadcast regular public safety service announcements
- Continue our public outreach by promoting safety awareness through a presence at community events, by utilizing educational mobile trailers available through the state fire

academy, and funding for fire safety training props

- Continue safety awareness for preschool and school age children with educational programs in the schools and at the fire station
- Continue upgrading our municipal fire alarm system from the current antiquated low energy wire system to a modern radio controlled wireless system. The cost of maintaining the system is becoming expensive. The initial plan would include purchasing the receiving equipment, establishing a timeline for all protected properties to convert their present equipment to the new equipment, and the possibility of charging an additional fee for monitoring. The completion of the project would result in an annual savings for the City and would eliminate upkeep of dated infrastructure

Fire Department (cont.)



PERSONNEL SUMMARY

FIRE DEPARTMENT			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
Fire Chief	1	1	1
Deputy Chief	1	1	1
Full Time Lieutenants	4	4	4
Full Time Firefighters	28	28	28
Dispatchers	4	4	4
Call Firefighters/Chaplin	8	9	7
Administrative Assistant	0	0	1
Total Full-Time Equivalents:	46	47	46

FIRE DEPARTMENT (01-220)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 FIR SAL FIRE CHIEF	109,261	111,261	112,470	120,000	122,400.00	122,400.00
51102 FIR SAL DEPUTY CHIEF	90,900	92,292	92,624	94,139	94,139.00	94,139.00
51142 FIR SAL FIRE FIGHTERS	1,766,434	1,800,536	1,796,969	1,900,516	1,900,516.00	1,900,516.00
51144 FIR SAL CALL-FIREFIGHTERS	9,467	7,467	8,450	14,200	14,200.00	14,200.00
51150 FIR ADMINISTRATIVE ASSISTANT	0	0	0	44,500	61,626.00	56,547.00
51156 FIR SAL DISPATCHERS	142,039	142,936	134,170	145,158	148,158.00	148,158.00
51301 FIR OVERTIME	330,588	238,423	298,918	205,000	250,000.00	250,000.00
51302 FIR DISP OVERTIME	19,071	21,701	20,138	24,000	24,500.00	24,500.00
51401 FIR LONGEVITY	128,133	125,014	129,166	111,943	112,000.00	112,000.00
51402 FIR PAID HOLIDAYS	104,759	106,427	104,484	105,487	106,000.00	106,000.00
51403 FIR DISPATCH HOLIDAY	7,422	8,166	6,825	8,343	8,500.00	8,500.00
51405 FIR PR CLOTHING ALLOWANCE	26,102	33,750	34,333	39,000	39,000.00	39,000.00
51407 FIR EDUCATION CREDIT	0	825	0	1,550	2,000.00	2,000.00
51408 FIR SICK DAY USAGE INCENTIVE	3,374	2,916	2,340	2,675	2,675.00	2,675.00
51412 FIR CLOTHING REIMBURSEMENT	2,400	1,849	2,841	4,350	4,300.00	4,300.00
51413 FIR EMT STIPEND	20,000	21,000	23,000	23,000	25,000.00	25,000.00
51415 FIR STIPEND TEAM A/B	7,350	7,350	7,650	8,550	8,550.00	8,550.00
51416 FIR HAZ/MAT STIPEND	24,850	28,050	28,050	28,050	28,050.00	28,050.00
51417 FIR PROFESSIONAL DEVELOPMENT	3,000	3,000	23,635	5,000	5,000.00	5,000.00
51509 FIR INJURED-ON-DUTY	24,214	15,043	9,542	16,500	16,500.00	16,500.00
51901 FIR RETIREMENT EXPENSE	95,624	39,359	151,006	0	0.00	0.00
001 - PERSONAL SERVICES Total	2,914,987	2,807,365	2,986,611	2,901,961	2,973,114.00	2,968,035.00
002 - PURCHASE OF SERVICES						
52101 FIR HEAT/ELECTRICITY	27,277	25,580	22,517	41,200	30,000.00	30,000.00
52401 FIR MAINT-BLDGS & GROUNDS	7,758	8,000	12,611	10,000	15,000.00	15,000.00
52402 FIR MAINT-EQUIPMENT	9,999	9,999	14,474	10,000	13,000.00	13,000.00
52403 FIR MAINT-VEHICLES	34,142	42,503	39,032	40,000	45,000.00	45,000.00
52408 FIR MAINT - FIRE ALARM EXP	18,769	20,000	24,439	22,000	25,000.00	25,000.00
52409 FIR BLDG/GRNDS-CS	1,500	4,690	2,901	4,000	6,000.00	6,000.00
52410 FIR MAINT - PURCHASE TIRES	4,150	4,150	0	7,500	0.00	0.00
52411 FIR COMPUTER EXP	5,223	7,394	4,203	7,500	7,500.00	7,500.00
52412 FIR RADIOS/PAGES	2,993	35,844	1,846	3,000	3,000.00	3,000.00
52750 FIR LEASE OF VEHICLES	0	8,868	32,986	36,000	151,000.00	151,000.00
53004 FIR HEPATITIS B VACCINATION	0	4,920	0	1,000	1,000.00	1,000.00
53005 FIR MEDICAL/PHYSICAL TEST	750	5,800	2,103	2,250	2,250.00	2,250.00
53006 FIR MEDICAL/DRUG TESTING	1,550	2,000	0	2,400	1,000.00	1,000.00
53007 FIR IN-SERVICE TRAINING	5,000	4,992	2,907	10,000	10,000.00	10,000.00
002 - PURCHASE OF SERVICES Total	119,110	184,741	160,019	196,850	309,750.00	309,750.00
004 - SUPPLIES						
54200 FIR OFFICE SUPPLIES	1,389	1,499	5,596	1,800	2,500.00	2,500.00
54315 FIR MISC FIRE EQUIP	50,439	1,499	2,768	4,000	0.00	0.00
54316 FIR NEW HOSE-FITTINGS	1,000	1,000	0	1,000	3,000.00	3,000.00
54317 FIR PROTECTIVE CLOTHING	13,974	27,906	15,336	17,600	17,600.00	17,600.00
54318 FIR PROTECTIVE EQUIPMENT	7,570	20,840	4,616	5,000	5,000.00	5,000.00
54319 FIR FOAM & EQUIPMENT	250	250	336	2,000	2,000.00	2,000.00
54801 FIR FUEL/OIL VEHICLE(S)	20,157	27,417	27,070	34,500	34,500.00	34,500.00
55001 FIR MEDICAL SUPPLIES	2,498	2,500	2,061	3,000	4,000.00	4,000.00
55101 FIR EDUCATIONAL MATERIAL	1,000	3,400	2,794	6,800	6,800.00	6,800.00
55800 FIR MISC SUPPLIES	182	499	615	1,000	1,000.00	1,000.00
004 - SUPPLIES Total	98,460	86,811	61,191	76,700	76,400.00	76,400.00

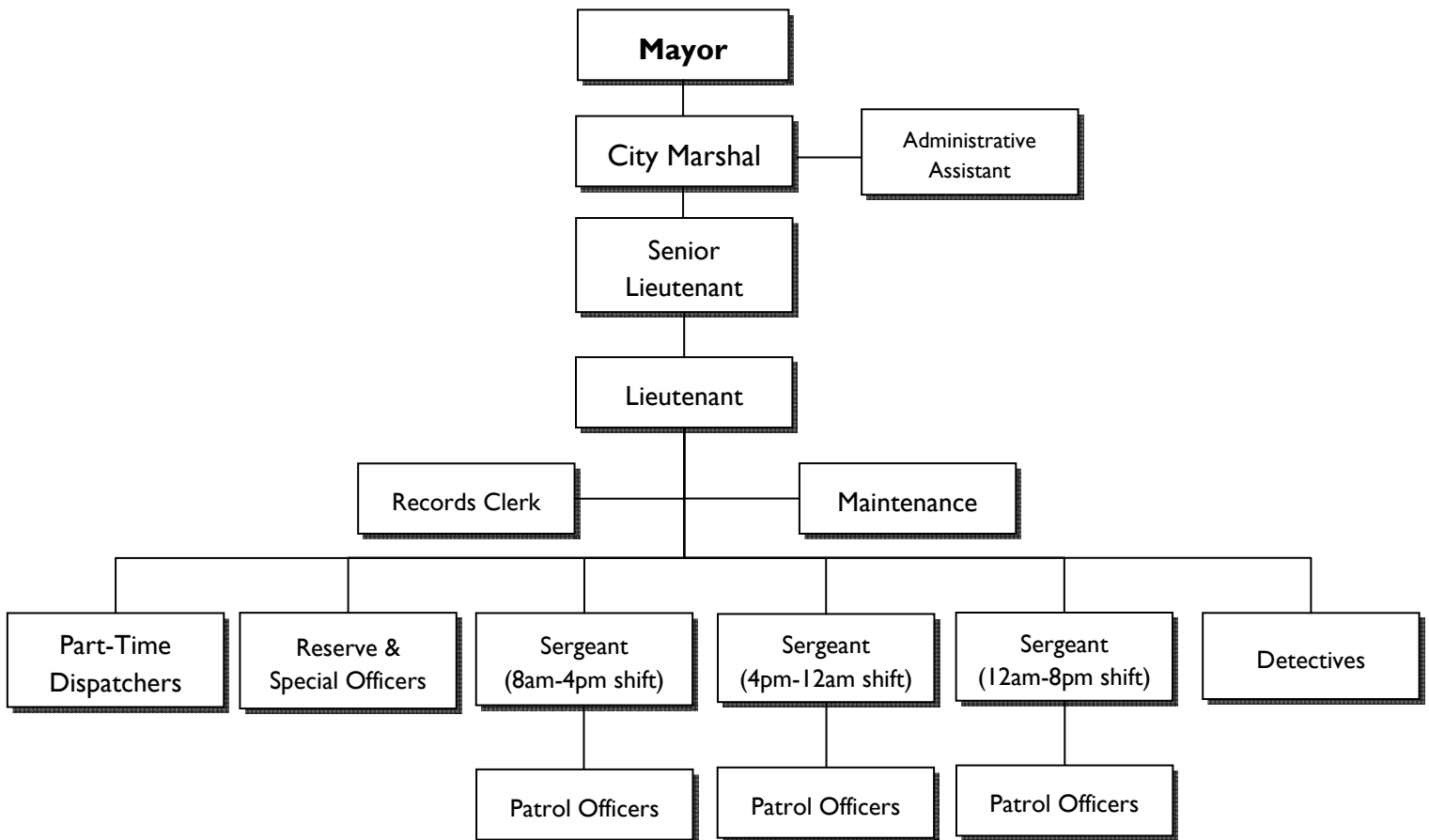
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	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
007 - OTHER CHARGES & EXPENSES						
57300 FIR DUES & MEMBERSHIPS	3,597	4,663	3,249	5,450	5,450.00	5,450.00
007 - OTHER CHARGES & EXPENSES Total	3,597	4,663	3,249	5,450	5,450.00	5,450.00
008 - CAPITAL OUTLAY						
58405 FIR ASBESTOS ABATEMENT	0	0	0	0	0.00	0.00
58406 FIR DISPATCH CONSOLE SYSTEM	0	0	0	0	0.00	0.00
58501 FIR TECHNICAL RESCUE EQUIP	1,849	2,000	963	12,000	0.00	0.00
58502 FIR DEFIBRILLATOR(S)	1,500	4,425	4,011	10,900	0.00	0.00
008 - CAPITAL OUTLAY Total	3,349	6,425	4,974	22,900	0.00	0.00
Grand Total	3,139,503	3,090,005	3,216,044	3,203,861	3,364,714.00	3,359,635.00

Police Department

MISSION STATEMENT

The mission of the Newburyport Police Department continues to strive in providing “Excellence in Policing through Superior Service” to all that live in and visit this community.



FY 2014 ACCOMPLISHMENTS

- With the loss of grant funding, the School Resource Officer (SRO) was removed from the school at the end of the 2013 school year as a full-time assignment. Due to the importance of this position and the calls for service within the schools, the Police Department continued to assign a SRO to the schools on a part-time basis from the patrol force. The SRO officer has had a very active year with assaults, sex crimes, thefts, and conflict resolution. School administration can attest to the importance of this position and the services this officer delivers to the school system daily.
- With the assistance of the Traffic Solutions Traffic Signboard, the Police Department has conducted traffic studies on most major roadways in the City along with directed

placements to assist neighborhoods with traffic monitoring and enforcement. The traffic board has provided the Department with a detailed account of traffic speed, volume, and trends for enforcement needs.

- Through visibility and continued enforcement, the Police Department freed the downtown of gang activity. Specifically, the illegal activities and disturbances along the Inn Street Mall area have been resolved. Beat officers, with the support of area businesses and camera surveillance have reduced calls for service and returned this area to a place for family enjoyment.
- The Police Department has been a leader in utilizing social media to keep the public informed. The use of Facebook and Twitter has allowed for information to be shared in a timely manner from road construction to events to criminal activity. The use of social media has assisted in identifying and apprehended suspects wanted for criminal acts.
- 911 Dispatcher Amy West was awarded the Action Ambulance First Responder of the year for her dedication, professional under pressure, and her community involvement.
- The Police Department has purchased Air-Soft firearms to advance our training with active shooter scenarios. The Air-Soft weapons are used to replace our service weapons when conducting active shooter drills in close quarters. This training allows officers to understand and feel the pressures of dealing with a situation with limited resources in a shoot don't shoot situation.
- Officer Nora Duggan and Deputy Fire Chief Stephen Bradbury received the Chief Maloney Award for the heroism in their combined efforts to save a drowning victim at Maudslay state Park.
- Conducted an awareness campaign about the epidemic involving heroin use and overdoses. The Department in cooperation with City leaders held forums, conducted media campaigns and formed a special unit to target suppliers, disposal of drug paraphilia and users. The Police Department partnered with a local company to use a specialized camera in known drug areas to identify and apprehend violators.
- Officer Chris MacDonald developed a one week youth summer camp for children held at the Bresnahan School. Several officers volunteer their time to assist with activities and the program. The program was free of charge and enrollment was full within days of being announced. Feedback from parents gave the program high marks.
- Recognition awards to Officer Richard Rocco and John Schmidt, as divers, for their efforts and relentless determination to recover the remains of a drowning victim in the Merrimac River
- Dispatcher Amy West was one of five 911 dispatchers selected in Massachusetts to travel to Kanas City to receive federally funded advanced Public Safety Answering Points (PSAP) training. The training provided innovative training in the areas of Missing and Exploded Children, Computer-aided Dispatch, Fire & EMS communications.
- Held its 10th annual open house the first Saturday of Yankee Homecoming. This open house was well received with families taking tours of the facility and children receiving safety tips, new bike helmets, and exploring our cruisers.
- Conducted its 8th annual food drive in front of Shaw's and Market basket in early December collecting non-perishable foods to support the Salvation Army efforts, resulting in thousands of dollars in food collected and delivered to the Salvation Army
- Partnered with the City's Licensing Board to appoint police command staff and police

Police Department (cont.)

inspectors as agents of the License Commission. In doing so, these officers are now authorized to conduct inspections of licensed establishments and enforce code violations that we otherwise would not be able to. This partnership has also allowed for additional spot checks and inspections to ensure that underage and over-serving violations are not happening in licensed establishments.

FY 2015 TRENDS

The Police Department's activity has continued to be consistent with last year with 23,565 calls for service, 570 persons arrested/summoned to court. There were increases in crime that falls under the FBI criminal index reporting including armed robbery, car theft, rape, and aggravated assault. Armed robberies were up again this year by 50%, all happening along the Storey Ave corridor. There was an increase in motor vehicle crashes from 306 to 333. Six streets (Storey Ave – 58, Merrimac -49, High – 47, Low -23, Water -18, State – 17) make up for two-thirds of all the crashes in the City. This increase is disturbing given our officers continued focus on traffic enforcement on accident causing violations with some of the highest enforcement has taken place on these same roadways. Parking enforcement by police resulted in approximately \$27,500 in fine revenue; this does not take into account the number of warning parking tickets that were issued.

While positive work has continued with disruption of gang activity in the City and particularly in the downtown area, the influx of deadly drugs and illegal disposal of drug paraphilia has become a disturbing community issue. Over the past year, there has been a spike not only in Newburyport but throughout the country in heroin use. Heroin has fast become a drug of “need” as the availability and cost of prescription drugs has reduced its availability. Heroin is plentiful and its cost is relatively cheap in comparison to prescription medications. Attached to this trend is a spike in ingesting the drug through injection instead of snorting. This practice has resulted in improper disposal of hypodermic needles throughout the City and higher levels of overdoses and death.

School safety remains a strong focus with training, security checks, and an elevated call volume. This past year, neighboring police have participated in school safety drills and discussions on response protocols. We completed multiple rounds of unannounced school lockdown drills with great success. School administration and staff responded appropriately in all of the schools. There has also been an increasing trend in the calls for the school resource officer (SRO). While most of the calls have been at the High School and the Middle school, situations have also arisen at other schools. These calls have ranged from sexual assault to very young children running away from schools. The SRO has spent a large amount of time working with school administrators to address facility, crime, and counseling needs.

The trend for criminal activity continues to evolve with technology, internet, identity-theft, and scams. Policing and solving many of these crimes has become difficult and hard to keep up with. It's become a daily event that someone has lost money, their identity or been scammed by someone that may live in another country. Inspectors and officers are conducting countless

training and advisories in an effort to educate the public and prevent the crime from happening. In the coming year, effort will be made to work with other stakeholders to improve pedestrian safety, in particular crosswalk safety, by improving design, signage, education, and lastly enforcement. The concern for crosswalk safety has been of concern in the past but with increased traffic volume, more residents, and the aggressiveness of drivers, the safety of pedestrians and crosswalk violations has to be a focus to improve overall safety.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Hire personnel to return to a full staffing complement

Objectives:

- Using the Civil Service list, select candidates to fill open positions
- Apply to Police Academy for training candidates
- Once the Academy is completed, place them in the Field Training Program
- Once these officers are in place, work on refilling the reserve list
- Complete statutorily required training for three newly appointed sergeants and an inspector promoted this past year

Goal 2: Arm the officers with Tasers

Objectives:

- Demonstrate the proven value of using Tasers as a safe and effective tool for law enforcement
- Continue to request funding to purchase Tasers

Goal 3: Centralizing Public Safety Dispatch

Objectives:

- Work to combine both Police and Fire dispatch for a more efficient and effective dispatch service, while saving the City in personnel costs

Goal 4: Conduct a trial period for Community-Focused Policing

Objectives:

- Implement a different policing approach for a six to seven month period away from random patrols and toward a more Community-focused orientation where shifts undertake a more directed approach using complains, crime stats, and officer initiated activity to direct our deployment with the shift sergeant as their team leader
- Shift levels and call volume will determine the number of officers assigned and what project they will address

Goal 5: Continue to enhance partnership with the Schools

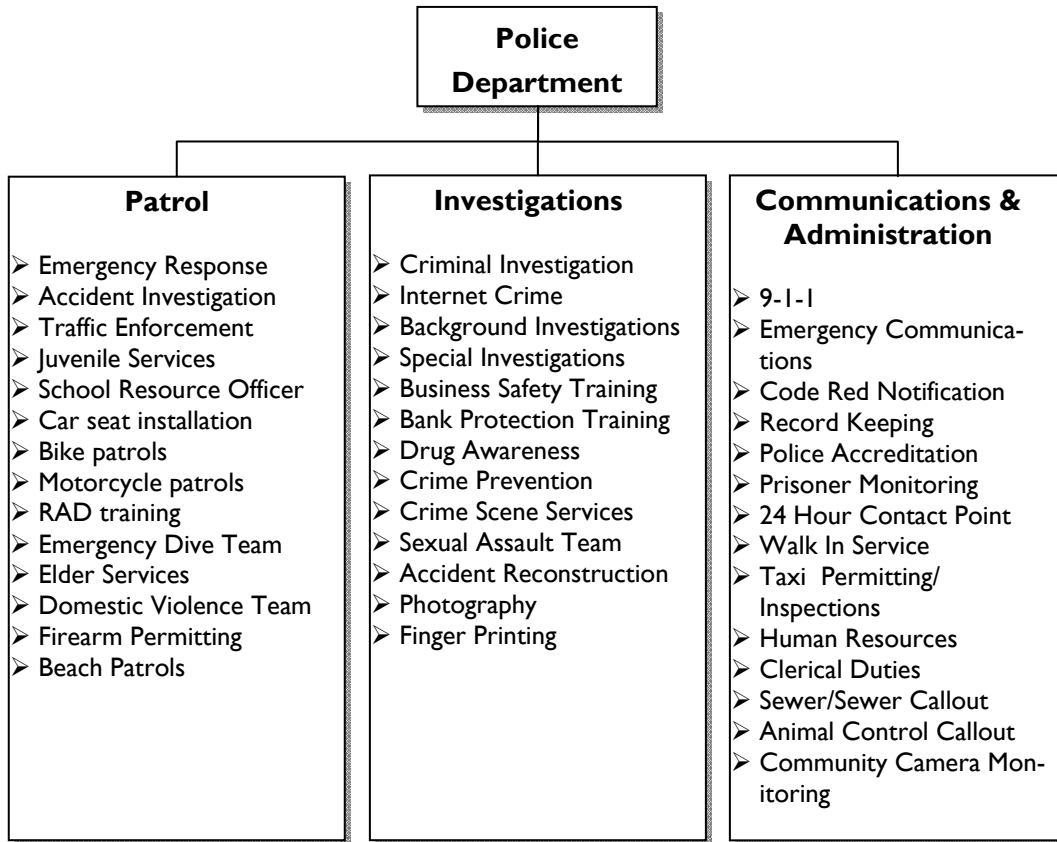
Objectives:

- Work with the school administration to update their school safety plan and handbook

Police Department (cont.)

- Work on adding “tools” to their plan that allows for additional options beyond locking-in-place
- Additional training and empowerment of staff to make decisions in critical situations
- Work with neighboring communities to conduct ongoing drills and training at area schools
- Work with construction contractors working on the building and renovation of the two City schools

PROGRAMS & SERVICES



PERSONNEL SUMMARY

POLICE DEPARTMENT			
Position	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget
City Marshal	1	1	1
Senior Lieutenant	1	1	1
Lieutenant	1	1	1
Sergeant	5	5	5
Inspector	2	3	3
Patrolmen	22	24	24
Administrative Security	1	1	1
Records Secretary	0.57	0.57	0.57
Dispatcher	3	4.5	4.5
Custodian	0.5	0.5	0.5
Total Full-Time Equivalents:	37.07	41.57	41.57

POLICE DEPARTMENT (01-210)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51110 POL SAL MARSHAL	124,865	127,362	127,377	130,050	132,651.00	132,651.00
51142 POL SAL OFFICERS	1,882,215	1,828,050	1,923,770	1,992,167	1,992,166.70	1,992,166.70
51144 POL SAL RESERVE OFFICERS	-1,909	6,865	255	10,000	10,000.00	10,000.00
51150 POL SAL ADMIN SEC'Y	46,709	47,831	48,120	50,271	59,627.36	52,173.62
51152 POL SAL CLERICAL	21,416	21,248	21,750	22,193	22,661.60	22,661.60
51156 POL SAL DISPATCH F/T	111,757	119,022	144,506	173,410	177,325.12	177,325.12
51164 POL SAL DISPATCH P/T	14,630	12,962	19,830	15,000	10,000.00	10,000.00
51166 POL SAL CUSTODIAL	20,991	21,248	21,459	22,103	28,470.00	28,470.00
51301 POL OFF OVERTIME	174,119	205,000	187,589	190,000	215,000.00	215,000.00
51302 POL DIS OVERTIME	11,878	7,951	13,051	10,000	15,000.00	15,000.00
51400 POL AFSCME EDUCATION STIPEND	0	0	0	2,950	2,950.00	2,950.00
51401 POL LONGEVITY	85,595	82,469	70,793	76,901	66,908.03	66,908.03
51402 POL OFF PAID HOLIDAYS	46,001	47,585	48,817	65,000	65,000.00	65,000.00
51403 POL DIS PAID HOLIDAYS	3,356	3,419	3,873	5,604	5,830.08	5,830.08
51404 POL COURT TIME	36,776	35,993	34,175	36,000	36,000.00	36,000.00
51405 POL PR OFF CLOTHING ALLOW	31,000	38,500	40,250	40,250	40,250.00	40,250.00
51406 POL EVALUATIONS	29,400	31,500	29,447	30,000	32,090.00	32,090.00
51409 POL MARSHAL'S STIPEND	3,000	3,000	3,000	3,000	3,000.00	3,000.00
51410 POL OFF NIGHT DIFFERENTIAL	56,307	53,872	52,394	57,341	49,000.00	49,000.00
51411 POL DIS NIGHT DIFFERENTIAL	1,560	1,560	1,992	2,392	2,392.00	2,392.00
51412 POL DISP CLOTHING REIMB	1,800	1,278	1,793	2,400	2,400.00	2,400.00
51413 POL ACCREDITATION ALLOWANCE	0	0	37,525	38,723	40,112.56	40,112.56
51509 POL INJURED-ON-DUTY	33,848	21,452	16,639	20,000	20,000.00	20,000.00
51510 POL RETIREMENT EXP	1,230	77,218	24,672	0	0.00	0.00
51513 POL SAL INN ST INITIATIVE	0	10,000	6,862	10,000	10,000.00	10,000.00
51601 POL FITNESS ALLOWANCE	1,185	3,400	2,700	4,500	4,500.00	4,500.00
001 - PERSONAL SERVICES Total	2,737,730	2,808,786	2,882,639	3,010,253	3,043,334.45	3,035,880.71
002 - PURCHASE OF SERVICES						
52101 POL HEAT	14,890	10,567	10,725	17,000	17,000.00	17,000.00
52102 POL ELECTRICITY	46,677	48,769	31,767	51,530	51,530.00	51,530.00
52401 POL MAINT-BLDG	31,206	15,788	10,028	15,000	15,000.00	15,000.00
52402 POL MAINT-EQUIPMENT	9,847	69,941	38,254	15,000	15,000.00	15,000.00
52403 POL MAINT-VEHICLES	26,497	21,820	28,806	21,540	21,540.00	21,540.00
52701 POL LS/PUR COPY MACHINE	4,140	4,140	3,217	4,140	4,140.00	4,140.00
53001 POL E.A.P.	0	0	0	289	289.00	289.00
53002 POL MEDICAL EXPENSES	1,420	1,891	1,015	1,500	5,500.00	5,500.00
53003 POL LICENSING	30,377	40,647	41,459	41,367	48,867.00	48,867.00
002 - PURCHASE OF SERVICES Total	165,054	213,562	165,270	167,366	178,866.00	178,866.00
004 - SUPPLIES						
54200 POL OFFICE SUPPLIES	10,800	9,950	8,063	10,000	10,000.00	10,000.00
54310 POL SUPPLIES-CRIME LAB	1,493	1,488	1,482	1,500	1,500.00	1,500.00
54801 POL FUEL/OIL VEHICLE(S)	48,655	65,449	70,382	77,500	77,500.00	77,500.00
54901 POL PRISONER MEALS	72	41	110	100	100.00	100.00
55001 POL MEDICAL SUPPLIES	1,397	1,526	1,441	1,500	2,500.00	2,500.00
55800 POL MISC SUPPLIES	1,700	5,797	5,601	2,500	7,500.00	7,500.00
55801 POL AMMUNITION/WEAPONS	4,782	4,985	4,847	7,500	11,500.00	11,500.00
004 - SUPPLIES Total	68,899	89,236	91,925	100,600	110,600.00	110,600.00

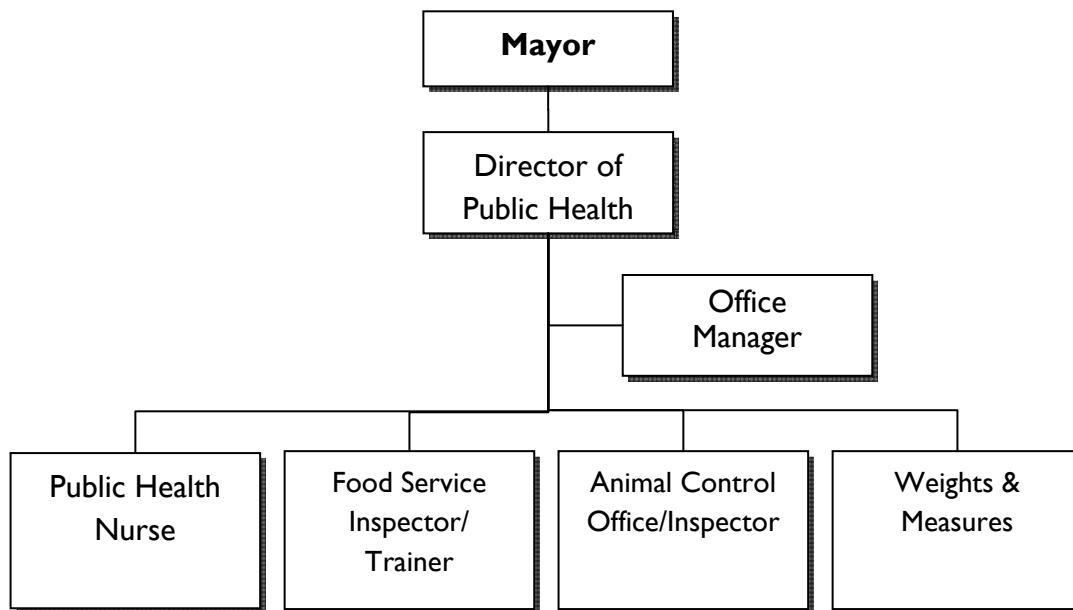
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	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
007 - OTHER CHARGES & EXPENSES						
57300 POL DUES & SUBSCRIPTIONS	6,120	9,403	8,960	9,448	9,448.00	9,448.00
007 - OTHER CHARGES & EXPENSES Total	6,120	9,403	8,960	9,448	9,448.00	9,448.00
008 - CAPITAL OUTLAY						
58501 POL CAP EXP-MIS/COMMUNICTNS	5,794	6,698	8,417	6,000	6,000.00	6,000.00
58502 POL PUR CRUISER(S)	31,473	91,615	38,883	43,000	45,000.00	45,000.00
58505 POL DIVE SUITS	12,020	0	0	0	0.00	0.00
58506 POL DEFIBRILLATORS	0	0	0	0	0.00	0.00
008 - CAPITAL OUTLAY Total	49,287	98,312	47,300	49,000	51,000.00	51,000.00
Grand Total	3,027,090	3,219,298	3,196,095	3,336,667	3,393,248.45	3,385,794.71

Health Department

MISSION STATEMENT

The mission of the Health Department is to educate, promote, improve and protect the public health and well-being of the citizens of the City of Newburyport, while contributing to building a healthy community and environment in which to live. Under the Commonwealth of Massachusetts General Law and the U.S. Department of Health and Human Services Federal Public Health Laws, the Health Department is mandated under a dutiful obligation to develop and implement health policies, standards, bylaws and regulations. The Health Department is also obligated to conduct inspections and provide public health services to the community.



FY2014 ACCOMPLISHMENTS

ADMINISTRATION:

- Maintained level community public health services with resources provided
- Issued 254 Health Department Permits: Food Protection (162); Bed and Breakfasts (7); Day Care (5); Tobacco (17); Collection & Transport of Solid Waste (19); Collection and Transport of Septage, Fats, Oils and Grease (23); Disposal Works Installer (9); Pools (3); Wells (1); Recreational Summer Day Camps (5); Tanning (1); Ice Rink (1); Bathing Beach (1)
- Processed 211 Burial Permits for disposition, removal and transportation of decedents
- Collected \$80,713 in Health Department fees
- Conducted 1,419 Health Department inspections: food protection & sanitation, housing & sanitation, environmental, nuisance, pools & beaches, noise & air pollution, Title V & deep hole testing, fats, oils and grease, recreational camps, tanning, waste haulers, dumpster and sanitation.
- Issued Temporary Food Permits and monitored and inspected 104 food vendors

associated with 20 Temporary Events, and 16 food vendors associated with the (year-long) Newburyport Farmers' Market

- Worked with the Mayor's office to develop and implement Regional Animal Control Services with the Town of West Newbury
- Amended Health Department Tobacco Regulations pertaining to the "Sale of Tobacco to Minors"
- Continued to work on newly implemented Health Department (FOG) Fats, Oils & Grease Regulations
- Continued to work on newly implemented Health Department Solid Waste Hauler Regulations
- Continued to work on newly implemented Health Department Festival Regulations
- Organized and conducted the Health Department and Mayor's 4th Annual Health and Wellness Fair
- Continued to assist in the drafting of the new Stormwater Management Rules and Regulations
- Continued to assist the Planning and Development Office in the drafting of a Medical Marijuana ordinance
- Continued to assisted City Water and Sewer Departments in gaining DEP compliance with the Plum Island Consent Order
- Implemented New Health Department interactive web site to include public health information, education and advisories
- Continue to assist the Mayor's Office in the final capping of Crow Lane Landfill
- Health Director achieved certification in "Management & Leadership Skills for Environmental Health & Safety Professionals" from the Harvard University School of Public Health
- Office Manager achieved certification in Vaccine Storage and Handling and VFC Compliance Training; American Heart Association Cardiopulmonary Resuscitation and Automated External Defibrillation (AED); Blood Borne Pathogens
- Increased staffing to include two part time food inspectors
- Increased staffing to include two part time Assistant Animal Control Officers; and the Regionalization of Animal Control Services to include West Newbury
- Coordinated 2 on-site ServSafe Courses to assist the business food establishments in maintaining compliance with the State and Federal Food Codes
- Performed 25 Inspections of Housing for submetering of water to residential units to insure compliance with State Housing Code
- Distributed Potassium Iodide pills to City residents as part of City Emergency Preparedness
- Coordinated the acquisition, installation and training associated with an Automated External Defibrillator donated to the City by Cataldo Ambulance and located in the front lobby of City Hall
- Acquired medical grade refrigerator and freezer to accommodate vaccine storage requirements
- Expanded City-Wide Flu Clinics through the purchase of 100 additional doses of Influenza Vaccine in response to Boston's (January 2013) Declaration of State of Public Health Emergency

Health Department (cont.)

- Participated in the City's Senior Property Tax Incentive Program by engaging two seniors as office workers in the Department
- Oversaw implementation of Northeast Mosquito Control and Wetland District's Best Management Plan for mosquito and arbovirus activity. Informed residents via media outlets and emergency Code Red messages of impending ground and aerial applications of pesticides for mosquito control. Maintained and implemented Opt-Out listing of residents that wished to be omitted from ground spray application of adulticide

FOOD PROTECTION PROGRAM:

- Continued to work with community organizations and other City Departments on newly amended & implemented Health Department City wide Festival Regulations
- Continued to work with community organizers on the newly implemented Winter Farmers Market
- Continued to work on newly implemented Food Protection Regulations requiring (IPM)-monthly preventive maintenance plans with food establishments of all fats, oils and grease storage, collection and transport and monthly extermination/preventive maintenance requirements
- Worked with food establishments on informing and educating food service workers on new Food Protection Regulations requiring all food service establishments to comply with the State of Massachusetts mandated "Allergen Awareness Training" for food service employees
- Worked with food service establishments on informing and educating the general public on new Food Protection Regulations that require all food service establishments' to be in compliance with the State of Massachusetts mandated requirements for allergen awareness advisories on all food service menus
- Worked on New Health Department Food Service combined site plan & permit to operate application

PUBLIC HEALTH NURSING & EPIDEMIOLOGY:

- Achieved compliance with the Commonwealth of Massachusetts Department of Public Health (MDPH) mandated MAVEN certification system – Communicable and Infectious disease follow up and surveillance
- Initiated and maintained compliance with the Massachusetts Immunization Information System (MIIS) vaccine administration electronic database
- Achieved Certification in Foundations of Public Health from the Boston University School of Public Health
- Achieved compliance with Vaccines for Children Program
- Developed and distributed community public health awareness brochures on Norovirus, Influenza advisory, Lyme Disease, West Nile Virus, Eastern Equine Encephalitis, Shingles, Home Sharps Disposal, Tips for Reducing Tick Populations at Home (landscaping/deer resistant plants)
- Implemented 2 new city wide disposal collection sites for home "Sharps"
- Administered over 550 influenza vaccinations at 8 City Wide Influenza Clinics for

Newburyport residents

- Conducted monthly Blood Pressure Clinics for senior citizens at the Council on Aging; over 280 blood pressure screenings were performed
- Conducted 44 investigations through the Massachusetts Department of Public Health MAVEN Communicable & Infectious Community Disease Monitoring & Surveillance Program
- Completed Goal 2 “My Plate, Your Place” for National League of Cities - Let’s Move Program
- Worked with Department of Youth Services and Small Solution, Big Idea on Newburyport’s first Bike Event – to take place Spring 2014 (Fall date postponed due to inclement weather)
- Worked toward completion of Goal 5 “Active Kids at Play” National League of Cities- Let’s Move Program
- Worked on achievement of Heart Safe Community recognition
- Continued to provide new walk-in office hours for blood pressure screenings for Newburyport residents
- Worked with the Council on Aging to institute a new Senior Shingles Vaccination Program
- Taught and certified Health Department employees in Adult CPR
- Contributed monthly/seasonal wellness inserts for the Council on Aging Newsletter
- Collected sharps containers from the Council on Aging for pick up at the Health Department
- Continued partnership with Boston University Public Health Summer Internship Program
- Presented community public health awareness and education with First Annual Tick borne Illness Community Education Outreach at Crow Lane
- Participated as a member of Anna Jacques Hospital Community Benefits Council

ANIMAL CONTROL SERVICES:

- Implemented Regional Animal Control Services with the Town of West Newbury.
- Worked with the Mayor’s Office to provide adequate support staff to enhance regional animal services and “On Call” services with the Town of West Newbury.
- Hired new “On Call” Assistant Animal Control Officers for Regional Animal Control Services
- Implemented new policies and procedures to establish accountability and transparency with the new Regional Animal Control Services Department
- Refined data collection system to track animal inspections, re-inspections, complaints, citations, isolations, quarantines, rabies testing, off leash violations, dog registration enforcement, Massachusetts State required animal barn inspections, animal shelter usage, city vehicle usage.
- Coordinated with the Council on Aging to implement a new program which provides donations of pet food to seniors in need of food for their pets
- Developed new community awareness brochures: animal health, dogs on beaches, pets in cars, and wildlife in your community fact sheets.
- Conducted “ Care for Animals During an Emergency” presentation at Mayor’s Health & Wellness Fair
- Worked with Health Director and Parks Director on City-wide animal waste disposal service contract with Doody Calls
- Attended national certification license course offered through the National Animal Control Association

Health Department (cont.)

- Handled 476 animal control related calls
- Received and investigated 50 Animal control complaints
- Conducted 609 dog license/rabies vaccination checks
- Conducted over 100 Regional Animal Control State Required Barn Inspections
- Issued 71 Animal Control related citations
- Issued 30 isolation and quarantine orders for the “Prevention against the Spread of Rabies”
- Submitted 6 animals to the State Laboratory for rabies testing
- Handled 124 calls for the removal and disposal of dead animals from City property
- Requested and attended 11 Administrative Hearings for non compliance
- Conducted routine patrols of the “Off Leash Areas”
 - ◊ Cashman Park: 147 off leash patrols conducted/21 citations issued
 - ◊ Mosley Woods: 131 off leash patrols conducted/9 citations issued
 - ◊ March’s Hill: 108 off leash patrols conducted/5 citations issued

WEIGHTS & MEASURES:

- Inspections conducted
- Achieved compliance with the Commonwealth of Massachusetts Division of Standards and State Statute for Consumer & Merchants Protection Act, Chapter 295

EMERGENCY PREPAREDNESS:

- Achieved compliance with all FY13 Commonwealth of Massachusetts Department of Public Health (MDPH) and U.S. Department of Health & Human Services Center for Disease Control (CDC) Public Health deliverables required by the City Health Department for the Commonwealth of Massachusetts Region 3A Public Health Emergency Preparedness Coalition

FY 2015 TRENDS

The Health Department will investigate possible planning incentives offered by the Commonwealth of Massachusetts Department of Public Health for the purpose of shared regionalization services of the Health Departments. The Department is continually working on State and Federal planning requirements for emergency and all hazard preparedness including but not limited to bio-terrorism attacks, natural disasters, man made disasters, and disease outbreaks. The requirements and expectations of the Health Department are continually increasing, while staffing and funding remains limited. As a result of staffing and funding limitations, emergencies and top priorities are responded to first, and non-emergency complaints are investigated second. This trend will continue through FY15.

FY 2014 GOALS & OBJECTIVES

Goal 1: Maintain level services with the resources available

Objectives:

- Maintain current level services of Public Health in compliance with local, state and federal mandates including: disease and injury prevention, promoting and offering immunization programs, responding to bacterial illnesses, monitoring disease outbreaks, providing health education and prevention programs, provide health advisories, promoting health and wellness, nutrition and fitness information, tobacco control programs, environmental protection, respond to health hazards, ensuring water quality, monitoring waste disposal, fighting noise and air pollution, animal health, health monitoring, enforcement and ensuring of health and safety codes, health care access, and emergency preparedness and response.
- Meet with the Mayor, City Council and Board of Health members along with the City's residential and business community leaders on an ongoing basis to refine and improve the day to day operations
- Address Local, State and Federal public health concerns and issues and new ways that the Health Department can inform and educate City residents.
- Comply with all mandated City ordinances, Health Department Regulations, Commonwealth of Massachusetts State Sanitary Code, Massachusetts State Statutes and U.S Department of Health and Human Services Public Health regulations by investigating all health problems and environmental health hazards
- Conduct all mandated state and federal inspections for compliance and to educate, promote, improve and protect the health and wellbeing of the residents of the City

Goal 2: Continue to work with City leadership on potential future shared or regional local public health services with surrounding communities to improve efficiency and generate a cost savings

Objectives:

- Make improvements to the Regional Animal Control Services arrangement with the Town of West Newbury and adjust services on an as needed basis, ensuring that there is adequate support staff to provide and enhance this new regional service
- Continue to examine feasibility of potential expansion of the Regional Animal Control Services with additional Essex County communities in the future

Goal 3: To diagnose and investigate public health problems and to continue to inform, educate and empower residents of Newburyport about public health issues.

Objectives:

Health Department (cont.)

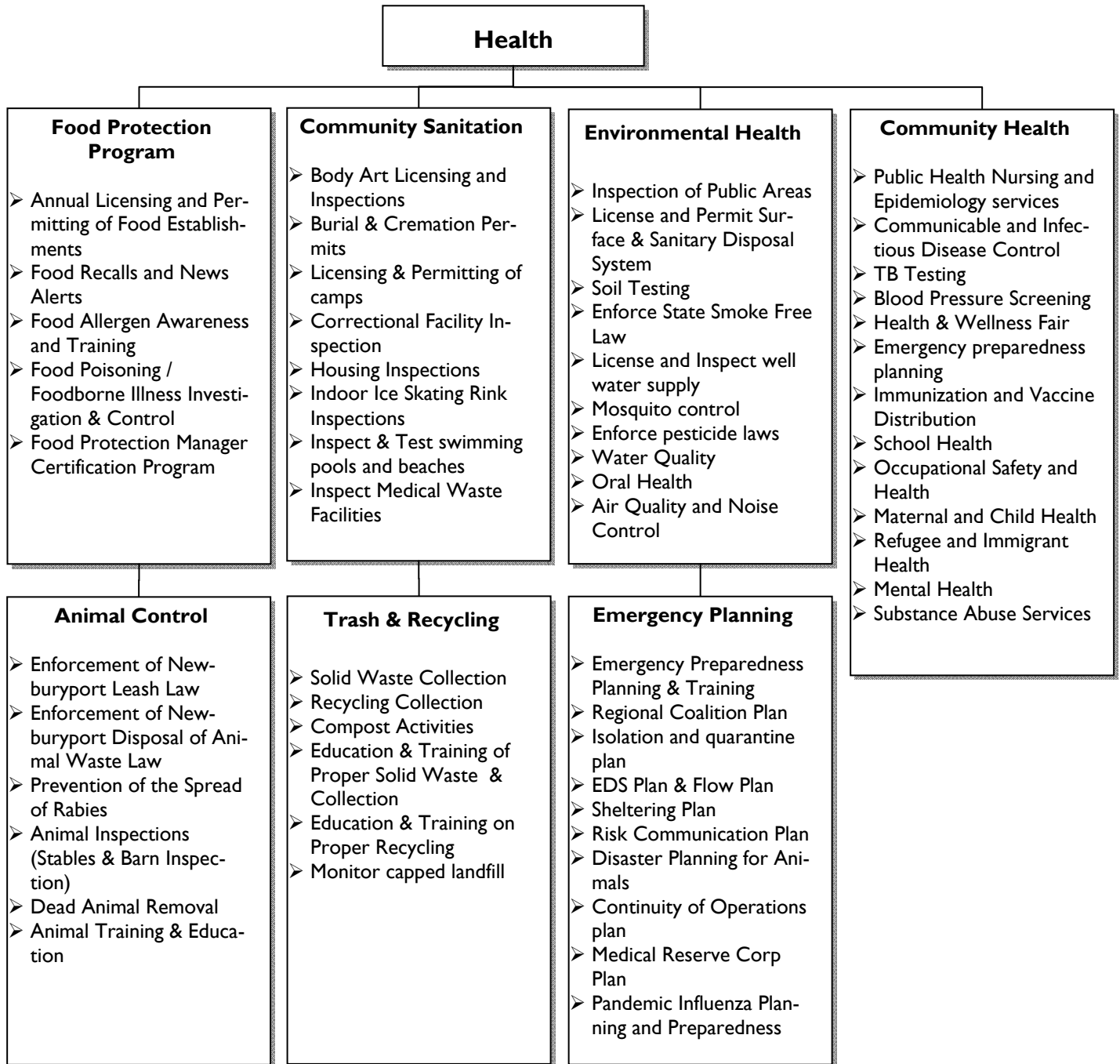
- Inform, educate and empower City residents on public health issues
- Provide informative and educational community public health awareness presentations for City residents on topics such as: Lyme disease, West Nile Virus, Influenza virus, Eastern Equine Encephalitis, Pertussis, Bacterial & Viral Meningitis, Head Concussions in Sports and tobacco control
- Continue to provide community awareness through public service announcements and informational & educational Department brochures on a wide range of topical public health issues
- Continue to sponsor and promote the City of Newburyport's Annual Mayor's Health & Wellness Fair

Goal 4: To investigate, research and report the public health status of the City to identify community health problems.

Objectives:

- Research and analyze data of community health indicators and disease to gauge the health and wellness of the City as it compares with other communities in Essex County
- Conduct a City Health Department Community Health Assessment working with Youth Services, Council on Aging, the Beacon Coalition and other City departments and community leaders
- Publish and promote the first City Health Department Community Health Assessment and Findings with proposed recommendations to improve the health and quality of life for our residents
- Investigate all potential communicable and infectious diseases dangerous to a community though the State required MAVEN disease control monitoring and surveillance system
- Investigate and monitor all potential food borne illness complaints and outbreaks

PROGRAMS & SERVICES



Health Department (cont.)

PERSONNEL SUMMARY

HEALTH DEPARTMENT				
	FY 2013	FY 2014	FY 2015	
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	
Health Director	1	1	1	
Office Manager	1	1	0.8	
Public Health Nurse	0.5	0.5	0.5	
Animal Control Officer	0.2	1	1	
Assistant Animal Control Officer	1	0.4	0.4	
Compost Attendant	0.5	0.5	0.5	
Compost Attendant	0.5	0.5	0.5	
Sealer of Weight & Measure	0.2	0.2	0.2	
Total Full-Time Equivalents:	4.9	5.1	4.9	

HEALTH DEPARTMENT (01-510)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 HLH SAL HEALTH DIR	71,347	71,400	72,114	75,399	76,529.81	76,529.81
51103 HLH SAL OFFICE MANAGER	39,093	41,200	46,946	47,040	43,003.76	43,003.76
51164 HLH MINUTE TAKER	900	1,350	1,500	1,800	1,800.00	1,800.00
51166 HLH PER DIEM INSPECTORS	6,900	9,400	7,049	4,600	4,600.00	4,600.00
51169 HLH SAL WEIGHTS & MEASURERS	5,000	5,000	6,000	6,000	6,000.00	6,000.00
51404 HLH TRAVEL EXP STPND	0	5,000	4,778	5,000	5,000.00	5,000.00
51405 HLH CLOTHING REIMBURSEMENT	850	250	250	250	250.00	250.00
51711 HLH SAL PUBLIC HEALTH NURSE	29,940	21,494	30,394	30,519	30,519.02	30,519.02
001 - PERSONAL SERVICES Total	154,030	155,094	169,030	170,608	167,702.59	167,702.59
002 - PURCHASE OF SERVICES						
52904 HLH ESSEX GREENHEAD	820	820	945	945	945.00	945.00
53204 HLH HEALTH CONSULTANT	1,250	997	850	1,000	1,000.00	1,000.00
53700 HLH TRAIN/TRVL/CONFR	5,262	2,114	1,723	2,300	2,300.00	2,300.00
002 - PURCHASE OF SERVICES Total	7,332	3,931	3,518	4,245	4,245.00	4,245.00
004 - SUPPLIES						
54200 HLH MISC EXPENSE	3,059	2,479	2,381	2,000	2,000.00	2,000.00
54201 HLH WGHTS/MEASURE EXP	0	0	0	500	500.00	500.00
55000 HLH MEDICAL & SURGICAL SUPP	2,225	1,498	1,469	1,500	2,500.00	2,500.00
004 - SUPPLIES Total	5,284	3,977	3,850	4,000	5,000.00	5,000.00
007 - OTHER CHARGES & EXPENSES						
57300 HLH DUES & MEMBERSHIPS	948	208	1,060	2,000	2,000.00	2,000.00
007 - OTHER CHARGES & EXPENSES Total	948	208	1,060	2,000	2,000.00	2,000.00
Grand Total	167,595	163,209	177,457	180,853	178,947.59	178,947.59

ANIMAL CONTROL (01-292)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 ANC SAL ANIM CONTRL OFCR 3/4	21,120	26,336	2,295	34,394	36,608.33	36,608.33
51102 ANC SAL ASSIST ANIMAL OFCR	805	0	30,008	12,340	12,340.00	12,340.00
51405 ANC CLOTHING ALLOWANCE	600	600	600	600	600.00	600.00
001 - PERSONAL SERVICES Total	22,525	26,936	32,903	47,334	49,548.33	49,548.33
002 - PURCHASE OF SERVICES						
52401 ANC BUILDING & GROUNDS	72	399	3,687	4,500	4,500.00	4,500.00
53009 ANC CARE OF ANIMALS	3,568	8,700	3,880	5,000	5,000.00	5,000.00
53010 ANC DEAD ANIMAL REMOVAL	0	840	225	340	340.00	340.00
002 - PURCHASE OF SERVICES Total	3,640	9,938	7,792	9,840	9,840.00	9,840.00
004 - SUPPLIES						
54801 ANC FUEL/OIL VEHICLE(S)	799	1,971	3,821	2,290	2,290.00	2,290.00
004 - SUPPLIES Total	799	1,971	3,821	2,290	2,290.00	2,290.00
007 - OTHER CHARGES & EXPENSES						
57300 ANC DUES/LIS/SUBSCRIP	0	0	0	300	300.00	300.00
007 - OTHER CHARGES & EXPENSES Total	0	0	0	300	300.00	300.00
Grand Total	26,964	38,845	44,515	59,764	61,978.33	61,978.33

Sustainability

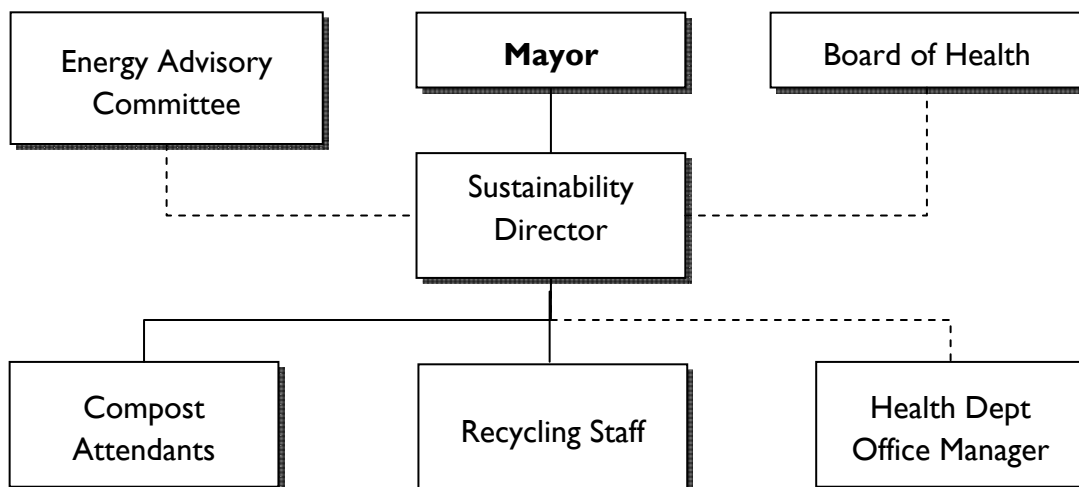
MISSION STATEMENT

The mission of the Newburyport Sustainability Department is to protect and maintain the environment through education and outreach programs, the collection and disposal of wastes, conservation of natural resources, and planning for the future environmental needs of the people who live, work, and do business in the City of Newburyport.

The Sustainability Department works with all departments across the City to integrate sustainable design, technology and practice into municipal operations, infrastructure, and services.

Through the Massachusetts Green Communities Program and as a Designated Green Community, the City of Newburyport pledges to reduce energy usage across all municipal facilities by 20% by the end of 2014. Newburyport achieved that goal one year ahead of schedule and is now in the final stages of adopting a clean energy roadmap for the entire city while also integrating sustainability into the city's Master Plan.

Working with the Energy Advisory Committee and the Toward Zero Waste volunteer group, the Department of Sustainability identifies opportunities and resources to further implement solid waste, fuel and energy efficiency and conservation measures. The Department coordinates the implementation of various energy efficiency programs, demonstrating our responsibility to our community, businesses and taxpayers to strive for organizational efficiency through energy reduction measures. Sustainability related outreach support these efforts to provide education, engagement and communications support to further conserve our resources for the long term.



FY2014 ACCOMPLISHMENTS

Energy

- Finalized purchase of all street lights from National Grid with maintenance to be handled in-house
- Received approvals for second Green Communities grant in the amount of \$158,145 for energy efficiency upgrade work at the DPS Facility and Public Library
- Completed Green Communities Annual Report for the State Department of Energy Resources and reported that total municipal energy usage in all city buildings has decreased 20% since baseline year 2009, reaching our reduction goal one year earlier than projected.
- Continue to monitor net metering credits at a fixed 10% discount off associated electricity bills from True North Solar
- Continue to monitor contract for municipal building energy supply with Constellation Energy to ensure ongoing savings (current contract is for \$.785 per kwh vs .10 per kwh for standard offer)
- Received a Community Energy Strategies Program grant from Mass CEC to be one of the first municipalities in the state to develop a long term Clean Energy Roadmap

Recycling

- Facilitated transition to new curbside recycling vendor in November 2013, leading to recycling material tonnage figures increasing from 2922 to 2948 tons in 2013
- Drop off recycling and household hazardous waste increased in all material areas over the year: scrap metal 11.57 tons, textiles 31 tons, electronics 6 tons, monitors and TVs 12 tons, and 3000 mercury lamps per year
- Finalized the electronics waste (E-waste) recycling program funded through a Wal-Mart grant and are now employing 5 young adults with developmental disabilities through the funds generated from the E-waste Program
- Recycling, composting, and solid waste information for new city web site has been completed and is posted online. Related queries, issues, and or incidents averaged 40 calls/visits in office per week.
- Illegal dumping rates have decreased but are being managed with enforcement and accountability to property owners

Yard Waste Facility

- The first full year of the new yard waste facility was successful with 2,012 households in the City using the site based on sticker sales with an income of \$32,199 for the season
- Conducted second rain barrel education and marketing program in which over 100 households participated in
- Yard Waste Facility on Crow Lane now has demonstration units on its' facility sheds to utilize and showcase solar and green roof technologies
- Continued focus on educational programs relating to sustainability through eco-tours, annual information brochure, educational sessions and assemblies at school, and other venues throughout the year

Sustainability (cont.)

Solid Waste

- Completed research and technical assistance with DEP and developed matrix for current multi-family solid waste disposal programs and policies that shows many inconsistencies
- Completed Toward Zero Waste pilot program with 111 families participating. Of the regular reporting households solid waste volume went down between 40-90%. Our primary finding was that organic diversion would have the biggest impact in terms of cost, volume and nuisance avoidance
- New solid waste and disposal contracts were signed in July 2013. The disposal rate went down from \$69.40 in FY 2013 to \$61 per ton for FY 2014
- Solid waste tonnage increased slightly to 5125 tons from the previous year of 5102 but was still down significantly from our 2009 benchmark year with 7500 tons
- In 2013, 1870 bulk stickers were sold with an income of \$8,340

FY 2015 TRENDS

This office continues to work on an inter-related basis with city departments, schools, and residents to increase awareness, educate and bring in a variety of programs that strive to conserve energy, water, and other natural resources while increasing efficiencies and reducing costs whenever possible.

Programs with significant savings that have been achieved since a focus has been placed on sustainability are: solid waste budget reductions, rebate for recycling material, energy reduction costs in schools, city hall, and police station, fixed discount with net metered solar facility, lower personnel and energy costs for DPS, and energy supply contracted savings for all municipal electric accounts.

This office is working closely with the Planning Office to update the city's Master Plan to include a Sustainability section which will also incorporate the newly developed Clean Energy Roadmap. Sustainability trends include a healthy community focus on walkability, increased cycling, local food production, electric vehicle charging stations, etc. New trends in 2014 include a state wide organic disposal ban for industrial and institutional users which will help create a market place for organic waste.

FY 2015 GOALS AND OBJECTIVES

Goal 1: Continue to find ways to reduce costs and provide effective and efficient services for recycling, solid waste, and composting

Objectives

- Develop Toward Zero Waste Committee to help with expanding and implementing programs:
- Continue the work of the Toward Zero Waste (TZWN)- Newburyport program by implementing additional events (i.e., MBTA Recycling Day)
- Review overall solid waste services particularly with multi-family units to ensure

- compliance
- Evaluate recycling options for multi-family properties and develop appropriate policies and regulations based on findings
- Review options for residential organic waste separation

Goal 2: Working with the Newburyport Clean Energy Working Group, Meister Consultants and Mass CEC to finalize the Clean Energy Roadmap for Newburyport by September 2014

Objectives:

- Develop overall short and long term vision and goals
- Identify clean energy priorities
- Assess options and develop project inventories

Goal 3: Working with the Merrimack Valley Planning Commission's selected residential/commercial energy aggregator, Colonial Power Group, review and bring an aggregation program to the City if approved and appropriate

Objectives:

- Working with the Energy Advisory Committee (EAC), Mayor's Office and the City Council bring in approved aggregator, Colonial Power, to review program and determine if it is appropriate to implement in the City. If so, the following steps will be taken:
 - Authorize Colonial Power to become the city's public aggregator
 - Develop plan in consultation with DOER and send back to City for review and approval
 - Submit plan for DPU public hearing and approval
 - Select competitive supplier
 - Notification of enrollment for eligible consumers
 - Develop opt out period
 - Transfer of participating consumers to competitive supplier

Goal 4: Continue to develop residential energy reduction plans through energy efficiency programs and cost reduction strategies

Objectives:

- Continue to work with Next Step Living to advance free residential energy assessment program through Mass Save Program
- Apply for National Grid grant to develop energy efficiency (EE) program

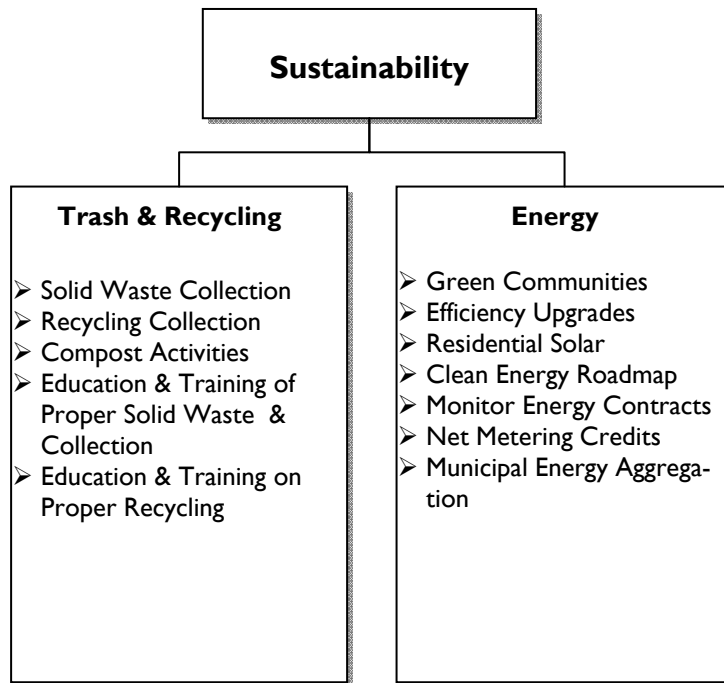
Sustainability (cont.)

Goal 5: Work with all City departments on capital project technical review to implement energy efficiencies and waste reduction strategies to the greatest extent possible

Objectives:

- Participate in Technical Review meetings to ensure energy reduction and efficiency measures are implemented whenever possible, particularly in upgraded or new facilities
- Provide recommendations and solutions for waste reduction strategies
- Work with appropriate officials on improving transportation options such as complete streets, accessible cycling, and improved pedestrian ways

PROGRAMS & SERVICES

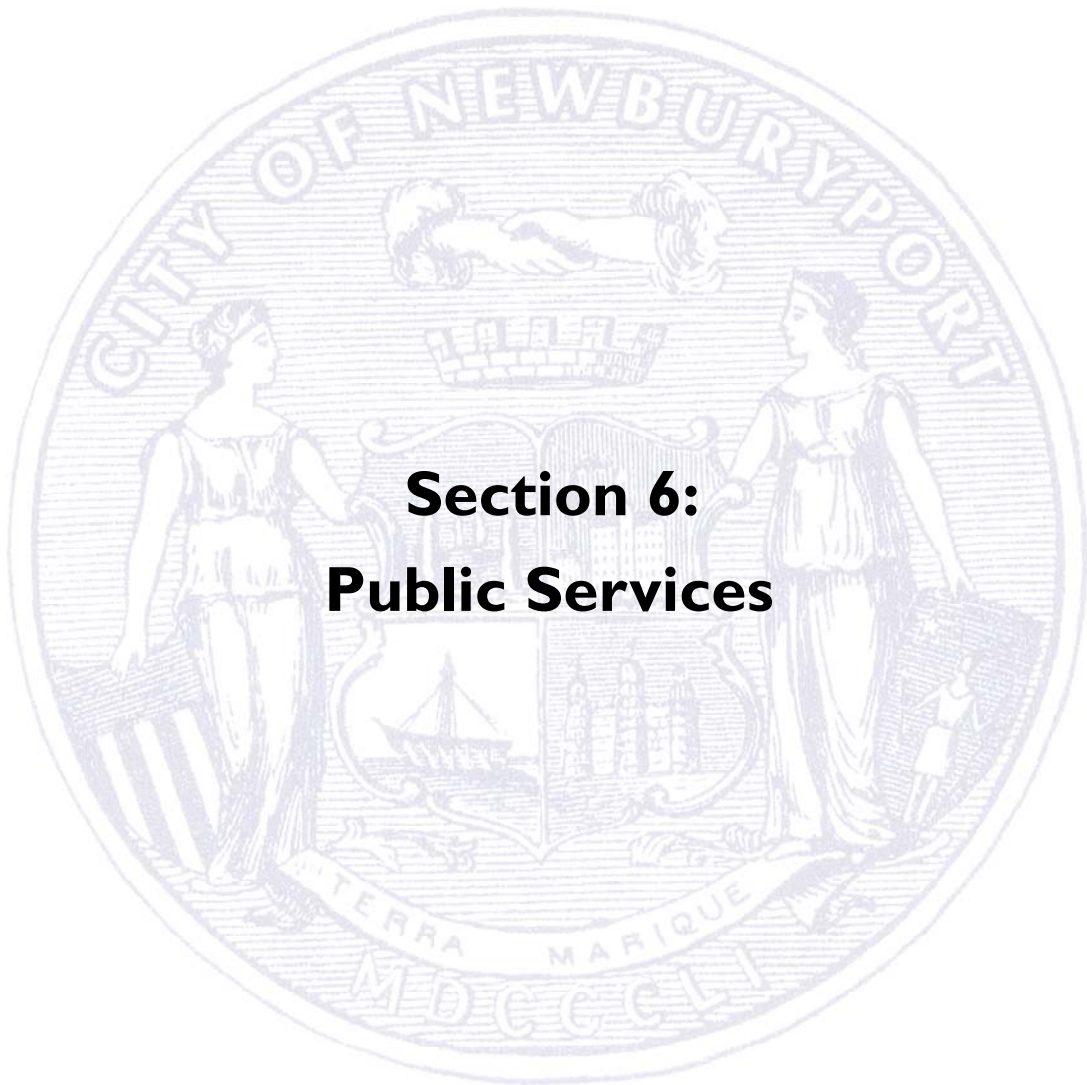


PERSONNEL SUMMARY

SUSTAINABILITY			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
Sustainability Director	1	1	1
Office Manager (1 day)	0	0	0.2
Total Full-Time Equivalents:	1	1	1.2

SUSTAINABILITY (01-519)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51103 SUS SAL OFFICE MANAGER	0	0	0	0	7,167.29	7,167.29
51160 SUS SAL ENERGY/RECYCLE COORD	50,000	50,000	55,550	38,080	38,651.53	38,651.53
51166 SUS RECYC PER DIEM INSPECTOR	0	0	0	2,300	2,300.00	2,300.00
51168 SUS COMPOST ATTEND	20,621	21,799	21,082	24,000	25,000.00	25,000.00
001 - PERSONAL SERVICES Total	70,621	71,799	76,632	64,380	73,118.82	73,118.82
002 - PURCHASE OF SERVICES						
52403 SUS MAINT OF VEHICLE	42	250	250	250	250.00	250.00
52813 SUS CHIPPER SERVICE	25,184	103,000	15,000	0	0.00	0.00
52905 SUS SOLID WASTE	976,357	1,086,149	1,072,456	1,116,149	1,116,149.00	1,116,149.00
53424 SUS HOUSE HAZARDOUS WASTE	14,938	12,499	21,800	0	0.00	0.00
002 - PURCHASE OF SERVICES Total	1,016,521	1,201,898	1,109,506	1,116,399	1,116,399.00	1,116,399.00
004 - SUPPLIES						
54200 SUS MISC EXPENSE	0	0	0	500	500.00	500.00
54801 SUS FUEL/OIL VEHICLE	334	438	500	500	500.00	500.00
004 - SUPPLIES Total	334	438	500	1,000	1,000.00	1,000.00
007 - OTHER CHARGES & EXPENSES						
57400 HLH GREEN INITIATIVES	1,655	0	127,836	0	0.00	0.00
007 - OTHER CHARGES & EXPENSES Total	1,655	0	127,836	0	0.00	0.00
Grand Total	1,089,132	1,274,135	1,314,475	1,181,779	1,190,517.82	1,190,517.82

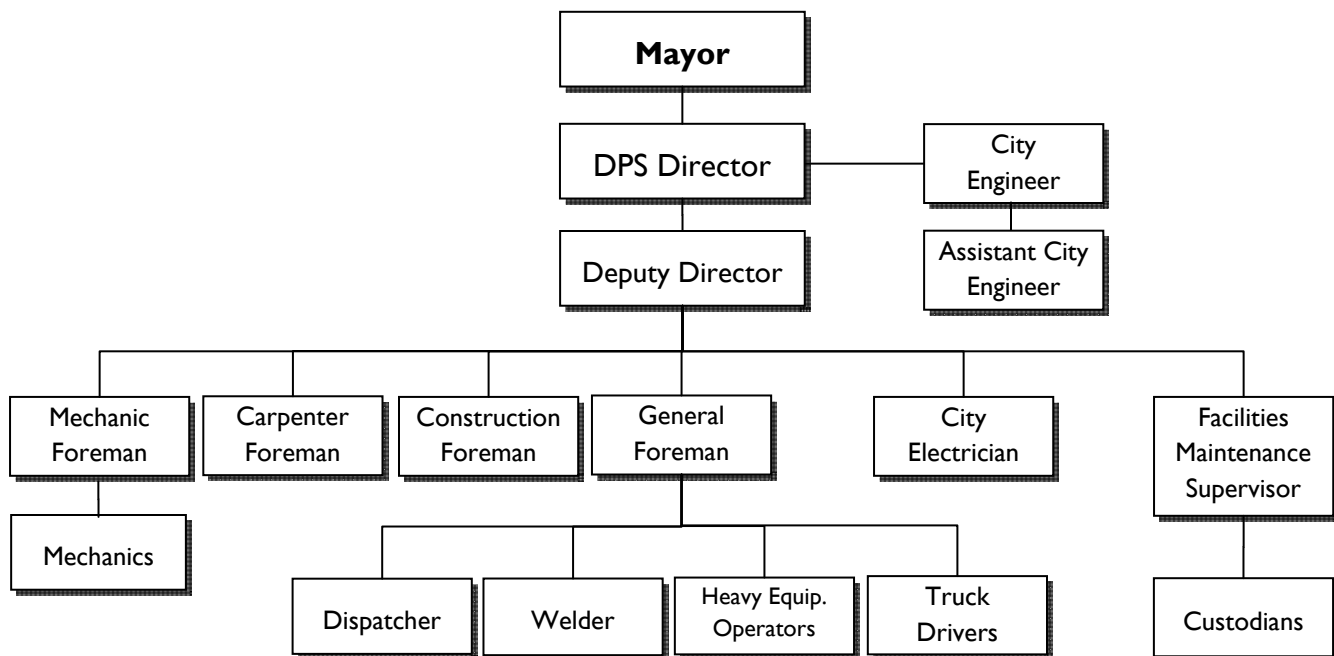


Section 6: Public Services

DPS: Highway

MISSION STATEMENT

The mission of the Newburyport Department of Public Services Highway Division is to maintain and improve roadways, drainage, cemeteries and grounds keeping for the city infrastructure. The Highway Division also provides full service fleet maintenance to all City vehicles and equipment from all City departments. Our goal is to improve infrastructure and quality of customer service in a safe, cost effective and environmentally sensitive manner for the short and long-term benefit of the City and the environment.



FY 2014 ACCOMPLISHMENTS

The Highway Division completed the following work in Fiscal Year 2014:

Resurfaced Roads	
Jefferson St—High St to Merrimac St	Lancey Ct—Jefferson St to End
Jefferson Ct—Jefferson St to End	
Sidewalks (H/C Ramps and Corners)	
Toppans Lane @ Low St	Milk St @ Lime St
Monroe St @ Carter St	Milk St @ Bromfield St
Orange St @ Federal St	Bromfield St @ Hancock St
Milk St @ Federal St	Market St @ Pleasant St
Sidewalks	
Coltin Dr—Low St s.west 125ft	Prospect St—Parsons St to Allen St s.west side 245 ft
Park St—High St to Harris St 420 ft	Harris St—Park St to Library Parking Lot 150 ft
Purchase St—Fair St to Franklin St 525 ft	Jefferson St—1500 ft

- Responded to over 1229 work orders to address various issues throughout the City including:
 - 229 Tree work orders including trimming, pruning, evaluating or removing
 - 36 various drainage calls related to catch basins, culverts, and flooding issues
 - 163 various roadway work orders
 - 695 electrical repair or maintenance work orders
 - 27 facilities repair or maintenance work orders
 - 78 miscellaneous work orders related to parks, cemetery, resident calls etc...
- Rebuilt or installed 8 new catch basins City-wide
- Prepared 5 Cemetery burials lots for services in local cemeteries
- Conducted Snow and Ice Operations during Winter 2012-2013
 - 2576 tons of salt
 - 6 significant snow plowing events
- Inspected 1031 catch basins as part of the long-term City-wide catch basin cleaning program

DPS: Highway (cont.)

- 935 cleaned
- 71 identified for repair or rebuild
- Implemented improved Fleet Maintenance software to help better track vehicle repair orders
- Serviced over 135 City vehicles from DPS, Police, Fire, Council of Aging, School, and Board of Health, including Animal Control and Parks
- Received \$26,000 grant and began project for inventorying, mapping and evaluating street trees City-wide (project to be completed Summer 2014)
- Oversaw the design and construction of the Spofford Roundabout totaling over \$1.02 million using State Grant Funds
- Planted 14 medium sized trees throughout the City with the assistance of the Tree Commission's Planting Group
- Assisted Tree Commission with creating City Tree Nursery and planting 50 seedlings to begin establishment of trees
- Began implementation of Asset Management System (CMMS System) to improve the process for service requests and workload management
- Repaired over 300 cemetery headstones in the Highland Cemetery and Old Hill Cemetery using in-house labor, volunteers and contractors
- Additional routine work included:
 - Street sweeping throughout the City
 - Daily trash pickup and disposal of over 150 trash barrels City-wide 365 days a year
 - Assisted with Yankee Homecoming activities
 - Set up election booths
 - Maintained street trees and various other City trees, shrubs and flora.
 - Provided 24-hour, 365 day, on-call coverage for all emergency issues within the City roadways and facilities

FY 2014 TRENDS

The Highway Division focuses efforts on repairing and improving the City infrastructure. A primary focus is placed on improving efficiency and communication to enhance the level of service and safety within the community.

The Highway Division is responsible for the maintenance and improvement of all City roads. The roads are continually in need of repair, resurfacing or reconstruction. Roadway resurfacing is funded by the Chapter 90 State Program. The trend City-wide is that the standard rate of roadway deterioration continues to outpace the Chapter 90 funding that the

City receives. FY2014 once again saw a significant delay from the Commonwealth of Massachusetts in funding Chapter 90. This caused delays in starting roadwork statewide, resulting in less road and sidewalk work being accomplished than anticipated due to scheduling and shorter construction year.

Roadwork is being managed using pavement management systems and combination of other factors including utility conditions, timeframe for utility replacement, sidewalk conditions, curbing condition, drainage problems, large scale area development or reconstruction, and funding.

The Highway Division is also responsible for sidewalk repair and replacement. Current funding is through the DPS Highway Budget and additional monies allocated by the Mayor's Office and the City Council from FY 2013 meal tax receipts. The City Council also approved \$100,000 in supplemental budget funding for this work in FY 2013. Sidewalk replacement is determined similarly to roadwork and in conjunction with road repair.

The Highway Division has also expanded by taking on the City Electrician and Facilities Maintenance staff under its umbrella of responsibility. This includes oversight of the City downtown lighting and all electrical infrastructure. The Facilities Maintenance staff consists of the Facility Manager and three custodians, one for City Hall and two for the Library.

The NPDES Stormwater Program continues to add more requirements on the City-wide drainage system. This requires an increased effort by the Highway Division to repair, maintain, and improve the stormwater collection system. New and future requirements, mandated under the NPDES permit, will require more direct involvement of staff to keep the City in compliance. The City is already working on a multi-year plan to systematically clean and inspect all catch basins.

The Department continues to promote the growth of its employees. As such, some personnel movement between the Water, Sewer and Highway Divisions has allowed staff members to take on different roles and acquire new skills in the process. The Highway Division is currently looking for new skilled truck drivers to add to the already well-diversified work force. The Highway Division also saw the retirement of long-time Mechanic Foreman Ed Maguire after 34 years.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to work on a 5-year Plan for Roadwork

Objectives:

- Maintain 5-year Pavement Management Plan
- Continue working with utility to address replacement in conjunction with reconstruction
- Explore new methods and technologies for road resurfacing and repair

Goal 2: Continue to implement the 5-year Master Plan for Sidewalks

Objectives:

- Improve sidewalk replacement selection process

DPS: Highway (cont.)

- Improve replacement coordination with roadwork and utility work
- Explore and improve brick sidewalk criteria and design options using new methods and technologies

Goal 3: Full implementation of CMMS system to improve efficient and management of assets

Objectives:

- Work on seamless transition of software system to all users within DPS
- Implement to all DPS Divisions; staff, supervisors, foremen and field crews
- Conduct training and QA/QC of process and data

Goal 4: Improve Street Opening/Roadway Permit system

Objectives:

- Develop internal system for all Divisions to utilize
- Improve visibility of all permits City-wide under DPS by staff
- Improve ease of system for users to obtain permits
- Review insurance and bonding requirements for Contractors to obtain permits

PROGRAMS & SERVICES

<p>DPS</p> <p>Highway Division</p>
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Streets and Side-walk	Cemeteries and Parks	General Maintenance	Facilities
<ul style="list-style-type: none"> ➤ Maintain 79 miles of streets and side-walks ➤ Yearly street paving and crack sealing ➤ Street line painting ➤ Street sweeping ➤ Snow and ice removal ➤ Respond during storm events ➤ Maintain city wide drainage infrastructure including yearly catch basin cleaning to meet state 	<ul style="list-style-type: none"> ➤ Maintain 740 acres for Park, Cemetery, and School properties ➤ Preparation for Burials for two cemeteries ➤ Landscaping of all City-owned property 	<ul style="list-style-type: none"> ➤ Tree maintenance, trimming and removals ➤ Maintain city wide drainage infrastructure including yearly catch basin cleaning to meet state regulations ➤ Clean Plum Island beach ➤ Trash receptacle pick up city wide 	<ul style="list-style-type: none"> ➤ Maintain City Hall and other City facilities ➤ Custodial Services for City Hall and Library ➤ Maintain downtown lighting ➤ Electrical maintenance for city facilities and traffic lighting

PERSONNEL SUMMARY

DPS: HIGHWAY			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
Public Services Director	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Business Manager	0	0	0.33
Assistant Engineer	0	0	0.33
Dispatch Foreman	1	1	1
Principal Clerk	0	0	0
Heavy Equipment Operator	6	6	6
Truck Driver	5	5	5
General Foreman	1	1	1
Senior Foreman	0	0	0
Senior Construction Foreman	1	1	1
Mechanic Foreman	1	1	1
Carpenter Foreman	1	1	1
Mechanic	3	3	3
Welder	1	1	1
Special Heavy Equipment Operator	1	1	1
City Electrician	0	1	1
Facilities Maintenance Supervisor	0	1	1
Custodian I	0	2	2
Total Full-Time Equivalents:	22	26	26.7

DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION (01-421)

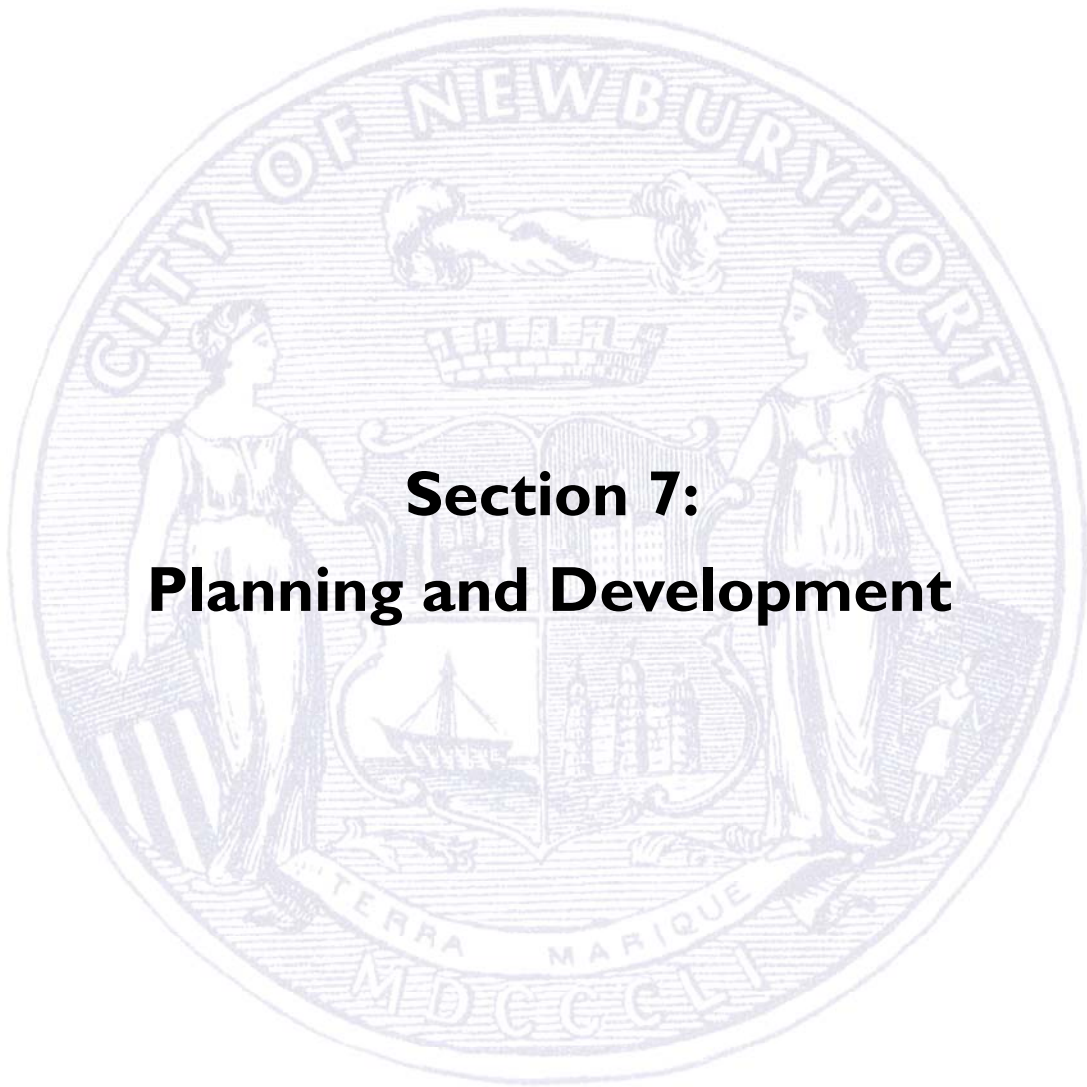
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 HWY SALARY PS DIRECTOR	9,098	20,000	33,667	35,200	35,728.25	35,728.25
51102 HWY SALARY DEPUTY PS DIRECTOR	21,607	17,000	27,021	29,920	30,368.96	30,368.96
51103 HWY SALARY BUSINESS MANAGER	0	0	0	0	21,315.03	21,315.03
51107 DPS SALARY ELECTRICIAN	0	0	0	35,000	35,000.00	35,000.00
51117 HWY SAL ASSISTANT ENGINEER	0	0	0	0	18,117.75	18,117.75
51119 HWY SAL CITY ENGINEER	0	16,000	26,933	28,160	28,582.24	28,582.24
51150 HWY SAL FACILITIES MAINT	0	0	0	136,494	136,015.07	136,015.07
51158 HWY SAL LABOR	769,394	781,378	846,603	910,478	941,016.00	941,016.00
51166 HWY PART TIME EMPLOYEES	0	5,260	4,170	6,000	6,000.00	6,000.00
51167 HWY YANKEE HOMECOM'G	5,870	0	0	0	0.00	0.00
51190 HWY SAL SUMMER EMPLOYEES	20,280	13,800	11,840	14,400	14,400.00	14,400.00
51301 HWY OVERTIME	49,045	73,014	68,224	80,348	84,287.00	84,287.00
51401 HWY LONGEVITY	15,233	15,490	14,847	14,847	9,962.00	9,962.00
51405 HWY CLOTHING REIMBURSEMENT	13,000	11,563	12,199	14,983	15,150.01	15,150.01
51416 HWY TOOL REIMBURSEMENT	3,000	3,000	3,000	3,500	3,500.00	3,500.00
001 - PERSONAL SERVICES Total	906,526	956,504	1,048,504	1,309,331	1,379,442.31	1,379,442.31
002 - PURCHASE OF SERVICES						
52101 HWY HEAT	10,151	8,777	6,761	12,600	12,600.00	12,600.00
52102 HWY ELECTRICITY	51,969	59,000	59,010	59,000	59,000.00	59,000.00
52103 HWY STREET LIGHTS	187,632	215,000	217,275	125,000	125,000.00	125,000.00
52401 HWY MAINT-BUILDING	22,513	24,785	31,421	29,700	29,700.00	29,700.00
52402 HWY MAINT/BUILD REPAIR (CH)	0	0	0	14,000	14,000.00	14,000.00
52403 HWY MAINT-VEHICLES	69,495	69,993	78,593	85,000	85,000.00	85,000.00
52404 HWY MAINT-TREE	6,683	5,500	6,229	10,000	15,000.00	15,000.00
52405 HWY MAINT MANAGEMENT SYSTEM	0	0	0	1,667	5,167.00	5,167.00
52409 HWY MAINT-DOWNTOWN	4,140	5,965	9,758	6,000	6,000.00	6,000.00
52410 HWY MAINT CITY-WIDE	5,881	38,000	44,107	6,000	6,000.00	6,000.00
52411 HWY GROUNDS MAINT	2,151	3,702	4,034	4,000	4,000.00	4,000.00
52413 HWY LINE PAINTING	2,450	3,000	5,616	8,000	10,000.00	10,000.00
52414 HWY MINOR ROADWAY REPAIRS	0	0	0	0	0.00	0.00
53002 HWY MEDICAL/DRUG TESTING	1,723	1,974	1,711	2,000	4,100.00	4,100.00
53700 HWY TRAIN/TRVL/CONFR	2,685	3,724	3,353	3,750	10,000.00	10,000.00
002 - PURCHASE OF SERVICES Total	367,473	439,420	467,867	366,717	385,567.00	385,567.00
004 - SUPPLIES						
52411 HWY ELECTRICAL SUPPLIES	0	0	0	25,000	25,000.00	25,000.00
54301 HWY FACILITIES MAINT SUPPLIE	0	0	0	7,500	10,000.00	10,000.00
54311 HWY PURCH ROAD MATERIAL	41,901	48,311	50,771	63,400	63,400.00	63,400.00
54312 HWY STREET SIGNS	7,657	10,995	12,661	15,000	15,000.00	15,000.00
54313 HWY SUPPLIES	8,410	10,440	7,765	10,600	15,600.00	15,600.00
54314 HWY RADIOS 2-WAY (10)	2,500	2,402	2,483	4,000	4,000.00	4,000.00
54315 DPS TREE CUTTING EQUIP	0	0	3,722	0	0.00	0.00
54801 HWY PURCH FUEL/OIL	227,762	273,426	246,588	89,875	89,875.00	89,875.00
55800 HWY OTHER SUPPLIES	4,827	5,000	4,965	5,000	0.00	0.00
004 - SUPPLIES Total	293,057	350,573	328,956	220,375	222,875.00	222,875.00

(continued on next page)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
008 - CAPITAL OUTLAY						
58461 HWY LEAF/DEBRIS LOADER	0	0	0	0	0.00	0.00
58901 HWY SIDEWALKS	20,505	208,631	389,521	75,000	245,000.00	245,000.00
58921 DPS DUMP TRUCK	0	0	70,000	0	0.00	0.00
58922 DPS PICKUP TRUCK	0	0	36,227	0	0.00	0.00
58923 DPS HIGHLAND CEMETERY FENCE	0	0	12,000	0	0.00	0.00
58924 DPS HYDRAULIC SALT SPREADER	0	0	13,500	0	0.00	0.00
58930 HWY LAWN TRACTOR	0	0	0	0	0.00	0.00
58940 DPS TRACKLESS TRACTOR BLADE	0	133,700	20,000	0	0.00	0.00
008 - CAPITAL OUTLAY Total	20,505	342,331	541,249	75,000	245,000.00	245,000.00
Grand Total	1,587,561	2,088,829	2,386,575	1,971,423	2,232,884.31	2,232,884.31

SNOW & ICE (01-423)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51301 SNW SNOW & ICE LABOR	123,499	31,662	98,835	90,000	90,000.00	90,000.00
001 - PERSONAL SERVICES Total	123,499	31,662	98,835	90,000	90,000.00	90,000.00
002 - PURCHASE OF SERVICES						
52901 SNW SNOW & ICE EXPENSE	314,760	83,631	224,124	90,000	90,000.00	90,000.00
002 - PURCHASE OF SERVICES Total	314,760	83,631	224,124	90,000	90,000.00	90,000.00
Grand Total	438,260	115,293	322,959	180,000	180,000.00	180,000.00



Section 7: Planning and Development

Parks

MISSION STATEMENT

The Newburyport Parks Department and Newburyport Parks Commission serve the residents of the city and other park users through the establishment and implementation of plans for the maintenance, expansion, and betterment of the open spaces, parks and recreational facilities over which the Parks Commission has jurisdiction. The Parks Department and Commission serve to monitor and officially act on issues affecting the use and management of facilities in a manner that provides the most optimal facilities for the residents of Newburyport and other users, to engage the public in a democratic manner to allow for a continuous dialogue in striving to meet the intent of the mission statement and marshaling the resources within its powers to address the needs of the community.

FY 2014 ACCOMPLISHMENTS

Maintenance

- Spearheaded park maintenance. Worked with City Council and Mayor's office to increase maintenance funding. Parks invested more in maintenance than in any previous year. In addition to a continued higher level of ball field maintenance several rounds of general park maintenance and repairs improved Jason Sawyer Playground, Bartlet Mall Park and Playground, Cashman Park, Woodman Park, Ayers Playground and Perkins Playground.
- Continued Landscape Partnership with professional landscapers and Opportunity Works to provide higher level of park maintenance at no cost for Atwood Park, Joppa Park and Brown Square. That program saved the Parks \$15,375 in FY14 for landscape labor, equipment, supplies and materials.

Volunteers

- Resident volunteers saved the Parks more than \$22,435.91 in FY14 through the following programs:
 - Coordinated additional all-volunteer installation and maintenance of new gardens on the Clipper City Rail Trail and other City spaces through the Support-a-Spot program using resident volunteers to beautify city spaces saving the Parks \$7,914.91 for landscape labor and garden design services.
 - Utilized senior-citizen volunteer program to assist with parks maintenance tasks and administration saving the Parks \$6,721.
 - Organized an expanded city-wide Clean Sweep, saving the City \$7,800 in landscape labor costs.

Park and Athletic Field Improvement Projects

- Worked toward improved water quality at Bartlet Mall Park Frog Pond by installing underwater aerators donated by a local charitable foundation, securing more than \$25,800

in charitable donations toward the pond cleanup and by initiating a Bartlet Mall Park Frog Pond Restoration Plan, issuing an RFP to select a project contractor.

- Completed historic interpretive panels and installation of new benches for Joppa Park funded by CPA
- Worked with Department of Fish and Game to design a new boat ramp at Joppa Park, construction of which was funded by the state through a reimbursement grant program.
- Began grant funded construction of Atwood Park Improvement project
- Renovated the tennis courts at Atkinson Common, using a combination of grant and City funding
- Worked with NYSA to further a field improvement project at the Cherry Hill soccer fields
- Worked with Mayor and Field Space Task Force to develop a comprehensive plan for improving fields city-wide in Newburyport, assisting the Planning Department and Mayor's office in securing CPC funding for completing restoration of the High School stadium field
- Furthered design of reconfiguration of Nock-Molin and Bradley Fuller athletic fields
- Secured Community Backyard grant funding to build a Spray Park at Cashman Park

Fundraising

- Coordinated grant funding totaling \$72,630 from the Mayor Gayden W. Morrill Charitable Foundation toward restoration of the Atkinson Common Civil War Memorial; Clipper City Rail Trail Phase II enhancements; Phase II of the Joppa Park Improvement Project; restoration of Cushing's gravesite; Atwood Park Improvement Project; and YWCA beautification.
- Coordinated Parks Conservancy donations totaling more than \$30,000 in FY14

Other

- Enhanced the effectiveness of the Parks by increasing hours of a .57 employee to a full-time Parks Director position
- Launched adult recreational program in response to community survey feedback and to help fund park maintenance

FY 2015 TRENDS

The Newburyport Parks continue to receive the much-needed attention they deserve. Over the past several years, the City has gradually increased personnel hours and, despite budgetary constraints, has continued to allocate additional financial resources each year.

The City continues to expand its parks facilities with the addition of parks, such as 270 Water Street and Phase II of the Clipper City Rail Trail. The City continues to seek ways to expand and improve its athletic field spaces city-wide. A Field Space Task Force under the direction of the Mayor's office and Director of Parks continues to seek funding, improve fields, maximize use of existing fields and better maintain the city's athletic facilities.

Parks (cont.)

There are many generous local donors looking for capital improvements and beautification projects to fund, however we continue to be mindful of the need for proper design and long-term planning and, ultimately, the resources that are needed to care for and maintain these projects for years to come.

The Parks Commission has been creative in addressing these issues by pursuing fundraising opportunities, which can provide a funding stream for yearly maintenance and by looking toward state and federal grant programs as a source of funding for improvement projects. The City appropriation in the FY2015 Budget for parks maintenance is a significant step towards addressing these funding needs and demonstrates the City's ongoing commitment to supporting our parks as vital community resources.

FY 2015 GOALS & OBJECTIVES

Goal 1: Continue to improve the quality of city parks and open space facilities

Objectives:

- Continue to address repair of all safety and non-safety items reported in inspection reports
- Continue a high level of parks field maintenance
- Complete Phase II of Joppa Park Beautification Project
- Complete Atwood Park Improvement Project
- Identify common spaces, such as Newburyport Skate Park, etc. that are currently not managed by Parks and examine whether they could benefit from Parks management

Goal 2: Increase awareness and public use of City parks

Objectives:

- Increase use of web and social networking to promote parks use including increased use of Facebook, Instagram, and Twitter, etc.
- Work with local news outlets to create park-specific informational and feature stories such as a series of stories about parks volunteers and/or other programs of interest
- Continue existing community building events and create at least one new community event
- Develop marketing materials for use of Newburyport Parks as wedding venues
- Create at least one additional community-wide event and multiple smaller, block-party type events to be held in parks
- Promote National Park and Rec Month, July 2014

Goal 3: Improve adult recreation and events in our parks, coordinating with Newburyport Youth Services, the Council on Aging and Newburyport Adult Education

Objectives:

- Expand program offerings based in our parks for those groups not served by existing recreational programming
- Seek ways to make offerings more affordable offering residents at least a 5% to 10% discount over full program pricing and seeking grant funding to provide scholarships for low income residents
- Create at least one additional community-wide event and multiple smaller, block-party type events to be held in parks.

Goal 4: Improve revenue streams and fiscal responsibility

Objectives:

- Reduce Cashman and Perkins Parks ball field maintenance costs by 40% while continuing a high level of maintenance
- Continue to foster public–private partnerships to support parks improvements and maintenance
 - Work with NYSA to build second full-size soccer field at Cherry Hill resulting in a new field and parking facility with a savings to the city of 52% of total project costs
 - Work with Hope Church to provide additional athletic field space at reasonable cost
 - Increase Landscape Partnership efforts to increase benefit to city to \$20,000
- Continue to seek grant opportunities for park improvement projects
- Increase activities of the Newburyport Parks Conservancy
 - Establish a board separate from the Parks Commission dedicated exclusively to furthering the conservancy
 - Launch online store to produce an ongoing revenue stream for the Conservancy
- Increase resident volunteer engagement by 50% increase in money saved the City, resulting in a savings of \$33,653.87 (FY14 savings was \$22,435.91)
- Market use of parks as wedding venues

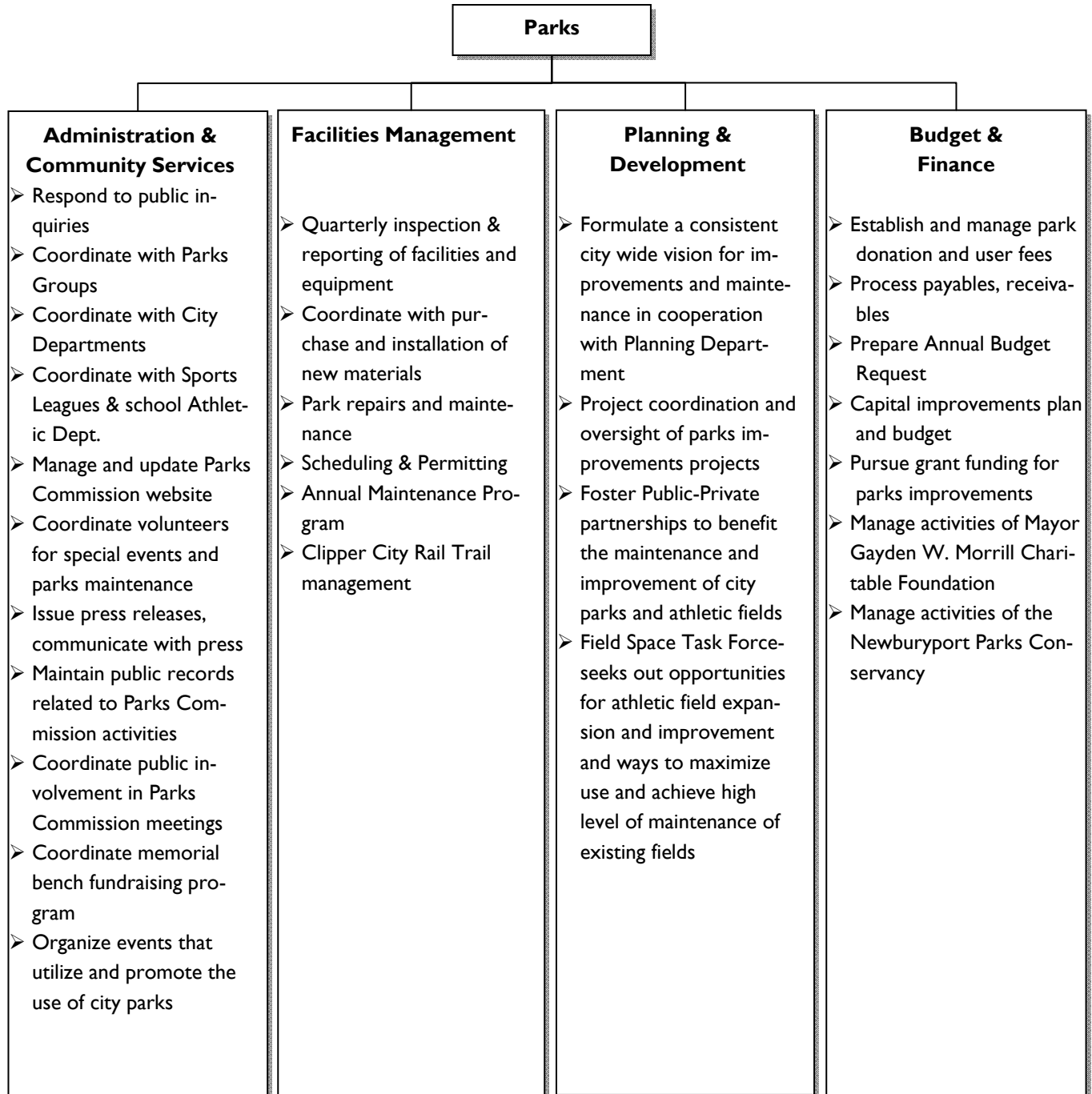
Parks (cont.)

Goal 5: Improve athletic fields city-wide

Objectives:

- Seek ways to optimize use of existing field space by working toward centralized scheduling of school and park fields
- Centralize collection of field use funding to better support maintenance of fields city-wide
- Work with school Athletic Director to review existing maintenance efforts and oversee better maintenance of school fields
- Seek opportunities for acquisition of additional field space
- Assist Mayor's Office and Office of Planning and Development to complete restoration of NHS stadium field

PROGRAMS & SERVICES



Parks (cont.)

PERSONNEL SUMMARY

PARKS COMMISSION			
<u>Position</u>	FY 2013 <u>Actual</u>	FY 2014 <u>Actual</u>	FY 2015 <u>Budget</u>
Parks Coordinator/Director	0.57	0.57	1
Total Full-Time Equivalents:	0.57	0.57	1

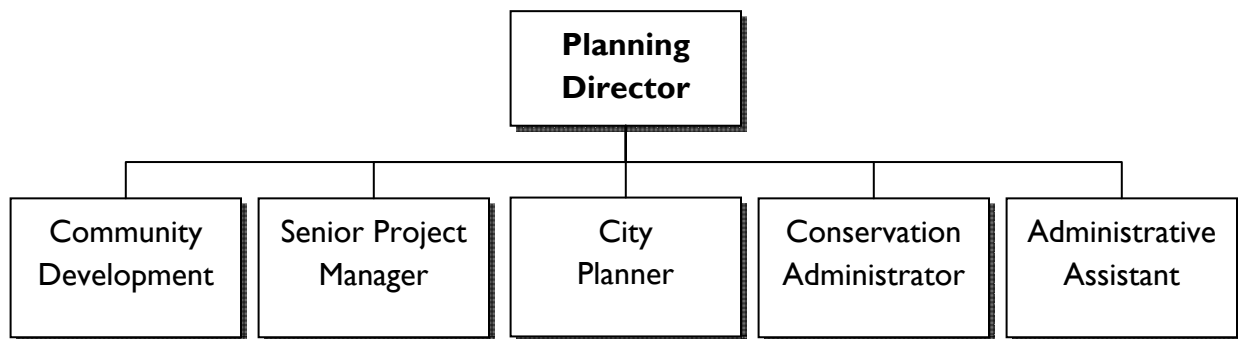
PARKS (01-630)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51166 PRK PARK ADMINISTRATION	13,104	24,586	31,815	36,500	64,000.00	64,000.00
001 - PERSONAL SERVICES Total	13,104	24,586	31,815	36,500	64,000.00	64,000.00
002 - PURCHASE OF SERVICES						
52420 PRK PARK MAINTENANCE	12,900	12,900	90,799	52,760	64,916.00	64,916.00
52422 PRK BARTLETT MALL	1,470	3,720	1,598	4,950	4,950.00	4,950.00
52423 PRK MOSELEY WOODS	492	405	500	1,000	1,000.00	1,000.00
52424 PRK ATKINSON COMMON	5,000	5,000	10,000	16,165	20,000.00	20,000.00
52425 PRK WATERFRONT TRUST	1,000	0	0	0	0.00	0.00
52426 PRK RAIL TRAIL	8,247	8,900	8,211	8,000	8,000.00	8,000.00
002 - PURCHASE OF SERVICES Total	29,108	30,925	111,108	82,875	98,866.00	98,866.00
004 - SUPPLIES						
55800 PRK MISC SUPPLIES	30,000	7,014	4,993	5,000	5,000.00	5,000.00
004 - SUPPLIES Total	30,000	7,014	4,993	5,000	5,000.00	5,000.00
Grand Total	72,212	62,525	147,916	124,375	167,866.00	167,866.00

Planning and Development

MISSION STATEMENT

The mission of the Office of Planning and Development is to provide capital planning, advance planning, project management, regulatory, and housing assistance services to the City, its boards and commissions, and the general public so as to protect and enhance Newburyport's built and natural environment and to improve the quality of life for all who live, work and visit the City. The Department also promotes sustainable growth initiatives to reduce burdens on the City's financial capacity, wildlife and natural resources.



FY 2014 ACCOMPLISHMENTS

Zoning & Regulations:

- Assisted the City Council and Planning Board in review of proposed **Zoning Ordinances regarding Historic Preservation and Design Review** and recommended improvements to the draft ordinances prior to adoption to address public comments and concerns as well as procedural (permitting) issues.
- Drafted several “housekeeping” zoning amendments for adoption by the City Council to address various discrepancies within the Newburyport Zoning Ordinance, and ensured the successful adoption of two **zoning amendments intended to promote economic development** in anticipation of key redevelopment projects, including one on Storey Ave, the **MVRTA Bus Terminal and Multi-Modal Transportation Facility (Parking Garage)** and potential **Downtown Hotel**.
- Initiated a **Comprehensive Zoning Review and Update Project** for the purposes of addressing (comprehensively) a number of known or anticipated issues with the current Newburyport Zoning Ordinance resulting in part from the piecemeal adoption of amendments to the document since the last recodification in 1987.
- Drafted a zoning amendment relative to **Flood Insurance Rate Maps (FIRMs)** used by the Federal Emergency Management Agency (FEMA) which is required periodically for continued participation in the National Flood Insurance Program (NFIP).

- Drafted a new zoning ordinance relative to **Medical Marijuana Treatment Facilities**, now a legal use in Massachusetts. (This new ordinance was preceded by an earlier ordinance drafted by the Department which imposed a temporary moratorium on these uses while City officials could research the potential secondary adverse effects of such uses and monitor the adoption of new regulations relative to these uses by the state Department of Public Health (DPH) and other municipalities.
- Provided oversight for the implementation of a new **Wetlands Protection Ordinance** approved by the City Council to better protect wetland resource areas not only on Plum Island, but throughout the City.
- Continued to assist the various permitting boards in **review of development applications** and to streamline the permitting process by **working with applicants** to address potential issues prior to board reviews in order to expedite the permitting process.

Long-Range Planning:

- Initiated a comprehensive update to the 2001 citywide Master Plan which will address community vision, policies, goals and objectives for implantation during the next ten years under an action plan. The plan will address areas such as:
 - *Land Use Planning & Growth Management (Includes Development, Buildout & Demographics)*
 - *Economic Development*
 - *Housing (Includes Affordable Housing)*
 - *Transportation & Mobility*
 - *Natural Resources, Open Space & Recreation*
 - *Cultural & Historical Resources*
 - *Municipal Facilities & Services (includes City Land, Buildings, Infrastructure & CIP)*
 - *Energy & Sustainability (includes climate change)*
 - *Education*
- Provided oversight of housing consultant **Karen Sunnarborg Consulting / Abacus Architects & Planners** in the development of a an **Affordable Housing Production Plan**, required by the state. Secured state approval of the five-year plan.
- Continued to meet regularly with the **Chamber of Commerce Economic Development Action Committee (EDAC)** to address issues related to economic development, such as tourism, marketing, availability of parking, regulatory changes, large projects and the permitting process in general.
- Continued to implement the recommendations of the 2001 Newburyport Master Plan, 2003 Waterfront Strategic Plan, 2004 Strategic Land Use Plan, 2012 Open Space & Recreation Plan, 2013 Affordable Housing Production Plan and other short and long-term plans.

Planning and Development (cont.)

Community Mapping:

- Continued **enhancements to the City's Geographic Information System (GIS)**, including the development of new data layers (open space, subdivisions, street acceptance, municipal facilities, community preservation projects, cultural and historical resources, and internal and external links to Building Department data and all permitting (ZBA, PB, Conservation, Historical) data, as well as use of new online aerial photography of the City of use to all City departments and boards.

Developments & Permitting:

- Oversaw **permitting of the Northbridge Assisted Living Facility**, a new **subdivision off of High Street (Twomey Drive)**, the **Merrimac Ale House**, the residential **Merrimac Street/Mechanics Court redevelopment**, and several other development, redevelopment and infill projects across the City.
- Continued oversight of the **Oleo Subdivision** off Russell Terrace, nearing completion and in preparation for Street Acceptance by the City.
- Coordinated twelve (12) monthly **Tech Review Meetings** with various City departments for the purposes of reviewing major development projects and addressing key issues in development projects before, during and after permitting.
- Coordinated with the **Massachusetts Bay Transit Authority (MBTA)** to ensure agency approval for a developer to create a residential/mixed-use, transit-oriented development at the commuter rail station. Lead discussions with potential developers relative to adoption of a local "**40R Smart Growth District**" for the site. Initiated meetings with the selected developer regarding the adoption of required new zoning for the Route One Traffic Circle, and review of specific redevelopment plans for individual properties within the newly proposed District.
- Assisted the **Newburyport Business Park Association** with the permitting necessary to undertake drainage swale maintenance and improvement projects **to alleviate flooding conditions** in the **Newburyport Business Park** (formerly referred to as the "industrial park" or NAID properties).
- Worked with MassDOT and their selected contractor to ensure that construction of the new **Whittier Bridge** includes mitigation for neighborhood issues and several City projects as compensation for the use of City land as a staging area during construction.
- Continued to work with the **Newburyport Redevelopment Authority** to make progress in the disposition of the NRA-owned waterfront properties as additional park space and related activities (visitor center, public restrooms, shops, cafes, etc.) which will result in a larger park and a more meaningful connection to the downtown (Market Square) area. Assisted in the preparation of an analysis regarding NRA "closeout" requirements necessary to dissolve the NRA and return ownership of the 4.2 acres of central waterfront property to the City.

Community Development & Preservation

- Worked to secure grants (Community Preservation Act and other state sources) for the implementation of key projects such as the acquisition of over ten acres of open space, the installation of a turf field at the High School Stadium, completion of design for Phase II of the Clipper City Rail Trail, and restoration of the Inn Street Fountain.
- Continued to offer **down payment assistance** and marketing assistance for affordable units through the use of **Community Preservation and Affordable Housing Trust funds**.
- Received and provided **HOME program funding** for capital improvements at the Market Street **YMCA** units. Committed City and regional HOME funding to the YWCA's project to provide additional affordable units on Market Street.
- Continued to implement the well-utilized **Housing Rehabilitation Program** to ensure that the housing stock in Newburyport is appropriately preserved and affordable for all our residents.
- Provided oversight of an engineering firm responsible for preparing draft and final design plans for **Phase II of the Clipper City Rail Trail**. Engaged in a series of meetings and reviews with MassDOT, New England Development, National Grid and the general public to ensure final approval of plans and funding necessary to construct this expanded bike trail.

Capital Improvement Projects:

- Provided oversight of contractors responsible for completing upgrades to the **Green Street Parking Lot**, including repaving, curbing, lighting, signage and landscaping.
- Provided oversight of design consultants for the preparation of plans (suitable for bidding) for the restoration of settled **brick pavers on Inn Street** necessary to address grading issues and tripping hazards.
- Provided oversight of the architectural and engineering firms (Sterling Associates, EGA and Westcott Engineering) and Owner's Project Manager (Heery International) hired to oversee the design and construction of a **Senior/Community Center** on the site of the old Bresnahan Elementary School. Developed detailed plans, cost estimates and bid documents for the completion of this project. Coordinated overlapping site planning issues with the School Building Committee and their Architect for a new Bresnahan Elementary School at the opposite end of the site.
- Continued to work with the **Merrimack Valley Regional Transit Authority** (MVRTA) to obtain funding, develop designs, and address permitting issues related to a MVRTA/municipal parking garage at the Titcomb Street site.
- Worked with the **Merrimack River Beach Alliance** (MRBA) to push for federal funding and permits necessary for **Jetty Repairs** which will make navigation safer and help beach sand to accumulate on the east side of Plum Island. Assisted the Army Corp with access agreements and municipal coordination necessary to complete the South (Newburyport)

Planning and Development (cont.)

Jetty repairs under the Disaster Relief Appropriations Act. Worked with the MRBA and legislators to secure secondary funding for restoration of the north Jetty in order to improve boater navigation in the channel providing access to the Merrimack River and Newburyport's central waterfront.

- Participation in the development of the state's **Whittier Bridge/I-95 Project** and coordination of Whittier Working Group (WWG) communications to the Massachusetts Department of Transportation (MassDOT).

FY 2015 TRENDS

The following is a description of the trends that will continue to impact the Office of Planning and Development's processes, programs and services during FY 2015:

- The recent economic recession reduced the number of applications to the Planning Board and Zoning Board of Appeals during the past two years. Permitting and development applications increased during FY2014 and will continue to increase as we move into FY 2015. The relative level of buildout in Newburyport limits the number of large-scale projects that the City will need to review and permit in future years. However, FY 2014 permit applications suggest that there is sustained development (and redevelopment) interest throughout the City. As such "infill" developments will consume more application and development review time than in prior years. One large-scale project which may see planning, regulatory and permitting efforts in FY 2015 is the 40R Smart Growth District at the MBTA Commuter Rail Station. We are also engaged in discussions with the First Republic Corporation of America in the effort to encourage their completion of the outstanding Towle Redevelopment project. Discussions continue with New England Development (NED) about the anticipated development of a new downtown hotel.
- The number of long-range plans, capital projects and initiatives that the City will be undertaking and implementing in FY'15 and future years will continue to be significant. Additional staff time will be devoted to the development, management and implementation of long-range plans, community preservation projects and capital improvement projects.
- A considerable amount of staff time will be focused on updating the City's Master Plan, which will identify a number of regulatory and policy-level changes for adoption by the Mayor and City Council. Additional staff time will be devoted to rewriting applicable ordinances and regulations consistent with the new plan as part of the Comprehensive Zoning Review and Update Project.
- Increased use of technology will allow the Office of Planning and Development to consolidate resources, reduce paperwork, and ensure that information on past, present and future planning initiatives, development projects, and mapping information is available electronically. These efforts should be continued and expanded.

FY 2015 GOALS AND OBJECTIVES

Goal 1: Implement the recommendations of the 2001 Newburyport Master Plan, 2003 Waterfront Strategic Plan, 2004 Strategic Land Use Plan, 2012 Open Space & Recreation Plan and 2013 Affordable Housing Production Plan

Objectives:

- Finalize zoning amendments and complete permitting for the 40R Smart Growth District project
- Plan for the continued funding and viability of the housing rehabilitation program
- Support affordable housing initiatives throughout the City
- Support business retention, redevelopment, and expansion in the Newburyport Business Park
- Assist with the preservation of Newburyport's historic buildings, landscapes, and other historic resources through a variety of regulatory, management and investment strategies
- Pursue all local, state and federal funds for affordable housing, infrastructure improvements, preservation projects and economic development initiatives within the City
- Complete a ten-year update to the 2001 Master Plan guidance document (2014-2015).
- Complete a comprehensive review and update to the Newburyport Zoning Ordinance, developing zoning revisions to improve development, redevelopment and infill projects, streamline permitting, and clarify City requirements and expectations
- Integrate the concepts of "sustainability" and "community character" into all projects, programs, regulations, policies and initiatives controlled or undertaken by the City.

Goal 2: Implement capital improvement projects

Objectives:

- Work with the Mayor's Office, Newburyport Redevelopment Authority, Waterfront Trust, and others toward design, permitting and redevelopment of the central waterfront as an expanded Maritime Park and activated uses extended around the park from Market Square
- Provide continued planning and design for the next phase of the Clipper City Rail Trail initiative, securing rights-of-way, fundraising and permitting approvals
- Secure funding for Phase II of the Central Waterfront Bulkhead Renovation Project
- Provide oversight for the final design, bidding and construction of a new Senior/Community Center
- Assist the Mayor's office, MVRTA and others with funding and approvals for the MVRTA Bus Terminal and Multi-Modal Transportation Facility (Parking Garage)
- Assist the Mayor's office and others with plans for the disposition of the Brown School

Planning and Development (cont.)

building and its potential reuse for the creation of affordable housing as well as disposition of the surplus 115 Water Street Building formerly used by the Waste Water Treatment Plant as well as the Brown School

- Assist, as needed, in project management of CPA-funded projects
- Assist the Mayor's office with continued implementation of a city-wide capital improvement program (CIP) and ensure yearly progress in funding of projects consistent with the plan
- Increase efforts to track and apply for potential grant funding from local, state and federal agencies on a yearly basis.

Goal 3: Streamline and improve the effectiveness of the development review process

Objectives:

- Use the City's mapping technology and aerial photography to enhance the decision-making process. Lead the City's GIS Users group and to improve the on-going maintenance of this resource
- Make the web site responsive to the public's desire for information and to use it to expand community knowledge about the development process, on-going projects and public policy issues
- Provide technical assistance to applicants and the general public
- Perform site visits, document decisions made in the field, and to improve communication with all interested parties
- Coordinate monthly project review meetings with other departments and monitor feedback from Boards and Commissions and schedule periodic joint meetings between Boards and Commissions with overlapping permitting responsibilities and jurisdiction over similar land use applications

Goal 4: Support the development, preservation and maintenance of affordable housing in Newburyport towards the long-term goal of achieving at least 10% of all units being designated as affordable

Objectives:

- Work with the Affordable Housing Trust to create, advocate for, and retain affordable housing
- Ensure that the City fulfills its obligations in accordance with the Community Preservation Act to allocate a minimum of ten percent of Annual CPA revenue to community housing
- Coordinate review of permit applications to the Planning Board and/or Zoning Board of Appeals that will supplement affordable housing opportunities in the City

- Manage the Housing Rehabilitation Program, with Community Preservation Funds
- Provide regular updates to the state subsidized housing inventory

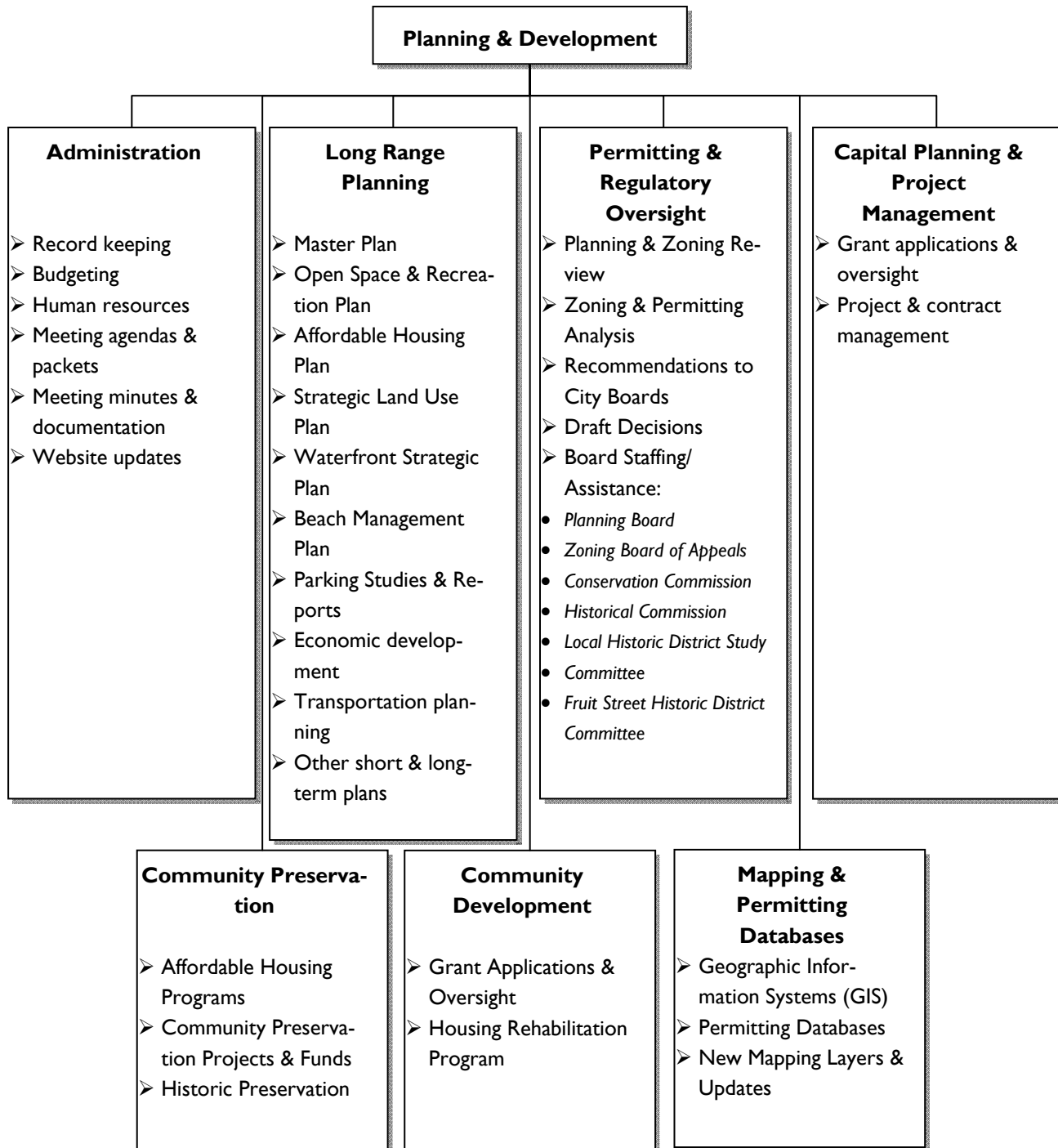
Goal 5: Initiate conservation efforts, actively work to review and issue wetland permits and increase public awareness of Conservation Commission initiatives and responsibilities

Objectives:

- Provide access to coastal areas on Plum Island that are experiencing erosion and incorporate environmental and safety mitigation measures such as dune nourishment, sand fencing, beach grass planting, sand ramps, boardwalks, stairs, mobi-mats, etc.
- Secure funding to develop informational/interpretive signage publicizing the value of Barrier Beach resources; develop an informational brochure detailing the value of wetlands and the role of the Conservation Commission in administering the Wetlands Protection Act
- Ensure prompt, comprehensive and efficient permitting of projects in and adjacent to wetlands resource areas

Planning and Development (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

PLANNING DEPARTMENT			
Position	FY 2013 <u>Actual</u>	FY 2014 <u>Actual</u>	FY 2015 <u>Budget</u>
Director of Planning & Development			
Senior Project Manager			
Planner**			
Administrative Assistant			
Conservation Administrator	0.54	0.54	0.54
Total Full-Time Equivalents:	4.23	4.54	4.54

** Note: The Planner position is a full-time position, but is funded in part by the Newburyport Affordable Housing Trust since a portion of this employee's duties are to assist with the oversight and implementation of various affordable housing programs.

PLANNING AND DEVELOPMENT (01-182)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 OPD SAL PLANNING DIRECTOR	84,040	78,683	79,325	84,598	84,182.81	84,182.81
51102 OPD SAL PLANNER	52,155	37,472	29,223	31,622	32,417.80	32,417.80
51103 OPD SAL PROJECT PLANNER	65,980	67,263	67,768	68,310	72,788.90	72,788.90
51104 OPD SAL ADMIN ASSIST	49,272	49,893	50,313	53,593	54,940.94	54,940.94
51105 OPD CONSERVTN COM P/T	35,000	10,331	21,650	23,408	30,252.56	30,252.56
51407 OPD EDUCATION CREDITS	0	0	700	700	700.00	700.00
53001 OPD PROF SVC	0	15,500	0	0	0.00	0.00
001 - PERSONAL SERVICES Total	286,448	259,143	248,980	262,231	275,283.01	275,283.01
002 - PURCHASE OF SERVICES						
53003 OPD GIS	0	11,483	6,000	10,000	10,000.00	10,000.00
53004 OPD ZONING REVIEW	0	0	0	0	0.00	0.00
002 - PURCHASE OF SERVICES Total	0	11,483	6,000	10,000	10,000.00	10,000.00
004 - SUPPLIES						
52701 OPD COPY MACHINE LEASE	3,000	3,017	2,974	3,500	3,500.00	3,500.00
54200 OPD OFFICE SUPPLIES	1,675	1,619	3,675	1,675	1,675.00	1,675.00
55800 OPD MISC SUPPLIES	844	832	863	875	875.00	875.00
004 - SUPPLIES Total	5,519	5,468	7,512	6,050	6,050.00	6,050.00
008 - CAPITAL OUTLAY						
58401 OPD BUS & IND PARK SIGNAGE	0	0	0	0	0.00	0.00
008 - CAPITAL OUTLAY Total	0	0	0	0	0.00	0.00
Grand Total	291,967	276,095	262,493	278,281	291,333.01	291,333.01

LICENSING COMMISSION (01-165)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51164 LCM PR CLERICAL SVC	4,760	5,340	5,340	5,340	5,340.00	5,340.00
001 - PERSONAL SERVICES Total	4,760	5,340	5,340	5,340	5,340.00	5,340.00
007 - OTHER CHARGES & EXPENSES						
57809 LCM GENERAL EXP	146	751	420	1,500	1,500.00	1,500.00
007 - OTHER CHARGES & EXPENSES Total	146	751	420	1,500	1,500.00	1,500.00
Grand Total	4,906	6,091	5,760	6,840	6,840.00	6,840.00

CONSERVATION COMMISSION (01-171)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51165 CCM MINUTE TAKER	3,600	0	0	1,800	1,800.00	1,800.00
001 - PERSONAL SERVICES Total	3,600	0	0	1,800	1,800.00	1,800.00
Grand Total	3,600	0	0	1,800	1,800.00	1,800.00

HISTORICAL COMMISSION (01-691)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51165 HCM MINUTE TAKER	0	0	0	1,800	1,800.00	1,800.00
001 - PERSONAL SERVICES Total	0	0	0	1,800	1,800.00	1,800.00
Grand Total	0	0	0	1,800	1,800.00	1,800.00

PLANNING BOARD (01-175)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51165 PBD MINUTE TAKER	0	0	0	1,800	1,800.00	1,800.00
001 - PERSONAL SERVICES Total	0	0	0	1,800	1,800.00	1,800.00
Grand Total	0	0	0	1,800	1,800.00	1,800.00

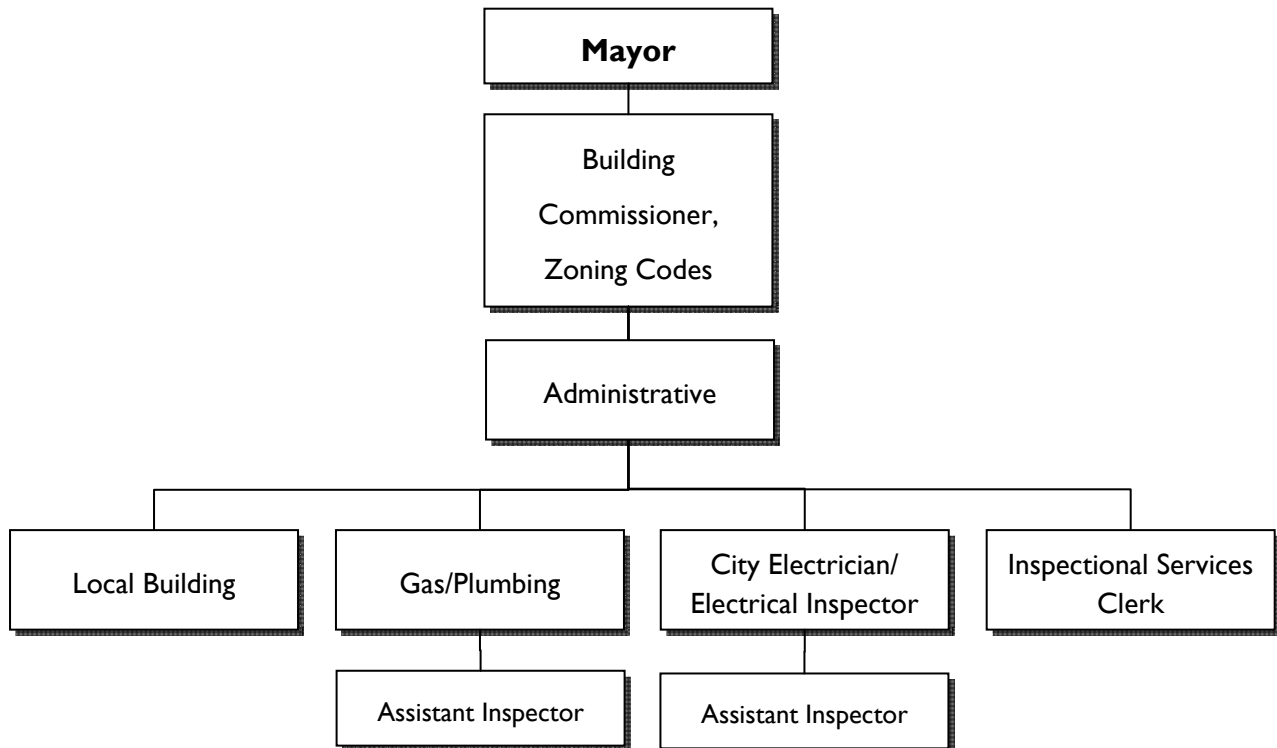
ZONING BOARD OF APPEALS (01-176)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51165 ZBD MINUTE TAKER	0	0	0	1,800	1,800.00	1,800.00
001 - PERSONAL SERVICES Total	0	0	0	1,800	1,800.00	1,800.00
Grand Total	0	0	0	1,800	1,800.00	1,800.00

Building Department

MISSION STATEMENT

The mission of the Newburyport Building Department is to consistently and expeditiously provide equitable information and services to the public at large to accomplish their personal property use and building goals.



FY 2014 ACCOMPLISHMENTS

- Continued to provide information and assistance to the public related to all building and zoning issues within the City of Newburyport.
- Continued to work with the Zoning ad-hoc committee on zoning issues.
- Inputted all gas, plumbing, electrical and building permits to date to a customized Microsoft Access Data Base that is transferred to the City wide MiMap system.
- Continued to input old building permits back to the year's final months 1978.
- The Building Department issued (831) permits for new buildings, additions, alterations, demolitions, signs, swimming pools and woodstoves (19.9% increase) including (66) written administrative decisions (46.6% increase). Participated in approximately (2,600)

required on site inspections including complaints, homeowner requests, zoning clarifications and emergency requests.

- The Department also issued (518) electrical permits, (477) gas permits, (517) plumbing permits requiring approximately (3,000) inspections by the Electrical, Plumbing and Gas Inspectors.
- The Department will be providing mobile inspectional computers to record field inspections, that will be downloaded to the City's MiMap system to the benefit of the general public.
- Updated the Building Department's web page to reflect the current changes.

FY2015 TRENDS

In the past year, the City experienced a large surge of construction activity led by the City's major infrastructure work. This coming year, there are quite a few major private projects in the pipeline. The City, led by the Mayor's Office, is actively promoting these projects that bode well for new revenues and increased growth. All will be beneficial to the taxpayers to help sustain the City's infrastructure.

Additional staffing added in FY14 was instrumental in keeping up with the workload of the office, particularly the two ongoing school building projects and providing technical support on ADA issues to the Commission on Disabilities.

FY2015 GOALS AND OBJECTIVES

Goal 1: Continue the modernization and streamlining of all building permits

Objectives:

- Simplify permit application process for the Contractors and public at large
- Lessen the paperwork required to pull a building permit
- Strive for 100% ten-day turn around approval of all building permits

Goal 2: Implement a new permit for HVAC contractors with a new inspector to provide the enforcement of these permits

Objectives:

- To ensure compliance with new mandated HVAC laws required by the State
- Increase revenue to the City

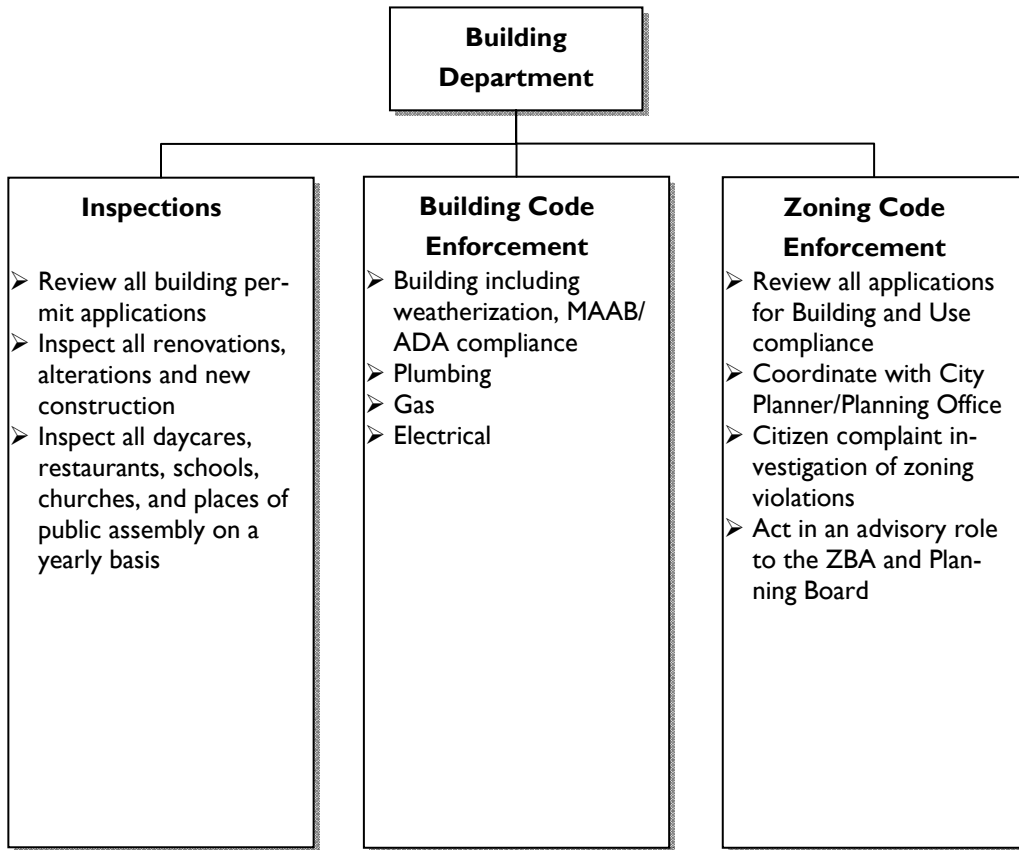
Building Department (cont.)

Goal 3: Actively participate in the rewrite of the City's Zoning Code

Objectives:

- Simplify the code for general public understanding.
- Fill in gaps in information not provided by the present City Zoning Code
- Alleviate contradictory language in the present City Zoning Code

PROGRAMS & SERVICES



PERSONNEL SUMMARY

BUILDING DEPARTMENT			
Position	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget
Building Commissioner	1	1	1
Administrative Assistant	1	1	1
Inspectional Services Clerk	1	1	1
Electrical Inspector	1	1	1
Plumbing/Gas/HVAC Inspector	1	1	1
Local Building Inspector	0	0.5	0.5
Total Full-Time Equivalents:	5	5.5	5.5

BUILDING DEPARTMENT (01-241)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 BLD SAL BLDG INSPECTOR	73,965	73,966	74,706	78,107	79,278.25	79,278.25
51103 BLD SAL ADMIN SECRETARY	49,083	49,085	50,313	52,398	53,715.60	53,715.60
51160 BLD SAL ASST BLDG INSPECTOR	0	0	0	21,736	22,880.00	22,880.00
51401 BLD LONGEVITY	5,059	5,112	5,112	5,899	5,882.46	5,882.46
51402 BLD TRAVEL EXP STPND	4,472	4,600	4,557	4,900	4,900.00	4,900.00
51412 BLD CLOTHING ALLOWANCE	250	250	250	500	500.00	500.00
001 - PERSONAL SERVICES Total	132,830	133,013	134,937	163,540	167,156.31	167,156.31
002 - PURCHASE OF SERVICES						
53401 BLD PRINTING	694	427	544	750	500.00	500.00
55800 BLD MISC EXPENSE	575	500	575	575	575.00	575.00
002 - PURCHASE OF SERVICES Total	1,269	928	1,119	1,325	1,075.00	1,075.00
Grand Total	134,098	133,941	136,056	164,865	168,231.31	168,231.31

COMMISSION ON DISABILITIES (01-921)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51161 COD SAL ADA COORDINATOR	0	0	0	0	2,640.00	2,640.00
001 - PERSONAL SERVICES Total	0	0	0	0	2,640.00	2,640.00
004 - SUPPLIES						
53120 COD POSTAGE/MAILING	0	0	0	0	839.97	839.97
53601 COD OFFICE SUPPLIES	0	0	0	0	2,447.50	2,447.50
004 - SUPPLIES Total	0	0	0	0	3,287.47	3,287.47
Grand Total	0	0	0	0	5,927.47	5,927.47

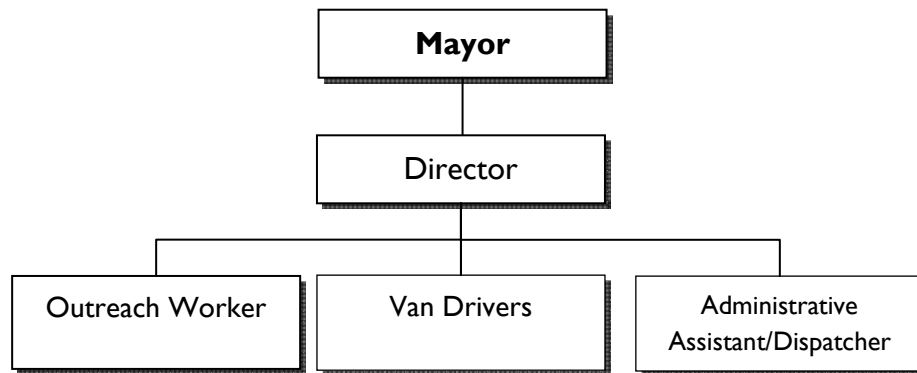


Section 8: Social Services

Council on Aging

MISSION STATEMENT

The mission of the Newburyport Council on Aging is to advocate for older adults, to identify their needs, to develop and implement services to meet their health, economic, social and cultural needs, to encourage maximum independence, and to improve their quality of life.



FY 2014 ACCOMPLISHMENTS:

- Received grants from:
 - Executive Office of Elder Affairs (grant is used to pay PT driver salaries, volunteer recognition and postage)
 - Howard Benevolent Society (grant is used for Snow Shovel project)
 - Friends of Newburyport COA (grant is used for programming)
 - Central Congregational Church Outreach Committee (grant is used for prescription medications)
 - Newburyport Society for Relief of Aged Women (grant is used for Dental clinics)
- Replaced oldest van in the fleet with new Ford Eldorado 14 passenger van
- Increased visibility thru efforts of COA Board members. Calls to COA office have increased by 5%
- Hired part-time Activities Coordinator, resulting in a 30% increase in programs offered
- Completed design phase for senior/community center
- Began a collaboration with Youth Services, Park & Rec, Adult Education and the Library to avoid duplication and enhance marketing of programs

FY 2015 GOALS AND OBJECTIVES

Goal 1: Administer an efficient, effective transportation program for senior citizens and disabled non-Elders

Objectives:

Vehicles

- Maintain the fleet of vans in optimum mechanical condition
- Strive to keep all vehicles clean, and attractive inside and out

Drivers

- Employ team workers who are capable, conscientious, and public service oriented
- Provide drivers with opportunities to increase their skills through appropriate training seminars, such as defensive driving programs
- Compensate drivers appropriately and equitably

Schedules

- Maintain drafts of daily schedules for the next two weeks for planning purposes
- Complete next day's transport schedule by 3:00 p.m. for review with drivers
- Dispatch schedule updates to drivers immediately upon receipt
- Enter transport schedule information into data base for statistical records.
- Back-up the computer files to prevent chaos caused by unexpected computer problems

Goal 2: Provide all Senior Citizen Programs and Services in one community focal point location

Objectives:

- Complete construction of senior/community center
- Work with Friends of Newburyport COA to solicit funding from banks, foundations and individuals

Goal 3: Provide "quality of life" services for senior citizens

Objectives:

- Work with COA Board members to identify unmet service needs in the elder community
- Provide monthly reports of services provided and elders served to COA Board
- Delegate project management duties to an Activities Coordinator for seamless implementation
- Use monthly newsletter and other vehicles to solicit input about the quantity and quality of

Council on Aging (cont.)

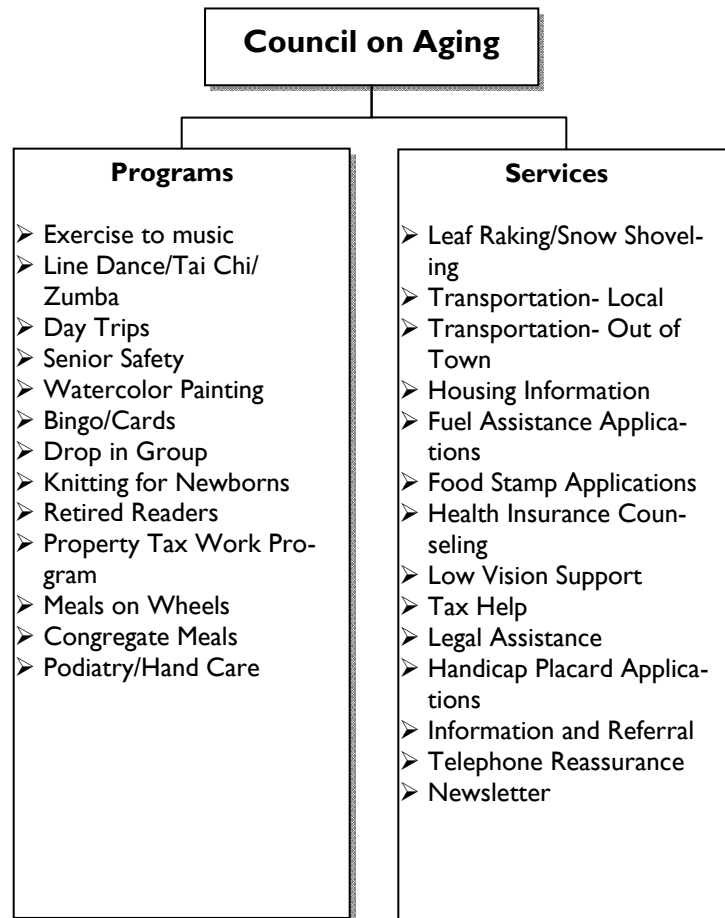
available services

Goal 4: Prepare Senior/Community Center Room Use Schedule

Objectives:

- Review lists of Services and Programs and identify number of participants in each
- Obtain COA program schedules information from surrounding communities to determine optimum days/times for programs in Newburyport
- Assign programs to rooms within Senior/Community with regards to noise level and participant numbers
- Identify and secure an appropriate tenant to use the extra space in the Senior/Community Center

PROGRAMS & SERVICES



PERSONNEL SUMMARY

COUNCIL ON AGING			
	FY 2013	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
COA Director	1	1	1
Driver	2	2	2
Administrative Assistant	1	1	1
Activities Coordinator	0	0.5	0.5
Total Full-Time Equivalents:	4.0	4.5	4.5

COUNCIL ON AGING (01-541)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 COA SAL COA DIRECTOR	56,186	55,084	57,068	58,169	61,426.92	61,426.92
51156 COA SAL VAN DRIVERS	75,915	76,418	78,205	89,309	90,646.40	90,646.40
51162 COA SAL ACTIVITIES COORD	0	0	0	19,760	20,056.40	20,056.40
51164 COA SAL RECEPTIONIST	33,473	34,221	35,871	35,604	38,899.25	38,899.25
51401 COA LONGEVITY	4,496	4,496	4,496	4,748	4,842.00	4,842.00
51404 COA TRAVEL EXP STPND	3,300	3,940	3,579	4,240	4,240.00	4,240.00
51405 COA CLOTHING REIMBURSEMENT	600	600	160	1,200	1,200.00	1,200.00
001 - PERSONAL SERVICES Total	173,970	174,759	179,378	213,030	221,310.97	221,310.97
002 - PURCHASE OF SERVICES						
52403 COA MAINT-VEHICLES	2,552	4,500	3,359	4,500	4,500.00	4,500.00
52701 COA BUILDING RENT	14,400	14,400	14,400	14,400	14,400.00	14,400.00
52900 COA MEALS ON WHEELS	0	0	0	13,200	13,200.00	13,200.00
002 - PURCHASE OF SERVICES Total	16,952	18,900	17,759	32,100	32,100.00	32,100.00
004 - SUPPLIES						
54200 COA OFFICE SUPPLIES	996	1,000	1,000	1,000	1,000.00	1,000.00
54801 COA FUEL/OIL VEHICLE(S)	1,000	3,500	1,825	12,000	12,000.00	12,000.00
004 - SUPPLIES Total	1,996	4,500	2,825	13,000	13,000.00	13,000.00
Grand Total	192,918	198,159	199,962	258,130	266,410.97	266,410.97

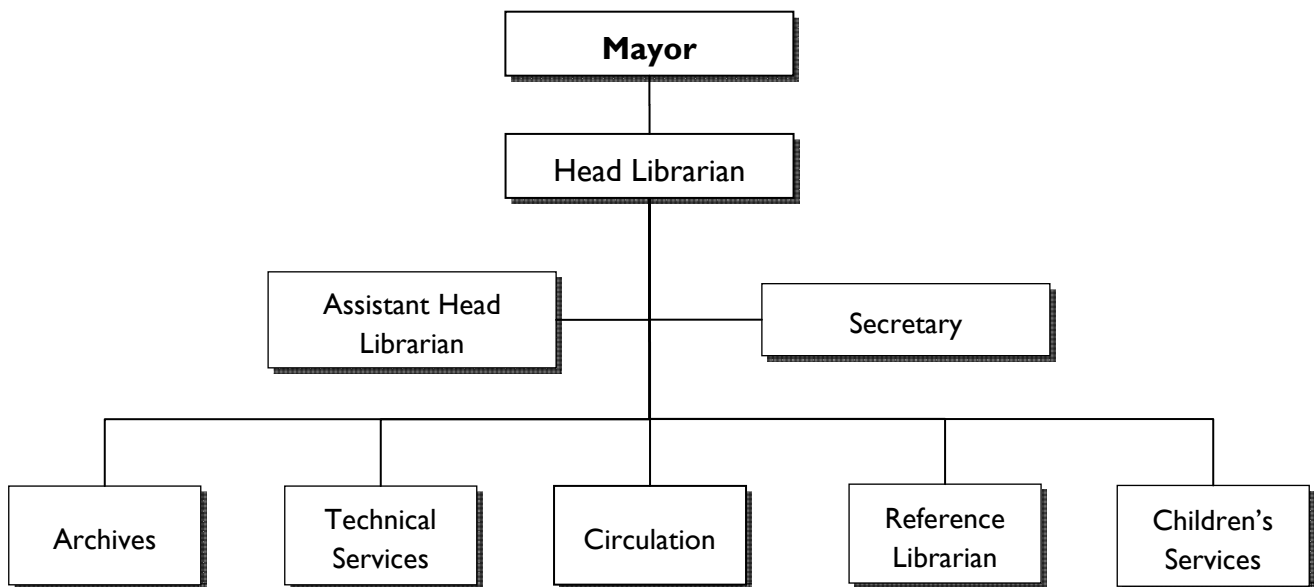


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Library

MISSION STATEMENT

The Library is the centerpiece of our community, welcoming and empowering all in the pursuit of knowledge, culture and social connections.



FY 2014 ACCOMPLISHMENTS

- Municipal funding for new part time positions allowed the library to lessen its reliance on substitute staff
- Library was awarded an LSTA (Library Services and Technology Act) federal grant for a Teen Space project
- Carpet was replaced in the Teen Loft and Children's Room tower area
- Circulation Department blog was created for improved communication
- Archival Center hosted a well-attended open house
- Archival Center staff worked with 60 7th graders on a variety of local history research topics
- One-on-one e-reader and technology classes were implemented
- Music CD collection was moved to the reference area, increasing circulation and reducing theft
- Community outreach now includes local childcare providers and HeadStart center

- Library Director participated in hiring an interim Executive Director for the Merrimack Valley Library Consortium and served on the search committee for a new permanent Executive Director
- Several staff participated in paraprofessional program
- Pinterest boards used for new fiction lists
- Staff now wearing nametags to provide better patron service
- Additional overhead subject signage installed in non-fiction stacks as finding aids for patrons
- New logo design underway

Key Metrics	FY2013	FY2014
Library Visits	279,443	276,580
Circulation	333,887	319,892
Uses of Downloadable Audiobooks	1,537	1,400
Uses of e-books	1,458	2,268
Reference Questions Answered	24,542	24,379
Interlibrary Loan Items Received	45,877	45,199
Interlibrary Loan Items Loaned	34,948	32,376
Programs for Adults	66	92
Programs for Teens/Tweens	68	43
Programs for Children	328	240
Self-Check Stations as a Percentage of Total Circulation	21%	20%
Number of Volunteers	64	67
Volunteer Hours	2,714	2,370

Programs/Events:

- New craft program for tweens
- Library now hosts monthly fiction and non-fiction book clubs and film club
- Library served as venue for Children's and Teen authors during NBPT LitFest
- Friends of the Library cooperated with the Newburyport Horticultural Society for a repeat of the "Books in Bloom" fundraiser
- 981 children and 99 teens participated in the summer reading programs, reading over 8,000 books

Library (cont.)

Technology:

- Barcode duplication for automated materials handling completed
- Network switches replaced and all staff PCs upgraded to Windows7
- All public PCs centralized on new computer tables in Reference area, thanks to donations from NAID and the Friends of the Library
- MVLC offered patrons a mobile catalog application

Partnerships:

- The Library Director served on the steering committee for NBPT Literary Festival
- The library and the City's Health Department co-sponsored programs on public health issues
- The library advanced its "green" goal by partnering with Next Step Living to offer free residential energy assessments
- Library meeting space used by NBPT Adult Education/Lyceum classes
- Children's Department chosen by the Bedtime Math Foundation to be a test site for its Crazy 8s Math Club.
- NAID (Newburyport Area Industrial Development) Foundation provided funding for new computer tables with wire management
- Institution for Savings and Newburyport Five Cents Savings Bank foundations awarded partial funding for the Teen Space Project
- A dedicated volunteer corps committed significant time to re-shelving library materials, mending books and assisting in the Archival Center

FY 2015 TRENDS

Following a national trend, Newburyport's print circulation has declined. The library subscribed to Overdrive Advantage to provide additional e-book offerings.

Friends of the Library have notified the Director of their intention to significantly reduce funding for library materials (books, CDs and DVDs) in FY15 due to decreasing revenues. An offset will be requested in the municipal budget submission.

FY 2015 GOALS AND OBJECTIVES

Goal 1: The community will have access to materials and opportunities that promote lifelong learning under the guidance of trained and professional staff

Objectives:

- By mid-year, begin strategic planning process for FY17-21
- Purchase 10 additional e-book titles per month through Overdrive Advantage
- Offer two book groups, one film club session and two special programs per month
- Reference staff will initiate two new outreach activities, possibly including a homebound delivery program
- Introduce adult summer reading program, with a goal of 100 participants
- Purchase one additional copy of bestselling books and DVDs
- Increase awareness of services and collections through marketing/branding effort and new logo

Goal 2: Children, Tweens and Teens will find a supportive environment with dedicated staff, quality materials and engaging, age-appropriate programming

Objectives:

- Complete the grant-funded teen/tween space project
- Hold monthly meetings of the Teen Advisory Group
- Make Children's reference collection available for overnight loan
- Continue weekly regular programming for all age groups
- Offer three special children's programs and one special teen program each month
- Involve at least 1,000 children and 125 teens in the summer reading programs

Goal 3: The library will make use of technology to provide the best possible customer service and maximize staff efficiency

Objectives:

- Join the Digital Commonwealth with training for Archival Center librarians
- Submit grant funding requests for digitization of archival newspapers
- Participate in MUNIS activities and online payroll submission, when available
- After serving as a pilot library, begin using Evergreen's acquisition module
- Revamp the Children's Room web page

Library (cont.)

Goal 4: The public will be aware of and use the many and varied services available to them at and through the library

Objectives:

- Undertake exterior beautification project, with NAID funding
- Complete “green communities” projects for storm windows, HVAC retrofitting and lighting improvements
- Purchase new chairs for public computer tables for ease of use and to preserve the carpet
- Re-carpet the 1st floor Reading Room, media hall and back hall

PROGRAMS & SERVICES

Library

Programs & Services

- Books in regular and large print, magazines, music CDs, books on CD and DVDs to borrow
- Lebman Judaica collection
- Newspaper collection for browsing
- Professional reference services offered in Information Services Department and Archival Center
- Full service Children's Room and Teen Loft, including materials, programs and reference assistance
- Online databases, including business and genealogy resources
- Informational and cultural programs for adults, teens and children
- Public computers/printing and wireless Internet access
- Newburyport Daily News on microfilm and reader/printer/scanner
- Public photocopier (b&w and color)
- Quiet study rooms and conference room
- Comfortable seating areas
- Meeting spaces for city and non-profit groups
- Language learning CDs and Mango Languages, an online database
- Content delivery services such as Overdrive downloadable audio and ebook service and Freegal Music Service
- Free or reduced price passes to area museums
- Exam proctoring for distance learners
- Volunteer program
- Active (976 members) Friends of the Library group who act as library advocates and raise supplemental funds

Library (cont.)

PERSONNEL SUMMARY

LIBRARY			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
Head Librarian	1	1	1
Assistant Head Librarian	1	1	1
Custodian	2	1	1
Secretary	1	1	1
Senior Librarian	5	5	5
Staff Librarian	6	6	6
Library Technician (3FT, 4PT)	7	7	7
Total Full-Time Equivalents:	23	22	22

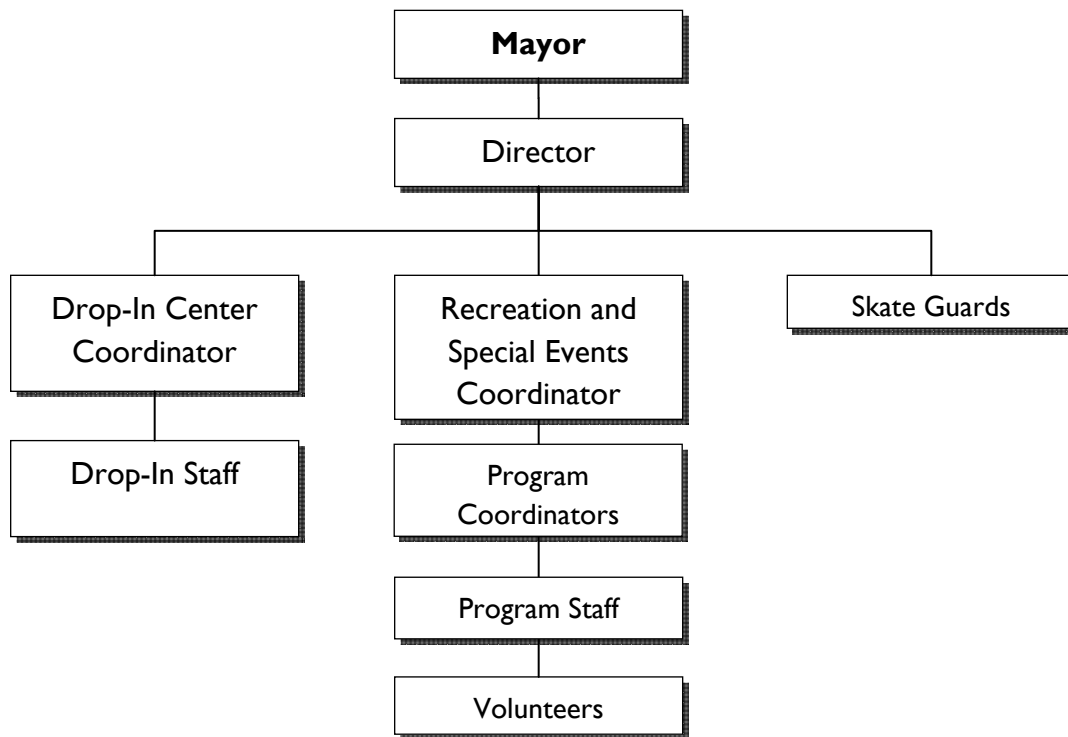
NEWBURYPORT PUBLIC LIBRARY (01-610)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 LIB SAL LIBRARIAN	79,204	80,111	81,226	82,850	84,093.00	84,093.00
51156 LIB SAL STAFF	826,669	846,267	841,012	852,997	870,973.00	870,973.00
51401 LIB LONGEVITY	15,467	15,981	10,728	10,318	10,535.25	10,535.25
51405 LIB CLOTHING REIMBURSEMENT	1,200	1,200	1,192	600	600.00	600.00
51901 LIB RETIREMENT EXP	0	0	16,974	0	0.00	0.00
001 - PERSONAL SERVICES Total	922,541	943,559	951,131	946,765	966,201.25	966,201.25
002 - PURCHASE OF SERVICES						
52101 LIB HEAT/ELECTRICITY-MB	80,909	88,000	87,113	92,000	85,000.00	85,000.00
52102 LIB HEAT/ELECTRICITY-SEB	1,900	0	0	0	0.00	0.00
52401 LIB MAINT-BLDG (MAIN)	8,000	29,500	18,850	1,000	1,000.00	1,000.00
52402 LIB MAINT-EQUIPMENT	9,150	13,260	20,506	13,374	14,750.00	14,750.00
52403 LIB LICENSING & WARRANTY FEES	20,065	20,540	21,869	18,950	19,475.00	19,475.00
52901 LIB AUTOMATED SVCS	47,084	47,665	49,421	50,472	50,472.00	50,472.00
53001 LIB TECHNOLOGY PURCHASES	0	0	0	10,000	10,000.00	10,000.00
53010 LIB BINDING	653	450	400	500	0.00	0.00
53015 LIB MICROFILM	1,378	818	1,438	1,375	1,100.00	1,100.00
53020 LIB YOUTHS PROGRAMS	690	1,471	1,553	2,000	2,400.00	2,400.00
55101 LIB AUDIO-VISUAL MATERIAL	25,000	16,000	17,625	20,500	33,000.00	33,000.00
55102 LIB PURCHASE BOOKS	104,990	93,300	91,059	90,000	101,000.00	101,000.00
55800 LIB ADMIN EXPENSE	2,661	1,338	1,075	1,500	1,600.00	1,600.00
55801 LIB SUPPLIES	9,200	6,540	6,500	7,800	8,000.00	8,000.00
002 - PURCHASE OF SERVICES Total	311,680	318,882	317,408	309,471	327,797.00	327,797.00
Grand Total	1,234,221	1,262,441	1,268,539	1,256,236	1,293,998.25	1,293,998.25

Youth Services

MISSION STATEMENT

The mission of Newburyport Youth Services is to create quality programming and events for the City's youth in safe and supportive environments that encourage growth, self exploration and empowerment.



FY 2014 ACCOMPLISHMENTS

- Completed 2013/14 fall and winter programming with 547 youth (40% increase from previous year)
- Held 9 Special Events: Guy's night out, Girl's Night Out, Invitation Night Movie, Family Camp Out, Youth Fishing Derby, Asset Awards, Duck Derby, Touch a Truck, Monthly Open Mic nights
- Created over 25 youth employment opportunities
- Hired new Youth Coordinator and new Project Coordinator
- Summer 2013 took in over **\$188,000** in user fees, serving 1,583 participants (a 32% increase in participants, 29% increase in revenue)
- Met all objectives of YR 8 of the **Drug Free Communities** grant and completed all grant requirements successfully
- Awarded **\$125,000** in Year 9 Federal Drug Free Communities (DFC) Support Program

Grant

- Work to pass a Youth Bill of Rights for the City

FY 2015 GOALS AND OBJECTIVES

Goal 1: Expand recreation and enrichment opportunities to all youth and families.

Objectives:

- Evaluate and improve existing programs– Conduct 2 annual evaluations
- Develop new programs and support programs offered by other organizations in the community
- Increase # of outdoor programming offerings

Goal 2: Continue to support and collaborate with the Learning Enrichment Center and YWCA

Objectives:

- Design and implement recreation program for kids in grade 1-6 with NPHA
- Work to implement first year of expanded after school program at the Bresnahan School

Goal 3: Create funding stream for prevention and youth services

Objectives

- Create “Friends of” group for fundraising efforts
- Seek alternative funding for social services and programs

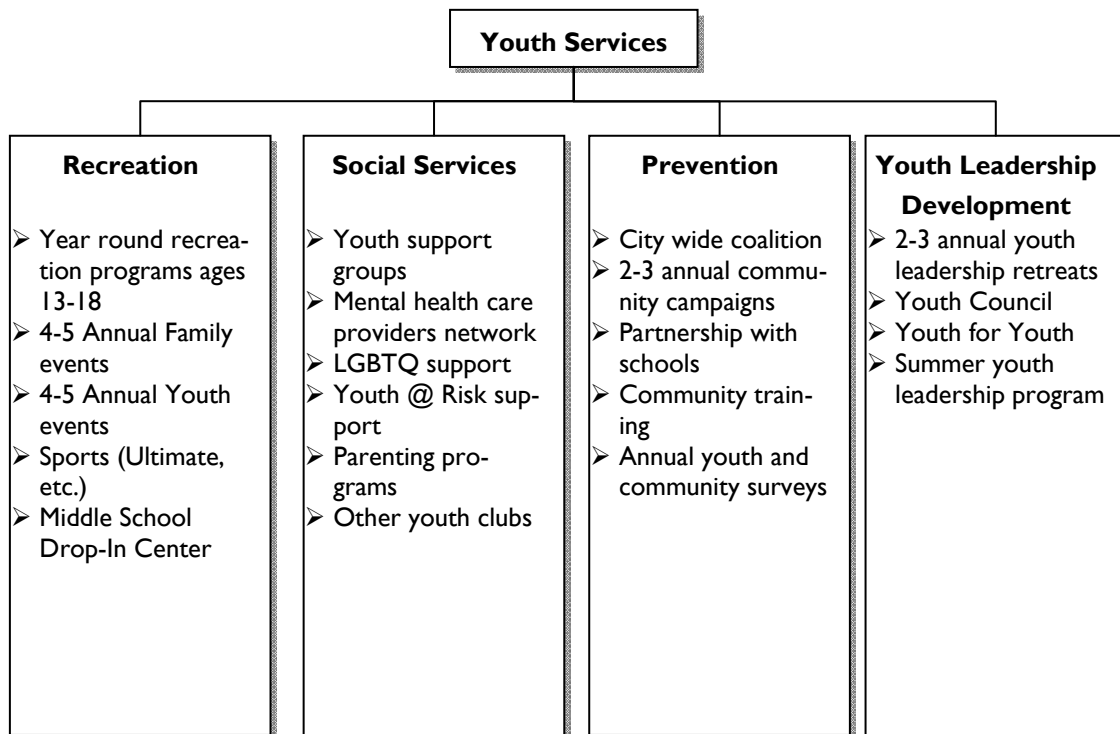
Goal 4: Secure locations for programming and office space

Objectives:

- Create a comprehensive plan
- Secure funding

Youth Services (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

YOUTH SERVICES			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
Director			
Recreation Programs Director			
Project Coordinator			
Youth Coordinator			
Total Full-Time Equivalents:	4	4	4

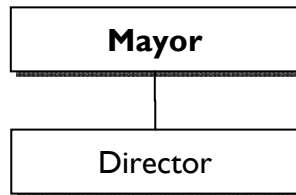
YOUTH SERVICES (01-542)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 YTH DIRECTOR YOUTH SERV	53,000	54,231	54,623	61,617	67,043.38	67,043.38
51160 YTH SAL PROGRAM COORDINATOR	31,090	34,425	35,413	34,769	42,250.00	42,250.00
51162 YTH SAL PROGRAM ASSISTANT	19,692	0	0	0	0.00	0.00
51163 YTH SAL PREVENTION COORD	0	0	5,156	14,583	18,000.00	18,000.00
51166 YTH BOOK KEEPER PT	0	1,852	2,688	5,000	5,000.00	5,000.00
51167 YTH SAL YOUTH COORDINATOR	0	0	0	0	3,600.00	3,600.00
51190 YTH EMPLOYMENT	11,992	15,000	10,105	15,000	15,000.00	15,000.00
001 - PERSONAL SERVICES Total	115,774	105,507	107,986	130,968	150,893.38	150,893.38
002 - PURCHASE OF SERVICES						
52701 YTH RENT-LEARNING CTR	4,800	4,800	4,800	4,800	4,800.00	4,800.00
53002 YTH REGISTRATION SOFTWARE	0	875	2,000	2,500	2,500.00	2,500.00
53003 YTH ACCESSABILITY ACCOMODATNS	0	875	108	2,000	2,000.00	2,000.00
53202 YTH LEARNING ENRICH PROGRAM	0	0	0	10,000	10,000.00	10,000.00
002 - PURCHASE OF SERVICES Total	4,800	6,550	6,908	19,300	19,300.00	19,300.00
007 - OTHER CHARGES & EXPENSES						
57300 YTH DUES/LICENSES	250	250	250	250	250.00	250.00
57840 YTH TEEN SUMMER CHALLENGE	1,000	0	1,000	1,000	1,000.00	1,000.00
57841 YTH SUBSTANCE ABUSE GRANT	0	0	0	15,000	15,000.00	15,000.00
57842 YTH LEARNING ENRICHMENT CTR	40,889	33,560	33,560	33,560	35,168.00	35,168.00
57843 YTH KELLEY SCHOOL EXPENSES	20,927	22,899	26,122	23,000	23,000.00	23,000.00
007 - OTHER CHARGES & EXPENSES Total	63,066	56,709	60,932	72,810	74,418.00	74,418.00
Grand Total	183,641	168,766	175,826	223,078	244,611.38	244,611.38

Veterans' Services

MISSION STATEMENT

The mission of the Veterans' Department is to provide advice, counsel, and financial assistance to Newburyport, Amesbury and Merrimac Veterans, their spouses, dependents and extended families, and to provide ceremonial direction on Patriotic Holidays and events.



FY 2014 ACCOMPLISHMENTS

- Increased attendance at Memorial Day and Veteran's Day events
- Military Posts and Bells installed on Brown Square to be utilized at Memorial and Veterans' Days
- Provided interim veterans services for Amesbury and Merrimac without part-time assistance
- Established 501(c)(3) Charity to fund World War II luncheons
- Increased outreach to Veterans and families through DAV and VFW

FY 2015 TRENDS

The Veterans Department is merging with Amesbury and Merrimac to form an inter-municipal entity. This merger will strengthen the services offered by the department in that additional support personnel will be hired, and centralization will offer better communication with veterans and families through a focused access point. This regional effort is set to save the City approximately \$15,000 in annual operating costs once approved.

The Department is proactive in locating veterans who may need assistance, and reactive to the needs of those who apply for help. The Department is a resource for understanding the benefits available to veterans and their families through the VA, and is also responsible for administering State benefits under Chapter 115 of the M.G.L., and ensuring the municipalities are reimbursed 75% of any disbursements under Chapter 115. In FY14, this rebate represented over \$250,000.

The Department handles all ceremonial functions related to Patriotic Holidays such as

Memorial Day and Veterans Day, organizing the invitees, special guests, themes, and acts as the event planner.

Prior to Memorial Day, the Department places flags on the graves of 4,600 veterans now interred in Newburyport and Amesbury cemeteries. Schoolchildren, scouts and volunteers are encouraged to assist in this effort. The Veterans' Cemetery at Old Hill is continuously maintained for its appearance.

Primary duties involve creating and processing VA applications for pension and/or compensation, and creating and processing State benefits under Chapter 115 of the M.G.L.

Incidental duties include: locating lost discharge papers, locating lost medals and ribbons, verifying real estate tax abatement forms, verifying veterans' status, assistance in locating work, landlord intervention, and being available at the phone to answer any number of questions. The office averages 20 phone queries a day.

FY 2015 GOALS & OBJECTIVES

Goal 1: Improve grant writing skills and submit two grant applications

Objectives:

- Attend educational seminar in Portsmouth, NH
- Apply for applicable grants

Goal 2: Solidify regionalization of Amesbury, Newburyport, and Merrimac veterans' services

Objectives:

- Coordinate with local media to promulgate information on regionalization and veteran activities
- Hire P/T assistant by August 1, 2014

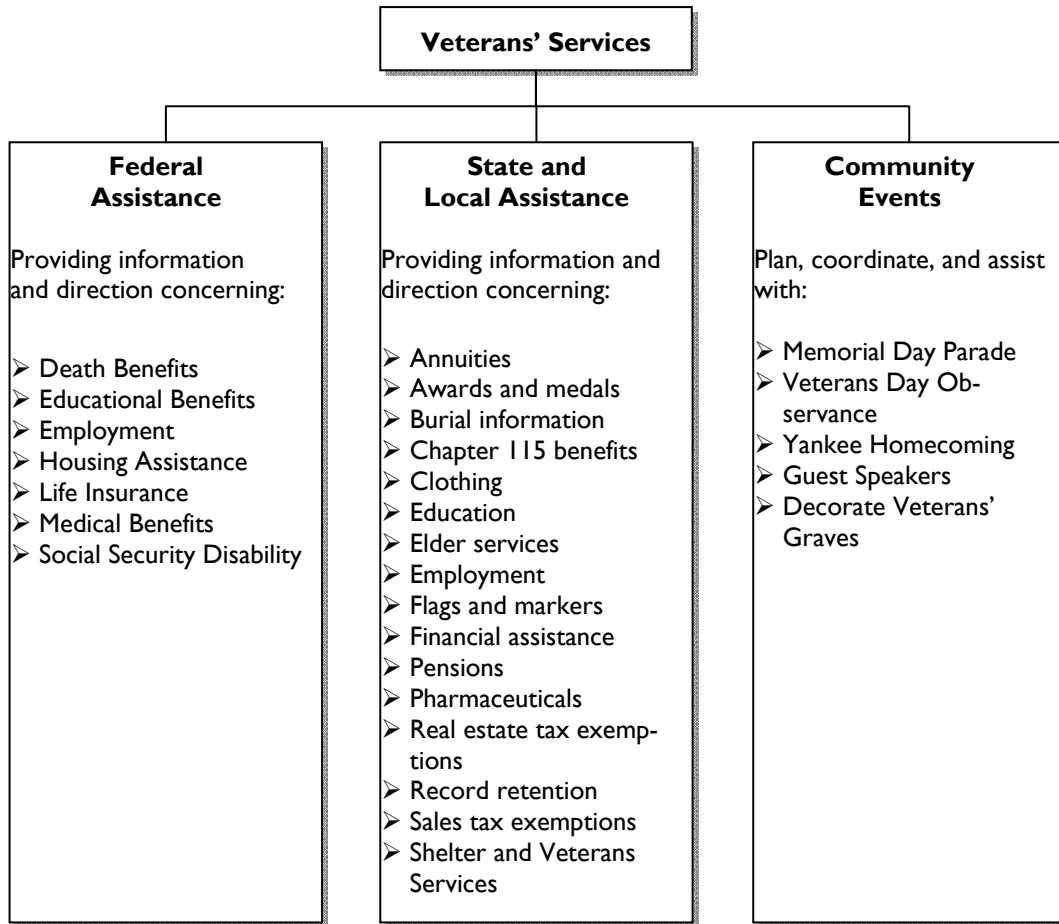
Goal 3: Continue expansion of Legacy Luncheons for WWII veterans

Objectives:

- Expand Board of Directors for 501(c)(3) to include donors
- Link luncheons and VLI Charity to City Website
- Continue to solicit donations to support ongoing programs

Veterans' Services (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

VETERANS SERVICES			
Position	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget
Veteran Services' Director	1	1	1
Part-Time Assistant	0	0	0*
Total Full-Time Equivalents:	1	1	1

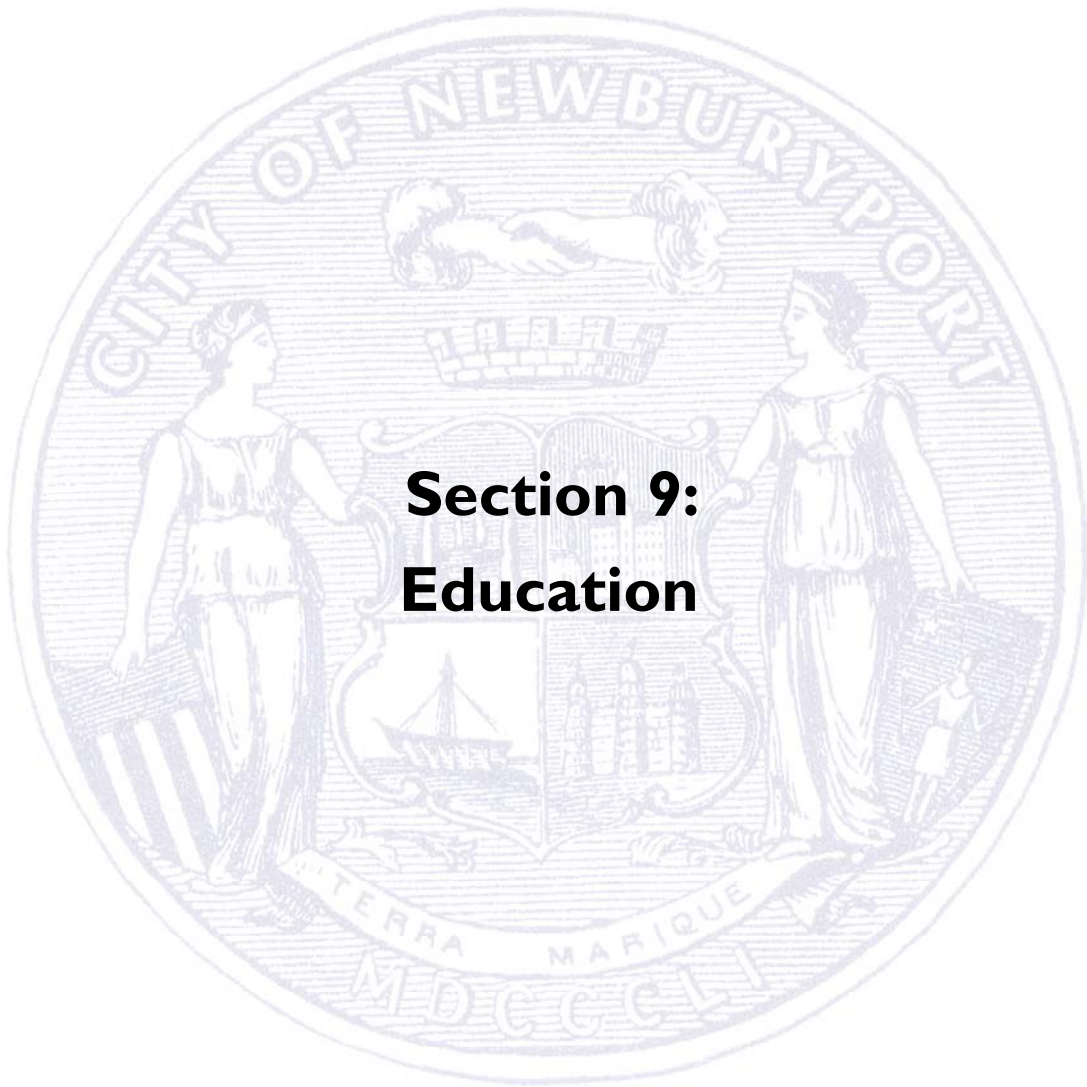
* part-time clerical position will be added once regional IMA is approved

VETERANS' SERVICES (01-543)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 VET SAL VETERAN DIRECTOR	40,670	40,671	46,000	47,624	66,000.00	66,000.00
51102 VET PART-TIME ASSISTANT	0	0	0	0	7,800.00	7,800.00
51404 VET TRAVEL EXPENSE	2,544	2,565	2,687	2,700	0.00	0.00
51430 VET GRAVES REGISTRATION OFCR	700	700	700	700	700.00	700.00
001 - PERSONAL SERVICES Total	43,914	43,935	49,387	51,024	74,500.00	74,500.00
002 - PURCHASE OF SERVICES						
52401 VET MAINTENANCE	0	0	0	0	180.00	180.00
53070 VET BURIAL	2,000	3,395	2,000	2,000	2,000.00	2,000.00
54200 VET OFFICE SUPPLIES	402	125	693	500	480.00	480.00
55800 VET MISC SUPPLIES	870	693	594	1,000	2,520.00	2,520.00
002 - PURCHASE OF SERVICES Total	3,272	4,213	3,287	3,500	5,180.00	5,180.00
007 - OTHER CHARGES & EXPENSES						
57100 VET TRAVEL/TRAINING	0	0	0	0	4,320.00	4,320.00
57300 VET DUES/SUBSCRIPTIONS	0	0	0	0	300.00	300.00
57700 VET VETERANS' BENEFITS	149,581	243,102	231,374	172,280	172,280.00	172,280.00
57701 VET CARE OF SOLDIERS GRAVES	1,497	1,497	1,420	1,500	2,000.00	2,000.00
007 - OTHER CHARGES & EXPENSES Total	151,078	244,599	232,794	173,780	178,900.00	178,900.00
Grand Total	198,264	292,748	285,468	228,304	258,580.00	258,580.00



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Section 9: Education



NEWBURYPORT PUBLIC SCHOOLS
70 LOW STREET
NEWBURYPORT, MASSACHUSETTS 01950-4096

TELEPHONE 978.465.4456
FAX 978.462.3495

Office of the Superintendent

April 29, 2014

Superintendent's Budget Message

In developing the budget for the 2014-15 school year, I worked with the Leadership Team and their respective staffs to develop a budget that was based on what was needed to level fund the district and overcome the previous deficit. This resulted in a significant increased contribution from the City at \$1,916,870, or an increase of 8.25%. The increase was critical this year as the Newburyport Public Schools saw a loss in revenue from school choice, as well as, using all monies remaining in the fund balance.

This coming year will be an exciting one for the Newburyport Public Schools with the opening of the new Bresnahan School that will serve students in grades PreK-Grade 3. We will also have completed the renovation of the Nock/Molin school building. Along with the new and renovated buildings, we are adding over \$2 million of new technology. This will include new servers, wireless access points and new phone systems. In addition, there will be new laptops for staff, and classroom workstations and laptop carts for students. All computer labs will be upgraded along with science and music technology. We are currently in the process of developing a long-term plan and a revenue stream for funding that will include a replacement cycle for all technology devices. Also, this budget includes an additional tech integrator to service both the Nock and Molin Schools' staff with on-going professional development to integrate technology throughout the curriculum. We will also leverage technology to improve our communication with parents and the community. This fall we will unveil a new website with enhanced features including easier navigation, customizable calendars and more information on each school and the district.

Other new items in the budget include a math interventionist at Bresnahan to provide direct services to those children struggling in the area of mathematics. Additional staffing at the High School in the core subject areas will address increased enrollment in next year's sophomore class. At Nock and Molin we will add staff for Art classes, to begin to build back what had been cut in previous years. This budget also ensures that our special education programs have consistent offerings in all buildings.

In partnership with the Mayor, School Committee and City Council, I am grateful that this budget addresses our current needs. This will head the Newburyport Public Schools on a new trajectory focusing on student achievement by enhancing our programs through long-term planning and appropriate funding. I also want to acknowledge the tremendous support from the Newburyport Education Foundation and Business Coalition, the Swasey Foundation, the Parent-Teacher Organizations, local banks, and other businesses and community members. It is through your generous efforts that we will continue to grow and prosper.

Sincerely,

Susan L. Viccaro
Superintendent of Schools

NEWBURYPORT PUBLIC SCHOOLS (01-300)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
002 - PURCHASE OF SERVICES						
53201 SCH SCHOOL EXPENSES	21,013,234	21,902,865	22,644,436	23,231,943	25,148,813.00	25,148,813.00
002 - PURCHASE OF SERVICES Total	21,013,234	21,902,865	22,644,436	23,231,943	25,148,813.00	25,148,813.00
Grand Total	21,013,234	21,902,865	22,644,436	23,231,943	25,148,813.00	25,148,813.00

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)

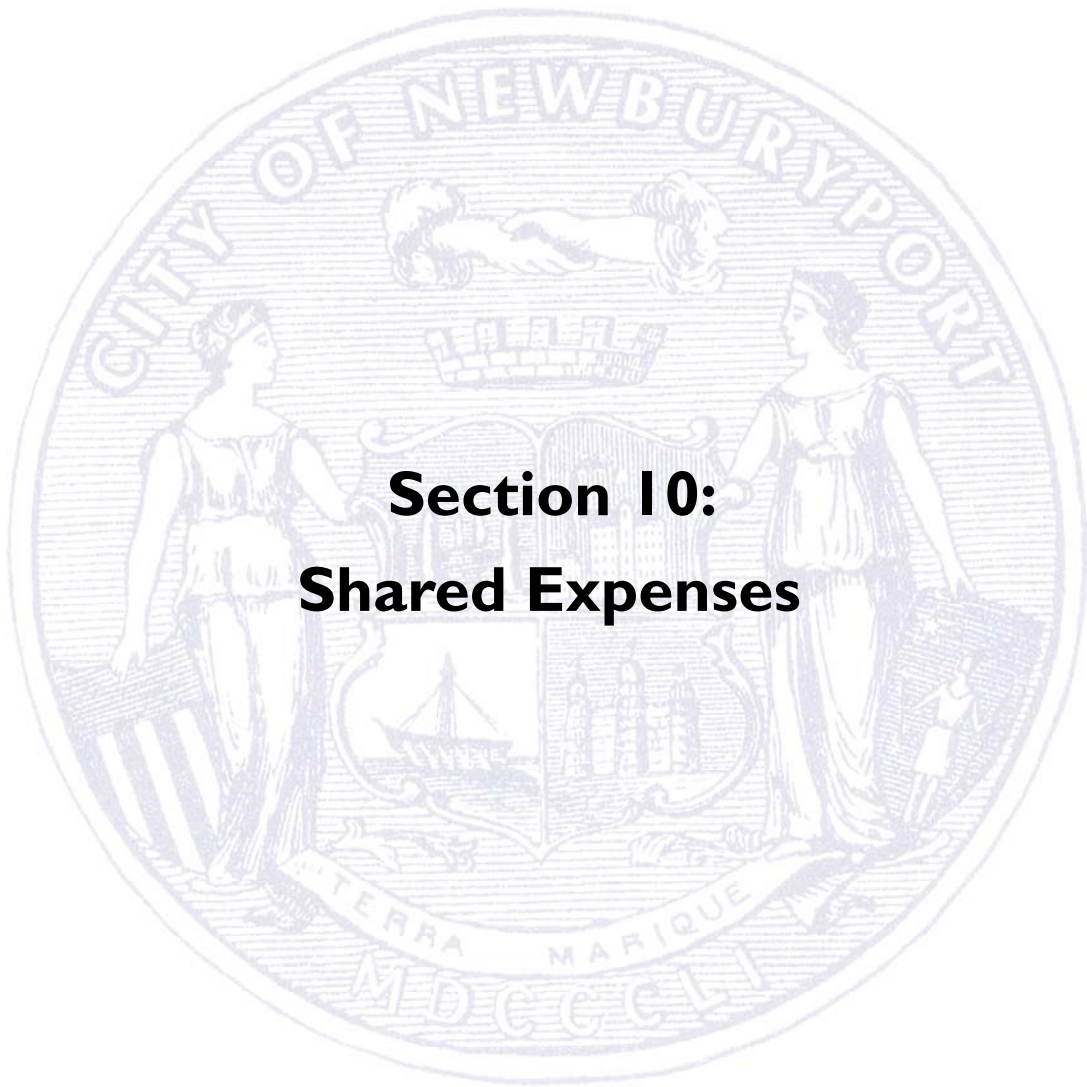
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
002 - PURCHASE OF SERVICES						
53202 WHITTIER VO TECH SCHOOL	452,634	328,294	275,985	335,705	336,873.00	336,873.00
002 - PURCHASE OF SERVICES Total	452,634	328,294	275,985	335,705	336,873.00	336,873.00
Grand Total	452,634	328,294	275,985	335,705	336,873.00	336,873.00

See Appendix D for the Newburyport Public Schools Budget

See Appendix E for the Whittier Regional Vocational Technical High School Budget



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Section 10: Shared Expenses

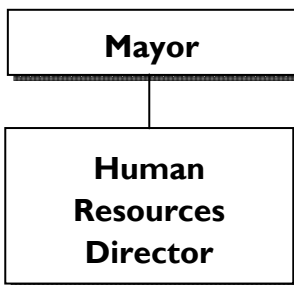
Human Resources & Employee Benefits

MISSION STATEMENT

The mission of the Human Resources Department is to provide quality customer service to City employees, City retirees and the general public for all Human Resources needs in the areas of: recruitment, hiring, benefits, compensation, classification, labor relations, employee relations, and worker's compensation.

The Human Resources Department administers the City's compensation and benefit programs in compliance with Federal and State Labor Laws along with local collective bargaining agreements. The City, through its Human Resources Department, is committed to attracting and retaining a knowledgeable and diverse workforce, to fostering professional development, to promoting a harmonious work environment, and to assisting employees of the City in their professional goals through education, training, and awareness. The Department negotiates and manages employee benefits, and establishes and monitors policies and procedures related to personnel. The Department participates in collective bargaining sessions.

The Department provides quality customer service in a friendly atmosphere while administering effective processes and practices for a positive working environment. The Department will provide information, resources, support, and counsel to all City Departments with a high level of professionalism, integrity, confidentiality, and sensitivity to the needs of the employees and the general public.



FY 2014 ACCOMPLISHMENTS

- Negotiated with Public Employee Committee to ensure medical rates increased overall only 4.3% for FY2015
 - Negotiated significant MEDEX rates decrease (15.5% +) counteracting the 7.4% increase in active plan rates. Active plan experience warranted a 10%+ rate increase. Negotiations with MIIA ultimately resulted in a 7.4% increase for 2 years and included the establishment of wellness program designed to ultimately lead to better “experience” for employees/retirees on the active plan.

- Completed Review of Personnel Files, Created Personnel Database
 - The personnel file review revealed areas where required documentation was missing and an Employee Database was created which enables easier look-up of employee data and easier generation of reports. In addition, the review revealed inconsistencies with Union contracts as well as pay discrepancies.
- Completed contracts for all Department Head level positions
 - With the exception of 13 “Free Agents”, all City employees are now covered by either a Union contract or an individual contract with the City.
- Outsourced COBRA Administration and Billing for Over-the-Counter Employees/Retirees
 - COBRA Administration is now being done consistently across the City and Schools. We are meeting the legal requirements associated with COBRA administration. Employees/retirees who pay for their benefits over-the-counter because they cannot pay for their benefits via pay/pension are being billed by an outside company. They are terminated when payments are not made.

FY2015 TRENDS

The Human Resources Department was newly created with the most recent City Charter changes. As a result, there are still many processes to establish and refine. Filing systems have been established which separate medical files from personnel files. Personnel files have been reviewed and created and, where files existed, they have been audited. Separate filing systems for part-time, seasonal employees have been established. Separate filing systems for I-9s and CORI checks have been established. An employee database for City employees has been created. Consistent practices have been established around advertising for positions, reviewing, and interviewing candidates. Processes continue to be refined around employee changes and ensuring those changes are reflected appropriately in their pay. Medical audits have “cleaned-up” the medical census and helped to ensure everyone who is receiving benefits should be receiving benefits.

One of the major challenges has been to retain health benefits for employees and retirees while working to keeping health costs down. A strong relationship has been forged with the Public Employee Committee where they work together, with the Human Resources Department, on specific goals. They meet at least twice monthly, with regular agendas. They develop project plans, follow timelines and maintain issues lists. This is an extremely productive working group which ensures the City is getting the best possible Health benefit they can for the lowest possible cost.

There are still many processes to establish and refinements to be made to existing processes. Each year, a few “strategic goals” have to be prioritized as much time is taken up with the handling of day-to-day personnel issues, enrollment changes, required filings, etc.

Human Resources (cont.)

FY 2015 GOALS & OBJECTIVES

Goal 1: Deliver a comprehensive wellness program designed to positively impact employee health, mitigate absenteeism, and reduce health care costs to the City

Objectives:

- Establish and track the following performance measures (average health plan cost per employee per year; participants in wellness activities and events; number and type of employee Wellness Activities; change in appropriate experience reports from MIIA)

Goal 2: Establish mechanism for easily tracking and monitoring workers compensation and unemployment claims. Establish reports that will trigger possible action of required

Objectives:

- A monthly report will be established indicating type of claim, how long the claim has been active, total expenses incurred by City, and path forward. Claims will be monitored to ensure each case reaches closure as quickly as possible. I will work with MIIA Risk Management to devise potential strategies designed to lower certain types of claims

Goal 3: Complete job descriptions for all full-time employees. During Fiscal Year 2014, job descriptions were created/refined for over 60% of the employees

Objectives:

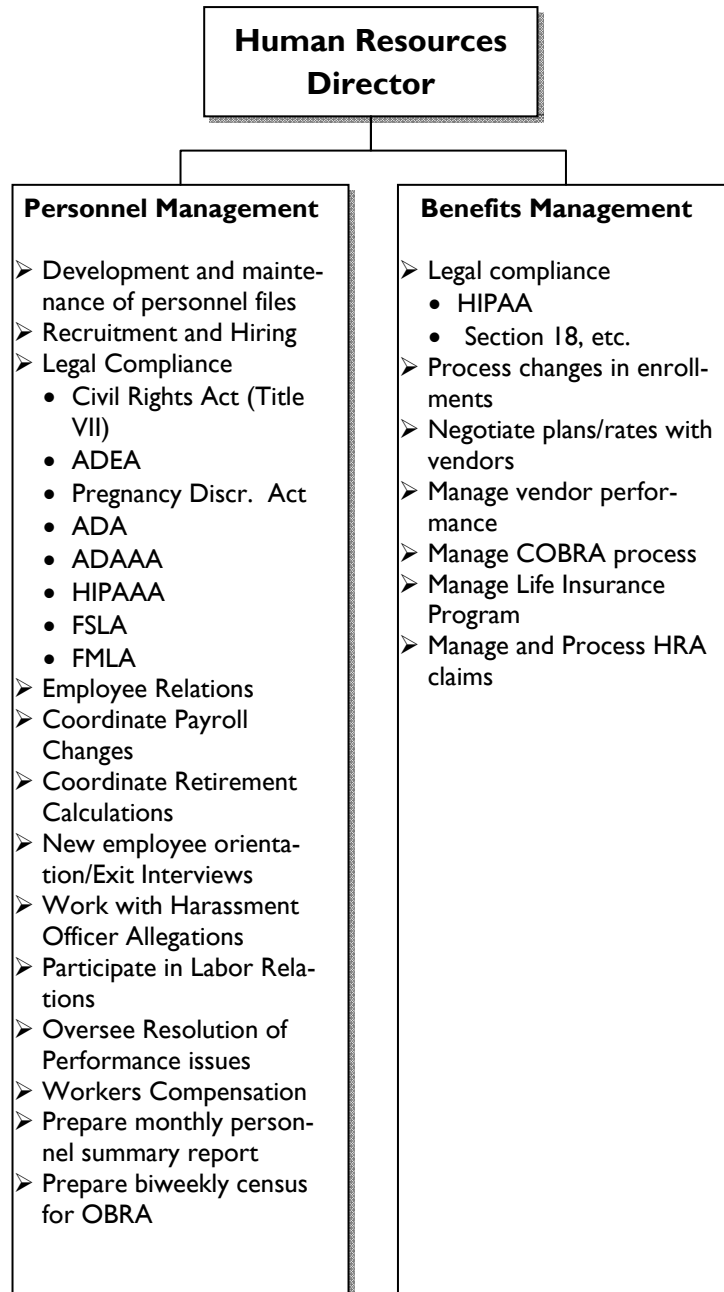
- In Fiscal Year 2015, the remainder of the job descriptions should be created and/or refined. Individual job descriptions should be revisited on an annual basis to ensure there have been not significant changes

Goal 4: Continue to conduct general Human Resources functions providing quality customer service to City employees and retirees

Objectives:

- Benefit changes (Health, Dental, Life, and FSA) processed within 2 business days of receipt.
- Requests for employment verifications processed within 2 business days of receipt.
- Health Reimbursement Requests processed within 2 business days of receipt.
- ING Account changes processed within 2 business days of receipt.
- Establish regular office hours (during which meetings cannot be scheduled) for “walk-in” traffic
- Establish a report which tracks the number and types or requests as well as the time to process.

PROGRAMS & SERVICES



PERSONNEL SUMMARY

HUMAN RESOURCES & BENEFITS			
<u>Position</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Budget</u>
Human Resources Director			
Total Full-Time Equivalents:	 	 	

HUMAN RESOURCES DEPARTMENT (01-152)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 HR SAL HUMAN RESOURCES & BEN	0	0	0	63,360	73,498.11	73,498.11
001 - PERSONAL SERVICES Total	0	0	0	63,360	73,498.11	73,498.11
002 - PURCHASE OF SERVICES						
53001 HR ENROLLMENT AUDIT	0	0	0	12,000	0.00	0.00
53002 HR PERS RECORDS AUDIT/COMPLI	0	0	0	5,000	0.00	0.00
53003 HR COBRA ADMIN	0	0	0	5,500	6,000.00	6,000.00
53004 HR GIC ANALYSIS	0	0	0	2,500	2,750.00	2,750.00
53005 HR HRA ADMINISTRATION	0	0	0	0	3,900.00	3,900.00
53006 HR FSA ADMINISTRATION	0	0	0	0	9,220.00	9,220.00
53007 HR UNEMPLOYMENT CLAIMS	0	0	0	0	30,000.00	30,000.00
53008 HR WORKER'S COMPENSATION	0	0	0	0	58,767.35	58,767.35
002 - PURCHASE OF SERVICES Total	0	0	0	25,000	110,637.35	110,637.35
004 - SUPPLIES						
54200 HR SUPPLIES	0	0	0	10,000	10,000.00	10,000.00
004 - SUPPLIES Total	0	0	0	10,000	10,000.00	10,000.00
007 - OTHER CHARGES & EXPENSES						
57300 HR MEMBERSHIP DUES	0	0	0	600	600.00	600.00
007 - OTHER CHARGES & EXPENSES Total	0	0	0	600	600.00	600.00
Grand Total	0	0	0	98,960	194,735.46	194,735.46

INSURANCE GROUP (01-914)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 INS SAL HUMAN RESOURCES&BEN	0	0	60,600	0	0.00	0.00
51166 CH 32B PART TIME SUPPORT	21,668	40,000	0	0	0.00	0.00
51700 INS PREMIUMS FOR MEDICAL INSR	0	0	6,546,639	7,406,486	7,728,171.00	7,728,171.00
51701 INS DENTAL CONTRIBUTION	0	0	45,320	52,000	52,000.00	52,000.00
51702 INS FSA/HRA	0	0	144,713	75,000	30,000.00	30,000.00
51703 INS MEDICARE REIMB	0	0	74,549	87,250	45,625.00	45,625.00
51704 INS LIFE INSURANCE	0	0	47,191	50,000	61,000.00	61,000.00
51705 INS MEDICARE PENALTIES	0	0	57,565	65,000	58,000.00	58,000.00
51706 INS WELLNESS PROGRAM	0	0	0	0	15,600.00	15,600.00
51760 INS-CH 32B-CITY	2,313,823	2,503,385	0	0	0.00	0.00
51761 INS-CH 32B-SCHOOL	4,220,196	4,520,871	0	0	0.00	0.00
001 - PERSONAL SERVICES Total	6,555,687	7,064,257	6,976,577	7,735,736	7,990,396.00	7,990,396.00
002 - PURCHASE OF SERVICES						
53001 INS ENROLLMENT AUDIT	0	0	13,865	0	0.00	0.00
002 - PURCHASE OF SERVICES Total	0	0	13,865	0	0.00	0.00
004 - SUPPLIES						
54200 INS SUPPLIES	0	0	16,501	0	0.00	0.00
004 - SUPPLIES Total	0	0	16,501	0	0.00	0.00
Grand Total	6,555,687	7,064,257	7,006,943	7,735,736	7,990,396.00	7,990,396.00

Retirement Board

The Newburyport Retirement System is funded through members' deductions, investments and annual appropriations from the City of Newburyport. Pension Funds are invested with the Public Retirement Investment Trust or PRIT, a state run agency that pools pension contributions from around the state in order to maximize returns and reduce management fees.

The annual assessment is determined by the Public Employees Retirement Administration Commission (PERAC) and is based on salaries, age, and service time of unit participants that comprise the Newburyport Retirement System. These units include the Newburyport Housing Authority, Harbormaster Office, DPS Water Division, DPS Sewer Division, School workers (non-teaching personnel), and City employees. A portion of the unfunded liability is also a factor in determining the annual assessment.

RETIREMENT BOARD (01-911)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51740 RET APPROP CITY/SCH	3,206,462	3,242,404	3,356,233	3,417,099	3,428,009.09	3,428,009.09
001 - PERSONAL SERVICES Total	3,206,462	3,242,404	3,356,233	3,417,099	3,428,009.09	3,428,009.09
Grand Total	3,206,462	3,242,404	3,356,233	3,417,099	3,428,009.09	3,428,009.09

Stabilization Outlay

STABILIZATION OUTLAY (01-942)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
007 - OTHER CHARGES & EXPENSES						
57805 STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000.00	5,000.00
007 - OTHER CHARGES & EXPENSES Total	5,000	5,000	5,000	5,000	5,000.00	5,000.00
Grand Total	5,000	5,000	5,000	5,000	5,000.00	5,000.00

Debt Service

Debt Service appropriations provide for the payment of principal and interest costs for long and short term bonds issued by the City for capital projects for General Fund purposes. The debt service appropriations for the Water, Sewer, and Harbormaster Enterprise Funds appear in their respective budgets (Section II of this budget document).

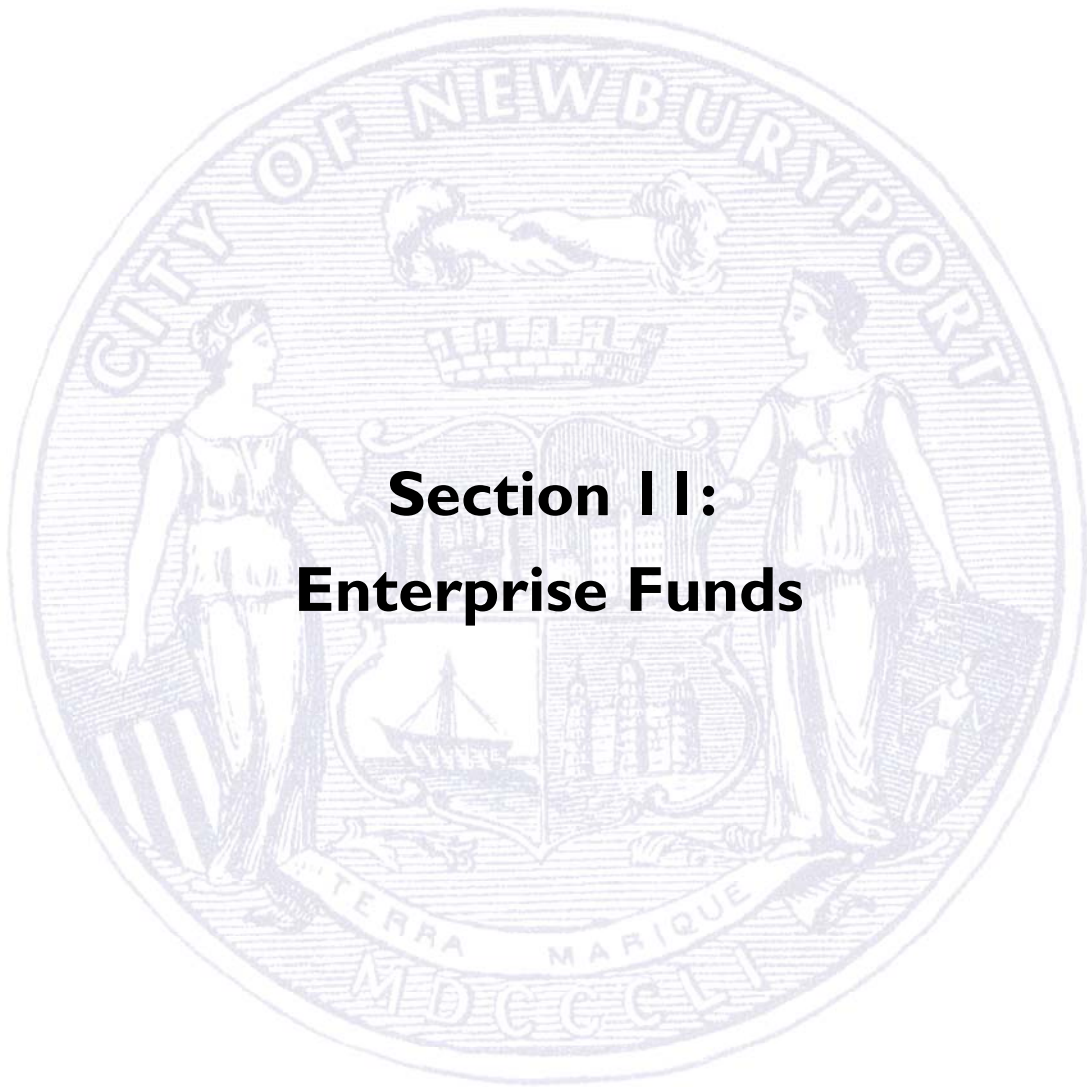
For FY 2015, the total budget for Excluded Debt Service within the General Fund is \$2,520,695, while the budget for Non-Excluded Debt Service is \$855,202.

Excluded Debt Service (01-710)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
009 - DEBT SERVICE						
59101 DBX LIB-L/T DEBT PRIN	249,060	273,950	265,000	260,000	259,300.00	259,300.00
59102 HIGH SCH L/T DEBT PRI	445,000	445,000	435,000	419,700	420,700.00	420,700.00
59103 BRESNAHAN SCHOOL PRINCIPAL	0	0	0	397,000	325,000.00	325,000.00
59104 NOCK MOLIN PRINCIPAL	0	0	0	362,000	20,000.00	20,000.00
59151 DBX LIB-L/T DEBT INT	63,087	48,601	43,122	36,497	31,296.76	31,296.76
59152 HIGH SCH L/T DEBT INT	257,859	242,684	226,984	189,032	175,348.00	175,348.00
59153 BRESNAHAN SCHOOL INTEREST	0	0	0	590,059	733,430.00	733,430.00
59154 NOCK MOLIN INTEREST	0	0	0	412,366	555,620.00	555,620.00
009 - DEBT SERVICE Total	1,015,005	1,010,235	970,106	2,666,654	2,520,694.76	2,520,694.76
Grand Total	1,015,005	1,010,235	970,106	2,666,654	2,520,694.76	2,520,694.76

Ordinary (Non-Excluded) Debt Service (01-720)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
009 - DEBT SERVICE						
59100 LONG TERM DEBT PRINCIPAL	940,940	906,050	905,000	875,300	725,275.00	725,275.00
59150 LONG TERM DEBT INTEREST	223,346	190,075	154,038	129,227	129,926.94	129,926.94
009 - DEBT SERVICE Total	1,164,286	1,096,125	1,059,038	1,004,527	855,201.94	855,201.94
Grand Total	1,164,286	1,096,125	1,059,038	1,004,527	855,201.94	855,201.94

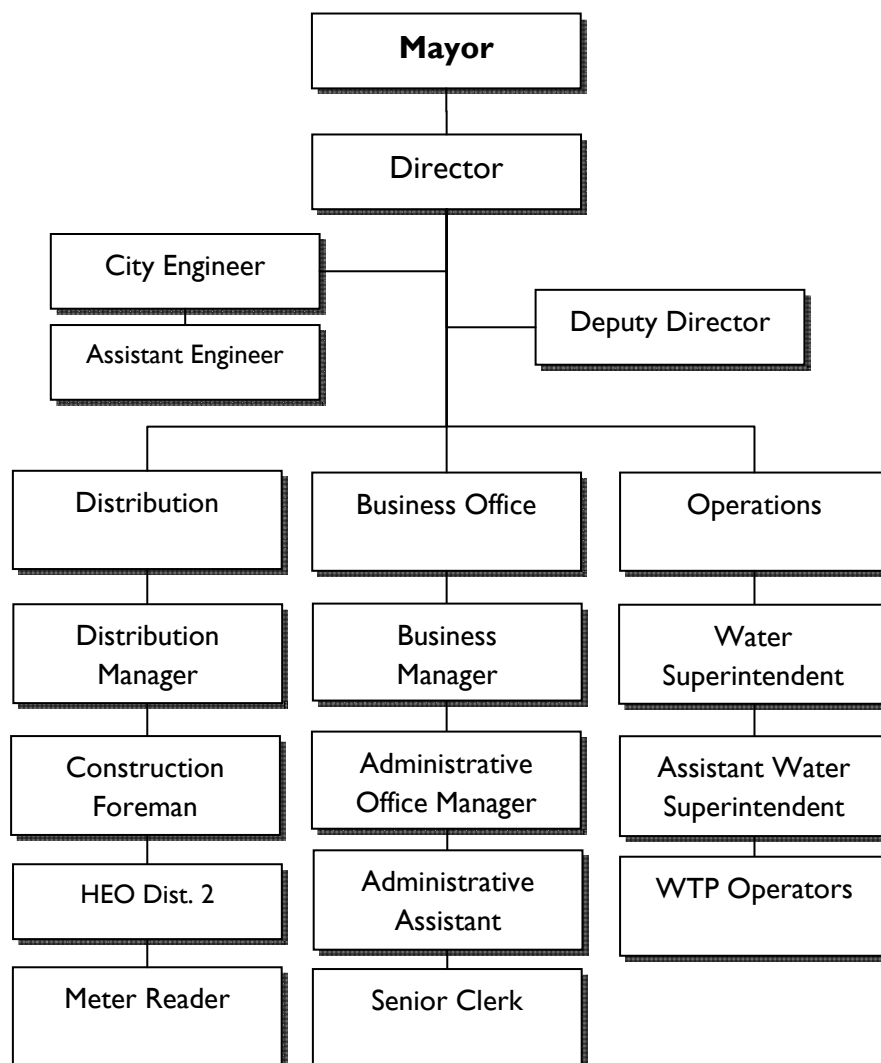


Section II: Enterprise Funds

DPS:Water Enterprise

MISSION STATEMENT

The mission of the Department of Public Services' Water Division is to provide safe and reliable water treatment, supply, storage and distribution services to all customers of the Division, as well as, to maintain the related infrastructure in a cost effective and environmentally sensitive manner for the short and long-term benefit of our customers and the environment.



FY 2014 ACCOMPLISHMENTS

- Strong Retained Earnings Balance due to consistent oversight and control of spending
- Construction substantially complete on \$18.75M water system improvement project, which includes a new clearwell and pump station (Phase 1), distribution system improvements (Phase 2) and upgrades to the Water Treatment Plant (WTP) (Phase 3)
- Phases 1 and 2 were complete as of year-end
 - Constructed new clearwell and pump station
 - Implemented temporary measures for interim operation of the new clearwell
 - Replaced overflow structures in sludge lagoons
- Work substantially completed on Phase 3, which is expected to be completed by CY2014
- Replaced 1000 linear feet of 12 inch main on Spring Lane as part of Water Treatment Plant project
- Replaced 600 linear feet of 6 inch cast iron with 8 inch ductile iron on Highland Ave
- Installed 300 yards of 24 inch drain line with 2 manhole structures and headwall for round about project
- Upgraded 114 meter heads at Maritime Landing
- Assist, coordinate and supervised oversight to the water system Whittier Bridge/95 Corridor
- Bi-annual city-wide hydrant flushing of all 935 fire hydrants, covering all hydrants in Newburyport, Newbury, and Plum Island
- Completed twelve service line renewals (from the main to the house)
- Updated billing processes to include 14% per annum on late charges resulting in significant decrease in manual billing
- Reduced 20% of paper file by utilizing electronic storage
- Implemented new Water Dept. Website with pertinent information for our customers
- Continued emphasis on providing quality customer service
- Home Rule Petition submitted to State legislature and approved for combining Water and Sewer Commissions into single appointed entity

FY 2015 TRENDS

The Water Division will complete the Water Treatment Plant Improvements Project, meeting all key milestones on schedule and in accordance with all federal and state permit requirements.

The water construction crew will continue to perform preventative maintenance throughout distribution system. Given the age of the system, routine capital investments are needed to

DPS: Water Enterprise (cont.)

maintain and improve the vast network of water lines throughout Newburyport and Newbury.

Conserving water continues to be an area of focus. The Water Division will continue to make all efforts to preserve our reservoirs and urge the City and its customers to use water in responsible manner.

FY 2015 GOALS AND OBJECTIVES

Goal 1: Continue to meet the requirements of the federal and state water treatment permits issued by the Environmental Protection Agency and Department of Environmental Protection Water Management Act Division

Objectives:

- Provide safe and reliable drinking water
- Experience no permit violations
- Work within Water Management Act withdrawal limits and manage supplies accordingly

Goal 2: Complete the WTP Improvements Project and other Capital Improvement Projects

Objectives:

- Complete Phase III of the \$18.75M water system upgrade project
- Complete design and commence construction of the upper dam/intake pipe repair project

Goal 3: Provide proper operation and maintenance services for our customers

Objectives:

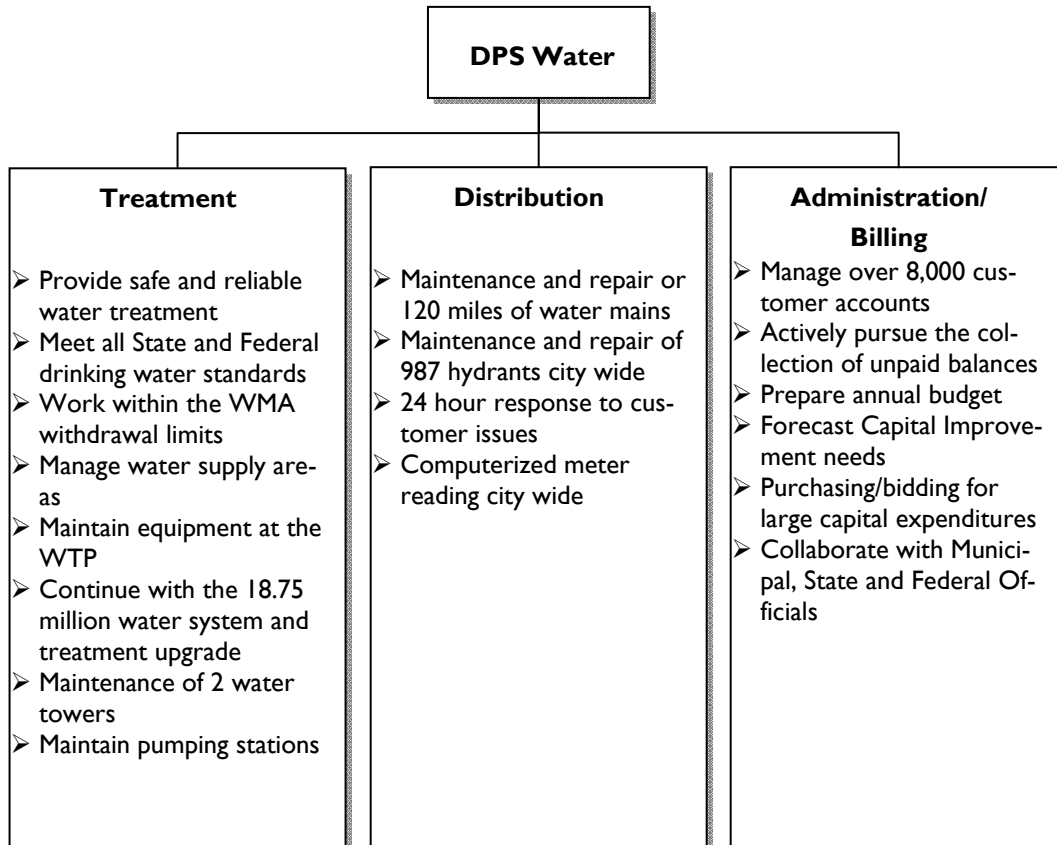
- Maintain the Water Treatment Plant, reservoirs, wells, storage tanks and distribution system
- Address customer needs in a timely manner
- Provide support and implement the goals of the Water Commission
- Participate in routine customer service training

Goal 4: Increase the use of paperless storage and billing

Objectives:

- Reduce the number of printed bills by 40%
- Enroll over 50% of customers in the online billing platform
- Reduce physical storage needs, as allowed under state law, by retaining electronic copies of all customer-related documents, contracts and other departmental files

PROGRAMS & SERVICES



DPS: Water Enterprise (cont.)

PERSONNEL SUMMARY

DPS: WATER			
Position	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget
Public Services Director	0.33	0.33	0.33
Public Service Deputy Director	0.33	0.33	0.33
Business Manager	0.50	0.50	0.33
City Engineer	0.33	0.33	0.33
Assistant City Engineer	0.50	0.50	0.33
Superintendent of Water Operations	1	1	1
Assistant Superintendent of Water Operations	1	1	1
Water Distribution Manager	1	1	1
Administrative Office Manager	0.50	0.50	0.50
Administrative Assistant	0.50	0.50	0.50
Water Treatment Plant Operator C4	0	0	0
WTP Operator T2	0	0	0
WTP Operator T4	6	6	6
Senior Heavy Equipment Operator	1	1	1
Heavy Equipment Operator D2	5	5	5
Assistant Foreman	1	1	1
Meter Reader	0.5	0.5	0.5
Senior Clerk Typist	0.5	0.5	0.5
Total Full-Time Equivalents:	20.0	20.0	19.7



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WATER ENTERPRISE FUND (60-450)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 DPS SALARY PS DIRECTOR	18,195	40,000	33,667	35,200	35,728.20	35,728.20
51102 DPS SALARY DEPUTY PS DIRECTOR	43,213	34,000	25,770	29,920	30,368.97	30,368.97
51103 WAT SAL BUSINESS MGR	0	21,147	30,300	31,680	21,315.03	21,315.03
51117 WAT SAL ASST ENGINEER	0	17,465	21,013	25,000	18,117.75	18,117.75
51118 WAT SAL SUPT OPERATN	75,336	75,336	76,089	79,555	80,848.64	80,848.64
51119 WAT CITY ENGINEER	30,769	32,000	26,933	28,160	28,582.56	28,582.56
51131 DPS ADMIN ASSISTANT	16,130	18,495	19,762	20,507	21,021.00	21,021.00
51132 WAT SAL ADMIN OFFICE MGR	51,112	50,521	26,935	28,327	29,039.63	29,039.63
51134 WAT SAL DISTRIBUTION MNGR	67,918	65,707	68,124	70,031	71,792.61	71,792.61
51158 WAT SAL LABOR	674,312	675,904	692,858	757,423	771,663.47	771,663.47
51190 WAT SAL SUMMER EMPLOYEES	11,785	7,530	10,525	19,000	19,000.00	19,000.00
51301 WAT OVERTIME	91,925	90,089	97,993	127,417	129,838.04	129,838.04
51401 WAT LONGEVITY	17,684	15,504	15,049	14,861	12,275.03	12,275.03
51403 WAT HOLIDAY PAY	13,990	14,008	14,501	15,218	15,448.32	15,448.32
51405 WAT CLOTHING REIMBURSEMENT	9,300	9,382	9,516	9,783	9,950.01	9,950.01
51411 WAT NIGHT DIFFERENTIAL	1,516	1,456	1,400	1,464	1,464.00	1,464.00
51710 WAT RETIREMENT EXP	0	0	0	0	38,729.12	38,729.12
51711 WAT APPROP RETIREMNT	244,580	262,406	264,843	281,571	277,160.00	277,160.00
51750 WAT WORKERS COMP INS	27,000	28,350	29,768	29,768	30,512.20	30,512.20
51760 WAT CH 32B INS-WATER	286,482	264,130	228,658	271,700	285,013.30	285,013.30
51770 WAT FICA EXP	12,824	14,014	15,192	14,258	14,685.97	14,685.97
001 - PERSONAL SERVICES Total	1,694,071	1,737,444	1,708,896	1,890,846	1,942,553.85	1,942,553.85
002 - PURCHASE OF SERVICES						
52101 WAT HEAT	18,139	15,541	17,090	30,800	30,800.00	30,800.00
52102 WAT ELECTRICITY	233,418	248,235	228,582	274,460	231,260.00	231,260.00
52401 WAT COMPUTER EXP	19,040	33,554	27,764	47,768	52,768.00	52,768.00
52402 WAT GEN CONSTRUCTION	33,533	45,869	50,261	60,000	68,900.00	68,900.00
52403 WAT MAINT-VEHICLES	13,053	8,067	12,395	18,200	20,200.00	20,200.00
52404 WAT DISTRIBUTN MAINT	45,041	37,207	58,567	50,500	62,400.00	62,400.00
52405 WAT TREATMENT MAINT	60,528	50,711	62,992	72,500	72,500.00	72,500.00
52406 WAT MAINT-EQUIPMENT	10,511	8,455	10,200	12,000	12,000.00	12,000.00
53001 WAT FINANCIAL AUDIT	0	4,800	4,500	6,000	6,500.00	6,500.00
53020 WAT LEGAL EXPENSES	10,906	7,933	67,049	100,000	100,000.00	100,000.00
53024 WAT BOND/NOTE EXP	4,600	4,038	75,109	59,025	26,778.55	26,778.55
53025 WAT ENGINEER RETAINER	1,088	2,975	21,400	25,000	25,000.00	25,000.00
53026 WAT POLICE DETAILS	36,540	19,568	12,953	20,000	20,000.00	20,000.00
53028 WAT PRE-EMPLOYMENT PHYSICAL	132	1,416	442	2,250	2,250.00	2,250.00
53029 WAT CONTRACT-CROSS CONN TEST	16,200	18,000	17,070	18,000	18,000.00	18,000.00
53030 WAT SLUDGE REMOVAL/FILTER PLT	0	8,174	3,767	9,000	9,000.00	9,000.00
53031 WAT TEST-SURFACE WAT SAMPLING	7,500	6,525	3,006	7,500	7,500.00	7,500.00
53032 WAT WATER TEST	21,220	11,084	14,120	23,400	23,400.00	23,400.00
53402 WAT TELECOMMUNICATNS	9,481	8,916	10,042	10,215	10,215.00	10,215.00
53780 WAT PAYMT IN LIEU TAXES	5,894	6,389	6,786	8,500	8,500.00	8,500.00
002 - PURCHASE OF SERVICES Total	546,824	547,457	704,093	855,118	807,971.55	807,971.55

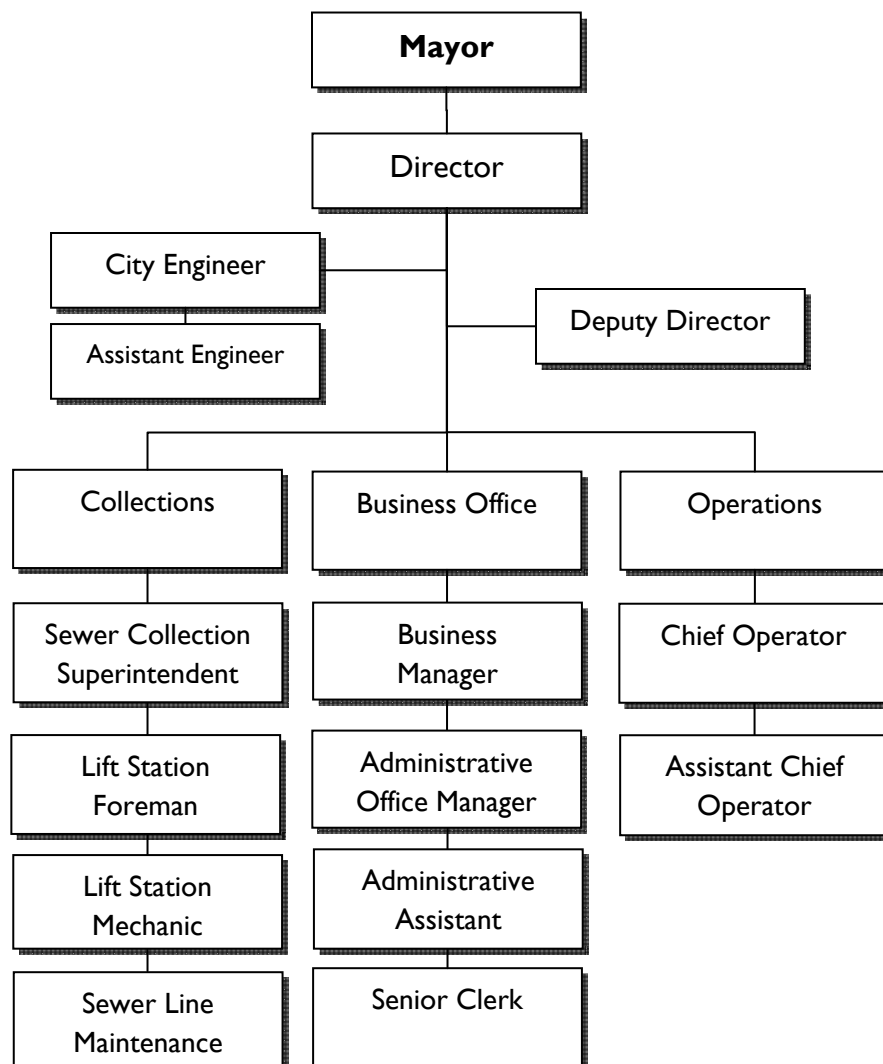
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	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
004 - SUPPLIES						
54201 WAT GENERAL OFC EXP	14,149	12,201	15,907	18,750	18,750.00	18,750.00
54301 WAT CONSERVATION	0	4,651	4,698	5,000	5,000.00	5,000.00
54302 WAT CHEMICALS	109,955	117,865	118,712	154,100	154,100.00	154,100.00
54303 WAT CONSUMER REPORT	6,875	7,685	6,501	8,000	8,000.00	8,000.00
54801 WAT FUEL/OIL VEHICLE(S)	29,317	32,888	34,397	39,710	39,709.68	39,709.68
55800 WAT MISC SUPPLIES	3,373	2,130	2,324	3,500	2,225.00	2,225.00
004 - SUPPLIES Total	163,670	177,421	182,539	229,060	227,784.68	227,784.68
007 - OTHER CHARGES & EXPENSES						
57100 WAT TRAVEL & TRAINING	6,067	13,148	14,021	23,500	24,500.00	24,500.00
57301 WAT SDWA	5,875	5,688	6,175	6,202	6,341.00	6,341.00
57401 WAT MUNICIPAL INSURANCE	31,500	33,075	35,123	35,551	48,916.55	48,916.55
57407 WAT EDUCATION CREDIT	0	700	1,825	2,100	2,100.00	2,100.00
007 - OTHER CHARGES & EXPENSES Total	43,442	52,611	57,144	67,353	81,857.55	81,857.55
008 - CAPITAL OUTLAY						
58310 WAT G.I.S.	9,216	13,817	15,339	15,000	15,000.00	15,000.00
58513 WAT WTR MAIN REPLAC PROGRAM	15,373	74,102	98,746	100,000	100,000.00	100,000.00
58550 WAT VEHICLE/EQUIP REPLACE	0	154,878	35,864	40,000	40,000.00	40,000.00
008 - CAPITAL OUTLAY Total	24,590	242,797	149,949	155,000	155,000.00	155,000.00
009 - DEBT SERVICE						
59100 WAT DEBT PRINCIPAL	534,026	551,170	545,489	1,168,752	1,164,829.38	1,164,829.38
59150 WAT DEBT INTEREST	210,621	207,563	277,332	517,728	507,819.54	507,819.54
59620 TRANSFERS TO SPEC REV FUNDS	1,195,390	0	443,133	0	0.00	0.00
009 - DEBT SERVICE Total	1,940,036	758,733	1,265,954	1,686,479	1,672,648.92	1,672,648.92
Grand Total	4,412,633	3,516,463	4,068,574	4,883,856	4,887,816.55	4,887,816.55

DPS: Sewer Enterprise

MISSION STATEMENT

The mission of the Department of Public Services Sewer Division (SD) is to provide quality and efficient wastewater collection, pumping and treatment services to all customers of the Department as well as to maintain the related infrastructure in a cost effective and environmentally sensitive manner for the short and long term-benefit of our customers and the environment.



FY 2014 ACCOMPLISHMENTS

- Significant Undesignated Fund Balance due to consistent oversight and control of spending
- Responded and repaired (as needed) all sewer issues to help prevent Sanitary Sewer Overflow (SSO)
- Proper Operations & Management (O & M), capital planning and budgeting
- Conducted proper O&M repair and preventative maintenance to Wastewater Treatment Facility (WWTF), lift stations and collection system
 - Approximately 44,156 linear feet of sewer main cleaned.
 - 16 lift station wet wells cleaned (Twice per year per station).
 - Manhole repair's throughout the City in an effort to reduce Inflow/Infiltration (I/I) repair's consists of replacing frames and covers, resurfacing inside of the MH with cement (hydraulic cement), sealing joints between inlet and invert.
- Phase II WWTF contract nearing completion
- Working in conjunction with the Engineering Department on all Sewer related projects, as well as any issues that arise during the year
- No major Industrial Pretreatment (IPP) violations
- Sludge quality continues to be of exceptional quality to compost
- Working in conjunction with Board of Health replacing and enforcing new grease ordinance
- Continued Safety Training and Spill Prevention & Counter Measures Plan trainings in-house for all personnel
- Continued to provide quality customer service. Responding to odor complaints at the WWTF, 50% of the odor complaints due to the construction of the WWTF, 36 Plum Island and 71 Sewer Calls from residents or businesses regarding sewer line issues
- Updated billing processes to include 14% per annum on late charges resulting in significant decrease in manual billing
- Reduced 20% of paper file by utilizing electronic storage
- Implemented new Sewer Dept. Website with pertinent information for our customers
- Continued emphasis on providing quality customer service
- Home Rule Petition submitted to State legislature and approved for combining Water and Sewer Commissions into one appointed entity

FY 2015 TRENDS

The focus of the Sewer Department will continue on the completion of phase II of the WWTF Modernization project, and incorporation of Supervisory Control and Data Acquisition (SCADA) at lift stations and WWTF. The (SCADA) software allows operator to see real time

DPS: Sewer Enterprise (cont.)

operations, rather than receiving an alarm after the fact.

Additionally, priorities will continue on Inflow/Infiltration (I/I) reduction, respond and repair any sewer issues discovered during routine cleaning or CCTV work preformed. Maintenance and operation of the Plum Island vacuum sewer system. The NPDES permit continues to have significant impact on the Newburyport Sewer Division. Efforts continue to be made to coordinate the use of existing resources to maximize the benefits for the entire community while tracking costs to assure compliance with the Enterprise Fund requirements.

FY 2015 GOALS AND OBJECTIVES

Goal 1: Continue to meet requirements of our NPDES permit that included maximum pollutant limits an minimum percent removals

Objectives:

- Meet permit limits and provide quality wastewater discharge
- Submit required reports to the Department of Environmental Protection/Environmental Protection Agency
- Reduce Inflow and Infiltration (I/I) throughout the City
- Prevent Sanitary Sewer Overflow (SSO) to the best of our ability

Goal 2: Completion of phase II WWTF Modernization project/ Hydraulic analysis for Graf Rd and Hale St pumping stations. Design new force main for Graf and Hale St L/S, once the analysis at the two stations are completed.

Objectives:

- Meet budget and schedule
- Ensure proper wastewater treatment at WWTF
- Preform hydraulic analysis at Hale and Graf rd. lift stations. to better understand what capacity (Flow) is remaining at the stations
- Design force main for Graf Rd and Hale St after hydraulic analysis is completed

Goal 3: Provide proper operations and maintenance services to our customers, continue working with engineering department to insure proper operations of the collection system

Objectives:

- Maintain the Wastewater Treatment Facility (WWTF), lift stations, sewer mains, and Plum Island
- Address, fix and maintain any issues that might occur at the WWTF, lift stations, Plum Island, sewer mains throughout the City

- Reduce worker health and safety issues to the best of our ability in the Wastewater Department
- Address customer issues in a timely manner
- Continue to provide support and implement goals of the Mayor, City Council and the Sewer Commission

Goal 4: Complete draft of new Intermunicipal agreement (IMA) between Newbury and Newburyport regarding Plum Island

Objectives:

- To better understand and clarify the legal aspects of the two community's with regards to Water and Sewer connections, building lot sizes, etc.

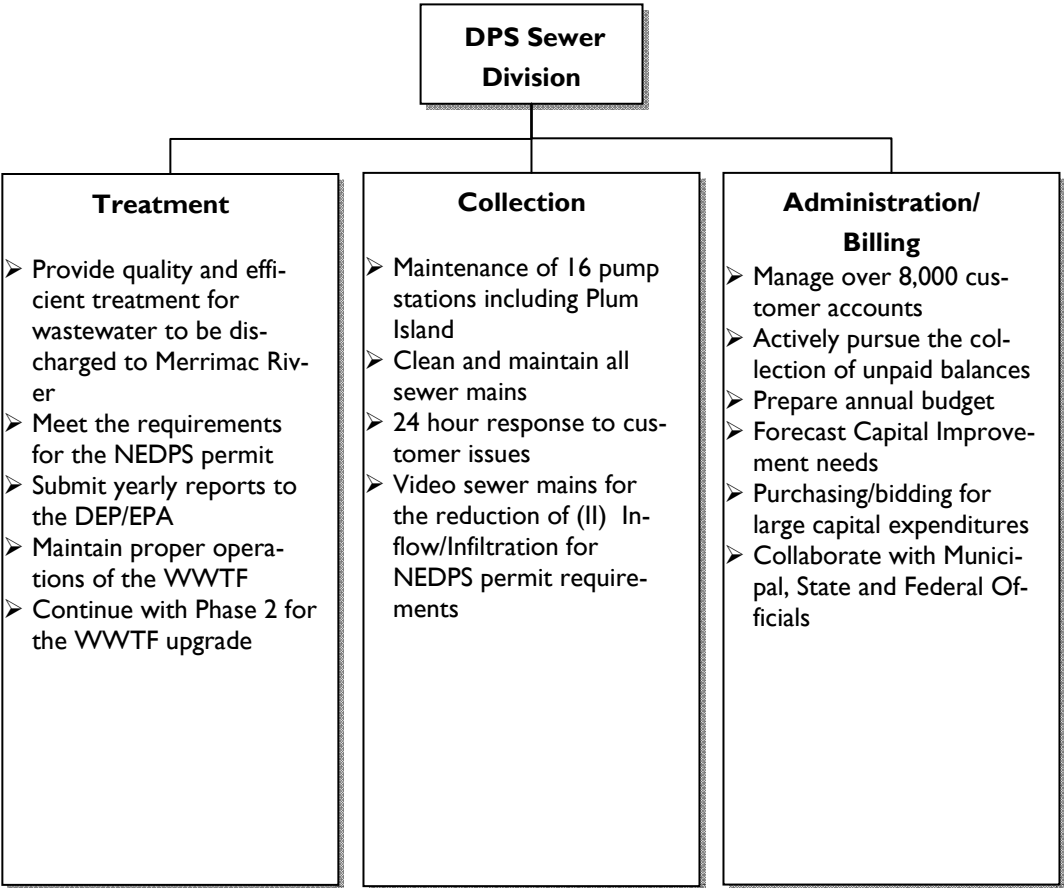
Goal 5: Work with Office of Planning and Development and Mayor's Office on disposition of surplus property at 115 Water Street.

Objectives:

- Provide technical assistance to ensure that property is disposed of properly

DPS: Sewer Enterprise (cont.)

PROGRAMS & SERVICES



PERONNEL SUMMARY

DPS: SEWER			
	FY 2013	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Public Services Director	0.4	0.33	0.33
City Engineer	0.4	0.33	0.33
Public Services Deputy Director	0.4	0.33	0.33
Business Manager	0.5	0.5	0.33
Business Office Manager	0	0.5	0.5
Administrative Assistant	0.05	0.5	0.5
Assistant Engineer	0.5	0.5	0.33
Senior Clerk	0.5	0.5	0.5
Chief Operator	1	1	1
Assistant Chief Operator	1	1	1
Pretreatment Coordinator	1	1	1
Senior Maintenance Foreman	1	1	1
Collection Systems Superintendent	1	1	1
Lab Chemist	1	1	1
Operator, Grade 4	3	3	3
Maint/Prev Maintenance Mechanic	1	1	1
Pump Station Operator/Mechanic	2	2	2
Sewer Line Maintenance Operator	2	2	2
Plum Island Operator	1	1	1
Meter Reader	0.5	0.5	0.5
Total Full-Time Equivalents:	18.3	19.0	18.7

SEWER ENTERPRISE FUND (61-440)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 DPS SALARY PS DIRECTOR	18,195	40,000	33,667	35,200	35,728.21	35,728.21
51102 DPS SALARY DEPUTY PS DIRECTOR	43,213	34,000	28,272	29,920	30,368.97	30,368.97
51103 SEW SAL BUSINESS MGR	0	21,147	30,300	31,680	21,315.03	21,315.03
51116 SEW SAL CHIEF OPERATOR	75,486	75,486	76,241	79,714	80,909.44	80,909.44
51117 SEW SAL ASST ENGINEER	0	17,465	21,012	25,000	18,117.75	18,117.75
51119 SEW CITY ENGINEER	46,308	32,000	26,933	28,160	28,582.56	28,582.56
51122 SEW SAL COLLECTIN SYSTEM MNGR	0	65,650	72,720	76,032	77,172.92	77,172.92
51131 DPS ADMIN ASSISTANT	16,130	18,495	19,762	20,507	21,022.76	21,022.76
51132 SEW SAL ADMIN OFFICE MGR	0	0	26,935	28,327	29,039.63	29,039.63
51158 SEW SAL LABOR	791,781	645,554	648,467	736,519	751,681.31	751,681.31
51190 SEW SAL SUMMER EMPLOYEES	0	16,385	15,198	25,000	25,000.00	25,000.00
51301 SEW OVERTIME	130,408	166,691	168,323	178,676	181,356.55	181,356.55
51401 SEW LONGEVITY	14,534	13,670	13,863	14,455	14,438.99	14,438.99
51405 SEW CLOTHING REIMBURSEMENT	9,400	9,441	9,233	9,783	9,949.99	9,949.99
51420 SEW EDUCATION CREDITS	1,125	425	825	2,400	2,400.00	2,400.00
51422 SEW EDUCATION	7,516	3,278	3,637	17,800	17,800.00	17,800.00
51711 SEW APPROP RETIREMNT	0	251,626	235,976	252,165	277,181.00	277,181.00
51750 SEW WORKERS COMP INS	18,500	19,425	20,396	20,396	20,906.16	20,906.16
51760 SEW CH 32B INS-SEWER	204,603	221,682	251,678	316,932	332,461.67	332,461.67
51761 SEW DENTAL	1,769	1,608	2,935	0	0.00	0.00
51770 SEW FICA EXP	13,080	10,961	11,456	15,512	15,977.73	15,977.73
001 - PERSONAL SERVICES Total	1,392,048	1,664,989	1,717,830	1,944,180	1,991,410.67	1,991,410.67
002 - PURCHASE OF SERVICES						
52101 SEW HEAT	36,182	31,897	32,337	72,000	72,000.00	72,000.00
52102 SEW ELECTRICITY	310,388	385,216	271,864	411,352	351,325.97	351,325.97
52401 SEW COMPUTER EXP	19,328	40,500	40,197	40,092	40,092.00	40,092.00
52402 SEW MAINT-GENERAL	31,198	31,114	31,173	31,350	36,350.00	36,350.00
52403 SEW MAINT-VEHICLES	20,985	26,861	27,178	27,000	27,000.00	27,000.00
52406 SEW MAINT-EQUIPMENT	72,080	78,680	78,081	102,052	102,052.00	102,052.00
52407 SEW UNIFORM/SAFETY EQUIPMENT	15,136	6,547	8,035	15,136	15,136.00	15,136.00
52408 SEW SEWER LINE MAINTENANCE	50,739	62,903	86,464	86,400	90,000.00	90,000.00
52409 SEW MAINT DRAINS	41,904	38,938	38,957	39,000	39,000.00	39,000.00
53001 SEW FINANCIAL AUDIT	0	4,500	4,500	6,000	6,500.00	6,500.00
53020 SEW LEGAL EXPENSES	7,933	21,000	65,080	100,000	100,000.00	100,000.00
53024 SEW BOND/NOTE EXP	2,679	4,890	71,167	112,976	41,667.19	41,667.19
53026 SEW POLICE DETAILS	2,810	12,908	4,048	15,000	15,000.00	15,000.00
53028 SEW MEDICAL/DRUG TESTING	4,219	6,177	3,217	16,440	16,440.00	16,440.00
53030 SEW CONSULTANT FEES	35,149	32,994	44,005	50,000	50,000.00	50,000.00
53035 SEW INDUSTRIAL PRETREATMENT	11,485	14,159	14,527	14,550	14,550.00	14,550.00
53040 SEW BIOSOLIDS DISPOSAL	229,443	306,162	230,120	241,000	264,000.00	264,000.00
53050 SEW VENDOR LAB TESTING	12,784	15,442	15,654	16,100	23,100.00	23,100.00
53402 SEW TELECOMMUNICATNS	21,310	23,638	24,003	27,700	28,700.00	28,700.00
002 - PURCHASE OF SERVICES Total	925,751	1,144,526	1,090,606	1,424,148	1,332,913.16	1,332,913.16

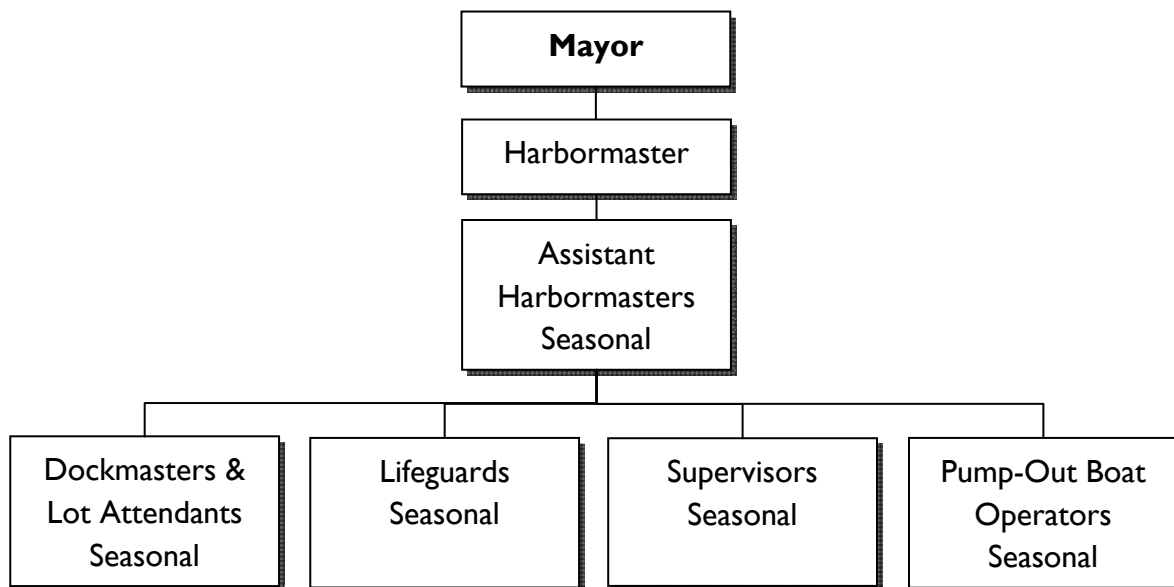
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	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
004 - SUPPLIES						
54201 SEW GENERAL OFC EXP	13,122	15,320	17,327	21,350	21,350.00	21,350.00
54302 SEW PLANT CHEMICALS	222,967	213,039	115,724	263,620	263,620.00	263,620.00
54303 SEW LAB CHEMICALS	4,158	6,839	4,909	6,855	10,000.00	10,000.00
54310 SEW HOSE	2,107	3,808	2,934	3,850	3,850.00	3,850.00
54801 SEW FUEL/OIL VEHICLE(S)	26,462	38,262	36,493	39,000	41,484.63	41,484.63
54802 SEW LUBRICANTS	3,298	7,847	6,985	9,685	9,685.00	9,685.00
55800 SEW MISC SUPPLIES	608	1,308	805	1,800	1,800.00	1,800.00
004 - SUPPLIES Total	272,724	286,423	185,177	346,160	351,789.63	351,789.63
007 - OTHER CHARGES & EXPENSES						
57300 SEW DUES/LIC/SUBSCRIPTIONS	624	1,323	470	1,350	1,350.00	1,350.00
57401 SEW MUNICIPAL INSURANCE	15,000	15,000	19,536	19,536	27,914.80	27,914.80
57607 SWR LOW ST JUDGEMENT	61,408	0	0	0	0.00	0.00
007 - OTHER CHARGES & EXPENSES Total	77,032	16,323	20,006	20,886	29,264.80	29,264.80
008 - CAPITAL OUTLAY						
58300 SEW LAB TEST EQUIPMENT	2,689	3,050	1,740	4,000	0.00	0.00
58310 SEW G.I.S.	12,335	14,916	15,094	15,000	15,000.00	15,000.00
58330 SEW I/I REHABILITATION	13,635	76,153	100,000	100,000	100,000.00	100,000.00
58361 SEW REPAIR LIFT STATIONS	111,626	98,590	85,380	150,000	150,000.00	150,000.00
58362 SEW EFFLUENT SAMPLER	5,562	2,460	6,364	6,000	6,000.00	6,000.00
58520 SEW PURCHASE TRUCK	65,135	41,420	0	0	0.00	0.00
58530 SEW WEST END EASEMENT	40,310	3,497	0	0	0.00	0.00
58550 SEW VEHICLE/EQUIP REPLACE	0	0	129,701	25,000	0.00	0.00
58705 SEW FLOOD STUDY MALCOLM HOYT	0	111,860	0	0	0.00	0.00
008 - CAPITAL OUTLAY Total	251,291	351,945	338,280	300,000	271,000.00	271,000.00
009 - DEBT SERVICE						
59100 SEW DEBT PRINCIPAL	562,485	739,972	754,488	1,501,952	1,499,823.08	1,499,823.08
59150 SEW DEBT INTEREST	384,310	394,390	433,716	769,190	771,675.28	771,675.28
59620 TRANSFERS TO SPEC REV FUNDS	575,710	100,000	743,133	0	0.00	0.00
009 - DEBT SERVICE Total	1,522,506	1,234,363	1,931,337	2,271,142	2,271,498.36	2,271,498.36
Grand Total	4,441,351	4,698,570	5,283,236	6,306,516	6,247,876.62	6,247,876.62

Harbormaster Enterprise

MISSION STATEMENT

The mission of the Newburyport Harbormaster Department is to provide a safe and enjoyable environment to the boaters who transit our harbor and to the community as a whole.



FY2014 ACCOMPLISHMENTS

- Started the process regarding the design of a new Harbormaster and Transient boaters facility - Interviewed and hired an engineering firm to start this process
- The City procured a 25' Safe boat from the Coast Guard. This boat increased public safety and assisted in many rescues during the FY 2014 season
- Worked with the Commonwealth and the Mayor's office to successfully open Joppa Flats for clam digging - The first time this was done within the past eighty (80) years. In addition, we developed and implemented a shellfish management plan
- The Harbormaster Department was awarded a grant from the Clean Vessel Act (CVA) to replace the aging and deteriorating pump at Cashman Park
- Monitoring the completion of the Plum Island South Jetty reconstruction project. Coordinating the final repair with Army Corp of City Property
- Implemented access to MUNIS in the Harbormaster's office – enabling our department better insight and management of the boaters excise tax payments.
- Coordinating Phase One of the Newburyport Bulkhead project along with the Senior Project Manager

- Had a successful Paddle Smart Day with Coast Guard Auxiliary
- Worked with Gulf of Maine Institute (GOMI) to continue a water-testing program
- Organized and hosted three boaters safety training seminars for both adults and children and were responsible for over 50 people getting their boating license
- Received an Energy Grant from Covanta and the National Marine Fisheries, which resulted in 3 containers full of old fishing gear being removed from local waterways. Fishing for Energy, the public-private partnership aimed at reducing the adverse effects of derelict fishing gear (gear that is lost in the marine environment) and marine debris. The grants will support projects that reduce derelict fishing gear in and around coastal waterways and increase public awareness of the threat derelict gear and marine debris pose to the marine environment
- Provided safety training, boating licensing courses and man overboard drills and to Whittier Bridge contractors – resulted in many of the contractors receiving certificates – Due to this training, two people were rescued safely and expeditiously after incidents occurred
- Continued to strengthen relationship with all the local Marinas and the awareness of the waterway permits has increased

FY 2015 TRENDS

As always, the weather plays a significant factor in revenues and activities associated with the Harbormaster's Department. The FY 2014 season got off to a slow start weather-wise. But as the season progressed, the weather improved and increased the traffic. Larger yachts continued to visit the City and we are marketing for more boats. Although the weather may be a factor, FY 2015 is looking to be a busy season with many festivals already scheduled. FY 2015 is also a special year as it is the 250th anniversary celebration of the City of Newburyport. The Harbormaster's Department is working on a lighted boat parade in celebration of this event.

FY 2015 GOALS AND OBJECTIVES

Goal I: Promote Newburyport as a destination port, and to ensure that our boating guests feel welcome, enjoy themselves and look forward to returning to Newburyport for future visits

Objectives:

- Continually train our staff, including cross training with other City departments and agencies
- Hire and train the very best seasonal help that is possible in order to give our patrons the services they expect and deserve

Harbormaster Enterprise (cont.)

- Assistant Harbormasters will be trained and proficient in carrying out their law enforcement duties, along with good customer service skills and the desire to help boaters, bathers and fishermen in any way that they can
- Life Guards will complete additional training and testing in cooperation with Salisbury State Park (DCR)
- Train with the Coast Guard, Environmental police and other local agencies on search and rescue, towing procedures, boating under the influence and boat handling. Our relationship and communication with all other agencies will continue to grow

Goal 2: Replace the Cashman Park Pump Station and begin development of a new Harbormaster's/Transient Boater's facility on the waterfront

Objectives:

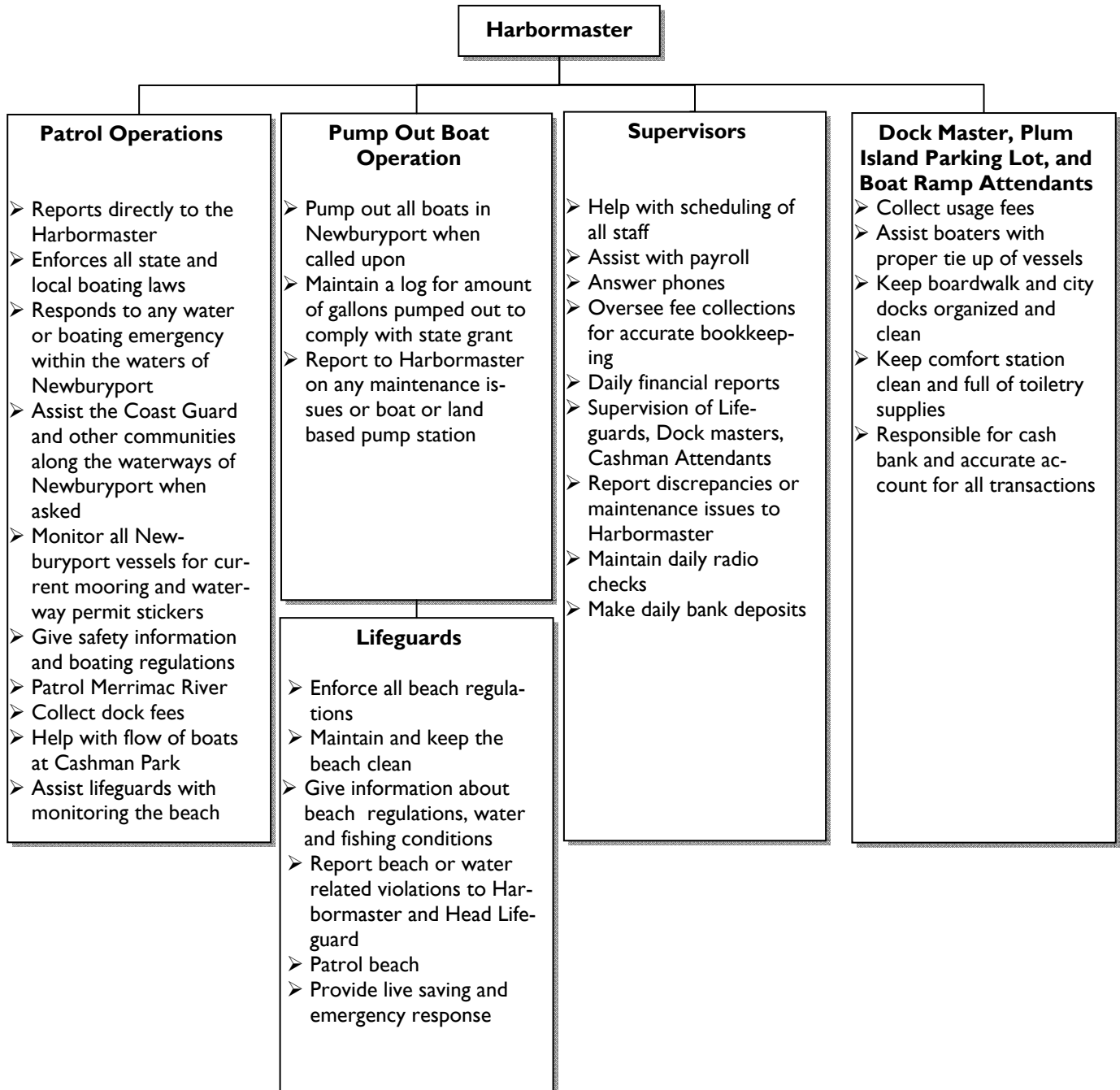
- Work with the CVA Pump out program to replace the pump station located at Cashman Park as it has reached its life expectancy. The state is responsible for covering 75% of the cost
- Work on the development of a new Harbormasters / Boating facility on the waterfront in concert with the Newburyport Harbor Commission, the Planning Office and all other stakeholders, including the general boating community, with the goal of having architectural design and permits in place by the Fall 2015

Goal 3: Increase use of the Pump Out Boat to meet the demands of boaters

Objectives:

- Add extra days for the Pump Out Boat to be operating as demand is increasing and we want to provide quality customer service
- Get Cashman Park self-serve station's new pump completed and installed

PROGRAMS & SERVICES



Harbormaster Enterprise (cont.)

PERSONNEL SUMMARY

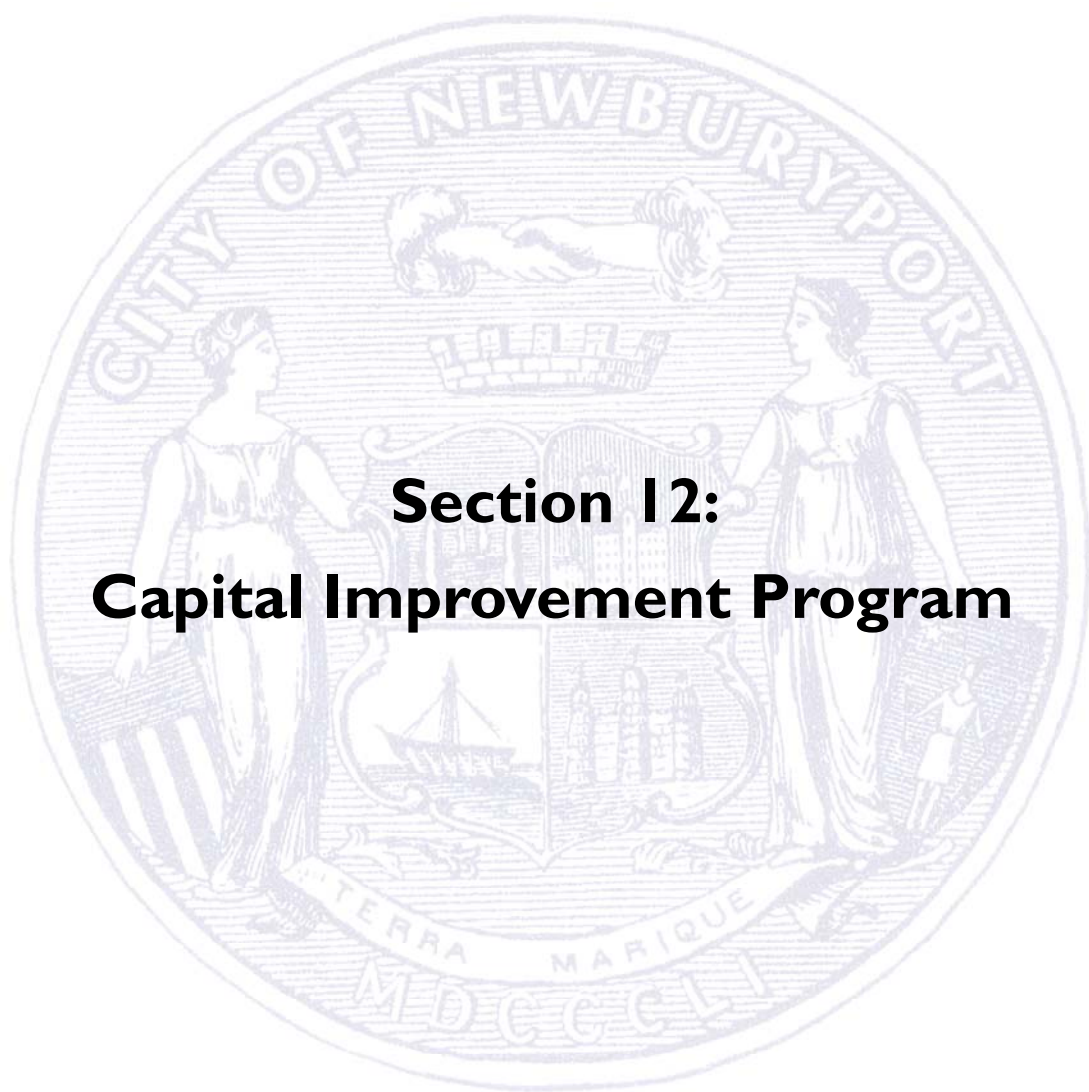
Harbormaster			
	FY 2013	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Harbormaster	1	1	1
Assistant Harbormaster	10	10	10
Pump Out Boat Operators	2	2	2
Supervisors	3	3	3
Lifeguards	9	9	9
Dock Masters and Lot Attendants	15	15	15
Total Full-Time Equivalents:	40	40	40

HARBORMASTER ENTERPRISE FUND (65-200)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 APPROVED	FY2015 PROPOSED	FY2015 APPROVED
001 - PERSONAL SERVICES						
51101 HBR HARBORMASTER	50,962	51,000	60,000	62,118	64,310.80	64,310.80
51102 HBR ASST HARBORMASTER	16,440	17,429	15,215	25,000	25,000.00	25,000.00
51181 HBR SUPERVISORS	13,989	13,998	12,106	15,000	15,000.00	15,000.00
51183 HBR LIFEGUARDS	34,207	28,970	28,513	41,000	41,000.00	41,000.00
51184 HBR ADMIN/SECRETARIAL	3,363	2,738	3,561	4,800	5,000.00	5,000.00
51185 HBR CASHMAN PK ATTEND	14,601	14,312	14,246	17,000	17,000.00	17,000.00
51186 HBR DOCKMASTER	6,308	5,534	5,844	8,500	8,500.00	8,500.00
51187 HBR PI PARKING LOT ATTEND	7,075	7,491	9,456	9,000	9,000.00	9,000.00
51188 HBR SAL SHELLFISH CONSTABLE	0	0	0	0	2,500.00	2,500.00
51740 HBR RETIREMENT APPROP	14,134	14,074	14,570	14,460	16,074.00	16,074.00
51760 HBR CH32BINS-HBR	18,596	21,170	20,379	26,000	27,274.00	27,274.00
51770 HBR FICA EXPENSE	8,036	1,963	2,291	6,000	6,000.00	6,000.00
001 - PERSONAL SERVICES Total	187,710	178,677	186,181	228,878	236,658.80	236,658.80
002 - PURCHASE OF SERVICES						
52103 HBR HM UTILITIES	915	1,080	842	4,100	4,100.00	4,100.00
52104 HBR CWF/POWER	299	0	0	0	0.00	0.00
52401 HBR CASHMAN PARK	1,212	1,900	2,169	6,500	6,500.00	6,500.00
52405 HBR COMPUTER EXPENSE	3,369	2,601	1,836	4,500	4,500.00	4,500.00
52410 HBR FISH PIER	200	0	0	0	0.00	0.00
52415 HBR CWF TRASH PICKUP	725	0	0	0	0.00	0.00
52420 HBR MAINT/EQUIP BOAT	765	25,602	3,047	3,000	2,800.00	2,800.00
52430 HBR INSTALL/REPAIR FLTS	7,036	7,000	7,000	7,000	7,000.00	7,000.00
52435 HBR HM FACILITIES MAINT	507	136	765	1,850	1,850.00	1,850.00
52445 HBR PLUM ISLAND EXP	1,769	1,937	1,987	4,500	4,500.00	4,500.00
52721 HBR PUMPOUT MAINT	877	1,751	849	3,000	3,000.00	3,000.00
53028 HBR PRE-EMPLOY PHY	292	0	0	0	0.00	0.00
53030 HBR PRINTING & SIGNS	1,413	285	3,231	2,300	2,300.00	2,300.00
53402 HBR TELECOMMUNICATIONS	1,508	1,622	1,684	2,500	2,500.00	2,500.00
53406 HBR POSTAGE MAILINGS	425	908	110	1,700	1,700.00	1,700.00
002 - PURCHASE OF SERVICES Total	21,311	44,821	23,518	40,950	40,750.00	40,750.00
004 - SUPPLIES						
54200 HBR OFFICE SUPPLIES	0	60	279	500	500.00	500.00
54250 HBR HARBOR COMMISSION EXP	1,549	2,200	2,705	2,800	2,200.00	2,200.00
54305 HBR UNIFORM/SAFETY EQUIP	692	450	1,979	2,000	2,000.00	2,000.00
54801 HBR FUEL/OIL VEHICLES	7,608	7,517	7,071	12,000	12,000.00	12,000.00
55800 HBR MISCELLANEOUS	300	942	1,082	1,500	1,500.00	1,500.00
004 - SUPPLIES Total	10,149	11,169	13,116	18,800	18,200.00	18,200.00
007 - OTHER CHARGES & EXPENSES						
57100 HBR TRAVEL & TRAINING	0	0	0	500	500.00	500.00
57300 HBR DUES/MEMBERSHIPS	30	0	40	500	500.00	500.00
57430 HBR BOAT INSURANCE	2,775	2,775	5,075	5,075	5,075.00	5,075.00
007 - OTHER CHARGES & EXPENSES Total	2,805	2,775	5,115	6,075	6,075.00	6,075.00
008 - CAPITAL OUTLAY						
58500 HBR ADDITIONAL EQUIPMENT/SVCS	1,952	9,256	28,330	30,000	30,000.00	30,000.00
008 - CAPITAL OUTLAY Total	1,952	9,256	28,330	30,000	30,000.00	30,000.00
009 - DEBT SERVICE						
59100 HBR DOCK BOND PAYMENT	28,775	27,900	27,000	26,000	26,000.00	26,000.00
009 - DEBT SERVICE Total	28,775	27,900	27,000	26,000	26,000.00	26,000.00
Grand Total	252,702	274,598	283,260	350,703	357,683.80	357,683.80



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Section 12: Capital Improvement Program

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12.1 Executive Summary

Dear President & Members of the City Council:

I am pleased to submit herewith the Proposed Fiscal Years 2014-2018 Capital Improvement Program (CIP). All projects listed under FY 2014 have been funded through various means during this past fiscal year. All projects listed under FY 2015 through FY 2018 will require funding through a combination of sources. As you are aware, the City's capital planning process has historically been both uncoordinated and inconsistent. I have placed significant emphasis on the importance of developing an organized and coordinated CIP for the City. The planned acquisition of capital associated with an annual appropriation to fund capital improvements needs to become an integral component of the annual operating budget moving forward. While we have incrementally begun to address this into some Departmental budgets, there is still progress to be made in accounting for ongoing capital needs in the operating budget.

The format and organization of the CIP was designed to include: 1) a description and justification of each project, 2) the year in which the project or acquisition is planned and 3) the recommended financing mechanism. As you will see, the City seeks to fund more projects using available funds, such as Free Cash and Retained Earnings, rather than issuing debt.

Development of the CIP

Prior to the implementation of the CIP, individual Departments maintained their own capital budgets. This practice provided an inventory of capital needs for each Department. However, creating individual inventories resulted in a highly unorganized approach to capital planning. Prior to FY2013, the City had not coordinated capital requests to the extent that the administration was able to offer an adequate long-term funding proposal to address important city-wide infrastructure improvements, replace deteriorating equipment, and repair and renovate facilities.

One of the priorities for FY2013 and beyond was to develop a comprehensive capital improvement plan that incorporated the capital needs of all city departments with a practical funding plan for each year of the program. Department Heads have continued to work with the Mayor's Office to identify their most important capital needs for FY2014 through FY2018. Significant time has been spent on developing a realistic funding plan within the confines of the City's financial resources.

It is my goal to fully incorporate the CIP into the FY2015 budget. It is critically important that the City begins to recognize its capital needs in the context of the operating budget. I have deliberately included fully funded projects and acquisitions from FY2014 in this CIP. My hope is that the City Council will continue to recognize the value and importance of committing to funding planned projects and acquisitions on an annual basis.

Free Cash Policy

I have developed a Free Cash Policy that will provide direction for how the City appropriates its Free Cash. In its most basic definition, Free Cash is the fiscal year-end combination of

revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30 close of the fiscal year, the City's Free Cash is certified by the State Department of Revenue and available for appropriation. Free Cash must be certified by the Department of Revenue's Director of Accounts as of July 1, and cannot be appropriated until it is certified. Once certified, Free Cash can be appropriated up until the following June 30 by City Council for any legal spending purpose. Free Cash is the major source of funding for supplemental appropriations after the budget has been adopted and a tax rate has been set for the year. Maintaining a healthy Free Cash balance gives the City adequate flexibility to address the priority items in the CIP instead of continuing to defer our capital needs.

Free Cash is generated when actual operations of the fiscal year compare favorably with budgeted revenues and expenditures. It results when actual revenue collections exceed the estimates used for budgeting and actual expenditures and encumbrances (committed funds not yet expended) are less than appropriations. Free Cash is affected by uncollected property tax receivables, illegal deficits, overdrawn grant accounts and deficits in other funds (e.g., special revenue funds, agency funds).

According to the Financial Policies that were formally adopted last year, Free Cash balances should generally be used for non-recurring expenses. The Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures. To that end, the following are explicitly authorized uses of Free Cash under this policy:

- Limited Subsidy of the Operating Budget
- Capitalize the Stabilization Fund
- Capital Improvement Program
- Extraordinary Deficits & Emergency Appropriations

In keeping with the intent of this policy, an appropriate use of Free Cash is to fund capital projects that would have otherwise incurred borrowing costs associated with the issuance of debt. The financing of small capital projects or equipment is not considered a best practice for a community our size. Although perfectly legal, the City will continue to move away from incurring debt for vehicles and small equipment purchases and projects.

Bond rating agencies prefer to see cities using a pay-as-you-go approach for smaller capital projects. The one-time nature of Free Cash makes it an appropriate use for one-time capital expenditures. If, for some reason, sufficient Free Cash does not materialize in a given year, the City may borrow for capital projects, or delay them without causing immediate impacts to the operating budget and related services.

CIP Assumptions

The FY2014-2018 CIP is based on the following budgetary assumptions. The City will:

- Continue to build cash reserves, setting a minimum threshold Free Cash balance of \$500,000 and striving to attain a \$1.5 million Free Cash balance annually;

- Continue to conservatively estimate New Growth;
- Not use funds from General Stabilization for ordinary capital improvements;
- Continue to actively pursue State and Federal funding opportunities and leverage an annual allotment of Community Preservation Act funds to complete certain Planning & Development related capital improvements; and
- Continue to fund a grant writer to assist in securing outside funding to subsidize particular projects and infrastructure investments.

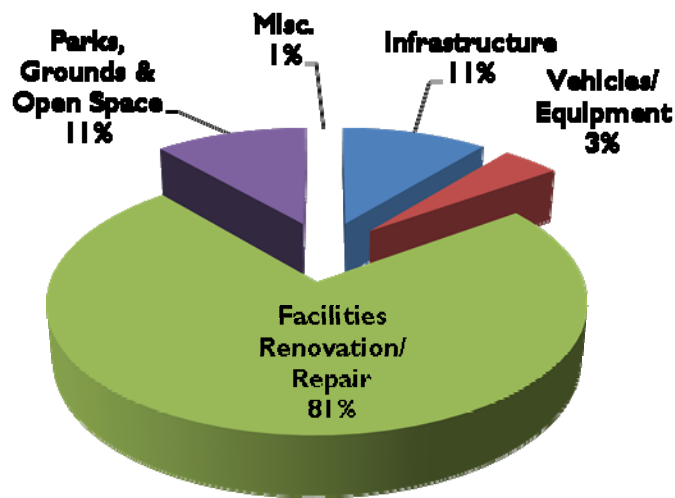
Overview of the CIP

The CIP includes projects with a five year total estimated cost of \$95,785,748. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph illustrates that 81% of spending is for facilities renovation and repair. This includes the replacement of the Bresnahan Elementary School, the renovation of the Nock/Molin Upper Elementary and Middle School and the renovation of the former Bresnahan into a Senior/Community Center. This also includes major upgrades to the Water Treatment Plant and the Wastewater Treatment Facilities and the expansion of the DPS facility at Perry Way. The CIP also identifies and anticipates significant investment in existing City buildings including updated flooring at the Fire Station, Police Station, City Hall, and Library, as well as, the replacement of the roofs at the Library, High School and DPS garage. Additionally, the CIP includes an investment in the Brown Elementary School, which will be vacated later this year. Beginning with a comprehensive analysis of potential re-use of the building and site needs, we will then be able to determine the path forward for the building, including the Youth Services Department, which we are planning to relocate from the existing Kelly School.

Investments in infrastructure represent 11% of the total spending included in the CIP. Infrastructure is the core of any CIP and Newburyport continues to budget capital investments in the City's water and sewer systems, roadways and sidewalks as part of the operating budget. In this past year, sidewalk improvements have been a priority. The City has made historic investments in our sidewalks since we began earmarking 50% of meals tax revenue for their repair. The City will continue to invest a minimum of \$250,000 in sidewalks and \$500,000 in roadway improvements. Additionally, through existing enterprise funds, the City will continue to invest in infrastructure improvements, including \$2.4 million in water infrastructure improvements and \$2.7 million in sewer infrastructure projects over the next five years.

Another important area for the City are our parks, grounds and open space, which comprises 11% of total spending in the CIP. Major investments include the rehabilitation of the Central Waterfront Bulkhead, which was funded by a grant from the Seaport Advisory Council, as well as the continued restoration of Inn Street and the completion of the Clipper City Rail Trail.



Funding the CIP

The City's lack of dedicated annual funding sources for capital improvements has made a coordinated approach to capital planning very difficult. Despite this fact, the City has been able to maintain a strong financial position by leveraging State and Federal funds, CPC funds and strong Free Cash and Retained Earning balances to fund capital improvements and purchases. This has limited the City's need to borrow to fund smaller capital improvements. The funding philosophy behind the CIP was to continue to fund and invest in capital without drastically increasing the debt burden.

Below is a summary of project costs for fiscal years 2014 through 2018:

Estimated Project Costs by Year

Department	FY14	FY15	FY16	FY17	FY18	Five-Year Total
Fire	272,593	165,000	140,000	115,000	2,915,000	3,607,593
Police	68,300	122,292	113,374	-	-	303,966
Parks	60,000	30,000	132,160	1,446,396	190,820	1,859,376
Planning	3,870,138	9,330,000	5,425,258	100,000	-	18,725,396
Information Technology	53,300	30,000	115,000	70,000	80,000	348,300
Library	20,150	32,627	-	-	-	52,777
Highway	1,156,151	1,747,000	1,162,000	1,297,000	880,000	6,242,151
Total General Fund	\$ 5,500,632	\$ 11,456,919	\$ 7,087,792	\$ 3,028,396	\$ 4,065,820	\$ 31,139,559
Schools	35,680,130	15,339,236	532,500	-	-	51,551,866
Total General Fund with Schools	\$ 41,180,762	\$ 26,796,155	\$ 7,620,292	\$ 3,028,396	\$ 4,065,820	\$ 82,691,425
Less: Grants, State Aid & Ex. Debt	(39,549,905)	(24,579,236)	(3,100,258)	(500,000)	(500,000)	(68,229,399)
Net Spending	\$ 1,630,857	\$ 2,216,919	\$ 4,520,034	\$ 2,528,396	\$ 3,565,820	\$ 14,462,026
Harbormaster Enterprise	149,200	800,000	-	-	-	949,200
Sewer Enterprise	3,267,202	623,500	2,332,000	332,000	175,000	6,729,702
Water Enterprise	2,733,921	1,042,500	882,000	382,000	375,000	5,415,421
Total Enterprise Funds	\$ 6,150,323	\$ 2,466,000	\$ 3,214,000	\$ 714,000	\$ 550,000	\$ 13,094,323
Total Capital Improvements	\$ 47,331,085	\$ 29,262,155	\$ 10,834,292	\$ 3,742,396	\$ 4,615,820	\$ 95,785,748

Conclusion

I want to thank all of those who have helped to make this CIP not just a document, but a real plan. The City continues to make great strides towards improving its capital planning. The capital budget on the following pages highlights the City's ongoing responsibility to maintain its facilities, vehicles, equipment and infrastructure, and to make the necessary capital investments to meet the needs of our community. Many projects continue to be deferred in order to keep the funding mechanisms realistic but, hopefully, those can be included in the CIP in subsequent years. The CIP is a living document in the truest sense and will continue to be reevaluated and updated on an annual basis as part of the budget process. The CIP will continue to serve as an appendix to the annual operating budget and it is my intention to aggressively pursue funding for each year of the program.

Respectfully submitted,

Donna D. Holaday, Mayor

I2.2 FY 2014-2018 CIP Summary

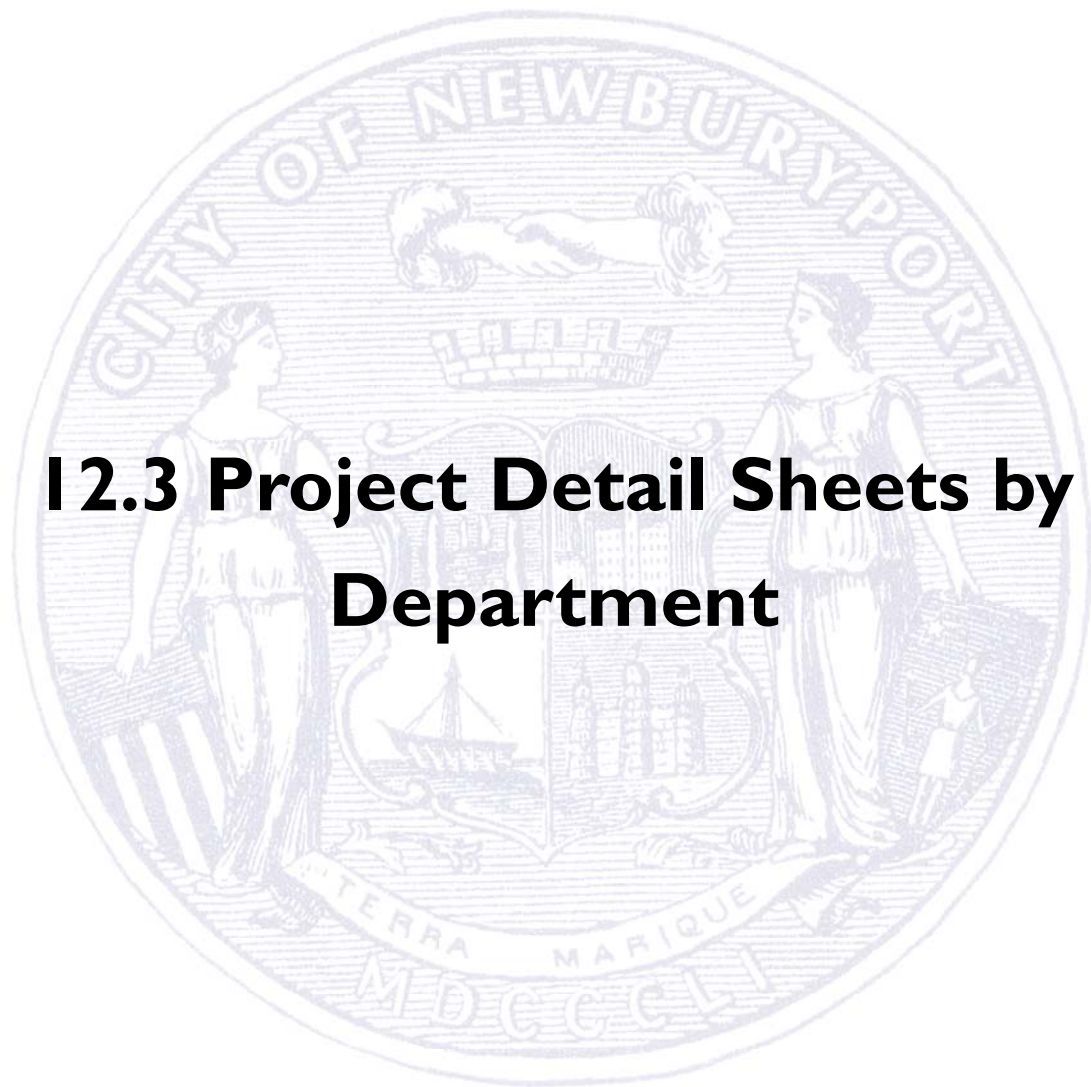
Project Detail by Department


Department	Project Description	FY14	FY15	FY16	FY17	FY18	Five-Year Total
Fire	Fire Engine Replacement	115,000	115,000	115,000	115,000	115,000	575,000
Fire	Replacement of Fire Alarm System	19,000	-	-	-	-	19,000
Fire	Tile Flooring Replacement on First Floor of Station 1	30,000	-	-	-	-	30,000
Fire	Dispatch Console Workstation	54,593	-	-	-	-	54,593
Fire	Fire Station Alerting and Public Address System	40,000	-	-	-	-	40,000
Fire	Communications Logging Recorder	14,000	-	-	-	-	14,000
Fire	One Ton Forestry Truck	-	50,000	-	-	-	50,000
Fire	Hose & Fitting Replacement	-	-	25,000	-	-	25,000
Fire	New Station 2 Facility	-	-	-	-	2,800,000	2,800,000
Fire Total		272,593	165,000	140,000	115,000	2,915,000	3,607,593
Police	Seal Police Station bricks & Replace Garage doors	-	21,000	21,000	-	-	42,000
Police	Carpet Replacement	-	-	30,000	-	-	30,000
Police	Replacement of Portable Radios	-	20,000	-	-	-	20,000
Police	Intellex Security System	-	20,352	-	-	-	20,352
Police	Rain / Foul Weather Coats	13,500	-	-	-	-	13,500
Police	Mobile Data Terminals	45,000	-	-	-	-	45,000
Police	Tasers	-	22,500	22,500	-	-	45,000
Police	Defibrillators	9,800	-	-	-	-	9,800
Police	Cruiser Two-Way Radios	-	12,000	-	-	-	12,000
Police	Radar Units	-	20,950	-	-	-	20,950
Police	Traffic Speed Measuring Signboard	-	5,490	-	-	-	5,490
Police	Harley Davidson Motorcycles	-	-	39,874	-	-	39,874
Police Total		68,300	122,292	113,374	-	-	303,966
Parks	Bartlet Mall Frog Pond Restoration Feasibility Study	30,000	-	-	-	-	30,000
Parks	Parks Facilities & Equipment Improvements	30,000	30,000	30,000	30,000	30,000	150,000
Parks	Field Improvement - Construction Projects	-	-	102,160	1,416,396	160,820	1,679,376
Parks Total		60,000	30,000	132,160	1,446,396	190,820	1,859,376
Planning	Senior Community Center	1,249,742	4,350,000	900,258	-	-	6,500,000
Planning	Clipper City Rail Trail Extension Project - Design Phase	140,033	-	-	-	-	140,033
Planning	Clipper City Rail Trail Extension Project -Construction Phase	-	1,700,000	1,700,000	-	-	3,400,000
Planning	Central Waterfront Bulkhead Project - Phase 1	1,950,000	260,000	-	-	-	2,210,000
Planning	Central Waterfront Bulkhead Project - Phase 2	-	2,500,000	-	-	-	2,500,000
Planning	High School Stadium Renovation Project	-	200,000	2,000,000	-	-	2,200,000
Planning	Fish Pier Embayment Dredging Project	-	50,000	600,000	-	-	650,000
Planning	Inn Street - Phase II - Partial Brick Repair Project	225,000	-	-	-	-	225,000
Planning	Inn Street - Phase III - Fountain Improvement Project	-	75,000	-	-	-	75,000
Planning	Inn Street - Phase IV - Elevated Walkway Project	-	-	200,000	-	-	200,000
Planning	City Hall Capital Improvement Project(s)	-	195,000	-	-	-	195,000
Planning	Common Pasture Parking and Trailhead Project	-	-	25,000	100,000	-	125,000
Planning	Our Common Backyards Parks Improvement Grant	253,553	-	-	-	-	253,553
Planning	Brown School Reuse Feasibility Study	40,000	-	-	-	-	40,000
Planning	Business Park Signage	11,810	-	-	-	-	11,810
Planning Total		3,870,138	9,330,000	5,425,258	100,000	-	18,725,396
Library	Carpet Replacement	16,700	16,202	-	-	-	32,902
Library	Flat Rubber Roof Restoration	3,450	-	-	-	-	3,450
Library	VOIP Phone System	-	16,425	-	-	-	16,425
Library Total		20,150	32,627	-	-	-	52,777
Schools	Bresnahan Elementary Model School Project	21,405,000	7,867,284	-	-	-	29,272,284
Schools	Nock/Molin School Renovation	13,944,960	7,164,620	-	-	-	21,109,580
Schools	Newburyport High School-Roof Replacement	-	70,000	532,500	-	-	602,500
Schools	Newburyport High School-Historic Woodwork Restoration	330,170	237,332	-	-	-	567,502
Schools Total		35,680,130	15,339,236	532,500	-	-	51,551,866

Department	Project Description	FY14	FY15	FY16	FY17	FY18	Five-Year Total
Highway	Roadway Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Highway	Sidewalk Improvements	315,000	300,000	300,000	300,000	300,000	1,515,000
Highway	Purchase of 6 Wheel Dump Trucks	-	150,000	150,000	150,000	-	450,000
Highway	Roof Replacement at DPS Facility	-	80,000	80,000	80,000	80,000	320,000
Highway	Purchase of One Ton Dump Trucks	-	70,000	-	70,000	-	140,000
Highway	Purchase of Street Sweeper	67,000	67,000	67,000	-	-	201,000
Highway	Tree Truck	-	-	-	150,000	-	150,000
Highway	Purchase of 3/4 Ton Pickup Trucks with plows	-	40,000	40,000	40,000	-	120,000
Highway	Street Light Acquisition	98,200	-	-	-	-	98,200
Highway	Purchase of Front End Loader with Backhoe	-	120,000	-	-	-	120,000
Highway	Drainage Study	-	50,000	-	-	-	50,000
Highway	Replacement of Fuel Pumping Station	-	7,000	7,000	7,000	-	21,000
Highway	Repair Stonewall at Highland Cemetery	-	40,000	-	-	-	40,000
Highway	Purchase of Automatic Hydraulic Salt Spreader Control System	-	18,000	18,000	-	-	36,000
Highway	Replacement of HVAC system at the DPS Highway Facility	100,000	-	-	-	-	100,000
Highway	Purchase of Leaf Vacuum	7,000	-	-	-	-	7,000
Highway	Purchase of Tree Chipper	-	55,000	-	-	-	55,000
Highway	Highland Cemetery Upgrades	20,000	-	-	-	-	20,000
Highway	Oil and Hydraulic Pump System for DPS Garage	15,000	-	-	-	-	15,000
Highway	Carpet Replacement - City Hall	18,196	-	-	-	-	18,196
Highway	Emma Andrews ADA Ramp and Building Modifications	15,755	-	-	-	-	15,755
Highway	Replacement of AWD Oversized MAC Snow plow Truck	-	250,000	-	-	-	250,000
Highway Total		1,156,151	1,747,000	1,162,000	1,297,000	880,000	6,242,151
Information Technology	IT Hardware	-	30,000	115,000	60,000	30,000	235,000
Information Technology	Copier/Scanners	18,300	-	-	10,000	10,000	38,300
Information Technology	Storage Area Network Device	35,000	-	-	-	40,000	75,000
Information Technology Total		53,300	30,000	115,000	70,000	80,000	348,300
Water Enterprise	Water Treatment Plant Upgrade	1,743,921	-	-	-	-	1,743,921
Water Enterprise	DPS Water Main Replacement	300,000	325,000	300,000	300,000	300,000	1,525,000
Water Enterprise	DPS Facility Expansion	600,000	221,500	-	-	-	821,500
Water Enterprise	DPS Meter Replacement Project	50,000	75,000	75,000	75,000	75,000	350,000
Water Enterprise	Replacement of Fuel Pumping Station	-	7,000	7,000	7,000	-	21,000
Water Enterprise	Purchase Water Distribution Vehicle	40,000	-	-	-	-	40,000
Water Enterprise	Upper Dam and Intake Improvements	-	150,000	500,000	-	-	650,000
Water Enterprise	Hot Top Roller	-	16,000	-	-	-	16,000
Water Enterprise	Mini Excavator	-	100,000	-	-	-	100,000
Water Enterprise	Tapping Bit	-	8,000	-	-	-	8,000
Water Enterprise	Dump Truck	-	140,000	-	-	-	140,000
Water Enterprise Total		2,733,921	1,042,500	882,000	382,000	375,000	5,415,421
Sewer Enterprise	Wastewater Treatment Facility Improvements	2,267,202	-	-	-	-	2,267,202
Sewer Enterprise	West End Easement	150,000	-	-	-	-	150,000
Sewer Enterprise	Graf Road Force Main	-	-	2,000,000	-	-	2,000,000
Sewer Enterprise	Purchase of Vactor Vacuum Truck	200,000	-	-	-	-	200,000
Sewer Enterprise	DPS Facility Expansion	600,000	221,500	-	-	-	821,500
Sewer Enterprise	Purchase of Mack RD690S Dump Truck	-	130,000	-	-	-	130,000
Sewer Enterprise	Bobcat Loader	-	90,000	-	-	-	90,000
Sewer Enterprise	Replacement of Fuel Pumping Station	-	7,000	7,000	7,000	-	21,000
Sewer Enterprise	DPS Meter Replacement Project	50,000	75,000	75,000	75,000	75,000	350,000
Sewer Enterprise	Plum Island Alarm System	-	100,000	100,000	100,000	100,000	400,000
Sewer Enterprise	Sewer Line Replacement	-	-	150,000	150,000	-	300,000
Sewer Enterprise Total		3,267,202	623,500	2,332,000	332,000	175,000	6,729,702
Harbormaster Enterprise	Transient Boaters & Harbormaster Facility	134,200	800,000	-	-	-	934,200
Harbormaster Enterprise	New Harbormaster Boat	15,000	-	-	-	-	15,000
Harbormaster Enterprise Total		149,200	800,000	-	-	-	949,200
Grand Total		47,331,085	29,262,155	10,834,292	3,742,396	4,615,820	95,785,748




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Project Title: Fire Engine Replacement	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: <p>This project will replace two 1993 KME pumpers that are currently in reserve at each of the City's fire stations. These pumpers are beyond their useful life expectancy, are constantly in a state of disrepair, and are unreliable. Our frontline apparatus is ten years old and due for reserve status, so new front line pumpers are needed now. The cost to lease-to-own two engines for 10 years is \$115,00 annually. Once these leases have been paid off, the engines will be ten years old and shifted to reserve status. It is expected that the imposition of a fire alarm service fee in line with other area Fire Departments will allow the City to absorb this new expense into the annual operating budget given the projected revenues that will be collected.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6/1	575,000	115,000	115,000	115,000	115,000	115,000
G. Contingency							
H. Other							
TOTAL		\$575,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000


Project Title: Replacement of Fire Alarm System	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: <p>This project would replace the outdated fire alarm receiving unit from a hard wired receiving unit to one that would be able to receive alarms by radio transmissions. The new unit would allow the City to begin mandating radio controlled master boxes and begin dismantling the low energy overhead wires that are in place throughout the city. This purchase would reduce costs in the operating budget because the City would no longer have to maintain the existing system, which is 100 year old technology.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	19,000	19,000				
G. Contingency							
H. Other							
TOTAL		\$19,000	\$19,000				


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Tile Flooring Replacement on First Floor of Station 1	
Department: Fire	Category: Facilities Renovation/Repair
Description and Justification: <p>The existing flooring on the first floor of the Greenleaf Street Fire Station was significantly deteriorated. The asbestos tile was removed and replaced in FY14. This flooring replacement project was coordinated in conjunction with the installation of the new dispatch console and other IT and communications upgrades to the station which are located in the same area.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	1	30,000	30,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$30,000	\$30,000				


Project Title: Dispatch Console Workstation	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: <p>The existing workstation is outdated and oversized. The dispatch radio equipment is ten years old and is not integrated, making public safety response coordination difficult and time-consuming. This work would complete the dispatch system upgrade.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	54,593	54,593				
G. Contingency							
H. Other							
TOTAL		\$54,593	\$54,593				

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Fire Station Alerting and Public Address System	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: This system will connect the dispatch center with both stations simultaneously and will replace the outdated notification system currently in place. This project is part of the comprehensive effort to upgrade and update the existing Fire Department IT and communications systems.	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	40,000	40,000				
G. Contingency							
H. Other							
TOTAL		\$40,000	\$40,000				

Project Title: Communications Logging Recorder	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: There is currently no way for the Fire Department to record or retrieve incoming or outgoing communications. This system would allow all calls to be recorded and archived. It is critical that the Department have this capability to better respond should a call get dropped and to continue to refine their service delivery.	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	14,000	14,000				
G. Contingency							
H. Other							
TOTAL		\$14,000	\$14,000				

Source of Funds Legend

- | | | |
|------------------------|--------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other |
| | | (7) Sewer Enterprise Fund Retained Earnings |
| | | (8) Water Enterprise Fund Retained Earnings |

Project Title: One Ton Forestry Truck	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: The Department currently has a 2005 truck that was purchased through grant funding. This vehicle is in need of a new chassis and should be replaced.	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	50,000		50,000			
G. Contingency							
H. Other							
TOTAL		\$50,000		\$50,000			

Project Title: Hose & Fitting Replacement	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: The Department will need comprehensive replacement of its larger diameter hose and fittings as most of the existing stock is old and deteriorated.	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	25,000			25,000		
G. Contingency							
H. Other							
TOTAL		\$25,000			\$25,000		



Source of Funds Legend

- | | | |
|------------------------|--------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other |
| | | (7) Sewer Enterprise Fund Retained Earnings |
| | | (8) Water Enterprise Fund Retained Earnings |

Project Title: New Station 2 Facility	
Department: Fire	Category: Facilities Renovation/Repair
Description and Justification: The existing facility is dated, cramped, and in disrepair. It was originally constructed in the 1960s and was never intended as a long-term solution. This funding will cover the costs of the design, land acquisition, and construction of an entirely new stick-built structure in the same location as Station 2 is currently. The building footprint will be expanded to accommodate a minimum of three full-time staff of both genders and provide them with adequate living and working quarters.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	2/6	200,000					200,000
C. Land Acquisition	2	100,000					100,000
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	2	2,500,000					2,500,000
G. Contingency							
H. Other							
TOTAL		\$2,800,000					\$2,800,000

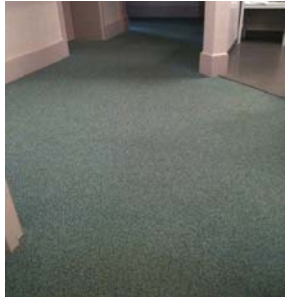
Project Title: Seal Police Station bricks & Replace Garage doors	
Department: Police	Category: Facilities Renovation/Repair
Description and Justification: The Police Station's exterior has not been waterproofed since its renovation 14 years ago. This project will including sealing the brick exterior of the station and prevent future water damage to the interior. Additionally, the replacement station's three garage doors will be through this project. The doors are showing deterioration and will have exceed their useful life by the estimated date of	
 	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	21,000			21,000		
F. Departmental Equipment							
G. Contingency							
H. Other	6	21,000		21,000			
TOTAL		\$42,000		\$21,000	\$21,000		


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Carpet Replacement	
Department: Police	Category: Facilities Renovation/Repair
Description and Justification: This project will fund the replacement of the carpeting at the police station on all three floors. The current carpet was installed when the building was renovated and has begun to show significant deterioration.	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	30,000			30,000		
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$30,000			\$30,000		


Project Title: Replacement of Portable Radios	
Department: Police	Category: Vehicles/Equipment
Description and Justification: This would fund the replacement of the Police Department's portable radios. The Federal Communications Commission (FCC) has mandated that all non-Federal public safety licenses using 25kHz radio systems must migrate to narrowband 12.5kHz channels by January 1, 2013. Routine upgrading has been ongoing, but replacement of significant amounts of radio equipment, along with re-licensing and re-programming of existing equipment will still be needed. Further review and assessment to refine cost estimates and possible alternative funding sources is	

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,000		20,000			
G. Contingency							
H. Other							
TOTAL		\$20,000		\$20,000			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Intellex Security System	
Department: Police	Category: Vehicles/Equipment
Description and Justification: <p>Over the past two years the police department has expanded its internal video monitor system to include four remote cameras in the downtown business area. This video feed and our internal audio system, which is used to monitor the holding area for suspects, is processed through an Intellex electronic system. This intellex system is the operating system which allows remote controlling of cameras, records the video, audio, and manages the data being received.</p> <p>There are two of these intellex devices in use (Each unit can process 16 cameras) with one processing 16 cameras and the other with 11 cameras. The intellex units are seven plus years old and are showing signs of aging with ongoing service calls and out dated technology.</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,352		20,352			
G. Contingency							
H. Other							
TOTAL		\$20,352		\$20,352			

Project Title: Rain / Foul Weather Coats	
Department: Police	Category: Vehicles/Equipment
Description and Justification: <p>The green reflective rain/winter jackets the officers are issued are eight years old and are in need of replacement. These jackets are used during inclement weather and meet the American National Standards Institutes (ANSI) requirements for public safety personnel. Through constant use, these jackets are worn, lost reflective color, and are no longer water resistant. The loss of reflectiveness places officers at risk when assigned to traffic assignments and accident scenes.</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	13,500	13,500				
G. Contingency							
H. Other							
TOTAL		\$13,500	\$13,500				

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Mobile Data Terminals	
Department: Police	Category: Vehicles/Equipment
Description and Justification: <p>The mobile data terminals are now eight years old and five out of the seven have fallen into disrepair recently. These terminals are critical to the effectiveness and safety of our officers on patrol. These terminals provide critical information about wanted persons, stolen vehicles, vehicle registrations, license information (including photo). In addition this system allows an officer direct access to the department's computer system and database, and will have the capability to remotely monitor school security cameras in the event of an emergency. This technology has proven to save lives in past school incidents. These mobile data terminals provide advanced safety to an officer whenever they interact with members of the public and allow for advanced knowledge before approaching suspects.</p>	



RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	45,000	45,000				
G. Contingency							
H. Other							
TOTAL		\$45,000	\$45,000				

Project Title: Tasers	
Department: Police	Category: Vehicles/Equipment
Description and Justification: <p>Over the past year, a number of officers have been injured or placed in situations that have resulted in hand-to-hand combat with suspects. Tasers have been being used by law enforcement since 1999. Recent surveys reveal officer injuries are down by 76% and the injuries to suspects is even higher, saving an estimated 75,000 lives. The days of the public tolerating officers striking suspects with batons is quickly diminishing, mostly due to the fact that technology and safer tools are now available. In addition, agencies utilizing Tasers have seen significant reductions in lawsuits and litigations a result of this equipment. This funding would allow for the purchase of seventeen tasers this coming year and another seventeen the next year to outfit the department. Each officer having their own device will insure that they have it when needed, will extend the life of the equipment, and will reduce breakage/damage/accountability.</p>	



RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	45,000		22,500	22,500		
G. Contingency							
H. Other							
TOTAL		\$45,000		\$22,500	\$22,500		

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Defibrillators	
Department: Police	Category: Vehicles/Equipment
Description and Justification: <p>The Police Department has five older version defibrillators that were donated to us from three area banks back in 2006. There is two other even older units that we depend on at the station and in another cruiser. These defibrillators have been effective in saving several citizens that were in full cardiac arrest. Having our officers equipped with these devices and being able to provide timely responses to medical situation provides the best opportunity to have a successful outcome. Our current AEDs are become undependable due to unviability of medical chest pads and costly with battery replacements costing upwards of \$300 to \$400 dollars per unit. Three of our AEDs are out of service due to the above situations. This funding covers ten new AED units, ensuring that each cruiser has its own and that back-up units are available at the station.</p>	



RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	9,800	9,800				
G. Contingency							
H. Other							
TOTAL		\$9,800	\$9,800				


Project Title: Cruiser Two-Way Radios	
Department: Police	Category: Vehicles/Equipment
Description and Justification: <p>The cruiser two-way radios are coming to the end of their life span, with most being 15 plus years old. These radios no longer have the capability to use the new digital capability and rely on analog to operate. For this reason, officers can currently hear transmissions from the communications center or portable radios when operating on a secured channel. These radios also do not have identifier screens which allow officers to identify who is calling in the event of an emergency. As the state moves away from analog to digital, the City's cruisers will not be able to communicate with other units in town or when responding to mutual aid calls.</p>	



RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	12,000		12,000			
G. Contingency							
H. Other							
TOTAL		\$12,000		\$12,000			


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Radar Units	
Department: Police	Category: Vehicles/Equipment
Description and Justification: Radar units are part of the everyday equipment utilized by officers on the street in the performance of the duties. These units turn on at the beginning of an officer's shift and are used throughout the shift. They are also a source of income to the community as part of state Cherry Sheet revenue. There are ten units in operation and they have not been replaced in several years. Each unit will cost approximately \$2,095. New units will increase compliance with posted speed limits and be a tool for officers to use in the identification and citation of violators.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,950		20,950			
G. Contingency							
H. Other							
TOTAL		\$20,950		\$20,950			


Project Title: Traffic Speed Measuring Signboard	
Department: Police	Category: Vehicles/Equipment
Description and Justification: The All Traffic Solutions radar board that we currently have has turned into a highly requested tool in numerous neighborhoods to measure speed and as a traffic calming tool. This equipment continues to be called upon to provide traffic studies and counts throughout the City at the request of the Traffic Safety Advisory Committee. A second unit would assist in providing better deployment in neighborhoods in a timelier manner. This cost includes a credit for an old trailer type that is no long in service.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	5,490		5,490			
G. Contingency							
H. Other							
TOTAL		\$5,490		\$5,490			


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Harley Davidson Motorcycles	
Department: Police	Category: Vehicles/Equipment
Description and Justification: The departments has two 2003 Harley Davidson motorcycles that are now twelve years old. These bikes are used throughout the warmer months (May–October) to patrol all areas of the city. These bikes allow officers to access numerous areas that are otherwise not reachable by vehicle including parks and traffic-congested street during events and for many formal activities including funerals and other high-visibility events. The motorcycles play a vital part in our ability to have officers interact with the community and at the same time conserve fuel costs. The age of the motorcycles warrants their replacement. The \$39,874 cost does not account for the allowable trade-in value that the City would receive toward the new units.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	39,874			39,874		
G. Contingency							
H. Other							
TOTAL		\$39,874			\$39,874		


Project Title: Bartlet Mall Frog Pond Restoration Feasibility Study	
Department: Parks Department	Category: Parks, Grounds & Open Space
Description and Justification: The Frog Pond, the centerpiece of the Bartlet Mall, requires an extensive clean up. Funding is needed to perform a feasibility study in order to proceed with restoration efforts. The goal of this project is to hire a consulting team to summarize and assess work done to date, identify data gaps and devise methods to obtain any additional information needed, determine the level of restoration possible, conduct public meetings and collaborate with stakeholders, identify potential funding sources, prepare a restoration plan, acquire all necessary permits to execute the plan, oversee the implementation of the restoration plan, implement the restoration plan, and conduct/coordinate follow-up testing to determine plan success.	
	

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study	6	30,000	30,000				
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$30,000	\$30,000				

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Parks Facilities & Equipment Improvements	
Department: Parks Department	Category: Parks, Grounds & Open Space
Description and Justification: Ongoing improvements of Newburyport's Parks facilities and equipment. Capital needs for FY14 include: repairing tennis court surfacing at Atkinson Common, replacing broken play equipment and drinking fountain at Cashman, installing a wheelchair accessible swing at the Brown School playground, and installing permanent off-leash signage at designated areas.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	150,000	30,000	30,000	30,000	30,000	30,000
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$150,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000

Project Title: Field Improvement - Construction Projects	
Department: Parks Department	Category: Parks, Grounds & Open Space
Description and Justification: Based on findings and recommendations of the Field Space Task Force, construction projects consist of developing and improving fields at the Fuller Fields and Nock/Molin Middle School. The timing and costs of the projects are contingent on other field-related projects in the City, including the Newburyport High School Stadium.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	1/6	113,856			102,160	11,696	
C. Land Acquisition							
D. Construction	1/2/6	1,565,520				1,404,700	160,820
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$1,679,376			\$102,160	\$1,416,396	\$160,820


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Senior Community Center		
Department: Office of Planning & Development	Category: Facilities Renovation/Repair	
Description and Justification: For many years, the City studied an array of sites for a new Senior Center, offering dedicated facilities for Council on Aging operations. In 2011, Mayor Holaday proposed to build a new Senior and Community Center on the site of the current Bresnahan Elementary School. Construction is set to begin in Fall 2014 once the existing school is demolished. The design process is well underway, with the new facility set to provide sufficient space and flexibility for senior, community, and social service activities.		

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study	2/6	91,500	91,500				
B. Design	2/6	578,242	578,242				
C. Land Acquisition							
D. Construction	2/6	5,830,258	580,000	4,350,000	900,258		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$6,500,000	\$1,249,742	\$4,350,000	\$900,258		


Project Title: Clipper City Rail Trail Extension Project - Design Phase		
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space	
Description and Justification: This funding will cover the balance needed to complete design and permitting of a 2-mile extension of the multi-use off-road pathway known as the Clipper City Rail Trail. The 10-foot-wide paved pathway will generally travel along the old City Branch railroad corridor from the central waterfront to Joppa Park, through the South End past March's Hill, to Parker Street and into Newbury, and eventually across Route 1 and back to the MBTA train station. While federal and state transportation funding may be available for the construction phase of extending the Rail Trail, the City needs to fund the design and permitting of the project.		

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	6	140,033	140,033				
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$140,033	\$140,033				


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Clipper City Rail Trail Extension Project -Construction Phase	
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space
Description and Justification: <p>This project will construct a 2-mile extension of the multi-use off-road pathway known as the Clipper City Rail Trail. The 10-foot-wide paved pathway will generally travel along the old City Branch railroad corridor from the central waterfront to Joppa Park, through the South End past March's Hill, to Parker Street and into Newbury, and eventually across Route 1 and back to the MBTA train station. We hope that federal and state transportation funding will continue to be available to fund most of the cost of construction of such facilities. However, even if significant transportation funding grants are secured for construction, the City will need to fund enhancements (benches, signage, art, lighting, etc.) to the basic trail to complete it.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3	3,400,000		1,700,000	1,700,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$3,400,000		\$1,700,000	\$1,700,000		


Project Title: Central Waterfront Bulkhead Project - Phase 1	
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space
Description and Justification: <p>The Central Waterfront Bulkhead project consists primarily of replacing and repairing the bulkhead at Newburyport's central waterfront. Except for the western section of the bulkhead that was reconstructed in 2002, the existing steel bulkhead was built over three decades ago in 1977, and supports an 1100 foot boardwalk and embayment area that is used extensively by visiting boaters, commercial tour boat operators, large numbers of residents and visitors, plus the small local commercial fishing fleet. The steel bulkhead is nearing the end of its service life, and consultants have suggested that sections of the boardwalk could become undermined. Phase 1 of this project will be completed in Spring 2014 and was funded by a grant from the Seaport Advisory Council.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3/5/6	2,210,000	1,950,000	260,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,210,000	\$1,950,000	\$260,000			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Central Waterfront Bulkhead Project - Phase 2		
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space	
Description and Justification: The Central Waterfront Bulkhead project consists primarily of replacing and repairing the bulkhead at Newburyport's central waterfront. Except for the western section of the bulkhead that was reconstructed in 2002, the existing steel bulkhead was built over three decades ago in 1977, and supports an 1100 foot boardwalk and embayment area that is used extensively by visiting boaters, commercial tour boat operators, large numbers of residents and visitors, plus the small local commercial fishing fleet. The steel bulkhead is nearing the end of its service life, and consultants have suggested that sections of the boardwalk could become undermined. The City hopes to secure funding for Phase 2 of this project from the Seaport Advisory Council and/or other grant sources.		

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3/5/6	2,500,000		2,500,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,500,000		\$2,500,000			

Project Title: High School Stadium Renovation Project		
Department: Office of Planning & Development	Category: Facilities Renovation/Repair	
Description and Justification: The replacement of the old playing field at the High School World War Memorial Stadium with a wider multi-purpose synthetic turf field is a significant priority for the City's administration as well as the coaches and leagues of Newburyport's various youth sports. Currently, Newburyport has a shortfall of available playing fields, and an acute need for both new and improved athletic field space. A new wider multi-purpose synthetic turf field in this central location will allow a much more intensive use by a number of Newburyport sports teams and leagues, and potentially allow the City to periodically rest the other natural grass fields so that they can be more efficiently and effectively maintained.		

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	2/6	200,000		200,000			
C. Land Acquisition							
D. Construction	2/6	2,000,000			2,000,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,200,000		\$200,000	\$2,000,000		

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Fish Pier Embayment Dredging Project	
Department: Office of Planning & Development	Category: Infrastructure
Description and Justification: The public Fish Pier provides one of the few suitable places in the area for the local commercial fishing fleet to unload their catch. Unfortunately, the Fish Pier has been underutilized since it was constructed two decades ago due to inadequate depths in the embayment. Present depths vary from elevation 0 to -12 Mean Low Water, allowing vessel access only at higher tides. A small fishing fleet has remained based in Newburyport, and is an important part of the City's heritage and culture; with supportive facilities, the fleet could begin to grow again. Newburyport's Waterfront Strategic Plan makes improving the Fish Pier a priority, and in 2008-2009 the City completed survey, sampling, testing, design, cost estimates and permitting (Conservation Commission, DEP Chapter 91, DEP Water Quality Certificate, Army Corps of Engineers) for the project.	



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	6	50,000		50,000			
C. Land Acquisition							
D. Construction	6	600,000			600,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$650,000		\$50,000	\$600,000		

Project Title: Inn Street - Phase II - Partial Brick Repair Project	
Department: Office of Planning & Development	Category: Infrastructure
Description and Justification: The award-winning conversion of Inn Street to a brick, bluestone, and granite pedestrian corridor has been the heart of the downtown since the urban renewal process of a generation ago. However, the brickwork in the plaza and corridor has not been adequately maintained over the years. Newburyport's downtown has been the engine of our economy, and the Inn Street pedestrian corridor has been at the core of the downtown's attractiveness to both visitors and residents. This project will reset bricks in the Inn Street plaza and corridor to remove the most troublesome tripping hazards, avoid tree root conflicts and improve overall appearance. Additional masonry work will involve the repointing of brick work in elements such as the stairways to the elevated walkway.	




RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	6	25,000	25,000				
C. Land Acquisition							
D. Construction	6	200,000	200,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$225,000	\$225,000				


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Inn Street - Phase III - Fountain Improvement Project	
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space
Description and Justification: The award-winning conversion of Inn Street to a brick, bluestone, and granite pedestrian corridor has been the heart of the downtown since the urban renewal process of a generation ago. However, the fountain and focal point for this plaza has been out of operation for several years. Excessive water usage and public concerns regarding water quality and child safety have lead to requests for a retrofit or redesign of this water feature. Newburyport's downtown has been the engine of our economy, and the Inn Street pedestrian corridor has been at the core of the downtown's attractiveness to both visitors and residents. This project will modify the existing fountain with improvements that significantly improve appearance and function.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	6	10,000		10,000			
C. Land Acquisition							
D. Construction	6	65,000		65,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$75,000		\$75,000			

Project Title: Inn Street - Phase IV - Elevated Walkway Project	
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space
Description and Justification: The award-winning conversion of Inn Street to a brick, bluestone, and granite pedestrian corridor has been the heart of the downtown since the urban renewal process of a generation ago. However, the concrete elevated walkway that provides access and egress to the buildings that run along both Inn and State Streets is an eyesore. The solid concrete railing of the elevated walkway has hidden users from the eyes of the police, business owners, and general public, and have lead to vandalism, trash, urination, and various negative social behaviors. Newburyport's downtown has been the engine of our economy, and the Inn Street pedestrian corridor has been at the core of the downtown's attractiveness to both visitors and residents. This project will modify or replace the structurally sound raised walkway with modifications that significantly improve appearance.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	6	20,000			20,000		
C. Land Acquisition							
D. Construction	6	180,000			180,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$200,000			\$200,000		

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: City Hall Capital Improvement Project(s)	
Department: Office of Planning & Development	Category: Facilities Renovation/Repair
Description and Justification: This request would fund the following City Hall improvements: • Universal access improvements to meet code: -- install assistive listening devices in City Council Chambers and Auditorium; -- modify bathrooms and associated fixtures; -- modify threshold of the main auditorium doors; -- install new interior door handles for about ten doors. • Public kitchen renovation to meet codes; • Roof replacement (western side); • Central hallway wood flooring; • Caulking and wood painting; • Renovate first floor men's bathroom; and • Update auditorium stage and sound.	



RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	6	39,000		39,000			
C. Land Acquisition							
D. Construction	6	156,000		156,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$195,000		\$195,000			


Project Title: Common Pasture Parking and Trailhead Project	
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space
Description and Justification: In 2006, the City acquired two substantial parcels of open space in the Common Pasture area as part of the City's long-term initiative to protect this last remaining large expanse of contiguous farmland, fields, and forest. The City spent a combined total of approximately \$2 million on the acquisition of the 102-acre Cooper North Pasture property and the 123-acre Wet Meadows property, with about half supplied by state and federal grants (plus the state match for the CPA funding). The properties were acquired for the purposes of open space, agriculture, historic and scenic landscape preservation, watershed protection, conservation, and passive recreation. The votes, deeds, and grants associated with these properties all require that they be enhanced and made available for appropriate	



RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	6	25,000			25,000		
C. Land Acquisition							
D. Construction	6	100,000				100,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$125,000			\$25,000	\$100,000	


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Our Common Backyards Parks Improvement Grant		
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space	
Description and Justification: <p>The City applied for funding through this new state grant program in early CY2014 and is awaiting notification. If awarded, the state would cover up to \$200,000 of the overall project cost, with the City set to cover the local match cost for the balance needed to move either of these projects forward should we receive grant funding. We were required to identify two potential projects for their review. The first involved significant improvements to Atwood Park; the second is a splash pad at Cashman Park.</p>		

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	253,553	253,553				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$253,553	\$253,553				

Project Title: Brown School Reuse Feasibility Study		
Department: Office of Planning & Development	Category: Facilities Renovation/Repair	
Description and Justification: <p>With the new Bresnahan Elementary School scheduled to open in Fall 2014, the City has to decide what to do with the Brown School. Given the deteriorating conditions of the Kelley School and the significant costs associated with bringing that building up to code, the City is examining the possibility of shifting Youth Services to the Brown School. The extent of work that has to be done to allow for this potential shared use and the feasibility of having a developer implement an adaptive re-use of this facility that is supported by the community requires extensive professional review prior to issuing an RFP and initiating the process of disposing of surplus property. This funding will support the scope of work for this study and will allow the City to move forward in a timely manner in addressing the parallel needs of housing Youth Services and ensuring a reuse project that is in keeping with the surrounding neighborhood.</p>		

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study	6	40,000	40,000				
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$40,000	\$40,000				

Source of Funds Legend

(1) Operating Revenues

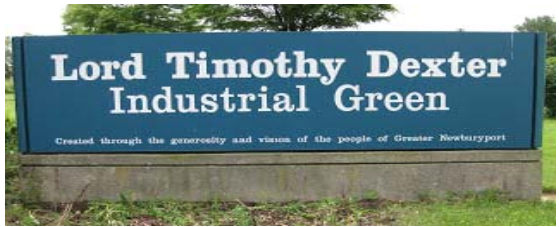
(3) State Aid

(5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds


(4) Capital Stabilization Fund

(6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: Business Park Signage	
Department: Office of Planning & Development	Category: Parks, Grounds & Open Space
Description and Justification: In 2012, the Lord Timothy Dexter Industrial Green was rebranded as the Newburyport Business & Industry Park to reflect the diversity of businesses operating there. Funding is requested to upgrade outdated signage that is located on City property to showcase the new brand identity. The Newburyport Business Park Association has offered \$5,000 toward the cost of making landscape improvements that will accompany the new signage.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	11,810	11,810				
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$11,810	\$11,810				


Project Title: Carpet Replacement	
Department: Library	Category: Facilities Renovation/Repair
Description and Justification: The existing carpet is ten years old and showing extensive wear from 1,000+ daily visitors. Old, worn carpet is difficult to keep clean and detracts from the attractiveness of the building. Worn and stretched spots present a hazard to patrons. The areas to be replaced in this two-year project are high traffic ones. The carpet quoted has a projected life of 15-20 years. This state contract pricing includes removal and disposal of the old carpet. The three priority areas are: Teen Loft (completed), the first floor Reading Room, Media Area and Back Hall (\$16,700) and Children's Room (\$16,202)	
	

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	32,902	16,700	16,202			
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$32,902	\$16,700	\$16,202			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Flat Rubber Roof Restoration	
Department: Library	Category: Facilities Renovation/Repair
Description and Justification: <p>The 10-year warranty on the rubber roof has expired. The rubber roof has already been repaired in several areas using a recommended patch kit. This restoration project includes making repairs to splits/holes in the rubber roof membrane and the application of urethane liquid waterproofing membrane to restore and upgrade the performance of the rubber roof system. Leaks could cause serious damage to the building, fixtures, and contents.</p>	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other (Roof)	6	3,450	3,450				
TOTAL		\$3,450	\$3,450				

Project Title: VOIP Phone System	
Department: Library	Category: Vehicles/Equipment
Description and Justification: <p>The Library's thirteen year old phone system is not VOIP enabled and is not integrated with the City Hall phone system. It includes only three lines, which is inadequate for a department with four fully staffed service desks, a number of staff offices, and a large volume of daily calls. Having a phone system with desktop integration would assist with staff efficiency/productivity and improve patron service. The quoted system would provide ten phone line, visual voicemail, call recording, auto attendant, wave global administrator, and viewpoint desktop call management.</p>	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	16,425		16,425			
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$16,425		\$16,425			


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Bresnahan Elementary Model School Project	
Department: School Department	Category: Facilities Renovation/Repair
Description and Justification: <p>The Massachusetts School Building Authority approved an investment of \$19,708,881 of the total project budget of \$38,818,204, representing a 52.78% reimbursement rate.</p> <p>CTA Construction was selected as the contractor to build the new school. The groundbreaking officially occurred in May 2013 and construction is progressing on schedule.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study	2/3						
B. Design	2/3						
C. Land Acquisition							
D. Construction	2/3	27,299,000	21,405,000	5,894,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2/3	1,973,284		1,973,284			
H. Other							
TOTAL		\$29,272,284	\$21,405,000	\$7,867,284			


Project Title: Nock/Molin School Renovation	
Department: School Department	Category: Facilities Renovation/Repair
Description and Justification: <p>The Massachusetts School Building Authority approved an investment of \$13,021,662 of the total project budget of \$26,997,326, representing a 53.78% reimbursement rate.</p> <p>Gilbane Building Company was selected as the contractor to renovate the school. The groundbreaking officially occurred in April 2013 and construction is progressing on schedule.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2/3	19,193,280	13,944,960	5,248,320			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2/3	1,916,300		1,916,300			
H. Other							
TOTAL		\$21,109,580	\$13,944,960	\$7,164,620			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Newburyport High School-Roof Replacement	
Department: School Department	Category: Facilities Renovation/Repair
Description and Justification: <p>The four flat roof sections on the original part of the high school were last replaced circa 1995. Two of these roof sections are over classrooms, one over the library and the other over the auditorium. The roofs were exposed to excessive wear and tear as well as patching due to removal of equipment during the construction project from 1999-2002 and were not replaced at the time. Since then leaking has been a common occurrence and much of the insulation and decking underneath has been compromised due to the infiltration of water. Total roof area is approximately 25,800 square feet.</p> <p>Additionally, ductwork penetrations into the sloped roof area have also been the cause of leaking and need to be reworked in order to correct the problem.</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	2	80,000		70,000	10,000		
C. Land Acquisition							
D. Construction	2	475,000			475,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2	47,500			47,500		
H. Other							
TOTAL		\$602,500		\$70,000	\$532,500		

Project Title: Newburyport High School-Historic Woodwork Restoration	
Department: School Department	Category: Facilities Renovation/Repair
Description and Justification: <p>This project would fund the restoration of the historic woodwork at Newburyport High School. Repairs to the exterior would be completed in four phases, addressing the most pressing and visible portions of the project first, including the main portico, cupola and entry facade.</p> <p>Given that the purpose of this project is to preserve the historic woodwork at the school, Community Preservation Act (CPA) funding is requested.</p>	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	567,502	330,170	237,332			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$567,502	\$330,170	\$237,332			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Roadway Improvements	
Department: DPS - Highway	Category: Infrastructure
Description and Justification: The City's Chapter 90 appropriation averages approximately \$500,000. In accordance with the City's Pavement Management Plan, the city replaces 2,500 linear feet of roadway annually based on an annual assessment of all City streets.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3	2,500,000	500,000	500,000	500,000	500,000	500,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000

Project Title: Sidewalk Improvements	
Department: DPS - Highway	Category: Infrastructure
Description and Justification: 50% of the revenue generated from the local option meals tax plus an annual appropriation of \$75,000 is used to replace and repair city sidewalks, including curbing and handicap approaches.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	1/6	1,515,000	315,000	300,000	300,000	300,000	300,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$1,515,000	\$315,000	\$300,000	\$300,000	\$300,000	\$300,000

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Purchase of 6 Wheel Dump Trucks	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This would fund the purchase and replacement of the Highway Division's six wheel dump trucks. The new trucks will replace 2000 Mack RD690s. 6 Wheel dump trucks serve as frontline plow trucks and are used to haul materials and hot top to job sites.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	450,000		150,000	150,000	150,000	
G. Contingency							
H. Other							
TOTAL		\$450,000		\$150,000	\$150,000	\$150,000	

Project Title: Roof Replacement at DPS Facility	
Department: DPS - Highway	Category: Facilities Renovation/Repair
Description and Justification: The steel roof at the DPS Facility (1991) is 23 years old and there has been no investment in preventative maintenance. The seam caulking has deteriorated and as a result the roof is leaking significantly and the interior of the building is being impacted. This project should be bonded over the short term. The cost includes reinstalling the solar panels currently on the roof.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	320,000		80,000	80,000	80,000	80,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$320,000		\$80,000	\$80,000	\$80,000	\$80,000

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Purchase of One Ton Dump Trucks	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This request is to replace two 1-Ton dump trucks. The current 1-Ton trucks are 11 years old and will be replaced over three years. Repairs to these vehicles have become frequent and increasingly costly. 1-Ton pickup trucks are the Highway Division's primary vehicles for everyday activities including, but not limited to roadwork, trash pick up, and transportation of equipment. The truck will purchased using a combination of free cash and operating revenues from the supplemental budget.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	140,000		70,000		70,000	
G. Contingency							
H. Other							
TOTAL		\$140,000		\$70,000		\$70,000	

Project Title: Purchase of Street Sweeper	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This request is to replace the existing 2003 Elgin Pelican street sweet. The useful life of a street sweeper is 10-12 years. As it ages the repairs become more costly The department has 2 sweepers (1 inoperable) to sweep the entire City between early March and late November. With one sweeper being out of service, it has taken longer to sweep the entire City and has resulted in more wear and tear on the operable sweeper. New stormwater regulations from the state require that the City sweep twice a year.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	201,000	67,000	67,000	67,000		
G. Contingency							
H. Other							
TOTAL		\$201,000	\$67,000	\$67,000	\$67,000		


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Tree Truck	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This request will replace the Department's Tree Truck which was purchased in 1999. This truck is used for tree removal and maintenance.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	150,000				150,000	
G. Contingency							
H. Other							
TOTAL		\$150,000				\$150,000	


Project Title: Purchase of 3/4 Ton Pickup Trucks with plows	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This request is to begin replacing the Highway Division's fleet of 3/4 pickup trucks. The current fleet includes a 1995 Ford, 1999 Chevrolet and 2000 Chevrolet. Each of these trucks have exceeded its useful life of 10 years. The truck will be purchased using a combination of free cash and operating revenues from the supplemental budget.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	120,000		40,000	40,000	40,000	
G. Contingency							
H. Other							
TOTAL		\$120,000		\$40,000	\$40,000	\$40,000	

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Street Light Acquisition	
Department: DPS/Energy	Category: Infrastructure
Description and Justification: <p>The legislation that deregulated the electricity industry in Massachusetts in 1997 also gave communities the right to acquire streetlights from their utility for their depreciated value. Newburyport has been reviewing this purchase and has finally received its purchase price of \$98,200.</p> <p>The City anticipates annual savings of at least \$77,000 as a result of purchasing the street lights.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other	6	98,200	98,200				
TOTAL		\$98,200	\$98,200				


Project Title: Purchase of Front End Loader with Backhoe	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: <p>This request is to purchase a front end loader with a backhoe. This would replace a 1997 Case 580 backhoe. This piece of equipment is used for all construction purposes, tree work, loading salt, and plowing streets and parking lots.</p>	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	3/6	120,000		120,000			
G. Contingency							
H. Other							
TOTAL		\$120,000		\$120,000			


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Drainage Study	
Department: DPS - Highway	Category: Infrastructure
Description and Justification: This would fund a drainage study in the vicinity of Phillips Drive, Tilton St, Hale St, Margarie St, and Sylvester St. This area is prone to significant flooding and the city must study potential methods to alleviate the problem.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study	6	50,000		50,000			
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$50,000		\$50,000			


Project Title: Replacement of Fuel Pumping Station	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This would fund the replacement of the fuel pumping station at the DPS Facility as the pumps have exceeded their useful life. The pump station is where all city vehicles fuel and as such the cost will be shared by the general fund, as well as, water and sewer enterprise funds.	
	

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	21,000		7,000	7,000	7,000	
G. Contingency							
H. Other							
TOTAL		\$21,000		\$7,000	\$7,000	\$7,000	

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Repair Stonewall at Highland Cemetery	
Department: DPS - Highway	Category: Parks, Grounds & Open Space
Description and Justification: <p>The current stonewall all at the Highland Cemetery is over 150 years old requires significant amount of masonry repair work. This project would fund the replacement of 100 feet of the most significantly deteriorated sections of the wall.</p>	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	40,000		40,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$40,000		\$40,000			

Project Title: Highland Cemetery Upgrades	
Department: DPS - Highway	Category: Parks, Grounds & Open Space
Description and Justification: <p>After feedback from neighbors and members of the Highland Cemetery Commission, the fencing replacement funded through the FY13 Supplemental Budget was not implemented. Instead, the Commission and DPS has prioritized the installation of several granite posts at key intersections as well as an improved water distribution system to be used by visitors to help keep plantings alive during the summer months.</p>	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	20,000	20,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$20,000	\$20,000				


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Purchase of Automatic Hydraulic Salt Spreader Control System		
Department: DPS - Highway	Category: Vehicles/Equipment	
<u>Description and Justification:</u> This project would include the installation of automatic hydraulic salt spreader control systems on each of the six wheel dump trucks (two have been installed to date). These systems are becoming a standard in the industry as they control salt application and have been proven to control the cost of materials. The City should expect to save 60% in material costs once these systems are fully installed.		
		

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	36,000		18,000	18,000		
G. Contingency							
H. Other							
TOTAL		\$36,000		\$18,000	\$18,000		


Project Title: Replacement of HVAC system at the DPS Highway Facility		
Department: DPS - Highway		Category: Facilities Renovation/Repair
<u>Description and Justification:</u> This project would replace a total of eight HVAC units at the DPS Facility, two building units and six garage units. Significant resources have been needed to maintain the current HVAC system. The current system is 22 years old and replacement parts are becoming unavailable. The cost of the project would be split between the general fund and water and sewer enterprises as follows: 33K Water Division, 33K Sewer Division, 33K General Fund.		

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6/7/8	100,000	100,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$100,000	\$100,000				

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Purchase of Leaf Vacuum	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: <p>This request is to purchase a Leaf Vacuum. This would replace (2) 2000 Tarco Big T Vac units (1 deadlined). This piece of equipment has limited parts availability and is in poor condition. This is used for removable of leaves from the parks, cemeteries, schools, downtown and other areas.</p>	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1	7,000	7,000				
G. Contingency							
H. Other							
TOTAL		\$7,000	\$7,000				

Project Title: Purchase of Tree Chipper	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: <p>This request is to purchase a Tree Chipper. This would replace the existing 2005 Vermeer Tree Chipper. This piece of equipment is used everyday for tree maintenance throughout the City. Due to its importance the DPS has had to rent a tree chipper during storm events and routine work.</p>	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	55,000		55,000			
G. Contingency							
H. Other							
TOTAL		\$55,000		\$55,000			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Oil and Hydraulic Pump System for DPS Garage	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: DPS needs to replace the pump and hose system used by DPS mechanics to service all City vehicles. The current system is over 25 years old and failing.	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	15,000	15,000				
G. Contingency							
H. Other							
TOTAL		\$15,000	\$15,000				

Project Title: Carpet Replacement - City Hall	
Department: DPS - Highway	Category: Facilities Renovation/Repair
Description and Justification: Project will include replacing carpeting and painting the walls in the first floor main hallway, Treasurer/Collector's, Auditor's, Assessor's, Planning and Development's, and Clerk's Offices. The work will be completed with in-house labor, saving significant costs.	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	18,196	18,196				
G. Contingency							
H. Other							
TOTAL		\$18,196	\$18,196				

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Emma Andrews ADA Ramp and Building Modifications	
Department: DPS - Highway	Category: Facilities Renovation/Repair
Description and Justification: This project will bring this facility fully up to ADA and MAAB compliance. The Emma Andrews Association's donation of \$5,000 and the use of in-house labor will help to keep the overall project costs down. This project has been identified as a priority by the Disability Commission and is included in the City's Transition Plan to strive to meet accessibility requirements.	



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	15,755	15,755				
G. Contingency							
H. Other							
TOTAL		\$15,755	\$15,755				

Project Title: Replacement of AWD Oversized MAC Snowplow Truck	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: The oldest piece of equipment in the fleet is a 1969 Snow Fighter, which has served the City well for many years, but is well beyond its useful life. The oversized snowplow truck is needed to efficiently plow Newburyport's major roadways and parking lots.	



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	250,000		250,000			
G. Contingency							
H. Other							
TOTAL		\$250,000		\$250,000			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: IT Hardware	
Department: Information Technology	Category: Vehicles/Equipment
Description and Justification: 2015 (30) Computers to be replaced 2016 (30) Computers & (4) Primary Servers to be replaced 2017 (60) Computers to be replaced 2018 (30) Computers to be replaced	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	235,000		30,000	115,000	60,000	30,000
G. Contingency							
H. Other							
TOTAL		\$235,000		\$30,000	\$115,000	\$60,000	\$30,000

Project Title: Copier/Scanners	
Department: Information Technology	Category: Vehicles/Equipment
Description and Justification: The City is transitioning away from leasing this kind of equipment to purchasing it as a more cost effective capital investment strategy, replacing six old models with this new equipment. The ROI is approximately two years given the service contracts for leased equipment. Additionally, these new units are relatively easy to service and use the same ink/toner cartridges so we can stock for replacement across Departments. These units have also saved the City money by avoiding the need to contract out for larger or more complex printing projects.	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	38,300	18,300			10,000	10,000
G. Contingency							
H. Other							
TOTAL		\$38,300	\$18,300			\$10,000	\$10,000

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Storage Area Network Device	
Department: Information Technology	Category: Vehicles/Equipment
Description and Justification: The City did a major IT upgrade in FY11 and has moved a lot of hard copy files into scanned folders. We have 150+ computers that all require substantial data capacity. The state's public records retention law is also incredibly onerous, statutorily requiring significant storage of most of the City's files. With our existing City-wide IT storage capacity is over 85% due to increasing use of electronic filing, a new unit will provide enough capacity for another four years at the current/projected data storage usage rates.	



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	75,000	35,000				40,000
G. Contingency							
H. Other							
TOTAL		\$75,000	\$35,000				\$40,000

Project Title: Water Treatment Plant Upgrade	
Department: DPS - Water	Category: Facilities Renovation/Repair
Description and Justification: The original Water Treatment Plant (WTP) was put in service in 1971 and was upgraded in the mid 1980's. It is a standard treatment plant with flocculation, sedimentation and filtration stages, along with chemical injection. It has undergone extensive repairs in recent years and needs to be completely overhauled. The plant was designed with a theoretical capacity of 7.8 million gallons per day (mgd), but due to sedimentation limitations, it can only sustain an operating capacity of about 4.0 mgd. This upgrade will include an upgrade to the residuals handling process, a new clearwell, and finished water pump station, along with an upgrade of the SCADA system. This project will significantly extend the life of the WTP and is expected to provide adequate and reliable service for many years to come.	




RECOMMENDED FINANCING

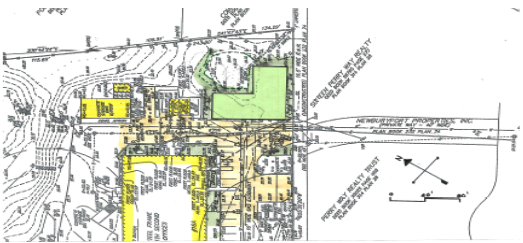
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2	1,743,921	1,743,921				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$1,743,921	\$1,743,921				

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: DPS Water Main Replacement	
Department: DPS - Water	Category: Infrastructure
Description and Justification: The Water Division continues with its goal of making improvements to the aging water distribution infrastructure. In order to achieve this goal, the Division has developed a schedule of planned water distribution replacements. In an effort to minimize the effect on annual operating budgets, funds are designated each year into a capital Water Main Replacement fund.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	1,525,000	300,000	325,000	300,000	300,000	300,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$1,525,000	\$300,000	\$325,000	\$300,000	\$300,000	\$300,000

Project Title: DPS Facility Expansion	
Department: DPS - Water	Category: Facilities Renovation/Repair
Description and Justification: The Water and Sewer offices are currently housed in temporary trailers at 16A Perry Way. The initial plan was to renovate 115 Water Street, the building the City took by eminent domain at the Wastewater Treatment. Upon further analysis, it was determined that 115 Water Street would not be appropriate for housing municipal offices and the best approach was to construct a building next to the DPS Facility. The Sewer and Water Division will both contribute to the final cost of the building.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	821,500	600,000	221,500			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$821,500	\$600,000	\$221,500			


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: DPS Meter Replacement Project	
Department: DPS - Water	Category: Infrastructure
Description and Justification: The Water and Sewer divisions conducted a city-wide meter replacement program in 2008 at a cost of over a million dollars. The meters have a life-time expectancy of 12 - 15 years. In an effort to lessen the effect on the Division's operating budget, it is recommended that \$75,000.00 be allocated each year in preparation of the next city-wide meter replacement in 2023. Cost will be shared with Sewer Division as all users are charged for water and sewer based on metered water use.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	350,000	50,000	75,000	75,000	75,000	75,000
G. Contingency							
H. Other							
TOTAL		\$350,000	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000


Project Title: Replacement of Fuel Pumping Station	
Department: DPS - Water Enterprise	Category: Vehicles/Equipment
Description and Justification: This would fund the replacement of the fuel pumping station at the DPS Facility as the pumps have exceeded their useful life. The pump station is where all city vehicles fuel and as such the cost will be shared by the general fund, as well as, water and sewer enterprise funds.	
	

RECOMMENDED FINANCING


	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	21,000		7,000	7,000	7,000	
G. Contingency							
H. Other							
TOTAL		\$21,000		\$7,000	\$7,000	\$7,000	

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Purchase Water Distribution Vehicle	
Department: DPS - Water Enterprise	Category: Vehicles/Equipment
Description and Justification: This would fund the purchase of a Water Distribution Vehicle to meet the requirements of the Green Communities Act.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	40,000	40,000				
G. Contingency							
H. Other							
TOTAL		\$40,000	\$40,000				

Project Title: Upper Dam and Intake Improvements	
Department: DPS - Water Enterprise	Category: Infrastructure
Description and Justification: The work under this project will include repairs and modifications to the dam, gatehouse and intake pipe that were originally built around 1913. Plans include demolition of the gate house and replacement of the broken valves inside. Repairs will be made to address deficiencies in the dam and wing walls, along with a coating of the entire surface. Sediment that has accumulated over the past century will be dredged from around the intake. Design and permitting will also be included in this project.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design	8	150,000		150,000			
C. Land Acquisition							
D. Construction	2	500,000			500,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$650,000		\$150,000	\$500,000		

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Hot Top Roller	
Department: DPS - Water Enterprise	Category: Vehicles/Equipment
Description and Justification: Double Drum Vibratory roller complete with Dual drum hydrostatic drive system. Foldable ROPS. The hot top roller will be used within the City to Pave trenches and water break areas. It will also be used for compaction of trenches and water break areas.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	16,000		16,000			
G. Contingency							
H. Other							
TOTAL		\$16,000		\$16,000			

Project Title: Mini Excavator	
Department: DPS - Water Enterprise	Category: Vehicles/Equipment
Description and Justification: Mini Excavator with vertical Digging System allows work station to be leveled with inclined - auto 2 speed transmission. Mini Excavator will assist with new service installation/repair for narrow streets where backhoe cannot fit. It will also assist on construction jobs backfilling, installation of hydrants, services, valves.	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	100,000		100,000			
G. Contingency							
H. Other							
TOTAL		\$100,000		\$100,000			

Source of Funds Legend

- | | | |
|------------------------|--------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other |
| | | (7) Sewer Enterprise Fund Retained Earnings |
| | | (8) Water Enterprise Fund Retained Earnings |

Project Title: Tapping Bit	
Department: DPS - Water Enterprise	Category: Vehicles/Equipment
Description and Justification: Tapping bit (4") – This tapping bit would allow us to perform a 4 inch tap for sprinkler systems and services for larger buildings. Currently we have the ability to perform 6", 8" and 12" taps. Taps for fire suppression Taps for larger potable water services	
	


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	8,000		8,000			
G. Contingency							
H. Other							
TOTAL		\$8,000		\$8,000			

Project Title: Dump Truck	
Department: DPS - Water Enterprise	Category: Vehicles/Equipment
Description and Justification: Currently our large dump truck is fifteen years old and while it is in good working order we now have the use for a larger truck that will be able to haul more material to cut down on the amount of trips offsite to dump spoil or other material. The excavator fills our current truck much more quickly than our backhoe would resulting in more trips to dump a load of material. A larger truck would save on fuel and allow more productivity on the worksite. Heated body to prevent freezing of wet material to the body during cold weather main breaks Ability to haul more material for greater productivity	
	

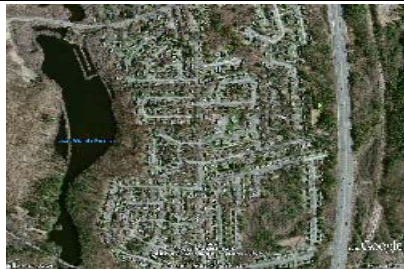
RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	140,000		140,000			
G. Contingency							
H. Other							
TOTAL		\$140,000		\$140,000			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Wastewater Treatment Facility Improvements		
Department: DPS - Sewer		Category: Facilities Renovation/Repair
Description and Justification:		
The Newburyport Wastewater Treatment Facility (WWTF) was originally constructed in 1963 as a primary plant and was subsequently upgraded to provide secondary treatment in 1984. In 2001, odor control facilities were added to the plant. The facility provides biological treatment of wastewater prior to discharge of effluent into the Merrimack River. The facility is designed to treat an average daily flow of 3.40 million gallons per day (mgd), and peak flow of 9.45 mgd. The objective of the Newburyport WWTF Improvements Project is to upgrade the facility to provide continuous treatment of all wastewater flows and pollutant loadings in compliance with its National Pollutant Discharge Elimination System (NPDES) permit for the next 20 years. As part of this effort improvements to support facilities (buildings, electrical, instrumentation & control systems, etc.) are also necessary.		


RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2	2,267,202	2,267,202				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,267,202	\$2,267,202				

Project Title: West End Easement		
Department: DPS - Sewer		Category: Infrastructure
<u>Description and Justification:</u> This project will provide access to the primary sewer line that services the West End. Phase 1 consists of evaluation of the current infrastructure and identifies existing and future easements. The outcome of Phase 1 will determine the final cost of Phase 2. The rough estimate for Phase 2 is \$355,000. It should be noted that Phase 2 could be slightly higher than anticipated. Phase 2 will consist of the construction of a new road to provide access to the sewer main that services the West End. This project is necessary so that in the event of a sewer line break or backup, DPS Sewer Division will be able to access the line and prevent sewer from entering the drinking water supply.		

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	150,000	150,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$150,000	\$150,000				


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Graf Road Force Main	
Department: DPS - Sewer	Category: Infrastructure
Description and Justification: This would fund the replacement of the Graf Road Force Main. The force main at Graf Road Lift Station is one of the most important components of the system. The current force main was installed in the mid 1980s. The material of the pipe was Ductile Iron (DI) and due to corrosive solid, the integrity of the pipe has been compromised and the force main has failed twice in the past two years.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	2,000,000			2,000,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,000,000			\$2,000,000		

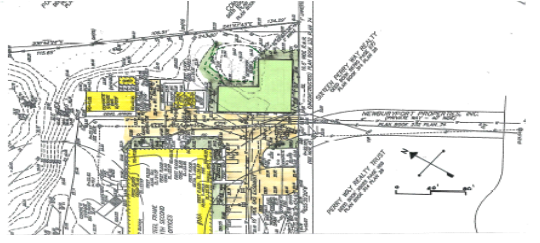
Project Title: Purchase of Vactor Vacuum Truck	
Department: DPS - Sewer	Category: Vehicles/Equipment
Description and Justification: The purchase of a new Vactor Vacuum Truck would replace the current 1999 vacuum truck which is used to by the Sewer Division on every call for service. This vehicle is also used for routine maintenance of the sewer lines. Total cost of \$400,000 \$200,000 funded in FY2013).	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	200,000	200,000				
G. Contingency							
H. Other							
TOTAL		\$200,000	\$200,000				


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: DPS Facility Expansion	
Department: DPS - Sewer	Category: Facilities Renovation/Repair
Description and Justification: The Water and Sewer offices are currently housed in temporary trailers at 16A Perry Way. The initial plan was to renovate 115 Water Street, the building the City took by eminent domain at the Wastewater Treatment. Upon further analysis, it was determined that 115 Water Street would not be appropriate for housing municipal offices and the best approach was to construct a building next to the DPS Facility. The Sewer and Water Division will both contribute to the final cost of the building.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	821,500	600,000	221,500			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$821,500	\$600,000	\$221,500			


Project Title: Purchase of Mack RD690S Dump Truck	
Department: DPS - Sewer	Category: Vehicles/Equipment
Description and Justification: The purchase of a new Mack Dump Truck will replace the current 1999 Mack which is used by the Sewer Division to transport sludge from the WWTP to Ipswich for composting.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	130,000		130,000			
G. Contingency							
H. Other							
TOTAL		\$130,000		\$130,000			


Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Bobcat Loader	
Department: DPS - Sewer	Category: Vehicles/Equipment
Description and Justification: The purchase of a new Bobcat will replace the current 1996 Bobcat which is used by the Sewer Division for snow removal at the facility, moving sludge, and contributes to day to day operations.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	90,000		90,000			
G. Contingency							
H. Other							
TOTAL		\$90,000		\$90,000			


Project Title: Replacement of Fuel Pumping Station	
Department: DPS - Sewer Enterprise	Category: Vehicles/Equipment
Description and Justification: This would fund the replacement of the fuel pumping station at the DPS Facility as the pumps have exceeded their useful life. The pump station is where all city vehicles fuel and as such the cost will be shared by the general fund, as well as, water and sewer enterprise funds.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	21,000		7,000	7,000	7,000	
G. Contingency							
H. Other							
TOTAL		\$21,000		\$7,000	\$7,000	\$7,000	

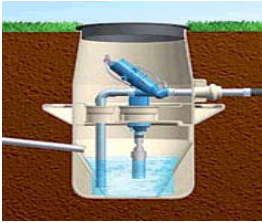
Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: DPS Meter Replacement Project	
Department: DPS	Category: Infrastructure
Description and Justification: The Water and Sewer divisions conducted a city-wide meter replacement program in 2008 at a cost of over a million dollars. The meters have a life-time expectancy of 12 - 15 years. In an effort to lessen the effect on the Division's operating budget, it is recommended that \$75,000.00 be allocated each year in preparation of the next city-wide meter replacement in 2023. Cost will be shared with Water Division as all users are charged for water and sewer based on metered water use.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	350,000	50,000	75,000	75,000	75,000	75,000
G. Contingency							
H. Other							
TOTAL		\$350,000	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000

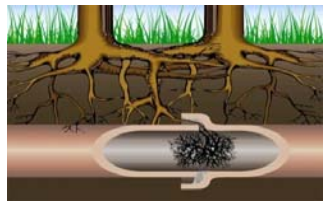
Project Title: Plum Island Alarm System	
Department: DPS - Sewer Enterprise	Category: Vehicles/Equipment
Description and Justification: This would allow the City to alarm 637 valve pits on Plum Island. The alarms will immediately notify staff in the event of a system fault or abnormality, such as low vacuum pressure, stuck open valves, stuck controllers, etc. The alarms will ensure faster response times and more timely repair, if needed.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	400,000		100,000	100,000	100,000	100,000
G. Contingency							
H. Other							
TOTAL		\$400,000		\$100,000	\$100,000	\$100,000	\$100,000

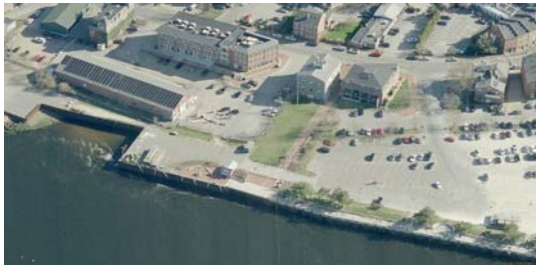
Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: Sewer Line Replacement	
Department: DPS - Sewer Enterprise	Category: Infrastructure
Description and Justification: This program allows for necessary replacements to be made to Newburyport's sewer system. Upcoming projects include the sewer lines on Madison Street, Barton Street, Barton Court, and Alter Court.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	300,000			150,000	150,000	
G. Contingency							
H. Other							
TOTAL		\$300,000			\$150,000	\$150,000	


Project Title: Transient Boaters & Harbormaster Facility	
Department: Harbormaster	Category: Facilities Renovation/Repair
Description and Justification: This request is to expand the existing 250 square foot Harbormaster Office into a Transient Boaters & Harbormaster Facility. The proposed facility would continue to serve as the Harbormaster's headquarters, but would provide support services for transient boaters and visitors, such as restrooms and showers. The Harbormaster's Department is currently exploring grant opportunities at the state and federal levels to help fund this project.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study	5	134,200	134,200				
B. Design							
C. Land Acquisition							
D. Construction	5/6	800,000		800,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$934,200	\$134,200	\$800,000			

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |

Project Title: New Harbormaster Boat	
Department: Harbormaster	Category: Vehicles/Equipment
Description and Justification: <p>The City acquired a 25' former US Coast Guard Defender Response Boat at <i>no</i> cost through a grant program. The vessel is in excellent condition and was valued at \$165,000.</p> <p>The boat spent most of her life in the freshwaters of the Great Lakes where tradition was to haul the boat for the winter season for maintenance, thereby extending its life.</p> <p>The vessel cost \$15,000 to equip and will be used as a public safety boat by the Harbormaster, Fire and Police Departments, including the regional dive team.</p>	
	

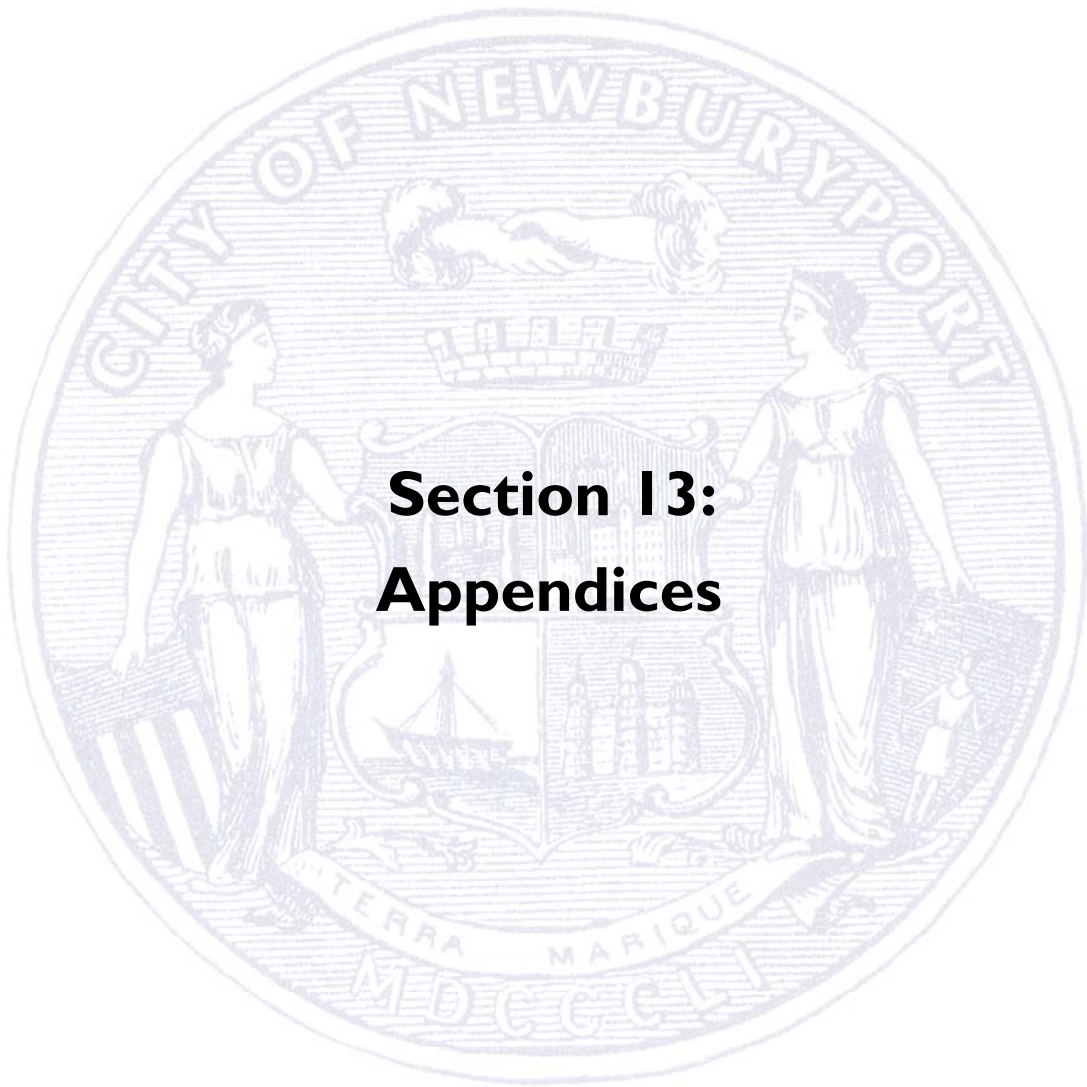
RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2014	FY2015	FY2016	FY2017	FY2018
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1	15,000	15,000				
G. Contingency							
H. Other							
TOTAL		\$15,000	\$15,000				

Source of Funds Legend

- | | | | |
|------------------------|--------------------------------|--------------------------------------|---|
| (1) Operating Revenues | (3) State Aid | (5) Harbormaster Retained Earnings | (7) Sewer Enterprise Fund Retained Earnings |
| (2) Municipal GO Bonds | (4) Capital Stabilization Fund | (6) Free Cash / CPA / Grants / Other | (8) Water Enterprise Fund Retained Earnings |



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A. Financial Policies and Objectives

I. OVERVIEW

The City of Newburyport established these financial management policies to ensure the provision of efficient and effective municipal services and to establish policies and procedures that are financially prudent and economically sound.

The objectives of the City of Newburyport's financial management plan are:

- Establish operational principles that minimize the cost of government, consistent with services desired by the public, and that minimize financial risk;
- Provide effective financial management that conforms with Generally Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS) and Massachusetts Department of Revenue (DOR) Informational Guideline Releases;
- Modernize the financial systems and provide increased public access to annual budgets, reports, audits and other needs as they occur;
- Provide residents with a high level of clarity of taxes and charges and maximize their ability to utilize online payment services;
- Provide increased public confidence in financial management;
- Protect and enhance the City's credit rating and prevent the default of any payments on municipal debt; and
- Provide safeguards to ensure the quality and integrity of financial systems.

II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

- A. The City will utilize accounting practices that conform to GAAP as set forth by the Government Accounting Standards Board (GASB), UMAS and DOR Informational Guideline Releases.
- B. An annual audit will be performed by an independent public accounting firm.
- C. The City will utilize a cash basis of budgeting, while the audited financial statements will be reported on an accrual basis, in accordance with statutory requirements.

III. GENERAL FUND

- A. Budget Goals and Objectives shall be developed annually by each Department Head in consultation with the Mayor. No later than May 15 of each year, the Mayor shall submit to the City Council a proposed operating budget for all city departments, which shall include the school department, for the ensuing fiscal year with an accompanying budget message and supporting documents. The budget document should conform to guidelines set forth by Section 6-3 of the City Charter, the Governmental Finance Officers Association

(GFOA), and the DOR.

- B. The City will carefully and routinely monitor all amounts due. An active collection policy will be followed for all receivables, including property taxes. An average collection rate of at least 95% of current levy shall be maintained provided, however, that it is the City's full intent to collect 100% of all receivables in any given year.
- C. Charges for services and other revenues shall be reviewed on a regular basis at least every three (3) years. Charges shall be adjusted as necessary in response to changes in the cost of providing services. The Mayor, in consultation with Department Heads, shall be responsible for cost recovery goals for individual departments or services, as appropriate, and shall make recommendations to the City Council for review and final approval of all applicable fees.
- D. Reserves reflect a community's ability to react to unforeseen circumstances and to minimize borrowing for capital expenditures. Reserves should average between 5% and 10% of the City's General Fund Expenditures (operating budget). The City will endeavor to continue its policy of maintaining reserves at a minimum of 5% of General Fund Expenditures. Reserves are defined to include the Stabilization Fund (and Free Cash).

The Stabilization Fund is the City's main reserve fund designed to provide financial stability for the City, while improving the City's credit worthiness and flexibility. The provisions of this fund are dictated by Massachusetts General Law (MGL), Chapter 40, Section 5B. The Stabilization Fund may be appropriated for any lawful purpose upon recommendation by the Mayor and a two-thirds (2/3) vote by the City Council. However, at no time can an appropriation placed into the fund exceed 10% of the previous year's real property tax levy, nor can the fund itself exceed 10% of the equalized value of the City.

Free Cash reserves are the remaining, unrestricted funds from operations of the previous fiscal year; these include unexpended Free Cash from the previous year, actual receipts in excess of revenue estimates and unspent amounts in budget line-items. It is the City's goal to maintain a Free Cash balance of \$500,000 or 1% of the tax levy, whichever is greater.

The City has historically used some portion of its Free Cash to subsidize the ensuing year's annual operating budget. It is the City's goal to limit the amount of Free Cash used in the operating budget to a sustainable level and to use these available funds for non-recurring one-time expenses, such as capital projects/items.

For purposes of this policy, the following are deemed to be appropriate uses of Free Cash:

- Appropriated Reserve – an amount to provide for extraordinary or unforeseen expenditures.
- Stabilization Fund – to fund or replenish the Stabilization Fund.
- Capital Improvement Program – to fund capital projects that would otherwise incur borrowing costs associated with the issuance of debt.

- Special Use – to augment the trust funds related to benefits and unfunded liabilities related to employee benefits.
- Extraordinary Deficits – to fund any potential deficits that would otherwise be carried over to the following fiscal year.
- Emergency Appropriations – to allow for fiscal flexibility.

The overall level of Financial Reserves is critical to maintaining the City's credit rating and ensuring sufficient funds to manage unanticipated needs. Funds shall be allocated from Reserves only after an analysis has been prepared by the Finance Director and presented to the Mayor and City Council. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue and meet the daily cash needs of the City.

IV. CAPITAL IMPROVEMENTS

The Mayor's Office, in collaboration with Department Heads and the School Committee, shall continue to prepare a five-year Capital Improvement Program (CIP) to be updated on an annual basis, as outlined in Section 6-5 of the Charter of the City of Newburyport:

- A. No later than April 1 of each year, the Mayor shall submit a capital improvement program to the City Council. The Capital Improvement Program shall be consistent with the mission statement of the City and shall include:
 1. a clear and concise general summary of its contents;
 2. a list of all capital improvements proposed to be undertaken during the ensuing 5 years, with supporting information as to the need for each capital improvement;
 3. cost estimates, methods of financing and recommended time schedules for each improvement; and,
 4. the estimated annual cost of operating and maintaining each facility and piece of major equipment involved.

This information is to be annually revised by the Mayor with regard to the capital improvements still pending or in the process of being acquired, improved or constructed.

- B. Public Hearing: The City Council shall publish in at least 1 local newspaper a notice stating: (1) the times and places where entire copies of the Capital Improvement Program are available for inspection by the public; and, (2) the date, time and place not less than 14 days after such publication, when a public hearing on said plan will be held by the city council.
- C. Adoption: At any time after the public hearing but before June 1 of each year, the City Council shall by resolution adopt the Capital Improvement Program with or without amendment, provided that each amendment must be voted separately and that any increase in the Capital Improvements Program as submitted must specifically identify the method of financing proposed to accomplish such increase.

- D. Availability of Capital Improvement Program: In addition to any other posting requirement under law, immediately after the submission of the proposed Capital Improvement Program to the City Council, the Mayor shall cause the entire Capital Improvement Program document to be posted on the city's website. After the enactment of the program, a copy of the Capital Improvement Program document as approved shall be posted on the city website indicating its approval by the City Council, and it shall remain posted at least until the enactment of any subsequent capital improvement program.

Definitions of Capital Improvement Program/Project:

1. Capital Improvement Program: A comprehensive list of major public improvement projects that are proposed for the City's expenditure within the next six years. The CIP shall be reviewed annually.
2. Capital Improvement Project: Items included within the Capital Improvement Program will involve the improvement or betterment of the physical plant of the City of a non-recurring nature as differentiated from ordinary repairs or maintenance of a recurring nature. Projects include acquisition of land, improvement of facilities and the replacement/purchase of equipment with a useful life of at least five (5) years and a cost of \$10,000 or more.

V. DEBT MANAGEMENT

- A. A critical measure for credit rating agencies is the ratio of debt service payments to total expenditures. The City recognizes that maintaining debt levels within industry standards allows the City to more easily maintain its credit standing. Credit rating agencies consider individual community needs and circumstances, including emergencies, when evaluating the fiscal health of a community.
- B. The City will endeavor to manage debt so as not to exceed the following ratios, which are reflective of municipal credit standards:
1. Gross General Fund debt service/General Fund expenditures 15% and
 2. Net General Fund debt service/General Fund expenditures 8 – 10%
- C. Definitions of Gross/Net Debt Service:
1. General Fund Gross Debt Service: Annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions. The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.
 2. General Fund Net Debt Service: After state reimbursements and state aid, the annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions (i.e., Gross Debt Service less reimbursements/aid). The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.

D. When considering the use of debt, the City shall be guided by the following:

1. Borrowing versus Cash: The City will endeavor to finance Capital Improvement Projects/Items with a total cost of less than \$50,000 through cash appropriation rather than borrowing.
2. Useful Life: When borrowing, the City will ensure that the term of bonds issued will not exceed the useful life of the project.
3. Capital Expenditure versus Capital Improvement Project: Capital expenditures not meeting the definition of “Capital Improvement Projects” should be financed through inclusion within operating budgets.

E. When considering debt financing strategies, the City shall be guided by the following:

Exclusions from Proposition 2-1/2 Limits

The maximum amount a community can collect in taxes in a given year is its levy limit. Proposition 2½ (MGL Ch. 59, §21C) restricts growth in the levy limit from one year to the next by limiting the growth to an increase of not more than 2.5 percent over the prior fiscal year plus any increase in valuation due to new growth in the community.

There are provisions that allow a community to exceed the limits of Proposition 2½. The “debt exclusion” option is a temporary tax increase used to raise additional taxes to fund capital projects for which the community may borrow as defined in MGL Ch. 44, §7 and 8. The additional amount is added to the levy limit only during the life of the debt.

A community may also temporarily exceed the levy limit by raising additional taxes for a capital improvement in order to finance the purchase with cash. Such “capital outlay expenditure exclusion” is used for the year in which the capital item is acquired.

Overrides

Proposition 2½ allows a community to assess taxes in excess of the automatic annual 2.5 percent increase and any increase due to new growth by passing an override. A community may take this action as long as it is below its levy ceiling, or 2.5 percent of full and fair cash value. An override cannot increase a community’s levy limit above the level of the community’s levy ceiling.

When an override is passed, the levy limit for the year is calculated by including the amount of the override. The override results in a permanent increase in the levy limit of a community, which as part of the levy limit base, increases at the rate of 2.5 percent each year.

A majority vote of a City Council, with the Mayor’s approval, allows an override question to be placed on the ballot. Override questions must be presented in dollar terms and must specify the purpose of the override. Overrides require a majority vote of approval by the electorate.

State, Federal and Other Sources of Funding

State, Federal and other sources of funding, including grants and reimbursements, will be actively sought for eligible capital projects.

VI. ENTERPRISE FUND MANAGEMENT

Enterprise funds (Water, Sewer and Harbormaster) should be fully self-sufficient operationally with user charges and fees set to recover all costs associated with the activities of these funds, including capital expenditures. All costs, both direct and indirect, shall be reviewed on an annual basis to ensure proper allocation of costs between the General Fund and Enterprise Funds pursuant to the DOR's Indirect Cost Analysis performed June 2012. Enterprise Funds are governed by MGL Ch. 44, §53F½.

VII. GIFTS AND GRANTS

- A. All grants shall be managed to comply with the laws, regulations and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor, in accordance with state law. The Mayor's Office will provide an annual report to the City Council that summarizes all grant funded projects/ programs.
- B. All gifts shall be evaluated for suitability and consistency with City policies. Gifts with values greater than \$500 shall be formally accepted by the City Council after review and recommendation by the Mayor, or as otherwise allowed by ordinance or by-law. Gifts of funds are governed by MGL Ch. 44, §53A. Gifts of tangible property are governed by MGL Ch. 44, §53A½.

VIII. TRUST FUND MANAGEMENT

Trust Fund management shall be consistent with the legal requirements and spirit of each respective trust document and, to the maximum extent possible, realize the purpose the trusts were intended to achieve. All Trust Funds shall be invested in accordance with Section X of these policies.

IX. INVESTMENT POLICY FOR GENERAL FUNDS, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS AND CAPITAL PROJECTS FUNDS

- A. **Scope**—Section IX of this policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section X will address trust funds and any other funds with special circumstances, such as stabilization funds. The Newburyport Retirement Board and Massachusetts Teacher's Retirement Board are responsible for the investment of the pension funds for all City employees.
- B. **Objectives**—MGL Ch. 44, §55B requires the Treasurer to invest all public funds except those required to be kept uninvested for the purpose of immediate distribution.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent

with safety of principal, while meeting the daily cash requirements for the operation of the City's business.

The following objectives are listed in order of priority:

1. Safety of principal. The foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository.
2. Credit risk. The risk of loss due to the failure of the security issuer or backer.
3. Interest rate risk. The risk that the market value of the security will fall due to changes in general interest rates.
4. Liquidity. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the Treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.
5. Yield. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

C. **Investment Instruments**—Public investments in Massachusetts are not protected through provisions in state law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity at a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles. The Treasurer may legally invest in the following instruments:

1. Massachusetts State Pooled Fund: Unlimited amounts (Pool is liquid)—The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos) and U.S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries.
2. U. S. Treasuries that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).
3. U.S. Agency obligations that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).
4. Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. (Up to one year) which are fully collateralized through a third party agreement: Unlimited amounts.
5. Bank accounts and C.D.'s (Up to one year) insured by F.D.I.C. up to at present a \$250,000 limit. All bank accounts and C.D.'s in one institution are considered in the aggregate to

receive the \$250,000 insurance coverage. In some cases banking institutions carry additional insurance, Depository Insurance Fund of Massachusetts (D.I.F.M).

6. Unsecured bank deposits of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at banks that do not fit the above categories. These investments are subject to the following limitations: No more than 5% of an institution's assets and no more than 25% of a municipality's cash may be composed of unsecured bank deposits. This percentage may be increased for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the City in the near future. These payments may be for such items as debt service payment or regional school assessments. They will be diversified as much as possible.
- D. **Authorization**—The Treasurer has authority to invest municipal funds, subject to the statutes of the Commonwealth Massachusetts General Law Chapter 44 Section 55, 55A, & 55B.
- E. **Restrictions**—Chapter 44, Section 55 set forth the several restrictions that the Treasurer must be aware of when making investment selections for short term operating funds.
1. A Treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.
 2. The Treasurer shall not make a deposit in any bank, trust company or banking company that he is associated with as an officer or employee or has been the same for any time during the three years immediately preceding the date of any such deposit.
 3. All securities shall have a maturity from date of purchase of one year or less.
 4. Purchases under an agreement with a trust company, national bank or banking company for repurchase at not less than original purchase price of said securities on a fixed date, for a term that shall not exceed ninety days.

X. INVESTMENT POLICY FOR TRUST FUNDS, STABILIZATION FUNDS AND COMMUNITY PRESERVATION ACT

- A. **Scope**—Section X of this policy applies to funds that could be invested long term and includes accounts that are designated as Trust Funds, Stabilization Funds, Conservation Fund and Community Preservation Funds. These funds include all accounts that are received as scholarships and perpetual care receipts. All accounts will be maintained separately receiving their proportionate interest allocation and any realized and unrealized gains or losses. The account can be established as a pooled investment portfolio. Any additional amounts added to such accounts will be maintained in this same manner.
- B. **Authorization**—MGL Ch. 44, §54 pertains to the investment of Trust Funds. All trust funds shall fall under the control of the Treasurer. The standard of care to be used by the Treasurer shall be the “prudent person” standard set forth in MGL Ch. 203C and shall be applied in the context of

managing an overall portfolio. The Treasurer, in consultation with the Mayor and Finance Director, may select and appoint an independent investment advisor to manage the investment of the Trust Funds. Such appointment shall be reviewed on an annual basis.

- C. **Investment Objectives & Goals**—The accumulated income from the assets being invested are working funds for present and future needs of the various trusts that have been donated for the benefit of the City of Newburyport. It is essential that assets be invested in a high quality portfolio, which;

1. Preserves the non-expendable principal.
2. Meets liquidity needs.
3. Delivers a good return in relation to market conditions.
4. Avoids inappropriate concentration in any single investment vehicle.

- D. **Investment Direction and Asset Allocation**—All investments must be allowable in accordance with Massachusetts General Laws, Chapter 44, Sections 54, 55A & 55B, to the extent these sections apply. The portfolio should be invested in a blend of fixed income securities and equities with the following guidelines:

1. No more than 50% of the portfolio's market value may be invested in equities.
2. No less than 40% of the portfolio's market value may be invested in fixed income securities (including preferred stock).
3. Approximately 10% of the portfolio's market value may be maintained as cash and/or cash equivalents (defined as debt securities with less than one year to maturity).

E. **Security Guidelines—Equities**

1. Equity holdings may be selected from the New York and American Stock Exchange or the NASDAQ markets. Securities may be in U.S. companies, or foreign companies purchased as American Depositary Receipts (ADR's). Funds may be invested in securities convertible into equities or preferred stock.
2. The equity portion of the portfolio should consist of a diversified mix of investments suitable to achieve the objectives of capital preservation. Individual equity holdings in any one company should not exceed 5% of the market value of the portfolio.
3. No funds may be invested in real estate, private placements or letter stock, the Investment Advisor shall not engage in margin transactions, short sales or any other such specialized investment vehicles. The selection of individual equities will be at the discretion of the Investment Advisor.

F. **Security Guidelines—Fixed Income**

1. Investments in fixed income securities will be made principally for total return potential. Selection should be made from liquid, investment grade corporate debt, convertible debt

and obligations of the United States Government and its agencies.

2. These investments will also be subject to the following limitations: All fixed income securities will have a maximum 30 years to maturity and the average maturity of the portfolio will be between 2 and 20 years.
3. Securities of a single corporate issuer (excluding the U.S. Government and U.S. Government Agency debt) will not exceed 5% of the portfolio market value. Investments in U.S. Government debt will not include agencies that are not permitted under Massachusetts General Laws (i.e. Sallie Mae (SLMA) or Ginnie Mae (GNMA) obligations).
4. No more than 20% of the portfolio's total market value will be invested in convertible securities.
5. Corporate debt and preferred issues must be rated A or higher, as defined by Moody's and/or Standard & Poor's Rating Agency.
6. There shall be no direct investments in real estate, mortgages, collateral or non-collateral loans, private placements, fixed income or interest rate futures, and no engagement in any other specialized fixed income ventures. The selection of individual fixed income securities shall be at the discretion of the Investment Advisor.

G. Security Guidelines—Cash and Cash Equivalents

1. Funds may be invested in Treasury Bills; Certificates of Deposit and Money Market Funds to provide income, liquidity for expense payments, and preservation of the portfolio's principal value.
2. All such assets must have a maturity of one year or less at the time of purchase. No investments may be made in short-term financial instruments considered to have speculative characteristics, (i.e. uncertainty of principal and/or interest payments).
3. No more than 5% of the portfolio's total market value may be invested in the obligations of one single issuer, with the exception of U.S. Government or U.S. Government Agency Obligations.
4. Non-invested cash balances will be kept to minimum levels. The selection of individual short-term fixed income securities will be at the discretion of the Investment Advisor.

XI. INVESTMENT POLICY—OVERALL PROVISIONS

- A. **Diversification**—Diversification should be interpreted in two ways: 1) in terms of maturity, and 2) in terms of instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities, as well as concentration in a specific institution, with the exception of U.S. Treasury obligations and agencies or investments fully collateralized.
- B. **Ethics**—The Treasurer and Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Mayor

any material financial interest they may have in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that they have which could be related to the performance of the City's investments. All municipal employees shall comply with the State Conflict of Interest Law, Massachusetts General Laws, Chapter 268A.

- C. **Standards of Care**—The standard of prudence to be used by the Treasurer shall be the “prudent person” standard set forth in Massachusetts General Laws Chapter 203C and shall be applied in the context of managing an overall portfolio. The Treasurer acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this policy. The “prudent person” standard states that, “Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well the probable income to be derived.”
- D. **Reporting Requirements**—On an annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Mayor. The report will include as a minimum requirement, the following information:
1. A listing of the individual accounts and individual securities held at the end of the reporting period.
 2. A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
 3. A summary of the income earned and fees paid on, at least, a monthly and year-to-date basis.
 4. A summary of gross and net returns on, at least, a monthly and year-to-date basis, benchmarked against other communities in Massachusetts with similar sized portfolios.
 5. The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.
 6. The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.
 7. The report must be filed with the City Clerk no later than 60 days following the close of each fiscal year.

B. Glossary of Terms

Abatement:	A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.
Accounting System:	A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.
Accrual Basis:	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
Adopted Budget:	The resulting budget that has been approved by the City Council.
Advance Refunding Bonds:	Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date and to pay interest on the bonds being refunded or the advance refunding bonds.
Annual Budget:	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
Appropriation:	An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.
Arbitrage:	Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.
Assessed Valuation:	A valuation set upon real or personal property by the City board of assessors as a basis for levying taxes.
Assessment/Offsets: Cherry Sheet:	The amount that the State automatically deducts from local aid to cover city-shared expenses. The amount, if over \$500,000, is contained on a separate sheet within the budget report. The primary items that make up this amount are charter school and MBTA assessments.
Audit:	A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and city charter.

Balanced Budget:	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.
Basis of Accounting:	Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.
Betterments (Special Assessments):	Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.
Bond:	A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Bonds Authorized and Unissued:	Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.
Bond Counsel:	An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond Issue:	Generally, the sale of a certain number of bonds at one time by a governmental unit.
Budget (Operating):	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.
Budget Basis of Accounting:	The City's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Basis of Accounting and Budgeting on page 300 in Appendix C.
Budget Calendar:	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.
Budget Message:	A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.
Capital Budget:	A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.
Capital Expenditures:	Expenditures which result in the acquisition of or addition to fixed assets.
Capital Improvements Program:	A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.
Cash Basis of Accounting:	Revenues are recorded when cash is received and expenses are recognized when cash is paid out.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds Cherry Sheet:	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula

comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOR/DLS website.

Collective Bargaining:	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.
Community Preservation Fund:	A special revenue fund established pursuant to MGL Ch. 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.
Debt Authorization:	Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15.
Debt Burden:	The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.
Debt Exclusion:	This amount represents the voter-approved amount that is used to pay for capital projects, often with a designated reimbursement from the state. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.
Debt Limits:	The general debt limit of a city consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.
Debt Service:	Payment of interest and repayment of principal to holders of a government's debt instruments.
Deficit:	The excess of budget expenditures over receipts.

Department:	A principal, functional and administrative entity created by statute and/or the Mayor to carry out specified public services.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
Encumbrance:	Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved. They cease to be encumbrances when paid or when an actual liability is set up.
Enterprise Fund:	An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, harbormaster. See DOR <u>IGR 08-101</u> .
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen or City Council must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
Fiscal Year:	The twelve month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends.

Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
Full and Fair Market Valuation:	The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2½" laws set the City's tax levy limit at 2½% of the full market (assessed) value of all taxable property.
Fund:	A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.
Fund Accounting:	Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance:	The excess of assets of a fund over its liabilities and reserves.
GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
GASB 45:	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
General Fund:	The major municipality-owned fund, which is created with City receipts and which is charged with expenditures payable from such revenues.

Generally Accepted Accounting Principles (GAAP):	A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.
General Obligation Bonds:	Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.
GIS (Geographical Information System):	A computerized mapping system and analytical tool that allows a community to raise information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains and as well as other data.
Governmental Funds:	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.
Grant:	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
Harbor/Marine:	The amount of money estimated to be collected from harbor usage fees and boat excise tax. The rate is set annually to recover all costs associated with running the harbor and to plan for future improvements. This revenue completely funds the Harbormaster budget as well as debt associated with dredging the harbor.
Home Rule Petition:	In general, a city or town in the Commonwealth can exercise a power or function through the approval of its legislative body (City Council) and its voters. They can exercise any power through the adoption of an ordinance, by-law or charter that the State legislature has the authority to delegate. In the strongest exercise of Home Rule rights, communities can enact charters (through a charter commission process), without State approval, in order to organize local government in a way that best meet the needs of their citizens. However, there are significant limitations. Despite Home Rule, some local actions require approval of the State legislature (example: removal of the Fire Chief from Civil Service).

Hotel/Motel Excise:	Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.
Interest:	Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.
Interfund Transactions:	Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.
Intrafund Transactions:	Financial transactions between activities within the same fund. An example would be a budget transfer.
License and Permit Fees:	The charges related to regulatory activities and privileges granted by government in connection with regulations.
Levy Ceiling:	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
Levy Limit:	A levy limit is one of tow types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a city or town may only grow each year by up to 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).
Local Receipts:	This amount represents the amount of local taxes and fees from all departmental operations retained directly by the city. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licenses, fines and State reimbursements.
Massachusetts Water Pollution Abatement Trust (MWPAT):	A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by the MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities, with subsidies from the state reducing the debt service payments for these communities.

Meals Excise:	Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.
Modified Accrual Basis:	The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures in the current period. Expenditures are recognized when the related fund liability is incurred, except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.
New Growth:	It can also increase by “New Growth” which is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
Overlay Provisions:	This amount is requested and set aside by the Assessor to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor’s be used as a source of revenue.
Payment in Lieu of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the entity agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Proposition 2 ½:	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Purchase Order:	A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.
Rating Agencies:	This term usually refers to Moody’s Investors Service, Standard and Poor’s Corporation and Fitch Ratings. These are the three major agencies that issue credit ratings on municipal bonds.
Refunding Bonds:	The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

Registered Bonds:	Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.
Reserve for Appropriation Accounts:	The City Council has authority to establish Reserve for Appropriation accounts where departments routinely accept fees. These accounts are established for a particular purpose and are capped at a certain level. Access to funds in these accounts must be authorized by the City Council.
Revaluation:	A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.
Revenue:	Additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.
Revolving Fund:	A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by a majority vote of the City Council.
State Revolving Fund:	Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E ½ stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Supplemental Budget: Appropriations made by the City Council, after an initial appropriation, to cover expenditures beyond original estimates.

Tax Anticipation Notes: Notes issued in anticipation of taxes, which are usually retired from taxes collected.

Tax Rate: The amount of tax levy stated per \$1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

Tax Title: A collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.

Unit Cost: The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

Unrestricted General Government Aid (UGGA): The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

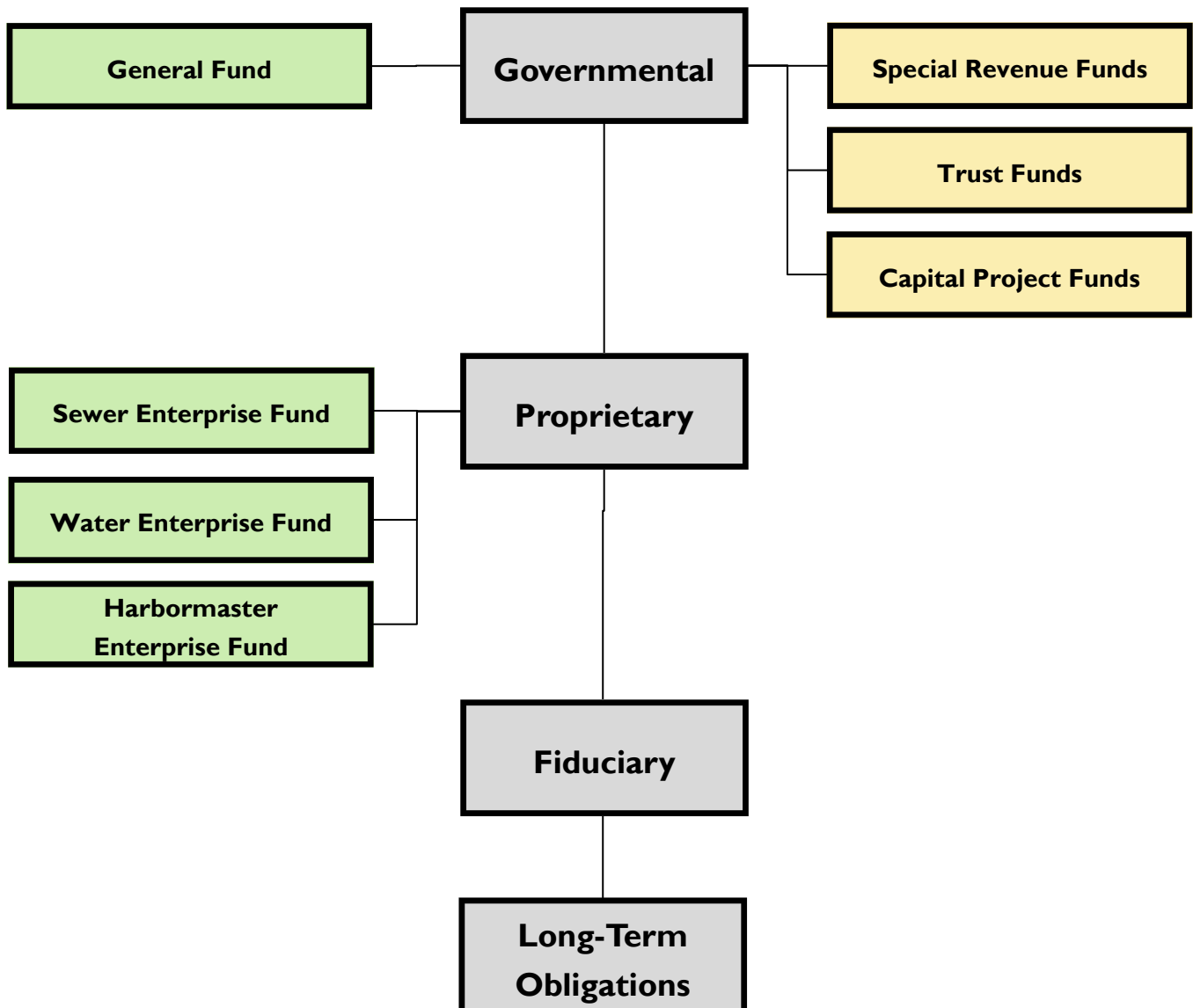
Valuation (100%): Requirement that the assessed valuation must be the same as the market value for all properties.

C. Fund Descriptions and Balances

All Funds

Budgeted Funds

Non-Budgeted Funds



FUND DESCRIPTIONS

The financial operations of the City are organized into funds and account groups, each of which is a separate fiscal and accounting entity. All revenues received or expenditures made by the City are accounted for through one of the funds or account groups listed below.

A. GOVERNMENTAL FUNDS

Most City functions are financed through what are called Governmental Funds. These are the activities generally supported by “non-exchange” revenue, such as taxes. There are four types of governmental funds maintained by the City: the General Fund, Special Revenue Funds, Permanent Funds, and the Capital Projects Fund.

General Fund: The General Fund is the major operating fund of the City government and it encompasses a majority of City operations, and it is defined as covering all resources that are not required to be accounted for elsewhere. The General Fund is supported by revenues from real estate & personal property taxes, state aid, excise taxes, investment income, fines & forfeitures, and fees & charges. Most of the City’s departments including the Schools are supported in whole or in part by the General Fund.

Special Revenue Funds: Special Revenue Funds are used to account for revenues that are legally restricted to specific purposes, with the exception of major capital projects and permanent funds. These revenues must be accounted for separately from the General Fund for a variety of reasons, and often span multiple fiscal years. The City’s Special Revenue Funds are grouped into five categories:

1. **Revolving Funds:** Revolving Funds allow the City to raise revenues from a specific program and use those revenues to support the program without appropriation. Revolving Funds are established by statute or by-law and may require reauthorization each year by the City Council. The City maintains revolving funds for a number of purposes, such as Plumbing Inspector, Gas Inspector, Electrical Inspector, Council on Aging, City Hall Maintenance, Animal Control, Transient Vendors, Medicare/Medicaid, Library, Downtown Paid Parking, Historical Commission, Planning and Zoning, Engineering Services, Disabilities Commission, Veterans Benefits and Youth Services.
2. **Receipts Reserved for Appropriation:** The funds in this grouping are restricted to a specific use by statute and also require appropriation by the City Council.
3. **School Grants:** The School Grant Funds account for specially financed education programs using revenue from grants received from the Federal or State government. These include the State Kindergarten Enhancement grant, the State Special Education Revolving Fund (Circuit Breaker), and Federal Title I and Title IIA grants.
4. **Other Intergovernmental Funds:** These funds account for revenues received by the City from the Federal or State government for specific purposes other than education. These include a variety of grants such as the Chapter 90 Highway Program, State Election Grants, State Library Aid, and the Elderly Formula Grant.
5. **Other Special Revenue Funds:** These funds account for any other miscellaneous special revenues not included in the previous categories. These include private donations for specific purposes, such as grants

received from private or non-profit foundations, gifts made to specific departments, and payments from developers for infrastructure improvements related to proposed projects. This category also includes the Community Preservation Fund and the Conservation Fund.

Trust Funds: Trust (Permanent) Funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used to support the government and its citizens. The acceptance of such funds generally involves acceptance by the City Council for each fund's individual specifications and/or requirements. There are two accounts associated with each permanent fund, the expendable income, and the non-expendable principal.

1. **Expendable Trust Funds:** This heading accounts for the expendable income portion of the permanent trust funds. This heading is also used to account for funds received by the City in a trustee capacity where both the principal and earnings of the fund may be expended on a restricted basis for the benefit of the City or its Citizens.
2. **Non-expendable Trusts:** are used to account for trusts where the principal must remain intact. Generally income earned on the non-expendable trust principal may be expended in accordance with the conditions of a trust instrument or statute, and is accounted for in the previous category.

Capital Project Funds: The Capital Projects Fund is used to account for monies used for the acquisition or construction of major capital facilities (buildings, roads, etc.) other than those financed by other dedicated funds, such as the Community Preservation Act Fund or Chapter 90.

B. PROPRIETARY (ENTERPRISE) FUNDS

Proprietary Funds cover the city's "business-type" activities, and are referred to as such in the financial statements. These statements comprise the Sewer, Water, and Harbormaster Enterprise Funds of the City. All direct and indirect costs including overhead of each service are intended to be captured by user fees and/or general fund subsidies. These funds account for their own fixed assets and long term liabilities. Although the long term debt of the funds is ultimately the legal obligation of the general fund, it is budgeted and paid for by the Enterprise Fund for which the project was approved. The City Council has approved the use of the Enterprise Fund accounting for the sewer, water, and harbormaster operations. However, for the purposes of the financial statements only the sewer and water operations are considered to be major funds.

C. FIDUCIARY FUNDS

Fiduciary funds are used to account for resources held for the benefit of parties outside of the government. The City is the trustee, or fiduciary, and the government and its citizenry do not benefit directly from such funds. This means that the City is responsible for assets in a purely custodial manner that can be used only for the trust beneficiaries and Agency Funds. Under this heading the City maintains only Agency Funds, such funds for "special detail" for overtime labor billed to outside parties, firearms licenses and fishing permits payable to the Commonwealth, and fees derived from and expenses related to the use of school facilities by outside parties.

D. LONG-TERM OBLIGATIONS

The last category of fund account entities maintained by the City is for long-term obligations, which accounts for

the balances due on long-term debt that the City has authorized. The liabilities accounted for in this fund extend to future years, versus those that affect the current year alone shown in other funds. When borrowing is approved the liability is increased in this fund, and when debt is paid down or rescinded the liability is reduced.

BASIS OF ACCOUNTING

By necessity, the City produces financial reports that have different bases of accounting. Since the goal of financial reporting is to provide useful information to its users, the measurement focuses of reporting must change with respect to the needs of the audience.

The day to day method of accounting used by the City is UMAS, the Commonwealth of Massachusetts' Universal Municipal Accounting System. This accounting system is prescribed by the Commonwealth of Massachusetts Department of Revenue and is intended to demonstrate compliance with state statutes and local near-term decisions (e.g. budget). This system prescribes the use of the modified accrual basis of accounting, which is the basis used by all governmental fund types. Under the modified accrual basis, revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available).

The full accrual basis of accounting is used for the City's financial statements, which are produced based on generally accepted accounting principles (GAAP). The statements report information about the City with a broad overview. The statements use accounting methods most similar to those used by a private-sector business and are typically used to demonstrate the long-term financial position of the City. The users of this information are often bond rating agencies and others seeking information consistent with entities in other states. The Government Accounting Standards Board (GASB) issues guidance for how GAAP-based financial statements should be prepared for government entities. The accrual basis of accounting is utilized by the proprietary and agency funds. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

An annual budget is adopted for the City's General and Enterprise Funds. The City's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from GAAP. The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).
3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.

Following are two tables which are excerpted from the City's financial statements prepared on a GAAP basis. These tables display the results of operations for the fiscal year ending June 30, 2013. There's one table for Governmental Funds and one for Proprietary Funds. Since Fiduciary funds do not involve the measurement of

operations, there is no corresponding table for that grouping.

The City implemented GASB Statement #54 *Fund Balance Reporting and Governmental Fund Type Definitions*. In general, amounts previously reported as undesignated fund balance, are now reported as unassigned fund balance. Additionally, amounts previously reporting in stabilization funds, are now required to be presented as committed fund balance in the general fund.

CITY OF NEWBURYPORT, MASSACHUSETTS

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2013

	<u>General</u>	<u>School Building Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$ 43,282,623	\$ -	\$ 654,726	\$ 43,937,349
Excise taxes	2,514,534	-	-	2,514,534
Interest, penalties, & other taxes	382,139	-	4,571	386,710
Charges for services	136,959	-	3,664,424	3,801,383
Licenses and permits	688,192	-	-	688,192
Intergovernmental	11,747,413	2,087,947	3,833,809	17,669,169
Investment income	70,905	-	50,681	121,586
Fines and forfeitures	19,555	-	-	19,555
Other	230,420	-	239,308	469,728
Total Revenues	<u>59,072,740</u>	<u>2,087,947</u>	<u>8,447,519</u>	<u>69,608,206</u>
Expenditures:				
Current:				
General government	2,496,032	-	1,601,230	4,097,262
Public safety	6,652,134	-	285,248	6,937,382
Education	28,923,256	11,088,559	4,855,089	44,866,904
Public works	2,350,946	-	661,523	3,012,469
Health & human services	2,085,715	-	394,428	2,480,143
Culture and recreation	1,403,503	-	621,097	2,024,600
Employee benefits	10,411,566	-	123,200	10,534,766
Debt service	2,029,144	-	334,006	2,363,150
Intergovernmental	2,553,513	-	-	2,553,513
Total Expenditures	<u>58,905,809</u>	<u>11,088,559</u>	<u>8,875,821</u>	<u>78,869,189</u>
Excess (deficiency) of revenues over expenditures	166,931	(8,998,612)	(428,302)	(9,259,983)
Other Financing Sources (Uses):				
Proceeds of refunding bonds	-	6,422,355	-	6,422,355
Issuance of bonds	-	26,589,000	-	26,589,000
Premiums on issuance of bonds	-	2,413,702	-	2,413,702
Payment to refunding escrow agent	-	(6,422,355)	-	(6,422,355)
Transfers in	394,847	-	568,304	963,151
Transfers out	(449,439)	-	(695,212)	(1,144,651)
Total Other Financing Sources (Uses)	<u>(54,592)</u>	<u>29,002,702</u>	<u>(126,908)</u>	<u>28,821,202</u>
Change in fund balances	112,339	20,004,090	(555,210)	19,561,219
Fund Balance, at Beginning of Year, as restated	<u>6,632,539</u>	<u>(792,545)</u>	<u>10,246,928</u>	<u>16,086,922</u>
Fund Balance, at End of Year	<u>\$ 6,744,878</u>	<u>\$ 19,211,545</u>	<u>\$ 9,691,718</u>	<u>\$ 35,648,141</u>

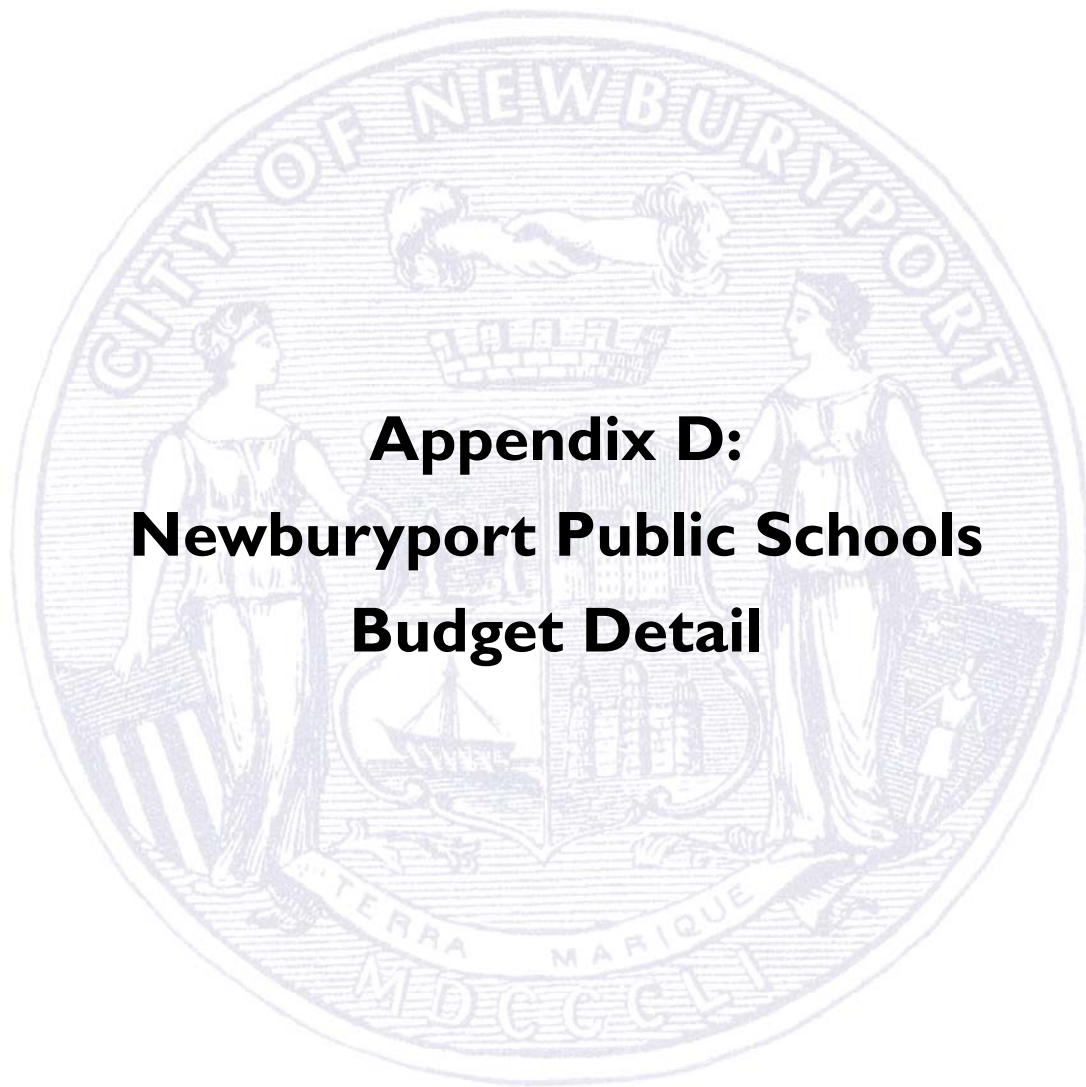
CITY OF NEWBURYPORT, MASSACHUSETTS

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2013

	Business-Type Activities - Enterprise Funds			
	Sewer Fund	Water Fund	Nonmajor Funds	Total
Operating Revenues:				
Charges for services	\$ 6,212,431	\$ 5,128,847	\$ 265,166	\$ 11,606,444
Total Operating Revenues	6,212,431	5,128,847	265,166	11,606,444
Operating Expenses:				
Personnel services	1,811,777	1,638,968	186,181	3,636,926
Non-personnel services	1,300,102	1,190,965	58,292	2,549,359
Depreciation	2,014,930	1,635,590	15,403	3,665,923
Total Operating Expenses	5,126,809	4,465,523	259,876	9,852,208
Operating Income	1,085,622	663,324	5,290	1,754,236
Nonoperating Revenues (Expenses):				
Interest income	57,689	136,175	46,715	240,579
Interest expense	(249,910)	(655,333)	(2,000)	(907,243)
Total Nonoperating Revenues (Expenses), Net	(192,221)	(519,158)	44,715	(666,664)
Income before transfers	893,401	144,166	50,005	1,087,572
Transfers:				
Transfers in	-	460,766	-	460,766
Transfers out	(177,133)	(77,133)	(25,000)	(279,266)
Change in Net Position	716,268	527,799	25,005	1,269,072
Net Position at Beginning of Year	25,416,119	28,292,064	569,959	54,278,142
Net Position at End of Year	\$ 26,132,387	\$ 28,819,863	\$ 594,964	\$ 55,547,214



**Appendix D:
Newburyport Public Schools
Budget Detail**

Newburyport Public Schools FY15 Budget



Voted by School Committee 4/29/14



NEWBURYPORT PUBLIC SCHOOLS
70 LOW STREET
NEWBURYPORT, MASSACHUSETTS 01950-4096

Office of the Superintendent

TELEPHONE 978.465.4456
FAX 978.462.3495

April 29, 2014

Superintendent's Budget Message

In developing the budget for the 2014-15 school year, I worked with the Leadership Team and their respective staffs to develop a budget that was based on what was needed to level fund the district and overcome the previous deficit. This resulted in a significant increased contribution from the City at \$1,916,870, or an increase of 8.25%. The increase was critical this year as the Newburyport Public Schools saw a loss in revenue from school choice, as well as, using all monies remaining in the fund balance.

This coming year will be an exciting one for the Newburyport Public Schools with the opening of the new Bresnahan School that will serve students in grades PreK-Grade 3. We will also have completed the renovation of the Nock/Molin school building. Along with the new and renovated buildings, we are adding over \$2 million of new technology. This will include new servers, wireless access points and new phone systems. In addition, there will be new laptops for staff, and classroom workstations and laptop carts for students. All computer labs will be upgraded along with science and music technology. We are currently in the process of developing a long-term plan and a revenue stream for funding that will include a replacement cycle for all technology devices. Also, this budget includes an additional tech integrator to service both the Nock and Molin Schools' staff with on-going professional development to integrate technology throughout the curriculum. We will also leverage technology to improve our communication with parents and the community. This fall we will unveil a new website with enhanced features including easier navigation, customizable calendars and more information on each school and the district.

Other new items in the budget include a math interventionist at Bresnahan to provide direct services to those children struggling in the area of mathematics. Additional staffing at the High School in the core subject areas will address increased enrollment in next year's sophomore class. At Nock and Molin we will add staff for Art classes, to begin to build back what had been cut in previous years. This budget also ensures that our special education programs have consistent offerings in all buildings.

In partnership with the Mayor, School Committee and City Council, I am grateful that this budget addresses our current needs. This will head the Newburyport Public Schools on a new trajectory focusing on student achievement by enhancing our programs through long-term planning and appropriate funding. I also want to acknowledge the tremendous support from the Newburyport Education Foundation and Business Coalition, the Swasey Foundation, the Parent-Teacher Organizations, local banks, and other businesses and community members. It is through your generous efforts that we will continue to grow and prosper.

Sincerely,

Susan L. Viccaro
Superintendent of Schools

**School Committee Budget
Revenue & Expenses
FY14 - FY15**

Revenue

Revenue Source	FY14 Budgeted	FY14 Actual	FY15 Projections	Change from FY14 Budgeted	%
City Appropriation	\$23,231,943	\$23,393,013	\$25,148,813	\$1,916,870	8.25%
Choice Tuitions	\$925,928	\$857,068	\$727,427	\$(198,501)	-21.4%
Choice Fund Balance	\$298,139	\$366,999	\$142,000	\$(156,139)	-52.4%
Choice - Educatus	\$0	\$0	\$13,600	\$13,600	100.0%
Circuit Breaker	\$223,000	\$308,971	\$310,000	\$87,000	39.0%
Circuit Breaker- Fund Balance	\$0	\$0	\$100,000	\$100,000	100.0%
ABLE Grant (94-142)	\$500,000	\$497,873	\$500,000	\$-	0.0%
Title 1	\$140,216	\$140,216	\$140,216	\$-	0.0%
Athletic Receipts & Fees	\$278,200	\$278,200	\$278,200	\$-	0.0%
Transportation Fees	\$130,515	\$172,000	\$167,000	\$36,485	28.0%
Student Activity Fees	\$18,000	\$18,000	\$4,550	\$(13,450)	-74.7%
Kindergarten Revolving	\$370,000	\$295,099	\$325,000	\$(45,000)	-12.2%
Pre-School Revolving	\$230,000	\$220,053	\$227,000	\$(3,000)	-1.3%
Total Revenue	\$ 26,345,941	\$ 26,547,492	\$ 28,083,806	\$ 1,737,865	6.60%

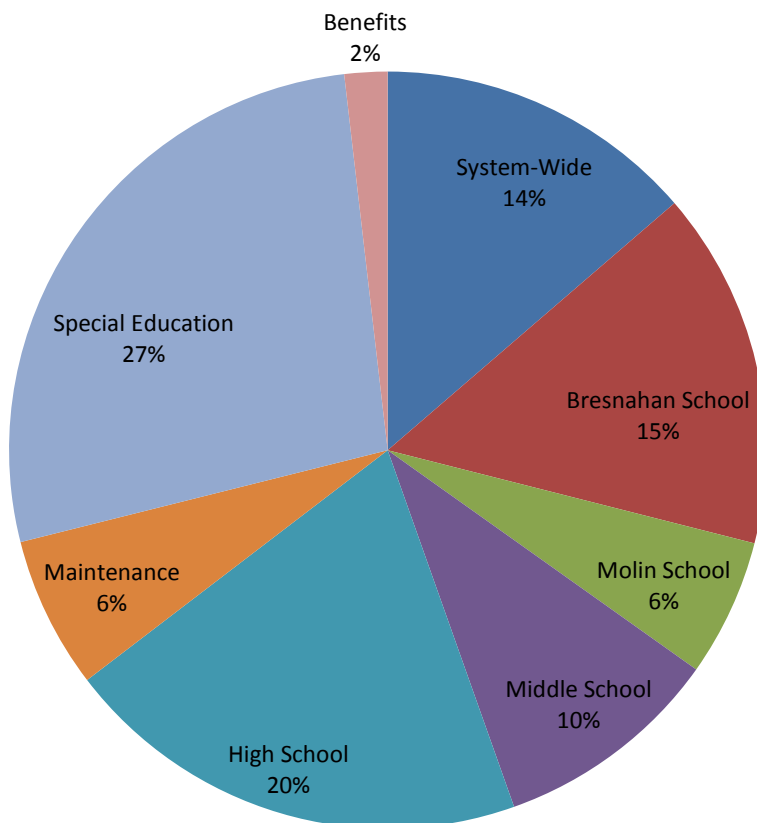
Expenses

Cost Center	FY14 Budgeted	FY15 Proposed	Change Adopted/Proposed	
Bresnahan School	\$ 3,818,082	\$ 6,053,847	\$ 2,235,765	58.6%
Upper Elementary	\$ 1,538,749	\$ 2,595,189	\$ 1,056,440	68.7%
Middle School	\$ 2,162,659	\$ 4,334,517	\$ 2,171,858	100.4%
High School	\$ 4,666,184	\$ 7,388,861	\$ 2,722,677	58.3%
System-Wide	\$ 14,160,267	\$ 7,711,392	\$(6,448,874)	-45.5%
Total Expenses	\$ 26,345,941	\$ 28,083,806	\$ 1,737,865	6.60%

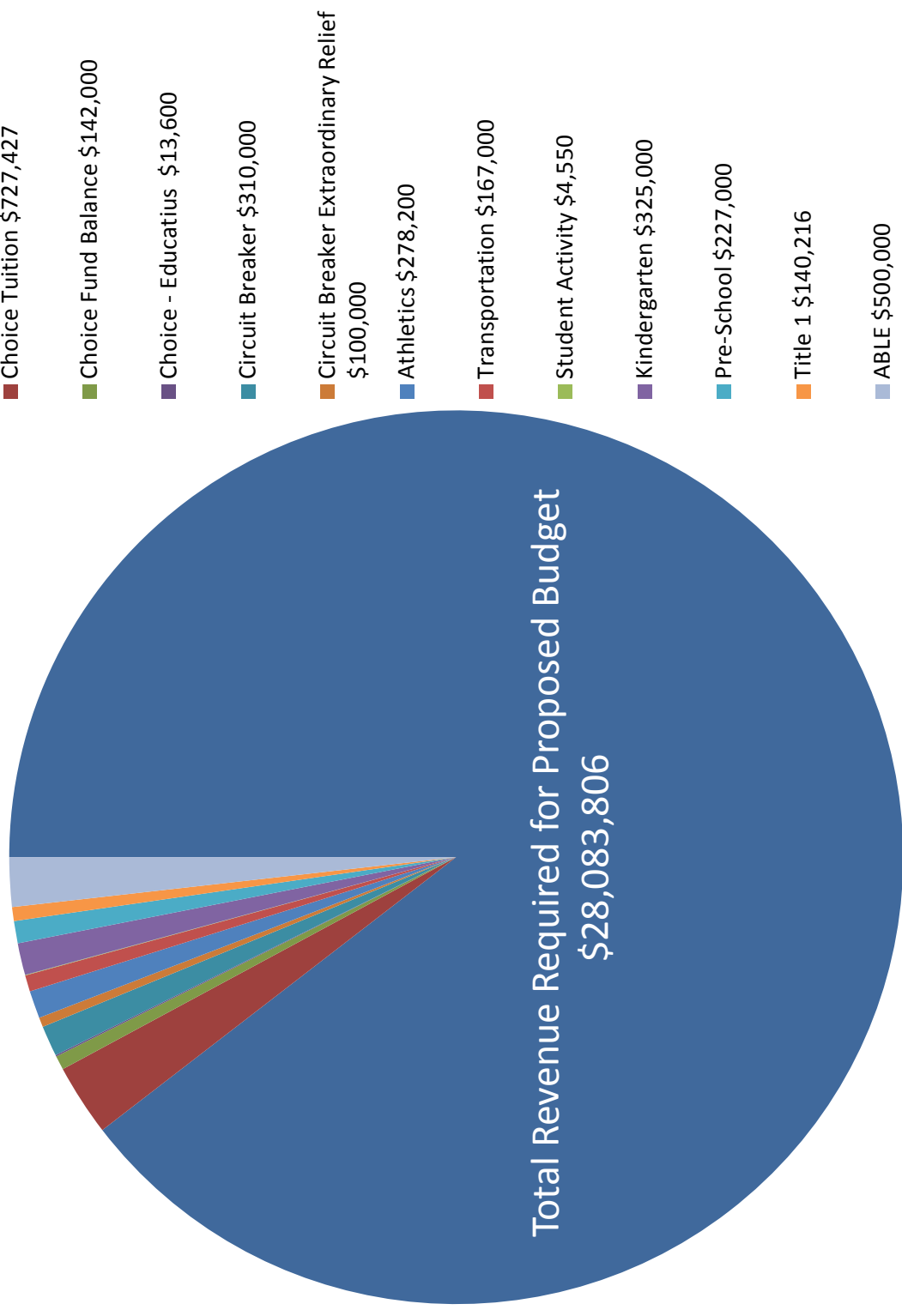
Newburyport Public Schools FY15 Budget by Cost Center

<i>System-Wide</i>	\$3,843,144
<i>Bresnahan School</i>	\$4,289,965
<i>Molin School</i>	\$1,650,055
<i>Middle School</i>	\$2,736,691
<i>High School</i>	\$5,623,142
<i>Maintenance</i>	\$1,824,473
<i>Special Education</i>	\$7,600,748
<i>Benefits</i>	\$515,588

Total \$ 28,083,806



FY15 Estimated Revenue



Newburyport Public Schools

Budget by Category

Salaries	\$	21,056,887	
Expenses	\$	7,026,919	
	\$	28,083,806	
			FY15
High School	Salaries	\$	6,399,815
	Supplies & Materials	\$	148,800
	Equipment	\$	104,271
	Athletics	\$	244,000
	Textbooks	\$	52,750
	Software	\$	8,675
	Other Administration Costs	\$	61,750
	Oper of Plant	\$	368,800
		\$	7,388,861
Middle School	Salaries	\$	3,916,017
	Supplies & Materials	\$	77,700
	Equipment	\$	53,700
	Textbooks	\$	3,500
	Software	\$	12,500
	Other Administration Costs	\$	35,100
	Oper of Plant	\$	236,000
		\$	4,334,517
Molin School	Salaries	\$	2,505,704
	Supplies & Materials	\$	63,780
	Equipment	\$	16,205
	Textbooks	\$	800
	Software	\$	5,000
	Other Administration Costs	\$	1,500
	Oper of Plant	\$	2,200
		\$	2,595,189
Bresnahan School	Salaries	\$	5,674,059
	Supplies & Materials	\$	115,457
	Equipment	\$	44,846
	Textbooks	\$	28,500
	Software	\$	13,780
	Other Administration Costs	\$	4,205
	Oper of Plant	\$	173,000
		\$	6,053,847
District Costs	Salaries	\$	2,545,654
	Supplies & Materials	\$	182,316
	Equipment	\$	46,350
	Other Costs (Operations,	\$	4,937,073
	Sped, Transp, Ins, etc)	\$	7,711,392
Totals		\$	28,083,806

Budget Summary

Cost by School

High	\$	7,388,861
Middle	\$	4,334,517
Molin	\$	2,595,189
Bresnahan	\$	6,053,847
System-Wide	\$	7,711,392

Total Cost	\$	28,083,806
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<i>FY14 Budget</i>	\$	26,345,941
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Increase	\$	1,737,865
Percent of Increase		6.60%

	FY15	FY14
<i>Total Salaries</i>	\$ 21,056,887	\$ 20,609,870
<i>Total Expenses</i>	\$ 7,026,919	\$ 5,736,071
	\$ 28,083,806	\$ 26,345,941

Explanation of increase

2.2% Salaries	\$ 447,017	All staffing @1.5 - 2% increases Substitutes @10% increase (LOA costs)
29% increase in busing	\$ 162,200	
34.2% increase in Special Ed	\$ 737,093	

Contingencies:

School Lunch Program	\$ 50,000
Maintenance	\$ 20,000
Degree, lane & certification	\$ 25,000
Special Education	\$ 138,000
	\$ 1,579,310

Degree Status

<u>School</u>	<u>Bachelors</u>	<u>Masters</u>	<u>Masters & 15</u>	<u>Masters & 30</u>	<u>Masters 45</u>	<u>Masters & 60</u>	<u>Masters & 75</u>	<u>Masters & 90</u>
<i>High</i>	11	30	11	9	6	7	1	1
<i>Middle</i>	16	20	7	5	2	4	0	1
<i>Molin</i>	2	5	8	3	3	0	1	2
<i>FTB</i>	13	26	14	6	5	5	3	4
Total	42	81	40	23	16	16	5	8

*** Molin shares staff with Middle School, these were counted as Middle Staff*

5 Year Budget - Newburyport Public Schools

Budgeted Revenue Sources

	FY10	FY11	FY12	FY13	FY14
City Allocation	\$ 21,081,039	\$ 21,602,865	\$ 21,902,865	\$ 22,550,437	\$ 23,231,943
Choice Tuitions	\$ 897,995	\$ 824,747	\$ 1,081,800	\$ 1,084,300	\$ 925,928
Circuit Breaker	\$ 300,000	\$ 200,000	\$ 175,000	\$ 275,000	\$ 223,000
Athletic Fees & Receipts	\$ 278,200	\$ 278,200	\$ 278,200	\$ 278,200	\$ 278,200
Transportation Fees	\$ 120,515	\$ 120,515	\$ 120,515	\$ 130,515	\$ 130,515
Student Activity Fees	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Kindergarten Tuitions	\$ 260,144	\$ 306,357	\$ 344,995	\$ 375,000	\$ 370,000
Pre-School Tuitions	\$ 90,109	\$ 103,612	\$ 133,866	\$ 230,000	\$ 230,000
Choice Fund Balance	\$ 244,815	\$ 244,815	\$ 500,000	\$ 400,000	\$ 298,139
Total Budget	\$ 23,290,817	\$ 23,699,111	\$ 24,555,241	\$ 25,341,452	\$ 25,705,725

Federal/State Grants

	FY10	FY11	FY12	FY13	FY14 <i>est</i>
ABLE (240 Sped)	\$ 516,705	\$ 528,797	\$ 534,197	\$ 547,752	\$ 530,958
Federal Stimulus	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -
Education Jobs Grant	\$ -	\$ -	\$ 72,000	\$ -	\$ -
Academic Support-Summer	\$ -	\$ -	\$ -	\$ -	\$ 4,500
Early Childhood Special Ed Allocation	\$ 12,643	\$ 12,665	\$ 12,674	\$ 12,651	\$ 12,002
Title 1	\$ 236,087	\$ 222,238	\$ 216,223	\$ 155,959	\$ 166,662
Quality Full Day Kindergarten	\$ 52,680	\$ 51,070	\$ 50,634	\$ 45,000	\$ 65,634
Sped Program Improvement	\$ -	\$ -	\$ 26,368	\$ 17,353	\$ 10,101
Safe and Drug Free	\$ 7,369	\$ 2,317	\$ 0	\$ -	\$ -
Technology Grant/Enhanced Ed	\$ 2,878	\$ -	\$ 0	\$ -	\$ -
Improving Educator Quality (Title IIA)	\$ 55,515	\$ 54,101	\$ 43,490	\$ 35,468	\$ 40,435
Enhanced School Health Services	\$ 55,760	\$ 55,760	\$ 55,760	\$ 55,760	\$ 55,760
Early Intervention Literacy	\$ -	\$ 11,000	\$ 0	\$ -	\$ -
EEC Program Improvement	\$ -	\$ -	\$ 0	\$ 3,000	\$ 3,350
Academic Support	\$ 10,300	\$ 10,400	\$ 9,800	\$ 8,800	\$ 7,900
Literacy Partnerships	\$ 30,000	\$ 23,000	\$ 23,000	\$ 13,000	\$ 20,553

Title 1 Carryover	\$	11,455	\$	2,936	\$	\$1,974	\$	-	\$	-
Teacher Quality - Title 11A Carry over	\$	12,673	\$	7,750	\$	\$18,623	\$	-	\$	-
Sped ARRA 760	\$	298,162	\$	312,700	\$	\$0	\$	-	\$	-
Sped ARRA 762	\$	11,601	\$	12,222	\$	\$0	\$	-	\$	-
Title 1 ARRA 770	\$	72,481	\$	98,290	\$	\$0	\$	-	\$	-
ARRA Stabilization Grant 780	\$	-	\$	16,784	\$	\$0	\$	-	\$	-
Safe & Supportive Schools	\$	-	\$	-	\$	\$0	\$	-	\$	10,000
Education Jobs Grant - 206	\$	-	\$	42,505	\$	\$179,804	\$	22,085	\$	-
Race to the Top - 201	\$	-	\$	19,970	\$	\$49,485	\$	44,446	\$	59,844
	\$	1,686,309	\$	1,784,505	\$	1,294,032	\$	961,274	\$	987,699
Private Grants										
Swasey	\$	65,000	\$	82,300	\$	\$89,800	\$	101,200	\$	90,000
Newburyport Education Foundation	\$	222,134	\$	320,435	\$	\$349,974	\$	249,700		
NEF is by calendar year		\$287,134		\$402,735		\$439,774		\$350,900		\$90,000
Grand Total all Grants	\$	1,973,443	\$	2,187,240	\$	1,733,806	\$	1,312,174	\$	1,077,699
Total All Revenue	\$	25,264,260	\$	25,886,351	\$	26,289,047	\$	26,653,626	\$	26,783,424



Newburyport District Office

Newburyport District Staffing

Staffing Summary		
	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Budget</u>
Administrators	3	3
Executive Assistants	2	2
Administrative Assistants	2	2
Central Support Staff	4	4
Sped Clerical (Schools)	1.6	1.6
Psychologists	3.5	3.5
Technology	5	5
Curriculum Coordinators	2	2
Math Interventionist (Elementary)	0	1
ELL	2	2
Nursing	6	6
Maintenance	3.4	3.4
Total Full-Time Equivalents:	34.5	35.5

F15 System-Wide Budget

<u>Account</u>	FY14	FY14	FY15	Proposed
	<u>Revised Budget</u>	<u>Year-to-Date</u>	<u>Budget</u>	<u>FTE</u>
		<u>Expended/Enc</u>		
		<u>3/24/2014</u>		
<u>HVAC</u>				
HVAC	\$ 51,383	\$ 32,951	\$ 51,920	1.0
Contract Services	\$ 19,000	\$ 7,145	\$ 16,000	
Custodial Supplies	\$ 16,000	\$ 625	\$ 19,000	
Training	\$ 2,000	\$ -	\$ 2,000	
Equipment Purchase/Rental	\$ 1,000	\$ -	\$ 1,000	
<u>Technology</u>				
Professional Salaries	\$ 72,461	\$ 73,375	\$ 74,956	1.0
Secretary	\$ 31,998	\$ 38,419	\$ 37,494	1.0
Technician	\$ 124,187	\$ 129,459	\$ 139,041	3.0
Contracted Services	\$ 17,560	\$ 19,002	\$ 24,832	
Supplies/Materials	\$ 17,500	\$ 10,462	\$ 27,500	
Software	\$ 27,648	\$ 33,164	\$ 27,069	
Equipment Purchase/Rental	\$ 15,000	\$ 17,423	\$ 6,500	
<u>Health (Nurses)</u>				
Professional Salaries	\$ 363,592	\$ 403,560	\$ 416,474	6.0
Contracted Services	\$ 4,100	\$ -	\$ 4,100	
Supplies/Materials	\$ 11,200	\$ 9,802	\$ 13,887	
<u>Special Education</u>				
Professional Salaries	\$ 108,000	\$ 76,667	\$ 110,160	1.0
Professional Salaries	\$ 3,247,504	\$ 3,373,277	<i>Moved to Schools</i>	
Secretary	\$ 104,266	\$ 59,419	\$ 114,969	2.6
Aides	\$ 692,492	\$ 821,003	<i>Moved to Schools</i>	
Transportation	\$ 450,000	\$ 518,160	\$ 532,134	
Tuition	\$ 1,289,943	\$ 1,889,024	\$ 1,975,882	
Contracted Services	\$ 187,936	\$ 250,340	\$ 180,000	
Supplies/Materials	\$ 23,745	\$ 15,109	\$ 20,000	
Memberships	\$ 675	\$ 646	\$ 700	
Printing	\$ 200	\$ -	\$ -	
Postage	\$ 134	\$ 218	\$ 350	
Travel	\$ 2,000	\$ 241	\$ 2,000	
Legal	\$ 25,000	\$ 53,000	\$ 35,000	
Tests	\$ 5,755	\$ 5,755	\$ 10,000	
Summer Program	\$ 151,304	\$ 157,024	\$ 140,000	
Equipment Maintenance	\$ 600	\$ -	\$ 600	
<u>Psychologist</u>				
Professional Salaries	in Schools	\$ -	\$ 258,482	3.5
<u>Guidance</u>				
Professional Salaries	\$ 928,673	\$ 861,735	<i>Moved to Schools</i>	
Secretary	\$ 36,933	\$ 46,402	\$ -	
<u>Curriculum</u>				
Professional Salaries	\$ 276,897	\$ 200,818	\$ 300,511	3.0
Stipend	\$ 117,728	\$ 29,752	\$ 131,106	
Secretary	\$ 40,824	\$ 39,646	\$ 51,071	1.0

Tests	\$	12,293	\$	6,463	\$	10,000	
Contracted Services	\$	35,500	\$	10,419	\$	28,500	
Supplies/Materials	\$	-	\$	228	\$	40,944	
Software	\$	2,500	\$	-	\$	29,062	
General Supplies	\$	6,000	\$	180	\$	-	
Travel	\$	1,000	\$	-	\$	2,000	
Summer Program	\$	15,000	\$	-	\$	20,000	
<u>Library</u>							
Professional Salaries	\$	178,026	\$	195,264	<i>Moved to Schools</i>		
Aides	\$	18,695	\$	24,753	\$	-	
<u>Lunch Program</u>							
Lunch Monitor	\$	55,000	\$	35,927	\$	45,000	
Contingency	\$	-	\$	30,000	\$	50,000	
<u>Data Processing</u>							
Contracted Services	\$	20,000	\$	19,347	\$	22,000	
Software	\$	55,952	\$	18,142	\$	58,750	
Conference/Workshop/Training	\$	1,500	\$	-	\$	1,500	
<u>Safety</u>							
Crossing Guard	\$	82,000	\$	101,903	\$	82,000	
Uniforms	\$	2,000	\$	-	\$	2,000	
<u>Insurance</u>							
Insurance (MIIA)	\$	182,300	\$	203,520	\$	210,000	
<u>Transportation</u>							
Transportation	\$	568,000	\$	455,567	\$	730,200	
<u>In-Service</u>							
Supplies/Materials	\$	11,285	\$	588	\$	9,285	
Conf/Workshop/Summer Curr.	\$	29,700	\$	7,434	\$	29,700	
Memberships	\$	1,800	\$	1,183	\$	4,000	
Tuition	\$	17,000	\$	7,582	\$	17,000	
Advanced Degree	\$	10,000	\$	-	\$	-	
<u>ELL</u>							
Professional Salaries	\$	105,954	\$	113,365	\$	124,929	2.0
Contract Services	\$	10,000	\$	131	\$	4,000	
Supplies/Materials	\$	500	\$	186	\$	3,000	
<u>Operation of Plant</u>							
Uniforms	\$	1,600	\$	1,900	<i>Moved to Schools</i>		
Electric	\$	349,150	\$	355,904	\$	-	
Heating	\$	190,750	\$	229,026	\$	-	
Gas	\$	110,800	\$	114,711	\$	-	
Telephone	\$	33,700	\$	33,943	\$	-	
Equipment Maintenance	\$	5,000	\$	2,527	\$	-	
<u>Maintenance</u>							
Custodian SW	\$	722,828	\$	663,788	<i>Moved to Schools</i>		
Custodian	\$	166,668	\$	141,043	\$	173,366	3.4
Grounds/Other - contingency	\$	38,000	\$	24,755	\$	20,000	
Custodial Supplies	\$	85,500	\$	59,404	\$	31,000	
Equipment Purchase/Rental	\$	17,578	\$	14,610	\$	4,000	
Building/Contracted Services	\$	123,550	\$	74,445	\$	2,500	

<u>School Administration</u>					
Principals	\$	862,146	\$	817,326	<i>Moved to Schools</i>
Secretary	\$	269,420	\$	308,396	\$ -
<u>Non-Salary Benefits</u>					
Contracted Services/Contingency	\$	165,000	\$	2,050	\$ 47,338
Physicals	\$	4,000	\$	3,838	\$ 4,000
TSA	\$	40,000	\$	485	\$ 60,000
Sick Leave	\$	83,250	\$	50	\$ 32,000
Administration Disability	\$	15,267	\$	15,266	\$ 16,000
Unemployment	\$	50,000	\$	76,513	\$ 85,000
FICA	\$	285,000	\$	141,000	\$ 299,250
<u>School Committee</u>					
School Committee	\$	15,300	\$	10,333	\$ 15,500
Contracted Services	\$	2,000	\$	1,464	\$ 2,000
Supplies/Materials	\$	700	\$	103	\$ 700
Publications	\$	500	\$	-	\$ 250
Conference/Workshop	\$	1,000	\$	419	\$ 1,000
Memberships	\$	5,000	\$	5,344	\$ 5,500
Legal	\$	20,000	\$	8,483	\$ 20,000
<u>Central Administration</u>					
Central Office Administration	\$	247,766	\$	170,120	\$ 258,960 2.0
Secretary	\$	269,051	\$	372,147	\$ 290,821 5.0
Supplies/Materials	\$	14,000	\$	16,356	\$ 15,000
Publications	\$	250	\$	-	\$ 250
Conference/Workshop	\$	4,000	\$	4,241	\$ 4,000
Memberships	\$	4,400	\$	6,000	\$ 6,000
Printing	\$	200	\$	-	\$ 200
Postage	\$	7,600	\$	9,300	\$ 8,000
Travel	\$	12,800	\$	454	\$ 6,500
Advertising	\$	5,000	\$	3,700	\$ 4,200
Equipment Maintenance	\$	24,000	\$	25,139	\$ 24,000
Equipment Purchase/Rental	\$	5,250	\$	4,324	\$ 10,250
<u>504</u>					
Consultants	\$	15,000	\$	16,285	\$ 15,200
Total all Schools	\$	14,160,267	\$	14,153,279	\$ 7,711,392 35.5
Last years total budget				\$ 26,345,941	
Increase				\$ 1,737,865	
Percent of increase				6.60%	

Curriculum and Instruction



Curriculum and Instruction

MISSION STATEMENT

The Newburyport Public Schools are committed to providing a guaranteed curriculum that is aligned to state standards and is accessible to all learners. Our curricula is supported by curriculum documents with clear and high learning expectations for each grade/course and subject area; and assessments that measure progress, growth and achievement. As a district we are dedicated to implementing best researched instructional practices to provide an exemplary education that prepares our students for college and career.

ACCOMPLISHMENTS

- Aligned curriculum documents to the Common Core State Standards
- Trained all faculty on District Determined Measures
- Created the structures for building and assessing District Determined Measure
- Expanded English Language Learner programming district wide
- Aligned English Language Learner program to World-class Instructional Design and Assessment (WIDA) English Language Development (ELD) standards and received approval from the Coordinated Program Review Board at the DESE
- Changed the roles of Instructional Coaches to Literacy Curriculum Coordinator and STEM Curriculum Coordinator extending curriculum leadership and community outreach
- Coordinated Elementary STEM team
- Used data at leadership level to determine curriculum, instruction and PD needs
- Extended after school Reading and Math Club
- Coordinated PARCC field tests
- Implemented Literacy Model Curriculum Units at grades 1, 2, and 3 (Lit Grant)
- Provided resources for professional development (Teacher Quality, RTTT, Swasey grants)
- Expanded classroom libraries and literacy resources (NEF and Rotary)
- Expanded technology, Brown, Bresnahan, Molin, Nock (NEF)

FY 2015 GOALS AND OBJECTIVES

1. Support materials for the implementation of Common Core & Next Generation Science Standards
 - Assessments to inform instruction
 - Tier I Core instruction resources and professional development
 - Tier II and III interventions to better meet the needs of all learners
 - Data management system
2. Increase math interventions
 - Add a math interventionist to provide needed early intervention math support
3. Expand STEM teaching capacity
4. Increase technology integration support
 - Add Technology Integrator for the Molin/Nock building (Nock budget)
5. Increase Administrative Assistant to a 40 hour work week to accommodate the increasing demands on the Assistant Superintendent and the Curriculum Coordinators

Curriculum and Instruction

Staffing Summary Included in District

	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Budget</u>
Administrators	1.0	1.0
Curriculum Coordinators	2.0	2.0
Math Interventionist	0	1.0
ELL Teachers	2.0	2.0
Administrative Assistant	1.0	1.0
Total Full-Time Equivalents:	6.0	7.0

GRANT FUNDS FY2010- FY2014

Newburyport Public Schools annually pursues and receives a number of grants which allow us to enhance or supplement current program efforts or initiate new programs which relate to our core programs. The following are the grants received by Newburyport Public Schools over the past four years plus the current year.

Grant Name	FY10	FY11	FY12	FY13	FY14
SPED 240 Grant (Project ABLE)	516,705	528,797	534,197	547,752	530,958
Early Childhood SPED 262	12,643	12,665	12,674	12,651	12,002
Title I - 305	236,087	222,238	216,223	155,959	166,662
Quality Full Day Kindergarten	52,680	51,070	50,634	45,000	65,634
Academic Support-Summer	0	0	0	0	4,500
EEC Program Improvement	0	0	0	3,000	3,350
Safe and Drug Free Schools	7,369	2,317	0	0	0
Tech. Grants/Enhanced Ed-Title IIB	2,878	0	0	0	0
Teacher Quality - Title IIA	55,515	54,101	43,490	35,468	40,435
Essential School Health Services	55,760	55,760	55,760	55,760	55,760
Early Intervention Literacy	0	11,000	0	0	0
Sped Prof. Development	0	0	26,368	17,353	10,101
Academic Support	10,300	10,400	9,800	8,800	7,900
Literacy Partnerships-GR2	30,000	23,000	23,000	13,000	20,553
Title I - Carry Over	11,455	2,936	1,974	0	0
Teacher Quality-Title IIA - Carry Over	12,673	7,750	18,623	0	0
SPED ARRA 760	298,162	312,700	0	0	0
SPED ARRA 762-Early Childhood	11,601	12,222	0	0	0
Title I ARRA 770	72,481	98,290	0	0	0
ARRA Stabilization Grant- 780	0	16,784	0	0	0
Education Jobs Grant - 206	0	42,505	179,804	22,085	0
Race To the Top Grant - 201	0	19,970	49,485	44,446	59,844
Safe & Supportive Schools	0	0	0	0	10,000
TOTAL	1,386,309	1,484,505	1,222,032	961,274	987,699



Pupil Services/Special Education

Pupil Services

MISSION STATEMENT

In fulfilling the mission of the Newburyport Public Schools, the Office of Pupil Services is committed to supporting inclusive schools that provide the services and specially designed instruction that students need to access the general education curriculum, to become independent, and to succeed academically, socially, behaviorally, vocationally, and emotionally. We will accomplish this mission by:

- Appropriately identifying students with disabilities based on federal and state criteria
- Providing high quality, specialized instructional programs utilizing research based strategies
- Facilitating a collaborative team among parents, staff, and students to build a positive learning environment
- Promoting a strengths-based approach to build on success
- Supporting the development of knowledge and skills to prepare students to be college bound and/or career ready

ACCOMPLISHMENTS

- Description of the continuum of services and the four centers
- Language Learning Centers established at Nock & Bresnahan
- Therapeutic Behavior Center established at Bresnahan
- Newburyport Academy (NHS)
- Language-Based Learning Disabilities Continuum of Services-*Service Delivery Pattern Guide*
- Implement Social Thinking program across district
- Collaborating with Northern Essex Community College for students aged 18-22
- Guidelines and Process for Determining Additional Adult Support
- Process and Procedures Manual
- IA Handbook
- ESY criteria and data collection requirements
- Job Descriptions
- Improved access to multi-sensory specialized reading programs

FY 2015 GOALS AND OBJECTIVES

1. We continue to strive to utilize existing resources effectively as we develop innovative and supportive specialized services for students.

Staffing Summary <u>Included</u> in District/Schools		
	<u>FY2014</u>	<u>FY2015</u>
Director	1.0	1.0
Administrative Assistant	1.0	1.0
School Clerical	1.6	1.6
Team Coordinators	3.0	3.0
Psychologist/Adjustment Counselors	7.0	6.5
Teachers/SLP/PT/OT	43.9	43.4
BCBA	3.0	3.0
Instructional Assistants	70.5	61.7
	131.0	121.2



The New Bresnahan Model School Project
Newburyport, MA



Francis T. Bresnahan Elementary School

Francis T. Bresnahan Elementary School

MISSION STATEMENT

The Newburyport Public Schools are committed to the intellectual, physical, social development and engagement of every student.

Within a culture of high expectations for individual and group learning, our students experience rigorous academic challenge, are intellectually curious, and express themselves creatively.

Our students enhance their well-being by applying knowledge and skills about nutrition, fitness and healthy behaviors.

Our schools are an inclusive and supportive community. As part of this community, our students demonstrate values of personal integrity, sensitivity and social responsibility.

Our schools partner with parents and community in significant ways to help achieve this mission.

Members of our school community - teachers, parents, staff, and administration - support this mission every day, in every classroom, on every field of play, and in every activity.

ACCOMPLISHMENTS

- The Newburyport Education Foundation (NEF) donated significantly to technology at the Brown and Bresnahan Schools in FY'14. At the preschool and kindergarten level, all teachers received high-powered desktop computers. Also, to enhance the integration of technology, for students at the early childhood level they provided 30 IPADs, as well as 60 laptops and 2 carts for grades 1-3. This will assist students to prepare for the new on-line, computer-based PARRC assessment to be administered at Grade 3 beginning in the 2014-2015 school year.
- Kindergarten teachers worked on developing a writing rubric and common assessment for students, and participated in professional development that focused on enhancing writing instruction. Additionally, consultant support was provided to teachers in grades PK-3 that focused on the philosophy of "talking to writing" and developing a systematic structure for writing across the grade levels.
- In preparation for the merging of the Brown and Bresnahan Schools, as well as to support the continuum of special education programming across grades PK-3, a full-time Board Certified Behavior Analyst (BCBA), was hired to support the development of programs in both schools.
- Bresnahan School teachers participated in professional development around developing, implementing and evaluating our new language-based program, and therapeutic program, for students with severe and intense needs.

Francis T. Bresnahan Elementary School

- An Independent Development Center (IDC) program was added to the complement of services at both the Brown and Bresnahan Schools.
- Web-based interventions were added to the instructional program to support student achievement in both mathematics (IXL) and literacy (Lexia).
- An afterschool literacy and mathematics intervention program for second and third grade students was offered in the spring.
- The Brown and Bresnahan School developed a joint New Bresnahan School Council for the 2013-2014 school year to prepare for the transition to the new school as it relates to budget preparation, transition planning, student achievement and the development of a school improvement plan.

FY2015 GOALS AND OBJECTIVES

1. Continue to focus on the vertical alignment of the curriculum to the common core standards
2. Continue to analyze data to identify curriculum and instruction gaps and research quality phonics programming for the primary level.
3. Continue to develop systems, procedures, and protocols for the merger and continuity of staff and students into one building with a new leadership model and facility
4. Provide consistent and continuous professional development and training to support teachers in the integration of all new technology in the building
5. Expand tiered interventions for mathematics

Francis T. Bresnahan Elementary School

Staffing Summary		
	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Budget</u>
Administrators	3.0	3.0
Clerical/Custodial	2.8/4.0	3.6/5.0
Professional Staff	67.70	65.00
Instructional Assistants	31.3	24.5
Total Full-Time Equivalents:	108.8	101.10

F15 Bresnahan Budget Worksheet

Account	<u>FY14</u>	<u>FY14</u>	<u>FY15</u>	<u>Proposed</u>
<u>Account</u>	<u>Revised Budget</u>	<u>Year-to-Date</u>	<u>Budget</u>	<u>FTE</u>
		<u>Expended/Enc</u>		
<u>Kindergarten</u>		<u>3/24/2014</u>		
Professional Salaries	\$ 555,244.00	\$ 294,765.35	\$ 587,569.68	8.5
Aides	\$ 60,000.00	\$ 130,443.98	\$ 53,625.54	3.5
Supplies/Materials	\$ 8,000.00	\$ 7,825.74	\$ 8,000.00	
Textbooks	\$ 3,600.00	\$ 2,847.67	\$ 3,000.00	
<u>Pre-School</u>				
Professional Salaries	\$ 284,176.00	\$ 125,111.22	\$ 222,233.60	3.6
Aides	\$ 120,000.00	\$ 54,893.74	\$ 109,684.46	6.3
Supplies/Materials	\$ 5,000.00	\$ 3,235.79	\$ 5,000.00	
<u>Grade 1</u>				
Professional Salaries	\$ 580,404.00	\$ 599,928.18	\$ 583,860.78	8.0
Supplies/Materials	\$ 11,000.00	\$ 8,488.07	\$ 7,500.00	
General Supplies	\$ 2,733.00	\$ 2,266.96	\$ 3,000.00	
Textbooks	\$ 9,000.00	\$ 5,213.62	\$ 6,000.00	
<u>Grade 2</u>				
Professional Salaries	\$ 553,504.00	\$ 551,422.02	\$ 546,921.00	8.0
Supplies/Materials	\$ 12,300.00	\$ 9,026.74	\$ 7,500.00	
General Supplies	\$ 2,733.00	\$ 1,054.22	\$ 2,000.00	
Textbooks	\$ 7,030.00	\$ 6,428.79	\$ 5,300.00	
<u>Grade 3</u>				
Professional Salaries	\$ 513,603.00	\$ 547,643.43	\$ 550,638.50	8.0
Supplies/Materials	\$ 7,676.95	\$ 5,166.55	\$ 7,500.00	
General Supplies	\$ 2,734.00	\$ 297.69	\$ 2,500.00	
Textbooks	\$ 6,375.00	\$ 6,336.11	\$ 6,700.00	
<u>Intervention</u>				
Math Interventionist	\$ -	\$ -	\$ 55,300.00	1.0
<u>Literacy/Title 1</u>				
Professional Salaries	\$ 179,226.00	\$ -	\$ 279,364.97	4
<u>Technology</u>				
Professional Salaries	\$ 79,522.00	\$ 69,715.80	\$ 42,706.35	0.6
Supplies/Materials	\$ 500.00	\$ -	\$ 60.00	
Software	\$ 10,826.00	\$ 5,174.62	\$ 12,580.00	
Equipment Purchase/Rental	\$ -		\$ 16,826.16	
<u>Music</u>				
Professional Salaries	\$ 80,177.00	\$ 79,555.33	\$ 81,492.33	1.2
Supplies/Materials	\$ 695.00	\$ 619.99	\$ 227.00	
Equipment Purchase/Rental	\$ 1,573.05	\$ 992.85	\$ -	
<u>Art</u>				
Professional Salaries	\$ 89,873.00	\$ 90,122.60	\$ 93,835.88	1.2
Supplies/Materials	\$ 5,250.00	\$ 4,885.21	\$ 5,250.00	
General Supplies	\$ 1,200.00	\$ 1,003.81	\$ 1,200.00	
<u>Physical Ed</u>				
Professional Salaries	\$ 169,267.00	\$ 144,510.48	\$ 157,652.82	2.4

Supplies/Materials	\$	1,000.00	\$	793.13	\$	500.00	
Equipment Purchase/Rental	\$	531.05	\$	500.87	\$	-	
<u>Special Ed</u>							
Professional Salaries		in System-Wide	\$	-	\$	1,004,194.28	14.9
Aides	\$	300,000.00	\$	-	\$	327,995.35	14.7
Supplies/Materials	\$	5,650.00	\$	3,872.17	\$	7,500.00	
<u>Instructional Mat.</u>							
Textbooks	\$	4,625.00	\$	22.95	\$	-	
Supplies/Materials	\$	5,500.00	\$	6,890.45	\$	5,500.00	
General Supplies	\$	11,200.00	\$	3,843.47	\$	24,600.00	
Equipment Maintenance	\$	12,000.00	\$	41,181.28	\$	22,820.00	
<u>Guidance</u>							
Professional Salaries		in System-Wide	\$	-	\$	120,745.73	2.0
Supplies/Materials	\$	550.00	\$	472.44	\$	1,000.00	
<u>Library</u>							
Professional Salaries		in System-Wide	\$	-	\$	90,368.64	1.6
Supplies/Materials	\$	3,773.00	\$	5,883.16	\$	1,400.00	
Computer Purchase	\$	-	\$	-			
Textbooks	\$	8,200.00	\$	-	\$	7,500.00	
Software	\$	-	\$	-	\$	1,200.00	
Publications	\$	-	\$	-	\$	720.00	
AV Materials					\$	1,700.00	
<u>Oper of Plant</u>							
Custodian Salaries		in System-Wide	\$	-	\$	229,192.63	5.0
Uniforms	\$	-	\$	-	\$	500.00	
Custodian Supplies	\$	-	\$	-	\$	18,000.00	
Electric	\$	-	\$	-	\$	95,000.00	
Gas	\$	-	\$	-	\$	50,000.00	
Telephone	\$	-	\$	-	\$	7,000.00	
Equipment Maintenance	\$	-	\$	-	\$	1,000.00	
Equipment Purchase/Rental	\$	-	\$	-	\$	2,500.00	
<u>Maint of Plant</u>							
Grounds/Other		in System-Wide	\$	-	\$	5,000.00	
Contracted Services	\$	-	\$	-	\$	10,000.00	
Building/Contracted Services	\$	-	\$	85.00	\$	6,000.00	
<u>Administration</u>							
Principals		in System-Wide	\$	-	\$	299,756.76	3.0
Secretaries	\$	-	\$	593.72	\$	137,919.49	3.6
Supplies/Materials	\$	6,512.00	\$	4,874.10	\$	6,000.00	
Memberships	\$	600.00	\$	-	\$	1,855.00	
Printing	\$	668.95	\$	403.62	\$	600.00	
Postage	\$	2,200.00	\$	1,334.00	\$	1,750.00	
Computer Purchase	\$	350.00	\$	-	\$	-	
Equipment Purchase/Rental	\$	1,500.00	\$	-	\$	-	
<u>Substitutes</u>							
Substitutes	\$	90,000.00	\$	103,522.44	\$	99,000.00	
Total	\$	3,818,082.00	\$	2,933,249.36	\$	6,053,846.94	101.10

Summary by Program

Francis T. Bresnahan Elementary School

<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY14</u>	<u>FY15</u>		
Kindergarten	\$ 626,844.00	\$ 652,195.22	\$ 25,351.22	4.0%
Pre-School	\$ 409,176.00	\$ 336,918.06	\$ (72,257.94)	-17.7%
Grade 1	\$ 603,137.00	\$ 600,360.78	\$ (2,776.22)	-0.5%
Grade 2	\$ 575,567.00	\$ 561,721.00	\$ (13,846.00)	-2.4%
Grade 3	\$ 530,388.95	\$ 567,338.50	\$ 36,949.55	7.0%
Literacy/Title 1	\$ 179,226.00	\$ 279,364.97	\$ 100,138.97	55.9%
Math Intervention	\$ -	\$ 55,300.00	\$ 55,300.00	100.0%
Technology	\$ 90,848.00	\$ 72,172.51	\$ (18,675.49)	-20.6%
Music	\$ 82,445.05	\$ 81,719.33	\$ (725.72)	-0.9%
Art	\$ 96,323.00	\$ 100,285.88	\$ 3,962.88	4.1%
Physical Education	\$ 170,798.00	\$ 158,152.82	\$ (12,645.18)	-7.4%
*Special Education	\$ 305,650.00	\$ 1,339,689.63	\$ 1,034,039.63	338.3%
Instructional Materials	\$ 33,325.00	\$ 52,920.00	\$ 19,595.00	58.8%
*Guidance	\$ 550.00	\$ 121,745.73	\$ 121,195.73	22035.6%
*Library	\$ 11,973.00	\$ 102,888.64	\$ 90,915.64	759.3%
*Operation of Plant	\$ -	\$ 403,192.63	\$ 403,192.63	100.0%
*Maintenance of Plant	\$ -	\$ 21,000.00	\$ 21,000.00	100.0%
*School Administration	\$ 11,830.95	\$ 447,881.25	\$ 436,050.30	3685.7%
Substitutes	\$ 90,000.00	\$ 99,000.00	\$ 9,000.00	10.0%
Totals	\$ 3,818,081.95	\$ 6,053,846.95	\$ 2,235,765.00	58.6%

**** These areas were budgeted in System-Wide for FY14 and have been moved back to Schools in FY15***



Edward G. Molin Upper Elementary School

Edward G. Molin Upper Elementary School

MISSION STATEMENT

Newburyport Public Schools prepare students to live successfully and meaningfully in the community and the world. The Newburyport Public Schools teach our students to collaborate, to creatively and critically think, and to effectively communicate.

Our schools provide safe and inclusive settings for all students: are academically rigorous with high standards for comprehensive curricula, and high expectations for student and staff behavior, growth and performance. We promote the social and emotional competence of all students, as well as their health and wellness. We engage the entire community in the education process.

ACCOMPLISHMENTS

- STEM class started 2013-2014 school year
- Participation in Hour of Code—computer science
- Co-teaching special education model
- Management and completion of phases 1, 2, 3 of highly involved building renovation project
- Alignment of curriculum to Common Core
- Implementation of the new Teacher Evaluation System
- Vertical alignment curriculum work with grades 1-3 with a focus on writing
- Implementation of new standards-based progress reports in alignment with grades 1-3
- Via NEF Business Coalition Grant, implementation of Yoga and Mindfulness program

FY 2015 GOALS AND OBJECTIVES

1. Increase range of STEM learning activities/objectives including computer science/coding
2. Continued implementation of the Special Education Co-Teaching Model
3. Continue vertical curriculum work
4. Professional development on reading and writing and use of a variety of literacy assessments
5. Begin work on the new Science standards, (if adopted by Massachusetts)
6. Continue to build strong partnerships with all community constituents
7. Continue to foster a positive school climate and culture

Edward G. Molin Upper Elementary School

Staffing Summary		
	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Budget</u>
Administrators	1	1
Clerical/Custodial	1/1	1/1
Professional Staff	28.2	28.5
Instructional Assistants	13.6	11.6
Total Full-Time Equivalents:	44.8	43.1

FY15 Molin Budget Worksheet

<u>Account</u>	<u>FY14</u> <u>Revised Budget</u>	<u>FY14</u> <u>Year to date</u> <u>Expended/Enc</u>	<u>FY15</u> <u>Budget</u>	<u>Proposed</u> <u>FTE</u>
<u>Grade 4</u>		3/24/2014		
Professional Salaries	\$ 539,642.00	\$ 520,033.50	\$ 547,749.12	8.0
Supplies/Materials	\$ 5,865.00	\$ 5,651.15	\$ 11,115.00	
Equip purchase	\$ -	\$ -	\$ -	
<u>Grade 5</u>				
Professional Salaries	\$ 509,519.00	\$ 517,926.41	\$ 532,828.92	7.0
Supplies/Materials	\$ 7,115.00	\$ 5,960.29	\$ 9,865.00	
<u>Technology</u>				
Professional Salaries	\$ -	\$ 27,259.56	\$ 55,836.40	0.8
Supplies/Materials	\$ 550.00	\$ 461.90	\$ 2,000.00	
Software	\$ 3,950.00	\$ 3,016.00	\$ 5,000.00	
<u>Music</u>				
Professional Salaries	\$ 33,909.00	\$ 34,164.70	\$ 25,794.39	0.5
Supplies/Materials	\$ 1,400.00	\$ 866.74	\$ 1,000.00	
<u>Art</u>				
Professional Salaries	\$ 40,116.00	\$ 39,579.37	\$ 58,456.35	1.1
Supplies/Materials	\$ 2,800.00	\$ 1,569.71	\$ 3,000.00	
<u>Physical Ed</u>				
Professional Salaries	\$ 82,687.00	\$ 79,943.06	\$ 84,007.13	1.2
Gym Rental	\$ 1,600.00	\$ -		
Supplies/Materials	\$ 800.00	\$ 99.00	\$ 500.00	
Textbooks	\$ -			
<u>Special Ed</u>				
Professional Salaries		in System-Wide	\$ 630,912.02	8.9
Aides	\$ 200,000.00	\$ -	\$ 262,456.20	11.6
Supplies/Materials	\$ 3,000.00	\$ -	\$ 3,600.00	
<u>Instr Materials</u>				
Supplies/Materials	\$ 13,000.00	\$ 12,999.97	\$ 20,500.00	
Equipment Maintenance	\$ 4,400.00	\$ 10,700.00	\$ 14,205.00	
<u>Guidance</u>				
Professional Salaries	\$ -	in System-Wide	\$ 32,846.21	0.5
General Supplies	\$ 1,200.00	\$ 1,072.56	\$ 1,200.00	
Textbooks			\$ 800.00	
<u>Tech Ed</u>				
Supplies/Materials	\$ 500.00	\$ 318.09	\$ -	
Professional Salaries	\$ 27,056.00	\$ -	\$ -	
<u>Library</u>				
Professional Salaries	\$ -	in System-Wide	\$ 37,359.90	0.5
Supplies/Materials	\$ 4,340.00	\$ -	\$ 4,000.00	
<u>Oper of Plant</u>				
Custodian Salaries	\$ -	in System-Wide	\$ 43,965.16	1.0
Telephone	\$ -	\$ -	\$ 2,200.00	
Equipment Maintenance	\$ -	\$ -	\$ 2,000.00	
<u>Administration</u>				

Principals	\$	-	in System-Wide	\$	102,997.56	1.0
Secretary	\$	-	\$	-	\$ 38,244.18	1.0
Supplies/Materials	\$	6,800.00	\$	6,761.71	\$ 7,000.00	
Postage	\$	1,000.00	\$	1,000.00	\$ 1,500.00	
<u>Substitutes</u>						
Substitutes	\$	47,500.00	\$	36,504.40	\$ 52,250.00	
	\$	1,538,749.00	\$	1,305,888.12	\$ 2,595,188.54	43.1

**Contract = NTA \$300 per teacher for S&M*

Summary by Program

Edward G. Molin Upper Elementary School

<u>Programs</u>	<u>Amount Budgeted</u> <u>FY14</u>	<u>Proposed Budget</u> <u>FY15</u>	<u>Difference</u>	<u>% of Change</u>
Grade 4	\$ 545,507.00	\$ 558,864.12	\$ 13,357.12	2.4%
Grade 5	\$ 516,634.00	\$ 542,693.92	\$ 26,059.92	5.0%
Technology	\$ 4,500.00	\$ 62,836.40	\$ 58,336.40	1296.4%
Music	\$ 35,309.00	\$ 26,794.39	\$ (8,514.61)	-24.1%
Art	\$ 42,916.00	\$ 61,456.35	\$ 18,540.35	43.2%
Physical Ed/Wellness	\$ 85,087.00	\$ 84,507.13	\$ (579.87)	-0.7%
*Special Education	\$ 203,000.00	\$ 896,968.22	\$ 693,968.22	341.9%
Instructional Materials	\$ 17,400.00	\$ 34,705.00	\$ 17,305.00	99.5%
*Guidance	\$ 1,200.00	\$ 34,846.21	\$ 33,646.21	2803.9%
Tech Ed	\$ 27,556.00	\$ -	\$ (27,556.00)	-100.0%
*Library	\$ 4,340.00	\$ 41,359.90	\$ 37,019.90	853.0%
*Operation of Plant	\$ -	\$ 48,165.16	\$ 48,165.16	100.0%
Maintenance of Plant	\$ -	\$ -	\$ -	0.0%
*School Administration	\$ 7,800.00	\$ 149,741.74	\$ 141,941.74	1819.8%
Substitutes	\$ 47,500.00	\$ 52,250.00	\$ 4,750.00	10.0%
Totals	\$ 1,538,749.00	\$ 2,595,188.54	\$ 1,056,439.54	68.7%

**** These areas were budgeted in System-Wide for FY14 and have been moved back to Schools in FY15***



Rupert A. Nock Middle School

Rupert A. Nock Middle School

MISSION STATEMENT

In fulfilling the Mission of the Newburyport Public Schools, The Rupert A. Nock Middle School, an authentic middle school, is committed to the intellectual, moral, physical, and social development of every student.

Children ages 11-14 have distinct educational and psychological needs which clearly identify them as a unique group. Our purpose as a middle school is to meet these unique needs, to ease the transition from childhood to adolescence, and to bridge the gap from the self-contained elementary school to the departmentalized high school.

We are committed to providing quality education in a caring community that ensures each individual student the opportunity to learn to the maximum of his or her potential.

ACCOMPLISHMENTS

- Boston Globe 2013 MCAS rankings of 285 middle schools in Massachusetts, the Nock ranked 24th in ELA, 21st in Math, and 44th in Science and Technology.
- RAN added an adjustment counselor to our staff.
- The Guidance staff trained in the Signs of Suicide (SOS) prevention program.
- We increased class offerings in pre-engineering and Spanish for grades 7 and 8 from 22 classes to 44.
- Three course offerings were added in the explore rotation, one at each grade level.
- We added small group intervention class for struggling students, as identified by Response to Intervention (RTI).
- We added a Math intervention class for students identified with low MCAS scores.
- We implemented a school wide Executive Function plan.
- Re-created the Master Schedule.
- Completed phases 1, 2 and 3A of the Building Renovation.
- Successfully implemented the new Teacher Evaluation system.

FY2015 GOALS AND OBJECTIVES

1. Continue to seek internal efficiencies in order to keep class size reasonably low and maintain or increase course offerings.
2. Increase Art offerings for students.
3. Add a Technology Integrator.
4. Increase diverse after-school club offerings for all students.

Rupert A. Nock Middle School

Staffing Summary		
	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Budget</u>
Administrators	2	2
Clerical/Custodial	6.0	6.0
Professional Staff	46.5	47.8
Instructional Assistants	12.5	13.5
Total Full-Time Equivalents:	67.0	69.3

FY15 Middle Budget Worksheet

<u>Account</u>	<u>FY14 Revised Budget</u>	<u>FY14 Year to Date Expended/Enc 3/24/2014</u>	<u>FY15 Budget</u>	<u>Proposed FTE</u>
<u>Grade 6</u>				
Professional Salaries	\$ 547,898.00	\$ 516,313.24	\$ 530,264.13	8.0
Supplies/Materials	\$ 4,000.00	\$ 2,066.93	\$ 4,000.00	
General Supplies	\$ -	\$ 424.67	\$ -	
<u>Grade 7</u>				
Professional Salaries	\$ 532,536.00	\$ 547,800.29	\$ 564,314.56	8.0
Supplies/Materials	\$ 4,000.00	\$ 1,870.71	\$ 4,000.00	
General Supplies	\$ -	\$ 424.67	\$ -	
<u>Grade 8</u>				
Professional Salaries	\$ 565,205.00	\$ 541,816.28	\$ 560,392.02	8.0
Supplies/Materials	\$ 4,000.00	\$ 1,253.71	\$ 4,000.00	
General Supplies	\$ -	\$ 424.66	\$ -	
<u>World Lang</u>				
Professional Salaries	\$ 48,442.00	\$ 48,806.71	\$ 51,333.39	1.0
Supplies/Materials	\$ 1,000.00	\$ 1,000.00	\$ 1,200.00	
<u>Technology</u>				
Professional Salaries	\$ -	\$ -	\$ 55,299.23	1.0
Supplies/Materials	\$ 4,500.00	\$ 4,235.29	\$ -	
Software	\$ 1,000.00	\$ 989.41	\$ 8,000.00	
AV Materials	\$ -	\$ -	\$ -	
Equipment Maintenance	\$ 3,000.00	\$ 627.30	\$ 2,000.00	
<u>Music</u>				
Professional Salaries	\$ 63,936.00	\$ 77,436.77	\$ 91,839.98	1.5
Supplies/Materials	\$ 2,000.00	\$ 324.73	\$ 3,000.00	
Band	\$ -	\$ -	\$ 1,500.00	
Chorus	\$ -	\$ -	\$ 1,500.00	
Memberships	\$ -	\$ -	\$ 1,000.00	
Equipment Maintenance	\$ 1,000.00	\$ -	\$ 1,000.00	
Training/Expeditionary Learn.	\$ -	\$ 1,135.00	\$ 2,000.00	
Equip Purchase	\$ -	\$ -	\$ 2,500.00	
<u>Art</u>				
Professional Salaries	\$ 30,133.00	\$ 30,358.95	\$ 48,048.15	0.9
Supplies/Materials	\$ 2,000.00	\$ 1,988.74	\$ 4,000.00	
<u>Physical Ed</u>				
Professional Salaries	\$ 123,956.00	\$ 121,727.46	\$ 125,492.13	1.8
Supplies/Materials	\$ 1,500.00	\$ 506.20	\$ 3,000.00	
Equip Purchase	\$ -	\$ -	\$ 4,000.00	
<u>Special Ed</u>				
Professional Salaries	in System-Wide	\$ -	\$ 876,449.06	14.6
Aides	\$ -	\$ -	\$ 269,690.32	13.0
Supplies/Materials	\$ 4,000.00	\$ 324.95	\$ 4,000.00	
<u>Instr Materials</u>				
Professional Salaries	\$ -	\$ 329.84	\$ -	
Aides	\$ -	\$ 8,217.61	\$ 8,747.24	0.5

Supplies/Materials	\$	10,000.00	\$	10,207.73	\$	13,000.00	
AV Materials	\$	3,000.00	\$	-	\$	3,000.00	
Equipment Maintenance	\$	30,000.00	\$	32,513.05	\$	35,000.00	
<u>Guidance</u>							
Professional Salaries		in System-Wide	\$	-	\$	84,179.60	1.5
Supplies/Materials	\$	1,800.00	\$	359.00	\$	1,800.00	
<u>Tech Ed/Pre-Engineering</u>							
Professional Salaries	\$	69,333.00	\$	71,556.51	\$	72,815.27	1.0
Supplies/Materials	\$	6,220.00	\$	5,876.90	\$	5,000.00	
Software	\$	1,500.00	\$	794.05	\$	1,500.00	
AV Materials	\$	2,800.00	\$	-	\$	-	
General Supplies	\$	-	\$	-	\$	4,000.00	
<u>Library</u>							
Textbooks	\$	3,000.00	\$	2,796.00	\$	3,500.00	0.5
Professional Salaries		in System-Wide	\$	-	\$	37,359.90	
Supplies/Materials	\$	3,200.00	\$	1,279.22	\$	3,500.00	
Software	\$	-	\$	-	\$	3,000.00	
Publications	\$	-	\$	-	\$	2,000.00	
Memberships	\$	1,000.00	\$	-	\$	1,000.00	
Equipment Maintenance	\$	3,400.00	\$	821.00	\$	3,000.00	
<u>Student Act</u>							
Salaries (Stipends)	\$	13,000.00	\$	4,000.10	\$	13,000.00	
Awards	\$	3,000.00	\$	2,157.50	\$	5,000.00	
<u>Oper of Plant</u>							
Custodian Salaries		in System-Wide	\$	-	\$	189,686.51	4.0
Uniforms	\$	-	\$	-	\$	700.00	
Custodian Supplies	\$	-	\$	-	\$	18,000.00	
Electric	\$	-	\$	-	\$	145,000.00	
Gas	\$	-	\$	-	\$	40,000.00	
Telephone	\$	-	\$	-	\$	12,000.00	
Equipment Maintenance	\$	-	\$	-	\$	2,000.00	
Equipment Purchase/Rental					\$	2,000.00	
<u>Maint of Plant</u>							
Grounds/other		in System-Wide	\$	-	\$	15,000.00	
Contracted Services	\$	-	\$	-	\$	15,000.00	
Building/Contracted Services	\$	-	\$	85.00	\$	8,300.00	
<u>Administration</u>							
Principals		in System-Wide	\$	-	\$	205,729.92	2.0
Secretary	\$	-	\$	-	\$	82,775.40	2.0
Supplies/Materials	\$	2,000.00	\$	449.52	\$	2,200.00	
Publications	\$	1,400.00	\$	-	\$	1,400.00	
Memberships	\$	1,200.00	\$	829.00	\$	1,200.00	
Printing	\$	2,000.00	\$	1,172.45	\$	2,000.00	
Postage	\$	3,300.00	\$	3,000.00	\$	3,500.00	
Equipment Maintenance	\$	1,200.00	\$	-	\$	2,000.00	
Equipment Purchase/Rental	\$	200.00	\$	-	\$	200.00	
<u>Substitute</u>							
Substitutes	\$	56,000.00	\$	22,509.70	\$	61,600.00	
Totals	\$	2,162,659.00	\$	2,070,810.85	\$	4,334,516.80	69.3

Summary by Program

Rupert A. Nock Middle School

<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY14</u>	<u>FY15</u>		
Grade 6	\$ 551,898.00	\$ 534,264.13	\$ (17,633.87)	-3.2%
Grade 7	\$ 536,536.00	\$ 568,314.56	\$ 31,778.56	5.9%
Grade 8	\$ 569,205.00	\$ 564,392.02	\$ (4,812.98)	-0.8%
World Language	\$ 49,442.00	\$ 52,533.39	\$ 3,091.39	6.3%
Technology	\$ 8,500.00	\$ 65,299.23	\$ 56,799.23	668.2%
Music	\$ 66,936.00	\$ 104,339.98	\$ 37,403.98	55.9%
Art	\$ 32,133.00	\$ 52,048.15	\$ 19,915.15	62.0%
Physical Education	\$ 125,456.00	\$ 132,492.13	\$ 7,036.13	5.6%
*Special Education	\$ 4,000.00	\$ 1,150,139.38	\$ 1,146,139.38	28653.5%
Instructional Materials	\$ 43,000.00	\$ 59,747.24	\$ 16,747.24	38.9%
*Guidance	\$ 1,800.00	\$ 85,979.60	\$ 84,179.60	4676.6%
Tech Ed/Pre-Engineering	\$ 79,853.00	\$ 83,315.27	\$ 3,462.27	4.3%
*Library	\$ 10,600.00	\$ 53,359.90	\$ 42,759.90	403.4%
Student Activity Account	\$ 16,000.00	\$ 18,000.00	\$ 2,000.00	12.5%
*Operation of Plant	\$ -	\$ 409,386.51	\$ 409,386.51	100.0%
*Maintenance of Plant	\$ -	\$ 38,300.00	\$ 38,300.00	100.0%
*School Administration	\$ 11,300.00	\$ 301,005.32	\$ 289,705.32	2563.8%
Substitutes	\$ 56,000.00	\$ 61,600.00	\$ 5,600.00	10.0%
Totals	\$ 2,162,659.00	\$ 4,334,516.81	\$ 2,171,857.81	100.4%

**** These areas were budgeted in System-Wide for FY14 and have been moved back to Schools in FY15***



Newburyport High School

Newburyport High School

MISSION STATEMENT

Newburyport High School strives for excellence. We believe that this quest for excellence is a partnership among all aspects of a student's life: home, community, schools, educators, and peers. NHS values the student as an independent, creative learner, and provides diverse learning environments to nurture different abilities and aspirations. NHS honors its traditions while embracing change in progress to prepare its students to succeed in a globally competitive world. Our mission is to foster a sustained passion for learning that each student will carry throughout life.

ACCOMPLISHMENTS

- Successful completion of a NEASC site visit
- NHS recognized as a commendation school by the Massachusetts Department of Education
- Newburyport High School implemented the MVP program where students work to reduce violence against teenage women
- Two staff members recognized as teacher of the year in Massachusetts in their curriculum area
- Two athletic teams won state championships, women's soccer and men's indoor track
- German and Spanish student exchange programs were highly successful with visits to NHS this fall

FY 2015 GOALS AND OBJECTIVES

1. Establish a process to increase technology integration across curriculum areas for students in classrooms and in the library.
2. Improve on our school safety requirements.

Newburyport High School

Staffing Summary

	FY 2014	FY 2015
<u>Position</u>	<u>Actual</u>	<u>Budget</u>
Administrators	3.0	3.0
Clerical/Custodial	3.0/6.0	3.0/6.0
Professional Staff	70.5	70.7
Instructional Assistants	14.35	13.35
Total Full-Time Equivalents:	96.85	96.05

F15 High Budget Worksheet

<u>Account</u>	<u>FY14</u>	<u>FY14</u>	<u>FY15</u>	<u>Proposed</u>
	<u>Revised Budget</u>	<u>year to date</u>	<u>Budget</u>	<u>FTE</u>
		<u>Expended/Enc</u>		
<u>English</u>		<u>3/24/2014</u>		
Professional Salaries	\$ 584,498.00	\$ 562,451.10	\$ 602,108.88	8.1
Supplies/Materials	\$ -	\$ 50.00	\$ -	
Textbooks	\$ 8,000.00	\$ 6,393.77	\$ 8,800.00	
Computer Purchase	\$ -	\$ -	\$ -	
<u>World Lang</u>				
Professional Salaries	\$ 449,114.00	\$ 445,765.72	\$ 467,637.21	6.6
Supplies/Materials	\$ 6,000.00	\$ 5,279.33	\$ 6,000.00	
Textbooks	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	
AV Materials	\$ 100.00	\$ -	\$ -	
Equipment Maintenance	\$ 1,000.00	\$ 336.58	\$ 1,000.00	
<u>Math</u>				
Professional Salaries	\$ 653,240.00	\$ 577,741.27	\$ 606,809.64	8.0
Supplies/Materials	\$ 1,000.00	\$ 115.43	\$ 1,000.00	
Textbooks	\$ 6,000.00	\$ 1,993.07	\$ 6,000.00	
<u>Science</u>				
Professional Salaries	\$ 556,201.00	\$ 522,733.00	\$ 557,418.89	8.0
Supplies/Materials	\$ 19,000.00	\$ 12,808.42	\$ 19,000.00	
Textbooks	\$ 2,000.00	\$ 1,061.72	\$ 4,000.00	
Equipment Maintenance	\$ 1,500.00	\$ -	\$ 1,500.00	
<u>Soc. Studies</u>				
Professional Salaries	\$ 539,994.00	\$ 564,940.37	\$ 596,661.25	8.0
Supplies/Materials	\$ 2,000.00	\$ 1,367.30	\$ 1,000.00	
Textbooks	\$ 3,000.00	\$ -	\$ 15,000.00	
AV Materials	\$ 400.00	\$ 317.90	\$ 400.00	
<u>Technology</u>				
Professional Salaries	\$ -	\$ 40,889.47	\$ -	-
Supplies/Materials	\$ 8,000.00	\$ 1,171.22	\$ 8,000.00	
Software	\$ 4,000.00	\$ -	\$ 4,000.00	
Equipment Maintenance	\$ 27,000.00	\$ 9,229.03	\$ 23,000.00	
<u>Music</u>				
Professional Salaries	\$ 43,533.27	\$ 48,436.07	\$ 41,746.21	0.6
Supplies/Materials	\$ 1,900.00	\$ 1,308.43	\$ 1,700.00	
Software	\$ 675.00	\$ 295.00	\$ 675.00	
Memberships	\$ 300.00	\$ -	\$ 300.00	
Field Trips	\$ 2,750.00	\$ 2,215.88	\$ 2,250.00	
Equipment Maintenance	\$ 1,000.00	\$ 560.00	\$ 1,000.00	
Equipment Purchase/Rental	\$ -	\$ 269.00	\$ 500.00	
<u>Art</u>				
Professional Salaries	\$ 219,378.94	\$ 219,378.94	\$ 223,236.63	3.0
Supplies/Materials	\$ 11,200.00	\$ 10,819.66	\$ 12,500.00	
Software	\$ 1,000.00	\$ 408.01	\$ 1,000.00	
Equipment Maintenance	\$ 2,000.00	\$ 1,608.41	\$ 5,000.00	
<u>Special Ed</u>				

Professional Salaries		in System-Wide	\$	-	\$	809,621.71	12.0
Aides	\$	22,950.00	\$	13,869.80	\$	278,534.25	12.6
Supplies/Materials	\$	4,000.00	\$	1,296.55	\$	4,000.00	
<u>Alt Ed</u>							
Professional Salaries	\$	140,704.00	\$	139,745.41	\$	142,203.48	2.0
Supplies/Materials	\$	1,200.00	\$	-	\$	1,200.00	
Textbooks	\$	100.00	\$	-	\$	100.00	
<u>Instr Materials</u>							
Supplies/Materials	\$	6,000.00	\$	10,784.00	\$	5,500.00	
Equipment Maintenance	\$	46,500.00	\$	44,075.00	\$	48,000.00	
<u>Guidance</u>							
AV Materials	\$	4,300.00	\$	1,960.00	\$	3,800.00	
Professional Salaries		in System-Wide	\$	2,827.62	\$	399,953.60	5.0
Secretary	\$	-	\$	-	\$	39,156.45	1.0
Supplies/Materials	\$	1,800.00	\$	-	\$	1,800.00	
Tests	\$	-	\$	-	\$	2,000.00	
Software	\$	-	\$	-	\$	3,000.00	
<u>Tech Ed</u>							
Professional Salaries	\$	-	\$	137,497.76	\$	64,565.22	1.0
Supplies/Materials	\$	8,000.00	\$	-	\$	17,000.00	
Textbooks	\$	-	\$	-	\$	1,000.00	
Computer Purchase	\$	-	\$	-	\$	6,000.00	
<u>Library</u>							
Textbooks	\$	9,000.00	\$	4,938.09	\$	13,850.00	
Professional Salaries		in System-Wide	\$	-	\$	61,796.45	1.0
Aides	\$	-	\$	-	\$	10,770.95	0.75
General Supplies	\$	4,650.00	\$	4,749.96	\$	1,900.00	
Equipment Purchase/Rental	\$	2,500.00	\$	1,108.37	\$	2,450.00	
<u>Student Act</u>							
Professional Salaries (advisors)	\$	7,000.00	\$	4,000.10	\$	7,000.00	
Awards	\$	5,600.00	\$	2,023.07	\$	6,000.00	
Graduation/Celebrations	\$	17,000.00	\$	5,778.04	\$	16,000.00	
<u>Athletics</u>							
Transportation	\$	97,000.00	\$	95,654.25	\$	97,000.00	
Professional Salaries	\$	99,329.00	\$	92,526.53	\$	91,280.00	1.0
Coaches	\$	225,000.00	\$	155,277.40	\$	225,000.00	
Supplies/Materials	\$	6,000.00	\$	4,622.12	\$	6,000.00	
Sports Equipment	\$	20,000.00	\$	12,668.96	\$	20,000.00	
Officials	\$	42,000.00	\$	22,972.00	\$	42,000.00	
Ice Time	\$	31,000.00	\$	30,900.00	\$	31,000.00	
Cleaning/Reconditioning	\$	8,000.00	\$	10,050.72	\$	7,000.00	
Meet Fees	\$	13,000.00	\$	14,345.93	\$	13,000.00	
Game Expenses	\$	23,000.00	\$	26,858.68	\$	25,000.00	
Insurance	\$	9,000.00	\$	-	\$	9,000.00	
<u>Drama/Video</u>							
Memberships	\$	300.00	\$	300.00	\$	-	
Professional Salaries	\$	138,840.79	\$	67,920.70	\$	142,840.79	2.0
Supplies/Materials	\$	2,200.00	\$	2,416.02	\$	5,000.00	
<u>Wellness</u>							

Professional Salaries	\$	365,016.00	\$	373,999.29	\$	369,756.67	5.4
Supplies/Materials	\$	13,000.00	\$	11,998.83	\$	14,500.00	
Memberships	\$	-	\$	-	\$	900.00	
Publications	\$	821.00	\$	49.00	\$	-	
Equipment Maintenance	\$	2,500.00	\$	-	\$	3,321.00	
Equipment Purchase/Rental	\$	4,500.00	\$	2,915.66	\$	4,500.00	
<u>Oper of Plant</u>							
Custodian Salaries		in System-Wide	\$	1,200.00	\$	278,763.46	6.0
Uniforms	\$	-	\$	-	\$	700.00	
Custodian Supplies	\$	-	\$	-	\$	19,000.00	
Electric	\$	-	\$	-	\$	178,500.00	
Gas	\$	-	\$	-	\$	109,000.00	
Telephone	\$	-	\$	-	\$	13,000.00	
Equipment Maintenance	\$	-	\$	-	\$	2,000.00	
Equipment Purchase/Rental					\$	5,000.00	
<u>Maint of Plant</u>							
Grounds/other		in System-Wide	\$	-	\$	20,000.00	
Contracted Services	\$	-	\$	1,790.00	\$	22,000.00	
Building/Contracted Services	\$	-	\$	485.00	\$	25,600.00	
<u>Administration</u>							
Principals		in System-Wide	\$	-	\$	228,188.28	2.0
Secretary	\$	-	\$	-	\$	91,765.00	2.0
Supplies/Materials	\$	24,750.00	\$	18,734.82	\$	19,500.00	
Publications	\$	3,200.00	\$	3,221.00	\$	3,200.00	
Memberships	\$	2,000.00	\$	1,074.77	\$	1,000.00	
Printing	\$	5,200.00	\$	1,183.00	\$	4,200.00	
Postage	\$	8,000.00	\$	8,358.19	\$	6,000.00	
Accreditation	\$	25,939.00	\$	16,612.22	\$	400.00	
Equipment Maintenance	\$	500.00	\$	97.58	\$	1,000.00	
Virtual High School	\$	-	\$	-	\$	12,500.00	
<u>Substitute</u>							
Substitutes	\$	55,000.00	\$	108,223.57	\$	70,000.00	
Totals	\$	4,666,184.00	\$	4,505,054.11	\$	7,388,861.00	96.05

Summary by Program


Newburyport High School

<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY14</u>	<u>FY15</u>		
English	\$ 592,498.00	\$ 610,908.88	\$ 18,410.88	3.1%
World Language	\$ 460,214.00	\$ 478,637.21	\$ 18,423.21	4.0%
Mathematics	\$ 660,240.00	\$ 613,809.64	\$ (46,430.36)	-7.0%
Science	\$ 578,701.00	\$ 581,918.89	\$ 3,217.89	0.6%
Social Studies	\$ 545,394.00	\$ 613,061.25	\$ 67,667.25	12.4%
Technology	\$ 39,000.00	\$ 35,000.00	\$ (4,000.00)	-10.3%
Music	\$ 6,625.00	\$ 48,171.21	\$ 41,546.21	627.1%
Art	\$ 415,953.00	\$ 241,736.63	\$ (174,216.37)	-41.9%
*Special Education	\$ 26,950.00	\$ 1,092,155.95	\$ 1,065,205.95	3952.5%
Alternative Education	\$ 142,004.00	\$ 143,503.48	\$ 1,499.48	1.1%
Instructional Materials	\$ 52,500.00	\$ 53,500.00	\$ 1,000.00	1.9%
*Guidance	\$ 6,100.00	\$ 449,710.05	\$ 443,610.05	7272.3%
Tech Ed	\$ 8,000.00	\$ 88,565.22	\$ 80,565.22	1007.1%
*Library	\$ 16,150.00	\$ 90,767.39	\$ 74,617.39	462.0%
Student Activity Account	\$ 29,600.00	\$ 29,000.00	\$ (600.00)	-2.0%
Athletics	\$ 573,329.00	\$ 566,280.00	\$ (7,049.00)	-1.2%
Drama/Video	\$ 2,500.00	\$ 147,840.79	\$ 145,340.79	5813.6%
Wellness/Physical Ed	\$ 385,837.00	\$ 392,977.67	\$ 7,140.67	1.9%
*Operation of Plant	\$ -	\$ 605,963.46	\$ 605,963.46	100.0%
*Maintenance of Plant	\$ -	\$ 67,600.00	\$ 67,600.00	100.0%
*School Administration	\$ 69,589.00	\$ 355,253.28	\$ 285,664.28	410.5%
Virtual High School	\$ -	\$ 12,500.00	\$ 12,500.00	100.0%
Substitutes	\$ 55,000.00	\$ 70,000.00	\$ 15,000.00	27.3%
Totals	\$ 4,666,184.00	\$ 7,388,861.00	\$ 2,722,677.00	58.3%

**** These areas were budgeted in System-Wide for FY14 and have been moved back to Schools in FY15***



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The seal of the City of Newburyport is a circular emblem. It features two female figures in classical attire, one on the left holding a shield with vertical stripes and one on the right holding a book. Between them is a central shield depicting a sailing ship on the water and a cityscape with a lighthouse. Above the central shield is a crest showing two hands shaking. The words "CITY OF NEWBURYPORT" are arched across the top, and "TERRA MARIQUE MDCCCLI" is arched across the bottom.

Appendix E: Whittier Regional Vocational Technical High School Budget Detail



NEW ENGLAND
ASSOCIATION
OF SCHOOLS
AND COLLEGES
ACCREDITED MEMBER

Whittier Regional Vocational Technical High School
115 Amesbury Line Road, Haverhill, MA 01830

APPROVED BUDGET

2014 – 2015

(04/9/2014)

William P. DeRosa
Superintendent

SCHOOL COMMITTEE

Richard P. Early, Jr. Chairperson
Haverhill

Charles LaBella
Vice Chairperson
Amesbury

Jane Moran
Groveland

Johanna True
Newbury

Brett Murphy
Newburyport

Jo-Ann Testaverde, Ed.D
Georgetown

David Mansfield
West Newbury

David E. Irving
Secretary
Rowley

Shaun Toohey
Haverhill

Russ Bardsley
Ipswich

F. Nelson Burns
Newburyport

C. Anthony LeSage
Amesbury

Paul M. Tucker
Merrimac

Alana Gilbert
Salisbury

“EQUAL EDUCATIONAL OPPORTUNITY”

Whittier Tech:
Working on your future



Whittier Regional Vocational Technical High School

115 Amesbury Line Road
Haverhill, MA 01830-1898
978-373-4101
Fax: 978-372-5331
www.whittiertech.org

Richard P. Early, Jr.
Vice-Chairperson
School Committee

William P. DeRosa
Superintendent

April 12, 2014

Dear Whittier Community Officials:

The booklet contains the 2014-2015 approved budget for the Whittier Regional Vocational Technical High School. At a public hearing on April 9, 2014, the District School Committee approved a total budget of \$ 20,829,487.

Whittier's total budgetary requests were \$ 21,728,740. The Administration and School Committee made reductions totaling \$ 899,253 and the School Committee voted to utilize School Choice funds in the amount of \$ 602,212 to arrive at the \$ 20,829,487 fiscal 2015 budget figure. The estimated receipts and recommended expenditures for School Choice are listed on page 23 of this booklet.

The approved FY15 budget of \$ 20,829,487 is an increase of \$ 897,870 or 4.5% over the FY14 budget of \$ 19,931,617. In addition to the approved FY15 budget, the District Committee has approved a capital assessment for FY15 for the purchase of a Strippit machine and 2 school buses. The total amount assessed to the 11 communities is \$ 12,637,156, which is an increase of \$ 895,346 or 7.63% greater than FY14. Of this 7.63% increase, 5.09% represents the mandated minimum requirement that each community must provide as determined by the Department of Elementary and Secondary Education. Individual community assessments will vary each year primarily due to enrollment shifts and state required minimum contribution and can be found on page 18 of the enclosed budget book.

We respectfully request that you will encourage your community to support this budget and your corresponding assessment. We would like to thank you in advance for your support and cooperation.

If you have any questions on this information, please contact William P. DeRosa, Superintendent, or Kara M. Kosmes, Business Manager.

Sincerely,

Richard P. Early, Jr.
Vice Chairperson, School Committee

William P. DeRosa
Superintendent

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**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED BUDGET ACCOUNT TOTALS 2014 - 2015**

<u>FUNCT</u>	<u>FUNCTION TITLE</u>	<u>FY14 BUDGET</u>	<u>FY 15 RECOMMENDED</u>	<u>Change</u>
1000	District Leadership			
1100	School Committee	54,674	54,674	0
1200	Superintendent's Office	355,928	355,756	-172
		<u>410,602</u>	<u>410,430</u>	<u>821,032</u>
1400	Finance & Administration	470,099	583,646	113,547
2000	Instruction			
2100	Academic Leadership	532,494	530,398	-2,096
2200	School Building Leadership	656,689	658,432	1,743
2300	Instruction Teaching Services	8,541,832	8,872,157	330,325
2400	Instructional Materials	973,569	1,386,219	412,650
2700	Guidance	459,605	464,183	4,578
2800	Psychological Services	101,409	142,210	40,801
		<u>11,265,598</u>	<u>12,053,599</u>	<u>788,001</u>
3000	Student Services			
3100	Attendance	41,616	43,722	2,106
3200	Health Services	162,579	170,264	7,685
3310	Operation of School Busses	896,791	1,039,942	143,151
3510	Athletics	333,228	392,516	59,288
3520	Student Body	78,000	79,000	1,000
3600	School Security	327,287	347,122	19,835
		<u>1,839,501</u>	<u>2,072,566</u>	<u>233,065</u>
4000	Operations & Maintenance			
4110	Custodial Service	284,816	284,816	0
4120	Heating of Building	104,775	110,000	5,225
4130	Utility Services	547,697	665,697	118,000
4210	Maintenance of Grounds	33,000	40,000	7,000
4220	Maintenance of Building	588,849	649,268	60,419
4230	Maintenance of Equipment	44,000	51,000	7,000
		<u>1,603,137</u>	<u>1,800,781</u>	<u>197,644</u>
5000	Fixed Charges	4,221,682	4,390,210	168,528
6000	Community Services	12,000	12,000	0
7000	Replacement of Equipment	92,948	389,457	296,509
8000	Long Term Debt	0	0	0
9000	Tuitions	16,050	16,050	0
Total Operational Budget		<u>19,931,617</u>	<u>21,728,739</u>	<u>1,797,122</u>
	Capital Outlay	385,000	385,000	0
TOTAL GROSS BUDGET		<u>20,316,617</u>	<u>22,113,739</u>	<u>1,797,122</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
1000	DISTRICT LEADERSHIP			
1100	School Committee			
1110.2	Salaries, Clerical District Clerk	2,400	3,000	3,000
1110.5	Supplies & Materials General Supply Items	2,577	1,100	1,100
1110.6	Other Expenses			
	Travel	3,670	3,500	3,500
	Memberships & Subscriptions	6,111	8,824	8,824
	Meeting Expenses	743	750	750
	Auditing Expenses	29,170	29,500	29,500
	Public Relations	9,706	8,000	8,000
	TOTALS 1106	49,400	50,574	50,574
	TOTALS 1100	54,377	54,674	54,674
1200	Superintendent's Office			
1210.1	Salaries, Professional Superintendent	180,645	186,004	183,208
1210.2	Salaries, Clerical Administrative Assistant	72,655	72,676	71,583
1210.4	Maintenance of Equipment	0	1,000	1,000
1210.5	Supplies & Materials			
	Postage & Office Supplies	22,426	25,715	25,715
	Printing & Reproduction	8,754	24,750	28,465

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
	TOTALS 1210.5	31,180	50,465	54,180
1210.6	Other Expenses			
	Travel & Conferences	18,881	15,700	15,700
	Memberships & Subscriptions	11,669	13,626	13,626
	Advisory Boards	14,723	7,000	7,000
	NEASC & Accreditation	8,386	9,457	9,459
	TOTALS 1210.6	53,659	45,783	45,785
	TOTALS - 1200	338,139	355,928	355,756
	TOTALS - 1000	392,516	410,602	410,430

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
1400	FINANCE & ADMINISTRATION			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	167,965	133,225	131,200
	Comptroller	58,000	58,000	56,375
	TOTALS 1410.1	225,965	191,225	187,575
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	45,592	46,125	47,278
	Payroll Clerk (80%)	36,000	36,900	41,000
	Business Office Clerks	38,892	40,000	43,050
	Treasurer	5,515	15,000	15,000
	TOTALS 1410.2	125,999	138,025	146,328
	TOTAL 1410	351,964	329,250	333,903
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical			
	Personnel Clerk	47,975	49,174	50,403
	Payroll Clerk (20%)	9,000	9,225	10,250
	TOTALS 1420.2	56,975	58,399	60,653
	TOTALS 1420	56,975	58,399	60,653
1430	Legal Services			
1430.4	Contracted Services			
	School Attorney	36,523	10,000	10,000
	Negotiator	19,988	7,500	10,000
	TOTALS 1430.4	56,511	17,500	20,000
	TOTALS 1430	56,511	17,500	20,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
1450	Information Technology			
1450.1	Salaries, Professional Technology Director	0	0	97,375
1450.3	Salaries, Other Repair Tech. & Students	71,434	64,950	72,868
	TOTALS 1450	71,434	64,950	170,243
	TOTALS 1400	536,884	470,099	584,799

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
2000	INSTRUCTION			
2100	Academic Leadership			
2100.1	Salaries, Professional			
	Special Education Director	128,396	131,581	129,597
	Curriculum Coordinator	119,516	122,485	125,528
	Vocational Coordinator	119,766	122,735	125,778
	TOTALS 2100.1	367,678	376,801	380,903
2100.2	Salaries, Clerical			
	Secretary to Special Ed	49,390	50,857	52,116
	Secretary Voc. & Curr Coord.	39,787	40,782	41,802
	TOTALS 2100.2	89,177	91,639	93,918
2120.1	Salaries, Professional			
	Cluster Chairs	72,553	64,054	64,800
	TOTALS 2100	529,408	532,494	539,621
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	131,421	135,341	133,296
	Asst. Principals	221,083	228,894	234,834
	Coordinator of Data & Assessment	119,516	122,485	125,528
	In House Suspension	55,771	57,146	58,557
	TOTALS 2210.1	527,791	543,866	552,215
2210.2	Salaries, Clerical			
	Secretary to Principal	45,190	46,531	47,682
	Secretary to Asst. Principals	38,090	39,042	40,018
	TOTALS 2210.2	83,280	85,573	87,700
2210.4	Contracted Services			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> FY13	<u>ADJUSTED</u> BUDGET - FY14	<u>RECOMMENDED</u> BUDGET - FY15
2210.5	Answering Service & Maintenance Supplies & Materials	6,225 16,442	6,500 16,000	6,500 16,000
2210.6	Other Expenses			
	Travel & Memberships	7,726	4,000	4,000
	School Council	400	750	750
	TOTALS 2210.6	8,126	4,750	4,750
	TOTALS 2200	641,864	656,689	667,165

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
2300	Instruction Teaching Services			
2305.1	Salaries, Professional Instructional	6,737,534	7,407,874	7,601,234
	Instructional, Special Needs	725,407	779,649	836,290
	TOTALS 2305.1	7,462,941	8,187,523	8,437,524
2325.3	Salaries, Substitutes	86,040	100,000	100,000
2330.3	Salaries, Teacher Aides	28,184	28,324	57,342
	Teacher Aides	27,434	27,574	28,671
	Teacher Aides, Special Needs	55,618	55,898	86,013
	TOTALS 2330.3			
2340.1	Salaries, Professional Instructional Media Specialist	82,114	83,998	86,086
2351.6	Professional Development Expense	92,124	109,413	110,000
2355.3	Professional Development Subs	17,191	5,000	5,000
	TOTALS 2300	7,796,028	8,541,832	8,824,623
2400	Instructional Materials & Equipment			
2410.4	Contracted Services	0	1,000	1,000
	Repair & Maint of A/V Equipment			
2410.5	Supplies & Materials	28,206	30,346	15,225
	Textbooks			
2415.5	Library Books	5,891	12,400	12,600
2415.6	Library/AV Memberships	3,095	3,285	3,510

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
2420.5	Instructional Equipment			
2430.4	Contracted Services	50,450	52,042	29,709
	Shop Requests	76,942	90,410	94,019
2340.5	Supplies & Materials			
	General Instructional	255,379	270,788	295,015
	Computer Supplies	38,296	40,000	40,000
	General Classroom	6,576	0	6,000
	Program Expansion	2,778	0	5,000
	TOTALS 2430.5	303,029	310,788	346,015
2430.6	Other Expenses	6,819	6,207	27,531
2451	Classroom Technology			
2451.4	Contracted Services			
	Software/Hardware Maint	79,544	77,509	83,540
2451.5	Supplies & Materials			
	Computer Equipment	357,759	389,582	392,679
	TOTALS 2400	911,735	973,569	1,005,828
2700	Guidance			
2710.1	Salaries, Professional			
	Guidance Director	2,288	86,135	74,942
	Guidance Counselors	300,384	315,087	320,412
	Summer Coverage	4,821	4,800	5,000
	TOTALS 2710.1	307,493	406,022	400,354
2710.2	Salaries, Clerical	49,368	50,583	51,829
2710.5	Supplies & Materials			
	Reference & Test Materials	271	1,000	1,000
	Recruitment Brochures	2,335	2,000	2,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
	TOTALS 2710.5	2,606	3,000	3,000
2710.6	Other Expenses			
	Travel & Memberships	729	0	0
	TOTALS 2700	360,196	459,605	455,183
2800	Psychological Services			
2800.1	Salaries, Professional			
	School Psychologist	53,375	56,397	59,535
	Tutoring	0	7,000	8,000
	TOTALS 2800.1	53,375	63,397	67,535
2800.4	Contracted Services	21,111	22,000	22,082
2800.5	Supplies & Materials	9,920	16,012	17,400
	TOTALS 2800	84,406	101,409	107,017
	TOTALS 2000	10,323,637	11,265,598	11,599,437

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
3000	STUDENT SERVICES			
3100	Attendance			
3100.1	Salaries, Professional Attendance Monitor	0	41,616	43,722
	TOTALS 3100	0	41,616	43,722
3200	Health Services			
3200.1	Salaries, Professional School Nurses	134,372	137,799	144,484
3200.4	Contracted Services School Physician Laundry/Medical Waste TOTALS 3204.4	14,385 159 14,544	14,000 1,500 15,500	15,000 1,500 16,500
3200.5	Supplies & Materials	9,127	9,000	9,000
3200.6	Other Expenses Memberships	0	280	280
	TOTALS 3200	158,043	162,579	170,264
3310	Salaries, Professional Coordinator of Transportation	64,312	62,730	64,298
3310.3	Salaries, Other Bus Drivers Mechanics Security/Bus Drivers (50%) TOTALS 3310.3	437,331 120,343 54,415 612,089	379,353 117,685 44,562 541,600	439,298 123,555 46,767 609,620

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
3310.5	Supplies & Materials			
	General Supply Items	96,083	75,940	96,000
	Fuel, Oil, Lubricants	139,165	125,161	140,390
	Equipment	4,184	0	4,000
	TOTALS 3310.5	239,432	201,101	240,390
3310.6	Other Expenses			
	Licensing & Physicals	7,263	4,060	7,000
	Insurance, Health	57,176	44,300	64,234
	Insurance, Buses	16,350	21,600	33,000
	Insurance, Workers Comp	20,426	21,400	21,400
	Leasing Expense	0	0	93,000
	TOTALS 3310.6	101,215	91,360	218,634
	TOTALS 3310	1,017,048	896,791	1,132,942
3510	Athletics			
3510.1	Salaries, Professional	25,680	25,680	26,322
	Athletic Director & Equipment Tech	150,508	153,038	155,150
	Coaches	25,350	25,350	25,984
	Trainer	17,429	20,160	20,160
	Transportation			
	TOTALS 3510.1	218,967	224,228	227,616
3510.4	Contracted Services			
	Officials	43,021	34,000	34,000
	Police	5,472	6,000	6,000
	Reconditioning of Equipment	11,014	16,000	16,000
	TOTALS 3510.4	59,507	56,000	56,000
3510.5	Supplies, Sporting Goods & First Aid	44,165	47,000	59,900
3510.6	Memberships, Clinics & Travel	13,822	6,000	15,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
	TOTALS 3510	336,461	333,228	358,516
3520	Student Body			
3520.1	Salaries, Class & Club Advisors	34,540	45,000	45,000
3520.6	Other Expenses			
	VICA, Skills USA	47,656	25,000	25,000
	Yearbook & Senior Class	9,383	8,000	9,000
	TOTALS 3520.6	57,039	33,000	34,000
	TOTALS 3520	91,579	78,000	79,000
3600	School Security			
3600.1	Salaries, Supervisor of Security	37,892	39,071	40,023
3600.3	Salaries, Other Monitors	28,339	23,675	24,500
	Security/Bus Drivers (50%)	44,432	44,562	46,767
	Security Special Events	12,789	4,000	7,000
	TOTALS 3600.3	85,560	72,237	78,267
3600.4	Contracted Services			
	Security Contract	119,099	120,589	122,000
	School Resource Officer	68,136	72,090	73,532
	TOTALS 3600.4	187,235	192,679	195,532
3600.5	Supplies & Materials	4,096	5,000	5,000
3600.6	Repairs Security Equipment	0	18,300	18,300
	TOTALS 3600	314,783	327,287	337,122
	TOTALS 3000	1,917,914	1,839,501	2,121,566

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
4000	OPERATIONS/MAINTENANCE			
4110				
	4110.4 Contracted Services. Cleaning Contract	257,140	284,816	284,816
	TOTALS 4110	257,140	284,816	284,816
4120	Heating of Building			
	4120.4 Contracted Services-Natural/Propane Gas	94,451	104,775	110,000
	TOTALS 4120	94,451	104,775	110,000
4130.4	Utility Services			
	Water	7,559	10,000	10,000
	Sewerage Treatment	16,186	30,000	30,000
	Septic Service	1,290	3,500	3,500
	Refuse Removal	25,584	31,500	31,500
	Telephone	36,949	27,000	39,000
	Hazardous Waste Removal	22,430	40,000	40,000
	Electrical Service	405,525	400,697	405,697
	TOTALS 4130.4	515,523	542,697	559,697
4130.5	Supplies & Materials	5,980	5,000	6,000
	TOTALS 4130	521,503	547,697	565,697
4210	Maintenance of Grounds			
	4210.3 Salaries, Overtime & Snow	19,878	13,000	15,000
	4210.5 Supplies & Materials			
	Ice Melt, Sand, Fertilizer	10,761	20,000	15,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> FY13	<u>ADJUSTED</u> BUDGET - FY14	<u>RECOMMENDED</u> BUDGET - FY15
4220	TOTALS 4210	30,639	33,000	30,000
	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	90,940	93,201	95,519
4220.3	Salaries, Other			
	Forer Stipend	5,350	5,350	5,484
	Maintenance "B"	246,506	263,760	305,735
	Shift Differential	0	5,935	5,677
	STP Stipend	4,250	8,500	4,250
	TOTALS 4220.3	256,106	283,545	321,146
4220.4	Contracted Services	50,618	40,303	50,500
4220.5	Supplies & Materials			
	Electrical, Paint, Plumbing, Etc	64,096	80,300	80,500
	Office Supplies	944	2,000	2,000
	Equipment	4,900	67,000	67,103
	TOTALS 4220.5	69,940	149,300	149,603
4220.6	Other Expenses			
	Repair & Replacement	17,825	20,000	20,000
	Travel & Seminars	131	2,500	2,500
	TOTALS 4220.6	17,956	22,500	22,500
	TOTALS 4220	485,560	588,849	639,268
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Equipment	41,101	39,000	42,000
	Maint/Rpr of Vehicles	6,106	5,000	5,383
	TOTALS 4230	47,207	44,000	47,383
	TOTALS 4000	1,436,500	1,603,137	1,677,164

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
5000	FIXED CHARGES			
5100.5	Other Expenses			
	Retirement Program	417,342	451,269	478,148
	Annuities	37,577	41,000	29,500
	TOTALS 5100	454,919	492,269	507,648
5200.6	Other Expenses			
	Health Insurance	3,085,833	3,151,617	3,222,633
	Medicare	181,318	183,809	188,500
	Life/Disability Insurance	1,210	2,373	2,500
	Student Accident	14,155	15,000	15,200
	Package Insurance	87,047	94,050	102,800
	Worker's Compensation	77,317	74,649	82,644
	Umbrella	23,789	25,600	27,000
	Treasurer's Bond	654	800	800
	School Board Indemnity	3,403	3,600	3,700
	Automotive	7,530	5,400	5,100
	Unemployment	92,424	106,042	106,000
	OPEB - Liability Trust Fund	0	0	0
	Employment Practices Liability	20,997	22,200	17,300
	Disability Insurance	3,500	3,500	4,136
	TOTALS 5200	3,599,177	3,688,640	3,778,313
5300.4	Rental of Equipment			
	Postage Meter	2,684	3,773	3,800
	Copy Machines	31,839	37,000	37,000
	TOTALS 5300	34,523	40,773	40,800
	TOTALS 5000	4,088,619	4,221,682	4,326,761

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY13</u>	<u>ADJUSTED BUDGET - FY14</u>	<u>RECOMMENDED BUDGET - FY15</u>
6000	COMMUNITY SERVICES AND STAFF DEVELOPMENT			
6200.5	Supplies & Materials Office, Flyers, Postage	8,705	12,000	12,000
	TOTALS 6000	8,705	12,000	12,000
7000	REPLACEMENT OF EQUIPMENT			
7400	Replacement of Equipment	171,572	92,948	81,280
	TOTALS 7000	171,572	92,948	81,280
9000	TUITIONS TO OTHER SCHOOLS			
9100	Tuitions to Mass Schools	0	6,750	6,750
9400	Tuitions to Collaboratives	21,380	9,300	9,300
	TOTALS 9000	21,380	16,050	16,050
TOTAL BUDGET		18,897,727	19,931,617	20,829,487

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2015

Required Net School Spending	17,534,545
Other Assessments, Transportation and Community Education	1,132,942
Long Term Debt Assessment	-
Capital Assessment	385,000
Other Educational Assessment	<u>2,162,000</u>
Gross Budget	21,214,487

Less Revenues To Be Applied:		
Chapter 70 aid	8,010,859	
Transportation	<u>566,471</u>	<u>8,577,330</u>

Total Assessments	<u><u>12,637,157</u></u>
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	<u>Minimum</u> <u>Contribution</u>	<u>Other</u> <u>Assessments</u>	<u>Long-term</u> <u>Debt</u> <u>Assessments</u>	<u>Capital</u> <u>Assessments</u>	<u>Other</u> <u>Educational</u> <u>Assessments</u>	<u>Total</u> <u>Assessments</u>
Amesbury	720,862	36,934	-	41,041	140,962	939,799
Georgetown	401,654	19,487	-	23,870	74,373	519,383
Groveland	714,582	36,424	-	17,749	139,017	907,771
Haverhill	5,423,680	379,309	-	148,764	1,447,675	7,399,428
Ipswich	329,244	12,462	-	33,033	47,564	422,303
Merrimac	492,415	26,964	-	18,134	102,911	640,424
Newbury	259,702	9,460	-	15,092	36,105	320,359
Newburyport	248,342	9,460	-	42,966	36,105	336,873
Rowley	146,332	6,005	-	15,246	22,917	190,500
Salisbury	626,553	23,452	-	15,554	89,507	755,066
West Newbury	160,320	6,514	-	13,552	24,863	205,249
TOTALS	<u>9,523,686</u>	<u>566,471</u>	<u>-</u>	<u>385,000</u>	<u>2,162,000</u>	<u>12,637,157</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

REQUIRED NET SCHOOL SPENDING

FY 2015

Required Net School Spending	17,534,545
Less: Chapter 70 Aid	<u>8,010,859</u>
Net Minimum Contribution	<u><u>9,523,686</u></u>
Member Municipalities:	
Amesbury	720,862
Georgetown	401,654
Groveland	714,582
Haverhill	5,423,680
Ipswich	329,244
Merrimac	492,415
Newbury	259,702
Newburyport	248,342
Rowley	146,332
Salisbury	626,553
West Newbury	<u>160,320</u>
TOTALS	<u><u>9,523,686</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

OTHER ASSESSMENTS

FY 2015

Transportation	1,132,942
Less: Transportation Revenue to be Applied	<u>566,471</u>
Net Assessment	<u><u>566,471</u></u>

	<u>FY14 PUPILS/% OF CONTRIBUTION</u>		<u>FOR COMPARISON ONLY</u>		
	<u>PUPILS</u>	<u>PERCENT OF</u>	<u>PUPILS</u>	<u>PERCENT OF</u>	
MEMBER MUNICIPALITIES:	<u>10/1/2012</u>	<u>CONTRIBUTION</u>	<u>10/1/2013</u>	<u>CONTRIBUTION</u>	
Amesbury	68	6.09%	74	6.52%	36,934
Georgetown	33	2.96%	39	3.44%	19,487
Groveland	74	6.63%	73	6.43%	36,424
Haverhill	764	68.47%	760	66.96%	379,309
Ipswich	20	1.79%	25	2.20%	12,462
Merrimac	55	4.93%	54	4.76%	26,964
Newbury	14	1.25%	19	1.67%	9,460
Newburyport	20	1.79%	19	1.67%	9,460
Rowley	10	0.90%	12	1.06%	6,005
Salisbury	44	3.94%	47	4.14%	23,452
West Newbury	14	1.25%	13	1.15%	6,514
TOTALS	1116	100.00%	1135	100.00%	566,471

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
CAPITAL COSTS ASSESSMENTS
FY 2015

Assessed as a Capital Cost

7000 Asset Acquisition

Strippit	200,000
2 Buses	185,000
Total Capital Cost Assessment	385,000

<u>MEMBER MUNICIPALITIES</u>	<u>Resident Pupils 10/1/2013</u>	<u>%</u>	<u>Capital Cost Assessment</u>
Amesbury	2440	10.66%	41,031
Georgetown	1420	6.20%	23,879
Groveland	1055	4.61%	17,741
Haverhill	8844	38.63%	148,720
Ipswich	1965	8.58%	33,043
Merrimac	1079	4.71%	18,144
Newbury	898	3.92%	15,101
Newburyport	2556	11.16%	42,981
Rowley	907	3.96%	15,252
Salisbury	926	4.04%	15,572
West Newbury	805	3.52%	13,537
TOTAL	22895	100.00%	385,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

OTHER EDUCATIONAL ASSESSMENTS

FY 2015

Other Educational Assessments	2,162,000
Less: E and D Transfer to Reduce Assessments	<u>0</u>
Total Other Educational Assessments	<u><u>2,162,000</u></u>

	<u>FY14 PUPILS/% OF CONTRIBUTION</u>		<u>FOR COMPARISON ONLY</u>		
	<u>PUPILS</u> <u>10/1/2012</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	<u>PUPILS</u> <u>10/1/2013</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	68	6.09%	74	6.52%	140,962
Georgetown	33	2.96%	39	3.44%	74,373
Groveland	74	6.63%	73	6.43%	139,017
Haverhill	764	68.47%	760	66.96%	1,447,676
Ipswich	20	1.79%	25	2.20%	47,564
Merrimac	55	4.93%	54	4.76%	102,911
Newbury	14	1.25%	19	1.67%	36,105
Newburyport	20	1.79%	19	1.67%	36,105
Rowley	10	0.90%	12	1.06%	22,917
Salisbury	44	3.94%	47	4.14%	89,507
West Newbury	14	1.25%	13	1.15%	24,863
TOTALS	1116	100.00%	1135	100.00%	2,162,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
Approved School Choice Expenditures FY15

Estimated School Choice balance as of 7/1/2014	108,800
Estimated School Choice Receipts to be Received during FY15	<u>675,000 *</u>
Total Estimated Available	783,800

Proposed Expenditures:

Salary		
English Teacher	2.00	138,597
Data/IT Specialist	1.00	51,250
Security Monitor	1.00	26,170
Transportation (4 drivers)		69,500
Coaching		<u>9,550</u>
		295,067

Expense		
Transportation Other Costs		35,000
Instructional Supplies		70,013
Building Maintenance		20,500
Summer Painting		28,000
Summer Academic Programs		22,000
Health Insurance		71,632
Legal Fees		50,000
Advertising		<u>10,000</u>
		307,145

TOTAL PROPOSED EXPENDITURES	602,212
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*141 Students Received/6 Students Sending

