



# **CITY OF NEWBURYPORT, MASSACHUSETTS**

Adopted Operating Budget Fiscal Year 2017



**Donna D. Holaday, Mayor**



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# **CITY OF NEWBURYPORT**

## **MASSACHUSETTS**



**OPERATING BUDGET FISCAL YEAR 2017  
CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2016-2020**

**ADOPTED JUNE 13, 2016**

**GENERAL AND ENTERPRISE FUNDS  
JULY 1, 2016 TO JUNE 30, 2017**

**MAYOR**

**DONNA D. HOLADAY**

**CITY COUNCIL**

<b>Thomas F. O'Brien</b>	<b>President, Ward 6 Councillor</b>
<b>Sharif I. Zeid</b>	<b>Ward 1 Councillor</b>
<b>Jared J. Eigerman</b>	<b>Ward 2 Councillor</b>
<b>Robert J. Cronin</b>	<b>Ward 3 Councillor</b>
<b>Charles F. Tontar</b>	<b>Ward 4 Councillor</b>
<b>Larry G. Giunta Jr.</b>	<b>Ward 5 Councillor</b>
<b>Edward C. Cameron</b>	<b>Councillor At-Large</b>
<b>Barry N. Connell</b>	<b>Councillor At-Large</b>
<b>Joseph H. Devlin</b>	<b>Councillor At-Large</b>
<b>Gregory D. Earls</b>	<b>Councillor At-Large</b>
<b>Bruce L. Vogel</b>	<b>Councillor At-Large</b>



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Newburyport  
Massachusetts**

For the Fiscal Year Beginning

**July 1, 2015**

A handwritten signature in black ink, reading "Jeffrey R. Egan", is positioned above the title "Executive Director".

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, 2015. 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 third 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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# **Section 1:**

## **Introduction**



CITY OF NEWBURYPORT  
OFFICE OF THE MAYOR  
DONNA D. HOLADAY

60 PLEASANT STREET • P.O. BOX 550  
NEWBURYPORT, MA 01950  
(978) 465-4413 • (978) 465-4402 (FAX)  
WWW.CITYOFNEWBURYPORT.COM

May 9, 2016

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

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2017. 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 \$61,711,835 balanced by non-tax levy revenues totaling \$9,280,990 and estimated tax levy of \$52,431,080. Of the tax levy, \$3,237,248 funds the debt exclusion for the Newburyport High School renovation, the Public Library renovations and building project, the new Bresnahan Elementary School, renovations of the Nock/Molin School, construction of a new senior/community center and design and development of athletic fields. It is shown within the budget as dedicated revenue that offsets expenditures, which are recognized as "Excluded Debt Service." The FY 2017 operating budget represents a 4.4% increase over last year's budget.

As has been the practice for the past two years, the City continues to be conservative in its revenue estimates. FY 2017 projections for local receipts are only slightly higher than FY 2016 estimates. Last November, I established an ad-hoc committee to undertake a comprehensive review of all City rates and fees. Our commitment to diversifying the City's revenue sources, such as local option taxes and paid parking, will continue to have positive impacts on collections. Tax Title revenues and the return of an additional 58 properties to the active tax rolls will also assist the City's financial standing.

### **Budget Goals**

- Develop a FY 2017 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 liabilities regarding contractual payouts;
- Continue to balance the budget without the use of free cash or stabilization funds;
- Continue to identify, develop and address a dynamic and workable five-year capital needs improvement plan;
- Continue to develop a budget process that results in clear, concise and comprehensive information and ensuring strict 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 2017 Operating Budget and Capital Improvement Program continues the process initiated in the FY 2013 budget. This document should be viewed as a tool to illustrate the importance of a coordinated approach to capital planning that ensures the acquisition of necessary equipment and provides for the completion of significant infrastructure improvement projects. As was done previously, we have included projects that were funded during the current fiscal year to demonstrate the City's ongoing commitment to investing in our infrastructure and illustrate the progress being made to address the City's ongoing capital needs. As a result, the CIP constitutes a selection of projects and equipment that either have received funding in FY16 or may require funding in the near future.

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 working with the Department of Revenue, Division of Local Services through the Commonwealth's Community Compact program incorporating recommendations for the annual funding of prioritized CIP items.

I urge members of the City Council to carefully read the CIP Overview, which is included in Section 12 of this document, and appreciated your feedback during the public hearing process that took place for the second 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 the need for an appropriation from either Free Cash or any 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 have capitalized on opportunities to deliver municipal services without a reliance on additional municipal funds.

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 2017 budget anticipates 100% compliance with this policy.

In addition to the Free Cash Policy, we maintain several other financial policies that are outlined in Section 13 of this budget document. Bond rating agencies often consider a municipality's commitment to and conformance with Financial Policies when reviewing its creditworthiness 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 Standard and Poor's rating agency in upgrading the City's bond rating from AA+ to AAA last May. 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. We have joined the State Pension Reserves Trust Fund (PRIT) and will continue to allocate funding to our local OPEB Trust and PRIT.

## **Tax Rate**

The tax rate for FY 2016 is \$13.39 per \$1,000 of assessed valuation for both residential and commercial property, representing a 5 cent increase or \$275 annually for the average single family home which is now valued at \$520,487. For the past three years we have raised the tax by rate by 1.75% rather than 2.5% to help mitigate these increases; the City utilized \$345,466 in Free Cash to set the FY 2016 tax rate. Of the 34 communities in Essex County, Newburyport has the 14<sup>th</sup> highest average single family tax bill, but because our property values are higher than average values, our tax rate is the 8<sup>th</sup> lowest.

## **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 is set to increase 0.4% from FY 2016 to FY 2017, while the Sewer Enterprise Fund shows a slight decrease of 0.5%. These budgets follow virtually level funded services for FY 2016 and help 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. While the sewer fund shows a slight budgetary decrease for FY2017, given the infrastructure needs for the sewer system, we anticipate the impact of increased debt service to result in budgetary increases going into fiscal years 2018 and 2019.

Lastly, the Harbormaster Enterprise Fund has increased 17.4% from last year's budget, with an uptick driven by increased debt service expenses from the new Transient Boater's Facility.

## **Budget Assumptions**

- \$500,000 in new growth revenue;
- \$274,000 increase in Local Receipts;
- \$253,430 increase in net 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.

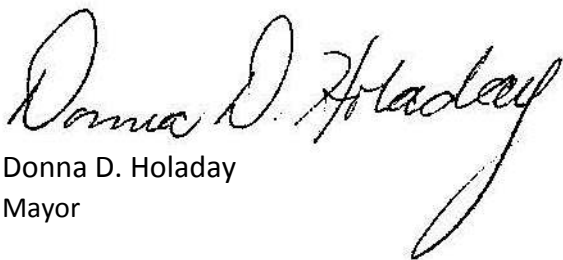
The Government Finance Officers Association (GFOA) has spent years developing guidelines for budget documents. I am pleased by the progress the City has made to adhere to the best practices and guidelines set forth by the GFOA and to be a recipient of the GFOA Distinguished Budget Presentation Award for our FY 2013, FY 2014, FY 2015 and FY 2016 budgets. We hope to continue to be recipients 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 remains on solid financial ground. 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 continued 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: Julie Languirand, Treasurer, Dan Raycroft, Assessor, and especially Heather Rowe, former Chief Administrative Officer and Ethan Manning, Finance Director/Auditor. Mr. Manning deserves much credit and recognition for his leadership and diligence in preparing this FY 2017 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 2017.

Respectfully Submitted,

A handwritten signature in black ink, reading "Donna D. Holaday". The signature is fluid and cursive, with the first name "Donna" and last name "Holaday" clearly legible. The signature is positioned above the printed name and title.

Donna D. Holaday  
Mayor

# CITY ORGANIZATIONAL CHART



# A CITIZEN'S GUIDE TO THE BUDGET

We have included this document to assist the reader 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 our 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 providing 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 cannot 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 1<sup>st</sup>

### 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 1<sup>st</sup>

### April

School Committee approves budget

### May

Mayor's Proposed Budget submitted to City Council by May 15<sup>th</sup>

### 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:** 17,800

**Form of Government:**

Mayor-council city

**Mayor:** Donna D. Holaday

**School Structure:** K-12

**FY2016 Average Single**

**Family Tax Rate:** \$13.39 per  
\$1,000

**FY2016 Average Single**

**Family Home Value:**  
\$520,487

**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](http://www.cityofnewburyport.com)

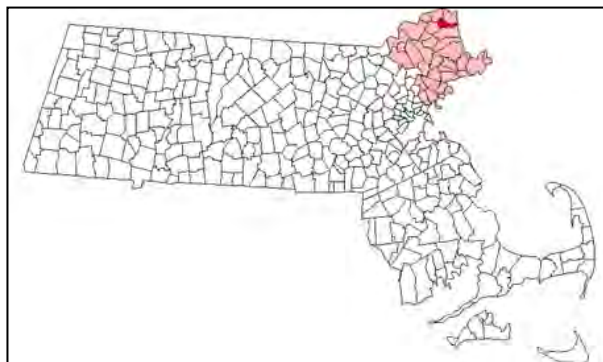
*Newburyport* is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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

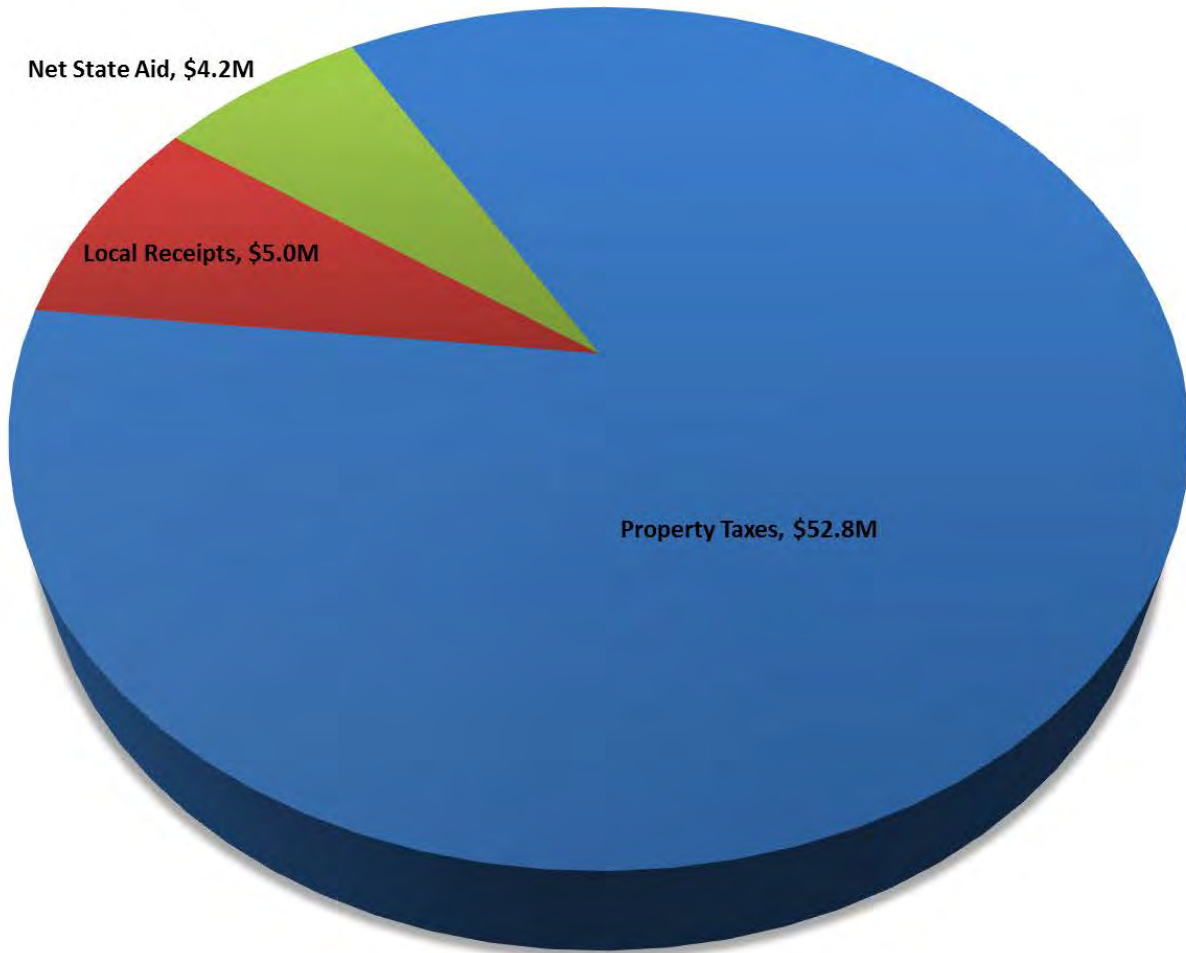
	<u>FY 2016</u> <u>ESTIMATE (RECAP)</u>	<u>FY 2017</u> <u>PROJECTED (BUDGET)</u>
<b>PROPERTY TAXES</b>		
Prior Year Levy Limit	\$ 46,062,191	\$ 47,847,641
2 1/2 % Increase	\$ 1,151,555	\$ 1,196,191
New Growth (1)	\$ 633,895	\$ 500,000
TOTAL LEVY LIMIT	\$ 47,847,641	\$ 49,543,832
Debt Exclusion	\$ 2,918,868	\$ 3,237,248
<b>TOTAL MAXIMUM LEVY LIMIT</b>	<b>\$ 50,766,508</b>	<b>\$ 52,781,080</b>
<b>LOCAL RECEIPTS</b>		
Motor Vehicle Excise (2)	\$ 2,340,000	\$ 2,405,000
Other Excise		\$ -
a. Meals	\$ 485,000	\$ 500,000
b. Room	\$ 91,000	\$ 110,000
c. Other (3)	\$ 95,000	\$ 100,000
Pen & Int on Tax & Exc	\$ 335,000	\$ 370,000
Payments in Lieu of Taxes	\$ 60,000	\$ 60,000
Fees (4)	\$ 385,000	\$ 460,000
Other Dept. Revenue (5)	\$ 55,000	\$ 55,000
Licenses and Permits (6)	\$ 650,000	\$ 710,000
Fines & Forfeits (7)	\$ 10,000	\$ 10,000
Investment Income	\$ 45,000	\$ 45,000
Medicaid Reimbursement	\$ 85,000	\$ 85,000
Miscellaneous Recurring (8)	\$ 128,000	\$ 128,000
Miscellaneous Non-Recurring	\$ -	\$ -
<b>TOTAL LOCAL RECEIPTS</b>	<b>\$ 4,764,000</b>	<b>\$ 5,038,000</b>
<b>STATE AID (9)</b>		
Cherry Sheet Receipts	\$ 7,395,005	\$ 7,484,515
Less Offsets	\$ (753,981)	\$ (697,966)
Less Charges and Assessments	\$ (2,651,464)	\$ (2,543,559)
<b>TOTAL NET STATE AID</b>	<b>\$ 3,989,560</b>	<b>\$ 4,242,990</b>
<b>RESERVE FOR ABATEMENT (10)</b>	<b>\$ (414,877)</b>	<b>\$ (350,000)</b>
<b>TOTAL REVENUE</b>	<b>\$ 59,105,191</b>	<b>\$ 61,712,070</b>

(1) estimated FY2017 New Growth; (2) motor vehicle excise tax bills; (3) urban redevelopment excise tax (MGL Ch. 121A); (4) municipal liens, off duty fees, registry fees, tax title, fire alarm box fees, inspection fees; (5) copies/recordings, zoning/ordinances, business certificates; (6) building, dogs, utility, fire, etc.; (7) court, police; (8) police incident/accident, cell tower lease payments, animal control, veterans' services, FWS refuge revenue sharing; (9) based on FY2017 House Ways & Means Budget; (10) based on Assessor's estimate, actual used when tax rate is set.

## EXPENDITURES

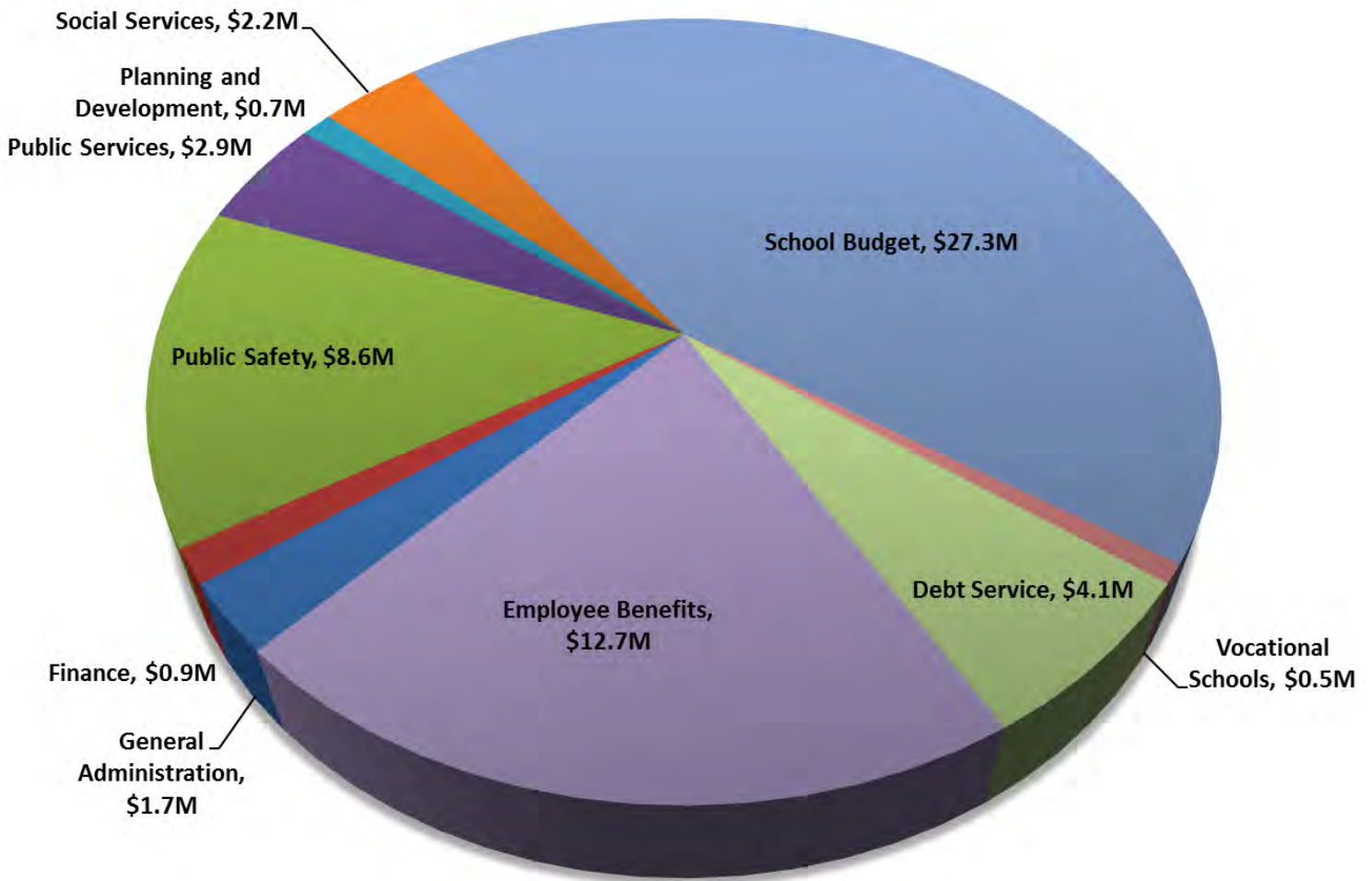
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>GENERAL FUND</b>						
<b>CITY SERVICES</b>						
001 - PERSONNEL SERVICES	20,738,269	21,136,718	21,893,881	23,580,119	23,694,174	25,008,455.02
002 - PURCHASE OF SERVICES	3,185,723	3,511,017	3,985,569	3,298,321	3,360,321	3,284,036.85
004 - SUPPLIES	543,715	593,679	551,004	482,865	573,885	497,030.00
007 - OTHER CHARGES & EXPENSES	808,203	695,261	669,309	786,863	696,458	578,683.30
008 - CAPITAL OUTLAY	593,523	582,397	373,792	300,616	328,043	331,740.00
009 - DEBT SERVICE	2,029,144	3,671,181	3,286,866	3,857,078	3,857,078	4,108,840.11
010 - OTHER FINANCING USES	417,859	996,314	1,036,789	0	1,621,213	0.00
<b>CITY SERVICES Total</b>	<b>28,316,436</b>	<b>31,186,567</b>	<b>31,797,210</b>	<b>32,305,862</b>	<b>34,131,172</b>	<b>33,808,785.28</b>
<b>EDUCATION</b>						
002 - PURCHASE OF SERVICES	22,920,421	23,998,426	25,507,551	26,793,384	26,738,728	27,884,600.00
008 - CAPITAL OUTLAY	0	0	0	0	0	0.00
<b>EDUCATION Total</b>	<b>22,920,421</b>	<b>23,998,426</b>	<b>25,507,551</b>	<b>26,793,384</b>	<b>26,738,728</b>	<b>27,884,600.00</b>
<b>GENERAL FUND Total</b>	<b>51,236,857</b>	<b>55,184,993</b>	<b>57,304,762</b>	<b>59,099,246</b>	<b>60,869,900</b>	<b>61,693,385.28</b>
<b>HARBORMASTER</b>						
<b>HARBORMASTER ENTERPRISE FUND</b>						
001 - PERSONNEL SERVICES	186,181	201,011	198,321	244,119	244,119	249,163.66
002 - PURCHASE OF SERVICES	23,759	22,421	29,274	42,400	42,400	42,900.00
004 - SUPPLIES	13,116	11,853	15,120	18,200	18,200	18,200.00
007 - OTHER CHARGES & EXPENSES	5,115	3,435	3,255	6,075	6,075	6,075.00
008 - CAPITAL OUTLAY	28,330	25,053	30,000	30,000	30,000	50,000.00
009 - DEBT SERVICE	27,000	26,000	0	26,000	26,000	64,375.00
010 - OTHER FINANCING USES	25,000	134,200	0	0	0	0.00
<b>HARBORMASTER ENTERPRISE FUND Total</b>	<b>308,501</b>	<b>423,972</b>	<b>275,969</b>	<b>366,794</b>	<b>366,794</b>	<b>430,713.66</b>
<b>HARBORMASTER Total</b>	<b>308,501</b>	<b>423,972</b>	<b>275,969</b>	<b>366,794</b>	<b>366,794</b>	<b>430,713.66</b>
<b>SEWER FUND</b>						
<b>SEWER ENTERPRISE FUND</b>						
001 - PERSONNEL SERVICES	1,717,830	1,795,435	1,926,993	2,099,150	2,099,150	2,206,830.52
002 - PURCHASE OF SERVICES	1,090,606	1,171,098	1,412,289	1,372,374	1,372,374	1,304,716.84
004 - SUPPLIES	185,177	284,286	220,579	355,540	355,540	302,868.00
007 - OTHER CHARGES & EXPENSES	20,006	20,556	28,471	51,123	51,123	73,900.30
008 - CAPITAL OUTLAY	338,280	204,905	225,395	281,000	281,000	266,000.00
009 - DEBT SERVICE	1,188,204	2,220,478	2,223,931	2,256,437	2,256,437	2,230,274.95
010 - OTHER FINANCING USES	743,133	491,371	0	0	225,000	0.00
<b>SEWER ENTERPRISE FUND Total</b>	<b>5,283,236</b>	<b>6,188,128</b>	<b>6,037,658</b>	<b>6,415,623</b>	<b>6,640,623</b>	<b>6,384,590.61</b>
<b>SEWER FUND Total</b>	<b>5,283,236</b>	<b>6,188,128</b>	<b>6,037,658</b>	<b>6,415,623</b>	<b>6,640,623</b>	<b>6,384,590.61</b>
<b>WATER FUND</b>						
<b>WATER ENTERPRISE FUND</b>						
001 - PERSONNEL SERVICES	1,708,896	1,759,800	1,765,076	1,958,064	1,958,064	2,050,968.32
002 - PURCHASE OF SERVICES	704,093	694,481	706,791	844,622	844,622	786,600.77
004 - SUPPLIES	182,539	192,070	177,771	227,785	227,785	212,746.50
007 - OTHER CHARGES & EXPENSES	57,144	56,676	65,880	85,104	85,104	88,220.30
008 - CAPITAL OUTLAY	149,949	133,877	124,442	165,000	165,000	150,000.00
009 - DEBT SERVICE	822,821	1,662,819	1,672,649	1,844,633	1,844,633	1,854,876.49
010 - OTHER FINANCING USES	443,133	664,426	0	0	225,000	0.00
<b>WATER ENTERPRISE FUND Total</b>	<b>4,068,574</b>	<b>5,164,147</b>	<b>4,512,609</b>	<b>5,125,208</b>	<b>5,350,208</b>	<b>5,143,412.38</b>
<b>WATER FUND Total</b>	<b>4,068,574</b>	<b>5,164,147</b>	<b>4,512,609</b>	<b>5,125,208</b>	<b>5,350,208</b>	<b>5,143,412.38</b>
<b>Grand Total</b>	<b>60,897,168</b>	<b>66,961,240</b>	<b>68,130,998</b>	<b>71,006,871</b>	<b>73,227,526</b>	<b>73,652,101.93</b>

## FISCAL YEAR 2017 REVENUE SOURCES



Gross Revenue	\$65,303,595
Less: Offsets/Cherry Sheet Assessments	-\$3,241,525
Less: Reserve for Abatements	-\$350,000
<b>Net General Fund Revenue</b>	<b>\$61,712,070</b>

## FISCAL YEAR 2017 EXPENDITURES



Projected General Fund Revenue	\$61,712,070
Adopted General Fund Budget	\$61,693,385
<b>Remaining Revenue</b>	<b>\$18,685</b>

# 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 86% of the General Fund budget revenue in Fiscal Year 2016 and will provide approximately 85% of estimated revenue in Fiscal Year 2017.

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 FY2017.

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 that are added to the tax rolls. Any property 2 ½ override or debt exclusion amounts approved by referendum are also added to the levy limit.

Property taxes are expected to increase in FY 2017 by approximately \$2.0 million, to \$52,781,080. This increase includes the allowable 2.5% increase of \$1,196,191 plus an estimated \$500,000 from projected new growth and excluded debt service totaling \$3.2 million. City continues to maintain a very conservative approach to new growth projections since aggressive projections can have a negative impact on future reserve balances. Specifically, 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 predominantly 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 FY2017 projected local receipts are \$5,038,000, a year-over-year increase of 5.8%, or \$274,000, compared to the last year's revenue estimate. The projected increase is mainly driven by an uptick in motor vehicle excise tax receipts by \$65,000, an increase in fees by \$75,000 and an additional \$60,000 in license and permit revenue.

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 parking and infrastructure needs.

## **State Aid**

State Aid is Newburyport's third largest revenue source. The FY2017 proposed budget is built upon the FY2017 House Ways and Means (HWM) Budget proposal. Based on the HWM FY2017 budget proposal, we are currently projecting a net state aid appropriation of \$4,355,768, a 6.4%, or \$253,430 increase from FY 2016. Newburyport's projected net state aid represents 7% of the projected general fund revenue sources for FY2017.

Included in the net state aid package, the City is projected to receive \$3,851,292 in Chapter 70 funding, which is local aid earmarked to support the operations of public school districts. Newburyport is also the home of a charter school, which will continue to have a substantial impact on the City's net state aid appropriations. Consequently, 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 \$2,018,823 in FY 2017, which is partially offset by \$152,751 in Charter Tuition Reimbursements. This amount will continue to change as final tuition rates are determined.

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 an increase in UGGA, in line with state revenue growth. Specifically, the House budget funds Newburyport's FY2017 UGGA allocation at \$2,452,232, representing an increase of 4.3%, or \$101,099, from FY2016. 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.

## **Reserves**

Another 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 a stabilization fund balance equal to or greater than 5% of operating revenues. The City has "borrowed" funds from the stabilization fund in previous fiscal years, most recently in FY2010 and FY2011, to balance the budget; we will not need to do this to support the FY2017 budget.

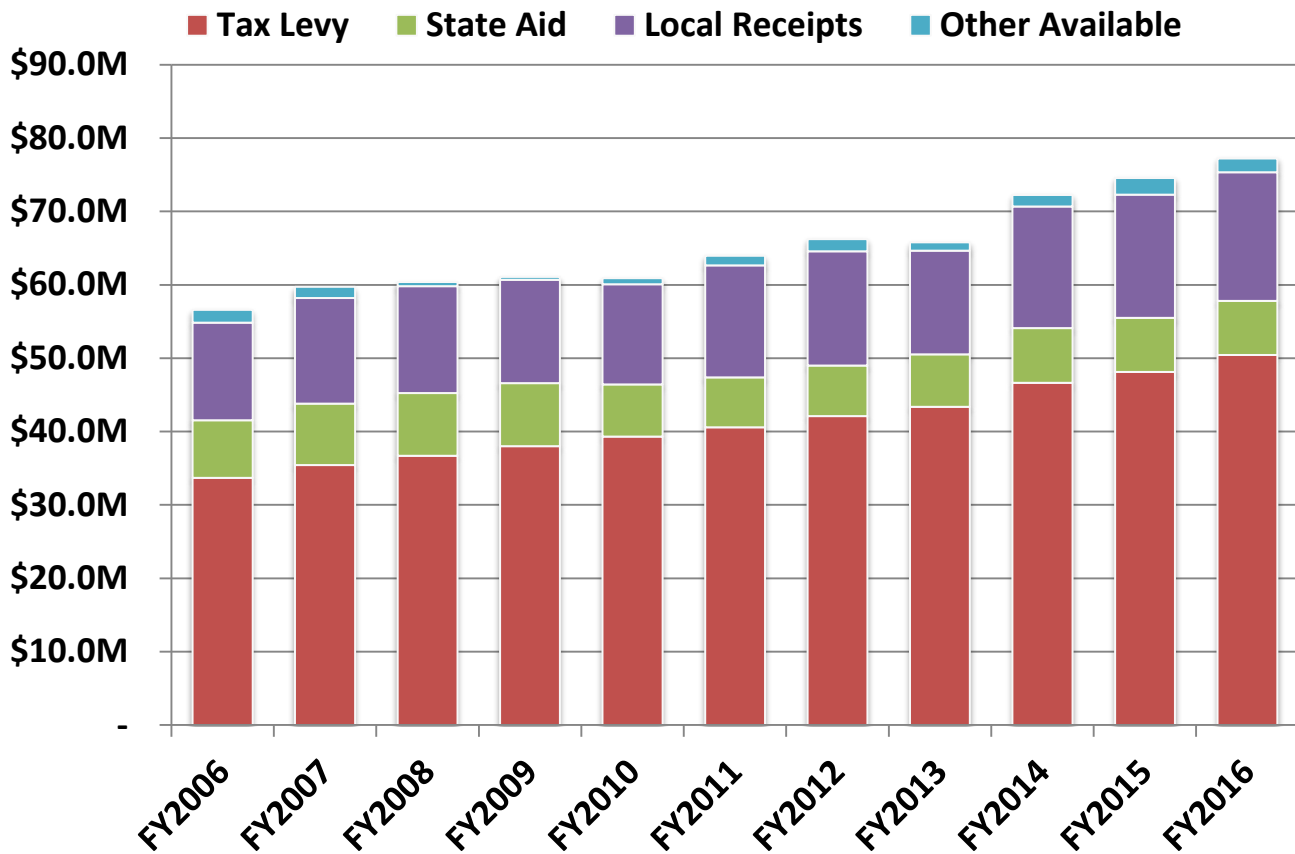
Similarly, while Free Cash was used in both FY2011 and FY2012 to balance the operating budget, FY2013 through FY2016 represented a positive trend in the City's fiscal health as we balanced the budget without using any reserves. Consistent with the budget goals and the City's Free Cash policy, the City will not use any reserves to balance the FY2017 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 table found in Exhibit F “Grant Funding Opportunities” illustrates that continued commitment. In FY2016 alone, the City applied for over 30 grants totaling over \$4.6 million, thanks in large part to the creativity and aggressiveness of Grant Writer, Nancy London, in collaboration with department heads in applying for these alternative funding sources. Of the \$4.6 million, the City was awarded \$2.1 million, is waiting to hear back on \$2.1 million and was passed on \$350,000 in potential funding opportunities. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.



## Exhibit A: Revenue by Source



Revenues by Source (\$ thousands)											
Fiscal Year	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Tax Levy	33,681	35,419	36,713	38,009	39,291	40,575	42,107	43,354	46,618	48,132	50,415
State Aid	7,850	8,366	8,530	8,582	7,126	6,797	6,873	7,157	7,492	7,362	7,395
Local Receipts	13,310	14,424	14,585	14,096	13,670	15,268	15,570	14,146	16,575	16,768	17,533
Other Available	1,759	1,492	532	377	808	1,328	1,673	1,142	1,554	2,304	1,875
<b>Total</b>	<b>56,600</b>	<b>59,701</b>	<b>60,360</b>	<b>61,064</b>	<b>60,895</b>	<b>63,968</b>	<b>66,223</b>	<b>65,800</b>	<b>72,238</b>	<b>74,565</b>	<b>77,219</b>
<i>Percent of Total</i>											
Tax Levy	59.5%	59.3%	60.8%	62.2%	64.5%	63.4%	63.6%	65.9%	64.5%	64.6%	65.3%
State Aid	13.9%	14.0%	14.1%	14.1%	11.7%	10.6%	10.4%	10.9%	10.4%	9.9%	9.6%
Local Receipts	23.5%	24.2%	24.2%	23.1%	22.5%	23.9%	23.5%	21.5%	22.9%	22.5%	22.7%
Other Available	3.1%	2.5%	0.9%	0.6%	1.3%	2.1%	2.5%	1.7%	2.2%	3.1%	2.4%

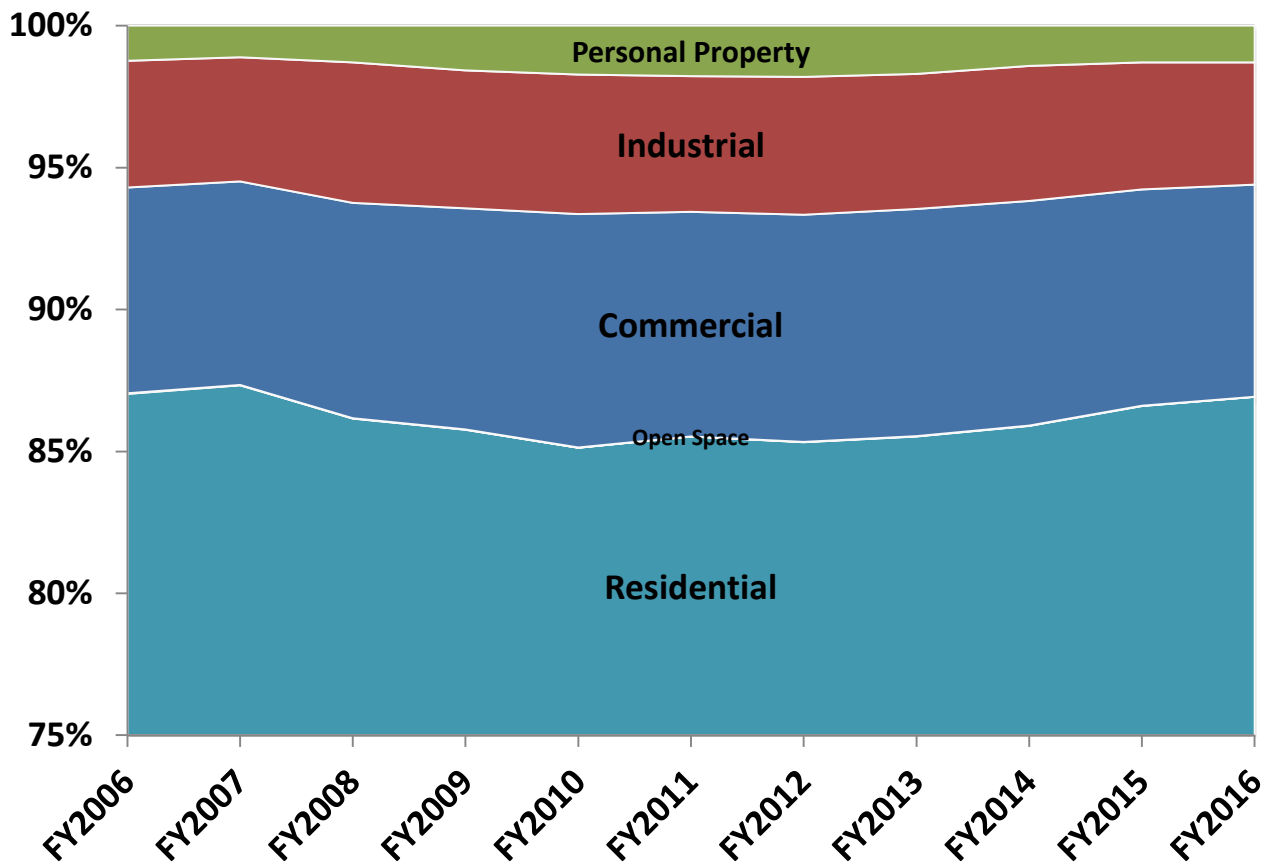
Tax Levy: Real and personal property tax levy

State Aid: State Aid Receipts (Gross)

Local Receipts: Local fees/charges, Enterprise Fund receipts and Community Preservation funds

Other Available: Free Cash appropriated during the year and transfers from other available funds

## Exhibit B: Tax Levy % by Class



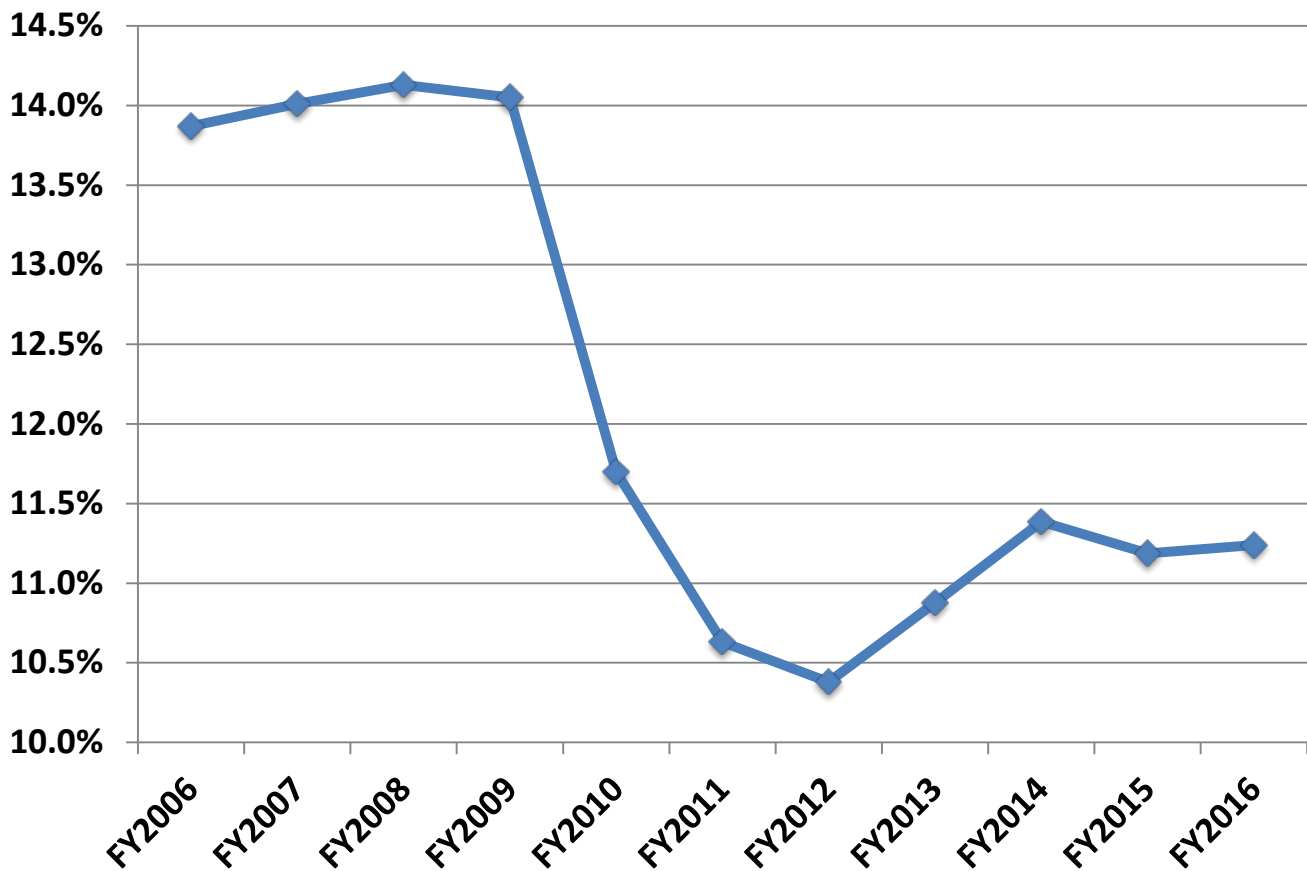
### Tax Levy (\$ thousands)

Fiscal Year	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Residential	29,313	30,932	31,630	32,597	33,447	34,701	35,928	37,079	40,045	41,682	43,822
Open Space	5	5	3	4	4	3	3	3	3	3	3
Commercial	2,441	2,539	2,786	2,961	3,232	3,212	3,372	3,472	3,692	3,668	3,765
Industrial	1,508	1,550	1,821	1,849	1,935	1,937	2,045	2,063	2,218	2,156	2,176
Personal Property	414	393	472	597	674	723	760	737	660	622	650
<b>Total</b>	<b>33,681</b>	<b>35,419</b>	<b>36,713</b>	<b>38,009</b>	<b>39,291</b>	<b>40,575</b>	<b>42,107</b>	<b>43,354</b>	<b>46,618</b>	<b>48,132</b>	<b>50,415</b>

### Assessed Values (\$ millions)

Fiscal Year	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Residential	2,857	3,066	3,122	2,982	2,868	2,875	2,807	2,784	2,828	3,125	3,273
Open Space	1	0	0	0	0	0	0	0	0	0	0
Commercial	238	252	275	271	277	266	263	261	261	275	281
Industrial	147	154	180	169	166	160	160	155	157	162	163
Personal Property	40	39	47	55	58	60	59	55	47	47	49
<b>Total</b>	<b>3,283</b>	<b>3,510</b>	<b>3,624</b>	<b>3,477</b>	<b>3,370</b>	<b>3,362</b>	<b>3,290</b>	<b>3,255</b>	<b>3,292</b>	<b>3,608</b>	<b>3,765</b>

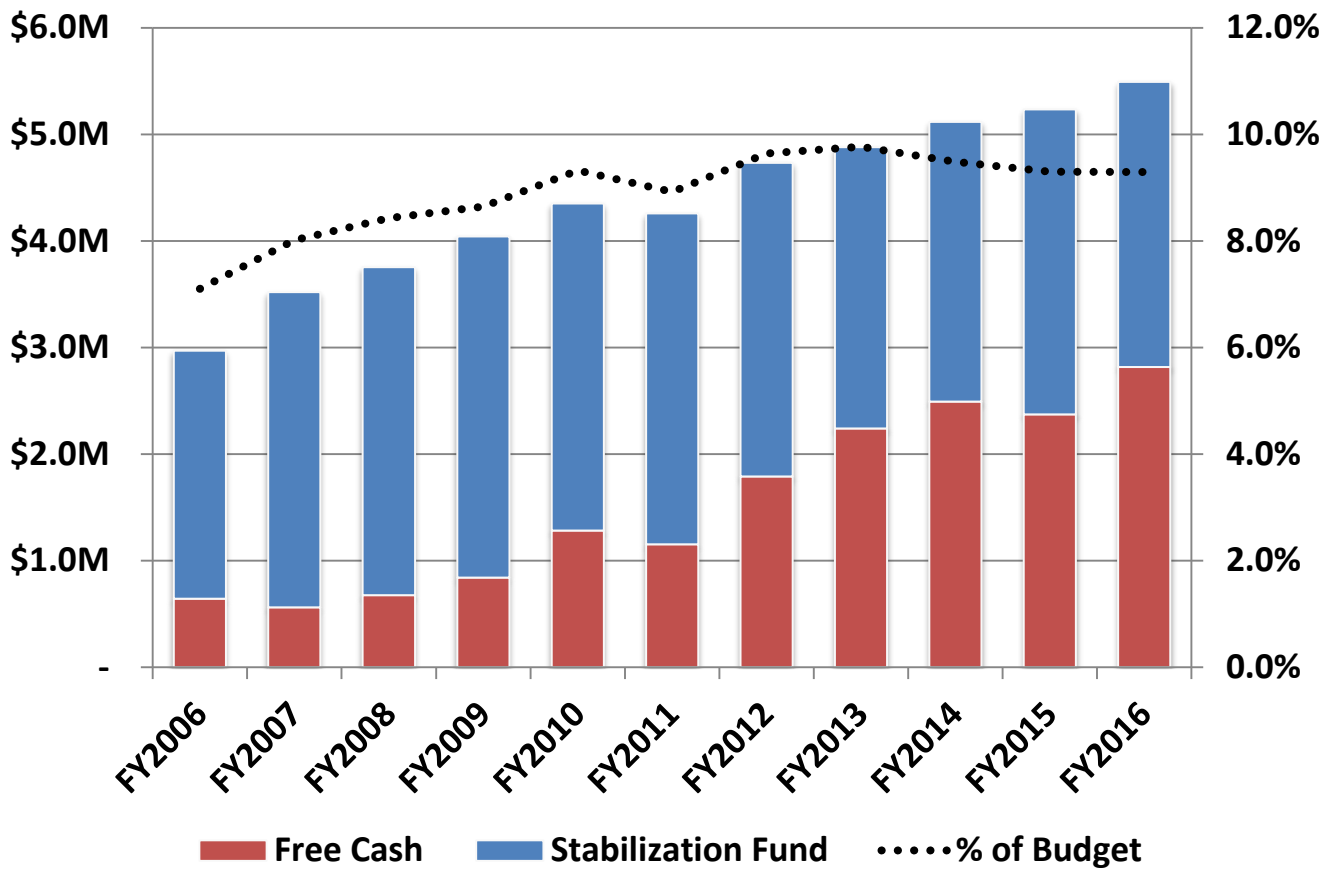
### Exhibit C: State Aid as % of Total Revenue



#### Cherry Sheet Aid (\$ thousands)

Fiscal Year	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Education Aid	4,656	4,763	4,834	4,855	4,580	4,279	4,505	4,557	3,772	4,717	4,663
General Government	3,195	3,603	3,696	3,727	2,661	2,518	2,368	2,600	2,655	2,645	2,732
<i>Total Receipts</i>	<i>7,850</i>	<i>8,366</i>	<i>8,530</i>	<i>8,582</i>	<i>7,242</i>	<i>6,797</i>	<i>6,873</i>	<i>7,157</i>	<i>7,492</i>	<i>7,362</i>	<i>7,395</i>
<i>Total Assessments</i>	<i>(1,965)</i>	<i>(2,018)</i>	<i>(2,161)</i>	<i>(2,432)</i>	<i>(2,338)</i>	<i>(2,497)</i>	<i>(2,497)</i>	<i>(2,585)</i>	<i>(2,634)</i>	<i>(2,615)</i>	<i>(2,651)</i>
<b>Net State Aid</b>	<b>9,816</b>	<b>10,384</b>	<b>10,691</b>	<b>11,014</b>	<b>9,580</b>	<b>9,294</b>	<b>9,370</b>	<b>4,572</b>	<b>4,858</b>	<b>4,747</b>	<b>4,744</b>

## Exhibit D: Reserve Balances



Reserves (\$ thousands)											
Fiscal Year	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Free Cash	643	563	677	843	1,282	1,153	1,791	2,242	2,492	2,373	2,818
Fiscal Year	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Stabilization Fund	2,328	2,958	3,078	3,200	3,071	3,104	2,943	2,638	2,625	2,634	2,674

Enterprise Fund Retained Earnings (\$ thousands)							
Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Water	1,099	964	1,510	1,357	1,609	1,117	1,710
Sewer	1,008	924	2,076	1,871	1,768	1,938	1,927
Harbormaster	384	321	248	383	384	334	320

## Exhibit E: FY2017 Local Aid Estimates (“Cherry Sheet”)

### FY2017 ESTIMATED RECEIPTS

	FY2016 Cherry Sheet Estimate	FY2017 Governor's Budget Proposal	FY2017 HWM Budget Proposal
<b>Education:</b>			
Chapter 70	3,720,117	3,767,817	3,851,292
School Transportation	0	0	0
Charter Tuition Reimbursement	215,338	139,311	152,751
Smart Growth School Reimbursement	0	0	0
<b>Offset Receipts:</b>			
School Choice Receiving Tuition	727,472	671,478	671,478
<b>Sub-total, All Education Items:</b>	<b>4,662,927</b>	<b>4,578,606</b>	<b>4,675,521</b>
<b>General Government:</b>			
Unrestricted Gen Gov't Aid	2,351,133	2,452,232	2,452,232
Local Sh of Racing Taxes	0	0	0
Regional Public Libraries	0	0	0
Urban Revitalization	0	0	0
Veterans Benefits	145,545	145,545	120,125
State Owned Land	127,167	126,125	126,125
Exemp: VBS and Elderly	81,724	84,024	84,024
<b>Offset Receipts:</b>			
Public Libraries	26,509	26,488	26,488
<b>Sub-Total, All General Government</b>	<b>2,732,078</b>	<b>2,834,414</b>	<b>2,808,994</b>
<b>Total Estimated Receipts</b>	<b>7,395,005</b>	<b>7,413,020</b>	<b>7,484,515</b>

## FY2017 ESTIMATED ASSESSMENTS

	FY2016 Cherry Sheet Estimate	FY2017 Governor's Budget Proposal	FY2017 HWM Budget Proposal
<b>County Assessments:</b>			
County Tax	0	0	0
Suffolk County Retirement	0	0	0
Essex County Reg Comm Center	0	0	0
<b>Sub-Total, County Assessments:</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>State Assessments and Charges:</b>			
Retired Employees Health Insurance	0	0	0
Retired Teachers Health Insurance	0	0	0
Mosquito Control Projects	38,511	42,487	42,487
Air Pollution Districts	6,676	6,843	6,843
Metropolitan Area Planning Council	0	0	0
Old Colony Planning Council	0	0	0
RMV Non-Renewal Surcharge	45,260	45,260	45,260
<b>Sub-Total, State Assessments:</b>	<b>90,447</b>	<b>94,590</b>	<b>94,590</b>
<b>Transportation Authorities:</b>			
MBTA	4,785	0	0
Boston Metro. Transit District	0	0	0
Regional Transit	111,866	134,723	134,723
<b>Sub-Total, Transp Authorities:</b>	<b>116,651</b>	<b>134,723</b>	<b>134,723</b>
<b>Annual Charges Against Receipts:</b>			
Multi-Year Repayment Program	0	0	0
Special Education	6,551	6,733	6,733
STRAP Repayments	0	0	0
<b>Sub-Total, Annual Charges:</b>	<b>6,551</b>	<b>6,733</b>	<b>6,733</b>
<b>Tuition Assessments:</b>			
School Choice Sending Tuition	311,607	288,690	288,690
Charter School Sending Tuition	2,126,208	1,983,078	2,018,823
<b>Sub-Total, Tuition Assessments:</b>	<b>2,437,815</b>	<b>2,271,768</b>	<b>2,307,513</b>
<b>Total Estimated Charges:</b>	<b>2,651,464</b>	<b>2,507,814</b>	<b>2,543,559</b>

## **Exhibit F: Grant Funding Opportunities**

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
Cultural District	MA Cultural Council	Marketing/Artist Fees	Nancy London	Awarded	\$5,000
DPS/Parks	MIIA	Loss Control	Nancy London	Awarded	\$5,000
Finance; DPS	FEMA	Sewer System Reimbursement & Mitigation Funds	Ethan Manning; Lisa Valcich; Jamie Tuccolo	Pending	\$983,350
Finance; DPS	FEMA	City-wide snow plowing and salting	Ethan Manning; Tony Furnari	Pending	\$115,549
General	SBA	Start-Up in a Day	Counselor Ari Herzog	Not Awarded	\$50,000
Health/NELC	Rogers Family Foundation	Nourishing the North Shore	P. Palombo	Awarded	\$20,000
IT	State's Community Compact	City-wide fiber optic system	Nancy London, Mark Kavanagh	Pending	\$400,000
Mayor's Office	MA Community Compact	School Budget Initiative	Nancy London, Ethan Manning, Nancy Lysik	Awarded	\$20,000
Mayor's Office	AG's Office	Technology for Disabled	Nancy London	Withdrawn	\$75,000
NPS	Fidelity Foundation	Safe Night Celebration	Newburyport Public Schools	Awarded	\$300
NYS	Robert Woods Johnson Foundation	DASH - (data tracking for drug problem; with AJH)	Nancy London	Not Awarded	\$200,000
NYS	Arakelian Foundation	Prevention Coordinator	Nancy London	Not Awarded	\$20,000
NYS	MA Service Alliance	Mentoring	Nancy London	Not Awarded	\$10,000
NYS	Dr. Scholl's Foundation - LOI	Mentoring	Nancy London	Not Awarded	\$20,000
NYS	NBPT 5 Cent Savings	YO NBPT	Andrea Egmont	Awarded	\$6,500
Parker River Clean Water Assoc	Essex National Heritage Commission	Little River Trail	Nancy London, Jerry Mullins	Awarded	\$2,000
Parks Dept	Rails to Trails Conservancy	Little River Trail	Nancy London	Pending	\$70,000

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
Parks Dept	CPC	Joppa Park	Nancy London	Pending	\$25,000
Parks Dept	CPC	Bradley Fuller Track	Lise Reid	Pending	\$150,000
Parks Dept	MLB Baseball Tomorrow Fund	Richie Eaton Baseball Field	Nancy London, Lise Reid	Pending	\$50,000
Planning Office	Doppelt Family Fund (RTC)	Rail Trail	Nancy London	Pending	\$50,000
Planning Office	People for Bikes	Rail Trail	Nancy London	Pending	\$10,000
Planning Office	People for Bikes	Rail Trail	Nancy London	Pending	\$10,000
Police	EOPSS	Traffic Enforcement	Nancy London	Awarded	\$7,500
Public Health	MA Assoc of Health Boards	Healthy Aging/Food	Nancy London	Awarded	\$2,227
Public Health/Sustainability	Partners for Places	Nourishing the North Shore	Nancy London, Pam Palumbo	Not Awarded	\$50,000
Recycling and Energy	MA DOER	Green Communities	Molly Ettenborough, Nancy London	Pending	\$250,000
Recycling Energy Sustainability	MA DEP	Recycling Dividends Program	Molly Ettenborough,	Awarded	\$8,250
Sewer; DPS	MA Dept of Housing and Econ Dev	Mass Works	Nancy London	Awarded	\$2,000,000
Sewer; DPS	MA DEP	Tech Asst for Sewer System on PI	Nancy London	Awarded	\$30,000

**Total Funding Opportunities      \$4,645,676**

**Awarded      \$2,106,777**  
**Pending      \$2,113,899**  
**Not Awarded      \$350,000**  
**Withdrawn      \$75,000**



# EXPENDITURE SUMMARY

The Fiscal Year 2017 proposed general fund budget consisted of \$61,711,835 in expenditures, including a school budget appropriation of \$26,342,232. In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY17. Department heads were provided with Budget Guidelines on January 14, 2016 that reflected this approach:

We must utilize a conservative approach to the FY17 budget for several reasons. We continue to forecast static to modest increases in local receipts – although we have seen positive economic trends over the past few years in our community, we have been able to maintain solid reserves, attend to long-postponed capital needs, and increase our bond rating based in large part on our conservative approach to projecting local tax revenues. In addition, while the Governor has promised to maintain unrestricted aid in line with state revenue growth, increased costs for special education, as well as, redirection of available resources from the school district to the charter schools, continue to create a lack of proper funding for the Newburyport Public Schools, thereby decreasing the amount of revenue available for other important public services provided to the community.

Given these funding factors, fixed costs, especially those related to personnel, are expected to account for most of the budgetary increases from last year to this coming one. Accordingly, this year's budget process will be similar in many ways to the past several years; with the hope remaining that all Department Heads will continue to be partners in working to come up with creative approaches to the FY17 budget.

Department heads met these challenges as most City departments and/or cost centers have been level funded or increased/decreased by less than 5.0%. Below is a summary of all department budgets that I expect to increase/decrease by more than 5.0%:

## ***Board of Registrars +\$4,050 (+10.1%)***

For FY17, early voting, which allows voting up to ten days before an election will be available as mandated by the Secretary of State, adding increased costs to the Board of Registrars. Additionally, a presidential election year adds additional costs due to higher turnouts and overall election and registration workload. This account typically is fully expended by year-end and varies based on the number and type of elections in a given year.

## ***General Administration -\$34,115 (-7.7%)***

A smaller budget contingency amount is required by FY17 due to fewer employees being impacted by expiring collective bargaining agreements. At the end of FY15, there were open contracts for the AFSCME union, the second largest union in the City, as well as, the Teamster's Department Head union. Contracts expiring at the end of FY16 include the Teamster's Professional/ Administrative/ Technical

union and the International Association of Firefighters union. The contingency for the Newburyport Teacher's Association union contract, which is also expiring on June 30, 2016, is carried within the school budget as noted in the Superintendent's budget message.

***Information Technology +\$26,635 (+9.5%)***

During the collective bargaining for the Teamster's Department Head contract, an increase was approved for the Information Technology Director, which had been level funded for FY16 due to the pending contract. The position is now in line with comparables for communities similar to Newburyport. Additionally, increases in the amount of data and networking for the City have driven increases to the Hardware Maintenance and Off Site Services line items.

***Treasurer/Collector -\$146,448 (-33.9%)***

In the FY16 budget, the majority of payroll-related expenses were reclassified from the Treasurer/Collector to the Human Resources Department. The only remaining payroll-related expense in the Treasurer/Collector's budget was FICA Payroll Taxes, budgeted at \$156,000 for FY16, which is now in the Employee Benefits and Health Insurance budget for FY17.

***Emergency Management +\$1,900 (+7.0%)***

The Emergency Operations Center on Low Street is aging and requires additional expenses to maintain the building, which is used multiple times per year for emergency management exercises and would be utilized in the case of a declared emergency.

***Health +\$35,745 (+20.0%)***

The primary driver of the FY17 increase for the Health Department is a change in the way that the City administers inspections for food establishments and weights and measures. Previously these contractors were paid directly by the permit holder, resulting in a lack of tracking ability and transparency for the City. For FY17, permit holders that require inspections will pay the City, who will then pay the contractors. There is no budgetary impact for this change as the additional revenue is captured in the FY17 revenue estimate.

***DPS – Highway Division +\$265,758 (+11.0%)***

Recognizing the need to maintain City facilities and land, this budget adds 1.0 custodian, as well as, negotiated increases for the facilities maintenance personnel. As we continue the consolidation of the facilities maintenance staff under DPS, we have also shifted 0.5 custodians from the Library budget and intend to shift the remaining 0.5 in the FY18 budget. For FY17, the City will continue to maintain the Brown School and the Senior/Community Center, which have added to the volume of City custodial work. The FY17 budget also provides for an additional \$20,000 for tree maintenance to reflect the increased demand for high hazard tree removals. The City tree truck currently can take down trees up to sixty feet; all larger trees are taken down by contractors. Additionally, the FY17 budget provides an

additional \$20,000 for line painting, which is needed to paint all of the road demarcations and crosswalks throughout the City. Lastly, in accordance with the Administration's policy decision to allocate 50% of the annual meals tax receipts to sidewalk repairs, that line item increases by \$31,124 in the FY17 budget.

***Snow & Ice +\$10,000 (+5.3%)***

Snow and ice expenditures have historically been significantly over budget. An increase of \$10,000 will bring the total snow and ice budget from \$190,000 to \$200,000.

***Parks +\$27,842 (+16.6%)***

The City is nearing completion of the Inn Street Fountain and Splash Pad Project, which will require the use of a certified pool operator. As such, an increase of \$15,000 was made to the Parks Maintenance line item. Additionally, the Parks Commission has requested that a \$10,000 line item be established within the Parks Department budget for planting and maintenance of trees throughout City parks.

***Commission on Disabilities -\$1,837 (-40.5%)***

The Commission on Disabilities receives funding from handicapped parking fines. Given the lack of utilization of additional funding in the annual operating budget, funding has been removed for the FY17 budget.

***Essex North Shore Technical School +\$5,000 (+10.0%)***

The Superintendent anticipates a maximum of three students attending Essex North Shore Technical High School for the 2016-2017 academic year.

***Whittier Regional Vocational School Assessment +\$96,965 (+29.4%)***

The additional enrollment of 6 students for the upcoming year drives the increase to the annual assessment for Whittier Tech, bringing the total number of Newburyport students to 24. For FY17, the per pupil cost is \$17,807, representing an increase of 4.8% from FY16.

***Employee Benefits & Health Insurance +\$656,579 (+7.4%)***

Health insurance costs continue to be a major budget driver for municipalities throughout the state, including Newburyport, which will experience a 7% increase in premiums for FY17, which was worked down from an 11% proposal from the Massachusetts Interlocal Insurance Association (MIIA). In addition to the increased health insurance premiums, Federal Insurance Contributions Act (FICA) Payroll Taxes have been reclassified from the Treasurer/Collector budget to the Employee Benefits and Health Insurance cost center adding \$200,000.

### ***Retirement System +\$192,072 (+5.4%)***

An updated actuarial valuation was completed last year resulting in a pension liability of approximately \$97 million, which was an increase of \$9 million from the last valuation performed in 2012. A more conservative investment return assumption, along with an updated mortality table and full recognition of 2008 losses drove the increased liability. The Retirement Board last updated its funding schedule during FY15, with an increase to the annual appropriation by 4.0% per year with a final amortization payment in FY32. The funding schedule is reviewed by Public Employee Retirement Administration Commission (PERAC) actuaries and Retirement Board every three years.

### ***Excluded Debt Service +\$222,030 (+7.4%)***

The increase reflects full debt service coming on for the new Bresnahan School and renovations to the Nock/Molin School, as well as, debt service for the athletic field projects. Given the issuance of debt in the spring of 2016 and again in the fall of 2016, budgeted amounts are estimates and will be adjusted prior to setting the FY17 tax rate.

### **Note on Budgeting for Salaried Personnel**

For the FY2017 budget, we have changed the way that we budget for salaried employees as noted in an April 2016 memo to the City Council. In summary, past practice has been to budget for 26 even payrolls for an employee, rather than the actual number of days in a year. This creates a problem known as the “27th pay period” every eleven years due to leap years and the fact that every year is not an exact 260 days (i.e. 52 weeks multiplied by 5 work days). This issue last came up in FY2006 and would arise again in FY2017, without a change in the way that the City budgets for salaried employees.

The prior way of budgeting for salaried employees also created an accounting issue that has been raised by our outside auditors over the past several years, but has not risen to the level of a management letter recommendation, as we have indicated the City’s intent to correct the problem. Specifically, the accounting issue at hand is the “matching principle,” which states that expenses should be charged to the period in which they are incurred. To illustrate the problem, the last 6 days of FY2014 were charged to FY2015, the last 7 days of FY2015 were charged to FY2016 and, without making this budgetary correction, the last 9 days of FY2016 would be charged to the FY2017, and so on. Every day of work in a fiscal year should be charged against that same fiscal year’s budget.

Starting with the FY2017 budget, the City is budgeting based on the actual number of work days in the fiscal year (i.e. 261 days), which will be a *permanent* solution in keeping with proper accounting principles and budgeting best practices. As such, for every impacted line item, you will notice 0.38% (1/260) increase reflecting the additional budget for one workday.

# EXPENDITURE SUMMARY BY DEPARTMENT

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>GENERAL FUND</b>						
<b>CITY SERVICES</b>						
ANIMAL CONTROL	44,515	45,111	46,565	60,383	60,383	59,440.06
ASSESSORS DEPARTMENT	251,777	255,805	225,444	272,088	274,694	276,517.44
AUDITOR'S DEPARTMENT	274,317	282,485	294,172	306,937	306,937	314,082.40
BOARD OF REGISTRARS	57,997	46,552	49,540	40,081	40,081	44,130.58
BUILDING DEPARTMENT	136,056	164,829	167,963	168,575	172,087	168,448.05
CITY CLERK'S DEPARTMENT	202,106	215,607	224,502	231,937	231,937	240,194.98
CITY COUNCIL	64,255	69,342	69,657	69,762	69,762	67,363.47
CIVIC COMMISSION	0	0	0	0	0	0.00
COMMISSION ON DISABILITY	0	0	4,431	4,540	4,540	2,703.16
CONSERVATION COMMISSION	0	1,800	1,800	1,800	1,800	1,800.00
COUNCIL ON AGING	199,962	243,791	247,764	298,383	302,105	287,203.58
DEBT EXCLUSION	970,106	2,666,654	2,431,664	3,015,218	3,015,218	3,237,248.11
EMERGENCY MANAGEMENT	21,050	31,297	22,732	27,250	27,250	28,150.00
FIRE DEPARTMENT	3,216,044	3,421,602	3,483,524	3,468,191	3,480,115	3,537,462.36
GENERAL ADMINISTRATION	371,844	335,541	345,329	444,147	353,742	407,031.76
HARBOR COMMISSION	0	0	0	0	0	0.00
HARBORMASTER DEPARTMENT	0	0	0	0	0	0.00
HEALTH DEPARTMENT	1,491,932	178,841	169,083	180,050	180,050	215,795.33
HISTORICAL COMMISSION	0	1,650	1,800	1,800	1,800	1,800.00
HUMAN RESOURCES	0	98,055	137,635	270,724	280,724	271,812.96
INFO TECHNOLOGY DEPT	239,655	311,811	279,215	279,460	291,113	305,895.18
INSPECTIONS	0	0	0	0	0	0.00
INSURANCE GROUP	7,006,943	7,013,562	7,288,944	8,333,824	8,333,824	8,950,403.00
INTEREST ON TEMP LOANS	0	0	0	0	0	0.00
INTERFUND TRANSFERS OUT	417,859	996,314	1,036,789	0	1,621,213	0.00
LEGAL DEPARTMENT	69,999	65,361	120,000	70,000	70,000	70,000.00
LIBRARY DEPARTMENT	1,268,539	1,245,532	1,275,702	1,286,383	1,305,086	1,314,372.38
LICENSE COMMISSION	5,760	5,954	6,235	6,840	6,840	6,840.00
MAYOR'S DEPARTMENT	224,431	232,715	275,256	279,284	279,284	282,168.44
ORDINARY DEBT SERVICE	1,059,038	1,004,527	855,202	841,860	841,860	871,592.00
PARKING CLERK DEPARTMENT	42,125	42,434	43,486	46,306	46,306	46,482.00
PARKS COMMISSION	147,916	168,330	167,731	167,866	167,866	195,707.70
PLANNING & DEVELOPMENT	262,493	347,850	380,688	302,166	304,549	311,332.62
PLANNING BOARD	0	1,800	1,650	1,800	1,800	1,800.00
POLICE DEPARTMENT	3,196,095	3,251,694	3,241,398	3,450,068	3,482,829	3,555,908.18
PUBLIC SERVICES DEPARTMENT	2,386,575	2,410,494	2,371,508	2,421,632	2,537,735	2,682,389.89
RETIREMENT BOARD	3,356,233	3,418,177	3,428,009	3,560,812	3,560,812	3,752,884.14
SNOW & ICE	322,959	418,241	885,496	190,000	190,000	200,000.00
STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000	0.00
SUSTAINABILITY	0	1,133,529	1,188,874	1,190,625	1,266,275	1,216,015.65
TREASURER'S DEPARTMENT	469,020	491,403	491,354	432,255	436,420	285,307.37
TREE COMMISSION	0	0	0	0	0	0.00
UNEMPLOYMENT CLAIMS	17,938	21,707	0	0	0	0.00
VETERANS' DEPARTMENT	285,468	263,673	275,754	294,940	296,260	304,651.27
WORKERS' COMPENSATION	54,604	57,334	0	0	0	0.00
YOUTH SERVICES	175,826	218,363	253,513	281,076	281,076	292,051.22
ZONING BOARD	0	1,800	1,800	1,800	1,800	1,800.00
<b>CITY SERVICES Total</b>	<b>28,316,436</b>	<b>31,186,567</b>	<b>31,797,210</b>	<b>32,305,862</b>	<b>34,131,172</b>	<b>33,808,785.28</b>
<b>EDUCATION</b>						
ESSEX NORTH SHORE TECH SCHOOL	0	0	21,865	50,000	19,829	55,000.00
SCHOOL DEPARTMENT	22,644,436	23,662,721	25,148,813	26,412,981	26,388,496	27,402,232.00
WHITTIER VO TECH SCHOOL	275,985	335,705	336,873	330,403	330,403	427,368.00
<b>EDUCATION Total</b>	<b>22,920,421</b>	<b>23,998,426</b>	<b>25,507,551</b>	<b>26,793,384</b>	<b>26,738,728</b>	<b>27,884,600.00</b>
<b>GENERAL FUND Total</b>	<b>51,236,857</b>	<b>55,184,993</b>	<b>57,304,762</b>	<b>59,099,246</b>	<b>60,869,900</b>	<b>61,693,385.28</b>
<b>HARBORMASTER Total</b>	<b>308,501</b>	<b>423,972</b>	<b>275,969</b>	<b>366,794</b>	<b>366,794</b>	<b>430,713.66</b>
<b>SEWER FUND Total</b>	<b>5,283,236</b>	<b>6,188,128</b>	<b>6,037,658</b>	<b>6,415,623</b>	<b>6,640,623</b>	<b>6,384,590.61</b>
<b>WATER FUND Total</b>	<b>4,068,574</b>	<b>5,164,147</b>	<b>4,512,609</b>	<b>5,125,208</b>	<b>5,350,208</b>	<b>5,143,412.38</b>
<b>Grand Total</b>	<b>60,897,168</b>	<b>66,961,240</b>	<b>68,130,998</b>	<b>71,006,871</b>	<b>73,227,526</b>	<b>73,652,101.93</b>

## **POSITION COUNT BY DEPARTMENT**

<u><b>Department</b></u>	<u><b>FY 2013</b></u>	<u><b>FY 2014</b></u>	<u><b>FY 2015</b></u>	<u><b>FY 2016</b></u>	<u><b>FY 2017</b></u>	<u><b>Inc.(Dec)</b></u>
Assessor	3.0	3.0	3.0	3.0	3.0	0.0
Auditor	3.3	3.3	4.0	3.8	3.8	0.0
Building	4.0	4.0	4.0	4.0	4.0	0.0
City Clerk	3.5	3.5	4.0	4.0	4.0	0.0
Council on Aging	4.0	4.5	4.5	5.0	5.0	0.0
DPS: Highway	22.0	25.0	27.1	29.6	32.1	2.5
DPS: Sewer	18.3	19.0	18.7	18.7	19.4	0.7
DPS: Water	20.0	20.0	19.8	19.6	19.8	0.2
Emergency Management	2.0	2.0	2.0	2.0	2.0	0.0
Fire	34.0	34.0	34.0	34.0	34.0	0.0
Harbormaster	1.0	1.0	1.0	1.0	1.0	0.0
Health	4.9	5.1	3.7	3.7	3.9	0.2
Human Resources	1.0	1.0	2.0	2.0	2.0	0.0
Information Technology	1.0	1.0	1.0	1.0	1.0	0.0
Library	22.0	21.0	24.0	24.0	20.7	(3.3)
Mayor's Office	4.3	3.0	3.6	3.6	3.6	0.0
Parks	0.6	0.6	1.0	1.0	1.0	0.0
Planning & Development	4.5	4.5	4.5	4.5	4.5	0.0
Police	37.1	39.0	37.0	38.0	40.0	2.0
Sustainability	1.0	1.9	2.5	2.5	2.5	0.0
Treasurer/Collector	5.5	5.5	5.0	4.0	4.0	0.0
Veterans' Services	1.0	1.0	1.4	1.8	1.8	0.0
Youth Services	4.0	4.0	4.0	3.5	3.5	0.0
<b>Total (City Services)*</b>	<b>201.9</b>	<b>206.9</b>	<b>211.9</b>	<b>214.4</b>	<b>216.7</b>	<b>2.3</b>

\*See School Budget for School Department position counts.

## **Section 3:**

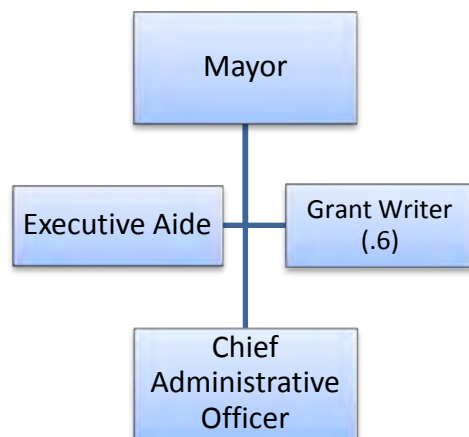
# **General Administration**

# 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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
<b>Mayor</b>	1.0	1.0	1.0
<b>Chief Administrative Officer</b>	1.0	1.0	1.0
<b>Executive Aide</b>	1.0	1.0	1.0
<b>Grant Writer</b>	0.6	0.6	0.6
<b>Total Full Time-Equivalents</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>



## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Bond rating</b>	Rate/grade	AA	AA+	AAA	AAA
<b>Financial reserves</b>	\$	\$4.9M	\$5.4M	\$5.6M	\$6.1M
<b>Maintain a minimum of 2M in annual grant funding</b>	\$	\$46.2M*	\$8M	\$3.05M	\$2.10M**
*included the MA School Building Authority funding for two school projects					**awards known by 4/21; \$2.1M pending

## FY2016 ACCOMPLISHMENTS

### Finance

- Standard & Poor affirmed the City's AAA bond rating achieved in May of 2015, the highest long-term rating attainable and noted a stable fiscal outlook
- Received the *Budget Distinction Award* from the Government Finance Officers Association for fourth consecutive year
- Secured \$5M allocation from the State toward construction of a 204 space intermodal parking facility in downtown Newburyport
- Awarded over \$2.09M in grant funding to date for FY16
- Awarded \$2M MassWorks grant to support construction of new lift station on Graf Road
- Signed Commonwealth Community Compact with Lt. Governor Polito to develop a *Best Practice* in funding the City's Capital Improvement Plan and to develop a new budget format for the school district

### Projects

- Completed and opened the first Senior Community Center in November 2015 with programming starting in December 2015
- Completed renovations to the World War Memorial Stadium, installing a new state-of-the-art Enviroturf playing field, completed construction of the Richie Eaton baseball field and beginning Phase I of the Fuller Field track project
- Broke ground on the new Transient Boater Facility
- Anticipate substantial completion of the new DPS building late June and relocation of the Water and Sewer Business office from City Hall
- Worked in collaboration with the City Council and Planning to adopt the City's first "Smart Growth" 40R District for sustainable development around the MBTA commuter rail station
- Purchased first electric vehicle and installed a charging station at the Harris St. lot

- Secured engineering services and a funding plan working with Water & Sewer Commission and City Council to address odor control at WWTF (Phase III of renovation project)
- Worked with State DoT to install new water line as part of Whittier Bridge project to ensure water system redundancy and protect the integrity of the water distribution system
- Received FEMA approval of the Regional Multi-Hazard Mitigation Plan inclusive of Newburyport and coordinated by Merrimac Valley Planning Commission
- Received *Notice to Proceed* from MADoT to begin construction of Phase II of the Clipper City Rail Trail
- Formed an ad hoc Resiliency group to develop a Sustainability/Resiliency Plan for Newburyport and Plum Island
- Cultural District to coordinate downtown event to celebrate completion of the Inn St. fountain

#### **Personnel**

- Hired a new Police Marshal, Mark Murray, promoted Matt Simmons to Lieutenant and Greg Whitney to Sergeant
- Hired a new Health Director Frank Giacalone
- Hired a new Building Commissioner Peter Binette

### **FY2017 TRENDS**

As FY2017 begins, we will continue to prioritize existing services, as well as capital and equipment needs (including roads and sidewalks), with careful fiscal planning and spending. After years of deferred maintenance, we are making steady progress in the critical upgrades needed to buildings, infrastructure and equipment. We are seeing continued trends in increases in all City revenues— motor vehicle excise, building permits, licenses and fees. Property values similarly have increased and there is a high demand for real estate. Despite these positive trends, we continued to take a conservative fiscal approach in the development of this budget. We must also complete the revisions to the Master Plan and Comprehensive Zoning rewrite to ensure that not only are our historic properties preserved and protected, but that new development is compatible and supports existing neighborhoods.

### **FY2017 GOALS & OBJECTIVES**

#### **GOAL 1: MAINTAIN AAA BOND RATING**

##### **Objectives:**

- Continue to meet monthly with Finance Team to enhance our current fiscal policies
- Work closely with financial consultants on bonding strategies for capital projects
- Maintain industry standard that General Fund debt service not exceed 8-10% of annual expenditures

## **GOAL 2: ENSURE FISCAL RESERVES ARE MAINTAINED AT 5% OF OPERATING BUDGET**

### **Objectives:**

- Complete a minimum of a yearly transfer of surplus funds to the City's Stabilization Fund to maintain 5% balance

## **GOAL 3: UPGRADE COMMUNICATION FROM MAYOR'S OFFICE WITH GENERAL PUBLIC**

### **Objectives:**

- Create a Facebook and Twitter account to increase communication of activities and events with the public through social media
- Maintain bi-weekly Mayor's Update to City Council and public and post on Mayor's website
- Continue to use available media to communicate with public- Port Media *Conversations with the Mayor*, WBNP radio shows, Daily News, Current, Globe North and other outlets

Management

- Chief Executive Officer of the City
- Identify the needs of the municipality
- Strategic planning
- Enforce all relevant laws and City Ordinances;
- Appoint department heads, employees and members of the boards and commissions
- Develop the Mayor's Annual Budget and Capital Improvement Program and submit to the City Council
- Develop and recommend policies and programs
- Work cooperatively with the City Council as legislative branch
- Implement legislative actions

Communications

- Respond to citizen inquiries and requests
- Conduct public meetings regarding community issues
- Fulfill political, ceremonial and community leadership functions on behalf of the City
- Serve as the Chairperson for the School Committee
- Deliver annual State of City Address
- Serve as Chief Public Information Officer in event of emergency
- Develop and Lead management teams

**MAYOR'S OFFICE (01-121)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 MYR SAL MAYOR	85,000	91,500	98,000	98,000	98,000	98,376.92
51120 MYR SAL CHIEF ADMIN OFFICER	63,459	68,640	69,708	70,000	70,000	70,269.23
51126 MYR SAL EXECUTIVE ASSISTANT	50,375	50,750	51,473	52,284	52,284	53,272.29
51501 MYR TRAVEL EXP STPND	3,000	0	2,000	2,000	2,000	3,100.00
51502 MYR MAYOR'S EXPENSE	2,000	3,000	3,000	3,000	3,000	3,000.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>203,834</b>	<b>213,890</b>	<b>224,181</b>	<b>225,284</b>	<b>225,284</b>	<b>228,018.44</b>
<b>002 - PURCHASE OF SERVICES</b>						
53006 MYR GRANT WRITER	1,897	3,825	36,000	39,000	39,000	39,150.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>1,897</b>	<b>3,825</b>	<b>36,000</b>	<b>39,000</b>	<b>39,000</b>	<b>39,150.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57801 MYR MISC EXPENSE	18,700	15,000	15,075	15,000	15,000	15,000.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>18,700</b>	<b>15,000</b>	<b>15,075</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000.00</b>
<b>Grand Total</b>	<b>224,431</b>	<b>232,715</b>	<b>275,256</b>	<b>279,284</b>	<b>279,284</b>	<b>282,168.44</b>

**LEGAL (01-191)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>002 - PURCHASE OF SERVICES</b>						
53020 LGL CITY SOLICITOR	69,999	65,361	120,000	70,000	70,000	70,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>69,999</b>	<b>65,361</b>	<b>120,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000.00</b>
<b>Grand Total</b>	<b>69,999</b>	<b>65,361</b>	<b>120,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000.00</b>

## GENERAL ADMINISTRATION (01-129)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51150 GEN SAL CUSTODIAN	39,638	0	0	0	0	0.00
51167 GEN TEMPORARY HELP CITY HALL	3,500	464	2,145	3,500	3,500	3,500.00
51180 GEN PROCUREMENT OFFICER	0	0	8,846	10,000	10,000	10,038.46
51405 GEN CLOTHING REIMBURSEMENT	521	0	0	0	0	0.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>43,659</b>	<b>464</b>	<b>10,991</b>	<b>13,500</b>	<b>13,500</b>	<b>13,538.46</b>
<b>002 - PURCHASE OF SERVICES</b>						
52101 GEN HEAT/ELECTRIC-CH	31,612	22,266	32,101	34,000	34,000	30,000.00
52122 MYO ADVERTISING	0	0	3,938	0	0	0.00
52401 GEN MAINT/REPAIR-BLD	13,515	1,709	0	1,000	1,000	1,000.00
52402 GEN MAINT/REPAIR-COPIER	1,380	1,653	1,790	2,200	2,200	1,500.00
52403 GEN PUBLIC RESTROOMS	6,500	10,295	5,698	6,500	6,500	7,000.00
52411 MYO ELECTRICAL MAINT	9,102	0	0	0	0	0.00
52701 GEN LEASE POSTAGE MACHINE	6,816	2,480	2,480	3,000	3,000	3,000.00
53002 GEN CONSULTING SERVICES	0	0	15,000	0	0	0.00
53004 GEN TRAINING/TRAVEL/CONF	29,207	37,611	31,745	26,000	26,000	26,000.00
53401 GEN POSTAGE	21,533	22,997	27,329	24,000	24,000	24,000.00
53406 GEN TELEPHONE SYSTEM	44,035	48,022	51,557	50,000	50,000	55,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>163,700</b>	<b>147,033</b>	<b>171,638</b>	<b>146,700</b>	<b>146,700</b>	<b>147,500.00</b>
<b>004 - SUPPLIES</b>						
54200 GEN SUPPLIES-OFFICE	2,074	1,203	2,691	5,000	5,000	8,000.00
54301 GEN SUPPLIES-CITY HALL	8,791	612	1,577	1,000	1,000	1,000.00
<b>004 - SUPPLIES Total</b>	<b>10,865</b>	<b>1,815</b>	<b>4,268</b>	<b>6,000</b>	<b>6,000</b>	<b>9,000.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57300 GEN DUES & MEMBERSHIPS	3,900	3,900	3,395	3,900	3,900	3,900.00
57301 GEN MERR VALLEY PLANNING COM	5,570	5,758	5,902	6,049	6,049	6,199.19
57401 GEN MUNICIPAL INSURANCE	129,150	127,473	132,637	138,998	138,998	145,948.11
57805 GEN BUDGET CONTINGENCY	10,000	49,098	16,499	129,000	38,595	80,946.00
57810 MYO JEANNE GEIGER CTR	5,000	0	0	0	0	0.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>153,620</b>	<b>186,229</b>	<b>158,432</b>	<b>277,947</b>	<b>187,542</b>	<b>236,993.30</b>
<b>Grand Total</b>	<b>371,844</b>	<b>335,541</b>	<b>345,329</b>	<b>444,147</b>	<b>353,742</b>	<b>407,031.76</b>

# CITY CLERK

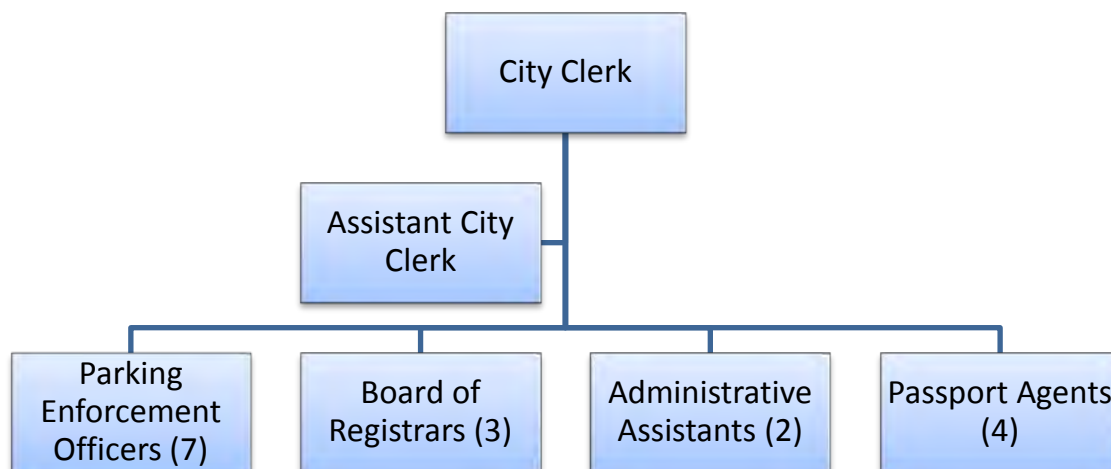
## MISSION STATEMENT

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 that is accurate, timely and courteous. 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, pay by phone system, the data collection as it relates to the ticket writing for parking violations and meter revenue, enforcing parking ordinances, snow removal violations, 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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
CLK SAL CITY CLERK	1.0	1.0	1.0
CLK SAL ASSIST CLERK	1.0	1.0	1.0
CLK SAL ADMIN SECRETARY	1.0	1.0	1.0
CLK SAL PT OFFICE HELP	1.0	1.0	1.0
<b>Total Full Time-Equivalents</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>New technology adopters</b>	#	--	--	--	
<b>Electric vehicle charging station sessions</b>	#	--	--	--	110
<b>Passports issued</b>	#	--	1085	1223	1350
<b>Dog licenses issued</b>	#	1058	1080	1493	

## FY2016 ACCOMPLISHMENTS

### Parking

- Instituted a new Pay-by-Phone (Passport) functionality to the paid parking program.
- Now provide by contract a quarterly maintenance program to manage/maintain the new Kiosks for the Paid Parking Program.
- Provided new handheld ticket writers that utilize cellular technology rather than WiFi technology. This technology provides a more stable communication platform.

### Elections

- Administered the local elections – first election for School Committee and Council without Mayoral race.
- Coordinated the Inauguration for the Council and School committee.
- Preparing for the March 1<sup>st</sup> Primary for the Presidential Race.

### Clerk's Office

- Incorporated a Unique Identifier system into the packets for the Council. This identifier has eliminated some of the confusion with communications, transfers, orders and ordinances as they are placed in committee and removed during subsequent meetings.
- Continued the work of archivist group including the entering of birth record data into the database.
- We are now providing a menu driven scanned packet with recognized, searchable text.
- Issued the annual summary of conflict of interest to all and collected the results of the online test for employees.
- Posted documents and meetings on the new website.



## Passports

- 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.
- Trained new passport part-time person to assist in the handling of the ever-popular passport program.

## FY2017 TRENDS

In 2017, the Department will continue serve as the 'clearing house' for local residents, Councilors and City Departments. We spend a considerable amount of time answering e-mail and phone requests regarding vital records, permits, ordinances and Council agendas. We continue to choose a personal approach in that we actually 'answer the phone'. In this regard, the new content management structured website on which we will place any appropriate documents for the public arena helps facilitate better communication. Complaints from the parking program have steadily declined, although the most recent snow bans (including towing of vehicles) has created some challenging situations. The back office support for the permit program has made substantial progress toward its goal of exemplary public service. We continue to issue the two-year permit during the 'off year' and it has been popular with residents.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** CONTINUE THE SCAN OF CLERK AND COUNCIL DOCUMENTS INTO OUR NEW FILING SYSTEM.

#### **Objectives:**

- The scan of the documents is virtually complete. We are in the process of indexing packets and recognizing the text which allows keyword search.
- Eliminate duplicate paper records and free up file cabinet space

### **GOAL 2:** IMPLEMENT THE NEW PASSPORT PAY BY PHONE SYSTEM AND TICKET WRITERS.

#### **Objectives:**

- This system replaces the Parkmobile system and should allow for greater use among parkers.
- Train staff on new smartphone ticket writers and printers and provide for maintenance of the equipment.

**GOAL 3:** PLAN FOR THE COMING ‘SURGE’ IN PASSPORTS DUE TO CHANGES IN FEDERAL AND STATE LAWS.

**Objectives:**

- To provide adequate service, we need to look at additional hours for the dedicated passport agent.

**PROGRAMS & SERVICES**

City Council	Records Management	Elections & Voter Registration	Passport Facility	Parking Management	Dog Licensing
<ul style="list-style-type: none"> <li>•Prepare Council Agendas</li> <li>•Draft any orders or ordinances requested</li> <li>•Draft and prepare minutes</li> <li>•Assist at Council Meetings</li> </ul>	<ul style="list-style-type: none"> <li>•Maintain vitals- birth, death, and marriage</li> <li>•Prepare annual list of residents</li> <li>•Maintain the code of ordinances</li> <li>•Provide genealogical research</li> <li>•Provide notarial services</li> <li>•Serve State Ethics Commission liaison and Training Officer</li> <li>•Issue DBA certificates</li> <li>•Maintain databases associated with records</li> </ul>	<ul style="list-style-type: none"> <li>•Serve on Board of Registrars</li> <li>•Maintain voter registration</li> <li>•Manage all elections</li> <li>•Conduct annual census</li> <li>•Certify nomination papers</li> <li>•Coordinate five polling locations</li> </ul>	<ul style="list-style-type: none"> <li>•Manage the issuance of new passports</li> <li>•Photograph applicants</li> </ul>	<ul style="list-style-type: none"> <li>•Maintain 12 pay and display kiosks</li> <li>•Collect and deposit kiosk monies</li> <li>•Manage seven enforcement officers</li> <li>•Coordinate data collection, ticket payment, and payment systems</li> <li>•Handle ticket appeals and hearings</li> <li>•Issue parking permits</li> <li>•Prepare quarterly reports on income and expenses for Parking Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>•Issue annual dog and kennel licenses</li> <li>•Maintain dog database</li> </ul>

**CITY CLERK'S DEPARTMENT (01-161)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 CLK SAL CITY CLERK	62,497	62,500	63,750	65,025	65,025	66,580.60
51102 CLK SAL ASSIST CLERK	58,711	60,694	64,709	65,680	65,680	65,932.32
51103 CLK SAL ADMIN ASSISTANT	43,187	43,508	46,386	47,082	47,082	47,262.82
51166 CLK SAL PT OFFICE HELP	27,149	27,002	36,806	42,050	42,050	48,319.24
<b>001 - PERSONNEL SERVICES Total</b>	<b>191,543</b>	<b>193,704</b>	<b>211,651</b>	<b>219,837</b>	<b>219,837</b>	<b>228,094.98</b>
<b>002 - PURCHASE OF SERVICES</b>						
52701 CLK LEASE COPIER	2,500	2,500	2,500	2,500	2,500	2,500.00
53001 CLK CITY REPORT	0	150	500	500	500	500.00
53002 CLK VITAL RECORDS EXPENSE	1,070	533	1,335	1,100	1,100	1,100.00
54200 CLK ADMINISTRATION	6,992	7,685	8,515	8,000	8,000	8,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>10,563</b>	<b>10,868</b>	<b>12,850</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100.00</b>
<b>008 - CAPITAL OUTLAY</b>						
58200 CLK OFFICE FILING SYSTEM	0	11,036	0	0	0	0.00
<b>008 - CAPITAL OUTLAY Total</b>	<b>0</b>	<b>11,036</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Grand Total</b>	<b>202,106</b>	<b>215,607</b>	<b>224,502</b>	<b>231,937</b>	<b>231,937</b>	<b>240,194.98</b>

**CITY COUNCIL (01-111)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 CCN SAL COUNCIL	56,000	56,000	56,000	56,000	56,000	56,000.00
51160 CCN SAL CLK COUNCIL	4,000	4,000	4,080	4,162	4,162	4,261.16
51162 CCN SAL CLK COMMITTEE	600	600	600	600	600	602.31
<b>001 - PERSONNEL SERVICES Total</b>	<b>60,600</b>	<b>60,600</b>	<b>60,680</b>	<b>60,762</b>	<b>60,762</b>	<b>60,863.47</b>
<b>002 - PURCHASE OF SERVICES</b>						
53001 CCN LEGAL ADS	1,655	1,828	4,977	5,000	5,000	2,500.00
53002 CCN ORDINANCE RECODE	2,000	6,914	4,000	4,000	4,000	4,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>3,655</b>	<b>8,742</b>	<b>8,977</b>	<b>9,000</b>	<b>9,000</b>	<b>6,500.00</b>
<b>Grand Total</b>	<b>64,255</b>	<b>69,342</b>	<b>69,657</b>	<b>69,762</b>	<b>69,762</b>	<b>67,363.47</b>

**PARKING CLERK (01-293)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51134 PKG SAL PARKING OFFICER	41,525	41,834	42,886	45,706	45,706	45,882.00
51405 PKG CLOTHING ALLOWANCE	600	600	600	600	600	600.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>42,125</b>	<b>42,434</b>	<b>43,486</b>	<b>46,306</b>	<b>46,306</b>	<b>46,482.00</b>
<b>Grand Total</b>	<b>42,125</b>	<b>42,434</b>	<b>43,486</b>	<b>46,306</b>	<b>46,306</b>	<b>46,482.00</b>

**BOARD OF REGISTRARS (01-163)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51160 BDR SAL CLERK REGISTRAR	2,000	2,000	2,040	2,081	2,081	2,130.58
51162 BDR SAL REGISTRARS	1,916	2,000	2,000	2,000	2,000	2,000.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>3,916</b>	<b>4,000</b>	<b>4,040</b>	<b>4,081</b>	<b>4,081</b>	<b>4,130.58</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57808 BDR ELECTIONS & REGISTRATIONS	54,080	42,552	45,500	36,000	36,000	40,000.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>54,080</b>	<b>42,552</b>	<b>45,500</b>	<b>36,000</b>	<b>36,000</b>	<b>40,000.00</b>
<b>Grand Total</b>	<b>57,997</b>	<b>46,552</b>	<b>49,540</b>	<b>40,081</b>	<b>40,081</b>	<b>44,130.58</b>

# 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.

## ORGANIZATIONAL OVERVIEW

Information  
Technology  
Director

Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
IT Director	1	1	1
<b>Total Full Time-Equivalents</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Systems Availability</b>	%	98.75	99.25	99.82	100
<b>Support Calls</b>	#	785	912	1137	1200
<b>Network Uptime</b>	%	99.99	99.99	99.99	99.99

## FY2016 ACCOMPLISHMENTS

- Connected the Senior Community Center to the network
- Upgraded Tyler Technologies financial system software to allow for a purchase order and requisition system as well as a content manager system for document imaging management
- Upgraded network security software
- Upgraded network switching and routing hardware for security and firewalling
- Upgraded of network and system switches and routers for firmware devices
- Developed a strategic plan for a municipal fiber network for all facilities
- Continued standardization of managed network printing and copying services

- Upgraded various applications systems to latest revisions
- Continued to provide daily desktop support operations for all municipal users

## FY2017 TRENDS

The IT Department will continue to work on improving greater inter-departmental use of applications and systems. Threats are evolving, becoming increasingly sophisticated and more numerous. Traditional approaches to securing IT systems will be expanded to include new requirements to meet the additional demands of operational technology.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** MUNICIPAL FIBER NETWORK

#### **Objectives:**

- Construct Municipal Fiber Network to all City Facilities
- Streamline and condense all Municipal Systems on new Municipal Network
- Implement more efficient IT implementations and business processes across the network

### **GOAL 2:** PUBLIC SAFETY SYSTEMS

#### **Objectives:**

- Combine public safety application databases on municipal fiber network
- Add map based dispatching to Computer Aided Dispatching Systems
- Initiate new program to provide virtual desktop infrastructure (VDi) to public safety mobile data units (MDUs)

### **GOAL 3:** TELECOMMUNICATIONS SYSTEMS

#### **Objectives:**

- Condense communications systems on municipal fiber network
- Provide backhaul services for radio communications for Public Safety

### Information Systems

- Computer user support & training
- Local Area Network
- I-Net Wide Area Network (WAN) services & maintenance
- Hardware & software maintenance
- General Ledger Accounting software maintenance
- Custom software design for departments
- E-mail and Internet support
- City Website coordination & support
- PDA support
- Manage & support Public Safety

### Communications

- Manage City-wide communication infrastructure
- Provide communications support services to city departments

## INFORMATION TECHNOLOGY (01-151)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 IT SAL DIRECTOR	70,214	73,358	74,458	74,494	86,147	88,208.09
51404 IT TRAVEL STIPEND	2,936	3,300	3,285	3,300	3,300	3,300.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>73,150</b>	<b>76,658</b>	<b>77,743</b>	<b>77,794</b>	<b>89,447</b>	<b>91,508.09</b>
<b>002 - PURCHASE OF SERVICES</b>						
52402 IT CITY WEB SITE	11,500	3,468	2,750	2,750	2,750	2,750.00
52403 IT COMPUTER FIREWALL	0	4,743	14,076	14,976	14,976	15,575.00
52404 IT HARDWARE MAINTENANCE	25,425	27,179	40,362	43,286	43,286	47,290.00
52405 IT TELECOMMUNICATIONS	7,471	7,602	22,333	7,390	7,390	7,450.00
52406 IT TELEPHONE SYSTEM	0	40	0	0	0	0.00
52664 IT COMPUTER HARDWARE	0	38,450	0	0	0	0.00
52780 IT WIRELESS EQUIP LEASE	35,989	0	0	0	0	0.00
53001 IT MUNIS LICENSE	38,864	38,855	42,265	44,763	44,763	46,393.09
53002 IT SOFTWARE UPDATE/LICENSING	11,488	71,299	25,972	27,558	27,558	28,552.00
53003 IT INTERNET-SERVICE	4,200	4,341	4,276	4,851	4,851	5,250.00
53407 IT OFF SITE SERVICES	30,000	37,583	47,955	54,294	54,294	59,527.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>164,936</b>	<b>233,560</b>	<b>199,990</b>	<b>199,866</b>	<b>199,866</b>	<b>212,787.09</b>
<b>004 - SUPPLIES</b>						
55800 IT MISC SUPPLIES	1,568	1,594	1,482	1,800	1,800	1,600.00
<b>004 - SUPPLIES Total</b>	<b>1,568</b>	<b>1,594</b>	<b>1,482</b>	<b>1,800</b>	<b>1,800</b>	<b>1,600.00</b>
<b>Grand Total</b>	<b>239,655</b>	<b>311,811</b>	<b>279,215</b>	<b>279,460</b>	<b>291,113</b>	<b>305,895.18</b>



## **Section 4:**

## **Finance**

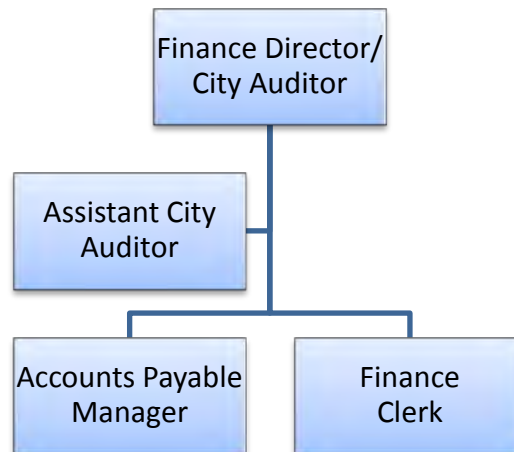
# CITY AUDITOR

## MISSION STATEMENT

The mission of the City Auditor's Office 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 the accurate and timely reporting of financial and accounting information.

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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Finance Director/City Auditor	1.0	1.0	1.0
Assistant Auditor	1.0	1.0	1.0
Accounts Payables Manager	1.0	1.0	1.0
Finance Department Clerk	1.0	0.8	0.8
<b>Total Full Time-Equivalents</b>	<b>4.0</b>	<b>3.8</b>	<b>3.8</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Dollars Paid</b>	\$M	\$109.6	\$134.7	\$127.0	\$140.0
<b>Vendors Paid</b>	#	2,416	2,475	2,396	2,500
<b>Invoices Reviewed</b>	#	12,863	12,351	12,849	12,800
<b>Reserves within 5-10% of Budget</b>	%	9.8%	9.5%	9.0%	9.3%
<b>Debt Service/Total Budget (GF)</b>	%	4.1%	6.8%	5.8%	6.1%
<b>GFOA Budget Award</b>	Y/N	Yes	Yes	Yes	Yes
<b>Bond Rating</b>	S&P	AA	AA+	AAA	AAA

## FY2016 ACCOMPLISHMENTS

- Maintained the City's AAA bond rating, reflecting Standard and Poor's continued confidence in the City's financial management and oversight.
- Participated in the Department of Revenue's Taxpayer Assistance Program (TAP), for the second year in a row, which allowed the City to set its FY2016 tax rate approximately three weeks earlier than in prior years.
- Led the MIIA Rewards Program, resulting in a cost savings of over \$30,000 to the City for participation in seminars designed to help lower insurance risks and losses.
- Led the City's financial team 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:
  - Tax Rate Recapitulation Report
  - Enterprise Fund Reports
  - Schedule A
  - Budgetary Transfers
  - Community Preservation Reports
  - Mid-Year Report
  - Year-End Report
  - Free Cash Certification
  - Annual Audit
  - Official Financial Statements
  - Capital Assets Schedules
  - Official Statement for Borrowings
- Coordinated the annual audit of the City's financial statements which was carried out by the outside CPA firm of Melanson Health & Company, 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. For FY2015, there was additional testing performed on the School Department, resulting in no findings. According to the auditors, the FY2015 audit was the best audit the City has seen in years.

- Piloted roll-out of Tyler Content Management software with the IT Director for the implementation of purchase orders and requisitions. The software also includes functionality for electronic imaging of purchase orders, contracts, invoices, checks and other documents.
- Managed the Free Cash certification process. Free Cash certification was in line with prior year results at \$2,818,436. Including Stabilization Fund balances, reserves totaled 9.3% 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 FY2016 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.
- Secured acceptance by the Division of Local Services (DLS) for two major financial projects in FY16 through the Commonwealth Community Compact initiative. The improvement to our capital planning project was completed by DLS staff; recommendations were reviewed and will be implemented to the greatest extent possible for FY17. The best practices integration for the school department budget project is underway and will continue into FY17.
- Awarded the Government Finance Officers Association's Distinguished Budget Presentation Award for the fourth consecutive year.
- Managed the FEMA grant request from the emergency declaration from February 2015 and the ensuing failure of the Plum Island sewer system with requests totaling over \$983,000 for the sewer system and \$116,000 for snow removal and road treatment.
- Attained certification as a Governmental Accounting Officer in May 2016.

## FY2017 TRENDS

General Fund revenues increased to \$57.4 million at the end of fiscal 2015, representing an increase of 3.6% over the prior year. Economic growth indicators, including room occupancy tax, meals tax, motor vehicle excise, licenses and permits and growth from new construction, are indicative of a strong local economy. At the end of fiscal 2015, revenue from economic growth categories was up 5.3% over fiscal 2014, comprising 8.1% of General Fund revenues.

Liabilities related to unfunded pension costs and other post-employment benefits (OPEB) continue to be an area of great focus which the City will continue to address. The City Auditor's Office is closely following and implementing new Governmental Accounting Standards Board (GASB) reporting requirements, which place additional emphasis on unfunded liabilities and the City's ability to fund these potentially large future costs. Additionally, to improve the manner in which the City monitors its expenses, the Auditor's Office is working with the Information Technology Department to complete implementation of a purchase order and requisition system as an additional means of safeguarding public funds.

Making better use of technology is another major trend for the City Auditor's Office, which currently processes a substantial volume of paper work on a daily basis. Steps were taken during FY2016 to put

the necessary tools in place to update a highly manual and paper-intensive process, and will continue to be implemented into FY2017.

## **FY2017 GOALS & OBJECTIVES**

### **GOAL 1: MONITOR FINANCIAL ACTIVITIES WITHIN ALL CITY DEPARTMENTS**

#### **Objectives:**

- Conduct staff meetings on a weekly basis within the Auditor's Office to review and discuss 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.
- Provide financial and accounting information to the outside auditing firm by December 1, 2016, in preparation for the annual audit of the City's FY 2016 financial statements. File the final audit with the City Council by March 1, 2017 in accordance with the Charter.
- Conduct a Request for Proposals for Independent Auditing Services starting with the FY2017 financial statements.

### **GOAL 2: UPDATE PURCHASING POLICIES AND CONTRACT MANAGEMENT PROCESS**

#### **Objectives:**

- Update the City's Purchasing Policies to reflect current processes and enhance controls.
- Continued implementation of electronic purchase orders and requisitions.
- Review all city contracts on an ongoing basis in order to insure that proper funding is available and procurement policies have been followed.
- Work with Procurement Officer to review the City's contract management process, including utilization of the contracts module in MUNIS.

### **GOAL 3: DISSEMINATE FINANCIAL DATA IN A TIMELY, ACCURATE, AND COMPREHENSIBLE MANNER**

#### **Objectives:**

- Prepare Mid-Year and Year-End Budget reports for the Mayor, City Council, and members of the public.
- Work in cooperation with the Mayor, City Council, Treasurer, Assessor, and City Clerk to set the property tax rate and complete the FY 2017 Tax Rate Recapitulation Report by October 31, 2016.
- Assist with the preparation of the Mayor's FY2018 proposed budget, to be submitted to the City Council no later than May 15, 2017.
- Prepare the balance sheet and other supporting documents required to obtain Free Cash certification by October 31, 2016 from the Massachusetts Department of Revenue.

- Update and review multi-year revenue and expenditure forecasts on a quarterly basis.
- Implement best practices for capital planning and the school department budget based on the DLS recommendations through the Commonwealth Community Compact initiative.

## PROGRAMS & SERVICES

### Accounting & Financial Management

- Maintenance of electronic accounting records
- Processing accounts payable and receivable
- Administering the city insurance program including: property, casualty, worker's compensation, police and fire injured-on-duty, unemployment
- Working with City Treasurer's Office to reconcile and monitor cash receipts
- Reviewing city contracts and leases to ensure that adequate funding is available

### Financial Reporting & Analysis

- Preparing budget information and budget transfers
- Preparing budget revenue estimates and tracking expenditures and collections
- Reviewing city contracts and leases to ensure that adequate funding is available
- Preparing mandatory city, state, and federal reports covering a wide range of financial activities
- Conducting internal audits of city departments to ensure laws and policies are being followed

### **AUDITOR'S DEPARTMENT (01-135)**

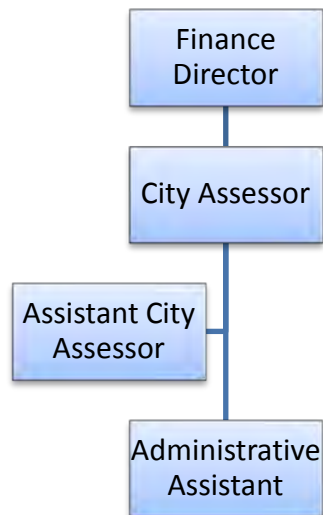
	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 AUD SAL FINANCE DIR/AUDITOR	93,502	96,316	90,000	91,800	91,800	97,067.91
51102 AUD SAL ASST AUDITOR	64,418	68,658	56,942	63,945	63,945	65,153.81
51103 AUD SAL ADMIN ASSISTANT	54,073	54,377	55,845	56,683	56,683	56,901.13
51104 AUD SAL FINANCE CLERK	0	0	36,531	37,079	37,079	37,779.95
51166 AUD PT DATA ENTRY CLERK	14,610	14,778	0	0	0	0.00
51167 AUD TEMPORARY HELP	0	0	3,864	0	0	0.00
51401 AUD LONGEVITY	6,153	6,656	2,764	3,390	3,390	3,389.60
<b>001 - PERSONNEL SERVICES Total</b>	<b>232,756</b>	<b>240,786</b>	<b>245,947</b>	<b>252,897</b>	<b>252,897</b>	<b>260,292.40</b>
<b>002 - PURCHASE OF SERVICES</b>						
53001 AUD FINANCIAL AUDIT/VALUATION	40,090	40,250	46,500	52,000	52,000	52,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>40,090</b>	<b>40,250</b>	<b>46,500</b>	<b>52,000</b>	<b>52,000</b>	<b>52,000.00</b>
<b>004 - SUPPLIES</b>						
55800 AUD MISC SUPPLIES	1,246	1,219	1,500	1,750	1,750	1,500.00
<b>004 - SUPPLIES Total</b>	<b>1,246</b>	<b>1,219</b>	<b>1,500</b>	<b>1,750</b>	<b>1,750</b>	<b>1,500.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57300 AUD DUES & MEMBERSHIPS	225	230	225	290	290	290.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>225</b>	<b>230</b>	<b>225</b>	<b>290</b>	<b>290</b>	<b>290.00</b>
<b>Grand Total</b>	<b>274,317</b>	<b>282,485</b>	<b>294,172</b>	<b>306,937</b>	<b>306,937</b>	<b>314,082.40</b>

# CITY ASSESSOR

## MISSION STATEMENT

The Mission of the Office of the Assessor 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 their fair share of the City's total tax burden.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Assessor	1.0	1.0	1.0
Assistant City Assessor	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Total Full Time-Equivalents	3.0	3.0	3.0



## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>New Growth</b> (FY16 is actual, not estimated)	Taxable Value	\$45,173,718	\$38,570,899	\$46,365,156	\$47,518,383
<b>Tax Levy</b> (numbers reflect the actual levies, not the levy limits; FY16 is actual, not estimated)	Billed	\$43,354,467	\$46,617,801	\$48,131,629	\$50,415,097
<b>Motor Vehicle Excise Tax</b>	Receipts	\$2,154,345	\$2,496,696	\$2,528,836	\$2,340,000
<b>Abatement Applications</b>	# Granted	27	29	35	12
<b>Property Inspections</b> (#s represent actual visits including exterior measurements which did not include full interior inspection)	# Visits	292	765	444	1,588

## FY2016 ACCOMPLISHMENTS

- Successfully completed Interim Adjustment of Values as per DOR regulation.
- Successfully participated in the DOR's Taxpayer Assistance Program (TAP) in order to expedite the tax rate-setting process.
- Successfully completed cyclical inspections as per DOR directive.

## FY2017 TRENDS

It is believed by some market forecasters that FY2017 may present some challenges with respect to property values. At present the market appears strong, but indicators, including elevating interest rates, suggest that a softening in the market may occur during 2017.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** SUCCESSFULLY COMPLETE STATE MANDATED REVALUATION

#### **Objectives:**

- Select the best vendor to perform the revaluation project.
- Successfully complete the project in a timely manner meeting all deadlines.

## **GOAL 2: CONTINUE TO IMPROVE UPON CUSTOMER SERVICE**

### **Objectives:**

- Office staff to remain up to date with respect to new legislation and best practices by taking advantage of available educational opportunities offered through the Assessor's Associations, Department of Local Services, etc.

## **GOAL 3: PREPARE DEPARTMENT FOR PERSONNEL TRANSITION**

### **Objectives:**

- Successfully complete FY 2017 revaluation prior to Assessor's retirement.
- Prepare department for seamless transition to the next City Assessor.

## **PROGRAMS & SERVICES**

### **Billing & Valuation**

- Annual Property Value Update
- Triennial Re-certification of Values
- Interim Year Adjustments to Values
- Tax Abatements
  - Real Estate
  - Personal Property
  - Auto Excise
  - Boat Excise
- Tax Exemptions
  - Statutory Exemptions
  - CPA Exemptions
- Tax Billing
  - Real Estate
  - Personal Property
  - Auto Excise
  - Boat Excise

### **Data Collection & Reporting**

- Data Collection
  - Real Estate
  - Personal Property
- New Growth
  - Calculation
  - Certification
- Re-Cap
  - Preparation
  - Certification
- Tax Rate
  - Preparation
  - Classification Hearing
  - Certification

# ASSESSOR'S DEPARTMENT (01-141)

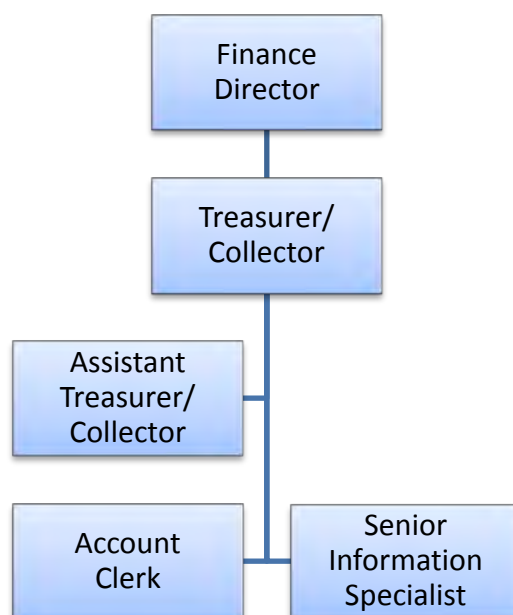
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 ASR SAL ASSESSOR	74,705	78,108	79,280	79,280	80,866	82,800.13
51102 ASR SAL ASST ASSESSOR	60,382	61,277	62,819	63,761	63,761	64,006.04
51103 ASR SAL ADMIN ASSISTANT	47,594	49,886	51,140	51,908	51,908	52,107.26
51401 ASR LONGEVITY	3,274	3,456	3,440	3,440	3,440	3,579.01
51402 ASR EDUCATION CREDIT	400	400	400	400	400	400.00
51403 ASR TECHNOLOGY STIPEND	1,000	1,000	1,500	1,500	1,500	1,500.00
51404 ASR TRAVEL STIPEND	1,800	2,100	2,100	2,100	2,100	3,300.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>189,155</b>	<b>196,228</b>	<b>200,679</b>	<b>202,388</b>	<b>203,974</b>	<b>207,692.44</b>
<b>002 - PURCHASE OF SERVICES</b>						
53001 ASR COMPUTER EXP	7,550	7,750	7,900	8,300	8,300	8,300.00
53002 ASR REVALUATION	45,000	41,637	5,220	50,000	50,000	50,000.00
53003 ASR VALUATION/PROCESSING	6,564	6,176	7,888	6,600	6,600	6,600.00
53004 ASR MAP/DEED/PROBATE	75	0	0	600	600	600.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>59,189</b>	<b>55,563</b>	<b>21,008</b>	<b>65,500</b>	<b>65,500</b>	<b>65,500.00</b>
<b>004 - SUPPLIES</b>						
54801 ASR MILEAGE EXPENSE	274	664	490	1,200	1,200	325.00
55800 ASR MISC SUPPLIES	3,158	3,351	3,266	3,000	4,020	3,000.00
<b>004 - SUPPLIES Total</b>	<b>3,433</b>	<b>4,015</b>	<b>3,757</b>	<b>4,200</b>	<b>5,220</b>	<b>3,325.00</b>
<b>Grand Total</b>	<b>251,777</b>	<b>255,805</b>	<b>225,444</b>	<b>272,088</b>	<b>274,694</b>	<b>276,517.44</b>

# TREASURER/COLLECTOR

## MISSION STATEMENT

The mission of the Newburyport Treasurer/Collectors office, as defined by State statute, is to collect all revenues due 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 work with and provide quality customer service to the taxpayers whom we deal with on a daily basis.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
<b>Treasurer/Collector</b>	1.0	1.0	1.0
<b>Assistant Treasurer/Collector</b>	1.0	1.0	1.0
<b>Senior Information Spec</b>	1.0	1.0	1.0
<b>Account Clerk</b>	1.0	1.0	1.0
<b>Payroll clerk</b>	1.0	0	0
<b>Total Full Time-Equivalents</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Collection rate</b>	%	99%	99	99	99
<b>Demand bills sent real estate</b>	#	945	917	844	<800
<b>Demand bills sent personal property</b>	#	187	153	129	<100
<b>Subsequent tax takings</b>	\$	192,645	190,000	173,390	150,000
<b>Tax title collections</b>	\$	400,000	401,000	580,000	400,000
<b>Tax title properties returned to tax rolls</b>	#	26	30	58	30-40

## FY2016 ACCOMPLISHMENTS

- Maintained AAA Bond Rating
- Updated current cash flow processes to maintain the City's best financial position.
- Worked with Auditor's office to ensure monthly cash verification accounting which will improve end-of-year completion and refine audit trails for clearer general ledger reporting.
- Reviewed cash management system to reorganize internal accounting processes.
- Improved Treasurer's Department Performance and Efficiency.
- Evaluated office policies and procedures; made necessary changes to improve department efficiency to organize duties to best serve the public.
- Streamlined internal office processes, concentrating on electronic collections; coordinate online payment processing within the City's various departments.
- Promoted skill sets amongst staff members and enforce collective duties; improved staff communication.
- Implemented Uniform Written Cash Receipt Policy
- Introduced, together with the Auditor's office, a new written receipt/turnover policy to City departments.
- Enhanced the control of collection of all departmental funds and unify payment processes City-wide.
- Worked in conjunction other departments to recognize proper accounting timelines and ensured adherence to stringent policies and procedures.

## FY2017 TRENDS

The Treasurer/Collector's office remains committed to collecting above 95% of the Real Estate, Personal Property, and Motor Vehicle and Boat 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, with goals of decreasing the amount of new and subsequent takings done annually. We are willing to work with taxpayers who may be finding times difficult and provide information and assistance in conjunction with the Assessor's office, the Council on Aging and community development when necessary.

With the positive trend of increased city property values, growth and turnovers, it is the duty of our office to ensure that residents have proper information available on city collection practices whether via our office or the city website. In addition, we continue to work regularly with local financial institutions, attorneys and mortgage companies to collectively accommodate the needs of the community members.

## **FY2017 GOALS & OBJECTIVES**

### **GOAL 1: CASH MANAGEMENT PROCESSES**

#### **Objectives:**

- Continue to maintain strong overview of cash reconciliation processes and work with auditor's office to ensure proper posting of daily activity is maintained and monthly reconciliation is achieved
- Enforce timely departmental receipt turnovers and policy adherence
- Establish tailings procedure and bring current outstanding/stale dated vendor and payroll checks

### **GOAL 2: ENHANCE ONLINE SERVICES CITY-WIDE**

#### **Objectives:**

- Incorporate additional online processes for taxpayers and residents
- Review current services offered for residents via website through various departments
- Streamline management of electronic funds collection via banking services and accounts

### **GOAL 3: TRUST FUND MANAGEMENT**

#### **Objectives:**

- Closely monitor the trust fund investments to ensure proper gains; minimize losses
- Continue quarterly meetings with investment advisor
- Work with trust fund committee members to implement proper policy for maintaining receipts and records, and expending funds while adhering to bequests of each
- Assure committee adheres to regular, timely meeting schedule

### Treasury Management

- Cash reconciliation
- Cash receipts (departmental)
- Managing city investments
- Borrowing and debt service
- Land court-foreclosures
- Warrant funding
- Vendor check distribution
- ACH/wire payments to vendors

### Collections

- Collection and posting of payments for real estate, personal property, motor vehicle and boat excise tax bills
- Special assessment and liens payments
- Online payment services
- Refund processing for overpayments and abatements
- Municipal lien certificates
- Tax title process for delinquent taxpayers
- Utility bill collections
- Bank deposits

## **TREASURER'S DEPARTMENT (01-145)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 TRS SAL TREASURER	71,728	74,994	76,119	76,119	77,642	80,523.16
51102 TRS SAL ASST TREASURER	49,945	51,550	53,811	55,079	55,079	55,290.82
51103 TRS STAFF SALARIES	150,135	151,365	148,024	96,095	98,738	100,905.21
51401 TRS LONGEVITY	3,262	3,262	3,262	3,262	3,262	3,438.18
<b>001 - PERSONNEL SERVICES Total</b>	<b>275,069</b>	<b>281,172</b>	<b>281,216</b>	<b>230,555</b>	<b>234,720</b>	<b>240,157.37</b>
<b>002 - PURCHASE OF SERVICES</b>						
52701 TRS COPIER SUPPLIES	3,200	1,693	1,817	1,500	1,500	750.00
53001 TRS BANK CHARGES	3,782	4,381	5,337	4,750	4,750	5,000.00
53003 TRS PAYROLL	14,007	13,656	9,954	0	0	0.00
53004 TRS TAX BILLS	19,471	20,974	20,143	20,750	20,750	21,250.00
53005 TRS TAX TITLE EXPENSE	8,539	11,500	12,500	12,500	12,500	12,500.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>48,998</b>	<b>52,205</b>	<b>49,751</b>	<b>39,500</b>	<b>39,500</b>	<b>39,500.00</b>
<b>004 - SUPPLIES</b>						
54200 TRS OFFICE SUPPLIES	1,718	1,080	1,290	2,000	2,000	1,500.00
55800 TRS MISC SUPPLIES	1,157	1,373	1,631	1,500	1,500	1,500.00
55801 TRS COMPUTER EXP	750	626	850	850	850	800.00
<b>004 - SUPPLIES Total</b>	<b>3,626</b>	<b>3,079</b>	<b>3,771</b>	<b>4,350</b>	<b>4,350</b>	<b>3,800.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57402 TRS FICA EXPENSE	139,827	153,296	155,316	156,000	156,000	0.00
57403 TRS INSURANCE BONDS	1,500	1,650	1,300	1,850	1,850	1,850.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>141,327</b>	<b>154,946</b>	<b>156,616</b>	<b>157,850</b>	<b>157,850</b>	<b>1,850.00</b>
<b>Grand Total</b>	<b>469,020</b>	<b>491,403</b>	<b>491,354</b>	<b>432,255</b>	<b>436,420</b>	<b>285,307.37</b>



## **Section 5:**

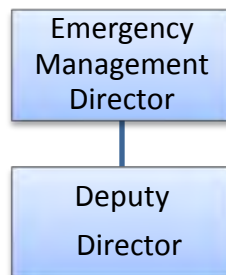
### **Public Safety**

# EMERGENCY MANAGEMENT

## MISSION STATEMENT

The Newburyport Emergency Management Agency's (EMA) mission is to provide a comprehensive and integrated management system that coordinates local, state and federal resources to protect lives, property and the environment from all natural and man-made hazards through planning, mitigation, response and recovery.

## ORGANIZATIONAL OVERVIEW



## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
Updated Emergency Response Plan	100%	--	--	75%	100%
Updated Hazard Mitigation Plan	100%	--	--	100%	100%
Successful participation in the radiological response plan	100%	--	--	100%	100%
Continued education of city staff	100%	--	--	100%	100%

## FY2016 ACCOMPLISHMENTS

- Transitioned to new emergency management staff.
- Improved the Emergency Operation Center and readied the facility for continued/increased use.
- Completed quarterly inventory to insure readiness for a radiological, natural or man-made disaster.
- Successfully participated in practice and graded exercises for the Seabrook Station Radiological Response Plan.

## FY2017 TRENDS

The EMA will continue to ensure that the city, staff and facility are ready to prepare for, respond to, mitigate and recover from any emergency, natural or man-made that may befall the city. As weather patterns continue to change, it is foreseeable that we will experience more frequent significant storms and events. This, along with increased threats throughout our nation, demands that we be ready as a community to safeguard our citizens. We will continue to involve all departments and staff in the planning process to insure maximum readiness. We will continue to upgrade all emergency plans to ensure compliance with the Federal Response Plan, maintaining our eligibility for federal disaster assistance.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** UPDATE PLANS, PROCEDURES, FACILITY AND EQUIPMENT

#### **Objectives:**

- Continue with quarterly inventories; ensuring equipment readiness
- Update emergency and operational plans
- Update Hazard Mitigation Plan

### **GOAL 2:** CONTINUE ADVANCED TRAINING FOR STAFF

#### **Objectives:**

- Post training and seminar notices and advanced MEMA training
- Conduct annual refresher EOC and radiological training
- Conduct tabletop exercises/drills

### **GOAL 3:** UPDATE TECHNOLOGY IN THE EMERGENCY OPERATIONS CENTER

#### **Objectives:**

- Eliminate unused/outdated computer equipment; replace with minimum number of modern units
- Update printers and copiers to current, working units
- Update radio/communications equipment

## PROGRAMS & SERVICES

Administration	Nuclear Preparedness
<ul style="list-style-type: none"> <li>• Mitigation</li> <li>• Preparation</li> <li>• Response</li> <li>• Recovery</li> <li>• CERT Program</li> <li>• Local Shelters</li> <li>• Equipment</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Mass Health KI</li> <li>• Evacuation</li> <li>• Planning Zone</li> <li>• Siren Notification</li> <li>• Nuclear Training</li> <li>• Regional Planning</li> <li>• Disability Transportation</li> </ul>

### EMERGENCY MANAGEMENT (01-291)

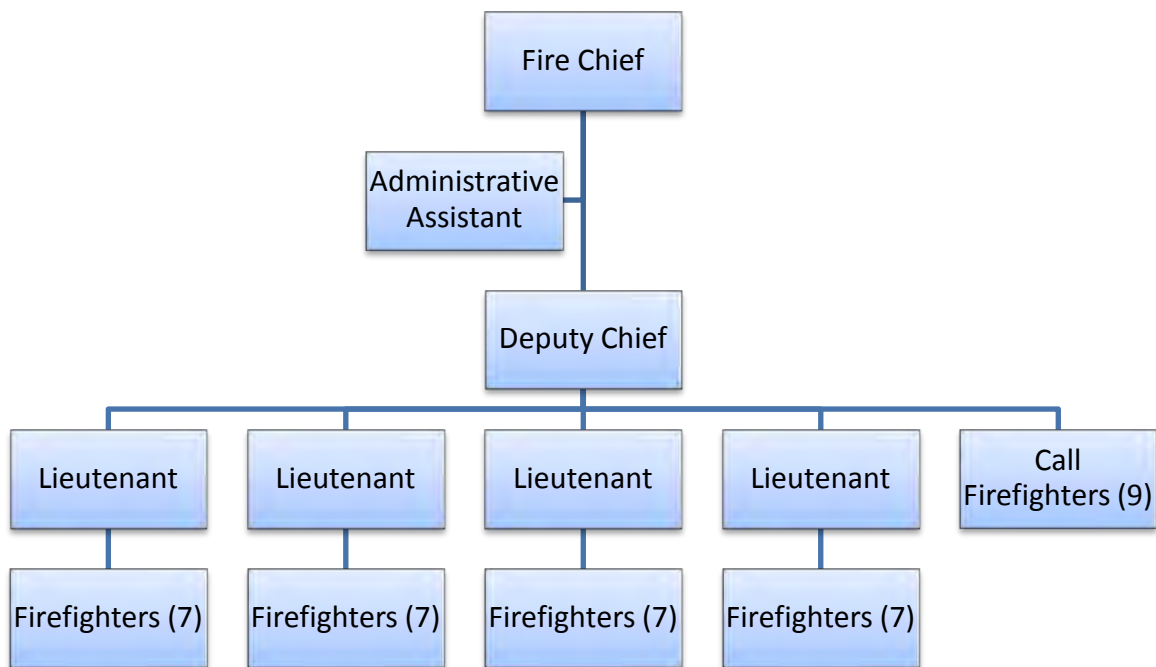
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 EMR COORDINATOR	10,000	10,000	10,000	10,000	10,000	10,038.46
51102 EMR DEPUTY COORDINATOR	3,000	3,400	3,351	3,000	3,000	3,011.54
<b>001 - PERSONNEL SERVICES Total</b>	<b>13,000</b>	<b>13,400</b>	<b>13,351</b>	<b>13,000</b>	<b>13,000</b>	<b>13,050.00</b>
<b>002 - PURCHASE OF SERVICES</b>						
52100 EMR UTILITIES EXPENSES	5,886	7,000	8,819	7,000	7,000	7,000.00
52401 EMR MAINT BLD/GROUNDS	1,261	7,600	61	3,000	3,000	5,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>7,147</b>	<b>14,600</b>	<b>8,880</b>	<b>10,000</b>	<b>10,000</b>	<b>12,000.00</b>
<b>004 - SUPPLIES</b>						
54200 EMR MISC EXPENSE	801	797	501	2,000	2,000	1,000.00
54801 EMR FUEL/OIL VEHICLE	103	500	0	250	250	100.00
<b>004 - SUPPLIES Total</b>	<b>903</b>	<b>1,297</b>	<b>501</b>	<b>2,250</b>	<b>2,250</b>	<b>1,100.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57409 EMR EXPENSES	0	2,000	0	2,000	2,000	2,000.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000.00</b>
<b>Grand Total</b>	<b>21,050</b>	<b>31,297</b>	<b>22,732</b>	<b>27,250</b>	<b>27,250</b>	<b>28,150.00</b>

# FIRE DEPARTMENT

## MISSION STATEMENT

The Newburyport Fire Department (NFD) 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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
<b>Chief</b>	1.0	1.0	1.0
<b>Deputy Chief</b>	1.0	1.0	1.0
<b>Lieutenants</b>	4.0	4.0	4.0
<b>Firefighters</b>	28.0	28.0	28.0
<b>Total Full Time-Equivalents</b>	<b>34.0</b>	<b>34.0</b>	<b>34.0</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Response times – less than 6 minutes 90% of all calls</b>	<6 min	100%	100%	100%	100%
<b>Minimum staffing maintained per contract</b>	7	7	7	7	8
<b>Fire Prevention/Inspection staffing</b>	1	1	1	1	1
<b>Employee injuries vs population (NFPA measurement)</b>	1.5	2	3	1	1
<b>Personnel completed mandatory fire training and certifications</b>	100%	100%	100%	100%	100%
<b>Personnel completed EMS training requirements</b>	100%	100%	100%	100%	100%
<b>Fires kept to area of origin</b>	100%	100%	100%	100%	100%

## FY2016 ACCOMPLISHMENTS

- Designed, ordered and purchased two new Emergency One Rescue Pumpers (fire engines) to replace engines that were twenty years old
- Purchased two new Hurst battery-operated rescue tool sets (Jaws of Life)
- Obtained two new battery-powered smoke ejector fans; one through a donation from the Odd Fellows of Newburyport
- Procured one used 41' fire boat from USCG surplus
- Equipped all personnel with epinephrine injection tools (Epi-pens) to reverse anaphylactic episodes
- Equipped all personnel with (NARCAN) to assist with reversing the effects of a heroin overdose

## FY2017 TRENDS

In 2017, the NFD will continue our efforts to establish transporting Emergency Medical Services based in the fire station. This will improve the delivery of pre-hospital EMS; providing better response times and greater continuity of care. We will continue to educate and equip our personnel to handle any crisis, including the heroin crisis that we currently face. We will continue to explore educational opportunities for our personnel including advanced medical programs and certifications including Advanced EMT and Paramedicine. We will also continue our efforts to update the department's fleet of apparatus and equipment. Additionally, we will pursue design studies to renovate/replace the city's fire stations.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** ADOPT AND EMBRACE NATIONAL BEST PRACTICES

#### **Objectives:**

- Continue to operate utilizing the National Incident Management System in compliance with federal regulations.
- Review and update the department's Standard Operating Procedures (SOPs) to insure compliance with national standards and local and state ordinances.
- Promote professional development of our personnel by encouraging them to participate in outside training and their involvement with professional fire service organizations.
- Promote proper staffing and supervisory ranks to improve accountability and safety.

### **GOAL 2:** CONTINUE PROGRAM TO UPDATE THE DEPARTMENT'S APPARATUS, EQUIPMENT AND FACILITIES

#### **Objectives:**

- Design and procure a new aerial ladder truck for the department, replacing a ladder truck that is twenty years old
- Update the department's forestry truck by remounting the pump and body on a new chassis.
- Begin replacement of the department's fire hoses, nozzles and fittings.
- Begin upgrade of portable and mobile radio equipment.
- Begin design of fire station renovations/replacement.
- Pursue emergency shelter/fire station on Plum Island.

### **GOAL 3:** EXPAND OUR EMS CAPABILITIES, INCLUDING PRE-HOSPITAL EMS TRANSPORT

#### **Objectives:**

- Procurement of one Type III ambulance for the fire department.
- Obtain licensure for transporting EMS service.
- Continue to seek EMT certification for all department members.
- Evaluate the hiring of additional fire/EMS personnel to handle additional call volume and apparatus.

## PROGRAMS & SERVICES

Fire Administration & Management	Fire Prevention & Education	Fire Suppression	Emergency Medical and Rescue Response
<ul style="list-style-type: none"> <li>•ISO Rating of 3/9</li> <li>•Human Resources</li> <li>•Record Keeping, Data Management, Reporting</li> <li>•Financial oversight, budgeting, and capital planning</li> <li>•Grant writing and administration</li> <li>•Hazardous materials incident billing</li> <li>•Facilities maintenance</li> <li>•Vehicle and equipment maintenance</li> <li>•Purchasing</li> <li>•Mutual Aid Planning</li> <li>•Comprehensive Emergency Planning- natural and manmade</li> <li>•Regional Emergency Response Planning Committee- hazardous materials planning</li> <li>•Community right to know</li> <li>•Public Assistance and Information</li> <li>•Critical Incident Response Management</li> <li>•Interoperable communications</li> </ul>	<ul style="list-style-type: none"> <li>•Permits, inspection and code enforcement</li> <li>•Site plan, building plan and fire detection/ suppression plan review</li> <li>•Hazardous Materials Review</li> <li>•Life safety inspections and fire drills</li> <li>•Inspection/Planning program</li> <li>•Open air burning and permitting</li> <li>•Fire Alarm receiving station</li> <li>•Public fire prevention and education programs</li> <li>•SAFE program</li> <li>•Fire extinguisher training</li> <li>•Fire prevention Open House</li> <li>•Juvenile fire setters program and evaluation</li> <li>•First Aid and CPR training</li> <li>•Municipal Fire Alarm Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>•National Incident Management System</li> <li>•Incident command System</li> <li>•Structural firefighting</li> <li>•Rapid Intervention Teams</li> <li>•Fire Investigation</li> <li>•Brush and forest fire fighting</li> <li>•Hazardous materials operational response level</li> <li>•Mass Decon Unit</li> <li>•Marine fire response</li> <li>•All hazardous disaster response</li> <li>•Water supply planning</li> <li>•Member of Seacoast Chief Fire Officer Mutual Aid District (3 state mutual aid system)</li> <li>•Essex County Fire Chief Mutual Aid System, state wide mobilization response group for district 15</li> </ul>	<ul style="list-style-type: none"> <li>•Provide basic life support</li> <li>•Operate EMT staffed engine companies</li> <li>•All fire department vehicles equipped with defibrillators</li> <li>•Motor vehicle extrication</li> <li>•Water and ice rescue</li> <li>•Technical rescue; heights, confined space, trench collapse, structural collapse</li> <li>•Hazardous Materials Decontamination Response</li> <li>•Search and Rescue</li> <li>•State wide disaster task force</li> </ul>



## **FIRE DEPARTMENT (01-220)**

FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
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### **001 - PERSONNEL SERVICES**

51101 FIR SAL FIRE CHIEF	112,470	121,600	122,400	124,848	124,848	127,834.75
51102 FIR SAL DEPUTY CHIEF	92,624	94,138	106,718	109,000	109,000	107,259.56
51142 FIR SAL FIRE FIGHTERS	1,796,969	1,820,499	1,944,658	2,115,534	2,115,534	2,123,671.14
51144 FIR SAL CALL-FIREFIGHTERS	8,450	8,117	8,802	14,200	14,200	14,200.00
51150 FIR ADMINISTRATIVE ASSISTANT	0	54,518	60,454	61,626	61,626	64,046.91
51156 FIR SAL DISPATCHERS	134,170	145,845	146,599	148,158	160,082	178,000.00
51301 FIR OVERTIME	298,918	324,888	471,356	253,750	253,750	262,250.00
51302 FIR DISP OVERTIME	20,138	17,935	18,132	24,500	24,500	25,000.00
51401 FIR LONGEVITY	129,166	104,928	115,721	112,000	112,000	123,000.00
51402 FIR PAID HOLIDAYS	104,484	103,440	113,057	108,400	108,400	121,000.00
51403 FIR DISPATCH HOLIDAY	6,825	7,600	7,723	8,500	8,500	9,400.00
51405 FIR PR CLOTHING ALLOWANCE	34,333	34,000	35,541	39,000	39,000	39,500.00
51407 FIR EDUCATION CREDITS	0	0	1,275	2,000	2,000	0.00
51408 FIR SICK DAY USAGE INCENTIVE	2,340	2,219	1,619	2,675	2,675	2,500.00
51412 FIR CLOTHING REIMBURSEMENT	2,841	2,036	2,007	4,300	4,300	4,000.00
51413 FIR EMT STIPEND	23,000	22,000	0	0	0	0.00
51415 FIR STIPEND TEAM A/B	7,650	8,250	8,250	8,550	8,550	8,550.00
51416 FIR HAZ/MAT STIPEND	28,050	28,050	28,050	28,050	28,050	32,300.00
51417 FIR PROFESSIONAL DEVELOPMENT	23,635	0	2,860	5,000	5,000	5,000.00
51509 FIR INJURED-ON-DUTY	9,542	14,067	9,324	16,500	16,500	16,500.00
51901 FIR RETIREMENT EXPENSE	151,006	0	0	0	0	0.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>2,986,611</b>	<b>2,914,131</b>	<b>3,204,545</b>	<b>3,186,591</b>	<b>3,198,515</b>	<b>3,264,012.36</b>

### **002 - PURCHASE OF SERVICES**

52101 FIR HEAT/ELECTRICITY	22,517	30,321	28,349	30,000	30,000	30,000.00
52401 FIR MAINT-BLDGS & GROUNDS	12,611	17,947	6,834	15,000	15,000	15,000.00
52402 FIR MAINT-EQUIPMENT	14,474	6,919	22,038	13,000	13,000	13,000.00
52403 FIR MAINT-VEHICLES	39,032	43,968	103,490	47,500	47,500	47,500.00
52408 FIR MAINT-FIRE ALARMS	24,439	22,285	20,254	25,000	25,000	25,000.00
52409 FIR CONTRACTED SERVICES	2,901	4,427	3,478	6,000	6,000	5,000.00
52410 FIR MAINT - PURCHASE TIRES	0	6,029	0	0	0	0.00
52411 FIR COMPUTER EXPENSE	4,203	14,122	5,102	7,500	7,500	7,500.00
52412 FIR RADIOS/PAGERS	1,846	638	2,645	4,000	4,000	4,000.00
52750 FIR LEASE OF VEHICLES	32,986	37,264	34,309	36,000	36,000	23,000.00
53004 FIR HEPATITIS B VACCINATION	0	0	0	1,000	1,000	0.00
53005 FIR MEDICAL/PHYSICAL EXAMS	2,103	2,006	0	2,250	2,250	2,000.00
53006 FIR MEDICAL/DRUG TESTING	0	1,230	264	1,000	1,000	1,000.00
53007 FIR IN-SERVICE TRAINING	2,907	6,296	5,127	10,000	10,000	10,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>160,019</b>	<b>193,452</b>	<b>231,890</b>	<b>198,250</b>	<b>198,250</b>	<b>183,000.00</b>

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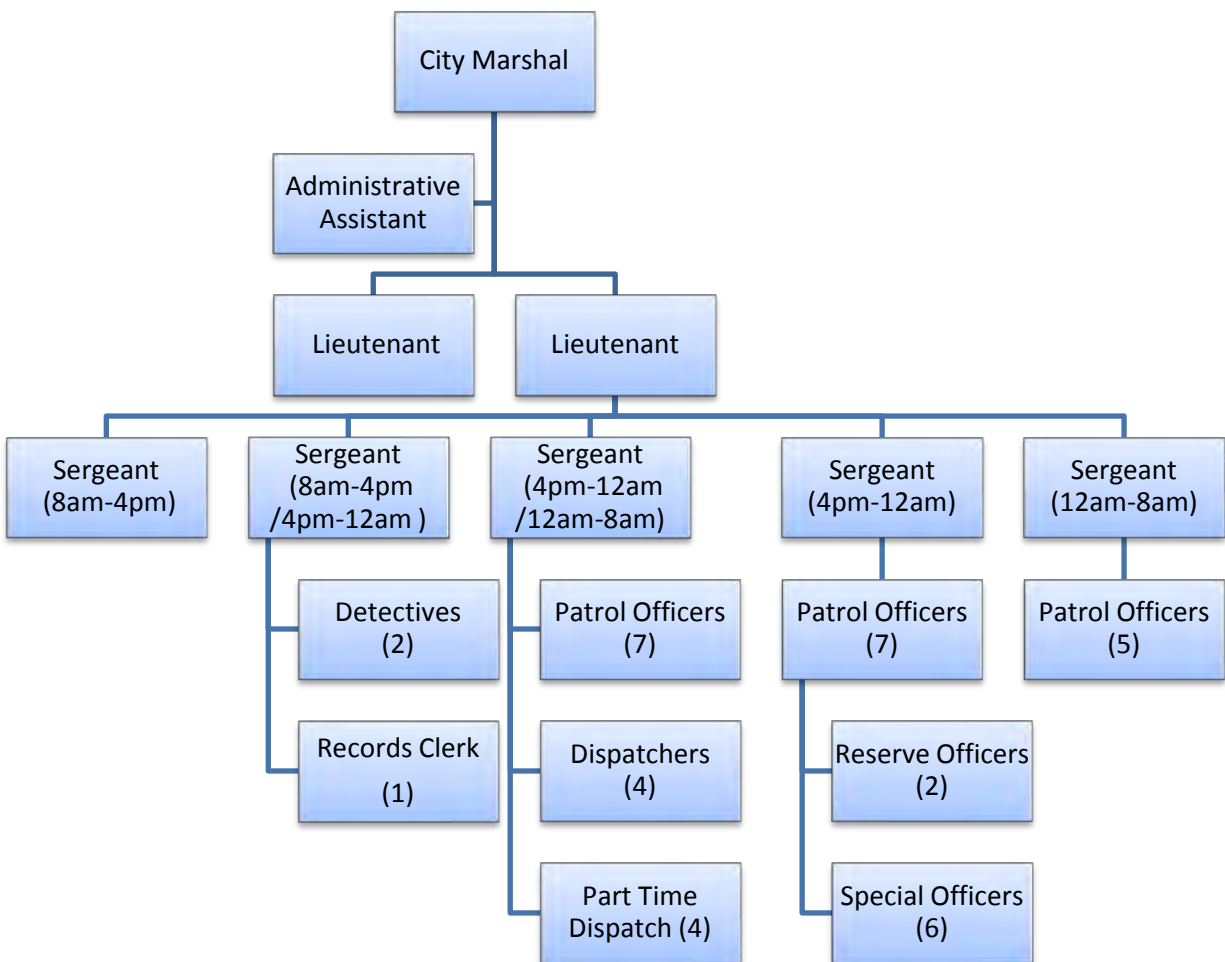
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>004 - SUPPLIES</b>						
54200 FIR OFFICE SUPPLIES	5,596	3,069	2,636	3,000	3,000	3,000.00
54315 FIR MISC FIRE EQUIP	2,768	13,137	0	0	0	0.00
54316 FIR NEW HOSE-FITTINGS	0	0	59	3,000	3,000	16,000.00
54317 FIR PROTECTIVE CLOTHING	15,336	25,876	4,812	17,600	17,600	17,500.00
54318 FIR PROTECTIVE EQUIPMENT	4,616	80	3,616	5,000	5,000	4,000.00
54319 FIR FOAM & EQUIPMENT	336	0	995	2,000	2,000	2,000.00
54801 FIR FUEL/OIL VEHICLE(S)	27,070	24,644	19,133	34,500	34,500	34,500.00
55001 FIR MEDICAL SUPPLIES	2,061	4,286	6,598	5,000	5,000	4,000.00
55101 FIR EDUCATIONAL MATERIAL	2,794	3,224	2,715	6,800	6,800	3,000.00
55800 FIR MISC SUPPLIES	615	1,909	2,834	1,000	1,000	1,000.00
<b>004 - SUPPLIES Total</b>	<b>61,191</b>	<b>76,225</b>	<b>43,400</b>	<b>77,900</b>	<b>77,900</b>	<b>85,000.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57300 FIR DUES & MEMBERSHIPS	3,249	1,579	3,689	5,450	5,450	5,450.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>3,249</b>	<b>1,579</b>	<b>3,689</b>	<b>5,450</b>	<b>5,450</b>	<b>5,450.00</b>
<b>008 - CAPITAL OUTLAY</b>						
58405 FIR ASBESTOS ABATEMENT	0	30,000	0	0	0	0.00
58406 FIR DISPATCH CONSOLE SYSTEM	0	71,839	0	0	0	0.00
58453 FIR ENGINE REPLACEMENT	0	115,000	0	0	0	0.00
58501 FIR TECHNICAL RESCUE EQUIP	963	8,588	0	0	0	0.00
58502 FIR DEFIBRILLATOR(S)	4,011	10,788	0	0	0	0.00
<b>008 - CAPITAL OUTLAY Total</b>	<b>4,974</b>	<b>236,215</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Grand Total</b>	<b>3,216,044</b>	<b>3,421,602</b>	<b>3,483,524</b>	<b>3,468,191</b>	<b>3,480,115</b>	<b>3,537,462.36</b>

# POLICE DEPARTMENT

## MISSION STATEMENT

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

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Marshal	1.0	1.0	1.0
Lieutenant	2.0	2.0	2.0
Sergeant	5.0	5.0	6.0
Inspector	2.0	2.0	2.0
Patrolmen	22.0	22.0	23.0
Administrative Assistant	1.0	1.0	1.0
Records Secretary	0.5	0.5	0.5
Dispatcher	3.0	4.0	4.0
Custodian	0.5	0.5	0.5
<b>Total Full Time-Equivalents</b>	<b>37.0</b>	<b>38.0</b>	<b>40.0</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Response Time 2 Minutes and Under</b>	#	91.3%	90.05%	88.75%	89%
<b>Speed Study High St</b> (speed limit 30 mph)	avg mph	30.78	30.01	30.46	30.41
<b>Speed Study Merrimac St</b> (speed limit 30 mph)	avg mph	33.28	32.16	32.44	32.62
<b>Speed Study Low St.</b> (speed limit 30 mph)	avg mph	29.04	31.65	32.44	31.04
<b>Speed Study Water St</b> (speed limit 30 mph)	avg mph	31.21	29.46	29.45	30.04
<b>Accidents High St</b>	#	37	49	42	29
<b>Accidents Merrimac St</b>	#	42	43	42	45
<b>Accidents Low St</b>	#	26	27	28	18
<b>Accidents Water St</b>	#	12	13	16	22

## FY2016 ACCOMPLISHMENTS

- Maintained our State Accreditation receiving our 5<sup>th</sup> award, which will stay in effect for the next 2 years.
- Conducted traffic studies on most major roadways in the City along with directed patrols. The traffic signboard, which has the latest technology, has provided the department with a detailed accounting of traffic speed, volume and trends. This information is shared on our Facebook page.

- Held a Rape Aggression Defense (RAD) System program for women. These classes were taught by Officer Michalek and Officer Muldowney who are nationally certified instructors.
- Officer Eric Marshal completed 14 weeks of canine training with his dog Epic, and is now on regular patrol with our first canine in department history.
- Participated in the Drug Enforcement Agency (DEA) National Drug Take Back Initiative resulting in collection of 2,200 lbs. of unused, unwanted medications.
- Continued success with our School Resource Officer who spends time in the Bresnahan Elementary School, Rupert A. Nock Middle School and the Newburyport High School.
- Promoted Officer Jason Kohan to Sergeant.
- Hired 4 part-time dispatchers, each of whom is certified in Emergency Medical Dispatch (EMD) allowing them to provide medical aid over the phone to 911 callers.
- Completed Taser training for officers, instituted Taser policy and deployed Tasers to 25 trained, authorized officers. Funding for the Taser initiative was provided in part by Executive Office of Public Safety Jag Equipment Grant for Tasers.
- Managed public safety for major events including 12 road races, 3 of which are half marathons; Yankee Homecoming, RiverFest, classic car show, invitation nights, waterfront concerts and numerous weekend festivals.
- Purchased 2 Harley Davidson Motorcycles to replace the two 2003 motorcycles.
- Participated in a number of community activities including:
  - Tours of the police station for local schools as well as local Boy and Girl Scout Troops;
  - Local fundraisers where we have a police officer drive a student to school in a police cruiser;
  - Maudslay State Park Safety Day;
  - 12<sup>th</sup> annual open house on the first Saturday of Yankee Homecoming with hundreds of families and young children touring the station;
  - 10<sup>th</sup> annual food drive at Shaw's and Market Basket in early December collecting food to support the Salvation Army. In FY16 we collected approximately \$12,000 in cash donations and gift cards;
  - Annual Kids Day at Atkinson Common, where children were able to see several of our police vehicles, as well as receive safety tips;
  - Special Olympics Convoy where officers from the department met with officers from area departments and drove in police cruiser convoy to Harvard Stadium in Cambridge where they were able to participate in the awards ceremony by presenting the athletes with medals;
  - "Cops for Kids with Cancer" where officers visited patients in an effort to lift their spirits during cancer treatment;
  - Annual Youth Services' "Touch-A-Truck" event at Cashman Park where children can explore public safety vehicles.

## **Awards and Grants**

- AAA American Automobile Association of Southern New England, Safety Award
- Life Matters Award from American Training
- The Stanton Foundation Grant for our canine unit
- Executive Office of Public Safety Jag Equipment Grant for Tasers
- Traffic Highway Safety Grant

## **FY2017 TRENDS**

The police department's activity saw a slight decrease in calendar year 2015, with 19,878 calls for service. The 381 persons arrested/summoned to court was one arrest/summons higher than last year.

There was an increase in motor vehicle crashes in 2015, from 361 to 373. Six streets make up two-thirds of all crashes in the City. The FY15 traffic accident data on those streets is as follows:

- Storey Ave 74
- Merrimac St. 43
- High St. 49
- Low St. 27
- Water St. 13
- State St. 21

The increase in crashes is concerning, given that our officers focus their traffic enforcement on accident-causing violations and some of the highest enforcement took place on these same roadways. Parking enforcement by police resulted in approximately \$21,795 in fines, a number which does not take into account the number of warnings that were issued.

The influx of drug overdoses and alcohol abuse that we have seen has devastating effects on not just the user, but the family and the community as a whole. Many of the petty crimes, car breaks, shoplifting and like offenses are due to desperation for quick money. Addiction does not discriminate. It has no race, age, gender, or income boundaries. Heroin use in the United States has increased 63% from 2002 to 2014. With this, the numbers of heroin overdoses and deaths have drastically risen. During this same time frame, heroin-related overdose deaths have nearly quadrupled. In Newburyport, we had two heroin-opioid related overdoses resulting in death in 2014, and two heroin-opioid related overdoses resulting in death in 2015. In Essex County, we once again saw an increase in heroin-opioid related deaths, with 165 reported deaths in 2015, which is up 19 from 2014 where we had 146 reported deaths. The Newburyport Police Department is committed to continuing to work with the regional community and local social service providers to deliver assistance to those struggling with addiction.

Criminal activity continues to evolve with technology, resulting in internet scams, identity theft, and other schemes. Policing and solving many of these crimes is difficult to keep up with, given rapidly-changing technology and the global nature of such deceptions. It has become a daily event that someone has been robbed of his/her money or 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 to prevent these crimes from happening.

In 2016, efforts will be made to work with stakeholders to improve pedestrian safety—in particular crosswalk safety—by improving design, signage, education, and enforcement. Crosswalk safety has always been a priority concern, but with increased traffic volume, more residents, and the aggressiveness of drivers, the safety of pedestrians and crosswalk violations has to be a dedicated education and enforcement focus to improve overall safety.

School safety will continue to be a priority for the department as it is nationally. We will continue to work with school leaders to improve the school safety plan. The school resource officer visits all the schools daily and is heavily involved in the school culture, creating a safe environment for the students and faculty.

## **FY2017 GOALS & OBJECTIVES**

### **GOAL 1: HIRE PERSONNEL AND MOVE TOWARD FULL STAFFING**

#### **Objectives:**

- Call for new officer candidates using the Civil Service list and select candidates by March and prepare them to attend an academy in April.
- Obtain police academy training for candidates and graduate by October.
- Enroll academy graduates in the departmental Field Training Program by October.
- Refill the reserve list by April.
- Acquire mandated training for any departmental officers elevated in rank by April.

### **GOAL 2: SCHOOL SAFETY**

#### **Objectives:**

- Work with the school administration to update their school safety plan and handbook.
- 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.
- Continue to evaluate implementation of ALICE (Alert, Lockdown, Inform, Counter, Evacuate) or similar school safety protocol.

### **GOAL 3: REPLACE AND UPGRADE EQUIPMENT**

#### **Objectives:**

- Ensure that the department has standard, current equipment and tools necessary to perform our jobs.
- Trade-in our current 3<sup>rd</sup> generation Glock handguns and upgrade to 4<sup>th</sup> generation Glock handguns.
- Replace the 8 year-old 3<sup>rd</sup> generation Glocks while they still hold a substantial trade-in value.
- Upgrade to the 4<sup>th</sup> generation Glock to better accommodate female and left-handed shooters.
- Evaluate a move from a .40 caliber duty firearm to a 9mm caliber firearm allowing for ammunition cost savings.
- Outfit motorcycle unit with appropriate communications gear with upgraded helmets and radios, replacing the helmets that are more than 15 years old and lack the safety and technology available in a newer helmet.
- Equip line cruisers with biohazard bags and a supply of Tyvek overalls, shoe coverings, respirators, gloves and eye protection.

### **GOAL 4: ADMINISTER POLICIES TO ADDRESS ADDICTION**

#### **Objectives:**

- Continue regional coalition efforts among law enforcement, social and medical service agencies to help those in need.
- Provide training for community members in the use of Narcan.
- Continue active membership in the Police Assisted Recovery Initiative (PARRI) through the administration of our own Newburyport STOMPS (Support & Treatment for Opiate Misuse and Prevention Strategies).
- Continue to work with Newburyport Youth Services and the Beacon Coalition to train and educate on addiction.



## PROGRAMS & SERVICES

Patrol	Investigations	Communications & Administration
<ul style="list-style-type: none"><li>• Emergency Response</li><li>• Accident Investigation</li><li>• Traffic Enforcement</li><li>• Juvenile Services</li><li>• School Resource Officer</li><li>• Car seat installation</li><li>• Bike patrols</li><li>• Motorcycle patrols</li><li>• RAD training</li><li>• Emergency Dive Team</li><li>• Elder Services</li><li>• Domestic Violence Team</li><li>• Firearm Permitting</li><li>• Beach Patrols</li><li>• K-9 Officer</li></ul>	<ul style="list-style-type: none"><li>• Criminal Investigation</li><li>• Internet Crime</li><li>• Background Investigations</li><li>• Special Investigations</li><li>• Business Safety Training</li><li>• Bank Protection Training</li><li>• Drug Awareness</li><li>• Crime Prevention</li><li>• Crime Scene Services</li><li>• Sexual Assault Team</li><li>• Accident Reconstruction</li><li>• Photography</li><li>• Finger Printing</li></ul>	<ul style="list-style-type: none"><li>• 9-1-1</li><li>• Emergency Communications</li><li>• Code Red Notification</li><li>• Record Keeping</li><li>• Police Accreditation</li><li>• Prisoner Monitoring</li><li>• 24 Hour Contact Point</li><li>• Walk In Service</li><li>• Taxi Permitting/Inspections</li><li>• Human Resources</li><li>• Clerical Duties</li><li>• Sewer/Sewer Callout</li><li>• Animal Control Callout</li><li>• Community Camera Monitoring</li></ul>

**POLICE DEPARMENT (01-210)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51110 POL SAL MARSHAL	127,377	131,199	162,719	132,651	132,651	135,519.23
51142 POL SAL OFFICERS	1,923,770	1,871,463	1,877,008	2,087,183	2,087,183	2,178,604.60
51144 POL SAL RESERVE OFFICERS	255	0	0	10,000	10,000	10,000.00
51150 POL SAL ADMIN ASSISTANT	48,120	55,094	57,644	58,051	58,051	61,262.97
51152 POL SAL CLERICAL	21,750	17,009	10,678	22,662	22,662	22,384.40
51156 POL SAL DISPATCH F/T	144,506	172,272	174,688	177,325	182,659	182,240.80
51164 POL SAL DISPATCH P/T	19,830	6,420	1,935	10,000	10,000	15,000.00
51166 POL SAL CUSTODIAL	21,459	29,504	29,821	29,039	29,039	29,588.36
51301 POL OFF OVERTIME	187,589	245,335	245,697	215,000	215,000	230,000.00
51302 POL DIS OVERTIME	13,051	14,870	13,267	15,000	15,000	15,000.00
51400 POL AFSCME EDUCATION STIPEND	0	3,051	2,525	2,525	2,525	2,525.00
51401 POL LONGEVITY	70,793	78,968	60,504	50,000	50,000	44,653.48
51402 POL OFF PAID HOLIDAYS	48,817	53,671	47,130	65,000	65,000	65,000.00
51403 POL DIS PAID HOLIDAYS	3,873	5,612	6,233	5,688	5,688	5,995.00
51404 POL COURT TIME	34,175	41,170	37,100	36,000	36,000	36,000.00
51405 POL PR OFF CLOTHING ALLOW	40,250	40,250	42,848	46,500	46,500	46,500.00
51406 POL EVALUATIONS	29,447	33,700	28,831	0	0	0.00
51409 POL MARSHAL'S STIPEND	3,000	3,000	3,000	3,000	3,000	3,000.00
51410 POL OFF NIGHT DIFFERENTIAL	52,394	51,169	53,643	56,955	56,955	56,955.34
51411 POL DIS NIGHT DIFFERENTIAL	1,992	2,346	2,328	2,600	2,600	2,600.00
51412 POL DISP CLOTHING REIMB	1,793	1,893	2,252	2,400	2,400	2,400.00
51413 POL ACCREDITATION ALLOWANCE	37,525	38,949	31,943	36,257	36,257	43,000.00
51509 POL INJURED-ON-DUTY	16,639	12,845	11,597	20,000	20,000	20,000.00
51510 POL RETIREMENT EXP	24,672	0	0	0	0	0.00
51513 POL SAL INN ST INITIATIVE	6,862	10,000	11,343	10,000	10,000	10,000.00
51601 POL FITNESS ALLOWANCE	2,700	4,029	3,315	4,500	4,500	4,500.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>2,882,639</b>	<b>2,923,819</b>	<b>2,918,048</b>	<b>3,098,336</b>	<b>3,103,670</b>	<b>3,222,729.18</b>

**002 - PURCHASE OF SERVICES**

52101 POL HEAT	10,725	14,389	13,043	17,000	17,000	12,000.00
52102 POL ELECTRICITY	31,767	31,653	33,299	51,530	51,530	40,000.00
52274 POL UNIFORM UPGRADE	0	11,160	0	0	0	0.00
52401 POL MAINT-BLDG	10,028	9,330	10,927	15,000	15,000	15,000.00
52402 POL MAINT-EQUIPMENT	38,254	25,892	17,880	15,000	15,000	10,000.00
52403 POL MAINT-VEHICLES	28,806	25,143	20,097	21,540	21,540	21,540.00
52701 POL COPIER SUPPLIES	3,217	4,187	4,117	0	0	0.00
53001 POL E.A.P.	0	0	0	289	289	289.00
53002 POL MEDICAL EXPENSES	1,015	2,390	4,544	5,500	5,500	4,000.00
53003 POL LICENSING ,WARR & CONTRA	41,459	42,016	54,704	49,500	49,500	54,500.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>165,270</b>	<b>166,159</b>	<b>158,612</b>	<b>175,359</b>	<b>175,359</b>	<b>157,329.00</b>

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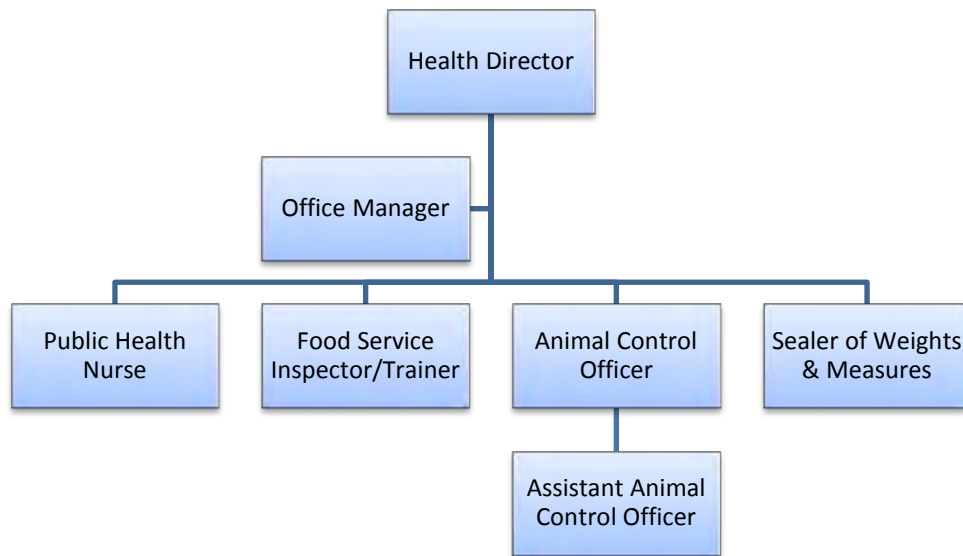
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>004 - SUPPLIES</b>						
54200 POL OFFICE SUPPLIES	8,063	7,021	19,644	10,000	10,000	12,000.00
54310 POL SUPPLIES-CRIME LAB	1,482	1,563	1,383	1,500	1,500	1,500.00
54801 POL FUEL/OIL VEHICLE(S)	70,382	60,196	51,253	77,500	77,500	67,500.00
54901 POL PRISONER MEALS	110	97	33	100	100	100.00
55001 POL MEDICAL SUPPLIES	1,441	0	327	3,000	3,000	2,000.00
55800 POL MISC SUPPLIES	5,601	3,525	7,346	7,500	7,500	7,500.00
55801 POL AMMUNITION/WEAPONS	4,847	6,892	7,761	11,500	11,500	19,500.00
<b>004 - SUPPLIES Total</b>	<b>91,925</b>	<b>79,295</b>	<b>87,747</b>	<b>111,100</b>	<b>111,100</b>	<b>110,100.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57300 POL DUES & SUBSCRIPTIONS	8,960	9,092	9,335	14,273	14,273	14,750.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>8,960</b>	<b>9,092</b>	<b>9,335</b>	<b>14,273</b>	<b>14,273</b>	<b>14,750.00</b>
<b>008 - CAPITAL OUTLAY</b>						
58214 POL MOBILE DATA TERMINALS	0	2,267	0	0	0	0.00
58501 POL CAP EXP-MIS/COMMUNICTNS	8,417	3,262	6,000	6,000	6,000	6,000.00
58502 POL PUR CRUISER(S)	38,883	58,000	61,655	45,000	72,427	45,000.00
58506 POL DEFIBRILLATORS	0	9,800	0	0	0	0.00
<b>008 - CAPITAL OUTLAY Total</b>	<b>47,300</b>	<b>73,329</b>	<b>67,655</b>	<b>51,000</b>	<b>78,427</b>	<b>51,000.00</b>
<b>Grand Total</b>	<b>3,196,095</b>	<b>3,251,694</b>	<b>3,241,398</b>	<b>3,450,068</b>	<b>3,482,829</b>	<b>3,555,908.18</b>

# HEALTH DEPARTMENT

## MISSION STATEMENT

The mission of the Health Department is to educate, promote, improve and protect the public health and wellbeing 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 Law's, 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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Health Director	1.0	1.0	1.0
Office Manager	0.8	0.8	0.8
Health Nurse	0.5	0.5	0.7
Animal Control Officer	1.0	1.0	1.0
Assistant Animal Control Officer	0.4	0.4	0.4
<b>Total Full Time-Equivalents</b>	<b>3.7</b>	<b>3.7</b>	<b>3.9</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Website development/public access</b>	% forms completed	0	0	0	50
<b>Trained staff</b>	Certifications	0	0	0	2
<b>Nuisance animal complaints</b>	Each	30	27	114	90
<b>Flu vaccine</b>	Doses	-	465	450	400
<b>Shingles vaccine</b>	Doses	0	0	40	20
<b>Hep B vaccine</b>	Individuals / Doses	0	0	0	22 / 66
<b>CPR/1<sup>st</sup> Aid Training</b>	Participants	0	0	70	100
<b>Nutrition Education Program</b>	Participants	0	0	15	30
<b>Fresh produce made available to the community (thru Nourishing the North Shore grant)</b>	Lbs.	0	0	0	1,000
<b>Educational Offerings: Opioid Abuse Prevention, Lyme Disease, Childhood vaccines</b>	Participants	0	100	100	200

## FY2016 ACCOMPLISHMENTS

- Initiated new procedures in response to dog complaints in the city for Animal Control Officer enforcement and education:
  - Introduced an extra bike patrol at the rail trail and other areas of concern.
  - Introduced a Saturday beach patrol
  - Changed ACO hours to an earlier morning start time to address early morning complaints
  - Engaged in more of an “enforcement first” policy in response to observed violations
- Continued involvement with “Nourishing the North Shore” (NNS), a volunteer-run organization which involves public health, nutrition, community supported agriculture, food delivery and public housing. NNS provides the people of Newburyport and surrounding communities with access to affordable, fresh produce. Stir the Pot (STP), is a food distribution operation that makes access to fresh foods possible for those with limited transportation options. Run by the YWCA in Newburyport, the program distributes fresh fruits and vegetables from community members' own gardens or weekly CSA (consumer-supported agriculture) contributions. The program has collected

and distributed more than 2500 lbs. of healthy food from the downtown Y location. Grants totaling \$10,500 have been awarded to support the STP program to expand the size of the produce garden by relocating it to the Emory House in West Newbury and to make needed repairs to the greenhouse.

- Initiated Hepatitis B vaccine series for DPS staff to start in the spring of 2016.
- Public Health Nurse (PHN) attained certification as a Group Leader in the *Healthy Eating for Successful Living in Older Adults Program*, offered through Elder Services of the Merrimack Valley and Harvard/ Hebrew Senior Life Healthy Living Center of Excellence. PHN taught a six-week nutrition program for seniors in the spring of 2016.
- Conducted six CPR trainings for the public and city employees.
- Conducted two ServSafe classes in 2016 at City Hall to provide convenient access for permit holders requiring certification or re-certification. Sixty food service workers partook of this training.
- Staff development: PHN completed MaPHIT (Massachusetts Public Health Inspector Training) housing training and classroom training for MaPHIT Food training; Office Manager completed classroom training for MaPHIT housing and food. The department is investing in existing staff to provide back-up for required services which we would otherwise have to contract out to a third party.
- New Public Health Director hired in November 2015.

## FY2017 TRENDS

### **Increase in reportable diseases:**

Diseases will increase due to traveling to other countries. Diseases such as TB, Ebola, Zika virus and Chikungunya virus. These are acquired through mosquito bites or contact with an infected person. Reportable diseases are investigated by the Public Health nurse and case forms must be completed and sent to the Department of Public Health.

### **Increase in school children not up-to-date with vaccinations:**

Children lacking in immunization vaccines affect the health of children at schools and recreational camps. Children who are not vaccinated or current with their vaccination are not allowed to be enrolled in a permitted recreational camp and enrollment in schools can be delayed until full vaccinations are up-to-date.

The Health Department is ready to assist the community in addressing child vaccination issues by offering education and vaccines when needed. Some children remain unvaccinated (or lack the full spectrum of vaccinations) for a variety of reasons ranging from parental beliefs, religion, fear or lack of access.

### **Opioid addiction and mortality:**

Overdoses and addiction have increased dramatically in the past few years. Efforts have materialized to include a regional approach to the problem and we are developing new policies and procedures to address this crisis. Working alongside Youth Services, the Beacon Coalition, Police and Fire departments, we are educating the public and especially our youths to deter this emerging trend. The State has recognized the alarming rates of addiction and overdoses and has made grants available to cities and towns; we will continue to seek funding from governmental and organizational sources to assist our efforts.

### **Tobacco and electronic cigarettes:**

In July of 2014, the City adopted a requirement that only persons aged 19 and over may legally purchase tobacco products. Raising the age limit for these purchases has been a recent national trend in cities and towns, as are bans on “flavored” nicotine products. We will continue to review the City’s policies and procedures in looking at actions happening in other communities, especially with regard to electronic cigarettes and vaping among underage populations.

## **FY2017 GOALS & OBJECTIVES**

**GOAL 1:** MODERNIZE AND STREAMLINE THE HEALTH DEPARTMENT ALLOWING A MORE USER FRIENDLY DEPARTMENT FOR THE STAFF AND PUBLIC ACCESS.

### **Objectives:**

- Review and update Board of Health regulations.
- Update all applications.
- Utilize webpage for online access to applications and regulations for the public.
- Utilize shared files for staff access.

**GOAL 2:** EDUCATE AND DEVELOP A CROSS TRAINED STAFF IN HEALTH DEPARTMENT DUTIES AND RESPONSIBILITIES.

### **Objectives:**

- Complete office manager’s housing inspection field training
- Have staff members attend trainings on health related topics: Housing, hoarding, substance abuse
- Introduce the Emergency Dispensing Site (EDS) plan to the staff.
  - Certify staff in ICS 100, 700 and other MEMA certifications required for the EDS plan.

**GOAL 3:** DIAGNOSE AND INVESTIGATE PUBLIC HEALTH PROBLEMS AND TO CONTINUE TO INFORM, EDUCATE AND EMPOWER RESIDENTS OF NEWBURYPORT ABOUT PUBLIC HEALTH ISSUES.

**Objectives:**

- Develop a hoarding task force.
- Participate in coalition efforts to work collaboratively to reduce high risk youth behaviors such as opioid use and addiction.
- Take full advantage of greater access to our City's senior population afforded by the new Senior Center facility to provide targeted trainings and wellness activities.
- Update webpage to include educational material, updates and advisories on health related issues i.e. Zika Virus.
- Obtain grant funding for public health issues.



## PROGRAMS & SERVICES

Food Protection Program	Community Sanitation	Environmental Health	Community Health	Animal Control	Emergency Planning
<ul style="list-style-type: none"> <li>•Annual Licensing and Permitting of Food Establishments</li> <li>•Food Recalls and News Alerts</li> <li>•Food Allergen Awareness and Training</li> <li>•Food Poisoning /Foodborne Illness Investigation &amp; Control</li> <li>•Food Protection Manager Certification Program</li> </ul>	<ul style="list-style-type: none"> <li>•Body Art Licensing and Inspections</li> <li>•Burial &amp; Cremation Permits</li> <li>•Licensing &amp; Permitting of camps</li> <li>•Correctional Facility Inspection</li> <li>•Housing Inspections</li> <li>•Indoor Ice Skating Rink Inspections</li> <li>•Swimming pool and beach inspections and testing</li> <li>•Medical waste facility inspections</li> </ul>	<ul style="list-style-type: none"> <li>•Inspection of Public Areas</li> <li>•License and Permit Surface &amp; Sanitary Disposal System</li> <li>•Soil Testing</li> <li>•Enforce State Smoke Free Law</li> <li>•License and Inspect well water supply</li> <li>•Mosquito control</li> <li>•Enforce pesticide laws</li> <li>•Water Quality</li> <li>•Oral Health</li> <li>•Air Quality and Noise Control</li> </ul>	<ul style="list-style-type: none"> <li>•Public Health Nursing and Epidemiology services</li> <li>•Communicable and Infectious Disease Control</li> <li>•TB Testing</li> <li>•Blood Pressure Screening</li> <li>•Health &amp; Wellness Fair</li> <li>•Emergency preparedness planning</li> <li>•Immunization and Vaccine Distribution</li> <li>•School Health</li> <li>•Occupational Safety and Health</li> <li>•Maternal and Child Health</li> <li>•Refugee and Immigrant Health</li> <li>•Mental Health</li> <li>•Substance Abuse Services</li> </ul>	<ul style="list-style-type: none"> <li>•Enforcement of Newburyport Leash Law</li> <li>•Enforcement of Newburyport Disposal of Animal Waste Law</li> <li>•Prevention of the Spread of Rabies</li> <li>•Animal Inspections (Stables &amp; Barn Inspection)</li> <li>•Dead Animal Removal</li> <li>•Animal Training &amp; Education</li> </ul>	<ul style="list-style-type: none"> <li>•Emergency Preparedness Planning &amp; Training</li> <li>•Regional Coalition Plan</li> <li>•Isolation and quarantine plan</li> <li>•EDS Plan &amp; Flow Plan</li> <li>•Sheltering Plan</li> <li>•Risk Communication Plan</li> <li>•Disaster Planning for Animals</li> <li>•Continuity of Operations plan</li> <li>•Medical Reserve Corp Plan</li> <li>•Pandemic Influenza Planning and Preparedness training</li> </ul>

## HEALTH DEPARTMENT (01-510)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 HLH SAL HEALTH DIR	72,114	75,399	76,530	76,530	76,530	74,746.38
51103 HLH SAL OFFICE MANAGER	46,946	47,040	43,279	43,649	43,649	43,816.70
51160 HLH SAL ENERGY/ RECYCLE COORD	55,550	0	0	0	0	0.00
51164 HLH MINUTE TAKER	1,500	1,650	1,350	1,800	1,800	1,800.00
51166 HLH PER DIEM INSPECTORS	7,049	4,600	4,235	4,600	4,600	0.00
51168 HLH COMPOST ATTEND	21,082	0	0	0	0	0.00
51169 HLH SAL WEIGHTS & MEASURERS	6,000	6,000	6,000	6,000	6,000	0.00
51404 HLH TRAVEL STIPEND	4,778	4,854	4,902	5,000	5,000	5,100.00
51405 HLH CLOTHING REIMBURSEMENT	250	250	257	250	250	600.00
51711 HLH SAL PUBLIC HEALTH NURSE	30,394	30,519	30,519	30,977	30,977	44,368.49
<b>001 - PERSONNEL SERVICES Total</b>	<b>245,662</b>	<b>170,311</b>	<b>167,072</b>	<b>168,805</b>	<b>168,805</b>	<b>170,431.57</b>
<b>002 - PURCHASE OF SERVICES</b>						
52403 HLH MAINT OF VEHICLE	250	0	0	0	0	0.00
52813 HLH CHIPPER SERVICE	15,000	0	0	0	0	0.00
52904 HLH ESSEX GREENHEAD	945	945	964	945	945	983.76
52905 HLH SOLID WASTE	1,072,456	0	36	0	0	0.00
53204 HLH HEALTH CONSULTANT	850	1,000	1,000	1,000	1,000	1,000.00
53205 HLH PER DIEM INSPECTORS	0	0	0	0	0	27,080.00
53206 HLH WEIGHTS & MEASURES INSP	0	0	0	0	0	7,000.00
53424 HLH HOUSEHOLD HAZARDOUS WA	21,800	0	0	0	0	0.00
53700 HLH TRAIN/TRVL/CONFR	1,723	2,085	1,349	2,300	2,300	2,300.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>1,113,024</b>	<b>4,030</b>	<b>3,350</b>	<b>4,245</b>	<b>4,245</b>	<b>38,363.76</b>
<b>004 - SUPPLIES</b>						
54200 HLH MISC EXPENSE	2,381	2,442	2,770	2,000	2,000	2,000.00
54201 HLH WGHTS/MEASURE EXP	0	0	270	500	500	500.00
54801 HLH FUEL/OIL VEHICLE	500	0	0	0	0	0.00
55000 HLH MEDICAL & SURGICAL SUPP	1,469	1,500	1,772	2,500	2,500	2,500.00
<b>004 - SUPPLIES Total</b>	<b>4,350</b>	<b>3,942</b>	<b>4,813</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57300 HLH DUES & MEMBERSHIPS	1,060	558	1,043	2,000	2,000	2,000.00
57400 HLH GREEN INITIATIVES	127,836	0	-7,195	0	0	0.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>128,896</b>	<b>558</b>	<b>-6,152</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000.00</b>
<b>Grand Total</b>	<b>1,491,932</b>	<b>178,841</b>	<b>169,083</b>	<b>180,050</b>	<b>180,050</b>	<b>215,795.33</b>

### **ANIMAL CONTROL (01-292)**

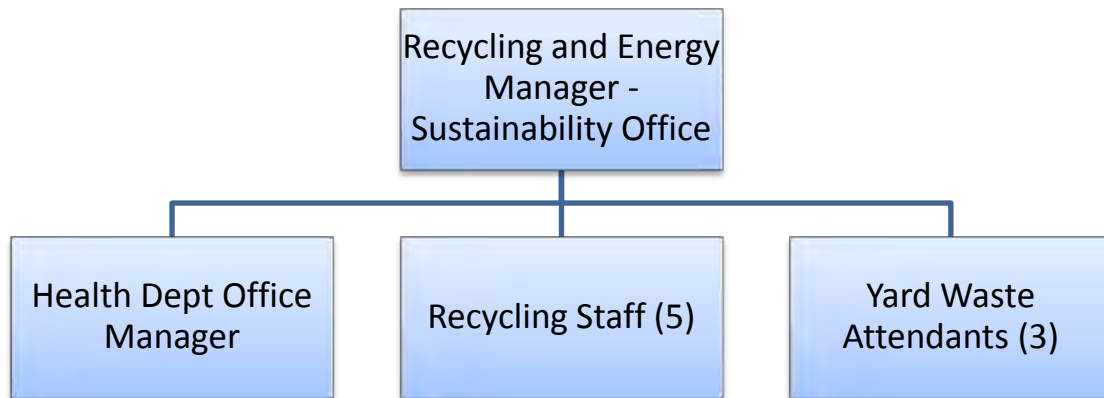
	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 ANC SAL ANIMAL CONTROL OFFCR	2,295	34,394	31,580	35,013	35,013	35,570.06
51102 ANC SAL ASSIST ACO	30,008	1,300	10,791	12,340	12,340	12,340.00
51301 ANC OVERTIME	0	0	0	0	0	500.00
51405 ANC CLOTHING ALLOWANCE	600	600	600	600	600	600.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>32,903</b>	<b>36,294</b>	<b>42,971</b>	<b>47,953</b>	<b>47,953</b>	<b>49,010.06</b>
<b>002 - PURCHASE OF SERVICES</b>						
52401 ANC BUILDING & GROUNDS	3,687	5,234	980	4,500	4,500	4,500.00
53009 ANC CARE OF ANIMALS	3,880	1,130	1,147	5,000	5,000	3,000.00
53010 ANC DEAD ANIMAL REMOVAL	225	300	57	340	340	340.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>7,792</b>	<b>6,664</b>	<b>2,184</b>	<b>9,840</b>	<b>9,840</b>	<b>7,840.00</b>
<b>004 - SUPPLIES</b>						
54801 ANC FUEL/OIL VEHICLE(S)	3,821	1,952	1,110	2,290	2,290	2,290.00
<b>004 - SUPPLIES Total</b>	<b>3,821</b>	<b>1,952</b>	<b>1,110</b>	<b>2,290</b>	<b>2,290</b>	<b>2,290.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57300 ANC DUES/LIS/SUBSCRIP	0	200	300	300	300	300.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300.00</b>
<b>Grand Total</b>	<b>44,515</b>	<b>45,111</b>	<b>46,565</b>	<b>60,383</b>	<b>60,383</b>	<b>59,440.06</b>

# 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 conduct business in the City of Newburyport.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
<b>Sustainability Manager</b>	1.0	1.0	1.0
<b>Office Manager</b>	0.2	0.2	0.2
<b>Recycling Assistant (funded through Solid Waste)</b>	0.4	0.4	0.4
<b>Electronic Waste Associates (funded through Solid Waste)</b>	0.5	0.5	0.5
<b>Yard Waste Attendants</b>	0.4	0.4	0.4
<b>Total Full Time-Equivalents</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Recycling Tonnage</b>	Tons	2,922	2,948	2,603	2,500
<b>Solid Waste (SW) Tonnage</b>	Tons	5,125	5,359	5,235	5,300
<b>Street Light LED Upgrade</b>	Percentage	0	0	0	2%
<b>South End Organics Pilot</b>	Tons	0	0	0	15
<b>Household Hazardous Waste Disposal</b>	Gallons	2,815	3,055	3,114	3,200
<b>Municipal Building Energy Supply (per kWh)</b>	Price	.078	.078	.078	.092

## FY2016 ACCOMPLISHMENTS

- Approved by the Departments of Energy Resources and Public Utilities to bring a residential electricity aggregation program to city residents and businesses and will begin to seek supply pricing during 2016.
- Completed our *Clean Energy Roadmap* in January 2015. The Roadmap included strategies to increase the use of renewable energy generation to reach Newburyport's goal to become a zero net energy community by 2050.
- Developed a list of criteria for evaluation of potential solar canopy sites and identified 18 potentially viable sites with grant funds from the Mass Clean Energy Center. Responses were received for some of the sites and the information was provided to the property owners. There were two viable public sites in the RFI but the city did not pursue due to legislative uncertainty regarding net metering capability and federal solar investment tax credits.
- Completed the National Grid Community Energy Efficiency program with 368 assessments, 159 insulation upgrades, 169 air sealed homes completed and additional weatherization and efficiency measures taken, resulting in 10,588 MMBTU's saved equivalent to 767 tons of solid waste sent to landfills.
- Received our third Green Communities grant in the amount of \$195,892 for energy efficiency upgrade work at Newburyport High School and the Greenleaf Fire Station.
- Completed Green Communities Annual Report for the Department of Energy Resources and reported that total municipal energy usage in all city buildings has decreased 1% since baseline year 2009. This percentage factors in the Nock/Molin School renovations and new Bresnahan School usage.
- Completed municipal building energy supply contract with Constellation Energy to ensure ongoing savings (current contract is for \$.929 per kwh vs NGrid winter rate of \$.126 per kwh for standard offer).

- Continued to realize solid waste tonnage decrease, from 5,359 tons in CY2014 to 5,235 tons in CY2015, down significantly from our 2009 benchmark year of 7,500 tons.
- Implemented the thin film plastic bag reduction plan throughout the city during the spring of 2015.
- Recycled 335 mattresses and disposed of 187 mattresses through our mattress recycling program. Mattress disposal income was \$2,805; there are no fees collected by the city for recycled mattresses.
- Sold 1,604 bulk stickers with an income of \$8,020. Note that 1,649 bulk permits were sold in 2014.
- Expanded the household hazardous waste program to include 2 Newburyport events and 5 regional open events. These events provided proper disposal of household hazardous waste material including: 3,114 gallons of chemicals, 141 tires, 600 gal of oil recycled, 244 pounds of alkaline batteries, 55 gallons of cooking oil, 20 gallons of button cell batteries and elemental mercury and 100 gallons of anti-freeze.
- Began a two-year organics waste diversion pilot in the South End in September 2015, to determine if a city-wide program would be viable. Four hundred households signed up for participation. Collection averaged 3,000 pounds per week or 7.5 pounds per household per week.
- Decreased recycling tonnage from 2,948 in 2014 to 2,603.
- Expanded recycling drop off hours at the Crow Lane Recycling Center in response to resident requests.
- Increased drop-off recycling and household hazardous waste in all material areas over the year:
  - Scrap metal 30.48 tons
  - Textiles 44.7 tons
  - Electronics 9.9 tons
  - Monitors and TVs 23.8 tons
  - Rechargeable batteries 195 lbs
  - Styrofoam 160 cubic yards
  - > 7171 linear mercury lamps
- Coordinated the collection of 660 tons of yard waste material and 360 tons of brush at the yard waste facility.

## FY2017 TRENDS

In the energy sector, price stability and budgeting continues to be a burden for many communities, and Newburyport is looking at ways to reduce fluctuations for both municipal facilities and residents including aggregating energy supply for price stability. Alongside the downturn in the oil sector, the recycling market has been severely affected. Our solid waste and recycling contracts were tied to market pricing determined in 2009 and now are being reviewed and potentially renegotiated.

With the recent passage of a state wide ban on commercial and institutional organic waste, Newburyport is conducting a pilot in one section of the city to determine the economics and logistics of city wide organics collection.

Technological advances in both the energy sector and information technology sectors are giving rise to new energy and time saving devices, many of which the city can take advantage. With our Green Community status, we will be applying for funds for LED upgrades to our street lights. For recycling, we are looking at online and mobile technology applications for collection information and education.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** MUNICIPAL AGGREGATION FOR RESIDENTIAL AND COMMERCIAL ELECTRICITY SUPPLY

#### **Objectives:**

- Continue the process for a potential electricity aggregation program for Newburyport commercial and residential users.
- Select date, supply type and term for receipt of price and terms from competitive suppliers.
- Selection of competitive supply if so desired by the city.
- Notification of enrollment for eligible consumers.
- Begin opt-out period.
- Transfer of participating consumers to competitive supply.

### **GOAL 2:** RECYCLING MARKET, ORGANICS AND CURRENT DISPOSAL AND RECYCLING CONTRACT

#### **Objectives:**

- Analyze market conditions of the recycling market which has decreased alongside the oil market to determine best approach to future handling of recycling material.
- Consider city wide recycling ordinance.
- Begin analysis of Solid Waste and Recycling contract and/or extension with current vendor.
- If necessary, develop RFP for contract award to simultaneously address pick up schedules and potential for city wide organics disposal.

### **GOAL 3: STREET LIGHT UPGRADE**

#### **Objectives:**

- With newly-owned city street lights, begin analysis of upgrading all lights to LED for additional savings through lower energy costs.
- Apply for Newburyport's 4<sup>th</sup> grant under the Green Communities program to help fund the street light upgrade.
- Develop RFP for street light upgrade to include LED lighting and labor and install costs.

### **GOAL 4: RESTART BENCHMARK FOR MUNICIPAL ENERGY USAGE**

#### **Objectives:**

- With the addition of the new Bresnahan School, DPS building and Senior Community Center, beginning January 2016, we established 2016 as the benchmark year to track energy usage in all municipal buildings. All data will be uploaded into Mass Energy Insight to begin tracking data.
- A new energy usage reduction goal of 20% will be set once the senior community center reaches its first year anniversary and all data has been uploaded.



## PROGRAMS & SERVICES

Solid Waste	Recycling	Yard Waste	Energy	Green Community Status
<ul style="list-style-type: none"> <li>•Solid waste collection and transportation</li> <li>•Municipal regulations for solid waste disposal, placement, and containerization</li> <li>• Litter in public places</li> <li>•Disposal and recycling contracts</li> <li>•Enforcement/education oversight</li> <li>•Hazardous waste collection, oversight and compliance</li> <li>•State banned items</li> <li>•Plastic bag ban compliance and enforcement</li> <li>•Bulk sticker sales</li> <li>•DEP reporting</li> <li>•Municipal budget administration and annual reporting</li> </ul>	<ul style="list-style-type: none"> <li>•Administration of recycling contracts</li> <li>•Enforcement/education oversight</li> <li>•Annual education brochure and calendar</li> <li>•Compliance by all city departments, residents and others utilizing the municipal contract</li> <li>•Collection eligibility and schedule</li> <li>•Reporting to the Board of Health</li> <li>•School Green Teams</li> <li>•School recycling compliance</li> <li>•DEP reporting</li> <li>•Crow Lane Recycling Center</li> <li>•Collection of public recycling</li> <li>•Northeast Recycling Committee</li> </ul>	<ul style="list-style-type: none"> <li>•Yard Waste Facility oversight</li> <li>•Annual usage sticker sales</li> <li>•Yard waste material management</li> <li>•DEP compliance</li> <li>•Yard waste staff</li> <li>•Material management</li> <li>•Education Center</li> <li>•Annual yard waste brochure</li> <li>•Curbside leaf and Christmas tree removal</li> <li>•Enforcement/education of state bans and requirements</li> </ul>	<ul style="list-style-type: none"> <li>•Municipal supply procurement</li> <li>•Energy Advisory Committee</li> <li>•Salisbury solar farm net metering contract</li> <li>•Nock Molin solar array</li> <li>•Street lights</li> <li>•Residential electricity aggregation</li> <li>•Energy and STEM Education</li> <li>•Clean Energy Roadmap and Master Plan</li> <li>•Energy efficiency programs</li> <li>•Renewable energy programs</li> <li>•MVPC and MMA Committees</li> <li>•Resiliency Committee</li> </ul>	<ul style="list-style-type: none"> <li>•Annual reporting</li> <li>•Mass Energy Insight</li> <li>•Grant application</li> <li>•Grant management</li> <li>•Grant project management</li> <li>•DOER regional energy committee</li> <li>•Energy usage benchmarking and reduction plan</li> <li>•Vehicle type and fuel usage reporting</li> <li>•Stretch Code reporting</li> </ul>

## SUSTAINABILITY (01-519)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51103 SUS SAL OFFICE MANAGER	0	0	6,892	7,275	7,275	7,302.77
51160 SUS SAL RECYCLE/ENERGY MGR	0	59,661	65,250	38,652	62,302	55,162.88
51166 SUS RECYC PER DIEM INSPECTOR	0	2,300	86	2,300	2,300	2,300.00
51168 SUS COMPOST ATTEND	0	18,860	20,747	25,000	25,000	25,000.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>0</b>	<b>80,821</b>	<b>92,974</b>	<b>73,226</b>	<b>96,876</b>	<b>89,765.65</b>
<b>002 - PURCHASE OF SERVICES</b>						
52403 SUS MAINT OF VEHICLE	0	0	405	350	350	350.00
52813 SUS CHIPPER SERVICE	0	21,451	16,484	0	17,000	0.00
52905 SUS SOLID WASTE	0	1,010,272	1,031,722	1,116,149	1,116,149	1,125,000.00
53424 SUS HOUSE HAZARDOUS WASTE	0	20,050	46,290	0	35,000	0.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>0</b>	<b>1,051,773</b>	<b>1,094,900</b>	<b>1,116,499</b>	<b>1,168,499</b>	<b>1,125,350.00</b>
<b>004 - SUPPLIES</b>						
54200 SUS MISC EXPENSE	0	436	655	500	500	500.00
54801 SUS FUEL/OIL VEHICLE	0	499	345	400	400	400.00
<b>004 - SUPPLIES Total</b>	<b>0</b>	<b>935</b>	<b>1,000</b>	<b>900</b>	<b>900</b>	<b>900.00</b>
<b>Grand Total</b>	<b>0</b>	<b>1,133,529</b>	<b>1,188,874</b>	<b>1,190,625</b>	<b>1,266,275</b>	<b>1,216,015.65</b>

## **Section 6:**

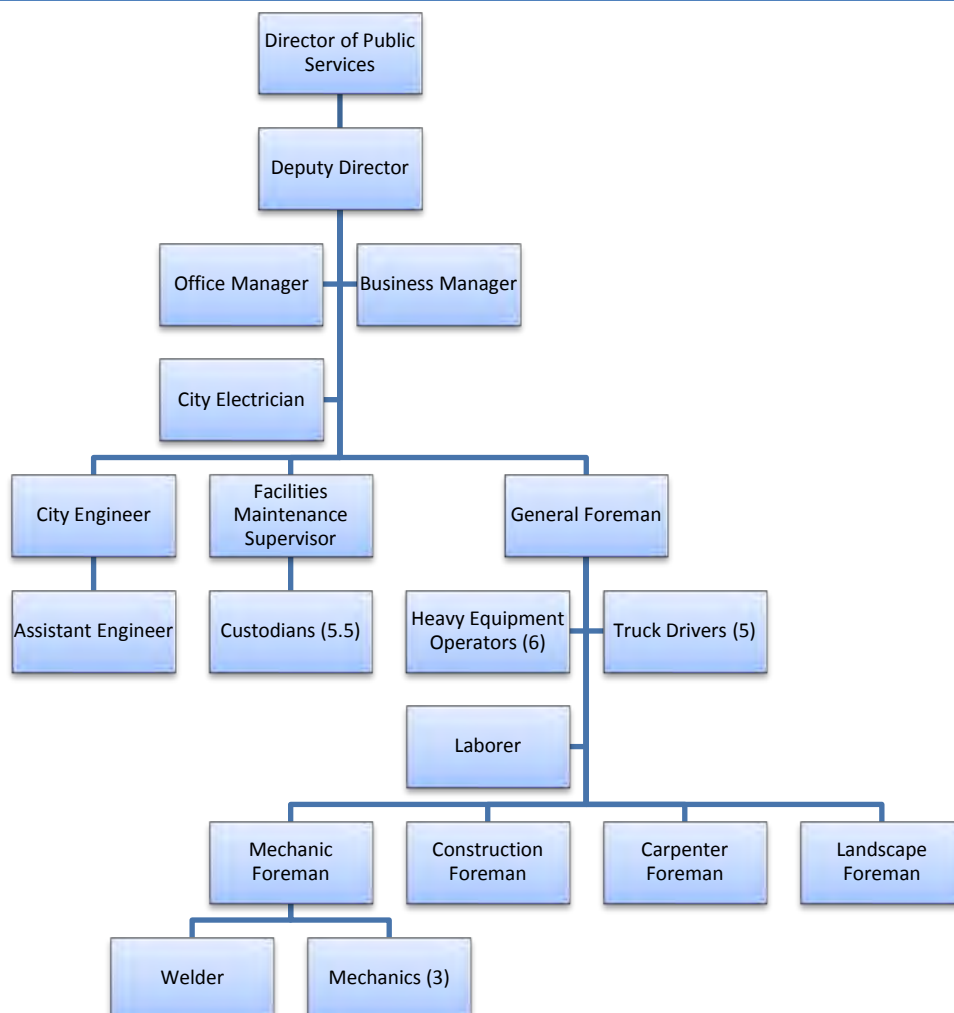
# **Public Services**

# DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION

## 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 in a safe, cost effective and environmentally sensitive manner for the short and long term benefit of the city and the environment. The Highway Division also maintains, manages and oversees public facilities under the direction of our Facilities Manager and City Electrician. Our Engineering team provides technical assistance, such as, detailed design of roadway and sidewalk layouts, grading and drainage, hydrology and hydraulic analysis, review of proposed developments and infrastructure improvement projects, construction oversight and inspections, and compliance oversight of federal, state and local storm water permits.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Public Services Director	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
Business Manager	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Assistant City Engineer	0.33	0.33	0.33
Electrician	1.0	1.0	1.0
Dispatch Foreman	1.0	1.0	1.0
Grounds Maintenance Foreman	0	1.0	1.0
Heavy Equipment Operator	6.0	6.0	6.0
Truck Driver	5.0	5.0	5.0
General Foreman	1.0	1.0	1.0
Senior Construction Foreman	1.0	1.0	1.0
Mechanic Foreman	1.0	1.0	1.0
Carpenter Foreman	1.0	1.0	1.0
Mechanic	3.0	3.0	3.0
Welder	1.0	1.0	1.0
Special Heavy Equipment Operator- Tree	1.0	1.0	1.0
Facilities Maintenance Supervisor	1.0	1.0	1.0
Custodian 1	2.5	4.0	5.5
Laborer	0	0	1.0
<b>Total Full Time-Equivalents</b>	<b>27.1</b>	<b>29.6</b>	<b>32.1</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
Number of crosswalks painted or repainted (360 total citywide)	# Crosswalks	(a)	(a)	(a)	200
Roadway crack-sealant applied	Gallons	0	0	0	6,050
High hazard trees removed	#	23	45	32	40
Trees pruned	#	130	174	145	90
Sidewalks installed, replaced or upgraded	LF	3,000	780	4,585	5,904
Catch basins rebuilt	#	42	71	23	45
Roadways repaved	LF	4,115	2,240	8,211	6,822

## FY2016 ACCOMPLISHMENTS

- Roadway Construction and Maintenance - Roadway Crack-Sealing of many streets in the Turkey Hill area and paved Beacon Avenue, Charter Street, Eppa Way, Jackson Street, Malcolm Hoyt Road, Pond Street, and Temple Street. Also conducted citywide inspection of all publicly owned roadways and from this data, developed roadway condition database.
- Sidewalk Construction – Reconstructed sidewalks on Carter Street at High Street, Dove Street, North Atkinson Street at school entrance, Munroe Street, New Bresnahan School Driveway, Pond Street, Temple Street and smaller miscellaneous spot repairs city wide. Also, prepared the cities first specifications for citywide sidewalk construction.
- Tree Planning and Care - Worked with Tree Commission to plant 43 trees city wide and prepare official Tree Regulations and guide to Tree Protection.
- Engineering Division - Performed project management on the Inn Street Project with Planning Department assistance and designed the relocation of a 54” brick drainage culvert at Brown’s Wharf, prepared detailed construction drawings, and provided construction oversight. Also attended Climate Change Adaptation and Resiliency Plan Task Force group meetings and workshops; and review plans and environmental studies.
- Drainage system retrofits performed by Engineering Team as well as attended multiple task force group meetings and workshops for both an EPA and National Wildlife Federation grant projects; and provided technical advice and helped prepare vulnerability assessments and risk analysis for areas within the City that will likely be impacted by sea level rise and climate change.
- DPS Main Facility – Replaced vehicle fuel pumps, Installed security camera with recording software for DPS yard protection and converted all facility lighting to LED.
- City Hall Improvements – Upgraded unisex public restroom on first floor.
- Street Lighting – Install new street lighting in the NRA West and East Parking Lots.
- Molin/Nock Middle School Playground – Performed all site preparation for new playground behind school.
- Pavement Markings – Conducted citywide inspection of all pavement markings within the city and from this data, developed a database and GIS map.
- Landscaping Foreman – Hired a Landscape Foreman to oversee the landscaping of city owned property under the jurisdiction of DPS.
- Downtown Area – Restructured weekend Highway Crew staff to conduct trash removal twice a day instead of once a day during warmer months.
- Snow and Ice – Prepared for City Council a yearly Snow and Ice Plan.

## FY2017 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. Our current Chapter 90 funding is \$516,000 a year and includes both roadway and highway construction. The trend City-wide is that the standard rate of roadway deterioration continues to outpace the Chapter 90 funding that the City receives. Recently, the public is offering more input into the design and construction of our roadways and this will continue. Community meetings and/or flyers regarding this work is becoming standard practice so we can receive feedback regarding the needs of all users on the roadway. Future roadwork priorities are decided by many factors, which include using a pavement management system and combination of other factors including utility conditions, timeframe for utility replacement, sidewalk conditions, curbing condition, drainage problems, large scaled area development or reconstruction, and funding.

The Highway Division is also responsible for sidewalk installation, repair and replacement. Current funding is through the Chapter 90 program, DPS Highway budget and additional funds through 50% of meal tax receipts. Sidewalk replacement is determined similarly to roadwork and in conjunction with road repair. Sidewalk replacement / repair is one of most requested services that will continue for many years to come.

The Highway Division is also responsible for all the electrical needs within the City. These include all public facilities, properties and infrastructure that require electrical maintenance and improvements. The City Electrician maintains over 1,850 street lights throughout the City and will continue to respond to any outage problems in a timely manner.

The Facilities Department is also under the oversight of the Highway Division. This small group of employees clean and maintain most city-owned buildings. The new Senior Community Center was added to their responsibilities this past fall and requires state-of-the-art technologies to clean and maintain. The dedication to maintain this facility to the standards expected by the new users will be achieved on a daily basis.

The Engineering Department will continue to provide technical assistance, design, and construction oversight, which includes drainage improvements, roadway and sidewalk layouts, grading and drainage, hydrology and hydraulic analysis, traffic management, and drainage system retrofits. The engineering team will also continue to facilitate and participate in climate change adaptation and resiliency workshops and help draft the City's first resiliency plan this year.

The NPDES MS4 Storm-Water program continues to add more requirements on the City-wide drainage system. This requires an increased effort by the Highway Division and Engineering to repair, maintain, monitor, map, test and improve the storm water collection system. New and future requirements, mandated under the NPDES permit, will require more direct involvement of both Engineering and Highway staff to keep the City in compliance and additional manpower resources will be needed in order to meet the permit requirements. The City is already working on a multi-year plan to systematically clean and inspect all catch basins.

The Highway Division 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.

## **FY2017 GOALS & OBJECTIVES**

### **GOAL 1: IMPLEMENT A PROACTIVE PROCESS TO ENSURE PREVENTATIVE MAINTENANCE IN ALL CITY FACILITIES.**

#### **Objectives:**

- Create a standard bi-annual inspection spreadsheet of roofs, HVAC, drainage, and electrical issues.
- Develop a log to track all preventative maintenance performed to all City Facilities for which DPS is responsible.
- Incorporate all information obtained from the above objectives into CMMS system when it goes online.

### **GOAL 2: FULL IMPLEMENTATION OF CMMS SYSTEM TO IMPROVE EFFICIENCY AND MANAGEMENT OF ASSETS**

#### **Objectives:**

- Continue to 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 QAAC of process and data.

### **GOAL 3: PLANT 40 NEW STREET TREES CITY SIDE**

#### **Objectives:**

- Collaborate with Tree Commission to plant new street trees.
- Assist with the oversight of tree planting contractor.

### **GOAL 4: INSPECT ALL 360 CROSSWALKS AND PREPARE A SCHEDULE FOR THE REPAINTING OF ANY FADED CROSSWALKS**

#### **Objectives:**

- Conduct yearly inspection of all crosswalks.
- From data gathered from the yearly inventory, prepare schedule to repaint at least 75% of all faded crosswalks.



## PROGRAMS & SERVICES

Streets & Sidewalks	Cemeteries, Parks & Trees	General Maintenance	Facilities Management	Engineering
<ul style="list-style-type: none"> <li>• Maintain 79 miles of streets and sidewalks</li> <li>• Yearly street paving and crack sealing</li> <li>• Street line painting</li> <li>• Street sweeping</li> <li>• Snow and ice removal</li> <li>• Respond during storm events</li> <li>• Maintain city wide drainage infrastructure including yearly catch basin cleaning to meet state requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain 740 acres for Park, Cemetery, and School properties</li> <li>• Preparation for Burials for two cemeteries</li> <li>• Landscaping of all City-owned property</li> <li>• Advise and assist City Tree Commission regarding grants and funding</li> </ul>	<ul style="list-style-type: none"> <li>• Tree maintenance, trimming and removals</li> <li>• Maintain city wide drainage infrastructure including yearly catch basin cleaning to meet state regulations</li> <li>• Clean Plum Island beach</li> <li>• Trash receptacle pick up city wide</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain City Hall and other City facilities</li> <li>• Custodial Services for City Hall, Library, Emma Andrews, Youth Services, Senior Community Center</li> <li>• Maintain downtown lighting</li> <li>• Electrical maintenance for city facilities and traffic lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Assistance to resolve problems and provide solutions</li> <li>• Design roadway and sidewalk layouts, grading and drainage, and intersections.</li> <li>• Perform hydrologic and hydraulic analysis</li> <li>• Review of roadway, sidewalk and bike path designs</li> <li>• Construction Oversight</li> </ul>

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

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 DPS SAL DIRECTOR	33,667	35,200	35,866	36,443	36,443	37,314.67
51102 DPS SAL DEPUTY DIRECTOR	27,021	28,235	29,201	30,369	30,976	31,717.20
51103 DPS SAL BUSINESS MANAGER	0	0	21,315	23,326	23,326	23,884.47
51107 DPS SAL ELECTRICIAN	0	35,000	35,000	35,000	35,000	39,409.47
51117 DPS SAL ASST ENGINEER	0	0	12,892	19,452	19,840	20,314.74
51119 DPS SAL CITY ENGINEER	26,933	28,160	28,582	28,582	29,494	30,199.47
51131 HWY SAL OFFICE MANAGER	0	0	0	0	0	59,418.48
51150 HWY SAL FACILITIES MAINT	0	116,509	136,308	205,342	205,342	294,781.60
51158 HWY SAL LABOR	846,603	840,715	849,696	992,116	1,016,312	967,844.50
51166 HWY PART TIME EMPLOYEES	4,170	5,828	5,515	6,000	6,000	6,000.00
51190 HWY SAL SUMMER EMPLOYEES	11,840	7,840	8,030	14,400	14,400	17,280.00
51301 HWY OVERTIME	68,224	66,175	79,686	94,127	94,127	117,148.00
51401 HWY LONGEVITY	14,847	12,495	9,962	8,966	8,966	11,310.29
51402 HWY LICENSE STIPENDS	0	0	0	0	0	6,500.00
51405 HWY CLOTHING REIMBURSEMENT	12,199	15,265	15,643	16,350	16,350	20,450.00
51416 HWY TOOL REIMBURSEMENT	3,000	3,461	3,471	3,500	3,500	3,500.00
51420 HWY EDUCATION CREDITS	0	0	0	0	0	1,125.00
51901 HWY RETIREMENT BUYBACK	0	12,750	0	0	0	0.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>1,048,504</b>	<b>1,207,634</b>	<b>1,271,167</b>	<b>1,513,974</b>	<b>1,540,077</b>	<b>1,688,197.89</b>

<b>002 - PURCHASE OF SERVICES</b>						
52101 HWY HEAT	6,761	11,670	10,479	12,600	12,600	9,600.00
52102 HWY ELECTRICITY	59,010	51,521	56,803	59,000	59,000	59,000.00
52103 HWY STREET LIGHTS	217,275	237,953	178,725	125,000	125,000	125,000.00
52401 HWY MAINT-BUILDING	31,421	29,420	26,983	32,200	32,200	32,200.00
52402 HWY MAINT-CITY HALL	0	31,904	14,835	14,000	14,000	14,000.00
52403 HWY MAINT-VEHICLES	78,593	85,249	84,715	92,400	92,400	95,300.00
52404 HWY MAINT-TREE	6,229	18,985	15,224	34,500	34,500	54,500.00
52405 HWY MAINT-MANAGEMENT SYSTEMS	0	0	2,327	5,167	5,167	5,167.00
52409 HWY MAINT-DOWNTOWN	9,758	6,000	5,914	0	0	0.00
52410 HWY MAINT-CITY-WIDE	44,107	17,251	6,056	19,000	19,000	19,000.00
52411 HWY GROUNDS MAINT	4,034	12,886	4,085	0	0	0.00
52413 HWY LINE PAINTING	5,616	7,999	6,901	10,500	10,500	30,500.00
52414 HWY MINOR ROADWAY REPAIRS	0	50,000	0	0	0	0.00
52415 HWY MAINT-SR COMM CENTER	0	0	0	6,500	6,500	6,500.00
53002 HWY MEDICAL/DRUG TESTING	1,711	1,596	3,268	4,500	4,500	4,820.00
53700 HWY TRAIN/TRVL/CONFR	3,353	4,729	5,305	10,800	10,800	10,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>467,867</b>	<b>567,163</b>	<b>421,619</b>	<b>426,167</b>	<b>426,167</b>	<b>465,587.00</b>

(Continued from Previous Page)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 PROPOSED
<b>004 - SUPPLIES</b>						
52411 HWY ELECTRICAL SUPPLIES	0	23,692	27,331	25,000	25,000	35,000.00
54301 HWY FACILITIES MAINT SUPPLIE	0	7,360	9,951	14,000	14,000	16,000.00
54311 HWY PURCH ROAD MATERIAL	50,771	63,204	62,876	63,400	63,400	72,390.00
54312 HWY STREET SIGNS	12,661	14,857	14,799	20,000	20,000	20,000.00
54313 HWY SUPPLIES	7,765	8,989	13,863	15,600	15,600	15,600.00
54314 HWY RADIOS 2-WAY (10)	2,483	4,000	3,905	4,000	4,000	4,000.00
54315 DPS TREE CUTTING EQUIP	3,722	0	0	0	0	0.00
54801 HWY PURCH FUEL/OIL	246,588	259,165	239,860	89,875	179,875	89,875.00
55800 HWY MISC SUPPLIES	4,965	4,423	0	0	0	0.00
<b>004 - SUPPLIES Total</b>	<b>328,956</b>	<b>385,689</b>	<b>372,586</b>	<b>231,875</b>	<b>321,875</b>	<b>252,865.00</b>
<b>008 - CAPITAL OUTLAY</b>						
58459 HWY FUEL/OIL PUMP	0	11,164	0	0	0	0.00
58461 HWY LEAF/DEBRIS LOADER	0	6,639	0	0	0	0.00
58462 HWY STREET SWEEPER	0	67,000	61,222	0	0	0.00
58901 HWY SIDEWALKS	389,521	135,000	244,915	249,616	249,616	280,740.00
58921 DPS DUMP TRUCK	70,000	0	0	0	0	0.00
58922 DPS PICKUP TRUCK	36,227	0	0	0	0	0.00
58923 DPS HIGHLAND CEMETERY FENCE	12,000	13,205	0	0	0	0.00
58924 DPS HYDRAULIC SALT SPREADER	13,500	0	0	0	0	0.00
58930 HWY LAWN EQUIPMENT	0	16,999	0	0	0	0.00
58940 DPS TRACKLESS TRACTOR BLADE	20,000	0	0	0	0	0.00
<b>008 - CAPITAL OUTLAY Total</b>	<b>541,249</b>	<b>250,007</b>	<b>306,137</b>	<b>249,616</b>	<b>249,616</b>	<b>280,740.00</b>
<b>Grand Total</b>	<b>2,386,575</b>	<b>2,410,494</b>	<b>2,371,508</b>	<b>2,421,632</b>	<b>2,537,735</b>	<b>2,687,389.89</b>

**SNOW & ICE (01-423)**

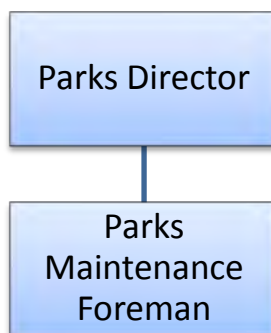
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51301 SNW SNOW & ICE LABOR	98,835	119,133	173,007	95,000	95,000	100,000.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>98,835</b>	<b>119,133</b>	<b>173,007</b>	<b>95,000</b>	<b>95,000</b>	<b>100,000.00</b>
<b>002 - PURCHASE OF SERVICES</b>						
52901 SNW SNOW & ICE EXPENSE	224,124	299,109	712,489	95,000	95,000	100,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>224,124</b>	<b>299,109</b>	<b>712,489</b>	<b>95,000</b>	<b>95,000</b>	<b>100,000.00</b>
<b>Grand Total</b>	<b>322,959</b>	<b>418,241</b>	<b>885,496</b>	<b>190,000</b>	<b>190,000</b>	<b>200,000.00</b>

# PARKS DEPARTMENT

## 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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Parks Director	1.0	1.0	1.0
<b>Total Full Time-Equivalents</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
Number of volunteer hours/savings to city	Hours/\$	230/ \$5,980	1,454/ \$37,811	1,085/ \$28,235	1,759/ \$42,081
Inmate service crews used/savings to city	Hours/\$	1,680/ \$43,680	1,680/ \$43,680	1,680/ \$43,680	504/ \$13,104*
Public-private partnership savings to city in park/field maintenance costs	\$	\$69,155	\$74,530	\$62,655	\$83,825
Donations received of equipment, supplies, materials	\$	\$154	\$101	\$2,411	\$8,465
Developed park acreage under Parks Commission jurisdiction	Acres	108.31	108.31	111.46	111.46
Residents surveyed who believe our parks, playgrounds & walking trails serve them moderately or very well	%	74.85	•	•	80
% of surveyed residents who believe parks under Parks Commission care are good or excellent	%	59.11	•	73	80
Total operating revenue	\$	\$110,758	\$126,875	\$167,866	\$167,866
Cost of pet waste disposal per ton	\$	•	•	\$2,584	\$2,584
Acres mowed	Acres/week	24.92	24.92	24.62	39.64
Response time to safety issues	Days	30	30	30	0.125
Response time to general repairs	Days	30+	30+	30+	1-7
Number of Bench Sponsorships	#	3	2	7	16
Permits issued	#	83	82	85	91
Number of park/field improvement projects	Project	5	1	5	11
Parks Conservancy donations rec'd	\$	\$29,456	\$42,713	\$62,218	\$64,061
Grants/sponsorships awarded	\$	\$111,393	\$205,991	\$1,775,824 <sub>1</sub>	\$482,413

\* Decrease due to reported staffing issues at Essex County Sheriff's Department

• No data available

<sup>1</sup> - Includes 1.5 million CPA funding for NHS turf field

## FY2016 ACCOMPLISHMENTS

- Completed three major athletic field construction projects:
  - James T. Shehlin Field at NHS World War Memorial Stadium
  - Eaton Baseball Field at Nock-Molin School
  - New full-size soccer field at NYSA Fields at Cherry Hill
- Began Phase I construction of Bradley Fuller Athletic Field facility renovation project
- Completed Atwood Park Improvement Project at \$30,000 under budget
- Renovated Joppa Park lawn at 50% lower cost than projected; project included 100% donated irrigation system
- Installed new benches on Inn Street in fountain area funded completely by donations
- Hired maintenance contractor v. individual parks project contractors resulting in:
  - Reduced mowing labor cost by 78.5% since FY15
  - Reduced snow and ice management costs by 82.5% since FY15
  - Decreased response time to safety issues by 99.5%
  - Decreased response time to general repairs by 76.7%
  - Increased acreage mowed by 61%
- Arranged for more than 1,700 volunteer hours for a total savings to the city of \$42,081, a 49% increase over FY15
- Oversaw 504 hours donated by the Essex County Sheriff's Department resulting in a savings to the city of \$13,104
- Increased sponsorships and donations
  - Our public-private partnerships with Newburyport Youth Soccer Association, Pioneer League, and the Landscape Partnership agreement with Hennessey Landscape Services, Inc. saved the city \$83,825, a 33.79% increase over FY15
  - Increased bench sponsorship donations by 128.6% over FY15
  - Received \$64,061 in Parks Conservancy donations
- Secured \$482,413 in grant funding
- Expanded Facebook and web presence
- Established playground safety policy
- Issued semi-annual parks inspection report

## FY2017 TRENDS

1. A recent research report released by the National Recreation and Park Association (NRPA) reveals that **"Americans are passionate about their local parks"** and have remained so since a similar study 25 years ago. 80% of Americans say they personally benefit and 92% agree their communities benefit from local parks. Four in five Americans concur that local parks are well worth the tax dollars spent on them with more than 2 in 5 Americans support increasing typical park spending above the current \$70 per resident median (Newburyport spent \$9.50 per resident in

FY2016). These findings are reflected in the average increase of 190% in volunteerism in Newburyport parks over the past few years, the steady donations received by the Newburyport Parks Conservancy (averaging \$45,300 per year since founding) and the successful voting in of a 1.7 million dollar debt exclusion last year to fund athletic field projects.

In this climate of enthusiasm we will grow volunteerism and giving. Fiscal year 2017 will find us increasing awareness of the Newburyport Parks Conservancy, a non-profit which allows the donor to direct how their gift is used. We will focus on formalizing our volunteer programs and provide additional opportunities to residents to contribute their time and talents. We will continue to encourage a love of our parks assets by offering events and programs and by encouraging the community to use our parks for their events. The Newburyport Parks will continue to play a leadership role in connecting people to nature, working with other city agencies and groups including Youth Services, Council on Aging, and Newburyport Adult Education. The City continues to seek ways to work with satellite commissions to streamline parks management and simplify processes for the public in support of a communal enthusiasm for our parks.

2. A recent study shows that in 2013, all together the operations and capital spending of the nation's local and regional public park systems created \$139.6 billion in economic activity, added \$68 billion in GDP and nearly 1 million jobs with payrolls totaling \$43.8 billion. It is clear that **parks have significant positive economic impacts**. Closer to home, local and regional parks in Massachusetts created \$1,096,322,748 in economic activity and supported 8,149 jobs in the state the same year.

To optimize the ability of our local park assets to contribute to the economy, we will continue to strive for a high level of park maintenance by contracting full-time caretaking personnel and adding seasonal staff. Parks and field improvement projects such as the construction of James T. Stehlin Field at Newburyport High School World War Memorial Stadium, beautification at Joppa Park, a comprehensive tree management plan, and renovation of Garrison Gardens at Atwood Park, will continue to increase the value of our open space assets while contributing directly to the economy. We will work closely with the schools to optimize revenues for use of its improved facilities and ensure a high level of maintenance. We will continue to seek to protect open spaces and look for opportunities to expand our parks assets.

3. **Dog ownership continues to rise**, growing from 37% in 2011, to 49% in 2013 according to MarketResearch.com. According to the 2015-2016 APPA National Pet Owners Survey 54.4% of households own a dog. This trend for increasing dog ownership means Newburyport Parks will continue to address the need for pet waste management and off leash accommodations in our parks as reflected by the fact that 89% of FY15 Parks Commission public meetings dealt with dog-related issues.
4. The NRPA predicts that in 2016, **parks will play an increasingly important role in contributing to climate change response**. We will work with the Conservation Commission and city engineers to look for ways in which green infrastructure projects such as "living shoreline" approaches at

waterfront parks including Cashman, Joppa and Moseley Woods Parks might help to restore, enhance, or create natural erosion and flood protection services.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** PROTECT, IMPROVE AND MAINTAIN NEWBURYPORT'S OPEN SPACE ASSETS

#### **Objectives:**

- Continue to provide high caliber park maintenance
  - Provide high quality landscaping of lawns and planting beds
  - Maintain parks and school athletic fields at a level equivalent to guidelines recommended by Baseball Tomorrow Fund, Major League Baseball and the Major League Baseball Players Association
  - Reduce downtime of parks bubblers
  - Strictly adhere to playground safety policy
  - Increase dedicated human resources including certified pool operator, licensed pesticide applicator, and athletic field specialist
- Continue to address issues that arise in a timely fashion
  - Respond to safety issues the same day
  - Respond to general repairs within a week whenever possible
  - Provide same-day snow removal on Clipper City Rail Trail
- Continue to address deferred maintenance and park improvement projects
  - Implement Frog Pond water quality cleanup
  - Complete renovation of landscape buffer between Kent Street and Cushing Park
  - Complete Lily Pond renovation project at Atkinson Common
  - Support Atkinson Common Heritage Tree project
  - Renovate overgrown slopes along Clipper City Rail Trail
  - Work with Pioneer League to improve parking layout at Pioneer Fields at Atkinson Common
  - Construct new playground at Pioneer Fields
  - Remove Efflorescence from Inn Street brickwork
  - Reset hazardous brick areas on Inn Street
  - Renovate Joppa Park boat ramp and parking area
  - Renovate Joppa Park sea wall walkway
  - Add new, donation-funded benches to Inn Street playground and Byron's court area
  - Improve lawn at Moseley Woods
  - Establish tree management plan for all parks
- Continue to address field space needs as recommended by the 2013 Field Space Task Force report
  - Complete Phase I construction of Bradley Fuller Athletic Facility
- Address off-leash needs



- Identify location for fenced in dog park
  - Implement a solution to off leash concerns at Cashman Park
- Enhance structure of the volunteer program, to recruit, coordinate and oversee expanded volunteer efforts
- Increase funding through grant awards and Newburyport Parks Conservancy fundraising
- Acquire jurisdiction of skate park and improve maintenance

## **GOAL 2: CONNECT PEOPLE WITH NATURE THROUGH OUR PARKS**

### **Objectives:**

- Work with Council on Aging and Newburyport Adult Education to plan programs in our parks to increase health and wellness opportunities for our adult population
- Host monthly concerts at Moseley Woods Pavilion
- Work with Newburyport Parks Conservancy to organize early summer waterfront concert at Market Landing Park
- Host Oktoberfest at Bartlet Mall
- Host a free movie night at Cashman Park
- Organize regular volunteer cleanup efforts throughout our parks
- Make parks more resident-friendly by simplifying the permitting process
- Support schools use of our parks
- Support Youth Services use of our parks
- Keep Clipper City Rail Trail clear of snow and ice for year round recreation

### Administration & Community Services

- Respond to public inquiries
- Coordinate with Parks Groups
- Coordinate with City Departments
- Coordinate with Sports Leagues & School Athletic Dept.
- Manage and update Parks website
- Coordinate volunteers
- Maintain public records related to Parks Commission activities
- Coordinate memorial bench & mile-marker fundraising program
- Organize events that utilize and promote the use of city parks
- Provide adult recreation opportunities

### Facilities Management

- Landscape parks & school athletic fields
- Inspect and report on facilities and equipment bi-annually
- Manage park & athletic field improvement projects
- Oversee park repairs and maintenance
- Schedule & permit facilities
- Clipper City Rail Trail management
- Coordinate volunteer maintenance and improvement efforts

### Long-Range Planning

- Formulate a consistent city wide vision for improvements and maintenance in cooperation with Planning Department
- Foster Public-Private partnerships to benefit the maintenance and improvement of city parks and athletic fields
- Support the recommendations of the Field Space Task to seek out opportunities for athletic field expansion and improvement and ways to maximize use and achieve high level of maintenance of existing fields

**PARKS (01-630)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51166 PRK SAL PARKS DIRECTOR	31,815	44,793	64,000	64,000	64,000	66,841.70
51167 PRK SAL PARKS MANAGER	0	0	0	0	0	60,230.77
51190 PRK SEASONAL EMPLOYEES	0	0	0	0	0	15,235.23
51404 PRK TRAVEL STIPENDS	0	0	0	0	0	5,400.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>31,815</b>	<b>44,793</b>	<b>64,000</b>	<b>64,000</b>	<b>64,000</b>	<b>147,707.70</b>
<b>002 - PURCHASE OF SERVICES</b>						
52404 PRK MAINT-TREES	0	0	0	0	0	10,000.00
52420 PRK MAINT-PARKS	90,799	80,074	64,853	64,916	64,916	17,000.00
52423 PRK MOSELEY WOODS	500	2,000	1,000	1,000	1,000	1,000.00
52427 PRK MAINT-INN ST FOUNTAIN	0	0	0	0	0	15,000.00
52422 PRK BARTLETT MALL	1,598	7,450	4,878	4,950	4,950	0.00
52424 PRK ATKINSON COMMON	10,000	16,165	20,000	20,000	20,000	0.00
52426 PRK RAIL TRAIL	8,211	7,898	8,000	8,000	8,000	0.00
53001 PRK FIELD DESIGN	0	4,950	0	0	0	0.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>111,108</b>	<b>118,537</b>	<b>98,731</b>	<b>98,866</b>	<b>98,866</b>	<b>43,000.00</b>
<b>004 - SUPPLIES</b>						
55800 PRK EQUIP/SUPPLIES	4,993	5,000	5,000	5,000	5,000	5,000.00
<b>004 - SUPPLIES Total</b>	<b>4,993</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000.00</b>
<b>Grand Total</b>	<b>147,916</b>	<b>168,330</b>	<b>167,731</b>	<b>167,866</b>	<b>167,866</b>	<b>195,707.70</b>



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## **Section 7:**

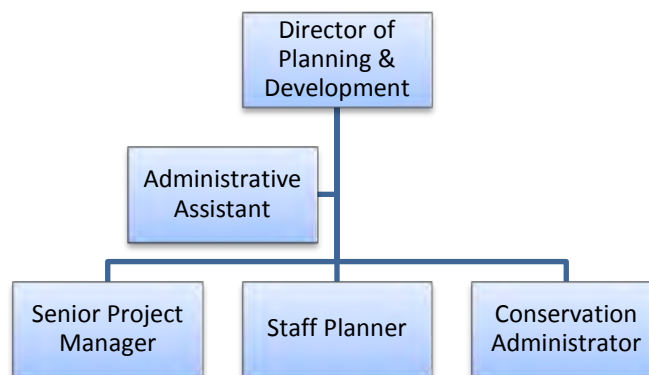
# **Planning and Development**

# PLANNING & 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 supports economic development within the City through regulatory improvements, streamlined permitting processes and assistance to new and expanding businesses. The Department also promotes sustainable growth initiatives to reduce burdens on the City's financial capacity, infrastructure, wildlife and natural resources.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Director of Planning & Development	1.0	1.0	1.0
Senior Project Manager	1.0	1.0	1.0
Staff Planner	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Conservation Administrator	0.5	0.5	0.5
<b>Total Full Time-Equivalents</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Total Permit Applications</b>	#	71	73	111	90
<b>Special Permits</b>	#	41	48	52	45
<b>Variances</b>	#	15	15	33	25
<b>Appeals</b>	#	0	0	4	1
<b>Approval Not Required Plans</b>	#	7	7	7	15
<b>Subdivisions</b>	#	2	0	2	1
<b>Site Plan Reviews</b>	#	6	3	6	10
<b>Smart Growth District Plan Reviews</b>	#	N/A	N/A	N/A	1
<b>DCOD Special Permits</b>	#	N/A	N/A	5	4
<b>DOD Special Permits</b>	#	N/A	N/A	2	3
<b>Average Number of Weeks for Permitting</b>	Weeks	5.5	7.2	6.33	5.6
<b>CPA Grant Applications</b>	#	14	20	12	19

## FY2016 ACCOMPLISHMENTS

### Zoning & Regulations:

- Finalized a new Smart Growth District zoning ordinance and obtained DHCD approval for “incentive” payments (\$600,000) and “density bonus” payments (\$3,000 per unit), as well as priority ranking for a 2015 grant award under the Commonwealth’s MassWorks Infrastructure Program to upgrade the Graf Road Sewer Lift Station.
- Finalized key elements of the City’s Comprehensive Zoning Review & Update Project for the purposes of addressing (comprehensively) a number of identified issues within the Newburyport Zoning Ordinance resulting in part from the piecemeal adoption of amendments to the document since the last recodification in 1987.
- Continued to assist the various permitting boards in their 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:

- Hired Community Opportunities Group (COG) to ensure completion of a 2016 comprehensive update to the 2001 citywide Master Plan which addresses 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
- 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 & 2016 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.

#### **Community Mapping:**

- Continued enhancements to the City's Geographic Information System (GIS), including the development of new data layers with internal and external links to Building Department and Assessors data, 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.
- Developed a new web-based project tracking map with the Merrimack Valley Regional Transit Authority (MVPC) based on the City's GIS allowing City staff, Council members and the general public to track the location and nature of private development and public infrastructure projects in the pipeline and to see related project drawings, plans and applications.

#### **Economic Development & Project Permitting:**

- Coordinated with the Massachusetts Bay Transit Authority (MBTA) and development firm MINCO Corporation on a mixed-use, transit-oriented development at One Boston Way.
- Coordinated with Berkeley Investments to ensure completion of the outstanding Towle Complex Redevelopment project, including approval of revised plans for high-end waterfront residential units.
- Coordinated twelve (12) monthly Technical Review Committee 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, including but not limited to the One Boston Way Smart Growth District redevelopment, Evergreen Valley Golf Course Open Space Residential Development (OSRD) project, Hillside Center for Sustainable Living, Towle Redevelopment project, and UFP Technologies business expansion.
- Continued meetings with New England Development (NED) regarding the construction of a new downtown hotel and townhouse-style waterfront condo units, partnership for the construction of a



new downtown parking garage, and potential changes to the Waterfront West Overlay District (WWOD) zoning.

**Capital Improvement Projects:**

- Continued to work with the Merrimack Valley Regional Transit Authority (MVRTA) to obtain funding, develop designs, secure site control and address permitting issues related to a new Intermodal Transit & Parking Facility at the so-called Titcomb Street site.
- Finalized design, permitting, bidding and construction of the new Inn Street Fountain & Splash Pad Project, including night time uplighting, interactive “pop jets” and a “splash pad” on the Inn Street Pedestrian Mall.
- Finalized construction of the new Senior Community Center at the site of the old Bresnahan Elementary School.
- Worked with the Harbor Commission and the Architectural firm Keery Design, LLC to revise detailed plans, renderings and cost estimates for a new Newburyport Harbormaster & Visiting Boater Facility.
- Prepared final bid plans for construction of the Phase II Clipper City Rail Trail project.
- Worked with the consulting firm Winter Street Architects of Salem, MA to complete an Adaptive Reuse Feasibility Study for the former Brown School and developed a Request for Proposals (RFP) to solicit proposals from developers for the adaptive reuse of this former school building as senior housing, affordable housing, market rate housing or artist studios.
- Worked with the private development firm Diamond Sinacori under a Purchase and Sale Agreement to transfer and permit the old Kelley School Building for adaptive reuse as high-end condominiums with underground parking, subject to a Preservation Restriction (PR) on the exterior of this prominent historic building.
- 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, a small outdoor cafe, etc.) which will result in a more meaningful connection to the downtown (Market Square) area. Worked with the Merrimack Valley Planning Commission (MVPC) to secure funding for a definitive analysis regarding subsurface “brownfields” issues in order to: (a) eliminate local speculation regarding outstanding brownfields issues; (b) ensure the property is clean upon transfer to the City; (c) ensure that the property is in compliance with federal and state brownfields statutes; and (d) limit the City’s liability for cleanup work after the property transfer.
- Coordinated with MVPC and the City Engineer to initiate a comprehensive review of the Route One Rotary for cost-effective options to redesign this gateway to the City with new traffic calming, pedestrian and rail trail crossings.

### **Community Development & Preservation:**

- Coordinated the acquisition preservation of approximately twenty (20) acres of open space on the old Woodman Farm property in conjunction with private redevelopment of the parcel's frontage along Storey Ave.
- Coordinated the acquisition and preservation of approximately three (3) acres of open space at the Colby Farm property on Low Street.

### **FY2017 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 2017:

- Permitting and development applications will likely continue at current levels as we move into FY2017. However, 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. FY2016 permit applications suggest that there is sustained development (and redevelopment) interest throughout the City. Smaller "infill" developments will comprise a larger portion of permit applications than large projects when compared with prior years. New zoning regulations and architectural design standards will address inappropriate infill projects and help to ensure that new infill is compatible, particularly within the National Register Historic District, regulated locally under the Downtown Overlay District (DOD) and Demolition Control Overlay District (DCOD).
- Upcoming changes to the Flood Plain District maps issued by the Federal Emergency Management Agency (FEMA) has raised New England Development's (NEDs) interest in beginning the zoning amendment and permitting process for Waterfront West.
- The number of long-range plans, capital projects and initiatives that the City will be undertaking and implementing in FY'17 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 and capital improvement projects.
- 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.

## FY2017 GOALS & OBJECTIVES

**GOAL 1:** IMPLEMENT THE RECOMMENDATIONS OF THE 2016 MASTER PLAN UPDATE, 2003 WATERFRONT STRATEGIC PLAN, 2004 STRATEGIC LAND USE PLAN, 2012 OPEN SPACE & RECREATION PLAN AND 2013 AFFORDABLE HOUSING PRODUCTION PLAN

### Objectives:

- Finalize the comprehensive review and update to the Newburyport Zoning Ordinance.
- Support business retention, redevelopment, and expansion in the Newburyport Business Park developing zoning revisions to improve development, redevelopment and infill projects, streamline permitting, and clarify City requirements and expectations.
- 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
- Plan for the continued funding and viability of the housing rehabilitation program.
- Support affordable housing initiatives throughout the City.
- Integrate the concepts of "sustainability", "resilience" 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.
- Assist the Mayor's office, MVRTA and others with funding and approvals for the MVRTA.
- Ensure the start of construction for Newburyport's Intermodal Transit & Parking Facility (Parking Garage).
- Assist the Mayor's office and others with plans for the disposition of the core Brown School building, while maintaining Youth Services on-site.
- Assist the Mayor's office and others with plans for the disposition of the 115 Water Street property formerly used by the Waste Water Treatment Plant.
- 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.

### **GOAL5: INITIATE CONSERVATION EFFORTS, ACTIVELY WORK TO REVIEW AND ISSUE WETLAND PERMITS AND INCREASE PUBLIC AWARENESS OF CONSERVATION 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.

## PROGRAMS & SERVICES

Long-Range Planning	Administration, Capital Planning & Project Management	Permitting & Regulatory Oversight	Community Preservation	Mapping & Permitting Databases
<ul style="list-style-type: none"> <li>• Master Plan</li> <li>• Open Space &amp; Recreation Plan</li> <li>• Affordable Housing Plan</li> <li>• Strategic Land Use Plan</li> <li>• Waterfront Strategic Plan</li> <li>• Beach Management Plan</li> <li>• Parking Studies &amp; Reports</li> <li>• Economic development</li> <li>• Transportation planning</li> <li>• Other short &amp; long-term plans</li> </ul>	<ul style="list-style-type: none"> <li>• Grant applications &amp; oversight</li> <li>• Project &amp; contract management</li> <li>• Record Keeping</li> <li>• Budgeting</li> <li>• Meeting Agendas &amp; Packets</li> <li>• Meeting Minutes &amp; Documentation</li> <li>• Website Updates</li> </ul>	<ul style="list-style-type: none"> <li>• Planning &amp; Zoning Review</li> <li>• Zoning &amp; Permitting Analysis</li> <li>• Recommendations to City Boards</li> <li>• Draft Decisions</li> <li>• Board Staffing/Assistance :</li> <li>• <i>Planning Board</i></li> <li>• <i>Zoning Board of Appeals</i></li> <li>• <i>Conservation Commission</i></li> <li>• <i>Historical Commission</i></li> <li>• <i>Fruit Street Historic District Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Affordable Housing Programs</li> <li>• Housing Rehabilitation Program</li> <li>• Community Preservation Projects &amp; Funds</li> <li>• Historic Preservation</li> </ul>	<ul style="list-style-type: none"> <li>• Geographic Information Systems (GIS)</li> <li>• Permitting Databases</li> <li>• New Mapping Layers &amp; Updates</li> <li>• City Website GIS &amp; Mapping</li> </ul>

**PLANNING AND DEVELOPMENT (01-182)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 OPD SAL PLANNING DIRECTOR	79,325	82,834	83,436	84,183	85,105	87,140.77
51102 OPD SAL PLANNER	29,223	34,000	32,418	41,282	41,282	41,440.78
51103 OPD SAL PROJECT PLANNER	67,768	68,745	72,789	73,881	73,881	77,873.13
51104 OPD SAL ADMIN ASSISTANT	50,313	52,545	53,330	54,941	56,402	55,741.77
51105 OPD PT CONSERVATION ADMIN	21,650	23,408	30,253	31,130	31,130	31,886.17
51407 OPD EDUCATION CREDITS	700	700	700	700	700	700.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>248,980</b>	<b>262,231</b>	<b>272,926</b>	<b>286,116</b>	<b>288,499</b>	<b>294,782.62</b>
<b>002 - PURCHASE OF SERVICES</b>						
53003 OPD GIS	6,000	8,518	6,500	10,000	10,000	12,000.00
53004 OPD ZONING REVIEW	0	60,000	96,000	0	0	0.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>6,000</b>	<b>68,518</b>	<b>102,500</b>	<b>10,000</b>	<b>10,000</b>	<b>12,000.00</b>
<b>004 - SUPPLIES</b>						
52701 OPD OFFICE EQUIPMENT	2,974	2,741	3,008	3,500	3,500	2,000.00
54200 OPD OFFICE SUPPLIES	3,675	1,675	1,274	1,550	1,550	1,550.00
55800 OPD MISC SUPPLIES	863	875	980	1,000	1,000	1,000.00
<b>004 - SUPPLIES Total</b>	<b>7,512</b>	<b>5,291</b>	<b>5,262</b>	<b>6,050</b>	<b>6,050</b>	<b>4,550.00</b>
<b>008 - CAPITAL OUTLAY</b>						
58401 OPD BUS & IND PARK SIGNAGE	0	11,810	0	0	0	0.00
<b>008 - CAPITAL OUTLAY Total</b>	<b>0</b>	<b>11,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Grand Total</b>	<b>262,493</b>	<b>347,850</b>	<b>380,688</b>	<b>302,166</b>	<b>304,549</b>	<b>311,332.62</b>

**LICENSING COMMISSION (01-165)**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51164 LCM CLERICAL SERVICES	5,340	4,895	5,340	5,340	5,340	5,340.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>5,340</b>	<b>4,895</b>	<b>5,340</b>	<b>5,340</b>	<b>5,340</b>	<b>5,340.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57809 LCM GENERAL EXPENSES	420	1,059	895	1,500	1,500	1,500.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>420</b>	<b>1,059</b>	<b>895</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500.00</b>
<b>Grand Total</b>	<b>5,760</b>	<b>5,954</b>	<b>6,235</b>	<b>6,840</b>	<b>6,840</b>	<b>6,840.00</b>

**CONSERVATION COMMISSION (01-171)**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51165 CCM MINUTE TAKER	0	1,800	1,800	1,800	1,800	1,800.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>0</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800.00</b>
<b>Grand Total</b>	<b>0</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800.00</b>

**HISTORICAL COMMISSION (01-691)**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51165 HCM MINUTE TAKER	0	1,650	1,800	1,800	1,800	1,800.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>0</b>	<b>1,650</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800.00</b>
<b>Grand Total</b>	<b>0</b>	<b>1,650</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800.00</b>

**PLANNING BOARD (01-175)**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51165 PBD MINUTE TAKER	0	1,800	1,650	1,800	1,800	1,800.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>0</b>	<b>1,800</b>	<b>1,650</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800.00</b>
<b>Grand Total</b>	<b>0</b>	<b>1,800</b>	<b>1,650</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800.00</b>

**ZONING BOARD OF APPEALS (01-176)**

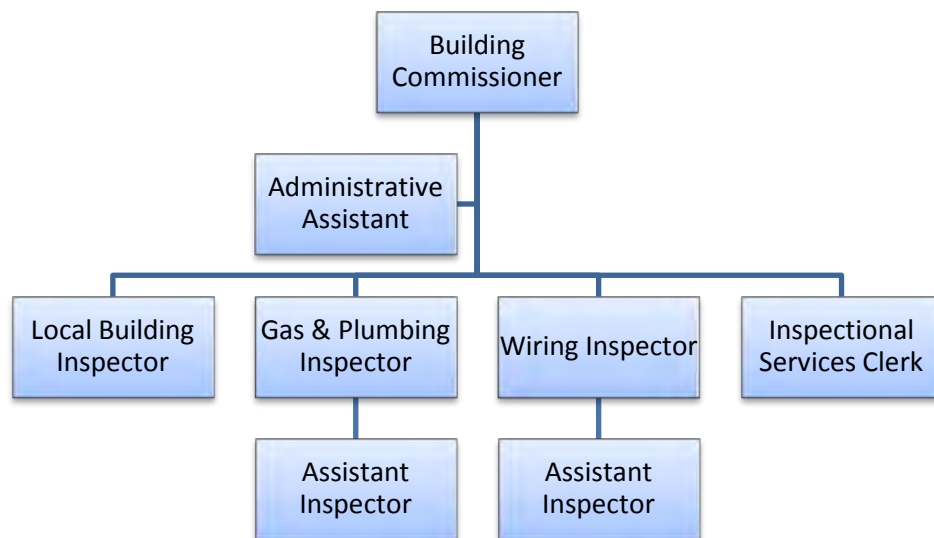
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51165 ZBD MINUTE TAKER	0	1,800	1,800	1,800	1,800	1,800.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>0</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800.00</b>
<b>Grand Total</b>	<b>0</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800.00</b>

# BUILDING DEPARTMENT

## MISSION STATEMENT

The mission of the Newburyport Building Department is to provide for public safety through the permitting process and conduct all project reviews in a fair and consistent manner with regards to local and state codes. We are committed to working with the public at large in helping them work through the proper channels for their specific projects.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
<b>Building Commissioner</b>	1.0	1.0	1.0
<b>Local Building Inspector</b>	1.0	1.0	1.0
<b>Administrative Assistant</b>	1.0	1.0	1.0
<b>Inspectional Services Clerk</b>	1.0	1.0	1.0
<b>Total Full Time-Equivalents</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>



## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Building Permits</b>	# of	833	870	913
<b>Electrical Permits</b>	# of	577	590	603
<b>Gas Permits</b>	# of	472	465	460
<b>Plumbing Permits</b>	# of	483	491	499
<b>Zoning Denial Decisions</b>	# of	82	72	62

## FY2016 ACCOMPLISHMENTS

- Participated with the Zoning Advisory Committee and consultant, Community Opportunity Group, to re-write approximately half of the current Zoning Code.
- Issued all complete permit applications within 10 working days.
- Continues to input older building permits to the department database to approximately 1977.
- Submitted new fee for permit applications for sheet metal installations.
- Continued to review and process a record amount of permits/fees for various construction projects.
- Began one-on-one reviews with applicants for all projects with Zoning Board Special Permits or Variances.
- Participated in internal staff meetings and project reviews with other city departments for major municipal projects such as the Senior Community Center, World War Memorial Stadium at NHS and the new Harbormaster facility.

## FY2017 TRENDS

The city anticipates seeing steady construction activities continue with spikes in major private development projects. Current reviews include a multi-unit apartment complex in the 40R district, a multi-unit sustainable living project on Cottage Court, a multiple lot sub-division for single family homes on the golf course property, a major re-construction project of the Port Rehabilitation property on Low Street, adaptive re-use of the Kelley School, and two new manufacturing buildings in the Business Park, among others. These projects will result in a substantial increase to the tax base as well as building permit fees collected.

## **FY2017 GOALS & OBJECTIVES**

### **GOAL 1: WORK WITH THE IT DEPARTMENT TO DEVELOP PERMIT/PLAN DATABASE**

#### **Objectives:**

- Develop a system to scan all plans and permits to eliminate the current backlog of hard copy permit records.
- Require applicants to submit construction plans in electronic form for all projects requiring them.
- Develop a system of electronic processing of all inspection results with iPad capability.

### **GOAL 2: IMPLEMENT IMPROVED CHANNELS OF COMMUNICATION**

#### **Objectives:**

- Ensure effective communication among municipal departments regarding project elements that fall within their purview. Continue to actively participate in the internal Tech Review Committee, Zoning Working Group and other ad hoc groups which are formed to address development projects and issues.
- Work with all applicable Municipal Boards and Commissions on pending projects that require their input.
- Ensure that the Mayors' Office and the City Council are aware of all upcoming permits and decisions that will impact specific wards and neighborhoods.

### **GOAL 3: EXPAND PUBLIC SAFETY INSPECTIONS CITYWIDE**

#### **Objectives:**

- Establish a database of all multi-family properties and conduct public safety inspections every five years.
- Catalogue all fire escapes in Newburyport and conduct required public safety inspections every five years.
- Continue yearly public safety inspections expanding to all assembly uses in the city (Churches, meeting halls, etc.)

Inspectional Services	Building Code Enforcement	Zoning Code Enforcement
<ul style="list-style-type: none"> <li>• Review all building permit applications</li> <li>• Inspect all renovations, alterations and new construction</li> <li>• Inspect all daycares, restaurants, schools, churches, and places of public assembly on a yearly basis</li> </ul>	<ul style="list-style-type: none"> <li>• Building including weatherization, MAAB/ADA compliance</li> <li>• Plumbing</li> <li>• Gas</li> <li>• Electrical</li> </ul>	<ul style="list-style-type: none"> <li>• Review all applications for Building and Use compliance</li> <li>• Coordinate with City Planner/Planning Office</li> <li>• Citizen complaint investigation of zoning violations</li> <li>• Act in an advisory role to the ZBA and Planning Board</li> </ul>

**BUILDING DEPARTMENT (01-241)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 BLD SAL BLDG INSPECTOR	74,706	78,107	79,280	79,278	80,866	81,913.85
51103 BLD SAL ADMIN ASSISTANT	50,313	52,398	53,716	53,716	55,177	55,741.77
51160 BLD SAL ASST BLDG INSPECTOR	0	21,736	22,880	23,223	23,688	22,750.00
51401 BLD LONGEVITY	5,112	5,899	5,882	5,882	5,882	2,442.43
51402 BLD TRAVEL STIPENDS	4,557	4,900	4,630	4,900	4,900	5,100.00
51412 BLD CLOTHING ALLOWANCE	250	500	500	500	500	500.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>134,937</b>	<b>163,540</b>	<b>166,888</b>	<b>167,500</b>	<b>171,012</b>	<b>168,448.05</b>
<b>002 - PURCHASE OF SERVICES</b>						
53401 BLD PRINTING	544	723	500	500	500	0.00
55800 BLD MISC EXPENSE	575	566	575	575	575	0.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>1,119</b>	<b>1,289</b>	<b>1,075</b>	<b>1,075</b>	<b>1,075</b>	<b>0.00</b>
<b>Grand Total</b>	<b>136,056</b>	<b>164,829</b>	<b>167,963</b>	<b>168,575</b>	<b>172,087</b>	<b>168,448.05</b>

**COMMISSION ON DISABILITIES (01-921)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51161 COD SAL ADA COORDINATOR	0	0	2,640	2,640	2,640	2,703.16
<b>001 - PERSONNEL SERVICES Total</b>	<b>0</b>	<b>0</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>	<b>2,703.16</b>
<b>004 - SUPPLIES</b>						
53120 COD POSTAGE/MAILING	0	0	541	900	900	0.00
53601 COD OFFICE SUPPLIES	0	0	1,250	1,000	1,000	0.00
<b>004 - SUPPLIES Total</b>	<b>0</b>	<b>0</b>	<b>1,791</b>	<b>1,900</b>	<b>1,900</b>	<b>0.00</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>4,431</b>	<b>4,540</b>	<b>4,540</b>	<b>2,703.16</b>

## **Section 8:**

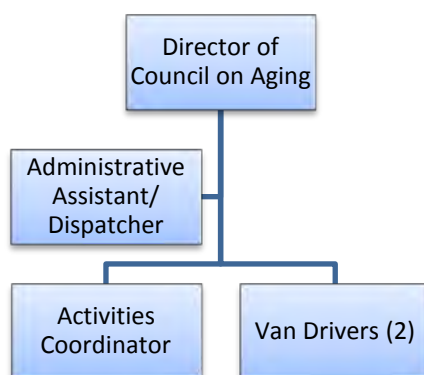
# **Social Services**

# COUNCIL ON AGING

## MISSION STATEMENT

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

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
<b>Director</b>	1.0	1.0	1.0
<b>Administrative Assistant</b>	1.0	1.0	1.0
<b>Activities Coordinator</b>	0.5	1.0	1.0
<b>Van Drivers</b>	2.0	2.0	2.0
<b>Total Full Time-Equivalents</b>	<b>4.5</b>	<b>5.0</b>	<b>5.0</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Duplicated Counts (all programs)</b>	Program sessions	3,619	4,181	4,626	4,800
<b>Un-Duplicated Counts (participants)</b>	Individuals	296	333	449	500
<b>Transportation clients</b>	Individuals	293	236	223	300
<b>Transportation trips</b>	trips	6,256	5,598	6,536	6,624

## FY2016 ACCOMPLISHMENTS

- Moved COA from Salvation Army to Senior/Community Center
- Increased program offerings by 68%
- Increased newsletter distribution from 800 to 1,500 copies/month
- Expanded electronic distribution of newsletter from 35 to 340 recipients and made available on City website
- Created a schedule for evening/weekend rentals of the SCC by community groups

## FY2017 TRENDS

1. Now that the Senior/Community Center is up and running, residents are seeking more opportunities to access the facility – they want to come in nights and weekends to use the many recreational features available. (A part-time Activities Assistant is recommended for FY17, for 10 hours/week at \$20/hour)
2. The availability of a full kitchen in the SCC provides an opportunity to move from catered meals for the congregate lunch program and Meals on Wheels, to meals freshly cooked on site with locally sourced produce. (Long term planning should include a Nutrition budget)

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** CONTINUE TO PROVIDE EXCELLENT PROGRAMS/SERVICES

#### **Objectives:**

- Plan a broad variety of educational, informative, helpful, rewarding, inspiring, invigorating, enjoyable programs and services that support the Mission Statement.
- Involve program instructors who are both engaging and well qualified
- Provide opportunities for residents to suggest/recommend new programs and evaluate current offerings

### **GOAL 2:** MAINTAIN A WELL-RUN AND EFFICIENT FACILITY

#### **Objectives:**

- Notify DPS about any issues with HVAC, plumbing, landscaping, mechanical systems
- Work with IT to keep computer/telephone systems at optimum functionality
- Work with DPS to maintain safe, clean conditions
- Provide monitored access to SCC during weekend hours

### **GOAL 3: ASSURE SUFFICIENT REVENUE**

#### **Objectives:**

- Provide fee-generating Room Rental Applications for groups to use the SCC during non-COA hours
- Deposit rental fees into Revolving Account for Maintenance
- Secure income from a tenant in the 1400 sq. ft. rental space

### **PROGRAMS & SERVICES**

#### **Programming**

- Exercise to music
- Line Dance/Tai Chi/Zumba
- Day Trips
- Senior Safety
- Watercolor Painting
- Bingo/Cards
- Drop in Group
- Knitting for Newborns
- Retired Readers
- Property Tax Work Program
- Meals on Wheels
- Congregate Meals
- Podiatry/Hand Care
- Ballet/Tap
- Ukulele
- MahJongg
- Abstract Art
- Mass Senior Action Council
- Poetry
- Ping Pong/Billiards
- Bocce
- Garden Club
- Reiki/Massage Therapy

#### **Services**

- Leaf Raking/Snow Shoveling
- Transportation- Local
- Transportation- Out of Town
- Housing Information
- Fuel Assistance Applications
- Food Stamp Applications
- Health Insurance Counseling
- Low Vision Support
- Tax Help
- Legal Assistance
- Handicap Placard Applications
- Information and Referral
- Telephone Reassurance
- Newsletter
- Bereavement Support
- Caregiver Support
- Computer Lessons



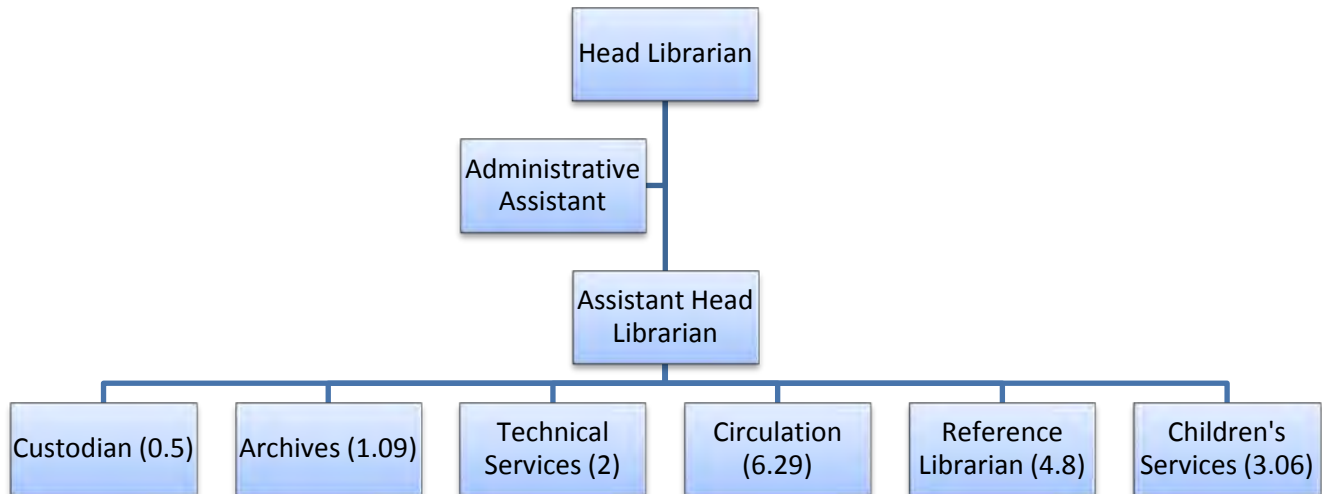
**COUNCIL ON AGING (01-541)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 COA SAL COA DIRECTOR	57,068	60,519	61,427	61,427	62,655	64,154.23
51156 COA SAL VAN DRIVERS	78,205	82,851	91,645	90,646	93,139	94,878.52
51162 COA SAL ACTIVITIES COORD	0	12,920	7,430	36,945	36,945	37,087.32
51164 COA SAL RECEPTIONIST	35,871	36,388	37,047	39,483	39,483	39,634.68
51401 COA LONGEVITY	4,496	5,149	3,440	4,842	4,842	3,508.83
51404 COA TRAVEL STIPEND	3,579	3,500	3,000	4,240	4,240	4,240.00
51405 COA CLOTHING REIMBURSEMENT	160	0	1,935	1,200	1,200	1,200.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>179,378</b>	<b>201,328</b>	<b>205,924</b>	<b>238,783</b>	<b>242,505</b>	<b>244,703.58</b>
<b>002 - PURCHASE OF SERVICES</b>						
52101 COA UTILITIES	0	0	0	35,000	35,000	25,000.00
52403 COA MAINT-VEHICLES	3,359	3,063	4,737	4,500	4,500	4,500.00
52701 COA BUILDING RENT	14,400	14,400	14,400	2,400	2,400	0.00
52900 COA MEALS ON WHEELS	0	12,000	12,000	2,200	2,200	0.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>17,759</b>	<b>29,463</b>	<b>31,137</b>	<b>44,100</b>	<b>44,100</b>	<b>29,500.00</b>
<b>004 - SUPPLIES</b>						
54200 COA SUPPLIES	1,000	1,960	1,249	3,500	3,500	3,000.00
54801 COA FUEL/OIL VEHICLE(S)	1,825	11,040	9,455	12,000	12,000	10,000.00
<b>004 - SUPPLIES Total</b>	<b>2,825</b>	<b>13,000</b>	<b>10,704</b>	<b>15,500</b>	<b>15,500</b>	<b>13,000.00</b>
<b>Grand Total</b>	<b>199,962</b>	<b>243,791</b>	<b>247,764</b>	<b>298,383</b>	<b>302,105</b>	<b>287,203.58</b>

# LIBRARY

## MISSION STATEMENT

Knowledge, Culture and Social Connections.



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
<b>Head Librarian</b>	1.0	1.0	1.0
<b>Assistant Head Librarian</b>	1.0	1.0	1.0
<b>Custodian</b>	1.0	1.0	0.5
<b>Senior Librarians</b>	5.0	5.0	4.8
<b>Staff Librarian (6 FT, 1 PT)</b>	7.0	7.0	6.58
<b>Library Technician (3 FT, 5 PT)</b>	8.0	8.0	5.86
<b>Secretary</b>	1.0	1.0	1.0
<b>Total Full Time-Equivalents</b>	<b>24.0</b>	<b>24.0</b>	<b>20.74</b>

## PERFORMANCE MEASUREMENT

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Attendance</b>	Visits tracked by door counter	276,580	275,460	256,684	261,000
<b>Circulation</b>	Items checked out	319,892	317,615	291,971	288,000
<b>Computer Usage</b>	Session/person software	31,980	32,916	33,280	33,700
<b>Program Attendance</b>	# of persons	5,956	8,451	8,009	8,500

## FY2016 ACCOMPLISHMENTS

- Treasures in the Archives open house event attracted several hundred enthusiastic people
- Professional insurance appraisal (with photographs) of all art works and historic furniture completed
- Library joined Digital Commonwealth; staff is reviewing collections for potential digitization
- Archival Center reading room inventory completed with volunteer assistance
- With funding from the NAID Foundation, all security cameras upgraded to color, with WDR (wide dynamic range)
- Storm windows installed on all windows in older section of the building, with "green communities" grant funding
- New phone system purchased and installed
- Offered JAWS screen reader software on a public computer
- Added scanners to public PCs
- Change to magazine lending policy resulted in 73% increase in circulation
- Installed cafe table and chairs in lobby resulting in much use and positive feedback
- Revamped inter-library loan processes for greater efficiency
- With new logo and refreshed website, created unified PR brand

## FY2017 TRENDS

During FY15, the last full year for which statistics were compiled, print circulation decreased, following a national trend. However, during the first few months of FY16, circulation stabilized in most categories and increased in the categories of DVDs, magazines and e-books. Since October 2015, coinciding with the opening of the new Salisbury Public Library, non-resident circulation has steadily declined, with a difference of 1,202 in January 2016 over January 2015. This trend is not completely unexpected, and is

unlikely to be reversed. FY15 also saw a decrease in visitors, mainly attributable to several closed days and difficult winter parking. But, the first few months of FY16, attendance has been more typical. Program participation, use of the wired computers and the wireless access and meeting room demand remain strong.

## **FY2017 GOALS & OBJECTIVES**

**GOAL 1:** THE COMMUNITY WILL HAVE ACCESS TO MATERIALS AND OPPORTUNITIES THAT PROMOTE LIFELONG LEARNING, UNDER THE GUIDANCE OF A FRIENDLY, WELL-TRAINED, PROFESSIONAL STAFF, DEDICATED TO CUSTOMER SERVICE.

### **Objectives:**

- Increase number of "books to go" titles by 10% and purchase multiple copies of best sellers to accommodate patron requests
- Increase purchases of "hot DVD" titles by 5%
- Add more popular e-books through larger contribution to Overdrive shared collection
- Subscribe to an online magazine service such as Zinnio
- Continue to offer individualized instruction in the use of online resources and downloading e-content
- Hold quarterly staff meetings with an education component
- Encourage/support staff in earning BLT (Basic Library Techniques) certification
- Continue to support library technicians in the pursuit of para-librarian certification
- Provide funding for staff to attend MA Library Association and New England Library Association conferences
- Expand cultural and other programming opportunities
- Provide an Archival Center event, at least annually
- Offer a local history lecture series

**GOAL 2:** CHILDREN, TWEENS AND TEENS WILL FIND A SUPPORTIVE ENVIRONMENT, WITH DEDICATED STAFF, QUALITY MATERIALS AND ENGAGING, AGE-APPROPRIATE PROGRAMMING.

### **Objectives:**

- Purchase materials to support school curriculum and standardized tests
- Meet annually with school librarians/teachers to prepare summer reading lists
- Purchase multiple copies of summer reading titles for children and teens
- Host more science-centered programs using STEM and STEAM guidelines
- Increase parents' engagement with the library by hosting a series of Parent Education Nights
- Hold monthly meetings of the Teen Advisory Group
- Involve teens/tweens in planning and carrying out activities for children

- To avoid story time cancellations, train backup staff members and create pre-planned story times for their use

**GOAL 3:** THE LIBRARY WILL MAKE USE OF TECHNOLOGICAL RESOURCES TO PROVIDE THE BEST POSSIBLE CUSTOMER SERVICE AND MAXIMIZE STAFF EFFICIENCY.

**Objectives:**

- Upgrade public wireless access points
- Upgrade staff PCs to Windows 10
- Implement wireless printing
- Use online payroll submission and MUNIS, when available
- Begin historic newspaper digitization project
- Complete re-barcoding project

## PROGRAMS & SERVICES

Programming/Services	Reference Materials
<ul style="list-style-type: none"> <li>• Informational and cultural programs for adults, teens and children</li> <li>• Public photocopier (b&amp;w and color)</li> <li>• Quiet study rooms and conference room</li> <li>• Public computers/printing and wireless Internet access</li> <li>• Professional reference services offered in Information Services Department and Archival Center</li> <li>• Comfortable seating areas</li> <li>• Meeting spaces for city and non-profit groups</li> <li>• Free or reduced price passes to area museums</li> <li>• Exam proctoring for distance learners</li> <li>• Volunteer program</li> <li>• Active (976 members) Friends of the Library group who act as library advocates and raise supplemental funds</li> </ul>	<ul style="list-style-type: none"> <li>• Books in regular and large print, magazines, music CDs, books on CD and DVDs to borrow</li> <li>• Lebman Judaica collection</li> <li>• Newburyport Daily News on microfilm and reader/printer/scanner</li> <li>• Newspaper collection for browsing</li> <li>• Language learning CDs and Mango Languages, an online database</li> <li>• Content delivery services such as Overdrive downloadable audio and ebook service and Freegal Music Service</li> <li>• Full service Children's Room and Teen Loft, including materials, programs and reference assistance</li> <li>• Online databases, including business and genealogy resources</li> </ul>

**NEWBURYPORT PUBLIC LIBRARY (01-610)**

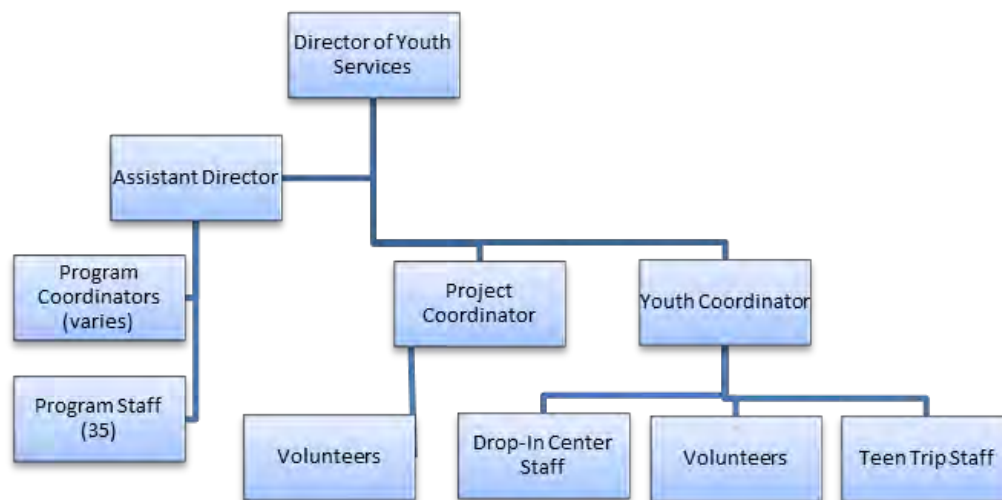
	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>001 - PERSONNEL SERVICES</b>						
51101 LIB SAL LIBRARIAN	81,226	82,850	84,093	85,354	85,354	86,967.21
51156 LIB SAL STAFF	841,012	840,416	842,011	878,241	896,944	916,062.00
51320 LIB EDUCATION CREDITS	0	0	100	0	0	0.00
51401 LIB LONGEVITY	10,728	10,535	9,716	10,618	10,618	8,753.17
51405 LIB CLOTHING REIMBURSEMENT	1,192	422	599	600	600	700.00
51901 LIB RETIREMENT EXP	16,974	0	0	0	0	0.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>951,131</b>	<b>934,223</b>	<b>936,518</b>	<b>974,813</b>	<b>993,516</b>	<b>1,012,482.38</b>
<b>002 - PURCHASE OF SERVICES</b>						
52101 LIB HEAT/ELECTRICITY	87,113	75,148	96,304	65,000	65,000	49,000.00
52401 LIB MAINT-BLDG	18,850	19,061	994	1,000	1,000	1,000.00
52402 LIB MAINT-EQUIPMENT	20,506	13,374	14,719	19,224	19,224	19,435.00
52403 LIB LICENSING & WARRANTY FEES	21,869	19,252	19,608	13,024	13,024	12,602.00
52901 LIB AUTOMATED SVCS	49,421	50,472	50,472	50,472	50,472	51,788.00
53001 LIB TECHNOLOGY PURCHASES	0	10,118	10,000	11,000	11,000	12,000.00
53010 LIB BINDING	400	198	0	0	0	0.00
53015 LIB MICROFILM	1,438	1,225	1,100	1,250	1,250	700.00
53020 LIB PROGRAMS	1,553	2,000	2,362	3,600	3,600	4,800.00
55101 LIB AUDIO-VISUAL MATERIAL	17,625	20,499	32,103	33,500	33,500	32,665.00
55102 LIB PURCHASE BOOKS	91,059	90,000	101,921	102,000	102,000	106,500.00
55800 LIB ADMIN EXPENSE	1,075	1,532	1,600	3,500	3,500	3,400.00
55801 LIB SUPPLIES	6,500	8,429	8,000	8,000	8,000	8,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>317,408</b>	<b>311,309</b>	<b>339,184</b>	<b>311,570</b>	<b>311,570</b>	<b>301,890.00</b>
<b>Grand Total</b>	<b>1,268,539</b>	<b>1,245,532</b>	<b>1,275,702</b>	<b>1,286,383</b>	<b>1,305,086</b>	<b>1,314,372.38</b>

# YOUTH SERVICES

## MISSION STATEMENT

The mission of Newburyport Youth Services is to create quality programming and events for our city's youth in safe and supportive environments that encourage growth, self-exploration and empowerment. The department is a combination of recreation and social services; NYS also acts as an advocate for the youth, so that their ideas, concerns and needs are heard and addressed by the community of Newburyport.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
<b>Director</b>	1.0	1.0	1.0
<b>Assistant Director</b>	1.0	1.0	1.0
<b>Youth Coordinator</b>	1.0	1.0	1.0
<b>Project Coordinator</b>	1.0	0.5	0.5
<b>Total Full Time-Equivalents</b>	<b>4.0</b>	<b>3.5</b>	<b>3.5</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Registrations</b>	#	2,388	2,829	3,055	3,500
<b>Program Registration Revenue</b>	\$	340,828	395,052	357,832	360,000
<b>Drop-In Center Membership Sales</b>	#	77	84	138	150
<b>Individuals Served</b>	#	1,890	2,175	2,274	2,500

## FY2016 ACCOMPLISHMENTS

- Completed 2015/16 fall and winter programming with 645 registrations.
- Took in over \$193k in user fees for summer 2015 programming, serving 1,550 participants (no change from previous year).
- Offered over 40 Teen Trips.
- Held 7 special events: Guy's Night out, Girl's Night Out, Invitation Night Movies, Asset Awards, Touch a Truck, Monthly Jr Nights, Family Camp Fire Night, Parent Speaker Series and more.
- Created over 35 youth employment opportunities, including 4 Youth Council Leadership positions.
- Created Open Gym for 0-5 year olds and their parents/caregivers during the day.
- Completed our Ten Year Anniversary Report.
- Completed our Drug Free Communities Grant program.
- Completed the Youth Risk behavior Survey in November with over 700 students surveyed.

## FY2017 TRENDS

- FY2016 marked the end of our Federal Drug Free Communities Grants. Loss of this revenue will be reflected in a smaller overall budget moving forward. An increase in opiate use and overdoses continues to affect our community. Our prevention work remains vital despite the end of federal funding.
- Gym use increased dramatically in FY16. During the 2016-2017 winter, the gym was used 71% of the hours Mondays-Fridays 9am-9pm, evidencing the popularity of an open gym for community recreation activities.
- Our non-resident users are currently making up 13-15% of our program registrations; this is something we will continue to monitor in the near future.
- The large increase in drop in center memberships reflects a growing need for teen programming.



## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** EXPAND RECREATION AND ENRICHMENT OPPORTUNITIES TO ALL YOUTH AND FAMILIES.

#### **Objectives:**

- Increase number of programs offered for each age group
- Increase number of unique participants as well as overall registrations
- Continue to market program accessibility and accommodations (partner with NPS Special Ed)

### **GOAL 2:** EXPAND PREVENTION AND YOUTH MENTAL HEALTH SERVICES

#### **Objectives:**

- Evaluate Teen Support Groups
- Establish Community Mentor Program
- Work towards regional prevention efforts- asset model
- Seek alternative funding for social services and programs (apply for 4/5 grants)
- Continue annual assessment (youth surveys)

### **GOAL 3:** CREATE NEW FUNDING OPPORTUNITIES

#### **Objectives:**

- Establish a “Friends of” group for fundraising
- Apply for program based grants for mentoring and prevention efforts.

## PROGRAMS & SERVICES

Recreation	Social Services	Prevention	Youth Leadership Development
<ul style="list-style-type: none"><li>•Year round recreation programs ages 1-18</li><li>•4-5 Annual Family events</li><li>•4-5 Annual Youth events</li><li>•Youth Center Memberships</li></ul>	<ul style="list-style-type: none"><li>•Youth support groups</li><li>•Mental health care providers network</li><li>•LGBTQ support</li><li>•Youth @ Risk support</li><li>•Parenting programs</li><li>•Youth Outreach</li><li>•Other youth clubs</li></ul>	<ul style="list-style-type: none"><li>•City wide coalition</li><li>•2-3 annual community campaigns</li><li>•Partnership with schools</li><li>•Community training</li><li>•Annual youth and community surveys</li></ul>	<ul style="list-style-type: none"><li>•2-3 annual youth leadership retreats</li><li>•Youth Council</li><li>•Youth for Youth</li><li>•Summer youth leadership program</li><li>•Service Learning Trips</li></ul>

## YOUTH SERVICES (01-542)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 YTH DIRECTOR YOUTH SERV	54,623	59,106	68,540	72,293	72,293	75,503.19
51160 YTH SAL ASSISTANT DIRECTOR	35,413	36,045	42,564	55,000	55,000	56,315.77
51162 YTH SAL PROGRAM ASSISTANT	0	0	734	0	0	0.00
51163 YTH SAL PREVENTION COORD	5,156	7,952	14,582	18,000	18,000	18,000.00
51166 YTH BOOK KEEPER PT	2,688	3,909	4,568	5,000	5,000	5,000.00
51167 YTH SAL YOUTH COORDINATOR	0	0	4,442	13,000	13,000	25,802.26
51190 YTH EMPLOYMENT	10,105	11,068	10,715	3,000	3,000	2,000.00
51404 YTH TRAVEL STIPEND	0	0	0	0	0	2,100.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>107,986</b>	<b>118,079</b>	<b>146,144</b>	<b>166,293</b>	<b>166,293</b>	<b>184,721.22</b>
<b>002 - PURCHASE OF SERVICES</b>						
52401 YTH FACILITY MAINT/REPAIR	0	6,800	0	0	0	0.00
52410 YTH VEH/EQUIP PURCHASE	0	9,774	0	0	0	0.00
52701 YTH RENT-LEARNING CTR	4,800	6,195	4,800	4,800	4,800	4,800.00
53002 YTH REGISTRATION SOFTWARE	2,000	0	2,595	2,750	2,750	3,000.00
53003 YTH ACCESSABILITY ACCOMODATN	108	525	6,253	5,000	5,000	5,000.00
53202 YTH LEARNING ENRICH PROGRAM	0	10,000	10,000	10,000	10,000	10,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>6,908</b>	<b>33,294</b>	<b>23,648</b>	<b>22,550</b>	<b>22,550</b>	<b>22,800.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57300 YTH DUES/LICENSES	250	390	0	250	250	250.00
57840 YTH SUMMER EXPENSES	1,000	0	0	1,000	1,000	1,000.00
57841 YTH SUBSTANCE ABUSE GRANT	0	0	0	15,000	15,000	15,000.00
57842 YTH LEARNING ENRICHMENT CTR	33,560	33,560	35,168	35,983	35,983	28,280.00
57843 YTH BROWN SCHOOL EXPENSES	26,122	33,040	48,554	40,000	40,000	40,000.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>60,932</b>	<b>66,990</b>	<b>83,722</b>	<b>92,233</b>	<b>92,233</b>	<b>84,530.00</b>
<b>Grand Total</b>	<b>175,826</b>	<b>218,363</b>	<b>253,513</b>	<b>281,076</b>	<b>281,076</b>	<b>292,051.22</b>

# VETERANS' SERVICES

## MISSION STATEMENT

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

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Director of Veterans Services	1.0	1.0	1.0
Assistant Director	0.4	.08	0.8
Total Full Time-Equivalents	1.4	1.8	1.8

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
Chapter 115 monthly benefits distributed on-time	%	100%	100%	100%	100%
Number of Newburyport Veterans And families served	#	3,000	2,820	2,651	2,492

## FY2016 ACCOMPLISHMENTS

- Veterans Service Officer (VSO) and Assistant VSO achieved three-year certification as required by new state law.

- Seamlessly introduced Salisbury into the Regional Program
- Delayed launch of official formation of a Veterans “District” pending status of Governor’s Municipal Modernization Bill introduced in December 2015.
- Enhanced website to provide greater access to information for veterans in Newburyport and for the communities within the regional agreement.

## FY2017 TRENDS

Chapter 115 payments are trending flat to lower. This trend will allow for better forecasting, and prevent transfers at the end of fiscal years because of shortfalls. Should the economy continue to be sluggish, veterans will be looking to the Veterans Office for possible financial help. Compensation and pension claims are rising. The benefit from increased successful claims is that money will come to the local communities at no cost on the community’s part.

Veteran Service Officers are now required to be certified every three years pursuant to Massachusetts General Laws *Valor Act, 2014*. State-sponsored training is offered twice yearly to maintain proficiency. Newburyport and the regional communities are in full compliance with this requirement. Re-certification is required in October 2018.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** EXPAND OUTREACH VIA SOCIAL MEDIA

#### **Objectives:**

- Establish Veteran Office TWITTER and Facebook accounts
- Hold regional veteran informational meetings

### **GOAL 2:** ACQUIRE FUNDING FOR RESTORING MILITARY MEMORIALS

#### **Objectives:**

- Sell inscribed Bricks in Veteran portion of Brown Square
- Unite with Amesbury VFW for fundraiser in Y17

### **GOAL 3:** BUILD GROUNDWORK FOR KOREAN WAR LUNCHEONS

#### **Objectives:**

- Increase funding for Veterans Legacy Initiative
- Identify size of viable Korean War veteran population

Federal Assistance	State & Local Assistance	Community Events
<ul style="list-style-type: none"> <li>• Providing information and direction concerning:</li> <li>• Death Benefits               <ul style="list-style-type: none"> <li>• Educational Benefits</li> <li>• Employment</li> <li>• Housing Assistance</li> <li>• Life Insurance</li> <li>• Medical Benefits</li> <li>• Social Security Disability</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Providing information and direction concerning:               <ul style="list-style-type: none"> <li>• Annuities</li> <li>• Awards and medals</li> <li>• Burial information</li> <li>• Chapter 115 benefits</li> <li>• Clothing</li> <li>• Education</li> <li>• Elder services</li> <li>• Employment</li> <li>• Flags and markers</li> <li>• Financial assistance</li> <li>• Pensions</li> <li>• Pharmaceuticals</li> <li>• Real estate tax exemptions</li> <li>• Record retention</li> <li>• Sales tax exemptions</li> <li>• Shelter and Veterans Services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Plan, coordinate, and assist with:               <ul style="list-style-type: none"> <li>• Memorial Day Parade</li> <li>• Veterans Day Observance</li> <li>• Yankee Homecoming</li> <li>• Guest Speakers</li> <li>• Decorate Veterans' Graves</li> </ul> </li> </ul>

### VETERANS' SERVICES (01-543)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 VET SAL VETERAN DIRECTOR	46,000	47,561	66,000	66,000	67,320	68,930.50
51102 VET PART-TIME ASSISTANT	0	0	6,750	38,000	38,000	47,180.77
51404 VET TRAVEL STIPENDS	2,687	2,700	1,050	7,200	7,200	8,700.00
51430 VET GRAVES REGISTRATION OFCR	700	700	700	700	700	700.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>49,387</b>	<b>50,961</b>	<b>74,500</b>	<b>111,900</b>	<b>113,220</b>	<b>125,511.27</b>
<b>002 - PURCHASE OF SERVICES</b>						
52401 VET MAINTENANCE	0	0	0	180	180	0.00
53070 VET BURIAL	2,000	2,000	2,000	2,000	2,000	2,000.00
53402 VET CELLULAR PHONES	0	0	0	1,440	1,440	1,440.00
54200 VET OFFICE SUPPLIES	693	489	464	480	480	480.00
55800 VET MISC SUPPLIES	594	998	2,483	2,520	2,520	1,800.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>3,287</b>	<b>3,487</b>	<b>4,947</b>	<b>6,620</b>	<b>6,620</b>	<b>5,720.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57100 VET TRAINING	0	0	2,850	1,840	1,840	1,240.00
57300 VET DUES/SUBSCRIPTIONS	0	0	60	300	300	180.00
57700 VET VETERANS' BENEFITS	231,374	207,725	190,641	172,280	172,280	170,000.00
57701 VET CARE OF SOLDIERS GRAVES	1,420	1,500	2,757	2,000	2,000	2,000.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>232,794</b>	<b>209,225</b>	<b>196,307</b>	<b>176,420</b>	<b>176,420</b>	<b>173,420.00</b>
<b>Grand Total</b>	<b>285,468</b>	<b>263,673</b>	<b>275,754</b>	<b>294,940</b>	<b>296,260</b>	<b>304,651.27</b>

## **Section 9:**

## **Education**



## NEWBURYPORT PUBLIC SCHOOLS

70 LOW STREET

NEWBURYPORT, MASSACHUSETTS 01950-4086

OFFICE OF THE SUPERINTENDENT  
SUSAN L. VICCARO, SUPERINTENDENT

TELEPHONE 978.465.4456  
FAX 978.462.3495

April 26, 2016

Dear Newburyport Community,

Despite challenging times, there are many positive things happening in the Newburyport Schools, some of which are detailed on the back of this letter. In developing the budget for the 2016-2017 school year, I once again worked closely with the Leadership Team and their respective staffs to develop a budget that stayed within the 3.1% increased allocation from the City in the amount of \$818,802. Given that we are negotiating three contracts for teachers, instructional assistants and custodians, secretaries, clerks and cafeteria, we set aside \$350,000 for wage amounts for all groups. Increased special education costs in the form of tuition and contracted services accounts for another \$500,000, thus accounting for the entire increase.

While there are some position reductions in the budget, overall we are adding 2.8 new positions. These include a Guidance Director, additional psychological services, as well as a kindergarten teacher. An additional pre-school teacher and special education teacher were necessary to keep us within state guidelines for ratios of non-disabled and disabled peers, as well as some additional therapist time to meet growing caseloads.

Knowing that this was going to be a difficult budget, we worked in conjunction with the School Committee Finance Subcommittee. Our plan is to immediately freeze the 2015-2016 budget, while still encumbering expenses necessary for the remainder of the school year. What remains will go into the revolving School Choice account and will be utilized in the 2016-2017 school year. We also included contingencies in both special education and food service.

In the fall of next year we will be operationalizing a new strategic plan that is built around seven specific strategies. Administrators, teachers, staff, parents, students, School Committee members, and community members all worked to develop action plans that will be enacted over the next several years.

I would also like to acknowledge the tremendous support we have received from the Newburyport Education Foundation and Business Coalition, the Swasey Foundation, the Parent-Teacher Organization, local banks, businesses and community members as well as the many volunteers who willingly give of their time to support our students. We remain grateful for your many contributions.

Lastly, the Leadership Team of the Newburyport Public Schools remains committed to working closely and in partnership with the School Committee, Mayor and City Council to best serve our students and to meet their future needs.

Sincerely,

Susan L. Viccaro  
Superintendent of Schools,  
on behalf of the entire Leadership Team of the Newburyport Public Schools



**NEWBURYPORT PUBLIC SCHOOLS (01-300)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>002 - PURCHASE OF SERVICES</b>						
53201 SCH SCHOOL EXPENSES	22,644,436	23,662,721	25,148,813	26,376,481	26,351,996	27,402,232.00
59620 T/O SPEC APPROP FRSHMN SPRTS	0	0	0	36,500	36,500	0.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>22,644,436</b>	<b>23,662,721</b>	<b>25,148,813</b>	<b>26,412,981</b>	<b>26,388,496</b>	<b>27,402,232.00</b>
<b>Grand Total</b>	<b>22,644,436</b>	<b>23,662,721</b>	<b>25,148,813</b>	<b>26,412,981</b>	<b>26,388,496</b>	<b>27,402,232.00</b>

**ESSEX NORTH SHORE TECHNICAL HIGH SCHOOL (01-398)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>002 - PURCHASE OF SERVICES</b>						
53202 ESSEX NORTH SHORE TECH SCHOOL	0	0	21,865	50,000	19,829	55,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>0</b>	<b>0</b>	<b>21,865</b>	<b>50,000</b>	<b>19,829</b>	<b>55,000.00</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>21,865</b>	<b>50,000</b>	<b>19,829</b>	<b>55,000.00</b>

**WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>002 - PURCHASE OF SERVICES</b>						
53202 WHITTIER VO TECH SCHOOL	275,985	335,705	336,873	330,403	330,403	427,368.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>275,985</b>	<b>335,705</b>	<b>336,873</b>	<b>330,403</b>	<b>330,403</b>	<b>427,368.00</b>
<b>Grand Total</b>	<b>275,985</b>	<b>335,705</b>	<b>336,873</b>	<b>330,403</b>	<b>330,403</b>	<b>427,368.00</b>

**See Appendix E for the  
Newburyport Public Schools budget detail  
(p. 235)**

**See Appendix F for the  
Whittier Regional Vocational Technical High School budget detail  
(p. 285)**

## **Section 10:**

### **Shared Expenses**

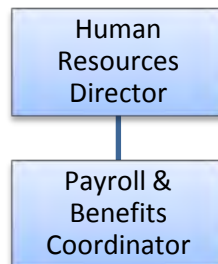
# HUMAN RESOURCES

## MISSION STATEMENT

The Human Resources Department provides a broad range of efficient and effective Human Resources services consistent with community expectations, to enhance the quality of life for the workforce of the City, and to ensure that the City continues to be a desirable place to live, work, and do business.

The Human Resources Department advances workplace solutions and services in the areas of; recruitment, hiring, benefits, compensation, classification, training and development, labor relations, employee relations, worker's compensation and unemployment. The 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 in their professional goals, thereby maximizing the contribution added by each employee toward the overall goals of the City.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Human Resources Director	1.0	1.0	1.0
Payroll & Benefits Coordinator	1.0	1.0	1.0
Total Full Time-Equivalents	2.0	2.0	2.0

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Number of Positions Filled</b>	#	7	11	17	21
<b>Number of Active Employees Enrolled in Health Insurance</b>	#	164	181	184	217
<b>Number of Retirees Enrolled in Health Insurance</b>	#	147	153	157	159
<b>Number of Full Time Employees</b>	#	210	217	248	256
<b>Number of Part Time Employees</b>	#	88	92	100	96

## FY2016 ACCOMPLISHMENTS

- Enhanced and streamlined employee benefits communication with employees and retirees in City HR office by promoting awareness of deferred compensation, supplemental life insurance, retiree health and dental.
- Partnered with the Merrimack Valley Workforce Investment Board on Workforce Competiveness Trust Fund proposal with the goal of training individuals for entry level professional transportation / equipment operator jobs.
- Fully incorporated first phase of Affordable Care Act (ACA) Mandate, and attended two seminars and five webinars about upcoming phases.
- Initiated monthly HR City / School and HR / Retirement office meetings to discuss process, communication, and systems.
- Developed and promoted training programs including four EAP professional development workshops for City staff, ten Wellness workshops including “lunch and learns”, five health and fitness programs, and a CPR program for Department of Public Services.
- Improved recruiting strategies by broadening search mechanisms including specialty websites, networking, newspaper, and larger scope sites such as Indeed.
- Reviewed underutilized components of payroll software, held web meetings with vendor to view data fields, tables and reporting needs, and attended two virtual conference trainings
- Participated in one successful labor contract negotiation, and served on labor committee with monthly meetings with other bargaining unit.
- Held weekly office hours with Department of Public Services and encouraged open door policy and staff communication among all City departments.
- Created new guidelines around consistent time off recording tracking mechanisms, employee action transmittal forms, and rules around hiring of contractors vs. employees.

## FY2017 TRENDS

In FY2017 the Human Resources Department will continue to attract and qualify applicants in a fair and open manner and in compliance with all federal, state, and local regulations. In FY2017 the focus will be on developing programs that will address the employee experience, not just hiring the right employees but retaining and developing those employees. In FY2017 this department will also ensure that comprehensive and cost effective benefits solutions continue to be offered for all employees and retirees, while adhering to federal programs and regulations such as the Affordable Care Act. The Human Resources Department will continue to provide support services, policy direction, and leadership development with Departments across the City.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1: INCREASE EFFICIENCY**

#### **Objectives:**

- Create Supervisor's Handbook with tools, policies, programs including:
  - Streamlined payroll schedules, calendar and overall process
  - Documented time off reporting process
  - FMLA toolkit
  - Performance Management toolbox
  - Review of relevant policies
- Reduce paper
  - Implement document scanning archival system for payroll and personnel records
  - Stop paper paycheck remittance
  - Upgrade personnel files in accordance with record laws

### **GOAL 2: IMPROVE EMPLOYEE ENGAGEMENT**

#### **Objectives:**

- Improve onboarding experience by creating more formal "check-in" system with newer hires
- Formalize teambuilding opportunities
- Assess needs and wants for training and development
  - Supervisor
  - Teams
  - Individual
- Create mentoring program across City departments
- Create Leadership Training for supervisors

### **GOAL 3: ENHANCE BENEFIT OFFERINGS**

#### **Objectives:**

- Comply with next requirements for Affordable Care Act
- Offer more frequent communications with employees regarding current and new benefits offerings
- Hire new Third Party Administrator for FSA, Cobra, and Premium Billing and ensure for smooth transition
- Review and communicate optional benefits including Supplemental Life and Vision plans
- Document retiree process for health care including social security eligibility

### **PROGRAMS & SERVICES**

Personnel Management	Payroll & Benefits Management
<ul style="list-style-type: none"><li>• Development and maintenance of personnel files</li><li>• Recruitment and Hiring</li><li>• Legal Compliance<ul style="list-style-type: none"><li>• Civil Rights Act (Title VII)</li><li>• ADEA</li><li>• Pregnancy Discr. Act</li><li>• ADA</li><li>• ADAAA</li><li>• HIPAAA</li><li>• FSLA</li><li>• FMLA</li></ul></li><li>• Employee Relations</li><li>• New employee orientation/Exit Interviews</li><li>• Work with Harassment Officer Allegations</li><li>• Participate in Labor Relations</li><li>• Oversee Resolution of Performance issues</li><li>• Workers Compensation</li></ul>	<ul style="list-style-type: none"><li>• Legal compliance<ul style="list-style-type: none"><li>• HIPAA</li><li>• Section 18, etc.</li></ul></li><li>• Process changes in enrollments</li><li>• Negotiate plans/rates with vendors</li><li>• Manage vendor performance</li><li>• Manage COBRA process</li><li>• Manage Life Insurance Program</li><li>• Coordinate Payroll Changes</li><li>• Coordinate Retirement Calculations</li><li>• Prepare biweekly census for OBRA</li><li>• Prepare and distribute W2 Forms at year-end</li></ul>

## HUMAN RESOURCES DEPARTMENT (01-152)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 HR SAL DIRECTOR	0	63,360	47,639	73,498	73,498	75,258.35
51102 HR PAYROLL & BENEFITS COORD	0	0	3,608	57,112	57,112	58,334.61
<b>001 - PERSONNEL SERVICES Total</b>	<b>0</b>	<b>63,360</b>	<b>51,247</b>	<b>130,610</b>	<b>130,610</b>	<b>133,592.96</b>
<b>002 - PURCHASE OF SERVICES</b>						
53001 HR ENROLLMENT AUDIT	0	6,921	0	0	0	0.00
53002 HR PERS RECORDS AUDIT/COMPLI	0	6,495	1,430	0	0	0.00
53003 HR COBRA ADMIN	0	4,350	1,125	6,000	6,000	6,000.00
53004 HR GIC ANALYSIS	0	7,000	4,550	2,750	2,750	0.00
53005 HR HRA ADMINISTRATION	0	0	5,283	3,900	3,900	0.00
53006 HR FSA ADMINISTRATION	0	0	5,322	9,220	9,220	9,220.00
53007 HR UNEMPLOYMENT CLAIMS	0	0	7,234	30,000	30,000	30,000.00
53008 HR WORKER'S COMPENSATION	0	0	58,767	64,644	64,644	72,400.00
53009 HR ADVERTISING	0	0	0	3,000	3,000	2,000.00
53010 HR PAYROLL	0	0	0	15,000	15,000	15,000.00
53011 ASSESSMENT CENTER	0	0	0	0	10,000	0.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>0</b>	<b>24,765</b>	<b>83,711</b>	<b>134,514</b>	<b>144,514</b>	<b>134,620.00</b>
<b>004 - SUPPLIES</b>						
54200 HR SUPPLIES	0	9,330	2,314	5,000	5,000	3,000.00
<b>004 - SUPPLIES Total</b>	<b>0</b>	<b>9,330</b>	<b>2,314</b>	<b>5,000</b>	<b>5,000</b>	<b>3,000.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57100 IN STATE TRAVEL	0	0	31	0	0	0.00
57300 HR MEMBERSHIP DUES	0	600	332	600	600	600.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>0</b>	<b>600</b>	<b>364</b>	<b>600</b>	<b>600</b>	<b>600.00</b>
<b>Grand Total</b>	<b>0</b>	<b>98,055</b>	<b>137,635</b>	<b>270,724</b>	<b>280,724</b>	<b>271,812.96</b>



### INSURANCE GROUP (01-914)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 INS SAL HUMAN RESOURCES&BEN	60,600	0	0	0	0	0.00
51700 INS HEALTH INSURANCE PREMIUMS	6,546,639	6,719,530	7,067,932	8,061,362	8,061,362	8,625,658.00
51701 INS DENTAL CONTRIBUTION	45,320	44,980	41,850	56,987	56,987	50,000.00
51702 INS FSA/HRA	144,713	62,951	31,577	30,000	30,000	0.00
51703 INS MEDICARE REIMB	74,549	87,250	30,578	50,875	50,875	0.00
51704 INS LIFE INSURANCE	47,191	47,810	50,334	61,000	61,000	55,000.00
51705 INS MEDICARE PENALTIES	57,565	51,041	51,073	58,000	58,000	48,000.00
51706 INS WELLNESS PROGRAM	0	0	15,600	15,600	15,600	11,745.00
51707 INS FICA PAYROLL TAXES	0	0	0	0	0	160,000.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>6,976,577</b>	<b>7,013,562</b>	<b>7,288,944</b>	<b>8,333,824</b>	<b>8,333,824</b>	<b>8,950,403.00</b>
<b>002 - PURCHASE OF SERVICES</b>						
53001 INS ENROLLMENT AUDIT	13,865	0	0	0	0	0.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>13,865</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>004 - SUPPLIES</b>						
54200 INS SUPPLIES	16,501	0	0	0	0	0.00
<b>004 - SUPPLIES Total</b>	<b>16,501</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Grand Total</b>	<b>7,006,943</b>	<b>7,013,562</b>	<b>7,288,944</b>	<b>8,333,824</b>	<b>8,333,824</b>	<b>8,950,403.00</b>

# RETIREMENT SYSTEM

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. The unfunded liability is a significant factor in determining the annual assessment.

## RETIREMENT BOARD (01-911)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51740 RET APPROP CITY/SCHOOL	3,356,233	3,418,177	3,428,009	3,560,812	3,560,812	3,752,884.14
<b>001 - PERSONNEL SERVICES Total</b>	<b>3,356,233</b>	<b>3,418,177</b>	<b>3,428,009</b>	<b>3,560,812</b>	<b>3,560,812</b>	<b>3,752,884.14</b>
<b>Grand Total</b>	<b>3,356,233</b>	<b>3,418,177</b>	<b>3,428,009</b>	<b>3,560,812</b>	<b>3,560,812</b>	<b>3,752,884.14</b>

# 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 11 of this budget document). The City currently has \$107,285,009 in outstanding bond obligations.

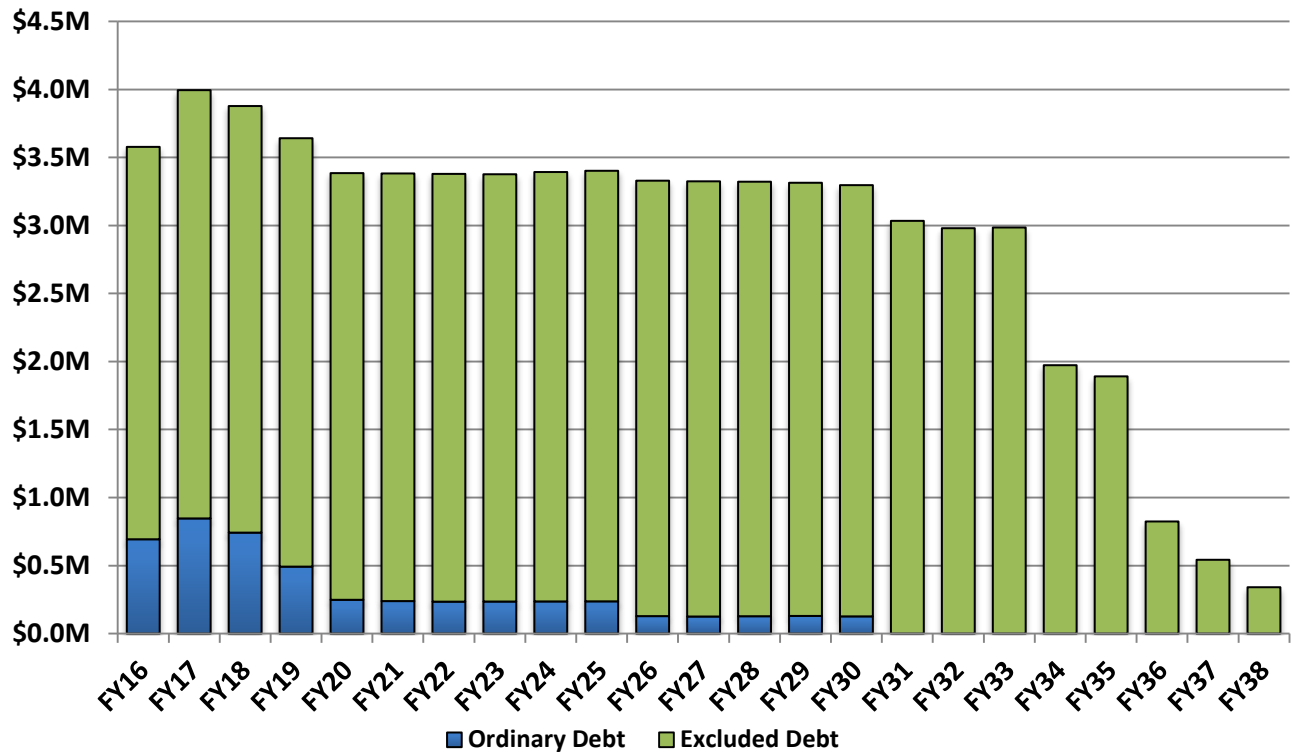
## EXCLUDED DEBT SERVICE (01-710)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>009 - DEBT SERVICE</b>						
59101 LIBRARY PRINCIPAL	265,000	260,000	259,300	255,000	255,000	249,000.00
59102 HIGH SCHOOL PRINCIPAL	435,000	419,700	420,700	406,100	406,100	394,400.00
59103 BRESNAHAN SCHOOL PRINCIPAL	0	397,000	325,000	418,000	418,000	516,000.00
59104 NOCK MOLIN PRINCIPAL	0	362,000	20,000	64,000	64,000	125,000.00
59105 SENIOR COMM CENTER PRINCIPAL	0	0	0	213,000	213,000	220,000.00
59106 NOCK-MOLIN FIELD PRINCIPAL	0	0	0	0	0	105,000.00
59151 LIBRARY INTEREST	43,122	36,497	31,297	25,463	25,463	19,725.00
59152 HIGH SCHOOL INTEREST	226,984	189,032	175,348	160,706	160,706	150,553.00
59153 BRESNAHAN SCHOOL INTEREST	0	501,709	637,858	639,899	639,899	676,128.76
59154 NOCK MOLIN INTEREST	0	500,716	455,044	442,945	442,945	464,620.00
59155 SENIOR COMM CENTER INTEREST	0	0	107,117	210,106	210,106	199,281.26
59156 NOCK-MOLIN FIELD INTEREST	0	0	0	0	0	35,715.00
59250 INTEREST ON TEMPORARY LOANS	0	0	0	180,000	180,000	81,825.09
<b>009 - DEBT SERVICE Total</b>	<b>970,106</b>	<b>2,666,654</b>	<b>2,431,664</b>	<b>3,015,218</b>	<b>3,015,218</b>	<b>3,237,248.11</b>
<b>Grand Total</b>	<b>970,106</b>	<b>2,666,654</b>	<b>2,431,664</b>	<b>3,015,218</b>	<b>3,015,218</b>	<b>3,237,248.11</b>

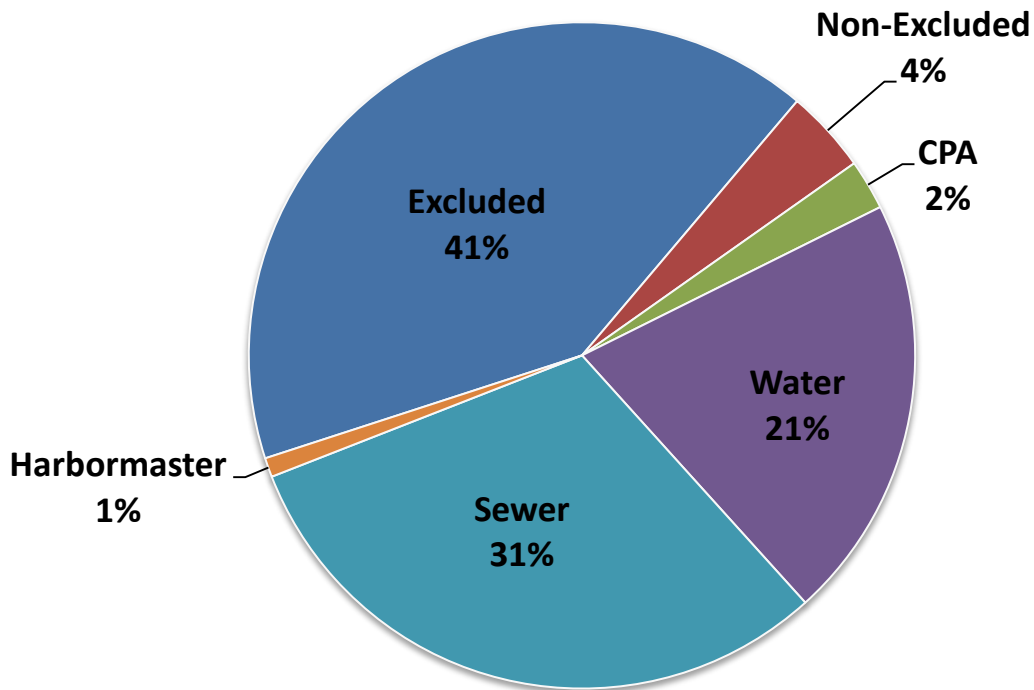
## ORDINARY (NON-EXCLUDED) DEBT SERVICE (01-720)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>009 - DEBT SERVICE</b>						
59250 INTEREST ON TEMPORARY LOANS	0	0	0	60,000	60,000	25,000.00
59100 LONG TERM DEBT PRINCIPAL	905,000	875,300	725,275	598,400	598,400	752,700.00
59150 LONG TERM DEBT INTEREST	154,038	129,227	129,927	183,460	183,460	93,892.00
<b>009 - DEBT SERVICE Total</b>	<b>1,059,038</b>	<b>1,004,527</b>	<b>855,202</b>	<b>841,860</b>	<b>841,860</b>	<b>871,592.00</b>
<b>Grand Total</b>	<b>1,059,038</b>	<b>1,004,527</b>	<b>855,202</b>	<b>841,860</b>	<b>841,860</b>	<b>871,592.00</b>

## General Fund Debt Service FY2016-FY2038



## Outstanding Debt



## **Section 11:**

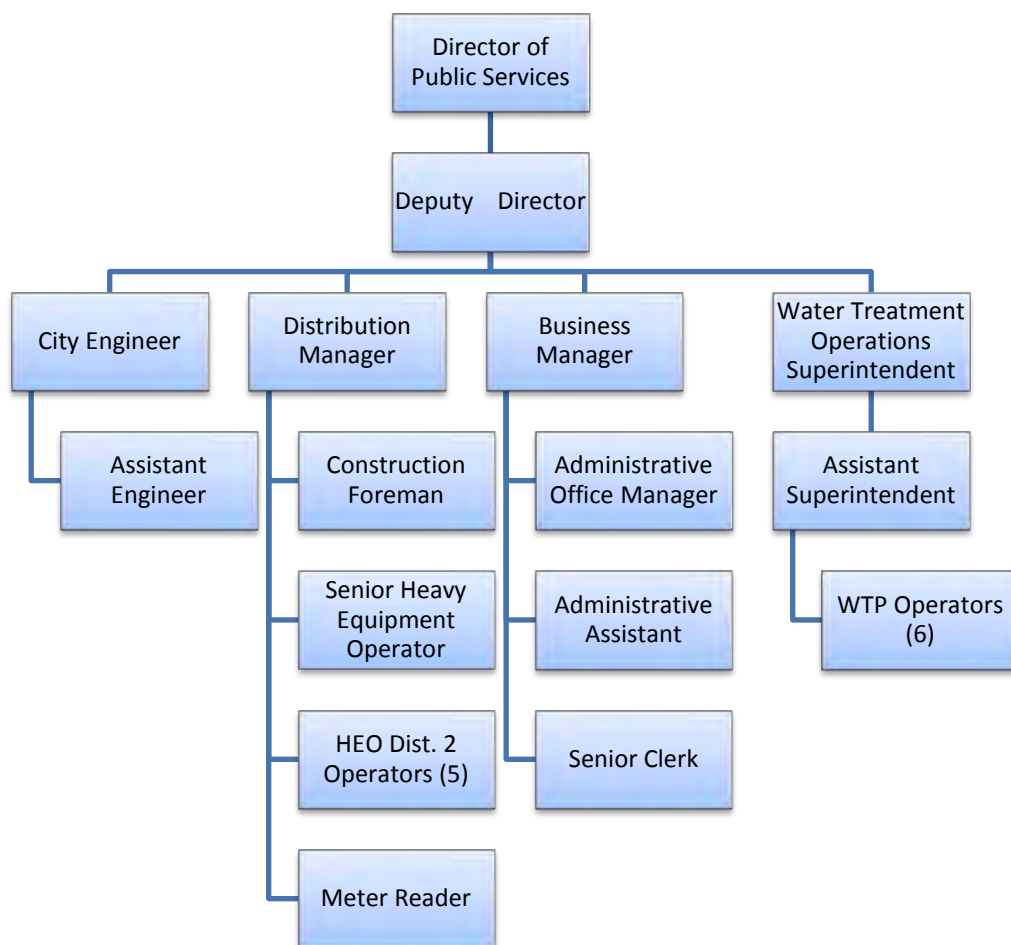
# **Enterprise Funds**

# DEPARTMENT OF PUBLIC SERVICES: WATER DIVISION

## 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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Public Services Director	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
Business Manager	0.50	0.33	0.33
City Engineer	0.33	0.33	0.33
Assistant City Engineer	0.33	0.33	0.33
Superintendent of Water Operations	1.0	1.0	1.0
Assistant Superintendent of Water Operations	1.0	1.0	1.0
Water Distribution Manager	1.0	1.0	1.0
Administrative Office Manager	0.50	0.50	0.50
Administrative Assistant	0.50	0.50	0.50
Senior Clerk Typist	0.50	0.50	0.50
WTP Operator T-4	6.0	6.0	4.0
WTP Operator T-2	0	0	2.0
WD Construction Foreman	1.0	1	1.0
Senior HEO D2	1.0	1.0	1.0
HEO D2	5.0	5.0	5.0
Meter Reader – HEO D2	0.5	0.5	0.7
<b>Total Full Time-Equivalents</b>	<b>19.8</b>	<b>19.6</b>	<b>19.8</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
<b>Aging Infrastructure Replacement</b>	linear feet	1,000	1,050	1,300	1,561
<b>Water Taste/Odor Complaints and follow up</b>	# calls	Not tracked	Not tracked	Not tracked	10

## FY2016 ACCOMPLISHMENTS

- Inspection and cleaning (sediment removal) of the 2-million gallon water storage tank at Rawson Hill and also the 750,000 million gallon storage tank at March's Hill.
- Screens installed at finished water pump station completing \$18.75M Water System Improvement Project.

- Emergency Response Plan upgraded and training sessions held for treatment plant and distribution personnel.
- Sanitary survey completed, which is required by DEP every 3 years.
- Conducted lead and copper sampling throughout the City. All samples passed DEP requirements.
- Reservoir study completed on Upper and Lower Artichoke, as well as Indian Hill and Bartlett Pond.
- Installed 900 l.f. of 12" water main at RT.1 traffic circle project including customer tie-ins and an additional fire hydrant.
- Completed seven week Installation of new drainage at Browns Wharf Culvert.
- Conducted semi-annual city-wide hydrant flushing of all 939 fire hydrants in both Newburyport and Newbury.
- Engineering and Water Distribution divisions were instrumental in persuading MassDOT Whittier Bridge project to install a new 12" emergency water main by pass line installed underneath the RT95 highway.
- Engineering division provided technical assistance on multiple projects, most notably the Boston Way 40R and Traffic Circle/State Street Projects.
- Met with numerous contractors for permit sign-offs and project reviews. Some of these projects included the Towle project, the Hillside Avenue Housing development and the CVS project, each of these projects and other smaller projects required multiple inspections to each site.
- Completed 1,322 mark outs for Dig Safe.
- Repaired 33 main/service leaks.
- Continued to purchase chemicals through the Northeast Merrimack Valley/Consortium which allows for lowest pricing based on the purchasing power of 54 members of the consortium.

## FY2017 TRENDS

Conserving water will continue to be a primary area of focus. The Water Division will continue to maintain and preserve our water sources as well as our infrastructure to maintain clean and safe drinking water.

The Water Construction Crew will continue to perform preventative maintenance such as flushing exercising valves and reinstallation of service main valves throughout the distribution system. Given the age of certain areas of the system, routine capital investments will be needed to maintain and improve the vast network of water mains throughout Newburyport and Newbury.

Engineering will continue to provide technical assistance, design, and construction oversight on water-related projects.

## FY2017 GOALS & OBJECTIVES

**GOAL 1:** REPLACE 1,500 LINEAR FEET OF WATER MAIN.



**Objectives:**

- Plan and order specified material in a timely manner for project execution; excavate to replace water main.

**GOAL 2:** BEGIN PLANNING STAGES TO REPLACE WATER MAIN ON STATE STREET IN ADDITION TO A PORTION OF WATER ST.

**Objectives:**

- Work with consultant to locate all underground water infrastructure and use this information to prepare a base plan. This plan will include all water-related items such as water mains, hydrants, valves and curb boxes.

**GOAL 3:** CONTINUE TO MEET THE REQUIREMENTS OF THE FEDERAL AND STATE WATER TREATMENT PERMITS ISSUED BY THE ENVIRONMENTAL PROTECTION AGENCY (EPA) AND DEPARTMENT OF ENVIRONMENTAL PROTECTION (DEP) WATER MANAGEMENT ACT DIVISION.

**Objectives:**

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

**PROGRAMS & SERVICES**

Treatment	Distribution	Administration/ Billing	Engineering
<ul style="list-style-type: none"><li>• Provide safe and reliable water treatment</li><li>• Meet all State and Federal drinking water standards</li><li>• Work within the WMA withdrawal limits</li><li>• Manage water supply areas</li><li>• Maintain equipment at the WTP</li><li>• Continue with the 18.75 million water system and treatment upgrade</li><li>• Maintenance, cleaning and inspection of 2 water towers</li><li>• Maintain 3 pumping stations</li></ul>	<ul style="list-style-type: none"><li>• Maintenance and repair or 120 miles of water mains</li><li>• Maintenance and repair of 939 hydrants city wide</li><li>• 24 hour response to customer issues</li><li>• Computerized meter reading city wide for City of Newburyport and the Town of Newbury</li></ul>	<ul style="list-style-type: none"><li>• Manage over 8,000 customer accounts</li><li>• Actively pursue the collection of unpaid balances</li><li>• Manage customer service inquiries and work orders</li><li>• Process Monthly Billing to Customers within Billing Cycle</li><li>• Review and Sign Off on Building Permits</li><li>• Provide Budgets, Rate Analysis, Abatement requests and reports to Water and Sewer Commission</li></ul>	<ul style="list-style-type: none"><li>• Technical assistance to resolve problems and provide solutions.</li><li>• Design water main replacement projects.</li><li>• Review of water-related design and construction projects.</li><li>• Construction oversight.</li></ul>

# **WATER ENTERPRISE FUND (060-450)**

01-210  
**001 - PERSONNEL SERVICES**

	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
51101 DPS SAL DIRECTOR	33,667	35,200	35,866	36,443	36,443	37,314.67
51102 DPS SAL DEPUTY DIRECTOR	25,770	28,236	29,201	30,369	30,369	31,717.20
51103 DPS SAL BUSINESS MANAGER	30,300	31,549	21,315	23,326	23,326	23,884.47
51117 DPS SAL ASST ENGINEER	21,013	20,849	12,892	19,452	19,452	20,314.74
51119 DPS SAL CITY ENGINEER	26,933	28,160	28,583	28,583	28,583	30,199.46
51401 WAT LONGEVITY	15,049	14,861	11,405	12,687	12,687	13,266.26
51402 WAT LICENSE STIPENDS	0	0	0	0	0	8,100.00
51403 WAT HOLIDAY PAY	14,501	15,157	14,785	15,448	15,448	15,768.96
51405 WAT CLOTHING REIMBURSEMENT	9,516	8,905	10,528	9,950	9,950	12,300.00
51411 WAT NIGHT DIFFERENTIAL	1,400	1,456	1,512	1,464	1,464	1,464.00
51420 WAT EDUCATION CREDITS	0	0	0	0	0	2,100.00
51301 WAT OVERTIME	97,993	112,586	144,695	129,838	129,838	138,078.21
51710 WAT RETIREMENTS/SICK LEAVE	0	0	38,418	0	0	38,008.54
51711 WAT APPROP RETIREMNT	264,843	281,571	277,160	290,744	290,744	269,058.30
51750 WAT WORKERS COMP INS	29,768	29,768	30,512	33,563	33,563	36,919.76
51760 WAT HEALTH INSURANCE	228,658	229,382	220,179	297,297	297,297	327,027.11
51770 WAT FICA PAYROLL TAXES	15,192	15,562	16,693	14,686	14,686	16,154.57
51190 WAT SAL SUMMER EMPLOYEES	10,525	15,500	15,493	19,000	19,000	21,600.00
51131 DPS SAL ADMIN ASSISTANT	19,762	18,604	21,021	23,079	23,079	23,168.03
51132 DPS SAL ADMIN OFFICE MGR	26,935	28,610	29,038	29,475	29,475	29,588.59
51118 WAT SAL SUPT OPERATN	76,089	79,555	48,667	80,849	80,849	79,112.06
51134 WAT SAL DISTRIBUTION MNGR	68,124	70,732	72,511	73,598	73,598	73,881.26
51158 WAT SAL LABOR	692,858	693,557	684,603	788,213	788,213	801,942.13
<b>001 - PERSONNEL SERVICES Total</b>	<b>1,708,896</b>	<b>1,759,800</b>	<b>1,765,076</b>	<b>1,958,064</b>	<b>1,958,064</b>	<b>2,050,968.32</b>

**002 - PURCHASE OF SERVICES**

53402 WAT TELECOMMUNICATNS	10,042	9,545	9,774	14,905	14,905	10,655.00
52101 WAT HEAT	17,090	15,173	13,238	25,000	25,000	20,000.00
52102 WAT ELECTRICITY	228,582	186,240	230,191	232,152	232,152	232,152.00
53001 WAT FINANCIAL AUDIT	4,500	6,000	6,500	6,825	6,825	7,166.25
53020 WAT LEGAL EXPENSES	67,049	125,316	47,998	100,000	100,000	50,000.00
53024 WAT BOND/NOTE EXP	75,109	56,901	68,871	29,612	29,612	24,385.52
53025 WAT ENGINEER RETAINER	21,400	25,000	9,203	25,000	25,000	25,000.00
53026 WAT POLICE DETAILS	12,953	10,011	16,620	15,000	15,000	15,000.00
53028 WAT PRE-EMPLOYMENT PHYSICAL	442	826	557	2,250	2,250	2,250.00
53029 WAT CONTRACT-CROSS CONN TES	17,070	18,810	17,400	18,000	18,000	18,000.00
53030 WAT SLUDGE REMOVAL/FILTER PLT	3,767	9,000	6,171	9,000	9,000	10,000.00
53031 WAT TEST-SURFACE WAT SAMPLIN	3,006	6,384	3,640	7,500	7,500	7,500.00
53032 WAT WATER TEST	14,120	21,321	10,673	24,786	24,786	28,900.00
52401 WAT IT EXPENSE	27,764	27,493	48,329	56,292	56,292	51,292.00
52402 WAT GEN CONSTRUCTION	50,261	31,489	49,045	98,900	98,900	98,900.00
52403 WAT MAINT-VEHICLES	12,395	22,564	24,353	24,000	24,000	30,000.00
52404 WAT DISTRIBUTN MAINT	58,567	51,506	72,738	62,400	62,400	62,400.00
52405 WAT TREATMENT MAINT	62,992	53,966	56,744	72,500	72,500	72,500.00
52406 WAT MAINT-EQUIPMENT	10,200	10,312	8,387	12,000	12,000	12,000.00
53780 WAT PAYMT IN LIEU TAXES	6,786	6,623	6,359	8,500	8,500	8,500.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>704,093</b>	<b>694,481</b>	<b>706,791</b>	<b>844,622</b>	<b>844,622</b>	<b>786,600.77</b>

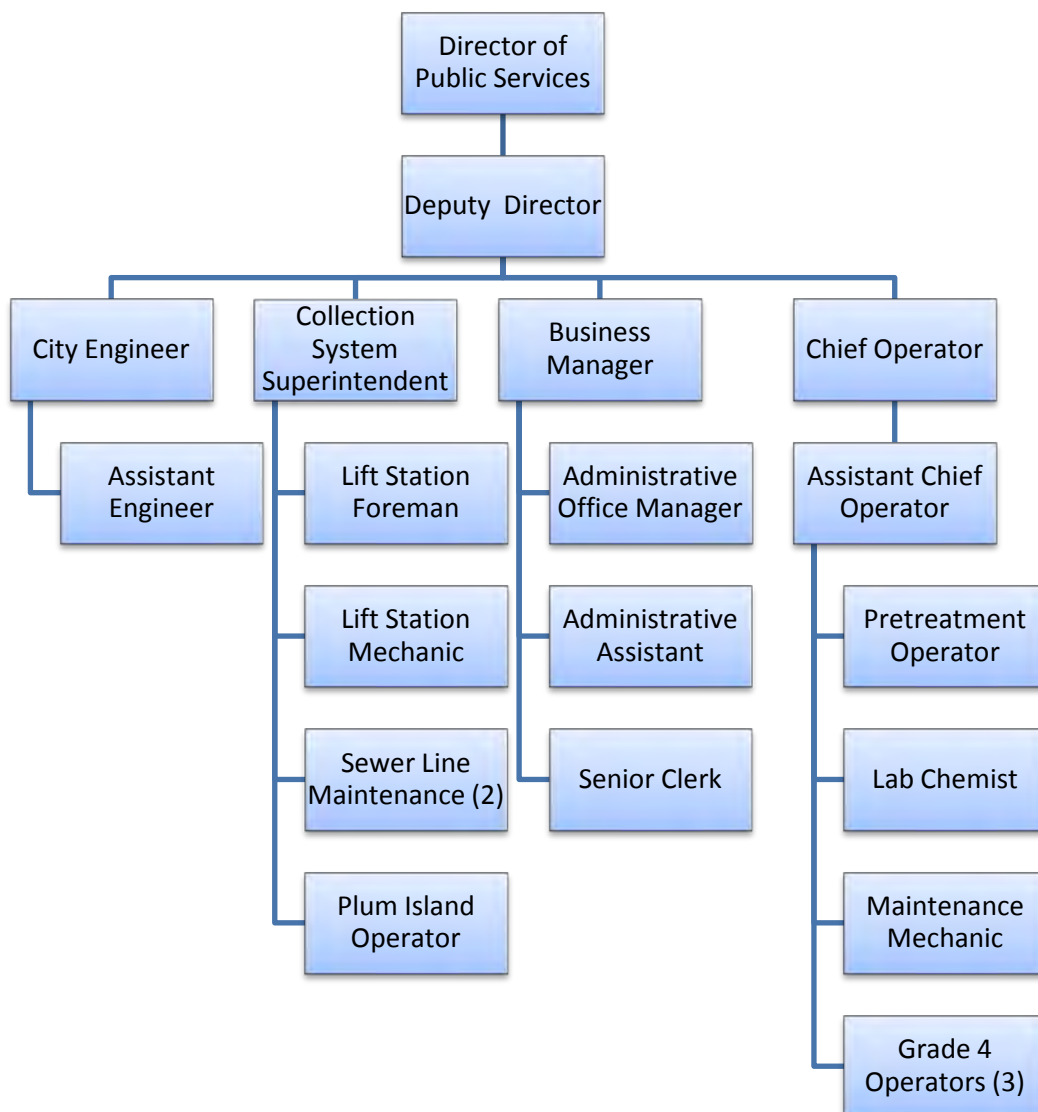
	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 ORIGINAL</b>	<b>FY2016 REVISED</b>	<b>FY2017 ADOPTED</b>
<b>004 - SUPPLIES</b>						
54301 WAT CONSERVATION	4,698	5,000	0	5,000	5,000	5,000.00
54302 WAT CHEMICALS	118,712	132,311	126,236	154,100	154,100	151,600.00
54303 WAT CONSUMER REPORT	6,501	7,045	8,354	8,000	8,000	8,000.00
54201 WAT GENERAL OFC EXP	15,907	16,553	17,432	18,750	18,750	18,750.00
55800 WAT MISC SUPPLIES	2,324	2,211	1,140	2,225	2,225	2,225.00
54801 WAT FUEL/OIL VEHICLE(S)	34,397	28,950	24,609	39,710	39,710	27,171.50
<b>004 - SUPPLIES Total</b>	<b>182,539</b>	<b>192,070</b>	<b>177,771</b>	<b>227,785</b>	<b>227,785</b>	<b>212,746.50</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57301 WAT SDWA	6,175	5,671	5,644	6,341	6,341	6,341.00
57100 WAT TRAVEL & TRAINING	14,021	13,628	9,165	24,500	24,500	24,500.00
57401 WAT MUNICIPAL INSURANCE	35,123	35,551	48,917	52,163	52,163	57,379.30
57407 WAT EDUCATION CREDIT	1,825	1,825	2,155	2,100	2,100	0.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>57,144</b>	<b>56,676</b>	<b>65,880</b>	<b>85,104</b>	<b>85,104</b>	<b>88,220.30</b>
<b>008 - CAPITAL OUTLAY</b>						
58513 WAT WTR MAIN REPLAC PROGRAM	98,746	88,524	92,322	100,000	100,000	100,000.00
58536 WAT DPS BLDG EQUIP/FURNITURE	0	0	0	15,000	15,000	0.00
58550 WAT VEHICLE/EQUIP REPLACE	35,864	40,000	28,549	40,000	40,000	40,000.00
58310 WAT G.I.S.	15,339	5,353	3,571	10,000	10,000	10,000.00
<b>008 - CAPITAL OUTLAY Total</b>	<b>149,949</b>	<b>133,877</b>	<b>124,442</b>	<b>165,000</b>	<b>165,000</b>	<b>150,000.00</b>
<b>009 - DEBT SERVICE</b>						
59150 WAT DEBT INTEREST	277,332	444,285	460,249	537,317	537,317	491,629.71
59100 WAT DEBT PRINCIPAL	545,489	1,218,534	1,212,400	1,307,316	1,307,316	1,363,246.78
<b>009 - DEBT SERVICE Total</b>	<b>822,821</b>	<b>1,662,819</b>	<b>1,672,649</b>	<b>1,844,633</b>	<b>1,844,633</b>	<b>1,854,876.49</b>
<b>Grand Total</b>	<b>3,625,441</b>	<b>4,499,722</b>	<b>4,512,609</b>	<b>5,125,208</b>	<b>5,125,208</b>	<b>5,143,412.38</b>

# DEPARTMENT OF PUBLIC SERVICES: SEWER DIVISION

## MISSION STATEMENT

The mission of the Department of Public Services Sewer Division is to provide quality and efficient wastewater collection, operation and treatment services to all customers 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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Public Service Director	0.33	0.33	0.33
Public Sewer Deputy Director	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Business Manager	0.50	0.33	0.33
Business office Manager	0.50	0.50	0.50
Administrative Assistant	0.50	0.50	0.50
Assistant Engineer	0.33	0.33	0.33
Senior Clerk	0.50	0.50	0.50
Chief Operator	1	1	1
Assistant Chief Operator	1	1	1
Pretreatment Coordinator	1	1	1
Senior Maintenance Forman	1	1	1
Collection System Superintendent	1	1	1
Lab Chemist	1	1	1
Operator Grade IV	3	3	3
Maint/Prevent Maintenance Mechanic	1	1	1
Pump Station Operator/Mechanic	2	2	2
Sewer Line Maintenance Operator	2	2	2
Plum Island Operator	1	1	2
Meter Reader	0.5	0.5	0.30
<b>Total Full Time-Equivalents</b>	<b>18.65</b>	<b>18.65</b>	<b>19.4</b>

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
LF of sewer main cleaned yearly	Linear Feet	54,971	44,156	113,044	160,000
Response to issues, alarms and sewer calls/WWTF/lift station Number of calls FY2016 are higher due to new call tracking process / procedure	Calls	75	71	75	450
Plum Island Vacuum System alarms and sewer calls	Calls	56	36	PI Failure	35

## FY2016 ACCOMPLISHMENTS

- Continue working with consultant on solutions to reduce odor complaints at the Waste Water Treatment Facility (WWTF).
- Continue working on reduction of Nitrogen. At this juncture our NPDES permit does not address nitrogen limits but all indications are that this will be required in the future. Consequently, we are ramping up to address a reduction.
- Responded and repaired as needed all sewer issues to help prevent Sanitary Sewer Overflow (SSO).
- Conducted proper O&M repair and preventative maintenance to Wastewater Treatment Facility and collection system:
  - Cleaned approximately 160,044 linear feet of sewer main.
  - Cleaned 16 lift station wet wells twice per year per station.
  - Manhole repair throughout the City in an effort to reduce Inflow/Infiltration (I/I) repairs consists of replacing frames and covers, resurfacing inside of the MH with cement (hydraulic cement), sealing joints between inlet and invert.
  - O&M continues to be high priority regarding Plum Island, all valve pits are insulated and diversion valves on Northern BLVD are raised out of standing water to help reduce freezing issues during winter months. Remaining valve adjustments will be completed in spring 2016.
- No major Industrial Pretreatment (IPP) violations.
- Repaired force main discharge manhole and 40-foot ACP pipe on Pond St.
- New Vactor truck designed and delivered.
- Sludge quality continues to be of exceptional quality to compost.
- Continued Safety Training and Spill Prevention and Counter Measures Plan trainings in-house for all personnel.
- Continued to provide quality customer service.
- Responded and repaired Plum Island sewer system during the failure caused by to the amount of snow received in the winter of 2015. These repairs had taken the entire Sewer Department staff over 30 days, working 24-7 to return the Island back to 100% operational.
- The Sewer Department responded to 54 sewer calls from residents and businesses regarding sewer backups and responded to 294 calls/alarms from WWTF and lift stations.
- The Engineering Team will continue with the final design phase for the proposed access road to the West End sewer main along the Lower Artichoke Reservoir. The Engineering Team has also performed design and quantity takeoffs to prepare contract bid documents.
- Created mobile app to allow operators to post live updates on the City website, and will aid operators to locate needed components of the system.
- Prepared GIS map and mobile app of Plum Island sewer system. The primary goal of this project was for purpose of mapping the location of key components in the system so they may be located during inclement weather and also show detailed information regarding the

connections between properties. Most importantly, this program will reduce the operator's time locating the components of the system and as a result, allow us to conduct a timelier repair.

- Continued emphasis on providing quality customer service.

## FY2017 TRENDS

The focus of the Sewer Department operations and collections will continue to operate the plant in the most efficient way using Supervisory Control and Data Acquisition (SCADA). SCADA software allows operators to see real time operations, rather than receiving an alarm after the issue. The Sewer Department is also using a smaller version of the SCADA type system at lift stations called Mission. The technology of these two systems allows the Sewer Department to continue to maintain our waste water infrastructure at optimal levels into the future.

One of main priorities in the next few years will also be working closely with consultants and other WWTF to reduce odor complaints in the neighborhood around the plant.

We will continue to focus on Inflow/Infiltration (I/I) reduction by responding and repairing any sewer issues discovered during routine cleaning or CCTV work inspections.

A new DEP regulation will require flow metering the entire sewer collection system. Flow meters will be located throughout the collection system for 10 weeks and once the information is collected an I/I report and plan will be developed.

The Department will also be working closely with the Massachusetts Institute of Technology to develop new tools and devices that may assist with the maintenance and operation 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.

Engineering will complete the design of the West End Sewer Main Access Road and prepare the necessary easements to gain access to private properties. The Engineering Team will continue to provide technical assistance, design, and review of various sewer projects, such as the Graf Road Pump Station and improvements and force main replacement projects.

## FY2017 GOALS & OBJECTIVES

**GOAL 1:** CONTINUE TO OPERATE THE WWTF UNDER THE REQUIREMENTS OF THE NPDES PERMIT AT THE HIGHEST LEVEL INCLUDED MAXIMUM POLLUTANT LIMITS A MINIMUM PERCENT REMOVAL.

**Objectives:**

- Meet permit limits and provide quality wastewater discharge.
- Reduction in Nitrogen. At this juncture our NPDES permit does not address nitrogen limits but all indications are that this will be required in the future. Consequently, we are ramping up to address.
- Completion of the anoxic zone.

**GOAL 2:** CONTINUE WORKING WITH CONSULTING FIRM ON ODOR CONTROL STRATEGIES.

**Objectives:**

- Maintain as one of our highest priorities, to reduce odor.
- Implement construction of odor control design.

**GOAL 3:** NEW GRAF ROAD LIFT STATION AT DESIGN STAGE. ALONG WITH THE NEED FOR A NEW STATION, A FORCE MAIN (FM) IS ALSO NEEDED FOR HALE ST/GRAF. THE CURRENT FM IS 14" – 16" ASBESTOS CEMENT PIPE (ACP) APPROXIMATELY 1.5 MILES IN LENGTH AND IS CURRENTLY OUT OF ROUND.

**Objectives:**

- Currently the design for the force main is 95% complete, bidding and construction FY17.
- Graf Road Lift Station is at early design stages; anticipated FY17 for bidding and construction.
- Complete both projects on time and on budget.

**GOAL 4:** PROVIDE PROPER OPERATIONS AND MAINTENANCE SERVICES TO OUR CUSTOMERS; CONTINUE WORKING TO INSURE PROPER OPERATIONS OF THE COLLECTION SYSTEM AND WWTF.

**Objectives:**

- Maintain the Wastewater Treatment Facility (WWTF); lift stations, sewer mains, and Plum Island with minimal disruption to our customers.
- Respond, repair, and maintain all sewer issues that may occur at the WWTF, lift stations, Plum Island, and sewer mains throughout the City in a timely manner.
- Continue to improve health and safety issues.
- Continue to provide support and implement goals of the Mayor, City Council and Water and Sewer Commission.



- Reduce Inflow and Infiltration (I/I) throughout the City and institute a flowmeter program.
- Prevent Sanitary Sewer Overflow (SSO) through constant communication and education.

## PROGRAMS & SERVICES

Treatment	Collection	Administration/ Billing	Engineering
<ul style="list-style-type: none"> <li>• Provide quality and efficient treatment for wastewater to be discharged to Merrimac River.</li> <li>• Meet the requirements for the NPDES permit.</li> <li>• Submit yearly reports to the DEP/EPA.</li> <li>• Maintain proper operations of the WWTF.</li> <li>• Phase two completed at for the WWTF upgrade.</li> <li>• 24/7 on call personnel to respond to all calls during and after hours at the WWTF.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of 16 pump stations including Plum Island.</li> <li>• Clean and maintain 75 miles of gravity sewer mains.</li> <li>• 24 hour response to customer issues.</li> <li>• Video sewer mains for the reduction of (II) Inflow/Infiltration for NPDES permit requirements.</li> <li>• O&amp;M on sewer mains and lift stations to reduce sewer SSO.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage over 8,000 customer accounts.</li> <li>• Actively pursue the collection of unpaid balances.</li> <li>• Manage customer service inquiries and work orders</li> <li>• Process Monthly Billing to Customers within Billing Cycle.</li> <li>• Review and sign off on Building Permits</li> <li>• Provide Budgets, Rate Analysis, Abatement requests and reports to Water and Sewer Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance to resolve problems and provide solutions.</li> <li>• Design access roads and sewer main replacements.</li> <li>• Review of sewer rehabilitation and replacement projects.</li> <li>• Project management of sewer design projects.</li> <li>• Construction oversight.</li> </ul>

# SEWER ENTERPRISE FUND (061-440)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 DPS SAL DIRECTOR	33,667	35,200	35,866	36,443	36,443	37,314.67
51102 DPS SAL DEPUTY DIRECTOR	28,272	28,236	29,201	30,369	30,369	31,717.20
51103 DPS SAL BUSINESS MANAGER	30,300	31,549	21,315	23,326	23,326	23,884.47
51117 DPS SAL ASST ENGINEER	21,012	20,849	12,892	19,452	19,452	20,314.74
51119 DPS SAL CITY ENGINEER	26,933	28,160	28,583	28,583	28,583	30,199.46
51401 SEW LONGEVITY	13,863	14,455	13,828	9,554	9,554	9,781.24
51402 SEW LICENSE STIPENDS	0	0	0	0	0	6,600.00
51405 SEW CLOTHING REIMBURSEMENT	9,233	9,755	9,464	9,950	9,950	11,475.00
51420 SEW EDUCATION CREDITS	825	425	850	850	850	850.00
51422 SEW EDUCATION	3,637	5,637	6,297	17,800	17,800	0.00
51301 SEW OVERTIME	168,323	171,959	249,364	181,357	181,357	192,866.89
51710 SEW RETIREMENTS/SICK LEAVE	0	0	0	72,638	72,638	48,818.66
51711 SEW APPROP RETIREMNT	235,976	252,165	277,181	283,666	283,666	281,482.35
51750 SEW WORKERS COMP INS	20,396	20,396	20,906	22,997	22,997	25,296.45
51760 SEW HEALTH INSURANCE	251,678	250,633	273,520	346,791	346,791	381,470.09
51761 SEW DENTAL	2,935	860	0	0	0	0.00
51770 SEW FICA PAYROLL TAXES	11,456	11,774	12,906	15,978	15,978	17,575.00
51122 SEW SAL COLLECTIN SYSTEM MNGR	72,720	76,024	77,173	77,173	77,173	84,516.03
51190 SEW SAL SUMMER EMPLOYEES	15,198	18,140	18,543	25,000	25,000	21,600.00
51116 SEW SAL CHIEF OPERATOR	76,241	79,706	80,909	80,909	80,909	77,825.77
51131 DPS SAL ADMIN ASSISTANT	19,762	18,604	21,021	23,079	23,079	23,168.03
51132 DPS SAL ADMIN OFFICE MGR	26,935	28,611	29,038	29,475	29,475	29,588.59
51158 SEW SAL LABOR	648,467	692,298	708,137	763,761	763,761	850,485.88
<b>001 - PERSONNEL SERVICES Total</b>	<b>1,717,830</b>	<b>1,795,435</b>	<b>1,926,993</b>	<b>2,099,150</b>	<b>2,099,150</b>	<b>2,206,830.52</b>
<b>002 - PURCHASE OF SERVICES</b>						
53402 SEW TELECOMMUNICATNS	24,003	27,576	21,639	33,490	33,490	30,240.00
52101 SEW HEAT	32,337	36,925	72,000	72,000	72,000	72,000.00
52102 SEW ELECTRICITY	271,864	235,971	319,953	356,326	356,326	356,325.97
53801 OTHR POS - TEMP HOUSING	0	0	81,563	0	0	0.00
53001 SEW FINANCIAL AUDIT	4,500	6,000	6,500	6,825	6,825	7,166.25
53020 SEW LEGAL EXPENSES	65,080	125,368	38,081	100,000	100,000	50,000.00
53024 SEW BOND/NOTE EXP	71,167	106,599	37,678	39,823	39,823	37,649.62
53026 SEW POLICE DETAILS	4,048	3,384	10,953	15,300	15,300	10,000.00
53028 SEW MEDICAL/DRUG TESTING	3,217	4,322	4,423	16,440	16,440	16,440.00
53030 SEW CONSULTANT FEES	44,005	46,969	76,759	75,000	75,000	75,000.00
53035 SEW INDUSTRIAL PRETREATMENT	14,527	16,250	14,905	14,550	14,550	14,550.00
53040 SEW BIOSOLIDS DISPOSAL	230,120	256,594	239,169	267,640	267,640	271,765.00
53050 SEW VENDOR LAB TESTING	15,654	12,150	8,827	19,350	19,350	19,350.00
52401 SEW IT EXPENSE	40,197	22,954	52,768	46,092	46,092	40,092.00
52402 SEW MAINT-GENERAL	31,173	34,390	38,489	36,350	36,350	36,350.00
52403 SEW MAINT-VEHICLES	27,178	21,194	13,190	27,000	27,000	27,000.00
52406 SEW MAINT-EQUIPMENT	78,081	77,916	97,372	102,052	102,052	96,652.00
52407 SEW UNIFORM/SAFETY EQUIPMEN	8,035	11,628	15,520	15,136	15,136	15,136.00
52408 SEW SEWER LINE MAINTENANCE	86,464	85,910	228,466	90,000	90,000	90,000.00
52409 SEW MAINT DRAINS	38,957	39,000	34,034	39,000	39,000	39,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>1,090,606</b>	<b>1,171,098</b>	<b>1,412,289</b>	<b>1,372,374</b>	<b>1,372,374</b>	<b>1,304,716.84</b>

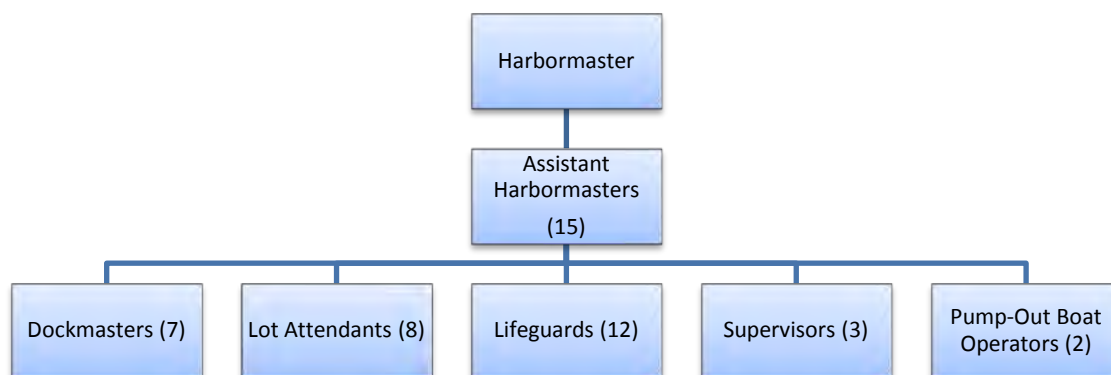
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>004 - SUPPLIES</b>						
54302 SEW PLANT CHEMICALS	115,724	210,614	154,534	263,620	263,620	227,100.00
54303 SEW LAB CHEM/EQUIP/SUPPLIES	4,909	6,692	9,879	13,750	13,750	13,750.00
54310 SEW HOSE	2,934	5,702	1,650	3,850	3,850	3,850.00
54201 SEW GENERAL OFC EXP	17,327	19,551	22,040	21,350	21,350	21,350.00
55800 SEW MISC SUPPLIES	805	1,668	1,688	1,800	1,800	1,800.00
54801 SEW FUEL/OIL VEHICLE(S)	36,493	35,706	29,562	41,485	41,485	30,018.00
54802 SEW LUBRICANTS	6,985	4,353	1,225	9,685	9,685	5,000.00
<b>004 - SUPPLIES Total</b>	<b>185,177</b>	<b>284,286</b>	<b>220,579</b>	<b>355,540</b>	<b>355,540</b>	<b>302,868.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57300 SEW DUES/LIC/SUBSCRIPTIONS	470	1,020	556	1,350	1,350	1,350.00
57100 SEW TRAVEL & TRAINING	0	0	0	0	0	17,800.00
57401 SEW MUNICIPAL INSURANCE	19,536	19,536	27,915	49,773	49,773	54,750.30
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>20,006</b>	<b>20,556</b>	<b>28,471</b>	<b>51,123</b>	<b>51,123</b>	<b>73,900.30</b>
<b>008 - CAPITAL OUTLAY</b>						
58361 SEW REPAIR LIFT STATIONS	85,380	136,826	136,753	150,000	150,000	150,000.00
58362 SEW EFFLUENT SAMPLER	6,364	5,000	6,000	6,000	6,000	6,000.00
58536 SEW DPS BLDG EQUIP/FURNITURE	0	0	0	15,000	15,000	0.00
58550 SEW VEHICLE/EQUIP REPLACE	129,701	25,000	0	0	0	0.00
58300 SEW LAB TEST EQUIPMENT	1,740	2,838	0	0	0	0.00
58310 SEW G.I.S.	15,094	13,034	14,786	10,000	10,000	10,000.00
58330 SEW I/I REHABILITATION	100,000	22,207	67,857	100,000	100,000	100,000.00
<b>008 - CAPITAL OUTLAY Total</b>	<b>338,280</b>	<b>204,905</b>	<b>225,395</b>	<b>281,000</b>	<b>281,000</b>	<b>266,000.00</b>
<b>009 - DEBT SERVICE</b>						
59150 SEW DEBT INTEREST	433,716	654,274	713,108	728,646	728,646	680,660.15
59100 SEW DEBT PRINCIPAL	754,488	1,566,203	1,510,823	1,527,791	1,527,791	1,549,614.80
<b>009 - DEBT SERVICE Total</b>	<b>1,188,204</b>	<b>2,220,478</b>	<b>2,223,931</b>	<b>2,256,437</b>	<b>2,256,437</b>	<b>2,230,274.95</b>
<b>Grand Total</b>	<b>4,540,103</b>	<b>5,696,757</b>	<b>6,037,658</b>	<b>6,415,623</b>	<b>6,415,623</b>	<b>6,384,590.61</b>

# HARBORMASTER

## 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.

## ORGANIZATIONAL OVERVIEW



Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Harbormaster*	1.0	1.0	1.0
Assistant Harbormaster	15.0	15.0	15.0
Pump Out Boat Operators	2.0	2.0	2.0
Supervisors	3.0	3.0	3.0
Lifeguards	9.0	9.0	12.0
Dock Masters and Lot Attendants	15.0	15.0	15.0
<b>Total Staff</b>	<b>45.0</b>	<b>45.0</b>	<b>48.0</b>

\*Harbormaster is the only year-round full-time employee.

## PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2013	Actual FY2014	Actual FY2015	Estimated FY2016
Waterway Permits	#	1,398	1,463	1,477	1,491
Mooring Permits	#	169	175	176	196
Dingy Permits	#	31	34	36	41
Cashman Park Annual Parking Permits	#	61	68	70	72

## FY2016 ACCOMPLISHMENTS

- Worked with the Army Corp in safely completing the South Jetty and entire north Jetty with no major issues or boating accidents.
- Applied for, received and installed new docks for Cashman Park from the Commonwealth.
- Created new fish pier at Cashman Park that is ADA accessible and was paid for by the State with no cost to Newburyport.
- Designed a new Transient Boaters Facility, value engineered project and successfully awarded the contract within anticipated budget.
- Applied for and received a grant for the installation of five (5) security cameras with the North Shore Harbor Masters Association. These cameras will increase the safety and surveillance for our department and community.
- Provided safety training and special procedure training to the Whittier bridge project employees and workers, which resulted in several successful rescues with minimal injury.
- Increased training with enhanced relationship with both the Police and Fire departments that supported several joint rescues and boat fires.

## FY2017 TRENDS

As always, the weather plays a significant factor in revenues and activities associated with the Harbormasters Department. FY 2017 is expected to be a busy recreational boating season with more boats traveling and more visitors to the city based upon the low cost of fuel. The local marinas are expected to be at over ninety (90%) percent capacity as more boats are being placed on our waterways.

The commercial boating industry, however, has been declining based upon many more regulations and restrictions that are being imposed on the fishing industry.

## FY2017 GOALS & OBJECTIVES

### **GOAL 1:** BUILD NEW HARBORMASTER TRANSIENT BOATERS FACILITY

#### **Objectives:**

- Complete project safely, on time and on budget.

### **GOAL 2:** PROMOTE NEWBURYPORT AS A BOATING DESTINATION

#### **Objectives:**

- Work with the City and other stakeholders to develop a plan to promote Newburyport as a world-class boating destination through advertising, social media and events. Drive more transient boaters to our city.

### **GOAL 3:** ADDITONAL DREDGING OF THE RIVER

#### **Objectives:**

- Work with the Army Corp of Engineers to continue and to expedite the dredging of the river and related areas for the safety of all mariners.

## PROGRAMS & SERVICES

Patrol Operations	Pump Out Boat Operations	Supervisors	Dockmaster, Parking Lot & Boat Ramp Attendants	Lifeguards
<ul style="list-style-type: none"> <li>•Reports directly to the Harbormaster</li> <li>•Enforces all state and local boating laws</li> <li>•Responds to any water or boating emergency within the waters of Newburyport</li> <li>•Assist the Coast Guard and other communities along the waterways of Newburyport when asked</li> <li>•Monitor all Newburyport vessels for current mooring and waterway permit stickers</li> <li>•Give safety information and boating regulations</li> <li>•Patrol Merrimac River</li> <li>•Collect dock fees</li> <li>•Help with flow of boats at Cashman Park</li> <li>•Assist lifeguards with monitoring the beach and Plum Island Jetties</li> </ul>	<ul style="list-style-type: none"> <li>•Pump out all boats in Newburyport when called upon</li> <li>•Maintain a log for amount of gallons pumped out to comply with state grant</li> <li>•Report to Harbormaster on any maintenance issues or boat or land based pump station</li> </ul>	<ul style="list-style-type: none"> <li>•Help with scheduling of all staff</li> <li>•Assist with payroll</li> <li>•Answer phones</li> <li>•Oversee fee collections for accurate bookkeeping</li> <li>•Daily financial reports</li> <li>•Supervision of Lifeguards, Dock masters, Cashman Attendants</li> <li>•Report discrepancies or maintenance issues to Harbormaster</li> <li>•Maintain daily radio checks</li> <li>•Make daily bank deposits</li> </ul>	<ul style="list-style-type: none"> <li>•Collect usage fees</li> <li>•Assist boaters with proper tie up of vessels</li> <li>•Keep boardwalk and city docks organized and clean</li> <li>•Keep comfort station clean and full of toiletry supplies</li> <li>•Responsible for cash bank and accurate account for all transactions</li> </ul>	<ul style="list-style-type: none"> <li>•Enforce all beach regulations</li> <li>•Maintain and keep the beach clean</li> <li>•Give information about beach regulations, water and fishing conditions</li> <li>•Report beach or water related violations to Harbormaster and Head Lifeguard</li> <li>•Patrol beach</li> <li>•Provide live saving and emergency response</li> </ul>

## HARBORMASTER ENTERPRISE FUND (6520-295)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>001 - PERSONNEL SERVICES</b>						
51101 HBR SAL HARBORMASTER	60,000	65,189	64,455	64,311	64,311	67,166.22
51102 HBR ASST HARBORMASTER	15,215	19,001	16,192	25,000	25,000	25,000.00
51181 HBR SUPERVISORS	12,106	13,751	13,543	17,000	17,000	20,000.00
51183 HBR LIFEGUARDS	28,513	33,346	31,033	41,000	41,000	41,000.00
51184 HBR ADMIN/SECRETARIAL	3,561	5,366	3,280	7,000	7,000	7,000.00
51185 HBR CASHMAN PK ATTEND	14,246	15,685	14,188	17,000	17,000	17,000.00
51186 HBR DOCKMASTER	5,844	4,524	5,704	9,000	9,000	9,000.00
51187 HBR PI PARKING LOT ATTEND	9,456	6,707	6,106	9,000	9,000	9,000.00
51188 HBR SHELLFISH CONSTABLE	0	0	2,500	2,500	2,500	2,509.62
51740 HBR RETIREMENT APPROP	14,570	14,460	16,074	17,559	17,559	16,738.31
51760 HBR HEALTH INSURANCE	20,379	20,269	20,497	28,450	28,450	28,449.51
51770 HBR FICA PAYROLL TAXES	2,291	2,715	4,751	6,300	6,300	6,300.00
<b>001 - PERSONNEL SERVICES Total</b>	<b>186,181</b>	<b>201,011</b>	<b>198,321</b>	<b>244,119</b>	<b>244,119</b>	<b>249,163.66</b>
<b>002 - PURCHASE OF SERVICES</b>						
52103 HBR HEAT/ELECTRICITY	842	1,369	2,566	4,100	4,100	4,100.00
52401 HBR CASHMAN PARK	2,169	1,679	848	6,500	6,500	6,500.00
52405 HBR IT EXPENSE	1,836	2,741	5,430	4,500	4,500	4,500.00
52410 HBR FISH PIER	0	0	380	0	0	500.00
52420 HBR MAINT/EQUIP BOAT	3,047	1,682	2,960	3,500	3,500	3,500.00
52430 HBR INSTALL/REPAIR FLTS, DK	7,240	4,668	4,888	7,000	7,000	7,000.00
52435 HBR FACILITIES MAINT	765	104	3,426	2,500	2,500	2,500.00
52445 HBR PLUM ISLAND EXP	1,987	2,138	2,221	4,500	4,500	4,500.00
52721 HBR PUMPOUT MAINT	849	3,617	0	3,000	3,000	3,000.00
53030 HBR PRINTING & SIGNS	3,231	1,395	2,257	2,300	2,300	2,300.00
53402 HBR TELECOMMUNICATIONS	1,684	1,481	2,147	2,500	2,500	2,500.00
53406 HBR POSTAGE MAILINGS	110	1,547	2,151	2,000	2,000	2,000.00
<b>002 - PURCHASE OF SERVICES Total</b>	<b>23,759</b>	<b>22,421</b>	<b>29,274</b>	<b>42,400</b>	<b>42,400</b>	<b>42,900.00</b>



(Continued from Previous Page)

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ORIGINAL	FY2016 REVISED	FY2017 ADOPTED
<b>004 - SUPPLIES</b>						
54200 HBR OFFICE SUPPLIES	279	0	165	500	500	500.00
54250 HBR HARBOR COMMISSION EXP	2,705	1,632	1,231	2,200	2,200	2,200.00
54305 HBR UNIFORM/SAFETY EQUIP	1,979	1,781	1,245	2,000	2,000	2,000.00
54801 HBR FUEL/OIL VEHICLES	7,071	8,374	12,478	12,000	12,000	12,000.00
55800 HBR MISC SUPPLIES	1,082	66	0	1,500	1,500	1,500.00
<b>004 - SUPPLIES Total</b>	<b>13,116</b>	<b>11,853</b>	<b>15,120</b>	<b>18,200</b>	<b>18,200</b>	<b>18,200.00</b>
<b>007 - OTHER CHARGES &amp; EXPENSES</b>						
57100 HBR TRAVEL & TRAINING	0	180	0	500	500	500.00
57300 HBR DUES/MEMBERSHIPS	40	0	0	500	500	500.00
57430 HBR MARINA/BOAT INSURANCE	5,075	3,255	3,255	5,075	5,075	5,075.00
<b>007 - OTHER CHARGES &amp; EXPENSES Total</b>	<b>5,115</b>	<b>3,435</b>	<b>3,255</b>	<b>6,075</b>	<b>6,075</b>	<b>6,075.00</b>
<b>008 - CAPITAL OUTLAY</b>						
58500 HBR ADDITIONAL EQUIPMENT/SVC	28,330	25,053	30,000	30,000	30,000	50,000.00
<b>008 - CAPITAL OUTLAY Total</b>	<b>28,330</b>	<b>25,053</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>50,000.00</b>
<b>009 - DEBT SERVICE</b>						
59100 HBR DEBT SERVICE	27,000	26,000	0	26,000	26,000	64,375.00
<b>009 - DEBT SERVICE Total</b>	<b>27,000</b>	<b>26,000</b>	<b>0</b>	<b>26,000</b>	<b>26,000</b>	<b>64,375.00</b>
<b>Grand Total</b>	<b>283,501</b>	<b>289,772</b>	<b>275,969</b>	<b>366,794</b>	<b>366,794</b>	<b>430,713.66</b>



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## **Section 12:**

# **Capital Improvement Program**

## **I. Executive Summary**

Dear President & Members of the City Council:

I am pleased to submit herewith the proposed Fiscal Years 2016-2020 Capital Improvement Program (CIP). All projects listed under FY2016 have been, or are expected to be, funded through various means during this current fiscal year. All projects listed under FY2017 through FY2020 will require funding through a combination of sources. As you are aware, 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 incorporate this approach 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 is 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 but did not engender a comprehensive and holistic approach to capital planning. Prior to FY2013, the City was not able to offer an adequate long-term funding program to address important City-wide infrastructure improvements, replace deteriorating equipment, and repair and renovate facilities.

Since FY2013, I have prioritized the continued development and refinement of a comprehensive capital improvement plan that incorporates the capital needs of all City Departments with a practical funding plan for each year of the program. Department Heads have worked with the Mayor's Office to identify and/or update their most important capital needs for FY2016 through FY2020. Significant time has been spent on developing a realistic funding schedule within the confines of the City's financial resources.

I have deliberately included fully funded projects and acquisitions from FY2020 in this CIP to reflect the progress that has been made during the current fiscal year. 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, while also acknowledging that the City is faced with new and unexpected capital challenges every year.

### **Free Cash Policy**

Working with our Finance Team, I have developed a Free Cash Policy that provides 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 (DOR) and available for appropriation. Free Cash must be certified by the DOR'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 in December 2012, 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 FY2016-2020 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 or 1% of the tax levy, whichever is greater;
- 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; 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 \$74,620,153. The projects are divided into five main categories, as shown in the table and graph on the following pages.

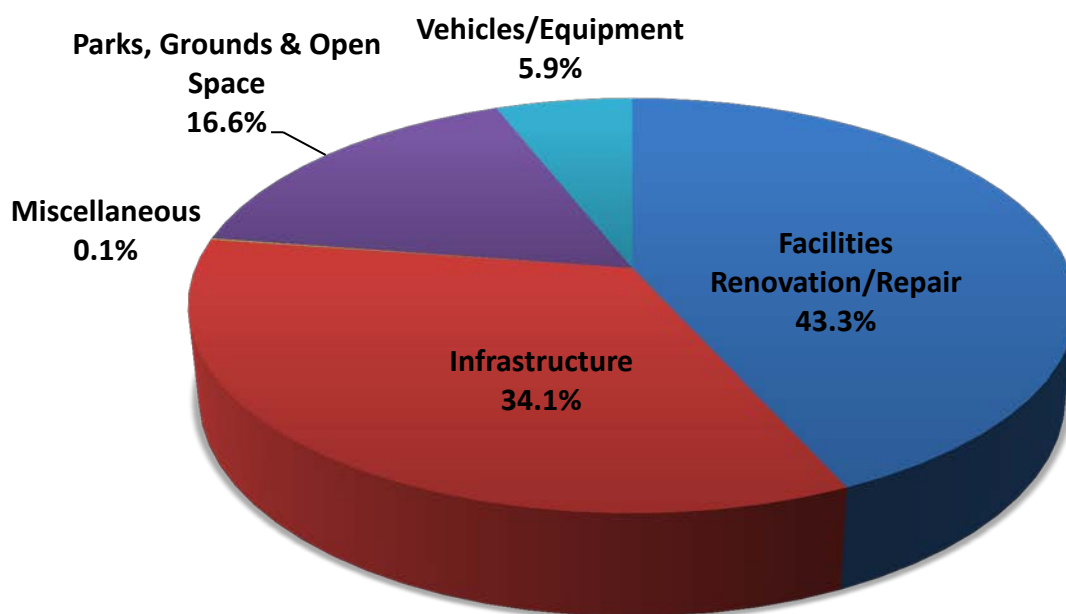
The graph on the page following illustrates that 43.3% of spending is for facilities renovation and

repair. A significant portion of this spending is for the Parking Garage/Intermodal Facility Project, with an estimated project cost of \$11.1 million. Additional projects include the Transient Boaters & Harbormaster Facility and DPS Administration Building. The CIP also identifies and anticipates significant investment in existing City buildings, such as renovations to the two fire stations, roof replacements, numerous updates to the High School, carpet replacements, and updates to the public address system at City Hall, among others.

Investments in infrastructure represent 34.1% 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 the past several years, 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 \$2.7 million in water infrastructure improvements and \$12.4 million in sewer infrastructure projects over the next five years.

Another important area for the City is our parks, grounds, and open space, which comprises 16.6% of total spending in the CIP. Partially funded by a \$1.7 million debt exclusion, a major investment has been made in athletic field improvements at the High School stadium, Fuller Track Complex, Nock diamond and multi-use playing fields, and Cherry Hill soccer fields. Additional important investments include the Inn Street Fountain Restoration and Splash Pad project, restoring the Bartlett Mall Frog Pond and continued work on expanding and completing the City's rail trail.

**Project Costs by Project Type**



## Funding the CIP

The City's lack of dedicated annual funding sources for most 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 many 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. For FY2016, ordinary and excluded debt comprises approximately 6.1% of the General Fund budget.

Below is a summary of anticipated project costs for fiscal years 2016 through 2020:

### Project Costs by Department

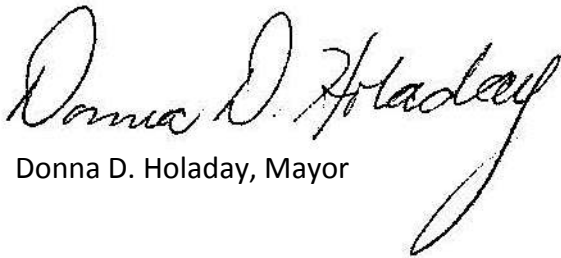
#### Estimated Project Costs by Fiscal Year

Department	FY2016	FY2017	FY2018	FY2019	FY2020	Five-Year Total
Fire	-	100,000	6,435,000	3,050,000	2,625,000	12,210,000
Police	102,500	57,300	55,000	54,000	-	268,800
Parks	4,900,231	1,293,008	1,020,000	1,100,000	-	8,313,239
Planning & Development	574,485	16,652,730	190,000	275,000	125,000	17,817,215
Information Technology	146,500	488,500	58,500	58,500	58,500	810,500
Human Resources	-	20,000	5,000	-	-	25,000
Library	-	28,000	26,000	-	-	54,000
DPS - Highway	1,221,222	2,305,000	1,557,000	1,939,000	889,100	7,911,322
Schools	342,000	1,451,709	910,459	380,336	898,295	3,982,799
<b>Total General Fund</b>	<b>\$7,286,938</b>	<b>\$22,396,247</b>	<b>\$10,256,959</b>	<b>\$6,856,836</b>	<b>\$4,595,895</b>	<b>\$51,392,875</b>
Harbormaster	350,000	1,200,000	-	-	-	1,550,000
DPS - Sewer	2,843,000	9,845,000	180,000	3,490,000	100,000	16,458,000
DPS - Water	2,129,243	1,515,000	525,000	525,000	525,035	5,219,278
<b>Total Enterprise Funds</b>	<b>\$5,322,243</b>	<b>\$12,560,000</b>	<b>\$705,000</b>	<b>\$4,015,000</b>	<b>\$625,035</b>	<b>\$23,227,278</b>
<b>Total Capital Improvements</b>	<b>\$12,609,181</b>	<b>\$34,956,247</b>	<b>\$10,961,959</b>	<b>\$10,871,836</b>	<b>\$5,220,930</b>	<b>\$74,620,153</b>

## Conclusion

I want to thank everyone who has 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 revaluated and updated on an annual basis as part of the budget process. The CIP will also continue to be included 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,

A handwritten signature in black ink, reading "Donna D. Holaday". The signature is fluid and cursive, with a long, sweeping tail on the last letter of the last name.

Donna D. Holaday, Mayor



## II. FY 2016-2020 CIP Summary

CIP #	Department	Project Description	FY2016	FY2017	FY2018	FY2019	FY2020	Five-Year Total
FD001	Fire	Rechassis Forestry Pumper	\$0	\$50,000	\$0	\$0	\$0	\$50,000
FD002	Fire	Replace/Update Radio Equipment	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
FD004	Fire	Replacement Aerial Ladder Fire Truck	\$0	\$0	\$1,100,000	\$0	\$0	\$1,100,000
FD005	Fire	Type III Ambulance	\$0	\$0	\$185,000	\$0	\$0	\$185,000
FD006	Fire	Replacement of Fire Station # 2	\$0	\$0	\$5,000,000	\$0	\$0	\$5,000,000
FD007	Fire	Architectural Study and Design for Fire Station	\$0	\$0	\$100,000	\$0	\$0	\$100,000
FD008	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
FD009	Fire	Plum Island Fire Station	\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000
FD010	Fire	Renovation of Engine 3	\$0	\$0	\$0	\$0	\$75,000	\$75,000
	<b>Fire Total</b>		<b>\$0</b>	<b>\$100,000</b>	<b>\$6,435,000</b>	<b>\$3,050,000</b>	<b>\$2,625,000</b>	<b>\$12,210,000</b>
PD001	Police	Laptops and Software for Police Cruisers	\$80,000	\$0	\$0	\$0	\$0	\$80,000
PD003	Police	Radar Units	\$0	\$12,300	\$0	\$0	\$0	\$12,300
PD004	Police	Garage Doors	\$0	\$0	\$25,000	\$0	\$0	\$25,000
PD005	Police	Hvac Units	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PD006	Police	Facility Weatherproofing	\$0	\$0	\$0	\$25,000	\$0	\$25,000
PD007	Police	Carpet Replacement	\$0	\$0	\$0	\$29,000	\$0	\$29,000
PD010	Police	Special Operations Vehicle	\$0	\$45,000	\$0	\$0	\$0	\$45,000
PD011	Police	Tasers	\$22,500	\$0	\$0	\$0	\$0	\$22,500
	<b>Police Total</b>		<b>\$102,500</b>	<b>\$57,300</b>	<b>\$55,000</b>	<b>\$54,000</b>	<b>\$0</b>	<b>\$268,800</b>
LI001	Library	Carpet Replacement	\$0	\$28,000	\$26,000	\$0	\$0	\$54,000
	<b>Library Total</b>		<b>\$0</b>	<b>\$28,000</b>	<b>\$26,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$54,000</b>
SC001	Schools	Bresnahan Fence between Playground and Wooded Area	\$0	\$25,000	\$0	\$0	\$0	\$25,000
SC002	Schools	Nock-Parking Lot Repairs and Repaving	\$0	\$300,000	\$0	\$0	\$0	\$300,000
SC003	Schools	Nock-Walkway/Sidewalk Repairs and Repaving	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
SC004	Schools	Nock-Tennis Court Renovation	\$0	\$0	\$50,000	\$0	\$0	\$50,000
SC005	Schools	Nock-Gym & Auditorium Roof Replacement	\$0	\$0	\$0	\$0	\$662,295	\$662,295
SC006	Schools	Nock-Elevator Controls Modernization	\$0	\$140,000	\$0	\$0	\$0	\$140,000
SC007	Schools	Nock-Custodial Equipment Replacement	\$0	\$0	\$10,000	\$0	\$0	\$10,000
SC008	Schools	Nock-Furniture Replacement	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
SC009	Schools	High School Roof Replacement	\$0	\$364,782	\$375,325	\$0	\$0	\$740,107
SC010	Schools	High School Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0	\$100,000
SC011	Schools	High School Auditorium Technology Upgrades	\$0	\$207,000	\$0	\$0	\$0	\$207,000
SC012	Schools	High School Security Upgrades	\$342,000	\$0	\$0	\$0	\$0	\$342,000
SC013	Schools	High School Exterior Woodwork Project	\$0	\$182,406	\$160,134	\$95,336	\$0	\$437,876
SC014	Schools	High School Boiler #2 Interior Brickwork	\$0	\$12,000	\$0	\$0	\$0	\$12,000
SC015	Schools	High School Fire Alarm Panel Replacement	\$0	\$60,000	\$0	\$0	\$0	\$60,000
SC016	Schools	High School Masonry Repairs	\$0	\$0	\$0	\$150,000	\$141,000	\$291,000
SC017	Schools	High School-Concrete/Sidewalk Repairs	\$0	\$15,000	\$10,000	\$10,000	\$10,000	\$45,000
SC018	Schools	High School-Front Walkway Extension	\$0	\$15,000	\$0	\$0	\$0	\$15,000
SC019	Schools	High School-Ventilation Improvements to Mechanical Space	\$0	\$15,000	\$0	\$0	\$0	\$15,000
SC020	Schools	High School Perimeter Stone Wall Repairs	\$0	\$0	\$0	\$65,000	\$0	\$65,000
SC021	Schools	High School Additional Parking Spaces and Curbing	\$0	\$0	\$150,000	\$0	\$0	\$150,000
SC022	Schools	High School Repairs to East Wheelchair Ramp at Main Entry	\$0	\$0	\$15,000	\$0	\$0	\$15,000
SC023	Schools	High School Furniture Replacement	\$0	\$0	\$0	\$20,000	\$20,000	\$40,000
SC024	Schools	High School Carpet Replacement	\$0	\$0	\$0	\$0	\$25,000	\$25,000
SC025	Schools	Pickup Truck with Plow and Utility Body	\$0	\$50,521	\$0	\$0	\$0	\$50,521
SC026	Schools	High School Ground Floor Vestibules	\$0	\$25,000	\$0	\$0	\$0	\$25,000
	<b>Schools Total</b>		<b>\$342,000</b>	<b>\$1,451,709</b>	<b>\$910,459</b>	<b>\$380,336</b>	<b>\$898,295</b>	<b>\$3,982,799</b>
IT001	Information Technology	IT Hardware	\$146,500	\$88,500	\$58,500	\$58,500	\$58,500	\$410,500
IT002	Information Technology	Municipal Fiber Network	\$0	\$400,000	\$0	\$0	\$0	\$400,000
	<b>Information Technology Total</b>		<b>\$146,500</b>	<b>\$488,500</b>	<b>\$58,500</b>	<b>\$58,500</b>	<b>\$58,500</b>	<b>\$810,500</b>
HR001	Human Resources	Document Scanning and Retention of Payroll and Personnel Files	\$0	\$20,000	\$5,000	\$0	\$0	\$25,000
	<b>Human Resources Total</b>		<b>\$0</b>	<b>\$20,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>
PL001	Planning & Development	Clipper City Rail Trail Phase II - Construction Phase	\$25,000	\$100,000	\$65,000	\$150,000	\$0	\$340,000
PL002	Planning & Development	Intermodal Structured Parking Facility	\$0	\$11,052,730	\$0	\$0	\$0	\$11,052,730
PL003	Planning & Development	Central Waterfront Bulkhead Phase II	\$0	\$2,750,000	\$0	\$0	\$0	\$2,750,000
PL004	Planning & Development	Central Waterfront Rail Trail Extension/Park Expansion	\$0	\$2,750,000	\$0	\$0	\$0	\$2,750,000
PL005	Planning & Development	Rt 1 Traffic Circle Redevelopment - Pedestrian & Bicycle Access	\$0	\$0	\$125,000	\$125,000	\$125,000	\$375,000
PL006	Planning & Development	Inn Street Fountain Restoration and Splash Pad Project	\$549,485	\$0	\$0	\$0	\$0	\$549,485
	<b>Planning &amp; Development Total</b>		<b>\$574,485</b>	<b>\$16,652,730</b>	<b>\$190,000</b>	<b>\$275,000</b>	<b>\$125,000</b>	<b>\$17,817,215</b>

CIP #	Department	Project Description	FY2016	FY2017	FY2018	FY2019	FY2020	Five-Year Total
PK001	Parks	High School Athletic Field Renovation Project	\$2,957,440	\$0	\$0	\$0	\$0	\$2,957,440
PK002	Parks	Bartlet Mall Frog Pond Restoration	\$75,000	\$0	\$0	\$0	\$0	\$75,000
PK003	Parks	Atwood Park Improvement Project	\$59,011	\$32,008	\$0	\$0	\$0	\$91,019
PK004	Parks	Cushing Park Improvement Project	\$0	\$28,000	\$70,000	\$100,000	\$0	\$198,000
PK005	Parks	Joppa Park Improvement Project	\$44,463	\$15,000	\$300,000	\$0	\$0	\$359,463
PK006	Parks	Inn Street Site Amenities	\$30,000	\$20,000	\$0	\$0	\$0	\$50,000
PK007	Parks	Field Improvement- Construction Projects - Cherry Hill	\$674,243	\$0	\$0	\$0	\$0	\$674,243
PK008	Parks	Field Improvement- Construction Projects - Nock Diamond	\$988,074	\$100,000	\$0	\$0	\$0	\$1,088,074
PK009	Parks	Field Improvement- Construction Projects - Fuller Complex	\$72,000	\$1,098,000	\$650,000	\$1,000,000	\$0	\$2,820,000
	<b>Parks Total</b>		<b>\$4,900,231</b>	<b>\$1,293,008</b>	<b>\$1,020,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$8,313,239</b>
HW001	DPS - Highway	Parker Street/Scotland Road Culvert Replacement	\$0	\$0	\$0	\$900,000	\$0	\$900,000
HW002	DPS - Highway	Brown's Wharf Culvert Replacement Phase II	\$0	\$540,000	\$0	\$0	\$0	\$540,000
HW003	DPS - Highway	Water Front Trust Parking Lot Upgrades	\$80,000	\$0	\$0	\$0	\$0	\$80,000
HW004	DPS - Highway	Purchase of Front End Loader w/ Backhoe	\$180,000	\$0	\$0	\$0	\$0	\$180,000
HW005	DPS - Highway	Purchase of 6 wheel Dump Truck w/wing plow	\$0	\$175,000	\$0	\$0	\$0	\$175,000
HW006	DPS - Highway	Market Square Drainage Project (Phase1)	\$0	\$80,000	\$0	\$0	\$0	\$80,000
HW007	DPS - Highway	Purchase Van for Electrical Division	\$0	\$27,000	\$0	\$0	\$0	\$27,000
HW008	DPS - Highway	Purchase Biter Bucket for Front End Loader	\$18,000	\$0	\$0	\$0	\$0	\$18,000
HW009	DPS - Highway	DPS Facility - Oil Separator Replacement	\$17,000	\$0	\$0	\$0	\$0	\$17,000
HW010	DPS - Highway	City Hall Public Address System City Hall Auditorium	\$15,000	\$0	\$0	\$0	\$0	\$15,000
HW011	DPS - Highway	Tilton Street - Drainage upgrades	\$0	\$150,000	\$0	\$0	\$0	\$150,000
HW012	DPS - Highway	Purchase 3/4 Ton Pick-up Trucks with Plows	\$40,000	\$0	\$0	\$0	\$0	\$40,000
HW013	DPS - Highway	Malcolm Hoyt Rd (Engineering)	\$0	\$40,000	\$0	\$0	\$0	\$40,000
HW014	DPS - Highway	Purchase of 6 wheel Dump Truck w/plow	\$0	\$150,000	\$150,000	\$150,000	\$0	\$450,000
HW015	DPS - Highway	Purchase of Trackless Snow Blower	\$0	\$0	\$128,000	\$0	\$0	\$128,000
HW016	DPS - Highway	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$0	\$75,000	\$0	\$0	\$0	\$75,000
HW017	DPS - Highway	East Boylston Street - Drainage Improvements	\$0	\$0	\$65,000	\$0	\$0	\$65,000
HW018	DPS - Highway	Noble Street @ Coombs Circle - Drainage Upgrades	\$0	\$65,000	\$0	\$0	\$100	\$65,100
HW019	DPS - Highway	Purchase 3/4 Gas Pick-up Truck with utility body and plow	\$0	\$0	\$50,000	\$0	\$0	\$50,000
HW020	DPS - Highway	Purchase 3/4 Gas Pick-up Truck w/plow	\$0	\$42,000	\$0	\$0	\$0	\$42,000
HW021	DPS - Highway	Purchase 3/4 Gas Pick-up Truck w/plow	\$0	\$42,000	\$0	\$0	\$0	\$42,000
HW022	DPS - Highway	Stonewall at Highland Cemetery - Repair	\$0	\$0	\$40,000	\$0	\$0	\$40,000
HW023	DPS - Highway	Ground Keeper / Landscaping Equipment	\$0	\$0	\$25,000	\$0	\$0	\$25,000
HW024	DPS - Highway	Coltin Street Flooding	\$0	\$0	\$25,000	\$0	\$0	\$25,000
HW025	DPS - Highway	Tree Spraying for Emerald Ash Borer	\$0	\$9,000	\$9,000	\$9,000	\$9,000	\$36,000
HW027	DPS - Highway	Roadway Paving Improvement	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
HW028	DPS - Highway	Sidewalk Replacement and New Construction Program	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
HW029	DPS - Highway	Purchase new Tree Truck / Bucket Truck	\$10,000	\$30,000	\$150,000	\$0	\$0	\$190,000
HW030	DPS - Highway	Purchase multipurpose tractor	\$0	\$0	\$35,000	\$0	\$0	\$35,000
HW031	DPS - Highway	DPS Facility - Roof Replacement	\$0	\$80,000	\$80,000	\$80,000	\$80,000	\$320,000
HW032	DPS - Highway	Purchase of Street Sweeper	\$61,222	\$0	\$0	\$0	\$0	\$61,222
	<b>DPS - Highway Total</b>		<b>\$1,221,222</b>	<b>\$2,305,000</b>	<b>\$1,557,000</b>	<b>\$1,939,000</b>	<b>\$889,100</b>	<b>\$7,911,322</b>
SW001	DPS - Sewer	Graf Road Lift Station	\$0	\$6,000,000	\$0	\$0	\$0	\$6,000,000
SW002	DPS - Sewer	Hale/Graf Force main replacement	\$2,500,000	\$0	\$0	\$0	\$0	\$2,500,000
SW003	DPS - Sewer	CCTV and cleaning sewer downtown	\$0	\$100,000	\$0	\$0	\$0	\$100,000
SW004	DPS - Sewer	West end easement	\$0	\$0	\$0	\$800,000	\$0	\$800,000
SW005	DPS - Sewer	Barton St/Barton Ct/ Alter Ct sewer replacement	\$0	\$0	\$80,000	\$500,000	\$0	\$580,000
SW006	DPS - Sewer	Design/Construct sewer Winter St/Dawes St/Turkey Hill/Madison	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000
SW007	DPS - Sewer	Penn valley pumps	\$0	\$120,000	\$0	\$0	\$0	\$120,000
SW008	DPS - Sewer	New Crane Truck	\$0	\$75,000	\$0	\$0	\$0	\$75,000
SW009	DPS - Sewer	PLC and electrical panel	\$0	\$50,000	\$0	\$0	\$0	\$50,000
SW010	DPS - Sewer	Plum Island Alarm System	\$0	\$0	\$100,000	\$100,000	\$100,000	\$300,000
SW011	DPS - Sewer	Bobcat Loader	\$0	\$0	\$0	\$90,000	\$0	\$90,000
SW012	DPS - Sewer	Wastewater Treatment Facility Odor Control Improvements	\$343,000	\$3,500,000	\$0	\$0	\$0	\$3,843,000
	<b>DPS - Sewer Total</b>		<b>\$2,843,000</b>	<b>\$9,845,000</b>	<b>\$180,000</b>	<b>\$3,490,000</b>	<b>\$100,000</b>	<b>\$16,458,000</b>
WA001	DPS - Water	DPS Water Main Replacement	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
WA002	DPS - Water	DPS Meter Replacement Project	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
WA003	DPS - Water	Purchase of Ten Wheel Dump Truck	\$0	\$165,000	\$0	\$0	\$15	\$165,015
WA004	DPS - Water	Purchase of new Hot Top Roller	\$0	\$25,000	\$0	\$0	\$0	\$25,000
WA005	DPS - Water	RT.1 Water Main Project	\$0	\$550,000	\$0	\$0	\$0	\$550,000
WA006	DPS - Water	Purchase New Backhoe	\$0	\$130,000	\$0	\$0	\$0	\$130,000
WA007	DPS - Water	Purchase New Trench Box	\$0	\$45,000	\$0	\$0	\$0	\$45,000
WA008	DPS - Water	Purchase New Hydraulic Hammer	\$0	\$25,000	\$0	\$0	\$20	\$25,020
WA009	DPS - Water	#1 and #2 Well Cleaning & Rehabilitation	\$0	\$50,000	\$0	\$0	\$0	\$50,000
WA010	DPS - Water	DPS Administration Building	\$1,604,243	\$0	\$0	\$0	\$0	\$1,604,243
	<b>DPS - Water Total</b>		<b>\$2,129,243</b>	<b>\$1,515,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$525,035</b>	<b>\$5,219,278</b>
HM001	Harbormaster	Transient Boaters & Harbormaster Facility	\$350,000	\$1,200,000	\$0	\$0	\$0	\$1,550,000
	<b>Harbormaster Total</b>		<b>\$350,000</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,550,000</b>
<b>Grand Total</b>			<b>\$12,609,181</b>	<b>\$34,956,247</b>	<b>\$10,961,959</b>	<b>\$10,871,836</b>	<b>\$5,220,930</b>	<b>\$74,620,153</b>

## **Section 13:**

## **Appendices**

# A. FINANCIAL POLICIES & 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 policies 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:
  5. Gross General Fund debt service/General Fund expenditures 15% and
  6. 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 in municipal funds, subject to the statutes of MGL Ch. 44, §55, 55A, and 55B.

E. **Restrictions**—MGL Ch. 44, §55 sets forth the several restrictions that the Treasurer must be aware of when making investment selections for short term operating funds.

1. The 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 she or 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 MGL Ch. 44, §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, in consultation with the Treasurer.

**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 of 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, in consultation with the Treasurer.

**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, in consultation with the Treasurer.

## **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, MGL, Ch. 268A.
- C. **Standards of Care**—The standard of prudence 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 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.

## **Appendix B:**

# **Long-Range Financial Forecast**

## REVENUE FORECAST

	FY2013 ACTUAL	FY2014 ACTUAL	FY 2015 ACTUAL	FY 2016 RECAP	FY 2017 ESTIMATE	FY 2018 PROJECTED	FY 2019 PROJECTED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED
<b>PROPERTY TAXES</b>														
Prior Year Levy Limit	41,110,540	42,716,528	44,298,205	46,062,191	47,847,641	49,543,832	51,182,428	52,861,988	54,583,538	56,348,127	58,156,830	60,010,750	61,911,019	63,858,795
2 1/2 % Increase	1,027,764	1,067,913	1,107,455	1,151,555	1,196,191	1,238,596	1,279,561	1,321,550	1,364,588	1,408,703	1,453,921	1,500,269	1,547,775	1,596,470
New Growth	578,224	513,764	656,531	633,895	500,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
TOTAL LEVY LIMIT	42,716,528	44,298,205	46,062,191	47,847,641	49,543,832	51,182,428	52,861,988	54,583,538	56,348,127	58,156,830	60,010,750	61,911,019	63,858,795	65,855,265
Debt Exclusion	970,106	2,669,446	2,427,790	2,918,868	3,237,248	3,135,702	3,149,006	3,136,524	3,143,355	3,144,220	3,140,765	3,156,370	3,164,810	3,164,811
<b>TOTAL MAXIMUM LEVY LIMIT</b>	<b>43,686,634</b>	<b>46,967,651</b>	<b>48,489,982</b>	<b>50,766,508</b>	<b>52,781,080</b>	<b>54,318,130</b>	<b>56,010,994</b>	<b>57,720,062</b>	<b>59,491,482</b>	<b>61,301,050</b>	<b>63,151,516</b>	<b>65,067,389</b>	<b>67,023,605</b>	<b>69,020,076</b>
<b>LOCAL RECEIPTS</b>														
Motor Vehicle Excise	2,154,345	2,508,083	2,528,836	2,340,000	2,405,000	2,453,100	2,502,162	2,552,205	2,603,249	2,655,314	2,708,421	2,762,589	2,817,841	2,874,198
Other Excise														
a. Meals	481,125	499,232	561,480	485,000	500,000	505,000	510,050	515,151	520,302	525,505	530,760	536,068	541,428	546,843
b. Room	103,277	112,074	112,842	91,000	110,000	112,200	114,444	116,733	119,068	121,449	123,878	126,355	128,883	131,460
c. Other	100,027	102,966	106,611	95,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Pen & Int on Tax & Exc	359,127	372,195	383,169	335,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000
Payments in Lieu of Taxes	62,161	61,264	58,107	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Fees	267,679	415,610	581,343	385,000	460,000	469,200	478,584	488,156	497,919	507,877	518,035	528,395	538,963	549,743
Other Dept. Revenue	57,456	57,917	58,150	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Licenses and Permits	700,719	765,738	785,676	650,000	710,000	724,200	738,684	753,458	768,527	783,897	799,575	815,567	831,878	848,516
Fines & Forfeits	19,554	15,112	8,027	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Investment Income	57,402	42,617	46,558	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Medicaid Reimbursement	80,771	90,081	99,485	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Miscellaneous Recurring	40,845	42,017	108,509	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000
Miscellaneous Non-Recurring	48,361	125,371	51,625	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL LOCAL RECEIPTS</b>	<b>4,532,850</b>	<b>5,210,276</b>	<b>5,490,419</b>	<b>4,764,000</b>	<b>5,038,000</b>	<b>5,116,700</b>	<b>5,196,924</b>	<b>5,278,702</b>	<b>5,362,065</b>	<b>5,447,043</b>	<b>5,533,669</b>	<b>5,621,974</b>	<b>5,711,993</b>	<b>5,803,759</b>
<b>STATE AID</b>														
Cherry Sheet Receipts	7,157,191	7,491,543	7,361,674	7,395,005	7,484,515	7,634,205	7,786,889	7,942,627	8,101,480	8,263,509	8,428,780	8,597,355	8,769,302	8,944,688
Less Offsets	-1,099,421	-1,096,819	-935,813	-753,981	-697,966	-684,007	-670,327	-656,920	-643,782	-630,906	-618,288	-605,922	-593,804	-581,928
Less Charges and Assessments	-2,585,344	-2,633,925	-2,615,040	-2,651,464	-2,543,559	-2,594,430	-2,646,319	-2,699,245	-2,753,230	-2,808,295	-2,864,461	-2,921,750	-2,980,185	-3,039,788
<b>TOTAL NET STATE AID</b>	<b>3,472,426</b>	<b>3,760,799</b>	<b>3,810,821</b>	<b>3,989,560</b>	<b>4,242,990</b>	<b>4,355,768</b>	<b>4,470,244</b>	<b>4,586,462</b>	<b>4,704,468</b>	<b>4,824,309</b>	<b>4,946,031</b>	<b>5,069,683</b>	<b>5,195,314</b>	<b>5,322,972</b>
<b>TOTAL RESERVES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>RESERVE FOR ABATEMENT</b>	<b>-355,110</b>	<b>-448,914</b>	<b>-441,002</b>	<b>-414,877</b>	<b>-350,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>
<b>TOTAL REVENUE</b>	<b>\$51,336,800</b>	<b>\$55,489,812</b>	<b>\$57,350,219</b>	<b>\$59,105,191</b>	<b>\$61,712,070</b>	<b>\$63,390,598</b>	<b>\$65,278,163</b>	<b>\$67,185,226</b>	<b>\$69,158,014</b>	<b>\$71,172,401</b>	<b>\$73,231,215</b>	<b>\$75,359,047</b>	<b>\$77,530,912</b>	<b>\$79,746,807</b>



## EXPENDITURE FORECAST

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 APPROVED	FY2017 PROPOSED	FY2018 PROJECTED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
General Administration														
Finance	\$ 1,344,953	\$ 1,496,459	\$ 1,544,620	\$ 1,731,700	\$ 1,747,779	\$ 1,808,956	\$ 1,848,929	\$ 1,889,826	\$ 1,931,670	\$ 1,974,482	\$ 2,018,286	\$ 2,063,103	\$ 2,108,959	\$ 2,155,877
Public Safety	\$ 995,114	\$ 1,029,693	\$ 1,010,969	\$ 1,011,280	\$ 876,657	\$ 1,055,464	\$ 1,078,282	\$ 1,101,600	\$ 1,125,429	\$ 1,149,778	\$ 1,174,661	\$ 1,200,088	\$ 1,226,073	\$ 1,252,626
Public Services	\$ 7,969,636	\$ 8,061,074	\$ 8,152,176	\$ 8,376,567	\$ 8,617,772	\$ 8,735,915	\$ 8,921,448	\$ 9,111,005	\$ 9,304,675	\$ 9,502,551	\$ 9,704,728	\$ 9,911,303	\$ 10,122,375	\$ 10,338,047
Planning and Development	\$ 2,709,534	\$ 2,826,762	\$ 3,257,004	\$ 2,611,632	\$ 2,887,390	\$ 2,740,343	\$ 2,807,362	\$ 2,876,233	\$ 2,947,016	\$ 3,019,773	\$ 3,094,571	\$ 3,171,475	\$ 3,250,556	\$ 3,331,886
Social Services	\$ 552,225	\$ 694,013	\$ 686,099	\$ 657,187	\$ 692,232	\$ 685,009	\$ 699,363	\$ 714,020	\$ 728,987	\$ 744,270	\$ 759,877	\$ 775,814	\$ 792,088	\$ 808,706
Public Schools	\$ 1,929,796	\$ 1,971,359	\$ 2,052,733	\$ 2,160,782	\$ 2,213,278	\$ 2,254,918	\$ 2,303,531	\$ 2,353,204	\$ 2,403,960	\$ 2,455,824	\$ 2,508,819	\$ 2,562,972	\$ 2,618,307	\$ 2,674,851
Vocational Schools	\$22,644,436	\$23,662,721	\$25,103,469	\$26,412,981	\$27,342,232	\$28,075,968	\$28,946,323	\$29,843,659	\$30,768,813	\$31,722,646	\$32,706,048	\$33,719,935	\$34,765,253	\$35,842,976
Debt Service	\$ 275,985	\$ 335,705	\$ 358,738	\$ 380,403	\$ 482,368	\$ 399,661	\$ 409,652	\$ 419,894	\$ 430,391	\$ 441,151	\$ 452,180	\$ 463,484	\$ 475,071	\$ 486,948
Other	\$ 2,029,144	\$ 3,671,181	\$ 3,286,866	\$ 3,857,078	\$ 4,108,840	\$ 3,977,562	\$ 3,990,866	\$ 3,978,384	\$ 3,985,215	\$ 3,986,080	\$ 3,982,625	\$ 3,998,230	\$ 4,006,670	\$ 4,006,671
	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Shared Expenses:</b>														
Health Insurance														
City	\$ 2,406,265	\$ 2,331,892	\$ 2,450,228	\$ 2,801,472	\$ 3,022,185	\$ 3,088,623	\$ 3,243,054	\$ 3,405,207	\$ 3,575,467	\$ 3,754,240	\$ 3,941,952	\$ 4,139,050	\$ 4,346,002	\$ 4,563,303
Schools	\$ 4,600,678	\$ 4,605,024	\$ 4,838,716	\$ 5,532,352	\$ 5,968,218	\$ 6,099,418	\$ 6,404,389	\$ 6,724,609	\$ 7,060,839	\$ 7,413,881	\$ 7,784,575	\$ 8,173,804	\$ 8,582,494	\$ 9,011,619
Pension Assessment														
City	\$ 2,577,988	\$ 2,625,568	\$ 2,500,977	\$ 2,578,699	\$ 2,760,926	\$ 2,789,121	\$ 2,900,686	\$ 3,016,714	\$ 3,137,382	\$ 3,262,877	\$ 3,393,393	\$ 3,529,128	\$ 3,670,293	\$ 3,817,105
Schools	\$ 778,245	\$ 792,609	\$ 927,032	\$ 982,112	\$ 991,958	\$ 1,062,253	\$ 1,104,743	\$ 1,148,933	\$ 1,194,890	\$ 1,242,686	\$ 1,292,393	\$ 1,344,089	\$ 1,397,852	\$ 1,453,766
<b>TOTAL EXPENDITURES</b>	<b>\$50,818,998</b>	<b>\$54,109,059</b>	<b>\$56,174,628</b>	<b>\$59,099,246</b>	<b>\$61,711,835</b>	<b>\$62,773,211</b>	<b>\$64,658,628</b>	<b>\$66,583,286</b>	<b>\$68,594,732</b>	<b>\$70,670,239</b>	<b>\$72,814,106</b>	<b>\$75,052,475</b>	<b>\$77,361,994</b>	<b>\$79,744,381</b>
<b>TOTAL REVENUE</b>	<b>\$51,336,800</b>	<b>\$55,489,812</b>	<b>\$57,350,219</b>	<b>\$59,105,191</b>	<b>\$61,712,070</b>	<b>\$63,390,598</b>	<b>\$65,278,163</b>	<b>\$67,185,226</b>	<b>\$69,158,014</b>	<b>\$71,172,401</b>	<b>\$73,231,215</b>	<b>\$75,359,047</b>	<b>\$77,530,912</b>	<b>\$79,746,807</b>
<b>AVAILABLE BALANCE</b>	<b>\$ 517,802</b>	<b>\$ 1,380,752</b>	<b>\$ 1,175,591</b>	<b>\$ 5,946</b>	<b>\$ 235</b>	<b>\$ 617,387</b>	<b>\$ 619,534</b>	<b>\$ 601,941</b>	<b>\$ 563,282</b>	<b>\$ 502,162</b>	<b>\$ 417,109</b>	<b>\$ 306,572</b>	<b>\$ 168,918</b>	<b>\$ 2,426</b>

## C. GLOSSARY OF TERMS

<b>Abatement:</b>	A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.
<b>Accounting System:</b>	A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.
<b>Accrual Basis:</b>	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
<b>Adopted Budget:</b>	The resulting budget that has been approved by the City Council.
<b>Advance Refunding Bonds:</b>	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.
<b>Annual Budget:</b>	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.
<b>Appropriation:</b>	An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.
<b>Arbitrage:</b>	Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.
<b>Assessed Valuation:</b>	A valuation set upon real or personal property by the City board of assessors as a basis for levying taxes.
<b>Assessment/Offsets: Cherry Sheet:</b>	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.
<b>Audit:</b>	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.
<b>Balanced Budget:</b>	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.

<b>Basis of Accounting:</b>	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.
<b>Betterments (Special Assessments):</b>	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.
<b>Bond:</b>	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.
<b>Bond Anticipation Note (BAN):</b>	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.
<b>Bonds Authorized and Unissued:</b>	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.
<b>Bond Counsel:</b>	An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.
<b>Bond Issue:</b>	Generally, the sale of a certain number of bonds at one time by a governmental unit.

<b>Budget (Operating):</b>	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.
<b>Budget Basis of Accounting:</b>	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.
<b>Budget Calendar:</b>	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.
<b>Budget Message:</b>	A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.
<b>Capital Budget:</b>	A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.
<b>Capital Expenditures:</b>	Expenditures which result in the acquisition of or addition to fixed assets.
<b>Capital Improvements Program:</b>	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.
<b>Cash Basis of Accounting:</b>	Revenues are recorded when cash is received and expenses are recognized when cash is paid out.
<b>Chapter 70 School Aid Cherry Sheet:</b>	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.
<b>Chapter 90 Highway Funds Cherry Sheet:</b>	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.

<b>Collective Bargaining:</b>	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.
<b>Community Preservation Fund:</b>	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.
<b>Debt Authorization:</b>	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.
<b>Debt Burden:</b>	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.
<b>Debt Exclusion:</b>	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.
<b>Debt Limits:</b>	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.
<b>Debt Service:</b>	Payment of interest and repayment of principal to holders of a government's debt instruments.
<b>Deficit:</b>	The excess of budget expenditures over receipts.
<b>Department:</b>	A principal, functional and administrative entity created by statute and/or the Mayor to carry out specified public services.
<b>Designated Unreserved Fund Balance:</b>	A limitation on the use of all or part of the expendable balance in a governmental fund.

<b>Encumbrance:</b>	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.
<b>Enterprise Fund:</b>	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> .
<b>Equalized Valuations (EQVs):</b>	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.
<b>Excess Levy Capacity:</b>	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.
<b>Fiscal Year:</b>	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.
<b>Foundation Budget:</b>	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.
<b>Full and Fair Market Valuation:</b>	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.

<b>Fund:</b>	A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.
<b>Fund Accounting:</b>	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.
<b>Fund Balance:</b>	The excess of assets of a fund over its liabilities and reserves.
<b>GASB 34:</b>	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.
<b>GASB 45:</b>	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.
<b>General Fund:</b>	The major municipality-owned fund, which is created with City receipts and which is charged with expenditures payable from such revenues.
<b>Generally Accepted Accounting Principles (GAAP):</b>	A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.
<b>General Obligation Bonds:</b>	Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.
<b>GIS (Geographical Information System):</b>	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.

<b>Governmental Funds:</b>	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.
<b>Grant:</b>	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.
<b>Harbor/Marine:</b>	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.
<b>Home Rule Petition:</b>	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).
<b>Hotel/Motel Excise:</b>	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.
<b>Interest:</b>	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.
<b>Interfund Transactions:</b>	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.
<b>Intrafund Transactions:</b>	Financial transactions between activities within the same fund. An example would be a budget transfer.
<b>License and Permit</b>	The charges related to regulatory activities and privileges granted by



<b>Fees:</b>	government in connection with regulations.
<b>Levy Ceiling:</b>	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).
<b>Levy Limit:</b>	A levy limit is one of two 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).
<b>Local Receipts:</b>	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.
<b>Massachusetts Water Pollution Abatement Trust (MWPAT):</b>	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.
<b>Meals Excise:</b>	Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.
<b>Modified Accrual Basis:</b>	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.
<b>New Growth:</b>	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.

<b>Overlay Provisions:</b>	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.
<b>Payment in Lieu of Taxes:</b>	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.
<b>Proposition 2 ½:</b>	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.
<b>Purchase Order:</b>	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.
<b>Rating Agencies:</b>	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.
<b>Refunding Bonds:</b>	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.
<b>Registered Bonds:</b>	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.
<b>Reserve for Appropriation Accounts:</b>	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.
<b>Revaluation:</b>	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.
<b>Revenue:</b>	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.

<b>Revolving Fund:</b>	A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.
<b>Stabilization Fund:</b>	A general reserve. Money from this fund may be appropriated by a majority vote of the City Council.
<b>State Revolving Fund:</b>	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.
<b>Supplemental Budget:</b>	Appropriations made by the City Council, after an initial appropriation, to cover expenditures beyond original estimates.
<b>Tax Anticipation Notes:</b>	Notes issued in anticipation of taxes, which are usually retired from taxes collected.
<b>Tax Rate:</b>	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.
<b>Tax Title:</b>	A collection procedure that secures a city or a town's 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%):**

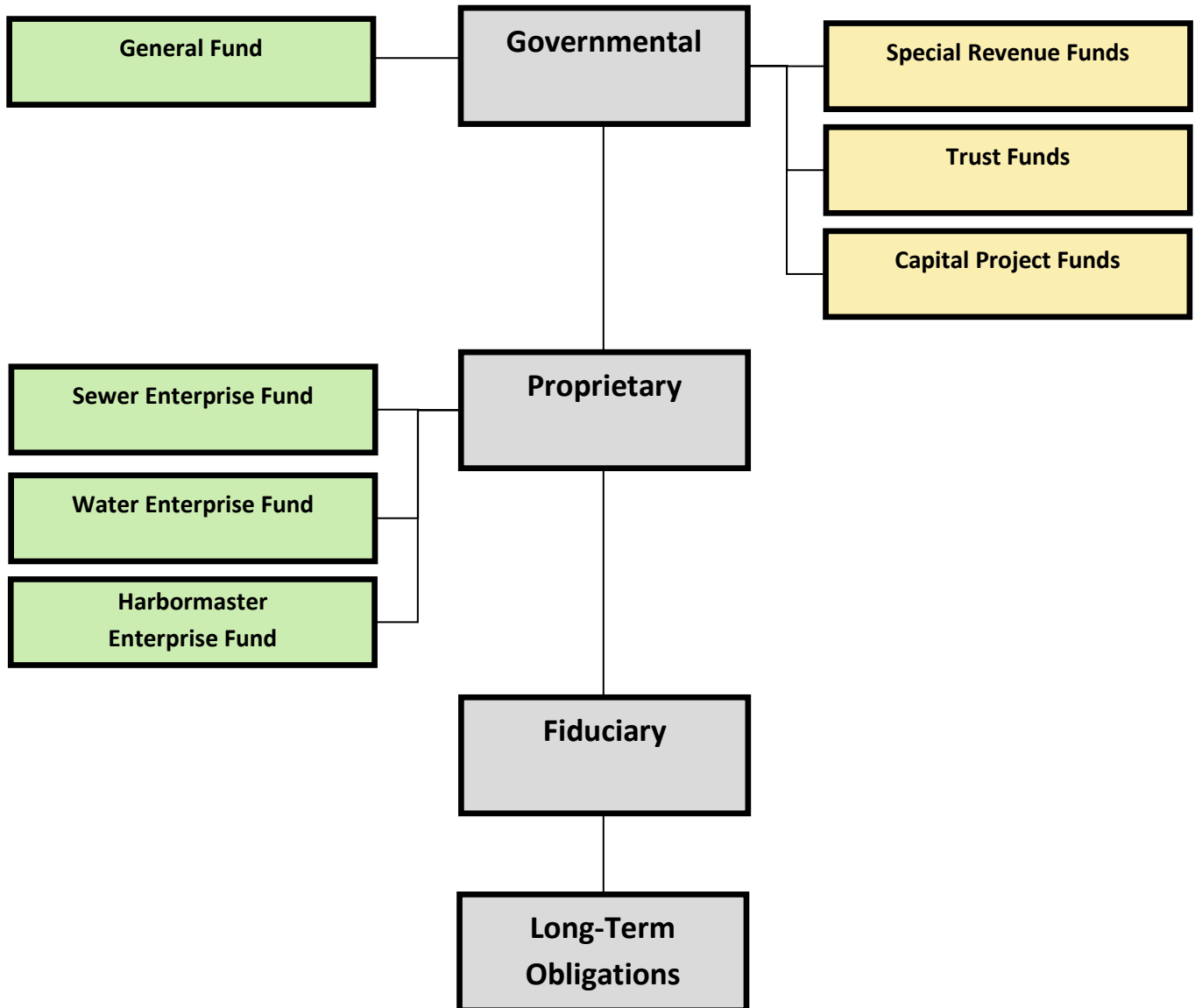
Requirement that the assessed valuation must be the same as the market value for all properties.

## D. FUND DESCRIPTIONS & 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

## BALANCE SHEET

JUNE 30, 2015

	<u>General</u>	<u>Bresnahan School Building Project</u>	<u>Nock/Molin School Building Project</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>ASSETS</b>					
Cash and short-term investments	\$ 11,602,462	\$ 3,060,352	\$ 2,684,926	\$ 17,927,444	\$ 35,275,184
Investments	-	-	-	2,314,358	2,314,358
Receivables:					
Property taxes	1,931,382	-	-	10,951	1,942,333
Excises	659,053	-	-	-	659,053
Intergovernmental	-	-	-	237,438	237,438
Departmental	53,614	-	-	12,963	66,577
<b>TOTAL ASSETS</b>	<u>\$ 14,246,511</u>	<u>\$ 3,060,352</u>	<u>\$ 2,684,926</u>	<u>\$ 20,503,154</u>	<u>\$ 40,494,943</u>
<b>LIABILITIES</b>					
Warrants payable	\$ 2,134,516	\$ 17,460	\$ 34,624	\$ 1,429,248	\$ 3,615,848
Accrued liabilities	1,233,601	-	-	-	1,233,601
Tax refunds payable	243,411	-	-	-	243,411
Notes payable	-	4,070,026	4,450,083	5,769,435	14,289,544
Other liabilities	502,707	-	-	-	502,707
<b>TOTAL LIABILITIES</b>	<u>4,114,235</u>	<u>4,087,486</u>	<u>4,484,707</u>	<u>7,198,683</u>	<u>19,885,111</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>	<u>2,001,004</u>	<u>-</u>	<u>-</u>	<u>88,551</u>	<u>2,089,555</u>
<b>FUND BALANCES</b>					
Nonspendable	-	-	-	1,281,245	1,281,245
Restricted	-	-	-	12,235,399	12,235,399
Committed	237,143	-	-	-	237,143
Assigned	962,578	-	-	-	962,578
Unassigned	6,931,551	(1,027,134)	(1,799,781)	(300,724)	3,803,912
<b>TOTAL FUND BALANCES</b>	<u>8,131,272</u>	<u>(1,027,134)</u>	<u>(1,799,781)</u>	<u>13,215,920</u>	<u>18,520,277</u>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS, AND FUND BALANCES</b>	<u>\$ 14,246,511</u>	<u>\$ 3,060,352</u>	<u>\$ 2,684,926</u>	<u>\$ 20,503,154</u>	<u>\$ 40,494,943</u>

## CITY OF NEWBURYPORT, MASSACHUSETTS

## GOVERNMENTAL FUNDS

## STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

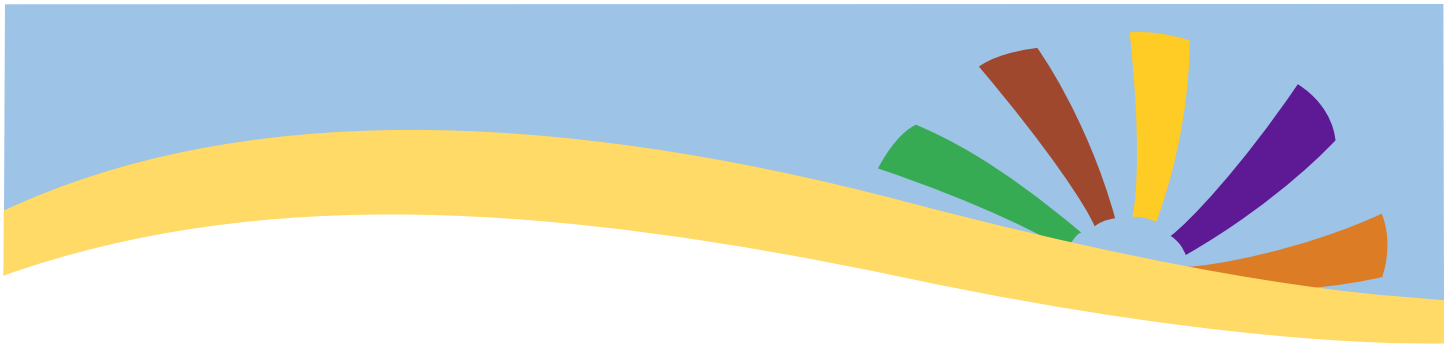
FOR THE YEAR ENDED JUNE 30, 2015

	<u>General</u>	<u>Bresnahan School Building Project</u>	<u>Nock/Molin School Building Project</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:					
Property taxes	\$ 47,914,116	\$ -	\$ -	\$ 750,512	\$ 48,664,628
Excise taxes	3,203,463	-	-	-	3,203,463
Interest, penalties, & other taxes	441,856	-	-	2,953	444,809
Charges for services	691,586	-	-	4,081,389	4,772,975
Licenses and permits	735,511	-	-	-	735,511
Intergovernmental	6,641,211	3,849,546	2,893,828	4,693,665	18,078,250
Investment income	86,455	-	-	597,960	684,415
Fines and forfeitures	8,027	-	-	-	8,027
Contributions	-	-	171,035	500,000	671,035
Other	151,831	104,890	604,000	1,207,083	2,067,804
Total Revenues	59,874,056	3,954,436	3,668,863	11,833,562	79,330,917
Expenditures:					
Current:					
General government	2,970,078	-	-	3,306,527	6,276,605
Public safety	7,106,938	-	-	198,078	7,305,016
Education	24,818,871	5,340,824	6,777,381	3,647,032	40,584,108
Public works	3,447,714	-	-	1,269,093	4,716,807
Health & human services	2,068,651	-	-	4,757,999	6,826,650
Culture and recreation	1,447,637	-	-	736,116	2,183,753
Employee benefits	10,763,374	-	-	592,256	11,355,630
Debt service	3,240,210	-	-	309,006	3,549,216
Intergovernmental	2,572,885	-	-	-	2,572,885
Total Expenditures	58,436,358	5,340,824	6,777,381	14,816,107	85,370,670
Excess (deficiency) of revenues over expenditures	1,437,698	(1,386,388)	(3,108,518)	(2,982,545)	(6,039,753)
Other Financing Sources (Uses):					
Issuance of bonds	-	1,918,000	1,124,000	6,238,000	9,280,000
Premiums on issuance of bonds	-	80,200	46,800	262,000	389,000
Transfers in	374,069	-	-	1,501,423	1,875,492
Transfers out	(1,107,544)	-	-	(767,948)	(1,875,492)
Total Other Financing Sources (Uses)	(733,475)	1,998,200	1,170,800	7,233,475	9,669,000
Change in fund balances	704,223	611,812	(1,937,718)	4,250,930	3,629,247
Fund Balance, at Beginning of Year, as reclassified	7,427,049	(1,638,946)	137,937	8,964,990	14,891,030
Fund Balance, at End of Year	\$ 8,131,272	\$ (1,027,134)	\$ (1,799,781)	\$ 13,215,920	\$ 18,520,277

**Appendix E:**  
**Newburyport Public Schools**  
**Budget Detail**



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# Newburyport Public Schools

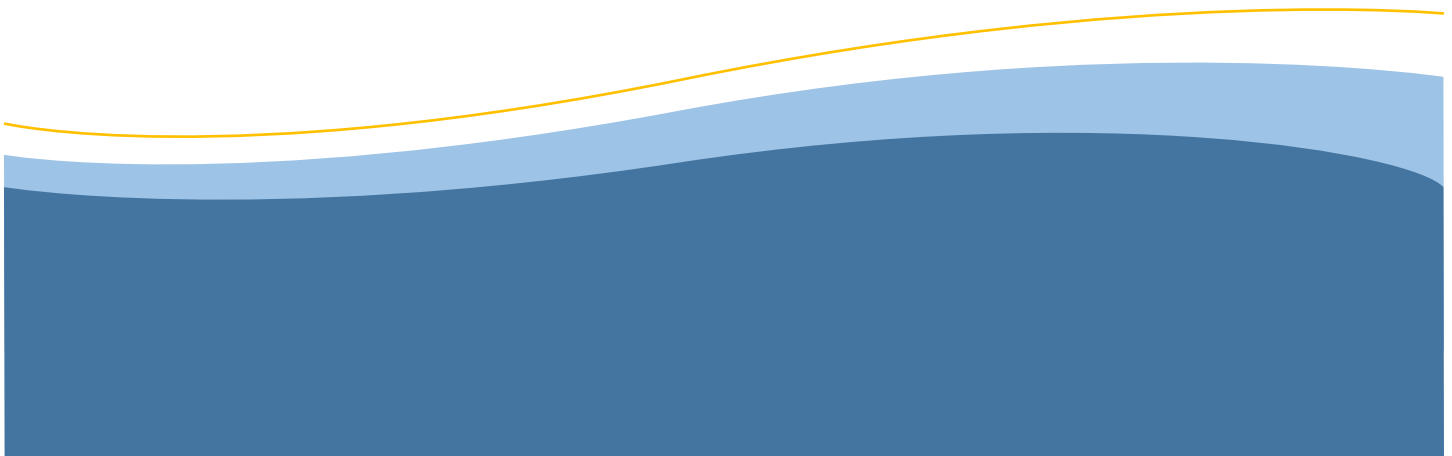
## FY17 Budget

### Voted by School Committee 5/2/16

★ Susan Viccaro, Superintendent of Schools  
Angela Bik, Assistant Superintendent for Curriculum & Instruction  
Nancy Lysik, Exec. Assistant to the Supt. For HR/Finance  
Christina Gentile, Director of Pupil Services

*School Committee*

Donna Holaday, Mayor (Chair)  
Cheryl Sweeney, Vice-Chair  
Steve Cole  
Nick deKantor  
David Hochheiser  
Bruce Menin  
Christine Miller





## NEWBURYPORT PUBLIC SCHOOLS

70 LOW STREET

NEWBURYPORT, MASSACHUSETTS 01950-4086

OFFICE OF THE SUPERINTENDENT  
SUSAN L. VICCARO, SUPERINTENDENT

TELEPHONE 978.465.4456  
FAX 978.462.3495

April 26, 2016

Dear Newburyport Community,

Despite challenging times, there are many positive things happening in the Newburyport Schools, some of which are detailed on the back of this letter. In developing the budget for the 2016-2017 school year, I once again worked closely with the Leadership Team and their respective staffs to develop a budget that stayed within the 3.1% increased allocation from the City in the amount of \$818,802. Given that we are negotiating three contracts for teachers, instructional assistants and custodians, secretaries, clerks and cafeteria, we set aside \$350,000 for wage amounts for all groups. Increased special education costs in the form of tuition and contracted services accounts for another \$500,000, thus accounting for the entire increase.

While there are some position reductions in the budget, overall we are adding 2.8 new positions. These include a Guidance Director, additional psychological services, as well as a kindergarten teacher. An additional pre-school teacher and special education teacher were necessary to keep us within state guidelines for ratios of non-disabled and disabled peers, as well as some additional therapist time to meet growing caseloads.

Knowing that this was going to be a difficult budget, we worked in conjunction with the School Committee Finance Subcommittee. Our plan is to immediately freeze the 2015-2016 budget, while still encumbering expenses necessary for the remainder of the school year. What remains will go into the revolving School Choice account and will be utilized in the 2016-2017 school year. We also included contingencies in both special education and food service.

In the fall of next year we will be operationalizing a new strategic plan that is built around seven specific strategies. Administrators, teachers, staff, parents, students, School Committee members, and community members all worked to develop action plans that will be enacted over the next several years.

I would also like to acknowledge the tremendous support we have received from the Newburyport Education Foundation and Business Coalition, the Swasey Foundation, the Parent-Teacher Organization, local banks, businesses and community members as well as the many volunteers who willingly give of their time to support our students. We remain grateful for your many contributions.

Lastly, the Leadership Team of the Newburyport Public Schools remains committed to working closely and in partnership with the School Committee, Mayor and City Council to best serve our students and to meet their future needs.

Sincerely,

Susan L. Viccaro  
Superintendent of Schools,  
on behalf of the entire Leadership Team of the Newburyport Public Schools

## Positive Happenings in the Newburyport Public Schools

- Rigorous curricular offerings
- Technology use and integration is increasing across all levels
- Teacher retention is high
- A new Strategic Plan will be in place for the fall
- A beautiful new school in Bresnahan
- A renovated Nock Middle School and Molin Upper Elementary
- A \$250,000 technology replacement fund for Bresnahan
- STEM Expo's and activities are occurring across the district
- Students of all abilities are being supported in new and varying ways
- Partnerships with colleges continue to increase
- A \$250,000 technology replacement fund for Nock and Molin
- Partnerships with community agencies remain strong and are growing
- The new Richie Eaton baseball field
- Student internships are increasing
- NEF funded the beautiful makeover of the library at Nock/Molin
- A new turf field and renovated World War II Memorial Stadium
- Teacher professional development support from the Swasey Foundation
- Plans and fundraising for a new track and field
- Continuing placement on the AP Honor Roll
- NEF funding for new lights and sound in the NHS auditorium
- Class size remains reasonable
- Security upgrades are planned for NHS
- Dedication of the James T. Stehlin Field
- Students are getting accepted into colleges of their choice
- NHS ranked as one of America's Top High Schools by Newsweek
- First class visual and performing arts

**School Committee Budget  
Revenue & Expenses  
FY16 - FY17**

**Revenue**

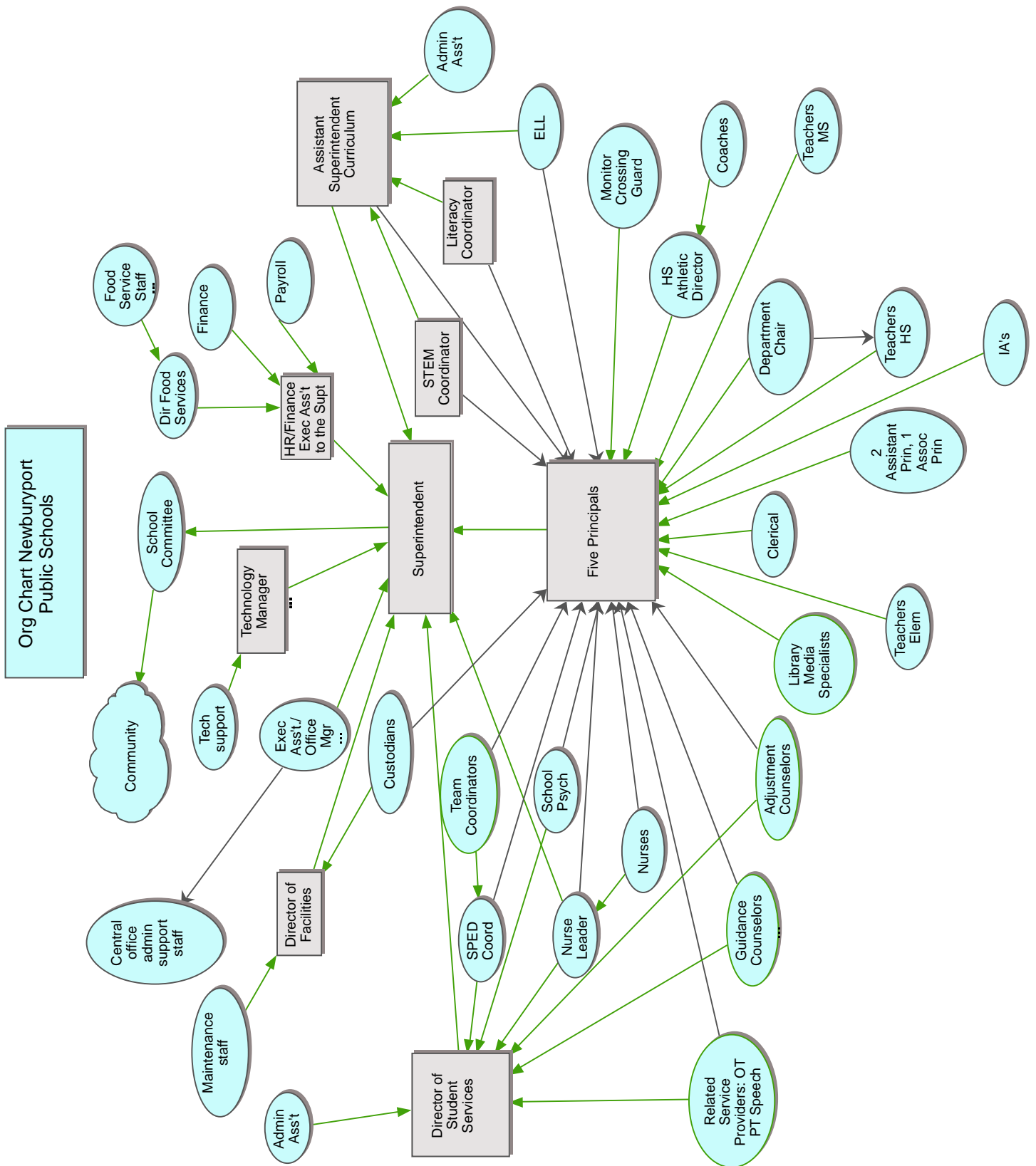
Revenue Source	FY15 Actual	FY16 Adjusted	FY17 Proposed	Change	%
City Appropriation	\$ 25,148,813	\$ 26,412,981	\$ 27,342,232	929,251	3.52%
Choice Tuitions	\$727,427	\$641,858	\$546,341	(95,517)	-14.9%
Choice Fund Balance	\$142,001	\$231,600	\$490,418	258,818	111.8%
Choice - Educatus	\$13,600	\$0	\$0	-	0.0%
Circuit Breaker	\$268,835	\$278,674	\$427,000	148,326	53.2%
Circuit Breaker- Fund Balance	\$0	\$151,106	\$100,000	(51,106)	-33.8%
ABLE Grant (94-142)	\$500,000	\$500,000	\$500,000	-	0.0%
Kindergarten Grant	n/a	n/a	\$49,960	49,960	100.0%
Title 1	\$140,000	\$140,000	\$150,000	10,000	7.1%
Athletic Receipts & Fees	\$293,050	\$275,000	\$275,000	-	0.0%
Transportation Fees	\$167,000	\$200,000	\$200,000	-	0.0%
Swazey	\$75,471	\$90,000	\$90,000	-	0.0%
Kindergarten Revolving	\$237,209	\$275,000	\$375,000	100,000	36.4%
Pre-School Revolving	\$249,703	\$187,000	\$211,000	24,000	12.8%
<b>Total Revenue</b>	<b>\$ 27,963,109</b>	<b>\$ 29,383,219</b>	<b>\$ 30,756,951</b>	<b>1,373,732</b>	<b>4.68%</b>

**Expenses**

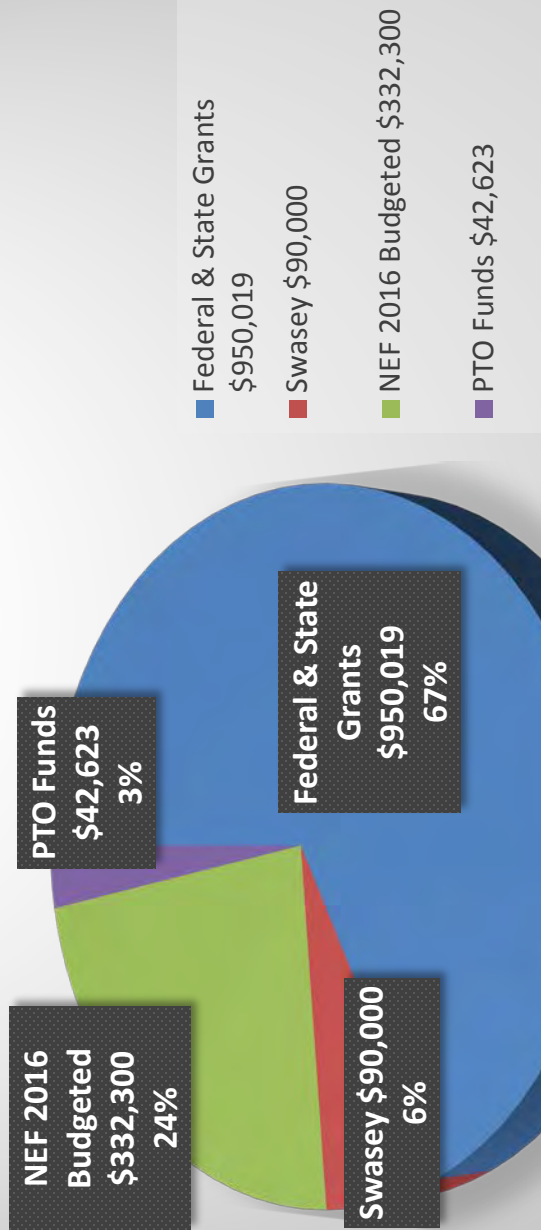
Cost Center	FY15 Actual	FY16 Adopted	FY17 Proposed	Change Adopted/Proposed
Bresnahan School	\$ 5,983,127	\$ 6,186,919	\$ 6,699,929	513,010
Upper Elementary	\$ 2,593,464	\$ 2,733,616	\$ 2,750,787	17,171
Middle School	\$ 4,331,498	\$ 4,490,992	\$ 4,513,436	22,444
High School	\$ 7,395,824	\$ 7,665,961	\$ 7,944,724	278,763
System-Wide	\$ 7,659,196	\$ 8,305,731	\$ 8,948,076	542,345
<b>Total Expenses</b>	<b>\$ 27,963,109</b>	<b>\$ 29,383,219</b>	<b>\$ 30,756,952</b>	<b>1,373,733</b>

\* includes \$36,500 appropriation for freshman sports  
\*\* Educatus funds removed





## FY16 Additional Revenue



**Total \$1,414,942**

# Grant Revenue FY12 – FY16

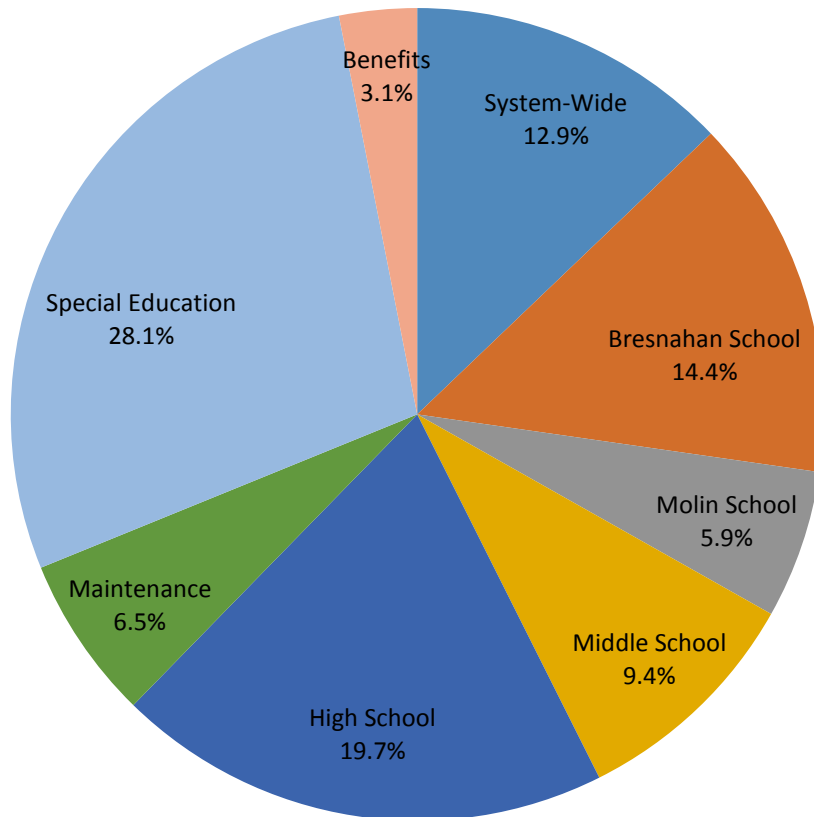


GRANT FUNDS FY2012- FY2016						
The following are the grants received by Newburyport Public Schools						
Grant Name	FY12	FY13	FY14	FY15	FY16	
SPED 240 Grant ( Project ABLE)	\$ 534,197	\$ 547,752	\$ 530,958	\$ 539,090	\$ 535,414	
Early Childhood SPED 262	\$ 12,674	\$ 12,651	\$ 12,002	\$ 12,617	\$ 12,604	
Title I - 305	\$ 216,223	\$ 187,386	\$ 198,089	\$ 164,906	\$ 203,027	
Quality Full Day Kindergarten	\$ 50,634	\$ 45,000	\$ 65,634	\$ 49,960	\$ 49,961	
Academic Support-Summer	\$ -	\$ -	\$ 4,500	\$ -	\$ -	
EEC Program Improvement	\$ -	\$ 3,000	\$ 3,350	\$ 6,700	\$ 2,000	
Teacher Quality -Title IIA	\$ 43,490	\$ 35,468	\$ 47,462	\$ 39,665	\$ 40,721	
Essential School Health Services	\$ 55,760	\$ 55,760	\$ 55,760	\$ 55,760	\$ 61,830	
Sped Prof. Development	\$ 26,368	\$ 17,353	\$ 10,101	\$ 18,586	\$ 19,462	
Academic Support	\$ 9,800	\$ 8,800	\$ 7,900	\$ 5,600	\$ 5,000	
Literacy Partnerships-GR2	\$ 23,000	\$ 13,000	\$ 20,553	\$ 14,760	\$ -	
Education Jobs Grant - 206	\$ 179,804	\$ 22,085	\$ -	\$ -	\$ -	
Race To the Top Grant - 201	\$ 49,485	\$ 44,446	\$ 59,844	\$ -	\$ -	
Safe & Supportive Schools	\$ -	\$ -	\$ 10,000	\$ -	\$ 20,000	
<b>TOTAL</b>	<b>\$ 1,201,435</b>	<b>\$ 992,701</b>	<b>\$ 1,026,153</b>	<b>\$ 907,644</b>	<b>\$ 950,019</b>	

Private Grants	FY12	FY13	FY14	FY15	FY16
NEF			\$ 418,788	\$ 367,150	\$ 332,300
Swazey				\$ 90,000	\$ 90,000
PTO				\$ 63,350	\$ 42,623
<b>Total</b>					

## Newburyport Public Schools FY17 Budget by Cost Center

<i>System-Wide</i>	\$3,955,186	12.9%
<i>Bresnahan School</i>	\$4,432,074	14.4%
<i>Molin School</i>	\$1,815,287	5.9%
<i>Middle School</i>	\$2,901,225	9.4%
<i>High School</i>	\$6,060,574	19.7%
<i>Maintenance</i>	\$2,009,379	6.5%
<i>Special Education</i>	\$8,633,112	28.1%
<i>Benefits</i>	\$950,114	3.1%
<b>Total</b>	<b>\$ 30,756,951</b>	<b>100%</b>



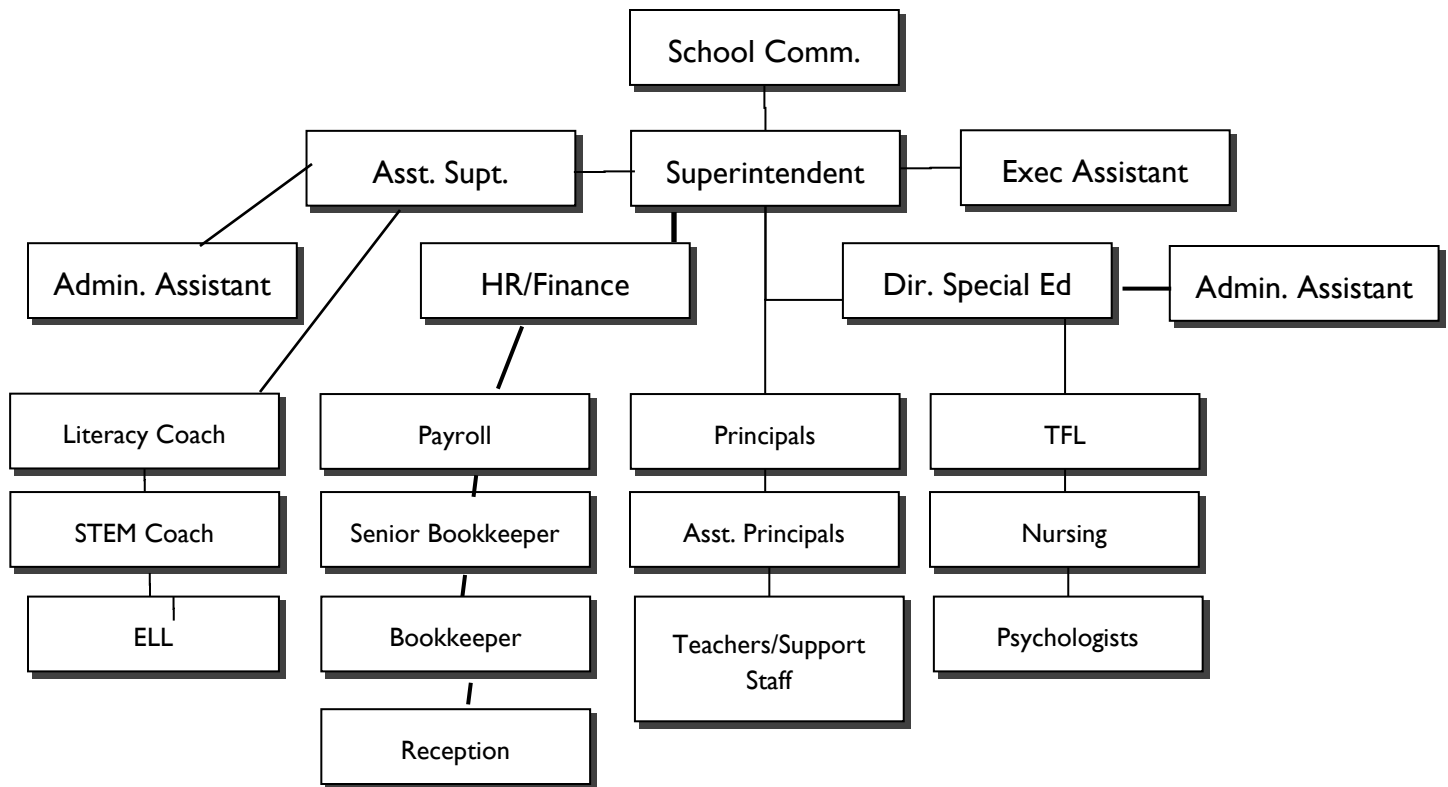
Budget Summary			
<b><u>Cost by School FY17</u></b>	<b><u>Totals</u></b>	<b><u>Salaries FY16</u></b>	<b><u>Salaries FY17</u></b>
		<b><i>Revised</i></b>	
High	\$ 7,944,724	\$ 6,679,473	\$ 6,991,615
Middle	\$ 4,513,436	\$ 4,087,600	\$ 4,120,984
Molin	\$ 2,750,787	\$ 2,644,551	\$ 2,664,549
Bresnahan	\$ 6,699,929	\$ 5,822,547	\$ 6,340,538
System-Wide	\$ 8,848,076	\$ 2,850,413	\$ 2,988,819
<b>Total Cost</b>	<b>\$ 30,756,951</b>	<b>\$ 22,084,585</b>	<b>\$ 23,106,505</b>
<i>FY16 Budget</i>	\$ 29,383,219		
Increase	\$ 1,373,732		
Percent of Increase	4.68%		
Salary increase			
	<b><i>FY17</i></b>	<b><i>FY16</i></b>	<b><i>Increase</i></b>
<i>Total Salaries</i>	\$ 23,106,505	\$ 22,084,585	\$ 1,021,920
<i>Total Expenses</i>	\$ 7,650,447	\$ 7,298,634	\$ 351,812
	<b>\$ 30,756,951</b>	<b>\$ 29,383,219</b>	<b>\$ 1,373,732</b>

# School Department

## MISSION STATEMENT

The Mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity, experiential rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social and physical growth
- Understand and embrace their role as global citizens



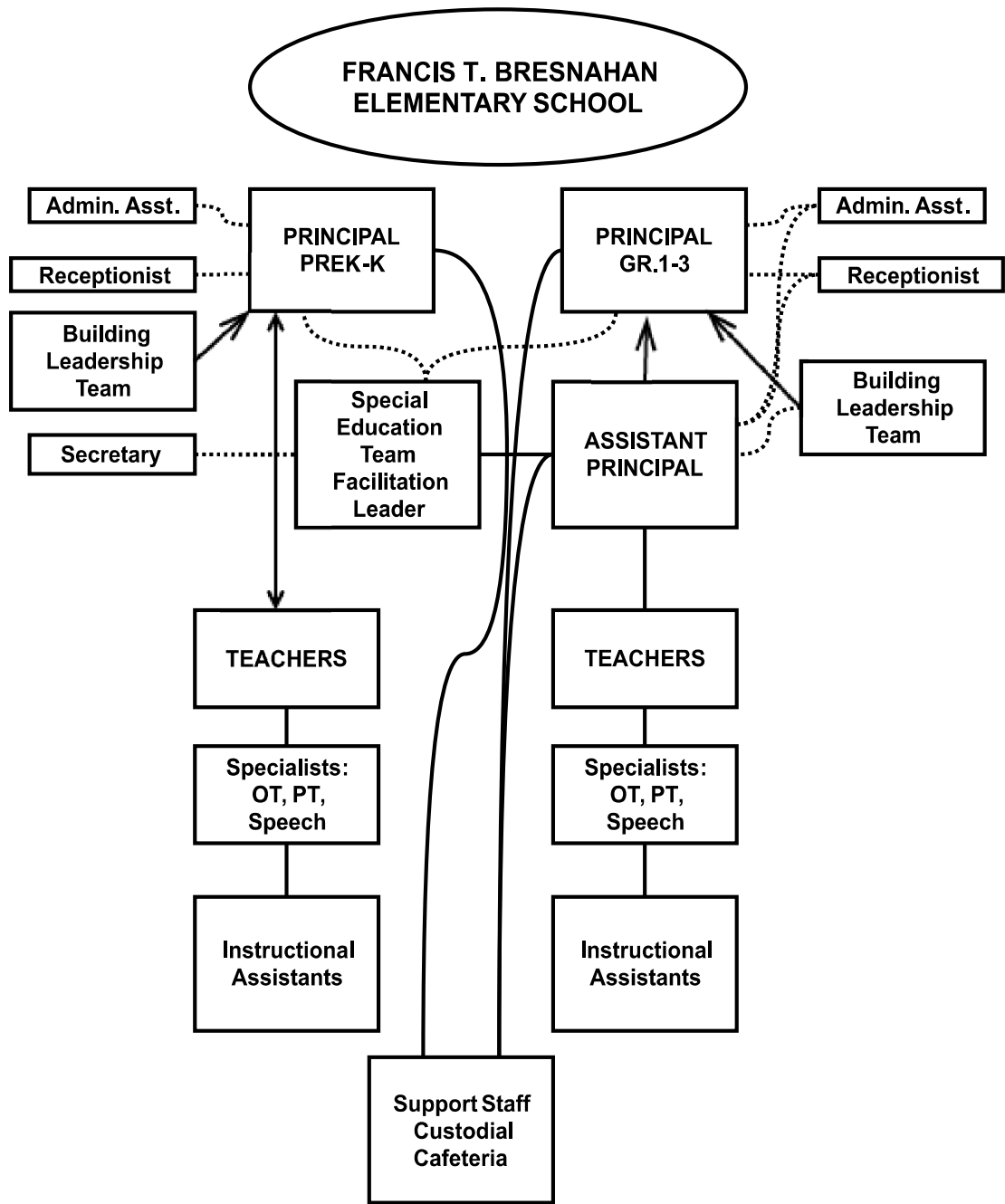
Newburyport Public School		FY15 Budget - revised		FY16 Budget (in process)		FY17 Proposed Budget		Students Served	Increase/ Decrease
Description	FY15	FY15 Revised w/Choice	FY15 Other Funds	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 Proposed w/Choice	FY17 Other Funds	FY17 Grants
<b>Technology</b>									
Professional Salaries	1.0	\$ 74,956		1.0	\$ 76,449		1.0	\$ 80,717	
Secretary	1.0	\$ 37,494		1.0	\$ 38,244		1.0	\$ 40,029	
Technician	3.0	\$ 139,041		3.0	\$ 141,459		3.0	\$ 149,419	
Contracted Services		\$ 23,067			\$ 25,040			\$ 32,340	
Supplies/Materials		\$ 23,072			\$ 27,500			\$ 16,500	
Software		\$ 44,210			\$ 17,091			\$ 24,000	
Equipment Purchase		\$ 10,349			\$ 12,909			\$ 7,500	
<b>Total Technology</b>		<b>\$ 352,190</b>			<b>\$ 338,692</b>			<b>\$ 350,505</b>	
<b>Health</b>									
Professional Salaries	6.0	\$ 415,039		7.0	\$ 458,188		8.0	\$ 537,306	
Substitute Nurses		\$ -			\$ -			\$ -	
Contract Services		\$ 1,625			\$ 4,100			\$ 4,100	
Supplies/Materials		\$ 16,362			\$ 13,487			\$ 13,487	
<b>Total Health</b>		<b>\$ 433,026</b>			<b>\$ 475,775</b>			<b>\$ 554,893</b>	
<b>Special Education</b>									
Professional Salaries	1.0	\$ 129,087		1.0	\$ 112,363		1.0	\$ 105,570	
Secretary	2.6	\$ 114,969		2.6	\$ 120,825		2.6	\$ 121,559	
Transportation		\$ 532,134			\$ 543,730			\$ 545,000	
Tuition		\$ 1,565,882	\$ 268,835		\$ 1,621,618	\$ 454,264		\$ 1,365,131	\$ 466,915
Contracted Services		\$ 191,000			\$ 316,779			\$ 265,000	\$ 500,000
Supplies/Materials		\$ 28,665			\$ 21,000			\$ 21,000	
Memberships		\$ 700			\$ 965			\$ 700	
Postage		\$ 350			\$ 350			\$ 350	
Travel		\$ 3,684			\$ 2,000			\$ 2,000	
Legal		\$ 47,681			\$ 50,000			\$ 50,000	
Tests		\$ 10,000			\$ 10,000			\$ 10,000	
Summer Program		\$ 119,329			\$ 106,149			\$ 150,000	
Equipment Maintenance		\$ 737			\$ 735			\$ 1,000	
<b>Total Special Education</b>		<b>\$ 2,744,217</b>	<b>\$ 268,835</b>		<b>\$ 2,906,514</b>	<b>\$ 454,264</b>		<b>\$ 2,637,310</b>	<b>\$ 466,915</b>
<b>Psychologist</b>									
Professional Salaries	3.0	\$ 239,555		3.5	\$ 285,743		4.0	\$ 296,719	
<b>Total Psychologist</b>		<b>\$ 239,555</b>			<b>\$ 285,743</b>			<b>\$ 296,719</b>	
<b>Curriculum</b>									
Professional Salaries	3.0	\$ 295,504		3.0	\$ 299,562		3.0	\$ 302,999	
Stipend		\$ 99,795			\$ 131,706			\$ 131,706	
Secretary	1.0	\$ 51,071		1.0	\$ 52,628		1.0	\$ 53,486	
Tests		\$ 2,837			\$ 10,000			\$ 7,000	
Contracted Services		\$ 21,717			\$ 46,700			\$ 48,500	
Supplies/Materials		\$ -			\$ -			\$ -	
Software		\$ 126,677			\$ 49,325			\$ 76,000	
General Supplies		\$ 22,821			\$ 20,080			\$ 19,000	
Travel		\$ 150			\$ 1,500			\$ 1,500	
		\$ 128			\$ 2,000			\$ 200	
<b>Total Curriculum</b>		<b>\$ 500,000</b>			<b>\$ 500,000</b>			<b>\$ 500,000</b>	
<b>Total System-Wide</b>		<b>\$ 11,813</b>			<b>\$ 11,813</b>			<b>\$ 11,813</b>	



Description	FY15	FY15 Revised w/Choice	FY15 Other Funds	FY16	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17	FY17 Proposed w/Choice	FY17 Other Funds	FY17 Grants	Increase/Decrease
After School Program									\$ 10,000			\$ 10,000
Summer Program		\$ 4,000			\$ 5,040				\$ 10,000			\$ 4,960
<b>Total Curriculum</b>		<b>\$ 624,700</b>			<b>\$ 618,540</b>				<b>\$ 660,391</b>			<b>\$ 41,851</b>
<b>In-Service</b>												
Supplies/Materials		\$ 6,629			\$ 14,000				\$ 10,000			\$ (4,000)
Professional dev. HS		\$ -			\$ 4,000				\$ -			\$ (4,000)
Conference/Workshop		\$ 18,049	\$ 75,471		\$ 6,000		\$ 90,000		\$ 10,000		\$ 90,000	\$ 4,000
Memberships		\$ 1,341			\$ 4,000				\$ 4,000			\$ -
Tuition		\$ 17,145			\$ 17,000				\$ 26,000			\$ 9,000
<b>Total In-Service</b>		<b>\$ 43,163</b>	<b>\$ 75,471</b>		<b>\$ 45,000</b>		<b>\$ 90,000</b>		<b>\$ 50,000</b>		<b>\$ 90,000</b>	<b>\$ 5,000</b>
<b>Lunch</b>												
Lunch Monitor		\$ 50,713			\$ 55,120				\$ 60,456			\$ 5,336
Contingency		\$ -	\$ 50,000		\$ 40,000				\$ 30,000			\$ (10,000)
<b>Total School Lunch</b>		<b>\$ 50,713</b>	<b>\$ 50,000</b>		<b>\$ 95,120</b>				<b>\$ 90,456</b>			<b>\$ (4,664)</b>
<b>Data Processing</b>												
Contracted Services		\$ 44,850			\$ 34,242				\$ 27,500			\$ (6,742)
Software		\$ 58,667			\$ 59,000				\$ 59,000			\$ -
Conference/Workshop		\$ 1,583			\$ 2,000				\$ 2,000			\$ -
<b>Total Data Processing</b>		<b>\$ 105,100</b>			<b>\$ 95,242</b>				<b>\$ 88,500</b>			<b>\$ (6,742)</b>
<b>Safety</b>												
Crossing Guard		\$ 81,294			\$ 73,640				\$ 77,322			\$ 3,682
Uniforms		\$ 485			\$ 2,000				\$ 1,500			\$ (500)
<b>Total Safety</b>		<b>\$ 81,779</b>			<b>\$ 75,640</b>				<b>\$ 78,822</b>			<b>\$ 3,182</b>
<b>Transportation</b>												
Transportation		\$ 594,462	\$ 167,000		\$ 542,204	\$ 200,000			\$ 565,720	\$ 200,000		\$ 23,516
<b>Total Transportation</b>		<b>\$ 594,462</b>	<b>\$ 167,000</b>		<b>\$ 542,204</b>	<b>\$ 200,000</b>			<b>\$ 565,720</b>	<b>\$ 200,000</b>		<b>\$ 23,516</b>
<b>English as a Second Lang</b>												
Professional Salaries	2.0	\$ 126,364		2.5	\$ 159,422			3.0	\$ 187,991			\$ 28,569
ELL Tutors					\$ -				\$ 3,000			\$ 3,000
Translators		\$ 28			\$ 3,000				\$ 10,000			\$ 7,000
Supplies/Materials		\$ 3,972			\$ 3,000				\$ 7,000			\$ 4,000
<b>Total ELL</b>		<b>\$ 130,363</b>			<b>\$ 165,422</b>				<b>\$ 207,991</b>			<b>\$ 42,569</b>
<b>HVAC</b>												
Custodian	1.0	\$ 51,920		1.0	\$ 55,826			FTE				
Contract Services		\$ 16,000			\$ 16,000			1.0	\$ 56,750			\$ 924
Custodial Supplies		\$ 19,000			\$ 20,000				\$ 16,000			\$ -
Training		\$ 2,000			\$ -				\$ 20,000			\$ -
Equipment Purchase		\$ 1,000			\$ -				\$ -			\$ -
<b>Total HVAC</b>		<b>\$ 89,920</b>			<b>\$ 91,826</b>				<b>\$ 93,750</b>			<b>\$ 1,924</b>
<b>Maintenance of Plant</b>												
Custodian	2.4	\$ 173,366		3.4	\$ 222,035			3.0	\$ 208,300			\$ (13,735)
Custodial Supplies		\$ 31,000			\$ 30,000				\$ 30,000			\$ -
Equipment Purchase		\$ 4,000			\$ 2,381				\$ 4,000			\$ 1,619
Building/Contracted Serv		\$ 2,500			\$ 2,500				\$ 2,500			\$ -
Contingency		\$ 20,000			\$ 18,211				\$ -			\$ (18,211)
<b>Total Maintenance</b>		<b>\$ 230,866</b>			<b>\$ 275,127</b>				<b>\$ 244,800</b>			<b>\$ (30,327)</b>

Description	FY15	FY15 Revised w/Choice	FY15 Other Funds	FY16	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17	FY17 Proposed w/Choice	FY17 Other Funds	FY17 Grants	Increase/Decrease
<b>Non-Salary Emp Benefits</b>												
Contracted Services		\$ 35,346			\$ 21,794				\$ 25,000			\$ 3,206
Physicals		\$ 4,000			\$ 4,500				\$ -			\$ (4,500)
TSA		\$ 57,444			\$ 54,000				\$ 54,000			\$ -
Sick Leave		\$ 32,000			\$ 68,380				\$ 160,864			\$ 92,484
Insurance (MIIA)		\$ 203,502			\$ 276,333				\$ 320,000			\$ 43,667
Administration Disability		\$ 16,000			\$ 16,000				\$ 16,000			\$ -
Unemployment		\$ 34,507			\$ 70,000				\$ 75,000			\$ 5,000
FICA		\$ 275,600			\$ 299,250				\$ 299,250			\$ -
<b>Total Non-Salary Benefits</b>		<b>\$ 658,399</b>	<b>\$ -</b>		<b>\$ 810,257</b>				<b>\$ 950,114</b>			<b>\$ 139,857</b>
<b>School Committee</b>												
School Committee		\$ 15,500			\$ 17,500				\$ 17,500			\$ -
Contracted Services		\$ 5,556			\$ 3,876				\$ 4,000			\$ 124
Publications		\$ 88			\$ 250				\$ 250			\$ -
Conference/Workshop		\$ 700			\$ 1,000				\$ 1,000			\$ -
Memberships		\$ 5,662			\$ 5,500				\$ 5,500			\$ -
Legal		\$ 48,551			\$ 40,000				\$ 30,000			\$ (10,000)
<b>Total School Committee</b>		<b>\$ 76,057</b>			<b>\$ 68,126</b>				<b>\$ 58,250</b>			<b>\$ (9,876)</b>
<b>Administration</b>												
Central Office Admin	2.0	\$ 258,960		2.0	\$ 261,406			2.0	\$ 265,894			\$ 4,488
Secretary	5.0	\$ 290,821		5.0	\$ 288,298			5.0	\$ 266,816			\$ (21,482)
Learning & Enrich		\$ -			\$ -			1.0	\$ 28,280			\$ 28,280
Supplies/Materials		\$ 15,000			\$ 13,268				\$ 13,300			\$ 32
Meeting Expenses		\$ -			\$ 1,500				\$ 1,500			\$ -
Publications		\$ 250			\$ 312				\$ 250			\$ (62)
Conference/Workshop		\$ 6,390			\$ 5,000				\$ 5,000			\$ -
Memberships		\$ 6,000			\$ 5,938				\$ 6,000			\$ 62
Printing		\$ 200			\$ 200				\$ 200			\$ -
Postage		\$ 8,000			\$ 8,000				\$ 8,000			\$ -
Strategic Planning		\$ -			\$ 28,166				\$ 10,000			\$ (18,166)
Travel		\$ 3,370			\$ 6,500				\$ 6,500			\$ -
Advertising		\$ 4,940			\$ 4,200				\$ 4,200			\$ -
Equipment		\$ 24,000			\$ 25,000				\$ 25,000			\$ -
Equipment Purchase		\$ 10,250			\$ 9,250				\$ 8,000			\$ (1,250)
<b>Total Administration</b>		<b>\$ 628,181</b>			<b>\$ 657,038</b>				<b>\$ 648,940</b>			<b>\$ (8,098)</b>
<b>504</b>												
Consultants		\$ 15,200			\$ 15,200				\$ 14,000			\$ (1,200)
<b>Total District 504</b>		<b>\$ 15,200</b>			<b>\$ 15,200</b>				<b>\$ 14,000</b>			<b>\$ (1,200)</b>
<b>Total System-Wide</b>		<b>\$ 7,097,890</b>	<b>\$ 561,306</b>	<b>\$ 7,561,467</b>	<b>\$ 654,264</b>	<b>\$ 90,000</b>	<b>\$ 7,591,161</b>	<b>\$ 666,915</b>	<b>\$ 1,479,915</b>	<b>\$ 590,000</b>	<b>\$ 542,345</b>	
<b>Total all Schools</b>		<b>\$ 25,981,841</b>	<b>\$ 1,981,268</b>	<b>\$ 27,261,955</b>	<b>\$ 1,391,264</b>	<b>\$ 730,000</b>	<b>\$ 28,507,036</b>	<b>\$ 1,479,915</b>	<b>\$ 770,000</b>	<b>\$ 1,373,733</b>		

Summary by Program				
<b>System-Wide</b>				
<b><u>Programs</u></b>	<b><u>Amount Budgeted</u></b>	<b><u>Proposed Budget</u></b>	<b><u>Difference</u></b>	<b><u>% of Change</u></b>
	<b><u>FY16</u></b>	<b><u>FY17</u></b>		
Curriculum	\$ 753,540	\$ 800,391	\$ 46,851	6.2%
Technology	\$ 338,692	\$ 350,505	\$ 11,813	3.5%
Health	\$ 475,775	\$ 554,893	\$ 79,118	16.6%
Special Education	\$ 3,360,778	\$ 3,604,225	\$ 243,447	7.2%
Psychology	\$ 285,743	\$ 296,719	\$ 10,976	3.8%
Lunch/Safety	\$ 170,760	\$ 169,278	\$ (1,482)	-0.9%
Data Processing	\$ 95,242	\$ 88,500	\$ (6,742)	-7.1%
Transportation	\$ 742,204	\$ 765,720	\$ 23,516	3.2%
ESL	\$ 165,422	\$ 207,991	\$ 42,569	25.7%
Maintenance	\$ 366,953	\$ 338,550	\$ (28,403)	-7.7%
Non-Salary Benefits	\$ 810,257	\$ 950,114	\$ 139,857	17.3%
School Committee	\$ 68,126	\$ 58,250	\$ (9,876)	-14.5%
Administration	\$ 657,038	\$ 648,940	\$ (8,098)	-1.2%
504	\$ 15,200	\$ 14,000	\$ (1,200)	-7.9%
<b>Totals</b>	<b>\$ 8,305,730</b>	<b>\$ 8,848,076</b>	<b>\$ 542,346</b>	<b>6.5%</b>



# FRANCIS T. BRESNAHAN SCHOOL

## MISSION STATEMENT

The mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff, and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity; experiential, rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social, and physical growth
- Understand and embrace their role as global citizens.

Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Administrators	3.0	3.0	3.0
Clerical/Custodial	3.6/5.0	3.6/5.0	3.6/5.0
Professional Staff	62.5	63.3	65.7
Instructional Assistants	24.5	30.3	30.9
Nurses	2.0	2.5	2.5
<b>Total Full Time-Equivalents</b>	<b>100.6</b>	<b>107.7</b>	<b>110.7</b>

## FY2016 ACCOMPLISHMENTS

### *Curriculum and Assessment*

- ☑ Through the use of the DDM's the Bresnahan School continued to implement and analyze common assessments PK-3 including special education and special subjects as we work towards stronger vertical alignment of curriculum.
- ☑ Continued SMART Goal support will be offered to new educators and educators requiring refreshers.
- ☑ Within the next two year cycle, DDMs will become embedded into the educator evaluation model system and will count towards performance ratings.
- ☑ The district purchased the Baseline Edge/Longleaf Solutions data system to manage the collection of teacher evaluations and evidence. Staff training was provided during the 2014-2015 school year.
- ☑ Preschool and kindergarten teachers were trained in the MKEA (Massachusetts Kindergarten Entry Assessment) using the Teaching Strategies Gold program and collected formative assessment data on the social-emotional and cognitive domain for the 2014.2015 and 2015.2016 school years.
- ☑ Spell-Links Phonics/Word Study Program was implemented. Grades K/1 began implementation in 2014-2015. Lessons take about 30 minutes of the literacy block. This year, grade 2 began the implementation. All participating teachers received professional development beginning in September 2014 by the author of the program and then ongoing training for the past 1 ½ years along with support from the Literacy Coordinator.
- ☑ Spring 2014 and 2015 MCAS data has been used to inform teaching and learning and to set instructional goals. Preparations and training for this year's PARCC assessment have already taken place. Teachers

have taken practice tests to help better understand the testing format and meetings have been held to identify needed accommodations for students on IEP and 504 plans.

- ☑ Eureka Math has been fully implemented K-3 and MCAS Math scores for the Grade 3 Spring 2015 Math assessment showed great gains.

#### ***Teaching All Students***

- ☑ The Science and Literacy Study Group/Course reviewed model curriculum units to help inform their planning.
- ☑ New phonics and math programs were implemented for better alignment to the common core.
- ☑ Grade level curriculum meetings focused on common assessments and DDM's to increase student achievement and enhance rigor.
- ☑ Progress reports were revised at each level for better alignment with the common core and NGSS.
- ☑ 3<sup>rd</sup> grade teachers began SRSD (Self-Regulated Strategy Development) professional development in writing (a six stage gradual release model of instruction for supporting writing process instruction) beginning in January 2016. 3<sup>rd</sup> grade will implement a strategy based SRSD unit in the spring 2016. Grades 4 and 5 have already begun implementing SRSD.
- ☑ The social thinking curriculum and zones of regulation program have been implemented to support students' emotional learning in both whole and small group environments.
- ☑ Technology integration has become fully embedded in the curriculum including but limited to the use of: Interactive white boards, IPADS, OSMOS, Chromebooks, kindles, Bee Bots, and robotics.

#### ***Family and Community***

- ☑ We have reached out to the activities director at the senior center to develop a working relationship and plan intergenerational projects.
- ☑ The YWCA School's Out Program has expanded to both a before and after school program with double the enrollment (100+ students). We continue to work together to ensure that the programs needs are met.
- ☑ We have collaborated with the PK-8 PTO and After School Enrichment Program Coordinator to plan, coordinate, and implement student activities.
- ☑ New district and school websites with social media connections and electronic forms were launched in 2015.
- ☑ We have supported and engaged in many PTO-sponsored events (Boo Bash, Bingo, Dance, etc.)

#### ***Professional Culture***

- ☑ The Bresnahan School Leadership team hosted social events throughout the year: ice cream socials, breakfasts, cook-outs. The teacher led social committee also hosted many gatherings to bring the teachers and staff together.
- ☑ Teachers established study groups and PLC's to focus on new curriculum initiatives.
- ☑ Monthly All School community meetings were held.
- ☑ PK-3 staff meetings were held throughout the year.
- ☑ Transition meetings were held to help acclimate students and teachers to the new PK-3 school.
- ☑ Teachers at common grade levels have been able to participate in professional development as a grade level (IPADS, Museum of Science, Math Vocabulary, SRSD).

#### ***Safe and Supportive Schools***

- ☑ Administrators were trained in the new security system.
- ☑ Grand opening/Ribbon-Cutting Ceremony for staff, students and families was held in September 2014.
- ☑ Time capsule with artifacts that memorialize the 2013-2014 Brown and Bresnahan school years was buried next to the flagpole in June 2015.
- ☑ Worked with the district, the city and the building committee to provide tours for parents, students and community.
- ☑ Worked with all stakeholders to establish traditions, activities, and special events.

## **FY2017 GOALS & OBJECTIVES**

**GOAL 1: CURRICULUM AND ASSESSMENT: THE BRESNAHAN SCHOOL WILL UTILIZE STUDENT DATA TO GUIDE INSTRUCTION AND MEASURE STUDENT GROWTH THROUGH THE IMPLEMENTATION OF NEW CURRICULA ALIGNED WITH THE COMMON CORE STANDARDS.**

### **Objectives:**

- Continue Baseline Edge implementation to include student data.
- Create NGSS Study groups and a Science Steering Committee who will research resources and materials needed to create a well-equipped elementary STEM room and program.
- Collaborate with the NEF on their work to develop a Science STEM campaign to support a STEM room at the Bresnahan.

**GOAL 2: TEACHING ALL STUDENTS: STRENGTHEN THE INSTRUCTIONAL PROGRAM TO ENSURE THAT ALL LEVELS OF LEARNERS ARE PROVIDED WITH CURRICULUM AND MATERIALS THAT MEET THEIR NEEDS AND ABILITIES THROUGH TIERED INSTRUCTION, THE USE OF TECHNOLOGY, AND FLEXIBLE GROUPING.**

- Further define WIN (What I Need) time across each grade level to better differentiate instruction to meet the needs of all learners across a grade level.
- Teachers share best practices for differentiation.
- Implement flexible groupings at each grade level.
- Continue to expand co-teaching model in the Title I program, with the math integration specialist, and in our newly developed 4 day extended learning program in preschool.
- Provide professional development related to technology integration including assistive technology.
- Provide training to teachers for on-going support in Eureka Math, Spell-Links Phonics, and SRSD.

**GOAL 3: FAMILIES AND COMMUNITY: PROVIDE ON-GOING, TIMELY COMMUNICATION TO PARENTS REGARDING DAY TO DAY OPERATIONS, INSTRUCTIONAL PROGRAMS, AND SCHOOL ACTIVITIES THROUGH A VARIETY OF RESOURCES AND BROADEN OUR OUTREACH TO THE COMMUNITY AT LARGE.**

### **Objectives:**

- Continue to support the development of new teacher websites and symbaloos.
- Publish on-line/live registration and enrollment forms.
- Develop intergenerational activities with senior citizens.
- Present curriculum overviews at parent coffee hours.
- Post regular communications on the website: Take Home Tuesday, School Calendar.
- Creation of curriculum pamphlets by grade level that will be shared at Open Houses.

**GOAL 4: PROFESSIONAL CULTURE: CONTINUE TO DEVELOP PROFESSIONAL RELATIONSHIPS AMONGST STAFF THAT SUPPORT THE PK-3 SCHOOL COMMUNITY.**

## Objectives:

- Develop Student-created projects acknowledging community volunteers and contributions that have made an impact on their learning.
- Conduct a Needs Assessment Survey/ Reflections on our school community.
- Introduce core ethical values, district mission statement, strategies/objectives developed by the Strategic Planning Committee.

**GOAL 5: SAFE AND SUPPORTIVE SCHOOLS: FOSTER A SAFE, POSITIVE, HEALTHY AND INCLUSIVE WHOLE-SCHOOL LEARNING ENVIRONMENT THAT ENABLES STUDENTS, STAFF AND PARENTS TO DEVELOP POSITIVE RELATIONSHIPS WITH ONE ANOTHER; REGULATE THEIR EMOTIONS AND BEHAVIORS; MAINTAIN PHYSICAL AND PSYCHOLOGICAL HEALTH AND WELL-BEING BY ENSURING THAT SERVICES ARE PROVIDED TO PROMOTE STUDENTS' BEHAVIORAL HEALTH, SOCIAL AND EMOTIONAL LEARNING, BULLYING PREVENTION, TRAUMA SENSITIVITY, ABSENTEE REDUCTION, AND DISCIPLINE REFERRAL REDUCTION.**

- Complete and analyze the Behavior Self-Assessment Tool.
- Collaborate with the Crisis Team in the implementation of all strategies/activities aligned to the safe and supportive schools grant.
- Revise the cyber-bullying policy as directed by the district.
- Implement new emergency preparedness guidelines and procedures.
- Collaborate with the members of the Trauma Sensitive Schools group.
- Attend trainings and implement strategies for the Think:Kids Program (Rethinking Challenging Kids).
- Continue work towards becoming a Responsive Classroom School.
- Further implement the Social Thinking and Zones of Regulation curricula.

## PROGRAMS & SERVICES

In addition to the core curriculum, the Bresnahan School offers the following programs and services.

504					
Special Education	Title I and Math Intervention	Response to Intervention	Before & After School Programs	Accommodation Plans	Cultural Events & Field Trips
<ul style="list-style-type: none"><li>• BEST Program</li><li>• IDC Program</li><li>• Language-Based Program</li><li>• Therapeutic Program</li><li>• Integrated Preschool Program</li><li>• Academic Support/Co-Teaching Model</li></ul>	<ul style="list-style-type: none"><li>• Leveled Literacy Instruction</li><li>• Reading Recovery</li><li>• Small Group Instruction</li><li>• After School Math and Literacy Intervention Support</li></ul>	<ul style="list-style-type: none"><li>• Weekly Team Meetings</li><li>• Short-term intervention model</li></ul>	<ul style="list-style-type: none"><li>• YWCA School's Out Program</li><li>• PTO-Sponsored Fall and Spring After School Enrichment Program</li></ul>	<ul style="list-style-type: none"><li>• Accommodation/Modification Plans to support students with disabilities under the Americans with Disabilities Act</li></ul>	<ul style="list-style-type: none"><li>• Grade Level Field Trips</li><li>• Cultural Enrichment Assemblies</li><li>• Artist in Residence Programs</li><li>• PTO-Sponsored Cultural Night</li><li>• STEM Expo</li></ul>

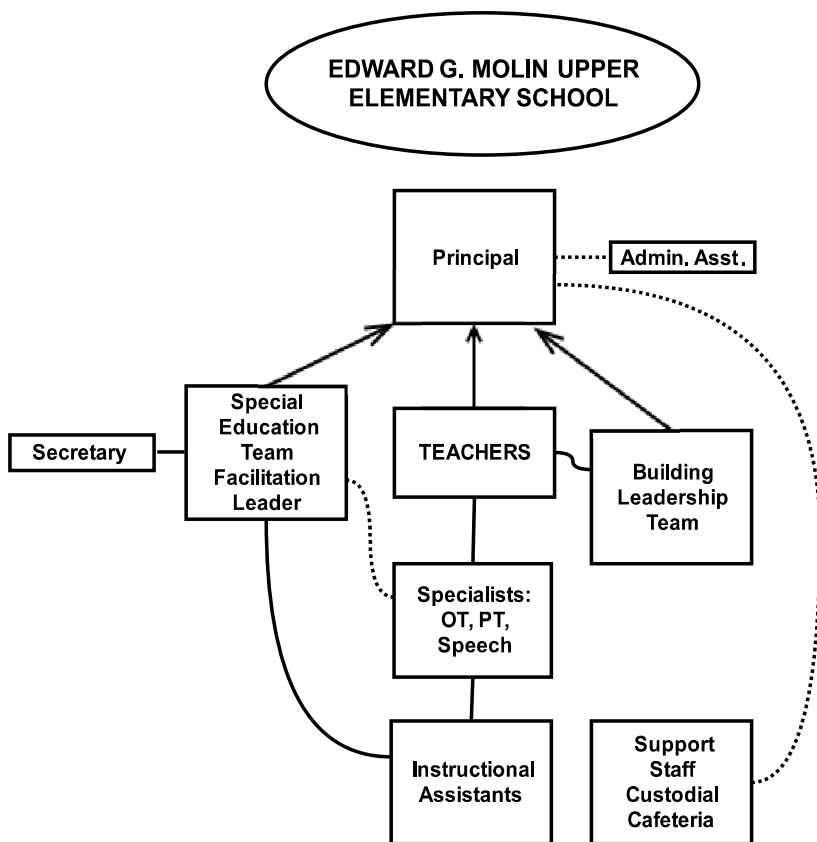


Newburyport Public School																											
Bresnahan School Budget															FY15 Budget				FY16 Budget (in process)				FY17 Proposed Budget				
PROG	OBJ	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed Budget	FY17 Other Funds	FY17 Grants	Students Served				Increase/Decrease									
Kindergarten				EOY																							
100	100	Professional Salaries	9.0	\$ 284,194	\$ 237,209	7.5	\$ 231,282	\$ 275,000		8.0	\$ 296,104	\$ 300,000					\$ 89,822										
100	303	Aides	3.5	\$ 32,002		3.5	\$ 43,431			3.5	\$ 15,792			\$ 40,000			\$ 12,361										
100	500	Supplies/Materials		\$ 8,000			\$ 8,000				\$ 8,000						\$ -										
100	510	General Supplies		\$ 3,162			\$ 3,000				\$ 3,000						\$ -										
Total Kindergarten				\$ 327,358	\$ 237,209		\$ 285,713	\$ 275,000			\$ 322,896	\$ 300,000	\$ 40,000				\$ 102,183										
Pre-School																											
		Professional Salaries	4.5	\$ 59,416	\$ 249,703	4.5	\$ 101,858	\$ 187,000		4.3	\$ 38,519	\$ 238,000					\$ (12,339)										
129	303	Aides	6.3	\$ 85,222		6.9	\$ 111,956			7.3	\$ 140,797						\$ 28,841										
129	500	Supplies/Materials		\$ 5,000			\$ 5,000				\$ 7,000						\$ 2,000										
Total Pre-School				\$ 149,638	\$ 249,703		\$ 218,814	\$ 187,000			\$ 186,316	\$ 238,000		90			\$ 18,502										
Grade 1																											
101	100	Professional Salaries	8.0	\$ 536,804		7.0	\$ 525,351			7.0	\$ 539,764						\$ 14,413										
101	500	Supplies/Materials		\$ 8,182			\$ 3,500				\$ 3,500						\$ -										
101	510	General Supplies		\$ 2,838			\$ 4,200				\$ 4,200						\$ -										
101	507	Textbooks		\$ 5,318			\$ 2,000				\$ 2,000						\$ -										
Total Grade 1				\$ 553,142			\$ 535,051				\$ 549,464			148			\$ 14,413										
Grade 2																											
102	100	Professional Salaries	8.0	\$ 616,716		8.0	\$ 602,086			7.0	\$ 525,822						\$ (76,264)										
102	500	Supplies/Materials		\$ 7,500			\$ 1,400				\$ 1,400						\$ -										
102	510	General Supplies		\$ 2,000			\$ 5,000				\$ 5,000						\$ -										
102	507	Textbooks		\$ 5,300			\$ 2,750				\$ 2,750						\$ -										
Total Grade 2				\$ 631,516			\$ 611,236				\$ 534,972			133			\$ (76,264)										
Grade 3																											
103	100	Professional Salaries	7.0	\$ 546,273		7.0	\$ 527,038			8.0	\$ 635,606						\$ 108,568										
103	500	Supplies/Materials		\$ 6,771			\$ 3,300				\$ 3,300						\$ -										
103	510	General Supplies		\$ 2,500			\$ 4,200				\$ 4,200						\$ -										
103	507	Textbooks		\$ 6,700			\$ 2,500				\$ 2,500						\$ -										
Total Grade 3				\$ 562,245			\$ 537,038				\$ 645,606			173			\$ 108,568										
Technology																											
205	100	Professional Salaries	0.6	\$ 51,253		0.8	\$ 58,176			0.8	\$ 59,340						\$ 1,164										
205	500	Supplies/Materials		\$ 60			\$ -				\$ -						\$ -										
205	504	Software		\$ 12,580			\$ 11,816				\$ 11,816						\$ (0)										
205	800	Equipment Purchase		\$ 16,826			\$ -				\$ -						\$ -										
Total Technology				\$ 80,719			\$ 69,992				\$ 71,156			682			\$ 1,164										
Music																											
206	100	Professional Salaries	1.2	\$ 81,492		1.1	\$ 80,129			1.0	\$ 75,946						\$ (4,183)										
206	500	Supplies/Materials		\$ 227			\$ 2,197				\$ 2,197						\$ 0										
Total Music				\$ 81,719			\$ 82,326				\$ 78,143			682			\$ (4,183)										

PROG	OBJ	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed Budget	FY17 Other Funds	FY17 Grants	Increase/ Decrease
		<b>Art</b>												
207	100	Professional Salaries	1.2	\$ 93,020		1.1	\$ 86,388			1.0	\$ 83,323			\$ (3,065)
207	500	Supplies/Materials		\$ 5,250			\$ 4,250				\$ 3,800			\$ (450)
207	800	Equipment Purchase		\$ 1,200			\$ -							\$ -
		<b>Total Art</b>		<b>\$ 99,470</b>			<b>\$ 90,638</b>				<b>\$ 87,123</b>			<b>682 \$ (3,515)</b>
		<b>Physical Education</b>												
208	100	Professional Salaries	2.4	\$ 164,050		2.4	\$ 171,229			2.2	\$ 167,123			\$ (4,106)
208	500	Supplies/Materials		\$ 500			\$ 500				\$ -			\$ (500)
		<b>Total Physical Education</b>		<b>\$ 164,550</b>			<b>\$ 171,729</b>				<b>\$ 167,123</b>			<b>682 \$ (4,606)</b>
		<b>Special Education</b>												
211	100	Professional Salaries	12.0	\$ 996,417		9.1	\$ 710,711			11.9	\$ 872,250			\$ 161,539
211	100	OT/PT				2.9	\$ 142,398			3.0	\$ 218,618			\$ 76,220
211	100	Speech/Language Spec	3.0	\$ -		3.5	\$ 217,664			3.5	\$ 229,297			\$ 11,633
211	303	Aides	14.7	\$ -	\$ 327,995	18.1	\$ 77,527		\$ 327,995	20.1	\$ 479,507		\$ -	\$ 73,985
211	500	Supplies/Materials		\$ 2,813			\$ 1,500				\$ 1,500			\$ -
		<b>Total Special Education</b>		<b>\$ 999,230</b>	<b>\$ 327,995</b>		<b>\$ 1,149,800</b>		<b>\$ 327,995</b>		<b>\$ 1,801,172</b>		<b>\$ -</b>	<b>115 \$ 323,377</b>
		<b>Instructional Materials</b>												
214	Prk	Supplies/Materials		\$ 5,500			\$ 7,978				\$ 3,978			\$ (4,000)
214	1-3	Supplies/Materials									\$ 4,000			\$ 4,000
214	Prk	General Supplies		\$ 24,600			\$ 22,500				\$ 20,800			\$ (1,700)
214	1-3	General Supplies									\$ -			\$ -
214	801	Equipment Maintenance		\$ 22,820			\$ 25,000				\$ 25,000			\$ -
		<b>Total Instructional Materials</b>		<b>\$ 52,920</b>			<b>\$ 55,478</b>				<b>\$ 53,778</b>			<b>\$ (1,700)</b>
		<b>Guidance</b>												
215	100	Professional Salaries	2.0	\$ 120,746		2.0	\$ 128,978			2.0	\$ 137,035			\$ 8,057
215	500	Supplies/Materials		\$ 1,000			\$ -				\$ -			\$ -
		<b>Total Guidance</b>		<b>\$ 121,746</b>			<b>\$ 128,978</b>				<b>\$ 137,035</b>			<b>\$ 8,057</b>
		<b>Library</b>												
218	507	Textbooks		\$ 6,990			\$ -				\$ -			\$ -
218	100	Professional Salaries	1.4	\$ 74,963		1.4	\$ 89,782			1.2	\$ 84,499			\$ (5,283)
218	500	Supplies/Materials		\$ 2,630			\$ 2,330				\$ 800			\$ (1,530)
218	504	Software		\$ 1,200			\$ 1,200				\$ 1,200			\$ -
218	506	Publications		\$ -			\$ -				\$ -			\$ -
218	503	AV Materials		\$ 1,700			\$ -				\$ -			\$ -
		<b>Total Library</b>		<b>\$ 87,483</b>			<b>\$ 93,312</b>				<b>\$ 86,499</b>			<b>682 \$ (6,813)</b>
		<b>Math Intervention</b>												
		Professional Salaries	0.0	\$ -		1.0	\$ 46,990			1.0	\$ 49,541			\$ 2,551
		<b>Total Math</b>		<b>\$ -</b>			<b>\$ 46,990</b>				<b>\$ 49,541</b>			<b>\$ 2,551</b>
		<b>STEM</b>												
		Professional Salaries	0.0	\$ -		-	\$ -			-	\$ -			\$ -
		<b>Total STEM</b>		<b>\$ -</b>			<b>\$ -</b>				<b>\$ -</b>			<b>\$ -</b>

PROG	OBJ	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed Budget	FY17 Other Funds	FY17 Grants	Increase/ Decrease
2332	100	Professional Salaries	4.0	\$ 145,412	\$ 140,000	4.0	\$ 154,946		\$ 140,000	4.0	\$ 176,329		\$ 140,000	\$ 21,383
		<b>Total Literacy/Title 1</b>		<b>\$ 145,412</b>	<b>\$ 140,000</b>		<b>\$ 154,946</b>		<b>\$ 140,000</b>		<b>\$ 176,329</b>		<b>\$ 140,000</b>	<b>\$ 21,383</b>
		<b>Operation of Plant</b>												
300	300	Custodian	5.0	\$ 229,192		5.0	\$ 233,848			5.0	\$ 236,383			\$ 2,535
300	508	Uniforms		\$ 500			\$ 600				\$ 600			\$ -
300	509	Custodial Supplies		\$ 21,000			\$ 21,000				\$ 21,000			\$ -
300	700	Electric		\$ 95,000			\$ 117,000				\$ 123,000			\$ 6,000
300	702	Gas		\$ 50,000			\$ 50,000				\$ 35,200			\$ (14,800)
300	703	Telephone		\$ 7,000			\$ 8,000				\$ 8,000			\$ -
300	801	Equipment Maintenance		\$ 1,000			\$ 2,000				\$ 2,000			\$ -
300	800	Equipment Purchase		\$ 2,500			\$ 2,500				\$ 2,500			\$ -
		<b>Total Operations of Plant</b>		<b>\$ 406,192</b>			<b>\$ 434,948</b>				<b>\$ 428,683</b>			<b>\$ (6,265)</b>
		<b>Maintenance of Plant</b>												
400	400	Grounds/Other		\$ 2,000			\$ 4,000				\$ 4,000			\$ -
301	308	Contracted Services		\$ 10,000			\$ 12,000				\$ 12,000			\$ -
301	401	Service Contracts		\$ 6,000			\$ 16,000				\$ 22,000			\$ 6,000
		<b>Total Maint of Plant</b>		<b>\$ 18,000</b>			<b>\$ 32,000</b>				<b>\$ 38,000</b>			<b>\$ 6,000</b>
		<b>Administration</b>												
400	103	Principals	3.0	\$ 295,572		3.0	\$ 305,296			3.0	\$ 311,403			\$ 6,107
400	200	Secretary	3.6	\$ 142,104		3.6	\$ 146,488			3.6	\$ 150,540			\$ 4,052
400	500	Supplies/Materials		\$ 6,000			\$ 2,500				\$ 2,500			\$ -
400	704	Memberships		\$ 1,855			\$ 2,300				\$ 2,300			\$ -
400	705	Printing		\$ 600			\$ 600				\$ 600			\$ -
400	706	Postage		\$ 1,750			\$ 1,750				\$ 1,750			\$ -
		<b>Total Administration</b>		<b>\$ 447,881</b>			<b>\$ 458,934</b>				<b>\$ 469,093</b>			<b>\$ 10,159</b>
		<b>Substitutes</b>												
401	108	Substitutes		\$ 99,000			\$ 99,000				\$ 99,000			\$ -
		<b>Total Substitute</b>		<b>\$ 99,000</b>			<b>\$ 99,000</b>				<b>\$ 99,000</b>			<b>\$ -</b>
		<b>Total Bresnahan School</b>	<b>100.4</b>	<b>\$ 5,028,220</b>	<b>\$ 954,907</b>	<b>103.4</b>	<b>\$ 5,256,924</b>	<b>\$ 462,000</b>	<b>\$ 467,995</b>	<b>105.4</b>	<b>\$ 5,981,929</b>	<b>\$ 538,000</b>	<b>\$ 180,000</b>	<b>\$ 513,011</b>

Summary by Program				
<b>Francis T. Bresnahan Elementary School</b>				
<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY16</u>	<u>FY17</u>		
Kindergarten	\$ 560,713	\$ 662,896	\$ 102,183	18.2%
Pre-School	\$ 405,814	\$ 424,316	\$ 18,502	4.6%
Grade 1	\$ 535,051	\$ 549,464	\$ 14,413	2.7%
Grade 2	\$ 611,236	\$ 534,972	\$ (76,264)	-12.5%
Grade 3	\$ 537,038	\$ 645,606	\$ 108,568	20.2%
Literacy/Title 1	\$ 294,946	\$ 316,329	\$ 21,383	7.2%
Math Intervention	\$ 46,990	\$ 49,541	\$ 2,551	5.4%
Technology	\$ 69,992	\$ 71,156	\$ 1,164	1.7%
Music	\$ 82,326	\$ 78,143	\$ (4,183)	-5.1%
Art	\$ 90,638	\$ 87,123	\$ (3,515)	-3.9%
Physical Education	\$ 171,729	\$ 167,123	\$ (4,606)	-2.7%
Special Education	\$ 1,477,795	\$ 1,801,172	\$ 323,377	21.9%
Instructional Materials	\$ 55,478	\$ 53,778	\$ (1,700)	-3.1%
Guidance	\$ 128,978	\$ 137,035	\$ 8,057	6.2%
Library	\$ 93,312	\$ 86,499	\$ (6,813)	-7.3%
Operation of Plant	\$ 434,948	\$ 428,683	\$ (6,265)	-1.4%
Maintenance of Plant	\$ 32,000	\$ 38,000	\$ 6,000	18.8%
School Administration	\$ 458,934	\$ 469,093	\$ 10,159	2.2%
Substitutes	\$ 99,000	\$ 99,000	\$ -	0.0%
<b>Totals</b>	<b>\$ 6,186,918</b>	<b>\$ 6,699,929</b>	<b>\$ 513,011</b>	<b>8.29%</b>



# EDWARD G. MOLIN UPPER ELEMENTARY

## MISSION STATEMENT

The mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff, and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity; experiential, rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social, and physical growth
- Understand and embrace their role as global citizens.

Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Administrator	1	1	1
Clerical	1	1	1
Custodial	1	1	1
Professional Staff	28.5	30.4	30.4
Instructional Assistants	11.6	9.6	9.6
<b>Total Full Time-Equivalents</b>	<b>43.1</b>	<b>43.0</b>	<b>43.0</b>

## FY2016 ACCOMPLISHMENTS

- STEM Engineering Design Process added to the 5<sup>th</sup> grade curriculum
- DDMs revised
- Implementation of STAR 360 for math & reading assessment
- Think SRSD implementation of narrative genre
- PD & curriculum alignment for the NGSS-new units implemented this year
- Hour of Code-now a yearly tradition at Molin
- Eureka Math-restructured modules and increased pacing
- Molin Website complete
- Assembly: Berkshire Hills Music Academy-musicians speaking about their specific disabilities
- Zones of Regulation PD and used in class
- Mindful Mondays fully integrated at Morning Meeting
- Pilot of updated anti-bullying lessons at grade 4 and grade 5 by counselors
- Standing desks in every classroom and additional desk cycles
- Girls Inc. course taught to small groups in grade 4 and grade 5
- Digital Citizenship taught in Technology class
- Third year of Yoga program for students

## FY2017 TRENDS

Discuss the FY2017 trends for your department that will help the reader understand any issues or opportunities that you see in the coming fiscal year, changes in the industry that will impact the City, etc.

## FY2017 GOALS & OBJECTIVES

### GOAL 1: INTEGRATION OF SCIENCE, LITERACY, AND STEM

#### Objectives:

- Increase STEM position from .4 to 1.0.
- PD for teachers on how to integrate across curriculum areas.
- Purchase of new science materials aligned with NGSS and materials for STEM/Technology integration.
- Continued development of units aligned with NGSS.

### GOAL 2: STRENGTHEN STAFF UNDERSTANDING AND ABILITY TO MEET NEEDS OF INCREASING POPULATION OF STUDENTS WITH SOCIAL, EMOTIONAL, AND BEHAVIORAL NEEDS

#### Objectives:

- PD by experts in areas of anxiety, challenging behaviors, mindfulness, etc.
- Hire additional IAs to provide in-class support to students with significant dysregulation and emotional/behavioral needs.
- Provide support to families-book chats, outside referrals, meeting with counselors/psychologist.
- Continue implementation of Mindfulness practices, Zones of Regulation, Yoga, etc.

### GOAL 3: INCREASE UTILIZATION OF DATA TO GUIDE INSTRUCTION AND MEASURE STUDENT GROWTH.

#### Objectives:

- Increase understanding of STAR 360 reports.
- Increase number of yearly data meetings.
- Provide PD on analyzing data and using it to inform instruction.
- Hire Reading and Math interventionist to support students in “On Watch” and “Intervention” categories.

## • PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

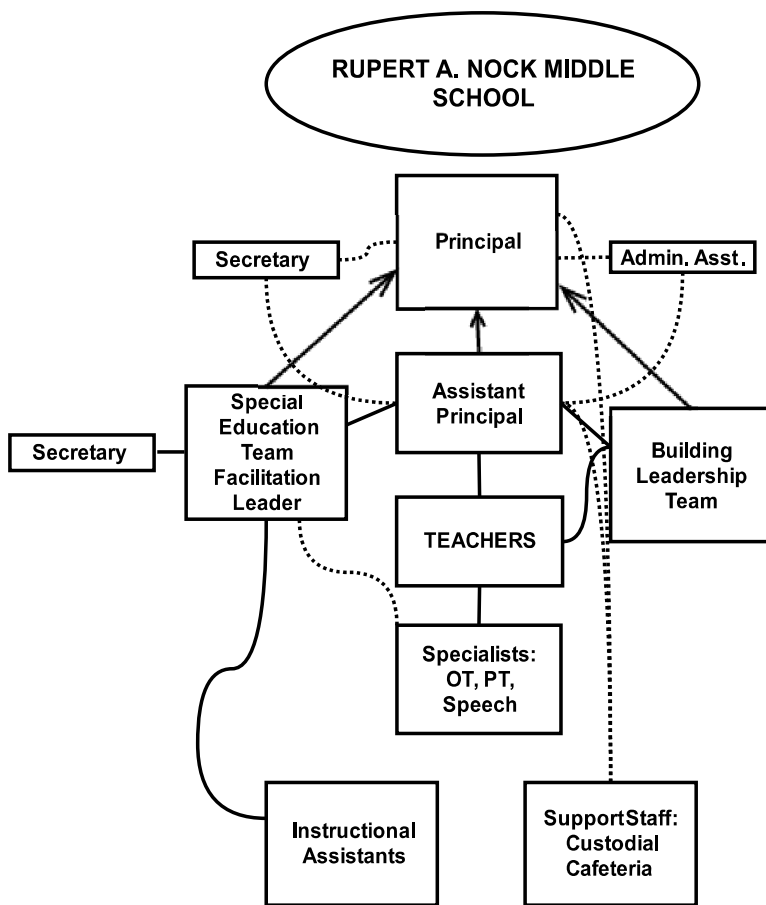
-STEM	-SPED Co-Taught Model	-Yoga
-Language-Based Program	-Orchestra, Band	-Zones of Regulation
-Technology Class	-ELL	-Drama Club
-Wellness Class	-Mindfulness	-Universal Supports
-Digital Citizenship	-Girls Inc.	-BOKS Program
-SEI Certified Teachers/Principal		

Newburyport Public School																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														</
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PROG	OBJ	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed	FY17 Other Funds	FY17 Grants	Increase/ Decrease
		<u>Guidance</u>												
215	100	Professional Salaries	0.5	\$ 32,846		1.0	\$ 70,815			1.0	\$ 63,885			\$ (6,930)
215	500	Supplies/Materials		\$ 1,200			\$ 2,500				\$ 2,500			\$ -
215	507	Textbooks		\$ 800			\$ 1,000				\$ 1,000			\$ -
		<b>Total Guidance</b>		<b>\$ 34,846</b>			<b>\$ 74,315</b>				<b>\$ 67,385</b>			<b>\$ (6,930)</b>
		<u>Library</u>												
218	100	Professional Salaries	0.5	\$ 37,992		0.5	\$ 38,945			0.5	\$ 40,692			\$ 1,747
		Aides									\$ -			\$ -
218	500	Supplies/Materials		\$ 4,000			\$ -				\$ -			\$ -
		<b>Total Library</b>		<b>\$ 41,992</b>			<b>\$ 38,945</b>				<b>\$ 40,692</b>			<b>\$ 1,747</b>
		<u>Operation of Plant</u>												
300	300	Custodian	1.0	\$ 52,057		1.0	\$ 48,939			1.0	\$ 49,704			\$ 765
300	703	Telephone		\$ 2,254			\$ 2,200				\$ 2,200			\$ -
300	801	Equipment Maintenance		\$ 2,000			\$ 2,000				\$ 2,000			\$ -
300	800	Equipment Purchase									\$ -			\$ -
		<b>Total Operation of Plant</b>		<b>\$ 56,311</b>			<b>\$ 53,139</b>				<b>\$ 53,904</b>			<b>\$ 765</b>
		<u>Administration</u>												
400	103	Principals	1.0	\$ 101,507		1.0	\$ 105,058			1.0	\$ 108,179			\$ 3,121
400	200	Secretary	1.0	\$ 40,735		1.0	\$ 39,694			1.0	\$ 40,296			\$ 602
400	704	Memberships		\$ -			\$ 1,000				\$ 1,000			\$ -
400	506	Publications		\$ -			\$ 1,000				\$ 500			\$ (500)
400	500	Supplies/Materials		\$ 7,029			\$ 4,838				\$ 4,538			\$ (300)
400	706	Postage		\$ 1,500			\$ 1,500				\$ 1,500			\$ -
		<b>Total Administration</b>		<b>\$ 150,771</b>			<b>\$ 153,090</b>				<b>\$ 156,013</b>			<b>\$ 2,923</b>
		<u>Substitutes</u>												
401	108	Substitutes		\$ 52,250			\$ 52,250				\$ 45,000			\$ (7,250)
		<b>Total Substitute</b>		<b>\$ 52,250</b>			<b>\$ 52,250</b>				<b>\$ 45,000</b>			<b>\$ (7,250)</b>
		<b>Total Molin School</b>	<b>43.40</b>	<b>\$ 2,421,459</b>	<b>\$ 172,005</b>	<b>43.60</b>	<b>\$ 2,561,611</b>	<b>\$ -</b>	<b>\$ 172,005</b>		<b>\$ 2,750,787</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 330 \$ 17,171</b>

Summary by Program				
<b>Edward G. Molin Upper Elementary School</b>				
<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY16</u>	<u>FY17</u>		
Grade 4	\$ 588,860	\$ 618,935	\$ 30,075	5.1%
Grade 5	\$ 586,722	\$ 614,813	\$ 28,091	4.8%
Technology	\$ 31,196	\$ 33,555	\$ 2,359	7.6%
Music	\$ 29,844	\$ 32,256	\$ 2,412	8.1%
Art	\$ 70,772	\$ 50,350	\$ (20,422)	-28.9%
Physical Ed/Wellness	\$ 88,356	\$ 89,285	\$ 929	1.1%
Special Education	\$ 903,046	\$ 881,596	\$ (21,450)	-2.4%
Instructional Materials	\$ 36,000	\$ 38,000	\$ 2,000	5.6%
Guidance	\$ 74,315	\$ 67,385	\$ (6,930)	-9.3%
STEM	\$ 27,080	\$ 29,003	\$ 1,923	7.1%
Library	\$ 38,945	\$ 40,692	\$ 1,747	4.5%
Operation of Plant	\$ 53,139	\$ 53,904	\$ 765	1.4%
Maintenance of Plant	\$ -	\$ -	\$ -	0.0%
School Administration	\$ 153,090	\$ 156,013	\$ 2,923	1.9%
Substitutes	\$ 52,250	\$ 45,000	\$ (7,250)	-13.9%
<b>Totals</b>	<b>\$ 2,733,615</b>	<b>\$ 2,750,787</b>	<b>\$ 17,172</b>	<b>0.63%</b>



# RUPERT A. NOCK MIDDLE SCHOOL

## MISSION STATEMENT

The mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff, and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity; experiential, rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social, and physical growth
- Understand and embrace their role as global citizens.

Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Administrator	2	2	2
Clerical	2	2	2
Custodial	4	4	4
Professional Staff	45	50	50
Instructional Assistants	13	11	11
<b>Total Full Time-Equivalents</b>	<b>66</b>	<b>69</b>	<b>69</b>

## FY2016 ACCOMPLISHMENTS

- ☐ Math and ELA intervention classes offered to students identified as needed support
- ☐ DDMs revised
- ☐ Started planning PD opportunity for staff with Facing History and Ourselves with ELA and SS staff
- ☐ Stress Management Curriculum developed and implemented by Guidance Staff
- ☐ Drifter Project PD and implementation in grade 8 science expanded
- ☐ PD & curriculum alignment for the NGSS-new units implemented this year
- ☐ Therapy Dog program fully implemented for students
- ☐ Eureka Math-restructured modules and increased pacing
- ☐ Website complete
- ☐ SOS program in second year in grade 7
- ☐ Library Renovation completed
- ☐ SMART curriculum PD for staff
- ☐ Lunch Program offerings outside of the cafeteria expanded for students
- ☐ Standing desks in every classroom and additional desk cycles
- ☐ Girls Inc. course taught to small groups in grade 6 (added in grades 4&5 this year)

## FY2017 TRENDS

Discuss the FY2017 trends for your department that will help the reader understand any issues or opportunities that you see in the coming fiscal year, changes in the industry that will impact the City, etc.

**FY2017 GOALS & OBJECTIVES**

**GOAL 1: INTEGRATION OF FACING HISTORY AND OURSELVES**

**Objectives:**

- ☐ PD opportunities for SS staff and ELA staff
- ☐ PD for teachers on how to integrate across curriculum areas.
- ☐ Vertical alignment for SS and ELA by grade level
- ☐ Cross Curricular thematic development

**GOAL 2: STRENGTHEN STAFF UNDERSTANDING AND ABILITY TO MEET NEEDS OF INCREASING POPULATION OF STUDENTS WITH SOCIAL, EMOTIONAL, AND BEHAVIORAL NEEDS**

**Objectives:**

- ☐ PD by experts in areas of anxiety, challenging behaviors, mindfulness, etc.
- ☐ Guidance staff have created an anti-anxiety class for students to begin to learn life-long strategies in the area of mindfulness
- ☐ Provide support to families-book chats, outside referrals, meeting with counselors/psychologist.
- ☐ Continue implementation of Mindfulness practices, Zones of Regulation, Yoga, meditation, music therapy and the use of our therapy dog in school.

**GOAL 3: ALIGN SCIENCE CURRICULUM WITH NGSS AND IMPLEMENT NEW TEXTS**

**Objectives:**

- Purchase of new science materials in grades 6-8 that are aligned with NGSS
- Expand the Drifter Project
- Continue PD with New England cohort group and GOMI

-STEM	Jazz Band	Stress Management Class
-Language-Based Program	-Orchestra, Band	-Zones of Regulation
SMART curriculum for Executive Function	-ELL	-Drama Club
Math and ELA PARCC	Intervention Class	-Universal Supports
-Digital Citizenship	-Girls Inc.	-BOKS Program
-SEI Certified Teachers/Principal		

- Continue PD in 2015-2016 with Pearson to successfully complete launch of new texts and materials

<b>Newburyport Public School</b>																					
<b>Middle School Budget</b>										<b>FY15 Budget</b>				<b>FY16 Budget (in process)</b>				<b>FY17 Proposed Budget</b>			
PROG	OBU	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY15 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY16 FTE	FY16	FY16	FY16	FY16	FY16	FY16	FY16	FY17 Proposed	FY17 Other Funds	FY17 Grants	Increase/Decrease
		<b>Grade 6</b>		EOY																	
106	100	Professional Salaries	8.0	\$ 530,264		8.0	\$ 555,112			8.0	\$ 570,840							\$ 570,840			\$ 15,728
106	500	Supplies/Materials		\$ 4,000			\$ 3,500				\$ 3,000							\$ 3,000			\$ (500)
		<b>Total Grade 6</b>		<b>\$ 534,264</b>			<b>\$ 558,612</b>				<b>\$ 573,840</b>							<b>\$ 573,840</b>			<b>\$ 15,228</b>
		<b>Grade 7</b>																			
107	100	Professional Salaries	8.0	\$ 564,315		8.0	\$ 584,477			8.0	\$ 588,680							\$ 588,680			\$ 4,203
107	500	Supplies/Materials		\$ 4,000			\$ 3,500				\$ 3,000							\$ 3,000			\$ (500)
		<b>Total Grade 7</b>		<b>\$ 568,315</b>			<b>\$ 587,977</b>				<b>\$ 591,680</b>							<b>\$ 591,680</b>			<b>\$ 3,703</b>
		<b>Grade 8</b>																			
108	100	Professional Salaries	8.0	\$ 557,408		8.0	\$ 549,197			8.0	\$ 545,749							\$ 545,749			\$ (3,448)
108	500	Supplies/Materials		\$ 4,000			\$ 3,500				\$ 3,000							\$ 3,000			\$ (500)
		<b>Total Grade 8</b>		<b>\$ 561,408</b>			<b>\$ 552,697</b>				<b>\$ 548,749</b>							<b>\$ 548,749</b>			<b>\$ (3,948)</b>
		<b>World Language</b>																			
201	100	Professional Salaries	1.0	\$ 70,942		1.0	\$ 72,721			1.0	\$ 75,842							\$ 75,842			\$ 3,121
201	500	Supplies/Materials		\$ 1,200			\$ 700				\$ 500							\$ 500			\$ (200)
		<b>Total World Language</b>		<b>\$ 72,142</b>			<b>\$ 73,421</b>				<b>\$ 76,342</b>							<b>\$ 76,342</b>			<b>\$ 2,921</b>
		<b>Technology</b>																			
205	100	Professional Salaries	1.0	\$ 55,299		0.6	\$ 34,795			0.6	\$ 38,332							\$ 38,332			\$ 3,537
		Supplies/Materials		-			\$ 7,754				\$ 600							\$ 600			\$ (7,154)
205	504	Software		\$ 8,000			\$ 7,009				\$ 4,600							\$ 4,600			\$ (2,409)
		Equipment Purchase		-			-				\$ 2,028							\$ 2,028			\$ 2,028
205	801	Equipment Maintenance		\$ 2,000			\$ 268				\$ 1,000							\$ 1,000			\$ 732
		<b>Total Technology</b>		<b>\$ 65,299</b>			<b>\$ 49,826</b>				<b>\$ 46,560</b>							<b>\$ 46,560</b>			<b>\$ (3,266)</b>
		<b>Reading Specialist</b>																			
		Professional Salaries	-	\$ -		0.5	\$ 28,344			0.5	\$ 23,388							\$ 23,388			\$ (4,956)
		<b>Total Reading</b>		<b>\$ -</b>			<b>\$ 28,344</b>				<b>\$ 23,388</b>							<b>\$ 23,388</b>			<b>\$ (4,956)</b>
		<b>Music</b>																			
206	100	Professional Salaries	1.5	\$ 91,840		1.5	\$ 99,430			1.5	\$ 103,764							\$ 103,764			\$ 4,334
206	500	Supplies/Materials		-			\$ 500				\$ 500							\$ 500			\$ -
206	716	Band		\$ 1,500			\$ 1,500				-							\$ -			\$ (1,500)

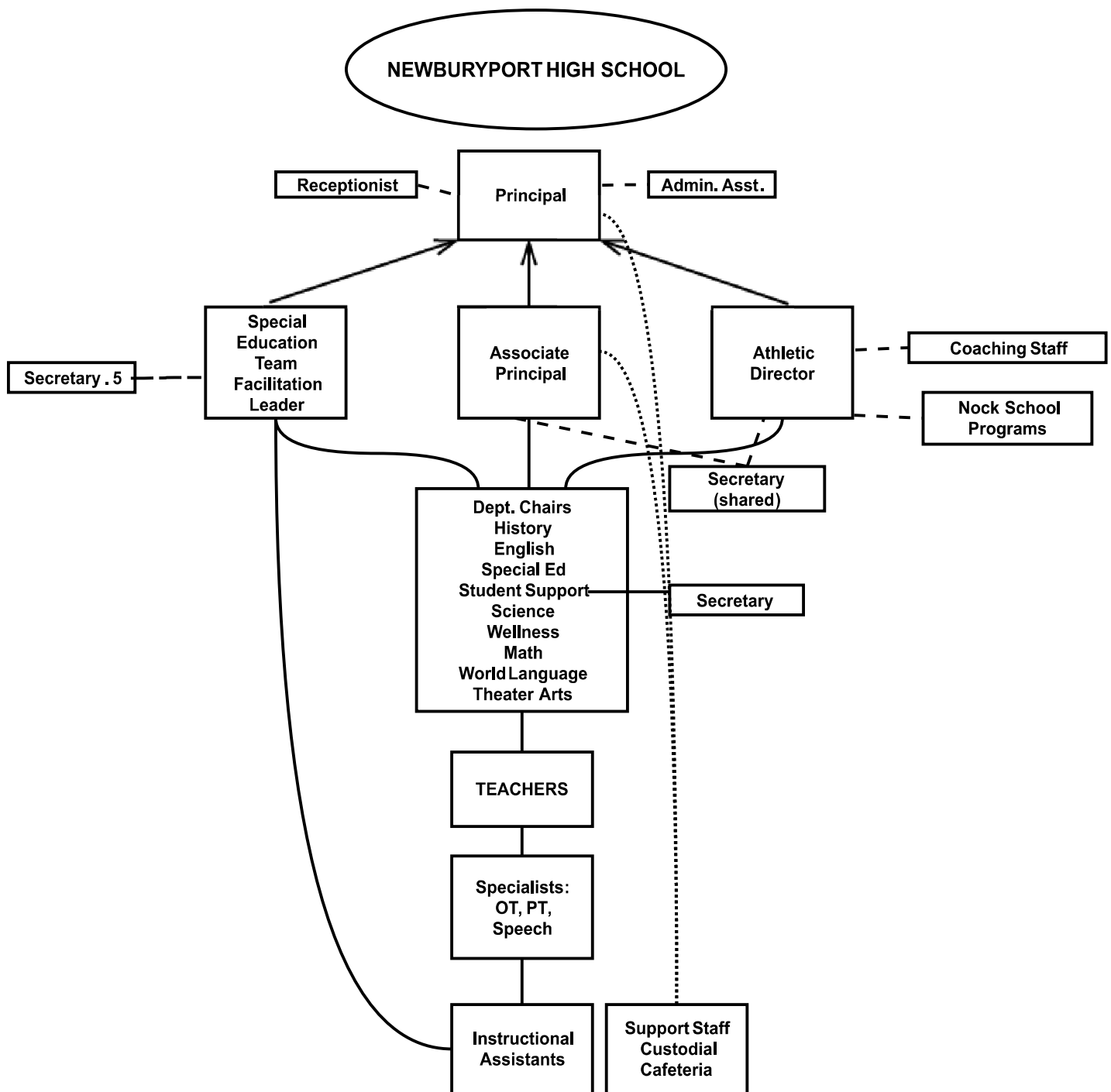
PROG	OBJ	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed	FY17 Other Funds	FY17 Grants	Increase/ Decrease
206	717	Chorus		\$ 1,500			\$ 1,500				\$ -			\$ (1,500)
206	704	Memberships		\$ 1,000			\$ 1,000				\$ 1,000			\$ -
206	801	Equipment Maintenance		\$ 1,000			\$ 1,000				\$ 1,000			\$ -
206	714	Training/Expeditionary Learn.		\$ 2,000			\$ 2,000				\$ 1,500			\$ (500)
206	800	Equipment Purchase/Rental		\$ 1,781			\$ 500				\$ 500			\$ -
		<b>Total Music</b>		<b>\$ 100,621</b>			<b>\$ 107,430</b>				<b>\$ 108,264</b>			<b>\$ 834</b>
		<u>Art</u>												
207	100	Professional Salaries	0.9	\$ 48,048		0.8	\$ 45,011			1.2	\$ 71,026			\$ 26,015
207	500	Supplies/Materials		\$ 4,000			\$ 6,000				\$ 6,000			\$ -
		<b>Total Art</b>		<b>\$ 52,048</b>			<b>\$ 51,011</b>				<b>\$ 77,026</b>			<b>\$ 26,015</b>
		<u>Physical Education</u>												
208	100	Professional Salaries	1.8	\$ 125,492		1.8	\$ 130,285				\$ 133,928			\$ 3,643
208	500	Supplies/Materials		\$ 3,719			\$ 1,500				\$ 500			\$ (1,000)
208	800	Equipment Purchase		\$ 4,000			\$ 4,000				\$ 4,000			\$ -
		<b>Total Physical Education</b>		<b>\$ 133,211</b>			<b>\$ 135,785</b>				<b>\$ 138,428</b>			<b>\$ 2,643</b>
		<u>Special Education</u>												
211	100	Professional Salaries	13.9	\$ 876,450		13.4	\$ 930,414			12.7	\$ 859,373			\$ (71,041)
211	100	OT/PT								0.7	\$ 53,556			\$ 53,556
211	303	Aides	12.8	\$ 269,690		11.8	\$ 251,746			11.0	\$ 228,043			\$ (23,703)
211	500	Supplies/Materials		\$ 3,982			\$ 3,000				\$ 3,000			\$ -
		<b>Total Special Education</b>		<b>\$ 1,150,122</b>			<b>\$ 1,185,160</b>				<b>\$ 1,143,972</b>			<b>\$ (41,188)</b>
		<u>Instructional Materials</u>												
214	303	IMC Aide	0.5	\$ 10,167		0.4	\$ 8,747			0.4	\$ 9,100			\$ 353
214	500	General Supplies		\$ 13,000			\$ 21,000				\$ 17,000			\$ (4,000)
214	503	AV Materials		\$ 3,000			\$ 237				\$ 3,000			\$ 2,763
214	801	Equipment Maintenance		\$ 35,000			\$ 35,000				\$ 35,000			\$ -
		<b>Total Instructional Materials</b>		<b>\$ 61,167</b>			<b>\$ 64,984</b>				<b>\$ 64,100</b>			<b>\$ (884)</b>
		<u>Guidance</u>												
215	100	Professional Salaries	1.5	\$ 69,370		2.0	\$ 117,250			2.0	\$ 123,612			\$ 6,362
215	500	Supplies/Materials		\$ 1,800			\$ -				\$ -			\$ -
		<b>Total Guidance</b>		<b>\$ 71,170</b>			<b>\$ 117,250</b>				<b>\$ 123,612</b>			<b>\$ 6,362</b>

PROG	OBJ	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed	FY17 Other Funds	FY17 Grants	Increase/ Decrease
		<u>Pre-Engineering</u>												
217	100	Professional Salaries	1.0	\$ 68,948		1.0	\$ 74,941			1.0	\$ 77,884			\$ 2,943
217	500	Supplies/Materials		\$ 6,550			\$ 6,000				\$ 4,000			\$ (2,000)
217	504	Software		\$ 1,500			\$ 1,500				\$ 1,500			\$ -
		Equipment Purchase		\$ -			\$ -				\$ 2,000			\$ 2,000
217	510	General Supplies		\$ 2,450			\$ 2,000				\$ 4,000			\$ 2,000
		<b>Total Pre-Engineering</b>		<b>\$ 79,448</b>			<b>\$ 84,441</b>				<b>\$ 89,384</b>			<b>\$ 4,943</b>
		<u>Library</u>												
218	507	Textbooks		\$ 3,500			\$ 1,324				\$ 2,024			\$ 700
218	100	Professional Salaries	0.5	\$ 37,992		0.5	\$ 39,695			0.5	\$ 40,692			\$ 997
218	500	Supplies/Materials		\$ 3,500			\$ 500				\$ -			\$ (500)
218	504	Software		\$ 3,000			\$ 3,700				\$ 3,700			\$ -
218	506	Publications		\$ 2,000			\$ 1,000				\$ 1,000			\$ -
218	704	Memberships		\$ 1,000			\$ -				\$ -			\$ -
218	801	Equipment Maintenance		\$ 3,000			\$ 1,200				\$ -			\$ (1,200)
		<b>Total Library</b>		<b>\$ 53,992</b>			<b>\$ 47,419</b>				<b>\$ 47,416</b>			<b>\$ 531</b>
		<u>Student Activities</u>												<b>\$ (3)</b>
219	100	Professional Salaries		\$ 13,000			\$ 13,000				\$ 13,000			\$ -
219	711	Awards		\$ 5,000			\$ 3,000				\$ 3,000			\$ -
		<b>Total Student Activity</b>		<b>\$ 18,000</b>			<b>\$ 16,000</b>				<b>\$ 16,000</b>			<b>\$ 531</b>
		<u>Operation of Plant</u>												
300	300	Custodian	4.0	\$ 189,687		4.0	\$ 196,671			4	\$ 201,239			\$ 4,568
300	508	Uniforms		\$ 700			\$ 700				\$ 700			\$ -
300	509	Custodial Supplies		\$ 18,000			\$ 20,000				\$ 20,000			\$ -
300	700	Electric		\$ 145,000			\$ 140,000				\$ 132,300			\$ (7,700)
300	702	Gas		\$ 40,000			\$ 40,000				\$ 46,000			\$ 6,000
300	703	Telephone		\$ 12,000			\$ 12,000				\$ 12,000			\$ -
300	801	Equipment Maintenance		\$ 2,000			\$ 2,000				\$ 2,000			\$ -
300	800	Equipment Purchase/Rental		\$ 2,000			\$ 2,000				\$ 2,000			\$ -
		<b>Total Operation of Plant</b>		<b>\$ 409,387</b>			<b>\$ 413,371</b>				<b>\$ 416,239</b>			<b>\$ 2,868</b>
		<u>Maintenance of Plant</u>												
301	400	Grounds/Other		\$ 15,000			\$ 16,000				\$ 16,000			\$ -



PROG	OBJ	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed	FY17 Other Funds	FY17 Grants	Increase/ Decrease
301	308	Contracted Services		\$ 15,000			\$ 16,000				\$ 16,000			\$ -
301	401	Building/Contracted Services		\$ 8,300			\$ 16,000				\$ 20,000			\$ 4,000
<b>Total Maintenance of Plant</b>				<b>\$ 38,300</b>			<b>\$ 48,000</b>				<b>\$ 52,000</b>			<b>\$ 4,000</b>
<b>Administration</b>														
400	103	Principals	2.0	\$ 205,729		2.0	\$ 209,845			2.0	\$ 214,041			\$ 4,196
400	200	Secretary	2.0	\$ 82,775		2.0	\$ 84,320			2.0	\$ 90,896			\$ 6,576
400	500	Supplies/Materials		\$ 2,200			\$ 3,500				\$ 3,500			\$ -
400	506	Publications		\$ 1,400			\$ 900				\$ 900			\$ -
400	704	Memberships		\$ 1,200			\$ 1,200				\$ 1,200			\$ -
400	705	Printing		\$ 2,000			\$ 2,000				\$ 2,000			\$ -
400	706	Postage		\$ 3,500			\$ 3,700				\$ 3,700			\$ -
400	801	Equipment Maintenance		\$ 2,000			\$ 2,000				\$ 2,000			\$ -
400	800	Equipment Purchase/Rental		\$ 200			\$ 200				\$ 200			\$ -
<b>Total Administration</b>				<b>\$ 301,004</b>			<b>\$ 307,665</b>				<b>\$ 318,437</b>			<b>\$ 10,772</b>
<b>Substitutes</b>														
401	108	Substitutes		\$ 61,600			\$ 61,600				\$ 58,000			\$ (3,600)
<b>Total Substitutes</b>				<b>\$ 61,600</b>			<b>\$ 61,600</b>				<b>\$ 58,000</b>			<b>\$ (3,600)</b>
<b>Total Middle School</b>			<b>68.4</b>	<b>\$ 4,331,498</b>		<b>67.3</b>	<b>\$ 4,490,992</b>	<b>-</b>	<b>-</b>		<b>\$ 4,513,436</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,444</b>

Summary by Program				
<b><i>Rupert A. Nock Middle School</i></b>				
<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY16</u>	<u>FY17</u>		
Grade 6	\$ 558,612	\$ 573,840	\$ 15,228	2.7%
Grade 7	\$ 587,977	\$ 591,680	\$ 3,703	0.6%
Grade 8	\$ 552,697	\$ 548,749	\$ (3,948)	-0.7%
World Language	\$ 73,421	\$ 76,342	\$ 2,921	4.0%
Technology	\$ 49,826	\$ 46,560	\$ (3,266)	-6.6%
Music	\$ 107,430	\$ 108,264	\$ 834	0.8%
Art	\$ 51,011	\$ 77,026	\$ 26,015	51.0%
Physical Education	\$ 135,785	\$ 138,428	\$ 2,643	1.9%
Reading Specialist	\$ 28,344	\$ 23,388	\$ (4,956)	-17.5%
Special Education	\$ 1,185,160	\$ 1,143,972	\$ (41,188)	-3.5%
Instructional Materials	\$ 64,984	\$ 64,100	\$ (884)	-1.4%
Guidance	\$ 117,250	\$ 123,612	\$ 6,362	5.4%
Tech Ed/Pre-Engineering	\$ 84,441	\$ 89,384	\$ 4,943	5.9%
Library	\$ 47,419	\$ 47,416	\$ (3)	0.0%
Student Activity Account	\$ 16,000	\$ 16,000	\$ -	0.0%
Operation of Plant	\$ 413,371	\$ 416,239	\$ 2,868	0.7%
Maintenance of Plant	\$ 48,000	\$ 52,000	\$ 4,000	8.3%
School Administration	\$ 307,665	\$ 318,437	\$ 10,772	3.5%
Substitutes	\$ 61,600	\$ 58,000	\$ (3,600)	-5.8%
<b>Totals</b>	<b>\$ 4,490,993</b>	<b>\$ 4,513,437</b>	<b>\$ 22,444</b>	<b>0.5%</b>



# 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 and 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.

Position	FY2015 Actual	FY2016 Actual	FY2017 Budgeted
Teachers	73.5	75.3	75.2
IA's	11.55	11.55	12.55
Custodians	6	6	6
Administrators	3	4	5
Secretarial	3.5	4.0	4.3
<b>Total Full Time-Equivalents</b>	<b>97.55</b>	<b>100.85</b>	<b>103.05</b>

## FY2016 ACCOMPLISHMENTS

- Recognition by the College Board that NHS is a honor roll school of distinction for AP scores
- Ranked by Newsweek magazine as a Top 500 high school in the USA for college and career placement (#241)
- Expansion of our flex (after school and evening classes) course offerings
- Full year implementation of our advisor-advisee program for all students

## FY2017 TRENDS

- Expand our student support services department to better assist students and families with college and career choices and college application process
- Continue to develop and offer new elective choices for our students
- Expand our college course offerings to our students ( evening , weekend, summer, and during the school day)
-

## FY2017 GOALS & OBJECTIVES

**GOAL 1:** ENSURE CONTINUED AND ADEQUATE LEVELS OF FUNDING TO SUPPORT THE SCHOOL'S EDUCATIONAL PROGRAMS AND SERVICES AND FACILITY REPAIRS AND FUTURE TECHNOLOGY MAINTENANCE AND PURCHASES.

**Objectives:**

- To maintain feasible class size in core courses and to meet the OSHA requirements for science classes
- Administrator needed to assist with high school scheduling, 504 coordination, mandated state testing, and teacher evaluation workload
- Develop short-term and long-term field maintenance program - ongoing and developed concurrently with facility upgrades

**GOAL 2:** CONTINUE TO EXPAND COURSE OFFERINGS FOR NHS STUDENTS AND STAFF. CONTINUE TO INTEGRATE 21<sup>ST</sup> LEARNING OBJECTIVES AND OUTCOMES INTO ALL NHS COURSES.

**Objectives:**

- Gather data with DDMs to show evidence of student growth
- STEM-based classes developed (examples: Biotechnology class, Engineering, Applied Science Project course, Applied Engineering, AP Chemistry) over the next two years
- Continue to modify existing curriculum maps

**GOAL 3:** CONTINUE TO DEVELOP AND IMPLEMENT BENCHMARKS TO IMPROVE KEY ASPECTS OF SCHOOL CULTURE FOR STUDENTS, PARENTS, AND STAFF.

**Objectives:**

- Continue to use Smart Goals and DDMs to implement 21st Century learning expectations (Critical Thinking, Collaboration, Problem Solving, Communication, and Community Building)
- Continue to work on issues that are identified in the Youth Risk Behavior Survey

**GOAL 4:** CONTINUE TO REFINE THE SCHEDULING PROCESS AT THE HIGH SCHOOL.

- Establish an interdisciplinary faculty learning community to explore educational options
- Continue to implement the Flex schedule through NECCO and evening courses
- Increase the number of credit recovery programs offered after school and in the summer



PROG	OBI	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed	FY17 Other Funds	FY17 Grants	Increase/ Decrease
		<b>Music</b>												
206	100	Professional Salaries	0.6	\$ 40,984		0.6	\$ 42,652			0.8	\$ 60,806			\$ 18,154
206	500	Supplies/Materials		\$ 2,800			\$ 1,700				\$ 1,530			\$ (170)
206	504	Software		\$ 777			\$ 675				\$ 608			\$ (68)
206	704	Memberships		\$ 300			\$ 300				\$ 270			\$ (30)
206	708	Field Trips		\$ 798			\$ 898				\$ 898			\$ -
206	801	Equipment Maintenance		\$ 1,000			\$ 2,000				\$ 900			\$ (1,100)
206	800	Equipment Purchase/Rental		\$ 1,862			\$ -				\$ 900			\$ 900
		<b>Total Music</b>		<b>\$ 48,521</b>			<b>\$ 48,225</b>				<b>\$ 65,912</b>			<b>67 \$ 17,687</b>
		<b>Art</b>												
207	100	Professional Salaries	3.0	\$ 224,831		3.0	\$ 230,468			3.0	\$ 212,067			\$ (18,401)
207	500	Supplies/Materials		\$ 13,907			\$ 12,500				\$ 11,250			\$ (1,250)
207	504	Software		\$ 100			\$ 1,000				\$ 900			\$ (100)
207	801	Equipment Maintenance		\$ 2,532			\$ 713				\$ -			\$ (713)
		<b>Total Art</b>		<b>\$ 241,371</b>			<b>\$ 244,681</b>				<b>\$ 224,217</b>			<b>470 \$ (20,464)</b>
		<b>Special Education</b>												
211	100	Professional Salaries	12.0	\$ 833,806		13.0	\$ 897,689			13.0	\$ 900,896			\$ 3,207
		Speech/Language								0.5	\$ 28,911			\$ 28,911
211	100	Reading/Tutor								0.5	\$ 23,388			\$ 23,388
211	303	Aides	11.6	\$ 252,756		11.2	\$ 252,994			10.8	\$ 245,802			\$ (7,192)
211	500	Supplies/Materials		\$ 662			\$ 3,500				\$ 3,150			\$ (350)
		<b>Total Special Education</b>		<b>\$ 1,087,223</b>			<b>\$ 1,154,183</b>				<b>\$ 1,202,147</b>			<b>250 \$ 47,964</b>
		<b>Alternative Education</b>												
212	100	Professional Salaries	2.0	\$ 142,203		2.0	\$ 147,464			2.0	\$ 156,913			\$ 9,449
212	500	Supplies/Materials		\$ 700			\$ 1,200				\$ 1,080			\$ (120)
212	507	Textbooks		\$ 100			\$ 500				\$ 500			\$ -
		<b>Total Alternative Education</b>		<b>\$ 143,003</b>			<b>\$ 149,164</b>				<b>\$ 158,493</b>			<b>14 \$ 9,329</b>
		<b>Instructional Materials</b>												
214	500	Supplies/Materials		\$ 6,433			\$ 5,500				\$ 4,950			\$ (550)
214	801	Equipment Maintenance		\$ 48,454			\$ 46,000				\$ 46,000			\$ -
		<b>Total Instructional Materials</b>		<b>\$ 54,887</b>			<b>\$ 51,500</b>				<b>\$ 50,950</b>			<b>\$ (550)</b>
		<b>Guidance</b>												
215		Travel		\$ -			\$ -				\$ -			\$ -
215	100	Professional Salaries	5.0	\$ 399,954		5.0	\$ 412,649			6.0	\$ 528,348			\$ 115,699
215	200	Secretary	1.0	\$ 39,156		1.0	\$ 40,029			1.0	\$ 40,817			\$ 788
215	500	Supplies/Materials		\$ 2,055			\$ 4,600				\$ 4,140			\$ (460)
215	502	Tests		\$ 3,132			\$ 2,000				\$ 1,800			\$ (200)
215	504	Software		\$ 3,388			\$ 3,000				\$ 2,700			\$ (300)
		<b>Total Guidance</b>		<b>\$ 447,685</b>			<b>\$ 462,278</b>				<b>\$ 577,805</b>			<b>794 \$ 115,527</b>

PROG	OBI	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed	FY17 Other Funds	FY17 Grants	Increase/ Decrease
		<b>Tech Education</b>												
217	100	Professional Salaries	1.0	\$ 93,139		1.0	\$ 69,514			1.0	\$ 70,904			\$ 1,390
217	500	Supplies/Materials		\$ 9,100			\$ 12,000				\$ 10,800			\$ (1,200)
217	507	Textbooks		\$ 1,000			\$ 1,500				\$ 450			\$ (1,050)
217	803	Computer Purchase		\$ 6,000			\$ 10,000				\$ 8,100			\$ (1,900)
		<b>Total Tech Education</b>		<b>\$ 109,239</b>			<b>\$ 93,014</b>				<b>\$ 90,254</b>			<b>65 \$ (2,760)</b>
		<b>Library</b>												
218	507	Textbooks		\$ 17,509			\$ 12,600				\$ 11,340			\$ (1,260)
218	100	Professional Salaries	1.0	\$ 64,346		1.0	\$ 65,474			1.0	\$ 71,418			\$ 5,944
218	303	Aides	0.7	\$ 8,221		0.8	\$ 10,700			0.8	\$ 11,132			\$ 432
218	510	General Supplies		\$ 1,690			\$ 1,800				\$ 1,620			\$ (180)
218	800	Equipment Purchase/Rental		\$ 4,021			\$ 2,500				\$ 2,250			\$ (250)
		<b>Total Library</b>		<b>\$ 95,787</b>			<b>\$ 93,074</b>				<b>\$ 97,760</b>			<b>794 \$ 4,686</b>
		<b>Student Activities</b>												
219	100	Professional Salaries		\$ 2,450			\$ 7,000				\$ 7,000			\$ -
219	711	Awards		\$ 1,800			\$ 6,000				\$ 6,000			\$ -
219	712	Graduation/Celebrations		\$ 13,783			\$ 16,500				\$ 16,500			\$ -
		<b>Total Student Activities</b>		<b>\$ 18,033</b>			<b>\$ 29,500</b>				<b>\$ 29,500</b>			<b>794 \$ -</b>
		<b>Athletics</b>												
220	404	Transportation		\$ 94,458			\$ 99,000				\$ 101,000			\$ 2,000
220	100	Professional Salaries	1.0	\$ 38,080	\$ 68,050	1.0	\$ 42,596	\$ 50,000		1.0	\$ 95,880			\$ 3,284
		Coaches Salaries		\$ -	\$ 225,000		\$ -	\$ 225,000			\$ -	\$ 225,000		\$ -
		Freshman Sports		\$ -							\$ -			\$ -
		Trainer Salary		\$ -		1.0	\$ 10,000				\$ 2,000	\$ 8,000		\$ -
220	500	Supplies/Materials		\$ 6,000			\$ 6,500				\$ 5,850			\$ (650)
	508	Uniforms									\$ 9,000			\$ 9,000
220	602	Sports Equipment		\$ 18,888			\$ 20,000				\$ 18,000			\$ (2,000)
220	603	Officials		\$ 37,502			\$ 42,000				\$ -	\$ 42,000		\$ -
220	604	Ice Time		\$ 31,000			\$ 34,000				\$ 30,600			\$ (3,400)
220	608	Cleaning/Reconditioning		\$ 8,059			\$ 7,000				\$ 6,300			\$ (700)
220	609	Meet Fees		\$ 13,000			\$ 14,500				\$ 13,050			\$ (1,450)
220	611	Game Expenses		\$ 25,388			\$ 25,000				\$ 22,500			\$ (2,500)
220	709	Insurance		\$ 9,000			\$ 9,000				\$ 9,000			\$ -
		<b>Total Athletics</b>		<b>\$ 281,375</b>	<b>\$ 293,050</b>		<b>\$ 309,596</b>	<b>\$ 275,000</b>			<b>\$ 313,180</b>	<b>\$ 275,000</b>		<b>775 \$ 3,584</b>
		<b>Drama</b>												
221	100	Professional Salaries	2.0	\$ 99,262		2.0	\$ 146,283			2.0	\$ 148,642			\$ 2,359
221	500	Supplies/Materials		\$ 6,550			\$ 4,000				\$ 3,600			\$ (400)
		Drama Festival		\$ -			\$ 400				\$ 400			\$ -
		<b>Total Drama</b>		<b>\$ 105,812</b>			<b>\$ 150,683</b>				<b>\$ 152,642</b>			<b>168 \$ 1,959</b>
		<b>Wellness</b>												
227	704	Memberships		\$ 500			\$ -				\$ -			\$ -
227	100	Professional Salaries	5.4	\$ 353,478		5.0	\$ 363,260			5.0	\$ 370,514			\$ 7,254



PROG	OBI	Description	FY15 FTE	FY15 Revised w/Choice	FY15 Other Funds	FY16 FTE	FY16 Revised w/Choice	FY16 Other Funds	FY16 Grants	FY17 FTE	FY17 Proposed	FY17 Other Funds	FY17 Grants	Increase/ Decrease
227	500	Afterschool program		\$ -			\$ 5,100				\$ 6,000			\$ 900
227	801	Supplies/Materials		\$ 15,800			\$ 11,000				\$ 8,100			\$ (2,900)
227	800	Equipment Maintenance		\$ 821			\$ 4,821				\$ 4,339			\$ (482)
227	800	Equipment Purchase/Rental		\$ 4,500			\$ 8,000				\$ 7,200			\$ (800)
Total Wellness				\$ 375,099			\$ 392,181				\$ 396,153			588.5 \$ 3,972
Operation of Plant														
300	300	Custodian	6.0	\$ 278,763		6.0	\$ 283,802			6.0	\$ 289,478			\$ 5,676
300	508	Uniforms		\$ 700			\$ 700				\$ 700			\$ -
300	509	Custodial Supplies		\$ 20,500			\$ 20,893				\$ 21,000			\$ 107
300	700	Electric		\$ 169,928			\$ 186,525				\$ 186,525			\$ -
300	702	Gas		\$ 109,000			\$ 109,000				\$ 96,300			\$ (12,700)
300	703	Telephone		\$ 13,000			\$ 13,000				\$ 13,000			\$ -
300	801	Equipment Maintenance		\$ 2,000			\$ 2,000				\$ 2,000			\$ -
300	800	Equipment Purchase/Rental		\$ 3,500			\$ 12,619				\$ 10,000			\$ (2,619)
Total Operation of Plant				\$ 597,391			\$ 628,539				\$ 619,003			\$ (9,536)
Maintenance of Plant														
	500	Supplies/Materials					\$ 107				\$ -			\$ (107)
301	400	Grounds/Other		\$ 20,000			\$ 20,000				\$ 20,000			\$ -
301	308	Contracted Services		\$ 22,000			\$ 20,000				\$ 20,000			\$ -
301	401	Building/Contracted Services		\$ 34,172			\$ 25,600				\$ 23,000			\$ (2,600)
Total Maintenance of Plant				\$ 76,172			\$ 65,707				\$ 63,000			\$ (2,707)
Administration														
400	103	Principals	2.0	\$ 222,912		2.0	\$ 227,814			2.0	\$ 237,408			\$ 9,594
400	200	Secretary	2.0	\$ 97,042		2.0	\$ 93,287			2.8	\$ 123,132			\$ 29,845
400	500	Supplies/Materials		\$ 19,500			\$ 16,000				\$ 14,400			\$ (1,600)
400	506	Publications		\$ 4			\$ 3,200				\$ 2,880			\$ (320)
400	704	Memberships		\$ 650			\$ 3,000				\$ 2,700			\$ (300)
		Security Improvements		\$ -			\$ -				\$ -			\$ -
400	705	Printing		\$ 50			\$ 4,500				\$ 4,050			\$ (450)
400	706	Postage		\$ 6,000			\$ 6,000				\$ 5,400			\$ (600)
400	805	Accreditation		\$ 4,380			\$ 400				\$ 360			\$ (40)
400	801	Equipment Maintenance		\$ 4,069			\$ 1,000				\$ 900			\$ (100)
Total Administration				\$ 354,608			\$ 355,202				\$ 391,230			\$ 36,028
Substitutes														
401	108	Substitutes		\$ 70,000			\$ 75,000				\$ 88,500			\$ 13,500
Total Substitutes				\$ 70,000			\$ 75,000				\$ 88,500			\$ 13,500
Virtual High School														
641	100	Professional Salaries		\$ 12,500			\$ 12,500				\$ 12,500			\$ -
Total Virtual High School				\$ 12,500			\$ 12,500				\$ 12,500			\$ 18
Total High School			95.0	\$ 7,102,774	\$ 293,050	97.7	\$ 7,390,961	\$ 275,000	\$ -		\$ 7,669,724	\$ 275,000	\$ -	\$ 278,763

Summary by Program				
<b>Newburyport High School</b>				
<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY16</u>	<u>FY17</u>		
English	\$ 601,274	\$ 596,542	\$ (4,732)	-0.8%
World Language	\$ 511,908	\$ 518,080	\$ 6,172	1.2%
Mathematics	\$ 676,957	\$ 707,805	\$ 30,848	4.6%
Science	\$ 635,441	\$ 635,096	\$ (345)	-0.1%
Social Studies	\$ 622,068	\$ 616,598	\$ (5,470)	-0.9%
Technology	\$ 28,287	\$ 26,499	\$ (1,788)	-6.3%
Business	\$ -	\$ 35,858	\$ 35,858	100.0%
Music	\$ 48,225	\$ 65,912	\$ 17,687	36.7%
Art	\$ 244,681	\$ 224,217	\$ (20,464)	-8.4%
Special Education	\$ 1,154,183	\$ 1,202,147	\$ 47,964	4.2%
Alternative Education	\$ 149,164	\$ 158,493	\$ 9,329	6.3%
Instructional Materials	\$ 51,500	\$ 50,950	\$ (550)	-1.1%
Guidance	\$ 462,278	\$ 577,805	\$ 115,527	25.0%
Tech Ed	\$ 93,014	\$ 90,254	\$ (2,760)	-3.0%
Library	\$ 93,074	\$ 97,760	\$ 4,686	5.0%
Student Activity Account	\$ 29,500	\$ 29,500	\$ -	0.0%
Athletics	\$ 584,596	\$ 588,180	\$ 3,584	0.6%
Drama/Video	\$ 150,683	\$ 152,642	\$ 1,959	1.3%
Wellness/Physical Ed	\$ 392,181	\$ 396,153	\$ 3,972	1.0%
Operation of Plant	\$ 628,539	\$ 619,003	\$ (9,536)	-1.5%
Maintenance of Plant	\$ 65,707	\$ 63,000	\$ (2,707)	-4.1%
School Administration	\$ 355,202	\$ 391,230	\$ 36,028	10.1%
Virtual High School	\$ 75,000	\$ 88,500	\$ 13,500	18.0%
Substitutes	\$ 12,500	\$ 12,500	\$ -	0.0%
			\$ -	
<b>Totals</b>	<b>\$ 7,665,962</b>	<b>\$ 7,944,724</b>	<b>\$ 278,762</b>	<b>3.6%</b>

Newburyport Public Schools									
Budget by Category									
<i>High School</i>		<u>FY16</u>	<u>FY17</u>			<i>Bresnahan School</i>	<u>FY16</u>	<u>FY17</u>	
Salaries		\$ 6,679,473	\$ 6,991,615			Salaries	\$ 5,822,547	\$ 6,340,538	
Supplies & Materials		\$ 104,300	\$ 92,070			Supplies & Materials	\$ 81,355	\$ 79,175	
Equipment		\$ 89,421	\$ 84,089			Equipment Purchase/Maint	\$ 25,000	\$ 25,000	
Athletics		\$ 257,000	\$ 260,584			Textbooks	\$ 7,250	\$ 7,250	
Textbooks		\$ 41,600	\$ 43,385			Software	\$ 13,016	\$ 13,016	
Software		\$ 3,900	\$ 8,207			Other Administration Costs	\$ 4,650	\$ 4,650	
Other Administration Costs		\$ 79,823	\$ 72,249			Oper of Plant	\$ 233,100	\$ 230,300	
Oper of Plant		\$ 410,444	\$ 392,525				\$ 6,186,919	\$ 6,699,929	
		\$ 7,665,961	\$ 7,944,724			<i>District Costs</i>			
<i>Middle School</i>						Salaries	\$ 2,850,413	\$ 2,988,819	
Salaries		\$ 4,087,600	\$ 4,120,984			Supplies & Materials	\$ 173,080	\$ 137,787	
Supplies & Materials		\$ 62,954	\$ 51,600			Equipment	\$ 50,275	\$ 46,500	
Equipment		\$ 44,168	\$ 47,728			Other Costs (Operations,	\$ 5,231,963	\$ 5,674,970	
Textbooks		\$ 1,324	\$ 2,024			Sped, Transp, Ins, etc )	\$ 8,305,731	\$ 8,848,076	
Software		\$ 12,209	\$ 9,800						
Other Administration Costs		\$ 18,037	\$ 14,300			<b>Totals</b>	\$ 29,383,219	\$ 30,756,951	
Oper of Plant		\$ 264,700	\$ 267,000						
		\$ 4,490,992	\$ 4,513,436						
<i>Molin School</i>									
Salaries		\$ 2,644,551	\$ 2,664,549						
Supplies & Materials		\$ 57,365	\$ 55,038						
Equipment		\$ 18,000	\$ 18,000						
Textbooks		\$ 1,000	\$ 1,000						
Software		\$ 5,000	\$ -						
Other Administration Costs		\$ 3,500	\$ 8,000						
Oper of Plant		\$ 4,200	\$ 4,200						
		\$ 2,733,616	\$ 2,750,787						



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**Appendix F:**  
**Whittier Regional Vocational Technical High School**  
**Budget Detail**



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NEW ENGLAND  
ASSOCIATION  
OF SCHOOLS  
AND COLLEGES  
ACCREDITED MEMBER

Whittier Regional Vocational Technical High School  
115 Amesbury Line Road, Haverhill, MA 01830

# APPROVED BUDGET 2016 – 2017 (4/13/2016)

Maureen A. Lynch  
Superintendent

## SCHOOL COMMITTEE

Charles LaBella, Chairperson  
Amesbury

Russ Bardsley  
Ipswich

Brett Murphy  
Vice Chairperson  
Newburyport

Paul M. Tucker  
Merrimac

Douglas Gelina  
Groveland

David E. Irving  
Secretary  
Rowley

Johanna True  
Newbury

C. Anthony LeSage  
Amesbury

Jo-Ann Testaverde, Ed.D  
Georgetown

Chris Wile  
West Newbury

Richard P. Early, Jr.  
Haverhill

Scott Wood  
Haverhill

F. Nelson Burns  
Newburyport

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](http://www.whittiertech.org)

Charles LaBella  
Chairperson  
School Committee

Maureen A. Lynch  
Superintendent

April 14, 2016

Dear Whittier Community Officials:

The booklet contains the 2016-2017 approved budget for the Whittier Regional Vocational Technical High School. At a public hearing on April 13, 2016, the District School Committee approved a total budget of \$ 22,733,414.

Whittier's total budgetary requests were \$ 23,567,002. The Administration and School Committee made reductions totaling \$ 833,588 and the School Committee voted to utilize School Choice funds in the amount of \$ 369,399 to arrive at the \$ 22,733,414 fiscal 2017 budget figure. The estimated receipts and recommended expenditures for School Choice are listed on page 23 of this booklet.

The approved FY17 budget of \$ 22,733,414 is an increase of \$1,047,717 or 4.83% over the FY16 budget of \$ 21,685,697. In addition to the approved FY17 budget, the District Committee has approved a capital assessment for FY17 for the replacement of the Athletic Field Bleachers. The total amount assessed to the 11 communities is \$ 13,654,391, which is an increase of \$ 454,175 or 3.44% greater than FY16. It is important to note that the dollar value of the FY17 state minimum required assessment to member communities was 5.64% higher than FY16. The recommended overall 3.44% assessment was achieved through a combination of a 6.75% increase in Chapter 70 funds combined with fiscally responsible budgeting practices.

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 Maureen A. Lynch, Superintendent, or Kara M. Kosmes, Business Manager.

Sincerely,

Charles LaBella  
Chairperson, School Committee

Maureen A. Lynch  
Superintendent

**Whittier Tech: *Working on your future***



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**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED BUDGET ACCOUNT TOTALS FY16 - FY17**

<b><u>FUNCT</u></b>	<b><u>FUNCTION TITLE</u></b>	<b><u>FY16 BUDGET</u></b>	<b><u>FY 17 RECOMMENDED</u></b>	<b><u>Change</u></b>
<b>1000</b>	<b>District Leadership</b>			
1100	School Committee	56,924	61,924	5,000
1200	Superintendent's Office	368,077	373,186	5,109
		<u>425,001</u>	<u>435,110</u>	<u>860,111</u>
<b>1400</b>	<b>Finance &amp; Administration</b>	598,179	615,083	16,904
<b>2000</b>	<b>Instruction</b>			
2100	Academic Leadership	485,508	495,132	9,624
2200	School Building Leadership	754,345	766,305	11,960
2300	Instruction Teaching Services	9,111,817	9,502,565	390,748
2400	Instructional Materials	1,257,203	1,245,925	-11,278
2700	Guidance	480,370	551,846	71,476
2800	Psychological Services	139,516	145,108	5,592
		<u>12,228,759</u>	<u>12,706,881</u>	<u>478,122</u>
<b>3000</b>	<b>Student Services</b>			
3100	Attendance	44,596	45,488	892
3200	Health Services	176,362	179,966	3,604
3310	Operation of School Busses	1,216,974	1,285,632	68,658
3510	Athletics	362,493	406,793	44,300
3520	Student Body	79,000	79,000	0
3600	School Security	341,396	376,456	35,060
		<u>2,220,821</u>	<u>2,373,335</u>	<u>152,514</u>
<b>4000</b>	<b>Operations &amp; Maintenance</b>			
4110	Custodial Service	284,816	307,601	22,785
4120	Heating of Building	110,000	110,000	0
4130	Utility Services	670,500	708,900	38,400
4210	Maintenance of Grounds	35,000	40,000	5,000
4220	Maintenance of Building	651,144	635,640	-15,504
4230	Maintenance of Equipment	46,000	48,500	2,500
		<u>1,797,460</u>	<u>1,850,641</u>	<u>53,181</u>
<b>5000</b>	<b>Fixed Charges</b>	4,244,517	4,584,529	340,012
<b>6000</b>	<b>Community Services</b>	12,000	12,000	0
<b>7000</b>	<b>Replacement of Equipment</b>	92,210	89,085	-3,125
<b>8000</b>	<b>Long Term Debt</b>	0	0	0
<b>9000</b>	<b>Tuitions</b>	66,750	66,750	0
<b>Total Operational Budget</b>		<u><b>21,685,697</b></u>	<u><b>22,733,414</b></u>	<u><b>1,047,717</b></u>
	<b>Capital Outlay</b>	<b>405,000</b>	<b>795,000</b>	<b>390,000</b>
<b>TOTAL GROSS BUDGET</b>		<u><b>22,090,697</b></u>	<u><b>23,528,414</b></u>	<u><b>1,437,717</b></u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
<b>1000</b>	<b>DISTRICT LEADERSHIP</b>			
1100	School Committee			
1110.5	Supplies & Materials General Supply Items	11,695	1,100	1,100
1110.6	Other Expenses			
	Travel	4,569	3,500	3,500
	Memberships & Subscriptions	10,939	11,824	11,824
	Meeting Expenses	4,494	3,000	4,500
	Auditing Expenses	26,410	29,500	29,500
	Public Relations	11,472	8,000	11,500
	<b>TOTALS 1106</b>	<b>57,884</b>	<b>55,824</b>	<b>60,824</b>
	<b>TOTALS 1100</b>	<b>69,579</b>	<b>56,924</b>	<b>61,924</b>
1200	Superintendent's Office			
1210.1	Salaries, Professional Superintendent	245,653	190,700	171,000
1210.2	Salaries, Clerical Administrative Assistant	77,197	76,412	77,925
1210.4	Maintenance of Equipment	0	1,000	0
1210.5	Supplies & Materials			
	Postage & Office Supplies	23,982	25,715	25,715
	Printing & Reproduction	13,435	28,465	28,465
	<b>TOTALS 1210.5</b>	<b>37,417</b>	<b>54,180</b>	<b>54,180</b>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY15</u>	<u>ADJUSTED BUDGET - FY16</u>	<u>RECOMMENDED BUDGET - FY17</u>
1210.6	Other Expenses			
	Travel & Conferences	9,936	15,700	15,700
	Memberships & Subscriptions	11,170	13,626	13,626
	Advisory Boards	14,911	7,000	9,500
	NEASC & Accreditation	4,275	9,459	31,255
	TOTALS 1210.6	40,292	45,785	70,081
	<b>TOTALS - 1200</b>	<b>400,559</b>	<b>368,077</b>	<b>373,186</b>
	<b>TOTALS - 1000</b>	<b>470,138</b>	<b>425,001</b>	<b>435,110</b>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
<b>1400</b>	<b>FINANCE &amp; ADMINISTRATION</b>			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	136,555	133,824	136,500
	Comptroller	57,222	59,160	60,343
	<b>TOTALS 1410.1</b>	<b>193,777</b>	<b>192,984</b>	<b>196,843</b>
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	46,125	47,048	47,989
	Payroll Clerk (80%)	36,068	40,800	41,616
	Business Office Clerks	53,794	43,911	44,789
	Treasurer	15,000	15,000	15,606
	<b>TOTALS 1410.2</b>	<b>150,987</b>	<b>146,759</b>	<b>150,000</b>
	<b>TOTAL 1410</b>	<b>344,764</b>	<b>339,743</b>	<b>346,843</b>
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical			
	Personnel Clerk	50,903	51,911	50,000
	Payroll Clerk (20%)	8,506	10,200	10,404
	<b>TOTALS 1420.2</b>	<b>59,409</b>	<b>62,111</b>	<b>60,404</b>
1420.4	Advertising	0	0	7,500
	<b>TOTALS 1420</b>	<b>59,409</b>	<b>62,111</b>	<b>67,904</b>
1430	Legal Services			
1430.4	Contracted Services			
	School Attorney	43,171	10,000	10,000
	Negotiator	0	10,000	10,000
	<b>TOTALS 1430.4</b>	<b>43,171</b>	<b>20,000</b>	<b>20,000</b>
	<b>TOTALS 1430</b>	<b>43,171</b>	<b>20,000</b>	<b>20,000</b>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY15</u>	<u>ADJUSTED BUDGET - FY16</u>	<u>RECOMMENDED BUDGET - FY17</u>
1450	Information Technology			
1450.1	Salaries, Professional Technology Director	100,000	102,000	104,040
1450.3	Salaries, Other Repair Tech. & Students	79,087	74,325	76,296
	<b>TOTALS 1450</b>	<b>179,087</b>	<b>176,325</b>	<b>180,336</b>
	<b>TOTALS 1400</b>	<b>626,431</b>	<b>598,179</b>	<b>615,083</b>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
<b>2000</b>	<b>INSTRUCTION</b>			
2100	Academic Leadership			
2100.1	Salaries, Professional			
	Director of Pupil Personnel	133,533	132,418	135,041
	Curriculum Coordinator	125,528	128,274	130,819
	Vocational Coordinator	126,028	128,524	131,069
	<b>TOTALS 2100.1</b>	<b>385,089</b>	<b>389,216</b>	<b>396,929</b>
2100.2	Salaries, Clerical			
	Secretary to Special Ed	52,618	53,655	54,713
	Secretary Voc. & Curr Coord.	41,801	42,637	43,490
	<b>TOTALS 2100.2</b>	<b>94,419</b>	<b>96,292</b>	<b>98,203</b>
2120.1	Salaries, Professional			
	Cluster Chairs	70,663	67,853	70,197
	<b>TOTALS 2100</b>	<b>550,171</b>	<b>553,361</b>	<b>565,329</b>
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	139,378	136,606	136,855
	Asst. Principals	234,835	241,159	243,512
	Coordinator of Data & Assessment	125,778	128,274	130,819
	In House Suspension	58,807	59,963	61,142
	<b>TOTALS 2210.1</b>	<b>558,798</b>	<b>566,002</b>	<b>572,328</b>
2210.2	Salaries, Clerical			
	Secretary to Principal	51,000	52,010	53,040
	Secretary to Asst. Principals	41,801	42,637	43,490
	<b>TOTALS 2210.2</b>	<b>92,801</b>	<b>94,647</b>	<b>96,530</b>
2210.4	Contracted Services			
	Answering Service & Maintenance	5,500	6,500	6,500

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY15</u>	<u>ADJUSTED BUDGET - FY16</u>	<u>RECOMMENDED BUDGET - FY17</u>
2210.5	Supplies & Materials	13,136	16,000	16,000
2210.6	Other Expenses			
	Travel & Memberships	1,260	4,000	4,000
	School Council	200	750	750
	TOTALS 2210.6	1,460	4,750	4,750
	<b>TOTALS 2200</b>	<b>671,695</b>	<b>687,899</b>	<b>696,108</b>



**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
2300	Instruction Teaching Services			
2305.1	Salaries, Professional Instructional	7,507,344	7,865,587	8,167,565
	Instructional, Special Needs	792,184	828,212	854,570
	<b>TOTALS 2305.1</b>	<b>8,299,528</b>	<b>8,693,799</b>	<b>9,022,135</b>
2325.3	Salaries, Substitutes	90,289	103,750	100,000
2330.3	Salaries, Teacher Aides			
	Teacher Aides	28,397	33,610	86,300
	Teacher Aides, Special Needs	57,794	67,722	69,668
	<b>TOTALS 2330.3</b>	<b>86,191</b>	<b>101,332</b>	<b>155,968</b>
2340.1	Salaries, Professional Instructional Media Specialist	89,327	88,140	93,712
2351.6	Professional Development Expense	97,894	110,000	110,000
2355.3	Professional Development Subs	12,820	10,000	10,000
	<b>TOTALS 2300</b>	<b>8,676,049</b>	<b>9,107,021</b>	<b>9,491,815</b>
2400	Instructional Materials & Equipment			
2410.4	Contracted Services			
	Repair & Maint of A/V Equipment	0	1,000	1,000
2410.5	Supplies & Materials			
	Textbooks	13,257	17,954	17,457
2415.5	Library Books	7,004	10,100	10,100
2415.6	Library/AV Memberships	3,150	3,510	3,510
2420.5	Instructional Equipment	55,815	41,450	30,703

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
2430.4	Contracted Services Shop Requests	49,129	92,369	94,279
2340.5	Supplies & Materials			
	General Instructional	290,344	318,546	321,612
	Computer Supplies	36,986	40,000	50,000
	General Classroom	12,244	9,000	9,750
	Program Expansion	0	5,000	5,000
	<b>TOTALS 2430.5</b>	<b>339,574</b>	<b>372,546</b>	<b>386,362</b>
2430.6	Other Expenses	17,359	16,376	23,710
2451	Classroom Technology			
2451.4	Contracted Services Software/Hardware Maint	70,793	83,818	115,353
2451.5	Supplies & Materials Computer Equipment	494,343	618,080	563,451
	<b>TOTALS 2400</b>	<b>1,050,424</b>	<b>1,257,203</b>	<b>1,245,925</b>
2700	Guidance			
2710.1	Salaries, Professional			
	Guidance Director	77,633	76,441	77,970
	Guidance Counselors	302,104	341,324	337,981
	School Adjustment Counselor	0	0	65,000
	Summer Coverage	10,503	8,855	10,500
	<b>TOTALS 2710.1</b>	<b>390,240</b>	<b>426,620</b>	<b>491,451</b>
2710.2	Salaries, Clerical	45,198	51,000	52,020

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
2710.5	Supplies & Materials			
	Reference & Test Materials	1,566	1,000	1,000
	Recruitment Brochures	3,004	2,000	2,000
	TOTALS 2710.5	4,570	3,000	3,000
2710.6	Other Expenses			
	Travel & Memberships	45	0	0
	TOTALS 2700	440,053	480,620	546,471
2800	Psychological Services			
2800.1	Salaries, Professional			
	School Psychologist	74,942	76,441	77,970
	Tutoring	10,054	4,000	4,000
	TOTALS 2800.1	84,996	80,441	81,970
2800.4	Contracted Services	22,780	42,275	42,275
2800.5	Supplies & Materials	11,148	16,800	20,863
2800.6	Equipment	975	0	0
	TOTALS 2800	119,899	139,516	145,108
	TOTALS 2000	11,508,291	12,225,620	12,690,756

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
<b>3000</b>	<b>STUDENT SERVICES</b>			
3100	Attendance			
3100.1	Salaries, Professional Attendance Monitor	43,722	44,596	45,488
	<b>TOTALS 3100</b>	<b>43,722</b>	<b>44,596</b>	<b>45,488</b>
3200	Health Services			
3200.1	Salaries, Professional School Nurses	146,505	152,344	153,268
3200.4	Contracted Services School Physician	15,114	15,300	15,918
	Laundry/Medical Waste	125	1,500	1,500
	<b>TOTALS 3204.4</b>	<b>15,239</b>	<b>16,800</b>	<b>17,418</b>
3200.5	Supplies & Materials	8,367	9,000	9,000
3200.6	Other Expenses Memberships	1,111	280	280
	<b>TOTALS 3200</b>	<b>171,222</b>	<b>178,424</b>	<b>179,966</b>
3310				
3310.1	Salaries, Professional Coordinator of Transportation	64,298	65,584	66,896
3310.3	Salaries, Other Bus Drivers	452,775	503,328	547,035
	Mechanics	127,577	126,491	128,976
	Security/Bus Drivers (50%)	34,062	47,933	48,866
	<b>TOTALS 3310.3</b>	<b>614,414</b>	<b>677,752</b>	<b>724,877</b>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
3310.4	Contracted Services	4,767	0	5,000
3310.5	Supplies & Materials			
	General Supply Items	87,264	88,000	92,000
	Fuel, Oil, Lubricants	120,963	139,000	145,950
	Equipment	1,644	2,500	2,500
	TOTALS 3310.5	209,871	229,500	240,450
3310.6	Other Expenses			
	Licensing & Physicals	6,310	7,000	7,000
	Insurance, Health	53,494	67,723	69,749
	Insurance, Buses	18,703	26,900	27,980
	Insurance, Workers Comp	0	23,300	24,465
	Leasing Expense	119,050	119,215	119,215
	TOTALS 3310.6	197,557	244,138	248,409
	<b>TOTALS 3310</b>	<b>1,090,907</b>	<b>1,216,974</b>	<b>1,285,632</b>
3510	Athletics			
3510.1	Salaries, Professional			
	Athletic Director & Equipment Tech	27,076	27,618	27,076
	Coaches	173,346	158,253	173,253
	Trainer	26,764	27,299	26,764
	Transportation	17,667	18,500	18,500
	TOTALS 3510.1	244,853	231,670	245,593
3510.4	Contracted Services			
	Officials	41,039	35,000	42,000
	Police	2,816	6,000	6,000
	Reconditioning of Equipment	4,154	16,000	16,000
	TOTALS 3510.4	48,009	57,000	64,000
3510.5	Supplies, Sporting Goods & First Aid	93,316	59,900	82,200

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
3510.6	Memberships, Clinics & Travel	14,519	15,000	15,000
	<b>TOTALS 3510</b>	<b>400,697</b>	<b>363,570</b>	<b>406,793</b>
3520	Student Body			
3520.1	Salaries, Class & Club Advisors	38,550	45,000	45,000
3520.6	Other Expenses			
	VICA, Skills USA	37,460	25,000	25,000
	Yearbook & Senior Class	9,321	9,000	9,000
	<b>TOTALS 3520.6</b>	<b>46,781</b>	<b>34,000</b>	<b>34,000</b>
	<b>TOTALS 3520</b>	<b>85,331</b>	<b>79,000</b>	<b>79,000</b>
3600	School Security			
3600.1	Salaries, Supervisor of Security	40,023	40,803	41,599
3600.3	Salaries, Other			
	Monitors	23,298	24,990	54,750
	Security/Bus Drivers (50%)	34,247	47,933	41,867
	Security Special Events	16,997	7,000	7,000
	<b>TOTALS 3600.3</b>	<b>74,542</b>	<b>79,923</b>	<b>103,617</b>
3600.4	Contracted Services			
	Security Contract	126,087	122,000	124,440
	School Resource Officer	73,532	75,370	76,900
	<b>TOTALS 3600.4</b>	<b>199,619</b>	<b>197,370</b>	<b>201,340</b>
3600.5	Supplies & Materials	3,817	5,000	5,000
3600.6	Repairs Security Equipment	16,378	18,300	24,900
	<b>TOTALS 3600</b>	<b>334,379</b>	<b>341,396</b>	<b>376,456</b>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<b><u>FUNCTION/CODE</u></b>	<b><u>CATEGORY/DESCRIPTION</u></b>	<b><u>EXPENDED FY15</u></b>	<b><u>ADJUSTED BUDGET - FY16</u></b>	<b><u>RECOMMENDED BUDGET - FY17</u></b>
	<b>TOTALS 3000</b>	<b>2,126,258</b>	<b>2,223,960</b>	<b>2,373,335</b>
<b>4000</b>	<b>OPERATIONS/MAINTENANCE</b>			
4110				
4110.4	Contracted Services. Cleaning Contract	279,080	284,816	307,601
	<b>TOTALS 4110</b>	<b>279,080</b>	<b>284,816</b>	<b>307,601</b>
4120	Heating of Building			
4120.4	Contracted Services-Natural/Propane Gas	101,124	110,000	110,000
	<b>TOTALS 4120</b>	<b>101,124</b>	<b>110,000</b>	<b>110,000</b>
4130.4	Utility Services			
	Water	12,791	10,000	10,000
	Sewerage Treatment	34,508	35,000	35,000
	Septic Service	2,045	5,000	6,000
	Refuse Removal	25,272	31,500	35,000
	Telephone	35,846	39,000	67,900
	Hazardous Waste Removal	31,064	40,000	40,000
	Electrical Service	436,344	500,000	500,000
	<b>TOTALS 4130.4</b>	<b>577,870</b>	<b>660,500</b>	<b>693,900</b>
4130.5	Supplies & Matierals	11,933	10,000	15,000
	<b>TOTALS 4130</b>	<b>589,803</b>	<b>670,500</b>	<b>708,900</b>
4210	Maintenance of Grounds			
4210.3	Salaries, Overtime & Snow	24,333	15,000	15,000

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**  
**RECOMMENDED FY 2017**  
**BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY15</u>	<u>ADJUSTED BUDGET - FY16</u>	<u>RECOMMENDED BUDGET - FY17</u>
4210.5	Supplies & Materials Ice Melt, Sand, Fertilizer	21,277	20,000	25,000
	<b>TOTALS 4210</b>	<b>45,610</b>	<b>35,000</b>	<b>40,000</b>
4220	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	95,519	97,418	99,606
4220.3	Salaries, Other			
	Forer Stipend	5,621	5,484	5,706
	Maintenance "B"	298,594	304,771	315,151
	Shift Differential	0	5,677	5,677
	STP Stipend	4,250	4,250	4,250
	<b>TOTALS 4220.3</b>	<b>308,465</b>	<b>320,182</b>	<b>330,784</b>
4220.4	Contracted Services	27,877	50,500	50,500
4220.5	Supplies & Materials			
	Electrical, Paint, Plumbing, Etc	75,775	80,300	90,000
	Office Supplies	709	2,000	2,000
	Equipment	29,375	58,244	10,250
	<b>TOTALS 4220.5</b>	<b>105,859</b>	<b>140,544</b>	<b>102,250</b>
4220.6	Other Expenses			
	Repair & Replacement	98,238	40,000	50,000
	Travel & Seminars	0	2,500	2,500
	<b>TOTALS 4220.6</b>	<b>98,238</b>	<b>42,500</b>	<b>52,500</b>
	<b>TOTALS 4220</b>	<b>635,958</b>	<b>651,144</b>	<b>635,640</b>
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Equipment	63,863	41,000	41,000
	Maint/Rpr of Vehicles	895	5,000	7,500



**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**  
**RECOMMENDED FY 2017**  
**BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY15</u>	<u>ADJUSTED BUDGET - FY16</u>	<u>RECOMMENDED BUDGET - FY17</u>
	<b>TOTALS 4230</b>	<b>64,758</b>	<b>46,000</b>	<b>48,500</b>
	<b>TOTALS 4000</b>	<b>1,716,333</b>	<b>1,797,460</b>	<b>1,850,641</b>
<b>5000</b>	<b>FIXED CHARGES</b>			
5100.5	Other Expenses			
	Retirement Program	479,402	494,883	577,257
	Employee Separation Costs	0	0	13,500
	Annuities	29,500	29,500	21,500
	<b>TOTALS 5100</b>	<b>508,902</b>	<b>524,383</b>	<b>612,257</b>
5200.6	Other Expenses			
	Health Insurance-active employees	2,324,698	2,240,123	2,380,168
	Health Insurance - retiree	567,407	874,058	904,400
	Dental Insurance -active employees	0	0	98,563
	Medicare	195,360	197,888	201,846
	Life/Disability Insurance	6,235	2,500	2,500
	Student Accident	18,058	15,200	15,300
	Package Insurance	99,079	111,000	95,500
	Worker's Compensation	92,476	70,900	72,335
	Umbrella	9,314	25,000	28,400
	Treasurer's Bond	661	800	700
	School Board Indemnity	3,761	4,000	4,100
	Automotive	9,918	4,800	7,520
	Unemployment	54,679	106,000	106,000
	OPEB - Liability Trust Fund	0		0
	Employment Practices Liability	16,877	18,500	16,700
	Disability Insurance	3,500	3,570	3,570
	<b>TOTALS 5200</b>	<b>3,402,023</b>	<b>3,674,339</b>	<b>3,937,602</b>
5300.4	Rental of Equipment			
	Postage Meter	2,097	3,800	3,800
	Copy Machines	41,301	41,995	46,995

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
RECOMMENDED FY 2017  
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY15</u>	<u>ADJUSTED BUDGET - FY16</u>	<u>RECOMMENDED BUDGET - FY17</u>
	<b>TOTALS 5300</b>	<b>43,398</b>	<b>45,795</b>	<b>50,795</b>
	<b>TOTALS 5000</b>	<b>3,954,323</b>	<b>4,244,517</b>	<b>4,600,654</b>
<hr/>				
<b>6000</b>	<b>COMMUNITY SERVICES AND STAFF DEVELOPMENT</b>			
6200.5	Supplies & Materials Office, Flyers, Postage	8,130	12,000	12,000
	<b>TOTALS 6000</b>	<b>8,130</b>	<b>12,000</b>	<b>12,000</b>
<hr/>				
<b>7000</b>	<b>REPLACEMENT OF EQUIPMENT</b>			
7400	Replacement of Equipment	71,048	92,210	89,085
	<b>TOTALS 7000</b>	<b>71,048</b>	<b>92,210</b>	<b>89,085</b>
<hr/>				
<b>9000</b>	<b>TUITIONS TO OTHER SCHOOLS</b>			
9100	Tuitions to Mass Schools	0	6,750	6,750
9110	Tuition School Choice Out	33,336	38,000	38,000
9400	Tuitions to Collaboratives	31,101	22,000	22,000
	<b>TOTALS 9000</b>	<b>64,437</b>	<b>66,750</b>	<b>66,750</b>
<hr/>				
<b>TOTAL BUDGET</b>		<b>20,545,389</b>	<b>21,685,697</b>	<b>22,733,414</b>
<hr/>				

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
TOTAL ASSESSMENTS FOR FY 2017**

Required Net School Spending	19,322,789
Other Assessments, Transportation and Community Education	1,285,632
Long Term Debt Assessment	-
Capital Assessment	795,000
Other Educational Assessment	<u>2,124,993</u>
Gross Budget	23,528,414

Less Revenues To Be Applied:

Chapter 70 aid	8,841,207	
E and D	390,000	
Transportation	<u>642,816</u>	<u>9,874,023</u>

Total Assessments	<u><u>13,654,391</u></u>
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	<u>Minimum Contribution</u>	<u>Other Assessments</u>	<u>Long-term Debt Assessments</u>	<u>Capital Assessments</u>	<u>Other Educational Assessments</u>	<u>Total Assessments</u>
Amesbury	718,998	37,288	-	40,718	123,263	920,267
Georgetown	445,406	19,957	-	26,846	65,972	558,181
Groveland	798,953	40,439	-	17,909	133,680	990,981
Haverhill	5,501,418	417,515	-	157,001	1,380,204	7,456,139
Ipswich	361,890	14,180	-	33,745	46,875	456,690
Merrimac	735,053	38,338	-	16,478	126,736	916,605
Newbury	370,144	14,180	-	15,304	46,875	446,502
Newburyport	321,626	12,604	-	51,471	41,667	427,368
Rowley	264,007	10,504	-	15,946	34,722	325,179
Salisbury	681,999	26,784	-	16,497	88,541	813,821
West Newbury	282,088	11,029	-	13,083	36,458	342,658
TOTALS	<u>10,481,582</u>	<u>642,816</u>	<u>-</u>	<u>405,000</u>	<u>2,124,993</u>	<u>13,654,391</u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**

**REQUIRED NET SCHOOL SPENDING  
FY 2017**

Required Net School Spending	19,322,789
Less: Chapter 70 Aid	<u>8,841,207</u>
Net Minimum Contribution	<u><u>10,481,582</u></u>
Member Municipalities:	
Amesbury	718,998
Georgetown	445,406
Groveland	798,953
Haverhill	5,501,418
Ipswich	361,890
Merrimac	735,053
Newbury	370,144
Newburyport	321,626
Rowley	264,007
Salisbury	681,999
West Newbury	<u>282,088</u>
TOTALS	<u><u>10,481,582</u></u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**

**OTHER ASSESSMENTS  
FY 2017**

Transportation	1,285,632
Less: Transportation Revenue to be Applied	<u>642,816</u>
Net Assessment	<u><u>642,816</u></u>

	<b><u>FY16 PUPILS/% OF CONTRIBUTION</u></b>		<b><u>FOR COMPARISON ONLY</u></b>		
	<b><u>PUPILS</u></b> <b><u>10/1/2014</u></b>	<b><u>PERCENT OF</u></b> <b><u>CONTRIBUTION</u></b>	<b><u>PUPILS</u></b> <b><u>10/1/2015</u></b>	<b><u>PERCENT OF</u></b> <b><u>CONTRIBUTION</u></b>	
MEMBER MUNICIPALITIES:					
Amesbury	64	5.47%	71	5.80%	37,288
Georgetown	44	3.76%	38	3.10%	19,957
Groveland	73	6.24%	77	6.29%	40,439
Haverhill	771	65.95%	795	64.95%	417,515
Ipswich	33	2.82%	27	2.21%	14,180
Merrimac	66	5.65%	73	5.96%	38,338
Newbury	23	1.97%	27	2.21%	14,180
Newburyport	18	1.54%	24	1.96%	12,604
Rowley	15	1.28%	20	1.63%	10,504
Salisbury	46	3.93%	51	4.17%	26,784
West Newbury	16	1.37%	21	1.72%	11,029
TOTALS	<u>1169</u>	<u>100.00%</u>	<u>1224</u>	<u>100.00%</u>	<u><u>642,816</u></u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**

**OTHER EDUCATIONAL ASSESSMENTS  
FY 2017**

Other Educational Assessments	2,124,993
Less: E and D Transfer to Reduce Assessments	<u>0</u>
Total Other Educational Assessments	<u><u>2,124,993</u></u>

	<u>FY16 PUPILS/% OF CONTRIBUTION</u>				
	<u>FOR COMPARISON ONLY</u>				
MEMBER MUNICIPALITIES:	<u>PUPILS</u> <u>10/1/2014</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	<u>PUPILS</u> <u>10/1/2015</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	
Amesbury	64	5.47%	71	5.80%	123,263
Georgetown	44	3.76%	38	3.10%	65,972
Groveland	73	6.24%	77	6.29%	133,680
Haverhill	771	65.95%	795	64.95%	1,380,204
Ipswich	33	2.82%	27	2.21%	46,875
Merrimac	66	5.65%	73	5.96%	126,736
Newbury	23	1.97%	27	2.21%	46,875
Newburyport	18	1.54%	24	1.96%	41,667
Rowley	15	1.28%	20	1.63%	34,722
Salisbury	46	3.93%	51	4.17%	88,541
West Newbury	16	1.37%	21	1.72%	36,458
TOTALS	1169	100.00%	1224	100.00%	2,124,993

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL  
CAPITAL COSTS ASSESSMENTS  
FY 2017**

**Assessed as a Capital Cost**

7000 Asset Acquisition

Bleacher replacement	795,000
Less: E and D	-390,000
<b>Total Capital Cost Assessment</b>	<b><u>405,000</u></b>

<b>MEMBER MUNICIPALITIES</b>	<b>Resident Pupils <u>10/2/2015</u></b>	<b><u>%</u></b>	<b><u>Capital Cost Assessment</u></b>
Amesbury	2219	10.05%	40,718
Georgetown	1463	6.63%	26,846
Groveland	976	4.42%	17,909
Haverhill	8556	38.77%	157,001
Ipswich	1839	8.33%	33,745
Merrimac	898	4.07%	16,478
Newbury	834	3.78%	15,304
Newburyport	2805	12.71%	51,471
Rowley	869	3.94%	15,946
Salisbury	899	4.07%	16,497
West Newbury	713	3.23%	13,083
<b>TOTAL</b>	<b><u>22071</u></b>	<b><u>100.00%</u></b>	<b><u>405,000</u></b>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**  
**Proposed School Choice Expenditures FY17**  
(Revised 3-8-16)

Estimated FY16 Year End Balance	67,133
Estimated School Choice Receipts to be Received during FY16	<u>400,000 *</u>
Total Estimated Available	467,133

**Proposed Expenditures:**

<b>Salary</b>		
English Teacher	1.00	70,017
Data/IT Specialist	1.00	53,231
Transportation (2 drivers)		40,000
Summer Academic Programs		<u>35,000</u>
		198,248

<b>Expense</b>		
Transportation Other Costs		17,000
Summer Painting		30,000
Summer Academic Programs		15,000
Health Insurance		<u>29,151</u>
		91,151

<b>TOTAL PROPOSED EXPENDITURES</b>	<b>289,399</b>
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**Addendum:**

New Engineering Program (only if not approved in FY17 Perkins grant)	
Salary (65,000) and Health Ins (15,000)	80,000

<b>TOTAL POTENTIAL EXPEDITURES</b>	<b>369,399</b>
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\*84 Students Received/4 Students Sending