



CITY OF NEWBURYPORT FISCAL YEAR 2022 PROPOSED BUDGET MAYOR DONNA D. HOLADAY



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CITY OF NEWBURYPORT MASSACHUSETTS



FISCAL YEAR 2022 PROPOSED BUDGET

**GENERAL AND ENTERPRISE FUNDS
JULY 1, 2021 TO JUNE 30, 2022**

**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. Morill

Executive Director

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



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Section 1:

Introduction



CITY OF NEWBURYPORT

OFFICE OF THE MAYOR

DONNA D. HOLADAY

May 10, 2021

Dear President Eigerman & Members of the City Council:

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2022. The proposed budget includes funds for the general operation and maintenance of our municipal government, education and debt service. This budget includes funding for the City for the Fiscal Year July 1, 2021 – June 30, 2022.

The proposed general fund budget includes expenditures of \$74,920,632 balanced by an estimated tax levy of \$63,772,867, as well as, \$11,147,765 in local receipts, state aid and other available funds. Of the tax levy, \$3,171,735 funds the debt exclusions voted 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 FY2022 general fund operating budget represents a \$3,050,614 or 4.2% increase over last year's budget. Furthermore I'm pleased to report that this budget is balanced without increasing the property tax levy limit to the maximum within Proposition 2 ½. This budget is balanced with a 2% levy limit increase.

This budget reflects the needs of the city as we gradually move out of the COVID-19 crisis and restores positions and line items that were cut or reduced last year due to the pandemic. The COVID-19 pandemic has posed many challenges for the City of Newburyport and it is still unclear what the total effects of the pandemic will have on our community and local economy.

Continuing challenges to our budget process include our pension obligations, contractual salaries and wages, solid waste, and health insurance. We are once again receiving a one month premium savings from MIIA regarding our annual health insurance rate increase. This is due to the reduced use of health care services during the pandemic. We plan to use a portion of these savings to establish a Health Care Stabilization Fund in anticipation of the continued escalation health insurance costs.

Increasing Federal and State mandates also pose greater budget issues, and this year this trend was exacerbated 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 was be offset by the Coronavirus Aid, Relief, and Economic Security (CARES) Act funding allocated to the City, a total of \$2.4 million for schools and city operations combined. In addition, many of these pandemic expenditures will be reimbursed by FEMA, initially set at 75%

reimbursement but raised to 100% of eligible costs incurred. We also anticipate \$5.3M in stimulus funding with the American Rescue Plan Act (ARPA) and additional educational support of \$2M through Elementary and Secondary School Emergency Relief (ESSERS) III funding.

The additional stimulus support to both the City and school district, coupled with our conservative budgeting and strong revenues, places Newburyport in a favorable position to move forward with re-opening and recovery. This was further confirmed last week with S & P Global Rating re-affirming Newburyport's AAA Bond Rating. Highlights of this credit review cited a very strong economy, very strong management, with strong financial policies and practices; strong budgetary performance and flexibility; and adequate debt and contingent liability profile.

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

Budget Goals

- Develop a FY2022 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 provide a balanced General Fund 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 support the educational goals and advancement of our School District;
- 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 FY2022 Capital Improvement Plan (CIP) was submitted to the City Council in March 2021 representing an updated five-year plan on the cities' capital needs. This budget reflects the CIP and should be viewed as a tool to illustrate the importance of a coordinated approach to capital planning. This approach 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. Additionally, we continue to work 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 FY2022- FY2026 Capital Improvement Plan. We acknowledge the implementation of this plan will continue to 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 FY2022 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 FY2021 tax rate is set at \$12.64 per \$1,000 based on a tax levy \$63,772,867 and a city-wide valuation of \$4,828,252,824. This tax rate represents a \$0.24 per \$1,000 decrease over FY2020. This rate was below the levy limit of the maximum tax rate allowable under Proposition 2 ½ and positively received by tax payers.

Based on the FY2022 valuation, the average single-family home in Newburyport is now assessed at \$627,563, compared to \$617,500 in FY2021. This results in an average single-family tax bill of \$8,099, which represents a 1.9%, or \$146 increase over FY2020'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 6.1% from FY2021 to FY2022 due to the need for increased capital work and services, while the Sewer Enterprise Fund will increase by 2.1%. These budgets help to ensure the users of these quality services while prioritizing upgrades; 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 water and sewer 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 increased 12.2% from last year's budget, due to restoring operational changes reduced last year resulting from COVID-19, including reduction of lifeguards and lifeguard supervisors.

Budget Assumptions

- 2% increase to property tax levy limit
- \$700,000 in new growth revenue;
- Local Receipts returning to pre-pandemic levels;
- 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.

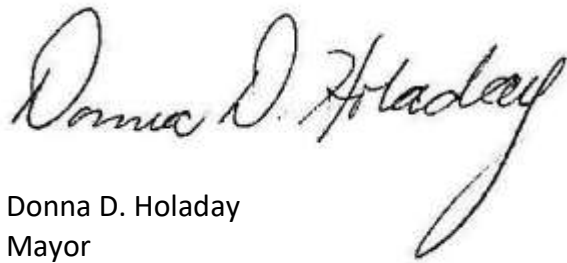
The Government Finance Officers Association (GFOA) has spent years developing guidelines for budget documents. I am pleased by the progress the City has made to adhere to the best practices and guidelines set forth by the GFOA and to be a recipient of the GFOA Distinguished Budget Presentation Award 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 work to re-open our economy, we have made ensuring our City remains on solid financial ground as the highest priority. Despite a slowing of capital projects during the height of the pandemic, we continue to move 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. The FY2022 budget funds all the Superintendent's priorities and reflects our strong commitment to education.

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 FY2022 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 FY2022.

Respectfully Submitted,

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

Donna D. Holaday
Mayor

CITY ORGANIZATIONAL CHART



BOARDS & COMMISSIONS

* Denotes Chairperson

Affordable Housing Trust

Madeline Nash*
Karen Wiener*
Susanne Cameron

Board of Health

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

Board of Registrars

E. Douglas Bolick
Susanne Gallagher

Commission on Disability

Jennie Donahue*
Kristen Farrell
Shawn Flaherty
Brian Greenberg
Lisa Rowan
Jaren Sakaniwa
Colin Sarff
Dr. Rich Traister

Community Preservation Act Committee

Michael Disette*
Charles Griffin
Jane Healey
Paul Healey
Donald Little
Thomas O'Brien
Glenn Richards
Mark Rosen
Don Walters

Conservation Commission

Joseph Teixeira*
Ron DiCola
Paul Healey
Stephen Moore
David Vine
Carole Wagan
Daniel Warchol

Council On Aging

Chris Czernik*
Charles Carroll
Rosemary Decie
Richard Eaton
John Green
Annie Maurer
Yvonne McQuilkin
Cynthia Muir
Elaine Paglia

Cultural Council

Jane Niebling*
Patricia Cannon
Paula Etsy
Ryan Kelley
Diana Kerry
Mia Kim
Adrienne Silversmith

Diversity, Equity, Inclusion Alliance

Richard Banks
Jessica Baylor
Prince Boateng
Mary Rose DeLorey
Donna Devlin
Sandhya Douglas
John Feehan
Jessica Harrington
Martino
Ayele Mazurane
Carol Sanchez
Melissa Sills
Dianne Steimel
Marianne Vesey
Elizabeth Wilcoxson
Sharon Woodard
Andrea Egmont
Sean Gallagher
Ahmer Ibrahim
Mark Murray
Heather Shand
Rebecca Bryan
Donna Holaday
Tina Los

Emma Andrews Library Commission

Aine Ellrott*
Virginia Champey
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*
Joe Carper
Bonnie Sontag
Kevin Wallace

Harbor Commission

Andrew Casson*
Adam Armstrong
Robert Dow
Justin Dutcher
James Knapp
Walter Lesynski
George Sass, Jr.
Ronald Thurlow

Historical Commission

Glenn Richards*
Malcolm Carnwath
Marc Cendron
Christopher Fay
Peter McNamee
Joseph Morgan

Patricia Petnik

Human Rights Commission

Almer Ibrahim*
 Peter Blaiwas
 Jean Costello
 Thomas Getz
 Jennifer Groskin
 Margaret McQuilkin
 Katie Nye
 Eileen Ryan
 Sheila Trieff
 Lorraine Ward

Library Board of Directors

Kathleen Carey
 James Connolly
 Marcia Edson
 Jared Eigerman
 Gary Gorski
 Christian Hansen
 Donna Holaday
 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
 Kimberley Logue
 Thomas O'Brien

Open Space Committee

Michael Dissette*
 Lauren Healey
 Erin LaRosa
 Elizabeth Marcus

Parks Commission

Kimberly Turner*
 Matt Ellsworth
 Charles Griffin
 Paul Swindlehurst

Planning Board

Bonnie Sontag*
 Alden Clark
 Elisabeth DeLisle
 Anna Gardner
 Tania Hartford
 Leah McGavern
 Rick Taintor
 MJ Verde
 Donald Walters

Tree Commission

Constance Preston*
 Paul Bevilacqua

Susan Brown
 Scott Hanley
 Paul Harrington
 Andrew Soracco
 Sheila Taintor

Trust Fund Committee

Richard O'Brien*
 Richard Eaton
 Keith Hogan

Water/Sewer Commission

John Tomasz*
 William Creelman
 Sandy Friede
 Roger Jones
 Owen Smith

Waterfront Trust

Wilbur Shenk*
 Sean Bradley
 Dan Mello
 Matthew Pieniazek
 Michael Sullivan

Zoning Board of Appeals

Robert Ciampitti*
 Gregory Benik
 Walter Chagnon
 Stephen DeLisle
 Mark Moore
 Ken Swanton

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.

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

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

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

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

BUDGET CALENDAR

July

Fiscal Year begins July 1st

August/September

Review CIP Goals & Update Strategic Needs for Supplemental Budget

October/November

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

January

Budget packets and Capital Improvement Plan sent out to Department Heads

February

Department Budget Requests due to Mayor
CIP requests due to Mayor

March

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

April

School Committee approves budget

May

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

June

City Council budget approval
Fiscal Year ends June 30th

COMMUNITY PROFILE

Name: City of Newburyport

Settled: 1635

Incorporated: 1764

Total Area: 10.6 Sq. Miles

Land: 8.4 Sq. Miles

Water: 2.2 Sq. Miles

Elevation: 37 Feet

Public Roads: 76.0 Miles

County: Essex

Population: 18,202

Form of Government:
Mayor-City Council

Mayor: Donna D. Holaday

School Structure: K-12

FY2021 Average Single-Family Tax Rate: \$12.64 per \$1,000

FY2021 Average Single-Family Home Value: \$640,754

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

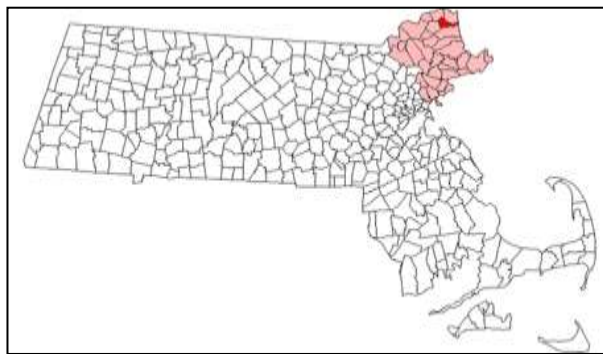
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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 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.



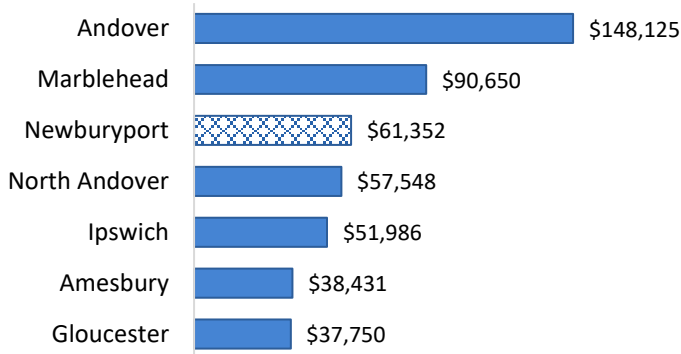
ECONOMY & TAXES

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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.

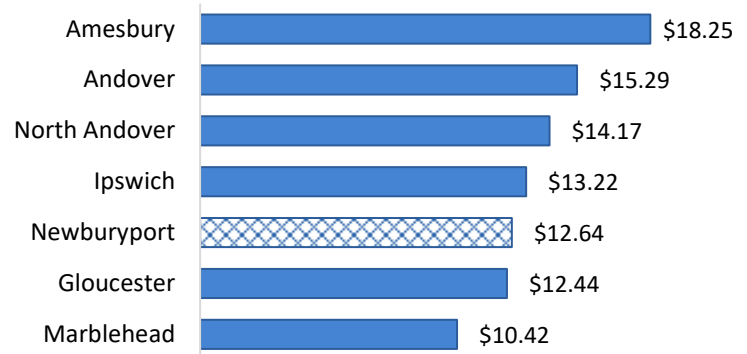
Income

Income Per Capita



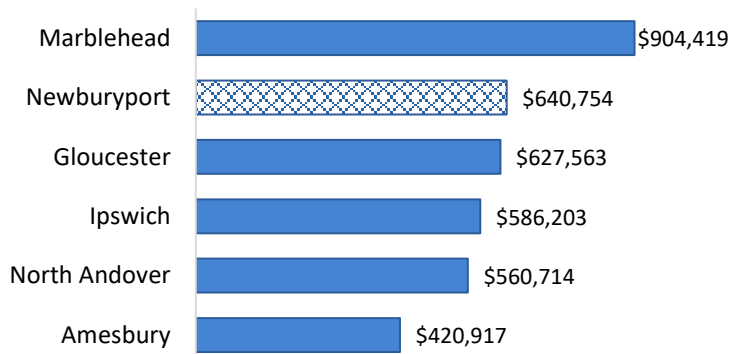
Tax Rate

FY21 Residential Tax Rate (per \$1,000)



Home Values

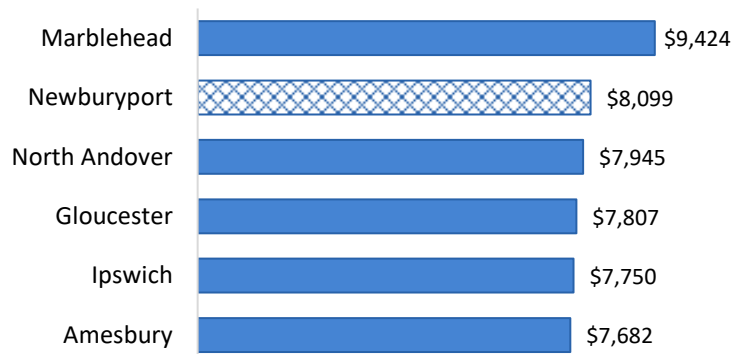
FY21 Average Single Family Home Value



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

Tax Bills

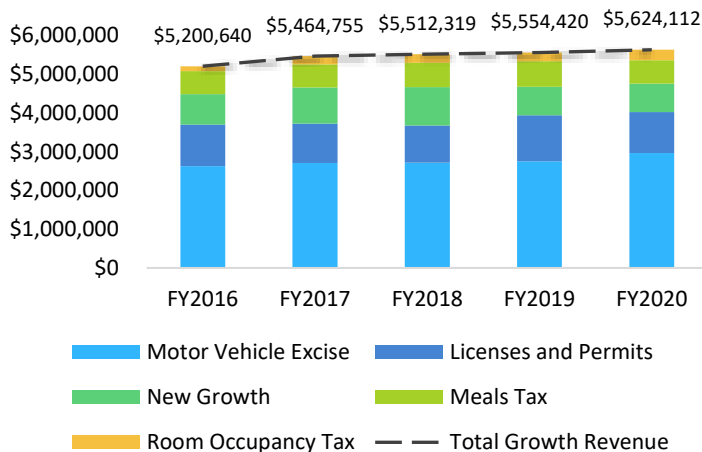
FY21 Average Single Family Tax Bill



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

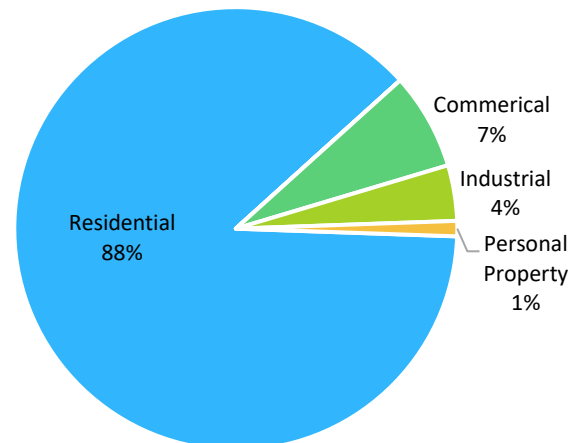
Local Economy

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



Tax Base

FY21 Levy By Class



Section 2:

Budget Overview

Revised June 16, 2021

BALANCED BUDGET OVERVIEW

REVENUES

	<u>FY2020</u> <u>ACTUAL</u>	<u>FY2021</u> <u>REVISED</u>	<u>FY2022</u> <u>ESTIMATE</u>
PROPERTY TAXES			
Prior Year Levy Limit	\$ 54,300,695	\$ 56,390,995	\$ 58,726,600
2 1/2 % Increase	\$ 1,357,517	\$ 1,409,775	\$ 1,468,165
New Growth	\$ 732,787	\$ 925,830	\$ 700,000 (1)
TOTAL LEVY LIMIT	\$ 56,390,999	\$ 58,726,600	\$ 60,894,765
Debt Exclusion	\$ 3,165,464	\$ 3,171,545	\$ 3,171,735
TOTAL MAXIMUM LEVY LIMIT	\$ 59,556,463	\$ 61,898,145	\$ 64,066,500
Excess Levy Capacity	\$ -	\$ (869,029)	\$ (293,633)
TOTAL TAX LEVY	\$ 59,556,463	\$ 61,029,116	\$ 63,772,867
LOCAL RECEIPTS			
Motor Vehicle Excise	\$ 2,963,027	\$ 2,800,000	\$ 2,749,830
Other Excise			
a. Meals	\$ 600,503	\$ 550,000	\$ 600,000
b. Room	\$ 272,723	\$ 210,000	\$ 280,000
c. Other	\$ 124,410	\$ -	\$ -
Pen & Int on Tax & Exc	\$ 310,774	\$ 300,000	\$ 300,000
Payments in Lieu of Taxes	\$ 37,089	\$ 40,000	\$ 40,000
Fees	\$ 294,754	\$ 275,000	\$ 295,000 (2)
Other Dept. Revenue	\$ 56,416	\$ 65,000	\$ 55,000 (3)
Licenses and Permits	\$ 1,055,073	\$ 935,000	\$ 850,000 (4)
Fines & Forfeits	\$ 7,347	\$ 10,000	\$ 10,000 (5)
Investment Income	\$ 238,029	\$ 90,000	\$ 90,000
Medicaid Reimbursement	\$ 33,985	\$ 110,000	\$ 110,000
Miscellaneous Recurring	\$ 174,408	\$ 170,000	\$ 177,000 (6)
Miscellaneous Non-Recurring	\$ 294,784	\$ 108,000	\$ -
TOTAL LOCAL RECEIPTS	\$ 6,463,321	\$ 5,663,000	\$ 5,556,830
TOTAL NET STATE AID	\$ 4,583,403	\$ 4,879,892	\$ 4,879,828 (7)
TOTAL OTHER FINANCING SOURCES	\$ 952,534	\$ 1,026,919	\$ 1,120,453 (8)
RESERVE FOR ABATEMENT	\$ (391,856)	\$ (311,489)	\$ (300,000)
TOTAL REVENUE	\$ 71,163,865	\$ 72,287,438	\$ 75,029,978

Revisions June 16, 2021: Total Other Financing Sources +\$105,640 (\$1,014,813 to \$1,120,453)

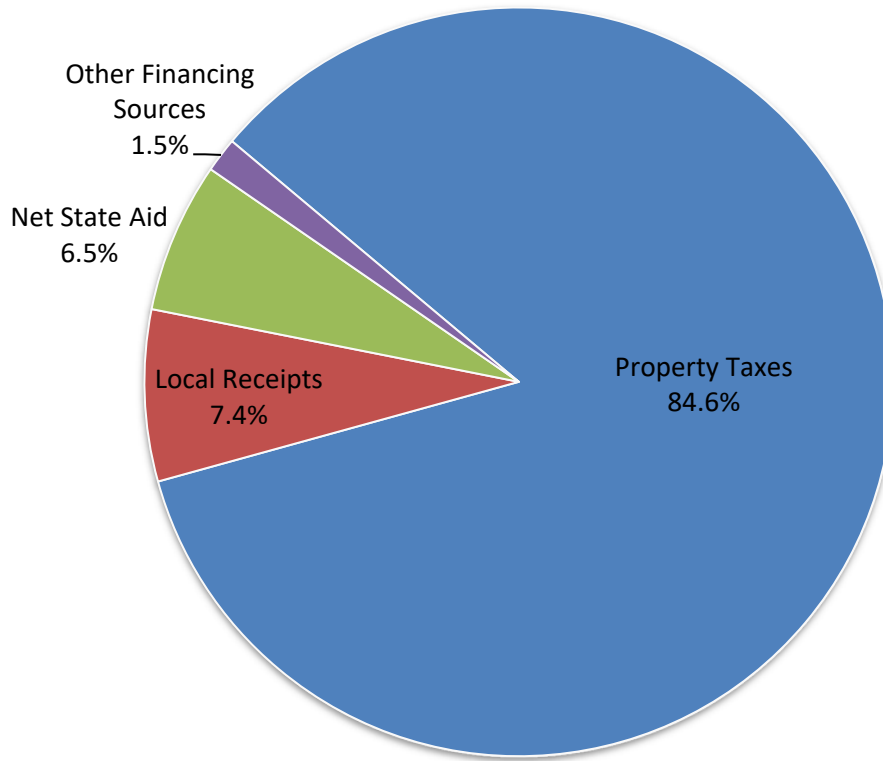
(1) estimated FY2022 New Growth; (2) municipal liens, off duty fees, registry fees, tax title, fire alarm box fees, inspection fees; (3) copies/recordings, zoning/ordinances, business certificates; (4) building permits, licensing fees, utility permits, fire permits, etc.; (5) court fines, police fines; (6) police incident/accident, cell tower lease payments, animal control, veterans' services, FWS refuge revenue sharing; (7) based on FY2022 House Ways & Means budget; (8) transfers from Paid Parking Fund [and Recreational Revolving Fund](#).

EXPENDITURES*Revised June 16, 2021*

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
GENERAL FUND						
CITY SERVICES						
001 - PERSONNEL SERVICES	27,106,942	28,477,516	29,033,748	29,565,207	531,459	1.8%
002 - PURCHASE OF SERVICES	4,158,634	4,033,025	4,359,900	4,450,777	90,878	2.1%
004 - SUPPLIES	678,468	621,449	538,375	555,750	17,375	3.2%
007 - OTHER CHARGES & EXPENSES	444,023	470,158	648,785	832,192	183,407	28.3%
008 - CAPITAL OUTLAY	365,892	461,873	380,475	481,225	100,750	26.5%
009 - DEBT SERVICE	4,125,217	3,872,960	4,095,314	4,134,333	39,019	1.0%
010 - BUDGETED TRANSFER OUT	0	0	0	753,097	753,097	
CITY SERVICES Total	36,879,175	37,936,981	39,056,597	40,772,582	1,715,985	4.4%
EDUCATION						
002 - PURCHASE OF SERVICES	30,491,458	31,720,282	32,813,422	34,244,780	1,431,358	4.4%
EDUCATION Total	30,491,458	31,720,282	32,813,422	34,244,780	1,431,358	4.4%
GENERAL FUND Total	67,370,633	69,657,263	71,870,018	75,017,362	3,147,344	4.4%
ENTERPRISE FUNDS						
HARBORMASTER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	286,904	298,742	277,777	331,135	53,358	19.2%
002 - PURCHASE OF SERVICES	46,291	45,015	52,000	51,750	(250)	-0.5%
004 - SUPPLIES	18,625	16,405	19,200	13,600	(5,600)	-29.2%
007 - OTHER CHARGES & EXPENSES	8,444	9,264	12,000	16,328	4,328	36.1%
008 - CAPITAL OUTLAY	22,639	49,517	25,000	30,000	5,000	20.0%
009 - DEBT SERVICE	76,835	80,573	79,273	78,098	(1,175)	-1.5%
010 - BUDGETED TRANSFER OUT	0	0	0	1,322	1,322	
HARBORMASTER ENTERPRISE FUND Total	459,738	499,515	465,250	522,232	56,983	12.2%
SEWER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	2,224,681	2,237,471	2,401,978	2,513,863	111,885	4.7%
002 - PURCHASE OF SERVICES	1,235,914	1,049,824	1,216,900	1,310,711	93,811	7.7%
004 - SUPPLIES	442,428	471,980	465,800	487,950	22,150	4.8%
007 - OTHER CHARGES & EXPENSES	94,703	80,315	85,579	133,729	48,150	56.3%
008 - CAPITAL OUTLAY	151,859	111,767	196,000	271,000	75,000	38.3%
009 - DEBT SERVICE	3,002,881	3,030,638	3,149,038	2,940,303	(208,735)	-6.6%
010 - BUDGETED TRANSFER OUT	0	0	0	18,202	18,202	
SEWER ENTERPRISE FUND Total	7,152,465	6,981,995	7,515,295	7,675,758	160,463	2.1%
WATER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	2,030,480	1,990,268	2,290,161	2,287,613	(2,548)	-0.1%
002 - PURCHASE OF SERVICES	866,157	831,236	914,536	1,159,756	245,220	26.8%
004 - SUPPLIES	183,508	159,560	184,070	191,370	7,300	4.0%
007 - OTHER CHARGES & EXPENSES	92,857	96,280	100,067	136,861	36,793	36.8%
008 - CAPITAL OUTLAY	166,375	14,494	115,000	315,000	200,000	173.9%
009 - DEBT SERVICE	1,854,139	1,818,110	1,817,253	1,645,782	(171,471)	-9.4%
010 - BUDGETED TRANSFER OUT	0	0	0	15,604	15,604	
WATER ENTERPRISE FUND Total	5,193,516	4,909,947	5,421,087	5,751,985	330,899	6.1%
ENTERPRISE FUNDS Total	12,805,719	12,391,457	13,401,631	13,949,976	548,345	4.1%
Grand Total	80,176,352	82,048,721	85,271,649	88,967,338	3,695,688	4.3%

Revised June 16, 2021

FISCAL YEAR 2022 REVENUE SOURCES
(GENERAL FUND)

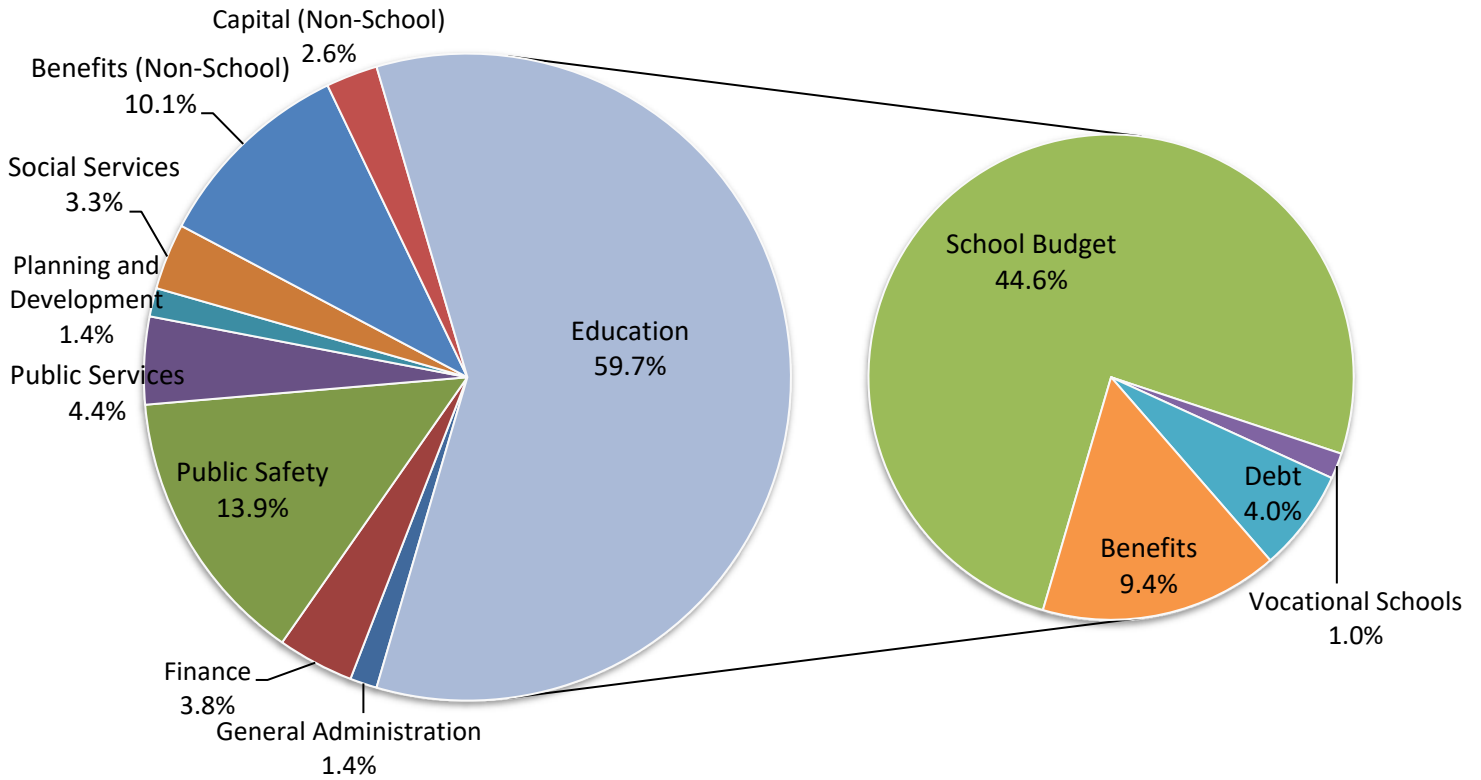


Property Taxes	\$63,772,867
Local Receipts	\$5,556,830
Net State Aid	\$4,879,828
Other Financing Sources	\$1,20,453
Reserve for Abatements	(\$300,000)
Total General Fund Revenue	\$75,029,978

Revised June 16, 2021

FISCAL YEAR 2022 EXPENDITURES

(GENERAL FUND)



Projected General Fund Revenue	\$75,029,978
Proposed General Fund Expenditures	(\$75,017,362)
Total Remaining	\$12,616

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 FY2022 budget reflects the best available data as of this budget submission.

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 84.7% of Fiscal Year 2022 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 FY2022 by \$2,743,751 to \$63,772,867. This increase includes a 2.0% increase of \$1,174,532 plus an estimated \$700,000 from projected new growth and excluded debt service totaling \$3,171,735. 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 FY2022 projected local receipts are \$5,556,830, a year-over-year decrease of 1.9%, or \$106,170, compared to FY2021 revised estimates. 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 49.5%, or \$2,749,830, of the City's total projected local receipts. The second largest source of local revenue as fees charged for licenses and permits, totaling 15.3% of projected local receipts, or \$850,000.

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. The City estimates local option taxes to comprise approximately 15.8% of local receipts in FY2022.

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. Due to COVID-19, these projects have been delayed and it is unclear when the City should expect to start collecting impact fees.

State Aid

State Aid is Newburyport's third largest revenue source. The FY2022 proposed budget is built upon the FY2022 House Ways & Means (HWM) Budget proposal. Based on the HWM budget proposal, we are currently projecting a net state aid appropriation of \$4,879,828, a \$64 decrease from FY2021. Newburyport's projected net state aid represents 6.5% of the projected general fund revenue sources for FY2022.

Included in the net state aid package, the City is projected to receive \$4,302,202 in Chapter 70 funding, which is local aid earmarked to support the operations of public school districts. Newburyport is also the home of a charter school, which continues to have a substantial impact on the City's net state aid appropriations. Consequently, the City is charged an assessment, "Charter School Sending Tuition," on the Cherry Sheet to offset the cost of students who attend the charter school. This assessment will equal approximately \$2,390,976 in FY2022, which is partially offset by \$262,562 in Charter Tuition Reimbursements. This amount will continue to change as final tuition rates are determined.

Historically, one of the most important state aid receipts is Unrestricted General Government Aid (UGGA). UGGA is local aid that Cities and Towns can appropriate at their discretion to offset the costs of municipal operations. Based on the HWM budget, Newburyport is projected to see an increase in

UGGA, in line with state revenue growth. Specifically, the HWM budget funds Newburyport's FY2022 UGGA allocation at \$2,803,033, representing an increase of 3.5%, or \$94,789, from FY2021.

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 FY2022 general fund budget. For more information regarding the City's Free Cash policy, please refer to the Financial Policies and Objectives, found in Section 12.

Other Financing Sources

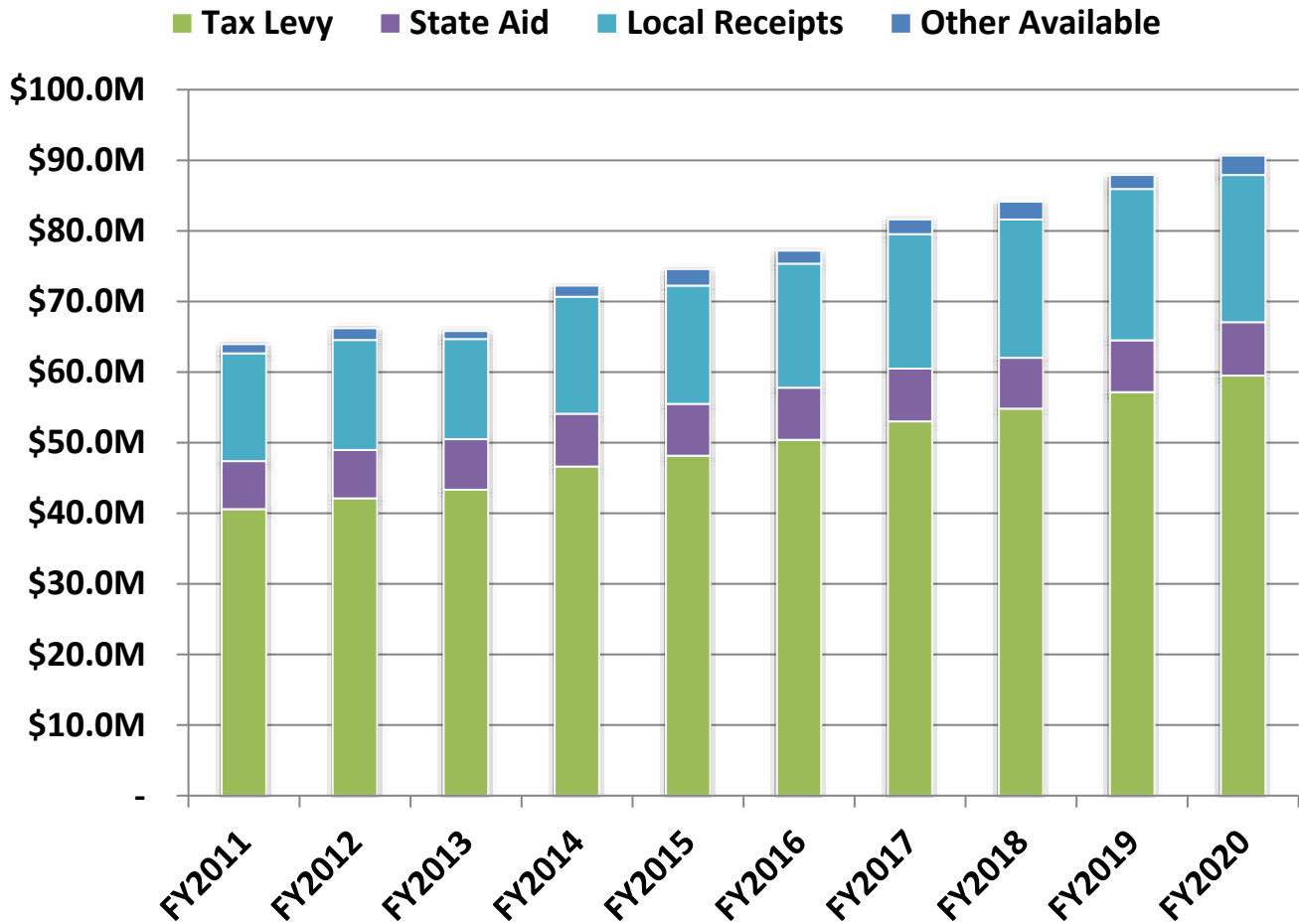
The City of Newburyport operates a downtown paid parking system, which provides revenue to run the system, pay debt service for the new Intermodal Parking Facility and make capital investments in the City's downtown. The FY2022 budgeted inflow from the Parking Fund is \$1,014,813, which will be used to fund parking operations (\$601,294), Intermodal Parking Facility debt service (\$385,519) and downtown enhancements to be undertaken by the Parks Department (\$28,000).

Additionally, funding for some positions in the Youth Services Department are derived from the Recreational Revolving Fund; as those positions support the programs offered by the department. The FY2022 budget inflow from the Recreational Revolving Fund is \$105,640.

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 FY2021 alone, the City applied for 20 grants totaling approximately \$6.1 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 \$6.1 million, the City was awarded \$3.3 million, is waiting to hear back on \$1.6 million and was not awarded \$1.2 million 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	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Tax Levy	42,107	43,354	46,618	48,132	50,415	53,025	54,795	57,153	59,511	61,029
State Aid	6,873	7,157	7,492	7,362	7,395	7,471	7,244	7,354	7,574	7,774
Local Receipts	15,570	14,146	16,575	16,768	17,533	19,032	19,581	21,408	20,833	19,806
Other Available	1,673	1,142	1,554	2,304	1,875	2,088	2,496	2,012	2,759	2,154
Total	66,223	65,800	72,238	74,565	77,219	81,616	84,116	87,927	90,677	90,763
<i>Percent of Total</i>										
Tax Levy	63.6%	65.9%	64.5%	64.6%	65.3%	65.0%	65.1%	65.0%	65.6%	67.2%
State Aid	10.4%	10.9%	10.4%	9.9%	9.6%	9.2%	8.6%	8.4%	8.4%	8.6%
Local Receipts	23.5%	21.5%	22.9%	22.5%	22.7%	23.3%	23.3%	24.4%	23.0%	21.8%
Other Available	2.5%	1.7%	2.2%	3.1%	2.4%	2.6%	3.0%	2.3%	3.0%	2.4%

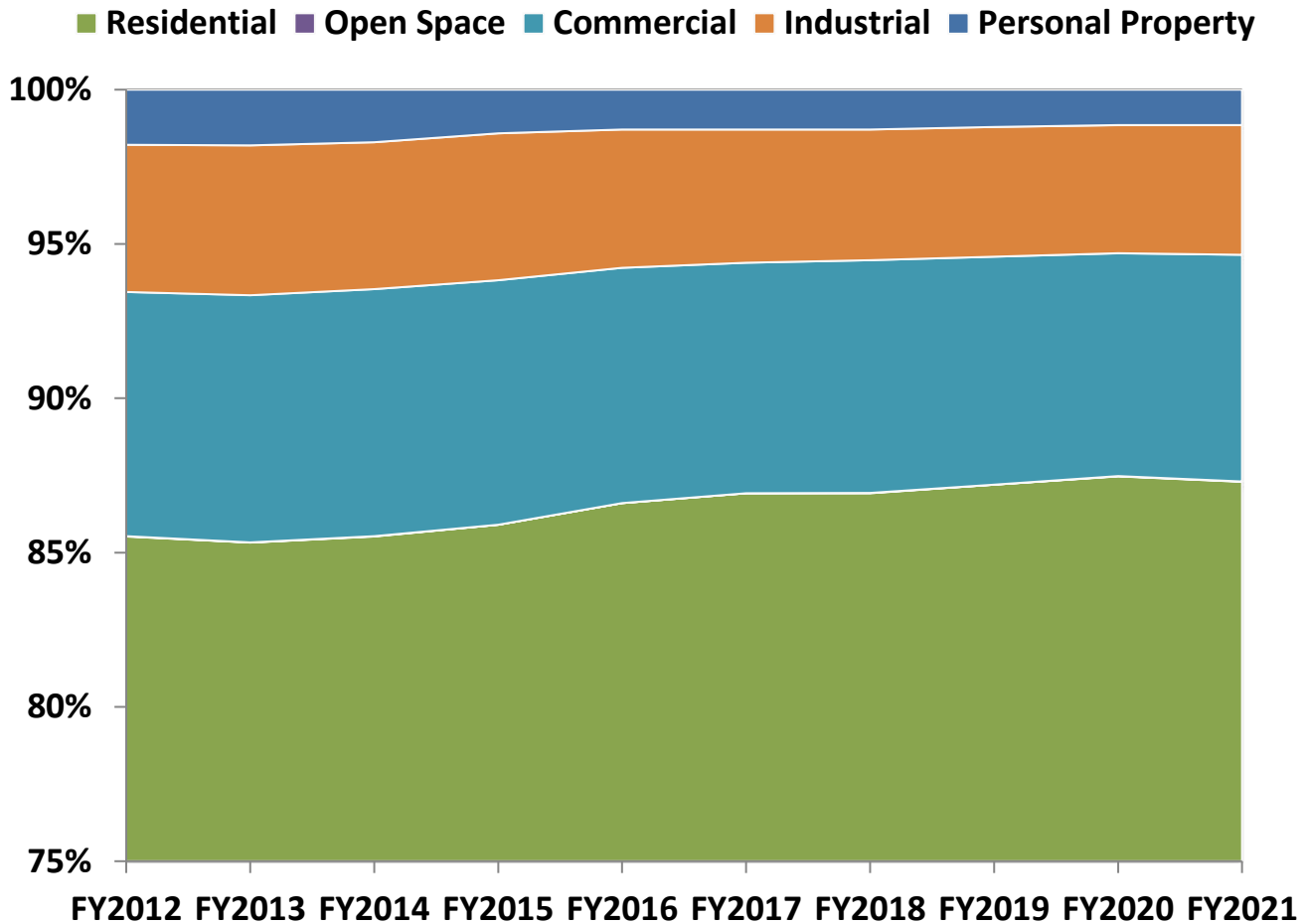
Tax Levy: Real and personal property tax levy

State Aid: State Aid Receipts (Gross)

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

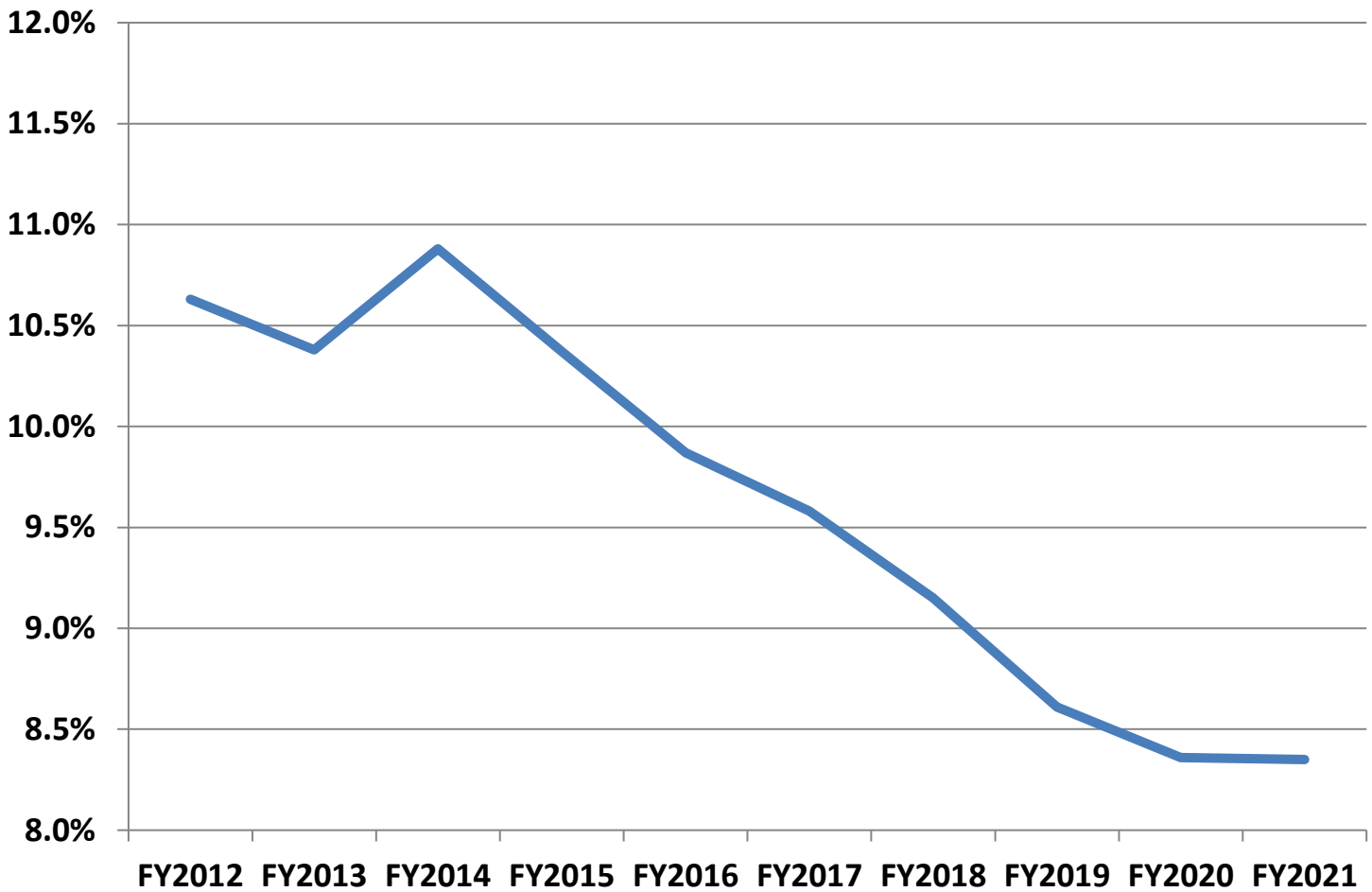
Other Available: Free Cash appropriated during the year and transfers from other available funds

Exhibit B: Tax Levy % by Class



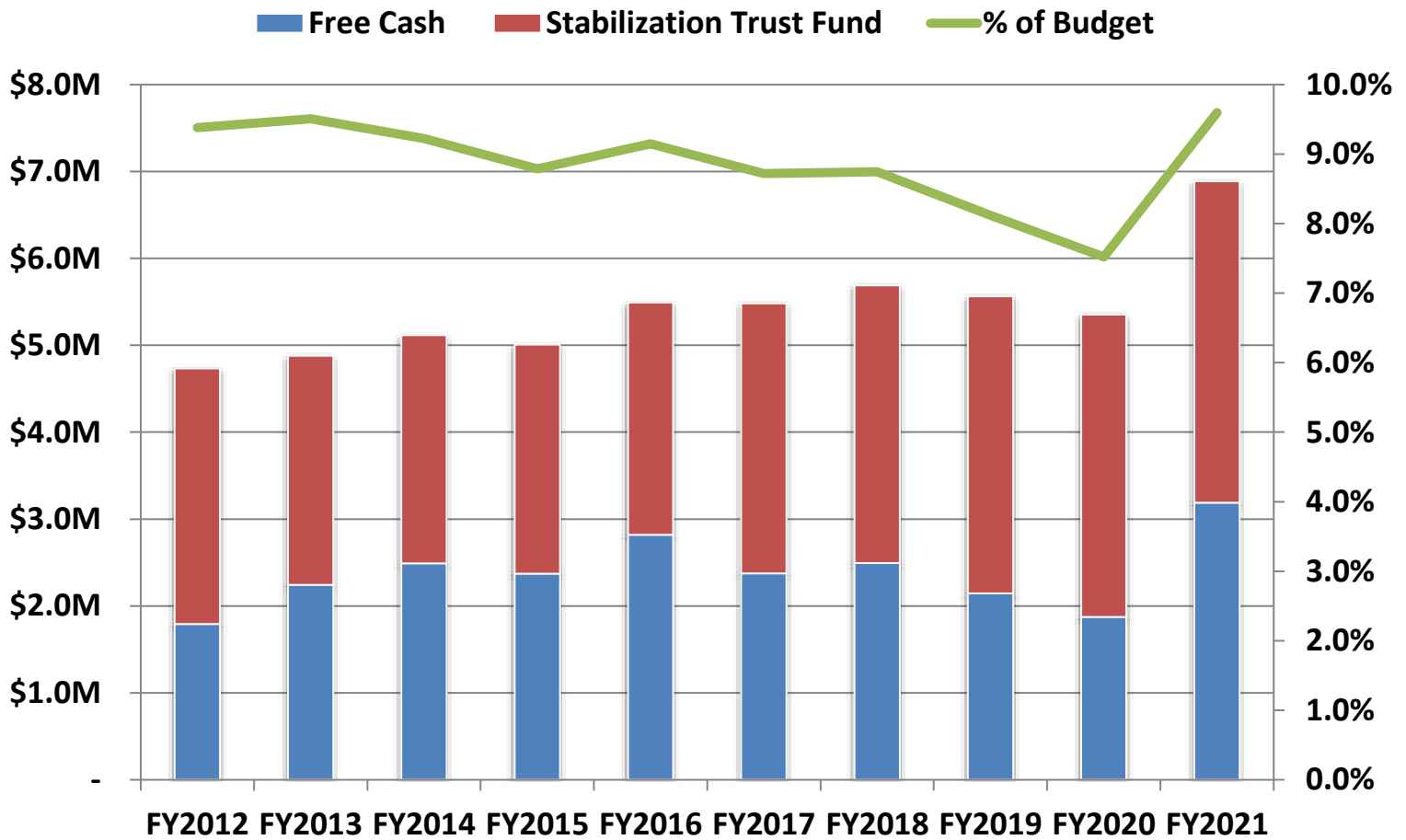
Assessed Values (\$ millions)										
Fiscal Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Residential	2,807	2,784	2,828	3,125	3,273	3,427	3,603	3,822	4,046	4,237
Open Space	0	0	0	0	0	0	0	0	0	0
Commercial	263	261	261	275	281	297	305	315	340	341
Industrial	160	155	157	162	163	167	174	181	195	196
Personal Property	59	55	47	47	49	51	50	50	53	54
Total	3,290	3,255	3,292	3,608	3,765	3,942	4,132	4,369	4,635	4,828

Tax Levy (\$ thousands)										
Fiscal Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Residential	35,928	37,079	40,045	41,682	43,822	46,092	47,781	49,994	51,953	53,557
Open Space	3	3	3	3	3	3	3	3	3	3
Commercial	3,372	3,472	3,692	3,668	3,765	3,998	4,042	4,125	4,369	4,311
Industrial	2,045	2,063	2,218	2,156	2,176	2,249	2,304	2,373	2,501	2,477
Personal Property	760	737	660	622	650	682	664	658	685	681
Total	42,107	43,354	46,618	48,132	50,415	53,025	54,795	57,153	59,511	61,029

Exhibit C: State Aid as % of Total Revenue

Cherry Sheet Aid (\$ thousands)										
Fiscal Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Education Aid	4,505	4,557	3,772	4,717	4,663	4,656	4,359	4,400	4,451	4,840
General Government	2,368	2,600	2,655	2,645	2,732	2,815	2,884	2,954	3,123	3,084
<i>Total Receipts</i>	<i>6,873</i>	<i>7,157</i>	<i>7,492</i>	<i>7,362</i>	<i>7,395</i>	<i>7,471</i>	<i>7,244</i>	<i>7,354</i>	<i>7,574</i>	<i>7,585</i>
<i>Total Assessments</i>	<i>(2,497)</i>	<i>(2,585)</i>	<i>(2,634)</i>	<i>(2,615)</i>	<i>(2,651)</i>	<i>(2,549)</i>	<i>(2,756)</i>	<i>(2,914)</i>	<i>(2,840)</i>	<i>(2,705)</i>
Net State Aid	9,370	4,572	4,858	4,747	4,744	4,921	4,488	4,440	4,733	4,880

Exhibit D: Reserve Balances



Reserves (\$ thousands)										
Fiscal Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Free Cash	1,791	2,242	2,492	2,373	2,818	2,374	2,494	2,146	1,873	3,189
Stabilization Fund	2,638	2,625	2,634	2,674	2,845	3,100	3,771	3,683	3,892	3,857

Enterprise Fund Retained Earnings (\$ thousands)										
Fiscal Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Water	1,510	1,357	1,609	1,117	1,710	1,970	1,770	1,188	1,219	1,398
Sewer	2,076	1,871	1,768	1,938	1,927	1,419	1,131	916	975	1,000
Harbormaster	248	383	384	334	320	454	536	554	502	544

Exhibit E: FY2022 Local Aid Estimates (“Cherry Sheet”)**FY2022 ESTIMATED RECEIPTS**

PROGRAM	FY2021 Cherry Sheet Estimate	FY2022 HWM Budget Proposal
Education Receipts:		
Chapter 70	\$4,235,872	\$4,302,202
Charter Tuition Reimbursement	\$297,072	\$262,562
 Offset Receipts:		
School Choice Receiving Tuition	\$306,998	\$306,998
Sub-Total, All Education Items:	\$4,839,942	\$4,871,762
 General Government:		
Unrestricted Gen Gov't Aid	\$2,708,244	\$2,803,033
Veterans Benefits	\$71,859	\$82,194
Exemp: VBS and Elderly	\$130,708	\$105,022
State Owned Land	\$141,574	\$150,609
 Offset Receipts:		
Public Libraries	\$31,338	\$32,405
Sub-Total, All General Government:	\$3,083,723	\$3,173,263
 Total Estimated Reciepts:	\$7,923,665	\$8,045,025

FY2022 ESTIMATED ASSESSMENTS

PROGRAM	FY2021 Cherry Sheet Estimate	FY2022 HWM Budget Proposal
State Assessments and Charges:		
Mosquito Control Projects	\$46,339	\$47,139
Air Pollution Districts	\$7,502	\$7,609
RMV Non-Renewal Surcharge	\$41,480	\$41,480
Sub-Total, State Assessments:	\$95,321	\$96,228
 Transportation Authorities:		
MBTA	\$0	\$540
Regional Transit	\$166,456	\$165,344
Sub-Total, Transp Authorities:	\$166,456	\$165,884
 Tuition Assessments:		
School Choice Sending Tuition	\$172,706	\$172,706
Charter School Sending Tuition	\$2,270,954	\$2,390,976
Sub-Total, Tuition Assessments:	\$2,443,660	\$2,563,682
 Total All Estimated Charges:	\$2,705,437	\$2,825,794
Receipts	\$7,923,665	\$8,045,025
Offsets	-\$338,336	-\$339,403
Charges	-\$2,705,437	-\$2,825,794
Net State Aid	\$4,879,892	\$4,879,828

Exhibit F: Grant Funding Opportunities

City Department	Funding Entity	Project Name	Principal Writer	Amount	Response
COA	AARP	Bus Stop Shelters	Nancy London	\$10,000	Pending
DPS	MIIA	CCTV cameras for salt/sand trucks	Nancy London	\$5,200	Awarded \$5,200
DPS	MA DER	Hale Street Culvert	Nancy London	\$200,000	Pending
Fire Dept	MA DFS	Thermal Imaging Cameras	Nancy London	\$15,000	Awarded \$15,000
Fire Dept	FEMA	Self Contained Breathing Apparatus	Nancy London	\$259,200	Pending
Fire Dept	CPC Funding	Fire truck restoration	Nancy London	\$76,728	Awarded \$76,728
Library	NAID Foundation	Digitization	Giselle Stevens	\$10,890	Awarded \$10,890
Library	Newburyport Cultural Council	Armchair travel Series	Giselle Stevens	\$500	Awarded \$500
Mayor's Office	Shared Streets and Spaces	parklets	Nancy London	\$286,000	Awarded \$286,000
Mayor's Office	MA Office of Disability	Crosswalk upgrades	Nancy London	\$100,000	Denied
Mayor's Office	Local Rapid Recovery	Tech Assistance	Nancy London	Tech Assistance	Awarded
Mayor's Office	EOHED	Sand Placement from Dredge	Nancy London	\$262,500	Pending
Mayor's Office	ECCF	Cultural County Initiative Tech Assist	Nancy London	Tech Assistance	Awarded
Mayor's Office	CDBG	Back to Business	Nancy London	\$354,400	Awarded \$354,400
Mayor's Office	Shared Streets and Spaces	Parklets	Nancy London	\$78,900	Awarded \$78,900
Mayor's Office	AG's Office	Back to Business	Nancy London	\$50,000	Awarded \$30,000
NYS	Tower Foundation	Remote Learning Support	Nancy London	\$25,000	Pending
NYS	Mass CALL	Asset Builders	Tina Los, Andrea Egmont and Nancy London	\$125,000/yr for 3 yrs	Awarded \$125,000/yr for 3 yrs
NYS	Attorney General's Office	Summer Jobs	Chris Cain, Nancy London	\$4,752	Pending
Parks Dept	PARC	Bartlet Mall Playground	Nancy London	\$315,260	Denied but told to resubmit to LWCF
Parks Dept	EOEEA	Bartlet Mall Playground	Nancy London	\$303,000	Pending

City Department	Funding Entity	Project Name	Principal Writer	Amount	Response
Parks Dept	CPC	Lower Atkinson Master Plan update	Nancy London	\$3,850	Pending
Parks Dept	CPC	Atwood Park Lighting	Kim Turner	\$33,000	Pending
Parks Dept	CPC	Bartlet Mall Swan Fountain Restoration	Kim Turner	\$125,000	Pending
Parks Dept	CPC	Bartlet Mall Pond Restoration	Kim Turner	\$186,000	Pending
Parks Dept	CPC Funding	Bartlet Mall NW Corner Restoration	Nancy London	\$100,000	Awarded \$100,000
Parks Dept	CPC Funding	Perkins Playground Shade Structure	Nancy London	\$12,062	Awarded \$12,062
Parks Dept	CPC	Nock Tennis Courts	Nancy London, Lise Reid	\$175,000	Pending
Planning Office	MA Historic Commission	Historic Structure Survey	Nancy London	\$15,000	Awarded \$15,000
Planning Office	Housing Choice	Brown School	Nancy London	\$250,000	Awarded \$235,000
Planning Office	DOER	MVP	Nancy London, Geordie Vining	\$1,281,745.00	Awarded \$1,000,000
Planning Office	CPC Funding	Rail trail	Geordie Vining	\$250,000	Awarded \$250,000
Planning Office	CPC Funding	Artichoke Watershed	Geordie Vining	\$225,000	Awarded \$225,000
Police Dept	EOPSS	Body Cameras	Nancy London	\$250,000	Awarded \$20,000
Police Dept	Community Compact IT	Surveillance Cameras	Nancy London	\$200,000	Denied
Police Dept	BJA	Bullet Proof vests	Nancy London	\$11,530	Awarded \$11,530
Police Dept	EOPSS	Ambulance	Nancy London	\$18,000	Awarded \$18,000
Sustainability	Ngrid	Fleet Assessment	Molly Ettenborough	Tech Assistance	Awarded
Sustainability	DOER	Green Communities Review	Molly Ettenborough	Tech Assistance	Awarded
Sustainability	DEP	Recycling Dividends	Molly Ettenborough	\$19,500	Awarded
Sustainability	DOER	Green Communities	Molly Ettenborough, Nancy London	\$200,000	Awarded \$200,000

Total Funding Opportunities \$6,088,017

Awarded \$3,338,710
Pending \$1,587,302
Not Awarded \$1,162,005



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EXPENDITURE SUMMARY

The Fiscal Year 2022 general fund budget consists of \$74,928,153 in expenditures, including a school budget appropriation of \$34,224,780. In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY2022. For FY2022, most City departments and/or cost centers have been level funded or increased by less than 5.0%. Many of the increases over 5% are related to restoring cuts in line items or services in the FY2021 annual budget due to financial uncertainties as a result of the COVID-19 pandemic. Below is a summary of some of the significant budget changes:

Animal Control +\$3,562 (5.7%)

Increase reflects contractual step increase and restoring the overtime line item.

Board of Registrars +\$20,058 (+38.7%)

Increase is due to the increasing election costs due to mail-in ballots and expanded early voting.

City Clerk +\$16,684 (+5.7%)

Increase reflects restoring the Passport Clerk position salary into the budget. This position was left unfilled in FY2021 due to the closure of the Passport Office in City Hall as a result of the COVID-19 Pandemic. The position will be filled and the office reopened by the end of FY2021.

City Council +\$67,181 (+219%)

Increase restores Councillor salaries cut in the FY21 budgets as well as accounting for the proposed ordinance for salary increases.

Debt, Non-Exempt +\$387,379 (+41.9%)

Increase reflects an allocation of debt service, including a transfer to the Capital Stabilization Fund, to equal a ratio of annual capital spending to 1.75% of net revenue. This is a new target policy as explained in the Capital Improvement Plan submission to commit capital funding based on a percentage of projected annual net revenue, with the goal of gradually increasing to 2.5% of net annual revenue by FY2024.

DPS – Highway +\$286,461 (+9.4%)

The DPS Highway budget was cut by 6.2% last year, and this increase restores several line items. Funding to hire for the vacant mechanic position that was eliminated in the FY2021 budget is restored, as is summer labor. The Custodian II position that 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) in FY2021 is shifted back to

the DPS budget for FY2022. A new line item, Traffic Calming, is funded for FY2022, and the Sidewalk construction line item was restored to \$350,000 from \$300,000 in FY21.

DPS – Snow & Ice +\$30,000 (+11.5%)

This budget has been adjusted to historical spending.

DPS – Water +\$330,898 (+6.1%)

Increase is due to allocating additional funds for water main construction, tank cleaning, water sampling, and engineering services.

Emergency Management \$2,000 (11.1%)

This increase is due to the increased stipend amount for the Director and Deputy Director of Emergency Management.

General Administration +\$164,825 (+31.5%)

This increase is to allow contingency to the budget for the Collective Bargaining Agreements that expire at the end of FY2021.

Harbormaster +\$56,983 (12.2%)

This increase reflects restoring line items cut in the FY2021 operating budget due to the COVID-19 pandemic, including restoring funding for life guards.

Health Department +\$13,353 (+5.2%)

Increase reflects contractual step increases in salary for staff and increase in hours for Public Health Nurse to a full-time, 35-hour workweek.

Human Resources +\$26,402 (9.1%)

This increase reflects addresses anticipated costs for Worker's Compensation.

Legal Department +\$5,000 (+5.3%)

This budget has been adjusted to historical spending.

Parks \$60,505 (17.2%)

Increase reflects the addition of a second Parks Laborer position for the department.

Planning & Development +\$38,872 (+8.9%)

Increase reflects the final shift towards funding the Zoning Administrator position entirely with general funds (still partially funded by Building permit fee revolving funds) plus a salary increase. The shift occurred gradually over several annual operating budgets.

Youth Services Department +\$33,786 (11.0%)

Increase reflects an ongoing shift towards funding permanent full-time positions entirely with general funds (still partially funded by Youth Services revolving funds). This year's shift would fully fund an Associate Director position with general funds.

Note on 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. For both FY2021 and FY2022 there are 261 workdays, which results in the need to budget for 1 extra workday over the regular salary for a position. The same will be the case for FY2023 and then FY2024 will revert back to the standard 260 workdays.

New for the FY2022 budget, footnoting has been added for personnel-related line items that are changing by +/- 5% from the FY2021 budget. In addition, all line items that fund cost items in a collective bargaining agreement are denoted with a "c".

EXPENDITURE SUMMARY BY DEPARTMENT

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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
GENERAL FUND						
CITY SERVICES						
ANIMAL CONTROL	60,953	63,516	62,936	66,499	3,562	5.7%
ASSESSORS DEPARTMENT	234,883	242,871	349,405	256,093	(93,313)	-26.7%
AUDITOR'S DEPARTMENT	327,747	364,408	373,901	351,622	(22,279)	-6.0%
BOARD OF REGISTRARS	38,833	59,239	51,883	71,940	20,058	38.7%
BUDGET CONTINGENCY	0	0	0	325,770	325,770	
BUILDING DEPARTMENT	178,003	165,390	188,512	184,635	(3,876)	-2.1%
CITY CLERK'S DEPARTMENT	263,732	281,335	291,781	308,464	16,684	5.7%
CITY COUNCIL	69,944	70,047	30,683	97,864	67,181	219.0%
COMMISSION ON DISABILITY	2,639	2,640	2,693	2,693	0	0.0%
CONSERVATION COMMISSION	1,800	1,800	1,800	1,800	0	0.0%
COUNCIL ON AGING	295,988	302,333	308,155	308,874	719	0.2%
DEBT EXCLUSION	3,178,737	3,165,464	3,171,545	3,171,735	190	0.0%
EMERGENCY MANAGEMENT	30,430	37,379	18,000	20,000	2,000	11.1%
FIRE DEPARTMENT	3,869,476	4,053,440	4,043,255	4,110,873	67,617	1.7%
GENERAL ADMINISTRATION	372,435	372,324	524,990	364,545	(160,445)	-30.6%
HEALTH DEPARTMENT	232,618	223,481	254,704	268,057	13,353	5.2%
HISTORICAL COMMISSION	1,800	1,800	1,800	1,800	0	0.0%
HUMAN RESOURCES	308,109	326,016	290,388	316,791	26,402	9.1%
INFO TECHNOLOGY DEPT	326,275	320,688	334,356	337,676	3,320	1.0%
INSURANCE GROUP	9,469,573	9,724,427	9,807,193	9,895,472	88,279	0.9%
LEGAL DEPARTMENT	100,000	124,854	95,000	100,000	5,000	5.3%
LIBRARY DEPARTMENT	1,373,596	1,383,377	1,430,665	1,445,978	15,313	1.1%
LICENSE COMMISSION	8,500	8,363	8,500	8,500	0	0.0%
MAYOR'S DEPARTMENT	287,086	306,279	331,669	343,652	11,984	3.6%
ORDINARY DEBT SERVICE	946,480	707,496	923,769	1,311,148	387,379	41.9%
PARKING CLERK DEPARTMENT	563,085	537,058	615,701	601,294	(14,406)	-2.3%
PARKS DEPARTMENT	254,491	345,087	351,969	412,475	60,505	17.2%
PLANNING & DEVELOPMENT	316,877	406,527	437,930	476,802	38,872	8.9%
PLANNING BOARD	1,800	1,800	1,800	1,800	0	0.0%
POLICE DEPARTMENT	3,856,404	4,058,990	4,165,209	4,288,073	122,864	2.9%
PUBLIC SERVICES DEPARTMENT	2,982,922	3,116,427	3,055,785	3,344,891	289,107	9.5%
RETIREMENT BOARD	4,132,415	4,340,558	4,563,509	4,768,156	204,647	4.5%
SNOW & ICE	352,930	306,796	260,000	290,000	30,000	11.5%
SUSTAINABILITY	1,600,779	1,665,746	1,722,649	1,782,227	59,578	3.5%
TREASURER'S DEPARTMENT	296,790	310,340	400,075	407,587	7,513	1.9%
VETERANS' DEPARTMENT	234,446	248,408	274,782	286,673	11,891	4.3%
YOUTH SERVICES	304,801	288,479	307,805	438,321	130,516	42.4%
ZONING BOARD	1,800	1,800	1,800	1,800	0	0.0%
CITY SERVICES Total	36,879,175	37,936,981	39,056,597	40,772,582	1,715,985	4.4%
EDUCATION						
ESSEX NORTH SHORE TECH SCHOOL	53,832	87,728	102,146	105,000	2,854	2.8%
SCHOOL DEPARTMENT	29,815,374	30,935,242	32,072,564	33,485,466	1,412,902	4.4%
WHITTIER VO TECH SCHOOL	622,252	697,312	638,712	654,314	15,602	2.4%
EDUCATION Total	30,491,458	31,720,282	32,813,422	34,244,780	1,431,358	4.4%
GENERAL FUND Total	67,370,633	69,657,263	71,870,018	75,017,362	3,147,344	4.4%
ENTERPRISE FUNDS						
HARBORMASTER DEPARTMENT	459,738	499,515	465,250	522,232	56,983	12.2%
SEWER DEPARTMENT	7,152,465	6,981,995	7,515,295	7,675,758	160,463	2.1%
WATER DEPARTMENT	5,193,516	4,909,947	5,421,087	5,751,985	330,899	6.1%
ENTERPRISE FUNDS Total	12,805,719	12,391,457	13,401,631	13,949,976	548,345	4.1%
Grand Total	80,176,352	82,048,721	85,271,649	88,967,338	3,695,688	4.3%

POSITION COUNT BY DEPARTMENT

Department	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	+/-
Assessor	3.0	3.0	3.0	3.0	3.0	0.0
Auditor	4.0	4.0	4.0	4.0	3.7	(0.3)
Building	4.5	4.5	4.5	4.5	4.5	0.0
City Clerk	7.6	7.6	7.6	7.2	7.3	0.1
Council on Aging	5.0	5.0	5.0	5.0	5.0	0.0
DPS: Highway	32.7	33.7	35.7	33.7	35.7	2.0
DPS: Sewer	19.5	19.5	19.5	19.5	19.5	0.0
DPS: Water	18.9	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	4.6	4.6	4.6	4.7	0.1
Human Resources	2.0	2.5	2.7	2.0	2.0	0.0
Information Technology	1.0	1.0	1.0	1.0	1.0	0.0
Library	20.3	20.6	20.4	21.4	20.4	(1.0)
Mayor's Office	3.6	3.6	3.6	3.6	3.6	0.0
Parks	4.4	6.1	7.6	5.0	6.0	1.0
Planning & Development	5.0	5.5	5.5	5.5	5.5	0.0
Police	39.0	38.0	40.0	39.0	39.0	0.0
Sustainability	2.6	2.6	2.6	2.6	2.6	0.0
Treasurer/Collector	4.0	4.0	4.0	5.0	5.0	0.0
Veterans' Services	1.8	1.8	1.8	1.8	2.0	0.2
Youth Services	4.8	5.5	8.1	10.8	11.6	0.8
Total FTE*	223.6	227.1	234.5	234.1	237.0	2.9

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

Section 3:

General Administration

CITY CLERK

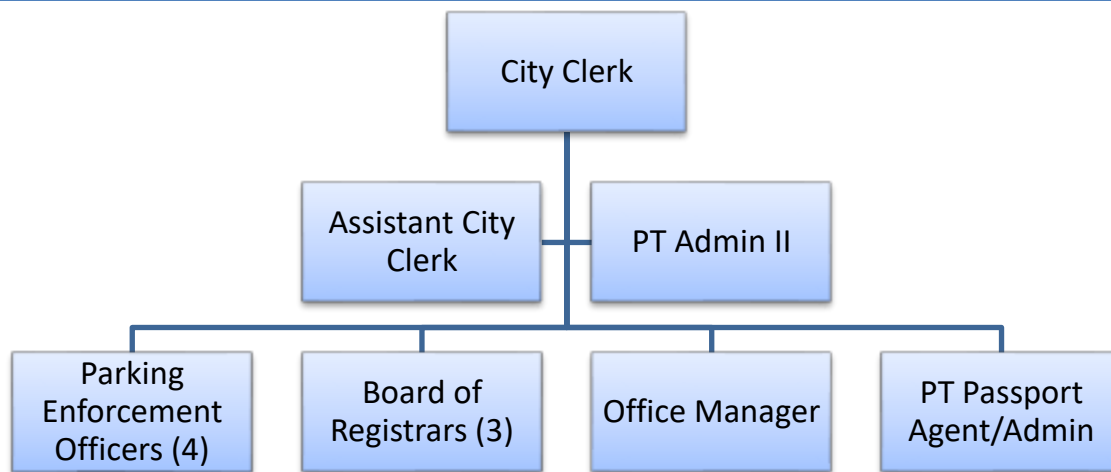
MISSION STATEMENT

The mission of the City Clerk's Office is to provide personable, efficient and competent service to the residents of Newburyport. Often a resident's first and only interaction with the City is by and through the Clerk's office and it is critical that the experience be positive on all levels.

The office facilitates 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.

Additionally the City Clerk manages the parking system and its officers and also manages the Passport office which is scheduled to re-open on or about June 1, 2021.

ORGANIZATIONAL OVERVIEW



Position	FY2020 Actual	FY2021 Actual	FY2022 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	.5	1.1

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	6.7	7.3

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Passports issued	#	1,552	1,418	348	750
Dog licenses issued	#	1,491	1,550	1261	1550
Resident Parking Permits	#	7,251	6,586	7242	7500
Employee Parking Permits	#	409	472	423	450
Resident Street Permits	#	562	874	1024	1050
Voter Turnout	#	86%	42%	80%	62%

FY2021 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

- In FY2020 prepared for and administered the September 1st Primary and the November 3rd, Presidential elections along with early voting days and vote by mail ballots.
- Used the new ImageCast voting machines and new Poll Pads.
- 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 and the September and November elections.

Parking

- Upgraded to new phones/ticket writers and kiosks.
- Continuing to incorporated the parking garage into the current system by issuing 386 resident monthly permits and 195 employee garage permits.
- All officers now trained use the new license plate system (LPR) enforcement with one still in training.
- Trained on the new Chevy Volt hybrid for the parking department which is outfitted with a Mobile LPR (License Plate Reader) unit.
- The 18 new kiosks from T2 Systems – Luke2 for the lots and the garage functioning very well.
- Now operating the implemented license plate-based system with the 'synced' handheld devices.

FY2022 TRENDS

In FY2021, there has been a tremendous change in the field of elections. In short, the way a voter may exercise his or her right to vote has greatly expanded. There is now a new and expanded vote by mail option. This option was used by approximately 50% of our 13,500 voters and I expect it to stay for the municipal election. Early voting at the Senior/Community Center was very popular also and, at this writing, it appears certain that there will be an early voting option for our local election.

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 scanning and tracking voters digitally.

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. The new kiosks have proved reliable and relatively complaint-free. 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.

As we progress to full reopening and more residents are fully vaccinated, we anticipate the demand to provide local passport services. Prior to the COVID-19 Pandemic and subsequent closure of the Passport Office, the City Clerk's Office handled a substantial number of passports as the facility's reputation continued to remain strong. Plans are now in motion to reopen the passport office in FY21. It is anticipated that the facility will operate by appointment only and will be staffed with a part-time agent.

FY2022 GOALS & OBJECTIVES

GOAL 1: PLAN FOR AND IMPLEMENT EARLY VOTING FOR THE MUNICIPAL ELECTION AND EQUIPMENT UPGRADES

Objectives:

- Continue implementing best practices from the Presidential election of 2020.
- Train poll workers on early voting rules and regulation.
- Plan on location(s) for early voting, obtain correct signage and assume that social distancing will remain part of elections in the near term.
- Utilize technology, including seven new election ipads (called poll pads) for efficient check-in at the polling place.
- Train poll workers to properly use the poll pads in each ward and during early voting periods.
- We were a Central Tabulation Center for the first time in 2020 and need to review and refine the time and labor necessary to deliver election results when due.

GOAL 2: MANAGE THE NEW PARKING GARAGE, THE GARAGE PERMITS AND SYSTEM IN GENERAL

Objectives:

- Maintain the new T2/Luke 2 kiosks in the garage and the lots and upgrade software where needed.
- Evaluate the number of garage permits, the two garage entrances and overall operation of the payment system.
- Plan for the efficient management of the facility in terms of safety, cleanliness and operation 24/7.
- Continue to train on the new BOSS software that monitors the collection and maintenance of the new T2/Luke 2 kiosks
- Plan for a possible inclusion of the Plum Island Parking lot permit into our existing digital permit system.

GOAL 3: UPGRADE CLERK OFFICE SYSTEMS AND SOFTWARE

Objectives:

- Manage the Zoom account for a number of users including the Council and many department heads
- Evaluate and implement on a trial basis agenda and minutes software
- Participate in and effectuate the review of the city ordinances and upgrade our online Municode system.

PROGRAMS & SERVICES

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

CITY COUNCIL (01-111)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51101 - CCN SAL COUNCIL	56,000	56,000	14,000	78,500	64,500	460.7%	(1)
51160 - CCN SAL CLK COUNCIL	4,416	4,492	4,539	4,705	165	3.6%	
51162 - CCN SAL CLK COMMITTEE	602	626	644	660	16	2.5%	
001 - PERSONNEL SERVICES Total	61,019	61,119	19,183	83,864	64,681	337.2%	
002 - PURCHASE OF SERVICES							
53001 - CCN LEGAL ADS	1,060	967	1,500	1,500	0	0.0%	
53002 - CCN ORDINANCE RECODIFICATION	7,084	6,733	5,000	7,500	2,500	50.0%	
53020 - CCN LEGAL	780	1,228	5,000	5,000	0	0.0%	
002 - PURCHASE OF SERVICES Total	8,925	8,928	11,500	14,000	2,500	21.7%	
Grand Total	69,944	70,047	30,683	97,864	67,181	219.0%	

CITY CLERK'S DEPARTMENT (01-161)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51101 - CLK SAL CITY CLERK	75,812	83,393	85,388	87,096	1,708	2.0%	
51102 - CLK SAL ASST CITY CLERK	76,112	78,956	80,046	82,047	2,001	2.5%	c
51103 - CLK SAL OFFICE MGR	49,964	57,977	56,836	58,257	1,421	2.5%	c
51166 - CLK SAL PT ADMIN ASST	44,744	26,138	31,012	32,565	1,554	5.0%	c
51167 - CLK SAL ADMIN ASST/PASSPORT	0	21,680	25,000	35,000	10,000	40.0%	c (2)
001 - PERSONNEL SERVICES Total	246,632	268,145	278,281	294,964	16,684	6.0%	
002 - PURCHASE OF SERVICES							
52701 - CLK LEASE COPIER	4,206	2,829	3,000	3,000	0	0.0%	
53002 - CLK VITAL RECORDS EXPENSE	1,015	1,203	1,500	1,500	0	0.0%	
54200 - CLK ADMINISTRATION	11,879	9,158	9,000	9,000	0	0.0%	
002 - PURCHASE OF SERVICES Total	17,100	13,190	13,500	13,500	0	0.0%	
Grand Total	263,732	281,335	291,781	308,464	16,684	5.7%	

Personnel Footnotes:

(1) Based on proposed ordinance amendment.

(2) Vacant position during FY2021. Increase required based on the FY2022 grade.

c = Denotes line items that fund cost items in a collective bargaining agreement.

BOARD OF REGISTRARS (01-163)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51160 - BDR SAL CLERK REGISTRAR	2,208	2,246	2,306	2,352	46	2.0%
51162 - BDR SAL REGISTRARS	2,052	2,061	2,077	2,088	12	0.6%
001 - PERSONNEL SERVICES Total	4,260	4,307	4,383	4,440	58	1.3%
007 - OTHER CHARGES & EXPENSES						
57808 - BDR ELECTIONS	34,573	54,931	47,500	57,500	10,000	21.1%
57809 - BDR ANNUAL CENSUS	0	0	0	10,000	10,000	
007 - OTHER CHARGES & EXPENSES Total	34,573	54,931	47,500	67,500	20,000	42.1%
Grand Total	38,833	59,239	51,883	71,940	20,058	38.7%

PARKING CLERK (01-293)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51100 - PKG SAL CLERK/ADMIN	42,491	46,317	42,326	43,264	937	2.2% c
51134 - PKG SAL PARKING SUPERVISOR	41,899	44,417	48,957	50,181	1,224	2.5% c
51166 - PKG PART-TIME ENFORCEMENT OFF	150,846	129,159	147,500	150,000	2,500	1.7% c
51167 - PKG SAL ADMIN ASST/PARKING	0	17,233	0	0	0	
51168 - PKG LOT GROUNDSKEEPING	0	4,823	4,500	4,500	0	0.0%
51405 - PKG CLOTHING ALLOWANCE	223	769	2,650	2,650	0	0.0% c
51901 - PKG CULTURAL DISTRICT EXPENSE	6,600	2,100	2,000	0	(2,000)	-100.0%
001 - PERSONNEL SERVICES Total	242,060	244,818	247,933	250,594	2,661	1.1%
002 - PURCHASE OF SERVICES						
52101 - PKG HEAT/ELECTRICITY	0	15,508	12,500	12,500	0	0.0%
52401 - PKG LOT MAINTENANCE	4,415	970	2,000	500	(1,500)	-75.0%
52402 - PKG METER MAINTENANCE	21,056	24	10,000	4,000	(6,000)	-60.0%
52403 - PKG MAINT-VEHICLE	1,043	336	1,200	1,200	0	0.0%
52404 - PKG MAINT-BUILDING	0	2,750	15,000	15,000	0	0.0%
52405 - PKG MAINT-EQUIP	0	0	15,000	15,000	0	0.0%
52406 - PKG REPAIRS & MAINT	0	0	3,867	4,000	133	3.4%
52702 - PKG LOT LEASE PAYMENTS	7,315	7,980	8,000	8,000	0	0.0%
53000 - PKG BOOKKEEPING	12,618	13,621	16,000	16,000	0	0.0%
53002 - PKG WATERFRONT TRUST AGMT	70,000	52,500	70,000	70,000	0	0.0%
53003 - PKG METER SOFTWARE	2,610	27,365	16,500	16,500	0	0.0%
53004 - PKG LIC PLATE READING SYSTEM	0	3,307	42,000	30,000	(12,000)	-28.6%
53005 - PKG CONSULTING SERVICES	3,946	0	2,000	2,000	0	0.0%
53401 - PKG COMMUNICATIONS	0	5,117	7,500	7,000	(500)	-6.7%
53801 - PKG SIGNAGE	3,587	1,001	5,000	7,500	2,500	50.0%
53802 - PKG CREDIT CARD FEES	61,050	76,860	70,000	70,000	0	0.0%
002 - PURCHASE OF SERVICES Total	187,639	207,339	296,567	279,200	(17,367)	-5.9%
004 - SUPPLIES						
54200 - PKG OFFICE SUPPLIES	3,542	158	500	500	0	0.0%
54301 - PKG MAINT-SUPPLIES	0	0	1,000	1,000	0	0.0%
54801 - PKG FUEL/OIL	464	111	300	100	(200)	-66.7%
55800 - PKG TICKET & PERMIT EXPENSE	121,556	74,100	60,000	60,000	0	0.0%
55801 - PKG MISC SUPPLIES	1,325	3,874	3,500	4,000	500	14.3%
55802 - PKG METER SUPPLIES	6,499	6,660	5,900	5,900	0	0.0%
004 - SUPPLIES Total	133,386	84,902	71,200	71,500	300	0.4%
Grand Total	563,085	537,058	615,701	601,294	(14,406)	-2.3%

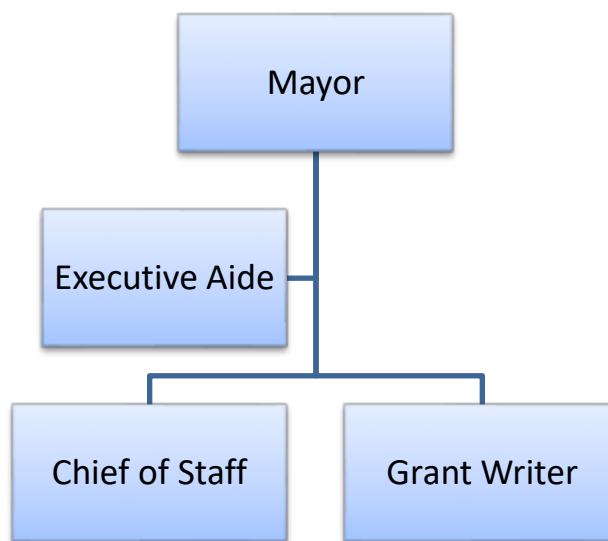
c = Denotes line items that fund cost items in a collective bargaining agreement.

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	FY2020 Actual	FY2021 Actual	FY2022 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 FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Bond rating	Rate/grade	AAA	AAA	AAA	AAA
Financial reserves	\$	\$5.5M	\$5.7M	\$5.4M	\$6.9M
Grant Applications	\$	\$2.4M	\$3M	\$6.6M	\$6.1M

FY2021 ACCOMPLISHMENTS

Finance

- Standard & Poor reaffirmed AAA bond rating in 2021. 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 ninth consecutive year.
- Applied for \$6M in grant programs and awarded over \$3.3M grant funding to date with \$1.5M pending for FY21.

Projects

- \$2.1M Safe Routes to School on High Street to redesign access to Nock/Molin schools to be completed by June 2021
- \$400,000 Complete Streets grant for improvements at Parker St and State St, including safe crossing of Clipper City Rail Trail to be completed by June 2021.
- \$286,000 Shared Streets grant to expand parklet outdoor dining program and pedestrian improvements at the intersection of State St and Pleasant St.
- Drainage Projects: 75% Engineering design of Phillips Drive neighborhood completed.
- Completed a pilot notification program in Newburyport Combined Sewer Overflow (CSO) notification for the Merrimack River.
- Filed the Home Rule Petition to dissolve the Newburyport Redevelopment Authority which was approved by both State legislative bodies. The Governor signed the bill in July 2020.
- Contract awarded to Sasaki who began the design and engineering of Market Square Landing park expansion.
- Plum Island Reservation Terrace Dune Network
 - Continued coordination with MEMA, DCR and other state agencies on addressing the serious erosion conditions on Reservation Terrace and formulated a near term project 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 estimates project to begin late Fall 2021.

- Completed feasibility studies for new West End Fire Station (Cutter Station) and Headquarters at 0 Greenleaf.
- Completed feasibility study for Youth Services at 57 Low Street and Brown School.
- Worked with DCAMM to set a \$220,000 sale price for a 2.17-acre parcel of National Guard owned property on Low Street.
- Increased the City's percentage of renewable-sourced electricity by executing three community shared solar agreements with Nexamp.
- Completed three-year process with ad hoc Resiliency Group to develop a comprehensive Climate Resiliency Plan for Newburyport

Communication

- Maintained 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.
- Continued to expand use of City of Newburyport social media pages to disseminate information to the public.
 - Facebook: 2,592 followers (139% increase since July 2019)
 - Instagram: 2,015 followers (launched in July 2019)
 - Twitter: 981 followers

Increase efficiency in delivery of City Services

- Oversee the digitization of City operations and increased technology software use, including contracting with OpenGov/ ViewPoint for online permitting software, launching scheduling software for Parks Department and Use Services, installing GPS on snow plowing equipment and improved Mainstar15/ CMMS work order system for DPS, upgraded Munis financial software, and increased capabilities and functionality for online permitting and bill payments through the City website.

Diversity, Equity, and Inclusion

- Launched the DEI Alliance, a 24-member group consisting of the various City staff and community stakeholders representing a diversity of backgrounds and perspectives. The Alliance's focus is on examining racial equity issues in the community, including policies, services and ordinances, and developing recommendations for change.
- DEI has been meeting bi-monthly since December 2020 and has received training from Michael Eatman and Essential Partners to help the group facilitate meaningful community dialogue. These dialogues will be scheduled beginning in Summer 2021.
- Participated in the community read of Bryan Stevenson's book "Just Mercy," led by the school district, and participated in the "Hate Has No Port Here" campaign through the First Religious Society, Unitarian Universalist.

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 from March 2020 to March 2021.
- Creation of policies to reduce travel, established remote working and staggered on-site staffing, and generally kept 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. Updates have been broadcast and available online.
- 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.
- Coordinated 2 local vaccination clinics with the public: The Lower Merrimack Valley Regional Collaborative in Amesbury and Newburyport and the Beth Israel/ Lahey Clinic at the Senior Community Center. As of May 6, 2021, 67% of Newburyport residents have received at least one vaccination does and 48% are fully vaccinated.

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.
- 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 properties
- Launched a 2021 marketing campaign focused on the reopening of our cultural economy, working with the Chamber, the Cultural Council, and the newly formed Newburyport Arts Collective.
- Grants

- \$30,000 Business Recovery grant. Funds were granted directly to 15 Newburyport businesses affected by COVID-19.
- \$800,000 in CBDG-CV funds with Amesbury for Microenterprise Recovery Grant Program.
- \$286,000 Shared Streets grant to expand parklet dining program and pedestrian improvements at the intersection of State St and Pleasant St.
- \$60,000 of technical assistance through the state's Local Rapid Recovery Program to support downtown business recovery and long-term economic development planning.

FY2022 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 and anticipate to see these numbers rebound over the next year. As anticipated, we did not 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 partnership 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 uncertain times. Technology upgrades will continue to be at the forefront as employees will be required to work remotely more frequently. We prioritized technology upgrades and purchased the necessary hardware and software to maintain productivity, utilizing CARES Act allocated to the City. Although we anticipate a gradual increase in in-person public meetings in the coming months, virtual public meetings will be the norm in the near future. We anticipate keeping virtual meeting capabilities through Zoom beyond the pandemic as an

additional tool and create hybrid in-person/ Zoom meeting meetings 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 decade, far outpacing overall annual budget increases. For FY21 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. For FY22 we will be dedicating a portion of the premium holiday afforded to the City to establish a health insurance stabilization account that will help soften the impacts of health insurance increases in future fiscal years. In addition, we will 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 dedicated City funds to work on equity issues internally, as well as established the Diversity, Equity, and Inclusion (DEI) Alliance. The DEI will be leading community wide effort to advance equity issues and will be pursuing technical assistance to create a racial equity action plan to make 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.

- Continue to expand initiatives to expand diversity, equity and inclusion in our community.

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

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 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 Merrimack 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

Revised June 16, 2021

MAYOR'S OFFICE (01-121)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51101 - MYR SAL MAYOR	98,000	101,165	102,743	102,750	7	0.0%	(1)
51120 - MYR SAL CHIEF OF STAFF	65,685	87,367	88,774	90,550	1,776	2.0%	
51126 - MYR SAL EXECUTIVE ASSISTANT	60,483	56,363	62,275	69,641	7,365	11.8%	(2)
51501 - MYR TRAVEL ALLOWANCE	5,148	5,260	5,100	5,100	0	0.0%	
51502 - MYR MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	0	0.0%	
001 - PERSONNEL SERVICES Total	232,316	253,156	261,892	271,040	9,148	3.5%	
002 - PURCHASE OF SERVICES							
53006 - MYR GRANT WRITER	40,000	40,000	41,776	42,612	836	2.0%	
53801 - MYR DEI INITIATIVES	0	0	20,000	20,000	0	0.0%	
002 - PURCHASE OF SERVICES Total	40,000	40,000	61,776	62,612	836	1.4%	
007 - OTHER CHARGES & EXPENSES							
57801 - MYR MISC EXPENSE	14,770	13,123	8,000	10,000	2,000	25.0%	
007 - OTHER CHARGES & EXPENSES Total	14,770	13,123	8,000	10,000	2,000	25.0%	
Grand Total	287,086	306,279	331,669	343,652	11,984	3.6%	

BUDGET CONTINGENCY (01-132)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
007 - OTHER CHARGES & EXPENSES						
57805 - GEN BUDGET CONTINGENCY	0	0	0	325,770	325,770	
007 - OTHER CHARGES & EXPENSES Total	0	0	0	325,770	325,770	
Grand Total	0	0	0	325,770	325,770	

Personnel Footnotes:

(1) Per ordinance.

(2) 2% cost of living adjustment; shifts funding from Parking budget to Mayor's budget.

Revised June 16, 2021

GENERAL ADMINISTRATION (01-129)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51162 - GEN EVENTS COORDINATOR	15,000	6,410	1,000	2,500	1,500	150.0%
51167 - GEN TEMPORARY HELP CITY HALL	3,127	2,685	3,500	3,500	0	0.0%
51180 - GEN PROCUREMENT OFFICER	10,750	0	0	0	0	
51330 - GEN MCPPO STIPEND	750	750	1,500	1,500	0	0.0%
001 - PERSONNEL SERVICES Total	29,627	9,845	6,000	7,500	1,500	25.0%
002 - PURCHASE OF SERVICES						
52101 - GEN HEAT/ELECTRIC-CH	25,522	25,000	17,000	20,000	3,000	17.6%
52403 - GEN PUBLIC RESTROOMS	12,283	0	0	0	0	
52405 - MYO ENVIRONMENTAL EXP - FHCTR	0	(1,357)	0	0	0	
52701 - GEN LEASE POSTAGE MACHINE	2,558	1,279	3,000	3,000	0	0.0%
53004 - GEN TRAINING/TRAVEL	28,202	27,453	20,000	20,000	0	0.0%
53400 - GEN MEETING RECORDINGS	0	11,769	5,500	5,500	0	0.0%
53401 - GEN POSTAGE	20,361	20,621	25,000	23,000	(2,000)	-8.0%
53406 - GEN TELECOMMUNICATIONS	65,545	70,235	65,000	75,000	10,000	15.4%
002 - PURCHASE OF SERVICES Total	154,470	155,000	135,500	146,500	11,000	8.1%
004 - SUPPLIES						
54200 - GEN SUPPLIES-OFFICE	2,799	3,252	6,000	3,500	(2,500)	-41.7%
54301 - GEN SUPPLIES-CITY HALL	3,900	1,000	1,000	2,500	1,500	150.0%
004 - SUPPLIES Total	6,700	4,252	7,000	6,000	(1,000)	-14.3%
007 - OTHER CHARGES & EXPENSES						
57300 - GEN DUES & MEMBERSHIPS	3,781	4,694	4,300	5,000	700	16.3%
57301 - GEN MERR VALLEY PLANNING COMM	6,512	6,674	6,840	7,010	170	2.5%
57401 - GEN MUNICIPAL INSURANCE	160,278	170,604	175,350	192,534	17,184	9.8%
57805 - GEN BUDGET CONTINGENCY	11,067	21,255	190,000	0	(190,000)	-100.0%
007 - OTHER CHARGES & EXPENSES Total	181,638	203,227	376,490	204,545	(171,945)	-45.7%
Grand Total	372,435	372,324	524,990	364,545	(160,445)	-30.6%

Revisions June 15, 2021:

57805 GEN Budget Contingency is now classified under cost center 01-132 (p. 60)

(1) Part-time position. FY2021 funding was reduced due to event restrictions.

c = Denotes line items that fund cost items in a collective bargaining agreement.

INFORMATION TECHNOLOGY

MISSION STATEMENT

The mission of the Information Technology Department is to lead and support the City of Newburyport in the appropriate application of existing and emerging information technologies implemented with robust and scalable security architecture and solutions. A comprehensive information and data systems structure will be maintained that will enhance the ability of its officials, staff, and employees to provide the highest level of service to the citizens of Newburyport.

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

ORGANIZATIONAL OVERVIEW

Information
Technology
Director

Position	FY2020 Actual	FY2021 Actual	FY2022 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	99.65
Support Requests	#	1159	979	1351	1951
Network Uptime	%	99.99	97.99	99.95	98.95

FY2021 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.

FY2022 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.

FY2022 GOALS & OBJECTIVES

GOAL 1: DATA INTEGRITY, SECURITY & DISASTER RECOVERY

Objectives:

- Provide ongoing and flexible remote telecommuting and virtual technologies during and beyond the 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 maintenance
- City Website coordination & support
- Hardware & software support & maintenance
- Enterprise & Financial System software support and maintenance
- E-mail & mobile device support.

Communications

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

INFORMATION TECHNOLOGY (01-151)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - IT SAL DIRECTOR	96,627	99,318	100,918	100,918	(0)	0.0% c (1)
51404 - IT TRAVEL ALLOWANCE	3,300	5,100	5,100	5,100	0	0.0% c (1)
001 - PERSONNEL SERVICES Total	99,927	104,418	106,018	106,018	(0)	0.0%
002 - PURCHASE OF SERVICES						
52402 - IT CITY WEB SITE	2,750	2,888	2,888	3,032	145	5.0%
52403 - IT COMPUTER FIREWALL	15,168	14,363	18,750	18,750	0	0.0%
52404 - IT HARDWARE MAINTENANCE	19,792	19,091	22,325	22,325	0	0.0%
52405 - IT TELECOMMUNICATIONS	8,848	13,699	12,000	12,000	0	0.0%
53001 - IT MUNIS LICENSE	50,980	53,446	56,036	58,756	2,719	4.9%
53002 - IT SOFTWARE UPDATE/LICENSING	29,602	28,731	31,801	32,257	456	1.4%
53003 - IT INTERNET-SERVICE	9,859	7,555	7,588	7,588	0	0.0%
53004 - IT PROFESSIONAL SERVICES	30,000	28,000	30,200	30,200	0	0.0%
53407 - IT OFF SITE SERVICES	57,362	46,501	44,750	44,750	0	0.0%
002 - PURCHASE OF SERVICES Total	224,362	214,274	226,339	229,658	3,320	1.5%
004 - SUPPLIES						
55800 - IT OFFICE SUPPLIES	1,985	1,995	2,000	2,000	0	0.0%
004 - SUPPLIES Total	1,985	1,995	2,000	2,000	0	0.0%
Grand Total	326,275	320,688	334,356	337,676	3,320	1.0%

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

c = Denotes line items that fund cost items in a collective bargaining agreement.



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Section 4:

Finance

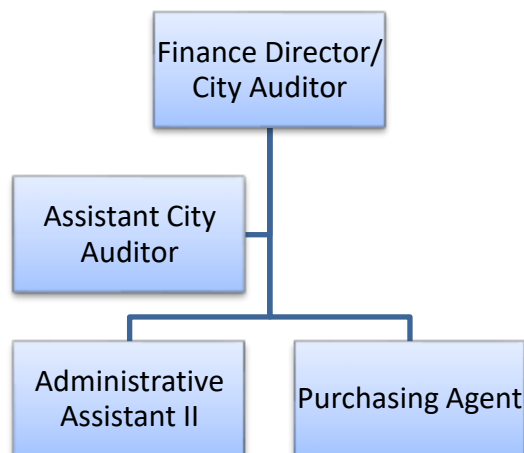
FINANCE DIRECTOR/CITY AUDITOR

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	FY2020 Actual	FY2021 Actual	FY2022 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	0.0
Purchasing Agent	1.0	1.0	1.0
Administrative Assistant II (25 hrs)	0.0	0.0	0.7
Total Full Time-Equivalents	4.0	4.0	3.7

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Reserves within 5-10% of Budget	%	8.7%	8.1%	7.5%	9.6%
Non-Exempt Debt Service/ Net Revenue	%	1.2%	1.4%	1.0%	1.3%
GFOA Budget Award	Y/N	Yes	Yes	Yes	Yes
Credit Rating	S&P	AAA	AAA	AAA	AAA
OPEB Funding	\$	\$50,000	\$60,000	\$0	\$100,000
Payments Processed	#	11,092	10,509	9,416	9,900

FY2021 ACCOMPLISHMENTS

- Managed compliance with federal and state funding sources, including the filing of monthly and quarterly reports in accordance with the Single Audit Act of 1984 (with amendment in 1996) and OMB Circular A-133 ("Audits of State, Local Governments, and Non-Profit Organizations").
- Performed the first interim update of the City's valuation of other post-employment benefits (OPEB) as required by Governmental Accounting Standards Board Statement Nos. 74 and 75.
- Coordinated the review of the City's long-term credit rating resulting in an affirmation of AAA.
- Assisted the Treasurer/Collector's Office in the sale of \$3,040,000 in general obligation bonds.
- Conducted a financial processing overview with all departments, covering: accounts payable, payroll, cash receipts, encumbrances, year-end and other City policies and procedures.
- Awarded the Government Finance Officers Association's Distinguished Budget Presentation Award for the ninth consecutive year.
- Created an "Open Checkbook" on the City website where the public can view all payments made to vendors; data is updated monthly.
- Expanded the Financial Reports Center to include a section where the public can view monthly budget versus actual reports for the General Fund and Enterprise Funds.
- 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.
- 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.

COVID-19

- Managed compliance and reporting required for funds received from the CARES Act - Coronavirus Relief Fund (CvRF).

- Tracked and reported all costs that are eligible for reimbursement through the FEMA Public Assistance (PA) Program as a result of the COVID-19 federal disaster declaration.
- Coordinated with the communities participating in the Lower Merrimack Valley Regional Collaborative (LMVRC) to ensure accurate reporting of expenses incurred to operate the clinics.
- Monitored coronavirus response legislation, including programs made available through the American Rescue Plan Act (ARPA).

FY2022 TRENDS

Federal Funding

Managing and maximizing federal stimulus funding will be an area of great focus going into FY2022. The City is anticipating the receipt of approximately \$5.3M in direct funding from ARPA and will also have access to a number of other new funding streams made available through the stimulus package. All the while, the City also has access to funding made available through the FEMA PA Program and the CARES Act – CvRF. Given this unprecedented level of federal stimulus, combined with the potential for additional funding through the proposed infrastructure bill, it is imperative that the City plan and manage these funding streams to allow for the greatest community impact.

Federal funding also comes with a great deal of compliance. Both the City Auditor and Assistant City Auditor have taken mandated federal financial management training, which is required for recipients of large federal grants to ensure compliance with the Single Audit Act of 1984 (with amendment in 1996) and OMB Circular A-133 ("Audits of State, Local Governments, and Non-Profit Organizations"). Ensuring compliance with federal and state funds has and will continue to be a critical area of importance for the Finance Department.

Risk Management

Insurance rates for property and professional liability, as well as, workers compensation have increased substantially for FY2022, driven by events occurring throughout the country, such as natural disasters, COVID-19, rioting, cyberattacks, etc. According to Risk Placement Services (RPS), a national insurance broker, the effects of these events will continue to be felt by every commercial insurance buyer. "Insureds can expect rate increases from the high single digits to the 15% range on clean accounts, and higher increases on accounts with losses," according to RPS. To help manage these costs the Finance Department will continue to evaluate all coverages, limits and deductibles in order to mitigate costs and exposure.

Long-Term Planning

The past year has caused virtually all local governments to reassess their long-term planning strategies with respect to budgeting and capital planning. The Finance Department will continue to work with the Mayor's Office and City Council in continuing to enhance our financial plans to address the future needs and liabilities of the City.

Internal Controls

Improving internal controls is a continuous area of focus for the Finance Department. As operations and processing methods change, internal controls must be adapted as well. During FY2021 the Payroll Specialist position was moved from the Human Resources Department and now reports to the Treasurer/Collector. Further reassignment and segregation of duties would further enhance internal controls. The Finance Director will be working with the new School Business Manager to review potential areas of improvement, which could increase both internal controls and operational efficiency.

FY2022 GOALS & OBJECTIVES

GOAL 1: MANAGE FEDERAL & STATE FUNDING STREAMS

Objectives:

- Ensure compliance with federal and state regulations related to stimulus and grant funds that are awarded to the City of Newburyport.
- Work with the Mayor's Office and City Council on strategizing the utilization of these new funding streams.

GOAL 2: CONTINUE TO UPDATE AND EXPAND UPON CITY'S FINANCIAL POLICIES

Objectives:

- 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 3: IMPLEMENT RECOMMENDATIONS OF INDEPENDENT AUDITORS

Objectives:

- Strengthen segregation of duties of financial-related processes as needed.
- 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.

PROGRAMS & SERVICES

Accounting & Financial Management	Financial Reporting & Analysis	Procurement
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - AUD SAL FINANCE DIR/AUDITOR	104,577	115,458	117,318	122,971	5,653	4.8%
51102 - AUD SAL ASST AUDITOR	69,512	71,448	74,022	75,873	1,850	2.5%
51103 - AUD SAL ADMIN ASSISTANT	62,559	62,854	66,300	38,772	(27,529)	-41.5% c (1)
51104 - AUD SAL PURCHASING AGENT	39,156	62,699	63,708	65,301	1,593	2.5%
51401 - AUD LONGEVITY	3,597	3,705	3,597	0	(3,597)	-100.0%
001 - PERSONNEL SERVICES Total	279,401	316,164	324,946	302,917	(22,029)	-6.8%
002 - PURCHASE OF SERVICES						
53001 - AUD FINANCIAL AUDIT/VALUATION	46,500	46,498	46,500	46,500	0	0.0%
002 - PURCHASE OF SERVICES Total	46,500	46,498	46,500	46,500	0	0.0%
004 - SUPPLIES						
55800 - AUD OFFICE SUPPLIES	1,391	1,291	2,000	1,750	(250)	-12.5%
004 - SUPPLIES Total	1,391	1,291	2,000	1,750	(250)	-12.5%
007 - OTHER CHARGES & EXPENSES						
57300 - AUD DUES & MEMBERSHIPS	455	455	455	455	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	455	455	455	455	0	0.0%
Grand Total	327,747	364,408	373,901	351,622	(22,279)	-6.0%

Personnel Footnotes:

(1) Change in grade and hours.

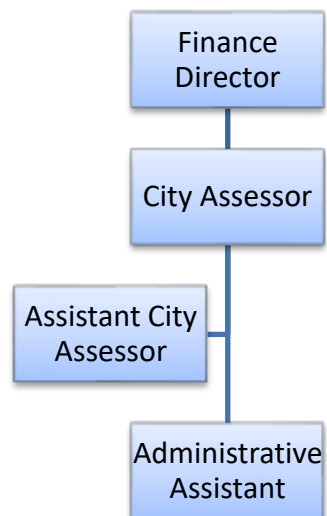
c = Denotes line items that fund cost items in a collective bargaining agreement.

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	FY2020 Actual	FY2021 Actual	FY2022 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 FY2018	Actual FY2019	Actual FY2020	Actual FY2021
New Growth	Tax Dollars	\$933,594	\$985,930	\$732,783	\$925,830
Tax Levy Limit	Billed	\$52,014,405	\$54,300,695	\$56,390,995	\$58,726,600
Motor Vehicle Excise Tax (Estimated)	Receipts	\$2,710,466	\$2,747,356	\$2,963,027	\$2,900,000
Abatement Applications	# Filed	55	36	48	28
Property Inspections (Estimated)	# Visits	744	774	721	900

FY2021 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.
- Successfully implemented a new version 8 software platform for Vision computer assisted mass appraisal (CAMA) database.
- Maintained an office presence throughout the pandemic and responded promptly to all inquiries.
- Successfully implemented two new statutory exemptions for Veteran taxpayers.

FY2022 TRENDS

Market sale prices on residential property in Newburyport have remained strong even through the Covid-19 pandemic. Because of low inventory it has continued to be a seller's market. We are closely monitoring and analyzing commercial/industrial property assessments. The vacancy rate on a number of certain types of commercial property continues to increase not only locally but nationally while industrial warehouse type properties are in high demand right now.

Due to the COVID-19 pandemic, in FY20/21 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. It is expected that the number of interior inspections to resume to previous numbers as more people are vaccinated and feel more comfortable allowing visitation into their residences.

Every five years, the Bureau of Local Assessment (BLA) conducts a thorough review of the City's revaluation program and assessments; this so-called "certification" process consists of, but is not limited to, a data quality review, a statistical ratio studies review, and a valuation review to ensure that proper appraisal methodology was utilized while uniformly and equitably applied to all property. Fiscal

year 2022 is the City of Newburyport's certification year. Each year in between the five-year certification process we are still required to perform interim adjustments to assessments based on market conditions.

FY2022 GOALS & OBJECTIVES

GOAL 1: SUCCESSFULLY COMPLETE STATE MANDATED REVALUATION CERTIFICATION

Objectives:

- Successfully complete a data quality review, statistical ratio studies review, and a valuation review to ensure that proper appraisal methodology was utilized uniformly and equitably to all properties.
- Successfully convert personal property database to a new software platform.
- Successfully complete the project in a timely manner meeting all DOR/BLA deadlines to ensure certification of the tax rate.

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 and abatements, while monitoring for passage of any new state legislation regarding statutory exemptions.
- Provide ongoing public relations during the revaluation certification process, insuring taxpayers are informed and educated during the public disclosure certification period.

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)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - ASR SAL ASSESSOR	85,669	88,902	90,334	90,334	0	0.0% c (1)
51102 - ASR SAL ASST ASSESSOR	63,220	68,242	69,681	71,423	1,742	2.5% c
51103 - ASR SAL ADMIN ASSISTANT	49,964	50,969	52,952	54,276	1,324	2.5% c
51401 - ASR LONGEVITY	425	0	0	0	0	
51403 - ASR TECHNOLOGY STIPEND	1,500	1,500	1,500	1,500	0	0.0% c (1)
51404 - ASR TRAVEL ALLOWANCE	5,500	5,100	5,100	5,100	0	0.0% c
001 - PERSONNEL SERVICES Total	206,277	214,714	219,567	222,633	3,066	1.4%
002 - PURCHASE OF SERVICES						
53001 - ASR APPRAISAL SYSTEM	8,890	9,157	9,913	10,377	464	4.7%
53002 - ASR REVALUATION	4,000	4,000	103,810	4,800	(99,010)	-95.4%
53003 - ASR VALUATION/PROCESSING	11,568	12,499	12,500	13,700	1,200	9.6%
53004 - ASR MAP/DEEDS/ATB	600	0	600	1,000	400	66.7%
002 - PURCHASE OF SERVICES Total	25,058	25,656	126,823	29,877	(96,946)	-76.4%
004 - SUPPLIES						
55800 - ASR OFFICE SUPPLIES	2,998	1,996	2,500	3,000	500	20.0%
004 - SUPPLIES Total	2,998	1,996	2,500	3,000	500	20.0%
007 - OTHER CHARGES & EXPENSES						
57300 - ASR DUES & MEMBERSHIPS	550	505	515	583	68	13.1%
007 - OTHER CHARGES & EXPENSES Total	550	505	515	583	68	13.1%
Grand Total	234,883	242,871	349,405	256,093	(93,313)	-26.7%

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

c = Denotes line items that fund cost items in a collective bargaining agreement.



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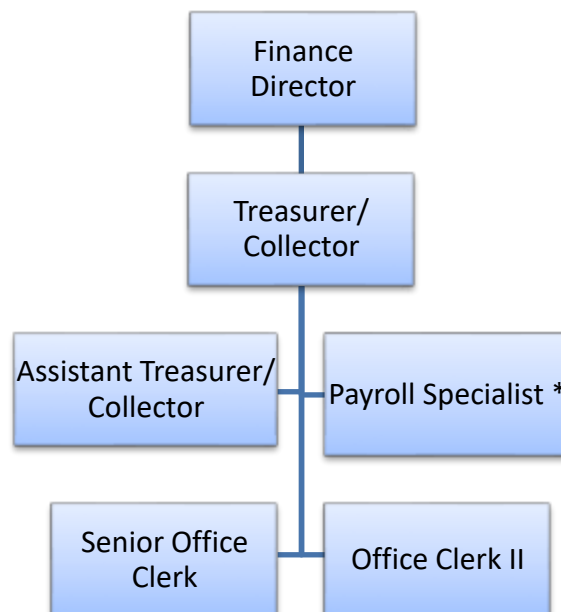
TREASURER/COLLECTOR

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 of the City.

ORGANIZATIONAL OVERVIEW



*Payroll Specialist position transferred from Human Resources in FY2021

Position	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Treasurer/Collector	1.0	1.0	1.0
Assistant Treasurer/Collector	1.0	1.0	1.0
Payroll Specialist	0.0	1.0	1.0
Senior Office Clerk	1.0	1.0	1.0
Office Clerk II	1.0	1.0	1.0
Total Full Time-Equivalents	4.0	5.0	5.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Collection rate	%	99.5	99.5	99.5	99.5
Demand bills sent RE	#	800	817	676	650
Demand bills sent PP	#	170	223	200	200
Subsequent tax takings	\$	97,000	107,000	275,000	250,000
Tax title collections	\$	386,000	258,000	154,000	150,000
Tax title properties returned to tax rolls	#	26	14	14	15
Properties advertised for tax lien	#	35	20	<20	20

FY2021 ACCOMPLISHMENTS

- Utilized website to display unclaimed funds, due dates and public notices; reviewed electronic data collection, email and other contact options to assist in educating public on city services
- Collaborated with assessor's office to organize and maintain bill data and procedures
- Continued positive return on investment earnings year-over-year
- Reviewed inactive tax title accounts to improve collection turnovers; determined requirements and methods for reducing stagnant receivables and dormant titles
- Drafted policy to incorporate guidelines for delinquent collection processes and tailings (outstanding stale-dated checks) into city's current financial policies
- Assessing current vendor products (i.e. bill printing, bank fees, merchant services) to realize potential cost savings where possible
- Worked with outside vendors to identify and design services available for City needs; requesting quarterly reporting from institutions to guarantee best combination of customer service and costs
- Collected \$154,000 in tax title accounts resulting in 14 properties returned to tax roll
- Met COVID-19 challenges by ensuring office staff availability and public access at city hall to provide ease to residents while still under COVID restrictions. Additionally, we are meeting the demands of taxpayers during this time by:
 - Keeping apprised of changes in state and federal guidelines effecting tax collection
 - Expanding online payment services including Municipal Lien Certificate requests in Collector's office, Yard waste and Bulk stickers for Recycling Department, and assisted in establishing online Permitting for Inspectional Services.

FY2022 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 we are beginning to see some changes brought about by the current climate.

Our policies for collection of taxes and procedures are driven by Mass. General Law and we adhere to state statutes for follow through on delinquencies. This method has proven to be positive in maintaining our overall collection rate. During recent uncertain times we've continued to work with residents to ensure information is relayed properly so payment can be made timely and efficiently, and to provide assistance where needed.

As in the past fiscal year, the decrease in the FY2021 tax rate remains favorable for taxpayers who also saw a slight decrease in their property assessment however concerns are valid for those homeowners whose parcels have seen an increase to their valuation. Residents may find the increase difficult and move toward the abatement process which could ultimately affect anticipated revenue.

We will continue to monitor and update the City website with relevant information and provide education and resources to all residents, and be mindful of those who may be feeling the negative effects of current trends.

In response to COVID-19, our department continually monitors changes in state and federal guidelines effecting tax collection. Through our contacts with Division of Local Services, Department of Revenue and Mass. Collector's/Treasurer's Association we are engaged in various list serve & email connections helping to share and address issues that all neighboring communities are presently facing during this crisis. Although we have not seen a significant drop in collection, we are aware that we need to be cognizant of the state of the city and are prepared to work with individual taxpayers who could be suffering financial hardship as a result of the pandemic or other matters; we will encourage payment plans and are prepared to lengthen the time between sending out demand bills or letters for collection of delinquencies, if necessary. Furthermore, we have delayed advertising and filing tax takings and are working with mortgage companies, taxpayers and local attorneys to clear up balances as quickly as possible without forcing a lien on a parcel or affecting driving records at the RMV. We will continue to monitor and add to online services whenever possible to meet the needs of taxpayers.

FY2022 GOALS & OBJECTIVES

GOAL 1: ORGANIZE PAYROLL FUNCTIONS / TRAINING / ACCRUALS

Objectives:

- Monitor payroll functions and shift to full direct deposit and paperless advices, assist in education of employees on the self-service portal
- Cross-train Assistant Treasurer/Collector in all payroll functions to provide full back up to Payroll Coordinator
- Move to intergrade time and attendance accrual system onto paystubs, improve tracking

GOAL 2: TREASURER'S FUNCTIONS

Objectives:

- Optimize investments, review interest options and close/streamline bank accounts to improve efficiency in reconciliation
- Review General Ledger charge codes and assist auditor's office to clear up defunct account numbers and charges codes; purge records
- Review/increase fees for Municipal Lien Certificates (MLCs) to potentially increase revenue

GOAL 3: COLLECTOR'S FUNCTIONS

Objectives:

- Research options to enforce Personal Property collections and assess Land of Low Value parcels
- Aggressively pursue delinquent tax title accounts in conjunction with outside title attorney, and reduce number of subsequent tax takings.
- Incorporate drafted collection and tailing policies into City Finance Policy, implement same

PROGRAMS & SERVICES

Treasury Management	Collections	Payroll Management
<ul style="list-style-type: none">•Cash balancing and reconciliation•Maintenance of City bank accounts•Cash receipt processing and posting of all City departmental revenues•Investment and Trust Funds, committee liaison•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•Procurement card program•Retirement account management and reconciliation	<ul style="list-style-type: none">•Collection and posting of payments for real estate, personal property, motor vehicle and boat excise tax bills•Customer service•Work with Deputy Collector to pursue delinquent motor vehicle / boat excise tax•Special assessment and lien payments•Oversee online payment services•Refund processing for credits and abatements•Prepare municipal lien certificates•Tax title and lien processing of delinquent taxpayers•Bank deposits and services•Electronic payment processing	<ul style="list-style-type: none">•Process biweekly payroll transactions•Process approved employee pay changes, stipends, union dues, benefit deductions•Process deductions warrant and direct deposits•Distribute Y/E W2•Financial Reconciliation of payroll vendors•Workers Compensation administration, payments and return to work status•Process OBRA payments•Verification of Employment, Garnishment of Wages•Employee online portal management•Input and maintenance of personnel data and confidential information•Assists in coordinating employee enrollment, termination and benefits with insurance companies

TREASURER'S DEPARTMENT (01-145)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - TRS SAL TREASURER	85,680	88,066	89,484	89,484	0	0.0% c (1)
51102 - TRS SAL ASST TREASURER	55,539	59,847	63,446	68,299	4,853	7.6% c (2)
51103 - TRS SAL STAFF	112,112	115,230	117,092	117,092	(0)	0.0% c (1)
51130 - TRS SAL PAYROLL SPECIALIST	0	0	69,214	70,598	1,384	2.0%
51165 - TRS TRUST FUND COMM ADMIN	600	600	600	600	0	0.0%
51401 - TRS LONGEVITY	3,438	3,438	3,438	3,664	225	6.6% c (1)
001 - PERSONNEL SERVICES Total	257,369	267,181	343,275	349,737	6,463	1.9%
002 - PURCHASE OF SERVICES						
52701 - TRS COPIER SUPPLIES	500	500	0	0	0	
53001 - TRS BANK CHARGES	5,288	5,020	5,000	5,800	800	16.0%
53003 - TRS PAYROLL	0	0	14,000	14,000	0	0.0%
53004 - TRS TAX BILLS	21,299	20,746	23,000	23,200	200	0.9%
53005 - TRS TAX TITLE EXPENSE	8,017	11,552	10,500	10,500	0	0.0%
002 - PURCHASE OF SERVICES Total	35,103	37,817	52,500	53,500	1,000	1.9%
004 - SUPPLIES						
54200 - TRS OFFICE SUPPLIES	708	1,500	1,000	2,250	1,250	125.0%
55800 - TRS MISC SUPPLIES	1,209	1,500	1,500	0	(1,500)	-100.0%
55801 - TRS COMPUTER EXP	800	742	0	0	0	
004 - SUPPLIES Total	2,718	3,742	2,500	2,250	(250)	-10.0%
007 - OTHER CHARGES & EXPENSES						
57300 - TRS DUES & MEMBERSHIPS	0	0	0	300	300	
57403 - TRS INSURANCE BONDS	1,600	1,600	1,800	1,800	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	1,600	1,600	1,800	2,100	300	16.7%
Grand Total	296,790	310,340	400,075	407,587	7,513	1.9%

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

(2) Change in position grade, anniversary step and cost of living adjustment.

c = Denotes line items that fund cost items in a collective bargaining agreement.



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Section 5:

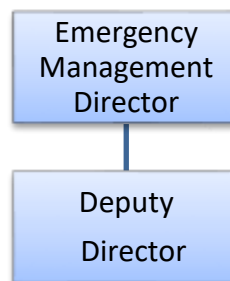
Public Safety

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 hazards, man-made hazards, and biological hazards through planning, mitigation, response and recovery.

ORGANIZATIONAL OVERVIEW



PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Updated Emergency Response Plan	100%	85%	90%	90%	90%
Updated Hazard Mitigation Plan	100%	100%	100%	100%	100%
Successful participation in the radiological response plan	100%	100%	100%	100%	100%
Continued education of City staff	100%	100%	100%	100%	100%

FY2021 ACCOMPLISHMENTS

- Tasked the Deputy Fire Chief with filling the position of Deputy Emergency Management Director
- 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
- 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.

- Worked closely with area EMDs and health departments to coordinate distribution of protective equipment and manage Covid-19 vaccination clinics

FY2022 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.

FY2022 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: ESTABLISH PROCEDURES FOR BIOLOGICAL HAZARD RESPONSE

Objectives:

- Continue to work closely with the health department to improve resiliency from biological hazards such as Covid-19
- Continue to foster a regional, collaborative effort with surrounding communities to ensure our readiness to respond, mitigate and to vaccinate
- Provide education for city employees and other staff on prevention and protection

PROGRAMS & SERVICES

Administration

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

Nuclear Preparedness

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

EMERGENCY MANAGEMENT (01-291)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51101 - EMR COORDINATOR	11,000	11,000	11,000	12,000	1,000	9.1%	(1)
51102 - EMR DEPUTY COORDINATOR	5,000	2,500	5,000	6,000	1,000	20.0%	(2)
001 - PERSONNEL SERVICES Total	16,000	13,500	16,000	18,000	2,000	12.5%	
002 - PURCHASE OF SERVICES							
52100 - EMR UTILITIES	7,961	9,263	0	0	0		
52401 - EMR MAINT BLD/GROUNDS	3,871	13,431	0	0	0		
002 - PURCHASE OF SERVICES Total	11,832	22,693	0	0	0		
004 - SUPPLIES							
54200 - EMR MISC EXPENSE	958	1,101	500	500	0	0.0%	
004 - SUPPLIES Total	958	1,101	500	500	0	0.0%	
007 - OTHER CHARGES & EXPENSES							
57409 - EMR EXPENSES	1,640	85	1,500	1,500	0	0.0%	
007 - OTHER CHARGES & EXPENSES Total	1,640	85	1,500	1,500	0	0.0%	
Grand Total	30,430	37,379	18,000	20,000	2,000	11.1%	

Personnel Footnotes:

(1) Employment contract.

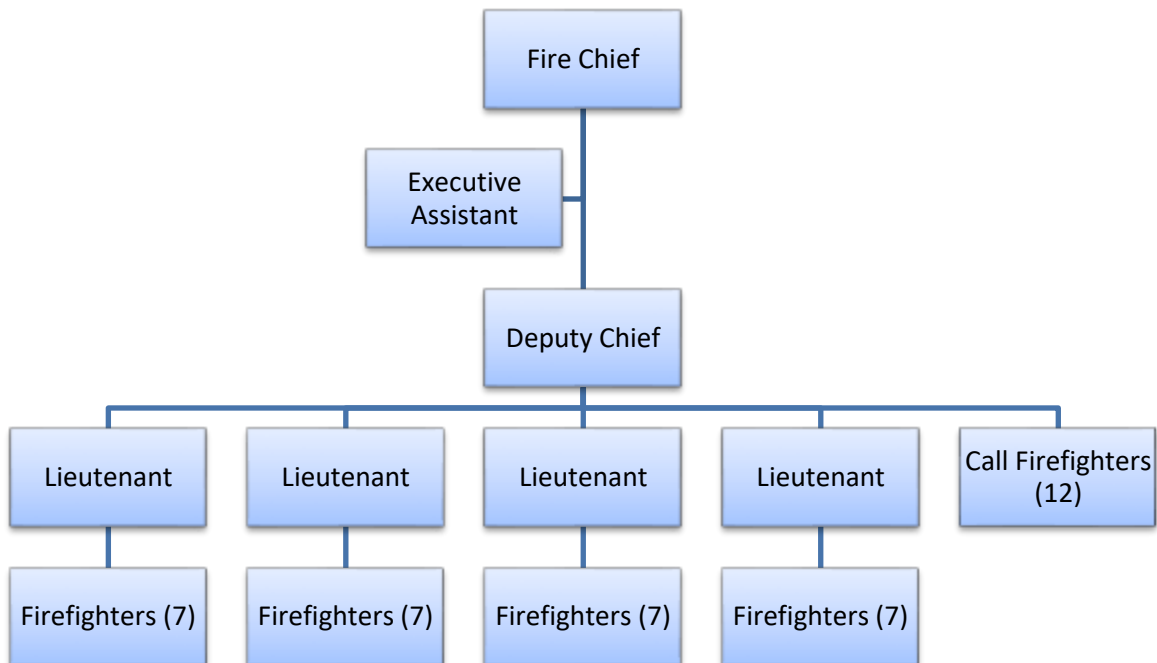
(2) Proposed increase.

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	FY2020 Actual	FY2021 Actual	FY2022 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 FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Response times – less than 6 minutes 90% of all calls	<6 min	90%	92%	94%	96%
Minimum staffing maintained per contract	7	7	7	7	7
Employee injuries vs population (NFPA measurement)	1.5	1.0	1.0	2.0	1.0
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%

FY2021 ACCOMPLISHMENTS

- Responded to 847 fire calls and 1,830 emergency medical services (EMS) calls
- Responded to 24 mutual-aid calls in other communities
- Conducted over 1,100 inspections, investigations, and public trainings
- Insured the safety of our residents and visitors by conducting annual inspections on large assembly occupancies such as churches, halls, restaurants, manufacturing facilities, etc.
- Issued 750 permits for hazardous materials, flammables, suppression systems, etc.
- 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.
- Promoted the Deputy Fire Chief to fill the role of Deputy Emergency Management Director
- 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. Because of these policies and practices, incidences of members becoming ill from Covid-19 were rare.

FY2022 TRENDS

After a brief drop in call volume due to stay-at-home orders implemented in response to COVID-19, the requests for service continue to increase at a steady pace. As the city grows, so do the demands on first responders and that trend will continue throughout FY 2022. Although the country has been in

the grips of a pandemic, the members of the NFD have never wavered in their commitment to their duties; providing non-stop service since the start of the pandemic. In FY 2022, 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 of and visitors to the City of Newburyport.

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 has been issued at least two (2) sets of structural firefighting protective gear so they always have a clean set ready to use when one set is contaminated. In FY 2022, will continue the process of maintaining multiple sets of turnout gear for each member.

The department continues the process of replacing and renovating the city's aging fire stations. The Mayor, city council and the department are all working together to make this a reality. Our number 1 asset is our personnel and we have an obligation to ensure their safety and health while they protect our city. The task of upgrading our facilities is our top priority and must be accomplished as soon as possible/practical. With increased scrutiny in cancer prevention, increased OSHA requirements and now the added burden of providing a COVID-safe work environment , we are thankful that so many people have made this task a priority.

The results of the fire stations feasibility study will lay out the plan for the renovation/replacement of Fire Station 2, also known as the Cutter Station as well as an addition/renovation of our headquarters station at 0 Greenleaf Avenue. These buildings are over 40 years old and are outdated, non-compliant, and unhealthy. Our current fire stations contain one (1) shower stall each for 7 or 8 crewmembers with no gender separation. After a fire, our personnel 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. Each station contains only one small shower stall for everyone on duty to use. This is entirely unacceptable and adds to the list of federal violations within our buildings.

FY2022 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:

- Continue 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 city's fire stations.
- 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: IMPROVE OUR EMERGENCY MEDICAL CAPABILITIES

Objectives:

- Obtain licensure for Class 5 non-transporting EMS service.
- Continue to seek EMT certification for all department members.
- 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	Fire Prevention & Education	Fire Suppression	Emergency Medical and Rescue Response
<ul style="list-style-type: none"> •ISO Rating of 3/9 •Human Resources •Record Keeping, Data Management, Reporting •Financial oversight, budgeting, and capital planning •Grant writing and administration •Hazardous materials incident billing •Facilities maintenance •Vehicle and equipment maintenance •Purchasing •Mutual Aid Planning •Comprehensive Emergency Planning- natural and manmade •Regional Emergency Response Planning Committee- hazardous materials planning •Community right to know •Public Assistance and Information •Critical Incident Response Management •Interoperable communications 	<ul style="list-style-type: none"> •Permits, inspection and code enforcement •Site plan, building plan and fire detection/ suppression plan review •Hazardous Materials Review •Life safety inspections and fire drills •Inspection/Planning program •Open air burning and permitting •Fire Alarm receiving station •Public fire prevention and education programs •SAFE program •Fire extinguisher training •Fire prevention Open House •Juvenile fire setters program and evaluation •First Aid and CPR training •Municipal Fire Alarm Maintenance 	<ul style="list-style-type: none"> •National Incident Management System •Incident command System •Structural firefighting •Rapid Intervention Teams •Fire Investigation •Brush and forest fire fighting •Hazardous materials operational response level •Mass Decon Unit •Marine fire response •All hazardous disaster response •Water supply planning •Member of Seacoast Chief Fire Officer Mutual Aid District (3 state mutual aid system) •Essex County Fire Chief Mutual Aid System, state wide mobilization response group for district 15 	<ul style="list-style-type: none"> •Provide basic life support •Operate EMT staffed engine companies •All fire department vehicles equipped with defibrillators •Motor vehicle extrication •Water and ice rescue •Technical rescue; heights, confined space, trench collapse, structural collapse •Hazardous Materials Decontamination Response •Search and Rescue •State wide disaster task force



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FIRE DEPARTMENT (01-220)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - FIR SAL FIRE CHIEF	132,490	136,179	138,372	141,140	2,768	2.0%
51102 - FIR SAL DEPUTY CHIEF	116,790	121,243	120,780	120,780	0	0.0% c (1)
51142 - FIR SAL FIRE FIGHTERS	2,237,258	2,328,346	2,343,577	2,343,577	(0)	0.0% c (1)
51144 - FIR SAL CALL-FIREFIGHTERS	19,866	16,666	21,000	22,000	1,000	4.8%
51150 - FIR ADMINISTRATIVE ASSISTANT	67,819	69,707	70,830	72,247	1,417	2.0%
51156 - FIR SAL DISPATCHERS	191,443	196,700	209,950	214,705	4,754	2.3% c (1)
51301 - FIR OVERTIME	405,327	472,008	400,000	415,000	15,000	3.8%
51302 - FIR DISP OVERTIME	29,824	38,675	20,000	30,000	10,000	50.0%
51401 - FIR LONGEVITY	113,747	122,520	123,600	127,000	3,400	2.8% c (1)
51402 - FIR PAID HOLIDAYS	131,130	135,165	137,117	137,117	0	0.0% c (1)
51403 - FIR DISPATCH HOLIDAY	10,125	10,422	11,000	12,000	1,000	9.1% c (1)
51405 - FIR PR CLOTHING ALLOWANCE	34,500	51,000	51,000	51,000	0	0.0% c (1)
51406 - FIR EVALUATIONS	2,581	1,263	0	0	0	
51408 - FIR SICK DAY USAGE INCENTIVE	0	0	2,500	2,500	0	0.0% c (1)
51412 - FIR CLOTHING ALLOWANCE	2,476	2,902	2,600	2,600	0	0.0% c (1)
51415 - FIR STIPEND TEAM A/B	10,200	8,700	8,700	8,700	0	0.0% c (1)
51416 - FIR HAZ/MAT STIPEND	44,550	44,550	51,300	51,300	0	0.0% c (1)
51417 - FIR PROFESSIONAL DEVELOPMENT	4,230	2,357	4,000	4,000	0	0.0%
51509 - FIR INJURED-ON-DUTY	47,591	55,678	54,000	62,500	8,500	15.7%
51902 - FIR ACCREDITATION STIPEND	2,650	2,703	2,778	7,057	4,279	154.0% (2)
51903 - FIR FITNESS ALLOWANCE	0	0	200	200	0	0.0%
51905 - FIR EDUCATION REIMBURSEMENT	0	533	7,400	7,400	0	0.0%
001 - PERSONNEL SERVICES Total	3,604,596	3,817,318	3,780,705	3,832,823	52,117	1.4%
002 - PURCHASE OF SERVICES						
52101 - FIR HEAT/ELECTRICITY	26,750	28,298	24,000	25,000	1,000	4.2%
52401 - FIR MAINT-BLDGS & GROUNDS	17,755	19,066	20,000	25,000	5,000	25.0%
52402 - FIR MAINT-EQUIPMENT	22,089	11,350	20,000	20,000	0	0.0%
52403 - FIR MAINT-VEHICLES	53,939	48,811	55,000	60,000	5,000	9.1%
52408 - FIR MAINT-FIRE ALARMS	17,243	19,996	25,000	25,000	0	0.0%
52409 - FIR MAINTENANCE CONTRACTS	1,312	3,010	3,500	3,500	0	0.0%
52411 - FIR COMPUTER SUPPLIES	6,996	8,759	7,500	8,000	500	6.7%
52412 - FIR RADIOS/PAGERS	4,705	0	5,000	5,000	0	0.0%
52750 - FIR LEASE OF VEHICLES	15,148	14,936	16,000	16,000	0	0.0%
53005 - FIR MEDICAL/PHYSICAL EXAMS	415	0	1,000	2,000	1,000	100.0%
53006 - FIR MEDICAL/DRUG TESTING	920	140	2,000	2,000	0	0.0%
53007 - FIR IN-SERVICE TRAINING	4,113	5,910	8,000	8,000	0	0.0%
002 - PURCHASE OF SERVICES Total	171,386	160,277	187,000	199,500	12,500	6.7%

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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
54200 - FIR OFFICE SUPPLIES	2,828	1,736	3,000	3,000	0	0.0%
54316 - FIR NEW HOSE-FITTINGS	0	9,018	3,000	3,000	0	0.0%
54317 - FIR PROTECTIVE CLOTHING	50,394	30,680	30,000	30,000	0	0.0%
54318 - FIR PROTECTIVE EQUIPMENT	1,460	4,485	6,000	6,000	0	0.0%
54319 - FIR FOAM & EQUIPMENT	856	0	2,000	2,000	0	0.0%
54801 - FIR FUEL/OIL VEHICLE(S)	14,808	12,845	16,000	16,000	0	0.0%
55001 - FIR MEDICAL SUPPLIES	3,352	1,896	5,000	5,000	0	0.0%
55101 - FIR EDUCATIONAL MATERIAL	7,100	7,350	2,000	2,000	0	0.0%
55800 - FIR MISC SUPPLIES	8,215	2,789	3,000	6,000	3,000	100.0%
004 - SUPPLIES Total	89,013	70,800	70,000	73,000	3,000	4.3%
007 - OTHER CHARGES & EXPENSES						
57300 - FIR DUES & MEMBERSHIPS	4,481	5,045	5,550	5,550	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	4,481	5,045	5,550	5,550	0	0.0%
Grand Total	3,869,476	4,053,440	4,043,255	4,110,873	67,617	1.7%

Personnel Footnotes:

(1) Expiring collective bargaining agreements.

(2) Employment contract.

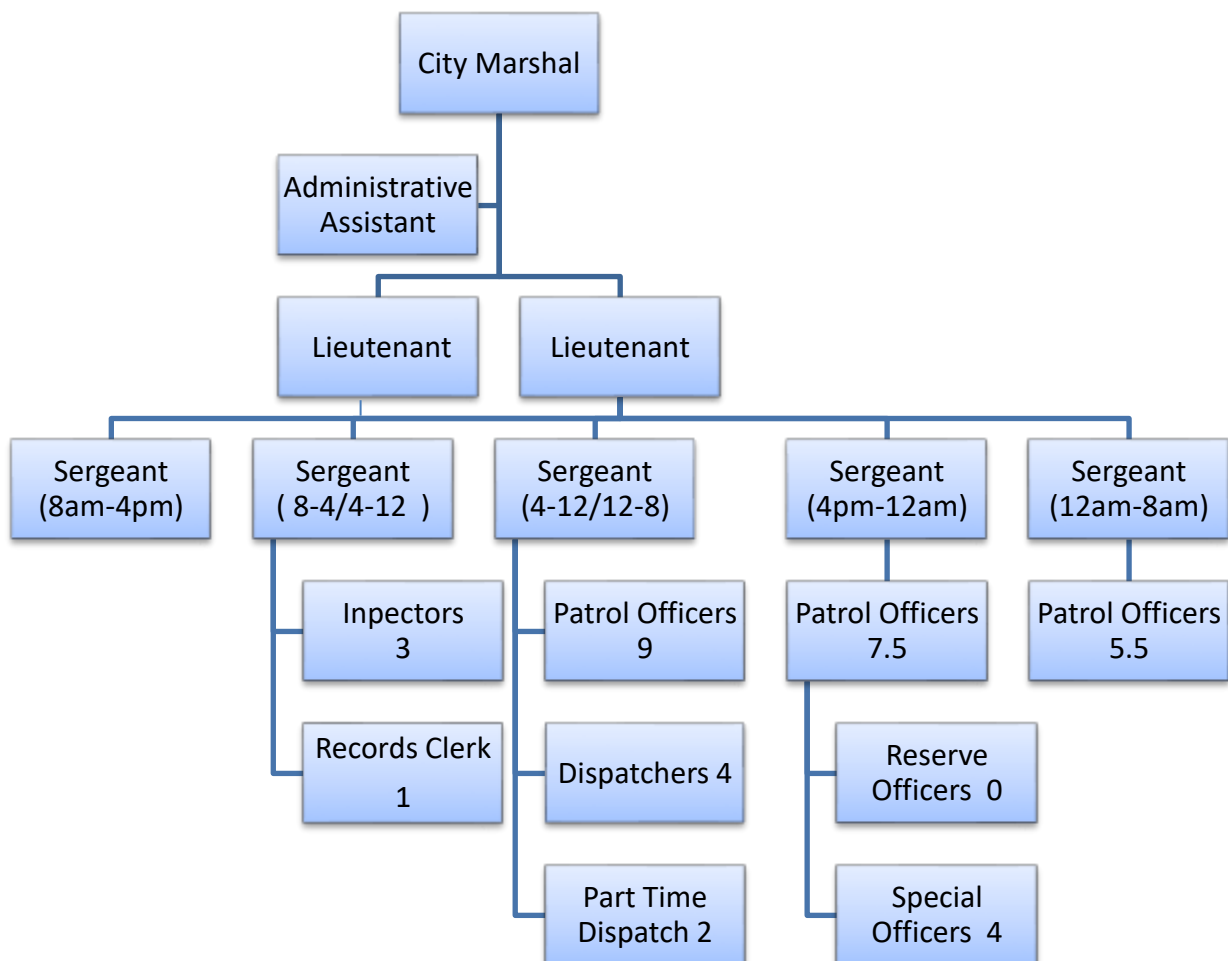
c = Denotes line items that fund cost items in a collective bargaining agreement.

POLICE DEPARTMENT

MISSION STATEMENT

The Newburyport Police Department strives to provide “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	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Marshal	1.0	1.0	1.0
Lieutenant	2.0	2.0	2.0
Sergeant	5.0	5.0	5.0
Inspectors	3.0	3.0	3.0
Patrolmen	22.0	22.0	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	39.0	39.0	39.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Response Time 2 Minutes and Under	%	89.3%	90%	91%	88.2%
Speed Study High St	MPH	26.14	27	28.58	29.6
Speed Study Merrimac St	MPH	27.61	28	30.94	28.5
Speed Study Low St.	MPH	31.84	31	33.79	33.42
Speed Study Water St	MPH	30.86	29	26.37	26.58
Accidents High St	#	44	41	43	37
Accidents Merrimac St	#	39	40	46	19
Accidents Low St	#	26	25	23	9
Accidents Water St	#	24	25	17	10
Accidents Storey Ave	#	65	65	68	46
Accidents streets Intersecting High St	#	15	14	18	17
Accidents Streets Intersecting Merrimac St	#	8	10	20	7

FY2021 ACCOMPLISHMENTS

Public Safety

- Conducted 15 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.
- Typically we manage public safety for major events including 12 road races, Yankee Homecoming, Car Show, Invitation Nights, Waterfront Concerts and numerous weekend festivals. This keeps us very busy with lots of people visiting the area. This year all these events were cancelled.
- 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.
- Continue to support Newburyport Youth Services and the Beacon Coalition to participate and support issues regarding addiction.
- We were able to continue to take in unwanted prescriptions in our drop box throughout the pandemic

Schools

- Our participation in the schools was limited this year due to the fact that the schools were shut down in the spring and were remote or hybrid for most of the year.

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 work 24 hour shifts with 6 days off to minimize exposure during the first surge until June 2020.
- 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

This was not a typical year for the police department several events and activities that we normally participate in were cancelled because of the pandemic. Even though we were limited on what we could do, we were still able to continue some services.

- Ward Sergeants continue to work with City Councilors on citizen's quality of life issues.
- There were no police station tours for local schools or for local Boy and Girl Scout troops.
- 15th annual successful food drive at Shaw's and Market Basket in early December collecting food to support the Salvation Army
- 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. This year Officers sent a picture in to Special Olympics and they were paired up with an athlete in a picture each giving a high five to each other. This was done due to Covid 19
- Held Police Memorial ceremony for "Peace Officers Day," along Father Tim Harrison outside the police Station. Typically the Students of the IC School would participate.
- 11 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.
- City Marshal serves as a member of the Diversity Equity and Inclusion (DEI) Alliance.

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
- Byrne Grant

FY2022 TRENDS

The Department has seen a 26% decrease in activity this past year with 22161 calls for service, 7261 less than FY 2021. There were 48 arrests made this year, 104 people were issued summons to court and 15 people were placed into protective custody. Last year there were 120 arrests, 202 summons and 29 people were placed in protective custody. The officers made 1,121 traffic stops this year, issuing 536 citations. Traffic studies on our heavily traveled roadways indicated not much of a change in speed other than High St which increased by 1 MPH again.

There was a decrease in motor vehicle crashes in 2020, from 360 to 224. Six streets make up two-thirds of all crashes in the City. The FY21 traffic accident data on those streets is as follows:

Street	Accidents
Storey Ave	46
Merrimac St	19
High St	37
Low St	9
Water St	10
State St	17
Total	138

Traffic

Accidents were down this by 38% .Overall, the accidents in the city decreased by 136 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. However, the pandemic and lack of volume may have contributed to the decrease. 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.

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

All dispatchers are certified annually in emergency medical dispatch. This is a 16 hour training refresher and is mandatory to maintain certification.

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 2019 there were 11 overdoses, 1 fatality and 8 Narcan Saves. In 2020 there were 1 fatality and 4 non-fatal overdoses which decreased by 56%. In Essex County there were 1,049 non-fatal overdoses and 132 fatal overdoses. In 2020 Newburyport recorded 6 overdose or at risk referrals.

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.

Overall, crime in the city is down by 26% this year. Driving under the influence was down 42% from 19 last year to 11 this year. Crimes involving fraud saw a major increase this year 616% from 19 to 136. This is due to the unemployment scam. Also destruction of property crimes increased by 30% from 50 - 65 incidents.

Mental Health

Approximately 10 percent of all police calls deal with mental health issues. Training for these encounters is 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. In a typical, non-pandemic year, 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 and is working towards restoring these programs. They allow 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. Officers received vaccination at the local public safety clinic.

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.

There were significant changes discussed at the close of 2020 in policing. The result was Peace Officer Standards and Training (POST) and certification system. These changes will take time to implement.

We will continue to provide all people within this community fair and impartial police services consistent with constitutional and statutory mandates. The City Marshal is an active member of the DEI

Alliance and the department looks forward to working with the alliance on promoting diversity and inclusion within the community. 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.

FY2022 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 Governor's directives

GOAL 2: SCHOOL SAFETY

Objectives:

- Collaborate with the School District to update operating procedures in their safety plan.
- 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.

GOAL 7: BODY CAMERAS

- Purchase 25 Body Cams for officers
- Establish software management system for storage of video and audio

GOAL 8: ELECTRIC VEHICLES

- Pilot a program to introduce electric vehicles as front line cruisers

PROGRAMS & SERVICES

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

POLICE DEPARTMENT (01-210)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51110 - POL SAL MARSHAL	141,383	145,364	151,091	155,624	4,532	3.0%
51142 - POL SAL OFFICERS	2,356,131	2,533,640	2,541,913	2,624,659	82,746	3.3% c (1)
51144 - POL SAL RESERVE OFFICERS	5,556	0	5,000	5,000	0	0.0%
51150 - POL SAL ADMIN ASSISTANT	63,648	65,401	66,474	67,804	1,330	2.0%
51152 - POL SAL CLERICAL	22,134	29,276	30,890	30,772	(118)	-0.4%
51156 - POL SAL DISPATCH F/T	182,840	158,492	211,247	211,849	602	0.3% c (1)
51164 - POL SAL DISPATCH P/T	14,552	7,004	15,000	15,000	0	0.0% c (1)
51166 - POL SAL CUSTODIAL	30,816	31,324	32,172	32,172	0	0.0%
51301 - POL OFF OVERTIME	267,171	268,989	270,000	275,000	5,000	1.9%
51302 - POL DIS OVERTIME	22,087	28,402	16,500	17,500	1,000	6.1%
51400 - POL AFSCME EDUCATION STIPEND	1,125	1,125	1,125	1,125	0	0.0% c (1)
51401 - POL LONGEVITY	48,956	44,236	44,592	46,225	1,633	3.7% c (1)
51402 - POL OFF PAID HOLIDAYS	64,391	88,649	80,000	80,000	0	0.0% c (1)
51403 - POL DIS PAID HOLIDAYS	6,480	6,385	6,901	6,901	0	0.0% c (1)
51404 - POL COURT TIME	36,000	40,000	40,000	40,000	0	0.0%
51405 - POL PR OFF CLOTHING ALLOW	52,592	53,592	52,700	54,100	1,400	2.7% c (1)
51409 - POL MARSHAL'S STIPEND	3,000	3,000	3,000	3,000	0	0.0%
51410 - POL OFF NIGHT DIFFERENTIAL	63,565	80,640	75,562	76,999	1,437	1.9% c (1)
51411 - POL DIS NIGHT DIFFERENTIAL	2,159	2,484	2,392	2,392	0	0.0% c (1)
51412 - POL DISP CLOTHING ALLOWANCE	1,503	1,028	2,600	2,600	0	0.0% c (1)
51413 - POL ACCREDITATION ALLOWANCE	99,340	131,808	133,994	138,511	4,517	3.4% c (1)
51509 - POL INJURED-ON-DUTY	44,797	50,656	51,000	55,000	4,000	7.8%
51601 - POL FITNESS ALLOWANCE	1,567	2,057	4,500	4,500	0	0.0% c (1)
001 - PERSONNEL SERVICES Total	3,531,795	3,773,552	3,838,653	3,946,731	108,078	2.8%
002 - PURCHASE OF SERVICES						
52101 - POL HEAT	12,895	8,563	10,000	10,000	0	0.0%
52102 - POL ELECTRICITY	43,133	44,107	43,000	43,000	0	0.0%
52401 - POL MAINT-BLDG	26,445	16,299	15,000	15,000	0	0.0%
52402 - POL MAINT-EQUIPMENT	15,168	3,010	15,000	15,000	0	0.0%
52403 - POL MAINT-VEHICLES	17,951	19,248	22,000	22,000	0	0.0%
53001 - POL E.A.P.	0	0	289	0	(289)	-100.0%
53002 - POL MEDICAL EXPENSES	1,703	2,412	4,000	4,000	0	0.0%
53003 - POL LICENSING , WARR & CONTRAC	52,223	51,740	60,887	60,887	0	0.0%
002 - PURCHASE OF SERVICES Total	169,518	145,380	170,176	169,887	(289)	-0.2%

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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
54200 - POL OFFICE SUPPLIES	10,839	9,452	10,000	10,000	0	0.0%
54310 - POL SUPPLIES-CRIME LAB	905	1,225	1,500	1,500	0	0.0%
54801 - POL FUEL/OIL VEHICLE(S)	34,646	32,333	35,000	35,000	0	0.0%
54901 - POL PRISONER MEALS	34	14	100	100	0	0.0%
55001 - POL MEDICAL SUPPLIES	1,357	1,159	2,000	2,000	0	0.0%
55800 - POL MISC SUPPLIES	6,668	4,103	7,500	7,500	0	0.0%
55801 - POL AMMUNITION/WEAPONS	12,815	14,610	14,000	14,000	0	0.0%
004 - SUPPLIES Total	67,263	62,897	70,100	70,100	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - POL DUES & SUBSCRIPTIONS	17,581	20,552	21,555	21,630	75	0.3%
007 - OTHER CHARGES & EXPENSES Total	17,581	20,552	21,555	21,630	75	0.3%
008 - CAPITAL OUTLAY						
58501 - POL MIS/COMMUNICATIONS	5,099	9,846	14,725	14,725	0	0.0%
58502 - POL LEASE OF VEHICLES	65,147	46,764	50,000	65,000	15,000	30.0%
008 - CAPITAL OUTLAY Total	70,246	56,609	64,725	79,725	15,000	23.2%
Grand Total	3,856,404	4,058,990	4,165,209	4,288,073	122,864	2.9%

Personnel Footnotes:

(1) Expiring collective bargaining agreements. Includes anniversary steps and increases for Police SOU.

c = Denotes line items that fund cost items in a collective bargaining agreement.

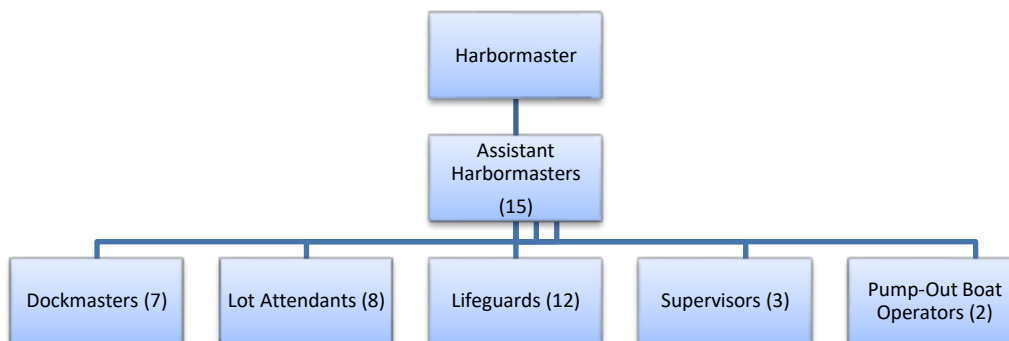
HARBORMASTER

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	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Harbormaster¹	1	1	1
Assistant Harbormaster	15	15	15
Pump Out Boat Operators	2	3	3
Supervisors	3	3	3
Lifeguards	12	0	10
Dock Masters and Lot Attendants	15	15	15
Total Staff	48	37	46

¹ Harbormaster is the only full-time position in the department

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Waterway Permits	#	1,430	1,449	1405	1420
Mooring Permits	#	186	186	174	180
Dinghy Permits	#	43	47	59	58
Cashman Park Annual Parking Permits	#	75	87	225	210
Transient Boaters Central Waterfront	#	N/A	N/A	633	600

FY2021 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.
- Served as incident command for the Support the Blue Regatta and successfully organized with the Coast Guard, Environmental Police, Newburyport Police, State Police and other local Harbormasters the public safety aspect of the regatta. That ended up being the busiest boating traffic day in over 10 years with no major incident. There were an estimated 600 plus boats in the River.

Reservation System: Dockwa

- Maintained and expanded our online reservation and payment program through Dockwa. The City of Newburyport is now on a national system opening up opportunities for new transient boaters.
- Dockwa affords 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 2020 Boater’s Choice award from marinas.com. This puts us in the top 1% of highest rated marinas on marinas.com.
- Implemented a new fee schedule.

Training

- Provided Assistant Harbormasters with AED, first aid, and CPR training.
- 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.
- Administered community Kayak safety class.

Events

- Due to Covid-19 most of the City events were cancelled this year.
- 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.

FY2022 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.

FY2022 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.

GOAL 2: HELP OVERSEE THE DREDGING OF THE MERRIMACK RIVER

Objectives:

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

GOAL 3: PROMOTE SAFE BOATING

Objectives:

- Help educate the boating community to safely navigate the Merrimack River and waterways by having virtual boater safety classes.
- Continue to provide training and knowledge through boating (Kayak) safety classes and inform the boating community through signage and communication enhancing the boater's local knowledge of the Merrimack River.
- Created a Newburyport Harbor Guide that will show the safe areas to boat and Kayak with all emergency contact included.

PROGRAMS & SERVICES

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



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HARBORMASTER ENTERPRISE FUND (6520-295)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51101 - HBR SAL HARBORMASTER	77,772	80,034	81,225	81,225	0	0.0%	c (1)
51102 - HBR ASST HARBORMASTERS	35,199	38,030	31,875	35,000	3,125	9.8%	(2)
51181 - HBR SUPERVISORS	21,688	28,872	25,000	37,000	12,000	48.0%	(2)
51183 - HBR LIFEGUARDS	41,573	34,139	20,000	48,000	28,000	140.0%	(2)
51184 - HBR ADMINISTRATIVE ASST	5,491	108	0	0	0		
51185 - HBR CASHMAN PK ATTEND	17,686	22,649	19,125	21,000	1,875	9.8%	(2)
51186 - HBR DOCKMASTERS	9,075	13,236	10,625	12,000	1,375	12.9%	(2)
51187 - HBR PI PARKING LOT ATTEND	11,307	16,627	12,500	20,000	7,500	60.0%	(2)
51188 - HBR SHELLFISH CONSTABLE	2,500	2,327	2,500	2,500	0	0.0%	
51404 - HBR TRAVEL ALLOWANCE	0	0	0	5,100	5,100		c (3)
51405 - HBR CLOTHING ALLOWANCE	0	0	0	700	700		c (3)
51740 - HBR RETIREMENT SYSTEM	18,795	22,454	21,675	22,021	346	1.6%	
51750 - HBR WORKERS COMP INS	16,524	11,035	8,000	10,000	2,000	25.0%	
51760 - HBR HEALTH INSURANCE	25,206	25,638	30,250	29,089	(1,161)	-3.8%	
51770 - HBR FICA PAYROLL TAXES	4,088	3,594	8,000	7,500	(500)	-6.3%	
51901 - HBR RETIREMENTS/SICK LEAVE	0	0	7,002	0	(7,002)	-100.0%	
001 - PERSONNEL SERVICES Total	286,904	298,742	277,777	331,135	53,358	19.2%	
002 - PURCHASE OF SERVICES							
52103 - HBR HEAT/ELECTRICITY	8,356	9,674	9,500	10,000	500	5.3%	
52401 - HBR CASHMAN PARK	2,537	2,500	2,500	2,500	0	0.0%	
52405 - HBR IT EXPENSE	2,484	4,270	3,000	3,000	0	0.0%	
52410 - HBR FISH PIER	438	419	500	500	0	0.0%	
52420 - HBR MAINT/EQUIP BOAT	4,984	4,232	5,000	5,000	0	0.0%	
52430 - HBR INSTALL/REPAIR FLTS, DK	5,603	9,372	9,000	9,000	0	0.0%	
52435 - HBR FACILITIES MAINT	1,414	1,250	2,000	2,000	0	0.0%	
52445 - HBR PLUM ISLAND EXP	5,185	2,106	4,500	4,500	0	0.0%	
52721 - HBR PUMPOUT MAINT	4,760	343	4,750	4,000	(750)	-15.8%	
53001 - HBR FINANCIAL AUDIT/VALUATION	2,750	2,750	2,750	2,750	0	0.0%	
53030 - HBR PRINTING & SIGNS	2,402	2,099	2,500	2,500	0	0.0%	
53402 - HBR TELECOMMUNICATIONS	3,484	2,999	3,000	3,000	0	0.0%	
53406 - HBR POSTAGE MAILINGS	1,895	3,000	3,000	3,000	0	0.0%	
002 - PURCHASE OF SERVICES Total	46,291	45,015	52,000	51,750	(250)	-0.5%	

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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
54200 - HBR OFFICE SUPPLIES	707	1,456	1,000	1,200	200	20.0%
54250 - HBR HARBOR COMMISSION EXP	1,736	2,692	2,200	2,200	0	0.0%
54305 - HBR UNIFORM/SAFETY EQUIP	1,974	2,500	2,500	1,800	(700)	-28.0%
54801 - HBR FUEL/OIL BOATS	8,993	8,794	12,000	6,900	(5,100)	-42.5%
55800 - HBR MISC SUPPLIES	5,215	962	1,500	1,500	0	0.0%
004 - SUPPLIES Total	18,625	16,405	19,200	13,600	(5,600)	-29.2%
007 - OTHER CHARGES & EXPENSES						
57100 - HBR TRAINING/TRAVEL	416	923	500	1,000	500	100.0%
57300 - HBR DUES/MEMBERSHIPS	395	250	500	500	0	0.0%
57430 - HBR INSURANCE	7,633	8,091	11,000	13,000	2,000	18.2%
57805 - HBR BUDGET CONTINGENCY	0	0	0	1,828	1,828	
007 - OTHER CHARGES & EXPENSES Total	8,444	9,264	12,000	16,328	4,328	36.1%
008 - CAPITAL OUTLAY						
58500 - HBR EQUIPMENT	22,639	49,517	25,000	30,000	5,000	20.0%
008 - CAPITAL OUTLAY Total	22,639	49,517	25,000	30,000	5,000	20.0%
009 - DEBT SERVICE						
59100 - HBR DEBT SERVICE	76,835	80,573	79,273	78,098	(1,175)	-1.5%
009 - DEBT SERVICE Total	76,835	80,573	79,273	78,098	(1,175)	-1.5%
010 - BUDGETED TRANSFER OUT						
59662 - TRANSFER TO HEALTH INS STAB FD	0	0	0	1,322	1,322	
010 - BUDGETED TRANSFER OUT Total	0	0	0	1,322	1,322	
Grand Total	459,738	499,515	465,250	522,232	56,983	12.2%

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

(2) FY2021 budget was reduced due to COVID-19.

(3) Reclassified from 004 - Supplies.

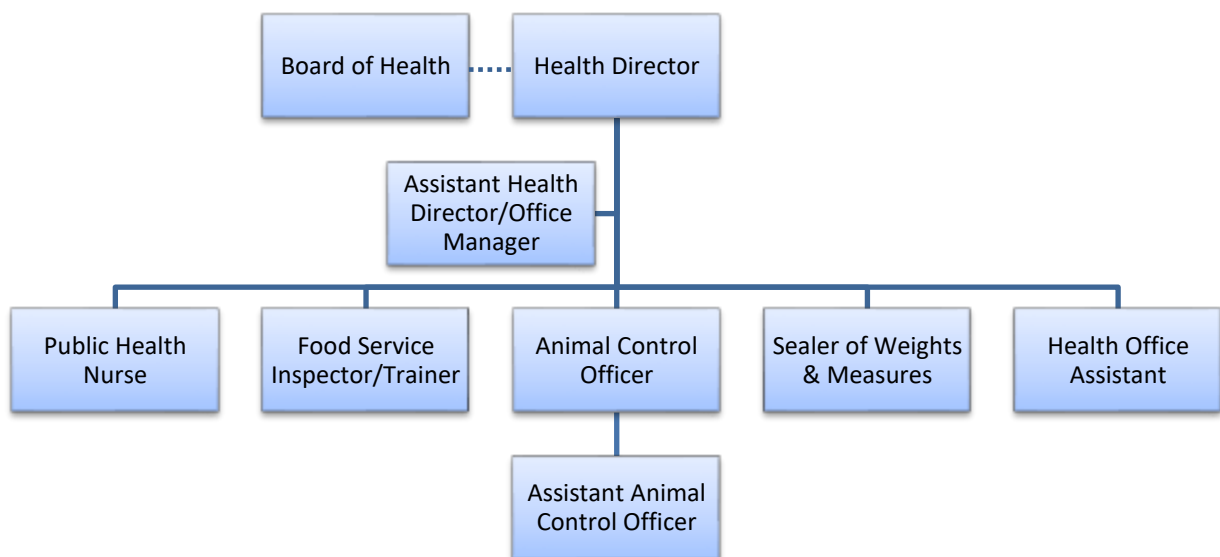
c = Denotes line items that fund cost items in a collective bargaining agreement.

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	FY2020 Actual	FY2021 Actual	FY2022 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	1.0
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	4.7

*Funded 0.2 from Sustainability budget.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Staff certifications	Certifications completed	3	3	8	8
Animal complaints received	Each	193	236	301	250
Flu vaccines administered	Doses	450	420	420	450
CPR/1 st Aid Training	Participants	45	50	50	0*
Nutrition Education Program	Participants	65	70	80	0*
Fresh produce made available thru Nourishing the North Shore. 4 sites with one at the Sullivan Building in Newburyport	Lbs.	23,000	23,543	26,854	28,000
Wellness & Nutrition Offerings	Participants	30	30	30	0*
Food rescued and diverted to local food pantries	Lbs.	5,000	5,000	4,331	4,500
Pounds of food grown at North Shore Garden site for pantry distribution	Lbs.	-	-	2,692	3,000
Public Kitchen Gardens	Families	14	14	14	14
Organic Community Garden Beds	Beds	-	55	55	55
Pop up produce markets	Markets	23	23	23	23
Maternal/Newborn Home Visits (NS MVP)		7	30	25	0*
*Activities suspended due to COVID-19					

FY2021 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, oversight of the self-quarantines/ and self-isolation of residents, and contact tracing.
- As of February 28, 2021, the City of Newburyport has had 1097 total confirmed positive cases and 33 deaths.
- Maintain the Health Dept. COVID-19 Information webpage
- Support, coordinate, and advise local establishments, businesses and residents on proper Isolation and quarantine guidelines to eliminate the spread of Covid-19 in Newburyport

- Conduct Covid-19 contact tracing as positive cases are reported to the Health Department through the State Department of Public Health MAVEN disease reporting System.
- 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
- Educate and advise businesses on changes to State Guidance protocols for reopening businesses in Massachusetts 4 Phase Re-opening Plan.
- Enforcement of complaints from the public regarding non-compliance of COVID-19 State and local guidelines
- Hosted Three (3) First responder Covid-19 Vaccination Clinics at the Senior community Center.
- Hosted Covid Vaccine Clinics for Senior / affordable Housing resident
- Trained and implemented new State DPH registration program (PrepMod) for Covid-19 vaccination clinics
- Administered over 2,000 covid vaccines
- Public Health Nurse Trained 75 Vaccination Team members
- Covid-19 Vaccinations: Developed a regional group of 9 communities to meet minimum State DPH requirement to vaccinate the public. Communities include: Newburyport, West Newbury, Amesbury, Salisbury, Georgetown, Merrimac, Rowley, Newbury and Groveland. Collaboration is called Lower Merrimack Valley Regional Collaborative. Covid vaccine clinics average 2,100 vaccinations per 8 hour clinic

Other Accomplishments

- Emergency Preparedness: Received a storage trailer for storing emergency preparedness supplies. Funding from State Office of Preparedness and Emergency Management (OPEM).
- Received 2nd year grant from the Department of Public Health for \$19,500 for improvements to the Animal Control Shelter.
- Flu Clinics: Held first time DRIVE THROUGH flu clinics at the council on Aging. Two clinics. Drive through clinics in response to Covid-19 Pandemic to reduce the risk of exposure and spread of the virus.
- 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
- Maintained an address data base of positive COVID – 19 cases for first responders
- Conducted weekly Beach testing during the summer season

Training

- Staff continues to re-certify credentials and access to on-line training from the State DPH and other organizations.
- 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.
- ACO Officer developed SOP and protocols for Newburyport Regional Animal Control Shelter use and trained other community ACO officers on new protocols; through SAPHE Grant from State DPH.

FY2022 TRENDS**Response to COVID-19 Pandemic:**

Positive Covid-19 cases are expected to drop as the availability of the vaccine continues to roll out and administration of the vaccine will continue. Social distancing, wearing of face coverings, disinfecting and public education will reduce the spread of Covid-19.

With the reopening of the local economy, the Health Department will continue to monitor positive case counts locally and address increases or trends and monitor compliance to CDC and Massachusetts Department of Public Health guidelines.

The Health Department will continue collaborate with the Board of Health to ensure the health and safety of our community and implement emergency orders as needed.

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 needs. We will also expand our efforts to increase locally grown foods, continue to provide foods through farmer's markets, food pantries and education through our healthy cooking classes to reduce food insecurity in the City of Newburyport.

Below are the current statistics for the City of Newburyport:

- 5.94% of Newburyport residents live below the poverty level
- 4.69% of Newburyport Male residents live below the poverty level

- 6.99% of Newburyport Female residents live below the poverty level

Opioid addiction and mortality

In the past two years there have been 7 opioid-related overdose deaths in Newburyport. Working alongside Youth Services, the Beacon Coalition, the Police 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

The current rate in Massachusetts of High School tobacco use is at 37%. Youth vaping combined with the fact that smoking increases the chance of severe COVID-19 symptoms make this a priority for the health department to continue to work with the State Massachusetts Tobacco Cessation and Prevention Program (MTCPP), Youth Services and organizations such as the Beacon Coalition. Compliance checks and education will continue through the Health Department in conjunction with MTCPP.

The Health Department will continue to review and change our regulations to reduce the current vaping epidemic.

FY2022 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.
- Continue operations of drive through flu clinics.
- Continue to work collaborate with the 8 other communities on the Lower Merrimack Valley Regional Collaborative regional vaccination 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
- Continue to update and modernize shared 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
<ul style="list-style-type: none"> •Annual Licensing and Permitting of Food Establishments •Food Recalls and News Alerts •Food Allergen Awareness and Training •Food Poisoning /Foodborne Illness Investigation & Control •Food Protection Manager Certification Program 	<ul style="list-style-type: none"> •Body Art Licensing and Inspections •Burial & Cremation Permits •Licensing & Permitting of camps •Correctional Facility Inspection •Housing Inspections •Indoor Ice Skating Rink Inspections •Swimming pool and beach inspections and testing •Medical waste facility inspections 	<ul style="list-style-type: none"> •Inspection of Public Areas •License and Permit Surface & Sanitary Disposal System •Soil Testing •Enforce State Smoke Free Law •License and Inspect well water supply •Mosquito control •Enforce pesticide laws •Water Quality •Oral Health •Air Quality and Noise Control 	<ul style="list-style-type: none"> •Public Health Nursing and Epidemiology services •Communicable and Infectious Disease Control •TB Testing •Blood Pressure Screening •Health & Wellness Fair •Emergency preparedness planning •Immunization and Vaccine Distribution •School Health •Occupational Safety and Health •Maternal and Child Health •Refugee and Immigrant Health •Mental Health •Substance Abuse Services 	<ul style="list-style-type: none"> •Enforcement of Newburyport Leash Law •Enforcement of Newburyport Disposal of Animal Waste Law •Prevention of the Spread of Rabies •Animal Inspections (Stables & Barn Inspection) •Dead Animal Removal •Animal Training & Education 	<ul style="list-style-type: none"> •Emergency Preparedness Planning & Training •Regional Coalition Plan •Isolation and quarantine plan •EDS Plan & Flow Plan •Sheltering Plan •Risk Communication Plan •Disaster Planning for Animals •Continuity of Operations plan •Medical Reserve Corp Plan •Pandemic Influenza Planning and Preparedness training

HEALTH DEPARTMENT (01-510)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HLH SAL HEALTH DIR	77,410	77,455	80,908	80,908	0	0.0% c (1)
51103 - HLH SAL ASST HLH DIR/OFC MGR	48,636	48,922	57,982	62,403	4,421	7.6% c (2)
51164 - HLH MINUTE TAKER	1,500	1,650	1,800	1,800	0	0.0%
51166 - HLH SAL OFFICE ASSISTANT	16,640	17,103	17,379	17,815	436	2.5%
51404 - HLH TRAVEL ALLOWANCE	5,100	5,100	5,100	5,100	0	0.0% c
51405 - HLH CLOTHING ALLOWANCE	650	675	700	700	0	0.0% c
51711 - HLH SAL PUBLIC HEALTH NURSE	51,725	49,290	54,022	62,517	8,495	15.7% (3)
001 - PERSONNEL SERVICES Total	201,661	200,195	217,890	231,243	13,353	6.1%
002 - PURCHASE OF SERVICES						
52904 - HLH ESSEX GREENHEAD	1,014	1,014	1,014	1,014	0	0.0%
53204 - HLH HEALTH CONSULTANT	1,000	1,000	1,000	1,000	0	0.0%
53205 - HLH PER DIEM INSPECTORS	15,494	8,704	20,000	20,000	0	0.0%
53206 - HLH WEIGHTS & MEASURES INSP	7,000	7,000	7,000	7,000	0	0.0%
53700 - HLH LICENSING	2,278	778	2,300	2,300	0	0.0%
002 - PURCHASE OF SERVICES Total	26,786	18,496	31,314	31,314	0	0.0%
004 - SUPPLIES						
54200 - HLH MISC EXPENSE	1,814	2,166	2,000	2,000	0	0.0%
55000 - HLH MEDICAL & SURGICAL SUPP	1,640	2,073	2,500	2,500	0	0.0%
004 - SUPPLIES Total	3,454	4,239	4,500	4,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - HLH DUES & MEMBERSHIPS	718	551	1,000	1,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	718	551	1,000	1,000	0	0.0%
Grand Total	232,618	223,481	254,704	268,057	13,353	5.2%

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

(2) Change in position grade, anniversary step and cost of living adjustment. Other Funding Source: Sustainability (\$10,400).

(3) Increase in hours and 2.5% cost of living adjustment.

c = Denotes line items that fund cost items in a collective bargaining agreement.

ANIMAL CONTROL (01-292)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - ANC SAL ANIMAL CONTROL OFFCR	43,299	42,115	43,936	46,499	2,562	5.8% c (1)
51102 - ANC SAL ASSIST ACO	9,152	11,754	11,000	11,000	0	0.0%
51301 - ANC OFF-HOURS COVERAGE	890	904	0	1,000	1,000	
51405 - ANC CLOTHING ALLOWANCE	600	1,200	600	600	0	0.0% c
001 - PERSONNEL SERVICES Total	53,941	55,973	55,536	59,099	3,562	6.4%
002 - PURCHASE OF SERVICES						
52401 - ANC BUILDING & GROUNDS	1,184	2,745	2,000	2,000	0	0.0%
53009 - ANC CARE OF ANIMALS	3,067	2,638	2,750	2,750	0	0.0%
53010 - ANC DEAD ANIMAL REMOVAL	431	0	200	200	0	0.0%
002 - PURCHASE OF SERVICES Total	4,683	5,384	4,950	4,950	0	0.0%
004 - SUPPLIES						
54801 - ANC FUEL/OIL VEHICLE(S)	2,078	1,809	2,100	2,100	0	0.0%
004 - SUPPLIES Total	2,078	1,809	2,100	2,100	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - ANC DUES/LIS/SUBSCRIP	251	350	350	350	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	251	350	350	350	0	0.0%
Grand Total	60,953	63,516	62,936	66,499	3,562	5.7%

Personnel Footnotes:

(1) Anniversary step and cost of living adjustment.

c = Denotes line items that fund cost items in a collective bargaining agreement.



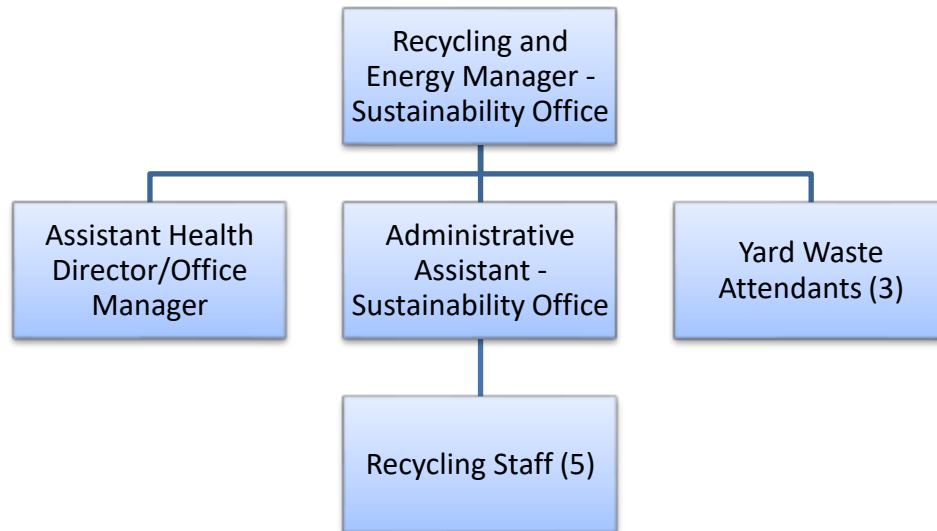
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SUSTAINABILITY

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	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Sustainability Manager	1.0	1.0	1.0
Assistant Health Director /Office Manager	0.2	0.2	0.2
Recycling Assistant (funded through 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 CY2018	Actual CY2019	Actual CY2020	Estimated CY2021
Recycling Tonnage	Tons	2,324	2,136	2,438.14	2,400
Solid Waste (SW) Tonnage	Tons	5,525	5,340	5,641.58	5,750
Organics/Compost	Tons	76	137	227.18	250
Organics/Yard Waste	Tons	990	537	487.08	500
Household Hazardous Waste Disposal	Gallons	4,625	10,950	4,300	5000
Municipal Building Energy Supply (per kWh)	Price	.097	.097	.0908	.0908
Municipal Energy Usage vs. Baseline Year 2009	MMBTU	-4%	+0.04%	-18%	-30%

CY2020 ACCOMPLISHMENTS**Renewable Energy and Energy Efficiencies**

- Completed Green Communities 2020 Annual Report and reported that total municipal energy usage in all City buildings has decreased 18% since our benchmark year, 2009, due in large part to COVID 19 impacts. Data review from our baseline year of 2009 shows Building usage down by 29%, street lights down by 43 %, vehicle fuel down by 28 % and water/sewer up by 17 %.
- In response to these finding we conducted a program review with the Department of Energy Resources (DOER) and identified and National Grid (NGrid) confirmed that the most recent two years of electricity bills for the water treatment facility were incorrect. NGrid has issued a credit over \$37,000 to the one account and \$29,000 to another.
- We are in our 6th grant cycle with Green Communities for energy efficiency upgrades at Newburyport High School and the State Street Library. Green Communities grants for Newburyport total \$1,154,596 since becoming a Green Community in 2010. Most city building have had some work done through this program except the Brown School, Bresnahan, and Senior Center.
- Of the five community solar contracts signed with Nexamp under the Solar Mass Renewable Target (SMART), two were operational as February 2021 and the rest will be operational in the coming months. These provide discounted solar credits to the Newburyport Schools and bring Newburyport's total municipal energy supply to 60% renewable.
- The city's electrical accounts avoided standard electricity energy supply costs in the amount of \$414,030 from January 2018-January 2021. A new electricity supply agreement was signed in 2020 with Constellation New Energy until January 2023.
- The city added another level two electric vehicle charging station at the Senior Community Center and began a fleet electrification recommendation and guidance program with NGrid's Fleet

Advisory Service Program. This will provide the city with a roadmap including costs, vehicle types and models for city wide fleet electrification.

Recycling and Waste

- **Solid waste tonnage increased** from 5,340 tons in CY2019 to 5,641 tons in CY2020. The municipal solid waste industry as a whole has seen an increase due to the impacts of COVID 19. Our tonnage disposal rate increased by 3% and is now \$71.25 per ton.
- There has been an **increase in recycling tonnage** from 2,136 tons in CY 2019 to 2,438 tons in CY 2020. Again the increase is due to the impacts of COVID 19 and more on-line shopping. The good news is our tonnage **rate was down to \$42/ton in February 2021 vs \$101/ ton one year ago.**
- Newburyport now participates in 10 regional open household hazardous waste events. These events provided proper disposal of household hazardous waste material including in Newburyport:
 - 4,300 gallons of chemicals
 - 900 gallons of motor oil
 - 165 gallons of cooking oil
 - Over 100 pounds of batteries and 15 gallons of button cell batteries/elemental mercury
 - 450 gallons of anti-freeze.
- In response to demand, expanded recycling drop-off hours at the Colby Farm Lane Recycling Center. We continue to support area non-profits through employment of young adults with disabilities at our Recycling Center. Increased drop-off recycling and household hazardous waste in all material areas highlighted below, over the year:
 - Scrap metal 44 tons
 - Textiles 121.70 tons
 - Electronics 26 tons
- Provided yard waste services to 2,500 households and managed the collection and disposal of 9,020 cy of yard waste material at the yard waste facility.
- The City received a \$41,000 grant from DEP to start a lending library of non-traditional items called Newburyport Share Bank. It is located at the Recycling Center.

Resiliency

- As a member of the Resiliency Committee, worked together with the group to complete the city's Resiliency Plan and presented it to the community on February 18, 2021. This plan and its findings will be presented to the public through additional community forums and a community hand out over the next year.
- As a Municipal Vulnerability Preparedness (MVP) Community, we have thus far received \$1,209,855 in grant funding for the Waste Water Treatment Facility.

Community Education and Awareness

- Continued to work with area schools on sustainability programming through virtually this year.
- 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.
- Upgraded to on-line purchasing of yard waste permits and bulk trash stickers through the City website.
- Worked closely with the Health Department on COVID related measures ensuring safe practices for all related activities such as on-line procedures and disposal services.

FY2022 TRENDS

- Demand and pandemic pressure have driven recycling market values up. With all of the disruptions in 2020 due to the pandemic and shifting end-markets, the recycling commodities market ended up and continues to rise.
- In 2023, when our disposal contract is up for renewal, we expect our disposal costs to again increase on top of the 40% increase in collection, transportation and recycling in 2018. 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 City's education and outreach programs continue to grow. The Toward Zero Waste (TZW) Committee along with ACES has developed a campaign to increase organic waste disposal as suggested by the City Council in 2019.
- The State of Massachusetts along with the federal government are working on policies and programs for municipalities to deliver climate action in line with net zero carbon goals and advancing towards zero waste. The Energy Advisory and Toward Zero Waste Committees are diligently working on programs, projects and policies relating to both of these commitments.
- Since becoming a certified Municipal Vulnerability Preparedness (MVP) community, the city has received \$1,209,855 in grant funding for the Waste Water Treatment Facility in addition to other grants in amounts well over \$1 Mil for that facility.

FY2022 GOALS & OBJECTIVES

GOAL 1: NET ZERO EMISSIONS BY 2050

Objectives:

- In cooperation with the state and new climate goals, the City is also looking at current and potential commitments to achieve net zero emissions in the state by 2050.
- 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.
- Working with ICF Consulting to finalize the Fleet Electrification Plan for the City.

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

Objectives:

- Implement organics/compost diversion marketing campaign through the TZW Committee.
- Review and develop policies for multi-family housing, complexes, and private roads for waste and recycling.
- Continue the work of Share Bank (household item reservation/borrowing system) including Repair Cafes.
- Develop Master Recycling Program through Mass DEP Sustainable Materials Recovery Program (SMRP) grant to train participants on waste reduction and outreach techniques. In return, graduates commit to community education and outreach and volunteer at local events and through individual projects.

GOAL 3: CONTINUE WORK TO EXPAND OPTIONS FOR RESIDENTIAL AGGREGATION, ENERGY EFFICIENCY AND RENEWABLE OPTIONS

Objectives:

- Working with the EAC and the City Council, continue to look at energy price stabilization and renewable strategies for Newburyport commercial and residential users.
- Finalize Green Communities grant for energy efficiency upgrades at Newburyport High School and the State Street library.
- Review energy study of municipal buildings and implement changes as recommended.
- Complete the city wide vehicle fleet study and create a plan to phase in more electric and hybrid vehicles as appropriate.
- Apply for next round of Green Communities grant for building efficiency and vehicle upgrades.

GOAL 4: EDUCATION AND AWARENESS AROUND SUSTAINABILITY AS AN ECONOMIC, ENVIRONMENTAL AND SHARED PRIORITY

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

SUSTAINABILITY (01-519)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51103 - SUS SAL ASST HLH DIR/OFC MGR	8,106	8,414	9,664	10,400	737	7.6% c (1)
51160 - SUS SAL RECYCLE/ENERGY MGR	64,410	74,444	74,160	77,156	2,996	4.0%
51166 - SUS RECYC PER DIEM INSPECTOR	2,300	2,300	2,300	2,300	0	0.0%
51167 - SUS SAL OFFICE ASSISTANT	0	9,711	9,776	10,021	245	2.5%
51168 - SUS COMPOST ATTEND	25,000	19,678	25,000	25,000	0	0.0%
51404 - SUS TRAVEL ALLOWANCE	0	0	0	5,100	5,100	
001 - PERSONNEL SERVICES Total	99,816	114,547	120,899	129,977	9,078	7.5%
002 - PURCHASE OF SERVICES						
52403 - SUS MAINT-VEHICLE	31	605	500	750	250	50.0%
52905 - SUS SOLID WASTE	1,484,932	1,549,344	1,600,000	1,650,000	50,000	3.1%
53005 - SUS RESILIENCY PLAN TECH ASST	15,000	0	0	0	0	
002 - PURCHASE OF SERVICES Total	1,499,963	1,549,949	1,600,500	1,650,750	50,250	3.1%
004 - SUPPLIES						
54200 - SUS MISC EXPENSE	82	324	500	500	0	0.0%
54801 - SUS FUEL/OIL VEHICLE	918	926	750	1,000	250	33.3%
004 - SUPPLIES Total	1,000	1,250	1,250	1,500	250	20.0%
Grand Total	1,600,779	1,665,746	1,722,649	1,782,227	59,578	3.5%

Personnel Footnotes:

(1) Change in position grade, anniversary step and cost of living adjustment. Other Funding Source: Health (\$62,403).

c = Denotes line items that fund cost items in a collective bargaining agreement.

Section 6:

Public Services

DEPARTMENT OF PUBLIC SERVICES:

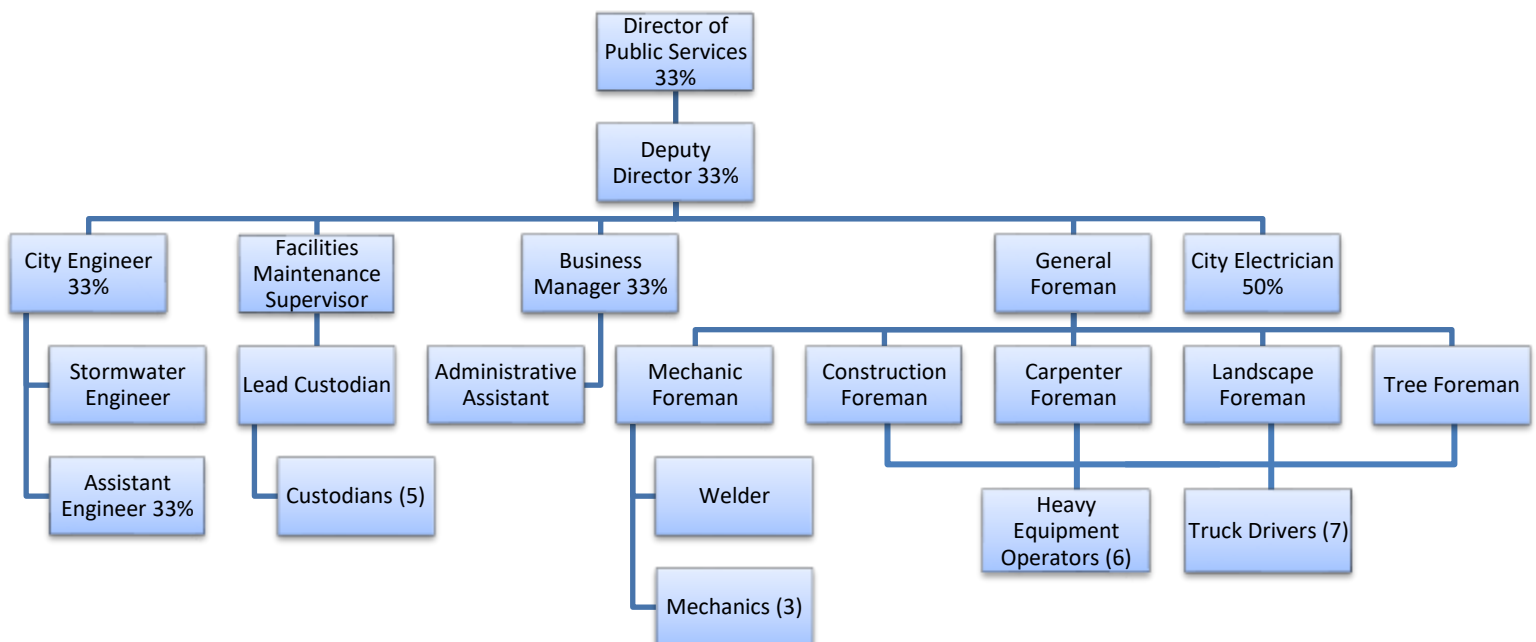
HIGHWAY DIVISION

MISSION STATEMENT

The City of Newburyport Department of Public Services Highway Division maintains and improves 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	FY2020 Actual	FY2021 Actual	FY2022 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	6.0	6.0	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	4.0	3.0	4.0
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	6.0^	7.0
Total Full Time-Equivalents	35.7	33.7	35.7

^ 1.0 FTE funded from library budget in FY2021

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Crosswalks painted or repainted (360 total Citywide)	Number of Crosswalks	325	300	315	300
Roadway crack-sealant applied	Gallons	4,510	6,000	6,000	0
High hazard trees removed	Number	89	100	88	28
Trees pruned	Number	135	130	131	100
Sidewalks replaced or upgraded	Linear feet	1,650	2,800	3,000	4,752
Catch basins rebuilt	Number	22	38	40	29
Catch basins cleaned*	Number	942	951	900	900
Roadways repaved	Linear feet	3,740	5,240	6,000	8,030
Work Orders Prepared on CMMS	Number	1,036	150	1,500	800
*MS4 Permit Required					

FY2021 ACCOMPLISHMENTS

- **COVID-19 Pandemic:** A major accomplishment is the work completed by The Department of Public Services (DPS) employees during the pandemic. The DPS staff worked without interruption, day in and day out completing routine maintenance activities, moving projects forward, additional tasks that surfaced due to the pandemic and all of the various functions that are performed by our employees.
- **Roadway Construction & Maintenance:** Chapter 90, drainage bond and free cash funded the improvements to the following streets and sidewalks
 - Merrimac Street
 - Malcolm Hoyt Drive
 - Dennett Drive
 - East Boylston St
 - Finnegan Way

Total Cost of Roadwork: \$550,000
- **Sidewalk & Parking Area Improvements:**
 - Merrimac St.
 - Dennett Drive

Total Cost of Sidewalks \$611,000
- **5 Year Roadway Improvement Plan:** BETA Pavement Management Services completed an aggressive assessment of the City's roads. DPS is working with BETA Engineering to a complete five-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. This is an ongoing project.
- **Pandemic-Related Assistance:** The Engineering Department worked collaboratively with multiple Departments to assist with street closures, restaurant seating layouts downtown, and improvements to public access.
- **NPDES MS4 Compliance and Drainage Improvement Projects:** The Engineering and Highway Department worked collaboratively to plan and execute multiple drainage projects. The major projects are:
 - Malcolm Hoyt Drive: Engineering finalized & bid the roadway and drainage improvements project. [Due to funding issues, the project was pulled and the roadway was resurfaced only.
 - 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.
 - Evaluated and performed drainage designs for: 38 High Street roadway and sidewalk; 157 State Street; Curzon Mill roadway flooding onto private properties;
 - Philips Drive Neighborhood Roadway and Drainage Improvements: DPS hired an engineering firm (BSC Group, Inc.) to prepare bid documents for the reconstruction of Philips Dr, Drew St, Sullivan Dr, and Ryan Rd. Engineering managed the design project and held coordination and neighborhood meetings throughout the year.

- With the assistance of the Engineering and Highway Divisions, the City remains in compliance with the NPDES MS4 Permit and performed the annual requirements set forth in the Permit.
- **Roadway and Facilities Designs:** The Engineering Division performed a number of conceptual roadway and intersection improvements as requested by various Departments and Committees; Traffic Safety Advisory Committee, Livable Streets Group, and Newburyport Planning Department.
 - Hale Street bike path and sidewalk. Held public meeting February 4, 2020 to present our design concepts and solicit comments
 - Layout concepts to the Crow Lane Facility
 - Review of consultant's design for the Rt. 1 Traffic Circle reconstruction and layout of the Colby Farm Lane @ Low Street intersection
- **Drone Flyovers:** Performed a number of drone flyovers to assist with roadway design and construction and monitoring of erosion on Plum Island. Most notable flyovers were High and Merrimac Streets reconstruction projects, erosion along Reservation Terrace on Plum Island, Evergreen residential development and downtown for street seating during the pandemic
- **Planning Board and Technical Review Committee Reviews:** Engineering performed a number of site development reviews and provided technical assistance to the TRC and Planning Board as part of their Site Plan Review process
- **Sidewalk Standard Details and Curb Cut Permit:** Engineering worked with City Council to provide technical assistance and construction standard details for driveway curb cuts and sidewalks for revisions to the City Ordinance
- **Construction Inspections:** Engineering assisted with construction oversight for portions of the Merrimac Street and High Street reconstruction projects, Rail Trail III on Parker Street
- **Plummer Spring Bridge Project:** Engineering provided project management for the ongoing design of a new bridge over the Upper Artichoke Reservoir. Coordination with MassDOT and other state agencies. Assisted in the preparation of permit applications to both the West Newbury and Newburyport Conservation Commissions
- **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 participated 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 FY2021. 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. At the beginning of the pandemic offices and buildings were outfitted with plexi glass at public counters and office cubicles. Sanitation stations were added throughout the buildings. Back pack foggers were purchased and a scheduled disinfectant plan is in place to routinely disinfect the facilities. The facilities staff proactive measures have greatly assisted in keeping the employees and public safe from COVID19 outbreaks. The Division performed 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 25 trees city wide.
- **Information Systems:** The Department implemented multiple digital information systems in 2020. 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 foremen 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. The Engineering Division provided updates to the city's GIS database and has begun direct editing of the data directly to the MVPC server in lieu of paying outside consultants. Engineering began updating GIS to reflect as-built conditions from completed drainage, roadway, and site development projects
- **Business Office:** The Business Office is working in collaboration with Administration to implement digital office systems. Permits and cemetery processes are currently being analyzed to develop systems to offer an integrated user friendly process. The staff continues to manage daily communications from the community. Budget management continues on a high level of scrutiny to maintain effective operations while remaining efficient. The Office manages the chapter 90 administrative functions and the capital & operating expense budgets for highway & facilities. The Business Office lead procurement of personal protective equipment and purchasing of sanitizing protects. Procurement activities are managed by the Business Office in collaboration with the Finance Department
- **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. Training is ongoing

FY2021 TRENDS

The Highway Division focuses efforts on the improvement and repair of the City 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 \$517,445.00 in Chapter 90 funding annually. Limited funds continue to restrict the amount of roadway work completed annually. The long-term pavement management plan completed in FY20 provided accurate data of the condition of the City's roadways. The plan 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. 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 the chain of command continues to foster a high level of productivity.

Pandemic: FY21 has been a challenging year for the staff and their families. The Department continues to exercise social distancing practices by utilizing remote communications and the use of personal protection equipment. The Department of Public Services Administration is appreciative of the Highway employees continued dedication and hard work. The Department continues to work in collaboration to overcome the hurdles we continue to encounter due to the pandemic.

FY2021 GOALS & OBJECTIVES

GOAL 1: ROADWAY PAVING AND SIDEWALK IMPROVEMENTS INCLUDING INSPECT ALL 360 CROSSWALKS AND PREPARE A SCHEDULE FOR THE REPAINTING OF ANY FADED CROSSWALKS

Objectives:

- Implement road way plan which prioritize roadways in need of maintenance and improvement
- Conduct yearly inspection of all crosswalks
- From data gathered from the yearly inventory, prepare schedule to repaint 100% of all faded crosswalks

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 Storm water Management Division
- Assist/add other Department on work order implementation, which is CMMS “mainstar15”

GOAL 3: DOWNTOWN WATER/SEWER/DRAINAGE UTILITY UPGRADE PROJECT

Objectives:

- Continue to implement short-term low-cost fixes to relieve flooding in the downtown
- Discussions on master plan that includes design and replacement of utilities including drainage/water/sewer systems including bypassing current systems. The downtown area has water and sewer pipe dating back to the late 1800's, upgrades/replacement needs to be designed sooner rather than later

GOAL 4: 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 5: CITY WIDE TREE PLANTING

Objectives:

- DPS and Tree Commission working collectively to plant new street trees throughout the City. Including assist with oversight of tree planting contractor, location, etc.

GOAL 6: STORMWATER MAPPING AND WATER QUALITY TESTING**Objectives:**

- Perform different types of field work to accurately locate and isolate our storm water 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

GOAL 8: NPDES MS4 COMPLIANCE: STORMWATER MAPPING AND WATER QUALITY TESTING**Objectives:**

- Perform different types of field work to accurately locate and isolate our storm water 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.

GOAL 9: BUSINESS OFFICE SYSTEMS

- Plan and implement an online permitting system for trench, dumpster and event permitting
- Assess, organize, plan and implement an online cemetery plot software program. The system will document plots and enable the public to search for plot locations

PROGRAMS & SERVICES

Streets & Sidewalks	Cemeteries, Parks & Trees	General Maintenance	Facilities Management	Engineering
<ul style="list-style-type: none"> •Maintain 79 miles of streets and sidewalks •Yearly street paving and crack sealing •Street line painting •Street sweeping •Snow and ice removal •Respond during storm events •Maintain City wide drainage infrastructure including yearly catch basin cleaning to meet state requirements 	<ul style="list-style-type: none"> •Assist with the maintenance of 740 acres for Park and school properties. •Maintain two Cemeteries, including the preparation of burials. •Landscaping of all City-owned property •Advise and assist City Tree Commission regarding grants and funding 	<ul style="list-style-type: none"> •Tree maintenance, trimming and removals •Maintain City wide drainage infrastructure including yearly catch basin cleaning to meet state regulations •Trash receptacle pick up City wide 	<ul style="list-style-type: none"> •Maintain all City owned facilities (except schools) •Custodial Services for City Hall, Library, Emma Andrews, Youth Services, Senior Community Center •Maintain downtown lighting •Electrical maintenance for City facilities and traffic lighting 	<ul style="list-style-type: none"> •Technical Assistance to resolve problems and provide solutions •Design roadway and sidewalk layouts, grading and drainage, and intersections. •MS4 Stormwater Permit compliance •Perform hydrologic and hydraulic analysis •Review of roadway, sidewalk and bike path designs •Construction Oversight



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Revised June 4, 2021

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

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51101 - DPS SAL DIRECTOR	40,557	44,228	44,940	45,839	899	2.0%	(1)
51102 - DPS SAL DEPUTY DIRECTOR	31,579	35,535	36,815	38,939	2,124	5.8%	c (2)
51103 - DPS SAL BUSINESS MANAGER	21,362	24,924	25,325	29,781	4,456	17.6%	(3)
51107 - DPS SAL ELECTRICIAN	41,820	42,068	43,150	44,649	1,499	3.5%	(4)
51117 - DPS SAL ASST ENGINEER	22,107	22,721	23,089	23,089	0	0.0%	c (2)
51118 - HWY SAL STORMWATER ENGINEER	33,385	62,477	63,483	64,753	1,270	2.0%	
51119 - DPS SAL CITY ENGINEER	31,299	32,170	32,689	32,689	0	0.0%	c (2)
51120 - HWY SAL FAC MAINT SUPERVISOR	0	68,609	70,055	84,004	13,948	19.9%	c (5)
51121 - HWY SAL GENERAL FOREMAN	0	69,331	70,796	75,468	4,673	6.6%	c (5)
51131 - HWY SAL OFFICE MANAGER	61,818	64,660	63,483	64,753	1,270	2.0%	
51150 - HWY SAL FACILITIES MAINT	373,677	297,424	277,515	335,938	58,423	21.1%	c (6)
51158 - HWY SAL LABOR	949,484	994,520	1,018,135	1,078,353	60,218	5.9%	c (7)
51166 - HWY PART TIME EMPLOYEES	4,599	5,196	6,000	6,000	0	0.0%	
51190 - HWY SUMMER EMPLOYEES	18,696	2,496	0	18,500	18,500		
51301 - HWY OVERTIME	101,867	119,548	133,033	137,690	4,656	3.5%	
51401 - HWY LONGEVITY	9,137	6,604	7,102	6,106	(996)	-14.0%	c (7)
51402 - HWY LICENSE STIPENDS	10,267	12,800	13,300	12,421	(879)	-6.6%	c (7)
51404 - HWY TRAVEL ALLOWANCE	0	0	0	5,100	5,100		
51405 - HWY CLOTHING ALLOWANCE	23,550	24,256	24,608	23,433	(1,175)	-4.8%	
51416 - HWY TOOL REIMBURSEMENT	4,900	4,864	4,900	4,200	(700)	-14.3%	c (7)
51420 - HWY EDUCATION CREDITS	1,125	1,125	700	700	0	0.0%	c (7)
001 - PERSONNEL SERVICES Total	1,781,228	1,935,554	1,959,119	2,132,404	173,286	8.8%	
002 - PURCHASE OF SERVICES							
52101 - HWY HEAT	9,356	8,224	8,000	10,500	2,500	31.3%	
52102 - HWY ELECTRICITY	20,029	68,416	57,000	57,000	0	0.0%	
52103 - HWY STREET LIGHTS	188,429	61,688	100,354	75,000	(25,354)	-25.3%	
52401 - HWY MAINT-BUILDING	31,676	48,150	32,200	42,000	9,800	30.4%	
52402 - HWY MAINT-CITY HALL	13,138	14,610	15,750	15,750	0	0.0%	
52403 - HWY MAINT-VEHICLES	96,921	87,064	90,300	90,300	0	0.0%	
52404 - HWY MAINT-TREE	92,139	58,754	94,250	94,250	0	0.0%	
52405 - HWY MAINT-MANAGEMENT SYSTEM	5,268	5,976	7,667	7,667	0	0.0%	
52406 - HWY MAINT-STORMWATER	39,761	33,061	50,000	50,000	0	0.0%	
52410 - HWY MAINT-CITY-WIDE	20,975	27,040	19,000	20,000	1,000	5.3%	
52411 - HWY GROUNDS MAINT	605	0	0	0	0		
52413 - HWY LINE PAINTING	16,802	28,275	30,500	30,500	0	0.0%	
52415 - HWY MAINT-SR COMM CENTER	10,758	11,982	10,000	10,000	0	0.0%	

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(Continued from Previous Page)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
53030 - HWY STORMWATER CONSULTING	3,000	17,400	10,000	10,000	0	0.0%
53032 - HWY STORMWATER TESTING	9,958	56	10,000	10,000	0	0.0%
53700 - HWY TRAIN/TRVL/CONFR	5,470	4,891	7,200	7,200	0	0.0%
53801 - HWY TRAFFIC CALMING	0	0	0	45,000	45,000	
002 - PURCHASE OF SERVICES Total	567,573	479,290	547,041	579,987	32,946	6.0%
004 - SUPPLIES						
52411 - HWY ELECTRICAL SUPPLIES	31,017	16,887	20,000	20,000	0	0.0%
54301 - HWY FACILITIES MAINT SUPPLIES	13,510	23,652	18,000	19,000	1,000	5.6%
54311 - HWY ROAD MATERIALS	79,421	72,029	83,000	83,000	0	0.0%
54312 - HWY STREET SIGNS	15,768	13,073	15,000	16,000	1,000	6.7%
54313 - HWY SUPPLIES	15,616	20,772	16,000	17,000	1,000	6.3%
54314 - HWY RADIOS 2-WAY	3,892	4,944	4,000	4,000	0	0.0%
54801 - HWY FUEL/OIL	179,251	168,962	89,875	96,000	6,125	6.8%
004 - SUPPLIES Total	338,475	320,319	245,875	255,000	9,125	3.7%
008 - CAPITAL OUTLAY						
58303 - HWY VEHICLE/EQUIPMENT	0	7,500	3,750	7,500	3,750	100.0%
58901 - HWY SIDEWALKS	295,646	373,764	300,000	370,000	70,000	23.3%
008 - CAPITAL OUTLAY Total	295,646	381,264	303,750	377,500	73,750	24.3%
Grand Total	2,982,922	3,116,427	3,055,785	3,344,891	289,107	9.5%

Revisions June 4, 2021:

52103 HWY Street Lights -\$40,000 (\$115,000 to \$75,000)

53801 HWY Traffic Calming +\$20,000 (\$25,000 to \$45,000)

58901 HWY Sidewalks +\$20,000 (\$350,000 to \$370,000)

Personnel Footnotes:

- (1) Funding split equally between the three DPS divisions.
- (2) Expiring collective bargaining agreements. Funding split equally between the three DPS divisions.
- (3) Merit increase and cost of living adjustment. Funding split evenly between the three DPS divisions.
- (4) Other Funding Source: Electrical Revolving Fund (\$44,649).
- (5) Change in grade, anniversary step and cost of living adjustment.
- (6) Expiring collective bargaining agreement. Shifts Custodian II funding from Library to DPS-Highway.
- (7) Expiring collective bargaining agreement.

c = Denotes line items that fund cost items in a collective bargaining agreement.

SNOW & ICE (01-423)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51301 - SNW SNOW & ICE LABOR	93,518	105,331	110,000	115,000	5,000	4.5%
001 - PERSONNEL SERVICES Total	93,518	105,331	110,000	115,000	5,000	4.5%
002 - PURCHASE OF SERVICES						
52901 - SNW SNOW & ICE EXPENSE	259,412	201,465	150,000	175,000	25,000	16.7%
002 - PURCHASE OF SERVICES Total	259,412	201,465	150,000	175,000	25,000	16.7%
Grand Total	352,930	306,796	260,000	290,000	30,000	11.5%



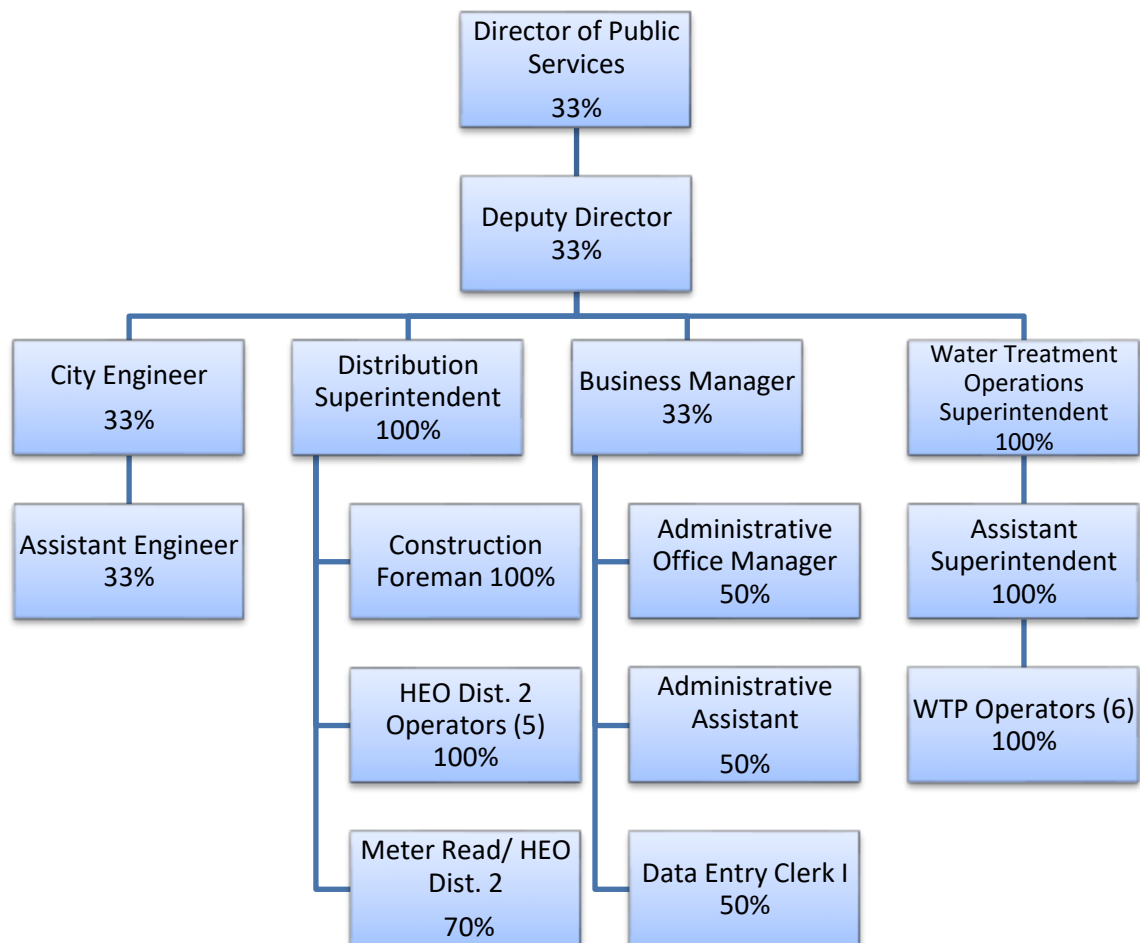
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DEPARTMENT OF PUBLIC SERVICES: WATER DIVISION

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	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Public Services Director	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
Business Manager	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Assistant City Engineer	0.33	0.33	0.33
Superintendent of Water Operations	1.0	1.0	1.0
Assistant Superintendent of Water Operations	1.0	1.0	1.0
Water Distribution Manager	1.0	1.0	1.0
Administrative Office Manager	0.5	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Data Entry Clerk I	0.5	0.5	0.5
WTP Operator T-4	4.0	4.0	4.0
WTP Operator T-3	1.0	1.0	1.0
WTP Operator T-2	1.0	1.0	1.0
WD Construction Foreman	1.0	1.0	1.0
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 FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Water Line Replacement	Linear feet	800	800	800	2000
Volume of water treated	Million gallons	684	704	710	697
Water/Sewer Liens	Number	244	200	230	246

FY2021 ACCOMPLISHMENTS

Pandemic:

- **COVID-19 Pandemic:** A major accomplishment is the work completed by The Department of Public Services (DPS) employees during the pandemic. The DPS staff worked without interruption, day in and day out completing routine maintenance activities, moving projects forward, additional tasks that surfaced due to the pandemic and all of the various functions that are performed by our employees.

Water Main Work:

- Connected the water main in the RT1/ MBTA area, construction completed April 2020. The connection eliminates a dead end in the water distribution system that will improve water quality and help with Total trihalomethanes (TTHMs).
- Installed 2 emergency shut down gate valves to limit the impact on system and customers in case of breaches and impact of storms on Reservation Terrace and 73rd St. on Plum Island.
- Began work on Columbus Ave project with insertion of new hydrant and gate valves installed on Tracy St and Farrell St.
- Replaced 10 faulty and outdated hydrants and added 2 new hydrants to aid in Fire Suppression access.
- Replaced 10 faulty water gate valves in continued system maintenance and updating.
- Continued evaluating system-wide needed updates and improvements.
- Conducted semi-annual City-wide hydrant flushing of fire hydrants in both Newburyport and Newbury in April and October to assist with water quality and controlling TTHMs.
- Completed over 1,200 Dig Safe mark outs requests both emergency and non-emergency for utility location for excavation.
- Repaired 30 water main/service leaks.

Water Treatment Plant:

- The performance evaluation report of the WTP conducted by AECOM revealed that the staff and plant are operating at an efficient level. Maximum Total Organic Carbon (TOC) removal is being achieved in relation to the WTP design specifications.
- Staffing hours were modified during the Pandemic to maximize operations, while limiting potential COVID-19 exposure to the staff.
- Staff continues research water treatment techniques that could improve water quality; these techniques will be evaluated with consultants and considered in a future CIP.
- Existing Hardware and Software for the SCADA system was evaluated and recommendations for upgrades have been initiated.

Water Quality & Source Water Protection:

- Water Resource Protection / Resiliency Planning: The ongoing Tighe & Bond Source Water Protection Plan involves working with the Engineering and Planning Departments to protect and secure land around the reservoirs. It will also address current and future climate change stressors that include flooding and drought conditions.
- Source Water Monitoring: continued working with a reservoir management consultant to improve water quality at the Drinking Water Sources.
- Contracted consultants to mitigate a large Cyanobacteria Bloom with Copper Sulfate, the DPS Staff played a major role in the mitigation process.
- Worked with EPA, DEP and limnologists to develop a Cyanobacteria Monitoring Plan for future Harmful Algae Bloom (HAB) mitigation.
- Implemented additional TTHM testing in the distribution system. This work is being done by our operators with a cost savings component. The goal is to compile additional data to better assess where the water system might be experiencing Disinfection By-Products.
- Signed up for the free PFAS testing program offered by the State, additional testing data is needed to assess current conditions and plan for future regulations.
- Both Water Storage Tanks were cleaned and inspected.

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.
- Hired the environmental engineering firm Tighe & Bond to update the City's Watershed Protection Plan for our water surface reservoirs to address climate change impacts and to address future growth in the city. Highlights of the Plan include:
 - Multiple conceptual-level layouts for a new raw water line from Indian Hill Reservoir to the Artichoke Reservoir Pumping Station
 - Preparation of a Watershed Protection Bylaw for West Newbury
 - Preparation of design and permitting Plans submitted to the West Newbury for the immediate protection of the Lower Artichoke Reservoir Dam's spillway from storm surge
 - Multiple earthen dam designs in order to raise it to address storm surge as well as sea level rise
 - Coordination with West Newbury on watershed protection and water supply management
 - Updated the City's water supply yield and demand estimates
 - Treatment methods for reducing pollutant runoff
- The Engineering Division assisted in updating the GIS data layers and working with field crews on obtaining as-built data.
- Performed daily drone flights for weeks of the reservoirs to assist in monitoring the algae bloom.
- Assisted with the violations related to the operations of a dairy farm during the bloom.

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 46% of FY 19 delinquent accounts through the lien process, 246 accounts received liens to third quarter real estate bills (37 Newbury & 209 Newburyport) .
- FY 21 certified retained earning balance of \$1.4 million.
- Rates: The water rate did not increase in FY21. Due to the pandemic the water department subsidized the water rate with \$171,322 with retained earnings. The water department is currently engaged in a rate study with Environmental Partners (EVP). The rate study will assess lifecycle of equipment, infrastructure & facilities; analyze bonded debt, annual expenses and historic revenues. EVP will provide a completed study that offers projected rates need to sustain operational and needed capital projects.
- The water continues to utilize solar credits to offset the electrical cost of the water treatment plant. Working with the sustainability manager the department was able to rectify a major multiplying error in the Water Plants electricity bill. The error resulted in \$37,000 in credit to the electricity account.
- The Business Office kicked off ongoing data maintenance project that has resulted in an increased level of billing accuracy. The data tea, worked with a Badger Meter data team and a MUNIS specialist to scrub all of the water metered accounts.
- Customer billing: The Business Office rolled out a new customer billing software in the spring of 2021. Invoice cloud offers an integrated billing & consumption software that enables customers to monitor their consumption, sign up for reversed notification and increased ways to pay bills (AMEX, Discover, ACH, Google & Apple pay, Pay by Text & Phone).
- Communications: Reprogrammed Business Office phone systems for optimal communication with outside callers. New hardware and software were purchased and installed to streamline water meter and billing system correlations. The new meter reading system is a GIS web based system that enables communication between the meter reading tablet and the office.

FY2021 TRENDS

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. The continuing trend will be a source to tap approach involving DPS staff and consultants.

Water Distribution

The Water Construction Crew continues to perform preventative maintenance to combat the effects of the city's aging infrastructure. The need for this effort will continue to grow. The Construction crew, in addition to emergency repairs, currently performs tasks to include: bi-annual flushing to improve water quality, exercising gate valves, replacement of fire hydrants and installation of main gate valves throughout the distribution system. Given the age of much of the distribution system, extensive capital investments will be needed to maintain and improve the vast network of water mains throughout Newburyport and Newbury, This work is vital in providing drinking water to the community as well as ensuring adequate fire flow.

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, 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 is vulnerable to contamination.

Business Operations

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. Due to continued residential growth the office continues to see an uptick in creation of accounts. FY21 saw an uptick in revenue due to added residential units, billing accuracies and collection activities; however, consumption continues to trend downward due to Businesses suffering from the pandemic. FY20 revenue targets were not met with collections, which resulted in the use of retained earnings for rate stabilization. The weather is the largest variable that impacts the level of consumption. Water conservation is important to sustain water availability & quality, however direct & indirect operating costs continue rise. The main drivers exceeding operating expense are water treatment activities due to the Algae bloom and aging infrastructure replacements.

Pandemic: FY21 has been a challenging year for the staff and their families. The Department continues to exercise social distancing practices by utilizing remote communications and the use of personal protection equipment in accordance with Federal guidelines. The Department of Public Services Administration is appreciative of the Water Department employees continued dedication and hard work. The Department continues to work in collaboration to overcome the hurdles we continue to encounter due to the pandemic.

FY2021 GOALS & OBJECTIVES

GOAL 1: IMPLEMENT RECOMMENDATIONS OF CLIMATE CHANGE RESILIENCY AND WATER SUPPLY PROTECTION PLAN

Objectives:

- Perform a detailed evaluation of the Artichoke Reservoir earthen dam and concrete spillway. 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.
- Create comprehensive CIPs that take advantage of current grant funding sources, this will offset bonded debt and add a cost saving element to the project.

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.
- Evaluate a potential the raw water main replacement project from the Artichoke Pump Station to the WTP, to consider a less expensive rehabilitation, compared to a full replacement scope of work.

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

Objectives:

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

GOAL 4: CONTINUE TO MEET THE REQUIREMENTS OF THE FEDERAL AND STATE WATER TREATMENT PERMITS ISSUED BY THE ENVIRONMENTAL PROTECTION AGENCY (EPA) DEPARTMENT OF ENVIRONMENTAL PROTECTION (DEP) & (DCR) WATER MANAGEMENT ACT DIVISION

Objectives:

- Provide safe reliable drinking water, with no permit or regulatory violations.
- Work with consultants to address reservoir management, specific to monitoring and improving the water quality at the sources.
- Continue to work with consultants, City Departments and neighboring Towns, to develop a plan to protect the City's water supply. Developing a relationship that fosters good stewardship and assures the protection of the source water supply is a key component that cannot be over stated.
- HABs, DPBs & PFAS are all water quality challenges that will need further evaluation and mitigation, this will come in the form of short term and long-term scenarios.

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

Objectives:

- Verification of assets in the GIS system.
- Valve exercising turning program to ensure proper operation of valves in emergency situations.
- Develop a hydraulic model of the City's water system to understand flow and direction so as to design a unidirectional flushing program to improve water quality and minimize flushed water as well as dirty water complaints.
- The goal is to have 75% of the distribution system mapped, including all gate valves and service locations mapped during FY2022. Updating the GIS Map using the Mobile App began October 2018 with all hydrants updated in 2019.

GOAL 6: METER REPLACEMENT PROGRAM

Objectives:

- Continue evaluation of the current water meter system and costs for future meter replacement. 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.

GOAL 7: BUSINESS OFFICE EFFICIENCIES

Objectives:

- Continue with phased approach to update data systems to increase efficiency between meter data and billing systems.
- Implement training programs for staff (Microsoft Excel, MUNIS, Badger Meter, Invoice Cloud, MIIA/Customer Service)
- Roll out digital work order system in correlation with current DPS work order system.
- Consolidate sludge removal and Scada control contracts with the Sewer Department in an effort to maintain set labor rates and lock in bio solids removal rates. Continue to implement purchasing processes and utilize state bids & consortiums.

PROGRAM & SERVICES

Treatment	Distribution	Administration/ Billing	Engineering
<ul style="list-style-type: none"> • Provide safe and reliable drinking water, for potable use and fire protection. • 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 water treatment plants, 2 raw water pumping stations, and 1 chlorine booster station. • Maintain 4 surface water supplies, 2 ground water supplies and 2 water storage tanks 	<ul style="list-style-type: none"> • Maintenance and repair of 120 miles of water mains • Maintenance and repair of 942 hydrants City wide • 24 hour response to customer issues • Computerized meter reading City wide for City of Newburyport and the Town of Newbury 	<ul style="list-style-type: none"> • Manage 8950 customer accounts. • Manage customer billing/collection process. • Manage customer service inquiries and work orders • Process permit requests. • Provide budgets & rate analysis. • Monitor procurement activities. • Manage solar credit distribution. • Manage meter data collection program. 	<ul style="list-style-type: none"> • Technical assistance to resolve problems and provide solutions. • Design water main replacement projects. • Review of water-related design and construction projects. • Construction oversight • Participate in the creation of a Resiliency Plan to protect the City's water supply.



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WATER ENTERPRISE FUND (060-450)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51101 - DPS SAL DIRECTOR	40,557	44,228	44,940	45,839	899	2.0%	(1)
51102 - DPS SAL DEPUTY DIRECTOR	31,579	35,538	36,815	38,939	2,124	5.8%	c (2)
51103 - DPS SAL BUSINESS MANAGER	21,362	24,924	25,325	29,781	4,456	17.6%	(3)
51117 - DPS SAL ASST ENGINEER	22,107	22,721	23,089	23,089	0	0.0%	c (2)
51118 - WAT SAL TREATMENT OPS SUPT	85,954	100,647	103,016	103,015	(0)	0.0%	c (4)
51119 - DPS SAL CITY ENGINEER	31,299	32,170	32,689	32,689	0	0.0%	c (2)
51120 - WAT SAL ASST SUPT WATER	0	83,473	85,233	87,364	2,131	2.5%	c
51131 - DPS SAL ADMIN ASSISTANT	22,493	14,478	26,481	27,138	657	2.5%	c
51132 - DPS SAL ADMIN OFFICE MGR	25,585	26,639	27,524	29,352	1,828	6.6%	c (5)
51134 - WAT SAL DISTRIBUTION MNGR	78,103	24,032	85,000	80,305	(4,695)	-5.5%	c (6)
51158 - WAT SAL LABOR	790,925	729,386	790,224	797,104	6,881	0.9%	c (4)
51190 - WAT SUMMER EMPLOYEES	9,012	2,592	0	10,000	10,000		
51301 - WAT OVERTIME	153,633	142,523	158,000	161,160	3,160	2.0%	
51401 - WAT LONGEVITY	12,766	12,568	9,252	9,067	(185)	-2.0%	c (4)
51402 - WAT LICENSE STIPENDS	10,275	11,100	11,100	13,600	2,500	22.5%	c (4)
51403 - WAT HOLIDAY PAY	17,267	16,795	18,059	18,950	891	4.9%	c (4)
51404 - WAT TRAVEL ALLOWANCE	0	0	0	5,100	5,100		
51405 - WAT CLOTHING ALLOWANCE	13,067	12,588	12,233	12,033	(200)	-1.6%	
51411 - WAT NIGHT DIFFERENTIAL	4,203	4,530	4,480	4,614	134	3.0%	c (4)
51420 - WAT EDUCATION CREDITS	425	425	425	425	0	0.0%	c (4)
51710 - WAT RETIREMENTS/SICK LEAVE	39,765	3,052	30,047	6,241	(23,806)	-79.2%	
51711 - WAT RETIREMENT SYSTEM	283,169	305,311	349,299	340,780	(8,519)	-2.4%	
51750 - WAT WORKERS COMP INS	49,546	52,024	38,990	46,788	7,798	20.0%	
51760 - WAT HEALTH INSURANCE	266,441	269,206	356,994	343,294	(13,700)	-3.8%	
51770 - WAT FICA PAYROLL TAXES	20,945	19,321	20,945	20,945	0	0.0%	
001 - PERSONNEL SERVICES Total	2,030,480	1,990,268	2,290,161	2,287,613	(2,548)	-0.1%	
002 - PURCHASE OF SERVICES							
52101 - WAT HEAT	15,130	11,538	15,000	30,000	15,000	100.0%	
52102 - WAT ELECTRICITY	349,282	243,580	275,000	240,000	(35,000)	-12.7%	
52401 - WAT IT EXPENSE	44,645	93,271	75,000	90,000	15,000	20.0%	
52402 - WAT GEN CONSTRUCTION	99,877	94,266	100,000	150,000	50,000	50.0%	
52403 - WAT MAINT-VEHICLES	21,829	20,724	30,000	30,000	0	0.0%	
52404 - WAT MAINT-DISTRIBUTION	72,452	116,030	72,660	90,000	17,340	23.9%	
52405 - WAT MAINT-TREATMENT	67,404	63,643	70,000	70,000	0	0.0%	
52406 - WAT MAINT-EQUIPMENT	30,838	29,497	14,000	22,000	8,000	57.1%	
52409 - WAT MAINT-STORAGE TANKS	0	0	0	50,000	50,000		
53000 - WAT OFFICE IT SERVICES	0	0	21,933	21,933	0	0.0%	
53001 - WAT FINANCIAL AUDIT/VALUATION	7,883	7,650	7,883	7,883	0	0.0%	
53020 - WAT LEGAL EXPENSES	1,173	2,352	10,000	10,000	0	0.0%	
53024 - WAT BOND/NOTE EXP	21,366	19,798	24,386	24,386	0	0.0%	
53025 - WAT ENGINEER RETAINER	31,990	15,415	50,000	100,000	50,000	100.0%	
53026 - WAT POLICE DETAILS	14,874	16,907	20,000	20,000	0	0.0%	
53028 - WAT PRE-EMPLOYMENT PHYSICAL	1,366	823	1,500	2,000	500	33.3%	

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
53029 - WAT CONTRACT-CROSS CONN TEST	18,600	12,390	19,000	19,000	0	0.0%
53030 - WAT SLUDGE REMOVAL/FILTER PLT	19,973	23,973	45,000	55,000	10,000	22.2%
53031 - WAT TEST-SURFACE WAT SAMPLING	0	5,014	7,500	50,000	42,500	566.7%
53032 - WAT WATER TEST	29,173	38,441	36,554	56,554	20,000	54.7%
53402 - WAT TELECOMMUNICATNS	12,394	10,065	10,620	12,500	1,880	17.7%
53780 - WAT PAYMT IN LIEU TAXES	5,908	5,858	8,500	8,500	0	0.0%
002 - PURCHASE OF SERVICES Total	866,157	831,236	914,536	1,159,756	245,220	26.8%
004 - SUPPLIES						
54201 - WAT GENERAL OFC EXP	16,135	16,963	10,000	10,000	0	0.0%
54301 - WAT CONSERVATION	5,000	2,382	5,000	5,000	0	0.0%
54302 - WAT CHEMICALS	133,649	118,294	125,000	127,500	2,500	2.0%
54303 - WAT CONSUMER REPORT	10,504	7,016	8,000	8,000	0	0.0%
54304 - WAT TREATMENT MAINT EQUIP	0	0	7,500	12,000	4,500	60.0%
54801 - WAT FUEL/OIL VEHICLE(S)	17,448	14,444	26,870	26,870	0	0.0%
55800 - WAT MISC SUPPLIES	771	460	1,700	2,000	300	17.6%
004 - SUPPLIES Total	183,508	159,560	184,070	191,370	7,300	4.0%
007 - OTHER CHARGES & EXPENSES						
57100 - WAT TRAINING/TRAVEL	11,460	11,587	15,000	15,000	0	0.0%
57301 - WAT SDWA FEES	5,897	5,418	5,792	7,000	1,208	20.9%
57401 - WAT MUNICIPAL INSURANCE	75,500	79,275	79,275	87,044	7,769	9.8%
57805 - WAT BUDGET CONTINGENCY	0	0	0	27,817	27,817	
007 - OTHER CHARGES & EXPENSES Total	92,857	96,280	100,067	136,861	36,793	36.8%
008 - CAPITAL OUTLAY						
58310 - WAT G.I.S.	6,890	9,494	10,000	10,000	0	0.0%
58513 - WAT WTR MAIN REPLAC PROGRAM	49,414	0	100,000	150,000	50,000	50.0%
58514 - WAT WATERSHED IMPROVEMENTS	0	0	0	150,000	150,000	
58550 - WAT VEHICLE/EQUIP REPLACE	110,071	5,000	5,000	5,000	0	0.0%
008 - CAPITAL OUTLAY Total	166,375	14,494	115,000	315,000	200,000	173.9%
009 - DEBT SERVICE						
59100 - WAT DEBT PRINCIPAL	1,396,401	1,477,895	1,449,867	1,339,038	(110,829)	-7.6%
59150 - WAT DEBT INTEREST	457,738	340,215	367,386	306,744	(60,642)	-16.5%
009 - DEBT SERVICE Total	1,854,139	1,818,110	1,817,253	1,645,782	(171,471)	-9.4%
010 - BUDGETED TRANSFER OUT						
59662 - TRANSFER TO HEALTH INS STAB FD	0	0	0	15,604	15,604	
010 - BUDGETED TRANSFER OUT Total	0	0	0	15,604	15,604	
Grand Total	5,193,516	4,909,947	5,421,087	5,751,985	330,899	6.1%

Personnel Footnotes:

- (1) Funding split equally between the three DPS divisions.
- (2) Expiring collective bargaining agreements. Funding split equally between the three DPS divisions.
- (3) Merit increase and cost of living adjustment. Funding split evenly between the three DPS divisions.
- (4) Expiring collective bargaining agreement.
- (5) Anniversary step and cost of living adjustment.
- (6) New hire at lower step.

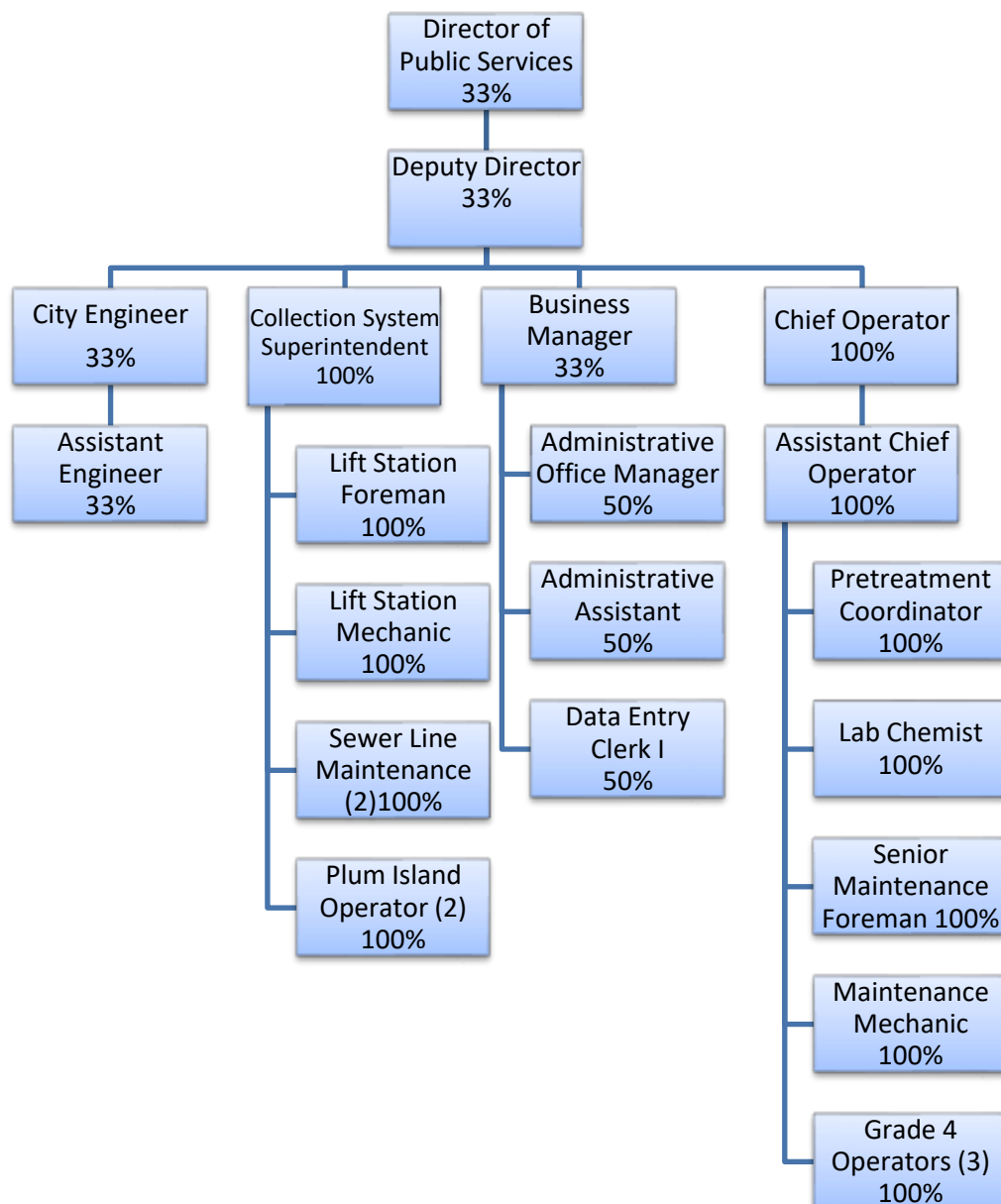
c = Denotes line items that fund cost items in a collective bargaining agreement.

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	FY2020 Actual	FY2021 Actual	FY2022 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 FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
LF of sewer main cleaned yearly	Linear Feet	107,051	100000	108,000	70,000
Response to issues, alarms and sewer calls/WWTF/lift station	Total # of Calls	50	50	50	50
FOG Program/Compliance	Compliance Per establishment	N/A	60	60	60
# of businesses with grease traps.					
Plum Island Vacuum System alarms and sewer calls	Total # of Calls	40	32	32	25
Odor Complaints	Calls	2	0	0	2
Wastewater treated	Millions/ Gallons	654	660	624	625
Biosolids for composting	Metric Tons	670	736	700	611
Oxygen Consuming Material removed from Wastewater	Pounds/ Million	1.27	1.3	1.2	1.07
Sewer Liens	Number	442	170	200	246

FY2021 ACCOMPLISHMENTS

- **COVID-19 Pandemic:** A major accomplishment is the work completed by The Department of Public Services (DPS) employees during the pandemic. The DPS staff worked without interruption, day in and day out completing over seventy linear feet of sewer cleaning, fifty station service calls, treating 1.07 million gallons per day, maintained Plum Island sewer system, maintained business processes and all of the various functions that are performed by our employees.

Climate Change Resiliency Measures:

- DPS and Engineering worked with the Planning Department to finalize the design and entered into the construction phase of the elevated Rail Trail and Shoreline Protection along the WWTP. This project is the first phase of protecting the WWTP from storms and storm surge and provides resiliency towards sea level rise. Construction is ongoing and scheduled to be completed by June.

Plum Island:

- Operating and Maintenance (O&M) continues to be high priority regarding Plum Island:
 - DPS is in the process of removing the alarm radio transmitter located under manhole cover, installing with in a new air terminal. To date 100 have been relocated as a trial.
 - New pumps have reduced run times; therefore, there has been a significant savings.
 - Installed new relays in panel to add new alarms to station (Weston & Sampson Services)
 - DPS has installed and now has the capability of isolating sewer mains. This was accomplished by adding valves allowing the DPS crews to shut areas off, while keeping the rest of the island operational.

Sewer line maintenance/ lift stations:

- Conducted proper O&M repair and preventative maintenance to collection system:
 - Cleaned approximately over 70,000 linear feet of sewer main, about 1/3 of the entire system.
 - Cleaned 16 lift station wet wells twice per year per station.
 - Working on design and relocation of the Water St. Station. This is much needed as this station is located on the water and is in high danger of flooding every storm/ astronomical high tides. This station handles 60,000 gallons per day.
 - Design of Storey Ave. Station. This will be built in place, eliminating the need of operators of entering station which is located 20 feet underground by installing submersible pumps rather than the current flooded suction pumps. Much needed as this station is beyond its life expectancy and needs to be updated. This station sees 50,000 GPD on average
 - Manhole repairs throughout the City in an effort to reduce Inflow/Infiltration (I/I) repairs consists of replacing frames and covers, resurfacing inside of the Manhole with cement (hydraulic cement), sealing joints between inlet and invert
 - Upgraded some of the older lift stations electronics (Savory, Gould, Coke)
 - Camera work ongoing for I/I investigation and miscellaneous pipe repair
 - Responded and repaired as needed all sewer issues to help prevent Sanitary Sewer Overflow (SSO)

Operations:

- Sludge quality continues to be of exceptional quality to compost which reduces removal and process costs.
- Continued Safety and operational training for staff. Both in-house and off site.
- FOG inspection program: monitoring and inspections of local businesses
- Continued to provide quality customer service.
- No Notices of Violations issued for Industrial Pretreatment Program (IPP).
- Completed Survey of all commercial system users.
- Continue to work on the reduction of Nitrogen. NPDES permit does not require nitrogen removal. The most recent permit modifications include increased monitoring of nitrogen and indicate the possibility of nitrogen removal in the future.
- New National Pollutant Discharge Elimination System (NPDES) Permit issued June 2020
- Rehabilitation of headworks interior surfaces and coating complete
- Continued modifications and enhancements to aeration system including installation of new aluminum slide gates installed in February 2020

Engineering:

- The Engineering Division assisted in updating the GIS data layers and worked with field crews on obtaining as-built data.
- Managed the Waste Water Treatment Facility (WWTF) Resiliency Plan by Dewberry Engineers. Ongoing assistance throughout the year with plan implementation.
- Assisted the Planning Department with the design, bidding, and initial stages of construction for the Rail Trail Berm alongside the Waste Water Treatment Facility (WWTF). Worked with the design engineers to set the elevation of the berm to comply with the recommended height as outlined in the WWTF Resiliency Plan in order to protect against storm surge and elevated sea levels. Assisted with design components and provided some construction oversight.
- Prepared conceptual layouts of sidewall berms in order to complete the flood protection of the WWTF. Ongoing assistance to obtain funds for the WWTF project and coordination with a design consultant.
- Performed drone flyovers of the WWTF for construction monitoring and design purposes for the sidewall layouts.
- 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 over 8,950 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 46% of FY 20 delinquent accounts and approximately 246 accounts received a property lien for unpaid balances
- FY 20 certified retained earnings balance \$999,799
- Rates did not increase during FY21. The Department created a Rate Study committee and the

committee is currently engaged in a Sewer rate/fee study. The studies focus is on the current systems lifecycle of infrastructure, facilities and an analysis of the Sewer enterprise fund including historic operating expenses, bonded debt & revenue collections. The results of the study will include recommendations of setting rates & fees to support future funding of operating and capital costs.

- The Sewer Department renewed the contract with Enel energy. The enterprise fund receives rebates from participating in the program.
- The Business Manager banked the solar certificates for FY21. All certificates were sold in FY20 and the plan is to bank enough certificates to reach a profitability amount of a minimum of \$10,000 prior to auctioning the certificates.

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

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

Engineering 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 bike 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 completely encapsulate the waste water treatment plant property and protect the facility from storm surge as identified in the

Resiliency Plan.

Climate Change Resiliency Measures

Assist in the design management and construction project to raise the five pump stations to higher ground. This project is critical to elevate the stations above flood stage and prepare for rising sea levels and higher storm surges.

Design the necessary flood prevention berms and walls along the western and eastern sides of the WWTP and connect to the bike path berm. Completion of these sidewalls will complete the major flood prevention measures for the Plant.

Sewer System Capacity

An assessment of current & future sewer system capacity & maintenance needs is being conducted prior to any approval of additional residential developments within the sewer system. Increased volume of flow due to growth and increased population is a planning priority of future sewer system capacity; the City of Newburyport's needs will always be first priority.

Business Operations

The Business Office continues to manage over 8,000 sewer accounts with new connections occurring periodically throughout the construction season. The pandemic continues to push the office to implement remote & digital communications to contractors, employees and the community. The Sewer accounts receivable collections missed target revenues to support the FY21 budget. \$370,000 was used to subsidize the sewer rate. The Business Office continues to update data records and the metrics of the billing system to continue to deliver optimal services to the community.

Pandemic

FY21 has been a challenging year for the staff and their families. The Department continues to exercise social distancing practices by utilizing remote communications and the use of personal protection equipment. The Department of Public Services Administration is appreciative of the Sewer Department employees continued dedication and hard work. The Department continues to work in collaboration to overcome the hurdles we continue to encounter due to the pandemic.

FY2022 GOALS & OBJECTIVES

GOAL 1: NPDES PERMIT COMPREHENSIVE COMPLIANCE PLAN

Objectives:

- Meet permit limits and provide quality wastewater discharge.
- Reduce Nitrogen levels.
- Upgrade aeration system components.
- NDPES permit with DEP every five years.

- 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 maintain 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 improve health and safety issues for our employees.
- Reduce Inflow and Infiltration throughout the City and institute a flowmeter program.
- Prevent Sanitary Sewer Overflow (SSO) through constant communication and education.
- 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.
- Story Ave. Lift station replacement design.

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

Objective:

- FOG Program: Keep gravity mains free and clear from grease and debris, preventing SSO activity from occurring
- Continue utilizing new mobile app, inspect business as needed. An inspection using 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: MAINTAIN MANAGEMENT INFORMATION SYSTEMS

Objectives:

- Continue to utilize mobile application to mitigate fats, oils and grease in the system.

GOAL 6: 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 7: 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 8: IMPLEMENT CLIMATE CHANGE RESILIENCY MEASURES**Objectives:**

- The Waste Water Treatment Facility and some of the City's sewer pumping stations are vulnerable to flooding, storm surge, and rising seas; preparations must be made to protect the facility from flood damage especially in light of climate change impacts which bring more intense storms.
- 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 4-5 pumping stations that currently reside in or near flood plains to ensure that they are elevated above predicted future flood elevations and protected from impacts caused from changes to our climate.

GOAL 9: BUSINESS OFFICE SYSTEMS

Objectives:

- Develop and implement a data base/data entry program that includes staff training, data base scheduled maintenance & scheduled upgrades, proper maintenance and proper use and storage of hardware.
- Work in collaboration with Sewer department and Administration to build and implement a digital work order system for Sewer related calls.
- Work in collaboration with Purchasing, water and sewer divisions to utilize the consolidation of contracts for bio solids/sludge and scada controls/IT services.

PROGRAMS & SERVICES

Treatment	Collection	Business Office	Engineering
<ul style="list-style-type: none"> • Provide quality and efficient treatment for wastewater to be discharged to Merrimac River. • Meet the requirements for the NPDES permit. • Submit yearly reports to the DEP/EPA. • Maintain proper operations of the WWTF. • Operate and maximize efficiency of odor control facilities. • 24/7 on call personnel to respond to all calls during and after hours at the WWTF. 	<ul style="list-style-type: none"> • Maintenance of 16 pump stations including Plum Island. • Clean and maintain 75 miles of gravity sewer mains. • 24 hour response to customer issues. • Video sewer mains for the reduction of (II) Inflow/Infiltration for NPDES permit requirements. • O&M on sewer mains and lift stations to reduce sewer SSO. 	<ul style="list-style-type: none"> • Manage 8,200 customer accounts. • Manage customer billing/collection process. • Manage customer service inquiries and work orders • Process permit requests. • Provide budget and rate analysis. • Monitor procurement activities. • Manage solar credit distribution. • Manage meter data collection program. 	<ul style="list-style-type: none"> • Technical assistance to resolve problems and provide solutions. • Design access roads and sewer main replacements. • Review of sewer rehabilitation and replacement projects. • Project management of sewer design projects. • Construction oversight. • Resiliency Plans to protect infrastructure from climate change impacts.



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SEWER ENTERPRISE FUND (061-440)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51101 - DPS SAL DIRECTOR	40,557	44,228	44,940	45,839	899	2.0%	(1)
51102 - DPS SAL DEPUTY DIRECTOR	31,579	35,535	36,815	38,939	2,124	5.8% c	(2)
51103 - DPS SAL BUSINESS MANAGER	21,362	24,924	25,325	29,781	4,456	17.6%	(3)
51116 - SEW SAL CHIEF OPERATOR	98,465	101,590	103,227	103,227	(0)	0.0% c	(4)
51117 - DPS SAL ASST ENGINEER	22,107	22,721	23,089	23,089	0	0.0% c	(2)
51119 - DPS SAL CITY ENGINEER	31,299	32,170	32,689	32,689	0	0.0% c	(2)
51120 - SEW SAL ASST CHIEF OPERATOR	0	83,473	86,237	88,393	2,156	2.5% c	
51122 - SEW SAL SUPT OF COLLECTIONS	71,900	92,517	93,996	93,996	(0)	0.0% c	(2)
51131 - DPS SAL ADMIN ASSISTANT	22,493	14,478	26,481	27,138	657	2.5% c	
51132 - DPS SAL ADMIN OFFICE MGR	25,585	26,639	27,524	29,352	1,828	6.6% c	(5)
51158 - SEW SAL LABOR	897,880	819,811	866,728	878,027	11,299	1.3% c	(4)
51190 - SEW SUMMER EMPLOYEES	10,944	5,088	0	21,600	21,600		
51301 - SEW OVERTIME	155,054	133,043	220,000	224,400	4,400	2.0%	
51401 - SEW LONGEVITY	6,378	5,881	6,378	7,600	1,221	19.1% c	(4)
51402 - SEW LICENSE STIPENDS	9,100	9,100	9,100	4,800	(4,300)	-47.3% c	(4)
51404 - SEW TRAVEL ALLOWANCE	0	0	0	5,100	5,100		
51405 - SEW CLOTHING ALLOWANCE	12,367	12,173	13,843	13,843	0	0.0%	
51420 - SEW EDUCATION CREDITS	850	1,425	850	850	0	0.0% c	(4)
51710 - SEW RETIREMENTS/SICK LEAVE	19,517	15,527	4,784	6,241	1,457	30.5%	
51711 - SEW RETIREMENT SYSTEM	333,756	339,872	307,073	374,913	67,840	22.1%	
51750 - SEW WORKERS COMP INS	33,948	35,646	35,646	42,775	7,129	20.0%	
51760 - SEW HEALTH INSURANCE	364,172	366,315	416,426	400,445	(15,981)	-3.8%	
51770 - SEW FICA PAYROLL TAXES	15,367	15,316	20,827	20,827	0	0.0%	
001 - PERSONNEL SERVICES Total	2,224,681	2,237,471	2,401,978	2,513,863	111,885	4.7%	
002 - PURCHASE OF SERVICES							
52101 - SEW HEAT	30,328	32,010	37,000	37,000	0	0.0%	
52102 - SEW ELECTRICITY	567,220	363,433	380,000	380,000	0	0.0%	
52401 - SEW IT EXPENSE	40,593	37,836	44,000	75,000	31,000	70.5%	
52402 - SEW MAINT-GENERAL	34,327	35,118	36,350	38,000	1,650	4.5%	
52403 - SEW MAINT-VEHICLES	18,291	18,984	27,000	27,000	0	0.0%	
52405 - SWR MAINT-PLUM ISLAND	19,858	7,436	15,000	25,000	10,000	66.7%	
52406 - SEW MAINT-EQUIPMENT	85,488	128,899	95,657	125,000	29,343	30.7%	
52407 - SEW UNIFORM/SAFETY EQUIPMENT	11,135	8,961	15,675	15,675	0	0.0%	
52408 - SEW MAINT-SEWER LINE	52,950	19,690	58,832	73,850	15,018	25.5%	
52409 - SEW MAINT-DRAINS	15,335	5,110	39,000	39,000	0	0.0%	
53000 - SEW OFFICE IT SERVICES	0	0	18,750	18,750	0	0.0%	
53001 - SEW FINANCIAL AUDIT/VALUATION	7,883	7,650	7,883	8,000	117	1.5%	
53020 - SEW LEGAL EXPENSES	2,370	2,266	10,000	10,000	0	0.0%	
53024 - SEW BOND/NOTE EXP	33,771	63,556	37,650	37,650	0	0.0%	
53026 - SEW POLICE DETAILS	4,662	3,557	10,000	5,000	(5,000)	-50.0%	
53028 - SEW MEDICAL/DRUG TESTING	4,501	1,836	4,500	4,500	0	0.0%	
53030 - SEW CONSULTANT FEES	21,475	51,176	50,000	50,000	0	0.0%	
53035 - SEW INDUSTRIAL PRETREATMENT	12,570	9,945	15,500	15,500	0	0.0%	

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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
53040 - SEW BIOSOLIDS DISPOSAL	236,237	216,704	268,972	274,351	5,379	2.0%
53050 - SEW VENDOR LAB TESTING	15,798	12,856	21,131	24,695	3,564	16.9%
53402 - SEW TELECOMMUNICATNS	21,121	22,802	24,000	26,740	2,740	11.4%
002 - PURCHASE OF SERVICES Total	1,235,914	1,049,824	1,216,900	1,310,711	93,811	7.7%
004 - SUPPLIES						
54201 - SEW GENERAL OFC EXP	20,908	17,926	5,250	8,000	2,750	52.4%
54302 - SEW PLANT CHEMICALS	388,312	417,783	420,000	428,400	8,400	2.0%
54303 - SEW LAB CHEM/EQUIP/SUPPLIES	15,039	15,431	13,750	13,750	0	0.0%
54801 - SEW FUEL/OIL VEHICLE(S)	18,034	14,679	20,000	31,000	11,000	55.0%
54802 - SEW LUBRICANTS	38	3,669	5,000	5,000	0	0.0%
55800 - SEW MISC SUPPLIES	97	2,493	1,800	1,800	0	0.0%
004 - SUPPLIES Total	442,428	471,980	465,800	487,950	22,150	4.8%
007 - OTHER CHARGES & EXPENSES						
57100 - SEW TRAINING/TRAVEL	22,337	3,948	9,000	17,800	8,800	97.8%
57300 - SEW DUES/LIC/SUBSCRIPTIONS	195	588	800	1,350	550	68.8%
57401 - SEW MUNICIPAL INSURANCE	72,171	75,779	75,779	83,206	7,426	9.8%
57805 - SEW BUDGET CONTINGENCY	0	0	0	31,373	31,373	
007 - OTHER CHARGES & EXPENSES Total	94,703	80,315	85,579	133,729	48,150	56.3%
008 - CAPITAL OUTLAY						
58310 - SEW G.I.S.	11,918	10,289	10,000	10,000	0	0.0%
58330 - SEW I/I REHABILITATION	11,800	41,017	25,000	100,000	75,000	300.0%
58361 - SEW REPAIR LIFT STATIONS	114,823	48,022	150,000	150,000	0	0.0%
58362 - SEW EFFLUENT SAMPLER	2,243	7,439	6,000	6,000	0	0.0%
58550 - SEW VEHICLE/EQUIP REPLACE	11,075	5,000	5,000	5,000	0	0.0%
008 - CAPITAL OUTLAY Total	151,859	111,767	196,000	271,000	75,000	38.3%
009 - DEBT SERVICE						
59100 - SEW DEBT PRINCIPAL	2,007,273	2,146,399	2,211,285	2,062,429	(148,856)	-6.7%
59150 - SEW DEBT INTEREST	995,608	884,239	917,753	857,874	(59,879)	-6.5%
59250 - SEW INT TEMP LOAN	0	0	20,000	20,000	0	0.0%
009 - DEBT SERVICE Total	3,002,881	3,030,638	3,149,038	2,940,303	(208,735)	-6.6%
010 - BUDGETED TRANSFER OUT						
59662 - TRANSFER TO HEALTH INS STAB FD	0	0	0	18,202	18,202	
010 - BUDGETED TRANSFER OUT Total	0	0	0	18,202	18,202	
Grand Total	7,152,465	6,981,995	7,515,295	7,675,758	160,463	2.1%

Personnel Footnotes:

- (1) Funding split equally between the three DPS divisions.
- (2) Expiring collective bargaining agreements. Funding split equally between the three DPS divisions.
- (3) Merit increase and cost of living adjustment. Funding split evenly between the three DPS divisions.
- (4) Expiring collective bargaining agreement.
- (5) Anniversary step and cost of living adjustment.

c = Denotes line items that fund cost items in a collective bargaining agreement.



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Section 7:

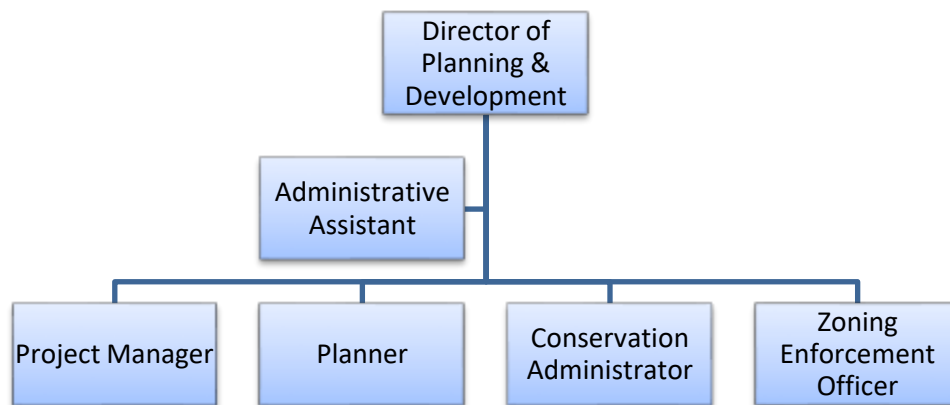
Planning and Development

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	FY2020 Actual	FY2021 Actual	FY2022 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	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.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Total Permit Applications	#	159	154	162	237
ZBA Special Permits	#	49	53	46	50
ZBA Variances	#	19	21	12	13
ZBA Appeals	#	0	2	0	4
ZBA Minor Modifications	#	8	18	11	7
PB Approval Not Required Plans	#	10	5	8	5
PB Subdivisions	#	4	1	1	1
PB Site Plan Reviews	#	7	6	12	2
PB Smart Growth Plan Reviews	#	0	0	1	0
PB Special Permits	#	15	25	17	3
PB Minor Modifications	#	7	25	20	11
Average Number of Weeks for Permitting (PB & ZBA)	Weeks	9.6	9.4	5.5	6.3
CC Resource Area Delineation	#	0	2	1	0
CC Notice of Intent	#	24	17	18	11
CC Determination of Applicability	#	7	5	13	8
NHC Demolition Delay Reviews	#	12	17	33	15
Zoning Determination Requests	#	53	99	94	84
Zoning Enforcement Requests	#	77	69	32	12
CPA Grant Applications	#	13	22	14	12

FY2021 ACCOMPLISHMENTS

Following are key accomplishments of the Office of Planning & Development during FY2021:

Capital Projects

1. **Market Landing Park Expansion:** Following dissolution of the former Newburyport Redevelopment Authority (NRA) this office ensured formal and final transfer of its land and monies to the City for waterfront park expansion. A Request for Proposals (RFP) was issued to select a design firm (Sasaski Associates, Inc.) to undertake schematic design and cost estimates for the new park space and parking lot reconfigurations in accordance with the so-called “framework plan” adopted by the City Council just prior to dissolution. Sasaki’s contract can be extended, at the City’s choice, to include final design, permitting, bid phase services and construction administration services during construction, pending successful completion of the schematic design phase. Full site survey and review of existing soil conditions and Activity and

Use Limitations (AULs) applicable to the NRA East and West Lots are required during the schematic design phase for: (a) base plan preparation; and (b) to limit the disturbance of contaminated soils during construction which might increase project costs and/or cause delays in construction or required Department of Environmental Protection (DEP) review.

2. **Rail Trail Phase II & Wastewater Treatment Plant Protection:** June 2021 is the target Completion timeframe for ongoing construction of a new stone revetment between the Merrimack River and the City's Wastewater Treatment Plant (WWTP) to protect this critical infrastructure from flooding, storm surge and projected sea level rise. Upon completion of construction this section of the Clipper City Rail Trail will be reopened on top of the new stone revetment and earthen berm between the American Yacht Club and Joppa Park.
3. **Rail Trail Phase III / Route 1 Crossing:** Completed construction of intersection and signalization upgrades at the intersection of Parker Street with State Street to facilitate a continuous shared use path connection between Rail Trail phases I and II. Coordination is still underway with the Hines Way development team to ensure this shared use path is extended further east along Parker Street as public benefit "mitigation" associated with development permitting and zoning relief granted by the Zoning Board of Appeals and Planning Board. Reviewed and commented on proposed MassDOT plans to undertake new curbing, traffic islands and striping of the Route One Rotary for the purposes of improving traffic safety while providing a designated shared use path connection with pedestrian controlled crossing signal equipment. Our next step is to confirm a date for MassDOT participation in a local public meeting to inform local stakeholders and obtain feedback on the design plans prior to construction. While details and timeline are still being confirmed, this work by MassDOT, entirely within their Right-of-Way, will bridge the gap for safe crossing of Route One for pedestrians and cyclists thus becoming an integral part of the east-west Phase III connection of our Rail Trail between Phases I and II.
4. **Safe Routes to School:** Provided oversight and coordination with MassDOT and the Department of Public Services (DPS) to ensure successful completion of the Safe Routes to School (SRTS) project on High Street including traffic calming measures, new sidewalks and several controlled pedestrian crossings along routes frequented by children heading to or from school facilities. The current target date for completion of this project is late spring 2021.
5. **Newburyport Youth Services (NYS) Feasibility Study:** A comprehensive feasibility study was completed for a new youth services facility either through renovations to the Brown School or relocation to an alternative site on Low Street land which was to be acquired from the National Guard. Authorization to purchase the property was rejected by the City Council after a lengthy debate over whether to impose conservation and development restrictions at the time of initial acquisition thereby limiting future options. Both of these scenarios are explored in the study with conceptual plans and rough cost estimates of both provided for comparison purposes. Discussions continue relative to a permanent/future home for NYS and the cost of upgrades required at the Brown School or another location.

6. **Brown School Adaptive Reuse:** A \$234K grant was awarded by the Commonwealth to engage architects and subconsultants needed to further assess the existing building and provide detailed plans for work necessary to convert classroom space into housing units along with new heating, fire suppression, elevator service, etc. Confirmation of the scale and scope of housing reuse within the building, and use of the site (e.g. parking spaces) must be confirmed before detailed design work can begin on applicable portions of the building and/or site. Based on findings and recommendations contained in the recent Brown School Phase I Environmental Site Assessment (ESA) first priority will be given to completion of a Phase II study necessary to obtain detail on the extent of hazardous materials and establish an order of magnitude for the cost to remediate such hazardous materials (e.g. lead, asbestos and PCBs) in order to facilitate adaptive reuse for housing.
7. **Site Assessments & Evaluation of Alternatives:** The Office of Planning & Development continues to provide ongoing assistance to the Parks Department, Youth Services, Fire Department and other divisions as needed to evaluate alternative facility locations, compare site constraints and opportunities, estimate costs for construction costs, and otherwise further the goals of each department to establish new facilities or renovate existing ones.

Regulatory Updates

8. **Zoning Updates:** Staff assisted the City Council, Planning Board and other stakeholders in debate over pending zoning amendments including provisions for Short Term Rental Units (STRUs) and Section VI-C Special Permits (for one than one residential structure on a lot). A housekeeping zoning amendment was submitted to the City Council to provide clarifying language in various sections with elements taken from the Comprehensive Zoning Update project, which had previously attempted an ambitious wholesale update to the Zoning Ordinance. Reconvened the Zoning Advisory Group representing key City officials and stakeholders to weigh in on the priority and timeline for various subsequent code updates (housekeeping and/or substantive). Based on experience to date it was agreed that there is insufficient administrative and/or political “bandwidth” to tackle the entire Zoning Ordinance update at once. As such, staff worked with the City Council, Planning Board and Zoning Advisory Committee to bring forward distinct sections for update and revision.

Assistance to Volunteer Boards

9. **Successful Transition to Remote Meetings:** Staff worked heavily with all volunteer boards and committees to facilitate the continuity of public meetings and hearings via “remote participation” on Zoom due to the ongoing Covid-19 pandemic. Additional time and attention has been devoted to the preparation of visuals for these virtual meetings, as well as their seamless operation for numerous volunteer board members and the “public comment” portions of adjudicatory public hearings.

Long-Range Planning

10. **Climate Resiliency Plan:** The City's new Climate Resiliency Plan was presented to the public along with a posted video recording and full slide sequence. This long range planning and policy document was made available to the public and Resiliency Committee members continue to work with staff on outreach and support for implementation of the plans recommendations.
11. **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 final draft form – including input from the City Council and Division of Conservation Services (DCS) – is under final review for acceptance and will serve as a policy guidance document for implementation in the coming years, while allowing the City to apply for and receive state and federal funding for parks and open space projects.

Housing & Economic Development

12. **40R District:** Construction of 1 Boston Way (76 housing units, 19 affordable) was completed. Similar permitting approval was granted for 3 Boston Way (84 units, 21 affordable). As such, 160 new transit-oriented housing units, 40 of which are affordable are well underway at the MBTA Station, consistent with a recent "Housing Choice" statutory update to the Zoning Act (MGL Chapter 40A) requiring as-of-right multi-family housing in close proximity to MBTA transit facilities.

Streamlining / Online Permitting

13. **Online Permitting:** Contracted with OpenGov/ViewPermit to begin the acceptance and processing of 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. Configuration of most permit tracks within the system has now been drafted or completed. Remaining permits will be transitioned to full online permitting by the end of the fiscal year upon confirmation that settings are working seamlessly for relevant staff, some of which need additional training on the platform. Once all building, zoning and conservation permits are successfully online, use of the platform can be extended to other City divisions requiring electronic submission, routing, review and approval of applications (e.g. licensing commission, street opening permits, etc.).

Adaptation During COVID-19 Pandemic

Substantial changes have been made to the way public meetings and hearings are conducted as a consequence of the COVID-19 pandemic. 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, public 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. We are currently evaluating technical upgrades necessary to accommodate “hybrid” public meetings where some folks (e.g. board members) are physically in the room, while others (e.g. general public, all or some) are connected remotely via Zoom. Preparing for, and running hybrid meetings is expected to take more preparation time and attention by staff than standard remote Zoom meetings where only one connection or “public comment” forum is being facilitated at a time. Adjustments will be iterative as the pandemic progresses or winds down.

Continued rollout of our new online permit tracking platform will reduce the amount of physical materials that need to be prepared, submitted and handled by various people, thereby limiting exposure risk to all involved. By the end of this fiscal year we anticipate that all building, zoning, planning, conservation and historical related permits will be accessible online. We are still making improvements to the public facing side of our online permitting system to ensure that our volunteer board members, and the general public, have convenient access to relevant plans and documents 24-7 just as they would if posted in the old manner (to the City website).

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. Review of local requests and distribution of such funds to those small businesses is still underway with approximately 50% of funds awarded or distributed to date.

FY2022 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 2022:

- **COVID-19 will continue to necessitate remote (virtual) or “hybrid” meetings and public hearings to limit social gatherings in which the virus, or its variants could spread.** At this time the office anticipates continued use of the Zoom meeting platform into 2022 and beyond due to the convenience and broader public access it provides to our constituents, board members and applicants who would otherwise typically wait several hours in the City Council Chambers or City Hall Auditorium for their agenda item(s) to be taken up. Full remote or hybrid meetings would provide better access for public participation to a wider spectrum of the community and in today’s age municipal services are expected to keep pace with technological advances.
- **Continued Pandemic Economic Recovery Efforts:** This Department, the Mayor’s office and others will continue to facilitate access to federal and state economic recovery funding mobilized to mitigate the adverse economic impacts of the pandemic. This includes, among other things, funding to assist local business retention, maintenance of affordable housing, and the creation of “parklets” for longer-term outdoor restaurant seating.

- **Permitting and development applications will likely continue at current levels** as we move into FY2022. If the economy improves we could very well see a surge in permitting again due to the high demand for real estate and residential development in Newburyport. 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 Park, but will depend largely on market conditions in the coming months and years. FY2021 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). Staff have spent an increasing amount of time on interpretation, application, administration, and enforcement of procedural and substantive provisions of the DCOD and DOD Ordinances due to their complexity and breadth, all overseen by numerous volunteer board members, not all of which will agree on how to handle a given matter. Further “housekeeping” and/or substantive updates may be needed to address new issues that arise, or to better clarify gaps in the existing Ordinance language and specificity. This same effort will continue on a regular basis as the Office of Planning and Development works with the City Council, Planning Board and others to tighten loopholes in our regulations or address new issues that arise. Recent changes to the state Zoning Act under Housing Choice legislation passed during the pandemic have lowered the threshold for the adoption of certain zoning amendments, and the approval of certain development projects, if they support mixed use or multi-family housing. This change from a 2/3 “supermajority” vote to a “simple majority” vote may facilitate the passage of zoning amendments, or the approval of development projects, that might previously have failed to pass the 2/3 threshold.
- **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 review current restrictions on development on Plum Island, finding a balance between limiting development, growth and protection of natural resources.** 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.” [emphasis added] The City’s Plum Island Overlay District, Administrative 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. Similar consideration should be given to these impacts on other hazard-prone areas of the City.

FY2022 GOALS & OBJECTIVES

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

Objectives:

- **Yearly Master Plan Update:** Provide the Mayor and City Council with a “progress report” on implementation of 2017 Master Plan goals and objectives by various City boards or departments, and note substantive changes in direction and/or areas for stronger focus in the coming year.
- **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 Market Landing 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 continue to oversee Sasaki Associates, Inc. for final design, permitting and construction of Market Landing Park Expansion (and the associated parking lot reconfigurations). 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 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 adaptive reuse of the Brown School and Newburyport Youth Services (NYS).

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

PLANNING AND DEVELOPMENT (01-182)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - OPD SAL PLANNING DIRECTOR	90,314	92,840	94,324	94,324	0	0.0% c (1)
51102 - OPD SAL PLANNER	39,918	53,072	56,297	58,341	2,044	3.6% c
51103 - OPD SAL SR PROJECT PLANNER	74,984	85,193	89,579	91,819	2,239	2.5% c
51104 - OPD SAL ADMIN ASSISTANT	59,496	69,009	70,033	70,033	0	0.0% c (1)
51105 - OPD SAL PT CONSERVATION ADMIN	34,415	43,991	46,167	48,480	2,313	5.0% c
51106 - OPD SAL ZONING ADMINISTRATOR	0	16,755	35,000	64,981	29,981	85.7% (2)
51407 - OPD EDUCATION CREDITS	700	700	700	700	0	0.0% c (1)
001 - PERSONNEL SERVICES Total	299,827	361,560	392,100	428,677	36,577	9.3%
002 - PURCHASE OF SERVICES						
53002 - OPD PERMIT TRACKING SOFTWARE	0	30,000	32,780	35,075	2,295	7.0%
53003 - OPD GIS	12,000	9,939	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	12,000	39,939	42,780	45,075	2,295	5.4%
004 - SUPPLIES						
52701 - OPD OFFICE EQUIPMENT	1,599	1,923	1,000	1,000	0	0.0%
54200 - OPD OFFICE SUPPLIES	1,516	1,624	1,050	2,050	1,000	95.2%
55800 - OPD MISC SUPPLIES	1,936	1,480	1,000	0	(1,000)	-100.0%
004 - SUPPLIES Total	5,050	5,028	3,050	3,050	0	0.0%
Grand Total	316,877	406,527	437,930	476,802	38,872	8.9%

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

(2) Fully funds position from the General Fund. Includes 8% increase.

c = Denotes line items that fund cost items in a collective bargaining agreement.

LICENSING COMMISSION (01-165)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51164 - LCM CLERICAL SERVICES	7,500	7,500	7,500	7,500	0	0.0%
001 - PERSONNEL SERVICES Total	7,500	7,500	7,500	7,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57809 - LCM GENERAL EXPENSES	1,000	863	1,000	1,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	1,000	863	1,000	1,000	0	0.0%
Grand Total	8,500	8,363	8,500	8,500	0	0.0%

CONSERVATION COMMISSION (01-171)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - CCM MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

HISTORICAL COMMISSION (01-691)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - HCM MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

PLANNING BOARD (01-175)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - PBD MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

ZONING BOARD OF APPEALS (01-176)

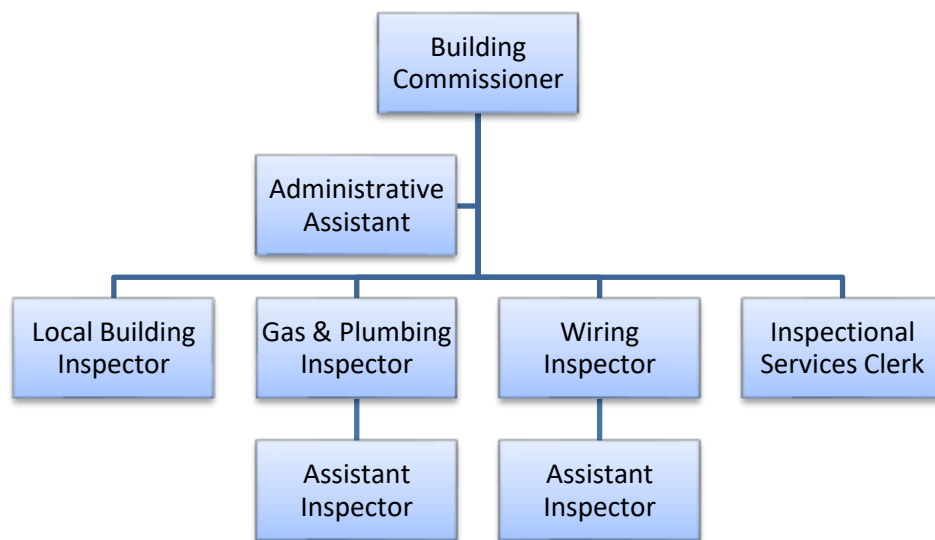
	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - ZBD MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

BUILDING DEPARTMENT

MISSION STATEMENT

The Newburyport Building Department provides for public safety through the permitting process and conducts 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	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Building Commissioner	1.0	1.0	1.0
Local Building Inspector	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Inspectional Services Clerk	0.5	0.5	0.5
Plumbing/Gas Inspector	0.5	0.5	0.5
Electrical Inspector	0.5	0.5	0.5
Total Full Time Equivalents	4.5	4.5	4.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Building Permits	# of	958	925	993	1,054
Electrical Permits	# of	637	610	674	601
Gas Permits	# of	522	475	532	503
Plumbing Permits	# of	492	480	528	467

FY2021 ACCOMPLISHMENTS

- Estimated to process 1,054 building permits and 1,764 sub-contractor permits by the end of the fiscal year. These generated permit fees totaling \$969,192. They also generated over \$68 million in project costs, resulting in assessable property tax improvements to properties. Each permit requires intake, plan review, inter-departmental review, multiple field inspections 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 a convenience for both the contractor and the property owner.
- Continue to issue yearly Public Safety Certificates (PSCs) to places of assembly in Newburyport, coordinating with the Fire Department, Health Department and License Commission.
- Continued an education process with contractors and homeowners to transition smoothly to the new 2015 ICC codes and Mass Amendments, Ninth Edition.
- 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. Full staff returned with proper distancing and PPE in June 2020. The Office has been opened to the public since beginning April 21.
 - 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.

FY2022 TRENDS

The FY2021 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 Anna Jaques Hospital expansion, Evergreen Commons and Colby Farms projects, among others. 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.

FY2022 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.
- Re-organize existing permit files from chronological, date based to property address.

GOAL 2: FINALIZE THE PROCESS OF PUBLIC SAFETY CERTIFICATES FOR ALL MULTI UNIT HOUSING 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 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 opt like to pull their own permits

PROGRAMS & SERVICES

Inspectional Services	Building Code Enforcement
<ul style="list-style-type: none">• Review all building permit applications• Inspect all renovations, alterations and new construction• Inspect all places of public assembly on a yearly basis• Inspect all multi-family units	<ul style="list-style-type: none">• Building including weatherization• MAAB/ADA compliance• Plumbing• Gas• Electrical• Duct Work• Swimming Pools• Signs

BUILDING DEPARTMENT (01-241)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - BLD SAL BLDG COMMISSIONER	85,223	65,603	86,331	86,331	0	0.0% c (1)
51103 - BLD SAL OFFICE MANAGER	59,496	61,145	62,138	58,705	(3,434)	-5.5% c (2)
51160 - BLD SAL LOCAL BLDG INSPECTOR	24,142	25,148	25,000	26,000	1,000	4.0% c (3)
51401 - BLD LONGEVITY	2,442	2,442	2,442	0	(2,442)	-100.0%
51402 - BLD TRAVEL ALLOWANCE	5,100	8,713	10,200	10,200	0	0.0% c
51412 - BLD CLOTHING ALLOWANCE	650	1,350	1,400	1,400	0	0.0% c
001 - PERSONNEL SERVICES Total	177,053	164,401	187,512	182,635	(4,876)	-2.6%
002 - PURCHASE OF SERVICES						
53401 - BLD PRINTING	213	424	500	0	(500)	-100.0%
55800 - BLD MISC EXPENSE	737	565	500	0	(500)	-100.0%
002 - PURCHASE OF SERVICES Total	949	989	1,000	0	(1,000)	-100.0%
004 - SUPPLIES						
54200 - BLD OFFICE SUPPLIES	0	0	0	2,000	2,000	
004 - SUPPLIES Total	0	0	0	2,000	2,000	
Grand Total	178,003	165,390	188,512	184,635	(3,876)	-2.1%

COMMISSION ON DISABILITIES (01-921)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51161 - COD SAL ADA COORDINATOR	2,639	2,640	2,693	2,693	0	0.0% c
001 - PERSONNEL SERVICES Total	2,639	2,640	2,693	2,693	0	0.0%
Grand Total	2,639	2,640	2,693	2,693	0	0.0%

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

(2) New hire at lower step.

(3) Expiring collective bargaining agreement. Other Funding Sources: Commission on Disabilities & Elec. Revolving.

c = Denotes line items that fund cost items in a collective bargaining agreement.



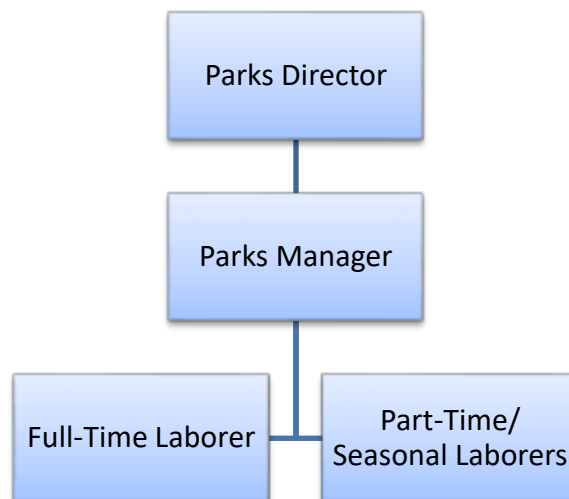
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PARKS DEPARTMENT

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	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Parks Director	1.0	1.0	1.0
Parks Manager	1.0	1.0	1.0
Full-time Laborer	2.0	1.0	2.0
Part-time Laborers	2.7	1.2	1.4
Seasonable Laborers	0.9	0.8	0.6
Total Full Time-Equivalents*	7.6	5.0	6.0

*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 FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Number of volunteer hours	Hours	2,213	2,019	2,353	3,307
Essex County Sheriff service Women In Transition crews	Hours	1,440	1,080*	1,296	0
Public-private partnership savings to City in park/field maintenance costs	\$	\$76,730	\$85,043	\$126,083	\$105,857
Donations received of equipment, supplies, materials	\$	\$7,783	\$163	\$168	\$800
Hazardous & Invasive trees removed	Each	80	50	20	55
Trees planted	Each	18	23	5	20
New green space/asphalt removal	Square Ft	7300	220	60,000	0
Flowers & shrubs planted	Each	555	557	1385	819
Number of Bench Sponsorships	#	11	5	4	16
Permits issued	Hours	1,718	1,520	329*	1,922*
Dog waste collected/ waste bags distributed	Tons/ Each	NA	NA	12.1/ 153,600	9.4/ 96,000
*Due to COVID19, FY20 & FY21 hours do not include youth and adult sports activity that was included in FY18 & FY19					

FY2021 ACCOMPLISHMENTS

Park & Field Improvement Projects

Athletic Fields

- Completed design-engineering and began construction of Phase II improvements at Bradley Fuller Park track & field facility
- Staff have achieved ball field maintenance certification

Atkinson Common

- Completed Master Plan for Lower Atkinson Common improvements to address critical parking safety issues and aging facility needs
- Completed grant funded renovations to Gazebo & landscape renovations at Tower

Atwood Park

- Completed lighting plan for interior walkways, began fundraising for lighting installation

Bartlet Mall

- Began design & fundraising for pond cleanup and fountain renovation

- Continued grant writing for completion of Northwest Corner improvements including inclusive playground construction
- Contracted for replacement of upper level walkways

Cashman Park

- Worked with a local Eagle Scout volunteer to fill cracks at the Cashman basketball courts, refinished basketball backboards and fundraised and purchased padding for the basketball poles.

Clipper City Rail Trail

- Expanded edible gardens along Rail Trail II, created and maintained by volunteers

Downtown & Central Waterfront

- Began bench renovations at Market Square
- Installed four new low-maintenance garden beds along Unicorn Street to beautify entrance to Green Street Parking Lot

Perkins Park

- Installed shade structure

General Parks Management

- Provided on-schedule landscape maintenance & snow-ice management of 100+ acres of park land, Green Street parking lot, Garrison Trail and athletic fields & licensed pesticide services to multiple departments.

Dogs in Parks

- Collected 9.4 tons of dog waste and distributed 96,000 dog waste bags at 14 waste stations with calls for service totaling 12. Added two new waste stations (Senior Center and additional Moseley Woods). Replaced eight aging waste stations
- Increase maintenance of dog waste bag dispensers from two to three times per week

Downtown

- Installed and maintained plant boxes along elevated walkway on Inn Street
- Managed Inn Street Fountain; system had **0 unscheduled outages** during 168-day season.
- Renovated benches at Inn Street, Patrick Tracy Square & Market Square
- Maintained plant beds at Green Street Parking Lot and Parking Garage

Greener Parks

- Installed 819 shrubs, perennials, and annuals at Unicorn Street-Green Street Parking Lot, Market Square traffic island, Rail Trail I and Rail Trail II, Inn Street and Parking Garage.

Skatepark

- Assigned dedicated part-time staff to provide weekly cleanup to Skatepark

Snow and Ice

- Initiated snow clearing of Garrison Trail
- Cleared snow from trails, sidewalks, walkways and parking lots at 18 sites.

Playgrounds

- Certified Playground Safety Inspector status on staff

- Trained volunteer Playground Safety Coordinator to perform high-frequency inspections and advise about repairs needed
- Made timely repairs to play structures as needed
- Initiated weekly sanitizing of play structures; purchased steam-based sanitizing equipment to facilitate more efficient playground cleaning

Tree Management

- Parks Manager achieved certification by International Society of Arboriculture (ISA)
- Removed 55 high hazard trees and pruned trees according to prioritized task list at 8 parks
- Planted 20 trees at 4 parks

Permitting

- Permitted 1,922 hours of parks reservations, including many fitness classes, church groups, and others new to parks use
- Worked with City Council to establish a temporary permit fee waiver to assist local fitness groups and other businesses in response to the economic hardship of the pandemic

Community Outreach, Events & Programming

- Maintained social media presence on Facebook and Instagram
- We utilized a total of 3,307 volunteer hours, supported in part by a Fill-a-Bag Challenge in which fitness groups using the parks competed to fill the most leaf bags
- Organized the following community-building events:
 - Clean Sweep to harness volunteer support for an annual spring cleanup (50 attendees)
 - Supported cultural and community building programming by partnering with Firehouse Center for the Arts and StormSurge to hold events in our parks
- Recreational programming served 100 adult residents through social distanced outdoor gardening classes, free tai chi classes and free edible nature tours

COVID-19 Impacts

- Responded to frequently-changing needs to support City's COVID-19 response including closing and re-opening skatepark, removing and re-installing basketball hoops as needed, updating parks website with messaging and installing signage
- Responded to increased activity in parks
 - ongoing adjustment of mowing schedule and other landscape operations to accommodate increased general use as well as use by fitness classes and other commercial groups
 - Comparison with prior years' parks use is complicated by the fact that the FY20 spring season was completely shut down and there was no permitted youth and adult league sports activity in FY21 due to COVID
 - Nonetheless, overall permitted use of parks in FY21 greatly exceeded FY19 with 1,922 hours compared to 1,520 in FY19

- Increased cleaning of restrooms to once daily
- Initiated weekly sanitizing of play structures; purchased steam-based sanitizing equipment to facilitate more efficient playground cleaning
- 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 1,490 hours of parks use between July 1, 2020 and June 30, 2021; fee collections under normal circumstances without the fee waiver would have generated \$22,350.
- Volunteer base increased from 100 to 120; management has been handled by a volunteer Parks Commissioner and Parks staff.
- Managed staff exposure, quarantine and infection for a total of 408 impacted labor hours
- Canceled all community building events except for Clean Sweep 2021
- Postponed international hiking trip until 2022
- Canceled local hikes through spring 2021

FY2022 TRENDS

1. **An increase in parks users and our new fee-based permitting will impact operations.** According to national data, local parks and trails nationwide experienced a 35 percent increase in use during the pandemic. The result is renewed interest in parks, trails and walkable environments and ongoing increased usage. We expect:
 - A. Fee-based use of ball fields for the first time means a **demand for higher quality of care**
 - I. We will require staff with expertise in athletic field maintenance
 - B. Increased interest in bench and brick sponsorship
 - C. Increased interest in community gardening and volunteerism
 - D. Increased request for services, such as better walkways, better tended gardens, greater fall cleanup efforts, quicker snow removal, more frequent mowing, increased dog waste management
 - E. Provide added restroom facilities and cleaning of those facilities
 - F. Expansion of outdoor dining on park spaces
 - G. Need to schedule maintenance around permitted use
2. **Dogs will shape our maintenance routine and programming.** Locally, the number of dogs has risen 55.2% since 2011, from 1,000 to 1,552 licensed dogs in 2019, 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 4% of that waste, or 18,746 pounds in FY21. We will:
 - A. Increase frequency of dog waste station maintenance
 - B. Install additional dog waste stations
 - C. Organize dog-focused events and/or programming

3. **Impacts of drought and climate change will continue to impact our urban forest population.**

Drought has long-term negative effects on trees. Impacts of the 2016-17 year-long drought coupled with this year's significant drought conditions and an unusual number of wind events coming from the south have caused an unprecedented number of incidents involving high hazard trees in our parks. Our crew has dealt with many trees internally, and DPS has assisted when they could, but in many cases we were forced to call in a tree contractor to address the problems sufficiently in a timely manner. The result was an increase in contracted tree work budget by 240% from \$5,000 to \$17,000. We expect long-term impacts of drought to continue to increase our budget needs in the coming years.

4. We will continue to partner in the effort to **ameliorate climate change resiliency**. Parks will be increasingly seen as multi-benefit landscapes that protect against flooding, clean and filter stormwater, produce shade and prevent heat island effects, and promote not just environmental resiliency, but also social resiliency. We will:

- integrate environmentally responsible methods to address issues such as storm-surge resiliency and sustainability including expanding our “Green Spine” initiative to plant low-maintenance native plants and pollinators
- look for ways to reduce permeable surfaces, increase green space;
- install wells for irrigation to reduce impact of drought;
- consider alternative power solutions such as solar and biomass energy to power park operations.

5. **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. Continue to seek funding for inclusive playground construction

B. A volunteer Playground Safety Coordinator will be responsible for high frequency inspections and monitoring compliance with federal safety guidelines.

6. **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.

7. **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.

8. The need to accommodate **emerging sports will inform our planning**. Pickleball, BMX and other off-road biking and a skateboarding boom require new facilities or modification of existing facilities

FY2022 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:
 - Install irrigation wells at two or more locations
 - Replace asphalt walkways at Bartlet Mall
 - Complete Bartlet Mall Northwest Corner restoration & inclusive playground
 - Fundraise 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
 - Add lighting to interior walkways at Atwood 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
 - Add decorative tree lighting to Brown Square
 - Complete Patrick Tracy Square Improvements: re-design & plant entry garden beds; add chess table, decorative tree lighting and cigarette butt receptacles
 - Replace root-damaged sections of Clipper City Rail Trail I
 - Perform masonry work at skatepark
- Playgrounds
 - Continue in-season playground inspections reports
 - Perform all playground repairs on schedule according to prioritized needs identified by high frequency inspections
 - Add safety surfacing to all playgrounds as needed
- Resiliency & Sustainability
 - Support city-wide resiliency and sustainability initiatives
 - Reduce impermeable surfaces and increase green space
 - Install wells to address impacts of drought on parks maintenance operations
 - Continue to investigate approaches and funding to mitigating climate change impacts on shoreline parks

- Continue to expand “Green Spine” of low-maintenance native and pollinator plantings

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

Objectives:

- Continue park-use assessments, targeting 270 Water Street, Atwood Park/Garrison Gardens, Bradley Fuller Park, Brown School Playground, Brown Square, Cherry Hill Athletic Fields, Cornelius Doyle Triangle, Cushing Park (including Ayers Playground), Garrison Trail, Jason Sawyer Playground, March's Hill, Newburyport Skatepark and Patrick Tracy Square using volunteers in person as well as aerial photography
- Increase nature-related & dog-focused programming
- Work with local event organizers to promote using parks as venues for cultural events
- Promote the Edible Avenue on Clipper City Rail Trail 2
- Work with other departments to develop parks-based initiatives that serve health equity and otherwise meet the social needs of the community
- Plan for larger, community building events as allowed by pandemic reopening guidelines

GOAL 3: CONTINUE TO BUILD RESPONSIVE, EFFICIENT PARKS DEPARTMENT

Objectives:

- Pursue site selection and feasibility study for dedicated Parks Department field operations building
- Create a mapped inventory of all benches including sponsorship details
- Build equipment fleet to increase efficiency, i.e. add two pickup trucks to improve crew and equipment transport, one open landscape trailer for equipment transport and one enclosed trailer to decrease loading-unloading time for daily job preparation and store equipment out of sight.
- Continue to work with local business to support their use of parks to recover from economic impacts of the pandemic
- Increase staff to allow for increased level of athletic field maintenance, maintenance of restrooms, weeding of garden beds, on-time mowing, and 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
- Continue to respond within 24 hours to inquiries by phone, text, email, Instagram and Facebook message service

PROGRAMS & SERVICES

Administration & Community Services

- Organize community building events
- Manage parks reservations
- Coordinate volunteer activities
- Manage capital projects
- Communicate with public through website and social media
- Offer parks-related adult recreation opportunities
- Secure grant funding from private, state and federal sources
- Administer grant round of The Mayor Gayden W. Morrill Charitable Foundation
- Maintain Parks Commission public records

Facilities Management

- Maintain 26 parks including 13 non-school natural grass athletic fields; 1 running track; 5 tennis courts; 8 outdoor basketball courts; 10 playgrounds; 3 shared-use off leash areas for dogs; 1 splash pad; 1 natural pond; 2 Victorian reflecting ponds; 8 restrooms; Clipper City Rail Trail; Garrison Trail; Green St parking lot & downtown parking garage landscaping
- Provide snow & ice management of all parks
- Provide licensed pesticide services to park & other City departments
- Inspect and report on facilities and equipment 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 parks improvements and maintenance
- 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, conserving municipal drinking water, and protecting shorelines
- Plan for cost-effective growth of Parks Dept.

PARKS (01-630)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51162 - PRK BOOKKEEPER PT	0	0	6,100	0	(6,100)	-100.0%	(1)
51166 - PRK SAL PARKS DIRECTOR	69,276	71,217	72,352	73,799	1,447	2.0%	
51167 - PRK SAL PARKS MANAGER	62,424	69,221	70,315	71,722	1,406	2.0%	
51168 - PRK SAL FT LABOR	40,355	44,448	47,538	91,204	43,666	91.9%	c (2)
51190 - PRK PT/SEASONAL LABOR	30,086	45,815	41,814	40,000	(1,814)	-4.3%	
51404 - PRK TRAVEL ALLOWANCE	6,600	7,800	7,800	7,800	0	0.0%	
51405 - PRK CLOTHING ALLOWANCE	250	250	900	900	0	0.0%	
51901 - PRK DOWNTOWN-IMPROV LABOR	0	23,571	24,000	24,000	0	0.0%	
001 - PERSONNEL SERVICES Total	208,991	262,323	270,819	309,425	38,605	14.3%	
002 - PURCHASE OF SERVICES							
52101 - PRK PARK UTILITIES	0	1,312	1,400	1,400	0	0.0%	
52401 - PRK MAINT-EQUIP	0	4,778	5,000	5,000	0	0.0%	
52404 - PRK MAINT-TREES	1,000	5,000	17,000	17,000	0	0.0%	
52420 - PRK MAINT-PARKS	38,296	290	0	0	0		
52423 - PRK MOSELEY WOODS	1,204	870	1,000	1,000	0	0.0%	
52702 - PRK RESTROOM RENTALS	0	2,150	2,000	2,100	100	5.0%	
53000 - PRK BOOKKEEPER	0	0	0	6,100	6,100		
002 - PURCHASE OF SERVICES Total	40,500	14,400	26,400	32,600	6,200	23.5%	
004 - SUPPLIES							
54200 - PRK MAINT-SUPPLIES	0	5,874	6,300	8,900	2,600	41.3%	
54201 - PRK DOWNTOWN-IMPROV SUPPLIES	0	6,000	4,000	4,000	0	0.0%	
54801 - PRK FUEL/OIL	0	2,961	2,500	3,600	1,100	44.0%	
55800 - PRK LANDSCAPE MATERIALS	5,000	22,330	22,500	22,500	0	0.0%	
55801 - PRK DOG WASTE BAGS	0	6,796	7,000	7,000	0	0.0%	
004 - SUPPLIES Total	5,000	43,961	42,300	46,000	3,700	8.7%	
007 - OTHER CHARGES & EXPENSES							
57300 - PRK DUES & MEMBERSHIPS	0	403	450	450	0	0.0%	
007 - OTHER CHARGES & EXPENSES Total	0	403	450	450	0	0.0%	
008 - CAPITAL OUTLAY							
58401 - PRK EQUIPMENT	0	24,000	12,000	24,000	12,000	100.0%	
008 - CAPITAL OUTLAY Total	0	24,000	12,000	24,000	12,000	100.0%	
Grand Total	254,491	345,087	351,969	412,475	60,505	17.2%	

Personnel Footnotes:

(1) Reclassification to 002 - Purchase of Services.

(2) Expiring collective bargaining agreement. Proposed addition of one full-time parks laborer.

c = Denotes line items that fund cost items in a collective bargaining agreement.



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Section 8:

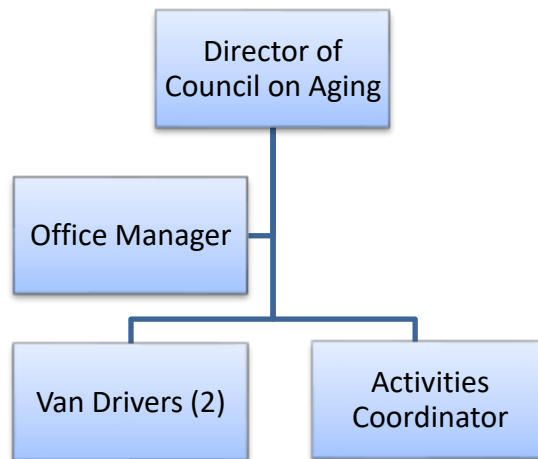
Social Services

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	FY2020 Actual	FY2021 Actual	FY2022 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 FY2019	Actual FY2020	Actual FY2021*	Estimated FY2022
Program Participants	Individuals	975	1,290	800	1200
Transportation Clients	Individuals	180	180	80	180
Transportation Trips	Trips	6600	6432	600	6300
Senior Tax Work-Off Program	Individuals	80	55	15	80

*In-person Programming and Transportation were suspended on March 20, 2020 due to COVID-19. Most programs were restored by offering remote and outdoor activities on a rolling basis starting in April 2020. Transportation restarted on July 16, 2020 with limit capacity.

FY2021 ACCOMPLISHMENTS**COVID – 19 Impact**

The global pandemic resulted in the cancellation of most programs offered by the COA effective March 16, 2020. The Senior/Community Center closed to the public at that time. The COA Office remained staffed for correspondence via phone and email, providing information, support and encouragement. Each service/programming category listed below was impacted significantly by the public health emergency.

Food Security

- The Senior/Community Center continued to serve as a central food distribution site for Newbury, Rowley, and Newburyport without interruption. Over one hundred meals were dispensed each business day to homebound consumers by volunteers following strict health and safety protocols.
- Our Neighbor's Table in Amesbury served as a key partner in ensuring food security in the city. During the pandemic, the non-profit shifted to a delivery model. For those who were unable to take advantage of the curbside, contactless pick-up, the COA Bus and volunteers would deliver the bags of provisions to their doorstep.

Transportation

- Resumed offering local transportation on the COA Buses in July 2020 with strict guidelines in place. Several passengers per day were transported separately to medical appointments, retail establishments (mostly grocery stores), financial institutions, service providers, etc. One Bus Driver was furloughed starting December 1, 2020.
- Resumed offering out-of-town transportation in partnership with volunteers in the N.E.E.T. (Northern Essex Elder Transport) Program, who provided approximately 500 rides, ten percent of which were to vaccination clinics, to nearly 100 residents.

COVID-19 Vaccinations

- Coordinated with Beth Israel Lahey Health Network to host their vaccination clinics at the Senior Community Center beginning in February 2021 for their network members, many of whom are Newburyport residents. As many as 700 patients were inoculated per day, five days a week.
- Assisted with registering hundreds of eligible Newburyport residents (primarily seniors) for vaccinations at the Lower Merrimack Valley Regional Collaborative and other clinics.
- Assisted the Fire Department with administration of the Homebound Vaccination Program that served approximately 40 residents.
- As of April 30, 2021, more than 95% of Newburyport residents age 65+ had received at least one dose of a COVID-19 Vaccine.

Programming Offered In-Person, Remote, and Virtual

- Erected a tent to host programs outdoors from July through October 2020 and again starting in May 2021. A new tent was purchased with CARES Funds.
- Broadcast remote and virtual programs through NCM Hub and Zoom almost immediately after the SCC closed to the public.
- Launched interactive virtual programming-Global Virtual Experiences on Tuesdays, Community Day Talks in their regular timeslot on Wednesdays, and Virtual Potpourri on Thursdays-starting March 1, 2021. Highlights included a tour of the fjords of Norway, a one-on-one conversation with Mayor Donna Holaday, and an Intergenerational Earth Day Extravaganza

Services

- Addressed thousands of mostly phone inquiries related to COVID-19 vaccination clinics and other matters related to the public health crisis and aging.
- Assisted SHINE volunteers with offering this important Medicare advising service.

Tax Relief

- Administered the essential Senior Tax Work-Off Program that helps older homeowners Age in Place. Up to twenty seniors submitted time for FY21.
- AARP Tax-Aide Volunteers, utilizing a modified nearly contactless processing model, prepared 225 tax filings safely on the second floor of the Senior/Community Center.

Facility Enhancements/Capital Improvements

- Purchased a new 20'x30' tent to shelter the SCC's patio in order to improve the outdoor programming experience and to add an additional amenity for facility rentals.
- Implemented the MySeniorCenter Software to improve tracking of participation in programs and services. In addition, two handheld scanners and a portable system were purchased to simplify data collection and aids in compliance with public health guidelines.
- Coordinated with DPS to plan for the installation of a donated generator for the SCC.

Increase Visibility of COA Programs and Services

- Updated Newburyport COA's webpages on the City website with emphasis on making the site an easily navigable repository of information about services, resources, and programs available throughout the region for older/disabled adults.
- Partnered with the Friends of the Newburyport Council on Aging to expand use of their existing Facebook page to broaden our engagement with residents of Newburyport and beyond.

FY2022 TRENDS

- The COA will continue to serve 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 and disabled adults 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 services, programs, and activities that benefit the City's more than 4,000 older/disabled populations and their families and caregivers.
- The COA offers a wide variety of programs, from informational 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 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. Safely reopening the SCC to the public and particularly to the older/disabled population is expected to be a primary focus of the COA starting in the summer of 2021.
- The COVID-19 Pandemic continues to have a profound effect on COA operations. Since July 1, 2020, the COA has been gradually ramping up to restore and provide additional services and programs in strict adherence to state guidance and protocols. Working in partnership with agencies such as Elder Services of the Merrimack Valley and the North Shore and Our Neighbor's Table, we are increasing food security throughout Newburyport when the economic consequences of a pandemic are being felt. The COA Buses are available for local transportation. A large tent shelters the patio adjacent to the SCC so that small groups can safely gather with protection from the elements. The COA will continue to monitor local and regional pandemic data to determine when restored services and programs can be brought back inside the SCC.

FY2022 GOALS & OBJECTIVES

GOAL 1: REOPEN THE SENIOR/COMMUNITY CENTER TO THE PUBLIC

Objectives:

- Using the Newburyport Public Library as an example and integrating best practices from other senior centers, fine tune the plan to safely reopen the Senior/Community Center when the science supports it.
- Collaborate with the SCC Events Coordinator as activities, meetings, and functions are scheduled.

GOAL 2: DEVELOP CUSTOMIZED POST-PANDEMIC PROGRAMMING

Objectives:

- Explore programs, e.g. Mindfulness, aimed at improving mental/emotional health.
- Offer fitness programs adapted for helping people who have been mostly shuttered at home achieve better physical health.
- Expand virtual programming and instruction to engage residents who are unable to visit the SCC.
- Offer educational programs about services available to help Newburyport residents Age in Place and with Dignity as a new normal emerges.

GOAL 3: EXPAND OUTREACH

Objectives:

- Expand department capacity to assist the most vulnerable residents in Newburyport by linking them with agencies and organizations that can best address their needs.
- Continue to expand outreach through MySeniorCenter, the City's website, social media, and other platforms.
- Ensure that all residents, current and potential, along with their family members can easily access information about Newburyport COA services and programs. In the fall of 2021, reintroduce print copies of the COA bi-monthly newsletter to accommodate those without digital access.
- Make loaner devices such as laptops and tablets available to older/disabled adults who would like to participate in the COA's virtual programs, connect virtually with family and friends, and/or take advantage of beneficial online content.

PROGRAMS & SERVICES

Promote Healthy Aging and Wellness	Support Independence	Encourage Engagement	Offer Learning and Growth Opportunities
<ul style="list-style-type: none"> •Fitness Classes •Exercise to Music, Gentle Fitness •Yoga, Tai Chi •Zumba, Ballet, Tap •Meditation for Stress Reduction •Walking Club •Health Clinics-Dental and Podiatry •Therapy-Massage •Nutritional Programs •Educational Seminars •Print & Digital Resources 	<ul style="list-style-type: none"> •Meals on Wheels •Transportation Programs •Housing Information •Tax Relief •Property Tax Work-Off Program •AARP Tax-Aide Program •Legal Consultations •Health Insurance Counseling •Applications-CHAMP, SNAP, RMV •Durable Medical Equipment Loan Program •Snow Angel Program 	<ul style="list-style-type: none"> •Clubs, Groups, and Social Events •Language Groups •Clubs-Stamp •Friendly Physical Competition-Ping Pong, Billards, Pickleball, Bocce, Cornhole •Games-Chess, Bridge, Mahjong •Low Vision Support Group •Memory Cafe •Intergenerational Experiences-Gardening •Congregate Meals •Trips (on hold during pandemic) •Volunteer Opportunities 	<ul style="list-style-type: none"> •Programs in the Arts •Drawing, Painting, Abstract & Experimental Art •Crafts-Crafters, Knitting •Music-Ukulele, Drumming, Violin •ArtVentures •Community Day Lecture Series •Interactive Virtual Programs •Retired Readers Book Club •Bird Tours •Lending Library •Technology Tutors

COUNCIL ON AGING (01-541)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - COA SAL COA DIRECTOR	67,869	69,709	70,832	73,281	2,449	3.5% c
51156 - COA SAL VAN DRIVERS	101,566	104,402	105,997	107,699	1,702	1.6% c
51162 - COA SAL ACTIVITIES COORD	39,527	40,393	40,692	41,709	1,017	2.5% (1)
51164 - COA SAL OFFICE MANAGER	38,017	44,872	45,818	46,964	1,145	2.5% c (2)
51401 - COA LONGEVITY	4,105	4,794	6,316	1,221	(5,095)	-80.7% c
51404 - COA TRAVEL ALLOWANCE	5,100	5,100	5,100	5,100	0	0.0% c
51405 - COA CLOTHING ALLOWANCE	1,304	1,247	1,400	1,400	0	0.0% c
001 - PERSONNEL SERVICES Total	257,488	270,516	276,155	277,374	1,219	0.4%
002 - PURCHASE OF SERVICES						
52101 - COA UTILITIES	20,246	19,486	18,000	18,000	0	0.0%
52403 - COA MAINT-VEHICLES	3,854	1,900	4,000	3,500	(500)	-12.5%
52701 - COA BUILDING RENT	400	0	0	0	0	
002 - PURCHASE OF SERVICES Total	24,500	21,386	22,000	21,500	(500)	-2.3%
004 - SUPPLIES						
54200 - COA SUPPLIES	6,455	4,869	5,000	5,000	0	0.0%
54801 - COA FUEL/OIL VEHICLE(S)	7,545	5,561	5,000	5,000	0	0.0%
004 - SUPPLIES Total	14,000	10,431	10,000	10,000	0	0.0%
Grand Total	295,988	302,333	308,155	308,874	719	0.2%

Personnel Footnotes:

(1) Other Funding Source: Council on Aging Revolving Fund (\$5,557).

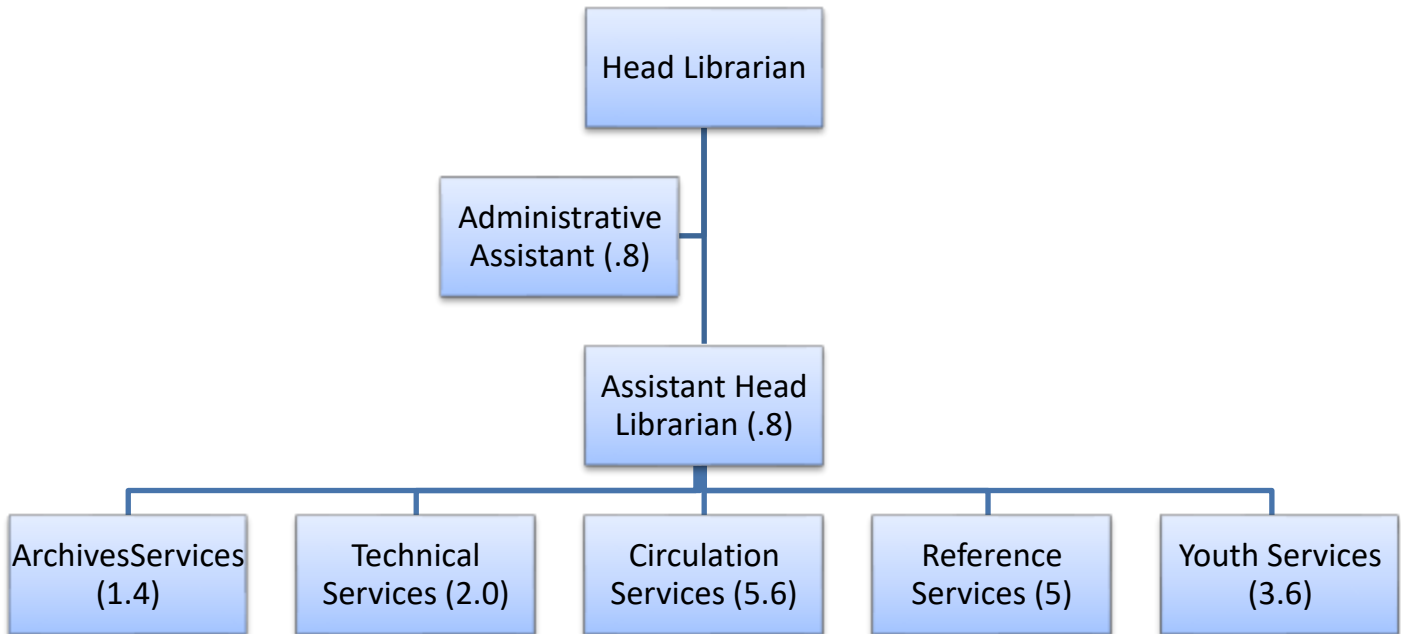
(2) Other Funding Source: Housing Rehab Program (\$11,741).

c = Denotes line items that fund cost items in a collective bargaining agreement.

LIBRARY

MISSION STATEMENT

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



Position	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Head Librarian	1.0	1.0	1.0
Assistant Head Librarian	1.0	1.0	1.0
Custodian II*	0.0	1.0	0
Senior Librarians	5.0	5.0	5.0
Staff Librarian (7 FT)	6.6	6.6	7.0
Library Technician (5 FT, 1 PT)	5.8	5.8	5.6
Administrative Assistant	1.0	1.0	.8
Total Full Time-Equivalents	20.4	21.4	20.4

*Reports to Department of Public Services, Highway Division

PERFORMANCE MEASUREMENT

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Attendance	Visits tracked by door counter	216,543	216,173	153,838	39,000
Circulation	Items checked out	251,405	252,289	194,046	165,000
Computer Usage	Sessions/ per software	25,185	24,243	16,172	1,800
Program Attendance	# of persons	9,659	12,492	9,666	1,900
Meeting Room Usage	# of uses by group	2,774	2,318	2,197	0

FY21 ACCOMPLISHMENTS AND JULY 2020-MARCH 2021 STATS

Since the beginning of the pandemic in March 2020, the Newburyport Public Library has offered online services, including virtual programming; digital resources and e-content; and assistance via phone, email and chat. The NPL implemented patio pick-up service on June 3, 2020 and on August 2, 2020 opened the building to the public for walk-in browsing; appointments for public computer use, printing, copying and faxing; and for Archival Center appointments.

Staff

- Retirement of 1 FT Library Technician allowed two (2) PT 20-hour Library Technicians to become two 2) FT 35-hour Library Technician positions.
- Staff participated in a variety of online staff development activities while working from home March-May 2020. All staff participated in training on safety protocols, new procedures and new work flow in order to serve the public during the COVID pandemic.
- 2 Library Technicians completed Massachusetts Library Association Para-Librarian certification.
- 3 Library technicians completed Massachusetts Library System BLT (Basic Library Techniques) coursework.

Administrative

- Developed Phased Library Re-opening Plan in conjunction with State and City health guidelines.
- Implemented new online time clock and PTO tracking for efficiency and COVID protocols.
- Implemented file sharing for staff using Sharepoint.

- Improved procedures for managing library supplies.

Services

- Total FY20 circulation decrease (-28%) reflects decrease in number of days open (-29%) because of closure of building in mid-March 2020. FY21 circulation rebounding to 65% of pre-COVID levels with walk-in browsing and patio pickup services available since summer 2020.
- 38% increase in FY20 and 11% increase in FY21 in downloadable circulation (e-books, e-magazines, audio books); DVD and periodical circulation continues to decrease.
- Among the 36 Merrimack Valley Library Consortium libraries, the NPL ranks #7 in circulation of all materials and #7 in circulation of downloadable e-books, e-magazines and audio books.
- Circulated 121 museum passes (July 2020 – March 2021), adding passes as museums become available.
- NPL sent 29,507 items in inter-library loan, and borrowed 27,678 items from other libraries.
- Added streaming video services with 4,920 plays, 23,880 visits, and 2,542 total user accounts (July 2020 – March 2021, averaging 547 monthly plays).
- Pivoted to provide enhanced online services and remote assistance to patrons via phone, email and online chat with March 2020 closure of the building.
- Implemented new online reading program software with 208 children and teens participating in the virtual Library summer reading program.
- Implemented Take-and-Make craft kits for pick up at Patio (distributed 3,130 children's kits and 391 teen kits, July 2020-March 2021).
- Implemented Book Bundle service for youth and adults (606 kids bundles created July 2020 – March 2021).
- Implemented Patio Pickup service (June 2020) for reserved library materials and Take-and-Make craft kits.
- Offered 98 virtual programs with 1,630 attendees (July 2020 - March 2021).
- Issued 214 new library cards (July 2020 – March 2021), with a total of 7,035 active resident library card holders.
- The Library was open to the public 219 days (July 2020 – March 2021), including 1,914 hours for Patio Pickup and 1,135 hours for in-building services.
- Total attendance of 26,840, averaging 123 visitors per day (July 2020 – March 2021, patio attendance 20,275 and in-building attendance 6,565).

Technology

- Completed Office 16 upgrade of 26 public computers and 22 staff computers.
- Purchased upgraded equipment for Teen Loft including 4 public computers with new monitors.
- Purchased upgraded equipment to support public print release station and computer reservation administrator terminal including 2 computers and 1 monitor.

- Purchased 1 laptop for staff use to facilitate in-person and virtual programming, technology assistance, and staff development.
- 68,396 website visits, averaging 253/day (July 2020 – March 2021).
- Implemented wireless/remote public printing service.
- Added 2 mobile staff work stations for Patio Pickup service and to process library materials in quarantine.
- Added remote desktop software to staff work stations for contactless assistance for public computer users.
- Implemented new virtual chat service.
- Circulating Internet hot spots to the public.
- Implemented public fax service.
- Replaced 2 self-checkout stations.
- Completed website project and launched new responsive WordPress website (projected date – May 2021).
- Received grant funds from Greater Newburyport for the Blind and purchased assistive technology for the public.

Archival Center

- Completed 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. Created an online exhibit (*nplarchives.blogspot.com*) highlighting materials from the collection preserved through the grant.
- Completed re-cataloging 75% of the Archival Center Reading Room materials for improved access.
- Completed phase five and six (*Daily News* through 1985) of historical newspaper digitization project, with grant funding from the NAID Foundation and Institution for Savings Foundation.
- 1,406 people from 29 states and 4 countries visited the Archival Center in FY20 (July –March) to research a variety of topics. In FY21 there were 189 appointments for the Archival Center (July 2020 – March 2021).
- Implemented virtual research assistance, including sessions on house research for “If This House Could Talk” initiative.

Collaboration and Outreach

- Continued partnerships with Beacon Coalition, Young People of Color group, and the Disabilities Commission.
- Collaborated with Youth Services to provide themed programming to coincide with virtual Family Events sponsored by Youth Services.
- NPL Archival Center collaborated with Nock Middle School on annual student local history project.
- Collaborated with and participated in new virtual Newburyport Literary Festival events.
- Collaborated with Council on Aging to provide librarian to facilitate monthly Retired Readers Book Club on-site at the Senior Center in FY20 and virtually in FY21.

- Provided delivery to homebound patrons.
- Increased social media presence – Facebook (2,204 followers), Children’s Room Instagram (925 followers), Library Instagram (619 followers) and launched new Archival Center Facebook page (1,012 followers).
- Friends of the Library held small fundraising pop-up book sales in fall 2020 and spring 2021 at Senior Community Center tent (spring 2021 book sale and Books in Bloom event were cancelled).

Building Improvements

- Removed all public seating and placed furniture in storage to meet COVID and re-opening guidelines.
- Re-configured all staff work stations and added Plexiglas barriers for enhanced social distancing and to meet COVID and re-opening guidelines.
- Added glass barriers and re-configured public computer stations for enhanced social distancing and to meet COVID and re-opening guidelines.
- Repaired automatic front door with replacement door opening equipment.
- Completed extensive repair to HVAC system.
- Awarded CPA grant to replace Archival Center HVAC units. IFB – April 2021, with project to be completed spring/summer 2021.
- Reconfigured lower-level staff-only access areas to improve employee distancing and safety.
- Installed public water bottle filler/drinking fountain on 2nd floor with funds awarded to the Friends of the Library by the Institution for Savings Charitable Foundation.
- Completed roof replacement and repair project.
- Completed Green Communities grant funded lighting project - replaced can, emergency, and some office lighting with LED fixtures.
- Upgraded phone system.
- Upgraded software and network equipment for HVAC controls.
- Completed wall and ceiling repair and painting of 3rd floor stack area, stairwell and landing.
- Implemented improved DPS MainStar15 work order procedure for building maintenance and repair.

FY2022 TRENDS

The COVID-19 pandemic caused all public libraries across the Commonwealth to close in March 2020, and has continued to impact library services to the public. Many libraries in Massachusetts and across the country remain closed, offering curbside service only.

The Newburyport Public Library has offered online services since the closure in March 2020, and has provided patio pick-up service and in-building services since the summer of 2020. The Library will continue to implement the Phased Re-opening Plan, adding and adapting services as state and City guidelines allow.

National and statewide public library trends and projections are evident in Newburyport:

- Non-traditional materials and services: access to more online resources, downloadable materials and streaming e-content; access to updated technology, technology assistance and technology training; increased adult programming and learning opportunities; and remote patron engagement.
- Non-traditional use of the Library: community meeting space and work space, including outdoor space.
- Collaboration and outreach: collaboration with community organizations and other municipal departments, providing services offsite, digital engagement, 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; and replacement of furniture and fixtures with items that provide flexibility in placement and the use of space.

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

FY22 goals and objectives are reflective of the Library's FY22 Action Plan submitted to the MBLC (Massachusetts Board of Library Commissioners).

The Library's four-year Strategic Plan (FY21-FY25) and Phased Re-opening Plan will guide the Library to provide materials, services and space that meet the needs of our citizens, while following necessary and required COVID-19 restrictions. newburyportpl.org/sup/downloads/npl_strategic_plan_2021-2024.pdf

Cost saving measures for FY22 include the continued elimination of Sunday hours and a conservative approach to filling staff vacancies.

FY2022 GOALS & OBJECTIVES

GOAL 1: PROVIDE ROBUST SERVICES, PROGRAMS AND COLLECTIONS

Objectives:

- **Ensure access to up-to-date and enhanced technology**
 - Circulate tech-related items such as adapters, media players, projector.
 - Circulate laptops for in-Library use.
 - Purchase and install public locking charging station.
 - Evaluate new website.
 - Obtain access to City MUNIS.
- **Expand programming options for all patrons**

- Offer and evaluate virtual and in-person programming.
- Offer virtual option for all book clubs.
- 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.
 - Explore and expand e-content.
 - Identify and digitize additional Archival Center collections.
 - Expand Library of Things collection.

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 FY22-23.
 - 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.
 - Develop collaborative programming with local cultural institutions.
 - 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 for public use; add furniture and landscaping.
 - Explore options to expand study/work space.
 - Explore options for public cell phone use.
 - Improve landscaping.
 - Implement interior painting maintenance schedule.
 - Complete Tracy Mansion exterior trim painting project.
 - Replace main fire alarm panel and system components.
- **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.
- Implement online training module program for staff to complete two topic modules annually in addition to attending virtual workshops, conferences and library all-staff meetings/trainings.

PROGRAMS & SERVICES

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

NEWBURYPORT PUBLIC LIBRARY (01-610)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - LIB SAL LIBRARIAN	82,779	85,355	86,673	88,409	1,736	2.0%
51156 - LIB SAL STAFF	924,028	959,528	992,447	981,456	(10,991)	-1.1% c (1)
51401 - LIB LONGEVITY	5,476	3,848	3,848	2,687	(1,161)	-30.2% c (1)
001 - PERSONNEL SERVICES Total	1,012,284	1,048,731	1,082,968	1,072,551	(10,417)	-1.0%
002 - PURCHASE OF SERVICES						
52101 - LIB HEAT/ELECTRICITY	72,593	63,352	72,000	72,000	0	0.0%
52401 - LIB MAINT-BLDG	1,000	987	1,000	1,000	0	0.0%
52402 - LIB MAINT-EQUIPMENT	47,965	65,884	53,000	60,650	7,650	14.4%
52901 - LIB AUTOMATED SVCS	57,085	58,337	58,337	58,537	200	0.3%
53001 - LIB TECHNOLOGY PURCHASES	12,000	10,334	12,000	12,000	0	0.0%
53015 - LIB MICROFILM	450	450	0	0	0	
53020 - LIB PROGRAMS	5,991	4,260	3,000	4,800	1,800	60.0%
55101 - LIB AUDIO-VISUAL MATERIAL	31,724	24,780	31,500	35,300	3,800	12.1%
55102 - LIB PURCHASE BOOKS	114,960	92,926	104,660	116,340	11,680	11.2%
55800 - LIB ADMIN EXPENSE	5,388	4,471	3,200	3,300	100	3.1%
55801 - LIB SUPPLIES	12,157	8,865	9,000	9,500	500	5.6%
002 - PURCHASE OF SERVICES Total	361,312	334,646	347,697	373,427	25,730	7.4%
Grand Total	1,373,596	1,383,377	1,430,665	1,445,978	15,313	1.1%

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

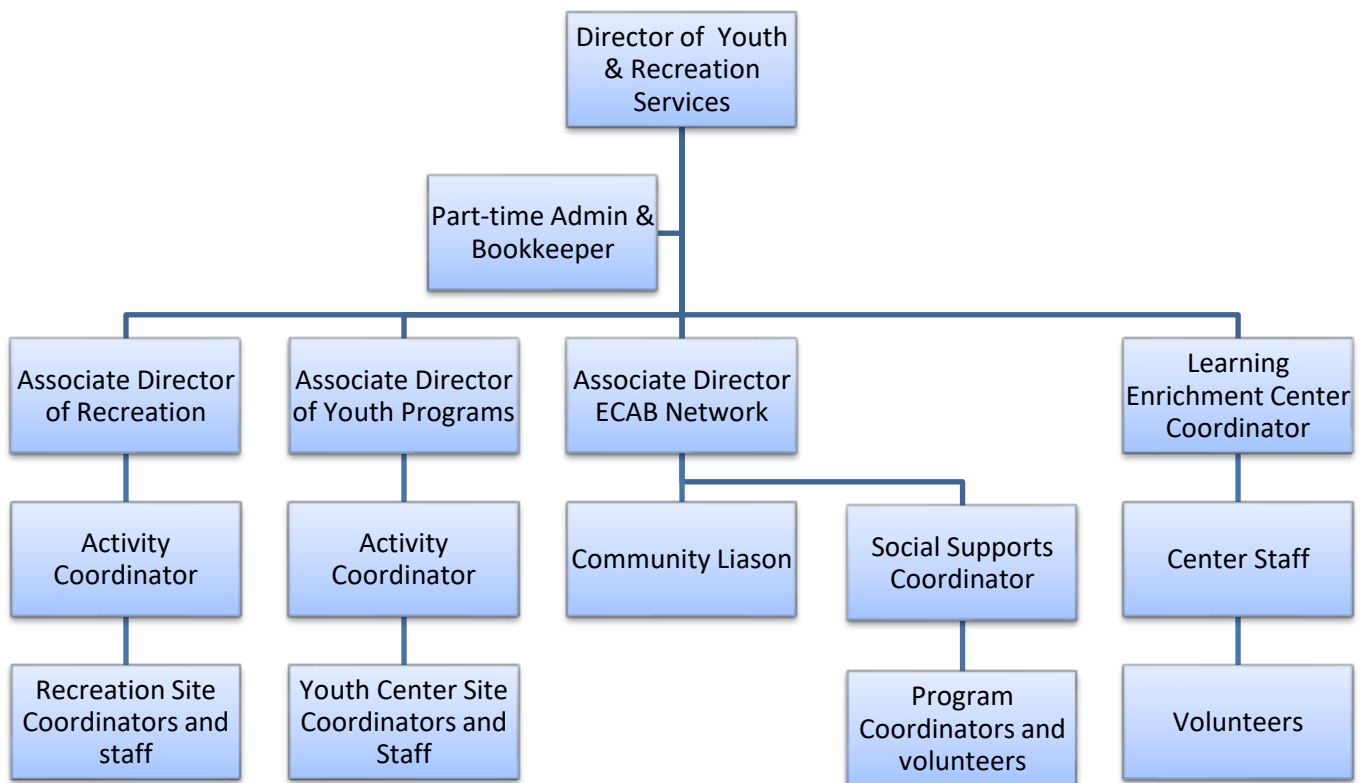
c = Denotes line items that fund cost items in a collective bargaining agreement.

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	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Director		1.0	1.0	1
Associate Director of Recreation	1	1.0	1.0	1
Associate Director of Youth Programs***	1	1.0	1.0	1
Associate Director of Regional Prevention (ECAB) ++	1	1.0	1.0	1
NLEC Coordinator (split with schools)	1	1.0	1.0	1
Support Coordinator **	1	0.0	.5	1
Activity Coordinator *	2	1.25		2
Administrative Coordinator++	1	.75	.75	.75
Site/Trip Coordinators (Yr. Round)*	3	.75	4.25	2.5
Community Liaison** (ECAB)	1	.3	.3	.3
Part time/ Seasonal (on avg weekly summer)*	36	10	0	25/8.0
Part time/ Seasonal (on avg weekly school year)*	2	3	1.5	1.5
Total Full Time-Equivalents	48	21.05	12.3	21.5

*** Partially funded by membership fees

++ Fully or partially grant funded

*Funded through user fees

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Registrations	#	4,274	4,928	4,476	1,616
Individuals Served	#	2,091	2,409	2,179	1,276
Program Registration Revenue	\$	395,366	573,112	423,741	265,874
Youth Center Membership Sales	#	245	254	216	0
Pre-School Memberships	#	219	220	187	0

FY2021 ACCOMPLISHMENTS

Programming

- Now have over 2,189 followers on FB and 1,022 followers on Instagram about 15% increase in both.
- Completed 2020-21 fall and winter programming; 108 program offerings; 412 registrations (Sept-March). Summer of 2020, after revisions for COVID, resulted in 177 sessions and 1,204

registrations (not including waitlists). Despite COVID restrictions, this is 56% of the prior summer's registrations.

- Due to COVID Restrictions, no events were held in FY21.

Remote Learning

- Switched gears to create “The School of Rec”, a remote learning center for families when the schools voted to go to a hybrid model of in-person learning.
- Hired 9 staff (including one 1:1 support)
- 44 Students have participated in remote care. The Learning Enrichment Center also switched to full day remote learning center for families in Kelleher Gardens and served 12 families.
- We have provided \$101,000 in scholarships or discounts to families to attend the remote learning program, while managing to create an estimated \$50,000 in revenue, to offset the loss of recreation programs.

Operational

- Worked with the Planning Office to complete the sMLA Feasibility Study on Brown School and Low Street property.
- Hired a new Associate Director of Recreation, with the position only open for 2 months.
- Created and filled a part time Social Supports Coordinator position, funded with COVID funds and then Tower grant funds.
- Switched to a new Registration Software- MyRec.com

Financial

- Strengthening bookkeeping by reviewing processes with new registration software and records by division.
- “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 \$1,812 for school facilities and \$5,431 for the athletic teams.

Services & Supports

- **Over 200** Children received personalized toy packs through Henry Bear’s Park Toy Distribution and **over 50 families** completed a family needs survey and had follow up re: info/resources/referrals unique to their individual needs. **Over 35** of these toy packs were delivered to families with transportation barriers. **29 Children** received school supplies and backpacks through school distribution drive with Pettengill House and NPS Food Services
- **40** families given food gift certificates through NPS food distribution program as a partnership, representing **over \$2,100 in grocery gift cards** to families in need on the last day of meal distribution

- **394** Meals distributed in 5 weeks through summer meal program partnership with Project Bread and Triton School District (picking up, distributing, and delivering food 2X a week) **and 98** Meals delivered in 5 weeks to families with access barriers
- **Family to Family Holiday Program 2020- 300 Families** were served, **representing 616 children, 463 adults, and 1079 total people**. This was almost a **30% increase** from last year! **Over 500 elves** signed up this year- a **34% increase** from last year! Over **600 stockings** were provided for elders and single adults in our community.

BEACON Coalition

- Strengthened our mental health taskforce and social service agency network to better meet the needs of families in the community
- Partnered with schools to provide the remote learning centers
- Launched a regional COVID Supports and resources, including a social media campaign

Diversity Equity and Inclusion Alliance

- NYS Director chosen to sit on the DEI Alliance
- NYS staffed the coordinator/ facilitator for the Mayor to run the alliance

Essex County Asset Builders (ECAB)

Started Year 4 of Tower Foundation Grant (Completed initial three-year grant, started second grant (2 years)) supporting the Essex County Asset Builder Network, a regional prevention initiative, using the positive youth development approach. Achievements include:

- Worked with local mental health providers and school personnel to create a regional Resource Card to direct families in need to local resources (distributed 800 copies)
- Collaborated with mental health team to create COVID-19 resource page on the ECAB Network website with local resources, articles, podcasts and education events to support families and parents during the pandemic
- Distributed 3000 postcards to families with mental health tips, local resources, and increasing awareness about our new webpage
- Supported opportunities for 15 young people to give back to the Newburyport community through the Make/Do 2020! summer program. Projects included cleaning up the bike path and March's Hill to painting original art for the residents at Atria Assisted Living, making cat beds for the animal shelter, stuffed animals for Jennie Geiger and masks that were donated to the schools.
- Hosted parent speaker events virtually (4) with over 300 attendees total
- Applied for continued funding through BSAS for \$125,000 per year for up to 8 years to continue the work of the ECAB Network.
- Assisted the City of Amesbury applying and receiving the Federal Drug Free Communities Grant (award of \$125,000 for at least 5 years) and hiring a full-time coordinator- allowing more time for NYS staff to focus on Newburyport initiatives.

- Lead the regional youth project, Photovoice, with over 25 young people from Newburyport, Amesbury and Georgetown, teaching photography skills to elevate their voices and share their perspectives during this pandemic.
- Created packets for each of our communities highlighting data from the 2019 administration of the Profiles of Student Life Attitudes and Behavior survey, including data on alcohol and marijuana use, vaping, mental health and tips and resources for youth struggling with anxiety and depression. Over 5000 packets to be mailed home to every family in Newburyport, Amesbury, Georgetown and Triton.
- Launched new parent support initiative via social media to continue supporting parents in a way that works for them (posts twice weekly) shared through the schools.

COVID-19

- Continued to respond to “Newburyport Connected” COVID requests for assistance
- Continued the Support Coordinator on to help community members with COVID related needs. We expanded the position to 19 hours a week to assist with BEACON Coalition initiatives (parent supports) as well.

FY2022 TRENDS

- Due to the ongoing global pandemic, parents and young people are struggling in a variety of ways. The work life balance has shifted, remote learning continues to isolate people and social connections are leading to depression and anxiety.
- The risk of Covid-19 transmission continues to prevent people from participating in programs.
- 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 continue to see an increased need for social work support for families and are working to stream line connections to services through NYS.
- Data continues to support 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
 -

Changes due to the COVID Pandemic

- Moving forward we are unsure of what restrictions will be in place this summer. We have planned for a full summer with the ability to hire staff and expand programs as needed or allowed.

- The Youth Center will hopefully start back up in the fall after a “club” based model this spring and summer.

OBJECTIVES

GOAL 1: STRENGTHEN PROGRAM OFFERINGS IN EACH DIVISION OF THE DEPARTMENT

Objectives:

- Continue branding the divisions and areas of service
 - Recreation & Enrichment, Youth Center and Teen Trips, Services and Supports (combining prevention, social services and resources), and the Learning Enrichment Center
- Review each division and determine core functions and eliminate outdated programs or services
- Reestablish a post-pandemic baseline of programs
- Continue to review and update department wide policies and procedures handbook

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.
- Continue strategic plan for regional funding opportunities.
- Renew annual assessments including a regional youth Attitudes and Behaviors Surveys or YRBS.

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

Revised June 16, 2021

YOUTH SERVICES (01-542)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE	
001 - PERSONNEL SERVICES							
51100 - YTH SAL NLEC COORDINATOR	29,999	25,385	26,110	26,110	0	0.0%	(1)
51101 - YTH SAL DIRECTOR	78,253	80,439	81,726	84,014	2,287	2.8%	
51160 - YTH SAL ASSOC DIR-REC	58,366	63,988	65,019	56,215	(8,804)	-13.5%	(2)
51163 - YTH SAL ASSOC DIR-ECAB	0	0	15,667	15,667	0	0.0%	(3)
51164 - YTH SAL ADMIN ASSISTANT	0	0	0	35,640	35,640		(4)
51166 - YTH BOOKKEEPER PT	6,218	3,445	5,000	5,000	0	0.0%	
51167 - YTH SAL ASSOC DIR-YOUTH	37,001	44,172	44,883	60,575	15,693	35.0%	(5)
51190 - YTH SAL ACT COORDINATORS	781	0	0	70,000	70,000		(4)
51404 - YTH TRAVEL ALLOWANCE	2,100	2,100	2,100	3,300	1,200	57.1%	(6)
001 - PERSONNEL SERVICES Total	212,718	219,530	240,505	356,521	116,016	48.2%	
002 - PURCHASE OF SERVICES							
52701 - YTH RENT-LEARNING CTR	4,800	2,400	4,800	4,800	0	0.0%	
53002 - YTH REGISTRATION SOFTWARE	5,500	5,248	6,500	6,500	0	0.0%	
53003 - YTH ACCESSIBILITY ACCOMODATNS	2,721	2,240	3,000	5,000	2,000	66.7%	
53202 - YTH LEARNING ENRICH PROGRAM	4,525	5,142	5,000	10,000	5,000	100.0%	
002 - PURCHASE OF SERVICES Total	17,547	15,030	19,300	26,300	7,000	36.3%	
007 - OTHER CHARGES & EXPENSES							
57300 - YTH DUES/LICENSES	852	645	500	500	0	0.0%	
57841 - YTH SUBSTANCE ABUSE GRANT	12,788	12,338	7,500	15,000	7,500	100.0%	
57842 - YTH LEARNING ENRICHMENT CTR	1,995	3,154	0	0	0		
57843 - YTH BROWN SCHOOL EXPENSES	58,901	37,781	40,000	40,000	0	0.0%	
007 - OTHER CHARGES & EXPENSES Total	74,537	53,919	48,000	55,500	7,500	15.6%	
Grand Total	304,801	288,479	307,805	438,321	130,516	42.4%	

Revisions June 16, 2021:

51164 YTH Administrative Assistant +\$26,730 (\$8,910 to \$35,640)

51190 YTH Activities Coordinators +\$70,000 (\$0 to \$70,000)

Note: Above line items are funded by a transfer from the Recreational Revolving Fund (see p. 22).

Personnel Footnotes:

(1) Other Funding Source: School Budget (\$26,110).

(2) New hire at lower rate.

(3) Other Funding Source: Tower Foundation Grant (\$49,523). 2% cost of living adjustment.

(4) Positions funded by the Recreational Revolving Fund.

(5) Fully funds position from the General Fund. 2% cost of living adjustment.

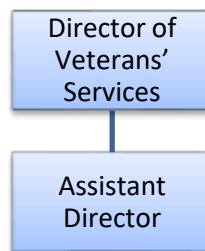
(6) Proposed increase.

VETERANS' SERVICES

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2020 Actual	FY2021 Actual	FY2022 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 FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Timely disbursement of Chapter 115 Funds to Veterans	%	100%	100%	100%	100%
Number of Newburyport Veterans And families served	Actual Count	2,212	2,079	1,954	1,837

FY2021 ACCOMPLISHMENTS

- The Veterans Office maintained contact with its clients and especially elderly veterans affected by COVID-19 by telephone and social media to reduce COVID 19 effects.
- Monthly luncheons sponsored free for World War II and Korean War veterans at the Hungry Traveler turned into monthly phone calls and wellness checks.

- We were able to participate in Food Distribution programs five times designating veteran families for meals as well as finding drivers to deliver the food.
- Throughout the pandemic, we connected veterans and their families that were in need of various social services and agencies. Common issues throughout the pandemic were food insecurity and housing.

The Department has been proactive in locating veterans who may need assistance, and reactive to the needs of those who apply for help. The Department is a resource for educating veterans and their families to benefits to which they are entitled. The Department is responsible for administering State benefits under Chapter 115 of the M.G.L., and ensuring that all four municipalities are reimbursed 75% of any disbursements under Chapter 115. In FY19, this reimbursement represented over \$690,000 for the four municipalities.

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

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

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

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

FY2021 TRENDS

State Chapter 115 payments were trending lower because the number of recipients was decreasing. This trend may reverse and show an increase in Chapter 115 cases because of COVID 19's effect on the economy. More veterans seeking financial help is being offset by Federal government relief. If/when the relief stops, the demand for local benefits should increase. 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.

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. Department staff is dedicated to providing for the region and to go above and beyond their essential functions to connect veterans and their families to additional social services and agencies. In the past few years it has become increasingly obvious the necessity to increase the hours of the Assistant Veterans agent to account for the work and services provided across all communities and to compensate the Assistant Veterans Agent as a full-time, 35 hour per week employee.

FY2022 GOALS & OBJECTIVES

GOAL 1: CONTINUE RESPONDING TO COVID RELATED VETERAN NEEDS

Objectives:

- Bring dinners and necessary food items to homes.
- Use charity funds designated for Veteran Luncheons for other support programs
- Continue to connect veterans and their families in need to social service agencies

GOAL 2: USE COA NEWSLETTERS, SOCIAL MEDIA FOR OUTREACH

Objectives:

- Reach seniors who may have been overlooked
- Expand the knowledge base for existing elder veterans to make sure they are aware of available entitlements and other social services.

GOAL 3: RESUME VETERAN LUNCHEONS WHEN PHASE IV PERMITS

Objectives:

- We were unable to accomplish this last year because of restrictions and have moved it into this year's goals.
- Build a consensus among older veterans that they will participate. A COVID reluctance prevents older Vets from leaving their home.

PROGRAMS & SERVICES

Federal Assistance	State & Local Assistance	Community Events
<ul style="list-style-type: none">• Providing information and direction concerning:<ul style="list-style-type: none">• Death Benefits• Educational Benefits• Employment• Housing Assistance• Life Insurance• Medical Benefits• Social Security Disability	<ul style="list-style-type: none">• Providing information and direction concerning:<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Plan, coordinate, and assist with:<ul style="list-style-type: none">• 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• Sponsor events like USS Thresher presentation and Enigma presentation• Special veteran celebration at Maudsley State Park in late summer

VETERANS' SERVICES NON-SHARED EXPENSES (01-543)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51430 - VET GRAVES REGISTRATION OFCR	700	700	700	700	0	0.0%
001 - PERSONNEL SERVICES Total	700	700	700	700	0	0.0%
002 - PURCHASE OF SERVICES						
53070 - VET BURIAL	0	0	3,000	3,000	0	0.0%
002 - PURCHASE OF SERVICES Total	0	0	3,000	3,000	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57700 - VET VETERANS' BENEFITS	103,881	110,900	130,000	130,000	0	0.0%
57701 - VET CARE OF SOLDIERS GRAVES	3,696	3,180	3,000	3,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	107,577	114,081	133,000	133,000	0	0.0%
Total Non-Shared Expenses	108,277	114,781	136,700	136,700	0	0.0%

Revised May 20, 2021

VETERANS' SERVICES SHARED EXPENSES (01-543)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - VET SAL VETERAN DIRECTOR	71,492	73,430	74,613	74,613	0	0.0% c (1)
51102 - VET SAL ASST DIRECTOR	40,701	48,309	49,081	61,333	12,251	25.0% (2)
51404 - VET TRAVEL ALLOWANCE	8,280	8,700	8,700	8,700	0	0.0%
001 - PERSONNEL SERVICES Total	120,473	130,439	132,394	144,645	12,251	9.3%
002 - PURCHASE OF SERVICES						
53402 - VET CELLULAR PHONES	908	1,485	1,440	1,440	0	0.0%
54200 - VET OFFICE SUPPLIES	221	242	480	480	0	0.0%
55800 - VET MISC SUPPLIES	2,104	1,192	2,348	2,348	0	0.0%
002 - PURCHASE OF SERVICES Total	3,233	2,920	4,268	4,268	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57100 - VET TRAINING	2,399	84	1,240	880	(360)	-29.0%
57300 - VET DUES/SUBSCRIPTIONS	65	185	180	180	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	2,464	269	1,420	1,060	(360)	-25.4%
Total Shared Expenses	126,169	133,627	138,082	149,973	11,891	8.6%
Less:						
Estimated Receipts				(75/25¹ Split)		
Amesbury	48,610	52,691	<u>52,352</u>	<u>57,485</u>	<u>5,133</u>	<u>9.8%</u>
Merrimac	15,192	16,468	<u>19,872</u>	<u>21,647</u>	<u>1,775</u>	<u>8.9%</u>
Salisbury	25,406	27,539	<u>26,649</u>	<u>29,644</u>	<u>2,995</u>	<u>11.2%</u>
Total Estimated Receipts	89,208	96,698	<u>98,873</u>	<u>108,776</u>	<u>9,902</u>	<u>10.0%</u>
Net Newburyport Share (75/25¹)	36,961	36,929	<u>39,209</u>	<u>41,198</u>	<u>1,989</u>	<u>5.1%</u>

Note: The estimated receipts shown in the original budget submission did not reflect the reduction that was made to the FY2021 budget; that has been corrected. FY2022 amounts were updated to reflect the existing 75/25 cost sharing agreement; the original budget submission reflected a 50/50² cost share.

Impact by Community of Shifting from a 75/25¹ to 50/50² Split...	
Amesbury	5,432
Merrimac	982
Salisbury	1,337
Newburyport	(7,751)

¹75/25 = Costs distributed 75% by Population and 25% by Caseload (Original Cost Sharing Agreement).

²50/50 = Costs distributed 50% by Population and 50% by Caseload (Proposed Cost Sharing Agreement).

Personnel Footnotes:

(1) Expiring collective bargaining agreement.

(2) Increase in hours; funding shared between participating communities.

c = Denotes line items that fund cost items in a collective bargaining agreement.



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Section 9:

Education

**See Appendix E for the
Newburyport Public Schools Budget
(page 309)**

**See Appendix F for the
Whittier Regional Vocational Technical High School Budget
(page 357)**

**Link to the FY22 Budget for
Essex North Shore Agricultural & Technical School:
<https://essexnorthshore.org/district/budget-information/>**

NEWBURYPORT PUBLIC SCHOOLS (01-300)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53201 - SCH SCHOOL EXPENSES	29,815,374	30,935,242	32,072,564	33,485,466	1,412,902	4.4%
002 - PURCHASE OF SERVICES Total	29,815,374	30,935,242	32,072,564	33,485,466	1,412,902	4.4%
Grand Total	29,815,374	30,935,242	32,072,564	33,485,466	1,412,902	4.4%

ESSEX NORTH SHORE TECHNICAL HIGH SCHOOL (01-398)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53202 - ESSEX NORTH SHORE TECH SCHOOL	53,832	87,728	102,146	105,000	2,854	2.8%
002 - PURCHASE OF SERVICES Total	53,832	87,728	102,146	105,000	2,854	2.8%
Grand Total	53,832	87,728	102,146	105,000	2,854	2.8%

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53202 - WHITTIER VO TECH SCHOOL	622,252	697,312	638,712	654,314	15,602	2.4%
002 - PURCHASE OF SERVICES Total	622,252	697,312	638,712	654,314	15,602	2.4%
Grand Total	622,252	697,312	638,712	654,314	15,602	2.4%



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Section 10:

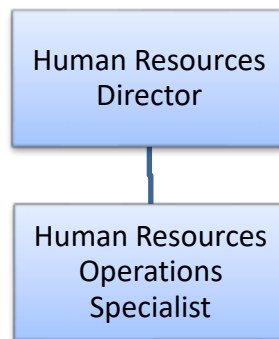
Shared Expenses

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	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Human Resources Director	1.0	1.0	1.0
HR Operations Specialist	0.0	1.0	1.0
Human Resources Generalist	1.0	0.0	0.0
PT Human Resources Assistant	0.7	0.0	0.0
Total Full Time-Equivalents	2.7	2.0	2.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2018	Actual FY2019	Actual FY2020	Estimated FY2021
Full Time Positions Filled	#	26	27	18	14
Full Time Employees	#	228	230	227	225
Part Time Positions Filled	#	n/a	22	21	5
Part Time Employees	#	102	119	84	60
Other Positions Filled*	#	n/a	n/a	n/a	30
Other Employees*	#	51	113	155	187
City Retirements	#	n/a	n/a	n/a	7
School Retirements**	#	n/a	n/a	n/a	36
Active <u>City Employees</u> Enrolled in Health Insurance	#	186	193	188	178
Active <u>School Employees</u> Enrolled in Health Insurance	#	291	291	287	286
<u>City Retirees</u> Enrolled in Health Insurance	#	173	180	178	240
<u>School Retirees</u> Enrolled in Health Insurance	#	212	210	214	327

*On-Call/Seasonal/Temporary/Poll Workers

**Active School Employees Enrolled in City Benefits

FY2021 ACCOMPLISHMENTS

- Critical response and guidance during COVID-19:
 - Compliance with Federal and State legislation;
 - Federal Families First Coronavirus Response Act (FFCRA)
 - Safety Standards and Protocols
 - Supported influx of personnel changes due to impact of COVID-19:
 - Furloughs and layoffs (5)
 - Terminations (87), retirements (43) – Projected FY21 year end.
 - Fraudulent unemployment claims resolution and targeted communication to employees.

- Managed and supported full cycle recruiting including posting and advertising jobs, screening applicants and interviewing, offer letters of employment and on boarding.
 - Key Positions: Water Distribution Superintendent, Counsel on Aging Director, Building Commissioner (pending), Newburyport Youth Services Associate Director, Local Building Inspector (pending), Building Office Manager, Administrative Assistant II - Water/Sewer Division.
 - Utilized Massachusetts Building Commissioners & Inspectors Association and affiliated networks for difficult to fill building positions and attracting qualified candidates;
 - Supported the City's 2020 election season.
 - 32 Poll Workers hired, averaging four new employees per week.
- Enrolled 900+ plan subscribers for 2020/21 Benefit Plan Year
- Completed a full audit of benefits resulting in closure of 26 life insurance policies saving the City approximately \$8,000 in annual premium.
- Member of the City's collective bargaining team for collective bargaining agreements:
 - AFL-CIO Firefighters Local 827 (1 Year Contract).
 - Teamsters Local 170 Professional/Administrative/Technical Contract (3 Year Contract)
 - Newburyport Benevolent Association Local 31 – Superior Officers (3 Year Contract)
- Equal Employment Opportunity, Anti-Discrimination and Harassment (including Sexual Harassment) Training:
 - 3 Hour Management Training (May 2021)
 - Revised City Policy for Equal Employment Opportunity, Anti-Discrimination and Harassment.

FY2022 TRENDS

In FY 2022, 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 FY2022, 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.

With the continued uncertainty of the impacts due to COVID-19, the Human Resources Department will continue to support the City for ensuring sound protocols, safety and cost effectiveness wherever

possible. The Human Resources Department will plan ahead to transition operations back to “normal” service delivery while supporting Department Heads in doing the same.

Staffing will continue to be prioritized in ensuring quality candidates are attracted to City employment and that positions are filled as quickly as possible in ensuring seamless delivery of City service. Other areas of focus in FY22 include: Policies and procedures for compliance, collective bargaining process; employee development and training; retiree benefits education and benefits administration for city and school active employees and retirees.

FY2022 GOALS & OBJECTIVES

GOAL 1: DEPARTMENT STRUCTURE & EFFECTIVENESS

Objectives:

- Identify opportunities to improve and streamline workflow and gain efficiencies for cost savings.
- Ensure policies and practices comply with all applicable federal and state laws.

GOAL 2: TECHNOLOGY / INCREASE EFFICIENCIES

Objectives:

- Increase automation and functionality of HRIS in Harpers Payroll Software.
- Develop metrics, measures and reports where possible for analytics and data driven decisions.
- Promote and expand technology and the utilization of the Human Resources Webpage for employee/retiree self-service, on demand HR information and the elimination of paper.

GOAL 3: TALENT ACQUISITION & MANAGEMENT

Objectives:

- Recruitment & Staffing
 - Support staffing considerations and other actions due to the financial impact of COVID-19.
 - Identify cost effective resources/strategies for attracting quality candidates to City employment and staffing of essential position to be filled.
- Engagement & Retention
 - Formalize a 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.

- Streamline benefits administration between city and school.
- Increase education for better understanding of complex Medicare process and how benefits transition upon retirement.
- Provide educational opportunities to over 900+ health plan subscribers so they can become better consumers of utilizing their health benefits.

GOAL 4: TRAINING

Objectives:

- Employees
 - Sexual and other Unlawful Harassment Training (continued for remaining staff).
 - Diversity, Equity and Social Justice Training.
- Leadership, Supervision
 - 1-1 coaching to increase leadership skills.
 - Encourage supervisory learning opportunities (e.g. MIIA webinars).

GOAL 4: COLLECTIVE BARGAINING & NEGOTIATION

Objectives:

- AFL-CIO Firefighters Local 827 (in negotiation).
- New England Police Benevolent Association Local 30– Patrol Officers Union (in negotiation)
- AFL-CIO State Council 93, Local 939–AFSCME (in negotiation)
- Teamster Local 170 Department Heads (in negotiation)

PROGRAMS & SERVICES

Personnel Management	Employee Benefits Management	Retiree Benefits Management
<ul style="list-style-type: none"> • Recruitment, Selection, & Offers of Employment • New Employee Onboarding & Orientation • Classification & Compensation reviews • Records Management • Policy & Procedure • Legal Compliance <ul style="list-style-type: none"> • Civil Rights Act (Title VII) • ADA • ADAAA • FLSA • EEO • Leaves of Absence • Employee Relations and resolution of issues • Employee Termination and Exit Interview • Collective Bargaining Process and Labor Relations issues • On line Service - HR Webpage 	<ul style="list-style-type: none"> • Legal compliance <ul style="list-style-type: none"> • 32B • HIPAA • Section 18 • Affordable Care Act • COBRA • Annual Benefits Open Enrollment for city and school active employees • Process benefit changes • Vendor negotiations & performance. • Life Insurance Program • OBRA administration • Represent the City at PEC meetings RE: benefit decisions and reporting of information • FSA, HRA administration • Employee Education • Customer service 1-1 assistance, questions, resolving issues, etc. 	<ul style="list-style-type: none"> • Administrator of all retiree benefits • Point of Contact with MIIA • Annual Medex Benefits Open Enrollment • Liaison to Retirement Dept for coordination of retiree benefits • Post 65 Program • Educate, counsel and enroll city and school retirees on their health, dental and life insurance benefits • Ongoing customer service for one-on-one-1 assistance, questions, resolving issues, etc. • Senior Tax Work Off - Volunteer Processing

HUMAN RESOURCES DEPARTMENT (01-152)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HR SAL DIRECTOR	80,462	92,506	93,996	95,876	1,880	2.0%
51102 - HR PAYROLL & BENEFITS COORD	67,596	64,339	0	0	0	
51166 - HR HR SPECIALIST	8,580	20,310	58,223	61,342	3,119	5.4%
001 - PERSONNEL SERVICES Total	156,639	177,156	152,219	157,218	4,999	3.3%
002 - PURCHASE OF SERVICES						
53003 - HR COBRA ADMINISTRATION	1,200	1,200	1,200	1,200	0	0.0%
53005 - HR HRA ADMINISTRATION	0	0	750	750	0	0.0%
53006 - HR FSA ADMINISTRATION	12,195	12,735	11,000	12,000	1,000	9.1%
53007 - HR UNEMPLOYMENT CLAIMS	17,099	13,542	20,000	20,000	0	0.0%
53008 - HR WORKER'S COMPENSATION	97,161	102,019	102,019	122,423	20,404	20.0%
53009 - HR JOB ADVERTISING	1,411	81	1,500	1,500	0	0.0%
53010 - HR PAYROLL	19,217	17,646	0	0	0	
002 - PURCHASE OF SERVICES Total	148,282	147,223	136,469	157,873	21,404	15.7%
004 - SUPPLIES						
54200 - HR OFFICE SUPPLIES	2,999	1,438	1,500	1,500	0	0.0%
004 - SUPPLIES Total	2,999	1,438	1,500	1,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - HR DUES & MEMBERSHIPS	189	200	200	200	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	189	200	200	200	0	0.0%
Grand Total	308,109	326,016	290,388	316,791	26,402	9.1%

(1)

Personnel Footnotes:

(1) Merit increase and cost of living adjustment.

INSURANCE GROUP (01-914)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51700 - INS HEALTH INSURANCE PREMIUMS	9,094,693	9,181,170	9,255,193	8,900,025	(355,168)	-3.8%
51701 - INS DENTAL CONTRIBUTION	43,740	44,380	51,000	45,900	(5,100)	-10.0%
51702 - INS HRA PROGRAM	35,000	35,071	50,000	50,000	0	0.0%
51703 - INS PEC RETIREE PAYMENTS	0	(125)	0	0	0	
51704 - INS LIFE INSURANCE	55,896	60,449	68,000	60,000	(8,000)	-11.8%
51705 - INS MEDICARE PENALTIES	45,002	193,420	153,000	205,000	52,000	34.0%
51707 - INS FICA PAYROLL TAXES	195,242	210,236	230,000	230,000	0	0.0%
51761 - INS-CH 32B-SCHOOL	0	(174)	0	0	0	
001 - PERSONNEL SERVICES Total	9,469,573	9,724,427	9,807,193	9,490,925	(316,268)	-3.2%
010 - BUDGETED TRANSFER OUT						
59662 - TRANSFER TO HEALTH INS STAB FD	0	0	0	404,547	404,547	
010 - BUDGETED TRANSFER OUT Total	0	0	0	404,547	404,547	
Grand Total	9,469,573	9,724,427	9,807,193	9,895,472	88,279	0.9%

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)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51740 - RET APPROP CITY/SCHOOL	4,132,415	4,340,558	4,563,509	4,768,156	204,647	4.5%
001 - PERSONNEL SERVICES Total	4,132,415	4,340,558	4,563,509	4,768,156	204,647	4.5%
Grand Total	4,132,415	4,340,558	4,563,509	4,768,156	204,647	4.5%

LEGAL

LEGAL (01-191)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53020 - LGL CITY SOLICITOR	100,000	124,854	95,000	100,000	5,000	5.3%
002 - PURCHASE OF SERVICES Total	100,000	124,854	95,000	100,000	5,000	5.3%
Grand Total	100,000	124,854	95,000	100,000	5,000	5.3%

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.

EXCLUDED DEBT SERVICE (01-710)

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE						
59101 - LIBRARY PRINCIPAL	200,000	45,000	0	0	0	
59102 - HIGH SCHOOL PRINCIPAL	411,700	416,100	411,500	412,100	600	0.1%
59103 - BRESNAHAN SCHOOL PRINCIPAL	500,000	530,000	580,000	600,000	20,000	3.4%
59104 - NOCK-MOLIN SCHOOL PRINCIPAL	280,000	450,000	510,000	550,000	40,000	7.8%
59105 - SENIOR COMM CENTER PRINCIPAL	245,000	255,000	265,000	275,000	10,000	3.8%
59106 - NOCK-MOLIN FIELD PRINCIPAL	110,000	110,000	115,000	115,000	0	0.0%
59151 - LIBRARY INTEREST	7,350	1,350	0	0	0	
59152 - HIGH SCHOOL INTEREST	119,109	98,524	81,880	65,420	(16,460)	-20.1%
59153 - BRESNAHAN SCHOOL INTEREST	638,169	616,369	596,469	574,844	(21,625)	-3.6%
59154 - NOCK-MOLIN SCHOOL INTEREST	458,813	446,725	429,275	410,000	(19,275)	-4.5%
59155 - SENIOR COMM CENTER INTEREST	177,131	167,131	155,406	144,656	(10,750)	-6.9%
59156 - NOCK-MOLIN FIELD INTEREST	31,465	29,265	27,015	24,715	(2,300)	-8.5%
009 - DEBT SERVICE Total	3,178,737	3,165,464	3,171,545	3,171,735	190	0.0%
Grand Total	3,178,737	3,165,464	3,171,545	3,171,735	190	0.0%

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

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 PROPOSED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE						
59100 - LONG TERM DEBT PRINCIPAL	620,000	408,500	440,000	540,000	100,000	22.7%
59150 - LONG TERM DEBT INTEREST	284,098	298,996	433,769	372,598	(61,171)	-14.1%
59250 - INTEREST ON SHORT-TERM NOTES	42,382	0	50,000	50,000	0	0.0%
009 - DEBT SERVICE Total	946,480	707,496	923,769	962,598	38,829	4.2%
010 - BUDGETED TRANSFER OUT						
59663 - TRANSFER TO CAP STAB FUND	0	0	0	348,550	348,550	
010 - BUDGETED TRANSFER OUT Total	0	0	0	348,550	348,550	
Grand Total	946,480	707,496	923,769	1,311,148	387,379	41.9%

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

<u>Issue</u>	<u>Par</u>
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 & Upgrade (I).....	45,000
TOTAL.....	96,249,507

Section 11:

Capital Improvement Program

I. Executive Summary

Dear President & Members of the City Council:

I am pleased to submit herewith the proposed Fiscal Years 2022-2026 Capital Improvement Program (CIP). All projects listed under FY2022 will be accompanied by a funding request prior to or during the next fiscal year. All projects listed under FY2023 through FY2026 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, 3) the anticipated financing mechanism and 4) any impact on the annual operating budget. The City is very active in seeking grants and alternative funding mechanisms before recommending an appropriation from General Fund or Enterprise Fund revenues. In accordance with City Financial Policies, the City seeks to avoid the issuance of debt for any projects less than \$500,000.

Development of the CIP

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

Since FY2013, I have prioritized the continued development and refinement of a comprehensive capital improvement plan that incorporates the capital needs of all City Departments with a practical funding plan for each year of the program. Department Heads have worked with the Mayor's Office to identify and/or update their most important capital needs for FY2022 through FY2026. 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.

Goals of the CIP

As outlined in the MA Division of Local Services' *Capital Improvement Planning Guide: Developing A Comprehensive Community Program*, a capital improvement program provides a blueprint for planning a community's capital expenditures and is one of the most important responsibilities of local government officials. It coordinates community planning, financial capacity, and physical development.

According to DLS, a complete, properly developed CIP has the following benefits:

- Facilitates coordination between capital needs and operating budgets
- Enhances the community's credit rating and control of its tax rate
- Deters sudden changes in debt service requirements
- Identifies the most economical means to finance capital projects
- Increases opportunities for obtaining federal and state aid
- Relates public facilities to public and private development plans
- Focuses attention on community objectives and fiscal capacity
- Keeps the public informed about future needs and projects
- Reduces costs by identifying and consolidating duplicative expenditures across municipal departments
- Encourages careful project planning and design to avoid costly mistakes and to help a community reach desired goals

Prioritization of Projects

In prior CIPs, a priority was assigned on a scale ranging from “1 – Urgent/Very High” to “4 – Low.” While this rating system attempted to identify the importance of a particular project, it was not clearly defined and resulted in too many projects falling into categories 1 or 2. As such, for the FY22-26 we have defined the priority that is assigned to each project based on the model suggested in the DLS capital planning manual:

1. **Urgent/Legally Required** – Completing this project will address an imminent risk to the safety of the public or municipal personnel, and/or it will prevent the imminent destruction or collapse of public infrastructure and loss of assets. Alternatively, this project is required to bring the community into compliance with federal or state safety, environmental, accessibility, or other regulations and legal requirements.
2. **Maintain Service** – Completing this project is necessary to ensure level service for the upcoming fiscal year. This priority type may include projects that replace old or worn-out equipment, dramatically rehabilitate aging facilities, or facilitate a department's ability to meet increased service demands.
3. **Enhancement** – Completing this project will provide a benefit to the community over and above the existing service level, or it will result in cost savings or other efficiencies.

CIP Assumptions

The FY2022-2026 CIP is based on the following budgetary assumptions. The City will:

- Continue to build cash reserves, maintaining 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;
- Establish policy targets that allocate annual CIP spending as a set percentage of annual net revenue; and
- Continue to fund a grant writer to assist in securing outside funding to subsidize particular projects and infrastructure investments.

COVID-19 Pandemic

While we continue to remain under sustained state of emergency declarations at every level of government; more than a year in we have a much clearer understanding of the financial effects of the COVID-19 pandemic. There's also a pathway out of pandemic in the foreseeable future due more sophisticated treatment and control of the virus and, more importantly, from the ongoing roll out of vaccines nationwide. An on-time FY2022 state budgetary process, local revenues that have surpassed estimates, and several rounds of federal relief aid, puts the City on firm financial ground to refocus this CIP on aggressively funding and implementing the plan. The priority of last year's CIP was to only fund mandatory items, such as lease payments that are contractually owed, and delay expenditures. We are now in a better financial position to address capital needs going forward.

Overview of the CIP

The CIP includes projects with a five-year total estimated cost of \$110,051,680. 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 44.9% 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, I am pleased that we are able to develop and execute on a plan to improve the City's roadways and sidewalks. The CIP includes additional funding in fiscal years 2022 through 2026 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 is closely monitoring federal relief funding that could potentially be used to help fund improvements to the City's infrastructure. In addition to the emphasis on roadways and sidewalks, it is equally as important that we continue to address the various drainage issues through the City; most notably in the Phillips Drive neighborhood.

Investments in facility renovations and repairs represent 35.6% of the total spending included in the CIP. A significant portion of this spending is for the replacement of Fire Station #2, a renovation and expansion of Fire Headquarters, as well as, a High School Science Wing Addition & Renovation Project. Additional projects include finding a permanent home for Youth Services and Parks, as well as, 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 Police Dispatch, HVAC improvements, carpet and furniture replacements, among others.

In keeping with the City's Master Plan, another important spending category is parks, grounds and open space, which comprises 13.3% of the CIP. This category includes major park improvement projects in the City, such as the expansion of Market Landing Park, continued progress on the Fuller Track and Field Project and the historic renovation of the Bartlet Mall.

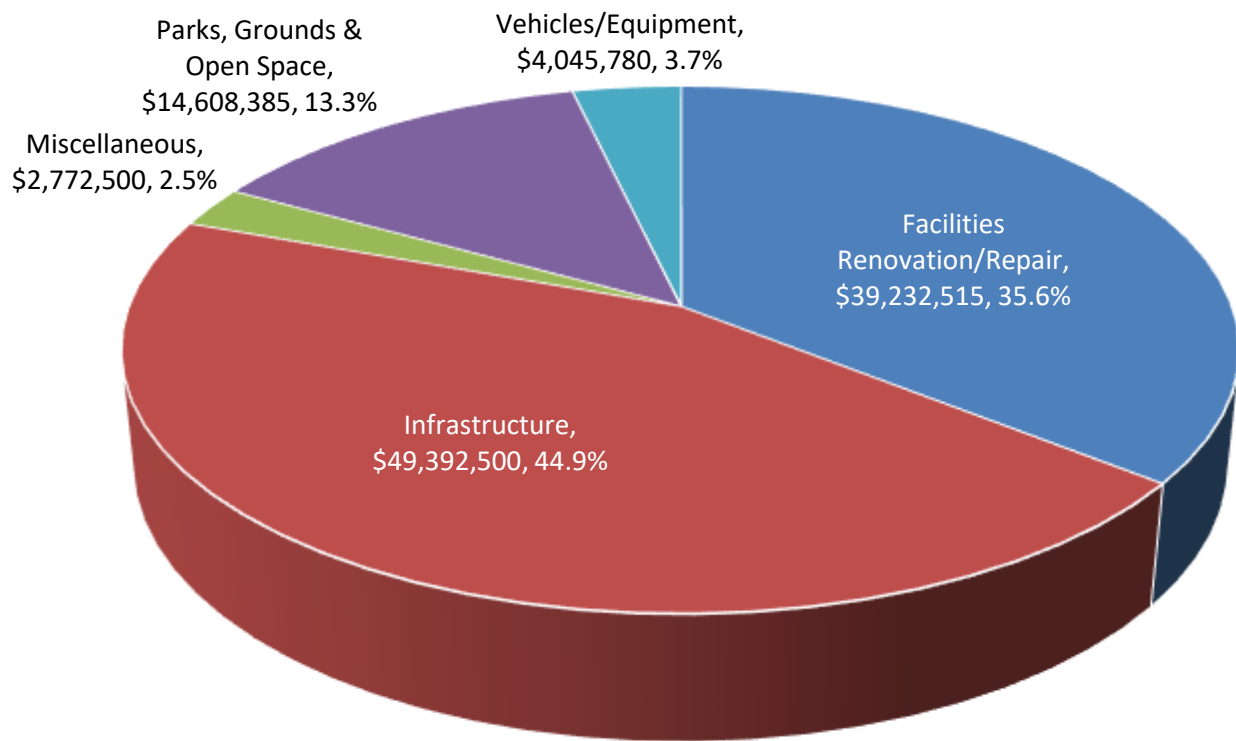
A consistent category of spending in any CIP is for the replacement of vehicles and equipment, representing 3.7% of total spending for the next five years. Major spending over the next five years includes replacement of the waterfront docks, a safe boat purchase for use by the Harbormaster's Department, cruiser replacements for the Police Department, along with multiple pieces of equipment to be used by the Department of Public Services.

On the following pages are a breakdown of estimated project costs by department over the next five fiscal years, along with the breakdown by spending category.

Project Costs by Department/Fund

Department	Estimated Costs by Fiscal Year					Five-Year Total
	FY2022	FY2023	FY2024	FY2025	FY2026	
Information Technology	\$367,500	\$32,000	\$32,000	\$32,000	\$32,000	\$495,500
Fire	\$1,805,000	\$14,605,000	\$135,000	\$0	\$0	\$16,545,000
Police	\$480,012	\$224,422	\$611,422	\$91,422	\$91,422	\$1,498,700
Sustainability	\$0	\$0	\$650,000	\$0	\$0	\$650,000
DPS - Highway	\$7,617,960	\$2,448,667	\$2,148,667	\$2,148,667	\$2,000,000	\$16,363,960
Planning & Development	\$3,300,000	\$3,200,000	\$2,550,000	\$450,000	\$750,000	\$10,250,000
Building	\$22,500	\$0	\$0	\$0	\$0	\$22,500
Parks	\$2,321,162	\$2,265,323	\$477,000	\$2,600,000	\$1,244,000	\$8,907,485
Library	\$27,500	\$100,000	\$108,000	\$50,000	\$0	\$285,500
Youth Services	\$250,000	\$2,280,000	\$2,500,000	\$0	\$0	\$5,030,000
Schools	\$142,970	\$7,354,800	\$8,053,265	\$109,000	\$30,000	\$15,690,035
Total General Fund	\$16,334,604	\$32,510,212	\$17,265,354	\$5,481,089	\$4,147,422	\$75,738,680
DPS - Water	\$1,543,000	\$3,406,333	\$8,636,333	\$7,843,333	\$8,050,000	\$29,479,000
DPS - Sewer	\$884,000	\$3,000,000	\$300,000	\$0	\$0	\$4,184,000
Harbormaster	\$250,000	\$0	\$400,000	\$0	\$0	\$650,000
Total Enterprise Funds	\$2,677,000	\$6,406,333	\$9,336,333	\$7,843,333	\$8,050,000	\$34,313,000
Total Capital Improvements	\$19,011,604	\$38,916,545	\$26,601,687	\$13,324,422	\$12,197,422	\$110,051,680

Project Costs by Spending Category



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 funding sources, grants, CPA funds, revolving funds, surplus project balances 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 from year-to-year.

In order maintain that consistent level of funding, a best practice recommended by a number of finance/government associations, such as the GFOA and ICMA, is to establish a set policy target whereby the community commits to funding a percentage of their annual revenue to capital projects. Establishing a 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. It also ensures that the City appropriates funds from "pay-as-you-go" funding sources, such as free cash or the annual operating budget, for the smaller and more routine capital spending needs.

This year's capital improvement program continues to build on the financing plan that was incorporated into last year's CIP, by recommending a commitment of capital funding based on a percentage of projected annual net revenue (i.e. General Fund revenue less debt exclusions). For debt issued within the levy limit, referred to as ordinary or non-exempt debt, we recommend starting at a ratio of 2.0% and gradually increasing to 2.5% of net annual revenue by FY2024. In terms of the total non-exempt tax burden (i.e. non-exempt debt plus pay-as-you-go funding), we recommend starting at a ratio of 4.0% and gradually increasing to 4.5% of net annual revenue by FY2024. These policy targets were developed based on an analysis of the City's spending history, financial forecasts, as well as, policies that have been adopted by other municipalities. As we work to update the City's financial policies, we look forward to discussing this funding strategy in greater detail.

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. The table also shows how this CIP compares to the recommended policy target ratios. As this funding strategy continues to develop from year-to-year, it is my hope that it results in greater predictability and transparency for all stake holders of the City's budget and capital planning process.

CIP Funding by Source

Funding Source	FY2022	FY2023	FY2024	FY2025	FY2026
<u>General Fund (Pay-As-You-Go)</u>					
Free Cash	\$1,618,572	\$1,061,300	\$1,037,000	\$453,000	\$578,000
Operating Budget	\$754,470	\$651,089	\$681,089	\$669,089	\$471,422
<u>General Fund (Debt)</u>					
Non-Exempt	\$0	\$656,283	\$1,072,967	\$1,134,507	\$1,176,183
Exempt (Excluded)	\$0	\$233,118	\$923,445	\$923,445	\$923,445
<u>CPA (Pay-As-You-Go)</u>	\$289,000	\$831,805	\$405,000	\$800,000	\$312,000
<u>CPA (Debt)</u>	\$0	\$53,611	\$309,476	\$345,373	\$345,373
<u>Grant/Other</u>	\$3,551,371	\$7,023,268	\$6,042,133	\$2,125,000	\$2,052,000
<u>Water Enterprise Fund (Pay-As-You-Go)</u>					
Retained Earnings	\$806,250	\$336,250	\$300,000	\$300,000	\$550,000
Operating Budget	\$232,750	\$306,333	\$266,333	\$197,333	\$154,000
<u>Water Enterprise Fund (Debt)</u>	\$0	\$215,071	\$1,002,358	\$1,446,612	\$1,446,612
<u>Sewer Enterprise Fund (Pay-As-You-Go)</u>					
Retained Earnings	\$784,000	\$400,000	\$300,000	\$0	\$0
Operating Budget	\$137,750	\$128,000	\$28,000	\$4,000	\$4,000
<u>Sewer Enterprise Fund (Debt)</u>	\$0	\$71,961	\$159,036	\$159,036	\$71,961
<u>Harbormaster Enterprise Fund (Pay-As-You-Go)</u>					
Retained Earnings	\$167,635	\$0	\$400,000	\$0	\$0
Operating Budget	\$0	\$0	\$0	\$0	\$0
<u>Harbormaster Enterprise Fund (Debt)</u>	\$0	\$0	\$35,720	\$35,720	\$57,068
Total Gross Funding	\$8,341,798	\$11,968,089	\$12,962,558	\$8,593,116	\$8,142,065

CIP Funding within Proposition 2 ½ Tax Levy

(excludes exempt debt and sources outside of the General Fund)

Net Funding (General Fund)	FY2022	FY2023	FY2024	FY2025	FY2026
Non-Exempt Debt					
Existing	\$841,579	\$847,629	\$848,304	\$843,379	\$734,192
New	\$0	\$656,283	\$1,072,967	\$1,134,507	\$1,176,183
Total Non-Exempt Debt	\$841,579	\$1,503,912	\$1,921,271	\$1,977,886	\$1,910,375
+ Pay-As-You-Go	\$2,373,042	\$1,712,389	\$1,718,089	\$1,122,089	\$1,049,422
Total "Non-Exempt Tax Burden"	\$3,214,621	\$3,216,301	\$3,639,360	\$3,099,975	\$2,959,797

Projected Net Revenue \$71,741,531 \$74,079,896 \$76,464,610 \$78,908,596 \$81,423,660

(Projected Net Revenue = Projected General Fund Revenue - Exempt Debt Service)

CIP Funding Policy Target #1 [Non-Exempt Debt = 2.5% of Net Revenue]

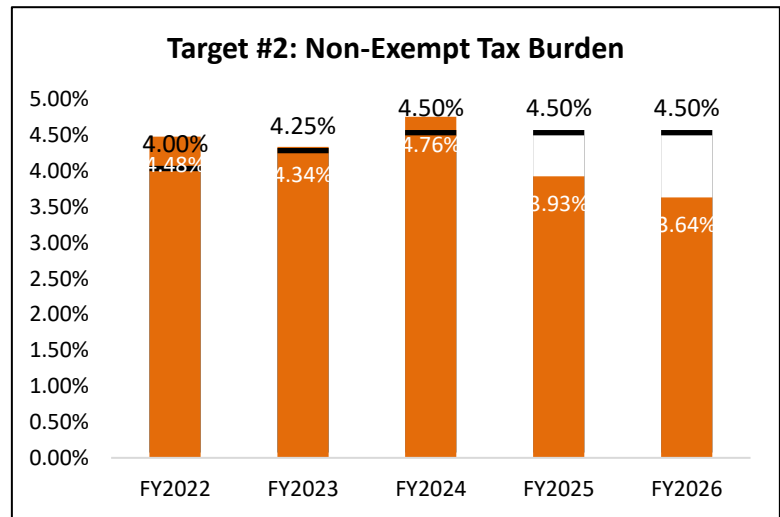
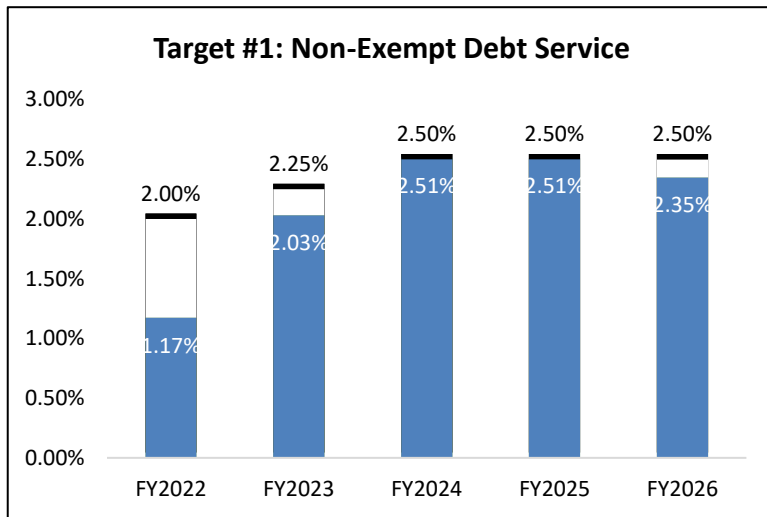
CIP Actual %	1.17%	2.03%	2.51%	2.51%	2.35%
CIP Target %	2.00%	2.25%	2.50%	2.50%	2.50%
Over/(Under) Target	-0.83%	-0.22%	0.01%	0.01%	-0.15%
CIP Actual \$	\$841,579	\$1,503,912	\$1,921,271	\$1,977,886	\$1,910,375
CIP Target \$	\$1,434,831	\$1,666,798	\$1,911,615	\$1,972,715	\$2,035,591
Over/(Under) Target	-\$593,251	-\$162,886	\$9,656	\$5,171	-\$125,217

CIP Funding Policy Target #2 ["Non-Exempt Tax Burden" = 4.5% of Net Revenue]

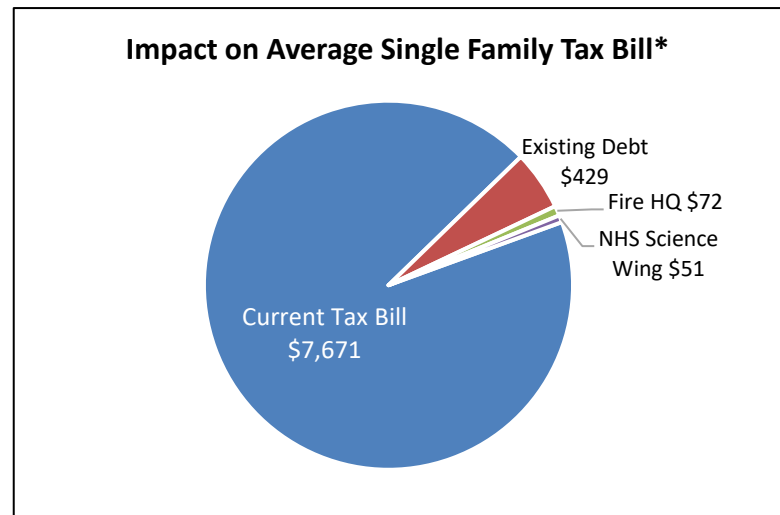
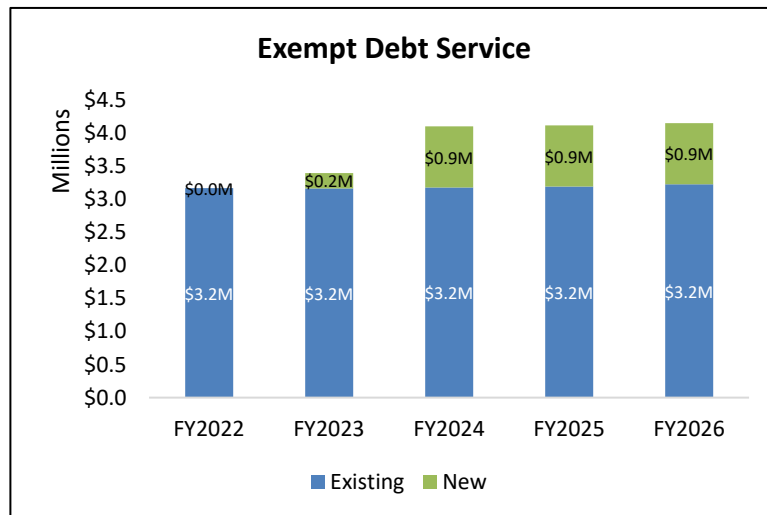
CIP Actual %	4.48%	4.34%	4.76%	3.93%	3.64%
CIP Target %	4.00%	4.25%	4.50%	4.50%	4.50%
Over/(Under) Target	0.48%	0.09%	0.26%	-0.57%	-0.86%
CIP Actual \$	\$3,214,621	\$3,216,301	\$3,639,360	\$3,099,975	\$2,959,797
CIP Target \$	\$2,869,661	\$3,148,396	\$3,440,907	\$3,550,887	\$3,664,065
Over/(Under) Target	\$344,960	\$67,906	\$198,453	-\$450,912	-\$704,268

Legend: Green = Within 0.25% of target; Yellow = Within 1.0% of target; Red = +/-1.0% target

CIP Funding from Non-Exempt Sources vs. Policy Target



CIP Funding from General Fund Exempt Debt



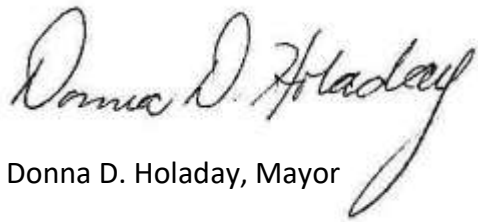
*Based on FY21 average single-family home assessment: \$640,800

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 we glimpse an end to the COVID-19 pandemic, we will be refocusing the CIP on funding projects this year and in the subsequent years of the plan. 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,

A handwritten signature in black ink, reading "Donna D. Holaday". The signature is fluid and cursive, with the first name "Donna" being the most prominent.

Donna D. Holaday, Mayor

II. FY 2022-2026 CIP Summary

CIP #	Page	Department	Project Description	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Total
IT001	18	Information Technology	IT Hardware	\$125,500	\$32,000	\$32,000	\$32,000	\$32,000	\$253,500
IT002	19	Information Technology	Meeting Technology	\$242,000	\$0	\$0	\$0	\$0	\$242,000
		Information Technology Total		\$367,500	\$32,000	\$32,000	\$32,000	\$32,000	\$495,500
FD002	20	Fire	Replace/Update Radio Equipment	\$55,000	\$55,000	\$55,000	\$0	\$0	\$165,000
FD003	21	Fire	Replacement of Fire Station # 2	\$500,000	\$5,500,000	\$0	\$0	\$0	\$6,000,000
FD004	22	Fire	Renovation of NFD Headquarters Station	\$800,000	\$9,000,000	\$0	\$0	\$0	\$9,800,000
FD005	23	Fire	SCBA Replacement	\$420,000	\$0	\$0	\$0	\$0	\$420,000
FD006	24	Fire	Hose Replacements	\$30,000	\$0	\$30,000	\$0	\$0	\$60,000
FD007	25	Fire	Fire Data Control Systems	\$0	\$50,000	\$50,000	\$0	\$0	\$100,000
		Fire Total		\$1,805,000	\$14,605,000	\$135,000	\$0	\$0	\$16,545,000
PD001	26	Police	Surveillance Camera Integration	\$185,000	\$0	\$0	\$0	\$0	\$185,000
PD002	27	Police	Dispatch Center Renovation	\$0	\$25,000	\$450,000	\$0	\$0	\$475,000
PD003	28	Police	Carpet Replacement	\$0	\$0	\$40,000	\$0	\$0	\$40,000
PD004	29	Police	Facility Weatherproofing	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PD005	30	Police	Six (6) Radar Units	\$25,000	\$0	\$0	\$0	\$0	\$25,000
PD006	31	Police	Dive Team Equipment	\$41,600	\$0	\$0	\$0	\$0	\$41,600
PD007	32	Police	Thirty Four (34) Taser Replacements	\$0	\$108,000	\$0	\$0	\$0	\$108,000
PD008	33	Police	Records Room	\$20,000	\$0	\$0	\$0	\$0	\$20,000
PD009	34	Police	Cruiser/Vehicle Replacements	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
PD010	35	Police	Electric Cruiser Pilot Program	\$120,000	\$0	\$0	\$0	\$0	\$120,000
PD011	36	Police	Twenty Five (25) Body Worn Cameras	\$23,412	\$26,422	\$26,422	\$26,422	\$26,422	\$129,100
		Police Total		\$480,012	\$224,422	\$611,422	\$91,422	\$91,422	\$1,498,700
HM001	37	Harbormaster	Safe Boat Purchase	\$250,000	\$0	\$0	\$0	\$0	\$250,000
HM002	38	Harbormaster	Waterfront Docks	\$0	\$0	\$400,000	\$0	\$0	\$400,000
		Harbormaster Total		\$250,000	\$0	\$400,000	\$0	\$0	\$650,000
SU001	39	Sustainability	HVAC Improvements - City Hall	\$0	\$0	\$650,000	\$0	\$0	\$650,000
		Sustainability Total		\$0	\$0	\$650,000	\$0	\$0	\$650,000
PL001	40	Planning & Development	Central Waterfront East Bulkhead	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000
PL002	41	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$250,000	\$2,500,000	\$2,500,000	\$0	\$0	\$5,250,000
PL003	42	Planning & Development	Parker Street Trail/Clipper City Rail Trail Phase III	\$0	\$300,000	\$0	\$0	\$0	\$300,000
PL004	43	Planning & Development	Fish Pier Embayment Dredging	\$0	\$0	\$0	\$50,000	\$700,000	\$750,000
PL005	44	Planning & Development	Complete Streets Transportation Projects	\$50,000	\$400,000	\$50,000	\$400,000	\$50,000	\$950,000
		Planning & Development Total		\$3,300,000	\$3,200,000	\$2,550,000	\$450,000	\$750,000	\$10,250,000

CIP #	Page	Department	Project Description	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Total
BD001	45	Building	Building Records Reorganization	\$22,500	\$0	\$0	\$0	\$0	\$22,500
		Building Total		\$22,500	\$0	\$0	\$0	\$0	\$22,500
PK001	46	Parks	Infield Groomer	\$15,000	\$0	\$0	\$0	\$0	\$15,000
PK002	47	Parks	Cushing Park Lot Resurfacing	\$0	\$0	\$0	\$500,000	\$0	\$500,000
PK003	48	Parks	Joppa Park Improvement Project	\$57,438	\$0	\$0	\$0	\$0	\$57,438
PK005	49	Parks	Field Improvement - Fuller Complex	\$1,052,306	\$0	\$60,000	\$1,000,000	\$0	\$2,112,306
PK006	50	Parks	Mini Excavator Purchase	\$0	\$65,000	\$0	\$0	\$0	\$65,000
PK007	51	Parks	Mower Attachment Purchase	\$0	\$24,500	\$0	\$0	\$0	\$24,500
PK009	52	Parks	Fuller North Field Irrigation System	\$0	\$30,000	\$0	\$0	\$0	\$30,000
PK010	53	Parks	Worksite Utility Vehicle	\$30,000	\$0	\$0	\$0	\$0	\$30,000
PK011	54	Parks	Atkinson Common Tennis Court Resurfacing-Expansion	\$0	\$200,000	\$0	\$0	\$0	\$200,000
PK012	55	Parks	Cashman Park Basketball Court Resurfacing	\$0	\$0	\$150,000	\$0	\$0	\$150,000
PK014	56	Parks	Lower Atkinson Common Improvement (Design)	\$0	\$0	\$0	\$0	\$300,000	\$300,000
PK015	57	Parks	Bartlett Mall Historic Restoration	\$958,818	\$802,018	\$0	\$0	\$320,000	\$2,080,836
PK016	58	Parks	Parks Field Office	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
PK017	59	Parks	Irrigation Wells	\$45,000	\$0	\$0	\$0	\$0	\$45,000
PK018	60	Parks	Clipper City Rail Trail Repairs	\$0	\$50,000	\$0	\$0	\$0	\$50,000
PK019	61	Parks	Atkinson Common Tower Restoration	\$30,000	\$15,000	\$137,000	\$0	\$0	\$182,000
PK021	62	Parks	Atwood Park Site Improvements	\$33,000	\$0	\$0	\$0	\$0	\$33,000
PK024	63	Parks	Cashman Park Site Improvements	\$0	\$52,000	\$0	\$200,000	\$200,000	\$452,000
PK026	64	Parks	Jason Sawyer Shade Structure	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PK027	65	Parks	Moseley Woods Improvements	\$0	\$14,805	\$0	\$0	\$0	\$14,805
PK028	66	Parks	Perkins Park Improvements	\$12,000	\$0	\$0	\$500,000	\$0	\$512,000
PK029	67	Parks	Woodman Park Improvements	\$0	\$0	\$100,000	\$100,000	\$24,000	\$224,000
PK030	68	Parks	Playground Replacements	\$0	\$0	\$0	\$300,000	\$400,000	\$700,000
PK031	69	Parks	Purchase of Two (2) Pickup Trucks	\$87,600	\$0	\$0	\$0	\$0	\$87,600
PK032	70	Parks	Enclosed Landscaping Trailer	\$0	\$12,000	\$0	\$0	\$0	\$12,000
		Parks Total		\$2,321,162	\$2,265,323	\$477,000	\$2,600,000	\$1,244,000	\$8,907,485
LI001	71	Library	Alarm Panel Replacement	\$27,500	\$0	\$0	\$0	\$0	\$27,500
LI002	72	Library	Front Steps and Retaining Wall Repair	\$0	\$100,000	\$0	\$0	\$0	\$100,000
LI003	73	Library	HVAC System Replacement	\$0	\$0	\$108,000	\$0	\$0	\$108,000
LI004	74	Library	Carpet Replacement	\$0	\$0	\$0	\$50,000	\$0	\$50,000
		Library Total		\$27,500	\$100,000	\$108,000	\$50,000	\$0	\$285,500
YS001	75	Youth Services	Kelleher Basketball Court	\$0	\$30,000	\$0	\$0	\$0	\$30,000
YS002	76	Youth Services	NYS Facility	\$250,000	\$2,250,000	\$2,500,000	\$0	\$0	\$5,000,000
		Youth Services Total		\$250,000	\$2,280,000	\$2,500,000	\$0	\$0	\$5,030,000

CIP #	Page	Department	Project Description	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Total
HW001	77	DPS - Highway	Purchase of Trackless Vehicle	\$225,000	\$0	\$0	\$0	\$0	\$225,000
HW002	78	DPS - Highway	Roadway Paving Improvement	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
HW003	79	DPS - Highway	Sidewalk Replacement/New Construction Program	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
HW004	80	DPS - Highway	Downtown Utility Upgrades (Design)	\$500,000	\$0	\$0	\$0	\$0	\$500,000
HW005	81	DPS - Highway	Phillips Drive Roadwork and Drainage (Phase 1)	\$4,200,000	\$0	\$0	\$0	\$0	\$4,200,000
HW006	82	DPS - Highway	Plummer Spring Bridge Replacement	\$300,000	\$300,000	\$0	\$0	\$0	\$600,000
HW007	83	DPS - Highway	Purchase of Two 6 Wheel Dump Truck with Plow	\$0	\$76,667	\$76,667	\$76,667	\$0	\$230,000
HW008	84	DPS - Highway	Purchase of Loader	\$0	\$72,000	\$72,000	\$72,000	\$0	\$216,000
HW009	85	DPS - Highway	Hale Street Sidewalk and Pedestrian Access (Design)	\$75,000	\$0	\$0	\$0	\$0	\$75,000
HW011	86	DPS - Highway	DPS Salt Shed Replacement/Upgrades	\$250,000	\$0	\$0	\$0	\$0	\$250,000
HW012	87	DPS - Highway	Two (2) Sander Inserts for Dump Trucks	\$47,960	\$0	\$0	\$0	\$0	\$47,960
HW013	88	DPS - Highway	Generator Connection	\$20,000	\$0	\$0	\$0	\$0	\$20,000
		DPS - Highway Total		\$7,617,960	\$2,448,667	\$2,148,667	\$2,148,667	\$2,000,000	\$16,363,960
WA001	89	DPS - Water	Water Main Replacement	\$150,000	\$150,000	\$250,000	\$250,000	\$500,000	\$1,300,000
WA002	90	DPS - Water	Purchase of Six Wheel Dump Truck	\$0	\$43,333	\$43,333	\$43,333	\$0	\$130,000
WA003	91	DPS - Water	Meter Replacement Project (Water/Sewer)	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
WA004	92	DPS - Water	Lower Artichoke Reservoir Dam Improvement (Design)	\$150,000	\$0	\$0	\$0	\$0	\$150,000
WA005	93	DPS - Water	Watershed/Public Water Supply Protection	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
WA006	94	DPS - Water	Replace Water Supply Line to Route 113	\$300,000	\$0	\$7,500,000	\$0	\$0	\$7,800,000
WA007	95	DPS - Water	Purchase of Backhoe	\$45,000	\$45,000	\$45,000	\$0	\$0	\$135,000
WA008	96	DPS - Water	Purchase of Two (2) Utility Body Trucks	\$48,000	\$48,000	\$48,000	\$0	\$0	\$144,000
WA009	97	DPS - Water	Plum Island Chlorine Booster Station	\$0	\$80,000	\$0	\$0	\$0	\$80,000
WA010	98	DPS - Water	Artichoke Raw Water Station	\$250,000	\$0	\$0	\$0	\$0	\$250,000
WA011	99	DPS - Water	Bartlett Pond Pump Station	\$0	\$40,000	\$0	\$0	\$0	\$40,000
WA013	100	DPS - Water	Amesbury Emergency Interconnection	\$200,000	\$750,000	\$0	\$0	\$0	\$950,000
WA014	101	DPS - Water	Indian Hill Water Line	\$200,000	\$550,000	\$550,000	\$7,350,000	\$7,350,000	\$16,000,000
		DPS - Water Total		\$1,543,000	\$3,406,333	\$8,636,333	\$7,843,333	\$8,050,000	\$29,479,000
SW001	102	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$300,000	\$300,000	\$300,000	\$0	\$0	\$900,000
SW002	103	DPS - Sewer	Aeration System Upgrade	\$0	\$100,000	\$0	\$0	\$0	\$100,000
SW003	104	DPS - Sewer	Effluent Channel Coatings Repair	\$100,000	\$0	\$0	\$0	\$0	\$100,000
SW004	105	DPS - Sewer	Sludge Handling Process Improvement (Phase 1)	\$0	\$100,000	\$0	\$0	\$0	\$100,000
SW005	106	DPS - Sewer	Storey Ave Pump Station Rehabilitation (Design)	\$100,000	\$800,000	\$0	\$0	\$0	\$900,000
SW006	107	DPS - Sewer	Water Street Lift Station	\$134,000	\$1,700,000	\$0	\$0	\$0	\$1,834,000
SW007	108	DPS - Sewer	Backup Clarifier	\$250,000	\$0	\$0	\$0	\$0	\$250,000
		DPS - Sewer Total		\$884,000	\$3,000,000	\$300,000	\$0	\$0	\$4,184,000

CIP #	Page	Department	Project Description	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Total
SC001	109	Schools	NHS-Addition, Renovation & Roof Replacement	\$0	\$7,000,000	\$7,000,000	\$0	\$0	\$14,000,000
SC002	110	Schools	NHS-Engineering Services	\$40,000	\$0	\$0	\$0	\$0	\$40,000
SC003	111	Schools	NHS-Bleacher Seat Replacement	\$24,750	\$0	\$0	\$0	\$0	\$24,750
SC004	112	Schools	NHS-Exterior Painting	\$25,000	\$20,000	\$25,000	\$20,000	\$30,000	\$120,000
SC005	113	Schools	Toro Groundsmaster 3500-D	\$35,720	\$0	\$0	\$0	\$0	\$35,720
SC006	114	Schools	NHS-Energy Reduction Projects	\$0	\$100,000	\$0	\$0	\$0	\$100,000
SC007	115	Schools	Pick-Up Truck with Plow	\$0	\$43,800	\$0	\$0	\$0	\$43,800
SC008	116	Schools	Snow Thrower Attachment for Plow	\$17,500	\$0	\$0	\$0	\$0	\$17,500
SC009	117	Schools	NHS/Nock Control System Upgrades	\$0	\$150,000	\$0	\$0	\$0	\$150,000
SC010	118	Schools	NHS-Furniture Replacement	\$0	\$16,000	\$16,000	\$16,000	\$0	\$48,000
SC011	119	Schools	Nock Molin-Walkway/Sidewalk Repairs and Repaving	\$0	\$0	\$0	\$18,000	\$0	\$18,000
SC012	120	Schools	NHS-Carpet Replacement	\$0	\$0	\$25,000	\$25,000	\$0	\$50,000
SC013	121	Schools	NHS School Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0	\$100,000
SC014	122	Schools	Nock Molin-Tennis Court Renovation	\$0	\$0	\$200,000	\$0	\$0	\$200,000
SC015	123	Schools	Nock Molin-Furniture Replacement	\$0	\$25,000	\$25,000	\$0	\$0	\$50,000
SC016	124	Schools	Nock Molin-Gym & Auditorium Roof Replacement	\$0	\$0	\$662,265	\$0	\$0	\$662,265
SC017	125	Schools	NHS-Ground Floor Vestibules	\$0	\$0	\$0	\$30,000	\$0	\$30,000
Schools Total				\$142,970	\$7,354,800	\$8,053,265	\$109,000	\$30,000	\$15,690,035
Grand Total				\$19,011,604	\$38,916,545	\$26,601,687	\$13,324,422	\$12,197,422	\$110,051,680



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Section 12:

Appendices

A. FINANCIAL POLICIES & OBJECTIVES

I. OVERVIEW

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

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

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

II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

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

III. GENERAL FUND

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

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

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

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

Free Cash reserves are the remaining, unrestricted funds from operations of the previous fiscal year; these include unexpended Free Cash from the previous year, actual receipts in excess of revenue estimates and unspent amounts in budget line-items. It is the City's goal to maintain a Free Cash balance of \$600,000 or 1% of the tax levy, whichever is greater.

It is the City's goal to use Free Cash only for non-recurring and one-time expenses, such as capital projects/items, and minimize the amount used to fund operations. For purposes of this policy, the following are deemed to be appropriate uses of Free Cash:

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

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

IV. CAPITAL IMPROVEMENTS

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

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

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

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

Definitions of Capital Improvement Program/Project:

1. **Capital Improvement Program:** A comprehensive list of major public improvement projects that are proposed for the City's expenditure within the next six years. The CIP shall be reviewed annually.
2. **Capital Improvement Project:** Items included within the Capital Improvement Program will involve the improvement or betterment of the physical plant of the City of a non-recurring nature as differentiated from ordinary repairs or maintenance of

a recurring nature. Projects include acquisition of land, improvement of facilities and the replacement/purchase of equipment with a useful life of at least five (5) years and a cost of \$15,000 or more.

V. DEBT MANAGEMENT

- A. A critical measure for credit rating agencies is the ratio of debt service payments to total expenditures. The City recognizes that maintaining debt levels within industry standards allows the City to more easily maintain its credit standing. Credit rating agencies consider individual community needs and circumstances, including emergencies, when evaluating the fiscal health of a community.
- B. The City will endeavor to manage debt so as not to exceed the following ratios, which are reflective of municipal credit standards:
 - 5. General Fund debt service/General Fund expenditures = 8%
 - 6. Enterprise Fund debt service/Enterprise Fund expenditures = 15%
- C. When considering the use of debt, the City shall be guided by the following:
 - 1. Borrowing versus Cash: The City will endeavor to finance Capital Improvement Projects/Items with a total cost of less than \$50,000 through cash appropriation rather than borrowing.
 - 2. Useful Life: When borrowing, the City will ensure that the term of bonds issued will not exceed the useful life of the project.
 - 3. Capital Expenditure versus Capital Improvement Project: Capital expenditures not meeting the definition of “Capital Improvement Projects” should be financed through inclusion within operating budgets.
- D. When considering debt financing strategies, the City shall be guided by the following:

Exclusions from Proposition 2-1/2 Limits

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

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

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

Overrides

Proposition 2½ allows a community to assess taxes in excess of the automatic annual 2.5

percent increase and any increase due to new growth by passing an override. A community may take this action as long as it is below its levy ceiling, or 2.5 percent of full and fair cash value. An override cannot increase a community's levy limit above the level of the community's levy ceiling.

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

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

State, Federal and Other Sources of Funding

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

VI. ENTERPRISE FUND MANAGEMENT

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

VII. GIFTS AND GRANTS

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

VIII. TRUST FUND MANAGEMENT

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

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

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

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

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

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

The following objectives are listed in order of priority:

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

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

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

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

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

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

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

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

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

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

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

F. Security Guidelines—Fixed Income

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

G. Security Guidelines—Cash and Cash Equivalents

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

XI. INVESTMENT POLICY—OVERALL PROVISIONS

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

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

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



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Appendix B:

Long-Range Financial Forecast

REVENUE FORECAST

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 ESTIMATE	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED	FY 2028 PROJECTED	FY 2029 PROJECTED	FY 2030 PROJECTED	FY 2031 PROJECTED
PROPERTY TAXES															
Prior Year Levy Limit	47,847,641	49,834,938	52,014,405	54,300,695	56,390,995	58,726,600	60,894,765	63,017,134	65,198,562	67,440,586	69,744,782	72,112,764	74,546,189	77,046,756	79,616,206
2 1/2 % Increase	1,196,191	1,245,873	1,300,360	1,357,517	1,409,775	1,468,165	1,522,369	1,575,428	1,629,964	1,686,015	1,743,620	1,802,819	1,863,655	1,926,169	1,990,405
New Growth	791,106	933,594	985,930	732,787	925,830	700,000	600,000	606,000	612,060	618,181	624,362	630,606	636,912	643,281	649,714
TOTAL LEVY LIMIT	49,834,938	52,014,405	54,300,695	56,390,999	58,726,600	60,894,765	63,017,134	65,198,562	67,440,586	69,744,782	72,112,764	74,546,189	77,046,756	79,616,206	82,256,325
Debt Exclusion	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	3,059,730
TOTAL LEVY LIMIT	53,027,558	55,181,015	57,479,432	59,556,463	61,898,145	64,066,500	66,184,814	68,381,222	70,636,011	72,975,422	75,340,767	77,768,542	80,258,541	82,812,761	85,316,055
Excess Levy Capacity	-3,051	-386,098	-326,531	0	-869,029	-293,633	0	0	0	0	0	0	0	0	0
TOTAL TAX LEVY	53,024,507	54,794,916	57,152,901	59,556,463	61,029,116	63,772,867	66,184,814	68,381,222	70,636,011	72,975,422	75,340,767	77,768,542	80,258,541	82,812,761	85,316,055
LOCAL RECEIPTS															
Motor Vehicle Excise	2,707,801	2,710,467	2,747,357	2,963,027	2,800,000	2,749,830	2,810,326	2,872,153	2,935,341	2,999,918	3,065,916	3,133,367	3,202,301	3,272,751	3,344,752
Other Excise															
a. Meals	591,292	627,528	657,825	600,503	550,000	600,000	613,200	626,690	640,478	654,568	668,969	683,686	698,727	714,099	729,809
b. Room	220,859	223,725	226,301	272,723	210,000	280,000	286,160	292,456	298,890	305,465	312,185	319,053	326,073	333,246	340,578
c. Other	108,744	112,194	116,399	124,410	0	0	0	0	0	0	0	0	0	0	0
Pen & Int on Tax & Exc	296,694	370,159	343,545	310,774	300,000	300,000	303,000	306,030	309,090	312,181	315,303	318,456	321,641	324,857	328,106
Payments in Lieu of Taxes	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	40,000
Fees	344,592	402,086	345,552	294,754	275,000	295,000	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031
Other Dept. Revenue	64,393	61,392	66,879	56,416	65,000	55,000	55,237	55,476	55,716	55,956	56,198	56,440	56,684	56,929	57,175
Licenses and Permits	1,010,665	964,669	1,190,151	1,055,073	935,000	850,000	850,000	875,500	901,765	928,818	956,682	985,383	1,014,944	1,045,393	1,076,755
Fines & Forfeits	13,994	13,856	12,292	7,347	10,000	10,000	10,303	10,614	10,936	11,266	11,607	11,959	12,321	12,693	13,077
Investment Income	60,015	131,781	271,752	238,029	90,000	90,000	91,800	93,636	95,509	97,419	99,367	101,355	103,382	105,449	107,558
Medicaid Reimbursement	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	149,919
Miscellaneous Recurring	161,955	180,559	171,178	174,408	170,000	177,000	180,540	184,151	187,834	191,590	195,422	199,331	203,317	207,384	211,531
Miscellaneous Non-Recurring	172,699	62,824	114,726	294,784	108,000	0	0	0	0	0	0	0	0	0	0
TOTAL LOCAL RECEIPTS	5,954,165	6,031,312	6,440,384	6,463,321	5,663,000	5,556,830	5,654,416	5,783,541	5,915,786	6,051,228	6,189,949	6,332,030	6,477,555	6,626,613	6,779,290
TOTAL NET STATE AID	4,253,403	4,265,776	4,341,771	4,583,403	4,879,892	4,879,828	4,953,025	5,027,321	5,102,731	5,179,272	5,256,961	5,335,815	5,415,852	5,497,090	5,579,546
OTHER FINANCING SOURCES															
Transfers In - Recreational Rev	0	0	0	0	0	105,640	108,281	110,988	113,763	116,607	119,522	122,510	125,573	128,712	131,930
Transfers In - Parking Fund	0	0	921,753	952,534	1,026,919	1,014,813	1,031,747	1,048,897	1,060,934	1,078,156	1,095,286	1,107,107	1,139,105	1,150,042	1,168,778
OTHER FINANCING SOURCES	0	373,762	921,753	952,534	1,026,919	1,120,453	1,140,028	1,159,885	1,174,697	1,194,763	1,214,807	1,229,617	1,264,678	1,278,754	1,300,707
RESERVE FOR ABATEMENT	-373,762	-446,750	-348,465	-391,956	-311,489	-300,000	-330,924	-341,906	-353,180	-364,877	-376,704	-388,843	-401,293	-414,064	-426,580
TOTAL REVENUE	\$62,858,313	\$65,019,016	\$68,508,344	\$71,163,865	\$72,287,438	\$75,029,978	\$77,601,360	\$80,010,062	\$82,476,044	\$85,035,807	\$87,625,780	\$90,277,161	\$93,015,334	\$95,801,154	\$98,549,019

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EXPENDITURE FORECAST

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 PROPOSED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED	FY 2028 PROJECTED	FY 2029 PROJECTED	FY 2030 PROJECTED	FY 2031 PROJECTED
General Administration	1,662,253	1,737,285	2,329,498	2,397,840	2,566,450	1,015,302	1,038,837	1,062,918	1,087,557	1,112,767	1,138,562	1,164,954	1,191,958	1,219,589	1,247,859
Finance	888,410	829,526	859,420	917,619	1,123,381	2,867,997	2,941,474	3,016,833	3,094,123	3,173,392	3,254,693	3,338,077	3,423,597	3,511,308	3,601,266
Public Safety	8,518,912	8,874,977	9,580,413	10,045,942	10,202,029	10,456,004	10,723,661	10,998,169	11,279,705	11,568,447	11,864,581	12,168,295	12,479,784	12,799,246	13,126,886
Public Services	2,840,011	2,927,285	3,040,206	3,041,959	3,012,035	3,277,391	3,359,130	3,442,908	3,528,775	3,616,784	3,706,988	3,799,442	3,894,201	3,991,323	4,090,868
Planning and Development	694,644	705,436	767,710	911,207	984,804	1,068,305	1,096,313	1,125,056	1,154,551	1,184,821	1,215,883	1,247,760	1,280,473	1,314,044	1,348,494
Social Services	2,172,535	2,186,591	2,208,831	2,321,407	2,321,407	2,479,847	2,542,664	2,607,073	2,673,113	2,740,826	2,810,254	2,881,441	2,954,431	3,029,271	3,106,005
Public Schools	27,360,232	28,631,701	29,815,374	30,935,242	32,072,564	33,485,466	34,523,515	35,593,744	36,697,151	37,834,762	39,007,640	40,216,877	41,463,600	42,748,971	44,074,190
Vocational Schools	463,868	623,967	676,084	785,040	740,858	759,314	782,093	805,556	829,723	854,615	880,253	906,661	933,860	961,876	990,733
Employee Benefits:															
Health Insurance															
City	3,213,272	3,352,334	3,850,329	3,953,952	3,987,605	4,023,499	4,021,799	4,182,671	4,349,978	4,523,977	4,704,936	4,893,133	5,088,859	5,292,413	5,504,109
Schools	5,580,111	5,775,472	5,619,245	5,770,475	5,819,588	5,871,973	5,869,492	6,104,272	6,348,443	6,602,380	6,866,475	7,141,134	7,426,780	7,723,851	8,032,805
Total	8,793,383	9,127,806	9,469,573	9,724,427	9,807,193	9,895,472	9,891,291	10,286,943	10,698,420	11,126,357	11,571,411	12,034,268	12,515,638	13,016,264	13,536,915
Pension Assessment															
City	2,787,832	2,895,975	2,989,361	3,129,576	3,384,373	3,586,161	3,765,469	3,953,743	4,151,430	4,359,001	4,576,951	4,805,799	5,046,089	5,298,393	5,563,313
Schools	991,958	1,028,766	1,143,054	1,210,982	1,179,136	1,181,995	1,241,095	1,303,149	1,368,307	1,436,722	1,508,558	1,583,986	1,663,186	1,746,345	1,833,662
Total	3,779,790	3,924,742	4,132,415	4,340,558	4,563,509	4,768,156	5,006,564	5,256,892	5,519,737	5,795,723	6,085,510	6,389,785	6,709,274	7,044,738	7,396,975
Total Employee Benefits	12,598,173	13,102,548	13,661,988	14,064,984	14,370,701	14,663,628	14,897,855	15,543,835	16,218,157	16,922,080	17,656,921	18,424,053	19,224,913	20,061,002	20,933,890
Capital															
Capital Outlay	325,720	382,765	365,892	461,873	380,475	461,225	558,253	576,206	594,605	613,539	632,983	652,911	673,527	694,534	716,170
Debt Service	4,107,675	3,971,948	4,125,217	3,872,960	4,095,314	4,482,883	4,842,438	4,911,277	5,177,440	5,275,769	5,337,947	5,398,723	5,456,874	5,511,670	5,446,962
Total Capital Investments	4,433,396	4,354,712	4,491,109	4,334,834	4,475,789	4,944,108	5,400,690	5,487,482	5,772,045	5,889,308	5,970,931	6,051,634	6,130,400	6,206,204	6,163,132
TOTAL EXPENDITURES	\$61,632,433	\$63,974,028	\$67,430,633	\$69,657,263	\$71,870,018	\$75,017,362	\$77,306,233	\$79,683,573	\$82,334,899	\$84,897,802	\$87,506,705	\$90,199,193	\$92,877,218	\$95,842,834	\$98,683,323
TOTAL REVENUE	\$62,858,313	\$65,019,016	\$68,508,344	\$71,163,865	\$72,287,438	\$75,029,978	\$77,601,360	\$80,010,062	\$82,476,044	\$85,035,807	\$87,625,780	\$90,277,161	\$93,015,334	\$95,801,154	\$98,549,019
AVAILABLE BALANCE	\$ 1,225,880	\$ 1,044,988	\$ 1,077,711	\$ 1,506,602	\$ 417,420	\$ 12,616	\$ 295,126	\$ 326,489	\$ 141,145	\$ 138,005	\$ 119,075	\$ 77,968	\$ 38,117	\$ (41,680)	\$ (134,304)

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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):

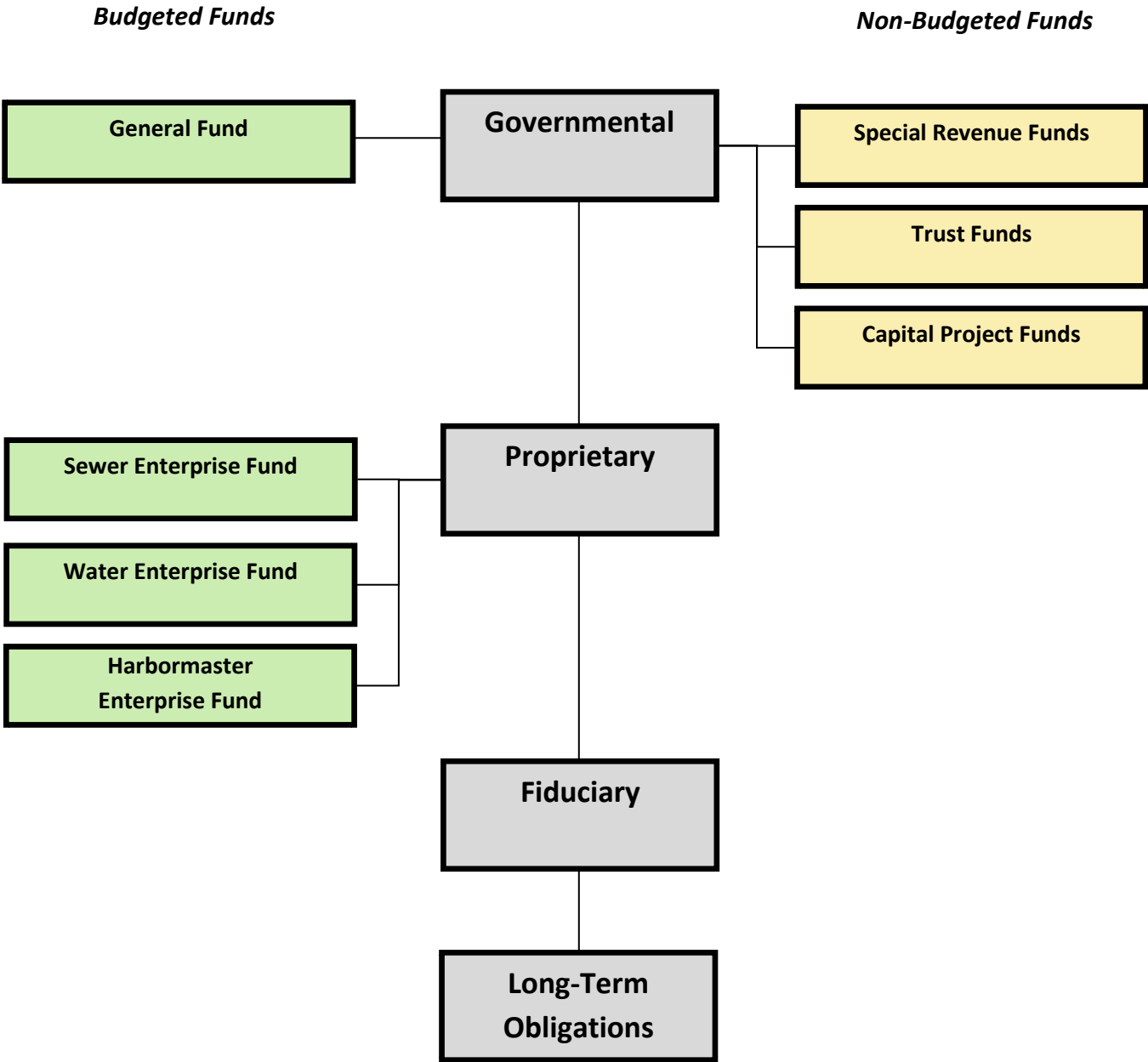
The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY2010.

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

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Balance Sheet

	<u>FY19</u>	<u>FY20</u>	<u>Amount Change</u>	<u>Percent Change</u>
Assets				
Cash and Short-Term Investments	\$10,259,576	\$11,852,174	\$1,592,598	15.5%
Investments	\$536,736	\$912,183	\$375,447	70.0%
Receivables	\$2,900,145	\$3,060,231	\$160,086	5.5%
Total Assets	\$13,696,457	\$15,824,588	\$2,128,131	15.5%
Liabilities				
Warrants Payable	\$330,231	\$197,880	(\$132,351)	-40.1%
Accrued Liabilities	\$2,826,820	\$3,350,355	\$523,535	18.5%
Tax Refunds Payable	\$0	\$0	\$0	0.0%
Other	\$328,971	\$308,468	(\$20,503)	-6.2%
Total Liabilities	\$3,486,022	\$3,856,703	\$370,681	10.6%
Deferred Inflows				
Unavailable revenues	\$2,105,094	\$2,253,429	\$148,335	7.0%
Fund Balances				
Committed	\$737,578	\$679,819	(\$57,759)	-7.8%
Assigned	\$487,123	\$765,276	\$278,153	57.1%
Unassigned	\$6,880,640	\$8,269,361	\$1,388,721	20.2%
Total Fund Balances	\$8,105,341	\$9,714,456	\$1,609,115	19.9%
Total Liabilities, Deferred Inflows and Fund Balances	\$13,696,457	\$15,824,588	\$2,128,131	15.5%

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).
- FY20 assigned fund balance increased due a greater number of purchase orders (encumbrances) at year-end.
- FY20 unassigned funds increased due to stronger than estimated

Statement of Revenues, Expenditures and Changes in Fund Balance

	<u>FY19</u>	<u>FY20</u>	<u>Amount Change</u>	<u>Percent Change</u>
Revenues				
Property Tax	\$56,522,140	\$58,859,028	\$2,336,888	4.1%
MV Excise Tax	\$2,747,357	\$2,963,027	\$215,670	7.9%
Local Receipts	\$3,284,925	\$3,003,627	(\$281,298)	-8.6%
State Aid	\$4,626,796	\$4,928,941	\$302,145	6.5%
Other	\$964,227	\$444,147	(\$520,080)	-53.9%
Total Revenue	\$67,464,264	\$70,198,770	\$2,734,506	4.1%
Expenditures				
City Services	\$18,498,889	\$19,204,503	\$705,614	3.8%
Schools	\$30,628,670	\$31,623,396	\$994,726	3.2%
Employee Benefits	\$13,783,600	\$14,183,055	\$399,455	2.9%
Debt Service	\$3,756,598	\$3,517,585	(\$239,013)	-6.4%
Total Expenditures	\$65,986,576	\$68,528,539	\$2,541,963	3.9%
Excess (deficiency) of revenues over expenditures	\$1,477,688	\$1,670,231	\$192,543	13.0%
Other Financing Sources (Uses)				
Refunding of Bonds	\$0	\$0	\$0	0.0%
Transfers In	\$139,932	\$130,758	(\$9,174)	-6.6%
Transfers Out	(\$1,543,135)	(\$191,874)	\$1,351,261	-87.6%
Total Other Financing	(\$1,403,203)	(\$61,116)	\$1,342,087	-95.6%
Changes in Fund Balance	\$74,485	\$1,609,115	\$1,534,630	2060.3%
Fund Balance				
Beginning of Year	\$8,030,856	\$8,105,341	\$74,485	0.9%
End of Year	\$8,105,341	\$9,714,456	\$1,609,115	19.9%

Statement of Revenues, Expenditures and Changes in Fund Balance Highlights

- Total revenues increased by \$2.7 million, or 4.1%, from FY19 to FY20.
- Local receipts decreased by 8.6% due to impacts of the COVID-19 pandemic in the 2nd half of the fiscal year.
- Debt service decreased to the roll-off of old debt issues.
- Fund balance remains strong at 14.2% of total expenditures and unassigned fund balance at 12.1% of total expenditures.
- Fund balance increased by 19.9% due to fewer appropriations; the city deferred the majority of discretionary spending in the 2nd

This information is a condensed version of the City's audited financial statements for June 30, 2019 and June 30, 2020, which are accessible in full via the City website.



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Appendix E:

Newburyport Public Schools

Budget Detail



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2021 – 2022 Approved School Budget

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

School Committee

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



**NEWBURYPORT PUBLIC SCHOOLS**

70 LOW STREET

NEWBURYPORT, MASSACHUSETTS 01950-4086

OFFICE OF THE SUPERINTENDENT
SEAN T. GALLAGHER, SUPERINTENDENTTELEPHONE 978.465.4456
FAX 978.462.3495

2021-2022 Newburyport Public Schools Budget Narrative

Attached please find the annual budget proposal for the school year 2021-2022. This budget invests in the continued growth of the district and addresses the new demands caused by the global pandemic.

Overview of 2021-2022 Budget Costs

The budget supports the continuation of Newburyport Public School's vision-driven development. As is always the case with a school budget, the majority of our spending reflects an investment in people who bring that vision to life (salaries are 75.4% of the overall budget). We have carefully reorganized our Leadership Team to maximize internal resources and build capacity for further growth.

New positions at the school and district level reflect an intentional and strategic approach to building programs, expanding student opportunities, and addressing operational needs. For example, we are able to move forward on the District goal of building a PK-12 World Language program, build capacity for the goal of expanding College and Career Readiness resources, and invest in our goal of excellent elementary literacy instruction.

Additionally, this budget allows us to meet all our contractual obligations with the Newburyport Teachers Association, the Instructional Assistants, and AFSCME unions.

We continue to evaluate, reorganize and build our Special Education programming to allow us to effectively meet the needs of a diverse school population while also addressing mandated requirements. This budget supports the process of building PK-12 Language Based and Therapeutic programs, and invests in a district Behavioral Health Coordinator to expand and coordinate social emotional learning PK-12.

The budget also reflects the significant impact of COVID-19 on our system's operations and our students' learning. In January, with the passing of the Coronavirus Relief Act, the Elementary and Secondary School Emergency Relief Fund (ESSER II Fund) was activated. Similar to the first round of ESSER funding, we are able to use the grant to subsidize costs related to operating under new health and safety guidelines and to support student academic and social-emotional learning needs caused (or intensified) by the pandemic. The funds from ESSER II will be used across FY22 and FY23.

Finally, the budget invests in the continued expansion of instructional technology. The disruption of the pandemic forced NPS students and staff to rapidly shift to remote and hybrid learning. The result of this disruption has been a rapid increase in teacher and student proficiency in using technology as an educational tool. The FY22 budget builds on this growth and invests in technology, infrastructure, software and professional development to move us forward towards our goal of providing excellent 21st Century Learning.

Overview of FY22 Revenues

The budget assumes a 4.42% increase in city appropriations for the 2021-2022 school year. There is also an increase in Choice Tuition of 33.91%. We anticipate a decrease in the Circuit Breaker line (-1.39%) and do not anticipate any increases in the ABLE and Title I Grants, Athletic Fees, or Swasey Foundation grant.

We project that our Transportation Fees and the Kindergarten Revolving Fund will return to slightly below pre-Pandemic levels. As noted above, the District will also use funds from the ESSER II grants to subsidize the FY22 budget.

In total, we project a 5.5% increase in revenue for FY22.

Highlights and Accomplishments from the 2016-2021 Strategic Plan

NPS continues to work towards the mission of being “the port where tradition and innovation converge.” This year marks the final year of the five-year strategic plan, and although some of our work has been slowed by the impact of the pandemic, much has been accomplished.

- Operational and staffing patterns were re-examined to allow for implementation of **later start times at the Newburyport High School and Rupert A. Nock Middle School**. After many years of community-wide discussion and planning, later start times became a reality in the fall of 2020.
- In the winter of 2018, NPS launched a **multi-year process to develop a skills-based curriculum**. To date, four cohorts of teachers have participated in workshops and teachers across the district have re-designed and re-imagined hundreds of new units of study.
- Investments were made to support **strong teacher leadership**. Curriculum Education Leaders (CEL) at the PK-8 level and Instructional Leaders (ILT) at the high school level are **facilitating professional learning communities** to enhance our curriculum, assessment and instruction.
- Enhancement to our PK-12 **social emotional resources** included the development of Bridge for Resilient Youth in Transition (BRYT) programs, the expansion of *Signs of Suicide* and the *SBIRT* brief intervention / screening programs, the addition of counseling / social work staff at the Bresnahan and NHS, as well as the addition of wrap around

services for youth (in partnership with Home For Little Wanderers and the Middlesex Partnership for Youth).

- Development plans allowed the expansion of **dual enrollment opportunities** for high school students. Through these expanding programs, NHS students can enroll in college courses through Endicott College, Southern New Hampshire University, and Northern Essex Community College as early as their sophomore year. This year over 30% of NHS students were enrolled in AP or Dual enrollment classes.
- A **collective focus on student voice** has created opportunities and structures for student input on policy, curriculum and school culture. Capacity for expanding civic engagement and dialogue has been built in partnership with Essential Partners, ADL's World of Difference Program, and other civic education projects. Educators across the district participated in Student Shadow days, dialogues, and professional development to build a student-focused culture.
- The Edward G. Molin School became a **trauma-sensitive school**. Eighteen educators enrolled in Lesley University's trauma-sensitive certification program and thirteen are currently certified. Use of the Behavior Intervention Monitoring Assessment System (BIMAS) to flag students that need Tier two and Tier three social-emotional supports.
- Positive Behavior and Intervention Systems (PBIS) at the Frances T. Bresnahan, Edward G. Molin and Rupert A. Nock Middle Schools allowed the district to build shared approaches to **creating safe, supportive, and celebratory learning environments** in our schools.
- With the support of Jacalyn Bennett and the Newburyport Education Foundation, NPS designed and built a combined **wellness-fitness center in the Nock/Molin School and a fitness center at NHS**. These innovative spaces will allow us to re-imagine our PE curriculum and support the expansion of social emotional programming.
- By reallocating resources, we expanded **in-district special education programming** and invested in systems to provide enhanced support and intervention for all students (e.g. development of a Language Based Program, Therapeutic Programs and expansion of our intervention services).
- We have **deepened partnerships with community-based organizations** to expand student opportunities and enhance district resources. Local partners included the Newburyport Education Foundation, Human Rights Commission, and Newburyport Rotary Club.
- We have committed resources to expanding learning opportunities across all levels including building a grade 5-8 **orchestra/strings program** and a proficiency-based **world language** program with a goal of biliteracy for our graduating seniors.

We look forward to the 2021-2022 school year where we will continue to pursue our strategic goals by effectively managing the district and maximizing our resources.

Sean Gallagher

Mr. Sean Gallagher

NPS Superintendent

Nancy Lysik

Ms. Nancy Lysik

NPS Human Resource & Finance Manager

School Committee Budget Revenue & Expenses FY21 - FY22

Revenue

Revenue Source	FY20 Adopted	FY21 Adopted	FY22 Proposed	Change	%
City Appropriation	\$ 30,765,762.09	\$ 31,962,563.76	\$ 33,375,466.24	\$ 1,412,902	4.42%
Medicaid	\$ 110,000	\$ 110,000	\$ 110,000	\$ -	0.00%
Total City Appropriation	\$ 30,875,762	\$ 32,072,564	\$ 33,485,466		0.00%
Choice Tuitions	\$ 122,747	\$ 228,516	\$ 306,000	\$ 77,484	33.91%
Fund Balance	\$ 580,170	\$ 798,439	\$ 889,100	\$ 90,661	11.35%
Circuit Breaker	\$ 902,299	\$ 1,124,900	\$ 1,109,318	\$ (15,582)	-1.39%
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	\$ 296,500	\$ 296,500	\$ 296,500	\$ -	0.00%
Transportation Fees	\$ 200,000	\$ 105,000	\$ 180,000	\$ 75,000	71.43%
Swasey	\$ 113,000	\$ 140,000	\$ 140,000	\$ -	0.00%
Kindergarten Revolving	\$ 329,240	\$ 50,000	\$ 300,000	\$ 250,000	500.00%
Fund Balance	\$ 50,000	\$ -	\$ -	\$ -	0.00%
Pre-School Revolving	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	0.00%
Total Revenue	\$ 34,369,718	\$ 35,715,919	\$ 37,606,384	\$ 1,890,465	5.50%

Expenses

Cost Center	FY20 Adopted	FY21 Adopted	FY22 Proposed	Change
Bresnahan School	\$ 7,170,635	\$ 7,432,159	\$ 7,930,363	\$ 498,205
Upper Elementary	\$ 3,304,494	\$ 3,423,821	\$ 3,697,967	\$ 274,147
Middle School	\$ 5,067,206	\$ 5,374,717	\$ 5,650,074	\$ 275,356
High School	\$ 8,611,304	\$ 9,017,881	\$ 9,410,383	\$ 392,502
System-Wide	\$ 10,216,078	\$ 10,467,342	\$ 10,917,597	\$ 450,255
Total Expenses	\$ 34,369,718	\$ 35,715,919	\$ 37,606,384	\$ 1,890,464

Mission: Newburyport Public Schools

- ▶ 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.

How We Create Our Budget





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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.

FY2021 ACCOMPLISHMENTS

- Provided synchronous learning to all students during hybrid learning ensuring that all students had the appropriate hardware, software and support necessary to successfully engage in remote learning.
- Designed and implemented cohort focused schedules and protocols to ensure the safest possible environment to limit spread of Covid-19
- Teachers integrated Social Emotional Learning (SEL) into lessons throughout the day for both in person and remote learners. Members of the guidance department worked directly with students and teachers to provide SEL direct instruction and support.
- Teachers provided direct SEL instruction a minimum of 2 X 15 per week.
- The school social worker provided outreach with families in need and at risk. She has been critical providing support to families in crisis during the pandemic since the onset in March 2020.
- School social worker led our BRYT program to support students in need.
- Provided weekly, online teacher/parent meetings to review prior week and discuss upcoming in person and remote learning goals and objectives in all grade 1-3 classrooms
- PBIS coaches provided classroom teachers with lessons to address student expectations and SEL concerns.
- Completed quarterly reviews of literacy data with the PK-8 Literacy Coordinator and Bresnahan Reading Coach to inform instruction and identify learning gaps.
- Entered the second year of our partnership with the University of Connecticut for developing an integrated MTSS (RtI) model in Literacy and PBIS..
- The leadership team (both district and school level) worked with Michael Eatman to improve our cultural competency and to build a more culturally competent and aware school environment.
- Rebecca Stuart, our literacy interventionist/coach, provided direct instruction intervention and worked directly with teachers to help improve the literacy program.

- Created a technology support hotline for families struggling with tech issues during remote learning.
- Developed and implemented several interactions of our remote learning plan during the pandemic through researching and implementing new software and technologies; such as SeeSaw, Google Classroom, Zearn, Lexia, and more. Provided ongoing training for staff and a variety of opportunities and venues to connect with families and students.
- Ceated newly designed [sites](#) for families to access curriculum and events and opportunities beyond the classroom for students to stay connected to their school and motivated with their learning; such as nightly [bedtime stories](#) offered through our school social media accounts, [comprehensive virtual presentations](#) and tours of our school and classrooms, and [weekly columns](#) to parents from the perspective that addressed their concerns throughout the past pandemic year.
- Redesigned the preschool and kindergarten programs to maximize in-person learning.
- Implemented the Heggerty Phonological and Phonemic Awareness Program at Grades K-2 which provides daily lessons in 8 phonological and phonemic awareness skills. This explicit and systematic approach helps students practice blending, segmenting, isolating and manipulating words, syllables, onset-rime and/or phonemes each day.

FY2022 GOALS & OBJECTIVES

GOAL 1: *Utilize student data to guide instruction and measure student growth.*

Objectives: To use assessment to guide instruction and curriculum, engage students in inquiry, and focus on the process of learning.

- Design and implement a schedule that provides for daily common planning for all grade levels and weekly grade level meetings to review data and effective tier one and tier two instructional strategies with the literacy and math coaches.
- Create classroom data walls to assist teachers in guiding instruction
- Continue to refine the RTI process to ensure that it is a data based process with increased options for tier two interventions.

GOAL 2: *strengthen the instructional program to ensure that all levels of learners are provided with curriculum and materials that meet their needs and abilities through tiered instruction, the use of technology, and flexible grouping.*

Objectives: To provide for all students' holistic and academic needs through teaching, curriculum and assessment methods

- Begin the implementation of a new word study program (Foundations)
- Implement a WIN (What I Need) block (4 x 45 per week) to address common learning gaps in reading, writing and math using data to create and update flexible student groupings.
- Implement instructional coaching in literacy and math
- Strengthen and expand our co-teaching and teaming model
- Provide daily common planning at all grade levels to enhance opportunities for collaboration
- Fully implement the Rapid Automatic Naming screener piloted in Kindergarten and 1- grade in the 2020-2021 and 2021-2022 school years.

Goal 3: Develop and enhance relationships amongst the entire Bresnahan School Community.**Objectives:**

- Partner with NYS to expand after school enrichment activities for all students
- Integrate SEL practices throughout the school day, whether remote or in person.
- 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.
- Create a culture of collaboration amongst the entire staff through common planning times, grade level and department meetings, literacy and math coaching, BLT/CEL

PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

Stem Class	After-School Enrichment Programs	Student teachers and interns	SEI Endorsed Teachers
Community Meetings	After-School Academic Support	Universal Supports	Recess Running Club
Zones of Regulation	Home for Little Wanderers Counseling Partnership	Social Skills Groups	Lunch Bunch
PBIS	BRYT Program	Alternative Recess	TOTs Basketball Program
EL Program	NYS Partnership	Safe and Supportive Schools	School Social Worker

F. T. Bresnahan School

	FY20	FY21	FY21	FY22	FY22	Grants/Rev	Increase/
		FTE	In-process	FTE	Proposed	Funds	Decrease
<u>Kindergarten</u>							
Professional Salaries	\$ 580,025	8.00	\$ 663,402	8.00	\$ 379,451	\$ 300,000	\$ 16,049
Aides	\$ 101,465	4.00	\$ 113,683	4.00	\$ 103,129		\$ (10,554)
General Supplies	\$ 11,100		\$ 5,500		\$ 10,000		\$ 4,500
Total Kindergarten	\$ 692,590		\$ 782,585		\$ 492,580	\$ 300,000	\$ 9,995
<u>Pre-School</u>							
Professional Salaries	\$ 304,624	5.25	\$ 320,881	4.25	\$ 150,358	\$ 200,000	\$ 29,477
Aides	\$ 194,399	7.25	\$ 208,294	7.70	\$ 229,355		\$ 21,061
Supplies/Materials	\$ 7,200		\$ 3,250		\$ 6,000		\$ 2,750
Total Pre-School	\$ 506,223		\$ 532,425		\$ 385,713	\$ 200,000	\$ 53,287
<u>Grade 1</u>							
Professional Salaries	\$ 651,875	8.00	\$ 685,969	8.00	\$ 668,222		\$ (17,747)
Supplies/Materials	\$ 1,620		\$ 1,024		\$ 2,105		\$ 1,081
General Supplies	\$ 6,000		\$ 2,500		\$ 3,600		\$ 1,100
Total Grade 1	\$ 659,495		\$ 689,493		\$ 673,927		\$ (15,566)
<u>Grade 2</u>							
Professional Salaries	\$ 567,895	7.00	\$ 594,370	7.00	\$ 590,807		\$ (3,563)
Supplies/Materials	\$ 1,500		\$ 750		\$ 1,350		\$ 600
General Supplies	\$ 6,000		\$ 2,750		\$ 3,650		\$ 900
Textbooks	\$ -		\$ -		\$ -		\$ -
Total Grade 2	\$ 575,395		\$ 597,870		\$ 595,807		\$ (2,063)
<u>Grade 3</u>							
Professional Salaries	\$ 629,292	7.00	\$ 647,353	8.00	\$ 696,461		\$ 49,108
Supplies/Materials	\$ 1,325		\$ 500		\$ 3,350		\$ 2,850
General Supplies	\$ 6,000		\$ 2,500		\$ 2,500		\$ -
Textbooks	\$ -		\$ -		\$ -		\$ -
Total Grade 3	\$ 636,617		\$ 650,353		\$ 702,311		\$ 51,958
<u>Technology</u>							
Professional Salaries	\$ -		\$ -		\$ 87,786		\$ 87,786
Software	\$ 17,251		\$ 20,854		\$ 1,079		\$ (19,775)
Equipment Purchase	\$ 3,900		\$ 4,000		\$ 1,200		\$ (2,800)
Total Technology	\$ 21,151		\$ 24,854		\$ 90,065		\$ 65,211
<u>Music</u>							
Professional Salaries	\$ 54,700	1.00	\$ 57,956	1.00	\$ 63,841		\$ 5,885
Supplies/Materials			\$ 150		\$ 300		\$ 150
Total Music	\$ 54,700		\$ 58,106		\$ 64,141		\$ 6,035
<u>Art</u>							
Professional Salaries	\$ 89,812	1.00	\$ 92,064	1.00	\$ 94,136		\$ 2,072
Supplies/Materials	\$ 2,970		\$ 1,250		\$ 2,225		\$ 975
Total Art	\$ 92,782		\$ 93,314		\$ 96,361		\$ 3,047
<u>Physical Education</u>							
Professional Salaries	\$ 148,852	2.00	\$ 115,933	2.00	\$ 131,554		\$ 15,621
Supplies/Materials	\$ 1,500		\$ 750		\$ 1,500		\$ 750
Total Physical Education	\$ 150,352		\$ 116,683		\$ 133,054		\$ 16,371
<u>Special Education</u>							
Professional Salaries	\$ 1,523,099	21.50	\$ 1,668,664	21.50	\$ 1,711,903		\$ 43,239
Aides	\$ 319,395	14.00	\$ 373,627	15.00	\$ 192,457	\$ 282,000	\$ 100,830
Supplies/Materials	\$ 6,000		\$ 5,000		\$ 9,000		\$ 4,000
Total Special Education	\$ 1,848,494		\$ 2,047,291		\$ 1,913,360	\$ 282,000	\$ 148,069

	FY20	FY21 FTE	FY21 In-process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Health/Med Services</u>							
Supplies/Materials	\$ 1,225		\$ 1,225		\$ 1,025		\$ (200)
Total Health	\$ 1,225		\$ 1,225		\$ 1,025		\$ (200)
<u>Instructional Materials</u>							
Supplies/Materials	\$ 2,750		\$ 2,750		\$ 7,200		\$ 4,450
General Supplies	\$ 20,500		\$ 20,500		\$ 15,000		\$ (5,500)
Equipment Maintenance	\$ 25,000		\$ 25,000		\$ 25,000		\$ -
Total Instructional Materials	\$ 48,250		\$ 48,250		\$ 47,200		\$ (1,050)
<u>Guidance</u>							
Professional Salaries	\$ 200,980	3.00	\$ 200,486	3.00	\$ 215,030		\$ 14,544
Supplies/Materials	\$ 1,336		\$ 750		\$ -		\$ (750)
Total Guidance	\$ 202,316		\$ 201,236		\$ 215,030		\$ 13,794
<u>Library</u>							
Textbooks	\$ -		\$ 1,000		\$ -		\$ (1,000)
Professional Salaries	\$ 104,094	2.00	\$ 106,805	2.00	\$ 89,231		\$ (17,574)
Supplies/Materials	\$ 1,700		\$ 750		\$ 900		\$ 150
Software	\$ 1,200		\$ 1,200		\$ 1,300		\$ 100
Publications	\$ -		\$ -		\$ -		\$ -
AV Materials	\$ -		\$ -		\$ -		\$ -
Total Library	\$ 106,994		\$ 109,755		\$ 91,431		\$ (18,324)
<u>Math Intervention</u>							
Professional Salaries	\$ 60,060	1.00	\$ 66,703	1.00	\$ 72,116		\$ 5,413
Total Math	\$ 60,060		\$ 66,703		\$ 72,116		\$ 5,413
<u>STEM</u>							
Professional Salaries	\$ 74,415	1.00	\$ 80,094	1.00	\$ 83,737		\$ 3,643
Supplies/Materials	\$ 1,550		\$ 1,100		\$ 750		\$ (350)
Total STEM	\$ 75,965		\$ 81,194		\$ 84,487		\$ 3,293
<u>Literacy/Title 1</u>							
Professional Salaries	\$ 344,837	4.00	\$ 325,238	4.00	\$ 151,078	\$ 200,000	\$ 25,840
Total Literacy/Title 1	\$ 344,837		\$ 325,238		\$ 151,078	\$ 200,000	\$ 25,840
<u>Operation of Plant</u>							
Custodian	\$ 253,045	5.00	\$ 262,853	5.00	\$ 268,765		\$ 5,912
Uniforms	\$ 500		\$ 2,000		\$ 2,000		\$ -
Custodial Supplies	\$ 21,250		\$ 22,250		\$ 22,500		\$ 250
Electric	\$ 120,227		\$ 115,741		\$ 115,741		\$ -
Gas	\$ 30,156		\$ 29,410		\$ 29,410		\$ -
Telephone	\$ 7,000		\$ 6,500		\$ 6,500		\$ -
Equipment Maintenance	\$ 2,580		\$ 2,580		\$ 3,300		\$ 720
Equipment Purchase	\$ 6,380		\$ 10,080		\$ 10,080		\$ -
Total Operations of Plant	\$ 441,138		\$ 451,414		\$ 458,296		\$ 6,882
<u>Maintenance of Plant</u>							
Grounds/Other	\$ -		\$ -		\$ -		\$ -
Contracted Services	\$ 21,500		\$ 23,500		\$ 23,500		\$ -
Service Contracts	\$ 29,045		\$ 29,045		\$ 22,565		\$ (6,480)
Total Maint of Plant	\$ 50,545		\$ 52,545		\$ 46,065		\$ (6,480)

	FY20	FY21 FTE	FY21 In-process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Administration</u>							
Principals	\$ 330,225	3.00	\$ 341,325	3.00	\$ 343,747		\$ 2,422
Secretary	\$ 112,477	2.86	\$ 123,234	2.90	\$ 131,570		\$ 8,336
Supplies/Materials	\$ 1,890		\$ 1,900		\$ 1,550		\$ (350)
Memberships	\$ 1,565		\$ 1,565		\$ 1,800		\$ 235
Printing	\$ 300		\$ 600		\$ 550		\$ (50)
Postage	\$ 750		\$ 500		\$ 1,100		\$ 600
Conferences/Workshop	\$ 3,000		\$ 3,000		\$ 2,500		\$ (500)
Equipment	\$ -						\$ -
Total Administration	\$ 450,207		\$ 472,124		\$ 482,817		\$ 10,693
<u>Substitutes</u>							
Fellows	\$ 19,300		\$ 19,500		\$ 19,500		\$ -
Substitutes	\$ 132,000		\$ 10,000		\$ 132,000		\$ 122,000
Total Substitute	\$ 151,300		\$ 29,500		\$ 151,500		\$ 122,000
Total Bresnahan School	\$ 7,170,635		\$ 7,432,159		\$ 6,948,363	\$ 982,000	\$ 498,205

Summary by Program

F. T. Bresnahan School

<u>Programs</u>	<u>Approved Budget</u> <u>FY21</u>	<u>Proposed Budget</u> <u>FY22</u>	<u>Difference</u>	<u>% of Change</u>
Kindergarten	\$ 782,585	\$ 792,580	\$ 9,995	1.3%
Pre-School	\$ 532,425	\$ 585,713	\$ 53,287	10.0%
Grade 1	\$ 689,493	\$ 673,927	\$ (15,566)	-2.3%
Grade 2	\$ 597,870	\$ 595,807	\$ (2,063)	-0.3%
Grade 3	\$ 650,353	\$ 702,311	\$ 51,958	8.0%
Literacy/Title 1	\$ 325,238	\$ 351,078	\$ 25,840	7.9%
Math Intervention	\$ 66,703	\$ 72,116	\$ 5,413	8.1%
Technology	\$ 24,854	\$ 90,065	\$ 65,211	262.4%
Music	\$ 58,106	\$ 64,141	\$ 6,035	10.4%
Art	\$ 93,314	\$ 96,361	\$ 3,047	3.3%
Health	\$ 1,225	\$ 1,025	\$ (200)	-16.3%
Physical Education	\$ 116,683	\$ 133,054	\$ 16,371	14.0%
Special Education	\$ 2,047,291	\$ 2,195,360	\$ 148,069	7.2%
Instructional Materials	\$ 48,250	\$ 47,200	\$ (1,050)	-2.2%
STEM	\$ 81,194	\$ 84,487	\$ 3,293	4.1%
Guidance	\$ 201,236	\$ 215,030	\$ 13,794	6.9%
Library	\$ 109,755	\$ 91,431	\$ (18,324)	-16.7%
Operation of Plant	\$ 451,414	\$ 458,296	\$ 6,882	1.5%
Maintenance of Plant	\$ 52,545	\$ 46,065	\$ (6,480)	-12.3%
School Administration	\$ 472,124	\$ 482,817	\$ 10,693	2.3%
Substitutes/Fellows	\$ 29,500	\$ 151,500	\$ 122,000	413.6%
Totals	\$ 7,432,159	\$ 7,930,363	\$ 498,205	6.70%

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

- 1.0 Assistant Principal
- RTI and DCAP Review
- Year 5 of PBIS implementation
- PBIS Staff Handbook
- PBIS Expectations taught for both in-person and virtual learning
- Focus on SEL and Trauma-Informed Practices
- Mindfulness professional development
- Molin School-wide Wellness Days (2)
- Implementation of MyView Literacy program
- MyView Professional Development
- Full implementation of Google Classroom
- Full-day online teaching and support for remote students
- School Safety protocols for reopening school during pandemic
- PD on Cultural Competency with Michael Eatman
- Staff chose diverse literature using the "Guide to Selecting Anti-bias Children's Books" from socialjustice.org
- Staff then chose new diverse literature for implementation in 2021-2022
- Molin Admin. meetings with Michael Eatman and Molin Admin. leading cultural competency work at staff meetings
- Molin-Nock community read and discussion of "Just Mercy"
- Continued use of Keys to Literacy strategies across subject areas
- Special Educators review use of testing and assessments for progress monitoring
- Special Educator WIAT training
- Analysis of new social studies standards
- Curriculum assessment due to remote/hybrid teaching
- Language-Based staff training for one co-taught team at each grade level with Ann Larson from Landmark
- Virtual Welcome Video and Open House
- Continued 30-second Mindful Moment during morning announcements

- Continued weekly Mindful Monday program
- Counselors hosted virtual drop-in sessions for students and caregivers
- Continuation of V-Math program for students with specific disabilities
- Continuation of Language! program at both grade levels
- Establishment of collaborative group norms
- Review of common assessments for each subject area
- Implementation of GoGuardian
- Implementation of Special Education data transition forms (3rd to 4th, 4th to 5th)
- All staff, IEP, team and data meetings continued via Zoom or Google Meet
- Success Analysis Protocol staff meetings
- Staff Culture & Self Care: Admin. disco snack cart delivery, "Chocolate Emergency", Panera Lunch, Hot Chocolate Morning, Muffin Breakfast, Coffee and Mini-Doughnuts, Secret Snowperson, Admin. coverage of lunch and recess, Admin. class coverage

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 so 100% of students will demonstrate individual student growth.

Objectives:

- Collaborative teams will meet regularly to review student data (including: STAR 360, student work, teacher developed formative & summative assessments) to identify instructional goals as well as plan and implement appropriate instruction, interventions & enrichment.
- Increase the number of students receiving academic intervention in both math and literacy through hiring an additional interventionist.
- Continue to develop strong tier one in-class interventions.
- Continue work with consultants (specifically Ann Larnard from Landmark for LB) on identifying the variety of reading and language-based disabilities and matching appropriate programs to the specific student profile.
- Use data sheets for placement of special education students into specific programs.
- Unpack new Social Studies standards and assess curriculum currently used to determine what new materials are needed.
- Assessment of the MyView literacy program using it for a full year with a whole class.
- Develop a comprehensive language-based program.

Goal 2: We will provide support so all students are ready and able to learn by providing a safe environment for all constituents; 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.
- Revisit the impact of trauma on learning on the brain, including how students may present in classrooms.
- Put all universal supports for social emotional learning back into place (ie; calming corners).
- Deepen professional development on cultural competency.
- Assess functioning of IDC programs for efficacy and fluidity.
- Full return of PBIS recognition and rewards for students, classes, whole school, and staff.

- Level one yoga training for 8 Molin staff over the summer to enhance yoga and mindfulness practices in all classrooms and increase use of the Jacalyn Stuart Bennett Mindfulness & Wellness Space.

PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

STEM Class	Technology Class	Universal Supports
Coding Club	ELL Services	Endicott/Salem State Fellows
Wellness Class	After-School Academic Support	Digital Citizenship
Zones of Regulation	Second Step Anti-Bullying Program	Social Skills Groups
Lunch Bunch	PBIS	Mindfulness and Yoga
Girls Inc.	SEI Endorsed Teachers/Principal	Impact of Trauma on Learning

Edward G. Molin School

<u>Description</u>	FY20	FY21	FY21	FY22	FY22	Grants/Rev	Increase/
		<u>FTE</u>	<u>In-Process</u>	<u>FTE</u>	<u>Proposed</u>	<u>Funds</u>	<u>Decrease</u>
<u>Grade 4</u>							
Professional Salaries	\$ 663,745	7.00	\$ 634,153	8.00	\$ 659,602		\$ 25,449
Supplies/Materials	\$ 6,500		\$ 3,750		\$ 6,000		\$ 2,250
Total Grade 4	\$ 670,245		\$ 637,903		\$ 724,602		\$ 86,699
<u>Grade 5</u>							
Professional Salaries	\$ 611,551	8.00	\$ 666,192	8.00	\$ 688,674		\$ 22,482
Supplies/Materials	\$ 6,500		\$ 3,750		\$ 6,000		\$ 2,250
Total Grade 5	\$ 618,051		\$ 669,942		\$ 694,674		\$ 24,732
<u>Technology</u>							
Professional Salaries	\$ 30,869	0.40	\$ 32,706	0.40	\$ 35,992		\$ 3,286
Supplies/Materials	\$ -		\$ -		\$ -		\$ -
Equipment purchase	\$ 3,000		\$ 3,000		\$ 2,000		\$ (1,000)
Software	\$ 8,700		\$ 8,700		\$ 8,700		\$ -
Total Technology	\$ 42,569		\$ 44,406		\$ 46,692		\$ 2,286
<u>STEM</u>							
Professional Salaries	\$ 79,891	1.00	\$ 81,895	1.00	\$ 85,578		\$ 3,683
Supplies/Materials	\$ -		\$ 3,000		\$ 4,000		\$ 1,000
Total STEM	\$ 79,891		\$ 84,895		\$ 89,578		\$ 4,683
<u>Music</u>							
Professional Salaries	\$ 38,586	0.50	\$ 39,358	0.50	\$ 32,500		\$ (6,858)
Supplies/Materials	\$ 3,000		\$ 1,750		\$ 3,000		\$ 1,250
Total Music	\$ 41,586		\$ 41,108		\$ 35,500		\$ (5,608)
<u>Art</u>							
Professional Salaries	\$ 57,776	0.80	\$ 60,008	0.80	\$ 65,165		\$ 5,157
Supplies/Materials	\$ 6,000		\$ 3,000		\$ 6,000		\$ 3,000
Total Art	\$ 63,776		\$ 63,008		\$ 71,165		\$ 8,157
<u>Physical Education</u>							
Professional Salaries	\$ 96,291	1.30	\$ 130,482	1.60	\$ 129,762		\$ (720)
Supplies/Materials	\$ 2,000		\$ 1,250		\$ 2,000		\$ 750
Total Physical Education	\$ 98,291		\$ 131,732		\$ 131,762		\$ 30
<u>Special Education</u>							
Professional Salaries	\$ 804,479	9.60	\$ 902,693	10.60	\$ 946,644		\$ 43,951
Aides	\$ 405,675	10.60	\$ 308,424	12.00	\$ 137,843	\$ 218,000	\$ 47,419
Supplies/Materials	\$ 6,000		\$ 3,000		\$ 7,000		\$ 4,000
Total Special Education	\$ 1,216,154		\$ 1,214,118		\$ 1,091,487	\$ 218,000	\$ 95,369
<u>Instructional Materials</u>							
Supplies/Materials	\$ 20,400		\$ 20,000		\$ 21,000		\$ 1,000
Equipment Maintenance	\$ 15,000		\$ 15,000		\$ 15,000		\$ -
Total Instructional Materials	\$ 35,400		\$ 35,000		\$ 36,000		\$ 1,000
<u>Guidance</u>							
Professional Salaries	\$ 71,399	1.50	\$ 127,758	1.50	\$ 136,035		\$ 8,277
Supplies/Materials	\$ 2,000		\$ 1,100		\$ 2,000		\$ 900
Textbooks	\$ 1,250		\$ 950		\$ 1,250		\$ 300
Total Guidance	\$ 74,649		\$ 129,808		\$ 139,285		\$ 9,477
<u>Library</u>							
Professional Salaries	\$ 42,865	0.50	\$ 25,067	0.50	\$ 28,667		\$ 3,600
Supplies/Materials	\$ 3,000		\$ 1,850		\$ 3,700		\$ 1,850
Total Library	\$ 45,865		\$ 26,917		\$ 32,367		\$ 5,450

<u>Description</u>	FY20	FY21	FY21	FY22	FY22	Grants/Rev	Increase/
		<u>FTE</u>	<u>In-Process</u>	<u>FTE</u>	<u>Proposed</u>	<u>Funds</u>	<u>Decrease</u>
<u>Operation of Plant</u>							
Custodian	\$ 45,468	1.00	\$ 48,767	1.00	\$ 51,539		\$ 2,772
Telephone	\$ 2,000		\$ 2,000		\$ 2,000		\$ -
Equipment Maintenance	\$ -		\$ -		\$ 1,000		\$ 1,000
Equipment Purchase	\$ -		\$ -		\$ 1,000		\$ 1,000
Total Operation of Plant	\$ 47,468		\$ 50,767		\$ 55,539		\$ 4,772
<u>Administration</u>							
Principals	\$ 162,063	2.00	\$ 213,107	2.00	\$ 218,110		\$ 5,003
Secretary	\$ 43,535	1.00	\$ 44,460	1.00	\$ 47,257		\$ 2,797
Memberships	\$ 1,300		\$ 2,100		\$ 2,100		\$ -
Publications	\$ 850		\$ 850		\$ 850		\$ -
Supplies/Materials	\$ 2,000		\$ 2,700		\$ 2,000		\$ (700)
Postage	\$ 1,500		\$ 1,500		\$ 1,500		\$ -
Total Administration	\$ 211,248		\$ 264,717		\$ 271,817		\$ 7,100
<u>Substitutes</u>							
Fellows	\$ 19,300		\$ 19,500		\$ 19,500		\$ -
Substitutes	\$ 40,000		\$ 10,000		\$ 40,000		\$ 30,000
Total Substitute	\$ 59,300		\$ 29,500		\$ 59,500		\$ 30,000
Total Molin School	\$ 3,304,494		\$ 3,423,821		\$ 3,479,967	\$ 218,000	\$ 274,147

Summary by Program

E. G. Molin Upper Elementary School

<u>Programs</u>	<u>Approved Budget</u> <u>FY21</u>	<u>Proposed Budget</u> <u>FY22</u>	<u>Difference</u>	<u>% of Change</u>
Grade 4	\$ 637,903	\$ 724,602	\$ 86,699	13.6%
Grade 5	\$ 669,942	\$ 694,674	\$ 24,732	3.7%
Technology	\$ 44,406	\$ 46,692	\$ 2,286	5.1%
Music	\$ 41,108	\$ 35,500	\$ (5,608)	-13.6%
Art	\$ 63,008	\$ 71,165	\$ 8,157	12.9%
Physical Ed/Wellness	\$ 131,732	\$ 131,762	\$ 30	0.0%
Special Education	\$ 1,214,118	\$ 1,309,487	\$ 95,369	7.9%
Instructional Materials	\$ 35,000	\$ 36,000	\$ 1,000	2.9%
Guidance	\$ 129,808	\$ 139,285	\$ 9,477	7.3%
STEM	\$ 84,895	\$ 89,578	\$ 4,683	5.5%
Library	\$ 26,917	\$ 32,367	\$ 5,450	20.2%
Operation of Plant	\$ 50,767	\$ 55,539	\$ 4,772	9.4%
School Administration	\$ 264,717	\$ 271,817	\$ 7,100	2.7%
Substitutes/Fellows	\$ 29,500	\$ 59,500	\$ 30,000	101.7%
Totals	\$ 3,423,821	\$ 3,697,967	\$ 274,147	8.01%

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.

FY2021 ACCOMPLISHMENTS

- **School Culture**

- Daily Student Advisory Program--in response to the COVID school protocols, we implemented a daily advisory program. This program allowed students to start each day (whether in person or remote) in a small advisory group with one staff member. In the fall of 2020, this program was instrumental in helping us launch a new school structure, proactively solve problems and keep all students connected to their classroom teachers. Some Advisory themes included:
 - Back to school Intensive with a focus on identity and school protocols
 - Student Wellness Week with a focus on strategies for feeling healthy
 - Community building activities
 - Student Data Meetings
- Tech Help Drop in and Ticket System--also in response to the COVID situation we implemented a live tech help desk and proactively used a ticket system. This new program was instrumental in helping us get up and running with the hybrid model and allowed us to solve any tech issues as they arose. Families and students had daily access to live help to support issues with connectivity, logging into Meets, and understanding changing schedules.
- Student/Staff Dialogue, Essential Partners—We continued to work with EP, implementing dialogic classroom techniques in all 8th grade SS and ELA classes. In addition, opportunities were provided to staff to participate in two dialogues (around diversity and equity).
- Student Leadership—Student leadership opportunities were slowed due to the pandemic. However, we continue to work collaboratively with the Newburyport Youth Services to provide recreational opportunities for students. A student Ambassador program was established from the Advisory program. We will expand this program in the 2021-22 school year.

- **Curriculum, Assessment and Instruction**

- Implemented a hybrid teaching and learning program--in response to the pandemic, we developed a new schedule and teachers adapted curriculum and instructional strategies to teach in a remote and in person format.
- Designed and Implemented a 10-day back to school intensive unit. A team of 25 cross-disciplinary educators in grades 6-8 designed a 10 day intensive to welcome our students back to school, launch and identity-based Advisory program, and ensure all students had access and skills to use the remote technology.
- Child Study Team Consults/RtI - We continued our use of protocols to facilitate collaborative conversations. With the leadership of our interventionist and assistant principal, we implemented Student Data Meetings in our Advisory program. Students met individually with their advisory leaders 3 times (one per trimester) to review their academic progress, discuss Star360 data, and set goals.
- Curriculum development--RAN staff continue to modify Scope and Sequence maps to reflect the move towards standards-based teaching. A full course of study book was completed and published. All courses have been mapped. All courses have at least one skills-based unit published for parents/students. We expect to have most units complete in the 2021-22 school year.
- Specific grade level work has included:
 - Nock website where all units and curriculum information is posted for parents/students
 - Implementation of new Algebra I resource with NHS
 - Place-based work was put on pause, however, we began a program review and safety audit process that will result in clearly articulated local operating procedures for all PBE trips and enhanced training for all staff.
 - Ongoing curriculum educator leader (CEL) meetings within each content area to continue our work around common assessments, data analysis and instructional strategies
 - Parent-Teacher Diversity, Equity and Inclusion PLC was established to provide an ongoing system to include parent voices in our curriculum development
- Implemented phase one of the 6-12 World Language program with the hiring of two additional Spanish teachers. Students in grades 7 and 8 had daily Spanish classes as a part of our core curriculum. The World Language team meets monthly to build a proficiency-based curriculum and ensure a vertical alignment with the high school.

- **Professional Development**

- Our BRYT program was adapted to support the hybrid teaching and learning model.
- Diversity, Equity and Inclusion--the administrative team met monthly with Michael Eatman to build capacity to implement school-based PD. Several staff PD programs were implemented including a full district PD in January, school -based PD in January and April and a community read with the Molin school in May.

- Faculty meetings and early release time were dedicated to (1) enhancing tech-based instructional strategies, (2) analyzing student data and creating individual intervention plans and (3) continuing to move forward on the development of skills-based units and instructional strategies.

FY2022 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; we will expand and strengthen the student data chat system and expand the program to include parents
- 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
- Continued curriculum development in all areas including: grade 7 place-based education, expanded 6-8 world language programming, 6-8 realignment of the SS courses to the MA Framework; 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. Identify and train a teacher leader to be the Middle School Essential Partners coach. Establish regular opportunities for teachers to practice and get feedback on the using dialogic techniques in the classroom.
- Implement a second school-wide back-to-school intensive unit.
- Continue to develop and enhance a school-wide advisory program. Replace the grade 6 Camp Kieve Leadership Program with a school-based Advisory program for grade 6 in collaboration with Project Adventure.
- 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). Expand mindfulness program by developing a Nock-Molin team of teachers trained in the Little Flowers Yoga program.

- 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.
- Continue student voice programming through Student Ambassadors (updated Student Council) and Clipper Crew
- Provide PD opportunities around race, bias and equity for all staff; Continue development of Parent-Teacher DEI PLC

PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

- Explore opportunities for innovative programming after school
- This work will continue to be a priority:
 - 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	FY20	FY21 FTE	FY21 In Process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Grade 6</u>							
Professional Salaries	\$ 636,764	8.00	\$ 639,601	8.00	\$ 649,701		\$ 10,100
Textbooks	\$ 580		\$ 1,000		\$ 1,000		\$ -
Supplies/Materials	\$ 2,000		\$ 1,000		\$ 1,000		\$ -
Total Grade 6	\$ 639,344		\$ 641,601		\$ 651,701		\$ 10,100
<u>Grade 7</u>							
Professional Salaries	\$ 625,365	8.00	\$ 654,661	8.00	\$ 681,922		\$ 27,261
Textbooks	\$ 900		\$ 1,000		\$ 1,000		\$ -
Supplies/Materials	\$ 2,000		\$ 1,000		\$ 1,000		\$ -
Total Grade 7	\$ 628,265		\$ 656,661		\$ 683,922		\$ 27,261
<u>Grade 8</u>							
Professional Salaries	\$ 622,982	8.00	\$ 616,187	8.00	\$ 650,347		\$ 34,160
Textbooks	\$ 900		\$ 1,000		\$ 1,000		\$ -
Supplies/Materials	\$ 2,000		\$ 1,000		\$ 3,000		\$ 2,000
Total Grade 8	\$ 625,882		\$ 618,187		\$ 654,347		\$ 36,160
<u>World Language</u>							
Professional Salaries	\$ 146,718	4.00	\$ 286,002	6.00	\$ 379,257		\$ 93,255
Supplies/Materials	\$ 630		\$ 700		\$ 700		\$ -
Total World Language	\$ 147,348		\$ 286,702		\$ 379,957		\$ 93,255
<u>Technology</u>							
Professional Salaries	\$ 46,304	0.60	\$ 49,060	0.60	\$ 53,989		\$ 4,929
Supplies/Materials	\$ 540		\$ 600		\$ 600		\$ -
Software	\$ 7,200		\$ 6,688		\$ -		\$ (6,688)
Equipment Purchase	\$ 900		\$ 1,000		\$ 1,000		\$ -
computer purchase	\$ 2,700		\$ 1,000		\$ 6,000		\$ 5,000
Total Technology	\$ 57,644		\$ 58,348		\$ 61,589		\$ 3,241
<u>Reading Specialist</u>							
Professional Salaries	\$ 56,708	1.60	\$ 106,880	2.20	\$ 154,999		\$ 48,119
Total Reading	\$ 56,708		\$ 106,880		\$ 154,999		\$ 48,119
<u>Music</u>							
Professional Salaries	\$ 114,965	1.50	\$ 105,419	1.50	\$ 108,723		\$ 3,304
Supplies/Materials	\$ 900		\$ 750		\$ 3,000		\$ 2,250
Memberships	\$ 500		\$ 500		\$ 500		\$ -
Equipment Maintenance	\$ 1,395		\$ 1,550		\$ 1,550		\$ -
Equipment Purchase/Rental	\$ 500		\$ 500		\$ 500		\$ -
Total Music	\$ 118,260		\$ 108,719		\$ 114,273		\$ 5,554
<u>Art</u>							
Professional Salaries	\$ 86,665	1.20	\$ 90,013	1.20	\$ 97,747		\$ 7,735
Supplies/Materials	\$ 5,850		\$ 2,925		\$ 5,500		\$ 2,575
Total Art	\$ 92,515		\$ 92,938		\$ 103,247		\$ 10,310
<u>Physical Education</u>							
Professional Salaries	\$ 144,793	1.70	\$ 180,226	2.40	\$ 194,657		\$ 14,431
Supplies/Materials	\$ 450		\$ 500		\$ 500		\$ -
Equipment Purchase	\$ 1,800		\$ 1,500		\$ 500		\$ (1,000)
Total Physical Education	\$ 147,043		\$ 182,226		\$ 195,657		\$ 13,431
<u>Special Education</u>							
Professional Salaries	\$ 1,029,120	14.80	\$ 1,111,369	12.50	\$ 985,784		\$ (125,585)
Aides	\$ 233,235	12.00	\$ 308,297	12.10	\$ 354,415		\$ 46,118
Supplies/Materials	\$ 2,250		\$ 1,250		\$ 2,900		\$ 1,650
Total Special Education	\$ 1,264,605		\$ 1,420,916		\$ 1,343,099		\$ (77,817)

<u>Description</u>	FY20	FY21 FTE	FY21 In Process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Instructional Materials</u>							
IMC Aide	\$ 16,494	0.50	\$ 16,989	0.60	\$ 19,222		\$ 2,233
General Supplies	\$ 13,905		\$ 11,200		\$ 6,500		\$ (4,700)
Contracted Services	\$ 4,000		\$ 4,000		\$ 4,000		\$ -
AV Materials	\$ 1,500		\$ 1,500		\$ 1,000		\$ (500)
Equipment Maintenance	\$ 44,000		\$ 44,000		\$ 44,000		\$ -
Total Instructional Materials	\$ 79,899		\$ 77,689		\$ 74,722		\$ (2,967)
<u>Guidance</u>							
Professional Salaries	\$ 146,756	2.00	\$ 154,660	2.00	\$ 163,794		\$ 9,134
Supplies/Materials	\$ -		\$ -		\$ -		\$ -
Total Guidance	\$ 146,756		\$ 154,660		\$ 163,794		\$ 9,134
<u>Pre-Engineering</u>							
Professional Salaries	\$ 83,995	1.00	\$ 86,101	1.00	\$ 88,039		\$ 1,938
Supplies/Materials	\$ 250		\$ 1,250		\$ 2,500		\$ 1,250
Software	\$ 200		\$ 500		\$ 500		\$ -
Equipment Purchase	\$ 1,095		\$ -		\$ -		\$ -
General Supplies	\$ 500		\$ 4,500		\$ 500		\$ (4,000)
Total Pre-Engineering	\$ 86,040		\$ 92,351		\$ 91,539		\$ (812)
<u>Library</u>							
Textbooks	\$ 2,500		\$ 2,000		\$ 2,000		\$ -
Professional Salaries	\$ 42,865	0.50	\$ 25,067	0.50	\$ 28,667		\$ 3,600
Supplies/Materials	\$ 450		\$ 500		\$ 450		\$ (50)
Software	\$ 3,640		\$ 4,640		\$ 1,970		\$ (2,670)
Publications	\$ 450		\$ 450		\$ -		\$ (450)
Memberships	\$ -		\$ -		\$ -		\$ -
Equipment Maintenance	\$ -		\$ -		\$ -		\$ -
Total Library	\$ 49,905		\$ 32,657		\$ 33,087		\$ 430
<u>Student Activities</u>							
Professional Salaries	\$ 13,000		\$ 13,000		\$ 13,000		\$ -
Awards	\$ 4,200		\$ 4,200		\$ 4,200		\$ -
Total Student Activity	\$ 17,200		\$ 17,200		\$ 17,200		\$ -
<u>Operation of Plant</u>							
Custodian	\$ 211,821	4.00	\$ 219,000	4.00	\$ 221,457		\$ 2,457
Uniforms	\$ 500		\$ 2,000		\$ 2,000		\$ -
Custodial Supplies	\$ 21,750		\$ 22,750		\$ 22,750		\$ -
Electric	\$ 130,176		\$ 119,268		\$ 119,268		\$ -
Gas	\$ 43,500		\$ 41,596		\$ 41,596		\$ -
Telephone	\$ 10,000		\$ 9,000		\$ 9,000		\$ -
Equipment Maintenance	\$ 2,850		\$ 2,850		\$ 3,750		\$ 900
Equipment Purchase/Rental	\$ 4,500		\$ 5,320		\$ 8,700		\$ 3,380
Total Operation of Plant	\$ 425,097		\$ 421,784		\$ 428,521		\$ 6,737
<u>Maintenance of Plant</u>							
Grounds/Other			\$ -		\$ -		\$ -
Contracted Services	\$ 22,000		\$ 24,000		\$ 24,000		\$ -
Building/Contracted Services	\$ 24,330		\$ 27,508		\$ 27,508		\$ -
Total Maintenance of Plant	\$ 46,330		\$ 51,508		\$ 51,508		\$ -

<u>Description</u>	FY20	FY21	FY21	FY22	FY22	Grants/Rev	Increase/
		<u>FTE</u>	<u>In Process</u>	<u>FTE</u>	<u>Proposed</u>	<u>Funds</u>	<u>Decrease</u>
<u>Administration</u>							
Principals	\$ 212,873	2.00	\$ 221,409	2.00	\$ 230,013		\$ 8,604
Secretary	\$ 102,965	2.00	\$ 91,802	2.00	\$ 94,419		\$ 2,617
Supplies/Materials	\$ 2,500		\$ 2,500		\$ 2,500		\$ -
Publications	\$ 900		\$ 900		\$ 900		\$ -
Memberships	\$ 1,880		\$ 1,880		\$ 1,880		\$ -
Printing	\$ 1,000		\$ 1,000		\$ 1,000		\$ -
Postage	\$ 3,500		\$ 3,700		\$ 3,700		\$ -
Equipment Maintenance	\$ 550		\$ 1,000		\$ 1,000		\$ -
Equipment Purchase/Rental	\$ -		\$ -				\$ -
Total Administration	\$ 326,168		\$ 324,191		\$ 335,412		\$ 11,221
<u>Substitutes</u>							
Fellows	\$ 19,300		\$ 19,500		\$ 19,500		\$ -
Substitutes	\$ 92,900		\$ 10,000		\$ 92,000		\$ 82,000
Total Substitutes	\$ 112,200		\$ 29,500		\$ 111,500		\$ 82,000
Total Middle School	\$ 5,067,206		\$ 5,374,717		\$ 5,650,074	\$ -	\$ 275,356

Summary by Program

R. A. N. Middle School

<u>Programs</u>	<u>Approved Budget</u> <u>FY21</u>	<u>Proporsed Budget</u> <u>FY22</u>	<u>Difference</u>	<u>% of Change</u>
Grade 6	\$ 641,601	\$ 651,701	\$ 10,100	1.6%
Grade 7	\$ 656,661	\$ 683,922	\$ 27,261	4.2%
Grade 8	\$ 618,187	\$ 654,347	\$ 36,160	5.8%
World Language	\$ 286,702	\$ 379,957	\$ 93,255	32.5%
Technology	\$ 58,348	\$ 61,589	\$ 3,241	5.6%
Music	\$ 108,719	\$ 114,273	\$ 5,554	5.1%
Art	\$ 92,938	\$ 103,247	\$ 10,310	11.1%
Physical Education	\$ 182,226	\$ 195,657	\$ 13,431	7.4%
Reading Specialist	\$ 106,880	\$ 154,999	\$ 48,119	45.0%
Special Education	\$ 1,420,916	\$ 1,343,099	\$ (77,817)	-5.5%
Instructional Materials	\$ 77,689	\$ 74,722	\$ (2,967)	-3.8%
Guidance	\$ 154,660	\$ 163,794	\$ 9,134	5.9%
Tech Ed/Pre-Engineering	\$ 92,351	\$ 91,539	\$ (812)	-0.9%
Library	\$ 32,657	\$ 33,087	\$ 430	1.3%
Student Activity Account	\$ 17,200	\$ 17,200	\$ -	0.0%
Operation of Plant	\$ 421,784	\$ 428,521	\$ 6,737	1.6%
Maintenance of Plant	\$ 51,508	\$ 51,508	\$ -	0.0%
School Administration	\$ 324,191	\$ 335,412	\$ 11,221	3.5%
Substitutes/Fellows	\$ 29,500	\$ 111,500	\$ 82,000	278.0%
Totals	\$ 5,374,717	\$ 5,650,074	\$ 275,356	5.12%

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

- Continued to focus on building an inclusive culture through our community book read.
- Have expanded Dual Enrollment opportunities. Classes that are running through SNHU include Environmental Field Studies, Introduction to Engineering, College Level Chemistry, Anatomy and Physiology. Classes through Endicott College include Sociology 101, Sports Management

FY2021 GOALS & OBJECTIVES - [LINK TO FULL SCHOOL IMPROVEMENT PLAN](#)

GOAL 1: Improve student growth performance with attention to our high needs population.

Objectives:

- Manage common planning time around the following objectives:
 - Develop common assessments,
 - calibrate scoring on assessments,
 - use assessments to progress monitor student performance for intervention purposes.
- Implement professional development that supports teachers' abilities to differentiate instruction and intervene with student learning during the lesson.
- 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:**

- Develop a college and career curriculum and schedule time during Clipper Block for counselors to meet with students multiple times across the school year.
- Determine best counseling structure in support of college and career readiness and social/emotional development.
- Create Grade-level specific seminar classes run by a college and career counselor.

PROGRAMS & SERVICES OUTSIDE OF CORE CURRICULUM

- 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

	FY20	FY21	FY21	FY22	FY22	Grants/Rev	Increase/
<u>English</u>		<u>FTE</u>	<u>In-Process</u>	<u>FTE</u>	<u>Proposed</u>	<u>Funds</u>	<u>Decrease</u>
Professional Salaries	\$ 598,311	8.10	\$ 632,662	8.10	\$ 638,978		\$ 6,316
Textbooks	\$ 3,000		\$ 9,200		\$ 3,000		\$ (6,200)
Computer Purchase	\$ -		\$ -				\$ -
Publications	\$ 1,400		\$ 1,200		\$ 1,200		\$ -
Total English	\$ 602,711		\$ 643,062		\$ 643,178		\$ 116
<u>World Language</u>							
Professional Salaries	\$ 538,661	6.60	\$ 573,394	6.60	\$ 591,317		\$ 17,923
Supplies/Materials	\$ 4,900		\$ 2,000		\$ 5,000		\$ 3,000
Textbooks	\$ 3,000		\$ 3,000		\$ 5,000		\$ 2,000
Equipment Maintenance	\$ -		\$ 900		\$ -		\$ (900)
Total World Language	\$ 546,561		\$ 579,294		\$ 601,317		\$ 22,023
<u>Math</u>							
Professional Salaries	\$ 718,099	9.00	\$ 749,771	9.20	\$ 780,450		\$ 30,679
Supplies/Materials	\$ 6,000		\$ 5,000		\$ 7,000		\$ 2,000
Textbooks	\$ 8,669		\$ 4,000		\$ 10,000		\$ 6,000
Software	\$ 3,000		\$ 3,000		\$ -		\$ (3,000)
Total Math	\$ 735,768		\$ 761,771		\$ 797,450		\$ 35,679
<u>Science</u>							
Professional Salaries	\$ 674,207	8.80	\$ 709,453	9.00	\$ 749,577		\$ 40,124
Supplies/Materials	\$ 24,000		\$ 12,000		\$ 18,000		\$ 6,000
Waste disposal	\$ 1,000		\$ 1,000		\$ 1,000		\$ -
Textbooks	\$ 5,000		\$ -		\$ 5,000		\$ 5,000
Equipment Maintenance	\$ 3,000		\$ 3,000		\$ 3,000		\$ -
Total Science	\$ 707,207		\$ 725,453		\$ 776,577		\$ 51,124
<u>Social Studies</u>							
Professional Salaries	\$ 643,700	8.00	\$ 678,457	8.00	\$ 705,105		\$ 26,648
Supplies/Materials	\$ 6,000		\$ 2,000		\$ 2,000		\$ -
Textbooks	\$ 2,000		\$ 4,000		\$ 2,000		\$ (2,000)
Model UN	\$ 8,150		\$ 8,150		\$ 8,150		\$ -
Total Social Studies	\$ 659,850		\$ 692,607		\$ 717,255		\$ 24,648
<u>Technology</u>							
Supplies/Materials	\$ 17,331		\$ 1,000		\$ 14,500		\$ 13,500
Software	\$ 2,000		\$ 2,000		\$ 2,000		\$ -
Equipment Maintenance	\$ 24,000		\$ 24,000		\$ 24,000		\$ -
Total Technology	\$ 43,331		\$ 27,000		\$ 40,500		\$ 13,500
<u>Business</u>							
Professional Salaries	\$ 32,820	0.60	\$ 33,560	0.60	\$ 39,185		\$ 5,625
Supplies/Materials	\$ 3,000		\$ 1,750		\$ 500		\$ (1,250)
Textbooks	\$ 1,000		\$ 1,000		\$ 1,000		\$ -
Total Business	\$ 36,820		\$ 36,310		\$ 40,685		\$ 4,375
<u>Music</u>							
Professional Salaries	\$ 61,103	0.80	\$ 64,075	0.80	\$ 67,155		\$ 3,080
Supplies/Materials	\$ 1,000		\$ 500		\$ 1,000		\$ 500
Software	\$ 650		\$ 650		\$ 650		\$ -
Memberships	\$ 250		\$ 450		\$ 250		\$ (200)
Field Trips	\$ 1,700		\$ 1,500		\$ 1,700		\$ 200
Equipment Maintenance	\$ -		\$ 900		\$ 900		\$ -
Equipment Purchase/Rental	\$ 1,900		\$ 1,000		\$ 2,000		\$ 1,000
Total Music	\$ 66,603		\$ 69,075		\$ 73,655		\$ 4,580

	FY20	FY21 FTE	FY21 In-Process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Art</u>							
Professional Salaries	\$ 235,314	3.00	\$ 252,375	3.00	\$ 260,254		\$ 7,879
Supplies/Materials	\$ 13,400		\$ 7,200		\$ 11,600		\$ 4,400
Software	\$ 3,000		\$ 7,660		\$ 2,660		\$ (5,000)
Equipment Maintenance	\$ 1,000		\$ 1,000		\$ 1,000		\$ -
Total Art	\$ 252,714		\$ 268,235		\$ 275,514		\$ 7,279
<u>Special Education</u>							
Professional Salaries	\$ 972,884	13.00	\$ 985,196	14.60	\$ 1,163,794		\$ 178,598
Speech/Language	\$ 38,189	0.50	\$ 39,147	0.50	\$ 40,028		\$ 881
Aides	\$ 288,230	10.80	\$ 303,525	11.00	\$ 306,694		\$ 3,169
Supplies/Materials	\$ 7,750		\$ 3,750		\$ 3,000		\$ (750)
Total Special Education	\$ 1,307,053		\$ 1,331,618		\$ 1,513,516		\$ 181,898
<u>Alternative Education</u>							
Professional Salaries	\$ 162,196	2.00	\$ 180,782	-	\$ -		\$ (180,782)
Supplies/Materials	\$ 500		\$ 500		\$ 500		\$ -
Textbooks	\$ 400		\$ 400		\$ -		\$ (400)
Total Alternative Education	\$ 163,096		\$ 181,682		\$ 500		\$ (181,182)
<u>Instructional Materials</u>							
Supplies/Materials	\$ 7,000		\$ 10,000		\$ 1,000		\$ (9,000)
Equipment Maintenance	\$ 56,000		\$ 56,000		\$ 50,000		\$ (6,000)
Total Instructional Materials	\$ 63,000		\$ 66,000		\$ 51,000		\$ (15,000)
<u>Guidance</u>							
Professional Salaries	\$ 511,835	7.00	\$ 595,956	9.00	\$ 758,715		\$ 162,759
Secretary	\$ 44,138	1.00	\$ 54,286	1.00	\$ 55,808		\$ 1,522
Supplies/Materials	\$ 3,500		\$ 1,500		\$ 3,500		\$ 2,000
Tests	\$ 1,500		\$ 2,000		\$ 6,500		\$ 4,500
Software	\$ 6,000		\$ 6,500		\$ 1,500		\$ (5,000)
Total Guidance	\$ 566,973		\$ 660,242		\$ 826,023		\$ 165,781
<u>Tech Education</u>							
Professional Salaries	\$ 78,289	2.00	\$ 144,183	2.00	\$ 139,370		\$ (4,813)
Supplies/Materials	\$ 10,500		\$ 11,000		\$ 9,000		\$ (2,000)
Textbooks	\$ 500		\$ 1,000		\$ -		\$ (1,000)
Computer Purchase	\$ -		\$ 8,000		\$ 4,000		\$ (4,000)
Total Tech Education	\$ 89,289		\$ 164,183		\$ 152,370		\$ (11,813)
<u>Library</u>							
Textbooks	\$ 10,000		\$ 10,817		\$ 7,500		\$ (3,317)
Professional Salaries	\$ 88,553	1.00	\$ 97,535	1.00	\$ 99,640		\$ 2,105
Aides	\$ 25,375	1.00	\$ 26,136	1.00	\$ 31,028		\$ 4,892
Software	\$ -		\$ 9,356		\$ -		\$ (9,356)
Subscriptions	\$ 3,000		\$ -		\$ 3,000		\$ 3,000
General Supplies	\$ 5,000		\$ 3,644		\$ 2,500		\$ (1,144)
Equipment Purchase/Rental	\$ -		\$ 3,000		\$ 2,500		\$ (500)
Total Library	\$ 131,928		\$ 150,488		\$ 146,168		\$ (4,320)
<u>Student Activities</u>							
Professional Salaries	\$ 7,000		\$ 7,000		\$ 7,000		\$ -
Awards	\$ 6,000		\$ 6,000		\$ 6,000		\$ -
Graduation/Celebrations	\$ 16,500		\$ 16,500		\$ 13,500		\$ (3,000)
Total Student Activities	\$ 29,500		\$ 29,500		\$ 26,500		\$ (3,000)

	FY20	FY21 FTE	FY21 In-Process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Athletics</u>							
Transportation	\$ 105,000		\$ 114,000		\$ 117,000		\$ 3,000
Professional Salaries	\$ 106,798	1.00	\$ 102,398	1.00	\$ 111,113		\$ 8,715
Coachers Salaries	\$ 271,500		\$ 296,500		\$ -	\$ 296,500	\$ -
Trainer Salary	\$ 33,293		\$ 35,624		\$ 36,693		\$ 1,069
Supplies/Materials	\$ 5,967		\$ 3,175		\$ 6,000		\$ 2,825
Uniforms	\$ 9,180		\$ 17,000		\$ 10,000		\$ (7,000)
Sports Equipment	\$ 20,400		\$ 22,500		\$ 25,000		\$ 2,500
Officials	\$ 37,160		\$ 36,500		\$ 38,500		\$ 2,000
Rentals/Ice time	\$ 40,800		\$ 55,000		\$ 56,000		\$ 1,000
Cleaning/Reconditioning	\$ 7,140		\$ 8,000		\$ 10,000		\$ 2,000
Dues/Fees	\$ 14,500		\$ 15,500		\$ 17,000		\$ 1,500
Game Expenses	\$ 42,330		\$ 43,000		\$ 45,000		\$ 2,000
Insurance	\$ 9,000		\$ 9,000		\$ -		\$ (9,000)
Total Athletics	\$ 703,068		\$ 758,197		\$ 472,306	\$ 296,500	\$ 10,609
<u>Drama</u>							
Professional Salaries	\$ 160,330	2.00	\$ 166,308	2.00	\$ 170,050		\$ 3,742
Supplies/Materials	\$ 1,800		\$ 1,800		\$ 3,500		\$ 1,700
Memberships	\$ 400		\$ 400		\$ 400		\$ -
Drama Festival	\$ 1,500		\$ -		\$ 1,500		\$ 1,500
Total Drama	\$ 164,030		\$ 168,508		\$ 175,450		\$ 6,942
<u>Wellness</u>							
Professional Salaries	\$ 389,690	5.00	\$ 386,829	5.00	\$ 419,835		\$ 33,006
Supplies/Materials	\$ 18,000		\$ 8,250		\$ 17,500		\$ 9,250
Equipment Purchase	\$ -		\$ 5,000		\$ -		\$ (5,000)
Equipment Maintenance	\$ 4,000		\$ 5,000		\$ 3,000		\$ (2,000)
Equipment Purchase/Rental	\$ 5,000		\$ -		\$ -		\$ -
Total Wellness	\$ 416,690		\$ 405,079		\$ 440,335		\$ 35,256
<u>Reading</u>							
Professional Salaries	\$ 27,350	0.50	\$ 36,071	-	\$ -	\$ -	\$ (36,071)
Total Reading	\$ 27,350		\$ 36,071		\$ -		\$ (36,071)
<u>Operation of Plant</u>							
Custodian	\$ 351,303	7.00	\$ 363,599	7.00	\$ 372,582		\$ 8,983
Uniforms	\$ 700		\$ 2,800		\$ 2,800		\$ -
Custodial Supplies	\$ 22,000		\$ 23,000		\$ 23,000		\$ -
Electric	\$ 201,928		\$ 203,176		\$ 203,176		\$ -
Gas	\$ 92,999		\$ 93,739		\$ 93,739		\$ -
Telephone	\$ 13,000		\$ 12,500		\$ 12,500		\$ -
Equipment Maintenance	\$ 3,920		\$ 3,920		\$ 3,920		\$ -
Equipment Purchase/Rental	\$ 6,920		\$ 9,580		\$ 12,800		\$ 3,220
Total Operation of Plant	\$ 692,770		\$ 712,314		\$ 724,517		\$ 12,203
<u>Maintenance of Plant</u>							
Grounds/Other	\$ -		\$ -		\$ -		\$ -
Contracted Services	\$ 30,500		\$ 32,500		\$ 32,500		\$ -
Building/Contracted Services	\$ 25,447		\$ 34,416		\$ 34,416		\$ -
Total Maintenance of Plant	\$ 55,947		\$ 66,916		\$ 66,916		\$ -

	FY20	FY21 FTE	FY21 In-Process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Administration</u>							\$ -
Principals	\$ 237,798	2.00	\$ 247,333	2.00	\$ 254,153		\$ 6,820
Secretary	\$ 149,896	3.00	\$ 146,533	3.00	\$ 156,147		\$ 9,614
Supplies/Materials	\$ 16,200		\$ 16,200		\$ 16,200		\$ -
Publications	\$ 3,000		\$ 4,100		\$ 4,100		\$ -
Memberships	\$ 5,000		\$ 8,300		\$ 3,700		\$ (4,600)
Printing	\$ 4,050		\$ 4,050		\$ 4,050		\$ -
Postage	\$ 5,400		\$ 5,400		\$ 5,400		\$ -
Accreditation	\$ 4,900		\$ 4,900		\$ 4,900		\$ -
Equipment Maintenance	\$ 1,000		\$ 1,000		\$ 1,000		\$ -
Total Administration	\$ 427,244		\$ 437,816		\$ 449,650		\$ 11,834
<u>Substitutes</u>							
Fellows	\$ 19,300		\$ 20,000		\$ -		\$ (20,000)
Substitutes	\$ 90,000		\$ 13,960		\$ 90,000		\$ 76,040
Total Substitutes	\$ 109,300		\$ 33,960		\$ 90,000		\$ 56,040
<u>Virtual High School</u>							
Professional Salaries	\$ 12,500		\$ 12,500		\$ 12,500		\$ -
Total Virtual High School	\$ 12,500		\$ 12,500		\$ 12,500		\$ -
Total High School	\$ 8,611,304		\$ 9,017,881		\$ 9,113,883	\$ 296,500	\$ 392,502

Summary by Program

Newburyport High School

<u>Programs</u>	<u>Approved Budget</u> <u>FY21</u>	<u>Proposed Budget</u> <u>FY22</u>	<u>Difference</u>	<u>% of Change</u>
English	\$ 643,062	\$ 643,178	\$ 116	0.0%
World Language	\$ 579,294	\$ 601,317	\$ 22,023	3.8%
Mathematics	\$ 761,771	\$ 797,450	\$ 35,679	4.7%
Science	\$ 725,453	\$ 776,577	\$ 51,124	7.0%
Social Studies	\$ 692,607	\$ 717,255	\$ 24,648	3.6%
Technology	\$ 27,000	\$ 40,500	\$ 13,500	50.0%
Business	\$ 36,310	\$ 40,685	\$ 4,375	12.0%
Music	\$ 69,075	\$ 73,655	\$ 4,580	6.6%
Art	\$ 268,235	\$ 275,514	\$ 7,279	2.7%
Special Education	\$ 1,331,618	\$ 1,513,516	\$ 181,898	13.7%
Alternative Education	\$ 181,682	\$ 500	\$ (181,182)	-99.7%
Instructional Materials	\$ 66,000	\$ 51,000	\$ (15,000)	-22.7%
Reading	\$ 36,071	\$ -	\$ (36,071)	-100.0%
Guidance	\$ 660,242	\$ 826,023	\$ 165,781	25.1%
Tech Ed	\$ 164,183	\$ 152,370	\$ (11,813)	-7.2%
Library	\$ 150,488	\$ 146,168	\$ (4,320)	-2.9%
Student Activity Account	\$ 29,500	\$ 26,500	\$ (3,000)	-10.2%
Athletics	\$ 758,197	\$ 768,806	\$ 10,609	1.4%
Drama/Video	\$ 168,508	\$ 175,450	\$ 6,942	4.1%
Wellness/Physical Ed	\$ 405,079	\$ 440,335	\$ 35,256	8.7%
Operation of Plant	\$ 712,314	\$ 724,517	\$ 12,203	1.7%
Maintenance of Plant	\$ 66,916	\$ 66,916	\$ -	0.0%
School Administration	\$ 437,816	\$ 449,650	\$ 11,834	2.7%
Virtual High School	\$ 12,500	\$ 12,500	\$ -	0.0%
Substitutes/Fellows	\$ 33,960	\$ 90,000	\$ 56,040	165.0%
Totals	\$ 9,017,881	\$ 9,410,383	\$ 392,502	4.35%

Newburyport Public School System-Wide

<u>Description</u>	FY20	FY21	FY21	FY22	FY22	Grants/Rev	Increase/
		<u>FTE</u>	<u>In Process</u>	<u>FTE</u>	<u>Proposed</u>	<u>Funds</u>	<u>Decrease</u>
<u>Technology</u>							
Professional Salaries	\$ 90,771	1.00	\$ 93,494		\$ 96,500		\$ 3,006
Secretary	\$ 41,540	1.00	\$ 44,020		\$ 45,914		\$ 1,895
Technician	\$ 169,483	3.00	\$ 179,845		\$ 188,000		\$ 8,155
Contracted Services	\$ 32,300		\$ 32,300		\$ 43,540		\$ 11,240
Supplies/Materials	\$ 21,500		\$ 8,856		\$ 16,500		\$ 7,644
NBPT tech repairs	\$ 15,000		\$ 10,000		\$ -		\$ (10,000)
Software	\$ 33,100		\$ 45,494		\$ 57,950		\$ 12,456
Equipment Purchase	\$ 17,500		\$ 27,500		\$ 17,500		\$ (10,000)
Total Technology	\$ 421,194		\$ 441,509		\$ 465,904	\$ -	\$ 24,396
<u>Health</u>							
Professional Salaries	\$ 546,911	7.50	\$ 554,808	7.00	\$ 537,856		\$ (16,952)
Contract Services	\$ 4,100		\$ 4,100		\$ 4,100		\$ -
Supplies/Materials	\$ 13,000		\$ 13,000		\$ 10,000		\$ (3,000)
Total Health	\$ 564,011		\$ 571,908		\$ 551,956		\$ (19,952)
<u>Special Education</u>							
Professional Salaries	\$ 117,591	1.00	\$ 122,306	2.00	\$ 167,500		\$ 45,194
Secretary	\$ 139,125	3.00	\$ 138,170	3.00	\$ 144,998		\$ 6,828
Transportation	\$ 667,040		\$ 662,000		\$ 663,986		\$ 1,986
Tuition	\$ 3,019,027		\$ 3,101,477		\$ 2,155,064	\$ 1,109,318	\$ 162,905
Contracted Services	\$ 288,000		\$ 266,378		\$ 325,000		\$ 58,622
Supplies/Materials	\$ 27,000		\$ 27,000		\$ 25,000		\$ (2,000)
Memberships	\$ 800		\$ 800		\$ 800		\$ -
Postage	\$ 400		\$ 400		\$ 400		\$ -
Travel	\$ 2,000		\$ 2,000		\$ 1,000		\$ (1,000)
Legal	\$ 60,000		\$ 60,000		\$ 80,000		\$ 20,000
Tests	\$ 10,000		\$ 10,000		\$ 10,000		\$ -
Summer Program	\$ 130,000		\$ 63,622		\$ 64,000		\$ 378
Equipment Maintenance	\$ 1,000		\$ 1,000		\$ -		\$ (1,000)
Total Special Education	\$ 4,461,984		\$ 4,455,153		\$ 3,637,748	\$ 1,109,318	\$ 291,913
<u>Psychologist</u>							
Professional Salaries	\$ 327,540	4.00	\$ 343,968	4.00	\$ 371,623		\$ 27,655
Total Psychologist	\$ 327,540		\$ 343,968		\$ 371,623		\$ 27,655
<u>Curriculum</u>							
Professional Salaries	\$ 336,569	3.00	\$ 346,159	4.00	\$ 366,325		\$ 20,166
Stipend	\$ 120,000		\$ 138,000	-	\$ 138,000	\$ -	\$ -
Secretary	\$ 57,397	1.00	\$ 60,781	1.00	\$ 55,000		\$ (5,781)
Tests	\$ 18,000		\$ 349		\$ 350		\$ 1
Contracted Services	\$ 17,000		\$ 38,500		\$ -		\$ (38,500)
Supplies/Materials	\$ 20,000		\$ 30,000		\$ -		\$ (30,000)
Software	\$ 4,500		\$ 16,000		\$ -	\$ 4,000	\$ (12,000)
General Supplies	\$ 1,500		\$ 1,500		\$ 1,500		\$ -
Travel	\$ 1,000		\$ 2,000		\$ 2,000		\$ -
Summer Program	\$ 1,000		\$ 1,000		\$ -	\$ -	\$ (1,000)
Total Curriculum	\$ 576,966		\$ 634,289		\$ 563,175	\$ 4,000	\$ (67,114)
<u>In-Service</u>							
Supplies/Materials	\$ 10,000		\$ 5,000		\$ 5,000		\$ -
Conference/Workshop	\$ 138,000		\$ 140,000			\$ 140,000	\$ -
Memberships	\$ 3,000		\$ 3,000		\$ 3,000		\$ -
Tuition	\$ 24,000		\$ 24,000		\$ 24,558		\$ 558
Total In-Service	\$ 175,000		\$ 172,000		\$ 32,558	\$ 140,000	\$ 558

<u>Description</u>	FY20	FY21 FTE	FY21 In Process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Lunch</u>							
Lunch & Recess Monitors	\$ 74,500		\$ 66,500		\$ 66,500		\$ -
Contingency	\$ 30,000		\$ 55,732		\$ 58,000		\$ 2,268
Total School Lunch	\$ 104,500		\$ 122,232		\$ 124,500		\$ 2,268
<u>Data Processing</u>							
Contracted Services	\$ 37,174		\$ 35,973		\$ 41,800		\$ 5,827
Software	\$ 78,287		\$ 90,030		\$ 92,000		\$ 1,970
Conference/Workshop	\$ 2,000		\$ -		\$ 2,000		\$ 2,000
Total Data Processing	\$ 117,461		\$ 126,003		\$ 135,800		\$ 9,797
<u>Safety</u>							
Crossing Guard	\$ 69,500		\$ 65,200		\$ 65,200		\$ -
Uniforms	\$ 1,500		\$ 1,500		\$ 1,500		\$ -
Total Safety	\$ 71,000		\$ 66,700		\$ 66,700		\$ -
<u>Transportation</u>							
Transportation	\$ 958,369		\$ 987,120		\$ 990,000	\$ 180,000	\$ 182,880
Total Transportation	\$ 958,369		\$ 987,120		\$ 990,000	\$ 180,000	\$ 182,880
<u>ELL</u>							
Professional Salaries	\$ 243,885	4.00	\$ 288,669	4.00	\$ 309,960		\$ 21,291
ELL IA	\$ -	1.00	\$ 20,340	1.00	\$ 20,340		\$ -
Translators	\$ 13,000		\$ 16,000		\$ 10,000		\$ (6,000)
Supplies/Materials	\$ 10,000		\$ 10,000		\$ 6,000		\$ (4,000)
Total ELL	\$ 266,885		\$ 335,009		\$ 346,300		\$ 11,291
<u>Grounds/Fields</u>							
Salary	\$ 49,507	1.00	\$ 29,992	1.00	\$ 28,037	\$ -	\$ (1,955)
Contracted Services	\$ 11,995		\$ 11,495		\$ 11,495		\$ -
Supplies/Materials	\$ 27,700		\$ 27,700		\$ 27,700		\$ -
Equipment Maintenance	\$ 3,500		\$ 2,500		\$ 3,500		\$ 1,000
Equipment Purchase	\$ 14,071		\$ 7,200		\$ 7,200		\$ -
	\$ 106,773		\$ 78,887		\$ 77,932	\$ -	\$ (955)
<u>HVAC</u>							
Custodian	\$ 63,452	1.00	\$ 63,178	1.00	\$ 64,817		\$ 1,639
Contract Services	\$ 24,000		\$ 26,000		\$ 28,000		\$ 2,000
Custodial Supplies	\$ 22,000		\$ 22,000		\$ 26,000		\$ 4,000
Training	\$ -		\$ 5,395		\$ -		\$ (5,395)
Equipment Purchase	\$ 1,000		\$ 1,000		\$ 1,000		\$ -
Total HVAC	\$ 110,452		\$ 117,573		\$ 119,817		\$ 2,244
<u>Maintenance of Plant</u>							
Custodian	\$ 223,313	3.00	\$ 231,326	3.00	\$ 244,561		\$ 13,235
Uniforms	\$ 400		\$ 1,600		\$ 1,600		\$ -
Custodial Supplies	\$ 36,000		\$ 36,500		\$ 37,500		\$ 1,000
Training	\$ 5,590		\$ -		\$ 4,500		\$ 4,500
Equipment Purchase	\$ 1,000		\$ 1,000		\$ 1,000		\$ -
Building/Contracted Serv	\$ 2,000		\$ 7,383		\$ 4,000	\$ -	\$ (3,383)
Contingency	\$ 10,858		\$ 20,000		\$ -		\$ (20,000)
Total Maintenance	\$ 279,161		\$ 297,809		\$ 293,161	\$ 13,650	\$ 9,002

<u>Description</u>	FY20	FY21 FTE	FY21 In Process	FY22 FTE	FY22 Proposed	Grants/Rev Funds	Increase/ Decrease
<u>Non-Salary Emp Benefits</u>							
Contracted Services	\$ 15,000		\$ 13,000		\$ 8,000		\$ (5,000)
TSA	\$ 58,000		\$ 60,000		\$ 65,000		\$ 5,000
Sick Leave	\$ 148,443		\$ 201,442		\$ 92,000		\$ (109,442)
Insurance (MIIA)	\$ 360,000		\$ 333,786		\$ 346,980		\$ 13,194
Administration Disability	\$ 9,300		\$ 8,950		\$ 8,950		\$ -
Unemployment	\$ 40,000		\$ 48,748		\$ 30,000		\$ (18,748)
FICA	\$ 327,242		\$ 324,268		\$ 351,400		\$ 27,132
Total Non-Salary Benefits	\$ 957,985		\$ 990,194		\$ 902,330		\$ (87,864)
<u>School Committee</u>							\$ -
School Committee	\$ 18,600		\$ 18,600		\$ 18,600		\$ -
Contracted Services	\$ 7,800		\$ 8,000		\$ 8,000	\$ -	\$ -
Supplies/Materials	\$ 100		\$ -		\$ -		\$ -
Publications	\$ 100		\$ 100		\$ -		\$ (100)
Conference/Workshop	\$ 2,600		\$ 2,000		\$ 1,500		\$ (500)
Memberships	\$ 5,700		\$ 6,000		\$ 6,100		\$ 100
Legal	\$ 20,000		\$ 18,000		\$ 12,000		\$ (6,000)
Total School Committee	\$ 54,900		\$ 52,700		\$ 46,200		\$ (6,500)
<u>Administration</u>							
Central Office Admin	\$ 279,348	2.00	\$ 290,540	2.00	\$ 325,949		\$ 35,409
Secretary	\$ 272,650	5.00	\$ 279,947	5.50	\$ 310,825		\$ 30,878
Contracted Services	\$ 25,000	0.50	\$ 26,000	0.50	\$ 26,000		\$ -
Supplies/Materials	\$ 12,000		\$ 13,601		\$ 13,900		\$ 299
Meeting Expenses	\$ 2,000		\$ 1,500		\$ 1,000		\$ (500)
Publications	\$ 300		\$ 300		\$ 350		\$ 50
Conference/Workshop	\$ 5,900		\$ 5,900		\$ 5,700		\$ (200)
Memberships	\$ 7,500		\$ 10,000		\$ 10,500		\$ 500
Printing	\$ -		\$ -		\$ -		\$ -
Postage	\$ 5,000		\$ 4,500		\$ 5,000		\$ 500
Strategic Planning	\$ 10,000		\$ 2,000		\$ 5,000		\$ 3,000
Travel	\$ 4,000		\$ 4,000		\$ 4,000		\$ -
Advertising	\$ 4,200		\$ 4,500		\$ 5,200		\$ 700
Equipment	\$ 27,000		\$ 27,000		\$ 28,000		\$ 1,000
Equipment Purchase	\$ 2,000		\$ 2,000		\$ 2,000		\$ -
Total Central Administration	\$ 656,898		\$ 671,788		\$ 743,424		\$ 71,636
Consultants 504	\$ 5,000		\$ 2,500		\$ 1,500		\$ (1,000)
Total District 504	\$ 5,000		\$ 2,500		\$ 1,500		\$ (1,000)
Total System-Wide	\$10,216,078		\$10,467,342		\$ 9,470,629	\$ 1,446,968	\$ 450,255
Total all Schools	\$34,369,718		\$35,715,919		\$34,662,916	\$ 2,943,468	\$ 1,890,464

Summary by Program

System-Wide

<u>Programs</u>	<u>Approved Budget</u> <u>FY21</u>	<u>Proposed Budget</u> <u>FY22</u>	<u>Difference</u>	<u>% of Change</u>
Curriculum/InService	\$ 806,289	\$ 739,733	\$ (66,556)	-8.3%
Technology	\$ 441,509	\$ 465,904	\$ 24,396	5.5%
Health	\$ 571,908	\$ 551,956	\$ (19,952)	-3.5%
Special Education	\$ 4,455,153	\$ 4,747,066	\$ 291,913	6.6%
Psychology	\$ 343,968	\$ 371,623	\$ 27,655	8.0%
Lunch/Safety	\$ 188,932	\$ 191,200	\$ 2,268	1.2%
Data Processing	\$ 126,003	\$ 135,800	\$ 9,797	7.8%
Transportation	\$ 987,120	\$ 1,170,000	\$ 182,880	18.5%
ELL	\$ 335,009	\$ 346,300	\$ 11,291	3.4%
Maintenance	\$ 494,269	\$ 504,560	\$ 10,291	2.1%
Non-Salary Benefits	\$ 990,194	\$ 902,330	\$ (87,864)	-8.9%
School Committee	\$ 52,700	\$ 46,200	\$ (6,500)	-12.3%
Administration	\$ 671,788	\$ 743,424	\$ 71,636	10.7%
504	\$ 2,500	\$ 1,500	\$ (1,000)	-40.0%
Totals	\$ 10,467,342	\$ 10,917,597	\$ 450,255	4.30%
District Totals	\$ 35,715,919	\$ 37,606,384	\$ 1,890,464	5.29%

Budget Summary

<u>Cost by School</u>	<u>FY21 Totals</u>	<u>FY22 Totals</u>	<u>Change</u>	<u>Salaries FY21</u>	<u>Salaries FY22</u>
High	\$ 9,017,881	\$ 9,410,383	\$ 392,502	\$ 7,955,148	\$ 8,353,672
Middle	\$ 5,374,717	\$ 5,650,074	\$ 275,356	\$ 4,992,242	\$ 5,281,652
Molin	\$ 3,423,821	\$ 3,697,967	\$ 274,147	\$ 3,344,571	\$ 3,540,867
Bresnahan	\$ 7,432,159	\$ 7,930,363	\$ 498,205	\$ 7,143,435	\$ 7,588,233
System-Wide	\$ 10,467,342	\$ 10,917,597	\$ 450,255	\$ 3,401,843	\$ 3,604,022
Total Cost	\$ 35,715,919	\$ 37,606,384	\$ 1,890,464	\$ 26,837,239	\$ 28,368,446

Increase \$ 1,890,464
Percent of Increase 5.29%

	<u>FY21</u>	<u>FY22</u>	<u>Increase</u>
Total Salaries	\$ 26,837,239	\$ 28,368,446	\$ 1,531,207
Total Expenses	\$ 8,878,681	\$ 9,237,938	\$ 359,257
	\$ 35,715,919	\$ 37,606,384	\$ 1,890,464
			75.4%
			24.6%
			100%



Special Education Costs

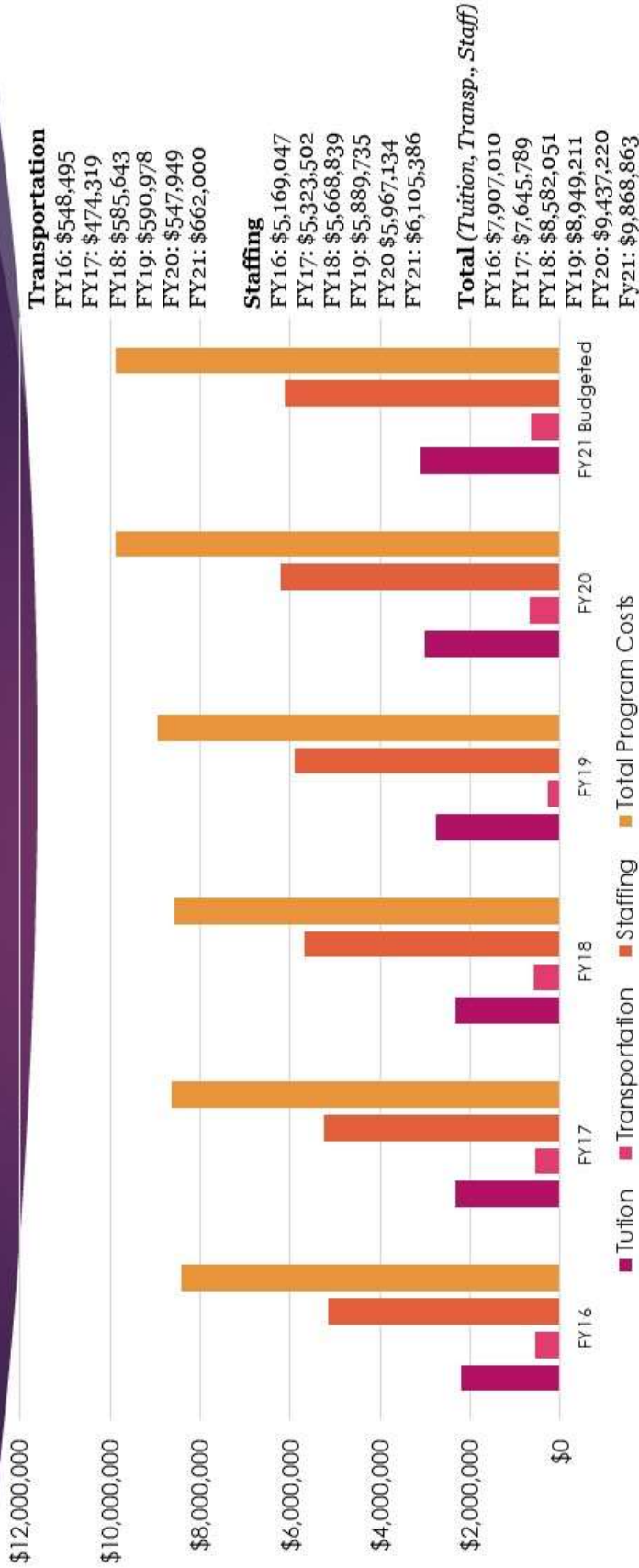
Special Education Program Costs

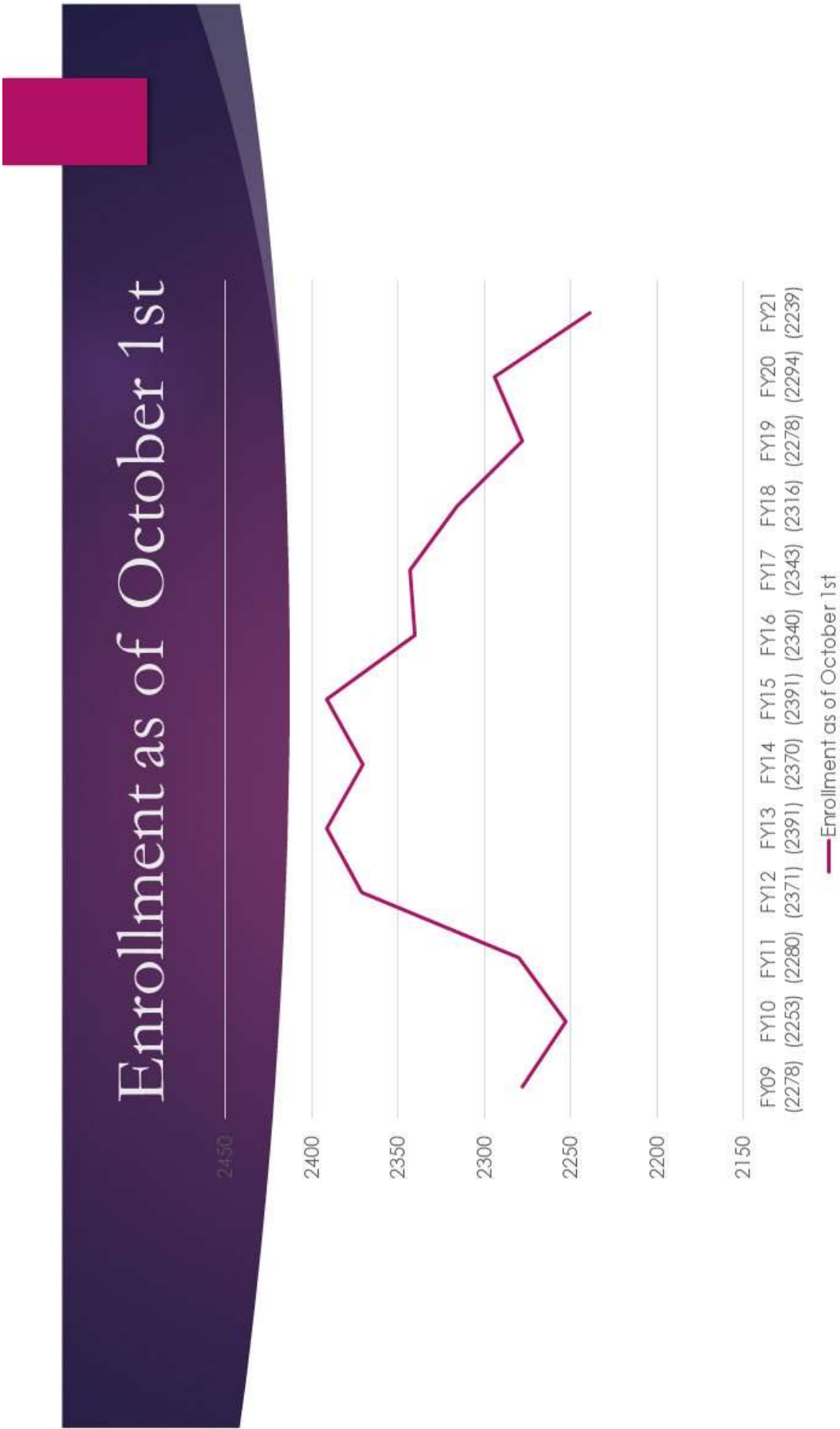
Tuition
FY16: \$2,189,468
FY17: \$1,847,968
FY18: \$2,327,569
FY19: \$2,768,498
FY20: \$2,922,137
FY21: \$3,101,477

Transportation
FY16: \$548,495
FY17: \$474,319
FY18: \$585,643
FY19: \$590,978
FY20: \$547,949
FY21: \$662,000

Staffing
FY16: \$5,169,047
FY17: \$5,323,502
FY18: \$5,668,839
FY19: \$5,889,735
FY20: \$5,967,134
FY21: \$6,105,386

Total (Tuition, Transp., Staff)
FY16: \$7,907,010
FY17: \$7,645,789
FY18: \$8,582,051
FY19: \$8,949,211
FY20: \$9,437,220
FY21: \$9,868,863







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Appendix F:
Whittier Regional Vocational
Technical High School
Budget Detail



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NEW ENGLAND
ASSOCIATION
OF SCHOOLS
AND COLLEGES
ACCREDITED MEMBER

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

APPROVED BUDGET

2021 – 2022

(04/14/2021)

Maureen A. Lynch
Superintendent

SCHOOL COMMITTEE

Brett Murphy, Chairperson
Newburyport

Jo-Ann Testaverde, Ed.D
Georgetown

Garry James
Vice-Chairperson
Ipswich

Paul M. Tucker
Merrimac

Lisa O'Connor
Groveland

David E. Irving
Secretary
Rowley

Johanna True
Newbury

Ronald Fitzgerald
Salisbury

C. Anthony LeSage
Asst. Treasurer
Amesbury

Chip O'Connor
West Newbury

Richard P. Early, Jr.
Haverhill

Scott Wood
Haverhill

TBD
Newburyport

Charles LaBella
Amesbury

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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
Chairperson
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 FY22 Operating budget that was initially presented to the Executive Sub-Committee reflected a 4.61% increase over the FY21 budget. After Executive Sub-Committee, the figure was reduced to 2.42%, which is lower than the 4.49% increase in mandated Net School Spending.

The past year has been a most challenging one for school districts. Due to the hard work of our teachers, maintenance staff, support staff, bus drivers, cafeteria staff, and administrators, we have been able to provide a safe environment that has allowed us to offer daily in-person instruction for all student cohorts. The FY22 budget was prepared with the assumption that Whittier will be back to full in-person learning in FY22, and as such, reflects the reinstatement of many positions that were eliminated due to the state's reduction in our FY21 Chapter 70 funding. The addition of the ESSER II grant funds will allow us the flexibility to plan for scenarios other than full in-person learning without the need to reduce the proposed FY22 budget.

The total capital budget for FY22 is \$695,000 of which \$295,000 will be used to do some exterior repairs to our aged walkways and stairways. The remaining \$400,000 will be put towards the cost of the MSBA project as Whittier anticipates moving forward to the Feasibility phase.

Whittier's FY22 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
Chairperson, School Committee

Maureen Lynch
Superintendent

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED BUDGET ACCOUNT TOTALS FY21 - FY22**

	<u>FUNCTION TITLE</u>	<u>FY21 BUDGET</u>	<u>FY 22 RECOMMENDED</u>	<u>Change</u>
	District Leadership			
1100	School Committee	71,200	63,000	-8,200
1200	Superintendent's Office	407,664	424,151	16,487
		<u>478,864</u>	<u>487,151</u>	<u>8,287</u>
	Finance & Administration	554,881	529,955	-24,926
	Instruction			
2100	Academic Leadership	630,002	633,247	3,245
2200	School Building Leadership	790,303	810,302	19,999
2300	Instruction Teaching Services	10,450,776	11,111,853	661,077
2400	Instructional Materials	1,098,237	860,913	-237,324
2700	Guidance	664,673	699,634	34,961
2800	Psychological Services	145,229	147,806	2,577
		<u>13,779,220</u>	<u>14,263,755</u>	<u>484,535</u>
	Student Services			
3100	Attendance	43,075	44,367	1,292
3200	Health Services	201,987	205,633	3,646
3310	Operation of School Busses	1,351,536	1,538,029	186,493
3510	Athletics	460,642	453,059	-7,583
3520	Student Body	221,730	231,130	9,400
3600	School Security	463,133	482,829	19,696
		<u>2,742,103</u>	<u>2,955,047</u>	<u>212,944</u>
	Operations & Maintenance			
4110	Custodial Service	352,568	360,500	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	724,189	738,217	14,028
4230	Maintenance of Equipment	73,150	73,150	0
4400	Technology Infrastructure	346,939	321,746	-25,193
		<u>2,355,746</u>	<u>2,352,513</u>	<u>-11,165</u>
	Fixed Charges	5,766,228	5,724,277	-41,951
	Community Services	12,000	12,000	0
	Replacement of Equipment	94,090	99,970	5,880
	Long Term Debt	0	0	0
	Tuitions	85,750	85,750	0
Operational Budget		<u>25,868,882</u>	<u>26,510,418</u>	<u>641,536</u>
	Capital Outlay	695,000	695,000	0
GROSS BUDGET		<u>26,563,882</u>	<u>27,205,418</u>	<u>641,536</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
1000	DISTRICT LEADERSHIP			
1100	School Committee			
1110.5	Supplies & Materials			
	General Supply Items	61	500	500
1110.6	Other Expenses			
	Travel	1,522	3,500	3,500
	Memberships & Subscriptions	19,334	10,500	10,500
	Meeting Expenses	4,112	5,100	5,100
	Auditing Expenses	31,535	32,100	32,100
	Public Relations	25,230	19,500	11,300
	TOTALS 1106	81,733	70,700	62,500
	TOTALS 1100	81,794	71,200	63,000
1200	Superintendent's Office			
1210.1	Salaries, Professional			
	Superintendent	198,315	196,075	201,732
1210.2	Salaries, Clerical			
	Administrative Assistant	113,982	111,993	115,323
	Special Projects Coordinator	0	0	7,500
		113,982	111,993	122,823
1210.4	Maintenance of Equipment	0	0	0
1210.5	Supplies & Materials			
	Postage & Office Supplies	29,212	25,715	25,715
	Printing & Reproduction	15,167	28,465	28,465
	TOTALS 1210.5	44,379	54,180	54,180

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
1210.6	Other Expenses			
	Travel & Conferences	8,994	15,700	15,700
	Memberships & Subscriptions	22,100	13,716	13,716
	Advisory Boards	2,864	9,500	9,500
	NEASC & Accreditation	9,670	6,500	6,500
	TOTALS 1210.6	43,628	45,416	45,416
	TOTALS - 1200	400,304	407,664	424,151
	TOTALS - 1000	482,098	478,864	487,151
1400	FINANCE & ADMINISTRATION			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	157,940	155,540	160,206
	Comptroller	79,232	81,003	83,418
	TOTALS 1410.1	237,172	236,543	243,624
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	51,551	53,098	54,691
	Payroll Clerk (80%)	44,706	46,047	47,427
	Business Office Clerk	48,341	0	0
	Special Projects Coordinator	0	0	7,500
	Treasurer	16,765	17,142	17,656
	TOTALS 1410.2	161,363	116,287	127,274
1410.6	Travel & Conferences	2,441	1,500	1,500
	TOTAL 1410	400,976	354,330	372,398

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical	0	0	0
	Personnel Clerk	11,176	11,512	11,857
	Payroll Clerk (20%)	11,176	11,512	11,857
	TOTALS 1420.2			
1420.4	Advertising	2,220	4,000	4,000
	TOTALS 1420	13,396	15,512	15,857
1430	Legal Services			
1430.4	Contracted Services	16,081	20,000	20,000
	Legal			
	TOTALS 1430	16,081	20,000	20,000
1450	Information Technology			
1450.4	District Administrative Technology	214,261	165,039	121,700
	Contracted Services			
1450.5	Other Expenses	345	0	0
	TOTALS 1450	214,606	165,039	121,700
	TOTALS 1400	645,059	554,881	529,955

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> FY20	<u>ADJUSTED</u> BUDGET - FY21	<u>RECOMMENDED</u> BUDGET - FY22
2000	INSTRUCTION			
2100	Academic Leadership			
2110.1	Salaries, Professional			
	Director of Pupil Personnel	149,215	149,178	153,608
	Coord of Curriculum & Staff Development	140,456	143,844	148,122
	Coord of Cooperative Ed	95,292	0	0
	Vocational Technical Admin	0	0	0
	Vocational Coordinator	140,956	144,094	144,983
	TOTALS 2110.1	525,919	437,116	446,713
2110.2	Salaries, Clerical			
	Secretary to Student Services	58,969	60,708	62,499
	Secretary Voc. & Curr Coord.	46,719	47,770	49,203
	TOTALS 2110.2	105,688	108,478	111,702
2110.6	Travel & Conferences	929	1,000	1,000
2120.1	Salaries, Professional			
	Cluster Chairs	65,065	83,408	73,832
	TOTALS 2100	697,601	630,002	633,247
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	156,760	155,000	159,613
	Asst. Principals	275,932	282,141	290,605
	Coordinator of Data & Assessment	140,706	143,844	148,122
	In House Suspension	66,112	67,571	71,597
	TOTALS 2210.1	639,510	648,556	669,937

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY20</u>	<u>ADJUSTED BUDGET - FY21</u>	<u>RECOMMENDED BUDGET - FY22</u>
2210.2	Salaries, Clerical			
	Secretary to Principal	57,191	58,461	60,192
	Secretary to Asst. Principals	43,828	44,814	46,158
	TOTALS 2210.2	101,019	103,275	106,350
2210.4	Contracted Services			
	Answering Service & Maintenance	5,792	5,922	5,965
2210.5	Supplies & Materials	5,559	16,000	16,000
2210.6	Other Expenses			
	Travel & Memberships	5,161	3,000	3,000
	School Council	67	700	700
	TOTALS 2210.6	5,228	3,700	3,700
	TOTALS 2210	757,108	777,453	801,952
2250	Admin Tech/Support - Schools			
2250.4	Principals Office Technology Cont Svcs	13,157	12,850	8,350
	TOTALS 2250	13,157	12,850	8,350
	TOTALS 2200	770,265	790,303	810,302
2300	Instruction Teaching Services			
2305.1	Salaries, Professional			
	Instructional	8,733,673	8,668,417	9,364,334
	Instructional, Special Needs	1,058,049	1,289,694	1,338,019
	TOTALS 2305.1	9,791,722	9,958,111	10,702,353

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
2315.1	Salaries, Program Advisor	0	0	0
2325.3	Salaries, Substitutes	47,180	110,000	110,000
2330.3	Salaries, Teacher Aides			
	Teacher Aides	112,220	104,928	19,161
	Teacher Aides, Special Needs	0	33,309	32,059
	TOTALS 2330.3	112,220	138,237	51,220
2340.1	Salaries, Professional			
	Instructional Media Specialist	100,870	103,373	106,218
2351.1	Salaries, Professional			
	Prof Dev Mentor Stipends	0	0	0
2352.1	Salaries, Professional			
	Instructional Coach/Mentor	32817	33,555	34,562
2352.4	Contracted Svcs, Prof Dev Coach/Mentor			
2352.5	Supplies, Prof Dev Coch/Mentor	227	500	500
2352.6	Other Costs, Prof Dev Coach/Mentor	0	500	500
2354.1	Salaries, Stipends Staff Providing Prof Dev	1,184	7,000	7,000
2356.1	Salaries, Staff Attending Prof Dev	870	0	0
2356.6	Expenses for Staff Attending PD	99,290	89,500	89,500
2358.4	Contract Svcs, Outside PD Providers	3,870	7,000	7,000
2358.5	Supplies, Outside PD Providers	505	3,000	3,000
	TOTALS 2300	10,190,755	10,450,776	11,111,853

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
2400	Instructional Materials & Equipment			
2410.5	Supplies & Materials	9,907	18,716	22,015
	Textbooks			
2415.5	Library Books	1,552	8,450	8,450
2415.6	Library/AV Memberships	3,150	6,010	6,010
2420.5	Instructional Equipment	58,815	41,647	14,537
2430.4	Contracted Services			
	Shop Requests	53,401	97,252	97,284
2430.5	Supplies & Materials			
	General Instructional	246,059	350,565	291,394
	Computer Supplies	23,760	65,000	69,000
	General Classroom	1,686	9,750	9,750
	Program Expansion	0	5,000	5,000
	TOTALS 2430.5	271,505	430,315	375,144
2430.6	Other Expenses	12,122	26,013	24,088
2451.5	Instructional Hardware/Staff & Student Devices	483,619	403,329	250,580
2455.5	Instructional Software & Materials	84,524	66,505	62,805
	TOTALS 2400	978,595	1,098,237	860,913

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY20</u>	<u>ADJUSTED BUDGET - FY21</u>	<u>RECOMMENDED BUDGET - FY22</u>
2700	Guidance			
2710.1	Salaries, Professional	88,780	90,778	93,501
	Guidance Director	337,742	352,106	366,049
	Guidance Counselors	102,200	156,369	172,283
	School Adjustment Counselor	3,700	5,400	6,100
	Summer Coverage			
	TOTALS 2710.1	532,422	604,653	637,933
2710.2	Salaries, Clerical	54,787	56,020	57,701
2710.5	Supplies & Materials			
	Reference & Test Materials	1,132	1,000	1,000
	Postage, Brochures, Supplies	1,295	2,000	2,000
	TOTALS 2710.5	2,427	3,000	3,000
2710.6	Other Expenses			
	Travel & Memberships	744	1,000	1,000
	TOTALS 2700	590,380	664,673	699,634
2800	Psychological Services			
2800.1	Salaries, Professional	84,014	85,904	88,481
	School Psychologist	0	4,000	4,000
	Tutoring	84,014	89,904	92,481
	TOTALS 2800.1			
2800.4	Contracted Services	16,852	42,275	42,275
2800.5	Supplies & Materials	6,534	12,050	12,050
2800.6	Travel & Conferences	1,710	1,000	1,000
	TOTALS 2800	109,110	145,229	147,806
	TOTALS 2000	13,336,706	13,779,220	14,263,755

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY20</u>	<u>ADJUSTED BUDGET - FY21</u>	<u>RECOMMENDED BUDGET - FY22</u>
3000	STUDENT SERVICES			
3100	Attendance			
3100.1	Salaries, Professional Attendance Monitor	42,612	43,075	44,367
	TOTALS 3100	42,612	43,075	44,367
3200	Health Services			
3200.1	Salaries, Professional School Nurses Summer/other	161,666 2,321 163,987	165,303 7,444 172,747	170,262 7,450 177,712
3200.4	Contracted Services School Physician Laundry/Medical Waste TOTALS 3204.4	16,399 0 16,399	18,460 500 18,960	17,141 500 17,641
3200.5	Supplies & Materials	17,863	10,000	10,000
3200.6	Other Expenses Memberships	0	280	280
	TOTALS 3200	198,249	201,987	205,633

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
3310	Operation of School Buses			
3310.1	Salaries, Professional			
	Coordinator of Transportation	75,757	66,463	75,683
3310.3	Salaries, Other			
	Bus Drivers	641,931	632,865	812,846
	Mechanics	138,383	141,696	145,872
	Security/Bus Drivers (50%)	37,514	26,534	27,311
	TOTALS 3310.3	817,828	801,095	986,029
3310.4	Contracted Services	0	0	0
3310.5	Supplies & Materials			
	General Supply Items	30,889	89,000	89,000
	Fuel, Oil, Lubricants	61,900	126,200	126,200
	Equipment	5,973	2,500	2,500
	TOTALS 3310.5	98,762	217,700	217,700
3310.6	Other Expenses			
	Licensing & Physicals	5,319	5,000	5,000
	Insurance, Health	74,585	76,930	69,087
	Insurance, Buses	27,700	29,085	28,212
	Insurance, Workers Comp	40,258	21,093	22,148
	Leasing Expense	263,528	134,170	134,170
	TOTALS 3310.6	411,390	266,278	258,617
	TOTALS 3310	1,403,737	1,351,536	1,538,029
3400	Food Service			
3400.6	Other			
	Food Service Expenses due to COVID 19	95,533	0	0
	TOTALS 3400	95,533	0	0

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
3510	Athletics			
3510.1	Salaries, Professional	30,261	30,942	31,870
	Athletic Dir & Equipment Tech	143,836	209,687	209,687
	Coaches	29,912	30,585	31,502
	Trainer	17,672	19,428	20,000
	Transportation			
	TOTALS 3510.1	221,681	290,642	293,059
3510.4	Contracted Services			
	Officials	22,085	42,000	42,000
	Police	4,134	3,000	3,000
	Reconditioning of Equipment	21,996	24,000	24,000
	TOTALS 3510.4	48,215	69,000	69,000
3510.5	Supplies, Sporting Goods/1st Aid	80,822	75,000	75,000
3510.6	Other			
	Memberships, Clinics & Travel	15,584	16,000	16,000
	Athletic Equipment	185,000	10,000	0
		200,584	26,000	16,000
	TOTALS 3510	551,302	460,642	453,059
3520	Student Body			
3520.1	Salaries, Class & Club Advisors, Other Stipends	53,473	53,630	53,630
	MCAS & Other Stipends	62,377	74,100	78,500
		115,850	127,730	132,130
3520.5	Supplies, Other Student Activities	3,604	10,000	10,000
3520.6	Other Expenses			
	Skills USA/Other	48,256	75,000	80,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
	Graduation Expenses	32,464	9,000	9,000
	TOTALS 3520.6	80,720	84,000	89,000
	TOTALS 3520	200,174	221,730	231,130
3600	School Security			
3600.1	Salaries, Professional			
	District Safety & Security Director	31,915	47,000	47,000
	Security Officer/Student Mediator	45,218	46,207	47,556
		77,133	93,207	94,556
3600.3	Salaries, Other			
	Monitors	58,194	59,123	60,094
	Security/Bus Drivers (50%)	25,964	26,534	27,312
	Security Special Events	7,319	7,000	7,000
	TOTALS 3600.3	91,477	92,657	94,406
3600.4	Contracted Services			
	Security Contract	146,751	164,030	177,463
	School Resource Officer	55,149	83,239	84,904
	TOTALS 3600.4	201,900	247,269	262,367
3600.5	Supplies & Materials	4,909	5,000	5,000
3600.6	Repairs Security Equipment	8,625	25,000	26,500
	TOTALS 3600	384,044	463,133	482,829
	TOTALS 3000	2,780,118	2,742,103	2,955,047

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY20</u>	<u>ADJUSTED BUDGET - FY21</u>	<u>RECOMMENDED BUDGET - FY22</u>
4000	OPERATIONS/MAINTENANCE			
4110	Custodial Services			
4110.3	Salaries, Summer Maintenance	13,312	27,568	20,000
4110.4	Contracted Services. Cleaning Contract	325,232	325,000	340,500
	TOTALS 4110	338,544	352,568	360,500
4120	Heating of Building			
4120.4	Contracted Services-Natural/Propane Gas	66,852	110,000	110,000
	TOTALS 4120	66,852	110,000	110,000
4130.4	Utility Services			
	Water	9,981	10,000	10,000
	Sewerage Treatment	47,995	35,000	35,000
	Septic Service	0	6,000	6,000
	Refuse Removal	26,964	35,000	35,000
	Telephone	43,961	67,900	67,900
	Hazardous Waste Removal	15,755	40,000	40,000
	Electrical Service	389,054	500,000	500,000
	TOTALS 4130.4	533,710	693,900	693,900
4130.5	Supplies & Materials	11,259	15,000	15,000
	TOTALS 4130	544,969	708,900	708,900

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
4210	Maintenance of Grounds			
4210.3	Salaries, Overtime & Snow	14,483	15,000	15,000
4210.5	Supplies & Materials			
	Ice Melt, Sand, Fertilizer	10,573	25,000	25,000
	TOTALS 4210	25,056	40,000	40,000
4220	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	116,121	120,000	123,600
4220.3	Salaries, Other			
	Forer Stipend	6,282	6,423	6,423
	Maintenance Staff	349,466	357,116	367,544
	Shift Differential	7,650	7,650	7,650
	STP Stipend	0	4,500	4,500
	TOTALS 4220.3	363,398	375,689	386,117
4220.4	Contracted Services	60,771	54,000	54,000
4220.5	Supplies & Materials			
	Electrical, Paint, Plumbing, Etc	73,516	90,000	90,000
	Office Supplies	2,194	2,000	2,000
	Maintenance Supplies	16,286	0	0
	Equipment	2,650	5,000	5,000
	TOTALS 4220.5	94,646	97,000	97,000
4220.6	Other Expenses			
	Repair & Replacement	97,095	75,000	75,000
	Travel & Seminars	0	2,500	2,500
	TOTALS 4220.6	97,095	77,500	77,500
	TOTALS 4220	732,031	724,189	738,217

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2022

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY20</u>	<u>ADJUSTED BUDGET - FY21</u>	<u>RECOMMENDED BUDGET - FY22</u>
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Building & Grounds	108,956	68,150	68,150
	Maint/Rpr of Vehicles	2,909	5,000	5,000
	TOTALS 4230	111,865	73,150	73,150
4400	Tech Infrastructure, Maint & Support, Salaries			
4450.1	Technology Director	112,475	115,287	118,746
4550.3	Other	137,643	99,964	104,112
	TOTALS 4440	250,118	215,251	222,858
4450	Tech Infrastructure, Maint & Support, All Other			
4450.4	Contracted Services	131,482	119,688	90,288
4450.5	Supplies	2,163	12,000	8,600
	TOTALS 4450	133,645	131,688	98,888
	TOTALS 4000	2,203,080	2,355,746	2,352,513
5000	FIXED CHARGES			
5100.5	Other Expenses			
	Retirement Program	792,171	822,097	883,636
	Employee Separation Costs	60,677	37,755	39,500
	Annuities	22,500	22,500	22,500
	TOTALS 5100	875,348	882,352	945,636

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY20</u>	<u>ADJUSTED</u> <u>BUDGET - FY21</u>	<u>RECOMMENDED</u> <u>BUDGET - FY22</u>
5200.6	Other Expenses	2,310,927	2,743,470	2,601,444
	Health Insurance-active employees	998,565	1,292,352	1,299,136
	Health Insurance - retiree	79,786	113,698	101,365
	Dental Insurance -active employees	221,424	219,953	225,000
	Medicare	3,161	4,600	4,600
	Life/Disability Insurance	39,366	22,320	22,320
	Student Accident	142,116	150,284	169,599
	Package Insurance	172,852	94,348	99,065
	Worker's Compensation	9,704	11,109	11,109
	Umbrella	800	700	700
	Treasurer's Bond	4,017	4,410	4,410
	School Board Indemnity	6,416	8,379	8,379
	Automotive	33,091	100,000	100,000
	Unemployment	16,485	17,309	17,382
	Employment Practices Liability	3,500	3,570	3,570
	Disability Insurance	4,042,210	4,786,502	4,668,079
5250.6	OPEB Liability Reserve	25,000	40,000	50,000
	TOTALS 5200	4,067,210	4,826,502	4,718,079
5300.4	Rental of Equipment	2,102	3,800	3,800
	Postage Meter	123,806	53,574	56,762
	Copy Machines			
	TOTALS 5300	125,908	57,374	60,562
	TOTALS 5000	5,068,466	5,766,228	5,724,277

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY20</u>	<u>ADJUSTED BUDGET - FY21</u>	<u>RECOMMENDED BUDGET - FY22</u>
6000	COMMUNITY SERVICES AND STAFF DEVELOPMENT			
6200.5	Supplies & Materials Office, Flyers, Postage	4,606	12,000	12,000
	TOTALS 6000	4,606	12,000	12,000
7000	ACQUISITION, IMPROVEMENT & REPLACEMENT OF FIXED ASSETS			
7100.4	Acquisition and Improvement of Sites Contracted Services - Athletic Fields	455,250	0	0
	TOTALS 7100	455,250	0	0
7200.4	Acquisition and Improvement of Buildings Contracted Services	0	0	0
	TOTALS 7200	0	0	0
7400.6	Replacement of Equipment	87,978	94,090	99,970
	TOTALS 7400	87,978	94,090	99,970
	TOTALS 7000	543,228	94,090	99,970

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2022
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY20</u>	<u>ADJUSTED BUDGET - FY21</u>	<u>RECOMMENDED BUDGET - FY22</u>
9000	TUITIONS TO OTHER SCHOOLS			
9100	Tuitions to Mass Schools	0	6,750	6,750
9110	Tuition School Choice Out	17,600	35,000	35,000
9400	Tuitions to Collaboratives	17,945	44,000	44,000
	TOTALS 9000	35,545	85,750	85,750
STABILIZATION	Transfer to Stabilization	0	0	0
TOTAL BUDGET		25,194,439	25,868,882	26,510,418

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2022
Executive Subcommittee

Required Net School Spending	22,952,999
Other Assessments, Transportation and Community Education	1,538,029
Long Term Debt Assessment	-
Capital Assessment	695,000
Other Educational Assessment	<u>2,019,390</u>
Gross Budget	27,205,418

Less Revenues To Be Applied:

Chapter 70 aid	11,032,165	
E and D		
Transportation	<u>969,015</u>	<u>12,001,180</u>

Total Assessments	<u><u>15,204,239</u></u>
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	<u>Minimum Contribution</u>	<u>Other Assessments</u>	<u>Long-term Debt Assessments</u>	<u>Capital Assessments</u>	<u>Other Educational Assessments</u>	<u>Total Assessments</u>
Amesbury	1,439,619	48,485	-	69,269	172,070	1,729,443
Georgetown	577,477	17,839	-	48,203	63,309	706,828
Groveland	538,195	17,839	-	28,814	63,309	648,157
Haverhill	6,578,381	397,944	-	285,259	1,412,274	8,673,859
Ipswich	426,217	12,807	-	55,113	45,453	539,590
Merrimac	656,076	22,870	-	26,936	81,165	787,047
Newbury	258,775	7,776	-	24,185	27,596	318,332
Newburyport	502,327	15,094	-	83,324	53,569	654,314
Rowley	289,219	8,691	-	24,688	30,843	353,441
Salisbury	517,550	15,552	-	27,607	55,192	615,901
West Newbury	136,998	4,117	-	21,602	14,610	177,327
TOTALS	<u>11,920,834</u>	<u>569,015</u>	<u>-</u>	<u>695,000</u>	<u>2,019,390</u>	<u>15,204,239</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**REQUIRED NET SCHOOL SPENDING
FY 2022**

Required Net School Spending	22,952,999
Less: Chapter 70 Aid	<u>11,032,165</u>
Net Minimum Contribution	<u><u>11,920,834</u></u>
Member Municipalities:	
Amesbury	1,439,619
Georgetown	577,477
Groveland	538,195
Haverhill	6,578,381
Ipswich	426,217
Merrimac	656,076
Newbury	258,775
Newburyport	502,327
Rowley	289,219
Salisbury	517,550
West Newbury	<u>136,998</u>
TOTALS	<u><u>11,920,834</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER ASSESSMENTS
FY 2022**

Transportation	1,538,029
Less: Transportation Revenue to be Applied	<u>969,015</u>
Net Assessment	<u><u>569,015</u></u>

	<u>FY20 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY</u>				
	<u>PUPILS 10/2/2019</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/1/2020</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	95	7.64%	106	8.52%	48,485
Georgetown	33	2.65%	39	3.14%	17,839
Groveland	47	3.78%	39	3.14%	17,839
Haverhill	880	70.74%	870	69.94%	397,945
Ipswich	23	1.85%	28	2.25%	12,807
Merrimac	58	4.66%	50	4.02%	22,870
Newbury	24	1.93%	17	1.37%	7,776
Newburyport	33	2.65%	33	2.65%	15,094
Rowley	24	1.93%	19	1.53%	8,691
Salisbury	29	2.33%	34	2.73%	15,552
West Newbury	10	0.80%	9	0.72%	4,117
TOTALS	<u>1256</u>	<u>100.96%</u>	<u>1244</u>	<u>100.00%</u>	<u><u>569,015</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER EDUCATIONAL ASSESSMENTS
FY 2022**

Other Educational Assessments	2,019,390
Less: E and D Transfer to Reduce Assessments	<u>0</u>
Total Other Educational Assessments	<u><u>2,019,390</u></u>

	<u>FY20 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY</u>				
	<u>PUPILS 10/1/2019</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/1/2020</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	95	7.64%	106	8.52%	172,070
Georgetown	33	2.65%	39	3.14%	63,309
Groveland	47	3.78%	39	3.14%	63,309
Haverhill	880	70.74%	870	69.94%	1,412,274
Ipswich	23	1.85%	28	2.25%	45,453
Merrimac	58	4.66%	50	4.02%	81,165
Newbury	24	1.93%	17	1.37%	27,596
Newburyport	33	2.65%	33	2.65%	53,569
Rowley	24	1.93%	19	1.53%	30,843
Salisbury	29	2.33%	34	2.73%	55,192
West Newbury	10	0.80%	9	0.72%	14,610
TOTALS	1256	100.96%	1244	100.00%	2,019,390

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
CAPITAL COSTS ASSESSMENTS
FY 2022**

Assessed as a Capital Cost

7000 Asset Acquisition

Exterior repairs and improvements (walkways, stairs, etc.)	295,000
MSBA Project	400,000
Total Capital Cost Assessment	<u>695,000</u>

<u>MEMBER MUNICIPALITIES</u>	<u>Resident Pupils 10/1/2020</u>	<u>%</u>	<u>Capital Cost Assessment</u>
Amesbury	2065	9.97%	69,269
Georgetown	1437	6.94%	48,203
Groveland	859	4.15%	28,814
Haverhill	8504	41.04%	285,259
Ipswich	1643	7.93%	55,113
Merrimac	803	3.88%	26,936
Newbury	721	3.48%	24,185
Newburyport	2484	11.99%	83,324
Rowley	736	3.55%	24,688
Salisbury	823	3.97%	27,607
West Newbury	644	3.11%	21,602
TOTAL	<u>20719</u>	<u>100.00%</u>	<u>695,000</u>