# CITY OF NEWBURYPORT
# FISCAL YEAR 2021 BUDGET
# MAYOR DONNA D. HOLADAY



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*Cover Photo Credit: Nicholas Federico, Department of Public Services Engineering Division*

# CITY OF NEWBURYPORT
# MASSACHUSETTS

**FISCAL YEAR 2021 BUDGET**
***ADOPTED SEPTEMBER 29, 2020***

**GENERAL AND ENTERPRISE FUNDS**
**JULY 1, 2020 TO JUNE 30, 2021**

## MAYOR
## DONNA D. HOLADAY

## CITY COUNCIL

| | |
|---|---|
| **Jared J. Eigerman** | **President, Ward 2 Councillor** |
| **Barry N. Connell** | **Councillor At-Large** |
| **Joseph H. Devlin** | **Councillor At-Large** |
| **Afroz Khan** | **Councillor At-Large** |
| **Charles F. Tontar** | **Councillor At-Large** |
| **Bruce L. Vogel** | **Councillor At-Large** |
| **Sharif I. Zeid** | **Ward 1 Councillor** |
| **Heather L. Shand** | **Ward 3 Councillor** |
| **Christine E. Wallace** | **Ward 4 Councillor** |
| **James J. McCauley** | **Ward 5 Councillor** |
| **Byron J. Lane** | **Ward 6 Councillor** |

GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

**PRESENTED TO**

## City of Newburyport

## Massachusetts

For the Fiscal Year Beginning

**July 1, 2019**

Christopher P. Morrill

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, 2019. 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 eighth 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.*

# TABLE OF CONTENTS

**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
Economy & Taxes..... 20

**Section 2—Budget Overview**

Balanced Budget Overview..... 22
Revenue Summary..... 26
Expenditure Summary..... 38

**Section 3—General Administration**

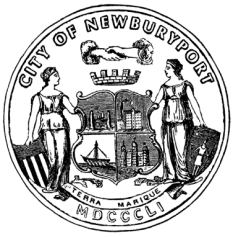
City Clerk..... 44
• City Council..... 49
• Board of Registrars..... 50
• Parking Clerk ..... 51
Mayor's Office..... 52
• Legal..... 60
• General Administration ..... 61
Information Technology (IT)..... 62

**Section 4—Finance**

Auditor..... 70
Assessor..... 76
Treasurer/Collector..... 82

**Section 5—Public Safety**

Emergency Management..... 88
Fire..... 92
Police..... 100
Health..... 112
• Animal Control..... 120
Sustainability..... 122




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**Section 6—Public Services**
DPS: Highway Division..... 130
Snow and Ice..... 139

**Section 7—Planning and Development**
Planning and Development..... 142
Building Department..... 154
Parks..... 160

**Section 8—Social Services**
Council on Aging..... 172
Newburyport Public Library..... 178
Youth Services..... 186
Veterans' Services..... 194

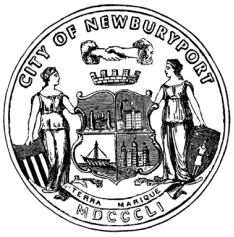
**Section 9—Education**
Newburyport Public Schools..... 201
Essex North Shore Technical High School..... 201
Whittier Regional Vocational Technical High School..... 201

**Section 10—Shared Expenses**
Human Resources..... 204
• Health Insurance..... 210
Retirement System..... 211
Debt Service..... 212

**Section 11—Enterprise Funds**
DPS: Water Enterprise Fund..... 216
DPS: Sewer Enterprise Fund..... 226
Harbormaster Enterprise Fund..... 236

**Section 12—Capital Improvement Program**
Executive Summary..... 246
Fiscal Years 2021-2025 CIP Summary..... 254

**Section 13—Appendices**
A. Financial Policies and Objectives..... 258
B. Long-Range Financial Forecast..... 270
C. Glossary of Terms..... 272
D. Fund Descriptions and Balances..... 283
E. Newburyport Public Schools Budget Detail..... 289
F. Whittier Regional Vocational Technical High School Budget Detail..... 337




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# Section 1:

# Introduction

# CITY OF NEWBURYPORT
# OFFICE OF THE MAYOR
# DONNA D. HOLADAY

August 18, 2020

Dear President Eigerman & Members of the City Council:

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2021. The proposed budget includes funds for the general operation and maintenance of the municipal government, education and debt service. This budget includes funds the City for the entire Fiscal Year 2021.

The proposed general fund budget includes expenditures of $71,859,519 balanced by an estimated tax levy of $61,207,564, as well as, $10,651,955 in local receipts, state aid and other available funds. Of the tax levy, $3,171,545 funds the voted debt exclusions for the Newburyport High School renovation, the Bresnahan Elementary School, renovations of the Nock/Molin School, the 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 FY2021 general fund operating budget represents a $1,600,391 or 2.3% increase over last year's budget.

This budget supersedes the Continuing Appropriation passed by the City Council on June 8, 2020 for the first three months of Fiscal Year2021. Massachusetts General Law Chapter 44 Section 32 is the statute that enabled the City of Newburyport to proceed into Fiscal Year 2021 on a continuing appropriation. I made this decision because of the ongoing COVID-19 pandemic and the significant uncertainties of future revenues, including state aid and local receipts. The appropriation allowed city departments to operate the first three months of Fiscal Year 2021 on a basic delivery of essential services, while also funding all contractual obligations.

Since the appropriation was passed, we have received more clarity from the state. While the State is awaiting critical information from the federal government necessary in order to finalize a full fiscal year budget for the Commonwealth, the Baker-Polito Administration and the Legislature are committing to no less than the Fiscal Year 2020 (FY20) level of funding for UGGA and Chapter 70 education aid as a baseline amount for FY21 funding. This came as a welcoming surprise, and helped us to proceed with creating a balanced budget for FY2021 that provides a basic level of service and avoid layoffs of staff, while also avoiding the use of Free Cash or Stabilization Funds.

While revenues from state aid will hold at the FY2020 level, we still anticipate significant decreases in local receipts due to the COVID-19 pandemic and the resulting Stay at Home Advisory and closure of non-essential businesses by Governor Baker. My Department Heads worked very hard to come up with ways to reduce costs in order to help balance the budget while maintaining basic service levels.

The ongoing COVID-19 pandemic poses many challenges for the City of Newburyport and it is still unclear what the total affects the pandemic will have on our community and local economy. We anticipate local revenues to be reduced by 13% from our original revenue estimate. Other challenges to our budget process include a 5.1% increase in pension obligations, as well as, increases in contractual salaries and wages. Solid waste will increase by 4.9%. Although the health insurance increase was significantly less than in past years due to a very collaborative and productive negotiation with the Public Employee Committee (PEC), funding for health care has increased over 60% over the past decade, far outpacing overall annual budget increases. In light of these budget pressures, I am pleased that we have not had to pursue layoffs of existing full-time staff and have been able to restore sidewalk construction funding that had previously been cut in the three-month Continuing Appropriation.

Increasing Federal and State mandates pose greater budget issues, and this year this trend was exacerbating by the necessity to purchase PPEs, cleaning and sterilization products, and other safety and public health items to comply with safety protocols and guidelines issued by the CDC and the Commonwealth Department of Public Health and to keep staff safe. Fortunately, the pressure of these additional expenditures will be offset by the CARES Act funding allocated to the City, a total of $2.4 million for schools and city operations combined. In addition, many of these expenditures will be reimbursed by FEMA at 75% of eligible costs incurred.

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

**Budget Goals**

- Develop a FY2021 Budget that is within the confines of Proposition 2 ½ and in compliance with the City's financial policies;
- Develop a budget that maintains a basic 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;
- Meet all obligations and liabilities of the City;
- 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**

In keeping with the City Charter, the FY2021 Capital Improvement Plan was submitted to the City Council in March during the onset of the COVID-19 pandemic. In the typical budgeting process the operating budget and the CIP are reviewed simultaneously, since neither document should be viewed in a vacuum. This budget reflects the CIP as amended and approved by the City Council on May 26, 2020 and 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 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. This year, we made a conscious effort to reduce Free Cash appropriations for capital in an effort to plan for the pending economic and financial downturn. 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 want to thank the City Council for their thorough review of the FY2021- FY2025 Capital Improvement Plan. We acknowledge the implementation of this plan will be challenging and we will focus on funding the highest priority items in the plan.

**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 FY2021 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.

**Tax Rate**

The FY2020 tax rate is set at $12.84 per $1,000 based on a tax levy $59,556,464 and a city-wide valuation of $4,634,824,144. This tax rate represents a $0.24 per $1,000 decrease over FY2019 and brings the City to the maximum tax rate allowable under Proposition 2 ½.

Based on the FY2020 valuation, the average single-family home in Newburyport is now assessed at $617,500, compared to $595,000 in FY2019. This results in an average single-family tax bill of $7,929, which represents a 1.9%, or $146, increase over FY2019's average single-family tax bill.

**Enterprise Funds**

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

The Water Enterprise Fund is set to increase by 0.9% from FY2020 to FY2021, while the Sewer Enterprise Fund will decrease by 0.9%. These budgets follow virtually level funded services for FY2021 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. Water use continues to decrease, impacting revenues to fund both water and sewer operations. Both enterprise funds were balanced using a small amount of retained earnings. We anticipate future rate increases to cover declining revenues associated with decreased usage.

Lastly, the Harbormaster Enterprise Fund has decreased 9.6% from last year's budget, due to operational changes resulting from COVID-19, including reduction of lifeguards and lifeguard supervisors. A additional equipment line item reduced by $25,000 to bring closer in line with historical spending and projected needs

**Budget Assumptions**

- $650,000 in new growth revenue;
- $769,908 decrease in Local Receipts from original estimate;
- Level net state aid; and
- No appropriation of either Free Cash or Stabilization Funds to balance the budget.

**Budget Format**

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

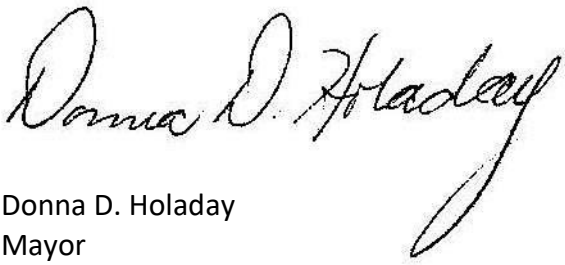
The Government Finance Officers Association (GFOA) has spent years developing guidelines for budget documents. I am pleased by the progress the City has made to adhere to the best practices and guidelines set forth by the GFOA and to be a recipient of the GFOA Distinguished Budget Presentation Award for our FY2013 to FY2020 budgets. We hope to continue to be recipients of this prestigious award for this budget document.

**Conclusion**

As we confront these challenging economic times and decreased revenue forecasts, 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 public education evidenced by 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, even in very difficult financial times. We are presenting a budget that allows us to maintain basic levels of programs and services, and we must continue to be vigilant in efficiently managing these resources and maximizing benefits provided across the City.

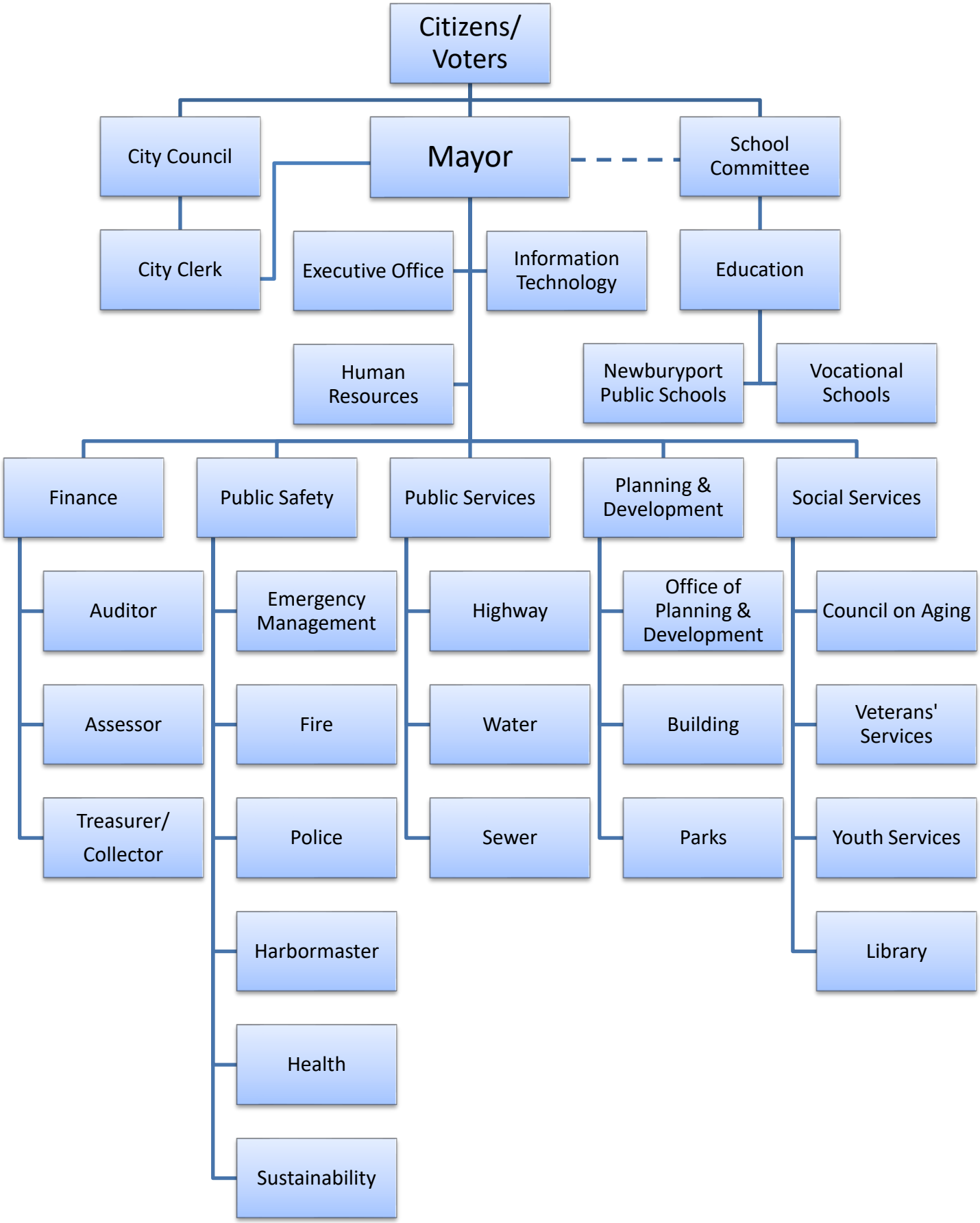
The development of this comprehensive budget was a team effort and I am very grateful to Matthew Coogan, Chief of Staff and Ethan Manning, Finance Director/Auditor. Mr. Manning deserves much credit and recognition for his leadership and diligence in preparing this FY2021 budget. We are proud to submit this budget to you for consideration and look forward to working with you over the coming weeks to finalize this process and continue into FY2021.

Respectfully Submitted,



Donna D. Holaday
Mayor

# CITY ORGANIZATIONAL CHART



# BOARDS & COMMISSIONS

* Denotes Chairperson

**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*
Kristen Farrell
Brian Greenberg
Karina Moltz
Lisa Rowan
Dr. Rich Traister
Shawn Flaherty

**Community Preservation Act Committee**
Michael Disette*
Jane Healey
Paul Healey
Mark Rosen
Don Walters
Ron Ziemba
Don Little
Karen Popken

**Conservation Commission**
Joseph Teixeira*
Dan Bourdeau
Ron DiCola
Paul Healey
Stephen Moore
Jane Sender
David Vine

**Council On Aging**
Chris Czernik*
Charles Carroll
Richard Eaton
Miller Graf
John Green
Janice Kelley
JoAn Kincaid
Annie Maurer
Yvonne McQuilkin
Cynthia Muir

**Cultural Council**
Jane Niebling*
Patricia Cannon
Paula Etsy
Ryan Kelley
Diana Kerry
Mia Kim
Cynthia Kowal
Adrienne Silversmith

**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*
Marian Leighton Levy
Bonnie Sontag
Kevin Wallace

**Harbor Commission**
Andrew Casson*
Adam Armstrong
Robert Dow
Justin Dutcher
Christopher Kealey
James Knapp
George Sass, Jr.
Ronald Thurlow

**Highland Cemetery Commission**
Jeffrey Tomlinson*
Jeffrey Briggs
Donna Harrington
Gary Robinson
Patricia Spaulding

**Historical Commission**
Glenn Richards*
Malcolm Carnwath
Christopher Fay
Edmund McGrath
Peter McNamee
Joseph Morgan
Patricia Petnik
Ronald Ziemba

**Human Rights Commission**
Almer Ibrahim*
Peter Blaiwas
Jean Costello
Thomas Getz
Jennifer Groskin
Margaret McQuilkin
Katie Nye

Mukhayo Portmann
Sheila Trieff

**Library Board of Directors**
Kathleen Carey
James Connolly
Marcia Edson
Jared Eigerman
Gary Gorski
Christian Hansen
Donna Holaday
Sarah Holden
Stephen Moore
Susan Shefte
Sarah Spaulding
Elizabeth Valeriani

**Licensing Board**
Craig Holt*
Bruce Bergwall
Bette Jacques
Gregg Ogden
Ted Waldron

**Newburyport Housing Authority**
Cheryl Amey
Mary Karabatsos
Chrystal Kornegay
Kimberley Logue
Thomas O'Brien

**Open Space Committee**
Michael Dissette*
Lauren Healey
Elizabeth Marcus
Erin LaRosa

**Parks Commission**
Kimberly Turner*
Matt Ellsworth
Charles Griffin
Karen Popken
Paul Swindlehurst

**Planning Board**
Bonnie Sontag*
Alden Clark
Elisabeth DeLisle
Anna Gardner
Leah McGavern
Rishi Nandi
Rick Taintor
MJ Verde
Donald Walters

**Tree Commission**
Constance Preston*
Paul Bevilacqua
David Dylewski
Scott Hanley
Paul Harrington
Janet Morris
Crispin Miller
Jane Niebling
Andrew Soracco
Sheila Taintor

**Trust Fund Committee**
Richard O'Brien*
Richard Eaton
Keith Hogan

**Water/Sewer Commission**
Robert Cook*
Sandy Friede
Roger Jones
Charles Kennedy
John Tomasz

**Waterfront Trust**
Steven Hines*
Sean Bradley
Dan Mello
Matthew Pieniazek
Wilbur Shenk

**Zoning Board of Appeals**
Robert Ciampitti*
Walter Chagnon
Stephen DeLisle
Mark Moore
Ken Swanton
Rachel Webb

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.

I also extend my sincerest gratitude to all members of the community, past and present, who were part of the **Newburyport Redevelopment Authority**. Your dedication to our City and your efforts to revitalize our beloved Downtown will live on in our community for years to come.

**Thank you,**

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

***(Revisions due to COVID-19 are shown in italics)***

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. The authority to give orders or direction to any City Employee and all other executive functions authority rests solely with the Mayor.

Typically, 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.

*Due the COVID-19 pandemic, the Mayor, in accordance to Massachusetts General Law, opted to submit a 3-month Continuing Appropriation by the May 15th deadline that was approved by the City Council. This allowed the City to operate at a basic level of surface for the first three months of the fiscal year while it was determined how the pandemic affected on revenue sources for the fiscal year budget. The full FY2021 budget is being submitted on August 18 in order to allow the Council their full 45 days of review.*

*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. This budget takes effect on October 1, 2020.*

## 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**
CIP submitted to City Council before April 1st

**April**
School Committee approves budget

***May***
*Mayor's 3-month Continuing Appropriation submitted to City Council by May 15th*

***June***
*City Council approves Continuing Appropriation for July 1st*
*Fiscal Year ends June 30th*

***August***
*Mayor's Proposed Budget submitted to City Council on August 18th*

***September***
*Continuing Appropriation ends September 30th*
*City Council approves Annual Budget*

# 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:** 18,202

**Form of Government:** Mayor-City Council

**Mayor:** Donna D. Holaday

**School Structure:** K-12

**FY2020 Average Single-Family Tax Rate:** $12.84 per $1,000

**FY2020 Average Single-Family Home Value:** $617,539

**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

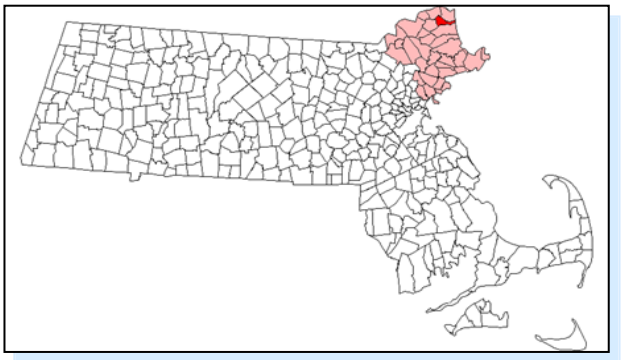
*Newburyport* is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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.

In 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 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.

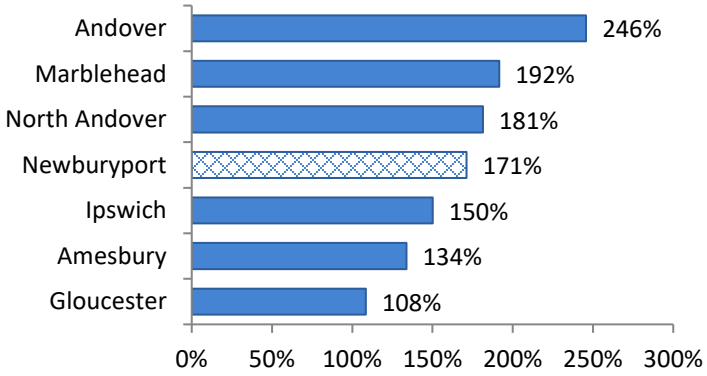


# ECONOMY & TAXES

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.

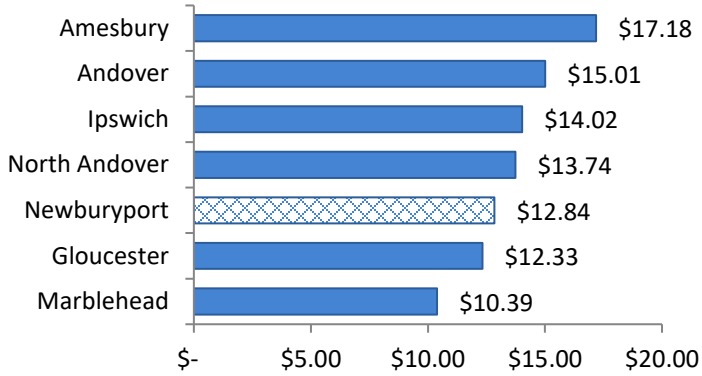
## Income

### Per Capita Income as % of U.S. Average



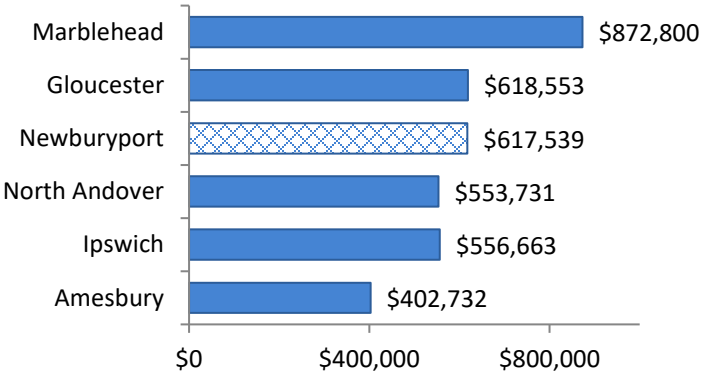

## Tax Rate

### FY2020 Residential Tax Rate (per $1,000)




## Home Values

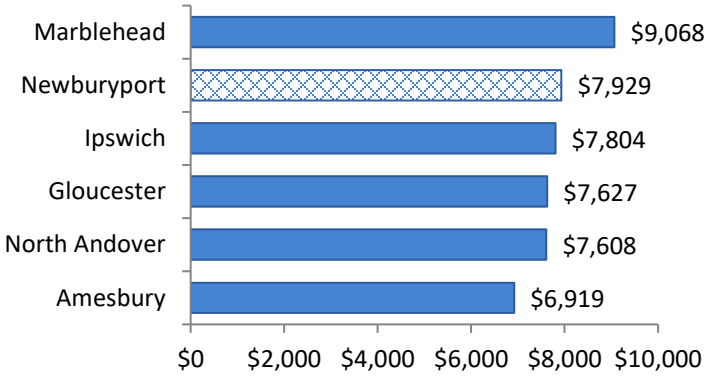
### FY2020 Average Single Family Home Value




*Andover not shown due residential exemption under MGL c59:5C

## Tax Bills

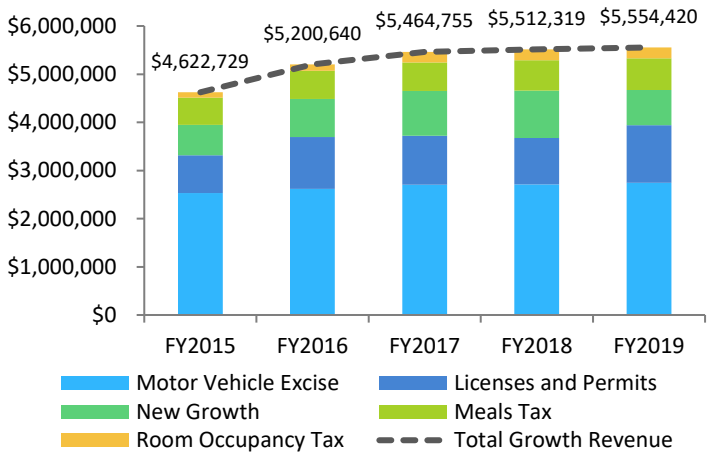
### FY2020 Average Single Family Tax Bill




*Andover not shown due residential exemption under MGL c59:5C

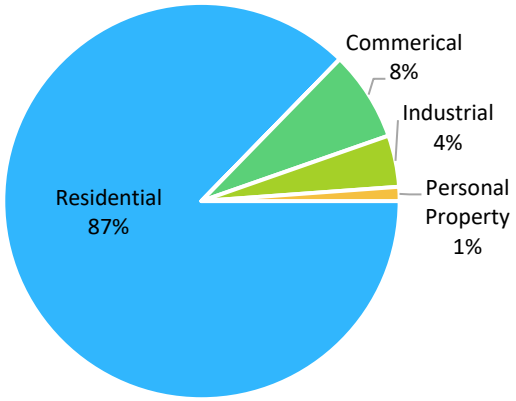
## Local Economy

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




## Tax Base

### FY2020 Tax Levy by Class



# Section 2:

# Budget Overview

# BALANCED BUDGET OVERVIEW

## REVENUES

| | FY2020 PRELIMINARY ACTUAL | FY2021 PROJECTED |
|---|---|---|
| **PROPERTY TAXES** | | |
| Prior Year Levy Limit | $ 54,300,695 | $ 56,390,995 |
| 2 1/2 % Increase | $ 1,357,517 | $ 1,409,775 |
| New Growth (1) | $ 732,787 | $ 650,000 |
| TOTAL LEVY LIMIT | $ 56,390,999 | $ 58,450,770 |
| Debt Exclusion | $ 3,165,464 | $ 3,171,545 |
| **TOTAL MAXIMUM LEVY LIMIT** | **$ 59,556,463** | **$ 61,622,315** |
| **LOCAL RECEIPTS** | | |
| Motor Vehicle Excise (2) | $ 2,963,027 | $ 2,675,000 |
| Other Excise | | |
| a. Meals | $ 600,503 | $ 350,000 |
| b. Room | $ 272,723 | $ 100,000 |
| c. Other (3) | $ 124,410 | $ 120,000 |
| Pen & Int on Tax & Exc | $ 308,840 | $ 280,000 |
| Payments in Lieu of Taxes | $ 37,089 | $ 40,000 |
| Fees (4) | $ 294,754 | $ 255,000 |
| Other Dept. Revenue (5) | $ 56,416 | $ 50,000 |
| Licenses and Permits (6) | $ 1,055,073 | $ 775,000 |
| Fines & Forfeits (7) | $ 7,347 | $ 10,000 |
| Investment Income | $ 229,448 | $ 90,000 |
| Medicaid Reimbursement | $ 33,985 | $ 110,000 |
| Miscellaneous Recurring (8) | $ 178,695 | $ 180,000 |
| Miscellaneous Non-Recurring | $ 278,919 | $ - |
| **TOTAL LOCAL RECEIPTS** | **$ 6,441,227** | **$ 5,035,000** |
| **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** | **$ 4,583,403** | **$ 4,583,403** |
| **OTHER FINANCING SOURCES** | | |
| PAID PARKING FUND | $ 1,084,039 | $ 1,033,552 |
| **TOTAL OTHER FINANCING SOURCES** | **$ 1,084,039** | **$ 1,033,552** |
| **RESERVE FOR ABATEMENT (10)** | **$ (391,856)** | **$ (414,751)** |
| **TOTAL REVENUE** | **$ 71,273,277** | **$ 71,859,519** |

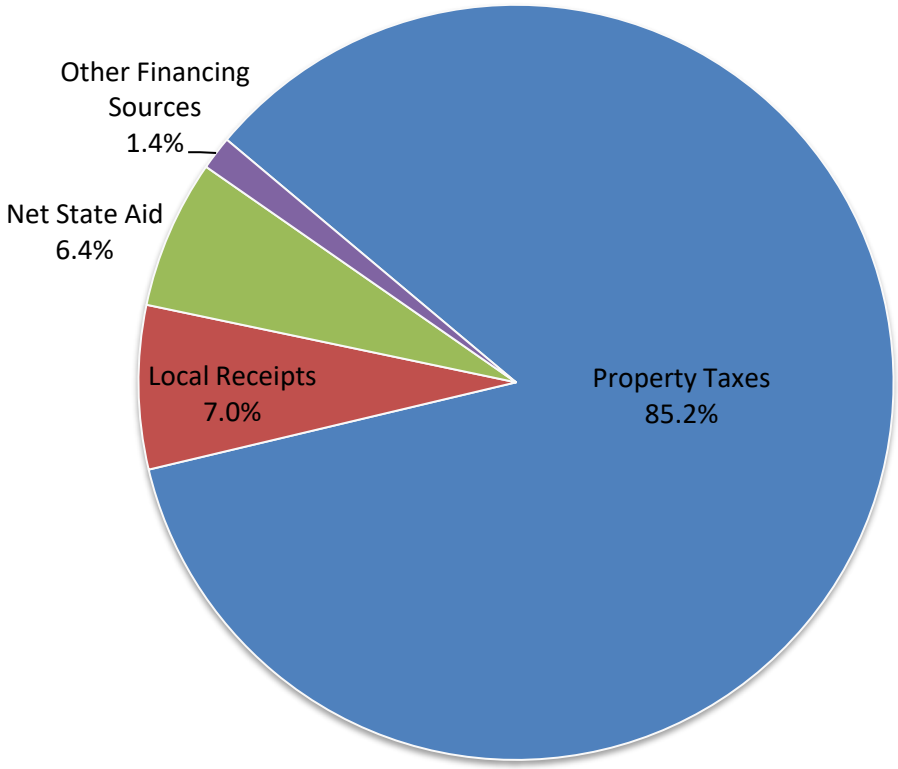
(1) estimated FY2021 New Growth; (2) motor vehicle excise tax bills; (3) urban redevelopment excise tax (MGL Ch. 121A); (4) municipal liens, off duty fees, registry fees, tax title, fire alarm box fees, inspection fees; (5) copies/recordings, zoning/ordinances, business certificates; (6) building, dogs, utility, fire, etc.; (7) court, police; (8) police incident/accident, cell tower lease payments, animal control, veterans' services, FWS refuge revenue sharing; (9) assumes level net state aid; (10) based on Assessor's estimate.

# EXPENDITURES

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | |
| **CITY SERVICES** | | | | | | | |
| 001 - PERSONNEL SERVICES | 25,781,859 | 27,106,942 | 28,503,509 | 28,729,896 | 29,032,198 | 302,302 | 1.1% |
| 002 - PURCHASE OF SERVICES | 3,545,654 | 4,158,634 | 4,040,325 | 4,178,255 | 4,259,668 | 81,413 | 1.9% |
| 004 - SUPPLIES | 492,820 | 678,468 | 621,894 | 580,665 | 534,375 | (46,290) | -8.0% |
| 007 - OTHER CHARGES & EXPENSES | 493,315 | 444,023 | 469,703 | 643,009 | 648,785 | 5,776 | 0.9% |
| 008 - CAPITAL OUTLAY | 382,765 | 365,892 | 461,873 | 416,264 | 380,475 | (35,789) | -8.6% |
| 009 - DEBT SERVICE | 3,971,948 | 4,125,217 | 3,872,960 | 4,045,464 | 4,095,314 | 49,850 | 1.2% |
| **CITY SERVICES Total** | **34,668,360** | **36,879,175** | **37,970,265** | **38,593,554** | **38,950,815** | **357,262** | **0.9%** |
| | | | | | | | |
| **EDUCATION** | | | | | | | |
| 002 - PURCHASE OF SERVICES | 29,255,668 | 30,491,458 | 30,229,459 | 31,665,574 | 32,792,776 | 1,127,202 | 3.6% |
| **EDUCATION Total** | **29,255,668** | **30,491,458** | **30,229,459** | **31,665,574** | **32,792,776** | **1,127,202** | **3.6%** |
| | | | | | | | |
| **GENERAL FUND Total** | **63,924,028** | **67,370,633** | **68,199,723** | **70,259,128** | **71,743,591** | **1,484,463** | **2.1%** |
| | | | | | | | |
| **ENTERPRISE FUNDS** | | | | | | | |
| **HARBORMASTER ENTERPRISE FUND** | | | | | | | |
| 001 - PERSONNEL SERVICES | 257,607 | 286,904 | 298,070 | 303,845 | 277,777 | (26,068) | -8.6% |
| 002 - PURCHASE OF SERVICES | 48,640 | 46,291 | 45,015 | 50,250 | 52,000 | 1,750 | 3.5% |
| 004 - SUPPLIES | 16,865 | 18,625 | 16,405 | 18,700 | 19,200 | 500 | 2.7% |
| 007 - OTHER CHARGES & EXPENSES | 7,773 | 8,444 | 9,264 | 11,500 | 12,000 | 500 | 4.3% |
| 008 - CAPITAL OUTLAY | 47,909 | 22,639 | 49,517 | 50,000 | 25,000 | (25,000) | -50.0% |
| 009 - DEBT SERVICE | 74,535 | 76,835 | 80,573 | 80,573 | 79,273 | (1,300) | -1.6% |
| **HARBORMASTER ENTERPRISE FUND Total** | **453,329** | **459,738** | **498,843** | **514,868** | **465,250** | **(49,618)** | **-9.6%** |
| | | | | | | | |
| **SEWER ENTERPRISE FUND** | | | | | | | |
| 001 - PERSONNEL SERVICES | 2,135,352 | 2,224,681 | 2,237,471 | 2,436,193 | 2,401,978 | (34,215) | -1.4% |
| 002 - PURCHASE OF SERVICES | 1,112,562 | 1,235,914 | 1,011,651 | 1,280,648 | 1,216,900 | (63,748) | -5.0% |
| 004 - SUPPLIES | 371,746 | 442,428 | 471,980 | 473,198 | 465,800 | (7,398) | -1.6% |
| 007 - OTHER CHARGES & EXPENSES | 72,437 | 94,703 | 80,315 | 94,929 | 85,579 | (9,350) | -9.8% |
| 008 - CAPITAL OUTLAY | 188,057 | 151,859 | 110,767 | 271,000 | 196,000 | (75,000) | -27.7% |
| 009 - DEBT SERVICE | 2,836,325 | 3,002,881 | 3,062,424 | 3,030,638 | 3,149,038 | 118,399 | 3.9% |
| **SEWER ENTERPRISE FUND Total** | **6,716,478** | **7,152,465** | **6,974,609** | **7,586,606** | **7,515,295** | **(71,311)** | **-0.9%** |
| | | | | | | | |
| **WATER ENTERPRISE FUND** | | | | | | | |
| 001 - PERSONNEL SERVICES | 1,989,100 | 2,030,480 | 1,990,268 | 2,228,325 | 2,290,161 | 61,836 | 2.8% |
| 002 - PURCHASE OF SERVICES | 841,833 | 866,157 | 831,236 | 913,090 | 914,536 | 1,446 | 0.2% |
| 004 - SUPPLIES | 159,312 | 183,508 | 159,560 | 187,220 | 184,070 | (3,150) | -1.7% |
| 007 - OTHER CHARGES & EXPENSES | 81,627 | 92,857 | 96,280 | 109,344 | 100,067 | (9,277) | -8.5% |
| 008 - CAPITAL OUTLAY | 110,595 | 166,375 | 14,494 | 115,000 | 115,000 | 0 | 0.0% |
| 009 - DEBT SERVICE | 1,685,738 | 1,854,139 | 1,818,110 | 1,818,110 | 1,817,253 | (857) | 0.0% |
| **WATER ENTERPRISE FUND Total** | **4,868,205** | **5,193,516** | **4,909,947** | **5,371,089** | **5,421,087** | **49,998** | **0.9%** |
| | | | | | | | |
| **ENTERPRISE FUNDS Total** | **12,038,012** | **12,805,719** | **12,383,399** | **13,472,563** | **13,401,631** | **(70,932)** | **-0.5%** |
| | | | | | | | |
| **Grand Total** | **75,962,040** | **80,176,352** | **80,583,122** | **83,731,691** | **85,145,222** | **1,413,531** | **1.7%** |

## FISCAL YEAR 2021 REVENUE SOURCES

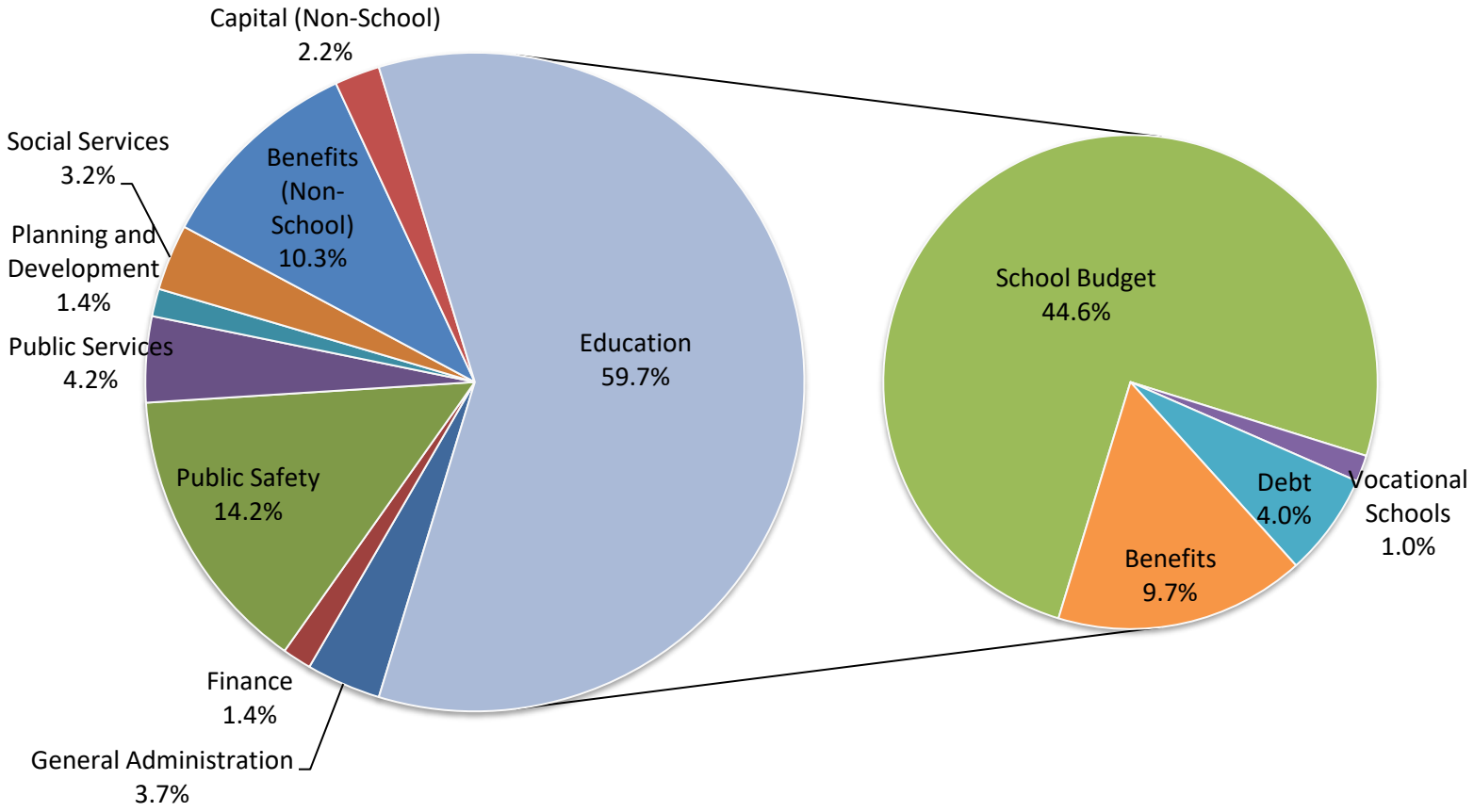
## (GENERAL FUND)




| | |
|---|---|
| Property Taxes | $61,622,315 |
| Local Receipts | $5,035,000 |
| Net State Aid | $4,583,403 |
| Other Financing Sources | $1,033,552 |
| Reserve for Abatements | ($414,751) |
| **Total General Fund Revenue** | **$71,859,519** |

## FISCAL YEAR 2021 EXPENDITURES

## (GENERAL FUND)




| | |
|---|---|
| Projected General Fund Revenue | $71,859,519 |
| Approved General Fund Expenditures | ($71,743,591) |
| **Total Remaining** | **$115,928** |

# REVENUE SUMMARY

**Development of the Revenue Estimate**

The City's starting revenue estimate is based on long-range financial forecasts that are presented on an annual basis to a joint meeting of the Mayor, City Council and School Committee each November, as a means of starting the budget process for the following fiscal year beginning July 1.

The revenue estimate is developed using a range of inputs to arrive at an amount that the City reasonably expects to collect in the next fiscal year. Examples of inputs include, historical trends, actual results, economic forecasts, state budget, appraisal/valuation data, changes in local, state or federal laws impacting municipal revenue, among others. These inputs are constantly changing and the forecast used to build the FY2021 budget was certainly no exception to that.

The City started the FY2021 budget process with an initial revenue estimate of $72,758,628 in November 2019, which was carried, with minor adjustments, through February 2020. However, as the United States started to react to the COVID-19 pandemic in March 2020, it became evident that the inputs used to develop the FY2021 revenue estimate would likely need further adjusting. As the global crisis continued and new information became available, there were still many unknowns to grapple with in terms of how long the pandemic would last it would last and how bad it would get.

As such, rather than pinpointing a single revenue estimate, we instead utilized a range of estimates, based on all available data, to model what the City may need to prepare for. As state law allowed the City to postpone the submittal of the annual budget, this provided additional time to prepare for a range of outcomes and ultimately arrive at a final revenue estimate in August 2020 based on all information known to us at the time. For FY2021, the City's revenue estimate for the General Fund totals $71,859,519 comprised of a 3.5% increase in the property tax levy, 21.8% decrease in local receipts and level state aid.

The following is a breakdown of the major funding sources for the General Fund, including property taxes, local receipts, state aid, reserves, other financing sources and grants.

**Property Taxes**

Property taxes are the single largest revenue source for the City will provide approximately 85.2% of Fiscal Year 2021 projected 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 for FY2017; the next full revaluation will occur for FY2022.

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 FY2021 by $2,065,852 million to $61,622,315. This increase includes the allowable 2.5% increase of $1,409,775 plus an estimated $650,000 from projected new growth and excluded debt service totaling $3,171,545. The City continues to maintain a 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 FY2021 projected local receipts are $5,035,000, a year-over-year decrease of 21.8%, or $1,406,227, compared to FY2020 preliminary actuals. 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 53.1%, or $2,675,000, of the City's total projected local receipts. The second largest source of local revenue as fees charged for licenses and permits, totaling 15.4% of projected local receipts, or $775,000.

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 and short-term rental stays (room occupancy tax). Combined, these generated 13.6% of local receipts in FY2020. However, due to the impact of COVID-19 that greatly altered the operations of these establishments, the City estimates local option taxes to comprise approximately 8.9% of local receipts in FY2021.

A new local revenue source for many municipalities in Massachusetts are taxes and impact fees on marijuana manufacturers and retailers. The City has a community host agreement in place with two marijuana cultivators in the Newburyport business park with impact fees totaling 3% of gross sales for a minimum of five years. The City expects to start collecting impact fees in FY2023.

**State Aid**

State Aid is Newburyport's third largest revenue source. Typically, the revenue estimate used to build the annual budget proposal is based on the House Budget. COVID-19, however, has stalled the state budget process as state leaders continue to develop the state's budget for FY2021. Nonetheless, the Baker-Polito Administration, as well as, the State Legislature have committed to funding state aid at a minimum of FY2020 levels. Based on this information, we have level funded state aid in our FY2021

revenue estimate with a net state aid appropriation of $4,503,403, which represents 6.4% of the projected general fund revenue for FY2021.

Included in the net state aid package, the City is projected to receive $4,235,872 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 totaled $2,100,312 in FY2020, which was partially offset by $136,568 in Charter Tuition Reimbursements.

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. Newburyport's UGGA is estimated at $2,708,244 for FY2021, consistent with the FY2020 appropriation.

**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 FY2021 general fund budget. For more information regarding the City's Free Cash policy, please refer to the Financial Policies and Objectives, found in Section 13.

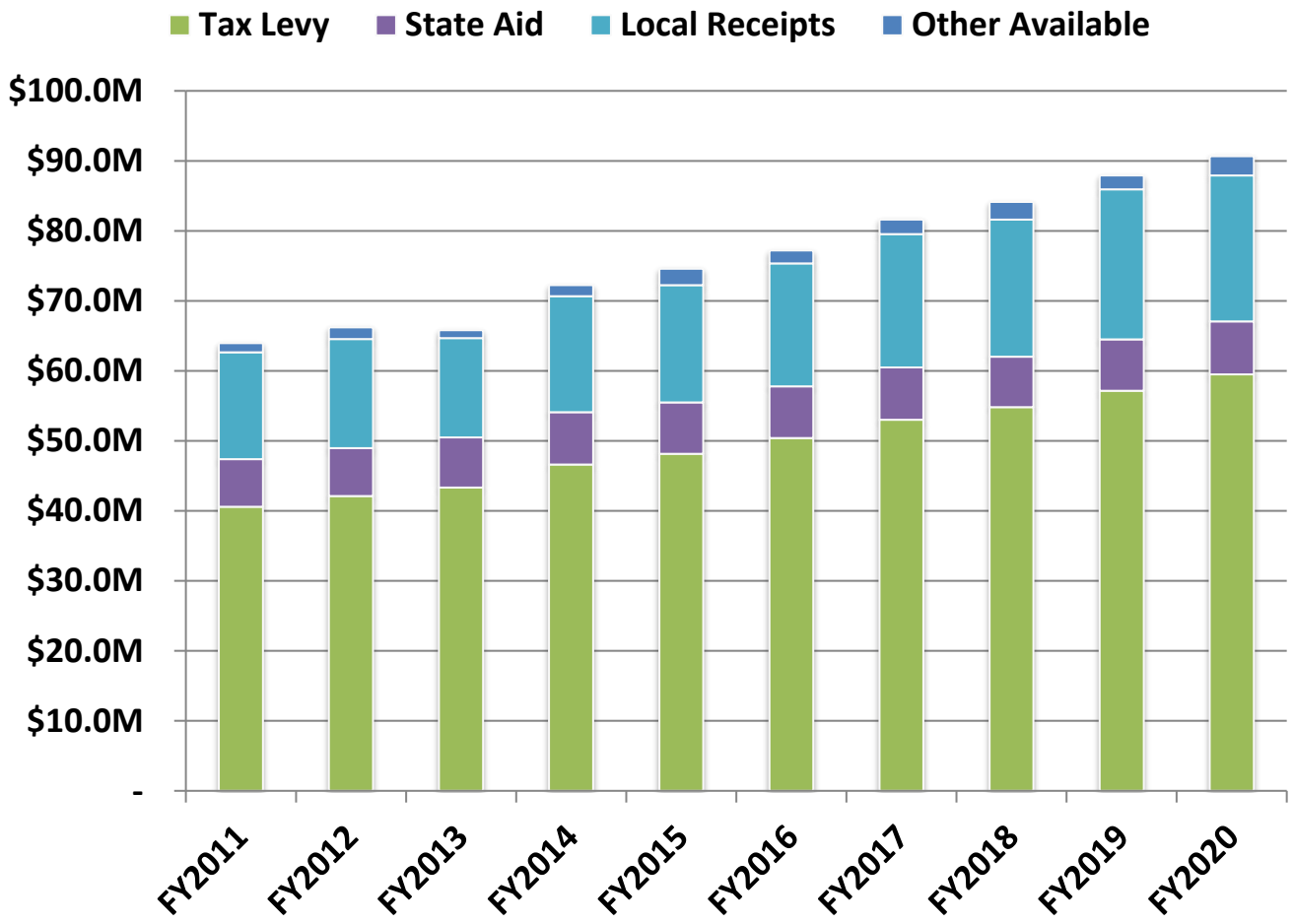
**Other Financing Sources**

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 FY2021 budgeted inflow from the Parking Fund is $1,033,552, which will be used to fund parking operations ($616,783), Intermodal Parking Facility debt service ($388,769) and downtown enhancements to be undertaken by the Parks Department ($28,000).

**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 FY2020 alone, the City applied for 41 grants totaling approximately $6.0 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 $6.0 million, the City was awarded $2.8 million, is waiting to hear back on $2.3 million and was passed on $860,000 in potential funding opportunities. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.

# Exhibit A: Revenue by Source




| Revenues by Source ($ thousands) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **FY2011** | **FY2012** | **FY2013** | **FY2014** | **FY2015** | **FY2016** | **FY2017** | **FY2018** | **FY2019** | **FY2020** |
| Tax Levy | 40,575 | 42,107 | 43,354 | 46,618 | 48,132 | 50,415 | 53,025 | 54,795 | 57,153 | 59,511 |
| State Aid | 6,797 | 6,873 | 7,157 | 7,492 | 7,362 | 7,395 | 7,471 | 7,244 | 7,354 | 7,574 |
| Local Receipts | 15,268 | 15,570 | 14,146 | 16,575 | 16,768 | 17,533 | 19,032 | 19,581 | 21,408 | 20,833 |
| Other Available | 1,328 | 1,673 | 1,142 | 1,554 | 2,304 | 1,875 | 2,088 | 2,496 | 2,012 | 2,759 |
| **Total** | **63,968** | **66,223** | **65,800** | **72,238** | **74,565** | **77,219** | **81,616** | **84,116** | **87,927** | **90,677** |
| *Percent of Total* | | | | | | | | | | |
| Tax Levy | 63.4% | 63.6% | 65.9% | 64.5% | 64.6% | 65.3% | 65.0% | 65.1% | 65.0% | 65.6% |
| State Aid | 10.6% | 10.4% | 10.9% | 10.4% | 9.9% | 9.6% | 9.2% | 8.6% | 8.4% | 8.4% |
| Local Receipts | 23.9% | 23.5% | 21.5% | 22.9% | 22.5% | 22.7% | 23.3% | 23.3% | 24.4% | 23.0% |
| Other Available | 2.1% | 2.5% | 1.7% | 2.2% | 3.1% | 2.4% | 2.6% | 3.0% | 2.3% | 3.0% |

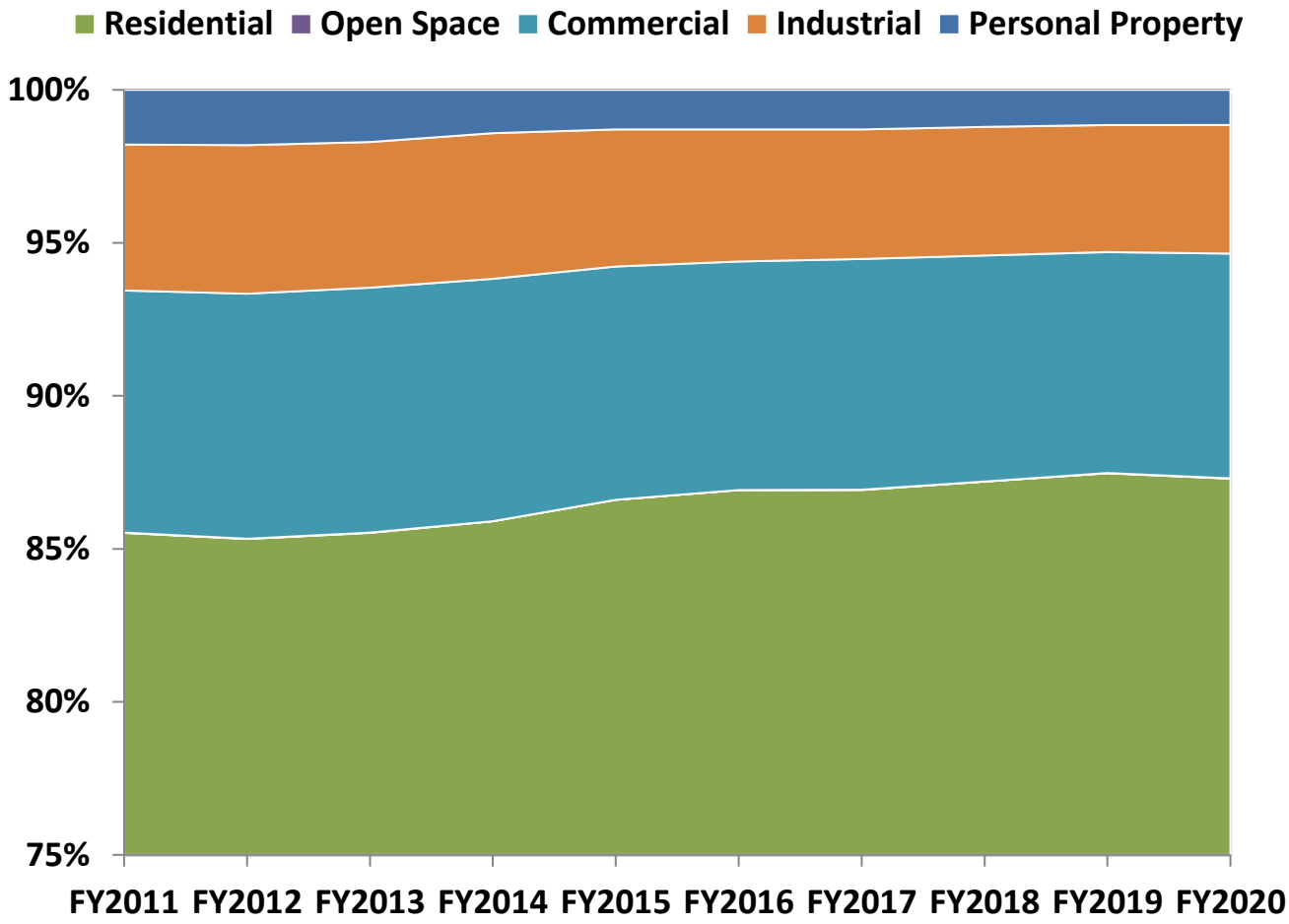
Tax Levy: Real and personal property tax levy

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

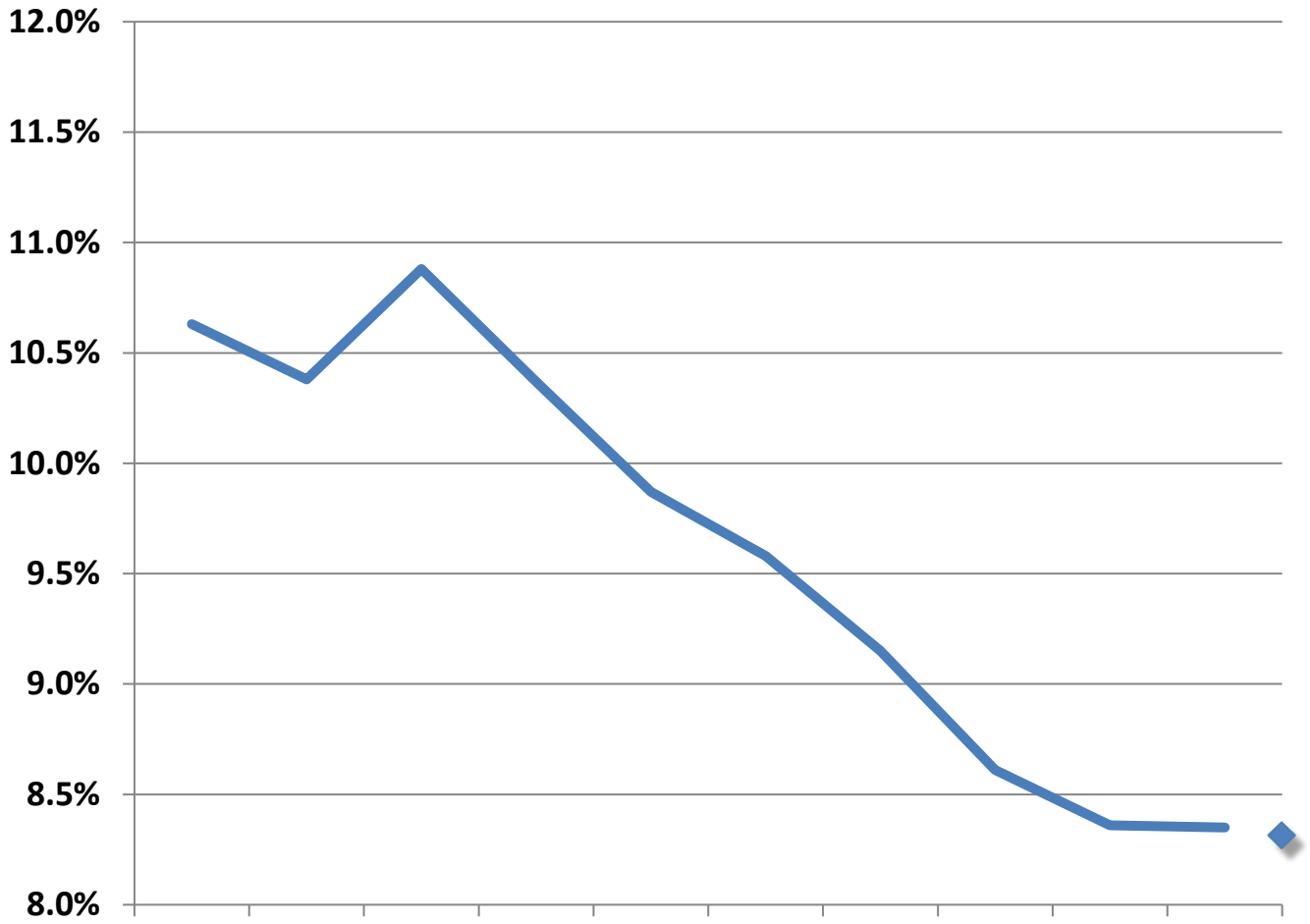
## Exhibit B: Tax Levy % by Class




| Assessed Values ($ millions) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **FY2011** | **FY2012** | **FY2013** | **FY2014** | **FY2015** | **FY2016** | **FY2017** | **FY2018** | **FY2019** | **FY2020** |
| Residential | 2,875 | 2,807 | 2,784 | 2,828 | 3,125 | 3,273 | 3,427 | 3,603 | 3,822 | 4,046 |
| Open Space | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Commercial | 266 | 263 | 261 | 261 | 275 | 281 | 297 | 305 | 315 | 340 |
| Industrial | 160 | 160 | 155 | 157 | 162 | 163 | 167 | 174 | 181 | 195 |
| Personal Property | 60 | 59 | 55 | 47 | 47 | 49 | 51 | 50 | 50 | 53 |
| **Total** | **3,362** | **3,290** | **3,255** | **3,292** | **3,608** | **3,765** | **3,942** | **4,132** | **4,369** | **4,635** |

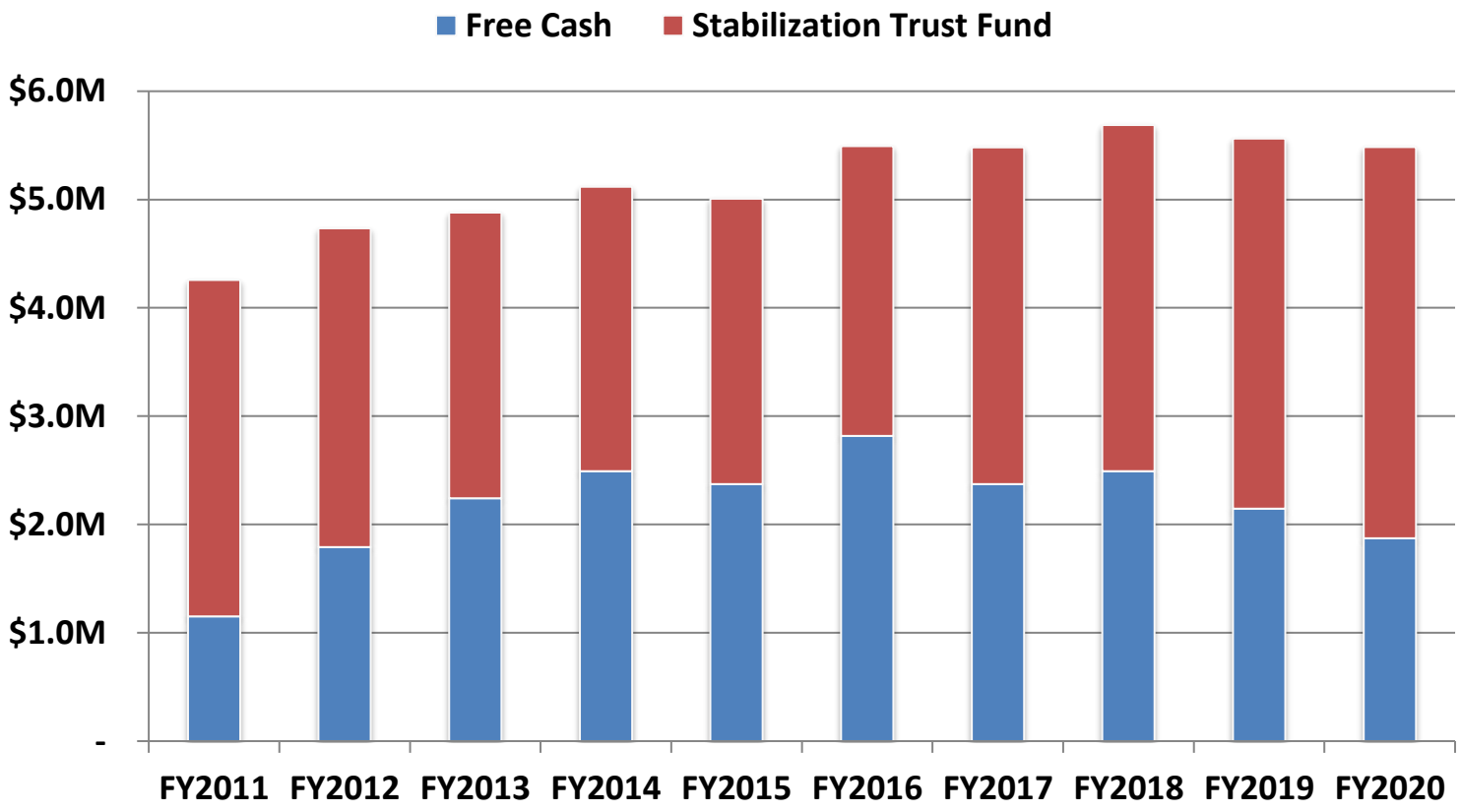
| Tax Levy ($ thousands) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **FY2011** | **FY2012** | **FY2013** | **FY2014** | **FY2015** | **FY2016** | **FY2017** | **FY2018** | **FY2019** | **FY2020** |
| Residential | 34,701 | 35,928 | 37,079 | 40,045 | 41,682 | 43,822 | 46,092 | 47,781 | 49,994 | 51,953 |
| Open Space | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Commercial | 3,212 | 3,372 | 3,472 | 3,692 | 3,668 | 3,765 | 3,998 | 4,042 | 4,125 | 4,369 |
| Industrial | 1,937 | 2,045 | 2,063 | 2,218 | 2,156 | 2,176 | 2,249 | 2,304 | 2,373 | 2,501 |
| Personal Property | 723 | 760 | 737 | 660 | 622 | 650 | 682 | 664 | 658 | 685 |
| **Total** | **40,575** | **42,107** | **43,354** | **46,618** | **48,132** | **50,415** | **53,025** | **54,795** | **57,153** | **59,511** |

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




| Cherry Sheet Aid ($ thousands) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **FY2011** | **FY2012** | **FY2013** | **FY2014** | **FY2015** | **FY2016** | **FY2017** | **FY2018** | **FY2019** | **FY2020** |
| Education Aid | 4,279 | 4,505 | 4,557 | 3,772 | 4,717 | 4,663 | 4,656 | 4,359 | 4,400 | 4,451 |
| General Government | 2,518 | 2,368 | 2,600 | 2,655 | 2,645 | 2,732 | 2,815 | 2,884 | 2,954 | 3,123 |
| *Total Receipts* | *6,797* | *6,873* | *7,157* | *7,492* | *7,362* | *7,395* | *7,471* | *7,244* | *7,354* | *7,574* |
| *Total Assessments* | *(2,497)* | *(2,497)* | *(2,585)* | *(2,634)* | *(2,615)* | *(2,651)* | *(2,549)* | *(2,756)* | *(2,914)* | *(2,840)* |
| **Net State Aid** | **9,294** | **9,370** | **4,572** | **4,858** | **4,747** | **4,744** | **4,921** | **4,488** | **4,440** | **4,733** |

# Exhibit D: Reserve Balances




| Reserves ($ thousands) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **FY2011** | **FY2012** | **FY2013** | **FY2014** | **FY2015** | **FY2016** | **FY2017** | **FY2018** | **FY2019** | **FY2020** |
| Free Cash | 1,153 | 1,791 | 2,242 | 2,492 | 2,373 | 2,818 | 2,374 | 2,494 | 2,146 | 1,873 |
| Stabilization Fund | 2,943 | 2,638 | 2,625 | 2,634 | 2,674 | 2,845 | 3,100 | 3,771 | 3,683 | 3,892 |

| Enterprise Fund Retained Earnings ($ thousands) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **FY2011** | **FY2012** | **FY2013** | **FY2014** | **FY2015** | **FY2016** | **FY2017** | **FY2018** | **FY2019** | **FY2020** |
| Water | 964 | 1,510 | 1,357 | 1,609 | 1,117 | 1,710 | 1,970 | 1,770 | 1,188 | 1,219 |
| Sewer | 924 | 2,076 | 1,871 | 1,768 | 1,938 | 1,927 | 1,419 | 1,131 | 916 | 975 |
| Harbormaster | 321 | 248 | 383 | 384 | 334 | 320 | 454 | 536 | 554 | 502 |

# Exhibit E: FY2021 Local Aid Estimates ("Cherry Sheet")

## FY2021 ESTIMATED RECEIPTS

| PROGRAM | FY2020 Cherry Sheet Estimate | FY2021 Cherry Sheet Estimate |
|---|---|---|
| **Education Receipts:** | | |
| Chapter 70 | 4,182,944 | 4,235,872 |
| Charter Tuition Reimbursement | 143,460 | 297,072 |
| | | |
| **Offset Receipts:** | | |
| School Choice Receiving Tuition | 124,126 | 306,998 |
| **Sub-Total, All Education Items:** | **4,450,530** | **4,839,942** |
| | | |
| **General Government:** | | |
| Unrestricted Gen Gov't Aid | 2,708,244 | 2,708,244 |
| Veterans Benefits | 110,701 | 71,859 |
| Exemp: VBS and Elderly | 140,531 | 130,708 |
| State Owned Land | 137,985 | 141,574 |
| | | |
| **Offset Receipts:** | | |
| Public Libraries | 25,647 | 31,338 |
| **Sub-Total, All General Government:** | **3,123,108** | **3,083,723** |
| | | |
| **Total Estimated Receipts:** | **7,573,638** | **7,923,665** |

# FY2021 ESTIMATED ASSESSMENTS

| PROGRAM | FY2020 Cherry Sheet Estimate | FY2021 Cherry Sheet Estimate |
|---|---|---|
| **State Assessments and Charges:** | | |
| Mosquito Control Projects | 43,677 | 46,339 |
| Air Pollution Districts | 7,330 | 7,502 |
| RMV Non-Renewal Surcharge | 39,760 | 41,480 |
| **Sub-Total, State Assessments:** | **90,767** | **95,321** |
| | | |
| **Transportation Authorities:** | | |
| Regional Transit | 161,775 | 166,456 |
| **Sub-Total, Transp Authorities:** | **161,775** | **166,456** |
| | | |
| **Tution Assessments:** | | |
| School Choice Sending Tuition | 202,857 | 172,706 |
| Charter School Sending Tuition | 2,385,063 | 2,270,954 |
| **Sub-Total, Tution Assessments:** | **2,587,920** | **2,443,660** |
| | | |
| **Total All Estimated Charges:** | **2,840,462** | **2,705,437** |

| | | |
|---|---|---|
| Receipts | 7,573,638 | 7,923,665 |
| Offsets | (149,773) | (338,336) |
| Charges | (2,840,462) | (2,705,437) |
| **Net State Aid** | **4,583,403** | **4,879,892** |

# Exhibit F: Grant Funding Opportunities

| City Department | Funding Entity | Project Name | Principal Writer | Response | Amount |
|---|---|---|---|---|---|
| Council on Aging | Tufts Foundation | Healthy Aging | Nancy London | Not Awarded | $10,000 |
| Council on Aging | MA Healthy Aging | Healthy Aging Program | Nancy London | Not Awarded | $475,000 |
| Cultural Council | Mass. Cultural Council | Cultural District | Nancy London | Awarded | $5,000 |
| Fire | Community Preservation Act | Fire Truck Restoration | Nancy London | Awarded | $76,000 |
| Fire | Federal Emergency Management Agency (FEMA) | SCBA | Nancy London | Pending | $358,648 |
| Harbormaster | U.S. Dept. of Homeland Security | Harbor Security | Nancy London | Pending | $97,650 |
| Health | MA Dept of Public Health | Shared Services (Animal Control) | Nancy London | Awarded | $30,000 |
| Information Technology | MA Executive Office of Technology Services & Security | Cybersecurity Awareness Grant Program | Nancy London | Awarded | Technical Assistance |
| Library | NAID Foundation | Digitizing Project | Giselle Stevens | Awarded | $10,200 |
| Library | Institution for Savings | Drinking Fountain | Giselle Stevens | Awarded | $2,000 |
| Library | MA Board of Library Commissioners | Preservation Grant | Giselle Stevens | Awarded | $8,785 |
| Library | MA Board of Library Commissioners | Professional Development | Giselle Stevens | Awarded | $550 |
| Library | Greater Newburyport Fund for the Blind | Adaptive Technology for Visually Impaired | Giselle Stevens | Awarded | $2,000 |
| Library | Community Preservation Act | HVAC for Archival Center | Nancy London | Awarded | $127,575 |
| Mayor's Office | MA Attorney General's Office | Small Business Grants | Nancy London | Awarded | $30,000 |

| City Department | Funding Entity | Project Name | Principal Writer | Response | Amount |
|---|---|---|---|---|---|
| Mayor's Office | Community Development Block Grant (CDBG) | Back to Business (with Amesbury) | Nancy London | Awarded | $354,500 |
| Mayor's Office | MA Dept. of Transportation | Shared Spaces | Nancy London | Not Awarded | $78,900 |
| Parks | Charles Moseley Trust | Moseley Woods Maintenance | Lisë Reid | Awarded | $3,000 |
| Parks | Community Preservation Act | Bartlet Mall Playground | Nancy London/ Lisë Reid | Awarded | $100,000 |
| Parks | Community Preservation Act | Perkins Shade Structure | Nancy London/ Lisë Reid | Awarded | $12,500 |
| Parks | PARC Grant | Inclusive Playground & Northwest Corner Improvements at Bartlet mall | Nancy London/ Lisë Reid | Pending | $315,260 |
| Parks | The Mayor Gayden W. Morrill Charitable Foundation | Multiple projects | Lisë Reid | Awarded | $110,000 |
| Planning & Development | MA Exec. Office of Energy and Environmental Affairs | Municipal Vulnerability Preparedness (WWTF Protection) | Nancy London/ Geordie Vining | Awarded | $72,000 |
| Planning & Development | MA Dept. of Transportation | Complete Streets | Geordie Vining | Awarded | $400,000 |
| Planning & Development | MA Exec. Office of Energy and Environmental Affairs | Drinking Water Protection | Consultant | Awarded | $300,000 |
| Planning & Development | Community Preservation Act | Watershed Land Purchase | Geordie Vining | Awarded | $250,000 |
| Planning & Development | MA Dept. of Housing and Community Development | Housing Choice | Nancy London | Awarded | Designation |
| Planning & Development | MA Dept. of Environmental Protection | MVP Action Grant | Nancy London/ Geordie Vining | Pending | $1,281,745 |

| City Department | Funding Entity | Project Name | Principal Writer | Response | Amount |
|---|---|---|---|---|---|
| Police | U.S. Dept. of Justice | Comprehensive Opioid Abuse Site-based Program: Locally Driven Responses to the Opioid Epidemic | Nancy London | Awarded | $600,000 |
| Police | MA Exec. Office of Public Safety | Support and Incentive Grant | Nancy London | Awarded | $50,366 |
| Police | MA Exec. Office of Public Safety | Training | Nancy London | Awarded | $30,627 |
| Police | MA Exec. Office of Public Safety | Ambulance Service | Nancy London | Awarded | $18,000 |
| Public Health | Caplan Foundation | MV Visiting Mothers | Nancy London | Not Awarded | Statement of Interest |
| Public Services | MA Office of Disability | Accessible Crossings at State St and High St | Nancy London | Not Awarded | $250,000 |
| Public Services | MA Emergency Management Agency (MEMA) | Raising Malcolm Hoyt Drive | Nancy London | Not Awarded | Statement of Interest |
| Public Services | Massachusetts Interlocal Insurance Association (MIIA) | Fleet Management Software | Nancy London | Awarded | $9,060 |
| Sustainability | MA Dept. of Environmental Protection | Save Money and Reduce Trash (SMART) | Molly Ettenborough | Awarded | $19,300 |
| Sustainability | MA Dept. of Energy Resources | Green Communities | Nancy London/ Molly Ettenborough | Pending | $201,395 |
| Youth Services | America's Promise | Convening | Nancy London | Not Awarded | $30,000 |
| Youth Services | Tower Foundation | Healthy Communities | Tina Los | Awarded | $236,432 |
| Youth Services | MA Attorney General's Office | Healthy Summer Jobs | Nancy London | Not Awarded | $7,000 |

| | |
|---|---|
| **Total Funding Opportunities** | **$5,963,493** |
| **Awarded** | $2,848,835 |
| **Pending** | $2,254,698 |
| **Not Awarded** | $859,960 |

# EXPENDITURE SUMMARY

The Fiscal Year 2021 general fund budget consists of $71,859,519 in expenditures, including a school budget appropriation of $32,072,564. In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY2021. For FY2021, 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:

***Board of Registrars +$2,550 (+5.2%)***

This increase is due to the increasing election costs due to mail-in ballots and the 2020 Presidential Election.

***City Clerk +$14,100 (+5.1%)***

This increase reflects two years of salary increases to staff that are members of the Teamster's Administrative Assistants (AA) bargaining unit that was ratified at the end of FY2020.

***DPS – Highway -$202,604 (-6.2%)***

Two vacant positions were eliminated in the FY2021 budget, one mechanic and one truck driver. Summer labor was also eliminated. In addition, the Custodian II position was shifted from the DPS-Highway budget to the Library budget in order for the Library Department to meet the minimum appropriation requirement (MAR) determined by the Massachusetts Board of Library Commissioners (MBLC). Despite being funded by the Library budget, this position will still report to DPS.

***DPS – Snow & Ice -$35,000 (-15.6%)***

This budget has been adjusted to historical spending.

***Emergency Management -$10,100 (-34.7%)***

This decrease is due to eliminating costs associated with maintaining 57 Low Street. The facility is no longer used by Emergency Management and utility and maintenance costs were shifted to the Parks Department and DPS.

***Essex Tech -$11,000 (-11.9%)***

The FY2021 budget projects four Newburyport students will attend Essex Tech in the coming school year, a decrease from five students this past school year.

***Fire Department +$248,254 (+6.5%)***

The overtime budget was increased by $100,000. In addition, there was a salary increase for firefighters as a result of a new contract at the end of FY2020.

***General Administration +$54,316 (+11.0%)***

This increase is to allow contingency to the budget for the Collective Bargaining Agreements that expired at the end of FY2020. It also maintains the meeting recording funding for NCM Hub that was appropriated during FY2020.

***Human Resources -$35,736 (-11.0%)***

This decrease reflects shifting the payroll function out of the HR Department and into the Treasurer/ Collector Department, as recommended in the FY2019 audit.

***Mayor +$20,291 (+6.4%)***

This increase is an additional $20,000 budget line item to fund diversity, equity, and social justice initiatives.

***Parking -$51,352 (-7.7%)***

A vacant part time administrative assistance position has been eliminated and is no longer needed based on a reassignment of duties in the City Clerk's Office.

***Parks -$31,845 (-8.6%)***

The FY2021 budget eliminates a vacant laborer position that was budgeted for but not filled in FY2020. Additional funding will also cover parks supplies and equipment. This increase includes $28,000 for downtown improvements that are funded by paid parking. To compensate, the seasonal and part time budget line was increased to ensure that work is completed during peak seasons.

***Planning & Development +$49,056 (+12.6%)***

Increase reflects a greater shift towards funding the Zoning Administrator position with general funds (still partially funded by Building permit fee revolving funds). Also included is two years of salary increases for staff that are members of the Teamster's AA union, whose contract was ratified at the end of FY2020.

***Retirement Appropriation +$222,950 (+5.1%)***

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 based on approved PERAC valuation increases by 5% each year and is projected to be fully funded in FY35.

***Treasurer/ Collector +$90,560 (+29.2%)***

This increase reflects the shifting of the payroll functions to the Treasurer's Department from HR, as recommended in the FY2019 audit/ management letter.

***Whittier Regional Vocational School Assessment -$36,294 (-5.2%)***

Newburyport's enrollment at the Whittier will decrease for the 2020-2021 school year.

**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. In FY2020, there were 262 days, however in FY2021 there are 261 days and, therefore, the budget reflects one fewer day of pay for all regular salaried positions compared to FY2020. For that reason, increases for regular salaried positions on a budgetary basis will appear lower than the contractual increase due to the decrease in work days. For example, if a position contractually increases by 2.0%, the one less day causes the increase to show as 1.6% on a budgetary basis.

# EXPENDITURE SUMMARY BY DEPARTMENT

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | |
| **CITY SERVICES** | | | | | | | |
| ANIMAL CONTROL | 63,291 | 60,953 | 63,516 | 67,234 | 62,936 | (4,298) | -6.4% |
| ASSESSORS DEPARTMENT | 221,495 | 234,883 | 242,871 | 239,318 | 250,395 | 11,077 | 4.6% |
| AUDITOR'S DEPARTMENT | 321,382 | 327,747 | 364,408 | 364,697 | 373,401 | 8,704 | 2.4% |
| BOARD OF REGISTRARS | 49,008 | 38,833 | 59,239 | 49,333 | 51,883 | 2,550 | 5.2% |
| BUILDING DEPARTMENT | 171,513 | 178,003 | 165,390 | 188,558 | 188,512 | (46) | 0.0% |
| CITY CLERK'S DEPARTMENT | 252,419 | 263,732 | 281,393 | 277,680 | 291,781 | 14,101 | 5.1% |
| CITY COUNCIL | 71,431 | 69,944 | 70,047 | 72,651 | 30,683 | (41,968) | -57.8% |
| COMMISSION ON DISABILITY | 2,640 | 2,639 | 2,640 | 2,640 | 2,693 | 53 | 2.0% |
| CONSERVATION COMMISSION | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.0% |
| COUNCIL ON AGING | 300,689 | 295,988 | 301,379 | 308,742 | 308,155 | (587) | -0.2% |
| DEBT EXCLUSION | 3,166,609 | 3,178,737 | 3,165,464 | 3,165,464 | 3,171,545 | 6,081 | 0.2% |
| EMERGENCY MANAGEMENT | 26,381 | 30,430 | 37,379 | 29,100 | 18,000 | (11,100) | -38.1% |
| FIRE DEPARTMENT | 3,726,973 | 3,869,476 | 4,053,440 | 3,795,001 | 4,043,255 | 248,254 | 6.5% |
| GENERAL ADMINISTRATION | 356,475 | 372,435 | 374,136 | 491,674 | 525,490 | 33,816 | 6.9% |
| HEALTH DEPARTMENT | 211,349 | 232,618 | 223,481 | 254,154 | 254,704 | 550 | 0.2% |
| HISTORICAL COMMISSION | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.0% |
| HUMAN RESOURCES | 268,657 | 308,109 | 315,016 | 326,125 | 290,388 | (35,736) | -11.0% |
| INFO TECHNOLOGY DEPT | 308,699 | 326,275 | 319,331 | 321,096 | 334,356 | 13,261 | 4.1% |
| INSURANCE GROUP | 9,127,806 | 9,469,573 | 9,718,764 | 9,864,940 | 9,807,193 | (57,748) | -0.6% |
| LEGAL DEPARTMENT | 100,000 | 100,000 | 124,854 | 100,000 | 95,000 | (5,000) | -5.0% |
| LIBRARY DEPARTMENT | 1,341,994 | 1,373,596 | 1,383,300 | 1,416,032 | 1,430,665 | 14,633 | 1.0% |
| LICENSE COMMISSION | 7,750 | 8,500 | 8,363 | 8,500 | 8,500 | 0 | 0.0% |
| MAYOR'S DEPARTMENT | 287,094 | 287,086 | 305,824 | 316,377 | 331,669 | 15,292 | 4.8% |
| ORDINARY DEBT SERVICE | 805,338 | 946,480 | 707,496 | 880,000 | 923,769 | 43,769 | 5.0% |
| PARKING CLERK DEPARTMENT | 43,502 | 563,085 | 537,058 | 668,135 | 606,283 | (61,852) | -9.3% |
| PARKS DEPARTMENT | 206,367 | 254,491 | 344,377 | 371,814 | 339,969 | (31,845) | -8.6% |
| PLANNING & DEVELOPMENT | 309,965 | 316,877 | 409,017 | 389,874 | 437,930 | 48,056 | 12.3% |
| PLANNING BOARD | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.0% |
| POLICE DEPARTMENT | 3,656,049 | 3,856,404 | 4,097,157 | 4,230,657 | 4,165,209 | (65,448) | -1.5% |
| PUBLIC SERVICES DEPARTMENT | 2,828,753 | 2,982,922 | 3,137,182 | 3,273,035 | 3,070,431 | (202,604) | -6.2% |
| RETIREMENT BOARD | 3,924,742 | 4,132,415 | 4,340,558 | 4,340,558 | 4,563,509 | 222,951 | 5.1% |
| SNOW & ICE | 391,819 | 352,930 | 306,796 | 225,000 | 260,000 | 35,000 | 15.6% |
| SUSTAINABILITY | 1,280,411 | 1,600,779 | 1,655,963 | 1,644,824 | 1,722,649 | 77,826 | 4.7% |
| TREASURER'S DEPARTMENT | 286,649 | 296,790 | 310,340 | 310,014 | 400,075 | 90,061 | 29.1% |
| VETERANS' DEPARTMENT | 262,433 | 234,446 | 248,408 | 288,279 | 274,782 | (13,497) | -4.7% |
| YOUTH SERVICES | 281,476 | 304,801 | 288,479 | 304,850 | 307,805 | 2,955 | 1.0% |
| ZONING BOARD | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.0% |
| **CITY SERVICES Total** | **34,668,360** | **36,879,175** | **37,970,265** | **38,593,554** | **38,950,815** | **357,262** | **0.9%** |
| **EDUCATION** | | | | | | | |
| ESSEX NORTH SHORE TECH SCHOOL | 55,818 | 53,832 | 87,728 | 92,500 | 81,500 | (11,000) | -11.9% |
| SCHOOL DEPARTMENT | 28,631,701 | 29,815,374 | 29,444,419 | 30,875,762 | 32,072,564 | 1,196,802 | 3.9% |
| WHITTIER VO TECH SCHOOL | 568,149 | 622,252 | 697,312 | 697,312 | 638,712 | (58,600) | -8.4% |
| **EDUCATION Total** | **29,255,668** | **30,491,458** | **30,229,459** | **31,665,574** | **32,792,776** | **1,127,202** | **3.6%** |
| **GENERAL FUND Total** | **63,924,028** | **67,370,633** | **68,199,723** | **70,259,128** | **71,743,591** | **1,484,463** | **2.1%** |
| **ENTERPRISE FUNDS** | | | | | | | |
| **HARBORMASTER ENTERPRISE FUND Total** | **453,329** | **459,738** | **498,843** | **514,868** | **465,250** | **(49,618)** | **-9.6%** |
| **SEWER ENTERPRISE FUND Total** | **6,716,478** | **7,152,465** | **6,974,609** | **7,586,606** | **7,515,295** | **(71,311)** | **-0.9%** |
| **WATER ENTERPRISE FUND Total** | **4,868,205** | **5,193,516** | **4,909,947** | **5,371,089** | **5,421,087** | **49,998** | **0.9%** |
| **ENTERPRISE FUNDS Total** | **12,038,012** | **12,805,719** | **12,383,399** | **13,472,563** | **13,401,631** | **(70,932)** | **-0.5%** |
| **Grand Total** | **75,962,040** | **80,176,352** | **80,583,122** | **83,731,691** | **85,145,222** | **1,413,531** | **1.7%** |

## POSITION COUNT BY DEPARTMENT

| Department | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | *+/-* |
|---|---|---|---|---|---|---|
| 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 | 4.0 | *(0.5)* |
| City Clerk | 7.2 | 7.6 | 7.6 | 7.6 | 7.2 | *(0.4)* |
| Council on Aging | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | *0.0* |
| DPS: Highway | 31.2 | 32.7 | 33.7 | 35.7 | 32.7 | *(3.0)* |
| DPS: Sewer | 19.5 | 19.5 | 19.5 | 19.5 | 19.5 | *0.0* |
| DPS: Water | 19.9 | 18.9 | 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 | 3.9 | 3.9 | 4.6 | 4.6 | 4.6 | *0.0* |
| Human Resources | 2.0 | 2.0 | 2.5 | 2.7 | 2.0 | *(0.7)* |
| Information Technology | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | *0.0* |
| Library | 20.8 | 20.3 | 20.6 | 20.4 | 20.8 | *0.4* |
| Mayor's Office | 3.6 | 3.6 | 3.6 | 3.6 | 3.6 | *0.0* |
| Parks | 2.8 | 4.4 | 6.1 | 7.6 | 5.3 | *(2.3)* |
| Planning & Development | 4.5 | 5.0 | 5.5 | 5.5 | 5.5 | *0.0* |
| Police | 39.0 | 39.0 | 38.0 | 40.0 | 39.0 | *(1.0)* |
| Sustainability | 2.6 | 2.6 | 2.6 | 2.6 | 2.6 | *0.0* |
| Treasurer/Collector | 4.0 | 4.0 | 4.0 | 4.0 | 5.0 | *1.0* |
| Veterans' Services | 1.8 | 1.8 | 1.8 | 1.8 | 2.0 | *0.2* |
| Youth Services | 4.0 | 4.8 | 5.5 | 8.1 | 9.2 | *1.1* |
| **Total FTE*** | **220.4** | **223.6** | **227.1** | **234.5** | **230.9** | ***(5.2)*** |

*For School Department FTE, see school budget in the appendix

# Section 3:

# General Administration

# CITY CLERK

## MISSION STATEMENT

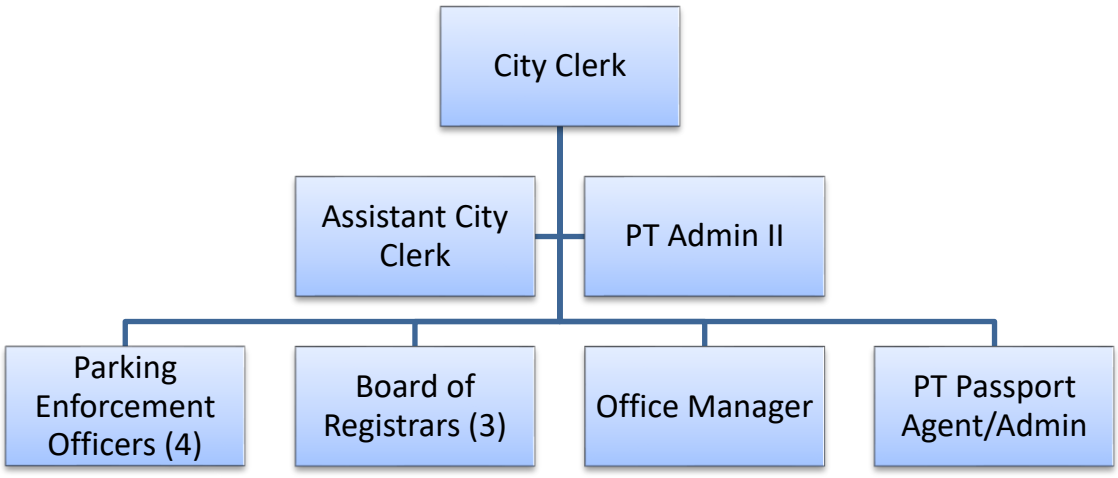
The mission of the City Clerk's Office is to facilitate the preparation for the City Council meetings and provide quality administrative support to the Council. The office also conducts municipal, state and federal elections with six wards and attending poll workers. The office strives to provide professional 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 vital records 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, five (5) handheld ticket writers with printers  two (2) parking vehicles (one equipped with 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.  The facility is temporarily closed due to COVID-19.

## ORGANIZATIONAL OVERVIEW



| Position | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| CLK SAL CITY CLERK | 1.0 | 1.0 | 1.0 |
| CLK SAL ASSIST CLERK | 1.0 | 1.0 | 1.0 |
| CLK SAL OFFICE MANAGER | 1.0 | 1.0 | 1.0 |
| CLK SAL PT ADMIN I & II | 1.4 | 1.4 | 1.0 |
| 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** | **7.2** |

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Estimated FY2020 |
|---|---|---|---|---|---|
| **Passports issued** | # | 1,421 | 1,552 | 1,418 | 1,450 |
| **Dog licenses issued** | # | 1,504 | 1,491 | 1,550 | 1,575 |
| **Active voters** | # | 13,122 | 13,652 | 13,500 | 14,250 |
| **Resident Parking Permits** | # | 8,928 | 7,251 | 6,586 | 7,000 |
| **Employee Parking Permits** | # | 402 | 409 | 472 | 500 |
| **Resident Street Permits** | # | 636 | 562 | 381 | 425 |

## FY2020 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 17, 2019 and the November 5, 2019 local elections.
- Prepared ballot for Retail Marijuana question.
- Purchased and trained for the new ImageCast voting machines.
- Prepared for Early Voting (February 24 – February 28) and the March 3, 2020 presidential primary.
- Prepared and trained for being a Central Tabulation Facility for the March 3, 2020 presidential primary.

**Parking**

- Upgraded to new phones/ticket writers and kiosks.
- Incorporated the parking garage into the current system by issuing 47 resident monthly permits and 173 employee permits.
- Trained parking enforcement to use the new license plate system (LPR) enforcement.
- Trained on the new Chevy Volt hybrid for the parking department which is outfitted with a Mobile LPR (License Plate Reader) unit.
- Installed the 18 new kiosks from T2 Systems – Luke2 for the lots and the garage.
- Planned for and implemented a new Event payment system for the Labor Day Festival.
- Now operating the implemented license plate-based system.

**Passports**

- Prior to the COVID-19 Pandemic and subsequent closure of the Passport Office, handled a substantial number of passports as the facility's reputation continues to remain strong and the office will reopen in FY21.
- 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 have remained on Wednesdays and Thursday evenings (until 6:30 pm) making the hours consistent with the general City hall office hours.

## FY2021 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 6,000 residents. It has been a very successful implementation.

COVID UPDATE: Because of the pandemic, we are greatly impacted in our election work including office staff, polling places, and in the parking department in terms of payroll and some expenses.

## FY2021 GOALS & OBJECTIVES

### **GOAL 1:** CONTINUE TO IMPLEMENT THE NEW, UPGRADED PARKING SYSTEM

**Objectives:**

- Configure and train on the Mobile LPR unit.
- Train on the new Security Desk software associated with the Mobile Unit.
- Continue to train on the new handhelds for enforcement.
- Continue to train on the new BOSS software that monitors the collection and maintenance of the new T2/Luke 2 kiosks.
- Educate and train on the 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 – IMAGE CAST AND CTC

**Objectives:**

- We have new election machines and there will be necessary training in order to prepare the equipment for the elections and to address any 'jams' or issues during the elections.
- We used the new machines for the first time on March 3, 2020 for the Presidential Primary.
- We were a Central Tabulation Center for the first time on March 3, 2020.

### **GOAL 3:** MANAGE THE NEW PARKING GARAGE AND GARAGE PERMITS

**Objectives:**

- Maintain the new T2/Luke 2 kiosks in the garage and the lots.
- 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.

## PROGRAMS & SERVICES

### City Council

- Prepare Council Agendas
- Draft any orders or ordinances requested
- Draft and prepare minutes
- Assist at Council Meetings

### Records Management

- 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

### Elections & Voter Registration

- Serve on Board of Registrars
- Maintain voter registration
- Manage all elections
- Conduct annual census
- Certify nomination papers
- Coordinate five polling locations and six precints
- Manage early voting
- Implement Central Tabulation

### Passport Facility

- Manage the issuance of new passports
- Assist with Renewal applicants and related questions.
- Photograph applicants
- Track all applications

### Parking Management

- 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.

### Dog Licensing

- Issue annual dog and kennel licenses
- Maintain dog database

## CITY COUNCIL (01-111)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - CCN SAL COUNCIL | 56,000 | 56,000 | 56,000 | 56,000 | 14,000 | (42,000) | -75.0% |
| 51160 - CCN SAL CLK COUNCIL | 4,353 | 4,416 | 4,492 | 4,539 | 4,539 | 0 | 0.0% |
| 51162 - CCN SAL CLK COMMITTEE | 578 | 602 | 626 | 612 | 644 | 32 | 5.2% |
| **001 - PERSONNEL SERVICES Total** | **60,931** | **61,019** | **61,119** | **61,151** | **19,183** | **(41,968)** | **-68.6%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53001 - CCN LEGAL ADS | 3,500 | 1,060 | 967 | 1,500 | 1,500 | 0 | 0.0% |
| 53002 - CCN ORDINANCE RECODIFICATION | 7,000 | 7,084 | 6,733 | 5,000 | 5,000 | 0 | 0.0% |
| 53020 - CCN LEGAL | 0 | 780 | 1,228 | 5,000 | 5,000 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **10,500** | **8,925** | **8,928** | **11,500** | **11,500** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **71,431** | **69,944** | **70,047** | **72,651** | **30,683** | **(41,968)** | **-57.8%** |

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

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - CLK SAL CITY CLERK | 74,325 | 75,812 | 83,393 | 83,393 | 85,388 | 1,995 | 2.4% |
| 51102 - CLK SAL ASST CITY CLERK | 72,777 | 76,112 | 78,956 | 76,112 | 80,046 | 3,933 | 5.2% |
| 51103 - CLK SAL OFFICE MGR | 48,990 | 49,964 | 57,977 | 54,040 | 56,836 | 2,795 | 5.2% |
| 51166 - CLK SAL PT ADMIN ASST | 44,784 | 44,744 | 26,138 | 25,640 | 31,012 | 5,372 | 21.0% |
| 51167 - CLK SAL ADMIN ASST/PASSPORT | 0 | 0 | 21,680 | 24,995 | 25,000 | 5 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **240,876** | **246,632** | **268,145** | **264,180** | **278,281** | **14,101** | **5.3%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52701 - CLK LEASE COPIER | 1,944 | 4,206 | 2,829 | 3,000 | 3,000 | 0 | 0.0% |
| 53002 - CLK VITAL RECORDS EXPENSE | 1,620 | 1,015 | 1,203 | 1,500 | 1,500 | 0 | 0.0% |
| 54200 - CLK ADMINISTRATION | 7,979 | 11,879 | 9,217 | 9,000 | 9,000 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **11,543** | **17,100** | **13,248** | **13,500** | **13,500** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **252,419** | **263,732** | **281,393** | **277,680** | **291,781** | **14,101** | **5.1%** |

## BOARD OF REGISTRARS (01-163)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51160 - BDR SAL CLERK REGISTRAR | 2,165 | 2,208 | 2,246 | 2,270 | 2,306 | 37 | 1.6% |
| 51162 - BDR SAL REGISTRARS | 1,999 | 2,052 | 2,061 | 2,063 | 2,077 | 13 | 0.7% |
| **001 - PERSONNEL SERVICES Total** | **4,164** | **4,260** | **4,307** | **4,333** | **4,383** | **50** | **1.2%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57808 - BDR ELECTIONS & REGISTRATIONS | 44,844 | 34,573 | 54,931 | 45,000 | 47,500 | 2,500 | 5.6% |
| **007 - OTHER CHARGES & EXPENSES Total** | **44,844** | **34,573** | **54,931** | **45,000** | **47,500** | **2,500** | **5.6%** |
| | | | | | | | |
| **Grand Total** | **49,008** | **38,833** | **59,239** | **49,333** | **51,883** | **2,550** | **5.2%** |

## PARKING CLERK (01-293)

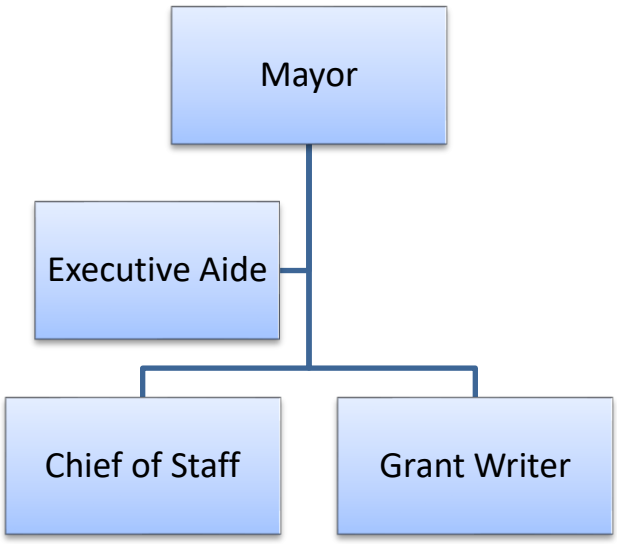
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51100 - PKG SAL CLERK/ADMIN | 0 | 42,491 | 46,317 | 40,530 | 42,326 | 1,797 | 4.4% |
| 51134 - PKG SAL PARKING SUPERVISOR | 42,902 | 41,899 | 44,417 | 42,737 | 48,957 | 6,220 | 14.6% |
| 51166 - PKG PART-TIME ENFORCEMENT OF | 0 | 150,846 | 129,159 | 137,000 | 143,000 | 6,000 | 4.4% |
| 51167 - PKG SAL ADMIN ASST/PARKING | 0 | 0 | 17,233 | 19,868 | 0 | (19,868) | -100.0% |
| 51168 - PKG LOT GROUNDSKEEPING | 0 | 0 | 4,823 | 5,700 | 4,500 | (1,200) | -21.1% |
| 51405 - PKG CLOTHING ALLOWANCE | 600 | 223 | 769 | 1,600 | 1,600 | 0 | 0.0% |
| 51901 - PKG CULTURAL DISTRIC EXPENSE | 0 | 6,600 | 2,100 | 6,000 | 2,000 | (4,000) | -66.7% |
| **001 - PERSONNEL SERVICES Total** | **43,502** | **242,060** | **244,818** | **253,435** | **242,383** | **(11,052)** | **-4.4%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - PKG HEAT/ELECTRICITY | 0 | 0 | 15,508 | 12,500 | 12,500 | 0 | 0.0% |
| 52401 - PKG LOT MAINTENANCE | 0 | 4,415 | 970 | 4,000 | 2,000 | (2,000) | -50.0% |
| 52402 - PKG METER MAINTENANCE | 0 | 21,056 | 24 | 25,000 | 10,000 | (15,000) | -60.0% |
| 52403 - PKG MAINT-VEHICLE | 0 | 1,043 | 336 | 1,200 | 1,200 | 0 | 0.0% |
| 52404 - PKG MAINT-BUILDING | 0 | 0 | 2,750 | 15,000 | 15,000 | 0 | 0.0% |
| 52405 - PKG MAINT-EQUIP | 0 | 0 | 0 | 15,000 | 15,000 | 0 | 0.0% |
| 52702 - PKG LOT LEASE PAYMENTS | 0 | 7,315 | 7,980 | 8,000 | 8,000 | 0 | 0.0% |
| 53000 - PKG BOOKKEEPING | 0 | 12,618 | 13,621 | 13,500 | 16,000 | 2,500 | 18.5% |
| 53002 - PKG WATERFRONT TRUST AGMT | 0 | 70,000 | 52,500 | 70,000 | 70,000 | 0 | 0.0% |
| 53003 - PKG METER SOFTWARE | 0 | 2,610 | 27,365 | 7,200 | 16,500 | 9,300 | 129.2% |
| 53004 - PKG LIC PLATE READING SYSTEM | 0 | 0 | 3,307 | 60,000 | 42,000 | (18,000) | -30.0% |
| 53005 - PKG CONSULTING SERVICES | 0 | 3,946 | 0 | 5,000 | 2,000 | (3,000) | -60.0% |
| 53401 - PKG COMMUNICATIONS | 0 | 0 | 5,117 | 7,500 | 7,500 | 0 | 0.0% |
| 53801 - PKG SIGNAGE | 0 | 3,587 | 1,001 | 5,000 | 5,000 | 0 | 0.0% |
| 53802 - PKG CREDIT CARD FEES | 0 | 61,050 | 76,860 | 70,000 | 70,000 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **0** | **187,639** | **207,339** | **318,900** | **292,700** | **(26,200)** | **-8.2%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - PKG OFFICE SUPPLIES | 0 | 3,542 | 158 | 1,400 | 500 | (900) | -64.3% |
| 54301 - PKG MAINT-SUPPLIES | 0 | 0 | 0 | 5,000 | 1,000 | (4,000) | -80.0% |
| 54801 - PKG FUEL/OIL | 0 | 464 | 111 | 1,500 | 300 | (1,200) | -80.0% |
| 55800 - PKG TICKET & PERMIT EXPENSE | 0 | 121,556 | 74,100 | 77,000 | 60,000 | (17,000) | -22.1% |
| 55801 - PKG MISC SUPPLIES | 0 | 1,325 | 3,874 | 5,000 | 3,500 | (1,500) | -30.0% |
| 55802 - PKG METER SUPPLIES | 0 | 6,499 | 6,660 | 5,900 | 5,900 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **0** | **133,386** | **84,902** | **95,800** | **71,200** | **(24,600)** | **-25.7%** |
| | | | | | | | |
| **Grand Total** | **43,502** | **563,085** | **537,058** | **668,135** | **606,283** | **(61,852)** | **-9.3%** |

# 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 | FY2019 Actual | FY2020 Actual | FY2021 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 FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Bond rating** | Rate/grade | AAA | AAA | AAA | AAA |
| **Financial reserves** | $ | $5.5M | $6.3M | $5.8M | $5.8M |
| **Grant Applications** | $ | $2.4M | $3.0M | $6.6M | $5.9M |

## FY2020 ACCOMPLISHMENTS

**Finance**

- Standard & Poor reaffirmed AAA bond rating in 2019. 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 eighth consecutive year.
- Applied for $5.9M in grant programs and awarded over $2.7M grant funding to date with $1.9M pending for FY20.

**Projects**

- Kicked off $2.1M Safe Routes to School on High Street to redesign access to Nock/Molin schools.
- Drainage Projects: Engineering design of Phillips Drive neighborhood underway, East Boylston drainage complete, final paving summer 2020. Malcolm Hoyt designed, construction summer 2020
- City was awarded first Complete Streets grant of $400,000 to improve the Parker and State St intersection and Rail Trail extension. Engineering and design completed in FY2020.
- Helped secure funding through the state legislature for Combined Sewer Overflow (CSO) notification for the Merrimack River that will fund a pilot notification program in Newburyport.
- Successfully petitioned the legislature to pass a Home Rule Petition to dissolve the Newburyport Redevelopment Authority. The Governor signed the bill in July 2020.
- In an effort to reduce parking on the Central Waterfront and create more green park space, over an acre of the former NRA East and West Lots was converted to lawn.
- Coordinated the official closure of the Crow Lane landfill with MassDEP and local stakeholders.
- Negotiated a Memorandum of Understanding with the Town of West Newbury on a cost sharing arrangement for the replacement of the Plummer Springs Bridge.
- Plum Island Reservation Terrace Dune Network
    - Completed Plum Island Dune Nourishment at Reservation Terrace September 2019
    - Continued coordination with MEMA on other state agencies on addressing the serious conditions on Reservation Terrace formulate near term actions that could provide some relief.
    - For a longer-term solution, continued to advocate and work with our state and federal partners on the dredge of the Merrimack River and using the dredge material to nourish

the dune system along Reservation Terrace. The Army Corp of Engineers has completed a 204 Study indicating the nourishment is feasible economically.

- Ongoing feasibilities studies for new West End Fire Station (Cutter Station) and permanent home for Youth Services.
- Worked with DCAMM to set a $220,000 sale price for a 2.17 acre parcel of National Guard owned property on Low Street. Continued due diligence prior to acquisition, including wetlands delineation and phase 1 environmental assessment.
- Increased the City's percentage of renewable-sourced electricity by executing three community shared solar agreements with Nexamp.
- Schools – Restoration of HS Cupola, submission of Statement of Interest (SOI) to MA School Building Authority (MSBA) for new science labs and roof repair at Newburyport High School.

**Additional**

- Negotiated a successful FY21 health benefit package with the Public Employee Committee (PEC). Agreed upon changes in health insurance design helped reduce premium increases and avoid additional costs for employees and the City without sacrificing the quality of the benefits.
- Negotiated two Collective Bargaining (CBA) Agreements with the Teamster 170 Professional/Administrative/ Technical, and Firefighters Local 827 IAFF.
- Held City- wide staff trainings: How to Deal with Difficult People and CRASE (Civilian Response to Active Shooter Events).
- Hired Donna Musumeci to replace retiring longtime Executive Assistant Lois Honegger.

**Communication**

- Maintained the weekly update meetings with the City Council President
- Provided the Mayor's Update to the City Council at the start of City Council meetings. These updates are also posted on the Mayor's blog.
- Revitalized and increased usage of City of Newburyport Facebook page to disseminate information to the public. Page now has 2,241 followers, a 96% increase since July 2019.
- Launched City of Newburyport Instagram account. The City profile has 1,427 followers.
- Increased the filming and recording of public meetings. Worked with the Greater Newburyport Community HUB (Port Media) to film Planning Board and ZBA meetings and then edit these recordings for posting on the Hub YouTube page.
- Increased informational public meetings on City programs, including the Snow Management Meeting in December 2019 and the Paving Management meeting in October 2019

**Increase efficiency in delivery of City Services**

- Oversee the digitization of City operations and increased technology software use, including contracting with ViewPoint for online permitting software, launching scheduling software for Parks Department and Youth Services, installing GPS on snow plowing equipment and improved CMMS/ work order system for DPS, upgraded Munis financial software, and increased capabilities and functionality for online permitting and bill payments thought the City website.

**COVID-19**

On March 19, 2020 Mayor Donna D. Holaday, in conjunction with the Board of Health and the Emergency Management Director, declared a local state of emergency for the City of Newburyport in response to the COVID-19 global pandemic. Actions taken by the Mayor's Office include:

- Coordination with the Board of Health on several emergency orders
- Closure of City Hall and municipal facilities to the public.
- Creation of policies to reduce travel, reduce on-site staffing, and generally keep employees safe during surge.
- Weekly coordination meetings and updates with department heads, public safety, neighboring communities, Anna Jaques Hospital, Lt. Governor's Office, and the Massachusetts Municipal Association.
- Weekly COVID-19 PSA updates filmed by NCM Hub. Do date, 19 updates have been broadcasted and available online. They have been viewed over 14,000 times.
- Created COVID-19 webpage with daily updates on local COVID-19 case count and links to new information from the state and Mayor's Office.
- Utilized social media to disseminate information, including Facebook, Instagram, Twitter, and the Mayor's blog.
- Rapid rollout of hardware and software to facilitate remote operations of staff from all departments and for hosting virtual public meetings.
- Launched Newburyport Connected, a website with resources for residents and businesses affected by COVID-19 managed by a hired social service coordinator in Youth Services.
- Extended the fourth quarter FY2020 due date for real estate and personal property taxes from May 1 to June 1, 2020, allowing taxpayer's extra time to make the 4th quarter payment without penalty or interest.
- Launched the Affordable Rental Assistance Program with the Affordable Housing Trust and Pettengill House, Inc. to provide funds for residents who are unable to pay residential rent due to circumstances related to the COVID-19 pandemic.
- COVID-19 Economic Recovery
    - Created a Task Force to focus on local economic recovery; provided outreach and coordination to local businesses adapting to the guidelines for reopening.
    - Task Force launched a marketing campaign in Partnership with the Chamber of Commerce to help our reopening economy that emphasizes the safe reopening and encourages visitors to wear masks. Social media campaign "You bring the mask, we've got the (food, culture, history, fun, etc.)" reached over 1,000,000 users within 30 miles.
    - Successfully applied for a $30,000 Business Recovery grant. Funds were granted directly to 15 Newburyport businesses affected by COVID-19.
    - Worked with the City Council and the Licensing Committee, streamlined permitting processes with the City Council to encourage outdoor dining and retailing on public and private property

- Successfully awarded $800,000 in CBDG-CV funds with Amesbury to launch a Microenterprise Recovery Grant Program small businesses affected by COVID-19. Grants will be awarded in September.

To date, there have been 119 positive cases and 7 deaths related to COVID-19. There have been no reported positive cases of COVID-19 among City employees.

## FY2021 TRENDS

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.

The COVID-19 pandemic has dramatically changed the economic outlook nationally and in our state. Expected continuing economic volatility will make it difficult for accurate financial forecasting. For FY21 we anticipate significant decreases in City revenues– particularly with motor vehicle excise, licenses and fees. However, we do not expect to see a drop in building permit fees as construction and development continue. Property values similarly have increased and there is a high demand for real estate. For FY21 we were fortunate that the state committed level aid at FY20 levels, but we anticipate state aid cuts in the future as the pandemic continues.

We will continue to lead the City's response to the COVID-19 pandemic, working with our local and state partners to develop and implement policies and protocols that keep our staff, business owners, and residents safe during the pandemic. The pandemic has had a devastating effect on many families in our community and we will continue to find ways to support our residents through these difficult times. We are also well aware how much the pandemic has taken a toll on our local businesses and we will work with stakeholders to support our local economy. We will make the best decisions possible, always keeping in mind our priority: the health, safety, and well-being of the citizens of Newburyport.

The pandemic has forced local governments to adapt in very volatile times. Technology upgrades will continue to be at the forefront as employees will be required to work remotely more frequently. It will be important to purchase the necessary hardware and software to maintain productivity, utilizing CARES Act allocated to the City. Virtual public meetings will be the norm in the near future. We look forward to the day when it's safe to hold in-person public meetings. In the meantime we are considering keeping virtual meeting capabilities through Zoom beyond the pandemic as an additional tool to improve residents' accessibility to public meetings and encourage greater participation.

Outdoor dining has become a necessity for the survival of our local restaurants. Based on its success we are planning to keep many of these additional outdoor dining options in a post-COVID-19 world, both on public and private property. We will work collaboratively with the City Council and the Licensing Committee on a plan with streamlined permitting process to make parklets and other outdoor dining spaces permanent.

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. This past spring we had a very productive negotiation with the Public Employee Committee (PEC), agreeing to design changes to the employee health benefit package that reduce premium increases and avoid cost increases for employees and the City significantly while maintaining quality health coverage. We look forward to continue working with the PEC in FY21 to continue implementing measures to address the volatility and rising cost of healthcare and ensure health insurance is at a sustainable level.

Recent events, both nationally and locally, have brought to the forefront systematic and institutional inequities in our society. It is important that, as a united community, Newburyport takes immediate action to advance racial equity. In FY21 we will be dedicating City funds to work on equity issues internally, as well as community wide and will be pursuing technical assistance to create a racial equity action plan that includes staff trainings and community conversations in order to take meaningful action to advance racial equity in Newburyport.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: PROVIDE EXCELLENT PUBLIC SERVICES THAT MAKE NEWBURYPORT 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 launching 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 COUNCILLOR

**Objectives:**

- Maintain 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 MANAGEMENT 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.
- Increased grant application submissions for the Newburyport Public Schools.

## **GOAL 4:** CONTINUE TO REPRESENT THE CITY AT THE STATE AND REGIONAL LEVEL AND ADVOCATE FOR NEWBURYPORT'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.
- Represent the City of Newburyport on the Merrimack River District Commission.

## PROGRAMS & SERVICES

### 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)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - MYR SAL MAYOR | 98,000 | 98,000 | 101,165 | 102,743 | 102,743 | 0 | 0.0% |
| 51120 - MYR SAL CHIEF OF STAFF | 72,000 | 65,685 | 87,367 | 87,367 | 88,774 | 1,407 | 1.6% |
| 51126 - MYR SAL EXECUTIVE ASSISTANT | 54,130 | 60,483 | 56,363 | 62,167 | 62,275 | 108 | 0.2% |
| 51501 - MYR TRAVEL ALLOWANCE | 4,964 | 5,148 | 5,260 | 5,100 | 5,100 | 0 | 0.0% |
| 51502 - MYR MAYOR'S EXPENSE | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **232,094** | **232,316** | **253,156** | **260,377** | **261,892** | **1,516** | **0.6%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53006 - MYR GRANT WRITER | 40,000 | 40,000 | 40,000 | 40,000 | 41,776 | 1,776 | 4.4% |
| 53801 - MYR DIV/SOC JUST INITIATIVES | 0 | 0 | 0 | 0 | 20,000 | 20,000 | |
| **002 - PURCHASE OF SERVICES Total** | **40,000** | **40,000** | **40,000** | **40,000** | **61,776** | **21,776** | **54.4%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57801 - MYR MISC EXPENSE | 15,000 | 14,770 | 12,668 | 16,000 | 8,000 | (8,000) | -50.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **15,000** | **14,770** | **12,668** | **16,000** | **8,000** | **(8,000)** | **-50.0%** |
| | | | | | | | |
| **Grand Total** | **287,094** | **287,086** | **305,824** | **316,377** | **331,669** | **15,292** | **4.8%** |

## LEGAL (01-191)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53020 - LGL CITY SOLICITOR | 100,000 | 100,000 | 124,854 | 100,000 | 95,000 | (5,000) | -5.0% |
| **002 - PURCHASE OF SERVICES Total** | **100,000** | **100,000** | **124,854** | **100,000** | **95,000** | **(5,000)** | **-5.0%** |
| | | | | | | | |
| **Grand Total** | **100,000** | **100,000** | **124,854** | **100,000** | **95,000** | **(5,000)** | **-5.0%** |

## GENERAL ADMINISTRATION (01-129)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51162 - GEN EVENTS COORDINATOR | 0 | 15,000 | 6,410 | 7,500 | 5,000 | (2,500) | -33.3% |
| 51167 - GEN TEMPORARY HELP CITY HALL | 3,826 | 3,127 | 2,685 | 3,500 | 3,500 | 0 | 0.0% |
| 51180 - GEN PROCUREMENT OFFICER | 4,231 | 10,750 | 0 | 0 | 0 | 0 | |
| 51330 - MYO MCPPO STIPEND | 0 | 750 | 750 | 2,250 | 1,500 | (750) | -33.3% |
| **001 - PERSONNEL SERVICES Total** | **8,057** | **29,627** | **9,845** | **13,250** | **10,000** | **(3,250)** | **-24.5%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - GEN HEAT/ELECTRIC-CH | 23,696 | 25,522 | 25,000 | 25,000 | 17,000 | (8,000) | -32.0% |
| 52403 - GEN PUBLIC RESTROOMS | 5,283 | 12,283 | 0 | 0 | 0 | 0 | |
| 52701 - GEN LEASE POSTAGE MACHINE | 1,648 | 2,558 | 1,279 | 3,000 | 3,000 | 0 | 0.0% |
| 53004 - GEN TRAINING/TRAVEL | 41,968 | 28,202 | 27,453 | 20,000 | 20,000 | 0 | 0.0% |
| 53400 - GEN MEETING RECORDINGS | 0 | 0 | 11,769 | 0 | 5,500 | 5,500 | |
| 53401 - GEN POSTAGE | 23,244 | 20,361 | 20,621 | 25,000 | 25,000 | 0 | 0.0% |
| 53406 - GEN TELECOMMUNICATIONS | 62,742 | 65,545 | 70,235 | 56,500 | 65,000 | 8,500 | 15.0% |
| **002 - PURCHASE OF SERVICES Total** | **158,717** | **154,470** | **156,357** | **129,500** | **135,500** | **6,000** | **4.6%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - GEN SUPPLIES-OFFICE | 7,538 | 2,799 | 3,252 | 7,000 | 2,500 | (4,500) | -64.3% |
| 54301 - GEN SUPPLIES-CITY HALL | 1,462 | 3,900 | 1,455 | 1,000 | 1,000 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **9,000** | **6,700** | **4,706** | **8,000** | **3,500** | **(4,500)** | **-56.3%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - GEN DUES & MEMBERSHIPS | 3,445 | 3,781 | 4,694 | 3,900 | 4,300 | 400 | 10.3% |
| 57301 - GEN MERR VALLEY PLANNING COM | 6,354 | 6,512 | 6,674 | 6,674 | 6,840 | 166 | 2.5% |
| 57401 - GEN MUNICIPAL INSURANCE | 160,543 | 160,278 | 170,604 | 175,350 | 175,350 | 0 | 0.0% |
| 57805 - GEN BUDGET CONTINGENCY | 10,360 | 11,067 | 21,255 | 155,000 | 190,000 | 35,000 | 22.6% |
| **007 - OTHER CHARGES & EXPENSES Total** | **180,702** | **181,638** | **203,227** | **340,924** | **376,490** | **35,566** | **10.4%** |
| | | | | | | | |
| **Grand Total** | **356,475** | **372,435** | **374,136** | **491,674** | **525,490** | **33,816** | **6.9%** |

# 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




| Position | FY2019 Actual | FY2020 Actual | FY2021 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 FY2018 | Actual FY2019 | Actual FY2020 | Estimated FY2021 |
|---|---|---|---|---|---|
| **Systems Availability** | % | 98.50 | 99.25 | 99.50 | 99.50 |
| **Support Requests** | # | 1159 | 979 | 1351 | 1475 |
| **Network Uptime** | % | 99.99 | 97.99 | 99.95 | 99.95 |

## FY2020 ACCOMPLISHMENTS

This past fiscal year has seen much progress relative to our municipal network, server, software and applications systems:

- The City's financial systems have just undergone a complete upgrade to newer software and business methodologies using an integrated SharePoint solution for a more secure and more efficient experience for users.
- We have strengthened our systems' security posture in various areas through the application of multi-tiered security layering with additional cloud-based functionality and updated use policies for employees and departments.
- The Police Department has recently had their Mobil Data terminals and systems upgraded to the latest versions and additional electronic interfaces to State Systems have been added for electronic processing of court paperwork and filings etc.
- A windows operating systems and server operating systems plan is in place for migrating the City's computer workstations to the latest versions of Windows 10 and Windows Datacenter 2016 & 2019 server operating systems and E-mail Server System upgrade.
- Newer more robust Security Application Suites have been deployed to the entire network to further protect the integrity and security of the City Network.
- Several Storage Arrays have been added for enterprise wide systems backup & DR (Disaster Recovery) and to provide for additional free space for our file server systems and growing applications base to meet newer demanding multi-terabyte requirements.
- A new mesh type public wi-fi system has been installed at City Hall & DPS.

With the onset of the COVID-19 pandemic and subsequent lockdown the IT department was challenged with rapid deployment of remote access for employees to be able to work remotely from home. This was completed within the week of the Mayor declaring a public health emergency and remains a valuable tool for employees use. Similarly, many desktop pc's, laptops, and devices had to be made virtual conferencing and technology capable. In addition, in trying to observe social distancing within the workspace multiple moves of computer equipment and physical office layouts were made.

During the initial stages of the pandemic our telco provider notified us that due to the business challenges they were no longer able to continue to offer discounted (reasonable cost) T1 Telco services to the City. In order to work around this major and sudden interruption, the telco services to the central phone systems have been rerouted out over our internet connection. This has necessitated upgrading our internet connection from legacy cable modem technology to an ethernet dedicated internet connection (direct fiber) to ensure robustness of connectivity and better access and performance for other high use bandwidth intensive applications such as zoom teleconferencing and remote access etc. This upgraded connection comes with a higher standard of SLA's (service level agreements) from a commercial business connectivity perspective. All these changes have forced multi-level network

reconfigurations which are still ongoing. The end result will be a better performing network environment that is already becoming quite apparent.

## FY2021 TRENDS

**IT budgets are increasing**

Investment in core systems is particularly strong, indicating the importance of IT in most organizations' strategic plans. IT expenditure is based on needs and security assessments. COVID-19 and the new normal of remote access, teleconferencing and related applications are now weighing heavily on how local governments are prioritizing IT.

**Organizations are investing heavily in on-premise hardware and software**

The biggest areas of investment are in the traditional areas of hardware and software. Desktop and laptop PCs dominate hardware investment, followed by servers. Expenditure on software is occurring across the board, with core infrastructure investments being the most important element. At the top of both hardware and software investment plans is security, which has become of paramount importance. Greater flexibility relative to remote access telecommuting and virtual conferencing is now a major factor given the onset of the COVID-19 pandemic.

**Security is now much more important**

Investment in security systems is growing at a faster rate than most other areas of technology. All areas of security expenditure are growing, and as technology evolves awareness of the issues increases many organizations are introducing encompassing multi-tiered solutions whilst adopting a proactive and integrated information security strategy through management policies and employee education. Security has become more and more important as of late due to virtual technologies now being deployed.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: DATA INTEGRITY, SECURITY & DISASTER RECOVERY

**Objectives:**

- Provide ongoing and flexible remote telecommuting and virtual technologies during this pandemic
- Implement additional backend Managed SIEM (Security Information Event and Management) Platform with managed security services and analysis.
- Develop weekly schedule verification analysis & audit of all DR, Security and Backup routines.

### GOAL 2: APPLICATIONS, OPERATING SYSTEMS & SERVERS

**Objectives:**

- Continued migration of the City's computer workstations to the latest versions of Windows 10 and Windows Datacenter 2016 & 2019 server operating systems & upgrade of the City's e-mail server platform.
- Upgrade our Virtual Environment Software Suite (VMWare) to the latest revisions and accompanying integrated server tools.
- Build and attach AWS (Amazon Web Services) storage appliances into the virtual environment

### GOAL 3: CITY NETWORK EXPANSION & IMPROVEMENT

**Objectives:**

- Reorganize and optimize segmentation of the City's Wide Area Network (WAN) through efficient implementation and use of virtual local area networks & routing thus alleviating network traffic slows downs and bottlenecks.
- Build separate secured storage networks for data array archives.

## PROGRAMS & SERVICES

### Information Systems

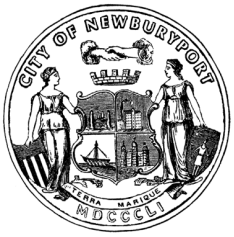
- Administration Municipal Area Fiber Network
- Security of Municipal Area Fiber Network
- Provision of services on local and municipal fiber network
- Public Safety Systems support and maintenenance
- City Website coordination & support
- Hardware & software support & maintenance
- Enterprise & Financial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

### Communications

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

## INFORMATION TECHNOLOGY (01-151)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - IT SAL DIRECTOR | 89,627 | 96,627 | 99,318 | 99,318 | 100,918 | 1,600 | 1.6% |
| 51404 - IT TRAVEL ALLOWANCE | 3,300 | 3,300 | 5,100 | 5,100 | 5,100 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **92,927** | **99,927** | **104,418** | **104,418** | **106,018** | **1,600** | **1.5%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52402 - IT CITY WEB SITE | 2,790 | 2,750 | 2,888 | 2,750 | 2,888 | 138 | 5.0% |
| 52403 - IT COMPUTER FIREWALL | 14,507 | 15,168 | 14,363 | 18,750 | 18,750 | 0 | 0.0% |
| 52404 - IT HARDWARE MAINTENANCE | 17,767 | 19,792 | 19,091 | 22,325 | 22,325 | 0 | 0.0% |
| 52405 - IT TELECOMMUNICATIONS | 6,981 | 8,848 | 12,342 | 7,250 | 12,000 | 4,750 | 65.5% |
| 53001 - IT MUNIS LICENSE | 48,911 | 50,980 | 53,446 | 53,446 | 56,036 | 2,590 | 4.8% |
| 53002 - IT SOFTWARE UPDATE/LICENSING | 28,107 | 29,602 | 28,731 | 31,545 | 31,801 | 256 | 0.8% |
| 53003 - IT INTERNET-SERVICE | 7,319 | 9,859 | 7,555 | 7,416 | 7,588 | 172 | 2.3% |
| 53004 - IT PROFESSIONAL SERVICES | 28,500 | 30,000 | 28,000 | 28,800 | 30,200 | 1,400 | 4.9% |
| 53407 - IT OFF SITE SERVICES | 58,891 | 57,362 | 46,501 | 42,394 | 44,750 | 2,356 | 5.6% |
| **002 - PURCHASE OF SERVICES Total** | **213,772** | **224,362** | **212,917** | **214,677** | **226,339** | **11,661** | **5.4%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 55800 - IT MISC SUPPLIES | 2,000 | 1,985 | 1,995 | 2,000 | 2,000 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **2,000** | **1,985** | **1,995** | **2,000** | **2,000** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **308,699** | **326,275** | **319,331** | **321,096** | **334,356** | **13,261** | **4.1%** |




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# Section 4:

# Finance

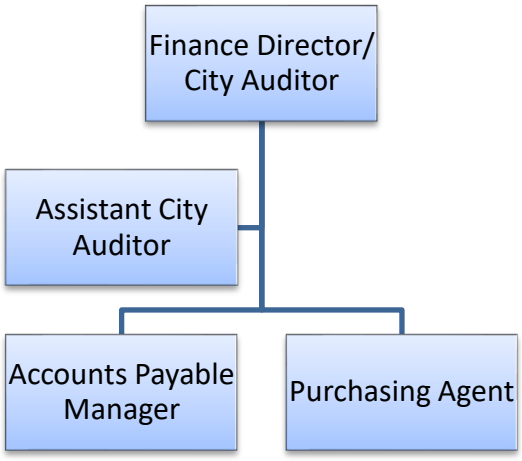
# FINANCE DIRECTOR/CITY AUDITOR

## 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 ensure the accurate and timely reporting of financial and accounting information.

The City Auditor's Office also provides financial management assistance and guidance to City departments covering a wide range of activities including: budget administration and monitoring, revenue and expenditure forecasting, capital planning, departmental policies and procedures, procurement and contracts administration, risk management and insurance programs, as well as, implementing financial tools and software applications.

## ORGANIZATIONAL OVERVIEW




| Position | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Finance Director/City Auditor** | 1.0 | 1.0 | 1.0 |
| **Assistant City Auditor** | 1.0 | 1.0 | 1.0 |
| **Accounts Payables Manager** | 1.0 | 1.0 | 1.0 |
| **Purchasing Agent** | 1.0 | 1.0 | 1.0 |
| **Total Full Time-Equivalents** | **4.0** | **4.0** | **4.0** |

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Reserves within 5-10% of Budget** | % | 8.9% | 8.9% | 8.2% | 7.8% |
| **Debt Service/Total Budget (GF)** | % | 6.6% | 6.4% | 5.5% | 6.0% |
| **GFOA Budget Award** | Y/N | Yes | Yes | Yes | Yes |
| **Bond Rating** | S&P | AAA | AAA | AAA | AAA |
| **OPEB Funding** | $ | $25,000 | $50,000 | $60,000 | $0 |
| **MIIA Reward Credits** | $ | $38,727 | $60,837 | $54,986 | $41,964 |
| **Payments Processed** | # | 10,603 | 10,636 | 9,835 | 10,200 |

## FY2020 ACCOMPLISHMENTS

- Implemented weekly accounts payables warrants, reducing average payment processing time from 6.4 to 2.8 days.
- Established documented policies and procedures over the administration of federal awards, resolving a prior year recommendation of the independent auditors.
- Performed biennial update of the City's valuation of other post-employment benefits (OPEB) in accordance with Governmental Accounting Standards Board (GASB) Statement Nos. 74 and 75.
- Awarded the Government Finance Officers Association's Distinguished Budget Presentation Award for the eighth consecutive year.
- Created a database on the City's website of open procurements, allowing vendors to request bid documents online and conduct virtual bid openings.
- Streamlined the process for submitting insurance claims to the City by creating an online submittal portal for claims.
- Coordinated with the City's insurance carrier, Massachusetts Interlocal Insurance Association (MIIA), on risk management strategies, as well as, coverage limits in order to reduce exposure and costs, wherever possible.
    - Due to plan usage during COVID-19, received credits of approximately $630,000 from MIIA Health Trust and $39,000 from Altus Dental, with the employer share retained by the City and the subscriber's share passed back to employees.
    - Received approximately $47,000 in rewards credits for participation in MIIA's risk management programs.
- Worked with the Police Department on creating a tracking mechanism for accidents that involve damage to City property to ensure timely filing of restitution requests with the District Attorney; have recovered $22,029 year-to-date.

- Worked collaboratively with the MA Department of Revenue Division of Local Services team throughout the year regarding processes for free cash, tax rate, "Schedule A" year-end reporting, as well as, rollout of CARES Act funding and other changes needed to respond to COVID-19.

## FY2021 TRENDS

The COVID-19 crisis has highlighted the importance of having financial policies and practices that are both resilient and adaptable during times of uncertainty and quickly changing economic conditions. Going into FY2021, the Finance Department will continue to work with the Mayor and City Council to mitigate the impacts of an economic downturn on the City's financial health to ensure that all obligations and liabilities of the City will be met and core services delivered.

Cities and towns across the United States have begun to react to the impacts of COVID-19 on municipal revenue. According to a survey conducted in mid-July 2020 by the International City/County Management Association (ICMA), 84% of local governments were projecting a decrease in overall revenue, with approximately half of local governments projecting a decrease greater than 10%. Newburyport's revenue base is relatively resilient relying largely on property taxes to fund annual expenditures, with approximately 60% of property tax collections coming from mortgage companies who collect and pay property taxes on the borrowers' behalf. The City will, however, experience decreases in local receipts, as well as, state aid; the extent of which will depend on the length and depth of the economic downturn.

As the City monitors activity at the federal and state level, the Finance Department is working to ensure that the City is able to take advantage of all funding sources available. The City, including the school district, is actively pursuing funds made available through the CARES Act totaling approximately $2.4 million, along with any other funding that becomes available. The City will also request funding from the Federal Emergency Management Association (FEMA) for eligible expenses incurred in response to the pandemic.

While COVID-19 has put a greater focus on the City's financial standing, having strong fiscal policies and procedures is equally as important in good times and extraordinary times. During FY2021, the City's Finance Team will continue to update and expand upon the City's financial policies using the GFOA's "2020 Financial Policy Challenge" as a tool to do so. An area of recent importance is ensuring that policies address continuity of operations during a crisis, such as adopting remote work policies to ensure that financial operations can be securely performed offsite and expanding online service delivery and payment options for taxpayers, customers, and vendors.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: UPDATE AND EXPAND UPON CITY'S FINANCIAL POLICIES

**Objectives:**

- Participate in GFOA's "2020 Financial Policy Challenge"
- Incorporate the following core policies into the City's financial policies and procedures: long-term forecasting and planning, user fees, economic development, procurement
- Update policies regarding: capital planning, structurally balanced budget, debt (focused on affordability), reserves (fund balance or working capital), one-time revenues and investments

### GOAL 2: IMPLEMENT RECOMMENDATIONS OF INDEPENDENT AUDITORS

**Objectives:**

- Strengthen segregation of duties related to payroll processing by separating the payroll function from human resources (HR) functions
- Work with Treasurer/Collector to resolve all lingering prior year reconciling items
- Work with HR Department to identify, select and implement a centralized and automated method of tracking time and attendance

### GOAL 3: CENTRALIZE FINANCE AND ADMINISTRATIVE FUNCTIONS

**Objectives:**

- Continue to build out centralized procurement function:
    - 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
- Explore the centralization of finance and payroll with the school department

## PROGRAMS & SERVICES

### 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

### Procurement

- Conduct invitations for bid and requests for proposals
  - Advertise in Central Register and Goods & Services Bulletin
  - Manage postings on website and Commbuys
  - Coordinate bid openings, site visits, vendor Q&A
- Review contracts and spending activity for compliance with City procurement policy and M.G.L.
- Maintain designation as Massachusetts Certified Public Purchasing Official (MCPPO)
  - Participate in training through the Office of the Inspector General

## AUDITOR'S DEPARTMENT (01-135)

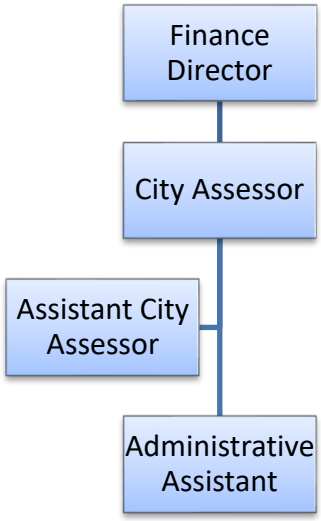
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - AUD SAL FINANCE DIR/AUDITOR | 101,531 | 104,577 | 115,458 | 115,458 | 117,318 | 1,860 | 1.6% |
| 51102 - AUD SAL ASST AUDITOR | 68,149 | 69,512 | 71,448 | 71,448 | 74,022 | 2,574 | 3.6% |
| 51103 - AUD SAL ADMIN ASSISTANT | 61,332 | 62,559 | 62,854 | 63,040 | 66,300 | 3,260 | 5.2% |
| 51104 - AUD SAL PURCHASING AGENT | 38,388 | 39,156 | 62,699 | 62,699 | 63,708 | 1,010 | 1.6% |
| 51401 - AUD LONGEVITY | 3,527 | 3,597 | 3,705 | 3,597 | 3,597 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **272,927** | **279,401** | **316,164** | **316,242** | **324,946** | **8,704** | **2.8%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53001 - AUD FINANCIAL AUDIT/VALUATION | 46,500 | 46,500 | 46,498 | 46,500 | 46,500 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **46,500** | **46,500** | **46,498** | **46,500** | **46,500** | **0** | **0.0%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 55800 - AUD MISC SUPPLIES | 1,500 | 1,391 | 1,291 | 1,500 | 1,500 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **1,500** | **1,391** | **1,291** | **1,500** | **1,500** | **0** | **0.0%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - AUD DUES & MEMBERSHIPS | 455 | 455 | 455 | 455 | 455 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **455** | **455** | **455** | **455** | **455** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **321,382** | **327,747** | **364,408** | **364,697** | **373,401** | **8,704** | **2.4%** |

# 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 | FY2019 Actual | FY2020 Actual | FY2021 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 | Actual FY2020 |
|---|---|---|---|---|---|
| **New Growth** | Tax Dollars | $791,106 | $933,594 | $985,930 | $732,783 |
| **Tax Levy** (numbers reflect the actual levies, not the levy limits) | Billed | $49,831,887 | $51,640,643 | $57,458,764 | $59,511,142 |
| **Motor Vehicle Excise Tax** | Receipts | $2,707,801 | $2,710,466 | $2,747,356 | $2,963,027 |
| **Abatement Applications** | # Filed | 53 | 55 | 36 | 48 |
| **Property Inspections** | # Visits | 913 | 744 | 774 | 721 |

## FY2020 ACCOMPLISHMENTS

- Successfully completed interim year adjustments on assessments as per DOR regulation.
- Met all statutory requirement deadlines for certifying the tax rate, including significant updates to Gateway on reporting of the New Growth data.
- Successfully met the minimum requirement of cyclical inspections as per DOR directive.
- Certified with the EOPS/NextGen911 requirement for maintaining data compliancy with MassGIS standards.
- Streamlined process for senior tax work-off incentive program in conjunction with the Council on Aging and Human Resource departments.

## FY2021 TRENDS

Market sale prices in Newburyport have remained strong and 2020 continued to be a seller's market. Indicators of the market conditions of 2020 sale prices show that we could see anywhere from a 3% to 6% increase in assessments for Fiscal Year 2021.

Fiscal year 2022 will be a revaluation year. The last revaluation was in Fiscal Year 2017. We will be submitting requests for proposals in January of 2021 to contract with a vendor for the extensive analysis reporting and all-encompassing field work that will need to be performed to insure certification for this massive undertaking. The cost of this project in FY17 was $98,000. Estimated costs for FY22 could be in the vicinity of $100,000 - $150,000.

Due to the COVID-19 pandemic, in FY20 we were not able to perform interior inspections on properties for abatement applications filed, building permits issued, our ongoing 10-year cyclical inspections, and inspections of businesses as part of our personal property accounts.

DLS is aware of how this is affecting most Assessors' Offices across the state. In FY21, we are concentrating mainly on building permit inspections and picking up new personal property business

accounts because those assessments will affect our New Growth amount. We hope to commence with the cyclical inspections later in the year. We are hopeful that the situation with COVID-19 will improve and taxpayers will feel more comfortable about letting us in to do interior inspections at that time.

## FY2021 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 a ten-year cycle; in FY21, we would like to increase the number of cyclical inspections.
- Successfully complete the project in a timely manner meeting all deadlines helping to ensure certification of the tax rate.
- Successfully implement a new version 8 software platform for Vision computer assisted mass appraisal (CAMA) database.

### 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 current available exemptions.
- Monitor for passage of any new state legislation regarding statutory exemptions.

### 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

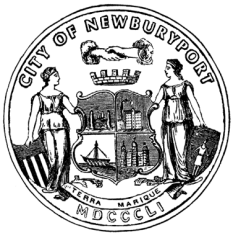
- Five year Re-certification of Assessments
- Interim Year Adjustments to Assessments
- Tax Abatements
  - Real Estate
  - Personal Property
  - Auto Excise
  - Boat Excise
- Tax Exemptions
  - Statutory Exemptions
  - CPA Exemptions
- Tax Billing
  - Real Estate
  - Personal Property
  - Auto Excise
  - Boat Excise

### Data Collection & Reporting

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

## ASSESSOR'S DEPARTMENT (01-141)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - ASR SAL ASSESSOR | 81,498 | 85,669 | 88,902 | 88,902 | 90,334 | 1,432 | 1.6% |
| 51102 - ASR SAL ASST ASSESSOR | 61,980 | 63,220 | 68,242 | 63,706 | 69,681 | 5,975 | 9.4% |
| 51103 - ASR SAL ADMIN ASSISTANT | 48,984 | 49,964 | 50,969 | 50,348 | 52,952 | 2,604 | 5.2% |
| 51403 - ASR TECHNOLOGY STIPEND | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 0 | 0.0% |
| 51404 - ASR TRAVEL ALLOWANCE | 8,400 | 5,500 | 5,100 | 5,100 | 5,100 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **202,562** | **206,277** | **214,714** | **209,556** | **219,567** | **10,011** | **4.8%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53001 - ASR COMPUTER EXP | 8,620 | 8,890 | 9,157 | 9,157 | 9,913 | 756 | 8.3% |
| 53002 - ASR REVALUATION | 4,000 | 4,000 | 4,000 | 4,000 | 4,800 | 800 | 20.0% |
| 53003 - ASR VALUATION/PROCESSING | 2,400 | 11,568 | 12,499 | 12,500 | 12,500 | 0 | 0.0% |
| 53004 - ASR MAP/DEEDS/ATB | 225 | 600 | 0 | 600 | 600 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **15,245** | **25,058** | **25,656** | **26,257** | **27,813** | **1,556** | **5.9%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 55800 - ASR MISC SUPPLIES | 3,000 | 2,998 | 1,996 | 3,000 | 2,500 | (500) | -16.7% |
| **004 - SUPPLIES Total** | **3,000** | **2,998** | **1,996** | **3,000** | **2,500** | **(500)** | **-16.7%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - ASR DUES & MEMBERSHIPS | 688 | 550 | 505 | 505 | 515 | 10 | 2.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **688** | **550** | **505** | **505** | **515** | **10** | **2.0%** |
| | | | | | | | |
| **Grand Total** | **221,495** | **234,883** | **242,871** | **239,318** | **250,395** | **11,077** | **4.6%** |



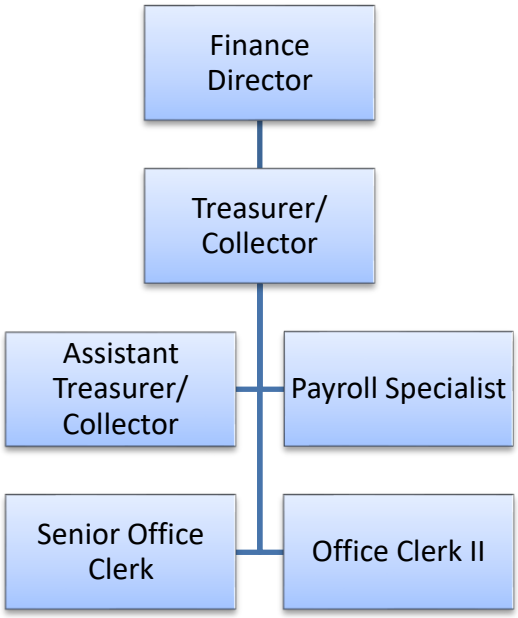

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# TREASURER/COLLECTOR

## 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Treasurer/Collector** | 1.0 | 1.0 | 1.0 |
| **Assistant Treasurer/Collector** | 1.0 | 1.0 | 1.0 |
| **Payroll Specialist** | 0.0 | 0.0 | 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** | **5.0** |

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Collection rate** | **%** | 98.5 | 99.5 | 99.5 | 99.5 |
| **Demand bills sent RE** | **#** | 926 | 800 | 817 | 750 |
| **Demand bills sent PP** | **#** | 155 | 170 | 223 | 200 |
| **Subsequent tax takings** | **$** | 143,000 | 97,000 | 107,000 | 275,000 |
| **Tax title collections** | **$** | 280,000 | 386,000 | 258,000 | 300,000 |
| **Tax title properties returned to tax rolls** | **#** | 34 | 26 | 14 | 20 |
| **Properties advertised for tax lien** | **#** | 10 | 35 | 20 | 20 |

## FY2020 ACCOMPLISHMENTS

- Maintained collection rate for real estate taxes of nearly 100% and collection for motor vehicle and boat excise taxes at above 95%.
- Moved to incorporate electronic customer contact; decreasing number of follow-up notices and letters, reducing returned mail issues, excess postage and subsequent delinquencies.
- Integrated credit issues into new warrant schedule to process refunds swiftly.
- Updating Procurement (purchasing) Card program to provide better functionality to general ledger audit trail.
- Worked with office staff to enforce office procedures, security and proper documentation.
- Collaborated with Auditor's office to continue with purging of old reconciling items and maintain timely record-keeping policies.
- Instituted a schedule for tailings (old, outstanding city and school vendor checks) to retrieve funds and re-issue stale dated checks.
- Continue to enhance relationships; worked to encourage professional development and provide opportunities for the City's inclusion with local peer groups.
- City Treasurer served two terms (4 years) as President of Eastern Massachusetts Treasurer/Collector Association.

## FY2021 TRENDS

The Treasurer/Collector's office is faithful in retaining its collection rate of above 95% of the Real Estate, Personal Property, Motor Vehicle and Boat excise taxes due each fiscal year. We feel we are still met with some challenges to collect from taxpayers who may be finding times difficult and know that the current upswing in growth and turnovers can take a turn at any time. Our regular cycle of

collection procedures makes for a decrease in delinquencies while we work with residents, mortgage companies and financial institutions to ensure information is relayed properly so payment can be made timely and efficiently.

The decrease in the FY2020 tax rate is favorable for taxpayers who also saw a slight decrease in their valuation, however there will always be concern for those homeowners whose parcels have seen an increase to their valuation; this trend is difficult for residents to find as a positive factor, prompting more individuals to move toward the abatement process which could ultimately affect expected revenue. We will continue to provide education and resources to all residents, especially those who may be feeling the negative effects of current trends.

Additionally, we will monitor the City website and utilize public forums as tools to keep information current and to reach out to customers.

In response to COVID-19, our department, in conjunction with state guidelines, opted to extend the fourth quarter FY2020 due date for real estate and personal property taxes from May 1 to June 1, 2020, allowing taxpayer's extra time to make the 4th quarter payment without penalty or interest. Additionally, we have worked with individual taxpayers who have indicated that they are suffering financial hardship as a result of the pandemic, encouraging payment plans and lengthening the time between end of fiscal year and sending out demand bills for collection on delinquent parcels. We are continually reviewing and enhancing our online services system, adding extra features to allow residents to utilize and pay for more services electronically.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: OUTREACH AND EDUCATION

**Objectives:**

- Promote public education on billing cycles, payment options and collection policy
- Utilize website and other forms of media to display unclaimed funds, collection schedules, due dates and other public notices and timelines; enhance electronic data and contact information
- Continue to collaborate with assessor's office to organize and maintain bill data and procedures

### GOAL 2: MANAGE DORMANT TAX TITLE PARCELS

**Objectives:**

- Review inactive tax title accounts to determine potential collection options
- Develop system to move dormant titles to collectibles and/or remove from receivables
- Draft and incorporate policy and guidelines for delinquent collection processes

## **GOAL 3:** RESEARCH AND REVIEW CURRENT VENDOR SERVICES

**Objectives:**

- Assess current vendor products (i.e. bill printing, bank fees, merchant services) and realize potential cost savings where possible
- Work with outside vendors to ensure proper design of services available for City needs
- Identify and revisit areas where we can combine and better utilize vendor services

## PROGRAMS & SERVICES

### Treasury Management

- Cash balancing and reconciliation
- Payroll Entry, Management and Reconcillation
- Maintenance of City bank accounts
- Cash receipt processing of all City departmental revenues
- Management of Investment and Trust Funds
- Trust Fund committee administrative liason
- Borrowing, monitoring and payment 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 vehilce and boat excise tax bills
- Customer service
- 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 & electronic processes

### Payroll Management

- Process biweekly payroll transactions
- Process approved employee pay changes, stipends, union dues, benefit deductions, etc.
- Process deductions and direct deposits
- Distribute Y/E W2
- Financial Reconcilliation of payroll vendors
- Workers Compensation administration & payments
- Process OBRA payments
- VOE, Garnishment of Wages

## TREASURER'S DEPARTMENT (01-145)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - TRS SAL TREASURER | 81,819 | 85,680 | 88,066 | 88,389 | 89,484 | 1,095 | 1.2% |
| 51102 - TRS SAL ASST TREASURER | 62,449 | 55,539 | 59,847 | 57,753 | 63,446 | 5,694 | 9.9% |
| 51103 - TRS STAFF SALARIES | 102,529 | 112,112 | 115,230 | 115,234 | 117,092 | 1,859 | 1.6% |
| 51130 - TRS PAYROLL SPECIALIST | 0 | 0 | 0 | 0 | 69,214 | 69,214 | |
| 51165 - TRS TRUST FUND COMM ADMIN | 0 | 600 | 600 | 600 | 600 | 0 | 0.0% |
| 51401 - TRS LONGEVITY | 3,438 | 3,438 | 3,438 | 3,438 | 3,438 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **250,235** | **257,369** | **267,181** | **265,414** | **343,275** | **77,861** | **29.3%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52701 - TRS COPIER SUPPLIES | 530 | 500 | 500 | 500 | 0 | (500) | -100.0% |
| 53001 - TRS BANK CHARGES | 6,274 | 5,288 | 5,020 | 5,000 | 5,000 | 0 | 0.0% |
| 53003 - TRS PAYROLL | 0 | 0 | 0 | 0 | 14,000 | 14,000 | |
| 53004 - TRS TAX BILLS | 18,723 | 21,299 | 20,746 | 23,000 | 23,000 | 0 | 0.0% |
| 53005 - TRS TAX TITLE EXPENSE | 5,500 | 8,017 | 11,552 | 10,500 | 10,500 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **31,026** | **35,103** | **37,817** | **39,000** | **52,500** | **13,500** | **34.6%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - TRS OFFICE SUPPLIES | 1,500 | 708 | 1,500 | 1,500 | 1,000 | (500) | -33.3% |
| 55800 - TRS MISC SUPPLIES | 1,500 | 1,209 | 1,500 | 1,500 | 1,500 | 0 | 0.0% |
| 55801 - TRS COMPUTER EXP | 738 | 800 | 742 | 800 | 0 | (800) | -100.0% |
| **004 - SUPPLIES Total** | **3,738** | **2,718** | **3,742** | **3,800** | **2,500** | **(1,300)** | **-34.2%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57403 - TRS INSURANCE BONDS | 1,650 | 1,600 | 1,600 | 1,800 | 1,800 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **1,650** | **1,600** | **1,600** | **1,800** | **1,800** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **286,649** | **296,790** | **310,340** | **310,014** | **400,075** | **90,061** | **29.1%** |

# Section 5:

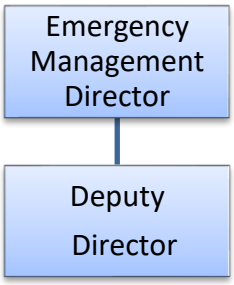
# Public Safety

# 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 FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Updated Emergency Response Plan** | 100% | 80% | 85% | 90% | 100% |
| **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% |

## FY2020 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 festival-type events
- Participated in resiliency meetings with City staff to discuss City readiness
- Prepared for and responded to COVID-19 by instituting policies for keeping our personnel safe while responding to emergencies in the city and the surrounding area.

## FY2021 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.

We will continue to work with our local, state and federal health officials to follow CDC guidance in response to the COVID-19 pandemic. We continue to follow national updates and to relay information across city departments to help insure the city's readiness during this pandemic.

## FY2021 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: RELOCATE EOC TO DPS BUILDING

**Objectives:**

- Discontinue use of the Low Street location due to condition of building
- Update printers and copiers to current, working units
- Update radio/communications equipment

## PROGRAMS & SERVICES

| Administration | Nuclear Preparedness |
|---|---|
| • Mitigation<br>• Preparation<br>• Response<br>• Recovery<br>• CERT Program<br>• Local Shelters<br>• Equipment<br>• Training | • Mass Health KI<br>• Evacuation<br>• Planning Zone<br>• Siren Notification<br>• Nuclear Training<br>• Regional Planning<br>• Disability Transportation |

## EMERGENCY MANAGEMENT (01-291)

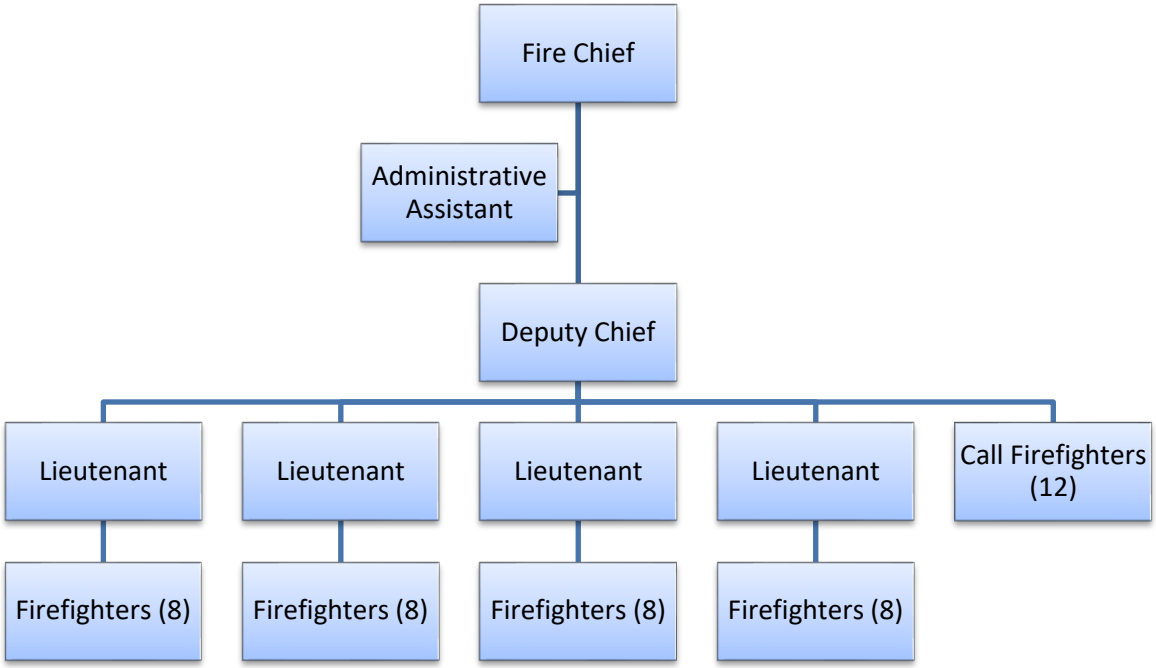
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - EMR COORDINATOR | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 0 | 0.0% |
| 51102 - EMR DEPUTY COORDINATOR | 3,000 | 5,000 | 2,500 | 5,000 | 5,000 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **14,000** | **16,000** | **13,500** | **16,000** | **16,000** | **0** | **0.0%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52100 - EMR UTILITIES | 10,831 | 7,961 | 9,263 | 5,000 | 0 | (5,000) | -100.0% |
| 52401 - EMR MAINT BLD/GROUNDS | 268 | 3,871 | 13,431 | 5,000 | 0 | (5,000) | -100.0% |
| **002 - PURCHASE OF SERVICES Total** | **11,099** | **11,832** | **22,693** | **10,000** | **0** | **(10,000)** | **-100.0%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - EMR MISC EXPENSE | 996 | 958 | 1,101 | 1,000 | 500 | (500) | -50.0% |
| 54801 - EMR FUEL/OIL VEHICLE | 0 | 0 | 0 | 100 | 0 | (100) | -100.0% |
| **004 - SUPPLIES Total** | **996** | **958** | **1,101** | **1,100** | **500** | **(600)** | **-54.5%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57409 - EMR EXPENSES | 286 | 1,640 | 85 | 2,000 | 1,500 | (500) | -25.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **286** | **1,640** | **85** | **2,000** | **1,500** | **(500)** | **-25.0%** |
| | | | | | | | |
| **Grand Total** | **26,381** | **30,430** | **37,379** | **29,100** | **18,000** | **(11,100)** | **-38.1%** |

# FIRE DEPARTMENT

## MISSION STATEMENT

The members of the Newburyport Fire Department are committed to providing quality fire protection, emergency medical care, fire prevention, hazardous materials response, and special rescue services to the Seacoast Community of Newburyport, Massachusetts through proactive strategic planning, maintaining a well-educated and equipped firefighting force, a constant performance improvement program, and sound financial management practices.

## ORGANIZATIONAL OVERVIEW




| Position | FY2019 Actual | FY2020 Actual | FY2021 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 FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Response times – less than 6 minutes 90% of all calls** | <6 min | 90% | 90% | 92% | 94% |
| **Minimum staffing maintained per contract** | 7 | 7 | 7 | 7 | 7 |
| **Employee injuries vs population (NFPA measurement)** | 1.5 | 1.0 | 1.0 | 1.0 | 2.0 |
| **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% |

## FY2020 ACCOMPLISHMENTS

- Responded to 1,079 fire calls and 1,940 emergency medical services (EMS) calls
- Responded to 24 mutual-aid calls in other communities
- Conducted over 1,100 inspections, investigations, and public trainings
- Issued 930 permits for inspections, flammables, suppression systems, etc.
- Purchased new replacement engine/pumper to replace obsolete engine
- Purchased new 107’ aerial ladder truck
- Increased fees charges for inspectional services and permits
- Sent a firefighter/EMT to Paramedic school
- Installed new roof at the Headquarters building on Greenleaf Street
- Continued to work with the fire station committee to improve facilities
- 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.
- COVID 19 – the department adopted strict infection prevention policies for responding to calls. This includes masks, sanitizer, gowns, gloves, etc. and modified response protocols to limit exposure and transmission to staff. These steps were taken to ensure the safety of our personnel and to ensure proper staffing levels to respond to emergencies in our city.

## FY2021 TRENDS

EMS response calls account for over 60% of all Department calls and continues to increase. However, in FY 2020, the department saw an increase in the number of building fires due to various causes. In FY 2021, the department will continue to provide our personnel with the best equipment, techniques,

practices and training to insure the best service possible to the residents and visitors to the City of Newburyport. This includes working towards advanced certifications in Emergency Medical Services (EMS). We will also continue to advocate for increased staffing to meet the call volume of a growing city. Adding staff would also get the Department closer to meeting nationally recognized standards.

The Department continues to respond to fires, medical emergencies and other requests for service throughout the Coronavirus pandemic. We have done so by utilizing masks, gowns, gloves and other items of universal protection provided to us by the Massachusetts EMS Region 3 office and by the Massachusetts Emergency Management Agency (MEMA). The department follows recommendations from the CDC and our state and local health departments to keep the public and our personnel safe. To date, we have been extremely fortunate in maintaining the health and wellness of our personnel thereby ensuring adequate staffing to respond to emergencies.

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 7 or 8 crewmembers with no gender separation. Firefighters must shower within one hour of exposure to carcinogens to limit the chances of exposure through absorption. With our current stations, this is not possible. 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.

The ever-expanding housing base, retail and industrial facilities and dining and entertainment venues require regular inspections and permitting. The department's Fire Prevention/Community Risk Reduction division is currently handled solely by the Deputy Fire Chief. The work demand of the division requires that we add a Fire Inspector position to this division. This new position is reflected in the 2021 budget request.

## FY2021 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 ensure 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.
- Pursue healthier work environments for our personnel by isolating personnel from carcinogens and other dangerous chemicals found in the workplace, including cancer screenings.

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

**Objectives:**

- Begin replacement of the department's fire hoses, nozzles and fittings.
- Upgrade the department's communication equipment.
- Design and begin construction of the replacement of the Storey Avenue Station.
- Plan and design the renovation of the Greenleaf Station.
- Expand inspectional/code enforcement/permitting services to keep up with hazards and growth.
- Work to automate inspectional/permitting services.
- Examine accreditation process for the department.

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

**Objectives:**

- Obtain licensure for Class 5 non-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.\
- Pursue federal grants for equipment and personnel
- Continue to encourage advanced training in emergency medical services, such as EMT Advanced and Paramedicine.

## PROGRAMS & SERVICES

### Fire Administration & Management

- 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

### Fire Prevention & Education

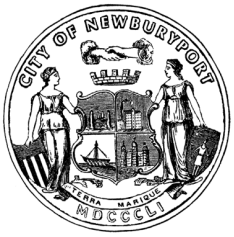
- Permits, inspection and code enforcement
- Site plan, building plan and fire detection/ suppression plan review
- Hazardous Materials Review
- Life safety inspections and fire drills
- Inspection/Planning program
- Open air burning and permitting
- Fire Alarm receiving station
- Public fire prevention 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

### Fire Suppression

- 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

### Emergency Medical and Rescue Response

- 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)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - FIR SAL FIRE CHIEF | 129,892 | 132,490 | 136,179 | 136,179 | 138,372 | 2,193 | 1.6% |
| 51102 - FIR SAL DEPUTY CHIEF | 114,500 | 116,790 | 121,243 | 117,689 | 120,780 | 3,091 | 2.6% |
| 51142 - FIR SAL FIRE FIGHTERS | 2,185,574 | 2,237,258 | 2,328,346 | 2,256,423 | 2,343,577 | 87,154 | 3.9% |
| 51144 - FIR SAL CALL-FIREFIGHTERS | 9,675 | 19,866 | 16,666 | 21,000 | 21,000 | 0 | 0.0% |
| 51150 - FIR ADMINISTRATIVE ASSISTANT | 66,489 | 67,819 | 69,707 | 69,707 | 70,830 | 1,123 | 1.6% |
| 51156 - FIR SAL DISPATCHERS | 184,376 | 191,443 | 196,700 | 198,000 | 209,950 | 11,950 | 6.0% |
| 51301 - FIR OVERTIME | 392,896 | 405,327 | 472,008 | 300,000 | 400,000 | 100,000 | 33.3% |
| 51302 - FIR DISP OVERTIME | 21,623 | 29,824 | 38,675 | 20,000 | 20,000 | 0 | 0.0% |
| 51401 - FIR LONGEVITY | 111,786 | 113,747 | 122,520 | 120,000 | 123,600 | 3,600 | 3.0% |
| 51402 - FIR PAID HOLIDAYS | 126,620 | 131,130 | 135,165 | 141,000 | 137,117 | (3,883) | -2.8% |
| 51403 - FIR DISPATCH HOLIDAY | 9,769 | 10,125 | 10,422 | 10,000 | 11,000 | 1,000 | 10.0% |
| 51405 - FIR PR CLOTHING ALLOWANCE | 35,131 | 34,500 | 51,000 | 38,500 | 51,000 | 12,500 | 32.5% |
| 51408 - FIR SICK DAY USAGE INCENTIVE | 3,668 | 0 | 0 | 2,500 | 2,500 | 0 | 0.0% |
| 51412 - FIR CLOTHING REIMBURSEMENT | 1,063 | 2,476 | 2,902 | 2,600 | 2,600 | 0 | 0.0% |
| 51415 - FIR STIPEND TEAM A/B | 8,700 | 10,200 | 8,700 | 8,700 | 8,700 | 0 | 0.0% |
| 51416 - FIR HAZ/MAT STIPEND | 44,550 | 44,550 | 44,550 | 49,950 | 51,300 | 1,350 | 2.7% |
| 51417 - FIR PROFESSIONAL DEVELOPMENT | 0 | 4,230 | 2,357 | 4,000 | 4,000 | 0 | 0.0% |
| 51509 - FIR INJURED-ON-DUTY | 47,529 | 47,591 | 55,678 | 49,000 | 54,000 | 5,000 | 10.2% |
| 51902 - FIR ACCREDITATION STIPEND | 2,598 | 2,650 | 2,703 | 2,703 | 2,778 | 75 | 2.8% |
| 51903 - FIR FITNESS ALLOWANCE | 0 | 0 | 0 | 200 | 200 | 0 | 0.0% |
| 51905 - FIR EDUCATION REIMBURSEMENT | 0 | 0 | 533 | 7,400 | 7,400 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **3,496,437** | **3,604,596** | **3,817,318** | **3,555,551** | **3,780,705** | **225,154** | **6.3%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - FIR HEAT/ELECTRICITY | 30,764 | 26,750 | 28,298 | 24,000 | 24,000 | 0 | 0.0% |
| 52401 - FIR MAINT-BLDGS & GROUNDS | 22,572 | 17,755 | 19,066 | 20,000 | 20,000 | 0 | 0.0% |
| 52402 - FIR MAINT-EQUIPMENT | 11,550 | 22,089 | 11,350 | 15,000 | 20,000 | 5,000 | 33.3% |
| 52403 - FIR MAINT-VEHICLES | 61,918 | 53,939 | 48,811 | 50,000 | 55,000 | 5,000 | 10.0% |
| 52408 - FIR MAINT-FIRE ALARMS | 18,292 | 17,243 | 19,996 | 25,000 | 25,000 | 0 | 0.0% |
| 52409 - FIR MAINTENANCE CONTRACTS | 4,726 | 1,312 | 3,010 | 2,500 | 3,500 | 1,000 | 40.0% |
| 52411 - FIR COMPUTER SUPPLIES | 7,530 | 6,996 | 8,759 | 7,500 | 7,500 | 0 | 0.0% |
| 52412 - FIR RADIOS/PAGERS | 2,416 | 4,705 | 0 | 5,000 | 5,000 | 0 | 0.0% |
| 52750 - FIR LEASE OF VEHICLES | 0 | 15,148 | 14,936 | 16,000 | 16,000 | 0 | 0.0% |
| 53005 - FIR MEDICAL/PHYSICAL EXAMS | 0 | 415 | 0 | 1,000 | 1,000 | 0 | 0.0% |
| 53006 - FIR MEDICAL/DRUG TESTING | 1,014 | 920 | 140 | 2,000 | 2,000 | 0 | 0.0% |
| 53007 - FIR IN-SERVICE TRAINING | 10,716 | 4,113 | 5,910 | 8,000 | 8,000 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **171,499** | **171,386** | **160,277** | **176,000** | **187,000** | **11,000** | **6.3%** |

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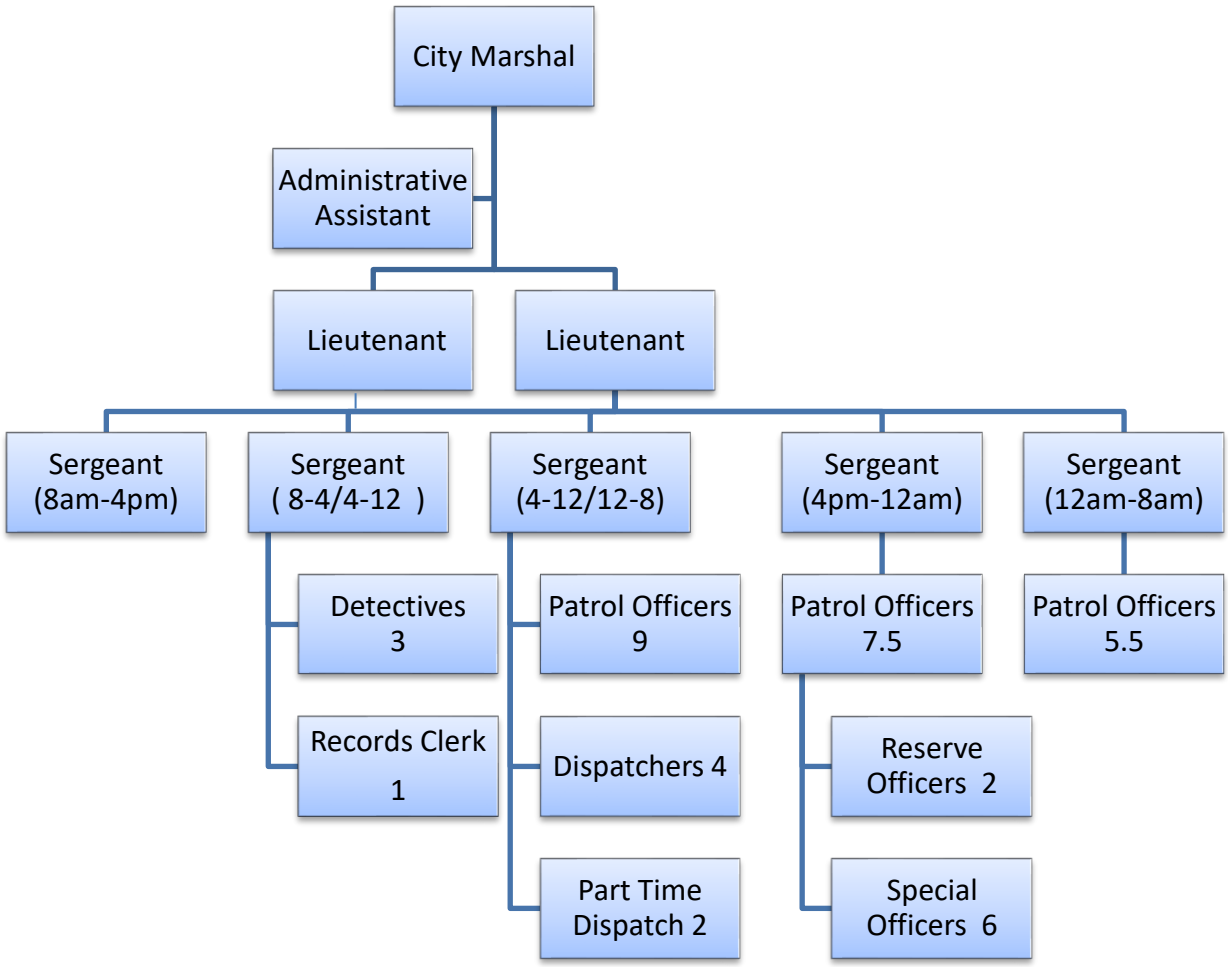
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **004 - SUPPLIES** | | | | | | | |
| 54200 - FIR OFFICE SUPPLIES | 2,795 | 2,828 | 1,736 | 3,000 | 3,000 | 0 | 0.0% |
| 54316 - FIR NEW HOSE-FITTINGS | 0 | 0 | 9,018 | 3,000 | 3,000 | 0 | 0.0% |
| 54317 - FIR PROTECTIVE CLOTHING | 16,416 | 50,394 | 30,680 | 20,000 | 30,000 | 10,000 | 50.0% |
| 54318 - FIR PROTECTIVE EQUIPMENT | 5,080 | 1,460 | 4,485 | 5,000 | 6,000 | 1,000 | 20.0% |
| 54319 - FIR FOAM & EQUIPMENT | 0 | 856 | 0 | 2,000 | 2,000 | 0 | 0.0% |
| 54801 - FIR FUEL/OIL VEHICLE(S) | 13,126 | 14,808 | 12,845 | 16,000 | 16,000 | 0 | 0.0% |
| 55001 - FIR MEDICAL SUPPLIES | 4,516 | 3,352 | 1,896 | 5,000 | 5,000 | 0 | 0.0% |
| 55101 - FIR EDUCATIONAL MATERIAL | 7,350 | 7,100 | 7,350 | 2,000 | 2,000 | 0 | 0.0% |
| 55800 - FIR MISC SUPPLIES | 5,793 | 8,215 | 2,789 | 2,000 | 3,000 | 1,000 | 50.0% |
| **004 - SUPPLIES Total** | **55,075** | **89,013** | **70,800** | **58,000** | **70,000** | **12,000** | **20.7%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - FIR DUES & MEMBERSHIPS | 3,962 | 4,481 | 5,045 | 5,450 | 5,550 | 100 | 1.8% |
| **007 - OTHER CHARGES & EXPENSES Total** | **3,962** | **4,481** | **5,045** | **5,450** | **5,550** | **100** | **1.8%** |
| | | | | | | | |
| **Grand Total** | **3,726,973** | **3,869,476** | **4,053,440** | **3,795,001** | **4,043,255** | **248,254** | **6.5%** |

# 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Marshal** | 1.0 | 1.0 | 1.0 |
| **Lieutenant** | 2.0 | 2.0 | 2.0 |
| **Sergeant** | 5.0 | 5.0 | 5.0 |
| **Inspectors** | 2.0 | 3.0 | 3.0 |
| **Patrolmen** | 21.0 | 23.0 | 22.0 |
| **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** | **38.0** | **40.0** | **39.0** |

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Response Time 2 Minutes and Under** | % | 90.2% | 89.3% | 90% | 91% |
| **Speed Study High St** | MPH | 28.62 | 26.14 | 27 | 28.58 |
| **Speed Study Merrimac St** | MPH | 28.76 | 27.61 | 28 | 30.94 |
| **Speed Study Low St.** | MPH | 31.67 | 31.84 | 31 | 33.79 |
| **Speed Study Water St** | MPH | 27.92 | 30.86 | 29 | 26.37 |
| **Accidents High St** | # | 37 | 44 | 41 | 43 |
| **Accidents Merrimac St** | # | 49 | 39 | 40 | 46 |
| **Accidents Low St** | # | 27 | 26 | 25 | 23 |
| **Accidents Water St** | # | 26 | 24 | 25 | 17 |
| **Accidents Storey Ave** | # | 78 | 65 | 65 | 68 |
| **Accidents streets Intersecting High St** | # | 13 | 15 | 14 | 18 |
| **Accidents Streets Intersecting Merrimac St** | # | 18 | 8 | 10 | 20 |

## FY2020 ACCOMPLISHMENTS

**Public Safety**

- 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.
- Managed public safety for major events including 12 road races, Yankee Homecoming, Car Show, Invitation Nights, Waterfront Concerts and numerous weekend festivals.
- The Municipal employees were trained in C.R.A.S.E. (Civilian Response to Active Shooter Events)
- 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.

**Drug Prevention**

- Managed the Community Outreach Opioid Program that involves every police department in Essex County, the Sheriff's Department and 3 area hospitals. Also received a Comprehensive Opioid Abuse Program Federal Grant for $600,000 dollars to help enhance the program.
- Participated in 2 multi-jurisdictional patrols with the Seacoast Criminal Interdiction Unit funded by the New England HIDTA (High Intensity Drug Trafficking Areas) program
- Participated in the annual DEA National Drug Take Back Initiative of unused, unwanted medications. The department also offers collection throughout the year.
- Continue to support Newburyport Youth Services and the Beacon Coalition to participate and support issues regarding addiction.

**Schools**

- 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.
- Worked with the School Department to update and complete a school safety plan. The schools and were trained in ALICE (Alert Lockdown Inform Encounter Evacuate).

**Accreditation**

- Received our 7th award and maintained our State Accreditation

**COVID-19 Response**

In the wake of the COVID-19 crisis, the police department implemented several safety protocols to ensure the health and safety of its officers. The following are some of the steps that were taken:

- Officers works 24 hour shifts with 6 days off to minimize exposure
- Lowering staffing provided easier social distancing in station

- Universal precautions were practiced at every encounter with the public
- All police reports were taken by phone when practical
- All cruisers were cleaned at the beginning and end of each shift
- The police department also implemented a COVID-19 control plan to ensure that all safety standards for operating during COVID-19.

**Community**

- Ward Sergeants continue to work with City Councilors on citizens quality of life issues.
- 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
- 14th 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
- 12 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 $600 to the Salvation Army.

**Awards and Grants**

- Department of Justice Comprehensive Opioid Abuse Site-based Program
- 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

## FY2021 TRENDS

The Department has seen a 17% increase in activity this past year with 29,422 calls for service, 5,784 more than FY 2018. There were 120 arrests made this year, 202 people were issued summons to court and 29 people were placed into protective custody. Last year there were 172 arrests, 309 summons and 53 people were placed in protective custody. The officers made 2,716 traffic stops this year, issuing 1,409 citations. Traffic studies on our heavily traveled roadways indicated a decrease in average vehicular speed on State St, Low St and Water St, and a decrease by 1 on High St.

There was a decrease in motor vehicle crashes in 2019, from 377 to 360. Six streets make up two-thirds of all crashes in the City. The FY19 traffic accident data on those streets is as follows:

| **Street** | **Accidents** |
|---|---|
| Storey Ave | 68 |
| Merrimac St | 46 |
| High St | 43 |
| Low St | 23 |
| Water St | 17 |
| State St | 20 |
| **Total** | **217** |

**Traffic**

There was a slight decrease in three (3) of the major areas where most of the accidents take place, State St, Low St and Water St, High St. decreased by 1 accident. Overall, the accidents in the city decreased by 17 accidents. 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. With the new law in place for distracted driving we expect to see our enforcements efforts increase. 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 $3,765 in fines; this does not take into account the number of warning parking tickets that were issued. The department has introduced the new electronic ticketing devices to coincide with the city clerk's office parking enforcement.

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. 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. The Department will work collaboratively with State and City Officials with the implementation of the Safe Routes to School

Project.

**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 by identifying locations using google maps. All dispatchers have been fully trained in this system as well as Emergency Medical Dispatch.

**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, in 2018 there were 9 overdoses, 1 fatality and 5 Narcan saves. In 2019 there were 11 overdoses, 1 fatality and 8 Narcan Saves. The total number of overdoses in Essex County was 1329, 163 of those were fatal.

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. We recently were awarded the Comprehensive Opioid Abuse Program Federal Grant for $600,000 to improve our ability to provide services throughout the county.

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.

**Identity Crimes/Crime**

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.

Crime in the city is down by 15%. Liquor law violations which include Driving Under the Influence are down 39%. Crimes against property are down 6% which include Larceny and Destruction of Property.

**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. Training for the officers is provided in the annual in-service training officers attend.

**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. In order to combat the growing threat, increased training specific to active shooters, as well as process and technology improvements are going to be in the spotlight.

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 addition of a 2nd School Resource Officer would be beneficial to the overall safety of our schools.

**Domestic Violence**

The Greater Newburyport Domestic Violence Team meets once a month with local law enforcement, probation, District Attorney's office, and members of the Jeanne Geiger Crisis Center. The team focuses on cases and work together as a team to make sure all are aware of what is going on with the case and to make sure that all members are working together as a team as it progresses through the court system. As not all domestic cases make it to the team, the connections that are made through the team allow better access for services and follow up with victims.

**COVID-19**

COVID-19 continues to be a challenge balancing the health and safety of officers while maintaining the service of public safety to the community. Officers continue to follow all safety guidelines and protocols that have been established by the CDC and the Governor.

**Social Equity**

The Newburyport Police Department recognizes the contemporary calls for social justice and criminal justice reform spurred by the events throughout the country. The men and women of the department

are committed to protecting the constitutional and civil rights of all citizens. The Newburyport Police department fully supports the proposed legislation for certification for police.

We will continue to provide all people within this community fair and impartial police services consistent with constitutional and statutory mandates. We respect the diversity and cultural differences of all people and will undertake trainings to further our awareness.

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.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: TRAINING

**Objectives:**

- Provide specialized training as needed.
- Continue to train new officers in A.L.E.R.T. (Advanced Law Enforcement Rapid Response Training).
- Expand our officer's knowledge to improve our level of communications with members of the community who have mental health disability.
- Continue mandatory training for all officers
- Monthly roll call trainings to discussing law changes and updates Provided training and guidance to protect officers and remain committed to public safety during COVID-19
- Continue to follow CDC guidelines and Governors directives

### GOAL 2: SCHOOL SAFETY

**Objectives:**

- Work on upgrading operating procedures to their plan that allows for additional options beyond locking-in-place.
- Implement In Force 911 and train all officers. This will allow for real time communication with officers and the school.
- 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.
- Explore adding another School Resource Officer

## **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.
- Educate the public regarding distracted driving

## **GOAL 4:** PERSONNEL

**Objectives:**

- Hire Reserve Officers to get us back to the authorized number of ten (10).
- Utilize Reserve Officers to compliment patrols during busy periods.
- Hire Part time Dispatchers to backfill for time off.

## **GOAL 5:** ESSEX COUNTY OUTREACH PROGRAM

**Objectives:**

- Continue to work with the advisory committee for the program.
- Create more pathways towards treatment and recovery.
- Increase partnerships with social service agencies and other organizations to increase impact.
- Offer support and services and resources to families that are affected.

## **GOAL 6:** COMMUNICATIONS/DISPATCH

**Objectives:**

- Update dispatch and communications.
- 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 |
|---|---|---|
| •Emergency Response<br>•Accident Investigation<br>•Traffic Enforcement<br>•Juvenile Services<br>•School Resource Officer<br>•Car seat installation<br>•Bike patrols<br>•Motorcycle patrols<br>•RAD training<br>•Emergency Dive Team<br>•Elder Services<br>•Domestic Violence Team<br>•Firearm Permitting<br>•Beach Patrols | •Criminal Investigation<br>•Internet Crime<br>•Background Investigations<br>•Special Investigations<br>•Business Safety Training<br>•Bank Protection Training<br>•Drug Awareness<br>•Crime Prevention<br>•Crime Scene Services<br>•Sexual Assault Team<br>•Accident Reconstruction<br>•Photography<br>•Finger Printing | •9-1-1<br>•Emergency Communications<br>•Code Red Notification<br>•Record Keeping<br>•Police Accreditation<br>•Prisoner Monitoring<br>•24 Hour Contact Point<br>•Walk In Service<br>•Taxi Permitting/Inspections<br>•Human Resources<br>•Clerical Duties<br>•Sewer/Sewer Callout<br>•Animal Control Callout<br>•Community Camera Monitoring |

## POLICE DEPARTMENT (01-210)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51110 - POL SAL MARSHAL | 138,621 | 141,383 | 145,364 | 145,253 | 151,091 | 5,838 | 4.0% |
| 51142 - POL SAL OFFICERS | 2,194,104 | 2,356,131 | 2,533,640 | 2,631,113 | 2,541,913 | (89,200) | -3.4% |
| 51144 - POL SAL RESERVE OFFICERS | 561 | 5,556 | 0 | 10,000 | 5,000 | (5,000) | -50.0% |
| 51150 - POL SAL ADMIN ASSISTANT | 62,401 | 63,648 | 65,401 | 65,420 | 66,474 | 1,054 | 1.6% |
| 51152 - POL SAL CLERICAL | 23,119 | 22,134 | 29,276 | 28,912 | 30,890 | 1,979 | 6.8% |
| 51156 - POL SAL DISPATCH F/T | 189,977 | 182,840 | 196,658 | 196,186 | 211,247 | 15,061 | 7.7% |
| 51164 - POL SAL DISPATCH P/T | 8,344 | 14,552 | 7,004 | 15,000 | 15,000 | 0 | 0.0% |
| 51166 - POL SAL CUSTODIAL | 29,050 | 30,816 | 31,324 | 31,674 | 32,172 | 497 | 1.6% |
| 51301 - POL OFF OVERTIME | 246,636 | 267,171 | 268,989 | 260,000 | 270,000 | 10,000 | 3.8% |
| 51302 - POL DIS OVERTIME | 15,590 | 22,087 | 28,402 | 15,000 | 16,500 | 1,500 | 10.0% |
| 51400 - POL AFSCME EDUCATION STIPEND | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 0 | 0.0% |
| 51401 - POL LONGEVITY | 45,594 | 48,956 | 44,236 | 42,960 | 44,592 | 1,631 | 3.8% |
| 51402 - POL OFF PAID HOLIDAYS | 70,494 | 64,391 | 88,649 | 80,000 | 80,000 | 0 | 0.0% |
| 51403 - POL DIS PAID HOLIDAYS | 6,200 | 6,480 | 6,385 | 6,366 | 6,901 | 535 | 8.4% |
| 51404 - POL COURT TIME | 36,000 | 36,000 | 40,000 | 40,000 | 40,000 | 0 | 0.0% |
| 51405 - POL PR OFF CLOTHING ALLOW | 51,220 | 52,592 | 53,592 | 51,200 | 52,700 | 1,500 | 2.9% |
| 51409 - POL MARSHAL'S STIPEND | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 0 | 0.0% |
| 51410 - POL OFF NIGHT DIFFERENTIAL | 64,533 | 63,565 | 80,640 | 71,979 | 75,562 | 3,583 | 5.0% |
| 51411 - POL DIS NIGHT DIFFERENTIAL | 2,392 | 2,159 | 2,484 | 2,392 | 2,392 | 0 | 0.0% |
| 51412 - POL DISP CLOTHING REIMB | 1,015 | 1,503 | 1,028 | 2,600 | 2,600 | 0 | 0.0% |
| 51413 - POL ACCREDITATION ALLOWANCE | 70,766 | 99,340 | 131,808 | 132,312 | 133,994 | 1,682 | 1.3% |
| 51509 - POL INJURED-ON-DUTY | 48,709 | 44,797 | 50,656 | 49,000 | 51,000 | 2,000 | 4.1% |
| 51601 - POL FITNESS ALLOWANCE | 2,909 | 1,567 | 2,057 | 4,500 | 4,500 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **3,327,360** | **3,531,795** | **3,811,719** | **3,885,993** | **3,838,653** | **(47,340)** | **-1.2%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - POL HEAT | 13,924 | 12,895 | 8,563 | 10,000 | 10,000 | 0 | 0.0% |
| 52102 - POL ELECTRICITY | 39,791 | 43,133 | 44,107 | 43,000 | 43,000 | 0 | 0.0% |
| 52401 - POL MAINT-BLDG | 13,649 | 26,445 | 16,299 | 15,000 | 15,000 | 0 | 0.0% |
| 52402 - POL MAINT-EQUIPMENT | 15,229 | 15,168 | 3,010 | 15,000 | 15,000 | 0 | 0.0% |
| 52403 - POL MAINT-VEHICLES | 15,188 | 17,951 | 19,248 | 22,000 | 22,000 | 0 | 0.0% |
| 53001 - POL E.A.P. | 0 | 0 | 0 | 289 | 289 | 0 | 0.0% |
| 53002 - POL MEDICAL EXPENSES | 6,026 | 1,703 | 2,412 | 4,000 | 4,000 | 0 | 0.0% |
| 53003 - POL LICENSING ,WARR & CONTRAC | 56,463 | 52,223 | 51,740 | 63,320 | 60,887 | (2,433) | -3.8% |
| **002 - PURCHASE OF SERVICES Total** | **160,270** | **169,518** | **145,380** | **172,609** | **170,176** | **(2,433)** | **-1.4%** |

*(Continued from Previous Page)*

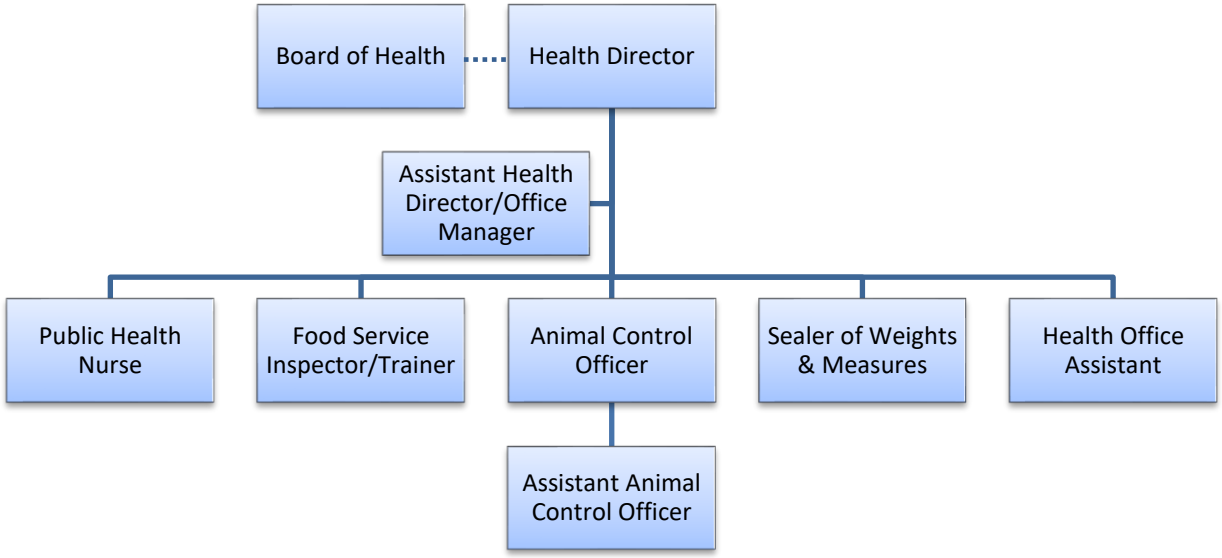
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **004 - SUPPLIES** | | | | | | | |
| 54200 - POL OFFICE SUPPLIES | 10,908 | 10,839 | 9,452 | 10,000 | 10,000 | 0 | 0.0% |
| 54310 - POL SUPPLIES-CRIME LAB | 1,546 | 905 | 1,225 | 1,500 | 1,500 | 0 | 0.0% |
| 54801 - POL FUEL/OIL VEHICLE(S) | 33,301 | 34,646 | 32,333 | 45,000 | 35,000 | (10,000) | -22.2% |
| 54901 - POL PRISONER MEALS | 18 | 34 | 14 | 100 | 100 | 0 | 0.0% |
| 55001 - POL MEDICAL SUPPLIES | 1,496 | 1,357 | 1,159 | 2,000 | 2,000 | 0 | 0.0% |
| 55800 - POL MISC SUPPLIES | 7,160 | 6,668 | 4,103 | 7,500 | 7,500 | 0 | 0.0% |
| 55801 - POL AMMUNITION/WEAPONS | 9,762 | 12,815 | 14,610 | 14,000 | 14,000 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **64,192** | **67,263** | **62,897** | **80,100** | **70,100** | **(10,000)** | **-12.5%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - POL DUES & SUBSCRIPTIONS | 14,750 | 17,581 | 20,552 | 20,955 | 21,555 | 600 | 2.9% |
| **007 - OTHER CHARGES & EXPENSES Total** | **14,750** | **17,581** | **20,552** | **20,955** | **21,555** | **600** | **2.9%** |
| | | | | | | | |
| **008 - CAPITAL OUTLAY** | | | | | | | |
| 58501 - POL MIS/COMMUNICATIONS | 5,144 | 5,099 | 9,846 | 6,000 | 14,725 | 8,725 | 145.4% |
| 58502 - POL LEASE OF VEHICLES | 84,333 | 65,147 | 46,764 | 65,000 | 50,000 | (15,000) | -23.1% |
| **008 - CAPITAL OUTLAY Total** | **89,478** | **70,246** | **56,609** | **71,000** | **64,725** | **(6,275)** | **-8.8%** |
| | | | | | | | |
| **Grand Total** | **3,656,049** | **3,856,404** | **4,097,157** | **4,230,657** | **4,165,209** | **(65,448)** | **-1.5%** |

# 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Health Director** | 1.0 | 1.0 | 1.0 |
| **Assistant Health Director/ Office Manager*** | 0.8 | 0.8 | 0.8 |
| **Health Nurse** | 0.9 | 0.9 | 0.9 |
| **Health Project Assistant** | 0.5 | 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** | **4.6** | **4.6** | **4.6** |

*Funded 0.2 from Sustainability budget.

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Staff certifications** | Certifications completed | 2 | 3 | 3 | 8 |
| **Animal complaints received** | Each | 235 | 193 | 236 | |
| **Flu vaccines administered** | Doses | 418 | 450 | 420 | 450 |
| **CPR/1st Aid Training** | Participants | 36 | 45 | 50 | 50 |
| **Nutrition Education Program** | Participants | 75 | 65 | 70 | 100 |
| **Fresh produce made available thru Nourishing the North Shore. 4 sites with one at the Sullivan Building in Newburyport** | Lbs. | 8,800 | 23,000 | 23,543 | 26,854 |
| **Wellness & Nutrition Offerings** | Participants | 75 | 30 | 30 | 30 |
| **Food rescued and diverted to local food pantries** | Lbs. | 1,200 | 5,000 | 5,000 | 4,331 |
| **Pounds of food grown at North Shore Garden site for pantry distribution** | Lbs. | - | - | - | 2,692 |
| **Public Kitchen Gardens** | Families | 14 | 14 | 14 | 14 |
| **Organic Community Garden Beds** | Beds | - | - | 55 | 55 |
| **Pop up produce markets** | Markets | 23 | 23 | 23 | 23 |
| **Maternal/Newborn Home Visits (NS MVP)** | | 0 | 7 | 30 | 35 |

## FY2020 ACCOMPLISHMENTS

**COVID-19 Response**

- The Health Department is the City's main point of contact with the State Department of Health on the monitoring of the pandemic locally, including maintaining the case database and case tracking, oversite of the self-quarantines/ and self-isolation of residents, and contract tracing.
- As of August 4, 2020, the City of Newburyport has had 113 total confirmed positive cases, 1 active case and 9 deaths.
- Maintain the Health Dept. COVID-19 Information webpage
- Support, coordinate, and advise the Board of Health on emergency orders and other public health policies.

- Education and guidance to businesses during both non-essential business closure and phased reopening plan.
- Work with the Mayor's Economic Recovery Task Force to provide guidance and consultation with local businesses on compliance with the State's COVID-19 reopening guidelines.
- Enforcement of state reopening protocols for local businesses
- Enforcement of complaints from the public regarding non-compliance of COVID-19 State and local guidelines
- Assigned Animal Control Officer and Assistant to specific "hot spots" to enforce social distancing and mask wearing, including the Clipper City Rail Trail and various City Parks
- Provided staff support and guidance to the Board of Health as it took action, including
    - Shut down of personal services prior to State closure
    - Restrictions on public gatherings
    - Mandatory Social Distancing
    - Requirement for face coverings of workers and people entering essential businesses and public apartment complexes
- Established an address data base of positive COVID – 19 cases for first responders

**Other Accomplishments**

- Emergency Preparedness: Conducted a tabletop exercise reacting to a public health emergency. Purpose of the tabletop is to exercise our Health Department Emergency Dispensing Site (EDS) plan. The following departments were present for this exercise: Mayor's Office, Health Department, Police, Fire, DPS and School Department.
- Received a grant from the Department of Public Health for $19,500.00 for improvements to the Animal Control Shelter.
- North Shore Mother Visiting Partnership (NSMVP): Renewed collaboration with communities from Newburyport, Beverly, Peabody, Gloucester and Hamilton. Nurses conduct free home visits to new mothers, within 12 weeks of giving birth. The program has been nationally recognized by the National Perinatal Association.
- Received part of a $80,000 grant from the Massachusetts Municipal Public Health Shared Services (MMPHSS) grant. Grant allows other communities to join NSMVP. Other communities to include Danvers, Swampscott, Salem and Nahant.
- Received a $540.00 grant from the North Shore Mothers visiting Program (NSMVP) for the COVID response that our Public Health Nurse has provided by collaborating routinely across the region with other Public Health Nurses on contract tracing, workplace exposures and other COVID-19 related work.

**Training**

- Conducted AED training to residents of Plum Island with proper use of the newly installed defibrillator and CPR & First Aid trainings for the public and City employees

- Conducted two ServSafe classes in FY2020 at City Hall for certification or re-certification; Sixty food service workers partook of this training.
- Staff development: Office Manager completed National Licensure as a Registered Sanitarian for Public Health through the National Environmental Health Agency (NEHA) and Completed Lead Determinator field training for full licensure as a Massachusetts Lead Determinator.
- Animal Control Officer completed training through the Massachusetts Animal Fund Animal Control Officer Training Institute Program.
- Animal Control Officer: Increased patrols in areas near schools and bus stops, beaches, Plum Island and the rail trail. In addition, ACO officers have included monitoring and enforcing COVID-19 social distancing in public areas.

## FY2021 TRENDS

**Response to COVID-19 Pandemic:**

COVID-19 response: The Health department will continue with contact tracing for positive COVID-19 cases. Food inspectors will ensure that food establishments are following specific restaurant COVID-19 guidelines and have a written COVID-19 Control Plan in place. Additional allocation of staff time will be anticipated for contact tracing, compliance checks for businesses and public education due to workplace specific Covi-19 guidelines set forth by the Division of Labor Standards

To reduce the number of positive COVID-19 cases the practice of social distancing, wearing face coverings and proper disinfecting of frequently touched surfaces will be the new norm. However, with the reopening of the local economy, the Health Department will continue to monitor positive case counts locally and address any observed increases or trends.

The Health Department will continue to provide support and advise the Board of Health, coordinating with the Board on emergency orders.

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

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

**Food Insecurity**

The Newburyport Health Department will continue to work with NNS, ONT and other agencies to provide nutritious wholesome food to those in need. 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:

- 11.2% of Newburyport children are below the poverty level
- 7.8% of Newburyport residents live below the poverty level
- 7.2% of Newburyport seniors 65 and over live below the poverty level

Nourishing the North Shore (NNS) Statistics:

- Veg out Mobile Market Program: 32,500 lbs. produce distributed

**Opioid addiction and mortality**

In the past two years there have been 11 opioid-related overdoses and 1 opioid-related fatality 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 are 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) no new licenses to sell tobacco or vaping products are available in Newburyport. We will continue to review and change our regulations to reduce the current vaping epidemic.

**Health Department Roles, Responsibilities, and Personnel**

The Health Department is responsible for oversite, administration, and enforcement for myriad public health programs and issues. It has become increasingly apparent that an Assistant Health Director would be highly beneficial to administer the Department's day to day duties in maintaining Public Health for Newburyport. This has become more immediate with the Department's management of the COVID-19 Pandemic locally. As mentioned, the Department's Office Manager has taken on an increasing role in administering public health programs. The Office Manager already serves as a de-facto Assistant Health Director. The position in particular has the required training to take on more responsibilities to serve as an interim director for the department in the absence of the Health Director. Therefore, the position will be changed to an Office Manager/ Assistant Director position to reflect the greater responsibilities and the training necessary for the position and for the department.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: COVID-19 PANDEMIC RESPONSE

**Objectives:**

- Ensure that inspections meet all COVID-19 guidelines are practiced by all food establishments, proper social distancing and face coverings
- Train contracted food inspectors with new mandated COVID-19 guidance as set forth by the State Division of Labor Standards
- Continue contact tracing to reduce positive COVID-19 cases and positive clusters
- Ensure preparedness to respond to a potential resurgence of the virus.
- Update EDS plan for COVID-19 pandemic.
- Research and develop plan for drive through flu clinics.

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

**Objectives:**

- Continue to utilize webpage for online access to Health and safety information, including COVID-19.
- Convert online applications to fillable documents that may be submitted electronically
- Develop Standard Operating Procedures and recordkeeping system for the shared use of the Animal Control Shelter

### GOAL 4: 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 and ONT

## PROGRAMS & SERVICES

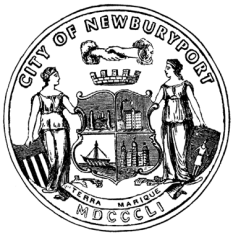
| Food Protection Program | Community Sanitation | Environmental Health | Community Health | Animal Control | Emergency Planning |
|---|---|---|---|---|---|
| •Annual Licensing and Permitting of Food Establishments<br>•Food Recalls and News Alerts<br>•Food Allergen Awareness and Training<br>•Food Poisoning /Foodborne Illness Investigation & Control<br>•Food Protection Manager Certification Program | •Body Art Licensing and Inspections<br>•Burial & Cremation Permits<br>•Licensing & Permitting of camps<br>•Correctional Facility Inspection<br>•Housing Inspections<br>•Indoor Ice Skating Rink Inspections<br>•Swimming pool and beach inspections and testing<br>•Medical waste facility inspections | •Inspection of Public Areas<br>•License and Permit Surface & Sanitary Disposal System<br>•Soil Testing<br>•Enforce State Smoke Free Law<br>•License and Inspect well water supply<br>•Mosquito control<br>•Enforce pesticide laws<br>•Water Quality<br>•Oral Health<br>•Air Quality and Noise Control | •Public Health Nursing and Epidemiology services<br>•Communicable and Infectious Disease Control<br>•TB Testing<br>•Blood Pressure Screening<br>•Health & Wellness Fair<br>•Emergency preparedness planning<br>•Immunization and Vaccine Distribution<br>•School Health<br>•Occupational Safety and Health<br>•Maternal and Child Health<br>•Refugee and Immigrant Health<br>•Mental Health<br>•Substance Abuse Services | •Enforcement of Newburyport Leash Law<br>•Enforcement of Newburyport Disposal of Animal Waste Law<br>•Prevention of the Spread of Rabies<br>•Animal Inspections (Stables & Barn Inspection)<br>•Dead Animal Removal<br>•Animal Training & Education | •Emergency Preparedness Planning & Training<br>•Regional Coalition Plan<br>•Isolation and quarantine plan<br>•EDS Plan & Flow Plan<br>•Sheltering Plan<br>•Risk Communication Plan<br>•Disaster Planning for Animals<br>•Continuity of Operations plan<br>•Medical Reserve Corp Plan<br>•Pandemic Influenza Planning and Preparedness training |

## HEALTH DEPARTMENT (01-510)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - HLH SAL HEALTH DIR | 75,949 | 77,410 | 77,455 | 79,625 | 80,908 | 1,283 | 1.6% |
| 51103 - HLH SAL ASST HLH DIR/OFC MGR | 46,012 | 48,636 | 48,922 | 49,011 | 57,982 | 8,971 | 18.3% |
| 51164 - HLH MINUTE TAKER | 1,200 | 1,500 | 1,650 | 1,800 | 1,800 | 0 | 0.0% |
| 51166 - HLH OFFICE ASSISTANT | 0 | 16,640 | 17,103 | 17,103 | 17,379 | 275 | 1.6% |
| 51404 - HLH TRAVEL ALLOWANCE | 5,100 | 5,100 | 5,100 | 5,100 | 5,100 | 0 | 0.0% |
| 51405 - HLH CLOTHING REIMBURSEMENT | 600 | 650 | 675 | 675 | 700 | 25 | 3.7% |
| 51711 - HLH SAL PUBLIC HEALTH NURSE | 45,320 | 51,725 | 49,290 | 60,025 | 54,022 | (6,004) | -10.0% |
| **001 - PERSONNEL SERVICES Total** | **174,181** | **201,661** | **200,195** | **213,340** | **217,890** | **4,550** | **2.1%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52904 - HLH ESSEX GREENHEAD | 981 | 1,014 | 1,014 | 1,014 | 1,014 | 0 | 0.0% |
| 53204 - HLH HEALTH CONSULTANT | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 0 | 0.0% |
| 53205 - HLH PER DIEM INSPECTORS | 20,982 | 15,494 | 8,704 | 24,000 | 20,000 | (4,000) | -16.7% |
| 53206 - HLH WEIGHTS & MEASURES INSP | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 0 | 0.0% |
| 53700 - HLH TRAIN/TRVL/CONFR | 2,072 | 2,278 | 778 | 2,300 | 2,300 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **32,035** | **26,786** | **18,496** | **35,314** | **31,314** | **(4,000)** | **-11.3%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - HLH MISC EXPENSE | 1,846 | 1,814 | 2,166 | 2,000 | 2,000 | 0 | 0.0% |
| 55000 - HLH MEDICAL & SURGICAL SUPP | 2,654 | 1,640 | 2,073 | 2,500 | 2,500 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **4,500** | **3,454** | **4,239** | **4,500** | **4,500** | **0** | **0.0%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - HLH DUES & MEMBERSHIPS | 633 | 718 | 551 | 1,000 | 1,000 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **633** | **718** | **551** | **1,000** | **1,000** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **211,349** | **232,618** | **223,481** | **254,154** | **254,704** | **550** | **0.2%** |

## ANIMAL CONTROL (01-292)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - ANC SAL ANIMAL CONTROL OFFCR | 41,680 | 43,299 | 42,115 | 45,219 | 43,936 | (1,283) | -2.8% |
| 51102 - ANC SAL ASSIST ACO | 10,938 | 9,152 | 11,754 | 12,435 | 11,000 | (1,435) | -11.5% |
| 51301 - ANC OVERTIME | 1,505 | 890 | 904 | 0 | 0 | 0 | |
| 51405 - ANC CLOTHING ALLOWANCE | 600 | 600 | 1,200 | 600 | 600 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **54,723** | **53,941** | **55,973** | **58,254** | **55,536** | **(2,718)** | **-4.7%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52401 - ANC BUILDING & GROUNDS | 1,415 | 1,184 | 2,745 | 3,000 | 2,000 | (1,000) | -33.3% |
| 53009 - ANC CARE OF ANIMALS | 4,333 | 3,067 | 2,638 | 3,000 | 2,750 | (250) | -8.3% |
| 53010 - ANC DEAD ANIMAL REMOVAL | 450 | 431 | 0 | 340 | 200 | (140) | -41.2% |
| **002 - PURCHASE OF SERVICES Total** | **6,198** | **4,683** | **5,384** | **6,340** | **4,950** | **(1,390)** | **-21.9%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54801 - ANC FUEL/OIL VEHICLE(S) | 2,148 | 2,078 | 1,809 | 2,290 | 2,100 | (190) | -8.3% |
| **004 - SUPPLIES Total** | **2,148** | **2,078** | **1,809** | **2,290** | **2,100** | **(190)** | **-8.3%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - ANC DUES/LIS/SUBSCRIP | 223 | 251 | 350 | 350 | 350 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **223** | **251** | **350** | **350** | **350** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **63,291** | **60,953** | **63,516** | **67,234** | **62,936** | **(4,298)** | **-6.4%** |



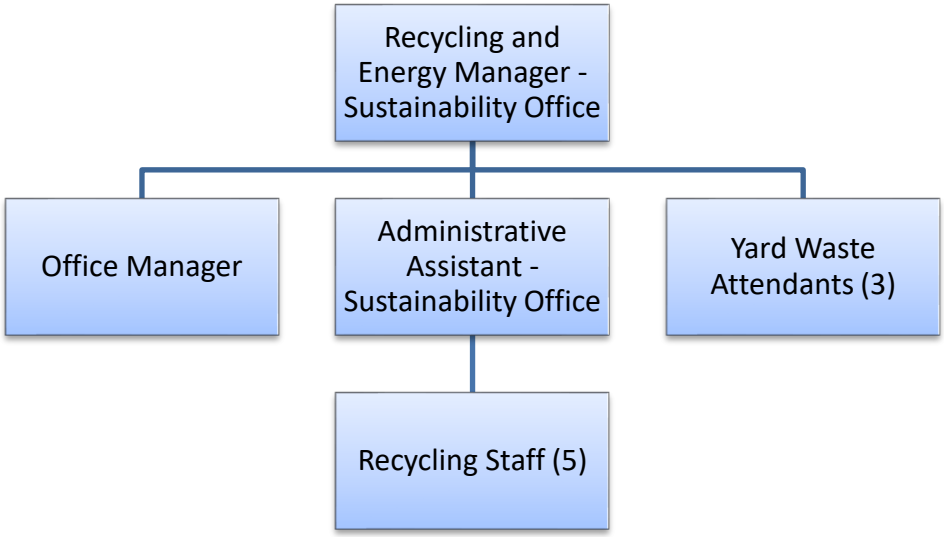

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# SUSTAINABILITY

## MISSION STATEMENT

The mission of the Newburyport Sustainability Department is to develop strategies and practices that improve environmental performance of Newburyport's government and community. The city leads efforts to reduce waste, conserve natural resources, reduce energy costs and usage, implement renewable energy resources, and achieve carbon neutrality and climate resiliency for future environmental needs of the people, who live, work, and conduct business in the City of Newburyport.

## ORGANIZATIONAL OVERVIEW




| Position | FY2019 Actual | FY2020 Actual | FY2021 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 |
| **Recycling Staff (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 CY2017 | Actual CY2018 | Actual CY2019 | Estimated CY2020 |
|---|---|---|---|---|---|
| **Recycling Tonnage** | Tons | 2,503 | 2,324 | 2,136 | 2,400 |
| **Solid Waste (SW) Tonnage** | Tons | 5,351 | 5,525 | 5,340 | 5,500 |
| **Organics/Compost** | Tons | 80 | 76 | 137 | 150 |
| **Organics/Yard Waste** | Tons | 650 | 990 | 537 | 750 |
| **Household Hazardous Waste Disposal** | Gallons | 5,955 | 4,625 | 10,950 | 7,500 |
| **Municipal Building Energy Supply (per kWh)** | Price | .0907 | .097 | .097 | .097 |
| **Municipal Energy Usage vs. Baseline Year 2009** | MMBTU | -8% | -4% | +.04% | +.02% |

## CY2019 ACCOMPLISHMENTS

**Renewable Energy and Energy Efficiencies**

- Completed Green Communities 2019 Annual Report and reported that total municipal energy usage in all City buildings has increased 1.3 % since our benchmark year, 2009. Data review from our baseline year of 2009 shows Building usage down by 13.9%, street lights down by 13.3 %, vehicle fuel down by 14.6 % and water/sewer up by 28.5 %. We are reviewing this data with water/sewer.
- Finalized our fifth grant with the Green Communities for energy efficiency upgrades at City Hall, the State Street Library and the Police Station. Green Communities grants for Newburyport total $719,830 since becoming a Green Community in 2010 giving us one more year to apply for up to $200,000.
- Completed a Community Initiative program with National Gird to encourage residents and building owners to sign up for no cost energy assessment offered through the Mass Save program. Results for the year included reaching and exceeding our energy assessment goal by 128%.
- Under the Solar Mass Renewable Target (SMART), we completed five, alternative on bill credit community solar contracts with Nexamp which will provide discounted solar credits to the Newburyport Schools and bring Newburyport's total municipal energy supply to 60% renewable.
- From January 2018-January 2020 the city has avoided NGrid energy supply costs in the amount of $339,609 with a supply agreement with Constellation New Energy.
- Since our baseline year and since purchasing and upgrading streetlights the city has saved 13 % in energy costs and over 40% in rental costs.

**Recycling and Waste**

- Solid waste tonnage decreased from 5,525 tons in CY2018 to 5,340 tons in CY2019. Assumptions on decreases include more HH utilizing curbside composting service and awareness around waste reduction initiatives and proposal to city council.
- There has been a decrease in recycling tonnage from 2,324 in CY 20187 to 2,136 in CY 2019. Decreases are again due in great part to new light weighting package materials as well as increased education on acceptable materials.
- Newburyport now participates in 8 regional open household hazardous waste events. These events provided proper disposal of household hazardous waste material including in Newburyport:
    - 3260 gallons of chemicals
    - 124 tires
    - 880 gallons of motor oil
    - 165 gallons of cooking oil
    - 15 gallons of button cell batteries/elemental mercury
    - 450 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 34.63 tons
    - Textiles 147.97 tons
    - Electronics 20.44 tons
    - Styrofoam 2250 lbs.
    - Mercury lamps 5155 linear feet
- Managed the collection and disposal of 9,950 cy of yard waste material at the yard waste facility.
- Yard Waste permits and Bulk Trash and Mattress stickers are now available to be purchased online through the City website.

**Resiliency**

- Newburyport's Resiliency Committee completed its draft resiliency plan which is now under review by the administration.

**Community Education and Awareness**

- Continued to work with area schools on sustainability programing including Green Teams, Bresnahan STEM Fair, sustainability field trips, and classroom education and participation.
- Worked with area non- profits and community groups to educate and develop strategies to help the city reduce energy usage, waste and costs, and put the city on a path toward zero waste and carbon neutrality.

## FY2021 TRENDS

- In 2023, when our disposal contract is up for renewal, we expect our disposal costs to again significantly increase on top of the 40% increase in collection, transportation and recycling in 2018. Area landfills are closing and regional incinerators are at capacity. Coupled with a legislative moratorium and difficulty in siting and building new traditional incinerators, Massachusetts is now shipping a growing portion of its waste out of state due to lack of disposal capacity. With disposal options shrinking the price of disposal will increase again.
- 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. The Waste Stream Task Force has reviewed and presented various options for the city to deal with increases in costs and the region's capacity issues and will again work with the City Council on proposed recommendations.
- 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 presenting recommendations to the City Council and Planning Office.
- 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 in the amount of $122,695 funded a study of the Waste Water Treatment Plant to assess flood risk and recommendations. The City has applied for another round of MVP grant funding construction of the berm and revetment with rail trail behind WWTP.

## FY2021 GOALS & OBJECTIVES

### **GOAL 1**: WORK WITH THE PLANNING OFFICE AND ENERGY ADVISORY COMMITTEE TO MAP OUT NET ZERO CARBON GOALS

**Objectives:**

- Develop a net zero carbon plan and zoning requirements, as outlined in the City's Master Plan, which is one that the total amount of energy used comes from renewable sources. Together with the Energy Advisory Committee and Planning Office we are working to develop and finalize objectives and actions to define and implement the City's net zero goals.

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

**Objectives:**

- Develop and implement a comprehensive organics compost diversion marketing initiative based on the research of the Waste Stream Task Force.
- Review and implement changes as needed for waste, recycling and multi-family housing complexes, including new regulations and ordinances.
- Begin work on the two-year, DEP approved and funded pilot for Share Bank Newburyport, a webpage and reservation/borrowing system for household items.
- Continue education and awareness programs throughout the city.

## **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.
- Apply for sixth Green Communities grant for energy efficiency upgrades at Newburyport High School.
- Research, review and recommend new energy supply options for municipal energy in preparation for Constellation New Energy supply contract ending November 2020 in an effort to reduce energy supply costs.
- Complete a vehicle fleet study to be funded by National Grid. The Study will create a plan to phase in more electric and hybrid vehicles whenever the fleet is updated.

## **GOAL 4:** Support sustainability as an economic, environmental, and shared priority to be taught and practiced throughout the community.

- Aggregate data and make available to the community for awareness and benchmarking.
- Use transparency and infographics as a key ingredient for accountability and continual improvement, helping to uncover new insights and make smarter decisions.
- Continue to work with students at all levels, senior citizens and residents around recycling right, renewable energy, energy efficiency and waste reduction.

## PROGRAMS & SERVICES

### Solid Waste

- Solid waste collection and transporation
- 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

### Recycling

- Adminstration 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

### Yard Waste

- 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

### Energy

- 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

### Green Community Status

- 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)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51103 - SUS SAL ASST HLH DIR/OFC MGR | 7,671 | 8,106 | 8,414 | 8,168 | 9,664 | 1,495 | 18.3% |
| 51160 - SUS SAL RECYCLE/ENERGY MGR | 61,839 | 64,410 | 65,164 | 72,985 | 74,160 | 1,176 | 1.6% |
| 51166 - SUS RECYC PER DIEM INSPECTOR | 782 | 2,300 | 2,300 | 2,300 | 2,300 | 0 | 0.0% |
| 51167 - SUS OFFICE ASSISTANT | 0 | 0 | 9,711 | 9,621 | 9,776 | 155 | 1.6% |
| 51168 - SUS COMPOST ATTEND | 23,619 | 25,000 | 19,318 | 25,000 | 25,000 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **93,911** | **99,816** | **104,907** | **118,074** | **120,899** | **2,826** | **2.4%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52403 - SUS MAINT OF VEHICLE | 297 | 31 | 605 | 500 | 500 | 0 | 0.0% |
| 52905 - SUS SOLID WASTE | 1,125,642 | 1,484,932 | 1,549,153 | 1,525,000 | 1,600,000 | 75,000 | 4.9% |
| **002 - PURCHASE OF SERVICES Total** | **1,185,500** | **1,499,963** | **1,549,758** | **1,525,500** | **1,600,500** | **75,000** | **4.9%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - SUS MISC EXPENSE | 500 | 82 | 324 | 500 | 500 | 0 | 0.0% |
| 54801 - SUS FUEL/OIL VEHICLE | 500 | 918 | 974 | 750 | 750 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **1,000** | **1,000** | **1,298** | **1,250** | **1,250** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **1,280,411** | **1,600,779** | **1,655,963** | **1,644,824** | **1,722,649** | **77,826** | **4.7%** |

# Section 6:

# Public Services

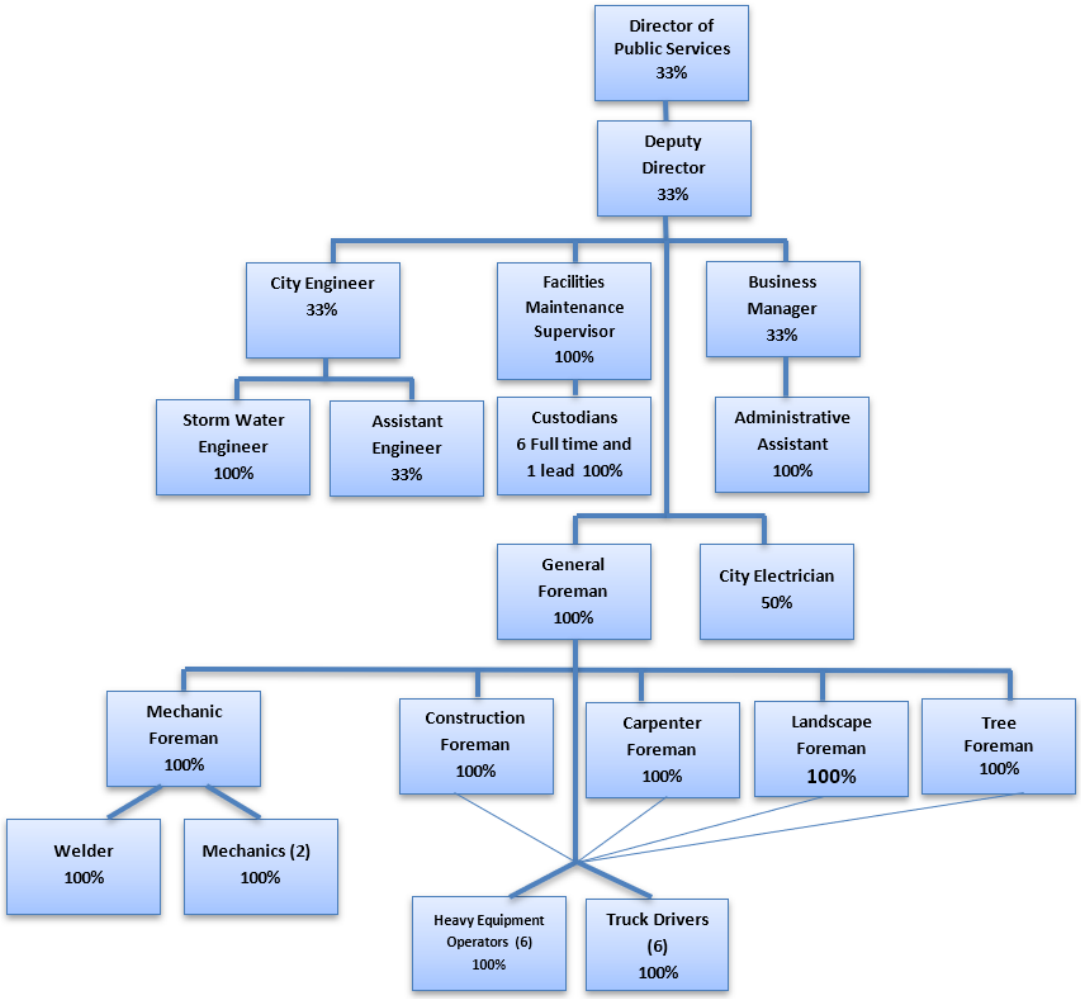
# DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION

## MISSION STATEMENT

The mission of the City of Newburyport Department of Public Services Highway Division is to maintain and improve the City's infrastructure in a safe, cost effective and environmentally sustainable manner.

The department is strategically organized at a cross functional level to promote effective communication on a collaborative level. Engineering provides technical support to infrastructure planning & projects and compliance of storm water permits. The Facilities Division performs routine maintenance to public buildings and the City Electrician responds to routine & emergency repairs. Highway performs multiple key functions to the maintenance of public roadways & sidewalks, storm water systems, removal & trimming of trees, cemetery maintenance and facilitates a full-service fleet maintenance program to all City vehicles. The Business Office provides a wide range of support to personnel, customer service, purchasing and budget management.

## ORGANIZATIONAL OVERVIEW



| Position | FY2019 Actual | FY2020 Actual | FY2021 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** | 1.0 | 1.0 | 1.0 |
| **Electrician** | 1.0 | 1.0 | 1.0 |
| **Administrative Assistant** | 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 | 7.0 | 6.0 |
| **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 | 2.0 |
| **Welder** | 1.0 | 1.0 | 1.0 |
| **Tree Foreman** | 1.0 | 1.0 | 1.0 |
| **Facilities Maintenance Supervisor** | 1.0 | 1.0 | 1.0 |
| **Custodians*** | 7.0 | 7.0 | 6.0 |
| **Total Full Time-Equivalents** | **33.7** | **35.7** | **32.7** |

*Plus 1 FTE funded in Library Budget

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Crosswalks painted or repainted (360 total Citywide)** | Number of Crosswalks | 310 | 325 | 300 | 315 |
| **Roadway crack-sealant applied** | Gallons | 2,000 | 4,510 | 6,000 | 6,000 |
| **High hazard trees removed** | Number | 130 | 89 | 100 | 88 |
| **Trees pruned** | Number | 120 | 135 | 130 | 131 |
| **Sidewalks replaced or upgraded** | Linear feet | 2,065 | 1,650 | 2,800 | 8,000 |
| **Catch basins rebuilt** | Number | 30 | 22 | 38 | 40 |
| **Catch basins cleaned*** | Number | 828 | 942 | 951 | 900 |
| **Roadways repaved** | Linear feet | 1,820 | 3,740 | 5,240 | 6,000 |
| **Work Orders Prepared on CMMS** | Number | 222 | 1,036 | 150 | 1,500 |
| ***MS4 Permit Required | | | | | |

## FY2020 ACCOMPLISHMENTS

- **Roadway Construction & Maintenance:** Chapter 90, drainage bond and free cash funded the improvements to the following streets and sidewalks.
    - Merrimac Street
    - High Street
    - Malcolm Hoyt
    - Columbus Ave.
    - Pleasant St.
    - Toppan's Lane
    - Spofford St.
- **Sidewalk & Parking Area Improvements:**
    - Merrimac St.
    - Columbus Ave.
- **5 Year Roadway Improvement Plan:** BETA Pavement Management Services completed an extensive assessment of the City's roads. DPS is working with BETA to develop a 5-year pavement management plan to assist in the development of the City's capital improvement plan. The plan will include a GIS web-based interface to allow the City to maintain the program with efficiency. The roll out of this plan has been delayed due to the COVID-19 pandemic but will be completed in FY21.
    - The Engineering Division assisted in the construction design of Spofford Street sidewalk and continues to update the Safe Routes to School program. The Division is also working on the final sections of the Rail Trail projects
- **Drainage Improvement Projects:** The Engineering and Highway Davison work collaboratively to plan and execute multiple drainage projects.
    - Malcolm Hoyt Drive: Engineering finalized & bid the roadway and drainage improvements project.
    - Business Park Swale Plan: The Engineer and Highway Divisions continue to update the Park Swale Plan. A key focus of the plan is for business owners to distinguish maintenance responsibilities of the swales in the Park. Highway crews cleaned out swales in the Business Park during the winter months.
    - Phillips Drive neighborhood drainage design fee RFP was put out to bid in February of 2020. The contract was awarded to BSC Group. The design project has begun and will include Phillips Dr., Sullivan Dr., Drew St. and Ryan Rd. Anticipated completion of the design phase is spring of 2021. The scope of work includes wetland resource area delineations, design, permitting, project bidding and limited construction support of the roadway and drainage improvements.
- **Snow and Ice:** The Department continues to modify and update the City's Snow and Ice Plan. The Department completed the implementation of a fleet tracking program. The digital application communicates with the vehicles & equipment and enables tracking of fuel, mileage, location and engine & equipment functions. The system provides optimal levels of communication and accurate data to support budget development, equipment maintenance and protects the City's investment of vehicles & equipment. Pretreatment of surfaces and the blue light parking program continues to enable the department to deliver safe and effective snow & ice removal services to the community.

- **Climate Change:** The Engineering department is a member of and participates in the City's Climate Change Resiliency Committee Task Force. The Committee is tasked with the development and preparation of the City's resiliency plans to assist Newburyport in the management of the impact of climate change.
- **Street Light Maintenance:** The Highway Electrician maintained 1,850 Street lights City wide in FY2020. The Division completed multiple electrical repairs to public facilities, traffic signals and infrastructure. The Electrician works closely with the Facilities and Highway Divisions and responds to outages in a timely manner.
- **Facilities Division:** The Facilities Division continues to provide quality services to the maintenance of City owned public facilities. The Division performs preventive maintenance, repairs and inspections to the buildings' heating, plumbing, fire suppression and door systems. The Division maintains the seasonal public restrooms and provides snow removal services at all City owned downtown areas and buildings.
- **Tree Planning and Care:** A joint effort between the Tree Commission and the Highway Department completed the planting of 119 trees city wide.
- **Information Systems:** The Department implemented multiple digital information systems in the past year. An application that manages the inventory of the inspection of trees, a mobile storm water application to support the City's Environmental Protection Agency storm water regulations and implemented several upgrades & changes to the existing Customer Service work order system. The customer service web-based program manages the Highway and Facilities Divisions work orders. Division foreman have a digital interface of assigned work orders while out in the field. All of the new web applications increased productivity reduce lead times and is increasing efficiency in all areas of operations.
- **Continuing Education:** DPS employees attended workshops and educational webinars to support Massachusetts procurement law and license requirements. The Highway and Facilities Divisions received OSHA 10 training and certification.
- **COVID-19:** DPS implemented a flex schedule during the surge of the pandemic to minimize personnel exposure. Several pieces of PPE equipment were purchased to mitigate the spread of germs within the DPS complex and personnel vehicles. DPS lead the procurement of the purchase of PPE equipment for City facilities.
    - Mobile hand wash stations purchased and installed DPS vehicles.
    - Procured and distributed washable face masks to DPS field staff.
    - Procured, distributed and continue to monitor supplies of disposable face masks and hand sanitizer.
    - Installed multiple hand sanitizing stations throughout municipal facilities.
    - Installed barricades and protective glass at City Hall and DPS Business Office to enforce social distancing between work stations. This enabled City Hall and DPS Offices to continue with operations while maintaining operational safety.
    - A COVID fog cleaner was purchased to continue to reduce the spread of the virus within municipal buildings.

To date DPS Administration and employees are extremely fortunate to have maintained health and wellness to continue to function operationally. DPS proactive and protective measures have continually enabled the staff to deliver services and respond to emergencies.

## FY2021 TRENDS

The Highway Division focuses efforts on the improvement and repair of the City's infrastructure. A primary focus is placed on the improvement of efficient communications to enhance the level of service and safety within the community.

**Road Ways**

The Highway Division is responsible for the maintenance and improvement of all City roadways and sidewalks. Aging roadways demand continuous repair, resurfacing and reconstruction. Roadway resurfacing is partially funded by the State Chapter 90 program. The City currently receives $516,000 in Chapter 90 funding annually. Limited funds continue to restrict the amount of roadway work completed annually. The BETA long term pavement management plan provides accurate data of the condition of the City's roadways and provides support for the implementation of a sustainable roadway infrastructure improvement plan.

**Sidewalks**

The Highway Division is responsible for installation, repair and replacement of City sidewalks. Sidewalk upgrades are funded with a portion of meal tax receipts, capital funds and Chapter 90 funding. Sidewalk replacement is prioritized similar to roadwork and in conjunction with road repair. Sidewalk upgrades are one of the most requested services the Department receives. The Department continues to support property owners that fund their own sidewalk improvements and provides demolition & disposal of old materials at no cost to the resident.

**National Pollutant Discharge Elimination (NPDES)**

As required under the NPDES MS4 Storm Water permit, the Storm Water Engineer prepared a Storm Water Management Plan, a draft Storm water Pollution Prevention Plan, and an Illicit Discharge Detection and Elimination Plan. Working together the Storm water Engineer and Highway crews continue to upgrade the storm water application.

The Engineering Division completed multiple tasks to meet MS4 permit requirements. Key activities include public outreach and purchasing of water testing equipment and preparation of testing protocols. GIS systems continually require upgrades to as built data and software & hardware. The need for accurate data to support storm water efforts continues to drive trends of increased layers of information on GIS systems.

**Personnel**

The Highway Division continues to promote the growth of its employees. The Administration continues to reorganize the staff to support the functions of the department and protect community assets. Constant change in environments continues to drive growth in areas of technology and safety systems. An integrated approach of the improvement of communication methods, continuous training and a cross functional attitude of all divisions, supported by chain of command continues to foster a high level of productivity.

**COVID-19**

DPS continues to work on a collaborative level to continually shift practices and policies to continue to maintain personnel safety and public health. This high level of protection will continue to assist DPS to deliver services while keeping the public safe.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: ROADWAY PAVING AND SIDEWALK IMPROVEMENTS

**Objectives:**

- Execute the City's Five-Year Roadway Paving Plan; as developed with BETA.
- Address roadways and sidewalks in need of maintenance and improvement in accordance with the five-year plan.

### 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.

## **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.

## **GOAL 7:** STORMWATER MAPPING AND WATER QUALITY TESTING

**Objectives:**

- Perform different types of field work to accurately locate and isolate our stormwater drainage system, including manholes, catch basins, piping, and roadway culverts.
- Update the GIS data layers based on field work.
- Perform water quality tests of various outfalls to determine if illicit connections or discharges exist.

## PROGRAMS & SERVICES

### Streets & Sidewalks

- 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

### Cemeteries, Parks & Trees

- 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

### General Maintenance

- 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

### Facilities Management

- 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

### Engineering

- Technical Assistance to resolve problems and provide solutions
- Design roadway and sidewalk layouts, grading and drainage, and intersections.
- MS4 Stormwater Permit compliance
- Perform hydrologic and hydralic analysis
- Review of roadway, sidewalk and bike path designs
- Construction Oversight

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

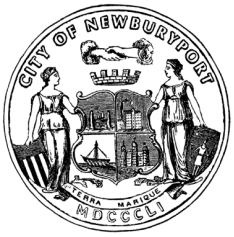
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - DPS SAL DIRECTOR | 39,795 | 40,557 | 44,228 | 44,228 | 44,940 | 712 | 1.6% |
| 51102 - DPS SAL DEPUTY DIRECTOR | 34,052 | 31,579 | 35,535 | 35,535 | 36,815 | 1,280 | 3.6% |
| 51103 - DPS SAL BUSINESS MANAGER | 22,880 | 21,362 | 24,924 | 24,924 | 25,325 | 401 | 1.6% |
| 51107 - DPS SAL ELECTRICIAN | 38,623 | 41,820 | 42,068 | 42,142 | 43,150 | 1,008 | 2.4% |
| 51117 - DPS SAL ASST ENGINEER | 20,641 | 22,107 | 22,721 | 22,723 | 23,089 | 366 | 1.6% |
| 51118 - HWY STORM WATER ENGINEER | 0 | 33,385 | 62,477 | 62,477 | 63,483 | 1,006 | 1.6% |
| 51119 - DPS SAL CITY ENGINEER | 30,686 | 31,299 | 32,170 | 32,171 | 32,689 | 518 | 1.6% |
| 51120 - HWY SAL FAC MAINT SUPERVISOR | 0 | 0 | 68,609 | 66,611 | 70,055 | 3,444 | 5.2% |
| 51121 - HWY SAL GENERAL FOREMAN | 0 | 0 | 69,331 | 68,518 | 70,796 | 2,277 | 3.3% |
| 51131 - HWY SAL OFFICE MANAGER | 60,606 | 61,818 | 64,660 | 68,340 | 63,483 | (4,857) | -7.1% |
| 51150 - HWY SAL FACILITIES MAINT | 355,062 | 373,677 | 297,424 | 329,240 | 277,515 | (51,724) | -15.7% |
| 51158 - HWY SAL LABOR | 909,614 | 949,484 | 994,520 | 1,109,942 | 1,018,135 | (91,807) | -8.3% |
| 51166 - HWY PART TIME EMPLOYEES | 5,972 | 4,599 | 5,836 | 6,000 | 6,000 | 0 | 0.0% |
| 51190 - HWY SAL SUMMER EMPLOYEES | 24,132 | 18,696 | 2,496 | 18,500 | 0 | (18,500) | -100.0% |
| 51301 - HWY OVERTIME | 108,208 | 101,867 | 119,548 | 130,425 | 133,033 | 2,608 | 2.0% |
| 51401 - HWY LONGEVITY | 11,173 | 9,137 | 6,604 | 7,102 | 7,102 | 0 | 0.0% |
| 51402 - HWY LICENSE STIPENDS | 9,500 | 10,267 | 12,800 | 13,300 | 13,300 | 0 | 0.0% |
| 51405 - HWY CLOTHING REIMBURSEMENT | 22,802 | 23,550 | 24,256 | 24,608 | 24,608 | 0 | 0.0% |
| 51416 - HWY TOOL REIMBURSEMENT | 3,749 | 4,900 | 4,864 | 4,900 | 4,900 | 0 | 0.0% |
| 51420 - HWY EDUCATION CREDITS | 1,125 | 1,125 | 1,125 | 1,125 | 700 | (425) | -37.8% |
| **001 - PERSONNEL SERVICES Total** | **1,698,620** | **1,781,228** | **1,936,194** | **2,112,809** | **1,959,119** | **(153,690)** | **-7.3%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - HWY HEAT | 11,163 | 9,356 | 8,224 | 8,000 | 8,000 | 0 | 0.0% |
| 52102 - HWY ELECTRICITY | (12,373) | 20,029 | 69,180 | 57,000 | 57,000 | 0 | 0.0% |
| 52103 - HWY STREET LIGHTS | 131,679 | 188,429 | 60,924 | 125,000 | 115,000 | (10,000) | -8.0% |
| 52401 - HWY MAINT-BUILDING | 27,566 | 31,676 | 48,150 | 32,200 | 32,200 | 0 | 0.0% |
| 52402 - HWY MAINT-CITY HALL | 15,218 | 13,138 | 14,610 | 15,750 | 15,750 | 0 | 0.0% |
| 52403 - HWY MAINT-VEHICLES | 80,112 | 96,921 | 87,064 | 95,300 | 90,300 | (5,000) | -5.2% |
| 52404 - HWY MAINT-TREE | 80,205 | 92,139 | 78,936 | 94,250 | 94,250 | 0 | 0.0% |
| 52405 - HWY MAINT-MANAGEMENT SYSTEI | 2,437 | 5,268 | 5,976 | 7,667 | 7,667 | 0 | 0.0% |
| 52406 - HWY STORM WATER MAINTENANC | 0 | 39,761 | 33,061 | 50,000 | 50,000 | 0 | 0.0% |
| 52410 - HWY MAINT-CITY-WIDE | 51,672 | 20,975 | 27,040 | 19,000 | 19,000 | 0 | 0.0% |
| 52413 - HWY LINE PAINTING | 32,456 | 16,802 | 28,275 | 30,500 | 30,500 | 0 | 0.0% |
| 52415 - HWY MAINT-SR COMM CENTER | 7,113 | 10,758 | 11,883 | 10,000 | 10,000 | 0 | 0.0% |
| 53002 - HWY MEDICAL/DRUG TESTING | 2,783 | 3,289 | 3,793 | 4,820 | 4,820 | 0 | 0.0% |
| 53030 - HWY STORM WATER CONSULTING | 0 | 3,000 | 17,400 | 15,000 | 10,000 | (5,000) | -33.3% |
| 53032 - HWY STORM WATER TESTING | 0 | 9,958 | 56 | 10,000 | 10,000 | 0 | 0.0% |
| 53700 - HWY TRAIN/TRVL/CONFR | 6,927 | 5,470 | 4,891 | 10,000 | 7,200 | (2,800) | -28.0% |
| **002 - PURCHASE OF SERVICES Total** | **515,168** | **567,573** | **499,463** | **584,487** | **561,687** | **(22,800)** | **-3.9%** |

*(Continued from Previous Page)*

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **004 - SUPPLIES** | | | | | | | |
| 52411 - HWY ELECTRICAL SUPPLIES | 23,091 | 31,017 | 16,887 | 25,000 | 20,000 | (5,000) | -20.0% |
| 54301 - HWY FACILITIES MAINT SUPPLIES | 15,951 | 13,510 | 23,652 | 14,000 | 18,000 | 4,000 | 28.6% |
| 54311 - HWY PURCH ROAD MATERIAL | 90,392 | 79,421 | 72,019 | 83,000 | 83,000 | 0 | 0.0% |
| 54312 - HWY STREET SIGNS | 19,123 | 15,768 | 13,073 | 20,000 | 15,000 | (5,000) | -25.0% |
| 54313 - HWY SUPPLIES | 15,685 | 15,616 | 20,772 | 18,600 | 16,000 | (2,600) | -14.0% |
| 54314 - HWY RADIOS 2-WAY (10) | 3,995 | 3,892 | 4,944 | 4,000 | 4,000 | 0 | 0.0% |
| 54801 - HWY PURCH FUEL/OIL | 153,442 | 179,251 | 168,914 | 89,875 | 89,875 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **321,678** | **338,475** | **320,261** | **254,475** | **245,875** | **(8,600)** | **-3.4%** |
| | | | | | | | |
| **008 - CAPITAL OUTLAY** | | | | | | | |
| 58303 - HWY VEHICLE/EQUIPMENT | 0 | 0 | 7,500 | 7,500 | 3,750 | (3,750) | -50.0% |
| 58901 - HWY SIDEWALKS | 293,287 | 295,646 | 373,764 | 313,764 | 300,000 | (13,764) | -4.4% |
| **008 - CAPITAL OUTLAY Total** | **293,287** | **295,646** | **381,264** | **321,264** | **303,750** | **(17,514)** | **-5.5%** |
| | | | | | | | |
| **Grand Total** | **2,828,753** | **2,982,922** | **3,137,182** | **3,273,035** | **3,070,431** | **(202,604)** | **-6.2%** |

## SNOW & ICE (01-423)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51301 - SNW SNOW & ICE LABOR | 107,921 | 93,518 | 105,331 | 105,000 | 110,000 | 5,000 | 4.8% |
| **001 - PERSONNEL SERVICES Total** | **107,921** | **93,518** | **105,331** | **105,000** | **110,000** | **5,000** | **4.8%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52901 - SNW SNOW & ICE EXPENSE | 283,897 | 259,412 | 201,465 | 120,000 | 150,000 | 30,000 | 25.0% |
| **002 - PURCHASE OF SERVICES Total** | **283,897** | **259,412** | **201,465** | **120,000** | **150,000** | **30,000** | **25.0%** |
| | | | | | | | |
| **Grand Total** | **391,819** | **352,930** | **306,796** | **225,000** | **260,000** | **35,000** | **15.6%** |




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# Section 7:

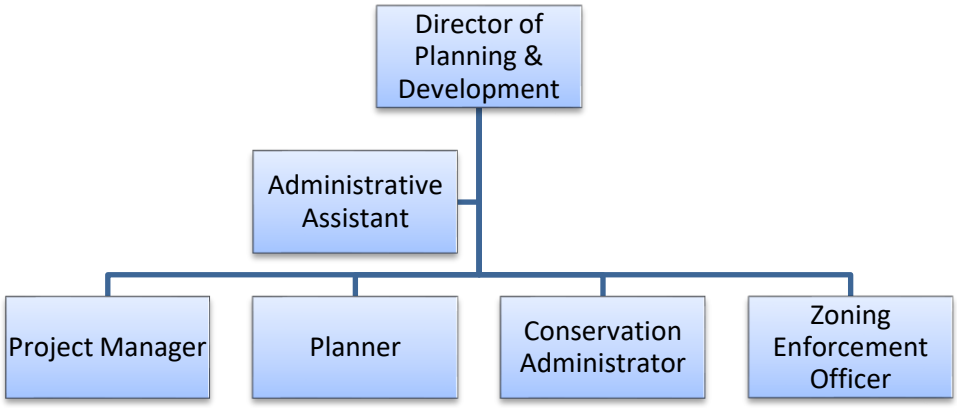
# Planning and Development

# 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 | FY2019 Actual | FY2020 Actual | FY2021 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] | 1.0 | 1.0 | 1.0 |
| **Total Full Time-Equivalents** | **5.5** | **5.5** | **5.5** |

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

[B] Position is partially funded by building permit fee revolving funds.

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Total Permit Applications** | # | 178 | 159 | 154 | 162 |
| **ZBA Special Permits** | # | 46 | 49 | 53 | 46 |
| **ZBA Variances** | # | 49 | 19 | 21 | 12 |
| **ZBA Appeals** | # | 0 | 0 | 2 | 0 |
| **PB Approval Not Required Plans** | # | 11 | 10 | 5 | 8 |
| **PB Subdivisions** | # | 0 | 4 | 1 | 1 |
| **PB Site Plan Reviews** | # | 3 | 7 | 6 | 12 |
| **PB Smart Growth Plan Reviews** | # | 0 | 0 | 0 | 1 |
| **PB Special Permits** | # | 5 | 15 | 25 | 17 |
| **Average Number of Weeks for Permitting (PB & ZBA)** | Weeks | 7.7 | 9.6 | 9.4 | 5.5 |
| **CPA Grant Applications** | # | 14 | 13 | 22 | 14 |
| **CC Resource Area Delineation** | # | 0 | 0 | 2 | 1 |
| **CC Notice of Intent** | # | 20 | 24 | 17 | 18 |
| **CC Determination of Applicability** | # | 3 | 7 | 5 | 13 |
| **NHC Demolition Delay Reviews** | # | 4 | 12 | 17 | 33 |
| **Zoning Determination Requests** | # | N/A | 53 | 99 | 94 |
| **Zoning Enforcement Requests** | # | N/A | 77 | 69 | 32 |

## FY2020 ACCOMPLISHMENTS

Following are key accomplishments of the Office of Planning & Development during FY2020:

1. **Dissolution of NRA:** Special Act passed by the legislature to dissolve the NRA and transfer its land and monies to the City for waterfront park expansion.
2. **Intermodal Transit & Parking Facility (Parking Garage):** Completed and opened. 120+/- spaces removed from NRA East/West Parking Lots, replaced with interim lawn space for future park expansion.
3. **Comprehensive Zoning Ordinance update:** Initial draft of update posted to City website and "EngageNewburyport.com" for public review and comment. (Movement with Council adoption slowed in part due to COVID-19 and competing priorities for timely zoning amendments.)
4. **Rail Trail Phase II Shoreline:** PCB Cleanup 95% complete, remaining soil verification to be completed in summer, with plans to open the trail up again in the fall, even without final paving.

5. **Permitting/Approvals for 2-6 Market Street:** This mixed use "gateway" will beautify this section of Merrimac Street entering the downtown. Construction timeline delayed due to COVID-19. Consider similar building scale/design when reviewing plans for Waterfront West redevelopment.

6. **Permitting/Approvals for Blue Wave Solar on Landfill:** Post-closure approval approved by DEP. "Brownfields to Greenfields"; beneficial use of this troubled property for renewable energy.

7. **40R District:** 1 Boston Way under construction (76 units, 19 affordable). Permitting approved for 3 Boston Way (84 units, 21 affordable). 160 new transit-oriented housing units, 40 of which are affordable. 3 Boston Way to begin construction in 2021. COVID-19 and housing market may have impact on timeline for project.

8. **Youth Services Feasibility Study:** A comprehensive feasibility study is nearly complete for a new youth services facility either through renovations to the Brown School or relocation to the 57 Low Street site to be acquired from the National Guard. Both of these scenarios are explored in the study with conceptual plans and rough cost estimates of both provided for comparison purposes.

9. **Online Permitting**: Contracted with OpenGov/ViewPermit to allow online permit applications, automate paper processes, streamline the development review process as a whole, and increase transparency through this cloud-based permitting and permit tracking platform.

10. **Update to Open Space & Recreation Plan (OSRP):** The Office of Planning & Development worked with BETA Group (consultants) to update the City's expired 2012 OSRP. The new 7-year OSRP, now in draft from pending input from the City Council and Division of Conservation Services (DCS) will serve as a policy guidance document for implementation in the coming years and will allow the City to apply for and receive state and federal funding for parks and open space projects.

**Adaptation for COVID-19**

Beginning in March, 2020, the Office of Planning & Development quickly adapted like other City departments to facilitate remote work for a period of time due to the COVID-19 pandemic and subsequent Stay at Home Order by the Governor. Since June the Planning Department has been fully staffed at City Hall.

Substantial changes have been made to the way public meetings and hearings are conducted as a consequence of COVID-19. Public meetings and public hearings continue to be conducted online using the Zoom videoconferencing platform. While difficult during the initial rollout, the Zoom format for public meetings and hearings is now relatively routine for our various boards. Applicants and the general public have become accustomed to this new meeting format. While access to City Hall is still limited, access to City meetings and public hearings has arguably improved as a result of COVID-19 since many people find it easier to "attend" a lengthy public meeting from the comfort of their own home, raising their virtual hands to speak at appropriate times.

Staff have worked with applicants to reduce the amount of paperwork that must be submitted, and to deal with hard copy submissions despite the stay at home order, full reopening and ongoing COVID-19 safety protocols. Rollout of our new online permit tracking platform in the coming weeks should reduce the amount of physical materials that need to be prepared, submitted and handled by various people, thereby limiting exposure risk to all involved. After online permitting for the is launched staff will make the transition for planning and zoning related permits, followed by other types of City licenses and permits issued by additional departments.

A Community Development Block Grant (CDBG) was approved for the City of Newburyport (working with Amesbury) to provide approximately $400,000 in COVID-19 Small Business Relief funds to businesses in Newburyport impacted by the COVID-19 shutdown and phased reopening. Final details of that program, and confirmation of criterion for eligible applicants, is being coordinated with the Department of Housing and Community Development (DHCD) at this time with the expectation that distribution of funds to those small businesses in need will begin in August and September, 2020.

## FY2021 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 2021:

- **COVID-19 will continue to necessitate remote (virtual) meeting and public hearing formats by all City boards for the foreseeable future to limit social gatherings in which the virus could spread.** At this time the office anticipates continued use of the Zoom meeting platform into 2021.
- **Permitting and development applications will likely continue at current levels** as we move into FY2021. 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. Based on current trends, most development proposals outside the 40R Smart Growth District and Waterfront West Overlay District (WWOD) will be comprised of small-scale residential infill development or redevelopment of existing sites, including commercial and industrial properties. Substantial redevelopment opportunities exist in the Newburyport Business and Industry Park, but will depend largely on market conditions in the coming months and years. FY2020 permit applications suggest that there is sustained development (and redevelopment) interest throughout the City, particularly in the residential sector.
- **Zoning regulations and architectural design standards will continue to be updated and modified** to ensure that new infill is compatible with the surrounding district(s) and neighborhood(s), particularly within the National Register Historic District (NRHD), regulated locally through zoning under the Downtown Overlay District (DOD) and Demolition Control Overlay District (DCOD).

- **The potential benefits, and impacts, of noteworthy development projects or proposals will need to be evaluated at the following key locations:**
- 40R Smart Growth District
- Downtown "Waterfront West" Area
- Storey Ave Area: Redevelopment of the Storey Ave area from 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. Increases in online sales have reduced the long-term viability of typical strip mall style commercial developments.

- **Plum Island is a vulnerable, hazard-prone barrier beach, and the City should limit or prohibit further growth.** A 2001 Administrative Consent Order (ACO) executed between the City of Newburyport, Town of Newbury and Department of Environmental Protection (DEP) obligates both municipalities to adopt a Plum Island Overlay District (PIOD) with zoning provisions "to ensure that the [water and sewer system] Improvements do not encourage growth and development on a barrier beach, in accordance with Executive Order 181." [empahsis added] The City's Plum Island Overlay District, Adminstrative Consent Order (ACO), Intermunicipal Agreement (IMA) with the Town of Newbury, and Executive Order 181 all discourage growth and new development on Plum Island as a barrier beach/island. These regulations, state and local policies were implemented to stop new growth on the island, and minimize further expansions. Their collective purpose is not only to protect fragile dunes on the barrier beach, but also to minimize investment in both public and private infrastructure which would undoubtedly exacerbate the conditions associated with unplanned overdevelopment of this barrier beach. Conditions are continually changing, including ongoing erosion and flooding. City officials must consider Sea Level Rise, Storm Surge, Flood Zones, the nature of Plum Island as a barrier beach, and adopt state and local regulations or policies that discourage further growth and development on the island. Continued growth, even small incremental growth, on a hazard-prone barrier beach subject to flooding, sea level rise, wave action and other conditions will only exacerbate existing problems.

## FY2021 GOALS & OBJECTIVES

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

**Objectives:**

- **Comprehensive Zoning Ordinance update**: Submission of revised/final draft chapters to City Council for review/adoption, likely in smaller sections due to the length and complexity of each package making wholesale review and update by the Council difficult to achieve.
- 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:**

- Following NRA Dissolution by the state legislature, facilitate the design, engineering, environmental, permitting and legal services associated with expansion of the central waterfront Park consistent with the so-called "Framework Plan" developed by the NRA and consistent with various policies adopted by the City Council prior to NRA dissolution.
- The Office of Planning & Development should prepare and issue a Request for Proposals (RFP) for design of Waterfront Park Expansion (and associated parking reconfiguration).
- The Office will coordinate with a number of stakeholders on this project, including a steering committee to be established by the City Council.
- Rail Trail Phase II Shoreline: Complete PCB clean up to allow path to be reopened behind Wastewater Treatment Plan
- Wastewater Treatment Plant Berm and Revetment: Finalize design, permitting and funding to initiate construction of a stone-lined earthen berm surrounding the WWTP to protect it from increasing Sea Level Rise (SLR) and Storm Surge from the Merrimack River in the coming years. Finish paving of the Clipper City Rail Trail on top of this new berm and stone revetment. Continue to work with Engineering on design of related side walls, flood pumps, and other improvements to further protect the WWTP in the coming years.
- Rail Trail Phase III Connection Along Parker/State Street: Final Design & Construction (in coordination with Eddie Hill/Hines Way section & MassDOT improvements to Rotary/pedestrian crossing controls)
- Complete Feasibility Study for Newburyport Fire Department (West End "Cutter " Fire Station) and begin design and construction process
- Assist Mayor and Council with various decision(s) and "next steps" relative to the Brown School future uses and a permanent home for Youth Services.

## **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
- Launch View Point Cloud, the "cloud-based" permit tracking software for online application submissions. View Point will lead to 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

## PROGRAMS & SERVICES

| Long-Range Planning | Administration, Capital Planning & Project Management | Permitting & Regulatory Oversight | Community Preservation | Mapping & Permitting Databases |
|---|---|---|---|---|
| •Master Plan<br>•Open Space & Recreation Plan<br>•Affordable Housing Plan<br>•Strategic Land Use Plan<br>•Waterfront Strategic Plan<br>•Beach Management Plan<br>•Parking Studies & Reports<br>•Economic development<br>•Transportation planning<br>•Other short & long-term plans | •Grant applications & oversight<br>•Project & contract management<br>•Record Keeping<br>•Budgeting<br>•Meeting Agendas & Packets<br>•Meeting Minutes & Documentation<br>•Website Updates | •Planning & Zoning Review<br>•Zoning & Permitting Analysis<br>•Zoning & Code Enforcement<br>•Recommendations to City Boards<br>•Draft Decisions<br>•Board Staffing/ Assistance:<br><br>•*Planning Board*<br>•*Zoning Board of Appeals*<br>•*Conservation Commission*<br>•*Historical Commission*<br>•*Fruit Street Historic District Committee* | •Affordable Housing Programs<br>•Housing Rehabilitation Program<br>•Community Preservation Projects & Funds<br>•Historic Preservation | •Geographic Information Systems (GIS)<br>•Permitting Databases<br>•New Mapping Layers & Updates<br>•City Website GIS & Mapping |

## PLANNING AND DEVELOPMENT (01-182)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - OPD SAL PLANNING DIRECTOR | 88,543 | 90,314 | 92,840 | 92,829 | 94,324 | 1,495 | 1.6% |
| 51102 - OPD SAL PLANNER | 40,583 | 39,918 | 53,072 | 52,527 | 56,297 | 3,770 | 7.2% |
| 51103 - OPD SAL SR PROJECT PLANNER | 74,072 | 74,984 | 85,193 | 85,174 | 89,579 | 4,405 | 5.2% |
| 51104 - OPD SAL ADMIN ASSISTANT | 56,638 | 59,496 | 69,009 | 69,124 | 70,033 | 909 | 1.3% |
| 51105 - OPD PT CONSERVATION ADMIN | 32,981 | 34,415 | 43,991 | 42,470 | 46,167 | 3,697 | 8.7% |
| 51106 - OPD SAL ZONING ADMINISTRATOR | 0 | 0 | 19,244 | 0 | 35,000 | 35,000 | |
| 51407 - OPD EDUCATION CREDITS | 700 | 700 | 700 | 700 | 700 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **293,517** | **299,827** | **364,050** | **342,824** | **392,100** | **49,276** | **14.4%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53002 - OPD PERMIT TRACKING SOFTWARE | 0 | 0 | 30,000 | 30,000 | 32,780 | 2,780 | 9.3% |
| 53003 - OPD GIS | 11,899 | 12,000 | 9,939 | 12,000 | 10,000 | (2,000) | -16.7% |
| **002 - PURCHASE OF SERVICES Total** | **11,899** | **12,000** | **39,939** | **42,000** | **42,780** | **780** | **1.9%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 52701 - OPD OFFICE EQUIPMENT | 2,000 | 1,599 | 1,923 | 2,000 | 1,000 | (1,000) | -50.0% |
| 54200 - OPD OFFICE SUPPLIES | 1,550 | 1,516 | 1,624 | 1,550 | 1,050 | (500) | -32.3% |
| 55800 - OPD MISC SUPPLIES | 1,000 | 1,936 | 1,480 | 1,500 | 1,000 | (500) | -33.3% |
| **004 - SUPPLIES Total** | **4,550** | **5,050** | **5,028** | **5,050** | **3,050** | **(2,000)** | **-39.6%** |
| | | | | | | | |
| **Grand Total** | **309,965** | **316,877** | **409,017** | **389,874** | **437,930** | **48,056** | **12.3%** |

## LICENSING COMMISSION (01-165)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51164 - LCM CLERICAL SERVICES | 6,240 | 7,500 | 7,500 | 7,500 | 7,500 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **6,240** | **7,500** | **7,500** | **7,500** | **7,500** | **0** | **0.0%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57809 - LCM GENERAL EXPENSES | 1,510 | 1,000 | 863 | 1,000 | 1,000 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **1,510** | **1,000** | **863** | **1,000** | **1,000** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **7,750** | **8,500** | **8,363** | **8,500** | **8,500** | **0** | **0.0%** |

## CONSERVATION COMMISSION (01-171)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51165 - CCM MINUTE TAKER | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **1,800** | **1,800** | **1,800** | **1,800** | **1,800** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **1,800** | **1,800** | **1,800** | **1,800** | **1,800** | **0** | **0.0%** |

## HISTORICAL COMMISSION (01-691)

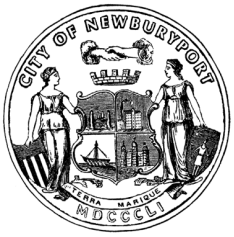
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51165 - HCM MINUTE TAKER | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **1,800** | **1,800** | **1,800** | **1,800** | **1,800** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **1,800** | **1,800** | **1,800** | **1,800** | **1,800** | **0** | **0.0%** |

## PLANNING BOARD (01-175)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51165 - PBD MINUTE TAKER | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **1,800** | **1,800** | **1,800** | **1,800** | **1,800** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **1,800** | **1,800** | **1,800** | **1,800** | **1,800** | **0** | **0.0%** |

## ZONING BOARD OF APPEALS (01-176)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51165 - ZBD MINUTE TAKER | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **1,800** | **1,800** | **1,800** | **1,800** | **1,800** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **1,800** | **1,800** | **1,800** | **1,800** | **1,800** | **0** | **0.0%** |



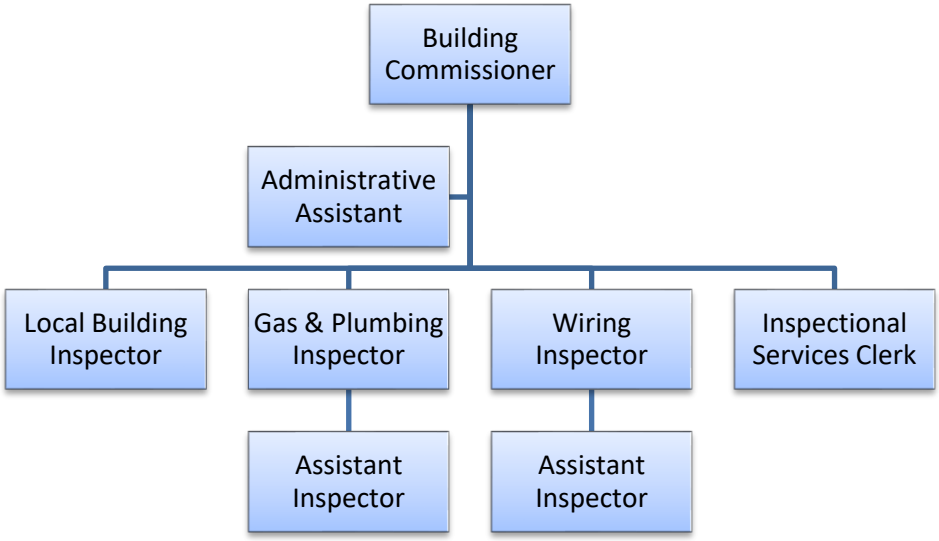

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# BUILDING DEPARTMENT

## 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Building Commissioner** | 1.0 | 1.0 | 1.0 |
| **Local Building Inspector** | 1.0 | 1.0 | 0.5 |
| **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** | **4.0** |

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Building Permits*** | # of | 933 | 958 | 925 | 993 |
| **Electrical Permits** | # of | 582 | 637 | 610 | 674 |
| **Gas Permits** | # of | 432 | 522 | 475 | 532 |
| **Plumbing Permits** | # of | 485 | 492 | 480 | 528 |

*Includes sheet metal permits.

## FY2020 ACCOMPLISHMENTS

- Processed 993 building permits and 1,710 sub-contractor permits. This was a record number for Newburyport in both categories once again. These generated permit fees totaling $858,850. They also generated over $65 million in project costs, resulting in assessable property tax improvements to properties. Each permit requires intake, plan review, inter departmental review, field inspections (multiple) and project close out.
- Reviewed, processed and issued fully completed permit applications within a 10-day period. This is much quicker than the 30 days allowed by code and is convenience for both the contractor and the property owner.
- Continue to issue yearly Public Safety Certificates (PSCs) to all places of assembly in Newburyport, coordinating with the Fire Department, Health Department and License Commission.
- Finalized the inventory of all multi-unit properties in Newburyport and prepared notification letters to owners regarding the public safety inspections, required every 5 years.
- 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 Planning Office, Assessors, Fire Department and License Commission to establish guidelines for the implementation of a short-term rental policy for the city that includes the required yearly public safety inspections.
- Continued with internal staff meetings and project reviews with other City departments for major municipal and private projects such as Waterfront West, numerous Business Park investments, One Boston Way and the Colby Farms subdivision.
- COVID-19
    - Building department closed to the public on March 17, 2020 due to COVID-19.
    - The Department continued to receive applications with a physical drop box at the City Hall entrances and continued to issue permits.
    - Building Department continued to be staffed. There was an alternating schedule during the surge. At the beginning of July, we returned to full staff with proper distancing and PPE.

- We implemented an appointment-only policy for people that need to visit the Building Department. There have been very few appointments.
- We continue to process the permits and collect payments outside of the City Hall entrance.

## FY2021 TRENDS

The FY2020 period continued to see steady construction activities with a record number of building permits issued. Major private development projects currently underway include One Boston Way, Hillside Sustainable Living and the Hines Way, Hamilton Way, Evergreen Commons and Colby Farms projects among others. Currently under review include the various Waterfront West projects, the repurposing of the Brown School property, Anna Jaques Hospital expansion and the Institution for Savings expansion. Permit fees and project costs remained strong. Newburyport remains a very viable commercial/residential city and it is expected that this trend will continue.

Since the onset of the COVID-19 pandemic, the Building Department has issued a significantly higher-than-average number of permits for pools and residential renovations and additions.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: TRANSITION TO AN ONLINE PERMITTING SYSTEM

**Objectives:**

- Finish the install of 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. Begin digitalizing older records to eliminate the back log of hard copy material in storage.

### GOAL 2: FINALIZE THE PROCESS OF PUBLIC SAFETY CERTIFICATES FOR ALL MULTI UNIT HOUSING AND SHORT-TERM RENTAL PROPERTIES AS ESTABLISHED BY CODE AND LOCAL ORDINANCE.

**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.
- Catalogue all short-term rental properties and establish inspection criteria that is consistent with any new ordinances governing these uses in the city.

- 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 CONTRACTORS.

**Objectives:**

- Review and issue building permits within a 10-day window from intake. Provide professional and equitable high-level customer service
- Conduct field inspections in a timely 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
- Help Newburyport residents navigate the permit process if they would like to pull their own permits

## PROGRAMS & SERVICES

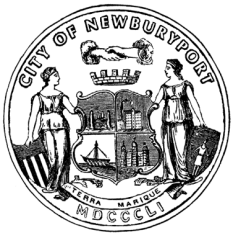
| Inspectional Services | Building Code Enforcement |
|---|---|
| • Review all building permit applications<br>• Inspect all renovations, alterations and new construction<br>• Inspect all daycares, restaurants, schools, churches, and places of public assembly on a yearly basis | • Building including weatherization, MAAB/ADA compliance<br>• Plumbing<br>• Gas<br>• Electrical |

## BUILDING DEPARTMENT (01-241)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - BLD SAL BLDG COMMISSIONER | 83,552 | 85,223 | 65,603 | 87,597 | 86,331 | (1,266) | -1.4% |
| 51103 - BLD SAL ADMIN ASSISTANT | 56,638 | 59,496 | 61,145 | 61,153 | 62,138 | 985 | 1.6% |
| 51160 - BLD SAL LOCAL BLDG INSPECTOR | 23,205 | 24,142 | 25,148 | 24,815 | 25,000 | 185 | 0.7% |
| 51401 - BLD LONGEVITY | 2,442 | 2,442 | 2,442 | 2,442 | 2,442 | 0 | 0.0% |
| 51402 - BLD TRAVEL ALLOWANCE | 4,675 | 5,100 | 8,713 | 10,200 | 10,200 | 0 | 0.0% |
| 51412 - BLD CLOTHING ALLOWANCE | 0 | 650 | 1,350 | 1,350 | 1,400 | 50 | 3.7% |
| **001 - PERSONNEL SERVICES Total** | **170,513** | **177,053** | **164,401** | **187,558** | **187,512** | **(46)** | **0.0%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53401 - BLD PRINTING | 482 | 213 | 424 | 500 | 500 | 0 | 0.0% |
| 55800 - BLD MISC EXPENSE | 518 | 737 | 565 | 500 | 500 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **1,000** | **949** | **989** | **1,000** | **1,000** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **171,513** | **178,003** | **165,390** | **188,558** | **188,512** | **(46)** | **0.0%** |

## COMMISSION ON DISABILITIES (01-921)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51161 - COD SAL ADA COORDINATOR | 2,640 | 2,639 | 2,640 | 2,640 | 2,693 | 53 | 2.0% |
| **001 - PERSONNEL SERVICES Total** | **2,640** | **2,639** | **2,640** | **2,640** | **2,693** | **53** | **2.0%** |
| | | | | | | | |
| **Grand Total** | **2,640** | **2,639** | **2,640** | **2,640** | **2,693** | **53** | **2.0%** |



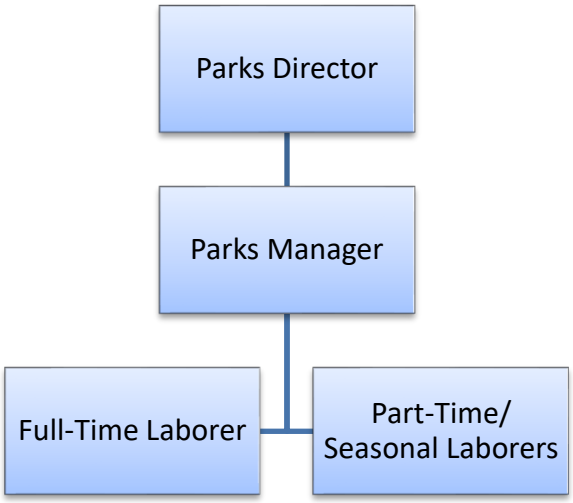

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# PARKS DEPARTMENT

## 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Parks Director** | 1.0 | 1.0 | 1.0 |
| **Parks Manager** | 1.0 | 1.0 | 1.0 |
| **Full-time Laborer** | 1.0 | 2.0 | 1.0 |
| **Part-time Laborers** | 1.4 | 2.7 | 1.1 |
| **Seasonable Laborers** | 1.7 | 0.9 | 1.2 |
| **Total Full Time-Equivalents*** | **6.1** | **7.6** | **5.3** |

*Does not include additional staff that may be 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 FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Number of volunteer hours** | Hours | 2,000 | 2,213 | 2,019 | 2,353 |
| **Essex County Sheriff service Women In Transition crews** | Hours | 1,440 | 1,440 | 1,080* | 1,296 |
| **Public-private partnership savings to City in park/field maintenance costs **** | $ | $88,325 | $76,730 | $85,043 | $126,083 |
| **Donations received of equipment, supplies, materials** | $ | $5,650 | $7,783 | $163 | $168 |
| **Hazardous trees removed** | Each | NA | 80 | 50 | 20 |
| **Trees planted** | Each | | 18 | 23 | 5 |
| **New green space/asphalt removal** | Square Ft | NA | 7300 | 220 | 60,000 |
| **Flowers & shrubs planted** | Each | | 555 | 557 | 1385 |
| **Number of Bench Sponsorships** | # | 6 | 11 | 5 | 4 |
| **Permits issued** | # | 110 | 146 | 78 | 74 |
| **Dog waste collected/ waste bags distributed** | Tons/ Each | NA | NA | NA | 12.1/ 153,600 |

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

** Newburyport Youth Soccer Association $60,943/Pioneer League $65,140

## FY2020 ACCOMPLISHMENTS

**Park & Field Improvement Projects**

**Athletic Fields**

- Completed design-engineering and began construction of Phase II improvements at Bradley Fuller Park track & field facility
- Restored the youth baseball field at Woodman Park

**Atkinson Common**

- Completed renovation of the historic Lily Ponds at Atkinson Common including underground & pump house plumbing and total renovation of the pond bowls
- Completed Master Plan for Lower Atkinson Common improvements addressing critical parking safety issues and aging facility needs
- Completed grant funded renovations to Gazebo & landscape renovations at Tower

**Bartlet Mall**

- Renovated basketball court and installation of new lawn areas with services donated by local developer and in-house labor and project management
- Acquired slope mower for greater safety in mowing all parks & especially to properly maintain slopes at Bartlet Mall

**Clipper City Rail Trail**

- Created Butterfly Garden on Clipper City Rail Trail 2 (recognized by National Wildlife Federation as a Certified Wildlife Habitat) created and supported entirely by volunteers

**Downtown & Central Waterfront**

- Constructed 55,000 square feet of new, fully-irrigated park space at central waterfront
- Improved Inn Street & Downtown Parks
    - Brick work and drainage improvements to lower Inn Street plaza in partnership with local business
    - Added synthetic lawn, landscape fencing & new plantings around Inn Street playground
    - Completed critical masonry repairs to elevated walkway on Inn Street

**Joppa Park**

- Completed boat ramp replacement and parking improvements at Joppa Park in coordination with State Department of Fish & Game

**Newburyport High School**

- Coordinated, procured plants and planted Morrill Ridge Outdoor Learning Center

**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.

**Dogs in Parks**

- Collected 12.1 tons of dog waste and distributed 153,600 dog waste bags at 14 waste stations with calls for service totaling just 4. Added two new waste stations.

**Downtown**

- Managed Inn Street Fountain; system had **0 unscheduled outages** during 168-day season.
- Renovated benches at Inn Street-Byron's Court, Patrick Tracy Square, Cushing Park, Ayers Playground, Moseley Woods and Clipper City Rail Trail
- Maintained plant beds at Green Street Parking Lot and Parking Garage

**Greener Parks**

- Introduced "Green Spine" concept throughout the city parks system adding lower maintenance labor needs and becoming a "greener" city by increasing native species in an aesthetically

pleasing manner; launched program with plantings at Atkinson Common to decrease bed maintenance
- Discontinued use of Glyphosate
- Piloted 100% organic lawn care and plant health care
- Installed 1,385 shrubs, perennials, bulbs and annuals at Atkinson Common, Market Square traffic island, Newburyport High School, Rail Trail I and Rail Trail II, Inn Street and the Parking Garage

**Playgrounds**

- Installed accessible swings at all playgrounds for two age groups (2-5 and 5-12 year olds)
- Certified Playground Safety Inspector status on staff

**Tree Management**

- Removed 20 high hazard trees and pruned trees according to prioritized task list at 8 parks
- Planted 5 trees at 3 parks

**Permitting**

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

**Community Outreach, Events & Programming**

- Maintained social media presence on Facebook, Instagram & Twitter
- Organized the following community-building events:
  - Clean Sweep to harness volunteer support for an annual spring cleanup (100 attendees)
  - Newburyport's first Dogs are People Too rabies & licensing clinic with fun dog-related activities, in coordination with Health Department, City Clerk & American Kennel Club (250 attendees)
  - Show Your S'Port & World Series Trophy viewing (500 attendees)
  - The 2019 Americana Rhythm & Roots Music Festival at Waterfront Park to provide Grammy-nominated free music, kid activities & raise money for parks (1,500 attendees)
  - Bartlet Mall Day to celebrate the history of Bartlet Mall (200 attendees)
- Recreational programming served 72 adult residents through Hiking Club events and edible nature tours

**COVID-19 Impacts**

- Responded to frequently-changing, unpredicted needs to support City's COVID-19 response including closing playgrounds and skate park, removing and re-installing play equipment and basketball nets, and installing signage
- Responded to increased activity in parks including increased general use as well as use by fitness classes and other commercial groups including ongoing adjustment of mowing schedule and other landscape operations

    - Residents and businesses secured permits totaling 309 hours between March 1 and June 30, 2020 (Phase 1 re-opening started June 8 in the parks)
- Increased cleaning of restrooms to minimum of once daily
- Increased cleaning of dog waste bins to minimum of twice a week
- Supported local fitness companies and other business by supporting ordinance for fee-free use of parks; local businesses registered for a total of 196 hours of parks use between March 1 and June 30, 2020; fee collections under normal circumstances would have generated $2,940.
- Volunteer base increased from 100 to 120; management has been handled by a volunteer Parks Commissioner and Parks staff.

## FY2021 TRENDS

1. **The City's sustainability initiatives will inform our planning**. 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.
2. **Dogs will shape our maintenance routine and programming**. According to a 2017 pet owners survey, there were approximately 89.7 million dogs owned in the United States that year, and annualized collective spending on dogs surpassed $55 billion in 2013 alone. Locally, the number of dogs has risen 55.2% since 2011, from 1,000 to 1,552 licensed dogs, each of which drop an average of 275 pounds of waste per year totaling 426,800 pounds annually. Our department collected from waste bins approximately 6% of that waste, or 24,180 pounds in FY20. In 2020 we launched Dogs are People Too, our first dog-focused event featuring a rabies and licensing clinic and other dog-related activities.
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;
    - plant trees to replace removals and to promote succession planting practices;
    - tree work will focus on Moseley Woods, Woodman Park, Atkinson Common, Clipper City Rail Trail, Perkins Park and other parks as needed for high priority tasks.
4. **We will focus on making our playgrounds more accessible** and safer places to play. Residents are asking for more accessibility in our playgrounds. One of the newest trends in playground concepts, inclusive playgrounds, goes beyond just "accessibility" by encouraging and enabling disabled and non-disabled children alike to engage with one another in play and discovery. There are no "special

needs" sections, because the equipment is designed to challenge all children. (National Recreation and Park Association)

A. In 2019 the Parks Department resolved to create inclusive playgrounds as we replace our aging playgrounds.

B. We are looking to increase safety with more frequent inspections and the creation of a Playground Safety Coordinator responsible for high frequency inspections and monitoring compliance with federal safety guidelines.

5. **Preservation of historical assets** (a fundamental concern of the City's 2017 Master Plan), **will be a priority** as we 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; and ensuring proper maintenance of the City's historic statues and veterans' memorials.

6. **Beautification, safety and accessibility of our parks** will continue to shape our improvement projects that will be funded in large part by grants, commercial sponsors and private donations.

7. **Increased accessibility of drone technology and video surveillance cameras** will help us to increase park use inventories and site security. NRPA notes that video camera surveillance in parks and facilities is exploding due to rapidly improving technology, advances in miniaturization and economies of scale from mass production.

## FY2021 GOALS & OBJECTIVES

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

**Objectives:**

- Provide professional-grade service to maintain 26 parks on schedule
- Execute Improvement Projects:
    - 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 design of Bartlet Mall northwest corner restoration & secure funding for construction of an inclusive playground
    - Complete Master Plan for renovation of Lower Atkinson to address critical parking safety issues and aging park facilities
    - Complete Phase II construction of Bradley Fuller Park track & field facility
    - Finish sea wall walkway replacement at Joppa Park
    - Complete at least 3,000 square feet of brick walkway replacements in downtown parks
    - Work on Inn Street maintenance issues
        - 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
        - Finish landscape fence and add plantings around tot lot
    - Renovate lawn at Moseley Woods
    - Complete electrical connections at Cherry Hill Fields
    - Complete Sean Perkins Ball Field renovations
    - Add decorative tree lighting to downtown parks
    - Complete Patrick Tracy Square Improvements: re-design & plant entry garden beds; add tables, cigarette butt receptacles & one bench
    - Replace root-damaged sections of Clipper City Rail Trail I
    - Initiate fundraising and planning for landscape improvements at 270 Water Street
    - Address safety issues, cracked play surface at Cashman Basketball Courts
- Management
    - Identify location for Parks Field Office
    - Use CMMS on-line work-order system to complete work reports for every crew, every day
    - Post field maintenance checklist at all ball fields maintained by Parks Department
    - Document training procedures for equipment use as appendix to management plan
    - Install video cameras for security and inventory purposes in selected parks
    - Initiate management of Garrison Trail
- Playgrounds
    - Implement monthly, in-season playground inspections reports
    - Perform all playground repairs on schedule according to prioritized needs identified by high frequency inspections
    - Assign Playground Safety Coordinator responsibilities to staff
    - Add safety surfacing to all playgrounds as needed
- Resiliency & Sustainability
    - Support city-wide resiliency and sustainability initiatives
        - Reduce impermeable surfaces and increase green space
        - Conserve municipal drinking water
        - Investigate approaches and funding to mitigating climate change impacts on shoreline parks

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

**Objectives:**

- 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 using volunteers in person as well as aerial photography
- Increase nature-related & dog-focused programming

- Organize smaller, more frequent community building events such as cleanups, concerts and bringing back skate nights
- Expand and promote the Edible Avenue on Clipper City Rail Trail 2; add interpretive signage to educate visitors about the effort.
- Plan for larger, community building events as allowed by pandemic reopening guidelines.

## **GOAL 3:** CONTINUE TO BUILD RESPONSIVE, EFFICIENT PARKS DEPARTMENT

**Objectives:**

- Build equipment fleet to increase efficiency, i.e. at least one additional truck to improve crew and equipment transport; two enclosed trailers to decrease loading-unloading time for daily job preparation; at least one additional mower to increase mowing capacity.
- Increase staff to allow for on-time mowing, for weeding of garden beds and for response to safety issues and other repairs in a timely manner
- Continue to work with Volunteer Coordinator (currently volunteer Parks Commissioner) to effectively manage volunteers
- Work with Department of Public Services, Harbormaster and Mayor's office to create a plan for city-wide restroom maintenance

## PROGRAMS & SERVICES

### Administration & Community Services

- 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
- Secure grant funding for capital projects

### Facilities Management

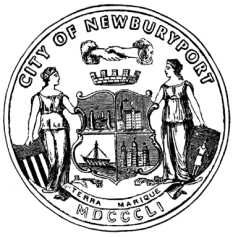
- including: 13 non-school natural grass athletic fields; 1 running track; 5 tennis courts; 5 outdoor basketball courts; 10 playgrounds; 3 shared-use off leash areas for dogs; 1 splash pad; 1 natural pond; 2 Victorian reflecting ponds; Clipper City Rail Trail; Garrison Trail; Green St parking lot & downtown parking garage plant beds
- Provide snow & ice management of all parks
- Provide licensed pesticide services to park & other City departments
- Inspect and report on facilities and equipment bi-annually
- Manage park & school athletic field improvement projects
- Coordinate volunteer & sponsorship efforts
- Maintain historic statues & memorials
- Manage urban forest

### Long-Range Planning

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

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51162 - PRK BOOKKEEPER | 0 | 0 | 0 | 0 | 6,100 | 6,100 | |
| 51166 - PRK SAL PARKS DIRECTOR | 67,917 | 69,276 | 71,217 | 71,205 | 72,352 | 1,147 | 1.6% |
| 51167 - PRK SAL PARKS MANAGER | 61,200 | 62,424 | 69,221 | 69,201 | 70,315 | 1,115 | 1.6% |
| 51168 - PRK SAL FT LABOR | 0 | 40,355 | 44,448 | 86,208 | 47,538 | (38,671) | -44.9% |
| 51190 - PRK PT/SEASONAL LABOR | 34,000 | 30,086 | 45,815 | 30,000 | 41,814 | 11,814 | 39.4% |
| 51404 - PRK TRAVEL ALLOWANCE | 6,600 | 6,600 | 7,800 | 7,800 | 7,800 | 0 | 0.0% |
| 51405 - PRK CLOTHING STIPEND | 250 | 250 | 250 | 250 | 900 | 650 | 260.0% |
| 51901 - PRK DOWNTOWN-IMPROV LABOR | 0 | 0 | 23,571 | 24,000 | 24,000 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **169,967** | **208,991** | **262,323** | **288,664** | **270,819** | **(17,845)** | **-6.2%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - PRK PARK UTILITIES | 0 | 0 | 1,222 | 1,400 | 1,400 | 0 | 0.0% |
| 52401 - PRK MAINT-EQUIP | 0 | 0 | 4,778 | 5,000 | 5,000 | 0 | 0.0% |
| 52404 - PRK MAINT-TREES | 1,182 | 1,000 | 5,000 | 5,000 | 5,000 | 0 | 0.0% |
| 52420 - PRK MAINT-PARKS | 30,218 | 38,296 | 290 | 0 | 0 | 0 | |
| 52423 - PRK MOSELEY WOODS | 0 | 1,204 | 1,250 | 1,000 | 1,000 | 0 | 0.0% |
| 52702 - PRK RESTROOM RENTALS | 0 | 0 | 2,150 | 2,000 | 2,000 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **31,400** | **40,500** | **13,690** | **14,400** | **14,400** | **0** | **0.0%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - PRK TOOLS/SUPPLIES | 0 | 0 | 5,874 | 6,300 | 6,300 | 0 | 0.0% |
| 54201 - PRK DOWNTOWN-IMPROV SUPPLI | 0 | 0 | 6,000 | 6,000 | 4,000 | (2,000) | -33.3% |
| 54801 - PRK FUEL/OIL | 0 | 0 | 2,961 | 2,500 | 2,500 | 0 | 0.0% |
| 55800 - PRK LANDSCAPE MATERIALS | 5,000 | 5,000 | 22,330 | 22,500 | 22,500 | 0 | 0.0% |
| 55801 - PRK DOG WASTE BAGS | 0 | 0 | 6,796 | 7,000 | 7,000 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **5,000** | **5,000** | **43,961** | **44,300** | **42,300** | **(2,000)** | **-4.5%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - PRK DUES & MEMBERSHIPS | 0 | 0 | 403 | 450 | 450 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **0** | **0** | **403** | **450** | **450** | **0** | **0.0%** |
| | | | | | | | |
| **008 - CAPITAL OUTLAY** | | | | | | | |
| 58401 - PRK EQUIPMENT | 0 | 0 | 24,000 | 24,000 | 12,000 | (12,000) | -50.0% |
| **008 - CAPITAL OUTLAY Total** | **0** | **0** | **24,000** | **24,000** | **12,000** | **(12,000)** | **-50.0%** |
| | | | | | | | |
| **Grand Total** | **206,367** | **254,491** | **344,377** | **371,814** | **339,969** | **(31,845)** | **-8.6%** |




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# Section 8:

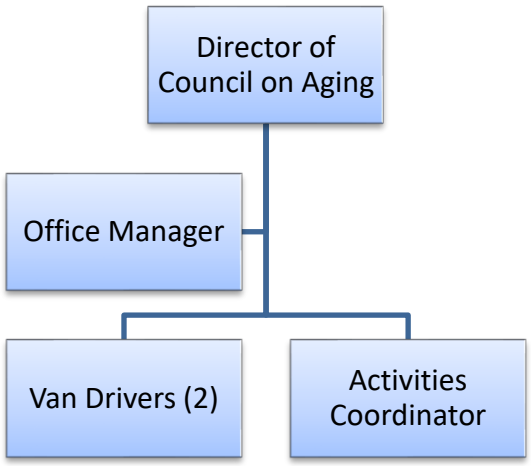
# Social Services

# 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Director** | 1.0 | 1.0 | 1.0 |
| **Office Manager *** | 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** |

*Funded 7 hours by Housing Rehabilitation Program

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020* |
|---|---|---|---|---|---|
| **Program Participants** | Individuals | 905 | 955 | 975 | 1,290 |
| **Transportation clients** | Individuals | 165 | 177 | 180 | 180 |
| **Transportation trips** | trips | 5749 | 6540 | 6600 | 6432 |
| **Senior tax work off program** | Individuals | 56 | 66 | 80 | 55 |

*Programming was suspended on March 20, 2020 due to COVID-19 for Fiscal Year 2020

**Healthy Aging and Wellbeing**

| | | |
|---|---|---|
| Exercise to Music and Gentle Fitness | 156 Hours | 92 People |
| Yoga | 50 Hours | 19 People |
| Zumba, Ballet, Tap | 200 Hours | 40 People |
| Meditation | 50 Hours | 18 People |
| Dental and Podiatry | 90 Hours | 162 People |
| Nutrition – Meals on Wheels | 120 MOW recipients | |
| Durable Medical Equipment | 200 items donated/borrowed | |

**Independence Support**

| | | |
|---|---|---|
| Tax Assistance | 144 Hours | 130 People |
| Health Insurance Counseling | 400 Hours | 123 People |
| Transportation | 6432 Trips | 164 People |
| Low Vision Support | 20 Hours | 36 People |

**Encouraging Involvement**

| | | |
|---|---|---|
| Language Groups | 150 Hours | 18 People |
| Stamp and Chess clubs | 350 Hours | 28 People |
| Retired Readers | 25 Hours | 20 People |
| Ping Pong, Billiards | 400 Hours | 30 People |
| Bridge, Mahjongg | 300 Hours | 56 People |
| Memory Café | 12 Hours | 25 People |
| Intergenerational events | 20 Hours | 40 People |

**Learning and Growth**

| | | |
|---|---|---|
| Arts, Crafts, Hobbies | 150 Hours | 20 People |
| Drawing, Painting classes | 185 Hours | 75 People |
| Ukulele classes | 50 Hours | 18 People |
| Birding | 35 Hours | 15 People |
| Lecture Series | 100 Hours | 325 People |

## FY2020 ACCOMPLISHMENTS

**Intergenerational Events**

- Raised-Planter Gardening in collaboration with the Bresnahan School Second Grade
- Music Through the Ages – a holiday concert featuring the voices of 80 Bresnahan School students, and the Ukulele skills of 12 senior citizens who learned their instrument at a Senior/Community Center program.
- Snow Angels – school students and their parents helping senior citizens and disabled non-elders with snow removal. 25 households received assistance from 26 Snow Angels.

**Facility Enhancements**

- New Van - Replaced 2008 Ford Van with a brand new 2019 Ford Econoline.
- New Shed - Installed a 10x14 Vinyl American Classic Reeds Ferry Shed for storage of durable medical equipment.
- Installation of Sharps Container outside main entrance of senior center for 24/7 community access.
- Obtained grant to install a dual-headed, Electric Vehicle Charging Station.

**Cooling Center**

- COA staffed the Senior/Community Center during an unseasonably hot weekend in July 2019 so residents without other access to air conditioning could be comfortable.

**Community Day Presentations**

- A variety of weekly seminars were offered by local professionals to improve the lives of senior residents. Many topics were covered in 5 categories: Healthy Aging, Nutrition, History, Wellness/Safety

**Property Tax Work Program**

- During FY20 140 residents inquired about the program. 88 residents obtained applications. 55 were enrolled. Worksites were in City departments including Veterans, Parks, Recycling, Health, Council on Aging, Parking, Human Resources and the Mayor's office.

**COVID – 19 Impact**

- The announcement of a pandemic caused most of the programs provided by the COA to be cancelled effective March 16, 2020. The Senior/Community Center closed to the public at that time. The COA office remained staffed for communications via phone and email, providing information, support and encouragement. Meals on Wheels continued to be delivered without interruption following strict health/safety protocols. An enhanced collaboration between the COA, Our Neighbors Table, the Greater Boston Food Bank, and Elder Services of the Merrimack Valley boosted the food security of elders in need.

## FY2021 TRENDS

- The COA serves as a conduit for accessing a range of municipal services that may seem out-of-reach to older residents. It is the focal point where older adults and their families can access the local network of elder services, while providing an integrated array of social, health, recreational and education programs for older men and women. The COA offers programs, services and activities that benefit the City's 4,000 elders and their families and caregivers.
- The COA conducts a wide variety of programs from information and referral to benefits, outreach, transportation, and meals, to health screenings, health insurance information benefits counseling, fitness, recreation, computer access, and education, among others.
- The COA determines its priorities based on unique local circumstances, resources and interests. The Newburyport Senior/Community Center is a home away from home for socializing, learning, wellness, "giving back," or just a reason to get out of the house. For the rapidly growing older population, the SCC provides a safe place for Newburyport's older adults to remain independent, productive and in the community for as long as possible.
- The COVID-19 Pandemic continues to have an effect on COA operations. Since July 1st, the COA is slowly ramping up programming to provide additional services in a safe way in strict adherence to state guidance and protocols. A large tent has been put up over the patio outside the SCC where small groups can gather, maintaining the required distance between chairs. The COA vans are available for local transportation. The COA will continue to monitor local and regional pandemic data to determine the type and amount of programming that can be restored. The safety of senior citizens will be a priority factor in decision making.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: CONTINUED FACILITY ENHANCEMENT

**Objectives:**

- The COA will take steps to identify opportunities to improve the effectiveness of the Senior/Community Center, while striving to remedy problems that could limit its quality:
    - Re-seal the outdoor walk ways to prevent disintegration caused by winter de-icing
    - Re-hang the door in the front vestibule to prevent further damage to the frame (Completed)
    - Eliminate a major grub infestation on the lawn between the front door and storage shed (Completed)
    - Obtain and install a generator to prevent interruption of telephone/internet during power outages

## **GOAL 2**: INCREASE USE OF SUSTAINABLE PRODUCTS AND DECREASE USE OF DISPOSABLES AT SCC

**Objectives:**

- The COA will embark on a meaningful plan of sustainability and recycling in keeping with the City's efforts to reduce waste and be more ecologically sensible.

## **GOAL 3**: CONTINUE TO ENHANCE PROGRAMMING TO MEET THE NEEDS OF SENIORS IN OUR COMMUNITY

**Objectives:**

- Prepare a plan to safely reopen the facility
- Increase supports and services for Newburyport seniors

## **GOAL 4**: COMPLETE THE IMPLEMENTATION OF THE COMPUTERIZED COA PROGRAM SIGN-IN PROCESS

**Objectives:**

- Using a computerized sign-in process at the SCC will provide more accurate statistics on the number of people who come to the SCC and the specific programs they are attending at each visit. Hardware and Software has been updated and installed. Staff training is ongoing.

## PROGRAMS & SERVICES

### Healthy Aging and Wellbeing

- Fitness Classes
  - Exercise to Music and Gentle Finess
  - Yoga and Tai Chi
  - Zumba, Ballet and Tap
  - Meditation for Stress Reduction
  - Pickleball, Bocce, and Cornhole
  - Walking Club
  - Dental and Podiatry Clinics
  - Massage
- Nutriition Programs
  - Congregate Lunch
  - Meals on Wheels
  - Education Seminars
- Lending Library
  - Durable Medical Equipment
  - Written Information

### Support Independence

- Tax Assistance
- Legal Consultations
- Health Insurance Counseling
- Transportation Program
- Housing Information
- Computer Tutors
- Food Stamp and Handicap Placard Applications
- Low Vision Support Group
- Property Tax Work Program
- Snow Shovel Assistance

### Encourage Involvement

- Clubs, Groups, and Social Events
  - Language Groups
  - Volunteer Program
  - Stamp Club, Chess Club
  - Retired Readers
  - Ping Pong/ Billards
  - Bridge/ MahJongg
  - Memory Cafe
  - Intergenerational Gardening
  - Day Trips

### Learning and Growth

- Arts, Crafts and Hobby Programs
  - Drawing/ Abstract Art/ Watercolors
  - Knitting
  - Drumming and Violin
  - Birding
  - Community Day Lecture Series

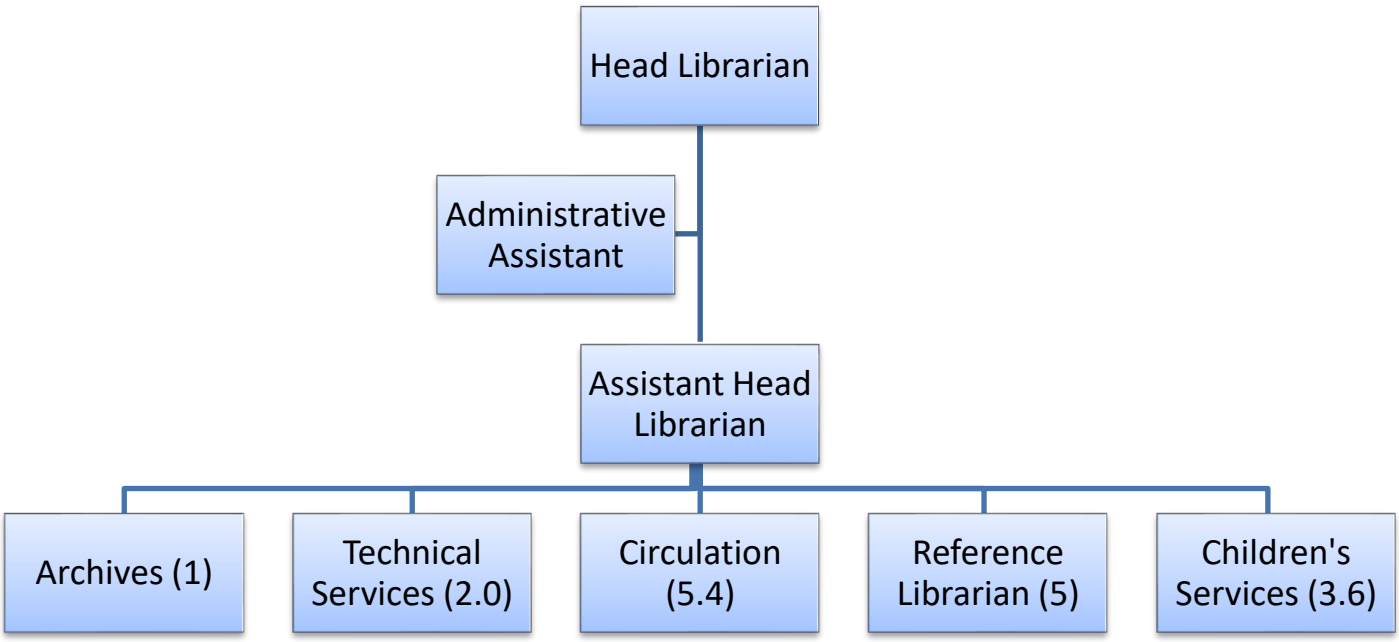
## COUNCIL ON AGING (01-541)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - COA SAL COA DIRECTOR | 65,438 | 67,869 | 69,709 | 69,709 | 70,832 | 1,123 | 1.6% |
| 51156 - COA SAL VAN DRIVERS | 98,138 | 101,566 | 104,402 | 104,402 | 105,997 | 1,596 | 1.5% |
| 51162 - COA SAL ACTIVITIES COORD | 37,597 | 39,527 | 40,393 | 40,047 | 40,692 | 645 | 1.6% |
| 51164 - COA SAL OFFICE MANAGER | 37,943 | 38,017 | 44,872 | 43,565 | 45,818 | 2,253 | 5.2% |
| 51401 - COA LONGEVITY | 3,651 | 4,105 | 4,794 | 5,019 | 6,316 | 1,297 | 25.8% |
| 51404 - COA TRAVEL ALLOWANCE | 5,100 | 5,100 | 5,100 | 5,100 | 5,100 | 0 | 0.0% |
| 51405 - COA CLOTHING REIMBURSEMENT | 803 | 1,304 | 1,247 | 1,400 | 1,400 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **263,189** | **257,488** | **270,516** | **269,242** | **276,155** | **6,913** | **2.6%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - COA UTILITIES | 19,149 | 20,246 | 18,532 | 20,000 | 18,000 | (2,000) | -10.0% |
| 52403 - COA MAINT-VEHICLES | 5,351 | 3,854 | 1,900 | 5,500 | 4,000 | (1,500) | -27.3% |
| **002 - PURCHASE OF SERVICES Total** | **24,500** | **24,500** | **20,432** | **25,500** | **22,000** | **(3,500)** | **-13.7%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - COA SUPPLIES | 5,034 | 6,455 | 4,869 | 6,000 | 5,000 | (1,000) | -16.7% |
| 54801 - COA FUEL/OIL VEHICLE(S) | 7,966 | 7,545 | 5,561 | 8,000 | 5,000 | (3,000) | -37.5% |
| **004 - SUPPLIES Total** | **13,000** | **14,000** | **10,431** | **14,000** | **10,000** | **(4,000)** | **-28.6%** |
| | | | | | | | |
| **Grand Total** | **300,689** | **295,988** | **301,379** | **308,742** | **308,155** | **(587)** | **-0.2%** |

# LIBRARY

## MISSION STATEMENT

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




| Position | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Head Librarian** | 1.0 | 1.0 | 1.0 |
| **Assistant Head Librarian** | 1.0 | 1.0 | 1.0 |
| **Custodian II*** | 0.0 | 0.0 | 1.0 |
| **Senior Librarians** | 5.0 | 5.0 | 5.0 |
| **Staff Librarian (6 FT)** | 6.6 | 6.6 | 6.0 |
| **Library Technician (4 FT, 3 PT)** | 6.0 | 5.8 | 5.8 |
| **Administrative Assistant** | 1.0 | 1.0 | 1.0 |
| **Total Full Time-Equivalents** | **20.6** | **20.4** | **20.8** |

*Reports to Department of Public Services, Highway Division

## PERFORMANCE MEASUREMENT

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Estimated FY2020 |
|---|---|---|---|---|---|
| **Attendance** | Visits tracked by door counter | 224,247 | 216,543 | 216,173 | 220,000 |
| **Circulation** | Items checked out | 267,904 | 251,405 | 252,289 | 252,000 |
| **Computer Usage** | Sessions/ per software | 26,936 | 25,185 | 24,243 | 22,000 |
| **Program Attendance** | # of persons | 10,601 | 9,659 | 12,492 | 13,000 |
| **Meeting Room Usage** | # of uses by group | 2,762 | 2,774 | 2,318 | 2,300 |

## FY2020 ACCOMPLISHMENTS

**Staff**

- Combined two 20 hour/week PT Library Technician positions to create one 35 hour/week FT Library Technician position
- Staff participated in a variety of staff development activities: workshops, conferences, webinars, Citywide employee workshops, visits to area libraries, and three "all staff" 3-hour training meetings
- Provided onsite Para-librarian training to library staffs from throughout the Commonwealth
- Two new appointees replaced two departing Library Board members

**Administrative**

- Completed four-year strategic plan for FY21-FY24, submitted and approved by the Massachusetts Board of Library Commissioners (MBLC)
- Streamlined internal billing, ordering and payment procedures

**Services**

- 4% increase in print circulation (especially children's) and a 45% increase in downloadable circulation; DVD (-16%) and periodical (-3%) circulation has decreased
- Among the 36 Merrimack Valley Library Consortium libraries, the NPL ranks #5 in circulation of print materials and #5 (up from #6) in circulation of downloadable e-books and audio books
- NPL sent 39,903 items in inter-library loan, and borrowed 37,512 items from other libraries

- 1,005 children and 193 teens participated in the Library summer reading program, and 59 adults submitted summer reading entries
- 29% increase in children's program attendees (6,384 total) at 214 programs, including story hours
- Offered 65 teen programs, with 637 attendees; offering new monthly tween programming
- 18% increase in adult program attendance (4,657 attendees) and a 12% increase in the number of adult programs (273) offered
- Offered new weekend family programs
- Issued 590 new library cards, a 26% increase, with a total of over 7,400 active resident users
- NPL was open 324 days, including 26 Sundays, for a total of 3,218 hours
- Attendance remaining steady, with an average of 67 visitors per hour
- 11% increase in volunteer hours donated (2,464 hours total), including a dedicated team working on preservation activities in the Archival Center as a result of the LSTA Preservation grant.

**Technology**

- Completed Windows10 upgrade of 26 public computers, 5 public catalog stations, and 22 staff computers
- 5 replacement network switches, 4 replacement teen computers, and a new public color printer purchased and installed
- 9% increase in website visits (86,778 total)
- Streamlined computer updates procedure
- Circulating Internet hot spots to the public
- Implemented wireless public printing

**Archival Center**

- Implemented year two of a two-year $30,000 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 phase four (through 1974) of historical newspaper digitization project, with grant funding from the Institution for Savings Charitable Foundation
- 2,156 people from 33 states and 9 countries visited the Archival Center to research a variety of topics

**Collaboration and Outreach**

- Formed new city partnerships with Human Rights Commission, Young People of Color, and the Disabilities Commission
- Collaborated with Youth Services to provide themed programming to coincide with four free Family Events sponsored by Youth Services, participated in Touch-a-Truck event, and co-sponsored summer outdoor family event
- Beacon Coalition participation to support and collaborate on community youth initiatives

- NPL Archival Center collaborated with Nock Middle School on student local history project
- Collaborated with and participated in annual Newburyport Literary Festival
- Collaborated with Senior Center to provide librarian to facilitate monthly Retired Readers Book Club at their site
- Offering monthly Pop-up Library program on site at Heritage House
- 439 books delivered to homebound patrons
- Increased social media presence – Facebook (2,000 followers – 18% increase), Children's Room Instagram (690 followers), and launched Library Instagram (200 followers)
- Friends of the Library held two fundraising book sales, raising $19,022; as well as the popular spring *Kids Book Sale and Magic Show*
- Friends of the Library and NBPT Horticultural Society collaborated on another successful *Books in Bloom* spring fundraiser

**Building Improvements**

- Updated Teen area with re-upholstered chairs and benches
- Reallocated 3rd floor loft area when teens are not present as a co-working space for drop-in meetings, conference calls, cell phone use and expanded work space
- Completed HVAC assessment; identified Capital Improvement Plan needs
- Created detailed facilities maintenance task list

## FY2021 TRENDS

The following library trends were current when the COVID-19 pandemic caused libraries across the Commonwealth to close in March, 2020.

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, access to updated technology, technology assistance, and increased adult programming
- Collaboration and outreach: collaboration with community organizations and other City departments, 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

Additional trends include increased virtual programming and remote services for patrons, as well as new ways to serve patrons in a socially distancing environment.

FY21 goals and objectives are reflective of the Library's FY21 Action Plan submitted to the MBLC (Massachusetts Board of Library Commissioners).

The Library's new four-year Strategic Plan (FY21-FY25) will guide the Library to provide materials, services and space that meet the needs of our citizens, with the necessary COVID-19 restrictions as needed and required. Cost saving measures for FY21 include the elimination of Sunday hours, elimination of Library Pages, reduced On-Call Substitute hours and a conservative approach to filling any staff vacancies.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: PROVIDE ROBUST SERVICES, PROGRAMS AND COLLECTIONS

**Objectives:**

- **Ensure access to up-to-date and enhanced technology**
  - Purchase and install public locking charging station
  - Purchase and circulate tech related items such as adapter, media players, projector
  - Explore vendors, funding and design of new mobile responsive, user friendly website
- **Expand programming options for all patrons**
  - Offer and evaluate programming for tweens
  - Offer off-site programs for families and adults
  - Offer skills-based, hands-on programs for adults
- **Ensure access to diversified collections**
  - Explore added streaming services
  - Conduct comprehensive collection analysis for effective use of materials funding
  - Identify and digitize additional Archival Center collections
  - Create a Library of Things

### GOAL 2: INCREASE AWARENESS AND USE OF THE LIBRARY AND ITS RESOURCES

**Objectives:**

- **Develop a comprehensive marketing plan**
  - Evaluate and expand social media presence
  - Create a marketing action plan for FY21
  - Purchase new logo banners for promotional and off-site use
  - Connect programs to collections through displays and marketing activities
- **Develop collaborative community partnerships**
  - Expand tours of the Library to include more local schools and grade levels

- Attend Chamber of Commerce meetings with Friends of the Library Board members

- **Expand outreach efforts**
  - Expand Pop-up Library to additional senior living locations
  - Offer Pop-up Library at community events
  - Increase homebound delivery through improved marketing and networking activities

## **GOAL 3:** MAKE THE LIBRARY A WELCOMING AND COMFORTABLE SPACE THAT MEETS THE CHANGING NEEDS OF THE COMMUNITY

**Objectives:**

- **The Library facility is well maintained and modified to meet community needs**
  - Develop outdoor patio space: add furniture and landscaping
  - Explore options to add additional study/work space
  - Explore options for public cell phone use
  - Improve landscaping
- **Staff ensure positive successful library user experience**
  - Provide annual safety related training for staff: AED refresher, first aid, emergency response procedures
  - Develop a comprehensive safety plan
  - All staff participate in at least one virtual professional development activity in addition to library all-staff meetings/trainings

## PROGRAMS & SERVICES

| Programming/Services | Resources |
| --- | --- |
| • Informational and cultural programs for adults, teens and children<br>• Storyhours for infants, toddlers and preschoolers<br>• Book groups<br>• Public photocopier<br>• Public computers/printing and wireless Internet access<br>• Technology assistance and training<br>• Professional reference services offered in Reference Department and Archival Center<br>• Exam proctoring for distance learners<br>• Homebound delivery<br>• Comfortable seating areas<br>• Quiet study rooms and conference room<br>• Meeting spaces for City and non-profit groups, including large Meeting Room with AV equipment<br>• Free or reduced price passes to museums and parks<br>• Full service Children's Room and Teen Loft, including print and AV materials, programs and reference assistance<br>• Volunteer program<br>• Friends of the Library group who act as library advocates and raise supplemental funds | • Databases, including business, genealogy, professional, and educational reference<br>• Newburyport Daily News on microfilm and online<br>• Online newspapers<br>• Lebman Judaica collection<br>• Newspaper collection for browsing<br>• Language learning CDs and online Mango Language Learning<br>• Online content delivery services such as Overdrive downloadable audio books, e-magazines and e-books, and streaming video<br>• Print materials including books, large print books, magazines and newspapers<br>• AV materials including audio books on CD and MP3 format, music CDs, DVDs<br>• Archival Center genealogy and local history collection and historical City documents |

## NEWBURYPORT PUBLIC LIBRARY (01-610)

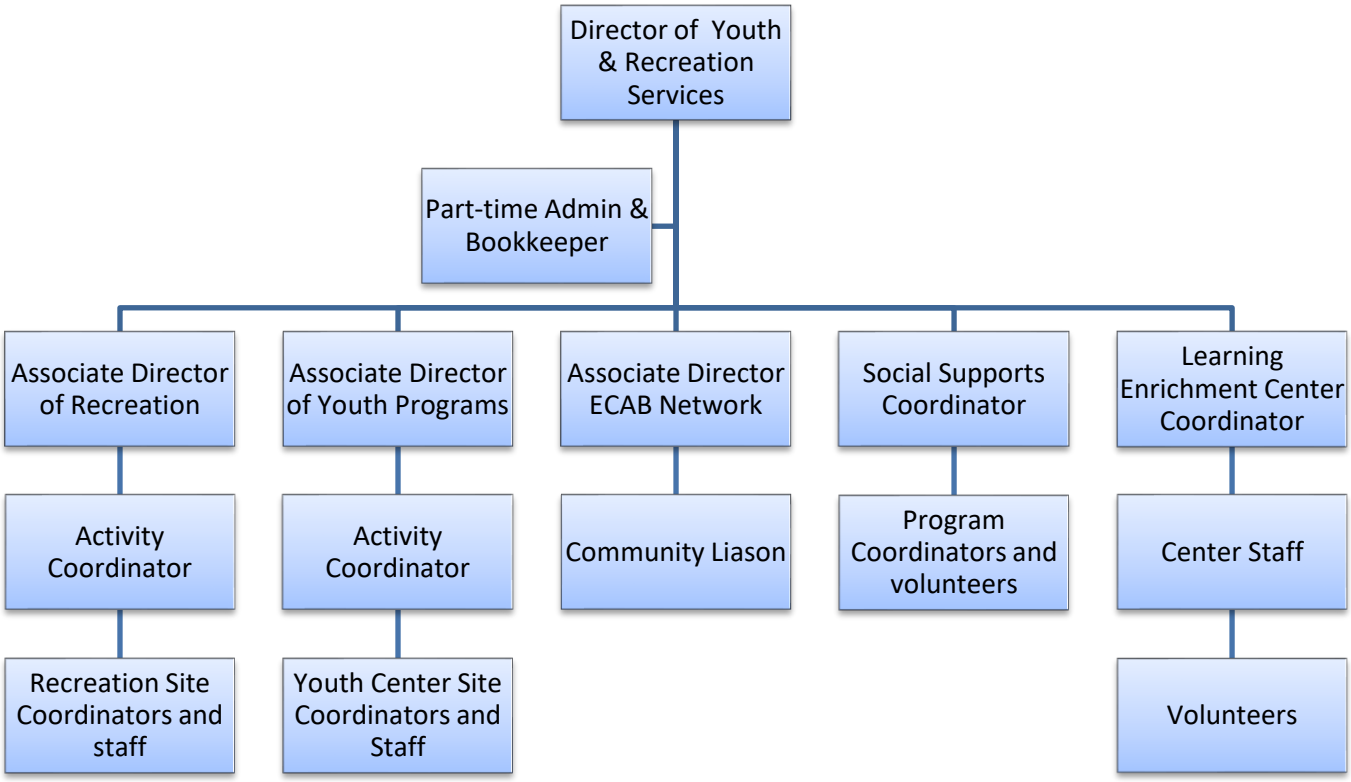
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - LIB SAL LIBRARIAN | 88,707 | 82,779 | 85,355 | 85,318 | 86,673 | 1,355 | 1.6% |
| 51156 - LIB SAL STAFF | 905,257 | 924,028 | 959,528 | 980,884 | 992,447 | 11,563 | 1.2% |
| 51401 - LIB LONGEVITY | 5,655 | 5,476 | 3,848 | 3,848 | 3,848 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **999,619** | **1,012,284** | **1,048,731** | **1,070,050** | **1,082,968** | **12,918** | **1.2%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - LIB HEAT/ELECTRICITY | 75,244 | 72,593 | 63,352 | 79,000 | 72,000 | (7,000) | -8.9% |
| 52401 - LIB MAINT-BLDG | 961 | 1,000 | 987 | 1,000 | 1,000 | 0 | 0.0% |
| 52402 - LIB MAINT-EQUIPMENT | 28,862 | 47,965 | 65,884 | 42,895 | 53,000 | 10,105 | 23.6% |
| 52901 - LIB AUTOMATED SVCS | 52,985 | 57,085 | 58,337 | 58,337 | 58,337 | 0 | 0.0% |
| 53001 - LIB TECHNOLOGY PURCHASES | 12,253 | 12,000 | 10,334 | 12,000 | 12,000 | 0 | 0.0% |
| 53015 - LIB MICROFILM | 500 | 450 | 450 | 450 | 0 | (450) | -100.0% |
| 53020 - LIB PROGRAMS | 5,784 | 5,991 | 4,260 | 6,000 | 3,000 | (3,000) | -50.0% |
| 55101 - LIB AUDIO-VISUAL MATERIAL | 32,561 | 31,724 | 24,780 | 24,500 | 31,500 | 7,000 | 28.6% |
| 55102 - LIB PURCHASE BOOKS | 107,435 | 114,960 | 92,849 | 108,500 | 104,660 | (3,840) | -3.5% |
| 55800 - LIB ADMIN EXPENSE | 3,887 | 5,388 | 4,471 | 3,300 | 3,200 | (100) | -3.0% |
| 55801 - LIB SUPPLIES | 8,400 | 12,157 | 8,865 | 10,000 | 9,000 | (1,000) | -10.0% |
| **002 - PURCHASE OF SERVICES Total** | **342,375** | **361,312** | **334,570** | **345,982** | **347,697** | **1,715** | **0.5%** |
| | | | | | | | |
| **Grand Total** | **1,341,994** | **1,373,596** | **1,383,300** | **1,416,032** | **1,430,665** | **14,633** | **1.0%** |

# 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 | No. of people | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|---|
| **Director** | | 1.0 | 1.0 | 1.0 |
| **Associate Director of Recreation** | 1 | 1.0 | 1.0 | 1.0 |
| **Associate Director of Youth Programs*** ** | 1 | 1.0 | 1.0 | 1.0 |
| **Associate Director of Regional Prevention (ECAB) ** ** | 1 | 1.0 | 1.0 | 1.0 |
| **NLEC Coordinator** | 1 | | 1.0 | 1.0 |
| **Support Coordinator ** ** | 1 | 0.5 | 0.0 | 0.4 |
| **Activity Coordinator * ** | 2 | 1.0 | 1.25 | 2.0 |
| **Administrative Coordinator*** | 1 | 0.0 | .75 | .75 |
| **Site/Trip Coordinators (Yr. Round)*** | 3 | 0.0 | .75 | .75 |
| **Community Liaison**** | 1 | | .3 | .3 |
| **Part time/ Seasonal** (on avg weekly summer)* | 36 | Not tracked | 10 | 10 |
| **Part time/ Seasonal** (on avg weekly school year)* | 10/36 | | 3 | 3.0 |
| **Total Full Time-Equivalents** | **48** | **5.5** | **21.05** | **22.2** |

***** 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 FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Registrations** | # | 3,441 | 4,274 | 4,928 | 4,476 |
| **Individuals Served** | # | 2,039 | 2,091 | 2,409 | 2,179 |
| **Program Registration Revenue** | $ | 337,604 | 395,366 | 573,112 | 423,741 |
| **Youth Center Membership Sales** | # | 207 | 245 | 254 | 216 |
| **Pre-School Memberships** | # | N/A | 219 | 220 | 187 |

## FY2020 ACCOMPLISHMENTS

**Programming**

- Now have over 1,878 followers on FB and 889 followers on Instagram a 75% increase.
- Completed 2019-20 fall and winter programming; 182 program offerings; 1,290 registrations (Sept-March). Summer of 2019 resulted in 177 sessions and 2,148 registrations (not including waitlists).
- Held special events (new programs in **bold)**:
    - Asset Awards

- Touch- a-Truck - 300 people
- Parent Speaker Series (4 events) - estimated 150 parents at each
- Open Gym After Dark & Tot Hop (preschool family dance) - 30+ families/ event
- Fishing Tournament - 25 youth
- **Slide into Summer Family Event**

**Operational**

- Established 4 divisions with new titles and job descriptions for Associate Directors, restructured accounting to match
- Worked with the Mayor's Office and the Planning Office to review the RFPs for Feasibility Study on a permanent location for Youth Services
- Created over 36 youth employment and volunteer opportunities.

**Financial**

- "Clipper Athletics" programs- a partnerships with Newburyport School District Athletic Department to create programming that generates funds for the school facilities and teams brought in FY20 $9,955 for school facilities and $8,600 for the athletic teams.
- Provided scholarships to families in need including 121 program sessions this past spring/summer & fall/winter —total over $16,000.

**Services & Supports**

- Restructured Newburyport Learning Enrichment Center coordinator position and strengthened academic outreach to students
- Provided accommodations to families with special needs, including 3 weeks of nurse support and provided 7 weeks of 1:1 support.
- Coordinator Family to Family Holiday programming engaging over 300 families or organizations to provide gifts to over 250 families.

**BEACON Coalition**

- Launched the **Youth Thrive** Initiative around fostering independence and free play- an environmental approach to reducing anxiety and depression
- Hosted 1st Community Mental Health Forum (with nearly 100 in attendance)
- Launched a regional parent education campaign including parent speaker events, a parent workshop series and a campaign encouraging parent/family communication.

**Essex County Asset Builders (ECAB)**

- Completed year 3 of Tower Foundation Grant for regional prevention initiative using the positive youth development approach. Achievements include:
    - Administered regional Profiles of student Life: Attitudes and Behavior survey measuring protective and risk factors for over 3100 students

- Hosted a regional youth retreat for over 60 youth to look at the data
- Hosted four Community Call to Action Meetings to have youth present and facilitate a community discussion about the data
- Georgetown, Amesbury and Triton have all began to lay the ground work for youth programs and supports within the principles of PYD.

**COVID-19**

- Launched Newburyport Connected with the Mayor's Office, a website with resources for families and businesses affected by the pandemic. Residents are able to donate to other in need through this website or volunteer their time to help.
- Brought Support Coordinator on at 15 hours a week to help community members with COVID related needs. To date has worked with over 100 families.
- Secured a $10,000 donation from the Newburyport PTO to assist families in need.
- Provided virtual events and activities to our youth and their families throughout the Stay in Order, including Virtual Triathlon with over 40 families, Partnered with Port Media to create an online Talent Show with Port Media, and the creation of community scavenger hunts and more…

## FY2021 TRENDS

- More data supports the continued use of the principle of positive youth engagement as an effective approach to prevention and fostering positive youth assets (protective factors).
    - Focus on strengths and positive outcomes
    - Engage youth and utilize youth voice in decision making
    - Use strategies that engage all youth (not just "at risk")
    - Community involvement and collaboration across all sectors
- We continue to see an increase of stress and anxiety in all ages and a lack of coping skills. We continue to collaborate with community members, school personnel and other professionals to identify and meet gaps in resources. Our Youth Thrive campaign is focused specifically on fostering resiliency through free play and age appropriate independence.
- Research on youth development points to the benefits of having safe, secure, positive environments for young people outside of school- benefits are emotional, cognitive and behavioral.
- Growing financial concerns over a looming recession point to a possibility of increased participation. Public sector programs often see larger numbers during economic downturns.
- 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 an increased need for social work support for families and are working to stream line connections to services through NYS.
- Hiring part time staff has become extremely difficult and affecting our ratios in programs. We will also be challenged to hire high school students during the school year due to the school times changing.

- 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.

**Changes due to the COVID Pandemic**

- Due to the closing of non- essential programming and buildings, NYS worked remotely through the closure with all staff staying on fulltime and continuing to create programming, plan for summer, provide supports and work on administrative projects. In addition staff participated in over 15 hours of professional development training.
- In a matter of weeks, NYS was able to adapt to the new state guidelines for Phase 2 and recreate a new summer offering with over 125 sessions of summer offerings. All programs were adjusted to meet health and safety guidelines; all programs ran outside and two outdoor classrooms were created at the Brown School Playground with share structures.
- The financial impact on NYS will be felt in the next year as the money taken in from this summer is only about 40% from past 2 years. Our two largest revenue making programs are not running at all. The funds are used to offset the cost for running many programs during the year.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: STRENGTHEN DIVISIONS AND ESTABLISH CLEAR MISSIONS FOR EACH PART OF THE DEPARTMENT

**Objectives:**

- Begin branding the divisions and areas of service
    - Recreation & Enrichment, Youth Center and Teen Trips, Children & Family Services (combining prevention, social services and resources), and the Learning Enrichment Center
- Review each division and determine core functions and eliminate outdated programs or services
- Create department wide policies and procedures handbook
- Review and strengthen accounting systems to reflect cash flow and record keeping by divisions

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

**Objectives:**

- Work to have a city youth development strategy, resolution or plan adopted by the City.
- Continue Mental Health Care Taskforce to address gaps in services and new strategies.
- Complete goals of year 4 of Tower Foundation Grant for regional prevention initiative.
- Begin strategic plan for regional funding opportunities.
- Strengthen partnership with Newburyport Police to increase “Community Policing” efforts

- 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:**

- Continue to 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

## **GOAL 4:** IDENTIFY AND ADDRESS NEEDS OF CHILDREN AND FAMILIES DUE TO COVID-19 PANDEMIC

**Objectives:**

- Partner with our local community-based organizations to assess needs and find solutions
- Continue our social supports outreach
- Redesign programming and create new to meet new needs and interests

## PROGRAMS & SERVICES

| Recreation | Social Services | Health Promotion (formerly: Prevention& Youth Leadership) | Learning Enrichment Center | Youth Center |
|---|---|---|---|---|
| •Year round recreation programs ages 1-18<br>•Annual family events<br>•Annual youth events<br>•Open gym preschool memberships<br>•Partner with local busniesses and organizations | •Youth support groups<br>•Grandparents raising kids support group<br>•Mental health care providers network<br>•LGBTQ support<br>•Youth @ Risk support<br>•Parenting programs<br>•Youth outreach<br>•Mentor program<br>•Other youth clubs | •City wide coalition<br>•Annual community campaigns<br>•Partnership with schools<br>•Community training<br>•Annual youth and community surveys<br>•Regional efforts (ECAB Network)<br>•Annual youth leadership retreats<br>•Youth Council<br>•Youth for Youth | •Partnership with NPS<br>•Homework help after school<br>•Weekly cultural and enrichment opportunities<br>•Monthly Field Trips and special events<br>•Summer Camp Scholarships<br>•Volunteer training | •Year round programs grades 6-12<br>•After school memberships<br>•JR memberships (grades 4/5)<br>•Winter Open Gym Hours<br>•Summer Night Membership<br>•Teen trips offered summer and school vacations<br>•Service trips annually<br>•Clubs and wokshops |

## YOUTH SERVICES (01-542)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51100 - YTH NLEC COORDINATOR* | 0 | 29,999 | 25,385 | 25,696 | 26,110 | 414 | 1.6% |
| 51101 - YTH DIRECTOR | 76,718 | 78,253 | 80,439 | 80,431 | 81,726 | 1,295 | 1.6% |
| 51160 - YTH ASSOC DIRECTOR | 57,222 | 58,366 | 63,988 | 63,988 | 65,019 | 1,031 | 1.6% |
| 51163 - YTH SAL PROJECT COORDINATOR | 0 | 0 | 0 | 0 | 15,667 | 15,667 | |
| 51166 - YTH BOOKKEEPER PT | 5,945 | 6,218 | 3,445 | 5,000 | 5,000 | 0 | 0.0% |
| 51167 - YTH SAL YOUTH COORDINATOR | 26,603 | 37,001 | 44,172 | 43,835 | 44,883 | 1,048 | 2.4% |
| 51190 - YTH EMPLOYMENT | 1,000 | 781 | 0 | 2,000 | 0 | (2,000) | -100.0% |
| 51404 - YTH TRAVEL ALLOWANCE | 2,155 | 2,100 | 2,100 | 2,100 | 2,100 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **169,643** | **212,718** | **219,530** | **223,050** | **240,505** | **17,455** | **7.8%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52701 - YTH RENT-LEARNING CTR | 4,800 | 4,800 | 2,400 | 4,800 | 4,800 | 0 | 0.0% |
| 53002 - YTH REGISTRATION SOFTWARE | 0 | 5,500 | 5,248 | 5,500 | 6,500 | 1,000 | 18.2% |
| 53003 - YTH ACCESSIBILITY ACCOMODATNS | 1,628 | 2,721 | 2,240 | 5,000 | 3,000 | (2,000) | -40.0% |
| 53202 - YTH LEARNING ENRICH PROGRAM | 10,000 | 4,525 | 5,142 | 10,000 | 5,000 | (5,000) | -50.0% |
| **002 - PURCHASE OF SERVICES Total** | **16,428** | **17,547** | **15,030** | **25,300** | **19,300** | **(6,000)** | **-23.7%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - YTH DUES/LICENSES | 675 | 852 | 645 | 500 | 500 | 0 | 0.0% |
| 57840 - YTH SUMMER EXPENSES | 580 | 0 | 0 | 1,000 | 0 | (1,000) | -100.0% |
| 57841 - YTH SUBSTANCE ABUSE GRANT | 9,907 | 12,788 | 12,338 | 15,000 | 7,500 | (7,500) | -50.0% |
| 57842 - YTH LEARNING ENRICHMENT CTR | 29,411 | 1,995 | 3,154 | 0 | 0 | 0 | |
| 57843 - YTH BROWN SCHOOL EXPENSES | 54,832 | 58,901 | 37,781 | 40,000 | 40,000 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **95,405** | **74,537** | **53,919** | **56,500** | **48,000** | **(8,500)** | **-15.0%** |
| | | | | | | | |
| **Grand Total** | **281,476** | **304,801** | **288,479** | **304,850** | **307,805** | **2,955** | **1.0%** |

*Represents 50% of annual salary; remaining 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 $700,000 for the four municipalities.

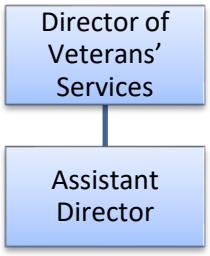
The Department handles all ceremonial functions and coordinates all Patriotic Holidays such as Memorial Day and Veterans Day, organizing the invitees, special guests, themes, and acts as the event planner.

Prior to Memorial Day, the Department places flags on the graves of 4,600 veterans now 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Director of Veterans Services** | 1.0 | 1.0 | 1.0 |
| **Assistant Director** | 0.8 | 0.8 | 1.0 |
| **Total Full Time-Equivalents** | **1.8** | **1.8** | **2.0** |

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2018 | Actual FY2019 | Actual FY2020 | Estimated FY2021 |
|---|---|---|---|---|---|
| **Timely disbursement of Chapter 115 Funds to Veterans** | % | 100% | 100% | 100% | 100% |
| **Number of Newburyport Veterans And families served** | Actual Count | 2,343 | 2,212 | 2,079 | 1,954 |

## FY2020 ACCOMPLISHMENTS

- Ensured Chapter 115 Disbursements were timely and accurate
- Both the Director and Assistant Director obtained National VSO Certification
- Conducted more Outreach through Health and Veteran Fairs throughout the region.
- Utilized more tax work-off volunteers to staff the office.
- Participated in the Wreaths Across America program and placed wreaths on Veterans graves in Amesbury, Newburyport and Salisbury.

## FY2020 TRENDS

Traditionally, Chapter 115 payments have trended lower because the number of recipients is decreasing. This trend has perhaps flattened and may be increasing because of COVID 19. Presently Federal subsidies may be keeping veterans afloat. 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.

Due to the heavy workload from the Department and the services needed to serve the veterans of the region, the hours of the Assistant Director were increased to full time, 35 hours. This increase reflected the additional hours the AD was already working, and this increase was approved by all the communities within the inter-municipal entity.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: MEET THE NEEDS OF VETERANS IN OUR REGION

**Objectives:**

- Ensure Chapter 115 disbursements are timely and accurate.
- Continue outreach throughout the region and find new outreach opportunities.
- Consider additional staff time and resources to assist veterans.

### GOAL 2: PURCHASE AND IMPLEMENT VETRASPEC SOFTWARE

**Objectives:**

- This software will reduce time spent on VA applications by 20% - saving 6 hours monthly
- More time available to serve veteran clients - there are no admin assistants in the Veteran Office

### GOAL 3: IMPROVE THE WEBSITE AND ENRICH SOCIAL MEDIA PROGRAMS

**Objectives:**

- Create a stronger outreach, especially to younger veterans
- Work with the communication specialist in the Amesbury Mayor's Office

## PROGRAMS & SERVICES

### Federal Assistance

- Providing information and direction concerning:
  - Death Benefits
  - Educational Benefits
  - Employment
  - Housing Assistance
  - Life Insurance
  - Medical Benefits
  - Social Security Disability

### State & Local Assistance

- Providing information and direction concerning:
  - Annuities
  - Awards and medals
  - Burial information
  - Chapter 115 benefits
  - Clothing
  - Education
  - Elder services
  - Employment
  - Flags and markers
  - Financial assistance
  - Pensions
  - Pharmaceuticals
  - Real estate tax exemptions
  - Record retention
  - Sales tax exemptions
  - Shelter and Veterans Services

### Community Events

- Plan, coordinate, and assist with:
  - Memorial Day Parade
  - Veterans Day Observance
  - Yankee Homecoming
  - Guest Speakers
  - Decorate Veterans' Graves
  - Luncheons for World War II and Korean War Vets
  - Organize Veteran Town Meetings
  - 75th Anniversary World War II - August 6, 2020.

## VETERANS' SERVICES (01-543)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - VET SAL VETERAN DIRECTOR | 70,040 | 71,492 | 73,430 | 73,430 | 74,613 | 1,183 | 1.6% |
| 51102 - VET SAL ASST DIRECTOR | 47,181 | 40,701 | 48,309 | 48,309 | 49,081 | 773 | 1.6% |
| 51404 - VET TRAVEL ALLOWANCE | 8,700 | 8,280 | 8,700 | 8,700 | 8,700 | 0 | 0.0% |
| 51430 - VET GRAVES REGISTRATION OFCR | 700 | 700 | 700 | 700 | 700 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **126,621** | **121,173** | **131,139** | **131,139** | **133,094** | **1,955** | **1.5%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53070 - VET BURIAL | 0 | 0 | 0 | 3,000 | 3,000 | 0 | 0.0% |
| 53402 - VET CELLULAR PHONES | 1,440 | 908 | 1,485 | 1,440 | 1,440 | 0 | 0.0% |
| 54200 - VET OFFICE SUPPLIES | 257 | 221 | 242 | 480 | 480 | 0 | 0.0% |
| 55800 - VET MISC SUPPLIES | 1,107 | 2,104 | 1,192 | 1,800 | 2,348 | 548 | 30.4% |
| **002 - PURCHASE OF SERVICES Total** | **2,804** | **3,233** | **2,920** | **6,720** | **7,268** | **548** | **8.2%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57100 - VET TRAINING | 1,089 | 2,399 | 84 | 1,240 | 1,240 | 0 | 0.0% |
| 57300 - VET DUES/SUBSCRIPTIONS | 110 | 65 | 185 | 180 | 180 | 0 | 0.0% |
| 57700 - VET VETERANS' BENEFITS | 129,767 | 103,881 | 110,900 | 146,000 | 130,000 | (16,000) | -11.0% |
| 57701 - VET CARE OF SOLDIERS GRAVES | 2,042 | 3,696 | 3,180 | 3,000 | 3,000 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **133,008** | **110,040** | **114,350** | **150,420** | **134,420** | **(16,000)** | **-10.6%** |
| | | | | | | | |
| **Grand Total** | **262,433** | **234,446** | **248,408** | **288,279** | **274,782** | **(13,497)** | **-4.7%** |

### Justification for Regionalized Administration of Veterans' Services

| Item | Newburyport Alone | Regional Cost | Savings |
|---|---|---|---|
| Salary | $74,613 | $39,759 | $34,854 |
| Phone & Travel | $5,820 | $2,729 | $3,091 |
| Medical | $7,800 | $4,926 | $2,874 |
| Supplies & Misc | $2,924 | $1,638 | $1,286 |
| **Total** | **$91,157** | **$49,053** | **$42,104** |

# Section 9:

# Education

**See Appendix E for the**

**Newburyport Public Schools Budget**

**(page 289)**

**See Appendix F for the**

**Whittier Regional Vocational Technical High School Budget**

**(page 339)**

## NEWBURYPORT PUBLIC SCHOOLS (01-300)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53201 - SCH SCHOOL EXPENSES | 28,631,701 | 29,815,374 | 29,444,419 | 30,875,762 | 32,072,564 | 1,196,802 | 3.9% |
| **002 - PURCHASE OF SERVICES Total** | **28,631,701** | **29,815,374** | **29,444,419** | **30,875,762** | **32,072,564** | **1,196,802** | **3.9%** |
| | | | | | | | |
| **Grand Total** | **28,631,701** | **29,815,374** | **29,444,419** | **30,875,762** | **32,072,564** | **1,196,802** | **3.9%** |

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

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53202 - ESSEX NORTH SHORE TECH SCHOOL | 55,818 | 53,832 | 87,728 | 92,500 | 81,500 | (11,000) | -11.9% |
| **002 - PURCHASE OF SERVICES Total** | **55,818** | **53,832** | **87,728** | **92,500** | **81,500** | **(11,000)** | **-11.9%** |
| | | | | | | | |
| **Grand Total** | **55,818** | **53,832** | **87,728** | **92,500** | **81,500** | **(11,000)** | **-11.9%** |

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

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53202 - WHITTIER VO TECH SCHOOL | 568,149 | 622,252 | 697,312 | 697,312 | 638,712 | (58,600) | -8.4% |
| **002 - PURCHASE OF SERVICES Total** | **568,149** | **622,252** | **697,312** | **697,312** | **638,712** | **(58,600)** | **-8.4%** |
| | | | | | | | |
| **Grand Total** | **568,149** | **622,252** | **697,312** | **697,312** | **638,712** | **(58,600)** | **-8.4%** |

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# Section 10:

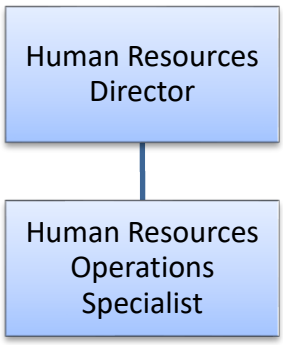
# Shared Expenses

# 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Human Resources Director** | 1.0 | 1.0 | 1.0 |
| **Payroll Specialist** | 1.0 | 1.0 | 0.0 |
| **Human Resources Operations Specialist** | 0.5 | 0.7 | 1.0 |
| **Total Full Time-Equivalents** | **2.5** | **2.7** | **2.0** |

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **City Full Time Positions Filled** | # | 25 | 26 | 27 | 18 |
| **City Full Time Employees** | # | 229 | 228 | 230 | 227 |
| **City Part Time Positions Filled** | # | --- | --- | 22 | 21 |
| **City Part Time Employees** | # | 43 | 102 | 119 | 84** |
| **City Other Employees*** | # | 62 | 51 | 113 | 155** |
| **Active City Employees Enrolled in Health Insurance** | # | 177 | 186 | 193 | 188 |
| **Active School Employees Enrolled in Health Insurance** | # | 294 | 291 | 291 | 287 |
| **City Retirees Enrolled in Health Insurance** | # | 215 | 173 | 180 | 178 |
| **School Retirees Enrolled in Health Insurance** | # | 256 | 212 | 210 | 214 |

**On-Call/Seasonal/Temporary/Poll Workers*

***Shift in headcount totals based on position reclassifications in Harpers Payroll.*

## FY2020 ACCOMPLISHMENTS

- Provided critical response and support due to impact of COVID-19:
  - Compliance with Federal and State legislation;
    - Federal Families First Coronavirus Response Act (FFCRA);
    - Massachusetts Mandatory Reopen Safety Standards, Protocols & Training.
  - Continued and seamless service to employees and retirees throughout City Hall closure.
  - Guided Department Heads and employees on COVID-19 related questions, issues and challenges.
- Managed and supported full cycle recruiting: Job posting/advertisement, applicant screen, interviews, reference checks, offers, CORI and letters of employment for City openings:
  - Key Positions: Executive Assistant to the Mayor, Animal Control Officer, Waste Water Equipment Repair Technician, Carpenter/Foreman.

- Launched the new HR Webpage for improving education, communication and access to HR information, tools and documents.
- Audit/archive of over 2,000+ employee records dating back to 1984 in accordance with applicable Federal and State laws and Massachusetts Municipal Records Retention Schedule.
- Enrolled 900+ plan subscribers for 2020 Benefit Plan Year. New process for employee election and authorization tracking.
- Member of the City's collective bargaining team for collective bargaining agreements AFL-CIO Firefighters Local 827 and Teamsters Local 170 Administrative /Professional/Technical Unions, effective July 1, 2020.
- Expanded/automated HR and employee information in Harper's Payroll System:
    - Compliance & Reporting: EEO1, Affordable Care Act;
    - Employee-Position Data: employee job classification, position title, paygrade & step, supervisory data, union designations.
- New Third Party Administrator for Mass DOT random drug testing program. Worked with DPS to introduce new policy and training requirements and set up new process in compliance with FMSCA Clearinghouse rules.

## FY2021 TRENDS

In FY 2021, 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 FY2021, 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.

In FY21, the City will designate Payroll as a financial function reporting into the Finance Department. This reorganization is being implemented as a result of the City's internal audit process and subsequent finding that greater separation of duties needs to exist between the Human Resources and Payroll. This organization structure is also supported as being a best practice.

Donna Drelick will transition to Human Resources Operations Specialist. Donna brings years of professional HR knowledge and experience to the City which will be crucial for filling the gap and ensuring the high levels of efficient service, systems and processes are maintained.

With the uncertainty of the impacts due to COVID-19, Human Resources will continue to focus on supporting the City's needs for ensuring compliance, safety and overall cost effectiveness.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: DEPARTMENT STRUCTURE & EFFECTIVENESS

**Objectives:**

- Identify opportunities to improve and streamline workflow and gain efficiencies for cost savings.
- Ensure policy, practices and services comply with all applicable federal and state laws including newly enacted laws and entitlement associated with COVID-19.

### GOAL 2: TECHNOLOGY / INCREASE EFFICIENCIES

**Objectives:**

- Automate Human Resources related information in Harpers Payroll software/HRIS.
- Develop metrics, measures and reports which can support analytics and data driven decisions.
- Promote and expand utilization of Human Resources Webpage for employee self-service, on demand Human Resources information and elimination of paper processes.

### GOAL 3: TALENT ACQUISITION & MANAGEMENT

**Objectives:**

- Recruitment & Staffing
    - Support City considerations and actions due to the financial impact of COVID-19.
    - Identify cost effective resources and strategies for attracting quality candidates and staffing of essential position that need to be filled.
- 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

### GOAL 4: 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.
- Review the City healthcare eligibility policy based on compliance with Chapter 32B Massachusetts General Law and competitive best practice of peer cities and towns. Make recommendations for review by responsible parties.

- Provide educational opportunities to over 900+ health plan subscribers so they can become better consumers of utilizing their health insurance. FY21 focus on the City's Heath Reimbursement Account (HRA) and HMO vs. PPO.

## **GOAL 4**: TRAINING

**Objectives:**

- Employees
  - Racial and Social Equity Training
  - Sexual and other Harassment Training (Mandatory)
- Leadership, Supervision
  - 1-1 coaching to increase leadership skills
  - Encourage supervisory learning opportunities (e.g. MIIA webinars)

## PROGRAMS & SERVICES

### Personnel Management

- Recruitment, Selection, & Employment
- Classificaton & Compensation reviews
- Records Management
- Policy & Procedure
- Legal Compliance
  - Civil Rights Act (Title VII)
  - ADA
  - ADAAA
  - HIPAA
  - FSLA
  - EEO
- Leaves of Absence
- Employee Relations and resolution of issues
- New employee orientation
- Employee Terminations- Exit Interviews
- Collective Bargaining Process and Labor Relations issues
- HR Webpage

### Employee Benefits Mangement

- Legal compliance
  - HIPAA
  - Section 18
  - ACA
- Annual open enrollment for city, school and retirees
- Process benefit changes
- Vendor negotiations & performance.
- COBRA process
- Life Insurance Program
- OBRA administration
- Attend PEC meetings on benefit decisions and reporting of information
- FSA, HRA administration
- Educate employees on their city benefits.
- Customer service 1-1 assistance, questions, resolving issues, etc.

### Retiree Benefits Management

- Administrator of all retiree benefits
- Annual Medex Enrollment
- Liasion to Retirement Dept for coordination of retiree benefits
- Post 65 Program (new)
- Educate, counsel and enroll retirees on their health, dental and life insurance benefits
- Customer service 1-1 assistance, questions, resolving issues, etc.
- Senior Tax Work Off - Volunteer Processing (new)

## HUMAN RESOURCES DEPARTMENT (01-152)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - HR SAL DIRECTOR | 83,365 | 80,462 | 92,506 | 92,506 | 93,996 | 1,490 | 1.6% |
| 51102 - HR PAYROLL & BENEFITS COORD | 61,369 | 67,596 | 64,339 | 64,339 | 0 | (64,339) | -100.0% |
| 51166 - HR HR SPECIALIST | 0 | 8,580 | 20,310 | 20,310 | 58,223 | 37,913 | 186.7% |
| **001 - PERSONNEL SERVICES Total** | **144,734** | **156,639** | **177,156** | **177,156** | **152,219** | **(24,936)** | **-14.1%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 53003 - HR COBRA ADMIN | 3,072 | 1,200 | 1,200 | 1,200 | 1,200 | 0 | 0.0% |
| 53005 - HR HRA ADMINISTRATION | 0 | 0 | 0 | 750 | 750 | 0 | 0.0% |
| 53006 - HR FSA ADMINISTRATION | 10,179 | 12,195 | 12,735 | 7,800 | 11,000 | 3,200 | 41.0% |
| 53007 - HR UNEMPLOYMENT CLAIMS | 4,064 | 17,099 | 2,542 | 20,000 | 20,000 | 0 | 0.0% |
| 53008 - HR WORKER'S COMPENSATION | 88,328 | 97,161 | 102,019 | 102,019 | 102,019 | 0 | 0.0% |
| 53009 - HR ADVERTISING | 1,441 | 1,411 | 81 | 1,500 | 1,500 | 0 | 0.0% |
| 53010 - HR PAYROLL | 15,196 | 19,217 | 17,646 | 14,000 | 0 | (14,000) | -100.0% |
| **002 - PURCHASE OF SERVICES Total** | **122,281** | **148,282** | **136,223** | **147,269** | **136,469** | **(10,800)** | **-7.3%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - HR SUPPLIES | 1,444 | 2,999 | 1,438 | 1,500 | 1,500 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **1,444** | **2,999** | **1,438** | **1,500** | **1,500** | **0** | **0.0%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57300 - HR MEMBERSHIP DUES | 199 | 189 | 200 | 200 | 200 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **199** | **189** | **200** | **200** | **200** | **0** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **268,657** | **308,109** | **315,016** | **326,125** | **290,388** | **(35,736)** | **-11.0%** |

## INSURANCE GROUP (01-914)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51700 - INS HEALTH INSURANCE PREMIUMS | 8,715,887 | 9,094,693 | 9,181,170 | 9,406,440 | 9,255,193 | (151,248) | -1.6% |
| 51701 - INS DENTAL CONTRIBUTION | 43,650 | 43,740 | 44,380 | 51,000 | 51,000 | 0 | 0.0% |
| 51702 - INS HRA PROGRAM | 30,000 | 35,000 | 35,071 | 35,000 | 50,000 | 15,000 | 42.9% |
| 51703 - INS PEC RETIREE PAYMENTS | 36,572 | 0 | (125) | 0 | 0 | 0 | |
| 51704 - INS LIFE INSURANCE | 55,547 | 55,896 | 60,449 | 60,000 | 68,000 | 8,000 | 13.3% |
| 51705 - INS MEDICARE PENALTIES | 49,633 | 45,002 | 193,420 | 83,500 | 153,000 | 69,500 | 83.2% |
| 51706 - INS WELLNESS PROGRAM | 11,934 | 0 | 0 | 0 | 0 | 0 | |
| 51707 - INS FICA PAYROLL TAXES | 184,440 | 195,242 | 204,574 | 229,000 | 230,000 | 1,000 | 0.4% |
| **001 - PERSONNEL SERVICES Total** | **9,127,806** | **9,469,573** | **9,718,764** | **9,864,940** | **9,807,193** | **(57,748)** | **-0.6%** |
| | | | | | | | |
| **Grand Total** | **9,127,806** | **9,469,573** | **9,718,764** | **9,864,940** | **9,807,193** | **(57,748)** | **-0.6%** |

# 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)**

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51740 - RET APPROP CITY/SCHOOL | 3,924,742 | 4,132,415 | 4,340,558 | 4,340,558 | 4,563,509 | 222,951 | 5.1% |
| **001 - PERSONNEL SERVICES Total** | **3,924,742** | **4,132,415** | **4,340,558** | **4,340,558** | **4,563,509** | **222,951** | **5.1%** |
| | | | | | | | |
| **Grand Total** | **3,924,742** | **4,132,415** | **4,340,558** | **4,340,558** | **4,563,509** | **222,951** | **5.1%** |

# 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).

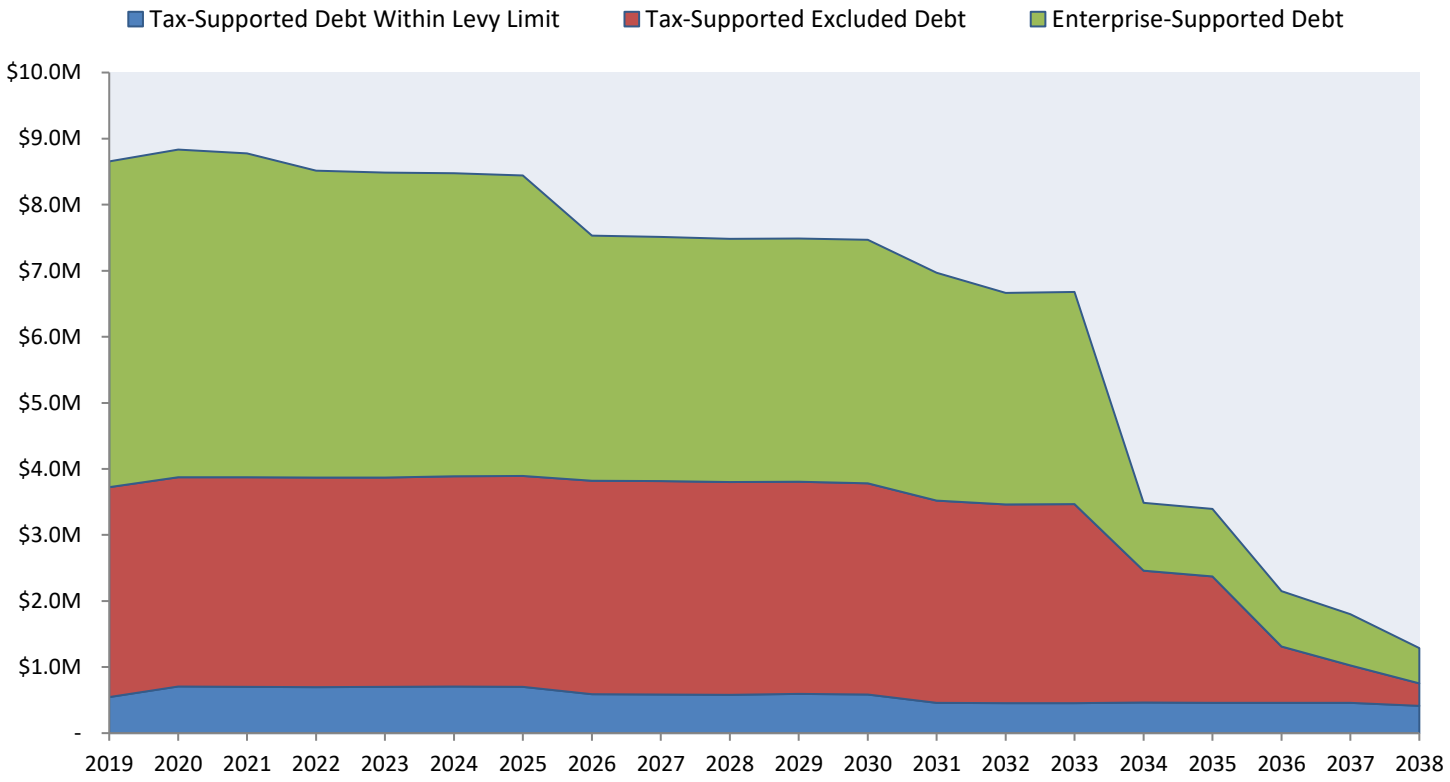
## EXCLUDED DEBT SERVICE (01-710)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **009 - DEBT SERVICE** | | | | | | | |
| 59101 - LIBRARY PRINCIPAL | 205,000 | 200,000 | 45,000 | 45,000 | 0 | (45,000) | -100.0% |
| 59102 - HIGH SCHOOL PRINCIPAL | 391,700 | 411,700 | 416,100 | 416,100 | 411,500 | (4,600) | -1.1% |
| 59103 - BRESNAHAN SCHOOL PRINCIPAL | 480,000 | 500,000 | 530,000 | 530,000 | 580,000 | 50,000 | 9.4% |
| 59104 - NOCK-MOLIN SCHOOL PRINCIPAL | 255,398 | 280,000 | 450,000 | 450,000 | 510,000 | 60,000 | 13.3% |
| 59105 - SENIOR COMM CENTER PRINCIPAL | 235,000 | 245,000 | 255,000 | 255,000 | 265,000 | 10,000 | 3.9% |
| 59106 - NOCK-MOLIN FIELD PRINCIPAL | 105,000 | 110,000 | 110,000 | 110,000 | 115,000 | 5,000 | 4.5% |
| 59151 - LIBRARY INTEREST | 13,500 | 7,350 | 1,350 | 1,350 | 0 | (1,350) | -100.0% |
| 59152 - HIGH SCHOOL INTEREST | 134,777 | 119,109 | 98,524 | 98,524 | 81,880 | (16,644) | -16.9% |
| 59153 - BRESNAHAN SCHOOL INTEREST | 656,269 | 638,169 | 616,369 | 616,369 | 596,469 | (19,900) | -3.2% |
| 59154 - NOCK-MOLIN SCHOOL INTEREST | 468,444 | 458,813 | 446,725 | 446,725 | 429,275 | (17,450) | -3.9% |
| 59155 - SENIOR COMM CENTER INTEREST | 187,906 | 177,131 | 167,131 | 167,131 | 155,406 | (11,725) | -7.0% |
| 59156 - NOCK-MOLIN FIELD INTEREST | 33,615 | 31,465 | 29,265 | 29,265 | 27,015 | (2,250) | -7.7% |
| **009 - DEBT SERVICE Total** | **3,166,609** | **3,178,737** | **3,165,464** | **3,165,464** | **3,171,545** | **6,081** | **0.2%** |
| | | | | | | | |
| **Grand Total** | **3,166,609** | **3,178,737** | **3,165,464** | **3,165,464** | **3,171,545** | **6,081** | **0.2%** |

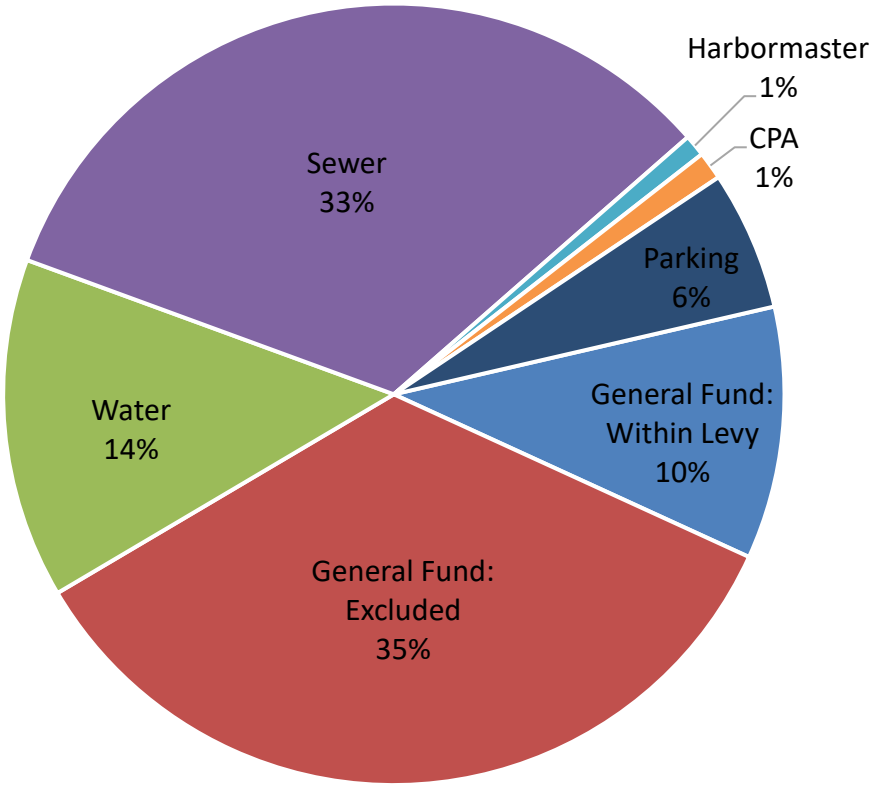
## ORDINARY (NON-EXCLUDED) DEBT SERVICE (01-720)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **009 - DEBT SERVICE** | | | | | | | |
| 59100 - LONG TERM DEBT PRINCIPAL | 709,600 | 620,000 | 408,500 | 485,000 | 440,000 | (45,000) | -9.3% |
| 59150 - LONG TERM DEBT INTEREST | 85,681 | 284,098 | 298,996 | 370,000 | 433,769 | 63,769 | 17.2% |
| 59250 - INTEREST ON TEMPORARY LOANS | 10,057 | 42,382 | 0 | 25,000 | 50,000 | 25,000 | 100.0% |
| **009 - DEBT SERVICE Total** | **805,338** | **946,480** | **707,496** | **880,000** | **923,769** | **43,769** | **5.0%** |
| | | | | | | | |
| **Grand Total** | **805,338** | **946,480** | **707,496** | **880,000** | **923,769** | **43,769** | **5.0%** |

## ANNUAL DEBT SERVICE




## OUTSTANDING DEBT BY SOURCE



# Total Debt Outstanding as of June 30, 2020 – All Sources

| Issue | Par |
|---|---|
| December 14 2006 MWPAT CW-01-11-City Sewer(O) | 1,280,400 |
| December 14 2006 MWPAT CW-01-11-Plum Isl(O) | 1,629,600 |
| December 14 2006 MWPAT CW-02-51 (O) | 1,205,968 |
| December 14 2006 MWPAT Water DW-01-06 (O) | 848,216 |
| December 14 2006 MWPAT Water DW-02-16 (O) | 1,155,000 |
| December 18 2007 MWPAT DW-01-06-A (O) | 88,666 |
| January 1 2010 -Adv Ref of 5 1 01 - Wastewater Plant (I) | 85,000 |
| January 1 2010 -Adv Ref of 5 1 01 - Water Improvements (O) | 80,000 |
| February 15 2010 Sewer (I) | 2,180,000 |
| July 8 2010 MWPAT CWS-09-10 (I) | 2,471,142 |
| June 13 2012 MWPAT CWS-09-10-A (I) | 4,261,593 |
| June 13 2012 MWPAT DW-10-09 (O) | 5,754,992 |
| January 17 2013 -Adv Ref May 1 2003 High School (IE) | 413,400 |
| January 17 2013 -Adv Ref April 1 2005 Water (O) | 139,600 |
| January 17 2013 -Adv Ref April 1 2005 Plum Island Water (O) | 140,000 |
| January 17 2013 -Adv Ref April 1 2005 Sewer (O) | 191,200 |
| January 17 2013 -Adv Ref April 1 2005 High School (IE) | 1,360,800 |
| January 17 2013 -Bresnahan School (OE) | 13,366,000 |
| January 17 2013 -Nock Molin School (OE) | 9,599,000 |
| January 17 2013 -Sewer Pump Station (O) | 370,000 |
| January 17 2013 -Water 1 (O) | 415,000 |
| January 17 2013 -Water 2 (O) | 50,000 |
| January 17 2013 -Water 3 (O) | 75,000 |
| May 22 2013 MWPAT DW-10-09-A (O) | 4,435,019 |
| October 16 2014 -Bresnahan School (OE) | 1,560,000 |
| October 16 2014 -Nock Molin Elementary School (OE) | 915,000 |
| October 16 2014 -Senior & Community Center (IE) | 5,070,000 |
| October 16 2014 -Water System Improvements (O) | 775,000 |
| May 14 2015 MCWT CW-09-10 (I) revised | 9,345,138 |
| September 24 2015 -New Bresnahan School (OE) | 1,660,000 |
| September 24 2015 -Nock Molin Elementary School (OE) | 835,000 |
| September 24 2015 -Nock Molin Elementary School Baseball Field (IE) | 1,250,000 |
| September 24 2015 -Cherry Hill Parcel B Soccer Field (ISS) | 100,000 |
| September 24 2015 -World War Memorial Stadium Multipurp Field (ISS) | 1,115,000 |
| September 24 2015 -World War Memorial Stadium Multipurp Field (I) | 1,135,000 |
| September 24 2015 -Fire Trucks (I) | 520,000 |
| September 24 2015 -Harbormaster Transient Boater Facility (ISS) | 835,000 |
| March 24 2016 -Cur Ref of 4 15 06 Water I (ISS) | 125,000 |
| March 24 2016 -Cur Ref of 4 15 06 Water III (OSS) | 230,000 |
| March 24 2016 -Cur Ref of 4 15 06 Sewer I (ISS) | 100,000 |
| March 24 2016 -Cur Ref of 4 15 06 Sewer II (ISS) | 435,000 |
| March 24 2016 -Cur Ref of 4 15 06 Sewer III (ISS) | 180,000 |
| September 29 2016 -Nock/Molin Elementary School (OE) | 330,000 |
| September 29 2016 -Transient Boater Facility (I) | 70,000 |
| September 29 2016 -Graf/Hale Force Sewer Main Construction (I) | 2,415,000 |
| September 29 2016 -Remodeling Former Central Fire Station (I) | 351,354 |
| September 29 2016 -Drainage (I) | 343,646 |
| December 16 2016 MCWT DW-10-09-B (O) | 233,773 |
| April 20 2017 -Harbormaster Visiting Boater Facility (I) | 40,000 |
| April 20 2017 -Wastewater Treatment (O) | 3,601,000 |
| April 20 2017 -Graf Road Pump Station (O) | 3,149,000 |
| April 19 2018 -Parking Facility- Planning & Design (I) | 585,000 |
| April 19 2018 -Parking Facility- Land Acquisition (I) | 2,020,000 |
| April 19 2018 -Parking Facility- Construction (I) | 2,960,000 |
| April 17 2019 -Intermodal Transit Parking Facility (I) | 485,000 |
| April 17 2019 -Drainage (I) | 425,000 |
| April 17 2019 -Wastewater Treatment Facility (I) | 780,000 |
| April 17 2019 -Graf Road Pump Station Replacement (I) | 485,000 |
| April 17 2019 -Wastewater Treatment Odor Control & Upgrades (I) | 195,000 |
| **TOTAL** | **96,249,507** |

# Section 11:

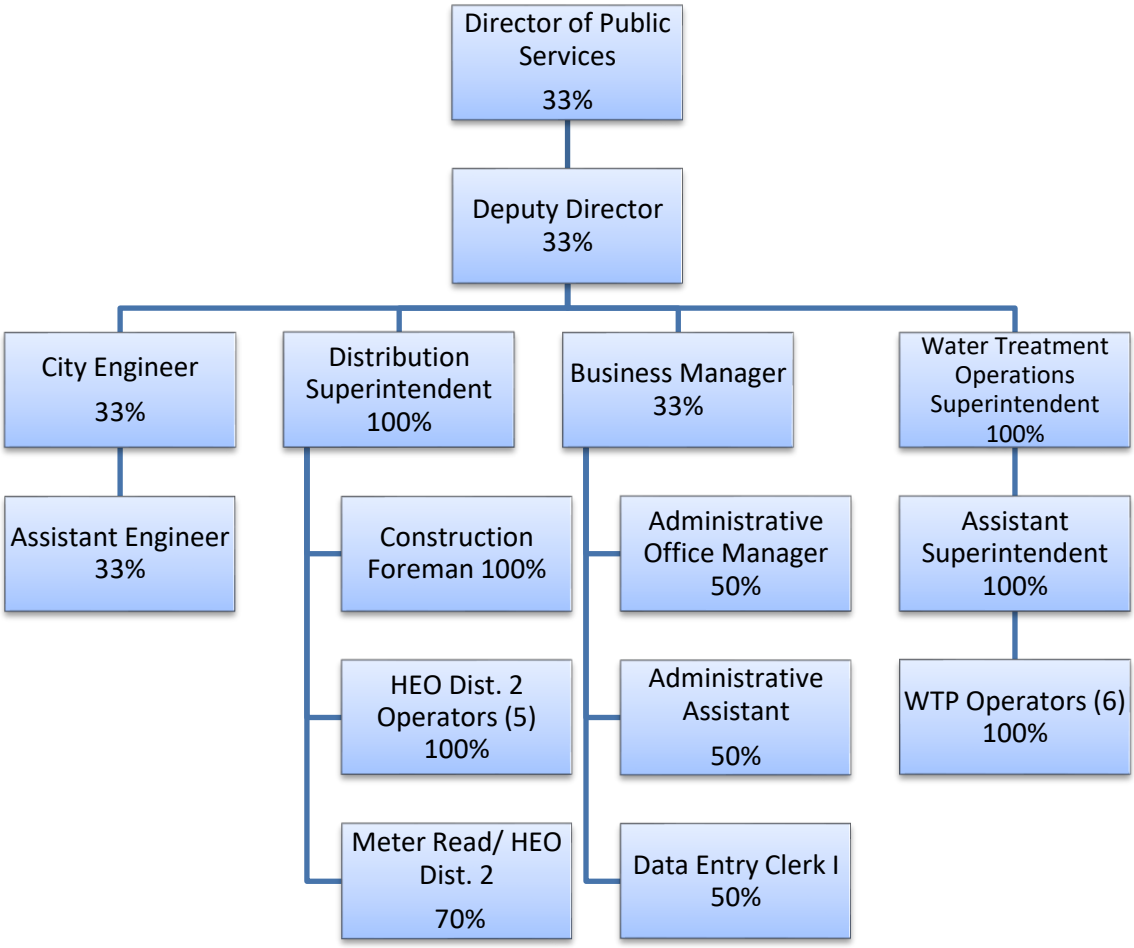
# Enterprise Funds

# DEPARTMENT OF PUBLIC SERVICES: WATER DIVISION

## MISSION STATEMENT

The mission of the Department of Public Services Water Division is to provide quality, safe and reliable water treatment, supply, storage, and distribution services to all customers of the Division and 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 | FY2019 Actual | FY2020 Actual | FY2021 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 Superintendent** | 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 |
| **HEO D2** | 5.0 | 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 FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **Water Line Replacement** | Linear feet | 1,500 | 800 | 800 | 800 |
| **Volume of water treated** | Million gallons | 655 | 684 | 707 | 700 |
| **Water/Sewer Liens** | Number | 258 | 244 | 200 | 230 |

## FY2020 ACCOMPLISHMENTS

**COVID-19**

- The Water Division worked throughout the COVID-19 shut-down period while exercising safety precautions to continue to deliver quality and safe drinking water to the public.

**Water Main Work**

- Installed 800 linear feet of 8"water main on Toppan's Lane including customer connections, replaced three fire hydrants and added one new hydrant.
- Conducted semi-annual City-wide hydrant flushing of fire hydrants in both Newburyport and Newbury. Working with our consultant, the Division began piloting a 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.
- Looped and connect the water main in the RT1/ MBTA area, construction completed April 2020. Eliminating the dead end in the water distribution system will improve water quality.

**Water Treatment Plant**

- Completed the redevelopment of Well No. 1, replaced the sixteen-year-old pump and installed a new variable frequency drive (VFD). The new well pump and VFD have a higher energy efficiency rating.
- Completed the first phase of the Indian Hill and Artichoke dam inspections that are required every ten years.
- Completed the engineering and design work needed to replace and or rehab the raw water transmission main from the Artichoke Pump Station to the Water Treatment Plant. This scope of work includes replacing a finish water main in the Spring Lane Area. This job has been accepted by DEP and added to the Intended Use Plan. This makes the project eligible for the Drinking Water State Revolving Fund Grant Program.
- Water Resource Protection & Resiliency planning involves working with the Engineering and Planning Departments to protect and secure land around the reservoirs. Address current and future climate change stressors that include flooding and drought conditions.
- Source Water Monitoring; continue working with a Reservoir management consultant to improve water quality at the Drinking Water Sources.
- Completed all unregulated monitoring rules to comply with EPA water quality testing, expanded on lab testing parameters at the water treatment plant to improve Plant Performance.
- Expanding the SCADA system at the water treatment plant to add redundancy and efficiency.

**Engineering**

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. Engineering prepared a Request for Proposal (RFP) for a comprehensive engineering and planning effort needed to protect the city's surface water supply from contamination due to runoff, storm surges from the Merrimack River, and other water protection measures.

- The Engineering Division assisted in updating the GIS data layers and working with field crews on obtaining as-built data.

**Business Office**

The Business Office manages 8,950 commercial & residential water customer accounts. The staff maintains a high level of customer service and works on a collaborative level. Key functions of the Business Office are budget management, procurement, scheduling of service appointments, management of payroll and personnel licensing & certifications, posting water/sewer payments, reconciliations and processing delinquent accounts, management of solar credit distribution and managing multiple information systems critical to operations.

- Processed 35,800 water bills in the course of the year.
- Collected 51% of FY 19 delinquent accounts through the lien process, 200 accounts received liens to third quarter real estate bills (30 Newbury & 170 Newburyport) .
- FY 19 certified retained earning balance of $1.219 million increased 2.6% from prior year.
- Rates increased by 1%. On July 1, 2019. The average bill based on 250 gallons per day over a 90-day period (3000 cubic ft.) is $191.00 per quarter. This does not include service charges.
- In FY19 water facilities received approximately one hundred and fifty thousand solar credits with a return valued at $15,000 dollars in savings to the Water budget. Reallocation of solar credits will provide an additional 20% increase in solar credits and returns in FY 20 & 21.
- In process of replacing customer billing software to include an integration of customer service, billing and water consumption platform with a customer GIS powered reverse notification system.
- Purchased new data collection hardware and is in process of upgrading meter collection software and processes.
- **COVID19:** During the COVID 19 shut down period the Business Office schedule was structured to reduce human interaction and to rotate office processes to maintain workflows.

## FY2021 TRENDS

**COVID19**

The FY21 budget was reduced to reflect the current economic climate. Spending in correlation to revenue is closely monitored by the financial team. To date the Water Division staff is fortunate to have maintained health and wellness to enable adequate staffing to respond to emergencies and provide ongoing services.

**Water Treatment**

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. An assessment of the water treatment plant communication systems identified the need for updated communication equipment and systems. COVID-19 exposed the need for enhanced remote communication and control of water treatment systems.

**Water Distribution**

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**

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. Specifically, they will continue to assist the Plant Operator and staff and work with their engineering consultant to produce immediate and long-term measures to protect the City's surface water supplies. Immediate measures will be related to making modifications to the existing Lower Artichoke earthen dam and concrete spillway, which is currently below the FEMA 100-year flood elevation and thus vulnerable to contamination.

**Business Office**

The Water and Sewer Business Office number of billing accounts has increased in the past five years from 8,500 accounts to 8,950 customer accounts. Though the number of accounts has increased, consumption continues to decrease at a rate of change of 5.2% over the past seven years. A major drop in consumption occurred between FY18 & FY19 in the amount of 15%. The weather is the largest variable that impacts the level of consumption. Due to current drought conditions and the uptick in people working from home, the last quarter of 2020 showed a significant increase in water consumption.

Collections of delinquent accounts increased by 18% between fiscal years 2018 & 2019. Assessment and updates to billing & collection processes continues to assist in successful collection of delinquent bills. The Business Office put out an RFP for updated customer service software in December 2019 and is currently undergoing a large data scrubbing project, working with Water Smart (awarded vendor) to align data and billing process to test new software.

Outdated meter technology continues to be a going concern. The current meter vendor discontinued production of the meters the City currently uses. The five-year capital plan includes an aggressive plan to allocate a portion of retained earnings on an annual basis to reduce bonding for meter replacement.

The LED street light program created an availability of additional Solar Credits for the Water Facilities. The Business Office allocated a 20% increase in solar credits in FY20. The solar credit program assists in reducing energy costs generated by the water facilities, while the solar fields provide a renewable energy source for National Grid to deliver a sustainable energy source to the community.

## FY2021 GOALS & OBJECTIVES

### GOAL 1: PREPARE CLIMATE CHANGE RESILIENCY AND WATER SUPPLY PROTECTION PLAN

**Objectives:**

- Perform a detailed evaluation of the earthen dam and concrete spillway, per requirements of the latest dam inspection report. Design, permit, and prepare to make the necessary repairs/ upgrades.
- Determine, purchase, and install flood protection measures that can be implemented immediately as a short-term solution.
- Produce design and construction concept plans for implementing longer-term improvements to be compatible with immediate protective measures.
- Design conceptual-level improvements that can be made to protect the water supply system from potential contamination of the Artichoke Reservoir due to the increasing flooding events of the Merrimack River as a result of Climate Change..
- Continue to work with consultants, City Departments and neighboring municipalities to develop a comprehensive plan to protect the City's water supply. Developing a relationship that fosters good stewardship and assures the future protection of the supply.

### GOAL 2: REPLACE AGING WATER MAIN

**Objectives:**

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

## **GOAL 3**: CONTINUE DOWNTOWN WATER/SEWER/DRAINAGE UTILITY UPGRADE PROJECT

**Objectives:**

- 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 4**: 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 reliable drinking water, with no permit or regulatory violations.
- Work with consultants vetted in the RFP process to address reservoir management, specific to monitoring and improving the water quality at the sources.

## **GOAL 5**: PREPARE GIS MAP AND MOBILE APP OF WATER DISTRIBUTION SYSTEM

**Objectives:**

- Digitally map the location of key components in the system so they may be located during emergency situations with detailed information regarding the connections between properties. This program will reduce the operator's time locating the components of the system and reduce repair time. The goal is to have 50% of the distribution system, including all valves and service locations mapped during FY2021. Updating the GIS Map using the Mobile App began October 2018.

## **GOAL 6**: INITIATE MULTI-YEAR, CITYWIDE METER REPLACEMENT PROGRAM

**Objectives:**

- Start design and implementation of a multi-year Citywide Meter Replacement Program. This improvement will upgrade hardware and software to streamline the meter data collection process. Automated meter technology decreases undetected water loss, improves customer service and increases meter reading technology and billing efficiency. Customers will have real time access to consumption data.

- Continue to annually fund the meter replacement capital account for the next few years to reduce the cost of bonding the meter replacement project.

**GOAL 7:** WATER & SEWER BILLING AND CONSUMPTION CUSTOMER SERVICE SOFTWARE INTEGRATION.

**Objectives:**

- Collect customer account information to implement reverse notification system.
- Scrub all data in customer accounts to make for a smooth transition to system integration.
- Implement integration of billing, payment and consumption customer service software.
- Market and increase awareness of online users (current stats: 30% enrolled, 70 %traditional print bills).

## PROGRAMS & SERVICES

### Treatment

- 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

### Distribution

- 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

### Administration/ Billing

- Manage 8950 customer accounts.
- Manage cutomer billing/collection process.
- Manage customer service inquires and work orders
- Process permit requests.
- Provide budgets & rate analysis.
- Monitor procurement activities.
- Manage solar credit distribution.
- Manage meter data collection program.

### Engineering

- 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.

## WATER ENTERPRISE FUND (060-450)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - DPS SAL DIRECTOR | 39,795 | 40,557 | 44,228 | 44,228 | 44,940 | 712 | 1.6% |
| 51102 - DPS SAL DEPUTY DIRECTOR | 34,052 | 31,579 | 35,538 | 35,535 | 36,815 | 1,280 | 3.6% |
| 51103 - DPS SAL BUSINESS MANAGER | 22,880 | 21,362 | 24,924 | 24,924 | 25,325 | 401 | 1.6% |
| 51117 - DPS SAL ASST ENGINEER | 20,641 | 22,107 | 22,721 | 22,723 | 23,089 | 366 | 1.6% |
| 51118 - WAT SAL TREATMENT OPS SUPT | 91,800 | 85,954 | 100,647 | 96,243 | 103,016 | 6,772 | 7.0% |
| 51119 - DPS SAL CITY ENGINEER | 30,686 | 31,299 | 32,170 | 32,171 | 32,689 | 518 | 1.6% |
| 51120 - WAT SAL ASST SUPT WATER | 0 | 0 | 83,473 | 81,042 | 85,233 | 4,191 | 5.2% |
| 51131 - DPS SAL ADMIN ASSISTANT | 21,253 | 22,493 | 14,478 | 24,676 | 26,481 | 1,804 | 7.3% |
| 51132 - DPS SAL ADMIN OFFICE MGR | 19,325 | 25,585 | 26,639 | 26,694 | 27,524 | 830 | 3.1% |
| 51134 - WAT SAL DISTRIBUTION MNGR | 76,571 | 78,103 | 24,032 | 78,704 | 85,000 | 6,296 | 8.0% |
| 51158 - WAT SAL LABOR | 717,132 | 790,925 | 729,386 | 787,985 | 790,224 | 2,239 | 0.3% |
| 51190 - WAT SAL SUMMER EMPLOYEES | 11,424 | 9,012 | 2,592 | 21,600 | 0 | (21,600) | -100.0% |
| 51301 - WAT OVERTIME | 172,818 | 153,633 | 142,523 | 154,980 | 158,000 | 3,020 | 1.9% |
| 51401 - WAT LONGEVITY | 11,434 | 12,766 | 12,568 | 11,687 | 9,252 | (2,435) | -20.8% |
| 51402 - WAT LICENSE STIPENDS | 4,200 | 10,275 | 11,100 | 11,100 | 11,100 | 0 | 0.0% |
| 51403 - WAT HOLIDAY PAY | 16,835 | 17,267 | 16,795 | 17,705 | 18,059 | 354 | 2.0% |
| 51405 - WAT CLOTHING REIMBURSEMENT | 11,944 | 13,067 | 12,588 | 11,823 | 12,233 | 410 | 3.5% |
| 51411 - WAT NIGHT DIFFERENTIAL | 1,459 | 4,203 | 4,530 | 4,392 | 4,480 | 88 | 2.0% |
| 51420 - WAT EDUCATION CREDITS | 425 | 425 | 425 | 425 | 425 | 0 | 0.0% |
| 51710 - WAT RETIREMENTS/SICK LEAVE | 5,172 | 39,765 | 3,052 | 0 | 30,047 | 30,047 | |
| 51711 - WAT RETIREMENT SYSTEM | 287,215 | 283,169 | 305,311 | 305,311 | 349,299 | 43,989 | 14.4% |
| 51750 - WAT WORKERS COMP INS | 45,042 | 49,546 | 52,024 | 52,024 | 38,990 | (13,033) | -25.1% |
| 51760 - WAT HEALTH INSURANCE | 327,740 | 266,441 | 269,206 | 362,828 | 356,994 | (5,834) | -1.6% |
| 51770 - WAT FICA PAYROLL TAXES | 19,259 | 20,945 | 19,321 | 19,526 | 20,945 | 1,420 | 7.3% |
| **001 - PERSONNEL SERVICES Total** | **1,989,100** | **2,030,480** | **1,990,268** | **2,228,325** | **2,290,161** | **61,836** | **2.8%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - WAT HEAT | 13,830 | 15,130 | 19,904 | 15,000 | 15,000 | 0 | 0.0% |
| 52102 - WAT ELECTRICITY | 289,329 | 349,282 | 235,214 | 275,000 | 275,000 | 0 | 0.0% |
| 52401 - WAT IT EXPENSE | 71,255 | 44,645 | 93,271 | 97,987 | 75,000 | (22,987) | -23.5% |
| 52402 - WAT GEN CONSTRUCTION | 130,255 | 99,877 | 94,266 | 100,000 | 100,000 | 0 | 0.0% |
| 52403 - WAT MAINT-VEHICLES | 25,244 | 21,829 | 20,724 | 30,000 | 30,000 | 0 | 0.0% |
| 52404 - WAT DISTRIBUTN MAINT | 59,649 | 72,452 | 116,030 | 72,660 | 72,660 | 0 | 0.0% |
| 52405 - WAT TREATMENT MAINT | 65,660 | 67,404 | 63,643 | 72,500 | 70,000 | (2,500) | -3.4% |
| 52406 - WAT MAINT-EQUIPMENT | 11,042 | 30,838 | 29,497 | 14,000 | 14,000 | 0 | 0.0% |
| 52408 - WAT WATERSHED MAINT | 0 | 0 | 0 | 0 | 0 | 0 | |
| 53000 - WAT OFFICE IT SERVICES | 0 | 0 | 0 | 0 | 21,933 | 21,933 | |
| 53001 - WAT FINANCIAL AUDIT | 7,883 | 7,883 | 7,650 | 7,883 | 7,883 | 0 | 0.0% |
| 53020 - WAT LEGAL EXPENSES | 0 | 1,173 | 2,352 | 0 | 10,000 | 10,000 | |
| 53024 - WAT BOND/NOTE EXP | 22,894 | 21,366 | 19,798 | 24,386 | 24,386 | 0 | 0.0% |
| 53025 - WAT ENGINEER RETAINER | 53,811 | 31,990 | 15,415 | 75,000 | 50,000 | (25,000) | -33.3% |
| 53026 - WAT POLICE DETAILS | 18,337 | 14,874 | 16,907 | 20,000 | 20,000 | 0 | 0.0% |
| 53028 - WAT PRE-EMPLOYMENT PHYSICAL | 1,327 | 1,366 | 823 | 1,500 | 1,500 | 0 | 0.0% |
| 53029 - WAT CONTRACT-CROSS CONN TES | 18,540 | 18,600 | 12,390 | 19,000 | 19,000 | 0 | 0.0% |
| 53030 - WAT SLUDGE REMOVAL/FILTER PLT | 17,807 | 19,973 | 23,973 | 25,000 | 45,000 | 20,000 | 80.0% |

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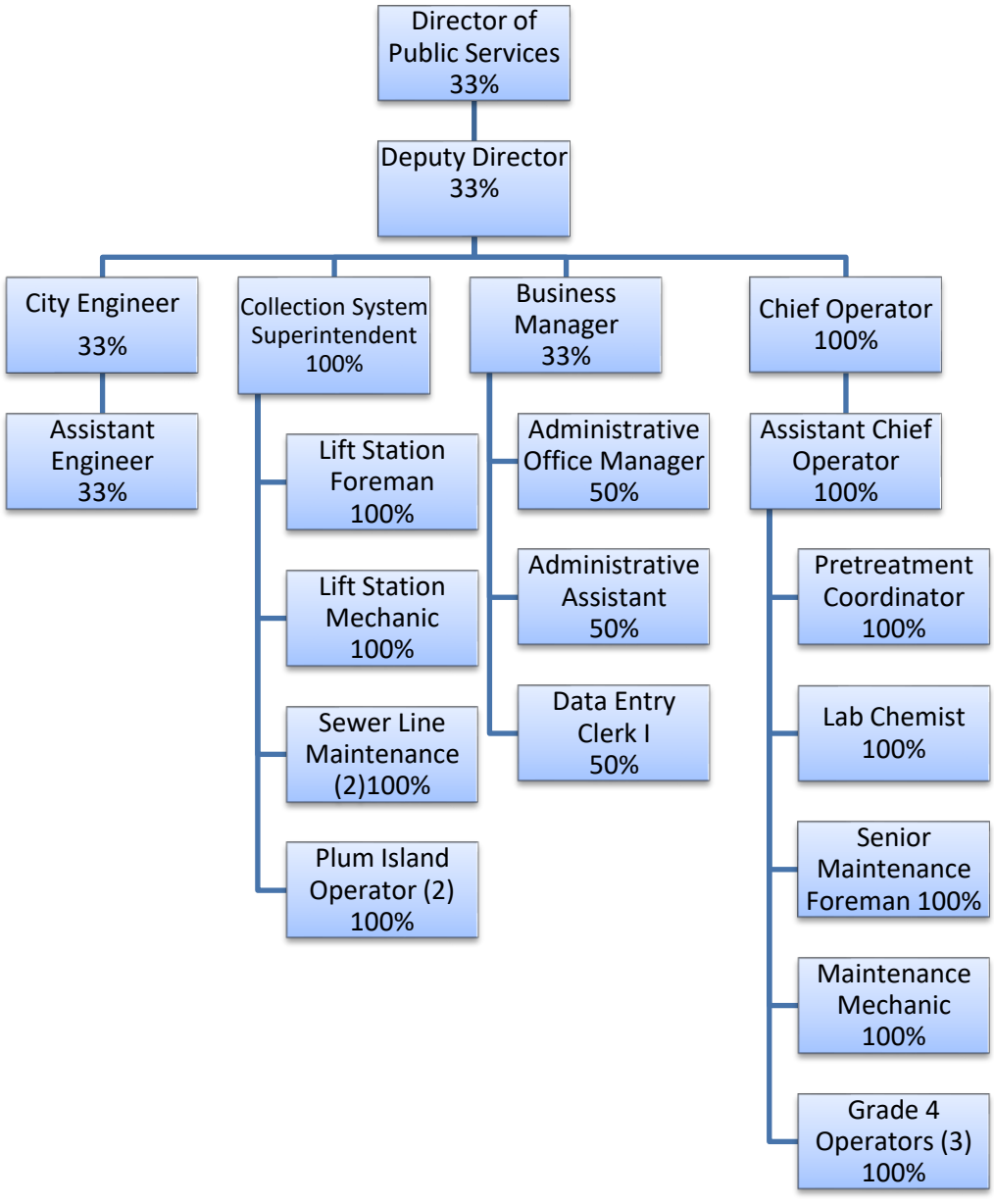
| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| 53031 - WAT TEST-SURFACE WAT SAMPLIN | 0 | 0 | 5,014 | 7,500 | 7,500 | 0 | 0.0% |
| 53032 - WAT WATER TEST | 18,911 | 29,173 | 38,441 | 36,554 | 36,554 | 0 | 0.0% |
| 53402 - WAT TELECOMMUNICATNS | 10,282 | 12,394 | 10,065 | 10,620 | 10,620 | 0 | 0.0% |
| 53780 - WAT PAYMT IN LIEU TAXES | 5,778 | 5,908 | 5,858 | 8,500 | 8,500 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **841,833** | **866,157** | **831,236** | **913,090** | **914,536** | **1,446** | **0.2%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54201 - WAT GENERAL OFC EXP | 14,516 | 16,135 | 16,963 | 20,125 | 10,000 | (10,125) | -50.3% |
| 54301 - WAT CONSERVATION | 1,451 | 5,000 | 2,382 | 5,000 | 5,000 | 0 | 0.0% |
| 54302 - WAT CHEMICALS | 117,030 | 133,649 | 118,294 | 125,000 | 125,000 | 0 | 0.0% |
| 54303 - WAT CONSUMER REPORT | 7,810 | 10,504 | 7,016 | 8,000 | 8,000 | 0 | 0.0% |
| 54304 - WAT TREATMENT MAINT EQUIP | 0 | 0 | 0 | 0 | 7,500 | 7,500 | |
| 54801 - WAT FUEL/OIL VEHICLE(S) | 17,280 | 17,448 | 14,444 | 26,870 | 26,870 | 0 | 0.0% |
| 55800 - WAT MISC SUPPLIES | 1,225 | 771 | 460 | 2,225 | 1,700 | (525) | -23.6% |
| **004 - SUPPLIES Total** | **159,312** | **183,508** | **159,560** | **187,220** | **184,070** | **(3,150)** | **-1.7%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57100 - WAT TRAINING/TRAVEL | 12,928 | 11,460 | 11,587 | 24,500 | 15,000 | (9,500) | -38.8% |
| 57301 - WAT SDWA | 5,583 | 5,897 | 5,418 | 5,569 | 5,792 | 223 | 4.0% |
| 57401 - WAT MUNICIPAL INSURANCE | 63,117 | 75,500 | 79,275 | 79,275 | 79,275 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **81,627** | **92,857** | **96,280** | **109,344** | **100,067** | **(9,277)** | **-8.5%** |
| | | | | | | | |
| **008 - CAPITAL OUTLAY** | | | | | | | |
| 58310 - WAT G.I.S. | 2,025 | 6,890 | 9,494 | 10,000 | 10,000 | 0 | 0.0% |
| 58513 - WAT WTR MAIN REPLAC PROGRAM | 69,049 | 49,414 | 0 | 100,000 | 100,000 | 0 | 0.0% |
| 58550 - WAT VEHICLE/EQUIP REPLACE | 39,521 | 110,071 | 5,000 | 5,000 | 5,000 | 0 | 0.0% |
| **008 - CAPITAL OUTLAY Total** | **110,595** | **166,375** | **14,494** | **115,000** | **115,000** | **0** | **0.0%** |
| | | | | | | | |
| **009 - DEBT SERVICE** | | | | | | | |
| 59100 - WAT DEBT PRINCIPAL | 1,284,468 | 1,396,401 | 1,477,895 | 1,410,766 | 1,449,867 | 39,102 | 2.8% |
| 59150 - WAT DEBT INTEREST | 401,270 | 457,738 | 340,215 | 407,344 | 367,386 | (39,958) | -9.8% |
| **009 - DEBT SERVICE Total** | **1,685,738** | **1,854,139** | **1,818,110** | **1,818,110** | **1,817,253** | **(857)** | **0.0%** |
| | | | | | | | |
| **Grand Total** | **4,868,205** | **5,193,516** | **4,909,947** | **5,371,089** | **5,421,087** | **49,998** | **0.9%** |

# 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 | FY2019 Actual | FY2020 Actual | FY2021 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 |
| **Equipment Repair Technician** | 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 FY2017 | Actual FY2018 | Actual FY2019 | Actual FY2020 |
|---|---|---|---|---|---|
| **LF of sewer main cleaned yearly** | Linear Feet | 150,665 | 107,051 | 100,000 | 108,000 |
| **Response to issues, alarms and sewer calls/WWTF/lift station** | Total # of Calls | 65 | 50 | 50 | 50 |
| **FOG Program/Compliance**<br><br>**# of businesses with grease traps.** | Compliance Per establishment | N/A | 140 | 60 | 60 |
| **Plum Island Vacuum System alarms and sewer calls** | Total # of Calls | 60 | 40 | 32 | 32 |
| **Odor Complaints** | Calls | 3 | 2 | 0 | 0 |
| **Wastewater treated** | Millions of Gallons | 647 | 654 | 660 | 624 |
| **Biosolids for composting** | Metric Tons | 596 | 670 | 736 | 700 |
| **Oxygen Consuming Material removed from Wastewater** | Pounds/ Million | 1.1 | 1.27 | 1.3 | 1.2 |
| **Sewer Liens** | Number | 258 | 244 | 170 | 200 |

## FY2020 ACCOMPLISHMENTS

**COVID-19**

- Budget reduced for 1st Quarter FY21. Spending only for essential and critical services and supplies necessary for maintenance and compliance with regulations including NPDES permit compliance. The staff continues to exercise social distancing and recommended practices to reduce the spread of COVID-19. To date the Sewer staff is fortunate to have maintained health and wellness to enable adequate staffing to respond to emergencies and provide ongoing services.

**Plum Island**

- Operating and Maintenance (O&M) continues to be high priority regarding Plum Island:
  - Purchased 4 new vacuum pumps on the island, total cost $241,000, of which Newbury contributed to 60% ($142,747) of cost.
  - These vacuum pumps are the heart of the system, without them the system will not operate.
  - New pumps were installed with new VFDs (variable frequency drive) which reduces run times, and saves on operating cost.
  - Continuing enhancing the alarm system (SCADA).

**Sewer line maintenance/ lift stations**

- Conducted proper O&M repair and preventative maintenance to collection system:
  - Cleaned approximately 110,000 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 hydraulic cement, and sealing joints between inlet and invert.
- Responded and repaired as needed all sewer issues to help prevent Sanitary Sewer Overflow (SSO).

**Odor Control**

- Odor Control Improvements complete and operational. No odor issues.
- Plum Island Force main odor/non-corrosion control project operational.

**Operations**

- Wastewater Treatment Plan continues to produce a Sludge by-produce of exceptional quality suitable for compost which reduces removal and process costs.
- Continued Safety and operational training for staff. Both in-house and off site.
- Continued to provide quality customer service.
- No Notices of Violations issued for Industrial Pretreatment Program (IPP).
- Completed Survey of all commercial system users.
- Continue working on reduction of Nitrogen; at this juncture our National Pollutant Discharge Elimination System (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.
- New NPDES permit received in April of 2020.
- Rehabilitation of headworks interior surfaces and coating complete.
- Continue modifications and enhancements to aeration system including installation of new

aluminum slide gates.

**Engineering**

- The Engineering Division assisted in updating the GIS data layers and working with field crews on obtaining as-built data.
- Continued development and implementation of the Waste Water Treatment Facility Resiliency Plan. Dewberry Engineers Inc. produced a report that included a climate risk assessment on the Waste Water Treatment Plant quantifying the impacts to assets, operations and equipment from storm events. The report identifies critical infrastructure in danger of failure during intense storms and offers solutions to increase the resilience of the wastewater treatment facility.
- Critical assets most vulnerable to flooding were identified. Additionally identified were protection strategies to mitigate the risk to each critical asset and increase the resiliency of the WWTP to allow the city to either maintain sanitary service during storm events or recover quickly after storms.
- A priority list of projects was developed for the city to use in planning for allocation of funds as part of capital improvement programs based on short- and long-term protective solutions.

**Business Office**

The Business Office manages approximately 8,200 commercial & residential sewer customer accounts. The staff maintains a high level of customer service and works on a collaborative level. Key functions of the office are budget management, procurement, scheduling service appointments, management of personnel records, payroll, billing & collection activities, management of solar credit distribution and managing multiple information systems critical to operations.

- Processed 32,800 Sewer bills in the course of the year.
- Collected 50% of FY 19 delinquent accounts and approximately 170 accounts received a property lien for unpaid balances.
- FY 19 certified retained earnings balance $978,540
- Sewer rates increased 2.7 % on July 1, 2019. The average bill based on 250 gallons per day over a 90-day period (3000 cubic ft.) amounts to $271.00 per quarter. This amount does not include service charges or water service and consumption costs.
- Received two hundred and nine thousand in solar credits with a return value of $20,900 in savings to the Sewer Budget.
- Received $9,400 in revenue from the sale of renewable energy credits received by the Massachusetts Solar Renewable Credits program. The energy credits are received from the solar power collectors located at the Sewer plant and sold at auction annually.
- **COVID19:** During the COVID 19 shut down period the Business Office schedule was structured to reduce human interaction and to rotate office processes to maintain workflows.

## FY2021 TRENDS

The Sewer Department will continue to focus on operations and collections and will continue to operate the sewer system with efficiency using Supervisory Control and Data Acquisition *(*SCADA). SCADA software allows operators to see real time operational data in comparison to receiving a delayed notice of an alarm. The sewer lift stations are managed by a similar SCADA system. The technology of the two systems allows the Sewer Department to continue to maintain the wastewater infrastructure at optimal levels. The staff continues to learn new techniques to navigate and operate the new SCADA alarm system.

The Sewer Division maintains an aggressive preventive maintenance program with a focus on Inflow &Infiltration (I/I) reduction. Routine inspections of the sewer system with CCTV equipment assist in the discovery of potential issues in the system. Preventive maintenance measures continue to assist the division in completing corrective actions to the sewer system. .

**National Pollutant Discharge Elimination**

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. The NPDES permit program was created by the 1972 Clean Water Act. The program authorizes State Governments to perform permitting, administration and enforcement aspects of the program. Wastewater Treatment Plant discharges are regulated for multiple parameters based on water quality standards. Treatment plants are designed and operated to ensure compliance with these parameters.

Engineering continues to assist the Sewer Division, including the evaluation and preparation of the City's sewer infrastructure. Sewer, Engineering and Planning Departments worked in collaboration to complete the design phase of the earthen berm and revetment topped with the Rail Trail path to be built along the shore behind the waste water treatment plant. Subsequent to this project, Engineering will manage the design project that will complete the install of the remaining perimeter berm. This project will ultimately completely encapsulate the waste water treatment plant property and protect the facility from storm surge as identified in the Resiliency Plan.

**Lift Station Vulnerability**

Several of the City's sewer lift stations are in low lying areas susceptible to flooding and storm surge. DPS is focusing on the design management and construction to raise the five pump stations to higher ground. This project is critical to elevate the stations above flood stage.

A sewer system evaluation is needed for current and potential future capacity & maintenance needs. Increased volume of flow due to increased population or increased development is a planning priority of future sewer system capacity.

**Business Operations**

The Business Office continues to manage over 8,000 sewer accounts with new connections occurring periodically throughout the construction season. There was an uptick in requests for new connections due to an increase in building permits throughout 2019. The last quarter of fiscal 20 resulted in a reduced number of requests for new connections due to COVID-19. The office increased the amount of delinquent accounts collected in fiscal 19 by 20%. Continued assessment and updates to billing & collection processes continues to assist in improving methods of collections. The solar credit program continues to assist in the reduction of energy costs generated by the Sewer Facilities. The program distributes 50% of the total credits generated by the solar fields *t*o the Sewer facilities bills and generates renewable energy for Nation Grid to deliver a sustainable energy source to the community.

**COVID19:** The Sewer Division continues to shift policies and processes to promote public safety. Budgets for FY21 were reduced to support a down turn in the economy. The Division continues to work on a collaborative level to maintain high levels of communication

## FY2021 GOALS & OBJECTIVES

### GOAL 1: NPDES PERMIT COMPREHENSIVE 5YEAR COMPLIANCE PLAN

**Objectives:**

- Meet permit limits and provide quality wastewater discharge.
- Reduce Nitrogen levels.
- Upgrade aeration system components.
- Conduct facility plant and process evaluation and engineering-based needs assessment.
- Develop and implement Treatment plant and collection system corrosion control strategy.

### GOAL 2: PROVIDE QUALITY OPERATIONS AND MAINTENANCE SERVICES TO CUSTOMERS

**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 minimize all sewer issues that may occur at the waste water treatment facility, lift stations, Plum Island, and sewer mains throughout the City in a timely manner.
- Continue to utilize and monitor Sewer plant management information systems (SCADA).
- Continue to improve health and safety issues for our employees.
- Reduce Inflow and Infiltration throughout the City and institute a flowmeter program.
- Continue public education 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 bio filter and associated components.

- Cleaning and Video inspection of downtown gravity sewer line.
- Complete Story Avenue Lift station replacement design.

## **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 businesses accountable for actions from their respected industries.

## **GOAL 4:** MAINTAIN COLLECTION SYSTEM

**Objectives:**

- Maintenance of all pump stations throughout the City.
- Perform operation & maintenance on all sewer mains throughout the City, keeping mains free and clear, preventing SSO activity from occurring.

## **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.
- Develop procedures to increase effective operations during 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:** SUPPORT, PERMIT & DESIGN OF BERM

**Objectives:**

- Provide guidance and support for the Berm and Revetment construction project at the Waste Water Treatment Facility managed by the Planning & Development Department.
- Procure and create emergency action plans to fortify the WWTF from storm surge and heavy flooding events, such as both temporary and permanent flood barriers for door openings and for raising critical assets and infrastructure.
- Prepare design Plans for the pump stations that currently reside in or near flood plains to ensure that the stations are elevated above predicted future flood elevations and protected from impacts caused by Climate Change.
    - **Pump Stations:** Water St., Hiltons Warf, Whites CRT., Savory St., Gould and Coke stations**.**

## PROGRAMS & SERVICES

| Treatment | Collection | Business Office | Engineering |
|---|---|---|---|
| • Provide quality and efficient treatment for wastewater to be discharged to Merrimac River.<br>• Meet the requirements for the NPDES permit.<br>• Submit yearly reports to the DEP/EPA.<br>• Maintain proper operations of the WWTF.<br>• Operate and maximize effeciency of odor control facilities.<br>• 24/7 on call personnel to respond to all calls during and after hours at the WWTF. | • Maintenance of 16 pump stations including Plum Island.<br>• Clean and maintain 75 miles of gravity sewer mains.<br>• 24 hour response to customer issues.<br>• Video sewer mains for the reduction of (II) Inflow/Infiltration for NPDES permit requirements.<br>• O&M on sewer mains and lift stations to reduce sewer SSO. | • Manage 8,200 customer accounts.<br>• Manage cutomer billing/collection process.<br>• Manage customer service inquiries and work orders<br>• Process permit requests.<br>• Provide budget and rate analysis.<br>• Monitor procurement activites.<br>• Manage solar credit distribution.<br>• Manage meter data collection program. | • Technical assistance to resolve problems and provide solutions.<br>• Design access roads and sewer main replacements.<br>• Review of sewer rehabilitiation and replacement projects.<br>• Project management of sewer design projects.<br>• Construction oversight.<br>• Resiliencey Plans to protect infrastructure from climate change impacts. |

## SEWER ENTERPRISE FUND (061-440)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - DPS SAL DIRECTOR | 39,795 | 40,557 | 44,228 | 44,228 | 44,940 | 712 | 1.6% |
| 51102 - DPS SAL DEPUTY DIRECTOR | 34,052 | 31,579 | 35,535 | 35,535 | 36,815 | 1,280 | 3.6% |
| 51103 - DPS SAL BUSINESS MANAGER | 22,880 | 21,362 | 24,924 | 24,924 | 25,325 | 401 | 1.6% |
| 51116 - SEW SAL CHIEF OPERATOR | 96,900 | 98,465 | 101,590 | 101,590 | 103,227 | 1,636 | 1.6% |
| 51117 - DPS SAL ASST ENGINEER | 20,641 | 22,107 | 22,721 | 22,723 | 23,089 | 366 | 1.6% |
| 51119 - DPS SAL CITY ENGINEER | 30,686 | 31,299 | 32,170 | 32,171 | 32,689 | 518 | 1.6% |
| 51120 - SEW SAL ASST CHIEF OPERATOR | 0 | 0 | 83,473 | 81,062 | 86,237 | 5,175 | 6.4% |
| 51122 - SEW SAL SUPT OF COLLECTIONS | 85,877 | 71,900 | 92,517 | 97,645 | 93,996 | (3,649) | -3.7% |
| 51131 - DPS SAL ADMIN ASSISTANT | 20,330 | 22,493 | 14,478 | 24,676 | 26,481 | 1,804 | 7.3% |
| 51132 - DPS SAL ADMIN OFFICE MGR | 20,248 | 25,585 | 26,639 | 26,694 | 27,524 | 830 | 3.1% |
| 51158 - SEW SAL LABOR | 826,724 | 897,880 | 819,811 | 844,575 | 866,728 | 22,153 | 2.6% |
| 51190 - SEW SAL SUMMER EMPLOYEES | 7,152 | 10,944 | 5,088 | 21,600 | 0 | (21,600) | -100.0% |
| 51301 - SEW OVERTIME | 195,135 | 155,054 | 133,043 | 216,397 | 220,000 | 3,603 | 1.7% |
| 51401 - SEW LONGEVITY | 5,881 | 6,378 | 5,881 | 6,378 | 6,378 | 0 | 0.0% |
| 51402 - SEW LICENSE STIPENDS | 2,425 | 9,100 | 9,100 | 9,100 | 9,100 | 0 | 0.0% |
| 51405 - SEW CLOTHING REIMBURSEMENT | 13,299 | 12,367 | 12,173 | 12,143 | 13,843 | 1,700 | 14.0% |
| 51420 - SEW EDUCATION CREDITS | 850 | 850 | 1,425 | 850 | 850 | 0 | 0.0% |
| 51710 - SEW RETIREMENTS/SICK LEAVE | 9,253 | 19,517 | 15,527 | 14,326 | 4,784 | (9,542) | -66.6% |
| 51711 - SEW RETIREMENT SYSTEM | 309,292 | 333,756 | 339,872 | 339,872 | 307,073 | (32,799) | -9.7% |
| 51750 - SEW WORKERS COMP INS | 30,862 | 33,948 | 35,646 | 35,646 | 35,646 | 0 | 0.0% |
| 51760 - SEW HEALTH INSURANCE | 347,732 | 364,172 | 366,315 | 423,231 | 416,426 | (6,805) | -1.6% |
| 51770 - SEW FICA PAYROLL TAXES | 15,338 | 15,367 | 15,316 | 20,827 | 20,827 | 0 | 0.0% |
| **001 - PERSONNEL SERVICES Total** | **2,135,352** | **2,224,681** | **2,237,471** | **2,436,193** | **2,401,978** | **(34,215)** | **-1.4%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52101 - SEW HEAT | 26,099 | 30,328 | 32,010 | 37,000 | 37,000 | 0 | 0.0% |
| 52102 - SEW ELECTRICITY | 411,489 | 567,220 | 363,433 | 381,326 | 380,000 | (1,326) | -0.3% |
| 52401 - SEW IT EXPENSE | 47,720 | 40,593 | 37,836 | 50,292 | 44,000 | (6,292) | -12.5% |
| 52402 - SEW MAINT-GENERAL | 37,417 | 34,327 | 31,982 | 36,350 | 36,350 | 0 | 0.0% |
| 52403 - SEW MAINT-VEHICLES | 20,721 | 18,291 | 18,984 | 27,000 | 27,000 | 0 | 0.0% |
| 52405 - SWR MAINT-PLUM ISLAND | 0 | 19,858 | 7,436 | 25,000 | 15,000 | (10,000) | -40.0% |
| 52406 - SEW MAINT-EQUIPMENT | 86,127 | 85,488 | 128,899 | 125,704 | 95,657 | (30,047) | -23.9% |
| 52407 - SEW UNIFORM/SAFETY EQUIPMEN | 16,941 | 11,135 | 8,961 | 15,136 | 15,675 | 539 | 3.6% |
| 52408 - SEW MAINT-SEWER LINE | 70,027 | 52,950 | 16,440 | 73,850 | 58,832 | (15,018) | -20.3% |
| 52409 - SEW MAINT-DRAINS | 23,824 | 15,335 | 5,110 | 39,000 | 39,000 | 0 | 0.0% |
| 53000 - SEW OFFICE IT SERVICES | 0 | 0 | 0 | 0 | 18,750 | 18,750 | |
| 53001 - SEW FINANCIAL AUDIT | 7,833 | 7,883 | 7,650 | 7,883 | 7,883 | 0 | 0.0% |
| 53020 - SEW LEGAL EXPENSES | 0 | 2,370 | 2,266 | 0 | 10,000 | 10,000 | |
| 53024 - SEW BOND/NOTE EXP | 35,731 | 33,771 | 31,769 | 37,650 | 37,650 | 0 | 0.0% |
| 53026 - SEW POLICE DETAILS | 8,479 | 4,662 | 3,557 | 10,000 | 10,000 | 0 | 0.0% |
| 53028 - SEW MEDICAL/DRUG TESTING | 4,993 | 4,501 | 1,836 | 4,500 | 4,500 | 0 | 0.0% |

*(Continued from Previous Page)*

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| 53030 - SEW CONSULTANT FEES | 18,448 | 21,475 | 51,176 | 75,000 | 50,000 | (25,000) | -33.3% |
| 53035 - SEW INDUSTRIAL PRETREATMENT | 9,701 | 12,570 | 9,945 | 14,550 | 15,500 | 950 | 6.5% |
| 53040 - SEW BIOSOLIDS DISPOSAL | 253,215 | 236,237 | 216,704 | 268,972 | 268,972 | 0 | 0.0% |
| 53050 - SEW VENDOR LAB TESTING | 11,818 | 15,798 | 12,856 | 24,695 | 21,131 | (3,564) | -14.4% |
| 53402 - SEW TELECOMMUNICATNS | 21,981 | 21,121 | 22,802 | 26,740 | 24,000 | (2,740) | -10.2% |
| **002 - PURCHASE OF SERVICES Total** | **1,112,562** | **1,235,914** | **1,011,651** | **1,280,648** | **1,216,900** | **(63,748)** | **-5.0%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54201 - SEW GENERAL OFC EXP | 18,164 | 20,908 | 17,926 | 18,570 | 5,250 | (13,320) | -71.7% |
| 54302 - SEW PLANT CHEMICALS | 313,585 | 388,312 | 417,783 | 404,060 | 420,000 | 15,940 | 3.9% |
| 54303 - SEW LAB CHEM/EQUIP/SUPPLIES | 16,292 | 15,039 | 15,431 | 13,750 | 13,750 | 0 | 0.0% |
| 54801 - SEW FUEL/OIL VEHICLE(S) | 23,163 | 18,034 | 14,679 | 30,018 | 20,000 | (10,018) | -33.4% |
| 54802 - SEW LUBRICANTS | 255 | 38 | 3,669 | 5,000 | 5,000 | 0 | 0.0% |
| 55800 - SEW MISC SUPPLIES | 285 | 97 | 2,493 | 1,800 | 1,800 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **371,746** | **442,428** | **471,980** | **473,198** | **465,800** | **(7,398)** | **-1.6%** |
| | | | | | | | |
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57100 - SEW TRAINING/TRAVEL | 10,952 | 22,337 | 3,948 | 17,800 | 9,000 | (8,800) | -49.4% |
| 57300 - SEW DUES/LIC/SUBSCRIPTIONS | 1,260 | 195 | 588 | 1,350 | 800 | (550) | -40.7% |
| 57401 - SEW MUNICIPAL INSURANCE | 60,225 | 72,171 | 75,779 | 75,779 | 75,779 | 0 | 0.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **72,437** | **94,703** | **80,315** | **94,929** | **85,579** | **(9,350)** | **-9.8%** |
| | | | | | | | |
| **008 - CAPITAL OUTLAY** | | | | | | | |
| 58310 - SEW G.I.S. | 13,061 | 11,918 | 9,289 | 10,000 | 10,000 | 0 | 0.0% |
| 58330 - SEW I/I REHABILITATION | 24,492 | 11,800 | 41,017 | 100,000 | 25,000 | (75,000) | -75.0% |
| 58361 - SEW REPAIR LIFT STATIONS | 136,368 | 114,823 | 48,022 | 150,000 | 150,000 | 0 | 0.0% |
| 58362 - SEW EFFLUENT SAMPLER | 6,295 | 2,243 | 7,439 | 6,000 | 6,000 | 0 | 0.0% |
| 58550 - SEW VEHICLE/EQUIP REPLACE | 7,841 | 11,075 | 5,000 | 5,000 | 5,000 | 0 | 0.0% |
| **008 - CAPITAL OUTLAY Total** | **188,057** | **151,859** | **110,767** | **271,000** | **196,000** | **(75,000)** | **-27.7%** |
| | | | | | | | |
| **009 - DEBT SERVICE** | | | | | | | |
| 59100 - SEW DEBT PRINCIPAL | 1,913,000 | 2,007,273 | 2,178,186 | 2,077,432 | 2,211,285 | 133,853 | 6.4% |
| 59150 - SEW DEBT INTEREST | 899,392 | 995,608 | 884,239 | 933,206 | 917,753 | (15,454) | -1.7% |
| 59250 - SEW INT TEMP LOAN | 23,933 | 0 | 0 | 20,000 | 20,000 | 0 | 0.0% |
| **009 - DEBT SERVICE Total** | **2,836,325** | **3,002,881** | **3,062,424** | **3,030,638** | **3,149,038** | **118,399** | **3.9%** |
| | | | | | | | |
| **Grand Total** | **6,716,478** | **7,152,465** | **6,974,609** | **7,586,606** | **7,515,295** | **(71,311)** | **-0.9%** |

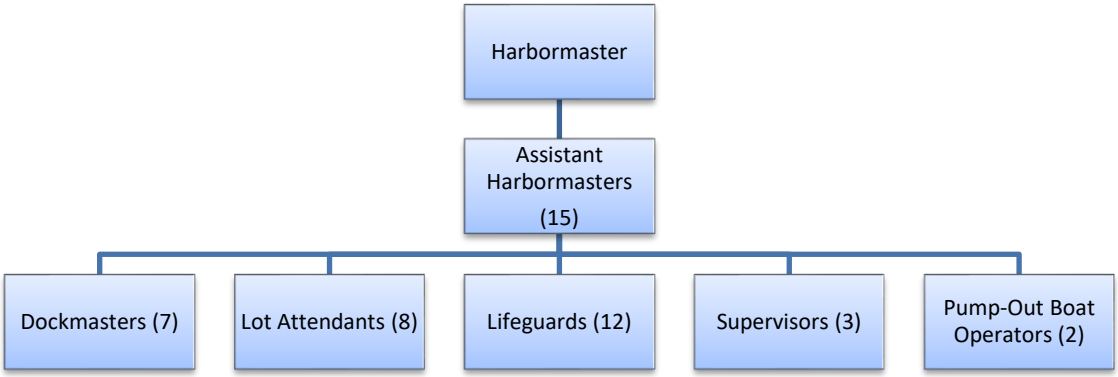
# HARBORMASTER

## 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 ensures 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 | FY2019 Actual | FY2020 Actual | FY2021 Budgeted |
|---|---|---|---|
| **Harbormaster*** | 1.0 | 1 | 1 |
| **Assistant Harbormaster** | 15.0 | 15.0 | 15.0 |
| **Pump Out Boat Operators** | 2.0 | 2.0 | 2.0 |
| **Supervisors** | 3.0 | 3.0 | 3.0 |
| **Lifeguards** | 12.0 | 12.0 | 0 |
| **Dock Masters and Lot Attendants** | 15.0 | 15.0 | 15 |
| **Total Staff** | **48.0** | **48.0** | **36.0** |

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

## PERFORMANCE MEASUREMENTS

| Performance Indicator | Unit of Measure | Actual FY2018 | Actual FY2019 | Actual FY2020 | Estimated FY2021 |
|---|---|---|---|---|---|
| **Waterway Permits** | # | 1,495 | 1,449 | 1402 | 1450 |
| **Mooring Permits** | # | 186 | 186 | 174 | 180 |
| **Dinghy Permits** | # | 43 | 47 | 51 | 50 |
| **Cashman Park Annual Parking Permits** | # | 75 | 87 | 125 | 110 |
| **Transient Boaters Central Waterfront** | # | N/A | N/A | N/A | TBD |

## FY2020 ACCOMPLISHMENTS

**COVID- 19 Response**

- With a delayed opening to our 2020 season we adopted all COVID -19 protocols and guidelines from the state with strict adherence to ensure boaters safety. All staff is required to use PPE and social distance when possible and the Harbormaster office has been closed to the public. Safety glass has been added at counter for when we reopen. Hand sanitizer is available at all locations.
- Added COVID-19 rules, guidelines and quarantining rules to the website and quarantining handouts are given to all transient boaters.
- Closed boaters' restrooms and shower facility.
- Added signage at all Harbormaster facilities with COVID-19 guidelines and policies.
- At Plum Island point parking lot, posted signage alerting visitors that there are "no lifeguards on duty" and "no swimming in river"; the parking lot was made resident-only to ensure social distancing guidelines could be maintained on the busier weekends.

**Reservation System: Dockwa**

- Implemented an online reservation and payment program through Dockwa. This placed the City of Newburyport on a national system opening us up to new transient boaters. Additionally, this provided efficiencies and improved data analytics for the department.
- Received a five (out of five) star rating from Dockwa for service and boaters' reviews.
- Received the 2019 boater's choice award from marinas.com. This puts us in the top 3% of highest rated marinas on marinas.com.
- Implemented a new fee schedule.

**Training**

- Provided American Red Cross waterfront certification training for all our Lifeguards.

- Provided Assistant Harbormasters with AED, first aid, and CPR training. A notable achievement was a citation from the Mayor's office for a lifesaving rescue by an Assistant Harbormaster.
- Coordinated training and enhanced relationships with the Police, Fire and the Coast Guard.
- Worked closely with "The Home Base Foundation" and veterans' organizations, by providing personalized marine escort on their boating trips.

**Events**

- Assisted in scheduling "The Impossible Dream" catamaran's visit to our city. This provided an opportunity for citizens with handicaps to enjoy time on the water.
- Took a leadership role in planning the successful visit of the 200-ton Spanish tall ship Santa Maria, which was at the waterfront for 9 days.
- Provided a fishing clinic at Cashman Park in May. This event was attended by over 50 children. The department partnered with Marine Fisheries to teach the kids how to fish in a safe and sustainable manner.
- Planned and helped organize the Newburyport Shark and Tuna Tournament, which brought 35 boats to the waterfront. The tournament raised over $7,000 to the Dana Farber kids cancer foundation.
- Received a new pump out boat, through the clean vessel act grant.

## FY2021 TRENDS

COVID-19 has resulted in an extremely dramatic increase in boating activity in the City which requires additional resources and staff time. The Harbormaster department continues to adhere to all State rules and guidelines. The weather plays a significant factor in revenues and activities associated with the Harbormasters Department. FY 2021 has already been a busy recreational boating season with more boats traveling and more visitors to the City of Newburyport based upon the visibility of Newburyport via our new reservation system, the low cost of fuel and the additional amenities our City now provides with our new facility.

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.

## FY2021 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.
- With the new DOCKWA system we now have data available to track the boating population.

### 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 and other maritime events and festivals to our city.

## PROGRAMS & SERVICES

### Patrol Operations

- 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

### Pump Out Boat Operations

- 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

### Supervisors

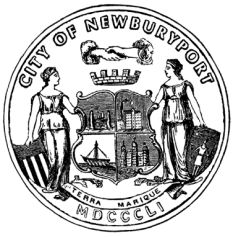
- Help with scheduling of all staff
- Assist with payroll
- Answer phones
- Oversee fee collections for accurate bookkeeping
- Daily financial reports
- Supervision of Lifeguards, Dock masters, Cashman Attendants
- Report discrepancies or maintenance issues to Harbormaster
- Maintain daily radio checks
- Make daily bank deposits

### Dockmaster, Parking Lot & Boat Ramp Attendants

- 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

### Lifeguards

- 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



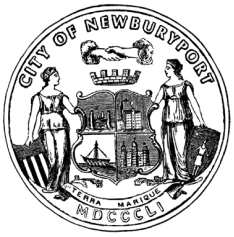

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## HARBORMASTER ENTERPRISE FUND (6520-295)

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **001 - PERSONNEL SERVICES** | | | | | | | |
| 51101 - HBR SAL HARBORMASTER | 68,248 | 77,772 | 80,034 | 79,327 | 81,225 | 1,898 | 2.4% |
| 51102 - HBR ASST HARBORMASTERS | 23,379 | 35,199 | 37,358 | 30,000 | 31,875 | 1,875 | 6.3% |
| 51181 - HBR SUPERVISORS | 17,215 | 21,688 | 28,872 | 34,000 | 25,000 | (9,000) | -26.5% |
| 51183 - HBR LIFEGUARDS | 44,089 | 41,573 | 34,139 | 48,000 | 20,000 | (28,000) | -58.3% |
| 51184 - HBR ADMINISTRATIVE ASST | 8,072 | 5,491 | 108 | 0 | 0 | 0 | |
| 51185 - HBR CASHMAN PK ATTEND | 19,085 | 17,686 | 22,649 | 18,000 | 19,125 | 1,125 | 6.3% |
| 51186 - HBR DOCKMASTER | 8,225 | 9,075 | 13,236 | 10,000 | 10,625 | 625 | 6.3% |
| 51187 - HBR PI PARKING LOT ATTEND | 10,935 | 11,307 | 16,627 | 12,000 | 12,500 | 500 | 4.2% |
| 51188 - HBR SHELLFISH CONSTABLE | 2,500 | 2,500 | 2,327 | 2,500 | 2,500 | 0 | 0.0% |
| 51740 - HBR RETIREMENT SYSTEM | 18,913 | 18,795 | 22,454 | 22,454 | 21,675 | (779) | -3.5% |
| 51750 - HBR WORKERS COMP INS | 6,811 | 16,524 | 11,035 | 8,000 | 8,000 | 0 | 0.0% |
| 51760 - HBR HEALTH INSURANCE | 24,687 | 25,206 | 25,638 | 31,564 | 30,250 | (1,314) | -4.2% |
| 51770 - HBR FICA PAYROLL TAXES | 5,450 | 4,088 | 3,594 | 8,000 | 8,000 | 0 | 0.0% |
| 51901 - HBR RETIREMENTS/SICK LEAVE | 0 | 0 | 0 | 0 | 7,002 | 7,002 | |
| **001 - PERSONNEL SERVICES Total** | **257,607** | **286,904** | **298,070** | **303,845** | **277,777** | **(26,068)** | **-8.6%** |
| | | | | | | | |
| **002 - PURCHASE OF SERVICES** | | | | | | | |
| 52103 - HBR HEAT/ELECTRICITY | 8,350 | 8,356 | 9,674 | 10,000 | 9,500 | (500) | -5.0% |
| 52401 - HBR CASHMAN PARK | 2,425 | 2,537 | 2,500 | 2,500 | 2,500 | 0 | 0.0% |
| 52405 - HBR IT EXPENSE | 3,376 | 2,484 | 4,270 | 4,500 | 3,000 | (1,500) | -33.3% |
| 52410 - HBR FISH PIER | 436 | 438 | 419 | 500 | 500 | 0 | 0.0% |
| 52420 - HBR MAINT/EQUIP BOAT | 6,629 | 4,984 | 4,232 | 5,000 | 5,000 | 0 | 0.0% |
| 52430 - HBR INSTALL/REPAIR FLTS, DK | 6,991 | 5,603 | 9,372 | 7,500 | 9,000 | 1,500 | 20.0% |
| 52435 - HBR FACILITIES MAINT | 2,367 | 1,414 | 1,250 | 2,000 | 2,000 | 0 | 0.0% |
| 52445 - HBR PLUM ISLAND EXP | 3,023 | 5,185 | 2,106 | 4,500 | 4,500 | 0 | 0.0% |
| 52721 - HBR PUMPOUT MAINT | 3,420 | 4,760 | 343 | 3,000 | 4,750 | 1,750 | 58.3% |
| 53001 - HBR FINANCIAL AUDIT | 2,750 | 2,750 | 2,750 | 2,750 | 2,750 | 0 | 0.0% |
| 53030 - HBR PRINTING & SIGNS | 2,058 | 2,402 | 2,099 | 2,000 | 2,500 | 500 | 25.0% |
| 53402 - HBR TELECOMMUNICATIONS | 3,913 | 3,484 | 2,999 | 3,000 | 3,000 | 0 | 0.0% |
| 53406 - HBR POSTAGE MAILINGS | 2,900 | 1,895 | 3,000 | 3,000 | 3,000 | 0 | 0.0% |
| **002 - PURCHASE OF SERVICES Total** | **48,640** | **46,291** | **45,015** | **50,250** | **52,000** | **1,750** | **3.5%** |
| | | | | | | | |
| **004 - SUPPLIES** | | | | | | | |
| 54200 - HBR OFFICE SUPPLIES | 832 | 707 | 1,456 | 500 | 1,000 | 500 | 100.0% |
| 54250 - HBR HARBOR COMMISSION EXP | 1,850 | 1,736 | 2,692 | 2,200 | 2,200 | 0 | 0.0% |
| 54305 - HBR UNIFORM/SAFETY EQUIP | 2,468 | 1,974 | 2,500 | 2,500 | 2,500 | 0 | 0.0% |
| 54801 - HBR FUEL/OIL BOATS | 11,060 | 8,993 | 8,794 | 12,000 | 12,000 | 0 | 0.0% |
| 55800 - HBR MISC SUPPLIES | 654 | 5,215 | 962 | 1,500 | 1,500 | 0 | 0.0% |
| **004 - SUPPLIES Total** | **16,865** | **18,625** | **16,405** | **18,700** | **19,200** | **500** | **2.7%** |

*(Continued from Previous Page)*

| | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 ACTUAL | FY2020 BUDGET | FY2021 ADOPTED | $ CHANGE | % CHANGE |
|---|---|---|---|---|---|---|---|
| **007 - OTHER CHARGES & EXPENSES** | | | | | | | |
| 57100 - HBR TRAINING/TRAVEL | 225 | 416 | 923 | 1,000 | 500 | (500) | -50.0% |
| 57300 - HBR DUES/MEMBERSHIPS | 170 | 395 | 250 | 500 | 500 | 0 | 0.0% |
| 57430 - HBR INSURANCE | 7,378 | 7,633 | 8,091 | 10,000 | 11,000 | 1,000 | 10.0% |
| **007 - OTHER CHARGES & EXPENSES Total** | **7,773** | **8,444** | **9,264** | **11,500** | **12,000** | **500** | **4.3%** |
| | | | | | | | |
| **008 - CAPITAL OUTLAY** | | | | | | | |
| 58500 - HBR ADDITIONAL EQUIPMENT | 47,909 | 22,639 | 49,517 | 50,000 | 25,000 | (25,000) | -50.0% |
| **008 - CAPITAL OUTLAY Total** | **47,909** | **22,639** | **49,517** | **50,000** | **25,000** | **(25,000)** | **-50.0%** |
| | | | | | | | |
| **009 - DEBT SERVICE** | | | | | | | |
| 59100 - HBR DEBT SERVICE | 74,535 | 76,835 | 80,573 | 80,573 | 79,273 | (1,300) | -1.6% |
| **009 - DEBT SERVICE Total** | **74,535** | **76,835** | **80,573** | **80,573** | **79,273** | **(1,300)** | **-1.6%** |
| | | | | | | | |
| **Grand Total** | **453,329** | **459,738** | **498,843** | **514,868** | **465,250** | **(49,618)** | **-9.6%** |




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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 2021-2025 Capital Improvement Program (CIP). All projects listed under FY2021 will be accompanied by a funding request prior to or during the next fiscal year. All projects listed under FY2022 through FY2025 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.

**Note: During the submission of this document, the City was in the midst of the COVID-19 virus and pandemic state of emergency; of which the financial impacts were unclear and could substantially alter this plan as presented.**

**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 FY2021 through FY2025. 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.

## FY2021 Capital Projects (As Amended by City Council on May 26, 2020)

| CIP # | Page | Department | Project Description | FY2021 | Funding Source |
|---|---|---|---|---|---|
| IT001 | 16 | Information Technology | IT Hardware | $26,000 | Free Cash |
| FD003 | 19 | Fire | Replacement of Fire Station # 2 | $500,000 | General Fund Debt |
| FD005 | 21 | Fire | SCBA Replacement | $400,000 | Grant, Free Cash |
| PD009 | 32 | Police | Cruiser/Vehicle Replacements | $50,000 | Gen. Fund Budget |
| PL001 | 34 | Planning & Development | Riverfront Critical Gap Trail Project/WWTF Resiliency | $50,000 | CPA, Grants, Sewer Enterprise Fund |
| PL002 | 35 | Planning & Development | Clipper City Rail Trail Phase III | $425,000 | CPA, Grants |
| PL004 | 37 | Planning & Development | Central Waterfront Park Expansion and Rail Trail Extension | $500,000 | CPA, Grants, NRA Revenue |
| PL006 | 39 | Planning & Development | Newburyport Youth Services | $100,000 | General Fund Debt |
| PL006A | 40 | Planning & Development | Brown School Facilities Renovation/ Repair | $400,000 | |
| PK003 | 43 | Parks | Joppa Park Improvement Project | $300,083 | Grant |
| PK012 | 49 | Parks | Master Plan for Lower Atkinson Common | $25,000 | CPA |
| PK013 | 50 | Parks | Bartlet Mall Hist. Restoration – NW Corner Improvements | $192,915 | CPA |
| LI001 | 52 | Library | HVAC System Repair/Replacement - Archival Center | $126,000 | CPA |
| HW003 | 57 | DPS - Highway | Drainage Improvement Projects Phase 1 | $172,769 | General Fund Debt |
| HW005 | 59 | DPS - Highway | Roadway Paving Improvement | $2,561,000 | Ch. 90, Grants |
| HW006 | 60 | DPS - Highway | Sidewalk Replacement/New Construction Program | $1,000,000 | Meals Tax |
| HW007 | 61 | DPS - Highway | Downtown Utility Upgrades (Design) | $500,000 | Gen. Fund/Water/Sewer Debt |
| HW008 | 62 | DPS - Highway | Phillips Drive Roadwork and Drainage | $1,000,000 | General Fund Debt |
| HW010 | 64 | DPS - Highway | Purchase of Two 6 Wheel Dump Truck with Plow | $125,825 | Free Cash |
| HW015 | 67 | DPS - Highway | Tire Machine | $20,000 | RRFA Fuel, Water/Sewer Ret. Earnings |
| HW016 | 68 | DPS - Highway | Fuel Delivery System | $20,000 | RRFA Fuel, Water/Sewer Ret. Earnings |
| WA001 | 70 | DPS - Water | Water Main Replacement | $150,000 | Available CIP Funds |
| WA003 | 72 | DPS - Water | Meter Replacement Project (Water/Sewer) | $150,000 | Available CIP Funds |
| WA014 | 82 | DPS - Water | Water Storage Tanks/Cleaning Mixers | $50,000 | Water Enterprise Funds |
| SW001 | 83 | DPS - Sewer | Purchase of Ten Wheel Dump Truck | $48,056 | Sewer Budget |
| SW002 | 84 | DPS - Sewer | WWTF and Sewer System Resiliency Plan | $300,000 | Sewer Retained Earnings |
| SC003 | 91 | Schools | NHS-Exterior Woodwork Project | $127,000 | CPA, Available CIP Funds |
| SC008 | 96 | Schools | NHS-Energy Reduction Projects | $237,433 | Grants |
| **Total FY2021 Project Costs** | | | | **$9,557,083** | |

**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 FY2021-2025 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.

**COVID-19 Pandemic and Economic Uncertainty**

This CIP was developed in the midst of the COVID-19 global pandemic that has caused significant economic uncertainty. Most likely it will be many months before we fully understand the effects the pandemic will have on the City's finances. Based on the sustained state of emergency declarations at every level of government during the preparation of this CIP, we anticipate there could be significant decreases in revenue for the final quarter of FY2020 and into FY2021 and beyond. **Our main priority at this time is funding mandatory items, such as lease payments that are contractually owed, until we can begin to fully understand the impacts of the COVID-19 virus and pandemic on the City's financial position and our ability to address capital needs going forward.**

**Overview of the CIP**

The CIP includes projects with a five-year total estimated cost of $87,576,618. The projects are divided into five main categories: 1) infrastructure, 2) facilities repair/renovation, 3) parks, grounds and open space, 4) vehicles/equipment, and 5) miscellaneous.

Infrastructure improvements are the largest category of spending at 43.0% of total costs. 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. The CIP includes additional funding in fiscal years 2022 through 2025 for roadway and sidewalk construction through the issuance of bonds, as authorized by vote of the City Council in October 2019. In addition, my administration continues to tackle some of the major drainage issues throughout the City with a $835,000 loan order that was approved by the City Council in FY2017 and is planning to get authorization for an additional loan order for drainage improvements for the Phillips Drive neighborhood.

Investments in facility renovations and repairs represent 42.7% 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 $10.0 million, as well as, a High School Science Wing Addition & Renovation Project, with an estimated cost of $14.0 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 the renovation of Fire Headquarters, renovation of Police Dispatch, and HVAC improvements in various buildings, among others.

Another consistent category of capital spending is for vehicles and equipment, representing 3.5% of total spending in the CIP. This past year, the City bonded $1.53 million to purchase a new pumper truck and a new aerial ladder truck. In addition, the City procured a tree truck at a cost of $200,000 a new Council on Aging transportation van at a cost of $70,000 and, in FY2021, will make the final payment on a lease-to-purchase for three Mack Dump Trucks. 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. Below is a breakdown of estimated project

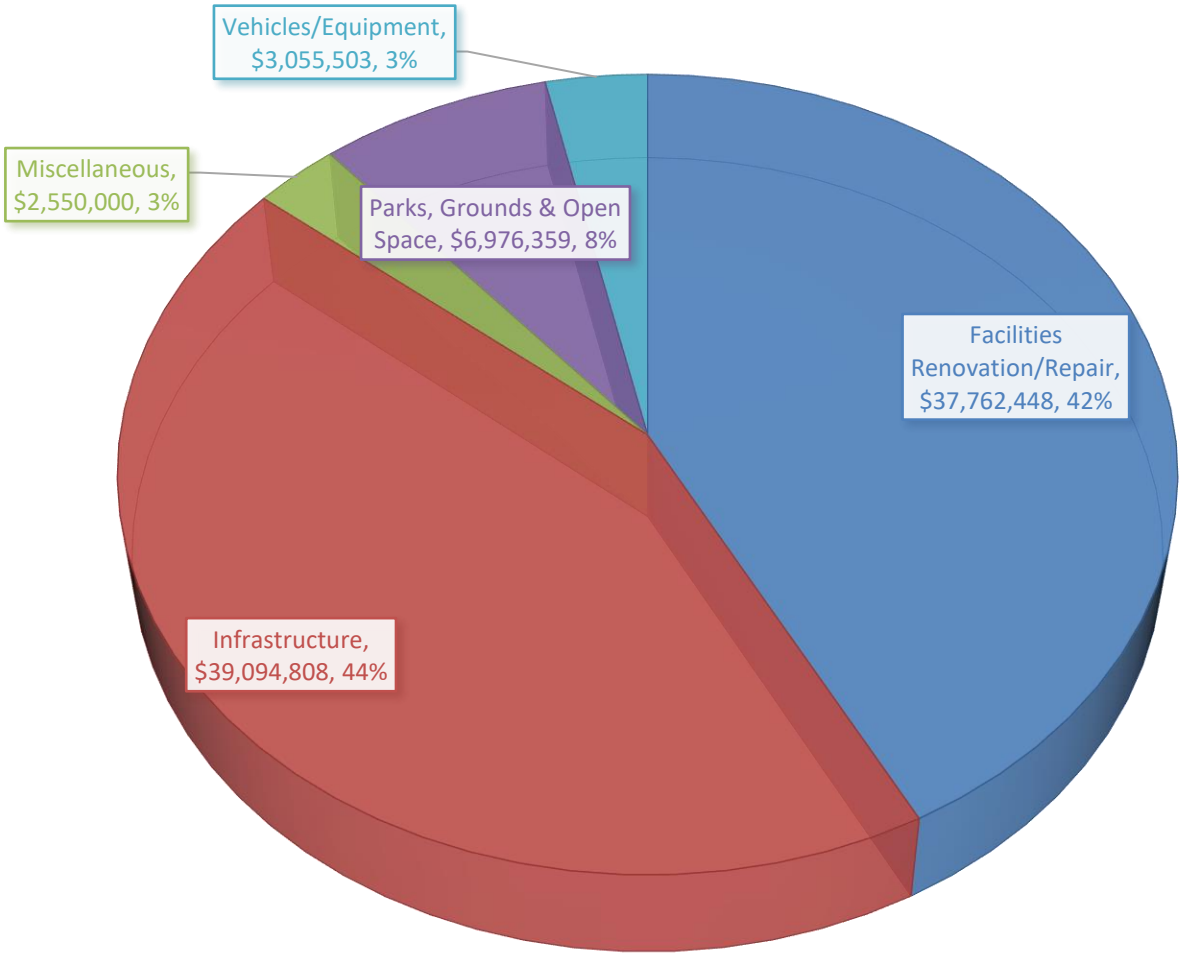
costs by department over the next five fiscal years.

**Project Costs by Department** **(As Amended by City Council on May 26, 2020)**

| | Estimated Costs by Fiscal Year | | | | | |
|---|---|---|---|---|---|---|
| **Department** | **FY2021** | **FY2022** | **FY2023** | **FY2024** | **FY2025** | **Five-Year Total** |
| Information Technology | $26,000 | $25,500 | $28,000 | $28,000 | $28,000 | $135,500 |
| Fire | $900,000 | $9,710,000 | $315,000 | $2,085,000 | $2,000,000 | $15,010,000 |
| Police | $50,000 | $220,000 | $740,000 | $183,000 | $75,000 | $1,268,000 |
| Sustainability | $0 | $0 | $0 | $650,000 | $0 | $650,000 |
| DPS - Highway | $5,399,595 | $7,247,769 | $4,803,003 | $2,395,234 | $2,195,234 | $22,040,835 |
| Planning & Development | $1,475,000 | $5,200,000 | $6,000,000 | $50,000 | $700,000 | $13,425,000 |
| Parks | $517,999 | $1,888,360 | $404,500 | $0 | $340,000 | $3,150,859 |
| Library | $126,000 | $100,000 | $0 | $0 | $80,000 | $306,000 |
| Youth Services | $0 | $0 | $30,000 | $0 | $0 | $30,000 |
| Schools | $364,433 | $7,166,470 | $7,763,265 | $434,800 | $36,000 | $15,764,968 |
| **Total General Fund** | **$8,859,026** | **$31,558,099** | **$20,083,768** | **$5,826,034** | **$5,454,234** | **$71,781,162** |
| | | | | | | |
| DPS - Sewer | $348,056 | $1,060,000 | $2,300,000 | $0 | $0 | $3,708,056 |
| DPS - Water | $350,000 | $1,405,800 | $2,755,800 | $1,098,300 | $8,340,000 | $13,949,900 |
| **Total Enterprise Funds** | **$698,056** | **$2,465,800** | **$5,055,800** | **$1,098,300** | **$8,340,000** | **$17,657,956** |
| | | | | | | |
| **Total Capital Improvements** | **$9,557,083** | **$34,023,899** | **$25,139,568** | **$6,924,334** | **$13,794,234** | **$89,439,118** |

On the following page is a chart that breaks down the CIP into the five main categories.

**Project Costs by Spending Category (As Amended by City Council on May 26, 2020)**




**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 enterprise fund 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 a funding target of 8.0% of annual revenue. Over the past five years, the City has funded capital at 8.4% of annual revenue. This target 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.

In this year's capital improvement program, the City worked to expand upon the anticipated financing plan for each project by identifying the funding source(s) and the associated annual expense. Broadly, the financing plan consists of pay-as-you-go ("PAYGO") funding for smaller projects under $500,000 and long-term borrowing for larger capital projects. PAYGO funding consists of annual appropriations

from free cash (or enterprise fund retained earnings) or funding in the annual operating budget, whereas borrowing is used to spread out the capital expense over a longer period of time, not to exceed the anticipated useful life of the capital asset.

The table on the following page shows the projected financing costs for the capital plan over the next five years with the anticipated funding source. Note that many projects can be funded by multiple funding sources, such as those with grant funding or public works projects that are often funded by a combination of the general fund and water/sewer enterprise funds. For FY2021, the plan shows capital spending at 6.4% of annual revenue, with an average of 7.8% over the next five years; 0.2% below the 8.0% policy target. A full project listing broken down by funding source can be found in the Appendix.

**Projected Financing Plan (As Amended by City Council on May 26, 2020)**

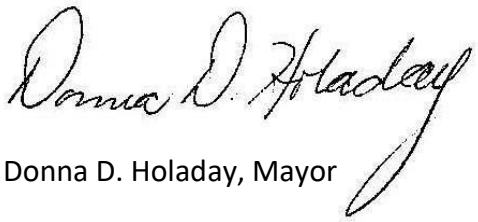
| Funding Source | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---|---|---|---|---|
| General Fund (Pay-As-You-Go) | | | | | |
| Free Cash | $211,825 | $485,500 | $212,500 | $351,000 | $283,000 |
| Operating Budget | $350,000 | $375,000 | $462,060 | $462,060 | $462,060 |
| General Fund (Debt) | $95,109 | $1,003,632 | $1,539,586 | $1,664,314 | $1,766,767 |
| CPA (Pay-As-You-Go) | $251,000 | $640,000 | $425,000 | $0 | $85,000 |
| CPA (Debt) | $0 | $58,203 | $58,203 | $70,168 | $240,168 |
| Grant/Other | $4,438,999 | $6,379,604 | $4,252,562 | $786,667 | $4,860,000 |
| Water Enterprise Fund (Pay-As-You-Go) | | | | | |
| Retained Earnings | $60,000 | $266,250 | $929,344 | $525,000 | $400,000 |
| Operating Budget | $100,000 | $158,300 | $198,300 | $198,300 | $140,000 |
| Sewer Enterprise Fund (Pay-As-You-Go) | | | | | |
| Retained Earnings | $10,000 | $0 | $8,094 | $350,000 | $0 |
| Operating Budget | $0 | $0 | $0 | $0 | $0 |
| Water Enterprise Fund (Debt) | $8,921 | $8,921 | $36,534 | $36,534 | $258,661 |
| Sewer Enterprise Fund (Debt) | $8,921 | $8,921 | $8,921 | $8,921 | $8,921 |
| **Total Funding** | **$6,098,532** | **$11,012,812** | **$10,353,573** | **$2,781,073** | **$6,569,581** |
| | | | | | |
| **General Fund CIP Funding:** | | | | | |
| Pay-As-You-Go | $561,825 | $860,500 | $674,560 | $813,060 | $745,060 |
| New Debt | $95,109 | $1,003,632 | $1,539,586 | $1,664,314 | $1,766,767 |
| Existing Debt | $3,608,695 | $3,608,360 | $3,608,856 | $3,623,173 | $3,635,176 |
| **Total** | **$4,265,629** | **$5,472,493** | **$5,823,002** | **$6,100,547** | **$6,147,004** |
| Projected Revenue | $71,528,553 | $73,730,809 | $75,983,201 | $78,310,247 | $80,698,165 |
| CIP as % of Revenue | 6.0% | 7.4% | 7.7% | 7.8% | 7.6% |
| Target % | 8.0% | 8.0% | 8.0% | 8.0% | 8.0% |
| Variance | -2.0% | -0.6% | -0.3% | -0.2% | -0.4% |

**Conclusion**

I want to thank everyone who has helped to make this CIP a key planning tool for the City of Newburyport. The City continues to make great strides towards improving its capital planning process. The capital projects appearing on the following pages highlight 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. The funding mechanisms for many projects, especially going out beyond one year, are presented for illustrative purposes and change from year to year based on constantly evolving needs in an unpredictable economy.

As a result of the COVID-19 pandemic, we will likely need to defer many capital needs in the near term, but it is my hope that these items remain in the plan for completion in subsequent years. The CIP is a living document in the truest sense and continues to be revaluated and updated over the course of each fiscal year. To emphasize the importance of capital planning, the CIP is included as a section in 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 2021-2025 CIP Summary (As Amended by City Council on May 26, 2020)

| CIP # | Page | Department | Project Description | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Five-Year Total |
|---|---|---|---|---|---|---|---|---|---|
| IT001 | 16 | Information Technology | IT Hardware | $26,000 | $25,500 | $28,000 | $28,000 | $28,000 | $135,500 |
| | | **Information Technology Total** | | **$26,000** | **$25,500** | **$28,000** | **$28,000** | **$28,000** | **$135,500** |
| FD001 | 17 | Fire | Command Vehicle | $0 | $0 | $60,000 | $0 | $0 | $60,000 |
| FD002 | 18 | Fire | Replace/Update Radio Equipment | $0 | $55,000 | $55,000 | $55,000 | $0 | $165,000 |
| FD003 | 19 | Fire | Replacement of Fire Station # 2 | $500,000 | $9,500,000 | $0 | $0 | $0 | $10,000,000 |
| FD004 | 20 | Fire | Renovation of NFD Headquarters Station | $0 | $0 | $200,000 | $2,000,000 | $2,000,000 | $4,200,000 |
| FD005 | 21 | Fire | SCBA Replacement | $400,000 | $0 | $0 | $0 | $0 | $400,000 |
| FD006 | 22 | Fire | Hose Replacements | $0 | $30,000 | $0 | $30,000 | $0 | $60,000 |
| FD007 | 23 | Fire | Fire Data Control Systems | $0 | $125,000 | $0 | $0 | $0 | $125,000 |
| | | **Fire Total** | | **$900,000** | **$9,710,000** | **$315,000** | **$2,085,000** | **$2,000,000** | **$15,010,000** |
| PD001 | 24 | Police | Surveillance Camera Integration | $0 | $10,000 | $175,000 | $0 | $0 | $185,000 |
| PD002 | 25 | Police | Dispatch Center Renovation | $0 | $25,000 | $450,000 | $0 | $0 | $475,000 |
| PD003 | 26 | Police | Carpet Replacement | $0 | $0 | $40,000 | $0 | $0 | $40,000 |
| PD004 | 27 | Police | Facility Weatherproofing | $0 | $30,000 | $0 | $0 | $0 | $30,000 |
| PD005 | 28 | Police | Radar Units | $0 | $25,000 | $0 | $0 | $0 | $25,000 |
| PD006 | 29 | Police | Dive Team Equipment | $0 | $35,000 | $0 | $0 | $0 | $35,000 |
| PD007 | 30 | Police | Taser Replacement | $0 | $0 | $0 | $108,000 | $0 | $108,000 |
| PD008 | 31 | Police | Records Room | $0 | $20,000 | $0 | $0 | $0 | $20,000 |
| PD009 | 32 | Police | Cruiser/Vehicle Replacements | $50,000 | $75,000 | $75,000 | $75,000 | $75,000 | $350,000 |
| | | **Police Total** | | **$50,000** | **$220,000** | **$740,000** | **$183,000** | **$75,000** | **$1,268,000** |
| SU001 | 33 | Sustainability | HVAC Improvements - City Hall | $0 | $0 | $0 | $650,000 | $0 | $650,000 |
| | | **Sustainability Total** | | **$0** | **$0** | **$0** | **$650,000** | **$0** | **$650,000** |
| PL001 | 34 | Planning & Development | Riverfront Critical Gap Trail Project/WWTF Resiliency | $50,000 | $1,700,000 | $0 | $0 | $0 | $1,750,000 |
| PL002 | 35 | Planning & Development | Clipper City Rail Trail Phase III | $425,000 | $0 | $0 | $0 | $0 | $425,000 |
| PL003 | 36 | Planning & Development | Central Waterfront Bulkhead Phase II | $0 | $100,000 | $3,000,000 | $0 | $0 | $3,100,000 |
| PL004 | 37 | Planning & Development | Central Waterfront Park Expansion and Rail Trail Extension | $500,000 | $1,000,000 | $1,000,000 | $0 | $0 | $2,500,000 |
| PL005 | 38 | Planning & Development | Fish Pier Embayment Dredging | $0 | $0 | $0 | $50,000 | $700,000 | $750,000 |
| PL006 | 39 | Planning & Development | Newburyport Youth Services | $100,000 | $2,400,000 | $2,000,000 | $0 | $0 | $4,500,000 |
| PL006A | 40 | Planning & Development | Brown School Facilities Renovation/ Repair | $400,000 | $0 | $0 | $0 | $0 | $400,000 |
| | | **Planning & Development Total** | | **$1,475,000** | **$5,200,000** | **$6,000,000** | **$50,000** | **$700,000** | **$13,425,000** |
| PK001 | 41 | Parks | Infield Groomer | $0 | $15,000 | $0 | $0 | $0 | $15,000 |
| PK002 | 42 | Parks | Cushing Park Lot Resurfacing | $0 | $0 | $0 | $0 | $340,000 | $340,000 |

| CIP # | Page | Department | Project Description | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Five-Year Total |
|---|---|---|---|---|---|---|---|---|---|
| PK003 | 43 | Parks | Joppa Park Improvement Project | $300,083 | $0 | $0 | $0 | $0 | $300,083 |
| PK005 | 44 | Parks | Field Improvement - Fuller Complex | $0 | $1,110,006 | $0 | $0 | $0 | $1,110,006 |
| PK007 | 45 | Parks | Mower Attachment Purchase | $0 | $0 | $24,500 | $0 | $0 | $24,500 |
| PK008 | 46 | Parks | Fuller North Field Irrigation System | $0 | $0 | $30,000 | $0 | $0 | $30,000 |
| PK010 | 47 | Parks | Atkinson Common Tennis Court Resurfacing | $0 | $0 | $200,000 | $0 | $0 | $200,000 |
| PK011 | 48 | Parks | Cashman Park Basketball Court Resurfacing | $0 | $0 | $150,000 | $0 | $0 | $150,000 |
| PK012 | 49 | Parks | Master Plan for Lower Atkinson Common | $25,000 | $0 | $0 | $0 | $0 | $25,000 |
| PK013 | 50 | Parks | Bartlet Mall Hist. Restoration – NW Corner Improvements | $192,915 | $413,354 | $0 | $0 | $0 | $606,269 |
| PK014 | 51 | Parks | Parks Field Office | $0 | $350,000 | $0 | $0 | $0 | $350,000 |
| | | **Parks Total** | | **$517,999** | **$1,888,360** | **$404,500** | **$0** | **$340,000** | **$3,150,859** |
| LI001 | 52 | Library | HVAC System Repair/Replacement - Archival Center | $126,000 | $0 | $0 | $0 | $0 | $126,000 |
| LI002 | 53 | Library | Front Steps/Retaining Wall Repair | $0 | $100,000 | $0 | $0 | $0 | $100,000 |
| LI003 | 54 | Library | Boiler Replacement | $0 | $0 | $0 | $0 | $80,000 | $80,000 |
| | | **Library Total** | | **$126,000** | **$100,000** | **$0** | **$0** | **$80,000** | **$306,000** |
| YS001 | 55 | Youth Services | Kelleher Basketball Court | $0 | $0 | $30,000 | $0 | $0 | $30,000 |
| | | **Youth Services Total** | | **$0** | **$0** | **$30,000** | **$0** | **$0** | **$30,000** |
| HW001 | 56 | DPS - Highway | Parker Street/Scotland Road Culvert Replacement (Design) | $0 | $0 | $0 | $200,000 | $0 | $200,000 |
| HW003 | 57 | DPS - Highway | Drainage Improvement Projects Phase 1 | $172,769 | $172,769 | $172,769 | $0 | $0 | $518,308 |
| HW004 | 58 | DPS - Highway | Downtown Equipment | $0 | $200,000 | $0 | $0 | $0 | $200,000 |
| HW005 | 59 | DPS - Highway | Roadway Paving Improvement | $2,561,000 | $1,500,000 | $1,500,000 | $1,500,000 | $1,500,000 | $8,561,000 |
| HW006 | 60 | DPS - Highway | Sidewalk Replacement/New Construction Program | $1,000,000 | $500,000 | $500,000 | $500,000 | $500,000 | $3,000,000 |
| HW007 | 61 | DPS - Highway | Downtown Utility Upgrades (Design) | $500,000 | $0 | $0 | $0 | $0 | $500,000 |
| HW008 | 62 | DPS - Highway | Phillips Drive Roadwork and Drainage | $1,000,000 | $2,500,000 | $2,500,000 | $0 | $0 | $6,000,000 |
| HW009 | 63 | DPS - Highway | Plummer Spring Bridge Replacement | $0 | $2,250,000 | $0 | $0 | $0 | $2,250,000 |
| HW010 | 64 | DPS - Highway | Purchase of Two 6 Wheel Dump Truck with Plow | $125,825 | $0 | $65,000 | $130,000 | $130,000 | $450,825 |
| HW013 | 65 | DPS - Highway | Highway Dept. Loader | $0 | $0 | $65,234 | $65,234 | $65,234 | $195,702 |
| HW014 | 66 | DPS - Highway | Hale Street Sidewalk and Pedestrian Access (Design) | $0 | $125,000 | $0 | $0 | $0 | $125,000 |
| HW015 | 67 | DPS - Highway | Tire Machine | $20,000 | $0 | $0 | $0 | $0 | $20,000 |
| HW016 | 68 | DPS - Highway | Fuel Delivery System | $20,000 | $0 | $0 | $0 | $0 | $20,000 |
| | | **DPS - Highway Total** | | **$5,399,595** | **$7,247,769** | **$4,803,003** | **$2,395,234** | **$2,195,234** | **$22,040,835** |
| SW007 | 69 | DPS - Water | Storey Ave Pump Station Rehabilitation | $0 | $100,000 | $1,000,000 | $0 | $0 | $1,100,000 |
| WA001 | 70 | DPS - Water | Water Main Replacement | $150,000 | $150,000 | $250,000 | $250,000 | $500,000 | $1,300,000 |

| CIP # | Page | Department | Project Description | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | Five-Year Total |
|---|---|---|---|---|---|---|---|---|---|
| WA002 | 71 | DPS - Water | Purchase of Six Wheel Dump Truck | $0 | $58,300 | $58,300 | $58,300 | $0 | $174,900 |
| WA003 | 72 | DPS - Water | Meter Replacement Project (Water/Sewer) | $150,000 | $150,000 | $150,000 | $750,000 | $0 | $1,200,000 |
| WA004 | 73 | DPS - Water | Lower Artichoke Reservoir Dam Improvement | $0 | $300,000 | $0 | $0 | $0 | $300,000 |
| WA005 | 74 | DPS - Water | Watershed/Public Water Supply Protection | $0 | $475,000 | $1,000,000 | $0 | $0 | $1,475,000 |
| WA007 | 75 | DPS - Water | New Hypochlorite Day Tank System | $0 | $0 | $25,000 | $0 | $0 | $25,000 |
| WA008 | 76 | DPS - Water | Replace Water Supply Line to Route 113 | $0 | $0 | $0 | $0 | $7,800,000 | $7,800,000 |
| WA009 | 77 | DPS - Water | Water Dept Backhoe | $0 | $0 | $40,000 | $40,000 | $40,000 | $120,000 |
| WA010 | 78 | DPS - Water | Water Dept. Utility Body | $0 | $60,000 | $0 | $0 | $0 | $60,000 |
| WA011 | 79 | DPS - Water | Plum Island Chlorine Booster Station | $0 | $0 | $80,000 | $0 | $0 | $80,000 |
| WA012 | 80 | DPS - Water | Artichoke Raw Water Station | $0 | $112,500 | $112,500 | $0 | $0 | $225,000 |
| WA013 | 81 | DPS - Water | Bartlett Pond Pump Station | $0 | $0 | $40,000 | $0 | $0 | $40,000 |
| WA014 | 82 | DPS - Water | Water Storage Tanks/Cleaning Mixers | $50,000 | $0 | $0 | $0 | $0 | $50,000 |
| | | **DPS - Water Total** | | **$350,000** | **$1,405,800** | **$2,755,800** | **$1,098,300** | **$8,340,000** | **$13,949,900** |
| SW001 | 83 | DPS - Sewer | Purchase of Ten Wheel Dump Truck | $48,056 | $0 | $0 | $0 | $0 | $48,056 |
| SW002 | 84 | DPS - Sewer | WWTF and Sewer System Resiliency Plan | $300,000 | $750,000 | $750,000 | $0 | $0 | $1,800,000 |
| SW003 | 85 | DPS - Sewer | Aeration System Upgrade | $0 | $100,000 | $0 | $0 | $0 | $100,000 |
| SW004 | 86 | DPS - Sewer | Effluent Channel Coatings Repair | $0 | $50,000 | $50,000 | $0 | $0 | $100,000 |
| SW005 | 87 | DPS - Sewer | Sludge Handling Process Improvement | $0 | $100,000 | $1,500,000 | $0 | $0 | $1,600,000 |
| SW006 | 88 | DPS - Sewer | Sewer Dept. Utility Body | $0 | $60,000 | $0 | $0 | $0 | $60,000 |
| | | **DPS - Sewer Total** | | **$348,056** | **$1,060,000** | **$2,300,000** | **$0** | **$0** | **$3,708,056** |
| SC001 | 89 | Schools | NHS-Addition, Renovation & Roof Replacement | $0 | $7,000,000 | $7,000,000 | $0 | $0 | $14,000,000 |
| SC002 | 90 | Schools | NHS School Auditorium Plaster Repairs | $0 | $0 | $0 | $100,000 | $0 | $100,000 |
| SC003 | 91 | Schools | NHS-Exterior Woodwork Project | $127,000 | $0 | $0 | $0 | $0 | $127,000 |
| SC004 | 92 | Schools | NHS-Exterior Painting | $0 | $25,000 | $20,000 | $25,000 | $20,000 | $90,000 |
| SC005 | 93 | Schools | NHS-Engineering Services | $0 | $35,000 | $0 | $0 | $0 | $35,000 |
| SC006 | 94 | Schools | NHS-Bleacher Seat Replacement | $0 | $24,750 | $0 | $0 | $0 | $24,750 |
| SC007 | 95 | Schools | NHS-Furniture Replacement | $0 | $16,000 | $16,000 | $16,000 | $16,000 | $64,000 |
| SC008 | 96 | Schools | NHS-Energy Reduction Projects | $237,433 | $0 | $0 | $0 | $0 | $237,433 |
| SC009 | 97 | Schools | Pick-Up Truck with Plow | $0 | $0 | $0 | $43,800 | $0 | $43,800 |
| SC010 | 98 | Schools | Toro Groundsmaster 3500-D | $0 | $35,720 | $0 | $0 | $0 | $35,720 |
| SC011 | 99 | Schools | Nock Molin-Walkway/Sidewalk Repairs and Repaving | $0 | $0 | $15,000 | $0 | $0 | $15,000 |
| SC012 | 100 | Schools | Nock Molin-Tennis Court Renovation | $0 | $0 | $0 | $200,000 | $0 | $200,000 |
| SC013 | 101 | Schools | Nock Molin-Furniture Replacement | $0 | $0 | $25,000 | $25,000 | $0 | $50,000 |
| SC014 | 102 | Schools | Nock Molin-Gym & Auditorium Roof Replacement | $0 | $0 | $662,265 | $0 | $0 | $662,265 |
| SC015 | 103 | Schools | NHS-Carpet Replacement | $0 | $0 | $25,000 | $25,000 | $0 | $50,000 |
| SC016 | 104 | Schools | NHS-Ground Floor Vestibules | $0 | $30,000 | $0 | $0 | $0 | $30,000 |
| | | **Schools Total** | | **$364,433** | **$7,166,470** | **$7,763,265** | **$434,800** | **$36,000** | **$15,764,968** |
| | | **Grand Total** | | **$9,557,083** | **$34,023,899** | **$25,139,568** | **$6,924,334** | **$13,794,234** | **$89,439,118** |

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

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

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

   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 Depository Receipts (ADR's). Funds may be invested in securities convertible into equities or preferred stock.
    2. The equity portion of the portfolio should consist of a diversified mix of investments suitable to achieve the objectives of capital preservation. Individual equity holdings in any one company should not exceed 5% of the market value of the portfolio.
    3. No funds may be invested in real estate, private placements or letter stock, the Investment Advisor shall not engage in margin transactions, short sales or any other such specialized investment vehicles. The selection of individual equities will be at the discretion of the Investment Advisor, 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 ACTUAL | FY 2020 ACTUAL | FY 2021 ESTIMATE | FY 2022 PROJECTED | FY 2023 PROJECTED | FY 2024 PROJECTED | FY 2025 PROJECTED | FY 2026 PROJECTED | FY 2027 PROJECTED | FY 2028 PROJECTED | FY 2029 PROJECTED | FY 2030 PROJECTED |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PROPERTY TAXES** | | | | | | | | | | | | | | | | |
| Prior Year Levy Limit | | 46,062,191 | 47,847,641 | 49,834,938 | 52,014,405 | 54,300,695 | 56,390,995 | 58,450,770 | 60,512,039 | 62,624,840 | 64,790,461 | 67,016,223 | 69,303,689 | 71,654,462 | 74,070,186 | 76,552,547 |
| 2 1/2 % Increase | | 1,151,555 | 1,196,191 | 1,245,873 | 1,300,360 | 1,357,517 | 1,409,775 | 1,461,269 | 1,512,801 | 1,565,621 | 1,619,762 | 1,675,406 | 1,732,592 | 1,791,362 | 1,851,755 | 1,913,814 |
| New Growth | | 633,895 | 791,106 | 933,594 | 985,930 | 732,787 | 650,000 | 600,000 | 600,000 | 600,000 | 606,000 | 612,060 | 618,181 | 624,362 | 630,606 | 636,912 |
| TOTAL LEVY LIMIT | | 47,847,641 | 49,834,938 | 52,014,405 | 54,300,695 | 56,390,999 | 58,450,770 | 60,512,039 | 62,624,840 | 64,790,461 | 67,016,223 | 69,303,689 | 71,654,462 | 74,070,186 | 76,552,547 | 79,103,273 |
| Debt Exclusion | | 2,918,868 | 3,192,620 | 3,166,609 | 3,178,737 | 3,165,464 | 3,171,545 | 3,171,735 | 3,167,680 | 3,182,660 | 3,195,425 | 3,230,640 | 3,228,003 | 3,222,353 | 3,211,785 | 3,196,555 |
| **TOTAL LEVY LIMIT** | | **50,766,508** | **53,027,558** | **55,181,015** | **57,479,432** | **59,556,463** | **61,622,315** | **63,683,774** | **65,792,520** | **67,973,121** | **70,211,648** | **72,534,329** | **74,882,465** | **77,292,539** | **79,764,332** | **82,299,828** |
| Excess Levy Capacity | | -351,412 | -3,051 | -386,098 | -326,531 | 0 | 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** | **59,556,463** | **61,622,315** | **63,683,774** | **65,792,520** | **67,973,121** | **70,211,648** | **72,534,329** | **74,882,465** | **77,292,539** | **79,764,332** | **82,299,828** |
| **LOCAL RECEIPTS** | | | | | | | | | | | | | | | | |
| Motor Vehicle Excise | 2.0% | 2,620,498 | 2,707,801 | 2,710,467 | 2,747,357 | 2,963,027 | 2,675,000 | 2,728,500 | 2,783,070 | 2,838,731 | 2,895,506 | 2,953,416 | 3,012,484 | 3,072,734 | 3,134,189 | 3,196,873 |
| Other Excise | | | | | | | | | | | | | | | | |
| a. Meals | 2.0% | 586,573 | 591,292 | 627,528 | 657,825 | 600,503 | 350,000 | 600,000 | 612,000 | 624,240 | 636,725 | 649,459 | 662,448 | 675,697 | 689,211 | 702,996 |
| b. Room | 3.0% | 130,608 | 220,859 | 223,725 | 226,301 | 272,723 | 100,000 | 225,000 | 231,750 | 238,703 | 245,864 | 253,239 | 260,837 | 268,662 | 276,722 | 285,023 |
| c. Other | 2.2% | 108,938 | 108,744 | 112,194 | 116,399 | 124,410 | 120,000 | 120,000 | 122,598 | 125,252 | 127,964 | 130,734 | 133,564 | 136,456 | 139,410 | 142,428 |
| Pen & Int on Tax & Exc | 0.0% | 331,595 | 296,694 | 370,159 | 343,545 | 308,840 | 280,000 | 290,000 | 290,000 | 290,000 | 290,000 | 290,000 | 290,000 | 290,000 | 290,000 | 290,000 |
| Payments in Lieu of Taxes | 0.0% | 100,377 | 61,351 | 62,612 | 82,083 | 37,089 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Fees | 3.0% | 462,106 | 344,592 | 402,086 | 345,552 | 294,754 | 255,000 | 300,000 | 309,000 | 318,270 | 327,818 | 337,653 | 347,782 | 358,216 | 368,962 | 380,031 |
| Other Dept. Revenue | 0.4% | 58,454 | 64,393 | 61,392 | 66,879 | 56,416 | 50,000 | 60,000 | 60,259 | 60,519 | 60,781 | 61,043 | 61,307 | 61,571 | 61,837 | 62,104 |
| Licenses and Permits | 3.0% | 1,071,855 | 1,010,665 | 964,669 | 1,190,151 | 1,055,073 | 775,000 | 775,000 | 798,250 | 822,198 | 846,863 | 872,269 | 898,437 | 925,391 | 953,152 | 981,747 |
| Fines & Forfeits | 3.0% | 14,586 | 13,994 | 13,856 | 12,292 | 7,347 | 10,000 | 10,303 | 10,614 | 10,936 | 11,266 | 11,607 | 11,959 | 12,321 | 12,693 | 13,077 |
| Investment Income | 2.0% | 53,274 | 60,015 | 131,781 | 271,752 | 229,448 | 90,000 | 91,800 | 93,636 | 95,509 | 97,419 | 99,367 | 101,355 | 103,382 | 105,449 | 107,558 |
| Medicaid Reimbursement | 3.5% | 124,612 | 139,110 | 107,460 | 94,345 | 33,985 | 110,000 | 110,000 | 113,850 | 117,835 | 121,959 | 126,228 | 130,645 | 135,218 | 139,951 | 144,849 |
| Miscellaneous Recurring | 2.0% | 141,446 | 161,955 | 180,559 | 171,178 | 178,695 | 180,000 | 180,000 | 183,600 | 187,272 | 191,017 | 194,838 | 198,735 | 202,709 | 206,763 | 210,899 |
| Miscellaneous Non-Recurring | 0.0% | 260,325 | 172,699 | 62,824 | 114,726 | 278,919 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL LOCAL RECEIPTS** | 2.1% | **6,065,246** | **5,954,165** | **6,031,312** | **6,440,384** | **6,441,227** | **5,035,000** | **5,530,603** | **5,648,627** | **5,769,464** | **5,893,182** | **6,019,854** | **6,149,553** | **6,282,356** | **6,418,340** | **6,557,585** |
| **TOTAL NET STATE AID** | 0.7% | **3,989,560** | **4,253,403** | **4,265,776** | **4,341,771** | **4,583,403** | **4,583,403** | **4,615,487** | **4,647,795** | **4,680,330** | **4,713,092** | **4,746,084** | **4,779,306** | **4,812,761** | **4,846,451** | **4,880,376** |
| **OTHER FINANCING SOURCES (9)** | | | | | | | | | | | | | | | | |
| **OTHER FINANCING SOURCES** | | **0** | **0** | **0** | **921,753** | **952,534** | **1,033,552** | **1,444,419** | **1,471,889** | **1,499,833** | **1,522,930** | **1,551,483** | **1,580,221** | **1,603,935** | **1,648,119** | **1,671,539** |
| **RESERVE FOR ABATEMENT** | | **-414,877** | **-373,762** | **-446,750** | **-348,465** | **-391,856** | **-414,751** | **-318,419** | **-328,963** | **-339,866** | **-351,058** | **-362,672** | **-374,412** | **-386,463** | **-398,822** | **-411,499** |
| **TOTAL REVENUE** | 2.9% | **$60,055,026** | **$62,858,313** | **$64,645,254** | **$68,508,344** | **$71,141,772** | **$71,859,519** | **$74,955,864** | **$77,231,869** | **$79,582,882** | **$81,989,794** | **$84,489,078** | **$87,017,133** | **$89,605,129** | **$92,278,420** | **$94,997,829** |

# EXPENDITURE FORECAST

| | GROWTH RATE | FY 2016 ACTUAL | FY 2017 ACTUAL | FY 2018 ACTUAL | FY 2019 ACTUAL | FY 2020 ACTUAL | FY 2021 PROPOSED | FY 2022 PROJECTED | FY 2023 PROJECTED | FY 2024 PROJECTED | FY 2025 PROJECTED | FY 2026 PROJECTED | FY 2027 PROJECTED | FY 2028 PROJECTED | FY 2029 PROJECTED | FY 2030 PROJECTED |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| General Administration | *2.45%* | 1,653,010 | 1,662,253 | 1,737,285 | 2,329,498 | 2,386,898 | 2,635,606 | 2,700,245 | 2,766,469 | 2,834,318 | 2,903,830 | 2,975,048 | 3,048,012 | 3,122,765 | 3,199,352 | 3,277,817 |
| Finance | *2.45%* | 1,039,353 | 888,410 | 829,526 | 859,420 | 917,619 | 1,024,871 | 1,050,006 | 1,075,758 | 1,102,141 | 1,129,172 | 1,156,865 | 1,185,237 | 1,214,306 | 1,244,087 | 1,274,598 |
| Public Safety | *2.45%* | 8,459,410 | 8,518,912 | 8,874,977 | 9,580,413 | 10,074,326 | 10,204,029 | 10,454,286 | 10,710,680 | 10,973,363 | 11,242,488 | 11,518,213 | 11,800,701 | 12,090,116 | 12,386,630 | 12,690,416 |
| Public Services | *2.45%* | 2,329,474 | 2,840,011 | 2,927,285 | 3,040,206 | 3,062,714 | 3,026,681 | 3,100,911 | 3,176,962 | 3,254,877 | 3,334,704 | 3,416,489 | 3,500,279 | 3,586,125 | 3,674,075 | 3,764,183 |
| Planning and Development | *2.45%* | 669,223 | 694,644 | 705,436 | 767,710 | 912,986 | 973,804 | 997,687 | 1,022,155 | 1,047,224 | 1,072,908 | 1,099,221 | 1,126,180 | 1,153,799 | 1,182,097 | 1,211,088 |
| Social Services | *2.45%* | 2,082,227 | 2,172,535 | 2,186,591 | 2,208,831 | 2,221,566 | 2,332,956 | 2,390,173 | 2,448,792 | 2,508,850 | 2,570,380 | 2,633,419 | 2,698,005 | 2,764,174 | 2,831,966 | 2,901,421 |
| Public Schools | *2.92%* | 26,388,496 | 27,360,232 | 28,631,701 | 29,815,374 | 29,444,419 | 32,072,564 | 32,392,189 | 32,718,861 | 33,048,896 | 33,382,331 | 33,719,203 | 34,059,551 | 34,403,413 | 34,750,827 | 35,101,834 |
| Vocational Schools | *5.00%* | 350,232 | 463,868 | 623,967 | 676,084 | 785,040 | 742,518 | 779,644 | 818,626 | 859,557 | 902,535 | 947,662 | 995,045 | 1,044,797 | 1,097,037 | 1,151,889 |
| **Employee Benefits:** | | | | | | | | | | | | | | | | |
| Health Insurance | | | | | | | | | | | | | | | | |
| City | *4.00%* | 2,743,815 | 3,213,272 | 3,352,334 | 3,850,329 | 3,951,650 | 3,987,605 | 4,147,109 | 4,312,993 | 4,485,513 | 4,664,933 | 4,851,531 | 5,045,592 | 5,247,416 | 5,457,312 | 5,675,605 |
| Schools | *4.00%* | 5,123,755 | 5,580,111 | 5,775,472 | 5,619,245 | 5,767,115 | 5,819,588 | 6,052,372 | 6,294,467 | 6,546,245 | 6,808,095 | 7,080,419 | 7,363,636 | 7,658,181 | 7,964,508 | 8,283,089 |
| Total | *4.00%* | **7,867,570** | **8,793,383** | **9,127,806** | **9,469,573** | **9,718,764** | **9,807,193** | **10,199,480** | **10,607,460** | **11,031,758** | **11,473,028** | **11,931,949** | **12,409,227** | **12,905,597** | **13,421,820** | **13,958,693** |
| Pension Assessment | | | | | | | | | | | | | | | | |
| City | *5.00%* | 2,578,699 | 2,787,832 | 2,895,975 | 2,989,361 | 3,129,576 | 3,384,373 | 3,553,592 | 3,731,271 | 3,917,835 | 4,113,726 | 4,319,413 | 4,535,383 | 4,762,153 | 5,000,260 | 5,250,273 |
| Schools | *5.00%* | 982,112 | 991,958 | 1,028,766 | 1,143,054 | 1,210,982 | 1,179,136 | 1,238,092 | 1,299,997 | 1,364,997 | 1,433,247 | 1,504,909 | 1,580,154 | 1,659,162 | 1,742,120 | 1,829,226 |
| Total | *5.00%* | **3,560,812** | **3,779,790** | **3,924,742** | **4,132,415** | **4,340,558** | **4,563,509** | **4,791,684** | **5,031,268** | **5,282,832** | **5,546,973** | **5,824,322** | **6,115,538** | **6,421,315** | **6,742,380** | **7,079,500** |
| OPEB Trust Fund | | **0** | **25,000** | **50,000** | **60,000** | **97,188** | **0** | **0** | **0** | **0** | **0** | **119,319** | **124,092** | **129,056** | **134,218** | **139,587** |
| **Total Employee Benefits** | *5.03%* | **11,428,382** | **12,598,173** | **13,102,548** | **13,661,988** | **14,156,510** | **14,370,701** | **14,991,164** | **15,638,728** | **16,314,590** | **17,020,001** | **17,875,591** | **18,648,858** | **19,455,967** | **20,298,419** | **21,177,780** |
| **Capital** | | | | | | | | | | | | | | | | |
| Capital Outlay | *2.5%* | 351,037 | 325,720 | 382,765 | 365,892 | 461,873 | 380,475 | 389,987 | 399,737 | 409,730 | 419,973 | 430,473 | 441,234 | 452,265 | 463,572 | 475,161 |
| Debt Service | | 3,715,056 | 4,107,675 | 3,971,948 | 4,125,217 | 3,872,960 | 4,095,314 | 4,437,008 | 4,560,351 | 4,697,354 | 4,705,194 | 4,631,221 | 4,624,659 | 4,614,072 | 4,618,254 | 4,591,361 |
| **Total Capital Investments** | | **4,066,092** | **4,433,396** | **4,354,712** | **4,491,109** | **4,334,834** | **4,475,789** | **4,826,995** | **4,960,088** | **5,107,084** | **5,125,167** | **5,061,694** | **5,065,893** | **5,066,337** | **5,081,826** | **5,066,522** |
| **TOTAL EXPENDITURES** | | **$58,465,899** | **$61,632,433** | **$63,974,028** | **$67,430,633** | **$68,296,911** | **$71,859,519** | **$73,683,300** | **$75,337,120** | **$77,050,900** | **$78,683,517** | **$80,403,404** | **$82,127,760** | **$83,901,799** | **$85,746,316** | **$87,617,548** |
| **TOTAL REVENUE** | | **$60,055,026** | **$62,858,313** | **$64,645,254** | **$68,508,344** | **$71,141,772** | **$71,859,519** | **$74,955,864** | **$77,231,869** | **$79,582,882** | **$81,989,794** | **$84,489,078** | **$87,017,133** | **$89,605,129** | **$92,278,420** | **$94,997,829** |
| **AVAILABLE BALANCE** | | **$ 1,589,127** | **$ 1,225,880** | **$ 671,226** | **$ 1,077,711** | **$ 2,844,861** | **$ 0** | **$ 1,272,563** | **$ 1,894,749** | **$ 2,531,982** | **$ 3,306,277** | **$ 4,085,674** | **$ 4,889,373** | **$ 5,703,330** | **$ 6,532,104** | **$ 7,380,281** |

# C. GLOSSARY OF TERMS

**Abatement:** A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.

**Accounting System:** A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.

**Accrual Basis:** The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**Adopted Budget:** The resulting budget that has been approved by the City Council.

**Advance Refunding Bonds:** Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date and to pay interest on the bonds being refunded or the advance refunding bonds.

**Annual Budget:** An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

**Appropriation:** An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.

**Arbitrage:** Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

**Assessed Valuation:** A valuation set upon real or personal property by the City board of assessors as a basis for levying taxes.

**Assessment/Offsets**: **Cherry Sheet:** The amount that the State automatically deducts from local aid to cover City-shared expenses. The amount, if over $500,000, is contained on a separate sheet within the budget report. The primary items that make up this amount are charter school and MBTA assessments.

**Audit:** A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and City charter.

**Balanced Budget:** A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns. A balanced budget is

a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.

**Basis of Accounting:** Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

**Betterments (Special Assessments):** Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.

**Bond Anticipation Note (BAN):** Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

**Bonds Authorized and Unissued:** Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.

**Bond Counsel:** An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Budget (Operating):** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**Budget Basis of Accounting:** The City's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Basis of Accounting and Budgeting on page 300 in Appendix C.

**Budget Calendar:** The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

**Budget Message:** A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.

**Capital Budget:** A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

**Capital Expenditures:** Expenditures which result in the acquisition of or addition to fixed assets.

**Capital Improvements Program:** A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

**Cash Basis of Accounting:** Revenues are recorded when cash is received and expenses are recognized when cash is paid out.

**Chapter 70 School Aid Cherry Sheet:** Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

**Chapter 90 Highway Funds Cherry Sheet:** State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the

| | |
|---|---|
| | submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOR/DLS website. |
| **Collective Bargaining:** | The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union. |
| **Community Preservation Fund:** | A special revenue fund established pursuant to MGL Ch. 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate. |
| **Debt Authorization:** | Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15. |
| **Debt Burden:** | The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget. |
| **Debt Exclusion**: | This amount represents the voter-approved amount that is used to pay for capital projects, often with a designated reimbursement from the state. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis. |
| **Debt Limits:** | The general debt limit of a City consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits. |
| **Debt Service:** | Payment of interest and repayment of principal to holders of a government's debt instruments. |
| **Deficit:** | The excess of budget expenditures over receipts. |
| **Department:** | A principal, functional and administrative entity created by statute and/or the Mayor to carry out specified public services. |
| **Designated Unreserved Fund Balance:** | A limitation on the use of all or part of the expendable balance in a governmental fund. |

**Encumbrance:** Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved. They cease to be encumbrances when paid or when an actual liability is set up.

**Enterprise Fund:** An Enterprise fund, authorized by MGL Ch. 44 §53F ½ , is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, harbormaster. See DOR IGR 08-101.

**Equalized Valuations (EQVs):** The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each City and town in the Commonwealth.

**Excess Levy Capacity:** The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen or City Council must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.

**Fiscal Year:** The twelve-month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends.

**Foundation Budget:** The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.

**Full and Fair Market Valuation:** The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2½" laws set the City's tax levy limit at 2½% of the full market (assessed) value of all taxable property.

**Fund:** A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.

**Fund Accounting:** Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance:** The excess of assets of a fund over its liabilities and reserves.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The major municipality-owned fund, which is created with City receipts and which is charged with expenditures payable from such revenues.

**Generally Accepted Accounting Principles (GAAP):** A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.

**General Obligation Bonds:** Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

**GIS (Geographical Information System):** A computerized mapping system and analytical tool that allows a community to raise information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis

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

**Governmental Funds:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

**Grant:** A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

**Harbor/Marine**: The amount of money estimated to be collected from harbor usage fees and boat excise tax. The rate is set annually to recover all costs associated with running the harbor and to plan for future improvements. This revenue completely funds the Harbormaster budget as well as debt associated with dredging the harbor.

**Home Rule Petition:** In general, a City or town in the Commonwealth can exercise a power or function through the approval of its legislative body (City Council) and its voters. They can exercise any power through the adoption of an ordinance, by-law or charter that the State legislature has the authority to delegate. In the strongest exercise of Home Rule rights, communities can enact charters (through a charter commission process), without State approval, in order to organize local government in a way that best meet the needs of their citizens. However, there are significant limitations. Despite Home Rule, some local actions require approval of the State legislature (example: removal of the Fire Chief from Civil Service).

**Hotel/Motel Excise:** Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.

**Interest:** Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.

**Interfund Transactions:** Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.

**Intrafund Transactions:** Financial transactions between activities within the same fund. An example would be a budget transfer.

**License and Permit** 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.

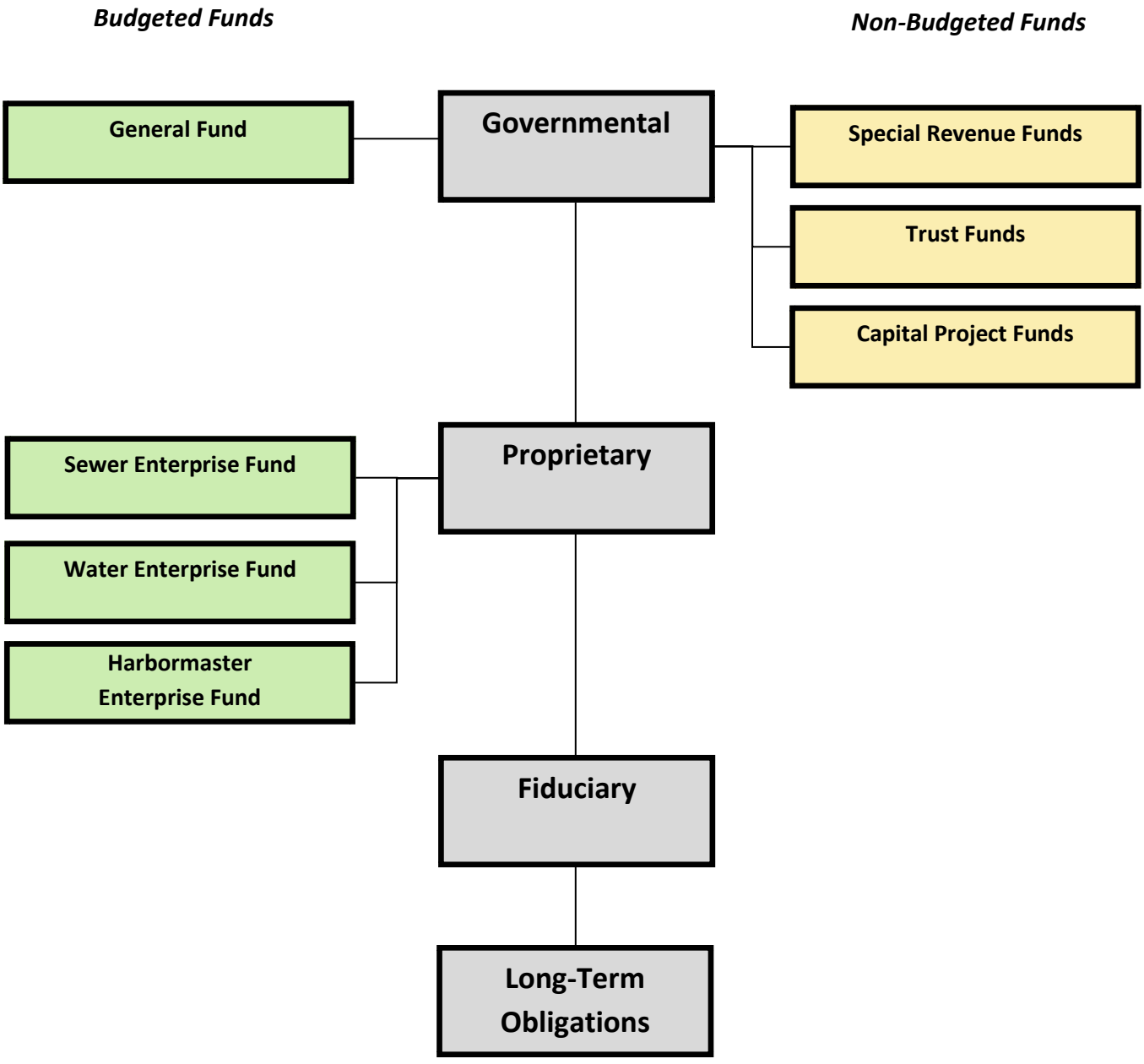
**Tax Rate:** The amount of tax levy stated per $1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a City or town. The 1978 amendment allowed the legislature to create three classes 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 FY2010. |
| **Valuation (100%):** | Requirement that the assessed valuation must be the same as the market value for all properties. |

# D. FUND DESCRIPTIONS & BALANCES

## ***All 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

| | FY18 | FY19 | Amount Change | Percent Change |
|---|---|---|---|---|
| Assets | | | | |
| Cash and Short-Term Investments | $10,401,191 | $10,259,576 | ($141,615) | -1.4% |
| Investments | $697,924 | $536,736 | ($161,188) | -23.1% |
| Receivables | $2,182,430 | $2,900,145 | $717,715 | 32.9% |
| **Total Assets** | **$13,281,545** | **$13,696,457** | **$414,912** | **3.1%** |
| Liabilities | | | | |
| Warrants Payable | $1,108,907 | $330,231 | ($778,676) | -70.2% |
| Accrued Liabilities | $1,913,106 | $2,826,820 | $913,714 | 47.8% |
| Tax Refunds Payable | $0 | $0 | $0 | 0.0% |
| Other | $348,887 | $328,971 | ($19,916) | -5.7% |
| Total Liabilities | $3,370,900 | $3,486,022 | $115,122 | 3.4% |
| Deferred Inflows | | | | |
| Unavailable revenues | $1,879,789 | $2,105,094 | $225,305 | 12.0% |
| Fund Balances | | | | |
| Committed | $739,211 | $737,578 | ($1,633) | -0.2% |
| Assigned | $622,851 | $487,123 | ($135,728) | -21.8% |
| Unassigned | $6,668,794 | $6,880,640 | $211,846 | 3.2% |
| Total Fund Balances | $8,030,856 | $8,105,341 | $74,485 | 0.9% |
| **Total Liabilities, Deferred Inflows and Fund Balances** | **$13,281,545** | **$13,696,457** | **$414,912** | **3.1%** |

**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).
- FY19 assigned fund balance decreased due to a fewer number of purchase orders (encumbrances) at year-end.
- FY19 unassigned funds increased

## Statement of Revenues, Expenditures and Changes in Fund Balance

| | FY18 | FY19 | Amount Change | Percent Change |
|---|---|---|---|---|
| Revenues | | | | |
| Property Tax | $55,099,038 | $56,522,140 | $1,423,102 | 2.6% |
| MV Excise Tax | $2,710,467 | $2,747,357 | $36,890 | 1.4% |
| Local Receipts | $2,883,601 | $3,284,925 | $401,324 | 13.9% |
| State Aid | $4,582,123 | $4,626,796 | $44,673 | 1.0% |
| Other | $241,256 | $283,046 | $41,790 | 17.3% |
| Total Revenue | $65,516,485 | $67,464,264 | $1,947,779 | 3.0% |
| Expenditures | | | | |
| City Services | $17,435,912 | $17,817,708 | $381,796 | 2.2% |
| Schools | $29,137,276 | $30,628,670 | $1,491,394 | 5.1% |
| Employee Benefits | $13,230,191 | $13,783,600 | $553,409 | 4.2% |
| Debt Service | $3,971,947 | $3,756,598 | ($215,349) | -5.4% |
| Total Expenditures | $63,775,326 | $65,986,576 | $2,211,250 | 3.5% |
| Excess (deficiency) of revenues over expenditures | $1,741,159 | $1,477,688 | ($263,471) | -15.1% |
| Other Financing Sources (Uses) | | | | |
| Refunding of Bonds | $0 | $0 | $0 | 0.0% |
| Transfers In | $218,222 | $139,932 | ($78,290) | -35.9% |
| Transfers Out | ($1,243,411) | ($1,543,135) | ($299,724) | 24.1% |
| Total Other Financing | ($1,025,189) | ($1,403,203) | ($378,014) | 36.9% |
| Changes in Fund Balance | $715,970 | $74,485 | ($641,485) | -89.6% |
| Fund Balance | | | | |
| Beginning of Year | $7,314,886 | $8,030,856 | $715,970 | 9.8% |
| **End of Year** | **$8,030,856** | **$8,105,341** | **$74,485** | **0.9%** |

**Statement of Revenues, Expenditures and Changes in Fund Balance Highlights**

- Total revenues increased by $1.9 million, or 3.0%, from FY18 to FY19.
- Local receipts increased by 13.9% due to greater meals and rooms tax collections and increased investment income.
- 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 12.3% of total expenditures and

*This information is a condensed version of the City's audited financial statements for June 30, 2018 and June 30, 2019, which are accessible in full via the City website.*




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# Appendix E:

# Newburyport Public Schools

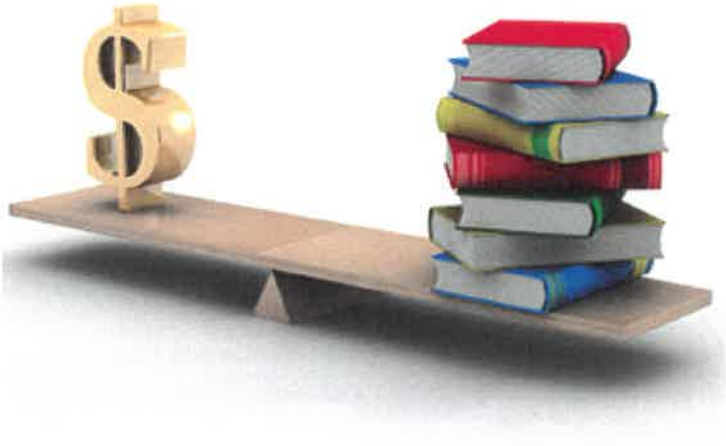
# Budget Detail




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# School District Budget





# Newburyport Public Schools
# FY21

Sean Gallagher, Superintendent of Schools
Angela Bik, Asst. Superintendent for Curriculum & Instruction
Nancy Koch, Director of Pupil Services
Nancy Lysik, Human Resources and Finance Manager

**School Committee**

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

**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

## *2020-21 School District Budget Overview*

Attached please find the annual budget proposal for the school year 2020-21. We began our annual budget meetings at the end of 2019 with the expectation of following a traditional budget process. When the state of Massachusetts closed in March of 2020, it became clear that the pandemic would have lasting financial implications for our city.

In a typical year, the school budget includes revenues from the city of Newburyport and the state of Massachusetts. In early June when the school budget is typically finalized, these revenues were still in flux. Because of this, the City requested that we move to a 1/12 budget process. A budget for the first quarter of 2020-21 SY was submitted and voted on May 4th.

The City is now able to provide us with sufficient state revenue data to build a budget for the full 2020-21 school year. What follows is a balanced budget that incorporates the first quarter budget submitted in May.

Before the impact of the Covid-19 crisis became a factor, we were addressing unanticipated costs in Special Education that put the budget in deficit. We addressed that potential deficit without requesting additional support from the city by restructuring some of our special education programs, allowing several out-placed students to return to the district.

As the Department of Elementary and Secondary Education (DESE) began releasing reopening guidelines, it became clear that new health and safety regulations would have significant implications for our budget. Not only would our revenue sources be affected, there would be increased expenses associated with providing remote, hybrid and in-person learning.

The pandemic and the unique nature of our reopening plans have also had a significant impact on the revenue we anticipated for transportation and kindergarten. Regulations requiring physical distancing on the bus and plans for fewer students in the classroom result in a reduction in our fee-based revenues. This loss of revenue was addressed by freezing the 2020-21 budget. To address this issue, we significantly reduced 2020-21 supply lines and accessed state and local Covid-19 grants to off-load expenses. Finally, we reduced funds budgeted for substitutes. Once again, the Superintendent and Director of Finance re-balanced the school budget without additional city funds.

Per the School Committee meeting of April 28, the budget is based on an increase of approximately 3.89% over last year. By reallocating funds within the budget, creating new programs for special education, and shifting some expenses to Covid Grants, we have been able to effectively achieve what amounts to a 4.75% increase in the next year's budget.

This budget reflects the significant impact of pandemic related costs and our short term goal of safely and effectively transitioning students back to learning. The budget also reflects our continued commitment to move the District forward with our strategic plans. We will implement a later start time at the Newburyport High School, expand the World Language programming at the Middle School, create Therapeutic Programs at the high school and Bresnahan Schools, and continue to offer high quality professional development for our educators. In addition, we will have a prioritized list of additional expenses should funds be made available.

The NPS 2020-21 school year budget:

- Meets all contractual obligations incurred by the district for the fiscal year. Allows the district to move forward without unanticipated reductions in force.
- Addresses unanticipated special education costs incurred by the district without additional extraordinary support from the city.
- Provides for contracts (and updates) for existing and supplemental software to enhance on-line learning.
- Fully supports implementing the Later Start initiative at the High School and Middle School in September. Shifts NHS start time by 45 minutes; moves Nock (later) and Molin (earlier) by 15 minutes.
    - Aligns start/end times at the Nock and Molin schools
    - Funds additional NHS needs for late start implementation including: one additional cafeteria worker; expenses to reconfigure the lunch room for two lunches instead of three; stipends for expanding flex classes; and one full time equivalent teacher (expected to be split between therapeutic math teacher and computer science teacher).
    - Funds additional staff at the Nock and Molin to accommodate the alignment of the schedules including: a .5 assistant principal increase at the Molin (note that the alignment of the schedule means that there will be 900 students occupying the Nock/Molin building); one FTE physical education teacher to allow Nock/Molin PE schedules to align an accommodate increase class size.
- Implements a therapeutic special education program at NHS to expand opportunities to bring out of district placement students back to the district. In addition, the program could serve as a placement resource for other districts in the near future and, thereby, a revenue generator for the district.

- Implements a therapeutic special education program at the Bresnahan.
- Allows for possible expansion of the NHS Dual Enrollment program
- Implements a significant change in the NHS schedule to:
    - Accommodate later start.
    - Eliminate non-directed study halls, which do not count as time on learning, and create directed learning support opportunities for students. For example:
        - Offer a regularly scheduled advisory block.
        - Provide a placeholder in the schedule to support the future development of a senior internship program.
        - Recapture the time on learning that is lost by unsupervised study halls by providing a block where all teachers are available for student support during the school day.

In summary, this budget addresses the significant expenses associated with reopening schools during the pandemic. We enter into an uncertain school year without a reduction in staff, allowing us to develop flexible and agile learning models that keep our community safe.

The District will continue to access state and other Cares Act or covid-19 related funding to off-set reopening related expenses. We have already used grant funding to ensure our technology will support high quality remote teaching (e.g. expanded our broadband capacity, upgraded teacher workstations, purchased document cameras for synchronous teaching, allocated funds for class management platforms and educational apps). Additionally, grant funds are supporting us in meeting the new DESE health and safety regulations (e.g. purchase of PPEs, signage, air purifiers, storage units for unused furniture). The budget packet includes a comprehensive list of all grants.

Although we are facing unprecedented requirements and needs, NPS will continue to look forward, pursuing our strategic goals by optimizing our resources, building District capacity, and innovating within.

Mr. Sean Gallagher
NPS Superintendent

Ms. Nancy Lysik
NPS Human Resource & Finance Manager

Back to Table of Contents

# School Committee Budget
# Revenue & Expenses
# FY2021

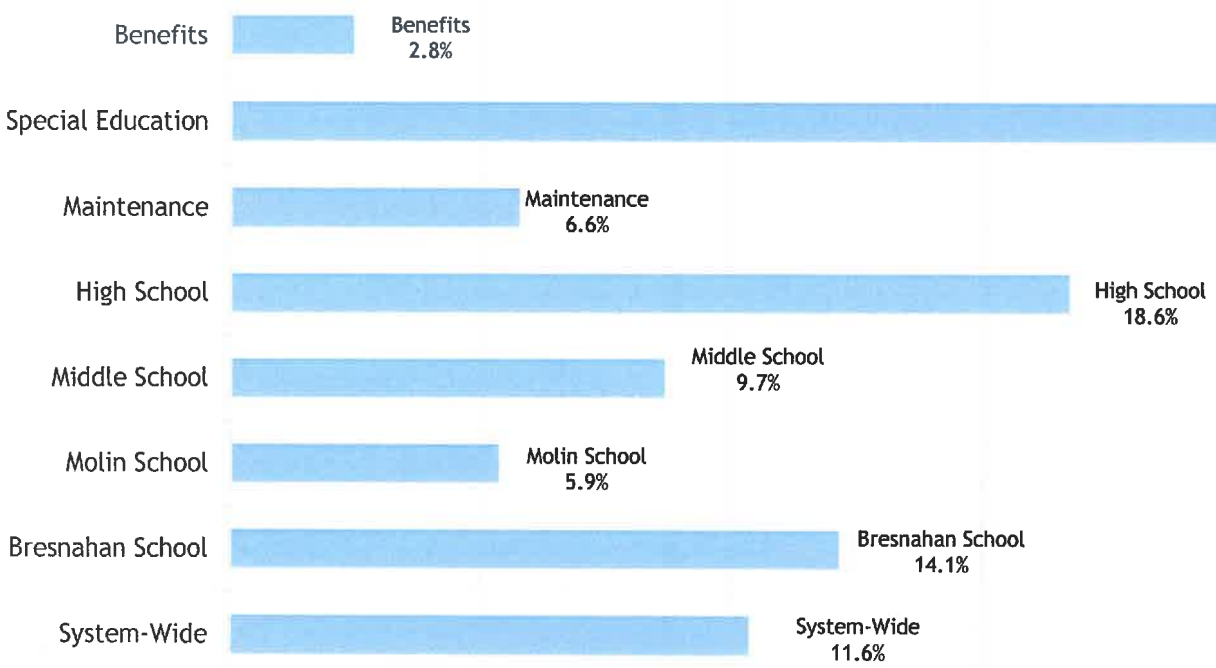
## Revenue

| Revenue Source | FY19 Adopted | FY20 Adopted | FY21 Adopted | Change | % |
|---|---|---|---|---|---|
| City Appropriation | $ 29,725,374.00 | $ 30,765,762.09 | $ 31,952,563.76 | $ 1,186,802 | **3.86%** |
| Medicaid | $ 125,000 | $ 110,000 | $ 110,000 | | **0.00%** |
| **Total City Appropriation** | **$ 29,850,374** | **$ 30,875,762** | **$ 32,062,564** | | **0.00%** |
| Choice Tuitions | $ 131,507 | $ 122,747 | $ 228,519 | $ 105,772 | **86.17%** |
| Fund Balance | $ 350,000 | $ 580,170 | $ 798,439 | $ 218,269 | **37.62%** |
| Circuit Breaker | $ 834,400 | $ 902,299 | $ 1,124,900 | $ 222,601 | **24.67%** |
| ABLE Grant (94-142) | $ 500,000 | $ 500,000 | $ 500,000 | $ - | **0.00%** |
| Title 1 | $ 200,000 | $ 200,000 | $ 200,000 | $ - | **0.00%** |
| Athletic Receipts & Fees | $ 275,000 | $ 296,500 | $ 296,500 | $ - | **0.00%** |
| Transportation Fees | $ 200,000 | $ 200,000 | $ 105,000 | $ (95,000) | **-47.50%** |
| Swasey | $ 112,614 | $ 113,000 | $ 140,000 | $ 27,000 | **23.89%** |
| Kindergarten Revolving | $ 326,740 | $ 329,240 | $ - | $ (329,240) | **-100.00%** |
| Fund Balance | $ 100,000 | $ 50,000 | $ 50,000 | $ - | **0.00%** |
| Pre-School Revolving | $ 200,000 | $ 200,000 | $ 200,000 | $ - | **0.00%** |
| **Total Revenue** | **$ 33,080,635** | **$ 34,369,718** | **$ 35,705,922** | **$ 1,336,204** | **3.89%** |

## Expenses

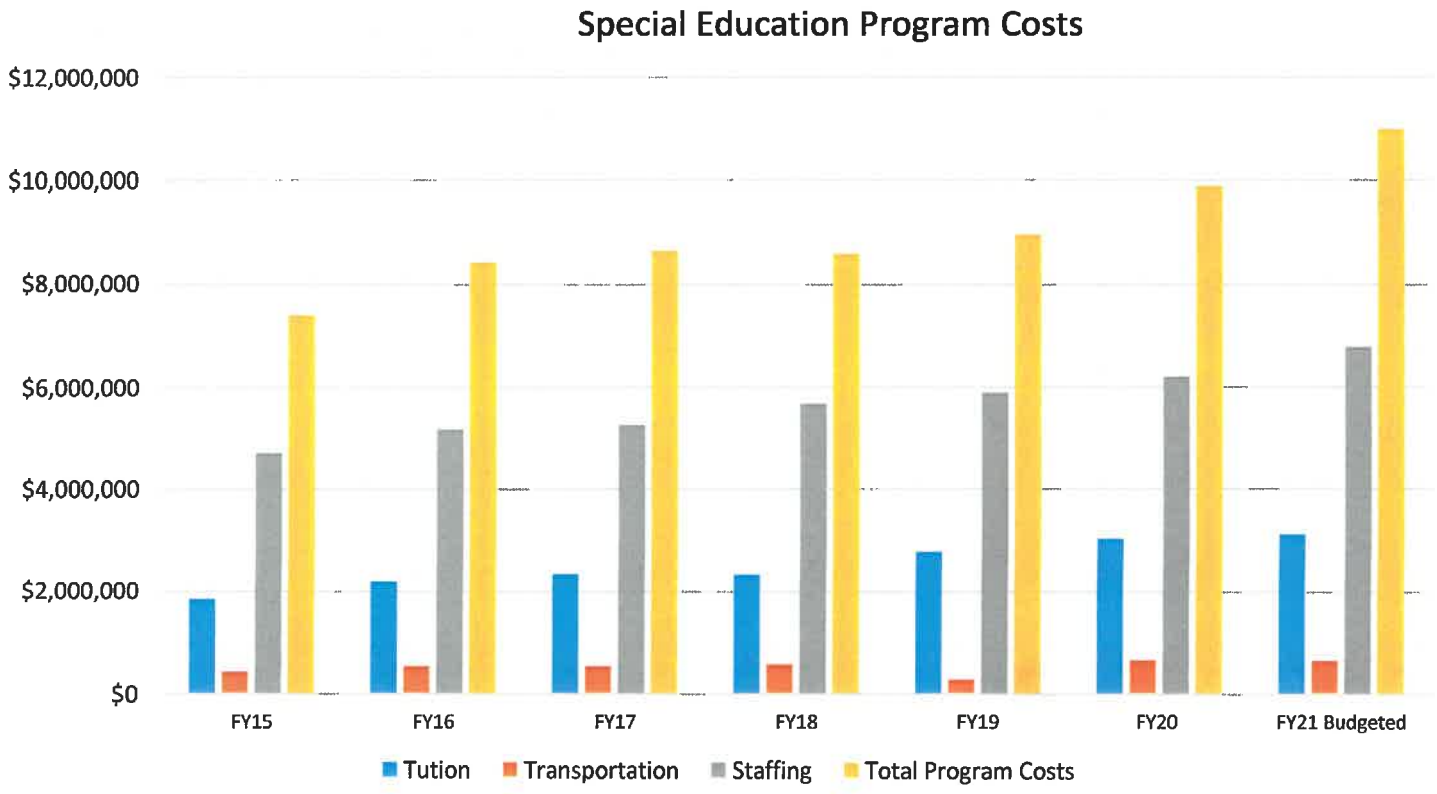
| Cost Center | FY19 Adopted | FY20 Adopted | FY21 Adopted | Change | |
|---|---|---|---|---|---|
| Bresnahan School | $ 6,938,226 | $ 7,170,635 | $ 7,432,159 | $ 261,523 | 3.65% |
| Upper Elementary | $ 3,232,062 | $ 3,304,494 | $ 3,423,821 | $ 119,327 | 3.61% |
| Middle School | $ 4,892,362 | $ 5,067,206 | $ 5,374,717 | $ 307,511 | 6.07% |
| High School | $ 8,419,073 | $ 8,611,304 | $ 8,996,381 | $ 385,076 | 4.47% |
| System-Wide | $ 9,598,911 | $ 10,216,078 | $ 10,478,844 | $ 262,766 | 2.57% |
| **Total Expenses** | **$ 33,080,634** | **$ 34,369,718** | **$ 35,705,921** | **$ 1,336,204** | **3.89%** |

# Newburyport Public Schools FY21 Budget by Cost Center



o Table of Contents

# Special Education Costs




**Tuition**
FY15: $1,839,419
FY16: $2,189,468
FY17: $1,847,968
FY18: $2,327,569
FY19: $2,768,498
FY20: $3,019,027
FY21: $3,101,477

**Transportation**
FY15: $439,252
FY16: $548,495
FY17: $474,319
FY18: $585,643
FY19: $590,978
FY20:$667,040
FY21: $662,000

**Staffing**
FY15: $4,712,312
FY16: $5,169,047
FY17: $5,323,502
FY18: $5,668,839
FY19: $5,889,735
FY20 $6,198,561
FY21: $6,779,632

**Total** *Costs*
FY15: $6,990,983
FY16: $7,907,010
FY17: $7,645,789
FY18: $8,582,051
FY19: $8,949,211
FY20: $10,879,628
FY21: $10,988,209

1

# Newburyport Public School System-Wide

| Description | FY19 Budget | FY20 FTE | FY20 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| **Technology** | | | | | | | |
| Professional Salaries | $ 88,127 | 1.0 | $ 90,771 | 1.0 | $ 93,494 | | $ 2,723 |
| Secretary | $ 40,725 | 1.0 | $ 41,540 | 1.0 | $ 44,020 | | $ 2,480 |
| Technician | $ 163,599 | 3.0 | $ 169,483 | 3.0 | $ 179,848 | | $ 10,365 |
| Contracted Services | $ 32,300 | | $ 32,300 | | $ 32,300 | | $ - |
| Supplies/Materials | $ 16,500 | | $ 21,500 | | $ 16,500 | | $ (5,000) |
| NBPT tech repairs | $ - | | $ 15,000 | | $ 10,000 | | $ (5,000) |
| Software | $ 30,600 | | $ 33,100 | | $ 47,850 | | $ 14,750 |
| Equipment Purchase | $ 12,500 | | $ 17,500 | | $ 17,500 | | $ - |
| **Total Technology** | **$ 384,351** | | **$ 421,194** | | **$ 441,512** | | **$ 20,318** |
| **Health** | | | | | | | |
| Professional Salaries | $ 555,912 | 7.5 | $ 546,911 | 7.5 | $ 554,808 | | $ 7,897 |
| Contract Services | $ 4,100 | | $ 4,100 | | $ 4,100 | | $ - |
| Supplies/Materials | $ 13,000 | | $ 13,000 | | $ 13,000 | | $ - |
| **Total Health** | **$ 573,012** | | **$ 564,011** | | **$ 571,908** | | **$ 7,897** |
| **Special Education** | | | | | | | |
| Professional Salaries | $ 115,285 | 1.0 | $ 117,591 | 1.0 | $ 122,306 | | $ 4,715 |
| Secretary | $ 136,947 | 2.8 | $ 139,125 | 3.0 | $ 138,170 | | $ (955) |
| Transportation | $ 608,000 | | $ 667,040 | | $ 662,000 | | $ (5,040) |
| Tuition | $ 2,784,756 | | $ 3,019,027 | | $ 1,976,577 | $ 1,124,900 | $ 82,450 |
| Contracted Services | $ 272,950 | | $ 288,000 | | $ 290,000 | | $ 2,000 |
| Supplies/Materials | $ 21,000 | | $ 27,000 | | $ 27,000 | | $ - |
| Memberships | $ 800 | | $ 800 | | $ 800 | | $ - |
| Postage | $ 400 | | $ 400 | | $ 400 | | $ - |
| Travel | $ 2,000 | | $ 2,000 | | $ 2,000 | | $ - |
| Legal | $ 60,000 | | $ 60,000 | | $ 60,000 | | $ - |
| Tests | $ 10,000 | | $ 10,000 | | $ 10,000 | | $ - |
| Summer Program | $ 140,000 | | $ 130,000 | | $ 40,000 | | $ (90,000) |
| Equipment Maintenance | $ 1,000 | | $ 1,000 | | $ 1,000 | | $ - |
| **Total Special Education** | **$ 4,153,138** | | **$ 4,461,984** | | **$ 3,330,253** | **$ 1,124,900** | **$ (6,831)** |
| **Psychologist** | | | | | | | |
| Professional Salaries | $ 339,451 | 4.0 | $ 327,540 | 4.0 | $ 343,968 | | $ 16,428 |
| **Total Psychologist** | **$ 339,451** | | **$ 327,540** | | **$ 343,968** | | **$ 16,428** |
| **Curriculum** | | | | | | | |
| Professional Salaries | $ 324,785 | 3.0 | $ 336,569 | 3.0 | $ 346,159 | | $ 9,590 |
| Stipend | $ 112,175 | | $ 120,000 | | $ 138,000 | | $ 18,000 |
| Secretary | $ 54,945 | 1.0 | $ 57,397 | 1.0 | $ 60,781 | | $ 3,384 |
| Tests | $ 19,000 | | $ 18,000 | | $ 349 | | $ (17,651) |
| Contracted Services | $ 13,000 | | $ 17,000 | | $ 38,500 | | $ 21,500 |
| Supplies/Materials | $ 18,000 | | $ 20,000 | | $ 30,000 | | $ 10,000 |
| Software | $ 10,000 | | $ 4,500 | | $ 16,000 | | $ 11,500 |
| General Supplies | $ 1,500 | | $ 1,500 | | $ 1,500 | | $ - |
| Travel | $ 1,000 | | $ 1,000 | | $ 2,000 | | $ 1,000 |
| Summer Program | $ 1,000 | | $ 1,000 | | $ 1,000 | | $ - |
| **Total Curriculum** | **$ 555,405** | | **$ 576,966** | | **$ 634,289** | | **$ 57,323** |
| **In-Service** | | | | | | | |
| Supplies/Materials | $ 15,000 | | $ 10,000 | | $ 5,000 | | $ (5,000) |
| Conference/Workshop | $ 137,614 | | $ 138,000 | | $ - | $ 140,000 | $ 2,000 |
| Memberships | $ 3,000 | | $ 3,000 | | $ 3,000 | | $ - |
| Tuition | $ 21,000 | | $ 24,000 | | $ 24,000 | | $ - |
| **Total In-Service** | **$ 176,614** | | **$ 175,000** | | **$ 32,000** | **$ 140,000** | **$ (3,000)** |
| **Lunch** | | | | | | | |
| Lunch & Recess Monitors | $ 74,344 | | $ 74,500 | | $ 66,500 | | $ (8,000) |
| Contingency | $ 27,134 | | $ 30,000 | | $ 30,000 | | $ - |
| **Total School Lunch** | **$ 101,478** | | **$ 104,500** | | **$ 96,500** | | **$ (8,000)** |
| **Data Processing** | | | | | | | |
| Contracted Services | $ 35,404 | | $ 37,174 | | $ 35,973 | | $ (1,201) |

| Description | FY19 Budget | FY19 FTE | FY19 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| Software | $ 74,559 | | $ 78,287 | | $ 90,030 | | $ 11,743 |
| Conference/Workshop | $ 2,000 | | $ 2,000 | | $ 2,000 | | $ - |
| **Total Data Processing** | **$ 111,963** | | **$ 117,461** | | **$ 128,003** | | **$ 10,542** |
| **Safety** | | | | | | | |
| Crossing Guard | $ 69,220 | | $ 69,500 | | $ 65,200 | | $ (4,300) |
| Uniforms | $ 1,500 | | $ 1,500 | | $ 1,500 | | $ - |
| **Total Safety** | **$ 70,720** | | **$ 71,000** | | **$ 66,700** | | **$ (4,300)** |
| **Transportation** | | | | | | | |
| Transportation | $ 922,256 | | $ 958,369 | | $ 787,120 | $ 200,000 | $ 28,751 |
| **Total Transportation** | **$ 922,256** | | **$ 958,369** | | **$ 787,120** | **$ 200,000** | **$ 28,751** |
| **ELL** | | | | | | | |
| Professional Salaries | $ 205,211 | 3.5 | $ 243,885 | 4.0 | $ 288,669 | | $ 44,784 |
| ELL IA | $ - | | $ - | 1.0 | $ 20,340 | | $ 20,340 |
| Translators | $ 13,000 | | $ 13,000 | | $ 16,000 | | $ 3,000 |
| Supplies/Materials | $ 17,000 | | $ 10,000 | | $ 10,000 | | $ - |
| **Total ELL** | **$ 235,211** | | **$ 266,885** | | **$ 335,009** | | **$ 68,124** |
| **Grounds/Fields** | | | | | | | |
| Salary | | 1.0 | $ 49,507 | 1.0 | $ 26,492 | $ 25,000 | $ 1,985 |
| Contracted Services | | | $ 11,995 | | $ 11,495 | | $ (500) |
| Supplies/Materials | | | $ 27,700 | | $ 27,700 | | $ - |
| Equipment Maintenance | | | $ 3,500 | | $ 2,500 | | $ (1,000) |
| Equipment Purchase | | | $ 14,071 | | $ 7,200 | | $ (6,871) |
| | | | **$ 106,773** | | **$ 75,387** | **$ 25,000** | **$ (6,386)** |
| **HVAC** | | | | | | | |
| Custodian | $ 61,267 | 1.0 | $ 63,452 | 1.0 | $ 63,178 | | $ (274) |
| Contract Services | $ 20,000 | | $ 24,000 | | $ 26,000 | | $ 2,000 |
| Custodial Supplies | $ 22,000 | | $ 22,000 | | $ 22,000 | | $ - |
| Training | $ 2,000 | | $ - | | $ - | | $ - |
| Equipment Purchase | $ 1,000 | | $ 1,000 | | $ 1,000 | | $ - |
| **Total HVAC** | **$ 106,267** | | **$ 110,452** | | **$ 112,178** | | **$ 1,726** |
| **Maintenance of Plant** | | | | | | | |
| Custodian | $ 217,874 | 3.0 | $ 223,313 | 3.0 | $ 231,326 | | $ 8,013 |
| Uniforms | | | $ 400 | | $ 1,600 | | $ 1,200 |
| Custodial Supplies | $ 35,000 | | $ 36,000 | | $ 36,500 | | $ 500 |
| Training | | | $ 5,590 | | $ 5,395 | | $ (195) |
| Equipment Purchase | $ 4,000 | | $ 1,000 | | $ 1,000 | | $ - |
| Building/Contracted Serv | $ 21,600 | | $ 2,000 | | $ 7,383 | | $ 5,383 |
| Contingency | $ 10,000 | | $ 10,858 | | $ 20,000 | | $ 9,142 |
| **Total Maintenance** | **$ 288,474** | | **$ 279,161** | | **$ 303,204** | | **$ 24,043** |
| **Non-Salary Emp Benefits** | | | | | | | |
| Contracted Services | $ 10,250 | | $ 15,000 | | $ 13,000 | | $ (2,000) |
| Physicals | $ - | | $ - | | $ - | | $ - |
| TSA | $ 60,000 | | $ 58,000 | | $ 60,000 | | $ 2,000 |
| Sick Leave | $ 73,685 | | $ 148,443 | | $ 201,442 | | $ 52,999 |
| Insurance (MIIA) | $ 352,000 | | $ 360,000 | | $ 335,000 | | $ (25,000) |
| Administration Disability | $ 9,000 | | $ 9,300 | | $ 8,950 | | $ (350) |
| Unemployment | $ 30,000 | | $ 40,000 | | $ 48,748 | | $ 8,748 |
| FICA | $ 320,825 | | $ 327,242 | | $ 333,786 | | $ 6,545 |
| **Total Non-Salary Benefits** | **$ 855,760** | | **$ 957,985** | | **$ 1,000,926** | | **$ 42,942** |
| **School Committee** | | | | | | | |
| School Committee | $ 17,500 | | $ 18,600 | | $ 18,600 | | $ - |
| Contracted Services | $ 6,000 | | $ 7,800 | | $ 8,000 | | $ 200 |
| Supplies/Materials | $ - | | $ 100 | | $ 100 | | $ - |
| Publications | $ 100 | | $ 100 | | $ 100 | | $ - |
| Conference/Workshop | $ 500 | | $ 2,600 | | $ 2,000 | | $ (600) |
| Memberships | $ 5,700 | | $ 5,700 | | $ 6,000 | | $ 300 |
| Supt. Search | $ - | | $ - | | $ - | | $ - |
| Legal | $ 20,000 | | $ 20,000 | | $ 18,000 | | $ (2,000) |
| **Total School Committee** | **$ 49,800** | | **$ 54,900** | | **$ 52,800** | | **$ (2,100)** |

| Description | FY19 Budget | FY19 FTE | FY19 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| **Administration** | | | | | | | |
| Central Office Admin | $ 271,711 | 2.0 | $ 279,348 | 2.0 | $ 290,540 | | $ 11,192 |
| Secretary | $ 282,954 | 5.0 | $ 272,650 | 5.0 | $ 279,947 | | $ 7,297 |
| Contracted Services | $ 28,846 | 0.5 | $ 25,000 | 0.5 | $ 26,000 | | $ 1,000 |
| Supplies/Materials | $ 13,000 | | $ 12,000 | | $ 13,500 | | $ 1,500 |
| Meeting Expenses | $ 1,500 | | $ 2,000 | | $ 1,500 | | $ (500) |
| Publications | $ 300 | | $ 300 | | $ 300 | | $ - |
| Conference/Workshop | $ 5,000 | | $ 5,900 | | $ 5,900 | | $ - |
| Memberships | $ 7,500 | | $ 7,500 | | $ 10,000 | | $ 2,500 |
| Printing | $ - | | $ - | | $ - | | $ - |
| Postage | $ 5,000 | | $ 5,000 | | $ 4,500 | | $ (500) |
| Strategic Planning | $ 15,000 | | $ 10,000 | | $ 5,000 | | $ (5,000) |
| Travel | $ 4,500 | | $ 4,000 | | $ 4,000 | | $ - |
| Advertising | $ 4,200 | | $ 4,200 | | $ 4,500 | | $ 300 |
| Equipment | $ 28,000 | | $ 27,000 | | $ 27,000 | | $ - |
| Equipment Purchase | $ 2,500 | | $ 2,000 | | $ 2,000 | | $ - |
| **Total Central Administratior** | **$ 670,011** | | **$ 656,898** | | **$ 674,687** | | **$ 17,788** |
| Consultants **504** | $ 5,000 | | $ 5,000 | | $ 2,500 | | $ (2,500) |
| **Total District 504** | **$ 5,000** | | **$ 5,000** | | **$ 2,500** | | **$ (2,500)** |
| **Total System-Wide** | **$ 9,598,911** | **39.3** | **$ 10,216,078** | | **$ 8,988,944** | **$ 1,489,900** | **$ 262,766** |
| **Total all Schools** | **$ 33,080,634** | | **$ 34,369,718** | | **$ 32,661,021** | **$ 3,044,900** | **$ 1,336,203** |

# Summary by Program

## *System-Wide*

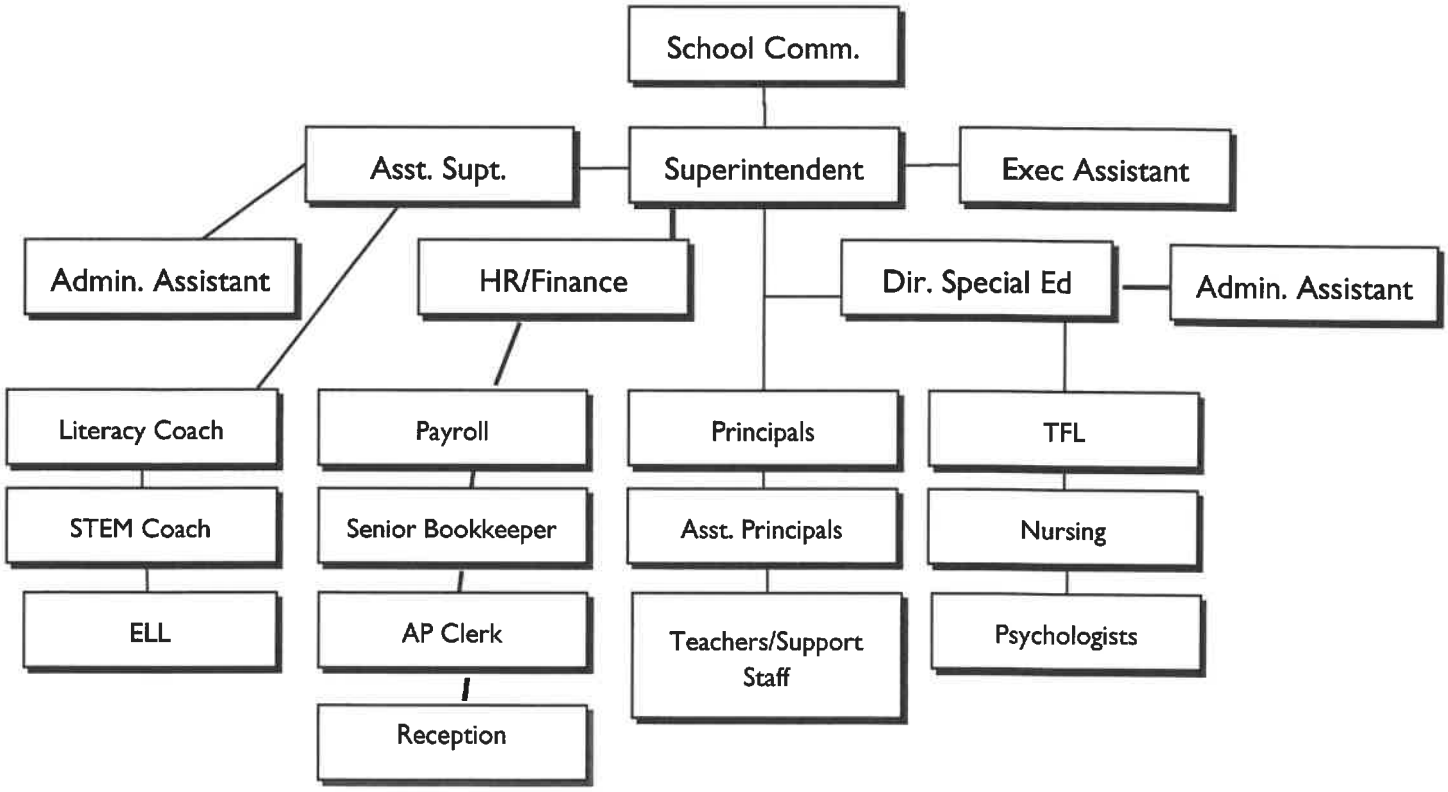
| Programs | Approved Budget FY20 | Proposed Budget FY21 | Difference | % of Change |
|---|---|---|---|---|
| Curriculum/InService | $ 751,966 | $ 806,289 | $ 54,323 | 7.2% |
| Technology | $ 421,194 | $ 441,512 | $ 20,318 | 4.8% |
| Health | $ 564,011 | $ 571,908 | $ 7,897 | 1.4% |
| Special Education | $ 4,461,984 | $ 4,455,153 | $ (6,831) | -0.2% |
| Psychology | $ 327,540 | $ 343,968 | $ 16,428 | 5.0% |
| Lunch/Safety | $ 175,500 | $ 163,200 | $ (12,300) | -7.0% |
| Data Processing | $ 117,461 | $ 128,003 | $ 10,542 | 9.0% |
| Transportation | $ 958,369 | $ 987,120 | $ 28,751 | 3.0% |
| ELL | $ 266,885 | $ 335,009 | $ 68,124 | 25.5% |
| Maintenance | $ 496,387 | $ 515,769 | $ 19,382 | 3.9% |
| Non-Salary Benefits | $ 957,985 | $ 1,000,926 | $ 42,942 | 4.5% |
| School Committee | $ 54,900 | $ 52,800 | $ (2,100) | -3.8% |
| Administration | $ 656,898 | $ 674,687 | $ 17,788 | 2.7% |
| 504 | $ 5,000 | $ 2,500 | $ (2,500) | -50.0% |
| **Totals** | **$ 10,216,078** | **$ 10,478,844** | **$ 262,766** | **2.57%** |
| **District Totals** | **$ 34,369,718** | **$ 35,705,921** | **$ 1,336,203** | **3.89%** |

# 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



# 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.

**FY2020 ACCOMPLISHMENTS**

- A google classroom was developed for all staff and used a repository for staff meetings and early release trainings to guide our work in developing an inclusive and collaborative community. Additionally, shared drives were created for the entire school for remote learning in all grade levels and disciplines including a Virtual Bres site for families with information about Google Classrooms, popular apps, extensions and online reading resources.
- The Bresnahan administrative team partnered with consultant Judy DeLucia 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. A successful IDC Co-Teaching classroom was developed at grade 1.
- A school social worker was prioritized in the FY20 Budget and hired for the Bresnahan School. This new position enabled great outreach with families in need and at risk and strengthened our relationships with many community organizations. As well, the school social worker took the lead as the liaison for students in our BRYT program and working closely with them during times of crisis. The importance of this position was even more apparent during the COVID-19 pandemic and school closure in supporting families and students since the onset in March 2020.
- We entered year 3 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. This year, the Bresnahan School has been accepted into a five-year National Research study on Integrated MTSS in K-2 Reading and Behavior Supports in partnership with the Center for Behavioral Education and Research (CBER), The HILL for Literacy, and the Neag School of Education at the University of Connecticut. The overarching goals of the study are: ***Research Goal:*** Evaluate the effectiveness of high-quality implementation of integrated

reading and behavior MTSS practices in Tiers 1, 2, and 3 and ***Practice Goal:*** Collaborate with partner schools/districts to build capacity to implement and sustain integrated reading and behavior MTSS practices with high levels of fidelity and quality. As a partner in the study, the Bresnahan School will receive:

- ***Professional Development:*** Comprehensive professional development and training for school leadership teams, K-2 classroom teachers, and interventionists focused on evidence-based integrated reading and behavior MTSS instruction, intervention, and assessment practices in Tiers 1, 2, and 3.
- ***Internal Coaching Capacity:*** Training for school-based reading/behavior coaches and ongoing mentorship from expert external coaches to build internal coaching capacity for sustained implementation of integrated reading and behavior MTSS.
- ***External Coaching Support:*** Regular visits from expert reading/behavior coaches to support high-quality implementation of integrated reading and behavior MTSS systems and practices. During Year 1 (2019-2020), the focus was on building school-wide integrated MTSS systems. The following was accomplished between September 2019- March 16, 2020 prior to school closure due to COVID-19:
    - ***School Leadership Teams:*** 2 full-day trainings for school leadership teams in Winter and Spring focused on teaming, PD/meeting structures, data collection, and data-based decision making for both reading and behavior
    - ***School-based Coaches:*** Monthly full-day coaches' academy for 2 school-based internal coaches to build knowledge and expertise related to integrated MTSS (6 total days)
    - ***Expert Coaches:*** 6 external coaches visits per school focused on teaming, data collection, and data-based decision making for both reading and behavior
    - ***Data Collection:*** Initial baseline data collection supported by MTSS Network team (e.g., DIBELS, teacher surveys/checklists, classroom observations).
- 2 additional cohorts of Bresnahan teachers in grades K-3 participated in Billie Donegan's Skills-Based Teaching and Learning
- A word study committee was formed to conduct a rigorous review of reading research and district data to evaluate word study programs and recommend a program that will fit the needs of teachers and students at Bresnahan Elementary. The committee met monthly to review programs, conduct site visits, and provide input for the adoption of a word study program. Due to COVID-19, the process will be continued after the pandemic.

## FY2021 Goals & Objectives

### Goal 1: *Update RTI meeting Protocols*

**Objectives:** Analyze RTI data through the lenses of referrals due to student's weaknesses in content areas and behavioral challenges.

- Analyze various schools' procedures for Response to Intervention/ child study meetings and use the exposure to a variety of procedures to fine tune Bresnahan Procedures.
- Reflect upon and add to a menu of available interventions to complement Tier 1 instruction.
- Fine tune/ develop a cycle for intervention and record keeping to increase implementation and accountability for responsible parties.

## GOAL 2: *HOLD QUARTERLY GRADE LEVEL DATA MEETINGS*

**Objectives:** Continue to move from the "former goals" of 40th percentile to "recommended goals" of 70th percentile, helping to focus on Tier I.

- Continue to analyze subgroups and plan for interventions.
- 4 data meetings/ progress monitoring introduced/flow-chart for instructional focus
- Fully implement the Rapid Automatic Naming screener piloted in Kindergarten and 1st grade in the 2020-2021 and 2021-2022 school years.

***Goal 3: Due to COVID 19, implement a safe environment for all constituents upon return to school physically, emotionally, mentally, and socially.***

**Objectives:**

- Prioritize adult-student as well as peer relationship-building in daily schedules, especially throughout the first two weeks of school and beyond.
- Establish dedicated space, time, and agreements for staff to come together to build relationships and engage in collective healing.
- Integrate SEL practices throughout the school day, whether remote or in person.
- Offer remote opportunities for families to ask questions, share successes and challenges or learn about a particular academic topic/skill so that they can better support learning at home as well as provide critical information on support services.

**PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM**

| | | | |
|---|---|---|---|
| Stem Class | After-School Enrichment Programs | Technology Class | SEI Endorsed Teachers |
| Community Meetings | After-School Academic Support | Universal Supports | Recess Running Club |
| Zones of Regulation | BOKS Before School Fitness | Social Skills Groups | Lunch Bunch |
| PBIS | BRYT Program | Alternative Recess | TOTs Basketball Program |
| ELL Program | NYS Partnership | Safe and Supportive Schools | School Social Worker |

# F. T. Bresnahan School

| Kindergarten | FY19 Budget | FY20 FTE | FY20 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| Professional Salaries | $ 568,342 | 8.0 | $ 580,025 | 8.0 | $ 283,402 | $ 380,000 | $ 83,377 |
| Aides | $ 101,940 | 4.0 | $ 101,465 | 4.0 | $ 113,683 | | $ 12,218 |
| Supplies/Materials | $ 4,770 | | | | $ - | | $ - |
| General Supplies | $ 7,000 | | $ 11,100 | | $ 5,500 | | $ (5,600) |
| **Total Kindergarten** | **$ 682,052** | | **$ 692,590** | | **$ 402,585** | **$ 380,000** | **$ 89,995** |
| **Pre-School** | | | | | | | |
| Professional Salaries | $ 291,508 | 4.25 | $ 304,624 | 5.25 | $ 120,881 | $ 200,000 | $ 16,257 |
| Aides | $ 191,630 | 7.10 | $ 194,399 | 7.25 | $ 208,294 | | $ 13,895 |
| Supplies/Materials | $ 7,200 | | $ 7,200 | | $ 3,250 | | $ (3,950) |
| **Total Pre-School** | **$ 490,338** | | **$ 506,223** | | **$ 332,425** | **$ 200,000** | **$ 26,203** |
| **Grade 1** | | | | | | | |
| Professional Salaries | $ 573,927 | 8.0 | $ 651,875 | 8.0 | $ 685,969 | | $ 34,094 |
| Supplies/Materials | $ 1,620 | | $ 1,620 | | $ 1,024 | | $ (596) |
| General Supplies | $ 5,850 | | $ 6,000 | | $ 2,500 | | $ (3,500) |
| Textbooks | | | $ - | | $ - | | $ - |
| **Total Grade 1** | **$ 581,397** | | **$ 659,495** | | **$ 689,493** | | **$ 29,998** |
| **Grade 2** | | | | | | | $ - |
| Professional Salaries | $ 552,843 | 7.0 | $ 567,895 | 7.0 | $ 594,370 | | $ 26,475 |
| Supplies/Materials | $ 2,070 | | $ 1,500 | | $ 750 | | $ (750) |
| General Supplies | $ 6,165 | | $ 6,000 | | $ 2,750 | | $ (3,250) |
| Textbooks | | | $ - | | $ - | | $ - |
| **Total Grade 2** | **$ 561,078** | | **$ 575,395** | | **$ 597,870** | | **$ 22,475** |
| **Grade 3** | | | | | | | $ - |
| Professional Salaries | $ 613,710 | 7.0 | $ 629,292 | 7.0 | $ 647,353 | | $ 18,061 |
| Supplies/Materials | $ 2,471 | | $ 1,325 | | $ 500 | | $ (825) |
| General Supplies | $ 4,950 | | $ 6,000 | | $ 2,500 | | $ (3,500) |
| Textbooks | | | $ - | | $ - | | $ - |
| **Total Grade 3** | **$ 621,131** | | **$ 636,617** | | **$ 650,353** | | **$ 13,736** |
| **Technology** | | | | | | | $ - |
| Professional Salaries | $ - | | $ - | | $ - | | $ - |
| Supplies/Materials | $ - | | $ - | | $ - | | $ - |
| Software | $ 11,439 | | $ 17,251 | | $ 20,854 | | $ 3,603 |
| Equipment Purchase | $ 1,310 | | $ 3,900 | | $ 4,000 | | $ 100 |
| **Total Technology** | **$ 12,749** | | **$ 21,151** | | **$ 24,854** | | **$ 3,703** |
| **Music** | | | | | | | $ - |
| Professional Salaries | $ 52,269 | 1.0 | $ 54,700 | 1.0 | $ 57,956 | | $ 3,256 |
| Supplies/Materials | $ 900 | | | | $ 150 | | $ 150 |
| **Total Music** | **$ 53,169** | | **$ 54,700** | | **$ 58,106** | | **$ 3,406** |
| **Art** | | | | | | | $ - |
| Professional Salaries | $ 86,687 | 1.0 | $ 89,812 | 1.0 | $ 92,064 | | $ 2,252 |
| Supplies/Materials | $ 2,970 | | $ 2,970 | | $ 1,250 | | $ (1,720) |
| Equipment Purchase | $ - | | $ - | | | | $ - |
| **Total Art** | **$ 89,657** | | **$ 92,782** | | **$ 93,314** | | **$ 532** |
| **Physical Education** | | | | | | | $ - |
| Professional Salaries | $ 173,758 | 2.0 | $ 148,852 | 2.0 | $ 115,933 | | $ (32,919) |
| Supplies/Materials | $ 450 | | $ 1,500 | | $ 750 | | $ (750) |
| **Total Physical Education** | **$ 174,208** | | **$ 150,352** | | **$ 116,683** | | **$ (33,669)** |
| **Special Education** | | | | | | | $ - |
| Professional Salaries | $ 1,461,673 | 19.50 | $ 1,523,099 | 21.5 | $ 1,668,664 | | $ 145,565 |
| Aides | $ 304,800 | 12.0 | $ 319,395 | 14.0 | $ 91,627 | $ 282,000 | $ 54,232 |
| Supplies/Materials | $ 5,400 | | $ 6,000 | | $ 5,000 | | $ (1,000) |
| **Total Special Education** | **$ 1,771,873** | | **$ 1,848,494** | | **$ 1,765,291** | **$ 282,000** | **$ 198,797** |
| **Health/Med Services** | | | | | | | |
| Supplies/Materials | $ 1,710 | | $ 1,225 | | $ 1,225 | | $ - |
| **Total Health** | **$ 1,710** | | **$ 1,225** | | **$ 1,225** | | **$ -** |

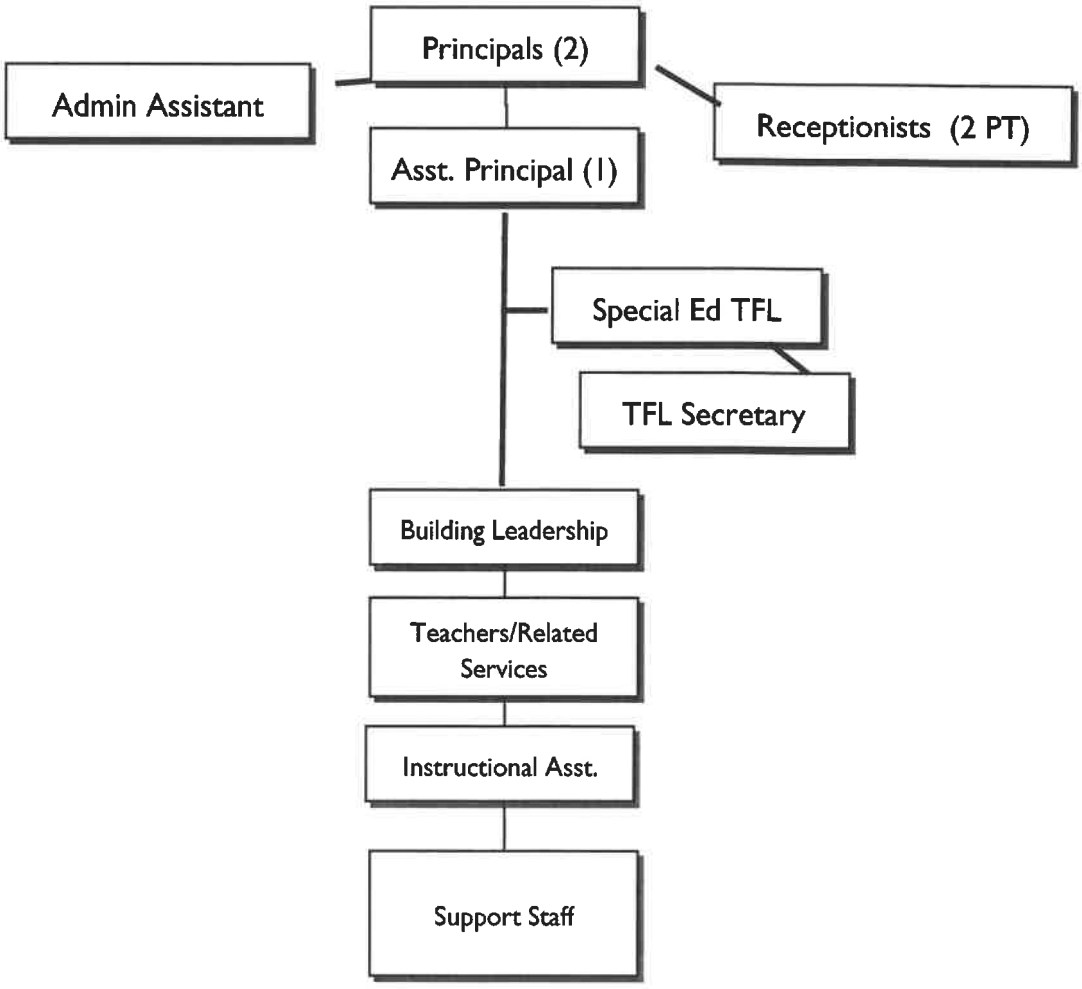
| | FY19 Budget | FY20 FTE | FY20 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| **Instructional Materials** | | | | | | | |
| Supplies/Materials | $ 8,595 | | $ 2,750 | | $ 2,750 | | $ - |
| General Supplies | $ 9,720 | | $ 20,500 | | $ 20,500 | | $ - |
| Equipment Maintenanc | $ 28,000 | | $ 25,000 | | $ 25,000 | | $ - |
| **tal Instructional Materi** | **$ 46,315** | | **$ 48,250** | | **$ 48,250** | | **$ -** |
| **Guidance** | | | | | | | |
| Professional Salaries | $ 189,619 | 3.0 | $ 200,980 | 3.0 | $ 200,486 | | $ (494) |
| Supplies/Materials | $ 1,350 | | $ 1,336 | | $ 750 | | $ (586) |
| **Total Guidance** | **$ 190,969** | | **$ 202,316** | | **$ 201,236** | | **$ (1,080)** |
| **Library** | | | | | | | |
| Textbooks | $ - | | $ - | | $ 1,000 | | $ 1,000 |
| Professional Salaries | $ 88,700 | 2.0 | $ 104,094 | 2.0 | $ 106,805 | | $ 2,711 |
| Supplies/Materials | $ 720 | | $ 1,700 | | $ 750 | | $ (950) |
| Software | $ 1,200 | | $ 1,200 | | $ 1,200 | | $ - |
| Publications | $ - | | $ - | | $ - | | $ - |
| AV Materials | $ - | | $ - | | $ - | | $ - |
| **Total Library** | **$ 90,620** | | **$ 106,994** | | **$ 109,755** | | **$ 2,761** |
| **Math Intervention** | | | | | | | |
| Professional Salaries | $ 57,391 | 1.0 | $ 60,060 | 1 | $ 66,703 | | $ 6,643 |
| **Total Math** | **$ 57,391** | | **$ 60,060** | | **$ 66,703** | | **$ 6,643** |
| **STEM** | | | | | | | |
| Professional Salaries | $ 69,508 | 1.0 | $ 74,415 | 1.0 | $ 80,094 | | $ 5,679 |
| Supplies/Materials | $ 4,050 | | $ 1,550 | | $ 1,100 | | $ (450) |
| **Total STEM** | **$ 73,558** | | **$ 75,965** | | **$ 81,194** | | $ 5,229 |
| **Literacy/Title 1** | | | | | | | |
| Professional Salaries | $ 334,393 | 4.0 | $ 344,837 | 4.0 | $ 125,238 | $ 200,000 | $ (19,599) |
| **Total Literacy/Title 1** | **$ 334,393** | | **$ 344,837** | | **$ 125,238** | **$ 200,000** | **$ (19,599)** |
| **Operation of Plant** | | | | | | | |
| Custodian | $ 250,280 | 5.0 | $ 253,045 | 5.0 | $ 262,853 | | $ 9,808 |
| Uniforms | $ 600 | | $ 500 | | $ 2,000 | | $ 1,500 |
| Custodial Supplies | $ 21,000 | | $ 21,250 | | $ 22,250 | | $ 1,000 |
| Electric | $ 115,000 | | $ 120,227 | | $ 115,741 | | $ (4,486) |
| Gas | $ 28,000 | | $ 30,156 | | $ 29,410 | | $ (746) |
| Telephone | $ 7,000 | | $ 7,000 | | $ 6,500 | | $ (500) |
| Equipment Maintenanc | $ 2,000 | | $ 2,580 | | $ 2,580 | | $ - |
| Equipment Purchase | $ 2,500 | | $ 6,380 | | $ 10,080 | | $ 3,700 |
| **Total Operations of Plan** | **$ 426,380** | | **$ 441,138** | | **$ 451,414** | | **$ 10,276** |
| **Maintenance of Plant** | | | | | | | |
| Grounds/Other | $ 4,000 | | $ - | | $ - | | $ - |
| Contracted Services | $ 20,000 | | $ 21,500 | | $ 23,500 | | $ 2,000 |
| Service Contracts | $ 22,000 | | $ 29,045 | | $ 29,045 | | $ - |
| **Total Maint of Plant** | **$ 46,000** | | **$ 50,545** | | **$ 52,545** | | **$ 2,000** |
| **Administration** | | | | | | | |
| Principals | $ 331,659 | 3.0 | $ 330,225 | 3.0 | $ 341,325 | | $ 11,100 |
| Secretary | $ 150,105 | 2.6 | $ 112,477 | 2.9 | $ 123,234 | | $ 10,757 |
| Supplies/Materials | $ 2,070 | | $ 1,890 | | $ 1,900 | | $ 10 |
| Memberships | $ 1,800 | | $ 1,565 | | $ 1,565 | | $ - |
| Printing | $ 850 | | $ 300 | | $ 600 | | $ 300 |
| Postage | $ 1,750 | | $ 750 | | $ 500 | | $ (250) |
| Conferences/Workshop | $ 3,000 | | $ 3,000 | | $ 3,000 | | $ - |
| Equipment | $ - | | $ - | | | | $ - |
| **Total Administration** | **$ 491,234** | | **$ 450,207** | | **$ 472,124** | | **$ 21,917** |
| **Substitutes** | | | | | | | |
| Fellows | $ 26,300 | | $ 19,300 | | $ 19,500 | | $ 200 |
| Substitutes | $ 115,704 | | $ 132,000 | | $ 10,000 | | $ (122,000) |
| **Total Substitute** | **$ 142,004** | | **$ 151,300** | | **$ 29,500** | | **$ (121,800.00)** |
| **Total Bresnahan School** | **$ 6,938,226** | **101.5** | **$ 7,170,635** | | **$ 6,370,159** | **$ 1,062,000** | **$ 261,523** |

# Summary by Program

## *F. T. Bresnahan School*

| Programs | Approved Budget FY20 | Proposed Budget FY21 | Difference | % of Change |
|---|---|---|---|---|
| Kindergarten | $ 692,590 | $ 782,585 | $ 89,995 | 13.0% |
| Pre-School | $ 506,223 | $ 532,425 | $ 26,203 | 5.2% |
| Grade 1 | $ 659,495 | $ 689,493 | $ 29,998 | 4.5% |
| Grade 2 | $ 575,395 | $ 597,870 | $ 22,475 | 3.9% |
| Grade 3 | $ 636,617 | $ 650,353 | $ 13,736 | 2.2% |
| Literacy/Title 1 | $ 344,837 | $ 325,238 | $ (19,599) | -5.7% |
| Math Intervention | $ 60,060 | $ 66,703 | $ 6,643 | 11.1% |
| Technology | $ 21,151 | $ 24,854 | $ 3,703 | 17.5% |
| Music | $ 54,700 | $ 58,106 | $ 3,406 | 6.2% |
| Art | $ 92,782 | $ 93,314 | $ 532 | 0.6% |
| Health | $ 1,225 | $ 1,225 | $ - | 0.0% |
| Physical Education | $ 150,352 | $ 116,683 | $ (33,669) | -22.4% |
| Special Education | $ 1,848,494 | $ 2,047,291 | $ 198,797 | 10.8% |
| Instructional Materials | $ 48,250 | $ 48,250 | $ - | 0.0% |
| STEM | $ 75,965 | $ 81,194 | $ 5,229 | 6.9% |
| Guidance | $ 202,316 | $ 201,236 | $ (1,080) | -0.5% |
| Library | $ 106,994 | $ 109,755 | $ 2,761 | 2.6% |
| Operation of Plant | $ 441,138 | $ 451,414 | $ 10,276 | 2.3% |
| Maintenance of Plant | $ 50,545 | $ 52,545 | $ 2,000 | 4.0% |
| School Administration | $ 450,207 | $ 472,124 | $ 21,917 | 4.9% |
| Substitutes/Fellows | $ 151,300 | $ 29,500 | $ (121,800) | -80.5% |
| **Totals** | **$ 7,170,635** | **$ 7,432,159** | **$ 261,523** | **3.65%** |

# F. T. Bresnahan School



# 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.

## FY2020 Accomplishments

- .5 Assistant Principal
- Data Meetings looking at literacy data with Stephanie Gottwald
- Cohort 2 of standards-based teaching with Billie Donnegan
- Math workshop model
- Language! program implemented at both grades
- V-Math program implemented for students with specific disabilities
- PD on dyslexia, Keys to Literacy, Google Classroom, Trauma and Learning, etc.
- Year 4 of PBIS implementation
- Use of robotics and 3-D printing part of STEM/Technology classes
- Continued implementation of Keys to Literacy Vocabulary routines
- Implementation of Keys to Literacy Comprehension routines
- Staff trained as Keys to Literacy coaches
- Year three 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 completed Trauma 4 and attained the Trauma and Learning certification from Lesley University
- Molin Tradition: Assembly: Berkshire Hills Music Academy-musicians speaking about their specific disabilities
- Seventh year of Yoga program for students
- Use of new Mindfulness/Yoga space by students and staff
- Girls Inc. course taught to small groups in grade 4 and grade 5
- Implementation of remote learning through Google Classroom
- Student led recycling, composting, and trash assembly and implemented in cafeteria
- A number of Molin staff trained and received Mental Health First Aid certification
- Implementation of Teachpoint for staff evaluations
- Implementation of Away for the Day cell phone policy

## FY2021 Goals & Objectives

**Goal 1: We will increase supports that improve student achievement for ALL students while closing existing achievement gaps for economically disadvantaged students and students with learning disabilities.**

**Objectives:**

- Create a school climate that provides equitable personalized learning opportunities and supports for ALL students to reach both their academic and social potential.
- Continue to use whole child approach looking at the 4 domains for all interventions.
- Continue to develop strong tier one in-class interventions.
- Strengthen use of student feedback.

**Goal 2: Due to COVID 19, implement a safe environment for all constituents upon return to school physically, emotionally, mentally, and socially.**

**Objectives:**

- Prioritize adult-student as well as peer relationship-building in daily schedules, especially throughout the first two weeks of school and beyond.
- Establish dedicated space, time, and agreements for staff to come together to build relationships and engage in collective healing.
- Integrate SEL practices throughout the school day, whether remote or in person.
- Offer remote opportunities for families to ask questions, share successes and challenges or learn about a particular academic topic/skill so that they can better support learning at home as well as provide criticial information on support services.

## 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. | SEI Endorsed Teachers/Principal | Impact of Trauma on Learning | Coding Club |
| After-School Stem Club | Endicott/Salem State Fellows | ELL Services | |
| Molin & Firehouse Center for the Arts after-school drama club | | Wellness/Mindfulness Space | |

# Edward G. Molin School

| Description | FY19 Budget | FY20 FTE | FY20 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| **Grade 4** | | | | | | | |
| Professional Salaries | $ 640,630 | 8.0 | $ 663,745 | 7.0 | $ 634,153 | | $ (29,592) |
| Supplies/Materials | $ 2,000 | | $ 6,500 | | $ 3,750 | | $ (2,750) |
| **Total Grade 4** | **$ 642,630** | | **$ 670,245** | | **$ 637,903** | | **$ (32,342)** |
| **Grade 5** | | | | | | | |
| Professional Salaries | $ 640,334 | 7.0 | $ 611,551 | 8.0 | $ 666,192 | | $ 54,641 |
| Supplies/Materials | $ 3,000 | | $ 6,500 | | $ 3,750 | | $ (2,750) |
| **Total Grade 5** | **$ 643,334** | | **$ 618,051** | | **$ 669,942** | | **$ 51,891** |
| **Technology** | | | | | | | |
| Professional Salaries | $ 28,403 | 0.5 | $ 30,869 | 0.4 | $ 32,706 | | $ 1,837 |
| Supplies/Materials | $ - | | $ - | | $ - | | $ - |
| Equipment purchase | $ 2,000 | | $ 3,000 | | $ 3,000 | | $ - |
| Software | $ 7,000 | | $ 8,700 | | $ 8,700 | | $ - |
| **Total Technology** | **$ 37,403** | | **$ 42,569** | | **$ 44,406** | | **$ 1,837** |
| **STEM** | | | | | | | |
| Professional Salaries | $ 77,171 | 1.0 | $ 79,891 | 1.0 | $ 81,895 | | $ 2,004 |
| Supplies/Materials | $ 3,000 | | $ - | | $ 3,000 | | $ 3,000 |
| **Total STEM** | **$ 80,171** | | **$ 79,891** | | **$ 84,895** | | **$ 5,004** |
| **Music** | | | | | | | |
| Professional Salaries | $ 35,504 | 0.5 | $ 38,586 | 0.5 | $ 39,358 | | $ 772 |
| Supplies/Materials | $ 1,000 | | $ 3,000 | | $ 1,750 | | $ (1,250) |
| **Total Music** | **$ 36,504** | | **$ 41,586** | | **$ 41,108** | | **$ (478)** |
| **Art** | | | | | | | |
| Professional Salaries | $ 52,859 | 0.8 | $ 57,776 | 0.8 | $ 60,008 | | $ 2,232 |
| Supplies/Materials | $ 5,500 | | $ 6,000 | | $ 3,000 | | $ (3,000) |
| **Total Art** | **$ 58,359** | | **$ 63,776** | | **$ 63,008** | | **$ (768)** |
| **Physical Education** | | | | | | | |
| Professional Salaries | $ 95,102 | 0.8 | $ 96,291 | 1.3 | $ 130,482 | | $ 34,191 |
| Supplies/Materials | $ 1,000 | | $ 2,000 | | $ 1,250 | | $ (750) |
| **Total Physical Education** | **$ 96,102** | | **$ 98,291** | | **$ 131,732** | | **$ 33,441** |
| **Special Education** | | | | | | | |
| Professional Salaries | $ 801,561 | 10.6 | $ 804,479 | 11.4 | $ 902,693 | | $ 98,214 |
| Aides | $ 392,760 | 15.8 | $ 405,675 | 10.6 | $ 90,424 | $ 218,000 | $ (97,251) |
| Supplies/Materials | $ 2,000 | | $ 6,000 | | $ 3,000 | | $ (3,000) |
| **Total Special Education** | **$ 1,196,321** | | **$ 1,216,154** | | **$ 996,118** | **$ 218,000** | **$ (2,037)** |
| **Instructional Materials** | | | | | | | |
| Supplies/Materials | $ 20,000 | | $ 20,400 | | $ 20,000 | | $ (400) |
| Equipment Maintenance | $ 15,000 | | $ 15,000 | | $ 15,000 | | $ - |
| **tal Instructional Materi** | **$ 35,000** | | **$ 35,400** | | **$ 35,000** | | **$ (400)** |
| **Guidance** | | | | | | | |
| Professional Salaries | $ 68,360 | 1.0 | $ 71,399 | 1.5 | $ 127,758 | | $ 56,359 |
| Supplies/Materials | $ 2,000 | | $ 2,000 | | $ 1,100 | | $ (900) |
| Textbooks | $ 1,000 | | $ 1,250 | | $ 950 | | $ (300) |
| **Total Guidance** | **$ 71,360** | | **$ 74,649** | | **$ 129,808** | | **$ 55,159** |
| **Library** | | | | | | | |
| Professional Salaries | $ 42,336 | 0.5 | $ 42,865 | 0.5 | $ 25,067 | | $ (17,798) |
| Supplies/Materials | $ 3,000 | | $ 3,000 | | $ 1,850 | | $ (1,150) |
| **Total Library** | **$ 45,336** | | **$ 45,865** | | **$ 26,917** | | **$ (18,948)** |
| **Operation of Plant** | | | | | | | |
| Custodian | $ 49,614 | 1.0 | $ 45,468 | 1.0 | $ 48,767 | | $ 3,299 |
| Telephone | $ 2,000 | | $ 2,000 | | $ 2,000 | | $ - |
| Equipment Maintenance | $ 2,000 | | $ - | | $ - | | $ - |
| Equipment Purchase | $ 2,500 | | $ - | | $ - | | $ - |
| **Total Operation of Plant** | **$ 56,114** | | **$ 47,468** | | **$ 50,767** | | **$ 3,299** |
| **Administration** | | | | | | | |
| Principals | $ 113,653 | 1.5 | $ 162,063 | 2.0 | $ 213,107 | | $ 51,044 |
| Secretary | $ 41,475 | 1.0 | $ 43,535 | 1.0 | $ 44,460 | | $ 925 |

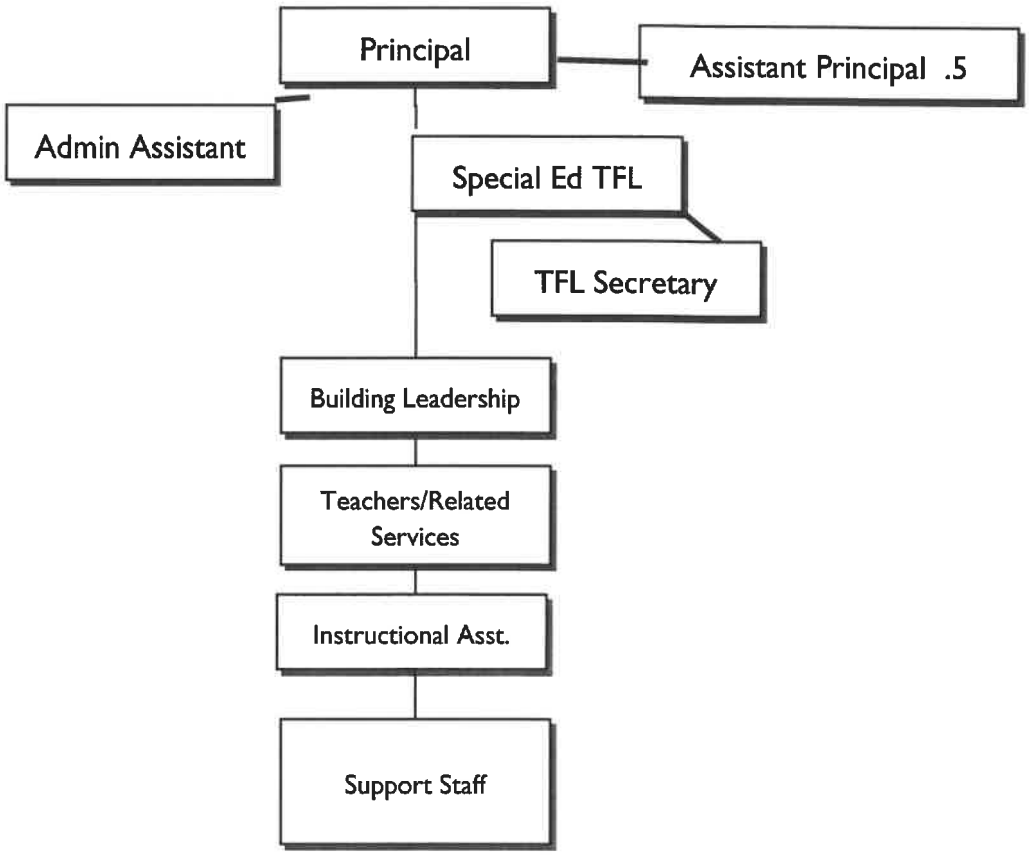
| Description | FY19 Budget | FY20 FTE | FY20 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| Memberships | $ 2,000 | | $ 1,300 | | $ 2,100 | | $ 800 |
| Publications | $ 500 | | $ 850 | | $ 850 | | $ - |
| Supplies/Materials | $ 3,000 | | $ 2,000 | | $ 2,700 | | $ 700 |
| Postage | $ 1,500 | | $ 1,500 | | $ 1,500 | | $ - |
| **Total Administration** | **$ 162,128** | | **$ 211,248** | | **$ 264,717** | | **$ 53,469** |
| **Substitutes** | | | | | | | |
| Fellows | $ 26,300 | | $ 19,300 | | $ 19,500 | | $ 200 |
| Substitutes | $ 45,000 | | $ 40,000 | | $ 10,000 | | $ (30,000) |
| **Total Substitute** | **$ 71,300** | | **$ 59,300** | | **$ 29,500** | | **$ (29,800)** |
| | | | | | | | |
| **Total Molin School** | **$ 3,232,062** | | **$ 3,304,494** | | **$ 3,205,821** | **$ 218,000** | **$ 119,327** |

# Summary by Program

## *E. G. Molin Upper Elementary School*

| Programs | Approved Budget FY20 | Proposed Budget FY21 | Difference | % of Change |
|---|---|---|---|---|
| Grade 4 | $ 670,245 | $ 637,903 | $ (32,342) | -4.8% |
| Grade 5 | $ 618,051 | $ 669,942 | $ 51,891 | 8.4% |
| Technology | $ 42,569 | $ 44,406 | $ 1,837 | 4.3% |
| Music | $ 41,586 | $ 41,108 | $ (478) | -1.2% |
| Art | $ 63,776 | $ 63,008 | $ (768) | -1.2% |
| Physical Ed/Wellness | $ 98,291 | $ 131,732 | $ 33,441 | 34.0% |
| Special Education | $ 1,216,154 | $ 1,214,118 | $ (2,037) | -0.2% |
| Instructional Materials | $ 35,400 | $ 35,000 | $ (400) | -1.1% |
| Guidance | $ 74,649 | $ 129,808 | $ 55,159 | 73.9% |
| STEM | $ 79,891 | $ 84,895 | $ 5,004 | 6.3% |
| Library | $ 45,865 | $ 26,917 | $ (18,948) | -41.3% |
| Operation of Plant | $ 47,468 | $ 50,767 | $ 3,299 | 7.0% |
| School Administration | $ 211,248 | $ 264,717 | $ 53,469 | 25.3% |
| Substitutes/Fellows | $ 59,300 | $ 29,500 | $ (29,800) | -50.3% |
| **Totals** | **$ 3,304,494** | **$ 3,423,821** | **$ 119,327** | **3.61%** |

# Edward G. Molin School



# 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—we continued a full implementation of PBIS with students. Our year-two program allowed for enhanced student programming, continued use of the SWIS referral software system, and the expansion of school-culture programs (e.g. bi-monthly assemblies, kick off assembly, student-directed community service programs).
  - School wide prevention and intervention programs—Our nursing/counseling team implemented SBIRT screening in grade 7. To evaluate the implementation of our annual Signs of Suicide program and to support students and staff during the program, we worked with an outside consulting team. We also integrated the use of our new mindfulness space--providing both in school and after school programs for small groups of students. Finally, during the closure our counseling team built a website and provided a weekly drop in program for students.
  - Student/Staff Dialogue, Essential Partners—To build on the 2020 Shadow Day program, students from the NHS EP team assisted us in creating and facilitating a 60 minute dialogue. Over 120 students and staff participated in the program that was facilitated by the NHS students. Our goal is to provide several opportunities each year for full-school programs like this to enhance student-staff collaboration.
  - Student Leadership—Our expanded Clipper Crew and the Student Council met weekly. Along with our Diversity Club, these student leaders ran school-wide programs and participated in our student voice initiatives.
- **Curriculum, Assessment and Instruction**
  - Collaborative Processes - We continued our use of protocols to facilitate collaborative conversations. With the leadership of our interventionist and assistant principal, we continued our implementation of child-study consults at each grade level. These consults have been effective in providing teachers time and focus on identifying and practicing instructional strategies to meet the needs of different students.
  - Curriculum development--RAN staff continue to 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. During the closure we were able to post standards-based units for every class for the final 6 weeks of school. This work was possible because of the time already spent by the staff in professional development with Billie Donnegan and the commitment at every grade level by staff to create shared curricula.
  - Specific grade level work has included:
    - implementation of new Algebra I resource with NHS
    - Place-based work in the fall was very successful. The work planned to (1) rewrite some of the programming with the support of Billie Donegan and (2) have the PBE team attend a

professional development program through National Outdoor Leadership School were interrupted by the pandemic. We hope to revisit this work when possible.
    - Continuing work developing the Language Based Program, including monthly data meetings, outside consultation with Stephanie Gotwald, and professional development for the LBP team.
  - Nicole Sherf continued to guide the 6-12 World Languages Department in setting proficiency targets, developing performance assessments, and facilitating collaborative curriculum development. Our expansion proposal was accepted by the School Committee, allowing for growing the program in the 2020-21 school year.
  - Skills-based teaching, learning, assessing and grading—all Nock core staff have taken the initial PD program with Billie Donegan. All 6-8 core classes are being rewritten with power standards, rubrics and student-focused lessons.
  - A comprehensive Course of Study Handbook was written and shared with parents, students and staff
  - Scope and Sequence maps (including written course overview, essential understandings and questions, power standards, essential vocabulary, and common assessments) were completed for each RAN course
- **Program Development**
  - Our BRYT program continues to allow us to support students with health concerns. We were also able to use our BRYT teacher to support students in the classroom and to provide small group lunch programming.
  - Staff PD for the Jacalyn Bennett space was interrupted by the pandemic. A team of 5 teachers had been scheduled to attend a 7-day workshop and implement weekly programming for the 2020-21 school year. We will continue to assess our ability to safely use the room and move the programming forward in new ways.

## FY2020 Goals & 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 technology, dialogue, and common assessments within their content area and or specialized field.

**Objectives:**

- Sustainable collaborative practices and protocols are in place for student consult and analysis of student growth; with this year's Covid-19 situation we will address how to adapt the consult to continue to enhance instruction and meet individual student needs
- Continued development of our 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, expanded 7-8 world language programming, adoption of new grade 6-8 math resource (Desmos), 6-8 realignment of the SS courses to the MA Frameworks; continued focus on literacy and assessment of equity in text/course resource selection

**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:**

- Develop teacher skills in using dialogue in the classroom. Grade 8 ELA and SS teachers will participate in a yearlong PD program with Essential Partners.
- Implement a school-wide back-to-school unit.

- Implement school-wide advisory program
- Continue Positive Behavior Intervention program; adapting for new health and safety and remote-learning protocols
- 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 build 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 to support the remote and hybrid learning models. Parent programs to support their understanding of our remote learning expectations and tools. New programs for Open House, Parent-teacher Conferencing, and communication.
- Implement a Remote Student Learning Commons
- Continue student voice programming through Student Council and Clipper Crew
- Provide PD opportunities around race, bias and equity for all staff; continue partnership with ADL Peer Leader Program

**PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM**

- Explore opportunities for innovative programming after school that can take place remotely
- This work will continue to be a priority, but will be interrupted by the new covid-19 safety protocols:
    - Enhance programming in the Jacalyn Bennett Wellness and Mindfulness space both during and after school
    - 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 | | | | | | | |
|---|---|---|---|---|---|---|---|
| Description | FY19 Budget | FY20 FTE | FY20 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
| **Grade 6** | | | | | | | |
| Professional Salaries | $ 613,148 | 8.0 | $ 636,764 | 8.0 | $ 639,601 | | $ 2,837 |
| Textbooks | $ - | | $ 580 | | $ 1,000 | | $ 420 |
| Supplies/Materials | $ 2,500 | | $ 2,000 | | $ 1,000 | | $ (1,000) |
| **Total Grade 6** | **$ 615,648** | | **$ 639,344** | | **$ 641,601** | | **$ 2,257** |
| **Grade 7** | | | | | | | |
| Professional Salaries | $ 601,522 | 8.0 | $ 625,365 | 8.0 | $ 654,661 | | $ 29,296 |
| Textbooks | | | $ 900 | | $ 1,000 | | $ 100 |
| Supplies/Materials | $ 2,500 | | $ 2,000 | | $ 1,000 | | $ (1,000) |
| **Total Grade 7** | **$ 604,022** | | **$ 628,265** | | **$ 656,661** | | **$ 28,396** |
| **Grade 8** | | | | | | | |
| Professional Salaries | $ 588,458 | 8.0 | $ 622,982 | 8.0 | $ 616,187 | | $ (6,795) |
| Textbooks | | | $ 900 | | $ 1,000 | | $ 100 |
| Supplies/Materials | $ 2,500 | | $ 2,000 | | $ 1,000 | | $ (1,000) |
| **Total Grade 8** | **$ 590,958** | | **$ 625,882** | | **$ 618,187** | | **$ (7,695)** |
| **World Language** | | | | | | | |
| Professional Salaries | $ 141,082 | 2.0 | $ 146,718 | 4.0 | $ 286,002 | | $ 139,284 |
| Supplies/Materials | $ 700 | | $ 630 | | $ 700 | | $ 70 |
| **Total World Language** | **$ 141,782** | | **$ 147,348** | | **$ 286,702** | | **$ 139,354** |
| **Technology** | | | | | | | |
| Professional Salaries | $ 42,605 | 0.6 | $ 46,304 | 0.6 | $ 49,060 | | $ 2,756 |
| Supplies/Materials | $ 600 | | $ 540 | | $ 600 | | $ 60 |
| Software | $ 6,000 | | $ 7,200 | | $ 6,688 | | $ (512) |
| Equipment Purchase | $ 1,000 | | $ 900 | | $ 1,000 | | $ 100 |
| computer purchase | $ 3,000 | | $ 2,700 | | $ 1,000 | | $ (1,700) |
| **Total Technology** | **$ 53,205** | | **$ 57,644** | | **$ 58,348** | | **$ 704** |
| **Reading Specialist** | | | | | | | |
| Professional Salaries | $ 51,989 | 1.6 | $ 56,708 | 1.6 | $ 106,880 | | $ 50,172 |
| **Total Reading** | **$ 51,989** | | **$ 56,708** | | **$ 106,880** | | **$ 50,172** |
| **Music** | | | | | | | |
| Professional Salaries | $ 110,940 | 1.5 | $ 114,965 | 1.5 | $ 105,419 | | $ (9,546) |
| Supplies/Materials | $ 500 | | $ 900 | | $ 750 | | $ (150) |
| Field Trips | $ - | | $ - | | $ - | | $ - |
| Chorus | $ - | | $ - | | $ - | | $ - |
| Memberships | $ 1,000 | | $ 500 | | $ 500 | | $ - |
| Equipment Maintenance | $ 1,000 | | $ 1,395 | | $ 1,550 | | $ 155 |
| Training/Expeditionary Learr | $ 1,000 | | $ - | | $ - | | $ - |
| Equipment Purchase/Rental | $ 1,000 | | $ 500 | | $ 500 | | $ - |
| **Total Music** | **$ 115,440** | | **$ 118,260** | | **$ 108,719** | | **$ (9,541)** |
| **Art** | | | | | | | |
| Professional Salaries | $ 79,289 | 1.2 | $ 86,665 | 1.2 | $ 90,013 | | $ 3,348 |
| Supplies/Materials | $ 6,500 | | $ 5,850 | | $ 2,925 | | $ (2,925) |
| **Total Art** | **$ 85,789** | | **$ 92,515** | | **$ 92,938** | | **$ 423** |
| **Physical Education** | | | | | | | |
| Professional Salaries | $ 142,653 | 1.2 | $ 144,793 | 1.7 | $ 180,226 | | $ 35,433 |
| Supplies/Materials | $ 500 | | $ 450 | | $ 500 | | $ 50 |
| Equipment Purchase | $ 2,000 | | $ 1,800 | | $ 1,500 | | $ (300) |
| **Total Physical Education** | **$ 145,153** | | **$ 147,043** | | **$ 182,226** | | **$ 35,183** |
| **Special Education** | | | | | | | |
| Professional Salaries | $ 990,453 | 14.0 | $ 1,029,120 | 14.8 | $ 1,111,369 | | $ 82,249 |
| Aides | $ 238,575 | 12.0 | $ 233,235 | 12.0 | $ 308,297 | | $ 75,062 |
| Supplies/Materials | $ 2,500 | | $ 2,250 | | $ 1,250 | | $ (1,000) |
| **Total Special Education** | **$ 1,231,528** | | **$ 1,264,605** | | **$ 1,420,916** | | **$ 156,311** |
| **Instructional Materials** | | | | | | | |
| IMC Aide | $ 10,272 | 0.5 | $ 16,494 | 0.5 | $ 16,989 | | $ 495 |
| General Supplies | $ 20,000 | | $ 13,905 | | $ 11,200 | | $ (2,705) |
| Contracted Services | $ - | | $ 4,000 | | $ 4,000 | | $ - |

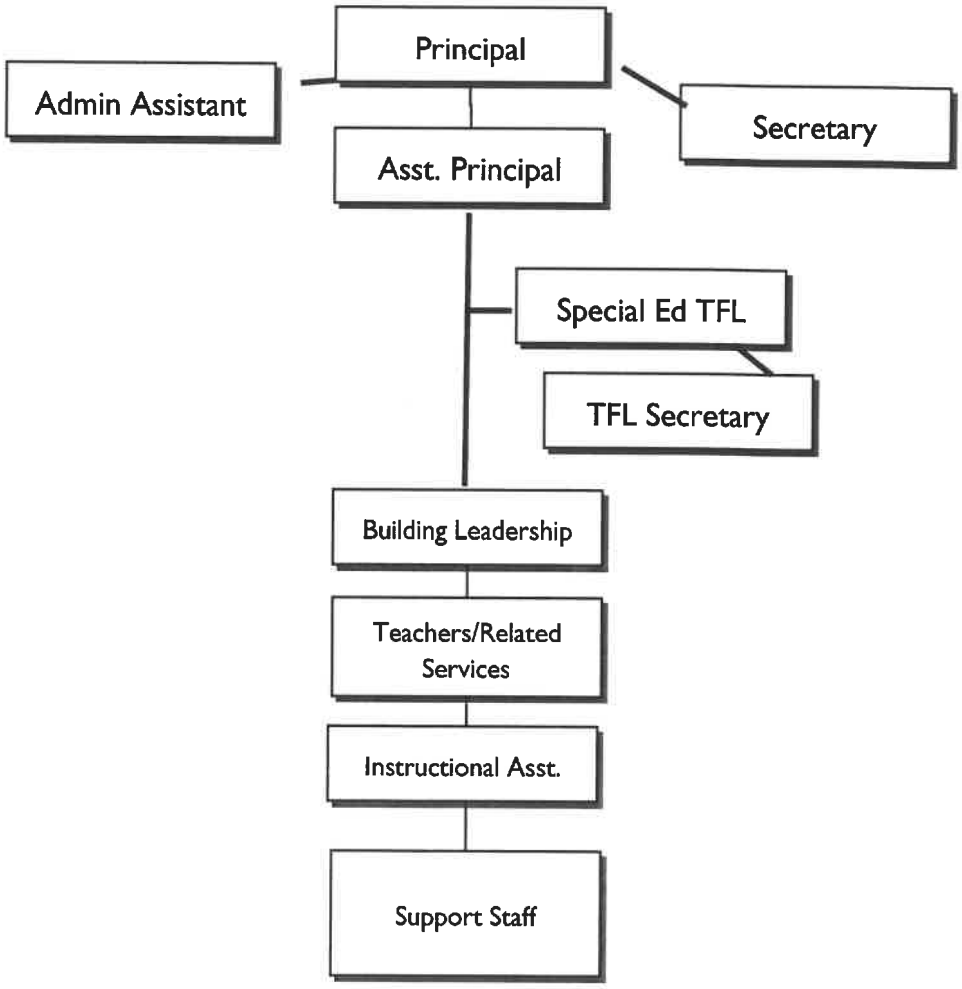
| | FY19 Budget | FY20 FTE | FY20 In Process | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| AV Materials | $ 3,000 | | $ 1,500 | | $ 1,500 | | $ - |
| Equipment Maintenance | $ 44,136 | | $ 44,000 | | $ 44,000 | | $ - |
| **Total Instructional Materials** | **$ 77,408** | | **$ 79,899** | | **$ 77,689** | | **$ (2,210)** |
| **Guidance** | | | | | | | |
| Professional Salaries | $ 138,270 | 2.0 | $ 146,756 | 2.0 | $ 154,660 | | $ 7,904 |
| Supplies/Materials | $ - | | $ - | | $ - | | $ - |
| **Total Guidance** | **$ 138,270** | | **$ 146,756** | | **$ 154,660** | | **$ 7,904** |
| **Pre-Engineering** | | | | | | | |
| Professional Salaries | $ 82,958 | 1.0 | $ 83,995 | 1.0 | $ 86,101 | | $ 2,106 |
| Supplies/Materials | $ 2,500 | | $ 250 | | $ 1,250 | | $ 1,000 |
| Software | $ 1,500 | | $ 200 | | $ 500 | | $ 300 |
| Equipment Purchase | $ 1,000 | | $ 1,095 | | $ - | | $ (1,095) |
| General Supplies | $ 3,500 | | $ 500 | | $ 4,500 | | $ 4,000 |
| **Total Pre-Engineering** | **$ 91,458** | | **$ 86,040** | | **$ 92,351** | | **$ 6,311** |
| **Library** | | | | | | | |
| Textbooks | $ 2,500 | | $ 2,500 | | $ 2,000 | | $ (500) |
| Professional Salaries | $ 42,336 | 0.5 | $ 42,865 | 0.5 | $ 25,067 | | $ (17,798) |
| Supplies/Materials | $ 500 | | $ 450 | | $ 500 | | $ 50 |
| Software | $ 3,000 | | $ 3,640 | | $ 4,640 | | $ 1,000 |
| Publications | $ 1,000 | | $ 450 | | $ 450 | | $ - |
| Memberships | $ - | | $ - | | $ - | | $ - |
| Equipment Maintenance | $ - | | $ - | | $ - | | $ - |
| **Total Library** | **$ 49,336** | | **$ 49,905** | | **$ 32,657** | | **$ (17,248)** |
| **Student Activities** | | | | | | | |
| Professional Salaries | $ 13,000 | | $ 13,000 | | $ 13,000 | | $ - |
| Awards | $ 4,200 | | $ 4,200 | | $ 4,200 | | $ - |
| **Total Student Activity** | **$ 17,200** | | **$ 17,200** | | **$ 17,200** | | **$ -** |
| **Operation of Plant** | | | | | | | |
| Custodian | $ 211,426 | 4 | $ 211,821 | 4.0 | $ 219,000 | | $ 7,180 |
| Uniforms | $ 700 | | $ 500 | | $ 2,000 | | $ 1,500 |
| Custodial Supplies | $ 20,000 | | $ 21,750 | | $ 22,750 | | $ 1,000 |
| Electric | $ 122,000 | | $ 130,176 | | $ 119,268 | | $ (10,908) |
| Gas | $ 42,000 | | $ 43,500 | | $ 41,596 | | $ (1,904) |
| Telephone | $ 10,000 | | $ 10,000 | | $ 9,000 | | $ (1,000) |
| Equipment Maintenance | $ 3,000 | | $ 2,850 | | $ 2,850 | | $ - |
| Equipment Purchase/Rental | $ 10,000 | | $ 4,500 | | $ 5,320 | | $ 820 |
| **Total Operation of Plant** | **$ 419,126** | | **$ 425,097** | | **$ 421,784** | | **$ (3,313)** |
| **Maintenance of Plant** | | | | | | | |
| Grounds/Other | $ 5,000 | | | | $ - | | $ - |
| Contracted Services | $ 20,000 | | $ 22,000 | | $ 24,000 | | $ 2,000 |
| Building/Contracted Services | $ 20,000 | | $ 24,330 | | $ 27,508 | | $ 3,178 |
| **Total Maintenance of Plant** | **$ 45,000** | | **$ 46,330** | | **$ 51,508** | | **$ 5,178** |
| **Administration** | | | | | | | |
| Principals | $ 209,202 | 2.0 | $ 212,873 | 2.0 | $ 221,409 | | $ 8,536 |
| Secretary | $ 95,946 | 2.0 | $ 102,965 | 2.0 | $ 91,802 | | $ (11,163) |
| Supplies/Materials | $ 2,500 | | $ 2,500 | | $ 2,500 | | $ - |
| Publications | $ 900 | | $ 900 | | $ 900 | | $ - |
| Memberships | $ 1,800 | | $ 1,880 | | $ 1,880 | | $ - |
| Printing | $ 1,000 | | $ 1,000 | | $ 1,000 | | $ - |
| Postage | $ 3,700 | | $ 3,500 | | $ 3,700 | | $ 200 |
| Equipment Maintenance | $ 1,000 | | $ 550 | | $ 1,000 | | $ 450 |
| Equipment Purchase/Rental | $ 200 | | $ - | | $ - | | $ - |
| **Total Administration** | **$ 316,248** | | **$ 326,168** | | **$ 324,191** | | **$ (1,977)** |
| **Substitutes** | | | | | | | |
| Fellows | $ 26,300 | | $ 19,300 | | $ 19,500 | | $ 200 |
| Substitutes | $ 76,502 | | $ 92,900 | | $ 10,000 | | $ (82,900) |
| **Total Substitutes** | **$ 102,802** | | **$ 112,200** | | **$ 29,500** | | **$ (82,700)** |
| **Total Middle School** | **$ 4,892,362** | 70.1 | **$ 5,067,206** | | **$ 5,374,717** | $ - | **$ 307,511** |

# Summary by Program

## *R. A. N. Middle School*

| Programs | Approved Budget FY20 | Proposed Budget FY21 | Difference | % of Change |
|---|---|---|---|---|
| Grade 6 | $ 639,344 | $ 641,601 | $ 2,257 | 0.4% |
| Grade 7 | $ 628,265 | $ 656,661 | $ 28,396 | 4.5% |
| Grade 8 | $ 625,882 | $ 618,187 | $ (7,695) | -1.2% |
| World Language | $ 147,348 | $ 286,702 | $ 139,354 | 94.6% |
| Technology | $ 57,644 | $ 58,348 | $ 704 | 1.2% |
| Music | $ 118,260 | $ 108,719 | $ (9,541) | -8.1% |
| Art | $ 92,515 | $ 92,938 | $ 423 | 0.5% |
| Physical Education | $ 147,043 | $ 182,226 | $ 35,183 | 23.9% |
| Reading Specialist | $ 56,708 | $ 106,880 | $ 50,172 | 88.5% |
| Special Education | $ 1,264,605 | $ 1,420,916 | $ 156,311 | 12.4% |
| Instructional Materials | $ 79,899 | $ 77,689 | $ (2,210) | -2.8% |
| Guidance | $ 146,756 | $ 154,660 | $ 7,904 | 5.4% |
| Tech Ed/Pre-Engineering | $ 86,040 | $ 92,351 | $ 6,311 | 7.3% |
| Library | $ 49,905 | $ 32,657 | $ (17,248) | -34.6% |
| Student Activity Account | $ 17,200 | $ 17,200 | $ - | 0.0% |
| Operation of Plant | $ 425,097 | $ 421,784 | $ (3,313) | -0.8% |
| Maintenance of Plant | $ 46,330 | $ 51,508 | $ 5,178 | 11.2% |
| School Administration | $ 326,168 | $ 324,191 | $ (1,977) | -0.6% |
| Substitutes/Fellows | $ 112,200 | $ 29,500 | $ (82,700) | -73.7% |
| **Totals** | **$ 5,067,206** | **$ 5,374,717** | **$ 307,511** | **6.07%** |

# R. A. Nock Middle School



# 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.

## FY2020 ACCOMPLISHMENTS

- Created new schedule in support of a later start time.
- Developed academic pathways students can use to select courses in areas of interest.

## FY2021GOALS & OBJECTIVES

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

**Objectives:**

- Identify and counter obstacles that interfere with high needs subgroup ability to access advanced coursework.
- Continue to 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:**

- Implement a new advisory period that is integrated as part of the bell schedule to deliver academic support and college and career planning.

## PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

**Objectives:**

- Take steps to expand technology programming and develop 2 distinct pathways, manufacturing and programming.
- Continue to develop supports around a culture of recognition and student voice.

# Newburyport High School

| English | FY19 Revised | FY20 FTE | FY20 Approved | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| Professional Salaries | $ 572,065 | 8.0 | $ 598,311 | 8.0 | $ 632,662 | | $ 34,351 |
| Textbooks | $ 7,000 | | $ 3,000 | | $ 6,000 | | $ 3,000 |
| Computer Purchase | $ 9,000 | | $ - | | $ - | | $ - |
| Publications | $ 1,125 | | $ 1,400 | | $ 2,400 | | $ 1,000 |
| **Total English** | **$ 589,190** | | **$ 602,711** | | **$ 641,062** | | **$ 38,351** |
| **World Language** | | | | | | | |
| Professional Salaries | $ 522,021 | 7.1 | $ 538,661 | 6.6 | $ 573,394 | | $ 34,733 |
| Supplies/Materials | $ 5,400 | | $ 4,900 | | $ 2,000 | | $ (2,900) |
| Textbooks | $ 8,000 | | $ 3,000 | | $ 3,000 | | $ - |
| Equipment Maintenance | $ 900 | | $ - | | $ 900 | | $ 900 |
| **Total World Language** | **$ 536,321** | | **$ 546,561** | | **$ 579,294** | | **$ 32,733** |
| **Math** | | | | | | | |
| Professional Salaries | $ 710,488 | 8.6 | $ 718,099 | 8.6 | $ 749,771 | | $ 31,672 |
| Supplies/Materials | $ 13,500 | | $ 6,000 | | $ 5,000 | | $ (1,000) |
| Textbooks | $ 14,000 | | $ 8,669 | | $ 14,000 | | $ 5,331 |
| Software | $ 3,000 | | $ 3,000 | | $ 3,000 | | $ - |
| **Total Math** | **$ 740,988** | | **$ 735,768** | | **$ 771,771** | | **$ 36,003** |
| **Science** | | | | | | | |
| Professional Salaries | $ 642,595 | 8.8 | $ 674,207 | 8.8 | $ 709,453 | | $ 35,246 |
| Supplies/Materials | $ 23,400 | | $ 24,000 | | $ 12,000 | | $ (12,000) |
| Waste disposal | | | $ 1,000 | | $ 1,000 | | $ - |
| Textbooks | $ 10,000 | | $ 5,000 | | $ - | | $ (5,000) |
| Equipment Maintenance | $ 3,000 | | $ 3,000 | | $ 3,000 | | $ - |
| **Total Science** | **$ 678,995** | | **$ 707,207** | | **$ 725,453** | | **$ 18,246** |
| **Social Studies** | | | | | | | |
| Professional Salaries | $ 628,427 | 8.0 | $ 643,700 | 8.0 | $ 678,457 | | $ 34,757 |
| Supplies/Materials | $ 5,850 | | $ 6,000 | | $ 4,000 | | $ (2,000) |
| Textbooks | $ 8,000 | | $ 2,000 | | $ 4,000 | | $ 2,000 |
| Model UN | $ 9,000 | | $ 8,150 | | $ 8,150 | | $ - |
| **Total Social Studies** | **$ 651,277** | | **$ 659,850** | | **$ 694,607** | | **$ 34,757** |
| **Technology** | | | | | | | |
| Supplies/Materials | $ 4,500 | | $ 17,331 | | $ 1,000 | | $ (16,331) |
| Software | $ 4,000 | | $ 2,000 | | $ 2,000 | | $ - |
| Equipment Maintenance | $ 24,000 | | $ 24,000 | | $ 24,000 | | $ - |
| Computer Purchase | $ - | | $ - | | $ - | | |
| **Total Technology** | **$ 32,500** | | **$ 43,331** | | **$ 27,000** | | **$ (16,331)** |
| **Business** | | | | | | | |
| Professional Salaries | $ 45,262 | 0.6 | $ 32,820 | 0.6 | $ 33,560 | | $ 740 |
| Supplies/Materials | $ 4,500 | | $ 3,000 | | $ 1,750 | | $ (1,250) |
| Texbooks | $ 5,000 | | $ 1,000 | | $ 1,000 | | $ - |
| **Total Business** | **$ 54,762** | | **$ 36,820** | | **$ 36,310** | | **$ (510)** |
| **Music** | | | | | | | |
| Professional Salaries | $ 52,805 | 0.8 | $ 61,103 | 0.8 | $ 64,075 | | $ 2,972 |
| Supplies/Materials | $ 1,350 | | $ 1,000 | | $ 500 | | $ (500) |
| Software | $ 600 | | $ 650 | | $ 650 | | $ - |
| Memberships | $ 250 | | $ 250 | | $ 450 | | $ 200 |
| Field Trips | $ 1,500 | | $ 1,700 | | $ 1,500 | | $ (200) |
| Equipment Maintenance | $ 1,000 | | $ - | | $ 900 | | $ 900 |
| Equipment Purchase/Ren | $ 1,000 | | $ 1,900 | | $ 1,000 | | $ (900) |
| **Total Music** | **$ 58,505** | | **$ 66,603** | | **$ 69,075** | | **$ 2,472** |
| **Art** | | | | | | | |
| Professional Salaries | $ 228,655 | 3.0 | $ 235,314 | 3.0 | $ 252,375 | | $ 17,061 |
| Supplies/Materials | $ 13,950 | | $ 13,400 | | $ 7,200 | | $ (6,200) |
| Software | $ 900 | | $ 3,000 | | $ 7,660 | | $ 4,660 |
| Equipment Maintenance | $ - | | $ 1,000 | | $ 1,000 | | $ - |

| | FY19 Revised | FY20 FTE | FY20 Approved | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| **Total Art** | **$ 243,505** | | **$ 252,714** | | **$ 268,235** | | **$ 15,521** |
| **Special Education** | | | | | | | |
| Professional Salaries | $ 872,258 | 13.0 | $ 972,884 | 13.0 | $ 985,196 | | $ 12,312 |
| Speech/Language | $ 30,079 | 0.5 | $ 38,189 | 0.5 | $ 39,147 | | $ 958 |
| Aides | $ 311,044 | 10.8 | $ 288,230 | 10.8 | $ 303,525 | | $ 15,295 |
| Supplies/Materials | $ 8,100 | | $ 7,750 | | $ 3,750 | | $ (4,000) |
| **Total Special Education** | **$ 1,221,481** | | **$ 1,307,053** | | **$ 1,331,618** | | **$ 24,565** |
| **Alternative Education** | | | | | | | |
| Professional Salaries | $ 158,373 | 2.0 | $ 162,196 | 2.0 | $ 174,246 | | $ 12,050 |
| Supplies/Materials | $ 900 | | $ 500 | | $ 500 | | $ - |
| Textbooks | $ 500 | | $ 400 | | $ 400 | | $ - |
| **otal Alternative Educatio** | **$ 159,773** | | **$ 163,096** | | **$ 175,146** | | **$ 12,050** |
| **Instructional Materials** | | | | | | | |
| Supplies/Materials | $ 11,250 | | $ 7,000 | | $ 10,000 | | $ 3,000 |
| Equipment Maintenance | $ 56,000 | | $ 56,000 | | $ 56,000 | | $ - |
| **Total Instructional Mate** | **$ 67,250** | | **$ 63,000** | | **$ 66,000** | | **$ 3,000** |
| **Guidance** | | | | | | | |
| Professional Salaries | $ 498,740 | 6.0 | $ 511,835 | 7.0 | $ 595,956 | | $ 84,121 |
| Secretary | $ 52,002 | 1.0 | $ 44,138 | 1.0 | $ 54,286 | | $ 10,148 |
| Supplies/Materials | $ 3,600 | | $ 3,500 | | $ 1,500 | | $ (2,000) |
| Tests | $ 2,000 | | $ 1,500 | | $ 2,000 | | $ 500 |
| Software | $ 6,000 | | $ 6,000 | | $ 6,500 | | $ 500 |
| **Total Guidance** | **$ 562,342** | | **$ 566,973** | | **$ 660,242** | | **$ 93,269** |
| **Tech Education** | | | | | | | |
| Professional Salaries | $ 73,767 | 1.0 | $ 78,289 | 2.0 | $ 144,183 | | $ 65,894 |
| Supplies/Materials | $ 10,800 | | $ 10,500 | | $ 11,000 | | $ 500 |
| Textbooks | $ 500 | | $ 500 | | $ 1,000 | | $ 500 |
| Computer Purchase | $ 8,000 | | $ - | | $ 8,000 | | $ 8,000 |
| **Total Tech Education** | **$ 93,067** | | **$ 89,289** | | **$ 164,183** | | **$ 74,894** |
| **Library** | | | | | | | |
| Textbooks | $ 11,300 | | $ 10,000 | | $ 10,817 | | $ 817 |
| Professional Salaries | $ 85,327 | 1.0 | $ 88,553 | 1.0 | $ 97,535 | | $ 8,982 |
| Aides | $ 16,568 | 1.0 | $ 25,375 | 1.0 | $ 26,136 | | $ 761 |
| Subscriptions | | | $ 3,000 | | $ - | | $ (3,000) |
| General Supplies | $ 1,800 | | $ 5,000 | | $ 3,000 | | $ (2,000) |
| Equipment Purchase/Ren | $ 2,250 | | $ - | | $ 3,000 | | $ 3,000 |
| **Total Library** | **$ 117,245** | | **$ 131,928** | | **$ 140,488** | | **$ 8,560** |
| **Student Activities** | | | | | | | |
| Professional Salaries | $ 7,000 | | $ 7,000 | | $ 7,000 | | $ - |
| Awards | $ 6,000 | | $ 6,000 | | $ 6,000 | | $ - |
| Graduation/Celebrations | $ 16,500 | | $ 16,500 | | $ 16,500 | | $ - |
| **Total Student Activities** | **$ 29,500** | | **$ 29,500** | | **$ 29,500** | | **$ -** |
| **Athletics** | | | | | | | |
| Transportation | $ 105,000 | | $ 105,000 | | $ 114,000 | | $ 9,000 |
| Professional Salaries | $ 102,198 | 1.0 | $ 106,798 | | $ 108,934 | | $ 2,136 |
| Coachers Salaries | $ 260,000 | | $ 271,500 | | $ - | $ 275,000 | $ 3,500 |
| Trainer Salary | $ 32,000 | 0.8 | $ 33,293 | | $ 35,624 | | $ 2,331 |
| Supplies/Materials | $ 5,850 | | $ 5,967 | | $ 3,175 | | $ (2,792) |
| Uniforms | $ 9,000 | | $ 9,180 | | $ 17,000 | | $ 7,820 |
| Sports Equipment | $ 20,000 | | $ 20,400 | | $ 22,500 | | $ 2,100 |
| Officials | $ 36,500 | | $ 37,160 | | $ 36,500 | | $ (660) |
| Rentals/Ice time | $ 40,000 | | $ 40,800 | | $ 55,000 | | $ 14,200 |
| Cleaning/Reconditioning | $ 7,000 | | $ 7,140 | | $ 8,000 | | $ 860 |
| Dues/Fees | $ 14,000 | | $ 14,500 | | $ 15,500 | | $ 1,000 |
| Game Expenses | $ 41,500 | | $ 42,330 | | $ 43,000 | | $ 670 |
| Insurance | $ 9,000 | | $ 9,000 | | $ 9,000 | | $ - |
| **Total Athletics** | **$ 682,048** | | **$ 703,068** | | **$ 468,233** | **$ 275,000** | **$ 40,165** |

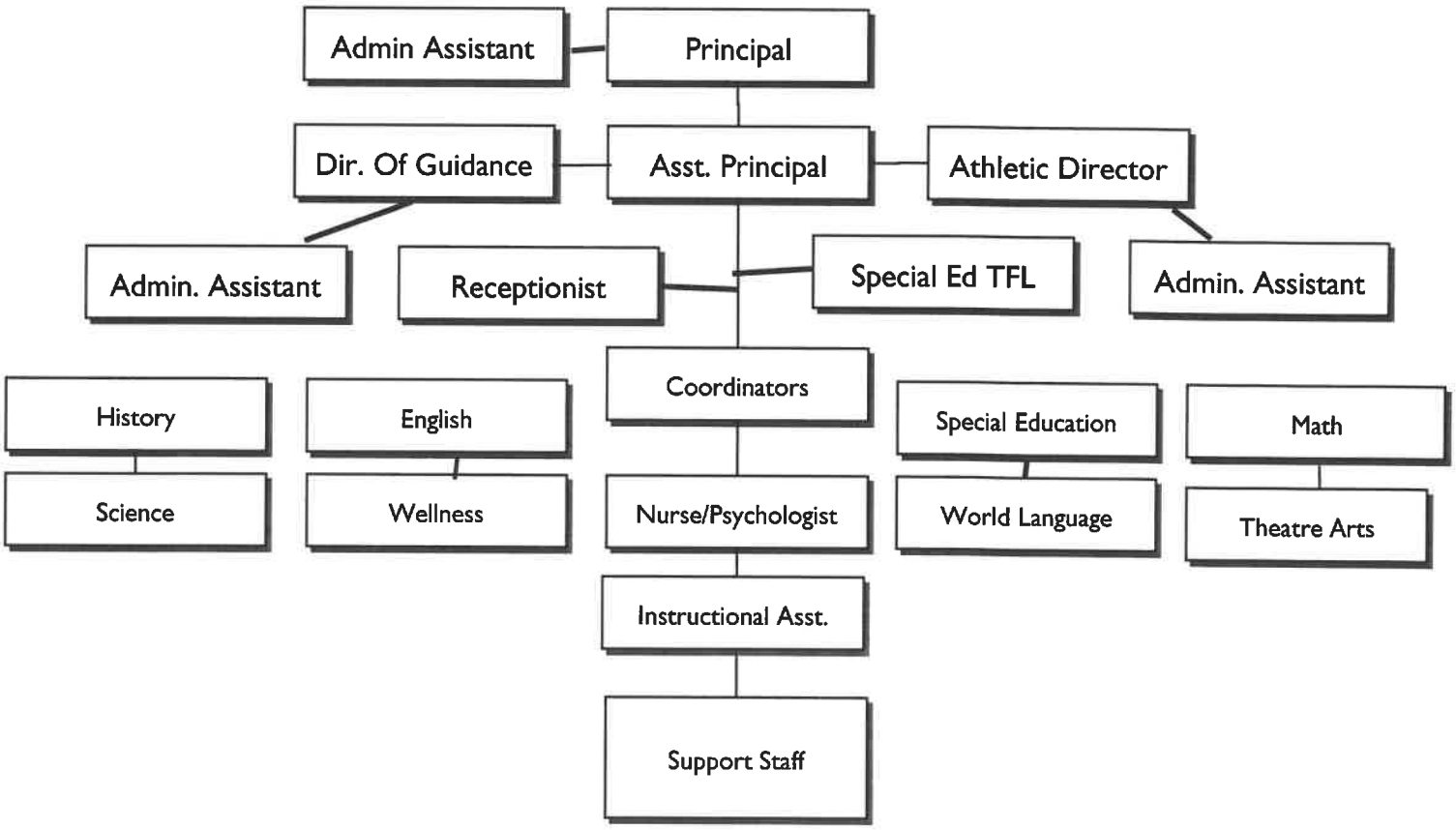
| | FY19 Revised | FY20 FTE | FY20 Approved | FY21 FTE | FY21 Proposed | Grants/Rev Funds | Increase/ Decrease |
|---|---|---|---|---|---|---|---|
| **Drama** | | | | | | | |
| Professional Salaries | $ 156,530 | 2.0 | $ 160,330 | 2.0 | $ 166,308 | | $ 5,978 |
| Supplies/Materials | $ 3,240 | | $ 1,800 | | $ 1,800 | | $ - |
| Memberships | | | $ 400 | | $ 400 | | $ - |
| Drama Festival | $ 400 | | $ 1,500 | | $ - | | $ (1,500) |
| **Total Drama** | **$ 160,170** | | **$ 164,030** | | **$ 168,508** | | **$ 4,478** |
| **Wellness** | | | | | | | |
| Professional Salaries | $ 381,344 | 5.0 | $ 389,690 | 5.0 | $ 386,829 | | $ (2,861) |
| Afterschool program | $ 8,000 | | $ - | | $ - | | $ - |
| Supplies/Materials | $ 22,500 | | $ 18,000 | | $ 8,250 | | $ (9,750) |
| Equipment Purchase | $ - | | $ - | | $ 5,000 | | $ 5,000 |
| Equipment Maintenance | $ 5,000 | | $ 4,000 | | $ 5,000 | | $ 1,000 |
| Equipment Purchase/Ren | $ 7,200 | | $ 5,000 | | $ - | | $ (5,000) |
| **Total Wellness** | **$ 424,044** | | **$ 416,690** | | **$ 405,079** | | **$ (11,611)** |
| **Reading** | | | | | | | |
| Professional Salaries | $ 30,079 | 0.5 | $ 27,350 | 0.5 | $ 36,071 | $ - | $ 8,721 |
| **Total Reading** | **$ 30,079** | | **$ 27,350** | | **$ 36,071** | | **$ 8,721** |
| **Operation of Plant** | | | | | | | |
| Custodian | $ 348,449 | 7.0 | $ 351,303 | 7.0 | $ 363,599 | | $ 12,296 |
| Uniforms | $ 800 | | $ 700 | | $ 2,800 | | $ 2,100 |
| Custodial Supplies | $ 21,000 | | $ 22,000 | | $ 23,000 | | $ 1,000 |
| Electric | $ 195,000 | | $ 201,928 | | $ 203,176 | | $ 1,248 |
| Gas | $ 92,000 | | $ 92,999 | | $ 93,739 | | $ 740 |
| Telephone | $ 13,000 | | $ 13,000 | | $ 12,500 | | $ (500) |
| Equipment Maintenance | $ 3,000 | | $ 3,920 | | $ 3,920 | | $ - |
| Equipment Purchase/Ren | $ 10,000 | | $ 6,920 | | $ 9,580 | | $ 2,660 |
| **Total Operation of Plant** | **$ 683,249** | | **$ 692,770** | | **$ 712,314** | | **$ 19,544** |
| **Maintenance of Plant** | | | | | | | |
| Grounds/Other | $ 7,000 | | $ - | | $ - | | $ - |
| Contracted Services | $ 30,000 | | $ 30,500 | | $ 32,500 | | $ 2,000 |
| Building/Contracted Serv | $ 23,000 | | $ 25,447 | | $ 34,416 | | $ 8,969 |
| **Total Maintenance of Pla** | **$ 60,000** | | **$ 55,947** | | **$ 66,916** | | **$ 10,969** |
| **Administration** | | | | | | | |
| Principals | $ 232,037 | 2.0 | $ 237,798 | 2.0 | $ 247,333 | | $ 9,535 |
| Secretary | $ 142,642 | 3.0 | $ 149,896 | 3.0 | $ 146,533 | | $ (3,363) |
| Supplies/Materials | $ 16,200 | | $ 16,200 | | $ 16,200 | | $ - |
| Publications | $ 2,850 | | $ 3,000 | | $ 4,100 | | $ 1,100 |
| Memberships | $ 8,300 | | $ 5,000 | | $ 8,300 | | $ 3,300 |
| Printing | $ 4,050 | | $ 4,050 | | $ 4,050 | | $ - |
| Postage | $ 5,400 | | $ 5,400 | | $ 5,400 | | $ - |
| Accreditation | $ 4,900 | | $ 4,900 | | $ 4,900 | | $ - |
| Equipment Maintenance | $ 900 | | $ 1,000 | | $ 1,000 | | $ - |
| **Total Administration** | **$ 417,279** | | **$ 427,244** | | **$ 437,816** | | **$ 10,573** |
| **Substitutes** | | | | | | | |
| Fellows | $ 26,300 | | $ 19,300 | | $ 20,000 | | $ 700 |
| Substitutes | $ 86,704 | | $ 90,000 | | $ 13,960 | | $ (76,040) |
| **Total Substitutes** | **$ 113,004** | | **$ 109,300** | | **$ 33,960** | | **$ (75,340)** |
| **Virtual High School** | | | | | | | |
| Professional Salaries | $ 12,500 | | $ 12,500 | | $ 12,500 | | $ - |
| **Total Virtual High School** | **$ 12,500** | | **$ 12,500** | | **$ 12,500** | | **$ -** |
| **Summer Academic Support** | | | | | | | |
| **Total High School** | **$ 8,419,073** | 101.7 | **$ 8,611,304** | | **$ 8,721,381** | **$ 275,000** | **$ 385,076** |

# Summary by Program

## *Newburyport High School*

| Programs | Approved Budget FY20 | Proposed Budget FY21 | Difference | % of Change |
|---|---|---|---|---|
| English | $ 602,711 | $ 641,062 | $ 38,351 | 6.4% |
| World Language | $ 546,561 | $ 579,294 | $ 32,733 | 6.0% |
| Mathematics | $ 735,768 | $ 771,771 | $ 36,003 | 4.9% |
| Science | $ 707,207 | $ 725,453 | $ 18,246 | 2.6% |
| Social Studies | $ 659,850 | $ 694,607 | $ 34,757 | 5.3% |
| Technology | $ 43,331 | $ 27,000 | $ (16,331) | -37.7% |
| Business | $ 36,820 | $ 36,310 | $ (510) | -1.4% |
| Music | $ 66,603 | $ 69,075 | $ 2,472 | 3.7% |
| Art | $ 252,714 | $ 268,235 | $ 15,521 | 6.1% |
| Special Education | $ 1,307,053 | $ 1,331,618 | $ 24,565 | 1.9% |
| Alternative Education | $ 163,096 | $ 175,146 | $ 12,050 | 7.4% |
| Instructional Materials | $ 63,000 | $ 66,000 | $ 3,000 | 4.8% |
| Reading | $ 27,350 | $ 36,071 | $ 8,721 | 31.9% |
| Guidance | $ 566,973 | $ 660,242 | $ 93,269 | 16.5% |
| Tech Ed | $ 89,289 | $ 164,183 | $ 74,894 | 83.9% |
| Library | $ 131,928 | $ 140,488 | $ 8,560 | 6.5% |
| Student Activity Account | $ 29,500 | $ 29,500 | $ - | 0.0% |
| Athletics | $ 703,068 | $ 743,233 | $ 40,165 | 5.7% |
| Drama/Video | $ 164,030 | $ 168,508 | $ 4,478 | 2.7% |
| Wellness/Physical Ed | $ 416,690 | $ 405,079 | $ (11,611) | -2.8% |
| Operation of Plant | $ 692,770 | $ 712,314 | $ 19,544 | 2.8% |
| Maintenance of Plant | $ 55,947 | $ 66,916 | $ 10,969 | 19.6% |
| School Administration | $ 427,244 | $ 437,816 | $ 10,573 | 2.5% |
| Virtual High School | $ 12,500 | $ 12,500 | $ - | 0.0% |
| Substitutes/Fellows | $ 109,300 | $ 33,960 | $ (75,340) | -68.9% |
| **Totals** | **$ 8,611,304** | **$ 8,996,381** | **$ 385,076** | **4.47%** |

# Newburyport High School



o Table of Contents

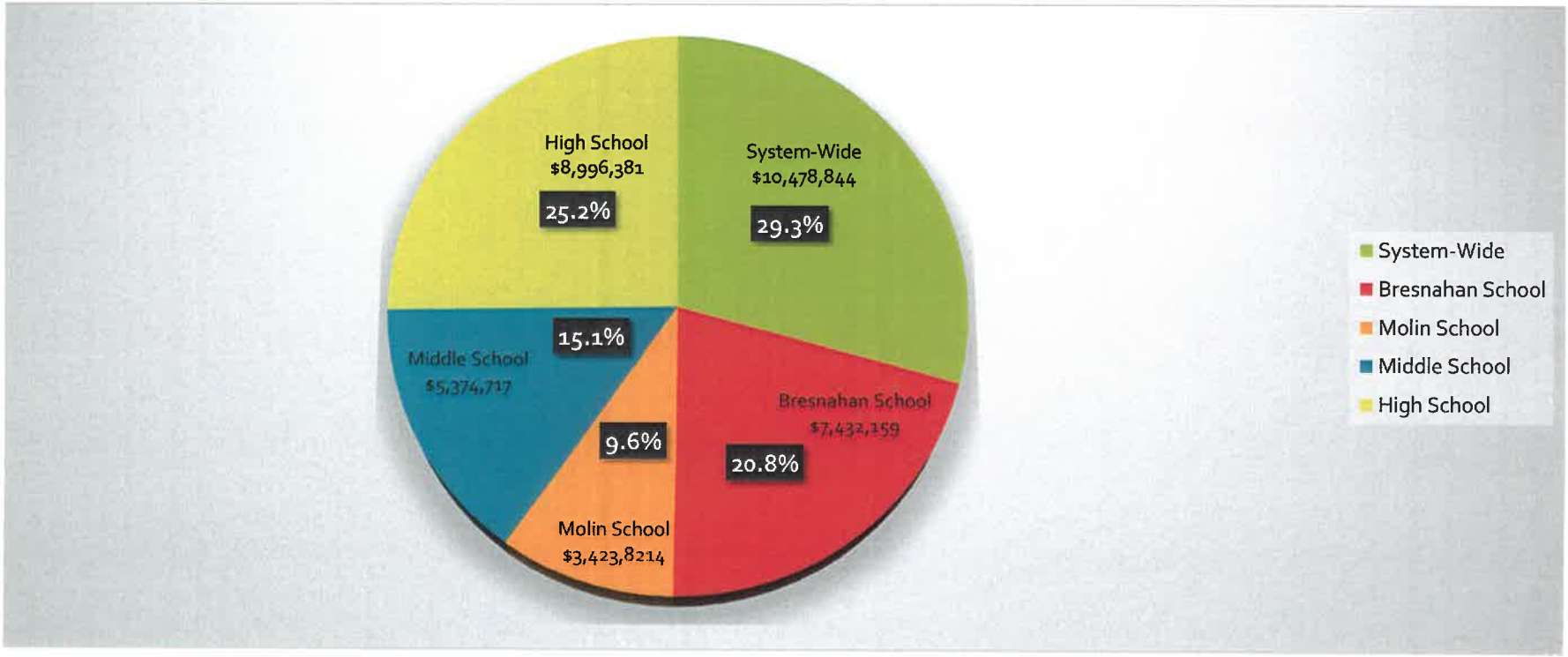
# Budget Summary

| Cost by School | FY20 Totals | FY21 Totals | Change | Salaries FY20 | Salaries FY21 |
|---|---|---|---|---|---|
| High | $ 8,611,304 | $ 8,996,381 | $ 385,076 | $ 7,568,663 | $ 7,933,648 |
| Middle | $ 5,067,206 | $ 5,374,717 | $ 307,511 | $ 4,686,585 | $ 4,988,254 |
| Molin | $ 3,304,494 | $ 3,423,821 | $ 119,327 | $ 3,213,494 | $ 3,344,571 |
| Bresnahan | $ 7,170,635 | $ 7,432,159 | $ 261,523 | $ 6,796,865 | $ 7,078,435 |
| System-Wide | $ 10,216,078 | $ 10,478,844 | $ 262,766 | $ 3,266,682 | $ 3,423,346 |
| **Total Cost** | **$ 34,369,718** | **$ 35,705,921** | **$ 1,336,203** | **$ 25,532,290** | **$ 26,768,253** |
| Increase | $ 1,336,203 | | | | |
| Percent of Increase | 3.89% | | | | |

| | FY20 | FY21 | Increase | |
|---|---|---|---|---|
| *Total Salaries* | $ 25,532,290 | $ 26,768,253 | $ 1,235,962 | 75.0% |
| *Total Expenses* | $ 8,837,428 | $ 8,937,669 | $ 100,241 | 25.0% |
| | **$ 34,369,718** | **$ 35,705,921** | **$ 1,336,203** | **100%** |

# FY21 School Budget

# $35,705,921



# Appendix:

# Reopening Schools - Fall 2020

- Revenue & Expense Summary
- Anticipated Reopening Costs
- To view the full reopening plan visit:

  http://www.cityofnewburyport.com/schoolreopeningplan

8/12/2020

# FY21 Opening of School Costs

| | |
|---|---|
| ESSER Grant | $256,652 |
| CvRF Grant | $488,025 |
| Other Costs Est. | $67,924 |
| Estimated Total | $812,601 |

Sean Gallagher, Angela Bik and Nancy Lysik
NEWBURYPORT PUBLIC SCHOOLS

# Reopening Schools Fall 2020
# FY2021 School Budget Including Reopening Costs

## Revenue

| | FY20 Adopted | FY21 Proposed | $ Change | % Change |
|---|---|---|---|---|
| **Total Operating Revenue** | **$ 34,369,718** | **$ 35,705,922** | **$ 1,336,204** | **3.89%** |
| **Reopening Resources** | | | | |
| ESSER (1) | $ - | $ 256,652 | $ 256,652 | n/a |
| CvRF - School Reopening (2) | $ - | $ 488,025 | $ 488,025 | n/a |
| Other Sources (3) | $ - | $ 67,924 | $ 67,924 | n/a |
| **Total Reopening Resources** | **$ -** | **$ 812,601** | **$ 812,601** | **n/a** |
| **Total Revenue** | **$ 34,369,718** | **$ 36,518,523** | **$ 2,148,805** | **6.25%** |

## Expenditures

| | FY20 Adopted | FY21 Proposed | $ Change | % Change |
|---|---|---|---|---|
| **Total Operating Budget** | **$ 34,369,718** | **$ 35,705,921** | **$ 1,336,204** | **3.89%** |
| **Reopening Expenses** | | | | |
| **ESSER Eligible (1)** | | | | |
| Staffing | $ - | $ 62,105 | $ 62,105 | n/a |
| Contracted Services | $ - | $ 14,280 | $ 14,280 | n/a |
| Supplies, Materials & Equip. | $ - | $ 137,135 | $ 137,135 | n/a |
| Other Costs | $ - | $ 43,132 | $ 43,132 | n/a |
| **Total ESSER Costs** | **$ -** | **$ 256,652** | **$ 256,652** | **n/a** |
| **CvRF Eligible (2)** | | | | |
| Staffing | $ - | $ 10,000 | $ 10,000 | n/a |
| Contracted Services | $ - | $ 100,000 | $ 100,000 | n/a |
| Supplies, Materials & Equip. | $ - | $ 183,380 | $ 183,380 | n/a |
| Contingency/Unallocated | $ - | $ 194,645 | $ 194,645 | n/a |
| **Total CvRF Costs** | $ - | $ 488,025 | $ 488,025 | n/a |
| **Other Costs (3)** | **$ -** | **$ 67,924** | **$ 67,924** | **n/a** |
| **Total Reopening Expenses** | **$ -** | **$ 812,601** | **$ 812,601** | **n/a** |
| **Total Expenditures** | **$ 34,369,718** | **$ 36,518,522** | **$ 2,148,805** | **6.25%** |

(1) Elementary and Secondary School Emergency Relief (ESSER) Fund to districts, largely based on the Title I formula.

(2) The Commonwealth allocated $202 million from the CvRF to support school reopening. NPS allocation is $488,025.

(3) In addition to (1) and (2), funding is also available from:

(a) a portion of the $502 million from the Coronavirus Relief Fund (CvRF) previously allocated to cities and towns (City of Newburyport's allocation = $1,604,829); and

(b) 75% reimbursement from Federal Emergency Management Agency (FEMA) for eligible costs incurred in response to the emergency declaration.

Note: Above funding is for **eligible expenses only** as directed by the federal/state agencies administering the programs.

# ESSER GRANT (completed)

## Stipends

| | | | |
|---|---|---|---|
| • Summer Programs | 26,605 | | |
| • Admin Emily | 1,500 | | |
| • Summer Curriculum-FTB, Molin | 35,000 | | Total 62,105 |

## Contracted Services

| | | | |
|---|---|---|---|
| • Expand Broadband | 14,280 | | Total 14,280 |

## Supplies & Materials

| | | | |
|---|---|---|---|
| • Instructional Technology | | | |
| ○ Desmos | 4,875.00 | MS | |
| ○ Star360 | 13,777.49 | MS/Molin | |
| ○ DIBELS | 4,000.00 | FTB | |
| ○ Google Meet | 9,000.00 | District | |
| ○ SeeSaw | 5,350.00 | FTB | |
| ○ Second Step | 2,195.00 | FTB | |
| ○ Inq.it | 1,770.00 | MS | |
| ○ Edulastic | 2,152.00 | MS | |
| ○ Peardeck | 1,920.00 | MS | |
| ○ NearPod | 3,975.00 | MS | |
| ○ Carnegie Learning | 1,680.00 | HS | Total 53,695 |
| • General Supplies | | | |
| ○ Individual Classroom Supplies | 10,000.00 | FTB | |
| ○ Goggles | 328.00 | | Total 14,076 |
| • Instructional Technology | | | |
| ○ Lease Chromebooks | 50,626.00 | | |
| ○ Lease Mini Keyboards | 1,350.00 | | Total 51,976 |
| • Instructional Technology | | | |
| ○ IPads HS Math | 16,164.00 | | |
| ○ IPads SPED | 1,224.00 | | Total 17,388 |
| | | Total S&M 137,135 | |
| • Other Cost | | | |
| ○ Private School | *11,432.00* | | |
| ▪ *IC* *10,265.47* | | | |
| ▪ *Montessori* *1,166.53* | | | |
| ○ Counter top Rm118 | 6,000.00 | | |
| ○ Signage CI Group | 20,000.00 | | |
| ○ Air Purifiers | 17,000.00 | | Total 54,432 |
| **Total (not including Private School)** | | | **$256,652** |

# CvRF GRANT (in process)

- Staffing $10,000 (medical)
  - Staff needed to server students with conditions related to health
  - Training and professional development for district staff on topics such as effective remote learning, hygiene and minimizing the spread of infectious disease
- Student Services
  - Educational technology to facilitate remote leaning
  - Mental health services and supports
  - Assessing learning gaps that occurred as a result of the public health emergency
- Vendor Services $100,000 (est. transportation)
  - Food service for vulnerable population during public health emergency
  - Expanding transportation capacity as a result of the public health emergency
- Building Services/Temporary Facilities $102,800 (purifier & partitions)
  - Rental and installation costs for trailers or other modular spaces
  - Partitions or other temporary changes to school space
  - Supplies and services to sanitize districts facilities, including PPE

  $34,976 (cafeteria @High)
  $18,000 (cleaning supplies)
  $10,216 (bottle fill stations)

- Central Costs $17,388 (Technology @High)
  - Planning, procedures and coordination systems to improve districts preparedness and response efforts for COVID-19
  - Planning & implementing of summer learning
  - Supplies and services that enable remote learning during the public health emergency
  - IT hardware and software to facilitate remote/distance learning
- Other
  - Other innovative efforts to support the safe reopening of schools

*Costs for each category of grant still in process, grant due to DESE on August 31, 2021*

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# Appendix F:

# Whittier Regional Vocational Technical High School

# Budget Detail

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NEA S&C NEW ENGLAND ASSOCIATION OF SCHOOLS AND COLLEGES ACCREDITED MEMBER

# Whittier Regional Vocational Technical High School

115 Amesbury Line Road, Haverhill, MA 01830

# APPROVED BUDGET
# 2020 – 2021

Maureen A. Lynch
Superintendent

## SCHOOL COMMITTEE

**Brett Murphy, Acting Chairman**
Newburyport

Garry James
Ipswich

David E. Irving
Secretary
Rowley

Paul M. Tucker
Merrimac

Lisa O'Connor
Groveland

C. Anthony LeSage
Asst. Treasurer
Amesbury

Johanna True
Newbury

Ronald Fitzgerald
Salisbury

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"**

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

# Whittier Regional Vocational Technical High School

115 Amesbury Line Road
Haverhill, MA 01830-1898
978-373-4101
Fax: 978-521-0260
www.whittiertech.org

Brett Murphy
Acting Chairman
School Committee

Maureen Lynch
Superintendent

Dear Whittier Community Officials:

I am pleased to present the recommended budget and accompanying informational documents for Whittier Regional Vocational Technical High School.

The Operating budget that was initially presented to the Executive Sub-Committee reflected a 6.98% increase over the FY20 budget. After Executive Sub-Committee, the figure was reduced to 6.50%, which is lower than the 7.57% increase in mandated Net School Spending.

As a result of the Student Opportunity Act, the district received an additional $1,147,402 in Chapter 70 funds, which represents an 11.24 % increase over FY20. These funds will enable Whittier to hire additional teaching staff in the areas of English, Math, English Language Learners, World Language, Dental Assisting and Engineering/Electronics, while keeping total assessments to member districts at a modest average increase of 2.77%.

The total capital budget for FY21 is $695,000 of which $345,000 will be used to complete the final phase of the athletic field project. The remaining $350,000 will be put towards the cost of a feasibility study for the building, which is nearly 50 years old. In December of 2019, Whittier's Statement of Interest, which outlined the need for a building renovation, was invited into the Massachusetts School Building Authority's Eligibility Period and completion of a feasibility study is one of the first steps in that process.

Whittier's FY21 budget as submitted will allow the district to continue to meet the needs of its students as we prepare them for the future. I would like to thank the School Committee for their guidance and support during this budget process. Additionally, I am grateful to the staff, department heads and administrative team for being fiscally responsible with their budget requests.

Sincerely,

Brett Murphy
Acting Chairman, School Committee

Maureen Lynch
Superintendent

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

## WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
## RECOMMENDED BUDGET ACCOUNT TOTALS FY20 - FY21

| FUNCT | | FUNCTION TITLE | FY20 BUDGET | FY 21 RECOMMENDED | Change |
|---|---|---|---|---|---|
| **1000** | | **District Leadership** | | | |
| | 1100 | School Committee | 71,200 | 71,200 | 0 |
| | 1200 | Superintendent's Office | 398,526 | 407,664 | 9,138 |
| | | | 469,726 | 478,864 | 9,138 |
| **1400** | | **Finance & Administration** | 497,289 | 603,123 | 105,834 |
| **2000** | | **Instruction** | | | |
| | 2100 | Academic Leadership | 710,643 | 820,258 | 109,615 |
| | 2200 | School Building Leadership | 775,294 | 789,928 | 14,634 |
| | 2300 | Instruction Teaching Services | 10,314,466 | 11,138,823 | 824,357 |
| | 2400 | Instructional Materials | 1,087,678 | 1,098,237 | 10,559 |
| | 2700 | Guidance | 637,494 | 664,673 | 27,179 |
| | 2800 | Psychological Services | 143,339 | 145,229 | 1,890 |
| | | | 13,668,914 | 14,657,148 | 988,234 |
| **3000** | | **Student Services** | | | |
| | 3100 | Attendance | 42,877 | 42,945 | 68 |
| | 3200 | Health Services | 191,350 | 194,925 | 3,575 |
| | 3310 | Operation of School Busses | 1,371,437 | 1,375,236 | 3,799 |
| | 3510 | Athletics | 629,246 | 460,642 | -168,604 |
| | 3520 | Student Body | 211,100 | 221,730 | 10,630 |
| | 3600 | School Security | 420,267 | 463,133 | 42,866 |
| | | | 2,866,277 | 2,758,611 | -107,666 |
| **4000** | | **Operations & Maintenance** | | | |
| | 4110 | Custodial Service | 339,880 | 352,568 | 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 | 711,398 | 722,799 | 11,401 |
| | 4230 | Maintenance of Equipment | 76,150 | 73,150 | -3,000 |
| | 4400 | Technology Infrastructure | 414,331 | 401,225 | -13,106 |
| | | | 2,400,659 | 2,408,642 | -4,705 |
| **5000** | | **Fixed Charges** | 5,129,505 | 5,766,228 | 636,723 |
| **6000** | | **Community Services** | 12,000 | 12,000 | 0 |
| **7000** | | **Replacement of Equipment** | 95,556 | 94,090 | -1,466 |
| **8000** | | **Long Term Debt** | 0 | 0 | **0** |
| **9000** | | **Tuitions** | 85,750 | 85,750 | 0 |
| **Total Operational Budget** | | | **25,225,676** | **26,864,456** | **1,638,780** |
| | | **Capital Outlay** | **695,000** | **695,000** | **0** |
| **TOTAL GROSS BUDGET** | | | **25,920,676** | **27,559,456** | **1,638,780** |

Back to Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| **1000** | | **DISTRICT LEADERSHIP** | | | |
| 1100 | | School Committee | | | |
| | 1110.5 | Supplies & Materials | | | |
| | | General Supply Items | 336 | 500 | 500 |
| | 1110.6 | Other Expenses | | | |
| | | Travel | 4,075 | 3,500 | 3,500 |
| | | Memberships & Subscriptions | 10,201 | 10,500 | 10,500 |
| | | Meeting Expenses | 4,381 | 5,100 | 5,100 |
| | | Auditing Expenses | 30,900 | 32,100 | 32,100 |
| | | Public Relations | 30,846 | 19,500 | 19,500 |
| | | TOTALS 1106 | 80,403 | 70,700 | 70,700 |
| | | **TOTALS 1100** | **80,739** | **71,200** | **71,200** |
| 1200 | | Superintendent's Office | | | |
| | 1210.1 | Salaries, Professional | | | |
| | | Superintendent | 192,754 | 189,379 | 196,075 |
| | 1210.2 | Salaries, Clerical | | | |
| | | Administrative Assistant | 104,471 | 109,551 | 111,993 |
| | 1210.4 | Maintenance of Equipment | 0 | 0 | 0 |
| | 1210.5 | Supplies & Materials | | | |
| | | Postage & Office Supplies | 26,674 | 25,715 | 25,715 |
| | | Printing & Reproduction | 20,762 | 28,465 | 28,465 |
| | | TOTALS 1210.5 | 47,436 | 54,180 | 54,180 |

Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| | 1210.6 | Other Expenses | | | |
| | | Travel & Conferences | 24,350 | 15,700 | 15,700 |
| | | Memberships & Subscriptions | 13,357 | 13,716 | 13,716 |
| | | Advisory Boards | 11,946 | 9,500 | 9,500 |
| | | NEASC & Accreditation | 4,650 | 6,500 | 6,500 |
| | | TOTALS 1210.6 | 54,303 | 45,416 | 45,416 |
| | | **TOTALS - 1200** | **398,964** | **398,526** | **407,664** |
| | | **TOTALS - 1000** | **479,703** | **469,726** | **478,864** |
| **1400** | | **FINANCE & ADMINISTRATION** | | | |
| | 1410 | Business & Finance | | | |
| | 1410.1 | Salaries, Professional | | | |
| | | Business Manager | 143,407 | 151,634 | 155,160 |
| | | Comptroller | 67,008 | 79,232 | 81,003 |
| | | TOTALS 1410.1 | 210,415 | 230,866 | 236,163 |
| | 1410.2 | Salaries, Clerical | | | |
| | | Accounts Payable Clerk | 50,417 | 51,551 | 52,711 |
| | | Payroll Clerk (80%) | 43,722 | 44,706 | 45,711 |
| | | Business Office Clerk | 47,277 | 48,341 | 49,429 |
| | | Treasurer | 16,396 | 17,100 | 17,142 |
| | | TOTALS 1410.2 | 157,812 | 161,698 | 164,993 |
| | 1410.6 | Travel & Conferences | 2,235 | 1,500 | 1,500 |
| | | **TOTAL 1410** | **370,462** | **394,064** | **402,656** |

Back to Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|
| 1420 | Human Resource & Benefits | | | |
| 1420.2 | Salaries, Clerical | | | |
| | Personnel Clerk | 9,681 | 0 | 0 |
| | Payroll Clerk (20%) | 10,930 | 11,176 | 11,428 |
| | TOTALS 1420.2 | 20,611 | 11,176 | 11,428 |
| 1420.4 | Advertising | 5,973 | 4,000 | 4,000 |
| | **TOTALS 1420** | **26,584** | **15,176** | **15,428** |
| 1430 | Legal Services | | | |
| 1430.4 | Contracted Services | | | |
| | Legal | 13,651 | 20,000 | 20,000 |
| | **TOTALS 1430** | **13,651** | **20,000** | **20,000** |
| 1450 | Information Technology | | | |
| 1450.4 | District Administrative Technology | | | |
| | Contracted Services | 47,185 | 68,049 | 165,039 |
| 1450.5 | Other Expenses | 6,787 | 0 | 0 |
| | **TOTALS 1450** | **53,972** | **68,049** | **165,039** |
| | **TOTALS 1400** | **464,669** | **497,289** | **603,123** |

Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|
| **2000** | **INSTRUCTION** | | | |
| 2100 | Academic Leadership | | | |
| 2110.1 | Salaries, Professional | | | |
| | Director of Pupil Personnel | 148,265 | 145,678 | 149,178 |
| | Coord of Curriculum & Staff Development | 137,387 | 140,456 | 143,844 |
| | Coord of Cooperative Ed | 0 | 95,292 | 100,691 |
| | Vocational Technical Admin | 0 | 0 | 90,000 |
| | Vocational Coordinator | 137,637 | 140,956 | 144,094 |
| | TOTALS 2110.1 | 423,289 | 522,382 | 627,807 |
| 2110.2 | Salaries, Clerical | | | |
| | Secretary to Student Services | 57,443 | 58,969 | 60,273 |
| | Secretary Voc. & Curr Coord. | 45,691 | 46,719 | 47,770 |
| | TOTALS 2110.2 | 103,134 | 105,688 | 108,043 |
| 2110.6 | Travel & Conferences | 804 | 1,000 | 1,000 |
| 2120.1 | Salaries, Professional | | | |
| | Cluster Chairs | 78,469 | 81,573 | 83,408 |
| | **TOTALS 2100** | **605,696** | **710,643** | **820,258** |
| 2200 | School Building Leadership | | | |
| 2210.1 | Salaries, Professional | | | |
| | Principal | 154,813 | 151,250 | 154,625 |
| | Asst. Principals | 269,860 | 275,932 | 282,141 |
| | Coordinator of Data & Assessment | 137,387 | 140,706 | 143,844 |
| | In House Suspension | 64,185 | 68,045 | 67,571 |

Back to Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| | | TOTALS 2210.1 | 626,245 | 635,933 | 648,181 |
| | 2210.2 | Salaries, Clerical | | | |
| | | Secretary to Principal | 55,949 | 57,191 | 58,461 |
| | | Secretary to Asst. Principals | 42,864 | 43,828 | 44,814 |
| | | TOTALS 2210.2 | 98,813 | 101,019 | 103,275 |
| | 2210.4 | Contracted Services | | | |
| | | Answering Service & Maintenance | 5,665 | 5,792 | 5,922 |
| | 2210.5 | Supplies & Materials | 6,260 | 16,000 | 16,000 |
| | 2210.6 | Other Expenses | | | |
| | | Travel & Memberships | 7,902 | 3,000 | 3,000 |
| | | School Council | 456 | 700 | 700 |
| | | TOTALS 2210.6 | 8,358 | 3,700 | 3,700 |
| | | **TOTALS 2210** | **745,341** | **762,444** | **777,078** |
| 2250 | | Admin Tech/Support - Schools | | | |
| | 2250.4 | Principals Office Technology Cont Svcs | 9,944 | 12,850 | 12,850 |
| | | **TOTALS 2250** | **9,944** | **12,850** | **12,850** |
| | | **TOTALS 2200** | **755,285** | **775,294** | **789,928** |

Back to Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|
| 2300 | Instruction Teaching Services | | | |
| 2305.1 | Salaries, Professional | | | |
| | Instructional | 8,398,856 | 8,774,936 | 9,529,308 |
| | Instructional, Special Needs | 873,753 | 1,058,050 | 1,089,149 |
| | TOTALS 2305.1 | 9,272,609 | 9,832,986 | 10,618,457 |
| 2315.1 | Salaries, Program Advisor | 0 | 0 | 0 |
| 2325.3 | Salaries, Substitutes | 88,580 | 110,000 | 110,000 |
| 2330.3 | Salaries, Teacher Aides | | | |
| | Teacher Aides | 199,659 | 129,925 | 132,629 |
| | Teacher Aides, Special Needs | 63,708 | 368 | 33,309 |
| | TOTALS 2330.3 | 263,367 | 130,293 | 165,938 |
| 2340.1 | Salaries, Professional | | | |
| | Instructional Media Specialist | 98,417 | 100,870 | 103,373 |
| 2351.1 | Salaries, Professional | | | |
| | Prof Dev Mentor Stipends | 1,152 | 0 | 0 |
| 2352.1 | Salaries, Professional | | | |
| | Instructional Coach/Mentor | 31933 | 32,817 | 33,555 |
| 2352.4 | Contracted Svcs, Prof Dev Coach/Mentor | 0 | 0 | 0 |
| 2352.5 | Supplies, Prof Dev Coch/Mentor | 846 | 500 | 500 |
| 2352.6 | Other Costs, Prof Dev Coach/Mentor | 800 | 500 | 500 |
| 2354.1 | Salaries, Stipends Staff Providing Prof Dev | 0 | 7,000 | 7,000 |

Go To Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| | 2356.1 | Salaries, Staff Attending Prof Dev | 0 | 0 | 0 |
| | 2356.6 | Expenses for Staff Attending PD | 90,166 | 89,500 | 89,500 |
| | 2358.4 | Contract Svcs, Outside PD Providers | 3,550 | 7,000 | 7,000 |
| | 2358.5 | Supplies, Outside PD Providers | 4,880 | 3,000 | 3,000 |
| | | **TOTALS 2300** | **9,856,300** | **10,314,466** | **11,138,823** |
| 2400 | | Instructional Materials & Equipment | | | |
| | 2410.5 | Supplies & Materials | | | |
| | | Textbooks | 26,226 | 18,391 | 18,716 |
| | 2415.5 | Library Books | 6,752 | 8,450 | 8,450 |
| | 2415.6 | Library/AV Memberships | 3,200 | 6,010 | 6,010 |
| | 2420.5 | Instructional Equipment | 42,486 | 61,444 | 41,647 |
| | 2430.4 | Contracted Services | | | |
| | | Shop Requests | 66,677 | 113,916 | 107,383 |
| | 2340.5 | Supplies & Materials | | | |
| | | General Instructional | 345,917 | 318,796 | 336,834 |
| | | Computer Supplies | 39,046 | 68,600 | 68,600 |
| | | General Classroom | 1,442 | 9,750 | 9,750 |
| | | Program Expansion | 297 | 5,000 | 5,000 |
| | | TOTALS 2430.5 | 386,702 | 402,146 | 420,184 |
| | 2430.6 | Other Expenses | 20,768 | 24,787 | 26,013 |
| | 2451.5 | Instructional Hardware/Staff & Student Devices | 156,890 | 380,029 | 403,329 |

Back to Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| | 2455.5 | Instructional Software & Materials | 44,395 | 72,505 | 66,505 |
| | | **TOTALS 2400** | **754,096** | **1,087,678** | **1,098,237** |
| 2700 | | Guidance | | | |
| | 2710.1 | Salaries, Professional | | | |
| | | Guidance Director | 86,576 | 88,780 | 90,778 |
| | | Guidance Counselors | 319,947 | 337,742 | 352,106 |
| | | School Adjustment Counselor | 63,185 | 147,785 | 156,369 |
| | | Summer Coverage | 5,075 | 5,400 | 5,400 |
| | | TOTALS 2710.1 | 474,783 | 579,707 | 604,653 |
| | 2710.2 | Salaries, Clerical | 53,581 | 54,787 | 56,020 |
| | 2710.5 | Supplies & Materials | | | |
| | | Reference & Test Materials | 649 | 1,000 | 1,000 |
| | | Postage, Brochures, Supplies | 1,364 | 2,000 | 2,000 |
| | | Equipment | 781 | 0 | 0 |
| | | TOTALS 2710.5 | 2,794 | 3,000 | 3,000 |
| | 2710.6 | Other Expenses | | | |
| | | Travel & Memberships | 777 | 0 | 1,000 |
| | | **TOTALS 2700** | **531,935** | **637,494** | **664,673** |
| 2800 | | Psychological Services | | | |
| | 2800.1 | Salaries, Professional | | | |
| | | School Psychologist | 81,915 | 84,014 | 85,904 |
| | | Tutoring | 0 | 4,000 | 4,000 |
| | | TOTALS 2800.1 | 81,915 | 88,014 | 89,904 |

Back to Table of Contents

## WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
## RECOMMENDED FY 2021
## BUDGET BY LINE ITEM

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| | 2800.4 | Contracted Services | 30,676 | 42,275 | 42,275 |
| | 2800.5 | Supplies & Materials | 15,935 | 12,050 | 12,050 |
| | 2800.6 | Travel & Conferences | 556 | 1,000 | 1,000 |
| | | **TOTALS 2800** | **129,082** | **143,339** | **145,229** |
| | | **TOTALS 2000** | **12,632,394** | **13,668,914** | **14,657,148** |
| **3000** | | **STUDENT SERVICES** | | | |
| | 3100 | Attendance | | | |
| | 3100.1 | Salaries, Professional | | | |
| | | Attendance Monitor | 41,200 | 42,877 | 42,945 |
| | | **TOTALS 3100** | **41,200** | **42,877** | **42,945** |
| | 3200 | Health Services | | | |
| | 3200.1 | Salaries, Professional | | | |
| | | School Nurses | 167,299 | 163,928 | 167,503 |
| | 3200.4 | Contracted Services | | | |
| | | School Physician | 16,038 | 16,642 | 16,642 |
| | | Laundry/Medical Waste | 252 | 500 | 500 |
| | | TOTALS 3204.4 | 16,290 | 17,142 | 17,142 |
| | 3200.5 | Supplies & Materials | 9,763 | 10,000 | 10,000 |
| | 3200.6 | Other Expenses | | | |
| | | Memberships | 0 | 280 | 280 |

Go to Table of Contents

## WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
## RECOMMENDED FY 2021
## BUDGET BY LINE ITEM

| FUNCTION/CODE | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|
| | **TOTALS 3200** | **193,352** | **191,350** | **194,925** |
| 3310 | Operation of School Buses | | | |
| 3310.1 | Salaries, Professional | | | |
| | Coordinator of Transportation | 70,281 | 71,862 | 66,463 |
| 3310.3 | Salaries, Other | | | |
| | Bus Drivers | 615,856 | 624,116 | 656,565 |
| | Mechanics | 135,388 | 138,383 | 141,696 |
| | Security/Bus Drivers (50%) | 47,891 | 48,955 | 26,534 |
| | TOTALS 3310.3 | 799,135 | 811,454 | 824,795 |
| 3310.4 | Contracted Services | 160 | 0 | 0 |
| 3310.5 | Supplies & Materials | | | |
| | General Supply Items | 72,963 | 92,000 | 89,000 |
| | Fuel, Oil, Lubricants | 72,150 | 146,200 | 126,200 |
| | Equipment | 0 | 2,500 | 2,500 |
| | TOTALS 3310.5 | 145,113 | 240,700 | 217,700 |
| 3310.6 | Other Expenses | | | |
| | Licensing & Physicals | 5,007 | 5,000 | 5,000 |
| | Insurance, Health | 29,670 | 60,462 | 76,930 |
| | Insurance, Buses | 12,462 | 27,700 | 29,085 |
| | Insurance, Workers Comp | 8,090 | 20,089 | 21,093 |
| | Leasing Expense | 0 | 134,170 | 134,170 |
| | TOTALS 3310.6 | 55,229 | 247,421 | 266,278 |
| | **TOTALS 3310** | **1,069,918** | **1,371,437** | **1,375,236** |

Back to Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|
| 3510 | Athletics | | | |
| 3510.1 | Salaries, Professional | | | |
| | Athletic Dir & Equipment Tech | 29,595 | 30,261 | 30,942 |
| | Coaches | 203,192 | 205,073 | 209,687 |
| | Trainer | 29,254 | 29,912 | 30,585 |
| | Transportation | 22,018 | 19,000 | 19,428 |
| | TOTALS 3510.1 | 284,059 | 284,246 | 290,642 |
| 3510.4 | Contracted Services | | | |
| | Officials | 34,854 | 42,000 | 42,000 |
| | Police | 2,760 | 3,000 | 3,000 |
| | Reconditioning of Equipment | 15,121 | 24,000 | 24,000 |
| | TOTALS 3510.4 | 52,735 | 69,000 | 69,000 |
| 3510.5 | Supplies, Sporting Goods/1st Aid | 110,935 | 75,000 | 75,000 |
| 3510.6 | Other | | | |
| | Memberships, Clinics & Travel | 18,721 | 16,000 | 16,000 |
| | Athletic Equipment | 0 | 185,000 | 10,000 |
| | | 18,721 | 201,000 | 26,000 |
| | **TOTALS 3510** | **466,450** | **629,246** | **460,642** |
| 3520 | Student Body | | | |
| 3520.1 | Salaries, Class & Club Advisors, Other Stipends | 53,382 | 52,450 | 53,630 |
| | MCAS & Other Stipends | 90,221 | 72,150 | 74,100 |
| | | 143,603 | 124,600 | 127,730 |
| 3520.5 | Supplies, Other Student Activites | 30,539 | 10,000 | 10,000 |

Go To Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| | 3520.6 | Other Expenses | | | |
| | | Skills USA/Other | 129,392 | 67,500 | 75,000 |
| | | Graduation Expenses | 14,732 | 9,000 | 9,000 |
| | | TOTALS 3520.6 | 144,124 | 76,500 | 84,000 |
| | | **TOTALS 3520** | **318,266** | **211,100** | **221,730** |
| 3600 | | School Security | | | |
| | 3600.1 | Salaries, Professional | | | |
| | | District Safety & Security Director | 22,500 | 23,067 | 47,000 |
| | | Security Officer/Student Mediator | 43,937 | 45,218 | 46,207 |
| | | | 66,437 | 68,285 | 93,207 |
| | 3600.3 | Salaries, Other | | | |
| | | Monitors | 53,127 | 57,826 | 59,123 |
| | | Security/Bus Drivers (50%) | 25,392 | 25,949 | 26,534 |
| | | Security Special Events | 11,227 | 7,000 | 7,000 |
| | | TOTALS 3600.3 | 89,746 | 90,775 | 92,657 |
| | 3600.4 | Contracted Services | | | |
| | | Security Contract | 146,288 | 149,600 | 164,030 |
| | | School Resource Officer | 73,532 | 81,607 | 83,239 |
| | | TOTALS 3600.4 | 219,820 | 231,207 | 247,269 |
| | 3600.5 | Supplies & Materials | 6,898 | 5,000 | 5,000 |
| | 3600.6 | Repairs Security Equipment | 8,515 | 25,000 | 25,000 |
| | | **TOTALS 3600** | **391,416** | **420,267** | **463,133** |

Go To Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| | | **TOTALS 3000** | **2,480,602** | **2,866,277** | **2,758,611** |
| **4000** | | **OPERATIONS/MAINTENANCE** | | | |
| | 4110 | Custodial Services | | | |
| | 4110.3 | Salaries, Summer Maintenance | 0 | 27,880 | 27,568 |
| | 4110.4 | Contracted Services. Cleaning Contract | 305,480 | 312,000 | 325,000 |
| | | **TOTALS 4110** | **305,480** | **339,880** | **352,568** |
| | 4120 | Heating of Building | | | |
| | 4120.4 | Contracted Services-Natural/Propane Gas | 92,820 | 110,000 | 110,000 |
| | | **TOTALS 4120** | **92,820** | **110,000** | **110,000** |
| | 4130.4 | Utility Services | | | |
| | | Water | 11,332 | 10,000 | 10,000 |
| | | Sewerage Treatment | 40,272 | 35,000 | 35,000 |
| | | Septic Service | 756 | 6,000 | 6,000 |
| | | Refuse Removal | 30,435 | 35,000 | 35,000 |
| | | Telephone | 70,277 | 67,900 | 67,900 |
| | | Hazardous Waste Removal | 44,910 | 40,000 | 40,000 |
| | | Electrical Service | 519,296 | 500,000 | 500,000 |
| | | TOTALS 4130.4 | 717,278 | 693,900 | 693,900 |
| | 4130.5 | Supplies & Materials | 6,942 | 15,000 | 15,000 |
| | | **TOTALS 4130** | **724,220** | **708,900** | **708,900** |

Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|
| 4210 | Maintenance of Grounds | | | |
| 4210.3 | Salaries, Overtime & Snow | 20,902 | 15,000 | 15,000 |
| 4210.5 | Supplies & Materials | | | |
| | Ice Melt, Sand, Fertilizer | 8,397 | 25,000 | 25,000 |
| | **TOTALS 4210** | **29,299** | **40,000** | **40,000** |
| 4220 | Maintenance of Buildings | | | |
| 4220.1 | Salaries, Plant Facilities Manager | 106,747 | 116,000 | 118,610 |
| 4220.3 | Salaries, Other | | | |
| | Forer Stipend | 6,144 | 6,282 | 6,423 |
| | Maintenance "B" | 322,862 | 348,466 | 357,116 |
| | Shift Differential | 7,650 | 7,650 | 7,650 |
| | STP Stipend | 0 | 4,500 | 4,500 |
| | TOTALS 4220.3 | 336,656 | 366,898 | 375,689 |
| 4220.4 | Contracted Services | 83,573 | 54,000 | 54,000 |
| 4220.5 | Supplies & Materials | | | |
| | Electrical, Paint, Plumbing, Etc | 74,089 | 90,000 | 90,000 |
| | Office Supplies | 916 | 2,000 | 2,000 |
| | Equipment | 11,152 | 5,000 | 5,000 |
| | TOTALS 4220.5 | 86,157 | 97,000 | 97,000 |
| 4220.6 | Other Expenses | | | |
| | Repair & Replacement | 72,959 | 75,000 | 75,000 |
| | Travel & Seminars | 248 | 2,500 | 2,500 |
| | TOTALS 4220.6 | 73,207 | 77,500 | 77,500 |

Back to Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| | | **TOTALS 4220** | **686,340** | **711,398** | **722,799** |
| 4230 | | Maintenance of Equipment | | | |
| | 4230.4 | Contracted Services | | | |
| | | Maint/Rpr of Building & Equipment | 143,107 | 68,150 | 68,150 |
| | | Maint/Rpr of Vehicles | 2,673 | 8,000 | 5,000 |
| | | **TOTALS 4230** | **145,780** | **76,150** | **73,150** |
| 4400 | | Tech Infrastructure, Maint & Support, Salaries | | | |
| | 4450.1 | Technology Director | 110,000 | 112,475 | 115,006 |
| | 4550.3 | Other | 141,042 | 149,868 | 154,531 |
| | | **TOTALS 4440** | **251,042** | **262,343** | **269,537** |
| 4450 | | Tech Infrastructure, Maint & Support, All Other | | | |
| | 4450.4 | Contracted Services | 95,736 | 139,988 | 119,688 |
| | 4450.5 | Supplies | 61,061 | 12,000 | 12,000 |
| | | **TOTALS 4450** | **156,797** | **151,988** | **131,688** |
| | | **TOTALS 4000** | **2,391,778** | **2,400,659** | **2,408,642** |
| **5000** | | **FIXED CHARGES** | | | |
| | 5100.5 | Other Expenses | | | |
| | | Retirement Program | 662,750 | 792,171 | 822,097 |
| | | Employee Separation Costs | 23,992 | 17,820 | 37,755 |
| | | Annuities | 27,500 | 22,500 | 22,500 |

Go to Table of Contents

## WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
## RECOMMENDED FY 2021
## BUDGET BY LINE ITEM

| FUNCTION/CODE | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|
| | **TOTALS 5100** | **714,242** | **832,491** | **882,352** |
| 5200.6 | Other Expenses | | | |
| | Health Insurance-active employees | 2,126,987 | 2,338,791 | 2,743,470 |
| | Health Insurance - retiree | 956,518 | 1,152,652 | 1,292,352 |
| | Dental Insurance -active employees | 96,118 | 114,055 | 113,698 |
| | Medicare | 215,097 | 211,403 | 219,953 |
| | Life/Disability Insurance | 2,332 | 4,600 | 4,600 |
| | Student Accident | 20,468 | 21,257 | 22,320 |
| | Package Insurance | 131,347 | 143,128 | 150,284 |
| | Worker's Compensation | 75,919 | 89,856 | 94,348 |
| | Umbrella | 24,707 | 9,704 | 11,109 |
| | Treasurer's Bond | 661 | 700 | 700 |
| | School Board Indemnity | 4,017 | 4,200 | 4,410 |
| | Automotive | 6,340 | 7,980 | 8,379 |
| | Unemployment | 25,777 | 100,000 | 100,000 |
| | Employment Practices Liability | 16,485 | 16,485 | 17,309 |
| | Disability Insurance | 3,602 | 3,570 | 3,570 |
| | | 3,706,375 | 4,218,381 | 4,786,502 |
| 5250.6 | OPEB Liability Reserve | 10,000 | 25,000 | 40,000 |
| | **TOTALS 5200** | **3,716,375** | **4,243,381** | **4,826,502** |
| 5300.4 | Rental of Equipment | | | |
| | Postage Meter | 2,102 | 3,800 | 3,800 |
| | Copy Machines | 58,001 | 49,833 | 53,574 |
| | **TOTALS 5300** | **60,103** | **53,633** | **57,374** |
| | **TOTALS 5000** | **4,490,720** | **5,129,505** | **5,766,228** |

Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|---|
| **6000** | | **COMMUNITY SERVICES AND STAFF DEVELOPMENT** | | | |
| | 6200.5 | Supplies & Materials | | | |
| | | Office, Flyers, Postage | 8,497 | 12,000 | 12,000 |
| | | **TOTALS 6000** | **8,497** | **12,000** | **12,000** |
| | | **SITE IMPROVEMENTS** | | | |
| | 7100.4 | Acquisition and Improvement of Sites | | | |
| | | Contracted Services - Athletic Fields | 750,817 | 0 | 0 |
| | | **TOTALS 7100** | **750,817** | **0** | **0** |
| | | BUILDING IMPROVEMENTS | | | |
| | 7200.4 | Acquisition and Improvement of Buildings | | | |
| | | Contracted Services - Allied Health | 408,620 | 0 | 0 |
| | | **TOTALS 7200** | **408,620** | **0** | **0** |
| **7000** | | **REPLACEMENT OF EQUIPMENT** | | | |
| | 7400 | Replacement of Equipment | 28,939 | 95,556 | 94,090 |
| | | **TOTALS 7000** | **28,939** | **95,556** | **94,090** |

Table of Contents

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**RECOMMENDED FY 2021**
**BUDGET BY LINE ITEM**

| FUNCTION/CODE | CATEGORY/DESCRIPTION | EXPENDED FY19 | ADJUSTED BUDGET - FY20 | RECOMMENDED BUDGET - FY21 |
|---|---|---|---|---|
| **9000** | **TUITIONS TO OTHER SCHOOLS** | | | |
| 9100 | Tuitions to Mass Schools | 0 | 6,750 | 6,750 |
| 9110 | Tuition School Choice Out | 0 | 35,000 | 35,000 |
| 9400 | Tuitions to Collaboratives | 42,905 | 44,000 | 44,000 |
| | **TOTALS 9000** | **42,905** | **85,750** | **85,750** |
| **STABILIZATION** | | | | |
| | Transfer to Stabilization | 350,000 | 0 | 0 |
| **TOTAL BUDGET** | | **24,529,644** | **25,225,676** | **26,864,456** |

## WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
## TOTAL ASSESSMENTS FOR FY 2021

| | | |
|---|---|---|
| Required Net School Spending | | 23,040,951 |
| Other Assessments, Transportation and Community Education | | 1,375,236 |
| Long Term Debt Assessment | | - |
| Capital Assessment | | 695,000 |
| Other Educational Assessment | | 2,448,269 |
| Gross Budget | | 27,559,456 |
| Less Revenues To Be Applied: | | |
| Chapter 70 aid | 11,352,261 | |
| E and D | 0 | |
| Transportation | 787,618 | 12,139,879 |
| Total Assessments | | 15,419,577 |

| | Minimum Contribution | Other Assessments | Long-term Debt Assessments | Capital Assessments | Other Educational Assessments | Total Assessments |
|---|---|---|---|---|---|---|
| Amesbury | 1,240,419 | 44,588 | - | 71,291 | 185,771 | 1,542,069 |
| Georgetown | 471,134 | 15,019 | - | 50,941 | 62,576 | 599,669 |
| Groveland | 619,417 | 22,059 | - | 28,640 | 91,908 | 762,024 |
| Haverhill | 6,476,471 | 412,084 | - | 280,939 | 1,716,917 | 8,886,410 |
| Ipswich | 348,091 | 10,326 | - | 55,134 | 43,021 | 456,572 |
| Merrimac | 717,032 | 27,222 | - | 26,462 | 113,418 | 884,134 |
| Newbury | 363,225 | 11,264 | - | 25,227 | 46,932 | 446,648 |
| Newburyport | 499,435 | 15,488 | - | 81,564 | 64,531 | 661,018 |
| Rowley | 363,225 | 11,264 | - | 25,487 | 46,932 | 446,908 |
| Salisbury | 438,897 | 13,611 | - | 27,535 | 56,709 | 536,752 |
| West Newbury | 151,344 | 4,693 | - | 21,781 | 19,555 | 197,373 |
| TOTALS | 11,688,690 | 587,618 | - | 695,000 | 2,448,269 | 15,419,577 |

## WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

### REQUIRED NET SCHOOL SPENDING
### FY 2021

| | |
|---|---|
| Required Net School Spending | 23,040,951 |
| Less: Chapter 70 Aid | 11,352,261 |
| Net Minimum Contribution | 11,688,690 |
| Member Municipalities: | |
| Amesbury | 1,240,419 |
| Georgetown | 471,134 |
| Groveland | 619,417 |
| Haverhill | 6,476,471 |
| Ipswich | 348,091 |
| Merrimac | 717,032 |
| Newbury | 363,225 |
| Newburyport | 499,435 |
| Rowley | 363,225 |
| Salisbury | 438,897 |
| West Newbury | 151,344 |
| TOTALS | 11,688,690 |

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**

**OTHER ASSESSMENTS**
**FY 2021**

| | |
|---|---|
| Transportation | 1,375,236 |
| Less: Transportation Revenue to be Applied | 787,618 |
| Net Assessment | 587,618 |

| MEMBER MUNICIPALITIES: | FY19 PUPILS/% OF CONTRIBUTION *FOR COMPARISON ONLY* PUPILS 10/2/2018 | PERCENT OF CONTRIBUTION | PUPILS 10/1/2019 | PERCENT OF CONTRIBUTION | |
|---|---|---|---|---|---|
| Amesbury | 90 | 7.17% | 95 | 7.56% | 44,446 |
| Georgetown | 33 | 2.63% | 33 | 2.63% | 15,439 |
| Groveland | 48 | 3.82% | 47 | 3.74% | 21,989 |
| Haverhill | 841 | 66.96% | 880 | 70.06% | 411,707 |
| Ipswich | 24 | 1.91% | 23 | 1.83% | 10,761 |
| Merrimac | 72 | 5.73% | 58 | 4.62% | 27,135 |
| Newbury | 25 | 1.99% | 24 | 1.91% | 11,228 |
| Newburyport | 37 | 2.95% | 33 | 2.63% | 15,439 |
| Rowley | 23 | 1.83% | 24 | 1.91% | 11,228 |
| Salisbury | 35 | 2.79% | 29 | 2.31% | 13,568 |
| West Newbury | 16 | 1.27% | 10 | 0.80% | 4,678 |
| TOTALS | 1244 | 99.04% | 1256 | 100.00% | 587,618 |

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**

**OTHER EDUCATIONAL ASSESSMENTS**
**FY 2021**

| | |
|---|---|
| Other Educational Assessments | 2,448,269 |
| Less: E and D Transfer to Reduce Assessments | 0 |
| Total Other Educational Assessments | 2,448,269 |

| MEMBER MUNICIPALITIES: | FY18 PUPILS/% OF CONTRIBUTION *FOR COMPARISON ONLY* PUPILS 10/1/2018 | PERCENT OF CONTRIBUTION | PUPILS 10/1/2019 | PERCENT OF CONTRIBUTION | |
|---|---|---|---|---|---|
| Amesbury | 90 | 7.17% | 95 | 7.56% | 185,180 |
| Georgetown | 33 | 2.63% | 33 | 2.63% | 64,326 |
| Groveland | 48 | 3.82% | 47 | 3.74% | 91,615 |
| Haverhill | 841 | 66.96% | 880 | 70.06% | 1,715,348 |
| Ipswich | 24 | 1.91% | 23 | 1.83% | 44,833 |
| Merrimac | 72 | 5.73% | 58 | 4.62% | 113,057 |
| Newbury | 25 | 1.99% | 24 | 1.91% | 46,782 |
| Newburyport | 37 | 2.95% | 33 | 2.63% | 64,326 |
| Rowley | 23 | 1.83% | 24 | 1.91% | 46,782 |
| Salisbury | 35 | 2.79% | 29 | 2.31% | 56,529 |
| West Newbury | 16 | 1.27% | 10 | 0.80% | 19,493 |
| **TOTALS** | **1244** | **99.04%** | **1256** | **100.00%** | **2,448,269** |

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL**
**CAPITAL COSTS ASSESSMENTS**
**FY 2021**

**Assessed as a Capital Cost**

7000 Asset Acquisition

| | |
|---|---|
| Athletic Field Turf (phase 3) | 345,000 |
| MSBA Feasibility Study | 350,000 |
| **Total Capital Cost Assessment** | **695,000** |

| MEMBER MUNICIPALITIES | Resident Pupils 10/1/2019 | % | Capital Cost Assessment |
|---|---|---|---|
| Amesbury | 2193 | 10.26% | 71,291 |
| Georgetown | 1567 | 7.33% | 50,941 |
| Groveland | 881 | 4.12% | 28,640 |
| Haverhill | 8642 | 40.42% | 280,939 |
| Ipswich | 1696 | 7.93% | 55,134 |
| Merrimac | 814 | 3.81% | 26,462 |
| Newbury | 776 | 3.63% | 25,227 |
| Newburyport | 2509 | 11.74% | 81,564 |
| Rowley | 784 | 3.67% | 25,487 |
| Salisbury | 847 | 3.96% | 27,535 |
| West Newbury | 670 | 3.13% | 21,781 |
| **TOTAL** | **21379** | **100.00%** | **695,000** |