



City of Newburyport

MASSACHUSETTS, UNITED STATES OF AMERICA



New Model School Pre-K-3rd Grade



Senior/Community Center



Groundbreaking Nock/Molin Renovations

Operating Budget Fiscal Year 2014

Capital Improvement Program Fiscal Years 2013-2017

Donna D. Holaday, Mayor



CITY OF NEWBURYPORT
MASSACHUSETTS, UNITED STATES OF AMERICA

OPERATING BUDGET FISCAL YEAR 2014
CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2013-2017

General and Enterprise Funds
July 1, 2013 to June 30, 2014

Adopted June 17, 2013

MAYOR

Donna D. Holaday

CITY COUNCIL

Thomas F. O'Brien, President
Edward C. Cameron
Barry N. Connell
Robert J. Cronin
Brian P. Derrivan
Gregory D. Earls
Allison Heartquist
Ari B. Herzog
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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, 2012

Christopher P. Morrell *Jeffrey R. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Newburyport, Massachusetts** for its annual budget for the fiscal year beginning **July 1, 2012**. 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. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine eligibility for another award this year.

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CITY OF NEWBURYPORT
OFFICE OF THE MAYOR
DONNA D. HOLADAY

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WWW.CITYOFNEWBURYPORT.COM

May 13, 2013

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

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2014. 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 \$53,977,464 balanced by non-tax levy revenues totaling \$7,522,818 and estimated tax levy of \$46,851,095. Of the \$46,851,095 tax levy, \$2,666,654 funds the debt exclusion for the Newburyport High School renovation, the Public Library renovations and building project, development of a new Pre-k through Grade 3 Bresnahan Elementary School, renovations of the Nock/Molin School, and design and development of a new senior/community center. It is shown within the budget as dedicated revenue that offsets expenditures, which are recognized as "Excluded Debt Service." The FY 2014 operating budget represents a 4.77% increase over last year's budget excluding Debt Service.

As has been the practice for the past two years, the City continues to be conservative in its revenue estimates. FY 2014 projections for Local Receipts are just slightly higher than FY 2013 estimates. New Growth in FY 2013 included a portion of the 24 homes of the Oleo Woods project; the full value of these residential properties will become part of the tax base in FY 2014. In addition, in FY 2014 all properties will be required to complete a re-certification of values per Massachusetts Department of Revenue. Our commitment to diversifying the City's revenue sources through Local Option taxes and paid parking will continue to have positive impacts on revenue collections. Tax Title revenues and the return of an additional 24 properties to the active tax rolls will also assist the city's fiscal status.

Budget Goals

- Develop a FY 2014 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 the first cost of living adjustments for City employees in several years through the collective bargaining process;
- Eliminate the use of free cash or stabilization funds as a recurring revenue source to balance

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

Capital Improvement Plan

The FY 2014 Operating Budget and Capital Improvement Program continues the process initiated in the FY 2013 budget, which included the Proposed FY 2012-FY 2017 Capital Improvement Program (CIP). As was done previously, we have included projects that were funded in the course of the current fiscal year to demonstrate the City's ongoing commitments to investing in our infrastructure and to show the strides being made to attend to the City's ongoing capital needs. As a result, the CIP constitutes a selection of projects and equipment that either have received funding in FY13 or will require funding in the near future. This document should be viewed as a tool to illustrate to the City Council how effective a coordinated approach to capital planning can be in the acquisition of equipment or completion of significant infrastructure improvement projects. Additionally, the fact that the revised Charter requires that this document be updated annually demonstrates the importance of this information being communicated to City Council.

I have placed significant emphasis on the 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.

I urge members of the City Council to carefully read the CIP Overview which is included in Section 12 of this document and recommend a meeting to review this plan.

Free Cash & Financial Policies

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

As part of the development of the Capital Improvement Plan, the City adopted a Free Cash Policy that is outlined in great detail in the CIP. The Free Cash Policy attempts to align one time revenues with appropriate one time expenditures. A goal of the policy is to minimize the level at

which recurring expenses, such as personnel, are dependent upon this revenue source. I am pleased to report that the FY 2014 budget anticipates 100% compliance with this policy.

In addition to the Free Cash Policy, I have recommended several other financial policies that are outlined in Section 13 of the budget. Bond rating agencies often consider a municipality's commitment to and conformance with Financial Policies and, as such, I believe that what the City's Finance Team has drafted under my leadership is a major step in the right direction.

Retirement, Employee Buybacks and Pensions

City collective bargaining agreements require that the City "buyback" an employee's unused vacation and accrued sick time at the time of their retirement. This is a generous benefit that often places a significant constraint on the operating budget. The City has made gains in collective bargaining to adjust buybacks and will continue to negotiate with the members of the respective bargaining units regarding these benefits to lessen their impact on the operating budget. Although we anticipated the creation of a retirement stabilization fund during the FY 2013 budget development process, the final analysis by our Finance Team opted to return retirements to the department budgets, a policy change which is reflected in this budget document.

Unfunded pension liabilities will be required under GASB Statement 68 to be reported by FY 2015 in the City's Statement of Net Assets. This change in accounting standards will result in a material impact on the City's basic financial statements. It is essential during FY 2014 that we gain a greater understanding of these new requirements and impact. Consequently, our Finance Team will be reviewing best practices and evaluating the implementation of a Trust Fund or other means to address this liability.

Shared Expenses

As in FY 2013, this budget document includes a section titled "Shared Expenses." By organizing the budget in this way, certain overhead costs are accounted for in the aggregate rather than distributing costs by department or program. These costs continue to include employee benefits, such as health insurance, retirement contributions, unemployment compensation, Worker's Compensation Insurance as well as debt service and the Stabilization outlay.

Tax Rate

The tax rate for FY 2013 is \$13.32 per \$1,000 of assessed valuation for both residential and commercial property. The average property tax bill increased by \$139.11 from \$5,698.89 to \$5,838.00. The increase is mitigated as a result of the average single home value decreasing from \$445,226 to \$438,272.

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 Enterprise Funds for Water and Sewer have increased by 24.56% and 20.10% resulting from the rehabilitation projects to both the Water Treatment (\$18.75M) and Wastewater Treatment Plants (\$32.65M); both projects are at 80% completion. The Harbormaster Enterprise Funds have increased 3.38% from last year's budget.

Budget Assumptions

- \$400,000 in new growth revenue;
- \$40,000 increase in Local Receipts;
- \$103,428 increase in State Aid resulting from a decrease in Cherry Sheet offsets and assessments; 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 adding specific performance metrics incrementally over the next several years. The staff and I will continuously 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 budget. We hope to be recipients once again of this prestigious award for this budget document.

Conclusion

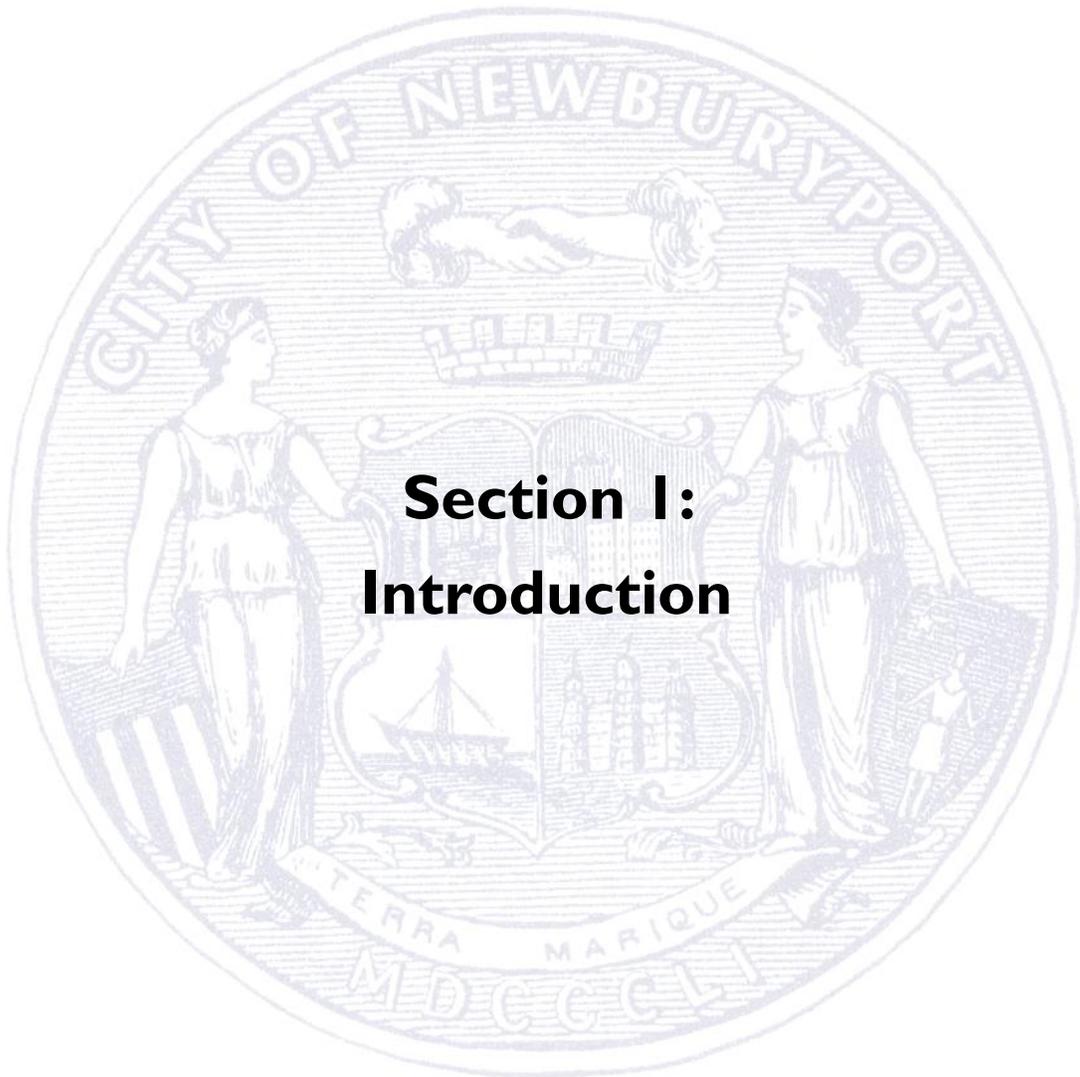
As we slowly emerge from these challenging economic times, I believe that we have had to make difficult but correct choices to ensure our City is on solid financial ground over the past three and a half years. We have moved forward on long overdue infrastructure needs and are working diligently to address the growing list of streets and sidewalks in need of repair. We must also remain dedicated to rebuilding our school programs. Although we are presenting a budget that allows us to maintain current level of programs and services, we must continue to be vigilant in

efficiently managing these resources and maximizing benefits provided across the City.

The development of this comprehensive budget and capital plan was a team effort and I am very grateful to the Finance Team members: Bill Squillace, Finance Director/Auditor, Julie Languirand, Treasurer, Dan Raycroft, Assessor, and especially Peter Lombardi, Director of Policy & Administration, and Ethan Manning, Business Manager. Mr. Lombardi and Mr. Manning deserve much credit and recognition for their diligence in preparing this FY 2014 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 2014.

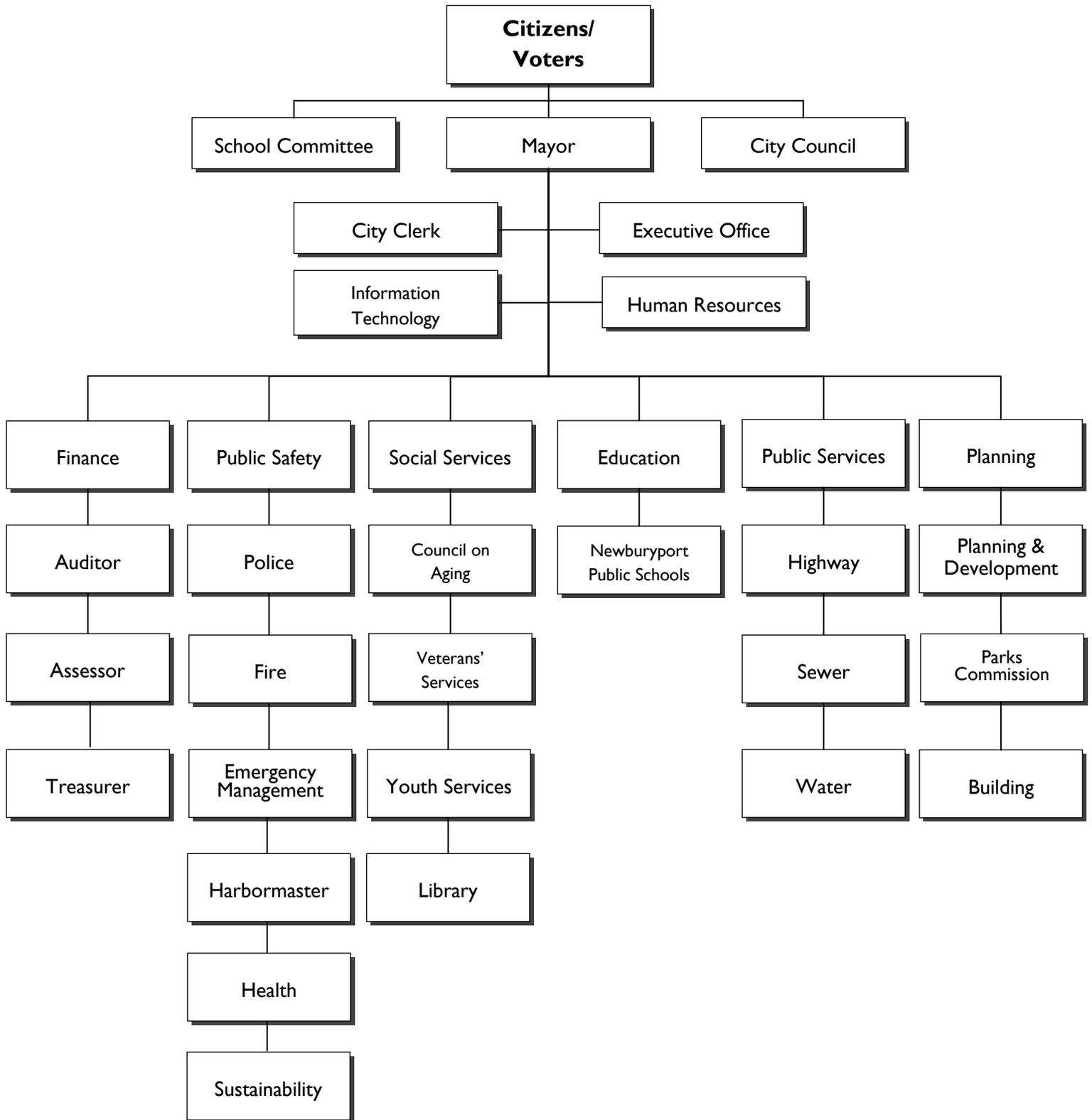
Respectfully Submitted,

Donna D. Holaday



Section I: Introduction

City Organizational Chart



A Citizen's Guide to the Budget

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

THE BUDGET PROCESS

The City of Newburyport operates under state statutes and the Home Rule Charter as amended to establish the Mayor-Council form of government. The legislative body of the city is an eleven member city council, with six members representing each of the city's wards and five members elected at-large. Each councilor's term of office is two years. To maintain separation of powers, the charter contains a prohibition on councilors 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 could not add to any line item. The budget takes effect at the start of the next fiscal year on July 1.

BUDGET CALENDAR

July

Fiscal Year begins July 1st

August/September

Identify Goals & Strategic Needs

October

Capital Planning manual sent to Department Heads

November

Free Cash / Retained Earnings Certification
CIP requests due to Mayor

December/January

Mayor reviews CIP requests
Budget packets sent out to Department Heads

February

Department Budget Requests due to Mayor

March/April

Mayor meets with Department Heads to review
budgetary needs
School Committee approves budget

May

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

June

City Council budget approval
Fiscal Year ends June 30th

Community Profile

Name: City of Newburyport

Settled: 1635

Incorporated: 1764

Total Area: 10.6 Sq. Miles

Land: 8.4 Sq. Miles

Water: 2.2 Sq. Miles

Elevation: 37 Feet

Public Roads: 76.0 Miles

County: Essex

Population: 17,416

Form of Government:

Mayor-council city

Mayor: Donna D. Holaday

School Structure: K-12

FY2013 Average Single Family

Tax Rate: \$13.32 per \$1,000

FY2013 Average Single Family

Home Value: \$438,272

Coordinates:

42° 48' 45" N, 70° 52' 40"

W

Address:

Newburyport City Hall

60 Pleasant Street

Newburyport, MA 01950

(978) 465-4413

www.cityofnewburyport.com

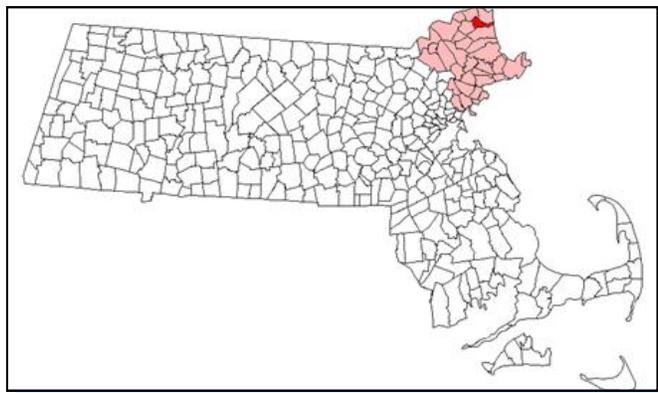
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

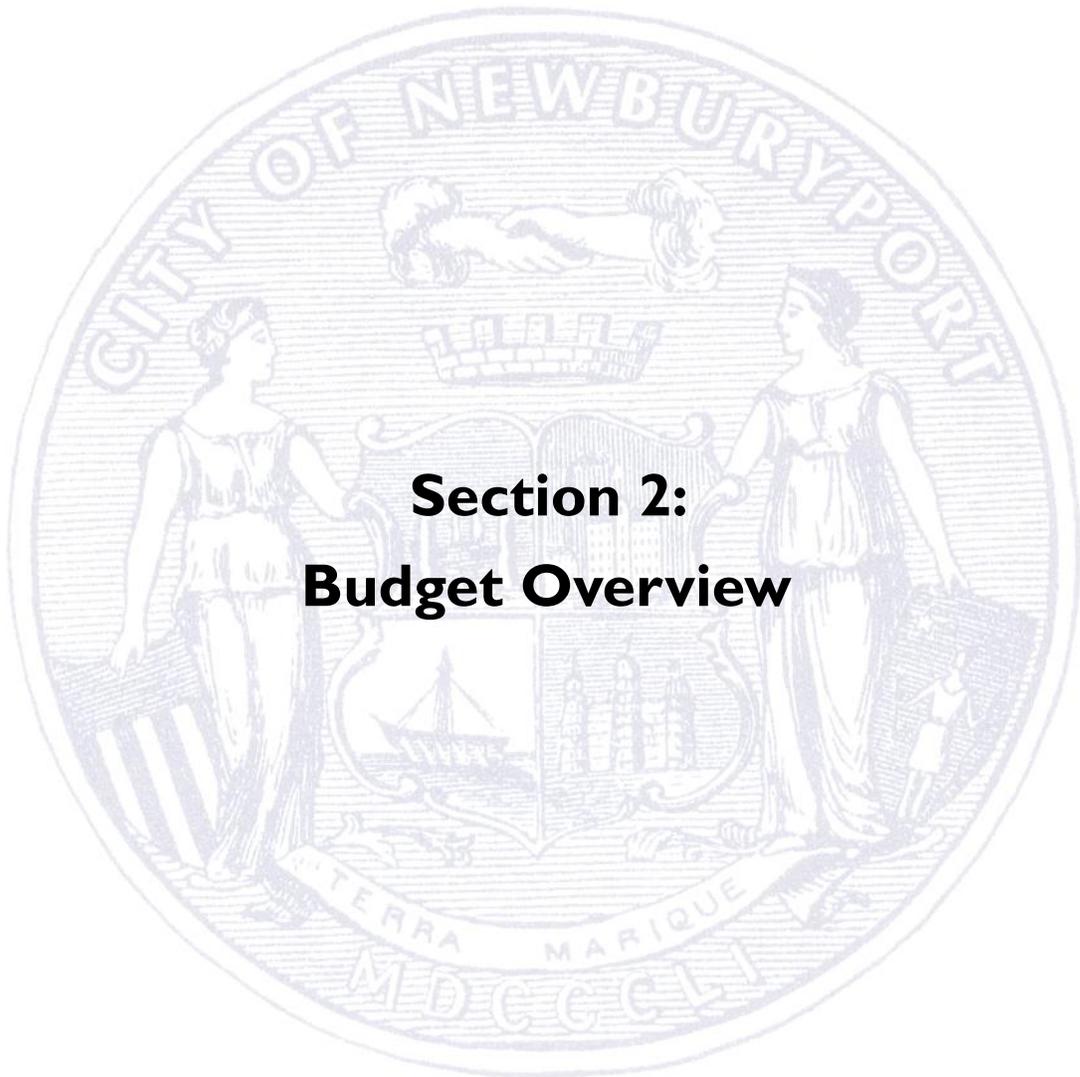
The city is very proud of its history: proud of the fact that the first tea party in opposition to England's tax on tea was held in Newburyport, well before the more famous one in Boston, and pleased to be the birthplace of the United States Coast Guard since the first ship commissioned for the Coast Guard, the frigate Massachusetts, was built in the city. Protective of its heritage, the city launched a massive redevelopment scheme in the early 1960's, 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. But 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— Newburyport Business and Industry Park.

On August 4th, 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.

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 new ideas they bring.





Section 2: Budget Overview

Balanced Budget Overview

REVENUES

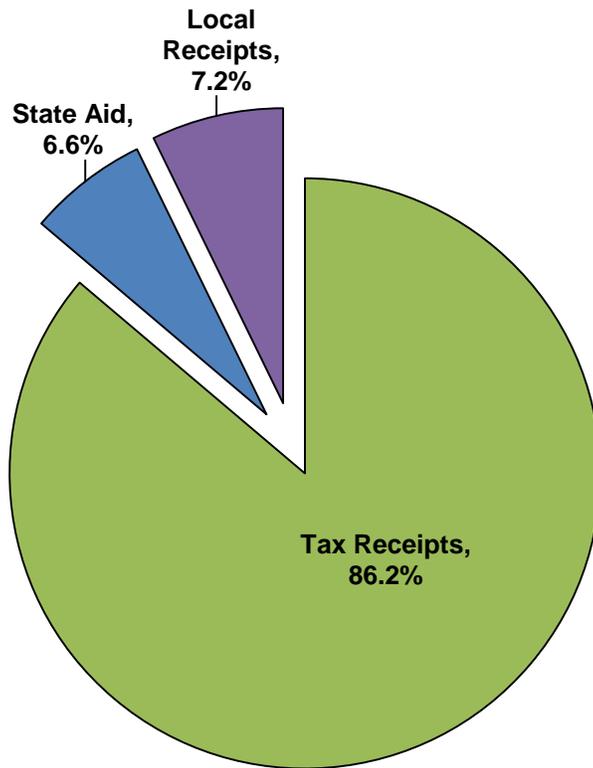
ITEM	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ESTIMATED	FY2014 PROJECTED
PROPERTY TAXES				
Prior Year Levy Limit	\$ 38,266,940	\$ 39,573,793	\$ 41,110,540	\$ 42,716,528
2 1/2 % Increase	\$ 956,674	\$ 989,345	\$ 1,027,764	\$ 1,067,913
New Growth (1)	\$ 350,179	\$ 547,402	\$ 578,224	\$ 400,000
TOTAL LEVY LIMIT	\$ 39,573,793	\$ 41,110,540	\$ 42,716,528	\$ 44,184,441
Debt Exclusion (2)	\$ 1,015,005	\$ 1,010,235	\$ 970,106	\$ 2,666,654
TOTAL MAXIMUM LEVY LIMIT	\$ 40,588,798	\$ 42,120,775	\$ 43,686,634	\$ 46,851,095
Increase/(Decrease)	\$ 1,251,045	\$ 1,531,977	\$ 1,565,859	\$ 3,164,461
LOCAL RECEIPTS				
Motor Vehicle Excise	\$ 2,120,748	\$ 2,087,648	\$ 2,000,000	\$ 2,000,000
Other Excise-Meals/Hotel	\$ 193,369	\$ 530,840	\$ 475,000	\$ 475,000
Pen & Int on Tax & Exc	\$ 428,396	\$ 504,144	\$ 450,000	\$ 450,000
Payments in Lieu of Taxes	\$ 43,317	\$ 83,315	\$ 75,000	\$ 75,000
Fees	\$ 51,558	\$ 51,438	\$ 45,000	\$ 45,000
Other Dept. Revenue	\$ 65,182	\$ 61,603	\$ 50,000	\$ 70,000
Licenses and Permits	\$ 700,710	\$ 632,401	\$ 500,000	\$ 520,000
Fines & Forfeits	\$ 81,836	\$ 22,544	\$ 18,000	\$ 18,000
Investment Income	\$ 72,107	\$ 64,051	\$ 52,000	\$ 52,000
Miscellaneous Recurring	\$ 305,684	\$ 263,838	\$ 225,000	\$ 225,000
Miscellaneous Non-Recurring	\$ 17,063	\$ 232,955	\$ -	\$ -
TOTAL LOCAL RECEIPTS	\$ 4,079,971	\$ 4,534,777	\$ 3,890,000	\$ 3,930,000
Increase/(Decrease)	\$ 376,350	\$ 454,807	\$ (644,777)	\$ 40,000
STATE AID (3)				
Cherry Sheet Receipts	\$ 6,796,853	\$ 6,873,112	\$ 7,157,191	\$ 7,327,620
Less Offsets	\$ (838,636)	\$ (1,022,234)	\$ (1,099,421)	\$ (1,082,457)
Less Charges and Assessments	\$ (2,503,817)	\$ (2,497,287)	\$ (2,585,344)	\$ (2,652,345)
TOTAL NET STATE AID	\$ 3,454,400	\$ 3,353,591	\$ 3,472,426	\$ 3,592,818
Increase/(Decrease)	\$ (471,630)	\$ (100,809)	\$ 118,835	\$ 120,392
RESERVES (4)				
Capital Improvement Stabilization Fd		\$ -	\$ -	\$ -
General Stabilization Fund	\$ 185,000	\$ -	\$ -	\$ -
Free Cash (4)	\$ 200,000	\$ 300,000	\$ -	\$ -
TOTAL RESERVES	\$ 385,000	\$ 300,000	\$ -	\$ -
Increase/(Decrease)	\$ 110,000	\$ (85,000)	\$ (300,000)	\$ -
RESERVE FOR ABATEMENT (5)	\$ (300,000)	\$ (302,300)	\$ (355,110)	\$ (350,000)
Increase/(Decrease)	\$ (18,361)	\$ (2,300)	\$ (52,811)	\$ 5,110
TOTAL GEN FUND	\$ 48,208,169	\$ 50,006,843	\$ 50,693,949	\$ 54,023,913

1. FY2014 new growth based on Assessor's estimate.
2. FY2014 debt exclusion based on Treasurer's estimate. Increase due to new school projects.
3. Projected FY2014 state aid based on HWM budget,
4. Use of Free Cash and Stabilization Fund to balance budget not anticipated in FY2014.
5. Actuals for FY2012 and FY2013. FY2014 based on Assessor's estimate.

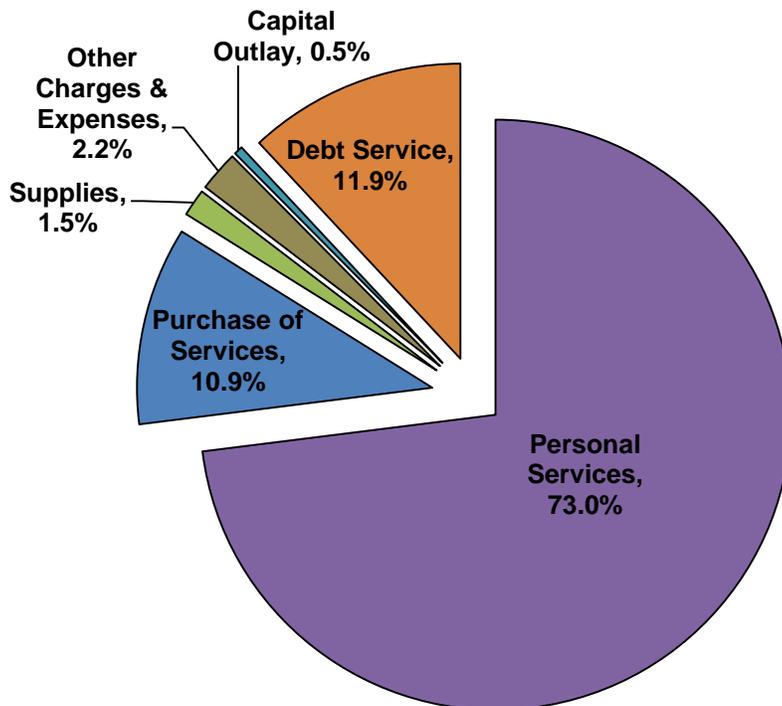
EXPENDITURES

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
GENERAL FUND						
CITY SERVICES						
001 - PERSONAL SERVICES	18,817,792	19,719,403	20,245,816	21,092,723	22,059,166	22,039,965.91
002 - PURCHASE OF SERVICES	3,145,044	3,313,562	3,914,975	3,118,037	3,338,959	3,310,158.50
004 - SUPPLIES	382,634	525,838	571,677	413,041	458,316	458,315.64
007 - OTHER CHARGES & EXPENSES	449,065	580,456	668,063	622,123	1,071,000	1,070,999.77
008 - CAPITAL OUTLAY	111,418	73,141	447,068	113,725	146,900	146,900.00
009 - DEBT SERVICE	2,202,918	2,179,292	2,106,360	2,037,786	3,671,181	3,671,181.11
010 - OTHER FINANCING USES	8,000	95,700	26,555	0	-	0.00
CITY SERVICES Total	25,116,870	26,487,392	27,980,514	27,397,435	30,745,521	30,697,520.93
SCHOOL DEPARTMENT						
002 - PURCHASE OF SERVICES	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943	23,231,943.00
SCHOOL DEPARTMENT Total	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943	23,231,943.00
GENERAL FUND Total	45,685,928	47,500,625	49,883,379	49,947,871	53,977,464	53,929,463.93
ENTERPRISE FUNDS						
HARBORMASTER DEPARTMENT						
001 - PERSONAL SERVICES	232,227	187,710	178,677	216,870	228,878	228,878.36
002 - PURCHASE OF SERVICES	40,553	21,311	44,821	40,750	40,950	40,950.00
004 - SUPPLIES	8,239	10,149	11,169	18,800	18,800	18,800.00
007 - OTHER CHARGES & EXPENSES	4,772	2,805	2,775	5,825	6,075	6,075.00
008 - CAPITAL OUTLAY	6,597	1,952	9,256	30,000	30,000	30,000.00
009 - DEBT SERVICE	34,825	28,775	27,900	27,000	26,000	26,000.00
HARBORMASTER DEPARTMENT Total	327,213	252,702	274,598	339,245	350,703	350,703.36
SEWER DEPARTMENT						
001 - PERSONAL SERVICES	1,570,088	1,392,048	1,664,989	1,853,279	1,944,180	1,944,180.29
002 - PURCHASE OF SERVICES	979,075	925,751	1,144,526	1,380,278	1,499,148	1,424,147.61
004 - SUPPLIES	290,511	272,724	286,423	340,460	348,645	346,160.00
007 - OTHER CHARGES & EXPENSES	14,983	77,032	16,323	16,350	20,886	20,886.00
008 - CAPITAL OUTLAY	312,221	251,291	351,945	537,120	300,000	300,000.00
009 - DEBT SERVICE	549,065	1,522,506	1,234,363	1,188,204	2,271,142	2,271,142.01
SEWER DEPARTMENT Total	3,715,942	4,441,351	4,698,570	5,315,691	6,384,001	6,306,515.91
WATER DEPARTMENT						
001 - PERSONAL SERVICES	1,695,121	1,694,071	1,737,444	1,798,244	1,890,846	1,890,845.65
002 - PURCHASE OF SERVICES	580,541	546,824	547,457	808,686	855,118	855,117.64
004 - SUPPLIES	155,995	163,670	177,421	218,800	229,060	229,059.68
007 - OTHER CHARGES & EXPENSES	47,749	43,442	52,611	67,086	67,353	67,353.39
008 - CAPITAL OUTLAY	31,192	24,590	242,797	188,000	155,000	155,000.00
009 - DEBT SERVICE	961,294	1,940,036	758,733	840,061	1,686,479	1,686,479.40
WATER DEPARTMENT Total	3,471,893	4,412,633	3,516,463	3,920,877	4,883,856	4,883,855.76
ENTERPRISE FUNDS Total	7,515,049	9,106,686	8,489,631	9,575,814	11,618,560	11,541,075.03

Fiscal Year 2014 Revenue Sources



Fiscal Year 2014 Expenditures



BALANCED BUDGET

Projected General Fund Revenues	\$ 54,023,912.99
Adopted General Fund Budget	\$ (53,929,463.93)
Available Revenue	\$ 94,449.06

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 81% of the General Fund budget revenue in Fiscal Year 2013 and will provide approximately 87% in Fiscal Year 2014 budget.

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

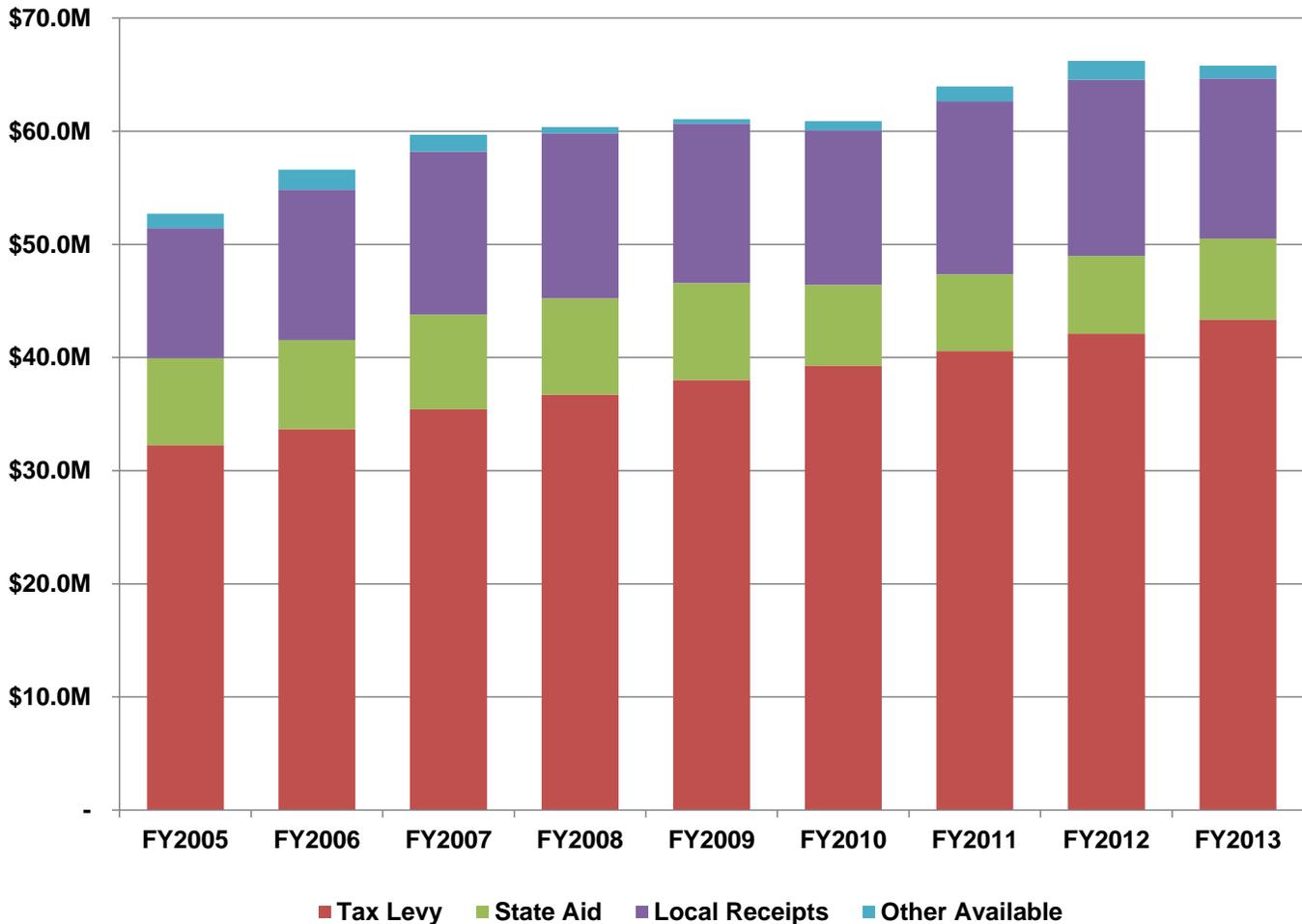
Under the provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½ percent of their "full and fair cash value." This limit is known as the "levy ceiling." Additionally, annual levy increases may not exceed 2 ½ percent more than the previous year's levy plus the taxes from any new growth value that arise from properties added to the tax rolls. Any property 2 ½ override or debt exclusion amounts approved by referendum are also added to the levy limit. In FY14, the City's debt service costs are increasing by \$1,696,548 from \$970,106 to \$2,666,654 as the Bresnahan and Nock-Molin School Building Project and Senior/Community payments commence.

Property taxes are expected to increase in FY 2014 by approximately \$1.43 million, to \$46,851,095. This increase includes the allowable 2.5% increase of \$1,067,913 plus an estimated \$400,000 from projected new growth. The value of new growth is budgeted conservatively. The City continues to maintain a very conservative approach to new growth projections since aggressive projections can have a negative impact on future reserve balances. Additionally, new growth revenue is derived from new development and substantial alterations to existing properties, both of which are influenced by economic factors of the private sector outside of the control of City officials.

Local Receipts

The second largest source of revenue for the General Fund budget is Local Receipts, which includes a variety of fees, local options, permits, fines and license-related monies that the City

Revenue by Source: FY2005 - FY2013



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

Revenue Summary (cont.)

receives, as well as interest that is earned on investments or overdue tax bills. The FY 2014 projected local receipts are \$3,930,000, a year-over-year increase of 12.9%, or \$450,000, compared to the last year's budget projection. The projected increase is mainly driven by an uptick in motor vehicle excise by \$100,000, an increase in meals tax receipts by \$275,000, and a rise in penalties and interest on overdue tax receipts by \$130,000.

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

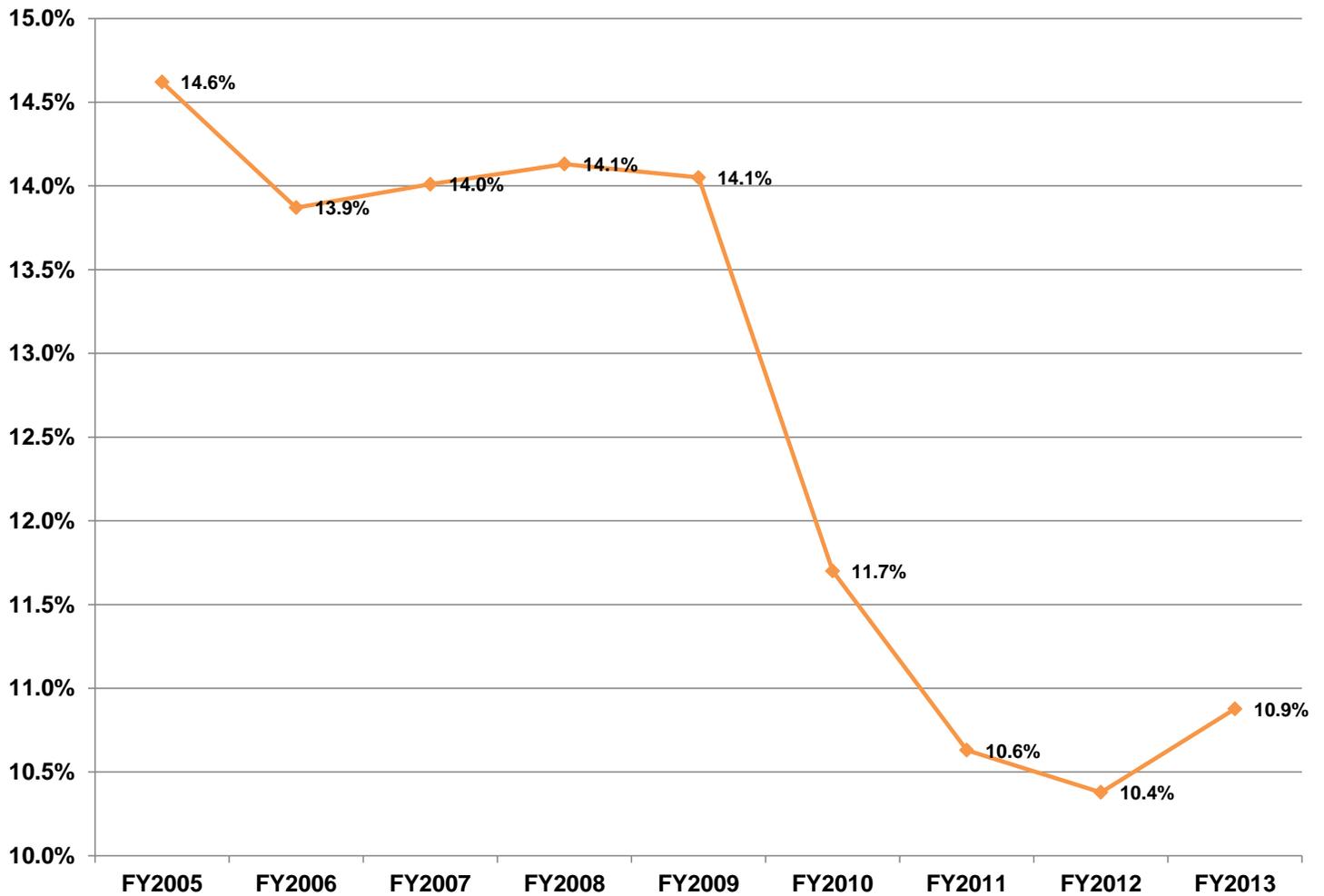
State Aid

State Aid is Newburyport's third largest revenue source. The City historically uses the House Ways and Means (HWM) Committee's budget for the basis of its state aid projections. Based on the HWM FY 2014 budget, state aid is estimated to increase by approximately 2.4% in the aggregate, to \$7,327,620. Revenue from state aid, recognized as "Receipts" on the Cherry Sheet, are offset by charges and assessments. For FY 2014, we anticipate charges and assessments to increase by 2.6%, or \$67,001 from FY 2013. Based on those factors, we are currently projecting a net state aid appropriation of \$3,592,818, a 3.5%, or \$120,392, increase from FY 2013. Newburyport's projected net state aid represents 6.7% of the projected general fund revenue sources for FY 2014.

Newburyport is the home of a charter school, which will continue to have a substantial impact on the City's net state aid appropriations. The City is charged an assessment, "Charter School Sending Tuition," on the Cherry Sheet to offset the cost of students who attend the charter school. This assessment will equal approximately \$2,068,959 in FY 2014. However, this amount may continue to change as final tuition rates are determined. It is important to note that the City is projected to receive \$3,342,728 in Chapter 70 funding, which is state aid earmarked to support the operations of public school districts. Unfortunately, the City will continue to experience minimal growth in net state aid until the funding formula for charter schools is re-evaluated.

One of the most important state aid receipts is Unrestricted General Government Aid (UGGA). UGGA is local aid that Cities and Towns can appropriate at their discretion to offset the costs of municipal operations. Based on the HWM budget, Newburyport is projected to see a small increase in UGGA, roughly in line with inflation. Specifically, the HWM budget

% of Total State Aid: FY2005-FY2013



Cherry Sheet Aid (\$ thousands)

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

Revenue Summary (cont.)

funds Newburyport's FY 2014 UGGA allocation at \$2,208,196, representing an increase of 2.4%, or \$50,992, from FY 2013. 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 the past twelve years, it does represent a positive trend in the overall state budget.

Reserves

The last category of revenue for the City includes funds that are in Special Revenue funds, certified Free Cash available for appropriation and the city's stabilization fund. The City, as policy, maintains an amount equal to or greater than 5% of operating revenues. The City has "borrowed" funds from the stabilization fund in previous fiscal years to balance the budget; we will not need to do this to support the FY 2014 budget.

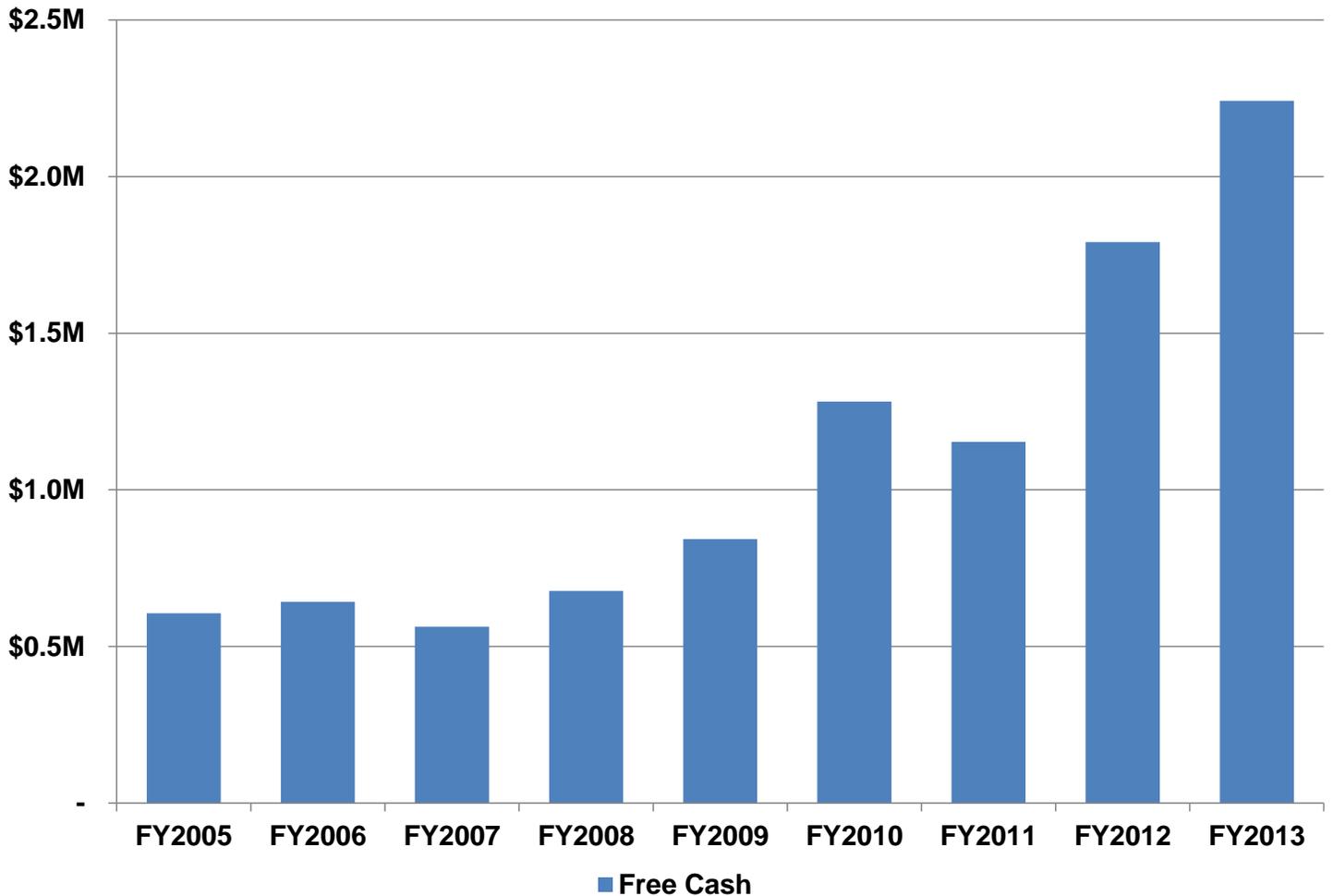
While Free Cash was used in both FY 2011 and FY 2012 to balance the operating budget, FY 2013 represented a positive trend in the City's fiscal health as we balanced the budget without using any reserves. Consistent with the budget goals and the City's Free Cash policy, the City will not use any reserves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

Grants

Identifying and securing grant funding has allowed the City to make important investments in recent years, without passing the financial burden onto the Newburyport tax and fee payers. The following table on page 29 illustrates that commitment. In FY2013 alone, the City secured \$48.2 million in grant funding, thanks in large part to the creativity and aggressiveness of the department heads in applying for these alternative funding sources. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.

At the federal level, the City obtained a total of \$9,551,524 from various agencies, including \$3,610,534 from the Army Corps of Engineers to begin repairs of the south jetty in Newburyport Harbor and an additional \$5,500,000 to complete the project, \$206,490 from the Department of Housing and Urban Development's HOME program to fund affordable housing, \$22,000 from the Department of Environmental Protection's Zero Waste Program, \$35,000 from the Department of Homeland Security, and \$12,500 from the US Fish and Wildlife Service. A major acquisition in FY2013, valued at \$165,000, was a multi-purpose US Coast Guard

Free Cash Balances: FY2005-FY2013



Reserves (\$ thousands)

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

Enterprise Fund Retained Earnings (\$ thousands)

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

Revenue Summary (cont.)

Defender boat. This vessel is a significant addition to the City's fleet, which will be utilized by the Harbormaster, Fire and Police departments in performing a diverse set of tasks, including search and rescue missions, patrols, law enforcement, and firefighting operations.

There were many grant opportunities sought after at the state level this year with record funding totaling \$38,388,660. Highlights included \$35,007,410 from the Massachusetts School Building Authority to fund the new Bresnahan Model School Project and the renovations to the Nock/Molin School, \$1,800,000 from the Governor's Seaport Advisory Council to fund necessary repairs to the waterfront bulkhead, and \$1,000,000 from MassDOT's Small Bottle-neck Grant to fund the construction of a roundabout in one of the City's most dangerous intersections. Other notable state grants included \$50,000 from the Massachusetts Office of Travel & Tourism to fund a senior transportation van, \$26,850 from the Department of Conservation and Recreation for tree planting, \$82,000 from MassCEC to educate residents on solar energy and to develop a clean energy plan, \$391,000 from the Department of Energy Resources as part of the Green Communities Act, and \$7,400 from the Department of Fire Services for fire education and decontamination equipment.

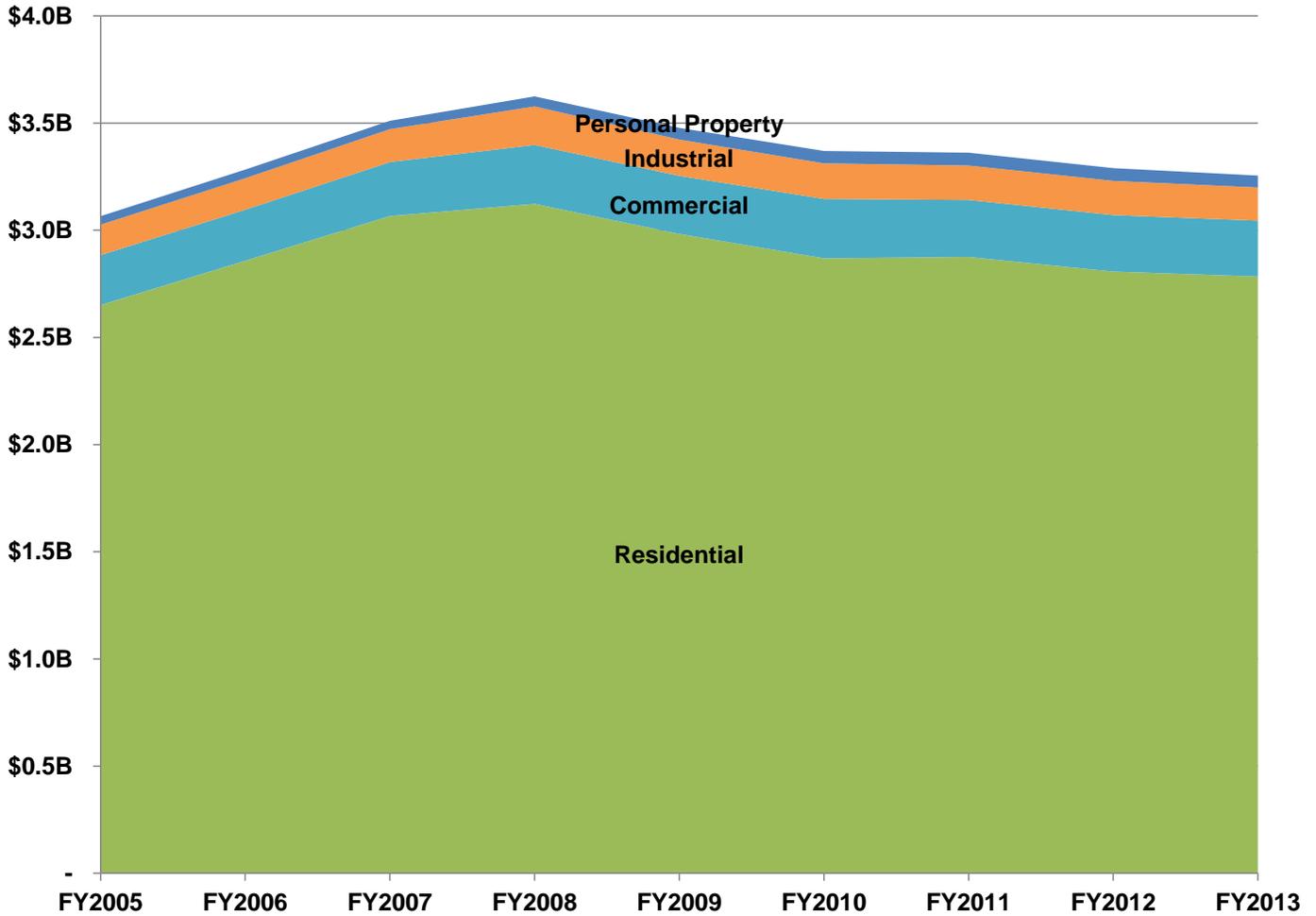
Newburyport is fortunate to receive the support of many local establishments and charities. In FY2013, local grant funding totaled \$245,485 from eighteen different sources. This funding allowed city departments to offer a number of services, which would have otherwise gone unfunded. Such services included transportation and medical assistance for low-income seniors, employment for residents with disabilities, education programs on compost and recycling, renovations to the library, tennis court repairs/resurfacing, park improvement projects, replacement of tattered flags, and memorials for those who served in the Armed Forces.

Department	Fund Type	Agency	Title	Target	Awarded	In-Kind Grant	Monetary Grant
Energy & Recycling	Federal Grant	Department of Environmental Protection (DEP)	Zero Waste	Reduce waste and costs	Yes		\$22,000
Energy & Recycling	Federal Grant	Department of Environmental Protection (DEP)	In Kind Recycling Technical Assistance	Evaluate recycling at multi-family properties	Yes	Technical Assistance	\$0
Fire	Federal Grant	Department of Homeland Security	Federal Homeland Security Firefighter Assistance Grant	Replacement of firefighting equipment	Yes		\$35,000
Harbormaster	Federal Grant	US Fish and Wildlife Service	CVA Pump Out Program	Sewage pump out	Yes		\$12,500
Harbormaster	Federal Grant	US Coast Guard	US Coast Guard Defender Boat	Harbormaster, Fire, and Police safety	Yes		\$165,000
Planning & Development	Federal Grant	Army Corps of Engineers	Repairs to the South Jetty, Newburyport Harbor	Phase 1 of repairs to the 1,400-foot-long jetty that was damaged during Tropical Storm Irene	Yes		\$3,610,534
Planning & Development	Federal Grant	Army Corps of Engineers	Repairs to the South Jetty, Newburyport Harbor	Phase 2 of repairs to the 1,400-foot-long jetty that was damaged during Tropical Storm Irene	Yes		\$5,500,000
Planning & Development	Federal Grant	Department of Housing and Urban Development	HOME Investment Partnerships Program	Affordable housing creation, rehabilitation and preservation of the YWCA Apartments	Yes		\$206,490
Council on Aging	Local Grant	Howard Benevolent Society	COA Grant Funding	Snow shoveling	Yes		\$250
Council on Aging	Local Grant	Friends of Newburyport COA	COA Grant Funding	Van fuel	Yes		\$3,000
Council on Aging	Local Grant	Central Congregational Church Outreach Committee	COA Grant Funding	Prescription medications	Yes		\$300
Council on Aging	Local Grant	Newburyport Society for Relief of Aged Women	COA Grant Funding	Dental clinics	Yes		\$3,400
Energy & Recycling	Local Grant	Wal-Mart	ARC and Electronic Waste	Employing people with disabilities and expanding e-waste recycling	Yes		\$42,000
Energy & Recycling	Local Grant	Newburyport Education Foundation (NEF)	Bresnahan 2nd Grade Science & Composting	Educate students about composting	Yes		\$428
Library	Local Grant	Institution for Savings Charitable Foundation	Friends of the Library	Library renovations	Yes		\$19,500
Parks	Local Grant	US Tennis Association	2012 Facility Grant	Tennis court repair/resurfacing	Yes		\$6,500
Parks	Local Grant	Community Preservation Coalition	Community Preservation	Atwood Park Improvement Project	Pending		\$40,000
Parks	Local Grant	Community Preservation Coalition	Community Preservation	Bartlett Mall Improvement Project	Pending		\$5,000
Parks	Local Grant	Community Preservation Coalition	Community Preservation	Joppa Park Improvement Project	Pending		\$40,000
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Atkinson Common War Memorial Project	Yes		\$35,000
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Joppa Park Improvement Project	Yes		\$15,000
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Bartlett Mall signage	Yes		\$6,615
Parks	Local Grant	Newburyport Parks Conservancy	Parks Donations	Multiple targets	Yes		\$8,293
Veterans' Services	Local Grant	Private Donor	Veterans' Memorial	Six granite bollards with Armed Forces insignias	Yes		\$16,000
Veterans' Services	Local Grant	Private Donor	Flags	Replacement of tattered flags	Yes		\$2,000
Veterans' Services	Local Grant	Private Donor	Lynn Classical High School Drill Team	Yankee Homecoming Parade Featured Event	Yes		\$2,200
Council on Aging	State Grant	Massachusetts Office of Travel & Tourism	Local Transportation	Council on Aging Van	Yes		\$50,000
Department of Public Services	State Grant	Executive Office of Elder Affairs	COA Grant Funding	Van services	Yes		\$24,000
Department of Public Services	State Grant	Department of Transportation (MassDOT)	Small Bottleneck Grant	Reconstruction of the intersection of Spofford Street, Merrimac Street, and Moseley Avenue	Yes		\$1,000,000
Department of Public Services	State Grant	Department of Conservation and Recreation (DCR)	Urban Forest Challenge Grant	Newburyport Urban Forest Inventory Project	Yes		\$26,850
Energy & Recycling	State Grant	Massachusetts Clean Energy Center (MassCEC)	Solarize	Educate and encourage solar installs on residential houses	Yes	Technical Assistance	\$2,000
Energy & Recycling	State Grant	Massachusetts Clean Energy Center (MassCEC)	Clean Energy Planning	Develop clean energy plan	Yes		\$80,000
Energy & Recycling	State Grant	Department of Energy Resources (DOER)	Green Communities	Energy efficiency	Yes		\$155,000
Energy & Recycling	State Grant	Department of Energy Resources (DOER)	Green Communities	Energy efficiency	Yes		\$236,000
Fire	State Grant	Department of Fire Services	Student Awareness of Fire Education (S.A.F.E.)	Fire education	Yes		\$5,400
Fire	State Grant	Department of Fire Services	Mass. Decontamination Unit Deployment	Maintain/replace equipment for the Decon unit	Yes		\$2,000
Parks	State Grant	Executive Office of Energy and Environmental Affairs	MA Parkland Acquisitions and Renovations for Communities Program	Joppa Park Improvement Project	No		\$0
Planning & Development	State Grant	Department of Conservation and Recreation (DCR)	Governor's Seaport Advisory Council Seaport Improvements Grants	Funds Phase 1 of strengthening the waterfront bulkhead	Yes		\$1,800,000
Schools	State Grant	Massachusetts School Building Authority	Model School Program	New Bresnahan Elementary School	Yes		\$20,488,248
Schools	State Grant	Massachusetts School Building Authority	School Repair Program	Repairs and renovations at the Nock/Mollin School	Yes		\$14,519,162

Total Funding: \$48,185,669

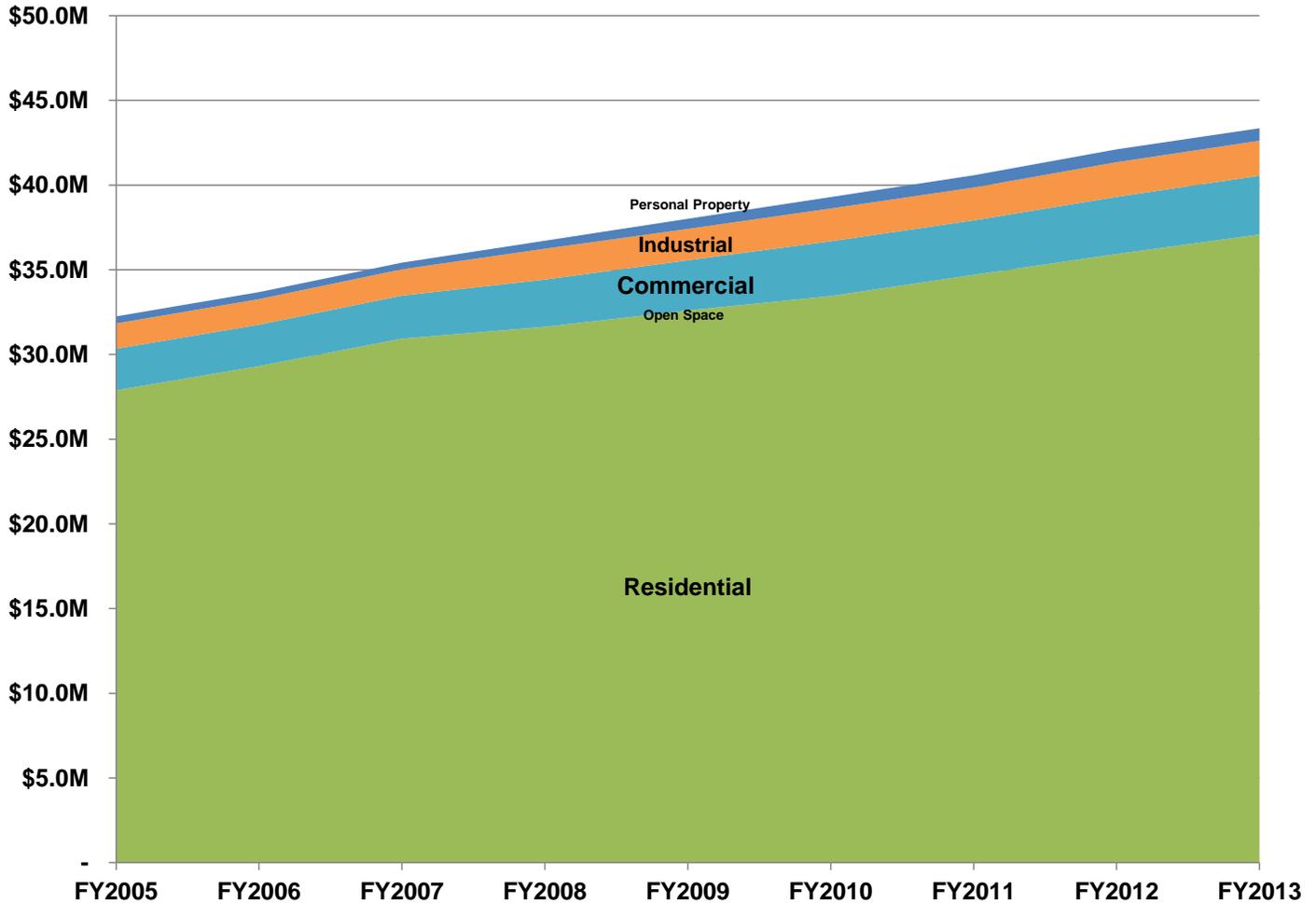
Revenue Summary (cont.)

Valuations by Class: FY2005 - FY2013



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

Tax Levy by Class: FY2005 - FY2013



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

Expenditure Summary

The Fiscal Year 2014 general fund budget consists of \$53,977,463.93 in expenditures, \$23,567,648.00 of which are school related expenses. In order to submit conservative budget requests, department heads were asked to be creative when developing their budgets. Department heads were provided with Budget Guidelines on January 3, 2013 that challenged them to submit their budgets in accordance with the following instructions:

The Mayor is once again requesting a conservative approach to the FY14 budget. Please submit FY2014 expense line items level funded or less than FY2013 appropriations. We understand that there are inflationary increases in fixed cost centers and ask you to make accommodations within your budget to balance any and all inflationary pressures. As always, we urge you to be innovative with your funding recommendations and provide any documentation that will further outline possible impacts to your budget.

Department heads met these challenges as most City departments and/or cost centers have been level funded or increased/decreased by less than 3%. Below is a summary of all department budgets that will increase/decrease by more than 3%:

City Clerk's Office +\$10,009 (+5.1%)

Clerk's Office staff are eligible for contractual step changes and wage increases in addition to recent grade adjustments.

Mayor's Office +\$13,390 (+5.8%)

The new Charter that takes effect in January 2014 dictates a change in annual compensation for the Mayor from \$85,000 to \$98,000. The Director of Policy and Administration's salary will be increased according to the wage pattern established by Department Heads. He will be taking on additional duties for the City after attaining a Massachusetts Certified Public Procurement Officer designation. Having staff with this training is required by the Massachusetts School Building Authority for communities that have state-funded school building projects and is recognized as a best practice in municipal procurement.

Assessor +\$47,765 (+22.7%)

In compliance with the Department of Revenue, the City has to conduct a full re-valuation process every three years. The total project cost is \$83,000, \$40,000 of which will be funded out of 2005 and 2006 overlay surplus accounts. The \$43,000 balance owed is to be paid out of the FY 2014 operating budget.

Additionally, staff will receive contractual salary increases based on recently negotiated collec-

tive bargaining agreements.

Auditor +\$90,958 (+33.2%)

The Auditor's Office will undergo personnel changes in key financial leadership positions in FY 2014. Accordingly, retirement buyback compensation has been accounted for, totaling \$82,500.

Animal Control +\$14,851 (+33.0%)

The City is entering into an intermunicipal agreement with the Town of West Newbury for shared animal control services in FY 2014. Under this model, one full-time animal control officer will have primary responsibility for monitoring both communities. Supplementary support staff will be available on a part-time, on-call basis. West Newbury has agreed to provide \$20,000 in annual funding in support of this arrangement, which is reflected in the increase to the Other Department Revenue category in Local Receipts. As a result, the City will actually see a net *decrease* of \$5,149 to the cost of providing these services in FY 2014.

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

The Fire Department continues to see an increase in turnover in personnel, with three anticipated retirements in FY 2014 which will cost \$220,310 in total. The City is currently in negotiations with the Fire union and has prioritized reducing our sick leave buyback liability in the successor collective bargaining agreement.

The Department will be hiring an Administrative Assistant to help support the new Fire Chief with some of the clerical work associated with running a public safety department of over fifty employees (including call firefighters). Having this additional staff in place is vital to empowering the new Chief to focus on providing leadership to the Department.

In continuing to encourage the professional development of Fire Department personnel, more funding has been allocated to both in-house and external training line items.

Police +\$218,492 (+6.9%)

The Police Department is anticipating two retirements in FY 2014. The Department also adjusted a dispatch position from part-time to full-time during FY 2013, freeing up one additional officer shift per week to serve in the field that had previously been working dispatch, and is seeking to add another .5 dispatch position in FY 2014 so that all shifts will be fully covered.

Members of both Police Department bargaining units are due contractual raises in FY 2014. They also received an increase in their clothing allowance during their last round of negotiations.

Expenditure Summary (cont.)

DPS – Highway Division +\$313,665 (+18.6%)

City-wide facilities maintenance, including custodial services, has been reorganized and placed under the supervision of this department. In doing so, the City can make better use of its in-house resources to monitor and address ongoing maintenance issues. This consolidation also facilitates better communication and coordination in purchasing supplies and contract services across City Departments.

With the City's recent acquisition of its streetlights from National Grid, the Electrical Inspector position was moved from the Building Department to DPS and the role was expanded. The City Electrician will also perform streetlight maintenance and electrical work to municipal properties through an integrated work order system. A portion of the his salary will continue to be funded from fees collected from inspections, with the \$35,000 balance paid out of the General Fund. The electrical supplies line item was also increased to stock parts and materials for this work. However, the City will see a significant net savings from these changes based on the reduced tariff rates that we will be paying to National Grid going forward.

The DPS is anticipating two retirements in FY 2014. The DPS Highway Division is comprised of more than twenty-five employees, all of whom will be receiving contractual raises in FY 2014.

DPS – Snow and Ice +\$10,000 (+5.9%)

FY 2013 Snow and Ice expenses totaled \$323,361, \$153,361 above what was budgeted. Accordingly, the City is required by statute to maintain or increase funding for this line item for FY 2014. A modest increase has been proposed because of the variability in demand for this funding depending on the changes in weather patterns from one year to the next.

Building +\$30,528 (+22.7%)

The Building Department is hiring a part-time Building Inspector to assist the Building Commissioner with enforcement of new HVAC regulations, oversight of the two School Building Projects, and increased collaboration with the Historical Commission. The fiscal impact of adding this position will be offset by additional HVAC fees, as well as, increased revenue from Licenses and Permits as the construction industry has begun trending in a positive direction with more work being done across the City.

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

Maintenance for the nineteen City parks has been historically underfunded, relying largely on

private donations and volunteers to supplement the limited City contribution toward ongoing upkeep. This model is not fiscally sustainable over the long-term and adjustments have been made to all of the maintenance line items this year to increase the City's commitment to maintaining these important investments, including the Rail Trail, Moseley Woods, Atkinson Common, and the Bartlett Mall.

Planning and Development +\$34,045 (+12.7%)

Minute takers for the Conservation Commission, Zoning Board of Appeals, Planning Board, and the Historical Commission have been paid out of fees recouped by these Boards and Commissions under a funding arrangement that is no longer sustainable. Their costs have been added back into the FY 2014 Operating Budget as has been done in the past to ensure that these statutorily required roles are fulfilled and the City is in compliance with state law.

The Office of Planning and Development requires professional consulting services to provide technical support on certain projects to address various land use issues, but has never had a dedicated funding source to bring in this assistance when needed to ensure that the interests of the City are protected. \$10,000 has been added to the FY 2014 budget to cover these important services.

Council on Aging +\$58,588 (+29.4%)

The COA currently offers twenty-eight services and programs in four different locations. Each event requires scheduling, marketing, room prep, cleanup, reminder calls and attendee documentation. A dedicated staff person is required to accomplish these tasks in a dependable, organized manner. The availability of an Activities Coordinator will allow the COA Director to focus on client consultations, departmental bookkeeping, and the design and development of new programs and services. In addition, the Activities Coordinator can oversee the scheduling of rooms for evening/weekend programming once the COA moves into the Senior Community Center.

The Meals on Wheels program provides vital services to some of our most needy seniors and disabled residents in our region. Managed by the Merrimack Valley Nutrition Project, the Newburyport site serves Newburyport, Newbury and Rowley. The program operates Monday through Fridays and delivers approximately over a hundred meals on a daily basis. The program had been housed in the Methodist Church and was recently moved to the Central Congregational Church due to budgetary constraints. The operating costs of this program that are not financed by grants and donations will cost the City \$13,200 to subsidize for FY14, with the goal of hosting this service in the new Senior Community Center once that project is complete.

Expenditure Summary (cont.)

Veterans Services +\$6,953 (+3.1%)

The Veterans Service Officer received a pay upgrade during the recent round of contract negotiations with the Department Heads collective bargaining unit based on the scope of responsibilities this position entails. The City is in active discussions with several surrounding communities about creating a district that would regionalize these services.

Youth Services +\$24,127 (+12.1%)

Youth Services staff are due contractual raises based on attainment of specific educational incentive benchmarks. The City is also required to increase its local match for both the Project Coordinator position and substance abuse line item by 25% to be in compliance with the Drug-Free Communities grant requirements.

\$10,000 has been allocated to support new programming through the Learning Enrichment Center for children from low-income families, an expanding demographic in our school district.

Whittier Regional Vocational Technical High School +\$59,720 (21.6%)

The City's assessment for FY 2014 rose due to slightly higher local enrollment, a 4.19% overall budget increase, as well as a one-time capital assessment of \$38,490 to complete Phase 2 of the School's Renovation Project and to purchase one new school bus. \$514,000 in School Choice funds were used to offset what would have been a larger percentage increase in the assessment.

Human Resources & Health Insurance +\$295,496 (+3.9%)

Working with the Public Employee Committee, the City once again succeeded in keeping health insurance increases to manageable levels, reflected in the increase of just over 4% in this line item for FY 2014. As the administrator of these programs, the Human Resources Director has budgeted for third-party assistance to conduct enrollment and personnel records audits and an analysis of the merits of moving to the state's GIC program in FY 2015, with the goal of further limiting the City's health insurance expenditures in the future.

Unemployment Claims +\$10,000 (+33.3%)

Workers Compensation Insurance +\$2,730 (+5.0%)

The City anticipates slight increases in these two areas based on FY 2013 trends and inflationary factors.

Ordinary Debt Service -\$63,154 (-5.9%)

The City's ordinary debt service was restructured during FY 2013 for previous bond issues. The advance refunding of this debt produced \$647,665 in budgetary savings over the remaining life of the bonds, which translates into approximately 8.5% of the principal being refunded back to the City.

Excluded Debt Service +\$1,696,548 (+174.9%)

These amounts reflect payments on the Bresnahan and Nock/Molin debt exclusions in FY 2014 as those projects come online. The City was able to secure very reasonable rates for this bond issuance (2.76%) based in large part on the City's AA bond rating. These expenditures will be directly offset with additional tax revenues from the residents of the City who voted overwhelmingly in favor of these essential projects.

Expenditure Summary by Department

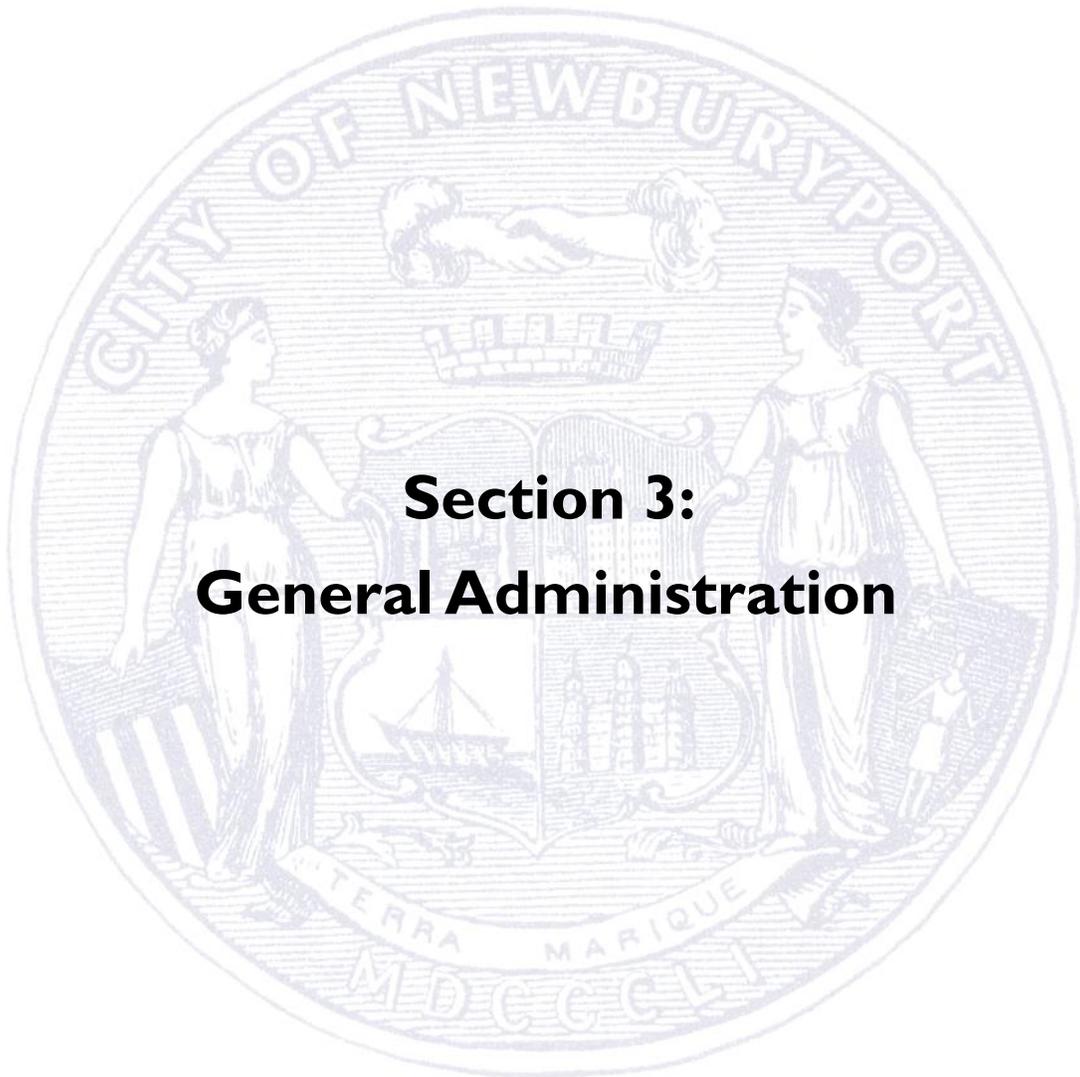
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
GENERAL FUND						
CITY SERVICES						
ANIMAL CONTROL	32,733	26,964	38,845	44,913	59,764.02	59,764.02
ASSESSORS DEPARTMENT	207,203	201,237	206,815	210,013	257,777.96	257,777.96
AUDITOR'S DEPARTMENT	383,388	387,010	269,124	274,058	282,516.50	282,516.50
BOARD OF REGISTRARS	38,704	37,085	71,202	40,000	40,000.00	40,000.00
BUILDING DEPARTMENT	130,088	134,098	133,941	134,337	164,864.85	164,864.85
CITY CLERK'S DEPARTMENT	163,998	193,514	197,055	195,345	205,353.74	205,353.74
CITY COUNCIL	61,809	64,600	64,476	64,600	64,600.00	64,600.00
CONSERVATION COMMISSION	3,200	3,600	0	0	3,600.00	1,800.00
COUNCIL ON AGING	184,336	192,918	198,159	199,542	258,129.55	258,129.55
DEBT EXCLUSION	1,024,429	1,015,005	1,010,235	970,106	2,666,653.99	2,666,653.99
EMERGENCY MANAGEMENT	48,061	26,009	23,429	27,500	27,500.00	27,500.00
FIRE DEPARTMENT	2,974,904	3,139,503	3,090,005	3,093,616	3,203,860.90	3,203,860.90
GENERAL ADMINISTRATION	261,013	253,666	379,359	353,691	751,031.77	746,331.77
HEALTH DEPARTMENT	161,341	192,778	266,209	178,008	180,852.66	180,852.66
HISTORICAL COMMISSION	1,100	0	0	0	3,600.00	1,800.00
HUMAN RESOURCES DEPARTMENT	0	0	0	0	98,960.36	98,960.36
INFO TECHNOLOGY DEPT	151,661	142,327	727,915	229,090	225,173.23	225,173.23
INSURANCE GROUP	5,885,509	6,555,687	7,064,257	7,539,201	7,735,736.00	7,735,736.00
INTERFUND TRANSFERS OUT	8,000	95,700	26,555	0	0.00	0.00
LEGAL DEPARTMENT	100,076	97,192	89,967	70,000	70,000.00	70,000.00
LIBRARY DEPARTMENT	1,191,645	1,234,221	1,262,441	1,260,929	1,256,236.00	1,256,236.00
LICENSE COMMISSION	6,009	4,906	6,091	6,840	6,840.00	6,840.00
MAYOR'S DEPARTMENT	199,076	239,136	225,213	231,600	244,990.39	228,890.39
ORDINARY DEBT SERVICE	1,178,489	1,164,286	1,096,125	1,067,681	1,004,527.12	1,004,527.12
PARKING CLERK DEPARTMENT	64,964	63,749	45,608	41,816	42,434.30	42,434.30
PARKS COMMISSION	49,307	72,212	62,525	61,370	124,375.00	124,375.00
PLANNING & DEVELOPMENT	266,926	291,967	276,095	268,637	288,281.25	278,281.25
PLANNING BOARD	3,450	0	0	0	3,600.00	1,800.00
POLICE DEPARTMENT	3,062,596	3,027,090	3,219,298	3,178,175	3,336,667.15	3,336,667.15
PUBLIC SERVICES DEPARTMENT	1,666,227	1,587,561	2,088,829	1,685,758	1,971,422.76	1,971,422.76
RETIREMENT BOARD	3,130,847	3,206,462	3,242,404	3,356,233	3,417,099.00	3,417,099.00
SNOW & ICE	223,840	438,260	115,293	170,000	180,000.00	180,000.00
STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000.00	5,000.00
SUSTAINABILITY	1,067,944	1,067,007	1,173,614	1,178,399	1,181,779.33	1,181,779.33
TREASURER'S DEPARTMENT	458,433	438,609	421,819	480,089	494,271.82	494,271.82
UNEMPLOYMENT CLAIMS	18,854	32,823	38,200	30,000	40,000.00	30,000.00
VETERANS' DEPARTMENT	124,654	198,264	292,748	221,350	228,303.80	228,303.80
WHITTIER VO TECH SCHOOL	397,533	452,634	328,294	275,985	335,705.00	335,705.00
WORKERS' COMPENSATION	53,272	20,669	54,604	54,604	57,334.00	57,334.00
YOUTH SERVICES	122,802	183,641	168,766	198,951	223,078.48	223,078.48
ZONING BOARD	3,450	0	0	0	3,600.00	1,800.00
CITY SERVICES Total	25,116,870	26,487,392	27,980,514	27,397,435	30,745,520.93	30,697,520.93
SCHOOL DEPARTMENT						
SCHOOL DEPARTMENT	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943.00	23,231,943.00
SCHOOL DEPARTMENT Total	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943.00	23,231,943.00
GENERAL FUND Total	45,685,928	47,500,625	49,883,379	49,947,871	53,977,463.93	53,929,463.93
ENTERPRISE FUNDS						
HARBORMASTER DEPARTMENT	327,213	252,702	274,598	339,245	350,703.36	350,703.36
SEWER DEPARTMENT	3,715,942	4,441,351	4,698,570	5,315,691	6,384,000.54	6,306,515.91
WATER DEPARTMENT	3,471,893	4,412,633	3,516,463	3,920,877	4,883,855.76	4,883,855.76
ENTERPRISE FUNDS Total	7,515,049	9,106,686	8,489,631	9,575,814	11,618,559.66	11,541,075.03

Position Count by Department

Department	FY 2012	FY 2013	FY 2014	Inc.(Dec)
Assessor	3.0	3.0	3.0	0.0
Auditor	3.3	3.3	3.3	0.0
Building	5.0	5.0	5.0	0.0
City Clerk	3.5	3.5	3.5	0.0
Council on Aging	4.0	4.0	4.5	0.5
DPS: Highway	21.7	21.5	25.5	4.0
DPS: Sewer	19.7	20.0	20.0	0.0
DPS: Water	20.7	20.0	20.0	0.0
Emergency Management	2.0	2.0	2.0	0.0
Fire	46.0	46.0	48.0	2.0
Harbormaster	40.0	40.0	40.0	0.0
Health	5.2	5.9	6.1	0.2
Human Resources	0.7	1.0	1.0	0.0
Information Technology	1.0	1.0	1.0	0.0
Library	23.0	23.0	22.0	(1.0)
Mayor's Office	4.3	4.3	3.3	(1.0)
Parks	0.5	0.6	0.6	0.0
Planning & Development	4.2	4.5	4.5	0.0
Police	36.9	37.1	41.6	4.5
Schools	372.0	372.0	376.8	4.8
Treasurer/Collector	5.5	5.5	5.5	0.0
Veterans' Services	1.0	1.0	1.0	0.0
Youth Services	4.0	4.0	4.0	0.0
Total	627.2	628.1	642.1	14.0



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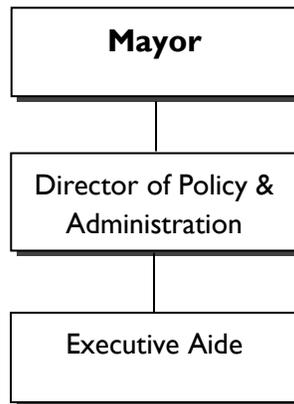


**Section 3:
General Administration**

Mayor's Office

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

This past year has been very productive with highlights of accomplishments presented below. Our top priority is fiscal management where we continue to maintain financial constraint while seeking new revenue sources in order to provide the highest level of quality services to our residents and businesses.

Finance

- Received the prestigious Government Finance Officers Association **Budget Presentation Distinction Award** for the FY13 Annual Budget
- Maintained the City's AA bond rating status (Moody and Standard & Poor), allowing the City to receive more favorable borrowing rates and save on interest costs
- Bond Refunding completed for projects from 2003 and 2005 resulting in a savings for the City of over \$600,000
- Developed Financial Policies & Objectives manual with Finance Team
- Established Financial Director/Auditor position in compliance with new City Charter

- Tax Title proceedings totaled approximately \$550,000 in collections received in FY13 for past due real estate liens
- New Revenue Stream Collections for FY13: Meals tax - \$450,000 (with 50% of revenues dedicated to sidewalks) and Paid Parking- \$700,000 gross
- Under the direction of Human Resources, the Public Employee Committee (PEC) has developed a strong expertise in understanding health care options and unions voted to approve a new BC/BS benchmark plan, saving the City \$400,000
- City received an additional Local Aid supplement of \$260,000

Personnel

- Maintained stability in City Departments
- New Fire Chief: Christopher LeClaire
- New full-time Planner: Kate Newhall-Smith
- New Director of Policy & Administration: Peter Lombardi
- Restructured Electrician's position, David Zinck, to full-time position under DPS with maintenance responsibility for new streetlight acquisition program

Planning & Development

Schools & Senior Community Center

- Final Design for new **Bresnahan** Elementary school completed by HMFH architects and approved by MA School Building Authority (MSBA) at \$38.8M with 52.78% reimbursement and with reduction of items that MSBA will not cover, the total reimbursement is 47% from State; CTA was awarded General Contract
- Miller Dyer Spears (MDS), architect for **Nock/Molin** renovations, completed a comprehensive assessment of needed health and safety repairs/replacement at \$27M with 47% reimbursement; Glibane awarded General Contract
- Senior Community Center design team of Sterling & EGA completed schematic design with estimated cost of \$6.5M; community meetings on program activities, design and fundraising are ongoing

DPS Facilities

- **Wastewater Treatment Facility** Phase I contract closed out and Operational, Control & Lab (OCL) building operational; Phase II initiated with contract to Methuen Construction and currently at 80% completion
- **Water Treatment Plant** rehabilitation continues under the direction of AECOM with Kinsmen as the GC; new clearwell operational and plant has reached 80% completion
- CSS Architecture working on design of **DPS administration building**
- Crow Lane and Oleo Woods **Lift Stations** completed

Road & Bridge Projects

- Whittier Bridge Working Group continues to meet regularly with MA Department of Transportation on accelerated bridge project to replace the Whittier Bridge; \$292M contract awarded to Walsh/McCourt with summer start date
- Secure \$1M in funding from MADOT Small Bottleneck Bill to create Spofford/Merrimac St. Roundabout; J. Tropeano Inc. awarded contract with work initiated in April 2013

Mayor's Office (cont.)

- **Inn Street:** redesign of turrets and lightning improvements completed

River & Waterfront Projects

- Merrimac River Beach Alliance continues to meet regularly to address Plum Island issues; Hugo & Sons completed Phase I of south **Jetty repairs** and RFP to be issued for Phase II, \$5.5M project to complete repair
- The City and Newburyport Redevelopment Authority (NRA) entered into an agreement with Mass Development and Union Studios to build consensus on limited development to move forward on the creation of a **waterfront park**, less parking and open space
- Seaport Advisory Grant for **Bulkhead project** awarded to Bourne Engineering with \$1.8M for Phase I and \$2.8M needed for Phase II
- Harbor Commission working on conceptual design for new **facility for boaters**

Planning Studies and Guides

- **Open Space & Recreation Plan** developed by Brown Walker Planners, Inc. with the Open Space Committee, Parks Commission, Planning Office and community
- **Affordable Housing Plan** completed by Karen Sunnarborg Consulting and Abacus Architects with the Affordable Housing Trust and community stakeholders

Other

- Continue to work actively with Chamber of Commerce's **Economic Development Committee Action Plan** on the following priorities: Business Park Improvement Plan, Downtown/Gateways improvement; Downtown maintenance, public bathrooms, marketing, creating a Cultural District, and new business recruitment
- **Landfill** closure process continues with completion anticipated this summer 2013 with final steps in the installation of a new header system, wetlands replication and remediation, and replacement of failed pipe under Crow Lane.
- City officially declared A **Coast Guard City** on August 4th, 2012
- New **City website** under development by Virtual Town Hall with expected launch July 2013
- Employee Handbook revised and operational

FY 2014 TRENDS

We begin to see signs of economic recovery as evidenced by increased building permits and increased housing sales; however, the uncertainty at the Federal government level and impact of sequestration requires continued diligence in managing our finances. The City of Newburyport has also seen recovery in slight increases in local revenues in the areas of excise taxes, new growth, licenses and permits and investment income as well as slight increases in Local Aid and Chapter 70 School Funding. Consequently, we continue to take a conservative fiscal approach with the goal to maintain and support existing services. The work of the Public Employee Committee and our HR Coordinator in controlling health care costs has been a sig-

nificant factor in balancing the budget without the need to use reserve accounts. Additionally, new revenue streams realized from paid parking, meals tax, and tax title has been essential to support city operations, infrastructure work, downtown improvements, repair of more sidewalks, as well as assisting in slowly repairing the significant cuts realized to our school programs during the recession.

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

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

- Continue to explore regionalization/shared services as cost-saving measures with focus on regional dispatch and Veterans services
- Implement MUNIS upgrade and electronic PO system

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

Objectives:

- Continue to work with the City, NRA, MassDevelopment, Union Studios and all stakeholders to build consensus on plans for the waterfront with limited development and maritime park
- Support the initiation of the development of a new City Master Plan
- Continue to participate in Whittier Bridge Working Group with focus on maintaining a high level of communication with residents as construction begins
- Continue to monitor construction contracts for following projects: WWTF, Water Plant and school building projects
- Complete review of zoning codes

Goal 3: Social Services- provide quality services to all residents

Objectives:

- Maintain Public Library Certification
- Continue to explore shared Veteran's services with surrounding communities
- Continue to support COA programs and provide increased assistance in obtaining grants
- Continue to support the Public Health Director's work with COA, wellness clinics and annual health fair
- Continue to support Youth programs and assistance in obtaining grants

Mayor's Office (cont.)

Goal 4: Public Safety- effectively and efficiently ensure the safety of all residents and visitors to Newburyport

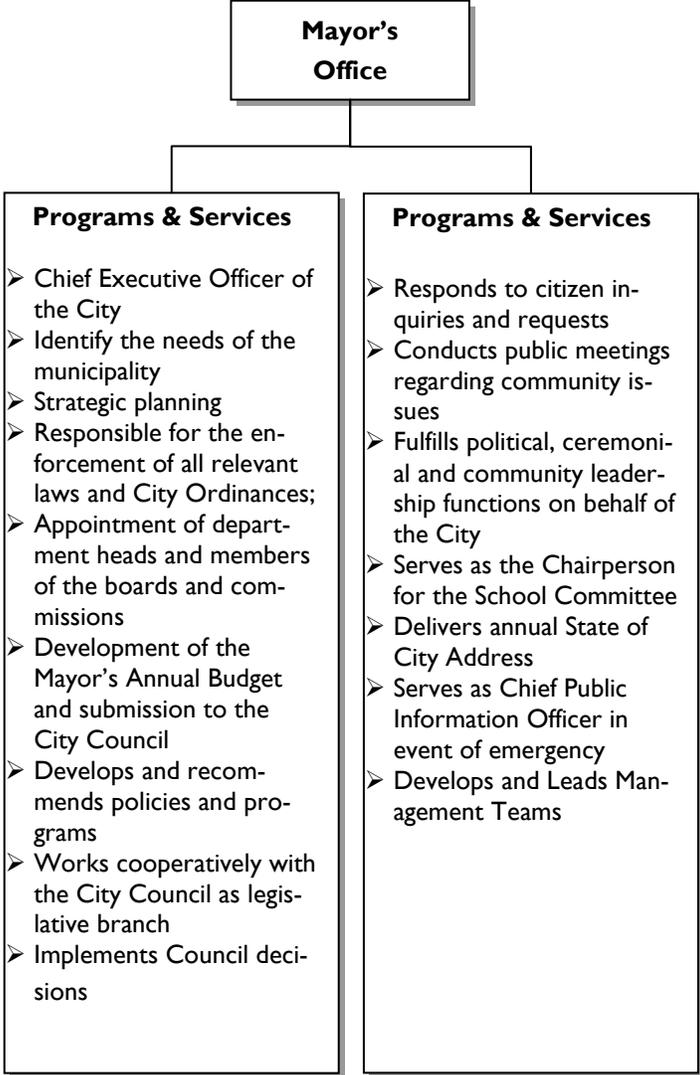
Objectives:

- Continue to monitor and support grant opportunities for trainings and equipment for all Public Safety Departments
- Support the Harbormaster & Commission's recommended upgrades to the waterfront

PERSONNEL SUMMARY

MAYOR'S OFFICE			
Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
Mayor	1	1	1
Director of Policy and Administration	1	1	1
Executive Assistant	1	1	1
Grant Writer	0.25	0.25	0.25
Custodian	1	1	0
Total Full-Time Equivalents:	4.25	4.25	3.25

PROGRAMS & SERVICES



Mayor's Office (cont.)

MAYOR'S OFFICE

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 MYR SAL MAYOR	60,000	75,000	85,000	85,000	91,500	91,500.00
51120 MYR SAL DIR POL & ADMIN	53,808	63,078	59,930	64,000	68,640	68,640.39
51126 MYR SAL EXECUTIVE AIDE	47,047	47,908	50,000	50,000	50,750	50,750.00
51501 MYR TRAVEL EXP STPND	2,000	2,000	2,000	2,000	2,000	0.00
51502 MYR MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	3,000	3,000.00
001 - PERSONAL SERVICES Total	165,855	190,986	199,930	204,000	215,890	213,890.39
002 - PURCHASE OF SERVICES						
53002 MYR HR HIPPA	0	0	2,598	0	-	0.00
53005 MYR EROSION CONTROL SERVICE	2,765	0	0	0	-	0.00
53006 MYR GRANT WRITER	2,660	14,350	3,846	14,100	14,100	0.00
53007 MYR PARKING CONSULTANT	4,497	4,500	0	0	-	0.00
002 - PURCHASE OF SERVICES Total	9,922	18,850	6,444	14,100	14,100	0.00
007 - OTHER CHARGES & EXPENSES						
57407 MYR EDUCATION CREDIT	0	15,800	0	0	-	0.00
57801 MYR MISC EXPENSE	12,224	13,500	18,839	13,500	15,000	15,000.00
57802 MYR SENIOR TAX INCENTIVE	7,500	0	0	0	-	0.00
57804 MYO AFSCME PAYROLL ACCRUAL	3,575	0	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	23,298	29,300	18,839	13,500	15,000	15,000.00
Grand Total	199,076	239,136	225,213	231,600	244,990	228,890.39

GENERAL ADMINISTRATION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51150 MYO SAL CUSTODIAN	38,501	39,421	39,271	39,271	-	0.00
51167 MYO TEMPORARY HELP CITYHALL	2,412	1,505	1,222	3,500	3,500	3,500.00
51170 MYO SAL CLAM WARDEN	292	0	0	0	-	0.00
51405 MYO CLOTHING REIMBURSEMENT	600	600	600	600	-	0.00
001 - PERSONAL SERVICES Total	41,804	41,526	41,093	43,371	3,500	3,500.00
002 - PURCHASE OF SERVICES						
52101 MYO HEAT/ELECTRIC-CH	31,217	31,046	26,838	34,000	34,000	34,000.00
52102 MYO HEAT/ELEC KELLEY SCH	15,945	0	0	0	-	0.00
52401 MYO MAINT/REPAIR-BLD	22,329	16,066	27,584	15,000	1,000	1,000.00
52402 MYO MAINT/REPAIR-COPIER	2,200	2,116	1,747	2,200	2,200	2,200.00
52403 MYO PUBLIC REST ROOMS	6,500	6,407	6,416	6,500	6,500	6,500.00
52411 MYO ELECTRICAL MAINT	10,000	21,000	10,000	10,000	-	0.00
52701 MYO LEASE POSTAGE MACHINE	3,000	2,821	5,555	3,000	3,000	3,000.00
53001 MYO PRE-EMPLOYMENT PHYSICAL	459	0	0	0	-	0.00
53003 MYO GEOGRAPHIC INFO SYSTEMS	14,526	18,915	0	0	-	0.00
53004 MYO TRAINING/TRAVEL/CONFERENC	23,090	23,996	34,973	24,000	26,000	26,000.00
53401 MYO POSTAGE	29,000	28,832	20,250	18,000	30,000	30,000.00
53406 MYO TELEPHONE SYSTEM	43,500	41,728	43,500	43,500	48,200	43,500.00
002 - PURCHASE OF SERVICES Total	201,765	192,927	176,863	156,200	150,900	146,200.00
004 - SUPPLIES						
54200 MYO SUPPLIES-OFFICE	4,605	2,534	3,000	3,000	5,000	5,000.00
54301 MYO SUPPLIES (CH)	3,495	2,500	3,267	2,500	1,000	1,000.00
004 - SUPPLIES Total	8,100	5,034	6,267	5,500	6,000	6,000.00
007 - OTHER CHARGES & EXPENSES						
57300 MYO DUES & MEMBERSHIPS	3,669	3,683	3,592	3,900	3,900	3,900.00
57301 MYO MERR VALLEY RPC	5,568	5,668	5,571	5,570	5,760	5,760.00
57401 MYO MUNICIPAL INSURANCE	0	0	133,320	129,150	135,608	135,608.00
57805 MYO BUDGET CONTINGENCY	106	542	8,000	10,000	54,554	54,553.77
57806 MYO GEN GOV CHARTER COM EXP	0	4,285	4,655	0	-	0.00
57810 MYO JEANNE GEIGER CTR	0	0	0	0	-	0.00
57811 MYO COMPENSATED ABSENCES	0	0	0	0	390,810	390,810.00
007 - OTHER CHARGES & EXPENSES Total	9,344	14,178	155,137	148,620	590,632	590,631.77
Grand Total	261,013	253,666	379,359	353,691	751,032	746,331.77

LEGAL BUDGET

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
002 - PURCHASE OF SERVICES						
53020 LGL CITY SOLICITOR	100,076	97,192	89,967	70,000	70,000	70,000.00
002 - PURCHASE OF SERVICES Total	100,076	97,192	89,967	70,000	70,000	70,000.00
Grand Total	100,076	97,192	89,967	70,000	70,000	70,000.00



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City Clerk

MISSION STATEMENT

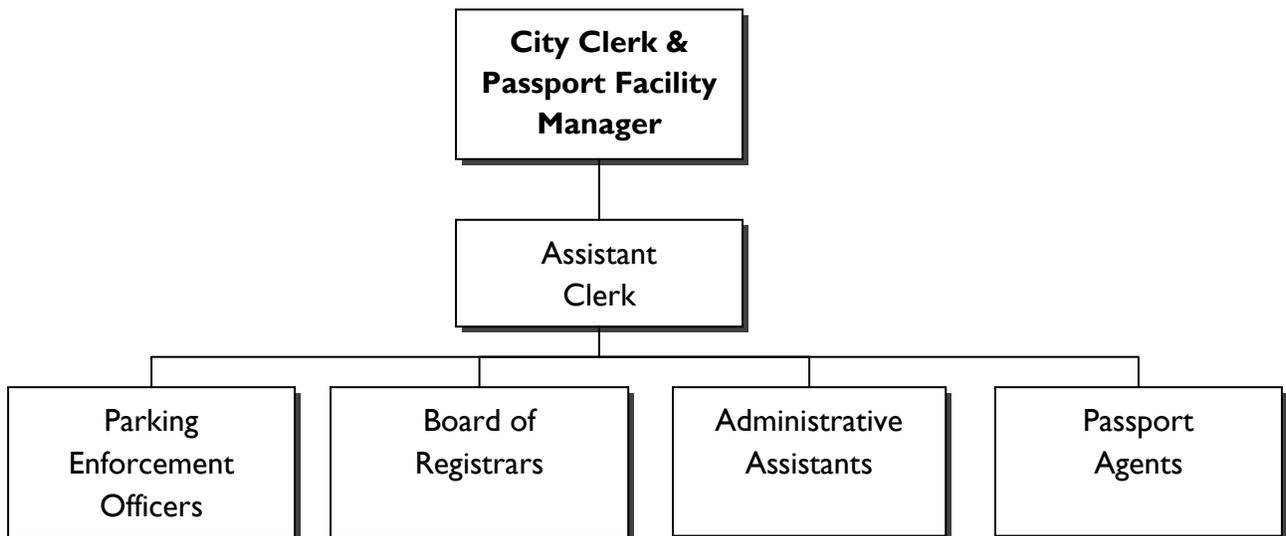
The mission of the City Clerk's Office is to provide quality administrative support to the City Council; conduct municipal elections with the highest integrity; administer the paid parking meters and data collection system, ticket and related appeal process and provide professional customer service to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

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

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

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

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



FY 2013 ACCOMPLISHMENTS

Parking

- Continued to manage/maintain the new Kiosks for the Paid Parking Program
- Managed the new ticket and collection system through the new vendor – Complus Data
- Continued to train and manage the six new parking enforcement officers
- Continued to manage the collection of the monies from the kiosks. Implemented and managed the flow of monies and accounting of the same for the entire paid parking program
- Refined the permit program from a one year to two year permit

Elections

- Finished the renovation and then used the alternate polling place for Ward 1P - The boat-house (Coast Guard Auxiliary Building)
- Administered the September and November elections as well as the April and June special elections, in accordance with statutory requirements; provided information to candidates and the public regarding election requirements and procedures

Passports

- As facility manager for the Passport Acceptance Facility, continued the Newburyport Passport Agency in conjunction with the Assessor's office. Demand continues to be strong for passports because of the personal service, no appointment necessary policy, and the ability to take passport photos. The City recoups over \$25,000 annually in fees associated with the provision of this service, and anticipates bringing in almost \$30,000 by the close of FY13

Clerk's Office

- Started and continued the work of indexing and updating vital records; implementing the new state system for vitals
- Completed the work of archivist group including the indexing of historical records from all city hall vaults
- Initiated scanning of old city hall files including Council meeting records, orders, ordinances and minutes with the intent that the same will be keyword searchable
- In addition to the process for the issuance and acknowledgements of the Conflict of Interest law (in conjunction with the School Department), now noticing and collecting the results of the new Online Ethics test for Municipal Employees available as of December 10, 2012. Maintaining the associated database created and continuously updated

FY 2014 TRENDS

The City Clerk's Office serves as the central information point for local residents, citizens at large, the City Council and City departments. In 2014, the Department will continue to spend a significant amount of time serving the public in many capacities, e.g. answering e-mail and phone requests regarding vital records, permits, ordinances and Council agendas. In this regard, we look forward to a new website on which we will place any documents which are appropriate to the public arena. We are still refining the new paid parking program and look

City Clerk (cont.)

forward to a continual reduction of complaints. The back office support for the permit program has made substantial progress to its goal of exemplary public service.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Refine and improve the paid parking program.

Objectives:

- Refined the permit from one year to two year. The issuance and re-issuance of several thousand residential and senior residential permits was successful. We will continue to look at ways to minimize inconvenience to the permit holders during any re-issuance period in the future
- Reduce the turnaround time between application and issuance to less than 5 business days
- Continue to review the efficiency of the process with the Parking Advisory Committee and the Mayor's office
- Select vendor and implement a payment by phone system that will integrate with the Complus Data ticket writers

Goal 2: Regain the ability to post and upgrade a city clerk web portal to the City Clerk's office

Objectives:

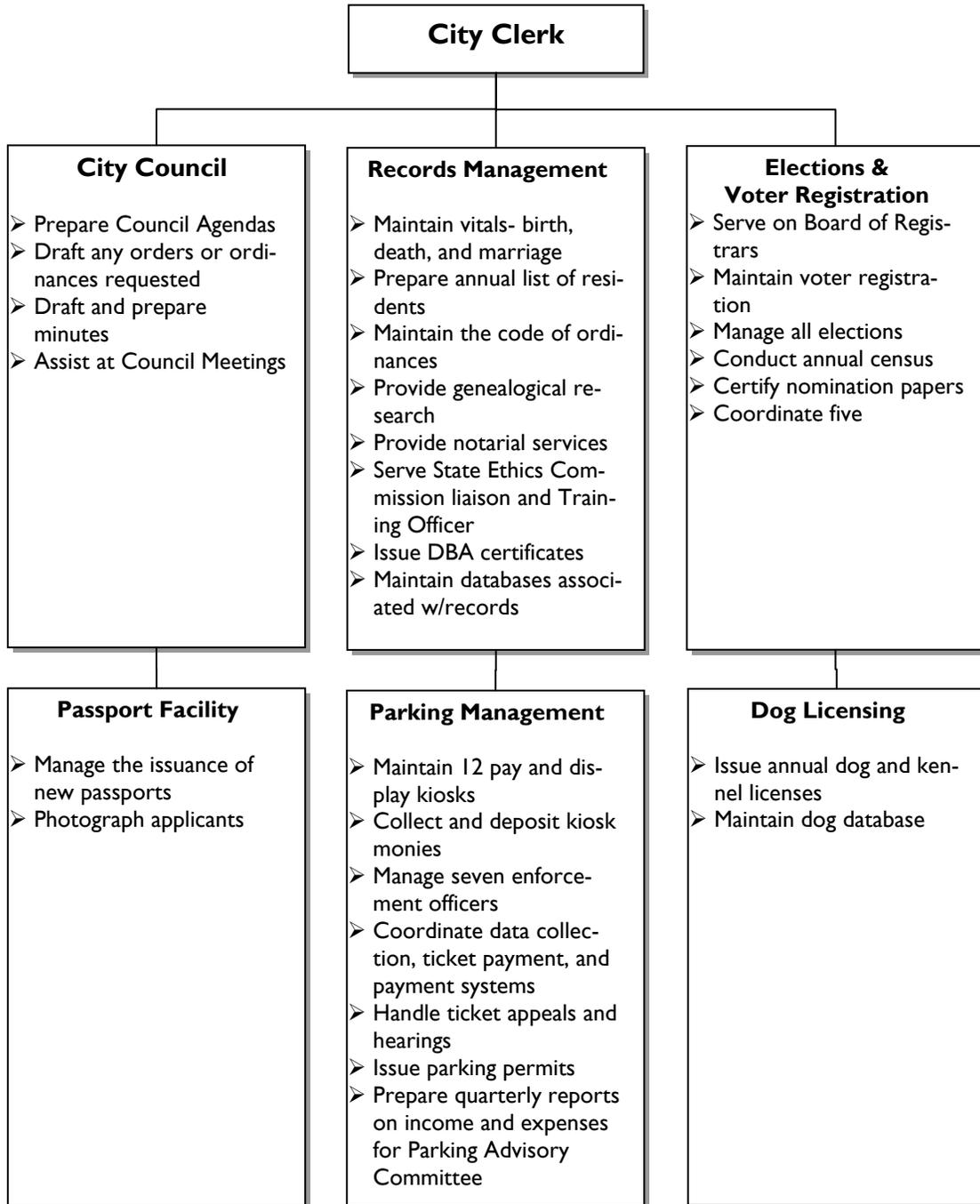
- Work with the new vendor and new content-based update application
- Provide scanned packets containing the council meeting documents
- Provide links to video of the actual council meetings
- Provide more information on the website regarding elections and voting procedures
- Provide license/permit procedures, City Council agendas, the Council Meeting Guide and registration and disclosure forms on the website
- Provide the annual report as a viewable online report

Goal 3: Expand upon the use of OCR technologies to capture searchable documents rather than image scan documents

Objectives:

- Purchase and use Adobe Pro software to search scanned documents
- Scan and post 200 additional searchable folders
- Eliminate duplicate paper records and free up file cabinet space

PROGRAMS & SERVICES



City Clerk (cont.)

PERSONNEL SUMMARY

CITY CLERK			
Position	FY 2012 <u>Actual</u>	FY 2013 <u>Actual</u>	FY 2014 <u>Budget</u>
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Administrative Assistant	1	1	1
Administrative Assistant	0.5	0.5	0.5
Total Full-Time Equivalents:	3.5	3.5	3.5

CITY CLERK'S DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 CLK SAL CITY CLERK	58,496	62,500	62,500	62,500	62,500	62,500.00
51102 CLK SAL ASSIST CLERK	51,381	54,759	54,759	56,239	60,694	60,693.82
51103 CLK SAL ADMIN SECRETARY	45,646	43,519	39,254	39,253	43,508	43,507.67
51166 CLK SAL PT OFFICE HELP	0	19,776	26,603	26,603	27,002	27,002.25
001 - PERSONAL SERVICES Total	155,522	180,555	183,115	184,595	193,704	193,703.74
002 - PURCHASE OF SERVICES						
52701 CLK LEASE COPIER	2,453	1,483	2,500	2,500	2,500	2,500.00
53001 CLK CITY REPORT	0	0	0	150	150	150.00
53002 CLK VITAL RECORDS EXPENSE	1,100	2,608	1,100	1,100	1,100	1,100.00
53003 CLK SOFTWARE LICENSES	0	0	0	0	900	900.00
54200 CLK ADMINISTRATION	4,923	8,869	10,339	7,000	7,000	7,000.00
002 - PURCHASE OF SERVICES Total	8,476	12,960	13,939	10,750	11,650	11,650.00
Grand Total	163,998	193,514	197,055	195,345	205,354	205,353.74

CITY COUNCIL

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 CCN SAL COUNCIL	53,500	56,000	56,000	56,000	56,000	56,000.00
51160 CCN SAL CLK COUNCIL	4,000	4,000	4,000	4,000	4,000	4,000.00
51162 CCN SAL CLK COMMITTEE	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	58,100	60,600	60,600	60,600	60,600	60,600.00
002 - PURCHASE OF SERVICES						
53001 CCN LEGAL ADS	2,000	2,000	1,876	2,000	2,000	2,000.00
53002 CCN ORDINANCE RECODE	1,708	2,000	2,000	2,000	2,000	2,000.00
002 - PURCHASE OF SERVICES Total	3,708	4,000	3,876	4,000	4,000	4,000.00
Grand Total	61,809	64,600	64,476	64,600	64,600	64,600.00

PARKING CLERK

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51134 PKC SAL PARKING OFCR	39,616	41,216	45,008	41,216	41,834	41,834.30
51160 PKC SAL PARKING CLERK	6,000	6,000	0	0	-	0.00
51162 PKC SAL HEARING OFFICERS	6,100	6,100	0	0	-	0.00
51166 PKC SAL P/T PARKING OFCR	1,944	1,848	0	0	-	0.00
51405 PKC CLOTHING ALLOWANCE	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	54,260	55,764	45,608	41,816	42,434	42,434.30
002 - PURCHASE OF SERVICES						
53411 PKC TICKET PROCESSING SRV	9,142	6,071	0	0	-	0.00
002 - PURCHASE OF SERVICES Total	9,142	6,071	0	0	-	0.00
004 - SUPPLIES						
54200 PKC MISC EXPENSE	1,207	1,197	0	0	-	0.00
54801 PKC FUEL/OIL/MAINT VEH(S)	355	718	0	0	-	0.00
004 - SUPPLIES Total	1,562	1,915	0	0	-	0.00
Grand Total	64,964	63,749	45,608	41,816	42,434	42,434.30

BOARD OF REGISTRARS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51160 BDR SAL CLERK REGISTRAR	1,300	2,000	2,000	2,000	2,000	2,000.00
51162 BDR SAL REGISTRARS	2,000	2,000	2,000	2,000	2,000	2,000.00
001 - PERSONAL SERVICES Total	3,300	4,000	4,000	4,000	4,000	4,000.00
007 - OTHER CHARGES & EXPENSES						
57808 BDR ELECTIONS & REGISTRATIONS	35,404	33,085	67,202	36,000	36,000	36,000.00
007 - OTHER CHARGES & EXPENSES Total	35,404	33,085	67,202	36,000	36,000	36,000.00
Grand Total	38,704	37,085	71,202	40,000	40,000	40,000.00

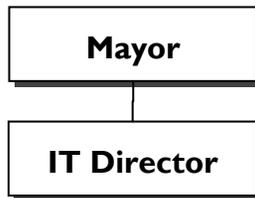


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Information Technology

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Installation of cash management system for Treasurer/Collector’s Office
- Installation of access control (keyless entry) system in City Hall
- Completed CAT 6 computer & phone rewiring project in City Hall
- Facilitation of new City website publishing platform
- Installation of Browser based MUNIS System running sharepoint and SQL server
- Installation of new Phone system (Voice Over Internet Protocol)

FY 2014 TRENDS

The IT Department will continue to work on improving inter-departmental use of applications systems. With the next generation of Microsoft Software Package now in release, it is anticipated that attention will be given to maintaining the City’s recent investment in Technology by way of upgrading Servers to Microsoft Server 2012, Office 2010 to Office 2013, and Windows 7 to Windows 8. Further streamlining of workflow and business processes will be undertaken and employees will be trained in more proficient use of our new computer systems, thereby bringing operational and collaborative efficiencies to their respective departments.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Financial Systems Improvement

Objectives:

- Continue to facilitate and train employees on more efficient use of MUNIS Applications
- Working with Finance Team & Auditor's Office, go live with requisitions and purchase ordering modules on the new MUNIS system
- Provide decentralized requisition and invoice entry training
- Provide MUNIS "Office" training (exporting Munis data for use in MSOffice)

Goal 2: Public Safety Mobile Systems Upgrade

Objectives:

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

Goal 3: Software & Systems Maintenance Upgrades

Objectives:

- Maintain value in current software license
- Install / Upgrade all servers from Server 2008 R2 to Server 2012 (Latest)
- Install / Upgrade Microsoft Office 2010 Pro to Microsoft Office 2013 Pro
- Install / Upgrade Microsoft Windows 7 Pro to Windows Windows 8 Pro

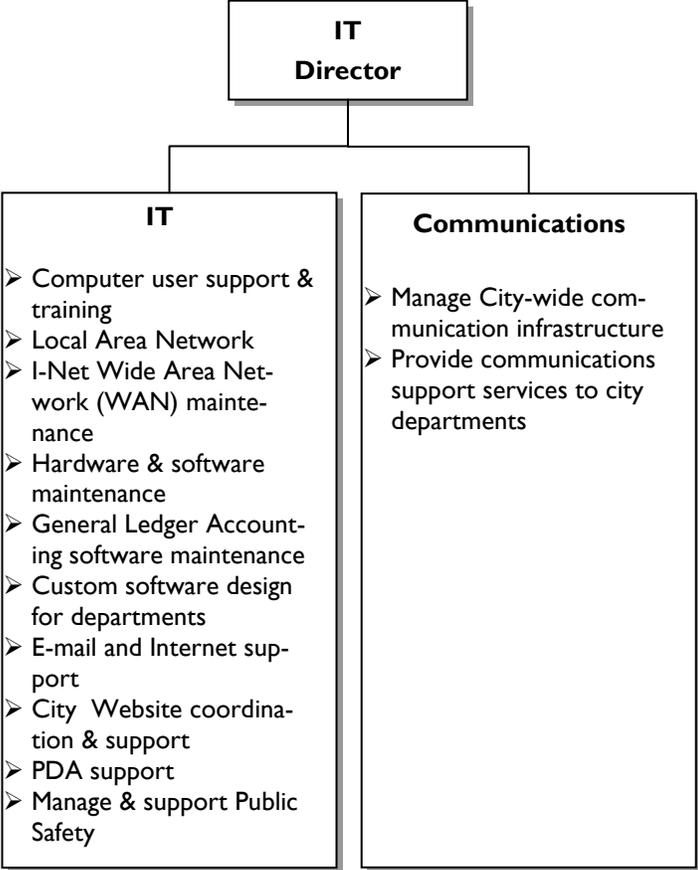
Goal 4: Wireless Wide Area Network Upgrade

Objectives:

- Prepare plan of aging wireless Wide Area Network infrastructure
- Initiate licensing of dedicated wireless frequencies for new equipment
- Prepare projections for funding and make recommendations for capital improvements under the upcoming Comcast Cable Franchise Contract

Information Technology (cont.)

PROGRAMS & SERVICES

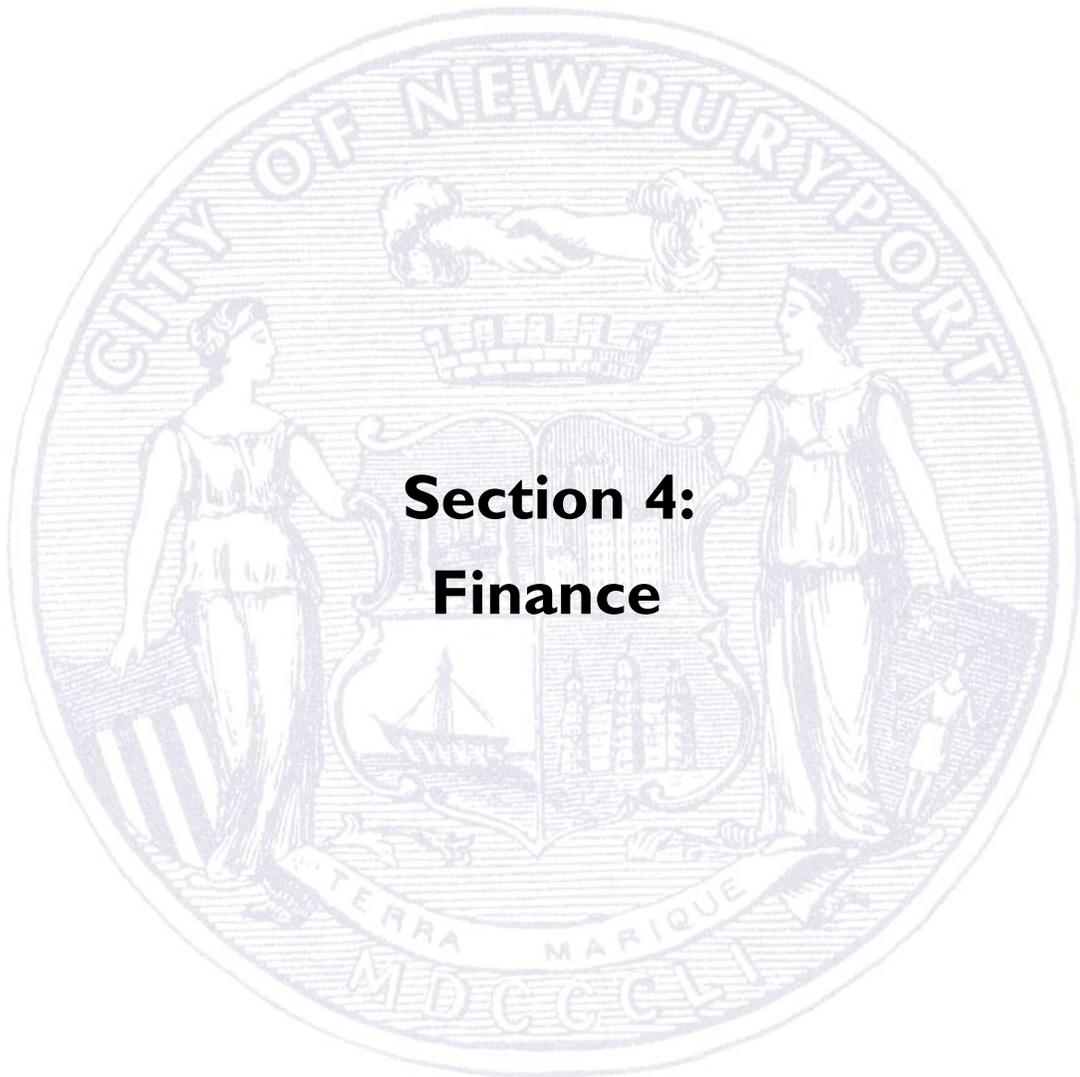


PERSONNEL SUMMARY

Information Technology			
<u>Position</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Budget</u>
IT Director			
Total Full-Time Equivalents:			

INFORMATION TECHNOLOGY

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 IT SAL DIRECTOR	68,104	69,466	69,467	69,467	73,358	73,357.73
51404 IT TRAVEL EXPENSE	1,800	2,934	3,000	3,000	3,300	3,300.00
001 - PERSONAL SERVICES Total	69,904	72,400	72,467	72,467	76,658	76,657.73
002 - PURCHASE OF SERVICES						
52401 IT COMPUTER EXP	2,395	2,399	536,279	0	-	0.00
52402 IT CITY WEB SITE	1,485	1,460	1,473	1,500	3,250	3,250.00
52403 IT COMPUTER FIREWALL	1,600	1,602	1,602	0	4,750	4,750.00
52404 IT HARDWARE MAINTENANCE	27,870	13,488	13,495	25,459	27,585	27,585.00
52405 IT TELECOMMUNICATNS	4,612	4,858	4,848	7,500	7,500	7,500.00
52406 IT TELEPHONE SYSTEM	1,889	1,997	1,983	0	-	0.00
52780 IT WIRELESS EQUIP LEASE	0	0	36,000	36,000	-	0.00
53001 IT MUNIS LICENSE	33,604	35,208	36,998	38,864	38,864	38,864.00
53002 IT SOFTWARE UPDATE/LICENSING	2,199	2,200	2,174	11,500	23,000	23,000.00
53003 IT INTERNET-SERVICE	4,200	4,200	4,077	4,200	4,380	4,380.00
53407 IT OFF SITE SERVICES	0	0	15,000	30,000	37,587	37,586.50
002 - PURCHASE OF SERVICES Total	79,853	67,411	653,930	155,023	146,916	146,915.50
004 - SUPPLIES						
55800 IT OTHER SUPPLIES	1,593	1,587	1,518	1,600	1,600	1,600.00
004 - SUPPLIES Total	1,593	1,587	1,518	1,600	1,600	1,600.00
007 - OTHER CHARGES & EXPENSES						
57300 IT DUES/LIC/SUBSCRIPTIONS	312	929	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	312	929	0	0	-	0.00
Grand Total	151,661	142,327	727,915	229,090	225,173	225,173.23



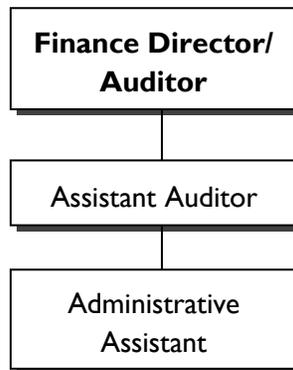
**Section 4:
Finance**

Auditor

MISSION STATEMENT

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

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



FY 2013 ACCOMPLISHMENTS

- The City of Newburyport maintained a “AA” bond rating throughout FY 2013. This rating was reaffirmed in January 2013 which reflects confidence in the financial management of the City and in the City’s ability to maintain sound fiscal health and stability during challenging economic times when bond ratings for some Massachusetts communities have dropped due in part to diminishing reserve funds. In addition, the short-term borrowing rating for BANS (Bond Anticipation Notes) was increased in preparation of BANS that were issued in January 2013
- Successfully worked with members of the City’s financial team and other City officials to coordinate, prepare, and submit, in a timely and accurate manner, a variety of financial reports and information required by city officials, outside auditors, government entities, and various financial institutions, including: the Tax Rate Recapitulation Report, Enterprise Fund Reports, Schedule “A”, budget transfers, Community Preservation Reports, Mid-Year and Year-End Report of Budget Expenditures and Revenues, Free Cash Certification Re-

port, the annual audit of city financial statements, and updating the city's official statement in preparation for issuing bonds

- Continued to coordinate the MIIA Rewards Program that resulted in a cost savings of over \$30,000 to the City for participation in seminars designed to help lower insurance risks and losses. In addition, the cost of City insurance was maintained at FY 2012 levels due to initiatives that lowered premiums
- Completed eight staff development and training programs offered by the Massachusetts Interlocal Insurance Association (MIIA), the Massachusetts Municipal Association (MMA), the Massachusetts Department of Revenue (DOR), and the Eastern Massachusetts Municipal Accountants and Auditors Association (EMMAAA). These opportunities increased knowledge relative to changes in accounting and finance laws and government regulations
- Processed an estimated 28,000 payments to vendors and individuals doing business with the City and school departments. Managing this process includes review, approval, and administering contracts, invoices, warrants, payrolls, and tax forms
- The annual audit of the City's financial statements was carried out by the outside CPA firm of Melansen Health & Co. PC. The audit indicated that the city's financial statements and financial position were presented fairly in all material aspects and in compliance with GASB and GAAP. Recommendations for improvements were also received and will be implemented

FY 2014 TRENDS

After signs in FY 2012 and early FY 2013 that the economic recovery was having a positive impact on local revenues and the city budget, Governor Patrick announced that there would be mid-year reductions in FY2013 state aid because anticipated state revenues were lower than expected. This was particularly concerning because municipal budgets had already been approved and required most communities to make budget cuts mid-way through FY 2013.

Fortunately for Newburyport, these mid-year cuts to state aid, estimated at \$25,000, were not ultimately enacted. However, had the cuts been implemented, they would not have had a significant impact on city operations due to mid-year local receipts coming in slightly above target. Although local receipts are projected to remain stable into FY 2014, the City must continue to use conservative revenue estimates, including state aid funding.

As the City, state, and country continue to deal with the uncertainty of our economic future, demands will continue to be placed on the City Auditor's Department to analyze and provide financial information to the Mayor, City Council, and other City officials. This information will help guide the city through the decision making process and will be an important tool in developing fiscal policies that City officials must establish in order to successfully allocate City resources and services.

During FY 2014, City officials should explore alternative revenue sources and the feasibility of reducing government costs that would offset potential reductions in local aid and downturns

Auditor (cont.)

in the economy. These could include items such as the regionalization of some City services, the elimination of non-essential services, increasing user fees, and making some City services self-supporting and not dependent on tax revenues.

The amount of paperwork that passes through the City Auditor's Office has increased significantly over the last five years as a result of the creation of three new enterprise funds, the Community Preservation Fund, new GASB reporting requirements, the new paid parking program, major water and sewer capital projects, expanded youth service programs, and construction of a new senior/ community center and a new school, plus major renovations to another school. These will all place even more demands on the City Auditor's staff. Hopefully, the planned automation of financial transactions through an electronic purchase and requisition system will help our staff to successfully meet these demands.

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

- Conduct staff meetings on a weekly basis with the Auditor's Department staff to review and discuss potential problems associated with financial transactions and accounting activities within City departments
- Attend quarterly meetings and other in-service training programs offered by DOR, the Massachusetts Municipal Association, MIIA, and other professional organizations that provide opportunities for advancing and updating professional knowledge in the field of municipal finance, accounting, and municipal finance law. Also, provide cross-training opportunities for the Auditor's Department staff
- Work closely and attend meetings with the Mayor, City Council, Finance Team members, and other City officials to provide information and develop strategies for improving financial services throughout the city.
- Conduct an internal audit of each city department at least once every two years in order to evaluate internal financial management practices and controls
- Review all city contracts on an on-going basis in order to insure that proper funding is available and procurement laws have been followed
- Inspect and approve city warrants involving payroll and vendor payments, as well as other city disbursements
- Provide financial and accounting information to the outside auditing firm by December 31, 2013, in preparation for the annual audit of the city's FY 2013 financial statements. This audit is required by bond rating agencies, financial institutions, and state and federal agen-

cies that award grants to the city

Goal 2: Identify and explore all potential areas to automate financial activities within the City Auditor's Office and throughout city government

Objectives:

- Continue to work closely with members of the City's Finance Team to identify all potential areas suitable for automation, such as: compensated leave balances, procurement, accounts payable, etc.
- Work with the Finance Team and IT Director to assist City personnel with the technical knowledge and skills that will be required to carry out financial transactions within the MUNIS system

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

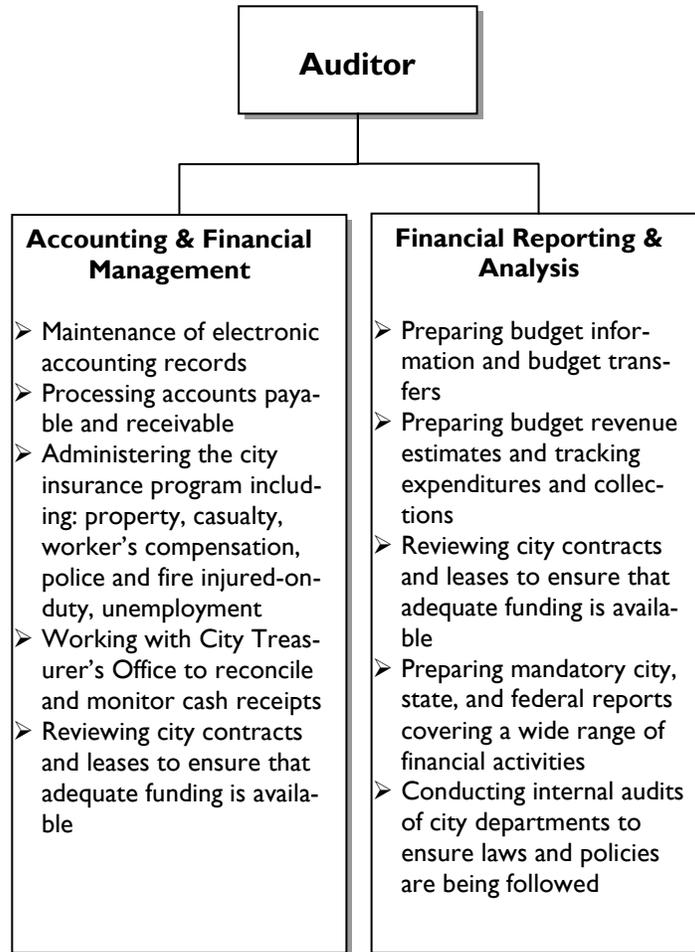
Objectives:

- Prepare the Mid-Year Budget Report by January 15, 2014 so that the Mayor and City Council can adjust city expenditures and revenues in accordance with actual results as of December 31, 2013
- Work in cooperation with the Mayor, City Council, City Treasurer, City Assessor, and City Clerk to set the property tax rate and to complete the FY 2014 Tax Rate Recapitulation Report by November 11, 2013
- Assist with the preparation of the Mayor's FY 2014 proposed city budget, which must be approved by the City Council no later than June 30, 2013
- Prepare the balance sheet and other supporting documents required to obtain FY 2012 "Free Cash" certification by November 8, 2013 from the Massachusetts Department of Revenue
- Review and prepare budget transfers twice a month, and as required, in preparation for review and approval by the Mayor and City Council

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Auditor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

AUDITOR			
	FY 2012	FY 2013	FY 2014
Position	Actual	Actual	Budget
Auditor	1	1	1
Assistant Auditor	1	1	1
Accounts Payable/ Risk Manager	1	1	1
Part-time Data Processing Clerk	0.3	0.3	0.3
Total Full-Time Equivalents:	3.3	3.3	3.3

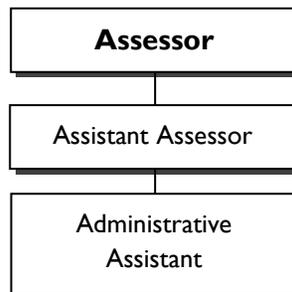
AUDITOR'S DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 AUD SAL AUD/FINANCE DIR	89,010	90,790	92,576	92,576	96,316	96,315.86
51102 AUD SAL ASST AUDITOR	56,700	60,894	63,939	63,939	67,520	67,519.65
51103 AUD SAL ADMIN ASSISTANT	48,405	52,137	53,671	53,670	54,475	54,475.41
51166 AUD PT DATA ENTRY CLERK	10,400	14,560	14,560	15,990	16,230	16,229.85
51401 AUD LONGEVITY	5,553	6,153	6,153	6,153	6,245	6,245.09
001 - PERSONAL SERVICES Total	210,068	224,534	230,898	232,328	240,786	240,785.86
002 - PURCHASE OF SERVICES						
53001 AUD FINANCIAL AUDIT	35,000	35,000	36,750	40,250	40,250	40,250.00
002 - PURCHASE OF SERVICES Total	35,000	35,000	36,750	40,250	40,250	40,250.00
004 - SUPPLIES						
55800 AUD OTHER SUPPLIES	1,761	1,251	1,251	1,251	1,251	1,250.64
004 - SUPPLIES Total	1,761	1,251	1,251	1,251	1,251	1,250.64
007 - OTHER CHARGES & EXPENSES						
57300 AUD DUES & MEMBERSHIPS	230	225	225	230	230	230.00
57401 AUD INSURANCE-MUNICIPAL	136,329	126,000	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	136,559	126,225	225	230	230	230.00
Grand Total	383,388	387,010	269,124	274,058	282,517	282,516.50

Assessor

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Successfully completed Interim Year Adjustments to Values as mandated by the Department of Revenue
- Successfully added Vision property data to MIMAP application
- Successfully added electronic scanning capabilities to department functions

FY 2014 TRENDS

Since 2005, the Massachusetts Department of Revenue has required all Assessors Departments to keep all assessments current to reflect actual fair cash values in this constantly changing real estate market. These requirements are met by conducting City-wide Interim Year Adjustments to assessments. Other trends relative to the real estate market indicate that throughout this downturn in the market, Newburyport properties have held their value better than those in most surrounding communities. Newburyport is considered a very desirable community for young singles, families and seniors and continues to attract new residents.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Complete Triennial Re-certification of Values as per MA DOR regulation

Objectives:

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

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

Objectives:

- Assessor to attend 2013 MAAO Summer Conference in June
- Assistant Assessor to attend 2013 MAAO Summer Conference

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

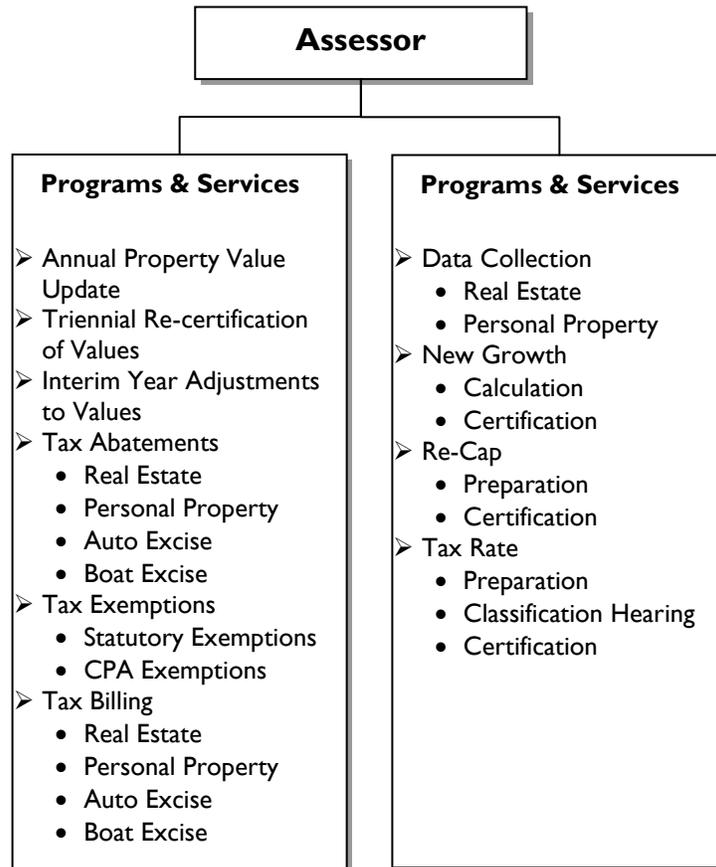
Goal 3: Address departmental responsibilities with limited budget constraints while enhancing productivity

Objectives:

- Participate as a member of the City's Finance Team
- Continue to maintain the best possible level of public service within allocated budget
- Maintain current staffing level

Assessor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

ASSESSOR			
Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
Assessor			
Assistant Assessor			
Administrative Assistant			
Total Full-Time Equivalents:	3	3	3

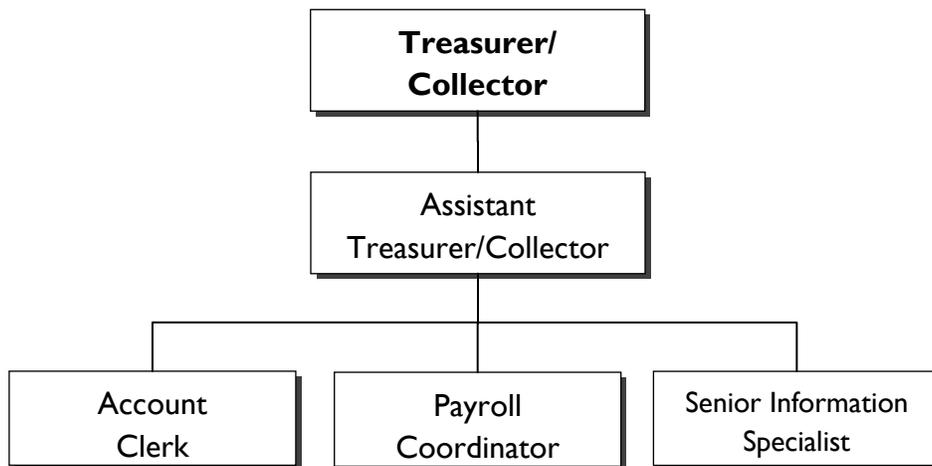
ASSESSOR'S DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 ASR SAL ASSESSOR	72,515	73,965	73,966	73,966	78,108	78,108.29
51102 ASR SAL ASST ASSESSR	55,265	57,497	57,497	60,372	61,277	61,277.42
51103 ASR SAL ADMIN ASSISTANT	44,952	45,851	45,851	45,851	49,886	49,885.89
51401 ASR LONGEVITY	2,617	3,209	3,274	3,274	3,456	3,456.36
51402 ASR EDUCATION CREDIT	400	400	400	400	400	400.00
51403 ASR TECHNOLOGY STPND	1,000	1,000	1,000	1,000	1,000	1,000.00
51404 ASR TRAVEL STIPEND	0	1,800	1,800	1,800	2,100	2,100.00
001 - PERSONAL SERVICES Total	176,748	183,722	183,787	186,663	196,228	196,227.96
002 - PURCHASE OF SERVICES						
53001 ASR COMPUTER EXP	7,300	7,300	7,550	7,550	7,750	7,750.00
53002 ASR REVALUATION	11,476	0	7,500	5,000	43,000	43,000.00
53003 ASR VALUATION/PROCESSING	5,596	5,775	4,347	6,600	6,600	6,600.00
53004 ASR MAP-DEED-PROBATE	75	0	0	600	600	600.00
002 - PURCHASE OF SERVICES Total	24,447	13,075	19,397	19,750	57,950	57,950.00
004 - SUPPLIES						
54801 ASR MILEAGE EXPENSE	2,684	346	553	1,200	1,200	1,200.00
55800 ASR OTHER SUPPLIES	3,324	4,093	3,077	2,400	2,400	2,400.00
004 - SUPPLIES Total	6,008	4,439	3,631	3,600	3,600	3,600.00
Grand Total	207,203	201,237	206,815	210,013	257,778	257,777.96

Treasurer/Collector

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Launched new cash management system to work in conjunction with Auditor's Office and enhance reporting and reconciling procedures
- Positioned Treasurer's Office to take every opportunity to refinance City's long-term debt along with new borrowing, resulting in savings in excess of \$600,000 over the life of the loans, while striving to maintain the City's strong financial position
- Assisted in utilizing technology for online bill payment processes and online employee payroll processes
- Implemented Procurement Card program to streamline the process associated with purchasing specific items, allowing departments the benefit of having the ability of purchasing online and at point of sale
- Encouraged cross-training of staff members, concentrating on customer service, knowledge and understanding of duties, and improvement of inter-office communication

FY 2014 TRENDS

The Treasurer/Collector's office remains dedicated to meeting the needs of the taxpayers by supporting a budget under the constraints of Proposition 2 ½, balancing the uncertainty of State and Federal aid with the City's rising operating costs. The Treasurer/Collector's office is committed to collecting above 95% of the Real Estate and Personal Property taxes due each fiscal year. We continue a regular cycle of tax takings to ensure tax delinquencies are managed in a timely fashion and with fairness to all taxpayers. We are willing to work with taxpayers who may be finding times difficult, while educating residents of City collection practices and providing assistance in conjunction with the Assessor's office and the Council on Aging with Work Incentive Tax Program.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Improve Treasurer's Department Performance and Efficiency

Objectives:

- Evaluate all office policies and procedures and make necessary changes to improve department efficiency
- Streamline internal and external processes to ensure that all procedures are in accordance with Mass General laws and in compliance with accepted auditing standards
- Implement micro-meeting sessions with staff concentrating on quality job performance, promoting skill sets, and improving communication

Goal 2: Improve the City's Cash Flow

Objectives:

- Continue to aggressively safeguard current cash flow processes and maintain the City's best financial position and credit rating
- Consolidate wherever able and review bank services to avoid additional costs and fees, and monitor our collateralization and insured policies to protect the City's investments
- Fully implement new cash management system to improve upon the Treasurer's cash book process and provide refined audit trails, clearer reporting with general ledger and bank reconciliation, and encourage interdepartmental receipting

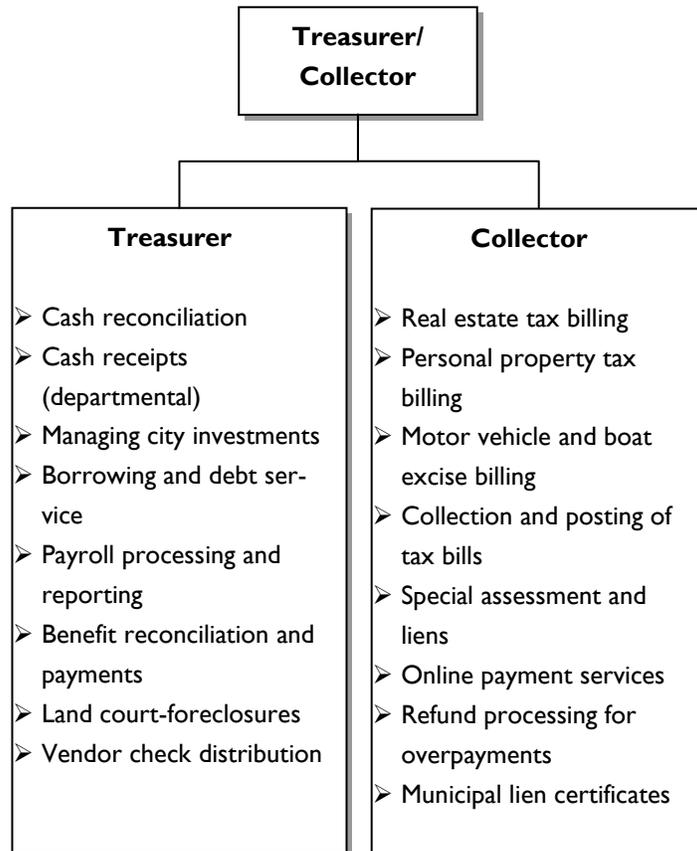
Goal 3: Review Payroll technology processes

Objectives:

- Aggressively move to integrate vacation, sick and personal time accruals on pay stubs
- Continue to work in conjunction with HR and Retirement to effectively provide resources for employees through online payroll services
- Ensure Payroll processes are maintained and followed according to state regulations

Treasurer/Collector (cont.)

PROGRAMS & SERVICES

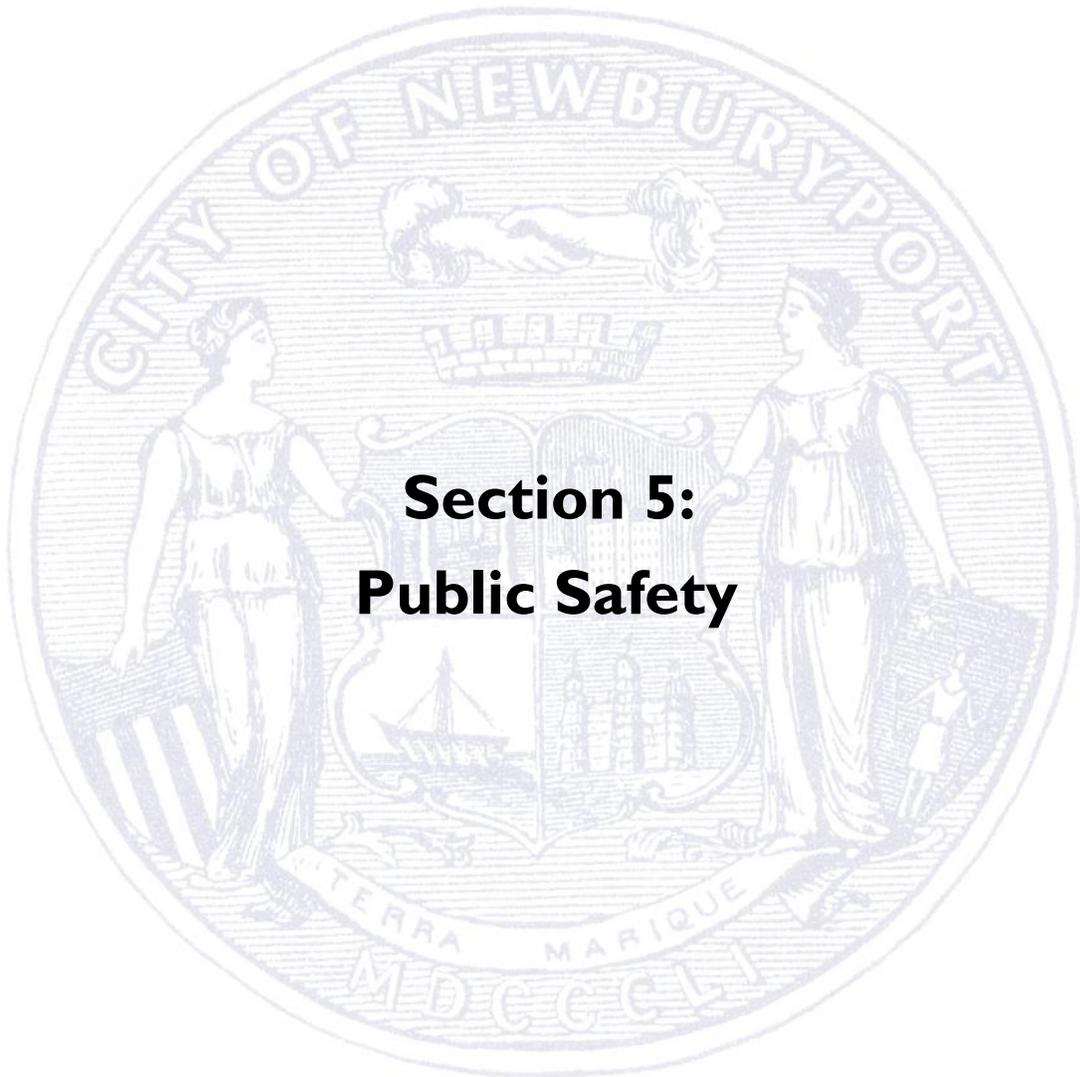


PERSONNEL SUMMARY

TREASURER/COLLECTOR			
<u>Position</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Budget</u>
Treasurer/Collector	1	1	1
Assistant Treasurer/Collector	1	1	1
Senior Information Specialist	1	1	1
Payroll Coordinator	1	1	1
Computer Operator	2	1.5	1.5
Total Full-Time Equivalents:	6	5.5	5.5

TREASURER'S DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 TRS SAL TREASURER	66,409	57,926	71,017	71,018	74,995	74,995.43
51102 TRS SAL ASST TREASURER	34,662	41,174	48,806	50,127	51,128	51,128.29
51103 TRS STAFF SALARIES	168,881	148,404	141,731	146,818	151,786	151,786.18
51401 TRS LONGEVITY	2,682	2,811	2,811	2,811	3,262	3,261.92
001 - PERSONAL SERVICES Total	272,634	250,314	264,365	270,774	281,172	281,171.82
002 - PURCHASE OF SERVICES						
52701 TRS COPY MACHINE	2,685	1,190	1,720	3,500	3,500	3,500.00
53001 TRS BANK CHARGES	2,964	3,706	3,250	3,300	3,500	3,500.00
53003 TRS PAYROLL	20,047	20,605	11,047	15,000	15,000	15,000.00
53004 TRS TAX BILLS	11,132	15,899	18,300	17,500	19,000	19,000.00
53005 TRS TAX TITLE EXP	10,000	2,286	16,000	11,000	11,500	11,500.00
002 - PURCHASE OF SERVICES Total	46,827	43,685	50,317	50,300	52,500	52,500.00
004 - SUPPLIES						
54200 TRS OFFICE SUPPLIES	2,108	1,579	2,000	2,000	2,000	2,000.00
55800 TRS OTHER SUPPLIES	1,302	903	1,811	1,500	1,500	1,500.00
55801 TRS COMPUTER EXP	750	748	750	750	850	850.00
004 - SUPPLIES Total	4,160	3,230	4,561	4,250	4,350	4,350.00
007 - OTHER CHARGES & EXPENSES						
57402 TRS FICA EXP	133,544	140,000	101,251	153,265	154,500	154,500.00
57403 TRS INSURANCE BONDS	1,267	1,379	1,325	1,500	1,750	1,750.00
007 - OTHER CHARGES & EXPENSES Total	134,811	141,379	102,576	154,765	156,250	156,250.00
Grand Total	458,433	438,609	421,819	480,089	494,272	494,271.82



**Section 5:
Public Safety**

Emergency Management

MISSION STATEMENT

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



FY2013 ACCOMPLISHMENTS

- NEMA was called upon to assist with the planning and emergency response, and reimbursement for Hurricane Sandy.
- NEMA was called upon to assist with the planning, coordinating emergency utility responses, and damage assessment for erosion at Plum Island
- NEMA expanded its membership with seven community volunteers.
- Emergency Operations Center participated in “Graded Exercise” conducted by Federal Emergency Management Agency (FEMA) for Seabrook Station
- Newburyport Emergency Management participated in the city-wide siren/notification system for Seabrook and other city-wide emergencies.
- Worked with MEMA to update all Emergency Plans with respect to Newburyport
- Upgrade to communication and data collection systems as required by MEMA
- Received traffic cones, barricades, safety devices through a Northeast Homeland Security Regional Advisory Council (NERAC) allotment.
- Received a “Support Trailer” from NERAC to support disaster / emergency operations
- Awarded a grant to purchase a speed-board, used by police department, for traffic studies and speed awareness
- Worked with MEMA to update the city’s “Electronic Comprehensive Emergency Management Plan” (eCEMP), which is a central depository in Massachusetts for emergency plans
- Obtained new cots and handicap cots for localized shelter

FY 2014 TRENDS

Seabrook Station is mandated through federal safety regulations to conduct year trainings, testing of notification systems, tabletop & response drills. The City participates in these drills and testing of notification systems. The local EOC also participates in quarterly Seabrook Workgroup sessions and inventorying and review of all localized monitoring and testing equipment for radiation as required under federal guidelines. Emergency Management has worked very closely with city leaders, police, fire and EMS in preplanning and responding to weather related incidents of the course of the year. Two of these weather related incidents Hurricane Sandy and the recent storm the caused considerable erosion along Plum Island. Emergency Management has worked with the community and is currently training seven community members as volunteers who assist in manning the EOC in the event of an emergency. Locating and training qualified volunteers continues to be a challenge, but is critical if the EOC is to function properly during federal and state mandated drills involving Seabrook and weather related situations. Emergency Management maintains an informational website that provides assistance to citizens and industry with protective measures and helpful links for additional information.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to work with federal, state and local organizations for grants and additional funding sources

Objectives:

- Continue to research and apply for federal and state grant opportunities
- Continue to assist local business and industry in completing and updating their Emergency Plans

Goal 2: Electronic Hazmat Plans

Objectives:

- Work with industry in the community to have their emergency hazmat plans submitted to EOC and fire department electronically
- Work with public safety to insure all relevant Departments have the most current information concerning storage and handling of hazard materials by industry

Goal 3: Technology upgrade

Objectives:

- Computerizing the Emergency Management Center with a computer networking system
- Continue to reduce paperwork and storage with scanning and storage on computers
- Complete renovation to the training room

Emergency Management (cont.)

Goal 4: Expand community outreach

Objective:

- Work with WNBP and Port Media for a more local Emergency Notification Plan
- Participate in a public awareness campaign for preparedness
- Conduct an open house for residents to visit EOC

Goal 5: Facilitate training and certification to new members, as well as ICS Training to existing staff

Objective:

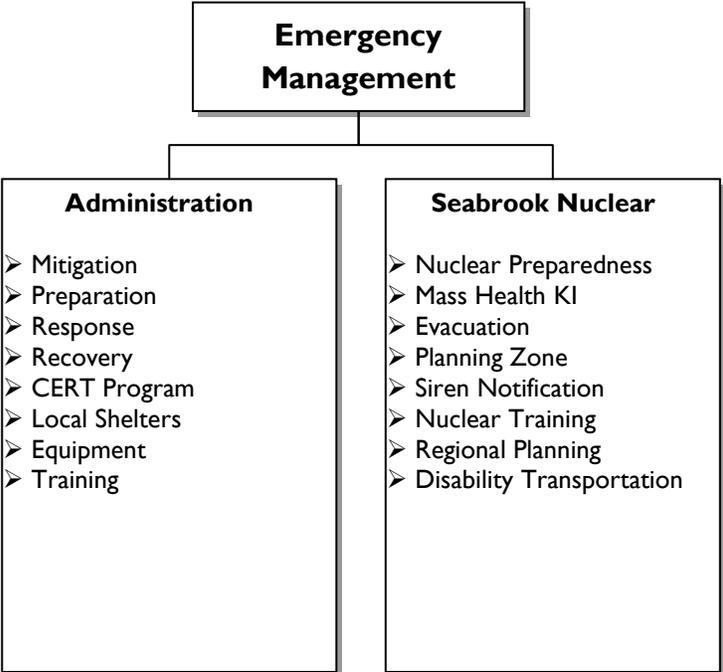
- Provide additional specialized training to new volunteers for managing the EOC during an event
- Conduct quarterly meetings with volunteers to advance their knowledge and exercise their capabilities at the EOC
- Review the training needs of City workers under the Incident Command Structure, which is required by state mandate
- Work with Regional Emergency Planning Committee on training opportunities

Goal 6: Continued support for shelters

Objective:

- Work with American Red Cross to become a certified regional shelter
- Work with neighboring communities to formulate plans for a localized regional shelter
- Work with community groups and agencies to support shelter operations

PROGRAMS & SERVICES



Emergency Management (cont.)

PERSONNEL SUMMARY

EMERGENCY MANAGEMENT			
<u>Position</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Budget</u>
Emergency Management Director			
Deputy Emergency Management Director			
Total Full-Time Equivalents:	2	2	2

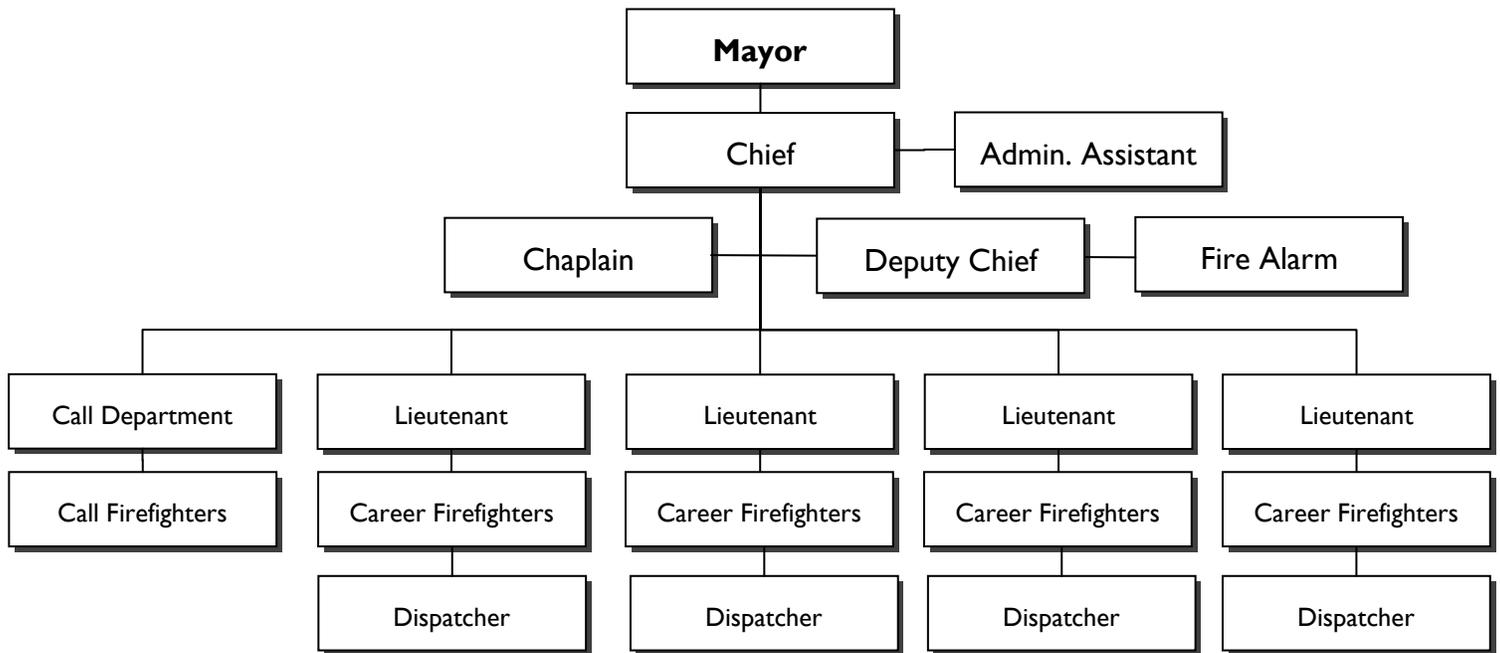
EMERGENCY MANAGEMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 EMR COORDINATOR	35,000	10,000	10,000	10,000	10,000	10,000.00
51102 EMR DEPUTY COORDINATOR	0	2,500	2,500	3,000	3,000	3,000.00
001 - PERSONAL SERVICES Total	35,000	12,500	12,500	13,000	13,000	13,000.00
002 - PURCHASE OF SERVICES						
52100 EMR UTILITIES EXPENSES	6,881	5,929	4,187	7,000	7,000	7,000.00
52401 EMR MAINT BLD/GROUNDS	1,820	2,856	2,009	3,000	3,000	3,000.00
52403 EMR MAINT-VEHICLES	1,180	0	0	0	-	0.00
002 - PURCHASE OF SERVICES Total	9,881	8,784	6,196	10,000	10,000	10,000.00
004 - SUPPLIES						
54200 EMR MISC EXPENSE	1,000	975	1,983	2,000	2,000	2,000.00
54801 EMR FUEL/OIL VEHICLE	180	0	0	500	500	500.00
004 - SUPPLIES Total	1,180	975	1,983	2,500	2,500	2,500.00
007 - OTHER CHARGES & EXPENSES						
57408 EMR INSURANCE	2,000	0	0	0	-	0.00
57409 EMR EXPENSES	0	3,750	2,750	2,000	2,000	2,000.00
007 - OTHER CHARGES & EXPENSES Total	2,000	3,750	2,750	2,000	2,000	2,000.00
Grand Total	48,061	26,009	23,429	27,500	27,500	27,500.00

Fire Department

MISSION STATEMENT

The mission of the Newburyport Fire Department is to provide a variety of emergency and non-emergency services designed to protect the lives and property of Newburyport residents and visitors through aggressive fire control, quality pre-hospital emergency medical care, fire prevention, public education and effective scene management. We strive to support and assist other city agencies in promoting the highest level of customer satisfaction.



FY 2013 ACCOMPLISHMENTS

- Awarded a \$35,000 Federal Homeland Security Firefighter Assistance Grant to replace our the two hydraulic cutter units on our Jaws of Life units, purchase two 4-point vehicle stabilization jack systems, and to replace our high pressure air bag rescue system
- Received a \$5,400 state grant from the state to continue with our Student Awareness Fire Education (SAFE) Program
- Received a \$2,000 grant to assist with maintenance of our Decon Unit
- Continued training emergency room personnel and area departments in the set up procedures and operation of our portable decontamination unit
- Hired four new Call Firefighters to replace the ones that have been hired as full time firefighters. This needs to continue so we can maintain a solid system for replacing retiring firefighters

- Collaborated with six area fire and police departments to develop and apply for a state grant to install an advanced microwave radio/data system. This would allow all departments, both on the Fire and Police side, to communicate with each other and allow all vehicles to be able to receive real time data through on board computers
- With our department participation, the regional emergency planning committee (REPC) participated in our first table top exercise at the Georgetown Public Library with a hazardous materials release scenario centered in the Town of Georgetown
- Continued to develop a more comprehensive SOG/SOP manual
- Continued training our personnel in the federally mandated NIMS Program (National Incident Management System), which allows the City to qualify for future federal and state grants when they become available
- Administered a special driver training class for all Department personnel in the industrial park that included both classroom and actual hands on driving. As a MIIA sanctioned session, this training helped the City in lowering its overall insurance costs
- Hosted a regional drill involving area fire departments and harbor masters that tested our ability to deploy our floating boom containment system to assist with containing a leak of hazardous materials in the Merrimac River
- Worked with the Salvation Army by supporting their evening meal program and provided assistance during the holidays by filling a fire truck at K-Mart with children's toys

FY 2014 TRENDS

The Department will continue to meet the challenge of providing services within the constraints of a limited budget due to the fiscal impacts of the recession. Our key funding priorities for FY14 will be to provide adequate training to personnel, replace aging equipment and enhance fire prevention programs.

The collaboration among area departments in forming regional approaches to such things as hazardous materials response, technical rescue teams, dispatch centers and purchasing will continue. The City should continue to take a serious look at either joining the new dispatch center in Middleton or establishing our own regional dispatch center in this area with bordering towns. The use of cooperative bid pricing on a regional and state level will continue to be expanded to allow for better pricing on services, equipment and apparatus. The Fire Chiefs Association of Massachusetts in collaboration with the Metropolitan Planning Commission has expanded a state wide fire apparatus procurement list to include aerial apparatus. We also are a member of the Plymouth County Fire Chiefs Cooperative bid pricing program for much of our other equipment. Once again, we joined a number of other area departments in hiring one vendor for our annual ladder testing and inspection program.

Sharing of specialty equipment such as foam trailers, air supply trailers and light towers will continue as area departments continue to share available resources.

The availability of grant funding will continue to diminish at a fast rate and therefore the competition for available funds will increase greatly. However, there has been a call from numer-

Fire Department (cont.)

ous federal legislators to increase Homeland Security grant funding.

The state continues to develop a comprehensive safety inspection program that will assist local departments with inspections of chemical facilities and general fire prevention activities. The academy is pushing for the certification of fire inspectors in dealing with the changes in both the building and fire safety code. The proposal to require new residential construction to have residential sprinkler systems is being fought at both the national and state level by the Builders Association.

The movement towards a national 700 band public safety radio network has been slowed because of both political and funding issues. Our department's radio system is experiencing interference problems that we are continuing to address. We are looking at potentially using a different mounting system on the radio repeater antenna set-up at the water tank on Rawson Avenue. This is another reason to participate in the regional grant approach for a new microwave radio/data system.

The Fire Department will finally have a public safety vessel available to deal with fire incidents on the Merrimac in FY14. With the significant number of boats and marinas in the Merrimac River, it has been a top priority for many years for the Department to have access to a boat with adequate firefighting capabilities. We are currently working with the Harbormaster and Police Department to outfit the vessel, coordinate use of the vessel, and provide training for staff.

The department will continue to see a number of retirements this year, a trend which will continue through the next couple of years. The change over in department personnel could be as high as 30% over the next four years.

These retirements will continue to deplete the ranks of our call fire department. We utilize our call department to fill the ranks of our vacant full time positions. Considering the anticipated retirements on the horizon and the present number of call firefighters, we project the possible depletion of our call fire department within the next three years. There needs to be a continued effort to replenish the call fire department over the next couple of years if the City plans on continuing to have a strong call fire firefighting force.

The Department's focus in FY 2014 will continue to be the protection of both life and property of citizens and visitors to the City and to provide for the safest possible work environment for our employees through safety equipment upgrades and continued training. The Department will continue to meet, plan and work with other public safety agencies within the City and surrounding communities to enhance the safety of all citizens and visitors to our region.

Finally, the change in Fire Department administration will be significant for the department. The leadership of the new Fire Chief will be critical in moving the department forward and allowing it to remain strong. It will be a time of transition but with everyone working toward the same goals, the Department will continue to grow.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to perform at the highest level of professionalism

Objectives:

- Continue to assist the public when they are in distress or in need of assistance in a timely and efficient manner by responding with the nearest and most appropriate available piece of apparatus and number of personnel
- Strive to maintain the same level of service that we currently provide using available funding. Continue to assess, evaluate and modify when appropriate our existing methods and procedures to find a more cost effective way of delivering our present level of services without compromising safety of the public or our personnel and when possible enhance these services
- Conduct regular preventative maintenance and perform annual testing, using qualified and certified mechanics / technicians, on our vehicles and equipment so it will perform at optimal levels when needed to protect the safety of our citizens, visitors and firefighters
- Continue to send our new full time hires to the 12 week full time recruit training program at the Massachusetts Firefighting Academy.
- Replenish our call fire department and require any new call personnel to successfully complete the Fire Academy County Call/Volunteer Firefighter 1 / 2 Program
- Continue our efforts to be a host site for available Massachusetts Firefighting Academy training classes
- Enhance our skills through ongoing training. We will use existing published training material and continue to develop and enhance our in-house training programs. We will continue to use the knowledge and experience of our own personnel to conduct this training. We will be sharing training resources, material and personnel with surrounding departments and conducting joint training exercises
- Evaluate our strengths and weaknesses in striving for Department accreditation. This is expected to be a multi year project
- Develop a more comprehensive departmental SOP/SOG manual
- Promote professional development of our personnel by encouraging them to participate in outside training and professional fire service organizations, providing funding if available. With a number of retirements in our officer ranks succession planning will be vital to the future operations of the Department
- Search and apply for federal, state, and private grants that will assist the department in purchasing new equipment with the latest technology and provide basic and advanced training for our personnel

Goal 2: Continue to work with other public safety and governmental agencies within the City and surrounding communities to enhance the safety of the public in the region

Fire Department (cont.)

Objectives:

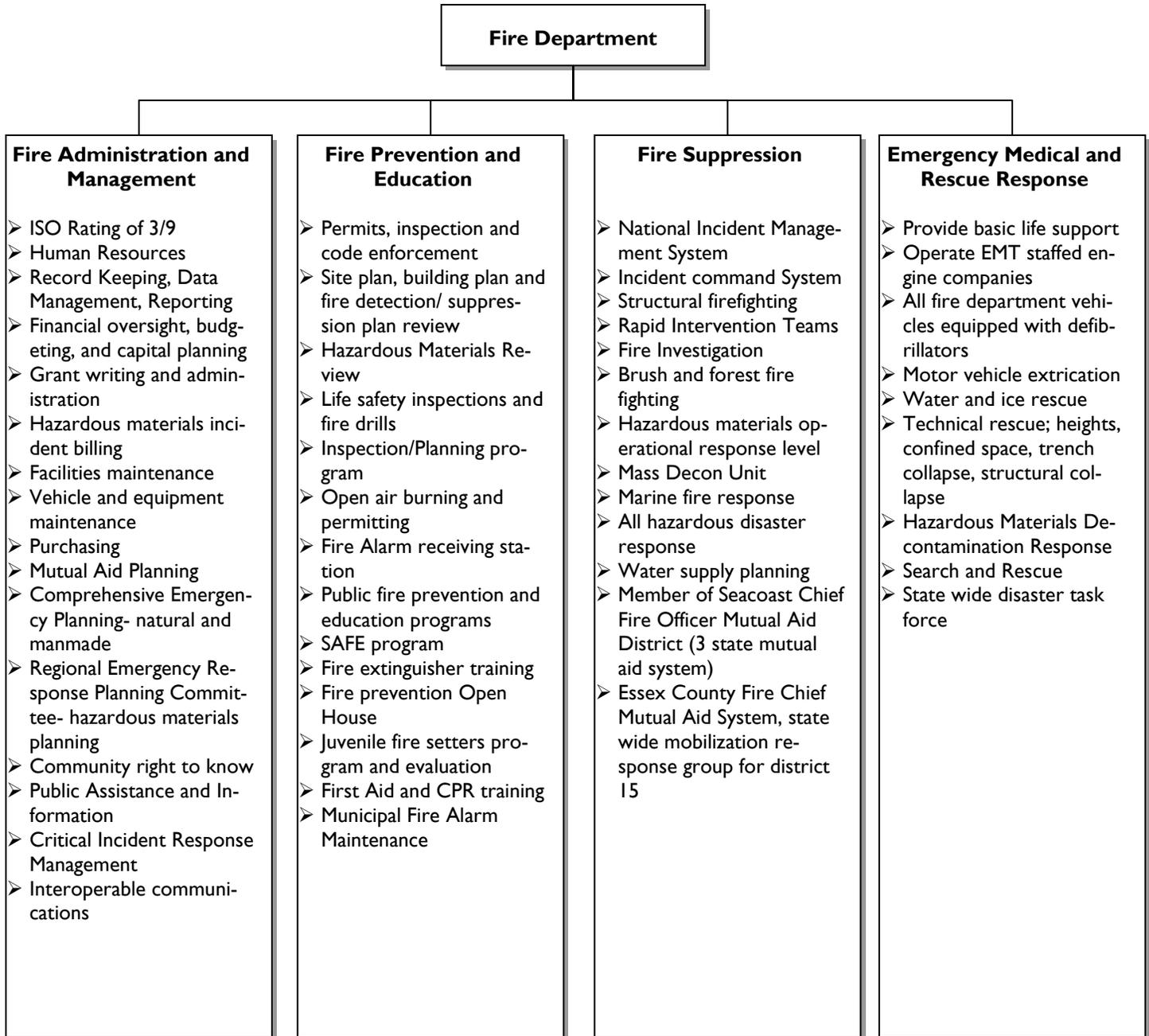
- Modify existing emergency response plans and develop new plans to respond to changing threats and hazards, both man-made and natural, that can have an adverse affect on the City
- Continue to train with these plans so that our personnel will be more effective during an emergency situation in coordinating with other agencies
- Coordinate with the Harbormaster, Town of Salisbury and DEP in conducting a full-scale spill control /containment exercise and drill in the Merrimac River
- Actively participate in a Regional Emergency Planning Committee full-scale hazardous materials exercise
- Explore the possibility of joining the regional dispatch center in Middleton
- Work with area fire departments in upgrading communication equipment, procedures, and licensing to ensure we will be in compliance with the federal mandated deadline of January 2013 to be narrow band capable and compliant
- Continue our mutual aid agreements with surrounding communities to assist each other in times of emergencies

Goal 3: Enhance our fire prevention and safety programs

Objectives:

- Continue to have a proactive approach in promoting fire safety, including an aggressive industrial and commercial facility safety inspection program, strong code enforcement for new and existing facilities, and safety training for the public
- Promote a better relationship with local media by keeping them abreast of ongoing events and partnering with them to publish and broadcast regular public safety service announcements
- Continue our public outreach by promoting safety awareness through a presence at community events, by utilizing educational mobile trailers available through the state fire academy, and funding for fire safety training props
- Continue safety awareness for preschool and school age children with educational programs in the schools and at the fire station
- Continue our attempt at upgrading our municipal fire alarm system from the current antiquated low energy wire system to a modern radio controlled wireless system. The cost of maintaining the system is becoming expensive. The initial plan would include purchasing the receiving equipment, establishing a timeline for all protected properties to convert their present equipment to the new equipment, and the possibility of charging a fee for monitoring. The completion of the project would result in an annual savings for the city

PROGRAMS & SERVICES



Fire Department (cont.)

PERSONNEL SUMMARY

FIRE DEPARTMENT			
Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
Fire Chief	1	1	1
Deputy Chief	1	1	1
Full Time Lieutenants	4	4	4
Full Time Firefighters	28	28	28
Dispatchers	4	4	4
Call Firefighters/Chaplin	8	8	9
Administrative Assistant	0	0	1
Total Full-Time Equivalents:	46	46	48



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FIRE DEPARTMENT

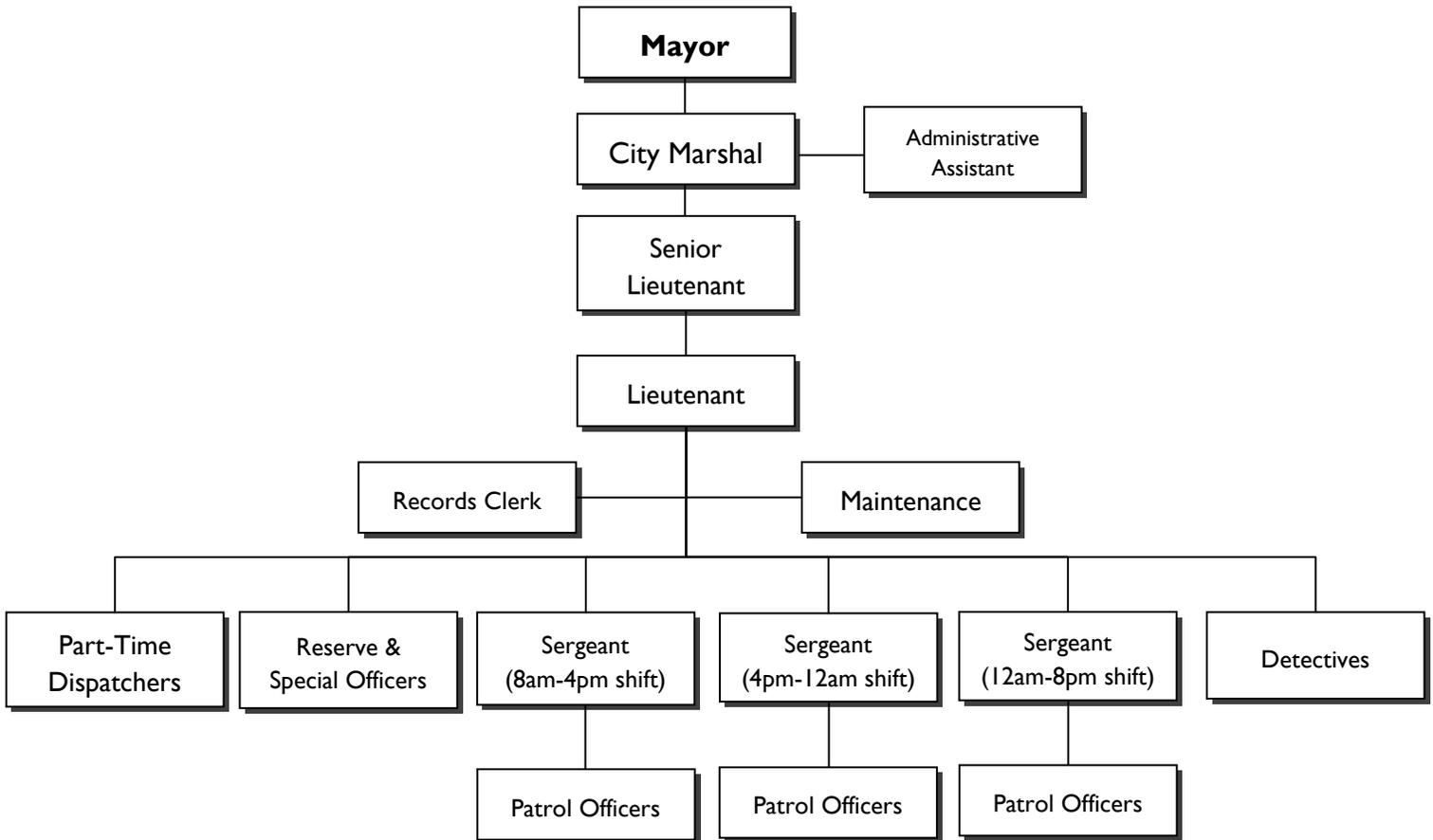
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 FIR SAL FIRE CHIEF	105,261	109,261	111,261	111,261	120,000	120,000.00
51102 FIR SAL DEPUTY CHIEF	90,483	90,900	92,292	92,293	94,139	94,139.00
51142 FIR SAL FIRE FIGHTERS	1,804,692	1,766,434	1,800,536	1,872,568	1,900,516	1,900,516.00
51144 FIR SAL CALL-FIREFIGHTERS	10,300	9,467	7,467	12,300	14,200	14,200.00
51150 FIR ADMINISTRATIVE ASSISTANT	0	0	0	0	44,500	44,500.00
51156 FIR SAL DISPATCHERS	138,993	142,039	142,936	144,423	145,158	145,158.00
51301 FIR OVERTIME	225,000	330,588	238,423	200,000	205,000	205,000.00
51302 FIR DISP OVERTIME	22,585	19,071	21,701	23,000	24,000	24,000.00
51401 FIR LONGEVITY	126,256	128,133	125,014	123,069	111,943	111,942.90
51402 FIR PAID HOLIDAYS	106,646	104,759	106,427	110,354	105,487	105,487.00
51403 FIR DISPATCH HOLIDAY	8,018	7,422	8,166	8,301	8,343	8,343.00
51405 FIR PR CLOTHING ALLOWANCE	25,500	26,102	33,750	36,200	39,000	39,000.00
51407 FIR EDUCATION CREDIT	850	0	825	1,650	1,550	1,550.00
51408 FIR SICK DAY USAGE INCENTIVE	2,664	3,374	2,916	4,658	2,675	2,675.00
51412 FIR CLOTHING REIMBURSEMENT	2,400	2,400	1,849	4,350	4,350	4,350.00
51413 FIR EMT STIPEND	20,000	20,000	21,000	27,000	23,000	23,000.00
51414 MUNICIPAL HEARING OFFICER	2,500	0	0	0	-	0.00
51415 FIR STIPEND TEAM A/B	6,450	7,350	7,350	8,250	8,550	8,550.00
51416 FIR HAZ/MAT STIPEND	25,500	24,850	28,050	28,900	28,050	28,050.00
51417 FIR PROFESSIONAL DEVELOPMENT	0	3,000	3,000	3,000	5,000	5,000.00
51509 FIR INJURED-ON-DUTY	14,550	24,214	15,043	16,500	16,500	16,500.00
51901 FIR RETIREMENT EXPENSE	33,232	95,624	39,359	0	-	0.00
001 - PERSONAL SERVICES Total	2,771,879	2,914,987	2,807,365	2,828,077	2,901,961	2,901,960.90
002 - PURCHASE OF SERVICES						
52101 FIR HEAT/ELECTRICITY	28,857	27,277	25,580	41,200	41,200	41,200.00
52401 FIR MAINT-BLDGS & GROUNDS	7,948	7,758	8,000	8,000	10,000	10,000.00
52402 FIR MAINT-EQUIPMENT	9,999	9,999	9,999	10,000	10,000	10,000.00
52403 FIR MAINT-VEHICLES	43,675	34,142	42,503	35,000	40,000	40,000.00
52408 FIR MAINT - FIRE ALARM EXP	19,250	18,769	20,000	20,000	22,000	22,000.00
52409 FIR BLDG/GRNDS-CS	1,499	1,500	4,690	4,000	4,000	4,000.00
52410 FIR MAINT - PURCHASE TIRES	2,150	4,150	4,150	4,150	7,500	7,500.00
52411 FIR COMPUTER EXP	4,291	5,223	7,394	7,394	7,500	7,500.00
52412 FIR RADIOS/PAGES	2,136	2,993	35,844	3,000	3,000	3,000.00
52750 FIR LEASE OF VEHICLES	0	0	8,868	36,000	36,000	36,000.00
53004 FIR HEPATITIS B VACCINATION	0	0	4,920	1,000	1,000	1,000.00
53005 FIR MEDICAL/PHYSICAL TEST	0	750	5,800	3,200	2,250	2,250.00
53006 FIR MEDICAL/DRUG TESTING	1,882	1,550	2,000	2,000	2,400	2,400.00
53007 FIR IN-SERVICE TRAINING	4,972	5,000	4,992	5,000	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	126,659	119,110	184,741	179,944	196,850	196,850.00
004 - SUPPLIES						
54200 FIR OFFICE SUPPLIES	609	1,389	1,499	1,800	1,800	1,800.00
54315 FIR MISC FIRE EQUIP	27,490	50,439	1,499	4,000	4,000	4,000.00
54316 FIR NEW HOSE-FITTINGS	1,000	1,000	1,000	1,000	1,000	1,000.00
54317 FIR PROTECTIVE CLOTHING	14,027	13,974	27,906	17,600	17,600	17,600.00
54318 FIR PROTECTIVE EQUIPMENT	2,576	7,570	20,840	5,000	5,000	5,000.00
54319 FIR FOAM & EQUIPMENT	0	250	250	2,000	2,000	2,000.00
54801 FIR FUEL/OIL VEHICLE(S)	16,513	20,157	27,417	32,000	34,500	34,500.00
55001 FIR MEDICAL SUPPLIES	2,487	2,498	2,500	2,500	3,000	3,000.00
55101 FIR EDUCATIONAL MATERIAL	3,346	1,000	3,400	6,800	6,800	6,800.00
55800 FIR OTHER SUPPLIES	411	182	499	1,000	1,000	1,000.00
004 - SUPPLIES Total	68,458	98,460	86,811	73,700	76,700	76,700.00

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57300 FIR DUES & MEMBERSHIPS	4,414	3,597	4,663	5,470	5,450	5,450.00
007 - OTHER CHARGES & EXPENSES Total	4,414	3,597	4,663	5,470	5,450	5,450.00
008 - CAPITAL OUTLAY						
58501 FIR TECHNICAL RESCUE EQUIP	1,994	1,849	2,000	2,000	12,000	12,000.00
58502 FIR DEFIBRILLATOR(S)	1,499	1,500	4,425	4,425	10,900	10,900.00
008 - CAPITAL OUTLAY Total	3,493	3,349	6,425	6,425	22,900	22,900.00
Grand Total	2,974,904	3,139,503	3,090,005	3,093,616	3,203,861	3,203,860.90

Police Department

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- State Accreditation; continue to maintain all requirements in accordance with guidelines set forth by State Accreditation Commission
- Utilize the Code Red System as our primary community emergency notification system which offers more dynamic messaging including texts and emails; Calls can also be launched remotely by authorized staff
- Installed 4th camera on the Inn Street Mall to monitor activity near playground and fountain which, in conjunction with new lighting and redesign of the turrets, has significantly reduced incidents

- Established a “School Security Check” (SSC) which requires all staff to make random visits to city schools. These checks include speaking with staff, students, monitoring halls and checking access points. It has received high reviews by staff and parents
- Area Law Enforcement Response Team (ALERT), is a regional mutual aid system that consists of nine area communities which respond to a school emergency. This group continues to plan and conduct drills at schools throughout the region
- Replaced four old and unsafe dive suits with a more durable and improved suit that better protects divers
- Facility passed DPH/JLO/MIAA and Accreditation Inspection for adult and juvenile holding facility
- The website and Facebook page continued to grow with visitors and information sharing; Staff continues to update information to the community on a regular basis
- Continued online training and in-service with MPI and MIIA to earn safety points for city
- Drug Drop Box in the lobby of the police station continues to be a great success with high traffic requiring the box to be emptied monthly to keep up with the deposits being made; the department continues to participate in the semiannual DEA National Take Back Initiative
- Marshal conducted coffee visits to senior citizen facilities to facilitate ongoing communication to better meet their needs
- Monitored and managed overtime usage to stay within budgeted allotment
- Managed several major city events - 10 road races in the City this year, 3 new races, 2 of which were half marathons, as well as major events such as Yankee Homecoming, Invitation Nights, Riverfest, waterfront concerts, and numerous weekend festivals
- Conducted a first-ever Gun Buyback with support of the Newburyport Five Cent Savings Bank, netting 40 firearms from residents that no longer wanted these firearms
- Increased participation in the H.E.L.P.S. program, which was created to reunite lost persons with medical conditions back with family safely
- The Department is in the middle of the “Drug Intervention & Rescue Teens” (DIRT) initiative; leadership encourages officers to think outside the box and be creative in their pursuit of offenders and gang activity
- Purchased state-of-the-art traffic monitoring and speed reduction technology; a computerized speed-board which has the capability of being attached to any telephone pole and remotely operated. The speed-board has the capability to advise motorists of their speed, set off warning signals when a speed exceeds the posted speed limit, and can conduct a traffic studies which will help inform the Traffic Safety Advisory Committee in their efforts

FY 2014 TRENDS

While there are signs that the economy is improving ever so slowly, the criminal activity has seen increases again this year. The department handled 24,969 calls for service, which is a

Police Department (cont.)

2.99% increase over 2012. The department arrested/summoned 601 persons, which is an increase of 14% over 2012. There was a fair reduction in motor vehicle crashes from 353 to 306; armed robberies are up 200% from last year.

The police department has made progress on identifying and dismantling gang activity in the schools, Inn Street Mall, and downtown business area. Officers worked with City staff, business owners, community members, schools, and informants to develop strategies to confront this behavior and activity. We have partnered with Amesbury and Salisbury Police Departments to formulate a coordinated response against these gang type crimes. This past summer, residents and visitors enjoyed a much safer visit along the boardwalk and shopping in the downtown.

School safety has once again been pushed to the forefront. The tragedy at Sandy Hook underscores the importance of improving school security and maintaining and exercising school safety plans. Meetings with school personnel and the Mayor were held to review security procedures and technology designed for the upcoming school projects. The ALERT group continues to meet on a regular basis to exchange ideas, conduct tabletop exercises, and schedule drills and scenarios in each of the communities. Past incidents are used to expand and improve existing emergency plans and strategies.

The range of construction projects throughout the City and other special events results in increased traffic and congestion and can result in frustration, aggressive driving and road rage. This issues along with inattention and distraction are contributing factors to increased calls for service and motor vehicle crashes. Anticipated road and bridge improvements scheduled over the next several years will continue to increase congestion and potential for accidents.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to study traffic patterns

Objectives:

- Continue to collect annual data on accidents
- Run in-depth studies on the streets with more than 10 motor vehicle accidents per year then formulate and implement enforcement strategies to reduce accidents
- Run traffic studies as needed and in neighborhoods where we receive complaints
- Continue to work with ad hoc Traffic Calming Committee

Goal 2: Add additional Reserve Officers

Objectives:

- There is a new Civil Service test being given in April 2013. It is our intention to replenish

the reserve list to a level that meets the needs of our community and department

- Utilize Reserve Officers to compliment patrols during peak periods

Goal 3: Use social media and other strategies to communicate with the public

Objectives:

- Continue to improve and expand the use of social media to provide and receive information from the community in a timely manner
- Continue to expand the use of Facebook, Twitter, and the Department's webpage along with programming on local cable access (Port Media) to expand our information sharing

Goal 4: Provide ongoing and specialized training

Objectives:

- Specialized training includes school evacuations and active shooter, advanced dive training, accident reconstruction, crime prevention and crime scene services.
- Use MPI to meet all in-service requirements except CPR
- CPR will be done with in-house instructors
- Participate in MIIA Rewards Program Trainings
- Provide Specialized Training to school administrators and staff as needed

Goal 5: Complete Study of Dispatch Options for the City

Objective:

- Increase dispatch to 4.5 dispatchers. The increase of .5 dispatchers (2 shifts) would provide coverage for all shifts
- Work with city leaders to explore possible contracting services with contiguous communities
- Study feasibility about Newburyport Public Safety Dispatch

Goal 6: Replace Mobile Data Terminals

Objective:

- The mobile data terminals in cruisers are critical to officer safety and have fallen into disrepair. Only one of these terminals is now operational
- These terminals provide direct access from the cruiser to the Department internal criminal files, case management, and master name files
- These terminals also provide officers direct access into the RMV license and registration information, Massachusetts Warrant system, and to the national warrant system
- These terminals provide the officers with critical timely information at the time of a traffic

Police Department (cont.)

stop or interaction with a member of the public

- These terminals have the capability to store floor plans for all city schools and possible future access to close-circuit monitors in schools in the event of an emergency.

Goal 7: Evaluate the use of Tasers

Objective:

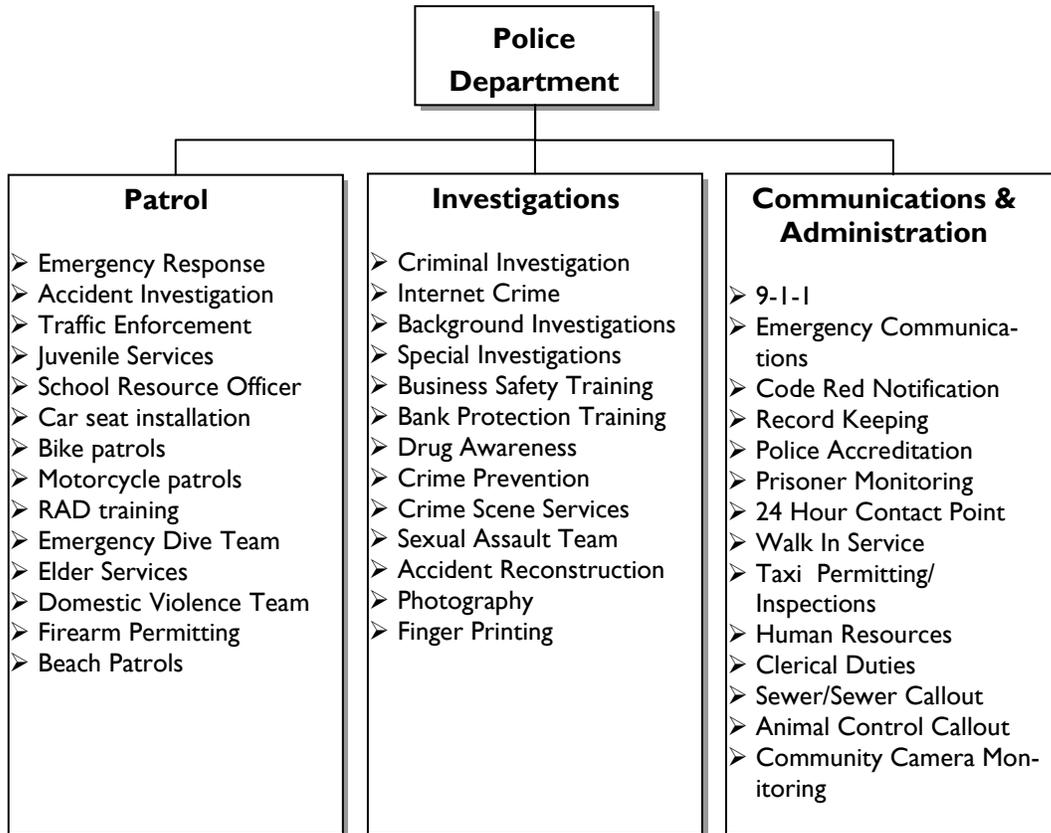
- Compile data for Public Safety Team and City Council regarding the addition of Tasers as a tool for officers, including surveys revealing officer injuries are down by 76% and the decreased injuries to suspects saving an estimated 75,000 lives
- Survey local surrounding communities and document results including reports of dramatic reduction in resistance and compliance with the officers commands

Goal 8: Hire two additional officers

Objective:

- Evaluate financial feasibility of adding two additional officers to the existing staffing of 24 officers assigned to patrol and investigative services; the City ordinance calls for 29 patrol officers
- Evaluate potential benefits including: increasing safety of shift levels on late nights when there is normally two officers on patrol; minimizing overtime replacement costs for shift shortages; and ability to increase community programs that have been eliminated/reduced due to limited staff levels

PROGRAMS & SERVICES



PERSONNEL SUMMARY

POLICE DEPARTMENT			
Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
City Marshal	1	1	1
Senior Lieutenant	1	1	1
Lieutenant	1	1	1
Sergeant	5	5	5
Inspector	2	2	3
Patrolmen	22	22	24
Administrative Security	1	1	1
Records Secretary	0.43	0.57	0.57
Dispatcher	3	3	4.5
Custodian	0.5	0.5	0.5
Total Full-Time Equivalents:	36.93	37.07	41.57

POLICE DEPARTMENT

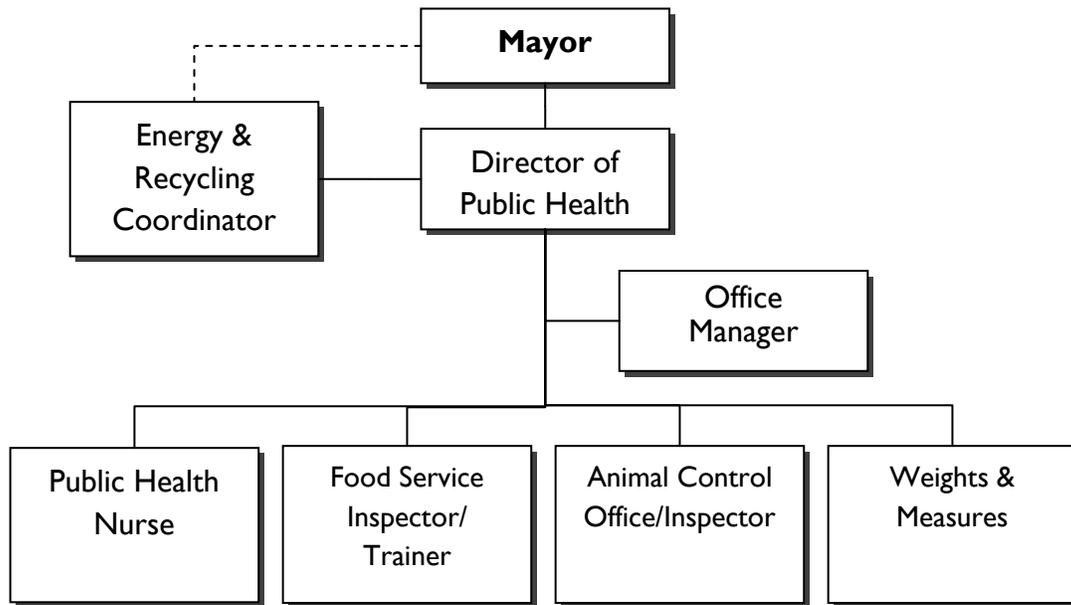
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51110 POL SAL MARSHAL	122,416	124,865	127,362	127,362	130,050	130,050.00
51142 POL SAL OFFICERS	1,889,868	1,882,215	1,828,050	1,928,739	1,992,167	1,992,166.70
51144 POL SAL RESERVE OFFICERS	1,224	-1,909	6,865	10,000	10,000	10,000.00
51150 POL SAL ADMIN SEC'Y	46,761	46,709	47,831	47,648	50,271	50,271.28
51152 POL SAL CLERICAL	20,119	21,416	21,248	21,247	22,193	22,192.89
51156 POL SAL DISPATCH F/T	112,653	111,757	119,022	119,110	173,410	173,409.57
51164 POL SAL DISPATCH P/T	9,860	14,630	12,962	15,000	15,000	15,000.00
51166 POL SAL CUSTODIAL	20,710	20,991	21,248	21,349	22,103	22,102.98
51301 POL OFF OVERTIME	223,215	174,119	205,000	183,600	190,000	190,000.00
51302 POL DIS OVERTIME	9,402	11,878	7,951	8,000	10,000	10,000.00
51400 POL AFSCME EDUCATION STIPEND	0	0	0	0	2,950	2,950.00
51401 POL LONGEVITY	92,170	85,595	82,469	77,982	76,901	76,900.65
51402 POL OFF PAID HOLIDAYS	46,235	46,001	47,585	65,000	65,000	65,000.00
51403 POL DIS PAID HOLIDAYS	3,228	3,356	3,419	5,604	5,604	5,603.52
51404 POL COURT TIME	36,839	36,776	35,993	36,000	36,000	36,000.00
51405 POL PR OFF CLOTHING ALLOW	33,000	31,000	38,500	32,000	40,250	40,250.00
51406 POL EVALUATIONS	31,300	29,400	31,500	30,000	30,000	30,000.00
51407 POL CIV ED CREDIT	408	0	0	0	-	0.00
51408 POL CIV FVO STIPEND	865	0	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	53,922	56,307	53,872	58,341	57,341	57,341.00
51411 POL DIS NIGHT DIFFERENTIAL	1,040	1,560	1,560	1,560	2,392	2,392.00
51412 POL DISP CLOTHING REIMB	1,800	1,800	1,278	1,800	2,400	2,400.00
51413 POL ACCREDITATION ALLOWANCE	0	0	0	35,119	38,723	38,722.56
51509 POL INJURED-ON-DUTY	19,086	33,848	21,452	20,000	20,000	20,000.00
51510 POL RETIREMENT EXP	40,087	1,230	77,218	0	-	0.00
51513 POL SAL INN ST INITIATIVE	0	0	10,000	10,000	10,000	10,000.00
51601 POL FITNESS ALLOWANCE	1,667	1,185	3,400	2,500	4,500	4,500.00
001 - PERSONAL SERVICES Total	2,820,875	2,737,730	2,808,786	2,860,961	3,010,253	3,010,253.15
002 - PURCHASE OF SERVICES						
52101 POL HEAT	14,535	14,890	10,567	17,000	17,000	17,000.00
52102 POL ELECTRICITY	47,329	46,677	48,769	51,530	51,530	51,530.00
52401 POL MAINT-BLDG	17,013	31,206	15,788	15,000	15,000	15,000.00
52402 POL MAINT-EQUIPMENT	11,483	9,847	69,941	12,500	15,000	15,000.00
52403 POL MAINT-VEHICLES	20,528	26,497	21,820	21,540	21,540	21,540.00
52701 POL LS/PUR COPY MACHINE	4,140	4,140	4,140	4,140	4,140	4,140.00
53001 POL E.A.P.	0	0	0	289	289	289.00
53002 POL MEDICAL EXPENSES	1,000	1,420	1,891	1,500	1,500	1,500.00
53003 POL LICENSING	38,167	30,377	40,647	41,367	41,367	41,367.00
002 - PURCHASE OF SERVICES Total	154,194	165,054	213,562	164,866	167,366	167,366.00
004 - SUPPLIES						
54200 POL OFFICE SUPPLIES	11,674	10,800	9,950	10,000	10,000	10,000.00
54309 POL SUPPLIES-PHOTO	750	0	0	0	-	0.00
54310 POL SUPPLIES-CRIME LAB	749	1,493	1,488	1,500	1,500	1,500.00
54801 POL FUEL/OIL VEHICLE(S)	30,261	48,655	65,449	75,000	77,500	77,500.00
54901 POL PRISONER MEALS	78	72	41	100	100	100.00
55001 POL MEDICAL SUPPLIES	1,497	1,397	1,526	1,500	1,500	1,500.00
55800 POL OTHER SUPPLIES	2,500	1,700	5,797	2,500	2,500	2,500.00
55801 POL AMMUNITION/WEAPONS	4,558	4,782	4,985	5,000	7,500	7,500.00
004 - SUPPLIES Total	52,066	68,899	89,236	95,600	100,600	100,600.00

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57300 POL DUES & SUBSCRIPTIONS	4,163	6,120	9,403	9,448	9,448	9,448.00
007 - OTHER CHARGES & EXPENSES Total	4,163	6,120	9,403	9,448	9,448	9,448.00
008 - CAPITAL OUTLAY						
58501 POL CAP EXP-MIS/COMMUNICTNS	5,998	5,794	6,698	6,000	6,000	6,000.00
58502 POL PUR CRUISER(S)	25,300	31,473	91,615	41,300	43,000	43,000.00
58505 POL DIVE SUITS	0	12,020	0	0	-	0.00
008 - CAPITAL OUTLAY Total	31,298	49,287	98,312	47,300	49,000	49,000.00
Grand Total	3,062,596	3,027,090	3,219,298	3,178,175	3,336,667	3,336,667.15

Health Department

MISSION STATEMENT

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



FY2013 ACCOMPLISHMENTS

ADMINISTRATION:

- Implemented New Health Department (FOG) Fats, Oils & Grease Regulations
- Implemented New Health Department Solid Waste Hauler Regulations
- Implemented New Health Department Festival Regulations
- Issued 358 Health Department Permits:

Food Protection.....	257	Tobacco	21
Churches & School.....	16	Collection of Solid Waste.....	16
Collection of Fats, Oils & Grease ...	12	Disposal Works	9
Septage Hauler	8	Pools	3
Well Permits.....	3	Ice Rink.....	1
Bathing Beach.....	1	Recreational Summer Day Camps ...	3
Bed and Breakfasts	8		

- Collected \$98,083 in Health Department Permit Fees
- Conducted 1,419 Health Department Inspections:

Food Protection & Sanitation	Housing & Sanitation	Environmental
Nuisance	Pools & Beaches	Noise & Air Pollution
Title V & Deep Hole Testing	Fats, Oils and Grease	Recreational Camps
Waste Haulers	Tanning	Dumpster & Sanitation
- Implemented New Health Department City-wide Service Contract for the collection and removal of animal waste at animal “Off Leash Areas”
- Developed and implemented the Health Department and the Mayor’s third annual Community “Wellness Week” and “Health and Wellness Fair”
- Completed development of New City Hall/Health Department offices (Recycling and Energy Office and Office of the Public Health Nurse.)
- Completed new City Health Department data collection system of all Health Department inquiries, permits, license process, budget process and enforcement citations
- Completed New Health Department office policies and procedures for accountability and transparency
- Completed New application check list for a Food Service Permit to Operate
- Completed New application for Food Service Site Plan Review
- Completed New checklist for residential & commercial demolition of a building structure
- Completed New Application for Recreational Summer Camps
- Assisted in development of new City “Off Leash Dog Parks”
- Amended Health Department Tobacco Regulations pertaining to the “Sale of Tobacco to Minors”
- Amended Health Department Food Protection Regulations to include State Mandated “Allergen Awareness Advisories”
- Maintained level community public health services with resources provided
- Continued to assisted the City Planning Department in the drafting of the City of Newburyport new Storm Water Management Ordinance
- Continued to assisted City Water and Sewer Departments in gaining state compliance with Plum Island Consent order
- Implemented New Health Department website to include public health advisories: Lyme Disease, West Nile Virus, Eastern Equine Encephalitis, Pertussis, Influenza, Meningitis, communicable and infectious diseases, carbon monoxide, seasonal & winter advisories, bathing beaches results and health & wellness information
- Continued to assist the Mayor’s Office in the final capping of Crow Lane Landfill
- Health Director achieved Certification in “Management & Leadership Skills for Environmental Health & Safety Professionals” from the Harvard University School Of Public Health

Health Department (cont.)

- Office Manager achieved Certification in “Housing” from the Local Public Health Institute of Massachusetts; Massachusetts Food Protection; Choke Saver Training from American Medical Response; FEMA ICS 100– Incident Command System; FEMA NIMS 700—National Incident Management System

FOOD PROTECTION PROGRAM:

- Met compliance with the Massachusetts State Public Health Department requirement for 105 CMR 590.000 “Minimum Standard For Food Establishments” Required Annual Inspections.
- Implemented new Health Department Citywide Festival Regulations
- Implemented new City Winter Farmers Market
- Implemented new Food Protection Regulations requiring monthly preventive maintenance of all fats, oils and grease storage, collection and transport.
- Implemented new Food Protection Regulations requiring all restaurants to provide monthly extermination and preventive maintenance programs.
- Implemented new Food Protection Regulations to require all food service establishments to be in compliance with the State of Massachusetts mandated “Allergen Awareness Training” for food service employees and for allergen awareness advisories on all food service menus
- Continued development of a new combined form for Health Department Food Service Site Plan Review and Application for Permit to Operate

PUBLIC HEALTH NURSING & EPIDEMIOLOGY:

- Assisted in The City of Newburyport City Health Department Community Health Assessment
- Presented ,for the second year, the following community awareness seminars on: Lyme Disease, Head Concussions in School Sports, West Nile Virus , Pediatric Vaccinations, Resources for Newburyport Seniors, Nutrition & Fitness for Children (Brown School), and Operation Stand Down (Veterans Department)
- Achieved compliance with the Commonwealth of Massachusetts Department of Public Health (MDPH) mandated MAVEN certification system – Communicable and Infectious disease follow up and surveillance
- Developed community awareness brochures concerning Lyme Disease, West Nile Virus, Eastern Equine Encephalitis, Shingles, Home Sharps Disposal, Influenza and Pertussis
- Worked with school nurses on pertussis cases
- Working with the Council on Aging on a New City of Newburyport Shingles Vaccination Program for Seniors
- Provided eight Citywide Influenza Clinics, in addition to weekly walk-in flu clinics held from

November through February. Approximately 700 vaccines were administered to Newburyport residents, non-residents and city employees

- Provided walk in and extended citywide hours for influenza vaccinations during public health emergency
- Conducted 258 blood pressure screenings
- Conducted 42 Massachusetts Department of Public Health MAVEN communicable & infectious community disease monitoring & surveillance investigations
- Continued to provide walk in hours for blood pressure screenings for Newburyport residents
- Achieved Certification in Foundations of Public Health from the Boston University School of Public Health
- Achieved Certification in First Aid/CPR Core Instructor from American Heart Association
- Achieved Certification in Basic Life Support For Health Care Providers

ANIMAL CONTROL SERVICES:

- Implemented Regional Animal Shelter services with the Town of Newbury and the Town of Topsfield for shared Animal Shelter services
- Worked with the Mayor and the Director of Policy & Administration to reinstitute a contractual Assistant Animal Control Officer position for backup coverage
- Continued work on regionalizing Animal Control Services with Town of West Newbury
- Implemented New Animal Control policies and procedures to establish accountability and transparency for the Animal Control Department
- Implemented New Animal Control data collection system to track animal inspections, re-inspections, complaints, citations, isolations, quarantines, rabies testing, off-leash violations, dog registration enforcement, Massachusetts State required animal barn inspections.
- Implemented New City of Newburyport Community Animal Control web site
- Received 462 animal related calls
- Received 298 complaints
- Conducted 413 dog license checks
- Issued 71 citations
- Issued 42 rabies isolation & quarantined orders
- Sent 8 animals for rabies testing
- Provided New community awareness brochures: Animal health, dogs on beaches, pets in cars, and wildlife in your community fact sheets.
- Conducted “Care for Animals During an Emergency” presentation at City-wide Mayor’s Health & Wellness Fair
- Worked with City Emergency Management to provide regional emergency animal control services during Hurricane Sandy

Health Department (cont.)

- Worked with Health Director on City-wide service contract with Doody Calls
- Assisted the Health Director with new Massachusetts Animal Control Regulations
- Appointed by Commonwealth of Massachusetts Department of Agriculture: Inspector of Animals
- Appointed by Animal Control Officers Association of Massachusetts: Animal Control Officer
- Attained certification in FEMA ICS 100— Incident Command System; FEMA NIMS 700— National Incident Management System; FEMA IS 00010—Animal in Disaster: Awareness & Preparedness; FEMA IS 00011—Animals in Disaster: Community Planning; American Red Cross Animal First Aid/CPR

SOLID WASTE, ENERGY & RECYCLING:

- As a designated Green Community, Newburyport received its first grant in the amount of \$155,000 which was used to perform energy upgrades to City Hall and the Police Station
- Implemented a new downtown solid waste and recycling ordinance which began in December 2011 and has met its objectives of reducing costs and keeping storm drains and the area cleaner. Significant education was performed and weekly enforcement continues
- Solid waste tonnage fell to 5065 tons from our benchmark year of 2009 with 7500 tons. These reductions lead directly to cost reductions, since separating out disposal costs from a lump sum contract and are now charged on a per ton basis
- Curbside recycling materials had a modest increase from 2914 tons to 2922 tons. Drop-off recycling and household hazardous waste increased in all material areas
- The Toward Zero Waste program that is being funded by a DEP Sustainable Materials Recovery Program grant had a goal of 50 household participants and by year end has doubled the goal to just over 100 participants
- Opened the new compost/yard waste facility in September 2012 and serviced approximately 2200 households with revenues of approximately \$30,000
- Completed Green Communities Annual Report for the State Department of Energy Resources
- Tracked and reported that total municipal energy usage in all city buildings has decreased 17% since baseline year 2009
- Finalized contract with True North Solar in Salisbury and in August 2012 Newburyport began receiving net metering credits at a fixed 10% discount off associated electricity bills
- Applied and was selected as a Mass Solarize Community during the summer of 2012 and generated commitments for 423 kw of solar PV for Newburyport residents and businesses; this number was double what the state had targeted for each selected community
- Started a new electronics waste (e-waste) recycling program funded through a Wal-Mart grant to hire 6 young adults with developmental disabilities to assist with the program

- Completed contract negotiations with Constellation Energy for a new three year energy supply contract for city wide electricity supply
- Continued focus on educational programs relating to sustainability through eco-tours, annual information brochure, educational sessions and assemblies at each school, and other venues throughout the year
- Conducted a rain barrel education and marketing program in which over 100 households participated in
- Facilitated the acquisition of City streetlights from National Grid, from which the City will see significant savings to its annual operating costs

WEIGHTS & MEASURES:

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

EMERGENCY PREPAREDNESS:

- Worked with City Emergency Management Department to provide public health assistance during Hurricane Sandy
- Achieved compliance with all FY12 Commonwealth of Massachusetts Department of Public Health (MDPH) and U.S. Department of Health & Human Services Center for Disease Control (CDC) Public Health deliverables required by the City Health Department for the Commonwealth of Massachusetts Region 3A Public Health Emergency Preparedness Coalition
- Provided City Emergency Management Department Staff (Mayor's Office, Department of Public Services and IT) with new electronic iPads

FY 2014 TRENDS

The Health Department will investigate possible planning incentives offered by the Commonwealth of Massachusetts' Department of Public Health for the purpose of shared regionalization services of the Health Departments. The Department is continually working on State and Federal planning requirements for emergency and all hazard preparedness including but not limited to bio-terrorism attacks, natural disasters, man made disasters, and disease outbreaks. The requirements and expectations of the Health Department are continually increasing, while staffing and funding remains limited. As a result of staffing and funding limitations, emergencies and top priorities are responded to first, and non-emergency complaints are investigated second. This trend will continue through FY2014.

Solid Waste, Recycling and Energy management also known as "Sustainability" is an emerging trend for businesses, municipalities and other institutions. In this arena, Newburyport is looked upon as a leader in the region and has helped surrounding communities with their efforts as well as being featured at statewide sustainability conferences. This office will continue to work with City Departments, the Schools, and residents to increase awareness, educate and bring in a variety of programs that strive to conserve energy, water, and other natural resources while increasing efficiencies and reducing costs whenever possible. In addition, it will work to continu-

Health Department (cont.)

ally promote environmental parameters by encouraging the use of environmentally friendly and healthy technologies and behaviors through organization, management, education, enforcement, and consultation of materials including hazardous materials.

FY 2014 GOALS & OBJECTIVES

Goal 1: Maintain level services with the resources available to the Health Department

Objectives:

- Maintain current level of services of Public Health in compliance with local, state and federal mandates including: disease and injury prevention, promoting and offering immunization programs, responding to bacterial illnesses, monitoring disease outbreaks, providing health education and prevention programs, providing health advisories promoting health, wellness, nutrition and fitness information, tobacco control programs, environmental protection, responding to health hazards, ensuring water quality, monitoring waste disposal, fighting noise and air pollution, promoting animal health, health monitoring, enforcement and ensuring of health and safety codes, assisting with healthcare access, and ensuring emergency preparedness and response

Goal 2: Investigate new insights and innovative solutions for shared or regional local public health services with surrounding communities to improve efficiency and generate cost savings

Objectives:

- Continue to enhance the shared Animal Control Regional Shelter Services with surrounding communities
- To continue to research potential Regional Animal Control Services with additional surrounding Essex County communities

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

Objectives:

- Continue to inform, educate and empower city residents on public health issues: Lyme disease, West Nile Virus, Influenza Virus, Eastern Equine Encephalitis, Pertussis, Bacterial & Viral Meningitis, Head Concussions in Sports
- Public service announcements (PSAs) will continue to be posted on the City Website and distributed through local media (newspapers, cable news, radio) to promote community awareness of situational or seasonal conditions such as emergency preparedness and planning, solid waste management, carbon monoxide and smoke detector safety, and bathing beach safety issues such as riptide current, and beach water testing for coliform bacteria; as well as to instruct residents as to proper procedures for disposing of dangerous medical or biological waste. The Health Department will continue to generate and distribute educational brochures on communicable and infectious disease control, housing issues such as

landlord and tenant rights, food protection, and health and safety awareness for parents concerning recreational summer camps.

- The Health Department will sponsor and promote the fourth annual City of Newburyport Mayor's Health and Wellness Fair
- The Health Department will utilize the state required MAVEN Disease Control Monitoring Surveillance System to investigate, track and monitor all reported incidents of potential communicable and infectious diseases deemed dangerous to a community.

Goal 4: Research and report the public health status of the City to identify community health problems

Objectives:

- Investigate, research and analyze data of community health indicators and disease to gauge the health and wellness of the City of Newburyport as it compares with other communities in Essex County.
- Develop a City Health Department Community Health Assessment

Goal 5: Maintain and improve upon recycling, solid waste, composting, and sustainability services as well as the educational techniques for these services using all available resources

Objectives:

- Ensure that new compost/yard waste site is running efficiently for yard waste material management.
- Refine and restructure compost site drop off to ensure enough space for materials and ease of maneuvering as well as to finish off grading and top level on southwest side of site.
- Develop web pages for recycling, solid waste, composting, and energy in order to upgrade on-line presence of programs, regulations and policies
- Develop sources of relevant educational topics for all residents to take advantage of
- Working with City engineering to restructure site flow and finish grading and top layer
- Structure new webpages for City website that outlines overview of programs, policies and regulations, events, fees, and proper material handling for recycling, solid waste, composting, and energy.

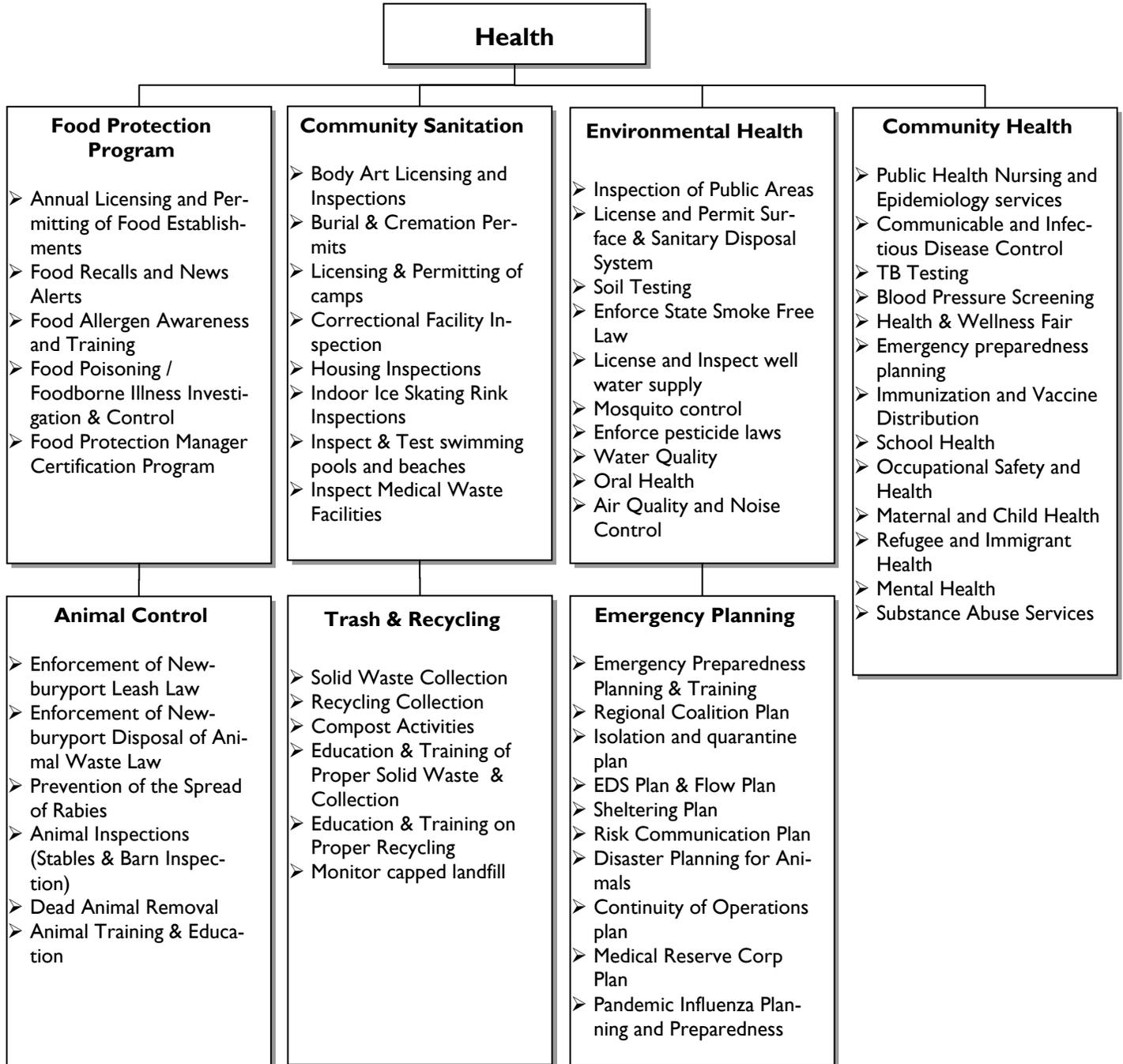
Goal 6: Develop policy or regulation that ensures recycling access to multi-family households that are consistent and fair to all taxpayers

Objectives:

- The Recycling and Energy office will evaluate recycling options for multi-family properties and develop appropriate policies and regulations based on findings

Health Department (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

HEALTH DEPARTMENT			
<u>Position</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Budget</u>
Health Director	1	1	1
Administrative Assistant	1	1	1
Recycling Coordinator	1	1	1
Public Health Nurse	0.5	0.5	0.5
Animal Control Officer	0.5	0.2	1
Assistant Animal Control Officer	0	1	0.4
Compost Attendant	0.5	0.5	0.5
Compost Attendant	0.5	0.5	0.5
Sealer of Weight & Measure	0.2	0.2	0.2
Total Full-Time Equivalents:	5.20	5.90	6.10

Health Department (cont.)

HEALTH DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 HLH SAL HEALTH DIR	61,980	71,347	71,400	71,400	75,399	75,398.83
51103 HLH SAL ADMIN ASSIST	44,125	39,093	41,200	46,345	47,040	47,039.81
51164 HLH MINUTE TAKER	1,350	900	1,350	1,800	1,800	1,800.00
51166 HLH PER DIEM INSPECTORS	5,395	6,900	9,400	6,900	4,600	4,600.00
51169 HLH SAL WEIGHTS & MEASURERS	4,250	5,000	5,000	6,000	6,000	6,000.00
51403 HLH STIPEND RECYCLE ATTEND	1,093	0	0	0	-	0.00
51404 HLH TRAVEL EXP STPND	3,100	0	5,000	5,000	5,000	5,000.00
51405 HLH CLOTHING REIMBURSEMENT	850	850	250	250	250	250.00
51711 HLH SAL PUBLIC HEALTH NURSE	20,803	29,940	21,494	30,068	30,519	30,519.02
001 - PERSONAL SERVICES Total	142,946	154,030	155,094	167,763	170,608	170,607.66
002 - PURCHASE OF SERVICES						
52813 HLH CHIPPER SERVICE	7,496	25,184	103,000	0	-	0.00
52904 HLH ESSEX GREENHEAD	0	820	820	945	945	945.00
53204 HLH HEALTH CONSULTANT	1,000	1,250	997	1,000	1,000	1,000.00
53700 HLH TRAIN/TRVL/CONFR	450	5,262	2,114	2,300	2,300	2,300.00
002 - PURCHASE OF SERVICES Total	8,947	32,516	106,931	4,245	4,245	4,245.00
004 - SUPPLIES						
54200 HLH MISC EXPENSE	6,848	3,059	2,479	2,500	2,000	2,000.00
54201 HLH WGHTS/MEASURE EXP	0	0	0	0	500	500.00
55000 HLH MEDICAL & SURGICAL SUPP	2,126	2,225	1,498	1,500	1,500	1,500.00
004 - SUPPLIES Total	8,974	5,284	3,977	4,000	4,000	4,000.00
007 - OTHER CHARGES & EXPENSES						
57300 HLH DUES & MEMBERSHIPS	474	948	208	2,000	2,000	2,000.00
007 - OTHER CHARGES & EXPENSES Total	474	948	208	2,000	2,000	2,000.00
Grand Total	161,341	192,778	266,209	178,008	180,853	180,852.66

SUSTAINABILITY

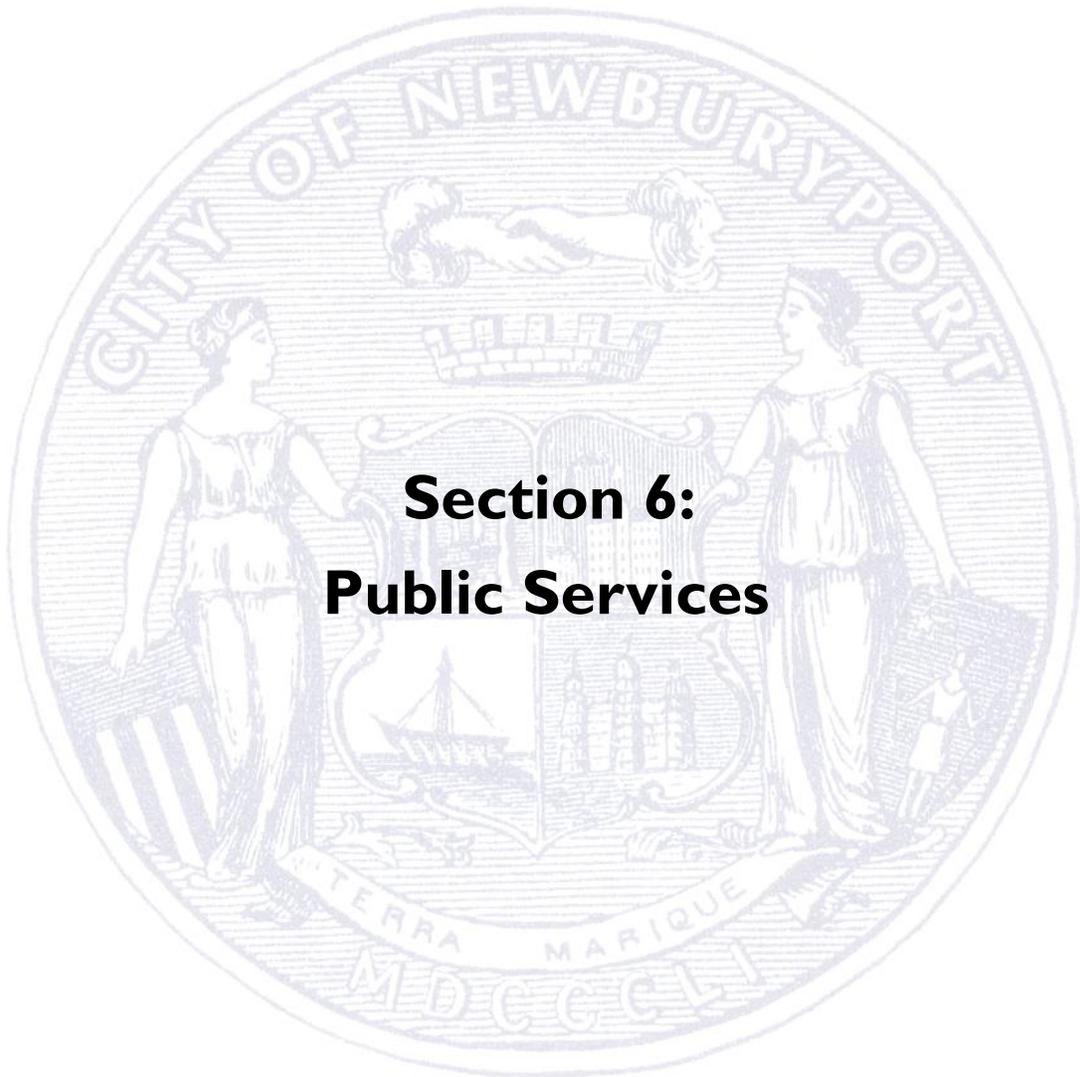
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51166 SUS RECYC PER DIEM INSPECTORS	0	0	0	0	2,300	2,300.00
51168 SUS COMPOST ATTEND	31,024	20,621	21,799	24,000	24,000	24,000.00
51160 SUS SAL ENERGY/ RECYCLE COORD	32,539	50,000	50,000	35,000	38,080	38,080.33
001 - PERSONAL SERVICES Total	63,562	70,621	71,799	59,000	64,380	64,380.33
002 - PURCHASE OF SERVICES						
52403 SUS MAINT OF VEHICLE	685	42	250	250	250	250.00
52905 SUS SOLID WASTE	981,103	976,357	1,086,149	1,116,149	1,116,149	1,116,149.00
53424 SUS HOUSEHOLD HAZARDOUS WAS	15,096	14,938	12,499	0	-	0.00
002 - PURCHASE OF SERVICES Total	996,884	991,338	1,098,898	1,116,399	1,116,399	1,116,399.00
004 - SUPPLIES						
54200 SUS MISC EXPENSE	6,848	3,059	2,479	2,500	500	500.00
54801 SUS FUEL/OIL VEHICLE	650	334	438	500	500	500.00
004 - SUPPLIES Total	7,498	3,393	2,917	3,000	1,000	1,000.00
007 - OTHER CHARGES & EXPENSES						
57400 SUS GREEN INITIATIVES	0	1,655	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	0	1,655	0	0	-	0.00
Grand Total	1,067,944	1,067,007	1,173,614	1,178,399	1,181,779	1,181,779.33

ANIMAL CONTROL

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 ANC SAL ANIM CONTRL OFCR 3/4	21,816	21,120	26,336	4,000	34,394	34,394.02
51102 ANC SAL ASSIST ANIMAL OFCR	6,313	805	0	28,183	12,340	12,340.00
51405 ANC CLOTHING ALLOWANCE	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	28,729	22,525	26,936	32,783	47,334	47,334.02
002 - PURCHASE OF SERVICES						
52401 ANC BUILDING & GROUNDS	702	72	399	4,500	4,500	4,500.00
53009 ANC CARE OF ANIMALS	2,806	3,568	8,700	5,000	5,000	5,000.00
53010 ANC DEAD ANIMAL REMOVAL	0	0	840	340	340	340.00
002 - PURCHASE OF SERVICES Total	3,508	3,640	9,938	9,840	9,840	9,840.00
004 - SUPPLIES						
54801 ANC FUEL/OIL VEHICLE(S)	496	799	1,971	2,290	2,290	2,290.00
004 - SUPPLIES Total	496	799	1,971	2,290	2,290	2,290.00
007 - OTHER CHARGES & EXPENSES						
57300 ANC DUES/LIS/SUBSCRIP	0	0	0	0	300	300.00
007 - OTHER CHARGES & EXPENSES Total	0	0	0	0	300	300.00
Grand Total	32,733	26,964	38,845	44,913	59,764	59,764.02



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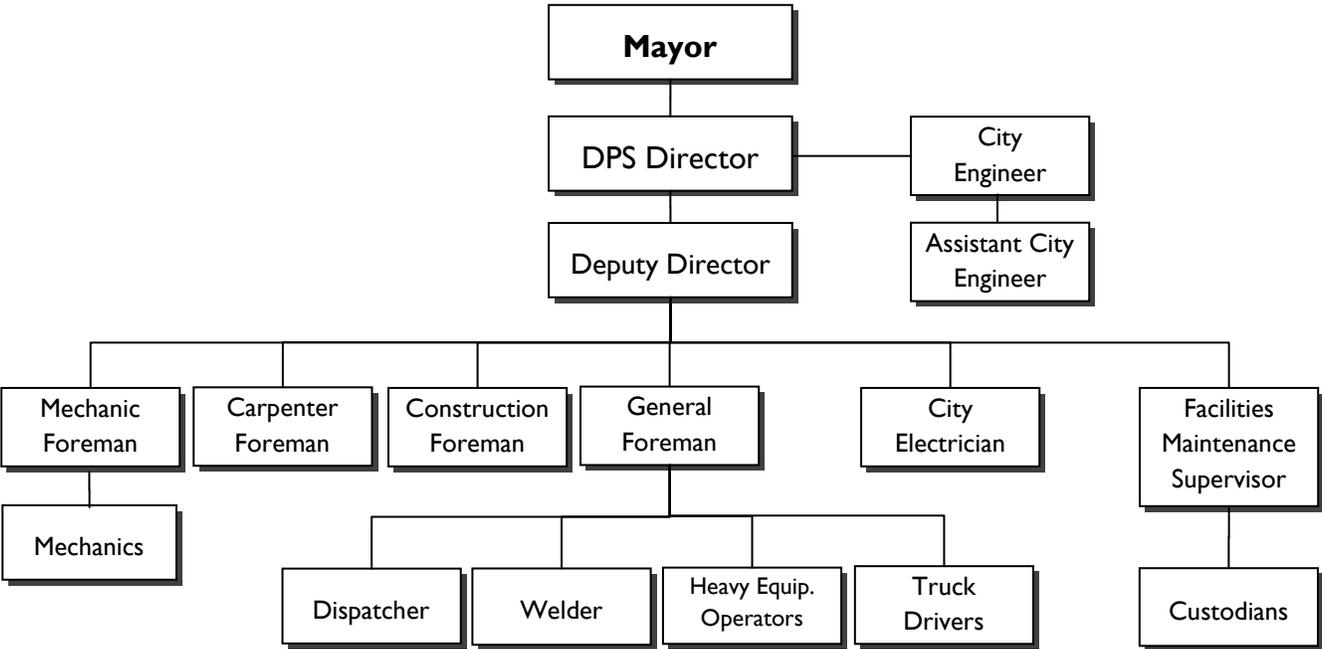


**Section 6:
Public Services**

DPS: Highway

Mission Statement

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



FY 2013 ACCOMPLISHMENTS

The Highway Division completed the following work in Fiscal Year 2013:

Resurfaced Roads	
Low Street – Henry Graf Rd to Route 1	Wilkerson Drive – Hale St to End
Mulliken Way – Parker St to Malcolm Hoyt Dr	Water Street – Lime St to Bromfield St
Sidewalks	
Congress Street – Olive St to Buck St approx. 350ft	Temple Street – Fair St westerly approx. 200ft
Middle Street – Center St easterly approx. 80ft	Various other citywide repairs
Line Striping	
Entire Downtown Area Crosswalks, Traffic Markings, and Lettering	Various Crosswalk, Centerlines and School Zones throughout the City

- Responded to over 963 work orders to address various issues throughout the city including:
 - 471 Tree work orders including trimming, pruning, evaluating or removing
 - 65 various drainage calls related to catch basins, culverts, and flooding issues
 - 320 various roadway work orders
 - 17 miscellaneous work orders
- Repaired, replaced or installed 42 deteriorating catch basins citywide
- Prepared 16 Cemetery burials lots for services in local cemeteries
- Conducted Snow and Ice Operations during Winter 2011-2012
 - 1122 tons of salt
 - 2 significant snow plowing events
- Cleaned and inspected 526 catch basins as part of the long-term city wide catch basin cleaning program
- Serviced over 135 city vehicles from DPS, Police, Fire, Council of Aging, School, and Board of Health, including Animal Control and Parks
- Implemented new technology to evaluate and transmit work orders for tree maintenance
 - Use of tablets to access and transmit data
- Relocated 24 medium sized trees that were improperly located within the City as part of Grant Program using air tool technology
- Additional routine work included:
 - Street sweeping throughout the City

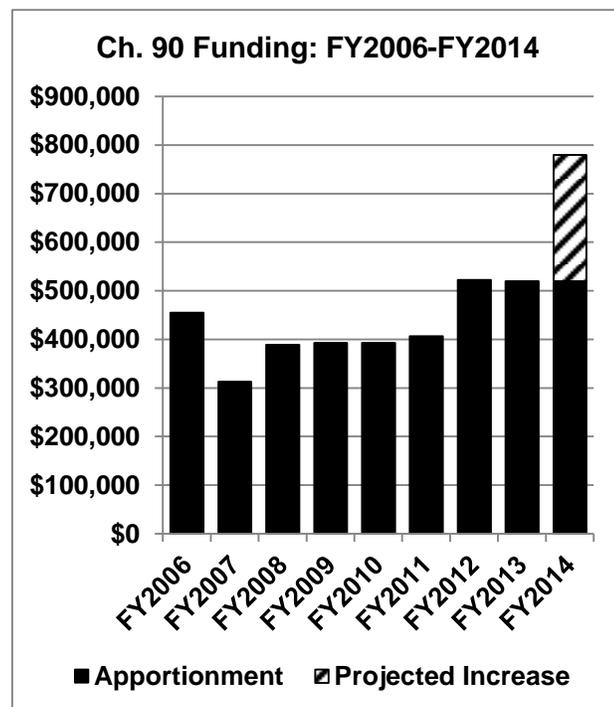
DPS: Highway (cont.)

- Daily trash pickup and disposal of over 150 trash barrels City-wide 365 days a year
- Assisted with Yankee Homecoming activities
- Set up election booths
- Maintained street trees and various other city trees, shrubs and flora.
- Provided 24-hour, 365 day, on-call coverage for all emergency issues within the City roadways and facilities
- Maintained safe and passable streets, sidewalks, public buildings and schools during snow emergencies and provided chemical treatment on unsafe roadways city-wide

FY 2014 TRENDS

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

The Highway Division is responsible for the maintenance and improvement of all City roads. The roads are continually in need of repair, resurfacing or reconstruction. Roadway resurfacing is funded by the Chapter 90 State Program. The trend City-wide is that the cost of repairs each year continue to outpace the Chapter 90 funding that the City receives. FY2013 saw a significant delay from the Commonwealth of Massachusetts in funding Chapter 90. This caused unavoidable delays in roadwork, resulting in less road and sidewalk work being accomplished than anticipated.



The Highway Division is also responsible for sidewalk repair and replacement. Current funding is through the DPS Highway Budget and over \$225,000 in additional monies was allocated by the Mayor’s Office and the City Council from FY 2013 meal tax receipts. The City Council also approved \$100,000 in supplemental budget funding for this work in FY 2013.

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

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

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

- Review current Pavement Management Plan
- Identify 5 year replacement/resurfacing plan
- Develop cost estimates and future funding needs
- Review the list of accepted streets to ensure accuracy

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

Objectives:

- Review current Sidewalk Master Plan
- Identify 5 year replacement plan
- Develop cost estimates and future funding needs

Goal 3: Continue to implement changes to improve the Roadway Utility Permit System

Objectives:

- Working on a new process to allow for one-stop permitting
- Improve in-house developed software to assist in tracking
- Implement to all DPS Divisions
- Ensure oversight

Goal 4: Implement MaintStar Service Request/Work Order system as part of MVPC Regional Grant Program

Objectives:

- Evaluation and selection process completed with 13 other communities and MVPC
- Examine funding options utilizing both grant programs and capital funds
- Implement system upon funding approval, providing more responsive customer service and improved data analytics

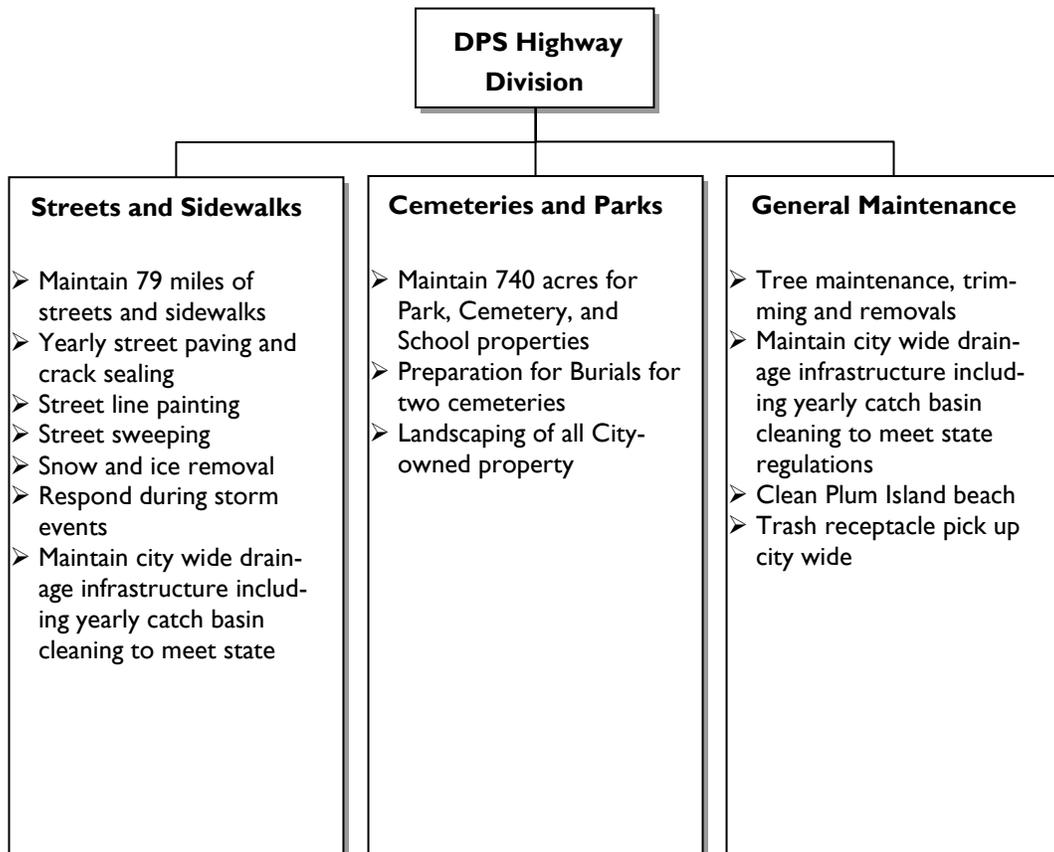
DPS: Highway (cont.)

Goal 5: Implement a Fleet Maintenance system to help identify and track equipment repair costs

Objectives:

- Further implement the currently owned Fleet Maintenance software
- Continue to expand on use and begin to evaluate data and reporting capabilities
- Secure funding to expand license for multi users and tracking mileage
- Utilize mileage tracking information to provide timely preventative maintenance

PROGRAMS & SERVICES



PERSONNEL SUMMARY

DPS: HIGHWAY			
Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
Public Services Director	0.2	0.33	0.33
City Engineer	0	0.33	0.33
Public Services Deputy Director	0.2	0.33	0.33
Dispatch Foreman	1	1	1
Principal Clerk	0	0	0
Heavy Equipment Operator	6	6	6
Truck Driver	5	5	5
General Foreman	1	1	1
Senior Foreman	0	0	0
Senior Construction Foreman	1	1	1
Mechanic Foreman	1	1	1
Carpenter Foreman	1	1	1
Mechanic	3	3	3
Welder	1	1	1
Special Heavy Equipment Operator	1	1	1
City Electrician	0	0	1
Facilities Maintenance Supervisor	0	0	1
Custodian I	0	0	2
Total Full-Time Equivalents:	21.73	21.47	25.47

DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION

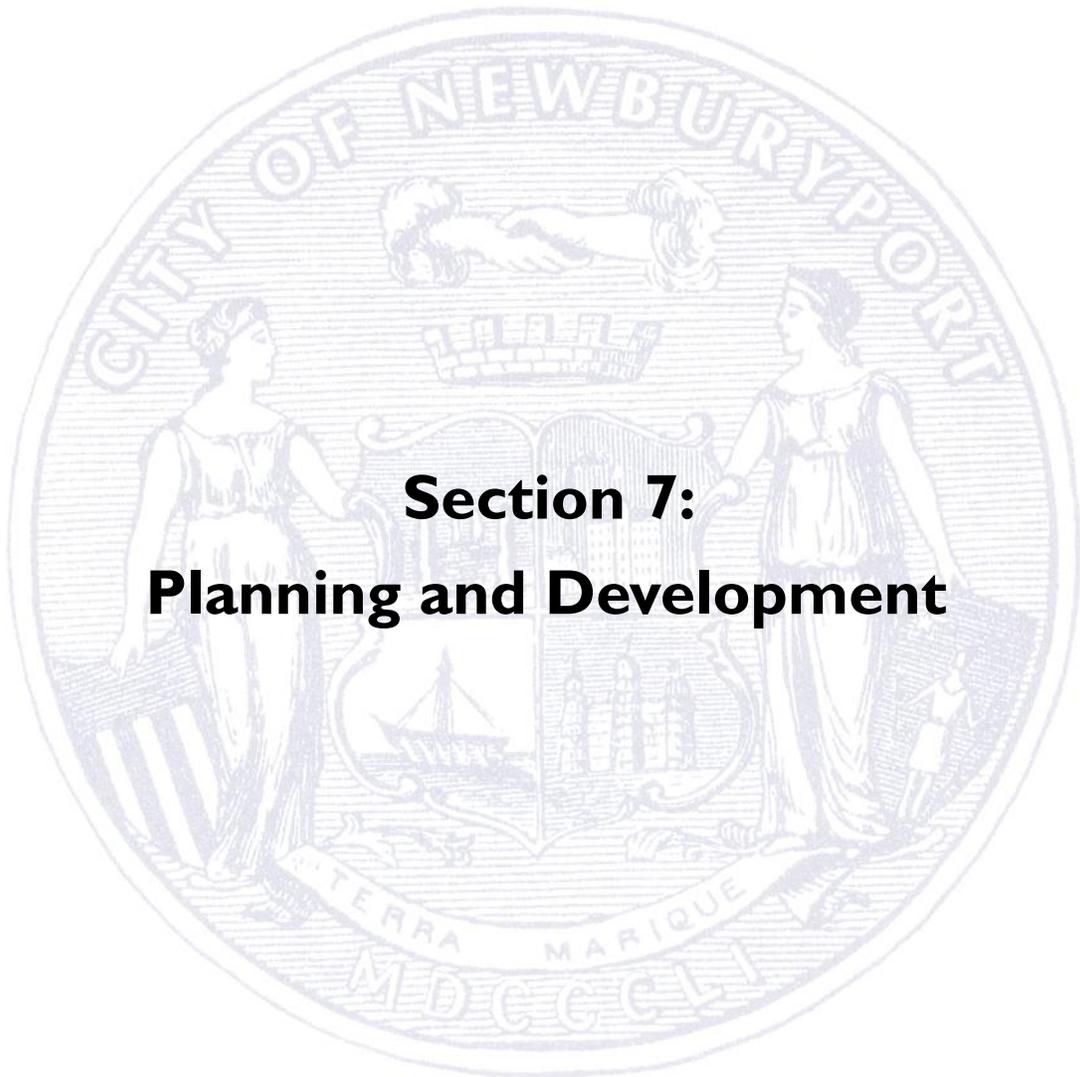
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 HWY SALARY PS DIRECTOR	34,276	9,098	20,000	33,333	35,200	35,200.20
51102 HWY SALARY DEPUTY PS DIRECTOR	36,654	21,607	17,000	28,333	29,920	29,920.17
51107 DPS SALARY ELECTRICIAN	0	0	0	0	35,000	35,000.00
51119 HWY SAL CITY ENGINEER	0	0	16,000	26,667	28,160	28,160.16
51150 HWY SAL FACILITIES MAINT	0	0	0	0	136,494	136,493.63
51158 HWY SAL LABOR	765,194	769,394	781,378	869,794	910,478	910,478.40
51166 HWY PART TIME EMPLOYEES	3,720	0	5,260	6,000	6,000	6,000.00
51167 HWY YANKEE HOMECOM'G	10,728	5,870	0	0	-	0.00
51190 HWY SAL SUMMER EMPLOYEES	14,400	20,280	13,800	14,400	14,400	14,400.00
51301 HWY OVERTIME	84,032	49,045	73,014	71,484	80,348	80,348.00
51401 HWY LONGEVITY	15,104	15,233	15,490	14,847	14,847	14,846.86
51405 HWY CLOTHING REIMBURSEMENT	14,200	13,000	11,563	12,550	14,983	14,983.34
51416 HWY TOOL REIMBURSEMENT	3,000	3,000	3,000	3,000	3,500	3,500.00
001 - PERSONAL SERVICES Total	981,309	906,526	956,504	1,080,408	1,309,331	1,309,330.76
002 - PURCHASE OF SERVICES						
52101 HWY HEAT	6,645	10,151	8,777	12,600	12,600	12,600.00
52102 HWY ELECTRICITY	53,507	51,969	59,000	59,000	59,000	59,000.00
52103 HWY STREET LIGHTS	210,424	187,632	215,000	150,000	125,000	125,000.00
52401 HWY MAINT-BUILDING	31,469	22,513	24,785	29,700	29,700	29,700.00
52402 HWY MAINT/BUILD REPAIR (CH)	0	0	0	0	14,000	14,000.00
52403 HWY MAINT-VEHICLES	76,509	69,495	69,993	78,600	85,000	85,000.00
52404 HWY MAINT-TREE	4,987	6,683	5,500	5,500	10,000	10,000.00
52409 HWY MAINT-DOWNTOWN	6,000	4,140	5,965	6,000	6,000	6,000.00
52410 HWY MAINT CITY-WIDE	5,981	5,881	38,000	6,000	6,000	6,000.00
52411 HWY GROUNDS MAINT	2,884	2,151	3,702	4,000	4,000	4,000.00
52413 HWY LINE PAINTING	2,748	2,450	3,000	6,000	8,000	8,000.00
53002 HWY MEDICAL/DRUG TESTING	1,547	1,723	1,974	2,000	2,000	2,000.00
53700 HWY TRAIN/TRVL/CONFR	1,898	2,685	3,724	5,750	3,750	3,750.00
52405 HWY MAINT MANAGEMENT SYSTEM	0	0	0	0	1,667	1,667.00
002 - PURCHASE OF SERVICES Total	404,599	367,473	439,420	365,150	366,717	366,717.00
004 - SUPPLIES						
52411 HWY ELECTRICAL SUPPLIES	0	0	0	0	25,000	25,000.00
54301 HWY FACILITIES MAINT SUPPLIE	0	0	0	0	7,500	7,500.00
54311 HWY PURCH ROAD MATERIAL	39,928	41,901	48,311	48,400	63,400	63,400.00
54312 HWY STREET SIGNS	7,387	7,657	10,995	11,000	15,000	15,000.00
54313 HWY SUPPLIES	10,600	8,410	10,440	10,600	10,600	10,600.00
54314 HWY RADIOS 2-WAY (10)	1,500	2,500	2,402	2,500	4,000	4,000.00
54801 HWY PURCH FUEL/OIL	139,277	227,762	273,426	102,700	89,875	89,875.00
55800 HWY OTHER SUPPLIES	5,000	4,827	5,000	5,000	5,000	5,000.00
004 - SUPPLIES Total	203,692	293,057	350,573	180,200	220,375	220,375.00
008 - CAPITAL OUTLAY						
58901 HWY SIDEWALKS	52,685	20,505	208,631	60,000	75,000	75,000.00
58930 HWY LAWN TRACTOR	23,942	0	0	0	-	0.00
58940 DPS TRACKLESS TRACTOR BLADE	0	0	133,700	0	-	0.00
008 - CAPITAL OUTLAY Total	76,627	20,505	342,331	60,000	75,000	75,000.00
Grand Total	1,666,227	1,587,561	2,088,829	1,685,758	1,971,423	1,971,422.76

SNOW & ICE

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51301 SNW SNOW & ICE LABOR	59,588	123,499	31,662	85,000	90,000	90,000.00
001 - PERSONAL SERVICES Total	59,588	123,499	31,662	85,000	90,000	90,000.00
002 - PURCHASE OF SERVICES						
52901 SNW SNOW & ICE EXPENSE	164,251	314,760	83,631	85,000	90,000	90,000.00
002 - PURCHASE OF SERVICES Total	164,251	314,760	83,631	85,000	90,000	90,000.00
Grand Total	223,840	438,260	115,293	170,000	180,000	180,000.00



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**Section 7:
Planning and Development**

Parks

MISSION STATEMENT

The Newburyport Board of Parks Commissioners was established to 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 Commission has jurisdiction. The Commission shall 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. The Commission shall engage the public in a democratic manner to allow for a continuous dialogue in striving to meet the intent of the mission statement and marshaling the resources within its powers to address the needs of the community.

FY 2013 ACCOMPLISHMENTS

- Established the Newburyport Parks Conservancy, a 501c3 dedicated entirely to care and improvement of Newburyport parks
- Secured \$15,000 from the Mayor Gayden W. Morrill Charitable Foundation for Phase II of a project to beautify Joppa Park. Applied for \$40,000 in CPA funding and another \$15,000 from the Mayor Gayden W. Morrill Charitable Foundation
- Completed historic interpretive panels for Joppa Park funded by CPA
- Worked with Department of Fish and Game to design a new boat ramp at Joppa Park, to be funded by the state through a reimbursement grant program.
- Established Landscape Partnership with two professional landscapers and Opportunity Works to provide higher level of park maintenance in exchange for signage. Sponsored parks include Atwood Park, Joppa Park and Brown Square
- Spearheaded deferred park maintenance. Worked with City Council and Mayor's office to acquire supplemental budget funding to address much needed parks repairs. As a result, repairs to be addressed in 2013 include the following high priority and safety issues:
 - Slide replacements at Cashman and Perkins playgrounds;
 - Increased safety surfacing;
 - Replacement of landscaping timbers at Cashman and Ayers Playground;
 - Repairs to lighting at Bartlet Mall;
 - Replacement of rusted basketball backboard at Jason Sawyer Playground;
 - Installation of safety swing mats at several playgrounds;
 - Replacement of broken spring horse and spring motorcycle at Ayers Playground;
 - Preventative maintenance for Gillis Bridge underpass on Clipper City Rail Trail;

- Improvement of visibility at Parker Street crossing on Clipper City Rail Trail.
- Organized a wine tasting fundraiser to raise money for park maintenance
- Repaired the Bartlet Mall fountain using volunteers, donated labor and materials. Secured \$2,500 donation toward new pump and piping to increase volume of water flowing through the fountain
- Increased volunteer engagement. Established a program to encourage and acknowledge resident and business stewardship of City parks in exchange signage
- Coordinated all-volunteer installation and maintenance of new gateway gardens on the Clipper City Rail Trail
- Utilized senior-citizen volunteer program to help organize fundraising events
- Coordinated annual fall cleanup of the Rail Trail
- Organized an expanded City-wide Clean Sweep
- Worked with the Planning Department and Brown-Walker Associates to finalize revision of the City's Seven Year Open Space and Recreation Plan
- Coordinated grant funding totaling \$84,500 from the Mayor Gayden W. Morrill Charitable Foundation toward restoration of the Atkinson Common Civil War Memorial; Clipper City Rail Trail Phase II enhancements; Phase II of the Joppa Park Improvement Project; signage for Bartlet Mall; signage for Oak Hill Cemetery; and the Range Light Sculpture Garden
- Secured grant funding from the United States Tennis Association, the Mayor Gayden W. Morrill Charitable Foundation, and the Newburyport Youth Tennis Association for renovation of badly deteriorated tennis courts at Atkinson Common
- Renovated the courts at Atkinson Common
- Worked with NYSA to further a field improvement project at the Cherry Hill soccer fields
- Enhanced the effectiveness of the Parks Commission by developing an increased presence within the City's organizational structure
- Completed *Findings & Recommendations of the Field Space Task Force: Investigation of Additional Field Space Locations within the City of Newburyport*
- Completed design of reconfiguration of Nock-Molin and Bradley Fuller athletic fields
- Applied for CPA grant funding for improvement projects at Joppa Park, Atwood Park, Bartlet Mall, & Cherry Hill soccer fields
- Began work on programming for those groups not served by Youth Services or Newburyport Adult Education
- Formalized fee schedule and developed marketing materials for use of Newburyport Parks as wedding venues

Parks (cont.)

FY 2014 TRENDS

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

The City continues to expand its parks facilities with the addition of parks, such as 270 Water Street and Phase II of the Clipper City Rail Trail. There are many generous local donors looking for capital improvements and beautification projects to fund, however we continue to be mindful of the need for proper design and long-term planning and, ultimately, the resources that are needed to care for and maintain these projects for years to come.

The Parks Commission has been creative in addressing these issues by pursuing fundraising opportunities, which can provide a funding stream for yearly maintenance and by looking toward state and federal grant programs as a source of funding for improvement projects. The City appropriation in the FY2014 Budget for parks maintenance is a significant step towards addressing these funding needs and demonstrates the City's ongoing commitment to supporting our parks as vital community resources.

FY 2014 GOALS & OBJECTIVES

Goal I: Continue to improve the quality of city parks and open space facilities and maintain high quality facilities.

Objectives:

- Apply for PARC grant funding needed to complete the Joppa Park Improvement Project
- Continue to foster public-private partnerships to support parks improvements and maintenance
- Seek new revenue streams through grant-writing and establishment of new fundraising opportunities
- Continue to apply for parks improvement donations from the Mayor Gayden W. Morrill Charitable Foundation, CPA and other outside funding sources
- Address repair of all safety items reported in inspection reports
- Acquire funding for next phases of Joppa Park beautification project
- Continue to seek additional athletic field space seek ways to optimize use of existing field space by carrying out the recommendations made in *Findings & Recommendations of the Field Space Task Force: Investigation of Additional Field Space Locations within the City of Newburyport*
- Increase volunteer engagement in fundraising and parks improvement efforts
- Develop a plan for renovation of the Bartlet Mall fountain

- Increase personnel hours by way of increased paid hours or increased volunteer activity

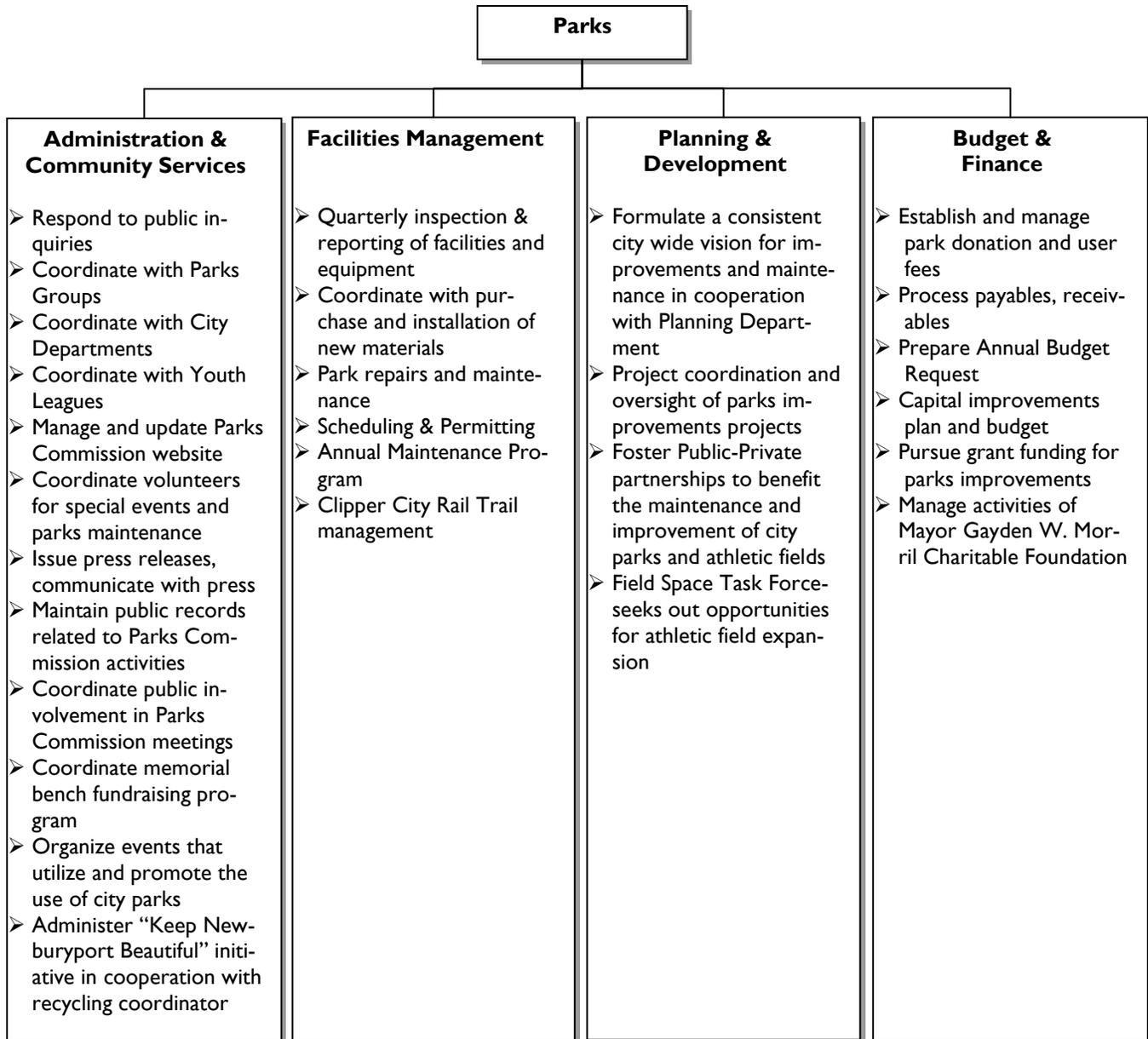
Goal 2: Increase awareness and public use of City parks

Objectives:

- Increase use of web and social networking to communicate parks message to the public
- Implement programming for those groups not served by existing recreational programming such as Youth Services or Adult Education

Parks (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

PARKS COMMISSION			
	FY 2012	FY 2013	FY 2014
Position	Actual	Actual	Budget
Parks Coordinator	0.5	0.57	0.57
Total Full-Time Equivalents:	0.5	0.57	0.57

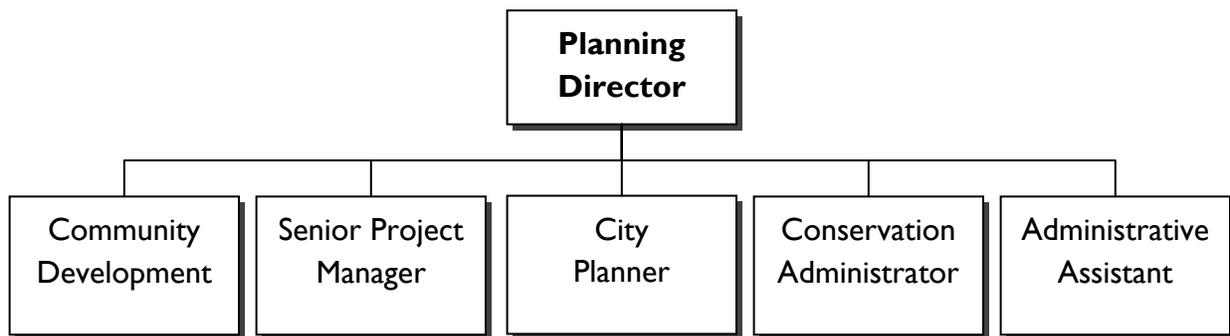
PARKS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51166 PRK PARK ADMINISTRATION	0	13,104	24,586	31,500	36,500	36,500.00
001 - PERSONAL SERVICES Total	0	13,104	24,586	31,500	36,500	36,500.00
002 - PURCHASE OF SERVICES						
52420 PRK PARK MAINTENANCE	9,604	12,900	12,900	12,900	52,760	52,760.00
52421 PRK MAINT-ATHLETIC FIELD	10,503	0	0	0	-	0.00
52422 PRK BARTLETT MALL	1,450	1,470	3,720	1,470	4,950	4,950.00
52423 PRK MOSELEY WOODS	7,500	492	405	500	1,000	1,000.00
52424 PRK ATKINSON COMMON	7,500	5,000	5,000	3,000	16,165	16,165.00
52425 PRK WATERFRONT TRUST	2,750	1,000	0	0	-	0.00
52426 PRK RAIL TRAIL	0	8,247	8,900	7,000	8,000	8,000.00
002 - PURCHASE OF SERVICES Total	39,307	29,108	30,925	24,870	82,875	82,875.00
004 - SUPPLIES						
55800 PRK OTHER SUPPLIES	10,000	30,000	7,014	5,000	5,000	5,000.00
004 - SUPPLIES Total	10,000	30,000	7,014	5,000	5,000	5,000.00
Grand Total	49,307	72,212	62,525	61,370	124,375	124,375.00

Planning and Development

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Drafted several versions of a **Local Historic District Ordinance** for City Council and Local Historic District Study Committee review and assisted all parties in the consideration of various factors related to architectural preservation
- Drafted several variations on amendments to the City’s **Demolition Delay Ordinance** to strengthen the existing Ordinance and provide clarity regarding interpretation and application of this regulation
- Continued **oversight of the Oleo Subdivision** off Russell Terrace, now under construction
- Oversaw **permitting of the Northbridge Assisted Living Facility**, a new **subdivision off of High Street**, the **Merrimac Ale House**, the **Merrimac Street/ Mechanics Court redevelopment**, and several other development projects
- Coordinated with the **Massachusetts Bay Transit Authority (MBTA)** to ensure issuance of a bid by the agency for developers interested in creating a mixed-use, transit-oriented development at this location. Lead discussions with potential developers relative to adoption of a local “**40R Smart Growth District**” for the site
- Assisted the **Newburyport Business Park Association** with the permitting necessary to undertake drainage swale maintenance and improvement projects **to alleviate flooding conditions** in the **Newburyport Business Park** (formerly referred to as the “industrial park” or NAID properties)

- 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
- Worked with **MassDOT** to ensure that construction of the new **Whittier Bridge** will not hinder pedestrian access under the new bridge abutments and that minimal grading work will be necessary if and when the City wishes to create an east-west connection along the Merrimack
- Continued to work with the **Newburyport Redevelopment Authority** to implement the unified downtown parking program, and to make progress in the disposition of the NRA-owned waterfront properties as additional park space and related activities (shops, cafes, etc.) which result in a meaningful connection to this park from the existing downtown
- Provided oversight of housing consultant **Karen Sunnarborg Consulting / Abacus Architects & Planners** in the development of a an **Affordable Housing Production Plan**, required by the state
- Continued to offer **down payment assistance** and marketing assistance for affordable units through the use of **Community Preservation and Affordable Housing Trust funds**
- Received and provided **HOME program funding** for capital improvements at the Market Street **YMCA** units. Committed City and regional HOME funding to the YWCA's project to provide additional affordable units on Market Street
- Continued to implement the well-utilized **Housing Rehabilitation Program** to ensure that the housing stock in Newburyport is appropriately preserved and affordable for all our residents
- Drafted a comprehensive **Tree Protection Ordinance** for review and approval of the City Council to better protect street trees and public trees throughout the City
- Completed renovations to the south side of the **High School Stadium** using Community Preservation Funds. Prepared a cost estimate for completion of work related to the north stadium as well as installation of a turf field
- Oversaw the **completion of cleanup and landscaping work for 270 Water Street** and finalized a license agreement with National Grid, so that the City may use this area as a passive expansion of the adjacent Perkins Playground
- Provided oversight of planning consultant **Brown Walker Planners, Inc.**, in a comprehensive update of the **City's Open Space and Recreation Plan** as required by state grant programs
- Provided oversight of a consultant to prepare draft and final design plans for the **Phase II section of the Clipper City Rail Trail**. Engaged in a series of meetings and reviews with MassDOT, New England Development and National Grid to ensure the approval of plans and funding necessary to construct the length of this bike trail

Planning and Development (cont.)

- Assisted with the design, permitting and implementation of all aspects of the **unified downtown parking program**, including negotiations/renewals with the Newburyport Redevelopment Authority (NRA) and Waterfront Trust. Assisted with the selection of parking meters and signage necessary to improve public awareness and accessibility to municipal parking
- Continued to work with the **Merrimack Valley Regional Transit Authority (MVRTA)** to obtain funding, develop designs, and address permitting issues related to a MVRTA/municipal parking garage at the Titcomb Street site
- Provided oversight of contractors responsible for installing **lighting improvements on Inn Street** as well as renovations to the brick “turret” stairwells providing access to the raised concrete walkway, so that they are now safer and more open to the larger plaza
- Applied for Community Preservation Funds from the Community Preservation Committee (CPC) to complete upgrades to the Inn Street Fountain in 2013
- **Hired an Architect, Sterling Associates and EGA and Owner’s Project Manager, Heery, required to complete and oversee the design and construction of a Senior Center** on the site of the Bresnahan Elementary School. Developed schematic plans, cost estimates and bid documents for the completion of this project. Coordinated site planning issues with the School Building Committee and their Architect for a new Bresnahan Elementary School
- Drafted a comprehensive **Wetlands Protection Ordinance** approved by the City Council to better protect wetland resource areas not only on Plum Island, but throughout the City
- Worked with the **Merrimack River Beach Alliance (MRBA)** to push for federal funding and permits necessary for **Jetty Repairs** which will make navigation safer and help beach sand to accumulate on the east side of Plum Island. Assisted the Army Corp with access agreements and municipal coordination necessary to complete the South (Newburyport) Jetty repairs under the Disaster Relief Appropriations Act
- Participation in the development of the state’s **Whittier Bridge/I-95 Project** and coordination of Whittier Working Group (WWG) communications to the Massachusetts Department of Transportation (MassDOT)
- Continued progress on the **Little River Transit Village Zoning amendments**. Work continues toward establishment of a **40R “Smart Growth” District** in coordination with the Planning Board and Massachusetts Bay Transportation Authority (MBTA)
- Continued **enhancements to GIS system**, including the development of new data layers (open space, subdivisions, street acceptance, municipal facilities, community preservation projects, cultural and historical resources, and internal and external links to Building Department data and all permitting (ZBA, PB, Conservation, Historical) data, as well as use of new online oblique Pictometry images

FY 2014 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 2014:

- The economic recession has reduced the number of applications to the Planning Board and Zoning Board of Appeals during the past two years, but is gradually increasing as we move into FY 2014. The relative level of buildout in Newburyport limits the number of large-scale projects that the City will need to review and permit in future years. However, FY 2013 permit applications suggest that there is sustained development (and redevelopment) interest throughout the City. Two large-scale projects which may see planning and permitting efforts in FY 2014 are the Waterfront West development by New England Development and the 40R Smart Growth District at the MBTA Commuter Rail Station. We are also engaged in discussions with the First Republic Corporation of America in the effort to encourage their completion of the outstanding Towle Redevelopment project.
- The number of long-range plans, capital projects and initiatives that the City will be undertaking and implementing in FY'14 and future years will continue to be significant. Additional staff time will be devoted to the development, management and implementation of long-range plans, community preservation projects and capital improvement projects.
- A ten-year update to the City's Master Plan will identify a number of regulatory and policy-level changes for adoption by the Mayor and City Council. Additional staff time will be devoted to rewriting applicable ordinances and regulations consistent with the new plan. If funding is not made available for the Master Plan update, all efforts should be made to complete the plan update in-house.
- 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.

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

- Coordinate the review of development plans for the Waterfront West Overlay District
- Finalize zoning amendments for the Little River Transit Village project (40R Smart Growth District)
- Plan for the continued funding and viability of the housing rehabilitation program
- Support affordable housing initiatives throughout the City
- Support business retention, redevelopment, and expansion in the Newburyport Business Park

Planning and Development (cont.)

- Assist with the preservation of Newburyport's historic buildings, landscapes, and other historic resources through a variety of regulatory, management and investment strategies, including consideration of local historic district(s) regulations
- Develop incremental zoning revisions to improve development outcomes, streamline permitting, and clarify City requirements and expectations
- Pursue all local, state and federal funds for affordable housing, infrastructure improvements and economic development initiatives within the City
- Assist the Mayor's office with maintaining a unified downtown parking management plan, with the possibility of shared parking agreements with private parties thereby expanding available parking for the general public in these areas when not in use
- Develop a ten-year update to the 2001 Master Plan guidance document

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 (mixed-use buildings) extended around the park from Market Square, consistent with the plans and renderings provided by **Union Studios Architects**
- Provide continued planning and design for the next phase of the Clipper City Rail Trail initiative, securing rights-of-way, fundraising and permitting approvals
- Implement the **Central Waterfront Bulkhead Renovation Project**
- Seek construction funding for the Commercial Fish Pier Dredging project, and implement as funds become available
- Provide oversight for the final design, bidding and construction of a new Senior/Community Center
- Assist the Mayor's office, MVRTA and others with the intermodal parking facility project
- Assist the Mayor's office and others with plans for the disposition of the Brown School building and its potential reuse for the creation of affordable housing
- 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
- Assist the Mayor's office and School Department with the development of an outdoor place-based education program at Cashman Park, using the planned relocated Towle Barn, or consider alternative contributions by First Republic Corporation of America toward

preservation efforts in Newburyport

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

Objectives:

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

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

Objectives:

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

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

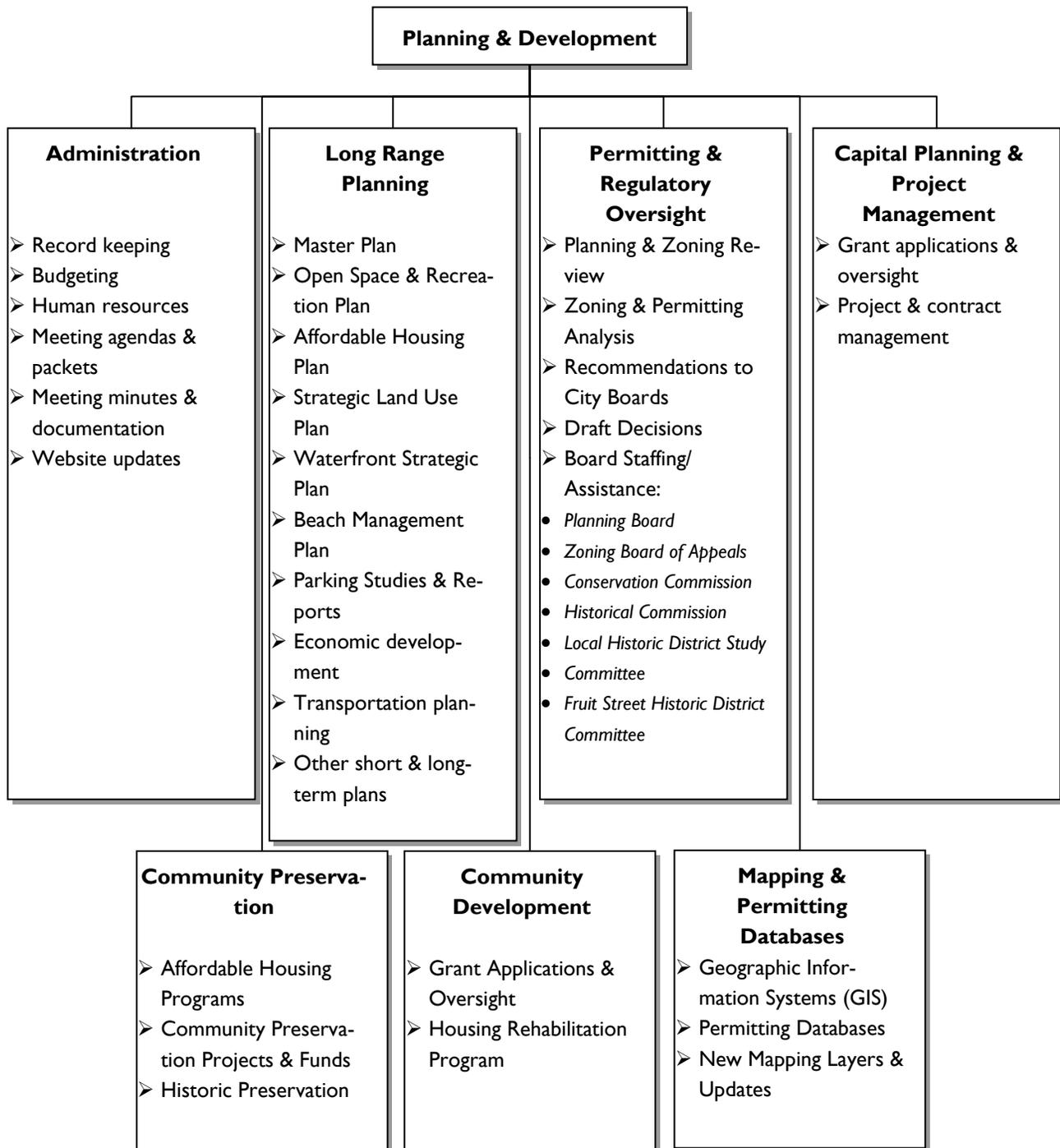
Objectives:

- Provide access to coastal areas on Plum Island that are experiencing erosion and incorporate environmental and safety mitigation measures such as dune nourishment, sand fencing, beach grass planting, sand ramps, boardwalks, stairs, mobi-mats, etc.

Planning and Development (cont.)

- 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



PERSONNEL SUMMARY

PLANNING DEPARTMENT			
Position	FY 2012 <u>Actual</u>	FY 2013 <u>Actual</u>	FY 2014 <u>Budget</u>
Director of Planning & Development			
Senior Project Manager			
Planning & Zoning Administrator	0.69		
Administrative Assistant			
Conservation Administrator	0.54	0.54	0.54
Total Full-Time Equivalents:	4.23	4.54	4.54

PLANNING AND DEVELOPMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 OPD SAL PLANNING DIRECTOR	70,172	84,040	78,683	80,111	84,598	84,597.70
51102 OPD SAL PLANNER	41,950	52,155	37,472	31,155	31,622	31,622.49
51103 OPD SAL PROJECT PLANNER	66,814	65,980	67,263	67,300	68,310	68,309.86
51104 OPD SAL ADMIN ASSIST	47,751	49,272	49,893	50,258	53,593	53,593.07
51105 OPD CONSERVTN COM P/T	35,000	35,000	10,331	23,062	23,408	23,408.13
51407 OPD EDUCATION CREDITS	0	0	0	700	700	700.00
53001 OPD PROF SVC	0	0	15,500	0	-	0.00
001 - PERSONAL SERVICES Total	261,686	286,448	259,143	252,587	262,231	262,231.25
002 - PURCHASE OF SERVICES						
53001 OPD PROFESSIONAL SERVICES	0	0	0	0	10,000	0.00
53003 OPD GIS	0	0	11,483	10,000	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	0	0	11,483	10,000	20,000	10,000.00
004 - SUPPLIES						
52701 OPD COPY MACHINE LEASE	2,465	3,000	3,017	3,500	3,500	3,500.00
54200 OPD OFFICE SUPPLIES	1,900	1,675	1,619	1,675	1,675	1,675.00
55800 OPD OTHER SUPPLIES	874	844	832	875	875	875.00
004 - SUPPLIES Total	5,240	5,519	5,468	6,050	6,050	6,050.00
Grand Total	266,926	291,967	276,095	268,637	288,281	278,281.25

LICENSING COMMISSION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51164 LCM PR CLERICAL SVC	5,340	4,760	5,340	5,340	5,340	5,340.00
001 - PERSONAL SERVICES Total	5,340	4,760	5,340	5,340	5,340	5,340.00
007 - OTHER CHARGES & EXPENSES						
57809 LCM GENERAL EXP	669	146	751	1,500	1,500	1,500.00
007 - OTHER CHARGES & EXPENSES Total	669	146	751	1,500	1,500	1,500.00
Grand Total	6,009	4,906	6,091	6,840	6,840	6,840.00

CONSERVATION COMMISSION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51165 CCM MINUTE TAKER	3,200	3,600	0	0	3,600	1,800.00
001 - PERSONAL SERVICES Total	3,200	3,600	0	0	3,600	1,800.00
Grand Total	3,200	3,600	0	0	3,600	1,800.00

HISTORICAL COMMISSION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51165 HCM MINUTE TAKER	1,100	0	0	0	3,600	1,800.00
001 - PERSONAL SERVICES Total	1,100	0	0	0	3,600	1,800.00
Grand Total	1,100	0	0	0	3,600	1,800.00

PLANNING BOARD

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51165 PBD MINUTE TAKER	3,450	0	0	0	3,600	1,800.00
001 - PERSONAL SERVICES Total	3,450	0	0	0	3,600	1,800.00
Grand Total	3,450	0	0	0	3,600	1,800.00

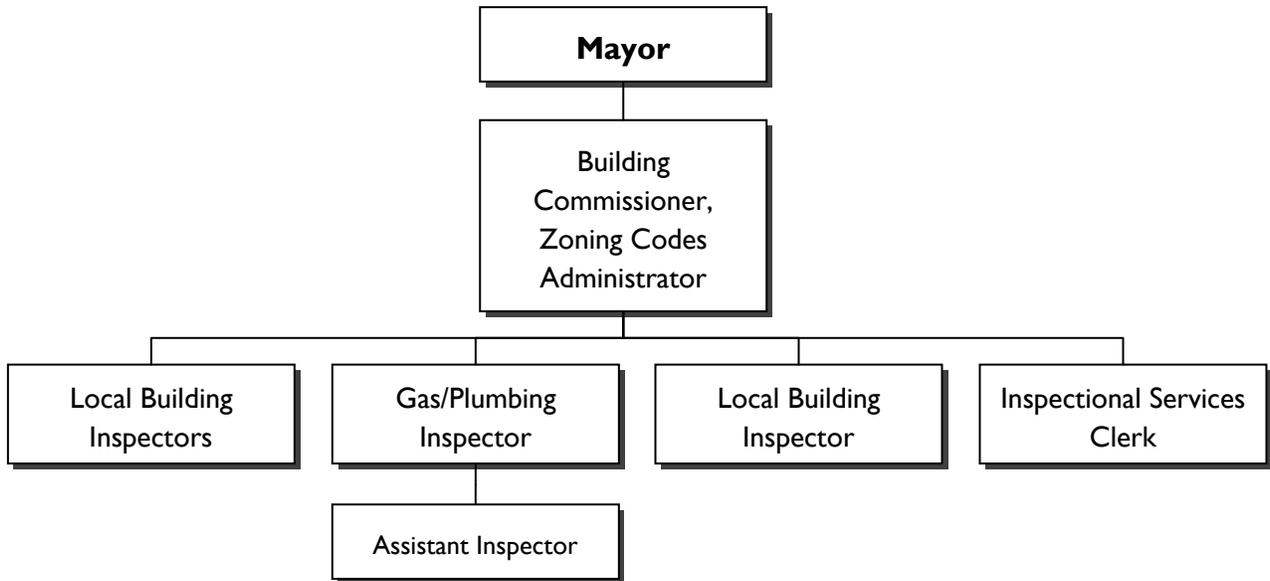
ZONING BOARD OF APPEALS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51165 ZBD MINUTE TAKER	3,450	0	0	0	3,600	1,800.00
001 - PERSONAL SERVICES Total	3,450	0	0	0	3,600	1,800.00
Grand Total	3,450	0	0	0	3,600	1,800.00

Building Department

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Continued to provide information and assistance to the public related to all building and zoning issues within the City of Newburyport
- Inputted all gas, plumbing, electrical and building permits to date to a customized Microsoft Access Data Base that is transferred to the City wide MiMap system
- Continued to input old building permits back to 1978
- Maintained City streetlights, traffic signals, and electrical infrastructure
- The Building Department issued (695) permits for new buildings, additions, alterations
- Participated in on-site inspections including complaints, homeowner requests, zoning clarifications and emergency requests. The Department also issued (515) electrical permits, (455) gas permits, (455) plumbing permits.
- The Department will be providing mobile inspectional computers to record field inspections, that will be downloaded to the City’s MiMap system to the benefit of the general public
- Updated The Building Department’s webpage to reflect the current changes

FY 2014 TRENDS

The national economic downturn has not had as severe an impact in the Building Department as in other communities in 2013, though there is a general uptick of building activity throughout the local area. The Department was able to produce revenue for the General Fund and create new growth.

Existing zoning restrictions limit the size of development projects in the City. Local homeowners and builders have become increasingly creative in designing projects that minimize the oversight of City's Boards. While technically working within the confines of the law, this trend tends to produce smaller-scale projects which do not generate the same kind of revenue that larger projects would produce. This process also restricts new growth in the City from reaching its full potential. For these reasons, a comprehensive review of the City's zoning ordinance would be of great benefit.

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

- To insure proper paperwork is completed in a less complicated format for the Contractors and public at large
- Lessen the paperwork required to pull a building permit

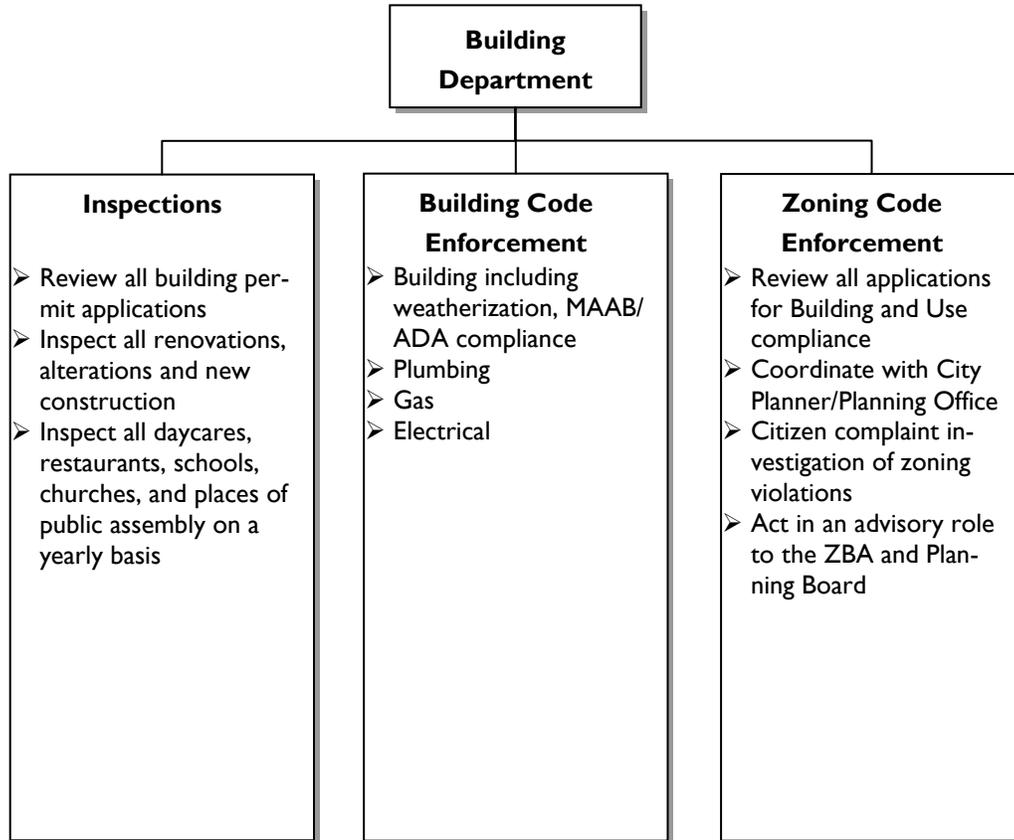
Goal 2: Implement a new permit for HVAC contractors with a new part-time Building Inspector to provide enforcement

Objectives:

- To insure compliance with new mandated HVAC laws required by the State
- Increase revenue to the City
- Insure the public good in the construction of building

Building Department (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

BUILDING DEPARTMENT			
	FY 2012	FY 2013	FY 2014
Position	Actual	Actual	Budget
Building Commissioner	1	1	1
Administrative Assistant	1	1	1
Inspectional Services Clerk*	1	1	1
Electrical Inspector	1	1	0**
Plumbing/Gas Inspector*	1	1	1
Assistant Building Inspector	0	0	1
Total Full-Time Equivalents:	5	5	5

*Funded by Inspections/Fees

**Moved to DPS in FY14

BUILDING DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 BLD SAL BLDG INSPECTOR	72,515	73,965	73,966	73,965	78,107	78,106.65
51103 BLD SAL ADMIN SECRETARY	48,121	49,083	49,085	49,085	52,398	52,397.80
51160 BLD SAL ASST BLDG INSPECTOR	0	0	0	0	21,736	21,736.00
51401 BLD LONGEVITY	5,059	5,059	5,112	5,112	5,899	5,899.40
51402 BLD TRAVEL EXP STPND	3,700	4,472	4,600	4,600	4,900	4,900.00
51412 BLD CLOTHING ALLOWANCE	250	250	250	250	500	500.00
001 - PERSONAL SERVICES Total	129,645	132,830	133,013	133,012	163,540	163,539.85
002 - PURCHASE OF SERVICES						
53401 BLD PRINTING	165	694	427	750	750	750.00
55800 BLD MISC EXPENSE	278	575	500	575	575	575.00
002 - PURCHASE OF SERVICES Total	443	1,269	928	1,325	1,325	1,325.00
Grand Total	130,088	134,098	133,941	134,337	164,865	164,864.85



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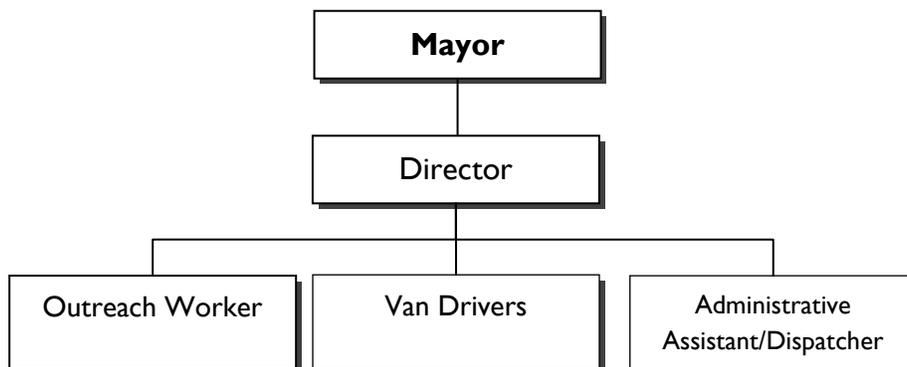


**Section 8:
Social Services**

Council on Aging

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS:

- Received grants from:
 - Executive Office of Elder Affairs (grant is used to pay van driver salary, van fuel, and postage)
 - Howard Benevolent Society (grant is used for Snow Shovel project)
 - Friends of Newburyport COA (grant is used for van fuel)
 - Central Congregational Church Outreach Committee (grant is used for prescription medications)
 - Newburyport Society for Relief of Aged Women (grant is used for Dental clinics)
- Acquired third van in collaboration with Salisbury COA to supplement Transport Program
- Increased visibility thru efforts of COA Board members. Calls to COA office have increased by 5%
- Implemented a monthly Dental clinic at COA to provide affordable dental cleanings and evaluations.
- Completed design phase for senior/community center
- Relocated Meals On Wheels program to new location (Central Congregational Church)

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

Vehicles

- Replace the oldest van in the fleet (currently odometer is 108,832) by trading it in for a new van
- Maintain the fleet of vans in optimum mechanical condition
- Strive to keep all vehicles clean, and attractive inside and out

Drivers

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

Schedules

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

Goal 2: Increase the visibility of the COA

Objectives:

- Use local media to regularly report on COA programs and advertise activities;
 - ◊ Local Cable Access Channels
 - ◊ Daily News
 - ◊ Newburyport Current
 - ◊ WNBP
- Distribute monthly newsletter to residents and agencies;
- Identify additional locations for elder programs and services
- Provide for representation of department at district, regional, state, and national events

Council on Aging (cont.)

- Collaborate with the Friends of the Council on Aging to improve implementation of the programs

Goal 3: Provide all Senior Citizen Programs and Services in one community focal point location

Objectives:

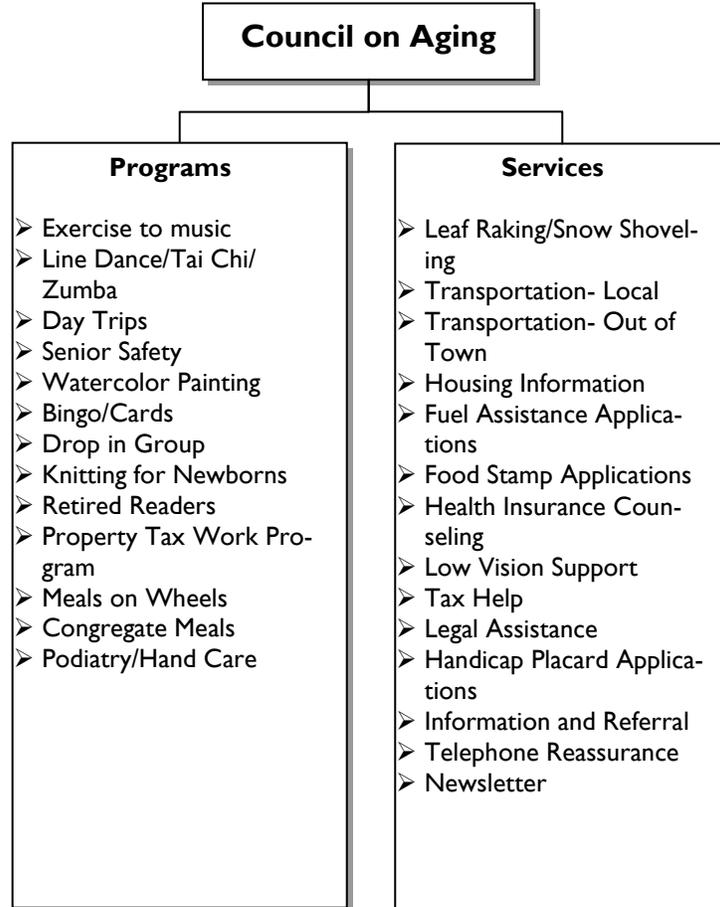
- Complete construction of senior/community center
- Work with Friends of Newburyport COA to solicit funding from banks, foundations and individuals

Goal 4: Provide “quality of life” services for senior citizens

Objectives:

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

PROGRAMS & SERVICES



PERSONNEL SUMMARY

COUNCIL ON AGING			
	FY 2012	FY 2013	FY 2014
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
COA Director	1	1	1
Driver	2	2	2
Administrative Assistant	1	1	1
Activities Coordinator	0	0	0.5
Total Full-Time Equivalents:	4.0	4.0	4.5

COUNCIL ON AGING

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 COA SAL COA DIRECTOR	55,084	56,186	55,084	55,084	58,169	58,169.03
51156 COA SAL VAN DRIVERS	67,861	75,915	76,418	76,418	89,309	89,308.74
51162 COA SAL ACTIVITIES COORD	0	0	0	0	19,760	19,760.00
51164 COA SAL RECEPTIONIST	33,580	33,473	34,221	35,604	35,604	35,604.00
51401 COA LONGEVITY	4,145	4,496	4,496	4,496	4,748	4,747.78
51404 COA TRAVEL EXP STPND	3,025	3,300	3,940	3,940	4,240	4,240.00
51405 COA CLOTHING REIMBURSEMENT	600	600	600	600	1,200	1,200.00
001 - PERSONAL SERVICES Total	164,295	173,970	174,759	176,142	213,030	213,029.55
002 - PURCHASE OF SERVICES						
52403 COA MAINT-VEHICLES	3,796	2,552	4,500	4,500	4,500	4,500.00
52701 COA BUILDING RENT	14,400	14,400	14,400	14,400	14,400	14,400.00
52900 COA MEALS ON WHEELS	0	0	0	0	13,200	13,200.00
002 - PURCHASE OF SERVICES Total	18,196	16,952	18,900	18,900	32,100	32,100.00
004 - SUPPLIES						
54200 COA OFFICE SUPPLIES	845	996	1,000	1,000	1,000	1,000.00
54801 COA FUEL/OIL VEHICLE(S)	1,000	1,000	3,500	3,500	12,000	12,000.00
004 - SUPPLIES Total	1,845	1,996	4,500	4,500	13,000	13,000.00
Grand Total	184,336	192,918	198,159	199,542	258,130	258,129.55

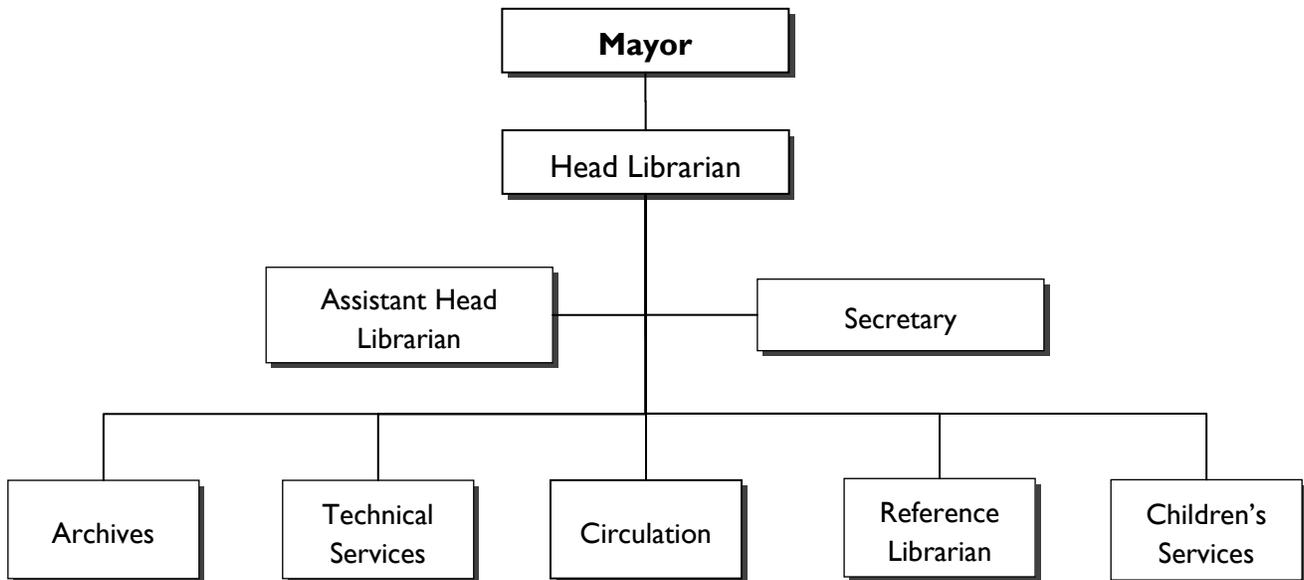


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Library

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

Major accomplishments:

- The second phase of the library space plan implementation, a remodel/reorganization of the 2nd floor Reference Area, was completed. A new reference desk was created in a location more visible and accessible for patrons. Other aspects of the project involved building a staff office, extensive weeding of the reference book collection, updated lighting, relocation of the online catalog, microfilm reader/printer/scanner and film drawers and the compact disc collection, relocation of the 3rd floor public computers to the 2nd floor reference area and the replacement of carpet
- New hires brought the library to full staffing again, in addition to bringing excitement and new programs and ideas
- The library, along with the Merrimack Valley Library Consortium, transitioned to an open source ILS, Evergreen. A new circulation module for staff and the revamped online catalog provided improved customer service

Key Metrics	Value
Library Visits	279,443
Circulation	333,887
Uses of Downloadable Audiobooks	1,537
Uses of e-books	1,458
Reference Questions Answered	24,542
Interlibrary Loan Items Received	45,877
Interlibrary Loan Items Loaned	34,948
Programs for Adults	66
Programs for Teens	68
Programs for Children	328
Self-Check Stations as a Percentage of Total Circulation	21%
Number of Volunteers	64
Volunteer Hours	2,714

Programs/Events:

- New programs for babies and 1-year olds
- Embroidery club proved popular
- Book and film clubs continued in popularity and a fiction book club was added
- Student poetry showcased on the library fence
- “Tween” Advisory Group created
- Library served as venue for Children’s and Teen authors during NBPT LitFest
- More than 600 people attended the Fran Dalton photo retrospective
- Friends of the Library cooperated with the NBPT Horticultural Society for the first annual “Books in Bloom” event

Technology:

- Barcode duplication for automated materials handling almost complete
- Updated microfilm reader/printer/scanner purchased for Reference Department
- “When to Work” software installed for staff scheduling
- Computer upgrades and replacements completed per annual tech plan

Partnerships:

- The Head Librarian served on steering committee for NBPT Literary Festival
- The library and the city’s Health Department co-sponsored programs on EEE, West Nile Virus and Lyme Disease

Library (cont.)

- The library advanced its “green” goal by partnering with the city for rain barrel and solarization initiatives
- Library meeting space used by NBPT Adult Education/Lyceum classes
- A dedicated volunteer corps committed significant time to re-shelving library materials, mending books and assisting in the Archival Center
- Funding from the Friends of the Library and the Institution for Savings Charitable Foundation made the 2nd floor renovation project possible
- NAID (Newburyport Area Industrial Development) Foundation provided funding for microfilm reader purchase

FY 2014 TRENDS

- MVLC migrated to an open source ILS, Evergreen, with two other MA library networks. There is hope that all MA networks will eventually adopt the same ILS and provide a statewide library card.
- Following a trend, Newburyport’s print circulation has declined slightly. Some budget funds will be shifted to e-books to satisfy this growing demand. Availability of e-content to libraries is currently at the discretion of the publishers.
- Supplemental funding from Friends of the Library and State Aid will be reduced, particularly for purchases of technology and capital items and library materials. The library’s municipal budget request will reflect these impacts.

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

- Continue to fill the role of popular materials library
 - Enlarge collection of “books to go” and multiple copies of best sellers to accommodate patron requests
 - With MVLC, explore new e-book platforms
 - Fund additional popular e-books
 - Explore the use of Wowbrary or similar product to promote the library’s popular materials
 - Explore e-magazine options such as Zinnio
 - Implement system of self-pickup of hold items

- Weed less popular magazines and invest in multiple copies of selected newspapers
- Engage in collection development activities
 - Explore the “neighborhood” concept for grouping/shelving non-fiction materials
- Provide a broad range of programs for adults to satisfy a variety of interests
 - Continue to offer the monthly book clubs and bi-monthly film club
 - Continue to offer at least two programs/month for adults
 - Explore participation in a public forum lecture series
 - Provide an annual program on genealogy/local history
 - Continue to offer library space for the Lifelong Learning Lyceum meetings and Newburyport Adult Education courses

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

Objectives:

- Offer an up-to-date collection of reference and circulating materials for caregivers and infants through young adults
 - Create a collection of themed book kits, possibly with grant funds for Early Literacy
- Encourage input from the Teen and Tween Advisory Groups re: programs and services
 - Hold monthly meetings of the Teen and Tween Advisory Groups
 - Teen and Children’s Librarians will involve teens and tweens in planning and carrying out programs/activities for children
- Expand program offerings for children, tweens and teens
 - Pursue grant opportunity to explore options for separate teen programming space
 - Collaborate with city’s Youth Services Department when possible
 - Children’s and Teen librarians will collaborate to plan tween programming

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

Objectives:

- Through the Merrimack Valley Library Consortium, stay abreast of technological developments
 - Staff members will continue to serve as standing committee and ad hoc representatives

Library (cont.)

- Director will serve as President of MVLC
- Participate in automated materials handling/sorting
 - Complete re-barcoding project begun in FY12
 - Continue to evaluate and adjust workflow as needed for “sort-to-light” materials handling
- In accordance with a current technology plan, replace/upgrade public and staff computers and related equipment and software
 - Prepare annual technology plan and accompanying equipment replacement schedule
 - Secure funding from the City or Friends of the Library for IT upgrades/replacements. Advocate with Friends for municipal funding of technology items
 - Request funding from the NAID (Newburyport Area Industrial Development) Foundation for a specific technology project
 - If funding can be obtained, upgrade phone system
- Participate in a comprehensive city computer network
 - Work with library’s telecomm vendor and city IT department to bridge the city and MVLC networks
 - Participate in online payroll submission, when available
 - Use MUNIS for account/payment inquiries, when available

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

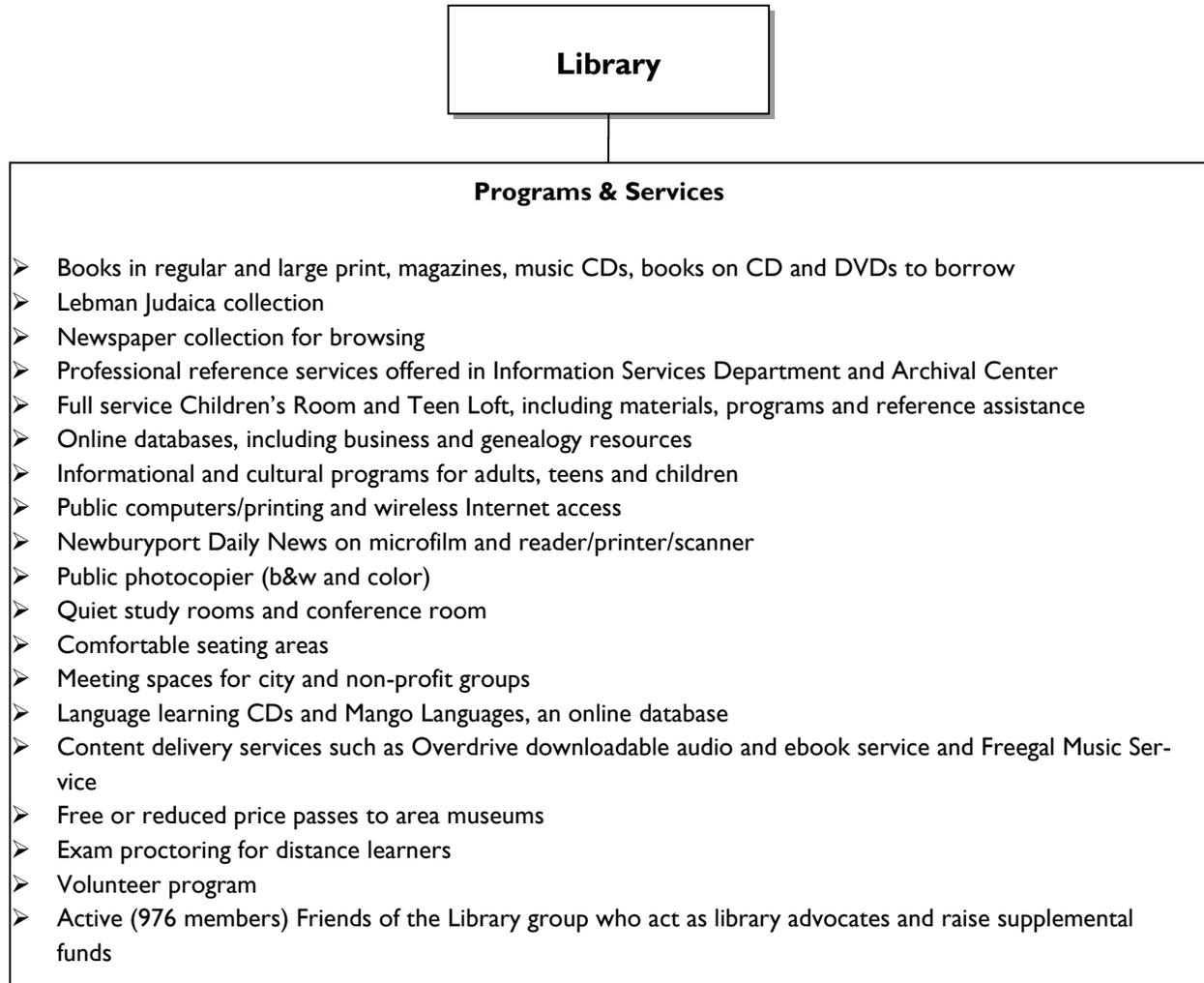
Objectives:

- Users will experience a vibrant “virtual” branch of the library
 - Consider a website revision
 - Explore using Pinterest for program planning
 - Explore mobile NPL app – Boopsie or other option
 - Expand children’s website homework help sources
- Create a library brand and engage in ongoing marketing of library services
 - Solicit volunteer assistance to create a new logo/tagline
 - Train staff in front line marketing strategies
 - Staff will wear name tags or other IDs
 - Explore implementation of e-communication for patrons in various formats

(Twitter, email service such as Constant Contact or Vertical Response)

- Enhance readers' advisory services with "Dear Reader" or Bookletters

PROGRAMS & SERVICES



Library (cont.)

PERSONNEL SUMMARY

LIBRARY			
Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
Head Librarian	1	1	1
Assistant Head Librarian	1	1	1
Custodian	2	2	1
Secretary	1	1	1
Senior Librarian	5	5	5
Staff Librarian	6	6	6
Library Technician (3FT, 4PT)	7	7	7
Total Full-Time Equivalents:	23	23	22

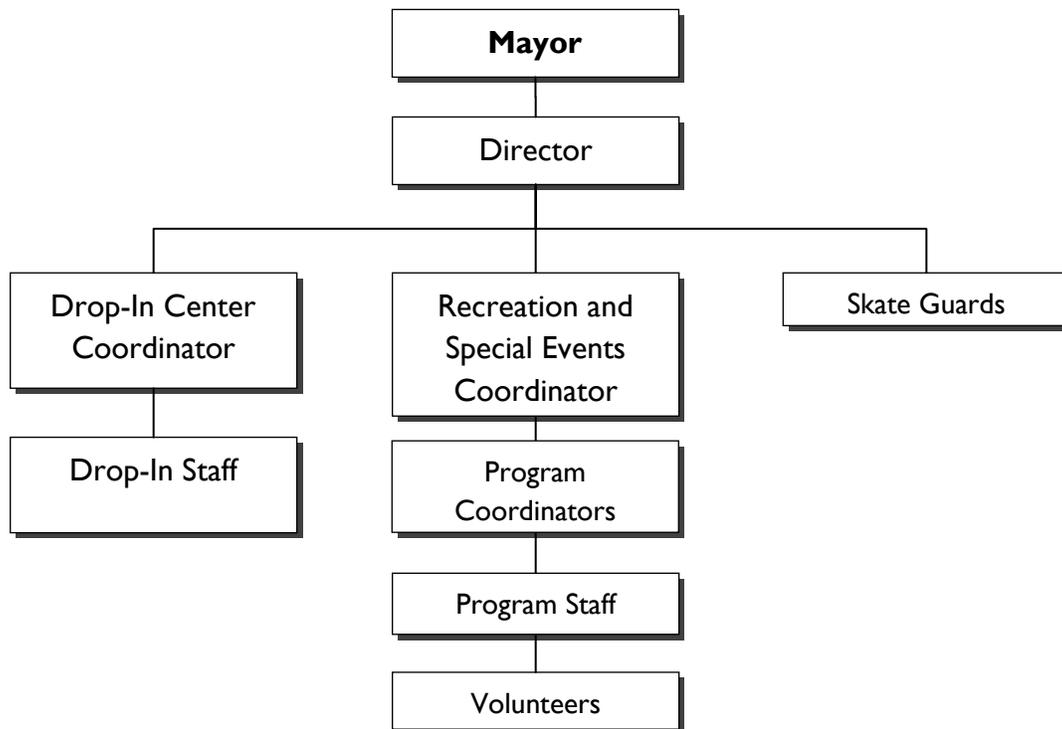
NEWBURYPORT PUBLIC LIBRARY

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 LIB SAL LIBRARIAN	77,651	79,204	80,111	81,226	82,850	82,850.00
51156 LIB SAL STAFF	802,208	826,669	846,267	863,115	852,997	852,997.00
51401 LIB LONGEVITY	15,051	15,467	15,981	11,548	10,318	10,318.00
51405 LIB CLOTHING REIMBURSEMENT	1,200	1,200	1,200	1,200	600	600.00
51901 LIB RETIREMENT EXP	0	0	0	0	-	0.00
001 - PERSONAL SERVICES Total	896,110	922,541	943,559	957,089	946,765	946,765.00
002 - PURCHASE OF SERVICES						
52101 LIB HEAT/ELECTRICITY-MB	79,485	80,909	88,000	94,000	92,000	92,000.00
52102 LIB HEAT/ELECTRICITY-SEB	1,059	1,900	0	0	-	0.00
52401 LIB MAINT-BLDG (MAIN)	7,500	8,000	29,500	7,000	1,000	1,000.00
52402 LIB MAINT-EQUIPMENT	8,270	9,150	13,260	12,050	13,374	13,374.00
52403 LIB LICENSING & WARRANTY FEES	20,210	20,065	20,540	21,869	18,950	18,950.00
52901 LIB AUTOMATED SVCS	46,346	47,084	47,665	49,321	50,472	50,472.00
53001 LIB TECHNOLOGY PURCHASES	0	0	0	0	10,000	10,000.00
53010 LIB BINDING	719	653	450	400	500	500.00
53015 LIB MICROFILM	1,008	1,378	818	1,500	1,375	1,375.00
53020 LIB YOUTHS PROGRAMS	700	690	1,471	1,500	2,000	2,000.00
55101 LIB AUDIO-VISUAL MATERIAL	15,550	25,000	16,000	17,625	20,500	20,500.00
55102 LIB PURCHASE BOOKS	106,000	104,990	93,300	91,000	90,000	90,000.00
55800 LIB ADMIN EXPENSE	1,334	2,661	1,338	1,075	1,500	1,500.00
55801 LIB SUPPLIES	7,355	9,200	6,540	6,500	7,800	7,800.00
002 - PURCHASE OF SERVICES Total	295,536	311,680	318,882	303,840	309,471	309,471.00
Grand Total	1,191,645	1,234,221	1,262,441	1,260,929	1,256,236	1,256,236.00

Youth Services

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Began online registration and credit card processing:
- Completed fall and winter programming with 423 youth (31% increase from previous year)
- Held 7 Special Events(*2 new events): Guy's night out, Girl's Night Out, Invitation Night Movie, Family Camp Out*, Youth Fishing Derby*, Asset Awards, Duck Derby
- Conducted 2 youth leadership retreats (serving over 100 youth), continued the Youth Council and established 3 paid Youth Leader Positions.
- Completed a new 5 year plan for the department with the Youth Commission
- Summer 2012 took in over **\$145,000** in user fees, serving 1,197 participants (a 30% increase in participants)
- Acquired **\$7,500** in funding for a 12 passenger van lease; completed lease and purchased the van.

- Met all objectives of YR 7 of the **Drug Free Communities** grant and completed all grant requirements successfully
- Awarded **\$125,000** in Year 8 Federal Drug Free Communities (DFC) Support Program Grant
- School Age Care contract estimated at **\$10,000 revenue** for FY13

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

- Evaluate and improve existing programs
- Develop new programs and support programs offered by other organizations in the community
- Create marketing plan; increase mailings to surrounding communities
- Increase outdoor programming

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

Objectives:

- Support the NLEC 5 year plan

Goal 3: Develop new programs and support programs offered by other organizations in the community

Objectives:

- Expand intergenerational programs
- Offer day time early education programming
- Continue to build partnerships with other organizations serving youth

Goal 4: Utilize the entire Kelley School Youth Center building

Objectives:

- Create a comprehensive improvement plan
- Secure funding
- Increase community and private use of building

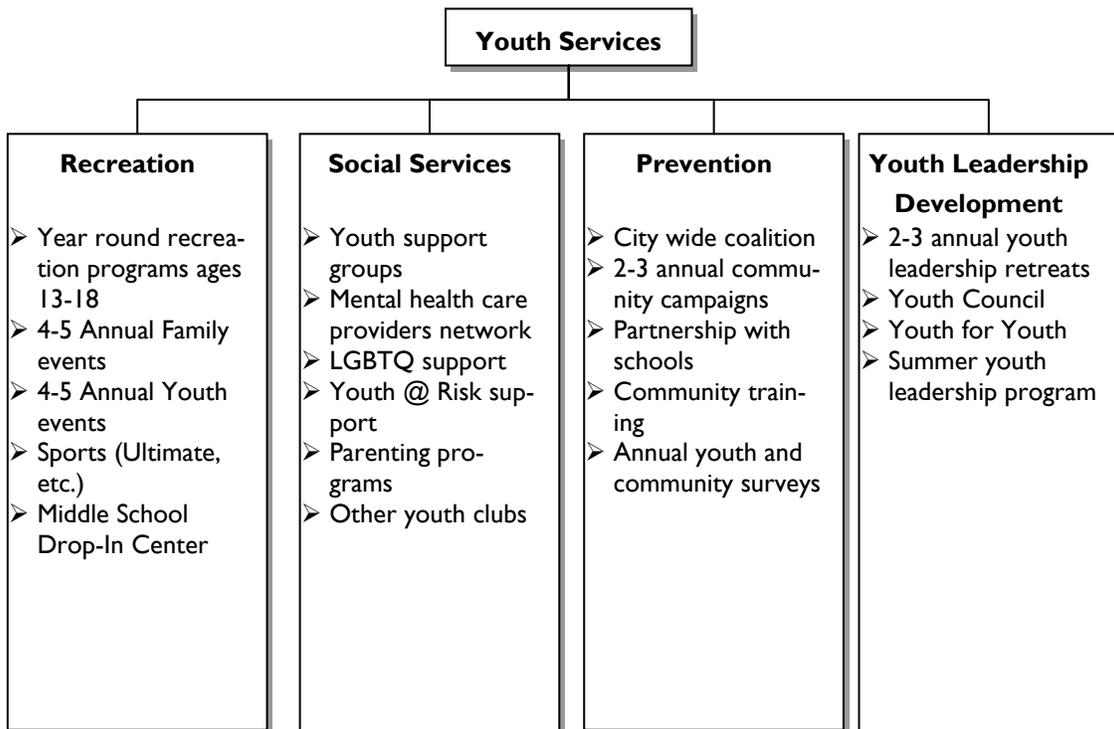
Youth Services (cont.)

Goal 5: Establish funding and resources to continue the mission of the BEACON Coalition.

Objective:

- Increase community participation in coalition projects.
- Identify and acquire alternate funding for prevention projects under the BEACON Coalition.

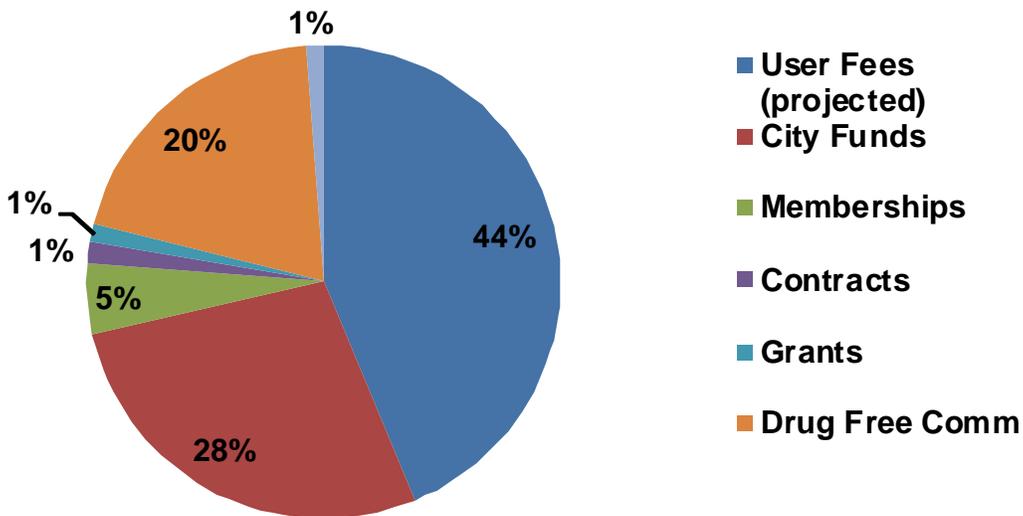
PROGRAMS & SERVICES



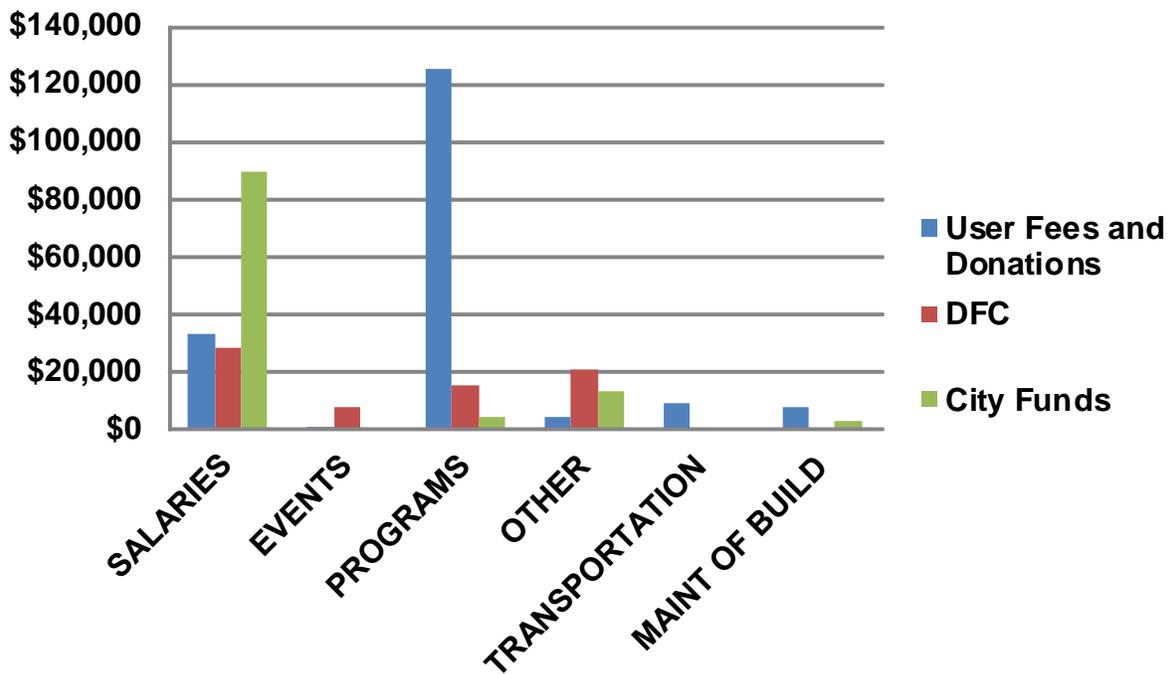
PERSONNEL SUMMARY

YOUTH SERVICES			
	FY 2012	FY 2013	FY 2014
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Director			
Recreation Programs Director			
Project Coordinator			
Youth Coordinator			
Total Full-Time Equivalents:	4	4	4

FY2014 Projected Revenue Sources



FY2014 Projected Expenditures



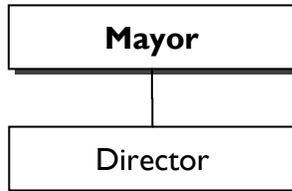
YOUTH SERVICES

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 YTH DIRECTOR YOUTH SERV	53,000	53,000	54,231	54,250	61,617	61,616.73
51160 YTH SAL PROGRAM COORDINATOR	27,218	31,090	34,425	34,425	34,769	34,769.25
51162 YTH SAL PROGRAM ASSISTANT	20,000	19,692	0	0	-	0.00
51163 YTH SAL PREVENTION COORD	0	0	0	11,666	14,583	14,582.50
51166 YTH BOOK KEEPER PT	0	0	1,852	5,000	5,000	5,000.00
51190 YTH EMPLOYMENT	5,655	11,992	15,000	15,000	15,000	15,000.00
001 - PERSONAL SERVICES Total	105,873	115,774	105,507	120,341	130,968	130,968.48
002 - PURCHASE OF SERVICES						
52701 YTH RENT-LEARNING CTR	4,800	4,800	4,800	4,800	4,800	4,800.00
53002 YTH REGISTRATION SOFTWARE	0	0	875	2,000	2,500	2,500.00
53003 YTH ACCESSABILITY ACCOMODATNS	0	0	875	2,000	2,000	2,000.00
53202 YTH LEARNING ENRICH PROGRAM	0	0	0	0	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	4,800	4,800	6,550	8,800	19,300	19,300.00
007 - OTHER CHARGES & EXPENSES						
57300 YTH DUES/LICENSES	240	250	250	250	250	250.00
57840 YTH TEEN SUMMER CHALLENGE	1,000	1,000	0	1,000	1,000	1,000.00
57841 YTH SUBSTANCE ABUSE GRANT	0	0	0	12,000	15,000	15,000.00
57842 YTH LEARNING ENRICHMENT CTR	10,889	40,889	33,560	33,560	33,560	33,560.00
57843 YTH KELLEY SCHOOL EXPENSES	0	20,927	22,899	23,000	23,000	23,000.00
007 - OTHER CHARGES & EXPENSES Total	12,129	63,066	56,709	69,810	72,810	72,810.00
Grand Total	122,802	183,641	168,766	198,951	223,078	223,078.48

Veterans' Services

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Distributed over \$230,000 in financial assistance to needy Newburyport veterans and their families. The City receives 75% reimbursement from the State for this disbursement. This is the highest total assistance the City has ever disbursed
- Facilitated the monthly World War II veterans breakfast and luncheon series
- Initiated discussions with the surrounding communities of Amesbury, Merrimac, Newbury and Salisbury to examine the feasibility of forming a Regional Veterans District

FY 2014 TRENDS

Discussions with potential regional partners that have been ongoing since early CY 2013 about the creation of a Veterans District will continue to advance. Much work remains before a district is formed, with an Intermunicipal Agreement, Home Rule Petition, and Veterans Services Application still to be drafted, but the five communities are committed to moving forward and believe that this process will provide improved services to local veterans with the addition of a full-time Service Officer replacing part-time positions. The goal is to have a District in place by early FY14.

The World War II luncheon series will continue next year. This project has been successful and is growing in scope, now reaching older veterans throughout the surrounding area.

Financial assistance through the Chapter 115 program is expected to follow the trend established over the last five years and should continue to grow. Without this supplemental resource, approximately 35 Newburyport families would suffer severe economic hardship.

FY 2014 GOALS & OBJECTIVES

Goal 1: Seamless transition to District

Objectives:

- Use March training for gathering information
- Pattern after successful existing programs

Goal 2: Continue Outreach for WWII and Korean veterans

Objectives:

- Monthly WWII Luncheons at Hungry Traveler
- Korean War Luncheon during Yankee Homecoming
- Devise better communication channels to reach older veterans
- More frequent columns in COA newsletter

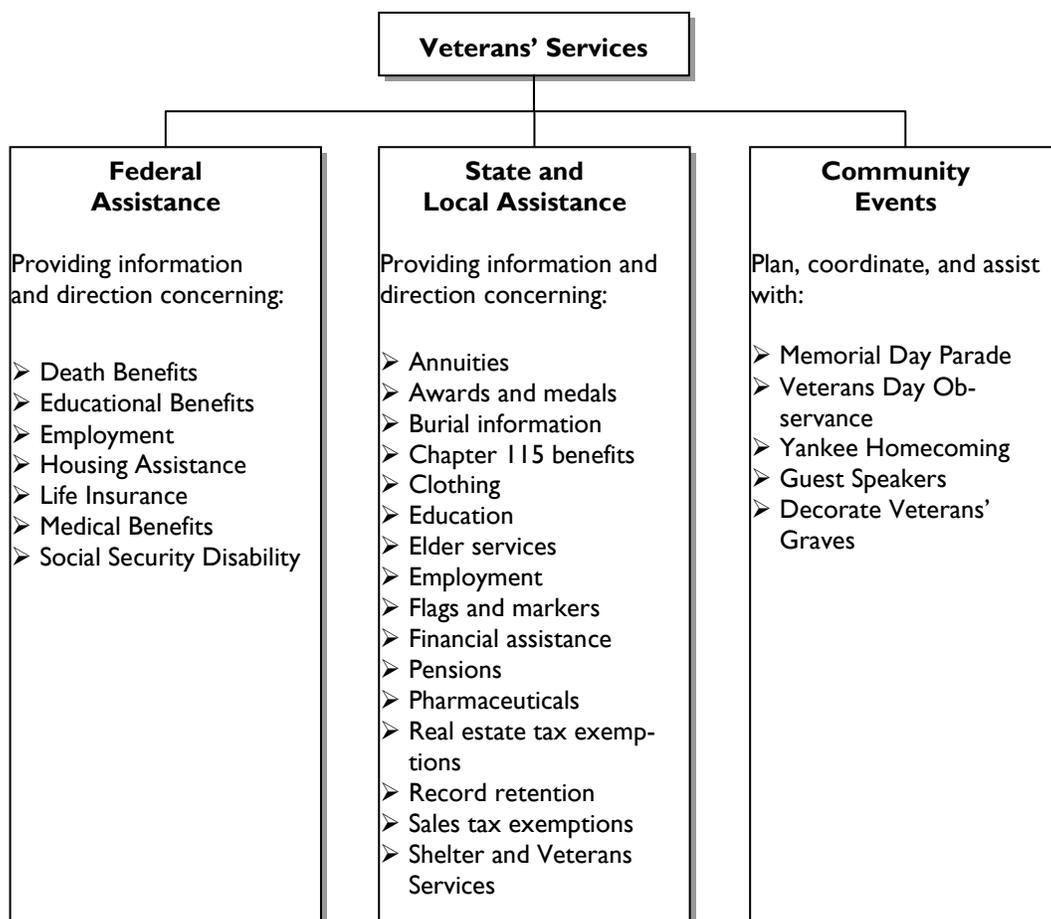
Goal 3: Outreach for all Chapter 115 potential beneficiaries

Objectives:

- COA newsletter
- Bulletin Board and Cable Flyers
- Publicize as appropriate

Veterans' Services (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

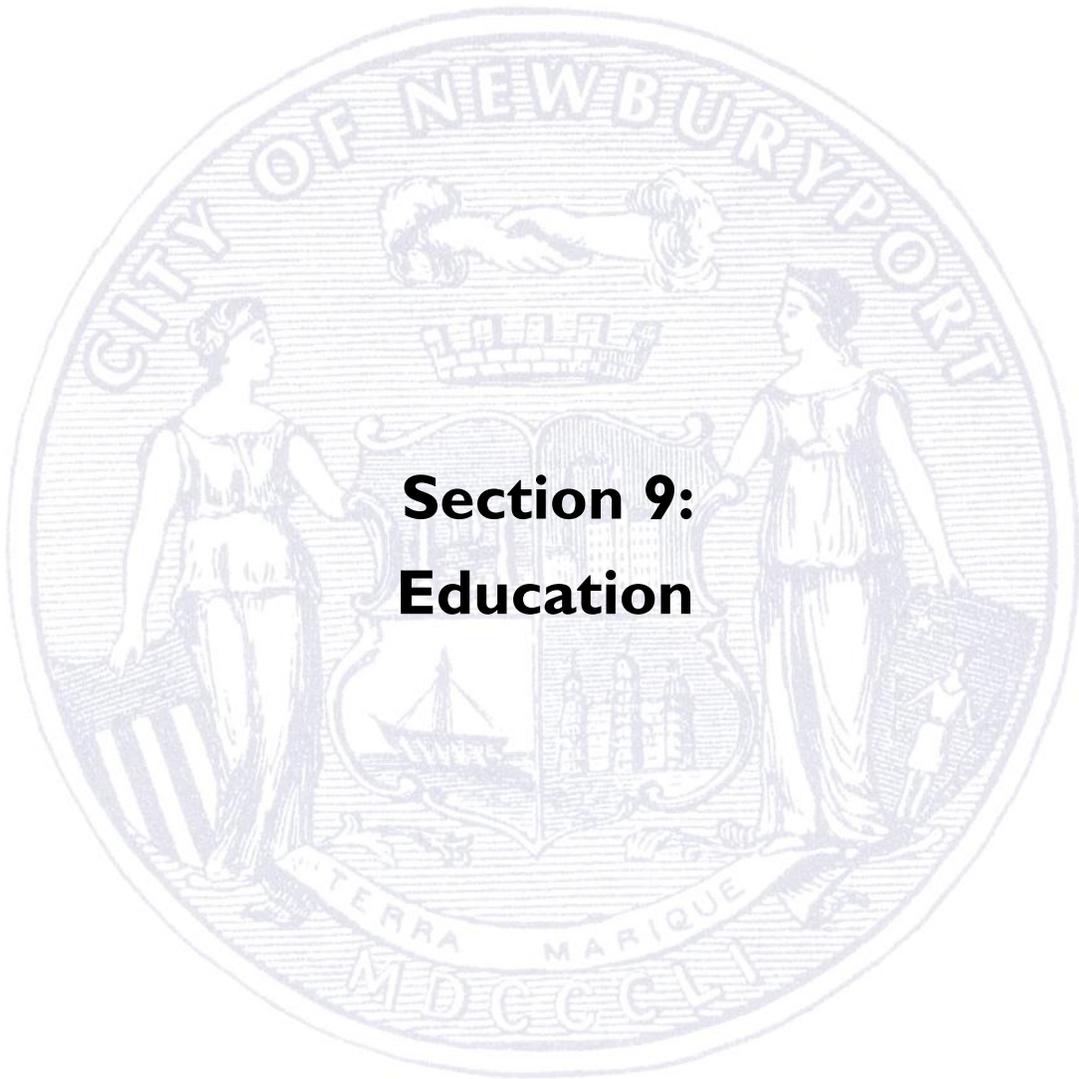
VETERANS SERVICES			
	FY 2012	FY 2013	FY 2014
Position	Actual	Actual	Budget
Veteran Services' Director			
Total Full-Time Equivalents:			

VETERANS' SERVICES

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 VET SAL VETERAN DIRECTOR	39,873	40,670	40,671	40,670	47,624	47,623.80
51404 VET TRAVEL EXPENSE	2,503	2,544	2,565	2,700	2,700	2,700.00
51430 VET GRAVES REGISTRATION OFCR	700	700	700	700	700	700.00
001 - PERSONAL SERVICES Total	43,075	43,914	43,935	44,070	51,024	51,023.80
002 - PURCHASE OF SERVICES						
53070 VET BURIAL	0	2,000	3,395	2,000	2,000	2,000.00
54200 VET OFFICE SUPPLIES	424	402	125	500	500	500.00
55800 VET OTHER SUPPLIES	667	870	693	1,000	1,000	1,000.00
002 - PURCHASE OF SERVICES Total	1,091	3,272	4,213	3,500	3,500	3,500.00
007 - OTHER CHARGES & EXPENSES						
57700 VET VETERANS' BENEFITS	79,081	149,581	243,102	172,280	172,280	172,280.00
57701 VET CARE OF SOLDIERS GRAVES	1,407	1,497	1,497	1,500	1,500	1,500.00
007 - OTHER CHARGES & EXPENSES Total	80,488	151,078	244,599	173,780	173,780	173,780.00
Grand Total	124,654	198,264	292,748	221,350	228,304	228,303.80



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**Section 9:
Education**



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

TELEPHONE 978.465.4456
FAX 978.462.3495

Office of the Superintendent

Superintendent's Budget Message

May 8, 2013

Over the past few months, my colleagues and I have worked very carefully with the School Committee to finalize the FY14 school budget. We took into consideration the FY13 projected deficit and carefully added additional positions that would significantly impact the district. Each principal and central office administrator reviewed his/her budget in a public session with School Committee members. We discussed, publicly, our maintenance of effort budget and the additional resources needed to meet the needs of students.

On May 6, 2013, The School Committee unanimously approved the FY14 school budget of \$26,345,941. This is an increase over FY13 of \$1,004,489 or 3.96%. When you review the budget you will see that some of the revenue offsets are lower than the revenue offsets in the FY13 budget. For example, FY 14 Projected Revenue from Choice Tuitions, Circuit Breaker, and Choice Fund Balance are **\$312,233 less than FY13**. Those revenue offset losses had to be made up in the FY14 budget.

You will also notice that the revenue from Title I (\$140,216) and Special Education 94-142 (ABLE) (\$500,000) are added in the FY14 budget. That is because grant funded personnel are now included in the FY14 budget. This is a change from last year. **City Appropriations are projected to be \$23,231,943. The increase from the FY13 City Appropriations is \$681,506 (3.02%).**

The FY14 budget includes a net change of Full Time Equivalent of 4.8 staff members. This budget will:

- Build technology integration at the High School
- Expand the Advanced Placement English program
- Expand technology engineering at the Nock Middle School
- Provide reading intervention during the summer and after school
- Support the Place-Based Education initiative
- Expand the music program at the Molin School and High School
- Expand the English Language Learners Program
- Supports the continuum of Special Education services across the district
- Expands leadership at the High School to address DESE mandate
- Expands health services support across the district.
- Provides transportation for McKinney-Vento students
- Provides opportunity to share a lease partnership with Youth Services.

As I wrote in the previous budget address, "I expect nothing but the very best from our entire staff. Their work makes the difference in the life of every student. I appreciate their effort and commitment to our district. We will continue to promote our theme, Greatness Begets Greatness: Good to Great, Great to Greater. I appreciate the collaboration, corroboration, and support from our School Committee. They have put student achievement first on our yearly agenda. I also appreciate the tremendous support from the Newburyport Educational Foundation, The Education Business Coalition, Swasey Foundation, Parent-Teacher Organizations, and other businesses and institutions in the community. Without their contributions, Newburyport Public Schools would not be where it is today."

Sincerely,

Marc Kerble, Ed.D.
Superintendent of Schools

Newburyport Public Schools **FY13 Highlights & FY14 Goals**

High School

2013 Highlights

- Created STEM partnership with 3 NHS classes and Olin College students and staff
- Implemented new teacher evaluation system with integrity
- Finished our NEASC committee reports with faculty approval
- Developed Flex scheduled classes in Theater, Music, and Technology to be offered to NHS students in 13-14 school year
- Implemented new science fair process/event
- Opened newly developed/designed media center at the high school
- Created an 11th grade AP English course
- Disseminated an Accuplacer test to all 10th grade CP English students
- Developed NECCO course offerings for NHS students in a flex schedule outside the normal school day/NHS and NECCO with credit earned
- Planned and developed a therapeutic model program for NHS for the high school

2014 Goals

- Add AP Chemistry and AP Psychology courses to program of studies
- Implement new therapeutic program at the high school
- Complete NEASC self-study process with a NEASC visit October 2013
- Implement dual enrollment schedule for students to attend courses at Northern Essex Community College and Newburyport High School.
- Expand the use of technology in classes and the media center.
- Expand STEM related programs for students.
- Implement year two of the new educator evaluation system.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.

Rupert A. Nock Middle School

2013 Highlights

- Set goals around writing across the curriculum in all content areas (an identified weakness as determined by MCAS).
- Worked on moving toward the Common Core in all content areas.
- Began collecting data to create a more balanced schedule for the 2013-14 school year.
- Began work on a school wide executive function plan for the entire middle school.
- Began Response to Intervention process this year and identified interventions for students experiencing failure.
- Implemented the new pre-engineering lab and began to set academic goals in this area.
- Implemented data team work to examine teacher survey results.
- Implemented a process for staff to develop actions to address areas related to student achievement.
- Implemented the new educator evaluation system.
- Created a Spanish program.
- Offered a three week German program.

2014 Goals

- Implement year two of new educator evaluation system.
- Implement a new schedule for students and teachers.
- Strengthen the current Spanish Program.
- Strengthen the current counseling program.
- Expand the Technology and Engineering program.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.

Molin Upper Elementary

2013 Highlights

- Implemented new teacher evaluation system.
- Started Phase 1 of occupied construction- Nock/Molin Building Project.
- Implemented the "What I Need" (WIN) Intervention Block to provide intervention or enrichment to students.
- Revised and implemented writing rubrics and assessments.
- Implemented revised RTI team.
- Expanded participation in Molin winter and spring concerts.
- Expanded participation in Molin School play and Molin Science Fair.
- Implemented Responsive Classroom program.
- Created school newsletter.

2014 Goals

- Continue to implement the Common Core.
- Continue to revise Bresnahan and Molin report cards to align with Common Core and for elementary consistency.
- Implement year two of the teacher evaluation system.
- Continue work on vertical alignment between grades and develop consistency among grade level teams.
- Implement special education co-teaching model based.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.

Francis T. Bresnahan School

2013 Highlights

- Implemented the new educator evaluation system with fidelity.
- Enhanced the RTI process to make informed decisions regarding student achievement and levels of intervention.
- Analyzed literacy and mathematics assessment data to identify core curriculum instructional changes.
- Enhanced the literacy block time through the implementation of Daily 5 in all first grade classrooms.
- Revised the grades 1-5 progress reports.
- Coordinated transition of students with the Brown School staff and the Molin School staff.
- Implemented data teams for data analysis and to develop action plans.

2014 Goals

- Continue to focus on the implementation of the new educator evaluation system with fidelity.

- Implement core curriculum in alignment with the Common Core standards with fidelity to enhance student achievement.
- Ensure a guaranteed and viable curriculum across all grades
- Vertical alignment of core curriculum with kindergarten and grade three.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.
- Develop and implement a new progress report for grades one-three.
- Implement plans to develop the culture and climate with the new Bresnahan staff.

George W. Brown School

2013 Highlights

- Increase in student achievement in literacy and mathematics.
- Participated (kindergarten teachers) in the Literacy for All conference in November 2012 to further the implementation of the Daily Café (Curriculum, Accuracy, Fluency and Expanded Vocabulary) as an integral part of our comprehensive literacy program.
- Participated (preschool teachers) in bi-monthly professional development with the literacy and math coaches on the topics of dialogic reading and developing common math assessments.
- Implemented the new teacher evaluation system with fidelity beginning with the development of SMART goals and educator plans to becoming familiar with the new observation model to creating binders of evidence to showcase their progress and growth throughout the year in alignment with the new teacher standards and rubric.
- Revised and implemented the Response to Intervention process with teachers serving as liaisons to students who were able to receive interventions and related services through a tiered model of support as a part of the general curriculum.
- Promoted a positive culture by implementing a “bucket-filling” theme that supported character development and school-wide goals. Staff worked hard over the summer to de-clutter the school and paint murals on the walls and playground to promote our theme, vision and philosophy.

2014 Goals

- Implement year two of the new educator evaluation system with fidelity.
- Provide access to supplemental instruction to close achievement gap among all students.
- Implement transition plans to help develop the culture and climate in the new Bresnahan School.
- Implement new intensive special needs program.
- Continue to develop the Brown School relationship with the Early Intervention staff.
- Continue to develop the school-parent relationship as the Brown School transitions to the new Bresnahan School.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.

Central Office, Includes Technology & Facilities

2013 Highlights

- Implemented a new educator evaluations system.
- Continued to provide leadership in using data to drive instructional decisions.
- Created and implemented Newburyport University during our full professional day.
- Continued to support Place Based Education through professional development for our teachers.

- Started the new building projects: Bresnahan School and the Renovation of the Molin School and Nock Middle School.
- Provided extensive staff development for all special education teachers and related services
- Maintained the buildings in a safe, clean, functional manner.
- Kept equipment operating efficiently through the preventive maintenance program.
- Continued to find ways to reduce energy usage and cut costs.
- Invested in new technologies, equipment and/or methods to help custodial staff to be more efficient and effective.
- Updated program descriptions for all special education programs.
- Created and updated a system of special education services across the district.
- Strengthened the Response to Intervention Teams.
- Strengthened the security of each building.

2014 Goals

- Implement the continuum of special education services across the district.
- Implement the reorganization of the central office business department.
- Implement a yearlong staff development schedule for the district.
- Continue to implement the new educator evaluation system, including planning for district measures.
- Expand the training of the district School Councils.
- Refine the safety procedures in the emergency safety manual.
- Update the long term technology plan for the district.
- Ensure that there is curriculum alignment with the Common Core.

See Appendix D for the Newburyport Public Schools Budget

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

NEWBURYPORT PUBLIC SCHOOLS

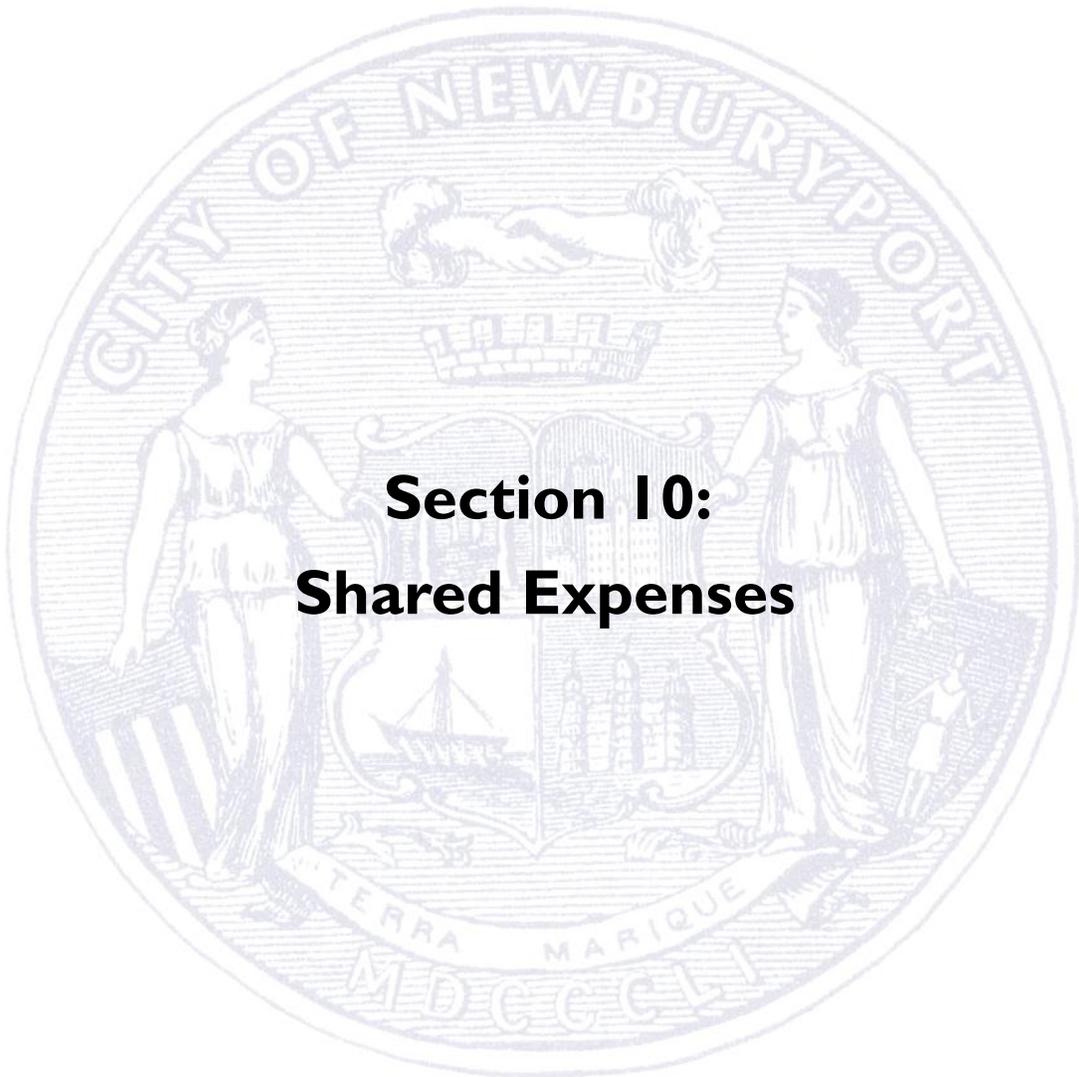
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
002 - PURCHASE OF SERVICES						
53201 SCH SCHOOL EXPENSES	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943	23,231,943.00
002 - PURCHASE OF SERVICES Total	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943	23,231,943.00
Grand Total	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943	23,231,943.00

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
002 - PURCHASE OF SERVICES						
53202 WHITTIER VO TECH SCHOOL	397,533	452,634	328,294	275,985	335,705	335,705.00
002 - PURCHASE OF SERVICES Total	397,533	452,634	328,294	275,985	335,705	335,705.00
Grand Total	397,533	452,634	328,294	275,985	335,705	335,705.00



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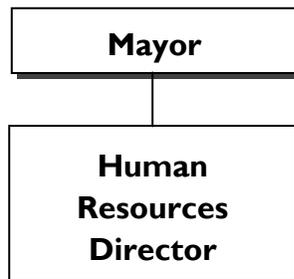


**Section 10:
Shared Expenses**

Human Resources & Employee Benefits

MISSION STATEMENT

The mission of the Human Resources Department is to provide quality customer service to City employees, City retirees and the general public for all Human Resources needs in the areas of: recruitment, hiring, benefits, compensation, classification, labor relations, employee relations, and worker's compensation. The Human Resources Department administers the City's compensation and benefit programs in compliance with Federal and State Labor Laws along with local collective bargaining agreements. The City, through its Human Resources Department, is committed to attracting and retaining a knowledgeable and diverse workforce, to fostering professional development, to promoting a harmonious work environment, and to assisting employees of the City in their professional goals through education, training, and awareness. The Department negotiates and manages employee benefits, and establishes and monitors policies and procedures related to personnel. The Department participates in collective bargaining sessions. The Department provides quality customer service in a friendly atmosphere while administering effective processes and practices for a positive working environment. The Department will provide information, resources, support, and counsel to all City Departments with a high level of professionalism, integrity, confidentiality, and sensitivity to the needs of the employees and the general public.



FY 2013 ACCOMPLISHMENTS

- Processed all changes/new enrollments for employees and retirees for dental, medical, and life insurance
- Issued RFQ for Medical and Dental resulting in approximately \$350,000 savings for FY 2014
- Conducted analysis of Newburyport's current plan vs. GIC for FY 2014 (the City would have paid approx. \$300,000 more if moved to the GIC vs. staying with MIIA)
- Designed, prepared, distribute all materials associated with open Enrollment and managed

open enrollment process

- Key negotiator with Public Employee Committee
- Served as point of contact for personnel issues with employees and Department Heads
- Successful recruitment of a key positions (e.g., Director of Policy & Administration, Planner, Fire Chief)

FY 2014 Goals

Goal 1: Continue to conduct general Human Resource functions providing quality customer service to City employees and retirees

Objectives:

- Continually improve customer service to employees, retirees, operating departments, and job applicants
- Manage the employment process, recruitment through selection and hiring of hiring key personnel and providing orientation to the City
- Conduct exit interviews, using feedback to improve current processes
- Provide guidance and support in personnel matters related to discipline
- Ensure payroll changes including retirements and resignations are processed appropriately
- Provide annual update to Employee Handbook

Goal 2: Manage costs associated with benefits while continuing to provide quality benefits for employees and retirees

Objectives:

- Develop and manage budget for City-supported benefits and Human Resources functions
- Determine, procure, and administer all department and City-wide benefits and programs
- Negotiate with PEC, ensuring employees obtain the best benefits possible while controlling the cost to the City
- Manage all vendors associated with Human Resource functions and benefits ensuring the best possible performance
- Use results of Health Plan audits to ensure on-going savings and cost-avoidance.
- Provide regular information/updates to employees/retirees concerning benefits (postcards,

Human Resources (cont.)

sessions with MIIA, BC/BS, Altus).

Goal 3: Administer City compensation and benefit programs in compliance with Federal and State labor laws along with Collective Bargaining Agreements

Objectives:

- Manage COBRA, OBRA, FMLA plans/processes
- Participate in Union Negotiations
- Complete an extensive review/clean-up of personnel records ensuring the correct information s filed appropriately
- Use results of Personnel File audits to ensure cost-avoidance
- Learn the new on-line civil service system and work with the Fire Chief to determine roles and responsibilities vis-à-vis civil service

Goal 4: Ensure compensation, benefit, and classification systems are clearly defined and understood by the City and its employees

Objectives:

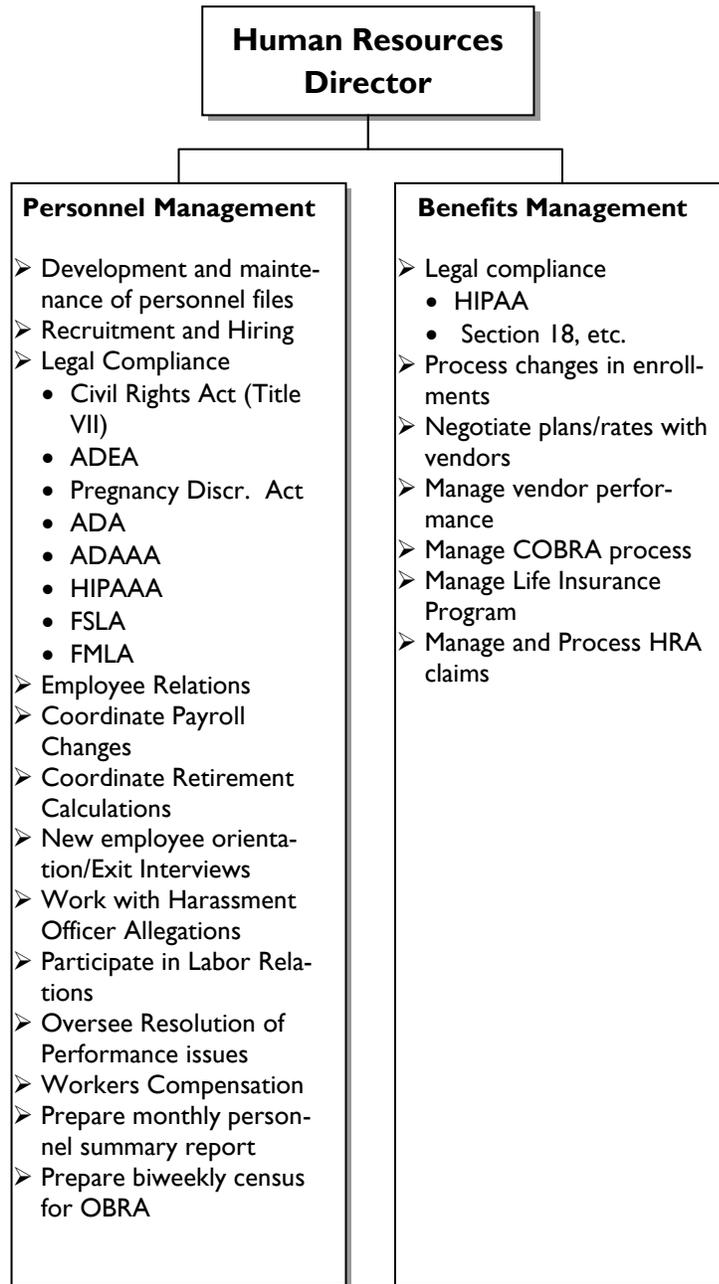
- Develop compensation and classification system for non-union employees
- Develop job descriptions for all non-union employees
- Work with unions and ensure every position has a job description

Goal 5: Produce reports in a timely, accurate, and easy-to-understand manner that provide a clear understanding of employee status and benefit changes

Objectives:

- Provide **Monthly Personnel Change Report** including data related to changes in classification for current employees; new hires (full-time and part-time); retirements; terminations; resignations; employees on workers compensation; I I I F; FMLA; and a list of open positions
- Provide a **Monthly Benefits Change Report** including changes and additions to medical, dental, and life insurance programs
- Assess the functions associated with the Human Resources module of the payroll system, develop and implement a plan for bringing certain Human Resources functions on-line

PROGRAMS & SERVICES



PERSONNEL SUMMARY

HUMAN RESOURCES & BENEFITS			
	FY 2012	FY 2013	FY 2014
Position	Actual	Actual	Budget
Human Resources Director	0.7	1	1
Total Full-Time Equivalents:	0.7	1	1

HUMAN RESOURCES DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 HR SAL HUMAN RESOURCES & BEN	0	0	0	0	63,360	63,360.36
001 - PERSONAL SERVICES Total	0	0	0	0	63,360	63,360.36
002 - PURCHASE OF SERVICES						
53001 HR ENROLLMENT AUDIT	0	0	0	0	12,000	12,000.00
53002 HR PERS RECORDS AUDIT/COMPLI	0	0	0	0	5,000	5,000.00
53003 HR COBRA ADMIN	0	0	0	0	5,500	5,500.00
53004 HR GIC ANALYSIS	0	0	0	0	2,500	2,500.00
002 - PURCHASE OF SERVICES Total	0	0	0	0	25,000	25,000.00
004 - SUPPLIES						
54200 HR SUPPLIES	0	0	0	0	10,000	10,000.00
004 - SUPPLIES Total	0	0	0	0	10,000	10,000.00
007 - OTHER CHARGES & EXPENSES						
57300 HR MEMBERSHIP DUES	0	0	0	0	600	600.00
007 - OTHER CHARGES & EXPENSES Total	0	0	0	0	600	600.00
Grand Total	0	0	0	0	98,960	98,960.36

INSURANCE GROUP

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 INS SAL HUMAN RESOURCES&BEN	0	0	0	60,000	-	0.00
51166 CH 32B PART TIME SUPPORT	12,980	21,668	40,000	0	-	0.00
51700 INS PREMIUMS FOR MEDICAL INSR	0	0	0	7,107,277	7,406,486	7,406,486.00
51701 INS DENTAL CONTRIBUTION	0	0	0	50,400	52,000	52,000.00
51702 INS FSA/HRA	0	0	0	75,000	75,000	75,000.00
51703 INS MEDICARE REIMB	0	0	0	76,800	87,250	87,250.00
51704 INS LIFE INSURANCE	0	0	0	54,724	50,000	50,000.00
51705 INS MEDICARE PENALTIES	0	0	0	80,000	65,000	65,000.00
51760 INS-CH 32B-CITY	2,115,442	2,313,823	2,503,385	0	-	0.00
51761 INS-CH 32B-SCHOOL	3,757,087	4,220,196	4,520,871	0	-	0.00
001 - PERSONAL SERVICES Total	5,885,509	6,555,687	7,064,257	7,504,201	7,735,736	7,735,736.00
002 - PURCHASE OF SERVICES						
53001 INS ENROLLMENT AUDIT	0	0	0	15,000	-	0.00
002 - PURCHASE OF SERVICES Total	0	0	0	15,000	-	0.00
004 - SUPPLIES						
54200 INS SUPPLIES	0	0	0	20,000	-	0.00
004 - SUPPLIES Total	0	0	0	20,000	-	0.00
Grand Total	5,885,509	6,555,687	7,064,257	7,539,201	7,735,736	7,735,736.00

UNEMPLOYMENT CLAIMS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51780 UNEMPLOYMENT COMPENSATION	18,854	32,823	38,200	30,000	40,000	30,000.00
001 - PERSONAL SERVICES Total	18,854	32,823	38,200	30,000	40,000	30,000.00
Grand Total	18,854	32,823	38,200	30,000	40,000	30,000.00

WORKER'S COMPENSATION INSURANCE

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51750 INSURANCE-WORKERS COMP	53,272	20,669	54,604	54,604	57,334	57,334.00
001 - PERSONAL SERVICES Total	53,272	20,669	54,604	54,604	57,334	57,334.00
Grand Total	53,272	20,669	54,604	54,604	57,334	57,334.00

Retirement Board

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

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

The net asset value for Newburyport was \$52,220,592 as of December 31, 2012. The Newburyport Retirement Board adopted a new funding schedule on January 30, 2013, which extends the funding schedule to 2039. This reduces the annual increase in the assessment and spreads out the liability over a longer period of time. The total FY 2014 assessment for the Newburyport Retirement Board, and all of its units, is \$4,064,210. The City and schools' share of that assessment is \$3,417,099, which represents a year-over-year increase of \$60,866, or 1.8%.

RETIREMENT BOARD

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51740 RET APPROP CITY/SCH	3,130,847	3,206,462	3,242,404	3,356,233	3,417,099	3,417,099.00
001 - PERSONAL SERVICES Total	3,130,847	3,206,462	3,242,404	3,356,233	3,417,099	3,417,099.00
Grand Total	3,130,847	3,206,462	3,242,404	3,356,233	3,417,099	3,417,099.00

Stabilization Outlay

The Stabilization Fund is designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of City Council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund.

STABILIZATION OUTLAY

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57805 STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000	5,000.00
007 - OTHER CHARGES & EXPENSES Total	5,000	5,000	5,000	5,000	5,000	5,000.00
Grand Total	5,000	5,000	5,000	5,000	5,000	5,000.00

Debt Service

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

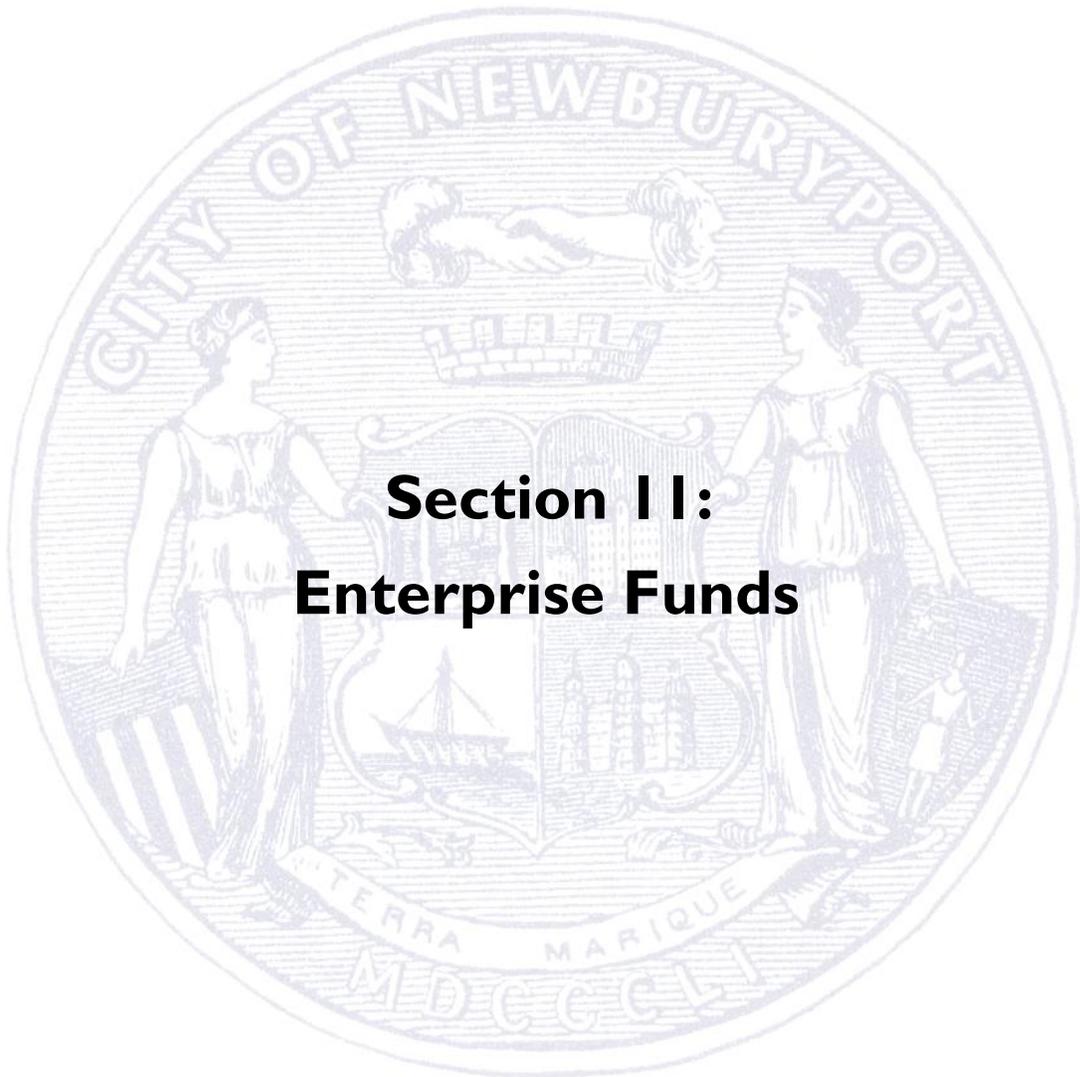
For FY2014, the total budget for Excluded Debt Service within the General Fund is \$2,666,654, while the budget for Non-Excluded Debt Service is \$1,004,527.

Excluded Debt Service

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
009 - DEBT SERVICE						
59100 LONG TERM DEBT PRINCIPAL	915,000	940,940	906,050	905,000	875,300	875,300.00
59150 LONG TERM DEBT INTEREST	263,489	223,346	190,075	162,681	129,227	129,227.12
009 - DEBT SERVICE Total	1,178,489	1,164,286	1,096,125	1,067,681	1,004,527	1,004,527.12
Grand Total	1,178,489	1,164,286	1,096,125	1,067,681	1,004,527	1,004,527.12

Ordinary (Non-Excluded) Debt Service

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
009 - DEBT SERVICE						
59101 DBX LIB-L/T DEBT PRIN	245,000	249,060	273,950	265,000	260,000	260,000.00
59102 HIGH SCH L/T DEBT PRI	440,000	445,000	445,000	435,000	419,700	419,700.00
59103 BRESNAHAN SCHOOL PRINCIPAL	0	0	0	0	397,000	397,000.00
59104 NOCK MOLIN PRINCIPAL	0	0	0	0	362,000	362,000.00
59151 DBX LIB-L/T DEBT INT	66,810	63,087	48,601	43,122	36,497	36,496.76
59152 HIGH SCH L/T DEBT INT	272,619	257,859	242,684	226,984	189,032	189,032.37
59153 BRESNAHAN SCHOOL INTEREST	0	0	0	0	590,059	590,058.58
59154 NOCK MOLIN INTEREST	0	0	0	0	412,366	412,366.28
009 - DEBT SERVICE Total	1,024,429	1,015,005	1,010,235	970,106	2,666,654	2,666,653.99
Grand Total	1,024,429	1,015,005	1,010,235	970,106	2,666,654	2,666,653.99

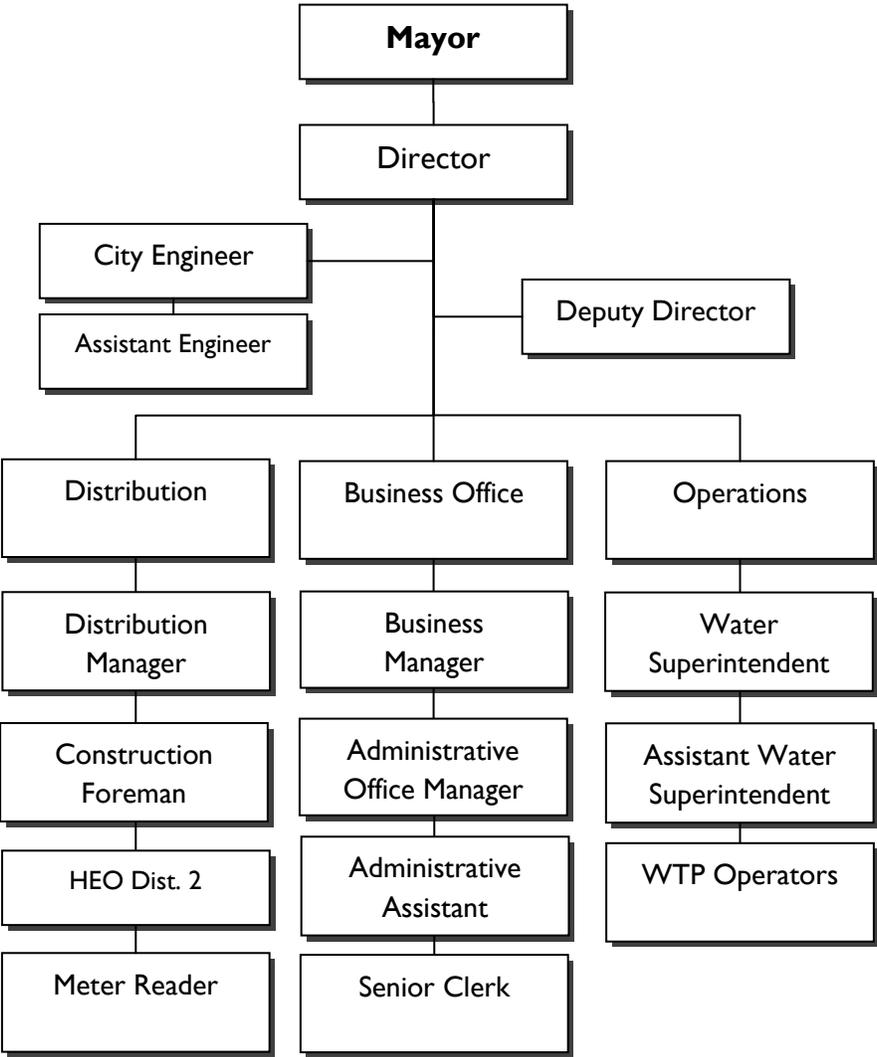


**Section I I:
Enterprise Funds**

DPS:Water Enterprise

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Completed bi-annual leak detection survey of the entire distribution system, including Newburyport, Newbury and Plum Island, detecting a total of 14 leaks including one main leak, six service leaks and seven hydrant leaks
- Repaired all leaks identified in the survey, saving an estimated 97,000 gallons per day in water leakage
- Strong Retained Earnings Balance due to consistent oversight and control of spending
- Construction underway on \$18.75M water system improvement project, which includes a new clearwell and pump station (Phase 1), distribution system improvements (Phase 2) and upgrades to the Water Treatment Plant (WTP) (Phase 3). The project is currently on schedule and under budget
- Phases 1 and 2 were substantially complete as of year-end
 - Constructed new clearwell and pump station
 - Implemented temporary measures for interim operation of the new clearwell
 - Replaced overflow structures in sludge lagoons
- Began work on Phase 3 in June 2012, which is expected to be completed by Fall 2013
- Emergency Response Plan updated and training provided
- Painting of Marches Hill water tank completed
- Installed 450 feet of 8-inch ductile iron water main on Congress St., with two new fire hydrants and five new/upgraded service lines
- Installed 560 feet of 8-inch ductile iron water main on Guild St. to replace an existing 2-inch with two new fire hydrants and six new/upgraded service lines
- Bi-annual city-wide hydrant flushing of all 935 fire hydrants, covering all hydrants in Newburyport, Newbury, and Plum Island
- Completed eleven service line renewals (from the main to the house)
- Implemented quarterly billing for water/sewer payments, originally recommended in 1997 and now a reality
- Received local approval and submitted a Home Rule Petition to the state legislature allowing the City of Newburyport to transfer unpaid water/sewer bills to Newbury tax bills
- Added new online tools for customers that allow them to view current and historical charges and make payments via the web
- Streamlined payment processing from 4 to 1 business day by utilizing a lockbox processing center
- Continued emphasis on providing quality customer service

DPS: Water Enterprise (cont.)

FY 2014 TRENDS

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

The water construction crew will continue to perform preventative maintenance throughout the distribution system. Given the age of the system, routine capital investments are needed to maintain and improve the vast network of water lines throughout Newburyport and Newbury.

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

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

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

Goal 2: Complete the WTP Improvements Project and Commence the Upper Dam/Intake Pipe Repair Project

Objectives:

- Complete Phase III of the \$18.75M water system upgrade project
- Complete all three phases of construction
- Put out to bid and begin design of the upper dam/intake pipe repair project

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

Objectives:

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

- Participate in customer service training through the New England Water Environment Association (NEWEA)

Goal 4: Increase the use of paperless storage and billing

Objectives:

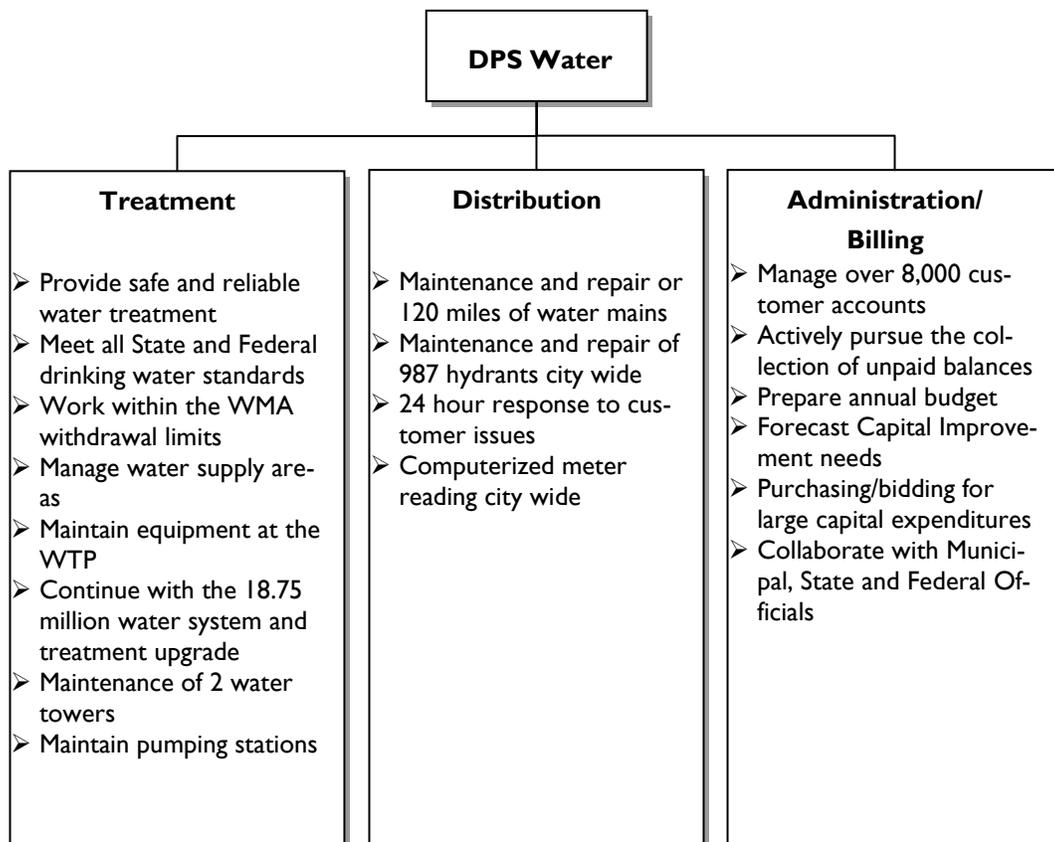
- Reduce the number of printed bills by 25%.
- Enroll over 50% of customers in the online billing platform.
- Reduce physical storage needs, as allowed under state law, by retaining electronic copies of all customer-related documents, contracts and other departmental files.

Goal 5: Combine the Boards of Water and Sewer Commissioners

Objectives:

- Examine feasibility of combining the two boards
- Submit Home Rule Petition to state legislature for approval

PROGRAMS & SERVICES



DPS:Water Enterprise (cont.)

PERSONNEL SUMMARY

DPS: WATER			
Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
Public Services Director	0.4	0.33	0.33
Public Services Deputy Director	0.4	0.33	0.33
Business Manager	0.5	0.5	0.5
City Engineer	0.4	0.33	0.33
Assistant Engineer	0.5	0.5	0.5
Superintendent of Water Operations	1	1	1
Assistant Superintendent Water Operations	1	1	1
Water Distribution Manager	1	1	1
Administrative Office Manager	1	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Water Treatment Plant Operator C4	1	0	0
WTP Operator T2	2	0	0
WTP Operator T4	3	6	6
Senior Heavy Equipment Operator	1	1	1
Heavy Equipment Operator Dist 2	5	5	5
Assistant Foreman	1	1	1
Meter Reader	0.5	0.5	0.5
Senior Clerk/Typist	0.5	0.5	0.5
Total Full-Time Equivalents:	20.7	20.0	20.0



Continued on next page.

WATER ENTERPRISE FUND

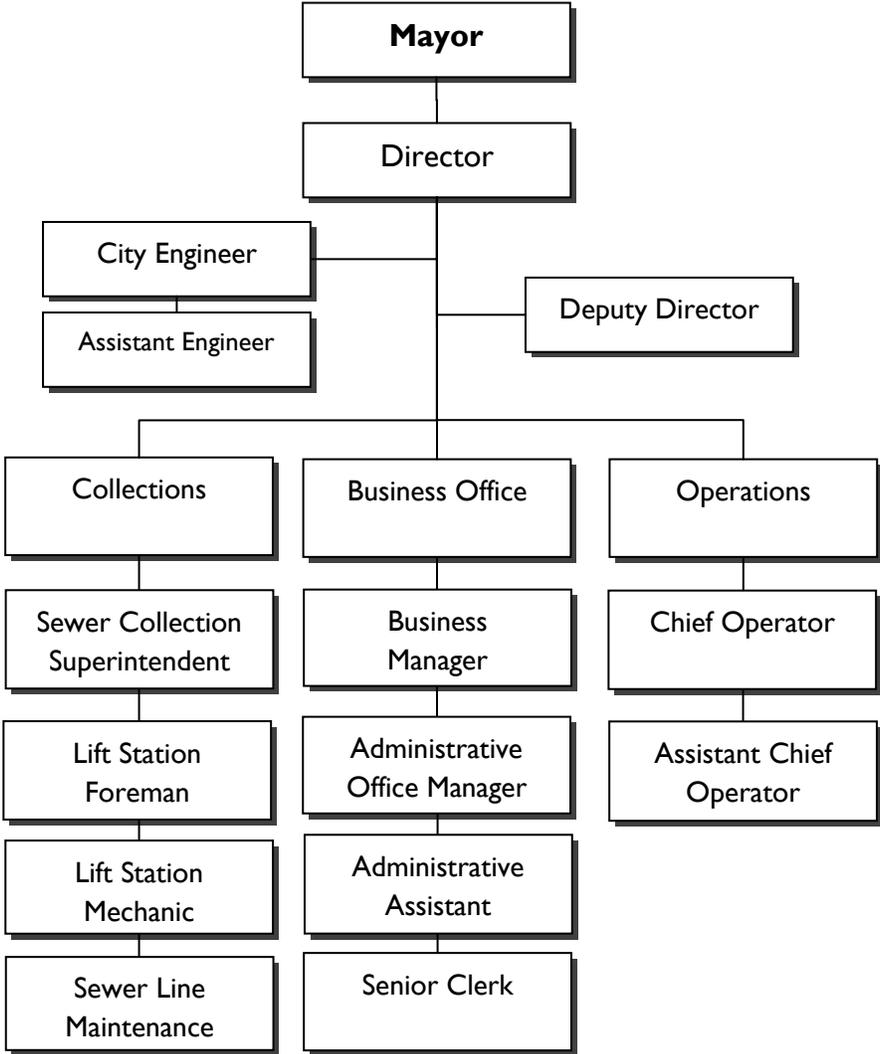
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 DPS SALARY PS DIRECTOR	34,276	18,195	40,000	33,333	35,200	35,200.20
51102 DPS SALARY DEPUTY PS DIRECTOR	36,654	43,213	34,000	28,333	29,920	29,920.17
51103 WAT SAL BUSINESS MGR	0	0	21,147	30,000	31,680	31,680.18
51117 WAT SAL ASST ENGINEER	0	0	17,465	25,000	25,000	25,000.00
51118 WAT SAL SUPT OPERATN	73,859	75,336	75,336	75,336	79,555	79,555.42
51119 WAT CITY ENGINEER	36,714	30,769	32,000	26,667	28,160	28,160.16
51131 DPS ADMIN ASSISTANT	19,113	16,130	18,495	19,627	20,507	20,507.02
51132 WAT SAL ADMIN OFFICE MGR	50,112	51,112	50,521	26,835	28,327	28,327.21
51134 WAT SAL DISTRIBUTION MNGR	56,515	67,918	65,707	67,603	70,031	70,031.34
51158 WAT SAL LABOR	694,057	674,312	675,904	717,048	757,423	757,422.90
51190 WAT SAL SUMMER EMPLOYEES	16,000	11,785	7,530	19,000	19,000	19,000.00
51301 WAT OVERTIME	96,251	91,925	90,089	121,091	127,417	127,417.13
51401 WAT LONGEVITY	16,546	17,684	15,504	14,985	14,861	14,861.08
51403 WAT HOLIDAY PAY	13,704	13,990	14,008	14,272	15,218	15,218.08
51405 WAT CLOTHING REIMBURSEMENT	9,900	9,300	9,382	9,650	9,783	9,783.33
51411 WAT NIGHT DIFFERENTIAL	1,400	1,516	1,456	1,464	1,464	1,464.00
51711 WAT APPROP RETIREMNT	228,587	244,580	262,406	264,843	281,571	281,571.21
51750 WAT WORKERS COMP INS	24,800	27,000	28,350	29,768	29,768	29,768.00
51760 WAT CH 32B INS-WATER	273,677	286,482	264,130	260,000	271,700	271,700.00
51770 WAT FICA EXP	12,956	12,824	14,014	13,388	14,258	14,258.22
001 - PERSONAL SERVICES Total	1,695,121	1,694,071	1,737,444	1,798,244	1,890,846	1,890,845.65
002 - PURCHASE OF SERVICES						
52101 WAT HEAT-PUMP STATN	17,807	18,139	15,541	30,800	30,800	30,800.00
52102 WAT ELECTRICITY	243,019	233,418	248,235	290,460	274,460	274,460.00
52401 WAT COMPUTER EXP	16,286	19,040	33,554	52,101	47,768	47,768.00
52402 WAT GEN CONSTRUCTION	38,846	33,533	45,869	52,000	60,000	60,000.00
52403 WAT MAINT-VEHICLES	13,895	13,053	8,067	18,200	18,200	18,200.00
52404 WAT DISTRIBUTN MAINT	43,636	45,041	37,207	59,523	50,500	50,500.00
52405 WAT TREATMENT MAINT	58,231	60,528	50,711	71,500	72,500	72,500.00
52406 WAT MAINT-EQUIPMENT	8,956	10,511	8,455	12,000	12,000	12,000.00
53001 WAT FINANCIAL AUDIT	4,200	0	4,800	5,040	6,000	6,000.00
53020 WAT LEGAL EXPENSES	8,156	10,906	7,933	25,000	100,000	100,000.00
53024 WAT BOND/NOTE EXP	4,494	4,600	4,038	76,197	59,025	59,024.64
53025 WAT ENGINEER RETAINER	39,085	1,088	2,975	25,000	25,000	25,000.00
53026 WAT POLICE DETAILS	11,760	36,540	19,568	20,000	20,000	20,000.00
53028 WAT PRE-EMPLOYMENT PHYSICAL	717	132	1,416	2,250	2,250	2,250.00
53029 WAT CONTRACT-CROSS CONN TEST	15,720	16,200	18,000	18,000	18,000	18,000.00
53030 WAT SLUDGE REMOVAL/FILTER PLT	14,529	0	8,174	9,000	9,000	9,000.00
53031 WAT TEST-SURFACE WAT SAMPLING	7,220	7,500	6,525	7,500	7,500	7,500.00
53032 WAT WATER TEST	18,881	21,220	11,084	15,400	23,400	23,400.00
53402 WAT TELECOMMUNICATNS	9,542	9,481	8,916	10,215	10,215	10,215.00
53780 WAT PAYMT IN LIEU TAXES	5,561	5,894	6,389	8,500	8,500	8,500.00
002 - PURCHASE OF SERVICES Total	580,541	546,824	547,457	808,686	855,118	855,117.64
004 - SUPPLIES						
54201 WAT GENERAL OFC EXP	10,809	14,149	12,201	14,500	18,750	18,750.00
54301 WAT CONSERVATION	0	0	4,651	5,000	5,000	5,000.00
54302 WAT CHEMICALS	117,589	109,955	117,865	148,000	154,100	154,100.00
54303 WAT CONSUMER REPORT	6,442	6,875	7,685	8,000	8,000	8,000.00
54801 WAT FUEL/OIL VEHICLE(S)	18,910	29,317	32,888	39,800	39,710	39,709.68
55800 WAT OTHER SUPPLIES	2,245	3,373	2,130	3,500	3,500	3,500.00
004 - SUPPLIES Total	155,995	163,670	177,421	218,800	229,060	229,059.68

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57100 WAT TRAVEL & TRAINING	12,194	6,067	13,148	23,500	23,500	23,500.00
57301 WAT SDWA	6,006	5,875	5,688	6,757	6,202	6,202.39
57401 WAT MUNICIPAL INSURANCE	29,550	31,500	33,075	34,729	35,551	35,551.00
57407 WAT EDUCATION CREDIT	0	0	700	2,100	2,100	2,100.00
007 - OTHER CHARGES & EXPENSES Total	47,749	43,442	52,611	67,086	67,353	67,353.39
008 - CAPITAL OUTLAY						
58310 WAT G.I.S.	0	9,216	13,817	15,000	15,000	15,000.00
58513 WAT WTR MAIN REPLAC PROGRAM	31,192	15,373	74,102	100,000	100,000	100,000.00
58546 WAT MODIFICATION OF DPS BLD	0	0	0	33,000	-	0.00
58550 WAT VEHICLE/EQUIP REPLACE	0	0	154,878	40,000	40,000	40,000.00
008 - CAPITAL OUTLAY Total	31,192	24,590	242,797	188,000	155,000	155,000.00
009 - DEBT SERVICE						
59100 WAT DEBT PRINCIPAL	517,953	534,026	551,170	545,469	1,168,752	1,168,751.89
59150 WAT DEBT INTEREST	224,533	210,621	207,563	294,592	517,728	517,727.51
59620 TRANSFERS TO SPEC REV FUNDS	218,808	1,195,390	0	0	-	0.00
009 - DEBT SERVICE Total	961,294	1,940,036	758,733	840,061	1,686,479	1,686,479.40
Grand Total	3,471,893	4,412,633	3,516,463	3,920,877	4,883,856	4,883,855.76

DPS: Sewer Enterprise

MISSION STATEMENT

The mission of the Department of Public Services' Sewer Division is to provide quality and efficient wastewater collection, pumping 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.



FY 2013 ACCOMPLISHMENTS

- Strong Retained Earnings Balance due to consistent oversight and control of spending
- Responded to and repaired all sewer issues to help prevent Sanitary Sewer Overflow (SSO), including the resolution of a major disruption to the Graf Road Force Main
- 24,294 Linear feet of sewer main video inspected, to comply with the reduction of Inflow/Infiltration (I/I) as specified in the National Pollutant Discharge Elimination System (NPDES) permit
 - The video inspection is also effective in helping to locate and repair potential sewer problems before they occur
- Construction underway on \$32.65mm Wastewater Treatment Facility (WWTF) Improvements Project, which includes a new Operations, Control and Laboratory Building and system/technology upgrades (Contract 1), a new Process Operations Building, influent pumps, Fournier Press Dewatering Equipment, Headworks improvements, the rehabilitation of gravity thickeners and final site work (Contract 2)
- Ensured proper Operations & Management (O&M), capital planning and budgeting
- Performed routine repairs and preventative maintenance to the WWTF lift stations and sewer collection system
 - Approximately 54,971 linear feet (LF) of sewer main cleaned
 - 16 lift station wet wells cleaned (two times per year)
 - Dukes root control treated 5,062 LF of sewer main to help with root intrusion (roots are one of the most common causes of sewer back-ups).
 - Manhole repairs throughout the City in an effort to reduce Inflow/Infiltration (I/I), replaced frames and covers, resurfaced inside of the manholes with hydraulic cement, and sealed joints between inlets and inverts.
- Phase II of the WWTF Modernization Project ongoing
- Worked in conjunction with the Engineering Department on all sewer-related projects
- Experienced no major Industrial Pretreatment (IPP) violations
- Sludge quality continued to be of exceptional quality to compost
- Worked in conjunction with Board of Health by replacing and enforcing new grease ordinance
- Continued Safety Training and Spill Prevention & Counter Measures Plan trainings in-house for all personnel
- Implemented quarterly billing for water/sewer payments, originally recommended in 1997 and now a reality
- Received local approval and submitted a Home Rule Petition to the state legislature allowing the City of Newburyport to transfer unpaid water/sewer bills to Newbury tax bills

DPS: Sewer Enterprise (cont.)

- Added new online tools for customers that allow them to view current and historical charges and make payments via the web
- Streamlined payment processing from 4 to 1 business day by utilizing a lockbox processing center
- Continued to provide quality customer service, responding to 139 sewer calls, including 8 odor complaints, 56 Plum Island calls and 75 calls from residents or businesses regarding sewer line issues

FY 2014 TRENDS

The focus of the Sewer Division will continue to be on the completion of the WWTF Modernization Project (Phase II), along with the incorporation of Supervisory Control and Data Acquisition (SCADA) systems at all lift stations and throughout the WWTF.

Additionally, the Sewer Division will continue to focus its efforts on routine preventative maintenance, including Inflow/Infiltration (I/I) reduction and responding to and repairing any sewer-related problems that are discovered during cleaning and/or CCTV work, along with maintenance and operation of the Plum Island vacuum sewer system.

The addition of an instrumentation and control (SCADA) system has proved to be effective in improving the time it takes to identify and resolve disturbances to the sewer system. Added controls and alarms that can communicate with this system will further enhance the staff's ability to accurately pinpoint and repair any issues that arise.

The NPDES permit continues to have significant impact on the Sewer Division. Efforts continue to be made to coordinate the use of existing resources to maximize the benefits for the entire community, while tracking costs to assure compliance with the Enterprise Fund requirements.

FY 2014 GOALS AND OBJECTIVES

Goal I: Continue to meet requirements of the City's NPDES permit that included maximum pollutant limits and minimum percent removals

Objectives:

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

Goal 2: Construction of Phase II WWTF Modernization project/ Graf Rd force main replacement

Objectives:

- Meet budget and schedule
- Ensure proper wastewater treatment
- Replacement of Graf Rd force main to remain on budget and schedule.

Goal 3: Provide proper operations and maintenance services for our customers.

Objectives:

- Maintain the Wastewater Treatment Facility, lift stations, sewer mains, and Plum Island in a timely manner
- Address, fix and maintain any issues that might occur at lift stations, Plum Island, and sewer mains throughout the City
- Reduce worker health and safety issues to the best of our ability
- Address customer problems in a timely manner
- Continue to provide support and implement the goals of the Mayor, City Council and the Sewer Commission

Goal 4: Complete the Plum Island hook-up process for outstanding properties in Newburyport and Newbury

Objectives:

- Continue working with Newburyport Board of Health Department and Legal Counsel to ensure that the 5 unconnected properties are connected to sewer system
- Working with Town of Newbury to ensure that the 10 unconnected properties are connected to the water and sewer system.

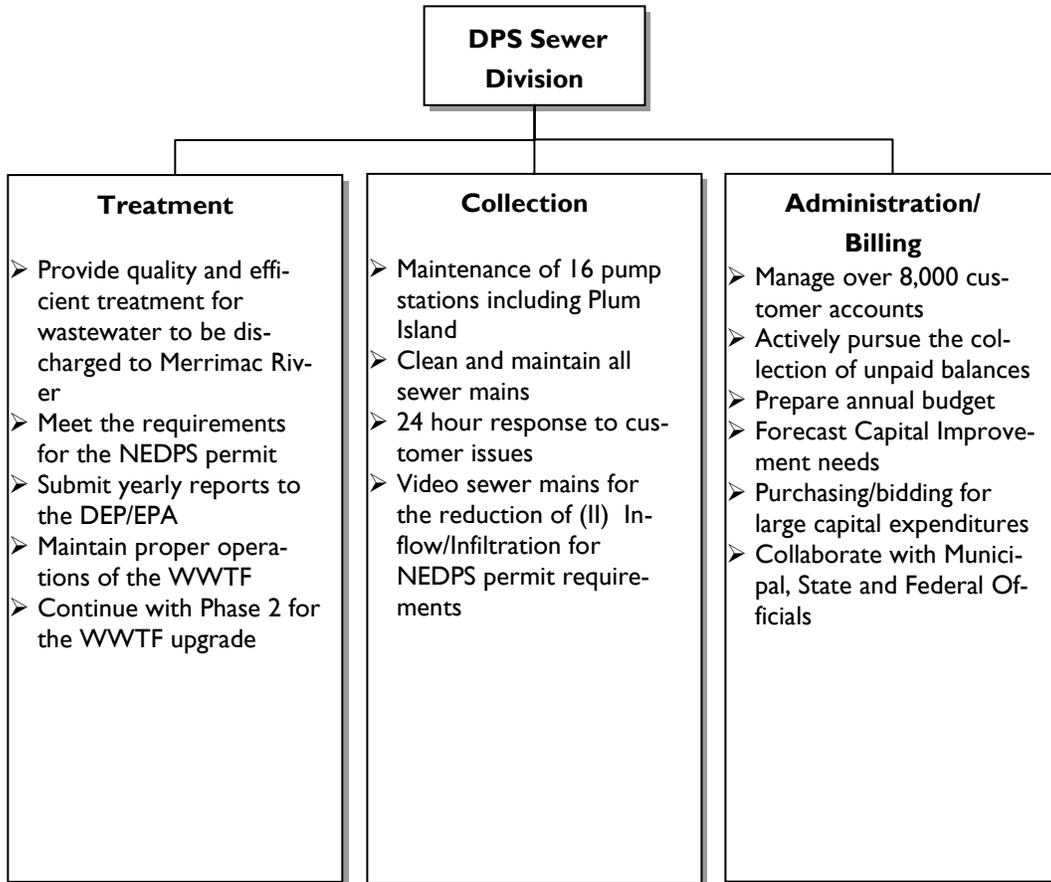
Goal 5: Combine the Boards of Water and Sewer Commissioners

Objectives:

- Examine feasibility of combining the two boards
- Submit Home Rule Petition to state legislature for approval

DPS: Sewer Enterprise (cont.)

PROGRAMS & SERVICES



PERONNEL SUMMARY

DPS: SEWER			
	FY 2012	FY 2013	FY 2014
Position	Actual	Actual	Budget
Public Services Director	0.4	0.33	0.33
Public Services Deputy Director	0.4	0.33	0.33
Business Manager	0.5	0.5	0.5
City Engineer	0.4	0.33	0.33
Assistant Engineer	0.5	0.5	0.5
Chief Operator	1	1	1
Assistant Chief Operator	1	1	1
Collection System Superintendent	1	1	1
Administrative Office Manager	0	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Pretreatment Coordinator	1	1	1
Senior Maintenance Foreman	1	1	1
Lab Chemist	1	1	1
Operator, Grade 4	3	3	3
Maint/Prev Maintenance Mechanic	1	1	1
Pump Station Operator/Mechanic	2	2	2
Sewer Line Maintenance Operator	2	2	2
Plum Island Operator	1	1	1
HEO Drain Employee	1	1	1
Meter Reader	0.5	0.5	0.5
Senior Clerk/Typist	0.5	0.5	0.5
Total Full-Time Equivalents:	19.7	20.0	20.0

SEWER ENTERPRISE FUND

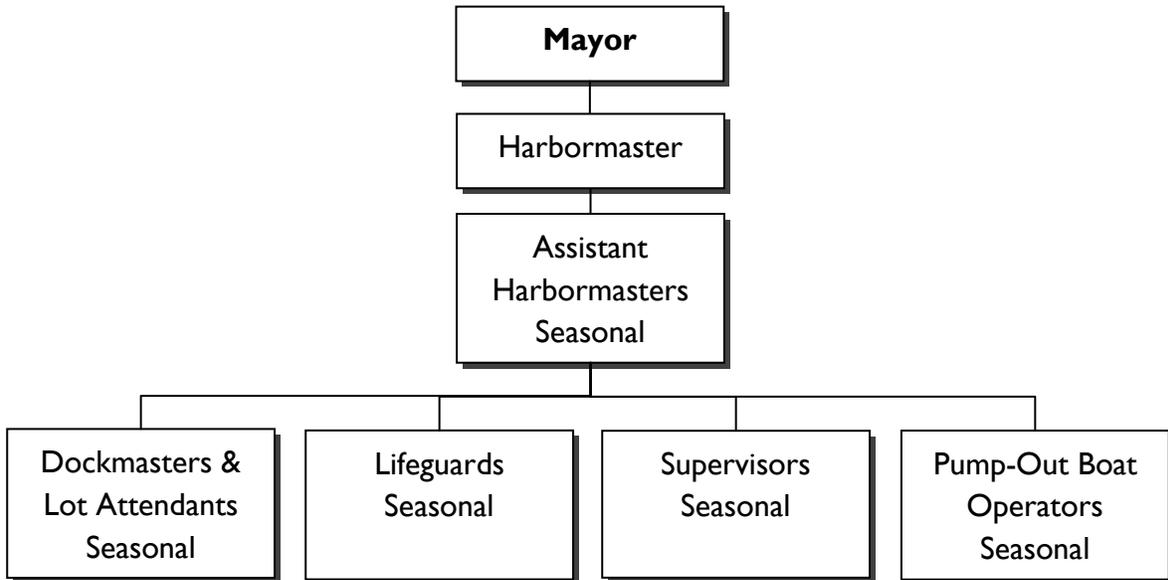
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 DPS SALARY PS DIRECTOR	34,276	18,195	40,000	33,333	35,200	35,200.21
51102 DPS SALARY DEPUTY PS DIRECTOR	36,654	43,213	34,000	28,333	29,920	29,920.18
51103 SEW SAL BUSINESS MGR	0	0	21,147	30,000	31,680	31,680.18
51116 SEW SAL CHIEF OPERATOR	74,006	75,486	75,486	75,486	79,714	79,713.80
51117 SEW SAL ASST ENGINEER	0	0	17,465	25,000	25,000	25,000.00
51119 SEW CITY ENGINEER	36,713	46,308	32,000	26,667	28,160	28,160.16
51122 SEW SAL COLLECTIN SYSTEM MNGR	0	0	65,650	72,000	76,032	76,032.43
51131 DPS ADMIN ASSISTANT	19,113	16,130	18,495	19,627	20,507	20,507.02
51132 SEW SAL OFFICE MANGER	0	0	0	26,835	28,327	28,327.21
51158 SEW SAL LABOR	734,118	791,781	645,554	702,972	736,519	736,518.90
51190 SEW SUMMER HELP	0	0	16,385	25,000	25,000	25,000.00
51301 SEW OVERTIME	137,250	130,408	166,691	170,168	178,676	178,676.40
51401 SEW LONGEVITY	18,025	14,534	13,670	13,670	14,455	14,454.92
51405 SEW CLOTHING REIMBURSEMENT	9,026	9,400	9,441	9,750	9,783	9,783.33
51420 SEW EDUCATION CREDITS	600	1,125	425	2,400	2,400	2,400.00
51422 SEW EDUCATION	9,106	7,516	3,278	17,800	17,800	17,800.00
51710 SEW RETIREMENT EXP	12,173	0	0	0	-	0.00
51711 SEW APPROP RETIREMNT	232,746	0	251,626	235,976	252,165	252,164.94
51750 SEW WORKERS COMP INS	17,466	18,500	19,425	20,396	20,396	20,396.25
51760 SEW CH 32B INS-SEWER	183,196	204,603	221,682	300,000	316,932	316,932.00
51761 SEW DENTAL	1,650	1,769	1,608	3,300	-	0.00
51770 SEW FICA EXP	13,968	13,080	10,961	14,566	15,512	15,512.36
001 - PERSONAL SERVICES Total	1,570,088	1,392,048	1,664,989	1,853,279	1,944,180	1,944,180.29
002 - PURCHASE OF SERVICES						
52101 SEW HEAT	33,469	36,182	31,897	72,000	72,000	72,000.00
52102 SEW ELECTRICITY	324,988	310,388	385,216	427,352	411,352	411,351.82
52401 SEW COMPUTER EXP	15,032	19,328	40,500	40,500	40,092	40,092.00
52402 SEW MAINT-GENERAL	23,863	31,198	31,114	31,350	31,350	31,350.00
52403 SEW MAINT-VEHICLES	17,524	20,985	26,861	27,000	27,000	27,000.00
52406 SEW MAINT-EQUIPMENT	80,237	72,080	78,680	102,052	102,052	102,052.00
52407 SEW UNIFORM/SAFETY EQUIPMENT	11,473	15,136	6,547	15,136	15,136	15,136.00
52408 SEW SEWER LINE MAINTENANCE	79,868	50,739	62,903	86,400	86,400	86,400.00
52409 SEW MAINT DRAINS	33,887	41,904	38,938	39,000	39,000	39,000.00
53001 SEW FINANCIAL AUDIT	4,200	0	4,500	4,725	6,000	6,000.00
53020 SEW LEGAL EXPENSES	14,090	7,933	21,000	21,000	100,000	100,000.00
53024 SEW BOND/NOTE EXP	3,411	2,679	4,890	57,973	112,976	112,975.79
53026 SEW POLICE DETAILS	0	2,810	12,908	15,000	15,000	15,000.00
53028 SEW MEDICAL/DRUG TESTING	4,071	4,219	6,177	16,440	16,440	16,440.00
53030 SEW CONSULTANT FEES	38,471	35,149	32,994	50,000	50,000	50,000.00
53035 SEW INDUSTRIAL PRETREATMENT	15,783	11,485	14,159	14,550	14,550	14,550.00
53040 SEW BIOSOLIDS DISPOSAL	241,816	229,443	306,162	316,000	316,000	241,000.00
53050 SEW VENDOR LAB TESTING	16,100	12,784	15,442	16,100	16,100	16,100.00
53402 SEW TELECOMMUNICATNS	20,791	21,310	23,638	27,700	27,700	27,700.00
002 - PURCHASE OF SERVICES Total	979,075	925,751	1,144,526	1,380,278	1,499,148	1,424,147.61
004 - SUPPLIES						
54201 SEW GENERAL OFC EXP	13,916	13,122	15,320	21,350	21,350	21,350.00
54302 SEW PLANT CHEMICALS	250,163	222,967	213,039	263,620	263,620	263,620.00
54303 SEW LAB CHEMICALS	6,809	4,158	6,839	6,855	6,855	6,855.00
54310 SEW HOSE	583	2,107	3,808	3,850	3,850	3,850.00
54801 SEW FUEL/OIL VEHICLE(S)	17,723	26,462	38,262	33,300	41,485	39,000.00
54802 SEW LUBRICANTS	1,046	3,298	7,847	9,685	9,685	9,685.00
55800 SEW OTHER SUPPLIES	270	608	1,308	1,800	1,800	1,800.00
004 - SUPPLIES Total	290,511	272,724	286,423	340,460	348,645	346,160.00

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57300 SEW DUES/LIC/SUBSCRIPTIONS	953	624	1,323	1,350	1,350	1,350.00
57401 SEW MUNICIPAL INSURANCE	14,030	15,000	15,000	15,000	19,536	19,536.00
57607 SWR LOW ST JUDGEMENT	0	61,408	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	14,983	77,032	16,323	16,350	20,886	20,886.00
008 - CAPITAL OUTLAY						
58300 SEW LAB TEST EQUIPMENT	1,588	2,689	3,050	3,120	4,000	4,000.00
58310 SEW G.I.S.	0	12,335	14,916	15,000	15,000	15,000.00
58320 SEW REPLC USTS & GENERATORS	20,966	0	0	0	-	0.00
58330 SEW I/ REHABILITATION	2,125	13,635	76,153	100,000	100,000	100,000.00
58360 SEW WWTF CHANNEL MONSTER	34,660	0	0	0	-	0.00
58361 SEW REPAIR LIFT STATIONS	69,576	111,626	98,590	150,000	150,000	150,000.00
58362 SEW EFFLUENT SAMPLER	0	5,562	2,460	6,000	6,000	6,000.00
58365 CLEAN ODOR CONTROL PIPING	5,893	0	0	0	-	0.00
58366 HALE ST LS COMMUNITER	27,655	0	0	0	-	0.00
58520 SEW PURCHASE TRUCK	149,758	65,135	41,420	0	-	0.00
58530 SEW WEST END EASEMENT	0	40,310	3,497	0	-	0.00
58546 SEW MODIFICATION OF DPS BLD	0	0	0	33,000	-	0.00
58550 SEW VEHICLE/EQUIP REPLACE	0	0	0	130,000	25,000	25,000.00
58705 SEW FLOOD STUDY MALCOLM HOYT	0	0	111,860	0	-	0.00
58710 SEW PRIMARY CLARIFIERS	0	0	0	100,000	-	0.00
008 - CAPITAL OUTLAY Total	312,221	251,291	351,945	537,120	300,000	300,000.00
009 - DEBT SERVICE						
59100 SEW DEBT PRINCIPAL	347,852	562,485	739,972	766,976	1,501,952	1,501,952.14
59150 SEW DEBT INTEREST	170,948	384,310	394,390	421,228	769,190	769,189.87
59250 SEW INT TEMP LOAN	30,265	0	0	0	-	0.00
59620 TRANSFERS TO SPEC REV FUNDS	0	575,710	100,000	0	-	0.00
009 - DEBT SERVICE Total	549,065	1,522,506	1,234,363	1,188,204	2,271,142	2,271,142.01
Grand Total	3,715,942	4,441,351	4,698,570	5,315,691	6,384,001	6,306,515.91

Harbormaster Enterprise

MISSION STATEMENT

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



FY2013 ACCOMPLISHMENTS

- The Harbormaster Department, Mayor and the Harbor Commission successfully accomplished the goal of being designated as a “Coast Guard City”
- Increased the amount of larger ships to the City, including a visit from the tall ship “Bounty”. This had a significant impact on increasing tourism to the City as the Maritime Museum had the largest volume of visitors during these visits
- Added more docking facilities at Cashman Park for dinghies. By doing so, we added 12 more dinghy spaces and made it easier to launch and haul your boat
- Initiated organization and mapping of the mooring fields. Also added new software to interface with the boating community and to have information online
- Received a grant from the state to engineer and pay for a fishing pier at Cashman Park
- Had a successful Paddle Smart Day with Coast Guard Auxiliary
- Received a \$5,000 grant for boom deployment training that was shared between the Fire Department and Harbormaster Department
- Organized and hosted several boaters safety training seminars for both adults and children and were responsible for over 50 people getting their boating license

- Hosted an “In-the-water safety day” which resulted in the department inspecting 28 vessels and increased awareness about safety measures
- Involved with RFP for the Bulkhead project. Participated in the interviewing and hiring process for the marine engineer to start Phase One of the new Bulkhead.
- Helped with the planning and procurement of the \$3.5M grant for the Jetty Project
- Received an Energy Grant from Covanta and the National Marine Fisheries which resulted in 3 containers full of old fishing gear being removed from local waterways
- Worked with the Department of Fish and Game to facilitate the repair of the Boat Launch at Joppa Park
- Continued to strengthen relationship with all the local Marinas and the awareness of the waterway permits has increased, resulting in the most waterway permits sold to-date at 1,460

FY 2014 TRENDS

- As always, the weather will be a significant factor. We expect larger yachts to continue to visit the City as reservations are already being made. Even though the economy is stabilizing, the fuel prices are still high which may lead to a decrease in boating traffic, especially at Cashman Park. Fishing has been excellent and fisherman should still continue to use Plum Island, Cashman Park and Waterfront docks. The Harbormaster Department has established a great working relationship with the local marinas to inform boaters of the waterway fees which, in return has, increased revenue.

FY 2014 GOALS AND OBJECTIVES

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

Objectives:

- Continually train our staff, including cross training with other City departments and agencies
- Hire and train the very best seasonal help that is possible in order to give our patrons the services they expect and deserve
- Assistants Harbormaster will be trained and proficient in carrying out their law enforcement duties, along with good customer service skills and the desire to help boaters, bathers and fishermen in any way that they can
- Life Guards will complete additional training and testing in cooperation with Salisbury State Park (DCR)
- Train with the Coast Guard, Environmental police and other local agencies on search and

Harbormaster Enterprise (cont.)

rescue, towing procedures, Boating under the influence and boat handling. Our relationship and communication with all other agencies will continued to grow

Goal 2: Replace the Cashman Park Pump Station and begin development of a new Harbor-master's/Boating facility on the waterfront

Objectives:

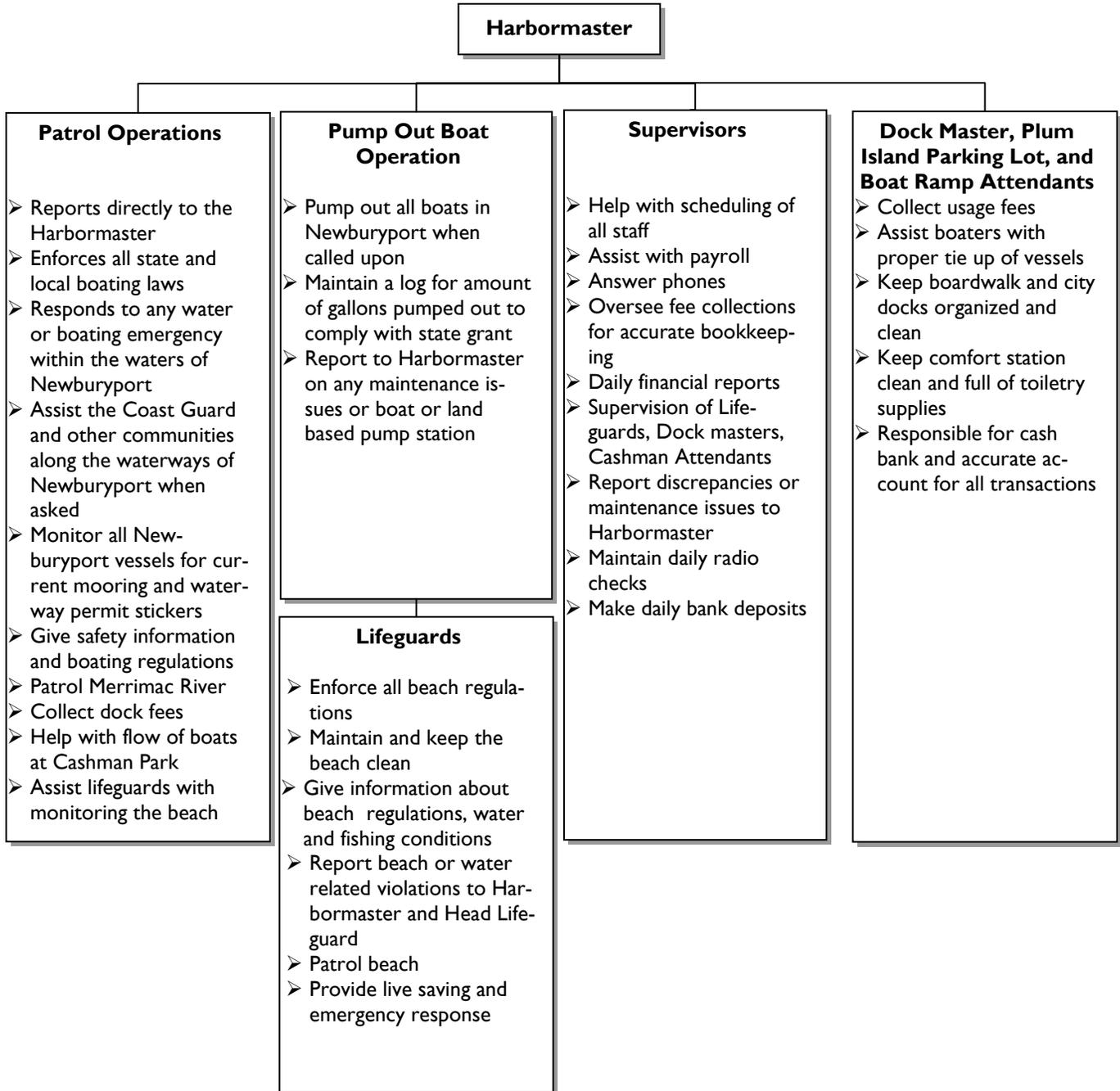
- Work with the CVA Pump out program to replace the pump station located at Cashman Park as it has reached its life expectancy. The state is responsible for covering 75% of the cost
- Work on the development of a new Harbormasters / Boating facility on the waterfront in concert with the Newburyport Harbor Commission, the Planning Office and all other stakeholders, including the general boating community, with the goal of having architectural design and permits in place by the Fall 2014

Goal 3: Increase use of the Pump Out Boat to meet the demands of boaters and determine feasibility of procuring another multifunctional boat through the Forestry Surplus Division

Objectives:

- Add extra days for the Pump Out Boat to be operating as demand is increasing and we want to provide quality customer service
- Work with the Fire Department procure another multifunctional boat through the Forestry Surplus Division

PROGRAMS & SERVICES



Harbormaster Enterprise (cont.)

PERSONNEL SUMMARY

Harbormaster			
	FY 2012	FY 2013	FY 2014
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Harbormaster	1	1	1
Assistant Harbormaster	10	10	10
Pump Out Boat Operators	2	2	2
Supervisors	3	3	3
Lifeguards	9	9	9
Dock Masters and Lot Attendants	15	15	15
Total Full-Time Equivalents:	40	40	40

HARBORMASTER ENTERPRISE FUND

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 HBR HARBORMASTER	53,377	50,962	51,000	55,000	62,118	62,118.00
51102 HBR ASST HARBORMASTER	21,750	16,440	17,429	25,000	25,000	25,000.00
51181 HBR SUPPERVISORS	14,000	13,989	13,998	15,000	15,000	15,000.00
51183 HBR LIFE GUARDS	40,469	34,207	28,970	41,000	41,000	41,000.00
51184 HBR ADMIN/SECRETARIAL	4,600	3,363	2,738	4,800	4,800	4,800.00
51185 HBR CASHMAN PK ATTEND	18,276	14,601	14,312	17,000	17,000	17,000.00
51186 HBR DOCKMASTER	8,078	6,308	5,534	8,500	8,500	8,500.00
51187 HBR PI PARKING LOT ATTEND	6,941	7,075	7,491	9,000	9,000	9,000.00
51401 HBR LONGEVITY	2,154	0	0	0	-	0.00
51740 HBR RETIREMENT APPROP	14,604	14,134	14,074	14,570	14,460	14,460.36
51760 HBR CH32BINS-HBR	11,865	18,596	21,170	21,000	26,000	26,000.00
51770 HBR FICA EXPENSE	9,783	8,036	1,963	6,000	6,000	6,000.00
51901 RETIREMENT EXPENSE	26,330	0	0	0	-	0.00
001 - PERSONAL SERVICES Total	232,227	187,710	178,677	216,870	228,878	228,878.36
002 - PURCHASE OF SERVICES						
52103 HBR HM UTILITIES	1,178	915	1,080	4,100	4,100	4,100.00
52104 HBR CWF/POWER	375	299	0	0	-	0.00
52401 HBR CASHMAN PARK	2,833	1,212	1,900	6,500	6,500	6,500.00
52405 HBR COMPUTER EXPENSE	322	3,369	2,601	4,500	4,500	4,500.00
52410 HBR FISH PIER	1,800	200	0	0	-	0.00
52415 HBR CWF TRASH PICKUP	925	725	0	0	-	0.00
52420 HBR MAINT/EQUIP BOAT	1,923	765	25,602	2,800	3,000	3,000.00
52430 HBR INSTALL/REPAIR FLTS	9,442	7,036	7,000	7,000	7,000	7,000.00
52435 HBR HM FACILITIES MAINT	526	507	136	1,850	1,850	1,850.00
52445 HBR PLUM ISLAND EXP	14,350	1,769	1,937	4,500	4,500	4,500.00
52721 HBR PUMPOUT MAINT	2,683	877	1,751	3,000	3,000	3,000.00
53028 HBR PRE-EMPLOY PHY	726	292	0	0	-	0.00
53030 HBR PRINTING & SIGNS	1,571	1,413	285	2,300	2,300	2,300.00
53402 HBR TELECOMMUNICATIONS	873	1,508	1,622	2,500	2,500	2,500.00
53406 HBR POSTAGE MAILINGS	1,027	425	908	1,700	1,700	1,700.00
002 - PURCHASE OF SERVICES Total	40,553	21,311	44,821	40,750	40,950	40,950.00
004 - SUPPLIES						
54200 HBR OFFICE SUPPLIES	0	0	60	500	500	500.00
54250 HBR HARBOR COMMISSION EXP	1,597	1,549	2,200	2,800	2,800	2,800.00
54305 HBR UNIFORM/SAFETY EQUIP	1,034	692	450	2,000	2,000	2,000.00
54801 HBR FUEL/OIL VEHICLES	5,308	7,608	7,517	12,000	12,000	12,000.00
55800 HBR MISCELLANEOUS	300	300	942	1,500	1,500	1,500.00
004 - SUPPLIES Total	8,239	10,149	11,169	18,800	18,800	18,800.00
007 - OTHER CHARGES & EXPENSES						
57100 HBR TRAVEL & TRAINING	140	0	0	500	500	500.00
57300 HBR DUES/MEMBERSHIPS	0	30	0	250	500	500.00
57430 HBR BOAT INSURANCE	4,632	2,775	2,775	5,075	5,075	5,075.00
007 - OTHER CHARGES & EXPENSES Total	4,772	2,805	2,775	5,825	6,075	6,075.00
008 - CAPITAL OUTLAY						
58500 HBR ADDITIONAL EQUIPMENT/SVCS	6,597	1,952	9,256	30,000	30,000	30,000.00
008 - CAPITAL OUTLAY Total	6,597	1,952	9,256	30,000	30,000	30,000.00
009 - DEBT SERVICE						
59100 HBR DOCK BOND PAYMENT	34,825	28,775	27,900	27,000	26,000	26,000.00
009 - DEBT SERVICE Total	34,825	28,775	27,900	27,000	26,000	26,000.00

Grand Total	327,213	252,702	274,598	339,245	350,703	350,703.36
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**Section 12:
Capital Improvement Program**

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12.1 Executive Summary

Dear President & Members of the City Council:

I am pleased to submit herewith the Proposed Fiscal Years 2013-2017 Capital Improvement Program (CIP). All projects listed under FY 2013 have been funded through various means during this past fiscal year. All projects listed under FY 2014 through FY 2017 will require funding through a combination of sources. As you are aware, the City's capital planning process has historically been both uncoordinated and inconsistent. I have placed significant emphasis on the importance of developing an organized and coordinated CIP for the City. The planned acquisition of capital associated with an annual appropriation to fund capital improvements needs to become an integral component of the annual operating budget moving forward.

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

Development of the CIP

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

One of the priorities for FY2013 and beyond was to develop a comprehensive capital improvement plan that incorporated the capital needs of all city departments with a practical funding plan for each year of the program. Department Heads have continued to work with the Mayor's Office to identify their most important capital needs for FY2014 through FY2017. Significant time has been spent on developing a realistic funding plan within the confines of the City's financial resources.

It is my goal to fully incorporate the CIP into the FY2014 budget. It is critically important that the City begins to recognize its capital needs in the context of the operating budget. I have deliberately included fully funded projects and acquisitions from FY2013 in this CIP. My hope is that the City Council will continue to recognize the value and importance of committing to funding planned projects and acquisitions on an annual basis.

Free Cash Policy

I have developed a Free Cash Policy that will provide direction for how the City appropriates its Free Cash. In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30 close of the fiscal year, the City's Free Cash is certified by the State Department of Revenue and available for appropriation. Free cash must be certified by the Director of Accounts as of July 1, and cannot be ap-

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 provides communities with flexibility in that it 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. Free Cash balances should be used for non-recurring expenses and not to balance operating budgets.

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).

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 the new policy:

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

Under the policy, one 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 FY2013-2017 CIP is based on the following budgetary assumptions:

- That the City will continue to build cash reserves, setting a minimum threshold Free Cash balance of \$500,000 and striving to attain a \$1.5 million Free Cash balance annually.
- The City will continue to conservatively estimate New Growth.
- That the City will not use funds from General Stabilization for ordinary capital improvements.
- That that City will continue to actively pursue State and Federal funding opportunities and leverage an average annual allotment of \$1.1 million in Community Preservation Act funds to complete certain Planning & Development related capital improvements.
- That the City will continue to fund a part-time grant writer.

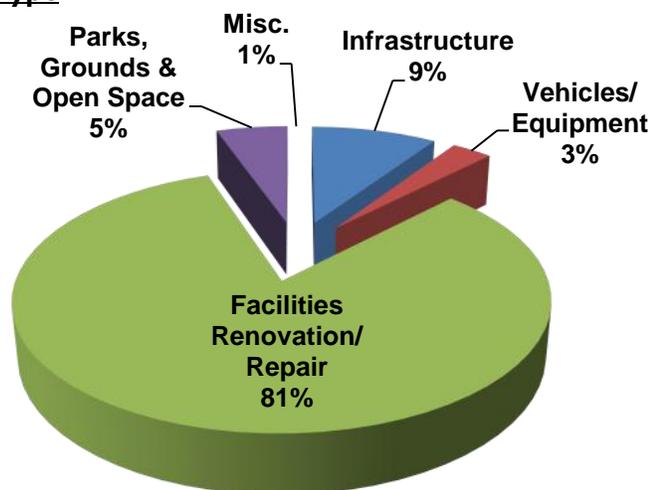
Overview of the CIP

The CIP includes projects with a five year total estimated cost of \$118,252,265. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph illustrates that 81% of spending is for facilities renovation and repair. This includes the replacement of the Bresnahan Elementary School, the renovation of the Nock/Molin Upper Elementary and Middle School and the renovation of the former Bresnahan into a Senior/Community Center. This also includes major upgrades to the Water Treatment Plant and the Wastewater Treatment Facilities and the expansion of the DPS facility at Perry Way. The CIP also identifies and anticipates significant investment in existing City buildings including the replacement of the HVAC systems at the DPS Facility and the replacement of the roofs at the High School and DPS garage. Additionally, the CIP includes significant investment in the Kelley School Youth Center. The Kelley Youth Center remains an underutilized facility because of ADA compliance issues and the lack of proper fire suppression systems. With the Youth Services Department routinely seeing seasonal enrollments exceed 1,000 participants, the City needs to address the Department’s buildings needs and enable Youth Services and other City Departments to fully utilize the space.

Investments in infrastructure represent 9% of the total spending included in the CIP. Infrastructure is the core of any CIP and Newburyport continues to budget capital investments in the City’s water and sewer systems, roadways and sidewalks as part of the operating budget. In this past year, sidewalk improvements have been a priority. The City made historic investments in excess of \$392,000 in sidewalk improvements in FY2013. 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 \$300,000 in water main improvements and \$250,000 in sewer main replacements. The City will strive to make the above-mentioned amounts the threshold for annual capital investments in infrastructure.

Project Costs by Project Type



Funding the CIP

The City’s lack of dedicated annual funding sources for capital improvements has made a coordinated approach to capital planning very difficult. Despite this fact, the City has been able to maintain a strong financial position by leveraging State and Federal funds, CPC funds and strong free cash and retained

earning balances to fund capital improvements and purchases. This has limited the City's need to borrow to fund smaller capital improvements. The funding philosophy behind the CIP was to continue to fund and invest in capital without drastically increasing the debt burden. For FY2013, ordinary and excluded debt comprises 6.8% of the General Fund budget.

Below is a summary of CIP investments by department:

Project Costs by Department

Department	FY13	FY14	FY15	FY16	FY17	Five-Year Total
Fire	45,000	145,000	-	555,000	-	745,000
Police	-	128,835	31,238	30,000	-	190,073
Planning	305,000	3,985,000	8,675,000	2,670,000	-	15,635,000
MIS	-	-	-	-	-	-
Library	10,850	15,000	15,000	-	-	40,850
Youth Services	-	911,250	-	-	-	911,250
Highway	1,151,861	1,405,000	1,217,000	925,000	1,110,000	5,808,861
Total General Fund	\$ 1,512,711	\$ 6,590,085	\$ 9,938,238	\$ 4,180,000	\$ 1,110,000	\$ 23,331,034
Schools	15,613,666	36,212,630	15,269,236	-	-	67,095,532
Total General Fund with Schools	\$ 17,126,377	\$ 42,802,715	\$ 25,207,474	\$ 4,180,000	\$ 1,110,000	\$ 90,426,566
Less: State Aid & Excluded Debt	16,133,666	39,360,130	21,819,236	3,070,000	500,000	80,883,032
Net Spending	\$ 992,711	\$ 3,442,585	\$ 3,388,238	\$ 1,110,000	\$ 610,000	\$ 9,543,534
Harbormaster Enterprise	195,000	538,000	-	-	-	733,000
Sewer Enterprise	9,529,148	3,612,702	640,000	2,250,000	150,000	16,181,850
Water Enterprise	6,529,763	2,929,421	751,665	350,000	350,000	10,910,849
Total Enterprise Funds	\$ 16,253,911	\$ 7,080,123	\$ 1,391,665	\$ 2,600,000	\$ 500,000	\$ 27,825,699
Total Capital Improvements	\$ 33,380,288	\$ 49,882,838	\$ 26,599,139	\$ 6,780,000	\$ 1,610,000	\$ 118,252,265

Conclusion

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

Respectfully submitted,

Donna D. Holaday, Mayor

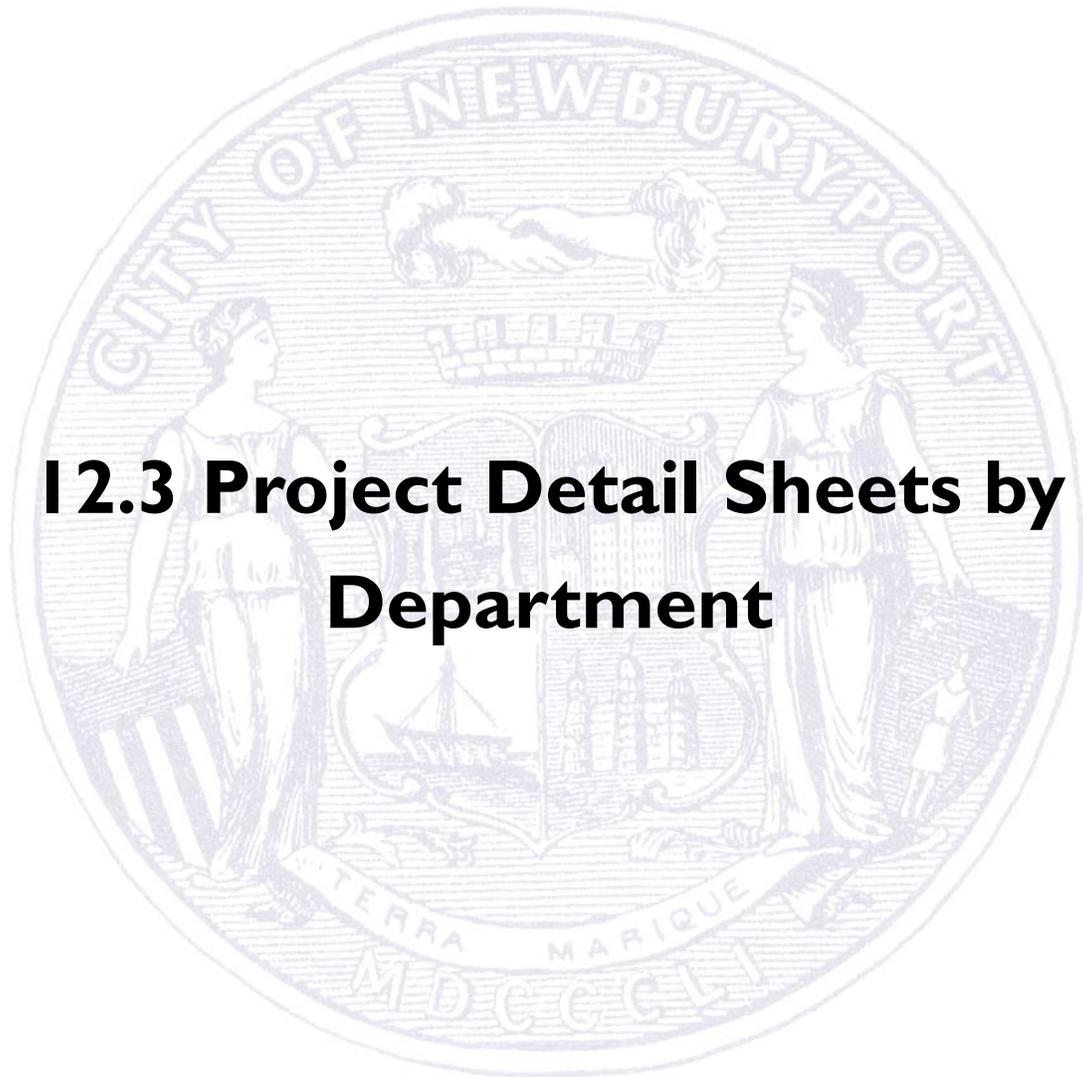
12.2 FY 2013-2017 CIP Summary

Project Detail by Department

Department	Project Description	FY13	FY14	FY15	FY16	FY17	Five-Year Total
Fire	Replacement of Engine 1	-	-	-	555,000	-	555,000
Fire	Replacement of Fire Alarm System	-	90,000	-	-	-	90,000
Fire	Replacement of Deputy Chief Command Vehicle	45,000	-	-	-	-	45,000
Fire	Replacement Fire Department Pick Up	-	30,000	-	-	-	30,000
Fire	Replacement of Firefighter Pagers	-	25,000	-	-	-	25,000
Fire Total		45,000	145,000	-	555,000	-	745,000
Police	Replacement of Police Station HVAC System	-	-	-	-	-	-
Police	Seal Police Station bricks & Replace Garage doors	-	21,000	21,000	-	-	42,000
Police	Carpet Replacement	-	-	-	30,000	-	30,000
Police	Replacement of Portable Radios	-	20,000	-	-	-	20,000
Police	Intellex Security System	-	20,352	-	-	-	20,352
Police	Rain / Foul Weather Coats	-	12,245	-	-	-	12,245
Police	Mobile Data Terminals	-	45,000	-	-	-	45,000
Police	Tasers	-	10,238	10,238	-	-	20,476
Police Total		-	128,835	31,238	30,000	-	190,073
Planning	Senior Community Center	-	1,280,000	4,350,000	870,000	-	6,500,000
Planning	Clipper City Rail Trail Extension Project - Design Phase	105,000	110,000	-	-	-	215,000
Planning	Clipper City Rail Trail Extension Project -Construction Phase	-	-	1,700,000	1,700,000	-	3,400,000
Planning	Central Waterfront Bulkhead Project	200,000	1,900,000	-	-	-	2,100,000
Planning	High School Stadium Renovation Project	-	200,000	1,800,000	-	-	2,000,000
Planning	Fish Pier Embayment Dredging Project	-	50,000	600,000	-	-	650,000
Planning	Inn Street - Phase I - Lighting & Brick Turret Restoration Project	-	-	-	-	-	-
Planning	Inn Street - Phase II - Brick Repair Project	-	125,000	-	-	-	125,000
Planning	Inn Street - Phase III - Fountain Improvement Project	-	125,000	-	-	-	125,000
Planning	Inn Street - Phase IV - Elevated Walkway Project	-	-	200,000	-	-	200,000
Planning	City Hall Capital Improvement Project(s)	-	195,000	-	-	-	195,000
Planning	Common Pasture Parking and Trailhead Project	-	-	25,000	100,000	-	125,000
Planning Total		305,000	3,985,000	8,675,000	2,670,000	-	15,635,000
Library	Carpet Replacement	8,000	15,000	-	-	-	23,000
Library	Flat Rubber Roof Restoration	-	-	15,000	-	-	15,000
Library	Repair of Circulating HVAC Pump	2,850	-	-	-	-	2,850
Library Total		10,850	15,000	15,000	-	-	40,850
Youth Services	Kelley School Building Renovation	-	911,250	-	-	-	911,250
Youth Services Total		-	911,250	-	-	-	911,250
Schools	Bresnahan Elementary Model School Project	9,545,920	21,405,000	7,867,284	-	-	38,818,204
Schools	Nock/Molin School Renovation	5,887,746	13,944,960	7,164,620	-	-	26,997,326
Schools	Newburyport High School-Roof Replacement	70,000	532,500	-	-	-	602,500
Schools	Newburyport High School-Efflorescence Removal	110,000	-	-	-	-	110,000
Schools	Newburyport High School-Historic Woodwork Restoration	-	330,170	237,332	-	-	567,502
Schools Total		15,613,666	36,212,630	15,269,236	-	-	67,095,532
Highway	Roadway Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Highway	Sidewalk Improvements	392,000	250,000	250,000	250,000	250,000	1,392,000
Highway	Purchase of 6 Wheel Dump Trucks	-	150,000	150,000	-	150,000	450,000
Highway	Roof Replacement at DPS Facility	-	60,000	60,000	60,000	60,000	240,000
Highway	Purchase of One Ton Dump Trucks	70,000	70,000	-	70,000	-	210,000
Highway	Purchase of Street Sweeper	-	170,000	-	-	-	170,000
Highway	Tree Truck	-	-	-	-	150,000	150,000
Highway	Purchase of 3/4 Ton Pickup Trucks with plows	40,000	40,000	40,000	-	-	120,000
Highway	Street Light Acquisition	117,861	-	-	-	-	117,861

Project Detail by Department (cont.)

Department	Project Description	FY13	FY14	FY15	FY16	FY17	Five-Year Total
Highway	Purchase of Front End Loader with Backhoe	-	-	120,000	-	-	120,000
Highway	Drainage Study	-	-	50,000	-	-	50,000
Highway	Replacement of Pumping and Fuel Monitoring Systems	-	25,000	-	45,000	-	70,000
Highway	Repair Stonewall at Highland Cemetery	-	40,000	-	-	-	40,000
Highway	Purchase of Automatic Hydraulic Salt Spreader Control System	12,000	12,000	12,000	-	-	36,000
Highway	Replacement of HVAC system at the DPS Highway Facility	-	33,000	-	-	-	33,000
Highway	Fence at Highland Cemetery	20,000	-	-	-	-	20,000
Highway	Parking Lot Lighting	-	30,000	-	-	-	30,000
Highway	Purchase of Leaf Vacuum	-	25,000	-	-	-	25,000
Highway	Purchase of Tree Chipper	-	-	35,000	-	-	35,000
Highway Total		1,151,861	1,405,000	1,217,000	925,000	1,110,000	5,808,861
Water Enterprise	Water Treatment Plant Upgrade	5,662,763	1,743,921	1,665	-	-	7,408,349
Water Enterprise	DPS Tank Maintenance	477,000	-	-	-	-	477,000
Water Enterprise	DPS Water Main Replacement	300,000	300,000	300,000	300,000	300,000	1,500,000
Water Enterprise	DPS Expansion	-	600,000	-	-	-	600,000
Water Enterprise	DPS Meter Replacement Project	50,000	50,000	50,000	50,000	50,000	250,000
Water Enterprise	Purchase of Excavator	-	-	-	-	-	-
Water Enterprise	Purchase of Ford F250	40,000	-	-	-	-	40,000
Water Enterprise	Replacement of HVAC system at the DPS Highway Facility	-	33,000	-	-	-	33,000
Water Enterprise	Replacement of Pumping and Fuel Monitoring Systems	-	12,500	-	-	-	12,500
Water Enterprise	Purchase Water Distribution Vehicle	-	40,000	-	-	-	40,000
Water Enterprise	Upper Dam and Intake Improvements	-	150,000	400,000	-	-	550,000
Water Enterprise Total		6,529,763	2,929,421	751,665	350,000	350,000	10,910,849
Sewer Enterprise	Wastewater Treatment Facility Improvements	8,649,148	2,267,202	-	-	-	10,916,350
Sewer Enterprise	Turkey Hill Sewer Main	50,000	-	-	-	-	50,000
Sewer Enterprise	West End Easement	200,000	150,000	-	-	-	350,000
Sewer Enterprise	Graf Road Force Main	450,000	-	-	2,000,000	-	2,450,000
Sewer Enterprise	Purchase of Vactor Vacuum Truck	-	-	400,000	-	-	400,000
Sewer Enterprise	DPS Expansion	-	600,000	-	-	-	600,000
Sewer Enterprise	Purchase of Mack RD690S Dump Truck	130,000	-	-	-	-	130,000
Sewer Enterprise	Bobcat Loader	-	-	90,000	-	-	90,000
Sewer Enterprise	Replacement of HVAC system at the DPS Highway Facility	-	33,000	-	-	-	33,000
Sewer Enterprise	Replacement of Pumping and Fuel Monitoring Systems	-	12,500	-	-	-	12,500
Sewer Enterprise	DPS Meter Replacement Project	50,000	50,000	50,000	50,000	50,000	250,000
Sewer Enterprise	Plum Island Alarm System	-	100,000	100,000	100,000	100,000	400,000
Sewer Enterprise	Sewer Line Replacement	-	200,000	-	100,000	-	300,000
Sewer Enterprise	Wastewater Treatment Facility Fence	-	200,000	-	-	-	200,000
Sewer Enterprise Total		9,529,148	3,612,702	640,000	2,250,000	150,000	16,181,850
Harbormaster Enterprise	Transient Boaters & Harbormaster Facility	-	500,000	-	-	-	500,000
Harbormaster Enterprise	New Harbormaster Boat	165,000	15,000	-	-	-	180,000
Harbormaster Enterprise	Cashman Park Dock Expansion	30,000	20,000	-	-	-	50,000
Harbormaster Enterprise	Replacement of Pumping and Fuel Monitoring Systems	-	3,000	-	-	-	3,000
Harbormaster Enterprise Total		195,000	538,000	-	-	-	733,000
Grand Total		33,380,288	49,882,838	26,599,139	6,780,000	1,610,000	118,252,265



12.3 Project Detail Sheets by Department

Project Title: Replacement of Engine 1	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: This project would replace the Fire Department's 2003 KME fire engine. A front line fire engine's useful life is 10-12 years of service. In order to maintain a reasonable replacmenet schedule, fire appartus should be replaced every ten years so that the department can rotate front line engines into reserve status and eventually into retirement after 20 years of service.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	2/6	555,000				555,000	
G. Contingency							
H. Other							
TOTAL		\$555,000				\$555,000	

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study		..					
B. Design		..					
C. Land Acquisition		..					
D. Construction		..					
E. Furnishings/Equipment		..					
F. Departmental Equipment	6	90,000		90,000			
G. Contingency		..					
H. Other							
TOTAL		\$90,000	\$0	\$90,000	\$0	\$0	\$0

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

Project Title: Replacement of Deputy Chief Command Vehicle	
Department: Fire	Category: Vehicles/Equipment
<u>Description and Justification:</u> <p>This request is to replace an 11 year old 4X4 Expedition with a new 4x4 Tahoe. This vehicle is the primary vehicle used by the Deputy Fire Chief. It is used for every day department inspections and responding to emergencies. The vehicle carries protective clothing, medical equipment, rescue equipment, and other materials need by the Deputy Chief. The vehicle would be set up with a command center in the rear section of the vehicle incident management. The vehicle would be equipped with radios to allow for communications with fire, police, EMS, Cost Guard and Emergency Management during incidents.</p> <p>The current vehicle has over 90,000 miles and can no longer be equipped with modern day equipment. The vehicle is beginning to rust severely and the department is experiencing increasing maintenance costs associated with the vehicle.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	45,000	45,000				
G. Contingency							
H. Other							
TOTAL		\$45,000	\$45,000				

Project Title: Replacement Fire Department Pick Up	
Department: Fire/Police	Category: Vehicles/Equipment
<u>Description and Justification:</u> <p>This would fund the replacement the Fire Department's pick up truck. The current truck is 26 years old and did not pass inspection. The Department uses this truck to make up lines and bring equipment back to the station after fires and other emergency incidents.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	30,000		30,000			
G. Contingency							
H. Other							
TOTAL		\$30,000		\$30,000			

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

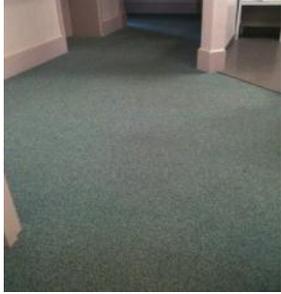
Project Title: Replacement of Firefighter Pagers	
Department: Fire	Category: Vehicles/Equipment
Description and Justification: This would fund the replacement of the Fire Department's pager system. The Fire Department assigns a pager to each firefighter which is used to notify personnel in the event of an emergency. The Federal Communications Commission (FCC) has mandated that all non-Federal public safety licenses using 25kHz radio systems must migrate to narrowband 12.5kHz channels by January 1, 2013. The current pagers are approximately 8 years old and would not meet the requirements of the FCC under the new license.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study		..					
B. Design		..					
C. Land Acquisition		..					
D. Construction		..					
E. Furnishings/Equipment		..					
F. Departmental Equipment	6	25,000		25,000			
G. Contingency		..					
H. Other							
TOTAL		\$25,000	\$0	\$25,000	\$0	\$0	\$0

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	21,000			21,000		
F. Departmental Equipment							
G. Contingency							
H. Other	6	21,000		21,000			
TOTAL		\$42,000		\$21,000	\$21,000		

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

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	30,000				30,000	
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$30,000				\$30,000	

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,000		20,000			
G. Contingency							
H. Other							
TOTAL		\$20,000		\$20,000			

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(2) Municipal GO Bonds	(3) State Aid	(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings	(6) Free Cash / CPA / Grants / Other	(7) Sewer Enterprise Fund Retained Earnings	(8) Water Enterprise Fund Retained Earnings

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,352		20,352			
G. Contingency							
H. Other							
TOTAL		\$20,352		\$20,352			

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	12,245		12,245			
G. Contingency							
H. Other							
TOTAL		\$12,245		\$12,245			

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	45,000		45,000			
G. Contingency							
H. Other							
TOTAL		\$45,000		\$45,000			

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,476		10,238	10,238		
G. Contingency							
H. Other							
TOTAL		\$20,476		\$10,238	\$10,238		

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

Project Title: Senior Community Center	
Department: Office of Planning & Development	Category: Facilities Renovation/Repair
Description and Justification: For years the City has studied an array of sites for a new Senior Center, offering dedicated facilities for Council on Aging operations. Each new site has presented obstacles to completion of this project, most often with respect to cost and impact to abutters. In 2011, Mayor Holaday proposed to build a new Senior and Community Center on the site of the current Bresnahan Elementary School. Construction will begin once the existing school can be torn down. The City is hopeful that the proposed design will provide sufficient space and flexibility for future senior, community and social services activities.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	2/6	121,758		121,758			
B. Design	2/6	578,242		578,242			
C. Land Acquisition							
D. Construction	2/6	5,800,000		580,000	4,350,000	870,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$6,500,000		\$1,280,000	\$4,350,000	\$870,000	

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	215,000	105,000	110,000			
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$215,000	\$105,000	\$110,000			

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

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3	3,400,000			1,700,000	1,700,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$3,400,000			\$1,700,000	\$1,700,000	

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	3	200,000	200,000				
C. Land Acquisition							
D. Construction	3	1,900,000		1,900,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,100,000	\$200,000	\$1,900,000			

<u>Source of Funds Legend</u>							
(1) Operating Revenues	(2) Municipal GO Bonds	(3) State Aid	(4) Capital Stabilization Fund	(5) Harbormaster Retained Earnings	(6) Free Cash / CPA / Grants / Other	(7) Sewer Enterprise Fund Retained Earnings	(8) Water Enterprise Fund Retained Earnings

Project Title: High School Stadium Renovation Project	
Department: Office of Planning & Development	Category: Facilities Renovation/Repair
Description and Justification: The High School Stadium was built in 1938-1939 by the Works Progress Administration (WPA). It is used regularly for football games plus annual high school graduation ceremonies, as well as several other sports, and consists of two reinforced concrete structures flanking a playing field. Comprehensive concrete repairs were implemented a generation ago in the early 1970's, but the concrete has deteriorated since then, with accelerated and severe deterioration in particular on the North Side which is an eyesore that has been closed since about 2003. The grass playing field is also in relatively poor condition. The City recently repaired the South/Home side. However, there is not currently sufficient funding available to address the dilapidated North Side or the playing field itself.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	200,000		200,000			
C. Land Acquisition							
D. Construction	6	1,800,000			1,800,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,000,000		\$200,000	\$1,800,000		

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	50,000		50,000			
C. Land Acquisition							
D. Construction	6	600,000			600,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$650,000		\$50,000	\$600,000		

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

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	25,000		25,000			
C. Land Acquisition							
D. Construction	6	100,000		100,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$125,000		\$125,000			

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	25,000		25,000			
C. Land Acquisition							
D. Construction	6	100,000		100,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$125,000		\$125,000			

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

Project Title: **Inn Street - Phase IV - Elevated Walkway Project**

Department: **Office of Planning & Development** Category: **Parks, Grounds & Open Space**

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	20,000			20,000		
C. Land Acquisition							
D. Construction	6	180,000			180,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$200,000			\$200,000		

Project Title: **City Hall Capital Improvement Project(s)**

Department: **Office of Planning & Development** Category: **Facilities Renovation/Repair**

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	39,000		39,000			
C. Land Acquisition							
D. Construction	6	156,000		156,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$195,000		\$195,000			

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

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	25,000			25,000		
C. Land Acquisition							
D. Construction	6	100,000				100,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$125,000			\$25,000	\$100,000	

Project Title: Carpet Replacement	
Department: Library	Category: Facilities Renovation/Repair
<u>Description and Justification:</u> The existing carpet is ten years old and showing extensive wear from 1,000+ daily visitors. Old, worn carpet is difficult to keep clean and detracts from the attractiveness of the building. Worn and stretched spots present a hazard to patrons. The areas to be replaced in this two-year project are high traffic ones. The carpet quoted has a projected life of 15-20 years. This state contract pricing includes removal and disposal of the old carpet. The two priority areas are: Teen Loft (\$8,000) and the first floor Reading Room, Media Area and Back Hall (\$15,000).	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	4	23,000	8,000	15,000			
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$23,000	\$8,000	\$15,000			

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

Project Title: Flat Rubber Roof Restoration	
Department: Library	Category: Facilities Renovation/Repair
Description and Justification: The 10-year warranty on the rubber roof has expired. This restoration project would include: 1. Infrared scan to check for wet insulation and installation of new insulation, as necessary. 2. Power washing. 3. Making repairs to splits/holes in the rubber roof membrane. 4. Application of urethane liquid waterproofing membrane to restore and upgrade the performance of the rubber roof system. Energy-Star rated 10-year warranty. The rubber roof has already been repaired in several areas using a recommended patch kit. Leaks could cause serious damage to the building, fixtures and contents.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	4	15,000			15,000		
F. Departmental Equipment							
G. Contingency							
H. Other (Roof)							
TOTAL		\$15,000			\$15,000		

Project Title: Repair of Circulating HVAC Pump	
Department: Library	Category: Facilities Renovation/Repair
Description and Justification: The HVAC system at the NPL has two pumps that pump cold water in the summer and hot water in the winter. These pumps run 24/7 all year. The pumps are designed not to run at the same time, but to alternate run times to lesson wear and tear on the pumps and also work as a fail-safe in case one of the pumps fails. Currently, the HVAC is running 24/7 on pump#2. Pump #1 is leaking and needs to be rebuilt. Both pumps were installed during the NPL Building Project of 2001 and have never been overhauled.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	4	2,850	2,850				
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,850	\$2,850				

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

Project Title: Kelley School Building Renovation	
Department: Youth Services	Category: Facilities Renovation/Repair
<u>Description and Justification:</u> <p>The 1872 school is in need of significant structural, mechanical, and aesthetic repairs. Based on current estimates, the total cost of the project is expected to be \$911,250, which includes the installation of an elevator, sprinklers, 2nd floor bathrooms, air/heating improvements, and repointing/masonry work.</p> <p>Currently, only one floor is utilized due to the lack of an elevators and sprinklers, leaving the 4,000 sq ft upstairs space vacant year-round. Bringing the building into ADA compliance, would allow for full use of the historic school building.</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	2	35,000		35,000			
B. Design	2	67,500		67,500			
C. Land Acquisition							
D. Construction	2	808,750		808,750			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$911,250		\$911,250			

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	2/3	285,000	285,000				
B. Design	2/3	1,350,920	1,350,920				
C. Land Acquisition							
D. Construction	2/3	35,209,000	7,910,000	21,405,000	5,894,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2/3	1,973,284			1,973,284		
H. Other							
TOTAL		\$38,818,204	\$9,545,920	\$21,405,000	\$7,867,284		

<u>Source of Funds Legend</u>							
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings				
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings				

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	2/3	496,096	496,096				
B. Design	2/3	1,165,000	1,165,000				
C. Land Acquisition		..					
D. Construction	2/3	23,419,930	4,226,650	13,944,960	5,248,320		
E. Furnishings/Equipment	2/3	..					
F. Departmental Equipment	2/3	..					
G. Contingency	2/3	1,916,300			1,916,300		
H. Other							
TOTAL		\$26,997,326	\$5,887,746	\$13,944,960	\$7,164,620		

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	2	80,000	70,000	10,000			
C. Land Acquisition							
D. Construction	2	475,000		475,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2	47,500		47,500			
H. Other							
TOTAL		\$602,500	\$70,000	\$532,500			

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

Project Title: Newburyport High School-Efflorescence Removal	
Department: School Department	Category: Facilities Renovation/Repair
<p><u>Description and Justification:</u> Efflorescence has stained the new brickwork at Newburyport High School since the completion of the renovation project in 2003 due to water infiltration into the brickwork and ineffective flashing. The efflorescence is most prominent on the north, east, and west terrace areas of the building. This project focuses on the north (or front) side of the building and includes removal of the pre-cast caps on the brickwork, repair of the flashing system, re-installation of the pre-cast caps and cleaning or removal of the existing efflorescence. Projected time frame for this project is summer of</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	5,000	5,000				
C. Land Acquisition							
D. Construction	6	90,000	90,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	6	15,000	15,000				
H. Other							
TOTAL		\$110,000	\$110,000				

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	567,502		330,170	237,332		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$567,502		\$330,170	\$237,332		

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3	2,500,000	500,000	500,000	500,000	500,000	500,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000

Project Title: Sidewalk Improvements	
Department: DPS - Highway	Category: Infrastructure
Description and Justification: 50% of the revenue generated from the local option meals tax plus an annual appropriation of \$60,000 is used to replace and repair city sidewalks, including curbing and handicap approaches.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	1	1,392,000	392,000	250,000	250,000	250,000	250,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$1,392,000	\$392,000	\$250,000	\$250,000	\$250,000	\$250,000

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

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	450,000		150,000	150,000		150,000
G. Contingency							
H. Other							
TOTAL		\$450,000		\$150,000	\$150,000		\$150,000

Project Title: Roof Replacement at DPS Facility	
Department: DPS - Highway	Category: Facilities Renovation/Repair
Description and Justification: The steel roof at the DPS Facility (1991) is 22 years old and there has been no investment in preventative maintenance. The seam caulking has deteriorated and as a result the roof is leaking significantly and the interior of the building is being impacted. This project should be bonded over the short term. The cost includes reinstalling the solar panels currently on the roof.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2	240,000		60,000	60,000	60,000	60,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$240,000		\$60,000	\$60,000	\$60,000	\$60,000

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

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	210,000	70,000	70,000		70,000	
G. Contingency							
H. Other							
TOTAL		\$210,000	\$70,000	\$70,000		\$70,000	

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	170,000		170,000			
G. Contingency							
H. Other							
TOTAL		\$170,000		\$170,000			

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

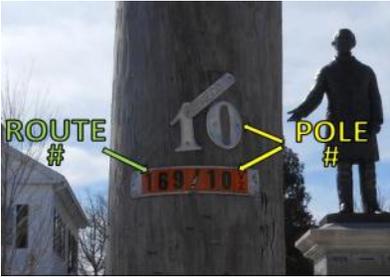
Project Title: Tree Truck	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This request will replace the Department's Tree Truck which was purchased in 1999. This truck is used for tree removal and maintenance.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	150,000					150,000
G. Contingency							
H. Other							
TOTAL		\$150,000					\$150,000

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/4	120,000	40,000	40,000	40,000		
G. Contingency							
H. Other							
TOTAL		\$120,000	\$40,000	\$40,000	\$40,000		

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

Project Title: Street Light Acquisition	
Department: DPS/Energy	Category: Infrastructure
Description and Justification: The legislation that deregulated the electricity industry in Massachusetts in 1997 also gave communities the right to acquire streetlights from their utility for their depreciated value. Newburyport has been reviewing this purchase and has finally received its purchase price of \$117,861. The City anticipates annual savings of at least \$77,000 as a result of purchasing the street lights.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other	6	117,861	117,861				
TOTAL		\$117,861	\$117,861				

Project Title: Purchase of Front End Loader with Backhoe	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This request is to purchase a front end loader with a backhoe. This would replace a 1999 Case 580 backhoe. This piece of equipment is used for all construction purposes, tree work, loading salt, and plowing streets and parking lots.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	3/6	120,000			120,000		
G. Contingency							
H. Other							
TOTAL		\$120,000			\$120,000		

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

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	6	50,000			50,000		
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$50,000			\$50,000		

Project Title: Replacement of Pumping and Fuel Monitoring Systems	
Department: DPS - Highway	Category: Vehicles/Equipment
Description and Justification: This would fund the replacement of the pumping and fuel monitoring systems at the DPS Facility. The software for the fuel monitoring system is no longer supported and the pumps have exceeded their useful life. The pump station is where all city vehicles fuel and as such the cost will be shared by the general fund and the water, sewer, and harbormaster enterprises as follows: Water Division - 12.5K, Sewer Division 12.5K, Habormaster Department - 3K, General Fund - 70K	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	70,000		25,000		45,000	
G. Contingency							
H. Other							
TOTAL		\$70,000		\$25,000		\$45,000	

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

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	40,000		40,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$40,000		\$40,000			

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	36,000	12,000	12,000	12,000		
G. Contingency							
H. Other							
TOTAL		\$36,000	\$12,000	\$12,000	\$12,000		

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

Project Title: Replacement of HVAC system at the DPS Highway Facility	
Department: DPS - Highway	Category: Facilities Renovation/Repair
<u>Description and Justification:</u> <p>This project would replace a total of eight HVAC units at the DPS Facility, two building units and six garage units. Significant resources have been needed to maintain the current HVAC system. The current system is 21 years old and replacement parts are becoming unavailable.</p> <p>The cost of the project would be split between the general fund and water and sewer enterprises as follows: 33K Water Division, 33K Sewer Division, 33K General Fund.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6/7/8	33,000		33,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$33,000		\$33,000			

Project Title: Fence at Highland Cemetery	
Department: DPS - Highway	Category: Parks, Grounds & Open Space
<u>Description and Justification:</u> <p>The current chain link fence at the Highland Cemetery is over 50 years old and beyond repair. The City needs to replace the fence in the immediate future and preserve the aesthetic quality of the neighborhood.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	20,000	20,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$20,000	\$20,000				

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

Project Title: **Parking Lot Lighting**

Department: **DPS - Highway** Category: **Infrastructure**

Description and Justification:

This request will fund the installation of at least two light poles, lights and necessary wiring in and around the NRA East lot.

The NRA East lot is very dark and presents potential liability for the City. It has been determined that there should be installed at least two light poles with three or more lights wired and positioned strategically to light up the parking lot. This additional lighting would afford the pedestrian and the motor vehicle operator the opportunity to view the lot more clearly in order to avoid snow, ice, pot holes, cars, pedestrians, etc. This will be paid with revenues from paid parking.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other	6	30,000		30,000			
TOTAL		\$30,000		\$30,000			

Project Title: **Purchase of Leaf Vacuum**

Department: **DPS - Highway** Category: **Vehicles/Equipment**

Description and Justification:

This request is to purchase a Leaf Vacuum. This would replace (2) 2000 Tarco Big T Vac units (1 deadlined). This piece of equipment has limited parts availability and is in poor condition. This is used for removal of leaves from the parks, cemeteries, schools, downtown and other areas.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	25,000		25,000			
G. Contingency							
H. Other							
TOTAL		\$25,000		\$25,000			

Source of Funds Legend

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

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	35,000			35,000		
G. Contingency							
H. Other							
TOTAL		\$35,000			\$35,000		

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2	7,408,349	5,662,763	1,743,921	1,665		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$7,408,349	\$5,662,763	\$1,743,921	\$1,665		

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

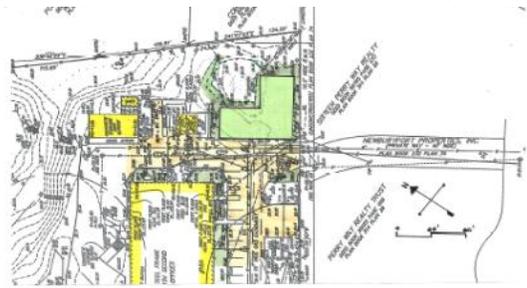
Project Title: DPS Tank Maintenance	
Department: DPS - Water	Category: Infrastructure
Description and Justification: The Rawson Hill water tank is currently being refurbished and repainted. During the recent inspection of the Marchs Hill Tank, several areas of concern were noted and it was recommended that rehabilitation (painting) will be required within the immediate future to maintain the present integrity of the steel.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	477,000	477,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$477,000	\$477,000				

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	1,500,000	300,000	300,000	300,000	300,000	300,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$1,500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

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

Project Title: DPS Expansion	
Department: DPS - Water	Category: Facilities Renovation/Repair
Description and Justification: <p>The Water and Sewer offices are currently housed in temporary trailers at 16A Perry Way. The initial plan was to renovate 115 Water Street, the building the City took by imminent domain at the Wastewater Treatment. Upon further analysis, it was determined that 115 Water Street would not be appropriate for housing municipal offices and the best approach was to construct a building next to the DPS Facility. The Sewer and Water Division will both contribute to the final cost of the building. The Water Division's contribution is estimated at \$600,000.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	600,000		600,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$600,000		\$600,000			

Project Title: DPS Meter Replacement Project	
Department: DPS - Water	Category: Infrastructure
Description and Justification: <p>The Water and Sewer divisions conducted a city-wide meter replacement program in 2008 at a cost of over a million dollars. The meters have a life-time expectancy of 12 - 15 years. In an effort to lessen the effect on the Division's operating budget, it is recommended that \$50,000.00 be allocated each year in preparation of the next city-wide meter replacement in 2023. Cost will be shared with Sewer Division as all users are charged for water and sewer based on metered water use.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study		..					
B. Design		..					
C. Land Acquisition		..					
D. Construction		..					
E. Furnishings/Equipment		..					
F. Departmental Equipment	8	250,000	50,000	50,000	50,000	50,000	50,000
G. Contingency		..					
H. Other							
TOTAL		\$250,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

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

Project Title: Purchase of Ford F250	
Department: DPS - Water	Category: Vehicles/Equipment
Description and Justification: This would fund the replacement of the 2003 F 250 that is used at the Water Treatment Plant. The new truck would also include a plow attachment.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	40,000	40,000				
G. Contingency							
H. Other							
TOTAL		\$40,000	\$40,000				

Project Title: Replacement of HVAC system at the DPS Highway Facility	
Department: DPS - Water Enterprise	Category: Facilities Renovation/Repair
Description and Justification: This project would replace a total of eight HVAC units at the DPS Facility, two building units and six garage units. Significant resources have been needed to maintain the current HVAC system. The current system is 21 years old and replacement parts are becoming unavailable. The cost of the project would be split between the general fund and water and sewer enterprises as follows: 35K Water Division, 25K Sewer Division, 40K General Fund.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6/7/8	33,000		33,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$33,000		\$33,000			

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

Project Title: Replacement of Pumping and Fuel Monitoring Systems	
Department: DPS - Water Enterprise	Category: Vehicles/Equipment
<u>Description and Justification:</u> <p>This would fund the replacement of the pumping and fuel monitoring systems at the DPS Facility. The software for the fuel monitoring system is no longer supported and the pumps have exceeded their useful life.</p> <p>The pump station is where all city vehicles fuel and as such the cost will be shared by the general fund and the water, sewer, and harbormaster enterprises as follows: Water Division - 12.5K, Sewer Division 12.5K, Harbormaster Department - 3K, General Fund - 72K</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	12,500		12,500			
G. Contingency							
H. Other							
TOTAL		\$12,500		\$12,500			

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	40,000		40,000			
G. Contingency							
H. Other							
TOTAL		\$40,000		\$40,000			

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	8	150,000		150,000			
C. Land Acquisition	8	400,000			400,000		
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$550,000		\$150,000	\$400,000		

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2	10,916,350	8,649,148	2,267,202			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$10,916,350	\$8,649,148	\$2,267,202			

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

Project Title: Turkey Hill Sewer Main	
Department: DPS - Sewer	Category: Infrastructure
<u>Description and Justification:</u> <p>This would fund the replacement of the Turkey hill sewer main (3000 feet) and manholes. Both the main and manholes have been compromised as a result of heavy hydrogen sulfite (H2S). The main is a large sewer line 12-15 inches and made of asbestos clay pipe. The main is very deep and the Sewer Division is exploring the possibility of slip lining the pipe opposed to digging the street. If DPS is forced to dig, the cost of the project will increase.</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	50,000	50,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$50,000	\$50,000				

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	7	200,000	200,000				
C. Land Acquisition							
D. Construction	7	150,000		150,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$350,000	\$200,000	\$150,000			

<u>Source of Funds Legend</u>							
(1) Operating Revenues	(2) Municipal GO Bonds	(3) State Aid	(4) Capital Stabilization Fund	(5) Harbormaster Retained Earnings	(6) Free Cash / CPA / Grants / Other	(7) Sewer Enterprise Fund Retained Earnings	(8) Water Enterprise Fund Retained Earnings

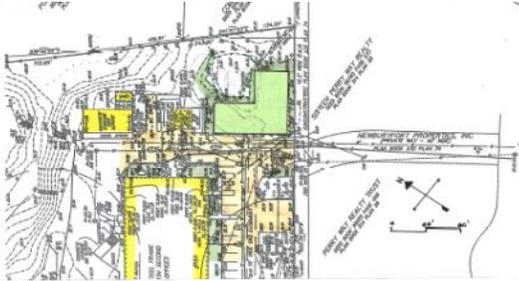
Project Title: Graf Road Force Main	
Department: DPS - Sewer	Category: Infrastructure
<u>Description and Justification:</u> This would fund the replacement of the Graf Road Force Main. The force main at Graf Road Lift Station is one of the most important components of the system. The current force main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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	2,450,000	450,000			2,000,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$2,450,000	\$450,000			\$2,000,000	

Project Title: Purchase of Vactor Vacuum Truck	
Department: DPS - Sewer	Category: Vehicles/Equipment
<u>Description and Justification:</u> The purchase of a new Vactor Vacuum Truck would replace the current 1999 vacuum truck which is used to by the Sewer Division on every call for service. This vehicle is also used for routine maintenance of the sewer lines.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	400,000			400,000		
G. Contingency							
H. Other							
TOTAL		\$400,000			\$400,000		

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

Project Title: DPS Expansion	
Department: DPS - Sewer	Category: Facilities Renovation/Repair
Description and Justification: The Water and Sewer offices are currently housed in temporary trailers at 16A Perry Way. The initial plan was to renovate 115 Water Street, the building the City took by eminent domain at the Wastewater Treatment. Upon further analysis, it was determined that 115 Water Street would not be appropriate for housing municipal offices and the best approach was to construct a building next to the DPS Facility. The Sewer and Water Division will both contribute to the final cost of the building. The Sewer Division's contribution is estimated at \$600,000.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	600,000		600,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$600,000		\$600,000			

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	130,000	130,000				
G. Contingency							
H. Other							
TOTAL		\$130,000	\$130,000				

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

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	90,000			90,000		
G. Contingency							
H. Other							
TOTAL		\$90,000			\$90,000		

Project Title: Replacement of HVAC system at the DPS Highway Facility	
Department: DPS - Sewer	Category: Facilities Renovation/Repair
Description and Justification: This project would replace a total of eight HVAC units at the DPS Facility, two building units and six garage units. Significant resources have been needed to maintain the current HVAC system. The current system is 21 years old and replacement parts are becoming unavailable. The cost of the project would be split between the general fund and water and sewer enterprises as follows: 33K Water Division, 33K Sewer Division, 33K General Fund.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6/7/8	33,000		33,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$33,000		\$33,000			

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

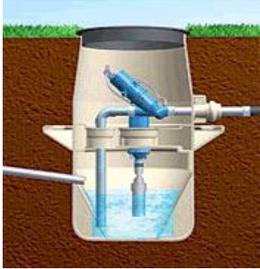
Project Title: Replacement of Pumping and Fuel Monitoring Systems	
Department: DPS - Water	Category: Vehicles/Equipment
Description and Justification:	
<p>This would fund the replacement of the pumping and fuel monitoring systems at the DPS Facility. The software for the fuel monitoring system is no longer supported and the pumps have exceeded their useful life.</p> <p>The pump station is where all city vehicles fuel and as such the cost will be shared by the general fund and the water, sewer, and harbormaster enterprises as follows: Water Division - 12.5K, Sewer Division 12.5K, Harbormaster Department - 3K, General Fund - 72K</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	12,500		12,500			
G. Contingency							
H. Other							
TOTAL		\$12,500		\$12,500			

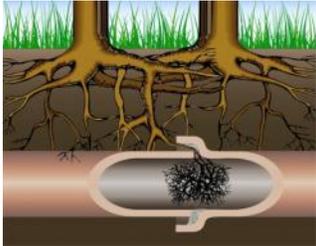
Project Title: DPS Meter Replacement Project	
Department: DPS	Category: Infrastructure
Description and Justification:	
<p>The Water and Sewer divisions conducted a city-wide meter replacement program in 2008 at a cost of over a million dollars. The meters have a life-time expectancy of 12 - 15 years. In an effort to lessen the effect on the Division's operating budget, it is recommended that \$50,000.00 be allocated each year in preparation of the next city-wide meter replacement in 2023. Cost will be shared with Water Division as all users are charged for water and sewer based on metered water use.</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study		..					
B. Design		..					
C. Land Acquisition		..					
D. Construction		..					
E. Furnishings/Equipment		..					
F. Departmental Equipment	7	250,000	50,000	50,000	50,000	50,000	50,000
G. Contingency		..					
H. Other							
TOTAL		\$250,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

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

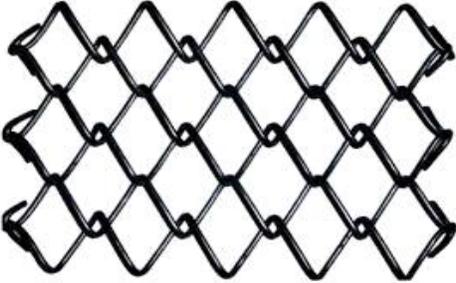
Project Title: Plum Island Alarm System	
Department: DPS - Sewer Enterprise	Category: Vehicles/Equipment
<u>Description and Justification:</u> This would allow the City to alarm 637 valve pits on Plum Island. The alarms will immediately notify staff in the event of a system fault or abnormality, such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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	400,000		100,000	100,000	100,000	100,000
G. Contingency							
H. Other							
TOTAL		\$400,000		\$100,000	\$100,000	\$100,000	\$100,000

Project Title: Sewer Line Replacement	
Department: DPS - Sewer Enterprise	Category: Infrastructure
<u>Description and Justification:</u> This program allows for necessary replacements to be made to Newburyport's sewer system. Upcoming projects include the sewer lines on Madison Street and Merrill Street, as well as, lines crossing through the roundabout.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	300,000		200,000		100,000	
G. Contingency							
H. Other							
TOTAL		\$300,000		\$200,000		\$100,000	

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

Project Title: Wastewater Treatment Facility Fence	
Department: DPS - Sewer Enterprise	Category: Facilities Renovation/Repair
<u>Description and Justification:</u> The current fence surrounding the Wastewater Treatment Facility is rusted and beyond repair. As we are approaching the end of the construction at 115 Water Street, it is recommended that a new fence is installed around the complex.	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	200,000		200,000			
G. Contingency							
H. Other							
TOTAL		\$200,000		\$200,000			

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

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	5	500,000		500,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$500,000		\$500,000			

<u>Source of Funds Legend</u>							
(1) Operating Revenues	(2) Municipal GO Bonds	(3) State Aid	(4) Capital Stabilization Fund	(5) Harbormaster Retained Earnings	(6) Free Cash / CPA / Grants / Other	(7) Sewer Enterprise Fund Retained Earnings	(8) Water Enterprise Fund Retained Earnings

Project Title: New Harbormaster Boat	
Department: Harbormaster	Category: Vehicles/Equipment
<p>Description and Justification:</p> <p>The City acquired a 25' former US Coast Guard Defender Response Boat at <i>no</i> cost through a grant program. The vessel is in excellent condition and was sought after by a number of surrounding communities.</p> <p>The boat spent most of her life in the freshwaters of the Great Lakes where tradition was to haul the boat for the winter season for maintenance, thereby extending its life.</p> <p>The vessel will cost approximately \$15,000 to equip and will be used as a public safety boat by the Harbormaster, Fire and Police Departments, including the regional dive team.</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5	180,000	165,000	15,000			
G. Contingency							
H. Other							
TOTAL		\$180,000	\$165,000	\$15,000			

Project Title: Cashman Park Dock Expansion	
Department: Harbormaster	Category: Parks, Grounds & Open Space
<p>Description and Justification:</p> <p>The Harbormasters department would like to expand the transient dock facilities at Cashman Park. This would allow more boats to tie up while waiting to launch or return to and from the ramp. This would require the repair and reuse of the old docks that were previously used at the CWF.</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	5	50,000	30,000	20,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		\$50,000	\$30,000	\$20,000			

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

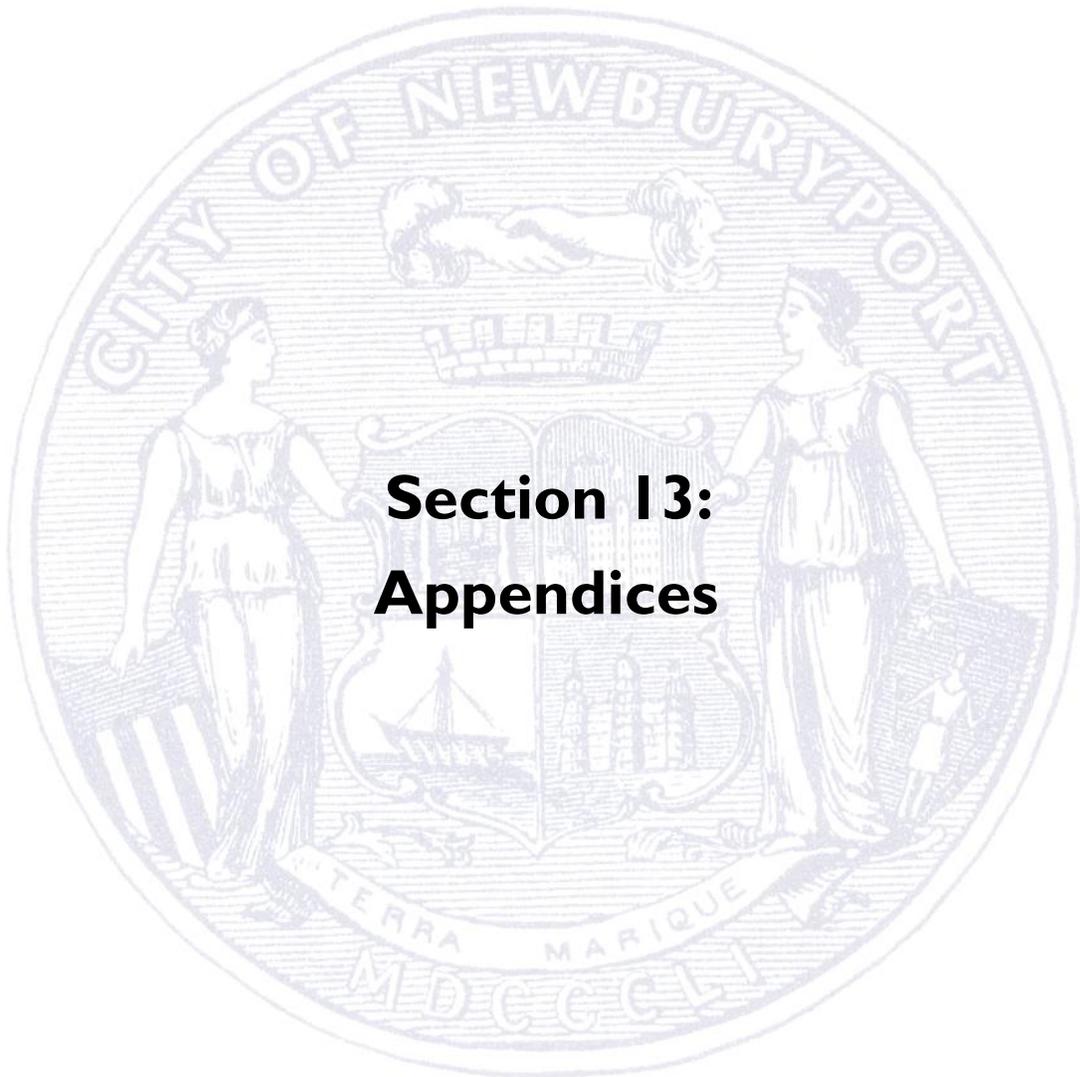
Project Title: Replacement of Pumping and Fuel Monitoring Systems	
Department: DPS - Harbormaster Enterprise	Category: Vehicles/Equipment
Description and Justification: <p>This would fund the replacement of the pumping and fuel monitoring systems at the DPS Facility. The software for the fuel monitoring system is no longer supported and the pumps have exceeded their useful life.</p> <p>The pump station is where all city vehicles fuel and as such the cost will be shared by the general fund and the water, sewer, and harbormaster enterprises as follows: Water Division - 12.5K, Sewer Division 12.5K, Harbormaster Department - 3K, General Fund - 70K</p>	
	

RECOMMENDED FINANCING							
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	3,000		3,000			
G. Contingency							
H. Other							
TOTAL		\$3,000		\$3,000			

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



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Section 13: Appendices

A. Financial Policies and Objectives

I. OVERVIEW

The City of Newburyport established these financial management policies to ensure the provision of efficient and effective municipal services and to establish policies and procedures that are financially prudent and economically sound.

The objectives of the City of Newburyport's financial management plan are:

- Establish operational principles that minimize the cost of government, consistent with services desired by the public, and that minimize financial risk;
- Provide effective financial management that conforms with Generally Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS) and Massachusetts Department of Revenue (DOR) Informational Guideline Releases;
- Modernize the financial systems and provide increased public access to annual budgets, reports, audits and other needs as they occur;
- Provide residents with a high level of clarity of taxes and charges and maximize their ability to utilize online payment services;
- Provide increased public confidence in financial management;
- Protect and enhance the City's credit rating and prevent the default of any payments on municipal debt; and
- Provide safeguards to ensure the quality and integrity of financial systems.

II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

- A. The City will utilize accounting practices that conform to GAAP as set forth by the Government Accounting Standards Board (GASB), UMAS and DOR Informational Guideline Releases.
- B. An annual audit will be performed by an independent public accounting firm.
- C. The City will utilize a cash basis of budgeting, while the audited financial statements will be reported on an accrual basis, in accordance with statutory requirements.

III. GENERAL FUND

- A. Budget Goals and Objectives shall be developed annually by each Department Head in consultation with the Mayor. No later than May 15 of each year, the Mayor shall submit to the City Council a proposed operating budget for all city departments,

which shall include the school department, for the ensuing fiscal year with an accompanying budget message and supporting documents. The budget document should conform to guidelines set forth by Section 6-3 of the City Charter, the Governmental Finance Officers Association (GFOA), and the DOR.

- B. The City will carefully and routinely monitor all amounts due. An active collection policy will be followed for all receivables, including property taxes. An average collection rate of at least 95% of current levy shall be maintained provided, however, that it is the City's full intent to collect 100% of all receivables in any given year.
- C. Charges for services and other revenues shall be reviewed on a regular basis at least every three (3) years. Charges shall be adjusted as necessary in response to changes in the cost of providing services. The Mayor, in consultation with Department Heads, shall be responsible for cost recovery goals for individual departments or services, as appropriate, and shall make recommendations to the City Council for review and final approval of all applicable fees.
- D. Reserves reflect a community's ability to react to unforeseen circumstances and to minimize borrowing for capital expenditures. Reserves should average between 5% and 10% of the City's General Fund Expenditures (operating budget). The City will endeavor to continue its policy of maintaining reserves at a minimum of 5% of General Fund Expenditures. Reserves are defined to include the Stabilization Fund (and Free Cash).

The Stabilization Fund is the City's main reserve fund designed to provide financial stability for the City, while improving the City's credit worthiness and flexibility. The provisions of this fund are dictated by Massachusetts General Law (MGL), Chapter 40, Section 5B. The Stabilization Fund may be appropriated for any lawful purpose upon recommendation by the Mayor and a two-thirds (2/3) vote by the City Council. However, at no time can an appropriation placed into the fund exceed 10% of the previous year's real property tax levy, nor can the fund itself exceed 10% of the equalized value of the City.

Free Cash reserves are the remaining, unrestricted funds from operations of the previous fiscal year; these include unexpended Free Cash from the previous year, actual receipts in excess of revenue estimates and unspent amounts in budget line-items. It is the City's goal to maintain a Free Cash balance of \$500,000 or 1% of the tax levy, whichever is greater.

The City has historically used some portion of its Free Cash to subsidize the ensuing year's annual operating budget. It is the City's goal to limit the amount of Free Cash used in the operating budget to a sustainable level and to use these available funds for non-recurring one-time expenses, such as capital projects/items.

For purposes of this policy, the following are deemed to be appropriate uses of Free Cash:

- Appropriated Reserve – an amount to provide for extraordinary or unforeseen expenditures.
- Stabilization Fund – to fund or replenish the Stabilization Fund.
- Capital Improvement Program – to fund capital projects that would otherwise incur borrowing costs associated with the issuance of debt.
- Special Use – to augment the trust funds related to benefits and unfunded liabilities related to employee benefits.
- Extraordinary Deficits – to fund any potential deficits that would otherwise be carried over to the following fiscal year.
- Emergency Appropriations – to allow for fiscal flexibility.

The overall level of Financial Reserves is critical to maintaining the City's credit rating and ensuring sufficient funds to manage unanticipated needs. Funds shall be allocated from Reserves only after an analysis has been prepared by the Finance Director and presented to the Mayor and City Council. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue and meet the daily cash needs of the City.

IV. CAPITAL IMPROVEMENTS

The Mayor's Office, in collaboration with Department Heads and the School Committee, shall continue to prepare a five-year Capital Improvement Program (CIP) to be updated on an annual basis, as outlined in Section 6-5 of the Charter of the City of Newburyport:

- A. No later than April 1 of each year, the Mayor shall submit a capital improvement program to the City Council. The Capital Improvement Program shall be consistent with the mission statement of the City and shall include:
 1. a clear and concise general summary of its contents;
 2. a list of all capital improvements proposed to be undertaken during the ensuing 5 years, with supporting information as to the need for each capital improvement;
 3. cost estimates, methods of financing and recommended time schedules for each improvement; and,

4. the estimated annual cost of operating and maintaining each facility and piece of major equipment involved.

This information is to be annually revised by the Mayor with regard to the capital improvements still pending or in the process of being acquired, improved or constructed.

- B. **Public Hearing:** The City Council shall publish in at least 1 local newspaper a notice stating: (1) the times and places where entire copies of the Capital Improvement Program are available for inspection by the public; and, (2) the date, time and place not less than 14 days after such publication, when a public hearing on said plan will be held by the city council.
- C. **Adoption:** At any time after the public hearing but before June 1 of each year, the City Council shall by resolution adopt the Capital Improvement Program with or without amendment, provided that each amendment must be voted separately and that any increase in the Capital Improvements Program as submitted must specifically identify the method of financing proposed to accomplish such increase.
- D. **Availability of Capital Improvement Program:** In addition to any other posting requirement under law, immediately after the submission of the proposed Capital Improvement Program to the City Council, the Mayor shall cause the entire Capital Improvement Program document to be posted on the city's website. After the enactment of the program, a copy of the Capital Improvement Program document as approved shall be posted on the city website indicating its approval by the City Council, and it shall remain posted at least until the enactment of any subsequent capital improvement program.

Definitions of Capital Improvement Program/Project:

1. Capital Improvement Program: A comprehensive list of major public improvement projects that are proposed for the City's expenditure within the next six years. The CIP shall be reviewed annually.
2. Capital Improvement Project: Items included within the Capital Improvement Program will involve the improvement or betterment of the physical plant of the City of a non-recurring nature as differentiated from ordinary repairs or maintenance of a recurring nature. Projects include acquisition of land, improvement of facilities and the replacement/purchase of equipment with a useful life of at least five (5) years and a cost of \$10,000 or more.

V. DEBT MANAGEMENT

- A. A critical measure for credit rating agencies is the ratio of debt service payments to

total expenditures. The City recognizes that maintaining debt levels within industry standards allows the City to more easily maintain its credit standing. Credit rating agencies consider individual community needs and circumstances, including emergencies, when evaluating the fiscal health of a community.

B. The City will endeavor to manage debt so as not to exceed the following ratios, which are reflective of municipal credit standards:

1. Gross General Fund debt service/General Fund expenditures 15% and
2. Net General Fund debt service/General Fund expenditures 8 – 10%

C. Definitions of Gross/Net Debt Service:

1. General Fund Gross Debt Service: Annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions. The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.
2. General Fund Net Debt Service: After state reimbursements and state aid, the annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions (i.e., Gross Debt Service less reimbursements/aid). The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.

D. When considering the use of debt, the City shall be guided by the following:

1. Borrowing versus Cash: The City will endeavor to finance Capital Improvement Projects/Items with a total cost of less than \$50,000 through cash appropriation rather than borrowing.
2. Useful Life: When borrowing, the City will ensure that the term of bonds issued will not exceed the useful life of the project.
3. Capital Expenditure versus Capital Improvement Project: Capital expenditures not meeting the definition of “Capital Improvement Projects” should be financed through inclusion within operating budgets.

E. When considering debt financing strategies, the City shall be guided by the following:

Exclusions from Proposition 2-1/2 Limits

The maximum amount a community can collect in taxes in a given year is its levy limit. Proposition 2½ (MGL Ch. 59, §21C) restricts growth in the levy limit from one year to the next by limiting the growth to an increase of not more than 2.5 percent over the

prior fiscal year plus any increase in valuation due to new growth in the community.

There are provisions that allow a community to exceed the limits of Proposition 2½. The “debt exclusion” option is a temporary tax increase used to raise additional taxes to fund capital projects for which the community may borrow as defined in MGL Ch. 44, §7 and 8. The additional amount is added to the levy limit only during the life of the debt.

A community may also temporarily exceed the levy limit by raising additional taxes for a capital improvement in order to finance the purchase with cash. Such “capital outlay expenditure exclusion” is used for the year in which the capital item is acquired.

Overrides

Proposition 2½ allows a community to assess taxes in excess of the automatic annual 2.5 percent increase and any increase due to new growth by passing an override. A community may take this action as long as it is below its levy ceiling, or 2.5 percent of full and fair cash value. An override cannot increase a community’s levy limit above the level of the community’s levy ceiling.

When an override is passed, the levy limit for the year is calculated by including the amount of the override. The override results in a permanent increase in the levy limit of a community, which as part of the levy limit base, increases at the rate of 2.5 percent each year.

A majority vote of a City Council, with the Mayor’s approval, allows an override question to be placed on the ballot. Override questions must be presented in dollar terms and must specify the purpose of the override. Overrides require a majority vote of approval by the electorate.

State, Federal and Other Sources of Funding

State, Federal and other sources of funding, including grants and reimbursements, will be actively sought for eligible capital projects.

VI. ENTERPRISE FUND MANAGEMENT

Enterprise funds (Water, Sewer and Harbormaster) should be fully self-sufficient operationally with user charges and fees set to recover all costs associated with the activities of these funds, including capital expenditures. All costs, both direct and indirect, shall be reviewed on an annual basis to ensure proper allocation of costs between the General Fund and Enterprise Funds pursuant to the DOR’s Indirect Cost Analysis performed June 2012. Enterprise Funds are governed by MGL Ch. 44, §53F½.

VII. GIFTS AND GRANTS

- A. All grants shall be managed to comply with the laws, regulations and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor, in accordance with state law. The Mayor's Office will provide an annual report to the City Council that summarizes all grant funded projects/programs.
- B. All gifts shall be evaluated for suitability and consistency with City policies. Gifts with values greater than \$500 shall be formally accepted by the City Council after review and recommendation by the Mayor, or as otherwise allowed by ordinance or by-law. Gifts of funds are governed by MGL Ch. 44, §53A. Gifts of tangible property are governed by MGL Ch. 44, §53A½.

VIII. TRUST FUND MANAGEMENT

Trust Fund management shall be consistent with the legal requirements and spirit of each respective trust document and, to the maximum extent possible, realize the purpose the trusts were intended to achieve. All Trust Funds shall be invested in accordance with Section X of these policies.

IX. INVESTMENT POLICY FOR GENERAL FUNDS, SPECIAL REVENUE FUNDS,

ENTERPRISE FUNDS AND CAPITAL PROJECTS FUNDS

- A. **Scope**—Section IX of this policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section X will address trust funds and any other funds with special circumstances, such as stabilization funds. The Newburyport Retirement Board and Massachusetts Teacher's Retirement Board are responsible for the investment of the pension funds for all City employees.
- B. **Objectives**—MGL Ch. 44, §55B requires the Treasurer to invest all public funds except those required to be kept uninvested for the purpose of immediate distribution.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal, while meeting the daily cash requirements for the operation of the City's business.

The following objectives are listed in order of priority:

- I. *Safety of principal*. The foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and

choice of depository.

2. Credit risk. The risk of loss due to the failure of the security issuer or backer.
3. Interest rate risk. The risk that the market value of the security will fall due to changes in general interest rates.
4. Liquidity. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the Treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.
5. Yield. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

C. **Investment Instruments**—Public investments in Massachusetts are not protected through provisions in state law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity at a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles. The Treasurer may legally invest in the following instruments:

1. Massachusetts State Pooled Fund: Unlimited amounts (Pool is liquid)—The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos) and U.S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries.
2. U. S. Treasuries that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).
3. U.S. Agency obligations that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).
4. Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. (Up to one year) which are fully collateralized through a third party agreement: Unlimited amounts.
5. Bank accounts and C.D.'s (Up to one year) insured by F.D.I.C. up to at present a \$250,000 limit. All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the \$250,000 insurance coverage. In some cases banking institutions carry additional insurance, Depository Insurance Fund of Massachusetts (D.I.F.M).

6. Unsecured bank deposits of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at banks that do not fit the above categories. These investments are subject to the following limitations: No more than 5% of an institution's assets and no more than 25% of a municipality's cash may be composed of unsecured bank deposits. This percentage may be increased for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the City in the near future. These payments may be for such items as debt service payment or regional school assessments. They will be diversified as much as possible.

D. **Authorization**—The Treasurer has authority to invest municipal funds, subject to the statutes of the Commonwealth Massachusetts General Law Chapter 44 Section 55, 55A, & 55B.

E. **Restrictions**—Chapter 44, Section 55 set forth the several restrictions that the Treasurer must be aware of when making investment selections for short term operating funds.

1. A Treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.
2. The Treasurer shall not make a deposit in any bank, trust company or banking company that he is associated with as an officer or employee or has been the same for any time during the three years immediately preceding the date of any such deposit.
3. All securities shall have a maturity from date of purchase of one year or less.
4. Purchases under an agreement with a trust company, national bank or banking company for repurchase at not less than original purchase price of said securities on a fixed date, for a term that shall not exceed ninety days.

X. INVESTMENT POLICY FOR TRUST FUNDS, STABILIZATION FUNDS AND COMMUNITY PRESERVATION ACT

A. **Scope**—Section X of this policy applies to funds that could be invested long term and includes accounts that are designated as Trust Funds, Stabilization Funds, Conservation Fund and Community Preservation Funds. These funds include all accounts that are received as scholarships and perpetual care receipts. All accounts will be maintained separately receiving their proportionate interest allocation and any realized and unrealized gains or losses. The account can be established as a pooled investment portfolio. Any additional amounts added to such accounts will be maintained in this same manner.

B. **Authorization**—MGL Ch. 44, §54 pertains to the investment of Trust Funds. All trust funds shall fall under the control of the Treasurer. The standard of care to be used by the Treasurer shall be the “prudent person” standard set forth in MGL Ch. 203C and shall be applied in the context of managing an overall portfolio. The Treasurer, in consultation with the Mayor and Finance Director, may select and appoint an independent investment advisor to manage the investment of the Trust Funds. Such appointment shall be reviewed on an annual basis.

C. **Investment Objectives & Goals**—The accumulated income from the assets being invested are working funds for present and future needs of the various trusts that have been donated for the benefit of the City of Newburyport. It is essential that assets be invested in a high quality portfolio, which;

1. Preserves the non-expendable principal.
2. Meets liquidity needs.
3. Delivers a good return in relation to market conditions.
4. Avoids inappropriate concentration in any single investment vehicle.

D. **Investment Direction and Asset Allocation**—All investments must be allowable in accordance with Massachusetts General Laws, Chapter 44, Sections 54, 55A & 55B, to the extent these sections apply. The portfolio should be invested in a blend of fixed income securities and equities with the following guidelines:

1. No more than 50% of the portfolio’s market value may be invested in equities.
2. No less than 40% of the portfolio’s market value may be invested in fixed income securities (including preferred stock).
3. Approximately 10% of the portfolio’s market value may be maintained as cash and/or cash equivalents (defined as debt securities with less than one year to maturity).

E. **Security Guidelines—Equities**

1. Equity holdings may be selected from the New York and American Stock Exchange or the NASDAQ markets. Securities may be in U.S. companies, or foreign companies purchased as American Depositary Receipts (ADR’s). Funds may be invested in securities convertible into equities or preferred stock.
2. The equity portion of the portfolio should consist of a diversified mix of investments suitable to achieve the objectives of capital preservation. Individual equity holdings in any one company should not exceed 5% of the market value of the portfolio.

3. No funds may be invested in real estate, private placements or letter stock, the Investment Advisor shall not engage in margin transactions, short sales or any other such specialized investment vehicles. The selection of individual equities will be at the discretion of the Investment Advisor.

F. Security Guidelines—Fixed Income

1. Investments in fixed income securities will be made principally for total return potential. Selection should be made from liquid, investment grade corporate debt, convertible debt and obligations of the United States Government and its agencies.
2. These investments will also be subject to the following limitations: All fixed income securities will have a maximum 30 years to maturity and the average maturity of the portfolio will be between 2 and 20 years.
3. Securities of a single corporate issuer (excluding the U.S. Government and U.S. Government Agency debt) will not exceed 5% of the portfolio market value. Investments in U.S. Government debt will not include agencies that are not permitted under Massachusetts General Laws (i.e. Sallie Mae (SLMA) or Ginnie Mae (GNMA) obligations).
4. No more than 20% of the portfolio's total market value will be invested in convertible securities.
5. Corporate debt and preferred issues must be rated A or higher, as defined by Moody's and/or Standard & Poor's Rating Agency.
6. There shall be no direct investments in real estate, mortgages, collateral or non-collateral loans, private placements, fixed income or interest rate futures, and no engagement in any other specialized fixed income ventures. The selection of individual fixed income securities shall be at the discretion of the Investment Advisor.

G. Security Guidelines—Cash and Cash Equivalents

1. Funds may be invested in Treasury Bills; Certificates of Deposit and Money Market Funds to provide income, liquidity for expense payments, and preservation of the portfolio's principal value.
2. All such assets must have a maturity of one year or less at the time of purchase. No investments may be made in short-term financial instruments considered to have speculative characteristics, (i.e. uncertainty of principal and/or interest payments).
3. No more than 5% of the portfolio's total market value may be invested in the obligations of one single issuer, with the exception of U.S. Government or U.S. Government Agency Obligations.

4. Non-invested cash balances will be kept to minimum levels. The selection of individual short-term fixed income securities will be at the discretion of the Investment Advisor.

XI. INVESTMENT POLICY—OVERALL PROVISIONS

- A. **Diversification**—Diversification should be interpreted in two ways: 1) in terms of maturity, and 2) in terms of instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities, as well as concentration in a specific institution, with the exception of U.S. Treasury obligations and agencies or investments fully collateralized.
- B. **Ethics**—The Treasurer and Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Mayor any material financial interest they may have in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that they have which could be related to the performance of the City's investments. All municipal employees shall comply with the State Conflict of Interest Law, Massachusetts General Laws, Chapter 268A.
- C. **Standards of Care**—The standard of prudence to be used by the Treasurer shall be the “prudent person” standard set forth in Massachusetts General Laws Chapter 203C and shall be applied in the context of managing an overall portfolio. The Treasurer acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this policy. The “prudent person” standard states that, “Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well the probable income to be derived.”
- D. **Reporting Requirements**—On an annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Mayor. The report will include as a minimum requirement, the following information:
 1. A listing of the individual accounts and individual securities held at the end of the reporting period.
 2. A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
 3. A summary of the income earned and fees paid on, at least, a monthly and year-to-date basis.

4. A summary of gross and net returns on, at least, a monthly and year-to-date basis, benchmarked against other communities in Massachusetts with similar sized portfolios.
5. The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.
6. The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.
7. The report must be filed with the City Clerk no later than 60 days following the close of each fiscal year.

B. Glossary of Terms

Abatement:	A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.
Accounting System:	A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.
Accrual Basis:	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
Adopted Budget:	The resulting budget that has been approved by the City Council.
Advance Refunding Bonds:	Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date and to pay interest on the bonds being refunded or the advance refunding bonds.
Annual Budget:	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
Appropriation:	An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.
Arbitrage:	Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.
Assessed Valuation:	A valuation set upon real or personal property by the City board of assessors as a basis for levying taxes.
Assessment/Offsets: Cherry Sheet:	The amount that the State automatically deducts from local aid to cover city-shared expenses. The amount, if over \$500,000, is contained on a separate sheet within the budget report. The primary items that make up this amount are charter school and MBTA assessments.
Audit:	A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and city charter.

Balanced Budget:	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.
Basis of Accounting:	Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.
Betterments (Special Assessments):	Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.
Bond:	A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Bonds Authorized and Unissued:	Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.
Bond Counsel:	An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond Issue:	Generally, the sale of a certain number of bonds at one time by a governmental unit.
Budget (Operating):	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.
Budget Basis of Accounting:	The City's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Basis of Accounting and Budgeting on page 300 in Appendix C.
Budget Calendar:	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.
Budget Message:	A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.
Capital Budget:	A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.
Capital Expenditures:	Expenditures which result in the acquisition of or addition to fixed assets.
Capital Improvements Program:	A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.
Cash Basis of Accounting:	Revenues are recorded when cash is received and expenses are recognized when cash is paid out.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds Cherry Sheet:	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula

comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOR/DLS website.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

Community Preservation Fund: A special revenue fund established pursuant to MGL Ch. 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

Debt Authorization: Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15.

Debt Burden: The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Exclusion: This amount represents the voter-approved amount that is used to pay for capital projects, often with a designated reimbursement from the state. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.

Debt Limits: The general debt limit of a city consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit: The excess of budget expenditures over receipts.

Department:	A principal, functional and administrative entity created by statute and/or the Mayor to carry out specified public services.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
Encumbrance:	Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved. They cease to be encumbrances when paid or when an actual liability is set up.
Enterprise Fund:	An Enterprise fund, authorized by MGL Ch. 44 §53F ½ , is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, harbormaster. See DOR IGR 08-101 .
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen or City Council must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
Fiscal Year:	The twelve month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends.

Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
Full and Fair Market Valuation:	The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2½" laws set the City's tax levy limit at 2½% of the full market (assessed) value of all taxable property.
Fund:	A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.
Fund Accounting:	Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance:	The excess of assets of a fund over its liabilities and reserves.
GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
GASB 45:	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
General Fund:	The major municipality-owned fund, which is created with City receipts and which is charged with expenditures payable from such revenues.

Generally Accepted Accounting Principles (GAAP):	A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.
General Obligation Bonds:	Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.
GIS (Geographical Information System):	A computerized mapping system and analytical tool that allows a community to raise information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains and as well as other data.
Governmental Funds:	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.
Grant:	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
Harbor/Marine:	The amount of money estimated to be collected from harbor usage fees and boat excise tax. The rate is set annually to recover all costs associated with running the harbor and to plan for future improvements. This revenue completely funds the Harbormaster budget as well as debt associated with dredging the harbor.
Home Rule Petition:	In general, a city or town in the Commonwealth can exercise a power or function through the approval of its legislative body (City Council) and its voters. They can exercise any power through the adoption of an ordinance, by-law or charter that the State legislature has the authority to delegate. In the strongest exercise of Home Rule rights, communities can enact charters (through a charter commission process), without State approval, in order to organize local government in a way that best meet the needs of their citizens. However, there are significant limitations. Despite Home Rule, some local actions require approval of the State legislature (example: removal of the Fire Chief from Civil Service).

Hotel/Motel Excise:	Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.
Interest:	Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.
Interfund Transactions:	Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.
Intrafund Transactions:	Financial transactions between activities within the same fund. An example would be a budget transfer.
License and Permit Fees:	The charges related to regulatory activities and privileges granted by government in connection with regulations.
Levy Ceiling:	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
Levy Limit:	A levy limit is one of 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).
Local Receipts:	This amount represents the amount of local taxes and fees from all departmental operations retained directly by the city. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licenses, fines and State reimbursements.
Massachusetts Water Pollution Abatement Trust (MWPAT):	A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by the MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities, with subsidies from the state reducing the debt service payments for these communities.

Meals Excise:	Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.
Modified Accrual Basis:	The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures in the current period. Expenditures are recognized when the related fund liability is incurred, except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.
New Growth:	It can also increase by “New Growth” which is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
Overlay Provisions:	This amount is requested and set aside by the Assessor to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor’s be used as a source of revenue.
Payment in Lieu of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the entity agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Proposition 2 ½:	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Purchase Order:	A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.
Rating Agencies:	This term usually refers to Moody’s Investors Service, Standard and Poor’s Corporation and Fitch Ratings. These are the three major agencies that issue credit ratings on municipal bonds.
Refunding Bonds:	The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

Registered Bonds:	Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.
Reserve for Appropriation Accounts:	The City Council has authority to establish Reserve for Appropriation accounts where departments routinely accept fees. These accounts are established for a particular purpose and are capped at a certain level. Access to funds in these accounts must be authorized by the City Council.
Revaluation:	A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.
Revenue:	Additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.
Revolving Fund:	A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by a majority vote of the City Council.
State Revolving Fund:	Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E 1/2 stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Supplemental Budget: Appropriations made by the City Council, after an initial appropriation, to cover expenditures beyond original estimates.

Tax Anticipation Notes: Notes issued in anticipation of taxes, which are usually retired from taxes collected.

Tax Rate: The amount of tax levy stated per \$1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

Tax Title: A collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.

Unit Cost: The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

Unrestricted General Government Aid (UGGA): The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

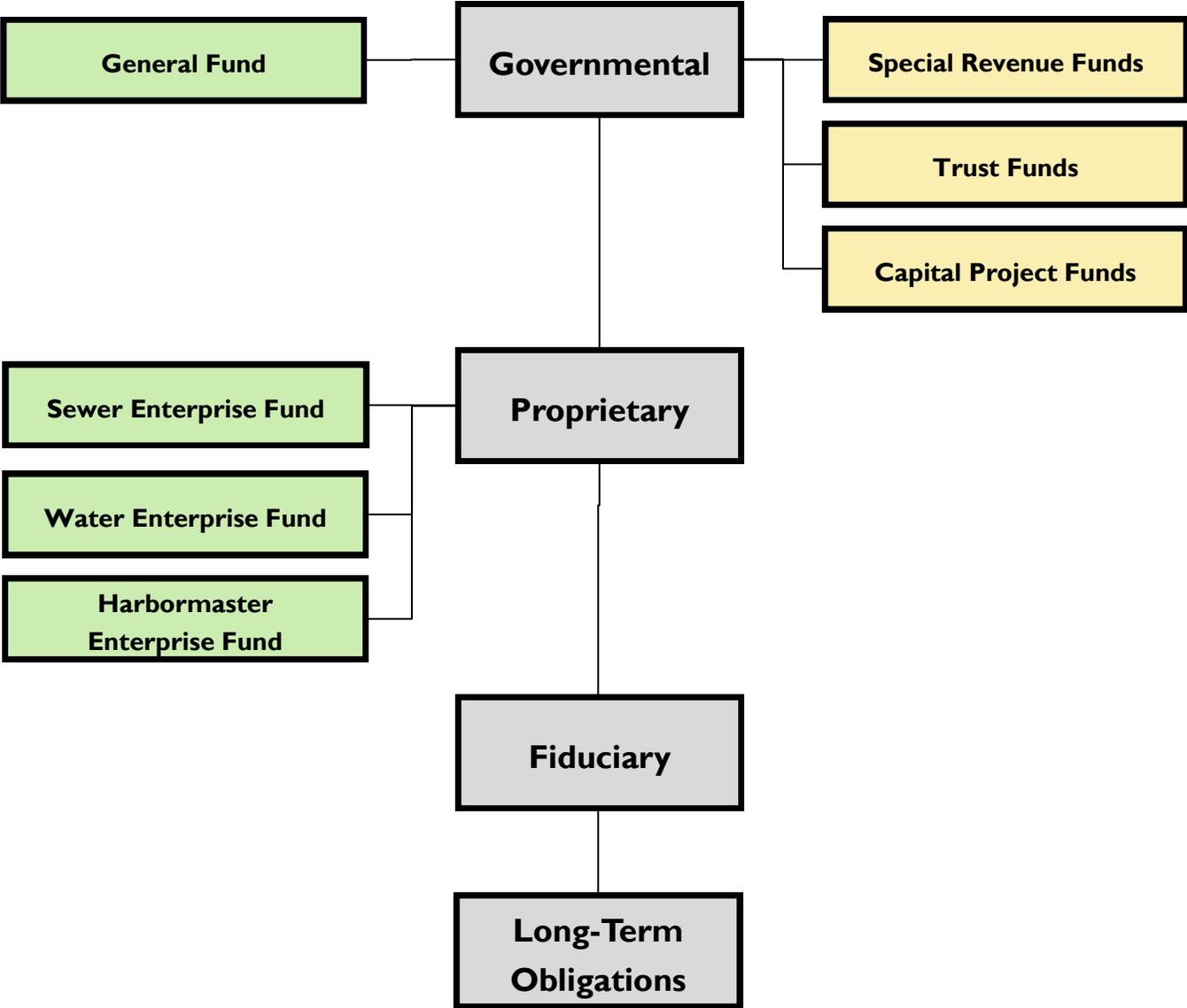
Valuation (100%): Requirement that the assessed valuation must be the same as the market value for all properties.

C. Fund Descriptions and Balances

All Funds

Budgeted Funds

Non-Budgeted Funds



FUND DESCRIPTIONS

The financial operations of the City are organized into funds and account groups, each of which is a separate fiscal and accounting entity. All revenues received or expenditures made by the City are accounted for through one of the funds or account groups listed below.

A. GOVERNMENTAL FUNDS

Most City functions are financed through what are called Governmental Funds. These are the activities generally supported by “non-exchange” revenue, such as taxes. There are four types of governmental funds maintained by the City: the General Fund, Special Revenue Funds, Permanent Funds, and the Capital Projects Fund.

General Fund: The General Fund is the major operating fund of the City government and it encompasses a majority of City operations, and it is defined as covering all resources that are not required to be accounted for elsewhere. The General Fund is supported by revenues from real estate & personal property taxes, state aid, excise taxes, investment income, fines & forfeitures, and fees & charges. Most of the City’s departments including the Schools are supported in whole or in part by the General Fund.

Special Revenue Funds: Special Revenue Funds are used to account for revenues that are legally restricted to specific purposes, with the exception of major capital projects and permanent funds. These revenues must be accounted for separately from the General Fund for a variety of reasons, and often span multiple fiscal years. The City’s Special Revenue Funds are grouped into five categories:

1. **Revolving Funds:** Revolving Funds allow the City to raise revenues from a specific program and use those revenues to support the program without appropriation. Revolving Funds are established by statute or by-law and may require reauthorization each year by the City Council. The City maintains revolving funds for a number of purposes including 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, 2012. There's one table for Governmental Funds and one for Proprietary Funds. Since Fiduciary funds do not involve the measurement of operations, there is no corresponding table for that grouping.

The City implemented GASB Statement #54 *Fund Balance Reporting and Governmental Fund Type Definitions*. In general, amounts previously reported as undesignated fund balance, are now reported as unassigned fund balance. Additionally, amounts previously reporting in stabilization funds, are now required to be presented as committed fund balance in the general fund.

CITY OF NEWBURYPORT, MASSACHUSETTS

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2012

	<u>General</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Revenues:			
Property taxes	\$ 42,112,641	\$ 626,292	\$ 42,738,933
Excise taxes	2,534,193	-	2,534,193
Interest, penalties, & other taxes	536,469	5,344	541,813
Charges for services	127,643	3,776,531	3,904,174
Licenses and permits	619,806	-	619,806
Intergovernmental	11,712,646	4,833,192	16,545,838
Investment income	167,403	(44,738)	122,665
Fines and forfeitures	22,543	-	22,543
Contributions	-	11,000	11,000
Other	477,178	107,632	584,810
Total Revenues	<u>58,310,522</u>	<u>9,315,253</u>	<u>67,625,775</u>
Expenditures:			
Current:			
General government	2,886,361	1,994,153	4,880,514
Public safety	6,536,418	226,343	6,762,761
Education	27,140,552	6,212,923	33,353,475
Public works	2,207,445	711,893	2,919,338
Health & human services	2,023,256	223,459	2,246,715
Culture and recreation	1,301,604	414,614	1,716,218
Employee benefits	10,371,048	111,276	10,482,324
Debt service	2,106,360	344,006	2,450,366
Intergovernmental	2,822,726	-	2,822,726
Total Expenditures	<u>57,395,770</u>	<u>10,238,667</u>	<u>67,634,437</u>
Excess (deficiency) of revenues over expenditures	914,752	(923,414)	(8,662)
Other Financing Sources (Uses):			
Transfers in	351,535	526,097	877,632
Transfers out	<u>(289,515)</u>	<u>(511,519)</u>	<u>(801,034)</u>
Total Other Financing Sources (Uses)	<u>62,020</u>	<u>14,578</u>	<u>76,598</u>
Change in fund balances	976,772	(908,836)	67,936
Fund Balance, at Beginning of Year	<u>5,655,767</u>	<u>10,363,219</u>	<u>16,018,986</u>
Fund Balance, at End of Year	<u>\$ 6,632,539</u>	<u>\$ 9,454,383</u>	<u>\$ 16,086,922</u>

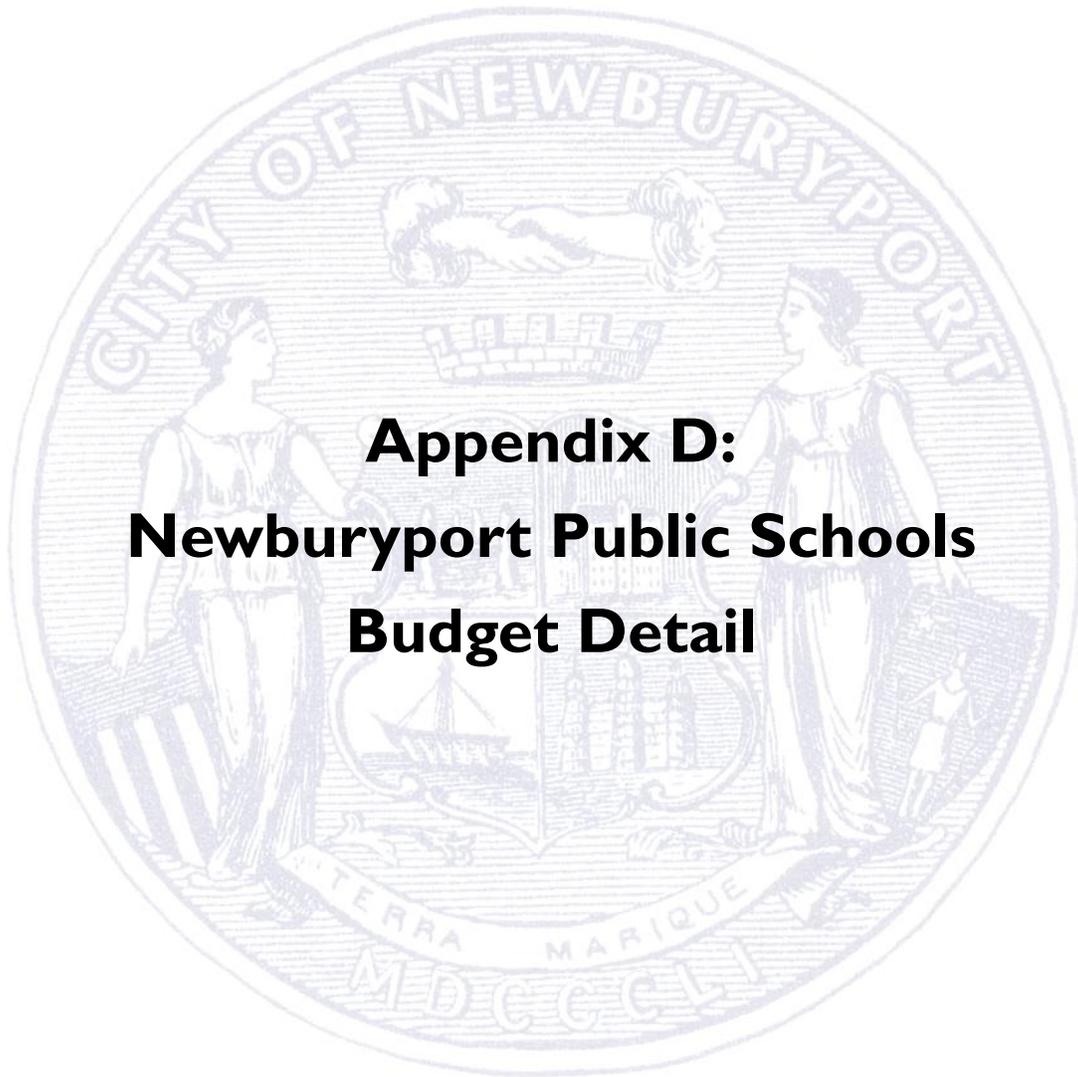
CITY OF NEWBURYPORT, MASSACHUSETTS

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2012

	Business-Type Activities - Enterprise Funds			
	Sewer Fund	Water Fund	Nonmajor Funds	Total
Operating Revenues:				
Charges for services	\$ 5,110,023	\$ 4,102,027	\$ 345,478	\$ 9,557,528
Total Operating Revenues	5,110,023	4,102,027	345,478	9,557,528
Operating Expenses:				
Personnel services	1,758,698	1,622,957	178,679	3,560,334
Non-personnel services	1,703,634	1,066,438	177,579	2,947,651
Depreciation	1,612,535	1,247,482	15,403	2,875,420
Total Operating Expenses	5,074,867	3,936,877	371,661	9,383,405
Operating Income (Loss)	35,156	165,150	(26,183)	174,123
Nonoperating Revenues (Expenses):				
Interest income	100	113	3,776	3,989
Interest expense	(456,380)	(229,041)	(2,900)	(688,321)
Total Nonoperating Revenues (Expenses), Net	(456,280)	(228,928)	876	(684,332)
Income before transfers and capital contributions	(421,124)	(63,778)	(25,307)	(510,209)
Transfers and Capital Contributions:				
Capital contributions	873,846	-	-	873,846
Transfers in	65,000	-	23,402	88,402
Transfers out	-	(165,000)	-	(165,000)
Change in Net Assets	517,722	(228,778)	(1,905)	287,039
Net Assets at Beginning of Year	24,898,397	28,520,842	571,864	53,991,103
Net Assets at End of Year	\$ 25,416,119	\$ 28,292,064	\$ 569,959	\$ 54,278,142



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

Newburyport Public Schools FY14 Budget



Marc Kerble, Ed.D. Superintendent
Angela Bik, Assistant Superintendent
Dr. James Picone, Interim Dir. Of Finance
Donna Holaday, Mayor
Cheryl Sweeney, Vice-Chair
Steve Cole
Nick deKanter
Daniel Keon
Audrey McCarthy
Bruce Menin

Newburyport School Department FY 14 Budget Summary

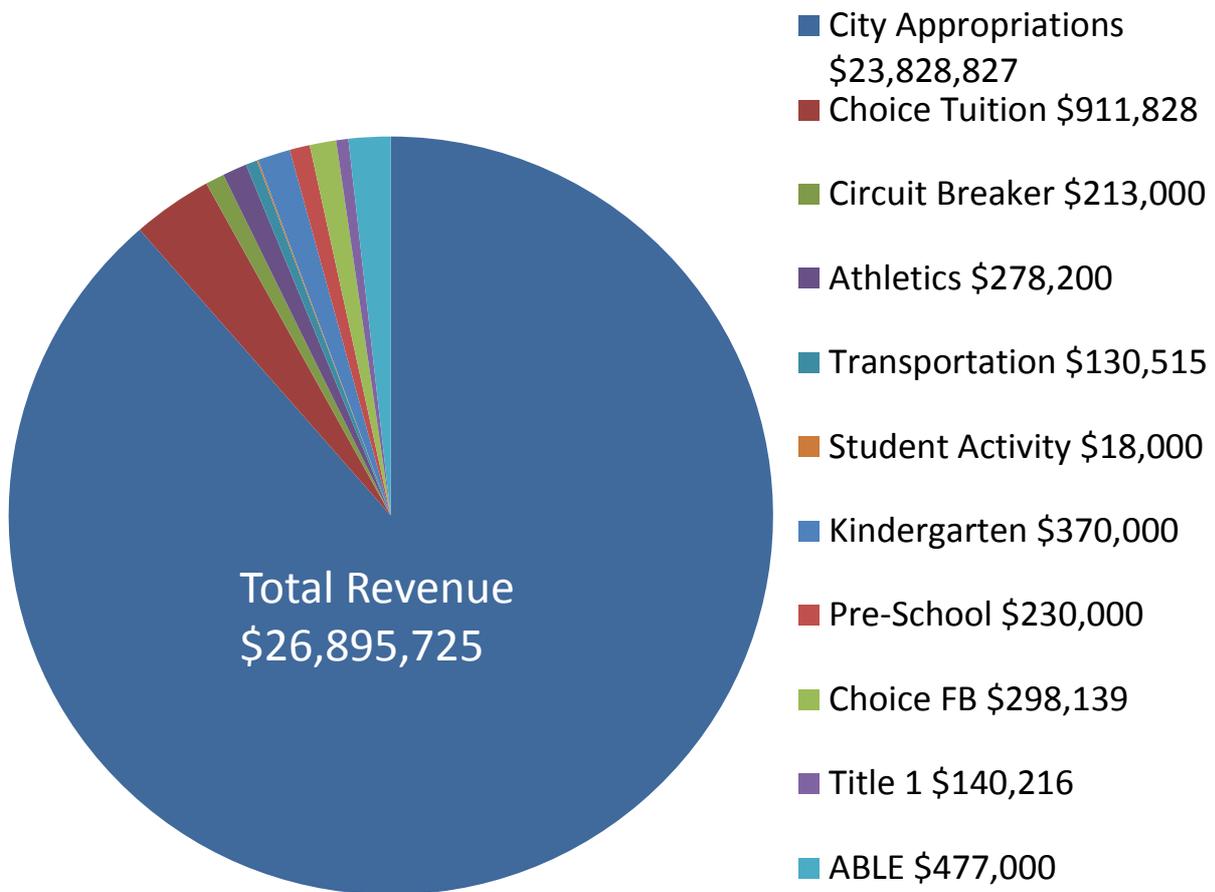
Function	Cost Center	FY 13	FY 14	Change	% Change
1000 Administration					
1110	School Committee	\$44,500	\$44,500	\$0	0.00%
1210	Superintendent's Office	\$675,817	\$594,317	-\$81,500	-12.06%
1450	District Information Mgmt/Tech	\$379,600	\$383,806	\$4,206	1.11%
Total Function 1000		\$1,099,917	\$1,022,623	-\$77,294	-7.03%
2000 Instruction					
2110	Curriculum and Instruction	\$615,586	\$489,742	-\$125,844	-20.44%
2210	Principal's Office	\$1,202,579	\$1,242,316	\$39,737	3.30%
2300 Teaching					
2300-05	English Language Learners	\$75,760	\$116,454	\$40,694	53.71%
2300-05	Brown School	\$1,208,327	\$1,263,766	\$55,439	4.59%
2300-05	Bresnahan School	\$2,165,694	\$2,204,731	\$39,037	1.80%
2300-05	Molin School	\$1,315,987	\$1,323,609	\$7,622	0.58%
2300-12	Special Education	\$6,109,665	\$6,809,132	\$699,467	11.45%
2300-05	Middle School	\$2,123,752	\$2,122,958	-\$794	-0.04%
2300-05	High School	\$3,896,740	\$3,987,816	\$91,076	2.34%
2340	Library Services	\$248,107	\$242,786	-\$5,321	-2.14%
2351	In-service Education	\$75,400	\$69,785	-\$5,615	-7.45%
2410	Textbooks	\$59,650	\$68,500	\$8,850	14.84%
2710	Guidance Services	\$939,169	\$975,256	\$36,087	3.84%
Total Function 2000		\$20,036,416	\$20,916,851	\$1,006,279	5.02%
3000 Other School Services					
3200	Health Services	\$352,305	\$378,892	\$26,587	7.55%
3300	Transportation	\$634,720	\$652,000	\$17,280	2.72%
3400	Food Services	\$50,000	\$45,000	-\$5,000	-10.00%
3510	Athletics	\$565,138	\$573,329	\$8,191	1.45%
Total Function 3000		\$1,602,163	\$1,649,221	\$47,058	2.94%
4000 Operations and Maintenance					
4110	Buildings and Grounds	\$1,943,307	\$1,932,429	-\$10,878	-0.56%
Total Function 4000		\$1,943,307	\$1,932,429	-\$10,878	-0.56%
5000 Employee Benefits		\$669,817	\$824,817	\$400,000	59.72%
Total Function 5200		\$669,817	\$824,817	\$400,000	59.72%
Total Budget		\$25,341,452	\$26,345,941	\$1,004,489	3.96%
Revenue Offsets:		FY 13	FY 14	Change	% change
	Choice Tuition	\$1,084,300	\$925,928	-\$158,372	-14.61%
	Circuit Breaker	\$275,000	\$223,000	-\$52,000	-18.91%
	Athletic Receipts & Fees	\$278,200	\$278,200	\$0	0.00%
	Transportation Fees	\$130,515	\$130,515	\$0	0.00%
	Student Activity Fees	\$18,000	\$18,000	\$0	0.00%
	Kindergarten Revolving	\$375,000	\$370,000	-\$5,000	-1.33%
	Pre School Revolving	\$230,000	\$230,000	\$0	0.00%
	Title 1	\$0	\$140,216	\$140,216	100.00%
	ABLE	\$0	\$500,000	\$500,000	100.00%
	School Choice Fund Balance	\$400,000	\$298,139	-\$101,861	-25.47%
	Total Applied Funds	\$2,791,015	\$3,113,998	\$322,983	11.57%
City Appropriation Needed		\$22,550,437	\$23,231,943	\$681,506	3.02%

Newburyport School Department Budget FY 14
Budget Proof

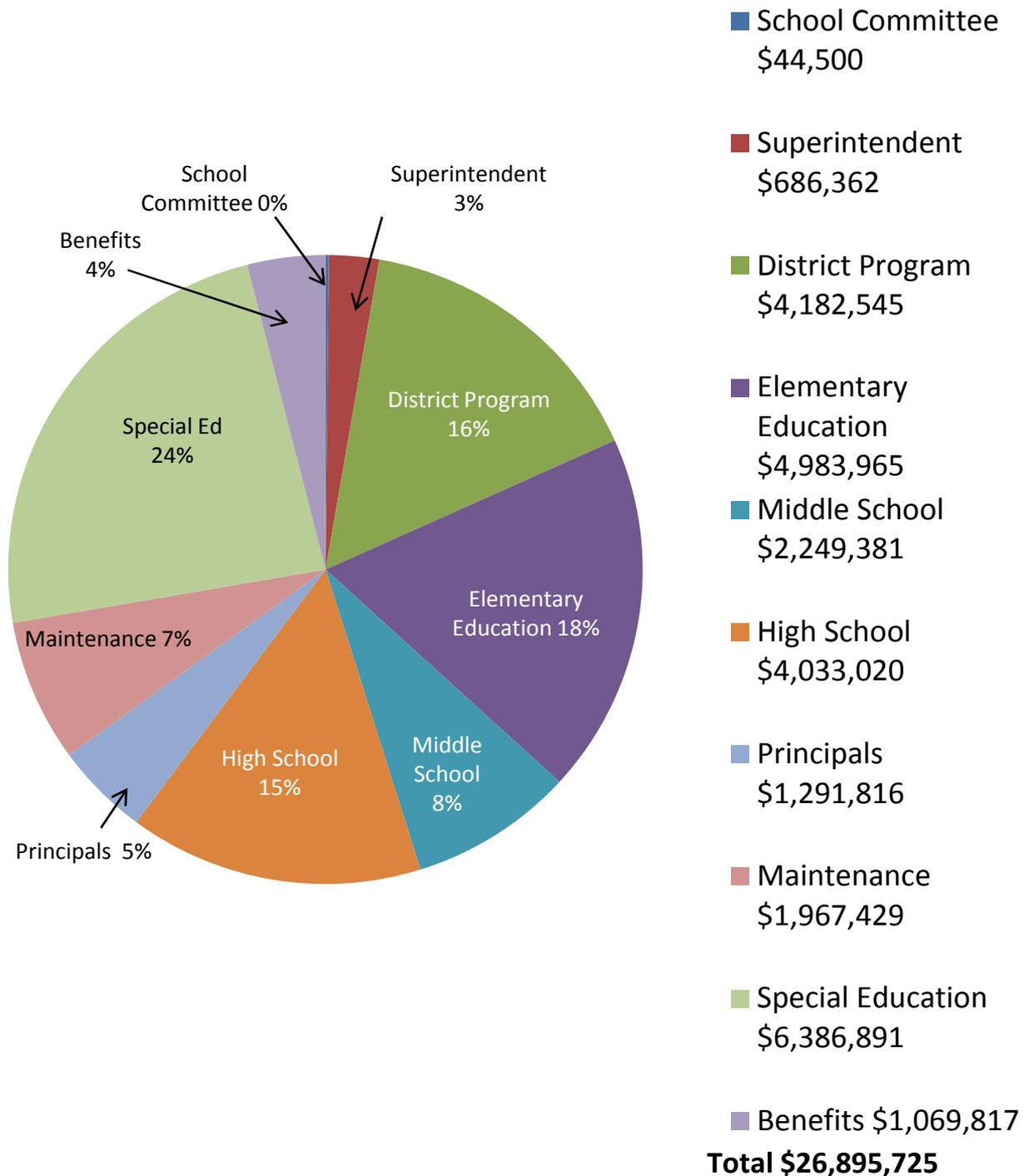
Cost Center	Professional Salary	Support Salary	Total Salary	Contract Service	Supplies	Equipment	Textbooks	Transp.	Tuition	Total Non Sal	Total Budget
School Committee	\$15,300		\$15,300	\$28,000	\$1,200					\$29,200	\$44,500
Superintendent	\$247,766	\$273,051	\$520,817	\$57,250	\$11,000	\$5,250				\$73,500	\$594,317
Principals	\$863,346	\$269,420	\$1,132,766	\$68,600	\$40,950					\$109,550	\$1,242,316
Brown School	\$988,327	\$234,479	\$1,222,806	\$15,000	\$25,960					\$40,960	\$1,263,766
Bresnahan School	\$2,070,990	\$60,000	\$2,130,990	\$20,000	\$53,741					\$73,741	\$2,204,731
Molin	\$1,232,929	\$47,500	\$1,280,429	\$4,400	\$38,780					\$43,180	\$1,323,609
Middle School	\$1,994,438	\$56,000	\$2,050,438	\$37,000	\$35,520					\$72,520	\$2,122,958
High School	\$3,717,641	\$77,950	\$3,795,591	\$119,050	\$73,175					\$192,225	\$3,987,816
Special Education	\$3,290,565	\$1,297,492	\$4,588,057	\$436,554	\$42,500			\$450,000	\$1,292,021	\$2,221,075	\$6,809,132
Guidance	\$928,673	\$36,933	\$965,606	\$4,300	\$5,350					\$9,650	\$975,256
Library	\$178,026	\$18,695	\$196,721	\$5,400	\$40,665					\$46,065	\$242,786
Data Processing			\$0	\$77,452						\$77,452	\$77,452
Curriculum/Instr.	\$391,625	\$40,824	\$432,449	\$48,793	\$8,500					\$57,293	\$489,742
In-service Education			\$0	\$58,500	\$11,285					\$69,785	\$69,785
Technology	\$72,461	\$156,185	\$228,646	\$17,560	\$45,148	\$15,000				\$77,708	\$306,354
ELL	\$105,954		\$105,954	\$10,000	\$500					\$10,500	\$116,454
Textbook			\$0				\$68,500			\$68,500	\$68,500
Health Services	\$363,592		\$363,592	\$4,100	\$11,200					\$15,300	\$378,892
Regular Day Transp		\$82,000	\$82,000	\$2,000				\$568,000		\$570,000	\$652,000
Food Services		\$45,000	\$45,000							\$0	\$45,000
Athletics	\$324,329		\$324,329	\$210,000	\$19,000	\$20,000				\$249,000	\$573,329
Employee Benefits	\$165,000		\$165,000	\$659,817						\$659,817	\$824,817
Operations/Maint.	\$99,415	\$863,964	\$963,379	\$859,550	\$93,000	\$16,500				\$969,050	\$1,932,429
Total Budget	\$17,050,377	\$3,559,493	\$20,609,870	\$2,743,326	\$557,474	\$56,750	\$68,500	\$1,018,000	\$1,292,021	\$5,736,071	\$26,345,941

Total Salary	\$20,609,870	78.23%
Total Non Salary	\$5,736,071	21.77%
Total Budget	\$26,345,941	100.00%

FY14 Estimated Revenue



Cost Center Analysis



Newburyport School Department School Committee
Function 1110

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change	Percentage Change
School Committee Members	7	\$15,300	7	\$15,300	0	0.00%
Total Salaries	7	\$15,300	7	\$15,300	\$0	0.00%

Contracted Services

Legal Services		\$20,000		\$20,000	\$0	0.00%
Memberships		\$5,000		\$5,000	\$0	0.00%
Misc. Contracted Services		\$2,000		\$2,000	\$0	0.00%
Travel		\$1,000		\$1,000	\$0	0.00%
Total Sped Contr. Serv.		\$28,000		\$28,000	\$0	0.00%

Supplies

School Committee Supplies		\$700		\$700	\$0	0.00%
School Board Journal		\$500		\$500	\$0	0.00%
Total Supplies		\$1,200		\$1,200	\$0	0.00%

Equipment

Instructional Equipment

Total Equipment		\$0		\$0	\$0	0.00%
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Total School Committee	7	\$44,500	7	\$44,500	\$0	0.00%
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The School Committee budget for FY 14 is level funded at the FY 13 rate.

School Committee Non-Salary Detail

Contracted Services

\$28,000

Legal Services provided by Murphy, Lemere, Murphy from Braintree MA covering contract negotiations, grievance, arbitration and other labor issues \$20,000.
School Committee membership professional organizations such as MASC, and MASPA \$5,000.
Miscellaneous contact services \$2000
Travel reimbursement for School Committee members who travel to out of district conferences \$1000.

Supplies

\$1,200

School Committee Secretary supplies, folders, budget folders etc. \$700.00
Subscription to American School Board Journal \$500.

Equipment

Newburyport School Department-Superintendent's Office
Function 1210

Salaries	Current Staff	FY 13 Budget	Requested Staff	FTY 14 Budget	\$ Change	Percentage Change
Superintendent	1	\$165,750	1	\$165,766	\$16	0.01%
Exec. Asst to Supt-Finan + HR	1	\$126,183	1	\$82,000	-\$44,183	-35.02%
Clerical Staff	5.4	\$289,234	6	\$247,051	-\$42,183	-14.58%
Clerical Overtime		\$22,000		\$22,000	\$0	0.00%
Travel		\$8,000		\$4,000	-\$4,000	-50.00%
Total Salaries	7.4	\$611,167	8	\$520,817	-\$90,350	-14.78%

Contracted Services

Postage		\$7,000		\$7,600	\$600	0.00%
Support Staff Travel		\$8,800		\$8,800	\$0	0.00%
Books and Periodicals		\$250		\$250	\$0	0.00%
Memberships		\$4,400		\$4,400	\$0	0.00%
Conferences		\$4,000		\$4,000	\$0	0.00%
Central Office Printing		\$200		\$200	\$0	0.00%
Central Office Eq. Maint.		\$24,000		\$24,000	\$0	0.00%
Advertising		\$5,000		\$5,000	\$0	0.00%
Van Gasoline/Repairs		\$0		\$3,000	\$3,000	100.00%
Total Contracted Services		\$53,650		\$57,250	\$3,600	6.71%

Supplies

Central Office Supplies		\$11,000		\$11,000	\$0	0.00%
Total Supplies		\$11,000		\$11,000	\$0	0

Equipment

12 Passenger Van (.5)		\$0		\$4,500	\$4,500	100.00%
Color Laser Printer		\$0		\$750	\$750	100.00%
Total Equipment		\$0		\$5,250	\$5,250	100.00%

Total Budget	7.4	\$675,817	8	\$594,317	-\$81,500	-12.06%
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The Superintendent's budget shows a significant decrease cause by reorganization of the business office personnel and related functions.

Newburyport School Department-Data Processing
Function 1450

Salaries	FY 13 Budgeted Staff	FY 13 Budget	FY 14 Staff Request	FY 14 Budget	Change	% Change
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Total Salaries						
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Contracted Services

Pay Data Contract		\$20,000		\$14,000	-\$6,000	-30.0%
Audit Contract		\$6,000		\$6,000	\$0	0.0%
MUNIS Software Support		\$15,000		\$15,000	\$0	0.0%
Computer Software		\$40,952		\$40,952	\$0	0.0%
Training & Conferences		\$1,500		\$1,500	\$0	0.0%

Total Contracted Services		\$83,452		\$77,452	-\$6,000	-7.2%
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Supplies

Total Classrm/Office Suppl.		\$0		\$0	\$0.00	0%
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Total Equipment		\$0		\$0		
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Total Budget	0	\$83,452	0	\$77,452	-\$6,000	-7.19%
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The Data Processing Budget is decreased by \$6,000 to reflect the adjustment in the payroll processing contract.

Newburyport School Department Technology Department
Function 2240

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change \$	Percentage Change
Technology Manager	1	72,461	1	72,461	\$0	0.00%
Technicians	3	124,187	3	124,187	\$0	0.00%
Clerical Staff	1	31,161	1	31,998	\$837	2.69%
Total Salaries	5	227,809	5	228,646	\$837	0.37%

Contracted Services

WAN (ISP)		\$10,060		\$10,060	\$0	0.00%
LAN Networking		\$2,229		\$0	-\$2,229	-100.00%
Misc. Contract Services		\$3,000		\$7,500	\$4,500	150.00%
Total Contracted Services		\$15,289		\$17,560	\$2,271	14.85%

Supplies

Office Supplies		\$1,500		\$1,500	\$0	0.00%
Computer Software		\$19,050		\$27,648	\$8,598	45.13%
District Toner		\$26,000		\$16,000	-\$10,000	-38.46%
Total Supplies		\$46,550		\$45,148	-\$1,402	-3.01%

Equipment

Replacement Equipment		\$6,500		\$15,000	\$8,500	130.77%
Total Equipment		\$6,500		\$15,000	\$8,500	130.77%

Total Technology	5	\$296,148	5	\$306,354	\$10,206	3.45%
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Newburyport School Department English Language Learners
Function 2305

Salaries	FY 13 Budgeted Staff	FY 13 Budget	FY 14 Staff Request	FY 14 Budget	Change	% Change
Professional Salaries	1	\$63,760	2	\$105,954	\$42,194	66.18%
Total Salaries	1	\$63,760	2	\$105,954	\$42,194	66.18%
Contracted Services						
ELL Contract Services		\$11,500		\$10,000	-\$1,500	100.0%
Total Contracted Services		\$11,500		\$10,000	-\$1,500	-13.0%
Supplies						
District Supplies		\$500		\$500	\$0.00	0.0%
Total Classrm/Office Suppl.		\$500		\$500	\$0.00	0%
Equipment		\$0		\$0		
Total Equipment		\$0	\$ -	\$0		
Total Budget	1	\$75,760	2	\$116,454	\$40,694	53.71%

The salary change is caused by the teacher moving from step 9 to step 10 on the contracted salary scale and the need to hire an additional teacher to bring Newburyport into compliance with the DESE mandate that we provide ELL services with certified teachers rather than tutors. Consequently, a new ELL is included in the adjusted budget.

Newburyport School Department Textbook Budget
Function 2410

Elementary	FY 13	FY 14	\$ Change	Percentage Change
Bresnahan	\$31,000	\$28,000	-\$3,000	-9.68%
Brown	\$4,600	\$3,600	-\$1,000	0.00%
Molin Wellness	\$800	\$800	\$0	0.00%
Total Elementary	\$36,400	\$32,400	-\$4,000	-10.99%
Nock Middle School	\$0	\$0	\$0	0.00%
Total Nock Middle School	\$0	\$0	\$0	0.00%
High School	\$23,250	\$36,100	\$12,850	55.27%
Total High School	\$23,250	\$36,100	\$12,850	55.27%
Total Textbooks	\$59,650	\$68,500	\$8,850	14.84%

The textbook budget increase is related to the High School Civics and Government class that uses a book published in 1995. The cost of a replacement book is \$100 per book and the need is for 130 books.

Newburyport School Department Textbook Budget
Function 2410

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Newburyport School Department-Health Services
Function 3200

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change \$	Percentage Change
Nursing Staff	5.5	\$337,780	6	\$359,592	\$21,812	6.46%
Nurse Substitute Coverage		\$4,000		\$4,000	\$0	0.00%
Total Salaries	5.5	\$341,780	6	\$363,592	\$21,812	6.38%
Contracted Services						
Medical Services		\$3,500		\$3,500	\$0	0.00%
Travel		\$100		\$100	\$0	0.00%
Equipment Maintenance		\$500		\$500	\$0	0.00%
Total Contract Service		\$4,100		\$4,100	\$0	0.00%
Supplies						
Brown Nurse Supplies		\$1,000		\$1,000	\$0	0.00%
Bresnahan Nurse Supplies		\$3,425		\$4,200	\$775	22.63%
Molin Nurse Supplies		\$1,700		\$1,700	\$0	0.00%
Middle School Nurse Suppl		\$2,500		\$2,500	\$0	0.00%
High School Nurse Suppl.		\$1,800		\$1,800	\$0	0.00%
Total Supplies		\$10,425		\$11,200	\$775	7.43%
Equipment						
Total Equipment		\$0		\$0	\$0	100.00%
Total Budget	5.5	\$356,305	6	\$378,892	\$22,587	6.34%

5/9/2013

Newburyport School Department Transportation Budget
Function 3300

Salaries	FY 13 Budgeted Staff	FY 13 Budget	FY 14 Staff Request	FY 14 Budget	Change	% Change
Traffic Supervisors	10	\$82,000	10	\$82,000	\$0.00	\$0.00
Total Salaries		\$82,000		\$82,000	\$0.00	0.00%

Contracted Services

School Bus Contract		\$550,720		\$558,000	\$7,280	1.3%
McKinney/Vento Transp.		\$0		\$10,000	\$10,000	100.0%
Traffic Supervisors Uniforms		\$2,000		\$2,000	\$0	0.0%
Total Contracted Services		\$552,720		\$570,000	\$17,280	3.1%

Supplies

Total Transportation		\$634,720		\$652,000	\$17,280	2.72%
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The regular day transportation contract with Salter Transportation will expire on June 30, 2014. While a two-year extension clause is found in the contract, it may be advantageous to solicit a new bid to see if competition produces a lower price with a new 3-year contract. Also, a line item has been established to cover the cost of transporting Newburyport students who are placed in foster care in another district. Under the provisions of the McKinney Vento Act, we are responsible for sharing the cost of student transportation between the school and the foster home.

Newburyport School Department Food Service Program
Function 3400

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change	Percentage Change
Recess Monitors		\$50,000		\$45,000	-5,000	-10.00%
Total Salaries	0	\$50,000	0	\$45,000	-\$5,000	-10.00%

Contracted Services

Total Sped Contr. Serv.		\$0		\$0	\$0	0.00%
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Supplies

Food Supplies		\$0		\$0	\$0	100.00%
Total Supplies		\$0		\$0	\$0	100.00%

Equipment

Instructional Equipment

Total Equipment		\$0		\$0	\$0	0.00%
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Total Food Service Budget		\$50,000		\$45,000	-\$5,000	-10.00%
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Newburyport School Department Employee Benefits
Function 5200

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change \$	Percentage Change
Reserve for Negotiations		\$0		\$165,000	\$165,000	100.00%
Total Salaries	0	\$0	0	\$165,000	\$165,000	0.00%

Contracted Services

Retirement/Sick Leave Buyback		\$123,250		\$123,250	\$0	0.00%
FICA		\$285,000		\$285,000	\$0	0.00%
MIAA/ Workers Comp		\$125,000		\$125,000	\$0	0.00%
Pre-employment Physicals		\$4,000		\$4,000	\$0	0.00%
Disability Insurance		\$15,267		\$15,267	\$0	0.00%
Unemployment Insurance		\$60,000		\$50,000	-\$10,000	-16.67%
Liability Insurance/Athletics		\$57,300		\$57,300	\$0	0.00%
Total Contract Services		\$669,817		\$659,817	-\$10,000	-1.49%

Supplies

Total Supplies		\$0		\$0	\$0	0.00%
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Equipment

Total Equipment		\$0		\$0	\$0	0.00%
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Total Employee Benefits		\$669,817		\$824,817	\$155,000	23.14%
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The employee benefits page includes a reserve for negotiations covering all staff.

Newburyport School Department-Curriculum and Instruction
Function 2100

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change \$	Percentage Change
Asst. Superintendent Curr.	1	\$111,660	1	\$116,150	\$4,490	4.02%
Curriculum Supervisors	3	\$239,750	2	\$160,747	-\$79,003	-32.95%
Clerical	0.9	\$34,233	1	\$40,824	\$6,591	19.25%
Stipend Positions		\$197,650		\$99,728	-\$97,922	-49.54%
Summer Program Staff		\$0		\$15,000	\$15,000	100.00%
Total Salaries	4.9	\$583,293	4	\$432,449	-\$150,844	-25.86%

Contracted Services

Assessments		\$17,293		\$12,293	-\$5,000	0.00%
Travel Reimbursement		\$500		\$1,000	\$500	100.00%
Place Based Education		\$2,000		\$7,500	\$5,500	275.00%
Leveled Literacy Intervention		\$2,000		\$15,000	\$13,000	650.00%
New Teacher Mentor		\$2,000		\$13,000	\$11,000	550.00%
Total Contract Service		\$23,793		\$48,793	\$25,000	105.07%

Supplies

Curriculum Office Supplies		\$6,000		\$6,000	\$0	0.00%
Computer Software		\$2,500		\$2,500	\$0	0.00%
Total Supplies		\$8,500		\$8,500	\$0	0.00%

Equipment

Total Equipment		\$0		\$0	\$0	0.00%
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Total Budget	4.9	\$615,586	4	\$489,742	-\$125,844	-20.44%
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The Curriculum Office shows a decrease in the FY 14 budget caused by assigning stipend position into each person's salary as shown in each cost center. However, the non salary accounts do indicate a need for additional funds.

Newburyport School Department-In-service Education
Function 2351

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change	Percentage Change
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Total Salaries		\$0		\$0	\$0	\$0
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Contracted Services

Teacher Tuition Reimb	\$27,000		\$27,000	\$0	0.00%
Memberships	\$1,800		\$1,800	\$0	0.00%
In-service Workshops	\$29,700		\$29,700	\$0	0.00%

Total Contracted Services		\$58,500		\$58,500	\$0	0.00%
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Supplies

Supplies and Materials	\$16,900		\$11,285	-\$5,615	-33.22%
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Total Supplies		\$16,900		\$11,285	-\$5,615	-33.22%
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Equipment

Total Equipment						
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Total In-service Education		\$75,400		\$69,785	-\$5,615	-7.45%
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Newburyport School Department School Leadership-Building
Function 2210

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change	Percentage Change
Principals	5	\$533,285	5	\$542,005	\$8,720	1.64%
Assistant Principals	3	\$267,911	3.5	\$320,141	\$52,230	19.50%
Lead Teacher Stipend	2	\$2,400	1	\$1,200	-\$1,200	-50.00%
Clerical Staff	7.8	\$292,658	8	\$265,520	-\$27,138	-9.27%
Clerical Overtime		\$3,900		\$3,900	\$0	0.00%
Total Salaries	17.8	\$1,100,154	17.5	\$1,132,766	\$32,612	2.96%

Contracted Service

Elem. Schools Printing		\$1,375		\$950	-\$425	-30.91%
Elem. Schools Postage		\$3,250		\$3,380	\$130	4.00%
Elem School Memberships		\$2,150		\$600	-\$1,550	-72.09%
Middle School Printing		\$2,500		\$2,000	-\$500	-20.00%
Middle School Postage		\$3,300		\$3,432	\$132	4.00%
Middle School Membership		\$1,200		\$1,200	\$0	0.00%
Middle School Publication		\$1,400		\$1,400	\$0	0.00%
Middle School Equip Maint.		\$1,200		\$1,200	\$0	0.00%
Middle School Eq. Rent		\$8,200		\$8,200	\$0	0.00%
High School Printing		\$5,500		\$5,500	\$0	0.00%
High School Postage		\$8,000		\$8,300	\$300	3.75%
High School Memberships		\$4,000		\$3,000	-\$1,000	-25.00%
High School Publications		\$2,500		\$2,500	\$0	0.00%
HS. Equipment Maint		\$1,000		\$1,000	\$0	0.00%
NEASC Expenses		\$15,000		\$25,938	\$10,938	72.92%
Total Contracted Services		\$60,575		\$68,600	\$8,025	13.25%

Supplies

Elementary Office Supplies		\$12,900		\$14,200	\$1,300	10.08%
Middle School Supplies		\$2,000		\$2,000	\$0	0.00%
High School Supplies		\$24,750		\$24,750	\$0	0.00%
Total Supplies		\$39,650		\$40,950	\$1,300	3.28%

Equipment

Brown School Prin. Equip		\$0		\$0	\$0	100.00%
Bresnahan Equipment		\$250			-\$250	-100.00%
Molin Equipment		\$1,200			-\$1,200	100.00%
High School Equipment		\$750			-\$750	-100.00%
Total Equipment		\$2,200		\$0	-\$2,200	-100.00%

Total Principals	17.8	\$1,202,579	17.8	\$1,242,316	\$39,737	3.30%
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edit \$39,737

Brown School FY 14 Budget

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change	Percentage Change
Kindergarten Teachers	8	\$555,334	8.5	\$564,511	\$9,177	1.65%
Pre-K Teachers	4.85	\$311,178	4.45	\$249,230	-\$61,948	-19.91%
Teacher Specialists	2.7	\$106,305	2.7	\$174,586	\$68,281	64.23%
Kindergarten Aides	2	\$22,988	3	\$49,533	\$26,545	115.47%
Pre School Aides	7.5	\$134,762	9.1	\$154,946	\$20,184	14.98%
Substitute Teachers		\$30,000		\$30,000	\$0	0.00%
Total Salaries	25.05	\$1,160,567	27.75	\$1,222,806	\$53,062	4.57%
Contracted Services						
Equipment Maintenance		\$15,000		\$15,000	\$0	0.00%
Total Contract Services		\$15,000		\$15,000	\$0	0.00%
Supplies						
Instructional Supplies		\$13,000		\$8,000	-\$5,000	-38.46%
Technology Suppl/Software		\$2,760		\$2,760	\$0	0.00%
Art Supplies		\$1,500		\$1,200	-\$300	-20.00%
Music Supplies		\$500		\$500	\$0	0.00%
Pre-School Supplies		\$5,000		\$5,000	\$0	0.00%
Kindergarten Supplies		\$7,500		\$8,000	\$500	6.67%
Wellness PE Supplies		\$500		\$500	\$0	0.00%
Total Supplies		\$30,760		\$25,960	-\$4,800	-38.46%
Equipment						
Kindergarten Equipment		\$1,000			-\$1,000	-100.00%
Wellness Equipment		\$1,000			-\$1,000	-100.00%
Total Equipment		\$2,000		\$0	-\$2,000	-100.00%
Total Brown School	25.05	\$1,208,327	27.75	\$1,263,766	\$55,439	4.59%

Bresnahan School FY 14 Budget

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change	Percentage Change
					\$	
Grade 1 Teachers	10	\$587,283	9	\$580,404	-\$6,879	-1.17%
Grade 2 Teachers	10	\$627,138	10	\$553,504	-\$73,634	-11.74%
Grade 3 Teachers	7	\$511,632	8	\$513,603	\$1,971	0.39%
Teacher Specialists	5.8	\$277,251	5.8	\$423,479	\$146,228	52.74%
Substitute Teachers		\$60,000		\$60,000	\$0	0.00%
Total Salaries	32.8	\$2,063,304	32.8	\$2,130,990	\$67,686	3.28%

Contracted Services

Equipment Maintenance		\$20,000		\$20,000	\$0	0.00%
Total Contract Services		\$20,000		\$20,000	\$0	0.00%

Supplies

Grade 1 Supplies		\$17,000		\$11,000	-\$6,000	-35.29%
Grade 2 Supplies		\$19,600		\$12,300	-\$7,300	-37.24%
Grade 3 Supplies		\$13,700		\$7,700	-\$6,000	-43.80%
Computer Software		\$10,245		\$9,066	-\$1,179	-11.51%
Art Supplies		\$5,250		\$5,250	\$0	0.00%
Music Supplies		\$225		\$225	\$0	0.00%
General Supplies/Materials		\$9,500		\$8,200	-\$1,300	-13.68%
Total Supplies		\$75,520		\$53,741	-\$21,779	-35.29%

Equipment

Computer Equipment		\$3,545		\$0	-\$3,545	-100.00%
Music Equipment		\$1,750		\$0	-\$1,750	-100.00%
Wellness/PE Equipment		\$1,575		\$0	-\$1,575	-100.00%
Total Equipment		\$6,870		\$0	-\$6,870	-100.00%

Total Bresnahan		\$2,165,694		\$2,204,731	\$39,037	1.80%
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Molin School FY 14 Budget

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change	Percentage Change
Grade 4 Teachers	8	\$505,450	8	\$539,642	\$34,192	6.76%
Grade 5 Teachers	7	\$523,763	7	\$509,519	-\$14,244	-2.72%
Teacher Specialists	3	\$185,694	3.1	\$183,768	-\$1,926	-1.04%
Substitute Teachers		\$47,500		\$47,500	\$0	0.00%
Total Salaries	18	\$1,262,407	18.1	\$1,280,429	\$18,022	1.43%

Contracted Services

Equipment Maint. Contr.		\$4,400		\$4,400	\$0	0.00%
Total Contract Service		\$4,400		\$4,400	\$0	0.00%

Supplies

Grade 4 Supplies		\$10,865		\$5,865	-\$5,000	0.00%
Grade 5 Supplies		\$12,115		\$7,115	-\$5,000	0.00%
Tech Ed Supplies		\$2,000		\$2,000	\$0	0.00%
Technology Supplies		\$3,000		\$3,000	\$0	0.00%
Computer Software		\$2,000		\$2,000	\$0	0.00%
Art Supplies		\$2,800		\$2,800	\$0	0.00%
Music Supplies		\$1,400		\$1,400	\$0	0.00%
Wellness Supplies		\$1,600		\$1,600	\$0	0.00%
Instructional Supplies		\$13,000		\$13,000	\$0	0.00%
Total Supplies		\$48,780		\$38,780	-\$10,000	-20.50%

Equipment

Grade 4 Equipment		\$2,800		\$0	-\$2,800	-100.00%
Grade 5 Equipment		\$2,800		\$0	-\$2,800	-100.00%
Total Equipment		\$5,600		\$0	-\$2,800	-\$1

Total Molin	18	\$1,315,987	18.1	\$1,323,609	\$7,622	0.58%
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The Molin School needs an additional .1 music teacher. The teacher will work at Molin .7 and at the Middle School .3

5/9/2013

Newburyport School Department Nock Middle School Budget
Function 2100

Salaries	FY 13 Budgeted Staff	FY 13 Budget	FY 14 Staff Request	FY 14 Budget	Change	% Change
Classroom Teachers	24	\$1,638,910	24	\$1,645,639	\$6,729	0.41%
Specialists	5.3	\$338,369	5.7	\$335,799	-\$2,570	-0.76%
Student Activity Advisors		\$10,000		\$13,000	\$3,000	30.00%
Substitute Teachers		\$56,000		\$56,000	\$0	0.00%
Total Salaries	29.3	\$2,043,279	29.7	\$2,050,438	\$7,159	0.35%

Contracted Services

School Wide Equip. Repairs		\$30,000		\$30,000	\$0	0.0%
Audio Visual Repairs		\$3,000		\$3,000	\$0	0.0%
Computer Repairs		\$3,000		\$3,000	\$0	0.0%
Music Repairs		\$1,000		\$1,000	\$0	0.0%
Total Contracted Services		\$37,000		\$37,000	\$0	0.0%

Supplies

Grade 6/7/8/ Supplies @ \$4k		\$12,000		\$7,000	-\$5,000	0.0%
Art Supplies		\$5,500		\$2,500	-\$3,000	0.0%
Music Supplies		\$2,000		\$1,000	-\$1,000	0.0%
Music After School Supplies		\$3,000		\$2,000	-\$1,000	0.0%
Computer/Technology Suppl.		\$5,500		\$2,500	-\$3,000	0.0%
Technology Computer Software		\$8,000		\$3,000	-\$5,000	0.0%
Tech Ed Computer Software		\$1,500		\$1,500	\$0	
Audio Visual Supplies		\$2,800		\$2,800	\$0	0.0%
World Language Supplies		\$0		\$1,000	\$1,000	0.0%
Wellness/PE Supplies		\$2,000		\$2,000	\$0	0.0%
Student Activity Awards		\$5,000		\$3,000	-\$2,000	0.0%
Tech. Education Supplies		\$7,220		\$7,220	\$0	0.0%
Total Classrm/Office Suppl.		\$54,520		\$35,520	-\$19,000	-34.85%

Equipment

Audio Visual Equipment		\$5,000			-\$5,000	-100.0%
Computer/Technology Equip.		\$5,500			-\$5,500	-100.0%
Band Orchestra Equipment		\$1,000			-\$1,000	-100.0%
Chorus Equipment		\$1,000			-\$1,000	-100.0%
Music Equipment		\$6,580			-\$6,580	-100.0%
Tech Ed. Equipment		\$1,000			-\$1,000	-100.0%
Wellness/PE Equipment		\$5,000			-\$5,000	-100.0%
Total Equipment		\$25,080		\$0	-\$25,080	-100.0%

Total Budget		\$2,123,752		\$2,122,958	-\$794	-0.04%
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Newburyport School Department-High School Budget
Function 2300

Salaries	FY 13 Budgeted Staff	FY 13 Budget	FY 14 Staff Request	FY 14 Budget	Change	% Change
Core Classroom Teachers	31.3	\$2,217,147	32.8	\$2,333,933	\$116,786	5.27%
Specialists	20.3	\$1,349,043	20	\$1,381,658	\$32,615	2.42%
Student Activity Advisors		\$25,000		\$25,000	\$0	0.00%
Substitute Teachers		\$55,000		\$55,000	\$0	0.00%
Teacher Aide		\$22,950		\$22,950		
Total Salaries	51.6	\$3,669,140	52.8	\$3,795,591	\$149,401	4.07%

Contracted Services

Building Equip. Maint.		\$56,000		\$56,000	\$0	0.0%
Technology Eq. Maintenance		\$30,000		\$30,000	\$0	0.0%
Audio Visual Repairs		\$3,000		\$3,000	\$0	0.0%
Memberships		\$5,400		\$4,400	-\$1,000	-18.5%
Music Repairs		\$1,000		\$1,000	\$0	0.0%
Graduation Expenses		\$16,500		\$17,000	\$500	3.0%
Publications		\$7,650		\$7,650	\$0	0.0%
Total Contracted Services		\$119,550		\$119,050	-\$500	-0.4%

Supplies

Core Course Supplies		\$19,500		\$17,000	-\$2,500	-12.8%
World Language Supplies		\$6,500		\$6,000	-\$500	-7.7%
Technology Supplies		\$8,000		\$8,000	\$0	0.0%
Art Supplies		\$10,000		\$11,200	\$1,200	12.0%
Music Supplies		\$1,900		\$1,900	\$0	0.0%
Wellness/PE Supplies		\$11,000		\$13,000	\$2,000	18.2%
Drama Supplies		\$1,900		\$2,200	\$300	15.8%
Alternative Ed. Supplies		\$1,200		\$1,200	\$0	0.0%
Computer Software		\$7,675		\$7,675	\$0	0.0%
Audio Visual Supplies		\$500		\$500	\$0	0.0%
Student Activity Awards		\$4,500		\$4,500	\$0	0.0%
Total Classrm/Office Suppl.		\$72,675		\$73,175	\$500	1%

Equipment

Alternative Ed. Equipment		\$500			-\$500	-100.0%
English Dept. Computer Eq.		\$3,000			-\$3,000	-100.0%
Music Equipment		\$2,625			-\$2,625	-100.0%
Wellness/PE Equipment		\$4,500			-\$4,500	-100.0%
Total Equipment		\$10,625		\$0	-\$10,625	0.0%

Total High School Budget	51.6	\$3,871,990	52.8	\$3,987,816	\$115,826	2.99%
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Newburyport School Department Special Education Budget
Function 2305

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change \$	Percentage Change
PPS Director	1	\$104,892	1	\$108,000	\$3,108	2.96%
District Sped Teachers	2.5	\$154,613	2.9	\$194,840	\$40,227	26.02%
HS. Sped Teachers	10.2	694,097	11	\$720,927	\$26,830	3.87%
Middle Sch Sped Teachers	11.8	760,945	11.5	\$758,119	-\$2,826	-0.37%
Elementary Sped Teachers	18.8	1,201,124	21.4	\$1,404,413	\$203,289	16.92%
Clerical	2.6	\$103,668	2.6	\$104,266	\$598	0.58%
Sped Aides	43.3	\$856,109	29.3	\$1,143,450	\$287,341	33.56%
Nurse Assistant	1	\$49,042	1	\$49,042	\$0	0.00%
Summer Program		\$120,000		\$105,000	-\$15,000	-12.50%
Total Salaries	91.2	\$4,044,490	80.7	\$4,588,057	\$543,567	13.44%

Contracted Services

Testing Services		\$4,500		\$4,500	\$0	0.00%
Sped Tuitions		\$1,136,130		\$1,292,021	\$155,891	13.72%
Postage/Printing		\$334		\$334	\$0	0.00%
Sped Transportation		\$425,000		\$450,000	\$25,000	5.88%
Travel Reimbursement		\$2,000		\$2,000	\$0	0.00%
Membership		\$666		\$675	\$9	1.35%
Legal		\$25,000		\$25,000	\$0	0.00%
Equipment Maintenance		\$600		\$600	\$0	0.00%
Other Sped Contracted Ser		\$428,445		\$403,445	-\$25,000	-5.84%
Total Sped Contr. Serv.		\$2,022,675		\$2,178,575	\$155,900	7.71%

Supplies

District Supplies		\$25,000		\$25,000	\$0	0.00%
Brown School Supplies		\$1,500		\$1,500	\$0	0.00%
Bresnahan Sped Supplies		\$4,000		\$4,000	\$0	0.00%
Molin Sped Supplies		\$3,000		\$3,000	\$0	0.00%
Middle School Supplies		\$5,000		\$5,000	\$0	0.00%
High School Supplies		\$4,000		\$4,000	\$0	0.00%
Total Supplies		\$42,500		\$42,500	\$0	0.00%

Equipment

Instructional Equipment		\$0		\$0	\$0	0.00%
Total Equipment		\$0		\$0	\$0	0.00%

Total Sped Budget	91.2	\$6,109,665	80.7	\$6,809,132	\$699,467	11.45%
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The Special Education budget increase is significant due to salary adjustments for teachers who are moving down and across the salary lanes. The contract service account adjustment of \$155,900 caused primarily by the need for additional tuitions.

Newburyport School Department Special Education Budget
Function 2305

Newburyport School Department-Library Services
Function 2340

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Budget	\$ Change	Percentage Change
Professional Staff	3	180,402	3	178,026	-\$2,376	-1.32%
Library Aides	1.15	19,791	1.35	18,695	-\$1,096	-5.54%
Total Salaries	4.15	200,193	4.35	196,721	-\$3,472	-6.85%

Contracted Services

Middle School Publ.	Middle Sch	\$1,700		\$1,700	\$0	0.00%
Equipment Maint.	Middle Sch	\$1,700		\$1,700	\$0	0.00%
Memberships	Middle Sch	\$1,000		\$1,000	\$0	0.00%
Equipment Maint.	High School	\$750		\$1,000	\$250	33.33%
Total Contracted Services		\$5,150		\$5,400	\$250	0.00%

Library Supplies/Books

Library Books	High Sch	\$3,000		\$5,000	\$2,000	66.67%
Library Suppl/Publ.	High Sch	\$2,400		\$2,300	-\$100	-4.17%
Library E-Books	High Sch	\$0		\$3,000	\$3,000	100.00%
Computer Software	High Sch	\$6,850		\$4,850	-\$2,000	-29.20%
Library Books	Middle Sch	\$3,000		\$3,000	\$0	0.00%
Library Supplies	Middle Sch	\$2,200		\$3,200	\$1,000	45.45%
Computer Software	Middle Sch	\$3,000		\$3,000	\$0	0.00%
Library Books	Bresnahan	\$4,937		\$8,200	\$3,263	66.09%
Library Supplies	Bresnahan	\$2,537		\$775	-\$1,762	-69.45%
Library Software	Bresnahan	\$2,700		\$1,200	-\$1,500	-55.56%
Library Supplies	Molin	\$4,340		\$4,340	\$0	0.00%
Library Supplies	Brown	\$1,800		\$1,800	\$0	0.00%
Total Supplies		\$36,764		\$40,665	\$3,901	10.61%

Equipment

Equipment	High School	\$6,000			-\$6,000	-100.00%
Total Equipment		\$6,000		\$0	-\$6,000	-100.00%

Total Library Service		\$248,107		\$242,786	-\$5,321	-2.14%
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Newburyport School Department-Guidance Services
Function 2700

Salaries	Current Staff	FY 13 Budget	Requested Staff	FY 14 Request	\$ Change \$	Percentage Change
High School Counselors	6.5	\$474,097	6.5	\$478,466	\$4,369	0.92%
Middle School Counselors	1.5	\$104,736	2.25	\$145,565	\$40,829	38.98%
Bresnahan Counselors	1.8	\$140,294	1.8	\$132,402	-\$7,892	-5.63%
Brown Counselors	1.2	\$67,025	1.2	\$62,636	-\$4,389	-6.55%
Molin Counselors	1.5	\$79,484	1.5	\$82,654	\$3,170	3.99%
Clerical Staff	1	\$36,933	1	\$36,933	\$0	0.00%
In-School Suspension	1	\$26,950	1	\$26,950	\$0	0.00%

Total Salaries	14.5	\$929,519	15.5	\$965,606	\$36,087	3.88%
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Contracted Services

High School Tests	\$800	\$800	\$0	0.00%
High School Publications	\$500	\$500	\$0	0.00%
High School Software	\$3,000	\$3,000	\$0	0.00%

Total Contract Service	\$4,300	\$4,300		
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Supplies

Brown Guidance Supplies	\$300	\$300	\$0	0.00%
Bresnahan Guidance Suppl	\$250	\$250	\$0	0.00%
Molin Guidance Supplies	\$1,200	\$1,200	\$0	0.00%
Middle School Guidance Su	\$1,800	\$1,800	\$0	0.00%
High School Guidance Suppl.	\$1,800	\$1,800	\$0	0.00%

Total Supplies	\$5,350	\$5,350		
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Equipment

Total Equipment	\$0	\$0		
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Total Guidance Budget	14.5	\$939,169	15.5	\$975,256	\$36,087	3.84%
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Newburyport School Department-Athletics
Function 3510

Salaries	FY 13 Budgeted Staff	FY 13 Budget	FY 14 Staff Request	FY 14 Budget	Change	% Change
Athletic Director	1	\$91,688	1	\$92,605	\$917	1.0%
Athletic Coaches		\$228,200		\$231,724	\$3,524	1.5%
Total Salaries	1	\$319,888	1	\$324,329	\$4,441	1.4%
Contracted Services						
Game Officials		\$41,000		\$42,000	\$1,000	2.44%
Contract Transportation		\$100,000		\$97,000	-\$3,000	-3.00%
Game Expenses		\$23,000		\$23,000	\$0	0.00%
Ice Time/Golf Fees		\$29,000		\$31,000	\$2,000	6.90%
Athletic Insurance		\$9,000		\$9,000	\$0	0.00%
Equipment Reconditioning		\$7,000		\$8,000	\$1,000	14.29%
Total Contracted Services		\$209,000		\$210,000	\$1,000	0.48%
Supplies						
Athletic Dept. Supplies		\$4,000		\$6,000	\$2,000	50.0%
Dues		\$12,250		\$13,000	\$750	6.1%
Total Classrm/Office Suppl.		\$16,250		\$19,000	\$2,750	16.9%
Equipment						
Athletic Equipment		\$20,000		\$20,000	\$0	0.0%
Total Equipment		\$20,000		\$20,000	\$0	0.0%
Total Budget	1	\$565,138	1	\$573,329	\$8,191	1.45%

The Athletic Department budget shows a modest increase of 1.45 percent. Please note that the contract transportation account is reduced by \$3000 which was accomplished by adding a 12 passenger van that will be used to transport athletes teams that do not require the services of a school bus. The van will be purchased in partnership with the Youth Services Department who will have access to the van when not used for school department activities.

Salaries	FY 13 Budgeted Staff	FY 13 Budget	FY 14 Staff Request	FY 14 Budget	Change	% Change
Director of Facilities	1	\$87,088	1	\$99,415	\$12,327	14.15%
Maintenance Staff	1	\$51,506	1.5	\$67,253	\$15,747	30.57%
Custodial Staff	16	\$642,696	16	\$656,127	\$13,431	2.09%
HVAC Technician	1	\$46,493	1	\$51,383	\$4,890	10.52%
Matron	0.3	\$6,374	0.3	\$6,501	\$127	1.99%
Custodial/HVAC Overtime		\$60,200		\$60,200	\$0	0.00%
Summer Help		\$22,500		\$22,500	\$0	0.00%
Total Salaries	19.3	\$916,857	19.8	\$963,379	\$41,505	4.53%

Contracted Services

Custodial Uniforms		\$1,600		\$1,600	\$0	0.0%
Oil and Electric Heat		\$195,550		\$190,750	-\$4,800	-2.5%
Electricity		\$351,950		\$349,150	-\$2,800	-0.8%
Natural Gas		\$127,600		\$110,800	-\$16,800	-13.2%
Telephone		\$33,700		\$33,700	\$0	0.0%
Equipment Maintenance		\$7,500		\$5,000	-\$2,500	-33.3%
Grounds Contract Services		\$43,000		\$38,000	-\$5,000	-11.6%
Building Contract Services		\$142,750		\$130,550	-\$12,200	-8.5%
Total Contracted Services		\$903,650		\$859,550	-\$44,100	-4.9%

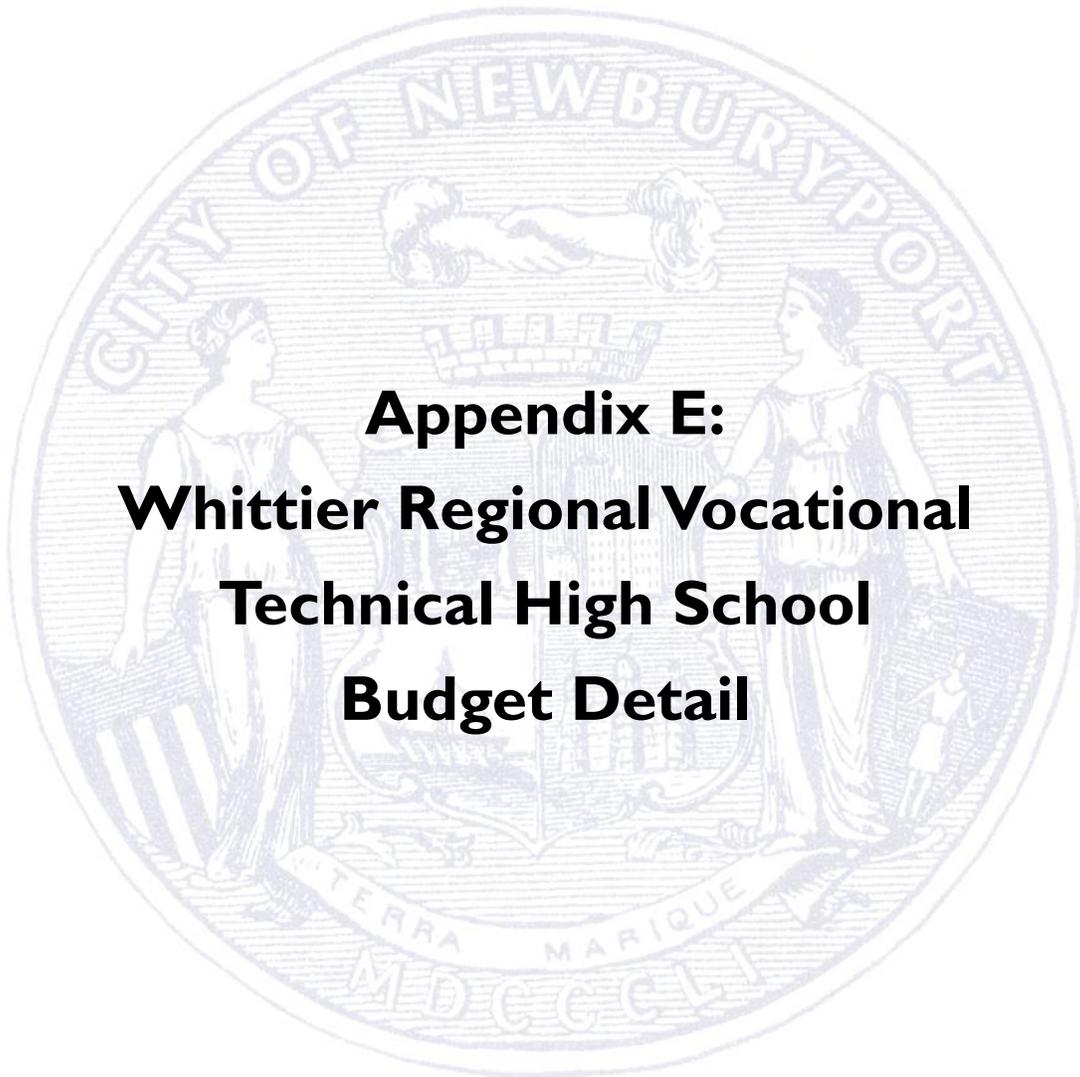
Supplies

Custodial/Maintenance Suppl		\$93,800		\$77,000	-\$16,800	-17.9%
HVAC Supplies		\$16,000		\$16,000	\$0	0.0%
Total Cust. Maint. Supplies		\$109,800	\$ -	\$93,000	-\$16,800	0%

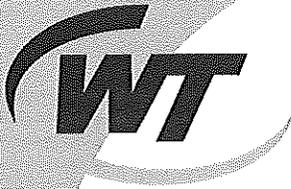
Equipment

Custodial/Maint. Equipment		\$12,000		\$15,500	\$3,500	29.2%
HVAC Equipment		\$1,000		\$1,000	\$0	0.0%
Total Equipment		\$13,000	\$ -	\$16,500	\$3,500	0.0%

Total Budget	19.3	\$1,943,307	19.8	\$1,932,429	-\$10,878	-0.56%
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**Appendix E:
Whittier Regional Vocational
Technical High School
Budget Detail**



NEW ENGLAND
ASSOCIATION
OF SCHOOLS
AND COLLEGES
ACCREDITED MEMBER

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

APPROVED BUDGET

2013 – 2014

(04/10/2013)

William P. DeRosa
Superintendent

SCHOOL COMMITTEE

Raymond Morley, Chairperson
Ipswich

Richard P. Early, Jr.
Vice Chairperson
Haverhill

Jane Moran
Groveland

Richard Ryan
Newbury

David E. Irving
Secretary
Rowley

Jo-Ann Testaverde, Ed.D
Georgetown

David Mansfield
West Newbury

Brett Murphy
Newburyport

Shaun Toohey
Haverhill

F. Nelson Burns
Newburyport

C. Anthony LeSage
Amesbury

Paul M. Tucker
Merrimac

Alana Gilbert
Salisbury

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978-373-4101
Fax: 978-521-0260
www.whittiertech.org

Raymond Morley
Chairperson
School Committee

William P. DeRosa
Superintendent

April 12, 2013

Dear Whittier Community Officials:

This booklet contains the 2013-2014 approved budget for the Whittier Regional Vocational Technical High School. At a public hearing on April 10, 2013, the District School Committee approved a total budget of \$19,931,617.

Whittier's total budgetary requests totaled \$20,769,378. The Administration and School Committee made reductions totaling \$837,761 and the School Committee voted to utilize School Choice funds in the amount of \$514,000 to arrive at the \$19,931,617 fiscal 2014 budget figure. The estimated receipts and recommended expenditures for School Choice are listed on page 23 of this booklet.

The approved FY14 budget of \$19,931,617 is an increase of \$674,016 or 3.5% over the FY13 budget of \$19,257,601. In addition to the approved FY14 budget, the District School Committee has approved a capital assessment for FY14 for the completion of the Phase 2 Renovation Project and the purchase of one (1) school bus. This is a one-time assessment of \$385,000 for FY14 only. The total amount assessed to the 11 communities for FY14 is \$11,741,812, which is an increase of \$472,096 or 4.19% greater than FY13. Individual community assessments will vary primarily due to enrollment shifts and state required minimum contribution and can be found on page 19 of the enclosed budget book.

We respectfully request that you will encourage your community to support this budget and your corresponding assessment. We would like to thank you in advance for your support and cooperation.

If you have any questions on this information please contact William P. DeRosa, Superintendent or David Jack, Interim Business Manager.

Sincerely,


Raymond Morley
Chairperson, School Committee


William P. DeRosa
Superintendent

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**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED BUDGET ACCOUNT TOTALS 2013 - 2014**

<u>FUNCTION CODE</u>	<u>FUNCTION TITLE</u>	<u>APPROVED 2013</u>	<u>APPROVED 2014</u>
1000	District Leadership		
1100	School Committee	54,674.00	69,674.00
1200	Superintendent's Office	331,525.00	338,728.50
1000	Total 1000	386,199.00	408,402.50
1400	Finance & Administration	481,116.00	538,288.80
2000	Instruction		
2100	Academic Leadership	499,794.00	515,912.60
2200	School Building Leadership	617,880.00	633,514.18
2300	Instruction Teaching Services	8,074,295.00	8,589,769.99
2400	Instructional Materials & Equipment	910,371.00	1,000,343.88
2700	Guidance	340,508.00	372,254.38
2800	Psychological Services	97,340.00	101,408.58
	Total 2000	10,540,188.00	11,213,203.61
3000	Student Services		
3100	Attendance	-	41,616.00
3200	Health Services	158,435.00	162,580.18
3310	Operation Of School Buses	871,732.00	896,261.19
3510	Athletics	310,822.00	333,228.00
3520	Student Body	73,850.00	78,000.00
3600	School Security	323,932.00	324,693.57
	Total 3000	1,738,771.00	1,836,378.94
4000	Operation & Maintenance		
4110	Custodial Service	272,216.00	284,816.00
	Heating Of Building	193,658.00	104,775.00
4130	Utility Services	799,197.00	547,697.00
4210	Maintenance Of Grounds	33,000.00	33,000.00
4220	Maintenance Of Building	491,608.00	586,588.20
4230	Maintenance Of Equipment	66,149.00	44,000.00
	Total 4000	1,855,828.00	1,600,876.20
5000	Fixed Charges	4,068,519.00	4,213,468.51
6000	Community Services & Staff Develop.	12,000.00	12,000.00
	Total Operational Budget	19,082,621.00	19,822,618.57
7000	Capital Costs	158,930.00	92,948.00
8000	Long Term Debt	-	-
9000	Tuition	16,050.00	16,050.00
	TOTAL GROSS BUDGET	19,257,601.00	19,931,617

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
1000	DISTRICT LEADERSHIP							
1100	School Committee							
1110.2	Salaries, Clerical							
	District Clerk	3,075	2,410	3,000	3,000	3,000	3,000	3,000
	District Treasurer					15,000	15,000	15,000
1110.5	Supplies & Materials							
	General Supply Items	304	-	1,100	1,100	1,100	1,100	1,100
1110.6	Other Expenses							
	Travel	8,420	3,841	3,500	3,500	3,500	3,500	3,500
	Memberships & Subscriptions	8,600	8,864	8,824	8,824	8,824	8,824	8,824
	Meeting Expenses	2,693	1,292	750	750	750	750	750
	Auditing Expenses	29,500	29,500	29,500	29,500	29,500	29,500	29,500
	Public Relations	12,711	12,282	8,000	8,000	8,000	8,000	8,000
	TOTALS - 1106	61,924	55,779	50,574	50,574	50,574	50,574	50,574
	TOTALS - 1100	65,303	58,189	54,674	54,674	69,674	69,674	69,674
1200	Superintendent's Office							
1210.1	Salaries, Professional							
NOTE 1	Superintendent	171,484	175,442	168,640	168,640	173,639	173,639	173,639
	TOTALS - 1210.1	171,484	175,442	168,640	168,640	173,639	173,639	173,639
1210.2	Salaries, Clerical							
	Administrative Assistant	64,656	66,435	65,637	65,637	67,842	67,842	67,842
1210.4	Maintenance Of Equipment	1,120	3,645	1,000	1,000	1,000	1,000	1,000
1210.5	Supplies & Materials							
	Postage & Office Supplies	25,211	20,375	25,715	25,715	3,773	25,715	25,715
	Printing & Reproduction	16,173	13,824	24,750	24,750	37,000	24,750	24,750
	TOTALS 1210.5	41,384	34,199	50,465	50,465	40,773	50,465	50,465

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
1210.6	Other Expenses							
	Travel & Conferences	11,162	11,978	15,700	15,700	15,700	15,700	15,700
	Memberships & Subscriptions	8,521	10,185	13,626	13,626	13,626	13,626	13,626
	Advisory Boards	11,727	9,672	7,000	7,000	7,000	7,000	7,000
	NEAS&C Accreditation	3,690	4,138	9,457	9,457	9,457	9,457	9,457
	TOTALS 1210.6	35,101	35,972	45,783	45,783	45,783	45,783	45,783
	TOTALS - 1200	313,745	315,692	331,525	331,525	329,037	338,729	338,729
	TOTALS - 1000	379,049	373,882	386,199	386,199	398,711	408,403	408,403

NOTE 1 Superintendent's compensation was adjusted based on performance review after adoption of FY13 budget. Performance review done annually.

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
1400	FINANCE & ADMINISTRATION							
1410	Business & Finance							
1410.1	Salaries, Professional							
	Business Manager	132,499	135,134	129,864	129,864	129,864	129,864	129,864
	Comptroller	77,509	82,224	79,039	79,039	58,000	58,000	58,000
	TOTALS 1410.1	210,008	217,358	208,903	208,903	187,864	187,864	187,864
1410.2	Salaries, Clerical							
	Accounts Payable Clerk	42,717	41,877	41,526	41,526	45,000	45,000	45,000
	Payroll Clerk (80%)	37,327	27,282	34,272	34,272	36,000	36,000	36,000
	Business Office Clerk	32,140	38,277	34,680	34,680	40,000	40,000	40,000
	TOTALS 1410.2	112,183	107,437	110,478	110,478	121,000	121,000	121,000
	TOTALS 1410	322,191	324,795	319,381	319,381	308,864	308,864	308,864
1420	Human Resources & Benefits							
1420.2	Salaries, Clerical							
	Personnel Clerk	39,269	47,035	47,035	47,035	47,975	47,975	47,975
	Payroll Clerk (20%)	9,494	6,821	8,568	8,568	9,000	9,000	9,000
	TOTALS 1420.2	48,763	53,856	55,603	55,603	56,975	56,975	56,975
	TOTALS 1420	48,763	53,856	55,603	55,603	56,975	56,975	56,975
1430	Legal Services							
1430.4	Contracted Services							
	School Attorney	17,229	40,013	10,000	10,000	10,000	10,000	10,000
	Negotiator	10,463	3,619	7,500	7,500	7,500	7,500	7,500
	TOTALS 1430.4	27,692	43,631	17,500	17,500	17,500	17,500	17,500
	TOTALS 1430	27,692	43,631	17,500	17,500	17,500	17,500	17,500

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
1450	Information Technology							
1450.1	Salaries, Professional Programmer Analyst	3,040	82,882	-	-			
1450.3	Salaries, Other Repair Tech. & Students	41,788	82,116	88,632	88,632	109,950	64,950	64,950
	TOTALS 1450	44,827	164,998	88,632	88,632	199,950	154,950	154,950
	TOTALS 1400	443,473	587,280	481,116	481,116	583,289	538,289	538,289

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2000	INSTRUCTION							
2100	Academic Leadership							
2100.1	Salaries, Professional							
	Special Ed. Director	116,654	124,918	121,000	121,000	123,400	123,400	123,400
	Curriculum Coordinator	114,904	117,187	117,187	117,187	119,516	119,516	119,516
	Vocational Coordinator	115,154	117,437	117,437	117,437	119,766	119,766	119,766
	TOTALS 2100.1	346,712	359,542	355,624	355,624	362,682	362,682	362,682
2100.2	Salaries, Clerical							
	Secretary To Special Ed.	47,264	48,199	48,199	48,199	49,390	49,390	49,390
	Secretary Voc. & Curr. Coord.	38,242	39,007	39,007	39,007	39,787	39,787	39,787
	TOTALS 2100.2	85,506	87,206	87,206	87,206	89,177	89,177	89,177
2120.1	Salaries, Professional							
	Cluster Chairs	56,950	49,483	56,964	56,964	64,054	64,054	64,054
	TOTALS 2100	489,168	496,232	499,794	499,794	515,913	515,913	515,913
2200	School Building Leadership							
2210.1	Salaries, Professional							
	Principal	121,801	126,865	121,890	121,890	126,297	126,297	126,297
	Assist Principals	271,858	215,917	215,917	215,917	220,525	220,525	220,525
	Coord. - Data & Assessment	114,904	117,187	117,187	117,187	119,516	119,516	119,516
	In House Suspension	53,634	54,692	54,692	54,692	57,147	57,147	57,147
	TOTALS 2210.1	562,197	514,661	509,686	509,686	523,485	523,485	523,484

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2210.2	Salaries, Clerical							
	Secretary To Principal	43,263	43,600	43,600	43,600	44,690	44,690	44,690
	Secretary To Asst. Principals	36,612	37,344	37,344	37,344	38,090	38,090	38,090
	TOTALS 2210.2	79,875	80,944	80,944	80,944	82,780	82,780	82,780
2210.4	Contracted Services							
	Answering Svc. & Maintenance	6,147	6,006	6,500	6,500	6,500	6,500	6,500
2210.5	Supplies & Materials	9,288	10,088	16,000	16,000	16,000	16,000	16,000
2210.6	Other Expenses							
	Travel & Memberships	1,752	2,869	4,000	4,000	4,000	4,000	4,000
	School Council	700	500	750	750	750	750	750
	TOTALS 2210.6	2,452	3,369	4,750	4,750	4,750	4,750	4,750
	TOTALS 2200	659,959	615,067	617,880	617,880	633,515	633,515	633,514

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2300	Instruction Teaching Services							
2305.1	Salaries, Professional							
	Instructional	6,589,448	6,746,007	7,005,659	7,005,659	7,646,719	7,460,812	7,460,812
	Instructional, Special Needs	540,140	556,052	724,160	724,160	779,649	779,649	779,649
	TOTALS 2305.1	7,129,588	7,302,059	7,729,819	7,729,819	8,426,368	8,240,461	8,240,461
2325.3	Salaries, Substitutes	99,363	92,205	100,000	100,000	100,000	100,000	100,000
2323.3	Salaries Teacher Aides	86,222	88,172	54,553	54,553	55,898	55,898	55,898
2340.1	Salaries, Professional Librarian	-	-	-	-	-	-	-
	Media Specialist	79,461	80,918	80,510	80,510	83,998	83,998	83,998
	TOTALS 2340.1	79,461	80,918	80,510	80,510	83,998	83,998	83,997
2351.6	Prof. Development Other Exp. *	92,419	79,872	104,413	104,413	104,413	104,413	104,413
2355.3	Prof. Development Subs.	20,610	16,470	5,000	5,000	5,000	5,000	5,000
	TOTALS 2300	7,507,664	7,659,696	8,074,295	8,074,295	8,775,676	8,589,770	8,589,770
2400	Instructional Materials & Equip.							
2410.4	Contracted Services							
	Repair Of A. V. Equipment	584	83	1,000	1,000	1,000	1,000	1,000
	Maint. Of Library Equipment	-	-	-	-	-	-	-
	TOTALS 2410.4	584	83	1,000	1,000	1,000	1,000	1,000
2410.5	Supplies & Materials							
	Text Books	9,157	7,797	25,094	25,094	22,038	24,445	24,445
	Audio Visual Supplies	4,886	3,141	4,800	4,800	5,900	5,900	5,900
	TOTALS 2410.5	14,043	10,938	29,894	29,894	27,938	30,345	30,345
2415.5	Library Books	12,027	2,690	13,250	13,250	12,400	12,400	12,400
2415.6	Library/AV Memberships	3,280	3,095	3,285	3,285	3,285	3,285	3,285
2420.5	Instructional Equipment	-	23,540	27,256	27,256	452,080	52,392	52,392
2430.4	Contracted Services							
	Work Related Travel	-	-	-	-	-	-	-
	Shop Requests	66,312	69,192	68,930	68,930	90,560	89,560	89,560
	TOTALS 2430.4	66,312	69,192	68,930	68,930	90,560	89,560	89,560

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2430.5	Supplies & Materials							
	General Instructional	248,565	227,496	251,406	251,406	251,657	264,888	264,888
	Computer Supplies	39,869	28,622	40,000	40,000	40,000	40,000	40,000
	General Classroom	10,582	19,111	16,000	16,000	16,000	16,000	16,000
	Program Expansion	3,823	-	15,000	15,000	15,000	16,000	16,000
	TOTALS 2430.5	302,838	275,230	322,406	322,406	322,657	336,888	336,888
2430.6	Other Expenses							
	Travel & Memberships	4,381	4,522	7,694	7,694	7,383	7,382	7,382
2451	Classroom Technology							
2451.4	Contracted Services							
	Software/Hardware Maint.	96,877	44,049	73,429	73,429	77,509	77,509	77,509
2451.5	Supplies & Materials							
	Computer Equipment	55,793	211,752	363,227	363,227	389,582	389,582	389,582
	TOTALS 2400	556,136	645,090	910,371	910,371	1,384,395	1,000,344	1,000,344
2700	Guidance							
2710.1	Salaries, Professional							
	Counselors	272,296	279,242	284,545	284,545	315,086	315,086	315,086
	Summer Coverage	12,720	3,193	4,800	4,800	4,800	4,800	4,800
	TOTALS 2710.1	285,015	282,435	289,345	289,345	319,886	319,886	319,886
2710.2	Salaries, Clerical	53,554	48,163	48,163	48,163	49,368	49,368	49,368
2710.5	Supplies & Materials							
	Reference & Test Materials	3,935	862	1,000	1,000	1,000	1,000	1,000
	Recruitment Brochures	820	11,346	2,000	2,000	2,000	2,000	2,000
	Equipment	-	190	-	-	-	-	-
	TOTALS 2710.5	4,756	12,397	3,000	3,000	3,000	3,000	3,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2710.6	Other Expenses Travel & Memberships	1,299	260	-	-	-	-	-
TOTALS 2700		344,624	343,256	340,508	340,508	372,254	372,254	372,254
2800	Psychological Services							
2800.1	Salaries, Professional School Psychologist Tutoring	51,302 9,127	44,309 4,654	52,328 7,000	52,328 7,000	56,397 7,000	56,397 7,000	56,397 7,000
2800.4	Contracted Services Psychological Service	15,480	14,505	22,000	22,000	22,000	22,000	22,000
2800.5	Supplies & Materials	8,798	9,294	16,012	16,012	16,012	16,012	16,012
TOTALS 2800		84,707	72,762	97,340	97,340	101,409	101,409	101,409
TOTALS 2000		9,642,259	9,832,103	10,540,188	10,540,188	11,783,162	11,213,204	11,213,204

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
3000	STUDENT SERVICES							
3100	Attendance							
3100.1	Salaries, Professional Attendance Monitor	-	43,622	-	-	41,616	41,616	41,616
	TOTALS 3100	-	43,622	-	-	41,616	41,616	41,616
3200	Health Services							
3200.1	Salaries Professional School Nurses	132,811	135,772	133,655	133,655	137,800	137,800	137,800
3200.4	Contracted Services School Physician	14,000	14,100	14,000	14,000	14,000	14,000	14,000
	Laundry/ Medical Waste	363	105	1,500	1,500	1,500	1,500	1,500
	TOTALS - 3204.4	14,363	14,205	15,500	15,500	15,500	15,500	15,500
3200.5	Supplies & Materials	8,785	8,097	9,000	9,000	9,000	9,000	9,000
3200.6	Other Expenses Memberships	300	300	280	280	280	280	280
	TOTALS 3200	156,258	158,375	158,435	158,435	162,580	162,580	162,580
3310	Operation School Buses							
3310.1	Salaries, Professional Coordinator Of Transportation Trainer	87,570	71,880	61,000	61,000	62,200	62,200	62,200
	TOTALS 3310.1	87,570	71,880	61,000	61,000	62,200	62,200	62,200
3310.3	Salaries, Non Professional Bus Drivers	368,219	410,550	370,623	370,623	379,353	379,353	379,353
	Mechanics	113,310	115,476	115,408	115,408	117,685	117,685	117,685
	Security/ Bus Drivers (50%)	31,223	43,931	43,708	43,708	44,562	44,562	44,562
	TOTALS - 3310.3	512,751	569,957	529,739	529,739	541,600	541,600	541,600

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<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
3310.5	Supplies & Materials							
	General Supply Items	95,358	80,780	70,000	70,000	70,000	70,000	70,000
	Fuel, Oil, Lubricants	107,881	122,132	125,161	125,161	131,101	131,101	131,101
	Equipment	-	51,467	-	-	-	-	-
	TOTALS 3310.5	203,239	254,379	195,161	195,161	201,101	201,101	201,101
3310.6	Other Expenses							
	Licensing & Physicals	7,926	6,790	4,060	4,060	4,060	4,060	4,060
	Insurance, Health	35,018	37,108	44,272	44,272	44,300	44,300	44,300
	Insurance, Buses	21,698	20,731	19,500	19,500	21,600	21,600	21,600
	Insurance, Workers Comp.	14,087	23,826	18,000	18,000	21,400	21,400	21,400
	TOTALS - 3310.6	78,728	88,455	85,832	85,832	91,360	91,360	91,360
	TOTALS 3310	882,289	984,670	871,732	871,732	896,261	896,261	896,261
3510	Athletics							
3510.1	Salaries, Professional							
	Athletic Director& Equip Tech.	25,175	25,175	25,175	25,175	25,680	25,680	25,680
	Coaches	128,588	150,061	131,637	131,637	153,038	153,038	153,038
	Trainer	24,850	24,850	24,850	24,850	25,350	25,350	25,350
	Transportation	11,825	16,915	20,160	20,160	20,160	20,160	20,160
	TOTALS - 3510.1	190,438	217,000	201,822	201,822	224,228	224,228	224,228
3510.4	Contracted Services							
	Officials	26,993	34,677	34,000	34,000	34,000	34,000	34,000
	Police	2,736	3,990	6,000	6,000	6,000	6,000	6,000
	Reconditioning Of Equipment	10,127	10,245	16,000	16,000	16,000	16,000	16,000
	TOTALS - 3510.4	39,856	48,911	56,000	56,000	56,000	56,000	56,000
3510.5	Supplies & Materials							
	Sporting Goods, First Aid	42,102	45,449	47,000	47,000	47,000	47,000	47,000
3510.6	Other Expenses							
	Memberships, Clinics& Travel	7,850	6,710	6,000	6,000	6,000	6,000	6,000
	TOTALS 3510	280,246	318,070	310,822	310,822	333,228	333,228	333,228

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
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3520	Student Body							
3520.1	Salaries Professional Class & Club Advisors	28,550	31,400	40,850	40,850	45,000	45,000	45,000
3520.6	Other Expenses Skills USA, U.N. Year Book & Senior Class	30,411 12,377	34,451 9,199	25,000 8,000	25,000 8,000	- 8,000	25,000 8,000	25,000 8,000
	TOTALS 3520.6	42,788	43,650	33,000	33,000	8,000	33,000	33,000
	TOTALS - 3520	71,338	75,050	73,850	73,850	53,000	78,000	78,000
3600	School Security							
	Salaries, Professional Supervisor Of Security	36,450	37,164	37,164	37,164	37,892	37,892	37,892
3600.3	Salaries, Other Monitors Security/Bus Drivers (50%) Security Special Events	27,731 31,281 10,786	23,373 43,208 7,988	26,209 43,708 4,000	26,209 43,708 4,000	23,675 44,562 4,000	23,675 44,562 4,000	23,675 44,562 4,000
	TOTALS 3600.3	69,798	74,569	73,917	73,917	72,237	72,237	72,237
3600.4	Contracted Services Security Contract School Resource Officer	112,240 67,212	114,234 68,136	119,175 70,676	119,175 70,676	119,175 72,090	119,175 72,090	119,175 72,090
	TOTALS 3600.4	179,451	182,370	189,851	189,851	191,265	191,265	191,265
3600.5	Supplies & Materials	10,499	5,908	5,000	5,000	5,000	5,000	5,000
3600.6	Other Expenses Repairs Security Equipment	(0)	(0)	18,000	18,000	18,300	18,300	18,300
	TOTALS 3600	296,198	300,011	323,932	323,932	324,693	324,693	324,694
	TOTALS 3000	1,686,328	1,879,799	1,738,771	1,738,771	1,811,379	1,836,379	1,836,379

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<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
4000	OPERATION/MAINTENANCE							
4110	Custodial Services							
4110.3	Salaries Other Summer Help	-	-	-	-	-	-	-
4110.4	Contracted Services							
	Cleaning Contract	252,280	252,840	272,216	272,216	284,816	284,816	284,816
	TOTALS 4110	252,280	252,840	272,216	272,216	284,816	284,816	284,816
4120	Heating Of Building							
4120.4	Contracted Services Natural/Propane Gas	87,341	82,281	193,658	193,658	193,658	104,775	104,775
4130	Utility Services							
4130.4	Contracted Services							
	Water	7,154	7,607	10,000	10,000	10,000	10,000	10,000
	Sewerage Treatment	13,054	16,525	15,000	15,000	30,000	30,000	30,000
	Septic Service	4,555	4,775	3,500	3,500	3,500	3,500	3,500
	Refuse Removal	24,435	26,071	31,500	31,500	31,500	31,500	31,500
	Telephone	27,474	23,562	27,000	27,000	27,000	27,000	27,000
	Hazardous Waste Removal	287	-	201,500	201,500	40,000	40,000	40,000
	Electrical Service	512,505	497,318	505,697	505,697	505,697	400,697	400,697
	Totals 4130.4	589,464	575,859	794,197	794,197	647,697	542,697	542,697
4130.5	Supplies & Materials							
	Sewerage Treatment Plant	4,818	3,513	5,000	5,000	5,000	5,000	5,000
	Totals 4130.5	4,818	3,513	5,000	5,000	5,000	5,000	5,000
	TOTALS 4130	594,282	579,372	799,197	799,197	652,697	547,697	547,697
4210	Maintenance Of Grounds							
4210.3	Salaries, Overtime & Snow	15,257	9,376	13,000	13,000	13,000	13,000	13,000
4210.5	Supplies & Materials							
	Ice Melt, Sand, & Fertilizer	16,831	10,094	20,000	20,000	20,000	20,000	20,000
	TOTALS - 4210	32,089	19,470	33,000	33,000	33,000	33,000	33,000

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<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
4220	Maintenance Of Buildings							
4220.1	Salaries, Professional Plant Facilities Manager	86,926	88,665	88,665	88,665	90,940	90,940	90,940
4220.3	Salaries, Other							
	Forer Stipend	5,250	5,250	5,250	5,250	5,350	5,350	5,350
	Maintenance "B"	232,577	234,890	236,718	236,718	263,760	263,760	263,760
	Shift Differential	(0)	(0)	5,677	5,677	5,935	5,935	5,935
	STP Stipend	4,579	4,250	8,500	8,500	8,500	8,500	8,500
	Totals 4220.3	242,405	244,390	256,145	256,145	283,545	283,545	283,545
4220.4	Contracted Services							
	Maintenance Contracts	117,989	32,691	32,803	32,803	36,803	36,803	36,803
	Pest Control	2,592	2,592	3,500	3,500	3,500	3,500	3,500
	Totals 4220.4	120,581	35,283	36,303	36,303	40,303	40,303	40,303
4220.5	Supplies & Materials							
	Electrical, Paint, Plumbing, Etc.	105,217	82,764	80,300	80,300	80,300	80,300	80,300
	Office Supplies	2,610	866	2,000	2,000	2,000	2,000	2,000
	Equipment	-	18,000	5,695	5,695	127,103	67,000	67,000
	Totals 4220.5	107,827	101,631	87,995	87,995	209,403	149,300	149,300
4220.6	Other Expenses							
	Repair & Replacement	46,118	31,635	20,000	20,000	20,000	20,000	20,000
	Travel & Seminars	2,500	6,538	2,500	2,500	2,500	2,500	2,500
	Totals 4220.6	48,618	38,173	22,500	22,500	22,500	22,500	22,500
	TOTALS - 4220	606,357	508,141	491,608	491,608	646,691	586,588	586,588
4230	Maintenance Of Equipment							
4230.4	Contracted Services							
	Maint. & Repairs Of Equipment	46,736	98,372	61,149	61,149	39,000	39,000	39,000
	Maint. of Equipment: Vehicles	4,087	6,161	5,000	5,000	5,000	5,000	5,000
	TOTALS - 4230	50,823	104,533	66,149	66,149	44,000	44,000	44,000
	TOTALS - 4000	1,623,172	1,546,637	1,855,828	1,855,828	1,854,862	1,600,876	1,600,876

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
5000	FIXED CHARGES							
5100.6	Other Expenses							
	Retirement Program	356,949	383,264	415,916	415,916	451,269	451,269	451,269
	Severance Pay - Reserve Account							
	Annuities	37,000	41,000	41,000	41,000	41,000	41,000	41,000
	TOTALS - 5100	393,949	424,264	456,916	456,916	492,269	492,269	492,269
5200.6	Other Expenses							
	Health Insurance	3,076,719	2,930,902	3,050,064	3,050,064	3,069,861	3,143,404	3,143,404
	Medicare	162,887	174,840	180,203	180,203	183,809	183,809	183,809
	Life Insurance	2,010	1,220	2,372	2,372	2,373	2,373	2,373
	Life/Disability Insurance	3,500	3,500	3,500	3,500	3,500	3,500	3,500
	Student Accident	14,155	14,155	15,000	15,000	15,000	15,000	15,000
	Package Insurance	79,417	82,106	86,300	86,300	94,050	94,050	94,050
NOTE 2	Boiler & Machinery	-	-	-	-	-	-	-
	Worker's Compensation	59,254	51,683	69,249	69,249	74,649	74,649	74,649
	Umbrella	21,982	21,625	22,700	22,700	25,600	25,600	25,600
	Treasurer's Bond	699	654	800	800	800	800	800
	School Board Indemnity	3,050	3,352	3,500	3,500	3,600	3,600	3,600
	Automotive	4,917	7,387	8,300	8,300	5,400	5,400	5,400
	Unemployment Compensation	33,103	53,795	106,042	106,042	106,042	106,042	106,042
	OPEB - Liability Trust Fund							
	Employment Practices Liability	20,000	20,720	22,800	22,800	22,200	22,200	22,200
	TOTAL - 5200	3,481,692	3,365,939	3,570,830	3,570,830	3,606,884	3,680,427	3,680,427
5300.4	Rental Of Equipment							
	Postage Meter	2,801	2,806	3,773	3,773	3,773	3,773	3,773
	Copy Machines	23,000	25,823	37,000	37,000	37,000	37,000	37,000
	TOTALS 5300	25,801	28,629	40,773	40,773	40,773	40,773	40,773
	TOTALS - 5000	3,901,442	3,818,832	4,068,519	4,068,519	4,139,926	4,213,469	4,213,469

NOTE 2 Boiler & Machinery policy included under Package Insurance account (Property Insurance, General Liability & Student Professional).

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
6200	COMMUNITY SERVICES AND STAFF DEVELOPMENT							
6200.5	Supplies & Materials Office, Flyers, Postage	11,859	11,150	12,000	12,000	12,000	12,000	12,000
	TOTALS - 6200	11,859	11,150	12,000	12,000	12,000	12,000	12,000
TOTAL OPERATIONAL BUDGET		17,687,581	18,049,683	19,082,621	19,082,621	20,583,328	19,822,619	19,822,619

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
PROPOSED FY2014 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY11</u>	<u>EXPENDED FY12</u>	<u>ORIGINAL BUDGET - FY13</u>	<u>ADJUSTED BUDGET - FY13</u>	<u>BUDGET REQUEST - FY14</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
7000	CAPITAL COSTS							
	Replacement of Equipment	119,700	72,158	158,930	158,930	170,000	92,948	92,948
		-	-	-	-	-	-	-
		119,700	72,158	158,930	158,930	170,000	92,948	92,948
	TOTALS 7000	119,700	72,158	158,930	158,930	170,000	92,948	92,948
9000	TUITIONS TO OTHER SCHOOLS							
9100	Tuition to MA Schools	6,750	6,150	6,750	6,750	6,750	6,750	6,750
9300	Tuition Non-Public Schools	-	-	-	-	-	-	-
9400	Tuition to Collaboratives	15,371	5,544	9,300	9,300	9,300	9,300	9,300
	TOTALS - 9000	22,121	11,694	16,050	16,050	16,050	16,050	16,050
TOTAL BUDGET		17,829,402	18,133,535	19,257,601	19,257,601	20,769,378	19,931,617	19,931,617

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2014**

Required Net School Spending	16,875,591
Other Assessments, Transportation & Community Education	908,261
Long Term Debt Assessment	-
*Capital Assessment	385,000
Other Educational Assessment	<u>2,147,764</u>
Gross Budget	20,316,617
Less Revenues To Be Applied:	
Chapter 70 Aid	8,090,767
Transportation	469,038
E & D Transfer to Reduce Assessments	-
Investment Earnings	<u>15,000</u>

Total Assessments						<u>11,741,812</u>
	<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	632,235	25,849	-	40,255	130,867	829,206
Georgetown	318,320	12,544	-	24,360	63,509	418,733
Groveland	672,682	28,130	-	17,581	142,414	860,807
Haverhill	5,206,560	290,417	-	150,250	1,470,334	7,117,561
Ipswich	249,407	7,603	-	33,309	38,490	328,809
Merrimac	463,866	20,907	-	17,214	105,849	607,836
Newbury	174,631	5,322	-	16,646	26,943	223,542
Newburyport	249,474	7,603	-	40,138	38,490	335,705
Rowley	113,790	3,801	-	15,427	19,245	152,263
Salisbury	541,612	16,726	-	16,145	84,679	659,162
West Newbury	162,247	5,322	-	13,674	26,943	208,186
TOTALS	<u>8,784,824</u>	<u>424,224</u>	<u>-</u>	<u>385,000</u>	<u>2,147,763</u>	<u>11,741,810</u>

* Capital Assessment FY14 only

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

REQUIRED NET SCHOOL SPENDING

FOR FY 2014

Required Net School Spending	16,875,591
Less Chapter 70 Aid	<u>8,090,767</u>
Net Minimum Contribution	<u><u>8,784,824</u></u>
Member Municipalities	
Amesbury	632,235
Georgetown	318,320
Groveland	672,682
Haverhill	5,206,560
Ipswich	249,407
Merrimac	463,866
Newbury	174,631
Newburyport	249,474
Rowley	113,790
Salisbury	541,612
West Newbury	162,247
TOTALS	<u><u>8,784,824</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

OTHER ASSESSMENTS

FY2014

Transportation		896,261
Community Services		<u>12,000</u>
Total		908,261
Less Revenue to Be Applied:		
Transportation	469,038	
Investment Earnings	<u>15,000</u>	<u>484,038</u>
Net Assessment		<u><u>424,224</u></u>

<u>MEMBER MUNICIPALITIES</u>	<u>FY13 PUPILS / % OF CONTRIB.</u>		<u>FOR COMPARISON ONLY</u>		<u>AMOUNT</u>
	<u>PUPILS</u> <u>10/01/11</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	<u>PUPILS</u> <u>10/01/12</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	
Amesbury	69	6.35%	68	6.09%	25,849.00
Georgetown	27	2.49%	33	2.96%	12,544.00
Groveland	66	6.08%	74	6.63%	28,130.00
Haverhill	757	69.71%	764	68.46%	290,418.00
Ipswich	18	1.66%	20	1.79%	7,603.00
Merrimac	56	5.16%	55	4.93%	20,907.00
Newbury	7	0.64%	14	1.25%	5,322.00
Newburyport	18	1.66%	20	1.79%	7,603.00
Rowley	12	1.10%	10	0.90%	3,801.00
Salisbury	45	4.14%	44	3.94%	16,726.00
West Newbury	11	1.01%	14	1.25%	5,322.00
TOTALS	<u>1086</u>	<u>100.00%</u>	<u>1116</u>	<u>100.00%</u>	<u><u>424,224.00</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

CAPITAL COSTS ASSESSMENTS

FY 2014

Assessed As A Capital Cost:

7000 Asset Acquisition:

WWTP - Phase 2 Renovation Project

Purchase 1 Bus

Total Capital Cost Assessment

385,000

<u>MEMBER MUNICIPALITIES</u>	<u>Resident Pupils 10/1/12</u>	<u>%</u>	<u>Capital Cost Assessment</u>
Amesbury	2,411	10.46%	40,255
Georgetown	1,459	6.33%	24,360
Groveland	1,053	4.57%	17,581
Haverhill	8,999	39.03%	150,250
Ipswich	1,995	8.65%	33,309
Merrimac	1,031	4.47%	17,214
Newbury	997	4.32%	16,646
Newburyport	2,404	10.43%	40,138
Rowley	924	4.01%	15,427
Salisbury	967	4.19%	16,145
West Newbury	819	3.55%	13,674
TOTAL	23,059	100.00%	385,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

OTHER EDUCATIONAL ASSESSMENTS

FY 2014

Total Other Educational Costs	2,147,764
Less: E & D Transfer to Reduce Assessments	-
Total Assessments	<u>2,147,764</u>

MEMBER MUNICIPALITIES	<u>FY12 PUPILS / % OF CONTRIB.</u> <u>FOR COMPARISON ONLY</u>		PUPILS <u>10/1/12</u>	PERCENT OF <u>CONTRIBUTION</u>	<u>AMOUNT</u>
	<u>PUPILS</u> <u>10/01/11</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>			
Amesbury	69	6.35%	68	6.09%	130,867
Georgetown	27	2.49%	33	2.96%	63,509
Groveland	66	6.08%	74	6.63%	142,414
Haverhill	757	69.71%	764	68.46%	1,470,334
Ipswich	18	1.66%	20	1.79%	38,490
Merrimac	56	5.16%	55	4.93%	105,849
Newbury	7	0.64%	14	1.25%	26,943
Newburyport	18	1.66%	20	1.79%	38,490
Rowley	12	1.10%	10	0.90%	19,245
Salisbury	45	4.14%	44	3.94%	84,679
West Newbury	11	1.01%	14	1.25%	26,943
TOTALS	<u>1086</u>	<u>100.00%</u>	<u>1116</u>	<u>100.00%</u>	<u>2,147,764</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

Approved School Choice Expenditures FY 2014

Estimated School Choice Balance as of July 1, 2013	(101,000)	
Estimated School Choice Revenues To Be Received During FY14*	615,000	
Estimated School Choice Transportation Revenue To Be Received	0	
Estimated Available School Choice Funds		<u>514,000</u>
School Choice Expenditures:		
1.0 Ninth Grade Teacher	77,273	
1.0 English Teacher	59,934	
1.0 Social Studies Teacher	-	
1.0 Mathematics Teacher	-	
1.0 Science Teacher	-	
0.5 Physical Education Teacher	-	
0.5 Special Education Teacher	-	
Health Insurance For Above Positions	45,435	
Provision For Salary Increases	5,000	
School Choice Transportation Salaries	67,792	
School Choice Transportation Other Costs	34,650	
Instructional Supplies	68,640	
Two Athletic Coaches	9,309	
Total School Choice Expenditures		<u>368,030</u>
Amount Available To Fund The Following Non Choice Items:		145,970
1.0 Music Appreciation Teacher	-	
1.0 Dept. Head - Guidance & Admissions	-	
1.0 Information Technology Director	-	
1.0 Health Occupations Instructor	-	
1.0 Attendance Monitor	-	
1.0 Security Monitor	25,044	
0.4 P/T Bldg. Maintenance Craftsman	35,000	
Health Insurance For Above Positions	17,166	
Provision For Salary Increases		
Summer Painting	21,760	
Summer Camp	22,000	
Project Discovery	-	
Legal Fees	15,000	
Advertising	10,000	
Total Requests For Non Choice Items		145,970
Estimated School Choice Balance June 30, 2013		<u> </u>
*123 students Received / 7 students Sending		<u> </u>
Total School Choice Expenditures		<u><u>514,000</u></u>



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