City of Newburyport, MA

Adopted Operating Budget Fiscal Year 2016

Capital Plan FY2015-2019 Update



Donna D. Holaday, Mayor

City of Newburyport
Massachusetts

OPERATING BUDGET FISCAL YEAR 2016
CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2015-2019

Adopted June 29, 2015

General and Enterprise Funds
July 1, 2015 to June 30, 2016

MAYOR
Donna D. Holaday

CITY COUNCIL
Thomas F. O'Brien, President
Edward C. Cameron
Barry N. Connell
Robert J. Cronin
Jared J. Eigerman
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Meghan C. Kinsey
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Bruce L. Vogel



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Newburyport, Massachusetts** for its annual budget for the fiscal year beginning **July 1, 2014**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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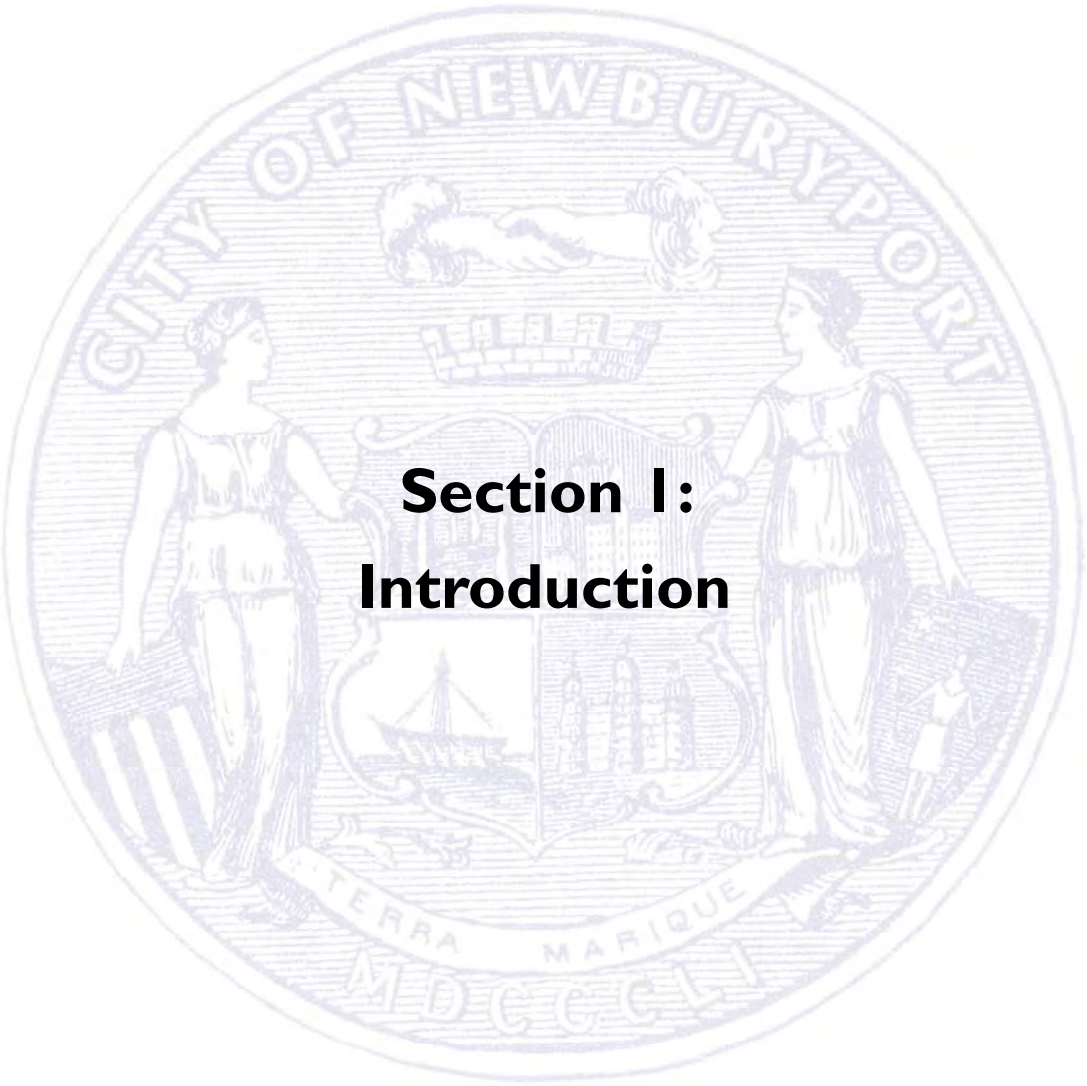
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Section 1: Introduction

CITY OF NEWBURYPORT
OFFICE OF THE MAYOR
DONNA D. HOLADAY
60 PLEASANT STREET • P.O. BOX 550
NEWBURYPORT, MA 01950
(978) 465-4413 • (978) 465-4402 (FAX)
WWW.CITYOFNEWBURYPORT.COM

May 15, 2015

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

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2016. 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 $59,098,570 balanced by non-tax levy revenues totaling $8,773,414 and estimated tax levy of $50,678,964. Of the tax levy, $3,015,218 funds the debt exclusion for the Newburyport High School renovation, the Public Library renovations and building project, the new Bresnahan Elementary School, renovations of the Nock/Molin School, construction of a new senior/community center and design and development of athletic fields. It is shown within the budget as dedicated revenue that offsets expenditures, which are recognized as "Excluded Debt Service." The FY 2016 operating budget represents a 4.3% increase over last year's budget and 5.0% increase when factoring in excluded debt service.

As has been the practice for the past two years, the City continues to be conservative in its revenue estimates. FY 2016 projections for Local Receipts are only slightly higher than FY 2015 estimates. Last November, I established an ad-hoc committee to undertake a comprehensive review of all City rates and fees. Our commitment to diversifying the City's revenue sources through revenue sources, such as local option taxes and paid parking, will continue to have positive impacts on collections. Tax Title revenues and the return of an additional 30 properties to the active tax rolls will also assist the City's financial standing.

Finally, we must acknowledge the extraordinary winter and record snowfall resulting in a $650,000 budget deficit for snow and ice. The winter conditions also resulted in a crisis situation on Plum Island with the freeze of the sewer system causing many residents to be relocated to area hotels. Although we anticipate some level of reimbursement from FEMA by September, this deficit had an impact om resources and limited our capital funding for FY15.

Budget Goals

- Develop a FY 2016 budget that is within the confines of Proposition 2 ½ and in compliance with the City's financial policies;
- Maintain a level services budget, while identifying opportunities to improve service delivery efficiency and effectiveness;

- Provide modest cost of living adjustments for City employees while striving to limit the City's long-term financial liability regarding compensated absences;
- Adhere to adopted fiscal policy and procedures, strongly supported by bond counsel, in eliminating 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;
- Continue to work aggressively to provide an annual allocation above 2.5% to support the restoration of programs and advancement of our schools;
- 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 2016 Operating Budget and Capital Improvement Program (CIP) continues the process initiated in the FY 2013 budget. As was done previously, we have included projects that were funded in the course of the current fiscal year to demonstrate the City's ongoing commitments to investing in our infrastructure and to show the strides being made to attend to the City's ongoing capital needs. As a result, the CIP constitutes a selection of projects and equipment that either have received funding in FY15 or may require funding in the near future.

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

I have placed significant emphasis on the value of developing an organized, coordinated and workable five-year CIP for the City. The planned acquisition of capital associated with an annual appropriation to fund capital improvements needs to become an integral component of the annual operating budget moving forward. We have made strides toward doing so this year by incorporating annual lease payments for two fire engines and increased funding toward sidewalk improvements into the FY 2016 operating budget.

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

Free Cash & Financial Policies

I am pleased to once again submit a balanced budget that does not include 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 2016 budget anticipates 100% compliance with this policy.

In addition to the Free Cash Policy, I have recommended several other financial policies that are outlined in Section 13 of the budget. Bond rating agencies often consider a municipality's commitment to and conformance with Financial Policies and, as such, I believe that what the City's Finance Team has drafted under my leadership is a major step in the right direction. In fact, the formal adoption of this policy was one of the key factors cited by the rating agency in upgrading the City's bond rating to AA+ last January. The creation of an OPEB Trust Fund and its initial funding of $25,000 to address those long-range unfunded liabilities was also instrumental in securing this upgrade. Further, with proceeds from a Class Action settlement, my appreciation is extended to the City Council for supporting the additional $450,000 contribution to the State Retirement Benefits Trust Fund to address this significant liability faced by all municipalities.

Tax Rate

The tax rate for FY 2015 is $13.34 per $1,000 of assessed valuation for both residential and commercial property. The average property tax bill increased by $371 from $6,323 to $6,694. Additionally, the average single home value increased from $446,524 to $501,768. To mitigate these increases, the City utilized $332,237 in Free Cash to set a FY 2015 tax rate that is nine cents lower than the maximum allowable levy under Proposition 2 1/2, which is used to build the annual operating budget.

Enterprise Funds

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

The Water Enterprise Fund increased 4.97% from FY 2015 to FY 2016. The Sewer Enterprise Fund is increasing by 2.68%. The Harbormaster Enterprise Fund has increased 2.55% from last year's budget. These increases follow virtually level funded budgets for FY 2016 and help to ensure the users of these services that these Departments have worked hard to keep their expenditures to the minimum necessary levels to maintain quality services.

Budget Assumptions

- $450,000 in new growth revenue;
- $289,000 increase in Local Receipts, which includes an additional $34,000 from the expanded regionalization of Veterans' Services;
- $198,593 increase in net State Aid; and
- No appropriation of either Free Cash or Stabilization Funds to balance the budget.

Budget Format

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

The Government Finance Officers Association (GFOA) has spent years developing guidelines for budget documents. I am pleased by the progress the City has made to adhere to the best practices and guidelines set forth by the GFOA and to be a recipient of the GFOA Distinguished Budget Presentation Award for our FY 2013, FY 2014 and FY 2015 budgets. We hope to be recipients once again of this prestigious award for this budget document.

Conclusion

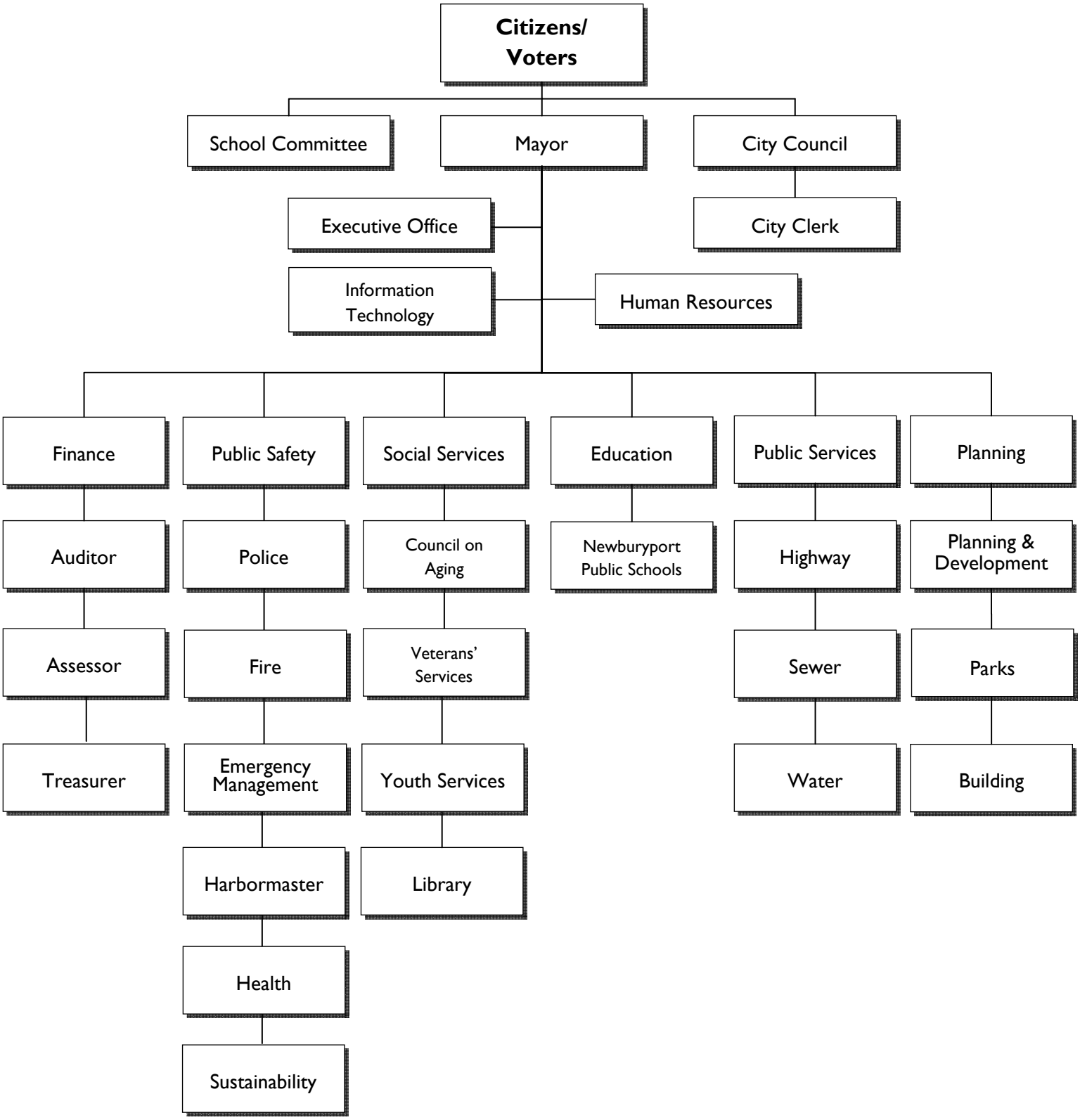
As we slowly emerge from these challenging economic times, we have made difficult but deliberative choices to ensure our City is on solid financial ground over the past five and a half years. We have moved forward on long overdue infrastructure needs and are working diligently to address the growing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

The development of this comprehensive budget and capital plan was a team effort and I am very grateful to the Finance Team members: Julie Languirand, Treasurer, Dan Raycroft, Assessor, and especially Peter Lombardi, former Director of Policy & Administration and Ethan Manning, Finance Director/Auditor. Mr. Lombardi and Mr. Manning deserve much credit and recognition for their diligence in preparing this FY 2016 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 2016.

Respectfully Submitted,

Donna D. Holaday

City Organizational Chart



A Citizen's Guide to the Budget

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

THE BUDGET PROCESS

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

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

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

BUDGET CALENDAR

July
Fiscal Year begins July 1st

August/September
Review CIP Goals & Update Strategic Needs for Supplemental Budget

October/November
Free Cash / Retained Earnings Certification

January
Budget packets and Capital Improvement Plan sent out to Department Heads

February
Department Budget Requests due to Mayor
CIP requests due to Mayor

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

April
School Committee approves budget

May
Mayor's Proposed Budget submitted to City Council by 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: 17,800

Form of Government:
Mayor-council city

Mayor: Donna D. Holaday

School Structure: K-12

FY2015 Average Single Family Tax Rate: $13.34 per $1,000

FY2015 Average Single Family Home Value: $501,768

Coordinates:

42° 48' 45" N, 70° 52' 40" W

Address:

Newburyport City Hall
60 Pleasant Street
Newburyport, MA 01950
(978) 465-4413
www.cityofnewburyport.com

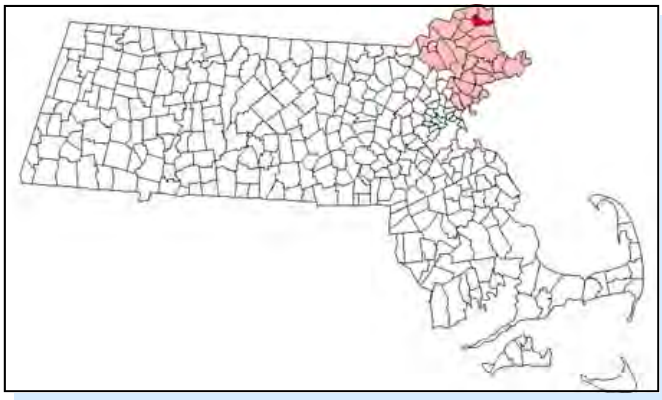
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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

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

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

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





Section 2:
Budget Overview

Balanced Budget Overview

REVENUES

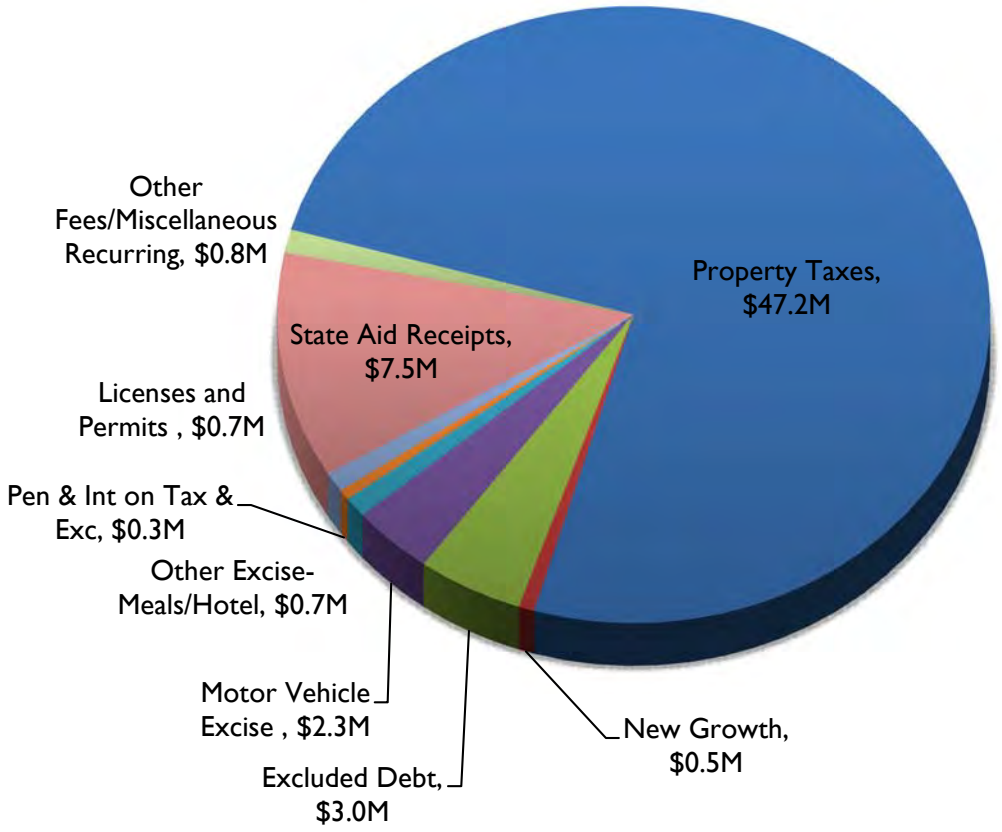
	FY 2015 ESTIMATE (RECAP)	FY 2016 PROJECTED (BUDGET)
PROPERTY TAXES		
Prior Year Levy Limit	$ 44,298,205	$ 46,062,191
2 1/2 % Increase	$ 1,107,455	$ 1,151,555
New Growth (1)	$ 656,531	$ 450,000
TOTAL LEVY LIMIT	$ 46,062,191	$ 47,663,746
Debt Exclusion	$ 2,427,790	$ 3,015,218
TOTAL MAXIMUM LEVY LIMIT	**$ 48,489,982**	**$ 50,678,964**
LOCAL RECEIPTS		
Motor Vehicle Excise (2)	$ 2,250,000	$ 2,340,000
Other Excise		
a. Meals	$ 425,000	$ 485,000
b. Room	$ 91,000	$ 91,000
c. Other (3)	$ 95,000	$ 95,000
Pen & Int on Tax & Exc	$ 335,000	$ 335,000
Payments in Lieu of Taxes	$ 60,000	$ 60,000
Fees (4)	$ 275,000	$ 385,000
Other Dept. Revenue (5)	$ 55,000	$ 55,000
Licenses and Permits (6)	$ 650,000	$ 650,000
Fines & Forfeits (7)	$ 15,000	$ 10,000
Investment Income	$ 45,000	$ 45,000
Medicaid Reimbursement	$ 85,000	$ 85,000
Miscellaneous Recurring (8)	$ 94,000	$ 128,000
Miscellaneous Non-Recurring	$ -	$ -
TOTAL LOCAL RECEIPTS	**$ 4,475,000**	**$ 4,764,000**
STATE AID (9)		
Cherry Sheet Receipts	$ 7,361,674	$ 7,457,662
Less Offsets	$ (935,813)	$ (778,025)
Less Charges and Assessments	$ (2,615,040)	$ (2,670,223)
TOTAL NET STATE AID	**$ 3,810,821**	**$ 4,009,414**
RESERVE FOR ABATEMENT (10)	**$ (441,002)**	**$ (350,000)**
TOTAL REVENUE	**$ 56,334,800**	**$ 59,102,378**

(1) Estimated FY2016 New Growth based on Assessor's estimate
(2) Motor vehicle excise tax bills mailed out by end of February.
(3) Urban redevelopment excise tax (MGL Ch. 121A); distributed by state at year-end.
(4) Municipal liens, off duty fees, registry fees, tax title, fire alarm box fees.
(5) Copies/recordings, zoning/ordinances, business certificates.
(6) Building, dogs, utility co, fire, etc.
(7) Court, police.
(8) Police incident/accident, cell tower lease payments, Animal Control ($20k), Veterans' Services ($83k), FWS refuge revenue sharing.
(9) Based on FY2016 Senate Ways & Means Budget.
(10) Based on Assessor's estimate, actual used when tax rate is set.

EXPENDITURES

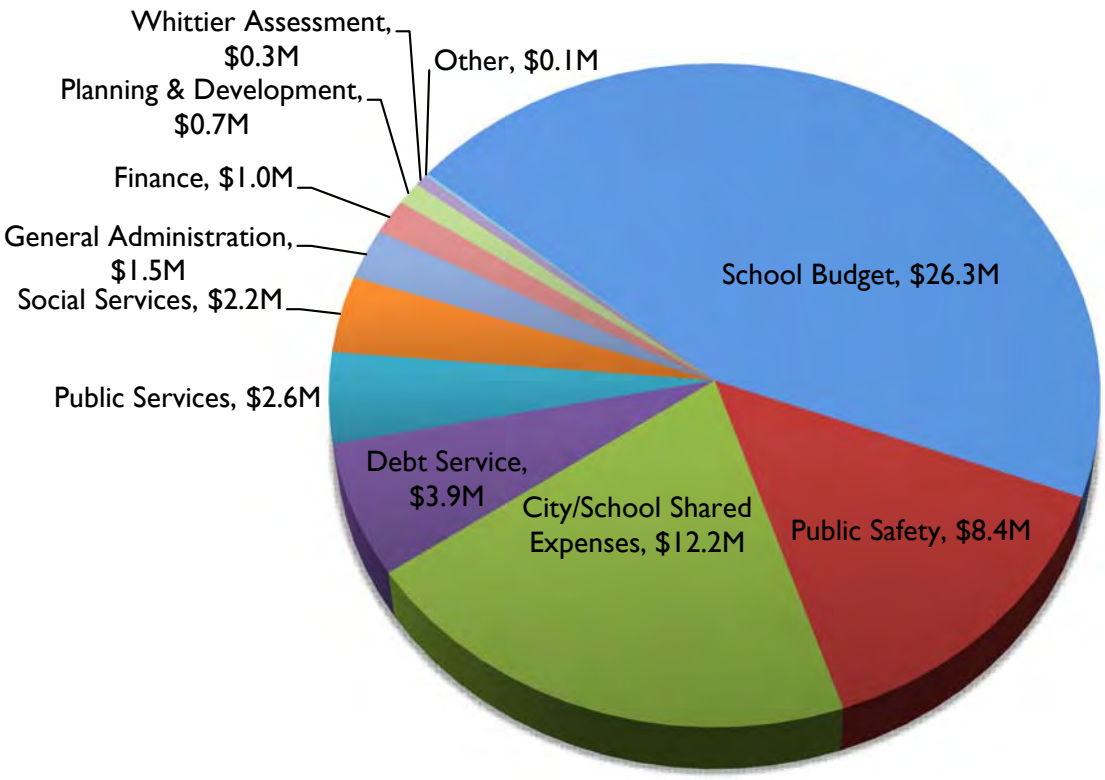
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
GENERAL FUND							
CITY SERVICES							
001 - PERSONAL SERVICES	19,679,893	20,245,816	20,738,269	21,136,718	22,577,892	23,580,119	23,580,119.27
002 - PURCHASE OF SERVICES	2,828,543	3,586,681	3,185,723	3,451,633	3,296,155	3,298,321	3,298,321.34
004 - SUPPLIES	520,864	569,198	543,715	593,679	475,402	482,865	482,865.00
007 - OTHER CHARGES & EXPENSES	437,728	668,063	808,203	695,261	770,162	786,863	786,863.18
008 - CAPITAL OUTLAY	61,121	447,068	593,523	442,931	296,000	300,616	300,615.83
009 - DEBT SERVICE	2,179,292	2,106,360	2,029,144	3,671,181	3,375,897	3,857,078	3,857,077.52
010 - OTHER FINANCING USES	95,700	26,555	312,859	946,314	0	0	0.00
CITY SERVICES Total	**25,803,140**	**27,649,741**	**28,211,436**	**30,937,717**	**30,791,509**	**32,305,862**	**32,305,862.14**
EDUCATION							
002 - PURCHASE OF SERVICES	21,465,868	22,231,159	22,920,421	23,998,426	25,485,686	26,793,384	26,793,383.52
EDUCATION Total	**21,465,868**	**22,231,159**	**22,920,421**	**23,998,426**	**25,485,686**	**26,793,384**	**26,793,383.52**
GENERAL FUND Total	**47,269,008**	**49,880,900**	**51,131,857**	**54,936,142**	**56,277,195**	**59,099,246**	**59,099,245.66**
ENTERPRISE FUNDS							
HARBORMASTER ENTERPRISE FUND							
001 - PERSONAL SERVICES	187,710	178,677	186,181	201,011	236,659	244,119	244,118.89
002 - PURCHASE OF SERVICES	19,795	44,821	23,518	22,421	40,750	42,400	42,400.00
004 - SUPPLIES	10,149	11,169	13,116	11,853	18,200	18,200	18,200.00
007 - OTHER CHARGES & EXPENSES	2,805	2,775	5,115	3,435	6,075	6,075	6,075.00
008 - CAPITAL OUTLAY	1,952	9,256	28,330	25,053	30,000	30,000	30,000.00
009 - DEBT SERVICE	28,775	27,900	27,000	26,000	26,000	26,000	26,000.00
HARBORMASTER ENTERPRISE FUND Tot	**251,186**	**274,598**	**283,260**	**289,772**	**357,684**	**366,794**	**366,793.89**
SEWER ENTERPRISE FUND							
001 - PERSONAL SERVICES	1,392,048	1,664,989	1,717,830	1,795,435	1,991,411	2,099,150	2,099,150.11
002 - PURCHASE OF SERVICES	925,751	1,144,526	1,090,606	1,171,098	1,332,913	1,372,374	1,372,374.14
004 - SUPPLIES	272,724	286,423	185,177	284,286	351,790	355,540	355,539.63
007 - OTHER CHARGES & EXPENSES	15,624	16,323	20,006	20,556	29,265	51,123	51,123.00
008 - CAPITAL OUTLAY	251,291	351,945	338,280	204,905	271,000	281,000	281,000.00
009 - DEBT SERVICE	1,522,506	1,234,363	1,931,337	2,711,849	2,271,498	2,256,437	2,256,436.53
SEWER ENTERPRISE FUND Total	**4,379,943**	**4,698,570**	**5,283,236**	**6,188,128**	**6,247,877**	**6,415,623**	**6,415,623.41**
WATER ENTERPRISE FUND							
001 - PERSONAL SERVICES	1,694,071	1,737,444	1,708,896	1,759,800	1,942,554	1,958,064	1,958,064.27
002 - PURCHASE OF SERVICES	546,824	547,457	704,093	694,481	807,972	844,622	844,622.49
004 - SUPPLIES	163,670	177,421	182,539	192,070	227,785	227,785	227,784.68
007 - OTHER CHARGES & EXPENSES	43,442	52,611	57,144	56,676	81,858	85,104	85,104.00
008 - CAPITAL OUTLAY	24,590	242,797	149,949	133,877	155,000	165,000	165,000.00
009 - DEBT SERVICE	1,940,036	758,733	1,265,954	2,327,244	1,672,649	1,844,633	1,844,632.99
WATER ENTERPRISE FUND Total	**4,412,633**	**3,516,463**	**4,068,574**	**5,164,147**	**4,887,817**	**5,125,208**	**5,125,208.43**
ENTERPRISE FUNDS Total	**9,043,762**	**8,489,631**	**9,635,070**	**11,642,048**	**11,493,377**	**11,907,626**	**11,907,625.73**
Grand Total	**56,312,770**	**58,370,530**	**60,766,928**	**66,578,190**	**67,770,572**	**71,006,871**	**71,006,871.39**

Fiscal Year 2016 Revenue Sources



Gross Revenue:	$62.9 M
Less: Offsets/Cherry Sheet Assessments	($3.4 M)
Less: Reserve for Abatements	($0.4 M)
Net Revenue:	**$59.1 M**

Fiscal Year 2016 Expenditures



BALANCED BUDGET

Projected General Fund Revenue	$59,102,378
Proposed General Fund Budget	($59,099,246)
Remaining Revenue	**$3,132**

Revenue Summary

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

Property Taxes

Property taxes are the single largest revenue source for the City and provided approximately 86% of the General Fund budget revenue in Fiscal Year 2015 and will again provide approximately 86% in Fiscal Year 2016 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 FY2017.

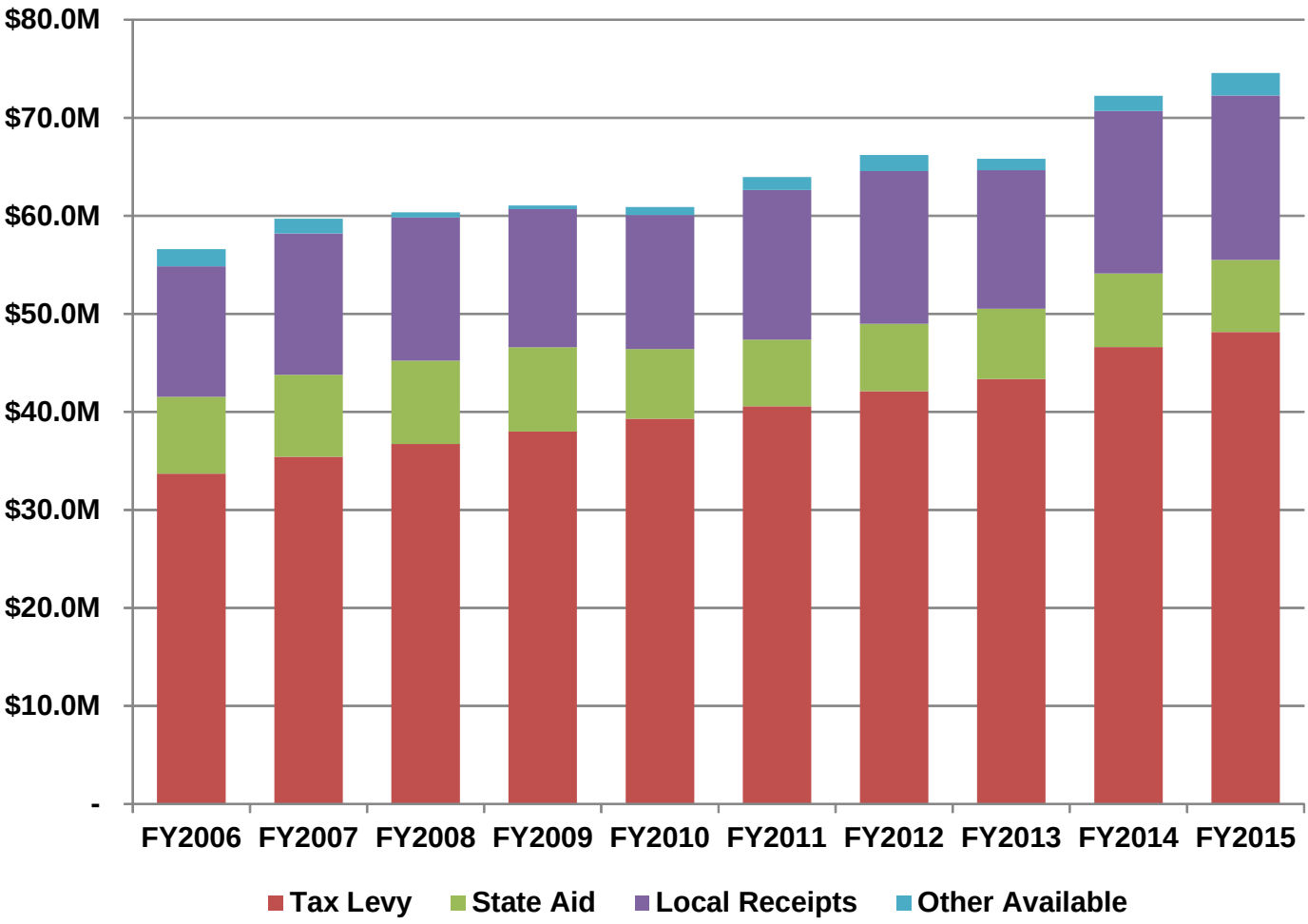
Under the provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½ percent of their "full and fair cash value." This limit is known as the "levy ceiling." Additionally, annual levy increases may not exceed 2 ½ percent more than the previous year's levy plus the taxes from any new growth value that arise from properties added to the tax rolls. Any property 2 ½ override or debt exclusion amounts approved by referendum are also added to the levy limit.

Property taxes are expected to increase in FY 2016 by approximately $2.19 million, to $50,678,964. This increase includes the allowable 2.5% increase of $1,151,555 plus an estimated $450,000 from projected new growth and excluded debt service totaling $3.02 million. The value of new growth is budgeted conservatively. The City continues to maintain a very conservative approach to new growth projections since aggressive projections can have a negative impact on future reserve balances. Additionally, new growth revenue is derived from new development and substantial alterations to existing properties, both of which are influenced by economic factors of the private sector outside of the control of City officials.

Local Receipts

The second largest source of revenue for the General Fund budget is Local Receipts, which includes a variety of fees, local options, permits, fines and license-related monies that the City receives, as well as interest that is earned on investments or overdue tax bills. The FY 2015 projected local receipts are $4,764,000, a year-over-year increase of 6.5%, or $289,000, compared to the last year's revenue estimate. The projected increase is mainly driven by an uptick in meals tax receipts by $60,000, an increase in fees by $110,000 and the generation of an additional $34,000 from the expanded Veterans' Services regional district.

Revenue by Source: FY2006 - FY2015



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

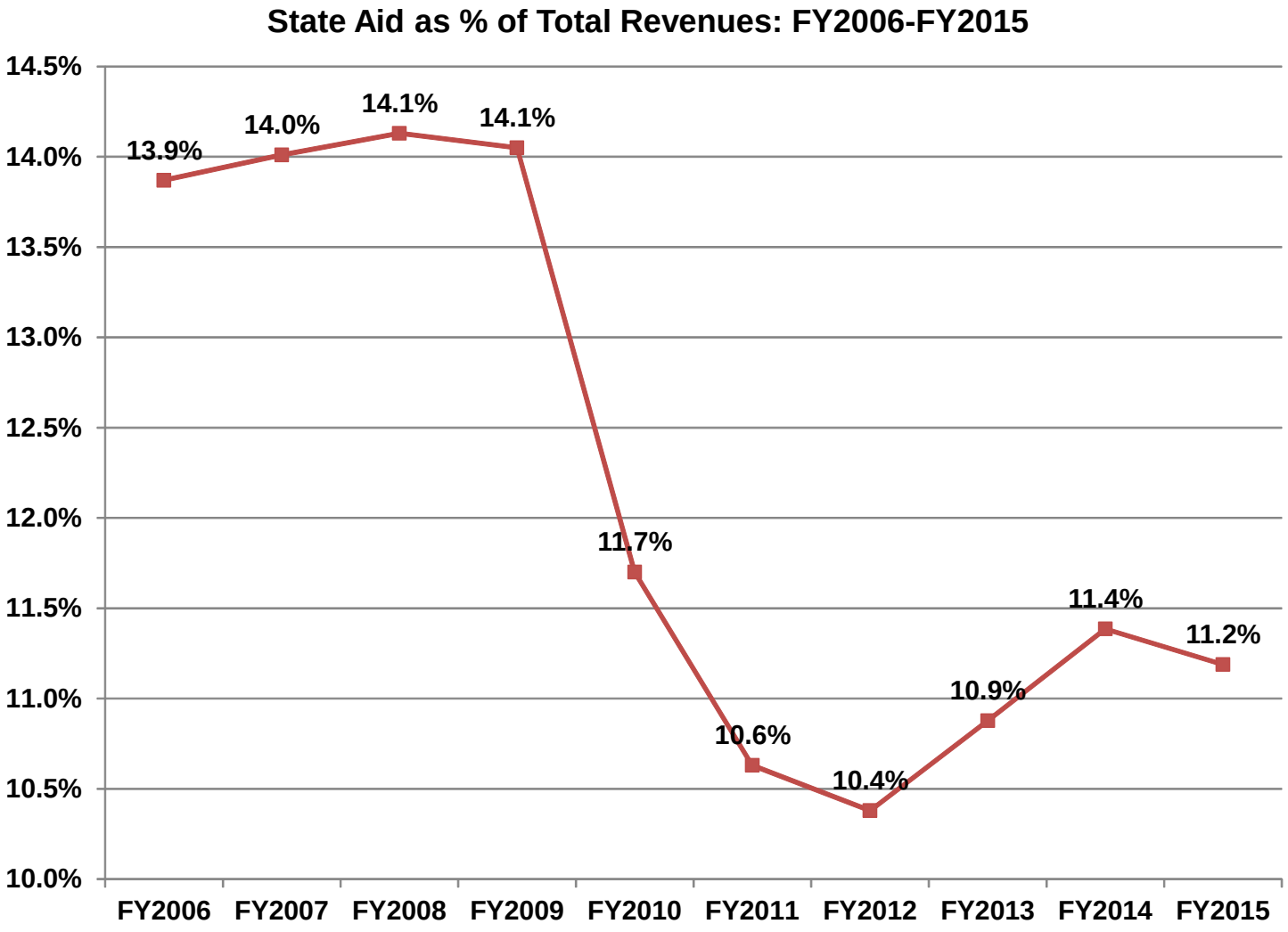
Despite the notable increases in this category, the City remains conservative with its local receipts projection. It is important to note that fees generated from the paid parking are not included in the general fund budget, but are deposited into the Paid Parking Revolving Fund and are earmarked for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

State Aid

State Aid is Newburyport's third largest revenue source. The City historically uses the House budget proposal for the basis of its state aid projections, however given the timing of this year's budget process, the City was able to use Senate Ways & Means (SWM) Proposal. Based on the SWM FY 2016 budget proposal, state aid is estimated to increase by approximately 1.3% (gross), to $7,457,662. Revenue from state aid, recognized as "Receipts" on the Cherry Sheet, are offset by charges and assessments. For FY 2016, we anticipate charges and assessments to increase by 2.1%, or $55,183 from FY 2015. Based on those factors, we are currently projecting a net state aid appropriation of $4,009,414, a 5.2%, or $198,593, increase from FY 2015. Newburyport's projected net state aid represents 6.8% of the projected general fund revenue sources for FY 2016.

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 $2,126,208 in FY 2016, however is partially offset by $253,951 in Charter Tuition Reimbursements. This amount may continue to change as final tuition rates are determined. It is important to note that the City is projected to receive $3,720,117 in Chapter 70 funding, which is state aid earmarked to support the operations of public school districts. Unfortunately, the City will continue to experience minimal growth in net state aid until the funding formula for charter schools is re-evaluated.

One of the most important state aid receipts is Unrestricted General Government Aid (UGGA). UGGA is local aid that Cities and Towns can appropriate at their discretion to offset the costs of municipal operations. Based on the House budget, Newburyport is projected to see a small increase in UGGA, roughly in line with inflation. Specifically, the House budget funds Newburyport's FY 2016 UGGA allocation at $2,351,133, representing an increase of 3.6%, or $81,700, from FY 2015. UGGA was cut significantly from FY 2001 to FY 2013. Thus, while an increase in this revenue source only makes up for a small portion of the 46% decrease that we saw over that twelve year period, it does continue to represent a positive trend in the overall state budget.



Cherry Sheet Aid ($ thousands)										
Fiscal Year	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**	**FY2014**	**FY2015**
Education Aid	4,656	4,763	4,834	4,855	4,580	4,279	4,505	4,557	3,772	4,717
General Government	3,195	3,603	3,696	3,727	2,661	2,518	2,368	2,600	2,655	2,645
Total Receipts	7,850	8,366	8,530	8,582	7,242	6,797	6,873	7,157	7,492	7,362
Total Assessments	1,965	2,018	2,161	2,432	2,338	2,497	2,497	2,585	2,634	2,615
Net State Aid	**5,885**	**6,348**	**6,369**	**6,149**	**4,903**	**4,300**	**4,376**	**4,572**	**4,858**	**4,747**

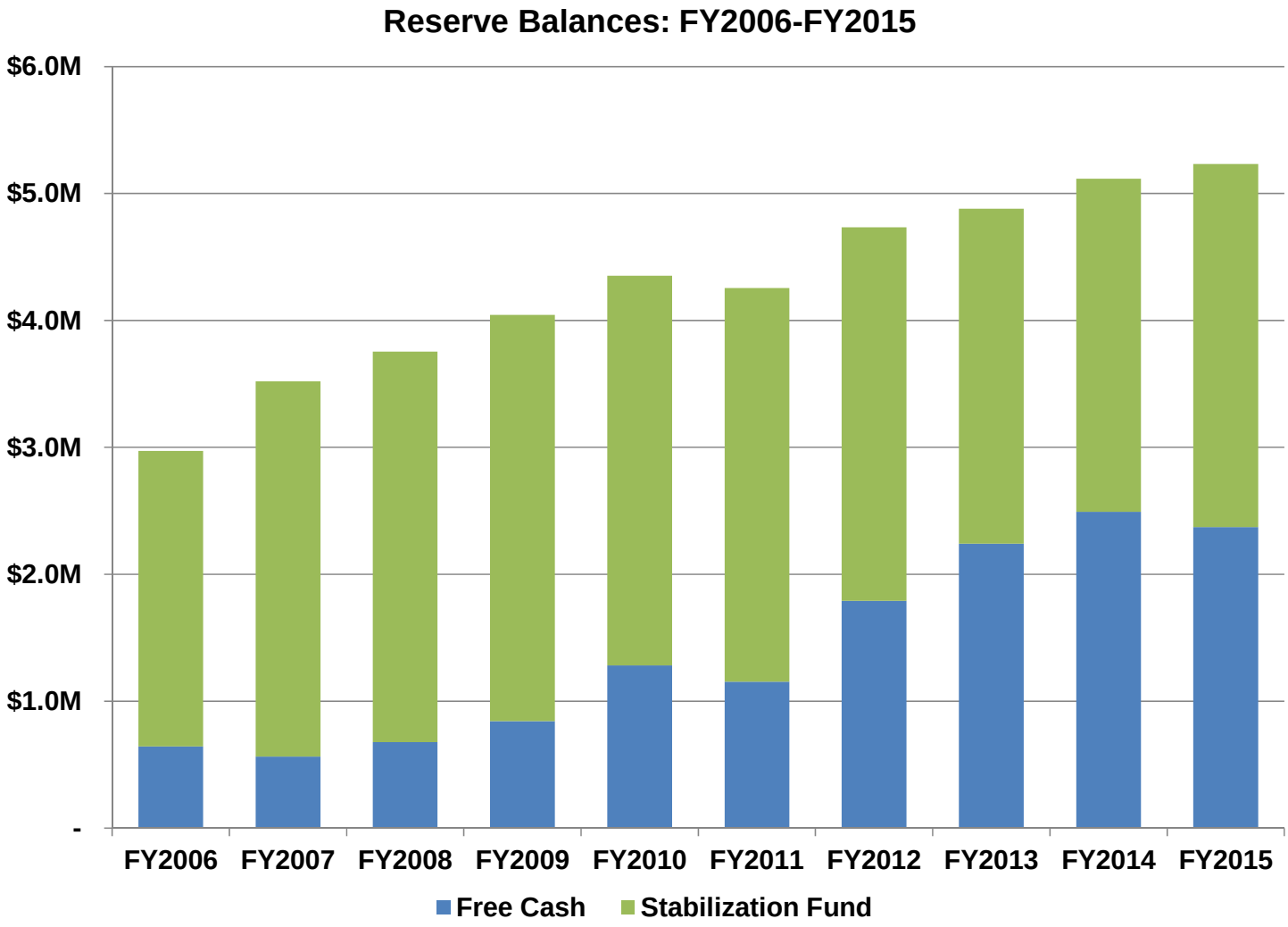
Reserves

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, most recently in FY2010 and FY2011, to balance the budget; we will not need to do this to support the FY 2016 budget.

While Free Cash was used in both FY 2011 and FY 2012 to balance the operating budget, FY 2013 through FY 2015 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 2016 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 28 illustrates that continued commitment. In FY2015 alone, the City applied for over 48 grants totaling over $5.7 million, thanks in large part to the creativity and aggressiveness of Grant Writer, Nancy London, in collaboration with department heads in applying for these alternative funding sources. Of the $5.7 million, the City was awarded $3.0 million, is waiting to hear back on $658,000 and was passed on $2.1 million in potential funding opportunities. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.



Reserves ($ thousands)										
Fiscal Year	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**	**FY2014**	**FY2015**
Free Cash	643	563	677	843	1,282	1,153	1,791	2,242	2,492	2,373
Fiscal Year	**FY2005**	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**	**FY2014**
Stabilization Fund	2,328	2,958	3,078	3,200	3,071	3,104	2,943	2,638	2,625	2,861

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

Fiscal Year 2015 Grant Applications

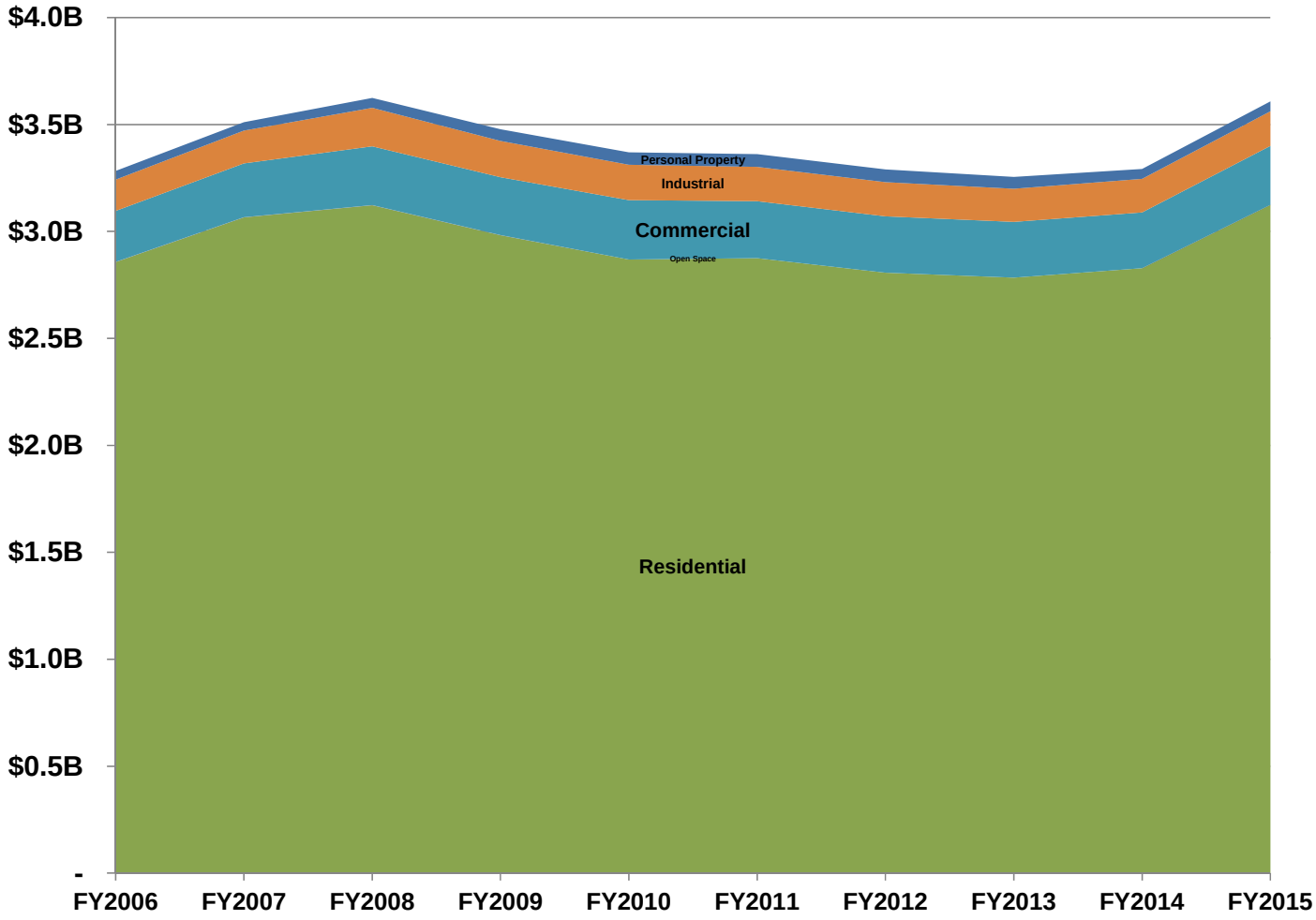
Department	Fund Type	Funding Entity	Project	Awarded	In-Kind Grant	Monetary Grant
COA	Private	Friends of the Council on Aging (Donations)	Senior Community Center	Yes		$258,750
DPS	Private	Massachusetts Interlocal Insurance Assoc. (MIIA)	Thermal Imaging Camera	Yes		$5,000
Harbor/Planning	Federal Grant	US Fish & Wildlife Service	Boating Infrastructure Grant	Yes		$448,059
Health	State Grant	MAPC/MDPH	Municipal Wellness	Pending		$10,000
Health/NLEC	Private	Robert Woods Johnson Foundation (RWJF)	Culture of Health Prize	Yes		$0
Health/NLEC	Private	Robert Woods Johnson Foundation (RWJF)	Culture of Health Prize	No		$25,000
NLEC/Health	Private	Harvard Pilgrim Health	Nourishing Newburyport	Yes		$5,000
NLEC/Health	Private	Jr League of Boston	Nourishing Newburyport	Pending		$2,100
Parks	Private	McCarthy Family Foundation	Adult Recreation	Pending		$25,000
Parks	Private	Morrill Foundation	Atkinson Common ("Lily Ponds")	Yes		$11,700
Parks	Private	Morrill Foundation	Atwood Park Improvement Project	Yes		$28,165
Parks	Private	Morrill Foundation	Cushing Park Improvement Project	Yes		$20,000
Parks	Private	Coca Cola Foundation	Healthy living	Pending		$50,000
Parks	Private	Morrill Foundation	Joppa Park Improvement Project	Yes		$15,135
Parks/COA	Private	Morrill Foundation	Senior Community Center (Landscaping)	Yes		$10,000
Parks/Planning	State Grant	Exec. Office of Energy & Environmental Affairs	Inn Street Fountain & Splash Pad	Yes		$187,775
Planning	Federal Grant	U.S. Environmental Protection Agency	Bldg Blocks for Sustainable Communities	Yes	Tech Asst	$0
Planning	Federal Grant	U.S. Environmental Protection Agency	Brownfields - NRA Lots	No		$75,000
Planning	Federal Grant	U.S. Environmental Protection Agency	Brownfields Communitywide Assessment	No		$60,000
Planning	State Grant	MassWorks	Business Park Improvments	No		$1,772,229
Planning	State/Fed'l Grant	Merrimack Valley Metropolitan Planning Org.	Rail Trail Phase II (Add'l FY15 Funding)	Yes		$941,158
Planning	State Grant	Office of Coastal Zone Management	Storm Surge Water Rise Planning	No		$50,000
Planning	State Grant	Dept. of Housing and Community Development	Wayfinding	No	Tech Asst	$10,000
Police	State/Fed'l Grant	Executive Office of Public Safety	Equipment	Yes		$30,000
Police	State Grant	Executive Office of Public Safety	Traffic Enforcement	Yes		$10,000
Police	Private	Stanton Foundation	K9 Unit	Yes		$25,000
Police/Youth	State/Fed'l Grant	Executive Office of Public Safety	Substance Abuse	Pending		$100,000

Department	Fund Type	Funding Entity	Project	Awarded	In-Kind Grant	Monetary Grant
Schools	State Grant	Dept. of Elementary & Secondary Education	Mental Health and Substance Grant	Defunded		$75,000
Schools	Federal Grant	National Oceanic and Atmospheric Admin.	Place Based Education	Pending		$80,000
Schools	State Grant	Dept. of Elementary & Secondary Education	Safe and Supportive Schools	Defunded		$10,000
Schools	Private	International Association of Chiefs of Police	Safety Planning	Yes	Tech Asst	$0
Schools	Fed'l/Private	Nat'l Fish and Wildlife Foundation	Urban Water Restoration	Pending		$35,489
Schools	State Grant	Dept. of Elementary & Secondary Education	Academic Support Grant	Yes		$5,600
Schools	Federal Grant	U.S. Department of Education	E. C. Special Education Entitlement Grant	Yes		$12,617
Schools	Federal Grant	U.S. Department of Education	E. C. SPED Entitlement Grant FY15 Tydings	Yes		$2,100
Schools	Federal Grant	Special Education Planning & Policy Office	E. C. SPED Program Improvement Grant	Yes		$6,700
Schools	State Grant	Exec. Office of Health & Human Services	Essential School Health Services Grant	Yes		$55,760
Schools	State Grant	Dept. of Elementary & Secondary Education	Kindergarten Enhancement Program Grant	Yes		$63,700
Schools	State Grant	Dept. of Elementary & Secondary Education	Literacy Partnerships-GR2 Grant	Yes		$14,760
Schools	Federal Grant	U.S. Department of Education	SPED 94-142 Allocation Grant	Yes		$539,090
Schools	Federal Grant	U.S. Department of Education	Sped Program Improvement Grant	Yes		$18,586
Schools	Federal Grant	U.S. Department of Education	Title I Grant	Yes		$153,576
Schools	Federal Grant	U.S. Department of Education	Title IIA Teacher Quality Grant	Yes		$39,665
Sustainability	State Grant	Department of Energy Resources	Electric Vehicle/Dual Charging Station	Pending		$15,000
Sustainability	State Grant	Department of Energy Resources	Green Communities	Pending		$250,000
Youth Services	Federal Grant	Substance Abuse & Mental Health Services Admn.	BEACON Coalition DFC Year 10/10	Yes		$125,000
Youth Services	Private	State Farm Youth Advisory Board Grant	Mental Health Outreach Project	No		$50,000
Youth/Schools	Private	Eastern Bank	Anti-Bullying	No		$15,000

Total Funding Opportunities: **$5,742,714**

Awarded: **$3,032,896**
Pending: **$567,589**
Not Awarded: **$2,142,229**

Valuations by Class: FY2006 - FY2015



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

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

Expenditure Summary

The Fiscal Year 2016 general fund budget consists of $59,098,570.20 in expenditures, including a school budget appropriation of $26,311,340.52 In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY16. Department heads were provided with Budget Guidelines on January 7, 2015 that reflected this approach:

The Mayor is once again requesting a conservative approach to the FY16 budget for several reasons. We continue to forecast static to modest increases in local receipts – although we have seen positive economic trends over the past few years in our community, we have been able to maintain solid reserves, attend to long-postponed capital needs, and increase our bond rating based in large part on our conservative approach to projecting local tax revenues. In addition, with the state facing a significant budget deficit, having already implemented one round of 9C cuts and more likely to come before the end of this fiscal year, the state aid picture for next fiscal year is not expected to improve.

Given these funding factors, fixed costs, especially those related to personnel, are expected to account for most of the budgetary increases from last year to this coming one. Accordingly, this year's budget process will be similar in many ways to the past several years, with the hope remaining that all Department Heads will continue to be partners in working to come up with creative approaches to the FY16 budget.

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

City Clerk +$7,950 (+3.6%)

During FY15, a new Passport Clerk was trained to support the increased volume in passport applications. Having realized success with this arrangement which allowed the Clerk's Office to handle a greater volume of applications, the City will add 4 hours per week to the Passport Clerk's schedule beginning in FY16.

Information Technology +$17,933 (+6.9%)

Increases to software licenses and software updates are the driving forces behind the increase from FY15 appropriation to FY16 request. Beyond routine licensure price increases, such as an increase to the City's Microsoft license, there are other increases due to enhanced features which will enrich City operations. For example, the cost of the City's MUNIS license is increasing due to the addition of a content management module which will enable the City to establish a purchasing ordering (requisition) system. The cost of internet services is increasing due to an internet speed upgrade necessitated by the City's increase in electronic storage. Off-site services is increasing in cost due to the need for the City to archive a second set of

servers.

Parking Clerk +$2,144 (+4.9%)

The increase to the Parking Clerk's budget is solely due to contractual increases as set forth in the collective bargaining agreement which commenced on July 1, 2014, and ends on June 30, 2017.

Assessor +$46,609 (+20.7%)

The City will conduct its next required full re-valuation process in FY17, To prepare for the revaluation, the City will start the process in FY16 and complete it during FY17.

Treasurer/Collector -$65,661 (-13.2%)

During FY15, the City reclassified the payroll function into a payroll and benefits coordinator position, under the direction of the Human Resources Director. As such, all payroll-related expenses have been reclassified to the Human Resources Department.

DPS – Highway Division +$188,748 (+8.5%)

Recognizing the need to maintain City facilities and land, this budget adds 1.5 custodians, as well as, a grounds maintenance foreman. For FY16, the City will continue to maintain the Brown School, which it took over responsibility for from the schools, and will take on maintenance of the Senior/Community Center once completed. The increase to the Highway Division also reflects the overtime costs for these new positions. In addition, the FY16 budget provides for an additional $19,500 for tree maintenance to reflect the increased demand for takedowns and stump grinding. The City tree truck currently can takedown trees up to sixty feet; all larger trees are taken down by contractors.

Snow & Ice +$10,000 (+5.6%)

Snow and ice expenditures have historically been significantly over budget, which was especially true this past winter. An increase of $10,000 will bring the total snow and ice budget from $180,000 to $190,000.

Planning & Development +$10,833 (+3.7%)

The Planner position currently splits time between City planning projects, Affordable Housing Trust and administration for the Community Preservation Act. An increase in the City component is recommended to reduce the portion paid by the Affordable Housing Trust based on actual time dedicated to the program.

Council on Aging +$46,972 (+17.6%)

During FY16, the Council on Aging will relocate to its new location in the Senior/Community Center, expected to open this fall. As such, funding is needed to provide heat and electric utilities for the building. The added space will allow the City to offer many more programs the community, especially the senior population. As such, the Activities Coordinator, which is currently a part-time position, will become a full-time position to assist the Director in carrying out programming and support for Newburyport' seniors. These increases are partially offset to the elimination of rental costs for the existing space for COA and the Meals on Wheels program.

Veterans' Services +$36,360 (+14.1%)

The increase to Veterans' Services reflects Salisbury's inclusion into the regional veterans' district, which is fully offset by payments from the participating communities.

Youth Services +$41,465 (+17.0%)

The City is in its tenth and final year of the federal Drug-Free Communities grant from the Substance Abuse and Mental Health Services Administration. This grant has provided for the establishment of the Youth Services Department, as well as the BEACON Coalition, providing support to prevent and reduce youth substance abuse. The increased funding represents the importance of continuing these important initiatives following the expiration of the grant program.

School Department +$1,162,528 (+4.6%)

Recognizing the importance of a providing a level service budget at minimum, the School Committee and Superintendent of Schools continue to engage in a discussion to address a structural deficit that had developed throughout the course of previous fiscal years. Last year, the City made a major step by funding an 8.25% increase and will add another 4.62% through the FY16 proposed budget. This results in an increase of 25.1% over the past five years.

Health Insurance +$343,428 (+4.3%)

Working with the Public Employee Committee, the City once again succeeded in keeping health insurance increases to manageable levels, reflected in the increase of just over 4% in this line item for FY16. Last spring, the City signed a two year agreement with our health insurance provider, with a stipulation that the City would implement a wellness program directed at supporting employee health, which has been highly successful to-date.

Human Resources +$75,988 (+39.0%)

As a result of the expansion of the payroll position into a Payroll and Benefits Coordinator, all costs associated with payroll have been reclassified from the Treasurer/Collector to Human

Resources. Additionally, due to exposure and experience, an increase of 15-20% is anticipated to workers' compensation insurance; however due to participation in the rewards program offered by MIIA, the increase to this line item is budgeted at 10%.

Retirement System +$132,803 (+3.9%)

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

Excluded Debt Service +$494,523 (+19.6%)

Given the substantial completion of the Bresnahan School, renovations to the Nock/Molin School, full issuance of debt related to the Senior/Community Center, and the upcoming issuance of debt for the athletic field projects, excluded debt service payments will increase for FY16 and should substantially level off going into FY17. Given the issuance of debt in June 2015 and again in the Fall of 2015, budgeted amounts are estimates and will be adjusted prior to setting the FY16 tax rate.

Expenditure Summary by Department

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
GENERAL FUND							
CITY SERVICES							
ANIMAL CONTROL	26,964	38,845	44,515	45,111	61,978	60,383	60,382.70
ASSESSORS DEPARTMENT	201,237	206,815	251,777	255,805	225,479	272,088	272,088.37
AUDITOR'S DEPARTMENT	261,010	269,124	274,317	282,485	305,503	306,937	306,936.73
BOARD OF REGISTRARS	37,085	71,202	57,997	46,552	40,040	40,081	40,080.80
BUILDING DEPARTMENT	134,098	133,941	136,056	164,829	168,231	168,575	168,574.51
CITY CLERK'S DEPARTMENT	193,514	197,055	202,106	204,571	223,986	231,937	231,936.57
CITY COUNCIL	64,600	64,476	64,255	69,342	69,680	69,762	69,761.60
COMMISSION ON DISABILITY	0	0	0	0	5,927	4,540	4,540.00
CONSERVATION COMMISSION	3,600	0	0	1,800	1,800	1,800	1,800.00
COUNCIL ON AGING	192,918	198,159	199,962	243,791	266,411	298,383	298,383.32
DEBT EXCLUSION	1,015,005	1,010,235	970,106	2,666,654	2,520,695	3,015,218	3,015,218.02
EMERGENCY MANAGEMENT	26,009	23,429	21,050	31,297	27,250	27,250	27,250.00
FIRE DEPARTMENT	3,139,503	3,090,005	3,216,044	3,306,602	3,359,635	3,468,191	3,468,190.93
GENERAL ADMINISTRATION	234,751	379,359	371,844	335,541	453,666	444,147	444,146.78
HEALTH DEPARTMENT	167,595	163,209	177,457	178,841	178,948	180,050	180,050.44
HISTORICAL COMMISSION	0	0	0	1,650	1,800	1,800	1,800.00
HUMAN RESOURCES DEPARTMENT	0	0	0	98,055	194,735	270,724	270,723.85
INFO TECHNOLOGY DEPT	141,398	727,915	239,655	273,361	261,527	279,460	279,460.20
INSURANCE GROUP	6,555,687	7,064,257	7,006,943	7,013,562	7,990,396	8,333,824	8,333,824.26
INTERFUND TRANSFERS OUT	95,700	26,555	312,859	946,314	0	0	0.00
LEGAL DEPARTMENT	97,192	89,967	69,999	65,361	70,000	70,000	70,000.00
LIBRARY DEPARTMENT	1,232,321	1,262,441	1,268,539	1,245,532	1,293,998	1,286,383	1,286,382.62
LICENSE COMMISSION	4,906	6,091	5,760	5,954	6,840	6,840	6,840.00
MAYOR'S DEPARTMENT	218,836	225,213	224,431	232,715	278,181	279,284	279,283.92
ORDINARY DEBT SERVICE	1,164,286	1,096,125	1,059,038	1,004,527	855,202	841,860	841,859.50
PARKING CLERK DEPARTMENT	41,816	45,608	42,125	42,434	43,486	46,306	46,306.21
PARKS COMMISSION	71,212	62,525	147,916	168,330	167,866	167,866	167,866.00
PLANNING & DEVELOPMENT	291,967	276,095	262,493	347,850	291,333	302,166	302,166.37
PLANNING BOARD	0	0	0	1,800	1,800	1,800	1,800.00
POLICE DEPARTMENT	3,015,070	3,219,298	3,196,095	3,238,268	3,385,795	3,450,068	3,450,067.52
PUBLIC SERVICES DEPARTMENT	1,581,691	2,088,829	2,386,575	2,399,330	2,232,884	2,421,632	2,421,632.10
RETIREMENT BOARD	3,206,462	3,242,404	3,356,233	3,418,177	3,428,009	3,560,812	3,560,811.93
SNOW & ICE	438,260	115,293	322,959	418,241	180,000	190,000	190,000.00
STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000	5,000	5,000.00
SUSTAINABILITY	1,089,132	1,274,135	1,314,475	1,133,529	1,190,518	1,190,625	1,190,625.32
TREASURER'S DEPARTMENT	438,609	421,819	469,020	491,403	497,916	432,255	432,255.17
UNEMPLOYMENT CLAIMS	32,823	38,200	17,938	21,707	0	0	0.00
VETERANS' DEPARTMENT	198,264	292,748	285,468	263,673	258,580	294,940	294,940.00
WORKERS' COMPENSATION	20,669	54,604	54,604	57,334	0	0	0.00
YOUTH SERVICES	163,948	168,766	175,826	208,589	244,611	281,076	281,076.40
ZONING BOARD	0	0	0	1,800	1,800	1,800	1,800.00
CITY SERVICES Total	**25,803,140**	**27,649,741**	**28,211,436**	**30,937,717**	**30,791,509**	**32,305,862**	**32,305,862.14**
EDUCATION							
ESSEX NORTH SHORE TECH SCHOOL	0	0	0	0	0	50,000	50,000.00
SCHOOL DEPARTMENT	21,013,234	21,902,865	22,644,436	23,662,721	25,148,813	26,376,481	26,376,480.52
T/O SPEC APPROP FRSHMN SPRTS	0	0	0	0	0	36,500	36,500.00
WHITTIER VO TECH SCHOOL	452,634	328,294	275,985	335,705	336,873	330,403	330,403.00
EDUCATION Total	**21,465,868**	**22,231,159**	**22,920,421**	**23,998,426**	**25,485,686**	**26,793,384**	**26,793,383.52**
GENERAL FUND Total	**47,269,008**	**49,880,900**	**51,131,857**	**54,936,142**	**56,277,195**	**59,099,246**	**59,099,245.66**
ENTERPRISE FUNDS							
HARBORMASTER DEPARTMENT	251,186	274,598	283,260	289,772	357,684	366,794	366,793.89
SEWER DEPARTMENT	4,379,943	4,698,570	5,283,236	6,188,128	6,247,877	6,415,623	6,415,623.41
WATER DEPARTMENT	4,412,633	3,516,463	4,068,574	5,164,147	4,887,817	5,125,208	5,125,208.43
ENTERPRISE FUNDS Total	**9,043,762**	**8,489,631**	**9,635,070**	**11,642,048**	**11,493,377**	**11,907,626**	**11,907,625.73**
Grand Total	**56,312,770**	**58,370,530**	**60,766,928**	**66,578,190**	**67,770,572**	**71,006,871**	**71,006,871.39**

Position Count by Department

Department	FY 2013	FY 2014	FY 2015	FY 2016	Inc.(Dec)
Assessor	3.0	3.0	3.0	3.0	0.0
Auditor	3.3	3.3	4.0	3.8	(0.2)
Building	5.0	5.5	6.0	6.0	0.0
City Clerk	3.5	3.5	3.8	3.9	0.2
Council on Aging	4.0	4.5	4.5	5.0	0.5
DPS: Highway	22.0	25.0	26.6	29.6	3.0
DPS: Sewer	18.3	19.0	18.7	18.7	0.0
DPS: Water	20.0	20.0	19.7	19.7	0.0
Emergency Management	2.0	2.0	2.0	2.0	0.0
Fire	46.0	47.0	46.0	46.0	0.0
Harbormaster	1.0	1.0	1.0	1.0	0.0
Health	4.9	5.1	4.9	4.9	0.0
Human Resources	1.0	1.0	2.0	2.0	0.0
Information Technology	1.0	1.0	1.0	1.0	0.0
Library	22.0	21.0	21.0	21.0	0.0
Mayor's Office	4.3	3.0	3.6	3.6	0.0
Parks	0.6	0.6	1.0	1.0	0.0
Planning & Development	4.5	4.5	4.5	4.5	0.0
Police	37.1	39.0	39.0	39.0	0.0
Sustainability	1.0	1.9	2.1	2.1	0.0
Treasurer/Collector	5.5	5.5	5.0	4.0	(1.0)
Veterans' Services	1.0	1.0	1.4	1.8	0.4
Youth Services	4.0	4.0	4.0	3.5	(0.5)
Total (City Services)*	**214.9**	**221.4**	**224.8**	**227.1**	**2.4**

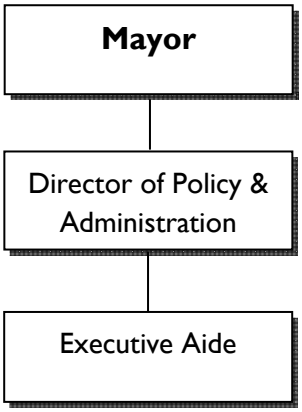
*See School Budget for School Department position counts.

Section 3:
General Administration

Mayor's Office

MISSION STATEMENT

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



FY 2015 ACCOMPLISHMENTS

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

Finance

- The City's bond rating status continues to hold at the recent upgrade to AA+, this status allows the City to receive more favorable borrowing rates and save on interest costs
- Received the prestigious Government Finance Officers Association *Budget Presentation Distinction Award* for the third consecutive year

- Expanded our funding of the City's Other Post Employee Benefit (OPEB) liability by joining the State Retiree Benefits Trust Fund with $475,000 from the MTBE Settlement; an updated actuarial valuation noted a decrease of liability from $64.9M to $47.9M over the past two years with a new valuation anticipated at the close of FY15.
- Tax Title proceedings totaled approximately $400,000 in collections in FY15 for past due real estate liens with 30 properties placed back on to the tax roles
- Continued strong revenue trend for recently introduced programs: Meals tax - $499,232 (with 50% of revenues dedicated to sidewalks) and Paid Parking - $691,139 gross receipts
- Under the direction of Human Resources, the Public Employee Committee (PEC) has developed a strong expertise in understanding health care options and with a strong commitment to wellness initiatives, we have held increases to 4.3%
- City has been awarded $3,052,896 in grant funds with strong leadership from Nancy London, Grant Writer; another $677,589 in funding is pending
- Regionalization: City successfully established regional agreements for Veterans Services and Animal Control

Personnel

- Maintained stability in City Departments
- Ethan Manning promoted to the Finance Director / City Auditor position
- Heather Rowe was hired as the Chief Administrative Officer (formerly Director of Policy and Administration position)
- Wayne Amaral was hired as DPS Deputy Director
- Tracy Maynard was hired as Human Resources Director
- Chris Accardi's role was expanded to Payroll & Benefits Coordinator and joined the HR Department
- Tom Smolski assumed the Water Superintendent position
- Mark Murray was appointed the Acting City Marshal
- Nancy London was hired as the part-time Grant Writer
- Scott Purdie was hired as the Animal Control Officer
- Bob Stanwood was hired to provide administrative support to the Veterans Office and will take on greater responsibilities as the Assistant Veterans Services Officer in FY16 under the expanded Veterans Intermunicipal Agreement

Mayor's Office (cont.)

Planning & Development

- **40R Smart Growth District:** This new Transit Orient Development district and ordinance is in final draft and we await approval from the State Department of Housing and Community Development. MINCO has been awarded the contract by the MA DOT to develop the first mix-use project with 80 rental units with 25% affordable units
- **Inn Street Fountain:** The City has been working with the Downtown Enhancement Team to restore the fountain, funding has been secured from a grant from MA Department of Energy and Environmental Affairs, Division of Conservation Services,, City funds and Community Preservation Fund; work is expected to commence this Fall
- **Clipper Rail Trail Phase II:** the project is close to final design and following MADOT final approval, the project will enter construction phase with funding provided by the MA DOT Transportation Improvement Program.
- **Colby Farm:** the first of several parcels recently became available and the City exercised its right of first refusal to secure this parcel for open space and potential field space in the future

Schools

- New **Bresnahan** Elementary school designed by HMFH architects with CTA as the General Contractor was completed on time and under budget for a total cost of $38M
- **Nock/Molin** renovations designed by Miller Dyer Spears architects with Gilbane as the General Contractor was a phased project coordinated around the school operations for a total cost of $27M
- **Brown School:** adaptive reuse of this building is under review with a feasibility study conducted by Winter St. Architects; two teams are working on future use- one investigating educational needs and the other meeting with developers, non-profits and artists
- **Kelley School:** sale of this facility is in process with Diamond Sinacori as the successful bidder; project will develop 10 condominiums and maintain the building façade through a preservation restriction

Field Projects

- **WW Memorial Stadium:** After a decade of working to fund the needed stadium renovations, the project will begin at the end of June. Funding has been secured through the Institution of Savings, RESTORE, Community Preservation Act, and City funds. A new multi-purpose turf field with Enviroturf will be installed and ready for use by late

September of 2015

- **Nock/Molin and Fuller Fields:** In December of 2015, the voters agreed to transfer $1.7M of the surplus funding from the Bresnahan School project to support the development of varsity baseball field and renovation of the track. Additional fundraising will be needed to address gap funding for both of these projects

Senior Community Center

- **Senior Community Center** design team of Sterling & EGA, Architects, has completed the full design of the center with an estimated cost of $6.5M; Heery International also serves as the Owners Project Manager. Castagna Construction was awarded the contract and groundbreaking ceremony was held on October 9th 2014 with project completion anticipated in late September 2015

DPS Facilities

- **Wastewater Treatment Facility** final site work, including fencing and landscaping, will be coordinated with the Rail Trail expansion. Disposition of the 115 Water Street property, used as a staging area during construction, will be decided during the next fiscal year
- **Water Treatment Plant** the Artichoke River Dam Upgrade project was completed by T. Ford Company using the Water Treatment Plant renovation balance at $1,181,225, the project was substantially completed in December 2014
- **DPS administration building** is in final design and staff are working with CSS Architects on bid documents to award contract and start construction this Fall with a projected yearlong construction phase

Road & Bridge Projects

- Whittier Bridge Working Group continues to meet with MA Department of Transportation (MADOT) on the accelerated bridge project to replace the **Whittier Bridge**; a $292M contract has been awarded to Walsh/McCourt. The construction project has experienced delays and completion date is now targeted for June 2017. The project is complex and expansive and the City will continue meetings with MADOT and abutters to maintain communication and address concerns.
- **Roadways**: c. 90 funds were increased this year to $776,262 with an additional $77,000 to address potholes. The City continues to prioritize roads for repair but the needs continue to outpace resources.
- **Sidewalks**: the City continues to allocated 50% of meals tax revenue ($250,000), $60,000

Mayor's Office (cont.)

in the operating budget and supplemental funding whenever possible recognizing the high priority sidewalk repairs are to our community. DPS has also completed a final draft on sidewalk templates- concrete, brick and ramps.

River & Waterfront Projects

- **Jetty Repair**: Merrimac River Beach Alliance continues to meet regularly to address Plum Island issues; Funding for design and repair of the north jetty has been secured and the Army Corps of Engineers awarded the contract to Cashman Equipment Corp. to complete this yearlong project.
- **Transient Boater Facility:** Harbor Commission has worked with Olson Lewis + Architects and Keery Design to complete the final design; City received $448,000 grant award from the Federal Boating Infrastructure grant program and construction is anticipated to start this Fall.

Intermodal Facility

- **Intermodal facility/garage:** the State has included $5M in funding in the Transportation Bond Bill which currently sits in the MA DOT Capital Plan; advocacy continues for the release of the funding. The City continues to work with Merrimac Valley Regional Transit Authority and hired an OPM and designer. Positive collaborative meetings have been held with New England Development and will continue as State funding is released and we move forward on design and permitting.

Planning Studies, Preservation and Guides

- **Zoning Rewrite**: Community Opportunities Group was awarded the contract to complete a holistic review of our zoning ordinance, a process that has not been completed since 1987.
- **Master Plan**: An update to our Master Plan has begun under the coordination of Kathryn Newhall-Smith, Planner; the revised goal is to complete a new Master Plan by Fall 2015.

Other

- **Economic Development Action Committee:** we continue to actively work with this

committee of Chamber of Commerce on the following priorities: Business Park Improvement Plan, Downtown/Gateways improvement; Downtown maintenance, public bathrooms, marketing and new business recruitment plans.

- **Landfill** closure process and legal review, now under the jurisdiction of the Superior Court, was postponed until June due to the impact of the winter and limited access to complete required repairs including the flare system. We anticipate after years of excessive delays for closure to occur summer of 2015.
- **Plum Island Water and Sewer:** The City has been in active negotiations with the State and our legal team to resolve the ongoing issues with the Water and Sewer systems. This winter brought significant challenges to the City and Plum Island residents when a portion of the sewer system failed, froze, during prolong snow storms and freezing temperatures.

FY 2016 TRENDS

Economic recovery within the State is moving forward and Newburyport is also seeing positive trends as all City revenues have increased – motor vehicle excise, building permits, licenses and fees. Property values have increased and there is a high demand for real estate. Despite these positive trends, we continue to take a conservative fiscal approach with the goal to maintain and support existing services. The work of the Public Employee Committee and our HR Coordinator in controlling health care costs has been a significant factor in balancing the budget without the need to use reserve accounts. Additionally, new revenue streams realized from paid parking, meals tax, and tax title has been essential to support city operations, infrastructure work, downtown improvements, repair of more sidewalks, as well as assist in slowly repairing the significant cuts realized to our school programs during the recession.

The citizens of Newburyport can continue to expect a high level of services and ongoing information regarding all projects and infrastructure improvements. Our challenge will continue to prioritize the many capital and equipment needs and strive to meet these expectations in a strategic and fiscally responsible manner while maintaining a AA+ bond rating and healthy reserves.

Mayor's Office (cont.)

FY 2016 GOALS AND OBJECTIVES

<u>Goal 1</u>: Finance- Continue to evaluate all cost saving measures

Objectives:

- Continue to explore additional regionalization/shared services as cost-saving measures
- Implement MUNIS upgrade and electronic requisition/purchase order system
- Implement a new Revenue Task Force including a City and School Stakeholders

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

Objectives:

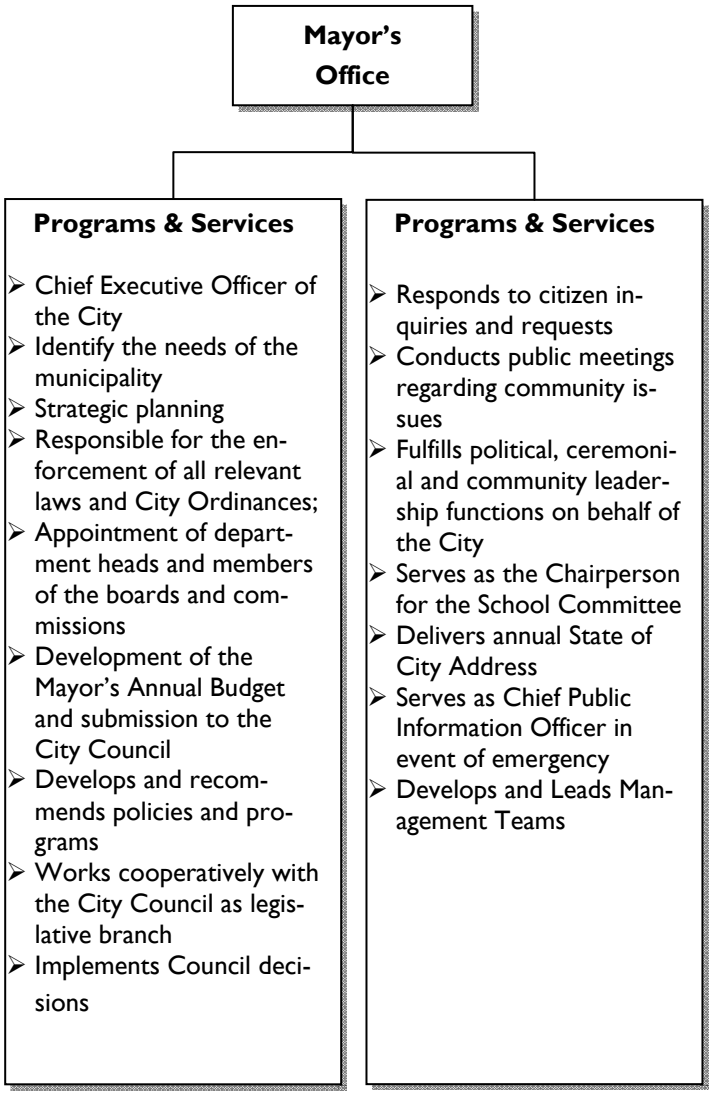
- Continue to work with the City, NRA, and all stakeholders to build consensus on plans for the waterfront
- Support the completion of a new City Master Plan
- Continue to participate in Whittier Bridge Working Group with focus on maintaining a high level of communication with residents throughout construction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

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

Objectives:

- Continue to monitor and support grant opportunities for trainings and equipment for all Public Safety Departments
- Explore feasibility of combined public safety dispatch and Fire-based EMS
- Continue to support cross-departmental work of the Traffic Safety Advisory Committee
- Work with Emergency Services Director to coordinate at least one Table Top activity with City Public Safety Departments, EMS and Anna Jaques Hospital.

PROGRAMS & SERVICES



PERSONNEL SUMMARY

MAYOR'S OFFICE			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Mayor	1	1	1
Chief Administrative Officer	1	1	1
Executive Assistant	1	1	1
Grant Writer	0	0.63	0.63
Total Full-Time Equivalents:	**3.0**	**3.63**	**3.63**

MAYOR'S OFFICE (01-121)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 MYR SAL MAYOR	75,000	85,000	85,000	91,500	98,000	98,000	98,000.00
51120 MYR SAL DIR POL & ADMIN	63,078	59,930	63,459	68,640	69,670	70,000	70,000.00
51126 MYR SAL EXECUTIVE AIDE	47,908	50,000	50,375	50,750	51,511	52,284	52,283.92
51501 MYR TRAVEL EXP STPND	2,000	2,000	3,000	0	2,000	2,000	2,000.00
51502 MYR MAYOR'S EXPENSE	3,000	3,000	2,000	3,000	3,000	3,000	3,000.00
001 - PERSONAL SERVICES Total	**190,986**	**199,930**	**203,834**	**213,890**	**224,181**	**225,284**	**225,283.92**
002 - PURCHASE OF SERVICES							
53002 MYR HR HIPPA	0	2,598	0	0	0	0	0.00
53006 MYR GRANT WRITER	14,350	3,846	1,897	3,825	39,000	39,000	39,000.00
002 - PURCHASE OF SERVICES Total	**14,350**	**6,444**	**1,897**	**3,825**	**39,000**	**39,000**	**39,000.00**
007 - OTHER CHARGES & EXPENSES							
57801 MYR MISC EXPENSE	13,500	18,839	18,700	15,000	15,000	15,000	15,000.00
007 - OTHER CHARGES & EXPENSES Total	**13,500**	**18,839**	**18,700**	**15,000**	**15,000**	**15,000**	**15,000.00**
Grand Total	**218,836**	**225,213**	**224,431**	**232,715**	**278,181**	**279,284**	**279,283.92**

LEGAL (01-191)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
002 - PURCHASE OF SERVICES							
53020 LGL CITY SOLICITOR	97,192	89,967	69,999	65,361	70,000	70,000	70,000.00
002 - PURCHASE OF SERVICES Total	**97,192**	**89,967**	**69,999**	**65,361**	**70,000**	**70,000**	**70,000.00**
Grand Total	**97,192**	**89,967**	**69,999**	**65,361**	**70,000**	**70,000**	**70,000.00**

GENERAL ADMINISTRATION (01-129)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51150 MYO SAL CUSTODIAN	39,421	39,271	39,638	0	0	0	0.00
51167 MYO TEMPORARY HELP CITYHALL	1,505	1,222	3,500	464	3,500	3,500	3,500.00
51180 MYO PROCUREMENT OFFICER	0	0	0	0	10,000	10,000	10,000.00
51405 MYO CLOTHING REIMBURSEMENT	600	600	521	0	0	0	0.00
001 - PERSONAL SERVICES Total	**41,526**	**41,093**	**43,659**	**464**	**13,500**	**13,500**	**13,500.00**
002 - PURCHASE OF SERVICES							
52101 MYO HEAT/ELECTRIC-CH	31,046	26,838	31,612	22,266	34,000	34,000	34,000.00
52401 MYO MAINT/REPAIR-BLD	16,066	27,584	13,515	1,709	1,000	1,000	1,000.00
52402 MYO MAINT/REPAIR-COPIER	2,116	1,747	1,380	1,653	2,200	2,200	2,200.00
52403 MYO PUBLIC REST ROOMS	6,407	6,416	6,500	10,295	6,500	6,500	6,500.00
52411 MYO ELECTRICAL MAINT	21,000	10,000	9,102	0	0	0	0.00
52701 MYO LEASE POSTAGE MACHINE	2,821	5,555	6,816	2,480	3,000	3,000	3,000.00
53004 MYO TRAINING/TRAVEL/CONFERENC	23,996	34,973	29,207	37,611	26,000	26,000	26,000.00
53401 MYO POSTAGE	28,832	20,250	21,533	22,997	30,000	24,000	24,000.00
53406 MYO TELEPHONE SYSTEM	41,728	43,500	44,035	48,022	50,000	50,000	50,000.00
002 - PURCHASE OF SERVICES Total	**174,012**	**176,863**	**163,700**	**147,033**	**152,700**	**146,700**	**146,700.00**
004 - SUPPLIES							
54200 MYO SUPPLIES-OFFICE	2,534	3,000	2,074	1,203	5,000	5,000	5,000.00
54301 MYO SUPPLIES (CH)	2,500	3,267	8,791	612	1,000	1,000	1,000.00
004 - SUPPLIES Total	**5,034**	**6,267**	**10,865**	**1,815**	**6,000**	**6,000**	**6,000.00**
007 - OTHER CHARGES & EXPENSES							
57300 MYO DUES & MEMBERSHIPS	3,683	3,592	3,900	3,900	3,900	3,900	3,900.00
57301 MYO MERR VALLEY RPC	5,668	5,571	5,570	5,758	5,902	6,049	6,048.58
57401 MYO MUNICIPAL INSURANCE	0	133,320	129,150	127,473	135,608	138,998	138,998.20
57805 MYO BUDGET CONTINGENCY	542	8,000	10,000	49,098	136,056	129,000	129,000.00
57806 MYO GEN GOV CHARTER COM EXP	4,285	4,655	0	0	0	0	0.00
57810 MYO JEANNE GEIGER CTR	0	0	5,000	0	0	0	0.00
007 - OTHER CHARGES & EXPENSES Total	**14,178**	**155,137**	**153,620**	**186,229**	**281,466**	**277,947**	**277,946.78**
Grand Total	**234,751**	**379,359**	**371,844**	**335,541**	**453,666**	**444,147**	**444,146.78**

City Clerk

MISSION STATEMENT

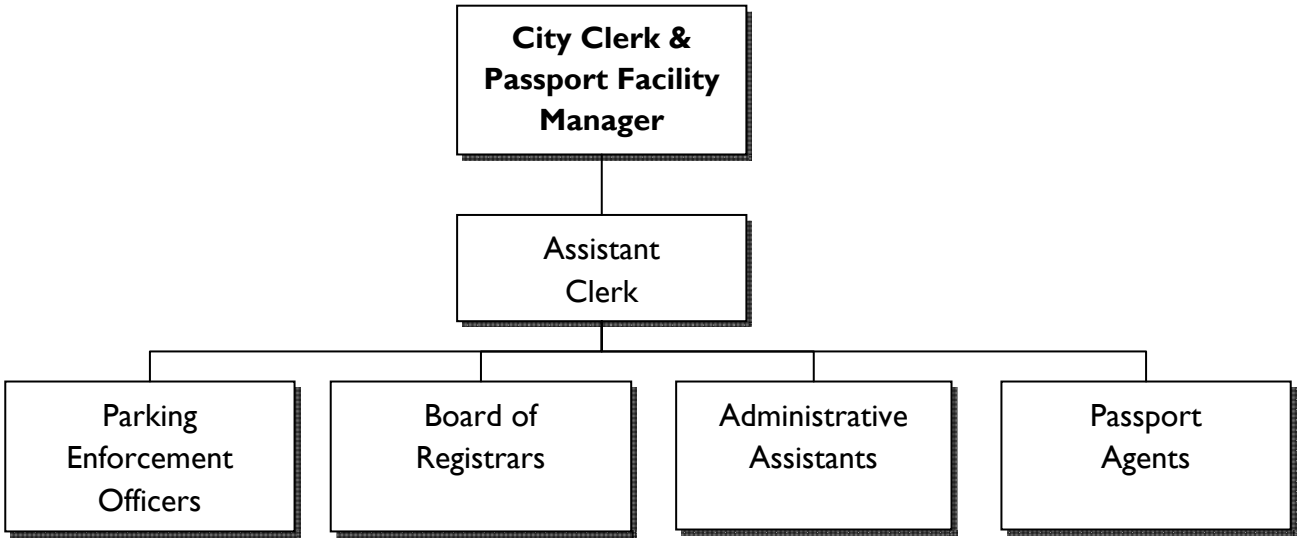
The mission of the City Clerk's Office is to provide quality administrative support to the City Council; conduct municipal elections with the highest integrity; administer the paid parking meters and data collection system, ticket and related appeal process; and, provide professional customer service 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, snow removal violations, coordinating overall parking issues with the parking officers, handling ticket appeals, hearings and disposition.

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



FY 2015 ACCOMPLISHMENTS

Parking

- Continued to disseminate information about the new Pay-by-Phone (Parkmobile) functionality to the paid parking program.
- Increased the maintenance program to manage/maintain the new Kiosks for the Paid Parking Program at a higher level
- 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.
- Issued the new two year residential permit;

Elections

- Used and improved the alternate polling place for Ward 1P - the Boathouse (Coast Guard Auxiliary Building).
- Administered the September, November elections (and recount) and Retirement elections in accordance with statutory requirements; provided information to candidates and the public regarding election requirements and procedures.
- Started and continued the work of indexing and updating vital records; implementing the new state system for vitals – including now the new death records

Clerk's Office

- Continued the work of archivist group including the entering of birth record data into the database.
- Ordered the new Council and Clerk's filing cabinets and managed the implementation of the file transfers. Continue the scanning of old city hall files including Council meeting records, orders, ordinances and minutes with the intent that these documents will be keyword searchable.
- Issued the biennial online test and the annual summary of conflict of interest to all and collected the results of the online test for employees.
- Posted documents and meetings on the new website.

Passports

- As facility manager for the Passport Acceptance Facility, continued the Newburyport Passport Agency in conjunction with the Assessor's office. Demand remains strong for passports because of the personal service, no appointment necessary policy, and the ability to take passport photos.
- Trained new passport part-time person to assist in the handling of the ever-popular passport program.

City Clerk (cont.)

FY 2016 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 2016, 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. We are unusual in our modern age in that we actually 'answer the phone'. In this regard, the new content management structured website on which we will place any documents which are appropriate to the public arena will help facilitate better communication. Complaints from the parking program have steadily declined. The back office support for the permit program has made substantial progress toward its goal of exemplary public service. We issued the two-year permit for the second time, and it has been popular with residents and has been an efficient use of office time.

FY 2016 GOALS AND OBJECTIVES

Goal 1: Complete the scan of Clerk and Council documents into our new filing system

Objectives:

- Scan and post numerous additional searchable folders in the new filing system including City Council minutes (including some packets) back to 1978
- Eliminate duplicate paper records and free up file cabinet space

Goal 2: Concentrate on improving the Pay by Phone addition to the paid parking program

Objectives:

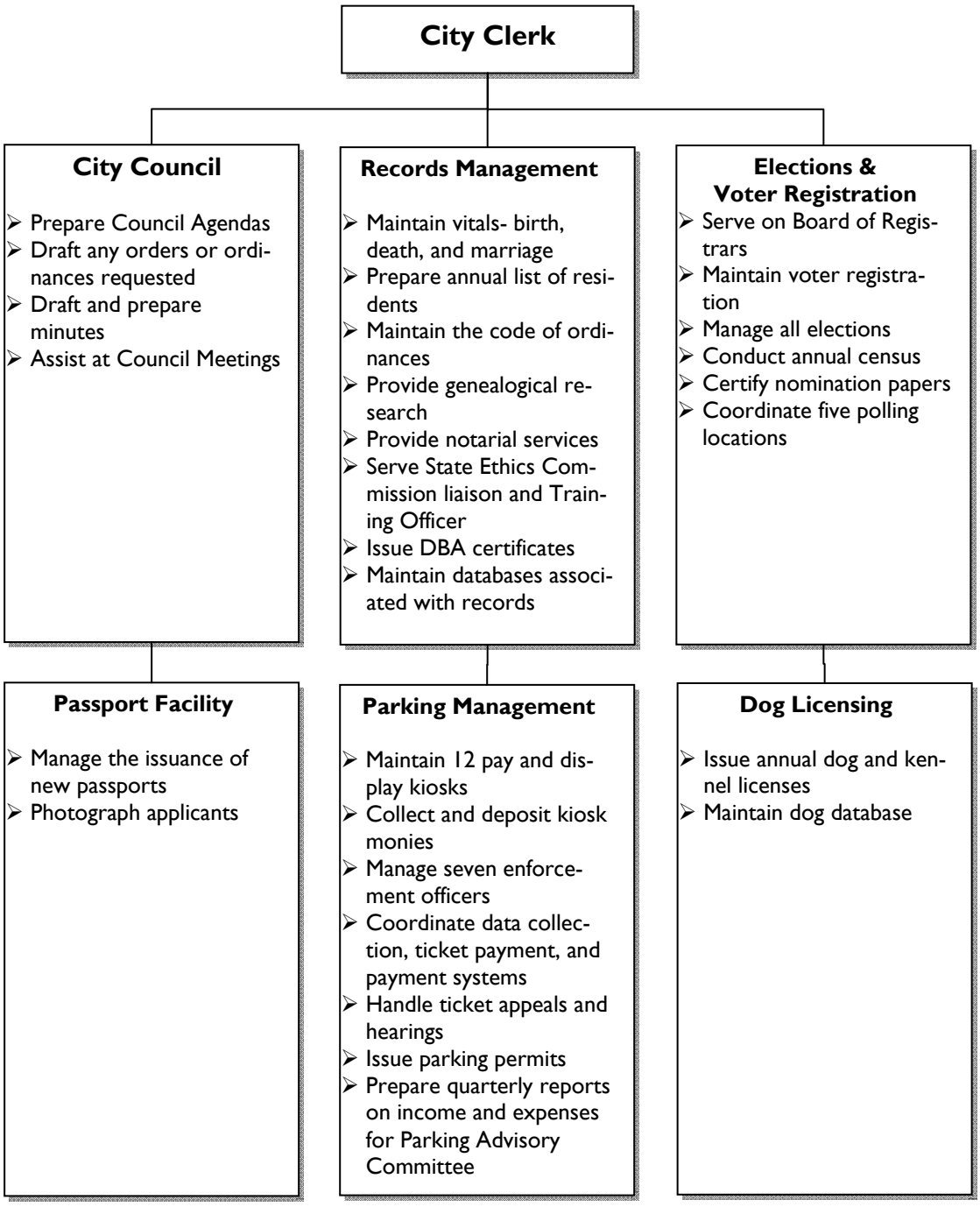
- Look at additional Pay By Phone vendor(s) and how they might enhance the program for the parkers
- Examine the feasibility of incorporating the application into the handheld enforcement device

Goal 3: Examine the work load for the individual agents in the Passport Office

Objectives:

- Explore the possibility of additional hours to accommodate the extra passport applications
- Continue to evaluate impact of the new passport support position
- Identify additional ways to handle the drop-in passport applicant volume
- Train additional passport agents
- Evaluate impact of new passport support position

PROGRAMS & SERVICES



City Clerk (cont.)

PERSONNEL SUMMARY

CITY CLERK			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Administrative Assistant	1	1	1
Administrative Assistant	0.5	0.5	0.5
Part-Time Office Help	0	0.25	0.4
Total Full-Time Equivalents:	**3.5**	**3.75**	**3.9**

CITY CLERK'S DEPARTMENT (01-161)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 CLK SAL CITY CLERK	62,500	62,500	62,497	62,500	63,750	65,025	65,025.00
51102 CLK SAL ASSIST CLERK	54,759	54,759	58,711	60,694	64,709	65,680	65,679.71
51103 CLK SAL ADMIN SECRETARY	43,519	39,254	43,187	43,508	46,386	47,082	47,081.75
51166 CLK SAL PT OFFICE HELP	19,776	26,603	27,149	27,002	37,041	42,050	42,050.11
001 - PERSONAL SERVICES Total	**180,555**	**183,115**	**191,543**	**193,704**	**211,886**	**219,837**	**219,836.57**
002 - PURCHASE OF SERVICES							
52701 CLK LEASE COPIER	1,483	2,500	2,500	2,500	2,500	2,500	2,500.00
53001 CLK CITY REPORT	0	0	0	150	500	500	500.00
53002 CLK VITAL RECORDS EXPENSE	2,608	1,100	1,070	533	1,100	1,100	1,100.00
54200 CLK ADMINISTRATION	8,869	10,339	6,992	7,685	8,000	8,000	8,000.00
002 - PURCHASE OF SERVICES Total	**12,960**	**13,939**	**10,563**	**10,868**	**12,100**	**12,100**	**12,100.00**
Grand Total	**193,514**	**197,055**	**202,106**	**204,571**	**223,986**	**231,937**	**231,936.57**

CITY COUNCIL (01-111)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 CCN SAL COUNCIL	56,000	56,000	56,000	56,000	56,000	56,000	56,000.00
51160 CCN SAL CLK COUNCIL	4,000	4,000	4,000	4,000	4,080	4,162	4,161.60
51162 CCN SAL CLK COMMITTEE	600	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	**60,600**	**60,600**	**60,600**	**60,600**	**60,680**	**60,762**	**60,761.60**
002 - PURCHASE OF SERVICES							
53001 CCN LEGAL ADS	2,000	1,876	1,655	1,828	5,000	5,000	5,000.00
53002 CCN ORDINANCE RECODE	2,000	2,000	2,000	6,914	4,000	4,000	4,000.00
002 - PURCHASE OF SERVICES Total	**4,000**	**3,876**	**3,655**	**8,742**	**9,000**	**9,000**	**9,000.00**
Grand Total	**64,600**	**64,476**	**64,255**	**69,342**	**69,680**	**69,762**	**69,761.60**

PARKING CLERK (01-293)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51134 PKC SAL PARKING OFCR	41,216	45,008	41,525	41,834	42,886	45,706	45,706.21
51405 PKC CLOTHING ALLOWANCE	600	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	**41,816**	**45,608**	**42,125**	**42,434**	**43,486**	**46,306**	**46,306.21**
Grand Total	**41,816**	**45,608**	**42,125**	**42,434**	**43,486**	**46,306**	**46,306.21**

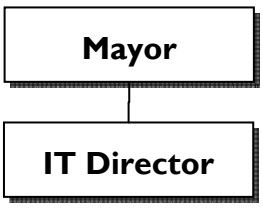
BOARD OF REGISTRARS (01-163)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51160 BDR SAL CLERK REGISTRAR	2,000	2,000	2,000	2,000	2,040	2,081	2,080.80
51162 BDR SAL REGISTRARS	2,000	2,000	1,916	2,000	2,000	2,000	2,000.00
001 - PERSONAL SERVICES Total	**4,000**	**4,000**	**3,916**	**4,000**	**4,040**	**4,081**	**4,080.80**
007 - OTHER CHARGES & EXPENSES							
57808 BDR ELECTIONS & REGISTRATIONS	33,085	67,202	54,080	42,552	36,000	36,000	36,000.00
007 - OTHER CHARGES & EXPENSES Total	**33,085**	**67,202**	**54,080**	**42,552**	**36,000**	**36,000**	**36,000.00**
Grand Total	**37,085**	**71,202**	**57,997**	**46,552**	**40,040**	**40,081**	**40,080.80**

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 2016 ACCOMPLISHMENTS

- Munis Financial Systems Upgrade & TCM Server Installation
- Installation of additional network storage arrays
- Installation of additional network switching and streamlining of virtual lans
- Upgrading of Network and Systems Security appliances and modules
- Continued standardization of managed network printing and copying services
- Development of new Boater Database Program for Harbormaster's Office
- Upgraded various applications systems to latest revisions
- Ongoing Implementation of new requisition and purchasing platform

FY 2016 TRENDS

The IT Department will continue to work on improving greater inter-departmental use of applications and systems. Current trends in Technology & Virtualization means delivering on many of IT's promises: more automation, greater separation of hardware from software, increased agility, simplified design, policy-based management with network management bonded to broader IT perspective on workflow systems, etc. This will prompt a change in terms of processes and interactivity, between staff, systems and indeed in how business itself is conducted using ever more efficient ways and methodologies.

FY 2016 GOALS AND OBJECTIVES

Goal 1: Financial Systems Improvement

Objectives:

- Continue to facilitate and train employees on more efficient use of MUNIS Applications
- Prepare current database for next major Version upgrade Version 11.x
- Continue working with Finance Team & Auditor's Office with respect to launching requisitions and purchase ordering modules in the financials systems

Goal 2: Public Safety Mobile Systems Upgrade

Objectives:

- Implementation of mobile data terminal hardware in Police Department vehicles
- Introduction of tablet-based mobile data access
- Facilitate training of Police Department staff with Vendors Public Safety mobile systems

Goal 3: Software & Systems Maintenance Upgrades

Objectives:

- Maintain value in current software license by maintenance of license & versioning
- Continue to upgrade servers from Server 2008 R2 to Server 2012 (Latest)

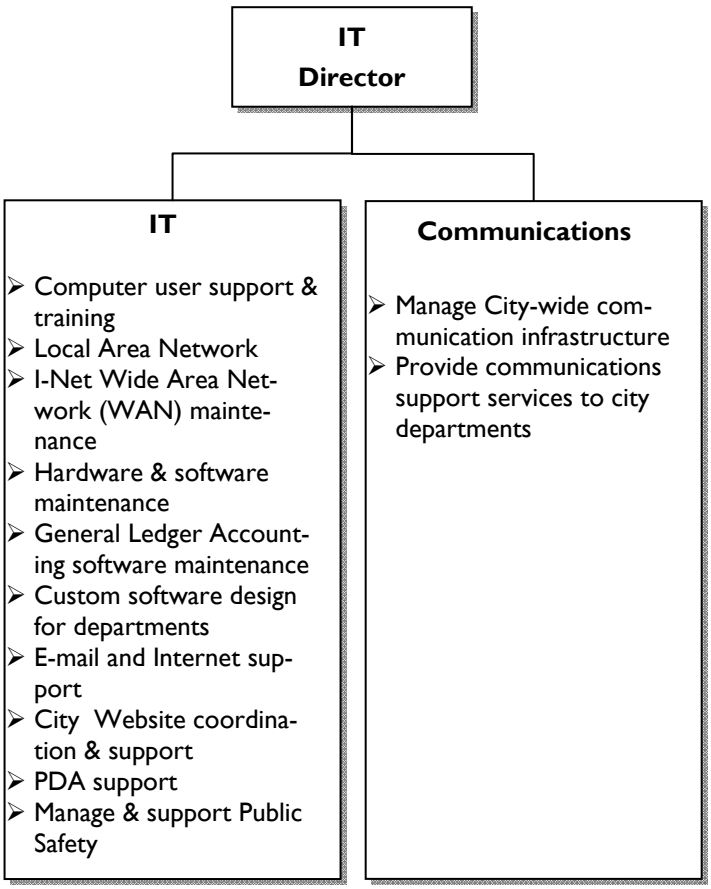
Goal 4: Wireless Wide Area Network Upgrade

Objectives:

- Replacement of current wireless Wide Area Network infrastructure
- License dedicated wireless frequencies for new equipment
- Prepare projections for funding and make recommendations for capital improvements for networking infrastructure and security.

Information Technology (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

Information Technology			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
IT Director	1	1	1
Total Full-Time Equivalents:	**1**	**1**	**1**

INFORMATION TECHNOLOGY (01-151)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 IT SAL DIRECTOR	69,466	69,467	70,214	73,358	74,494	74,494	74,493.95
51404 IT TRAVEL EXPENSE	2,934	3,000	2,936	3,300	3,300	3,300	3,300.00
001 - PERSONAL SERVICES Total	**72,400**	**72,467**	**73,150**	**76,658**	**77,794**	**77,794**	**77,793.95**
002 - PURCHASE OF SERVICES							
52401 IT COMPUTER EXP	2,399	536,279	0	0	0	0	0.00
52402 IT CITY WEB SITE	1,460	1,473	11,500	3,468	2,750	2,750	2,750.00
52403 IT COMPUTER FIREWALL	1,602	1,602	0	4,743	14,078	14,976	14,975.75
52404 IT HARDWARE MAINTENANCE	13,488	13,495	25,425	27,179	40,205	43,286	43,285.50
52405 IT TELECOMMUNICATNS	4,858	4,848	7,471	7,602	7,500	7,390	7,390.00
52406 IT TELEPHONE SYSTEM	1,997	1,983	0	40	0	0	0.00
52780 IT WIRELESS EQUIP LEASE	0	36,000	35,989	0	0	0	0.00
53001 IT MUNIS LICENSE	35,208	36,998	38,864	38,855	42,234	44,763	44,763.10
53002 IT SOFTWARE UPDATE/LICENSING	2,200	2,174	11,488	71,299	23,000	27,558	27,557.75
53003 IT INTERNET-SERVICE	4,200	4,077	4,200	4,341	4,380	4,851	4,850.50
53407 IT OFF SITE SERVICES	0	15,000	30,000	37,583	47,987	54,294	54,293.65
002 - PURCHASE OF SERVICES Total	**67,411**	**653,930**	**164,936**	**195,110**	**182,133**	**199,866**	**199,866.25**
004 - SUPPLIES							
55800 IT MISC SUPPLIES	1,587	1,518	1,568	1,594	1,600	1,800	1,800.00
004 - SUPPLIES Total	**1,587**	**1,518**	**1,568**	**1,594**	**1,600**	**1,800**	**1,800.00**
Grand Total	**141,398**	**727,915**	**239,655**	**273,361**	**261,527**	**279,460**	**279,460.20**

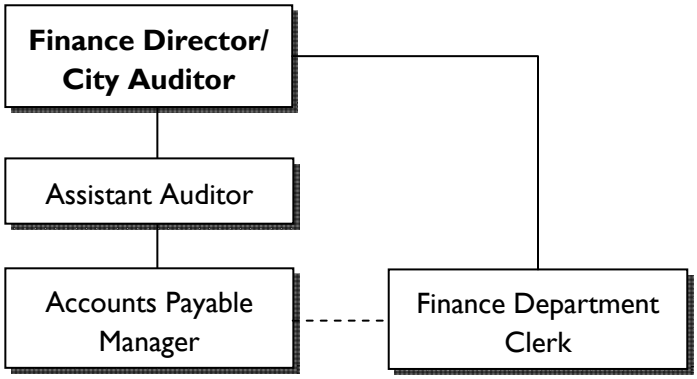
Section 4:
Finance

Auditor

MISSION STATEMENT

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

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



FY 2015 ACCOMPISHMENTS

- Maintained the City's AA+ bond rating, reaffirmed by Standard and Poor's in October 2014, reflecting the rating agency's confidence in the City's financial management and oversight. The credit rating review including a site visit by S&P, which laid the groundwork for a potential upgrade in the future.
- Participated in the Department of Revenue's Taxpayer Assistance Program (TAP), as one of thirteen pilot communities, which allowed the City to set its FY2015 tax rate approximately three weeks earlier than in prior years.
- Led the MIIA Rewards Program, resulting in a cost savings of over $32,000 to the City for participation in seminars designed to help lower insurance risks and losses.

- 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:
  - Tax Rate Recapitulation Report
  - Enterprise Fund Reports
  - Schedule A
  - Budget Transfers
  - Community Preservation Reports
  - Mid-Year Report
  - Year-End Report of Expenditures and Revenues
  - Free Cash Certification
  - Annual Audit
  - Official Financial Statements
  - Capital Asset Schedules
  - Official Statement for Borrowings

- The annual audit of the City's financial statements was carried out by the outside CPA firm of Melanson Health & Company, PC. The audit indicated that the city's financial statements and financial position were presented fairly in all material aspects and in compliance with GASB and GAAP. Recommendations for improvements were received and will be implemented.
- Worked with IT Director on upgrade to MUNIS version 10.3, necessary for the implementation of purchase orders and requisitions, including functionality for electronic imaging of purchase orders, contracts, invoices, checks and other documents.
- In FY 2015, Free Cash was certified in line with prior year results at $2,373,046. Including Stabilization Fund balances, reserves totaled 9.3% of the General Fund budget, well within the policy target of 5 to 10%. This funding allowed the City to implement the recommendations of the CIP for FY2015 and to accommodate other one-time capital needs requests that arose during the course of the year, thereby avoiding deferred investment in our infrastructure and equipment.
- Implemented multi-year forecasting and held the first-ever joint meeting between the City Council and School Committee to initiate a collaborated approach to the FY2016 budget process per the City Charter.
- Awarded the Government Finance Officers Association's *Distinguished Budget Presentation Award* for the third consecutive year.

PERFORMANCE MEASURES

	FY2012	**FY2013**	**FY2014**
Dollars Paid	$94,021,562	$109,560,656	$134,691,978
Vendors Paid	2,031	2,416	2,479
Invoices Reviewed	21,962	25,726	24,702
Journals Processed	3,365	4,167	4,870
	FY2013	**FY2014**	**FY2015**
Free Cash Certification by Nov. 15	11/1/2012	11/1/2013	11/10/2014
Tax Rate Submitted by Nov. 15	11/28/12	12/16/13	11/12/2014
Reserves within 5-10% of budget	8.7%	9.5%	9.3%

Auditor (cont.)

FY2016 TRENDS

The strengthening of the U.S. economy continues to drive increases in local revenues for the City of Newburyport. Further stimulated by oil price declines, increases in economic growth revenue, including motor vehicle excise, local meals and rooms taxes, licenses and permits, levy growth from new construction and parking fees, are anticipated for FY2016.

Despite increased revenues, monitoring expenses and liabilities will continue to be critical to the fiscal health of the City. Liabilities related to unfunded pension costs and other post-employment benefits (OPEB) continues to be an area of great focus, which the City will continue to address. The City Auditor's Office is closely following and implementing new GASB reporting requirements, which place additional emphasis on unfunded liabilities and the City's ability to fund these potentially large future costs. Additionally, to improve the manner in which the City monitors its expenses, implementing a purchase order and requisition system will provide a more robust mechanism to safeguard the public's funds.

Making better use of technology is another major trend for the City Auditor's Office, which currently processes a substantial volume of paper work on a daily basis. Expanded City programs, three enterprise funds, a Community Preservation Fund, paid parking program, increased participation in grant programs, and numerous large-scale capital projects have highlighted the need to update a highly manual and paper-intensive process. Putting in place an electronic purchase order system, combined with streamlined accounts payable process, will not only establish better financial controls, but will help the City Auditor's Office to respond to the needs of our City departments in a more timely and thorough manner.

FY 2016 GOALS AND OBJECTIVES

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

Objectives:

- Conduct staff meetings on a weekly basis within the Auditor's Office to review and discuss potential problems associated with financial transactions and accounting activities within City departments
- Conduct an internal audit of each city department at least once every two years in order to evaluate internal financial management practices and controls
- Review all city contracts on an ongoing basis in order to insure that proper funding is available and procurement laws have been followed
- Provide financial and accounting information to the outside auditing firm by December 31, 2015, in preparation for the annual audit of the City's FY 2015 financial statements. File the final audit with the City Council by March 1, 2016 in accordance with the Charter

Goal 2: Fully implement electronic purchase orders and requisitions

Objectives:
- Work closely with the Finance Team and IT Director to fully implement a more efficient and less paper-intensive accounts payable process
- Further identify roles and responsibilities pertaining to the enforcement of M.G.L. Chapter 30B and other state procurement laws
- Continued roll out of electronic purchase orders and requisitions to departments, to be fully implemented during FY2016

Goal 3: Disseminate financial data in a timely, accurate, and comprehensible manner

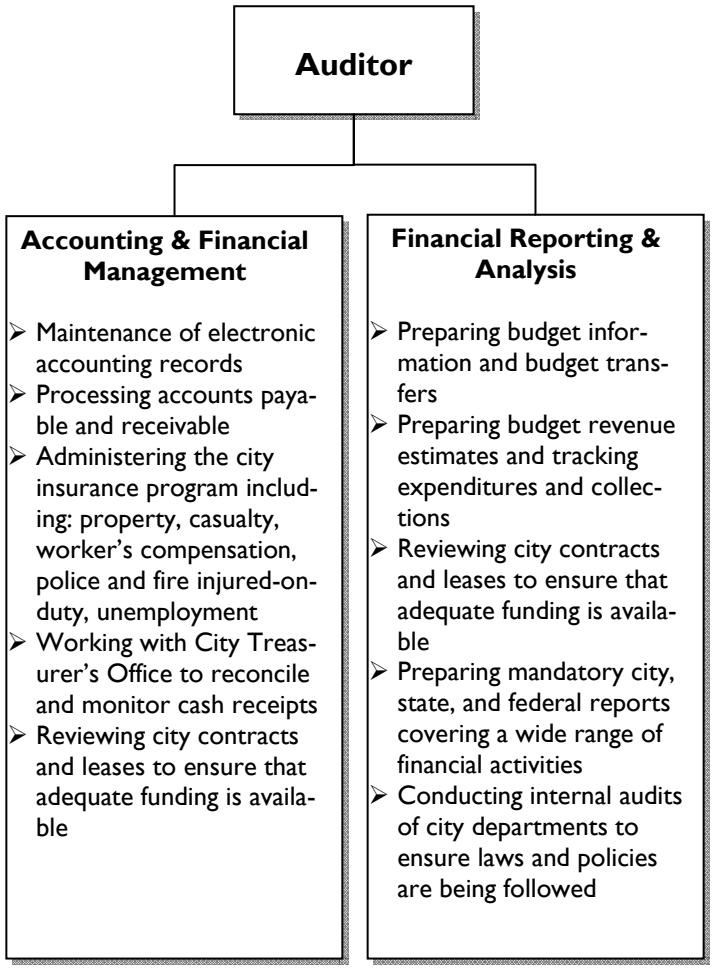
Objectives:
- Prepare Mid-Year and Year-End Budget reports for the Mayor and City Council
- Work in cooperation with the Mayor, City Council, Treasurer, Assessor, and City Clerk to set the property tax rate and complete the FY 2016 Tax Rate Recapitulation Report by October 31, 2015
- Assist with the preparation of the Mayor's FY 2017 proposed budget, to be submitted to the City Council no later than May 15, 2016
- Prepare the balance sheet and other supporting documents required to obtain Free Cash certification by October 31, 2015 from the Massachusetts Department of Revenue
- Update and review multi-year revenue and expenditure forecasts on a quarterly basis

Goal 4: Maintain financial policy targets

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

Auditor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

AUDITOR			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Finance Director/Auditor	1	1	1
Assistant Auditor	1	1	1
Accounts Payable/ Risk Manager	1	1	1
Finance Department Clerk	0	1	0.8
Part-time Data Processing Clerk	0.3	0	0
Total Full-Time Equivalents:	**3.3**	**4.0**	**3.8**

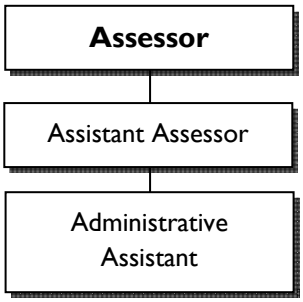
AUDITOR'S DEPARTMENT (01-135)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 AUD SAL AUD/FINANCE DIR	90,790	92,576	93,502	96,316	90,000	91,800	91,800.00
51102 AUD SAL ASST AUDITOR	60,894	63,939	64,418	68,658	63,000	63,945	63,945.00
51103 AUD SAL ADMIN ASSISTANT	52,137	53,671	54,073	54,377	55,845	56,683	56,683.12
51104 AUD SAL FINANCE CLERK	0	0	0	0	36,531	37,079	37,079.01
51166 AUD PT DATA ENTRY CLERK	14,560	14,560	14,610	14,778	0	0	0.00
51167 AUD TEMPORARY HELP	0	0	0	0	9,133	0	0.00
51401 AUD LONGEVITY	6,153	6,153	6,153	6,656	2,764	3,390	3,389.60
001 - PERSONAL SERVICES Total	**224,534**	**230,898**	**232,756**	**240,786**	**257,273**	**252,897**	**252,896.73**
002 - PURCHASE OF SERVICES							
53001 AUD FINANCIAL AUDIT	35,000	36,750	40,090	40,250	46,500	52,000	52,000.00
002 - PURCHASE OF SERVICES Total	**35,000**	**36,750**	**40,090**	**40,250**	**46,500**	**52,000**	**52,000.00**
004 - SUPPLIES							
55800 AUD MISC SUPPLIES	1,251	1,251	1,246	1,219	1,500	1,750	1,750.00
004 - SUPPLIES Total	**1,251**	**1,251**	**1,246**	**1,219**	**1,500**	**1,750**	**1,750.00**
007 - OTHER CHARGES & EXPENSES							
57300 AUD DUES & MEMBERSHIPS	225	225	225	230	230	290	290.00
007 - OTHER CHARGES & EXPENSES Total	**225**	**225**	**225**	**230**	**230**	**290**	**290.00**
Grand Total	**261,010**	**269,124**	**274,317**	**282,485**	**305,503**	**306,937**	**306,936.73**

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 2015 ACCOMPLISHMENTS

- Successfully completed our Interim Year Adjustment of Values as mandated by the Department of Revenue
- Improved Customer Service by establishing annual update process for Vision property data to MIMAP application. Remain up to date with latest practices and procedures by attending Assessors Annual Conference
- Streamlined the Re-Cap process through improved Team Approach to management of the Financial Departments and by participating in the D.O.R.'s T.A.P.
- Expanded Property Record Filing System

FY 2016 TRENDS

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

Mayor Holaday's team approach to coordinating activities among the City's financial departments coupled with our participation in the D.O.R.'s T.A.P. resulted in our Tax Rate being certified considerably earlier than prior years.

FY 2016 GOALS AND OBJECTIVES

Goal 1: Complete Interim Adjustment of Values as per MA DOR regulation and begin preparation for FY 2017 Re-Certification

Objectives:

- Oversee and monitor the update project
- Work under the direction of the DOR to ensure timely completion
- Begin Cyclical Inspections as required by the D.O.R.

Goal 2: Continue to improve Customer Service by participating in the D.O.R.'s T.A.P. and enhance professional knowledge/skills by taking advantage of professional development opportunities

Objectives:

- Assessor to attend 2015 MAAO Summer Conference in June
- Assistant Assessor to attend 2015 MAAO Summer Conference
- Participate in the D.O.R.'s T.A.P. again this year.

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

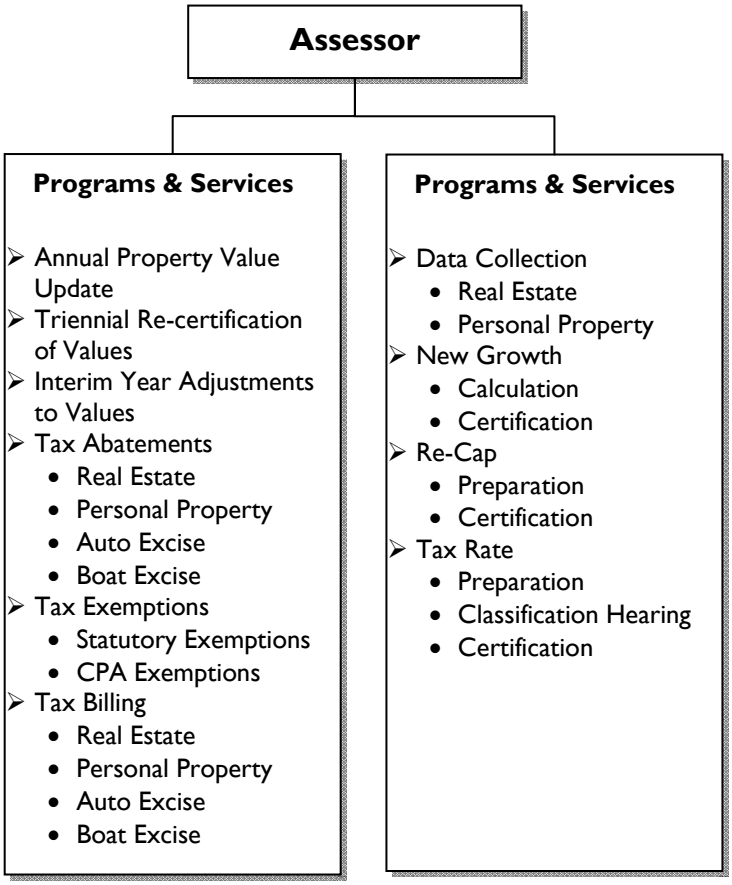
Goal 3: Address departmental responsibilities with limited budget constraints while enhancing productivity

Objectives:

- Continue active participation as a member of the City's Finance Team
- Continue to maintain the best possible level of public service within allocated budget
- Maintain current staffing level
- Improve property record data by performing necessary cyclical inspections.

Assessor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

ASSESSOR			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Assessor	1	1	1
Assistant Assessor	1	1	1
Administrative Assistant	1	1	1
Total Full-Time Equivalents:	**3**	**3**	**3**

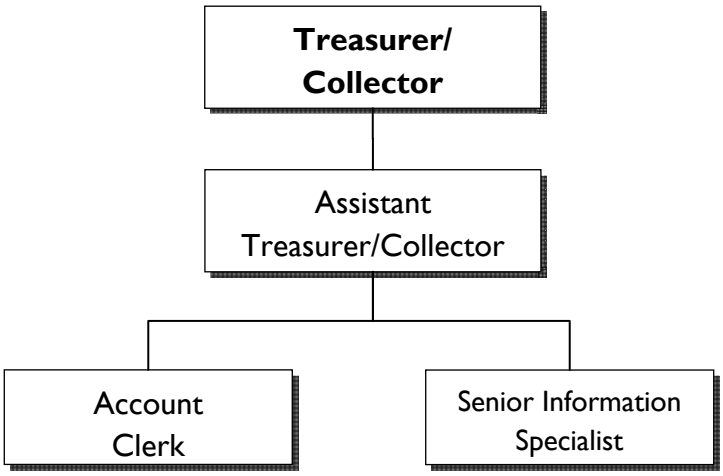
ASSESSOR'S DEPARTMENT (01-141)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 ASR SAL ASSESSOR	73,965	73,966	74,705	78,108	79,280	79,280	79,279.91
51102 ASR SAL ASST ASSESSR	57,497	57,497	60,382	61,277	62,819	63,761	63,760.81
51103 ASR SAL ADMIN ASSISTANT	45,851	45,851	47,594	49,886	51,141	51,908	51,907.62
51401 ASR LONGEVITY	3,209	3,274	3,274	3,456	3,440	3,440	3,440.03
51402 ASR EDUCATION CREDIT	400	400	400	400	400	400	400.00
51403 ASR TECHNOLOGY STPND	1,000	1,000	1,000	1,000	1,500	1,500	1,500.00
51404 ASR TRAVEL STIPEND	1,800	1,800	1,800	2,100	2,100	2,100	2,100.00
001 - PERSONAL SERVICES Total	**183,722**	**183,787**	**189,155**	**196,228**	**200,679**	**202,388**	**202,388.37**
002 - PURCHASE OF SERVICES							
53001 ASR COMPUTER EXP	7,300	7,550	7,550	7,750	7,900	8,300	8,300.00
53002 ASR REVALUATION	0	7,500	45,000	41,637	5,500	50,000	50,000.00
53003 ASR VALUATION/PROCESSING	5,775	4,347	6,564	6,176	6,600	6,600	6,600.00
53004 ASR MAP-DEED-PROBATE	0	0	75	0	600	600	600.00
002 - PURCHASE OF SERVICES Total	**13,075**	**19,397**	**59,189**	**55,563**	**20,600**	**65,500**	**65,500.00**
004 - SUPPLIES							
54801 ASR MILEAGE EXPENSE	346	553	274	664	1,200	1,200	1,200.00
55800 ASR MISC SUPPLIES	4,093	3,077	3,158	3,351	3,000	3,000	3,000.00
004 - SUPPLIES Total	**4,439**	**3,631**	**3,433**	**4,015**	**4,200**	**4,200**	**4,200.00**
Grand Total	**201,237**	**206,815**	**251,777**	**255,805**	**225,479**	**272,088**	**272,088.37**

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 2015 ACCOMPLISHMENTS

- Launched new, user friendly online payment system for real estate, motor vehicle and boat tax payments to enhance future online services for residents.
- Tax Title efforts resulted in collecting over $400,000. in delinquent taxes, returning 30 properties to the active tax rolls.
- Maintained Standard & Poor's, a municipal bond credit rating agency, long-term Bond rating of 'AA+', and the 'SP-1+' rating to the Notes, the highest short-term rating attainable; received competitive bids from both bond and note underwriters on borrowing projects.

FY 2016 TRENDS

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

willing to work with taxpayers who may be finding times difficult, while educating residents of City collection practices and providing information and assistance in conjunction with the Assessor's office, the Council on Aging and community development when necessary.

FY 2016 GOALS AND OBJECTIVES

Goal 1: Maintain City's AAA Bond Rating

Objectives:

- Aggressively upgrade and safeguard current cash flow processes to maintain the City's best financial position.
- Work diligently Auditor's office to ensure monthly accounting of cash is verified and up to date to improve end of year completion and provide refined audit trails and clearer reporting with general ledger.
- Review cash management system options to streamline internal accounting processes.

Goal 2: Improve Treasurer's Department Performance and Efficiency

Objectives:

- Evaluate office policies, job descriptions and procedures; make necessary changes to improve department efficiency to organize duties and to best serve the public.
- Streamline internal office processes, concentrating on electronic bill processing and collection; coordinate online payment processing within the City.
- Concentrate on quality job performance, promote skill sets and improve staff communication.

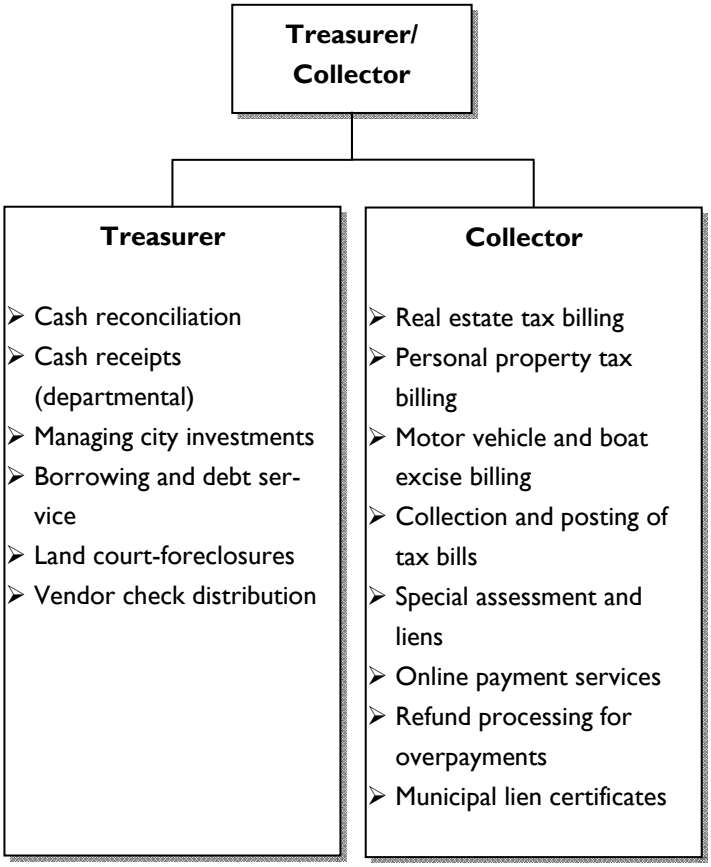
Goal 3: Implement Uniform Written Cash Receipt Policy

Objectives:

- Introduce, along with the Auditor's office, a new written receipt/turnover policy to City departments.
- Help enhance and control the collection of all departmental funds and unify payment processes City-wide.
- Work in conjunction other departments to recognize proper accounting timelines and ensure stringent policies and procedures are adhered to.

Treasurer/Collector (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

TREASURER/COLLECTOR			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Treasurer/Collector	1	1	1
Assistant Treasurer/Collector	1	1	1
Senior Information Specialist	1	1	1
Account Clerk	1.5	1	1
Payroll Coordinator	1	1	0
Total Full-Time Equivalents:	**5.5**	**5**	**4**

TREASURER'S DEPARTMENT (01-145)

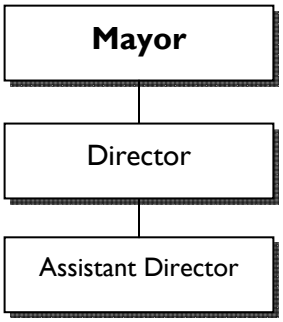
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 TRS SAL TREASURER	57,926	71,017	71,728	74,994	76,119	76,119	76,119.31
51102 TRS SAL ASST TREASURER	41,174	48,806	49,945	51,550	53,463	55,079	55,078.98
51103 TRS STAFF SALARIES	148,404	141,731	150,135	151,365	147,672	96,095	96,094.96
51320 TRS EDUCATION CREDITS	0	0	0	0	700	0	0.00
51401 TRS LONGEVITY	2,811	2,811	3,262	3,262	3,262	3,262	3,261.92
001 - PERSONAL SERVICES Total	**250,314**	**264,365**	**275,069**	**281,172**	**281,216**	**230,555**	**230,555.17**
002 - PURCHASE OF SERVICES							
52701 TRS COPY MACHINE	1,190	1,720	3,200	1,693	2,500	1,500	1,500.00
53001 TRS BANK CHARGES	3,706	3,250	3,782	4,381	4,500	4,750	4,750.00
53003 TRS PAYROLL	20,605	11,047	14,007	13,656	15,000	0	0.00
53004 TRS TAX BILLS	15,899	18,300	19,471	20,974	20,000	20,750	20,750.00
53005 TRS TAX TITLE EXP	2,286	16,000	8,539	11,500	12,500	12,500	12,500.00
002 - PURCHASE OF SERVICES Total	**43,685**	**50,317**	**48,998**	**52,205**	**54,500**	**39,500**	**39,500.00**
004 - SUPPLIES							
54200 TRS OFFICE SUPPLIES	1,579	2,000	1,718	1,080	2,000	2,000	2,000.00
55800 TRS MISC SUPPLIES	903	1,811	1,157	1,373	1,500	1,500	1,500.00
55801 TRS COMPUTER EXP	748	750	750	626	850	850	850.00
004 - SUPPLIES Total	**3,230**	**4,561**	**3,626**	**3,079**	**4,350**	**4,350**	**4,350.00**
007 - OTHER CHARGES & EXPENSES							
57402 TRS FICA EXP	140,000	101,251	139,827	153,296	156,000	156,000	156,000.00
57403 TRS INSURANCE BONDS	1,379	1,325	1,500	1,650	1,850	1,850	1,850.00
007 - OTHER CHARGES & EXPENSES Total	**141,379**	**102,576**	**141,327**	**154,946**	**157,850**	**157,850**	**157,850.00**
Grand Total	**438,609**	**421,819**	**469,020**	**491,403**	**497,916**	**432,255**	**432,255.17**

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.



FY2015 ACCOMPLISHMENTS

- NEMA participates and hosted one of the Seabrook Station workgroup meetings. These workgroup meetings are used to share information between, Seabrook Station, local communities, MEMA, and FEMA
- Participated in weekly conference calls with MEMA and Department of Public Health for first responder responses to Ebola.
- NEMA became the local contact point for operating the Seabrook Station sirens notification system. This was moved from the fire department to the Low Street EOC.
- Participated In a Seabrook Station predrill training in October 2014.
- Participated in a "Graded Exercise" for Seabrook Station involving MEMA and FEMA. During this exercise personnel were on-site from FEMA monitoring & grading our ability to response to hostile take over of the plant.
- Assisted with local emergency responders in preparation for weather related incidents involving snow, flooding, and high wind conditions.
- Continued to offer community training related to Seabrook Station & Incident Command Structure.
- Continued to worked with MEMA to update all Emergency Plans with respect to City of Newburyport
- Continued to input emergency response plans from Newburyport businesses into the MEMA's "Electronic Comprehensive Emergency Management Plan" (eCEMP), which is a central depository in Massachusetts for emergency plans

- Worked with the American Red Cross to coordinate response plans in the event of opening a local Red Cross shelter locally, or to support an ongoing incident.

FY 2016 TRENDS

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

Emergency Management participated in a "Graded Exercise" conducted by FEMA for the Seabrook Station. This exercise takes place every two years. Newburyport EOC received high marks for its ability to respond to a hostile take over of Seabrook Station, which involved taken protective measures locally to safeguard the community.

The Emergency Management facility on Low Street (EOC) now is the activation point for the City's siren notification system from Seabrook Station. This was moved from the fire department earlier in the year.

Emergency Management continues to work to offer advanced training to volunteers, community members, and City officials in response to a emergency. It's critical that on a local level we have qualified volunteers to properly operate the EOC during federal and state mandated drills involving Seabrook and weather related situations. Emergency Management maintains an informational website and links to the Newburyport Webpage during weather and other events that provides assistance to citizens and industry with protective measures and helpful links for additional information.

FY 2016 GOALS AND OBJECTIVES

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

Objectives:

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

Emergency Management (cont.)

information concerning storage and handling of hazard materials by industry

<u>Goal 2</u>: Seabrook Station & MEMA Region 1

Objectives:

- Work with MEMA Region 1 to organize and participate in Seabrook Nuclear workshops
- Maintain and submit state mandated quarterly reports on the City's readiness to respond to an emergency
- Maintain and submit reports on incident responder availability, schools, equipment, road construction, and persons with disabilities

<u>Goal 3</u>: Increase Deputy Director compensation

Objectives:

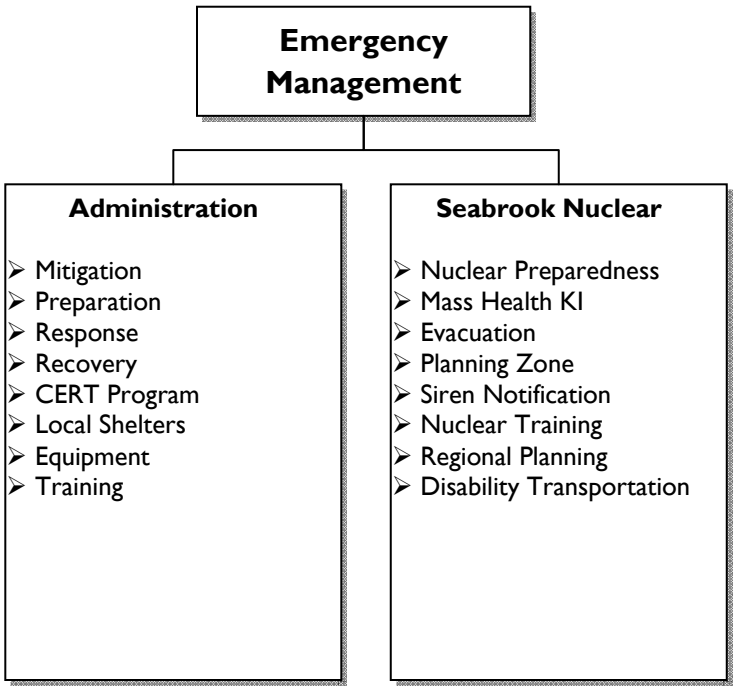
- Each year the State & Federal governments continue to add more and more reporting
- Certifying & testing nuclear equipment is ever increasing
- Increased meetings and coordinating and training volunteers
- Funding for this increase would come from with the operating budget with additional cost.

<u>Goal 4</u>: Expand Sheltering needs locally, Regionally, With Red Cross

Objective:

-
- Work with neighboring communities to activate a "localized Regional" sheltering in an emergency. Develop sheltering plans and operation needs with Salisbury, Newbury, and Amesbury to reduce the cost and staffing needs.
- Continue to support and partner with the Salvation Army to provide limited and temporary localized sheltering or "warming Station" for short-term sheltering needs
- Work Newly formed regional Red Cross center to ensure adequate staffing to manage and operation of a regional shelter.
- Partner with Red Cross to provide support to emergency responders during any long term incident. Red Cross is willing to provide canteen services and other related assistance in a long-term large scale incident.

PROGRAMS & SERVICES



Emergency Management (cont.)

PERSONNEL SUMMARY

EMERGENCY MANAGEMENT			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Emergency Management Director	1	1	1
Deputy Emergency Management Director	1	1	1
Total Full-Time Equivalents:	**2**	**2**	**2**

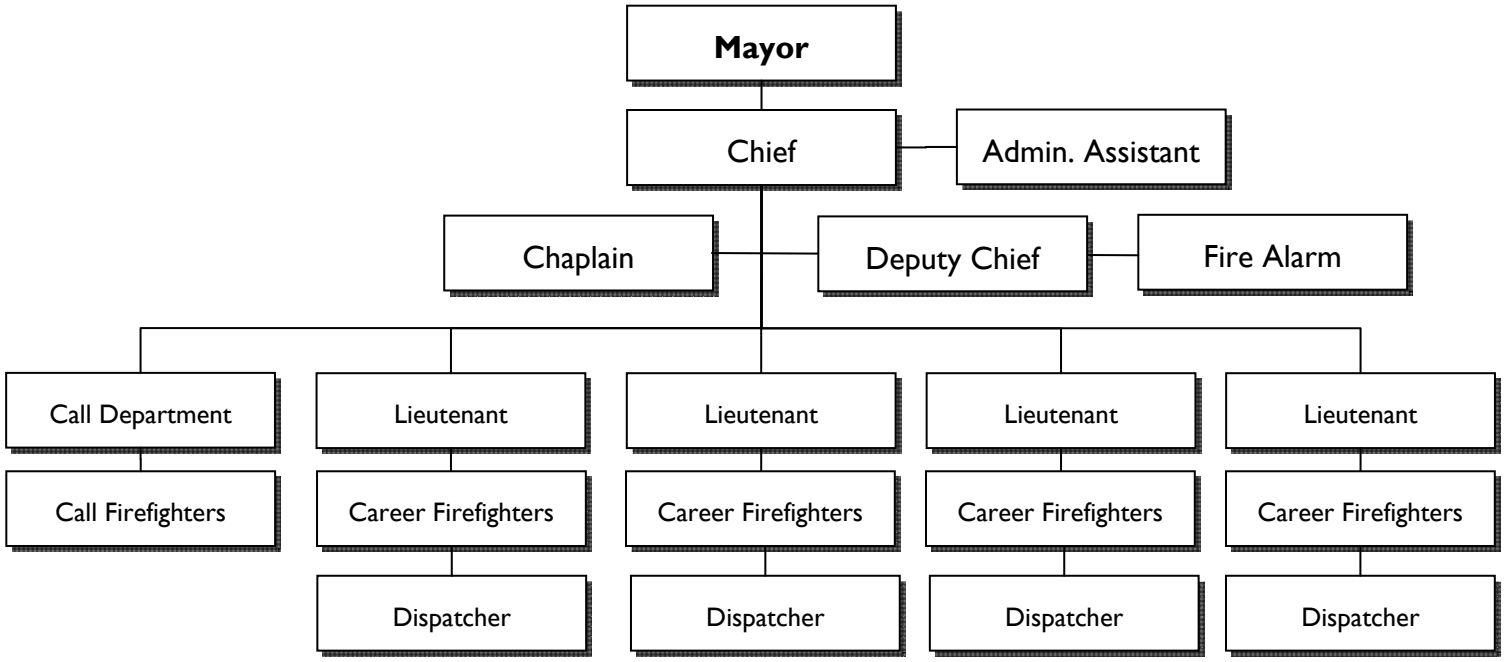
EMERGENCY MANAGEMENT (01-291)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 EMR COORDINATOR	10,000	10,000	10,000	10,000	10,000	10,000	10,000.00
51102 EMR DEPUTY COORDINATOR	2,500	2,500	3,000	3,400	3,000	3,000	3,000.00
001 - PERSONAL SERVICES Total	**12,500**	**12,500**	**13,000**	**13,400**	**13,000**	**13,000**	**13,000.00**
002 - PURCHASE OF SERVICES							
52100 EMR UTILITIES EXPENSES	5,929	4,187	5,886	7,000	7,000	7,000	7,000.00
52401 EMR MAINT BLD/GROUNDS	2,856	2,009	1,261	7,600	3,000	3,000	3,000.00
002 - PURCHASE OF SERVICES Total	**8,784**	**6,196**	**7,147**	**14,600**	**10,000**	**10,000**	**10,000.00**
004 - SUPPLIES							
54200 EMR MISC EXPENSE	975	1,983	801	797	2,000	2,000	2,000.00
54801 EMR FUEL/OIL VEHICLE	0	0	103	500	250	250	250.00
004 - SUPPLIES Total	**975**	**1,983**	**903**	**1,297**	**2,250**	**2,250**	**2,250.00**
007 - OTHER CHARGES & EXPENSES							
57409 EMR EXPENSES	3,750	2,750	0	2,000	2,000	2,000	2,000.00
007 - OTHER CHARGES & EXPENSES Total	**3,750**	**2,750**	**0**	**2,000**	**2,000**	**2,000**	**2,000.00**
Grand Total	**26,009**	**23,429**	**21,050**	**31,297**	**27,250**	**27,250**	**27,250.00**

Fire Department

MISSION STATEMENT

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



FY 2015 ACCOMPLISHMENTS

- Received a $5,400 state grant from the state to continue with our Student Awareness Fire Education (SAFE) Program that assists in providing safety education for all grades
- Continued training emergency room personnel and area departments in the set up procedures and operation of our portable decontamination unit in preparation for a mass-casualty/public health emergency that could effect the entire region
- Updated Standard Operating Procedures that allow for all four shifts to operate utilizing the same "playbook", eliminating outdated and obsolete directives
- Implemented the National Incident Management System (NIMS) to ensure compliance with national standards so that the NFD may qualify for grant funding and federal disaster assistance

FY 2016 TRENDS

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

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

The department's fleet of apparatus is in the process of being upgraded, with the ordering of two new Emergency One pumpers (engines) that should arrive mid-summer 2015. Once the new engines are equipped, lettered and striped, the training will begin for all four shifts before the vehicles are place in-service. Our current front line engines will then be placed in reserve status, and our 1993 engines will be retired. The 1996 ladder truck will need to replaced soon as it is approaching twenty years of age.

The department will continue to embrace and expand our mission in pre-hospital, emergency medical care. In addition to our in-house medical continuing education, we currently have several members attending an Emergency Medical Technician (EMT) course with graduation set for early Spring. We continue to upgrade the medical equipment carried on our apparatus, and we are working toward a fire-based emergency medical (EMS) transporting service.

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

FY 2016 GOALS AND OBJECTIVES

Goal 1: Review, adopt and implement national "best practices"

Objectives:

- Embrace the National Incident Management System (NIMS) to maintain control of the fireground/emergency scene to insure that firefighter injuries and deaths are avoided and that we are in compliance with national standards
- Review, on a regular basis, our Standard Operating Procedures (SOPs) to insure compliance with national standards, local and state ordinances
- Promote professional development of our personnel by encouraging them to participate in outside training and professional fire service organizations
- Search and apply for federal, state, and private grants that will assist the department in purchasing new equipment with the latest technology and provide basic and advanced training for our personnel

Fire Department (cont.)

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

Objectives:

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

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

Objectives:

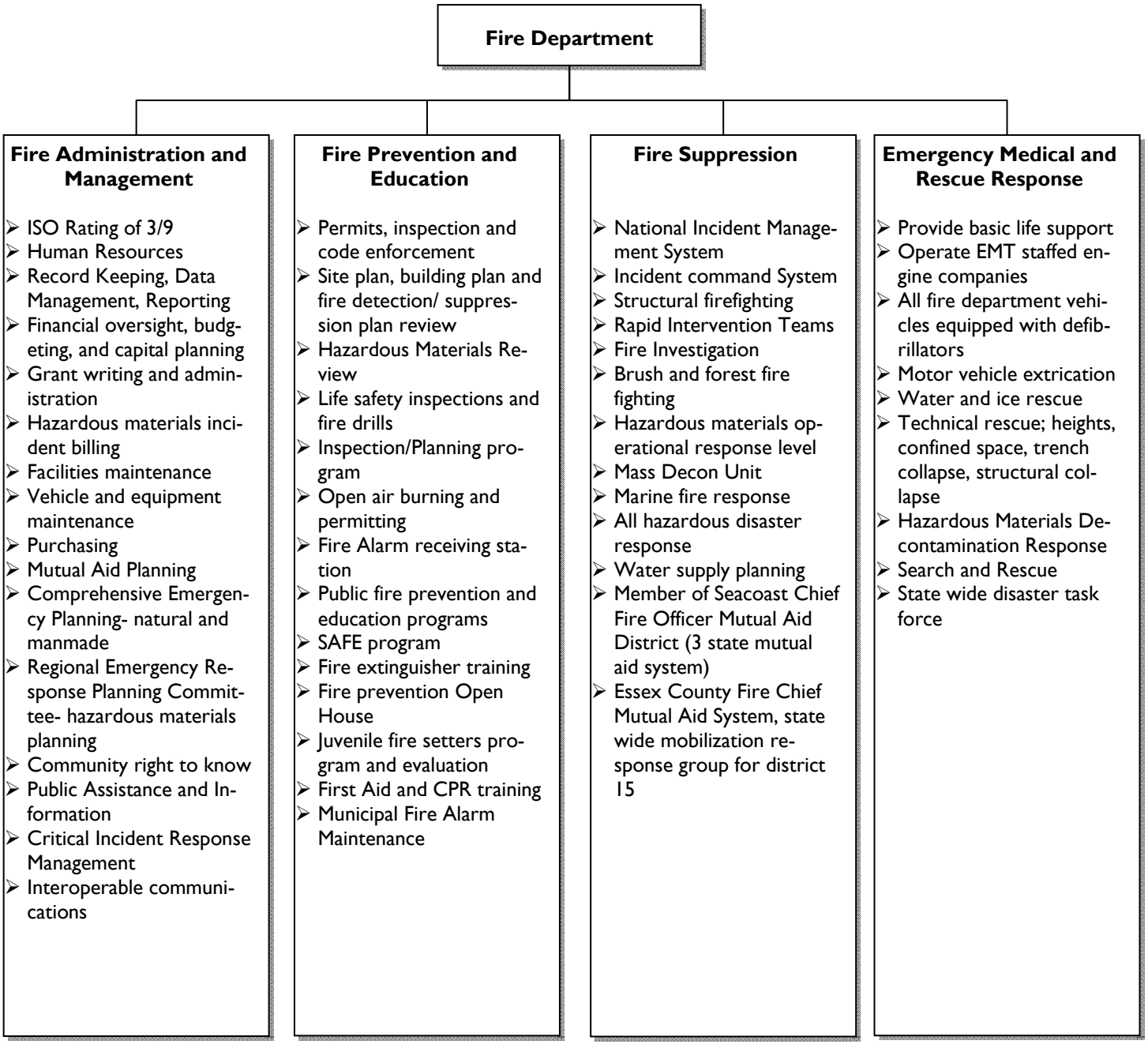
- Continue to emphasize the city's commitment to EMS education for all of our members
- Promote national certification for our Emergency Medical Technicians (EMT) and encourage other members to become EMT. Provide incentives for current EMTs to increase their level of certification and education.
- Require that all new hires obtain EMS certification at the EMT Basic level within one year of employment.
- Equip and certify the front-line engines with state-of-the-art EMS equipment
- Develop a strategy for bringing transporting EMS service in-house, under the direction of the fire department

Goal 4: Enhance our fire prevention and safety programs

Objectives:

- Continue our proactive approach in promoting fire safety, including an aggressive industrial and commercial facility safety inspection program, strong code enforcement for new and existing facilities, and safety training for the public
- Promote our relationship with local media by keeping them abreast of ongoing events and partnering with them to publish and broadcast regular public safety service announcements
- Continue our public outreach by promoting safety awareness through a presence at community events, by utilizing educational mobile trailers available through the state fire academy, and funding for fire safety training props
- Continue safety awareness for preschool and school age children with educational programs in the schools and at the fire station
- Continue upgrading our municipal fire alarm system. This included the new annual fire alarm service fee. This fee will assist us in keeping the city municipal loop maintained and functional.

PROGRAMS & SERVICES



Fire Department (cont.)

PERSONNEL SUMMARY

FIRE DEPARTMENT			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 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	9	7	7
Administrative Assistant	0	1	1
Total Full-Time Equivalents:	**47**	**46**	**46**



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FIRE DEPARTMENT (01-220)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 FIR SAL FIRE CHIEF	109,261	111,261	112,470	121,600	122,400	124,848	124,848.00
51102 FIR SAL DEPUTY CHIEF	90,900	92,292	92,624	94,138	94,139	109,000	109,000.00
51142 FIR SAL FIRE FIGHTERS	1,766,434	1,800,536	1,796,969	1,820,499	1,900,516	2,115,534	2,115,534.00
51144 FIR SAL CALL-FIREFIGHTERS	9,467	7,467	8,450	8,117	14,200	14,200	14,200.00
51150 FIR ADMINISTRATIVE ASSISTANT	0	0	0	54,518	56,547	61,626	61,625.93
51156 FIR SAL DISPATCHERS	142,039	142,936	134,170	145,845	148,158	148,158	148,158.00
51301 FIR OVERTIME	330,588	238,423	298,918	324,888	250,000	253,750	253,750.00
51302 FIR DISP OVERTIME	19,071	21,701	20,138	17,935	24,500	24,500	24,500.00
51401 FIR LONGEVITY	128,133	125,014	129,166	104,928	112,000	112,000	112,000.00
51402 FIR PAID HOLIDAYS	104,759	106,427	104,484	103,440	106,000	108,400	108,400.00
51403 FIR DISPATCH HOLIDAY	7,422	8,166	6,825	7,600	8,500	8,500	8,500.00
51405 FIR PR CLOTHING ALLOWANCE	26,102	33,750	34,333	34,000	39,000	39,000	39,000.00
51407 FIR EDUCATION CREDIT	0	825	0	0	2,000	2,000	2,000.00
51408 FIR SICK DAY USAGE INCENTIVE	3,374	2,916	2,340	2,219	2,675	2,675	2,675.00
51412 FIR CLOTHING REIMBURSEMENT	2,400	1,849	2,841	2,036	4,300	4,300	4,300.00
51413 FIR EMT STIPEND	20,000	21,000	23,000	22,000	25,000	0	0.00
51415 FIR STIPEND TEAM A/B	7,350	7,350	7,650	8,250	8,550	8,550	8,550.00
51416 FIR HAZ/MAT STIPEND	24,850	28,050	28,050	28,050	28,050	28,050	28,050.00
51417 FIR PROFESSIONAL DEVELOPMENT	3,000	3,000	23,635	0	5,000	5,000	5,000.00
51509 FIR INJURED-ON-DUTY	24,214	15,043	9,542	14,067	16,500	16,500	16,500.00
51901 FIR RETIREMENT EXPENSE	95,624	39,359	151,006	0	0	0	0.00
001 - PERSONAL SERVICES Total	**2,914,987**	**2,807,365**	**2,986,611**	**2,914,131**	**2,968,035**	**3,186,591**	**3,186,590.93**
002 - PURCHASE OF SERVICES							
52101 FIR HEAT/ELECTRICITY	27,277	25,580	22,517	30,321	30,000	30,000	30,000.00
52401 FIR MAINT-BLDGS & GROUNDS	7,758	8,000	12,611	17,947	15,000	15,000	15,000.00
52402 FIR MAINT-EQUIPMENT	9,999	9,999	14,474	6,919	13,000	13,000	13,000.00
52403 FIR MAINT-VEHICLES	34,142	42,503	39,032	43,968	45,000	47,500	47,500.00
52408 FIR MAINT - FIRE ALARM EXP	18,769	20,000	24,439	22,285	25,000	25,000	25,000.00
52409 FIR BLDG/GRNDS-CS	1,500	4,690	2,901	4,427	6,000	6,000	6,000.00
52410 FIR MAINT - PURCHASE TIRES	4,150	4,150	0	6,029	0	0	0.00
52411 FIR COMPUTER EXP	5,223	7,394	4,203	14,122	7,500	7,500	7,500.00
52412 FIR RADIOS/PAGES	2,993	35,844	1,846	638	3,000	4,000	4,000.00
52750 FIR LEASE OF VEHICLES	0	8,868	32,986	37,264	151,000	36,000	36,000.00
53004 FIR HEPATITIS B VACCINATION	0	4,920	0	0	1,000	1,000	1,000.00
53005 FIR MEDICAL/PHYSICAL TEST	750	5,800	2,103	2,006	2,250	2,250	2,250.00
53006 FIR MEDICAL/DRUG TESTING	1,550	2,000	0	1,230	1,000	1,000	1,000.00
53007 FIR IN-SERVICE TRAINING	5,000	4,992	2,907	6,296	10,000	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	**119,110**	**184,741**	**160,019**	**193,452**	**309,750**	**198,250**	**198,250.00**
004 - SUPPLIES							
54200 FIR OFFICE SUPPLIES	1,389	1,499	5,596	3,069	2,500	3,000	3,000.00
54315 FIR MISC FIRE EQUIP	50,439	1,499	2,768	13,137	0	0	0.00
54316 FIR NEW HOSE-FITTINGS	1,000	1,000	0	0	3,000	3,000	3,000.00
54317 FIR PROTECTIVE CLOTHING	13,974	27,906	15,336	25,876	17,600	17,600	17,600.00
54318 FIR PROTECTIVE EQUIPMENT	7,570	20,840	4,616	80	5,000	5,000	5,000.00
54319 FIR FOAM & EQUIPMENT	250	250	336	0	2,000	2,000	2,000.00
54801 FIR FUEL/OIL VEHICLE(S)	20,157	27,417	27,070	24,644	34,500	34,500	34,500.00
55001 FIR MEDICAL SUPPLIES	2,498	2,500	2,061	4,286	4,000	5,000	5,000.00
55101 FIR EDUCATIONAL MATERIAL	1,000	3,400	2,794	3,224	6,800	6,800	6,800.00
55800 FIR MISC SUPPLIES	182	499	615	1,909	1,000	1,000	1,000.00
004 - SUPPLIES Total	**98,460**	**86,811**	**61,191**	**76,225**	**76,400**	**77,900**	**77,900.00**

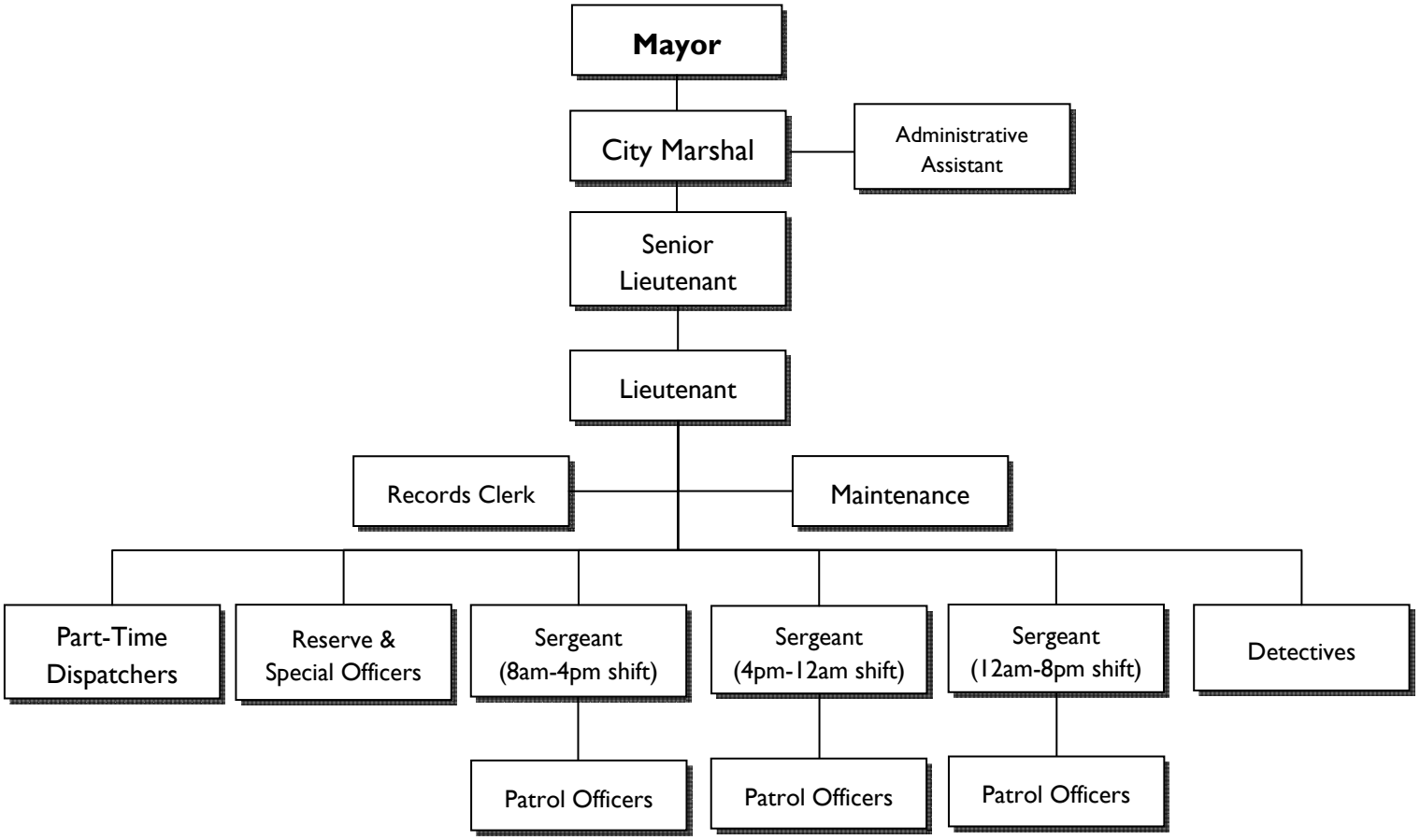
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	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
007 - OTHER CHARGES & EXPENSES							
57300 FIR DUES & MEMBERSHIPS	3,597	4,663	3,249	1,579	5,450	5,450	5,450.00
007 - OTHER CHARGES & EXPENSES Total	**3,597**	**4,663**	**3,249**	**1,579**	**5,450**	**5,450**	**5,450.00**
008 - CAPITAL OUTLAY							
58405 FIR ASBESTOS ABATEMENT	0	0	0	30,000	0	0	0.00
58406 FIR DISPATCH CONSOLE SYSTEM	0	0	0	71,839	0	0	0.00
58501 FIR TECHNICAL RESCUE EQUIP	1,849	2,000	963	8,588	0	0	0.00
58502 FIR DEFRIBRILLATOR(S)	1,500	4,425	4,011	10,788	0	0	0.00
008 - CAPITAL OUTLAY Total	**3,349**	**6,425**	**4,974**	**121,215**	**0**	**0**	**0.00**
Grand Total	**3,139,503**	**3,090,005**	**3,216,044**	**3,306,602**	**3,359,635**	**3,468,191**	**3,468,190.93**

Police Department

MISSION STATEMENT

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



FY 2015 ACCOMPLISHMENTS

- The police department in conjunction with the mayor's office have worked to confront the growing heroin addiction issue. Over the past year Newburyport as was many other communities were dealing with deaths as a result of heroin overdose. Using educational awareness, drug take back programs, the creation of community action groups, and the deployment of Narcan by police officers were just some of actions taken to reduce addiction and increase prevention. This work continues.
- With the loss of grant funding, the School Resource Officer (SRO) was removed from the school at the end of the 2013 school year as a full-time assignment. Due to the importance of this position and the calls for service within the schools, the Police Department assigned Officer Whitney as

the full time SRO to the schools from the patrol force. This was especially difficult as the department was down 3 Officers and a Sergeant. But we realized the importance of this position and the services this officer delivers to the school system daily.

- The police department has played an active role with other community stakeholders with the creation of the Traffic Safety Advisory Committee. This committee works to address all traffic safety requests and concerns throughout the community. Using a set of standards, the committee meets monthly to discuss each request on its own merits using safety the main focus.
- With the assistance of the Traffic Solutions Traffic Signboard, the Police Department has conducted traffic studies on most major roadways in the City along with directed placements to assist neighborhoods with traffic monitoring and enforcement. The traffic board has provided the Department with a detailed account of traffic speed, volume, and trends for enforcement needs.
- Held its 12th annual open house the first Saturday of Yankee Homecoming. This open house was well received with families taking tours of the facility and children receiving safety tips, new bike helmets, and exploring our cruisers.
- Conducted its 10th annual food drive in front of Shaw's and Market basket in early December collecting non-perishable foods to support the Salvation Army efforts, resulting in thousands of dollars in food collected and delivered to the Salvation Army
- State Accreditation, received 5th award. This was accomplished in September 2014 when three state accreditation assessors accompanied by the Director of state accreditation conducted a three day review of our department's policies and procedures, a tour and inspection of the facility to ensure that we were in compliance with state accreditation mandates. Upon completion of their inspections and reviews, our department won its 5th reaccreditation for the next three years.
- The Facebook and Twitter accounts have been very successful providing the public with important information.
- FY 15 compliant for dispatch communications requirements EMD/911
- Continued success with the drug drop box in the lobby of the police station and also participated in the DEA National Take Back Initiative
- Continued to maintain and improve fleet. Continue to replace 2 cruisers per year.
- Managed and maintained the overtime budget to the allotted amount.
- Managed daily operations within the budget while being short 4 Officers and 1 Sergeant.
- Managed several major city events, including 12 road races, Yankee Homecoming, Invitation Nights, Riverfest, waterfront concerts and numerous weekend festivals, all with a limited staff.

FY 2015 TRENDS

The Police Department has seen a slight reduction in calls for service from 23,565 to 21,125. One of the largest reasons for the reduction is due to less officers on the street. Throughout the year the department has been down four officers and a sergeant. This shortage has a direct effect on activity. This year 342 persons arrested/summoned to court. There was an increase in motor vehicle crashes from 333 to 379. Six streets (Storey Ave – 78, Merrimac –39, High – 45, Low –36, Water -14 State –

Police Department (cont.)

16) make up for two-thirds of all the crashes in the City. These increase continue in spite of is our officers continued focus on traffic enforcement on accident causing violations with some of the highest enforcement has taken place on these same roadways. More attention will be given using directed enforcement to assist in reducing crashes. Parking enforcement by police resulted in approximately $16,705 in fine revenue; this does not take into account the number of warning parking tickets that were issues. This reduced in revenue can be attributed to more compliance by motorists and the reduction in officers for enforcement.

School safety remains a strong focus with training, security checks, and an elevated call volume. Officers are making additional visits to the schools during their shifts. This was the second year the department conducted unannounced lockdown drills at all schools. I'm happy to report that schools preformed well during each of these drills. School administration and staff deserve praise of their ability to responded to a lockdown. There continues to be a high demand for the services of the School Resource Officer (SRO). While most of the calls have been at the High School and the Middle school, situations have also arisen at other schools. These calls continue to ranged from sexual assault to very young children running away from schools. The SRO has spent a large amount of time working with school administrators to address facility, crime, and counseling needs.

The trend for criminal activity continues to evolve with technology, internet, identity-theft, and scams. Policing and solving many of these crimes has become difficult and hard to keep up with. It's become a daily event that someone has lost money, their identity or been scammed by someone that may live in another country. Police personnel continue to educate themselves with the latest trends and use this information along with networking with other agencies to combat these type crimes. In addition, Inspectors and officers continue to conduct trainings and post advisories in an effort to educate the public and prevent the crime from happening.

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

FY 2016 GOALS AND OBJECTIVES

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

Objectives:

- Using the Civil Service list, select candidates to fill open positions
- Apply to Police Academy for training candidates
- Once the Academy is completed, place them in the Field Training Program

- Once these officers are in place, work on refilling the reserve list
- Complete statutorily required training for three newly appointed sergeants and an inspector promoted this past year

Goal 2: Arm the officers with Tasers

Objectives:

- Utilize the grant received through the Executive Office of Public Safety to demonstrate the proven value of using Tasers as a safe and effective tool for law enforcement
- Continue to request funding to purchase Tasers

Goal 3: Centralizing Public Safety Dispatch

Objectives:

- Work to combine both Police and Fire dispatch for a more efficient and effective dispatch service
- Combined dispatch will provide substantial personnel savings along with eliminating redundancy and time delays.

Goal 4: Traffic Study

Objectives:

- 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.

Goal 5: Continue to enhance partnership with the Schools

Objectives:

- Work with the school administration to update their school safety plan and handbook, which was last updated in 2007.
- Work on adding "tools" to their plan that allows for additional options beyond locking-in-place
- Have the SRO work directly with school administrators in rolling out the A.L.I.C.E. Model when responding to a school threat.
- Additional training and empowerment of staff to make decisions in critical situations
- Work with neighboring communities to conduct ongoing drills and training at area schools

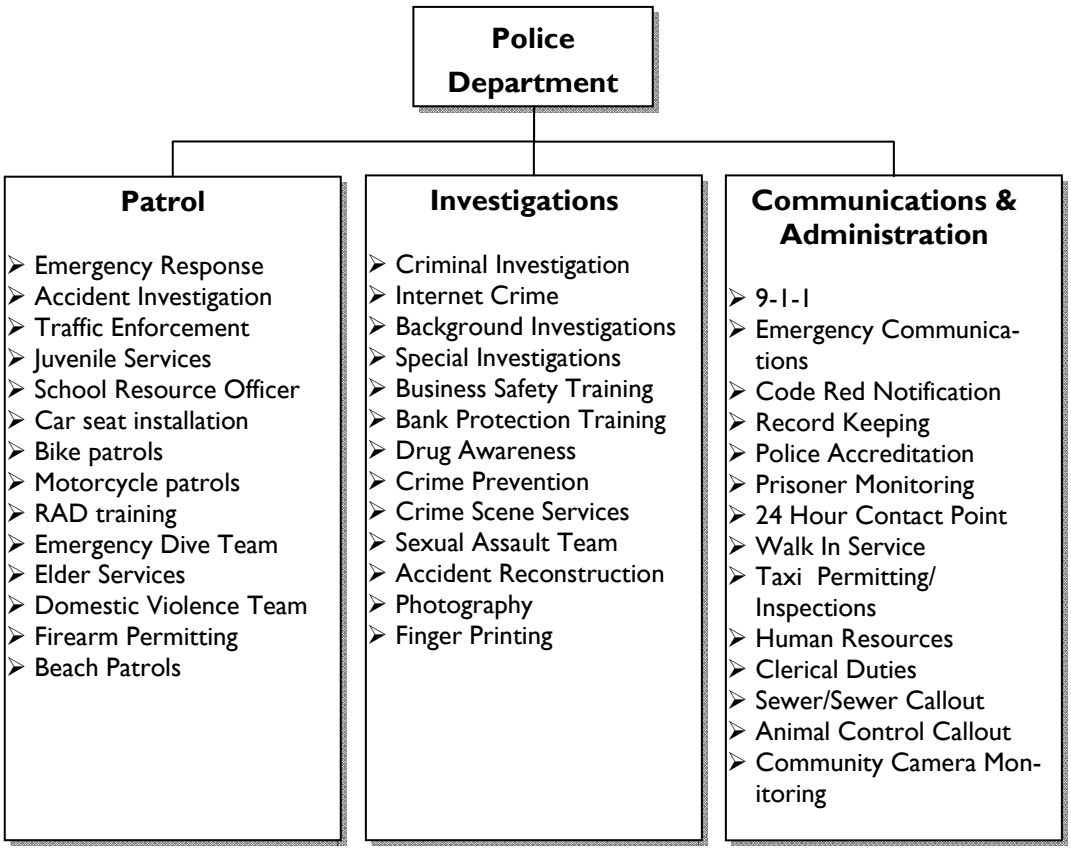
Goal 6: Training

Objectives:

Police Department (cont.)

- Use MPI to meet all in-service requirements except CPR
- CPR will be done with in-house instructors.
- Do all MIAA optional (Rewards Program) I in-service Training of MPI
- Provide Specialized Training as needed.

PROGRAMS & SERVICES



PERSONNEL SUMMARY

POLICE DEPARTMENT			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
City Marshal	1	1	1
Senior Lieutenant	1	1	1
Lieutenant	1	1	1
Sergeant	5	5	5
Inspector	2	2	2
Patrolmen	23	23	23
Administrative Security	1	1	1
Records Secretary	0.57	0.57	0.57
Dispatcher	4.0	4.0	4.0
Custodian	0.5	0.5	0.5
Total Full-Time Equivalents:	**38.96**	**38.96**	**38.96**

POLICE DEPARMENT (01-210)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51110 POL SAL MARSHAL	124,865	127,362	127,377	131,199	132,651	132,651	132,651.00
51142 POL SAL OFFICERS	1,882,215	1,828,050	1,923,770	1,871,463	1,992,167	2,087,183	2,087,182.53
51144 POL SAL RESERVE OFFICERS	-1,909	6,865	255	0	10,000	10,000	10,000.00
51150 POL SAL ADMIN SEC'Y	46,709	47,831	48,120	55,094	52,174	58,051	58,050.62
51152 POL SAL CLERICAL	21,416	21,248	21,750	17,009	22,662	22,662	22,661.60
51156 POL SAL DISPATCH F/T	111,757	119,022	144,506	172,272	177,325	177,325	177,325.12
51164 POL SAL DISPATCH P/T	14,630	12,962	19,830	6,420	10,000	10,000	10,000.00
51166 POL SAL CUSTODIAL	20,991	21,248	21,459	29,504	28,470	29,039	29,039.40
51301 POL OFF OVERTIME	174,119	205,000	187,589	245,335	215,000	215,000	215,000.00
51302 POL DIS OVERTIME	11,878	7,951	13,051	14,870	15,000	15,000	15,000.00
51400 POL AFSCME EDUCATION STIPEND	0	0	0	3,051	2,950	2,525	2,525.00
51401 POL LONGEVITY	85,595	82,469	70,793	78,968	66,908	50,000	50,000.00
51402 POL OFF PAID HOLIDAYS	46,001	47,585	48,817	53,671	65,000	65,000	65,000.00
51403 POL DIS PAID HOLIDAYS	3,356	3,419	3,873	5,612	5,830	5,688	5,688.00
51404 POL COURT TIME	36,776	35,993	34,175	41,170	36,000	36,000	36,000.00
51405 POL PR OFF CLOTHING ALLOW	31,000	38,500	40,250	40,250	40,250	46,500	46,500.00
51406 POL EVALUATIONS	29,400	31,500	29,447	33,700	32,090	0	0.00
51409 POL MARSHAL'S STIPEND	3,000	3,000	3,000	3,000	3,000	3,000	3,000.00
51410 POL OFF NIGHT DIFFERENTIAL	56,307	53,872	52,394	51,169	49,000	56,955	56,955.34
51411 POL DIS NIGHT DIFFERENTIAL	1,560	1,560	1,992	2,346	2,392	2,600	2,600.00
51412 POL DISP CLOTHING REIMB	1,800	1,278	1,793	1,893	2,400	2,400	2,400.00
51413 POL ACCREDITATION ALLOWANCE	0	0	37,525	38,949	40,113	36,257	36,256.91
51509 POL INJURED-ON-DUTY	33,848	21,452	16,639	12,845	20,000	20,000	20,000.00
51510 POL RETIREMENT EXP	1,230	77,218	24,672	0	0	0	0.00
51513 POL SAL INN ST INITIATIVE	0	10,000	6,862	10,000	10,000	10,000	10,000.00
51601 POL FITNESS ALLOWANCE	1,185	3,400	2,700	4,029	4,500	4,500	4,500.00
001 - PERSONAL SERVICES Total	**2,737,730**	**2,808,786**	**2,882,639**	**2,923,819**	**3,035,881**	**3,098,336**	**3,098,335.52**
002 - PURCHASE OF SERVICES							
52101 POL HEAT	14,890	10,567	10,725	14,389	17,000	17,000	17,000.00
52102 POL ELECTRICITY	46,677	48,769	31,767	31,653	51,530	51,530	51,530.00
52401 POL MAINT-BLDG	31,206	15,788	10,028	9,330	15,000	15,000	15,000.00
52402 POL MAINT-EQUIPMENT	9,847	69,941	38,254	25,892	15,000	15,000	15,000.00
52403 POL MAINT-VEHICLES	26,497	21,820	28,806	25,143	21,540	21,540	21,540.00
52701 POL LS/PUR COPY MACHINE	4,140	4,140	3,217	4,187	4,140	0	0.00
53001 POL E.A.P.	0	0	0	0	289	289	289.00
53002 POL MEDICAL EXPENSES	1,420	1,891	1,015	2,390	5,500	5,500	5,500.00
53003 POL LICENSING WARR & CONTRACT	30,377	40,647	41,459	42,016	48,867	49,500	49,500.00
002 - PURCHASE OF SERVICES Total	**165,054**	**213,562**	**165,270**	**154,999**	**178,866**	**175,359**	**175,359.00**
004 - SUPPLIES							
54200 POL OFFICE SUPPLIES	10,800	9,950	8,063	7,021	10,000	10,000	10,000.00
54310 POL SUPPLIES-CRIME LAB	1,493	1,488	1,482	1,563	1,500	1,500	1,500.00
54801 POL FUEL/OIL VEHICLE(S)	48,655	65,449	70,382	60,196	77,500	77,500	77,500.00
54901 POL PRISONER MEALS	72	41	110	97	100	100	100.00
55001 POL MEDICAL SUPPLIES	1,397	1,526	1,441	0	2,500	3,000	3,000.00
55800 POL MISC SUPPLIES	1,700	5,797	5,601	3,525	7,500	7,500	7,500.00
55801 POL AMMUNITION/WEAPONS	4,782	4,985	4,847	6,892	11,500	11,500	11,500.00
004 - SUPPLIES Total	**68,899**	**89,236**	**91,925**	**79,295**	**110,600**	**111,100**	**111,100.00**

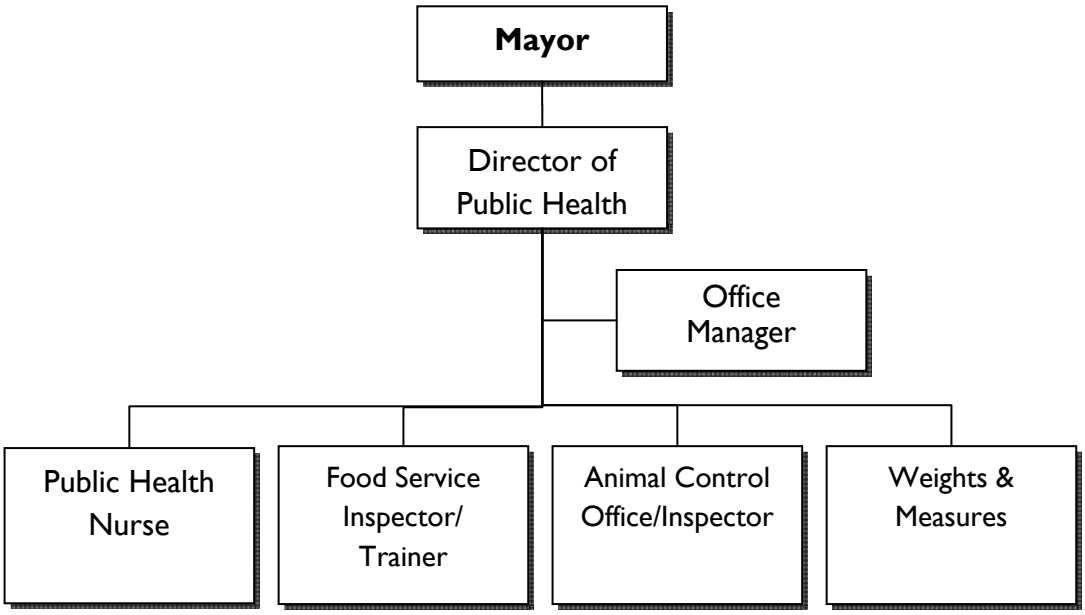
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	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
007 - OTHER CHARGES & EXPENSES							
57300 POL DUES & SUBSCRIPTIONS	6,120	9,403	8,960	9,092	9,448	14,273	14,273.00
007 - OTHER CHARGES & EXPENSES Total	**6,120**	**9,403**	**8,960**	**9,092**	**9,448**	**14,273**	**14,273.00**
008 - CAPITAL OUTLAY							
58501 POL CAP EXP-MIS/COMMUNICTNS	5,794	6,698	8,417	3,262	6,000	6,000	6,000.00
58502 POL PUR CRUISER(S)	31,473	91,615	38,883	58,000	45,000	45,000	45,000.00
58506 POL DEFIBRILLATORS	0	0	0	9,800	0	0	0.00
008 - CAPITAL OUTLAY Total	**37,267**	**98,312**	**47,300**	**71,062**	**51,000**	**51,000**	**51,000.00**
Grand Total	**3,015,070**	**3,219,298**	**3,196,095**	**3,238,268**	**3,385,795**	**3,450,068**	**3,450,067.52**

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.



FY2015 ACCOMPLISHMENTS

ADMINISTRATION:

- Maintained level community public health services with resources provided
- Continue to provide public health community outreach educational programs to City residents on: Shingles vaccination, Lyme disease and prevention, west nile virus, eastern equine encephalitis and food borne related illness.
- Continue to improve and expand on new regional animal control services.
- Oversaw implementation of Northeast Mosquito Control and Wetland District's Best Management Plan for mosquito and arbovirus activity. Informed residents via media outlets and emergency Code Red messages of impending ground and aerial applications of pesticides for mosquito control. Maintained and implemented Opt-Out listing of residents that wished to be omitted from ground spray application of adulticide

FOOD PROTECTION PROGRAM:

- Continued to maintain compliance with the Massachusetts Department of Public Health Food Protection Program on bi-annual food establishment inspections.
- Continue to work with the City business to provide State required certification programs.
- Continue to work with business and community organizers to streamline board of health application and permit process

PUBLIC HEALTH NURSING & EPIDEMIOLOGY:

- Awarded "Heart Safe" community designation by the Massachusetts Department of Public Health and the American Heart Association.
- Created community shingles program to provide free shingles vaccines to low income city seniors
- Continued to maintain compliance with the Commonwealth of Massachusetts Department of Public Health (MDPH) mandated MAVEN certification system – Communicable and Infectious disease follow up and surveillance

ANIMAL CONTROL SERVICES:

- Continue to improve and expand on new regional animal control services with the Town of West Newbury and preliminary regionalization with the Town of Salisbury and City of Amesbury
- Developed and Implemented new data collection system to track animal inspections, complaints, citations, off leash, animal registration, isolation and quarantines and rabies testing

WEIGHTS & MEASURES:

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

EMERGENCY PREPAREDNESS:

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

Health Department (cont.)

FY 2016 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 FY16.

FY 2016 GOALS AND OBJECTIVES

<u>Goal 1</u>: Maintain current level services of Public Health in compliance with local, state and federal mandates including:

Objectives:

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

<u>Goal 2</u>: Continue to expand on regional local public health services with surrounding communities to improve efficiency and generate a cost savings

Objectives:

- Enhance current Regional Animal Control Services with the Town of West Newbury and adjust services on an as needed basis, ensuring that there is adequate support staff to provide and enhance this new regional service
- Expand current Animal Control Services with the Town of Salisbury and the City of Amesbury for a July 1, 2015 implantation

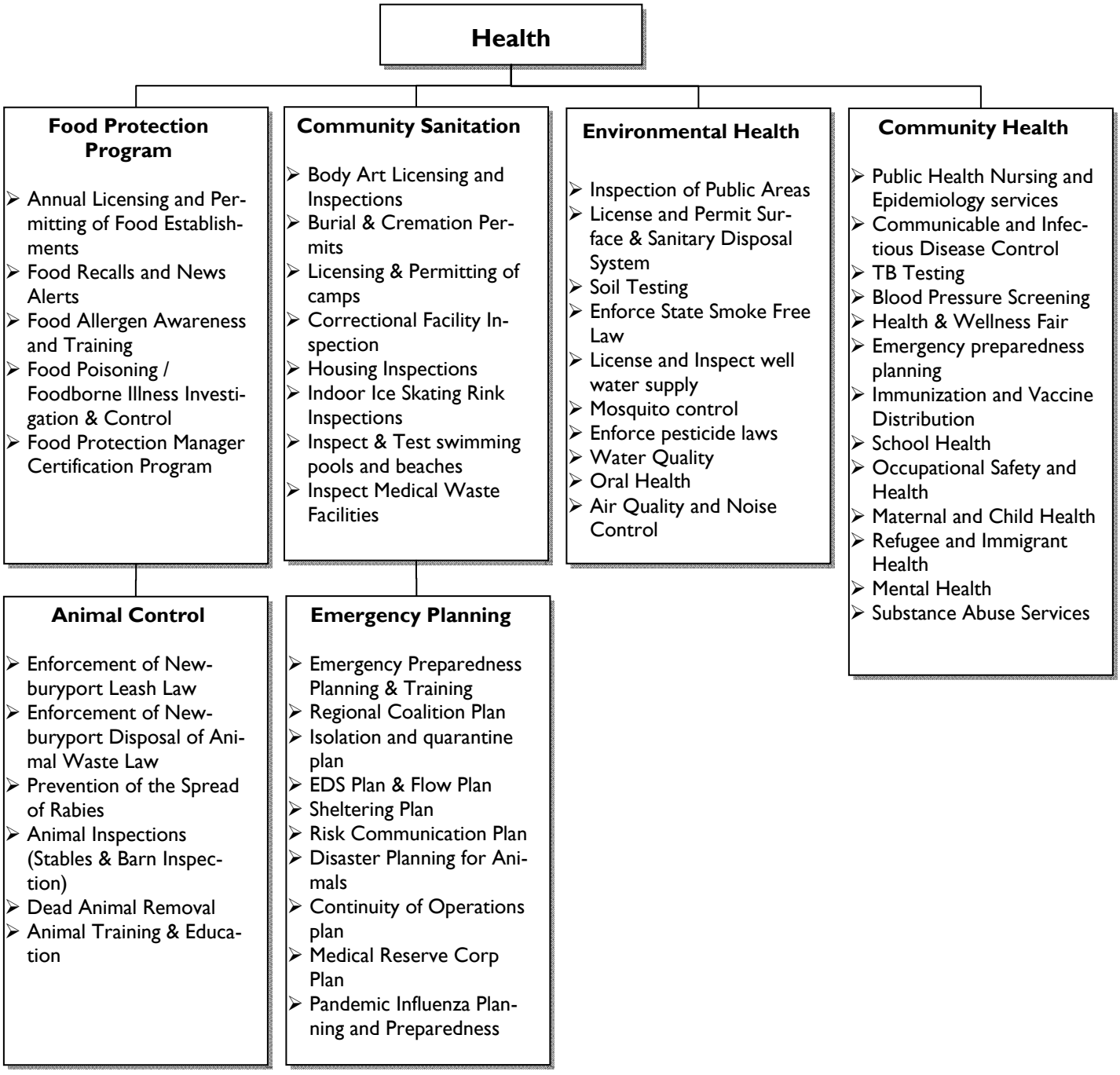
<u>Goal 3</u>: to Conduct a City Health Department Community Health Assessment working with Youth Services, Council on Aging, the Beacon Coalition and other City departments and community leaders

Objectives:

- Research and analyze data of community health indicators and disease to gauge the health and wellness of the City as it compares with other communities in Essex County
- Publish and promote the first City Health Department Community Health Assessment and Findings with proposed recommendations to improve the health and quality of life for our residents

Health Department (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

HEALTH DEPARTMENT			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Health Director	1	1	1
Office Manager	1	0.8	0.8
Public Health Nurse	0.5	0.5	0.5
Animal Control Officer	1	1	1
Assistant Animal Control Officer	0.4	0.4	0.4
Compost Attendant	0.5	0.5	0.5
Compost Attendant	0.5	0.5	0.5
Sealer of Weight & Measure	0.2	0.2	0.2
Total Full-Time Equivalents:	**5.1**	**4.9**	**4.9**

HEALTH DEPARTMENT (01-510)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 HLH SAL HEALTH DIR	71,347	71,400	72,114	75,399	76,530	76,530	76,529.81
51103 HLH SAL OFFICE MANAGER	39,093	41,200	46,946	47,040	43,004	43,649	43,648.82
51164 HLH MINUTE TAKER	900	1,350	1,500	1,650	1,800	1,800	1,800.00
51166 HLH PER DIEM INSPECTORS	6,900	9,400	7,049	4,600	4,600	4,600	4,600.00
51169 HLH SAL WEIGHTS & MEASURERS	5,000	5,000	6,000	6,000	6,000	6,000	6,000.00
51404 HLH TRAVEL EXP STPND	0	5,000	4,778	4,854	5,000	5,000	5,000.00
51405 HLH CLOTHING REIMBURSEMENT	850	250	250	250	250	250	250.00
51711 HLH SAL PUBLIC HEALTH NURSE	29,940	21,494	30,394	30,519	30,519	30,977	30,976.81
001 - PERSONAL SERVICES Total	**154,030**	**155,094**	**169,030**	**170,311**	**167,703**	**168,805**	**168,805.44**
002 - PURCHASE OF SERVICES							
52904 HLH ESSEX GREENHEAD	820	820	945	945	945	945	945.00
53204 HLH HEALTH CONSULTANT	1,250	997	850	1,000	1,000	1,000	1,000.00
53700 HLH TRAIN/TRVL/CONFR	5,262	2,114	1,723	2,085	2,300	2,300	2,300.00
002 - PURCHASE OF SERVICES Total	**7,332**	**3,931**	**3,518**	**4,030**	**4,245**	**4,245**	**4,245.00**
004 - SUPPLIES							
54200 HLH MISC EXPENSE	3,059	2,479	2,381	2,442	2,000	2,000	2,000.00
54201 HLH WGHTS/MEASURE EXP	0	0	0	0	500	500	500.00
55000 HLH MEDICAL & SURGICAL SUPP	2,225	1,498	1,469	1,500	2,500	2,500	2,500.00
004 - SUPPLIES Total	**5,284**	**3,977**	**3,850**	**3,942**	**5,000**	**5,000**	**5,000.00**
007 - OTHER CHARGES & EXPENSES							
57300 HLH DUES & MEMBERSHIPS	948	208	1,060	558	2,000	2,000	2,000.00
007 - OTHER CHARGES & EXPENSES Total	**948**	**208**	**1,060**	**558**	**2,000**	**2,000**	**2,000.00**
Grand Total	**167,595**	**163,209**	**177,457**	**178,841**	**178,948**	**180,050**	**180,050.44**

ANIMAL CONTROL (01-292)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 ANC SAL ANIM CONTRL OFCR	21,120	26,336	2,295	34,394	36,608	35,013	35,012.70
51102 ANC SAL ASSIST ANIMAL OFCR	805	0	30,008	1,300	12,340	12,340	12,340.00
51405 ANC CLOTHING ALLOWANCE	600	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	**22,525**	**26,936**	**32,903**	**36,294**	**49,548**	**47,953**	**47,952.70**
002 - PURCHASE OF SERVICES							
52401 ANC BUILDING & GROUNDS	72	399	3,687	5,234	4,500	4,500	4,500.00
53009 ANC CARE OF ANIMALS	3,568	8,700	3,880	1,130	5,000	5,000	5,000.00
53010 ANC DEAD ANIMAL REMOVAL	0	840	225	300	340	340	340.00
002 - PURCHASE OF SERVICES Total	**3,640**	**9,938**	**7,792**	**6,664**	**9,840**	**9,840**	**9,840.00**
004 - SUPPLIES							
54801 ANC FUEL/OIL VEHICLE(S)	799	1,971	3,821	1,952	2,290	2,290	2,290.00
004 - SUPPLIES Total	**799**	**1,971**	**3,821**	**1,952**	**2,290**	**2,290**	**2,290.00**
007 - OTHER CHARGES & EXPENSES							
57300 ANC DUES/LIS/SUBSCRIP	0	0	0	200	300	300	300.00
007 - OTHER CHARGES & EXPENSES Total	**0**	**0**	**0**	**200**	**300**	**300**	**300.00**
Grand Total	**26,964**	**38,845**	**44,515**	**45,111**	**61,978**	**60,383**	**60,382.70**

Sustainability

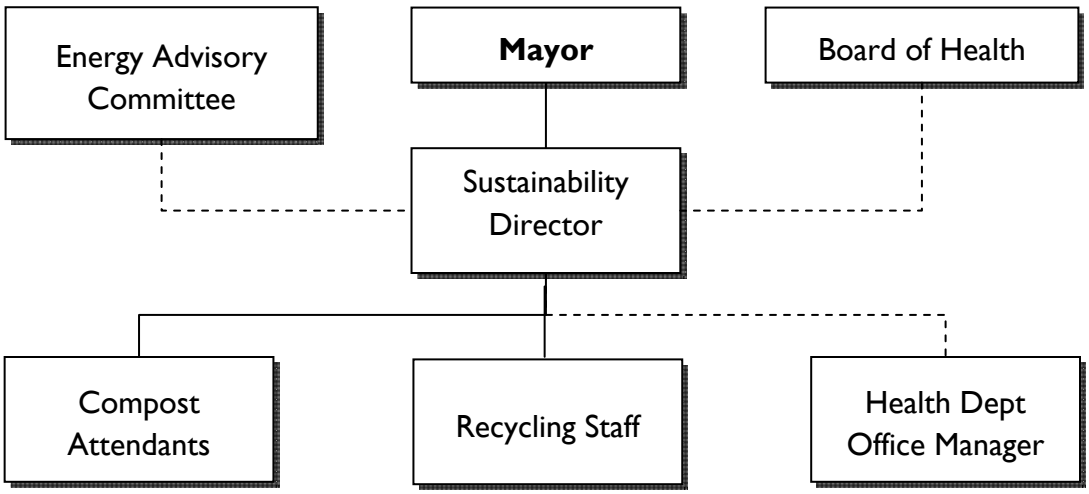
MISSION STATEMENT

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

The Sustainability Department works with all departments across the City to integrate sustainable design, technology and practice into municipal operations, infrastructure, and services. This inter-departmental work continued on many levels through-out the year, including work with the Planning Department, Harbormaster, Highway and Water Departments, Schools, and Public Library.

Through the Massachusetts Green Communities Program and as a Designated Green Community, the City of Newburyport pledges to reduce energy usage across all municipal facilities by 20% from its benchmark year in 2009. Newburyport is now in the final stages of adopting a clean energy roadmap for the entire city while also integrating sustainability into the city's Master Plan.

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



FY2015 ACCOMPLISHMENTS

Energy

- As stated in FY 2015 goals, the city received a Community Energy Strategies Program grant from Mass CEC to be one of the first municipalities in the state to develop a long term Clean Energy Roadmap. We have finalized the roadmap and are waiting for Mass CEC's final authorization.
- Newburyport is working to bring a residential electricity aggregation program to city residents and businesses. We have begun work with an approved aggregator and are developing a draft aggregation plan.
- Last year's goal to continue to develop a residential energy reduction plan has been successful with a grant award from National Grid. That program is ongoing and thus far has met 2 out of the 3 tier energy efficiency goals.
- Finalized purchase of all street lights from National Grid with maintenance to be handled in-house.
- Received and completed the second Green Communities grant in the amount of $158,145 for energy efficiency upgrade work at the DPS Facility and Public Library.
- Completed Green Communities Annual Report for the State Department of Energy Resources and reported that total municipal energy usage in all city buildings has decreased 11% since baseline year 2009.
- Continue to monitor net metering credits at a fixed 10% discount off associated electricity bills from Sun Edison Salisbury.
- Continue to monitor contract for municipal building energy supply with Constellation Energy to ensure ongoing savings (current contract is for $.785 per kwh vs .15 per kwh for standard offer).

Recycling

- Facilitated transition to new curbside recycling vendor in November 2013, leading to recycling material tonnage figures increasing from 2922 to 2948 tons in 2013.
- Drop off recycling and household hazardous waste increased in all material areas over the year: Scrap metal 11.57 tons, textiles 31 tons, electronics 6 tons, monitors and TVs 12 tons, and over 3000 linear mercury lamps.
- We continued our electronics waste (E-waste) recycling program with 4 young adults with developmental disabilities employed through the funds generated from the E-waste

Sustainability (cont.)

Program.

- Recycling and energy queries, issues, and or incidents average approximately 75-100 per week via e-mail, phone and in person.
- Illegal dumping rates have decreased but are being managed with enforcement and accountability to property owners.

Yard Waste Facility (YWF)

- This year the YWF sold stickers to 2,223 households with an income of $32, 330 for the season.
- Conducted second rain barrel education and marketing program in which over 80 households participated in.
- Crow Lane Recycling and YWF is now a part of seventh grade science sustainability section including a green roof, solar demonstration site and bicycle recycling program.
- Continued focus on educational programs relating to sustainability through eco-tours, annual information brochure, educational sessions and assemblies at school, and other venues throughout the year.
- Material at YWF totaled 3100 CY of compostables and 170 tons of brush.

Solid Waste

- Goals and objectives in 2014 included establishing a Toward Zero Waste Committee that accomplished its first zero waste event in conjunction with the MBTA.
- After completing the Toward Zero Waste pilot program in 2013 which pointed to a primary finding that organic diversion would have the biggest impact in terms of cost, volume and nuisance avoidance, we applied and received a grant from DEP for an organic curbside waste program to be rolled out in the spring of 2015.
- Solid waste tonnage again increased slightly to 5359 from the previous years tonnage of 5125 tons yet still down significantly from our 2009 benchmark year of 7500 tons.
- Bulk waste reduction has been a priority and a new mattress recycling program was started that resulted in the collection of 187 mattresses that were recycled. In addition there were 1649 bulk permits sold with an income of $9255.
- Proper disposal of household hazardous waste material including: 2400 gal of chemicals, 178 tires, 900 gal of oil recycled, 52 smoke detectors, 302 pounds of alkaline batteries, and

100 gallons of anti-freeze.

- A ban on thin film, integral handled, single use plastic bags was enacted in 2014 with a six month implementation period. The ban took effect on March 29, 2015.

FY 2016 TRENDS

Over the past several years, Newburyport has made significant progress in both waste reduction and clean energy, developing projects in the residential, commercial and municipal sectors across the city. While Newburyport's efforts to incorporate and generate clean energy have been successful, to be sustainable, a city must also have sufficient water, clean air, sufficient food, biological diversity to support natural systems, safe disposal or reuse of its wastes, and be able to adapt to environmental changes. When Newburyport is able to achieve these tenants of sustainability, it will be able to ensure the long-term livability and resiliency of the City in the face of environmental challenges of our time.

This office continues to work on an inter-related basis with city departments, schools, and residents to increase awareness, educate and bring in a variety of programs that strive to conserve energy, water, and other natural resources while increasing efficiencies and reducing costs whenever possible. Programs with significant savings that have been achieved since a focus has been placed on sustainability are: solid waste budget reductions, rebate for recycling material, energy reduction costs in schools, city hall, and police station, fixed discount with net metered solar facility, lower personnel and energy costs for DPS, and energy supply contracted savings for all municipal electric accounts.

Sustainability trends include a healthy community focus on walkability, increased cycling, local food production, organic disposal bans, electric vehicle charging stations, etc., which all have been incorporated in the city's draft Master Plan.

FY 2016 GOALS AND OBJECTIVES

<u>Goal 1</u>: Work toward net zero waste by: reducing solid waste, hazardous waste and toxic substances; increasing recycling, and organic waste diversion.

- Establish baseline household, business, municipal buildings, and public barrels waste generation and shift from disposal to recycling.
- Investigate economic incentives to reduce waste, such as PAYT (Pay As You Throw) and rate structures.

Sustainability (cont.)

- Support implementation of the citywide ban on plastic bags through education and outreach.
- Expand outreach and education re: recycling, composting, Styrofoam, e-waste, household goods, clothing and furnishings.
- Begin research on a city wide recycling ordinance to cover businesses and institutions and update solid waste and recycling ordinances.
- Support diverting organics from the waste stream, including composting food waste programs and residential and commercial organics pickup through a 2 year pilot program.
- Expand hazardous waste collection dates and opportunities for disposal.

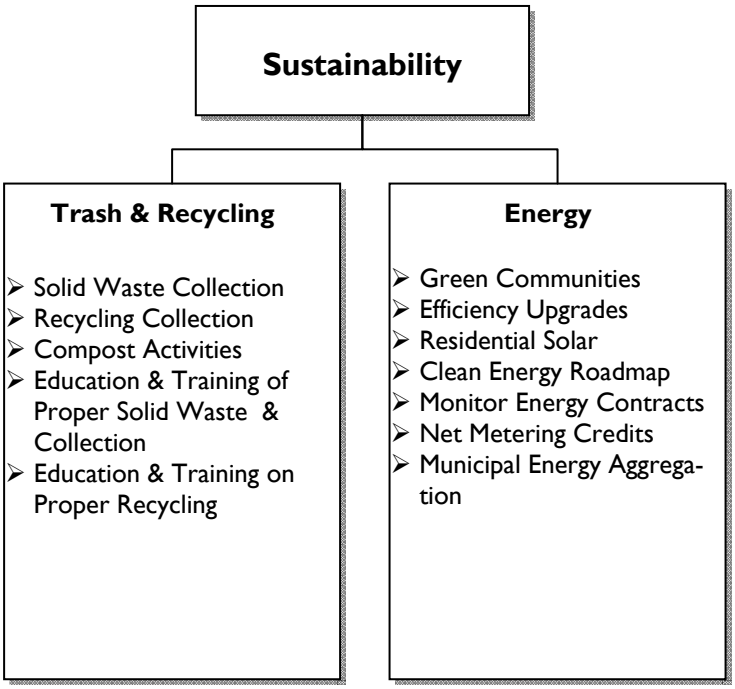
Goal 2: Encourage energy efficiencies across the city to reduce electricity costs for local residents and businesses.

- Create a community-wide electricity aggregation program – to create stable and potentially lower cost electricity that will also offer increased share of renewable energy in the community's electricity supply.
- Review feasibility of solar canopies in Newburyport parking lots.
- Continue to develop residential energy reduction plans through energy efficiency programs and cost reduction strategies as we conclude the National Grid energy efficiency grant to advance free residential energy assessment program though Mass Save Program.

Goal 3: Develop Sustainable Infrastructure Along The Waterfront

- Increase energy efficiency and renewable energy use along Newburyport's waterfront to promote renewables and to reduce greenhouse gas emissions and other pollutants in the community.
- Increase Access To Electric Vehicle Charging Stations
- Increase awareness and availability of electric vehicle infrastructure to help spur adoption of electric vehicles and reduce GHG emissions in Newburyport.
- Install electric vehicle (EV) charging stations and increase awareness of EV technologies in the community.

PROGRAMS & SERVICES



PERSONNEL SUMMARY

SUSTAINABILITY			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Sustainability Director	1	1	1
Office Manager (1 day)	0	0.2	0.2
Recycling Assistant (funded thru SW Fees)	.4	.4	.4
Electronic Waste Associates (funded through SW Fees)	.5	.5	.5
Total Full-Time Equivalents:	**1.9**	**2.1**	**2.1**

SUSTAINABILITY (01-519)

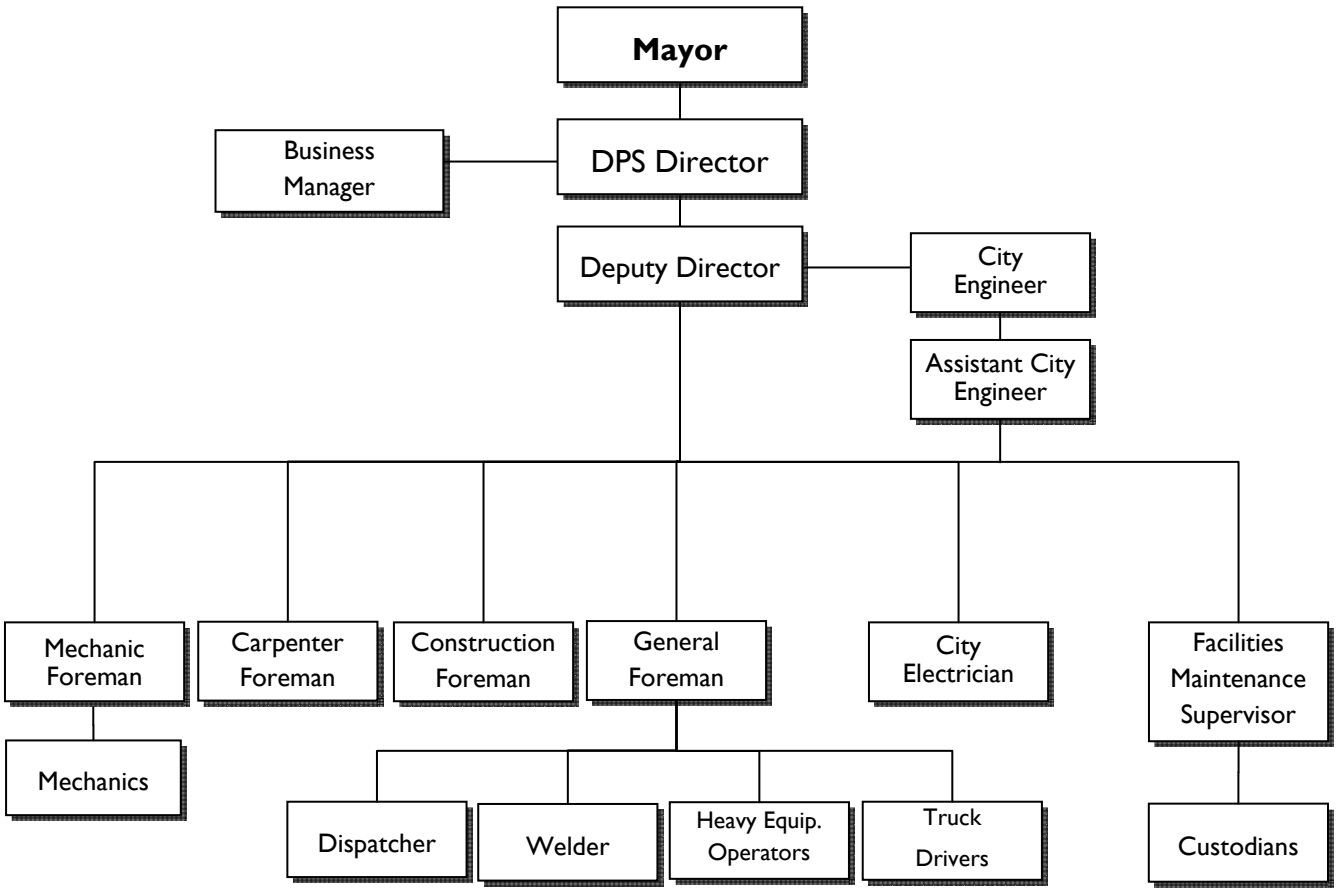
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51103 SUS SAL OFFICE MANAGER	0	0	0	0	7,167	7,275	7,274.79
51160 SUS SAL ENERGY/RECYCLE COORD	50,000	50,000	55,550	59,661	38,652	38,652	38,651.53
51166 SUS RECYC PER DIEM INSPECTOR	0	0	0	2,300	2,300	2,300	2,300.00
51168 SUS COMPOST ATTEND	20,621	21,799	21,082	18,860	25,000	25,000	25,000.00
001 - PERSONAL SERVICES Total	**70,621**	**71,799**	**76,632**	**80,821**	**73,119**	**73,226**	**73,226.32**
002 - PURCHASE OF SERVICES							
52403 SUS MAINT OF VEHICLE	42	250	250	0	250	350	350.00
52813 SUS CHIPPER SERVICE	25,184	103,000	15,000	21,451	0	0	0.00
52905 SUS SOLID WASTE	976,357	1,086,149	1,072,456	1,010,272	1,116,149	1,116,149	1,116,149.00
53424 SUS HOUSE HAZARDOUS WASTE	14,938	12,499	21,800	20,050	0	0	0.00
002 - PURCHASE OF SERVICES Total	**1,016,521**	**1,201,898**	**1,109,506**	**1,051,773**	**1,116,399**	**1,116,499**	**1,116,499.00**
004 - SUPPLIES							
54200 SUS MISC EXPENSE	0	0	0	436	500	500	500.00
54801 SUS FUEL/OIL VEHICLE	334	438	500	499	500	400	400.00
004 - SUPPLIES Total	**334**	**438**	**500**	**935**	**1,000**	**900**	**900.00**
007 - OTHER CHARGES & EXPENSES							
57400 HLH GREEN INITIATIVES	1,655	0	127,836	0	0	0	0.00
007 - OTHER CHARGES & EXPENSES Total	**1,655**	**0**	**127,836**	**0**	**0**	**0**	**0.00**
Grand Total	**1,089,132**	**1,274,135**	**1,314,475**	**1,133,529**	**1,190,518**	**1,190,625**	**1,190,625.32**

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 2015 ACCOMPLISHMENTS

The Highway Division completed the following roadway and construction work in Fiscal Year 2015:

Roadway Resurfacing and Sidewalks

1. Purchase Street
2. Stanley Avenue
3. Brooks Court
4. Highland Avenue
5. Merrill Street
6. Ferry Road @ Noble Street

Roadway Resurfacing Only

1. Carlton Drive
2. Merrimac Street (Rt 1 to Strong Street)
3. Woodwell Avenue
4. Shandel Drive
5. Pinehill Road

Sidewalks Only

1. Dexter Street (Disability ramps)
2. High Street @ Market Street (NW corner)
3. Water Street (Hale Park to Marlboro St)

Other Accomplishments

- The DPS Highway Division continue to respond and repair a great number of issues relating to the maintenance and repair of city trees, landscaping, street furniture, cemetery upkeep and burials, roadway maintenance, and drainage structure repairs. They also maintain traffic signs, pavement markings, and playground and park equipment.
- Snow clearing and removal was an overwhelming task this year for all DPS Divisions, but yet the crews were able to keep the roadways open at all times. 53 miles of snow was removed from streets in only 75-day period.
- The DPS Electrical Division continues to respond and repair traffic signals and street lights and also repairs and installs most electrical systems in all public building.
- The DPS Facilities Division continues to maintains all city owner buildings, including the

DPS: Highway (cont.)

cleaning, general repairs and special event assistance.

- Finalizing an Asset Management System (CMMS System) to improve the process for service requests and workload management.

FY 2016 TRENDS

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

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

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

The Highway Division is also responsible for sidewalk repair and replacement. Current funding is through the DPS Highway Budget and additional monies allocated by the Mayor's Office and the City Council from meal tax receipts. Sidewalk replacement is determined similarly to roadwork and in conjunction with road repair.

The Highway Division continues on our expanded responsibilities by overseeing the City Electrician and Facilities Maintenance staff. This includes oversight of the downtown and citywide lighting, and all electrical infrastructure. The Facilities Maintenance staff consists of the Facility Manager and three custodians, one for City Hall and two for the Library. A new full-time custodian has been budgeted for July 1, 2015 to maintain the new Council on Aging Facility.

The NPDES Stormwater Program continues to add more requirements on the city-wide drainage system. This requires an increased effort by the Highway Division and Engineering Division to repair, maintain, and improve the stormwater collection system. The future MS4 Permit will require greater mandates then the current NPDES permit. City Staff will continue to attend workshops and classes to gain a better understanding of the MS4 Permit requirements and goals.

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.

FY 2016 GOALS AND OBJECTIVES

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

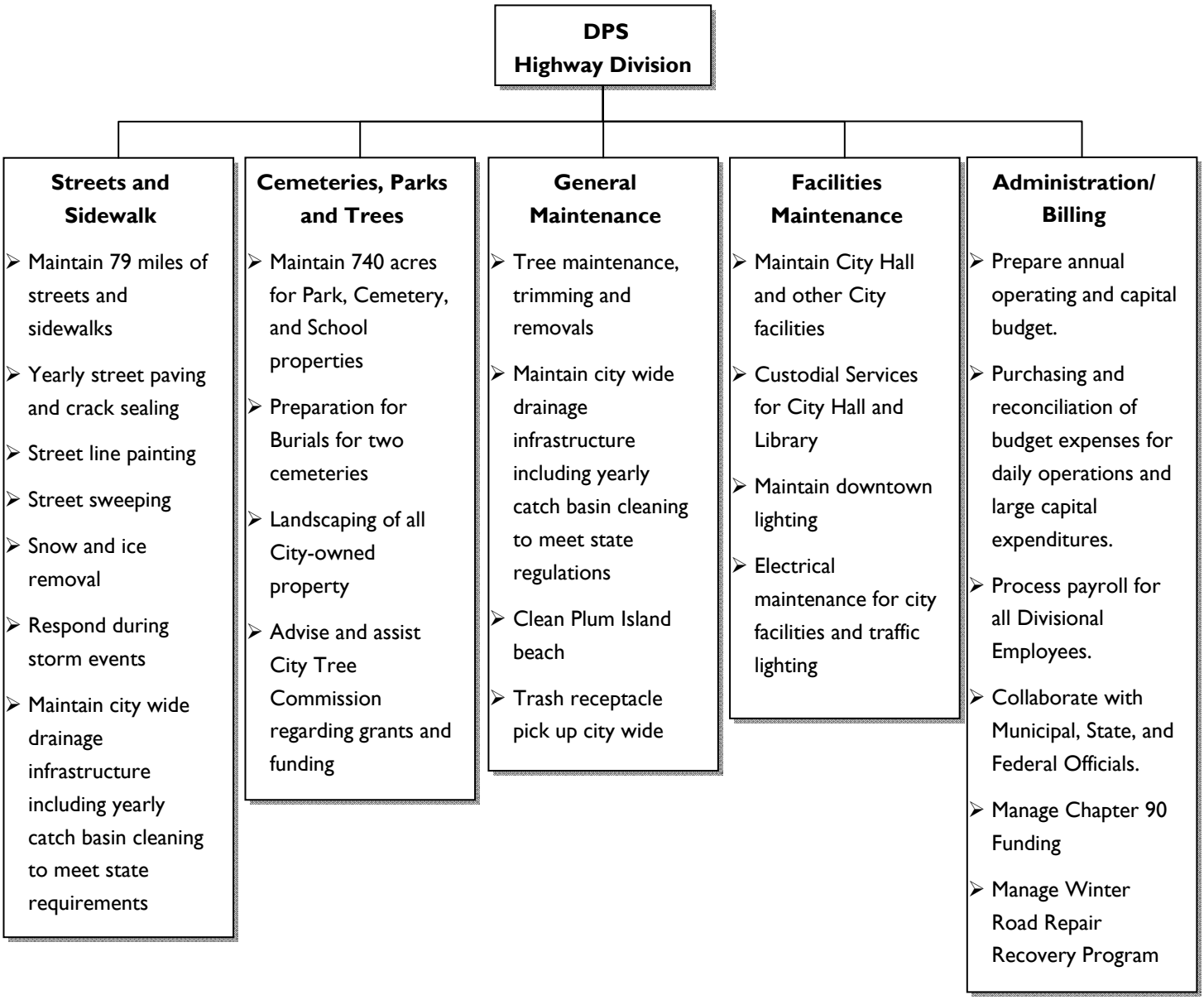
Goal 4: Improve Street Opening/Roadway Permit system

Objectives:

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

DPS: Highway (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

DPS: HIGHWAY			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Public Services Director	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Business Manager	0	0.33	0.33
Assistant Engineer	0	0.33	0.33
Dispatch Foreman	1	1	1
Grounds Maintenance Foreman	0	0	1
Heavy Equipment Operator	6	6	6
Truck Driver	5	5	5
General Foreman	1	1	1
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	1	1	1
Facilities Maintenance Supervisor	1	1	1
Custodian 1	1	2.5	4
Total Full-Time Equivalents:	**25**	**27.1**	**29.6**

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

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 DPS SALARY DIRECTOR	9,098	20,000	33,667	35,200	35,728	36,443	36,442.84
51102 DPS SALARY DEP DIRECTOR	21,607	17,000	27,021	28,235	30,369	30,369	30,368.96
51103 DPS SALARY BUSINESS MGR	0	0	0	0	21,315	23,326	23,326.43
51107 DPS SALARY ELECTRICIAN	0	0	0	35,000	35,000	35,000	35,000.00
51117 DPS SALARY ASST ENGINEER	0	0	0	0	18,118	19,452	19,452.09
51119 DPS SALARY ENGINEER	0	16,000	26,933	28,160	28,582	28,582	28,582.24
51150 HWY SAL FACILITIES MAINT	0	0	0	116,509	136,015	205,342	205,342.00
51158 HWY SAL LABOR	769,394	781,378	846,603	840,715	941,016	992,116	992,116.45
51166 HWY PART TIME EMPLOYEES	0	5,260	4,170	5,828	6,000	6,000	6,000.00
51190 HWY SAL SUMMER EMPLOYEES	20,280	13,800	11,840	7,840	14,400	14,400	14,400.00
51301 HWY OVERTIME	49,045	73,014	68,224	66,175	84,287	94,127	94,127.00
51401 HWY LONGEVITY	15,233	15,490	14,847	12,495	9,962	8,966	8,966.25
51405 HWY CLOTHING REIMBURSEMENT	13,000	11,563	12,199	15,265	15,150	16,350	16,350.01
51416 HWY TOOL REIMBURSEMENT	3,000	3,000	3,000	3,461	3,500	3,500	3,500.00
51901 HWY RETIREMENT BUYBACK	0	0	0	12,750	0	0	0.00
001 - PERSONAL SERVICES Total	**900,656**	**956,504**	**1,048,504**	**1,207,634**	**1,379,442**	**1,513,974**	**1,513,974.27**
002 - PURCHASE OF SERVICES							
52101 HWY HEAT	10,151	8,777	6,761	11,670	12,600	12,600	12,600.00
52102 HWY ELECTRICITY	51,969	59,000	59,010	51,521	59,000	59,000	59,000.00
52103 HWY STREET LIGHTS	187,632	215,000	217,275	237,953	125,000	125,000	125,000.00
52401 HWY MAINT-BUILDING	22,513	24,785	31,421	29,420	29,700	32,200	32,200.00
52402 HWY MAINT/BUILD REPAIR (CH)	0	0	0	31,904	14,000	14,000	14,000.00
52403 HWY MAINT-VEHICLES	69,495	69,993	78,593	85,249	85,000	92,400	92,400.00
52404 HWY MAINT-TREE	6,683	5,500	6,229	18,985	15,000	34,500	34,500.00
52405 HWY MAINT MANAGEMENT SYSTEM	0	0	0	0	5,167	5,167	5,167.00
52409 HWY MAINT-DOWNTOWN	4,140	5,965	9,758	6,000	6,000	0	0.00
52410 HWY MAINT CITY-WIDE	5,881	38,000	44,107	17,251	6,000	19,000	19,000.00
52411 HWY GROUNDS MAINT	2,151	3,702	4,034	12,886	4,000	0	0.00
52413 HWY LINE PAINTING	2,450	3,000	5,616	7,999	10,000	10,500	10,500.00
52414 HWY MINOR ROADWAY REPAIRS	0	0	0	50,000	0	0	0.00
52415 HWY MAINT/BUILD-COA	0	0	0	0	0	6,500	6,500.00
53002 HWY MEDICAL/DRUG TESTING	1,723	1,974	1,711	1,596	4,100	4,500	4,500.00
53700 HWY TRAIN/TRVL/CONFR	2,685	3,724	3,353	4,729	10,000	10,800	10,800.00
002 - PURCHASE OF SERVICES Total	**367,473**	**439,420**	**467,867**	**567,163**	**385,567**	**426,167**	**426,167.00**
004 - SUPPLIES							
52411 HWY ELECTRICAL SUPPLIES	0	0	0	23,692	25,000	25,000	25,000.00
54301 HWY FACILITIES MAINT SUPPLIE	0	0	0	7,360	10,000	14,000	14,000.00
54311 HWY PURCH ROAD MATERIAL	41,901	48,311	50,771	63,204	63,400	63,400	63,400.00
54312 HWY STREET SIGNS	7,657	10,995	12,661	14,857	15,000	20,000	20,000.00
54313 HWY SUPPLIES	8,410	10,440	7,765	8,989	15,600	15,600	15,600.00
54314 HWY RADIOS 2-WAY (10)	2,500	2,402	2,483	4,000	4,000	4,000	4,000.00
54315 DPS TREE CUTTING EQUIP	0	0	3,722	0	0	0	0.00
54801 HWY PURCH FUEL/OIL	227,762	273,426	246,588	259,165	89,875	89,875	89,875.00
55800 HWY MISC SUPPLIES	4,827	5,000	4,965	4,423	0	0	0.00
004 - SUPPLIES Total	**293,057**	**350,573**	**328,956**	**385,689**	**222,875**	**231,875**	**231,875.00**

(continued on next page)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
008 - CAPITAL OUTLAY							
58461 HWY LEAF/DEBRIS LOADER	0	0	0	6,639	0	0	0.00
58462 HWY STREET SWEEPER	0	0	0	67,000	0	0	0.00
58901 HWY SIDEWALKS	20,505	208,631	389,521	135,000	245,000	249,616	249,615.83
58921 DPS DUMP TRUCK	0	0	70,000	0	0	0	0.00
58922 DPS PICKUP TRUCK	0	0	36,227	0	0	0	0.00
58923 DPS HIGHLAND CEMETERY FENCE	0	0	12,000	13,205	0	0	0.00
58924 DPS HYDRAULIC SALT SPREADER	0	0	13,500	0	0	0	0.00
58930 HWY LAWN EQUIPMENT	0	0	0	16,999	0	0	0.00
58940 DPS TRACKLESS TRACTOR BLADE	0	133,700	20,000	0	0	0	0.00
008 - CAPITAL OUTLAY Total	**20,505**	**342,331**	**541,249**	**238,843**	**245,000**	**249,616**	**249,615.83**
Grand Total	**1,581,691**	**2,088,829**	**2,386,575**	**2,399,330**	**2,232,884**	**2,421,632**	**2,421,632.10**

SNOW & ICE (01-423)

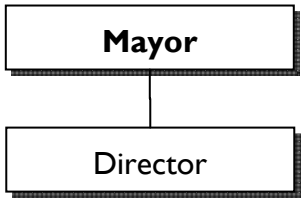
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51301 SNW SNOW & ICE LABOR	123,499	31,662	98,835	119,133	90,000	95,000	95,000.00
001 - PERSONAL SERVICES Total	**123,499**	**31,662**	**98,835**	**119,133**	**90,000**	**95,000**	**95,000.00**
002 - PURCHASE OF SERVICES							
52901 SNW SNOW & ICE EXPENSE	314,760	83,631	224,124	299,109	90,000	95,000	95,000.00
002 - PURCHASE OF SERVICES Total	**314,760**	**83,631**	**224,124**	**299,109**	**90,000**	**95,000**	**95,000.00**
Grand Total	**438,260**	**115,293**	**322,959**	**418,241**	**180,000**	**190,000**	**190,000.00**

Section 7:
Planning and Development

Parks

MISSION STATEMENT

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



FY 2015 ACCOMPLISHMENTS

Maintenance

- Spearheaded park maintenance. Continued to address park maintenance and maintained an increased level of ball field maintenance
- Continued Landscape Partnership with professional landscapers and Opportunity Works to provide higher level of park maintenance at no cost for Atwood Park and Joppa. The program saved the city $11,000 in FY15 for landscape labor, equipment, supplies and materials
- Reduced Cashman and Perkins Parks ball field maintenance costs by 38% while continuing an improved level of maintenance
- Performed highest quality maintenance of Joppa Park rose hedge improvements, funded exclusively by Newburyport Parks Conservancy (NPC).
- Increased level of maintenance on Clipper City Rail Trail using funds from new mile-marker sponsorship program, including much needed renovation of neglected landscape beds

Volunteers

- Coordinated resident volunteer efforts saving the City more than $20,577.93 in FY15 through the following programs:
    - Maintenance of gardens on the Clipper City Rail Trail and other city spaces through

the Support-a-Spot program using resident volunteers to beautify city spaces saving the Parks $6,043.93 for landscape labor and garden design services.

- Senior-citizen volunteer work program to assist with parks maintenance tasks and administration saving the Parks $6,500.
- Coordinated annual Clean Sweep worth $7,800 in landscaping labor

Park and Athletic Field Improvement Projects

- Worked toward improved water quality at Bartlet Mall park Frog Pond by completing the first half of a feasibility study for full-scale restoration of the pond. 48 percent of the study was funded through private fundraising efforts. Established volunteer capital campaign committee to raise funds needed for the restoration project
- Secured Common Backyard grant funding to renovate historic Inn Street fountain, adding interactive spray features and improved water filtration systems, and to enhance park landscaping, site furniture, and address brick repair. Completed historic interpretive panels and installation of new benches for Joppa Park funded entirely by CPA and private donations
- Began grant funded construction of Atwood Park Improvement project
- Worked with NYSA to further a field improvement project at the Cherry Hill soccer fields
- Began construction of World War Memorial High School athletic field with a project completion date of September 2015
- Began construction of Nock-Molin baseball diamond and athletic fields renovations to be completed in September 2015
- Centralized collection of field use funding to better support maintenance of fields city-wide
- Worked with school Athletic Director to review existing maintenance efforts and oversee better maintenance of school fields

Fundraising

- Coordinated grant funding totaling $85,000 from the Mayor Gayden W. Morrill Charitable Foundation toward Atwood Park Improvement Project; Joppa Park Improvement Project; Cushing Park Improvement Project; Senior Community Center; and Atkinson Common capital projects
- Coordinated Parks Conservancy donations totaling more than $45,000
- Established new mile-marker sponsorship program to support maintenance on the Clipper City Rail Trail. Potential annual benefit to city is $6,600
- Secured $250,000 Common Backyards grant award toward Inn Street fountain restoration and park improvements

Other

- Offered free hiking programs and discounted fitness classes

Parks (cont.)

- Increased use of web and social networking to promote parks and improve communication with public
- Streamlined website navigation for public by centralizing all parks websites into newly created standalone website linked to city web page
- Increased use of parks by supporting regular block parties at Cushing Park
- Centralized parks permitting through city staff rather than satellite commissions

FY 2016 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 increase in personnel hours has resulted in the ability to respond to the public more quickly and consistently. The City continues to seek ways to work with satellite commissions to streamline Parks management and simplify processes for the public.

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

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 sponsorship opportunities, as well as state and federal grant programs as a source of funding for improvement projects. The City appropriation in the FY2016 Budget for parks maintenance demonstrates the City's ongoing commitment to supporting our parks as vital community resources.

FY 2016 GOALS & OBJECTIVES

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

Objectives:

- Create an online survey process to solicit user feedback to report problems and identify needed improvements

- Continue to address repair of parks facilities
- Continue a high level of athletic field maintenance
- Complete Phase II of Joppa Park Beautification Project through grant funding
- Complete new boat ramp and parking improvements at Joppa Park with 100% grant funding and volunteers
- Complete Atwood Park Improvement Project
- Transfer Newburyport Skate Park to Parks Commission jurisdiction
- Transfer Cushing Park to Parks Commission jurisdiction
- Improve all-volunteer irrigation program for Clipper City Rail Trail and other parks
- Complete parks management manual encompassing all city parks
- Evaluate changing from contractor-based to staff-based maintenance model

Goal 2: Increase awareness and public use of City parks

Objectives:

- Encourage events at city parks
- Expand presence on social media
- Use website to provide public with up-to-date, accurate information
- Simplify residence interactions with parks processes
    - Automate permitting process
- Establish bench mark system for tracking progress
    - Track quantity of social media friends and followers
    - Use volunteers to maintain regular counts of park and trail users
    - Maintain logs of complaints and comments

Goal 3: Improve revenue streams and fiscal responsibility

Objectives:

- Improve adult recreation and events in our parks by offering catalog to increase awareness of programs and seeking ways to make programs free or more affordable
- Continue to foster public–private partnerships to support parks improvements and maintenance
    - Work with NYSA to build second full-size soccer field at Cherry Hill resulting in a new field and parking facility with a savings to the city of 52% of total project costs

Parks (cont.)

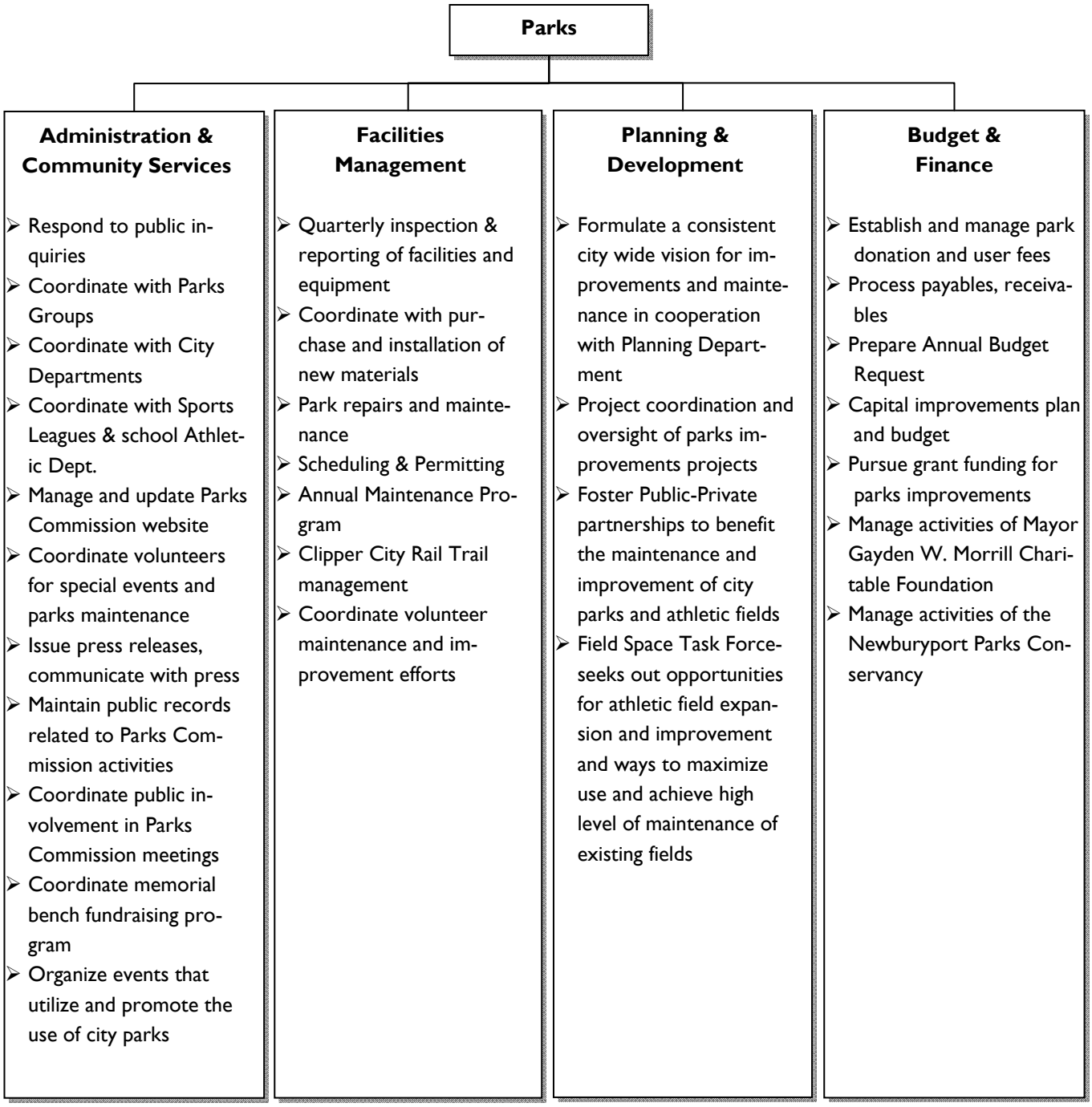
    - Increase Landscape Partnership efforts to increase benefit to city to $20,000
    - Work with youth lacrosse association and Friends of Newburyport Track to support field improvements at the Bradley Fuller Athletic Complex
- Continue to seek grant opportunities for park improvement projects
- Increase activities of the Newburyport Parks Conservancy
    - Coordinate with NPC board to increase conservancy awareness and revenues
- Increase resident volunteer engagement by 50% increase in money saved the City, resulting in a savings of $30,866.90 (FY14 savings was $20,577.93)
- Market use of parks as wedding venues

Goal 4: Improve athletic fields city-wide

Objectives:

- Complete restoration of NHS World War Memorial athletic field
- Complete construction of baseball diamond and restoration of multi-use fields on Nock-Molin property
- Complete design-engineering and bidding, begin construction of Bradley Fuller Athletic Complex Improvement and Expansion
- Seek opportunities for acquisition of additional field space
    - Acquire a portion of Colby Farm land at 183-85 Low Street for athletic field use
- Seek ways to optimize use of existing field space by working toward centralized scheduling of school and park fields
- Continue to work with School Athletic Director and Facility Manager to improve field maintenance city-wide

PROGRAMS & SERVICES



Parks (cont.)

PERSONNEL SUMMARY

PARKS DEPARTMENT			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Parks Coordinator/Director	0.57	1	1
Total Full-Time Equivalents:	**0.57**	**0.57**	**1**

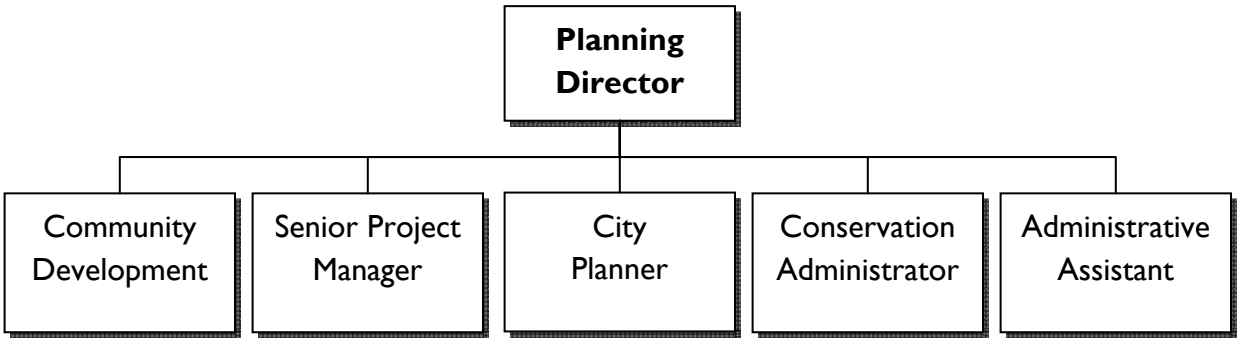
PARKS (01-630)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51166 PRK PARK ADMINISTRATION	13,104	24,586	31,815	44,793	64,000	64,000	64,000.00
001 - PERSONAL SERVICES Total	**13,104**	**24,586**	**31,815**	**44,793**	**64,000**	**64,000**	**64,000.00**
002 - PURCHASE OF SERVICES							
52420 PRK PARK MAINTENANCE	12,900	12,900	90,799	80,074	64,916	64,916	64,916.00
52422 PRK BARTLETT MALL	1,470	3,720	1,598	7,450	4,950	4,950	4,950.00
52423 PRK MOSELEY WOODS	492	405	500	2,000	1,000	1,000	1,000.00
52424 PRK ATKINSON COMMON	5,000	5,000	10,000	16,165	20,000	20,000	20,000.00
52426 PRK RAIL TRAIL	8,247	8,900	8,211	7,898	8,000	8,000	8,000.00
53001 PRK FIELD DESIGN	0	0	0	4,950	0	0	0.00
002 - PURCHASE OF SERVICES Total	**28,108**	**30,925**	**111,108**	**118,537**	**98,866**	**98,866**	**98,866.00**
004 - SUPPLIES							
55800 PRK MISC SUPPLIES	30,000	7,014	4,993	5,000	5,000	5,000	5,000.00
004 - SUPPLIES Total	**30,000**	**7,014**	**4,993**	**5,000**	**5,000**	**5,000**	**5,000.00**
Grand Total	**71,212**	**62,525**	**147,916**	**168,330**	**167,866**	**167,866**	**167,866.00**

Planning and Development

MISSION STATEMENT

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



FY 2015 ACCOMPLISHMENTS

Zoning & Regulations:

- Drafted a new **Smart Growth District** zoning ordinance to encourage redevelopment of parcels surrounding the MBTA Commuter Rail Station and Route One Traffic Circle, consistent with the City's 2004 Strategic Land Use Plan, sustainability principles in the 2015 Master Plan Update and Massachusetts General Laws (MGL) Chapter 40R and regulations implemented by the Massachusetts Department of Housing and Community Development (DHCD). The purpose of this ordinance is to target new growth and development within the City as "transit-oriented" within a walkable neighborhood having existing adequate infrastructure capacity. The new Smart Growth overlay district will allow redevelopment of underutilized properties in this area as infill residential and mixed-use buildings of similar overall scale and character to that found in downtown Newburyport, with allowances for more modern design and construction techniques. Submitted an application under MGL Chapter 40R to DHCD for approval of the Smart Growth District including associated "incentive" payments to the City for adopting local zoning consistent with state priorities and policies.
- Initiated a **Comprehensive Zoning Review and Update Project** for the purposes of addressing (comprehensively) a number of identified issues with the Newburyport Zoning Ordinance resulting in part from the piecemeal adoption of amendments to the document

since the last recodification in 1987.

- Drafted a new zoning ordinance for adoption by the City Council relative to **Medical Marijuana Treatment Facilities**, now a legal use in Massachusetts.
- Assisted the Planning Board and Zoning Board of Appeals with implementation of new **Zoning Ordinances regarding Historic Preservation and Design Review.** Assisted applicants, developers and the general public with questions and concerns regarding substantive and procedural (permitting) issues in the new **Downtown Overlay District (DOD)** and **Demolition Control Overlay District (DCOD)**.
- Drafted several "housekeeping" zoning amendments for review and adoption by the City Council to address various discrepancies within the Newburyport Zoning Ordinance, and assisted the Council in consideration of two proposed zoning district changes for the **Back Bay Neighborhood**.
- Drafted a zoning amendment for review and adoption by the City Council allowing clear permitting for a new **Newburyport Harbormaster & Visiting Boater Facility.**
- Continued to assist the various permitting boards in their **review of development applications** and to streamline the permitting process by **working with applicants** to address potential issues prior to board reviews in order to expedite the permitting process.

Long-Range Planning:

- Initiated a comprehensive update to the 2001 citywide Master Plan which will address community vision, policies, goals and objectives for implantation during the next ten years under a strategic action plan. The 2015 plan addresses areas such as:
    - *Land Use Planning & Growth Management (Includes Development, Buildout & Demographics)*
    - *Economic Development*
    - *Housing (Includes Affordable Housing)*
    - *Transportation & Mobility*
    - *Natural Resources, Open Space & Recreation*
    - *Cultural & Historical Resources*
    - *Municipal Facilities & Services (includes City Land, Buildings, Infrastructure & CIP)*
    - *Energy & Sustainability (includes climate change)*
    - *Education*
- Continued to meet regularly with the **Chamber of Commerce Economic Development Action Committee (EDAC)** to address issues related to economic development, such as tourism, marketing, availability of parking, regulatory changes, large

Planning and Development (cont.)

projects and the permitting process in general.

- Continued to implement the recommendations of the prior 2001 Newburyport Master Plan, 2003 Waterfront Strategic Plan, 2004 Strategic Land Use Plan, 2012 Open Space & Recreation Plan, 2013 Affordable Housing Production Plan and other short and long-term plans.

Community Mapping:

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

Developments & Permitting:

- Oversaw **permitting of the Northbridge Assisted Living Facility,** a new **subdivision off of High Street (Twomey Drive),** the **Merrimac Ale House**, the residential **Merrimac Street/Mechanics Court redevelopment**, and several other development, redevelopment and infill projects across the City.
- Continued oversight of the **Oleo Subdivision** off Russell Terrace, until project completion and final Street Acceptance by the City.
- Coordinated twelve (12) monthly **Tech Review Meetings** with various City departments for the purposes of reviewing major development projects and addressing key issues in development projects before, during and after permitting.
- Coordinated with the **Massachusetts Bay Transit Authority** (MBTA) to ensure agency approval for a developer to create a residential/mixed-use, transit-oriented development at the commuter rail station. Lead discussions with potential developers relative to adoption of a local **Smart Growth District** for the site. Initiated meetings with the selected developer regarding the adoption of required new zoning for the Route One Traffic Circle, and review of specific redevelopment plans for individual properties within the newly proposed District. Worked cooperatively with local business Metzy's Taqueria to ensure MBTA approval of the proposed use within the vacant and underutilized Depot Building at the Commuter Rail Station.
- Continued to work with the **Newburyport Redevelopment Authority** to make progress in the disposition of the NRA-owned waterfront properties as additional park space and related activities (visitor center, public restrooms, shops, cafes, etc.) which will result in a larger park and a more meaningful connection to the downtown (Market Square) area. Assisted in the preparation of an analysis regarding NRA "closeout" requirements and obligations necessary to dissolve the NRA and return ownership of the 4.2 acres of central waterfront property to the City. Applied for federal funds to assist

with a comprehensive and definitive assessment regarding remaining subsurface hazardous waste materials, the result of decades of urban fill between historic city wharves.

- Coordinated with **First Republic Corporation of America** to encourage completion of the outstanding **Towle Complex Redevelopment** project, including a review of modified plans for the proposed high-end waterfront residential units.
- Continued discussions with **New England Development (NED)** regarding the construction of a new downtown hotel, partnership for the construction of a new downtown parking garage, and potential changes to the **Waterfront West Overlay District (WWOD)** zoning.

Community Development & Preservation

- Worked to secure grants (Community Preservation Act and other state sources) for the implementation of key projects such as the acquisition of over ten acres of open space, the installation of a **Turf Field at the High School Stadium**, completion of design for **Phase II of the Clipper City Rail Trail,** and restoration of the historic **Inn Street Fountain**.
- Continued to offer **down payment assistance** and marketing assistance for affordable units through the use of **Community Preservation and Affordable Housing Trust funds.**
- Continued to implement the well-utilized **Housing Rehabilitation Program** to ensure that the housing stock in Newburyport is appropriately preserved and affordable for all our residents.
- Provided oversight of an engineering firm responsible for preparing draft and final design plans for **Phase II of the Clipper City Rail Trail**. Engaged in a series of meetings and reviews with MassDOT, New England Development, National Grid and the general public to ensure final approval of plans and funding necessary to construct this expanded bike trail.
- Worked with **UFP Technologies, Inc.**, and the Commonwealth of Massachusetts Office of Business Development for certification of its relocation to and expansion at the former Cabot industrial facility on Hale Street as a Certified Expansion Project (EP) under the Economic Development Incentive Program (EDIP). Utilized a Tax Increment Financing (TIF) Agreement to encourage relocation of this successful business to a vacant Newburyport industrial facility, and ensure future expansion of their business operations overall job creation and increased tax revenues for the City.
- Continued to assist the Planning Board with review and permitting of the so-called "**Tropic Star" Redevelopment Project** for properties along Storey Ave, including relocation of an existing gas station and construction of a new CVS Pharmacy, along with associated traffic improvements to this section of Storey Ave and a grant of 20 acres of land for open space preservation through a Conservation Restriction (CR) from Essex County Greenbelt Association (ECGA).

Capital Improvement Projects:

Planning and Development (cont.)

- Worked with consultant designers to develop plans for restoration of the historic Inn Street Fountain and to repair brick work on the Inn Street Pedestrian Mall. Secured an "Our Common Backyards" grant from the Massachusetts Executive Office of Energy and Environmental Affairs (EOEEA) Division of Conservation Services (DCS) to incorporate interactive "pop jets" and a "splash pad" for the **Inn Street Fountain** restoration, in order to revitalize Inn Street.
- Provided oversight of the architectural and engineering firms (Sterling Associates, EGA and Westcott Engineering) and Owner's Project Manager (Heery International) hired to oversee the design and construction of a **Senior/Community Center** on the site of the old Bresnahan Elementary School. Developed detailed plans, cost estimates and bid documents for the completion of this project. Coordinated overlapping site planning issues with the School Building Committee and their Architect for a new Bresnahan Elementary School at the opposite end of the site. Oversaw construction of the new facility by local contractor Castagna Construction with an anticipated opening date of fall, 2015.
- Worked with the Harbor Commission and the Architectural firm Keery Design, LLC to develop detailed plans, renderings and cost estimates for a new **Newburyport Harbormaster & Visiting Boater Facility** on Newburyport's Central Waterfront.
- Continued to work with the **Merrimack Valley Regional Transit Authority** (MVRTA) to obtain funding, develop designs, and address permitting issues related to an **Intermodal Transit Facility/Public Parking Garage** at the so-called Titcomb Street site. Participated in the review and selection of a so-called "Owner's Project Manager" (OPM) and Designer (Architectural Firm) for this project.
- Worked with the **Merrimack River Beach Alliance** (MRBA) to ensure federal funding for the completion of Phase II **Jetty Repairs** which will make navigation safer and help beach sand accumulate on eroded areas of Plum Island. Worked with the MRBA and legislators to secure secondary funding for restoration of the north Jetty in order to improve boater navigation in the channel providing access to the Merrimack River and Newburyport's central waterfront.
- Completed important upgrades to the **Central Waterfront Bulkhead and Pilings** integral to the structural stability of the Central Waterfront Boardwalk and Pilings used for boat and dock access using state grants distributed by the Seaport Advisory Council.
- Worked with the consulting firm Winter Street Architects of Salem, MA to conduct an **Adaptive Reuse Feasibility Study for the former Brown School** prior to sale, lease or other disposition for public, private or non-profit use, taking into account neighborhood concerns and the growing need for youth services programs undertaken at this facility.
- Drafted a Request for Proposals (RFP) for developers interested in purchasing the former **Kelley School Building** for adaptive reuse as high-end condominiums subject to a Preservation Restriction (PR) on the exterior of this prominent historic building. Worked with the developer and counsel to draft a mutually agreeable Purchase and Sale Agreement

and Preservation Restriction to ensure the success of this project and the associated revenues from this sale, valued at $750,000.

FY 2016 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 2016:

- The recent economic recession reduced the number of applications to the Planning Board and Zoning Board of Appeals during the previous two years. Permitting and development applications increased during FY2015 and should continue to increase as we move into FY 2016. 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 2015 permit applications suggest that there is sustained development (and redevelopment) interest throughout the City. As such "infill" developments will consume more application and development review time than in prior years. The new Smart Growth District surrounding the MBTA Commuter Rail Station is expected to increase redevelopment interest in the area and should therefore result in near-term and long-term applications to the Planning Board requiring Department oversight.
- The number of long-range plans, capital projects and initiatives that the City will be undertaking and implementing in FY'16 and future years will continue to be significant. Additional staff time will be devoted to the development, management and implementation of long-range plans, community preservation projects and capital improvement projects.
- A considerable amount of staff time will be focused on the Comprehensive Zoning Review and Update Project, which will address a number of overdue regulatory improvements for adoption by the City Council and implementation by the Planning Board and Zoning Board of Appeals. Additional staff time will be devoted to rewriting applicable ordinances and regulations so as to consolidate resources, reduce paperwork, and ensure that information on past, present and future planning initiatives, development projects, and mapping information is available electronically. These efforts should be continued and expanded.

FY 2016 GOALS AND OBJECTIVES

Goal 1: Implement the recommendations of the 2015 Master update, 2003 Waterfront Strategic Plan, 2004 Strategic Land Use Plan, 2012 Open Space & Recreation Plan and 2013 Affordable Housing Production Plan.

Objectives:

- Complete a comprehensive review and update to the Newburyport Zoning Ordinance, developing zoning revisions to improve development, redevelopment and infill projects, streamline permitting, and clarify City requirements and expectations
- Complete permitting for the first Smart Growth District redevelopment projects.
- Plan for the continued funding and viability of the housing rehabilitation program

Planning and Development (cont.)

- Support affordable housing initiatives throughout the City
- Support business retention, redevelopment, and expansion in the Newburyport Business Park
- Assist with the preservation of Newburyport's historic buildings, landscapes, and other historic resources through a variety of regulatory, management and investment strategies
- Pursue all local, state and federal funds for affordable housing, infrastructure improvements, preservation projects and economic development initiatives within the City
- Integrate the concepts of "sustainability" and "community character" into all projects, programs, regulations, policies and initiatives controlled or undertaken by the City.

Goal 2: Implement capital improvement projects

Objectives:

- Work with the Mayor's Office, Newburyport Redevelopment Authority, Waterfront Trust, and others toward design, permitting and redevelopment of the central waterfront as an expanded Maritime Park and activated uses extended around the park from Market Square
- Provide continued planning and design for the next phase of the Clipper City Rail Trail initiative, securing rights-of-way, fundraising and permitting approvals
- Secure funding for Phase II of the Central Waterfront Bulkhead Renovation Project
- Provide oversight for final construction of a new Senior/Community Center for opening in fall 2015.
- Assist the Mayor's office, MVRTA and others with funding and approvals for the MVRTA Bus Terminal and Multi-Modal Transportation Facility (Parking Garage)
- Assist the Mayor's office and others with plans for partial disposition of the Brown School building and its reuse, sale of the Kelly school building and its reuse, and final disposition of the surplus 115 Water Street Building formerly used by the Waste Water Treatment Plant.
- Assist, as needed, in project management of CPA-funded projects
- Assist the Mayor's office with continued implementation of a city-wide capital improvement program (CIP) and ensure yearly progress in funding of projects consistent with the plan
- Increase efforts to track and apply for potential grant funding from local, state and federal agencies on a yearly basis.

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

Objectives:

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

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

Objectives:

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

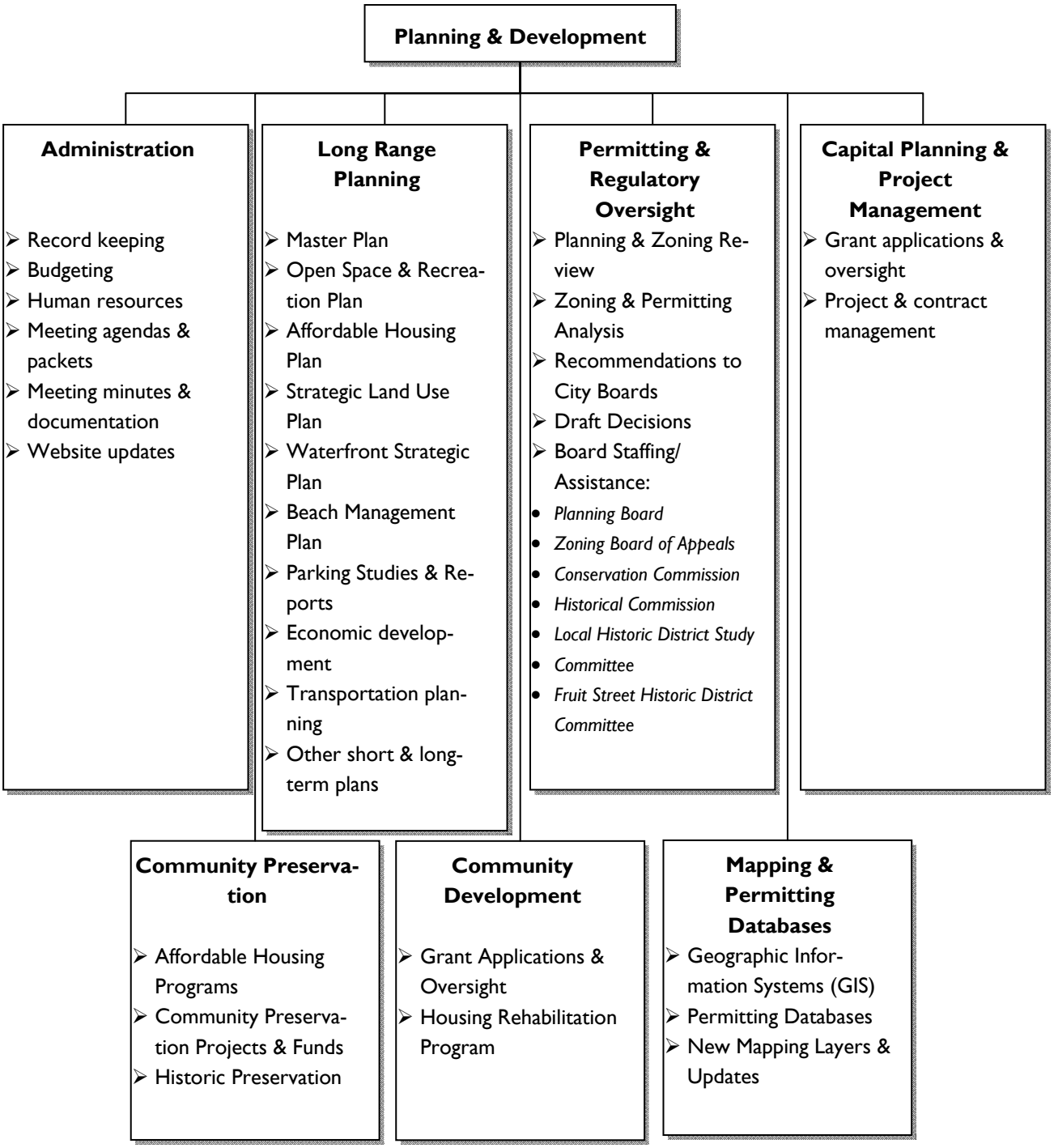
Goal 5: Initiate conservation efforts, actively work to review and issue wetland permits and increase public awareness of Conservation Commission initiatives and responsibilities

Objectives:

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

Planning and Development (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

PLANNING DEPARTMENT			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Director of Planning & Development	1	1	1
Senior Project Manager	1	1	1
Planner**	1	1	1
Administrative Assistant	1	1	1
Conservation Administrator	0.54	0.54	0.54
Total Full-Time Equivalents:	**4.54**	**4.54**	**4.54**

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

PLANNING AND DEVELOPMENT (01-182)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 OPD SAL PLANNING DIRECTOR	84,040	78,683	79,325	82,834	84,183	84,183	84,182.81
51102 OPD SAL PLANNER	52,155	37,472	29,223	34,000	32,418	41,282	41,282.00
51103 OPD SAL PROJECT PLANNER	65,980	67,263	67,768	68,745	72,789	73,881	73,880.73
51104 OPD SAL ADMIN ASSIST	49,272	49,893	50,313	52,545	54,941	54,941	54,940.94
51105 OPD CONSERVTN COM P/T	35,000	10,331	21,650	23,408	30,253	31,130	31,129.89
51407 OPD EDUCATION CREDITS	0	0	700	700	700	700	700.00
53001 OPD PROF SVC	0	15,500	0	0	0	0	0.00
001 - PERSONAL SERVICES Total	**286,448**	**259,143**	**248,980**	**262,231**	**275,283**	**286,116**	**286,116.37**
002 - PURCHASE OF SERVICES							
53003 OPD GIS	0	11,483	6,000	8,518	10,000	10,000	10,000.00
53004 OPD ZONING REVIEW	0	0	0	60,000	0	0	0.00
002 - PURCHASE OF SERVICES Total	**0**	**11,483**	**6,000**	**68,518**	**10,000**	**10,000**	**10,000.00**
004 - SUPPLIES							
52701 OPD COPY MACHINE LEASE	3,000	3,017	2,974	2,741	3,500	3,500	3,500.00
54200 OPD OFFICE SUPPLIES	1,675	1,619	3,675	1,675	1,675	1,550	1,550.00
55800 OPD MISC SUPPLIES	844	832	863	875	875	1,000	1,000.00
004 - SUPPLIES Total	**5,519**	**5,468**	**7,512**	**5,291**	**6,050**	**6,050**	**6,050.00**
008 - CAPITAL OUTLAY							
58401 OPD BUS & IND PARK SIGNAGE	0	0	0	11,810	0	0	0.00
008 - CAPITAL OUTLAY Total	**0**	**0**	**0**	**11,810**	**0**	**0**	**0.00**
Grand Total	**291,967**	**276,095**	**262,493**	**347,850**	**291,333**	**302,166**	**302,166.37**

LICENSING COMMISSION (01-165)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51164 LCM PR CLERICAL SVC	4,760	5,340	5,340	4,895	5,340	5,340	5,340.00
001 - PERSONAL SERVICES Total	**4,760**	**5,340**	**5,340**	**4,895**	**5,340**	**5,340**	**5,340.00**
007 - OTHER CHARGES & EXPENSES							
57809 LCM GENERAL EXP	146	751	420	1,059	1,500	1,500	1,500.00
007 - OTHER CHARGES & EXPENSES Total	**146**	**751**	**420**	**1,059**	**1,500**	**1,500**	**1,500.00**
Grand Total	**4,906**	**6,091**	**5,760**	**5,954**	**6,840**	**6,840**	**6,840.00**

CONSERVATION COMMISSION (01-171)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51165 CCM MINUTE TAKER	3,600	0	0	1,800	1,800	1,800	1,800.00
001 - PERSONAL SERVICES Total	**3,600**	**0**	**0**	**1,800**	**1,800**	**1,800**	**1,800.00**
Grand Total	**3,600**	**0**	**0**	**1,800**	**1,800**	**1,800**	**1,800.00**

HISTORICAL COMMISSION (01-691)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51165 HCM MINUTE TAKER	0	0	0	1,650	1,800	1,800	1,800.00
001 - PERSONAL SERVICES Total	**0**	**0**	**0**	**1,650**	**1,800**	**1,800**	**1,800.00**
Grand Total	**0**	**0**	**0**	**1,650**	**1,800**	**1,800**	**1,800.00**

PLANNING BOARD (01-175)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51165 PBD MINUTE TAKER	0	0	0	1,800	1,800	1,800	1,800.00
001 - PERSONAL SERVICES Total	**0**	**0**	**0**	**1,800**	**1,800**	**1,800**	**1,800.00**
Grand Total	**0**	**0**	**0**	**1,800**	**1,800**	**1,800**	**1,800.00**

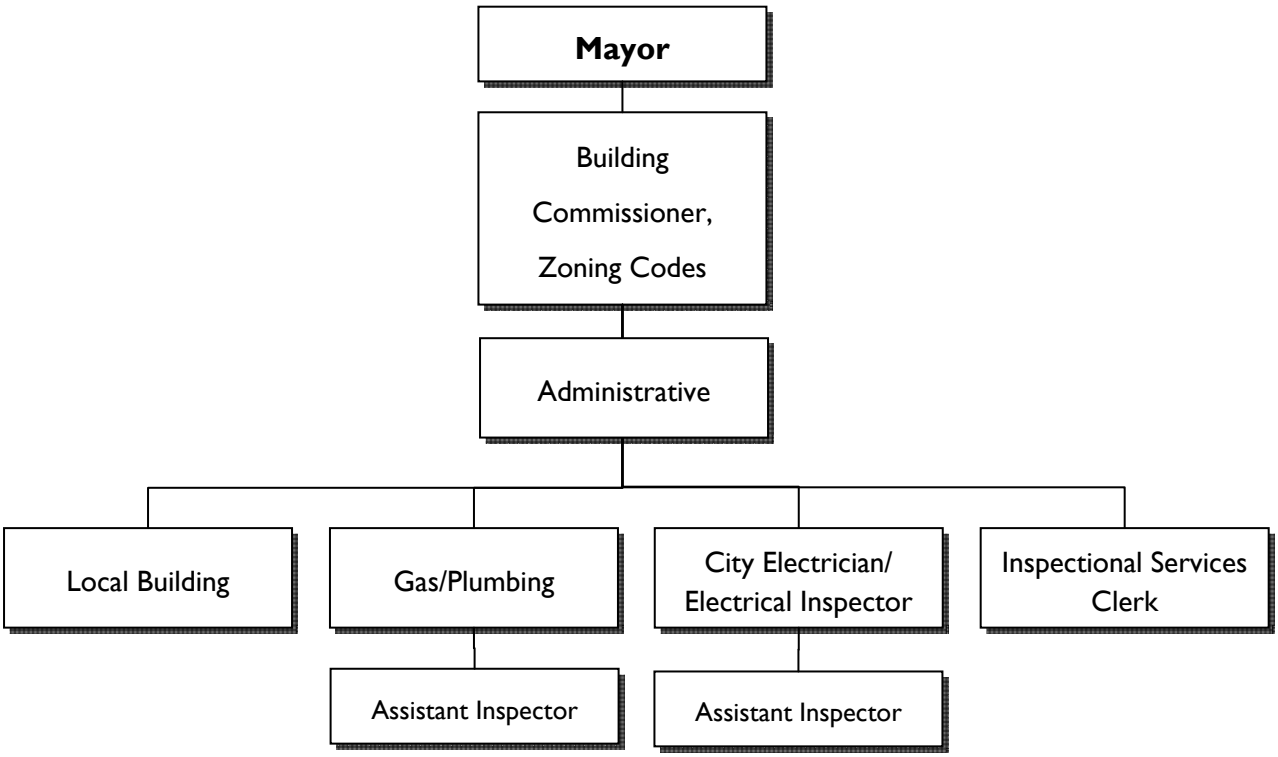
ZONING BOARD OF APPEALS (01-176)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51165 ZBD MINUTE TAKER	0	0	0	1,800	1,800	1,800	1,800.00
001 - PERSONAL SERVICES Total	**0**	**0**	**0**	**1,800**	**1,800**	**1,800**	**1,800.00**
Grand Total	**0**	**0**	**0**	**1,800**	**1,800**	**1,800**	**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 2015 ACCOMPLISHMENTS

- Continued to provide information and assistance to the public related to all building and zoning issues within the City of Newburyport.
- Continued to work with the Zoning ad-hoc committee on zoning issues.
- Inputted all gas, plumbing, electrical and building permits to date to a customized Microsoft Access Data Base that is transferred to the City wide MiMap system.
- Continued to input old building permits back to the year's final months 1978.
- The Building Department issued (833) permits for new buildings, additions, alterations, demolitions, signs, swimming pools and woodstoves including (82) written administrative decisions. Participated in approximately (2,700) required on site inspections including

complaints, homeowner requests, zoning clarifications and emergency requests.

- The Department also issued (577) electrical permits, (472) gas permits, (483) plumbing permits requiring approximately (3,100) inspections by the Electrical, Plumbing and Gas Inspectors.
- Continuously updated the Building Department's web page to reflect the current changes.

FY2016 TRENDS

In the past two years, the City experienced a strong surge of construction activity. In the coming 2016 fiscal year, there are quite a few major private projects in the pipeline. The City, led by the Mayor's Office, is actively promoting these projects that bode well for new revenues and increased growth. All will be beneficial to the taxpayers to help sustain the City's infrastructure.

Additional staffing added in FY15 was instrumental in keeping up with the workload of the office, particularly with the more than three month absence of the Building Commissioner due to injury and continued technical support on ADA issues to the Commission on Disabilities.

FY2016 GOALS AND OBJECTIVES

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

Building Department (cont.)

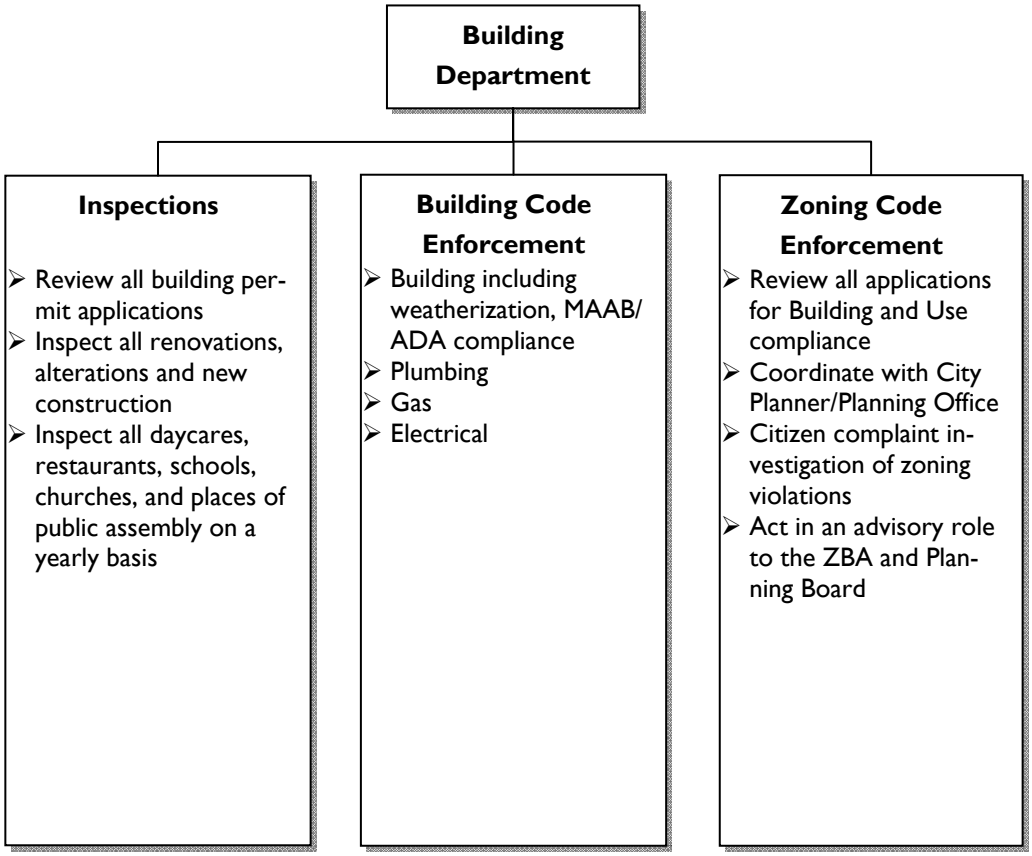
- Alleviate contradictory language in the present City Zoning Code

Goal 4: Institute IPad inspectional recording.

Objectives:

- Require less paperwork (hard copies).
- Daily input of inspectional data to MiMap to benefit the Public in real time data acquisition.
- Eventual elimination of the time consuming historical research constantly requested of the Building Department by the Public.

PROGRAMS & SERVICES



PERSONNEL SUMMARY

BUILDING DEPARTMENT			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Building Commissioner	1	1	1
Administrative Assistant	1	1	1
Inspectional Services Clerk	1	1	1
Electrical Inspector	1	1	1
Plumbing/Gas/HVAC Inspector	1	1	1
Local Building Inspector	0.5	1	1
Total Full-Time Equivalents:	**5.5**	**6**	**6**

BUILDING DEPARTMENT (01-241)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 BLD SAL BLDG INSPECTOR	73,965	73,966	74,706	78,107	79,278	79,278	79,278.25
51103 BLD SAL ADMIN SECRETARY	49,083	49,085	50,313	52,398	53,716	53,716	53,715.60
51160 BLD SAL ASST BLDG INSPECTOR	0	0	0	21,736	22,880	23,223	23,223.20
51401 BLD LONGEVITY	5,059	5,112	5,112	5,899	5,882	5,882	5,882.46
51402 BLD TRAVEL EXP STPND	4,472	4,600	4,557	4,900	4,900	4,900	4,900.00
51412 BLD CLOTHING ALLOWANCE	250	250	250	500	500	500	500.00
001 - PERSONAL SERVICES Total	**132,830**	**133,013**	**134,937**	**163,540**	**167,156**	**167,500**	**167,499.51**
002 - PURCHASE OF SERVICES							
53401 BLD PRINTING	694	427	544	723	500	500	500.00
55800 BLD MISC EXPENSE	575	500	575	566	575	575	575.00
002 - PURCHASE OF SERVICES Total	**1,269**	**928**	**1,119**	**1,289**	**1,075**	**1,075**	**1,075.00**
Grand Total	**134,098**	**133,941**	**136,056**	**164,829**	**168,231**	**168,575**	**168,574.51**

COMMISSION ON DISABILITIES (01-921)

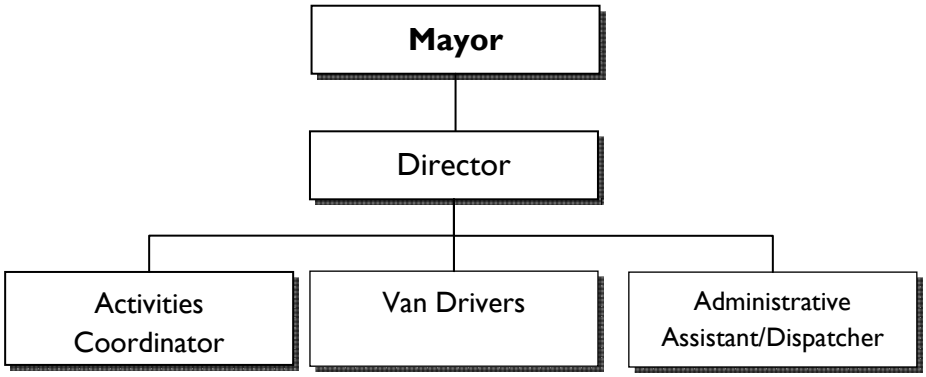
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51161 COD SAL ADA COORDINATOR	0	0	0	0	2,640	2,640	2,640.00
001 - PERSONAL SERVICES Total	**0**	**0**	**0**	**0**	**2,640**	**2,640**	**2,640.00**
004 - SUPPLIES							
53120 COD POSTAGE/MAILING	0	0	0	0	840	900	900.00
53601 COD OFFICE SUPPLIES	0	0	0	0	2,448	1,000	1,000.00
004 - SUPPLIES Total	**0**	**0**	**0**	**0**	**3,287**	**1,900**	**1,900.00**
Grand Total	**0**	**0**	**0**	**0**	**5,927**	**4,540**	**4,540.00**

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 2015 ACCOMPLISHMENTS:

- Provided efficient, effective transportation program for seniors and disabled non-elder residents: 2096 rides for 178 passengers (86% over age 60, 14% under age 60)
- Maintained uninterrupted full-time staffing for transport program and screened new part time, per diem drivers
- Broke ground on Senior/Community Center, solicited donations/pledges from banks, foundations and individuals, and realized 67% of the $280,000 goal within 3 months.

FY 2016 GOALS AND OBJECTIVES

- **Goal 1:** The smooth opening and first year operation of the Senior/Community Center

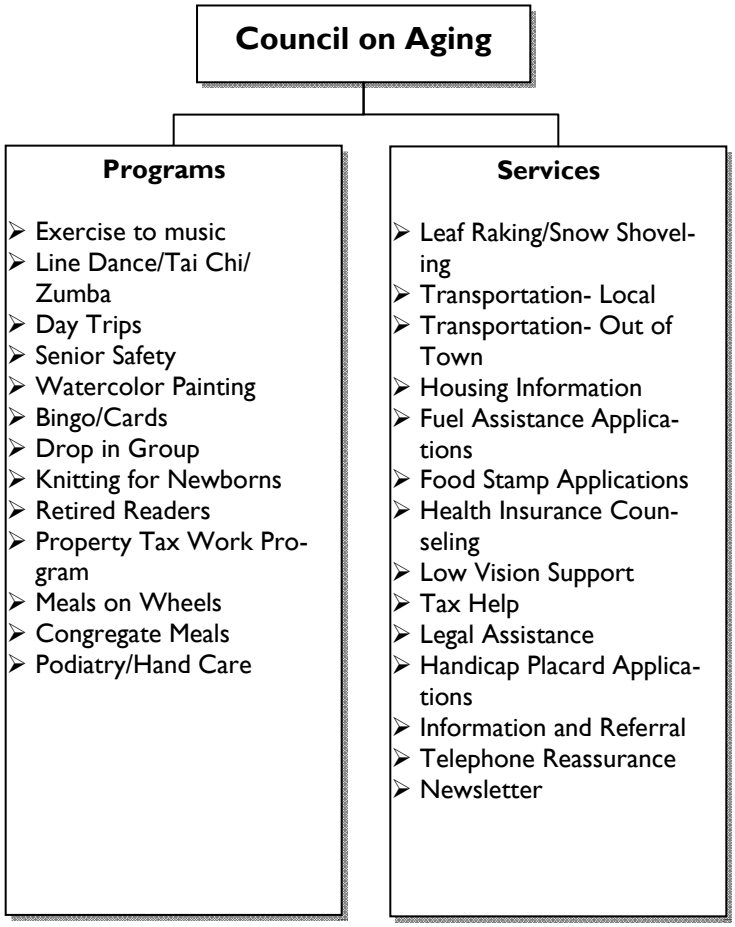
Staff: increase volunteer team by 50% to engage the community in new opportunities, to assist visitors to the Center, and to facilitate programs;

Programs: Increase program offerings by 50% within the first 12 months of operation.

Schedule: Coordinate with the Bresnahan School to guarantee optimum traffic flow.

Assign programs to rooms within Senior/Community with regards to noise level and

PROGRAMS & SERVICES



PERSONNEL SUMMARY

COUNCIL ON AGING			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
COA Director	1	1	1
Driver	2	2	2
Administrative Assistant	1	1	1
Activities Coordinator	0.5	0.5	1
Total Full-Time Equivalents:	**4.5**	**4.5**	**5.0**

COUNCIL ON AGING (01-541)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 COA SAL COA DIRECTOR	56,186	55,084	57,068	60,519	61,427	61,427	61,426.92
51156 COA SAL VAN DRIVERS	75,915	76,418	78,205	82,851	90,646	90,646	90,646.40
51162 COA SAL ACTIVITIES COORD	0	0	0	12,920	20,056	36,945	36,945.26
51164 COA SAL RECEPTIONIST	33,473	34,221	35,871	36,388	38,899	39,483	39,482.74
51401 COA LONGEVITY	4,496	4,496	4,496	5,149	4,842	4,842	4,842.00
51404 COA TRAVEL EXP STPND	3,300	3,940	3,579	3,500	4,240	4,240	4,240.00
51405 COA CLOTHING REIMBURSEMENT	600	600	160	0	1,200	1,200	1,200.00
001 - PERSONAL SERVICES Total	**173,970**	**174,759**	**179,378**	**201,328**	**221,311**	**238,783**	**238,783.32**
002 - PURCHASE OF SERVICES							
52101 COA HEAT/ELECTRICITY	0	0	0	0	0	35,000	35,000.00
52403 COA MAINT-VEHICLES	2,552	4,500	3,359	3,063	4,500	4,500	4,500.00
52701 COA BUILDING RENT	14,400	14,400	14,400	14,400	14,400	2,400	2,400.00
52900 COA MEALS ON WHEELS	0	0	0	12,000	13,200	2,200	2,200.00
002 - PURCHASE OF SERVICES Total	**16,952**	**18,900**	**17,759**	**29,463**	**32,100**	**44,100**	**44,100.00**
004 - SUPPLIES							
54200 COA SUPPLIES	996	1,000	1,000	1,960	1,000	3,500	3,500.00
54801 COA FUEL/OIL VEHICLE(S)	1,000	3,500	1,825	11,040	12,000	12,000	12,000.00
004 - SUPPLIES Total	**1,996**	**4,500**	**2,825**	**13,000**	**13,000**	**15,500**	**15,500.00**
Grand Total	**192,918**	**198,159**	**199,962**	**243,791**	**266,411**	**298,383**	**298,383.32**

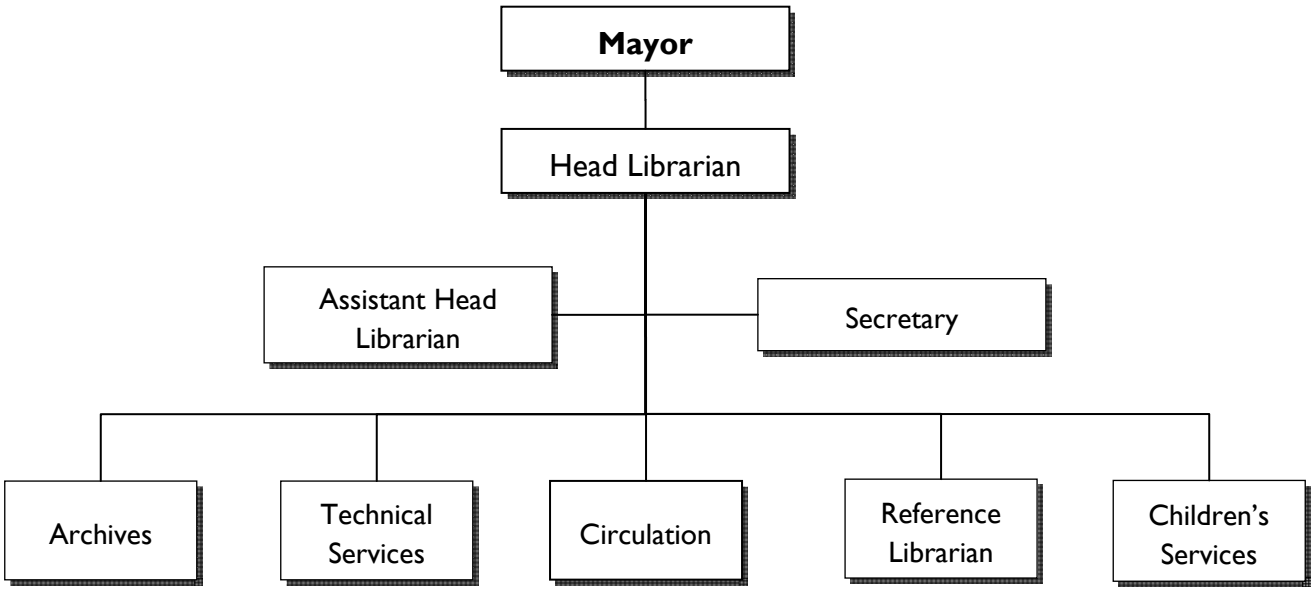


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Library

MISSION STATEMENT

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



FY 2015 ACCOMPLISHMENTS

- A new logo was created and adopted. Logos for the Children's Room, Teen Loft, Archival Center and Friends of the Library complement the main design. The website underwent a partial redesign.
- Staff is now wearing nametags to provide better patron service
- A grant from the NAID Foundation made possible an exterior beautification project, including the installation of a boulder garden and new fence.
- A new teen space was created for programming/homework/relaxation, with LSTA (Library Services and Technology Act) federal grant funding, supplemented through bank foundation awards.
- Carpet was replaced in the first floor reading room, media hall, back hall/stairs, program room and administrative offices.
- Green communities grant projects for controlled lighting and the installation of storm windows were completed. HVAC retro-commissioning project is close to completion.

- Library Director served as Past President of MLVC and head of the Personnel Subcommittee. She served on the search committee for the new Executive Director and Assistant Executive Director.
- "Treasures in the Archives", a 250th anniversary program, drew several hundred enthusiastic attendees.
- Volunteers completed an inventory of the Archival Center collection.
- City hall documents were acquired and cataloged.
- Outreach opportunities were established with Newburyport Elder Services, including a COA newsletter column, a homebound delivery program and a bi-monthly senior social hour.
- New chairs were purchased for public computer tables for comfort and preservation of the carpet.
- Several library technicians participated in the state's paralibrarian program and Joyce Senior now serves on the statewide committee administering the program.
- School visits by librarians inspired 1,095 children to participate in the summer reading program, a 10% increase over the previous year. 126 teens and 250 adults also joined in summer reading.
- Database usage was up by 32% over last year and technology class attendance (including e-reader training) was up 131%.

Key Metrics	FY2013	FY2014	FY2015
Library Visits	279,443	276,580	275,460
Circulation	333,887	319,892	317,615
Uses of Downloadable Audiobooks	1,537	1,400	1,788
Uses of e-books	1,458	2,268	3,267
Reference Questions Answered	24,542	24,379	28,663
Interlibrary Loan Items Received	45,877	45,199	47,894
Interlibrary Loan Items Loaned	34,948	32,376	29,616
Programs for Adults	66	92	179
Programs for Teens/Tweens	68	43	76
Programs for Children	328	240	196
Self-Check Usage as % of Circulation	21%	20%	23%
Number of Volunteers	64	67	74
Volunteer Hours	2,714	2,370	2,937

Library (cont.)

Programs/Events:

- Library continues to host monthly fiction and non-fiction book clubs and film club
- Weekly knitters' club and tai chi programs continue in popularity
- Teen/tween "crafternoons" held monthly
- Bi-monthly family bingo program
- Harry Potter club meetings/activities
- Library served as venue for Children's and Teen authors during NBPT LitFest
- Friends of the Library collaborated with the Newburyport Horticultural Society for another successful "Books in Bloom" fundraiser
- 1,095 children, 126 teens and 250 adults participated in the summer reading programs
- Local history speaker series was well attended and received, with full room capacity of 85 attendees at three of the sessions
- Special programs for adults including music, slide shows, driver training, crafts and local authors

Technology:

- Public PCs upgraded to Windows7

Partnerships:

- The Library Director served on the steering committee for NBPT Literary Festival
- The library and the city's Health Department co-sponsored programs on public health issues
- The library offered space for the city/MIIA "Well Aware" program.
- The library advanced its "green" goal by partnering with Next Step Living to offer free residential energy assessments
- Library meeting space is regularly 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

FY 2016 TRENDS

- Following a national trend, Newburyport's print circulation has declined. The library increased funding for Overdrive Advantage to provide additional e-book offerings. Staff and Board will consider other service offerings and adjusted budget allocations.
- HVAC issues have continued to plague the building, with significant repair/replacement costs.
- With building maintenance costs using a disproportionate amount of the municipal budget, it is difficult to meet the Materials Allocation Requirement for certification/state aid.

FY 2016 GOALS AND OBJECTIVES

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

Objectives:

- Begin next strategic planning process for FY17-21
- Conduct community survey
- Purchase 12 additional e-book titles per month through Overdrive Advantage
- Offer two book groups, one film club session and two special programs per month
- Reference staff will initiate two new outreach activities, including an offsite book group for people in their twenties and thirties
- Double participation in the adult summer reading program, with a goal of 500 participants
- Increase awareness of services and collections through marketing/branding effort and new logo
- Investigate e-magazine subscription such as Zinnio. Subscribe by mid-year, if appropriate.
- With the opening of the city's senior center, work with director on coordination of programming for seniors.

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

Objectives:

- Hold monthly meetings of the Teen Advisory Group
- Continue weekly regular story time programming for all age groups
- Offer three special children's programs and two special teen programs each month
- Involve at least 1,200 children and 140 teens in the summer reading programs

Library (cont.)

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

Objectives:

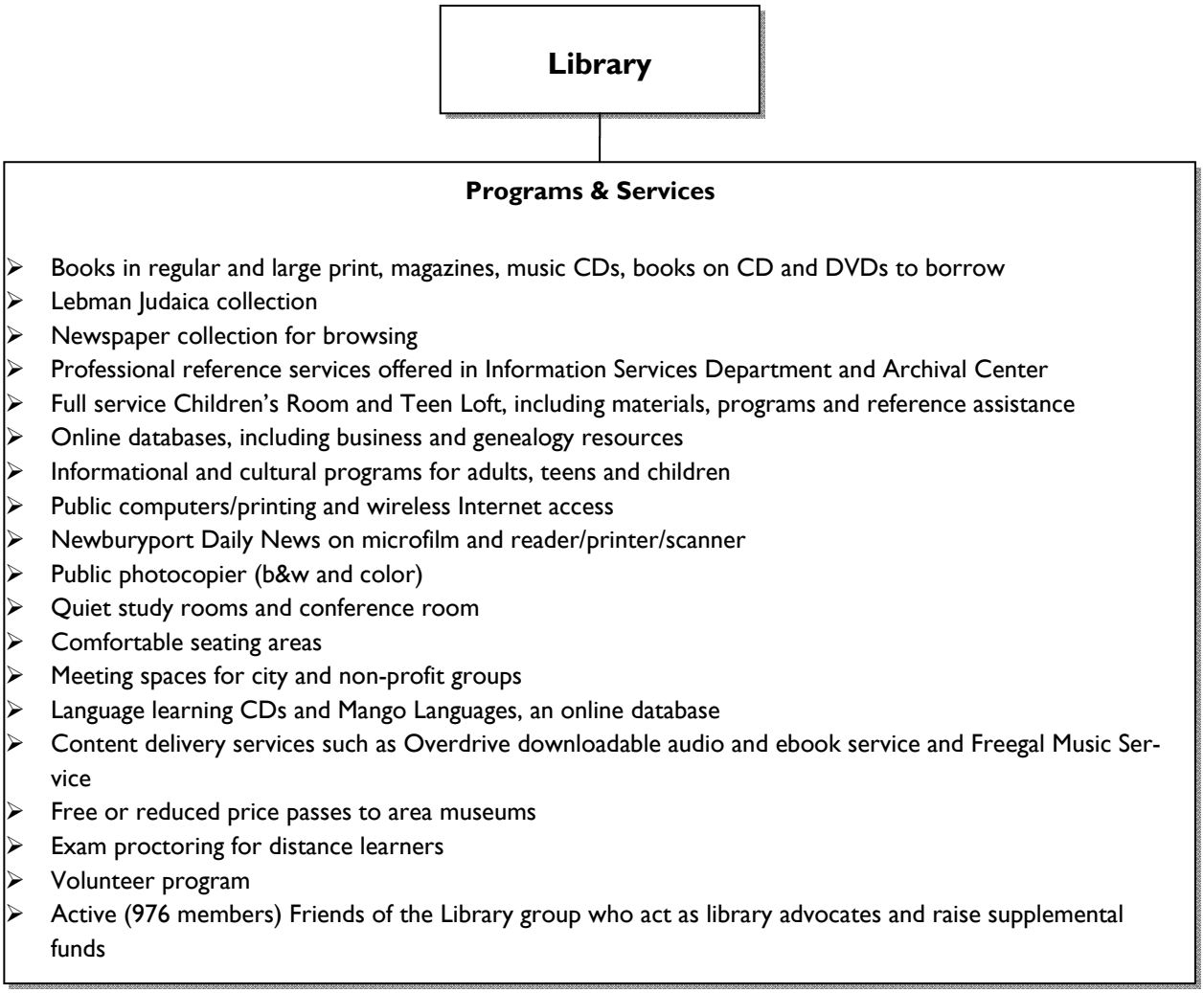
- Join the Digital Commonwealth
- Identify a special collection(s) for digitization
- Submit grant funding requests to digitize a selected collection(s)
- Deliver a weekly e-events calendar, using mailchimp software
- Participate in MUNIS activities and online payroll submission, when available
- Revamp the Children's Room web page
- Enable remote printing capability for wi-fi users
- With capital improvement funds, purchase and install upgraded VOIP phone system

Goal 4: Universal access to services will be offered in a comfortable, clean, safe building

Objectives:

- Purchase additional seating/sculpture for the boulder garden
- With NAID funding, upgrade video surveillance system with color analog cameras with wide dynamic range (WDR)
- Engage the services of a space planner to evaluate collection placement and space allocations in first floor areas
- With funding from the Friends of the Library, replace worn upholstered furniture (two sofas and 5/6 chairs) in the reading room and tower areas

PROGRAMS & SERVICES



Library (cont.)

PERSONNEL SUMMARY

LIBRARY			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Head Librarian	1	1	1
Assistant Head Librarian	1	1	1
Custodian	1	1	1
Secretary	1	1	1
Senior Librarian	5	5	5
Staff Librarian (6FT, 1PT)	6.5	6.5	6.5
Library Technician (3FT, 5PT)	5.5	5.5	5.5
Total Full-Time Equivalents:	**21**	**21**	**21**

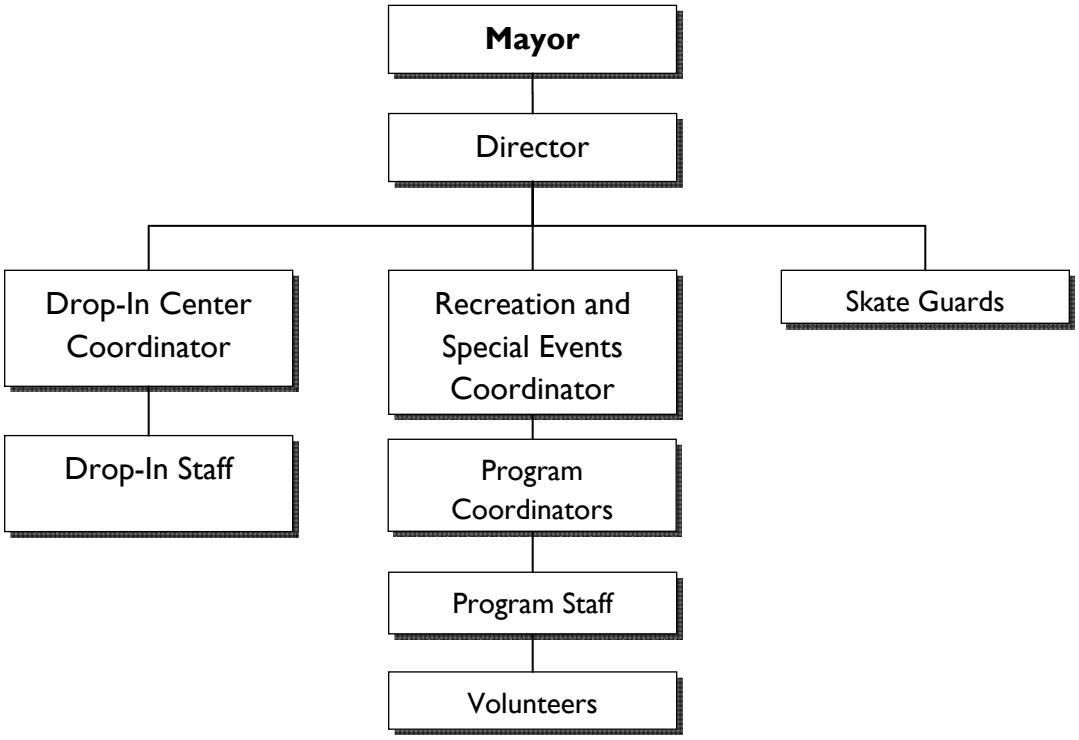
NEWBURYPORT PUBLIC LIBRARY (01-610)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 LIB SAL LIBRARIAN	79,204	80,111	81,226	82,850	84,093	85,354	85,354.00
51156 LIB SAL STAFF	826,669	846,267	841,012	840,416	870,973	878,241	878,241.00
51401 LIB LONGEVITY	15,467	15,981	10,728	10,535	10,535	10,618	10,617.62
51405 LIB CLOTHING REIMBURSEMENT	1,200	1,200	1,192	422	600	600	600.00
51901 LIB RETIREMENT EXP	0	0	16,974	0	0	0	0.00
001 - PERSONAL SERVICES Total	**922,541**	**943,559**	**951,131**	**934,223**	**966,201**	**974,813**	**974,812.62**
002 - PURCHASE OF SERVICES							
52101 LIB HEAT/ELECTRICITY-MB	80,909	88,000	87,113	75,148	85,000	65,000	65,000.00
52401 LIB MAINT-BLDG (MAIN)	8,000	29,500	18,850	19,061	1,000	1,000	1,000.00
52402 LIB MAINT-EQUIPMENT	9,150	13,260	20,506	13,374	14,750	19,224	19,224.00
52403 LIB LICENSING & WARRANTY FEES	20,065	20,540	21,869	19,252	19,475	13,024	13,024.00
52901 LIB AUTOMATED SVCS	47,084	47,665	49,421	50,472	50,472	50,472	50,472.00
53001 LIB TECHNOLOGY PURCHASES	0	0	0	10,118	10,000	11,000	11,000.00
53010 LIB BINDING	653	450	400	198	0	0	0.00
53015 LIB MICROFILM	1,378	818	1,438	1,225	1,100	1,250	1,250.00
53020 LIB PROGRAMMING	690	1,471	1,553	2,000	2,400	3,600	3,600.00
55101 LIB AUDIO-VISUAL MATERIAL	25,000	16,000	17,625	20,499	33,000	33,500	33,500.00
55102 LIB PURCHASE BOOKS	104,990	93,300	91,059	90,000	101,000	102,000	102,000.00
55800 LIB ADMIN EXPENSE	2,661	1,338	1,075	1,532	1,600	3,500	3,500.00
55801 LIB SUPPLIES	9,200	6,540	6,500	8,429	8,000	8,000	8,000.00
002 - PURCHASE OF SERVICES Total	**309,780**	**318,882**	**317,408**	**311,309**	**327,797**	**311,570**	**311,570.00**
Grand Total	**1,232,321**	**1,262,441**	**1,268,539**	**1,245,532**	**1,293,998**	**1,286,383**	**1,286,382.62**

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 2015 ACCOMPLISHMENTS

- Completed 2014/15 fall and winter programming with 530 registrations
- Summer 2014 took in over **$193k** in user fees, serving 1,574 participants
- Held 9 Special Events: Guy's Night out, Girl's Night Out, Invitation Night Movies, Asset Awards, Duck Derby, Touch a Truck, Monthly Open Mic nights, Monthly Jr Nights, Middle School Dance and more
- Created over 25 youth employment opportunities, including 2 Youth Council Leadership positions
- Moved Youth Services to the Brown School, Drop-In Center increased participants by 200%, providing meeting space for community organizations/free programming
- Recreation and Special Events Director was promoted to Assistant Director
- Met all objectives of YR 9 of the **Drug Free Communities** grant and completed all grant requirements successfully, including annual youth surveys and leadership retreats

- Awarded **$125,000** in Year 10 Federal Drug Free Communities (DFC) Support Program Grant. This will be the final year of funding to the BEACON Coalition from this source.

FY 2016 GOALS AND OBJECTIVES

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

Objectives:

- Evaluate and improve existing programs
    - Conduct 2 semi-annual evaluations - collect responses from at least 15% of participant families via survey monkey (end of summer, end of winter)
- Increase new offerings for 2-5 year olds and families (focus on families of younger children)
- Expand teen trips and programs - increase Drop-In Center membership (Grades 4-12)

Goal 2: Create funding stream for prevention and youth mental health services

Objectives:

- Work towards regional prevention efforts
- Seek alternative funding for social services and programs
- Apply for 4/5 funding options
- Start youth support groups

Goal 3: Continue Youth Asset Campaign and Education throughout city

Objectives:

- Continue annual assessment (youth surveys)
- Hold 2/3 youth leadership retreats
- Present assets model and data to 3/4 community organizations

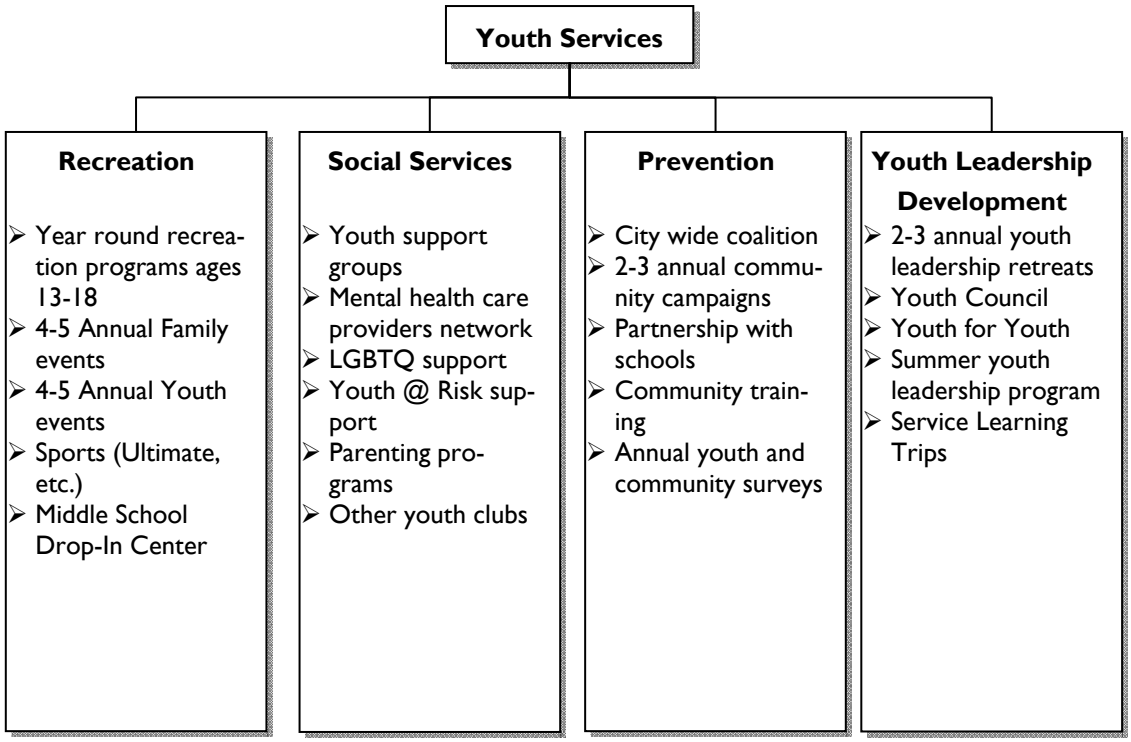
Goal 4: Expand Recreation Center Utilizations

Objectives:

- Develop new programs (focus on day time programs)
- Develop new partnerships making space available to community groups
- Increase Youth Center memberships by 10%

Youth Services (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

YOUTH SERVICES			
	FY 2014	FY 2015	FY 2016
Position	Actual	Actual	Budget
Director	1	1	1
Assistant Director	1	1	1
Prevention Coordinator	1	1	.5
Youth Coordinator	1	1	1
Total Full-Time Equivalents:	**4**	**4**	**3.5**

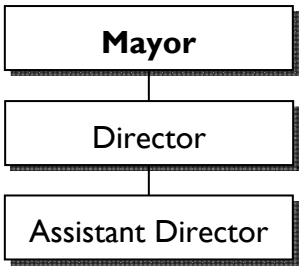
YOUTH SERVICES (01-542)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 YTH DIRECTOR YOUTH SERV	53,000	54,231	54,623	59,106	67,043	72,293	72,293.00
51160 YTH SAL ASSISTANT DIRECTOR	31,090	34,425	35,413	36,045	42,250	55,000	55,000.00
51163 YTH SAL PREVENTION COORD	0	0	5,156	7,952	18,000	18,000	18,000.00
51166 YTH BOOK KEEPER PT	0	1,852	2,688	3,909	5,000	5,000	5,000.00
51167 YTH SAL YOUTH COORDINATOR	0	0	0	0	3,600	13,000	13,000.00
51190 YTH EMPLOYMENT	11,992	15,000	10,105	11,068	15,000	3,000	3,000.00
001 - PERSONAL SERVICES Total	**96,082**	**105,507**	**107,986**	**118,079**	**150,893**	**166,293**	**166,293.00**
002 - PURCHASE OF SERVICES							
52401 YTH FACILITY MAINT/REPAIR	0	0	0	6,800	0	0	0.00
52701 YTH RENT-LEARNING CTR	4,800	4,800	4,800	6,195	4,800	4,800	4,800.00
53002 YTH REGISTRATION SOFTWARE	0	875	2,000	0	2,500	2,750	2,750.00
53003 YTH ACCESSABILITY ACCOMODATNS	0	875	108	525	2,000	5,000	5,000.00
53202 YTH LEARNING ENRICH PROGRAM	0	0	0	10,000	10,000	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	**4,800**	**6,550**	**6,908**	**23,520**	**19,300**	**22,550**	**22,550.00**
007 - OTHER CHARGES & EXPENSES							
57300 YTH DUES/LICENSES	250	250	250	390	250	250	250.00
57840 YTH SUMMER EXPENSES	1,000	0	1,000	0	1,000	1,000	1,000.00
57841 YTH SUBSTANCE ABUSE GRANT	0	0	0	0	15,000	15,000	15,000.00
57842 YTH LEARNING ENRICHMENT CTR	40,889	33,560	33,560	33,560	35,168	35,983	35,983.40
57843 YTH BROWN SCHOOL EXPENSES	20,927	22,899	26,122	33,040	23,000	40,000	40,000.00
007 - OTHER CHARGES & EXPENSES Total	**63,066**	**56,709**	**60,932**	**66,990**	**74,418**	**92,233**	**92,233.40**
Grand Total	**163,948**	**168,766**	**175,826**	**208,589**	**244,611**	**281,076**	**281,076.40**

Veterans' Services

MISSION STATEMENT

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



FY 2015 ACCOMPLISHMENTS

- Launched Website for 501 (c) 3 - *www.veteranslegacyinitiative.org*
- Built framework for Salisbury's inclusion in the regional veterans' district
- Assisted over one hundred veterans and dependents with VA applications
- Integrated new associate, Robert Stanwood, as assistant Veterans' Services Officer
- Submitted Home Rule Petition asking for waiver of ban on two cities aligning in a District

FY 2015 TRENDS

The Veterans Department is a merger of the towns of Amesbury, Merrimac, Newburyport and Salisbury to form an inter-municipal entity. This merger will strengthen the services offered by the department in that additional support personnel will be hired, and centralization will offer better communication with veterans and families through a focused access

The Department is proactive in locating veterans who may need assistance, and reactive to the needs of those who apply for help. The Department is a resource for understanding the benefits available to veterans and their families through the VA, and is also responsible for administering State benefits under Chapter 115 of the M.G.L., and ensuring the municipalities are reimbursed 75% of any disbursements under Chapter 115. In FY15, this rebate represented over $250,000.

The Department handles all ceremonial functions related to Patriotic Holidays such as Memorial Day and Veterans Day, organizing the invitees, special guests, themes, and acts as the event planner.

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

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

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

FY 2016 GOALS & OBJECTIVES

Goal 1: Bring Salisbury into Regional Program

Objectives:

- Attend Selectmen/City Council meetings in Newburyport, Salisbury, Merrimac, Amesbury

Goal 2: Launch HRP solidifying District

Objectives:

- Educate Neil Harrington on fiscal requirements
- Coordinate with local senators and representatives
- Neutralize the MVSOA – Mayoral letters of support attached to HRP

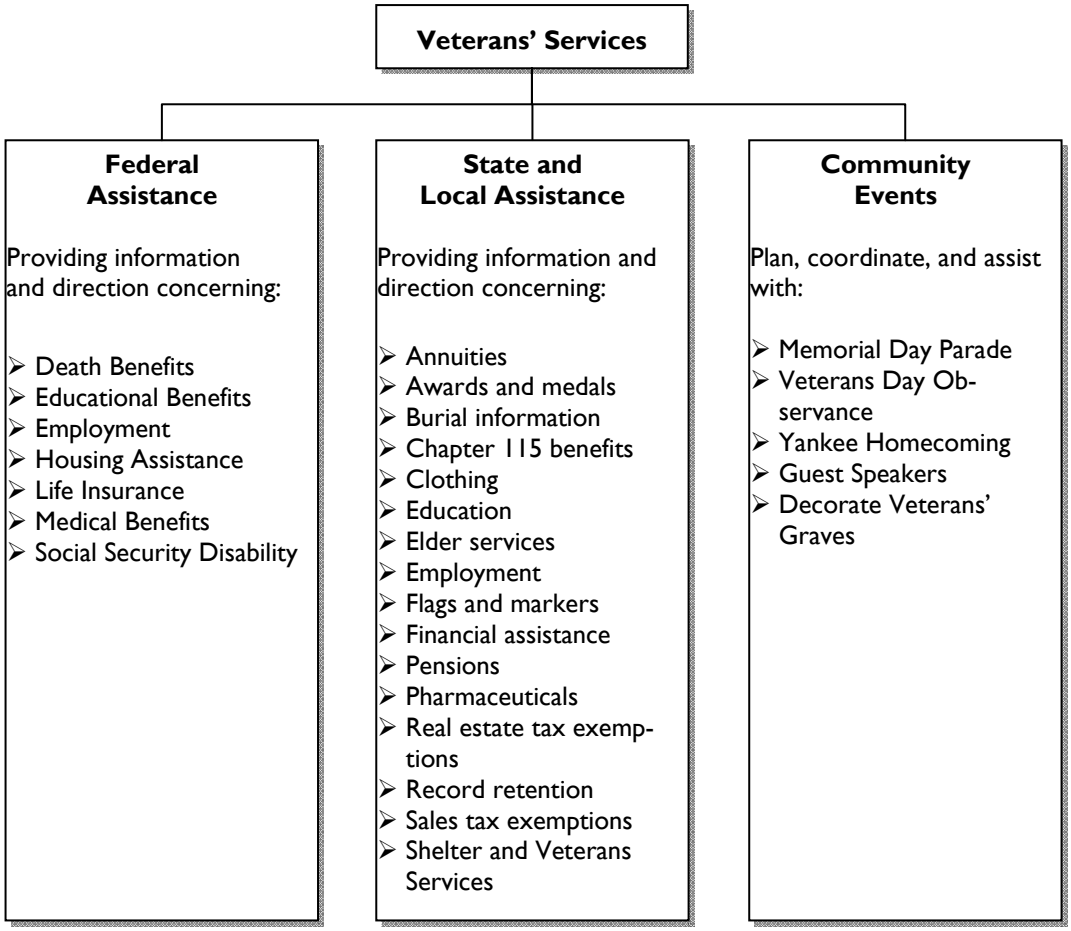
Goal 3: Establish & Launch a Regional Website

Objectives:

- Each community sees a personal site through their own website
    - Solve "HOME" button problem
- Use website to promulgate social activities
    - Luncheons
    - Fishing Trips
    - POW / MIA Dedications
    - Flags at Graves – Memorial Day

Veterans' Services (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

VETERANS SERVICES			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Director	1	1	1
Assistant Director	0	.4	.8
Total Full-Time Equivalents:	**1**	**1.4**	**1.8**

VETERANS' SERVICES (01-543)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 VET SAL VETERAN DIRECTOR	40,670	40,671	46,000	47,561	66,000	66,000	66,000.00
51102 VET SAL PART-TIME ASSISTANT	0	0	0	0	7,800	38,000	38,000.00
51404 VET TRAVEL EXP STIPENDS	2,544	2,565	2,687	2,700	0	7,200	7,200.00
51430 VET GRAVES REGISTRATION OFCR	700	700	700	700	700	700	700.00
001 - PERSONAL SERVICES Total	**43,914**	**43,935**	**49,387**	**50,961**	**74,500**	**111,900**	**111,900.00**
002 - PURCHASE OF SERVICES							
52401 VET MAINTENANCE	0	0	0	0	180	180	180.00
53070 VET BURIAL	2,000	3,395	2,000	2,000	2,000	2,000	2,000.00
53402 VET CELLULAR PHONES	0	0	0	0	0	1,440	1,440.00
54200 VET OFFICE SUPPLIES	402	125	693	489	480	480	480.00
55800 VET MISC SUPPLIES	870	693	594	998	2,520	2,520	2,520.00
002 - PURCHASE OF SERVICES Total	**3,272**	**4,213**	**3,287**	**3,487**	**5,180**	**6,620**	**6,620.00**
007 - OTHER CHARGES & EXPENSES							
57100 VET TRAINING	0	0	0	0	4,320	1,840	1,840.00
57300 VET DUES/SUBSCRIPTIONS	0	0	0	0	300	300	300.00
57700 VET VETERANS' BENEFITS	149,581	243,102	231,374	207,725	172,280	172,280	172,280.00
57701 VET CARE OF SOLDIERS GRAVES	1,497	1,497	1,420	1,500	2,000	2,000	2,000.00
007 - OTHER CHARGES & EXPENSES Total	**151,078**	**244,599**	**232,794**	**209,225**	**178,900**	**176,420**	**176,420.00**
Grand Total	**198,264**	**292,748**	**285,468**	**263,673**	**258,580**	**294,940**	**294,940.00**



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Section 9:
Education

NEWBURYPORT PUBLIC SCHOOLS
70 LOW STREET
NEWBURYPORT, MASSACHUSETTS 01950-4086

OFFICE OF THE SUPERINTENDENT

TELEPHONE 978.465.4456
FAX 978.462.3495

April 28, 2015

Superintendent's Budget Message,

In developing the budget for the 2015-2016 school year, I once again worked with the Leadership Team and their respective staffs to develop a budget that was based on the actual needs of the school district. Coming off of a record contribution by the City of 8.25% this year, allowed us to make up for lost revenue, as well as to add back some of the 80 positions lost over the last ten years. Due to the consolidation of the Brown School and the old Bresnahan and the opening of the new Bresnahan, along with the renovations at Nock and Molin, critical infrastructure was also added in the areas of technology, furniture and equipment.

As discussed last year, new to this budget process is a projection of staffing needs over a three year period. The purpose was two-fold: to present a clear picture of the vision for the district as well as start a process that outlines long-term goals.

The initial budget that was presented on April 6, 2015 represented what the Leadership Team saw as the first year of a three-year phase in. Having to reduce the budget, we examined every area and determined a balanced approach would be used. This coupled with our projected loss of revenue from state and federal grants in the amount of $214, 861 added to the difficulty of balancing our revenue and expense lines. While we needed to make cuts to staffing and supplies, some positions were required: an additional 5th grade teacher, a part-time English Language Learner Teacher, staffing at the high school to accommodate increased class sizes along with additional texts to meet these increases.

I will continue to work in partnership with the Mayor, School Committee, Leadership Team and City Council as we move forward. The addition of long-term planning, along with the development of a new strategic plan beginning this fall, should help to shore up the district and begin to outline a vision of our public schools for the future. Working together, I am confident that we can come up with a long-term solution for funding the Newburyport Public Schools that will catapult us into the future and allow us to offer a broad and challenging curriculum along with internships and real world experiences for our students.

Lastly, I would like to acknowledge the tremendous support from the Newburyport Education Foundation and Business Coalition, the Swasey Foundation, the Parent-Teacher Organizations, local banks, other businesses, community members, and the many volunteers who willingly give of their time to support our students in so many ways. We are grateful for your many contributions.

Sincerely,

Susan L. Viccaro

Susan L. Viccaro, Superintendent of Schools.

Priority of Restoring Positions

			Cost	Comments
1st				
Molin	.2 Language-Based teacher	$	11,338	*this position now becomes full-time*
High	.3 Special Ed Teacher	$	17,006	
	1.0 Custodian	$	40,917	*Short staffed and will help alleviate staff working 7 days for required OT*
	Nurse .4	$	22,675	*this position now becomes full-time*
	Stipends	$	6,400	*restores student clubs*
Bresnahan	.2 Library Aide	$	4,925	*adds additional day of services for Kindergarten*
	2.0 Instructional Assistants	$	27,000	
	.2 Physical Education	$	13,176	
	.2 Technology Integrator	$	14,556	
Middle	.5 IMC Aide	$	8,747	*required for Engage NY documentation as well as other coping throughout the district*
	.5 Adjustment Counselor	$	28,344	
		$	**195,084**	
2nd				
District	Maintenance Contingency	$	5,000	
	NEF	$	5,000	*Liaison between schools and NEF*
	Professional Development	$	40,000	
	Lunch contingency	$	10,000	
Molin	Technology supplies	$	2,000	
Middle	Instructional supplies	$	3,000	
	Library books	$	1,000	
	Special Ed supplies	$	1,000	
	Student Activity	$	2,000	*awards*
		$	**69,000**	
3rd				
Molin	Library supplies	$	2,912	
High	Wellness supplies	$	2,000	
Bresnahan	Administrative supplies	$	1,000	
	Guidance supplies	$	700	
	Special Ed supplies	$	2,000	
District	Administrative supplies	$	2,000	
	Professional Dev. HS	$	5,000	
	HVAC training	$	2,000	*New equipment*
	Special Ed supplies	$	4,000	
	Nursing supplies	$	400	
Middle	Library supplies	$	1,000	
	Music supplies	$	1,000	
	PE supplies	$	1,000	
	Guidance supplies	$	800	
	Pre-engineering supplies	$	2,000	
	Administrative publications	$	500	
		$	**28,312**	
Total		**$**	**292,396**	

(Updated May 20, 2015)

NEWBURYPORT PUBLIC SCHOOLS (01-300)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
002 - PURCHASE OF SERVICES							
53201 SCH SCHOOL EXPENSES	21,013,234	21,902,865	22,644,436	23,662,721	25,148,813	26,376,481	26,376,480.52
002 - PURCHASE OF SERVICES Total	**21,013,234**	**21,902,865**	**22,644,436**	**23,662,721**	**25,148,813**	**26,376,481**	**26,376,480.52**
Grand Total	**21,013,234**	**21,902,865**	**22,644,436**	**23,662,721**	**25,148,813**	**26,376,481**	**26,376,480.52**

See Appendix E for the Newburyport Public Schools Budget

FRESHMAN SPORTS (01-301)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
002 - PURCHASE OF SERVICES							
59620 T/O SPEC APPROP FRSHMN SPRTS	0	0	0	0	0	36,500	36,500.00
002 - PURCHASE OF SERVICES Total	**0**	**0**	**0**	**0**	**0**	**36,500**	**36,500.00**
Grand Total	**0**	**0**	**0**	**0**	**0**	**36,500**	**36,500.00**

ESSEX NORTH SHORE TECHNICAL HIGH SCHOOL (01-398)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
002 - PURCHASE OF SERVICES							
53202 ESSEX NORTH SHORE TECH SCHOOL	0	0	0	0	0	50,000	50,000.00
002 - PURCHASE OF SERVICES Total	**0**	**0**	**0**	**0**	**0**	**50,000**	**50,000.00**
Grand Total	**0**	**0**	**0**	**0**	**0**	**50,000**	**50,000.00**

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
002 - PURCHASE OF SERVICES							
53202 WHITTIER VO TECH SCHOOL	452,634	328,294	275,985	335,705	336,873	330,403	330,403.00
002 - PURCHASE OF SERVICES Total	**452,634**	**328,294**	**275,985**	**335,705**	**336,873**	**330,403**	**330,403.00**
Grand Total	**452,634**	**328,294**	**275,985**	**335,705**	**336,873**	**330,403**	**330,403.00**

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

Section 10:
Shared Expenses

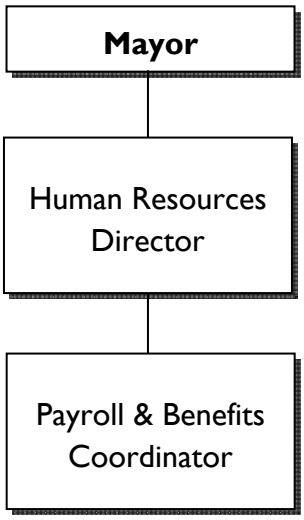
Human Resources & Employee Benefits

MISSION STATEMENT

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

The Human Resources Department is responsible for the development, implementation and coordination of policies and programs encompassing: recruitment, employment, employee relations, compensation and benefits, education and training, safety and health, and compliance issues.

The Human Resources Department administers these policies and 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 participates in collective bargaining sessions. The Department provides information, 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 2015 ACCOMPLISHMENTS

- Delivered a comprehensive wellness program designed to positively impact employee health, mitigate absenteeism, and reduce health care costs to the City.
    - The following programs were rolled out in FY15 by the Team Newburyport Wellness Group:
        - Heart Matters: an 11 week program including nutrition classes, recipes, exercises, and stress reduction techniques
        - Pedometer Walking Program a 6 week walking competition
        - Stress Management Program
- In the absence of an HR Director, mechanisms were put in place through the Auditor's Office for easily tracking and monitoring workers compensation and unemployment claims. These processes are being moved back to Human Resources in January 2015.
    - Effective January 2015, Worker's Compensation claims are being reported on line via www.riskriskconsole.com
    - MIIA Risk Management was enlisted to help devise potential strategies designed to lower certain types of claims
- Job descriptions were reviewed as positions opened up in FY2015.
    - The remainder of the job descriptions not reviewed in FY2014 will be created and/ or refined with a process put in place to review individual job descriptions every other year to ensure there are no significant changes.
- General Human Resources functions were provided on a timely basis to ensure quality customer service to City employees and retirees
    - Benefit changes (Health, Dental, Life, and FSA) were processed within 24 hours of receipt
    - Requests for employment verifications were processed within 24 hours of receipt.
    - VOYA Account changes were processed within 24 hours of receipt.
    - Regular office hours for Human Resources were established as follows: Mondays 8 – 10am, Wednesdays, 11am – 1pm, Thursdays 5 – 7pm for "walk-in" traffic.

FY2016 TRENDS

The Human Resources Department has been in place for over four years and is now codified in the new City Charter. In January 2015, the Payroll / Benefits function that was a part-time function in the Treasury Department, became a full-time function in the Human Resources Department. There was also a vacancy in the Human Resources Director role for the first half of FY2015. Under new leadership, the Human Resources Department will have a year of rebuilding, redefining and streamlining processes, while simultaneously creating efficiencies and

Human Resources & Employee Benefits (cont.)

improved employee access and communication. Human Resources will continue to attract and qualify applicants in a fair and open manner and in compliance with all federal, state, and local regulations. This department will also ensure that comprehensive and cost effective benefits are offered for all current and new employees and retirees, utilizing the relationship forged with the Public Employee Committee. The Human Resources Department will provide support services, policy direction, and leadership development that achieve Departmental objectives. Human Resources will continue providing fair and consistent consultation between the City and bargaining units.

FY 2016 GOALS & OBJECTIVES

Goal #1: Enhance and streamline employee benefit communication with individual and vendors including coordination with City, School, and Retirement offices.

Objectives:

- Fine tune benefits offerings including detailed information about offerings for all new and existing employees, family members, and all retirees
- Leverage technology to streamline processes and improve access to employee information (employee portal / database)
- Create ongoing communication vehicle for employees with reminders of benefits (FAQ's and "Did you Knows")
- Explore Third Party Administrator for FMLA tracking

Goal #2: Support the talent development of our employees through professional development, career development, and improved performance management.

Objectives:

- Create opportunities to utilize MIIA/EAP programs to improve leadership capabilities, job skills, and employee productivity by offering on-site workshops
- Review career management tools, job descriptions, and research institution of a mentoring programs to help employees thrive in current roles and prepare for new opportunities
- Provide coaching opportunities to all department heads / supervisors to spur improved organizational and individual performance including creation of a supervisors handbook

Goal #3: Compete for top talent with effective recruitment strategies processes and new partnerships.

Objectives:

- Partner with Merrimack Valley Workforce Investment Board (MVWIB) and the ValleyWorks Career Center to explore training and development programs in Sewer and Water departments including exploration of an apprenticeship program.
- Identify more proactive recruiting solutions including researching recruiting sites, job fairs, and staffing agencies
- Build relationships with senior management areas and develop recruitment strategies focused on their recruitment priorities
- Improve employee onboarding experience through three month HR check-in regarding initiation into City employment, benefits, etc.

Goal #4: Improve usage of current payroll system

Objectives:

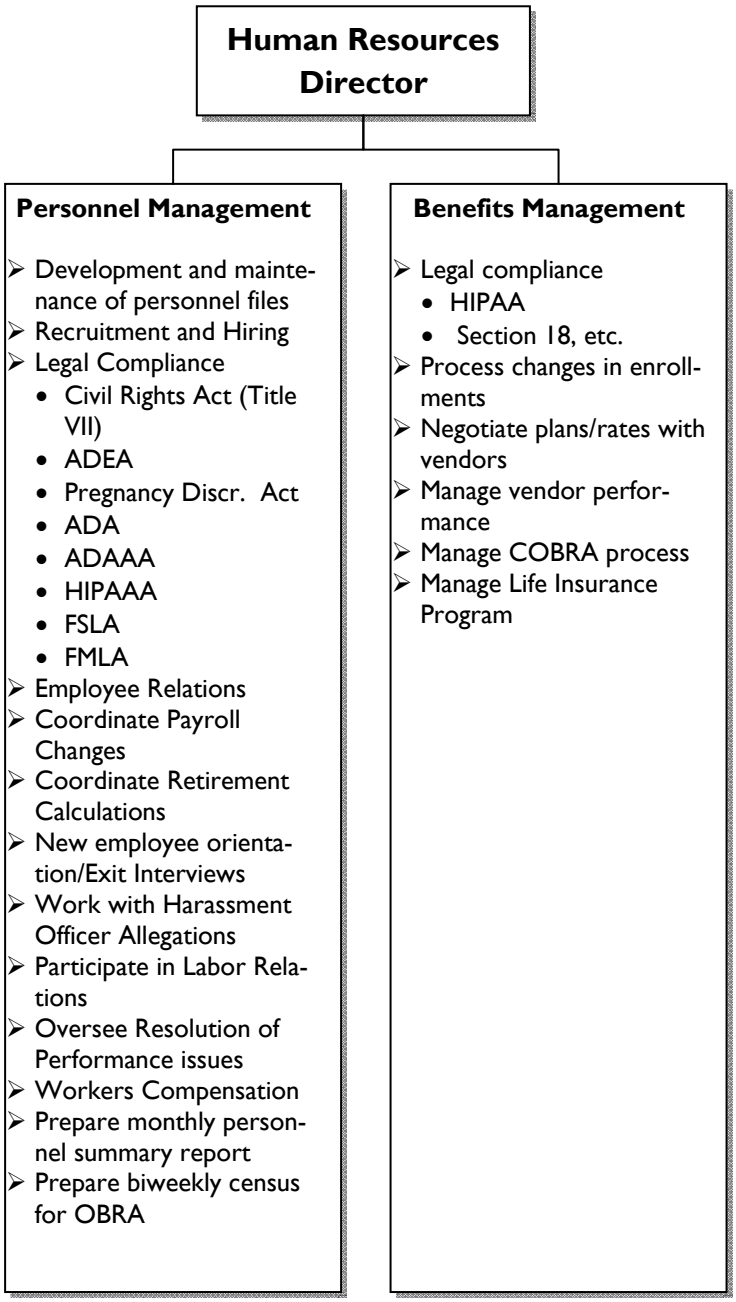
- Rebuild payroll and HR modules to capture more employee data for reporting purposes
- Attend training to ensure system is fully utilized
- Find a consistent methodology to track and report sick, vacation and personal time to payroll and report time and attendance information on paystubs
- Streamline process between City entities for better communication of employee payroll events

Goal #5: Fully incorporate next phase of Affordable Care Act (ACA) Mandate

- Classify all employees in categories required by IRS to identify offers of health coverage and enrollment in health coverage
- Begin reporting requirements under IRS code sections 6055 and 6056

Human Resources & Employee Benefits (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

HUMAN RESOURCES & BENEFITS			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Human Resources Director	1	1	1
Payroll & Benefits Coordinator	0	1	1
Total Full-Time Equivalents:	**1**	**2**	**2**

HUMAN RESOURCES DEPARTMENT (01-152)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 HR SAL HUMAN RESOURCES DIR	0	0	0	63,360	73,498	73,498	73,498.11
51102 HR SAL PAYROLL & BEN COORD	0	0	0	0	0	57,112	57,111.65
001 - PERSONAL SERVICES Total	**0**	**0**	**0**	**63,360**	**73,498**	**130,610**	**130,609.76**
002 - PURCHASE OF SERVICES							
53001 HR ENROLLMENT AUDIT	0	0	0	6,921	0	0	0.00
53002 HR PERS RECORDS AUDIT/COMPLI	0	0	0	6,495	0	0	0.00
53003 HR COBRA ADMIN	0	0	0	4,350	6,000	6,000	6,000.00
53004 HR GIC ANALYSIS	0	0	0	7,000	2,750	2,750	2,750.00
53005 HR HRA ADMINISTRATION	0	0	0	0	3,900	3,900	3,900.00
53006 HR FSA ADMINISTRATION	0	0	0	0	9,220	9,220	9,220.00
53007 HR UNEMPLOYMENT CLAIMS	0	0	0	0	30,000	30,000	30,000.00
53008 HR WORKER'S COMPENSATION	0	0	0	0	58,767	64,644	64,644.09
53009 HR ADVERTISING	0	0	0	0	0	3,000	3,000.00
53010 HR PAYROLL	0	0	0	0	0	15,000	15,000.00
002 - PURCHASE OF SERVICES Total	**0**	**0**	**0**	**24,765**	**110,637**	**134,514**	**134,514.09**
004 - SUPPLIES							
54200 HR SUPPLIES	0	0	0	9,330	10,000	5,000	5,000.00
004 - SUPPLIES Total	**0**	**0**	**0**	**9,330**	**10,000**	**5,000**	**5,000.00**
007 - OTHER CHARGES & EXPENSES							
57300 HR MEMBERSHIP DUES	0	0	0	600	600	600	600.00
007 - OTHER CHARGES & EXPENSES Total	**0**	**0**	**0**	**600**	**600**	**600**	**600.00**
Grand Total	**0**	**0**	**0**	**98,055**	**194,735**	**270,724**	**270,723.85**

INSURANCE GROUP (01-914)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 INS SAL HUMAN RESOURCES&BEN	0	0	60,600	0	0	0	0.00
51166 CH 32B PART TIME SUPPORT	21,668	40,000	0	0	0	0	0.00
51700 INS PREMIUMS FOR MEDICAL INSR	0	0	6,546,639	6,719,530	7,728,171	8,061,362	8,061,362.46
51701 INS DENTAL CONTRIBUTION	0	0	45,320	44,980	52,000	56,987	56,986.80
51702 INS FSA/HRA	0	0	144,713	62,951	30,000	30,000	30,000.00
51703 INS MEDICARE REIMB	0	0	74,549	87,250	45,625	50,875	50,875.00
51704 INS LIFE INSURANCE	0	0	47,191	47,810	61,000	61,000	61,000.00
51705 INS MEDICARE PENALITIES	0	0	57,565	51,041	58,000	58,000	58,000.00
51706 INS WELLNESS PROGRAM	0	0	0	0	15,600	15,600	15,600.00
51760 INS-CH 32B-CITY	2,313,823	2,503,385	0	0	0	0	0.00
51761 INS-CH 32B-SCHOOL	4,220,196	4,520,871	0	0	0	0	0.00
001 - PERSONAL SERVICES Total	**6,555,687**	**7,064,257**	**6,976,577**	**7,013,562**	**7,990,396**	**8,333,824**	**8,333,824.26**
002 - PURCHASE OF SERVICES							
53001 INS ENROLLMENT AUDIT	0	0	13,865	0	0	0	0.00
002 - PURCHASE OF SERVICES Total	**0**	**0**	**13,865**	**0**	**0**	**0**	**0.00**
004 - SUPPLIES							
54200 INS SUPPLIES	0	0	16,501	0	0	0	0.00
004 - SUPPLIES Total	**0**	**0**	**16,501**	**0**	**0**	**0**	**0.00**
Grand Total	**6,555,687**	**7,064,257**	**7,006,943**	**7,013,562**	**7,990,396**	**8,333,824**	**8,333,824.26**

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

RETIREMENT BOARD (01-911)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51740 RET APPROP CITY/SCH	3,206,462	3,242,404	3,356,233	3,418,177	3,428,009	3,560,812	3,560,811.93
001 - PERSONAL SERVICES Total	**3,206,462**	**3,242,404**	**3,356,233**	**3,418,177**	**3,428,009**	**3,560,812**	**3,560,811.93**
Grand Total	**3,206,462**	**3,242,404**	**3,356,233**	**3,418,177**	**3,428,009**	**3,560,812**	**3,560,811.93**

Stabilization Outlay

STABILIZATION OUTLAY (01-942)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
007 - OTHER CHARGES & EXPENSES							
57805 STABILIZATION OUTLAY	5,000	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**	**5,000.00**
Grand Total	**5,000**	**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 11 of this budget document).

For FY 2015, the total budget for Excluded Debt Service within the General Fund is $3,015,218, while the budget for Non-Excluded Debt Service is $841,859.50.

Excluded Debt Service (01-710)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
009 - DEBT SERVICE							
59101 DBX LIB-L/T DEBT PRIN	249,060	273,950	265,000	260,000	259,300	255,000	255,000.00
59102 HIGH SCH L/T DEBT PRI	445,000	445,000	435,000	419,700	420,700	406,100	406,100.00
59103 BRESNAHAN SCHOOL PRINCIPAL	0	0	0	397,000	325,000	418,000	418,000.00
59104 NOCK MOLIN PRINCIPAL	0	0	0	362,000	20,000	64,000	64,000.00
59105 SR CTR EX-LTD - PRINCIPAL	0	0	0	0	0	213,000	213,000.00
59151 DBX LIB-L/T DEBT INT	63,087	48,601	43,122	36,497	31,297	25,463	25,462.50
59152 HIGH SCH L/T DEBT INT	257,859	242,684	226,984	189,032	175,348	160,706	160,705.50
59153 BRESNAHAN SCHOOL INTEREST	0	0	0	501,709	733,430	639,899	639,898.76
59154 NOCK MOLIN INTEREST	0	0	0	500,716	555,620	442,945	442,945.00
59155 SR CTR EX-LTD - INTEREST	0	0	0	0	0	210,106	210,106.26
59250 SHORT TERM EX INTEREST	0	0	0	0	0	180,000	180,000.00
009 - DEBT SERVICE Total	**1,015,005**	**1,010,235**	**970,106**	**2,666,654**	**2,520,695**	**3,015,218**	**3,015,218.02**
Grand Total	**1,015,005**	**1,010,235**	**970,106**	**2,666,654**	**2,520,695**	**3,015,218**	**3,015,218.02**

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

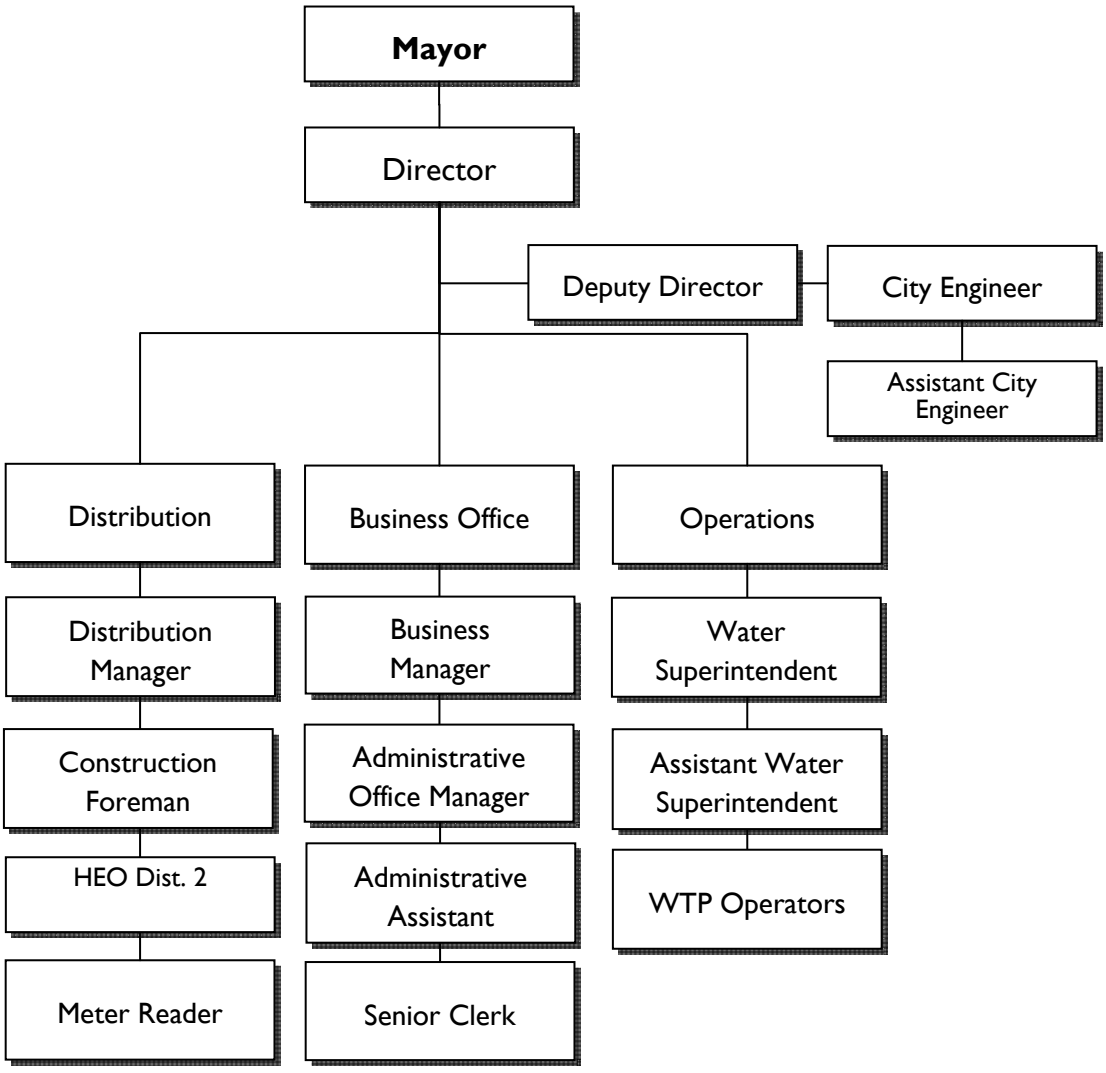
	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
009 - DEBT SERVICE							
59100 LONG TERM DEBT PRINCIPAL	940,940	906,050	905,000	875,300	725,275	598,400	598,400.00
59150 LONG TERM DEBT INTEREST	223,346	190,075	154,038	129,227	129,927	183,460	183,459.50
59250 INTEREST ON TEMPORARY LOANS	0	0	0	0	0	60,000	60,000.00
009 - DEBT SERVICE Total	**1,164,286**	**1,096,125**	**1,059,038**	**1,004,527**	**855,202**	**841,860**	**841,859.50**
Grand Total	**1,164,286**	**1,096,125**	**1,059,038**	**1,004,527**	**855,202**	**841,860**	**841,859.50**

Section 11:
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 2015 ACCOMPLISHMENTS

- Strong Retained Earnings Balance due to consistent oversight and control of spending
- Bi-annual city-wide hydrant flushing of all 938 fire hydrants, covering all hydrants in Newburyport and Newbury.
- Completed 18.75M Water system Improvement Project which includes a new clear well and pump station, distribution system improvements, and upgrades to the water treatment plant.
- Completed Highland Ave. water main project, residential tie-ins, and installation of hydrants, etc.
- Completed Plum Island River Crossing Project, which consisted of excavating components of the East and West sides of the river bank and replaced all hardware associated with water and sewer mains.
- Constructed a road for access to the Upper Artichoke Dam Project.
- Completed Jackson Street water main project. Replaced 800 LF of 6" pipe with 8" CDLI pipe. Replaced 21 services and replaced one hydrant and added two more hydrants for a total of three hydrants.
- Upper Artichoke Dam Project completed Spring, 2015
- Assisted with Plum Island Hydrant and other metallic components project.
- Completed city wide leak detection survey.
- Completed 8 residential water service line renewals, from main to house.
- Updated and completed Emergency Response Manual
- Provided clean drinking water to City and met all requirements of DEP.
- Updated billing processes to include 14% per annum on late charges resulting in significant decrease in manual billing
- Reduced significant amount of paper file by utilizing electronic storage
- Implemented new Water Division Website with pertinent information for our customers
- Continued emphasis on providing quality customer service
- Combined both Water and Sewer Commissions into one joint commission.

FY 2015 TRENDS

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

DPS: Water Enterprise (cont.)

responsible manner.

FY 2016 GOALS AND OBJECTIVES

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

Objectives:

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

Goal 2: Respond to emergency calls within one hour and repair all emergencies within a twenty four hour timeframe.

Objectives:

- Log all incoming calls for emergency assistance and respond to customer within one hour.
- Once emergency is evaluated , repair all emergency issues within a 24 hour timeframe.

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

Objectives:

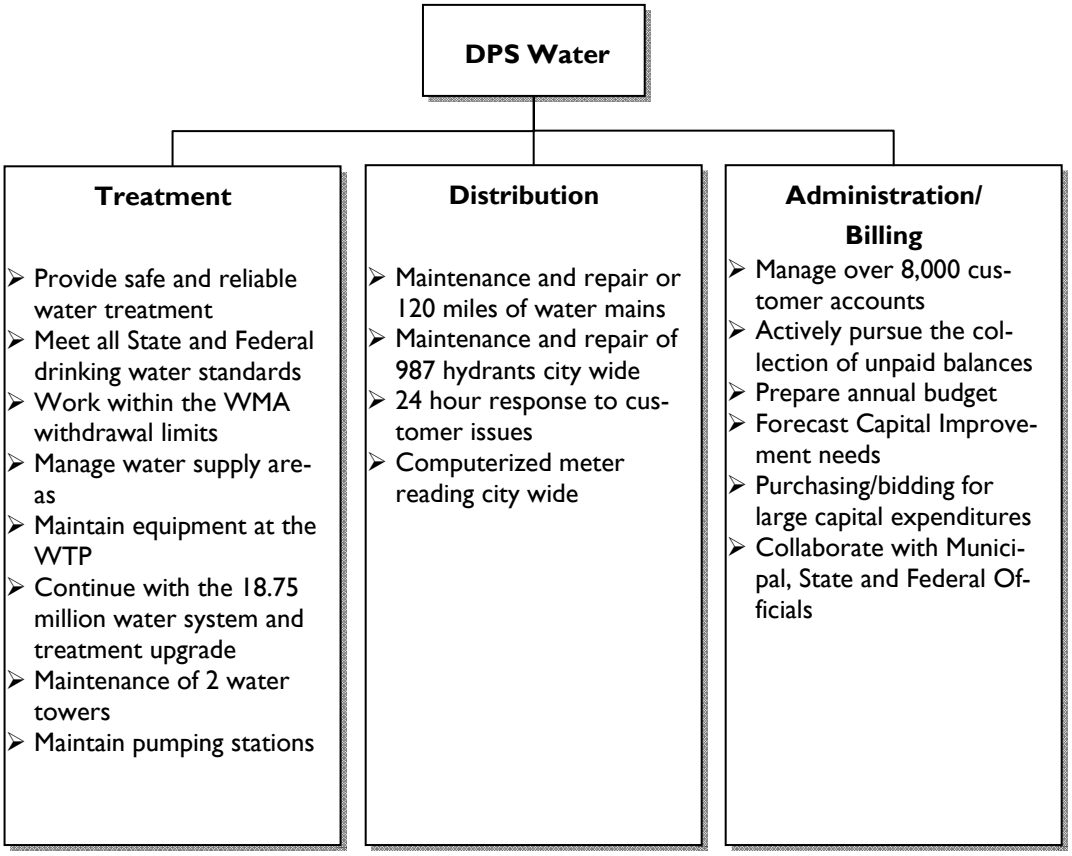
- Maintain the Water Treatment Plant, reservoirs, wells, storage tanks and distribution system
- Address customer needs in a timely manner
- Provide support and implement the goals of the Water Commission
- Participate in routine customer service training

Goal 4: Flush all 938 hydrants twice a year (Spring and Fall) to insure the integrity of the water system and to deliver the highest quality water to our customers.

Objectives:

- Decrease the time it takes to flush all 938 hydrants by one week. Historically, it takes 8 to 9 weeks to flush all 938.

PROGRAMS & SERVICES



DPS: Water Enterprise (cont.)

PERSONNEL SUMMARY

DPS: WATER			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Public Services Director	0.33	0.33	0.33
Public Service Deputy Director	0.33	0.33	0.33
Business Manager	0.50	0.50	0.33
City Engineer	0.33	0.33	0.33
Assistant City Engineer	0.50	0.33	0.33
Superintendent of Water Operations	1	1	1
Assistant Superintendent of Water Operations	1	1	1
Water Distribution Manager	1	1	1
Administrative Office Manager	0.50	0.50	0.50
Administrative Assistant	0.50	0.50	0.50
Water Treatment Plant Operator C4	0	0	0
WTP Operator T2	0	0	0
WTP Operator T4	6	6	6
Senior Heavy Equipment Operator	1	1	1
Heavy Equipment Operator D2	5	5	5
Assistant Foreman	1	1	1
Meter Reader	0.5	0.5	0.5
Senior Clerk Typist	0.5	0.5	0.5
Total Full-Time Equivalents:	**20.0**	**19.7**	**19.7**



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WATER ENTERPRISE FUND (60-450)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 DPS SALARY PS DIRECTOR	18,195	40,000	33,667	35,200	35,728	36,443	36,442.84
51102 DPS SALARY DEPUTY PS DIRECTOR	43,213	34,000	25,770	28,236	30,369	30,369	30,368.97
51103 WAT SAL BUSINESS MGR	0	21,147	30,300	31,549	21,315	23,326	23,326.43
51117 WAT SAL ASST ENGINEER	0	17,465	21,013	20,849	18,118	19,452	19,452.09
51118 WAT SAL SUPT OPERATN	75,336	75,336	76,089	79,555	80,849	80,849	80,848.64
51119 WAT CITY ENGINEER	30,769	32,000	26,933	28,160	28,583	28,583	28,582.56
51131 DPS ADMIN ASSISTANT	16,130	18,495	19,762	18,604	21,021	23,079	23,079.26
51132 WAT SAL ADMIN OFFICE MGR	51,112	50,521	26,935	28,610	29,040	29,475	29,475.22
51134 WAT SAL DISTRIBUTION MNGR	67,918	65,707	68,124	70,732	71,793	73,598	73,598.19
51158 WAT SAL LABOR	674,312	675,904	692,858	693,557	771,663	788,213	788,212.65
51190 WAT SAL SUMMER EMPLOYEES	11,785	7,530	10,525	15,500	19,000	19,000	19,000.00
51301 WAT OVERTIME	91,925	90,089	97,993	112,586	129,838	129,838	129,838.04
51401 WAT LONGEVITY	17,684	15,504	15,049	14,861	12,275	12,687	12,686.63
51403 WAT HOLIDAY PAY	13,990	14,008	14,501	15,157	15,448	15,448	15,448.32
51405 WAT CLOTHING REIMBURSEMENT	9,300	9,382	9,516	8,905	9,950	9,950	9,950.01
51411 WAT NIGHT DIFFERENTIAL	1,516	1,456	1,400	1,456	1,464	1,464	1,464.00
51710 WAT RETIREMENT EXP	0	0	0	0	38,729	0	0.00
51711 WAT APPROP RETIREMNT	244,580	262,406	264,843	281,571	277,160	290,744	290,743.66
51750 WAT WORKERS COMP INS	27,000	28,350	29,768	29,768	30,512	33,563	33,563.42
51760 WAT CH 32B INS-WATER	286,482	264,130	228,658	229,382	285,013	297,297	297,297.37
51770 WAT FICA EXP	12,824	14,014	15,192	15,562	14,686	14,686	14,685.97
001 - PERSONAL SERVICES Total	**1,694,071**	**1,737,444**	**1,708,896**	**1,759,800**	**1,942,554**	**1,958,064**	**1,958,064.27**
002 - PURCHASE OF SERVICES							
52101 WAT HEAT	18,139	15,541	17,090	15,173	30,800	25,000	25,000.00
52102 WAT ELECTRICITY	233,418	248,235	228,582	186,240	231,260	232,152	232,152.00
52401 WAT COMPUTER EXP	19,040	33,554	27,764	27,493	52,768	56,292	56,292.00
52402 WAT GEN CONSTRUCTION	33,533	45,869	50,261	31,489	68,900	98,900	98,900.00
52403 WAT MAINT-VEHICLES	13,053	8,067	12,395	22,564	20,200	24,000	24,000.00
52404 WAT DISTRIBUTN MAINT	45,041	37,207	58,567	51,506	62,400	62,400	62,400.00
52405 WAT TREATMENT MAINT	60,528	50,711	62,992	53,966	72,500	72,500	72,500.00
52406 WAT MAINT-EQUIPMENT	10,511	8,455	10,200	10,312	12,000	12,000	12,000.00
53001 WAT FINANCIAL AUDIT	0	4,800	4,500	6,000	6,500	6,825	6,825.00
53020 WAT LEGAL EXPENSES	10,906	7,933	67,049	125,316	100,000	100,000	100,000.00
53024 WAT BOND/NOTE EXP	4,600	4,038	75,109	56,901	26,779	29,612	29,612.49
53025 WAT ENGINEER RETAINER	1,088	2,975	21,400	25,000	25,000	25,000	25,000.00
53026 WAT POLICE DETAILS	36,540	19,568	12,953	10,011	20,000	15,000	15,000.00
53028 WAT PRE-EMPLOYMENT PHYSICAL	132	1,416	442	826	2,250	2,250	2,250.00
53029 WAT CONTRACT-CROSS CONN TEST	16,200	18,000	17,070	18,810	18,000	18,000	18,000.00
53030 WAT SLUDGE REMOVAL/FILTER PLT	0	8,174	3,767	9,000	9,000	9,000	9,000.00
53031 WAT TEST-SURFACE WAT SAMPLING	7,500	6,525	3,006	6,384	7,500	7,500	7,500.00
53032 WAT WATER TEST	21,220	11,084	14,120	21,321	23,400	24,786	24,786.00
53402 WAT TELECOMMUNICATNS	9,481	8,916	10,042	9,545	10,215	14,905	14,905.00
53780 WAT PAYMT IN LIEU TAXES	5,894	6,389	6,786	6,623	8,500	8,500	8,500.00
002 - PURCHASE OF SERVICES Total	**546,824**	**547,457**	**704,093**	**694,481**	**807,972**	**844,622**	**844,622.49**
004 - SUPPLIES							
54201 WAT GENERAL OFC EXP	14,149	12,201	15,907	16,553	18,750	18,750	18,750.00
54301 WAT CONSERVATION	0	4,651	4,698	5,000	5,000	5,000	5,000.00
54302 WAT CHEMICALS	109,955	117,865	118,712	132,311	154,100	154,100	154,100.00
54303 WAT CONSUMER REPORT	6,875	7,685	6,501	7,045	8,000	8,000	8,000.00
54801 WAT FUEL/OIL VEHICLE(S)	29,317	32,888	34,397	28,950	39,710	39,710	39,709.68
55800 WAT MISC SUPPLIES	3,373	2,130	2,324	2,211	2,225	2,225	2,225.00
004 - SUPPLIES Total	**163,670**	**177,421**	**182,539**	**192,070**	**227,785**	**227,785**	**227,784.68**

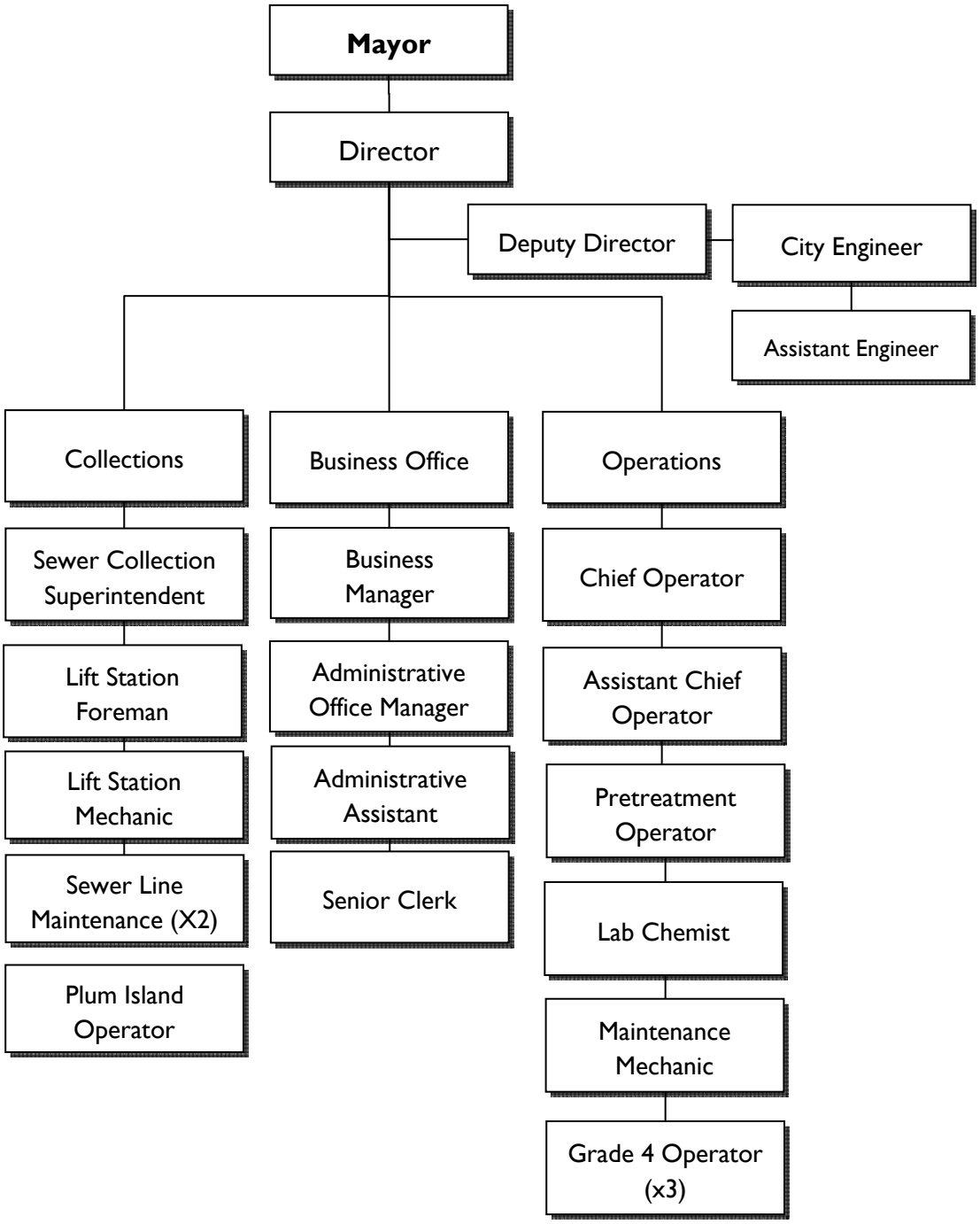
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	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
007 - OTHER CHARGES & EXPENSES							
57100 WAT TRAVEL & TRAINING	6,067	13,148	14,021	13,628	24,500	24,500	24,500.00
57301 WAT SDWA	5,875	5,688	6,175	5,671	6,341	6,341	6,341.00
57401 WAT MUNICIPAL INSURANCE	31,500	33,075	35,123	35,551	48,917	52,163	52,163.00
57407 WAT EDUCATION CREDIT	0	700	1,825	1,825	2,100	2,100	2,100.00
007 - OTHER CHARGES & EXPENSES Total	**43,442**	**52,611**	**57,144**	**56,676**	**81,858**	**85,104**	**85,104.00**
008 - CAPITAL OUTLAY							
58310 WAT G.I.S.	9,216	13,817	15,339	5,353	15,000	10,000	10,000.00
58513 WAT WTR MAIN REPLAC PROGRAM	15,373	74,102	98,746	88,524	100,000	100,000	100,000.00
58536 WAT DPS BLDG EQUIP/FURNITURE	0	0	0	0	0	15,000	15,000.00
58550 WAT VEHICLE/EQUIP REPLACE	0	154,878	35,864	40,000	40,000	40,000	40,000.00
008 - CAPITAL OUTLAY Total	**24,590**	**242,797**	**149,949**	**133,877**	**155,000**	**165,000**	**165,000.00**
009 - DEBT SERVICE							
59100 WAT DEBT PRINCIPAL	534,026	551,170	545,489	1,218,534	1,164,829	1,307,316	1,307,316.49
59150 WAT DEBT INTEREST	210,621	207,563	277,332	444,285	507,820	537,317	537,316.50
59620 TRANSFERS TO SPEC REV FUNDS	1,195,390	0	443,133	664,426	0	0	0.00
009 - DEBT SERVICE Total	**1,940,036**	**758,733**	**1,265,954**	**2,327,244**	**1,672,649**	**1,844,633**	**1,844,632.99**
Grand Total	**4,412,633**	**3,516,463**	**4,068,574**	**5,164,147**	**4,887,817**	**5,125,208**	**5,125,208.43**

DPS: Sewer Enterprise

MISSION STATEMENT

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



FY 2015 ACCOMPLISHMENTS

- Strong Retained Earnings Balance due to consistent oversight and control of spending
- Responded and repaired (as needed) all sewer issues to help prevent Sanitary Sewer Overflow (SSO)
- Proper Operations & Management (O & M), capital planning and budgeting
- Conducted proper O&M repair and preventative maintenance to Wastewater Treatment Facility (WWTF), lift stations and collection system
    - Approximately 95,366 linear feet of sewer main cleaned, SLM fully staffed for first time in 3 years.
    - 16 lift station wet wells cleaned (Twice per year per station).
    - Manhole repairs throughout the City in an effort to reduce Inflow/Infiltration (I/I) repairs consists of replacing frames and covers, resurfacing inside of the NHs with cement (hydraulic cement), sealing joints between inlet and invert.
- Working in conjunction with the Engineering Department on all Sewer related projects, as well as any issues that arise during the year
- No major Industrial Pretreatment (IPP) violations due to consistent oversight by staff.
- Sludge quality continues to be of exceptional quality to compost.
- Working in conjunction with Board of Health replacing and enforcing new grease ordinance
- Continued Safety Training and Spill Prevention & Counter Measures Plan trainings in-house for all personnel
- Responded to 41 Plum Island and 75 Sewer calls from residents or businesses.
- Updated billing processes to include 14% per annum on late charges resulting in significant decrease in manual billing
- Continue to reduce paper files by utilizing electronic storage.
- Implemented new Sewer Dept. Website with pertinent information for our customers
- Continued emphasis on providing quality customer service
- Successfully implemented lien process to the Town of Newbury Treasurer's office.
- Successfully Combined Sewer Commission and Water Commission into one joint commission.

FY 2015 TRENDS

The focus of the Sewer Division operations and collections continue to operate the Waste Water Treatment plant in the most efficient way using Supervisory Control And Data Acquisition (SCADA). The Sewer Division is also using a smaller version of the SCADA system at lift stations throughout the City. The SCADA software allows the operator to see

DPS: Sewer Enterprise (cont.)

real time operations, rather than receiving an alarm after the fact, therefore reducing time to correct any potential issues.

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

FY 2016 GOALS AND OBJECTIVES

Goal 1: Continue to meet requirements of our NPDES permit that included maximum pollutant limits an minimum percent removals, WWTF maintains 95% on Suspended Solids (SS) and Biochemical Oxygen Demand (BOD).

Objectives:

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

Goal 2: To Design, Bid and Construct new Graf Road Lift Station, which is currently at capacity and Hale Street Force Main which is out of round and failure is inevitable.

Hydraulic analysis was performed at Graf Rd lift station, findings: **station at capacity**, and a new station is needed if any new flow is to be added to the tributary area. Along with the need for a new station at Graf, a new force main (FM) is needed for Hale St. The current FM is 16" asbestos cement pipe (ACP) which is out of round—meaning: **failure is inevitable**. If failure occurs to the FM, it is uncertain at this time how to repair, if repairing is an option. Hale St. FM 1.5 miles in length with the pipe being out of round AC pipe and the cost would be astronomical.

Objectives:

- Design and construct new FM for Hale St. Design, bid, and construct FY16.
- Design and construct new station at Graf Rd. Design FY16, bid and construct FY17.
- Complete both projects on schedule and within budget.

Goal 3: Continue to provide proper operations and maintenance services to our customers.

Objectives:

- Maintain and operate the Wastewater Treatment Facility.
- Respond, repair, and maintain all sewer related issues that might occur at the WWTF, lift stations, Plum Island, and sewer mains and force mains throughout the City during business and overtime hours.
- Continue to reduce operator's health and safety in the work environment with education and providing proper equipment.
- Respond to customer issues in a timely, professional manner.
- Continue to provide support and implement goals of the Mayor, City Council and the Sewer Commission

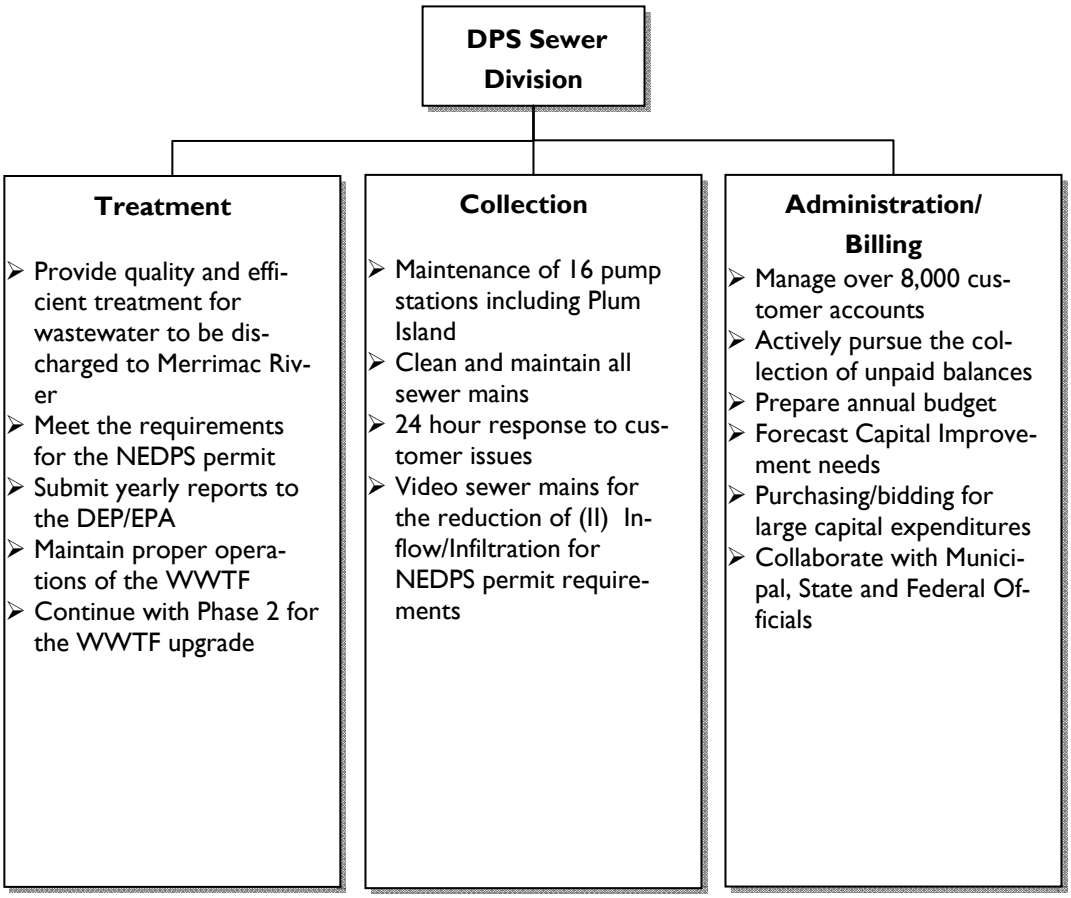
Goal 4: Reduce odors/wipes/and grease issues at the WWTF and collection system. Educate the public regarding the FFOG program.

Objectives:

- Educate the public on what is acceptable to flush and not to flush. "Flushable wipes": are not what they claim to be, hand wipes and baby wipes, although state biodegradable are one of the leading cause of sewer backup in recent years. Until public is educated on what to flush and not to flush, wipes will continue to cause backups at homes and businesses, and cause failure at lift stations and plant operations. The Sewer Division, along with the Board of Health (BOH), is currently in the process of rewriting the Fats, Oils and Grease (FOG) program. Newly added to the program is Fluids, Fats, Oil and Grease (FFOG). In the upcoming months the BOH and SD are planning educational workshops and mailers to educate the public on the seriousness of FFOG.
- Meet with engineers to help reduce odors of the primary clarifiers, along with the other aspects of plant/collection operations to see what might help reduce odors.

DPS: Sewer Enterprise (cont.)

PROGRAMS & SERVICES



PERONNEL SUMMARY

DPS: SEWER			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Public Services Director	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
Business Manager	0.5	0.33	0.33
Business Office Manager	0.5	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Assistant Engineer	0.5	0.33	0.33
Senior Clerk	0.5	0.5	0.5
Chief Operator	1	1	1
Assistant Chief Operator	1	1	1
Pretreatment Coordinator	1	1	1
Senior Maintenance Foreman	1	1	1
Collection Systems Superintendent	1	1	1
Lab Chemist	1	1	1
Operator, Grade 4	3	3	3
Maint/Prev Maintenance Mechanic	1	1	1
Pump Station Operator/Mechanic	2	2	2
Sewer Line Maintenance Operator	2	2	2
Plum Island Operator	1	1	1
Meter Reader	0.5	0.5	0.5
Total Full-Time Equivalents:	**19.0**	**18.7**	**18.7**

SEWER ENTERPRISE FUND (61-440)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 DPS SALARY PS DIRECTOR	18,195	40,000	33,667	35,200	35,728	36,443	36,442.84
51102 DPS SALARY DEPUTY PS DIRECTOR	43,213	34,000	28,272	28,236	30,369	30,369	30,368.97
51103 SEW SAL BUSINESS MGR	0	21,147	30,300	31,549	21,315	23,326	23,326.43
51116 SEW SAL CHIEF OPERATOR	75,486	75,486	76,241	79,706	80,909	80,909	80,909.44
51117 SEW SAL ASST ENGINEER	0	17,465	21,012	20,849	18,118	19,452	19,452.09
51119 SEW CITY ENGINEER	46,308	32,000	26,933	28,160	28,583	28,583	28,582.56
51122 SEW SAL COLLECTIN SYSTEM MNGR	0	65,650	72,720	76,024	77,173	77,173	77,172.92
51131 DPS ADMIN ASSISTANT	16,130	18,495	19,762	18,604	21,023	23,079	23,079.26
51132 SEW SAL ADMIN OFFICE MGR	0	0	26,935	28,611	29,040	29,475	29,475.00
51158 SEW SAL LABOR	791,781	645,554	648,467	692,298	751,681	763,761	763,760.73
51190 SEW SAL SUMMER EMPLOYEES	0	16,385	15,198	18,140	25,000	25,000	25,000.00
51301 SEW OVERTIME	130,408	166,691	168,323	171,959	181,357	181,357	181,356.55
51401 SEW LONGEVITY	14,534	13,670	13,863	14,455	14,439	9,554	9,554.13
51405 SEW CLOTHING REIMBURSEMENT	9,400	9,441	9,233	9,755	9,950	9,950	9,949.99
51420 SEW EDUCATION CREDITS	1,125	425	825	425	2,400	850	850.00
51422 SEW EDUCATION	7,516	3,278	3,637	5,637	17,800	17,800	17,800.00
51710 SEW RETIREMENT EXP	0	0	0	0	0	72,638	72,638.00
51711 SEW APPROP RETIREMNT	0	251,626	235,976	252,165	277,181	283,666	283,665.92
51750 SEW WORKERS COMP INS	18,500	19,425	20,396	20,396	20,906	22,997	22,996.78
51760 SEW CH 32B INS-SEWER	204,603	221,682	251,678	250,633	332,462	346,791	346,790.77
51761 SEW DENTAL	1,769	1,608	2,935	860	0	0	0.00
51770 SEW FICA EXP	13,080	10,961	11,456	11,774	15,978	15,978	15,977.73
001 - PERSONAL SERVICES Total	**1,392,048**	**1,664,989**	**1,717,830**	**1,795,435**	**1,991,411**	**2,099,150**	**2,099,150.11**
002 - PURCHASE OF SERVICES							
52101 SEW HEAT	36,182	31,897	32,337	36,925	72,000	72,000	72,000.00
52102 SEW ELECTRICITY	310,388	385,216	271,864	235,971	351,326	356,326	356,325.97
52401 SEW COMPUTER EXP	19,328	40,500	40,197	22,954	40,092	46,092	46,092.00
52402 SEW MAINT-GENERAL	31,198	31,114	31,173	34,390	36,350	36,350	36,350.00
52403 SEW MAINT-VEHICLES	20,985	26,861	27,178	21,194	27,000	27,000	27,000.00
52406 SEW MAINT-EQUIPMENT	72,080	78,680	78,081	77,916	102,052	102,052	102,052.00
52407 SEW UNIFORM/SAFETY EQUIPMENT	15,136	6,547	8,035	11,628	15,136	15,136	15,136.00
52408 SEW SEWER LINE MAINTENANCE	50,739	62,903	86,464	85,910	90,000	90,000	90,000.00
52409 SEW MAINT DRAINS	41,904	38,938	38,957	39,000	39,000	39,000	39,000.00
53001 SEW FINANCIAL AUDIT	0	4,500	4,500	6,000	6,500	6,825	6,825.00
53020 SEW LEGAL EXPENSES	7,933	21,000	65,080	125,368	100,000	100,000	100,000.00
53024 SEW BOND/NOTE EXP	2,679	4,890	71,167	106,599	41,667	39,823	39,823.17
53026 SEW POLICE DETAILS	2,810	12,908	4,048	3,384	15,000	15,300	15,300.00
53028 SEW MEDICAL/DRUG TESTING	4,219	6,177	3,217	4,322	16,440	16,440	16,440.00
53030 SEW CONSULTANT FEES	35,149	32,994	44,005	46,969	50,000	75,000	75,000.00
53035 SEW INDUSTRIAL PRETREATMENT	11,485	14,159	14,527	16,250	14,550	14,550	14,550.00
53040 SEW BIOSOLIDS DISPOSAL	229,443	306,162	230,120	256,594	264,000	267,640	267,640.00
53050 SEW VENDOR LAB TESTING	12,784	15,442	15,654	12,150	23,100	19,350	19,350.00
53402 SEW TELECOMMUNICATNS	21,310	23,638	24,003	27,576	28,700	33,490	33,490.00
53801 OTHR POS - TEMP HOUSING	0	0	0	0	0	0	0.00
002 - PURCHASE OF SERVICES Total	**925,751**	**1,144,526**	**1,090,606**	**1,171,098**	**1,332,913**	**1,372,374**	**1,372,374.14**
004 - SUPPLIES							
54201 SEW GENERAL OFC EXP	13,122	15,320	17,327	19,551	21,350	21,350	21,350.00
54302 SEW PLANT CHEMICALS	222,967	213,039	115,724	210,614	263,620	263,620	263,620.00
54303 SEW LAB CHEM/EQUIP/SUPPLIES	4,158	6,839	4,909	6,692	10,000	13,750	13,750.00
54310 SEW HOSE	2,107	3,808	2,934	5,702	3,850	3,850	3,850.00
54801 SEW FUEL/OIL VEHICLE(S)	26,462	38,262	36,493	35,706	41,485	41,485	41,484.63
54802 SEW LUBRICANTS	3,298	7,847	6,985	4,353	9,685	9,685	9,685.00
55800 SEW MISC SUPPLIES	608	1,308	805	1,668	1,800	1,800	1,800.00
004 - SUPPLIES Total	**272,724**	**286,423**	**185,177**	**284,286**	**351,790**	**355,540**	**355,539.63**

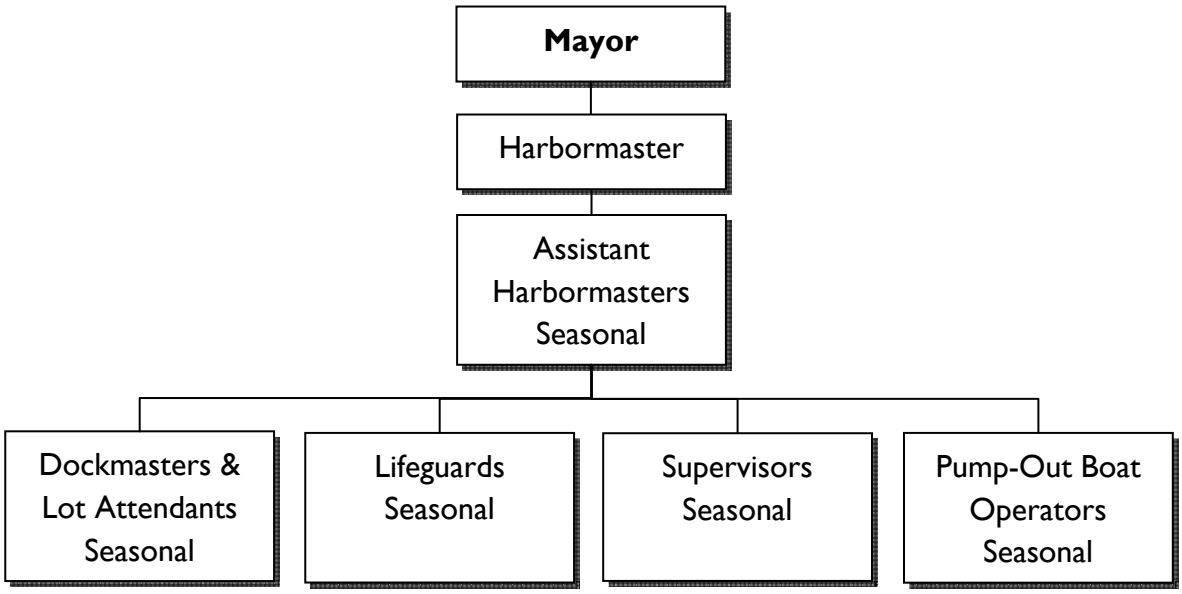
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	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
007 - OTHER CHARGES & EXPENSES							
57300 SEW DUES/LIC/SUBSCRIPTIONS	624	1,323	470	1,020	1,350	1,350	1,350.00
57401 SEW MUNICIPAL INSURANCE	15,000	15,000	19,536	19,536	27,915	49,773	49,773.00
007 - OTHER CHARGES & EXPENSES Total	**15,624**	**16,323**	**20,006**	**20,556**	**29,265**	**51,123**	**51,123.00**
008 - CAPITAL OUTLAY							
58300 SEW LAB TEST EQUIPMENT	2,689	3,050	1,740	2,838	0	0	0.00
58310 SEW G.I.S.	12,335	14,916	15,094	13,034	15,000	10,000	10,000.00
58330 SEW I/I REHABILITATION	13,635	76,153	100,000	22,207	100,000	100,000	100,000.00
58361 SEW REPAIR LIFT STATIONS	111,626	98,590	85,380	136,826	150,000	150,000	150,000.00
58362 SEW EFFLUENT SAMPLER	5,562	2,460	6,364	5,000	6,000	6,000	6,000.00
58520 SEW PURCHASE TRUCK	65,135	41,420	0	0	0	0	0.00
58530 SEW WEST END EASEMENT	40,310	3,497	0	0	0	0	0.00
58536 SEW DPS BLDG EQUIP/FURNITURE	0	0	0	0	0	15,000	15,000.00
58550 SEW VEHICLE/EQUIP REPLACE	0	0	129,701	25,000	0	0	0.00
58705 SEW FLOOD STUDY MALCOLM HOYT	0	111,860	0	0	0	0	0.00
008 - CAPITAL OUTLAY Total	**251,291**	**351,945**	**338,280**	**204,905**	**271,000**	**281,000**	**281,000.00**
009 - DEBT SERVICE							
59100 SEW DEBT PRINCIPAL	562,485	739,972	754,488	1,566,203	1,499,823	1,527,791	1,527,790.98
59150 SEW DEBT INTEREST	384,310	394,390	433,716	654,274	771,675	728,646	728,645.55
59620 TRANSFERS TO SPEC REV FUNDS	575,710	100,000	743,133	491,371	0	0	0.00
009 - DEBT SERVICE Total	**1,522,506**	**1,234,363**	**1,931,337**	**2,711,849**	**2,271,498**	**2,256,437**	**2,256,436.53**
Grand Total	**4,379,943**	**4,698,570**	**5,283,236**	**6,188,128**	**6,247,877**	**6,415,623**	**6,415,623.41**

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.



FY2015 ACCOMPLISHMENTS

- Design and permitting of Harbormaster Visiting Boater Facility anticipated to be complete 2015. 1740 square foot building will be raised four feet above grade level to accommodate storm surges. Currently exploring solar roof for energy sustainability.
- Over saw completion for construction of phase 1 Bulkhead Repair project by SPS New England
- Organized a lighted boat parade and helped with a clam bake on Plum Island that were both extremely successful for the Historic 250th City's Birthday celebration.
- The Harbormaster Department was awarded a grant from the Clean Vessel Act (CVA) to replace the aging and deteriorating pump at Cashman Park. The Pump Station is up and running with all new equipment.
- Monitoring the completion of the Plum Island South Jetty reconstruction project. Coordinating the final repair with Army Corp of City Property. Worked with the Coast Guard to get a navigational tower at the end of the south jetty.
- Implemented access to MUNIS in the Harbormaster's office – enabling our department better insight and management of the boaters excise tax payments. Making it possible to pay bills online

- Trained and worked with employees at the Whittier Bridge . Hosted 8 Man overboard trainings and had classes to get 25 Walsh and Mass DOT Massachusetts Boating Certificates.
- Boom Deployment training and Certification through NUKA research .
- Had a successful Paddle Smart Day and boat inspections with Coast Guard Auxiliary.
- Worked with Gulf of Maine Institute (GOMI) to continue a water-testing program.
- Organized and hosted three boaters safety training seminars for both adults and children and were responsible for over 50 people getting their boating license.
- Received an Energy Grant from Covanta and the National Marine Fisheries, which resulted in 3 containers full of old fishing gear being removed from local waterways. Fishing for Energy, the public-private partnership aimed at reducing the adverse effects of derelict fishing gear (gear that is lost in the marine environment) and marine debris. The grants will support projects that reduce derelict fishing gear in and around coastal waterways and increase public awareness of the threat derelict gear and marine debris pose to the marine environment.
- Continued to strengthen relationship with all the local Marinas and the awareness of the waterway permits has increased.

FY 2015 TRENDS

As always, the weather plays a significant factor in revenues and activities associated with the Harbormaster's Department. The FY 2015 season got off to a slow start weather-wise. But as the season progressed, the weather improved and increased the traffic. Larger yachts continued to visit the City and we are marketing for more boats. Although the weather may be a factor, FY 2016 is looking to be a busy season with many festivals already scheduled.

FY 2016 GOALS AND OBJECTIVES

Goal 1: 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.
- Assistant Harbormasters will be trained and proficient in carrying out their law enforcement duties, along with good customer service skills and the desire to help boaters, bath-

Harbormaster Enterprise (cont.)

ers and fishermen in any way that they can.

- Life Guards will complete additional training and testing in cooperation with Salisbury State Park (DCR)
- Train with the Coast Guard, Environmental police and other local agencies on search and rescue, towing procedures, boating under the influence and boat handling. Our relationship and communication with all other agencies will continue to grow.

Goal 2: Construction of a new Harbormaster's / Transient Boater's facility on the waterfront

Objectives:

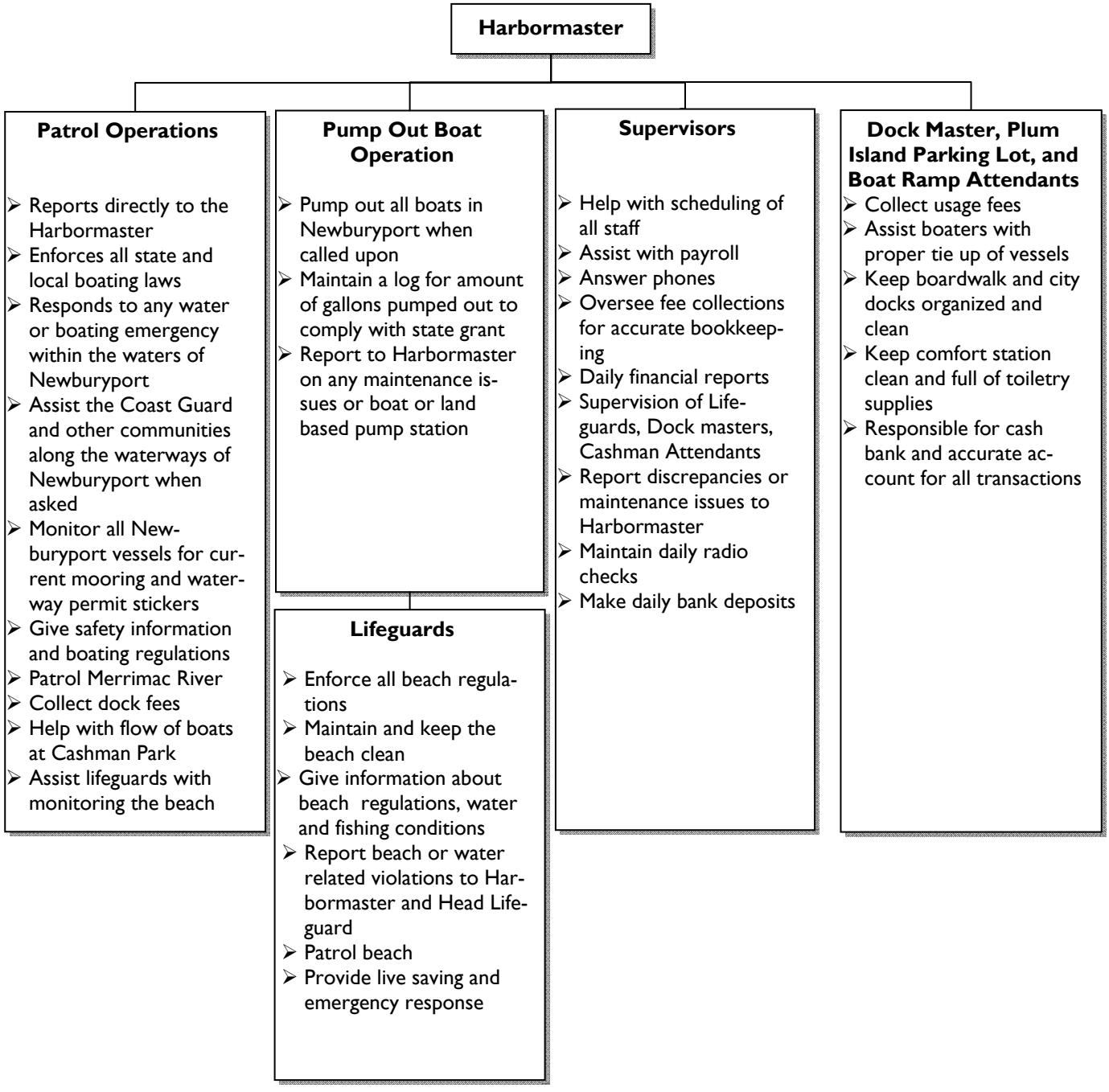
- Work with the Planning Department and Architect for construction of a new Harbormasters / Boating facility on the waterfront in concert with the Newburyport Harbor Commission, To begin construction for the fall of 2015 and be complete by the spring of 2016 in time for busy boating season.

Goal 3: To work with Boating and Fishing Access Board from the State to replace the old and deteriorating docks at Cashman Park. To have the State repair and update the Fishing Pier

Objectives:

- To have all new docks installed and replaced at Cashman Park with zero cost to the City.
- Working with the engineers and construction team to have the design and build for the new fish pier at Cashman.
- The Fish Pier Project is currently out to bid and will be 100% paid for by Boating and Fishing Access with zero cost to the City.
- Add a gate to the Fishing Pier to prevent access to the dingy docks. This will prevent the unauthorized fisherman being able to get the dinghy's used for the boaters with moorings.
- Addition lighting will be added at Cashman Park for better visibility and safety.

PROGRAMS & SERVICES



Harbormaster Enterprise (cont.)

PERSONNEL SUMMARY

Harbormaster			
Position	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Budget**
Harbormaster	1	1	1
Assistant Harbormaster*	10	10	15
Pump Out Boat Operators*	2	2	2
Supervisors*	3	3	3
Lifeguards*	9	9	9
Dock Masters and Lot Attendants*	15	15	15
Total Employees:	**40**	**40**	**45**

*Seasonal employees. Hours vary.

HARBORMASTER ENTERPRISE FUND (65-200)

	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 APPROVED	FY2016 PROPOSED	FY2016 APPROVED
001 - PERSONAL SERVICES							
51101 HBR HARBORMASTER	50,962	51,000	60,000	65,189	64,311	64,311	64,310.80
51102 HBR ASST HARBORMASTER	16,440	17,429	15,215	19,001	25,000	25,000	25,000.00
51181 HBR SUPPERVISORS	13,989	13,998	12,106	13,751	15,000	17,000	17,000.00
51183 HBR LIFEGUARDS	34,207	28,970	28,513	33,346	41,000	41,000	41,000.00
51184 HBR ADMIN/SECRETARIAL	3,363	2,738	3,561	5,366	5,000	7,000	7,000.00
51185 HBR CASHMAN PK ATTEND	14,601	14,312	14,246	15,685	17,000	17,000	17,000.00
51186 HBR DOCKMASTER	6,308	5,534	5,844	4,524	8,500	9,000	9,000.00
51187 HBR PI PARKING LOT ATTEND	7,075	7,491	9,456	6,707	9,000	9,000	9,000.00
51188 HBR SAL SHELLFISH CONSTABLE	0	0	0	0	2,500	2,500	2,500.00
51740 HBR RETIREMENT APPROP	14,134	14,074	14,570	14,460	16,074	17,559	17,558.58
51760 HBR CH32BINS-HBR	18,596	21,170	20,379	20,269	27,274	28,450	28,449.51
51770 HBR FICA EXPENSE	8,036	1,963	2,291	2,715	6,000	6,300	6,300.00
001 - PERSONAL SERVICES Total	**187,710**	**178,677**	**186,181**	**201,011**	**236,659**	**244,119**	**244,118.89**
002 - PURCHASE OF SERVICES							
52103 HBR HM UTILITIES	915	1,080	842	1,369	4,100	4,100	4,100.00
52401 HBR CASHMAN PARK	1,212	1,900	2,169	1,679	6,500	6,500	6,500.00
52405 HBR COMPUTER EXPENSE	3,369	2,601	1,836	2,741	4,500	4,500	4,500.00
52420 HBR MAINT/EQUIP BOAT	765	25,602	3,047	1,682	2,800	3,500	3,500.00
52430 HBR INSTALL/REPAIR FLTS DK	7,036	7,000	7,000	4,668	7,000	7,000	7,000.00
52435 HBR HM FACILITIES MAINT	507	136	765	104	1,850	2,500	2,500.00
52445 HBR PLUM ISLAND EXP	1,769	1,937	1,987	2,138	4,500	4,500	4,500.00
52721 HBR PUMPOUT MAINT	877	1,751	849	3,617	3,000	3,000	3,000.00
53030 HBR PRINTING & SIGNS	1,413	285	3,231	1,395	2,300	2,300	2,300.00
53402 HBR TELECOMMUNICATIONS	1,508	1,622	1,684	1,481	2,500	2,500	2,500.00
53406 HBR POSTAGE MAILINGS	425	908	110	1,547	1,700	2,000	2,000.00
002 - PURCHASE OF SERVICES Total	**19,795**	**44,821**	**23,518**	**22,421**	**40,750**	**42,400**	**42,400.00**
004 - SUPPLIES							
54200 HBR OFFICE SUPPLIES	0	60	279	0	500	500	500.00
54250 HBR HARBOR COMMISSION EXP	1,549	2,200	2,705	1,632	2,200	2,200	2,200.00
54305 HBR UNIFORM/SAFETY EQUIP	692	450	1,979	1,781	2,000	2,000	2,000.00
54801 HBR FUEL/OIL VEHICLES	7,608	7,517	7,071	8,374	12,000	12,000	12,000.00
55800 HBR MISCELLANEOUS	300	942	1,082	66	1,500	1,500	1,500.00
004 - SUPPLIES Total	**10,149**	**11,169**	**13,116**	**11,853**	**18,200**	**18,200**	**18,200.00**
007 - OTHER CHARGES & EXPENSES							
57100 HBR TRAVEL & TRAINING	0	0	0	180	500	500	500.00
57300 HBR DUES/MEMBERSHIPS	30	0	40	0	500	500	500.00
57430 HBR BOAT INSURANCE	2,775	2,775	5,075	3,255	5,075	5,075	5,075.00
007 - OTHER CHARGES & EXPENSES Total	**2,805**	**2,775**	**5,115**	**3,435**	**6,075**	**6,075**	**6,075.00**
008 - CAPITAL OUTLAY							
58500 HBR ADDITIONAL EQUIPMENT/SVCS	1,952	9,256	28,330	25,053	30,000	30,000	30,000.00
008 - CAPITAL OUTLAY Total	**1,952**	**9,256**	**28,330**	**25,053**	**30,000**	**30,000**	**30,000.00**
009 - DEBT SERVICE							
59100 HBR DOCK BOND PAYMENT	28,775	27,900	27,000	26,000	26,000	26,000	26,000.00
009 - DEBT SERVICE Total	**28,775**	**27,900**	**27,000**	**26,000**	**26,000**	**26,000**	**26,000.00**
Grand Total	**251,186**	**274,598**	**283,260**	**289,772**	**357,684**	**366,794**	**366,793.89**

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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 2015-2019 Capital Improvement Program (CIP). All projects listed under FY 2015 have been, or are expected to be, funded through various means during this current fiscal year. All projects listed under FY 2016 through FY 2019 will require funding through a combination of sources. As you are aware, I have placed significant emphasis on the importance of developing an organized and coordinated CIP for the City. The planned acquisition of capital associated with an annual appropriation to fund capital improvements needs to become an integral component of the annual operating budget moving forward. While we have incrementally begun to incorporate this approach into some departmental budgets, there is still progress to be made in accounting for ongoing capital needs in the operating budget.

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

Development of the CIP

Prior to the implementation of the CIP, individual departments maintained their own capital budgets. This practice provided an inventory of capital needs for each department but did not engender a comprehensive and holistic approach to capital planning. Prior to FY2013, the City was not able to offer an adequate long-term funding program to address important City-wide infrastructure improvements, replace deteriorating equipment, and repair and renovate facilities.

Since FY2013, I have prioritized the continued development and refinement of a comprehensive capital improvement plan that incorporates the capital needs of all City Departments with a practical funding plan for each year of the program. Department Heads have worked with the Mayor's Office to identify and/or update their most important capital needs for FY2015 through FY2019. Significant time has been spent on developing a realistic funding schedule within the confines of the City's financial resources.

I have deliberately included fully funded projects and acquisitions from FY2015 in this CIP to reflect the progress that has been made during the current fiscal year. My hope is that the City Council will continue to recognize the value and importance of committing to funding planned projects and acquisitions on an annual basis, while also acknowledging that the City is faced with new and unexpected capital challenges every year.

Free Cash Policy

Working with our Finance Team, I have developed a Free Cash Policy that provides direction for how the City appropriates its Free Cash. In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30 close of the fiscal year, the City's Free

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

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

According to the Financial Policies that were formally adopted in December 2012, Free Cash balances should generally be used for non-recurring expenses. The Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures. To that end, the following are explicitly authorized uses of Free Cash under this policy:

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

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

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

CIP Assumptions

The FY2015-2019 CIP is based on the following budgetary assumptions. The City will:

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

- Not use funds from General Stabilization for ordinary capital improvements;

- Continue to actively pursue State and Federal funding opportunities and leverage an annual allotment of Community Preservation Act funds to complete certain Planning & Development related capital improvements; and

- Continue to fund a grant writer to assist in securing outside funding to subsidize particular projects and infrastructure investments.

Overview of the CIP

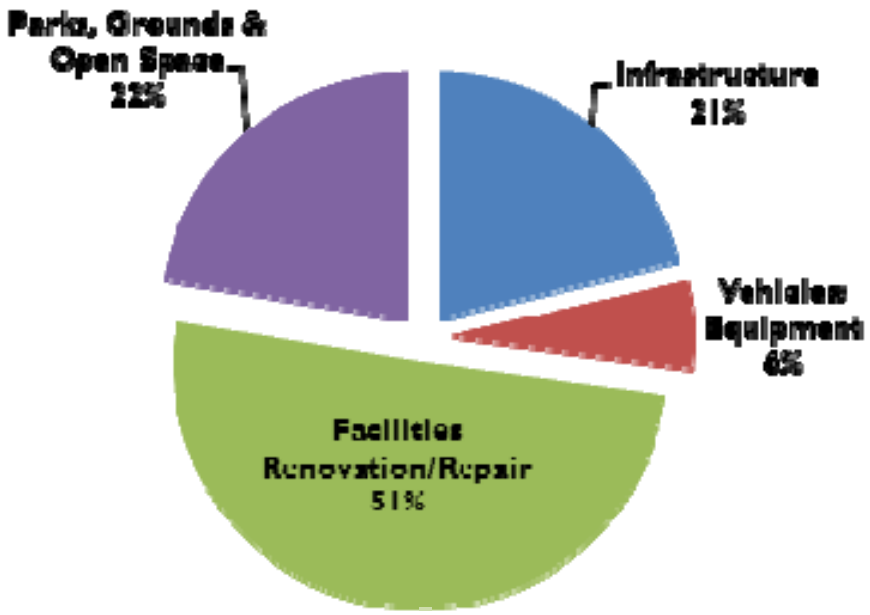
The CIP includes projects with a five year total estimated cost of $81,212,767. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph illustrates that 51% of spending is for facilities renovation and repair. A significant addition to this CIP is the Parking Garage/Intermodal Facility Project, with an estimated project cost of $12.5 million. Additional projects include the completion of the Bresnahan Elementary School and Nock/Molin Upper Elementary and Middle School projects, as well as, the construction of a new Senior/Community Center, DPS Administration Building and Transient Boaters & Harbormaster Facility. The CIP also identifies and anticipates significant investment in existing City buildings, such as updates to flooring at the Police Station and Library, efficient lighting upgrades at the Fire Station, exterior brick and woodwork restoration at the High School and Police Station, and roof replacement at the DPS Facility on Perry Way.

Investments in infrastructure represent 21% of the total spending included in the CIP. Infrastructure is the core of any CIP and Newburyport continues to budget capital investments in the City's water and sewer systems, roadways and sidewalks as part of the operating budget. In the past several years, sidewalk improvements have been a priority. The City has made historic investments in our sidewalks since we began earmarking 50% of meals tax revenue for their repair. The City will continue to invest a minimum of $250,000 in sidewalks and $500,000 in roadway improvements. Additionally, through existing enterprise funds, the City will continue to invest in infrastructure improvements, including $4.0 million in water infrastructure improvements and $7.7 million in sewer infrastructure projects over the next five years.

Another important area for the City is our parks, grounds, and open space, which comprises 22% of total spending in the CIP. Partially funded by a $1.7 million debt exclusion, a major investment has been made in athletic field improvements at the High School stadium, Fuller Track Complex, Nock diamond and multi-use playing fields, and Cherry Hill soccer fields. Additional important investments include the acquisition of land at the Colby Farm site, rehabilitation of the Central Waterfront Bulkhead, which was funded by a grant from the Seaport Advisory Council, as well as the continued restoration of Inn Street and the completion of Phase II of the Clipper City Rail Trail.

Project Costs by Project Type



Funding the CIP

The City's lack of dedicated annual funding sources for most capital improvements has made a coordinated approach to capital planning very difficult. Despite this fact, the City has been able to maintain a strong financial position by leveraging State and Federal funds, CPC funds, and strong Free Cash and Retained Earning balances to fund many capital improvements and purchases. This has limited the City's need to borrow to fund smaller capital improvements. The funding philosophy behind the CIP was to continue to fund and invest in capital without drastically increasing the debt burden. For FY2016, ordinary and excluded debt comprises approximately 6.2% of the General Fund budget.

On the following page is a summary of anticipated project costs for fiscal years 2015 through 2019.

Project Costs by Department

Department	Estimated Project Costs by Year FY15	FY16	FY17	FY18	FY19	Five-Year Total
Fire	115,000	279,471	115,000	115,000	2,915,000	3,539,471
Police	82,726	131,940	21,000	-	-	235,666
Parks	1,414,518	5,177,280	3,247,343	415,000	30,000	10,284,141
Planning	5,934,783	15,815,609	5,362,500	100,000	-	27,212,892
Information Technology	48,500	153,500	98,500	108,500	-	409,000
Library	12,275	16,425	-	-	-	28,700
Highway	1,459,000	1,736,000	1,329,000	1,051,000	880,000	6,455,000
Total General Fund	**$ 9,066,802**	**$ 23,310,225**	**$ 10,173,343**	**$ 1,789,500**	**$ 3,825,000**	**$ 48,164,870**
Schools	15,161,904	240,000	532,500	-	-	15,934,404
Total General Fund with Schools	**$ 24,228,706**	**$ 23,550,225**	**$ 10,705,843**	**$ 1,789,500**	**$ 3,825,000**	**$ 64,099,274**
Less: Grants, State Aid & Ex. Debt	(21,304,687)	(17,850,464)	(6,537,500)	(500,000)	(500,000)	(46,692,651)
Net Spending	**$ 2,924,019**	**$ 5,699,761**	**$ 4,168,343**	**$ 1,289,500**	**$ 3,325,000**	**$ 17,406,623**
Harbormaster Enterprise	-	1,800,000	-	-	-	1,800,000
Sewer Enterprise	440,000	860,000	6,659,000	300,000	300,000	8,559,000
Water Enterprise	2,350,250	2,379,243	675,000	675,000	675,000	6,754,493
Total Enterprise Funds	**$ 2,790,250**	**$ 5,039,243**	**$ 7,334,000**	**$ 975,000**	**$ 975,000**	**$ 17,113,493**
Total Capital Improvements	**$ 27,018,956**	**$ 28,589,468**	**$ 18,039,843**	**$ 2,764,500**	**$ 4,800,000**	**$ 81,212,767**

Conclusion

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

Respectfully submitted,

Donna D. Holaday, Mayor

12.2 FY 2015-2019 CIP Summary

Project Detail by Department

Department	Project Description	FY15	FY16	FY17	FY18	FY19	Five-Year Total
Fire	Fire Engine Replacement	115,000	115,000	115,000	115,000	115,000	575,000
Fire	Replacement of Fire Alarm System	-	19,000	-	-	-	19,000
Fire	One Ton Forestry Truck	-	50,000	-	-	-	50,000
Fire	Hose & Fitting Replacement	-	25,000	-	-	-	25,000
Fire	New Station 2 Facility	-	-	-	-	2,800,000	2,800,000
Fire	Radio System Upgrade	-	25,000	-	-	-	25,000
Fire	Remote Antenna Repair	-	25,239	-	-	-	25,239
Fire	Lighting Improvements	-	20,232	-	-	-	20,232
Fire Total		**115,000**	**279,471**	**115,000**	**115,000**	**2,915,000**	**3,539,471**
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	Tasers	22,500	22,500	-	-	-	45,000
Police	Cruiser Two-Way Radios	-	12,000	-	-	-	12,000
Police	Radar Units	-	20,950	-	-	-	20,950
Police	Traffic Speed Measuring Signboard	-	5,490	-	-	-	5,490
Police	Harley Davidson Motorcycles	39,874	-	-	-	-	39,874
Police Total		**82,726**	**131,940**	**21,000**	**-**	**-**	**235,666**
Parks	Bartlet Mall Frog Pond Restoration	31,650	41,780	1,602,343	-	-	1,675,773
Parks	Atwood Park Improvement Project	-	61,519	50,000	-	-	111,519
Parks	Cushing Park Improvement Project	-	20,000	20,000	20,000	-	60,000
Parks	Joppa Park Improvement Project	-	55,525	20,000	330,000	-	405,525
Parks	Inn Street Site Amenities	-	-	25,000	35,000	-	60,000
Parks	Field Improvement - Construction Projects - Cherry Hill	-	625,000	-	-	-	625,000
Parks	Field Improvement - Construction Projects - Nock Diamond & Multi-use	204,783	574,623	-	-	-	779,406
Parks	Field Improvement- Construction Projects - Fuller Complex	-	1,000,000	1,500,000	-	-	2,500,000
Parks	High School Athletic Field Renovation Project	866,667	2,333,333	-	-	-	3,200,000
Parks	Parks & Playground Equipment Replacement	36,418	15,500	30,000	30,000	30,000	141,918
Parks	Colby Farm Land Acquisition	275,000	450,000	-	-	-	725,000
Parks Total		**1,414,518**	**5,177,280**	**3,247,343**	**415,000**	**30,000**	**10,284,141**
Planning	Senior Community Center	4,350,000	1,165,669	-	-	-	5,515,669
Planning	Clipper City Rail Trail Extension Project - Design Phase	278,000	-	-	-	-	278,000
Planning	Clipper City Rail Trail Extension Project - Construction Phase	198,000	3,962,940	-	-	-	4,160,940
Planning	Central Waterfront Bulkhead Project - Phase 1	260,000	-	-	-	-	260,000
Planning	Central Waterfront Bulkhead Project - Phase 2	-	2,500,000	-	-	-	2,500,000
Planning	Fish Pier Embayment Dredging Project	-	50,000	600,000	-	-	650,000
Planning	Inn Street - Phase II - Partial Brick Repair Project	475,746	-	-	-	-	475,746
Planning	Inn Street - Phase III - Fountain Improvement Project	358,037	-	-	-	-	358,037
Planning	Inn Street - Phase IV - Elevated Walkway Project	-	-	200,000	-	-	200,000
Planning	City Hall Capital Improvement Project(s)	15,000	180,000	-	-	-	195,000
Planning	Common Pasture Parking and Trailhead Project	-	-	25,000	100,000	-	125,000
Planning	Parking Garage	-	7,957,000	4,537,500	-	-	12,494,500
Planning Total		**5,934,783**	**15,815,609**	**5,362,500**	**100,000**	**-**	**27,212,892**
Library	Carpet Replacement	12,275	-	-	-	-	12,275
Library	VOIP Phone System	-	16,425	-	-	-	16,425
Library Total		**12,275**	**16,425**	**-**	**-**	**-**	**28,700**
Schools	Bresnahan Elementary Model School Project	7,867,284	-	-	-	-	7,867,284
Schools	Nock/Molin School Renovation	7,164,620	-	-	-	-	7,164,620
Schools	Newburyport High School-Roof Replacement	-	70,000	532,500	-	-	602,500
Schools	Newburyport High School-Historic Woodwork Restoration	130,000	170,000	-	-	-	300,000
Schools Total		**15,161,904**	**240,000**	**532,500**	**-**	**-**	**15,934,404**
Information Techno	IT Hardware	48,500	153,500	88,500	58,500	-	349,000
Information Techno	Copier/Scanners	-	-	10,000	10,000	-	20,000
Information Techno	Storage Area Network Device	-	-	-	40,000	-	40,000
Information Technology Total		**48,500**	**153,500**	**98,500**	**108,500**	**-**	**409,000**

Department	Project Description	FY15	FY16	FY17	FY18	FY19	Five-Year Total
Highway	Roadway Improvements	852,000	500,000	500,000	500,000	500,000	2,852,000
Highway	Sidewalk Improvements	380,000	300,000	300,000	300,000	300,000	1,580,000
Highway	Purchase of 6 Wheel Dump Trucks	-	150,000	150,000	150,000	-	450,000
Highway	Roof Replacement at DPS Facility	-	80,000	80,000	80,000	80,000	320,000
Highway	Purchase of One and a Half Ton Dump Trucks	70,000	-	70,000	-	-	140,000
Highway	Purchase of Street Sweeper	67,000	67,000	-	-	-	134,000
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	Purchase of Front End Loader with Backhoe	-	120,000	-	-	-	120,000
Highway	Drainage Study	-	50,000	-	-	-	50,000
Highway	Replacement of Fuel Pumping Station	-	21,000	21,000	21,000	-	63,000
Highway	Repair Stonewall at Highland Cemetery	-	40,000	-	-	-	40,000
Highway	Purchase of Automatic Hydraulic Salt Spreader Control System	-	18,000	18,000	-	-	36,000
Highway	Replacement of HVAC system at the DPS Highway Facility	-	100,000	-	-	-	100,000
Highway	Purchase of Tree Chipper	50,000	-	-	-	-	50,000
Highway	Replacement of AWD Oversized MAC Snow plow Truck	-	250,000	-	-	-	250,000
Highway Total		**1,459,000**	**1,736,000**	**1,329,000**	**1,051,000**	**880,000**	**6,455,000**
Water Enterprise	DPS Water Main Replacement	325,000	325,000	325,000	325,000	325,000	1,625,000
Water Enterprise	DPS Facility Expansion	97,250	1,604,243	-	-	-	1,701,493
Water Enterprise	DPS Meter Replacement Project	150,000	150,000	150,000	150,000	150,000	750,000
Water Enterprise	Upper Dam and Intake Improvements	1,600,000	-	-	-	-	1,600,000
Water Enterprise	Hot Top Roller	25,000	-	-	-	-	25,000
Water Enterprise	Mini Excavator	-	100,000	-	-	-	100,000
Water Enterprise	Dump Truck	153,000	-	-	-	-	153,000
Water Enterprise	Water Tank Painting	-	200,000	200,000	200,000	200,000	800,000
Water Enterprise Total		**2,350,250**	**2,379,243**	**675,000**	**675,000**	**675,000**	**6,754,493**
Sewer Enterprise	Graf Road Lift Station and Force Main	-	560,000	5,589,000	-	-	6,149,000
Sewer Enterprise	Purchase of Vactor Vacuum Truck	350,000	-	-	-	-	350,000
Sewer Enterprise	Bobcat Loader	90,000	-	-	-	-	90,000
Sewer Enterprise	Plum Island Alarm System	-	100,000	100,000	100,000	100,000	400,000
Sewer Enterprise	Sewer Line Replacement	-	200,000	200,000	200,000	200,000	800,000
Sewer Enterprise	Clarifier Covers & Equipment	-	-	770,000	-	-	770,000
Sewer Enterprise Total		**440,000**	**860,000**	**6,659,000**	**300,000**	**300,000**	**8,559,000**
Harbormaster Ente	Transient Boaters & Harbormaster Facility	-	1,800,000	-	-	-	1,800,000
Harbormaster Enterprise Total		**-**	**1,800,000**	**-**	**-**	**-**	**1,800,000**
Grand Total		**27,018,956**	**28,589,468**	**18,039,843**	**2,764,500**	**4,800,000**	**81,212,767**

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12.3 Project Detail Sheets by Department

Project Title: **Fire Engine Replacement**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6/1	575,000	115,000	115,000	115,000	115,000	115,000
G. Contingency							
H. Other							
TOTAL		**$575,000**	**$115,000**	**$115,000**	**$115,000**	**$115,000**	**$115,000**

Project Title: **Replacement of Fire Alarm System**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

This project would replace the outdated fire alarm receiving unit from a hard wired receiving unit to one that would be able to receive alarms by radio transmissions. The new unit would allow the City to begin mandating radio controlled master boxes and begin dismantling the low energy overhead wires that are in place throughout the city. This purchase would reduce costs in the operating budget because the City would no longer have to maintain the existing system, which is 100 year old technology.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	19,000		19,000			
G. Contingency							
H. Other							
TOTAL		**$19,000**		**$19,000**			

Source of Funds Legend

(1) Operating Revenues
(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: **One Ton Forestry Truck**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

The Department currently has a 2005 truck that was purchased through grant funding. This vehicle is in need of a new chassis and should be replaced.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	50,000		50,000			
G. Contingency							
H. Other							
TOTAL		**$50,000**		**$50,000**			

Project Title: **Hose & Fitting Replacement**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

The Department will need comprehensive replacement of its larger diameter hose and fittings as most of the existing stock is old and deteriorated.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
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
(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 Station 2 Facility**

Department: **Fire** | Category: **Facilities Renovation/Repair**

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	2/6	200,000					200,000
C. Land Acquisition	2	100,000					100,000
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	2	2,500,000					2,500,000
G. Contingency							
H. Other							
TOTAL		**$2,800,000**					**$2,800,000**

Project Title: **Radio System Upgrade**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

The current radio system used by the Fire Department is 15 years old, beyond its useful life, and cannot be updated without replacing the individual units with new technology. This funding will cover the upgrade of one (1) base station, eleven (11) mobile radios, and approximately forty (40) portable units.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	25,000		25,000			
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$25,000**		**$25,000**			

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: **Remote Antenna Repair**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

The remote antenna arrays at locations on Storey Avenue and the Rawson Hill water tank are not properly mounted and/or broken. Both sets of antennas are in need of repair in order to operate at peak power.

The estimated project cost includes installation of new magnetic mounts, VHF antenna, and replacement of damaged coaxial cable.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	25,239		25,239			
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$25,239**		**$25,239**			

Project Title: **Lighting Improvements**

Department: **Fire** | Category: **Facilities Renovation/Repair**

Description and Justification:

Lighting improvements at Station 1 are included in a FY 2015 Green Communities grant application based on the recommendations of a recent energy audit. If approved, this conversion to LED fixtures is projected to save $4,156 per year in energy costs.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	20,232		20,232			
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$20,232**		**$20,232**			

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: **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 funded through this project. The doors are showing deterioration and will have exceeded their useful life by the estimated date of replacement.





RECOMMENDED FINANCING

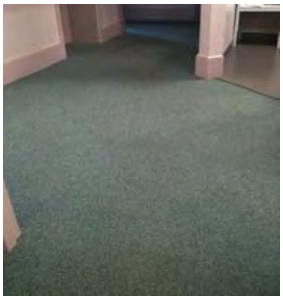
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	21,000			21,000		
F. Departmental Equipment							
G. Contingency							
H. Other	6	21,000		21,000			
TOTAL		**$42,000**		**$21,000**	**$21,000**		

Project Title: **Carpet Replacement**

Department: **Police** | Category: **Facilities Renovation/Repair**

Description and Justification:

This project will fund the replacement of the carpeting at the Police Station on all three floors. The current carpet was installed when the building was renovated and has begun to show significant deterioration.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
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**			

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 Portable Radios**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the replacement of the Police Department's portable radios. The Federal Communications Commission (FCC) has mandated that all non-Federal public safety licenses using 25kHz radio systems had to 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 is still needed. Further review and assessment to refine cost estimates and possible alternative funding sources is ongoing.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
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**			

Project Title: **Intellex Security System**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

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.
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 outdated technology. This system is being upgraded as part of the school building projects to ensure compatibility with those systems.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	2/3	20,352	20,352				
G. Contingency							
H. Other							
TOTAL		**$20,352**	**$20,352**				

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: **Tasers**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

Over the past few years, a number of officers have been injured or placed in situations that have resulted in hand-to-hand combat with suspects. Tasers have been being used by law enforcement since 1999. Data shows that Tasers can significantly decrease officer and suspect injuries. Tasers are generally accepted as safer than batons. In addition, agencies utilizing Tasers have seen significant reductions in lawsuits and litigations as a result of utilizing this equipment. This funding would allow for the purchase of seventeen tasers this coming year and another seventeen next year to fully outfit the Department. A grant application for the first year of funding is pending. Each officer having their own device will ensure that they have it when needed, will extend the life of the equipment, and will reduce breakage/damage/accountability.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	45,000	22,500	22,500			
G. Contingency							
H. Other							
TOTAL		**$45,000**	**$22,500**	**$22,500**			

Project Title: **Cruiser Two-Way Radios**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	12,000		12,000			
G. Contingency							
H. Other							
TOTAL		**$12,000**		**$12,000**			

Source of Funds Legend

(1) Operating Revenues
(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: **Radar Units**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

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

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,950		20,950			
G. Contingency							
H. Other							
TOTAL		**$20,950**		**$20,950**			

Project Title: **Traffic Speed Measuring Signboard**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

The All Traffic Solutions radar board that we currently have has turned into a highly requested tool in numerous neighborhoods to measure speed and as a traffic calming tool. This equipment continues to be called upon to provide traffic studies and counts throughout the City at the request of the Traffic Safety Advisory Committee. A third unit would assist in providing better deployment in neighborhoods in a timelier manner. This cost includes a credit for an old trailer type that is no longer in service.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	5,490		5,490			
G. Contingency							
H. Other							
TOTAL		**$5,490**		**$5,490**			

Source of Funds Legend

(1) Operating Revenues
(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: **Harley Davidson Motorcycles**

Department: **Police** Category: **Vehicles/Equipment**

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1	39,874	39,874				
G. Contingency							
H. Other							
TOTAL		**$39,874**	**$39,874**				

Project Title: **Bartlet Mall Frog Pond Restoration**

Department: **Parks** Category: **Park**

Description and Justification:

Frog Pond and the Bartlet Mall play a major role in hosting annual festivals and other cultural events and are listed in the National Register of Historic Places. The pond currently exhibits excessive algal growth (eutrophication) leading to low water clarity, low dissolved oxygen and generally poor aesthetic quality. It is potentially hazardous to humans and pets. To improve the water quality of Frog Pond and the aesthetic appeal of the area, the City has undertaken a restoration of the pond that will likely include the removal (dredging) of sediment from the bottom of Frog Pond for off-site disposal.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study	6	41,780	31,650	41,780			
B. Design	6	150,000			150,000		
C. Land Acquisition							
D. Construction	2/6	1,300,000			1,300,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2/6	152,343			152,343		
H. Other							
TOTAL		**$1,675,773**	**$31,650**	**$41,780**	**$1,602,343**		

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: **Atwood Park Improvement Project**

Department: **Parks** Category: **Parks, Grounds & Open Space**

Description and Justification:

Atwood Park, located in Newburyport's South End between Atwood and School Streets is one of very few open spaces in close proximity to the residents of South End. An asphalt court area has fallen into serious disrepair and the park's lawn and other plantings need renovation. This project's mission is to provide residents with a more enjoyable place for recreation and attract more park users by improving the conditions of the park in the following ways: Repaving the former tennis court; painting the paved surface with games and activities; repairing a damaged brick retaining wall around the central garden; replacing old chain link fencing; installing ornamental fencing along School Street; adding trees along the School St. side of the park in a planting bed; reconditioning the turf for an improved lawn.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	111,519		61,519	50,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$111,519**		**$61,519**	**$50,000**		

Project Title: **Cushing Park Improvement Project**

Department: **Parks** Category: **Parks, Grounds & Open Space**

Description and Justification:

What was once a lush, green open space known as Kent Street Common and dedicated as Cushing Park in the 1890s was transferred in the 1950s to serve as a parking lot for a nearby industry. The space has continued to be used as a municipal parking lot, primarily for parking during snow emergencies. A multi-year, public discussion between the City Council, the Mayor's o? ce, Parks Commission and residents has grown into a more concrete plan to return a more park-like feel to the space while retaining its functionality as winter parking. A popular trend called "pop-up parks" has inspired the commission to look at adding moveable park amenities, which can create an outdoor gathering space during the warm season, and be removed in winter to allow for parking.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	20,000		20,000			
E. Furnishings/Equipment	6	40,000			20,000	20,000	
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$60,000**		**$20,000**	**$20,000**	**$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) Sew er Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Joppa Park Improvement Project**

Department: **Parks** Category: **Parks**

Description and Justification:

Improving Joppa Park is a multi-year project to improve a high visibility, well used waterfront park. Currently underway are the addition of eight new benches and four historic interpretive panels. The following additional improvements will make the park safe and attractive: replace the badly damaged and dangerous asphalt walkway along the sea wall with sand colored concrete; renovate the Central Garden; replace the deteriorated lawn with low-maintenance turf-grass; install a new water fountain in the central garden area; install additional irrigation to establish new lawn and plantings; improve parking area adjacent to ramp.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	6	16,000		16,000			
C. Land Acquisition							
D. Construction	6	320,000			20,000	300,000	
E. Furnishings/Equipment	6	39,525		39,525			
F. Departmental Equipment							
G. Contingency	6	30,000				30,000	
H. Other							
TOTAL		**$405,525**		**$55,525**	**$20,000**	**$330,000**	

Project Title: **Inn Street Site Amenities**

Department: **Parks** Category:

Description and Justification:

Renovations to Inn Street and the larger downtown area completed in the 1970s have contributed significantly to the appearance of our most prized public spaces, and have helped to protect the historic integrity of the area, in part through increased tourism and pedestrian visits. While Inn Street remains a bustling pedestrian mall, the fountain has become inoperable and site amenities and landscaping need improvement. Site amenities will include high-quality/low-height landscape fencing around trees and planting beds to protect plantings and lighting fixtures, installing moveable site furniture and adding trees and other plantings.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	25,000			25,000		
F. Departmental Equipment	6	35,000				35,000	
G. Contingency							
H. Other							
TOTAL		**$60,000**			**$25,000**	**$35,000**	

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: **Field Improvement - Construction Projects - Cherry Hill**

Department: **Parks** Category:

Description and Justification:

In response to a need for additional athletic field space, the City is supporting an initiative by the Newburyport Youth Soccer Association to expand the facility they license at Cherry Hill in order to accommodate an additional full-size soccer field. The project includes: construction of a new full-size soccer field; improved traffic patterns; improved parking plan; clearing of overgrowth to address site security issues. $325,000 of this project is being funded by NYSA. $184,000 has been secured through CPA funding in 2013 and 2014. The City has applied to CPA in 2015 for the remaining balance.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	6	20,000		20,000			
C. Land Acquisition							
D. Construction	6	605,000		605,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$625,000**		**$625,000**			

Project Title: **Field Improvement - Construction Projects - Nock Diamond & Multi-use**

Department: **Parks** Category: **Parks, Gr**

Description and Justification:

In response to a well documented need for additional athletic field space, the City is constructing a full-size baseball diamond behind the Nock-Molin school and making much needed turf, drainage, and irrigation improvements to make the fields safer and to maximize their use potential.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	2/6	47,300	47,300				
C. Land Acquisition							
D. Construction	2/6	732,106	157,483	574,623			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$779,406**	**$204,783**	**$574,623**			

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: **Field Improvement- Construction Projects - Fuller Complex**

Department: **Parks** | Category: **Parks,**

Description and Justification:

The aging Bradley Fuller Athletic Complex is badly in need of repairs to the track and drainage improvements to the north portion of the facility. The project will renovate and expand the 400m track & field facility to accommodate state track meet standards. A new multi-use synthetic turf field will be installed inside track to address the city's need to increase field capacity. Expanded parking, walkways, spectator seating and concessions amenities will contribute to the facility's potential to host a state meet and address current drop-off and parking safety issues.



RECOMMENDED FINANCING

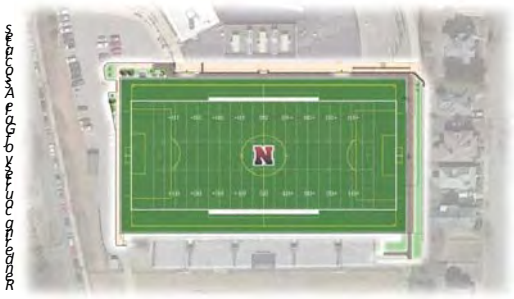
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	2/6	200,000		200,000			
C. Land Acquisition							
D. Construction	2/6	2,300,000		800,000	1,500,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$2,500,000**		**$1,000,000**	**$1,500,000**		

Project Title: **High School Athletic Field Renovation Project**

Department: **Parks** | Category: **Parks, Grounds & Open Space**

Description and Justification:

Located behind the High School, the World War Memorial Stadium was built around 1938-1939 with two reinforced concrete seating structures flanking a playing field. In 2003, the north side was closed to public use due to significant deterioration and concerns regarding trip hazards and user safety. This project addresses the issues with the north grandstand as well as the city's need for additional field space. The project revolves around removal of the north grandstand, installation of a raised viewing platform in its place, widening of the playing field to accommodate additional sports including lacrosse and soccer, and the installation of a synthetic turf field to increase the field's capacity.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	2/6	200,000	200,000				
C. Land Acquisition							
D. Construction	2/6	3,000,000	666,667	2,333,333			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$3,200,000**	**$866,667**	**$2,333,333**			

Source of Funds Legend

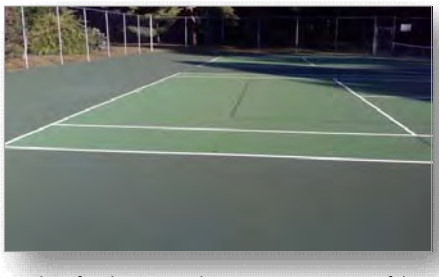
(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Parks & Playground Equipment Replacement**

Department: **Parks** | Category: **Parks, Grounds & Open Space**

Description and Justification:

With the City's most recent playground renovation just reaching 11 years old, there is an ongoing need for replacement of aging playground equipment and site amenities from benches and bubblers to bouncy toys and climbing structures.



Newly surfaced courts at Atkinson represent just one of the ongoing needs of aging parks facilities

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	141,918	36,418	15,500	30,000	30,000	30,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$141,918**	**$36,418**	**$15,500**	**$30,000**	**$30,000**	**$30,000**

Project Title: **Colby Farm Land Acquisition**

Department: **Parks** | Category: **Parks, Grounds & Open Space**

Description and Justification:

The City has the right of first refusal on several parcels off of Low Street per MGL Ch. 61A. Lot 8 of the Colby Farm property became available in FY15, with several other adjacent parcels expected in FY16. As an important remaining element of the Common Pasture, preserving this open space, whether for passive or recreational use, has been identified as a priority.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition	2/6	725,000	275,000	450,000			
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$725,000**	**$275,000**	**$450,000**			

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: **Senior Community Center**

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

Description and Justification:

For many years, the City studied an array of sites for a new Senior Center, offering dedicated facilities for Council on Aging operations. In 2011, Mayor Holaday proposed to build a new Senior and Community Center on the site of the current Bresnahan Elementary School. Construction is now well underway and is expected to finish for a Fall 2015 opening. The new facility is set to provide sufficient space and flexibility for senior, community, and social service activities.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2/6	5,515,669	4,350,000	1,165,669			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$5,515,669**	**$4,350,000**	**$1,165,669**			

Project Title: **Clipper City Rail Trail Extension Project - Design Phase**

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

Description and Justification:

This funding will cover the balance needed to complete design and permitting of a 2-mile extension of the multi-use off-road pathway known as the Clipper City Rail Trail. The 10-foot-wide paved pathway will generally travel along the old City Branch railroad corridor from the central waterfront to Joppa Park, through the South End past March's Hill, to Parker Street and into Newbury, and eventually across Route 1 and back to the MBTA train station. While federal and state transportation funding has been secured 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				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	6	278,000	278,000				
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$278,000**	**$278,000**				

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: **Clipper City Rail Trail Extension Project - Construction Phase**

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

Description and Justification:

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 though significant transportation funding grants have been secured for construction, the City will need to fund enhancements (benches, signage, art, lighting, etc.) to the basic trail to complete it.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	6	163,000	163,000				
C. Land Acquisition							
D. Construction	3 / 6	3,997,940	35,000	3,962,940			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$4,160,940**	**$198,000**	**$3,962,940**			

Project Title: **Central Waterfront Bulkhead Project - Phase 1**

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

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3/5/6	260,000	260,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$260,000**	**$260,000**				

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

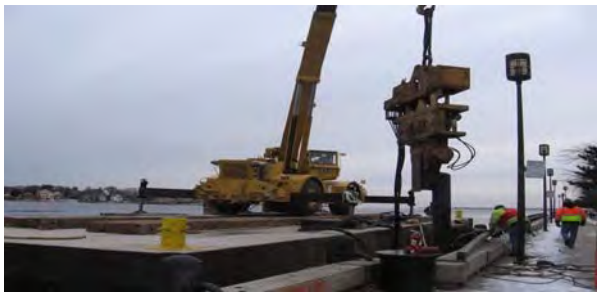
(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Central Waterfront Bulkhead Project - Phase 2**

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

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3/5/6	2,500,000		2,500,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$2,500,000**		**$2,500,000**			

Project Title: **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				
			FY2015	FY2016	FY2017	FY2018	FY2019
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
(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 II - Partial Brick Repair Project**

Department: **Office of Planning & Development** Category: **Infrastructure**

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	475,746	475,746				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$475,746**	**$475,746**				

Project Title: **Inn Street - Phase III - Fountain Improvement Project**

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

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	6	30,292	30,292				
C. Land Acquisition							
D. Construction	6	165,000	165,000				
E. Furnishings/Equipment	6	162,745	162,745				
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$358,037**	**$358,037**				

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 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				
			FY2015	FY2016	FY2017	FY2018	FY2019
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 (FY15: $15,000); and
- Update auditorium stage and sound.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	6	39,000		39,000			
C. Land Acquisition							
D. Construction	6	156,000	15,000	141,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$195,000**	**$15,000**	**$180,000**			

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: **Common Pasture Parking and Trailhead Project**

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

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
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: **Parking Garage**

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

Description and Justification:

The Intermodal Transit and Parking Facility will be located downtown on the western corner of Titcomb Street and Merrimac Street. The City has partnered with MVRTA to hire an OPM and contract for design services. With the design process now set to commence, the facility is expected to provide two bus terminals, some limited first floor retail space, and approximately 300 new parking spaces.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	6	1,357,000		1,357,000			
C. Land Acquisition	6	2,200,000		2,200,000			
D. Construction	6	8,125,000		4,000,000	4,125,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	6	812,500		400,000	412,500		
H. Other							
TOTAL		**$12,494,500**		**$7,957,000**	**$4,537,500**		

Source of Funds Legend

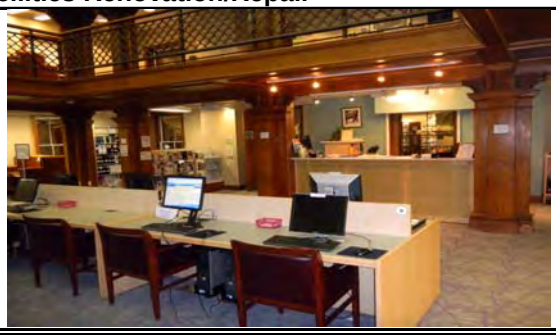
(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Carpet Replacement**

Department: **Library** | Category: **Facilities Renovation/Repair**

Description and Justification:

The existing carpet in the Children's Room 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 that have been replaced in this three-year project are highly trafficked by patrons. The new carpet has a projected lifespan of 15-20 years. This US Communities contract pricing includes removal and disposal of the old carpet.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	12,275	12,275				
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$12,275**	**$12,275**				

Project Title: **VOIP Phone System**

Department: **Library** | Category: **Vehicles/Equipment**

Description and Justification:

The Library's 14-year old phone system is not VOIP enabled and is not integrated with the City Hall phone system. It includes only three lines, which is inadequate for a department with four fully staffed service desks, a number of staff offices, and a large volume of daily calls. Having a phone system with desktop integration would assist with staff efficiency/productivity and improve patron service. The quoted system would provide ten phone lines, visual voicemail, call recording, auto attendant, wave global administrator, and viewpoint desktop call management.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	16,425		16,425			
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$16,425**		**$16,425**			

Source of Funds Legend

(1) Operating Revenues
(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: **Bresnahan Elementary Model School Project**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

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.

The project was substantially completed as of August 2014 when the school officially opened for the 2014-2015 academic year.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study	2/3						
B. Design	2/3						
C. Land Acquisition							
D. Construction	2/3	5,894,000	5,894,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2/3	1,973,284	1,973,284				
H. Other							
TOTAL		**$7,867,284**	**$7,867,284**				

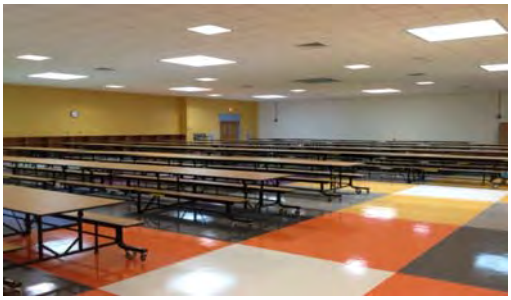
Project Title: **Nock/Molin School Renovation**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

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.

The project was substantially completed as of September 2014 when the school officially opened for the 2014-2015 academic year.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2/3	5,248,320	5,248,320				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2/3	1,916,300	1,916,300				
H. Other							
TOTAL		**$7,164,620**	**$7,164,620**				

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: **Newburyport High School-Roof Replacement**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

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.

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.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	2 / 6	80,000		70,000	10,000		
C. Land Acquisition							
D. Construction	2 / 6	475,000			475,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2 / 6	47,500			47,500		
H. Other							
TOTAL		**$602,500**		**$70,000**	**$532,500**		

Project Title: **Newburyport High School-Historic Woodwork Restoration**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

This multi-year project funds the restoration of the historic woodwork at Newburyport High School. Repairs to the exterior are set to 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.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	300,000	130,000	170,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$300,000**	**$130,000**	**$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: **IT Hardware**

Department: **Information Technology** | Category: **Vehicles/Equipment**

Description and Justification:

2015 (20) Computers to be replaced + 2 multifunction psf + 4 HP Procurve Switches
2016 (40) Computers & (4) Primary Servers to be replaced + 2 multifunction psf + 4 HP Procurve Switches
2017 (60) Computers to be replaced + 2 multifunction psf + 4 HP Procurve Switches
2018 (30) Computers to be replaced + 2 multifunction psf + 4 HP Procurve Switches



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	1/6	34,000	8,500	8,500	8,500	8,500	
F. Departmental Equipment	1/6	315,000	40,000	145,000	80,000	50,000	
G. Contingency							
H. Other							
TOTAL		**$349,000**	**$48,500**	**$153,500**	**$88,500**	**$58,500**	

Project Title: **Copier/Scanners**

Department: **Information Technology** | Category: **Vehicles/Equipment**

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	20,000			10,000	10,000	
G. Contingency							
H. Other							
TOTAL		**$20,000**			**$10,000**	**$10,000**	

Source of Funds Legend

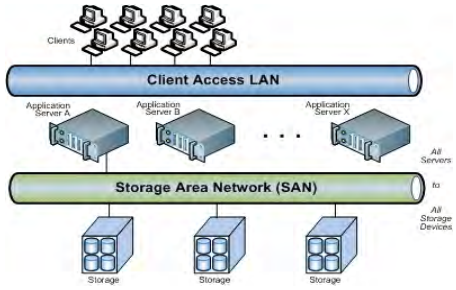
(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Storage Area Network Device**

Department: **Information Technology** | Category: **Vehicles/Equipment**

Description and Justification:

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



RECOMMENDED FINANCING

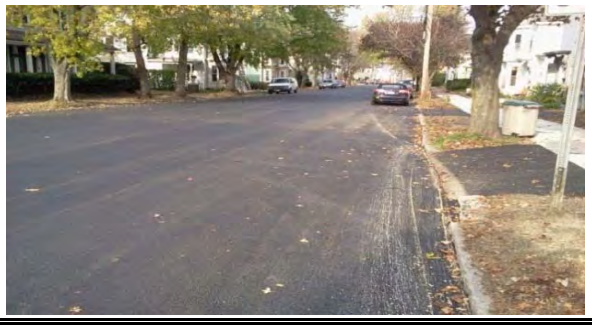
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	40,000				40,000	
G. Contingency							
H. Other							
TOTAL		**$40,000**				**$40,000**	

Project Title: **Roadway Improvements**

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

Description and Justification:

The City's Chapter 90 appropriation averages approximately $500,000. Our CY15 appropriation increase is based on a one-time increase of $100M in statewide funding as well as one-time state funding to repair potholes. In accordance with the City's Pavement Management Plan, the City generally replaces 2,500 linear feet of roadway annually based on an annual evaluation of all City streets.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3	2,852,000	852,000	500,000	500,000	500,000	500,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$2,852,000**	**$852,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**

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: **Sidewalk Improvements**

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

Description and Justification:

A minimum of 50% of the revenue generated from the local option meals tax is used to replace and repair city sidewalks, including curbing and handicap approaches. This relatively new revenue stream has been instrumental in dramatically expanding the City's ability to improve its sidewalk infrastructure.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	1/6	1,580,000	380,000	300,000	300,000	300,000	300,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$1,580,000**	**$380,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**

Project Title: **Purchase of 6 Wheel Dump Trucks**

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

Description and Justification:

This funding 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				
			FY2015	FY2016	FY2017	FY2018	FY2019
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**	

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: **Roof Replacement at DPS Facility**

Department: **DPS - Highway** Category: **Facilities Renovation/Repair**

Description and Justification:

The steel roof at the DPS Facility (1991) is 24 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 could 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				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	320,000		80,000	80,000	80,000	80,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$320,000**		**$80,000**	**$80,000**	**$80,000**	**$80,000**

Project Title: **Purchase of One and a Half Ton Dump Trucks**

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

Description and Justification:

This request is to replace two 1-Ton dump trucks with slightly larger vehicles. The current 1- Ton trucks are well over 10 years old and will be replaced over three years. Repairs to these vehicles have become frequent and increasingly costly. These 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.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	140,000	70,000		70,000		
G. Contingency							
H. Other							
TOTAL		**$140,000**	**$70,000**		**$70,000**		

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 Street Sweeper**

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

Description and Justification:

The City replaced the existing 2003 Elgin Pelican street sweeper. The Department now has 2 sweepers to clean the entire City between early March and late November. New stormwater regulations from the state require that the City sweep at least twice a year. The FY15 cost represents the second year's payment on a three-year lease to own arrangement.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	134,000	67,000	67,000			
G. Contingency							
H. Other							
TOTAL		**$134,000**	**$67,000**	**$67,000**			

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				
			FY2015	FY2016	FY2017	FY2018	FY2019
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**		

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 3/4 Ton Pickup Trucks with plows**

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

Description and Justification:

This request is to continue replacing the Highway Division's fleet of 3/4 ton pickup trucks. The current fleet includes a 1999 Chevrolet and 2000 Chevrolet. Each of these trucks have exceeded its useful life of 10 years.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	120,000	40,000	40,000	40,000		
G. Contingency							
H. Other							
TOTAL		**$120,000**	**$40,000**	**$40,000**	**$40,000**		

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 1997 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				
			FY2015	FY2016	FY2017	FY2018	FY2019
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				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study	6	50,000		50,000			
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$50,000**		**$50,000**			

Project Title: **Replacement of Fuel Pumping Station**

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

Description and Justification:

This would fund the replacement of the fuel pumping station at the DPS Facility as the pumps have exceeded their useful life.

The pump station is where all City vehicles fuel and, as such, the costs will be shared by the general fund, as well as, water and sewer enterprise funds.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6/7/8	63,000		21,000	21,000	21,000	
G. Contingency							
H. Other							
TOTAL		**$63,000**		**$21,000**	**$21,000**	**$21,000**	

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				
			FY2015	FY2016	FY2017	FY2018	FY2019
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 include the installation of automatic hydraulic salt spreader control systems on each of the six wheel dump trucks (two have been installed to date). These systems are becoming a standard in the industry, as they control salt application and have been proven to control the cost of materials. The City can 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				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	36,000		18,000	18,000		
G. Contingency							
H. Other							
TOTAL		**$36,000**		**$18,000**	**$18,000**		

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**

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 22 years old and replacement parts are becoming unavailable.

The cost of the project would be split between the general fund and water and sewer enterprises as follows: 33K Water Division, 33K Sewer Division, 33K General Fund.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6/7/8	100,000		100,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$100,000**		**$100,000**			

Project Title: **Purchase of Tree Chipper**

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

Description and Justification:

This request is to purchase a Tree Chipper that 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				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	50,000	50,000				
G. Contingency							
H. Other							
TOTAL		**$50,000**	**$50,000**				

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 AWD Oversized MAC Snowplow Truck**

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

Description and Justification:

The oldest piece of equipment in the fleet is a 1969 Snow Fighter, which has served the City well for many years, but is well beyond its useful life. The oversized snowplow truck is needed to efficiently plow Newburyport's major roadways and parking lots.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	250,000		250,000			
G. Contingency							
H. Other							
TOTAL		**$250,000**		**$250,000**			

Project Title: **DPS Water Main Replacement**

Department: **DPS - Water** | Category: **Infrastructure**

Description and Justification:

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



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	1,625,000	325,000	325,000	325,000	325,000	325,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$1,625,000**	**$325,000**	**$325,000**	**$325,000**	**$325,000**	**$325,000**

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 Facility Expansion**

Department: **DPS - Water/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 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.

A Capital Project Fund was created by Water and Sewer Retained Earnings to fully fund this project.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	7/8	97,250	97,250				
C. Land Acquisition							
D. Construction	7/8	1,604,243		1,604,243			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$1,701,493**	**$97,250**	**$1,604,243**			

Project Title: **DPS Meter Replacement Project**

Department: **DPS - Water/Sewer** Category: **Infrastructure**

Description and Justification:

The Water and Sewer divisions conducted a City-wide meter replacement program in 2008 at a cost of over a million dollars. The meters have a life-time expectancy of 12 - 15 years. In an effort to lessen the impact on the operating budget, it is recommended that $75,000 from each division be allocated each year in preparation of the next City-wide meter replacement in 2023.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	750,000	150,000	150,000	150,000	150,000	150,000
G. Contingency							
H. Other							
TOTAL		**$750,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Upper Dam and Intake Improvements**

Department: **DPS - Water** | Category: **Infrastructure**

Description and Justification:

The work under this project includes 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 are being 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 costs are included in this project.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	8	150,000	150,000				
C. Land Acquisition							
D. Construction	2	1,450,000	1,450,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$1,600,000**	**$1,600,000**				

Project Title: **Hot Top Roller**

Department: **DPS - Water** | Category: **Vehicles/Equipment**

Description and Justification:

Double Drum Vibratory roller complete with Dual Drum hydrostatic drive system. Foldable ROPS. The hot top roller will be used within the City to pave trenches and water break areas. It will also be used for compaction of trenches and water break areas.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	25,000	25,000				
G. Contingency							
H. Other							
TOTAL		**$25,000**	**$25,000**				

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: **Mini Excavator**

Department: **DPS - Water** | Category: **Vehicles/Equipment**

Description and Justification:

Mini Excavator with vertical Digging System allows work station to be leveled with inclined - auto 2 speed transmission. Mini Excavator will assist with new service installation/repair for narrow streets where backhoe cannot fit. It will also assist on construction job backfilling as well as installation of hydrants, services, and valves.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	100,000		100,000			
G. Contingency							
H. Other							
TOTAL		**$100,000**		**$100,000**			

Project Title: **Dump Truck**

Department: **DPS - Water** | Category: **Vehicles/Equipment**

Description and Justification:

Currently, our large dump truck is fifteen years old and while it is in good working order we now have the need for a larger truck that will be able to haul more material to cut down on the amount of trips offsite to dump spoil or other material. The excavator fills our current truck much more quickly than our backhoe did, resulting in more trips to dump a load of material. A larger truck would save on fuel and allow more productivity on the worksite.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	153,000	153,000				
G. Contingency							
H. Other							
TOTAL		**$153,000**	**$153,000**				

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: **Water Tank Painting**

Department: **DPS - Water** | Category: **Vehicles/Equipment**

Description and Justification:

The water tanks on Rawson Hill Road and March's Hill require painting approximately every 10-15 years. It is recommended that an annual appropriation of $200,000 be made from Water Retained Earnings to fund the projects.





RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	800,000		200,000	200,000	200,000	200,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$800,000**		**$200,000**	**$200,000**	**$200,000**	**$200,000**

Project Title: **Graf Road Lift Station and Force Main**

Department: **DPS - Sewer** | Category: **Infrastructure**

Description and Justification:

This would fund the replacement of the Graf Road Force Main and Lift Station. The current force main was installed in the mid 1980s. The material of the pipe was Ductile Iron (DI) and, due to corrosion, the integrity of the pipe has been compromised and the force main has failed twice in the past two years. The Lift Station is nearing capacity and must be upgraded to be able to handle up to 2,500 gal/min. to adequately accommodate additional development projects in the Business and Industry Park and Route 1 traffic circle



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	2/6/7	360,000		360,000			
C. Land Acquisition	2/6/7	200,000		200,000			
D. Construction	2/6/7	3,864,000			3,864,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2/6/7	1,725,000			1,725,000		
H. Other							
TOTAL		**$6,149,000**		**$560,000**	**$5,589,000**		

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 Vactor Vacuum Truck**

Department: **DPS - Sewer** | Category: **Vehicles/Equipment**

Description and Justification:

The purchase of a new Vactor Vacuum Truck will replace the current 1999 vacuum truck which is used by the Sewer Division on every call for service. This vehicle is also used for routine maintenance of the sewer lines. $400,000 was appropriated into a Capital Project Fund during FY13 and FY14 to fund this purchase.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	350,000	350,000				
G. Contingency							
H. Other							
TOTAL		**$350,000**	**$350,000**				

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 facility operations.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
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**				

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: **Plum Island Alarm System**

Department: **DPS - Sewer** | Category: **Vehicles/Equipment**

Description and Justification:

This would allow the City to alarm 637 valve pits on Plum Island. The alarms will immediately notify staff in the event of a system fault or abnormality, such as low vacuum pressure, stuck open valves, stuck controllers, etc. The alarms will ensure faster response times and more timely repair.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	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** | Category: **Infrastructure**

Description and Justification:

This program allows for necessary replacements to be made to Newburyport's sewer system.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	800,000		200,000	200,000	200,000	200,000
G. Contingency							
H. Other							
TOTAL		**$800,000**		**$200,000**	**$200,000**	**$200,000**	**$200,000**

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: **Clarifier Covers & Equipment**

Department: **DPS - Sewer** | Category: **Infrastructure**

Description and Justification:

Odor complaints have been a concern for the City and neighbors since the Wastewater Treatment Plant has been completed. The WWTP is not only expected to manage their plants effectively and efficiently, meeting both regulatory specs and budget requirements, they are also expected to be good neighbors and keep odor under control as much as possible.

Clarifier Covers are required to assist with odor control at the Wastewater Treatment Facility.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design	7	70,000			70,000		
C. Land Acquisition							
D. Construction	7	500,000			500,000		
E. Furnishings/Equipment							
F. Departmental Equipment	7	200,000			200,000		
G. Contingency							
H. Other							
TOTAL		**$770,000**			**$770,000**		

Project Title: **Transient Boaters & Harbormaster Facility**

Department: **Harbormaster** | Category: **Facilities Renovation/Repair**

Description and Justification:

This request is to expand the existing 250 square foot Harbormaster Office into a Transient Boaters & Harbormaster Facility. The proposed facility would continue to serve as the Harbormaster's headquarters, but would provide support services for transient boaters and visitors, such as restrooms and showers.

The Harbormaster's Department has recently been awarded $450k in federal Boating Infrastructure Grant funding to help fund this project.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2015	FY2016	FY2017	FY2018	FY2019
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	5/6	1,800,000		1,800,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$1,800,000**		**$1,800,000**			

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

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Appendix 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 respond to changes in the cost of providing services. The Mayor, in consultation with Department Heads, shall be responsible for cost recovery goals for individual departments or services, as appropriate, and shall make recommendations to the City Council for review and final approval of all applicable fees.

D. Reserves reflect a community's ability to react to unforeseen circumstances and to minimize borrowing for capital expenditures. Reserves should average between 5% and 10% of the City's General Fund Expenditures (operating budget). The City will endeavor to continue its policy of maintaining reserves at a minimum of 5% of General Fund Expenditures. Reserves are defined to include the Stabilization Fund (and Free Cash).

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

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

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

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

- Appropriated Reserve – an amount to provide for extraordinary or unforeseen expenditures.
- Stabilization Fund – to fund or replenish the Stabilization Fund.
- Capital Improvement Program – to fund capital projects that would otherwise incur borrowing costs associated with the issuance of debt.
- Special Use – to augment the trust funds related to benefits and unfunded liabilities related to employee benefits.

- Extraordinary Deficits – to fund any potential deficits that would otherwise be carried over to the following fiscal year.

- Emergency Appropriations – to allow for fiscal flexibility.

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

IV. CAPITAL IMPROVEMENTS

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

A. No later than April 1 of each year, the Mayor shall submit a capital improvement program to the City Council. The Capital Improvement Program shall be consistent with the mission statement of the City and shall include:

    1. a clear and concise general summary of its contents;

    2. a list of all capital improvements proposed to be undertaken during the ensuing 5 years, with supporting information as to the need for each capital improvement;

    3. cost estimates, methods of financing and recommended time schedules for each improvement; and,

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

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

B. Public Hearing: The City Council shall publish in at least 1 local newspaper a notice stating: (1) the times and places where entire copies of the Capital Improvement Program are available for inspection by the public; and, (2) the date, time and place not less than 14 days after such publication, when a public hearing on said plan will be held by the city council.

C. Adoption: At any time after the public hearing but before June 1 of each year, the City Council shall by resolution adopt the Capital Improvement Program with or without amendment, provided that each amendment must be voted separately and that any increase in the Capital Improvements Program as submitted must specifically identify the method of financing proposed to accomplish such increase.

D. Availability of Capital Improvement Program: In addition to any other posting requirement under law, immediately after the submission of the proposed Capital Improvement

Program to the City Council, the Mayor shall cause the entire Capital Improvement Program document to be posted on the city's website. After the enactment of the program, a copy of the Capital Improvement Program document as approved shall be posted on the city website indicating its approval by the City Council, and it shall remain posted at least until the enactment of any subsequent capital improvement program.

Definitions of Capital Improvement Program/Project:

1. *Capital Improvement Program*: A comprehensive list of major public improvement projects that are proposed for the City's expenditure within the next six years. The CIP shall be reviewed annually.

2. *Capital Improvement Project:* Items included within the Capital Improvement Program will involve the improvement or betterment of the physical plant of the City of a non-recurring nature as differentiated from ordinary repairs or maintenance of a recurring nature. Projects include acquisition of land, improvement of facilities and the replacement/purchase of equipment with a useful life of at least five (5) years and a cost of $10,000 or more.

V. DEBT MANAGEMENT

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

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

   1. Gross General Fund debt service/General Fund expenditures 15% and

   2. Net General Fund debt service/General Fund expenditures 8 – 10%

C. Definitions of Gross/Net Debt Service:

   1. General Fund Gross Debt Service: Annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions. The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.

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

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

1. Borrowing versus Cash: The City will endeavor to finance Capital Improvement Projects/Items with a total cost of less than $50,000 through cash appropriation rather than borrowing.

2. Useful Life: When borrowing, the City will ensure that the term of bonds issued will not exceed the useful life of the project.

3. Capital Expenditure versus Capital Improvement Project: Capital expenditures not meeting the definition of "Capital Improvement Projects" should be financed through inclusion within operating budgets.

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

Exclusions from Proposition 2-1/2 Limits

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

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

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

Overrides

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

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

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

State, Federal and Other Sources of Funding

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

VI. ENTERPRISE FUND MANAGEMENT

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

VII. GIFTS AND GRANTS

A. All grants shall be managed to comply with the laws, regulations and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor, in accordance with state law. The Mayor's Office will provide an annual report to the City Council that summarizes all grant funded projects/ programs.

B. All gifts shall be evaluated for suitability and consistency with City policies. Gifts with values greater than $500 shall be formally accepted by the City Council after review and recommendation by the Mayor, or as otherwise allowed by ordinance or by-law. Gifts of funds are governed by MGL Ch. 44, §53A. Gifts of tangible property are governed by MGL Ch. 44, §53A½.

VIII. TRUST FUND MANAGEMENT

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

IX. INVESTMENT POLICY FOR GENERAL FUNDS, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS AND CAPITAL PROJECTS FUNDS

A. **Scope**—Section IX of this policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section X will address trust funds and any other funds with special circumstances, such as stabilization funds. The Newburyport Retirement Board and Massachusetts Teacher's Retirement Board are responsible for the investment of the pension funds for all City employees.

B. **Objectives**—MGL Ch. 44, §55B requires the Treasurer to invest all public funds except those required to be kept uninvested for the purpose of immediate distribution.

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

The following objectives are listed in order of priority:

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

2. *Credit risk*. *T*he 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 Depository 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.

Appendix B:
Long-Range Financial Forecast

Revenue Forecast

	PROJECTED GROWTH	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY 2015 PRELIMINARY	FY 2016 ESTIMATED	FY 2017 PROJECTED	FY 2018 PROJECTED	FY 2019 PROJECTED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED
PROPERTY TAXES															
Prior Year Levy Limit	3.5%	39,573,793	41,110,540	42,716,528	44,298,205	46,062,191	47,663,746	49,305,340	50,987,973	52,712,672	54,480,489	56,292,501	58,149,814	60,053,559	62,004,898
2 1/2 % Increase	3.5%	989,345	1,027,764	1,067,913	1,107,455	1,151,555	1,191,594	1,232,633	1,274,699	1,317,817	1,362,012	1,407,313	1,453,745	1,501,339	1,550,122
New Growth (1)	0.0%	547,402	578,224	513,764	656,531	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
TOTAL LEVY LIMIT	3.4%	41,110,540	42,716,528	44,298,205	46,062,191	47,663,746	49,305,340	50,987,973	52,712,672	54,480,489	56,292,501	58,149,814	60,053,559	62,004,898	64,005,021
Debt Exclusion	0.0%	1,010,235	970,106	2,669,446	2,427,790	3,015,218	3,015,218	3,015,218	3,015,218	3,015,218	3,015,218	3,015,218	3,015,218	3,015,218	3,015,218
TOTAL MAXIMUM LEVY LIMIT	3.2%	**42,120,775**	**43,686,634**	**46,967,651**	**48,489,982**	**50,678,964**	**52,320,558**	**54,003,191**	**55,727,890**	**57,495,707**	**59,307,719**	**61,165,032**	**63,068,777**	**65,020,116**	**67,020,239**
LOCAL RECEIPTS															
Motor Vehicle Excise	2.0%	2,087,648	2,154,345	2,508,083	2,528,304	2,340,000	2,386,800	2,434,536	2,483,227	2,532,891	2,583,549	2,635,220	2,687,924	2,741,683	2,796,517
Other Excise															
a. Meals	1.0%	437,497	481,125	499,232	561,480	485,000	489,850	494,749	499,696	504,693	509,740	514,837	519,986	525,186	530,437
b. Room	2.0%	93,042	103,277	112,074	112,842	91,000	92,820	94,676	96,570	98,501	100,471	102,481	104,530	106,621	108,753
c. Other (2)	0.0%	101,374	100,027	102,966	106,611	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
Pen & Int on Tax & Exc	0.0%	504,144	359,127	372,195	383,169	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000
Payments in Lieu of Taxes	0.0%	83,315	62,161	61,264	58,107	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Fees (3)	2.0%	51,438	267,679	415,610	608,354	385,000	392,700	400,554	408,565	416,736	425,071	433,573	442,244	451,089	460,111
Other Dept. Revenue (4)	0.0%	61,603	57,456	57,917	58,150	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Licenses and Permits (5)	2.0%	632,401	700,719	765,738	773,307	650,000	663,000	676,260	689,785	703,581	717,653	732,006	746,646	761,579	776,810
Fines & Forfeits (6)	0.0%	22,544	19,554	15,112	7,942	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Investment Income	0.0%	64,051	57,402	42,617	51,648	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Medicaid Reimbursement	0.0%	98,144	80,771	90,081	99,485	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Miscellaneous Recurring (7)	0.0%	64,621	40,845	42,017	93,372	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000
Miscellaneous Non-Recurring	0.0%	232,955	48,361	125,371	51,625	0	0	0	0	0	0	0	0	0	0
TOTAL LOCAL RECEIPTS	1.6%	**4,534,777**	**4,532,850**	**5,210,276**	**5,494,397**	**4,764,000**	**4,838,170**	**4,913,775**	**4,990,843**	**5,069,403**	**5,149,484**	**5,231,116**	**5,314,330**	**5,399,157**	**5,485,628**
STATE AID (8)															
Cherry Sheet Receipts	2.0%	6,873,112	7,157,191	7,491,543	7,361,674	7,457,662	7,606,815	7,758,952	7,914,131	8,072,413	8,233,861	8,398,539	8,566,509	8,737,840	8,912,596
Less Offsets	-2.0%	-1,022,234	-1,099,421	-1,096,819	-935,813	-778,025	-762,465	-747,215	-732,271	-717,625	-703,273	-689,208	-675,423	-661,915	-648,677
Less Charges and Assessments	2.0%	-2,497,287	-2,585,344	-2,633,925	-2,615,040	-2,670,223	-2,723,627	-2,778,100	-2,833,662	-2,890,335	-2,948,142	-3,007,105	-3,067,247	-3,128,592	-3,191,164
TOTAL NET STATE AID	2.8%	**3,353,591**	**3,472,426**	**3,760,799**	**3,810,821**	**4,009,414**	**4,120,723**	**4,233,636**	**4,348,198**	**4,464,452**	**4,582,447**	**4,702,226**	**4,823,839**	**4,947,333**	**5,072,756**
TOTAL RESERVES	N/A	**300,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
RESERVE FOR ABATEMENT (10)	N/A	**-302,300**	**-355,110**	**-448,914**	**-441,002**	**-350,000**	**-375,000**	**-400,000**	**-425,000**	**-450,000**	**-475,000**	**-500,000**	**-525,000**	**-550,000**	**-575,000**
TOTAL REVENUE	3.0%	**$50,006,843**	**$51,336,800**	**$55,489,812**	**$57,354,197**	**$59,102,378**	**$60,904,451**	**$62,750,602**	**$64,641,931**	**$66,579,562**	**$68,564,650**	**$70,598,375**	**$72,681,947**	**$74,816,606**	**$77,003,623**

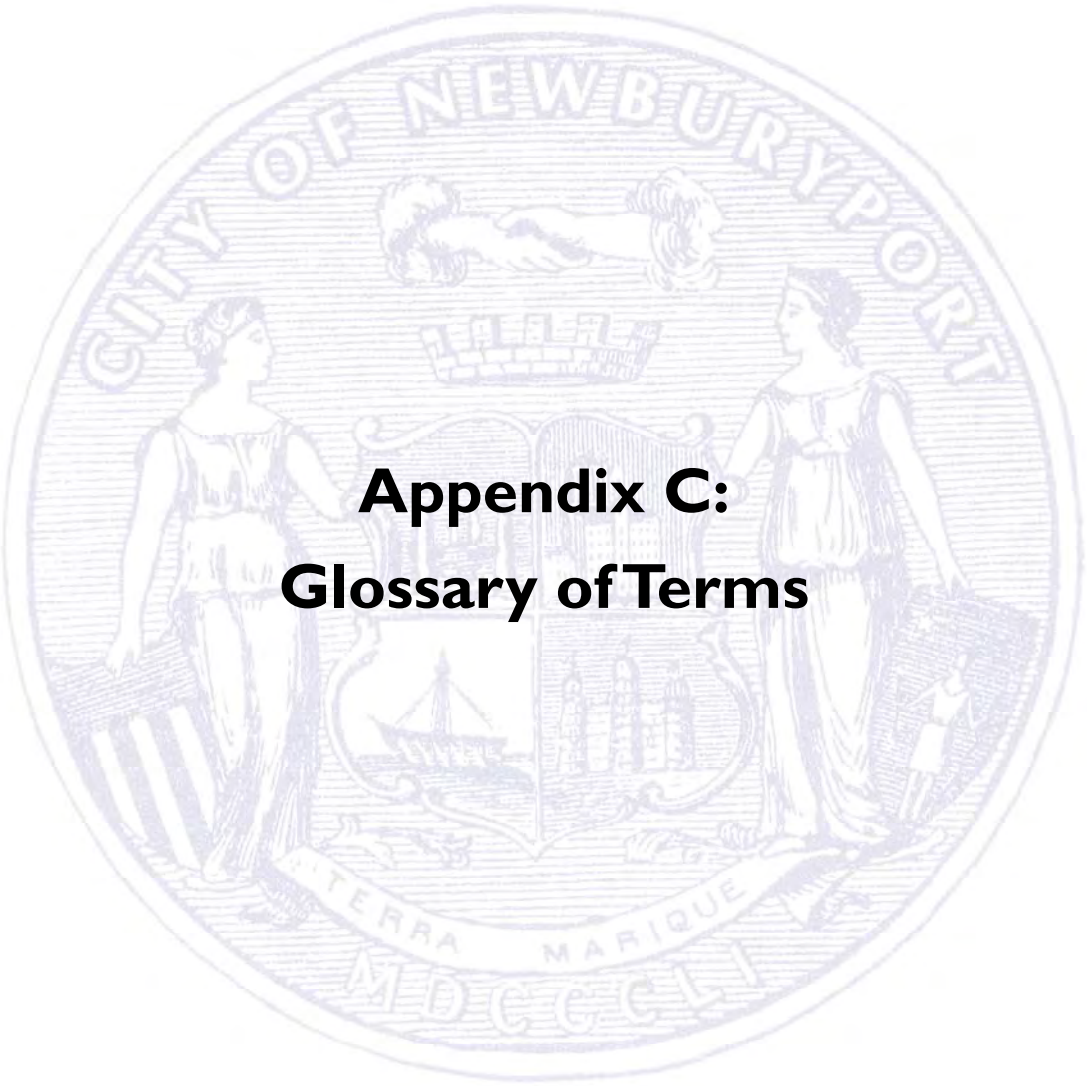
Expenditure Forecast

	PROJECTED GROWTH	FY2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY 2015 PRELIMINARY	FY 2016 APPROVED	FY 2017 PROJECTED	FY 2018 PROJECTED	FY 2019 PROJECTED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED
General Administration	2.2%	$ 1,893,598	$ 1,344,953	$ 1,433,612	$ 1,544,545	$ 1,731,700	$ 1,769,886	$ 1,808,956	$ 1,848,929	$ 1,889,826	$ 1,931,670	$ 1,974,482	$ 2,018,286	$ 2,063,103	$ 2,108,959
Finance	2.2%	$ 897,758	$ 995,114	$ 1,024,503	$ 1,010,969	$ 1,011,280	$ 1,033,133	$ 1,055,464	$ 1,078,282	$ 1,101,600	$ 1,125,429	$ 1,149,778	$ 1,174,661	$ 1,200,088	$ 1,226,073
Public Safety	2.1%	$ 7,704,185	$ 7,917,361	$ 7,660,276	$ 8,084,521	$ 8,325,567	$ 8,500,767	$ 8,679,687	$ 8,862,409	$ 9,049,014	$ 9,239,584	$ 9,434,206	$ 9,632,966	$ 9,835,953	$10,043,258
Public Services	2.2%	$ 1,861,790	$ 2,168,286	$ 2,455,183	$ 2,951,259	$ 2,362,016	$ 2,413,022	$ 2,465,142	$ 2,518,400	$ 2,572,823	$ 2,628,436	$ 2,685,264	$ 2,743,336	$ 2,802,678	$ 2,863,319
Planning and Development	2.1%	$ 478,652	$ 552,225	$ 620,968	$ 686,099	$ 657,187	$ 670,953	$ 685,009	$ 699,363	$ 714,020	$ 728,987	$ 744,270	$ 759,877	$ 775,814	$ 792,088
Social Services	2.2%	$ 1,922,115	$ 1,929,796	$ 1,947,359	$ 2,052,708	$ 2,160,782	$ 2,207,343	$ 2,254,918	$ 2,303,531	$ 2,353,204	$ 2,403,960	$ 2,455,824	$ 2,508,819	$ 2,562,972	$ 2,618,307
Education	3.0%	$21,902,865	$22,644,436	$23,420,629	$25,170,678	$26,462,981	$27,256,620	$28,074,062	$28,916,021	$29,783,233	$30,676,454	$31,596,465	$32,544,069	$33,520,094	$34,525,392
Whittier Assessment	2.5%	$ 328,294	$ 275,985	$ 335,705	$ 336,873	$ 330,403	$ 338,663	$ 347,130	$ 355,808	$ 364,703	$ 373,821	$ 383,166	$ 392,745	$ 402,564	$ 412,628
Debt Service	0.0%	$ 2,106,360	$ 2,029,144	$ 3,671,181	$ 3,286,866	$ 3,857,078	$ 3,857,078	$ 3,857,078	$ 3,857,078	$ 3,857,078	$ 3,857,078	$ 3,857,078	$ 3,857,078	$ 3,857,078	$ 3,857,078
Other	2.5%	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,125	$ 5,253	$ 5,384	$ 5,519	$ 5,657	$ 5,798	$ 5,943	$ 6,092	$ 6,244
Cash Capital	5.0%	$ 447,068	$ 593,523	$ 127,503	$ 373,792	$ 300,616	$ 315,647	$ 331,429	$ 348,000	$ 365,400	$ 383,670	$ 402,854	$ 422,997	$ 444,146	$ 466,354
Shared Expenses:															
Health Insurance															
City	5.0%	$ 2,449,527	$ 2,406,265	$ 2,331,892	$ 2,042,542	$ 2,335,343	$ 2,452,111	$ 2,574,716	$ 2,703,452	$ 2,838,625	$ 2,980,556	$ 3,129,584	$ 3,286,063	$ 3,450,366	$ 3,622,884
Schools	5.0%	$ 4,614,730	$ 4,600,678	$ 4,605,024	$ 5,246,402	$ 5,998,481	$ 6,298,405	$ 6,613,325	$ 6,943,991	$ 7,291,191	$ 7,655,750	$ 8,038,538	$ 8,440,465	$ 8,862,488	$ 9,305,613
Pension Assessment															
City	4.0%	$ 2,490,554	$ 2,577,988	$ 2,625,568	$ 2,500,977	$ 2,578,699	$ 2,681,847	$ 2,789,121	$ 2,900,686	$ 3,016,714	$ 3,137,382	$ 3,262,877	$ 3,393,393	$ 3,529,128	$ 3,670,293
Schools	4.0%	$ 751,850	$ 778,245	$ 792,609	$ 927,032	$ 982,112	$ 1,021,397	$ 1,062,253	$ 1,104,743	$ 1,148,933	$ 1,194,890	$ 1,242,686	$ 1,292,393	$ 1,344,089	$ 1,397,852
TOTAL EXPENDITURES	2.9%	**$49,854,345**	**$50,818,998**	**$53,057,011**	**$56,220,265**	**$59,099,246**	**$60,821,995**	**$62,603,543**	**$64,446,079**	**$66,351,882**	**$68,323,323**	**$70,362,870**	**$72,473,089**	**$74,656,653**	**$76,916,341**
TOTAL REVENUE	3.0%	**$50,006,843**	**$51,336,800**	**$55,489,812**	**$57,354,197**	**$59,102,378**	**$60,904,451**	**$62,750,602**	**$64,641,931**	**$66,579,562**	**$68,564,650**	**$70,598,375**	**$72,681,947**	**$74,816,606**	**$77,003,623**
AVAILABLE BALANCE		**$ 152,499**	**$ 517,802**	**$ 2,432,801**	**$ 1,133,932**	**$ 3,132**	**$ 82,456**	**$ 147,060**	**$ 195,852**	**$ 227,681**	**$ 241,327**	**$ 235,505**	**$ 208,857**	**$ 159,953**	**$ 87,282**

Please note: This forecast is for illustrative purposes only, based on growth assumptions as noted.



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Appendix C:
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 tow types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a city or town may only grow each year by up to 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).

Local Receipts: This amount represents the amount of local taxes and fees from all departmental operations retained directly by the city. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licenses, fines and State reimbursements.

Massachusetts Water Pollution Abatement Trust (MWPAT): A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by the MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities, with subsidies from the state reducing the debt service payments for these communities.

Meals Excise: Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.

Modified Accrual Basis: The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures in the current period. Expenditures are recognized when the related fund liability is incurred, except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

New Growth: It can also increase by "New Growth" which is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.

Overlay Provisions: This amount is requested and set aside by the Assessor to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.

Payment in Lieu of Taxes: An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the entity agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Proposition 2 ½: A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

Purchase Order: A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.

Rating Agencies: This term usually refers to Moody's Investors Service, Standard and Poor's Corporation and Fitch Ratings. These are the three major agencies that issue credit ratings on municipal bonds.

Refunding Bonds: The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

Registered Bonds: Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Reserve for Appropriation Accounts: The City Council has authority to establish Reserve for Appropriation accounts where departments routinely accept fees. These accounts are established for a particular purpose and are capped at a certain level. Access to funds in these accounts must be authorized by the City Council.

Revaluation: A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.

Revenue: Additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

Revolving Fund: A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.

Stabilization Fund: A general reserve. Money from this fund may be appropriated by a majority vote of the City Council.

State Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E ½ stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Supplemental Budget: Appropriations made by the City Council, after an initial appropriation, to cover expenditures beyond original estimates.

Tax Anticipation Notes: Notes issued in anticipation of taxes, which are usually retired from taxes collected.

Tax Rate: The amount of tax levy stated per $1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

Tax Title: A collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.

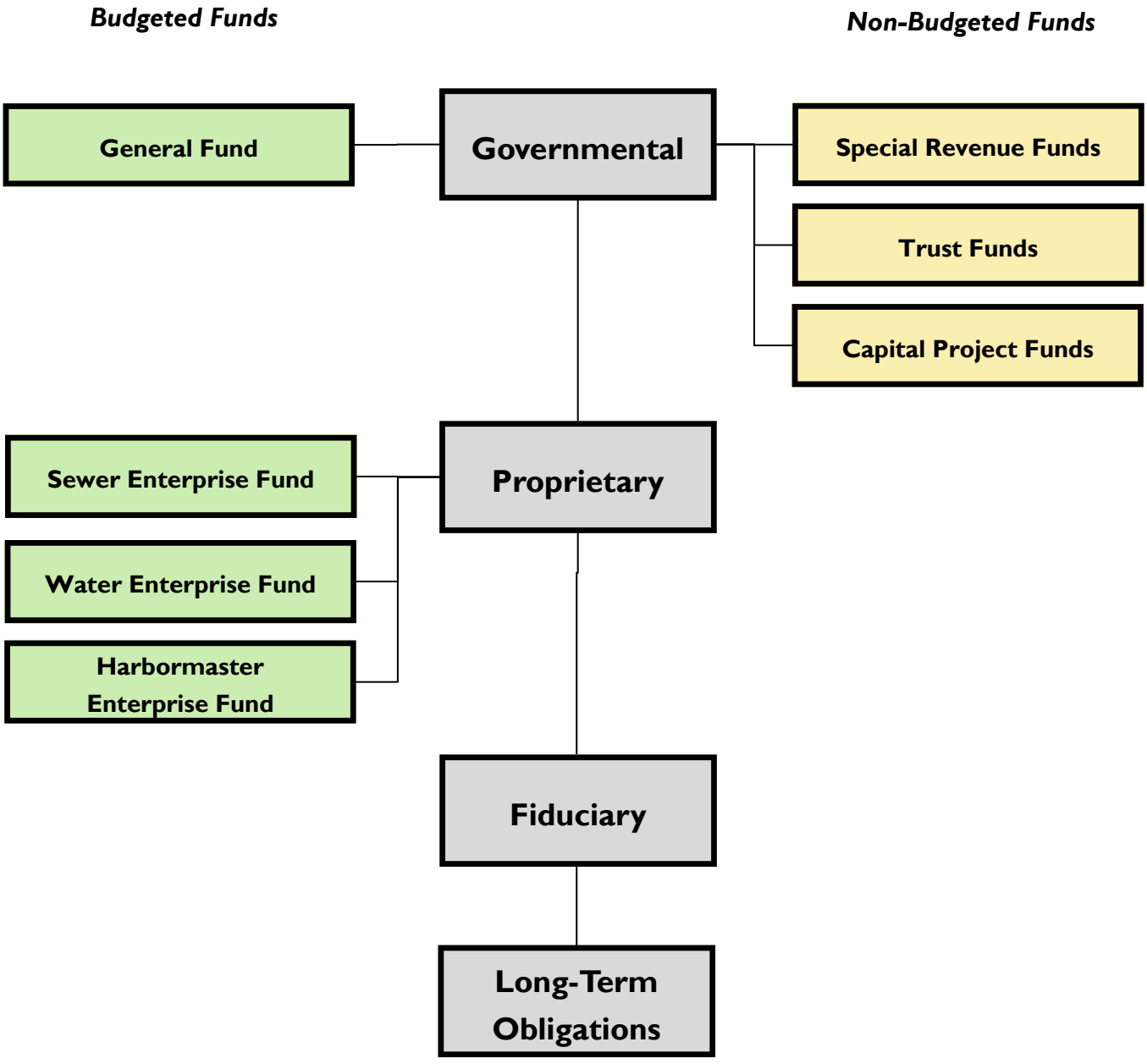
Unit Cost: The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

Unrestricted General Government Aid (UGGA): The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

Valuation (100%): Requirement that the assessed valuation must be the same as the market value for all properties.

Appendix D:
Fund Descriptions and Balances

All Funds


Budgeted Funds
Non-Budgeted Funds
General Fund
Governmental
Special Revenue Funds
Trust Funds
Capital Project Funds
Sewer Enterprise Fund
Proprietary
Water Enterprise Fund
Harbormaster Enterprise Fund
Fiduciary
Long-Term Obligations

FUND DESCRIPTIONS

The financial operations of the City are organized into funds and account groups, each of which is a separate fiscal and accounting entity. All revenues received or expenditures made by the City are accounted for through one of the funds or account groups listed below.

A. GOVERNMENTAL FUNDS

Most City functions are financed through what are called Governmental Funds. These are the activities generally supported by "non-exchange" revenue, such as taxes. There are four types of governmental funds maintained by the City: the General Fund, Special Revenue Funds, Permanent Funds, and the Capital Projects Fund.

General Fund: The General Fund is the major operating fund of the City government and it encompasses a majority of City operations, and it is defined as covering all resources that are not required to be accounted for elsewhere. The General Fund is supported by revenues from real estate & personal property taxes, state aid, excise taxes, investment income, fines & forfeitures, and fees & charges. Most of the City's departments including the Schools are supported in whole or in part by the General Fund.

Special Revenue Funds: Special Revenue Funds are used to account for revenues that are legally restricted to specific purposes, with the exception of major capital projects and permanent funds. These revenues must be accounted for separately from the General Fund for a variety of reasons, and often span multiple fiscal years. The City's Special Revenue Funds are grouped into five categories:

1. **Revolving Funds:** Revolving Funds allow the City to raise revenues from a specific program and use those revenues to support the program without appropriation. Revolving Funds are established by statute or by-law and may require reauthorization each year by the City Council. The City maintains revolving funds for a number of purposes, such as Plumbing Inspector, Gas Inspector, Electrical Inspector, Council on Aging, City Hall Maintenance, Animal Control, Transient Vendors, Medicare/Medicaid, Library, Downtown Paid Parking, Historical Commission, Planning and Zoning, Engineering Services, Disabilities Commission, Veterans Benefits and Youth Services.

2. **Receipts Reserved for Appropriation:** The funds in this grouping are restricted to a specific use by statute and also require appropriation by the City Council.

3. **School Grants:** The School Grant Funds account for specially financed education programs using revenue from grants received from the Federal or State government. These include the State Kindergarten Enhancement grant, the State Special Education Revolving Fund (Circuit Breaker), and Federal Title I and Title IIA grants.

4. **Other Intergovernmental Funds:** These funds account for revenues received by the City from the Federal or State government for specific purposes other than education. These include a variety of grants such as the Chapter 90 Highway Program, State Election Grants, State Library Aid, and the Elderly Formula Grant.

5. **Other Special Revenue Funds:** These funds account for any other miscellaneous special revenues not included in the previous categories. These include private donations for specific purposes, such as grants

received from private or non-profit foundations, gifts made to specific departments, and payments from developers for infrastructure improvements related to proposed projects. This category also includes the Community Preservation Fund and the Conservation Fund.

Trust Funds: Trust (Permanent) Funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used to support the government and its citizens. The acceptance of such funds generally involves acceptance by the City Council for each fund's individual specifications and/or requirements. There are two accounts associated with each permanent fund, the expendable income, and the non-expendable principal.

1. **Expendable Trust Funds:** This heading accounts for the expendable income portion of the permanent trust funds. This heading is also used to account for funds received by the City in a trustee capacity where both the principal and earnings of the fund may be expended on a restricted basis for the benefit of the City or its Citizens.

2. **Non-expendable Trusts:** are used to account for trusts where the principal must remain intact. Generally income earned on the non-expendable trust principal may be expended in accordance with the conditions of a trust instrument or statute, and is accounted for in the previous category.

Capital Project Funds: The Capital Projects Fund is used to account for monies used for the acquisition or construction of major capital facilities (buildings, roads, etc.) other than those financed by other dedicated funds, such as the Community Preservation Act Fund or Chapter 90.

B. PROPRIETARY (ENTERPRISE) FUNDS

Proprietary Funds cover the city's "business-type" activities, and are referred to as such in the financial statements. These statements comprise the Sewer, Water, and Harbormaster Enterprise Funds of the City. All direct and indirect costs including overhead of each service are intended to be captured by user fees and/ or general fund subsidies. These funds account for their own fixed assets and long term liabilities. Although the long term debt of the funds is ultimately the legal obligation of the general fund, it is budgeted and paid for by the Enterprise Fund for which the project was approved. The City Council has approved the use of the Enterprise Fund accounting for the sewer, water, and harbormaster operations. However, for the purposes of the financial statements only the sewer and water operations are considered to be major funds.

C. FIDUCIARY FUNDS

Fiduciary funds are used to account for resources held for the benefit of parties outside of the government. The City is the trustee, or fiduciary, and the government and its citizenry do not benefit directly from such funds. This means that the City is responsible for assets in a purely custodial manner that can be used only for the trust beneficiaries and Agency Funds. Under this heading the City maintains only Agency Funds, such funds for "special detail" for overtime labor billed to outside parties, firearms licenses and fishing permits payable to the Commonwealth, and fees derived from and expenses related to the use of school facilities by outside parties.

D. LONG-TERM OBLIGATIONS

The last category of fund account entities maintained by the City is for long-term obligations, which accounts for

the balances due on long-term debt that the City has authorized. The liabilities accounted for in this fund extend to future years, versus those that affect the current year alone shown in other funds. When borrowing is approved the liability is increased in this fund, and when debt is paid down or rescinded the liability is reduced.

BASIS OF ACCOUNTING

By necessity, the City produces financial reports that have different bases of accounting. Since the goal of financial reporting is to provide useful information to its users, the measurement focuses of reporting must change with respect to the needs of the audience.

The day to day method of accounting used by the City is UMAS, the Commonwealth of Massachusetts' Universal Municipal Accounting System. This accounting system is prescribed by the Commonwealth of Massachusetts Department of Revenue and is intended to demonstrate compliance with state statutes and local near-term decisions (e.g. budget). This system prescribes the use of the modified accrual basis of accounting, which is the basis used by all governmental fund types. Under the modified accrual basis, revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available).

The full accrual basis of accounting is used for the City's financial statements, which are produced based on generally accepted accounting principles (GAAP). The statements report information about the City with a broad overview. The statements use accounting methods most similar to those used by a private-sector business and are typically used to demonstrate the long-term financial position of the City. The users of this information are often bond rating agencies and others seeking information consistent with entities in other states. The Government Accounting Standards Board (GASB) issues guidance for how GAAP-based financial statements should be prepared for government entities. The accrual basis of accounting is utilized by the proprietary and agency funds. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

An annual budget is adopted for the City's General and Enterprise Funds. The City's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from GAAP. The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).

2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).

3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.

Following are two tables which are excerpted from the City's financial statements prepared on a GAAP basis. These tables display the results of operations for the fiscal year ending June 30, 2013. There's one table for Governmental Funds and one for Proprietary Funds. Since Fiduciary funds do not involve the measurement of

operations, there is no corresponding table for that grouping.

The City implemented GASB Statement #54 *Fund Balance Reporting and Governmental Fund Type Definitions*. In general, amounts previously reported as undesignated fund balance, are now reported as unassigned fund balance. Additionally, amounts previously reporting in stabilization funds, are now required to be presented as committed fund balance in the general fund.

CITY OF NEWBURYPORT, MASSACHUSETTS

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2014

	General	School Building Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:				
Property taxes	$ 46,472,772	$ -	$ 704,129	$ 47,176,901
Excise taxes	2,996,193	-	-	2,996,193
Interest, penalties, & other taxes	487,974	-	2,131	490,105
Charges for services	170,449	-	4,078,631	4,249,080
Licenses and permits	721,059	-	-	721,059
Intergovernmental	12,669,786	16,732,791	6,403,916	35,806,493
Investment income	70,425	-	138,485	208,910
Fines and forfeitures	15,112	-	-	15,112
Contributions	-	-	165	165
Other	165,897	-	253,362	419,259
Total Revenues	63,769,667	16,732,791	11,580,819	92,083,277
Expenditures:				
Current:				
General government	2,844,222	-	3,916,850	6,761,072
Public safety	6,741,769	-	172,294	6,914,063
Education	29,838,849	37,445,345	5,671,292	72,955,486
Public works	2,818,175	-	1,443,414	4,261,589
Health & human services	2,114,984	-	514,201	2,629,185
Culture and recreation	1,448,260	-	465,036	1,913,296
Employee benefits	10,493,984	-	128,572	10,622,556
Debt service	3,717,837	-	324,006	4,041,843
Intergovernmental	2,736,871	-	-	2,736,871
Total Expenditures	62,754,951	37,445,345	12,635,665	112,835,961
Excess (deficiency) of revenues over expenditures	1,014,716	(20,712,554)	(1,054,846)	(20,752,684)
Other Financing Sources (Uses):				
Transfers in	257,959	-	672,384	930,343
Transfers out	(590,504)	-	(344,266)	(934,770)
Total Other Financing Sources (Uses)	(332,545)	-	328,118	(4,427)
Change in fund balances	682,171	(20,712,554)	(726,728)	(20,757,111)
Fund Balance, at Beginning of Year	6,744,878	19,211,545	9,691,718	35,648,141
Fund Balance, at End of Year	$ 7,427,049	$ (1,501,009)	$ 8,964,990	$ 14,891,030

CITY OF NEWBURYPORT, MASSACHUSETTS

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2014

	Business-Type Activities - Enterprise Funds			
	Sewer Fund	Water Fund	Nonmajor Funds	Total
Operating Revenues:				
Charges for services	$ 5,686,578	$ 4,512,503	$ 374,081	$ 10,573,162
Total Operating Revenues	5,686,578	4,512,503	374,081	10,573,162
Operating Expenses:				
Personnel services	1,894,044	1,697,721	201,013	3,792,778
Non-personnel services	1,663,556	1,164,617	82,449	2,910,622
Depreciation	2,238,851	1,882,588	18,251	4,139,690
Total Operating Expenses	5,796,451	4,744,926	301,713	10,843,090
Operating Income (Loss)	(109,873)	(232,423)	72,368	(269,928)
Nonoperating Revenues (Expenses):				
Interest income	-	63	-	63
Interest expense	(723,236)	(416,232)	(1,000)	(1,140,468)
Total Nonoperating Revenues (Expenses), Net	(723,236)	(416,169)	(1,000)	(1,140,405)
Income (Loss) before transfers	(833,109)	(648,592)	71,368	(1,410,333)
Transfers:				
Transfers in	-	180,082	-	180,082
Transfers out	(175,655)	-	-	(175,655)
Change in Net Position	(1,008,764)	(468,510)	71,368	(1,405,906)
Net Position at Beginning of Year	26,132,387	28,819,863	594,964	55,547,214
Net Position at End of Year	$ 25,123,623	$ 28,351,353	$ 666,332	$ 54,141,308

Appendix E:
Newburyport Public Schools
Budget Detail

Newburyport Public Schools
FY16 Budget















Susan L. Viccaro, Superintendent of Schools
Angela Bik, Assistant Superintendent
Barbara Dee, Director of Special Education
Nancy Lysik, Finance/HR

School Committee

Donna Holaday, Mayor
Cheryl Sweeney, Vice-Chair
Steve Cole
Nick deKanter
Audrey McCarthy
Bruce Menin
Jay Iannini

School Committee Budget
Revenue & Expenses
FY15 - FY16

Revenue

Revenue Source	FY15 Adopted	FY16 Projections	Change	%
City Appropriation	$ 25,148,813	$ 26,376,481	$ 1,227,668	4.88%
Choice Tuitions	$727,427	$641,858	$ (85,569)	-11.8%
Choice Fund Balance	$142,000	$150,000	$ 8,000	5.6%
Choice - Educatius	$13,600	$81,600	$ 68,000	500.0%
Circuit Breaker	$310,000	$278,674	$ (31,326)	-10.1%
Circuit Breaker- Fund Balance	$100,000	$117,311	$ 17,311	17.3%
ABLE Grant (94-142)	$500,000	$500,000	$ -	0.0%
Title 1	$140,216	$140,000	$ (216)	-0.2%
Athletic Receipts & Fees	$278,200	$275,000	$ (3,200)	-1.2%
Transportation Fees	$167,000	$200,000	$ 33,000	19.8%
Student Activity Fees	$4,550	$0	$ (4,550)	-100.0%
Kindergarten Revolving	$325,000	$275,000	$ (50,000)	-15.4%
Pre-School Revolving	$227,000	$187,000	$ (40,000)	-17.6%
Total Revenue	**$ 28,083,806**	**$ 29,222,924**	**$ 1,139,118**	**4.06%**

Expenses

Cost Center	FY15 Adopted	FY16 Proposed	Change Adopted/Proposed	
Bresnahan School	$ 6,053,847	$ 6,194,193	$ 140,346	2.32%
Upper Elementary	$ 2,595,189	$ 2,734,366	$ 139,177	5.36%
Middle School	$ 4,334,517	$ 4,490,242	$ 155,725	3.59%
High School	$ 7,388,861	$ 7,657,560	$ 268,699	3.64%
System-Wide	$ 7,711,392	$ 8,146,563	$ 435,171	5.64%
Total Expenses	**$ 28,083,805**	**$ 29,222,924**	**$ 1,139,118**	**4.06%**

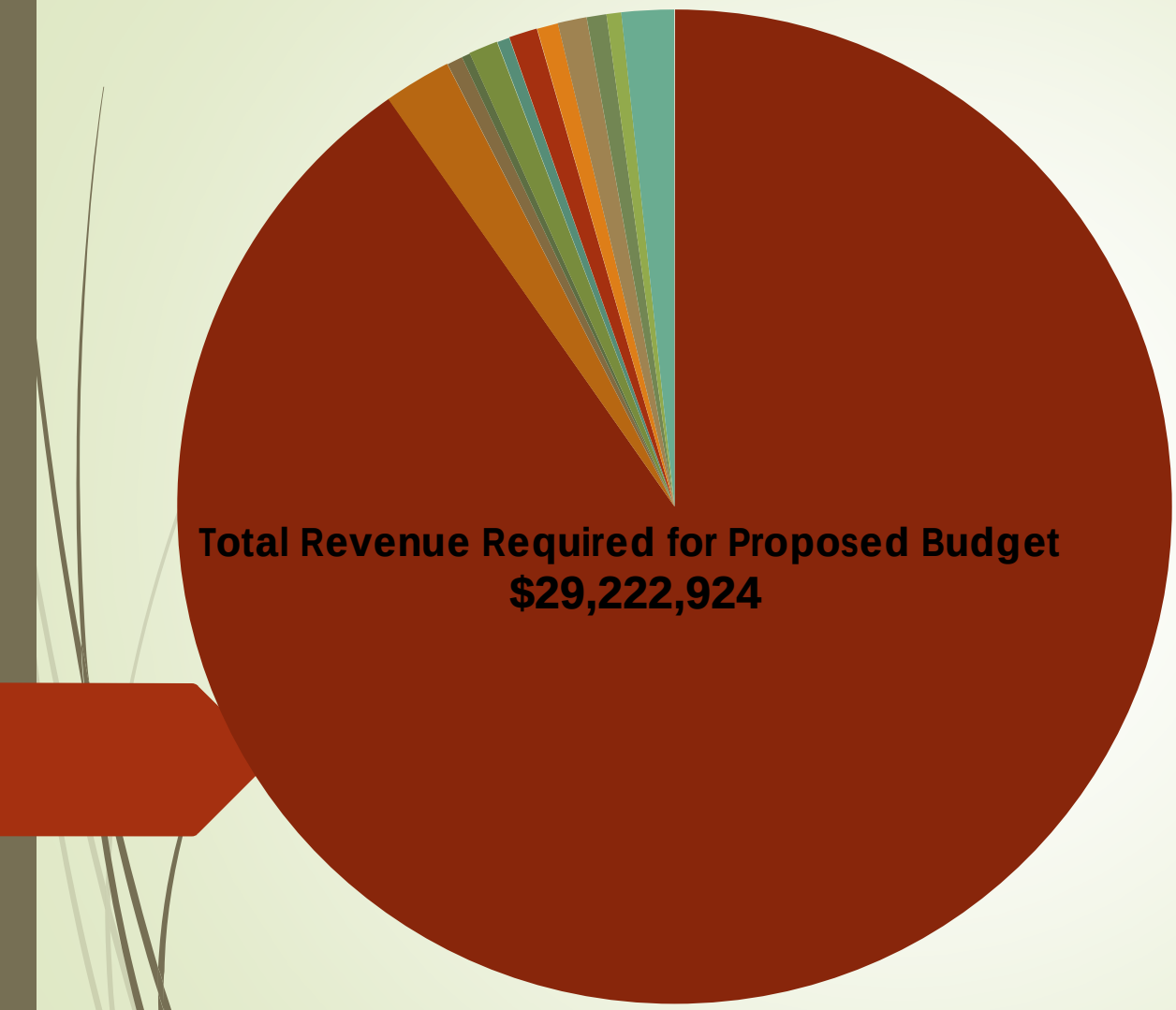
Budget Summary

Cost by School FY16	**Totals**	***Salaries FY16***	***Salaries FY15 Revised***
High	$ 7,657,560	*$ 6,700,191*	*$ 6,419,316*
Middle	$ 4,490,242	*$ 4,086,850*	*$ 3,929,016*
Molin	$ 2,734,366	*$ 2,644,551*	*$ 2,505,703*
Bresnahan	$ 6,194,193	*$ 5,829,822*	*$ 5,674,060*
System-Wide	$ 8,146,562	*$ 2,718,707*	*$ 2,545,654*
Total Cost	**$ 29,222,924**	***$ 21,980,122***	***$ 21,073,749***

FY15 Budget	*$*	*28,083,805*
Increase	$	1,139,119
Percent of Increase		4.06%
Salary increase		2.27%

	FY16	***FY15***	***Increase***
Total Salaries	*$ 21,980,122*	*$ 21,056,887*	*$ 923,235*
Total Expenses	*$ 7,242,802*	*$ 7,026,918*	*$ 215,884*
	$ 29,222,924	***$ 28,083,805***	***$ 1,139,119***

FY16 Estimated Revenue



- Appropriations Required for Budget $26,376,481
- Choice Tuition $641,858
- Choice Fund Balance $150,000
- Choice - Educatius $81,600
- Circuit Breaker $278,674
- Circuit Breaker Fund Balance $117,311
- Athletics $275,000
- Transportation $200,000
- Kindergarten $275,000
- Pre-School $187,000
- Title 1 $140,000
- ABLE $500,000

5 Year Budget - Newburyport Public Schools

Revenue Sources & Fees

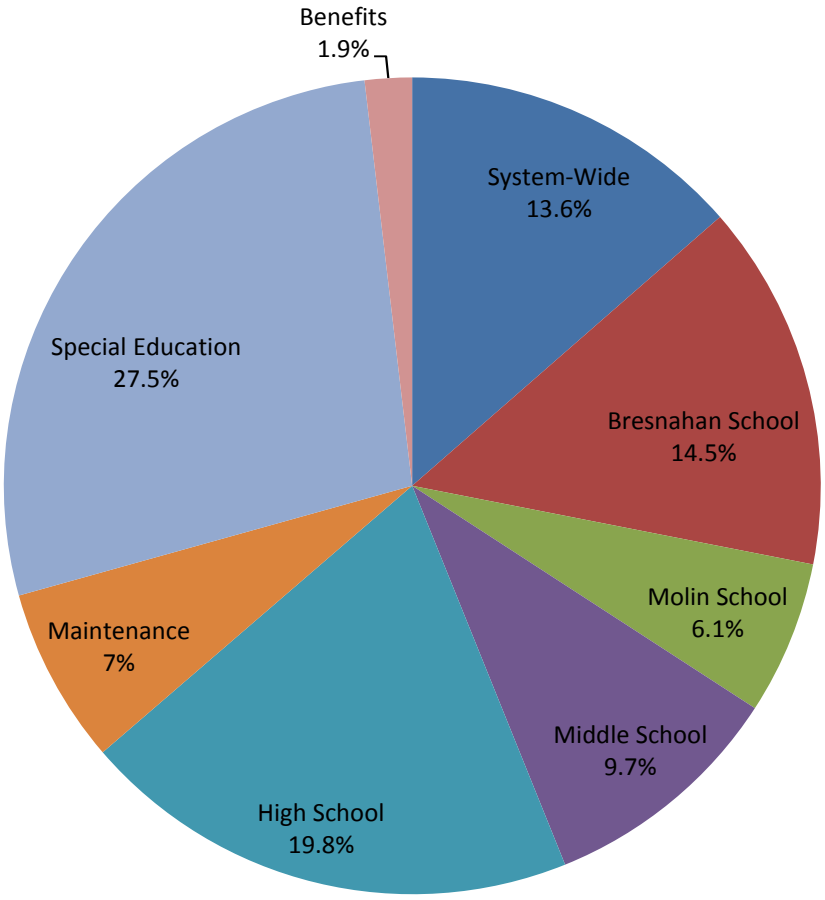
	FY11	FY12	FY13	FY14	FY15
City Allocation	$ 21,602,865	$ 21,902,865	$ 22,550,437	$ 23,231,943	$ 25,148,813
Choice Tuitions	$ 824,747	$ 1,081,800	$ 1,084,300	$ 925,928	$ 727,427
Choice Fund Balance	$ 244,815	$ 500,000	$ 400,000	$ 298,139	$ 142,000
Choice - Educatius	$ -	$ -	$ -	$ -	$ 13,600
Circuit Breaker	$ 200,000	$ 175,000	$ 275,000	$ 223,000	$ 310,000
Circuit Breaker Fund Balance	$ -	$ -	$ -	$ -	$ 100,000
Athletic Fees & Receipts	$ 278,200	$ 278,200	$ 278,200	$ 278,200	$ 278,200
Transportation Fees	$ 120,515	$ 120,515	$ 130,515	$ 130,515	$ 167,000
Student Activity Fees	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 4,550
Kindergarten Tuitions	*$ 306,357*	*$ 344,995*	$ 375,000	$ 370,000	$ 325,000
Pre-School Tuitions	*$ 103,612*	*$ 133,866*	$ 230,000	$ 230,000	$ 227,000
Total Budget	**$ 23,699,111**	**$ 24,555,241**	**$ 25,341,452**	**$ 25,705,725**	**$ 27,443,590**

	FY11	FY12	FY13	FY14	FY15
Federal/State Grants					
ABLE (240 Sped)	$ 528,797	$ 534,197	$ 547,752	$ 530,958	$ 539,090
Education Jobs Grant	$ 42,505	$ 179,804	$ 22,085	$ -	
Academic Support-Summer	$ -	$ -	$ -	$ 4,500	
Early Childhood Special Ed Allocation	$ 12,665	$12,674	$ 12,651	$ 12,002	$ 12,617
Title 1	$ 222,238	$ 216,223	$ 187,386	$ 198,089	$ 164,907
Quality Full Day Kindergarten	$ 51,070	$50,634	$ 45,000	$ 65,634	$ 49,960
Sped Program Improvement	$ -	$26,368	$ 17,353	$ 10,101	$ 18,586
Safe and Drug Free	$ 2,317	$0	$ -	$ -	$ -
Improving Educator Quality (Title IIA)	$ 54,101	$43,490	$ 35,468	$ 47,462	$ 39,665
Enhanced School Health Services	$ 55,760	$55,760	$ 55,760	$ 55,760	$ 55,760
Early Intervention Literacy	$ 11,000	$0	$ -	$ -	$ -
EEC Program Improvement	$ -	$0	$ 3,000	$ 3,350	$ 6,700
Academic Support	$ 10,400	$9,800	$ 8,800	$ 7,900	$ 5,600

Literacy Partnerships	$	23,000	$23,000	$	13,000	$	20,553	$	14,760	
Sped ARRA 760	$	312,700	$0	$	-	$	-	$	-	
Sped ARRA 762	$	12,222	$0	$	-	$	-	$	-	
Title 1 ARRA 770	$	98,290	$0	$	-	$	-	$	-	
ARRA Stabilization Grant 780	$	16,784	$0	$	-	$	-	$	-	
Safe & Supportive Schools	$	-	$0	$	-	$	10,000	$	-	
Race to the Top - 201	$	19,970	$49,485	$	44,446	$	59,844	$	-	
	$	**1,473,819**	**$**	**1,201,435**	**$**	**992,701**	**$**	**1,026,153**	**$**	**907,645**
Private Grants										
Swasey	$	82,300	$89,800	$	101,200	$	90,000	$	90,500	
PTO Contributions								$	63,350	
Newburyport Education Foundation	$	320,435	$349,974	$	237,660	$	418,788	*In process*		
NEF is by calendar year		**$402,735**		**$439,774**		**$338,860**		**$508,788**		**$153,850**
Grand Total all Grants	**$**	**1,876,554**	**$**	**1,641,209**	**$**	**1,331,561**	**$**	**1,534,941**	**$**	**1,061,495**
Total All Revenue	**$**	**25,575,665**	**$**	**26,196,450**	**$**	**26,673,013**	**$**	**27,240,666**	**$**	**28,505,085**

Newburyport Public Schools FY16 Budget by Cost Center

System-Wide		$3,965,355	*13.6%*
Bresnahan School		$4,242,175	*14.5%*
Molin School		$1,778,181	*6.1%*
Middle School		$2,843,711	*9.7%*
High School		$5,781,032	*19.8%*
Maintenance		$2,042,657	*7.0%*
Special Education		$8,022,683	*27.5%*
Benefits		$547,130	*1.9%*
Total	**$**	**29,222,924**	**100%**



Newburyport Public Schools
Budget by Category

Salaries	$	21,980,122	
Expenses	$	7,242,802	
	$	**29,222,924**	

			FY16
High School	Salaries	**$**	**6,700,191**
	Supplies & Materials	$	104,300
	Equipment	$	107,371
	Athletics	$	230,500
	Textbooks	$	47,650
	Software	$	8,675
	Other Administration Costs	$	51,048
	Oper of Plant	$	407,825
		$	**7,657,560**
Middle School	Salaries	**$**	**4,086,850**
	Supplies & Materials	$	63,200
	Equipment	$	48,168
	Textbooks	$	2,324
	Software	$	13,200
	Other Administration Costs	$	11,800
	Oper of Plant	$	264,700
		$	**4,490,242**
Molin School	Salaries	**$**	**2,644,551**
	Supplies & Materials	$	58,115
	Equipment	$	20,000
	Textbooks	$	1,000
	Software	$	5,000
	Other Administration Costs	$	3,500
	Oper of Plant	$	2,200
		$	**2,734,366**
Bresnahan School	Salaries	**$**	**5,829,822**
	Supplies & Materials	$	102,355
	Equipment Purchase/Maint	$	29,500
	Textbooks	$	7,250
	Software	$	1,200
	Other Administration Costs	$	16,466
	Oper of Plant	$	207,600
		$	**6,194,193**
District Costs	Salaries	**$**	**2,718,707**
	Supplies & Materials	$	194,580
	Equipment	$	47,250
	Other Costs (*Operations,*	$	5,186,025
	Sped, Transp, Ins,stipends, etc)	**$**	**8,146,562**
Totals		**$**	**29,222,924**







Newburyport District Office

Newburyport District Staffing

Staffing Summary		
	FY 2015	FY 2016
Position	**Budget**	**Budget**
Administrators	3	3
Executive Assistants	2	2
Administrative Assistants	2	2
Central Support Staff	4	4
Sped Clerical (Schools)	1.6	1.6
Psychologists	3.5	3.5
Technology	5	5
Curriculum Coordinators	2	2
Maintenance	3.4	4.4
ELL	2	2.5
Nursing	6	7.0
Total Full-Time Equivalents:	**34.5**	**37.0**

FY16 System-Wide Budget Worksheet

Account	FY15 Approved Budget	FY15 Revised Budget	FY16 Proposed Budget	Increase/ Decrease	FY15 FTE	Proposed FTE
HVAC						
Custodian	$ 51,920	$ 51,920	$ 55,826	$ 3,906	1.0	1.0
Contract Services	$ 16,000	$ 16,000	$ 16,000	$ -		
Custodial Supplies	$ 19,000	$ 19,000	$ 20,000	$ 1,000		
Training	$ 2,000	$ 2,000	$ -	$ (2,000)		
Equipment Purchase	$ 1,000	$ 1,000	$ 1,000	$ -		
Technology						
Professional Salaries	$ 74,956	$ 74,956	$ 76,449	$ 1,493	1.0	1.0
Secretary	$ 37,494	$ 37,494	$ 38,244	$ 750	1.0	1.0
Technician	$ 139,041	$ 139,041	$ 141,459	$ 2,418	3.0	3.0
Contracted Services	$ 24,832	$ 24,832	$ 25,040	$ 208		
Supplies/Materials	$ 27,500	$ 27,500	$ 27,500	$ -		
Software	$ 27,069	$ 27,069	$ 23,000	$ (4,069)		
Equipment Purchase	$ 6,500	$ 6,500	$ 7,000	$ 500		
Health						
Professional Salaries	$ 416,474	$ 415,039	$ 458,188	$ 43,149	6.0	7.0
Contract Services	$ 4,100	$ 4,100	$ 4,100	$ -		
Supplies/Materials	$ 13,887	$ 13,887	$ 13,487	$ (400)		
Special Education						
Professional Salaries	$ 110,160	$ 110,160	$ 112,363	$ 2,203	1.0	1.0
Secretary	$ 114,969	$ 114,969	$ 120,825	$ 5,856	2.6	2.6
Transportation	$ 532,134	$ 532,134	$ 533,730	$ 1,596		
Tuition	$ 1,975,882	$ 1,975,882	$ 2,075,882	$ 100,000		
Contracted Services	$ 180,000	$ 180,000	$ 186,656	$ 6,656		
Supplies/Materials	$ 20,000	$ 20,000	$ 21,000	$ 1,000		
Memberships	$ 700	$ 700	$ 700	$ -		
Postage	$ 350	$ 350	$ 350	$ -		
Travel	$ 2,000	$ 2,000	$ 2,000	$ -		
Legal	$ 35,000	$ 35,000	$ 50,000	$ 15,000		
Tests	$ 10,000	$ 10,000	$ 10,000	$ -		
Summer Program	$ 140,000	$ 140,000	$ 150,000	$ 10,000		
Equipment Maintenanc	$ 600	$ 600	$ 1,000	$ 400		
Psychologist						
Professional Salaries	$ 258,482	$ 258,482	$ 285,743	$ 27,261	3.5	3.5
Curriculum						
Professional Salaries	$ 300,511	$ 300,511	$ 295,781	$ (4,730)	3.0	3.0
Stipend	$ 131,106	$ 131,106	$ 131,706	$ 600		
Secretary	$ 51,071	$ 51,071	$ 52,628	$ 1,557	1.0	1.0
Tests	$ 10,000	$ 10,000	$ 10,000	$ -		
Contracted Services	$ 28,500	$ 28,500	$ 36,700	$ 8,200		
Supplies/Materials	$ 40,944	$ 40,944	$ 49,325	$ 8,381		
Software	$ 29,062	$ 29,062	$ 20,080	$ (8,982)		
General Supplies	$ -	$ -	$ 1,500	$ 1,500		

Travel	$ 2,000	$ 2,000	$ 2,000	$ -		
Summer Program	$ 20,000	$ 20,000	$ 20,000	$ -		
Lunch						
Lunch Monitor	$ 45,000	$ 45,000	$ 48,900	$ 3,900		
Contingency	$ 50,000	$ 50,000	$ 40,000	$ (10,000)		
Data Processing						
Contracted Services	$ 22,000	$ 22,000	$ 34,242	$ 12,242		
Software	$ 58,750	$ 58,750	$ 59,000	$ 250		
Conference/Workshop	$ 1,500	$ 1,500	$ 2,000	$ 500		
Safety						
Crossing Guard	$ 82,000	$ 82,000	$ 83,640	$ 1,640		
Uniforms	$ 2,000	$ 2,000	$ 2,000	$ -		
Insurance						
Insurance (MIIA)	$ 210,000	$ 210,000	$ 276,333	$ 66,333		
Transportation						
Transportation	$ 730,200	$ 730,200	$ 766,689	$ 36,489		
In-Service						
Supplies/Materials	$ 9,285	$ 9,285	$ 14,000	$ 4,715		
Professional dev. HS		$ -	$ 4,000	$ 4,000		
Conference/Workshop	$ 29,700	$ 29,700	$ 6,000	$ (23,700)		
Memberships	$ 4,000	$ 4,000	$ 4,000	$ -		
Summer Curriculum		$ -	$ 10,000	$ 10,000		
Tuition	$ 17,000	$ 17,000	$ 17,000	$ -		
English as a Second Lang						
Professional Salaries	$ 124,929	$ 126,364	$ 159,422	$ 33,058	2.0	2.5
ELL Tutors	$ 4,000	$ 4,000	$ -	$ (4,000)		
Translators		$ -	$ 3,000	$ 3,000		
Supplies/Materials	$ 3,000	$ 3,000	$ 3,000	$ -		
Maintenance of Plant						
Custodian	$ 173,366	$ 173,366	$ 222,035	$ 48,669	2.4	3.4
Custodial Supplies	$ 31,000	$ 31,000	$ 30,000	$ (1,000)		
Equipment Purchase	$ 4,000	$ 4,000	$ 4,000	$ -		
Building/Contracted Se	$ 2,500	$ 2,500	$ 2,500	$ -		
Contingency	$ 20,000	$ 20,000	$ 18,211	$ (1,789)		
Non-Salary Emp Benefits						
Contracted Services	$ 47,339	$ 47,338	$ 25,000	$ (22,338)		
Physicals	$ 4,000	$ 4,000	$ 4,500	$ 500		
TSA	$ 60,000	$ 60,000	$ 54,000	$ (6,000)		
Sick Leave	$ 32,000	$ 32,000	$ 68,380	$ 36,380		
Administration Disabilit	$ 16,000	$ 16,000	$ 16,000	$ -		
Unemployment	$ 85,000	$ 85,000	$ 80,000	$ (5,000)		
FICA	$ 299,250	$ 299,250	$ 299,250	$ -		
School Committee						
School Committee	$ 15,500	$ 15,500	$ 17,500	$ 2,000		
Contracted Services	$ 2,000	$ 2,000	$ 3,876	$ 1,876		
Meeting Expenses	$ 700	$ 700	$ 1,500	$ 800		
Publications	$ 250	$ 250	$ 250	$ -		

Conference/Workshop	$	1,000	$	1,000	$	1,000	$ -	
Memberships	$	5,500	$	5,500	$	5,500	$ -	
Legal	$	20,000	$	20,000	$	40,000	$ 20,000	
Administration								
Central Office Admin	$	258,960	$	258,960	$	261,406	$ 2,446	2.0 2.0
Secretary	$	290,820	$	290,821	$	288,298	$ (2,523)	5.0 5.0
Supplies/Materials	$	15,000	$	15,000	$	13,268	$ (1,732)	
Publications	$	250	$	250	$	250	$ -	
Conference/Workshop	$	4,000	$	4,000	$	5,000	$ 1,000	
Memberships	$	6,000	$	6,000	$	6,000	$ -	
Printing	$	200	$	200	$	200	$ -	
Postage	$	8,000	$	8,000	$	8,000	$ -	
Strategic Planning			$	-	$	-	$ -	
Travel	$	6,500	$	6,500	$	6,500	$ -	
Advertising	$	4,200	$	4,200	$	4,200	$ -	
Equipment Maintenanc	$	24,000	$	24,000	$	25,000	$ 1,000	
Equipment Purchase	$	10,250	$	10,250	$	9,250	$ (1,000)	
504								
Consultants	$	15,200	$	15,200	$	15,200	$ -	
Totals	**$**	**7,711,393**	**$**	**7,711,393**	**$**	**8,146,562**	**$ 435,169**	**34.5 37.0**
Total all Schools	**$**	**28,083,806**	**$**	**28,083,807**	**$**	**29,222,924**	**$ 1,139,117**	**343.5 350.9**

Summary by Program

System-Wide

Programs	Amount Budgeted FY15	Proposed Budget FY16	Difference	% of Change
Curriculum	$ 673,179	$ 674,720	$ 1,541	0.2%
Maintenance	$ 320,786	$ 369,572	$ 48,786	15.2%
Technology	$ 337,392	$ 338,692	$ 1,300	0.4%
Health	$ 434,461	$ 475,775	$ 41,314	9.5%
Special Education	$ 3,121,795	$ 3,264,506	$ 142,711	4.6%
Psychology	$ 258,482	$ 285,743	$ 27,261	10.5%
Lunch/Safety	$ 179,000	$ 174,540	$ (4,460)	-2.5%
Data Processing	$ 82,250	$ 95,242	$ 12,992	15.8%
Insurance	$ 210,000	$ 276,333	$ 66,333	31.6%
Transportation	$ 730,200	$ 766,689	$ 36,489	5.0%
ESL	$ 131,929	$ 165,422	$ 33,493	25.4%
Non-Salary Benefits	$ 543,589	$ 547,130	$ 3,541	0.7%
School Committee	$ 44,950	$ 69,626	$ 24,676	54.9%
Administration	$ 628,180	$ 627,372	$ (808)	-0.1%
504	$ 15,200	$ 15,200	$ -	0.0%
Totals	**$ 7,711,393**	**$ 8,146,563**	**$ 435,170**	**5.6%**









Curriculum, Instruction and Professional Development

Mission Statement

The Newburyport Public Schools are committed to providing a guaranteed curriculum that is aligned to state standards and is accessible to all learners. Our curricula is supported by curriculum documents with clear and high learning expectations for each grade/course and subject area; and assessments that measure progress, growth and achievement. As a district we are dedicated to implementing best researched instructional practices to provide an exemplary education that prepares our students for college and career.

Accomplishments

- Hosted Sheltered English Emersion (SEI) PD for administrators and teachers
- Expanded the curriculum and instruction web pages to improve communication
- Held Newburyport University providing over 25 professional development opportunities in the area of technology and assessment
- Hired a technology integrator for the Nock and Molin schools (Nock/Molin budget)
- Formed a technology Super User group to expand technology leadership in the schools
- Implemented Self-Regulated Strategy Development (SRSD) for writing in grades 4-5, grade 6 ELA & SS, Title 1 and ELL interventionists, and 3 grade 3 teachers
    - Provided on-going professional development
- Implemented phonics program grades K-1
    - Provided on-going professional development
- Implemented Engage NY Math curriculum modules in grades K-8
    - Provided on-going professional development
- Hired a math interventionist for grades K-3 (Bresnahan budget)
- Expanded interventions using software solutions and instructional elements of newly implemented curricula
- Hired a part time STEM teacher at the Molin (Molin budget)
- Implemented district determined measures in all content areas and related services PK-12
- Implemented Baseline Edge to manage educator evaluation system and student assessment data
- Enrolled 5 middle school teachers in the PTC STEM certification program

FY2016 Goals and Objectives

- Build a three-year implementation plan for the Next Generation Science Standards
    - Unpack the standards horizontally and vertically
    - Identify changes needed in curriculum and instruction
    - Identify professional development needs
    - Investigate needed resources and materials
    - Explore cross-curricular opportunities between science and literacy
- Expand the implementation of SRSD writing and Spellinks phonics programs

- Deepen teachers' understanding and instructional practices in the areas of new curriculum implementation of math, writing and phonics including interventions
- Continue to build our technology capacity
- Expand STEM learning opportunities for our elementary students, and continue to engage our STEM education and business partners
- Expand co-teaching intervention opportunities
- Continue to build Sheltered English Immersion practices and ELL program
- Continue to build technology leadership capacity

FY15 Budget Impact

- Implementation of the Common Core math curriculum (Engage NY)
    - Students are delving more deeply into mathematical concepts and skills
    - Students are being taught to use explicit models and tools
    - Enhanced teacher collaboration through both horizontal and vertical conversations around mathematics instruction
- Math interventionist is serving 90 students K-3
- All students in Kindergarten and grade 1 are receiving explicit phonics instruction
    - The scope and sequence of teaching sounds are better aligned to the educational research
- All students in grades 4 & 5 are receiving STEM instruction
- Some interventionists and classroom teachers are co-teaching in the areas of literacy and math
- There is a consistent approach to teaching writing at the Molin
    - More data driven decisions are being made about writing instruction
- Implementation of disciplinary writing in social studies has been introduced

FY16 Budget Priorities

- Expand the FTE of the Molin STEM teacher (moved to FY17)
- Add a .5 STEM teacher at the Bresnahan (moved to FY17)
- Add a .5 to 1.0 ELL teacher (dependent on student data)
- Purchase of science resources for the middle school level
- Provide resource necessary to support implementation of math curriculum
- Provide high quality professional development to expand implementation of new literacy and math curricula









Francis T. Bresnahan Elementary School

Kristina Davis, Principal Grades 1-3

Amy Sullivan, Principal PreK-K

Karina Mascia, Assistant Principal

Francis T. Bresnahan Elementary School

MISSION STATEMENT

Children are the heart and soul of the community. Because of this, we as a school community:

- Provide a safe and welcoming environment that promotes tolerance, trust, respect, communication and cooperation among students, staff and parents;
- Support a curriculum designed to foster academic, physical, social-emotional, and creative development;
- Have a high expectations for behavior and achievement;
- Are committed to the development of social awareness;
- Enable all students to reach their full potential;
- Value the unique talents and strengths of all.

ACCOMPLISHMENTS

- The opening of the new Francis T. Bresnahan Elementary School; developed and implemented systems and procedures for the merger and continuity of staff and students into one building with a new leadership model and facility.
- A full-time K-3 Math Interventionist was hired in support of student growth and learning. This position is allowing for an expanded tiered intervention model for mathematics. The interventionist is supporting three Kindergarten classrooms, six first grade classrooms, three second grade classrooms and two third grade classrooms. He is supporting approximately 90 students within those classrooms.
- Bresnahan School teachers are participating in the PK-12 vertical mathematics professional development. This group will continue to meet throughout the year.
- Full implementation of Engage NY, PK-3 began in September and ensures that our math program is aligned with the National Common Core Standards. This effort has been supported by the STEM Coordinator through on-going professional development and collaboration with staff, parents and students.
- Kindergarten and first grade teachers participated in professional development for the new phonics curriculum, Spell Links which is in full implementation. The literacy curriculum coordinator is supporting this initiative.
- Technology integration professional development and support is offered by the technology integrator and media specialist. Monthly assistive technology for all learners is provided by a consultant.
- Implementation of all special education programs; language-based, therapeutic, IDC, and BEST. Vertical program collaboration meetings have occurred on early release days.
- An after school literacy and mathematics intervention program was developed by the curriculum coordinators and offered to second and third grade students.
- Implementation of new standards-based progress reports in alignment with grades 4 & 5.

Francis T. Bresnahan Elementary School

- Preschool and kindergarten teachers were trained in MKEA (Massachusetts Kindergarten Entry Assessment) using the Teaching Strategies Gold program and collected formative assessment data on the social-emotional and cognitive domain for the 2014.21015 school year. Assessment data was analyzed for each student against widely held expectations for preschool and kindergarten-aged students.
- A new school website was launched in January 2015 which provides social media connections, electronic forms, and easier navigation for all.

FY2016 GOALS AND OBJECTIVES

1. Continue to focus on the vertical alignment of the curriculum to the Common Core Standards.
2. Continue to focus on MCAS goals and actions developed in November 2014.
3. Expand implementation of new phonics program to second grade and provide essential professional development.
4. Enhance transdisciplinary team collaboration and planning with a focus on inclusion and specialized instruction and provide professional development.
5. Implementation of Co-Teaching Model in grades two and three
6. Increase STEM learning experiences and focus on initial implementation of the Next Generation Science Standards.
7. Provide professional development related to Next Generation Science Standards
8. Continue to research and identify STEM related resources aligned to Next Generation Standards
9. Continue to develop and foster a positive learning community for students and adults through the creation of core ethical values.
10. Teachers will collaborate as members of a professional learning community throughout the year to continue to implement the MMSEE by focusing on developing, refining, and implementing DDM's, using student data, and managing all components through Baseline Edge data system.
11. Increase opportunities for students to develop their civic understanding and appreciation of community contributions.
12. Increase opportunities for differentiated instruction by providing more tiered learning supports for students at all ability levels.
13. Establish school guidelines for homework with input from staff and parents.
14. Provide parents and guardians with a comprehensive overview of PK-3 curriculum throughout the school year.

Francis T. Bresnahan Elementary School

Staffing Summary		
	FY 2015	**FY 2016**
Position	**Budget**	
Administrators	3.0	3.0
Clerical/Custodial	3.6/5.0	3.6/5.0
Professional Staff	62.5	62.3
Instructional Assistants	24.5	28.3
Nurse	2.0	2.0
Total Full-Time Equivalents:	**100.6**	**104.2**

FY16 Bresnahan Budget Worksheet

Account	FY15 Approved Budget	FY15 Revised Budget	FY16 Proposed Budget	Increase/ Decrease	FY15 FTE	Proposed FTE
Kindergarten						
Professional Salaries	$ 587,570	$ 587,570	$ 506,282	$ (81,288)	9.0	7.5
Aides	$ 53,626	$ 53,626	$ 54,139	$ 513	3.5	3.5
Supplies/Materials	$ 8,000	$ 8,000	$ 8,000	$ -		
General Supplies	$ 3,000	$ 3,000	$ 3,000	$ -		
Pre-School						
Professional Salaries	$ 222,234	$ 266,244	$ 288,858	$ 22,614	4.5	4.5
Aides	$ 109,684	$ 89,988	$ 111,956	$ 21,968	6.3	6.3
Supplies/Materials	$ 5,000	$ 5,000	$ 5,000	$ -		
Grade 1						
Professional Salaries	$ 597,412	$ 580,432	$ 523,553	$ (56,879)	8.0	7.0
Supplies/Materials	$ 7,500	$ 8,182	$ 3,500	$ (4,682)		
General Supplies	$ 3,000	$ 3,000	$ 4,200	$ 1,200		
Textbooks	$ 6,000	$ 5,318	$ 2,000	$ (3,318)		
Grade 2						
Professional Salaries	$ 570,236	$ 573,088	$ 596,821	$ 23,733	8.0	8.0
Supplies/Materials	$ 7,500	$ 7,500	$ 1,400	$ (6,100)		
General Supplies	$ 2,000	$ 2,000	$ 5,000	$ 3,000		
Textbooks	$ 5,300	$ 5,300	$ 2,750	$ (2,550)		
Grade 3						
Professional Salaries	$ 569,073	$ 546,274	$ 523,393	$ (22,881)	7.0	7.0
Supplies/Materials	$ 7,500	$ 7,500	$ 3,300	$ (4,200)		
General Supplies	$ 2,500	$ 2,500	$ 4,200	$ 1,700		
Textbooks	$ 6,700	$ 6,700	$ 2,500	$ (4,200)		
Technology						
Professional Salaries	$ 42,706	$ 51,253	$ 58,176	$ 6,923	0.6	0.8
Supplies/Materials	$ 60	$ 60	$ -	$ (60)		
Software	$ 12,580	$ 12,580	$ 11,816	$ (764)		
Equipment Purchase	$ 16,826	$ 16,826	$ -	$ (16,826)		
Music						
Professional Salaries	$ 81,492	$ 81,492	$ 80,129	$ (1,363)	1.2	1.1
Supplies/Materials	$ 227	$ 227	$ 2,175	$ 1,948		
Art						
Professional Salaries	$ 93,836	$ 93,020	$ 86,388	$ (6,632)	1.2	1.1
Supplies/Materials	$ 5,250	$ 5,250	$ 4,250	$ (1,000)		
Equipment Purchase	$ 1,200	$ 1,200	$ -	$ (1,200)		
Physical Education						
Professional Salaries	$ 157,653	$ 164,050	$ 171,229	$ 7,179	2.4	2.4
Supplies/Materials	$ 500	$ 500	$ 500	$ -		
Special Education						
Professional Salaries	$ 1,004,194	$ 996,417	$ 860,384	$ (136,033)	12.0	13.0
Speech/Language Spe	$ -	$ -	$ 217,664	$ 217,664	3.0	3.5
Aides	$ 327,995	$ 327,995	$ 405,522	$ 77,527	14.7	18.5

Supplies/Materials	$ 7,500	$ 7,500	$ 1,500	$ (6,000)		
nstructional Materials						
Supplies/Materials	$ 5,500	$ 5,500	$ 8,000	$ 2,500		
General Supplies	$ 24,600	$ 24,600	$ 22,500	$ (2,100)		
Equipment Maintenar	$ 22,820	$ 22,820	$ 25,000	$ 2,180		
Guidance						
Professional Salaries	$ 120,746	$ 120,746	$ 128,978	$ 8,232	2.0	2.0
Supplies/Materials	$ 1,000	$ 1,000	$ -	$ (1,000)		
Library						
Textbooks	$ 7,500	$ 7,500	$ -	$ (7,500)		
Professional Salaries	$ 90,369	$ 90,369	$ 89,782	$ (587)	1.6	1.4
Supplies/Materials	$ 1,400	$ 1,400	$ 2,330	$ 930		
Software	$ 1,200	$ 1,200	$ 1,200	$ -		
Publications	$ 720	$ 720	$ -	$ (720)		
AV Materials	$ 1,700	$ 1,700	$ -	$ (1,700)		
Math Intervention						
Professional Salaries	$ -	$ -	$ 46,990	$ 46,990	-	1.0
Literacy/Title 1						
Professional Salaries	$ 279,365	$ 285,628	$ 294,946	$ 9,318	4.0	4.0
Operation of Plant						
Custodian	$ 229,192	$ 229,192	$ 233,848	$ 4,656	5.0	5.0
Uniforms	$ 500	$ 500	$ 600	$ 100		
Custodial Supplies	$ 18,000	$ 18,000	$ 21,000	$ 3,000		
Electric	$ 95,000	$ 95,000	$ 117,000	$ 22,000		
Gas	$ 50,000	$ 50,000	$ 50,000	$ -		
Telephone	$ 7,000	$ 7,000	$ 8,000	$ 1,000		
Equipment Maintenar	$ 1,000	$ 1,000	$ 2,000	$ 1,000		
Equipment Purchase	$ 2,500	$ 2,500	$ 2,500	$ -		
Maintenance of Plant				$ -		
Grounds/Other	$ 5,000	$ 5,000	$ 4,000	$ (1,000)		
Contracted Services	$ 10,000	$ 10,000	$ 12,000	$ 2,000		
Service Contracts	$ 6,000	$ 6,000	$ 16,000	$ 10,000		
Administration						
Principals	$ 299,757	$ 299,757	$ 305,296	$ 5,539	3.0	3.0
Secretary	$ 137,919	$ 137,919	$ 146,488	$ 8,569	3.6	3.6
Supplies/Materials	$ 6,000	$ 6,000	$ 2,500	$ (3,500)		
Memberships	$ 1,855	$ 1,855	$ 2,300	$ 445		
Printing	$ 600	$ 600	$ 600	$ -		
Postage	$ 1,750	$ 1,750	$ 1,750	$ -		
Substitutes						
Substitutes	$ 99,000	$ 99,000	$ 99,000	$ -		
Totals	**$ 6,053,847**	**$ 6,053,848**	**$ 6,194,193**	**$ 140,346**	**100.6**	**104.2**

Summary by Program

Francis T. Bresnahan Elementary School

Programs	Amount Budgeted FY15	Proposed Budget FY16	Difference	% of Change
Kindergarten	$ 652,196	$ 571,421	$ (80,775)	-12.4%
Pre-School	$ 336,918	$ 405,814	$ 68,896	20.4%
Grade 1	$ 596,932	$ 533,253	$ (63,679)	-10.7%
Grade 2	$ 587,888	$ 605,971	$ 18,083	3.1%
Grade 3	$ 579,510	$ 533,393	$ (46,117)	-8.0%
Literacy/Title 1	$ 285,628	$ 294,946	$ 9,318	3.3%
Math Intervention	$ -	$ 46,990	$ 46,990	100.0%
Technology	$ 80,719	$ 69,992	$ (10,727)	-13.3%
Music	$ 81,719	$ 82,304	$ 585	0.7%
Art	$ 99,470	$ 90,638	$ (8,832)	-8.9%
Physical Education	$ 164,550	$ 171,729	$ 7,179	4.4%
Special Education	$ 1,339,689	$ 1,485,070	$ 145,381	10.9%
Instructional Materials	$ 52,920	$ 55,500	$ 2,580	4.9%
Guidance	$ 121,746	$ 128,978	$ 7,232	5.9%
Library	$ 102,889	$ 93,312	$ (9,577)	-9.3%
Operation of Plant	$ 403,192	$ 434,948	$ 31,756	7.9%
Maintenance of Plant	$ 21,000	$ 32,000	$ 11,000	52.4%
School Administration	$ 447,881	$ 458,934	$ 11,053	2.5%
Substitutes	$ 99,000	$ 99,000	$ -	0.0%
Totals	**$ 6,053,847**	**$ 6,194,193**	**$ 140,346**	**2.32%**



Edward G. Molin Upper Elementary School

Tara Rossi, Principal

Edward G. Molin Upper Elementary School

MISSION STATEMENT

Newburyport Public Schools prepare students to live successfully and meaningfully in the community and the world. The Newburyport Public Schools teach our students to collaborate, to creatively and critically think, and to effectively communicate.

Our schools provide safe and inclusive settings for all students: are academically rigorous with high standards for comprehensive curricula, and high expectations for student and staff behavior, growth and performance. We promote the social and emotional competence of all students, as well as their health and wellness. We engage the entire community in the education process.

ACCOMPLISHMENTS

-New STEM teacher-focus on scientific method and moving to engineering design method

-Think SRSD-writing-research-based approach to the writing process

-Implementation of Engage NY

-Reciprocal teaching model in Guided reading: focus on reading strategies

-Increased use of technology via new equipment-ie: Google classroom

-SPED Co-teaching model

-Family Math Night

FY 2016 GOALS AND OBJECTIVES

-Increase STEM to integrate into classroom teaching

-Continued implementation of Think SRSD in two additional genres

-Continued implementation of Engage NY Math

-Implement Intervention position for math/literacy

-Continued development of language-based program

-Begin Mindfulness Monday schoolwide

-Alignment of curriculum to the next generation science standards

-Review/Alignment of Report Cards to new curriculums

-Increase connection with community through partnership grants and curriculum opportunities

Edward G. Molin Upper Elementary School

Staffing Summary

Position	FY 2015 Budget	FY 2016 Budget
Administrators	1	1
Clerical/Custodial	1/1	1/1
Professional Staff	29.3	31
Instructional Assistants	11.6	9.6
Total Full-Time Equivalents:	**43.9**	**43.6**

FY16 Molin Budget Worksheet

Account	FY15 Approved Budget	FY15 Revised Budget	FY16 Proposed Budget	Increase/ Decrease	FY15 FTE	Proposed FTE
Grade 4						
Professional Salaries	$ 547,749	$ 547,749	$ 579,210	$ 31,461	8.0	8.0
Supplies/Materials	$ 11,115	$ 11,115	$ 10,000	$ (1,115)		
Grade 5						
Professional Salaries	$ 532,829	$ 534,790	$ 577,122	$ 42,332	7.0	8.0
Supplies/Materials	$ 9,865	$ 9,865	$ 10,000	$ 135		
Technology						
Professional Salaries	$ 55,836	$ 44,121	$ 23,196	$ (20,925)	1.0	0.4
Supplies/Materials	$ 2,000	$ 2,000	$ -	$ (2,000)		
Equipment purchase		$ -	$ 3,000	$ 3,000		
Software	$ 5,000	$ 5,000	$ 5,000	$ -		
STEM						
Professional Salaries	$ -	$ -	$ 27,080	$ 27,080	-	0.4
Music						
Professional Salaries	$ 25,794	$ 25,794	$ 28,344	$ 2,550	0.5	0.5
Supplies/Materials	$ 1,000	$ 1,000	$ 1,500	$ 500		
Art						
Professional Salaries	$ 58,456	$ 58,456	$ 67,272	$ 8,816	1.1	1.2
Supplies/Materials	$ 3,000	$ 3,000	$ 3,500	$ 500		
Physical Education						
Professional Salaries	$ 84,007	$ 84,039	$ 86,856	$ 2,818	1.2	1.2
Supplies/Materials	$ 500	$ 500	$ 1,500	$ 1,000		
Special Education						
Professional Salaries	$ 630,911	$ 630,911	$ 680,643	$ 49,732	9.5	9.8
Aides	$ 262,456	$ 262,456	$ 219,126	$ (43,330)	11.6	9.6
Supplies/Materials	$ 3,600	$ 3,600	$ 3,277	$ (323)		
Instructional Materials						
Supplies/Materials	$ 20,500	$ 20,500	$ 21,000	$ 500		
Equipment Maintenance	$ 14,205	$ 14,205	$ 15,000	$ 795		
Guidance						
Professional Salaries	$ 32,846	$ 32,846	$ 70,815	$ 37,969	0.5	1.0
Supplies/Materials	$ 1,200	$ 1,200	$ 2,500	$ 1,300		
Textbooks	$ 800	$ 800	$ 1,000	$ 200		
Library						
Professional Salaries	$ 37,360	$ 37,992	$ 38,945	$ 953	0.5	0.5
Supplies/Materials	$ 4,000	$ 4,000	$ -	$ (4,000)		
Operation of Plant						
Custodian	$ 43,965	$ 52,057	$ 48,939	$ (3,118)	1.0	1.0
Telephone	$ 2,200	$ 2,200	$ 2,200	$ -		
Equipment Maintenance	$ 2,000	$ 2,000	$ 2,000	$ -		
Administration						
Principals	$ 103,000	$ 103,000	$ 105,058	$ 2,058	1.0	1.0
Secretary	$ 38,244	$ 39,242	$ 39,694	$ 452	1.0	1.0

Memberships		$ -	$ 1,000	$ 1,000		
Publications		$ -	$ 1,000	$ 1,000		
Supplies/Materials	$ 7,000	$ 7,000	$ 4,838	$ (2,162)		
Postage	$ 1,500	$ 1,500	$ 1,500	$ -		
Substitutes						
Substitutes	$ 52,250	$ 52,250	$ 52,250	$ -		
Totals	**$ 2,595,188**	**$ 2,595,188**	**$ 2,734,366**	**$ 139,178**	**43.90**	**43.60**

Summary by Program

Edward G. Molin Upper Elementary School

Programs	Amount Budgeted FY15	Proposed Budget FY16	Difference	% of Change
Grade 4	$ 558,864	$ 589,210	$ 30,346	5.4%
Grade 5	$ 544,655	$ 587,122	$ 42,467	7.8%
Technology	$ 51,121	$ 31,196	$ (19,925)	-39.0%
Music	$ 26,794	$ 29,844	$ 3,050	11.4%
Art	$ 61,456	$ 70,772	$ 9,316	15.2%
Physical Ed/Wellness	$ 84,539	$ 88,356	$ 3,817	4.5%
Special Education	$ 896,967	$ 903,046	$ 6,079	0.7%
Instructional Materials	$ 34,705	$ 36,000	$ 1,295	3.7%
Guidance	$ 34,846	$ 74,315	$ 39,469	113.3%
STEM	$ -	$ 27,080	$ 27,080	100.0%
Library	$ 41,992	$ 38,945	$ (3,047)	-7.3%
Operation of Plant	$ 56,257	$ 53,139	$ (3,118)	-5.5%
Maintenance of Plant	$ -	$ -	$ -	0.0%
School Administration	$ 150,742	$ 153,090	$ 2,348	1.6%
Substitutes	$ 52,250	$ 52,250	$ -	0.0%
Totals	**$ 2,595,188**	**$ 2,734,366**	**$ 139,178**	**5.36%**













Rupert A. Nock Middle School

Beth Raucci, Principal

Lisa Furlong, Assistant Principal

Rupert A. Nock Middle School

Staffing Summary

Position	FY 2015 Budget	FY 2016 Budget
Administrators	2	2
Clerical/Custodial	2/4	2/4
Professional Staff	47.1	48.1
Instructional Assistants	13.3	12.3
Total Full-Time Equivalents:	**68.4**	**68.4**

FY16 Middle Budget Worksheet

Account	FY15 Approved Budget	FY15 Revised Budget	FY16 Proposed Budget	Increase/ Decrease	FY15 FTE	Proposed FTE
Grade 6						
Professional Salaries	$ 530,264	$ 530,264	$ 555,112	$ 24,848	8.0	8.0
Supplies/Materials	$ 4,000	$ 4,000	$ 3,500	$ (500)		
Grade 7						
Professional Salaries	$ 564,315	$ 564,315	$ 584,477	$ 20,162	8.0	8.0
Supplies/Materials	$ 4,000	$ 4,000	$ 3,500	$ (500)		
Grade 8						
Professional Salaries	$ 560,392	$ 540,783	$ 549,197	$ 8,414	8.0	8.0
Supplies/Materials	$ 4,000	$ 4,000	$ 3,500	$ (500)		
World Language						
Professional Salaries	$ 51,333	$ 70,942	$ 72,721	$ 1,779	1.0	1.0
Supplies/Materials	$ 1,200	$ 1,200	$ 700	$ (500)		
Technology						
Professional Salaries	$ 55,299	$ 55,299	$ 34,795	$ (20,504)	1.0	0.6
Supplies/Materials		$ -	$ 1,000	$ 1,000		
Software	$ 8,000	$ 8,000	$ 8,000	$ -		
Equipment Purchase		$ -		$ -		
Equipment Maintenance	$ 2,000	$ 2,000	$ 268	$ (1,732)		
Reading Specialist						
Professional Salaries		$ -	$ 28,344	$ 28,344	-	0.5
Music						
Professional Salaries	$ 91,840	$ 91,840	$ 99,430	$ 7,590	1.5	1.5
Supplies/Materials	$ 3,000	$ 3,000	$ 500	$ (2,500)		
Band	$ 1,500	$ 1,500	$ 1,500	$ -		
Chorus	$ 1,500	$ 1,500	$ 1,500	$ -		
Memberships	$ 1,000	$ 1,000	$ 1,000	$ -		
Equipment Maintenance	$ 1,000	$ 1,000	$ 1,000	$ -		
Training/Expeditionary Lear	$ 2,000	$ 2,000	$ 2,000	$ -		
Equipment Purchase/Renta	$ 2,500	$ 2,500	$ 500	$ (2,000)		
Art						
Professional Salaries	$ 48,048	$ 48,048	$ 45,011	$ (3,037)	0.9	0.8
Supplies/Materials	$ 4,000	$ 4,000	$ 6,000	$ 2,000		
Physical Education						
Professional Salaries	$ 125,492	$ 125,492	$ 130,285	$ 4,793	1.8	1.8
Supplies/Materials	$ 3,000	$ 3,000	$ 1,500	$ (1,500)		
Equipment Purchase/Renta	$ 4,000	$ 4,000	$ 4,000	$ -		
Special Education						
Professional Salaries	$ 876,450	$ 876,450	$ 930,414	$ 53,964	13.9	14.4
Aides	$ 269,690	$ 269,690	$ 251,746	$ (17,944)	12.8	11.8
Supplies/Materials	$ 4,000	$ 4,000	$ 3,000	$ (1,000)		
Instructional Materials						
Aides	$ 8,747	$ 8,747	$ 8,747	$ -	0.5	0.5
General Supplies	$ 13,000	$ 13,000	$ 22,000	$ 9,000		
AV Materials	$ 3,000	$ 3,000	$ 3,000	$ -		

Equipment Maintenance	$ 35,000	$ 35,000	$ 35,000	$ -		
Guidance						
Professional Salaries	$ 84,180	$ 84,180	$ 117,250	$ 33,070	1.5	2.0
Supplies/Materials	$ 1,800	$ 1,800	$ -	$ (1,800)		
Pre-Engineering						
Professional Salaries	$ 72,815	$ 72,815	$ 74,941	$ 2,126	1.0	1.0
Supplies/Materials	$ 5,000	$ 5,000	$ 6,000	$ 1,000		
Software	$ 1,500	$ 1,500	$ 1,500	$ -		
Equipment Purchase		$ -	$ 2,000	$ 2,000		
General Supplies	$ 4,000	$ 4,000	$ 2,000	$ (2,000)		
Library						
Textbooks	$ 3,500	$ 3,500	$ 1,324	$ (2,176)		
Professional Salaries	$ 37,360	$ 37,360	$ 38,945	$ 1,585	0.5	0.5
Supplies/Materials	$ 3,500	$ 3,500	$ 500	$ (3,000)		
Software	$ 3,000	$ 3,000	$ 3,700	$ 700		
Publications	$ 2,000	$ 2,000	$ 1,000	$ (1,000)		
Memberships	$ 1,000	$ 1,000	$ -	$ (1,000)		
Equipment Maintenance	$ 3,000	$ 3,000	$ 1,200	$ (1,800)		
Student Activities						
Professional Salaries	$ 13,000	$ 13,000	$ 13,000	$ -		
Awards	$ 5,000	$ 5,000	$ 3,000	$ (2,000)		
Operation of Plant						
Custodian	$ 189,687	$ 189,687	$ 196,671	$ 6,984	4.0	4.0
Uniforms	$ 700	$ 700	$ 700	$ -		
Custodial Supplies	$ 18,000	$ 18,000	$ 20,000	$ 2,000		
Electric	$ 145,000	$ 145,000	$ 140,000	$ (5,000)		
Gas	$ 40,000	$ 40,000	$ 40,000	$ -		
Telephone	$ 12,000	$ 12,000	$ 12,000	$ -		
Equipment Maintenance	$ 2,000	$ 2,000	$ 2,000	$ -		
Equipment Purchase/Renta	$ 2,000	$ 2,000	$ 2,000	$ -		
Maintenance of Plant						
Grounds/Other	$ 15,000	$ 15,000	$ 16,000	$ 1,000		
Contracted Services	$ 15,000	$ 15,000	$ 16,000	$ 1,000		
Building/Contracted Service	$ 8,300	$ 8,300	$ 16,000	$ 7,700		
Administration						
Principals	$ 205,729	$ 205,729	$ 209,845	$ 4,116	2.0	2.0
Secretary	$ 82,775	$ 82,775	$ 84,320	$ 1,545	2.0	2.0
Supplies/Materials	$ 2,200	$ 2,200	$ 3,500	$ 1,300		
Publications	$ 1,400	$ 1,400	$ 900	$ (500)		
Memberships	$ 1,200	$ 1,200	$ 1,200	$ -		
Printing	$ 2,000	$ 2,000	$ 2,000	$ -		
Postage	$ 3,500	$ 3,500	$ 3,700	$ 200		
Equipment Maintenance	$ 2,000	$ 2,000	$ 2,000	$ -		
Equipment Purchase/Renta	$ 200	$ 200	$ 200	$ -		
Substitutes						
Substitutes	$ 61,600	$ 61,600	$ 61,600	$ -		
Totals	**$ 4,334,516**	**$ 4,334,516**	**$ 4,490,242**	**$ 155,726**	**68.4**	**68.4**

Summary by Program

Rupert A. Nock Middle School

Programs	Amount Budgeted FY15	Proposed Budget FY16	Difference	% of Change
Grade 6	$ 534,264	$ 558,612	$ 24,348	4.6%
Grade 7	$ 568,315	$ 587,977	$ 19,662	3.5%
Grade 8	$ 544,783	$ 552,697	$ 7,914	1.5%
World Language	$ 72,142	$ 73,421	$ 1,279	1.8%
Technology	$ 65,299	$ 44,063	$ (21,236)	-32.5%
Music	$ 104,340	$ 107,430	$ 3,090	3.0%
Art	$ 52,048	$ 51,011	$ (1,038)	-2.0%
Physical Education	$ 132,492	$ 135,785	$ 3,293	2.5%
Reading Specialist	$ -	$ 28,344	$ 28,344	100.0%
Special Education	$ 1,150,140	$ 1,185,160	$ 35,020	3.0%
Instructional Materials	$ 59,747	$ 68,747	$ 9,000	15.1%
Guidance	$ 85,980	$ 117,250	$ 31,270	36.4%
Tech Ed/Pre-Engineering	$ 83,315	$ 86,441	$ 3,126	3.8%
Library	$ 53,360	$ 46,669	$ (6,691)	-12.5%
Student Activity Account	$ 18,000	$ 16,000	$ (2,000)	-11.1%
Operation of Plant	$ 409,387	$ 413,371	$ 3,984	1.0%
Maintenance of Plant	$ 38,300	$ 48,000	$ 9,700	25.3%
School Administration	$ 301,004	$ 307,665	$ 6,661	2.2%
Substitutes	$ 61,600	$ 61,600	$ -	0.0%
Totals	**$ 4,334,516**	**$ 4,490,242**	**$ 155,726**	**3.6%**



Newburyport High School

Mike Parent, Principal

Mike Testa, Associate Principal

Newburyport High School

MISSION STATEMENT

Newburyport High School strives for excellence. We believe that this quest for excellence is a partnership among all aspects of a student's life: home, community, schools, educators, and peers. NHS values the student as an independent, creative learner, and provides diverse learning environments to nurture different abilities and aspirations. NHS honors its traditions while embracing change in progress to prepare its students to succeed in a globally competitive world. Our mission is to foster a sustained passion for learning that each student will carry throughout life.

FY 2015 ACCOMPLISHMENTS

- Implementation of advisor-advisee program grades 9-12
- Real world design challenge 1st place state of Massachusetts
- AP school of distinction for test results
- Implemented the signs of suicide program fro 9th and 12th graders
- Reinstituted the peer mediation program at the high school

FY 2016 GOALS AND OBJECTIVES

1. Reintroduce business classes for grades 9-12
2. Reintroduce an AP Chemistry course
3. New computers for technology and video labs
4. Completion of the War memorial stadium field project
5. Increase dual enrollment opportunities for NHS students

Newburyport High School

Staffing Summary

Position	FY 2015 Budget	FY 2016 Budget
Administrators	3.0	3.0
Clerical/Custodial	3.0/6.0	3.0/6.0
Professional Staff	71.5	74.5
Instructional Assistants	12.6	11.2
Total Full-Time Equivalents:	**96.1**	**97.7**

FY16 High Budget Worksheet

Account	FY15 Approved Budget	FY15 Revised Budget	FY16 Proposed Budget	Increase/ Decrease	FY15 FTE	Proposed FTE
English						
Professional Salaries	602,109	$ 602,109	$ 583,424	$ (18,685)	8.1	7.9
Textbooks	0	$ -	$ 7,550	$ 7,550		
Computer Purchase	8,800	$ 8,800	$ 9,050	$ 250		
Publications		$ -	$ 1,250	$ 1,250		
Technology		$ -	$ -	$ -		
World Language						
Professional Salaries	467,638	$ 470,015	$ 500,908	$ 30,893	6.6	6.8
Supplies/Materials	6,000	$ 6,000	$ 6,000	$ -		
Textbooks	4,000	$ 4,000	$ 4,000	$ -		
Equipment Maintenance	1,000	$ 1,000	$ 1,000	$ -		
Math						
Professional Salaries	606,810	$ 606,810	$ 665,957	$ 59,147	8.0	8.6
Supplies/Materials	1,000	$ 1,000	$ 4,000	$ 3,000		
Textbooks	6,000	$ 6,000	$ 7,000	$ 1,000		
Science						
Professional Salaries	557,419	$ 555,804	$ 608,441	$ 52,637	8.0	8.4
Supplies/Materials	19,000	$ 19,000	$ 15,000	$ (4,000)		
Textbooks	4,000	$ 4,000	$ 9,000	$ 5,000		
Equipment Maintenance	1,500	$ 1,500	$ 3,000	$ 1,500		
Social Studies						
Professional Salaries	596,661	$ 596,661	$ 614,568	$ 17,907	8.0	8.4
Supplies/Materials	1,000	$ 1,000	$ 500	$ (500)		
Textbooks	15,000	$ 15,000	$ 7,000	$ (8,000)		
AV Materials	400	$ 400	$ -	$ (400)		
Technology						
Supplies/Materials	8,000	$ 8,000	$ 5,000	$ (3,000)		
Software	4,000	$ 4,000	$ 4,000	$ -		
Equipment Maintenance	23,000	$ 23,000	$ 20,000	$ (3,000)		
Music						
Professional Salaries	41,746	$ 40,984	$ 42,652	$ 1,668	0.6	0.6
Supplies/Materials	1,700	$ 1,700	$ 1,700	$ -		
Software	675	$ 1,027	$ 675	$ (352)		
Memberships	300	$ 300	$ 300	$ -		
Field Trips	2,250	$ 1,898	$ 898	$ (1,000)		
Equipment Maintenance	1,000	$ 1,000	$ 2,000	$ 1,000		
Equipment Purchase/Rent	500	$ 500		$ (500)		
Art						
Professional Salaries	223,237	$ 224,831	$ 230,468	$ 5,637	3.0	3.0
Supplies/Materials	12,500	$ 12,500	$ 12,500	$ -		
Software	1,000	$ 1,000	$ 1,000	$ -		
Equipment Maintenance	5,000	$ 5,000	$ -	$ (5,000)		
Special Education						

Professional Salaries	809,622	$ 809,622	$ 928,407	$ 118,785	12.0	13.0
Aides	278,534	$ 276,940	$ 252,994	$ (23,946)	12.6	11.2
Supplies/Materials	4,000	$ 4,000	$ 3,500	$ (500)		
Alternative Education						
Professional Salaries	142,203	$ 142,203	$ 147,464	$ 5,261	2.0	2.0
Supplies/Materials	1,200	$ 1,200	$ 1,200	$ -		
Textbooks	100	$ 100	$ 500	$ 400		
Instructional Materials						
Supplies/Materials	5,500	$ 5,500	$ 5,500	$ -		
Equipment Maintenance	48,000	$ 48,000	$ 46,000	$ (2,000)		
Guidance						
AV Materials	3,800	$ 3,800	$ -	$ (3,800)		
Professional Salaries	399,954	$ 399,954	$ 412,649	$ 12,695	5.0	5.0
Secretary	39,156	$ 39,156	$ 40,029	$ 873	1.0	1.0
Supplies/Materials	1,800	$ 1,800	$ 4,600	$ 2,800		
Tests	2,000	$ 2,000	$ 2,000	$ -		
Software	3,000	$ 3,000	$ 3,000	$ -		
Tech Education						
Professional Salaries	64,565	$ 64,565	$ 69,514	$ 4,949	1.0	1.0
Supplies/Materials	17,000	$ 17,000	$ 12,000	$ (5,000)		
Textbooks	1,000	$ 1,000	$ 1,500	$ 500		
Computer Purchase	6,000	$ 6,000	$ 10,000	$ 4,000		
Library						
Textbooks	13,850	$ 13,850	$ 12,600	$ (1,250)		
Professional Salaries	61,796	$ 61,796	$ 65,474	$ 3,678	1.0	1.0
Aides	10,771	$ 10,771	$ 10,700	$ (71)	0.8	0.8
General Supplies	1,900	$ 1,900	$ 1,800	$ (100)		
Equipment Purchase/Rent	2,450	$ 2,450	$ 2,500	$ 50		
Student Activities						
Professional Salaries	7,000	$ 7,000	$ 7,000	$ -		
Awards	6,000	$ 6,000	$ 6,000	$ -		
Graduation/Celebrations	16,000	$ 16,000	$ 16,500	$ 500		
Athletics						
Transportation	97,000	$ 97,000	$ 99,000	$ 2,000		
Professional Salaries	91,280	$ 91,280	$ 92,596	$ 1,316	1.0	1.0
Coachers Salaries	225,000	$ 225,000	$ 225,000	$ -		
			$ (36,500)	$ (36,500)		
Trainer Salary		$ -	$ 10,000	$ 10,000		1.0
Supplies/Materials	6,000	$ 6,000	$ 6,500	$ 500		
Sports Equipment	20,000	$ 20,000	$ 20,000	$ -		
Officials	42,000	$ 42,000	$ 42,000	$ -		
Ice Time	31,000	$ 31,000	$ 34,000	$ 3,000		
Cleaning/Reconditioning	7,000	$ 7,000	$ 7,000	$ -		
Meet Fees	13,000	$ 13,000	$ 14,500	$ 1,500		
Game Expenses	25,000	$ 25,000	$ 25,000	$ -		
Insurance	9,000	$ 9,000	$ 9,000	$ -		
Drama						

Professional Salaries	142,841	$ 142,841	$ 146,283	$ 3,442	2.0	2.0
Supplies/Materials	5,000	$ 5,000	$ 4,000	$ (1,000)		
Drama Festival		$ -	$ 400	$ 400		
Wellness						
Memberships	900	$ 900	$ -	$ (900)		
Professional Salaries	369,757	$ 369,757	$ 363,260	$ (6,497)	5.4	5.0
Afterschool program		$ -	$ 5,100	$ 5,100		
Supplies/Materials	14,500	$ 14,500	$ 11,000	$ (3,500)		
Equipment Maintenance	3,321	$ 3,321	$ 4,821	$ 1,500		
Equipment Purchase/Rent	4,500	$ 4,500	$ 8,000	$ 3,500		
Operation of Plant						
Custodian	278,763	$ 278,763	$ 283,802	$ 5,039	6.0	6.0
Uniforms	700	$ 700	$ 700	$ -		
Custodial Supplies	19,000	$ 19,000	$ 21,000	$ 2,000		
Electric	178,500	$ 178,500	$ 186,525	$ 8,025		
Gas	109,000	$ 109,000	$ 109,000	$ -		
Telephone	13,000	$ 13,000	$ 13,000	$ -		
Equipment Maintenance	2,000	$ 2,000	$ 2,000	$ -		
Equipment Purchase/Rent	5,000	$ 5,000	$ 10,000	$ 5,000		
Maintenance of Plant						
Grounds/Other	20,000	$ 20,000	$ 20,000	$ -		
Contracted Services	22,000	$ 22,000	$ 20,000	$ (2,000)		
Building/Contracted Servi	25,600	$ 25,600	$ 25,600	$ -		
Administration						
Principals	228,188	$ 228,188	$ 227,814	$ (374)	2.0	2.0
Secretary	91,766	$ 91,766	$ 93,287	$ 1,521	2.0	2.0
Supplies/Materials	19,500	$ 19,500	$ 16,000	$ (3,500)		
Publications	3,200	$ 3,200	$ 3,200	$ -		
Memberships	1,000	$ 1,000	$ 3,000	$ 2,000		
Security Improvements			$ -	$ -		
Printing	4,200	$ 4,200	$ 4,500	$ 300		
Postage	6,000	$ 6,000	$ 6,000	$ -		
Accreditation	400	$ 400	$ 400	$ -		
Equipment Maintenance	1,000	$ 1,000	$ 1,000	$ -		
Substitutes						
Substitutes	70,000	$ 70,000	$ 75,000	$ 5,000		
Virtual High School						
Professional Salaries	12,500	$ 12,500	$ 12,500	$ -		
Totals	**$ 7,388,862**	**$ 7,388,862**	**$ 7,657,560**	**$ 268,698**	**96.1**	**97.7**

Summary by Program

Newburyport High School

Programs	Amount Budgeted FY15	Proposed Budget FY16	Difference	% of Change
English	$ 610,909	$ 601,274	$ (9,635)	-1.6%
World Language	$ 481,015	$ 511,908	$ 30,893	6.4%
Mathematics	$ 613,810	$ 676,957	$ 63,147	10.3%
Science	$ 580,304	$ 635,441	$ 55,137	9.5%
Social Studies	$ 613,061	$ 622,068	$ 9,007	1.5%
Technology	$ 35,000	$ 29,000	$ (6,000)	-17.1%
Music	$ 47,409	$ 48,225	$ 816	1.7%
Art	$ 243,331	$ 243,968	$ 637	0.3%
Special Education	$ 1,090,562	$ 1,184,901	$ 94,339	8.7%
Alternative Education	$ 143,503	$ 149,164	$ 5,661	3.9%
Instructional Materials	$ 53,500	$ 51,500	$ (2,000)	-3.7%
Guidance	$ 449,710	$ 462,278	$ 12,568	2.8%
Tech Ed	$ 88,565	$ 93,014	$ 4,449	5.0%
Library	$ 90,767	$ 93,074	$ 2,307	2.5%
Student Activity Account	$ 29,000	$ 29,500	$ 500	1.7%
Athletics	$ 566,280	$ 548,096	$ (18,184)	-3.2%
Drama/Video	$ 147,841	$ 150,683	$ 2,842	1.9%
Wellness/Physical Ed	$ 392,978	$ 392,181	$ (797)	-0.2%
Operation of Plant	$ 605,963	$ 626,027	$ 20,064	3.3%
Maintenance of Plant	$ 67,600	$ 65,600	$ (2,000)	-3.0%
School Administration	$ 355,254	$ 355,202	$ (52)	0.0%
Virtual High School	$ 12,500	$ 12,500	$ -	0.0%
Substitutes	$ 70,000	$ 75,000	$ 5,000	7.1%
			$ -	
Totals	**$ 7,388,862**	**$ 7,657,560**	**$ 268,698**	**3.6%**



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Appendix F:
Whittier Regional Vocational Technical High School Budget Detail

NEA S&C NEW ENGLAND ASSOCIATION OF SCHOOLS AND COLLEGES ACCREDITED MEMBER

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

APPROVED BUDGET
2015 – 2016
(04/8/2015)

William P. DeRosa
Superintendent

SCHOOL COMMITTEE

Charles LaBella Chairperson
Amesbury

Russ Bardsley
Ipswich

Brett Murphy
Vice Chairperson
Newburyport

Johanna True
Newbury

Richard P. Early, Jr.
Haverhill

David E. Irving
Secretary
Rowley

David Mansfield
West Newbury

Douglas Gelina
Groveland

Jo-Ann Testaverde, Ed.D
Georgetown

F. Nelson Burns
Newburyport

C. Anthony LeSage
Amesbury

Scott Wood
Haverhill

Alana Gilbert
Salisbury

Paul M. Tucker
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Whittier Regional Vocational Technical High School

115 Amesbury Line Road
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978-373-4101
Fax: 978-372-5331
www.whittiertech.org

Charles LaBella.
Chairperson
School Committee

William P. DeRosa
Superintendent

April 9, 2015

Dear Whittier Community Officials:

The booklet contains the 2015-2016 approved budget for the Whittier Regional Vocational Technical High School. At a public hearing on April 8, 2015, the District School Committee approved a total budget of $ 21,656,418.

Whittier's total budgetary requests were $ 22,742,836. The Administration and School Committee made reductions totaling $ 1,086,418 and the School Committee voted to utilize School Choice funds in the amount of $ 664,220 to arrive at the $ 21,656,418 fiscal 2016 budget figure. The estimated receipts and recommended expenditures for School Choice are listed on page 23 of this booklet.

The approved FY16 budget of $ 21,656,418 is an increase of $ 826,931 or 3.97% over the FY15 budget of $ 20,829,487. In addition to the approved FY16 budget, the District Committee has approved a capital assessment for FY16 for the replacement of the Saw Dust Collector and purchase of 2 school buses. The total amount assessed to the 11 communities is $ 13,200,216, which is an increase of $ 563,060 or 4.46% greater than FY15. It is important to note that the dollar value of the FY16 state minimum required assessment to member communities was 5.60% higher than FY15. The recommended overall 4.46% assessment was achieved through a combination of a 3.02% increase in Chapter 70 funds combined with fiscally responsible budgeting practices.

We respectfully request that you will encourage your community to support this budget and your corresponding assessment. We would like to thank you in advance for your support and cooperation.

If you have any questions on this information, please contact William P. DeRosa, Superintendent, or Kara M. Kosmes, Business Manager.

Sincerely,

Charles LaBella
Chairperson, School Committee

William P. DeRosa
Superintendent

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WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED BUDGET ACCOUNT TOTALS FY15 - FY16

FUNCT		FUNCTION TITLE	FY15 BUDGET	FY 16 RECOMMENDED	Change
1000		**District Leadership**			
	1100	School Committee	54,674	56,924	2,250
	1200	Superintendent's Office	355,756	368,077	12,321
			410,430	425,001	14,571
1400		**Finance & Administration**	584,799	598,179	13,380
2000		**Instruction**			
	2100	Academic Leadership	539,621	553,361	13,740
	2200	School Building Leadership	667,165	686,492	19,327
	2300	Instruction Teaching Services	8,824,623	9,082,538	257,915
	2400	Instructional Materials	1,005,828	1,257,203	251,375
	2700	Guidance	455,183	480,370	25,187
	2800	Psychological Services	107,017	139,516	32,499
			11,599,437	12,199,480	600,043
3000		**Student Services**			
	3100	Attendance	43,722	44,596	874
	3200	Health Services	170,264	176,362	6,098
	3310	Operation of School Busses	1,132,942	1,216,974	84,032
	3510	Athletics	358,516	362,493	3,977
	3520	Student Body	79,000	79,000	0
	3600	School Security	337,122	341,396	4,274
			2,121,566	2,220,821	99,255
4000		**Operations & Maintenance**			
	4110	Custodial Service	284,816	284,816	0
	4120	Heating of Building	110,000	110,000	0
	4130	Utility Services	565,697	670,500	104,803
	4210	Maintenance of Grounds	30,000	35,000	5,000
	4220	Maintenance of Building	639,268	651,144	11,876
	4230	Maintenance of Equipment	47,383	46,000	-1,383
			1,677,164	1,797,460	120,296
5000		**Fixed Charges**	4,326,761	4,244,517	-82,244
6000		**Community Services**	12,000	12,000	0
7000		**Replacement of Equipment**	81,280	92,210	10,930
8000		**Long Term Debt**	0	0	0
9000		**Tuitions**	16,050	66,750	50,700
Total Operational Budget			**20,829,487**	**21,656,418**	**826,931**
		Capital Outlay	**385,000**	**405,000**	**20,000**
TOTAL GROSS BUDGET			**21,214,487**	**22,061,418**	**846,931**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
1000	**DISTRICT LEADERSHIP**			
1100	School Committee			
1110.2	Salaries, Clerical			
	District Clerk	1,950	0	0
1110.5	Supplies & Materials			
	General Supply Items	0	1,100	1,100
1110.6	Other Expenses			
	Travel	1,226	3,500	3,500
	Memberships & Subscriptions	11,897	8,824	11,824
	Meeting Expenses	3,657	750	3,000
	Auditing Expenses	28,400	29,500	29,500
	Public Relations	10,570	8,000	8,000
	TOTALS 1106	55,750	50,574	55,824
	TOTALS 1100	**57,700**	**51,674**	**56,924**
1200	Superintendent's Office			
1210.1	Salaries, Professional			
	Superintendent	186,004	187,000	190,700
1210.2	Salaries, Clerical			
	Administrative Assistant	72,111	74,928	76,412
1210.4	Maintenance of Equipment	0	1,000	1,000
1210.5	Supplies & Materials			
	Postage & Office Supplies	29,597	25,715	25,715
	Printing & Reproduction	12,915	28,465	28,465

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
	TOTALS 1210.5	42,512	54,180	54,180
1210.6	Other Expenses			
	Travel & Conferences	16,353	15,700	15,700
	Memberships & Subscriptions	13,828	13,626	13,626
	Advisory Boards	18,061	7,000	7,000
	NEASC & Accreditation	4,298	9,459	9,459
	TOTALS 1210.6	52,540	45,785	45,785
	TOTALS - 1200	**353,167**	**362,893**	**368,077**
	TOTALS - 1000	**410,867**	**414,567**	**425,001**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
1400	**FINANCE & ADMINISTRATION**			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	133,224	131,200	133,824
	Comptroller	56,878	56,375	59,160
	TOTALS 1410.1	190,102	187,575	192,984
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	44,488	47,278	47,048
	Payroll Clerk (80%)	36,898	41,000	40,800
	Business Office Clerks	38,928	43,050	43,911
	Treasurer	15,000	15,000	15,000
	TOTALS 1410.2	135,314	146,328	146,759
	TOTAL 1410	**325,416**	**333,903**	**339,743**
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical			
	Personnel Clerk	49,174	50,903	51,911
	Payroll Clerk (20%)	9,222	10,250	10,200
	TOTALS 1420.2	58,396	61,153	62,111
1420.4	Advertising	5,760		
	TOTALS 1420	**64,156**	**61,153**	**62,111**
1430	Legal Services			
1430.4	Contracted Services			
	School Attorney	17,831	10,000	10,000
	Negotiator	2,363	10,000	10,000
	TOTALS 1430.4	20,194	20,000	20,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
	TOTALS 1430	**20,194**	**20,000**	**20,000**
1450	Information Technology			
1450.1	Salaries, Professional Technology Director	0	100,000	102,000
1450.3	Salaries, Other Repair Tech. & Students	56,709	72,868	74,325
	TOTALS 1450	**56,709**	**172,868**	**176,325**
	TOTALS 1400	**466,475**	**587,924**	**598,179**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
2000	**INSTRUCTION**			
2100	Academic Leadership			
2100.1	Salaries, Professional			
	Director of Pupil Personnel	129,532	129,597	132,418
	Curriculum Coordinator	122,485	125,528	128,274
	Vocational Coordinator	122,735	126,028	128,524
	TOTALS 2100.1	374,752	381,153	389,216
2100.2	Salaries, Clerical			
	Secretary to Special Ed	50,857	52,618	53,655
	Secretary Voc. & Curr Coord.	40,782	41,802	42,637
	TOTALS 2100.2	91,639	94,420	96,292
2120.1	Salaries, Professional			
	Cluster Chairs	73,391	64,800	67,853
	TOTALS 2100	**539,782**	**540,373**	**553,361**
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	137,193	133,942	136,606
	Asst. Principals	228,894	234,834	239,752
	Coordinator of Data & Assessment	122,485	125,778	128,274
	In House Suspension	57,147	58,807	59,963
	TOTALS 2210.1	545,719	553,361	564,595
2210.2	Salaries, Clerical			
	Secretary to Principal	46,531	51,000	52,010
	Secretary to Asst. Principals	39,042	41,801	42,637
	TOTALS 2210.2	85,573	92,801	94,647
2210.4	Contracted Services			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
	Answering Service & Maintenance	6,757	6,500	6,500
2210.5	Supplies & Materials	15,570	16,000	16,000
2210.6	Other Expenses			
	Travel & Memberships	3,418	4,000	4,000
	School Council	274	750	750
	TOTALS 2210.6	3,692	4,750	4,750
	TOTALS 2200	**657,311**	**673,412**	**686,492**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
2300	Instruction Teaching Services			
2305.1	Salaries, Professional			
	Instructional	7,221,143	7,556,654	7,859,622
	Instructional, Special Needs	778,872	815,174	813,444
	TOTALS 2305.1	8,000,015	8,371,828	8,673,066
2325.3	Salaries, Substitutes	92,503	100,000	100,000
2330.3	Salaries, Teacher Aides			
	Teacher Aides	23,616	57,342	33,610
	Teacher Aides, Special Needs	28,096	28,671	67,722
	TOTALS 2330.3	51,712	86,013	101,332
2340.1	Salaries, Professional			
	Instructional Media Specialist	83,998	86,306	88,140
2351.6	Professional Development Expense	98,070	110,000	110,000
2355.3	Professional Development Subs	16,470	5,000	10,000
	TOTALS 2300	**8,342,768**	**8,759,147**	**9,082,538**
2400	Instructional Materials & Equipment			
2410.4	Contracted Services			
	Repair & Maint of A/V Equipment	0	1,000	1,000
2410.5	Supplies & Materials			
	Textbooks	24,620	15,225	17,954
2415.5	Library Books	3,885	12,600	10,100
2415.6	Library/AV Memberships	3,095	3,510	3,510

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE		CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
	2420.5	Instructional Equipment	74,438	29,709	41,450
	2430.4	Contracted Services			
		Shop Requests	82,587	94,019	92,369
	2340.5	Supplies & Materials			
		General Instructional	262,842	295,015	318,546
		Computer Supplies	33,793	40,000	40,000
		General Classroom	9,716	6,000	9,000
		Program Expansion	0	5,000	5,000
		TOTALS 2430.5	306,351	346,015	372,546
	2430.6	Other Expenses	14,090	27,531	16,376
2451		Classroom Technology			
	2451.4	Contracted Services			
		Software/Hardware Maint	70,304	83,540	83,818
	2451.5	Supplies & Materials			
		Computer Equipment	345,830	392,679	618,080
		TOTALS 2400	**925,200**	**1,005,828**	**1,257,203**
2700		Guidance			
	2710.1	Salaries, Professional			
		Guidance Director	80,789	75,977	76,441
		Guidance Counselors	319,584	320,412	341,074
		Summer Coverage	4,191	8,682	8,855
		TOTALS 2710.1	404,564	405,071	426,370
	2710.2	Salaries, Clerical	49,279	51,829	51,000
	2710.5	Supplies & Materials			
		Reference & Test Materials	141	1,000	1,000
		Recruitment Brochures	2,096	2,000	2,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE		CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
		TOTALS 2710.5	2,237	3,000	3,000
	2710.6	Other Expenses			
		Travel & Memberships	449	0	0
		TOTALS 2700	**456,529**	**459,900**	**480,370**
2800		Psychological Services			
	2800.1	Salaries, Professional			
		School Psychologist	56,396	74,942	76,441
		Tutoring	1,591	8,000	4,000
		TOTALS 2800.1	57,987	82,942	80,441
	2800.4	Contracted Services	24,413	49,618	42,275
	2800.5	Supplies & Materials	15,158	17,400	16,800
		TOTALS 2800	**97,558**	**149,960**	**139,516**
		TOTALS 2000	**11,019,148**	**11,588,620**	**12,199,480**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
3000	**STUDENT SERVICES**			
3100	Attendance			
3100.1	Salaries, Professional			
	Attendance Monitor	41,616	43,722	44,596
	TOTALS 3100	**41,616**	**43,722**	**44,596**
3200	Health Services			
3200.1	Salaries, Professional			
	School Nurses	137,799	146,505	150,282
3200.4	Contracted Services			
	School Physician	14,745	15,000	15,300
	Laundry/Medical Waste	295	1,500	1,500
	TOTALS 3204.4	15,040	16,500	16,800
3200.5	Supplies & Materials	9,410	9,000	9,000
3200.6	Other Expenses			
	Memberships	150	280	280
	TOTALS 3200	**162,399**	**172,285**	**176,362**
3310				
3310.1	Salaries, Professional			
	Coordinator of Transportation	62,730	64,298	65,584
3310.3	Salaries, Other			
	Bus Drivers	453,017	439,298	503,329
	Mechanics	129,403	123,555	126,490
	Security/Bus Drivers (50%)	45,767	46,767	47,933
	TOTALS 3310.3	628,187	609,620	677,752

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
3310.5	Supplies & Materials			
	General Supply Items	79,347	96,000	88,000
	Fuel, Oil, Lubricants	137,394	140,390	139,000
	Equipment	2,263	4,000	2,500
	TOTALS 3310.5	219,004	240,390	229,500
3310.6	Other Expenses			
	Licensing & Physicals	7,487	7,000	7,000
	Insurance, Health	59,290	64,234	67,723
	Insurance, Buses	17,464	33,000	26,900
	Insurance, Workers Comp	32,793	21,400	23,300
	Leasing Expense	0	93,000	119,215
	TOTALS 3310.6	117,034	218,634	244,138
	TOTALS 3310	**1,026,955**	**1,132,942**	**1,216,974**
3510	Athletics			
3510.1	Salaries, Professional			
	Athletic Director & Equipment Tech	26,322	27,076	27,076
	Coaches	164,358	155,150	158,253
	Trainer	25,984	26,764	26,764
	Transportation	17,914	20,160	18,500
	TOTALS 3510.1	234,578	229,150	230,593
3510.4	Contracted Services			
	Officials	35,971	34,000	35,000
	Police	1,968	6,000	6,000
	Reconditioning of Equipment	13,961	16,000	16,000
	TOTALS 3510.4	51,900	56,000	57,000
3510.5	Supplies, Sporting Goods & First Aid	84,245	59,900	59,900
3510.6	Memberships, Clinics & Travel	13,516	15,000	15,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
	TOTALS 3510	**384,239**	**360,050**	**362,493**
3520	Student Body			
3520.1	Salaries, Class & Club Advisors	38,380	45,000	45,000
3520.6	Other Expenses			
	VICA, Skills USA	29,545	25,000	25,000
	Yearbook & Senior Class	12,926	9,000	9,000
	TOTALS 3520.6	42,471	34,000	34,000
	TOTALS 3520	**80,851**	**79,000**	**79,000**
3600	School Security			
3600.1	Salaries, Supervisor of Security	39,071	40,023	40,803
3600.3	Salaries, Other			
	Monitors	23,361	24,500	24,990
	Security/Bus Drivers (50%)	46,760	46,767	47,933
	Security Special Events	9,558	7,000	7,000
	TOTALS 3600.3	79,679	78,267	79,923
3600.4	Contracted Services			
	Security Contract	136,847	122,000	122,000
	School Resource Officer	70,195	73,532	75,370
	TOTALS 3600.4	207,042	195,532	197,370
3600.5	Supplies & Materials	2,954	5,000	5,000
3600.6	Repairs Security Equipment	18,730	18,300	18,300
	TOTALS 3600	**347,476**	**337,122**	**341,396**
	TOTALS 3000	**2,043,536**	**2,125,121**	**2,220,821**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
4000	**OPERATIONS/MAINTENANCE**			
4110				
4110.4	Contracted Services. Cleaning Contract	252,245	284,816	284,816
	TOTALS 4110	**252,245**	**284,816**	**284,816**
4120	Heating of Building			
4120.4	Contracted Services-Natural/Propane Gas	105,024	110,000	110,000
	TOTALS 4120	**105,024**	**110,000**	**110,000**
4130.4	Utility Services			
	Water	10,359	10,000	10,000
	Sewerage Treatment	30,141	30,000	35,000
	Septic Service	4,640	3,500	5,000
	Refuse Removal	24,372	31,500	31,500
	Telephone	14,401	39,000	39,000
	Hazardous Waste Removal	23,539	40,000	40,000
	Electrical Service	425,864	405,697	500,000
	TOTALS 4130.4	533,316	559,697	660,500
4130.5	Supplies & Matierals	12,680	6,000	10,000
	TOTALS 4130	**545,996**	**565,697**	**670,500**
4210	Maintenance of Grounds			
4210.3	Salaries, Overtime & Snow	16,997	15,000	15,000
4210.5	Supplies & Materials			
	Ice Melt, Sand, Fertilizer	31,167	15,000	20,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
	TOTALS 4210	**48,164**	**30,000**	**35,000**
4220	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	93,201	95,519	97,418
4220.3	Salaries, Other			
	Forer Stipend	5,484	5,484	5,484
	Maintenance "B"	249,555	305,735	304,771
	Shift Differential	0	5,677	5,677
	STP Stipend	4,250	4,250	4,250
	TOTALS 4220.3	259,289	321,146	320,182
4220.4	Contracted Services	40,998	50,500	50,500
4220.5	Supplies & Materials			
	Electrical, Paint, Plumbing, Etc	84,320	80,500	80,300
	Office Supplies	237	2,000	2,000
	Equipment	69,481	67,103	58,244
	TOTALS 4220.5	154,038	149,603	140,544
4220.6	Other Expenses			
	Repair & Replacement	43,931	20,000	40,000
	Travel & Seminars	2,418	2,500	2,500
	TOTALS 4220.6	46,349	22,500	42,500
	TOTALS 4220	**593,875**	**639,268**	**651,144**
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Equipment	38,637	42,000	41,000
	Maint/Rpr of Vehicles	6,642	5,383	5,000
	TOTALS 4230	**45,279**	**47,383**	**46,000**
	TOTALS 4000	**1,590,583**	**1,677,164**	**1,797,460**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE	CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
5000	**FIXED CHARGES**			
5100.5	Other Expenses			
	Retirement Program	463,170	478,148	494,883
	Annuities	29,500	29,500	29,500
	TOTALS 5100	**492,670**	**507,648**	**524,383**
5200.6	Other Expenses			
	Health Insurance-active employees	3,046,435	3,222,633	2,240,123
	Health Insurance - retiree	0	0	874,058
	Medicare	189,276	188,500	197,888
	Life/Disability Insurance	1,422	2,500	2,500
	Student Accident	14,435	18,058	15,200
	Package Insurance	95,766	102,800	111,000
	Worker's Compensation	74,912	92,249	70,900
	Umbrella	25,629	9,658	25,000
	Treasurer's Bond	617	800	800
	School Board Indemnity	3,562	3,761	4,000
	Autumotive	8,108	9,918	4,800
	Unemployment	1,486	106,000	106,000
	OPEB - Liability Trust Fund	0	0	0
	Employment Practices Liability	12,886	17,300	18,500
	Disability Insurance	3,500	4,136	3,570
	TOTALS 5200	**3,478,034**	**3,778,313**	**3,674,339**
5300.4	Rental of Equipment			
	Postage Meter	2,860	3,800	3,800
	Copy Machines	27,167	37,000	41,995
	TOTALS 5300	**30,027**	**40,800**	**45,795**
	TOTALS 5000	**4,000,731**	**4,326,761**	**4,244,517**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY2015 BUDGET BY LINE ITEM

FUNCTION/CODE		CATEGORY/DESCRIPTION	EXPENDED FY14	ADJUSTED BUDGET - FY15	RECOMMENDED BUDGET - FY16
6000		**COMMUNITY SERVICES AND STAFF DEVELOPMENT**			
	6200.5	Supplies & Materials			
		Office, Flyers, Postage	10,503	12,000	12,000
		TOTALS 6000	**10,503**	**12,000**	**12,000**
7000		**REPLACEMENT OF EQUIPMENT**			
	7400	Replacement of Equipment	93,477	81,280	92,210
		TOTALS 7000	**93,477**	**81,280**	**92,210**
9000		**TUITIONS TO OTHER SCHOOLS**			
	9100	Tuitions to Mass Schools	0	6,750	44,750
	9400	Tuitions to Collaboratives	27,600	9,300	22,000
		TOTALS 9000	**27,600**	**16,050**	**66,750**
TOTAL BUDGET			**19,662,920**	**20,829,487**	**21,656,418**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2016

Required Net School Spending	18,310,028
Other Assessments, Transportation and Community Education	1,216,974
Long Term Debt Assessment	-
Capital Assessment	405,000
Other Educational Assessment	2,129,416
Gross Budget	22,061,418

Less Revenues To Be Applied:		
Chapter 70 aid	8,252,715	
Transportation	608,487	8,861,202
Total Assessments		13,200,216

	Minimum Contribution	Other Assessments	Long-term Debt Assessments	Capital Assessments	Other Educational Assessments	Total Assessments
Amesbury	637,348	33,313	-	43,203	116,581	830,445
Georgetown	495,783	22,903	-	25,622	80,149	624,457
Groveland	743,964	37,998	-	18,239	132,975	933,176
Haverhill	5,521,110	401,321	-	152,910	1,404,430	7,479,771
Ipswich	443,934	17,177	-	35,125	60,112	556,348
Merrimac	637,543	34,354	-	17,270	120,224	809,391
Newbury	319,710	11,972	-	16,430	41,896	390,008
Newburyport	237,806	9,369	-	50,440	32,788	330,403
Rowley	190,673	7,808	-	15,972	27,324	241,777
Salisbury	618,432	23,944	-	16,539	83,792	742,707
West Newbury	211,010	8,328	-	13,250	29,145	261,733
TOTALS	10,057,313	608,487	-	405,000	2,129,416	13,200,216

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

REQUIRED NET SCHOOL SPENDING
FY 2016

Required Net School Spending	18,310,028
Less: Chapter 70 Aid	8,252,715
Net Minimum Contribution	10,057,313
Member Municipalities:	
Amesbury	637,348
Georgetown	495,783
Groveland	743,964
Haverhill	5,521,110
Ipswich	443,934
Merrimac	637,543
Newbury	319,710
Newburyport	237,806
Rowley	190,673
Salisbury	618,432
West Newbury	211,010
TOTALS	10,057,313

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

OTHER ASSESSMENTS
FY 2016

Transportation	1,216,974
Less: Transportation Revenue to be Applied	608,487
Net Assessment	608,487

MEMBER MUNICIPALITIES:	FY15 PUPILS/% OF CONTRIBUTION *FOR COMPARISON ONLY* PUPILS 10/1/2013	PERCENT OF CONTRIBUTION	PUPILS 10/1/2014	PERCENT OF CONTRIBUTION	
Amesbury	74	6.52%	64	5.47%	33,313
Georgetown	39	3.44%	44	3.76%	22,903
Groveland	73	6.43%	73	6.24%	37,998
Haverhill	760	66.96%	771	65.95%	401,320
Ipswich	25	2.20%	33	2.82%	17,177
Merrimac	54	4.76%	66	5.65%	34,354
Newbury	19	1.67%	23	1.97%	11,972
Newburyport	19	1.67%	18	1.54%	9,369
Rowley	12	1.06%	15	1.28%	7,808
Salisbury	47	4.14%	46	3.93%	23,944
West Newbury	13	1.15%	16	1.37%	8,328
TOTALS	1135	100.00%	1169	100.00%	608,487

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
CAPITAL COSTS ASSESSMENTS
FY 2016

Assessed as a Capital Cost

7000 Asset Acquisition

Saw dust collector	230,000
2 Buses	175,000
Total Capital Cost Assessment	**405,000**

MEMBER MUNICIPALITIES	Resident Pupils 10/1/2014	%	Capital Cost Assessment
Amesbury	2364	10.67%	43,203
Georgetown	1402	6.33%	25,622
Groveland	998	4.50%	18,239
Haverhill	8367	37.76%	152,910
Ipswich	1922	8.67%	35,125
Merrimac	945	4.26%	17,270
Newbury	899	4.06%	16,430
Newburyport	2760	12.45%	50,440
Rowley	874	3.94%	15,973
Salisbury	905	4.08%	16,539
West Newbury	725	3.27%	13,250
TOTAL	**22161**	**100.00%**	**405,000**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

OTHER EDUCATIONAL ASSESSMENTS
FY 2016

Other Educational Assessments	2,129,416
Less: E and D Transfer to Reduce Assessments	0
Total Other Educational Assessments	2,129,416

MEMBER MUNICIPALITIES:	FY15 PUPILS/% OF CONTRIBUTION *FOR COMPARISON ONLY* PUPILS 10/1/2013	PERCENT OF CONTRIBUTION	PUPILS 10/1/2014	PERCENT OF CONTRIBUTION	
Amesbury	74	6.52%	64	5.47%	116,581
Georgetown	39	3.44%	44	3.76%	80,149
Groveland	73	6.43%	73	6.24%	132,975
Haverhill	760	66.96%	771	65.95%	1,404,431
Ipswich	25	2.20%	33	2.82%	60,112
Merrimac	54	4.76%	66	5.65%	120,224
Newbury	19	1.67%	23	1.97%	41,896
Newburyport	19	1.67%	18	1.54%	32,788
Rowley	12	1.06%	15	1.28%	27,324
Salisbury	47	4.14%	46	3.93%	83,792
West Newbury	13	1.15%	16	1.37%	29,145
TOTALS	**1135**	**100.00%**	**1169**	**100.00%**	**2,129,416**

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
Proposed School Choice Expenditures FY16

Estimated School Choice balance as of 7/1/2015			183,900
Estimated School Choice Receipts to be Received during FY16			627,000 *
Total Estimated Available			810,900
Proposed Expenditures:			
Salary			
	English Teacher	2.00	141,974
	Data/IT Specialist	1.00	52,275
	Child Care Teacher	1.00	65,000
	Security Monitor	1.00	26,693
	Transportation (4 drivers)		71,000
	Coaching		10,000
			366,942
Expense			
	Transportation Other Costs		35,000
	Instructional Supplies		50,000
	Building Maintenance		25,000
	Summer Painting		30,000
	Summer Academic Programs		25,000
	Health Insurance		72,278
	Legal Fees		50,000
	Advertising		10,000
			297,278
TOTAL PROPOSED EXPENDITURES			**664,220**

*133 Students Received/6 Students Sending