



CITY OF NEWBURYPORT
FISCAL YEAR 2020 ADOPTED BUDGET
MAYOR DONNA D. HOLADAY





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CITY OF NEWBURYPORT MASSACHUSETTS



ADOPTED FISCAL YEAR 2020 BUDGET

**GENERAL AND ENTERPRISE FUNDS
JULY 1, 2019 TO JUNE 30, 2020**

MAYOR

DONNA D. HOLADAY

CITY COUNCIL

Barry N. Connell	President, Councillor At-Large
Sharif I. Zeid	Ward 1 Councillor
Jared J. Eigerman	Ward 2 Councillor
Heather L. Shand	Ward 3 Councillor
Charles F. Tontar	Ward 4 Councillor
Larry G. Giunta Jr.	Ward 5 Councillor
Thomas F. O'Brien	Ward 6 Councillor
Joseph H. Devlin	Councillor At-Large
Gregory D. Earls	Councillor At-Large
Afroz Khan	Councillor At-Large
Bruce L. Vogel	Councillor At-Large



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Newburyport
Massachusetts**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Newburyport, Massachusetts for its annual budget for the fiscal year beginning July 1, 2018. 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 seventh 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.

CONTENTS

Department/Cost Center Budget Table Listing.....	8
Section 1—Introduction	
Mayor’s Budget Message.....	10
City Organization Chart.....	15
Boards & Commissions.....	16
A Citizen’s Guide to the Budget.....	18
Community Profile.....	19
Section 2—Budget Overview	
Balanced Budget Overview.....	22
Revenue Summary.....	26
Expenditure Summary.....	38
Section 3—General Administration	
Mayor’s Office.....	44
• Legal.....	50
• General Administration	51
City Clerk.....	52
• City Council.....	57
• Board of Registrars.....	58
• Parking Clerk	59
Information Technology (IT).....	60
Section 4—Finance	
Auditor.....	66
Assessor.....	72
Treasurer/Collector.....	78
Section 5—Public Safety	
Emergency Management.....	84
Fire.....	88
Police.....	96
Health.....	106
• Animal Control.....	113
Sustainability.....	114

Section 6—Public Services	
DPS: Highway Division.....	122
Snow and Ice.....	131
Section 7—Planning and Development	
Planning and Development.....	134
Building Department.....	146
Parks.....	151
Section 8—Social Services	
Council on Aging.....	160
Newburyport Public Library.....	166
Youth Services.....	174
Veterans’ Services.....	180
Section 9—Education	
Newburyport Public Schools.....	186
Essex North Shore Technical High School.....	187
Whittier Regional Vocational Technical High School.....	187
Section 10—Shared Expenses	
Human Resources.....	190
• Health Insurance.....	197
Retirement System.....	198
Debt Service.....	199
Section 11—Enterprise Funds	
DPS: Water Enterprise Fund.....	202
DPS: Sewer Enterprise Fund.....	212
Harbormaster Enterprise Fund.....	222
Section 12—Capital Improvement Program	
Executive Summary.....	220
Fiscal Years 2020-2024 CIP Summary.....	236
Section 13—Appendices	
A. Financial Policies and Objectives.....	240
B. Long-Range Financial Forecast.....	252
C. Glossary of Terms.....	254
D. Fund Descriptions and Balances.....	265
E. Newburyport Public Schools Budget Detail.....	273
F. Whittier Regional Vocational Technical High School Budget Detail.....	313

Department/Cost Center Budget Table Listing

<u>DEPARTMENT/COST CENTER</u>	<u>PAGE</u>
ANIMAL CONTROL (01-292)	113
ASSESSORS DEPARTMENT (01-141)	76
AUDITOR'S DEPARTMENT (01-135)	70
BOARD OF REGISTRARS (01-163)	58
BUILDING DEPARTMENT (01-241)	150
CITY CLERK'S DEPARTMENT (01-161)	57
CITY COUNCIL (01-111)	57
COMMISSION ON DISABILITY (01-921)	151
CONSERVATION COMMISSION (01-171)	144
COUNCIL ON AGING (01-541)	150
DEBT EXCLUSION (01-710)	185
EMERGENCY MANAGEMENT (01-291)	87
ESSEX NORTH SHORE TECH SCHOOL (01-398)	173
FIRE DEPARTMENT (01-220)	94
GENERAL ADMINISTRATION (01-129)	51
HARBORMASTER DEPARTMENT (6520-295)	212
HEALTH DEPARTMENT (01-510)	112
HISTORICAL COMMISSION (01-691)	144
HUMAN RESOURCES (01-152)	182
INFO TECHNOLOGY DEPT (01-151)	64
INSURANCE GROUP (01-914)	183
LEGAL DEPARTMENT (01-191)	50
LIBRARY DEPARTMENT (01-610)	172
LICENSE COMMISSION (01-165)	144
MAYOR'S DEPARTMENT (01-121)	50
ORDINARY DEBT SERVICE (01-720)	185
PARKING CLERK DEPARTMENT (01-293)	59
PARKS DEPARTMENT (01-630)	164
PLANNING & DEVELOPMENT (01-182)	143
PLANNING BOARD (01-175)	145
POLICE DEPARTMENT (01-210)	104
PUBLIC SERVICES DEPARTMENT (01-421)	130
RETIREMENT BOARD (01-911)	184
SCHOOL DEPARTMENT (01-300)	173
SEWER DEPARTMENT (061-440)	206
SNOW & ICE (01-423)	131
SUSTAINABILITY (01-519)	119
TREASURER'S DEPARTMENT (01-145)	82
VETERANS' DEPARTMENT (01-543)	169
WATER DEPARTMENT (060-450)	196
WHITTIER VO TECH SCHOOL (01-399)	173
YOUTH SERVICES (01-542)	165
ZONING BOARD (01-176)	145

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 13, 2019

Dear President Connell & Members of the City Council:

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2020. The proposed budget includes funds for the general operation and maintenance of the municipal government, education and debt service.

The proposed general fund budget includes expenditures of \$70,447,057 balanced by non-tax levy revenues totaling \$11,298,381 and estimated tax levy of \$59,148,676. Of the tax levy, \$3,165,464 funds the voted debt exclusions for the Newburyport High School renovation, the Public Library renovations and building project, the new Bresnahan Elementary School, renovations of the Nock/Molin School, the new Senior/Community Center and redevelopment of athletic fields. It is shown within the budget as dedicated revenue that offsets expenditures, which are recognized as "Excluded Debt Service." The FY2020 general fund operating budget represents a \$2,961,356 or 4.4% increase over last year's budget.

We began the development of the FY2020 budget with the House 1, Governor's budget proposal providing Newburyport net state aid at \$4,369,878, an increase of 0.6%. Subsequently in April, the House budget was released increasing the net state aid package to \$4,560,560, an increase of 5.0% over FY2019, largely driven by a decrease to the projection for Charter School Sending Tuition. However, even after the decrease, the Charter School Sending Tuition formula continues to negatively impact the City's school funding allocation with \$2,258,127 going to the Charter School to educate approximately 160 students and \$1,924,817 to educate over 2,300 students in our public school district. However, there is an increased effort in the legislature to impact school funding and implement the recommendations of the Foundation Review Commission. Hopefully, we will see changes implemented in the next fiscal year with 18 education bills under consideration.

Other challenges to our budget process include a 5% increase in pension obligations and a health insurance renewal of 2.0%. Although the health insurance increase was significantly less than in past years, funding for health care has increased over 60% over the past decade, far outpacing overall annual budget increases. 12% of the budget, or \$9.7 million is spend on health insurance, and the City's ability to implement measures to address the rising cost of healthcare has been severely constrained because Newburyport is one of only a handful of communities that has not adopted the Municipal Health Insurance Reform Laws of 2011 (Chapter 32B, Sections 21-22). Adopting healthcare reform laws would allow the City greater ability to ensure quality health insurance for employees is at a sustainable level.

In addition to pension and health insurance cost, another area of increasing pressure is the cost of to dispose of trash and recycling. In the FY2020 proposed budget, the solid waste budget increases by \$85,000 or 5.9% to \$1,525,000. With commodities pricing bottoming out due to a higher quality that is now required of domestic and international recyclables, costs to dispose of trash and recyclables continues to rise. While education and outreach programs have helped increase awareness of the issue, more needs to be done to reduce the overall solid waste tonnage that is being sent to incinerators and landfills with an increasingly limited capacity. The City's Waste Stream Task Force has developed recommendations to help address the increasing cost, as well as, the capacity issues. I am hopeful that the City will begin to implement some of the Task Force recommendations in the coming year.

Nevertheless, like all budget years, I brought together our City department heads to carefully review all spending requests and I feel we have identified those that are most critical to delivering the necessary and desired services for our community.

Budget Goals

- Develop a FY2020 Budget that is within the confines of Proposition 2 ½ and in compliance with the City's financial policies;
- Develop a budget that maintains our current level of services while identifying opportunities to improve service delivery, efficiency and effectiveness;
- Provide modest cost of living adjustments for City employees while striving to limit the City's long-term financial liabilities regarding contractual payouts;
- Continue to balance the budget without the use of free cash or stabilization funds;
- Continue to identify, develop and address a dynamic and workable five-year Capital Improvement Plan;
- Continue to develop a budget process that results in clear, concise and comprehensive information and ensuring strict management of all proposed expenditures;
- Continue to maximize the pursuit of grant funding to support capital projects and programmatic improvements;
- Continue to aggressively manage employee benefits and associated costs;
- Identify emerging operational, capital and financial planning issues for future years; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Capital Improvement Plan

The FY2020 budget contains both the proposed operating budget, as well as, the capital improvement program (CIP) since neither document can be viewed in a vacuum. This budget should be viewed as a tool to illustrate the importance of a coordinated approach to capital planning that ensures the acquisition of necessary equipment and provides for the completion of significant infrastructure and facility improvement projects.

I have placed significant emphasis on the value of developing an organized, coordinated and workable five-year CIP for the City. We have made a commitment to funding capital projects by way of selective

borrowing authorizations and an annual appropriation to capital from Free Cash. Additionally, we have worked with the Department of Revenue, Division of Local Services to further develop capital planning policies as they relate to annual funding targets and long-range planning.

I urge members of the community and City Council to carefully read the CIP, which is included in Section 12 of this document, and appreciate your feedback during the public hearing process in keeping with the requirements of the new Charter.

Free Cash & Financial Policies

I am pleased to once again submit a balanced budget that does not include the need for an appropriation from either Free Cash or any Stabilization Funds. This is a testament to the work of department heads and staff who have continued to be innovative in developing ideas for cost saving measures and have capitalized on opportunities to deliver municipal services without a reliance on additional municipal funds.

As part of the development of the Capital Improvement Plan, the City adopted a Free Cash Policy that is outlined in great detail in the CIP. The Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures. A goal of the policy is to minimize the level at which recurring expenses, such as personnel, are dependent upon this revenue source. I am pleased to report that the FY2020 budget was developed with 100% compliance of this policy.

In addition to the Free Cash Policy, we maintain several other financial policies that are outlined in Section 13 of this budget document. Bond rating agencies often consider a municipality's commitment to and conformance with Financial Policies when reviewing its creditworthiness. As such, this policy has been a key factor in maintaining the City's AAA credit rating from Standard and Poor's. Our AAA credit rating, the creation of an OPEB Trust Fund, and subsequent appropriations, to address those long-range unfunded liabilities has also proved instrumental in maintaining this credit rating. Standard & Poor's reaffirmed the City's AAA credit rating in April 2019.

Tax Rate

The FY2019 tax rate is set at \$13.08 per \$1,000 based on a tax levy \$57,458,764 and a city-wide valuation of \$4,369,487,756. This tax rate represents a 1.84% increase to the levy limit out of the 2.50% maximum increase allowed under Proposition 2 ½. This results in a decrease to the tax rate of \$0.18 per \$1,000 compared to the FY2018 tax rate of \$13.26.

Based on the FY2019 valuation, the average single family home in Newburyport is now assessed at \$595,000, compared to \$560,300 in FY2018. This results in an average single family tax bill of \$7,783, which represents a 4.8%, or \$353, increase over FY2018's average single family tax bill. By defraying the increase to the tax levy by 0.66%, the average single family home experienced a \$42 savings from what would otherwise have been a \$395 increase.

The FY2020 budget is built on the maximum allowable tax levy under Proposition 2 ½ of \$59,573,676. In our revenue estimate, we also maintain a \$425,000 allowance for abatements and exemptions. This amount includes a contingency should the City Council place Clause 41C½ on the November 2019 ballot and it is approved by voters.

Enterprise Funds

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

The Water Enterprise Fund is set to decrease 1.2% from FY2019 to FY2020, while the Sewer Enterprise Fund shows an increase of 2.9%. These budgets follow virtually level funded services for FY2020 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. As expected, the Sewer Enterprise Fund budget is increasing due to major odor control improvements at the city's Wastewater Treatment Facility, in addition to, the replacement of a major pump station on Graf Road.

Lastly, the Harbormaster Enterprise Fund has increased 6.6% from last year's budget, due to higher operating costs driven by a new Transient Boater Facility and an increase to the state's minimum wage.

Budget Assumptions

- \$750,000 in new growth revenue;
- \$90,000 increase in Local Receipts;
- \$218,789 increase in net State Aid;
- \$1,086,539 from the Parking Receipts Reserved for Appropriation Fund; 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.

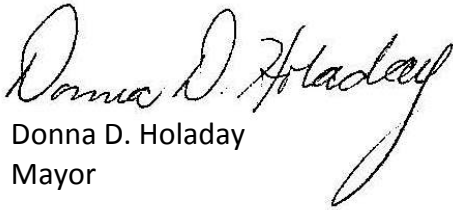
The Government Finance Officers Association (GFOA) has spent years developing guidelines for budget documents. I am pleased by the progress the City has made to adhere to the best practices and guidelines set forth by the GFOA and to be a recipient of the GFOA Distinguished Budget Presentation Award for our FY2013 to FY2019 budgets. We hope to continue to be recipients of this prestigious award for this budget document.

Conclusion

We have made difficult but deliberative choices to ensure our City remains on solid financial ground. We have moved forward on long overdue infrastructure needs and are working diligently to address the growing list of streets and sidewalks in need of repair. We also remain dedicated to supporting the significant increases to our school budget over the past decade to rebuild our school programs and this year's budget demonstrates my continued commitment to doing so. We are presenting a budget that allows us to maintain current level of programs and services, and 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/Collector, Jill Brennan, Assessor, Nancy Lysik, School HR/Finance Manager and especially Matthew Coogan, Chief of Staff and Ethan Manning, Finance Director/Auditor. Mr. Manning deserves much credit and recognition for his leadership and diligence in preparing this FY2020 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 FY2020.

Respectfully Submitted,



Donna D. Holaday
Mayor

CITY ORGANIZATIONAL CHART



BOARDS & COMMISSIONS

Affordable Housing Trust

Judith Tymon*
Susanne Cameron
Madeline Nash
Karen Wiener

Board of Health

Dr. Robin Blair*
Dr. Sam Merabi
Dr. Robert Slocum

Board of Registrars

E. Douglas Bolick
Susanne Gallagher
Mary Zinck

Commission on Disability

Jennie Donahue*
Christopher Carey
Kristen Farrell
Brian Greenberg
Karina Moltz
Lisa Rowan
Dr. Rich Traister

Community Preservation Act Committee

Michael Disette*
Jane Healey
Paul Healey
Mark Rosen
Don Walters
Ron Ziemba
Dan Koen
Don Little
Karen Popken

Conservation Commission

Joseph Teixeira*
Dan Bourdeau
Paul Healey
Stephen Moore
Douglas Muir

David Vine
Daniel Warchol

Council On Aging

Fran Munroe*
Charles Carroll
Richard Eaton
Miller Graf
John Green
Janice Kelley
JoAn Kincaid
Annie Maurer
Yvonne McQuilkin
Cynthia Muir
John Ronan

Cultural Council

Jane Niebling*
Judy Avery
Patricia Cannon
Susan Bryant Carnduff
Cynthia Kowal
Adrienne Silversmith
Ronald Ziemba

Emma Andrews Library Commission

Aine Ellrott*
Donna Conway
Elizabeth Valeriani
Elizabeth Watson

Energy Advisory Committee

Mike Strauss*
William Clary
Manfred Raschke
Arthur Wallace
Richard England
Don Walters
Jo Ann Clemens
Pauliina Swartz
Cliff Goudey
Stephen Wiehe

Phil Smith

Fruit St. Local Historic Committee

Maurice Southworth*
Leslie Eckholdt
Marian Leighton Levy
Bonnie Sontag
Kevin Wallace

Harbor Commission

Andrew Casson*
Adam Armstrong
Robert Dow
Justin Dutcher
Christopher Kealey
James Knapp
Walter Lesynski
Daniel May
Ronald Thurlow

Highland Cemetery Commission

Jeffrey Tomlinson*
Jeffrey Briggs
Donna Harrington
Gary Robinson
Patricia Spaulding

Historical Commission

Glenn Richards*
Bonnie Sontag
Malcolm Carnwath
Stephen Dodge
Christopher Fay
Edmund McGrath
Glenn Richards
Ronald Ziemba

Human Rights Commission

Katherine Preftes*
Peter Blaiwas
Thomas Getz

Jennifer Groskin
Ahmer Ibrahim
Margaret McQuilkin
Sheila Trieff

Library Board of Directors

Josiah Welch*
Monica Blondin
Kathleen Carey
James Connolly
Barbara Dowd
Marcia Edson
Gary Gorski
Christian Hansen
Stephen Moore
Sarah Spaulding
Elizabeth Valeriani

Licensing Board

Craig Holt*
Bruce Bergwall
Bette Jacques
Gregg Ogden
Ted Waldron

**Newburyport Housing
Authority**

Thomas O'Brien
Mary Karabatsos
Daniel Koen
Chrystal Kornegay
Kimberley Logue
Cheryl Amey

**Newburyport
Redevelopment Authority**

Leslie Eckholdt
Richard Person
Andrew Sidford
David St. Cyr

Open Space Committee

Michael Dissette*
George Blaxter
Leslie Eckholdt
Elizabeth Marcus
Michael Frey
Erin LaRosa

Parks Commission

Kimberly Turner*
Matt Ellsworth
Charles Griffin
Ann Lagasse
Karen Popken

Planning Board

Bonnie Sontag*
MJ Verde
Donald Walters
Rick Taintor
Rishi Nandi
Leah McGavern

Tree Commission

Constance Preston*
Paul Bevilacqua
David Dylewski

Scott Hanley
Kathryn Haried
Paul Harrington
Crispin Miller
Jane Niebling
Sheila Taintor

Trust Fund Committee

Richard O'Brien*
Richard Eaton
Keith Hogan

Water/Sewer Commission

Robert Cook*
Brendan Coffey
Sandy Friede
Roger Jones
Charles Kennedy
John Tomasz

Waterfront Trust

Steven Hines*
Sean Bradley
Dan Mello
Matthew Pieniazek
Wilbur Shenk

Zoning Board of Appeals

Edward Ramsdell*
Renee Bourdeau
Edward Cameron
Robert Ciampitti
Mark Moore
Maureen Louise Pomeroy

*Denotes Chairperson

Thank you to the many volunteers who serve on Newburyport's Boards, Commissions and Committees. These volunteers contribute countless hours, energy and their expertise, which greatly enhance the operations of our City. Without the help of this generous group of individuals, the City would not enjoy the many benefits that we have become accustomed; they are the silent champions that all too often go unnoticed. Although I cannot begin to express my gratitude and appreciation for their commitment and dedication, I would like to publicly thank them.

- Mayor Donna D. Holaday

A CITIZEN'S GUIDE TO THE BUDGET

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

THE BUDGET PROCESS

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

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

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

BUDGET CALENDAR

July

Fiscal Year begins July 1st

August/September

Review CIP Goals & Update Strategic Needs for Supplemental Budget

October/November

Free Cash / Retained Earnings Certification
Joint Meeting of City Council and School Committee

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: 18,060

Form of Government:

Mayor-City Council

Mayor: Donna D. Holaday

School Structure: K-12

FY2019 Average Single

Family Tax Rate: \$13.08 per
\$1,000

FY2019 Average Single

Family Home Value:
\$595,000

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

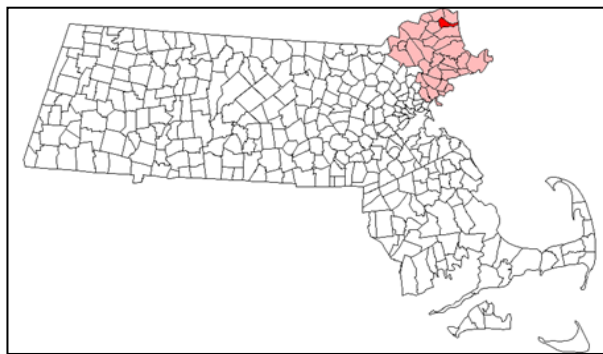
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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, 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. The City is a designated Green Community and certified Municipality Vulnerability Preparedness (MVP) community. In addition, the City has established a Cultural District to support and showcase the City's arts and tourism.

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.



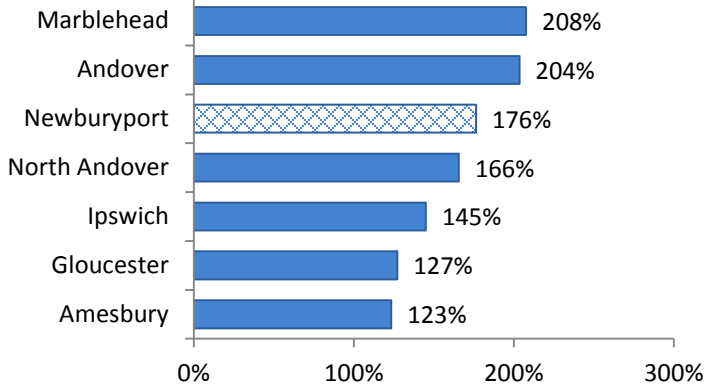
ECONOMY & TAXES

Property taxes and local revenue are critical to the operation and fiscal health of municipalities. The charts below show how Newburyport compares with neighboring communities in terms of per capita income, home values, tax rates and tax bills.

The last two charts drill down on City's economic-oriented revenue and the composition of the tax base.

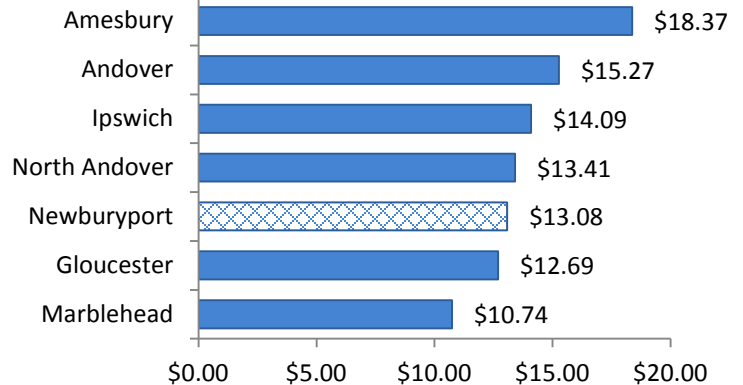
Income

Per Capita Income as % U.S. Average



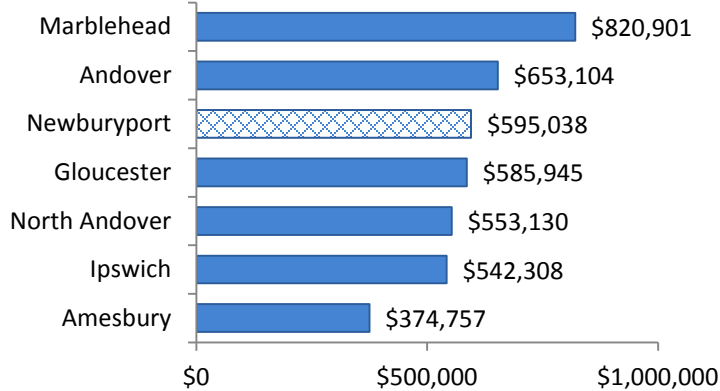
Tax Rate

FY19 Residential Tax Rate (per \$1,000)



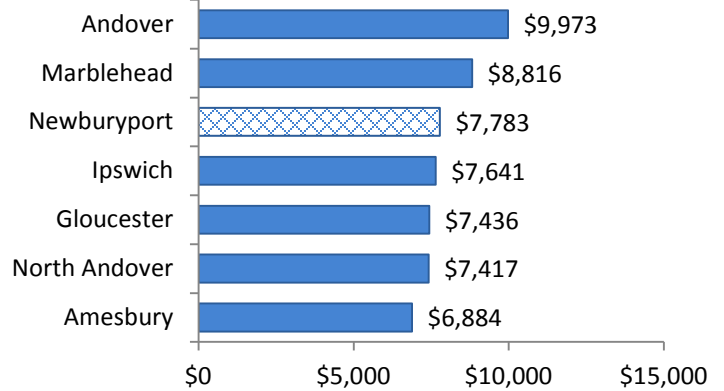
Home Values

FY19 Average Single Family Home Value



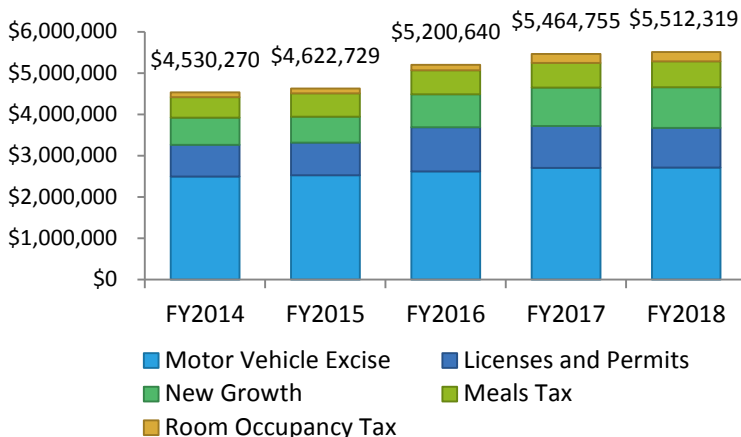
Tax Bills

FY19 Average Single Family Tax Bill



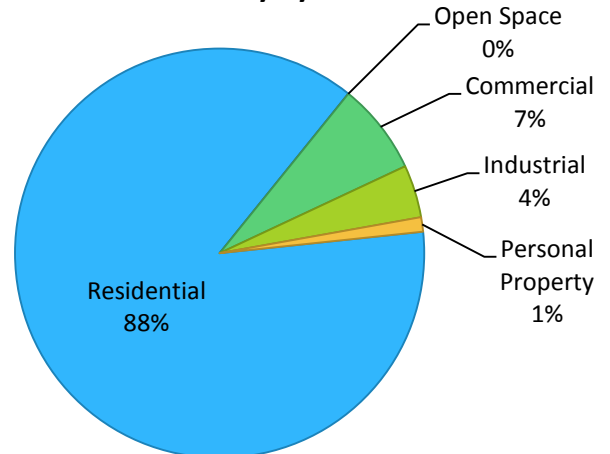
Local Economy

Revenue Sources Correlated to Local Economy (as % of Total Revenue)



Tax Base

FY19 Tax Levy by Class



Section 2:

Budget Overview

BALANCED BUDGET OVERVIEW

REVENUES

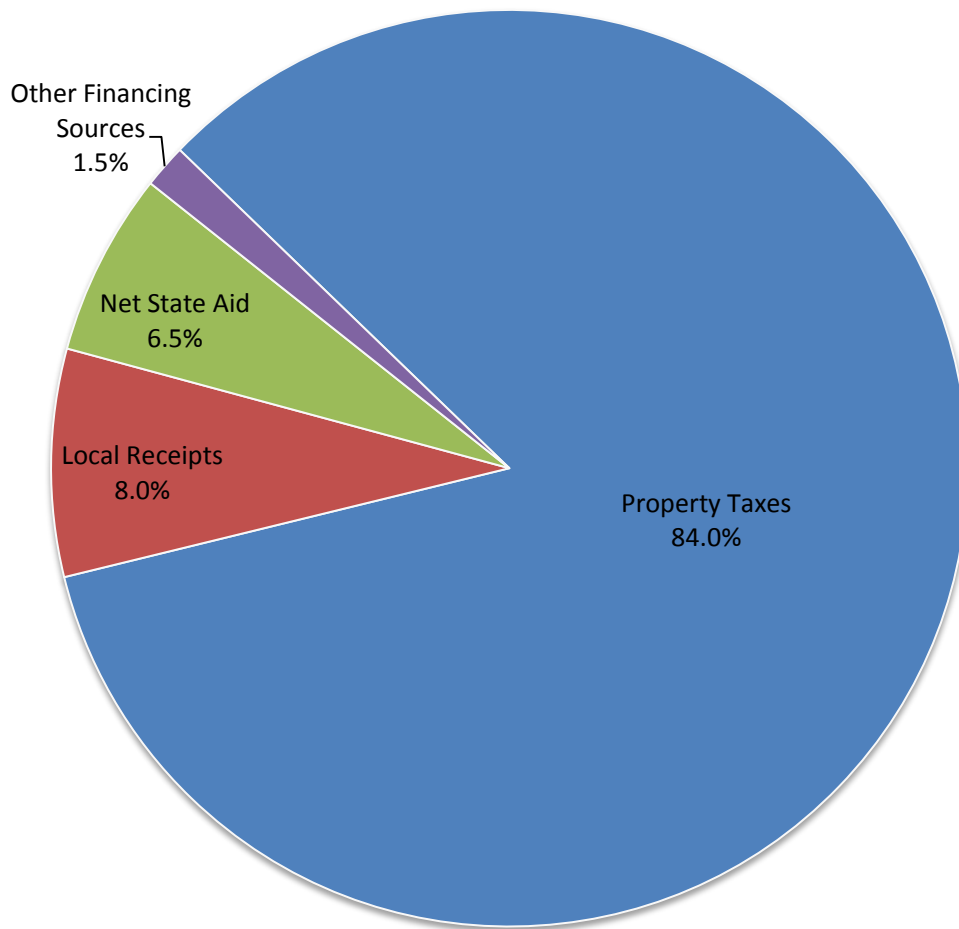
	<u>FY 2019</u> <u>ESTIMATE</u>	<u>FY 2020</u> <u>PROJECTED</u>
PROPERTY TAXES		
Prior Year Levy Limit	\$ 52,014,405	\$ 54,300,695
2 1/2 % Increase	\$ 1,300,360	\$ 1,357,517
New Growth (1)	\$ 985,930	\$ 750,000
TOTAL LEVY LIMIT	\$ 54,300,695	\$ 56,408,212
Debt Exclusion	\$ 3,178,736	\$ 3,165,464
TOTAL MAXIMUM LEVY LIMIT	\$ 57,479,431	\$ 59,573,676
LOCAL RECEIPTS		
Motor Vehicle Excise (2)	\$ 2,600,000	\$ 2,650,000
Other Excise		
a. Meals	\$ 607,500	\$ 620,000
b. Room	\$ 217,500	\$ 220,000
c. Other (3)	\$ 110,000	\$ 110,000
Pen & Int on Tax & Exc	\$ 300,000	\$ 315,000
Payments in Lieu of Taxes	\$ 60,000	\$ 60,000
Fees (4)	\$ 350,000	\$ 360,000
Other Dept. Revenue (5)	\$ 60,000	\$ 60,500
Licenses and Permits (6)	\$ 900,000	\$ 900,000
Fines & Forfeits (7)	\$ 10,000	\$ 12,000
Investment Income	\$ 50,000	\$ 50,000
Medicaid Reimbursement	\$ 125,000	\$ 110,000
Miscellaneous Recurring (8)	\$ 175,000	\$ 187,500
Miscellaneous Non-Recurring	\$ -	\$ -
TOTAL LOCAL RECEIPTS	\$ 5,565,000	\$ 5,655,000
STATE AID (9)		
Cherry Sheet Receipts	\$ 7,644,168	\$ 7,644,168
Less Offsets	\$ (3,135,034)	\$ (3,135,034)
Less Charges and Assessments	\$ (568,941)	\$ (568,941)
TOTAL NET STATE AID	\$ 4,341,771	\$ 4,560,560
OTHER FINANCING SOURCES		
PAID PARKING FUND	\$ 849,496	\$ 1,086,539
TOTAL OTHER FINANCING SOURCES	\$ 849,496	\$ 1,086,539
RESERVE FOR ABATEMENT (10)	\$ (348,465)	\$ (425,000)
TOTAL REVENUE	\$ 67,560,702	\$ 70,450,776

(1) estimated FY2020 New Growth; (2) motor vehicle excise tax bills; (3) urban redevelopment excise tax (MGL Ch. 121A); (4) municipal liens, off duty fees, registry fees, tax title, fire alarm box fees, inspection fees; (5) copies/recordings, zoning/ordinances, business certificates; (6) building, dogs, utility, fire, etc.; (7) court, police; (8) police incident/accident, cell tower lease payments, animal control, veterans' services, FWS refuge revenue sharing; (9) based on FY2020 House Budget; (10) based on Assessor's estimate.

EXPENDITURES

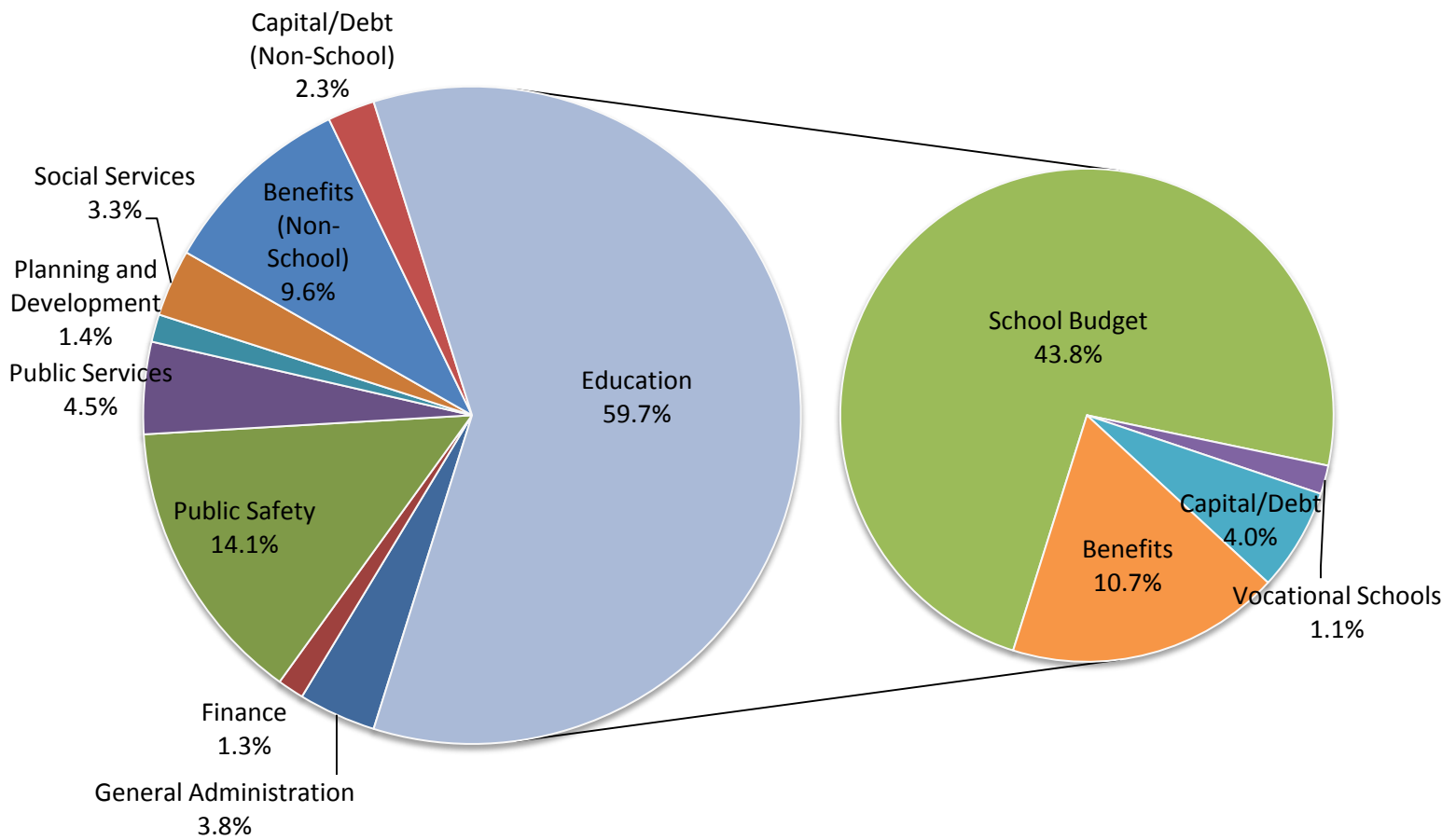
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND						
CITY SERVICES						
001 - PERSONNEL SERVICES	24,883,514	25,781,859	27,457,001	28,729,896	1,272,896	4.6%
002 - PURCHASE OF SERVICES	3,498,492	3,545,654	3,927,542	4,178,255	250,713	6.4%
004 - SUPPLIES	465,068	492,820	538,615	580,665	42,050	7.8%
007 - OTHER CHARGES & EXPENSES	502,863	493,315	517,437	643,009	125,572	24.3%
008 - CAPITAL OUTLAY	325,720	382,765	366,646	416,264	49,618	13.5%
009 - DEBT SERVICE	4,107,675	3,971,948	4,132,835	4,045,464	(87,371)	-2.1%
CITY SERVICES Total	33,783,333	34,668,360	36,940,076	38,593,554	1,653,478	4.5%
EDUCATION						
002 - PURCHASE OF SERVICES	27,824,100	29,255,668	30,545,626	31,665,574	1,119,948	3.7%
EDUCATION Total	27,824,100	29,255,668	30,545,626	31,665,574	1,119,948	3.7%
GENERAL FUND Total	61,607,433	63,924,028	67,485,702	70,259,128	2,773,426	4.1%
HARBORMASTER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	241,820	257,607	279,044	303,845	24,801	8.9%
002 - PURCHASE OF SERVICES	37,039	48,640	47,250	50,250	3,000	6.3%
004 - SUPPLIES	17,995	16,865	18,700	18,700	0	0.0%
007 - OTHER CHARGES & EXPENSES	6,075	7,773	11,000	11,500	500	4.5%
008 - CAPITAL OUTLAY	49,508	47,909	50,000	50,000	0	0.0%
009 - DEBT SERVICE	64,375	74,535	76,835	80,573	3,738	4.9%
HARBORMASTER ENTERPRISE FUND Total	416,812	453,329	482,829	514,868	32,039	6.6%
HARBORMASTER ENTERPRISE FUND Total	416,812	453,329	482,829	514,868	32,039	6.6%
SEWER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	2,081,494	2,135,352	2,317,272	2,436,193	118,921	5.1%
002 - PURCHASE OF SERVICES	1,276,381	1,112,562	1,277,607	1,280,648	3,040	0.2%
004 - SUPPLIES	269,059	371,746	402,128	473,198	71,070	17.7%
007 - OTHER CHARGES & EXPENSES	196,287	72,437	91,321	94,929	3,609	4.0%
008 - CAPITAL OUTLAY	173,973	188,057	271,000	271,000	0	0.0%
009 - DEBT SERVICE	2,230,275	2,836,325	3,034,564	3,030,638	(3,926)	-0.1%
SEWER ENTERPRISE FUND Total	6,227,469	6,716,478	7,393,893	7,586,606	192,713	2.6%
SEWER ENTERPRISE FUND Total	6,227,469	6,716,478	7,393,893	7,586,606	192,713	2.6%
WATER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	1,929,559	1,989,100	2,175,572	2,228,325	52,753	2.4%
002 - PURCHASE OF SERVICES	748,111	841,833	898,351	913,090	14,739	1.6%
004 - SUPPLIES	205,027	159,312	185,845	187,220	1,375	0.7%
007 - OTHER CHARGES & EXPENSES	191,859	81,627	106,107	109,344	3,237	3.1%
008 - CAPITAL OUTLAY	135,547	110,595	240,000	115,000	(125,000)	-52.1%
009 - DEBT SERVICE	1,842,622	1,685,738	1,854,139	1,818,110	(36,029)	-1.9%
WATER ENTERPRISE FUND Total	5,052,725	4,868,205	5,460,014	5,371,089	(88,925)	-1.6%
WATER ENTERPRISE FUND Total	5,052,725	4,868,205	5,460,014	5,371,089	(88,925)	-1.6%
Grand Total	73,304,439	75,962,040	80,822,437	83,731,691	2,909,253	3.6%

FISCAL YEAR 2020 REVENUE SOURCES



Property Taxes	\$59,573,676
Local Receipts	\$5,655,000
Net State Aid	\$4,560,560
Other Financing Sources	\$1,086,539
Reserve for Abatements	(\$425,000)
Total General Fund Revenue	\$70,450,776

FISCAL YEAR 2020 EXPENDITURES



Projected General Fund Revenue	\$70,450,776
Approved General Fund Expenditures	(\$70,259,128)
Net Remaining	\$191,648

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 will provide approximately 84% of Fiscal Year 2020 revenue. 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 on an annual basis. Newburyport went through a full revaluation in FY2017.

Proposition 2 ½, enacted in 1980, sets a limit on the entire tax levy for a municipality; specifically that the total tax levy cannot exceed 2 ½ percent of the total assessed value for the municipality. This limit is known as the "levy ceiling." Additionally, annual levy increases may not exceed 2 ½ percent more than the previous year's levy plus the taxes from any new growth value that arise from properties that are added to the tax rolls. Any Proposition 2 ½ override or debt exclusion amounts approved by referendum are also added to the levy limit.

Property taxes are expected to increase in FY2020 by approximately \$2.4 million, to \$59,573,676. This increase includes the allowable 2.5% increase of \$1,357,517 plus an estimated \$750,000 from projected new growth and excluded debt service totaling \$3.2 million. The City continues to maintain a very conservative approach to new growth projections. Specifically, new growth revenue is derived from new development and substantial alterations to existing properties, both of which are influenced by economic factors of the private sector predominantly outside of the control of City officials.

Local Receipts

The second largest source of revenue for the General Fund budget is Local Receipts, which includes a variety of fees, local options, permits, fines and license-related monies that the City receives, as well as interest that is earned on investments or overdue tax bills. The FY2020 projected local receipts are \$5,655,000, a year-over-year increase of 1.6%, or \$90,000, compared to FY2019 revenue estimate. The largest local receipt is the motor vehicle excise tax, which is taxed at a rate of \$25 per thousand dollars of a vehicle's value, as determined by the state's Registry of Motor Vehicles. These taxes comprise 47%, or \$2.7 million, of the City's total local receipts. The second largest source of local revenue as fees charged for licenses and permits, totaling 16% of local receipts, or \$900,000.

Local option taxes continue to provide additional revenue for the City in the form of a 0.75% local tax on meals and 6.0% local tax on hotel stays (room occupancy tax). Combined, these generate approximately \$840,000 in revenue for the City, or about 15% of total local receipts. The City has also

signed a community host agreement with two cultivators in the Newburyport business park with impact fees totaling 3% of gross sales for a minimum of five years. Additionally, the City has adopted a new local option tax on marijuana; at 3% of retail sales, should any establishments open in Newburyport.

State Aid

State Aid is Newburyport's third largest revenue source. The FY2020 proposed budget is built upon the FY2020 House Budget proposal. Based on the House budget proposal, we are currently projecting a net state aid appropriation of \$4,560,560, a 5.0%, or \$218,789 increase over FY2019. Newburyport's projected net state aid represents 6.5% of the projected general fund revenue sources for FY2020.

Included in the net state aid package, the City is projected to receive \$4,182,944 in Chapter 70 funding, which is local aid earmarked to support the operations of public school districts. Newburyport is also the home of a charter school, which continues to have a substantial impact on the City's net state aid appropriations. Consequently, the City is charged an assessment, "Charter School Sending Tuition," on the Cherry Sheet to offset the cost of students who attend the charter school. This assessment will equal approximately \$2,401,587 in FY2020, which is partially offset by \$143,460 in Charter Tuition Reimbursements. This amount will continue to change as final tuition rates are determined.

Historically, one of the most important state aid receipts is Unrestricted General Government Aid (UGGA). UGGA is local aid that Cities and Towns can appropriate at their discretion to offset the costs of municipal operations. Based on the House budget, Newburyport is projected to see an increase in UGGA, in line with state revenue growth. Specifically, the House budget funds Newburyport's FY2020 UGGA allocation at \$2,708,244, representing an increase of 2.7%, or \$71,200, from FY2019.

The FY2020 state aid package for Newburyport, as presented in the House budget, makes significant headway over the modest to flat increases that existed over the past decade. Additionally, there is current state legislation to revise the Chapter 70 and charter school funding formula in Massachusetts, which, if approved, would be a great benefit to the City and its school district.

Reserves

Another category of revenue for the City includes funds that are in Special Revenue funds, certified Free Cash available for appropriation and the City's stabilization fund. The City, as policy, maintains a stabilization fund balance equal to or greater than 5% of operating revenues. Consistent with the fiscal policy and budget goals, the City will not use any reserves to balance the FY2020 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.

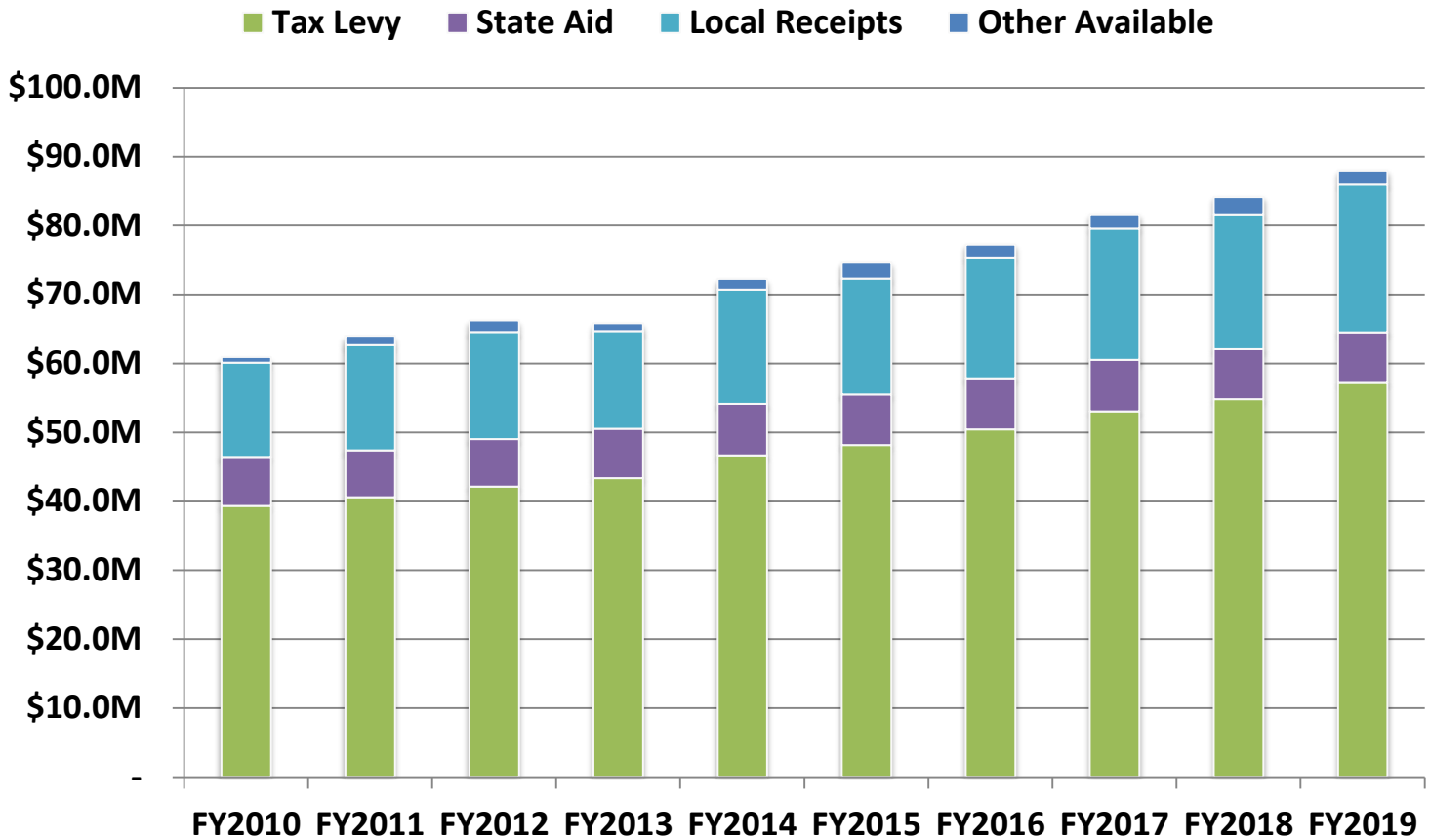
Other Financing Sources

The City of Newburyport operates a downtown paid parking system, which provides revenue to run the system, pay debt service for the new Intermodal Parking Facility and make capital investments in the City's downtown. The FY2020 budgeted inflow from the Parking Fund is \$1,086,539, which will be used to fund parking operations (\$670,635), Intermodal Parking Facility debt service (\$385,904) and downtown enhancements to be undertaken by the Parks Department (\$30,000).

Grants

Identifying and securing grant funding has allowed the City to make important investments in recent years, without passing the financial burden onto the Newburyport tax and fee payers. The table found in Exhibit F "Grant Funding Opportunities" illustrates that continued commitment. In FY2019 alone, the City applied for 43 grants totaling approximately \$6.6 million, thanks in large part to work of Grant Writer, Nancy London, in collaboration with department heads in applying for these alternative funding sources. Of the \$6.6 million, the City was awarded \$574,511, is waiting to hear back on \$4.6 million and was passed on \$1,417,995 in potential funding opportunities. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.

Exhibit A: Revenue by Source



Revenues by Source (\$ thousands)										
Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Tax Levy	39,291	40,575	42,107	43,354	46,618	48,132	50,415	53,025	54,795	57,153
State Aid	7,126	6,797	6,873	7,157	7,492	7,362	7,395	7,471	7,244	7,354
Local Receipts	13,670	15,268	15,570	14,146	16,575	16,768	17,533	19,032	19,581	21,408
Other Available	808	1,328	1,673	1,142	1,554	2,304	1,875	2,088	2,496	2,012
Total	60,895	63,968	66,223	65,800	72,238	74,565	77,219	81,616	84,116	87,927
<i>Percent of Total</i>										
Tax Levy	64.5%	63.4%	63.6%	65.9%	64.5%	64.6%	65.3%	65.0%	65.1%	65.0%
State Aid	11.7%	10.6%	10.4%	10.9%	10.4%	9.9%	9.6%	9.2%	8.6%	8.4%
Local Receipts	22.5%	23.9%	23.5%	21.5%	22.9%	22.5%	22.7%	23.3%	23.3%	24.4%
Other Available	1.3%	2.1%	2.5%	1.7%	2.2%	3.1%	2.4%	2.6%	3.0%	2.3%

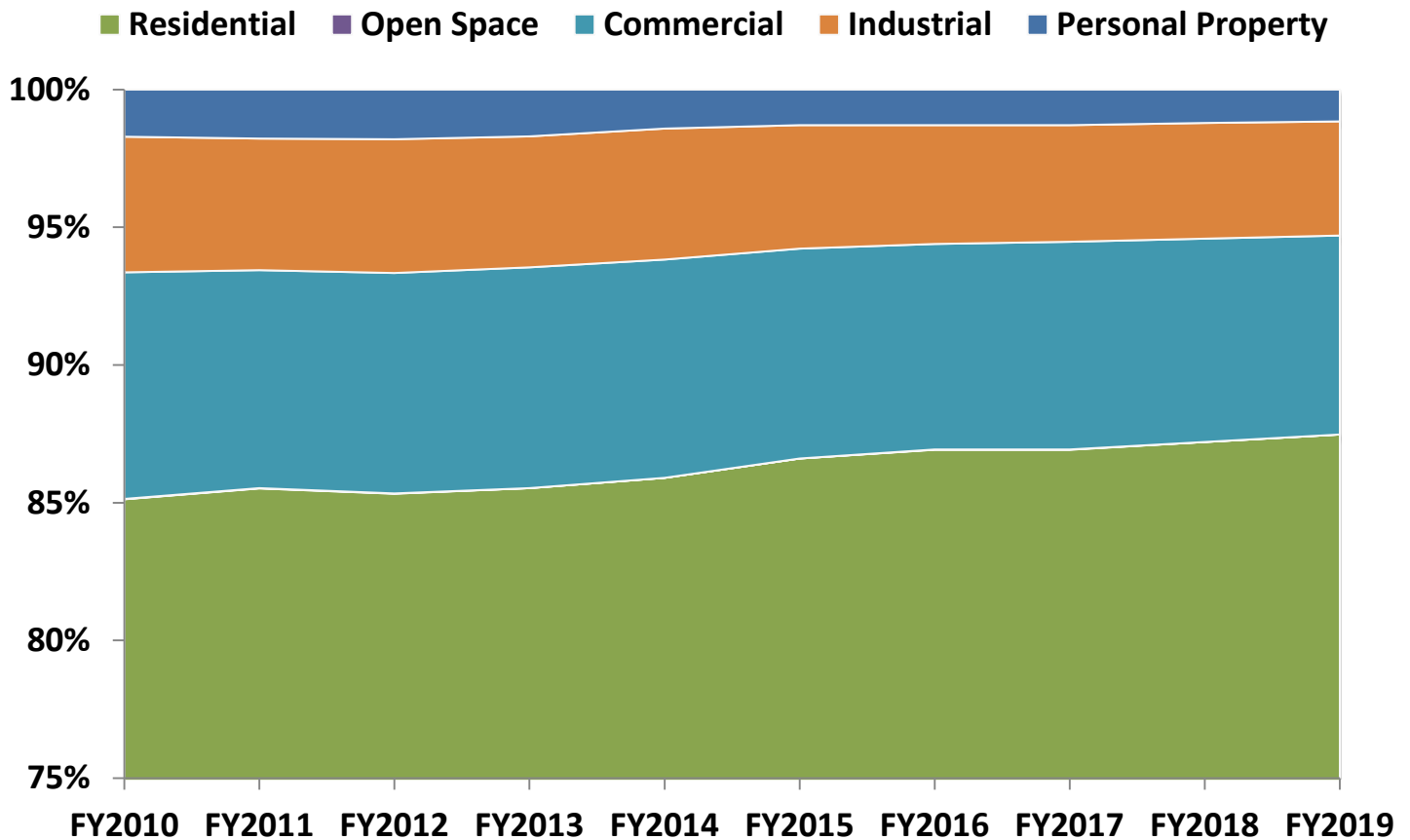
Tax Levy: Real and personal property tax levy

State Aid: State Aid Receipts (Gross)

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

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

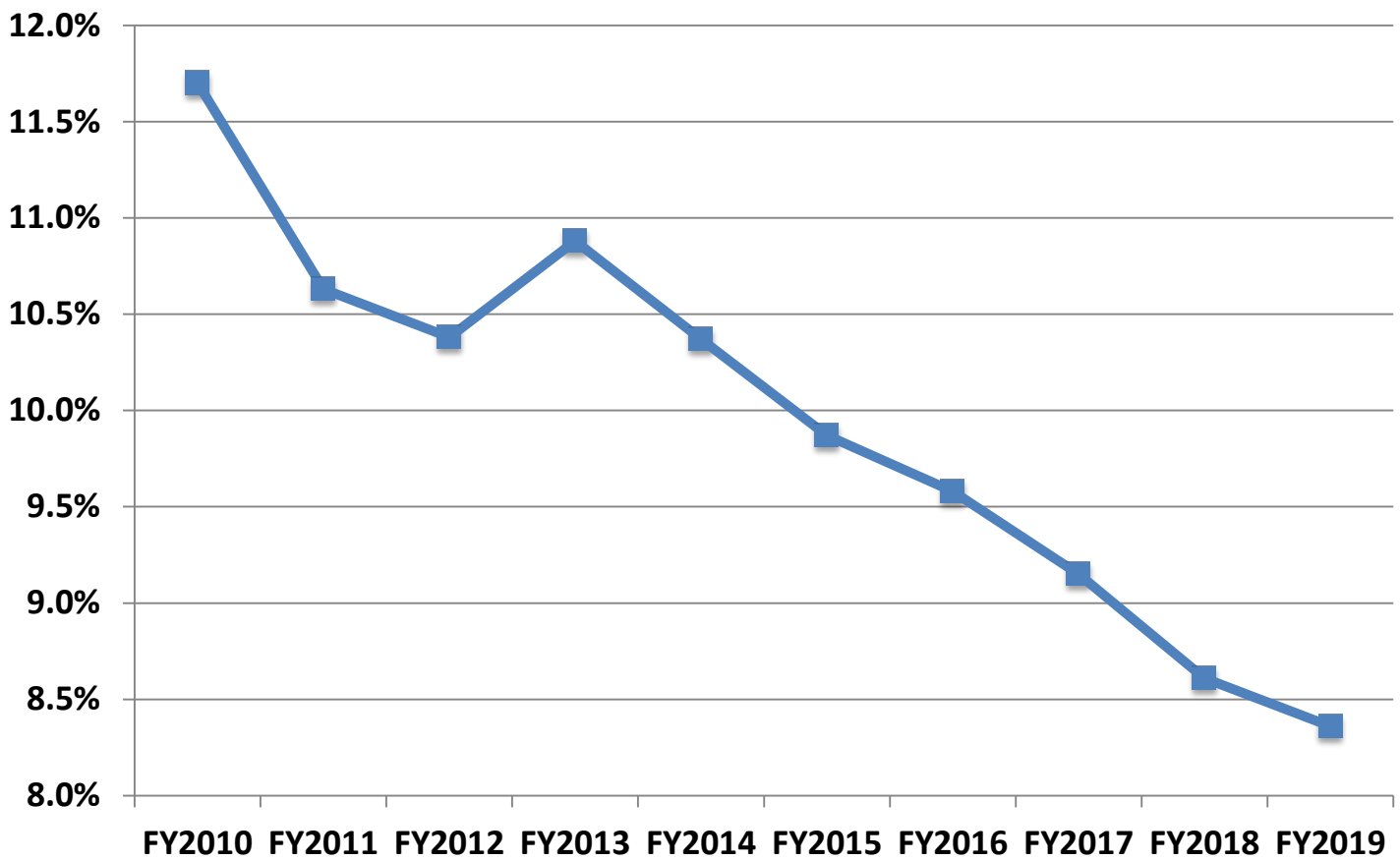
Exhibit B: Tax Levy % by Class



Assessed Values (\$ millions)										
Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Residential	2,868	2,875	2,807	2,784	2,828	3,125	3,273	3,427	3,603	3,822
Open Space	0	0	0	0	0	0	0	0	0	0
Commercial	277	266	263	261	261	275	281	297	305	315
Industrial	166	160	160	155	157	162	163	167	174	181
Personal Property	58	60	59	55	47	47	49	51	50	50
Total	3,370	3,362	3,290	3,255	3,292	3,608	3,765	3,942	4,132	4,369

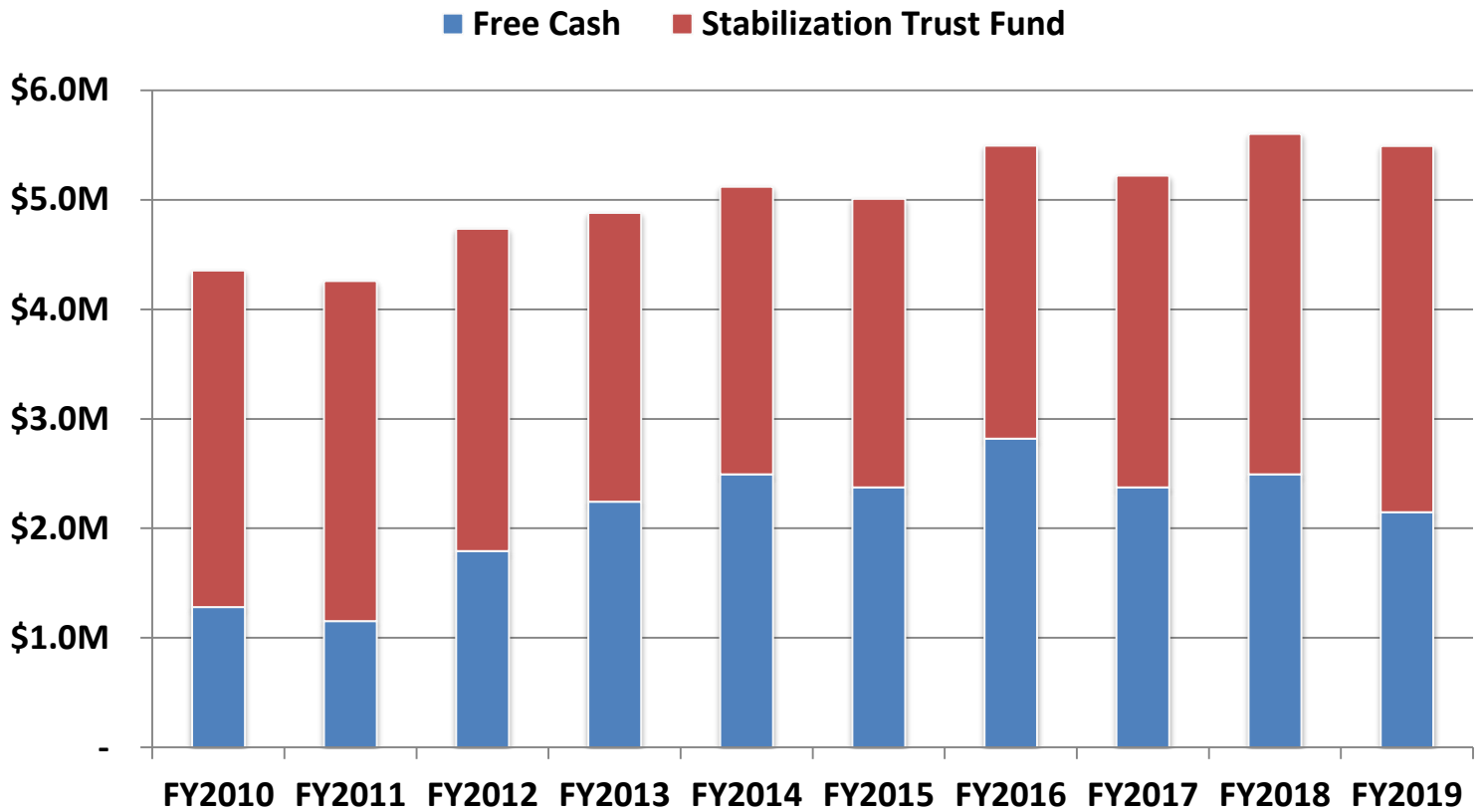
Tax Levy (\$ thousands)										
Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Residential	33,447	34,701	35,928	37,079	40,045	41,682	43,822	46,092	47,781	49,994
Open Space	4	3	3	3	3	3	3	3	3	3
Commercial	3,232	3,212	3,372	3,472	3,692	3,668	3,765	3,998	4,042	4,125
Industrial	1,935	1,937	2,045	2,063	2,218	2,156	2,176	2,249	2,304	2,373
Personal Property	674	723	760	737	660	622	650	682	664	658
Total	39,291	40,575	42,107	43,354	46,618	48,132	50,415	53,025	54,795	57,153

Exhibit C: State Aid as % of Total Revenue



Cherry Sheet Aid (\$ thousands)										
Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Education Aid	4,580	4,279	4,505	4,557	3,772	4,717	4,663	4,656	4,359	4,400
General Government	2,661	2,518	2,368	2,600	2,655	2,645	2,732	2,815	2,884	2,954
<i>Total Receipts</i>	7,242	6,797	6,873	7,157	7,492	7,362	7,395	7,471	7,244	7,354
<i>Total Assessments</i>	(2,338)	(2,497)	(2,497)	(2,585)	(2,634)	(2,615)	(2,651)	(2,549)	(2,756)	(2,914)
Net State Aid	9,580	9,294	9,370	4,572	4,858	4,747	4,744	4,921	4,488	4,440

Exhibit D: Reserve Balances



Reserves (\$ thousands)										
Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Free Cash	1,282	1,153	1,791	2,242	2,492	2,373	2,818	2,374	2,494	2,146
Stabilization Fund	3,104	2,943	2,638	2,625	2,634	2,674	2,845	3,100	3,771	3,683

Enterprise Fund Retained Earnings (\$ thousands)										
Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Water	1,099	964	1,510	1,357	1,609	1,117	1,710	1,970	1,770	1,188
Sewer	1,008	924	2,076	1,871	1,768	1,938	1,927	1,419	1,131	916
Harbormaster	384	321	248	383	384	334	320	454	536	554

Exhibit E: FY2020 Local Aid Estimates ("Cherry Sheet")

FY2020 ESTIMATED RECEIPTS

	FY2019 Cherry Sheet Estimate	FY2020 Governor's Budget Proposal	FY2020 House Budget Proposal
<u>Receipts</u>			
Education Receipts:			
Chapter 70	4,093,961	4,176,831	4,182,944
Charter Tuition Reimbursement	233,318	155,646	143,460
Offset Receipts:			
School Choice Receiving Tuition	72,747	127,747	127,747
Sub-Total, All Education Items:	4,400,026	4,460,224	4,454,151
General Government:			
Unrestricted Gen Gov't Aid	2,637,044	2,708,244	2,708,244
Veterans Benefits	81,706	110,701	110,701
Exemp: VBS and Elderly	84,106	140,531	140,531
State Owned Land	125,534	131,882	131,882
Offset Receipts:			
Public Libraries	25,540	25,035	25,669
Sub-Total, All General Government:	2,953,930	3,116,393	3,117,027
Total Estimated Receipts:	7,353,956	7,576,617	7,571,178

FY2020 ESTIMATED ASSESSMENTS

	FY2019 Cherry Sheet Estimate	FY2020 Governor's Budget Proposal	FY2020 House Budget Proposal
<u>Charges</u>			
State Assessments and Charges:			
Mosquito Control Projects	43,068	43,677	43,677
Air Pollution Districts	7,215	7,330	7,330
RMV Non-Renewal Surcharge	41,260	41,260	39,760
Sub-Total, State Assessments:	91,543	92,267	90,767
Transportation Authorities:			
Regional Transit	149,523	161,775	161,775
Sub-Total, Transp Authorities:	149,523	161,775	161,775
Tuition Assessments:			
School Choice Sending Tuition	173,176	203,073	203,073
Charter School Sending Tuition	2,499,656	2,596,842	2,401,587
Sub-Total, Tuition Assessments:	2,672,832	2,799,915	2,604,660
Total All Estimated Charges:	2,913,898	3,053,957	2,857,202
Receipts	7,353,956	7,576,617	7,571,178
Offsets	(98,287)	(152,782)	(153,416)
Charges	(2,913,898)	(3,053,957)	(2,857,202)
Net State Aid	4,341,771	4,369,878	4,560,560

Exhibit F: Grant Funding Opportunities

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount
Conservation Commission	Nat'l Fish and Wildlife Foundation	PI Point - Mobi Mats and Fences	Nancy London	Awarded	\$110,080
Conservation Commission	MA Dept. of Conservation and Recreation Partnership Grant	Plum Island Dune Nourishment	Nancy London	Pending	\$50,000
Cultural Council	Essex County Community Foundation	Artist Shanties	Nancy London	Awarded	\$30,000
Cultural Council	Nat'l Endowment for the Arts - Our	Artist Shanties	Nancy London	Not Awarded	\$30,000
Cultural Council	MA Cultural Council	Artist Shanties	Nancy London	Awarded	\$5,000
Dept. of Public Services	MA Dept of Industrial Accidents	OSHA 10 Training	Nancy London	Awarded	\$9,630
Fire	FEMA Firefighters' Assistance Grant	Ladder Truck	Nancy London	Not Awarded	\$1,000,000
Fire	FEMA Safer Grant	Firefighters	Nancy London	Pending	\$1,161,430
Harbormaster	Division of MA Fisheries	Fish Pier Improvements	Nancy London	Pending	\$10,000
Library	Institute for Savings	Digitizing records	Giselle Stevens	Awarded	\$10,395
Library	MA Brd of Library Commisioners - Library Services Technology Act	Preservation Grant	Sharon Spieldenner/Nancy London	Awarded	\$30,000
Library	Newburyport Area Industrial Development (NAID)	Newspaper Microfilm Digitization	G Stevens/Friends of the Library	Not Awarded	\$10,395
Library	Institution for Savings Foundation	Newspaper Microfilm Digitization	G Stevens/Friends of the Library	Awarded	\$10,395
Mayor's Office	MA Downtown Initiative	Wayfinding Tech Assist	Nancy London	Awarded	\$15,000
Parks	Nat'l Park Service	Save America's Treasures	Nancy London	Pending	\$75,000
Parks	Community Preservation Committee	Bartlet Mall Walkways	Nancy London/ Lisè Reid	Pending	\$118,925

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount
Parks	Community Preservation Committee	Bartlet Mall Playground	Nancy London/ Lisë Reid	Pending	\$656,600
Parks	Community Preservation Committee	Fuller Field	Nancy London/ Lisë Reid	Pending	\$694,820
Parks	Major League Baseball/Scotts	Lower Artichoke Baseball Field	Nancy London	Not Awarded	\$20,000
Parks	The Mayor Gayden W. Morrill Charitable Foundation	Bartlet Mall Historic Restoration	Lisë Reid	Pending	\$15,000
Parks	The Mayor Gayden W. Morrill Charitable Foundation	Cushing Park Improvement Project, Planters & Interpretive panels	Lisë Reid	Awarded	\$15,000
Parks	The Mayor Gayden W. Morrill Charitable Foundation	NHS Outdoor Learning Center	Lisë Reid	Awarded	\$75,000
Parks	Charles W. Moseley Trust	Emergency Tree Work at Moseley Woods	Lisë Reid	Not Awarded	\$7,600
Parks	Charles W. Moseley Trust	Caretaking at Moseley Woods	Lisë Reid	Awarded	\$3,000
Parks	Massachusetts Cultural Council	Summer Music Festival	Lisë Reid	Awarded	\$500
Parks	Eastern Bank Charitable Foundation	Summer Music Festival	Lisë Reid	Awarded	\$1,000
Planning & Development	MA Dept of Transportation	Safe Routes to School	Nancy London/ Geordie Vining	Not Awarded	\$350,000
Planning & Development	MA Dept. of Conservation and Recreation Partnership Grant	MA Trails Program	Geordie Vining/ Nancy London	Pending	\$300,000
Planning & Development	Community Preservation Committee	Rail Trail	Geordie Vining/ Nancy London	Pending	\$250,000
Planning & Development	Nat'l Grid	EV Charger	Nancy London	Pending	\$17,000
Planning & Development	Exec. Office of Energy and Environmental Affairs	MVP Action Grant	Geordie Vining/ Nancy London	Pending	\$568,650

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount
Planning & Development	MA Dept of Transportation	Complete Streets	Geordie Vining/ Consultant TEC	Pending	\$400,000
Police	Executive Office of Public Safety and Security (EOPSS) - Traffic	Traffic Enforcement and Patrol	Nancy London	Awarded	\$15,000
Police	Executive Office of Public Safety and Security (EOPSS) - EMD	Ambulance and Training	Nancy London	Awarded	\$28,000
Police	Executive Office of Public Safety and Security (EOPSS) - 911	Dispatch	Nancy London	Awarded	\$48,345
Police	Executive Office of Public Safety and Security (EOPSS) - 911	Police Support & Incentive Grant	Nancy London	Awarded	\$37,866
Schools	Awesome Foundation	Art Dept. TV Screen for Foyer	Nancy London	Pending	\$1,000
Schools	MA Dept of Public Health	Comprehensive School Health Services	Nancy London	Awarded	\$75,000
Schools	MA Dept of Public Health	Comprehensive School Health Services - Affiliates	Nancy London	Pending	\$5,000
Sustainability	Nat'l Grid	Community Initiative	Molly Ettenborough	Pending	\$16,000
Sustainability	MA Dept of Energy Resources	EV Charger for Senior Center	Nancy London	Pending	\$8,500
Sustainability	MA Dept of Environmental Protection	Recycling Dividend Points	Molly Ettenborough	Awarded	\$14,300
Sustainability	MA Dept of Environmental Protection	Share Bank	Molly Ettenborough	Awarded	\$41,000
Sustainability	MA Dept of Environmental Protection	SMRP Grant for Pay As You Throw	Molly Ettenborough	Pending	\$244,410
Youth Services	Ma Attorney General's Office	Summer Youth Jobs	Nancy London	Pending	\$7,500

Total Funding Opportunities **\$6,592,341**

Awarded **\$574,511**

Pending **\$4,599,835**

Not Awarded **\$1,417,995**

EXPENDITURE SUMMARY

The Fiscal Year 2020 general fund budget consists of \$70,447,057 in expenditures, including a school budget appropriation of \$30,875,762. In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY2020. For FY2020, most City departments and/or cost centers have been level funded or increased by less than 5.0%. Below is a summary of some of the significant budget changes:

Auditor +\$36,841 (+11.2%)

The increase is due to personnel changes. The finance clerk position was restructured into a new purchasing agent position, in an effort to centralize bidding and procurement for the City. The finance clerk position had been split funded with four days coming from the General Fund and one day from Housing Rehabilitation Program. The new purchasing agent position is funded entirely from the General Fund. The Finance Director is also receiving a merit-based pay increase to bring the salary of the position closer to other comparable communities.

Board of Registrars +\$5,073 (+11.5%)

This increase is due to the increasing cost for administering elections.

City Clerk +\$27,066 (+10.5%)

This increase is due to the contractual salary increases for staff through Collective Bargaining Agreements, as well as additional hours for the administrative assistant. The City Clerk will also receive a merit-based salary increase.

City Council +\$11,308 (+15.6%)

The FY20 budget allocated a 20% salary increase for all elected City officials.

Debt-Ordinary -\$74,098 (-7.8%)

This decrease is due to maturing debt. The FY2020 budget includes \$200,000 contingency for new debt.

DPS – Highway Division +\$228,338 (+7.5%)

Sidewalk funding has been increased to reflect 50% of the meal tax receipts. The FY20 budget adds two full time laborer positions that will focus on downtown, including the Parking Garage, public restrooms, and overall maintenance of downtown. The FY20 budget also reflects contractual increases for staff and a merit-based increase for the DPS Director to bring the salary of the position closer to comparable communities.

DPS – Snow & Ice +\$15,000 (+7.1%)

Snow and ice expenditures have been increased to reflect actual costs.

Emergency Management -\$2,000 (-6.4%)

The FY20 budget reduced utility expenses to reflect the facility is used intermittently.

Essex Tech +\$19,500 (+26.7%)

The FY20 budget anticipates five Newburyport students will attend Essex Tech in the coming school year, an increase from two students this past school year. Tuition and transport is approximately \$24,000 per pupil.

General Administration +\$108,762.14 (+26.2%)

This increase is to allow contingency to the budget for the Collective Bargaining Agreements expiring at the end of FY19.

Licensing Commission +\$2,160 (+34.1%)

Administrative expenses for the Licensing Commission will increase for FY20.

Mayor +\$36,116 (+12.2%)

The FY20 budget allocated a 20% salary increase for all elected City officials.

Parking +\$261,049 (+63.7 %)

This is the second year the paid parking program has been operating out of the General Fund. There was formerly a departmental revolving fund and adjustments have been made. Additional operating costs are also associated with the operation of the recently opened parking garage.

Parks +\$146,615 (+61.6 %)

The FY20 budget adds a much-needed additional full-time laborer. Additional funding will also cover parks supplies and equipment. This increase includes \$30,000 for downtown improvements that are funded by paid parking.

Planning & Development +\$75,363 (+24.0%)

Increase in budget results from contractual increases for staff and new personnel. The budget also allocates an additional \$30,000 for a new online permitting system.

Police +\$270,909 (+6.8%)

The FY20 budget increase is due to contractual increases for staff and an increase to the overtime budget for the Department.

Retirement Appropriation +\$208,143 (+5.0%)

The Newburyport Contributory Retirement System manages the pensions for the City, Schools (non-teachers) and the Newburyport Housing Authority. The plan was 61.3% funded as of January 1, 2016 based on a Total Actuarial Liability of \$112 million and Assets of \$69 million. The liability is largely driven by employees that started pre-1996 at lower contribution rates. The current funding schedule increases by 5% each year and is projected to be fully funded in FY35.

Sustainability +\$102,918 (+6.7%)

Trash hauling and waste disposal have become a major budgetary pressure as the City works to respond increased disposal costs, largely driven by China's "National Sword" policy that bans the import of 24 types of solid waste and puts in place strict contamination levels for recyclable materials that are still accepted. The FY20 budget includes estimated costs for trash hauling and waste disposal.

Whittier Regional Vocational School Assessment +\$75,060 (+12.1%)

Newburyport's enrollment at the Whittier will increase by 4 students from FY19 to FY20 for a total enrollment of 37 students.

Basis of Budgeting for Personnel

The City budgets for personnel based on the number of workdays in a fiscal year with a standard year being 260 workdays, as there were in FY2019. In FY2020, however, there are 262 days and, therefore, the budget reflects an additional two days of pay for all regular salaried positions. For that reason, increases for regular salaried positions will include any contractual increase plus an additional two days' pay. For example, if a position contractually increases by 2.0%, the additional two days causes the increase to appear as 2.8%.

EXPENDITURE SUMMARY BY DEPARTMENT

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND						
CITY SERVICES						
ANIMAL CONTROL	58,313	63,291	66,052	67,234	1,183	1.8%
ASSESSORS DEPARTMENT	279,018	221,495	234,121	239,318	5,197	2.2%
AUDITOR'S DEPARTMENT	317,525	321,382	327,856	364,697	36,841	11.2%
BOARD OF REGISTRARS	46,873	49,008	44,260	49,333	5,073	11.5%
BUILDING DEPARTMENT	168,417	171,513	180,313	188,558	8,245	4.6%
CITY CLERK'S DEPARTMENT	238,167	252,419	258,732	277,680	18,948	7.3%
CITY COUNCIL	67,130	71,431	72,543	72,651	108	0.1%
COMMISSION ON DISABILITY	2,647	2,640	2,640	2,640	0	0.0%
CONSERVATION COMMISSION	1,800	1,800	1,800	1,800	0	0.0%
COUNCIL ON AGING	282,439	300,689	298,226	308,742	10,516	3.5%
DEBT EXCLUSION	3,237,248	3,166,609	3,178,737	3,165,464	(13,273)	-0.4%
EMERGENCY MANAGEMENT	24,967	26,381	31,100	29,100	(2,000)	-6.4%
FIRE DEPARTMENT	3,645,989	3,726,973	3,731,744	3,795,001	63,257	1.7%
GENERAL ADMINISTRATION	325,212	356,475	409,412	491,674	82,262	20.1%
HEALTH DEPARTMENT	208,401	211,349	247,909	254,154	6,245	2.5%
HISTORICAL COMMISSION	1,800	1,800	1,800	1,800	0	0.0%
HUMAN RESOURCES	255,039	268,657	320,267	326,125	5,857	1.8%
INFO TECHNOLOGY DEPT	305,756	308,699	320,817	321,096	278	0.1%
INSURANCE GROUP	8,793,383	9,127,806	9,719,304	9,864,940	145,636	1.5%
LEGAL DEPARTMENT	95,000	100,000	100,000	100,000	0	0.0%
LIBRARY DEPARTMENT	1,306,880	1,341,994	1,384,162	1,416,032	31,870	2.3%
LICENSE COMMISSION	6,366	7,750	6,340	8,500	2,160	34.1%
MAYOR'S DEPARTMENT	282,031	287,094	296,023	316,377	20,354	6.9%
ORDINARY DEBT SERVICE	870,427	805,338	954,098	880,000	(74,098)	-7.8%
PARKING CLERK DEPARTMENT	47,044	43,502	409,586	668,135	258,549	63.1%
PARKS DEPARTMENT	195,708	206,367	238,050	371,814	133,765	56.2%
PLANNING & DEVELOPMENT	314,457	309,965	314,511	389,874	75,363	24.0%
PLANNING BOARD	1,800	1,800	1,800	1,800	0	0.0%
POLICE DEPARTMENT	3,447,506	3,656,049	3,959,748	4,230,657	270,909	6.8%
PUBLIC SERVICES DEPARTMENT	2,686,952	2,828,753	3,054,696	3,273,035	218,338	7.1%
RETIREMENT BOARD	3,779,790	3,924,742	4,132,415	4,340,558	208,143	5.0%
SNOW & ICE	433,604	391,819	210,000	225,000	15,000	7.1%
SUSTAINABILITY	1,178,910	1,280,411	1,541,906	1,644,824	102,918	6.7%
TREASURER'S DEPARTMENT	291,868	286,649	306,181	310,014	3,833	1.3%
VETERANS' DEPARTMENT	299,372	262,433	286,761	288,279	1,518	0.5%
YOUTH SERVICES	283,843	281,476	294,368	304,850	10,482	3.6%
ZONING BOARD	1,650	1,800	1,800	1,800	0	0.0%
CITY SERVICES Total	33,783,333	34,668,360	36,940,076	38,593,554	1,653,478	4.5%
EDUCATION						
ESSEX NORTH SHORE TECH SCHOOL	36,500	55,818	73,000	92,500	19,500	26.7%
SCHOOL DEPARTMENT	27,360,232	28,631,701	29,850,374	30,875,762	1,025,388	3.4%
WHITTIER VO TECH SCHOOL	427,368	568,149	622,252	697,312	75,060	12.1%
EDUCATION Total	27,824,100	29,255,668	30,545,626	31,665,574	1,119,948	3.7%
GENERAL FUND Total	61,607,433	63,924,028	67,485,702	70,259,128	2,773,426	4.1%
HARBORMASTER ENTERPRISE FUND Total	416,812	453,329	482,829	514,868	32,039	6.6%
SEWER ENTERPRISE FUND Total	6,227,469	6,716,478	7,393,893	7,586,606	192,713	2.6%
WATER ENTERPRISE FUND Total	5,052,725	4,868,205	5,460,014	5,371,089	(88,925)	-1.6%
Grand Total	73,304,439	75,962,040	80,822,437	83,731,691	2,909,253	3.6%

POSITION COUNT BY DEPARTMENT

Department	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	+/-
Assessor	3.0	3.0	3.0	3.0	3.0	0.0
Auditor	4.0	4.0	4.0	4.0	4.0	0.0
Building	4.5	4.5	4.5	4.5	4.5	0.0
City Clerk	7.2	7.2	7.6	7.6	7.6	0.0
Council on Aging	5.0	5.0	5.0	5.0	5.0	0.0
DPS: Highway	29.7	31.2	32.7	33.7	35.7	2.0
DPS: Sewer	18.7	19.5	19.5	19.5	19.5	0.0
DPS: Water	19.7	19.9	18.9	18.9	18.9	0.0
Fire	35.0	35.0	35.0	35.0	35.0	0.0
Harbormaster	1.0	1.0	1.0	1.0	1.0	0.0
Health	3.7	3.9	3.9	4.7	4.7	0.0
Human Resources	2.0	2.0	2.0	2.5	2.5	0.0
Information Technology	1.0	1.0	1.0	1.0	1.0	0.0
Library	24.0	20.8	20.3	20.6	20.6	0.0
Mayor's Office	3.6	3.6	3.6	3.6	3.6	0.0
Parks	1.0	2.8	4.4	6.1	7.7	1.6
Planning & Development	4.5	4.5	5.0	5.5	5.5	0.0
Police	38.0	39.0	39.0	37.0	40.0	3.0
Sustainability	2.6	2.6	2.6	2.6	2.6	0.0
Treasurer/Collector	4.0	4.0	4.0	4.0	4.0	0.0
Veterans' Services	1.8	1.8	1.8	1.8	1.8	0.0
Youth Services	4.0	4.0	4.8	5.5	6.3	0.8
Total FTE*	218.1	220.4	223.6	227.1	234.5	7.4

*See School Budget for School Department position counts.

Section 3:

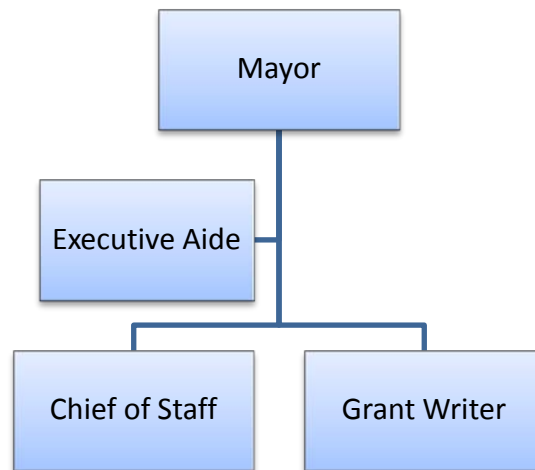
General Administration

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.

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Mayor	1.0	1.0	1.0
Chief of Staff	1.0	1.0	1.0
Executive Aide	1.0	1.0	1.0
Grant Writer	0.6	0.6	0.6
Total Full Time-Equivalents	3.6	3.6	3.6

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Bond rating	Rate/grade	AAA	AAA	AAA	AAA
Financial reserves	\$	\$5.7M	\$5.5M	\$6.3M	\$5.8M
Apply for a minimum of \$2M in grants per year	\$	\$4.6M	\$2.4M	\$3M	\$6.6M

FY2019 ACCOMPLISHMENTS

Finance

- Standard & Poor reaffirmed AAA bond rating in April 2018. This rating was first achieved in May 2015, is the highest long-term rating attainable and denotes a stable fiscal outlook.
- Received the *Budget Distinction Award* from the Government Finance Officers Association for seventh consecutive year.
- Increased use of Statewide Contracts for procurement and assigned procurement to Auditors officer.
- Applied for \$6.6M in grant programs and awarded over \$574,000 in grant funding to date with \$4.6M pending for FY19.
- Did not raise to the Proposition 2.5% tax levy.

Projects

- Completed Graf Road Lift Station project with \$1.8M in partial funding from MassWorks grant.
- Completed replacement of all Plum Island Fire Hydrants with \$2.5M in settlement funds.
- Replaced the aging Air Vac pumps in Olga Way Station with 60% contribution from Newbury towards \$242,000 project.
- Completed drainage project on Coltin Drive and initial work on Phillips Drive; completed design for Malcolm Hoyt Drive, with project to be initiated in FY20.
- Completed construction of Newburyport Inter-Modal Facility/garage within \$13M budget.
- Received unanimous approval from the Armory Commission to surplus National Guard building on Low St. for potential future home for Youth Services; working towards issuing a new RFP for adaptive re-use of the Brown School for housing.
- Completed final design with TEC and MassDOT for \$1.3M in grant funding for Safe Routes to School to redesign access to Nock/Molin schools; MassDOT to issue bid this summer.
- Achieved certification as a Municipal Vulnerabilities Preparedness (MVP) community.
- Clipper City Phase II Rail Trail substantially completed with exception of area behind the Wastewater Treatment Facility (WWTF) where we are working on permitting, design and clean-up of PCBs; working in collaboration with MVP and Rail Trail contractors to protect the recently completed \$37M WWTF from storm surge through a MVP grant.

- Participated in the ribbon cutting for the Whittier Bridge construction project and opening of the shared used path to connect Newburyport, Amesbury and Salisbury rail trails.
- Ad hoc Resiliency completed final draft of Sustainability Plan for Newburyport and Plum Island.
- Working in collaboration with the City Council, obtained a favorable vote on a Home Rule Petition (HRP) to dissolve the Newburyport Redevelopment Authority; the HRP has been filed with the legislature.
- Awarded conceptual design contract for a renovation/ new construction at Station 2 fire station on Route 113.
- Completed a comprehensive analysis the feasibility for Fire-Based Emergency Medical Service (EMS). Work will continue into the upcoming fiscal year.
- Completed a robust public process to catalog all Complete Streets eligible projects and submitted a Prioritization Plan to MassDOT; applied for Complete Streets funding for the highest priority project, Merrimac Street at Lower Atkinson Common.

Additional

- Mayor and Sustainability Coordinator attended the Global Action Summit in San Francisco and committed to reduce the City's carbon foot print and waste
- Mayor is actively coordinating and collaborating with legislators and key stakeholders in addressing the Combined Sewer Overflow (CSO) in the Merrimac River.
- Received the Milestone Achievement Award by ICLEI – Local Governments for Sustainability for the City's work in reducing carbon footprint.

Personnel: New Hires

- Geordie Vining, Senior Project Manager, Planning and Development (re-hire)
- Matthew Coogan, Chief of Staff
- Jamie Tuccolo, Deputy Director, DPS (promotion)
- Bob Armstrong, Building Inspector
- Lori Bunyan, HR Director
- Laurie Pierce, Purchasing Agent
- Giselle Stevens, Head Librarian
- Sara Kelso, Assistant Head Librarian
- Victoria Finnigan, Assistant Treasurer/Collector
- Jeramiah Murphy, Assistant Director, Veteran's Services
- Julie Spurr-Knight, DPS Business Manager

FY2019 TRENDS

As FY2020 begins, we will continue to prioritize existing City services and allocate additional funding beyond our State c. 90 allocation of \$516,000 to increase our focus on roads and sidewalks maintenance and construction. We have addressed significant capital projects and equipment needs with careful fiscal planning and spending. After years of deferred maintenance, we are making steady progress in the critical upgrades needed to buildings, infrastructure and equipment. We continue to see positive increases in City revenues— motor vehicle excise, building permits, licenses and fees. Property values similarly have increased and there is a high demand for real estate.

Despite these positive trends, we are cognizant of the volatility of the health care market which continues to absorb a greater percentage of our budget. Funding for health care has increased over 60% over the past, far outpacing overall annual budget increases. 12% of the budget, or \$9.7 million is spend on Health insurance, and the City's ability to implement measures to address the volatility and rising cost of healthcare has been severely restricted because Newburyport is one of only a handful of communities that has not adopted the Municipal Health Insurance Reform Laws of 2011 (Chapter 32B, Sections 21-22). Adopting healthcare reform laws would allow the City greater ability to ensure health insurance is at a sustainable level.

Similarly, we are currently spending \$0.61 on every dollar for education; we are encouraged by the major focus on education reform at the State level and anticipate greater local support over the next several years. Consequently, we continued to take a conservative fiscal approach in the development of this FY20 budget.

FY2019 GOALS & OBJECTIVES

GOAL 1: PROVIDE EXCELLENT PUBLIC SERVICES THAT MAKE NEWBUYRPORT AN EXCEPTIONAL PLACE TO LIVE, WORK, PLAY AND RAISE A FAMILY

Objectives:

- Streamline service delivery, identify cost savings, and enhance overall performance of all City Departments.
- Modernize permitting processes for businesses and residents by adopting online permitting software and other technology to improve services.
- Engage community members in a robust and equitable manner in order to effectively carry out the key functions of government.
- Pursue programs and policies that promote a sustainable, equitable, and inclusive future for Newburyport.

GOAL 2: MAINTAIN A HIGH LEVEL OF COMMUNICATION FROM MAYOR'S OFFICE WITH GENERAL PUBLIC AND CITY COUCILORS

Objectives:

- Maintain a minimum of bi-weekly update meetings with the City Council President and provide the Mayor's Update to City Council and the public at the start of City Council meetings.
- Increase communication through City website, Mayor's Blog and through various social media outlets.
- Increase frequency and consistency of local cable show, *Conversations with the Mayor*, radio spots and press releases.
- Increase government transparency by sharing more data and analysis.

GOAL 3: PROVIDE FISCALLY SOUND MANAGEMMENT AND MAXIMIZE RETURN ON TAXPAYER DOLLARS

Objectives:

- Maintain AAA Bond Rating
- Continue to meet monthly with Finance Team to enhance our current fiscal policies.
- Work closely with financial consultants on bonding strategies for capital projects.
- Maintain industry standard that General Fund debt service not exceed 8-10% of annual expenditures.
- Maximize grant applications by continuing to support the employment of the City Grant Writer and apply for a minimum of \$2M in grant applications.
- Increase grant applications for the Newburyport Public Schools.

GOAL 4: CONTINUE TO REPRESENT THE CITY AT THE STATE AND REGIONAL LEVEL AND ADVOCATE FOR NEWBURPORT'S NEEDS

Objectives:

- Continue membership with the MA Municipal Association and active roles with the Mayors Association, Board of Directors and Local Government Advisory Board.
- Schedule ongoing and regular meetings with legislators.
- Continue membership with the Merrimac Valley Planning Commission and participation in the Mayors and Managers meetings.

Management

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

Communications

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

MAYOR'S OFFICE (01-121)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - MYR SAL MAYOR	98,377	98,000	98,000	102,743	4,743	4.8%
51120 - MYR SAL CHIEF OF STAFF	70,115	72,000	73,440	87,367	13,927	19.0%
51126 - MYR SAL EXECUTIVE ASSISTANT	53,288	54,130	60,483	62,167	1,684	2.8%
51501 - MYR TRAVEL ALLOWANCE	3,100	4,964	5,100	5,100	0	0.0%
51502 - MYR MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	0	0.0%
001 - PERSONNEL SERVICES Total	227,881	232,094	240,023	260,377	20,354	8.5%
002 - PURCHASE OF SERVICES						
53006 - MYR GRANT WRITER	39,150	40,000	40,000	40,000	0	0.0%
002 - PURCHASE OF SERVICES Total	39,150	40,000	40,000	40,000	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57801 - MYR MISC EXPENSE	15,000	15,000	16,000	16,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	15,000	15,000	16,000	16,000	0	0.0%
Grand Total	282,031	287,094	296,023	316,377	20,354	6.9%

LEGAL (01-191)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53020 - LGL CITY SOLICITOR	95,000	100,000	100,000	100,000	0	0.0%
002 - PURCHASE OF SERVICES Total	95,000	100,000	100,000	100,000	0	0.0%
Grand Total	95,000	100,000	100,000	100,000	0	0.0%

GENERAL ADMINISTRATION (01-129)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51162 - GEN EVENTS COORDINATOR	0	0	15,000	7,500	(7,500)	-50.0%
51167 - GEN TEMPORARY HELP CITY HALL	2,493	3,826	3,500	3,500	0	0.0%
51180 - GEN PROCUREMENT OFFICER	9,539	4,231	10,000	0	(10,000)	-100.0%
51330 - MYO MCPPO STIPEND	0	0	0	2,250	2,250	
001 - PERSONNEL SERVICES Total	12,032	8,057	28,500	13,250	(15,250)	-53.5%
002 - PURCHASE OF SERVICES						
52101 - GEN HEAT/ELECTRIC-CH	28,445	23,696	25,000	25,000	0	0.0%
52401 - GEN MAINT/REPAIR-BLD	236	136	1,000	0	(1,000)	-100.0%
52402 - GEN MAINT/REPAIR-COPIER	0	0	1,500	0	(1,500)	-100.0%
52403 - GEN PUBLIC RESTROOMS	6,429	5,283	15,000	0	(15,000)	-100.0%
52701 - GEN LEASE POSTAGE MACHINE	0	1,648	3,000	3,000	0	0.0%
53004 - GEN TRAINING/TRAVEL	24,829	41,968	30,000	20,000	(10,000)	-33.3%
53401 - GEN POSTAGE	21,574	23,244	24,000	25,000	1,000	4.2%
53406 - GEN TELEPHONE SYSTEM	56,500	62,742	55,000	56,500	1,500	2.7%
002 - PURCHASE OF SERVICES Total	139,361	158,717	154,500	129,500	(25,000)	-16.2%
004 - SUPPLIES						
54200 - GEN SUPPLIES-OFFICE	6,778	7,538	8,000	7,000	(1,000)	-12.5%
54301 - GEN SUPPLIES-CITY HALL	1,651	1,462	1,000	1,000	0	0.0%
004 - SUPPLIES Total	8,430	9,000	9,000	8,000	(1,000)	-11.1%
007 - OTHER CHARGES & EXPENSES						
57300 - GEN DUES & MEMBERSHIPS	3,809	3,445	3,900	3,900	0	0.0%
57301 - GEN MERR VALLEY PLANNING COMM	6,969	6,354	6,512	6,674	162	2.5%
57401 - GEN MUNICIPAL INSURANCE	146,200	160,543	167,000	175,350	8,350	5.0%
57805 - GEN BUDGET CONTINGENCY	8,411	10,360	40,000	155,000	115,000	287.5%
007 - OTHER CHARGES & EXPENSES Total	165,389	180,702	217,412	340,924	123,512	56.8%
Grand Total	325,212	356,475	409,412	491,674	82,262	20.1%

CITY CLERK

MISSION STATEMENT

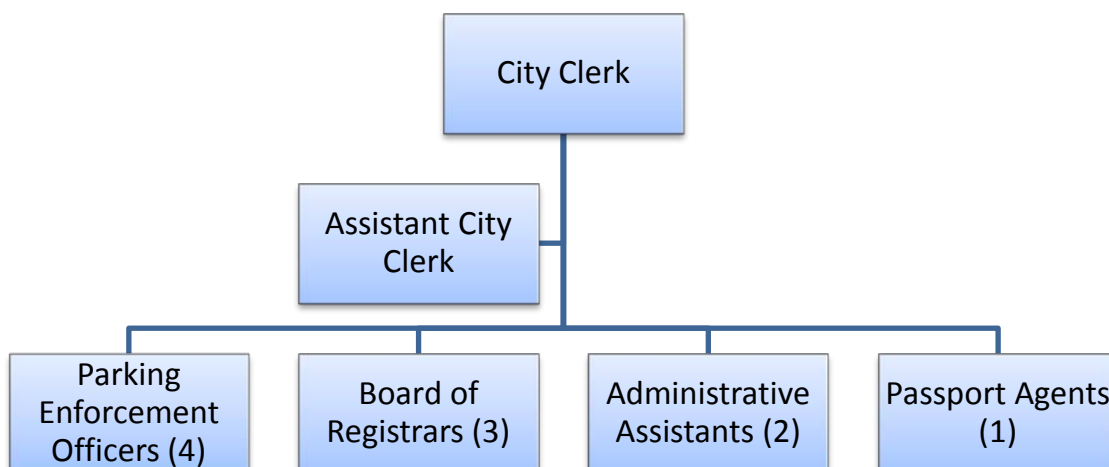
The mission of the City Clerk's Office is to facilitate the preparation for the City Council meetings and provide quality administrative support to the Council. The office also conducts municipal, state and federal elections with six wards and attending poll workers. The office strives to provide professional customer service to the citizens of Newburyport that is accurate, timely and courteous. The City Clerk is the official record keeper of the City of Newburyport and the Records Access Officer (RAO) for 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 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 eighteen (18) pay and display meters, one full time officer, six part-time enforcement officers, pay by phone system, the data collection as it relates to the ticket writing for parking violations and meter revenue, an LPR mobile system, enforcing parking ordinances, snow removal violations, coordinating overall parking issues with the parking officers, handling ticket appeals, hearings and disposition.

Additionally, the Clerk acts as the Facility Manager for the Passport Acceptance Facility.

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
CLK SAL CITY CLERK	1.0	1.0	1.0
CLK SAL ASSIST CLERK	1.0	1.0	1.0
CLK SAL ADMIN SECRETARY	1.0	1.0	1.0
CLK SAL PT OFFICE HELP	1.4	1.4	1.4
PKG SAL FT PRKING ENF OFFICER	1.0	1.0	1.0
PKG PT PARKING ENF OFFICERS	2.2	2.2	2.2
Total Full Time-Equivalents	7.6	7.6	7.6

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Passports issued	#	1,384	1,421	1,552	1,600
Dog licenses issued	#	1,452	1,504	1,491	1,500
Active voters	#	11,301	13,122	13,652	13,500
Resident Parking Permits	#	8,928	8,928	7,251	7236
Employee Parking Permits	#	401	402	409	423
Resident Street Permits	#	636	636	562	540

FY2019 ACCOMPLISHMENTS

Clerk's Office

- Issued the annual summary of conflict of interest to all and recorded the same in the required posted documents and meetings on the new, improved website.
- Continued to Implemented a new, indexed packet for the Council and incorporate the complete unique Identifier system for communications, transfers, orders and ordinances as they are placed in committee and removed during subsequent meetings.
- Continued the work of archivist group including the entering of birth record data into the database.

Elections

- Prepared for and administered the September 4, 2018 and the November 7, 2018 final State elections.
- Planning for the ballot question relating to Chapter 41C1/2 senior tax relief and retail adult marijuana use on the November 2019 Municipal election.
- Implemented early voting for the 'Mid-term' elections.

Parking

- Upgraded to new phones/ticket writers and kiosks.
- Planned for the incorporation of the parking garage into the current system.
- Issued an RFP for the upgrade to the new license plate system including LPR enforcement.

- Purchased a 2018 Chevy Volt hybrid for the parking department and outfitted the vehicle with a Mobile LPR (License Plate Reader) unit.
- Managed the aging kiosks with new quarterly maintenance system instituted to reduce 'down time'.
- Installed an evaluation kiosk from T2 Systems – Luke 2 in the Green St Lot.
- Planned for and implemented a new Event payment system for the Labor Day Festival.
- Prepared for the upgrade to pay and display to license plate.

Passports

- Handled a record number of passports as the facility's reputation continues to grow.
- 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.
- Passport office now open on Wednesdays making the hours consistent with the general City hall office hours.

FY2020 TRENDS

In FY2020, there has been a continuing trend to online services in almost every sector: parking, records, forms, etc. In parking, there has been a movement toward mobile enforcement with a license plate reading capability. Furthermore, there is a strong trend toward digitizing all facets of parking including digital permits. In elections, there is a strong movement toward early voting.

Overall the clerk's department will continue serve local residents, Councillors and other city departments. We have a very dependable and 'resident friendly' office and spend a considerable amount of time answering email and phone requests regarding vital records, permits, ordinances and Council agendas. We continue to directly answer phone calls. In this regard, the new content management website helps facilitate better communication and contains many highly requested documents for the public. In order to address complaints from parkers who use the kiosks, we have tested and installed new Kiosks to replace the aging kiosks in the parking lots. The back office support for the permit program has made substantial progress toward its goal of exemplary public service. We now issue the online resident parking permit to over 7,000 residents. It has been a very successful implementation.

FY2020 GOALS & OBJECTIVES

GOAL 1: IMPLEMENT THE NEW, UPGRADED PARKING SYSTEM

Objectives:

- Configure and train on the Mobile LPR unit.
- Install and configure the new Security Desk software associated with the Mobile Unit.
- Configure and train on the new handhelds for enforcement.
- Configure and train on the new BOSS software that monitors the collection and maintenance of the new T2/Luke 2 kiosks.
- Implement new ticket writers, new T2/Luke 2 kiosks, new methods for enforcement and a new 'back-end' for ticket processing.

GOAL 2: IMPLEMENT THE NECESSARY UPGRADE TO THE ELECTION EQUIPMENT

Objectives:

- Our election equipment will be replaced during 2019. There will be necessary training in order to prepare the equipment for the elections and to address any 'jams' or issues during the elections.

GOAL 3: PLAN FOR THE MANAGEMENT OF THE NEW PARKING GARAGE

Objectives:

- Work with the Mayor, Planning Department, City Council and Parking Advisory Committee on any needed changes to the traffic flow and in the street parking surrounding the new intermodal facility/garage.
- Order and install the new T2/Luke 2 kiosks in the garage.
- Evaluate the impact that the garage will have on two hour parking and signage on the streets.
- Plan for the efficient management of the facility in terms of safety, cleanliness and operation 24/7.
- Add the necessary parking enforcement to the levels of the garage.

GOAL 4: PLAN FOR ANY UPGRADES TO EARLY VOTING BALLOTS AND TABULATION OF BALLOTS

Objectives:

- Continue to review best practices of implementing early voting.

PROGRAMS & SERVICES

City Council	Records Management	Elections & Voter Registration	Passport Facility	Parking Management	Dog Licensing
<ul style="list-style-type: none"> •Prepare Council Agendas •Draft any orders or ordinances requested •Draft and prepare minutes •Assist at Council Meetings 	<ul style="list-style-type: none"> •Maintain vitals- birth, death, and marriage •Prepare annual list of residents •Maintain the code of ordinances •Provide genealogical research •Provide notarial services •Serve State Ethics Commission liaison and Training Officer •Issue DBA certificates •Maintain databases associated with records 	<ul style="list-style-type: none"> •Serve on Board of Registrars •Maintain voter registration •Manage all elections •Conduct annual census •Certify nomination papers •Coordinate five polling locations and six precincts •Manage early voting 	<ul style="list-style-type: none"> •Manage the issuance of new passports •Assist with Renewal applicants and related questions. •Photograph applicants •Track all applications 	<ul style="list-style-type: none"> •Maintain 18 pay and display kiosks •Maintain Mobile LPR Unit •Manage seven enforcement officers •Coordinate data collection, ticket payment, and payment systems •Handle ticket appeals and hearings •Issue five (5) parking permits types •Prepare monthly reports on income and expenses for parking system in total. 	<ul style="list-style-type: none"> •Issue annual dog and kennel licenses •Maintain dog database

CITY CLERK'S DEPARTMENT (01-161)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - CLK SAL CITY CLERK	66,536	74,325	75,812	83,393	7,581	10.0%
51102 - CLK SAL ASSIST CLERK	70,028	72,777	76,112	76,112	0	0.0%
51103 - CLK SAL ADMIN ASSISTANT	47,847	48,990	49,964	54,040	4,077	8.2%
51166 - CLK SAL PT OFFICE HELP	41,621	44,784	44,744	25,640	(19,104)	-42.7%
51167 - CLK SAL ADMIN ASST/PASSPORT	0	0	0	24,995	24,995	
001 - PERSONNEL SERVICES Total	226,032	240,876	246,632	264,180	17,548	7.1%
002 - PURCHASE OF SERVICES						
52701 - CLK LEASE COPIER	2,500	1,944	3,000	3,000	0	0.0%
53002 - CLK VITAL RECORDS EXPENSE	331	1,620	1,100	1,500	400	36.4%
54200 - CLK ADMINISTRATION	9,304	7,979	8,000	9,000	1,000	12.5%
002 - PURCHASE OF SERVICES Total	12,135	11,543	12,100	13,500	1,400	11.6%
Grand Total	238,167	252,419	258,732	277,680	18,948	7.3%

CITY COUNCIL (01-111)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - CCN SAL COUNCIL	55,907	56,000	56,000	56,000	0	0.0%
51160 - CCN SAL CLK COUNCIL	4,258	4,353	4,416	4,539	123	2.8%
51162 - CCN SAL CLK COMMITTEE	603	578	627	612	(15)	-2.3%
001 - PERSONNEL SERVICES Total	60,767	60,931	61,043	61,151	108	0.2%
002 - PURCHASE OF SERVICES						
53001 - CCN LEGAL ADS	469	3,500	2,500	1,500	(1,000)	-40.0%
53002 - CCN ORDINANCE RECODIFICATION	5,894	7,000	4,000	5,000	1,000	25.0%
53020 - CCN LEGAL	0	0	5,000	5,000	0	0.0%
002 - PURCHASE OF SERVICES Total	6,363	10,500	11,500	11,500	0	0.0%
Grand Total	67,130	71,431	72,543	72,651	108	0.1%

BOARD OF REGISTRARS (01-163)

	FY2017	FY2018	FY2019	FY2020	\$	%
	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51160 - BDR SAL CLERK REGISTRAR	2,129	2,165	2,208	2,270	61	2.8%
51162 - BDR SAL REGISTRARS	1,907	1,999	2,052	2,063	11	0.5%
001 - PERSONNEL SERVICES Total	4,036	4,164	4,260	4,333	73	1.7%
007 - OTHER CHARGES & EXPENSES						
57808 - BDR ELECTIONS & REGISTRATIONS	42,837	44,844	40,000	45,000	5,000	12.5%
007 - OTHER CHARGES & EXPENSES Total	42,837	44,844	40,000	45,000	5,000	12.5%
Grand Total	46,873	49,008	44,260	49,333	5,073	11.5%

PARKING CLERK (01-293)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51100 - PKG SAL CLERK/ADMIN	0	0	34,185	40,530	6,345	18.6%
51134 - PKG FULL-TIME ENFORCEMENT OFF	46,444	42,902	47,553	42,737	(4,815)	-10.1%
51166 - PKG PART-TIME ENFORCEMENT OFF	0	0	68,548	137,000	68,452	99.9%
51167 - PKG SAL ADMIN ASST/PARKING	0	0	0	19,868	19,868	
51168 - PKG LOT GROUNDSKEEPING	0	0	0	5,700	5,700	
51405 - PKG CLOTHING ALLOWANCE	600	600	1,600	1,600	0	0.0%
51901 - PKG CULTURAL DISTRIC EXPENSE	0	0	6,000	6,000	0	0.0%
001 - PERSONNEL SERVICES Total	47,044	43,502	157,886	253,435	95,549	60.5%
002 - PURCHASE OF SERVICES						
52101 - PKG HEAT/ELECTRICITY	0	0	0	12,500	12,500	
52401 - PKG LOT MAINTENANCE	0	0	4,000	4,000	0	0.0%
52402 - PKG METER MAINTENANCE	0	0	21,000	25,000	4,000	19.0%
52403 - PKG MAINT-VEHICLE	0	0	800	1,200	400	50.0%
52404 - PKG MAINT-BUILDING	0	0	0	15,000	15,000	
52405 - PKG MAINT-EQUIP	0	0	0	15,000	15,000	
52702 - PKG LOT LEASE PAYMENTS	0	0	8,000	8,000	0	0.0%
53000 - PKG BOOKKEEPING	0	0	10,600	13,500	2,900	27.4%
53002 - PKG WATERFRONT TRUST AGMT	0	0	70,000	70,000	0	0.0%
53003 - PKG METER SOFTWARE	0	0	7,200	7,200	0	0.0%
53004 - PKG LIC PLATE READING SYSTEM	0	0	0	60,000	60,000	
53005 - PKG CONSULTING SERVICES	0	0	5,000	5,000	0	0.0%
53401 - PKG COMMUNICATIONS	0	0	0	7,500	7,500	
53801 - PKG SIGNAGE	0	0	1,900	5,000	3,100	163.2%
53802 - PKG CREDIT CARD FEES	0	0	37,400	70,000	32,600	87.2%
002 - PURCHASE OF SERVICES Total	0	0	165,900	318,900	153,000	92.2%
004 - SUPPLIES						
54200 - PKG OFFICE SUPPLIES	0	0	1,400	1,400	0	0.0%
54301 - PKG MAINT-SUPPLIES	0	0	0	5,000	5,000	
54801 - PKG FUEL/OIL	0	0	1,500	1,500	0	0.0%
55800 - PKG TICKET & PERMIT EXPENSE	0	0	77,000	77,000	0	0.0%
55801 - PKG MISC SUPPLIES	0	0	0	5,000	5,000	
55802 - PKG METER SUPPLIES	0	0	5,900	5,900	0	0.0%
004 - SUPPLIES Total	0	0	85,800	95,800	10,000	11.7%
Grand Total	47,044	43,502	409,586	668,135	258,549	63.1%

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 implemented with robust and scalable security architecture and solutions. A comprehensive information and data systems structure will be maintained that will enhance the ability of its officials, staff, and employees to provide the highest level of service to the citizens of Newburyport.

Supporting this mission are three pillars: an appropriate governance and policy structure; robust and scalable security architecture and solutions; and an expansive and continuous security awareness program.

ORGANIZATIONAL OVERVIEW

Information
Technology
Director

Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
IT Director	1.0	1.0	1.0
Total Full Time-Equivalents	1.0	1.0	1.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2017	Actual FY2018	Actual FY2019	Estimated FY2020
Systems Availability	%	99.82	98.50	99.25	100
Support Calls	#	1137	1159	979	950
Network Uptime	%	99.99	99.99	97.99	99.99

FY2019 ACCOMPLISHMENTS

Part of the City's Community Compact agreement with the Baker-Polito Administration was a commitment to implement a city-wide fiber optic network that supported the City's full network & communications requirements. This newly constructed network was substantially completed in June of 2018. The last fiber installation for the City's new parking facility at the corner of Merrimack & Titcomb Streets was completed in April. The fiber network replaced a failing wireless network and has upgraded the City's network & communications to a high speed, fully redundant fiber optic Municipal Area Network. The project included design, engineering and construction of the network. This project improves government efficiency, improves community safety and improves residents' ability to interact and transact with their government.

The following City facilities and sites have fiber installations forming a new Municipal Area Network.

1. City Hall – 60 Pleasant Street
2. Police Headquarters – 4 Green Street
3. DPS Facilities – 16A Perry Way
4. Library – 94 State Street
5. Harbormaster – 1 Market Square
6. Senior Center – 333 High Street
7. Fire Headquarters – 0 Greenleaf Street
8. Fire Station – 164 Storey Avenue
9. Emergency Management - 59 Low Street
10. Animal Control – 16 Perry Way
11. Local Access Cable TV Studio – 331 High Street
12. Water Treatment Plant – 7 Spring Lane
13. Wastewater Treatment Facility – 158 Water Street
14. Anna Jaques Water Tank – Marjorie Street
15. March Hill Water Tank – Coffins Court
16. Youth Center
17. Rupert Nock Middle School – 70 Low Street
18. Molin Upper Elementary School – 70 Low Street
19. Bresnahan School – 333 High Street
20. Newburyport High School – 241 High Street

FY2020 TRENDS

Technology-focused solutions to the challenges facing municipalities are likely to continue and improve into the future. Industry watchers expect to continue to see innovative uses of new and existing technologies, as demonstrated by integration of affordable consumer-driven technologies with existing professional-grade software and systems, to help municipalities overcome perennial challenges. Such technology solutions represent an opportunity for municipalities to make significant efficiency and productivity gains and significantly improve service delivery to end users.

FY2020 GOALS & OBJECTIVES

GOAL 1: FIBER NETWORK REORGANIZATION

Objectives:

- Centralize information, services, and software currently spread out among multiple municipal locations.
- Provide data to all City departments through a central network operations facility at a newly established server facility at City Hall and Police Department.

GOAL 2: COMMUNICATIONS & CAMERA SYSTEMS

Objectives:

- Continue with reorganization of the City's telephone and communications systems by utilizing the newly constructed municipal fiber network.
- Continue to facilitate centralization of camera systems at the Police Department, from all municipal buildings including schools, allowing all facilities to be monitored twenty four hours per day, seven days per week.

GOAL 3: DATA INTEGRITY, SECURITY & DISASTER RECOVERY

Objectives:

- Upgrade to more robust off-site data storage and back-up system in the event of the need for complete disaster recovery services.
- Implement a new upgraded and integrated server and appliance brokered security platform.
- Test and secure disaster recovery systems and hardware to meet performance expectations and redistribute to multiple locations including an encrypted cloud repository.

PROGRAMS & SERVICES

Information Systems

- Administration Municipal Area Fiber Network
- Security of Municipal Area Fiber Network
- Provision of services on local and municipal fiber network
- Public Safety Systems support and maintenance
- City Website coordination & support
- Hardware & software support & maintenance
- Enterprise & Financial System software support and maintenance
- E-mail & mobile device support.

Communications

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

INFORMATION TECHNOLOGY (01-151)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - IT SAL DIRECTOR	88,208	89,627	89,628	99,318	9,691	10.8%
51404 - IT TRAVEL ALLOWANCE	3,300	3,300	3,300	5,100	1,800	54.5%
001 - PERSONNEL SERVICES Total	91,508	92,927	92,928	104,418	11,491	12.4%
002 - PURCHASE OF SERVICES						
52402 - IT CITY WEB SITE	2,750	2,790	2,750	2,750	0	0.0%
52403 - IT COMPUTER FIREWALL	15,573	14,507	18,750	18,750	0	0.0%
52404 - IT HARDWARE MAINTENANCE	46,245	17,767	21,477	22,325	848	3.9%
52405 - IT TELECOMMUNICATIONS	7,141	6,981	7,250	7,250	0	0.0%
53001 - IT MUNIS LICENSE	46,394	48,911	50,980	53,446	2,466	4.8%
53002 - IT SOFTWARE UPDATE/LICENSING	27,443	28,107	29,644	31,545	1,902	6.4%
53003 - IT INTERNET-SERVICE	7,277	7,319	7,339	7,416	77	1.1%
53004 - IT PROFESSIONAL SERVICES	469	28,500	28,800	28,800	0	0.0%
53407 - IT OFF SITE SERVICES	59,496	58,891	58,900	42,394	(16,506)	-28.0%
002 - PURCHASE OF SERVICES Total	212,787	213,772	225,890	214,677	(11,213)	-5.0%
004 - SUPPLIES						
55800 - IT MISC SUPPLIES	1,462	2,000	2,000	2,000	0	0.0%
004 - SUPPLIES Total	1,462	2,000	2,000	2,000	0	0.0%
Grand Total	305,756	308,699	320,817	321,096	278	0.1%

Section 4:

Finance

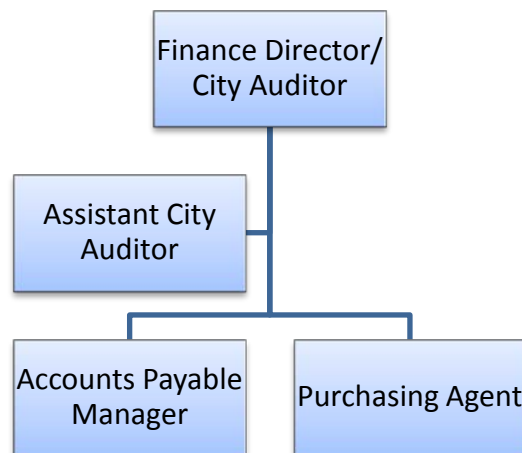
FINANCE DIRECTOR/CITY AUDITOR

MISSION STATEMENT

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

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Finance Director/City Auditor	1.0	1.0	1.0
Assistant Auditor	1.0	1.0	1.0
Accounts Payables Manager	1.0	1.0	1.0
Purchasing Agent	0.0	1.0	1.0
Finance Clerk*	1.0	0.0	0.0
Total Full Time-Equivalents	4.0	4.0	4.0

*7 hours per week funded by Housing Rehab. Program

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Reserves within 5-10% of Budget	%	9.6%	8.9%	8.8%	9.3%
Debt Service/Total Budget (GF)	%	6.1%	6.6%	6.4%	5.5%
GFOA Budget Award	Y/N	Yes	Yes	Yes	Yes
Bond Rating	S&P	AAA	AAA	AAA	AAA
OPEB Funding	\$	\$0	\$25,000	\$50,000	\$60,000
MIIA Reward Credits	\$	\$24,911	\$38,727	\$60,837	\$61,000

FY2019 ACCOMPLISHMENTS

- Maintained the City's AAA bond rating, reflecting Standard and Poor's continued confidence in the City's financial management and oversight
- Coordinated the annual audit of the City's financial statements, which was carried out by the outside CPA firm of Melanson Health. Resolved two management letter recommendations from the prior year audit: 1) improving the funding and timing of payroll and vendor warrants and 2) improving the tracking and budgeting of betterment receipts and debt service.
- Implemented Governmental Accounting Standards Board (GASB) Statement Nos. 74 and 75, which requires additional reporting for other post-employment benefits.
- Managed the Free Cash and Retained Earnings certification process- Free Cash certification was in line with prior year results at \$2,145,174.
- Awarded the Government Finance Officers Association's Distinguished Budget Presentation Award for the seventh consecutive year.
- Restructured Finance Clerk position into a Purchasing Agent position.
- Finance Director and Purchasing Agent achieved certification as Massachusetts Certified Public Purchasing Officials (MCPPO).
- Maximized the amount of credits received through the Massachusetts Interlocal Insurance Association (MIIA) rewards program, which are awarded based on a municipality's risk management practices.
- Completed implementation of electronic imaging of all city and school invoices.

FY2020 TRENDS

In FY20, the Finance Department, in collaboration with the Mayor, will continue to implement strategies to enhance the long-term fiscal sustainability of our City. Newburyport's AAA credit rating and strong reserve balances are reflective of the City's healthy financial position. There are, however, a number of areas that continue to put financial pressure on the City, such as: the health insurance

plan for employees and retirees, complying with new state and federal regulations, maintaining funding for education, improving the City's roadways and sidewalks, solid waste disposal and trash hauling costs, among others.

The U.S. is approaching the tenth year of the current economic expansion that began in June 2009; the longest business cycle in U.S. history. Given the tenure of the current expansion and signs of slowing economic growth at the end of 2018, the City is well positioned should the economy move in a more negative direction. Going into fiscal 2020, it is ever important that the City continues to be conservative in our revenue estimates and work to enhance existing revenue sources and identify new revenue sources, as well as, identify areas of cost savings and more effective procurement/ service-delivery methods.

FY2020 GOALS & OBJECTIVES

GOAL 1: MAINTAIN HIGHEST LEVEL OF FISCAL BEST PRACTICES AND POLICIES

Objectives:

- Attain GFOA designation for preparation of the annual budget
- Maintain updated financial policies and procedures in accordance with M.G.L. and best practices for public financial management

GOAL 2: CONTINUE TO ENHANCE REVENUE AND MAINTAIN RESERVE BALANCES

Objectives:

- Review all departmental revenues with each department to identify potential new sources of revenue and/or revenue enhancements
- Review all departmental expenditures to identify areas of cost savings
- Work with the Mayor and Director of Planning & Development to promote tax incentive programs that attract new business to the City, thereby enhancing future local revenue
- Maintain a Stabilization Trust Fund balance of 5% of the annual budget; continue to make appropriations to the OPEB Trust Fund

GOAL 3: CONTINUE TO BUILD OUT CENTRALIZED PROCUREMENT FUNCTION

Objectives:

- Increase the number of bid solicitations for frequently procured goods and services in order to achieve better values
- Consolidate and coordinate procurements between city and school departments to maximize economies of scale
- Finalize and publish the City's procurement manual in accordance with M.G.L. and best practices for public procurement

Accounting & Financial Management

- Maintaining electronic accounting records
- Processing accounts payable and receivable
- Administering the City insurance program including: property, casualty, worker's compensation, police and fire injured-on-duty, unemployment
- Working with City Treasurer's Office to reconcile and monitor cash receipts
- Reviewing City contracts and leases to ensure that adequate funding is available
- Managing Free Cash Certification process
- Managing Tax Rate Setting process
- Advising departments, boards and commissions on financial management best practices

Financial Reporting & Analysis

- Preparing budget information and budget transfers
- Preparing budget revenue estimates and tracking expenditures and collections
- Long-Range Financial Forecasting
- Preparing annual capital improvement program
- Preparing mandatory City, state, and federal reports covering a wide range of financial activities, including:
 - Tax Rate Recap
 - Enterprise Fund Reports
 - CPA Year-End Report
 - Schedule A
 - Mid-Year Report
 - Capital Asset Schedules
 - Annual Financial Statements
 - Popular Annual Financial Report
 - Single Audit
 - Year-End Report

AUDITOR'S DEPARTMENT (01-135)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - AUD SAL FINANCE DIR/AUDITOR	97,069	101,531	104,577	115,458	10,881	10.4%
51102 - AUD SAL ASST AUDITOR	65,153	68,149	69,512	71,448	1,936	2.8%
51103 - AUD SAL ADMIN ASSISTANT	60,361	61,332	62,559	63,040	481	0.8%
51104 - AUD SAL PURCHASING AGENT	37,780	38,388	39,156	62,699	23,543	60.1%
51401 - AUD LONGEVITY	3,390	3,527	3,597	3,597	0	0.0%
001 - PERSONNEL SERVICES Total	263,752	272,927	279,401	316,242	36,841	13.2%
002 - PURCHASE OF SERVICES						
53001 - AUD FINANCIAL AUDIT/VALUATION	52,000	46,500	46,500	46,500	0	0.0%
002 - PURCHASE OF SERVICES Total	52,000	46,500	46,500	46,500	0	0.0%
004 - SUPPLIES						
55800 - AUD MISC SUPPLIES	1,483	1,500	1,500	1,500	0	0.0%
004 - SUPPLIES Total	1,483	1,500	1,500	1,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - AUD DUES & MEMBERSHIPS	290	455	455	455	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	290	455	455	455	0	0.0%
Grand Total	317,525	321,382	327,856	364,697	36,841	11.2%



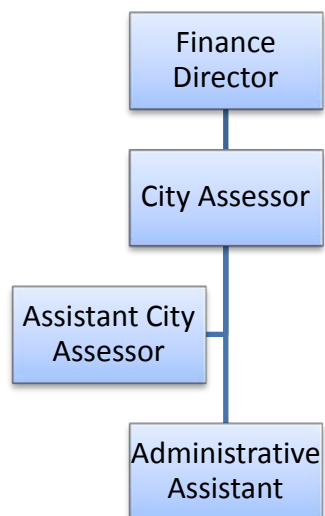
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CITY ASSESSOR

MISSION STATEMENT

The Mission of the Office of the Assessor is to provide fair and equitable property assessments to the taxpayers of the City of Newburyport to ensure that each and every taxpayer is shouldering their fair share of the City's total tax burden.

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Assessor	1.0	1.0	1.0
Assistant City Assessor	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Total Full Time-Equivalents	3.0	3.0	3.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2017	Actual FY2018	Actual FY2019	Estimated FY2020
New Growth	Tax Dollars	\$791,106	\$933,594	\$985,930	\$750,000
Tax Levy (numbers reflect the actual levies, not the levy limits)	Billed	49,831,887	51,640,643	57,458,764	59,500,000
Motor Vehicle Excise Tax (Estimated for FY19)	Receipts	2,707,801	2,710,466	2,600,000	2,600,000
Abatement Applications	# Filed	53	55	36	50
Property Inspections (#s represent actual visits including exterior measurements which did not include full interior inspection) *FY18 as of 1/1/18 (1/2 year)	# Visits	913	744	*538	800

FY2019 ACCOMPLISHMENTS

- Successfully completed interim year adjustments on assessments as per DOR regulation.
- Successfully completed cyclical inspections on 400 parcels as per DOR directive.
- Certification of new growth in an amount higher than estimated and in a timely manner.
- Successfully completed a workshop for seniors addressing all exemption programs that are available in helping to reduce their property tax bills.
- Assistant Assessor successfully completed the Massachusetts Association of Assessing Officers (MAAO) courses 1, 2 & 5 and also completed the national Uniform Standards of Professional Appraisal Practice (USPAP) course.
- City Assessor completed MAAO course 6.

FY2020 TRENDS

Market values in Newburyport have remained strong and 2018 continued to be a seller's market. Early indicators of the market conditions of 2018 sale prices show that we could see anywhere from a 3% to 6% increase in assessments for Fiscal Year 2020.

FY2020 GOALS & OBJECTIVES

GOAL 1: SUCCESSFULLY COMPLETE STATE MANDATED INTERIM ADJUSTMENT OF VALUES

Objectives:

- Perform cyclical inspections as per the DOR directive that each parcel is inspected at least once in every ten year cycle; in FY20 this process will be focused on multi-families and commercial properties.
- Successfully complete the project in a timely manner meeting all deadlines helping to ensure certification of the tax rate.
- Update Vision computer assisted mass appraisal (CAMA) database software to the latest version 8.

GOAL 2: CONTINUE TO IMPROVE UPON CUSTOMER SERVICE

Objectives:

- Update website with additional downloadable forms and FAQs, streamlining access to this information.
- Improve outreach to taxpayers regarding available exemptions.
- Run a successful educational campaign urging passage of Clause 41C ½ in the November election.
- Implement Ch. 59 Sec. 5 Clause 41C ½ exemption program.

GOAL 3: PROFESSIONAL DEVELOPMENT

Objectives:

- All office staff to remain up to date with respect to new legislation and best practices by taking advantage of available educational opportunities offered through the Essex County and Massachusetts Assessing Associations along with offerings from the Division of Local Services.
- Assistant Assessor to continue educational courses in pursuit of earning accreditation from the Massachusetts Association of Assessing Officers.
- City Assessor to pursue educational course offerings to maintain accredited designation.

PROGRAMS & SERVICES

Billing & Valuation

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

Data Collection & Reporting

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

ASSESSOR'S DEPARTMENT (01-141)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - ASR SAL ASSESSOR	81,312	81,498	81,498	88,902	7,404	9.1%
51102 - ASR SAL ASST ASSESSOR	51,136	61,980	63,220	63,706	486	0.8%
51103 - ASR SAL ADMIN ASSISTANT	47,005	48,984	49,964	50,348	384	0.8%
51401 - ASR LONGEVITY	3,579	0	0	0	0	
51402 - ASR EDUCATION CREDIT	400	200	0	0	0	
51403 - ASR TECHNOLOGY STIPEND	1,500	1,500	1,500	1,500	0	0.0%
51404 - ASR TRAVEL ALLOWANCE	5,000	8,400	8,400	5,100	(3,300)	-39.3%
001 - PERSONNEL SERVICES Total	189,932	202,562	204,581	209,556	4,975	2.4%
002 - PURCHASE OF SERVICES						
53001 - ASR COMPUTER EXP	8,260	8,620	8,890	9,157	267	3.0%
53002 - ASR REVALUATION	74,432	4,000	4,000	4,000	0	0.0%
53003 - ASR VALUATION/PROCESSING	3,168	2,400	12,500	12,500	0	0.0%
53004 - ASR MAP/DEEDS/ATB	0	225	600	600	0	0.0%
002 - PURCHASE OF SERVICES Total	85,860	15,245	25,990	26,257	267	1.0%
004 - SUPPLIES						
55800 - ASR MISC SUPPLIES	3,226	3,000	3,000	3,000	0	0.0%
004 - SUPPLIES Total	3,226	3,000	3,000	3,000	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - ASR DUES & MEMBERSHIPS	0	688	550	505	(45)	-8.2%
007 - OTHER CHARGES & EXPENSES Total	0	688	550	505	(45)	-8.2%
Grand Total	279,018	221,495	234,121	239,318	5,197	2.2%



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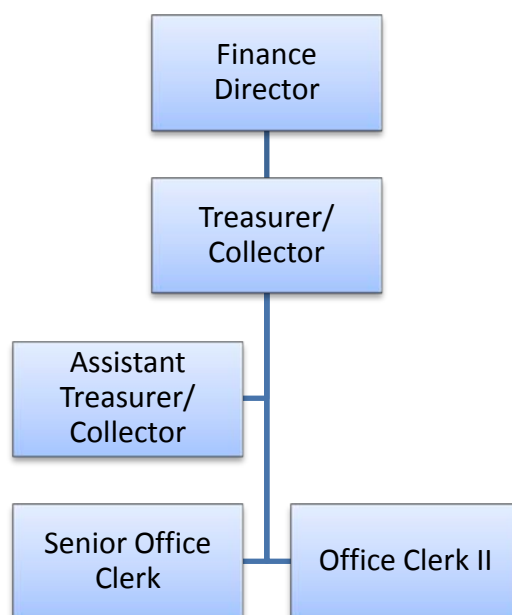
TREASURER/COLLECTOR

MISSION STATEMENT

The mission of the Newburyport Treasurer/Collectors office, as defined by state statute, is to collect all revenues due the City, and to hold and invest those revenues until such time as the Treasurer's Office is directed by warrant to pay the City's current obligations. The Collector's office collects all payments of bills for taxes and utilities, as well as posts, records, and updates all bank accounts daily.

Additionally, the Treasurer's office handles all receipts turned over by city departments, disbursements for accounts payable and payroll funds. Further, it is our goal to be knowledgeable in our field and continue to work with and provide quality customer service to the taxpayers whom we deal with on a daily basis.

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Treasurer/Collector	1.0	1.0	1.0
Assistant Treasurer/Collector	1.0	1.0	1.0
Senior Office Clerk	1.0	1.0	1.0
Office Clerk II	1.0	1.0	1.0
Total Full Time-Equivalents	4.0	4.0	4.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Collection rate	%	98.5	98.5	99.5	99.5
Demand bills sent RE	#	877	926	800	750
Demand bills sent PP	#	156	155	170	150
Subsequent tax takings	\$	250,000	143,000	97,000	90,000
Tax title collections	\$	409,893	280,000	386,000	300,000
Tax title properties returned to tax rolls	#	30	34	26	25
Properties advertised for tax lien	#	36	10	35	25

FY2019 ACCOMPLISHMENTS

- Increased collection rate for real estate taxes to nearly 100%.
- Maintained collection for motor vehicle and boat excise taxes at above 95%.
- Worked with financial institutions to receive the maximum yield return for City liquid and investment funds.
- Reduced number of demand bills, letters and follow-up notices sent, thereby ensuring more timely collections and reducing delinquencies.
- Reviewed and issued regular credits/refunds to reflect clearer balances on receivables registers.
- Continue to utilize electronic check capture for quicker posting to customer bills and deposit of collections at service counter.
- Enhanced Procurement (purchasing) Card program utilizing new vendor and better functionality to general ledger audit trail.
- Promoted office staff within the AFSCME union, reinforcing job descriptions and organizing departmental duties.
- Retained collection and reconciliation processes during transitional staffing period.
- City Treasurer was elected to second term as President of Eastern Massachusetts Treasurer/Collector Association.

FY2020 TRENDS

The Treasurer/Collector's office remains driven and dedicated to collecting above 95% of the Real Estate, Personal Property, Motor Vehicle and Boat excise taxes due each fiscal year. We will continue a regular cycle of collection measures to ensure delinquencies are managed timely and with fairness to all taxpayers, while accommodating those who may be experiencing financial difficulty or are in need of services.

With the continued growth and rapid turnovers of property in the City, it is our duty to provide education and resources to residents as well as be mindful that not taxpayers are feeling positive effects from current trends. We will strive to ensure that we provide accurate and useful information for services which fall under our control.

We should continue to improve upon the City website to provide as much information as possible to residents in a single location, as this is still the most popular method of outreach. We receive a lot of feedback, both positive and negative, from residents on electronic services and the desire to utilize those options.

FY2020 GOALS & OBJECTIVES

GOAL 1: MAINTAIN TRANSPARENCY

Objectives:

- Enhance the reconciliation processes from the Treasurer's office to Auditor's office utilizing changes in staff and duties.
- Ensure transparency of bill posting and departmental receipt collections for clear general ledger reporting.
- Work with outside auditor's on recordkeeping and annual reporting procedures.

GOAL 2: PROMOTE INTEGRITY

Objectives:

- Maintain the integrity of the Treasurer/Collector functions by promoting positive morale and productivity.
- Continue to strengthen security measures to safeguard city and taxpayer information.
- Focus on customer service and communication.

GOAL 3: MONITOR TRENDS AND SHARE BEST PRACTICES

Objectives:

- Move to identify and monitor current trends and share best practices interdepartmentally, with outside institutions and with other communities to better serve the public.
- Continue to build relationships with peers via membership with Massachusetts Treasurer/Collector Association and the Eastern Mass. local association.
- Encourage and support professional development.

PROGRAMS & SERVICES

Treasury Management

- Cash reconciliation
- Maintain City bank accounts
- Cash receipt processing of all City departmental revenues
- Management of Investment and Trust Funds
- Trust Fund committee liason
- Borrowing and monitoring of debt service for City projects
- Land court filings
- Tax taking and redemption
- Warrant funding
- Vendor & Payroll check distribution
- ACH/wire payments to vendors

Collections

- Collection and posting of payments for real estate, personal property, motor vehicle and boat excise tax bills
- Work closely with Deputy Collector to pursue delinquent motor vehicle and boat excise tax
- Special assessment and lien payments
- Online payment services
- Refund processing for overpayments and abatements
- Prepare municipal lien certificates
- Tax title and lien processing of delinquent taxpayers
- Utility bill collections
- Bank deposits

TREASURER'S DEPARTMENT (01-145)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - TRS SAL TREASURER	80,523	81,819	82,134	88,389	6,256	7.6%
51102 - TRS SAL ASST TREASURER	62,177	62,449	64,689	57,753	(6,937)	-10.7%
51103 - TRS STAFF SALARIES	100,905	102,529	111,020	115,234	4,214	3.8%
51165 - TRS TRUST FUND COMM ADMIN	0	0	600	600	0	0.0%
51401 - TRS LONGEVITY	3,438	3,438	3,438	3,438	0	0.0%
001 - PERSONNEL SERVICES Total	247,044	250,235	261,881	265,414	3,533	1.3%
002 - PURCHASE OF SERVICES						
52701 - TRS COPIER SUPPLIES	750	530	500	500	0	0.0%
53001 - TRS BANK CHARGES	5,001	6,274	5,200	5,000	(200)	-3.8%
53004 - TRS TAX BILLS	21,443	18,723	22,000	23,000	1,000	4.5%
53005 - TRS TAX TITLE EXPENSE	12,306	5,500	11,000	10,500	(500)	-4.5%
002 - PURCHASE OF SERVICES Total	39,500	31,026	38,700	39,000	300	0.8%
004 - SUPPLIES						
54200 - TRS OFFICE SUPPLIES	1,325	1,500	1,500	1,500	0	0.0%
55800 - TRS MISC SUPPLIES	1,549	1,500	1,500	1,500	0	0.0%
55801 - TRS COMPUTER EXP	800	738	800	800	0	0.0%
004 - SUPPLIES Total	3,674	3,738	3,800	3,800	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57403 - TRS INSURANCE BONDS	1,650	1,650	1,800	1,800	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	1,650	1,650	1,800	1,800	0	0.0%
Grand Total	291,868	286,649	306,181	310,014	3,833	1.3%

Section 5:

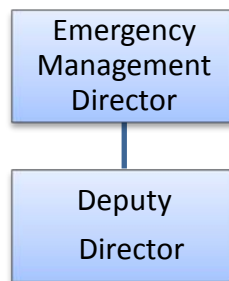
Public Safety

EMERGENCY MANAGEMENT

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Updated Emergency Response Plan	100%	80%	80%	85%	90%
Updated Hazard Mitigation Plan	100%	100%	100%	100%	100%
Successful participation in the radiological response plan	100%	100%	100%	100%	100%
Continued education of City staff	100%	100%	100%	100%	100%

FY2019 ACCOMPLISHMENTS

- Completed quarterly inventory to insure readiness for a radiological, natural or man-made disaster
- Successfully participated in practice and graded exercises for the Seabrook Station Radiological Response Plan
- Conducted annual table-top exercise and planning meetings for Yankee Homecoming Week events
- Participated in resiliency meetings with City staff to discuss City readiness

FY2020 TRENDS

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

FY2020 GOALS & OBJECTIVES

GOAL 1: UPDATE PLANS, PROCEDURES, FACILITY AND EQUIPMENT

Objectives:

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

GOAL 2: CONTINUE ADVANCED TRAINING FOR STAFF

Objectives:

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

GOAL 3: UPDATE TECHNOLOGY IN THE EMERGENCY OPERATIONS CENTER

Objectives:

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

PROGRAMS & SERVICES

Administration

- Mitigation
- Preparation
- Response
- Recovery
- CERT Program
- Local Shelters
- Equipment
- Training

Nuclear Preparedness

- Mass Health KI
- Evacuation
- Planning Zone
- Siren Notification
- Nuclear Training
- Regional Planning
- Disability Transportation

EMERGENCY MANAGEMENT (01-291)

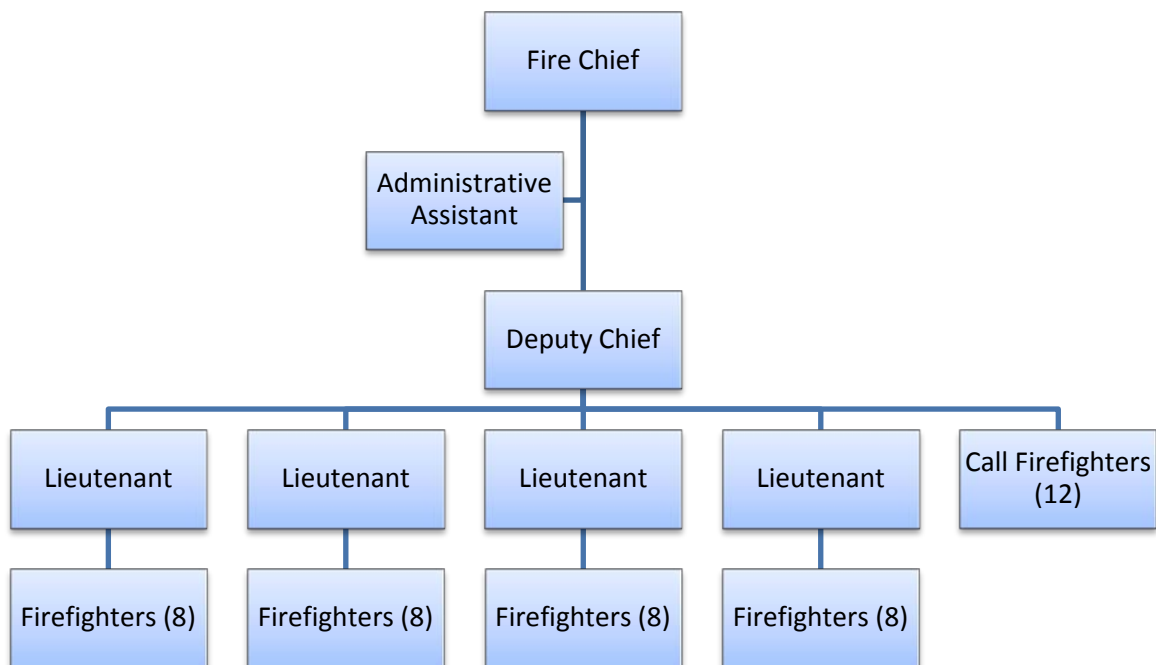
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - EMR COORDINATOR	10,038	11,000	11,000	11,000	0	0.0%
51102 - EMR DEPUTY COORDINATOR	3,000	3,000	5,000	5,000	0	0.0%
001 - PERSONNEL SERVICES Total	13,038	14,000	16,000	16,000	0	0.0%
002 - PURCHASE OF SERVICES						
52100 - EMR UTILITIES	7,088	10,831	7,000	5,000	(2,000)	-28.6%
52401 - EMR MAINT BLD/GROUNDS	3,853	268	5,000	5,000	0	0.0%
002 - PURCHASE OF SERVICES Total	10,941	11,099	12,000	10,000	(2,000)	-16.7%
004 - SUPPLIES						
54200 - EMR MISC EXPENSE	800	996	1,000	1,000	0	0.0%
54801 - EMR FUEL/OIL VEHICLE	0	0	100	100	0	0.0%
004 - SUPPLIES Total	800	996	1,100	1,100	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57409 - EMR EXPENSES	188	286	2,000	2,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	188	286	2,000	2,000	0	0.0%
Grand Total	24,967	26,381	31,100	29,100	(2,000)	-6.4%

FIRE DEPARTMENT

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Chief	1.0	1.0	1.0
Deputy Chief	1.0	1.0	1.0
Lieutenants	4.0	4.0	4.0
Firefighters	28.0	28.0	28.0
Administrative Assistant	1.0	1.0	1.0
Total Full Time-Equivalents	35.0	35.0	35.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Response times – less than 6 minutes 90% of all calls	<6 min	90%	90%	90%	92%
Minimum staffing maintained per contract	7	7	7	7	7
Employee injuries vs population (NFPA measurement)	1.5	1	1	1	1
Personnel completed mandatory fire training and certifications	100%	100%	100%	100%	100%
Personnel completed EMS training requirements	100%	100%	100%	100%	100%
Fires kept to area of origin	100%	100%	100%	100%	100%

FY2019 ACCOMPLISHMENTS

- Responded to 1,450 fire calls and 2,009 emergency medical services (EMS) calls.
- Responded to 34 mutual-aid calls in other communities.
- Conducted over 1,000 inspections, investigations, and public trainings.
- Two (2) Firefighter/EMTs joined the police/fire dive team.
- Equipped all personnel with NARCAN to assist with reversing the effects of a heroin overdose.
- Call firefighters were trained and certified through the call/volunteer academy.
- All continuing education hours for EMS and fire certifications obtained in-house.
- Continued to send personnel to advanced training courses throughout the area such as paramedic, hazardous materials, technical rescue, etc.
- Hosted ISO (Insurance Services Office) for our tri-annual fire protection evaluation and maintained our 3/9 score.
- Purchased tactical vests and helmets for active shooter scenarios through grant funds.

FY2020 TRENDS

EMS response calls account for over 60% of all Department calls and continues to increase. In FY 2020, the department will continue to provide our personnel with the best equipment, techniques and practices, and training to insure the best service possible to the residents and visitors to the City of Newburyport. This includes working towards providing EMS transport service to our residents, with the goal of providing better response times and greater continuity of care. Fire-based EMS will require hiring additional fire/ EMS personnel and the purchase of new apparatus and equipment, and we are analyzing whether the additional operational expenses are justified. Additional staff would also get the Department closer to meeting nationally recognized standards.

Cancer has become endemic to firefighters across the Commonwealth and the country. We are adopting best practices for cancer prevention, including gross decontamination of personnel at the scene of a structure fire and other hazardous materials call. Each member of the department must have at least two (2) sets of structural firefighting protective gear so they always have a clean set ready to use if one set is contaminated.

Our stations need to be updated to improve health and wellness efforts and to comply with new Occupational Health and Safety Administration (OSHA) regulations that took effect February 1, 2019, as well as National Fire Protection Association (NFPA) standards. The feasibility study currently underway will lay out the plan for the renovation/replacement of Fire Station 2, also known as the Cutter Station. We will need to address Fire Headquarters on Greenleaf Avenue as well. This building is outdated, non-compliant, and is inundated with asbestos materials that must be removed. Our current fire stations contain one (1) shower stall each for 8 or 9 crew with no gender separation. Firefighters must shower within one hour of exposure. This is entirely unacceptable and adds to the list of federal violations within our buildings.

The city must address these pressing issues to correct the conditions that our personnel work, train and live in. Our personnel are our most valuable resource and we must do everything possible to protect their health and well-being. Again, these goals are now a priority as the Commonwealth, as of February 1, 2019, is now under OSHA.

FY2020 GOALS & OBJECTIVES

GOAL 1: ADOPT AND EMBRACE NATIONAL BEST PRACTICES

Objectives:

- Continue to pursue national staffing standards (NFPA 1710) for response personnel.
- Continue to operate utilizing the National Incident Management System in compliance with federal regulations.
- Review and update the department's Standard Operating Procedures (SOPs) to insure compliance with national standards and local and state ordinances.
- Promote professional development of our personnel by encouraging them to participate in outside training and their involvement with professional fire service organizations.
- Promote proper staffing and supervisory ranks to improve accountability and safety. This includes promoting four (4) Captains for Headquarters and four (4) Lieutenants at Station 2.
- Pursue healthier work environments for our personnel by isolating personnel from carcinogens and other dangerous chemicals found in the workplace.

GOAL 2: CONTINUE PROGRAM TO UPDATE THE DEPARTMENT’S APPARATUS, EQUIPMENT AND FACILITIES

Objectives:

- Design and procure a new aerial ladder truck for the department, replacing a ladder truck that is twenty-three (23) years old.
- Begin replacement of the department’s fire hoses, nozzles and fittings.
- Continue upgrade of portable and mobile radio equipment.
- Upgrade the department’s communication equipment.
- Design and begin construction of the renovation/replacement of Station 2.
- Plan, and design the renovation and new addition for Fire Headquarters.
- Pursue emergency shelter/fire station on Plum Island.

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

Objectives:

- Procurement of two (2) Type III ambulances for the fire department.
- Obtain licensure for transporting EMS service.
- Continue to seek EMT certification for all department members.
- Complete training on active shooter scenarios – “EMS in the Warm Zone”.
- Evaluate hiring additional fire/EMS personnel to handle additional responsibility associated with expansion of EMS capabilities, including higher call volumes, oversight and operations of additional equipment and apparatus, and additional administrative duties.
- Continue to encourage advanced training in emergency medical services, such as EMT Advanced and Paramedicine.

PROGRAMS & SERVICES

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



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FIRE DEPARTMENT (01-220)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - FIR SAL FIRE CHIEF	127,600	129,892	132,490	136,179	3,689	2.8%
51102 - FIR SAL DEPUTY CHIEF	105,540	114,500	116,790	117,689	898	0.8%
51142 - FIR SAL FIRE FIGHTERS	2,147,265	2,185,574	2,253,538	2,256,423	2,886	0.1%
51144 - FIR SAL CALL-FIREFIGHTERS	7,683	9,675	15,000	21,000	6,000	40.0%
51150 - FIR ADMINISTRATIVE ASSISTANT	64,301	66,489	67,819	69,707	1,889	2.8%
51156 - FIR SAL DISPATCHERS	178,232	184,376	188,008	198,000	9,992	5.3%
51301 - FIR OVERTIME	367,357	392,896	280,000	300,000	20,000	7.1%
51302 - FIR DISP OVERTIME	22,436	21,623	25,500	20,000	(5,500)	-21.6%
51401 - FIR LONGEVITY	111,531	111,786	115,000	120,000	5,000	4.3%
51402 - FIR PAID HOLIDAYS	118,142	126,620	130,000	141,000	11,000	8.5%
51403 - FIR DISPATCH HOLIDAY	9,362	9,769	10,000	10,000	0	0.0%
51405 - FIR PR CLOTHING ALLOWANCE	33,928	35,131	35,000	38,500	3,500	10.0%
51408 - FIR SICK DAY USAGE INCENTIVE	2,565	3,668	2,500	2,500	0	0.0%
51412 - FIR CLOTHING REIMBURSEMENT	1,763	1,063	3,000	2,600	(400)	-13.3%
51415 - FIR STIPEND TEAM A/B	8,250	8,700	8,700	8,700	0	0.0%
51416 - FIR HAZ/MAT STIPEND	33,000	44,550	44,500	49,950	5,450	12.2%
51417 - FIR PROFESSIONAL DEVELOPMENT	7,540	0	8,000	4,000	(4,000)	-50.0%
51509 - FIR INJURED-ON-DUTY	26,439	47,529	47,000	49,000	2,000	4.3%
51902 - FIR ACCREDITATION STIPEND	0	2,598	2,650	2,703	53	2.0%
51903 - FIR FITNESS ALLOWANCE	0	0	200	200	0	0.0%
51905 - FIR EDUCATION REIMBURSEMENT	0	0	6,600	7,400	800	12.1%
001 - PERSONNEL SERVICES Total	3,372,932	3,496,437	3,492,294	3,555,551	63,257	1.8%
002 - PURCHASE OF SERVICES						
52101 - FIR HEAT/ELECTRICITY	32,787	30,764	30,000	24,000	(6,000)	-20.0%
52401 - FIR MAINT-BLDGS & GROUNDS	14,285	22,572	15,000	20,000	5,000	33.3%
52402 - FIR MAINT-EQUIPMENT	20,430	11,550	13,000	15,000	2,000	15.4%
52403 - FIR MAINT-VEHICLES	58,860	61,918	47,500	50,000	2,500	5.3%
52408 - FIR MAINT-FIRE ALARMS	22,109	18,292	25,000	25,000	0	0.0%
52409 - FIR MAINTENANCE CONTRACTS	4,207	4,726	5,000	2,500	(2,500)	-50.0%
52411 - FIR COMPUTER SUPPLIES	7,846	7,530	7,500	7,500	0	0.0%
52412 - FIR RADIOS/PAGERS	2,277	2,416	4,000	5,000	1,000	25.0%
52750 - FIR LEASE OF VEHICLES	22,485	0	18,000	16,000	(2,000)	-11.1%
53005 - FIR MEDICAL/PHYSICAL EXAMS	0	0	500	1,000	500	100.0%
53006 - FIR MEDICAL/DRUG TESTING	3,631	1,014	2,000	2,000	0	0.0%
53007 - FIR IN-SERVICE TRAINING	9,083	10,716	10,000	8,000	(2,000)	-20.0%
002 - PURCHASE OF SERVICES Total	198,000	171,499	177,500	176,000	(1,500)	-0.8%

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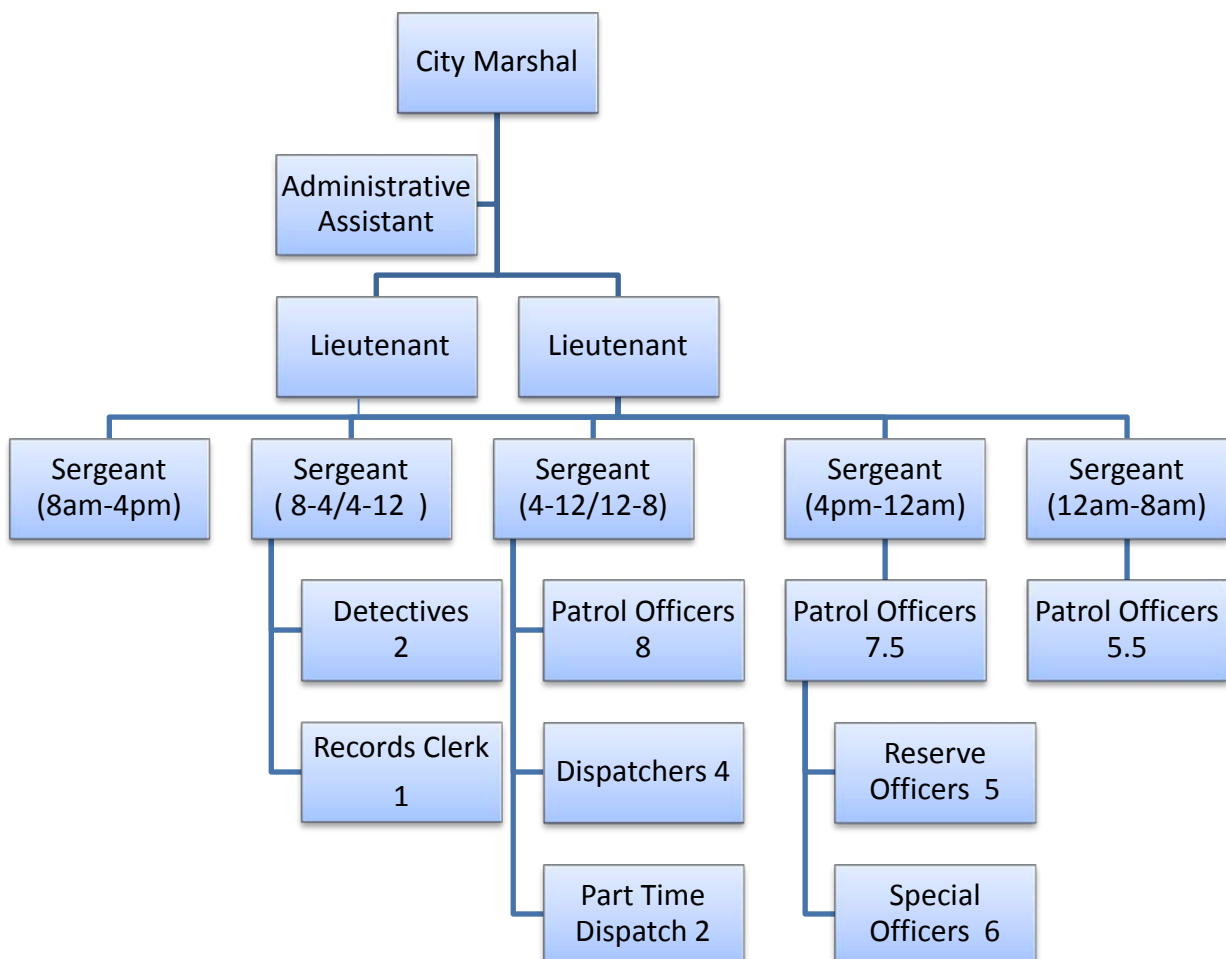
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
54200 - FIR OFFICE SUPPLIES	1,952	2,795	3,000	3,000	0	0.0%
54316 - FIR NEW HOSE-FITTINGS	2,262	0	3,000	3,000	0	0.0%
54317 - FIR PROTECTIVE CLOTHING	23,812	16,416	17,500	20,000	2,500	14.3%
54318 - FIR PROTECTIVE EQUIPMENT	10,372	5,080	3,000	5,000	2,000	66.7%
54319 - FIR FOAM & EQUIPMENT	0	0	2,000	2,000	0	0.0%
54801 - FIR FUEL/OIL VEHICLE(S)	13,166	13,126	20,000	16,000	(4,000)	-20.0%
55001 - FIR MEDICAL SUPPLIES	1,899	4,516	4,000	5,000	1,000	25.0%
55101 - FIR EDUCATIONAL MATERIAL	6,450	7,350	3,000	2,000	(1,000)	-33.3%
55800 - FIR MISC SUPPLIES	9,808	5,793	1,000	2,000	1,000	100.0%
004 - SUPPLIES Total	69,720	55,075	56,500	58,000	1,500	2.7%
007 - OTHER CHARGES & EXPENSES						
57300 - FIR DUES & MEMBERSHIPS	5,337	3,962	5,450	5,450	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	5,337	3,962	5,450	5,450	0	0.0%
Grand Total	3,645,989	3,726,973	3,731,744	3,795,001	63,257	1.7%

POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Newburyport Police Department is to strive in providing “Excellence in Policing through Superior Service” to all that live in and visit this community. We recognize and accept our responsibility to maintain order, while affording dignity and respect to every individual. Our objective is to improve the quality of life through community partnerships and thereby promote a safe and secure community for everyone.

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Marshal	1.0	1.0	1.0
Lieutenant	2.0	2.0	2.0
Sergeant	5.0	5.0	5.0
Detectives	2.0	2.0	3.0
Patrolmen	23.0	21.0	23.0
Administrative Assistant	1.0	1.0	1.0
Records Secretary	0.5	0.5	0.5
Dispatcher	4.0	4.0	4.0
Custodian	0.5	0.5	0.5
Total Full Time-Equivalents	39.0	37.0	40.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Response Time 2 Minutes and Under	%	89%	90.2%	89.3%	90%
Speed Study High St	MPH	29.51	28.62	26.14	27
Speed Study Merrimac St	MPH	25.49	28.76	27.61	28
Speed Study Low St.	MPH	33.94	31.67	31.84	31
Speed Study Water St	MPH	29.85	27.92	30.86	29
Accidents High St	#	40	37	44	41
Accidents Merrimac St	#	49	49	39	40
Accidents Low St	#	17	27	26	25
Accidents Water St	#	21	26	24	25
Accidents Storey Ave	#	86	78	65	65
Accidents streets Intersecting High St	#	18	13	15	14
Accidents Streets Intersecting Merrimac St	#	12	18	8	10

FY2019 ACCOMPLISHMENTS

- Received our 5th award and maintained our State Accreditation.
- Six supervisor officers completed all 3 levels of professional development training with FBI LEEDA Executive Leadership.
- Conducted 32 traffic studies on most major roadways in the city along with directed patrols. The electronic mobile traffic signboard has been providing the department with a detailed account of traffic speed, volume and trends. This information is shared on our Facebook page.
- Participated in the annual DEA National Drug Take Back Initiative of unused, unwanted medications. The department also offers collection throughout the year.
- Our School Resource Officer continues to work full time in the Bresnahan, Rupert A. Nock Middle School and the Newburyport High School promoting school safety, helping maintain a positive school climate for all students, families, and staff, and enhance cultural understanding between students and law enforcement.
- Developed a formal Memorandum of Understanding (MOU) with School Department for the School Resource Officer.
- Worked with the School Department to update and complete a school safety plan. 95% Of schools and also municipal staff were trained in ALICE (Alert Lockdown Inform Encounter Evacuate).
- Continued success with the Ward Liaison Program assigning a Sergeant to each of the six Wards to work with Ward Councilor to address a range of issues.
- Continue to support Newburyport Youth Services and the Beacon Coalition to participate and support issues regarding addiction.
- Developed a Community Outreach Opioid Program that involves every police department in Essex County, the Sheriff's Department and 3 area hospitals.
- Managed public safety for major events including 12 road races, Yankee Homecoming, Riverfest, Car Show, Invitation Nights, Waterfront Concerts and numerous weekend festivals.
- Participated in a number of community activities including:
 - Tours of the police station for local schools as well as local Boy and Girl Scout Troops
 - Local fundraisers where a police officer drives a student to school in a police cruiser
 - Maudsley State Park Safety Day
 - 13th annual successful food drive at Shaw's and Market Basket in early December collecting food to support the Salvation Army
 - Annual Kids Day at Atkinson Common, where children were able to see several of our police vehicles including the motorcycles, as well as receive safety tips
 - Special Olympics Convoy, where officers from the department joined several other departments in a convoy of police cruisers to Harvard Stadium to participate in the awards ceremony and present medals to the athletes.
 - "Cops for Kids with Cancer" where officers visited patients in an effort to give them a break from the stresses of cancer treatment

- Annual Youth Services “Touch-A-Truck” at Cashman Park where kids can explore public safety vehicles
- Held Police Memorial ceremony for peace officers day, along with the students of the Immaculate School
- 19 Officers participated in No shave November Fundraiser along with 60 police departments across the state, raising money for military families affected by traumatic events caused and invisible wounds caused by war
- Officers were granted an extension on No shave November into December and donated \$1035 to the Salvation Army.

Awards and Grants

- AAA American Automobile Association of Southern New England, Safety Silver Award
- Traffic Highway Safety Grant
- State 911 Support and Incentive Grant
- State 911 EMD Grant
- Mass State Accreditation

FY2020 TRENDS

The Department has seen a 9% decrease in activity this past year with 23,638 calls for service, 2,345 fewer than FY 2018. There were 172 arrests made this year, 309 people were issued summons to court and 53 people were placed into protective custody. Last year there were 170 arrests, 386 summons and 59 people were placed in protective custody. The majority of the arrests were either Driving under the influence (37), Operating after Revocation (25), or Operating Unlicensed (64). The officers made 2,442 traffic stops this year, issuing 1,634 citations. Traffic studies on our heavily traveled roadways indicated a decrease in average vehicular speed on High St, Low St and Water St, and a slight increase on Merrimac St.

There was a decrease in motor vehicle crashes in 2018, from 418 to 377. Six streets make up two-thirds of all crashes in the City. The FY18 traffic accident data on those streets is as follows:

Street	Accidents
Storey Ave	65
Merrimac St	39
High St	44
Low St	26
Water St	24
State St	28
Total	226

Traffic

There was a decrease in four (4) of the major areas where most of the accidents take place, Storey Ave, Merrimac St, Low St and Water St. The fact that our officers focused their traffic enforcement on accident-causing violations and some of the highest enforcement has taken place on these same roadways may have resulted in fewer accidents in these areas. Traffic and congestion throughout the year continues to be a high priority and focus on a daily basis. Distracted driving, especially cell phone use on congested roadways is a growing concern. Speeding in city streets and neighborhoods is addressed throughout the year. We continue to focus our enforcement efforts in these areas. Parking enforcement by police resulted in approximately \$10,295 in fines; this does not take into account the number of warning parking tickets that were issued.

We will continue our efforts to work with other stakeholders to improve pedestrian safety, in collaboration with TSAC (Traffic Safety Advisory Committee) and the Newburyport Department of Public Services, by improving design, signage, education, and enforcement. The safe streets project is part of the long term plan. Speeding has been a concern this year and with increased traffic volume, more residents, and the aggressiveness of drivers the safety of pedestrians, enforcement of speeding will be the focus. We will also concentrate on distracted driving, which is becoming a major problem on our roadways.

Communications

The department is now fully operational under the new Next Generation 911 system. The system depends on high quality mapping: maps of emergency service zones boundaries and maps of service locations and points. The system also allows for text to be used. The location information determines where the call is answered: for cell calls, longitude/latitude or an approximate location based on which cell towers receive the call signal; for landline phones, the addresses. We are also able to track those that are in need of service quicker as well as access google maps to get a view of the location. All dispatchers have been fully trained in this system

Opioids

The Newburyport Police Department has trained officers in the proper pre-hospital administration of nasal Naloxone (i.e. "nasal Narcan"). The influx of drug overdoses and abuse we have seen has devastating effects on not just the user, but the family, and the community as a whole. The Newburyport Police Department is committed to continue working with the community and social services to provide assistance to those that may be affected by this national epidemic. In Newburyport, there were 12 overdoses in 2017, of those there was 1 fatality and 8 Narcan saves. In 2018 there were 9 overdoses, 1 fatality and 5 Narcan saves.

The Newburyport Police Department spearheaded the effort to regionalize the pathways to treatment and recovery. The Essex County Outreach Program is a coalition that shares information with 34 other police departments in Essex County and makes treatment more assessable to those suffering from drug addiction. The program will notify officers when someone from the community overdosed in another community. Once the notification is received the department will conduct a follow-up and provide assistance and services as needed. This partnership involves local hospitals as well as drop-in centers.

The Newburyport Police Department dispatches a patrol unit to any call that relates to a Drug overdose. The goal of the responding officers is to provide immediate assistance via the use of

Naloxone when appropriate, to provide any treatment commensurate with their training as first responders, to assist other EMS personnel on scene, and to handle any criminal investigations that may arise, and to provide services as needed.

Marijuana

Over the course of the year, the Newburyport Police Department worked with local officials to adopt ordinances that set reasonable safeguards on the operation of marijuana establishments. These talks continue and to date the question to adopt these ordinances has been put to Ballot. The Department has four (4) trained officers in ARIDE (Advanced Roadside Impaired Driving Enforcement) to them observe, identify and articulate the signs of impairment related to drugs, alcohol, or a combination of both, in order to reduce the number of impaired driving incidents.

Identity Crimes

Identity crimes and scams continue to be a problem for law enforcement. These internet scammers will target anyone, especially seniors. Our Detectives are working hard to identify scams and educate the public and continue to attend trainings to learn how to address these crimes. New alerts and scams are periodically updated on our social media outlets.

Mental Health

Approximately 10 percent of all police calls deal with mental health issues. Training for these encounters are important and teach officers tactics to help recognize symptoms of mental illness. Ultimately, Mental Health First Aid for Public Safety's goal is to prevent tragedies, decrease the need for arrests and incarcerations for people with mental illness, reduce repeat detentions and help police officers connect with appropriate resources that can help.

Schools

School safety continues to be a priority for the department. The School Resource Officer visits all the schools daily, and is heavily involved in the school culture, creating a safe environment for the students and faculty. All of our officers are trained in ALERT (Active Shooter Training) advanced rapid response training. The school safety plan has been updated. The department added more officers visiting the schools by assigning officers daily to conduct Park Walk and Talk at all schools. This allows different officers to become familiar with the schools as well as the students and teachers. We will continue to build relationships through this process. We continue to work with the school in implementing ALICE as well as train municipal employees.

The Newburyport Police Department will continue to work in collaboration with all City departments and organizations to bring the necessary programs and services to the residents and business owners.

FY2020 GOALS & OBJECTIVES

GOAL 1: TRAINING

Objectives:

- Instructor base training at MPTC (Municipal Police Training Council) facilities for full time police officers.
- Continue MPI (Municipal Police Institute) online training for Reserves/Specials.
- Annual CPR training will be done with in-house instructors.
- Complete all MIAA optional Rewards Program in-service Training of MPI.
- Provide specialized training as needed.
- Continue to train new officers in A.L.E.R.T.(Advanced Law Enforcement Rapid Response Training).
- Conduct training with the Fire Department to work together for Rapid Response.
- Mental Health Training and the One Mind Challenge Campaign.

GOAL 2: SCHOOL SAFETY

Objectives:

- Work on upgrading operating procedures to their plan that allows for additional options beyond locking-in-place.
- Provide additional training and empowerment of staff to make decisions in critical situations.
- Continue to evaluate implementation of ALICE (Alert, Lockdown, Inform, Counter, Evacuate) or similar school safety protocol
- Conduct Park-Walk and Talk at all schools.
- Continue to support the School Resource Program.

GOAL 3: INCREASE TRAFFIC SAFETY

Objectives:

- Run in-depth studies on the streets with more than ten (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.
- Develop and implement a plan to improve pedestrian safety working with the Traffic Safety Advisory Committee.
- Purchase a dedicated traffic enforcement vehicle.

GOAL 4: PERSONNEL

Objectives:

- Hire Reserve Officers to get us back to the authorized number of ten (10).
- Hire 3 more Full-time police officers.
- Utilize Reserve Officers to compliment patrols during busy periods.

- Hire Part time Dispatchers to backfill for time off.
- Add a 3rd Inspectors position.

GOAL 5: ESSEX COUNTY OUTREACH PROGRAM

Objectives:

- Expand and enhance the regional plan with local multiple agencies to provide services to people affected by the opioid crisis.
- Partner with social service agencies and other organizations to increase impact.
- Partner with the Essex County Sheriff's Department, District Attorney and area hospitals.
- Offer support and services and resources to families that are affected.

GOAL 6: COMMUNICATIONS/DISPATCH

Objectives:

- Develop a plan to update dispatch and communications
- Develop a plan to update all equipment and centralize all city/school buildings cameras/video to be viewed at police station
- Centrally locate cameras and fiber optic-enhanced IT at police station to monitor all city buildings.

PROGRAMS & SERVICES

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

POLICE DEPARMENT (01-210)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51110 - POL SAL MARSHAL	138,354	138,621	143,587	145,253	1,667	1.2%
51142 - POL SAL OFFICERS	2,096,752	2,194,104	2,430,227	2,631,113	200,886	8.3%
51144 - POL SAL RESERVE OFFICERS	3,773	561	10,000	10,000	0	0.0%
51150 - POL SAL ADMIN ASSISTANT	61,413	62,401	63,648	65,420	1,772	2.8%
51152 - POL SAL CLERICAL	22,658	23,119	23,119	28,912	5,793	25.1%
51156 - POL SAL DISPATCH F/T	181,815	189,977	192,960	196,186	3,226	1.7%
51164 - POL SAL DISPATCH P/T	14,310	8,344	15,000	15,000	0	0.0%
51166 - POL SAL CUSTODIAL	30,328	29,050	30,816	31,674	858	2.8%
51301 - POL OFF OVERTIME	259,508	246,636	240,000	260,000	20,000	8.3%
51302 - POL DIS OVERTIME	8,522	15,590	15,000	15,000	0	0.0%
51400 - POL AFSCME EDUCATION STIPEND	1,125	1,125	1,125	1,125	0	0.0%
51401 - POL LONGEVITY	46,033	45,594	49,014	42,960	(6,054)	-12.4%
51402 - POL OFF PAID HOLIDAYS	59,631	70,494	80,000	80,000	0	0.0%
51403 - POL DIS PAID HOLIDAYS	5,677	6,200	6,184	6,366	182	2.9%
51404 - POL COURT TIME	38,181	36,000	36,000	40,000	4,000	11.1%
51405 - POL PR OFF CLOTHING ALLOW	45,308	51,220	52,800	51,200	(1,600)	-3.0%
51409 - POL MARSHAL'S STIPEND	3,000	3,000	3,000	3,000	0	0.0%
51410 - POL OFF NIGHT DIFFERENTIAL	54,998	64,533	68,330	71,979	3,649	5.3%
51411 - POL DIS NIGHT DIFFERENTIAL	3,031	2,392	2,392	2,392	0	0.0%
51412 - POL DISP CLOTHING REIMB	851	1,015	2,600	2,600	0	0.0%
51413 - POL ACCREDITATION ALLOWANCE	39,670	70,766	99,436	132,312	32,876	33.1%
51509 - POL INJURED-ON-DUTY	29,243	48,709	47,000	49,000	2,000	4.3%
51513 - POL SAL INN ST INITIATIVE	10,319	15,000	0	0	0	
51601 - POL FITNESS ALLOWANCE	2,006	2,909	4,500	4,500	0	0.0%
001 - PERSONNEL SERVICES Total	3,156,506	3,327,360	3,616,739	3,885,993	269,254	7.4%
002 - PURCHASE OF SERVICES						
52101 - POL HEAT	10,111	13,924	10,000	10,000	0	0.0%
52102 - POL ELECTRICITY	42,476	39,791	40,000	43,000	3,000	7.5%
52401 - POL MAINT-BLDG	17,132	13,649	15,000	15,000	0	0.0%
52402 - POL MAINT-EQUIPMENT	9,832	15,229	15,000	15,000	0	0.0%
52403 - POL MAINT-VEHICLES	20,580	15,188	22,000	22,000	0	0.0%
53001 - POL E.A.P.	0	0	289	289	0	0.0%
53002 - POL MEDICAL EXPENSES	1,903	6,026	4,000	4,000	0	0.0%
53003 - POL LICENSING ,WARR & CONTRAC	55,220	56,463	61,170	63,320	2,150	3.5%
002 - PURCHASE OF SERVICES Total	157,254	160,270	167,459	172,609	5,150	3.1%

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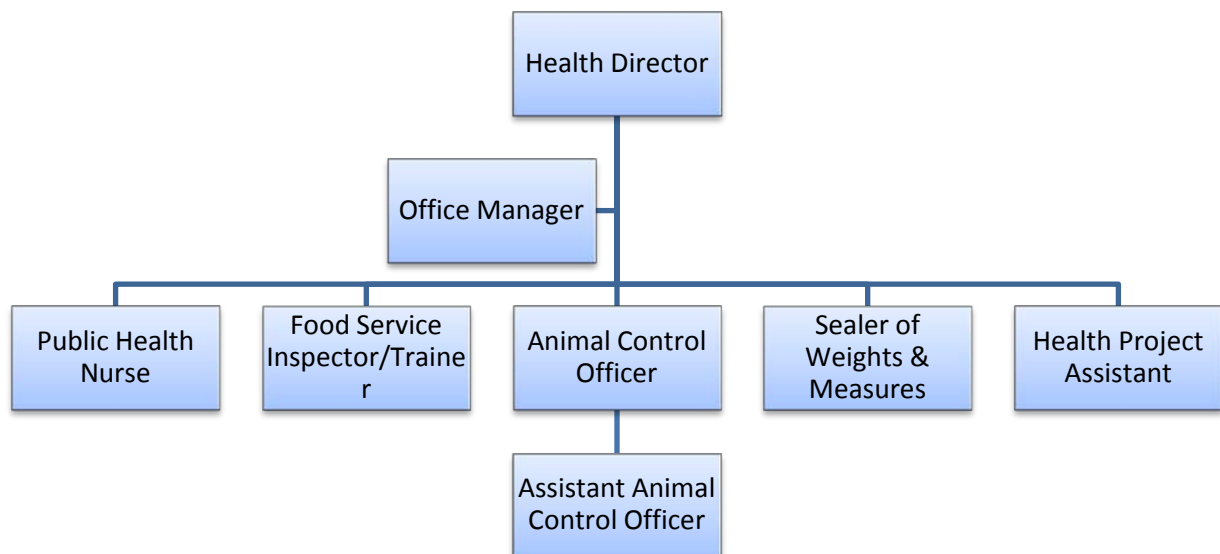
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
54200 - POL OFFICE SUPPLIES	11,903	10,908	12,000	10,000	(2,000)	-16.7%
54310 - POL SUPPLIES-CRIME LAB	1,334	1,546	1,500	1,500	0	0.0%
54801 - POL FUEL/OIL VEHICLE(S)	32,290	33,301	47,000	45,000	(2,000)	-4.3%
54901 - POL PRISONER MEALS	29	18	100	100	0	0.0%
55001 - POL MEDICAL SUPPLIES	1,139	1,496	2,000	2,000	0	0.0%
55800 - POL MISC SUPPLIES	7,440	7,160	7,500	7,500	0	0.0%
55801 - POL AMMUNITION/WEAPONS	19,720	9,762	14,000	14,000	0	0.0%
004 - SUPPLIES Total	73,855	64,192	84,100	80,100	(4,000)	-4.8%
007 - OTHER CHARGES & EXPENSES						
57300 - POL DUES & SUBSCRIPTIONS	14,717	14,750	20,450	20,955	505	2.5%
007 - OTHER CHARGES & EXPENSES Total	14,717	14,750	20,450	20,955	505	2.5%
008 - CAPITAL OUTLAY						
58501 - POL MIS/COMMUNICATIONS	5,776	5,144	6,000	6,000	0	0.0%
58502 - POL LEASE OF VEHICLES	39,399	84,333	65,000	65,000	0	0.0%
008 - CAPITAL OUTLAY Total	45,175	89,478	71,000	71,000	0	0.0%
Grand Total	3,447,506	3,656,049	3,959,748	4,230,657	270,909	6.8%

HEALTH DEPARTMENT

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Health Director	1.0	1.0	1.0
Office Manager*	0.8	0.8	0.8
Health Nurse	0.7	1.0	1.0
Health Project Assistant	0.0	0.5	0.5
Animal Control Officer	1.0	1.0	1.0
Assistant Animal Control Officer	0.4	0.4	0.4
Total Full Time-Equivalents	3.9	4.7	4.7

*Funded 0.2 from Sustainability budget.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Staff certifications	Certifications completed	1	2	3	3
Animal complaints received	Each	165	235	193	200
Flu vaccines administered	Doses	440	418	450	475
CPR/1st Aid Training	Participants	67	36	45	50
Nutrition Education Program	Participants	15	75	65	70
Fresh produce made available thru Nourishing the North Shore. 4 sites with one at the Sullivan Building in Newburyport	Lbs.	2,000	8,800	23,000	23,543
Wellness & Nutrition Offerings	Participants	100	75	30	30
Food rescued and diverted to local food pantries	Lbs.	643	1,200	5,000	5,000
Public Kitchen Gardens	Families	0	14	14	69
Pop up produce markets	Markets	-	23	23	23
Maternal/Newborn Home Visits (NS MVP)			0	7	30

FY2019 ACCOMPLISHMENTS

- Updated Health Department webpage and posted applications and forms for ease of public access.
- Revised Food Establishment plan review and Temporary food event applications.
- Complied with Massachusetts' adoption of the 2013 Federal Food Code.
- Conducted three workshops to instruct food establishments on policy and procedural changes necessitated by the change in Food Code.
- Created and implemented new Inspection Reports that incorporate the food code changes.
- Amended the Board of Health Tobacco Regulation to restrict the sale of flavored tobacco and vaping products.
- Conducted the first "Family Flu Clinic" at the Nock Molin School.
- Annual Diaper Drive: Collected and distributed 400 diapers to those in need.
- Completed three drills for public health emergency response. This is a Massachusetts Department of Public Health and CDC deliverable.

- Awarded a \$10,000 grant to develop a resource and service framework for the Health Department and first responders to utilize when confronted with a resident hoarding issue in need of assistance. This is the first step in developing a Hoarding task force.
- Fats, Oils and Grease (FOG) program: Established baseline data for all food establishments. Continuing monthly tracking for compliance.
- Conducted CPR & First Aid trainings for the public and City employees
- Continued to support to Nourishing the North Shore (NNS) and Our Neighbor's Table (ONT) to address food insecurity. NNS programs include: Vegout Markets, June – October, Farm Fresh and Free with locations in Newbury, Salisbury and in Newburyport at the Sullivan Building, all serving Newburyport residents; Community Gardens at Newburyport public housing; School Food recovery programs three Newburyport schools and Cooking classes at the Senior Center. ONT offers a mobile market at the Community Service of Newburyport, 35 Summer St. and a weekly market at Saint Paul's Church, 166 High Street in Newburyport.
- Conducted two ServSafe classes in FY2019 at City Hall for certification or re-certification; Sixty food service workers partook of this training.
- Conducted two food establishment trainings for the adoption of the new 2013 Federal Food Code and Changes to the State Sanitary Code Chapter X (Minimum Sanitation Standards for Food Establishments) CMR 590.000. Over 100 food establishment representatives were in attendance.
- Staff development: Office Manager completed Lead Determinator classroom training.
- North Shore Mother Visiting Partnership: Public Health Nurse initiated this program four other communities, Beverly, Peabody, Gloucester and Hamilton. Nurses offer a supportive one time visit to moms and their babies during their first year. Home visits are free and open to any mom welcoming a new baby. Each home visit will include immunizations for family members (Tdap/Flu), weight check for baby, hands-on infant CPR/choke saving education, breastfeeding and newborn care support, evidence based screening for postpartum depression, interpersonal violence and substance use, local resource guide and community referrals as well as a welcome basket for mom and baby including materials to support early literacy, childhood vaccination, and basic newborn care items.
- Animal Control Officer increased patrols in areas near schools and bus stops, beaches, and the rail trail.

FY2020 TRENDS

Food Insecurity

The Newburyport Health Department will continue to work with NNS, ONT and other agencies to provide nutritious wholesome food to those in needs. We will also expand our efforts to increase locally grown foods, continue to provide foods through farmer's markets, food pantries and education through our healthy cooking classes to reduce food insecurity in the City of Newburyport.

Below are the current statistics for the City of Newburyport:

- 8% of Newburyport school children are economically disadvantaged (School District data)
- 7.8% of Newburyport residents live below the poverty level, mostly children (Pennies for Poverty website and confirmed by links below)
- 5.3% of Newburyport seniors 65 and over live below the poverty level (Pennies for Poverty website and confirmed by links below)
- 7 homeless families have 9 children in Newburyport Schools (School District data)

Nourishing the North Shore (NNS) Numbers:

Summer 2016 (FY17):

8,500 lbs. produce distributed Transactions: 1,470

Summer 2017 (FY18):

23,000 lbs. produce distributed Total # of healthy food recipients: 5,500

Adult Recreational Marijuana Sales

Two marijuana cultivation sites have been approved in the business park. Additionally, current zoning allows for up to two retail stores to locate in the City. As such, the Health Department will work with these businesses to ensure compliance with state and local laws related to public health.

Protecting the Public from Diseases, Disasters, and Bioterrorism (Emergency Preparedness)

Protecting the public from bioterrorism or natural events will continue to be a priority issue. The Health Department will continue to conduct emergency dispensing site drills (as mandated by the CDC) when conducting flu clinics.

Our Emergency Dispensing Site (EDS) plan is constantly updated and reviewed to assure that the City of Newburyport is prepared to dispense vaccines or medication to the entire City during times of emergency.

Opioid addiction and mortality

In the past two years there have been 21 opioid-related overdoses and 2 opioid-related fatalities in Newburyport. Working alongside Youth Services, the Beacon Coalition, the Police Department, and the Fire Department, the Health Department is educating the public and especially our youth to deter opioid use and addiction. We will continue to see funding from governmental and other sources to assist our efforts.

Tobacco and electronic cigarettes

Vaping has been declared an epidemic. The Newburyport High School is experiencing this trend as new vaping products are now on the market. These products, such as the Juul device, are attractive to youths because of the popularity and easily concealable with no obvious odor.

The Health Department has already banned all flavored vaping and tobacco products (this includes any cannabidiol (CBD) vaporized product) and capped the number of tobacco licenses in our Tobacco Regulations. We will continue to review and change our regulations to reduce the current vaping epidemic.

FY2020 GOALS & OBJECTIVES

GOAL 1: CONTINUE TO MODERNIZE THE HEALTH DEPARTMENT IN AN EFFORT TO ENHANCE PUBLIC ACCESS TO INFORMATION AND TO REDUCE PAPERWORK WHILE IMPROVING STAFF EFFICIENCY

Objectives:

- Research & compare options for implementing an electronic inspection reporting program to replace the current paper system
- Convert online applications to fillable documents that may be submitted electronically
- Continue to utilize webpage for online access to Health and safety information

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

Objectives:

- Complete Local Public Health Institute's "Public Health Core Training Certificate training for Director and Office Manager
- Have Health Director complete field training for Mass Public Health Inspector Training for housing inspections and Office Manager complete field training for Lead Determinator Certification
- Continue to have staff members attend trainings on health related topics: Housing, hoarding, substance abuse
- continue free on-line training modules for different public health topics through the Boston University Local Public Health Institute

GOAL 3: PROMOTE HEALTHY EATING

Objectives:

- Continue support of Nourishing the North Shore (NNS) and Our Neighbor's Table (ONT) to promote healthy eating and address food insecurity.
- Increase number of public garden beds and produce markets through NNS
- Increase fresh produce to the community through NNS

PROGRAMS & SERVICES

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

HEALTH DEPARTMENT (01-510)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HLH SAL HEALTH DIR	74,746	75,949	75,949	79,625	3,676	4.8%
51103 - HLH SAL OFFICE MANAGER	44,693	46,012	48,637	49,011	374	0.8%
51164 - HLH MINUTE TAKER	1,500	1,200	1,800	1,800	0	0.0%
51166 - HLH OFFICE ASSISTANT	0	0	16,640	17,103	463	2.8%
51404 - HLH TRAVEL ALLOWANCE	5,100	5,100	5,100	5,100	0	0.0%
51405 - HLH CLOTHING REIMBURSEMENT	600	600	600	675	75	12.5%
51711 - HLH SAL PUBLIC HEALTH NURSE	44,370	45,320	58,399	60,025	1,626	2.8%
001 - PERSONNEL SERVICES Total	171,009	174,181	207,125	213,340	6,215	3.0%
002 - PURCHASE OF SERVICES						
52403 - HLH MAINT OF VEHICLE	340	0	0	0	0	
52904 - HLH ESSEX GREENHEAD	981	981	984	1,014	30	3.1%
52905 - HLH SOLID WASTE	295	0	0	0	0	
53204 - HLH HEALTH CONSULTANT	1,000	1,000	1,000	1,000	0	0.0%
53205 - HLH PER DIEM INSPECTORS	19,977	20,982	24,000	24,000	0	0.0%
53206 - HLH WEIGHTS & MEASURES INSP	7,000	7,000	7,000	7,000	0	0.0%
53424 - HLH HOUSEHOLD HAZARDOUS WAST	25	0	0	0	0	
53700 - HLH TRAIN/TRVL/CONFR	2,253	2,072	2,300	2,300	0	0.0%
002 - PURCHASE OF SERVICES Total	31,871	32,035	35,284	35,314	30	0.1%
004 - SUPPLIES						
54200 - HLH MISC EXPENSE	1,973	1,846	2,000	2,000	0	0.0%
55000 - HLH MEDICAL & SURGICAL SUPP	2,500	2,654	2,500	2,500	0	0.0%
004 - SUPPLIES Total	4,473	4,500	4,500	4,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - HLH DUES & MEMBERSHIPS	1,048	633	1,000	1,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	1,048	633	1,000	1,000	0	0.0%
Grand Total	208,401	211,349	247,909	254,154	6,245	2.5%

ANIMAL CONTROL (01-292)

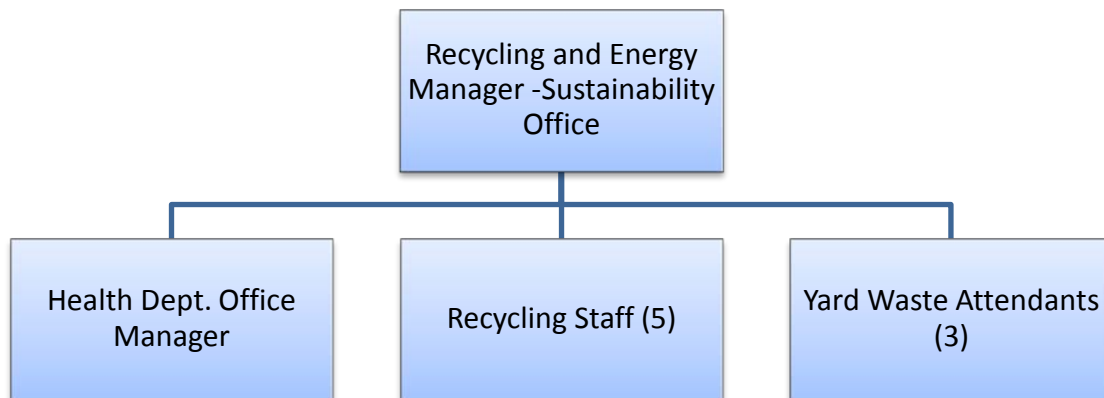
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - ANC SAL ANIMAL CONTROL OFFCR	40,215	41,680	43,132	45,219	2,088	4.8%
51102 - ANC SAL ASSIST ACO	7,759	10,938	12,340	12,435	95	0.8%
51301 - ANC OVERTIME	1,538	1,505	1,000	0	(1,000)	-100.0%
51405 - ANC CLOTHING ALLOWANCE	600	600	600	600	0	0.0%
001 - PERSONNEL SERVICES Total	50,112	54,723	57,072	58,254	1,183	2.1%
002 - PURCHASE OF SERVICES						
52401 - ANC BUILDING & GROUNDS	3,303	1,415	3,000	3,000	0	0.0%
53009 - ANC CARE OF ANIMALS	2,757	4,333	3,000	3,000	0	0.0%
53010 - ANC DEAD ANIMAL REMOVAL	163	450	340	340	0	0.0%
002 - PURCHASE OF SERVICES Total	6,223	6,198	6,340	6,340	0	0.0%
004 - SUPPLIES						
54801 - ANC FUEL/OIL VEHICLE(S)	1,677	2,148	2,290	2,290	0	0.0%
004 - SUPPLIES Total	1,677	2,148	2,290	2,290	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - ANC DUES/LIS/SUBSCRIP	300	223	350	350	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	300	223	350	350	0	0.0%
Grand Total	58,313	63,291	66,052	67,234	1,183	1.8%

SUSTAINABILITY

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Sustainability Manager	1.0	1.0	1.0
Office Manager	0.2	0.2	0.2
Recycling Assistant (funded though Solid Waste)	0.5	0.5	0.5
Electronic Waste Associates (funded through Solid Waste)	0.5	0.5	0.5
Yard Waste Attendants	0.4	0.4	0.4
Total Full Time-Equivalents	2.6	2.6	2.6

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual CY2016	Actual CY2017	Actual CY2018	Estimated FY2019
Recycling Tonnage	Tons	2,506	2,503	2,324	2500
Solid Waste (SW) Tonnage	Tons	5,193	5,351	5,525	5300
Organics	Tons	83	80	76.47	80
Household Hazardous Waste Disposal	Gallons	3,420	5,955	4,625	5000
Municipal Building Energy Supply (per kWh)	Price	.0907	.0907	.097	.097
Municipal Energy Usage vs. Baseline Year 2009	MMBTU	-7%	-8%	-4%	-10%

CY 2019 ACCOMPLISHMENTS

- Completed Green Communities 2018 Annual Report and reported that total municipal energy usage in all City buildings has decreased by 4.2 % since our benchmark year, 2009. This is percentage is lower than last year due to increase usage at the water and waste water facilities.
- With the help of the City's dedicated Energy Advisory Committee (EAC) completed a net zero planning document, highlighted priorities for the city, and assisted with the city wide greenhouse gas inventory. Also applied for and accepted as a Solarize Plus community with the Mass Clean Energy Center. The program ran from July 2017-February 2018. Final program numbers ended with 22 solar systems equaling 130 KW and 11 air source heat pump contracts.
- Solid waste tonnage increased from 5,350 tons in CY2017 to 5,525 tons in CY2018. Assumptions on increase include more HH utilizing service and economic trends.
- There has been a decrease in recycling tonnage from 2,502 in CY 2017 to 2,324 in CY 2018. Decreases are due in great part to new light weighting package materials as well as more consistent hauler weighing methods.
- Newburyport now participates in 8 regional open household hazardous waste events. These events provided proper disposal of household hazardous waste material including in Newburyport: 4625 gallons of chemicals, 124 tires, 880 gallons of motor, 165 gallons of cooking oil, 15 gallons of button cell batteries/elemental mercury and 145 gallons of anti-freeze.
- Continued expansion of recycling drop off hours at the Colby Farm Lane Recycling Center in response to resident requests. Five adults with disabilities are employed at the center. Increased drop-off recycling and household hazardous waste in all material areas over the year:
 - Scrap metal 37.8 tons
 - Textiles 34 tons
 - Electronics 32.5 tons
 - Batteries 1103 lbs
 - Styrofoam 1920 lbs
 - Mercury lamps 16,000 linear feet

- Managed the collection and disposal of 990 tons yard waste material and 228 tons of brush at the yard waste facility.
- Received a second grant from DEP to provide the City with steps, tools and resources to help increase the quantity and improve the quality of recycling in the City, called Recycle IQ. The grant included funds for collateral mailed to every household in the City as well as curbside enforcement and education.
- Newburyport's newly formed Resiliency Committee is developing a City wide resiliency plan which should be completed by end of FY 2019.

FY2020 TRENDS

- The recycling market continues to present challenges with commodities pricing bottoming out and increased domestic and international demand for quality recycling products. The City's education and outreach programs have helped. Additionally, solid waste tonnage has increased while recycling has decreased which is problematic due to incineration and landfill capacity increasingly becoming an issue in the Northeast. The Waste Stream Task Force has reviewed and presented various options for the city to deal with these increases in costs and the region's capacity issues.
- Along with cities around the country and globe, Newburyport has made two ambitious commitments to deliver climate action in line with Paris Agreement targets; net zero carbon buildings and advancing towards zero waste. The Waste Stream and Energy Advisory Committees are researching and developing actions/options for the City to consider.
- The City became a certified Municipal Vulnerability Preparedness community in 2018 to enhance planning for climate change resiliency and implementing priority projects. This designation allows eligibility for grant funding and other opportunities. The first grant is funding a study of the Waste Water Treatment Plant to assess flood risk and recommendations.

FY2020 GOALS & OBJECTIVES

GOAL 1: COMPLETE THE GREEN HOUSE GAS INVENTORY AND DEVELOP NET ZERO ENERGY GOALS

Objectives:

- Finalize the greenhouse gas inventory that we began last year, on city wide emissions and energy usage which includes municipal, residential, commercial building usage as well as transportation sectors.
- Develop a net zero energy plan, as outlined in the City's Master Plan, which is one that the total amount of energy used on an annual basis is roughly equal to the amount of renewable energy created by the community—Together with the Energy Advisory Committee we are working to develop, approve, and finalize objectives and actions to define the City's net zero goals.

GOAL 2: REVIEW AND IMPLEMENT SOLID WASTE/RECYCLING REGULATIONS AND PROGRAMS

Objectives:

- Work with DEP to consider and implement city wide recycling ordinance and/or hauler regulations for all permitted haulers in the city.
- Develop and implement approved options based on the research of the Waste Stream Task Force.
- Review and implement changes as needed for waste, recycling and multi-family housing complexes.
- Begin work on the two-year, DEP approved and funded pilot for Share Bank Newburyport, a webpage and reservation/borrowing system for household items.

GOAL 3: DEVELOP ENERGY PRICE STABILITY/MUNICIPAL AGGREGATION, EFFICIENCY, AND RENEWABLE OPTIONS

Objectives:

- Working with the EAC, continue to review pricing and strategies for standard and green electricity aggregation for Newburyport commercial and residential users.
- Complete fifth Green Communities grant for lighting, weatherization and energy management systems on three municipal buildings.
- Work with National Grid through their Community Initiative program to encourage residents and building owners to sign up for no cost energy assessment offered through the Mass Save program.
- Working to host solar alternative on bill credit provided under the new Solar Mass Renewable Target (SMART).

PROGRAMS & SERVICES

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

SUSTAINABILITY (01-519)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51103 - SUS SAL OFFICE MANAGER	7,449	7,671	8,106	8,168	62	0.8%
51160 - SUS SAL RECYCLE/ENERGY MGR	67,626	61,839	65,000	72,985	7,985	12.3%
51166 - SUS RECYC PER DIEM INSPECTOR	2,300	782	2,300	2,300	0	0.0%
51167 - SUS OFFICE ASSISTANT	0	0	0	9,621	9,621	
51168 - SUS COMPOST ATTEND	20,374	23,619	25,000	25,000	0	0.0%
001 - PERSONNEL SERVICES Total	97,749	93,911	100,406	118,074	17,668	17.6%
002 - PURCHASE OF SERVICES						
52403 - SUS MAINT OF VEHICLE	319	297	500	500	0	0.0%
52813 - SUS CHIPPER SERVICE	20,076	19,546	0	0	0	
52905 - SUS SOLID WASTE	1,026,624	1,125,642	1,440,000	1,525,000	85,000	5.9%
53005 - SUS RESILIENCY PLAN TECH ASST	0	0	0	0	0	
53424 - SUS HOUSE HAZARDOUS WASTE	33,309	40,015	0	0	0	
002 - PURCHASE OF SERVICES Total	1,080,327	1,185,500	1,440,500	1,525,500	85,000	5.9%
004 - SUPPLIES						
54200 - SUS MISC EXPENSE	380	500	500	500	0	0.0%
54801 - SUS FUEL/OIL VEHICLE	454	500	500	750	250	50.0%
004 - SUPPLIES Total	834	1,000	1,000	1,250	250	25.0%
Grand Total	1,178,910	1,280,411	1,541,906	1,644,824	102,918	6.7%



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Section 6:

Public Services

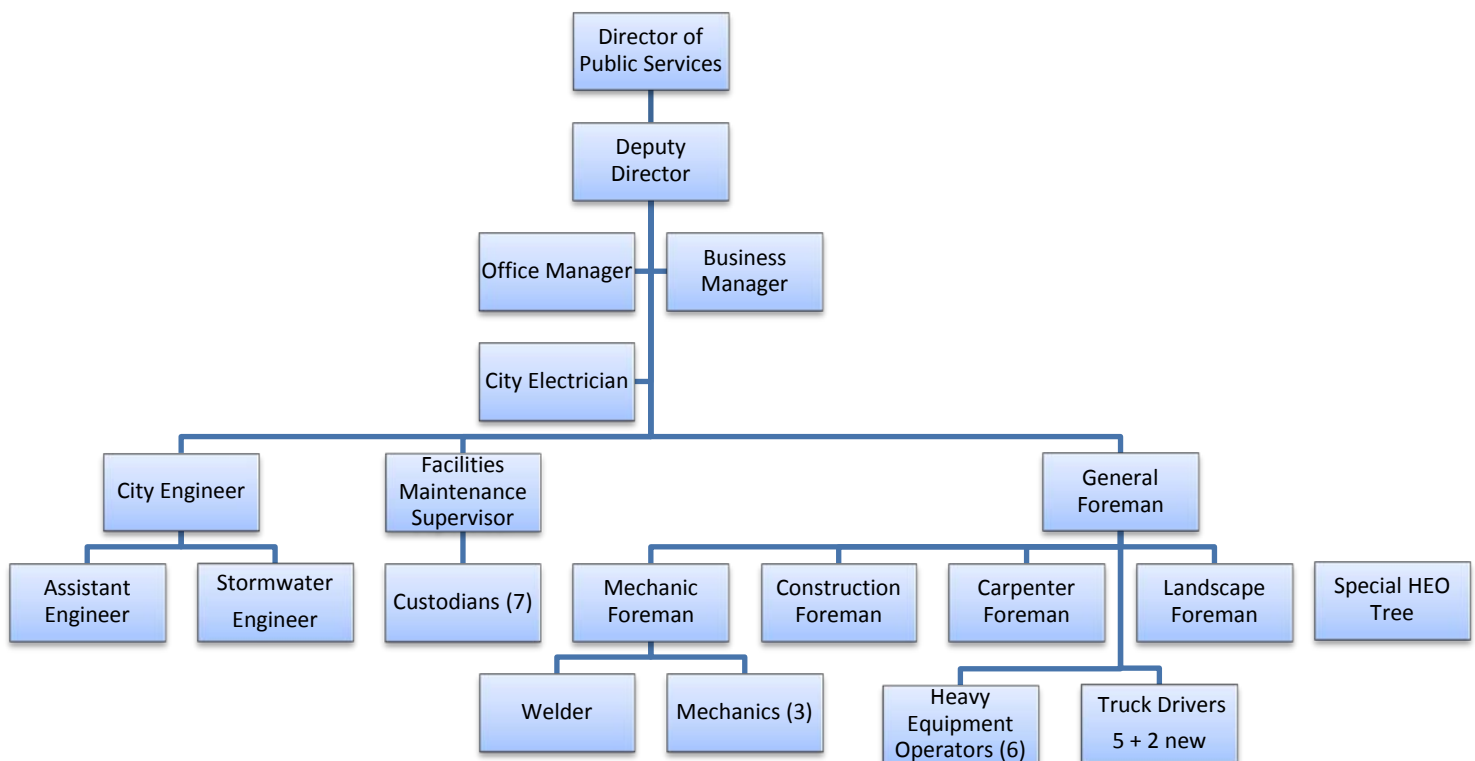
DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION

MISSION STATEMENT

The Mission of the Newburyport Department of Public Services Highway Division is to maintain and improve the City's infrastructure, which include; roadways, sidewalks, drainage system, trees, cemeteries and grounds. The Highway Division also provides full service fleet maintenance to all City vehicles and equipment from all City Departments. Our goal is to maintain and improve infrastructure in a safe, cost effective and environmentally sensitive manner for the short and long term benefit of the City and the environment.

The Division also maintains, manages and oversees public facilities under the direction of our Facilities Manager and City Electrician. Our Engineering team provides technical assistance, such as detailed design of roadway and sidewalk layouts, grading and drainage, hydrology and hydraulic analysis, review of proposed developments and infrastructure improvement projects, construction oversight and inspections, and compliance oversight of federal, state and local storm water permits.

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Public Services Director	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
Business Manager	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Assistant City Engineer	0.33	0.33	0.33
Storm Water Engineer	.0	1.0	1.0
Electrician	1.0	1.0	1.0
Office Manager	1.0	1.0	1.0
General Foreman	1.0	1.0	1.0
Heavy Equipment Operators	6.0	6.0	6.0
Truck Drivers	5.0	5.0	5.0
Truck Drivers (New)			2
Landscape Foreman	1.0	1.0	1.0
Senior Construction Foreman	1.0	1.0	1.0
Mechanic Foreman	1.0	1.0	1.0
Carpenter Foreman	1.0	1.0	1.0
Mechanics	3.0	3.0	3.0
Welder	1.0	1.0	1.0
Special Heavy Equipment Operator-Tree	1.0	1.0	1.0
Facilities Maintenance Supervisor	1.0	1.0	1.0
Custodian 1	7.0	7.0	7.0
Total Full Time-Equivalents	32.7	33.7	35.7

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Number of crosswalks painted or repainted (360 total Citywide)	Number of Crosswalks	305	310	325	315
Roadway crack-sealant applied	Gallons	6,050	2,000	4,510	6,000
High hazard trees removed	Number	157	130	89	100
Trees pruned	Number	125	120	135	130
Sidewalks installed, replaced or upgraded	Linear feet	6,145	2,065	1,650	1,500
Catch basins rebuilt	Number	46	30	22	40
Catch basins cleaned*	Number	949	828	942	900
Roadways repaved	Linear feet	6,148	1,820	3,740	5,000
Work Orders Prepared on CMMS	Number	0	222	1,036	1,500

*Data required for MS4 permit

FY2019 ACCOMPLISHMENTS

- The “Complete Streets” policy prepared by DPS has been approved by both City Council and Planning Board and with a favorable score from MADOT. DPS worked with Planning and the public to create a robust list of 43 projects as outlined by MADOT. The plan was submitted and approved by MADOT, and the City applied a \$400,000 of Complete Street Program funds for upgrades on Merrimac Street at Lower Atkinson Common (Pioneer Field).
- Roadway and Sidewalk Construction and Maintenance – Using Chapter 90 funds, drainage bond funds and additional free cash the following streets and sidewalks were improved or repaired:
 - Doe Run at culvert crossing
 - Dove St. (paving, curbing and sidewalks)
 - Ferry Rd. (Erie Ave-Hart Rd)
 - Lavalley Ln. (Hale St.-Frances Dr.)
 - Longfellow Dr. (from houses #28 - #38)
 - Marquand Ln. (Turkey Hill end of street)
 - Nock Middle School
 - Opportunity Way at selected locations
 - Plum Island Turnpike at culvert crossing
 - Russia St. (paving, curbing and sidewalks)
 - Water St. at Independent St. intersection
 - Wildwood Dr. at culvert crossing
 - Wildwood Drive at culvert crossing
- Drainage Improvement Projects – As designed by the Engineering Division and funded with a multi-project \$835,000 bond the following drainage improvement projects were completed:
 - Low Street at Coltin Drive
 - Philips Drive
- Snow and Ice – The Department continues to modify and update our Snow and Ice Plan.
- Engineering will continue to play a vital role in and attended multiple task force group meetings and workshops for the City’s Climate Change Resiliency Committee. The Committee is preparing the City’s Resiliency Plans to assist Newburyport in dealing with impacts from climate change including impacts to our roads, culverts and drainage system.
- The Engineering Division has completed or is currently preparing designs to improve our City’s infrastructure, including roadway, sidewalk, and drainage improvements on Malcolm Hoyt Drive, Phillips Drive, Low Street at Coltin Drive, Spring Lane, and Spofford Street. In addition, the Engineering Division provided input on Safe Routes to School.
- Installed lighting and paved the Rupert A. Nock Middle School parking lot.
- The Highway Division has performed a number of electrical repairs within the City. These include all public facilities, properties, traffic signals and infrastructure that require electrical maintenance and improvements. The City Electrician maintained over 1,850 street lights throughout the City and responded to all outage problems in a timely manner.
- The Facilities Department will continue to clean and maintain City-owned buildings, including seasonal public restrooms and snow clearance at all City facilities and in downtown.
- Tree Planning and Care - Worked with Tree Commission to plant over 119 trees City wide.

- Continue to use the CMMS work order system. This web base program is being used to manage work orders for the Highway and Facilities Divisions.
- DPS employees have attended workshops and educational webinars to ensure that we continue to comply with all Massachusetts procurement laws and other state and federal regulatory rules and regulations.

FY2020 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 roadways. The roads are continually in need of repair, resurfacing or reconstruction. Roadway resurfacing is funded by the Chapter 90 State Program. Our current Chapter 90 funding is \$516,000 a year plus an additional supplemental amount of \$103,411 for Fiscal Year 2019 and includes both roadway and sidewalk construction. The trend City-wide is that the standard rate of roadway deterioration continues to outpace the Chapter 90 funding that the City receives which restricts our ability to increase the amount of roadwork performed. Recently, we have asked the public for more input into the design and construction of our roadways and this outreach will continue by offering community meetings and/or on-line surveys. This type of communication regarding construction has become a standard practice and we can use this feedback to assist us with the design of our streets and sidewalks.

The Highway Division is also responsible for sidewalk installation, repair and replacement. Current funding is through the Chapter 90 program, DPS Highway budget and additional funds through 50% of meal tax receipts, estimated at \$300,000. Sidewalk replacement is determined similarly to roadwork and in conjunction with road repair. Sidewalk replacement / repair are one of most requested services that will continue for many years to come. DPS will continue to support property owners who would like to fund their own sidewalk improvements and provide at no cost demolition and disposal of old material.

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

With the future issuance of the new NPDES MS4 Storm Water permit, we hired a full-time Storm Water Engineer to manage the program. They are responsible to develop a program and make this very important infrastructure management into its own Division. The new permit requirements include: repair, maintain, monitor, map, test and improve the storm water collection system. New and future requirements mandated under the NPDES permit will require more direct involvement of both Engineering and Highway staff to keep the City in compliance.

The Department of Public Service will continue to seek additional funding sources through grants, no interest loans and government programs to assist DPS with the purchase of the newest technologies to improve the way we conduct our operation. We will also seek these same funding sources to assist with the high cost of replacing our outdated infrastructure and equipment. Through adhering to OSHA

regulations and training, the Department of Public Services provides a safe working environment for employees.

The Highway Division continues to promote the growth of its employees. As such, some personnel movement between the Water, Sewer and Highway Divisions has allowed staff members to take on different roles and acquire new skills in the process.

FY2020 GOALS & OBJECTIVES

GOAL 1: ROADWAY PAVING AND SIDEWALK IMPROVEMENTS

Objectives:

- Continue to prioritize roadways in need of maintenance and improvement.
- As the Gateways to the City, High and Merrimac Streets are DPS's priority for resurfacing, reconstruction and repaving.

GOAL 2: CONTINUE IMPLEMENTATION OF CMMS SYSTEM TO IMPROVE EFFICIENCY AND MANAGEMENT OF ASSETS TO OTHER DEPARTMENTS AND DIVISIONS WITHIN DPS

Objectives:

- Continue to work on seamless transition of software system to all users within DPS. Phase 2 - Introduce system to Electrical Division and Stormwater Management Division.
- Assist Parks Department with work order implementation.

GOAL 3: INSPECT ALL 360 CROSSWALKS AND PREPARE A SCHEDULE FOR THE REPAINTING OF ANY FADED CROSSWALKS

Objectives:

- Conduct yearly inspection of all crosswalks.
- From data gathered from the yearly inventory, prepare schedule to repaint 100% of all faded crosswalks.

GOAL 4: CONTINUE DOWNTOWN WATER/SEWER/DRAINAGE UTILITY UPGRADE PROJECT

Objectives:

- Continue to find short-term low cost fixes to relieve flooding in the downtown.
- Continue to work on master plan that includes design of a replacement drainage system that will be incorporated within the sewer and water replacement master plan.

GOAL 5: CONTINUE A PROACTIVE PROCESS TO ENSURE PREVENTATIVE MAINTENANCE IN ALL CITY FACILITIES

Objectives:

- Continue a bi-annual inspection of roofs, HVAC, drainage, and electrical issues.
- Incorporate all information obtained from the above objectives into CMMS system and create a routine maintenance schedule.
- Hire two additional truck drivers/maintenance personnel to be assigned to the important downtown area, including the new restrooms at the Multimodal Facility.

GOAL 6: CITY WIDE TREE PLANTING

Objectives:

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

PROGRAMS & SERVICES

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



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

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - DPS SAL DIRECTOR	39,189	39,795	40,557	44,228	3,671	9.1%
51102 - DPS SAL DEPUTY DIRECTOR	31,839	34,052	33,895	35,535	1,640	4.8%
51103 - DPS SAL BUSINESS MANAGER	22,046	22,880	23,338	24,924	1,586	6.8%
51107 - DPS SAL ELECTRICIAN	39,560	38,623	41,000	42,142	1,142	2.8%
51117 - DPS SAL ASST ENGINEER	20,314	20,641	20,642	22,723	2,081	10.1%
51118 - HWY STORM WATER ENGINEER	0	0	70,000	62,477	(7,523)	-10.7%
51119 - DPS SAL CITY ENGINEER	30,200	30,686	30,685	32,171	1,485	4.8%
51120 - HWY SAL FAC MAINT SUPERVISOR	0	0	0	66,611	66,611	
51121 - HWY SAL GENERAL FOREMAN	0	0	0	68,518	68,518	
51131 - HWY SAL OFFICE MANAGER	59,646	60,606	61,818	68,340	6,522	10.5%
51150 - HWY SAL FACILITIES MAINT	283,952	355,062	380,640	329,240	(51,400)	-13.5%
51158 - HWY SAL LABOR	925,493	909,614	1,039,043	1,109,942	70,898	6.8%
51166 - HWY PART TIME EMPLOYEES	4,091	5,972	6,000	6,000	0	0.0%
51190 - HWY SAL SUMMER EMPLOYEES	21,024	24,132	18,500	18,500	0	0.0%
51301 - HWY OVERTIME	107,044	108,208	122,718	130,425	7,707	6.3%
51401 - HWY LONGEVITY	10,315	11,173	9,544	7,102	(2,442)	-25.6%
51402 - HWY LICENSE STIPENDS	9,000	9,500	12,500	13,300	800	6.4%
51405 - HWY CLOTHING REIMBURSEMENT	21,507	22,802	22,433	24,608	2,175	9.7%
51416 - HWY TOOL REIMBURSEMENT	3,500	3,749	4,900	4,900	0	0.0%
51420 - HWY EDUCATION CREDITS	1,125	1,125	1,125	1,125	0	0.0%
001 - PERSONNEL SERVICES Total	1,629,845	1,698,620	1,939,338	2,112,809	173,470	8.9%
002 - PURCHASE OF SERVICES						
52101 - HWY HEAT	6,811	11,163	8,000	8,000	0	0.0%
52102 - HWY ELECTRICITY	56,072	(12,373)	57,000	57,000	0	0.0%
52103 - HWY STREET LIGHTS	180,721	131,679	125,000	125,000	0	0.0%
52401 - HWY MAINT-BUILDING	24,613	27,566	32,200	32,200	0	0.0%
52402 - HWY MAINT-CITY HALL	13,854	15,218	15,750	15,750	0	0.0%
52403 - HWY MAINT-VEHICLES	93,392	80,112	95,300	95,300	0	0.0%
52404 - HWY MAINT-TREE	64,188	80,205	74,500	94,250	19,750	26.5%
52405 - HWY MAINT-MANAGEMENT SYSTEM	3,248	2,437	7,667	7,667	0	0.0%
52406 - HWY STORM WATER MAINTENANCE	0	0	50,000	50,000	0	0.0%
52410 - HWY MAINT-CITY-WIDE	12,715	51,672	19,000	19,000	0	0.0%
52411 - HWY GROUNDS MAINT	8,100	0	0	0	0	
52413 - HWY LINE PAINTING	30,383	32,456	30,500	30,500	0	0.0%
52415 - HWY MAINT-SR COMM CENTER	5,579	7,113	6,500	10,000	3,500	53.8%
52900 - HWY OTHER PROP RELATED SVCS	0	78,210	0	0	0	
53002 - HWY MEDICAL/DRUG TESTING	2,465	2,783	4,820	4,820	0	0.0%
53030 - HWY STORM WATER CONSULTING	0	0	15,000	15,000	0	0.0%
53032 - HWY STORM WATER TESTING	0	0	10,000	10,000	0	0.0%
53700 - HWY TRAIN/TRVL/CONFR	4,535	6,927	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	506,677	515,168	561,237	584,487	23,250	4.1%

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	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
52411 - HWY ELECTRICAL SUPPLIES	14,133	23,091	30,000	25,000	(5,000)	-16.7%
54301 - HWY FACILITIES MAINT SUPPLIES	16,857	15,951	16,000	14,000	(2,000)	-12.5%
54311 - HWY PURCH ROAD MATERIAL	70,793	90,392	83,000	83,000	0	0.0%
54312 - HWY STREET SIGNS	17,979	19,123	20,000	20,000	0	0.0%
54313 - HWY SUPPLIES	14,839	15,685	15,600	18,600	3,000	19.2%
54314 - HWY RADIOS 2-WAY (10)	3,915	3,995	4,000	4,000	0	0.0%
54801 - HWY PURCH FUEL/OIL	131,370	153,442	89,875	89,875	0	0.0%
004 - SUPPLIES Total	269,885	321,678	258,475	254,475	(4,000)	-1.5%
008 - CAPITAL OUTLAY						
58303 - HWY VEHICLE/EQUIPMENT	0	0	0	7,500	7,500	
58901 - HWY SIDEWALKS	280,545	293,287	295,646	313,764	18,118	6.1%
008 - CAPITAL OUTLAY Total	280,545	293,287	295,646	321,264	25,618	8.7%
Grand Total	2,686,952	2,828,753	3,054,696	3,273,035	218,338	7.1%

SNOW & ICE (01-423)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51301 - SNW SNOW & ICE LABOR	141,202	107,921	105,000	105,000	0	0.0%
001 - PERSONNEL SERVICES Total	141,202	107,921	105,000	105,000	0	0.0%
002 - PURCHASE OF SERVICES						
52901 - SNW SNOW & ICE EXPENSE	292,402	283,897	105,000	120,000	15,000	14.3%
002 - PURCHASE OF SERVICES Total	292,402	283,897	105,000	120,000	15,000	14.3%
Grand Total	433,604	391,819	210,000	225,000	15,000	7.1%



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Section 7:

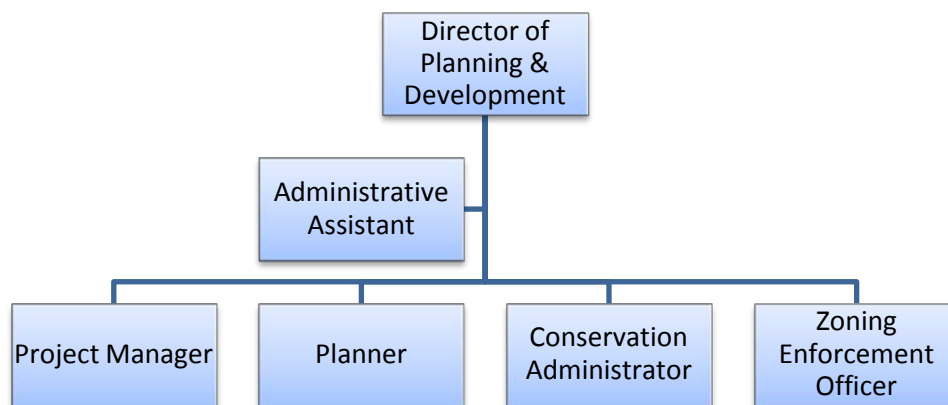
Planning and Development

PLANNING & DEVELOPMENT

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Director of Planning & Development	1.0	1.0	1.0
Project Manager	1.0	1.0	1.0
Staff Planner^A	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Conservation Administrator	0.5	0.5	0.5
Zoning Administrator^B	0.5	1.0	1.0
Total Full Time-Equivalents	5.0	5.5	5.5

^A Position is partly funded by the Community Preservation Act (CPA) and Affordable Housing Trust (AHT) Fund.

^B Position is funded by building permit fee revolving funds. As such, a salary line-item is not included in the Office of Planning & Development budget request or presented in the General Budget.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Total Permit Applications	#	122	178	159	157
ZBA Special Permits	#	49	46	49	41
ZBA Variances	#	34	49	19	12
ZBA Appeals	#	1	0	0	1
PB Approval Not Required Plans	#	16	11	10	5
PB Subdivisions	#	1	0	4	0
PB Site Plan Reviews	#	7	3	7	7
PB Smart Growth Plan Reviews	#	1	0	0	0
PB Special Permits	#	1	5	15	20
Average Number of Weeks for Permitting (PB & ZBA)	Weeks	8.6	7.7	9.6	5.2
CPA Grant Applications	#	22	14	13	17
CC Resource Area Delineation	#	2	0	0	1
CC Notice of Intent	#	12	20	24	12
CC Determination of Applicability	#	17	3	7	3
NHC Demolition Delay Reviews	#	7	4	12	13
Zoning Determination Requests	#	N/A	N/A	53	98
Zoning Enforcement Requests	#	N/A	N/A	77	64

FY2019 ACCOMPLISHMENTS

Zoning & Regulations:

- Drafted comprehensive revisions to the Newburyport Zoning Ordinance (NZO) in order to encourage new growth in the Business & Industry Park, direct new residential and mixed-use transit-oriented development into the 40R Smart Growth District (around the MBTA Commuter Rail Station), Waterfront West Overlay District (WWOD) and Storey Ave Business District, while refining design and permitting criteria for residential infill within the sensitive National Register Historic District (NRHD).
- Worked with the City Council, its Planning & Development Committee, the Planning Board, New England Development (NED) and other stakeholders on a master development plan and related zoning changes for the “Waterfront West” area in order to permit additional residential units which can support downtown businesses, a hotel and conference space to support additional tourism and economic development, as well as ancillary commercial/retail space intended to activate a neglected segment of Merrimac Street and an expanded publicly accessible boardwalk between the Black Cow and Michael’s Harborside.

- 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.
- Coordinated with various City agencies on issues relating to the Evergreen Commons Open Space Residential Development (OSRD) project, new infrastructure associated therewith, and protection of the City's existing water supply (aquifer) beneath the site.
- Coordinated meetings of the Ad Hoc Zoning Advisory Committee (ZAC) and Recreational Marijuana Ad Hoc Committee to develop new zoning regulations and standards for various uses throughout the City, including recently legalized cultivation and retail sales of recreational marijuana.
- Assisted the City Council and Planning Board with drafting revisions to key sections of the Newburyport Zoning Ordinance (NZO) to address specific problems identified in earlier versions of the document, to improve development review standards, and to address policy changes such as architectural design standards, use table changes, regulation of short term rental housing units and "sustainability."

Long-Range Planning:

- Began implementation of a new ten-year Master Plan for the City which addresses community vision, policies, goals, objectives and action plans during the next ten years. The plan, intended to unify and coordinate City efforts over the next ten years, addresses areas such as:
 - Land Use Planning & Growth Management
 - 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 and sea level rise)
 - 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 development projects and the permitting process in general.
- Continued to update and implement recommendations of the Newburyport Master Plan, Waterfront Strategic Plan, Strategic Land Use Plan, Open Space & Recreation Plan, Affordable Housing Production Plan and other short and long-term policy plans.

Community Mapping:

- Continued enhancements to the City's Geographic Information System (GIS), including the development of new data layers with internal and external links to Building Department and Assessors data, all permitting (ZBA, PB, Conservation, Historical) data, as well as use of new online aerial photography of the City of use to all City departments and boards.

- Worked with the Merrimack Valley Planning Commission (MVPC) to advance a new web-based project tracking map based on the City's Geographic Information System (GIS) allowing City staff, Council members and the general public to track the location and nature of private development and public infrastructure projects in the pipeline and to see related project drawings, plans and applications.

Economic Development & Project Permitting:

- Coordinated with the Massachusetts Bay Transit Authority (MBTA) and development firm MINCO Corporation on a mixed-use, transit-oriented development now under construction at One Boston Way.
- Coordinated with Berkeley Investments to ensure completion of the Towle Complex Redevelopment project, including approval of revised plans for high-end waterfront residential units known as "Newburyport Landing," restoration of historic structures and the creation of two new affordable units along Merrimac Street.
- Coordinated twelve (12) monthly Technical Review Committee meetings with various City departments for the purposes of reviewing major development projects and addressing key issues in development projects before, during and after permitting, including but not limited to the One Boston Way Smart Growth District redevelopment, Evergreen Valley Golf Course Open Space Residential Development (OSRD) project, Hillside Center for Sustainable Living, Towle Redevelopment project, and UFP Technologies business expansion.
- Continued meetings with New England Development (NED) regarding the construction of a new downtown hotel and townhouse-style waterfront condo units, in the Waterfront West Overlay District (WWOD).
- Participated in meetings with developers, local officials and other stakeholders regarding a possible new hotel and mixed-use development along Route One at the old ENPRO site adjacent to Carey Ave.
- Coordinated with developers of the Wine/Hamilton Estates Subdivision, Brown Street Extension Subdivision, Donahue Court Subdivision and other projects throughout the City to ensure proper permitting, review and approval of proposed plans. Monitored construction progress for compliance with approved plans and conditions and worked with legal counsel to resolve areas of dispute.
- Implemented a full-time Zoning Administrator position responsible for ensuring zoning compliance throughout the permitting process, and to ensure enforcement of the voluminous Newburyport Zoning Ordinance (NZO) and permits issued thereunder by various City boards.

Capital Improvement Projects:

- Oversaw completion of construction associated with the City's New Titcomb Street Parking Garage (a.k.a. "Intermodal Transit & Parking Facility") for opening prior to the peak summer season.
- Explored and began planning a potential change in traffic flows for Green Street and Pleasant Street that could reduce downtown traffic congestion associated with opening of the new garage and eventual mixed-use buildout in Waterfront West.

- Assisted MassDOT with oversight over final construction of the Phase II Clipper City Rail Trail project, including resolution of various construction issues and abutter concerns along this route.
- Continued work with design consultants and various federal, state and local permitting authorities to develop plans for shoreline stabilization along the Merrimack River at the Wastewater Treatment Plant and Phase II Rail Trail Link, including the removal of PCB-contaminated soils.
- Developed conceptual plans for the Phase III Clipper City Rail Trail project to allow safe crossings of Route One and State Street near the Courthouse for review by MassDOT in advance of full design and permitting. Continued to work with MassDOT District 4 on alternative designs to address the awkward safety, right-of-way and layout considerations associated with this intersection.
- Assisted in ongoing discussions, and exploration of options, regarding adaptive reuse of the former Brown School building and site, as well as possible relocation of Newburyport Youth Services (NYS) to the Emergency Management Site on Low Street.
- Finalized and executed a long-term lease for the 115 Water Street building adjacent to the Wastewater Treatment Plant Facility.
- Continued to work with the Newburyport Redevelopment Authority (NRA), City Council, Mayor's Office and other waterfront stakeholders to address updates to the Waterfront Trust documents and preparations for conveyance of NRA properties (for park and parking) and their final dissolution.
- Prepared a Request for Proposals (RFP) for adaptive reuse of the old Coast Guard Auxiliary Building on Plum Island Point.
- Assisted MassDOT with local approvals and private easements required for construction of the High Street Safe Routes to School Project in 2020.

Community Development & Preservation:

- Coordinated Community Preservation Committee (CPC) review of various applications for Community Preservation Act (CPA) funding. Continued to provide oversight of projects details, funding and reimbursement requests on approved projects.
- Worked with legal counsel and key City officials to improve oversight of historic preservation projects funded with CPA funds moving forward, including the mandatory recording of Preservation Restrictions (PRs) prior to disbursement of any CPA funding.

FY2020 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 2020:

- Permitting and development applications will likely continue at current levels as we move into FY2020. However, the relative level of buildout in Newburyport limits the number of large-scale projects that the City will need to review and permit in future years. FY2019 permit applications suggest that there is sustained development (and redevelopment) interest throughout the City. Smaller "infill" developments will comprise a larger portion of permit applications than large

projects when compared with prior years. New zoning regulations and architectural design standards will address inappropriate infill projects and help to ensure that new infill is compatible, particularly within the National Register Historic District, regulated locally under the Downtown Overlay District (DOD) and Demolition Control Overlay District (DCOD). The potential benefits, and impacts, of noteworthy development projects will need to be evaluated at the following key locations:

- 40R Smart Growth District / MBTA Commuter Rail Station
- Downtown “Waterfront West” area
- Redevelopment of the Storey Ave area from mere auto-centric commercial development to a true walkable mixed-use village center, with “active frontage” on first floors and residential uses above, with parking hidden behind buildings brought closer to the street.
- The Office will continue to assist the City Council and Planning Board in consideration of potential redevelopment plans for Waterfront West which has the potential to strengthen downtown Newburyport, provide year-around activation of Market Square, Market Landing Park and the extended Harborwalk.
- The number of long-range plans, capital projects and initiatives that the City will be undertaking and implementing in FY20 and future years will continue to be significant. Additional staff time will be devoted to the development, management and implementation of long-range plans, community preservation and capital improvement projects. Effort will continue to be placed on increasing the efficiency of numerous complicated processes, and sometimes conflicting expectations, associated with these and other initiatives.
- Increased use of technology will allow the Office of Planning and Development to reduce paperwork, and ensure that information on past, present and future planning initiatives, development projects, permits and related mapping data is available electronically. These efforts should be continued and expanded for the convenience of all City departments as well as the general public.

FY2020 GOALS & OBJECTIVES

GOAL 1: IMPLEMENT THE RECOMMENDATIONS OF THE 2017 MASTER PLAN UPDATE.

Objectives:

- Finalize and implement the comprehensive update to the Newburyport Zoning Ordinance in a smooth transition ensuring broad public education and outreach efforts.
- Support business retention, redevelopment, and expansion in the Newburyport Business Park developing zoning revisions to improve development, redevelopment and infill projects, streamline permitting, and clarify City requirements and expectations.
- Assist with the preservation of Newburyport’s historic buildings, landscapes, and other historic resources through a variety of regulatory, management and investment strategies.

- Pursue all local, state and federal funds for affordable housing, infrastructure improvements, preservation projects and economic development initiatives within the City.
- Plan for the continued funding and viability of the housing rehabilitation program.
- Support affordable housing initiatives throughout the City.
- Integrate the concepts of “sustainability”, “resilience” and “community character” into all projects, programs, regulations, policies and initiatives controlled or undertaken by the City.
- Provide updates to the Mayor, City Council and broader public on progress related to actions recommended in the Master Plan.
- Increase use of the City website and online collaboration platforms as a tool to better inform citizens and engage the larger community in planning and land use decisions.

GOAL 2: IMPLEMENT CAPITAL IMPROVEMENT PROJECTS

Objectives:

- Work with the Mayor’s Office and all stakeholders 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 for Phase III across the Route 1 Traffic Circle and State Street along the Parker Street Right-of-Way.
- Secure funding for Phase II of the Central Waterfront Bulkhead Renovation Project.
- Assist the Mayor’s office and others with plans for disposition of the core Brown School building, while ensuring adequate Youth Services facilities at a new off-site location.
- 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.
- Implement comprehensive “cloud-based” permit tracking software, online application submissions, and more efficient coordination of all permit-related processes, including increased transparency and public access to current, prior and pending permit applications.

- Continually upgrade the web site to ensure responsiveness 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 INITIATIVES AND RESPONSIBILITIES

Objectives:

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

PROGRAMS & SERVICES

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

PLANNING AND DEVELOPMENT (01-182)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - OPD SAL PLANNING DIRECTOR	86,998	88,543	88,543	92,829	4,286	4.8%
51102 - OPD SAL PLANNER	42,522	40,583	44,468	52,527	8,059	18.1%
51103 - OPD SAL PROJECT PLANNER	79,313	74,072	71,114	85,174	14,060	19.8%
51104 - OPD SAL ADMIN ASSISTANT	55,650	56,638	58,913	69,124	10,211	17.3%
51105 - OPD PT CONSERVATION ADMIN	32,924	32,981	33,723	42,470	8,747	25.9%
51407 - OPD EDUCATION CREDITS	700	700	700	700	0	0.0%
001 - PERSONNEL SERVICES Total	298,107	293,517	297,461	342,824	45,363	15.3%
002 - PURCHASE OF SERVICES						
53002 - OPD PERMIT TRACKING SOFTWARE	0	0	0	30,000	30,000	
53003 - OPD GIS	11,800	11,899	12,000	12,000	0	0.0%
002 - PURCHASE OF SERVICES Total	11,800	11,899	12,000	42,000	30,000	250.0%
004 - SUPPLIES						
52701 - OPD OFFICE EQUIPMENT	2,000	2,000	2,000	2,000	0	0.0%
54200 - OPD OFFICE SUPPLIES	1,550	1,550	1,550	1,550	0	0.0%
55800 - OPD MISC SUPPLIES	1,000	1,000	1,500	1,500	0	0.0%
004 - SUPPLIES Total	4,550	4,550	5,050	5,050	0	0.0%
Grand Total	314,457	309,965	314,511	389,874	75,363	24.0%

LICENSING COMMISSION (01-165)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51164 - LCM CLERICAL SERVICES	5,340	6,240	5,340	7,500	2,160	40.4%
001 - PERSONNEL SERVICES Total	5,340	6,240	5,340	7,500	2,160	40.4%
007 - OTHER CHARGES & EXPENSES						
57809 - LCM GENERAL EXPENSES	1,026	1,510	1,000	1,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	1,026	1,510	1,000	1,000	0	0.0%
Grand Total	6,366	7,750	6,340	8,500	2,160	34.1%

CONSERVATION COMMISSION (01-171)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - CCM MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

HISTORICAL COMMISSION (01-691)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - HCM MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

PLANNING BOARD (01-175)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - PBD MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

ZONING BOARD OF APPEALS (01-176)

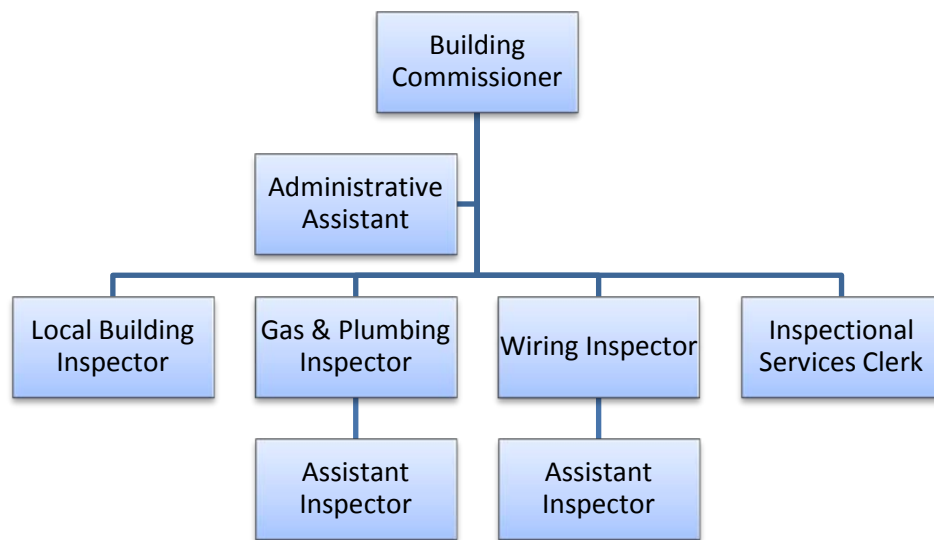
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - ZBD MINUTE TAKER	1,650	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,650	1,800	1,800	1,800	0	0.0%
Grand Total	1,650	1,800	1,800	1,800	0	0.0%

BUILDING DEPARTMENT

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Building Commissioner	1.0	1.0	1.0
Local Building Inspector	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Inspectional Services Clerk	0.5	0.5	0.5
Plumbing/Gas Inspector	0.5	0.5	0.5
Electrical Inspector	0.5	0.5	0.5
Total Full Time Equivalents	4.5	4.5	4.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Building Permits*	# of	926	933	958	925
Electrical Permits	# of	639	582	637	610
Gas Permits	# of	443	432	522	475
Plumbing Permits	# of	469	485	492	480

*Includes sheet metal permits.

FY2019 ACCOMPLISHMENTS

- Conducted accurate and compliant plan review on a record number of permits while ensuring 100% of all complete applications were acted on within 10 days
- Reviewed and processed a record number of permits for various projects totaling \$77,486,246.00 in project costs, which translates to assessable growth towards the tax base.
- Collected a record amount of permit fees totaling \$918,754.00. This is by far the most the Department has ever received and processed.
- Continued an education process with contractors and homeowners to transition smoothly to the new 2015 ICC codes and Mass amendments, ninth edition.
- Worked with the Assessors and Fire Department to establish an inventory of all multi-unit housing buildings and establish a five year public safety certificate of inspection as required by Mass law. Continued to work with the Health Department and Fire Department on all annual Certificates of Inspection for all properties with assembly uses, (49 occupants and above).
- Continued with internal staff meetings and project reviews with other City departments for major municipal and private projects such as the Inter-model Parking Garage, Waterfront West, numerous Business Park investments, One Boston Way and the Kelley School re-use project.

FY2020 TRENDS

The FY2018 period continued to see steady construction activities with regards to the number of building permits issued. Major private development projects currently underway include One Boston Way, Hillside Sustainable Living and the Hines Way, Hamilton Way and Evergreen Commons Sub-Divisions. Currently under review include the various Waterfront West projects, the repurposing of the Brown School property, Colby Farms Sub-Division and a hotel/commercial complex on Carey Street. Permit fees and project costs were the highest they have been since the department went into effect. Newburyport remains a very viable commercial/residential city and it is expected that this trend will continue.

FY2020 GOALS & OBJECTIVES

GOAL 1: TRANSITION TO AN ONLINE PERMITTING SYSTEM

Objectives:

- Review and hire a software company to install a complete on line permitting system that will be interconnected to all applicable City Departments, enabling the Building Department to accept and process electronic permits.
- Eliminate the need for the vast majority of hard copy materials that the Building Department is now required to process, keep and store.

GOAL 2: BEGIN THE PROCESS OF SETTING UP A SYSTEM FOR PUBLIC SAFETY CERTIFICATE (PSC) INSPECTIONS FOR MULTI-FAMILY HOUSING.

Objectives:

- Work with the Newburyport Fire Department and the Health Department to begin the required five year safety inspections for multi-unit housing, utilizing the new data base of these properties created by the Assessor and Building Departments.
- Issue PSC certificates to complying properties to be posted in public common areas.
- Reach out to both tenants and property owners of these multi-family buildings to explain the requirement and what our purpose is for the inspections.
- Catalogue and continue with the required five year inspections on all existing fire escapes in Newburyport.

GOAL 3: CONTINUE A POSITIVE WORKING RELATIONSHIP WITH NEWBURYPORT RESIDENTS AND MUNICIPAL PERSONNEL.

Objectives:

- Provide professional and equitable high-level customer service
- Conduct field inspections in a timely and respectful manner
- Conduct yearly public safety inspections along with the Health and Fire Departments that ensure a safe assembly space while working with the business owners
- Attend technical review meetings, municipal project meetings, while continuing to work closely with the Newburyport Fire Department, Health Department, Planning Department and DPS on multi-faceted projects that require co-ordination

PROGRAMS & SERVICES

Inspectional Services

- Review all building permit applications
- Inspect all renovations, alterations and new construction
- Inspect all daycares, restaurants, schools, churches, and places of public assembly on a yearly basis

Building Code Enforcement

- Building including weatherization, MAAB/ADA compliance
- Plumbing
- Gas
- Electrical

BUILDING DEPARTMENT (01-241)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - BLD SAL BLDG INSPECTOR	81,915	83,552	83,552	87,597	4,045	4.8%
51103 - BLD SAL ADMIN ASSISTANT	55,742	56,638	58,913	61,153	2,240	3.8%
51160 - BLD SAL ASST BLDG INSPECTOR	22,718	23,205	23,205	24,815	1,610	6.9%
51401 - BLD LONGEVITY	2,442	2,442	2,442	2,442	0	0.0%
51402 - BLD TRAVEL ALLOWANCE	5,100	4,675	10,200	10,200	0	0.0%
51412 - BLD CLOTHING ALLOWANCE	500	0	1,000	1,350	350	35.0%
001 - PERSONNEL SERVICES Total	168,417	170,513	179,313	187,558	8,245	4.6%
002 - PURCHASE OF SERVICES						
53401 - BLD PRINTING	0	482	500	500	0	0.0%
55800 - BLD MISC EXPENSE	0	518	500	500	0	0.0%
002 - PURCHASE OF SERVICES Total	0	1,000	1,000	1,000	0	0.0%
Grand Total	168,417	171,513	180,313	188,558	8,245	4.6%

COMMISSION ON DISABILITIES (01-921)

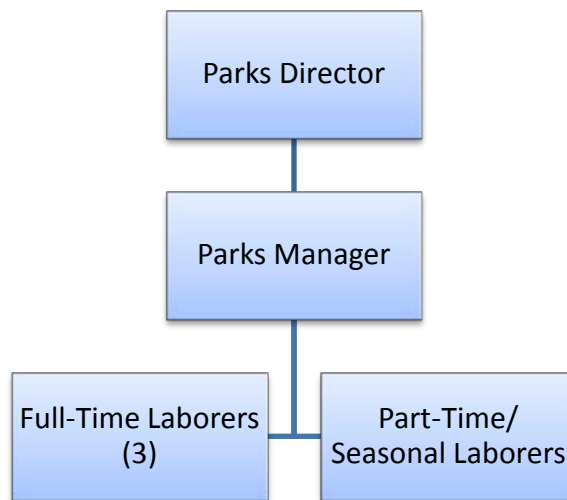
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51161 - COD SAL ADA COORDINATOR	2,647	2,640	2,640	2,640	0	0.0%
001 - PERSONNEL SERVICES Total	2,647	2,640	2,640	2,640	0	0.0%
Grand Total	2,647	2,640	2,640	2,640	0	0.0%

PARKS DEPARTMENT

MISSION STATEMENT

The Newburyport Parks Department and Commission are dedicated to fostering a vibrant community by providing safe and beautifully maintained parks and athletic facilities, and to connecting people with nature and building community through programming, events and a parks system focused on service and responsiveness to park users.

We are committed to superior stewardship of the City's outstanding network of parks, trails and fields that act as gathering places to encourage social connections, offer safe places to play and relax, support economic development, promote public health and well-being, protect environmental resources, and offer access to the serenity and inspiration of nature for current and future generations. We provide programming and events that fortify health, wellness, community spirit and public pride.



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Parks Director	1.0	1.0	1.0
Parks Manager	1.0	1.0	1.0
Full-time Laborer	0.0	1.0	2.0
Part-time Laborers	0.9	1.4	2.8
Seasonable Laborers	1.5	1.7	0.9
Total Full Time-Equivalents*	4.4	6.1	7.7

*Does not include additional staff hired on a temporary basis to complete grant-funded capital projects (i.e. projects funded by Community Preservation Act or The Mayor Gayden W. Morrill Charitable Foundation).

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Number of volunteer hours	Hours	1,759	2,000	2,213	1,995
Essex County Sheriff service Women In Transition crews	Hours	576	1,440	1,440	1,080*
Public-private partnership savings to City in park/field maintenance costs **	\$	\$83,825	\$88,325	\$76,730	\$85,043
Donations received of equipment, supplies, materials	\$	\$3,159	\$5,650	\$7,783	TBD
Trees pruned	Each			60	50
Hazardous trees removed	Each			80	38
Trees planted	Each			18	23
Flowers & shrubs planted	Each			555	557
Number of Bench Sponsorships	#	16	6	11	6
Permits issued	#	96	110	146	75
Brick sidewalks replaced	Square feet				3,385

* Poor weather conditions limited our use of inmate crews in FY19

** Newburyport Youth Soccer Association \$60,043/Pioneer League \$25,000

FY2019 ACCOMPLISHMENTS

Park & Field Improvement Projects

- Completed:
 - Installed new benches at Inn Street, Cushing Park, Moseley Woods.
 - Design phase of Joppa boat ramp replacement and parking improvements, construction slated for fall 2019.
 - Renovation of the central garden at Atwood Park.
 - Landscape fencing around Inn Street playground, manufactured in-house.
 - Installation of synthetic turf lawn at Inn Street playground landscape buffer (funded and executed by commercial sponsor).
 - Cherry Hill soccer field electrical connections.
 - Replacement of 3,385 square feet of brick walkways in our parks:
 - Patrick Tracy Square, 800 SF; Cornelius Doyle Triangle at Three Roads intersection, 1,085 SF, all interior walkways (funded and executed by commercial sponsor); Joppa Park, 1,500 SF.
 - Atkinson Common Lily Pond renovation.

- Underway:
 - Phase II construction of Bradley Fuller Athletic Field facility renovation project: electrical, grandstands, sound & timing system, field house renovation & concrete walkways.
 - Renovation of Joppa Park seawall walkway, 1/3 completed.
 - Water quality cleanup at Frog Pond, to be completed by end of CY 2019.
 - Phase I & II of Bartlet Mall Restoration project:
 - Completed design engineering for inclusive playground replacement
 - Extensive pruning and hazardous tree removals, and
 - Design-engineering phase of historic restoration of northwest corner of park

General Parks Management

- Provided on-schedule landscape maintenance & snow-ice management of 100+ acres of park land, Green Street parking lot and athletic fields & licensed pesticide services to multiple departments.
- Provided lawn care services aeration, fertilization, & parking plant bed preparation at Senior Community Center.
- Installed 422 shrubs and perennials at the following parks and public spaces:
 - Atwood Park, Bullnose, Cornelius Doyle Triangle, George Washington garden, Moseley Woods, Rail Trail I and Rail Trail II
- Managed Inn Street Fountain; system was down for **0 days** during 168-day season.
- Maintained dog waste stations with calls for service totaling just 6.
- Worked with City Councilors to rewrite Chapter 11 of the City's Code of Ordinances including revisions to organizational structure, rules and parks use fees.
- Eliminated use of glyphosate (i.e. Roundup).

Playgrounds

- Replenished safety surfacing in all playgrounds to comply with federal playground safety guidelines.
- Certified Playground Safety Inspector status on staff.

Tree Management

- Removed 50 high hazard trees and pruned 38 trees according to prioritized task list at 7 parks.
- Planted 23 trees at 6 parks.

Permitting

- Issued 75 parks use permits.
- Established first parks and athletic field use fee schedule.

Community Outreach

- Increased social media presence on Facebook, Instagram & Twitter.
- Encouraged resident participation through:
 - Regular meetings with neighbors of Bartlet Mall & Mall Improvement Association.
 - Regular meetings & site visits with Atkinson Common neighbors.

- Worked with Newburyport Parks Conservancy volunteers to organize the following community-building events:
 - Bartlet Mall Day to celebrate the history of Bartlet Mall.
 - Clean Sweep to harness volunteer support for an annual spring cleanup.
 - Tripled attendance at the Americana Rhythm & Roots Music Festival at Waterfront Park to provide Grammy-nominated free music, kid activities & raise money for parks.
- Equipped field employees with general parks business cards and instructions for directing residents' concerns to the Parks Director.

FY2020 TRENDS

1. We will continue to enhance the beauty, safety and accessibility of our parks through parks improvement projects funded in large part by grants, commercial sponsors and private donations.
2. Parks will continue to serve a role in the City's green initiatives. We will:
 - integrate environmentally responsible methods to address issues such as storm-surge resiliency and sustainability.
 - look for ways to reduce permeable surfaces, increase green space .
 - investigate use of well-water for irrigation to reduce impact of drought.
 - consider alternative power solutions such as solar and biomass energy to power park operations.
3. Trees will be a priority as we further develop our tree management plan. We will:
 - provide real-time maintenance of parks-wide tree inventory.
 - address hazardous tree removals to reduce risks and liability.
 - address ongoing tree-health to increase our healthy tree assets.
 - tree work will focus on Moseley Woods, Bartlet Mall, Atkinson Common, Clipper City Rail Trail, Perkins Park and other parks as needed for high priority tasks.
4. Preservation of historical assets is a fundamental concern of the City's 2017 Master Plan. We will continue to work to protect the City's natural and built historical resources through such projects as the
 - Bartlet Mall Historic Restoration Project
 - Atkinson Common Observation Tower Restoration Project as well as
 - ensuring proper maintenance of the City's historic statues and veterans' memorials.
5. Making our playgrounds more accessible and safer places to play

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

- Provide professional-grade service to maintain 26 parks on schedule.
 - Projects (funded mainly by grants including The Mayor Gayden W. Morrill Charitable Foundation, Community Preservation Act funding, local trust funds, state grant programs, the Newburyport Parks Conservancy, Friends of Newburyport Track and other private donations):
 - Complete re-construction of Joppa Park boat ramp & parking lot.
 - Replace asphalt walkways at Bartlet Mall & complete pilot renovation of a section of existing crushed stone walkway at Bartlet Mall to improve park access.
 - Complete replacement of recreation area at Bartlet Mall including basketball court & playground.
 - Complete at least 3,000 square feet of brick walkway replacements in downtown parks.
 - Complete Frog Pond water quality cleanup by November 2019.
 - Phase II construction of Bradley Fuller Athletic Field facility renovation project: electrical connections, grandstands & walkways.
 - Complete Lily Pond renovation project at Atkinson Common.
 - Complete design of Lower Atkinson Common parking & facilities improvements.
 - Address deferred maintenance on Inn Street
 - Remove efflorescence from brickwork; reset one section of brick courtyard and/or steps; weld hand rails on elevated walkway; point brick work on elevated walkway
 - Renovate lawn at Moseley Woods.
 - Complete electrical connections at Cherry Hill Fields.
 - Renovate Perkins Ball Field infield.
 - Management
 - Use CMMS on-line work-order system to complete work reports for every crew, every day.
 - Complete comprehensive parks management plan.
 - Post field maintenance checklist at all ball fields maintained by Parks Department.
 - Develop training procedures for equipment use and implement with each new hire.
 - Playgrounds
 - Implement monthly, in-season playground inspections reports.
 - Perform all playground repairs on schedule according to prioritized needs identified by inspections.
 - Explore assigning Playground Safety Coordinator responsibilities to staff.
- Resiliency & Sustainability
 - Work with Newburyport Resiliency Committee to address preparedness for climate change at city parks.

- Support city-wide resiliency and sustainability initiatives by reducing impermeable surfaces, increasing green space, conserving municipal drinking water and protecting shorelines.

GOAL 2: CONNECT PEOPLE WITH NATURE & BUILD COMMUNITY THROUGH OUR PARKS

Objectives:

- Implement online parks permitting.
- Post schedule of permitted activities at all parks.
- Perform 10 park-use assessments at Cashman Park, Perkins Park, Woodman Park, Rail Trail, Inn Street, Atkinson – Upper & Lower, Bartlet Mall, Moseley Woods and Joppa Park.
- Double hiking club membership & nature-related programming.
- Increase number of parks-related special events from 3 to 5 annually.

PROGRAMS & SERVICES

Administration & Community Services	Facilities Management	Long-Range Planning
<ul style="list-style-type: none"> • Issue parks use permits • Respond to public inquiries • Coordinate with Parks Groups • Coordinate with City Departments • Coordinate with Sports Leagues, Youth Services & School Athletic Dept. • Manage and update Parks website • Coordinate volunteers • Maintain public records related to Parks Commission activities • Coordinate memorial bench, brick & mile-marker fundraising program • Organize community events • Provide adult recreation opportunities 	<ul style="list-style-type: none"> • including: 10 natural grass athletic fields; 5 tennis courts; 5 outdoor basketball courts; 10 playgrounds; 3 Shared-use off leash areas for dogs, 1 splash pad, 1 natural pond, Clipper City Rail Trail & Green St parking lot • Provide snow & ice management of all parks • licensed pesticide services to parks, School Department & other City departments • Inspect and report on facilities and equipment bi-annually • Manage park & athletic field improvement projects • Coordinate volunteer & sponsorship efforts • Maintain historic statues & memorials • Manage urban forest 	<ul style="list-style-type: none"> • Formulate a consistent City wide vision for improvements and maintenance in cooperation with Planning Department • Foster Public-Private partnerships to benefit the maintenance and improvement of City parks and athletic fields • Support the recommendations of the Field Space Task to seek out opportunities for athletic field expansion and improvement and ways to maximize use and achieve high level of maintenance of existing fields • Address resiliency and sustainability initiatives including reducing impermeable surfaces and increase green space, conserve municipal drinking water, and protect shorelines • Plan for cost-effective growth of Parks Dept.

PARKS (01-630)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51166 - PRK SAL PARKS DIRECTOR	67,097	67,917	69,276	71,205	1,929	2.8%
51167 - PRK SAL PARKS MGR/CARETAKER	60,124	61,200	62,424	69,201	6,777	10.9%
51168 - PRK SAL FT LABOR	0	0	41,600	86,208	44,608	107.2%
51190 - PRK PT/SEASONAL LABOR	24,836	34,000	12,400	30,000	17,600	141.9%
51404 - PRK TRAVEL ALLOWANCE	5,400	6,600	6,600	7,800	1,200	18.2%
51405 - PRK CLOTHING STIPEND	250	250	250	250	0	0.0%
51901 - PRK DOWNTOWN-IMPROV LABOR	0	0	0	24,000	24,000	
001 - PERSONNEL SERVICES Total	157,708	169,967	192,550	288,664	96,115	49.9%
002 - PURCHASE OF SERVICES						
52101 - PRK PARK UTILITIES	0	0	0	1,400	1,400	
52401 - PRK MAINT-EQUIP	0	0	0	5,000	5,000	
52404 - PRK MAINT-TREES	9,864	1,182	1,000	5,000	4,000	400.0%
52405 - PRK MAINT-INN ST FOUNTAIN	14,921	0	0	0	0	
52420 - PRK MAINT-PARKS	7,215	30,218	38,500	0	(38,500)	-100.0%
52423 - PRK MOSELEY WOODS	1,000	0	1,000	1,000	0	0.0%
52702 - PRK RESTROOM RENTALS	0	0	0	2,000	2,000	
002 - PURCHASE OF SERVICES Total	33,000	31,400	40,500	14,400	(26,100)	-64.4%
004 - SUPPLIES						
54200 - PRK TOOLS/SUPPLIES	0	0	0	6,300	6,300	
54201 - PRK DOWNTOWN-IMPROV SUPPLIES	0	0	0	6,000	6,000	
54801 - PRK FUEL/OIL	0	0	0	2,500	2,500	
55800 - PRK LANDSCAPE MATERIALS	5,000	5,000	5,000	22,500	17,500	350.0%
55801 - PRK DOG WASTE BAGS	0	0	0	7,000	7,000	
004 - SUPPLIES Total	5,000	5,000	5,000	44,300	39,300	786.0%
007 - OTHER CHARGES & EXPENSES						
57300 - PRK DUES & MEMBERSHIPS	0	0	0	450	450	
007 - OTHER CHARGES & EXPENSES Total	0	0	0	450	450	
008 - CAPITAL OUTLAY						
58401 - PRK EQUIPMENT	0	0	0	24,000	24,000	
008 - CAPITAL OUTLAY Total	0	0	0	24,000	24,000	
Grand Total	195,708	206,367	238,050	371,814	133,765	56.2%

Section 8:

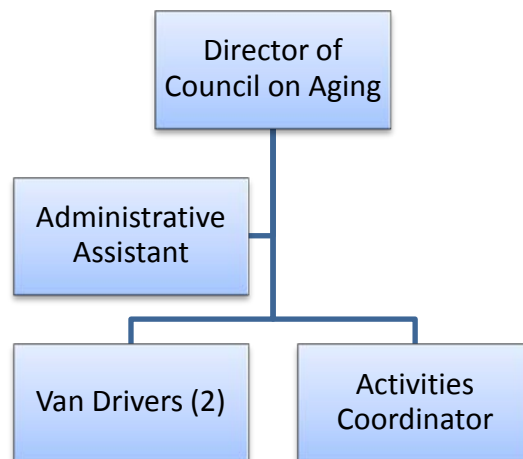
Social Services

COUNCIL ON AGING

MISSION STATEMENT

The Mission of the Council on Aging is to advocate for older adults, to identify their needs, to develop encourage maximum independence, and to improve their quality of life.

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Director	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Activities Coordinator	1.0	1.0	1.0
Van Drivers	2.0	2.0	2.0
Total Full Time-Equivalents	5.0	5.0	5.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Program Participants	Individuals	820	905	955	975
Transportation clients	Individuals	186	165	177	180
Transportation trips	trips	6753	5749	6540	6600
Senior tax work off program	Individuals	42	56	66	80

FY2019 ACCOMPLISHMENTS

- Completed third year of programming at Senior/Community Center with higher levels of participation in classes.
- Increased programs by 68%.
- Decreased newsletter hard copy distribution by 64%.
- Increased newsletter electronic distribution by 74%.

FY2020 TRENDS

Population trends continue to indicate that the number of seniors over 65 is increasing in Newburyport faster than surrounding communities. Services and support to seniors will continue to be a growing need and outreach to groups and nonprofits will continue to be explored to enhance COA partnerships. These include SHINE, Merrimack Valley Elder Services, and The Village.

The Tufts Foundation Healthy Aging Community Profile for Newburyport shows that Newburyport residents aged 65 or older are more likely to engage in physical activity than elders in other MA communities. However, rates compared to the rest of the State are higher for depression, high cholesterol, and hearing impairment. COA programming at the Senior Center addresses these trends, and our goal is to provide a variety of programs to increase activity and promote healthy living for our seniors.

Programming offered at the Senior Community Senior Center is targeted to address the needs of our elder residents and reflect greater trends experienced state-wide and nationally. Seniors want to age in place and remain in their communities, and the high cost of housing in the region, particularly in Newburyport, makes this challenging for many seniors. Providing programming to address the high cost of living is a focus on the Council on Aging, and we will continue to explore new programs and policies.

Funding for a wide variety of excellent programs is increasingly dependent upon the support provided by the Friends of Newburyport Council on Aging. The fundraising efforts of the Friends is now trending towards an increase in Business/Corporate memberships to augment Individual/Family memberships and Memorial donations.

FY2020 GOALS & OBJECTIVES

GOAL 1: PROVIDE EXCELLENT PROGRAMS AND SERVICES

Objectives:

- Assist Newburyport senior citizens in their efforts to age in place by providing access to necessary information and services that might help insure adequate housing, nutrition, heating, transportation, insurance, etc.
- Continue to maintain a welcoming, helpful atmosphere for all who enter the SCC.
- Plan a board variety of educational, informative, helpful, rewarding, inspiring, invigorating, enjoyable programs and services that support our mission.
- Involve program instructors who are both well qualified and engaging.
- Be better able to meet new challenges of an aging population.
- Demonstrate excellence in accomplishing our mission

GOAL 2: EXPLORE NEW PROGRAMS TO BENEFIT SENIORS

Objectives:

- Achieve senior center accreditation through the National Institute of Senior Centers (NISC).
- Determine the benefits of participating in national programs, including the AARP Liveable Communities and Age Friendly and Dementia-Friendly Communities.
- Explore other programs and policies that could benefit Newburyport residents such as co-housing.

PROGRAMS & SERVICES

Healthy Aging and Wellbeing	Support Independence	Encourage Involvement	Learning and Growth
<ul style="list-style-type: none"> •Fitness Classes <ul style="list-style-type: none"> •Exercise to Music and Gentle Fitness •Yoga and Tai Chi •Zumba, Ballet and Tap •Meditation for Stress Reduction •Oickleball, Bocce, and Cornhole •Walking Club •Dental and Podiatry Clinics •Massage •Nutrition Programs <ul style="list-style-type: none"> •Congregate Lunch •Meals on Wheels •Education Seminars •Cookbooks •Lending Library <ul style="list-style-type: none"> •Durable Medical Equipment •Written Information 	<ul style="list-style-type: none"> •Tax Assistance •Legal Consultations •Health Insurance Counseling •Transportation Program •Housing Information •Computer Tutors •Food Stamp and Handicap Placard Applications •Low Vision Support Group 	<ul style="list-style-type: none"> •Clubs, Groups, and Social Events <ul style="list-style-type: none"> •Language Groups •Volunteer Program •Stamp Club, Chess Club •Retired Readers •Ping Pong/ Billards •Bridge/ MahJongg •Memory Cafe •Intergenerational Gardening •Day Trips 	<ul style="list-style-type: none"> •Arts, Crafts and Hobby Programs <ul style="list-style-type: none"> •Drawing/ Abstract Art/ Watercolors •Knitting •Drumming and Violin •Birding •Community Day Lecture Series

COUNCIL ON AGING (01-541)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - COA SAL COA DIRECTOR	64,154	65,438	65,187	69,709	4,522	6.9%
51102 - COA EVENTS PLANNER	0	14,520	0	0	0	
51156 - COA SAL VAN DRIVERS	94,879	98,138	101,046	104,402	3,355	3.3%
51162 - COA SAL ACTIVITIES COORD	37,087	37,597	38,438	40,047	1,609	4.2%
51164 - COA SAL OFFICE MANAGER	40,427	37,943	43,994	43,565	(429)	-1.0%
51401 - COA LONGEVITY	3,509	3,651	4,560	5,019	459	10.1%
51404 - COA TRAVEL ALLOWANCE	4,240	5,100	5,100	5,100	0	0.0%
51405 - COA CLOTHING REIMBURSEMENT	984	803	1,400	1,400	0	0.0%
001 - PERSONNEL SERVICES Total	245,280	263,189	259,726	269,242	9,516	3.7%
002 - PURCHASE OF SERVICES						
52101 - COA UTILITIES	20,780	19,149	20,000	20,000	0	0.0%
52403 - COA MAINT-VEHICLES	3,379	5,351	4,500	5,500	1,000	22.2%
52701 - COA BUILDING RENT	0	0	0	0	0	
002 - PURCHASE OF SERVICES Total	24,159	24,500	24,500	25,500	1,000	4.1%
004 - SUPPLIES						
54200 - COA SUPPLIES	4,570	5,034	8,000	6,000	(2,000)	-25.0%
54801 - COA FUEL/OIL VEHICLE(S)	8,430	7,966	6,000	8,000	2,000	33.3%
004 - SUPPLIES Total	13,000	13,000	14,000	14,000	0	0.0%
Grand Total	282,439	300,689	298,226	308,742	10,516	3.5%

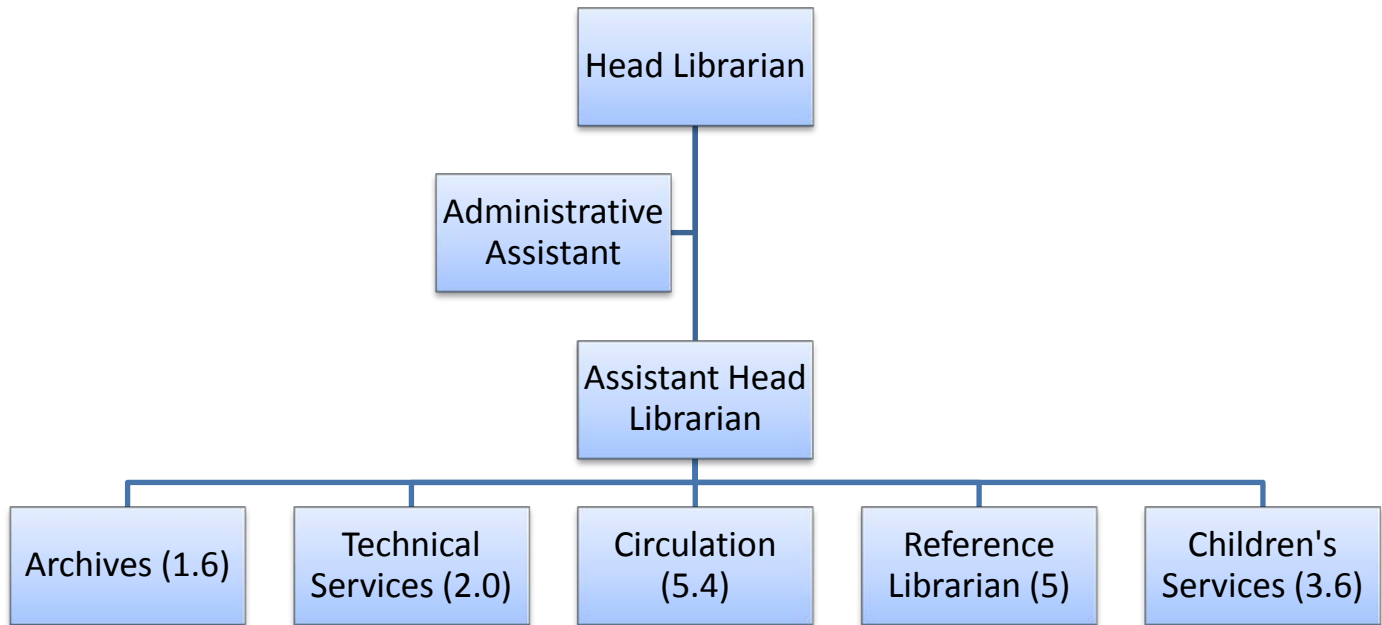


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LIBRARY

MISSION STATEMENT

The Newburyport Public Library is a community hub that inspires and empowers all to pursue knowledge, culture and social connections.



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Head Librarian	1.0	1.0	1.0
Assistant Head Librarian	1.0	1.0	1.0
Custodian	0.0	0.0	0.0
Senior Librarians	4.8	5.0	5.0
Staff Librarian (6 FT, 1 PT)	6.6	6.6	6.6
Library Technician (3 FT, 5 PT)	5.9	6.0	6.0
Secretary	1.0	1.0	1.0
Total Full Time-Equivalents	20.3	20.6	20.6

PERFORMANCE MEASUREMENT

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Attendance	Visits tracked by door counter	233,703	224,247	216,543	210,000
Circulation	Items checked out	280,689	267,904	251,405	245,000
Computer Usage	Sessions/ per software	25,636	26,936	25,185	25,000
Program Attendance	# of persons	8,590	10,601	9,659	9,750
Meeting Room Usage	# of uses by group	2,881	2,762	2,774	2,800

FY2019 ACCOMPLISHMENTS

Staff

- Hired and transitioned new Head Librarian and new Assistant Head Librarian
- Staff participated in a variety of staff development activities: workshops, conferences, webinars, visits to area libraries, and three "all staff" staff training meetings

Services

- 13% increase in patron tech help through Thursday morning drop-in sessions, as well as one-hour individual scheduled tech help sessions
- Among the 36 Merrimack Valley Library Consortium libraries, the NPL ranks #6 in circulation of print materials and #8 (up from #9) in circulation of downloadable e-books and audio books
- 47% increase in inter-library loan items sent from NPL (47,00 total) and 38,308 items borrowed from other libraries (no % change)
- 1,092 children and 194 teens participated in the Library summer reading program, and 570 adults submitted summer reading entries
- 8% increase in children's programs (229 total), including story hours, with 4,949 attendees
- Offered 71 teen programs , with 762 attendees
- 10% increase in adult program attendance (3,949 attendees) at 244 programs for adults with topics as varied as New England Raptors, A Night with Alfred Hitchcock, Chinese Calligraphy, History of Old Newbury
- Offered new day/evening movie series screenings
- Launched new LGBTQ Book Club

- 1% increase in community use of meeting space (total of 2,774); library staff used meeting space 634 times, for a total meeting space use of 3,408
- Averaged 1 proctored exam for distance learners per month
- 10% increase in volunteer hours donated (2,217 hours total)

Technology

- 10% increase in public PC use (total 25,185 sessions)
- 16 new staff PCs purchased and installed
- 2 new public PCs and public Archival Center scanning station purchased and installed
- Upgraded Program Room AV equipment with Friends of the Library funding
- Color printer purchased for public PC use
- Purchased replacement staff copier/scanner/printer

Archival Center

- Implemented year one of a two-year LSTA Preservation Grant, focusing on preservation of the collections in the Archival Center and improved public access to the collections
- Continued to re-catalog Archival Center Reading Room materials for improved access
- Completed inventory of Archival Center materials
- Completed phase three (through 1955) of historical newspaper digitization project, with 110% increase in public access (over 5,600 online sessions by 2,541 users)

Collaboration and Outreach

- Collaborated with Youth Services to provide themed programming to coincide with four free Family Events sponsored by Youth Services
- Collaborated with Senior Center to provide librarian to facilitate monthly Retired Readers Book Club at their site
- Joined Beacon Coalition to support and collaborate on community youth initiatives
- Collaborated with and participated in annual Newburyport Literary Festival
- Implemented Pop-up Library pilot program on site at Heritage House
- 284 books delivered to homebound patrons (average 4 patrons per month)
- 21% increase in weekly E-mail newsletter recipients(690 individuals)
- 15% increase in NPL Facebook followers (1,688 individuals) and 11% increase in “likes” (1,642 total)
- Friends of the Library held two fundraising book sales, raising \$15,925
- Friends of the Library and NBPT Horticultural Society collaborated on another successful *Books in Bloom* spring fundraiser

Building Improvements

- Completed installation of glass panels in 3rd floor Teen Area
- Replaced 3rd floor Tower Room upholstered furniture and 2nd floor study desk chairs through the generosity of the Friends of the Library
- Painted walls in 2nd and 3rd floor Tower Rooms and replaced carpet

- Installed new flooring in Archival Center workroom
- Completed Green Communities grant funded lighting project: installed retro-fit LED lighting in 2nd floor stack area, Reading Room, Children's Room and Lobby

FY2020 TRENDS

The Library continues to be an active community resource and space. Program participation, use of online materials, public computers and printing use, Wi-Fi access, and use of public meeting rooms continue to grow. Attendance, circulation of print and AV materials, and Inter-library loan activities remain strong. Nation and statewide public library trends and projections are also evident in Newburyport:

- Non-traditional use of the Library: community meeting space, working space, outdoor space
- Non-traditional materials and services: access to online materials, downloadable and streaming materials, technology assistance, and increased adult programming
- Collaboration and outreach: collaboration with community organizations, providing services offsite, and outreach services
- Facility improvements: the NPL building renovation and expansion project was completed in 2001, and the facility continues to benefit from ongoing maintenance, repair and refurbishment

FY20 encompasses the final Action Plan of the Library's FY17-FY20 Strategic Plan.

The Library will be developing a new four-year Strategic Plan (FY21-FY25) in accordance with the Massachusetts Board of Library Commissioners (MBLC). This strategic planning process will include community outreach, surveys and data analysis to determine how the Library can provide materials, services and space that meet the needs of our citizens.

FY2020 GOALS & OBJECTIVES

GOAL 1: INCREASE COMMUNITY ENGAGEMENT WITH THE LIBRARY

Objectives:

- **Increase collaboration with community organizations**
 - Expand collaboration with the schools
 - Explore additional ways to collaborate with the Senior Center, Youth Services and local organizations
 - Expand pop-up library program
 - Hold public Archival Center exhibit and event in conjunction with the Museum of Old Newbury and the Custom House Museum
 - Continue outreach activities such as Farmer's Market, Yankee Homecoming, Chamber events

- Support Friends of the Library in their outreach activities, events, and use of their new website
- **Expand the Library's relevance and value to the community**
 - Develop a plan and secure funding for a new mobile website
 - Subscribe to a streaming video service
 - Upgrade 23 public PCs with Windows 10 and other current software
 - Implement wireless and color public printing
 - Expand use of social media and local media – radio, newspaper, community cable station – as part of a comprehensive marketing plan
 - Implement year 2 of LSTA preservation grant to preserve and provide public access to the library's Archival Center collections
 - Plan and implement additional digitization projects, including phase four of the historical newspaper project
 - Identify space needs and explore options, including review of meeting room policies and procedures, and creation of an outdoor seating area
 - Survey library users, other members of the community and local organizations as part of the library's strategic planning process
 - Collect and analyze collections data and adjust materials budget allocations accordingly
 - Repeat successful Sunday afternoon local history lecture series and identify other programming topics of interest

GOAL 2: MAINTAIN A WELCOMING, ACCESSIBLE, AND SAFE ENVIRONMENT

Objectives:

- **Develop a comprehensive safety plan and documentation with staff training**
 - Repeat AED training and offer First Aid training for staff
 - Implement annual fire safety drill
 - Work with Police and Fire Department to develop safety plan
 - Offer staff training to review new safety plan
- **Improve the Library's interior and exterior space**
 - Explore ways to add study room or quiet space
 - Replace upholstered furniture in 2nd floor Tower Room
 - Refurbish wood on chairs and tables
 - Make improvements to controlled lighting
 - Explore funding for retro-fitting LED fixtures in 3rd floor Stacks
 - Repair granite front stairs, ramp and outdoor entry area
 - Repair granite retaining wall
 - Explore long term solution to aging HVAC system
 - Develop and implement a building maintenance schedule

PROGRAMS & SERVICES

Programming/Services	Resources
<ul style="list-style-type: none">• Informational and cultural programs for adults, teens and children• Storyhours for infants, toddlers and preschoolers• Book groups• Public photocopier• Public computers/printing and wireless Internet access• Technology assistance and training• Professional reference services offered in Reference Department and Archival Center• Exam proctoring for distance learners• Homebound delivery• Comfortable seating areas• Quiet study rooms and conference room• Meeting spaces for City and non-profit groups, including large Program Room with AV equipment• Free or reduced price passes to museums and parks• Full service Children's Room and Teen Loft, including print and AV materials, programs and reference assistance• Volunteer program• Friends of the Library group who act as library advocates and raise supplemental funds	<ul style="list-style-type: none">• Databases, including business, genealogy, professional, and educational reference• Newburyport Daily News on microfilm and online• Online newspapers• Lebman Judaica collection• Newspaper collection for browsing• Language learning CDs and online Mango Language Learning• Online content delivery services such as Overdrive downloadable audio and ebooks, Freegal Music Service, RB Digital Magazines• Print materials including books, large print books, magazines and newspapers• AV materials including audio books on CD and MP3 format, music CDs, DVDs• Archival Center genealogy and local history collection and historical City documents

NEWBURYPORT PUBLIC LIBRARY (01-610)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - LIB SAL LIBRARIAN	86,967	88,707	90,481	85,318	(5,163)	-5.7%
51156 - LIB SAL STAFF	880,337	905,257	946,000	980,884	34,884	3.7%
51401 - LIB LONGEVITY	18,148	5,655	5,069	3,848	(1,221)	-24.1%
51405 - LIB CLOTHING REIMBURSEMENT	681	0	0	0	0	
001 - PERSONNEL SERVICES Total	986,134	999,619	1,041,550	1,070,050	28,500	2.7%
002 - PURCHASE OF SERVICES						
52101 - LIB HEAT/ELECTRICITY	51,760	75,244	81,000	79,000	(2,000)	-2.5%
52102 - LIB HEAT/ELECTRIC-SEB	75	0	0	0	0	
52401 - LIB MAINT-BLDG	615	961	1,000	1,000	0	0.0%
52402 - LIB MAINT-EQUIPMENT	37,009	28,862	38,077	42,895	4,818	12.7%
52403 - LIB LICENSING & WARRANTY FEES	13,019	13,503	0	0	0	
52901 - LIB AUTOMATED SVCS	51,788	52,985	57,085	58,337	1,252	2.2%
53001 - LIB TECHNOLOGY PURCHASES	11,942	12,253	12,000	12,000	0	0.0%
53015 - LIB MICROFILM	823	500	450	450	0	0.0%
53020 - LIB PROGRAMS	4,800	5,784	6,000	6,000	0	0.0%
55101 - LIB AUDIO-VISUAL MATERIAL	26,198	32,561	24,500	24,500	0	0.0%
55102 - LIB PURCHASE BOOKS	111,318	107,435	108,500	108,500	0	0.0%
55800 - LIB ADMIN EXPENSE	3,400	3,887	4,000	3,300	(700)	-17.5%
55801 - LIB SUPPLIES	8,000	8,400	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	320,746	342,375	342,612	345,982	3,370	1.0%
Grand Total	1,306,880	1,341,994	1,384,162	1,416,032	31,870	2.3%



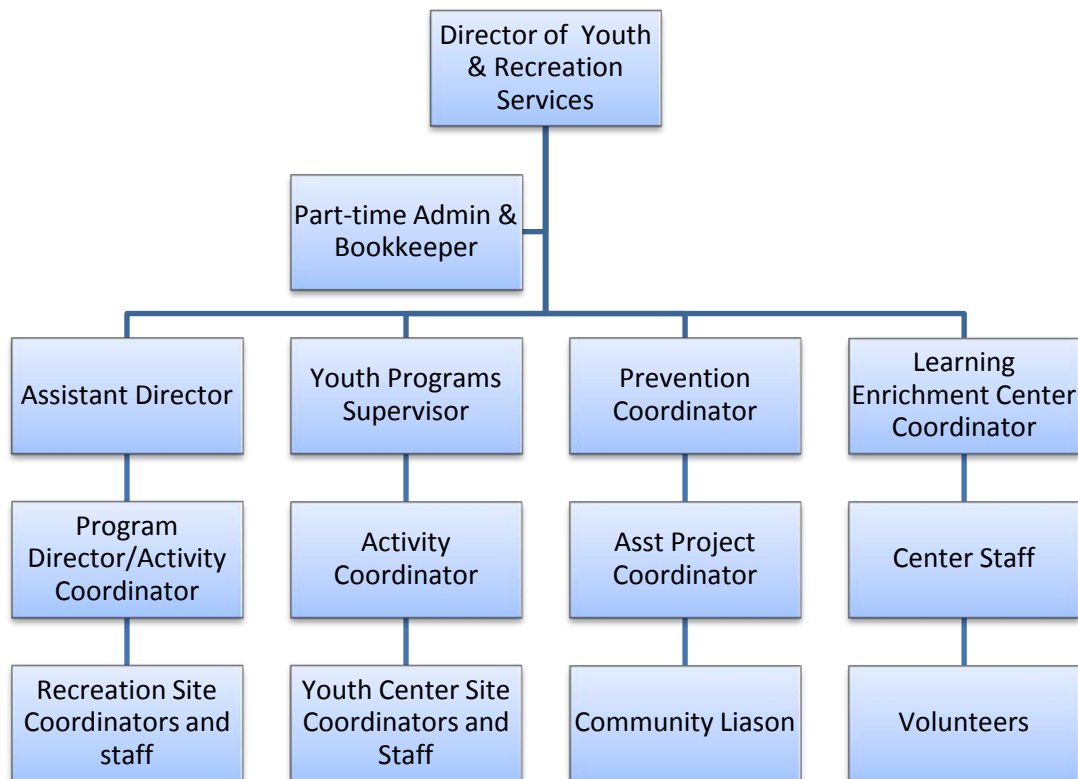
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YOUTH SERVICES

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Director	1.0	1.0	1.0
Assistant Director	1.0	1.0	1.0
Youth Program Supervisor***	1.0	1.0	1.0
Regional Prevention Coordinator**	1.0	1.0	1.0
Project Coordinator	0.0	0.5	0.0
Activity Coordinator/ Admin*	0.8	1.0	1.0
Activity Coordinator*	0.0	0.0	.5
Site Coordinators (Yr Round)*	0.0	0.0	.75
Total Full Time-Equivalents	4.8	5.5	6.25

*** Partially funded by membership fees

** Fully or partially grant funded

*Funded through user fees

Not all included in past years, others new this year.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Registrations	#	3,757	3,441	4,274	4,500
Individuals Served	#	2,223	2,039	2,091	2,100
Program Registration Revenue	\$	341,268	337,604	395,366	400,000
Youth Center Membership Sales	#	141	207	245	275
Pre-School Memberships	#	N/A	N/A	219	304

FY2019 ACCOMPLISHMENTS

- Goals and objectives met:
 - 18% increase in memberships after restructuring youth Center Memberships fees.
 - Working with the Friends of NYS to engage more in Chamber of Commerce events and make new connections for programming.
 - Strengthened Mental Health Care Taskforce by adding members and coordinating efforts with the Newburyport School District.
 - Completed year 2 of Tower Foundation Grant for regional prevention initiative using the positive youth development approach. Achievements include:
 - Creating Amesbury Coalition
 - Hosting 2nd Regional Youth Summit
 - Creating Community Outreach position for the Triton School District
 - Worked with the Mayor's Office and the Planning Office to identify a possible location with adequate space for existing NYS programs and the possibility of future programs

- Completed 2018/19 fall and winter programming; 92 program offerings; 1,301 registrations (Sept-March).
- Held special events (new programs in **bold**):
 - Asset Awards - 112 people
 - Touch a Truck - 350 people
 - Parent Speaker Series (3 events) - estimated 150 parents at each
 - **Open Gym After Dark** & Tot Hop (preschool family dance) - 30+ families/ event
 - Fishing Tournament - 20 youth
 - May the 4th - 35 children and adults
 - **Dads & Donuts Football Game** - 30 families with Greater Newburyport Families Club
 - Family Picnic
 - Winter Kite Event = 250+ people at Maudslay State Park
- Assumed management of the Newburyport Learning Enrichment Center coordinator position and programming and restructured partnership with School Department.
- Assumed coordination of the Bradford Ski program from the Newburyport Public Schools- over 250 registered youth.
- Formalized the “Clipper Athletics” programs- a partnerships with Newburyport School District Athletic Department to create programming that generates funds for school facilities and teams
- Provided scholarships to families in need including 40 this past spring/summer—no data on fall/winter yet —total over \$5000.
- Provided accommodations to families with special needs, including 1 week of nurse support and provided 5 weeks of 1:1 support.
- Created over 32 youth employment and volunteer opportunities.
- Coordinated and supervised 2 international trips to Kenya.
- Increased our mailing list by over 700 people to 3,420 active families; 7,000 families total and now have over 1,400 followers on FB and 675 followers on Instagram.

FY2020 TRENDS

- We continue to see an increase of stress and anxiety in all ages and a lack of coping skills. Feedback from community members, school personnel and other professionals are connecting some of this to a lack of independence being fostered at younger ages.
- Transportation is still a large concern for families without means to access programs; also, for young people to get jobs and get around independently.
- We have seen a major increase in the number of grandparents raising young children due to issues of addiction and mental health.
- We are transitioning into divisions within the department to help make programs and services easier to navigate. We will also begin referring to our teen programs as the Youth Center instead of Rec Center in the coming years.

FY2020 GOALS & OBJECTIVES

GOAL 1: CREATE DIVISIONS AND CLEAR MISSIONS FOR EACH PART OF THE DEPARTMENT

Objectives:

- Restructure the department and strengthening areas of service
 - Recreation & Enrichment, Youth Center and Teen Trips, Children & Family Services (combining prevention, social services and resources), and the Learning Enrichment Center
- Create policies and revise job descriptions as needed
- Review accounting systems to reflect cash flow and record keeping by divisions

GOAL 2: EXPAND PREVENTION AND YOUTH MENTAL HEALTH SERVICES

Objectives:

- Roll out the YOUTH THRIVE Campaign, a 3 year work plan, and work to have a city Youth Development Strategy adopted by the City Council.
- Continue Mental Health Care Taskforce to address gaps in services and need for Mass health approved therapists/counselors; possible partnership with the Home for Little Wanderers.
- Complete goals of year 3 of Tower Foundation Grant for regional prevention initiative.
- Expand regional prevention partnership using the positive youth development approach and 40 Asset framework- focus on engaging youth and families.
- Seek alternative funding for a social work position in NYS to provide supports, services to families and youth (and the City at large); partnership with Pettengill House.
- Continue annual assessments including a regional youth Attitudes and Behaviors Surveys.

GOAL 3: IDENTIFY AND SECURE NYS PROGRAMMING SPACE

Objectives:

- Work with the Mayor's Office and the Planning Office to secure adequate space for existing NYS programs and the possibility of future programs
- Include the Friends of NYS in fundraising efforts to meet this need
Include young people in the design and planning of space

PROGRAMS & SERVICES

Recreation	Social Services	Health Promotion (formerly: Prevention & Youth Leadership)	Learning Enrichment Center	Youth Center
<ul style="list-style-type: none"> • Year round recreation programs ages 1-18 • Annual family events • Annual youth events • Open gym preschool memberships • Partner with local businesses and organizations 	<ul style="list-style-type: none"> • Youth support groups • Grandparents raising kids support group • Mental health care providers network • LGBTQ support • Youth @ Risk support • Parenting programs • Youth outreach • Mentor program • Other youth clubs 	<ul style="list-style-type: none"> • City wide coalition • Annual community campaigns • Partnership with schools • Community training • Annual youth and community surveys • Regional efforts (ECAB Network) • Annual youth leadership retreats • Youth Council • Youth for Youth 	<ul style="list-style-type: none"> • Partnership with NPS • Homework help after school • Weekly cultural and enrichment opportunities • Monthly Field Trips and special events • Summer Camp Scholarships • Volunteer training 	<ul style="list-style-type: none"> • Year round programs grades 6-12 • After school memberships • JR memberships (grades 4/5) • Winter Open Gym Hours • Summer Night Membership • Teen trips offered summer and school vacations • Service trips annually • Clubs and workshops

YOUTH SERVICES (01-542)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51100 - YTH SAL NLEC DIRECTOR *	0	0	29,999	25,696	(4,303)	-14.3%
51101 - YTH SAL DIRECTOR YOUTH SERV	75,792	76,718	78,253	80,431	2,178	2.8%
51160 - YTH SAL ASSISTANT DIRECTOR	56,532	57,222	58,366	63,988	5,622	9.6%
51163 - YTH SAL PROJECT COORDINATOR	7,926	0	0	0	0	
51166 - YTH BOOKKEEPER PT	6,140	5,945	5,000	5,000	0	0.0%
51167 - YTH SAL YOUTH COORDINATOR	25,975	26,603	37,000	43,835	6,835	18.5%
51190 - YTH EMPLOYMENT	3,613	1,000	2,000	2,000	0	0.0%
51404 - YTH TRAVEL ALLOWANCE	2,155	2,155	2,100	2,100	0	0.0%
001 - PERSONNEL SERVICES Total	178,133	169,643	212,718	223,050	10,332	4.9%
002 - PURCHASE OF SERVICES						
52701 - YTH RENT-LEARNING CTR	4,800	4,800	4,800	4,800	0	0.0%
53002 - YTH REGISTRATION SOFTWARE	3,000	0	5,500	5,500	0	0.0%
53003 - YTH ACCESSABILITY ACCOMODATNS	3,380	1,628	5,000	5,000	0	0.0%
53202 - YTH LEARNING ENRICH PROGRAM	10,000	10,000	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	21,180	16,428	25,300	25,300	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - YTH DUES/LICENSES	0	675	350	500	150	42.9%
57840 - YTH SUMMER EXPENSES	735	580	1,000	1,000	0	0.0%
57841 - YTH SUBSTANCE ABUSE GRANT	14,359	9,907	15,000	15,000	0	0.0%
57842 - YTH LEARNING ENRICHMENT CTR	28,280	29,411	0	0	0	
57843 - YTH BROWN SCHOOL EXPENSES	41,156	54,832	40,000	40,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	84,530	95,405	56,350	56,500	150	0.3%
Grand Total	283,843	281,476	294,368	304,850	10,482	3.6%

*Funded 50% by the Newburyport School District

VETERANS' SERVICES

MISSION STATEMENT

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

The Veterans Department is a merger of the towns of Amesbury, Merrimac, Newburyport and Salisbury to form an inter-municipal entity: The Derek Hines / Jordan Shay Veterans District. This merger has significantly strengthened the services offered by the department. Centralization offers better communication with veterans and families through focused access, as well as consolidating resources for cost savings.

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 educating veterans and their families to benefits to which they are entitled. The Department is responsible for administering State benefits under Chapter 115 of the M.G.L., and ensuring that all four municipalities are reimbursed 75% of any disbursements under Chapter 115. In FY19, this reimbursement represented over \$690,000 for the four municipalities.

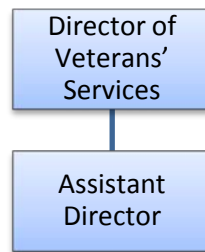
The Department handles all ceremonial functions and coordinates all patriotic holidays such as Memorial Day and Veterans Day, organizing the invitees, special guests, themes, and acts as the event planner.

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Director of Veterans Services	1.0	1.0	1.0
Assistant Director	0.4	0.8	0.8
Total Full Time-Equivalents	1.8	1.8	1.8

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2017	Actual FY2018	Actual FY2019	Estimated FY2020
Timely disbursement of Chapter 115 Funds to Veterans	%	100%	100%	100%	100%
Number of Newburyport Veterans And families served	Actual Count	2,492	2,343	2,212	2,079

FY2019 ACCOMPLISHMENTS

- Rededication of the Cornelius Doyle Memorial in July.
- Veterans' Memorial Brick Program at Browns Square raised over \$2800. Over two hundred bricks have been sold.
- A POW/MIA luncheon successfully fed over 100 veterans and guests in September.
- The Veterans Cemetery headstones were cleaned and refurbished; new shrubbery was added.
- Supported and helped organize the Heart to Heart Veteran Valentine Day Card Program.
- Completed state sponsored training and re-certified for three years as a Veterans Services Officer.
- Monthly luncheons are sponsored free for World War II and Korean War veterans at the Hungry Traveler.
- The Veterans' Office supported The Exchange Club at its Field of Honor ceremony in September.

FY2020 TRENDS

State Chapter 115 payments are trending lower because the number of recipients is decreasing. This trend allows better forecasting, and prevents year end transfers. Should the economy flounder, more veterans will be looking to the Veterans Office for possible financial help. On the Federal Level, compensation and pension claims are rising. The benefit from the increasing Federal VA claims is money coming to the local communities at no cost to the communities.

FY2019 GOALS & OBJECTIVES

GOAL 1: BUILD A MORE ROBUST WEBSITE

Objectives:

- Reach the younger veterans who search electronically for services
- Post a calendar for upcoming events, and summarize common benefits sought by veterans

GOAL 2: MONTHLY INSERTIONS IN COUNCIL ON AGING NEWSLETTERS

Objectives:

- Reach seniors who may have been overlooked
- Expand the knowledge base for existing elder veterans

GOAL 3: EXPAND VETERAN DISCUSSION GROUPS AND VARIED MEDIA

Objectives:

- Monthly or quarterly meetings for socialization and education – four communities
- Bring in specialists to educate attendees

VETERANS' SERVICES (01-543)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - VET SAL VETERAN DIRECTOR	68,931	70,040	70,040	73,430	3,390	4.8%
51102 - VET PART-TIME ASSISTANT	47,181	47,181	47,181	48,309	1,128	2.4%
51404 - VET TRAVEL ALLOWANCE	8,700	8,700	8,700	8,700	0	0.0%
51430 - VET GRAVES REGISTRATION OFCR	700	700	700	700	0	0.0%
001 - PERSONNEL SERVICES Total	125,511	126,621	126,621	131,139	4,518	3.6%
002 - PURCHASE OF SERVICES						
53070 - VET BURIAL	0	0	2,000	3,000	1,000	50.0%
53402 - VET CELLULAR PHONES	1,200	1,440	1,440	1,440	0	0.0%
54200 - VET OFFICE SUPPLIES	465	257	480	480	0	0.0%
55800 - VET MISC SUPPLIES	1,645	1,107	1,800	1,800	0	0.0%
002 - PURCHASE OF SERVICES Total	3,309	2,804	5,720	6,720	1,000	17.5%
007 - OTHER CHARGES & EXPENSES						
57100 - VET TRAINING	488	1,089	1,240	1,240	0	0.0%
57300 - VET DUES/SUBSCRIPTIONS	190	110	180	180	0	0.0%
57700 - VET VETERANS' BENEFITS	167,891	129,767	150,000	146,000	(4,000)	-2.7%
57701 - VET CARE OF SOLDIERS GRAVES	1,983	2,042	3,000	3,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	170,552	133,008	154,420	150,420	(4,000)	-2.6%
Grand Total	299,372	262,433	286,761	288,279	1,518	0.5%

Justification for Regionalized Administration of Veterans' Services

Item	Newburyport Alone	Regional Cost	Savings
Salary	\$73,430	\$35,956	\$37,474
Phone & Travel	\$5,820	\$2,727	\$3,093
Medical	\$2,476	\$1,563	\$913
Supplies & Misc	\$1,500	\$776	\$724
Total	\$83,226	\$41,022	\$42,204



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Section 9:

Education



NEWBURYPORT PUBLIC SCHOOLS

70 LOW STREET

NEWBURYPORT, MASSACHUSETTS 01950-4086

OFFICE OF THE SUPERINTENDENT
SEAN T. GALLAGHER, SUPERINTENDENT

TELEPHONE 978.465.4456
FAX 978.462.3495

April 23, 2019

Dear Newburyport Community Members:

The budget process is often laden with challenges. The development of the FY2019-2020 school budget was no exception. By working collaboratively with the Newburyport Public Schools Leadership Team and the City, I am pleased to announce that we have developed a FY20 school budget that has stayed within the allocated 3.5% increase recommended by the City. In addition, we were able to add the following positions:

District-Wide

.5 FTE ELL Teacher

Bresnahan School

1.0 FTE Grade 1 Teacher

.5 FTE Library Aide Increase

Molin School

.5 FTE Assistant Principal

Nock Middle School

1.0 Bridge Program – Licensed Teacher replaces IA

Newburyport High School

1.0 FTE Adjustment Counselor

.1 FTE Increase in Music

.2 FTE Increase in Spanish

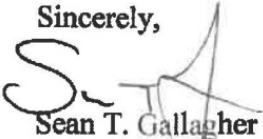
On a more serious note, our Special Education costs continue to rise. Special Education costs consume 30.8% of the school budget and project to over \$10,000,000 for FY20. Special Education costs can be attributed to an increase in additional student needs in-district, out of district placements, and an increase in the number of identified special education students.

While our overall student enrollment in the district has remained fairly consistent over the last few years, a decline in student population is projected for the near future. In an effort to increase our revenue for FY20, School Choice seats were opened for grades 7, 9 and 10, with fifteen applicants accepted to date. Additionally, we have four international students committed to attend Newburyport High School for the 2019-2020 school year.

Finally, I would like to acknowledge the continuous support we receive from the Newburyport Education Foundation, the Swasey Fund, Parent Teacher Organizations, local banks, businesses, organizations and community members, as well as, the many volunteers who work tirelessly in support of the Newburyport Public Schools.

The Newburyport Public Schools Leadership Team worked collaboratively, and in partnership, with the Mayor, School Committee, and the City Council to develop this 2019-2020 budget that continues to support our student and programmatic needs.

Sincerely,


Sean T. Gallagher
Superintendent of Schools

NEWBURYPORT PUBLIC SCHOOLS (01-300)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53201 - SCH SCHOOL EXPENSES	27,360,232	28,631,701	29,850,374	30,875,762	1,025,388	3.4%
002 - PURCHASE OF SERVICES Total	27,360,232	28,631,701	29,850,374	30,875,762	1,025,388	3.4%
Grand Total	27,360,232	28,631,701	29,850,374	30,875,762	1,025,388	3.4%

ESSEX NORTH SHORE TECHNICAL HIGH SCHOOL (01-398)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53202 - ESSEX NORTH SHORE TECH SCHOOL	36,500	55,818	73,000	92,500	19,500	26.7%
002 - PURCHASE OF SERVICES Total	36,500	55,818	73,000	92,500	19,500	26.7%
Grand Total	36,500	55,818	73,000	92,500	19,500	26.7%

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53202 - WHITTIER VO TECH SCHOOL	427,368	568,149	622,252	697,312	75,060	12.1%
002 - PURCHASE OF SERVICES Total	427,368	568,149	622,252	697,312	75,060	12.1%
Grand Total	427,368	568,149	622,252	697,312	75,060	12.1%

**See Appendix E for the
Newburyport Public Schools budget detail
(page 273)**

**See Appendix F for the
Whittier Regional Vocational Technical High School budget detail
(page 313)**

Section 10:

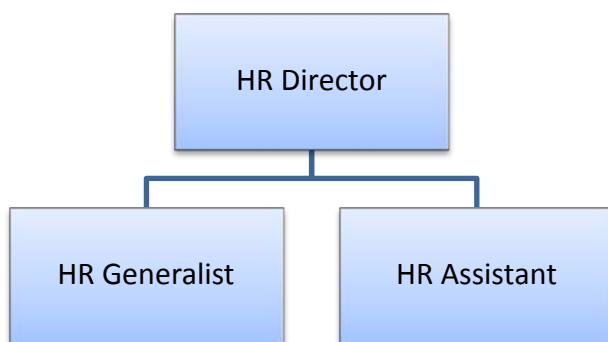
Shared Expenses

HUMAN RESOURCES

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Human Resources Director	1.0	1.0	1.0
Human Resources Generalist	1.0	1.0	1.0
Human Resources Assistant	0.0	0.5	0.5
Total Full Time-Equivalents	2.0	2.5	2.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
City Full Time Positions Filled	#	28	25	26	30
City Full Time Employees	#	219	229	228	226
City Part Time Employees*	#	42	43	102	159
City Seasonal Employees	#	70	62	51	70
Active <u>City Employees</u> Enrolled in Health Insurance	#	178	177	232	233
Active <u>School Employees</u> Enrolled in Health Insurance	#	292	294	336	336
<u>City Retirees/Retiree Spouses</u> Enrolled in Health Insurance	#	206	215	165	173
<u>School Retirees/Retiree Spouses</u> Enrolled in Health Insurance	#	251	256	205	214

**Incl. poll workers*

FY2019 ACCOMPLISHMENTS

- Managed full cycle recruiting: Job posting/advertisement, applicant screen, interviews, reference checks, offers, CORI and letters of employment for City openings:
 - Key Positions: Library Director, Human Resources Director, Chief of Staff, Purchasing Agent, Assistant for Veteran Services Officer (VSO), Assistant Treasurer/Collector, DPS Deputy Director, DPS Business Manager, Planner, Superintendent Sewer Collections, Superintendent Water Operations, General Foreman-Highway
 - New City Employment Application
 - Streamlined the summer hire-seasonal program
 - Reclassification and transfer of 3 supervisory positions from AFSME to Teamsters Union.
- Upgraded HR webpage for improving education, communication and access to HR information, tools and documents.
- Implemented new Post 65 program for the transition of select retirees onto Medicare and the MEDEX retiree health plan. Significant savings are projected from decreased claims utilization.

- Upgraded the process for employee documentation and protocols.
- Successfully enrolled over 950 plan subscribers for 2020 Benefit Plan Year.
- Successfully negotiated Teamsters Department Head collective bargaining agreement for a three year period, expiring June 30, 2021.
- Implemented office hours for providing dedicated customer service.
- Hired a part time Human Resources Assistant.
- Relocated and centralized the Human Resources office.

FY2020 TRENDS

In FY 2020, the Human Resources Department will strive to deliver quality services that meet the current and future needs of the City of Newburyport. The Department will work efficiently and leverage technology as much as possible to develop systems, processes and programs that are robust and working effectively. The Department will strive to develop and utilize data and metrics, and share access to this information, for educated and sound decision making. Human Resources continues to serve as a confidential resource and subject matter expert for guiding and advising management, employees and retirees on all matters related to the Human Resources functions. In FY2020, the department will participate in and support the collective bargaining process and work towards maintaining positive labor relations. We will partner more closely with the Public Employee Committee (PEC) to deliver quality benefits at an affordable cost to the City. The Human Resources Department will provide support services, policy direction, and leadership development to the employees and retirees across the City.

Low unemployment will continue to challenge the City's ability to source qualified candidates for staffing open positions. With a limited labor pool, competition is greater and this can negatively impact the timeframe in which positions are filled for delivering quality services. A sound classification and wage program is the foundation to successfully compete for desired talent in today's economy.

The City is committed to providing employees and retirees with quality healthcare at an affordable cost. The City is one of only a handful of communities still bargaining health care benefits under Chapter 32B, Section 19, which restricts the City's ability to implement measures in addressing the extremely high and rising cost of health insurance. Most cities and towns have already adopted the Municipal Health Insurance Reform laws of 2011 (Chapter 32B, Sections 21-22) to allow for greater flexibility, and these adopting healthcare reform laws would allow the City to directly impact the decisions made for employee benefits. Cost will need to be a significant consideration to ensure health insurance is at a sustainable level for the financial health and future of our City and its taxpayers.

FY2020 GOALS & OBJECTIVES

GOAL 1: DEPARTMENT STRUCTURE & EFFECTIVENESS

Objectives:

- Identify opportunities to improve and streamline workflow and gain efficiencies for cost savings.
- Complete a comprehensive audit of employee personnel records to ensure completeness, accuracy and compliance with all applicable federal and state laws.
- Archive or when appropriate, destroy employee records dating back to 1910 in accordance with Massachusetts Municipal Records Retention Schedule.
- Identify areas that can move the Retirement Department into greater independence.

GOAL 2: TECHNOLOGY / INCREASE EFFICIENCIES

Objectives:

- Integrate Time and Attendance module of Payroll software.
 - Retain a consultant for recommendations and project management.
 - Increase payroll efficiencies; automate time off requests, tracking and reporting of accruals
- Expand the City's Human Resources Webpage.
 - Promote use of the webpage for employee self-service and on demand information.
- Develop HR metrics, measures and reports which can support analytics and data driven decision making.
- Implement city wide paperless direct deposit for utilizing self-service capabilities for biweekly paycheck, tax information and updates, etc.

GOAL 3: BENEFITS

Objectives:

- Continue to serve as the Mayor's liaison with the Public Employee Committee (PEC).
 - Ensure the City's interests are represented. Participate in monthly meetings; promote decisions that align with the overarching goal of offering quality and affordable healthcare.
- Retain a licensed benefits broker for assistance with benefit plan design, selection and cost saving strategies, in collaboration with the PEC.
- Healthcare Policy
 - Work with responsible parties to formalize a City healthcare eligibility policy, with recommendations based on competitive best practice of peer cities and towns.
- Education & Utilization
 - Provide educational opportunities to over 900+ health plan subscribers so they can become better consumers of utilizing their health insurance.
 - Simplify and promote benefits information, materials and tools.

GOAL 4: TALENT ACQUISITION & MANAGEMENT

Objectives:

- Recruitment & Staffing
 - Improving the applicant experience
 - Implement cost effective strategies for attracting quality candidates for employment.
- Engagement & Retention
 - Create a more formal new hire onboarding process to engage and retain staff
 - Create a more formal exit interview process to enhance current and future staff needs
- Leadership, Supervision & Training
 - 1-1 coaching to increase leadership skills
 - Encourage supervisory learning opportunities (e.g. MIIA webinars)

PROGRAMS & SERVICES

Personnel Management	Payroll Management	Employee Benefits	Retiree Benefits
<ul style="list-style-type: none"> • Recruitment, Selection, & Employment • Classification & Compensation reviews • Records Management of personnel & medical files • Policy & Procedure development & interpretation • Legal Compliance <ul style="list-style-type: none"> • Civil Rights Act (Title VII) • ADA • ADAAA • HIPAA • FSLA • FMLA • Employee Relations and resolution of issues • New employee orientation/Exit Interviews • Harassment Allegations • Collective Bargaining Process and Labor Relations issues 	<ul style="list-style-type: none"> • Preparation, , audit and processing biweekly payroll transactions • Data Entry of approved employee changes, stipends, union dues, etc. • Coordinate & process employee deductions and direct deposits • Prepare and distribute W2 year end forms • Financial Reconciliation of 32B • Financial Reconciliation of payroll vendors • Accounting of Workers Compensation payments (60/40) 	<ul style="list-style-type: none"> • Legal compliance <ul style="list-style-type: none"> • HIPAA • Section 18, etc. • Annual open enrollment for city, school and retirees • Process benefit changes • Vendor negotiations & performance. • COBRA process • Life Insurance Program • Workers Compensation Program • Coordinate Retirement Calculations • Administration & biweekly reporting for OBRA • Attend PEC meetings on benefit decisions and reporting of information • FSA, HRA, COBRA • Process warrants 	<ul style="list-style-type: none"> • Administrator of all retiree benefits • Liaison to Retirement Dept for coordination of retiree benefits • Post 65 Program • Educate, counsel and enroll retirees on their health, dental and life insurance benefits • Reporting to PERAC for previous pension eligible employment, eligible funds and payments to be included for retirement • Supporting Y/E reconciliation and distribution of retirementw-2's • Customer service 1-1 assistance, questions resolving issues, etc.

HUMAN RESOURCES DEPARTMENT (01-152)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HR SAL DIRECTOR	75,258	83,365	86,700	92,506	5,806	6.7%
51102 - HR PAYROLL & BENEFITS COORD	58,335	61,369	62,596	64,339	1,743	2.8%
51166 - HR PART-TIME ASSISTANT	0	0	19,760	20,310	550	2.8%
001 - PERSONNEL SERVICES Total	133,593	144,734	169,056	177,156	8,099	4.8%
002 - PURCHASE OF SERVICES						
53001 - HR TIME & ATTENDANCE SOFTWARE	0	0	11,000	0	(11,000)	-100.0%
53003 - HR COBRA ADMIN	1,100	3,072	1,200	1,200	0	0.0%
53005 - HR HRA ADMINISTRATION	1,620	0	750	750	0	0.0%
53006 - HR FSA ADMINISTRATION	9,621	10,179	7,800	7,800	0	0.0%
53007 - HR UNEMPLOYMENT CLAIMS	15,990	4,064	20,000	20,000	0	0.0%
53008 - HR WORKER'S COMPENSATION	72,400	88,328	97,161	102,019	4,858	5.0%
53009 - HR ADVERTISING	1,616	1,441	1,500	1,500	0	0.0%
53010 - HR PAYROLL	16,099	15,196	10,100	14,000	3,900	38.6%
002 - PURCHASE OF SERVICES Total	118,446	122,281	149,511	147,269	(2,242)	-1.5%
004 - SUPPLIES						
54200 - HR SUPPLIES	3,000	1,444	1,500	1,500	0	0.0%
004 - SUPPLIES Total	3,000	1,444	1,500	1,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - HR MEMBERSHIP DUES	0	199	200	200	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	0	199	200	200	0	0.0%
Grand Total	255,039	268,657	320,267	326,125	5,857	1.8%

INSURANCE GROUP (01-914)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51166 - CH 32B PART TIME SUPPORT	0	142	0	0	0	
51700 - INS HEALTH INSURANCE PREMIUMS	8,380,171	8,715,887	9,320,040	9,406,440	86,401	0.9%
51701 - INS DENTAL CONTRIBUTION	43,780	43,650	51,000	51,000	0	0.0%
51702 - INS HRA PROGRAM	36,090	30,000	30,000	35,000	5,000	16.7%
51703 - INS PEC RETIREE PAYMENTS	37,552	36,572	0	0	0	
51704 - INS LIFE INSURANCE	55,504	55,547	60,000	60,000	0	0.0%
51705 - INS MEDICARE PENALTIES	46,242	49,633	47,114	83,500	36,386	77.2%
51706 - INS WELLNESS PROGRAM	12,079	11,934	0	0	0	
51707 - INS FICA PAYROLL TAXES	181,965	184,440	211,150	229,000	17,850	8.5%
001 - PERSONNEL SERVICES Total	8,793,383	9,127,806	9,719,304	9,864,940	145,636	1.5%
Grand Total	8,793,383	9,127,806	9,719,304	9,864,940	145,636	1.5%

RETIREMENT SYSTEM

The Newburyport Retirement System is funded through annual appropriations from the City of Newburyport, members' deductions and investment returns. 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)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51740 - RET APPROP CITY/SCHOOL	3,779,790	3,924,742	4,132,415	4,340,558	208,143	5.0%
001 - PERSONNEL SERVICES Total	3,779,790	3,924,742	4,132,415	4,340,558	208,143	5.0%
Grand Total	3,779,790	3,924,742	4,132,415	4,340,558	208,143	5.0%

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).

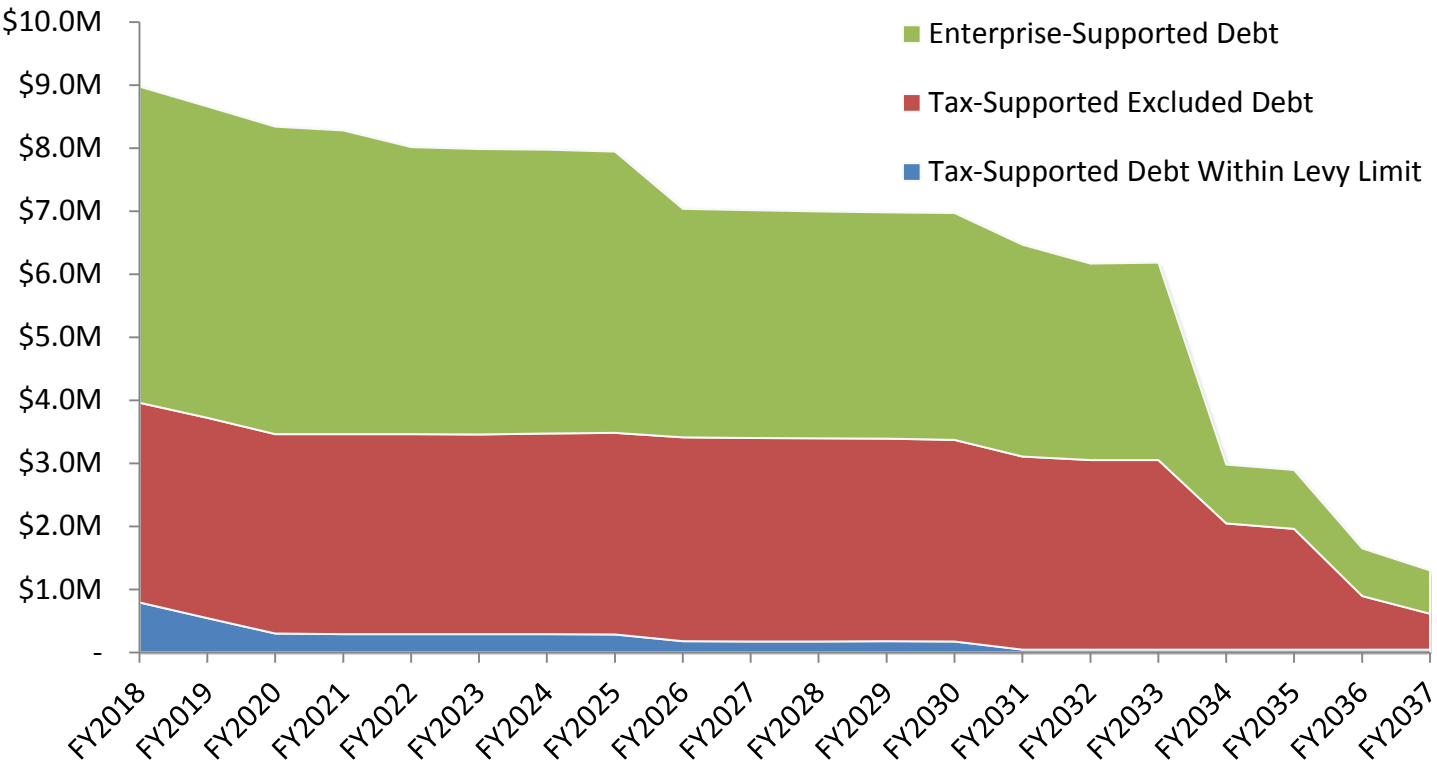
EXCLUDED DEBT SERVICE (01-710)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE						
59101 - LIBRARY PRINCIPAL	249,000	205,000	200,000	45,000	(155,000)	-77.5%
59102 - HIGH SCHOOL PRINCIPAL	394,400	391,700	411,700	416,100	4,400	1.1%
59103 - BRESNAHAN SCHOOL PRINCIPAL	516,000	480,000	500,000	530,000	30,000	6.0%
59104 - NOCK-MOLIN SCHOOL PRINCIPAL	248,425	255,398	280,000	450,000	170,000	60.7%
59105 - SENIOR COMM CENTER PRINCIPAL	220,000	235,000	245,000	255,000	10,000	4.1%
59106 - NOCK-MOLIN FIELD PRINCIPAL	0	105,000	110,000	110,000	0	0.0%
59151 - LIBRARY INTEREST	19,725	13,500	7,350	1,350	(6,000)	-81.6%
59152 - HIGH SCHOOL INTEREST	150,553	134,777	119,109	98,524	(20,585)	-17.3%
59153 - BRESNAHAN SCHOOL INTEREST	676,129	656,269	638,169	616,369	(21,800)	-3.4%
59154 - NOCK-MOLIN SCHOOL INTEREST	578,801	468,444	458,813	446,725	(12,088)	-2.6%
59155 - SENIOR COMM CENTER INTEREST	102,391	187,906	177,131	167,131	(10,000)	-5.6%
59156 - NOCK-MOLIN FIELD INTEREST	0	33,615	31,465	29,265	(2,200)	-7.0%
59250 - INTEREST ON TEMPORARY LOANS	81,825	0	0	0	0	
009 - DEBT SERVICE Total	3,237,248	3,166,609	3,178,737	3,165,464	(13,273)	-0.4%
Grand Total	3,237,248	3,166,609	3,178,737	3,165,464	(13,273)	-0.4%

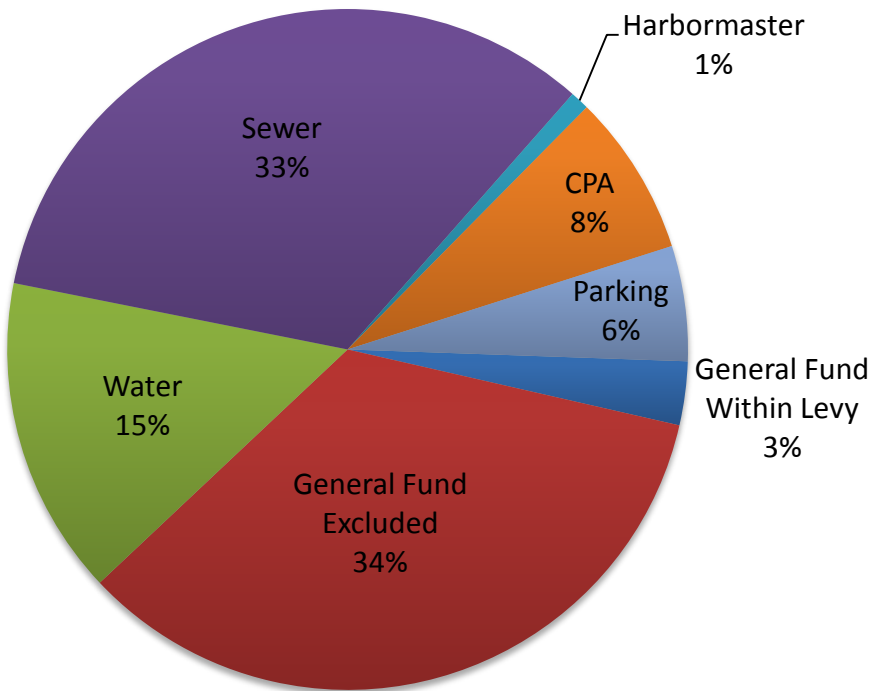
ORDINARY (NON-EXCLUDED) DEBT SERVICE (01-720)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE						
59100 - LONG TERM DEBT PRINCIPAL	752,700	709,600	620,000	485,000	(135,000)	-21.8%
59150 - LONG TERM DEBT INTEREST	102,515	85,681	284,098	370,000	85,902	30.2%
59250 - INTEREST ON TEMPORARY LOANS	15,212	10,057	50,000	25,000	(25,000)	-50.0%
009 - DEBT SERVICE Total	870,427	805,338	954,098	880,000	(74,098)	-7.8%
Grand Total	870,427	805,338	954,098	880,000	(74,098)	-7.8%

ANNUAL DEBT SERVICE



OUTSTANDING DEBT BY SOURCE



Section 11:

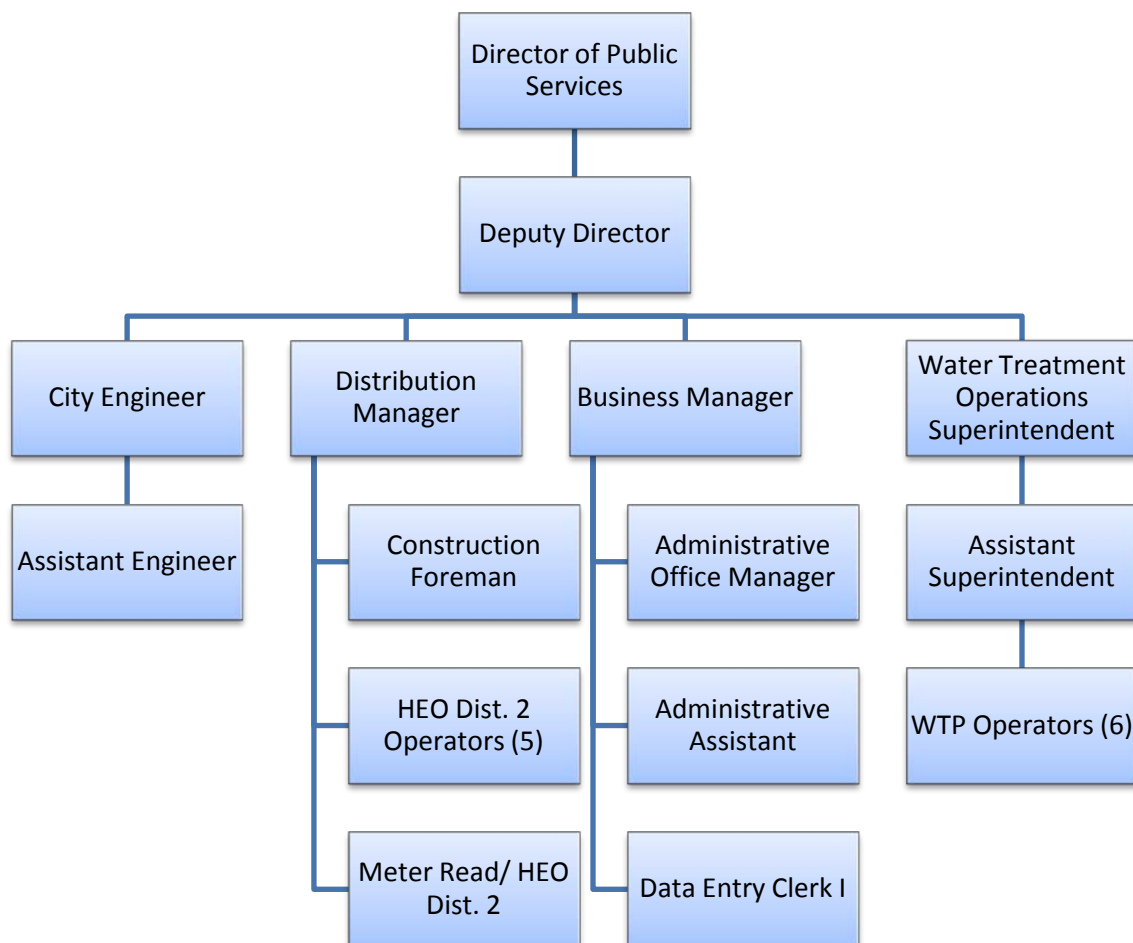
Enterprise Funds

DEPARTMENT OF PUBLIC SERVICES: WATER DIVISION

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Public Services Director	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
Business Manager	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Assistant City Engineer	0.33	0.33	0.33
Superintendent of Water Operations	1.0	1.0	1.0
Assistant Superintendent of Water Operations	1.0	1.0	1.0
Water Distribution Manager	1.0	1.0	1.0
Administrative Office Manager	0.5	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Data Entry Clerk I	0.5	0.5	0.5
WTP Operator T-4	4.0	4.0	4.0
WTP Operator T-3	1.0	1.0	1.0
WTP Operator T-2	1.0	1.0	1.0
WD Construction Foreman	1.0	1.0	1.0
Senior HEO D2	1.0	0.0	0
HEO D2	4.0	5.0	5.0
Meter Reader – HEO D2	0.7	0.7	0.7
Total Full Time-Equivalents	18.9	18.9	18.9

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Aging Infrastructure Replacement	Linear feet	1,561	1,500	800	800
Volume of water treated	Million gallons	719	655	684	680
Water/Sewer Liens	Number	251	258	244	240

FY2019 ACCOMPLISHMENTS

Water Main Work

- Installed 800 linear feet of 8" water main on Toppans Lane including customer connections, replaced three fire hydrants and added one new hydrant. Accomplished this by installing tees and valves to keep the existing water main live during installation of the new 8" water main.
- Conducted semi-annual City-wide hydrant flushing of fire hydrants in both Newburyport and Newbury. Working with our consultant, the Division began piloting an uni-directional flushing program in West End and on Plum Island.
- Completed over 1,485 Dig Safe mark outs requests (emergency requests from National Grid, State mandated requirements for any digging or excavating).
- Repaired 28 water main/service leaks.

Water Treatment Plant

- Purchased treatment chemicals through the Northeast Merrimack Valley/Consortium which allows for the lowest pricing based on the purchasing power of 54 members of the consortium.
- Completed the 2018 EPA/MADEP required Lead and Cooper sampling program for the City's residents, schools and daycares. Due to the excellent sampling results, Newburyport is on a reduced sampling program. The State requires the City to test every three years.
- Completed the 2018 system wide MADEP Sanitary Survey. The survey is conducted every three years by the State and reviews the water treatment plant, pump station, water tanks, reservoirs and the water distribution system. The City passed with no violations.
- Completed the redevelopment of Well No. 2. In addition, a new well pump and variable frequency drive (VFD) replaced the 15 year old pump. The new well pump and VFD are more energy efficient.
- Completed the first phase of the Indian Hill and Artichoke dam inspections that are required every ten years.
- Yearly reconstruction of the existing Water Treatment Plant sludge drying bed for better dewatering operations. These beds are used to dewater the lagoon sludge several times per year. Proper drying bed operation allows:
 - Maximizing sludge removal per pumping operation
 - Maximum sludge storage between seasons
 - Maintaining EPA compliance through maximum lagoon capacity

Engineering

- The Engineering Division and Water Construction crew performed a number of design projects to improve our City's infrastructure, including the Plum Island Hydrant Replacement Project. Construction began on this project in calendar year 2017 and will be closed out in 2019. The contractor completed replacement of 145 fire hydrants and 62 isolation valves on the Island. The division is responsible for project coordination between the contractor and City personnel and the

division also manages daily construction operations and public relations. The remaining work in 2019 is repairing the roadway pavement patches.

- Engineering played a vital role in and attended multiple task force group meetings and workshops for the City's Climate Change Resiliency Committee. Engineering has assisted the Water Division in the planning phases of creating capital improvement projects and budgeting for feasibility studies and resilience plans for our water supply and water infrastructure.

Business Office

- Business Office continued to assist customers with timely and accurate water/sewer bills, as well as, prompt and professional response to customer concerns. The number of customers receiving e-bills rather than paper bills continues to increase, as well as the number of payments made on-line.

FY2020 TRENDS

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

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

Engineering will continue to provide technical assistance, design, and construction oversight on water-related projects, including improvements to the systems to protect against climate change impacts.

The Water/Sewer Business Office will continue to manage over 8,000 customer accounts, actively pursue the collection of unpaid bills, prepare rate analysis, develop and monitor budgets, and track water consumption which is continuing to decrease. Consumption has decreased 14.0% from FY13 through FY18.

FY2020 GOALS AND OBJECTIVES

GOAL 1: REPLACE AGING WATER MAIN

Objectives:

- Replace mains in conjunction with the roadway five-year paving plan.
- Prioritize main replacements in segments that improve water quality and service.

GOAL 2: CONTINUE DOWNTOWN WATER/SEWER/DRAINAGE UTILITY UPGRADE PROJECT

Objectives:

- Continue to find short-term low cost fixes to relieve flooding in the downtown.
- Continue to work on master plan that includes design of a replacement drainage system that will be incorporated within the sewer and water replacement master plan.
- Complete preliminary study by working closely with other divisions of DPS and public utility companies.

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

Objectives:

- Provide safe and reliable drinking water.
- Experience no permit violations.
- Work with MADEP and consultants, Tata and Howard, on the new Water Management Act withdrawal limits.
- Complete dam inspections and review the reservoir resiliency options
- Redevelop Well No. 1.
- Implement recommendations from Sanitary Survey and SOPs (Standard Operating Procedures).

GOAL 4: PREPARE GIS MAP AND MOBILE APP OF WATER DISTRIBUTION SYSTEM

Objectives:

- The primary goal of this project is mapping the location of key components in the system so they may be located during emergency situations and also show detailed information regarding the connections between properties. Most importantly, this program will reduce the operator's time locating the components of the system and as a result, allow us to conduct a timelier repair. The goal is to have 50% of the distribution system, including all valves and service locations mapped during FY2020. Updating the GIS Map using the Mobile App began October 2018

GOAL 5: METER REPLACEMENT PROGRAM

Objectives:

- Start design and implement of a multi-year Citywide Meter Replacement Program. This improvement will upgrade software, make meter reading faster and easier and produce real-time customer data. Our goal is to replace 25% of all meters within the next two years.

GOAL 6: PREPARE CLIMATE CHANGE RESILIENCY PLAN

Objectives:

- Bartlett Spring Pond, the Lower Artichoke Reservoir, and the Artichoke Pump Station are vulnerable to flooding, storm surge, rising seas, and floodwaters from Merrimack River inundating and contaminating our systems. Preparations must be made to protect these systems from flood damage especially in light of climate change impacts which bring more intense storms. The goal is to hire a firm to evaluate our water supplies and the Artichoke Pump Station and prepare a Resiliency Plan highlighting the various means of protection.

PROGRAM & SERVICES

Treatment	Distribution	Administration/ Billing	Engineering
<ul style="list-style-type: none">• Provide safe and reliable water treatment• Meet all State and Federal drinking water standards• Work within the WMA withdrawal limits• Manage water supply areas• Maintain equipment at the WTP• Maintain 2 well stations and 5 pumping stations• Maintain 2 water storage tanks	<ul style="list-style-type: none">• Maintenance and repair of 120 miles of water mains• Maintenance and repair of 942 hydrants City wide• 24 hour response to customer issues• Computerized meter reading City wide for City of Newburyport and the Town of Newbury	<ul style="list-style-type: none">• Manage over 8,000 customer accounts• Actively pursue the collection of unpaid balances• Manage customer service inquiries and work orders• Process Monthly Billing to Customers within Billing Cycle• Review and Sign Off on Building Permits• Provide Budgets, Rate Analysis, Abatement requests and reports to Water and Sewer Commission	<ul style="list-style-type: none">• Technical assistance to resolve problems and provide solutions.• Design water main replacement projects.• Review of water-related design and construction projects.• Construction oversight• Participate in the creation of a Resiliency Plan to protect the City's water supply.



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WATER ENTERPRISE FUND (060-450)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - DPS SAL DIRECTOR	39,189	39,795	40,557	44,228	3,671	9.1%
51102 - DPS SAL DEPUTY DIRECTOR	31,839	34,052	33,895	35,535	1,640	4.8%
51103 - DPS SAL BUSINESS MANAGER	22,046	22,880	23,338	24,924	1,586	6.8%
51117 - DPS SAL ASST ENGINEER	20,314	20,641	20,641	22,723	2,082	10.1%
51118 - WAT SAL TREATMENT OPS SUPT	70,422	91,800	91,800	96,243	4,443	4.8%
51119 - DPS SAL CITY ENGINEER	30,200	30,686	30,686	32,171	1,484	4.8%
51120 - WAT SAL ASST SUPT WATER	0	0	0	81,042	81,042	
51131 - DPS SAL ADMIN ASSISTANT	19,064	21,253	24,012	24,676	664	2.8%
51132 - DPS SAL ADMIN OFFICE MGR	24,576	19,325	25,462	26,694	1,232	4.8%
51134 - WAT SAL DISTRIBUTION MNGR	75,359	76,571	78,103	78,704	601	0.8%
51158 - WAT SAL LABOR	716,823	717,132	842,147	787,985	(54,162)	-6.4%
51190 - WAT SAL SUMMER EMPLOYEES	11,946	11,424	21,600	21,600	0	0.0%
51301 - WAT OVERTIME	148,011	172,818	147,600	154,980	7,380	5.0%
51401 - WAT LONGEVITY	12,725	11,434	9,750	11,687	1,937	19.9%
51402 - WAT LICENSE STIPENDS	4,000	4,200	9,100	11,100	2,000	22.0%
51403 - WAT HOLIDAY PAY	18,352	16,835	19,962	17,705	(2,257)	-11.3%
51405 - WAT CLOTHING REIMBURSEMENT	12,531	11,944	11,823	11,823	0	0.0%
51411 - WAT NIGHT DIFFERENTIAL	1,504	1,459	3,544	4,392	848	23.9%
51420 - WAT EDUCATION CREDITS	425	425	425	425	0	0.0%
51710 - WAT RETIREMENTS/SICK LEAVE	44,799	5,172	34,102	0	(34,102)	-100.0%
51711 - WAT RETIREMENT SYSTEM	269,058	287,215	283,169	305,311	22,141	7.8%
51750 - WAT WORKERS COMP INS	36,920	45,042	49,546	52,024	2,477	5.0%
51760 - WAT HEALTH INSURANCE	301,048	327,740	355,714	362,828	7,114	2.0%
51770 - WAT FICA PAYROLL TAXES	18,407	19,259	18,596	19,526	930	5.0%
001 - PERSONNEL SERVICES Total	1,929,559	1,989,100	2,175,572	2,228,325	52,753	2.4%
002 - PURCHASE OF SERVICES						
52101 - WAT HEAT	13,739	13,830	15,000	15,000	0	0.0%
52102 - WAT ELECTRICITY	184,628	289,329	250,000	275,000	25,000	10.0%
52401 - WAT IT EXPENSE	29,076	71,255	73,008	97,987	24,979	34.2%
52402 - WAT GEN CONSTRUCTION	88,392	130,255	100,000	100,000	0	0.0%
52403 - WAT MAINT-VEHICLES	28,507	25,244	30,000	30,000	0	0.0%
52404 - WAT DISTRIBUTN MAINT	72,078	59,649	62,400	72,660	10,260	16.4%
52405 - WAT TREATMENT MAINT	67,823	65,660	72,500	72,500	0	0.0%
52406 - WAT MAINT-EQUIPMENT	10,598	11,042	12,000	14,000	2,000	16.7%
53001 - WAT FINANCIAL AUDIT	7,166	7,883	7,883	7,883	0	0.0%
53020 - WAT LEGAL EXPENSES	16,202	0	50,000	0	(50,000)	-100.0%
53024 - WAT BOND/NOTE EXP	24,385	22,894	24,386	24,386	0	0.0%
53025 - WAT ENGINEER RETAINER	62,109	53,811	75,000	75,000	0	0.0%
53026 - WAT POLICE DETAILS	46,800	18,337	20,000	20,000	0	0.0%
53028 - WAT PRE-EMPLOYMENT PHYSICAL	1,076	1,327	1,500	1,500	0	0.0%

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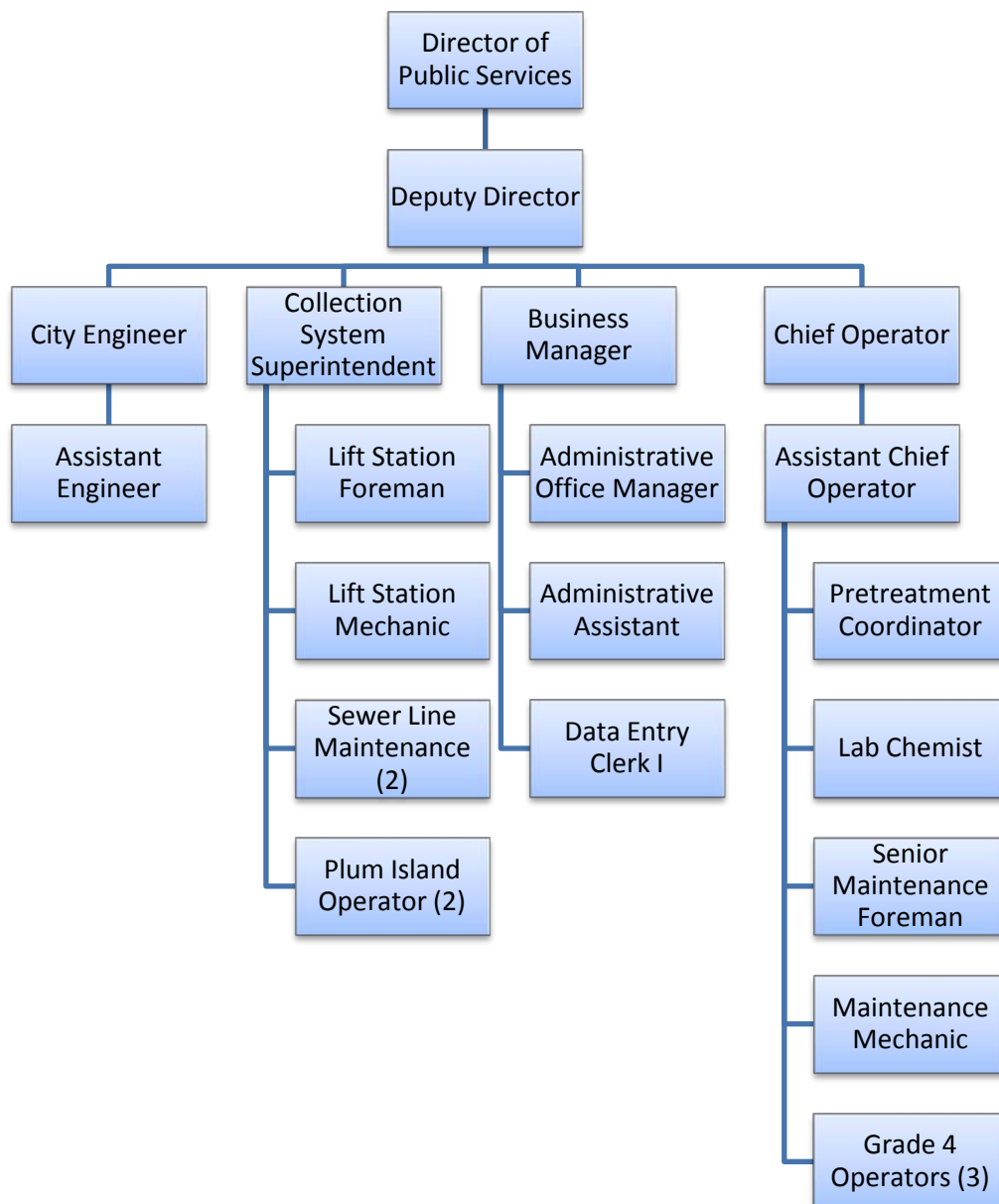
	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
53029 - WAT CONTRACT-CROSS CONN TEST	19,770	18,540	19,000	19,000	0	0.0%
53030 - WAT SLUDGE REMOVAL/FILTER PLT	26,100	17,807	20,000	25,000	5,000	25.0%
53031 - WAT TEST-SURFACE WAT SAMPLING	14,393	0	7,500	7,500	0	0.0%
53032 - WAT WATER TEST	18,861	18,911	39,054	36,554	(2,500)	-6.4%
53402 - WAT TELECOMMUNICATNS	10,689	10,282	10,620	10,620	0	0.0%
53780 - WAT PAYMT IN LIEU TAXES	5,720	5,778	8,500	8,500	0	0.0%
002 - PURCHASE OF SERVICES Total	748,111	841,833	898,351	913,090	14,739	1.6%
004 - SUPPLIES						
54201 - WAT GENERAL OFC EXP	19,035	14,516	18,750	20,125	1,375	7.3%
54301 - WAT CONSERVATION	3,460	1,451	5,000	5,000	0	0.0%
54302 - WAT CHEMICALS	145,374	117,030	125,000	125,000	0	0.0%
54303 - WAT CONSUMER REPORT	8,629	7,810	8,000	8,000	0	0.0%
54801 - WAT FUEL/OIL VEHICLE(S)	27,515	17,280	26,870	26,870	(0)	0.0%
55800 - WAT MISC SUPPLIES	1,015	1,225	2,225	2,225	0	0.0%
004 - SUPPLIES Total	205,027	159,312	185,845	187,220	1,375	0.7%
007 - OTHER CHARGES & EXPENSES						
57100 - WAT TRAINING/TRAVEL	14,533	12,928	24,500	24,500	0	0.0%
57301 - WAT SDWA	5,446	5,583	6,107	5,569	(538)	-8.8%
57401 - WAT MUNICIPAL INSURANCE	57,379	63,117	75,500	79,275	3,775	5.0%
57800 - WTR LEGAL SETTLEMENT	114,500	0	0	0	0	
007 - OTHER CHARGES & EXPENSES Total	191,859	81,627	106,107	109,344	3,237	3.1%
008 - CAPITAL OUTLAY						
58310 - WAT G.I.S.	6,997	2,025	10,000	10,000	0	0.0%
58513 - WAT WTR MAIN REPLAC PROGRAM	100,239	69,049	100,000	100,000	0	0.0%
58550 - WAT VEHICLE/EQUIP REPLACE	28,311	39,521	130,000	5,000	(125,000)	-96.2%
008 - CAPITAL OUTLAY Total	135,547	110,595	240,000	115,000	(125,000)	-52.1%
009 - DEBT SERVICE						
59100 - WAT DEBT PRINCIPAL	1,400,008	1,284,468	1,396,401	1,410,766	14,365	1.0%
59150 - WAT DEBT INTEREST	442,614	401,270	457,738	407,344	(50,394)	-11.0%
009 - DEBT SERVICE Total	1,842,622	1,685,738	1,854,139	1,818,110	(36,029)	-1.9%
Grand Total	5,052,725	4,868,205	5,460,014	5,371,089	(88,925)	-1.6%

DEPARTMENT OF PUBLIC SERVICES: SEWER DIVISION

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Public Service Director	0.33	0.33	0.33
Public Service Deputy Director	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Business Manager	0.33	0.33	0.33
Administrative Office Manager	0.5	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Assistant Engineer	0.33	0.33	0.33
Data Entry Clerk I	0.5	0.5	0.5
Chief Operator	1.0	1.0	1.0
Assistant Chief Operator	1.0	1.0	1.0
Pretreatment Coordinator	1.0	1.0	1.0
Senior Maintenance Foreman	1.0	1.0	1.0
Collection System Superintendent	1.0	1.0	1.0
Lab Chemist	1.0	1.0	1.0
Lift Station Foreman	1.0	1.0	1.0
Operator Grade IV	3.0	3.0	3.0
Maint/Prevent Maintenance Mechanic	1.0	1.0	1.0
Pump Station Operator/Mechanic	1.0	1.0	1.0
Sewer Line Maintenance Operator	2.0	2.0	2.0
Plum Island Operator	2.0	2.0	2.0
Meter Reader	0.3	0.3	0.3
Total Full Time-Equivalents	19.5	19.5	19.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
LF of sewer main cleaned yearly	Linear Feet	185,678	150,665	107,051	100,000
Response to issues, alarms and sewer calls/WWTF/lift station Number of calls FY2016 are higher due to new call tracking process / procedure	Calls	*100	65	50	50
FOG Program/Compliance Number of business with grease traps. Newbury/Newburyport	Per establishment	N/A	N/A	140	60
Plum Island Vacuum System alarms and sewer calls	Calls	45	60	40	32
Odor Complaints	Calls	>25	3	2	0
Wastewater treated	Gallons/ millions	563	647	654	660
Biosolids for composting	Metric Tons	687	596	670	675
Oxygen Consuming Material removed from Wastewater	Pounds/ Million	1.6	1.1	1.27	1.3
Water/Sewer Liens	Number	251	258	244	240

*New tracking method.

FY2019 ACCOMPLISHMENTS

Graf Road Pump Station Online

- After years of safety concerns and capacity issues, construction of the new Graf Road Pump Station is complete and online allowing flow from new construction to be added to the system without capacity issues at the station.
 - Eliminates operators from entering the confined space wet well of old station.
 - Reduces the concern of Sanitary Sewer Overflow (SSO), with addition of third pump for redundancy.
 - New Station saving on operating cost, new station allows pumps with Variable Frequency Drive (VFD) to match flow allowing pumps to continuously operate without shutting down, saving on the start /stop.

Collections

- Operating and Maintenance (O&M) continues to be high priority regarding Plum Island:
 - Negotiated with the town of Newbury to purchase 4 new vacuum pumps on the island, total cost \$241,000, of which Newbury to pay \$142,747 (60%) of cost.
 - These vacuum pumps are the heart of the system, without them the system will not operate.
 - New pump will reduce run times, therefore, saving on operating cost.
 - New pumps will be installed with new VFDs (variable frequency drive).

- Continuing working with alarm system (SCADA).
- Conducted proper O&M repair and preventative maintenance to Wastewater Treatment Facility and collection system:
 - Cleaned approximately 107,051 linear feet of sewer main which represents 1/3 of the City's sewer mains.
 - Cleaned 16 lift station wet wells 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 Manhole with cement (hydraulic cement), sealing joints between inlet and invert.
- Responded and repaired as needed all sewer issues to help prevent Sanitary Sewer Overflow (SSO).

Odor Control

- Contract #2 for Odor Control Improvements substantially completed March 2018
- Plum Island Force main odor/corrosion control project completed.

Operations

- Sludge quality continues to be of exceptional quality to compost which reduces removal and process costs.
- Continued Safety Training and Spill Prevention and Counter Measures Plan trainings in-house for all personnel.
- Continued to provide quality customer service.
- No Notices of Violations issued for Industrial Pretreatment Program (IPP).
- Continue working on reduction of Nitrogen; at this juncture our NPDES permit does not address nitrogen limits but all indications are that this will be required in the future and we are ramping up to address a reduction.
- Rehabilitation and pump rebuild of Secondary Pump station complete.

Engineering

- The Engineering department worked with legal counsel to obtain all the necessary temporary and permanent easements to construct and maintain a new access road to the West End Sewer Main that runs along the Lower Artichoke Reservoir. The road was constructed in summer 2018.

FY2020 TRENDS

The focus of the Sewer Department operations and collections will continue to operate the entire sewer system in the most efficient way using Supervisory Control and Data Acquisition (SCADA). SCADA software allows operators to see real time operations, rather than receiving an alarm after it's too late. The Sewer Department is also using SCADA type system at lift stations called Mission. The technology of these two systems allows the Sewer Department to continue to maintain the wastewater infrastructure at optimal levels. Staff will continue to learn new techniques on solving issues that may arise, including navigating and operating the newly installed SCADA alarm implemented.

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

The NPDES permit, including the degree and number of imposed limits, continues to have a significant impact on the Newburyport Sewer Division. Efforts continue to maximize internal resources and employ innovation and modernization to minimize the associated financial impact on rate payers and the enterprise funds.

Engineering will continue to assist the Sewer Division on an as-needed basis, including the ongoing task of evaluating and preparing the City's sewer infrastructure for impacts due to climate change.

The Water/Sewer Business Office will continue to manage over 8,000 customer accounts, actively pursue the collection of unpaid bills, prepare rate analysis, develop and monitor budgets, and track water consumption which is continuing to decrease. Consumption has decreased 14.0% from FY13 through FY18.

FY2020 GOALS & OBJECTIVES

GOAL 1: PROVIDE PROPER OPERATIONS AND MAINTENANCE SERVICES TO OUR CUSTOMERS; CONTINUE WORKING TO ENSURE PROPER OPERATIONS OF THE COLLECTION SYSTEM, VACUUM SYSTEM AND WWTF

Objectives:

- Maintain the Wastewater Treatment Facility (WWTF), 16 lift stations, 75 miles of sewer mains, and additional 24 miles of Plum Island vacuum system with minimal disruption to our customers.
- Respond, repair, and maintain all sewer issues that may occur at the WWTF, lift stations, Plum Island, and sewer mains throughout the City in a timely manner.
- Continue to improve health and safety issues for our employees.
- Reduce Inflow and Infiltration (I/I) throughout the City and institute a flowmeter program
- Prevent Sanitary Sewer Overflow (SSO) through constant communication and education
- Continue to educate public on what not to flush; see "Keeping Clean Sewer Pipes" on the City's web site.
- Continue odor monitoring and mitigation as a high priority.
- Optimize the new biofilter and associated components.

GOAL 2: CONTINUE TO OPERATE THE WWTF UNDER THE REQUIREMENTS OF THE NPDES PERMIT

Objectives:

- Meet permit limits and provide quality wastewater discharge
- Reduce Nitrogen levels.
- Complete the anoxic zone (low-oxygen dissolve zone).
- Prepare to enter into a new NDPEs permit with DEP.
- Conduct facility plant and process evaluation and engineering based needs assessment.
- Develop and implement Treatment plant and collection system corrosion control strategy.

GOAL 3: ACHIEVE FULL COMPLIANCE FOR FATS OIL AND GREASE (FOG) PROGRAM

Objective:

- Keep gravity mains free and clear from grease and debris, preventing SSO activity from occurring
- Continue utilizing new mobile app. The mobile app is a tremendous help in finding the cause/ help with reduction and elimination of the grease issue.
- Continue working to reduce amount of grease entering the system throughout the City, conducting unannounced inspections on a regular basis making sure the FOG program is followed.
- Continue to CCTV sewer mains for grease issues throughout the City.
- Hold individuals accountable for actions from their respected industries.

GOAL 4: MAINTAIN COLLECTION SYSTEM

Objectives:

- Maintenance of all pump stations throughout the City.
- Perform O&M on all sewer mains throughout the City, keeping mains free and clear, preventing SSO activity from occurring.
- Continue fighting the grease issue the City is currently facing, as stated above, using the mobile app in the field during inspection by Sewer operators.

GOAL 5: ENHANCE PLUM ISLAND VACUUM SYSTEM

Objectives:

- Continue improvement of the Plum Island Vacuum System.
- Continue O&M on all valve pits/and pump station on Plum Island.
- Continue on developing ways to help operate the system in the cold months.

GOAL 6: EVALUATE DOWNTOWN WATER/SEWER/DRAIN UTILITY UPGRADES

Objectives:

- Continue to find short-term low cost fixes to relieve flooding in the downtown.
- Continue to work on master plan that includes design of a replacement drainage system that will evaluate and upgrade the sewer and water replacement master plan.
- Complete preliminary study by working closely with other divisions of DPS and public utility companies.

GOAL 7: IMPLEMENT CLIMATE CHANGE RESILIENCY PLAN

Objectives:

- The Waste Water Treatment Facility and many of the City's sewer pumping stations are vulnerable to flooding, storm surge, and rising seas; preparations must be made to protect the facility from flood damage especially in light of climate change impacts which bring more intense storms.
- DPS hired a firm to evaluate our WWTF for vulnerabilities due to climate change impacts and to prepare a Resiliency Plan highlighting the various means of protection in collaboration with the City's Resiliency ad hoc team. The Plan is scheduled for completion by June 30, 2019. This goal is to begin the implementation process for those resiliency measures that are the most urgent and those which can be implemented immediately.
- Prepare Resiliency Plans for the City's 16 pumping stations to ensure that they are elevated above predicted flood elevations and protected from impacts caused from changes to our climate.

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

SEWER ENTERPRISE FUND (061-440)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - DPS SAL DIRECTOR	39,189	39,795	40,557	44,228	3,671	9.1%
51102 - DPS SAL DEPUTY DIRECTOR	31,839	34,052	33,895	35,535	1,640	4.8%
51103 - DPS SAL BUSINESS MANAGER	22,046	22,880	23,338	24,924	1,586	6.8%
51116 - SEW SAL CHIEF OPERATOR	79,346	96,900	96,900	101,590	4,690	4.8%
51117 - DPS SAL ASST ENGINEER	20,314	20,641	20,641	22,723	2,082	10.1%
51119 - DPS SAL CITY ENGINEER	30,200	30,686	30,686	32,171	1,484	4.8%
51120 - SEW SAL ASST CHIEF OPERATOR	0	0	0	81,062	81,062	
51122 - SEW SAL SUPT OF COLLECTIONS	84,517	85,877	85,876	97,645	11,769	13.7%
51131 - DPS SAL ADMIN ASSISTANT	19,064	20,330	24,012	24,676	664	2.8%
51132 - DPS SAL ADMIN OFFICE MGR	24,576	20,248	25,462	26,694	1,232	4.8%
51158 - SEW SAL LABOR	815,245	826,724	870,904	844,575	(26,329)	-3.0%
51190 - SEW SAL SUMMER EMPLOYEES	7,890	7,152	21,600	21,600	0	0.0%
51301 - SEW OVERTIME	202,714	195,135	201,839	216,397	14,558	7.2%
51401 - SEW LONGEVITY	6,202	5,881	6,378	6,378	0	0.0%
51402 - SEW LICENSE STIPENDS	500	2,425	9,600	9,100	(500)	-5.2%
51405 - SEW CLOTHING REIMBURSEMENT	12,309	13,299	12,143	12,143	0	0.0%
51420 - SEW EDUCATION CREDITS	850	850	850	850	0	0.0%
51710 - SEW RETIREMENTS/SICK LEAVE	41,909	9,253	10,120	14,326	4,206	41.6%
51711 - SEW RETIREMENT SYSTEM	281,482	309,292	333,756	339,872	6,116	1.8%
51750 - SEW WORKERS COMP INS	25,296	30,862	33,948	35,646	1,697	5.0%
51760 - SEW HEALTH INSURANCE	319,850	347,732	414,932	423,231	8,299	2.0%
51770 - SEW FICA PAYROLL TAXES	16,155	15,338	19,836	20,827	992	5.0%
001 - PERSONNEL SERVICES Total	2,081,494	2,135,352	2,317,272	2,436,193	118,921	5.1%
002 - PURCHASE OF SERVICES						
52101 - SEW HEAT	21,118	26,099	37,000	37,000	0	0.0%
52102 - SEW ELECTRICITY	425,980	411,489	356,326	381,326	25,000	7.0%
52401 - SEW IT EXPENSE	64,817	47,720	49,567	50,292	725	1.5%
52402 - SEW MAINT-GENERAL	39,417	37,417	36,350	36,350	0	0.0%
52403 - SEW MAINT-VEHICLES	24,350	20,721	27,000	27,000	0	0.0%
52405 - SWR MAINT-PLUM ISLAND	0	0	20,000	25,000	5,000	25.0%
52406 - SEW MAINT-EQUIPMENT	171,667	86,127	110,704	125,704	15,000	13.5%
52407 - SEW UNIFORM/SAFETY EQUIPMENT	18,979	16,941	15,136	15,136	0	0.0%
52408 - SEW MAINT-SEWER LINE	33,533	70,027	73,850	73,850	0	0.0%
52409 - SEW MAINT-DRAINS	39,000	23,824	39,000	39,000	0	0.0%
53001 - SEW FINANCIAL AUDIT	7,166	7,833	7,883	7,883	0	0.0%
53020 - SEW LEGAL EXPENSES	21,452	0	50,000	0	(50,000)	-100.0%
53024 - SEW BOND/NOTE EXP	37,650	35,731	37,650	37,650	0	0.0%
53026 - SEW POLICE DETAILS	2,707	8,479	10,000	10,000	0	0.0%
53028 - SEW MEDICAL/DRUG TESTING	5,379	4,993	4,500	4,500	0	0.0%

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	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
53030 - SEW CONSULTANT FEES	57,914	18,448	75,000	75,000	0	0.0%
53035 - SEW INDUSTRIAL PRETREATMENT	10,256	9,701	14,550	14,550	0	0.0%
53040 - SEW BIOSOLIDS DISPOSAL	261,519	253,215	267,002	268,972	1,970	0.7%
53050 - SEW VENDOR LAB TESTING	12,221	11,818	19,350	24,695	5,345	27.6%
53402 - SEW TELECOMMUNICATNS	21,256	21,981	26,740	26,740	0	0.0%
002 - PURCHASE OF SERVICES Total	1,276,381	1,112,562	1,277,607	1,280,648	3,040	0.2%
004 - SUPPLIES						
54201 - SEW GENERAL OFC EXP	30,029	18,164	18,500	18,570	70	0.4%
54302 - SEW PLANT CHEMICALS	180,724	313,585	333,060	404,060	71,000	21.3%
54303 - SEW LAB CHEM/EQUIP/SUPPLIES	18,683	16,292	13,750	13,750	0	0.0%
54310 - SEW HOSE	404	0	0	0	0	
54801 - SEW FUEL/OIL VEHICLE(S)	33,996	23,163	30,018	30,018	0	0.0%
54802 - SEW LUBRICANTS	4,651	255	5,000	5,000	0	0.0%
55800 - SEW MISC SUPPLIES	573	285	1,800	1,800	0	0.0%
004 - SUPPLIES Total	269,059	371,746	402,128	473,198	71,070	17.7%
007 - OTHER CHARGES & EXPENSES						
57100 - SEW TRAINING/TRAVEL	10,301	10,952	17,800	17,800	0	0.0%
57300 - SEW DUES/LIC/SUBSCRIPTIONS	471	1,260	1,350	1,350	0	0.0%
57401 - SEW MUNICIPAL INSURANCE	185,515	60,225	72,171	75,779	3,609	5.0%
007 - OTHER CHARGES & EXPENSES Total	196,287	72,437	91,321	94,929	3,609	4.0%
008 - CAPITAL OUTLAY						
58310 - SEW G.I.S.	10,861	13,061	10,000	10,000	0	0.0%
58330 - SEW I/I REHABILITATION	37,070	24,492	100,000	100,000	0	0.0%
58361 - SEW REPAIR LIFT STATIONS	119,256	136,368	150,000	150,000	0	0.0%
58362 - SEW EFFLUENT SAMPLER	6,786	6,295	6,000	6,000	0	0.0%
58550 - SEW VEHICLE/EQUIP REPLACE	0	7,841	5,000	5,000	0	0.0%
008 - CAPITAL OUTLAY Total	173,973	188,057	271,000	271,000	0	0.0%
009 - DEBT SERVICE						
59100 - SEW DEBT PRINCIPAL	1,444,430	1,913,000	2,006,272	2,077,432	71,159	3.5%
59150 - SEW DEBT INTEREST	785,845	899,392	995,608	933,206	(62,402)	-6.3%
59250 - SEW INT TEMP LOAN	0	23,933	32,684	20,000	(12,684)	-38.8%
009 - DEBT SERVICE Total	2,230,275	2,836,325	3,034,564	3,030,638	(3,926)	-0.1%
Grand Total	6,227,469	6,716,478	7,393,893	7,586,606	192,713	2.6%

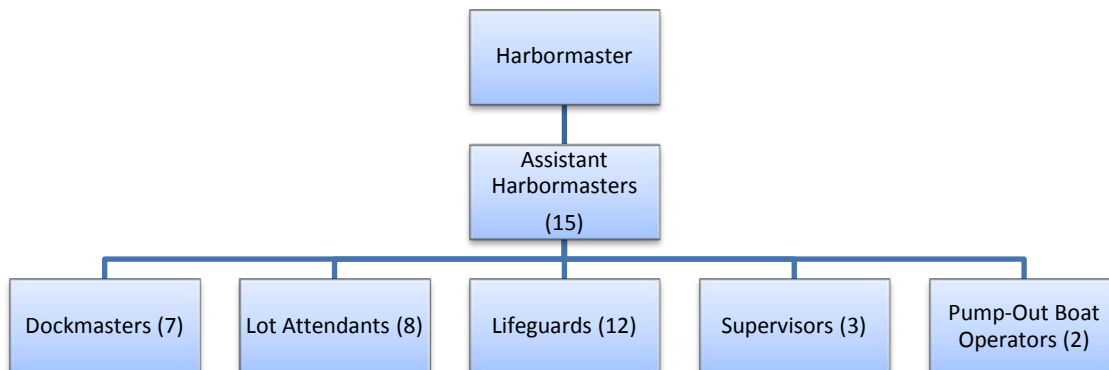
HARBORMASTER

MISSION STATEMENT

The Harbormaster Department is responsible for all the navigable water ways in the City of Newburyport. The Harbormaster Department permits all boats and moorings within the City. The Department manages Cashman Park boat ramp, Central water front docks, Plum Island parking lot, Transient Boaters Facility, Harbormaster Public Restrooms and Life Guards in the City of Newburyport. The department insures the safety and property of the citizens, and to aid and assist boaters, bathers and any other users of our waterways.

The department responds to all calls for assistance from other agencies such as the Coast Guard, Police, Fire, Environmental Police and other neighboring communities. The Harbormaster also assists the Health Department in collecting water samples for their testing requirements to ensure safe water for the bathers and fishermen. The Harbormaster Department serves as an ambassador on the water for the City and we help, direct and assist new boaters and Marinas to the City on safety issues and keep them abreast of weather conditions and where to keep their vessels.

ORGANIZATIONAL OVERVIEW



Position	FY2018 Actual	FY2019 Actual	FY2020 Budgeted
Harbormaster*	1.0	1.0	1
Assistant Harbormaster	15.0	15.0	15
Pump Out Boat Operators	2.0	2.0	2
Supervisors	3.0	3.0	3
Lifeguards	12.0	12.0	12
Dock Masters and Lot Attendants	15.0	15.0	15
Total Staff	48.0	48.0	48

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

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2017	Actual FY2018	Actual FY2019	Estimated FY2020
Waterway Permits	#	1,491	1,495	1,449	1449
Mooring Permits	#	196	186	186	186
Dingy Permits	#	41	43	47	47
Cashman Park Annual Parking Permits	#	72	75	87	87

FY2019 ACCOMPLISHMENTS

- Provided certified trainings for our Lifeguards and, Assistant Harbormasters which resulted in many lifesaving rescues.
- Hosted a one-week National Association of State Boating Law Administrators (NASBLA) accredited boating course on boat operations and crewman. Department staff are now nationally certified as Boat Crewmen.
- Provided safety and special procedure training to the Whittier bridge project employees and workers, which resulted in 6 successful rescues with minimal injury.
- Coordinated training and enhanced relationships with the Police, Fire and the Coast Guard.
- Developed an interdepartmental mutual aid agreement with Salisbury and Amesbury Harbormasters.
- Worked closely with “The Home Base Foundation” and veterans’ organizations, by providing personalized marine escort on their boating trips.
- Coordinated with, the City, Police, Fire and the Mayor’s office, collectively the “Public Safety team”, and managed the marine activities to assist in providing a safe and successful Riverfest, the largest in the city’s history.
- Secured The Mobile Access Command Unit (MACU), at no cost to the city, which was equipped with the latest cameras in public safety and security technologies.
- Assisted in scheduling “The Impossible Dream” catamaran to our city to give the opportunity for citizens with a handicap to enjoy time on the water.

FY2020 TRENDS

The weather plays a significant factor in revenues and activities associated with the Harbormasters Department. FY 2020 is expected to be a busy recreational boating season with more boats traveling and more visitors to the City of Newburyport based upon the low cost of fuel and the additional amenities our City now provides with the new facility. The local marinas are expected to be at over ninety (90%) percent capacity as more boats are being placed on our waterways.

The commercial boating industry, however, has been declining based upon many more regulations and restrictions that are being imposed on the fishing industry. On the positive side the Commercial Tuna fishing has had record quota caught and been extremely busy.

FY2020 GOALS & OBJECTIVES

GOAL 1: PROMOTE NEWBURYPORT AS A BOATING DESTINATION

Objectives:

- Work with the City, Harbor Commission and other stakeholders to develop a plan to promote Newburyport as a world-class boating destination through advertising, social media and events.
- Attract more transient boaters to our City now that we have more amenities to offer the boaters.
- Develop a data tracking system for the transient docks.

GOAL 2: ADVOCATE FOR THE DREDGING OF THE MERRIMACK RIVER

Objectives:

- Work with the Merrimack River Beach Alliance (MRBA), Mayor's Office, Harbor Commission and Army Corp of Engineers to continue and to expedite the dredging of the Merrimack River and related areas for the safety of mariners and transient boaters.

GOAL 3: TALL SHIP VISIT

Objectives:

- Work with the Maritime Museum, Harbor Commission and all other stake holders, bringing in more tall ships for our City.

PROGRAMS & SERVICES

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

HARBORMASTER ENTERPRISE FUND (6520-295)

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HBR SAL HARBORMASTER	65,252	68,248	68,248	79,327	11,080	16.2%
51102 - HBR ASST HARBORMASTERS	19,775	23,379	28,000	30,000	2,000	7.1%
51181 - HBR SUPERVISORS	20,539	17,215	22,000	34,000	12,000	54.5%
51183 - HBR LIFEGUARDS	39,228	44,089	45,000	48,000	3,000	6.7%
51184 - HBR ADMINISTRATIVE ASST	6,726	8,072	9,000	0	(9,000)	-100.0%
51185 - HBR CASHMAN PK ATTEND	18,578	19,085	18,000	18,000	0	0.0%
51186 - HBR DOCKMASTER	8,399	8,225	10,000	10,000	0	0.0%
51187 - HBR PI PARKING LOT ATTEND	13,298	10,935	12,000	12,000	0	0.0%
51188 - HBR SHELLFISH CONSTABLE	2,510	2,500	2,500	2,500	0	0.0%
51740 - HBR RETIREMENT SYSTEM	16,738	18,913	18,795	22,454	3,659	19.5%
51750 - HBR WORKERS COMP INS	0	6,811	7,110	8,000	890	12.5%
51760 - HBR HEALTH INSURANCE	23,359	24,687	30,945	31,564	619	2.0%
51770 - HBR FICA PAYROLL TAXES	7,418	5,450	7,446	8,000	554	7.4%
001 - PERSONNEL SERVICES Total	241,820	257,607	279,044	303,845	24,801	8.9%
002 - PURCHASE OF SERVICES						
52103 - HBR HEAT/ELECTRICITY	4,062	8,350	10,000	10,000	0	0.0%
52401 - HBR CASHMAN PARK	6,528	2,425	2,500	2,500	0	0.0%
52405 - HBR IT EXPENSE	4,368	3,376	4,500	4,500	0	0.0%
52410 - HBR FISH PIER	398	436	500	500	0	0.0%
52420 - HBR MAINT/EQUIP BOAT	2,666	6,629	4,000	5,000	1,000	25.0%
52430 - HBR INSTALL/REPAIR FLTS, DK	4,414	6,991	5,500	7,500	2,000	36.4%
52435 - HBR FACILITIES MAINT	1,666	2,367	2,000	2,000	0	0.0%
52445 - HBR PLUM ISLAND EXP	3,918	3,023	4,500	4,500	0	0.0%
52721 - HBR PUMPOUT MAINT	3,000	3,420	3,000	3,000	0	0.0%
53001 - HBR FINANCIAL AUDIT	0	2,750	2,750	2,750	0	0.0%
53030 - HBR PRINTING & SIGNS	1,804	2,058	2,000	2,000	0	0.0%
53402 - HBR TELECOMMUNICATIONS	2,425	3,913	3,000	3,000	0	0.0%
53406 - HBR POSTAGE MAILINGS	1,790	2,900	3,000	3,000	0	0.0%
002 - PURCHASE OF SERVICES Total	37,039	48,640	47,250	50,250	3,000	6.3%
004 - SUPPLIES						
54200 - HBR OFFICE SUPPLIES	364	832	500	500	0	0.0%
54250 - HBR HARBOR COMMISSION EXP	2,014	1,850	2,200	2,200	0	0.0%
54305 - HBR UNIFORM/SAFETY EQUIP	2,008	2,468	2,500	2,500	0	0.0%
54801 - HBR FUEL/OIL BOATS	12,159	11,060	12,000	12,000	0	0.0%
55800 - HBR MISC SUPPLIES	1,450	654	1,500	1,500	0	0.0%
004 - SUPPLIES Total	17,995	16,865	18,700	18,700	0	0.0%

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	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 ADOPTED	\$ CHANGE	% CHANGE
007 - OTHER CHARGES & EXPENSES						
57100 - HBR TRAINING/TRAVEL	42	225	500	1,000	500	100.0%
57300 - HBR DUES/MEMBERSHIPS	150	170	500	500	0	0.0%
57430 - HBR INSURANCE	5,883	7,378	10,000	10,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	6,075	7,773	11,000	11,500	500	4.5%
008 - CAPITAL OUTLAY						
58500 - HBR ADDITIONAL EQUIPMENT	49,508	47,909	50,000	50,000	0	0.0%
008 - CAPITAL OUTLAY Total	49,508	47,909	50,000	50,000	0	0.0%
009 - DEBT SERVICE						
59100 - HBR DEBT SERVICE	64,375	74,535	76,835	80,573	3,738	4.9%
009 - DEBT SERVICE Total	64,375	74,535	76,835	80,573	3,738	4.9%
Grand Total	416,812	453,329	482,829	514,868	32,039	6.6%



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Section 12:

Capital Improvement Program

I. Executive Summary

Dear President & Members of the City Council:

I am pleased to submit herewith the proposed Fiscal Years 2020-2024 Capital Improvement Program (CIP). All projects listed under FY20 will be accompanied by a funding request prior to or during the next fiscal year. All projects listed under FY2021 through FY2024 will require funding through a combination of sources as noted on the project detail sheets. As you are aware, I have placed significant emphasis on the importance of developing an organized and coordinated CIP for the City, as required by City Charter. This has proved to be a useful tool for the City and is now embedded in the City's long-range financial planning process.

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. The City is very active in seeking grants and alternative funding mechanisms before recommending an appropriation from General Fund or Enterprise Fund revenues. In accordance with City Financial Policies, the City seeks to avoid the issuance of debt for any projects less than \$500,000.

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 FY2020 through FY2024. Significant time has been spent on developing a realistic funding schedule within the confines of the City's financial resources and aligned with the City's financial policies.

On the following page is a breakdown of capital funding priorities for the coming 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. For FY20, the capital budget totals \$7,581,822.

FY2020 Capital Funding

CIP #	Department	Project Description	Amount	Funding Source
CC001	City Clerk	Election Equipment	\$47,300	Free Cash
IT001	Information Technology	IT Hardware	\$35,000	Free Cash
IT002	Information Technology	Appraisal Software Update	\$20,000	Free Cash
FD004	Fire	Two (2) Type I Ambulances	\$600,000	General Fund Debt
FD005	Fire	Replacement of Fire Station # 2	\$500,000	General Fund Debt
PD001	Police	Surveillance Camera Integration	\$145,995	Free Cash
PL001	Planning & Development	Riverfront Critical Gap Trail Project/Clipper City Rail Trail Phase II	\$1,600,000	Grants, General Fund, Sewer Fund
PL003	Planning & Development	Complete Streets Transportation Projects	\$400,000	State Grant, Free Cash
PL007	Planning & Development	Newburyport Youth Services	\$65,000	Free Cash
PK003	Parks	Joppa Park Improvement Project	\$10,000	Grants
PK004	Parks	Inn Street Site Amenities	\$20,000	Grants
PK005	Parks	Field Improvement - Fuller Complex	\$951,260	Grants
PK007	Parks	Ventrak Slope Mower	\$28,000	Free Cash
PK013	Parks	Parks Headquarters	\$50,000	Free Cash
PK014	Parks	Master Plan for Lower Atkinson Common	\$25,000	Grants
PK015	Parks	Bartlet Mall Hist. Restoration – NW Corner Improvements	\$25,000	Grants
YS002	Youth Services	Learning Enrichment Vehicle	\$40,000	Learning Enrichment Revolving Fund
HW003	DPS - Highway	Drainage Improvement Projects Phase 1	\$400,000	General Fund Debt
HW004	DPS - Highway	Purchase of Two 6 Wheel Dump Truck with Plow	\$125,826	Free Cash
HW007	DPS - Highway	Purchase 3/4 Gas Pick-up Truck with Plow	\$40,000	Free Cash
HW009	DPS - Highway	Roadway Paving Improvement	\$520,000	Chapter 90 Funding
HW010	DPS - Highway	Sidewalk Replacement/New Construction Program	\$300,000	Meals Tax
HW011	DPS - Highway	Purchase of Tree Truck / Bucket Truck	\$200,000	Free Cash
SW002	DPS - Sewer	CCTV and Cleaning Sewer Downtown	\$100,000	Inflow/Infiltration Reserve Fund
SW003	DPS - Sewer	New Crane Truck	\$85,000	Sewer Retained Earnings
SW004	DPS - Sewer	Bobcat Loader	\$50,000	Sewer Retained Earnings
SW005	DPS - Sewer	Purchase of Ten Wheel Dump Truck	\$48,056	Sewer Retained Earnings
SW006	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$200,000	Sewer Retained Earnings, Grants
SW007	DPS - Sewer	Aeration System Upgrade	\$71,000	Sewer Fund Excess Bond Proceeds
SW008	DPS - Sewer	Headworks Concrete Wall & Ceiling Rehab	\$80,000	Sewer Fund Excess Bond Proceeds
WA001	DPS - Water	Water Main Replacement	\$125,000	Water Retained Earnings
WA004	DPS - Water	Lower Artichoke Reservoir Dam Improvement	\$50,000	Water Retained Earnings
WA005	DPS - Water	Public Water Supply Protection	\$50,000	Water Retained Earnings
WA006	DPS - Water	Water Supply - Quality Improvements	\$50,000	Water Retained Earnings
SC002	Schools	NHS-Exterior Woodwork Project	\$283,500	Grants, Free Cash, Sale of Buildings
SC004	Schools	Tractor	\$54,005	Free Cash
SC006	Schools	Nock Molin-Gym Floor Refinish	\$16,880	Free Cash
SC008	Schools	NHS-Front Sidewalk Repair & Outdoor Classrooms	\$125,000	Grants
SC009	Schools	Nock-Molin-Loading Dock Renovation	\$15,000	Free Cash
SC010	Schools	Nock Molin-Walkway/Sidewalk Repairs and Repaving	\$15,000	Free Cash
SC017	Schools	NHS-Pettingell Park Infield Renovation	\$15,000	Free Cash
Total			\$7,581,822	

Free Cash Policy

The City's Free Cash Policy 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 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 FY2020-2024 CIP is based on the following budgetary assumptions. The City will:

- Continue to build cash reserves, setting a minimum threshold Free Cash balance of 1% of the tax levy;
- Continue to conservatively estimate New Growth;
- Not use funds from General Stabilization for ordinary capital improvements;
- Continue to actively pursue State and Federal funding opportunities and leverage an annual

- allotment of Community Preservation Act funds; and
- Continue to fund a grant writer to assist in securing outside funding to subsidize particular projects and infrastructure investments.

Overview of the CIP

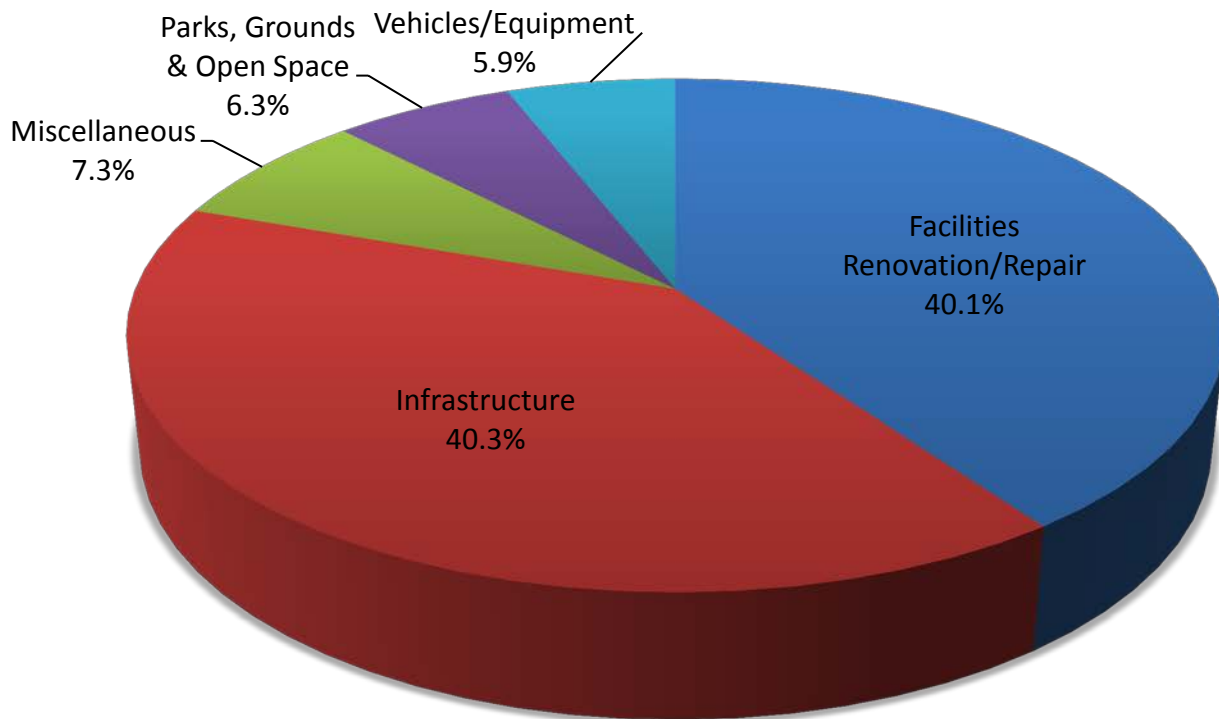
The CIP includes projects with a five year total estimated cost of \$70,645,375. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph on the page following illustrates that 40.3% of spending is for infrastructure improvements. Infrastructure is the core of any CIP and Newburyport continues to budget capital investments in the City's water and sewer systems, drainage, roadways and sidewalks and information technology. Now that the City has tackled many of the more challenging and costly capital projects over the past several years, we must now put additional emphasis on improving the City's roadways and sidewalks, which are in desperate need of additional funding as the state's Chapter 90 allocation does not do nearly enough. In addition to improving our roadways and sidewalks, my administration has also begun tackling some of the major drainage issues throughout the City with the \$835,000 loan order that was approved by the City Council in FY2017.

Investments in facility renovations and repairs represent 40.1% of the total spending included in the CIP. A significant portion of this spending is for the replacement of Fire Station #2, with an estimated project cost of \$8.0 million, as well as, a High School Science Wing Addition & Renovation Project, with an estimated cost of \$12.0 million. Additional projects include finding a permanent home for Youth Services and a major roof replacement at the High School. The CIP also identifies and anticipates continued investments in existing City buildings, such as rehabilitating the cupola at the High School, renovation of Police Dispatch, HVAC improvements, carpet replacements, among others.

Another consistent category of capital spending is for vehicles and equipment, representing 5.9% of total spending in the CIP. The largest piece of equipment needed in the next five years is a ladder truck for the Fire Department, with an estimated cost of \$1.4 million. We are also exploring the idea of operating Fire-based emergency management service (EMS), which would require the acquisition of two ambulances if we decide that makes sense for the City. In addition to the ladder truck and ambulances, we must continue to maintain our fleet of vehicles and equipment used predominantly by the Department of Public Services, Police, Fire, Council on Aging, Youth Services, Parks and Harbormaster.

Project Costs by Project Type



Funding the CIP

The City remains committed to making annual capital investments through a diverse stream of funding sources. As such, the City has been able to maintain a strong financial position by leveraging State and Federal funds, grants, CPA 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. As recommended in the best practices report released by the Division of Local Services, the City continues ensure sustainable funding for our Capital Improvement Program by way of maintaining minimum funding target of 8.0% of annual revenue. Over the past five years, the City has funded capital at 8.9% of annual revenue. This minimum ratio becomes an especially useful tool so that, as debt service from older capital projects rolls off, those funds will not be earmarked for other operating needs, but instead retained for future capital investments.

On the following page is a summary of anticipated project costs for fiscal years 2020 through 2024:

Project Costs by Department

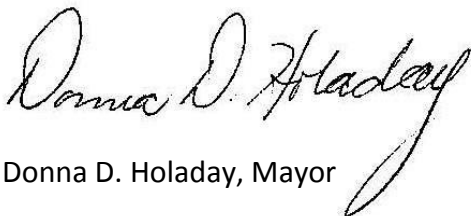
Estimated Costs by Fiscal Year

Department	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Total
City Clerk	47,300	-	-	-	-	47,300
Information Technology	55,000	35,000	35,000	41,000	41,000	207,000
Fire	1,100,000	9,475,000	115,000	4,055,000	-	14,745,000
Police	145,995	473,200	-	-	-	619,195
Sustainability	-	650,000	-	-	-	650,000
DPS - Highway	1,585,826	1,935,826	5,026,667	2,776,667	3,736,667	15,061,652
Planning & Development	2,065,000	900,000	4,900,000	5,200,000	1,950,000	15,015,000
Parks	1,109,260	1,113,325	300,300	70,300	217,300	2,810,485
Library	-	153,490	50,000	-	-	203,490
Youth Services	40,000	30,000	-	-	-	70,000
Schools	524,385	1,376,490	7,012,265	6,120,000	-	15,033,140
Total General Fund	\$6,672,766	\$16,142,331	\$17,439,232	\$18,262,967	\$5,944,967	\$64,462,262
DPS - Sewer	634,056	74,056	1,000,000	-	-	1,708,113
DPS - Water	275,000	975,000	2,175,000	525,000	525,000	4,475,000
Total Enterprise Funds	\$909,056	\$1,049,056	\$3,175,000	\$525,000	\$525,000	\$6,183,113
Total Capital Improvements	\$7,581,822	\$17,191,387	\$20,614,232	\$18,787,967	\$6,469,967	\$70,645,375

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 reevaluated 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

II. FY 2020-2024 CIP Summary

CIP #	Department	Project Description	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Total
CC001	City Clerk	Election Equipment	\$47,300	\$0	\$0	\$0	\$0	\$47,300
	City Clerk Total		\$47,300	\$0	\$0	\$0	\$0	\$47,300
IT001	Information Technology	IT Hardware	\$35,000	\$35,000	\$35,000	\$41,000	\$41,000	\$187,000
IT002	Information Technology	Appraisal Software Update	\$20,000	\$0	\$0	\$0	\$0	\$20,000
	Information Technology Total		\$55,000	\$35,000	\$35,000	\$41,000	\$41,000	\$207,000
FD001	Fire	Command Vehicle	\$0	\$0	\$60,000	\$0	\$0	\$60,000
FD002	Fire	Replace/Update Radio Equipment	\$0	\$55,000	\$55,000	\$55,000	\$0	\$165,000
FD003	Fire	Replacement Aerial Ladder Fire Truck	\$0	\$1,400,000	\$0	\$0	\$0	\$1,400,000
FD004	Fire	Two (2) Type I Ambulances	\$600,000	\$0	\$0	\$0	\$0	\$600,000
FD005	Fire	Replacement of Fire Station # 2	\$500,000	\$7,500,000	\$0	\$0	\$0	\$8,000,000
FD006	Fire	Study and Design for NFD Headquarters Station	\$0	\$200,000	\$0	\$0	\$0	\$200,000
FD007	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$0	\$4,000,000	\$0	\$4,000,000
FD008	Fire	SCBA Replacement	\$0	\$320,000	\$0	\$0	\$0	\$320,000
	Fire Total		\$1,100,000	\$9,475,000	\$115,000	\$4,055,000	\$0	\$14,745,000
PD001	Police	Surveillance Camera Integration	\$145,995	\$0	\$0	\$0	\$0	\$145,995
PD002	Police	Dispatch Center Renovation	\$0	\$400,000	\$0	\$0	\$0	\$400,000
PD003	Police	Carpet Replacement	\$0	\$30,000	\$0	\$0	\$0	\$30,000
PD004	Police	Facility Weatherproofing	\$0	\$30,000	\$0	\$0	\$0	\$30,000
PD005	Police	Radar Units	\$0	\$13,200	\$0	\$0	\$0	\$13,200
	Police Total		\$145,995	\$473,200	\$0	\$0	\$0	\$619,195
SU001	Sustainability	HVAC Improvements - City Hall	\$0	\$650,000	\$0	\$0	\$0	\$650,000
	Sustainability Total		\$0	\$650,000	\$0	\$0	\$0	\$650,000
PL001	Planning & Development	Riverfront Critical Gap Trail Project/Clipper City Rail Trail Phase II	\$1,600,000	\$0	\$0	\$0	\$0	\$1,600,000
PL002	Planning & Development	Clipper City Rail Trail Phase III	\$0	\$0	\$900,000	\$900,000	\$0	\$1,800,000
PL003	Planning & Development	Complete Streets Transportation Projects	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
PL004	Planning & Development	Central Waterfront Bulkhead Phase II	\$0	\$0	\$100,000	\$3,000,000	\$0	\$3,100,000
PL005	Planning & Development	Central Waterfront Rail Trail Extension/Park Expansion	\$0	\$0	\$0	\$850,000	\$850,000	\$1,700,000
PL006	Planning & Development	Fish Pier Embayment Dredging	\$0	\$0	\$0	\$50,000	\$700,000	\$750,000
PL007	Planning & Development	Newburyport Youth Services	\$65,000	\$500,000	\$3,500,000	\$0	\$0	\$4,065,000
	Planning & Development Total		\$2,065,000	\$900,000	\$4,900,000	\$5,200,000	\$1,950,000	\$15,015,000
PK001	Parks	Bartlet Mall Frog Pond Restoration	\$0	\$40,500	\$0	\$0	\$0	\$40,500
PK002	Parks	Cushing Park Improvement Project	\$0	\$10,000	\$0	\$0	\$212,000	\$222,000
PK003	Parks	Joppa Park Improvement Project	\$10,000	\$15,000	\$50,000	\$0	\$0	\$75,000
PK004	Parks	Inn Street Site Amenities	\$20,000	\$5,300	\$5,300	\$5,300	\$5,300	\$41,200
PK005	Parks	Field Improvement - Fuller Complex	\$951,260	\$0	\$60,000	\$0	\$0	\$1,011,260
PK006	Parks	Mini-excavator Purchase	\$0	\$0	\$0	\$65,000	\$0	\$65,000
PK007	Parks	Ventrak Slope Mower	\$28,000	\$0	\$0	\$0	\$0	\$28,000
PK008	Parks	Purchase of Used Pickup Trucks	\$0	\$25,000	\$25,000	\$0	\$0	\$50,000
PK009	Parks	Fuller North Field Irrigation System	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PK010	Parks	Worksite Utility Vehicle	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PK011	Parks	Atkinson Common Tennis Court Resurfacing	\$0	\$200,000	\$0	\$0	\$0	\$200,000

CIP #	Department	Project Description	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Total
PK012	Parks	Cashman Park Basketball Court Resurfacing	\$0	\$0	\$100,000	\$0	\$0	\$100,000
PK013	Parks	Parks Headquarters	\$50,000	\$0	\$0	\$0	\$0	\$50,000
PK014	Parks	Master Plan for Lower Atkinson Common	\$25,000	\$0	\$0	\$0	\$0	\$25,000
PK015	Parks	Bartlet Mall Hist. Restoration – NW Corner Improvements	\$25,000	\$698,600	\$0	\$0	\$0	\$723,600
PK016	Parks	Bartlet Mall Historic Restoration - Walkway Improvement	\$0	\$118,925	\$0	\$0	\$0	\$118,925
	Parks Total		\$1,109,260	\$1,113,325	\$300,300	\$70,300	\$217,300	\$2,810,485
LI001	Library	Carpet Replacement	\$0	\$46,490	\$0	\$0	\$0	\$46,490
LI002	Library	Front Steps/Retaining Wall Repair	\$0	\$100,000	\$0	\$0	\$0	\$100,000
LI003	Library	HVAC System Repair/Replacement	\$0	\$7,000	\$50,000	\$0	\$0	\$57,000
	Library Total		\$0	\$153,490	\$50,000	\$0	\$0	\$203,490
YS001	Youth Services	Kelleher Basketball Court	\$0	\$30,000	\$0	\$0	\$0	\$30,000
YS002	Youth Services	Learning Enrichment Vehicle	\$40,000	\$0	\$0	\$0	\$0	\$40,000
	Youth Services Total		\$40,000	\$30,000	\$0	\$0	\$0	\$70,000
HW001	DPS - Highway	Parker Street/Scotland Road Culvert Replacement	\$0	\$0	\$0	\$200,000	\$700,000	\$900,000
HW002	DPS - Highway	Brown's Wharf Culvert Replacement Phase II	\$0	\$0	\$0	\$90,000	\$550,000	\$640,000
HW003	DPS - Highway	Drainage Improvement Projects Phase 1	\$400,000	\$0	\$0	\$0	\$0	\$400,000
HW004	DPS - Highway	Purchase of Two 6 Wheel Dump Truck with Plow	\$125,826	\$125,826	\$0	\$0	\$0	\$251,652
HW005	DPS - Highway	Purchase of Trackless Snow Blower	\$0	\$150,000	\$0	\$0	\$0	\$150,000
HW006	DPS - Highway	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$0	\$90,000	\$0	\$0	\$0	\$90,000
HW007	DPS - Highway	Purchase 3/4 Gas Pick-up Truck with Plow	\$40,000	\$0	\$0	\$0	\$0	\$40,000
HW008	DPS - Highway	Stonewall at Highland Cemetery - Repair	\$0	\$0	\$40,000	\$0	\$0	\$40,000
HW009	DPS - Highway	Roadway Paving Improvement	\$520,000	\$520,000	\$520,000	\$520,000	\$520,000	\$2,600,000
HW010	DPS - Highway	Sidewalk Replacement/New Construction Program	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
HW011	DPS - Highway	Purchase of Tree Truck / Bucket Truck	\$200,000	\$0	\$0	\$0	\$0	\$200,000
HW012	DPS - Highway	Downtown Water/Sewer/Drain Utility Upgrades	\$0	\$300,000	\$0	\$0	\$0	\$300,000
HW013	DPS - Highway	Phillips Drive Roadwork and Drainage	\$0	\$350,000	\$1,666,667	\$1,666,667	\$1,666,667	\$5,350,000
HW014	DPS - Highway	Plummer Spring Bridge Replacement	\$0	\$100,000	\$2,500,000	\$0	\$0	\$2,600,000
	DPS - Highway Total		\$1,585,826	\$1,935,826	\$5,026,667	\$2,776,667	\$3,736,667	\$15,061,652
SW001	DPS - Sewer	Turkey Hill Sewer Main Replacement	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
SW002	DPS - Sewer	CCTV and Cleaning Sewer Downtown	\$100,000	\$0	\$0	\$0	\$0	\$100,000
SW003	DPS - Sewer	New Crane Truck	\$85,000	\$0	\$0	\$0	\$0	\$85,000
SW004	DPS - Sewer	Bobcat Loader	\$50,000	\$0	\$0	\$0	\$0	\$50,000
SW005	DPS - Sewer	Purchase of Ten Wheel Dump Truck	\$48,056	\$48,056	\$0	\$0	\$0	\$96,113
SW006	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$200,000	\$0	\$0	\$0	\$0	\$200,000

CIP #	Department	Project Description	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Total
SW007	DPS - Sewer	Aeration System Upgrade	\$71,000	\$26,000	\$0	\$0	\$0	\$97,000
SW008	DPS - Sewer	Headworks Concrete Wall & Ceiling Rehab	\$80,000	\$0	\$0	\$0	\$0	\$80,000
	DPS - Sewer Total		\$634,056	\$74,056	\$1,000,000	\$0	\$0	\$1,708,113
WA001	DPS - Water	Water Main Replacement	\$125,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,425,000
WA002	DPS - Water	Purchase of Six Wheel Dump Truck	\$0	\$0	\$175,000	\$0	\$0	\$175,000
WA003	DPS - Water	Meter Replacement Project (Water/Sewer)	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
WA004	DPS - Water	Lower Artichoke Reservoir Dam Improvement	\$50,000	\$150,000	\$0	\$0	\$0	\$200,000
WA005	DPS - Water	Public Water Supply Protection	\$50,000	\$0	\$0	\$0	\$0	\$50,000
WA006	DPS - Water	Water Supply - Quality Improvements	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000
WA007	DPS - Water	New Hypochlorite Day Tank System	\$0	\$0	\$25,000	\$0	\$0	\$25,000
WA008	DPS - Water	Public Water Supply Resiliency Plan	\$0	\$100,000	\$0	\$0	\$0	\$100,000
WA009	DPS - Water	Replace Water Supply Line Through Moseley Woods	\$0	\$50,000	\$350,000	\$0	\$0	\$400,000
WA010	DPS - Water	Replace Water Supply Line to Route 113	\$0	\$100,000	\$1,100,000	\$0	\$0	\$1,200,000
	DPS - Water Total		\$275,000	\$975,000	\$2,175,000	\$525,000	\$525,000	\$4,475,000
SC001	Schools	NHS-Science Wing Addition & Renovation	\$0	\$0	\$6,000,000	\$6,000,000	\$0	\$12,000,000
SC002	Schools	NHS-Exterior Woodwork Project	\$283,500	\$84,000	\$0	\$0	\$0	\$367,500
SC003	Schools	High School Roof Replacement	\$0	\$900,000	\$0	\$0	\$0	\$900,000
SC004	Schools	Tractor	\$54,005	\$0	\$0	\$0	\$0	\$54,005
SC005	Schools	NHS-Engineering Services	\$0	\$25,000	\$0	\$0	\$0	\$25,000
SC006	Schools	Nock Molin-Gym Floor Refinish	\$16,880	\$0	\$0	\$0	\$0	\$16,880
SC007	Schools	NHS-Lighting Upgrades	\$0	\$100,000	\$100,000	\$100,000	\$0	\$300,000
SC008	Schools	NHS-Front Sidewalk Repair & Outdoor Classrooms	\$125,000	\$35,000	\$50,000	\$0	\$0	\$210,000
SC009	Schools	Nock-Molin-Loading Dock Renovation	\$15,000	\$0	\$0	\$0	\$0	\$15,000
SC010	Schools	Nock Molin-Walkway/Sidewalk Repairs and Repaving	\$15,000	\$15,000	\$0	\$0	\$0	\$30,000
SC011	Schools	Nock Molin-Tennis Court Renovation	\$0	\$52,950	\$0	\$0	\$0	\$52,950
SC012	Schools	Nock Molin-Furniture Replacement	\$0	\$25,000	\$25,000	\$0	\$0	\$50,000
SC013	Schools	Nock Molin-Gym & Auditorium Roof Replacement	\$0	\$0	\$662,265	\$0	\$0	\$662,265
SC014	Schools	NHS-Furniture Replacement	\$0	\$20,000	\$20,000	\$20,000	\$0	\$60,000
SC015	Schools	NHS-Carpet Replacement	\$0	\$25,000	\$25,000	\$0	\$0	\$50,000
SC016	Schools	NHS-Ground Floor Vestibules	\$0	\$0	\$30,000	\$0	\$0	\$30,000
SC017	Schools	NHS-Pettingell Park Infield Renovation	\$15,000	\$0	\$0	\$0	\$0	\$15,000
SC018	Schools	Nock Molin-Eaton Park Infield Renovation	\$0	\$15,000	\$0	\$0	\$0	\$15,000
SC019	Schools	NHS School Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0	\$100,000
SC020	Schools	Technology Upgrades	\$0	\$79,540	\$0	\$0	\$0	\$79,540
	Schools Total		\$524,385	\$1,376,490	\$7,012,265	\$6,120,000	\$0	\$15,033,140
Grand Total			\$7,581,822	\$17,191,387	\$20,614,232	\$18,787,967	\$6,469,967	\$70,645,375

Section 13:

Appendices

A. FINANCIAL POLICIES & OBJECTIVES

I. OVERVIEW

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

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

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

II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

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

III. GENERAL FUND

- A. Budget Goals and Objectives shall be developed annually by each Department Head in consultation with the Mayor. No later than May 15 of each year, the Mayor shall submit to the City Council a proposed operating budget for all City departments, which shall include the school department, for the ensuing fiscal year with an accompanying budget message and supporting documents. The budget document should conform to guidelines set forth by Section 6-3 of the City Charter, the Governmental Finance Officers Association (GFOA), and the DOR.
- B. The City will carefully and routinely monitor all amounts due. An active collection policy will be followed for all receivables, including property taxes. An average collection rate of at least 95%

of current levy shall be maintained provided, however, that it is the City's full intent to collect 100% of all receivables in any given year.

- C. Charges for services and other revenues shall be reviewed on a regular basis at least every three (3) years. Charges shall be adjusted as necessary in response to changes in the cost of providing services. The Mayor, in consultation with Department Heads, shall be responsible for cost recovery goals for individual departments or services, as appropriate, and shall make recommendations to the City Council for review and final approval of all applicable fees.
- D. Reserves reflect a community's ability to react to unforeseen circumstances and to minimize borrowing for capital expenditures. Reserves should average between 5% and 10% of the City's General Fund Expenditures (operating budget). The City will endeavor to continue its policy of maintaining reserves at a minimum of 5% of General Fund Expenditures. Reserves are defined to include the Stabilization Fund (and Free Cash).

The Stabilization Fund is the City's main reserve fund designed to provide financial stability for the City, while improving the City's credit worthiness and flexibility. The provisions of this fund are dictated by Massachusetts General Law (MGL), Chapter 40, Section 5B. The Stabilization Fund may be appropriated for any lawful purpose upon recommendation by the Mayor and a two-thirds (2/3) vote by the City Council.

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 \$600,000 or 1% of the tax levy, whichever is greater.

It is the City's goal to use Free Cash only for non-recurring and one-time expenses, such as capital projects/items, and minimize the amount used to fund operations. 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 \$15,000 or more.

V. DEBT MANAGEMENT

- A. A critical measure for credit rating agencies is the ratio of debt service payments to total expenditures. The City recognizes that maintaining debt levels within industry standards allows the City to more easily maintain its credit standing. Credit rating agencies consider individual community needs and circumstances, including emergencies, when evaluating the fiscal health of a community.
- B. The City will endeavor to manage debt so as not to exceed the following ratios, which are reflective of municipal credit standards:
 - 5. General Fund debt service/General Fund expenditures = 8%
 - 6. Enterprise Fund debt service/Enterprise Fund expenditures = 15%
- C. 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.
- D. 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. Enterprise Funds are governed by MGL Ch. 44, §53F½.

VII. GIFTS AND GRANTS

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

VIII. TRUST FUND MANAGEMENT

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

IX. INVESTMENT POLICY FOR GENERAL FUNDS, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS AND CAPITAL PROJECTS FUNDS

- A. **Scope**—Section IX of this policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section X will

address trust funds and any other funds with special circumstances, such as stabilization funds. The Newburyport Retirement Board and Massachusetts Teacher's Retirement Board are responsible for the investment of the pension funds for all City employees.

- B. **Objectives**—MGL Ch. 44, §55B requires the Treasurer to invest all public funds except those required to be kept uninvested for the purpose of immediate distribution.

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

The following objectives are listed in order of priority:

1. **Safety of principal.** The foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository.
2. **Credit risk.** The risk of loss due to the failure of the security issuer or backer.
3. **Interest rate risk.** The risk that the market value of the security will fall due to changes in general interest rates.
4. **Liquidity.** The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the Treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.
5. **Yield.** Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints, as well as, all legal requirements.

- C. **Investment Instruments**—Public investments in Massachusetts are not protected through provisions in state law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity at a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles. The Treasurer may legally invest in the following instruments:

1. **Massachusetts State Pooled Fund: Unlimited amounts** (Pool is liquid)—The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos) and U.S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries.

2. U. S. Treasuries that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).
3. U.S. Agency obligations that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).
4. Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. (Up to one year) which are fully collateralized through a third party agreement: Unlimited amounts.
5. Bank accounts and C.D.'s (Up to one year) insured by F.D.I.C. up to, at present, a \$250,000 limit. All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the \$250,000 insurance coverage. In some cases banking institutions carry additional insurance, Depository Insurance Fund of Massachusetts (D.I.F.M).
6. Unsecured bank deposits of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at banks that do not fit the above categories. These investments are subject to the following limitations: No more than 5% of an institution's assets and no more than 25% of a municipality's cash may be composed of unsecured bank deposits. This percentage may be increased for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the City in the near future. These payments may be for such items as debt service payment or regional school assessments. They will be diversified as much as possible.

D. **Authorization**—The Treasurer has authority to invest in municipal funds, subject to the statutes of MGL Ch. 44, §55, 55A, and 55B.

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

1. The Treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.
2. The Treasurer shall not make a deposit in any bank, trust company or banking company that she or he is associated with as an officer or employee or has been the same for any time during the three years immediately preceding the date of any such deposit.
3. All securities shall have a maturity from date of purchase of one year or less.
4. Purchases under an agreement with a trust company, national bank or banking company for repurchase at not less than original purchase price of said securities on a fixed date, for a term that shall not exceed ninety days.

X. INVESTMENT POLICY FOR TRUST FUNDS, STABILIZATION FUNDS AND COMMUNITY PRESERVATION ACT

A. **Scope**—Section X of this policy applies to funds that could be invested long term and includes accounts that are designated as Trust Funds, Stabilization Funds, Conservation Fund and Community Preservation Funds. These funds include all accounts that are received as scholarships and perpetual care receipts. All accounts will be maintained separately receiving their

proportionate interest allocation and any realized and unrealized gains or losses. The account can be established as a pooled investment portfolio. Any additional amounts added to such accounts will be maintained in this same manner.

- B. **Authorization**—MGL Ch. 44, §54 pertains to the investment of Trust Funds. All trust funds shall fall under the control of the Treasurer. The standard of care to be used by the Treasurer shall be the “prudent person” standard set forth in MGL Ch. 203C and shall be applied in the context of managing an overall portfolio. The Treasurer, in consultation with the Mayor and Finance Director, may select and appoint an independent investment advisor to manage the investment of the Trust Funds. Such appointment shall be reviewed on an annual basis.
- C. **Investment Objectives & Goals**—The accumulated income from the assets being invested are working funds for present and future needs of the various trusts that have been donated for the benefit of the City of Newburyport. It is essential that assets be invested in a high quality portfolio, which;
 - 1. Preserves the non-expendable principal.
 - 2. Meets liquidity needs.
 - 3. Delivers a good return in relation to market conditions.
 - 4. Avoids inappropriate concentration in any single investment vehicle.
- D. **Investment Direction and Asset Allocation**—All investments must be allowable in accordance with MGL Ch. 44, §54, 55A & 55B, to the extent these sections apply. The portfolio should be invested in a blend of fixed income securities and equities with the following guidelines:
 - 1. No more than 50% of the portfolio’s market value may be invested in equities.
 - 2. No less than 40% of the portfolio’s market value may be invested in fixed income securities (including preferred stock).
 - 3. Approximately 10% of the portfolio’s market value may be maintained as cash and/or cash equivalents (defined as debt securities with less than one year to maturity).
- E. **Security Guidelines—Equities**
 - 1. Equity holdings may be selected from the New York and American Stock Exchange or the NASDAQ markets. Securities may be in U.S. companies, or foreign companies purchased as American Depositary Receipts (ADR’s). Funds may be invested in securities convertible into equities or preferred stock.
 - 2. The equity portion of the portfolio should consist of a diversified mix of investments suitable to achieve the objectives of capital preservation. Individual equity holdings in any one company should not exceed 5% of the market value of the portfolio.
 - 3. No funds may be invested in real estate, private placements or letter stock, the Investment Advisor shall not engage in margin transactions, short sales or any other such specialized investment vehicles. The selection of individual equities will be at the discretion of the Investment Advisor, in consultation with the Treasurer.

F. Security Guidelines—Fixed Income

1. Investments in fixed income securities will be made principally for total return potential. Selection should be made from liquid, investment grade corporate debt, convertible debt and obligations of the United States Government and its agencies.
2. These investments will also be subject to the following limitations: All fixed income securities will have a maximum of 30 years to maturity and the average maturity of the portfolio will be between 2 and 20 years.
3. Securities of a single corporate issuer (excluding the U.S. Government and U.S. Government Agency debt) will not exceed 5% of the portfolio market value. Investments in U.S. Government debt will not include agencies that are not permitted under Massachusetts General Laws (i.e. Sallie Mae (SLMA) or Ginnie Mae (GNMA) obligations).
4. No more than 20% of the portfolio's total market value will be invested in convertible securities.
5. Corporate debt and preferred issues must be rated A or higher, as defined by Moody's and/or Standard & Poor's Rating Agency.
6. There shall be no direct investments in real estate, mortgages, collateral or non-collateral loans, private placements, fixed income or interest rate futures, and no engagement in any other specialized fixed income ventures. The selection of individual fixed income securities shall be at the discretion of the Investment Advisor, in consultation with the Treasurer.

G. Security Guidelines—Cash and Cash Equivalents

1. Funds may be invested in Treasury Bills; Certificates of Deposit and Money Market Funds to provide income, liquidity for expense payments, and preservation of the portfolio's principal value.
2. All such assets must have a maturity of one year or less at the time of purchase. No investments may be made in short-term financial instruments considered to have speculative characteristics, (i.e. uncertainty of principal and/or interest payments).
3. No more than 5% of the portfolio's total market value may be invested in the obligations of one single issuer, with the exception of U.S. Government or U.S. Government Agency Obligations.
4. Non-invested cash balances will be kept to minimum levels. The selection of individual short-term fixed income securities will be at the discretion of the Investment Advisor, in consultation with the Treasurer.

XI. INVESTMENT POLICY—OVERALL PROVISIONS

- A. **Diversification**—Diversification should be interpreted in two ways: 1) in terms of maturity, and 2) in terms of instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities, as well as concentration in a specific institution, with the exception of U.S. Treasury obligations and agencies or investments fully collateralized.
- B. **Ethics**—The Treasurer and Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear

to impair ability to make impartial investment decisions. Said individuals shall disclose to the Mayor any material financial interest they may have in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that they have which could be related to the performance of the City's investments. All municipal employees shall comply with the State Conflict of Interest Law, MGL, Ch. 268A.

- C. **Standards of Care**—The standard of prudence to be used by the Treasurer shall be the “prudent person” standard set forth in MGL Ch. 203C and shall be applied in the context of managing an overall portfolio. The Treasurer acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this policy. The “prudent person” standard states that, “Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well the probable income to be derived.”
- D. **Reporting Requirements**—On an annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Mayor. The report will include as a minimum requirement, the following information:
 - 1. A listing of the individual accounts and individual securities held at the end of the reporting period.
 - 2. A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
 - 3. A summary of the income earned and fees paid on, at least, a monthly and year-to-date basis.
 - 4. A summary of gross and net returns on, at least, a monthly and year-to-date basis, benchmarked against other communities in Massachusetts with similar sized portfolios.
 - 5. The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.
 - 6. The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.



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Appendix B:

Long-Range Financial Forecast

REVENUE FORECAST

	GROWTH RATE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED	FY 2028 PROJECTED	FY 2029 PROJECTED
PROPERTY TAXES															
Prior Year Levy Limit		46,062,191	47,847,641	49,834,938	52,014,405	54,300,695	56,408,212	58,468,417	60,580,127	62,744,630	64,963,246	67,237,327	69,568,260	71,957,467	74,406,404
2 1/2 % Increase		1,151,555	1,196,191	1,245,873	1,300,360	1,357,517	1,410,205	1,461,710	1,514,503	1,568,616	1,624,081	1,680,933	1,739,207	1,798,937	1,860,160
New Growth		633,895	791,106	933,594	985,930	750,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
TOTAL LEVY LIMIT		47,847,641	49,834,938	52,014,405	54,300,695	56,408,212	58,468,417	60,580,127	62,744,630	64,963,246	67,237,327	69,568,260	71,957,467	74,406,404	76,916,564
Debt Exclusion		2,918,868	3,192,620	3,166,609	3,178,737	3,165,464	3,353,567	3,353,757	3,829,792	4,164,832	4,177,597	4,212,812	4,210,174	4,204,524	4,193,957
TOTAL LEVY LIMIT		50,766,508	53,027,558	55,181,015	57,479,432	59,573,676	61,821,984	63,933,884	66,574,422	69,128,078	71,414,924	73,781,072	76,167,642	78,610,929	81,110,521
Excess Levy Capacity		-351,412	-3,051	-386,098	-326,531	0	0	0	0	0	0	0	0	0	0
TOTAL TAX LEVY		50,415,097	53,024,507	54,794,916	57,152,901	59,573,676	61,821,984	63,933,884	66,574,422	69,128,078	71,414,924	73,781,072	76,167,642	78,610,929	81,110,521
LOCAL RECEIPTS															
Motor Vehicle Excise	2.0%	2,620,498	2,707,801	2,710,467	2,600,000	2,650,000	2,703,000	2,757,060	2,812,201	2,868,445	2,925,814	2,984,330	3,044,017	3,104,897	3,166,995
Other Excise		0													
a. Meals	3.0%	586,573	591,292	627,528	607,500	620,000	638,600	657,758	677,491	697,815	718,750	740,312	762,522	785,397	808,959
b. Room	3.0%	130,608	220,859	223,725	217,500	220,000	226,600	233,398	240,400	247,612	255,040	262,692	270,572	278,689	287,050
c. Other	2.2%	108,938	108,744	112,194	110,000	110,000	112,381	114,814	117,300	119,840	122,434	125,085	127,793	130,559	133,386
Pen & Int on Tax & Exc	0.0%	331,595	296,694	370,159	300,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000
Payments in Lieu of Taxes	0.0%	100,377	61,351	62,612	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Fees	3.0%	462,106	344,592	402,086	350,000	360,000	370,800	381,924	393,382	405,183	417,339	429,859	442,755	456,037	469,718
Other Dept. Revenue	0.4%	58,454	64,393	61,392	60,000	60,500	60,761	61,024	61,287	61,552	61,817	62,084	62,352	62,622	62,892
Licenses and Permits	3.0%	1,071,855	1,010,665	964,669	900,000	900,000	927,000	954,810	983,454	1,012,958	1,043,347	1,074,647	1,106,886	1,140,093	1,174,296
Fines & Forfeits	3.0%	14,586	13,994	13,856	10,000	12,000	12,363	12,737	13,123	13,520	13,929	14,350	14,785	15,232	15,693
Investment Income	2.0%	53,274	60,015	131,781	50,000	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
Medicaid Reimbursement	3.5%	124,612	139,110	107,460	125,000	110,000	113,850	117,835	121,959	126,228	130,645	135,218	139,951	144,849	149,919
Miscellaneous Recurring	2.0%	141,446	161,955	180,559	175,000	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500
Miscellaneous Non-Recurring	0.0%	260,325	172,699	62,824	0	0	0	0	0	0	0	0	0	0	0
TOTAL LOCAL RECEIPTS	2.2%	6,065,246	5,954,165	6,031,312	5,565,000	5,655,000	5,778,856	5,905,880	6,036,157	6,169,774	6,306,820	6,447,386	6,591,567	6,739,459	6,891,163
TOTAL NET STATE AID	2.0%	3,989,560	4,253,403	4,265,776	4,341,771	4,560,560	4,651,771	4,744,807	4,839,703	4,936,497	5,035,227	5,135,931	5,238,650	5,343,423	5,450,291
OTHER FINANCING SOURCES		0	0	0	849,496	1,086,539	1,108,270	1,130,435	1,153,044	1,176,105	1,199,627	1,223,620	1,248,092	1,273,054	1,298,515
RESERVE FOR ABATEMENT		-414,877	-373,762	-446,750	-348,465	-425,000	-430,000	-438,600	-447,372	-456,319	-465,446	-474,755	-484,250	-493,935	-503,814
TOTAL REVENUE	3.4%	\$60,055,026	\$62,858,313	\$64,645,254	\$67,560,703	\$70,450,776	\$72,930,882	\$75,276,407	\$78,155,954	\$80,954,134	\$83,491,152	\$86,113,254	\$88,761,701	\$91,472,930	\$94,246,677

EXPENDITURE FORECAST

Expenditure Projection		GROWTH RATE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED	FY 2028 PROJECTED	FY 2029 PROJECTED
General Administration	Finance	2.3%	1,653,010	1,662,253	1,737,285	2,231,640	2,687,150	2,747,610	2,809,432	2,872,644	2,937,278	3,003,367	3,070,943	3,140,039	3,210,690	3,282,931
	Public Safety	2.3%	1,039,353	888,410	829,526	868,158	914,029	934,595	955,623	977,125	999,110	1,021,590	1,044,576	1,068,079	1,092,111	1,116,683
	Public Services	2.3%	8,459,410	8,518,912	8,874,977	9,507,458	9,950,969	10,174,866	10,403,801	10,637,886	10,877,239	11,121,977	11,372,221	11,628,096	11,889,728	12,157,247
	Planning and Development	2.3%	2,329,474	2,840,011	2,927,285	2,969,050	3,186,771	3,258,473	3,331,789	3,406,754	3,483,406	3,561,782	3,641,922	3,723,866	3,807,653	3,893,325
	Social Services	2.3%	669,223	694,644	705,436	749,054	957,436	978,878	1,001,005	1,023,528	1,046,557	1,070,105	1,094,182	1,118,801	1,143,974	1,169,714
	Public Schools	3.5%	2,082,227	2,172,535	2,186,591	2,263,516	2,317,902	2,370,055	2,423,381	2,477,907	2,533,660	2,590,668	2,648,958	2,708,559	2,769,502	2,831,816
	Vocational Schools	2.3%	26,388,496	27,360,232	28,651,701	29,850,374	30,875,762	31,962,671	32,990,943	34,252,562	35,478,792	36,591,122	37,740,763	38,902,069	40,090,958	41,307,319
			350,232	463,868	623,967	695,252	789,812	807,583	825,753	844,333	863,330	882,755	902,617	922,926	943,692	964,925
	Employee Benefits:															
	Health Insurance	4.00%	2,743,815	3,213,272	3,352,334	3,486,428	3,625,885	3,770,920	3,921,757	4,078,627	4,241,772	4,411,443	4,587,901	4,771,417	4,962,274	5,160,765
	Schools	4.00%	5,123,755	5,580,111	5,775,472	6,232,876	6,339,056	6,592,618	6,856,323	7,130,576	7,415,799	7,712,430	8,020,928	8,341,765	8,675,435	9,022,453
	Total	4.00%	7,867,570	8,793,383	9,127,806	9,719,304	9,964,940	10,363,538	10,778,080	11,209,203	11,657,571	12,123,874	12,608,829	13,113,182	13,637,709	14,183,217
Pension Assessment	City	5.0%	2,578,699	2,787,832	2,895,975	2,989,361	3,129,576	3,286,055	3,450,357	3,622,875	3,804,019	3,994,220	4,193,931	4,403,627	4,623,809	4,854,999
	Schools	5.0%	982,112	991,958	1,028,766	1,143,054	1,210,982	1,271,531	1,335,107	1,401,863	1,471,956	1,545,554	1,622,831	1,703,973	1,789,172	1,878,630
	Total	5.0%	3,560,812	3,779,790	3,924,742	4,132,415	4,340,558	4,557,586	4,785,465	5,024,738	5,275,975	5,539,774	5,816,762	6,107,601	6,412,981	6,733,630
	OPEB Trust Fund		0	25,000	50,000	60,000	0	103,635	107,781	112,092	116,576	121,239	126,088	131,132	136,377	141,832
	Total Employee Benefits	4.3%	11,428,382	12,598,173	13,102,548	13,911,719	14,305,498	15,024,759	15,671,325	16,346,033	17,050,122	17,784,886	18,551,679	19,351,914	20,187,067	21,058,679
Budgeted Capital Investments:																
Capital Outlay	Capital Outlay	2.0%	351,037	325,720	382,765	366,646	416,264	424,589	433,081	441,743	450,578	459,589	468,781	478,156	487,720	497,474
	Debt Service		3,715,056	4,107,675	3,971,948	4,132,835	4,045,464	4,207,283	4,401,462	4,882,047	5,216,425	5,228,427	5,153,830	5,147,142	5,142,155	5,132,187
	Total Capital Investments		4,066,092	4,433,396	4,354,712	4,499,481	4,461,728	4,631,872	4,834,544	5,323,790	5,667,002	5,688,016	5,622,610	5,625,299	5,629,874	5,629,661
TOTAL EXPENDITURES			\$58,465,899	\$61,632,433	\$63,994,028	\$67,545,702	\$70,447,057	\$72,891,463	\$75,247,596	\$78,162,562	\$80,936,497	\$83,316,268	\$85,690,472	\$88,189,648	\$90,765,249	\$93,412,299
TOTAL REVENUE			\$60,055,026	\$62,858,313	\$64,645,254	\$67,560,703	\$70,450,776	\$72,930,882	\$75,276,407	\$78,155,954	\$80,954,134	\$83,491,152	\$86,113,254	\$88,761,701	\$91,472,930	\$94,246,677
AVAILABLE BALANCE			\$ 1,589,127	\$ 1,225,880	\$ 651,226	\$ 15,001	\$ 3,718	\$ 39,419	\$ 28,811	\$ (6,607)	\$ 17,638	\$ 174,883	\$ 422,782	\$ 572,052	\$ 707,681	\$ 834,378

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 <u>IGR 08-101</u> .
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each City and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen or City Council must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
Fiscal Year:	The twelve month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends.
Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
Full and Fair Market Valuation:	The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. “Proposition 2½” laws set the City’s tax levy limit at 2½% of the full market (assessed) value of all taxable property.

Fund:	A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.
Fund Accounting:	Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance:	The excess of assets of a fund over its liabilities and reserves.
GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
GASB 45:	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
General Fund:	The major municipality-owned fund, which is created with City receipts and which is charged with expenditures payable from such revenues.
Generally Accepted Accounting Principles (GAAP):	A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.
General Obligation Bonds:	Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.
GIS (Geographical Information System):	A computerized mapping system and analytical tool that allows a community to raise information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis

of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains and as well as other data.

Governmental Funds:	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.
Grant:	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
Harbor/Marine:	The amount of money estimated to be collected from harbor usage fees and boat excise tax. The rate is set annually to recover all costs associated with running the harbor and to plan for future improvements. This revenue completely funds the Harbormaster budget as well as debt associated with dredging the harbor.
Home Rule Petition:	In general, a City or town in the Commonwealth can exercise a power or function through the approval of its legislative body (City Council) and its voters. They can exercise any power through the adoption of an ordinance, by-law or charter that the State legislature has the authority to delegate. In the strongest exercise of Home Rule rights, communities can enact charters (through a charter commission process), without State approval, in order to organize local government in a way that best meet the needs of their citizens. However, there are significant limitations. Despite Home Rule, some local actions require approval of the State legislature (example: removal of the Fire Chief from Civil Service).
Hotel/Motel Excise:	Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.
Interest:	Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.
Interfund Transactions:	Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.
Intrafund Transactions:	Financial transactions between activities within the same fund. An example would be a budget transfer.
License and Permit	The charges related to regulatory activities and privileges granted by

Fees:	government in connection with regulations.
Levy Ceiling:	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
Levy Limit:	A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a City or town may only grow each year by up to 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).
Local Receipts:	This amount represents the amount of local taxes and fees from all departmental operations retained directly by the City. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licenses, fines and State reimbursements.
Massachusetts Water Pollution Abatement Trust (MWPAT):	A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by the MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities, with subsidies from the state reducing the debt service payments for these communities.
Meals Excise:	Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the City by a vendor.
Modified Accrual Basis:	The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures in the current period. Expenditures are recognized when the related fund liability is incurred, except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.
New Growth:	It can also increase by "New Growth" which is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.

Overlay Provisions:	This amount is requested and set aside by the Assessor to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.
Payment in Lieu of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the entity agrees to make a voluntary payment to the municipality. By law, a City or town must make such a payment to any other community in which it owns land used for public purposes.
Proposition 2 ½:	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a City or town may raise from local property taxes each year to fund municipal operations.
Purchase Order:	A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.
Rating Agencies:	This term usually refers to Moody's Investors Service, Standard and Poor's Corporation and Fitch Ratings. These are the three major agencies that issue credit ratings on municipal bonds.
Refunding Bonds:	The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.
Registered Bonds:	Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.
Reserve for Appropriation Accounts:	The City Council has authority to establish Reserve for Appropriation accounts where departments routinely accept fees. These accounts are established for a particular purpose and are capped at a certain level. Access to funds in these accounts must be authorized by the City Council.
Revaluation:	A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.
Revenue:	Additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

Revolving Fund:	A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by a majority vote of the City Council.
State Revolving Fund:	Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E 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 town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after

issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the City of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.

Unit Cost:

The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

**Unrestricted General
Government Aid
(UGGA):**

The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

Valuation (100%):

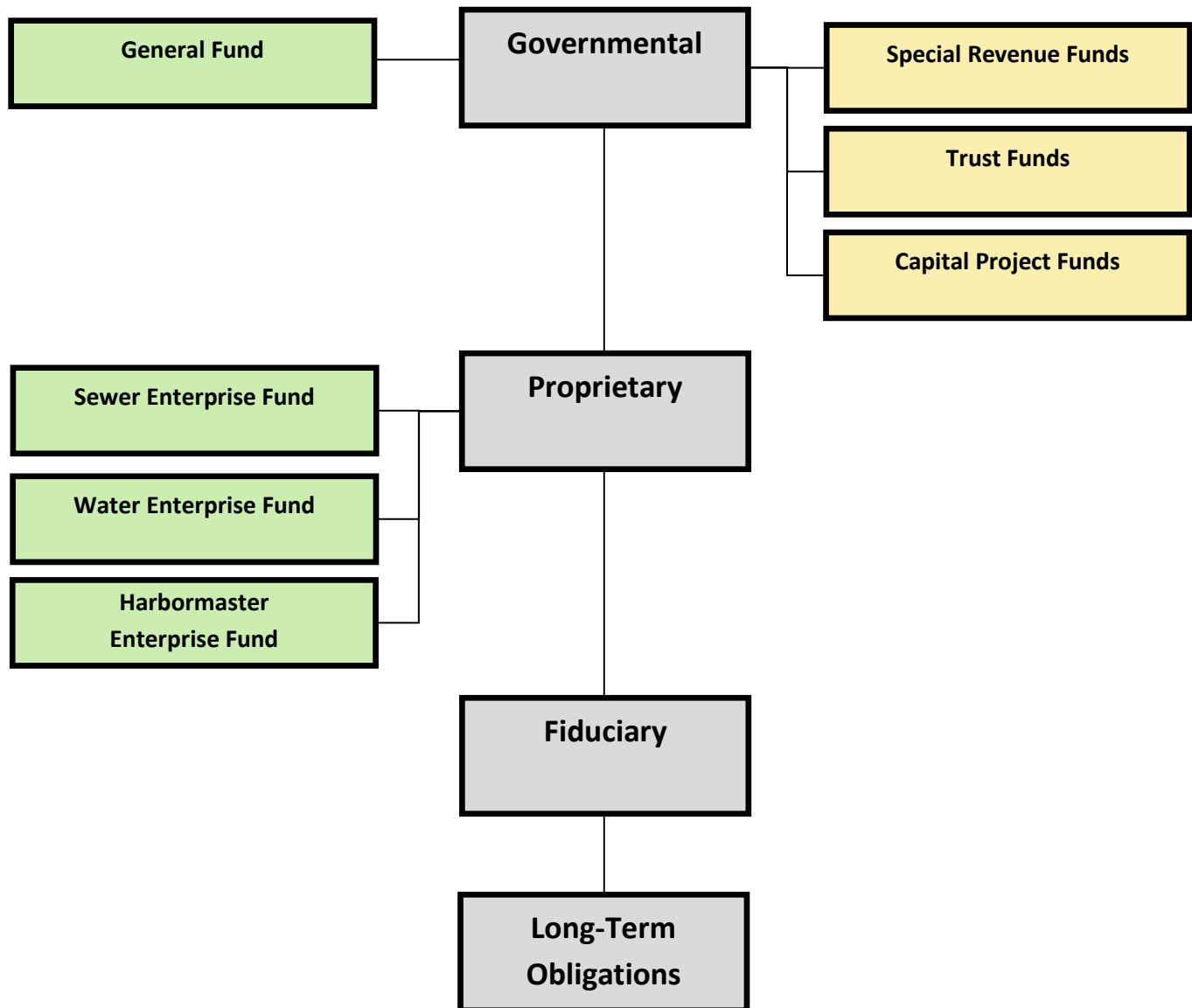
Requirement that the assessed valuation must be the same as the market value for all properties.

D. FUND DESCRIPTIONS & BALANCES

All Funds

Budgeted Funds

Non-Budgeted Funds



FUND DESCRIPTIONS

The financial operations of the City are organized into funds and account groups, each of which is a separate fiscal and accounting entity. All revenues received or expenditures made by the City are accounted for through one of the funds or account groups listed below.

A. GOVERNMENTAL FUNDS

Most City functions are financed through what are called Governmental Funds. These are the activities generally supported by “non-exchange” revenue, such as taxes. There are four types of governmental funds maintained by the City: the General Fund, Special Revenue Funds, Permanent Funds, and the Capital Projects Fund.

General Fund: The General Fund is the major operating fund of the City government and it encompasses a majority of City operations, and it is defined as covering all resources that are not required to be accounted for elsewhere. The General Fund is supported by revenues from real estate & personal property taxes, state aid, excise taxes, investment income, fines & forfeitures, and fees & charges. Most of the City’s departments including the Schools are supported in whole or in part by the General Fund.

Special Revenue Funds: Special Revenue Funds are used to account for revenues that are legally restricted to specific purposes, with the exception of major capital projects and permanent funds. These revenues must be accounted for separately from the General Fund for a variety of reasons, and often span multiple fiscal years. The City’s Special Revenue Funds are grouped into five categories:

1. **Revolving Funds:** Revolving Funds allow the City to raise revenues from a specific program and use those revenues to support the program without appropriation. Revolving Funds are established by statute or by-law and may require reauthorization each year by the City Council. The City maintains revolving funds for a number of purposes, such as Plumbing Inspector, Gas Inspector, Electrical Inspector, Council on Aging, City Hall Maintenance, Animal Control, Transient Vendors, Medicare/Medicaid, Library, Downtown Paid Parking, Historical Commission, Planning and Zoning, Engineering Services, Disabilities Commission, Veterans Benefits and Youth Services.
2. **Receipts Reserved for Appropriation:** The funds in this grouping are restricted to a specific use by statute and also require appropriation by the City Council.
3. **School Grants:** The School Grant Funds account for specially financed education programs using revenue from grants received from the Federal or State government. These include the State Kindergarten Enhancement grant, the State Special Education Revolving Fund (Circuit Breaker), and Federal Title I and Title IIA grants.
4. **Other Intergovernmental Funds:** These funds account for revenues received by the City from the Federal or State government for specific purposes other than education. These include a variety of grants such as the Chapter 90 Highway Program, State Election Grants, State Library Aid, and the Elderly Formula Grant.
5. **Other Special Revenue Funds:** These funds account for any other miscellaneous special revenues not included in the previous categories. These include private donations for specific purposes, such as grants received from private or non-profit foundations, gifts made to specific departments, and payments from developers for infrastructure improvements related to proposed projects. This category also includes the Community Preservation Fund and the Conservation Fund.

Trust Funds: Trust (Permanent) Funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used to support the government and its citizens. The acceptance of such funds generally involves acceptance by the City Council for each fund's individual specifications and/or requirements. There are two accounts associated with each permanent fund, the expendable income, and the non-expendable principal.

1. **Expendable Trust Funds:** This heading accounts for the expendable income portion of the permanent trust funds. This heading is also used to account for funds received by the City in a trustee capacity where both the principal and earnings of the fund may be expended on a restricted basis for the benefit of the City or its Citizens.
2. **Non-expendable Trusts:** are used to account for trusts where the principal must remain intact. Generally income earned on the non-expendable trust principal may be expended in accordance with the conditions of a trust instrument or statute, and is accounted for in the previous category.

Capital Project Funds: The Capital Projects Fund is used to account for monies used for the acquisition or construction of major capital facilities (buildings, roads, etc.) other than those financed by other dedicated funds, such as the Community Preservation Act Fund or Chapter 90.

B. PROPRIETARY (ENTERPRISE) FUNDS

Proprietary Funds cover the City's "business-type" activities, and are referred to as such in the financial statements. These statements comprise the Sewer, Water, and Harbormaster Enterprise Funds of the City. All direct and indirect costs including overhead of each service are intended to be captured by user fees and/or general fund subsidies. These funds account for their own fixed assets and long term liabilities. Although the long term debt of the funds is ultimately the legal obligation of the general fund, it is budgeted and paid for by the Enterprise Fund for which the project was approved. The City Council has approved the use of the Enterprise Fund accounting for the sewer, water, and harbormaster operations. However, for the purposes of the financial statements only the sewer and water operations are considered to be major funds.

C. FIDUCIARY FUNDS

Fiduciary funds are used to account for resources held for the benefit of parties outside of the government. The City is the trustee, or fiduciary, and the government and its citizenry do not benefit directly from such funds. This means that the City is responsible for assets in a purely custodial manner that can be used only for the trust beneficiaries and Agency Funds. Under this heading the City maintains only Agency Funds, such funds for "special detail" for overtime labor billed to outside parties, firearms licenses and fishing permits payable to the Commonwealth, and fees derived from and expenses related to the use of school facilities by outside parties.

D. LONG-TERM OBLIGATIONS

The last category of fund account entities maintained by the City is for long-term obligations, which accounts for the balances due on long-term debt that the City has authorized. The liabilities accounted for in this fund extend to future years, versus those that affect the current year alone shown in other funds. When borrowing is approved the liability is increased in this fund, and when debt is paid down or rescinded the liability is reduced.

BASIS OF ACCOUNTING

By necessity, the City produces financial reports that have different bases of accounting. Since the goal of financial reporting is to provide useful information to its users, the measurement focuses of reporting must change with respect to the needs of the audience.

The day to day method of accounting used by the City is UMAS, the Commonwealth of Massachusetts' Universal Municipal Accounting System. This accounting system is prescribed by the Commonwealth of Massachusetts Department of Revenue and is intended to demonstrate compliance with state statutes and local near-term decisions (e.g. budget). This system prescribes the use of the modified accrual basis of accounting, which is the basis used by all governmental fund types. Under the modified accrual basis, revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available).

The full accrual basis of accounting is used for the City's financial statements, which are produced based on generally accepted accounting principles (GAAP). The statements report information about the City with a broad overview. The statements use accounting methods most similar to those used by a private-sector business and are typically used to demonstrate the long-term financial position of the City. The users of this information are often bond rating agencies and others seeking information consistent with entities in other states. The Government Accounting Standards Board (GASB) issues guidance for how GAAP-based financial statements should be prepared for government entities. The accrual basis of accounting is utilized by the proprietary and agency funds. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

An annual budget is adopted for the City's General and Enterprise Funds. The City's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from GAAP. The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).
3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.

On the following page 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 most recently audited fiscal year.

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.

General Fund Financial Statements

Balance Sheet

	<u>FY17</u>	<u>FY18</u>	<u>Amount Change</u>	<u>Percent Change</u>
Assets				
Cash and Short-Term Investments	\$10,300,561	\$10,401,191	\$100,630	1.0%
Investments	\$697,223	\$697,924	\$701	0.1%
Receivables	\$2,721,591	\$2,182,430	(\$539,161)	-19.8%
Total Assets	\$13,719,375	\$13,281,545	(\$437,830)	-3.2%
Liabilities				
Warrants Payable	\$1,543,474	\$1,108,907	(\$434,567)	-28.2%
Accrued Liabilities	\$1,619,000	\$1,913,106	\$294,106	18.2%
Tax Refunds Payable	\$152,128	\$0	(\$152,128)	-100.0%
Other	\$333,703	\$348,887	\$15,184	4.6%
Total Liabilities	\$3,648,305	\$3,370,900	(\$277,405)	-7.6%
Deferred Inflows				
Unavailable revenues	\$2,756,184	\$1,879,789	(\$876,395)	-31.8%
Fund Balances				
Committed	\$900,382	\$739,211	(\$161,171)	-17.9%
Assigned	\$278,178	\$622,851	\$344,673	123.9%
Unassigned	\$6,136,326	\$6,668,794	\$532,468	8.7%
Total Fund Balances	\$7,314,886	\$8,030,856	\$715,970	9.8%
Total Liabilities, Deferred Inflows and Fund Balances	\$13,719,375	\$13,281,545	(\$437,830)	-3.2%

Balance Sheet Highlights

- Assets (resources owned) = Liabilities (amounts owed) + Deferred Inflows (resources to be recognized in the future) + Fund Balance (reserves).
- Fund balance has specific restrictions: Committed (Mayor/City Council appropriations for a specific purpose), Assigned (purchase orders), and Unassigned (available).
- FY18 assigned fund balance increased due to a greater number of purchase orders (encumbrances) at year-end.
- FY18 unassigned funds increased due to stronger than estimated revenue.

Statement of Revenues, Expenditures and Changes in Fund Balance

	<u>FY17</u>	<u>FY18</u>	<u>Amount Change</u>	<u>Percent Change</u>
Revenues				
Property Tax	\$51,860,623	\$55,099,038	\$3,238,415	6.2%
MV Excise Tax	\$2,707,801	\$2,710,467	\$2,666	0.1%
Local Receipts	\$2,670,650	\$2,883,601	\$212,951	8.0%
State Aid	\$4,561,934	\$4,582,123	\$20,189	0.4%
Other	\$332,401	\$241,256	(\$91,145)	-27.4%
Total Revenue	\$62,133,409	\$65,516,485	\$3,383,076	5.4%
Expenditures				
City Services	\$17,244,060	\$17,435,912	\$191,852	1.1%
Schools	\$28,198,472	\$29,137,276	\$938,804	3.3%
Employee Benefits	\$12,754,684	\$13,230,191	\$475,507	3.7%
Debt Service	\$4,111,685	\$3,971,947	(\$139,738)	-3.4%
Total Expenditures	\$62,308,901	\$63,775,326	\$1,466,425	2.4%
Excess (deficiency) of revenues over expenditures	(\$175,492)	\$1,741,159	\$1,916,651	-1092.2%
Other Financing Sources (Uses)				
Refunding of Bonds	\$0	\$0	\$0	0.0%
Transfers In	\$343,946	\$218,222	(\$125,724)	-36.6%
Transfers Out	(\$1,047,435)	(\$1,243,411)	(\$195,976)	18.7%
Total Other Financing	(\$703,489)	(\$1,025,189)	(\$321,700)	45.7%
Changes in Fund Balance	(\$878,981)	\$715,970	\$1,594,951	-181.5%
Fund Balance				
Beginning of Year	\$8,193,867	\$7,314,886	(\$878,981)	-10.7%
End of Year	\$7,314,886	\$8,030,856	\$715,970	9.8%

Statement of Revenues, Expenditures and Changes in Fund Balance Highlights

- Total revenues increased by \$3.4 million, or 5.4%, from FY17 to FY18.
- Local receipts increased by 8.0% due to greater tax title collections, meals tax receipts and investment returns.
- Expenditures for employee benefits increased due to more employees, higher insurance costs and an annual 5% increase to the pension assessment.
- Debt service decreased to the roll-off of old debt issues.
- Fund balance remains strong at 12.6% of total expenditures and unassigned fund balance at 10.5% of total expenditures.

This information is a condensed version of the City's audited financial statements for June 30, 2017 and June 30, 2018, which are accessible in full via the City website.



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Appendix E:
Newburyport Public Schools
Budget Detail



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2019 – 2020 School Budget

Approved by School Committee

April 23, 2019

Sean Gallagher, Superintendent of Schools
Angela Bik, Asst. Superintendent for Curriculum & Instruction
Nancy Lysik, Exec. Assistant to the Supt. for Human Resources and Finance
Christina Gentile, Director of Pupil Services

School Committee

Donna Holaday, Mayor (Chair)
Bruce Menin, Vice-Chair
Brian Callahan
David Hochheiser
Nick deKanter
Sean Reardon
Steven Cole





NEWBURYPORT PUBLIC SCHOOLS

70 LOW STREET

NEWBURYPORT, MASSACHUSETTS 01950-4086

OFFICE OF THE SUPERINTENDENT
SEAN T. GALLAGHER, SUPERINTENDENT

TELEPHONE 978.465.4456
FAX 978.462.3495

April 23, 2019

Dear Newburyport Community Members:

The budget process is often laden with challenges. The development of the FY2019-2020 school budget was no exception. By working collaboratively with the Newburyport Public Schools Leadership Team and the City, I am pleased to announce that we have developed a FY20 school budget that has stayed within the allocated 3.5% increase recommended by the City. In addition, we were able to add the following positions:

District-Wide

.5 FTE ELL Teacher

Bresnahan School

1.0 FTE Grade 1 Teacher

.5 FTE Library Aide Increase

Molin School

.5 FTE Assistant Principal

Nock Middle School

1.0 Bridge Program – Licensed Teacher replaces IA

Newburyport High School

1.0 FTE Adjustment Counselor

.1 FTE Increase in Music

.2 FTE Increase in Spanish


On a more serious note, our Special Education costs continue to rise. Special Education costs consume 30.8% of the school budget and project to over \$10,000,000 for FY20. Special Education costs can be attributed to an increase in additional student needs in-district, out of district placements, and an increase in the number of identified special education students.

While our overall student enrollment in the district has remained fairly consistent over the last few years, a decline in student population is projected for the near future. In an effort to increase our revenue for FY20, School Choice seats were opened for grades 7, 9 and 10, with fifteen applicants accepted to date. Additionally, we have four international students committed to attend Newburyport High School for the 2019-2020 school year.

Finally, I would like to acknowledge the continuous support we receive from the Newburyport Education Foundation, the Swasey Fund, Parent Teacher Organizations, local banks, businesses, organizations and community members, as well as, the many volunteers who work tirelessly in support of the Newburyport Public Schools.

The Newburyport Public Schools Leadership Team worked collaboratively, and in partnership, with the Mayor, School Committee, and the City Council to develop this 2019-2020 budget that continues to support our student and programmatic needs.

Sincerely,


Sean T. Gallagher
Superintendent of Schools

**School Committee Budget
Revenue & Expenses
FY19 - FY20**

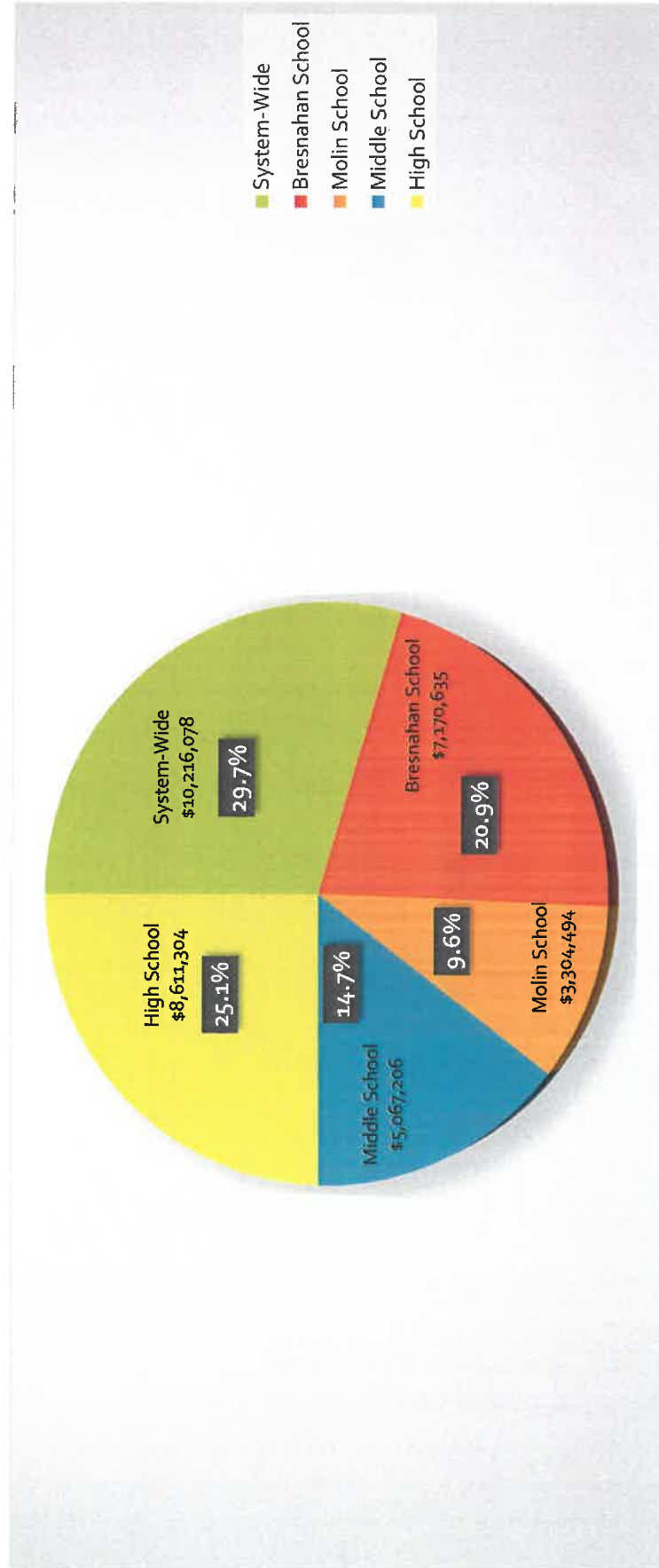
Revenue

Revenue Source	FY18 Actual	FY19 Adopted	FY20 Proposed	Change	%
City Appropriation	\$ 28,519,777	\$ 29,725,374.00	\$ 30,765,762.09	\$ 1,040,388	3.50%
Medicaid	\$ 100,000	\$ 125,000	\$ 110,000	\$ (15,000)	-12.00%
Total City Appropriation	\$ 28,619,777	\$ 29,850,374	\$ 30,875,762		
Choice Tuitions	\$ -	\$ 131,507	\$ 122,747	\$ (8,760)	0.00%
Fund Balance	\$ -	\$ 350,000	\$ 580,170	\$ 230,170	-6.66%
Circuit Breaker	\$ 824,177	\$ 834,400	\$ 902,299	\$ 67,899	65.76%
ABLE Grant (94-142)	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	8.14%
Title 1	\$ 191,389	\$ 200,000	\$ 200,000	\$ -	0.00%
Athletic Receipts & Fees	\$ 308,309	\$ 275,000	\$ 296,500	\$ 21,500	0.00%
Transportation Fees	\$ 232,707	\$ 200,000	\$ 200,000	\$ -	7.82%
Swasey	\$ 112,614	\$ 112,614	\$ 113,000	\$ 386	0.00%
Kindergarten Revolving	\$ 369,260	\$ 326,740	\$ 329,240	\$ 2,500	0.34%
Fund Balance	\$ -	\$ 100,000	\$ 50,000	\$ (50,000)	0.77%
Pre-School Revolving	\$ 249,838	\$ 200,000	\$ 200,000	\$ -	-50.00%
Total Revenue	\$ 31,408,071	\$ 33,080,635	\$ 34,369,718	\$ 1,289,083	3.90%

Expenses

Cost Center	FY18 Actual	FY19 Adopted	FY20 Proposed	Change Adopted/Proposed	%
Bresnahan School	\$ 6,755,151	\$ 6,938,226	\$ 7,170,635	\$ 232,409	3.35%
Upper Elementary	\$ 2,860,340	\$ 3,232,062	\$ 3,304,494	\$ 72,432	2.24%
Middle School	\$ 4,788,847	\$ 4,892,362	\$ 5,067,206	\$ 174,845	3.57%
High School	\$ 8,018,305	\$ 8,419,073	\$ 8,611,304	\$ 192,231	2.28%
System-Wide	\$ 8,985,426	\$ 9,598,911	\$ 10,216,078	\$ 617,167	6.43%
Total Expenses	\$ 31,408,070	\$ 33,080,634	\$ 34,369,718	\$ 1,289,084	3.90%

FY20 School Budget \$34,369,718



GRANT FUNDS FY2015- FY2019

The following are grants received by Newburyport Public Schools

Grant Name	FY15	FY16	FY17	FY18	FY19 Projected
SPED 240 Grant (Project ABLE)	\$ 539,090	\$ 535,414	\$ 548,332	\$ 535,082	\$ 504,340
Early Childhood SPED 262	\$ 12,617	\$ 12,604	\$ 11,669	\$ 11,083	\$ 11,533
Title I - 305	\$ 164,906	\$ 203,027	\$ 207,296	\$ 217,302	\$ 293,541
Quality Full Day Kindergarten	\$ 49,960	\$ 49,961	\$ -	\$ -	
Academic Support-Summer	\$ -	\$ -	\$ -	\$ -	
EEC Program Improvement	\$ 6,700	\$ 2,000	\$ 1,400	\$ -	
Title III				\$ 16,771	
Teacher Quality -Title IIA	\$ 39,665	\$ 40,368	\$ 39,388	\$ 53,117	\$ 66,519
Essential School Health Services	\$ 55,760	\$ 61,830	\$ 77,760	\$ 75,333	\$ 75,333
Sped Prof. Development	\$ 18,586	\$ 19,462	\$ 19,462	\$ -	
Youth Opioid Prevention				\$ 10,875	
title IV				\$ 5,327	\$ 15,718
Academic Support	\$ 5,600	\$ 5,000	\$ -	\$ -	
Literacy Partnerships-GR2	\$ 14,760	\$ -	\$ -	\$ -	
Education Jobs Grant - 206	\$ -	\$ -	\$ -	\$ -	
Race To the Top Grant - 201	\$ -	\$ -	\$ -	\$ -	
Safe & Supportive Schools	\$ -	\$ 10,000	\$ -	\$ -	
TOTAL	\$ 907,644	\$ 939,666	\$ 905,307	\$ 924,890	\$ 966,984

Private Grants	FY15	FY16	FY17	FY18	FY19 Proj
Newburyport Education Foundation	\$ 367,150	\$ 332,300	\$ 310,000	\$ 296,450	\$ 345,655
Swasey	\$ 90,000	\$ 90,000	\$ 92,758	\$ 242,170	\$ 309,000
TOTAL	\$ 457,150	\$ 422,300	\$ 402,758	\$ 538,620	\$ 654,655

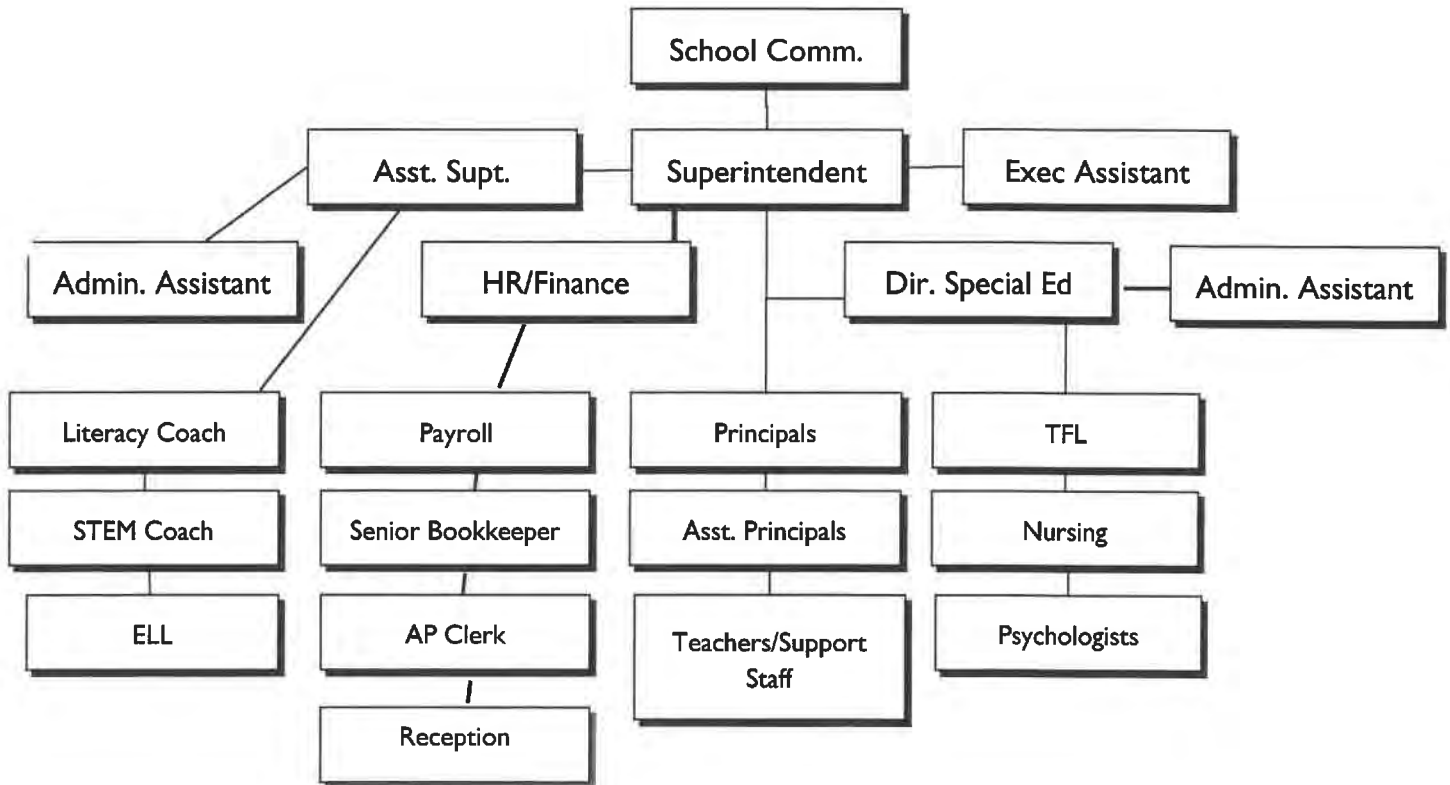
We continue to explore other options in revenue through Private Grants, State & Federal Grants as well as utilizing Collaboratives

School Department

MISSION STATEMENT

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

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



Newburyport Public School System-Wide

Description	FY17 Actual	FY18 Actual	FY19 FTE	FY19 Reviewed	Grants/Rev Funds	FY20 FTE	FY20 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Technology</u>									
Professional Salaries	\$ 80,717	\$ 85,560	1.0	\$ 88,127		1.0	\$ 90,771		\$ 2,644
Secretary	\$ 38,818	\$ 39,937	1.0	\$ 40,725		1.0	\$ 41,540		\$ 815
Technician	\$ 150,440	\$ 158,401	3.0	\$ 163,599		3.0	\$ 169,483		\$ 5,884
Contracted Services	\$ 6,275	\$ 101,543		\$ 32,300			\$ 32,300		\$ -
Supplies/Materials	\$ 5,919	\$ 1,281		\$ 16,500			\$ 21,500		\$ 5,000
NBPT tech repairs	\$ -	\$ -		\$ -	\$ -		\$ 15,000		\$ 15,000
Software	\$ 2,866	\$ 39,367		\$ 30,600			\$ 33,100		\$ 2,500
Equipment Purchase	\$ 16,370	\$ 3,581		\$ 12,500			\$ 17,500		\$ 5,000
Total Technology	\$ 301,405	\$ 429,671		\$ 384,351	\$ -		\$ 421,194	\$ -	\$ 36,843
<u>Health</u>									
Professional Salaries	\$ 529,119	\$ 528,998	8.0	\$ 555,912		7.5	\$ 546,911		\$ (9,001)
Contract Services	\$ 188	\$ 4,196		\$ 4,100			\$ 4,100		\$ -
Supplies/Materials	\$ 16,369	\$ 13,030		\$ 13,000			\$ 13,000		\$ -
Total Health	\$ 545,675	\$ 546,224		\$ 573,012	\$ -		\$ 564,011	\$ -	\$ (9,001)
<u>Special Education</u>									
Professional Salaries	\$ 105,570	\$ 110,321	1.0	\$ 115,285		1.0	\$ 117,591		\$ 2,306
Secretary	\$ 126,344	\$ 129,357	2.6	\$ 136,947		2.8	\$ 139,125		\$ 2,178
Transportation	\$ 474,319	\$ 585,643		\$ 608,000			\$ 667,040		\$ 59,040
Tuition	\$ 1,847,968	\$ 2,327,569		\$ 1,975,356	\$ 809,400		\$ 2,116,728	\$ 902,299	\$ 234,271
Contracted Services	\$ 423,447	\$ 334,702		\$ 272,950			\$ 288,000		\$ 15,050
Supplies/Materials	\$ 14,127	\$ 15,324		\$ 21,000			\$ 27,000		\$ 6,000
Memberships	\$ 790	\$ 515		\$ 800			\$ 800		\$ -
Postage	\$ 752	\$ 399		\$ 400			\$ 400		\$ -
Travel	\$ 3,148	\$ 2,058		\$ 2,000			\$ 2,000		\$ -
Legal	\$ 59,355	\$ 60,512		\$ 60,000			\$ 60,000		\$ -
Tests	\$ 3,889	\$ 10,994		\$ 10,000			\$ 10,000		\$ -
Summer Program	\$ 108,169	\$ 115,439		\$ 140,000			\$ 130,000		\$ (10,000)
Equipment Maintenance	\$ 217	\$ 238		\$ 1,000			\$ 1,000		\$ -
Total Special Education	\$ 3,168,097	\$ 3,693,068		\$ 3,343,738	\$ 809,400		\$ 3,559,685	\$ 902,299	\$ 308,846
<u>Psychologist</u>									
Professional Salaries	\$ 289,377	\$ 319,221	4.0	\$ 339,451		4.0	\$ 327,540		\$ (11,911)
Total Psychologist	\$ 289,377	\$ 319,221		\$ 339,451	\$ -		\$ 327,540	\$ -	\$ (11,911)
<u>Curriculum</u>									
Professional Salaries	\$ 309,142	\$ 318,417	3.0	\$ 324,785		3.0	\$ 336,569		\$ 11,784
Stipend	\$ 79,809	\$ 69,870		\$ 112,175	\$ -		\$ 120,000	\$ -	\$ 7,825
Secretary	\$ 53,409	\$ 54,062	1.0	\$ 54,945		1.0	\$ 57,397		\$ 2,452
Tests	\$ 7,526	\$ 2,436		\$ 19,000			\$ 18,000		\$ (1,000)
Contracted Services	\$ 40,808	\$ 25,350		\$ 13,000			\$ 17,000		\$ 4,000
Supplies/Materials	\$ 64,457	\$ 76,737		\$ 18,000			\$ 20,000		\$ 2,000
Software	\$ 9,024	\$ 34,673		\$ 10,000			\$ 4,500		\$ (5,500)
General Supplies	\$ -	\$ 590		\$ 1,500			\$ 1,500		\$ -
Travel	\$ 835	\$ 658		\$ 1,000			\$ 1,000		\$ -
Summer Program	\$ 7,410	\$ 1,458		\$ 1,000			\$ 1,000		\$ -
Total Curriculum	\$ 572,422	\$ 584,251		\$ 555,405	\$ -		\$ 576,966	\$ -	\$ 21,561
<u>In-Service</u>									
Supplies/Materials	\$ 11,477	\$ 9,984		\$ 15,000			\$ 10,000		\$ (5,000)
Conference/Workshop	\$ 91,395	\$ 121,979		\$ 25,000	\$ 112,614		\$ 25,000	\$ 113,000	\$ 386
Memberships	\$ 1,609	\$ 1,079		\$ 3,000			\$ 3,000		\$ -
Tuition	\$ 18,191	\$ 15,601		\$ 21,000			\$ 24,000		\$ 3,000
Total In-Service	\$ 122,673	\$ 148,643		\$ 64,000	\$ 112,614		\$ 62,000	\$ 113,000	\$ (1,614)
<u>Lunch</u>									
Lunch & Recess Monitors	\$ 62,760	\$ 64,197		\$ 74,344			\$ 74,500		\$ 156
Contingency (subs, repairs)	\$ 57,721	\$ 44,491		\$ 27,134			\$ 30,000		\$ 2,866
Total School Lunch	\$ 120,481	\$ 108,687		\$ 101,478			\$ 104,500		\$ 3,022
<u>Data Processing</u>									
Contracted Services	\$ 40,803	\$ 27,843		\$ 35,404			\$ 37,174		\$ 1,770
Software	\$ 58,574	\$ 67,839		\$ 74,559			\$ 78,287		\$ 3,728
Conference/Workshop	\$ 850	\$ 1,146		\$ 2,000			\$ 2,000		\$ -
Total Data Processing	\$ 100,227	\$ 96,829		\$ 111,963	\$ -		\$ 117,461	\$ -	\$ 5,498
<u>Safety</u>									
Crossing Guard	\$ 68,981	\$ 65,736		\$ 69,220			\$ 69,500		\$ 280
Uniforms	\$ 239	\$ 288		\$ 1,500			\$ 1,500		\$ -
Total Safety	\$ 69,220	\$ 66,024		\$ 70,720	\$ -		\$ 71,000	\$ -	\$ 280
<u>Transportation</u>									

Description	FY17 Actual	FY18 Revised	FY19 FTE	FY19 Proposed	Grants/Rev Funds	FY19 FTE	FY19 Proposed	Grants/Rev Funds	\$	-
Transportation	\$ 816,034	\$ 916,844		\$ 722,256	\$ 200,000		\$ 758,369	\$ 200,000	\$	36,113
Total Transportation	\$ 816,034	\$ 916,844		\$ 722,256	\$ 200,000		\$ 758,369	\$ 200,000	\$	36,113
ELL										
Professional Salaries	\$ 186,582	\$ 196,157	3.0	\$ 205,211		3.5	\$ 243,885		\$	38,674
Translators	\$ 15,688	\$ 7,206		\$ 13,000			\$ 13,000		\$	-
Supplies/Materials	\$ 17,601	\$ 4,272		\$ 17,000			\$ 10,000		\$	(7,000)
Total ELL	\$ 219,871	\$ 207,635		\$ 235,211	\$ -		\$ 266,885	\$ -	\$	31,674
Grounds/Fields										
Salary						1.0	\$ 24,507	\$ 25,000	\$	49,507
Contracted Services							\$ 11,995		\$	11,995
Supplies/Materials							\$ 27,700		\$	27,700
Equipment Maintenance							\$ 3,500		\$	3,500
Equipment Purchase							\$ 14,071		\$	14,071
							\$ 81,773	\$ 25,000	\$	106,773
HVAC										
Custodian	\$ 54,926	\$ 55,650	1.0	\$ 61,267		1.0	\$ 63,452		\$	2,185
Contract Services	\$ 20,132	\$ 18,222		\$ 20,000			\$ 24,000		\$	4,000
Custodial Supplies	\$ 12,015	\$ 19,743		\$ 22,000			\$ 22,000		\$	-
Training	\$ -	\$ 1,740		\$ 2,000			\$ -		\$	(2,000)
Equipment Purchase	\$ -	\$ 806		\$ 1,000			\$ 1,000		\$	-
Total HVAC	\$ 87,072	\$ 96,160		\$ 106,267	\$ -		\$ 110,452	\$ -	\$	4,185
Maintenance of Plant										
Custodian	\$ 200,438	\$ 208,637	3.0	\$ 217,874		3.0	\$ 223,313		\$	5,439
Uniforms	\$ -	\$ -		\$ -			\$ 400		\$	400
Custodial Supplies	\$ 28,232	\$ 31,726		\$ 35,000			\$ 36,000		\$	1,000
Training	\$ -	\$ -		\$ -			\$ 5,590		\$	5,590
Equipment Purchase	\$ 3,964	\$ 18,901		\$ 4,000			\$ 1,000		\$	(3,000)
Building/Contracted Serv	\$ 9,758	\$ 3,495		\$ 21,600			\$ 2,000		\$	(19,600)
Contingency	\$ 97	\$ 10,000		\$ 10,000			\$ 10,858		\$	858
Total Maintenance	\$ 242,489	\$ 272,759		\$ 288,474	\$ -		\$ 279,161	\$ -	\$	(9,313)
Non-Salary Emp Benefits										
Contracted Services	\$ 20,875	\$ 18,750		\$ 10,250			\$ 15,000		\$	4,750
Physicals	\$ 186	\$ -		\$ -			\$ -		\$	-
TSA	\$ 56,977	\$ 52,249		\$ 60,000			\$ 58,000		\$	(2,000)
Sick Leave	\$ 152,377	\$ 23,728		\$ 73,685			\$ 148,443		\$	74,758
Insurance (MIIA)	\$ 278,325	\$ 332,585		\$ 352,000			\$ 360,000		\$	8,000
Administration Disability	\$ 8,705	\$ 9,251		\$ 9,000			\$ 9,300		\$	300
Unemployment	\$ 20,207	\$ 9,494		\$ 30,000			\$ 40,000		\$	10,000
FICA	\$ 316,418	\$ 316,799		\$ 320,825			\$ 327,242		\$	6,417
Total Non-Salary Benefits	\$ 854,069	\$ 762,855		\$ 855,760	\$ -		\$ 957,985	\$ -	\$	102,225
School Committee										
School Committee	\$ 15,500	\$ 15,500		\$ 17,500			\$ 18,600		\$	1,100
Contracted Services	\$ 7,760	\$ 8,183		\$ 6,000			\$ 7,800		\$	1,800
Supplies/Materials	\$ -	\$ 87		\$ -			\$ 100		\$	100
Publications	\$ 63	\$ -		\$ 100			\$ 100		\$	-
Conference/Workshop	\$ 103	\$ 1,220		\$ 500			\$ 2,600		\$	2,100
Memberships	\$ 5,513	\$ 5,634		\$ 5,700			\$ 5,700		\$	-
Supt. Search	\$ -	\$ 14,179		\$ -			\$ -		\$	-
Legal	\$ 40,413	\$ 14,538		\$ 20,000			\$ 20,000		\$	-
Total School Committee	\$ 69,352	\$ 59,341		\$ 49,800	\$ -		\$ 54,900	\$ -	\$	5,100
Administration										
Central Office Admin	\$ 277,632	\$ 286,248	2.0	\$ 271,711		2.0	\$ 279,348		\$	7,637
Secretary	\$ 297,458	\$ 289,318	5.0	\$ 282,954		5.0	\$ 272,650		\$	(10,304)
Contracted Services	\$ -	\$ 27,546	0.5	\$ 28,846		0.5	\$ 25,000		\$	(3,846)
Supplies/Materials	\$ 9,166	\$ 17,747		\$ 13,000			\$ 12,000		\$	(1,000)
Meeting Expenses	\$ 424	\$ 166		\$ 1,500			\$ 2,000		\$	500
Publications	\$ 276	\$ 364		\$ 300			\$ 300		\$	-
Conference/Workshop	\$ 2,632	\$ 5,996		\$ 5,000			\$ 5,900		\$	900
Memberships	\$ 7,353	\$ 11,220		\$ 7,500			\$ 7,500		\$	-
Printing	\$ -	\$ 35		\$ -			\$ -		\$	-
Postage	\$ 3,302	\$ 7,500		\$ 5,000			\$ 5,000		\$	-
Strategic Planning	\$ 1,167	\$ 1,000		\$ 15,000			\$ 10,000		\$	(5,000)
Travel	\$ 2,137	\$ 335		\$ 4,500			\$ 4,000		\$	(500)
Advertising	\$ 737	\$ 5,433		\$ 4,200			\$ 4,200		\$	-
Equipment	\$ 23,785	\$ 19,960		\$ 28,000			\$ 27,000		\$	(1,000)
Equipment Purchase	\$ 11,192	\$ 520		\$ 2,500			\$ 2,000		\$	(500)
Total Central Administration	\$ 637,260	\$ 673,388		\$ 670,011	\$ -		\$ 656,898	\$ -	\$	(13,113)

<u>Description</u>	<u>FY17 Actual</u>	<u>FY18 Revised</u>	<u>FY19 FTE</u>	<u>FY19 Proposed</u>	<u>Grants/Rev Funds</u>	<u>FY19 FTE</u>	<u>FY19 Proposed</u>	<u>Grants/Rev Funds</u>	\$	-
Consultants 504	\$ 3,524	\$ 3,826		\$ 5,000			\$ 5,000		\$	-
Total District 504	\$ 3,524	\$ 3,826		\$ 5,000			\$ 5,000		\$	-
Total System-Wide	\$ 8,219,246	\$ 8,985,426	39.1	\$ 8,476,897	\$ 1,122,014	39.3	\$ 8,975,779	\$ 1,240,299	\$	617,167
Total all Schools	\$ 29,759,991	\$ 31,408,070		\$ 30,356,880	\$ 2,723,754		\$ 31,652,679	\$ 2,717,039	\$	1,289,084

Summary by Program

System-Wide

<u>Programs</u>	<u>Approved Budget</u> <u>FY19</u>	<u>Proposed Budget</u> <u>FY20</u>	<u>Difference</u>	<u>% of Change</u>
Curriculum/InService	\$ 732,019	\$ 751,966	\$ 19,947	2.7%
Technology	\$ 384,351	\$ 421,194	\$ 36,843	9.6%
Health	\$ 573,012	\$ 564,011	\$ (9,001)	-1.6%
Special Education	\$ 4,153,138	\$ 4,461,984	\$ 308,846	7.4%
Psychology	\$ 339,451	\$ 327,540	\$ (11,911)	-3.5%
Lunch/Safety	\$ 172,198	\$ 175,500	\$ 3,302	1.9%
Data Processing	\$ 111,963	\$ 117,461	\$ 5,498	4.9%
Transportation	\$ 922,256	\$ 958,369	\$ 36,113	3.9%
ELL	\$ 235,211	\$ 266,885	\$ 31,674	13.5%
Maintenance	\$ 394,741	\$ 496,387	\$ 101,646	25.7%
Non-Salary Benefits	\$ 855,760	\$ 957,985	\$ 102,225	11.9%
School Committee	\$ 49,800	\$ 54,900	\$ 5,100	10.2%
Administration	\$ 670,011	\$ 656,898	\$ (13,113)	-2.0%
504	\$ 5,000	\$ 5,000	\$ -	0.0%
Totals	\$ 9,598,911	\$ 10,216,078	\$ 617,167	6.43%
District Totals	\$ 33,080,634	\$ 34,369,718	\$ 1,289,084	3.90%

FRANCIS T. BRESNAHAN ELEMENTARY

MISSION STATEMENT

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

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

FY2019 ACCOMPLISHMENTS

- The Bresnahan School was one of 10 districts in the Commonwealth to apply for and receive the Building Inclusive Communities (BIC) grant in partnership with the Department of Early Childhood and Care and Collaborative for Educational Services. The focus of the grant was to build more inclusive settings across all classrooms and programs at the Bresnahan School to maximize co-teaching models. Through participation in the grant, the Bresnahan School worked with consultants from the Bayridge Consortium. The grant required the school to develop a BIC team inclusive of teachers, administrators, parents and community members who participated in conferences and webinars throughout the year. The grant focused on developing our inclusive early childhood best practices by defining and implementing a vision, skills, incentives, resources and action planning. A central theme of the year was to train staff in co-teaching and teaming and to partner with families to develop their understanding of inclusive settings and least restrictive environments. An additional component concentrated on strengthening our professional relationship with early intervention to provide a better understanding of the transition from early intervention to the public school.
- A team of Bresnahan teachers in grades K-3 participated in Cohort 1 of a Skills-Based Teaching and Learning.
- A Google classroom was developed for all staff and used as a repository for staff meetings and early release trainings to guide our work in developing an inclusive and collaborative community.
- The Bresnahan administrative team partnered with a consultant to develop a co-teaching framework for an inclusive school. As a result, the school schedule was restructured to maximize teacher time and student learning by defining teams of classroom teachers, special educators, related service providers and instructional assistants across grade levels to support all learners.
- We entered year 2 of the implementation of our PBIS model which continued to provide supports and expectations for all students. This has been a comprehensive process in which a school-based PBIS team has partnered with the May Institute to develop lessons, rubrics, expectations, rewards, and discipline procedures that universally support all members of the school community.
- Developed a BRYT (Bridge for Resilient Youth in Transition) program for students in transition due to absence from school, trauma or dysregulation preventing them from accessing their classroom and/or program. In partnership with the Brookline Center for Community Mental Health, we have been working to develop this program to keep students in-district and were fortunate to add a school social worker to our budget for FY19.

We are one of 80 schools in the Commonwealth of Massachusetts implementing this model and one of only a handful at the elementary level.

- A new math screener was developed and implemented at the kindergarten level to help assess student's number identification skills and math readiness upon their entrance to kindergarten.
- Teachers participated in professional development with a consultant from the Gaab Lab at Boston Children's Hospital that focused on the understanding of the neuroscience behind reading.
- In January, the RAN tests of the CTOPP were administered to kindergarten students in addition to the DIBELS as a tool for determining potential indicators of a neurological learning disability, including, but not limited to, dyslexia.
- The STEM Scopes curriculum was fully implemented at all grade levels, K-3.
- The kindergarten and first grade teachers participated in a yearlong study group with our STEM Coordinator that focused on the implementation of the K STEM Scopes curriculum and the next generation science standards.
- The implementation of the ALICE Model was completed with a roll-out to parents and students.
- Grade 3 students participated in the on-line MCAS assessment for the first time in spring 2019.
- A new assistant principal was hired and the position was restructured to include oversight of all grades, PK-3.
- The Bresnahan School partnered with Nourishing the North Shore and Our Neighbor's Table to provide a free farmer's market throughout the summer and school year for the Bresnahan School community and beyond.

FY2020 GOALS & OBJECTIVES

GOAL 1: CURRICULUM, PLANNING AND ASSESSMENT: THE BRESNAHAN SCHOOL WILL UTILIZE STUDENT DATA TO GUIDE INSTRUCTION AND MEASURE STUDENT GROWTH. PLAN 2: ASSESSMENT IS USED TO GUIDE INSTRUCTION IN CURRICULUM, ENGAGE STUDENTS IN INQUIRY AND FOCUS ON THE PROCESS OF LEARNING.

Objectives:

- Continue to develop screeners to respond to the Legislature approved Chapter 272 of the Acts of 2018 that requires the Department of Elementary and Secondary Education (DESE), in consultation with the Department of Early Education and Care (EEC) to "issue guidelines to assist districts in developing screening procedures or protocols for students that demonstrate one or more potential indicators of a neurological learning disability, including, but not limited to, dyslexia."
- Review, implement and analyze the new DIBELS 8th edition in conjunction with other literacy assessments.

GOAL 2: SAFE AND SUPPORTIVE SCHOOLS: FOSTER A SAFE, POSITIVE, HEALTHY AND INCLUSIVE WHOLE-SCHOOL LEARNING ENVIRONMENT THAT ENABLES STUDENTS, STAFF AND PARENTS TO DEVELOP POSITIVE RELATIONSHIPS WITH ONE ANOTHER; REGULATE THEIR EMOTIONS AND BEHAVIORS; MAINTAIN PHYSICAL AND PSYCHOLOGICAL HEALTH AND WELL-BEING BY ENSURING THAT SERVICES ARE PROVIDED TO PROMOTE STUDENTS' BEHAVIORAL HEALTH, SOCIAL AND EMOTIONAL LEARNING, BULLYING PREVENTION, TRAUMA SENSITIVITY, ABSENTEE REDUCTION, AND DISCIPLINE REFERRAL REDUCTION.

Objectives:

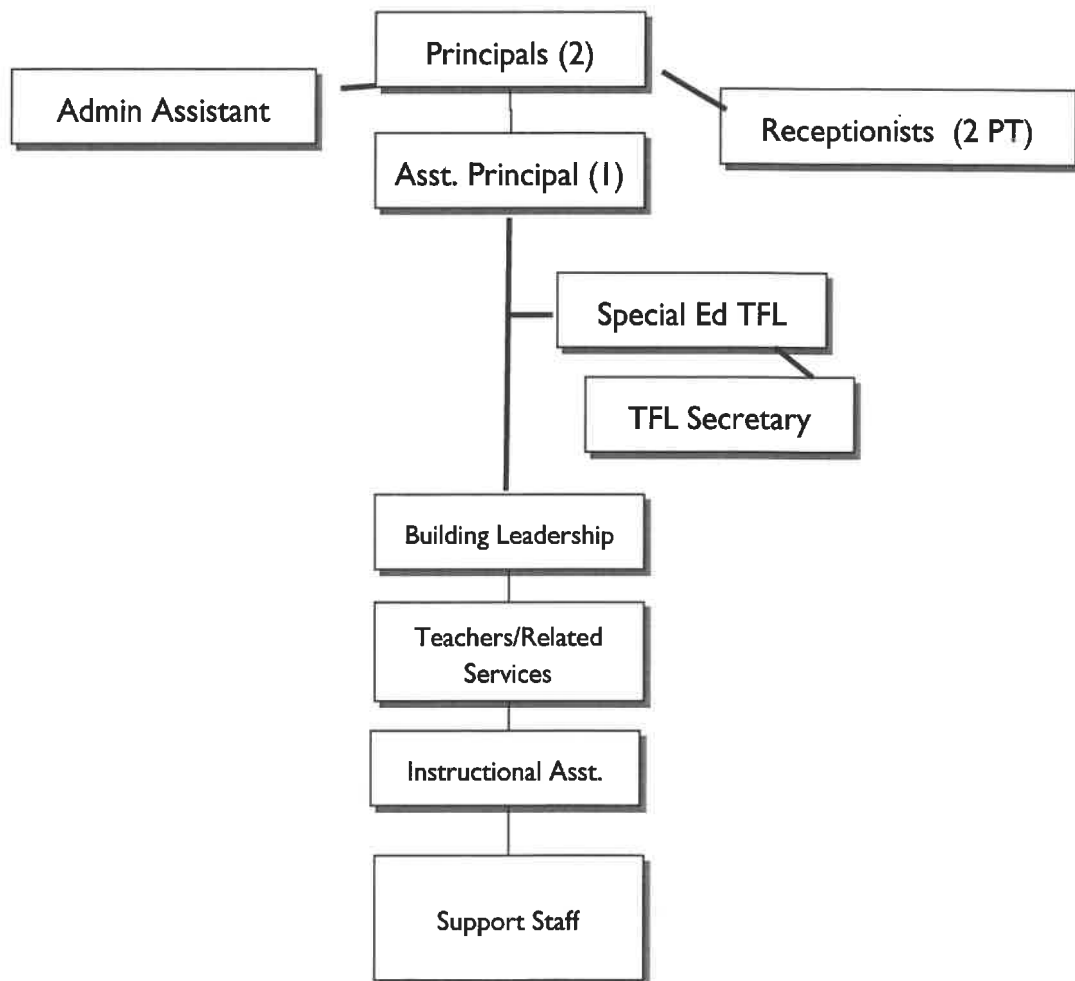
- Continue implementation of PBIS with a focus on the analysis of SWIS student discipline reports.
- Continue to partner with Newburyport Youth Services regarding the 40 Assets and Developmental Relationships.

Goal 3: Teaching All Students: Strengthen the instructional program to ensure that all levels of learners are provided with curriculum and materials that meet their needs and abilities through tiered instruction, the use of technology, and flexible grouping. **Plan 1:** All students' holistic and academic needs are met through teaching, curriculum, and assessment methods.

Objectives:

- Identify Cohort 2 for the next phase of professional development aligned with Skills-Based Teaching and Learning.
- Implement newly developed skills-based teaching units across grade level.
- Review, research and implement the new History and Social Science Frameworks across all grades Research History and Social Studies curriculum at each grade level along with accompanying programs, materials and assessments.
- Expand the Engineering is Elementary Curriculum to the kindergarten level.

F. T. Bresnahan School



F. T. Bresnahan School

	FY17 Actual	FY18 Actual	FY19 FTE	FY19 Revised	Grants/Rev Funds	FY20 FTE	FY20 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Kindergarten</u>									
Professional Salaries	\$ 530,637	\$ 552,353	7.0	\$ 141,602	\$ 426,740	7.0	\$ 250,785	\$ 329,240	\$ 11,683
Aides	\$ 56,111	\$ 90,655	4.5	\$ 101,940		4.0	\$ 101,465		\$ (475)
Supplies/Materials	\$ 10,721	\$ 12,098		\$ 4,770					\$ (4,770)
General Supplies	\$ -	\$ -		\$ 7,000			\$ 11,100		\$ 4,100
Total Kindergarten	\$ 597,469	\$ 655,106		\$ 255,312	\$ 426,740		\$ 363,350	\$ 329,240	\$ 10,538
<u>Pre-School</u>									
Professional Salaries	\$ 228,929	\$ 279,428	4.25	\$ 91,508	\$ 200,000	4.25	\$ 128,624	\$ 176,000	\$ 13,116
Aides	\$ 119,894	\$ 150,460	7.1	\$ 191,630		7.1	\$ 194,399		\$ 2,769
Supplies/Materials	\$ 6,583	\$ 6,124		\$ 7,200			\$ 7,200		\$ -
Total Pre-School	\$ 355,405	\$ 436,012		\$ 290,338	\$ 200,000		\$ 330,223	\$ 176,000	\$ 15,885
<u>Grade 1</u>									
Professional Salaries	\$ 535,230	\$ 605,454	7.0	\$ 573,927		8.0	\$ 651,875		\$ 77,948
Supplies/Materials	\$ 3,497	\$ 563		\$ 1,620			\$ 1,620		\$ -
General Supplies	\$ 3,933	\$ 5,384		\$ 5,850			\$ 6,000		\$ 150
Textbooks	\$ 2,126	\$ 1,969					\$ -		
Total Grade 1	\$ 544,786	\$ 613,370		\$ 581,397	\$ -		\$ 659,495	\$ -	\$ 78,098
<u>Grade 2</u>									
Professional Salaries	\$ 535,690	\$ 573,041	7.0	\$ 552,843		7.0	\$ 567,895		\$ 15,052
Supplies/Materials	\$ 1,235	\$ 950		\$ 2,070			\$ 1,500		\$ (570)
General Supplies	\$ 4,538	\$ 5,239		\$ 6,165			\$ 6,000		\$ (165)
Textbooks	\$ 2,144	\$ 971					\$ -		
Total Grade 2	\$ 543,606	\$ 580,202		\$ 561,078	\$ -		\$ 575,395	\$ -	\$ 14,317
<u>Grade 3</u>									
Professional Salaries	\$ 614,184	\$ 577,684	7.0	\$ 613,710		7.0	\$ 629,292		\$ 15,582
Supplies/Materials	\$ 3,034	\$ 1,168		\$ 2,471			\$ 1,325		\$ (1,146)
General Supplies	\$ 3,948	\$ 5,658		\$ 4,950			\$ 6,000		\$ 1,050
Textbooks	\$ 1,845	\$ 1,410					\$ -		
Total Grade 3	\$ 623,010	\$ 585,920		\$ 621,131	\$ -		\$ 636,617	\$ -	\$ 15,486
<u>Technology</u>									
Professional Salaries		\$ -							\$ -
Supplies/Materials	\$ -	\$ 2,027		\$ -			\$ -		\$ -
Software	\$ 10,064	\$ 13,019		\$ 11,439			\$ 14,251		\$ 2,812
Equipment Purchase	\$ -	\$ 1,728		\$ 1,310			\$ 3,900		\$ 2,590
Total Technology	\$ 10,064	\$ 16,775		\$ 12,749	\$ -		\$ 18,151	\$ -	\$ 5,402
<u>Music</u>									
Professional Salaries	\$ 75,574	\$ 49,457	1.0	\$ 52,269		1.0	\$ 54,700		\$ 2,431
Supplies/Materials	\$ 1,939	\$ -		\$ 900					\$ (900)
Total Music	\$ 77,513	\$ 49,457		\$ 53,169	\$ -		\$ 54,700	\$ -	\$ 1,531
<u>Art</u>									
Professional Salaries	\$ 82,914	\$ 84,780	1.0	\$ 86,687		1.0	\$ 89,812		\$ 3,125
Supplies/Materials	\$ 2,720	\$ 3,081		\$ 2,970			\$ 2,970		\$ -
Equipment Purchase	\$ -			\$ -			\$ -		\$ -
Total Art	\$ 85,634	\$ 87,861		\$ 89,657	\$ -		\$ 92,782	\$ -	\$ 3,125
<u>Physical Education</u>									
Professional Salaries	\$ 166,304	\$ 167,106	2.2	\$ 173,758		2.0	\$ 148,852		\$ (24,906)
Supplies/Materials	\$ -	\$ 566		\$ 450			\$ 1,500		\$ 1,050
Total Physical Education	\$ 166,304	\$ 167,672		\$ 174,208	\$ -		\$ 150,352	\$ -	\$ (23,856)
<u>Special Education</u>									
Professional Salaries	\$ 1,231,826	\$ 1,373,522	19.50	\$ 1,461,673		19.50	\$ 1,523,099		\$ 61,426
Aides	\$ 401,876	\$ 440,006	13.0	\$ 22,800	\$ 282,000	12.0	\$ 37,395	\$ 282,000	\$ 14,595
Supplies/Materials	\$ 1,291	\$ 1,579		\$ 5,400			\$ 6,000		\$ 600
Total Special Education	\$ 1,634,992	\$ 1,815,108		\$ 1,489,873	\$ 282,000		\$ 1,566,494	\$ 282,000	\$ 76,621
<u>Health/Med Services</u>									
Supplies/Materials	\$ -	\$ 4,372		\$ 1,710			\$ 1,225		\$ (485)
Total Health	\$ -	\$ 4,372		\$ 1,710	\$ -		\$ 1,225	\$ -	\$ (485)
<u>Instructional Materials</u>									
Supplies/Materials	\$ 4,732	\$ 2,808		\$ 8,595			\$ 2,750		\$ (5,845)
General Supplies	\$ 12,930	\$ 10,963		\$ 9,720			\$ 20,500		\$ 10,780
Equipment Maintenance	\$ 25,610	\$ 19,244		\$ 28,000			\$ 25,000		\$ (3,000)
Total Instructional Materials	\$ 43,272	\$ 33,016		\$ 46,315	\$ -		\$ 48,250	\$ -	\$ 1,935

	FY17 Actual	FY18 Actual	FY19 FTE	FY19 Revised	Grants/Rev Funds	FY20 FTE	FY20 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Guidance</u>									
Professional Salaries	\$ 128,847	\$ 118,480	3.0	\$ 189,619		3.0	\$ 200,980		\$ 11,361
Supplies/Materials	\$ -	\$ 178		\$ 1,350			\$ 1,336		\$ (14)
Total Guidance	\$ 128,847	\$ 118,658		\$ 190,969	\$ -		\$ 202,316	\$ -	\$ 11,347
<u>Library</u>									
Textbooks	\$ -	\$ 1,091		\$ -			\$ 3,000		\$ 3,000
Professional Salaries	\$ 77,418	\$ 86,964	1.5	\$ 88,700		2.0	\$ 104,094		\$ 15,394
Supplies/Materials	\$ 594	\$ 795		\$ 720			\$ 1,700		\$ 980
Software	\$ 1,000	\$ 1,043		\$ 1,200			\$ 1,200		\$ -
Publications	\$ -	\$ -		\$ -			\$ -		\$ -
AV Materials	\$ -	\$ -		\$ -			\$ -		\$ -
Total Library	\$ 79,013	\$ 89,893		\$ 90,620	\$ -		\$ 109,994	\$ -	\$ 19,374
<u>Math Intervention</u>									
Professional Salaries	\$ 49,298	\$ 52,100	1.0	\$ 57,391		1.0	\$ 60,060		\$ 2,669
Total Math	\$ 49,298	\$ 52,100		\$ 57,391	\$ -		\$ 60,060	\$ -	\$ 2,669
<u>STEM</u>									
Professional Salaries	\$ 56,772	\$ 64,965	1.0	\$ 69,508		1.0	\$ 74,415		\$ 4,907
Supplies/Materials		\$ -		\$ 4,050			\$ 1,550		\$ (2,500)
Total STEM	\$ 56,772	\$ 64,965		\$ 73,558	\$ -		\$ 75,965	\$ -	\$ 2,407
<u>Literacy/Title 1</u>									
Professional Salaries	\$ 327,289	\$ 260,632	3.5	\$ 134,393	\$ 200,000	4.0	\$ 144,837	\$ 200,000	\$ 10,444
Total Literacy/Title 1	\$ 327,289	\$ 260,632		\$ 134,393	\$ 200,000		\$ 144,837	\$ 200,000	\$ 10,444
<u>Operation of Plant</u>									
Custodian	\$ 229,758	\$ 248,615	5.0	\$ 250,280		5.0	\$ 253,045		\$ 2,765
Uniforms	\$ 590	\$ 600		\$ 600			\$ 500		\$ (100)
Custodial Supplies	\$ 16,429	\$ 21,509		\$ 21,000			\$ 21,250		\$ 250
Electric	\$ 123,588	\$ 111,810		\$ 115,000			\$ 120,227		\$ 5,227
Gas	\$ 22,679	\$ 35,999		\$ 28,000			\$ 30,156		\$ 2,156
Telephone	\$ 8,393	\$ 6,227		\$ 7,000			\$ 7,000		\$ -
Equipment Maintenance	\$ 3,321	\$ 1,842		\$ 2,000			\$ 2,580		\$ 580
Equipment Purchase	\$ 1,740	\$ 2,500		\$ 2,500			\$ 6,380		\$ 3,880
Total Operations of Plant	\$ 406,497	\$ 429,101		\$ 426,380	\$ -		\$ 441,138	\$ -	\$ 14,758
<u>Maintenance of Plant</u>									
Grounds/Other	\$ 2,847	\$ 4,217		\$ 4,000			\$ -		\$ (4,000)
Contracted Services	\$ 12,980	\$ 13,499		\$ 20,000			\$ 21,500		\$ 1,500
Service Contracts	\$ 22,750	\$ 24,997		\$ 22,000			\$ 29,045		\$ 7,045
Total Maint of Plant	\$ 38,577	\$ 42,714		\$ 46,000	\$ -		\$ 50,545	\$ -	\$ 4,545
<u>Administration</u>									
Principals	\$ 311,402	\$ 327,426	3.0	\$ 331,659		3.0	\$ 330,225		\$ (1,434)
Secretary	\$ 148,131	\$ 150,355	3.6	\$ 150,105		2.6	\$ 112,477		\$ (37,628)
Supplies/Materials	\$ 2,881	\$ 3,004		\$ 2,070			\$ 1,890		\$ (180)
Memberships	\$ 593	\$ -		\$ 1,800			\$ 1,565		\$ (235)
Printing	\$ 125	\$ 136		\$ 850			\$ 300		\$ (550)
Postage	\$ 3,049	\$ 1,750		\$ 1,750			\$ 750		\$ (1,000)
Conferences/Workshop	\$ 591	\$ -		\$ 3,000			\$ 3,000		\$ -
Equipment		\$ -		\$ -			\$ -		\$ -
Total Administration	\$ 466,772	\$ 482,671		\$ 491,234	\$ -		\$ 450,207	\$ -	\$ (41,027)
<u>Substitutes</u>									
Fellows	\$ -	\$ 16,703		\$ 26,300			\$ 19,300		\$ (7,000)
Substitutes	\$ 151,836	\$ 152,843		\$ 115,704			\$ 132,000		\$ 16,296
Total Substitute	\$ 151,836	\$ 169,546		\$ 142,004			\$ 151,300		\$ 9,296
Total Bresnahan School	\$ 6,386,953	\$ 6,755,151	101.2	\$ 5,829,486	\$ 1,108,740	100.5	\$ 6,183,395	\$ 987,240	\$ 232,409

Summary by Program

F. T. Bresnahan School

<u>Programs</u>	<u>Approved Budget</u> <u>FY19</u>	<u>Proposed Budget</u> <u>FY20</u>	<u>Difference</u>	<u>% of Change</u>
Kindergarten	\$ 682,052	\$ 692,590	\$ 10,538	1.5%
Pre-School	\$ 490,338	\$ 506,223	\$ 15,885	3.2%
Grade 1	\$ 581,397	\$ 659,495	\$ 78,098	13.4%
Grade 2	\$ 561,078	\$ 575,395	\$ 14,317	2.6%
Grade 3	\$ 621,131	\$ 636,617	\$ 15,486	2.5%
Literacy/Title 1	\$ 334,393	\$ 344,837	\$ 10,444	3.1%
Math Intervention	\$ 57,391	\$ 60,060	\$ 2,669	4.7%
Technology	\$ 12,749	\$ 18,151	\$ 5,402	42.4%
Music	\$ 53,169	\$ 54,700	\$ 1,531	2.9%
Art	\$ 89,657	\$ 92,782	\$ 3,125	3.5%
Health	\$ 1,710	\$ 1,225	\$ (485)	-28.4%
Physical Education	\$ 174,208	\$ 150,352	\$ (23,856)	-13.7%
Special Education	\$ 1,771,873	\$ 1,848,494	\$ 76,621	4.3%
Instructional Materials	\$ 46,315	\$ 48,250	\$ 1,935	4.2%
STEM	\$ 73,558	\$ 75,965	\$ 2,407	3.3%
Guidance	\$ 190,969	\$ 202,316	\$ 11,347	5.9%
Library	\$ 90,620	\$ 109,994	\$ 19,374	21.4%
Operation of Plant	\$ 426,380	\$ 441,138	\$ 14,758	3.5%
Maintenance of Plant	\$ 46,000	\$ 50,545	\$ 4,545	9.9%
School Administration	\$ 491,234	\$ 450,207	\$ (41,027)	-8.4%
Substitutes/Fellows	\$ 142,004	\$ 151,300	\$ 9,296	6.5%
Totals	\$ 6,938,226	\$ 7,170,635	\$ 232,409	3.35%

EDWARD G. MOLIN UPPER ELEMENTARY

MISSION STATEMENT

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

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

FY2019 ACCOMPLISHMENTS

- STEM integration and co-teaching with Stemsscopes curriculum
- STEM and Makerspace co-teaching
- Full Stemsscopes Implementation
- Data Meetings looking at STAR data and writing prompts
- Cohort 1 of standards-based teaching
- Continued PD and implementation on accountable talk & reciprocal teaching (Hattie's research)
- Math workshop model
- Language! program implemented
- V-Math program implemented for students with specific disabilities
- Tier One Plans created by teachers based on student data
- Special educators work with Gaab Lab at Boston Children's on students with reading disabilities
- Year one in building BRYT program
- Year 3 of PBIS implementation
- Use of robotics and 3-D printing part of STEM/Technology classes
- Implementation of Keys to Literacy Vocabulary routines
- Professional development on Keys to Literacy Comprehension
- Year two of the Molin Back to School Picnic for students and families
- PBIS Team taught student expectations using student passports
- Continued intervention for math and literacy-4th and 5th gr- (one interventionist)
- Continued 30-second Mindful Moment during morning announcements
- 17 Molin staff have taken 3rd Lesley University course on the Impact of Trauma on Learning and will complete Trauma 4 and attain the Trauma and Learning certification
- Molin Tradition: Assembly: Berkshire Hills Music Academy-musicians speaking about their specific disabilities
- Sixth year of Yoga program for students
- Girls Inc. course taught to small groups in grade 4 and grade 5

GOAL 1: 100% of students will demonstrate student growth as measured by common assessments within their content area.**Objectives:**

- Collaborative teams will meet regularly to review student data.
- Implement reciprocal teaching and Keys to Literacy Vocabulary & Comprehension strategies into all curriculum areas, specifically literacy blocks.
- Deepen work with Gaab Lab.
- Strategically implement standards-based learning and student feedback work.

GOAL 2: Implement a safe and supportive framework.**Objectives:**

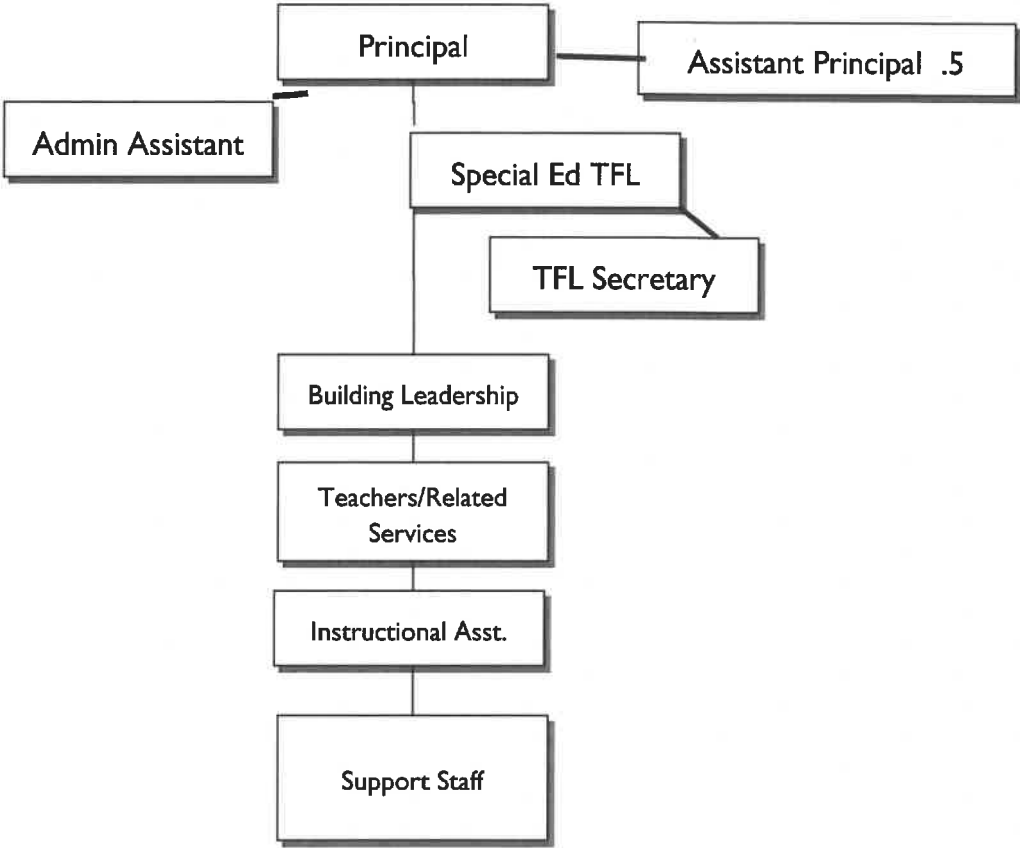
- Continue staff education on safe and supportive schools and impact of trauma on learning.
- Continue implementation of PBIS.
- Develop BRYT program for students.
- Full ALICE implementation and practice.

PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

Stem Class	After-School Art Classes	Orchestra & Band	Technology Class
Wellness Class	After-School Academic Support	Universal Supports	Digital Citizenship
Zones of Regulation	Second Step Anti-Bullying Program	Social Skills Groups	Lunch Bunch
PBIS	Student-led Assemblies	Mindfulness	Yoga
Girls Inc.	Ski Program	Interventionist	
ELL	SEI Endorsed Teachers/Principal	Impact of Trauma on Learning	
Coding Club	After-School Stem Club	Endicott/Salem State Fellows	

Molin & Firehouse Center for the Arts after-school drama club and performance: Seussical Jr.

Edward G. Molin School



Edward G. Molin School

Description	FY17 Actual	FY18 Actual	FY19 FTE	FY19 Revised	Grants/Rev Funds	FY20 FTE	FY20 Proposed	Grants/Rev Funds	Increase/ Decrease
Grade 4									
Professional Salaries	\$ 606,944	\$ 609,709	8.0	\$ 640,630		8.0	\$ 663,745		\$ 23,115
Supplies/Materials	\$ 8,895	\$ 8,759		\$ 2,000			\$ 6,500		\$ 4,500
Total Grade 4	\$ 615,839	\$ 618,469		\$ 642,630			\$ 670,245		\$ 27,615
Grade 5									
Professional Salaries	\$ 581,037	\$ 619,893	8.0	\$ 640,334		7.0	\$ 611,551		\$ (28,783)
Supplies/Materials	\$ 9,424	\$ 9,208		\$ 3,000			\$ 6,500		\$ 3,500
Total Grade 5	\$ 590,462	\$ 629,102		\$ 643,334			\$ 618,051		\$ (25,283)
Technology									
Professional Salaries	\$ 25,429	\$ 22,640	0.4	\$ 28,403		0.5	\$ 30,869		\$ 2,466
Supplies/Materials	\$ -	\$ 115		\$ -			\$ -		\$ -
Equipment purchase	\$ 2,476	\$ 7,584		\$ 2,000			\$ 3,000		\$ 1,000
Software	\$ 1,961	\$ 1,539		\$ 7,000			\$ 8,700		\$ 1,700
Total Technology	\$ 29,865	\$ 31,878		\$ 37,403			\$ 42,569		\$ 5,166
STEM									
Professional Salaries	\$ 17,483	\$ 75,472	1.0	\$ 77,171		1.0	\$ 79,891		\$ 2,720
Supplies/Materials	\$ -	\$ -		\$ 3,000			\$ -		\$ (3,000)
Total STEM	\$ 17,483	\$ 75,472		\$ 80,171			\$ 79,891		\$ (280)
Music									
Professional Salaries	\$ 31,103	\$ 33,594	0.5	\$ 35,504		0.5	\$ 38,586		\$ 3,082
Supplies/Materials	\$ 686	\$ 3,248		\$ 1,000			\$ 3,000		\$ 2,000
Total Music	\$ 31,789	\$ 36,842		\$ 36,504			\$ 41,586		\$ 5,082
Art									
Professional Salaries	\$ 46,101	\$ 50,015	0.8	\$ 52,859		0.8	\$ 57,776		\$ 4,917
Supplies/Materials	\$ 2,839	\$ 5,240		\$ 5,500			\$ 6,000		\$ 500
Total Art	\$ 48,939	\$ 55,255		\$ 58,359			\$ 63,776		\$ 5,417
Physical Education									
Professional Salaries	\$ 90,241	\$ 93,009	1.2	\$ 95,102		1.2	\$ 96,291		\$ 1,189
Supplies/Materials	\$ -	\$ -		\$ 1,000			\$ 2,000		\$ 1,000
Total Physical Education	\$ 90,241	\$ 93,009		\$ 96,102			\$ 98,291		\$ 2,189
Special Education									
Professional Salaries	\$ 559,236	\$ 660,066	11.1	\$ 801,561		10.6	\$ 804,479		\$ 2,918
Aides	\$ 236,578	\$ 251,753	15.6	\$ 174,760	\$ 218,000	15.8	\$ 187,675	\$ 218,000	\$ 12,915
Supplies/Materials	\$ 2,957	\$ 4,868		\$ 2,000			\$ 6,000		\$ 4,000
Total Special Education	\$ 798,771	\$ 916,687		\$ 978,321	\$ 218,000		\$ 998,154	\$ 218,000	\$ 19,833
Instructional Materials									
Supplies/Materials	\$ 19,005	\$ 28,051		\$ 20,000			\$ 20,400		\$ 400
Equipment Maintenance	\$ 11,006	\$ 6,768		\$ 15,000			\$ 15,000		\$ -
Total Instructional Materials	\$ 30,011	\$ 34,819		\$ 35,000			\$ 35,400		\$ 400
Guidance									
Professional Salaries	\$ 63,221	\$ 65,003	1.0	\$ 68,360		1.0	\$ 71,399		\$ 3,039
Supplies/Materials	\$ 1,643	\$ 3,669		\$ 2,000			\$ 2,000		\$ -
Textbooks	\$ 983	\$ 2,320		\$ 1,000			\$ 1,250		\$ 250
Total Guidance	\$ 65,847	\$ 70,991		\$ 71,360			\$ 74,649		\$ 3,289
Library									
Professional Salaries	\$ 40,493	\$ 41,404	0.5	\$ 42,336		0.5	\$ 42,865		\$ 529
Supplies/Materials	\$ -	\$ 2,398		\$ 3,000			\$ 3,000		\$ -
Total Library	\$ 40,493	\$ 43,802		\$ 45,336			\$ 45,865		\$ 529
Operation of Plant									
Custodian	\$ 59,391	\$ 51,750	1.0	\$ 49,614		1.0	\$ 45,468		\$ (4,146)
Telephone	\$ 2,426	\$ 2,272		\$ 2,000			\$ 2,000		\$ -
Equipment Maintenance	\$ 1,732	\$ 2,000		\$ 2,000			\$ -		\$ (2,000)
Equipment Purchase	\$ -	\$ 6,498		\$ 2,500			\$ -		\$ (2,500)
Total Operation of Plant	\$ 63,549	\$ 62,519		\$ 56,114			\$ 47,468		\$ (8,646)
Administration									
Principals	\$ 108,179	\$ 111,425	1.0	\$ 113,653		1.5	\$ 162,063		\$ 48,410
Secretary	\$ 40,105	\$ 40,767	1.0	\$ 41,475		1.0	\$ 43,535		\$ 2,060
Memberships	\$ 538	\$ 4,666		\$ 2,000			\$ 1,300		\$ (700)
Publications	\$ 437	\$ -		\$ 500			\$ 850		\$ 350
Supplies/Materials	\$ 2,632	\$ 219		\$ 3,000			\$ 2,000		\$ (1,000)
Postage	\$ 125	\$ 1,496		\$ 1,500			\$ 1,500		\$ -
Total Administration	\$ 152,015	\$ 158,573		\$ 162,128			\$ 211,248		\$ 49,120
Substitutes									

<u>Description</u>	<u>FY17</u> <u>Actual</u>	<u>FY18</u> <u>Actual</u>	<u>FY19</u> <u>FTE</u>	<u>FY19</u> <u>Revised</u>	<u>Grants/Rev</u> <u>Funds</u>	<u>FY20</u> <u>FTE</u>	<u>FY20</u> <u>Proposed</u>	<u>Grants/Rev</u> <u>Funds</u>	<u>Increase/</u> <u>Decrease</u>
Fellows		\$ 16,703		\$ 26,300			\$ 19,300		\$ (7,000)
Substitutes	\$ 113,483	\$ 16,219		\$ 45,000			\$ 40,000		\$ (5,000)
Total Substitute	\$ 113,483	\$ 32,922		\$ 71,300			\$ 59,300		\$ (12,000)
Total Molin School	\$ 2,688,787	\$ 2,860,340	51.1	\$ 3,014,062	\$ 218,000	50.4	\$ 3,086,494	\$ 218,000	\$ 72,432

Summary by Program

E. G. Molin Upper Elementary School

<u>Programs</u>	<u>Approved Budget</u> <u>FY19</u>		<u>Proposed Budget</u> <u>FY20</u>		<u>Difference</u>	<u>% of Change</u>
Grade 4	\$	642,630	\$	670,245	\$ 27,615	4.3%
Grade 5	\$	643,334	\$	618,051	\$ (25,283)	-3.9%
Technology	\$	37,403	\$	42,569	\$ 5,166	13.8%
Music	\$	36,504	\$	41,586	\$ 5,082	13.9%
Art	\$	58,359	\$	63,776	\$ 5,417	9.3%
Physical Ed/Wellness	\$	96,102	\$	98,291	\$ 2,189	2.3%
Special Education	\$	1,196,321	\$	1,216,154	\$ 19,833	1.7%
Instructional Materials	\$	35,000	\$	35,400	\$ 400	1.1%
Guidance	\$	71,360	\$	74,649	\$ 3,289	4.6%
STEM	\$	80,171	\$	79,891	\$ (280)	-0.3%
Library	\$	45,336	\$	45,865	\$ 529	1.2%
Operation of Plant	\$	56,114	\$	47,468	\$ (8,646)	-15.4%
School Administration	\$	162,128	\$	211,248	\$ 49,120	30.3%
Substitutes/Fellows	\$	71,300	\$	59,300	\$ (12,000)	-16.8%
Totals	\$	3,232,062	\$	3,304,494	\$ 72,432	2.24%

RUPERT A. NOCK MIDDLE SCHOOL

MISSION STATEMENT

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

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

FY2019 ACCOMPLISHMENTS

• School Culture

- Positive Behavior Intervention Systems—this year we rolled out a full implementation of PBIS with students. This included new strategies for teaching and reinforcing behavior expectations, school wide signage, an internal disciplinary referral process (along with implementation of the SWIS tracking software, and the piloting of a hall pass tracking system called EHall Pass).
- School wide prevention and intervention programs—we offered a number of programs designed to reinforce the Nock Advantage Core values, enhance student understanding of the impact of their behaviors, and provide a range of voices for students. Some examples include, professional motivational speaker, grade level lessons in 8th grade around diversity, and our Jeanne Geiger partnership for Media Literacy (grade 6) and The Mask you Live In (grade 8).
- Student forums/shadow days—The Center for Secondary School Reform helped us run a student forum to gather information on what students want school to look like and facilitate a staff shadow day. We have followed with a school-wide student shadow program lead by our Building Leadership Team. By the end of the school year all educators will have shadowed a student for a day. We will have a reflection and reunion (students who were shadowed) at the end of the year.
- Student Leadership—we continue to build structures to support student leadership. We have expanded the Clipper Crew and the Student Council. We have added student-driven programs including the Diversity Club and a student directed play.

• Curriculum, Assessment and Instruction

- Collaborative Processes - With the support of a retired superintendent, we have focused on enhancing our collaborative practices. We have redesigned our student consult model using a protocol-based process and a focus on instructional interventions. In addition, this former superintendent has supported our work around creating a culture of evidence-based conversations.
- Curriculum development--all RAN staff have been modifying Scope and Sequence templates to reflect the move towards standards-based teaching. A focus has been on identifying the (1) essential understandings, (2) power standards and (3) common assessments for each course.
- Specific grade level work has included:
 - Piloting of new grade 6 ELA resource Pearson My Perspectives
 - Aligning grade 8 Algebra I with NHS and selecting a new shared resource
 - Developing the grade 7 Place Based Education unit to address the sustainability of the field studies approach
 - Continuing work developing the Language Based Program, including the integration of new teaching resources: Langauge! and VMath

- A consultant is guiding the 6-12 World Languages Department in setting proficiency targets, developing performance assessments, and facilitating collaborative curriculum development.
- Skills-based teaching, learning, assessing and grading—as is the case across the district, a pilot team of teachers are working to redesign their curricula using a skills-based approach.
- **Program Development**
 - In response to growing mental health needs of our students we opened a Bridge for Resilient Youth in Transition (BRYT) Program. We have seen strong growth in our ability to meet the complex needs of students for whom a full school day can be quite difficult.
 - We are currently piloting a counseling relationship with the Home for Little Wanderers to provide students and families with access to mental health services in the school building.
 - In collaboration with the NEF, we are pleased to complete the Nock/Molin Wellness Space. We will be re-designing our PE and wellness curricula to incorporate the new space.

FY2020GOALS & OBJECTIVES

GOAL 1: We will enhance collaboration in building a respectful and trusting learning environment to foster a collective commitment to continuous student improvement. We will support the faculty in using common assessments within their content area, and or specialized field, to measure student growth for students.

Objectives:

- Sustainable collaborative practices and protocols are in place for student consult and analysis of student growth
- Completed Scope and Sequence maps (including written course overview, essential understandings and questions, power standards, essential vocabulary, and common assessments) for each RAN course
- Comprehensive course of study written and shared with parents, students and staff
- Continued curriculum development in all areas including: grade 7 place-based education, 6-12 world language, grade 6 ELA new resource adoption, grade 8-9 Algebra I resource adoption and course review, 6-8 realignment of the SS courses to the MA Frameworks

GOAL 2: We will continue to provide opportunities for all staff to develop a variety of strategies for meeting students' holistic and academic needs through teaching, curriculum, and assessment methods.

Objectives:

- Continue year three of the Positive Behavior Intervention program: enhancing the kick-off programming at the start of the year, expanding the use of SWIS data, involving parents (with a written overview and information on the web site), and developing sustainable, age-appropriate acknowledgement systems.
- Integrate use of the Jacalyn Bennett Wellness and Mindfulness space into the physical education, counseling and wellness curricula. Provide alternative option for detention in the mindfulness space.
- Expand use of skills-based teaching and learning to a second pilot team.
- Continue program development to support specific middle level needs around wellness, personal growth and the core Nock Advantage Values (e.g. assemblies, guest speaker series, student-focused learning projects, book groups, student clubs/leadership/service opportunities)
- On-going development of programs to meet the needs of smaller populations (e.g. language-based programming, BRYT programming, small group math curriculum work)

GOAL 3: In order to achieve our vision of a school culture where all members of the school community work together, build respect, collaborate and are committed to continuous improvement, we will promote and celebrate student and faculty success and building positive relationships with our students' families. In addition, we will develop

communication tools to provide shared expectations and understanding around both academic and behavioral goals for students.

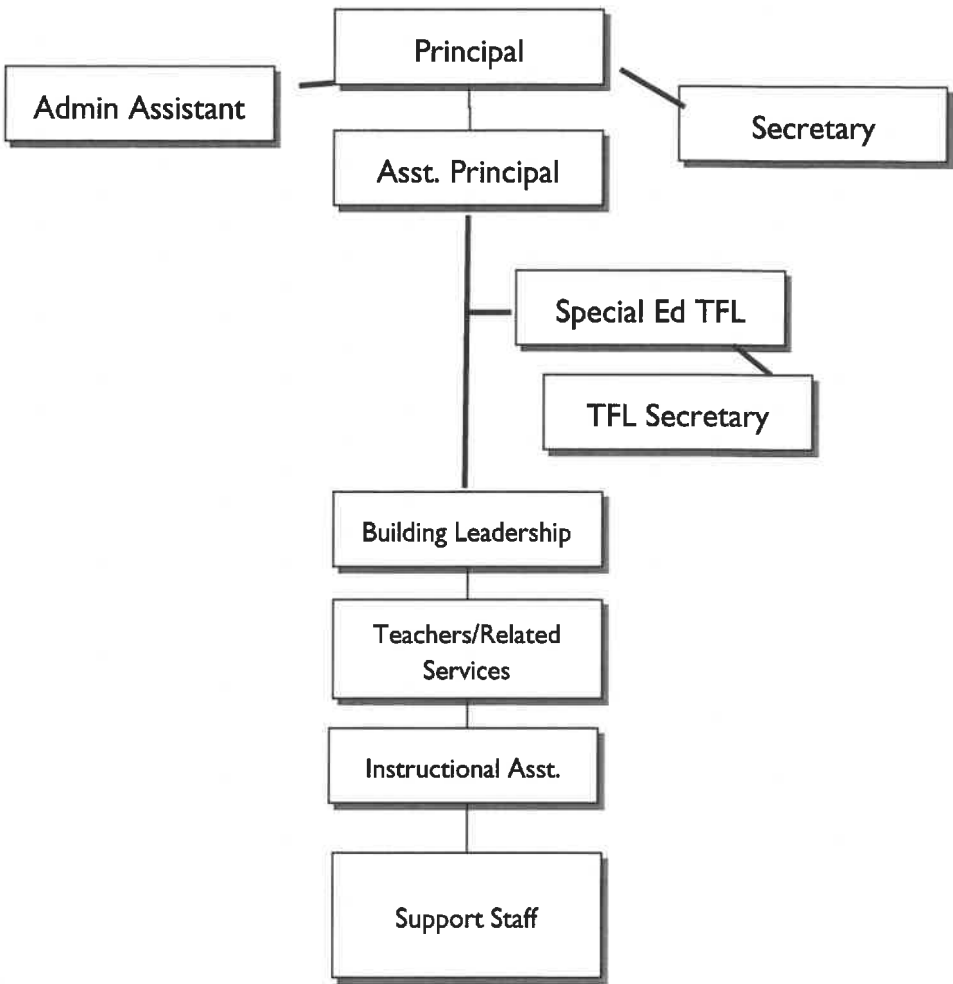
Objectives:

- Updated student handbook to reflect Nock Advantage PBIS program and emphasize our expectations for parents, staff and students.
- Enhanced parent outreach including new programs for Open House, Parent-teacher Conferencing, and communication around use of the Aspen X2 grading tool.
- Ongoing acknowledgment and sharing of student and staff successes through a variety of approaches including Assemblies, monthly challenges, Twitter, RAN Webpage, email communication, new coverage, and Nock Advantage Notes.

PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

- Enhance programming in the Jacalyn Bennett Wellness and Mindfulness space both during and after school
- Continue Partnership programs for students including the Jeanne Geiger programs for grade 6 and 8
- Expand partnership across RAN and NHS for music programming in the areas of orchestra, chorus and instrumental band
- Establish fall dramatic play program
- Continue to provide opportunities for student voice and student service throughout the school year

R. A. Nock Middle School



R. A. Nock Middle School

Description	FY17 Actual	FY18 Actual	FY19 FTE	FY19 Revised	Grants/Rev Funds	FY20 FTE	FY20 Proposed	Grants/Rev Funds	Increase/ Decrease
Grade 6									
Professional Salaries	\$ 568,041	\$ 590,590	8.0	\$ 613,148		8.3	\$ 636,764		\$ 23,616
Textbooks	\$ -	\$ -		\$ -			\$ 580		\$ 580
Supplies/Materials	\$ 2,475	\$ 3,482		\$ 2,500			\$ 2,000		\$ (500)
Total Grade 6	\$ 570,517	\$ 594,072		\$ 615,648			\$ 639,344		\$ 23,696
Grade 7									
Professional Salaries	\$ 575,709	\$ 607,713	8.0	\$ 601,522		8.3	\$ 625,365		\$ 23,843
Textbooks							\$ 900		\$ 900
Supplies/Materials	\$ 217	\$ 2,804		\$ 2,500			\$ 2,000		\$ (500)
Total Grade 7	\$ 575,926	\$ 610,517		\$ 604,022			\$ 628,265		\$ 24,243
Grade 8									
Professional Salaries	\$ 542,560	\$ 565,991	8.0	\$ 588,458		8.4	\$ 622,982		\$ 34,524
Textbooks							\$ 900		\$ 900
Supplies/Materials	\$ 2,920	\$ 3,401		\$ 2,500			\$ 2,000		\$ (500)
Total Grade 8	\$ 545,481	\$ 569,392		\$ 590,958			\$ 625,882		\$ 34,924
World Language									
Professional Salaries	\$ 75,471	\$ 136,002	2.0	\$ 141,082		2.0	\$ 146,718		\$ 5,636
Supplies/Materials	\$ 260	\$ 11,407		\$ 700			\$ 630		\$ (70)
Total World Language	\$ 75,731	\$ 147,409		\$ 141,782			\$ 147,348		\$ 5,566
Technology									
Professional Salaries	\$ 38,144	\$ 33,959	0.6	\$ 42,605		0.6	\$ 46,304		\$ 3,699
Supplies/Materials	\$ 10,616	\$ 270		\$ 600			\$ 540		\$ (60)
Software	\$ 4,277	\$ 3,650		\$ 6,000			\$ 7,200		\$ 1,200
Equipment Purchase	\$ 65,518	\$ 17,007		\$ 1,000			\$ 900		\$ (100)
computer purchase	\$ -	\$ 5,228		\$ 3,000			\$ 2,700		\$ (300)
Total Technology	\$ 118,555	\$ 60,114		\$ 53,205			\$ 57,644		\$ 4,439
Reading Specialist									
Professional Salaries	\$ 23,273	\$ 24,596	1	\$ 51,989		1	\$ 56,708		\$ 4,719
Total Reading	\$ 23,273	\$ 24,596		\$ 51,989			\$ 56,708		\$ 4,719
Music									
Professional Salaries	\$ 103,256	\$ 107,370	1.5	\$ 110,940		1.5	\$ 114,965		\$ 4,025
Supplies/Materials	\$ 468	\$ 363		\$ 500			\$ 900		\$ 400
Field Trips	\$ 2,000	\$ -		\$ -			\$ -		\$ -
Chorus	\$ 110	\$ -		\$ -			\$ -		\$ -
Memberships	\$ 276	\$ 140		\$ 1,000			\$ 500		\$ (500)
Equipment Maintenance	\$ 594	\$ 811		\$ 1,000			\$ 1,395		\$ 395
Training/Expeditionary Learn.	\$ 272	\$ 1,500		\$ 1,000			\$ -		\$ (1,000)
Equipment Purchase/Rental	\$ -	\$ 360		\$ 1,000			\$ 500		\$ (500)
Total Music	\$ 106,978	\$ 110,545		\$ 115,440			\$ 118,260		\$ 2,820
Art									
Professional Salaries	\$ 69,151	\$ 75,023	1.2	\$ 79,289		1.2	\$ 86,665		\$ 7,376
Supplies/Materials	\$ 6,032	\$ 7,156		\$ 6,500			\$ 5,850		\$ (650)
Total Art	\$ 75,184	\$ 82,179		\$ 85,789			\$ 92,515		\$ 6,726
Physical Education									
Professional Salaries	\$ 135,361	\$ 139,513	1.8	\$ 142,653		1.8	\$ 144,793		\$ 2,140
Supplies/Materials	\$ 307	\$ -		\$ 500			\$ 450		\$ (50)
Equipment Purchase	\$ 3,846	\$ 1,125		\$ 2,000			\$ 1,800		\$ (200)
Total Physical Education	\$ 139,514	\$ 140,638		\$ 145,153			\$ 147,043		\$ 1,890
Special Education									
Professional Salaries	\$ 942,139	\$ 1,003,177	13.5	\$ 990,453		14	\$ 1,029,120		\$ 38,667
Aides	\$ 242,365	\$ 225,161	10.0	\$ 238,575		9.0	\$ 233,235		\$ (5,340)
Supplies/Materials	\$ 2,276	\$ 1,600		\$ 2,500			\$ 2,250		\$ (250)
Total Special Education	\$ 1,186,780	\$ 1,229,938		\$ 1,231,528			\$ 1,264,605		\$ 33,077
Instructional Materials									
IMC Aide	\$ 11,499	\$ 13,326	0.4	\$ 10,272		0.5	\$ 16,494		\$ 6,222
General Supplies	\$ 16,080	\$ 23,889		\$ 20,000			\$ 15,000		\$ (5,000)
Contracted Services		\$ 2,880		\$ -			\$ 4,000		\$ 4,000
AV Materials	\$ 1,867	\$ 2,376		\$ 3,000			\$ 1,500		\$ (1,500)
Equipment Maintenance	\$ 43,132	\$ 35,683		\$ 44,136			\$ 44,000		\$ (136)
Total Instructional Materials	\$ 72,578	\$ 78,154		\$ 77,408			\$ 80,994		\$ 3,586
Guidance									
Professional Salaries	\$ 115,536	\$ 130,832	2.0	\$ 138,270		2.0	\$ 146,756		\$ 8,486
Supplies/Materials	\$ -	\$ -		\$ -			\$ -		\$ -
Total Guidance	\$ 115,536	\$ 130,832		\$ 138,270			\$ 146,756		\$ 8,486
Pre-Engineering									

Description	FY17 Actual	FY18 Actual	FY19 FTE	FY19 Revised	Grants/Rev Funds	FY20 FTE	FY20 Revised	Grants/Rev Funds	Increase/ Decrease
Professional Salaries	\$ 77,502	\$ 79,246	1.0	\$ 82,958		1.0	\$ 83,995		\$ 1,037
Supplies/Materials	\$ 3,957	\$ 3,708		\$ 2,500			\$ 250		\$ (2,250)
Software	\$ 1,500	\$ -		\$ 1,500			\$ 200		\$ (1,300)
Equipment Purchase	\$ 3,847	\$ 4,385		\$ 1,000			\$ -		\$ (1,000)
General Supplies	\$ 1,459	\$ 929		\$ 3,500			\$ 500		\$ (3,000)
Total Pre-Engineering	\$ 88,265	\$ 88,267		\$ 91,458			\$ 84,945		\$ (6,513)
Library									
Textbooks	\$ 2,012	\$ 2,458		\$ 2,500			\$ 2,500		\$ -
Professional Salaries	\$ 40,493	\$ 41,404	0.5	\$ 42,336		0.5	\$ 42,865		\$ 529
Supplies/Materials	\$ -	\$ 418		\$ 500			\$ 450		\$ (50)
Software	\$ 3,940	\$ 2,840		\$ 3,000			\$ 3,640		\$ 640
Publications	\$ 534	\$ 380		\$ 1,000			\$ 450		\$ (550)
Memberships	\$ -	\$ -		\$ -			\$ -		\$ -
Equipment Maintenance	\$ -	\$ -		\$ -			\$ -		\$ -
Total Library	\$ 46,979	\$ 47,498		\$ 49,336			\$ 49,905		\$ 569
Student Activities									
Professional Salaries	\$ 7,000	\$ 8,100		\$ 13,000			\$ 13,000		\$ -
Awards	\$ 2,687	\$ 4,071		\$ 4,200			\$ 4,200		\$ -
Total Student Activity	\$ 9,687	\$ 12,171		\$ 17,200			\$ 17,200		\$ -
Operation of Plant									
Custodian	\$ 223,830	\$ 231,720	4	\$ 211,426		4	\$ 211,821		\$ 394
Uniforms	\$ 688	\$ 700		\$ 700			\$ 500		\$ (200)
Custodial Supplies	\$ 18,323	\$ 19,452		\$ 20,000			\$ 21,750		\$ 1,750
Electric	\$ 100,921	\$ 109,446		\$ 122,000			\$ 130,176		\$ 8,176
Gas	\$ 30,463	\$ 34,093		\$ 42,000			\$ 43,500		\$ 1,500
Telephone	\$ 10,548	\$ 9,695		\$ 10,000			\$ 10,000		\$ -
Equipment Maintenance	\$ 2,488	\$ 2,992		\$ 3,000			\$ 2,850		\$ (150)
Equipment Purchase/Rental	\$ 7,492	\$ 16,784		\$ 10,000			\$ 4,500		\$ (5,500)
Total Operation of Plant	\$ 394,752	\$ 424,882		\$ 419,126			\$ 425,097		\$ 5,970
Maintenance of Plant									
Grounds/Other	\$ 1,011	\$ 5,560		\$ 5,000					\$ (5,000)
Contracted Services	\$ 33,731	\$ 17,916		\$ 20,000			\$ 22,000		\$ 2,000
Building/Contracted Services	\$ 20,460	\$ 20,157		\$ 20,000			\$ 24,330		\$ 4,330
Total Maintenance of Plant	\$ 55,202	\$ 43,633		\$ 45,000			\$ 46,330		\$ 1,330
Administration									
Principals	\$ 200,000	\$ 205,100	2.0	\$ 209,202		2.0	\$ 212,873		\$ 3,671
Secretary	\$ 91,835	\$ 93,219	2.0	\$ 95,946		2.0	\$ 102,965		\$ 7,019
Supplies/Materials	\$ 3,258	\$ 4,017		\$ 2,500			\$ 2,500		\$ -
Publications	\$ 561	\$ -		\$ 900			\$ 900		\$ -
Memberships	\$ 1,200	\$ 1,078		\$ 1,800			\$ 1,880		\$ 80
Printing	\$ 1,394	\$ 317		\$ 1,000			\$ 1,000		\$ -
Postage	\$ 2,700	\$ -		\$ 3,700			\$ 3,500		\$ (200)
Equipment Maintenance	\$ 2,156	\$ 550		\$ 1,000			\$ 550		\$ (450)
Equipment Purchase/Rental	\$ 1,101	\$ 1,596		\$ 200			\$ -		\$ (200)
Total Administration	\$ 304,204	\$ 305,876		\$ 316,248			\$ 326,168		\$ 9,920
Substitutes									
Fellows		\$ 16,703		\$ 26,300			\$ 19,300		\$ (7,000)
Substitutes	\$ 89,857	\$ 71,431		\$ 76,502			\$ 92,900		\$ 16,398
Total Substitutes	\$ 89,857	\$ 88,134		\$ 102,802			\$ 112,200		\$ 9,398
Total Middle School	\$ 4,594,997	\$ 4,788,847	67.5	\$ 4,892,362	\$ -	68.1	\$ 5,067,206	\$ -	\$ 174,845

Summary by Program

R. A. N. Middle School

<u>Programs</u>	<u>Approved Budget</u> <u>FY19</u>	<u>Proposed Budget</u> <u>FY20</u>	<u>Difference</u>	<u>% of Change</u>
Grade 6	\$ 615,648	\$ 639,344	\$ 23,696	3.8%
Grade 7	\$ 604,022	\$ 628,265	\$ 24,243	4.0%
Grade 8	\$ 590,958	\$ 625,882	\$ 34,924	5.9%
World Language	\$ 141,782	\$ 147,348	\$ 5,566	3.9%
Technology	\$ 53,205	\$ 57,644	\$ 4,439	8.3%
Music	\$ 115,440	\$ 118,260	\$ 2,820	2.4%
Art	\$ 85,789	\$ 92,515	\$ 6,726	7.8%
Physical Education	\$ 145,153	\$ 147,043	\$ 1,890	1.3%
Reading Specialist	\$ 51,989	\$ 56,708	\$ 4,719	9.1%
Special Education	\$ 1,231,528	\$ 1,264,605	\$ 33,077	2.7%
Instructional Materials	\$ 77,408	\$ 80,994	\$ 3,586	4.6%
Guidance	\$ 138,270	\$ 146,756	\$ 8,486	6.1%
Tech Ed/Pre-Engineering	\$ 91,458	\$ 84,945	\$ (6,513)	-7.1%
Library	\$ 49,336	\$ 49,905	\$ 569	1.2%
Student Activity Account	\$ 17,200	\$ 17,200	\$ -	0.0%
Operation of Plant	\$ 419,126	\$ 425,097	\$ 5,970	1.4%
Maintenance of Plant	\$ 45,000	\$ 46,330	\$ 1,330	3.0%
School Administration	\$ 316,248	\$ 326,168	\$ 9,920	3.1%
Substitutes/Fellows	\$ 102,802	\$ 112,200	\$ 9,398	9.1%
Totals	\$ 4,892,362	\$ 5,067,206	\$ 174,845	3.57%

NEWBURYPORT HIGH SCHOOL

MISSION STATEMENT

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

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

FY2019 ACCOMPLISHMENTS

- Increased math sections to support targeting specialized math instruction.

FY2020 GOALS & OBJECTIVES

GOAL 1: INCREASE ACCESS TO ADVANCED COURSEWORK FOR THE HIGH NEEDS SUBGROUP.

Objectives:

- Re-envision program of studies to increase student access and enrollment in advanced coursework.
- Identify and counter obstacles that interfere with high needs subgroup ability to access advanced coursework.
- Expand and increase enrollment in dual enrollment offerings.
- Increase teacher capacity to target instruction during lesson through administrative and peer-to-peer feedback.

GOAL 2: ALL STUDENTS LEAVE WITH A PERSONALIZED AND FLEXIBLE POST-SECONDARY PLAN.

Objectives:

- Re-envision advisory to support student understanding of self and post-secondary planning alongside building a strong relationship with advisor.
- Determine best counseling structure in support of college and career readiness and social/emotional development.

GOAL 3: DECREASE CHRONIC ABSENTEEISM

Objectives:

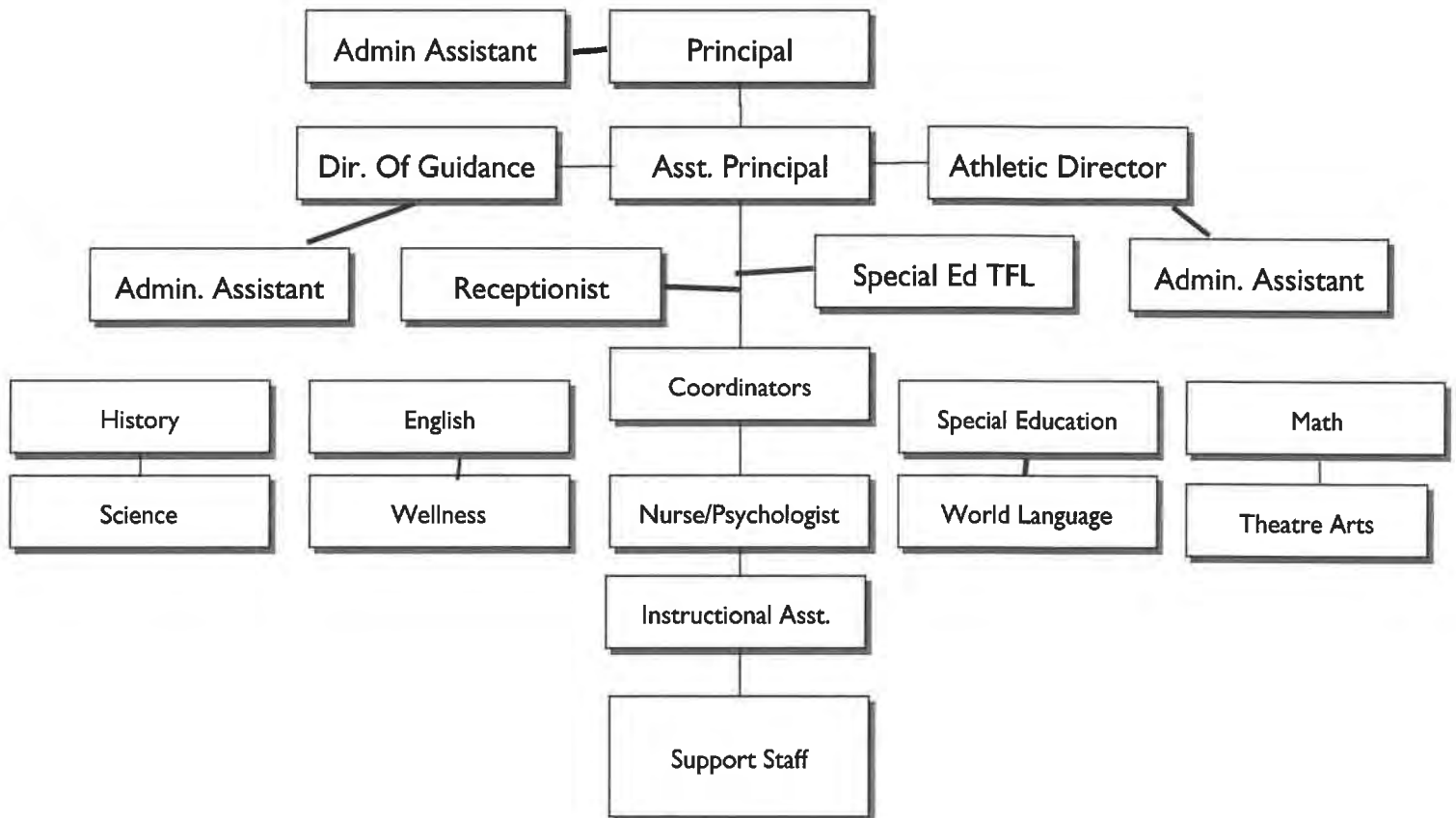
- Develop and implement proactive practices and services to support students having difficulty attending school.
- Make use of discussion protocols on school-wide matters so that students and teachers have a voice in decisions.
- Build a school culture grounded in recognition and voice.

PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

Objectives:

- Take steps to expand and create flexibility within the high school music program.
- Increase supports around a culture of recognition and student voice.

Newburyport High School



Newburyport High School

	FY17	FY18	FY19	FY19	Grants/Rev	FY20	FY20	Grants/Rev	Increase/
<u>English</u>	<u>Actual</u>	<u>Actual</u>	<u>FTE</u>	<u>Revised</u>	<u>Funds</u>	<u>FTE</u>	<u>Proposed</u>	<u>Funds</u>	<u>Decrease</u>
Professional Salaries	\$ 563,334	\$ 550,508	7.9	\$ 572,065		8.0	\$ 598,311		\$ 26,246
Textbooks	\$ 5,283	\$ 1,112		\$ 7,000			\$ 6,000		\$ (1,000)
Computer Purchase	\$ 7,576	\$ 7,925		\$ 9,000			\$ -		\$ (9,000)
Publications	\$ -	\$ 6,887		\$ 1,125			\$ 1,400		\$ 275
Total English	\$ 576,194	\$ 566,431		\$ 589,190			\$ 605,711		\$ 16,521
<u>World Language</u>									
Professional Salaries	\$ 517,307	\$ 497,931	6.4	\$ 522,021		7.1	\$ 538,661		\$ 16,640
Supplies/Materials	\$ 3,659	\$ 3,110		\$ 5,400			\$ 4,900		\$ (500)
Textbooks	\$ 75	\$ 17,264		\$ 8,000			\$ 3,000		\$ (5,000)
Equipment Maintenance	\$ 691	\$ 225		\$ 900					\$ (900)
Total World Language	\$ 521,731	\$ 518,530		\$ 536,321			\$ 546,561		\$ 10,240
<u>Math</u>									
Professional Salaries	\$ 699,624	\$ 657,092	8.6	\$ 710,488		8.6	\$ 718,099		\$ 7,611
Supplies/Materials	\$ 10,765	\$ 11,655		\$ 13,500			\$ 10,000		\$ (3,500)
Textbooks	\$ 415	\$ 3,197		\$ 14,000			\$ 10,000		\$ (4,000)
Software		\$ -		\$ 3,000			\$ 3,000		\$ -
Total Math	\$ 710,804	\$ 671,944		\$ 740,988			\$ 741,099		\$ 111
<u>Science</u>									
Professional Salaries	\$ 602,369	\$ 622,147	8.8	\$ 642,595		8.8	\$ 674,207		\$ 31,612
Supplies/Materials	\$ 13,775	\$ 21,633		\$ 23,400			\$ 24,000		\$ 600
Waste disposal		\$ -					\$ 1,000		\$ 1,000
Textbooks	\$ 9,097	\$ 31,722		\$ 10,000			\$ 10,000		\$ -
Equipment Maintenance	\$ 815	\$ 818		\$ 3,000			\$ 3,000		\$ -
Total Science	\$ 626,055	\$ 676,320		\$ 678,995			\$ 712,207		\$ 33,212
<u>Social Studies</u>									
Professional Salaries	\$ 623,960	\$ 604,775	8.0	\$ 628,427		8.0	\$ 643,700		\$ 15,273
Supplies/Materials	\$ -	\$ 6,279		\$ 5,850			\$ 6,000		\$ 150
Textbooks	\$ 5,784	\$ 4,079		\$ 8,000			\$ 4,000		\$ (4,000)
Model UN	\$ -	\$ -		\$ 9,000			\$ 8,150		\$ (850)
Total Social Studies	\$ 629,745	\$ 615,133		\$ 651,277			\$ 661,850		\$ 10,573
<u>Technology</u>									
Supplies/Materials	\$ 820	\$ 211		\$ 4,500			\$ 2,000		\$ (2,500)
Software	\$ 1,327	\$ 788		\$ 4,000			\$ 2,000		\$ (2,000)
Equipment Maintenance	\$ 16,807	\$ 8,208		\$ 24,000			\$ 24,000		\$ -
Computer Purchase		\$ 26,772		\$ -			\$ -		\$ -
Total Technology	\$ 18,954	\$ 35,979		\$ 32,500			\$ 28,000		\$ (4,500)
<u>Business</u>									
Professional Salaries	\$ 33,242	\$ 43,098	0.6	\$ 45,262		0.6	\$ 32,820		\$ (12,442)
Supplies/Materials		\$ -		\$ 4,500			\$ 3,000		\$ (1,500)
Textbooks		\$ -		\$ 5,000			\$ 1,000		\$ (4,000)
Total Business	\$ 33,242	\$ 43,098		\$ 54,762			\$ 36,820		\$ (17,942)
<u>Music</u>									
Professional Salaries	\$ 60,522	\$ 46,359	0.7	\$ 52,805		0.8	\$ 61,103		\$ 8,298
Supplies/Materials	\$ 759	\$ 828		\$ 1,350			\$ 1,000		\$ (350)
Software	\$ 647	\$ 507		\$ 600			\$ 650		\$ 50
Memberships	\$ -	\$ -		\$ 250			\$ 250		\$ -
Field Trips	\$ 742	\$ -		\$ 1,500			\$ 1,700		\$ 200
Equipment Maintenance	\$ 645	\$ 598		\$ 1,000			\$ -		\$ (1,000)
Equipment Purchase/Rental	\$ 755	\$ 730		\$ 1,000			\$ 1,900		\$ 900
Total Music	\$ 64,071	\$ 49,022		\$ 58,505			\$ 66,603		\$ 8,098
<u>Art</u>									
Professional Salaries	\$ 213,597	\$ 217,316	3.0	\$ 228,655		3.0	\$ 235,314		\$ 6,659
Supplies/Materials	\$ 7,079	\$ 13,326		\$ 13,950			\$ 13,400		\$ (550)
Software	\$ -	\$ -		\$ 900			\$ 3,000		\$ 2,100
Equipment Maintenance	\$ -	\$ -		\$ -			\$ 1,000		\$ 1,000
Total Art	\$ 220,676	\$ 230,642		\$ 243,505			\$ 252,714		\$ 9,209
<u>Special Education</u>									
Professional Salaries	\$ 919,887	\$ 874,501	12.0	\$ 872,258		13.0	\$ 972,884		\$ 100,626
Speech/Language	\$ -	\$ -	0.5	\$ 30,079		0.5	\$ 38,189		\$ 8,110
Aides	\$ 270,538	\$ 281,754	12.6	\$ 311,044		10.8	\$ 288,230		\$ (22,814)
Supplies/Materials	\$ 2,839	\$ 6,780		\$ 8,100			\$ 7,750		\$ (350)

Description	FY17 Actual	FY18 Actual	FY19 FTE	FY19 Revised	Grants/Rev Funds	FY20 FTE	FY20 Proposed	Grants/Rev Funds	Increase/ Decrease
Total Special Education	\$ 1,193,264	\$ 1,163,034		\$ 1,221,481			\$ 1,307,053		\$ 85,572
<u>Alternative Education</u>									
Professional Salaries	\$ 156,175	\$ 154,888	2.0	\$ 158,373		2.0	\$ 162,196		\$ 3,823
Supplies/Materials	\$ 780	\$ 155		\$ 900			\$ 500		\$ (400)
Textbooks	\$ -	\$ -		\$ 500			\$ 400		\$ (100)
Total Alternative Education	\$ 156,955	\$ 155,043		\$ 159,773			\$ 163,096		\$ 3,323
<u>Instructional Materials</u>									
Supplies/Materials	\$ -	\$ 2,440		\$ 11,250			\$ 7,000		\$ (4,250)
Equipment Maintenance	\$ 60,893	\$ 42,214		\$ 56,000			\$ 56,000		\$ -
Total Instructional Materials	\$ 60,893	\$ 44,654		\$ 67,250			\$ 63,000		\$ (4,250)
<u>Guidance</u>									
Professional Salaries	\$ 462,680	\$ 433,851	6.0	\$ 498,740		6.0	\$ 511,835		\$ 13,095
Secretary	\$ 40,620	\$ 41,219	1.0	\$ 52,002		1.0	\$ 44,138		\$ (7,864)
Supplies/Materials	\$ 1,076	\$ 2,074		\$ 3,600			\$ 3,500		\$ (100)
Tests	\$ 427	\$ 143		\$ 2,000			\$ 1,500		\$ (500)
Software	\$ 5,694	\$ 6,113		\$ 6,000			\$ 6,000		\$ -
Total Guidance	\$ 510,497	\$ 483,400		\$ 562,342			\$ 566,973		\$ 4,631
<u>Tech Education</u>									
Professional Salaries	\$ 70,557	\$ 74,693	1.0	\$ 73,767		1.0	\$ 78,289		\$ 4,522
Supplies/Materials	\$ 8,123	\$ 10,451		\$ 10,800			\$ 10,500		\$ (300)
Textbooks	\$ -	\$ 233		\$ 500			\$ 500		\$ -
Computer Purchase	\$ 930	\$ 7,852		\$ 8,000			\$ -		\$ (8,000)
Total Tech Education	\$ 79,610	\$ 93,230		\$ 93,067			\$ 89,289		\$ (3,778)
<u>Library</u>									
Textbooks	\$ 10,254	\$ 7,669		\$ 11,300			\$ 10,000		\$ (1,300)
Professional Salaries	\$ 92,219	\$ 79,467	1.0	\$ 85,327		1.0	\$ 88,553		\$ 3,226
Aides	\$ -	\$ 14,693	0.75	\$ 16,568		1.00	\$ 25,375		\$ 8,808
Subscriptions		\$ 1,043					\$ 3,000		\$ 3,000
General Supplies	\$ 2,095	\$ 1,942		\$ 1,800			\$ 5,000		\$ 3,200
Equipment Purchase/Rental	\$ 2,040	\$ 57		\$ 2,250			\$ -		\$ (2,250)
Total Library	\$ 106,609	\$ 104,870		\$ 117,245			\$ 131,928		\$ 14,684
<u>Student Activities</u>									
Professional Salaries	\$ 6,125	\$ 5,000		\$ 7,000			\$ 7,000		\$ -
Awards	\$ 2,552	\$ 530		\$ 6,000			\$ 6,000		\$ -
Graduation/Celebrations	\$ 12,680	\$ 14,273		\$ 16,500			\$ 16,500		\$ -
Total Student Activities	\$ 21,357	\$ 19,802		\$ 29,500			\$ 29,500		\$ -
<u>Athletics</u>									
Transportation	\$ 74,536	\$ 86,663		\$ 105,000			\$ 105,000		\$ -
Professional Salaries	\$ 95,880	\$ 105,445	1.0	\$ 102,198		1.0	\$ 106,798		\$ 4,600
Coaches Salaries	\$ 234,514	\$ 258,309		\$ -	\$ 260,000		\$ -	\$ 271,500	\$ 11,500
Trainer Salary	\$ 24,000	\$ 25,000		\$ 20,500	\$ 11,500	0.8	\$ 33,293		\$ 1,293
Supplies/Materials	\$ 5,666	\$ 4,676		\$ 5,850			\$ 5,967.00		\$ 117
Uniforms	\$ 4,047	\$ 7,289		\$ 9,000			\$ 9,180		\$ 180
Sports Equipment	\$ 38,504	\$ 28,367		\$ 20,000			\$ 20,400		\$ 400
Officials	\$ 17,348	\$ 47,388		\$ 33,000	\$ 3,500		\$ 37,160		\$ 660
Rentals/Ice time	\$ 29,889	\$ 35,252		\$ 40,000			\$ 40,800		\$ 800
Cleaning/Reconditioning	\$ 6,316	\$ 5,723		\$ 7,000			\$ 7,140		\$ 140
Dues/Fees	\$ 13,460	\$ 16,261		\$ 14,000			\$ 14,500		\$ 500
Game Expenses	\$ 36,065	\$ 41,250		\$ 41,500			\$ 42,330		\$ 830
Insurance	\$ 250	\$ 250		\$ 9,000			\$ 9,000		\$ -
Total Athletics	\$ 580,474	\$ 661,872		\$ 407,048	\$ 275,000		\$ 431,568	\$ 271,500	\$ 21,020
<u>Drama</u>									
Professional Salaries	\$ 144,513	\$ 150,849	2.0	\$ 156,530		2.0	\$ 160,330		\$ 3,800
Supplies/Materials	\$ 1,185	\$ 736		\$ 3,240			\$ 1,800		\$ (1,440)
Memberships							\$ 400		\$ 400
Drama Festival	\$ -	\$ -		\$ 400			\$ 1,500		\$ 1,100
Total Drama	\$ 145,698	\$ 151,585		\$ 160,170			\$ 164,030		\$ 3,860
<u>Wellness</u>									
Memberships	\$ -	\$ -		\$ -			\$ -		\$ -
Professional Salaries	\$ 365,610	\$ 371,282	5.0	\$ 381,344		5.0	\$ 389,690		\$ 8,346
Afterschool program	\$ -	\$ -		\$ 8,000			\$ -		\$ (8,000)
Supplies/Materials	\$ 5,550	\$ 18,714		\$ 22,500			\$ 18,000		\$ (4,500)
Equipment Maintenance	\$ -	\$ -		\$ 5,000			\$ 4,000		\$ (1,000)

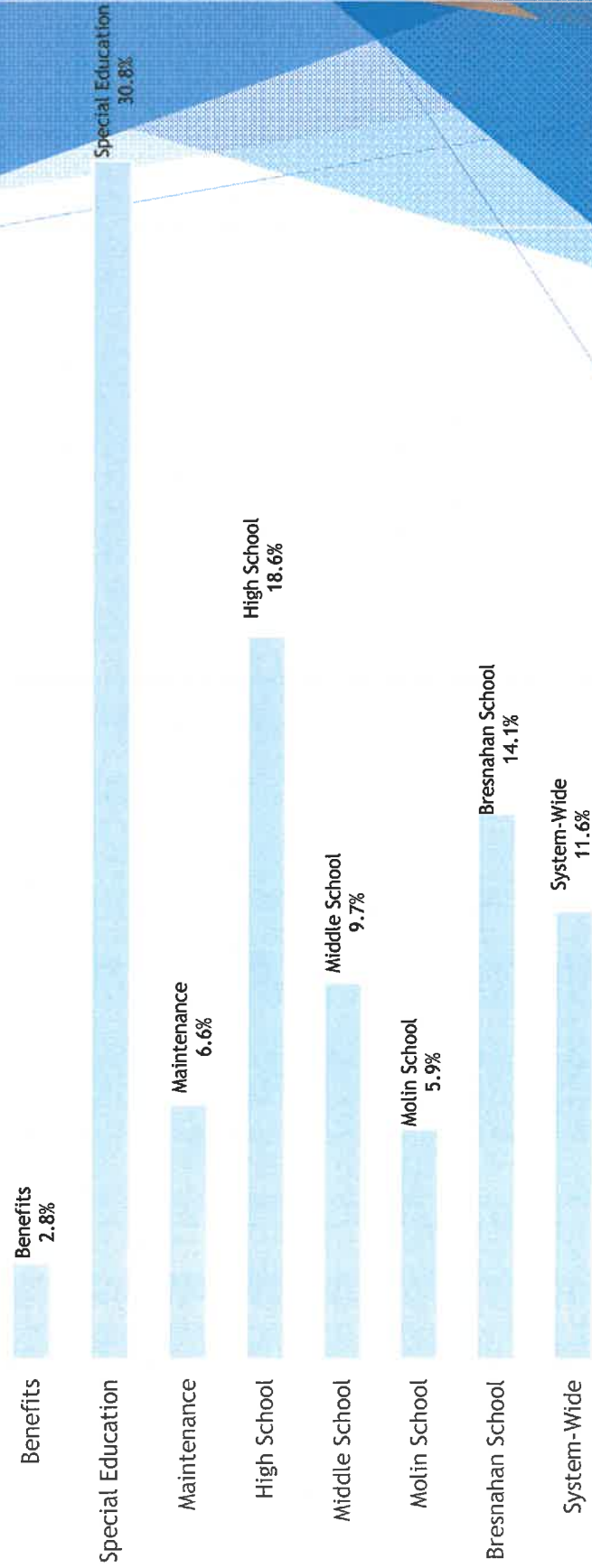
<u>Description</u>	<u>FY17 Actual</u>	<u>FY18 Actual</u>	<u>FY19 FTE</u>	<u>FY19 Revised</u>	<u>Grants/Rev Funds</u>	<u>FY20 FTE</u>	<u>FY20 Proposed</u>	<u>Grants/Rev Funds</u>	<u>Increase/ Decrease</u>
Equipment Purchase/Rental	\$ -	\$ 13,532		\$ 7,200			\$ 5,000		\$ (2,200)
Total Wellness	\$ 371,160	\$ 403,528		\$ 424,044			\$ 416,690		\$ (7,354)
<u>Reading</u>									
Professional Salaries	\$ 23,273	\$ 24,596	0.5	\$ 30,079	\$ -	0.5	\$ 27,350	\$ -	\$ (2,729)
Total Reading	\$ 23,273	\$ 24,596		\$ 30,079			\$ 27,350		\$ (2,729)
<u>Operation of Plant</u>									
Custodian	\$ 347,097	\$ 355,198	7.0	\$ 348,449		7.0	\$ 351,303		\$ 2,854
Uniforms	\$ 693	\$ 670		\$ 800			\$ 700		\$ (100)
Custodial Supplies	\$ 23,224	\$ 22,539		\$ 21,000			\$ 22,000		\$ 1,000
Electric	\$ 202,839	\$ 213,231		\$ 195,000			\$ 201,928		\$ 6,928
Gas	\$ 66,541	\$ 82,245		\$ 92,000			\$ 92,999		\$ 999
Telephone	\$ 21,189	\$ 21,308		\$ 13,000			\$ 13,000		\$ -
Equipment Maintenance	\$ 2,386	\$ 2,875		\$ 3,000			\$ 3,920		\$ 920
Equipment Purchase/Rental	\$ 9,721	\$ 9,823		\$ 10,000			\$ 6,920		\$ (3,080)
Total Operation of Plant	\$ 673,688	\$ 707,890		\$ 683,249			\$ 692,770		\$ 9,521
<u>Maintenance of Plant</u>									
Grounds/Other	\$ 11,193	\$ 6,183		\$ 7,000			\$ -		\$ (7,000)
Contracted Services	\$ 32,214	\$ 26,382		\$ 30,000			\$ 30,500		\$ 500
Building/Contracted Services	\$ 24,591	\$ 29,843		\$ 23,000			\$ 25,447		\$ 2,447
Total Maintenance of Plant	\$ 67,999	\$ 62,408		\$ 60,000			\$ 55,947		\$ (4,053)
<u>Administration</u>									
Principals	\$ 237,309	\$ 258,689	2.0	\$ 232,037		2.0	\$ 237,798		\$ 5,761
Secretary	\$ 126,932	\$ 131,895	3.0	\$ 142,642		3.0	\$ 149,896		\$ 7,254
Supplies/Materials	\$ 18,230	\$ 24,889		\$ 16,200			\$ 16,200		\$ -
Publications	\$ 3,463	\$ 2,224		\$ 2,850			\$ 3,000		\$ 150
Memberships	\$ 360	\$ 8,015		\$ 8,300			\$ 5,000		\$ (3,300)
Security Improvements	\$ -	\$ -		\$ -			\$ -		\$ -
Printing	\$ -	\$ -		\$ 4,050			\$ 4,050		\$ -
Postage	\$ 2,095	\$ 4,000		\$ 5,400			\$ 5,400		\$ -
Accreditation	\$ -	\$ 3,805		\$ 4,900			\$ 4,900		\$ -
Equipment Maintenance	\$ 1,429	\$ 1,449		\$ 900			\$ 1,000		\$ 100
Total Administration	\$ 389,818	\$ 434,966		\$ 417,279			\$ 427,244		\$ 9,965
<u>Substitutes</u>									
Fellows		\$ 16,704		\$ 26,300			\$ 19,300		\$ (7,000)
School Monitors							\$ -		\$ -
Substitutes	\$ 74,279	\$ 61,025		\$ 86,704			\$ 90,000		\$ 3,296
Total Substitutes	\$ 74,279	\$ 77,729		\$ 113,004			\$ 109,300		\$ (3,704)
<u>Virtual High School</u>									
Professional Salaries	\$ 8,175	\$ 22,598		\$ 12,500			\$ 12,500		\$ -
Total Virtual High School	\$ 8,175	\$ 22,598		\$ 12,500			\$ 12,500		\$ -
Summer Academic Support	\$ 4,787	\$ -							\$ -
Total High School	\$ 7,870,006	\$ 8,018,305	101.4	\$ 8,144,073	\$ 275,000	101.7	\$ 8,339,804	\$ 271,500	\$ 192,231

Summary by Program

Newburyport High School

<u>Programs</u>	<u>Approved Budget</u> <u>FY19</u>	<u>Proposed Budget</u> <u>FY20</u>	<u>Difference</u>	<u>% of Change</u>
English	\$ 589,190	\$ 605,711	\$ 16,521	2.8%
World Language	\$ 536,321	\$ 546,561	\$ 10,240	1.9%
Mathematics	\$ 740,988	\$ 741,099	\$ 111	0.0%
Science	\$ 678,995	\$ 712,207	\$ 33,212	4.9%
Social Studies	\$ 651,277	\$ 661,850	\$ 10,573	1.6%
Technology	\$ 32,500	\$ 28,000	\$ (4,500)	-13.8%
Business	\$ 54,762	\$ 36,820	\$ (17,942)	-32.8%
Music	\$ 58,505	\$ 66,603	\$ 8,098	13.8%
Art	\$ 243,505	\$ 252,714	\$ 9,209	3.8%
Special Education	\$ 1,221,481	\$ 1,307,053	\$ 85,572	7.0%
Alternative Education	\$ 159,773	\$ 163,096	\$ 3,323	2.1%
Instructional Materials	\$ 67,250	\$ 63,000	\$ (4,250)	-6.3%
Reading	\$ 30,079	\$ 27,350	\$ (2,729)	-9.1%
Guidance	\$ 562,342	\$ 566,973	\$ 4,631	0.8%
Tech Ed	\$ 93,067	\$ 89,289	\$ (3,778)	-4.1%
Library	\$ 117,245	\$ 131,928	\$ 14,684	12.5%
Student Activity Account	\$ 29,500	\$ 29,500	\$ -	0.0%
Athletics	\$ 682,048	\$ 703,068	\$ 21,020	3.1%
Drama/Video	\$ 160,170	\$ 164,030	\$ 3,860	2.4%
Wellness/Physical Ed	\$ 424,044	\$ 416,690	\$ (7,354)	-1.7%
Operation of Plant	\$ 683,249	\$ 692,770	\$ 9,521	1.4%
Maintenance of Plant	\$ 60,000	\$ 55,947	\$ (4,053)	-6.8%
School Administration	\$ 417,279	\$ 427,244	\$ 9,965	2.4%
Virtual High School	\$ 12,500	\$ 12,500	\$ -	0.0%
Substitutes/Fellows	\$ 113,004	\$ 109,300	\$ (3,704)	-3.4%
Totals	\$ 8,419,073	\$ 8,611,304	\$ 192,231	2.28%

Newburyport Public Schools FY19 Budget by Cost Center



Budget Summary

<u>Cost by School</u>	<u>FY19 Totals</u>	<u>FY20 Totals</u>	<u>Change</u>	<u>Salaries FY19</u>	<u>Salaries FY20</u>
High	\$ 8,419,073	\$ 8,611,304	\$ 192,231	\$ 7,354,758	\$ 7,637,163
Middle	\$ 4,892,362	\$ 5,067,206	\$ 174,845	\$ 4,506,926	\$ 4,541,792
Molin	\$ 3,232,062	\$ 3,304,494	\$ 72,432	\$ 3,151,062	\$ 3,213,494
Bresnahan	\$ 6,938,226	\$ 7,170,635	\$ 232,409	\$ 6,386,746	\$ 6,796,865
System-Wide	\$ 9,598,911	\$ 10,216,078	\$ 617,167	\$ 3,160,878	\$ 3,266,682
Total Cost	\$ 33,080,634	\$ 34,369,718	\$ 1,289,084	\$ 24,560,371	\$ 25,455,997
Increase	\$ 1,289,084				
Percent of Increase	3.90%				
<i>Total Salaries</i>	FY19	FY20	Increase		
	\$ 24,560,371	\$ 25,455,997	\$ 895,627		74.1%
<i>Total Expenses</i>	\$ 8,520,264	\$ 8,913,720	\$ 393,457		25.9%
	\$ 33,080,634	\$ 34,369,718	\$ 1,289,084		

Appendix F:
Whittier Regional Vocational Technical High School
Budget Detail



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NEW-ENGLAND
ASSOCIATION
OF SCHOOLS
AND COLLEGES
ACCREDITED MEMBER

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

APPROVED BUDGET 2019 – 2020 (04/10/2019)

Maureen A. Lynch
Superintendent

SCHOOL COMMITTEE

Alana Gilbert, Chairperson
Salisbury

Garry James
Ipswich

Brett Murphy
Vice Chairperson
Newburyport

Paul M. Tucker
Merrimac

Lisa O'Connor
Groveland

David E. Irving
Secretary
Rowley

Johanna True
Newbury

C. Anthony LeSage
Amesbury

Jo-Ann Testaverde, Ed.D
Georgetown

Chip O'Connor
West Newbury

Richard P. Early, Jr.
Haverhill

Scott Wood
Haverhill

Ben Fichera
Newburyport

Charles LaBella
Amesbury

"EQUAL EDUCATIONAL OPPORTUNITY"

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Working on your future



Whittier Regional Vocational Technical High School

115 Amesbury Line Road
Haverhill, MA 01830-1898
978-373-4101
Fax: 978-372-5331
www.whittiertech.org

Alana Gilbert
Chairperson
School Committee

Maureen A. Lynch
Superintendent

April 11, 2019

Dear Whittier Community Officials:

This booklet contains the 2019-2020 approved budget for the Whittier Regional Vocational Technical High School.

At a public hearing on April 10, 2019, the District School Committee approved a total district budget of \$ 25,225,676. Whittier's total budgetary requests were \$ 25,612,089. The Administration and School Committee made reductions totaling \$ 386,413 to arrive at the \$ 25,225,676 fiscal 2020 budget figure.

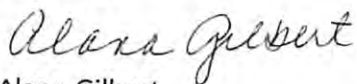
The approved FY20 budget of \$ 25,225,676 is an increase of \$793,536 or 3.25% over the FY19 budget of \$ 24,432,140. In addition to the approved FY20 district budget, the School Committee has approved a FY20 capital assessment for Phase II of the installation of artificial turf on the athletic field, an upgrade that will allow Whittier to better comply with Public Law 92-318 (also known as Title IX).

For FY20, Whittier's Chapter 70 funding increased 5.41%, state mandated minimum funding increased 5.07% and total community assessments increased a modest 1.40%. Individual community assessments will vary from year to year primarily due to increases or decreases in student enrollment along with state mandated minimum contribution levels. Community assessments can be found on page 20 of this budget book.

We respectfully request that you encourage your community to support this budget and your corresponding assessment. We would like to thank you in advance for your support and cooperation.

If you have any questions on this information, please contact Maureen A. Lynch, Superintendent, or Kara M. Kosmes, Business Manager.

Sincerely,


Alana Gilbert
Chairperson, School Committee


Maureen A. Lynch
Superintendent

Table of Contents

Approved Budget Account Totals	1
School Committee & Superintendent's Office	2-3
Finance & Administration	4-5
Academic Leadership & School Building Leadership	6-7
Teaching Services	7-9
Guidance & Psychological Services	10-11
Attendance & Health Services	11
Operation of School Buses	12
Athletics & Student Body	13-14
School Security	14
Custodial Services & Utility Services	15
Maintenance of Grounds, Buildings & Equipment	16-17
Fixed Charges	17-18
Community Services	19
Capital Costs & Tuitions	19
Assessments	20-24

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED BUDGET ACCOUNT TOTALS FY19 - FY20**

<u>FUNCT</u>	<u>FUNCTION TITLE</u>	<u>FY19 BUDGET</u>	<u>FY 20 RECOMMENDED</u>	<u>Change</u>
1000	District Leadership			
1100	School Committee	64,524	71,200	6,676
1200	Superintendent's Office	388,001	398,526	10,525
		<u>452,525</u>	<u>469,726</u>	<u>17,201</u>
1400	Finance & Administration	662,954	478,380	-184,574
2000	Instruction			
2100	Academic Leadership	600,789	615,351	14,562
2200	School Building Leadership	741,660	775,294	33,634
2300	Instruction Teaching Services	10,213,405	10,418,033	204,628
2400	Instructional Materials	1,260,760	1,087,678	-173,082
2700	Guidance	531,749	617,605	85,856
2800	Psychological Services	148,632	143,339	-5,293
		<u>13,496,995</u>	<u>13,657,300</u>	<u>160,305</u>
3000	Student Services			
3100	Attendance	41,200	42,877	1,677
3200	Health Services	194,699	197,650	2,951
3310	Operation of School Busses	1,391,445	1,369,548	-21,897
3510	Athletics	437,121	629,246	192,125
3520	Student Body	181,500	211,100	29,600
3600	School Security	401,149	420,267	19,118
		<u>2,647,114</u>	<u>2,870,688</u>	<u>223,574</u>
4000	Operations & Maintenance			
4110	Custodial Service	339,880	339,880	0
4120	Heating of Building	110,000	110,000	0
4130	Utility Services	708,900	708,900	0
4210	Maintenance of Grounds	40,000	40,000	0
4220	Maintenance of Building	672,194	706,898	34,704
4230	Maintenance of Equipment	49,000	76,150	27,150
4400	Technology Infrastructure	0	414,331	414,331
		<u>1,919,974</u>	<u>2,396,159</u>	<u>476,185</u>
5000	Fixed Charges	5,073,503	5,160,117	86,614
6000	Community Services	12,000	12,000	0
7000	Replacement of Equipment	100,325	95,556	-4,769
8000	Long Term Debt	0	0	0
9000	Tuitions	66,750	85,750	19,000
Total Operational Budget		<u>24,432,140</u>	<u>25,225,676</u>	<u>793,536</u>
	Capital Outlay	645,000	695,000	50,000
TOTAL GROSS BUDGET		<u>25,077,140</u>	<u>25,920,676</u>	<u>843,536</u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
1000	DISTRICT LEADERSHIP			
1100	School Committee			
1110.5	Supplies & Materials General Supply Items	72	500	500
1110.6	Other Expenses			
	Travel	6,331	3,500	3,500
	Memberships & Subscriptions	10,511	11,824	10,500
	Meeting Expenses	14,139	5,100	5,100
	Auditing Expenses	29,900	32,100	32,100
	Public Relations	26,395	11,500	19,500
	TOTALS 1106	87,276	64,024	70,700
	TOTALS 1100	87,348	64,524	71,200
1200	Superintendent's Office			
1210.1	Salaries, Professional Superintendent	185,002	185,234	189,379
1210.2	Salaries, Clerical Administrative Assistant	80,682	103,171	109,551
1210.4	Maintenance of Equipment	0	0	0

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
1210.5	Supplies & Materials			
	Postage & Office Supplies	23,236	25,715	25,715
	Printing & Reproduction	18,189	28,465	28,465
	TOTALS 1210.5	41,425	54,180	54,180
1210.6	Other Expenses			
	Travel & Conferences	19,119	15,700	15,700
	Memberships & Subscriptions	17,298	13,716	13,716
	Advisory Boards	9,544	9,500	9,500
	NEASC & Accreditation	17,506	6,500	6,500
	TOTALS 1210.6	63,467	45,416	45,416
	TOTALS - 1200	370,576	388,001	398,526
	TOTALS - 1000	457,924	452,525	469,726

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
1400	FINANCE & ADMINISTRATION			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	144,913	143,407	146,634
	Comptroller	62,050	63,897	65,323
	TOTALS 1410.1	206,963	207,304	211,957
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	48,949	50,417	51,551
	Payroll Clerk (80%)	42,448	43,722	44,706
	Business Office Clerk	45,852	47,277	48,341
	Treasurer	15,918	16,724	17,100
	TOTALS 1410.2	153,167	158,140	161,698
1410.6	Travel & Conferences	0	0	1,500
	TOTAL 1410	360,130	365,444	375,155
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical			
	Personnel Clerk	53,550	9,889	0
	Payroll Clerk (20%)	10,612	10,931	11,176
	TOTALS 1420.2	64,162	20,820	11,176
1420.4	Advertising	6,913	4,000	4,000
	TOTALS 1420	71,075	24,820	15,176

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
1430	Legal Services			
1430.4	Contracted Services Legal	43,433	20,000	20,000
	TOTALS 1430	43,433	20,000	20,000
1450	Information Technology			
1450.1	Salaries, Professional Technology Director	106,121	110,000	0
1450.3	Salaries, Other Repair Tech. & Students	139,415	142,690	0
1450.4	District Administrative Technology Contracted Services	0	0	68,049
	TOTALS 1450	245,536	252,690	68,049
	TOTALS 1400	720,174	662,954	478,380

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
2000	INSTRUCTION			
2100	Academic Leadership			
2110.1	Salaries, Professional			
	Director of Pupil Personnel	143,983	142,500	145,678
	Coord of Curriculum & Staff Development	133,415	137,387	140,456
	Vocational Coordinator	133,665	137,637	140,956
	TOTALS 2110.1	411,063	417,524	427,090
2110.2	Salaries, Clerical			
	Secretary to Student Services	55,792	57,443	58,969
	Secretary Voc. & Curr Coord.	44,360	45,691	46,719
	TOTALS 2110.2	100,152	103,134	105,688
2110.6	Travel & Conferences	0	0	1,000
2120.1	Salaries, Professional			
	Cluster Chairs	78,117	80,131	81,573
	TOTALS 2100	589,332	600,789	615,351
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	145,229	146,000	151,250
	Asst. Principals	245,786	269,860	275,932
	Coordinator of Data & Assessment	133,415	137,387	140,706
	In House Suspension	62,345	64,185	68,045
	TOTALS 2210.1	586,775	617,432	635,933

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
2210.2	Salaries, Clerical			
	Secretary to Principal	54,341	55,949	57,191
	Secretary to Asst. Principals	41,616	42,864	43,828
	TOTALS 2210.2	95,957	98,813	101,019
2210.4	Contracted Services			
	Answering Service & Maintenance	5,500	5,665	5,792
2210.5	Supplies & Materials	7,299	16,000	16,000
2210.6	Other Expenses			
	Travel & Memberships	4,287	3,000	3,000
	School Council	805	750	700
	TOTALS 2210.6	5,092	3,750	3,700
	TOTALS 2210	700,623	741,660	762,444
2250	Principal's Office Technology			
2250.4	Contracted Services	0	0	12,850
	TOTALS 2200	700,623	741,660	775,294
2300	Instruction Teaching Services			
2305.1	Salaries, Professional			
	Instructional	8,259,236	8,730,963	8,804,703
	Instructional, Special Needs	861,379	885,634	927,850
	TOTALS 2305.1	9,120,615	9,616,597	9,732,553

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
2315.1	Salaries, Program Advisor	0	0	15,000
2325.3	Salaries, Substitutes	92,160	110,000	110,000
2330.3	Salaries, Teacher Aides			
	Teacher Aides	89,566	181,998	253,925
	Teacher Aides, Special Needs	62,493	64,458	65,368
	TOTALS 2330.3	152,059	246,456	319,293
2340.1	Salaries, Professional Instructional Media Specialist	99,034	98,417	100,870
2352.1	Salaries, Professional Instructional Coach/Mentor	30298	31,935	32,817
2352.4	Contracted Svcs, Prof Dev Coach/Mentor	219	0	0
2352.5	Supplies, Prof Dev Coach/Mentor	510	0	500
2352.6	Other Costs, Prof Dev Coach/Mentor	105	0	500
2354.1	Salaries, Stipends Staff Providing Prof Dev	0	8,000	7,000
2356.1	Salaries, Staff Attending Prof Dev	4,554	0	0
2356.6	Expenses for Staff Attending PD	91,843	92,000	89,500
2358.4	Contract Svcs, Outside PD Providers	12,202	10,000	10,000
2358.5	Supplies, Outside PD Providers	0	0	0
	TOTALS 2300	9,603,599	10,213,405	10,418,033

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
2400	Instructional Materials & Equipment			
2410.4	Contracted Services Repair & Maint of A/V Equipment	0	1,000	1,000
2410.5	Supplies & Materials Textbooks	20,614	21,979	19,391
2415.5	Library Books	6,750	8,450	8,450
2415.6	Library/AV Memberships	3,150	3,510	6,010
2420.5	Instructional Equipment	34,727	66,304	61,894
2430.4	Contracted Services Shop Requests	65,792	96,151	104,118
2340.5	Supplies & Materials General Instructional	277,253	308,584	329,744
	Computer Supplies	35,494	60,000	65,000
	General Classroom	2,362	9,750	9,750
	Program Expansion	1,089	5,000	5,000
	TOTALS 2430.5	316,198	383,334	409,494
2430.6	Other Expenses	23,890	22,834	24,787
2451.5	Instructional Hardware/Staff & Student Devices	664,578	506,525	380,029
2455.5	Instructional Software & Materials	132,388	150,673	72,505
	TOTALS 2400	1,268,087	1,260,760	1,087,678

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY18</u>	<u>ADJUSTED</u> <u>BUDGET - FY19</u>	<u>RECOMMENDED</u> <u>BUDGET - FY20</u>
2700	Guidance			
2710.1	Salaries, Professional			
	Guidance Director	84,054	86,576	88,780
	Guidance Counselors	303,043	319,947	333,843
	School Adjustment Counselor	59,510	63,185	131,795
	Summer Coverage	3,222	5,460	5,400
	TOTALS 2710.1	449,829	475,168	559,818
2710.2	Salaries, Clerical	52,020	53,581	54,787
2710.5	Supplies & Materials			
	Reference & Test Materials	80	1,000	1,000
	Postage, Brochures, Supplies	2,401	2,000	2,000
	Equipment	101	0	0
	TOTALS 2710.5	2,582	3,000	3,000
2710.6	Other Expenses			
	Travel & Memberships	50	0	0
	TOTALS 2700	504,481	531,749	617,605
2800	Psychological Services			
2800.1	Salaries, Professional			
	School Psychologist	79,090	81,915	84,014
	Tutoring	0	4,000	4,000
	TOTALS 2800.1	79,090	85,915	88,014
2800.4	Contracted Services	48,622	42,275	42,275
2800.5	Supplies & Materials	13,402	20,442	12,050

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
2800.6	Travel & Conferences	0	0	1,000
	TOTALS 2800	141,114	148,632	143,339
	TOTALS 2000	12,807,236	13,496,995	13,657,300
3000	STUDENT SERVICES			
3100	Attendance			
3100.1	Salaries, Professional Attendance Monitor	28,589	41,200	42,877
	TOTALS 3100	28,589	41,200	42,877
3200	Health Services			
3200.1	Salaries, Professional School Nurses	162,255	167,277	170,228
3200.4	Contracted Services School Physician Laundry/Medical Waste	16,038 105	16,642 1,500	16,642 500
	TOTALS 3204.4	16,143	18,142	17,142
3200.5	Supplies & Materials	6,425	9,000	10,000
3200.6	Other Expenses Memberships	292	280	280
	TOTALS 3200	185,115	194,699	197,650

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY18</u>	<u>ADJUSTED</u> <u>BUDGET - FY19</u>	<u>RECOMMENDED</u> <u>BUDGET - FY20</u>
3310	Operation of School Buses			
3310.1	Salaries, Professional Coordinator of Transportation	68,234	70,281	71,862
3310.3	Salaries, Other			
	Bus Drivers	582,121	610,493	624,116
	Mechanics	131,510	134,742	138,383
	Security/Bus Drivers (50%)	25,166	47,892	48,955
	TOTALS 3310.3	738,797	793,127	811,454
3310.4	Contracted Services	2,961	0	0
3310.5	Supplies & Materials			
	General Supply Items	92,569	92,000	92,000
	Fuel, Oil, Lubricants	109,702	146,200	146,200
	Equipment	0	2,500	2,500
	TOTALS 3310.5	202,271	240,700	240,700
3310.6	Other Expenses			
	Licensing & Physicals	6,385	5,000	5,000
	Insurance, Health	60,319	70,267	60,462
	Insurance, Buses	34,288	27,700	27,700
	Insurance, Workers Comp	20,077	18,200	18,200
	Leasing Expense	40,063	166,170	134,170
	TOTALS 3310.6	161,132	287,337	245,532
	TOTALS 3310	1,173,395	1,391,445	1,369,548

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY18</u>	<u>ADJUSTED</u> <u>BUDGET - FY19</u>	<u>RECOMMENDED</u> <u>BUDGET - FY20</u>
3510	Athletics			
3510.1	Salaries, Professional			
	Athletic Dir & Equipment Tech	28,733	29,595	30,261
	Coaches	195,192	200,072	205,073
	Trainer	28,402	29,254	29,912
	Transportation	18,619	19,000	19,000
	TOTALS 3510.1	270,946	277,921	284,246
3510.4	Contracted Services			
	Officials	38,273	42,000	42,000
	Police	1,840	3,000	3,000
	Reconditioning of Equipment	19,957	24,000	24,000
	TOTALS 3510.4	60,070	69,000	69,000
3510.5	Supplies, Sporting Goods/1st Aid	101,332	74,200	75,000
3510.6	Other			
	Memberships, Clinics & Travel	14,295	16,000	16,000
	Athletic Equipment	0	0	185,000
		14,295	16,000	201,000
	TOTALS 3510	446,643	437,121	629,246
3520	Student Body			
3520.1	Salaries, Class & Club Advisors, Other Stipends	42,600	45,000	52,450
	MCAS & Other Stipends	9,180	70,000	72,150
		51,780	115,000	124,600
3520.5	Supplies, Other Student Activites	10,763	0	10,000
3520.6	Other Expenses			
	Skills USA/Other	107,348	57,500	67,500

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
	Graduation Expenses	4,286	9,000	9,000
	TOTALS 3520.6	111,634	66,500	76,500
	TOTALS 3520	174,177	181,500	211,100
3600	School Security			
3600.1	Salaries, Professional			
	District Safety & Security Director	0	22,501	23,067
	Security Officer/Student Mediator	42,411	44,250	45,218
		42,411	66,751	68,285
3600.3	Salaries, Other			
	Monitors	73,093	42,399	57,826
	Security/Bus Drivers (50%)	25,166	25,392	25,949
	Security Special Events	12,639	7,000	7,000
	TOTALS 3600.3	110,898	74,791	90,775
3600.4	Contracted Services			
	Security Contract	141,419	149,600	149,600
	School Resource Officer	73,532	80,007	81,607
	TOTALS 3600.4	214,951	229,607	231,207
3600.5	Supplies & Materials	4,881	5,000	5,000
3600.6	Repairs Security Equipment	18,910	25,000	25,000
	TOTALS 3600	392,051	401,149	420,267
	TOTALS 3000	2,399,970	2,647,114	2,870,688

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY18</u>	<u>ADJUSTED</u> <u>BUDGET - FY19</u>	<u>RECOMMENDED</u> <u>BUDGET - FY20</u>
4000	OPERATIONS/MAINTENANCE			
4110	Custodial Services			
4110.3	Salaries, Summer Maintenance	27,200	27,880	27,880
4110.4	Contracted Services- Cleaning Contract	297,853	312,000	312,000
	TOTALS 4110	325,053	339,880	339,880
4120	Heating of Building			
4120.4	Contracted Services-Natural/Propane Gas	83,367	110,000	110,000
	TOTALS 4120	83,367	110,000	110,000
4130.4	Utility Services			
	Water	9,092	10,000	10,000
	Sewerage Treatment	41,181	35,000	35,000
	Septic Service	1,685	6,000	6,000
	Refuse Removal	33,205	35,000	35,000
	Telephone	56,470	67,900	67,900
	Hazardous Waste Removal	20,981	40,000	40,000
	Electrical Service	465,098	500,000	500,000
	TOTALS 4130.4	627,712	693,900	693,900
4130.5	Supplies & Materials	14,674	15,000	15,000
	TOTALS 4130	642,386	708,900	708,900

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
4210	Maintenance of Grounds			
4210.3	Salaries, Overtime & Snow	26,743	15,000	15,000
4210.5	Supplies & Materials Ice Melt, Sand, Fertilizer	22,103	25,000	25,000
	TOTALS 4210	48,846	40,000	40,000
4220	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	101,583	100,104	111,500
4220.3	Salaries, Other			
	Forer Stipend	5,965	11,214	6,282
	Maintenance "B"	316,161	327,370	348,466
	Shift Differential	5,100	7,650	7,650
	STP Stipend	4,250	4,356	4,500
	TOTALS 4220.3	331,476	350,590	366,898
4220.4	Contracted Services	52,797	54,000	54,000
4220.5	Supplies & Materials			
	Electrical, Paint, Plumbing, Etc	81,447	90,000	90,000
	Office Supplies	655	2,000	2,000
	Equipment	2,110	5,000	5,000
	TOTALS 4220.5	84,212	97,000	97,000
4220.6	Other Expenses			
	Repair & Replacement	74,437	68,000	75,000
	Travel & Seminars	0	2,500	2,500
	TOTALS 4220.6	74,437	70,500	77,500
	TOTALS 4220	644,505	672,194	706,898

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Building & Equipment	86,366	41,000	68,150
	Maint/Rpr of Vehicles	10,825	8,000	8,000
	TOTALS 4230	97,191	49,000	76,150
4400	Tech Infrastructure, Maint & Support, Salaries			
4450.1	Technology Director	0	0	112,475
4550.3	Other	0	0	149,868
	TOTALS 4440	0	0	262,343
4450	Tech Infrastructure, Maint & Support, All Other			
4450.4	Contracted Services	0	0	139,988
4450.5	Supplies	0	0	12,000
	TOTALS 4450	0	0	151,988
	TOTALS 4000	1,841,348	1,919,974	2,396,159
5000	FIXED CHARGES			
5100.5	Other Expenses			
	Retirement Program	645,317	669,692	792,171
	Employee Separation Costs	36,302	9,360	17,820
	Annuities	27,500	27,500	27,500
	TOTALS 5100	709,119	706,552	837,491

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
5200.6	Other Expenses			
	Health Insurance-active employees	2,334,932	2,523,455	2,338,791
	Health Insurance - retiree	894,867	1,074,200	1,182,494
	Dental Insurance -active employees	103,742	113,150	114,055
	Medicare	208,602	209,593	211,403
	Life/Disability Insurance	4,328	4,550	4,600
	Student Accident	20,757	17,600	17,600
	Package Insurance	113,309	108,500	132,200
	Worker's Compensation	83,792	87,800	83,200
	Umbrella	9,743	28,100	25,900
	Treasurer's Bond	661	700	700
	School Board Indemnity	4,010	4,200	4,200
	Automotive	0	7,600	7,980
	Unemployment	9,901	106,000	100,000
	Employment Practices Liability	16,467	17,300	17,300
	Disability Insurance	4,419	3,570	3,570
		<u>3,809,530</u>	<u>4,306,318</u>	<u>4,243,993</u>
5250.6	OPEB Liability Reserve	10,000	10,000	25,000
	TOTALS 5200	3,819,530	4,316,318	4,268,993
5300.4	Rental of Equipment			
	Postage Meter	2,102	3,800	3,800
	Copy Machines	52,142	46,833	49,833
		<u>54,244</u>	<u>50,633</u>	<u>53,633</u>
	TOTALS 5300	54,244	50,633	53,633
	TOTALS 5000	<u>4,582,893</u>	<u>5,073,503</u>	<u>5,160,117</u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2020
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY18</u>	<u>ADJUSTED BUDGET - FY19</u>	<u>RECOMMENDED BUDGET - FY20</u>
6000	COMMUNITY SERVICES AND STAFF DEVELOPMENT			
6200.5	Supplies & Materials Office, Flyers, Postage	5,341	12,000	12,000
	TOTALS 6000	5,341	12,000	12,000
7000	REPLACEMENT OF EQUIPMENT			
7400	Replacement of Equipment	118,925	100,325	95,556
	TOTALS 7000	118,925	100,325	95,556
9000	TUITIONS TO OTHER SCHOOLS			
9100	Tuitions to Mass Schools	0	6,750	6,750
9110	Tuition School Choice Out	8,600	38,000	35,000
9400	Tuitions to Collaboratives	58,570	22,000	44,000
	TOTALS 9000	67,170	66,750	85,750
STABILIZATION				
	Transfer to Stabilization	350,000	0	0
TOTAL BUDGET		23,350,981	24,432,140	25,225,676

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2020**

Required Net School Spending	21,296,444
Other Assessments, Transportation and Community Education	1,369,547
Long Term Debt Assessment	-
Capital Assessment	695,000
Other Educational Assessment	<u>2,559,685</u>
Gross Budget	25,920,676

Less Revenues To Be Applied:

Chapter 70 aid	10,059,297	
E and D	0	
Transportation	<u>784,774</u>	<u>10,844,071</u>

Total Assessments	<u><u>15,076,606</u></u>
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	<u>Minimum Contribution</u>	<u>Other Assessments</u>	<u>Long-term Debt Assessments</u>	<u>Capital Assessments</u>	<u>Other Educational Assessments</u>	<u>Total Assessments</u>
Amesbury	1,047,885	42,307	-	70,513	185,186	1,345,891
Georgetown	436,133	15,512	-	49,774	67,902	569,321
Groveland	582,315	22,564	-	28,745	98,766	732,390
Haverhill	6,120,440	395,333	-	283,402	1,730,462	8,529,637
Ipswich	338,963	11,282	-	55,561	49,383	455,189
Merrimac	790,623	33,845	-	26,334	148,149	998,951
Newbury	353,086	11,752	-	24,983	51,441	441,262
Newburyport	522,567	17,393	-	81,220	76,132	697,312
Rowley	324,839	10,812	-	25,562	47,325	408,538
Salisbury	494,321	16,453	-	26,913	72,017	609,703
West Newbury	225,975	7,521	-	21,993	32,922	288,411
TOTALS	<u>11,237,147</u>	<u>584,774</u>	<u>-</u>	<u>695,000</u>	<u>2,559,685</u>	<u>15,076,606</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**REQUIRED NET SCHOOL SPENDING
FY 2020**

Required Net School Spending	21,296,444
Less: Chapter 70 Aid	<u>10,059,297</u>
Net Minimum Contribution	<u><u>11,237,147</u></u>
Member Municipalities:	
Amesbury	1,047,885
Georgetown	436,133
Groveland	582,315
Haverhill	6,120,440
Ipswich	338,963
Merrimac	790,623
Newbury	353,086
Newburyport	522,567
Rowley	324,839
Salisbury	494,321
West Newbury	<u>225,975</u>
TOTALS	<u><u>11,237,147</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER ASSESSMENTS
FY 2020**

Transportation	1,369,547
Less: Transportation Revenue to be Applied	<u>784,774</u>
Net Assessment	<u><u>584,773</u></u>

	<u>FY18 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY</u>				
	<u>PUPILS 10/1/2017</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/2/2018</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	74	6.05%	90	7.23%	42,307
Georgetown	47	3.84%	33	2.65%	15,512
Groveland	59	4.82%	48	3.86%	22,564
Haverhill	816	66.72%	841	67.60%	395,333
Ipswich	28	2.29%	24	1.93%	11,282
Merrimac	72	5.89%	72	5.79%	33,845
Newbury	27	2.21%	25	2.01%	11,752
Newburyport	33	2.70%	37	2.97%	17,393
Rowley	21	1.72%	23	1.85%	10,812
Salisbury	29	2.37%	35	2.81%	16,453
West Newbury	17	1.39%	16	1.29%	7,521
TOTALS	1223	100.00%	1244	100.00%	584,773

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER EDUCATIONAL ASSESSMENTS
FY 2020**

Other Educational Assessments	2,559,685
Less: E and D Transfer to Reduce Assessments	<u>0</u>
Total Other Educational Assessments	<u><u>2,559,685</u></u>

	<u>FY18 PUPILS/% OF CONTRIBUTION</u>		<u>FOR COMPARISON ONLY</u>		
	<u>PUPILS</u> <u>10/1/2017</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	<u>PUPILS</u> <u>10/1/2018</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	74	6.05%	90	7.23%	185,186
Georgetown	47	3.84%	33	2.65%	67,902
Groveland	59	4.82%	48	3.86%	98,766
Haverhill	816	66.72%	841	67.60%	1,730,462
Ipswich	28	2.29%	24	1.93%	49,383
Merrimac	72	5.89%	72	5.79%	148,149
Newbury	27	2.21%	25	2.01%	51,441
Newburyport	33	2.70%	37	2.97%	76,132
Rowley	21	1.72%	23	1.85%	47,325
Salisbury	29	2.37%	35	2.81%	72,017
West Newbury	17	1.39%	16	1.29%	32,922
TOTALS	1223	100.00%	1244	100.00%	2,559,685

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
CAPITAL COSTS ASSESSMENTS
FY 2020**

Assessed as a Capital Cost

7000 Asset Acquisition

Athletic Field Turf (phase 2) 695,000

Total Capital Cost Assessment 695,000

<u>MEMBER MUNICIPALITIES</u>	<u>Resident Pupils 10/1/2018</u>	<u>%</u>	<u>Capital Cost Assessment</u>
Amesbury	2193	10.15%	70,513
Georgetown	1548	7.16%	49,774
Groveland	894	4.14%	28,745
Haverhill	8814	40.78%	283,402
Ipswich	1728	7.99%	55,561
Merrimac	819	3.79%	26,334
Newbury	777	3.59%	24,983
Newburyport	2526	11.69%	81,220
Rowley	795	3.68%	25,562
Salisbury	837	3.87%	26,913
West Newbury	684	3.16%	21,993
TOTAL	<u>21615</u>	<u>100.00%</u>	<u>695,000</u>