

City of Newburyport

FY2023 Proposed Budget



Mayor Sean R. Reardon

May 9, 2022



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CITY OF NEWBURYPORT MASSACHUSETTS



FISCAL YEAR 2023 PROPOSED BUDGET

GENERAL AND ENTERPRISE FUNDS JULY 1, 2022 TO JUNE 30, 2023

Mayor Sean R. Reardon

CITY COUNCIL

Heather L. Shand	Ward 3 Councillor, Council President
Edward C. Cameron Jr.	Councillor At-Large
Afroz K. Khan	Councillor At-Large
Constance Preston	Councillor At-Large
Bruce L. Vogel	Councillor At-Large
Mark R. Wright	Councillor At-Large
Sharif I. Zeid	Ward 1 Councillor
Jennie L. Donahue	Ward 2 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 01, 2021

Christopher P. Morill

Executive Director



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Section 1: Introduction



CITY OF NEWBURYPORT

OFFICE OF THE MAYOR

SEAN R. REARDON

May 9, 2022

Dear President Shand & Members of the City Council:

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2023. 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, 2022 – June 30, 2023.

The proposed budget totals \$93,287,744, comprised of \$78,881,010 in general fund expenditures and \$14,406,734 in enterprise fund expenditures. Appropriations in the general fund are offset by \$66,059,729 in property taxes, \$5,835,000 in local receipts, \$5,464,195 in state aid and \$1,522,086 from other available funds; enterprise funds are fully funded by user rates and charges. The FY2023 budget represents a 4.9% increase over FY2022 with the general fund increasing by 5.3% and the enterprise funds increasing by 3.0%.

This budget continues to show us turning the corner as we move past the most disruptive waves of the COVID-19 crisis and anticipates the return of full in-person services and resumption of activities that were paused during the pandemic. While the City will remain vigilant and ready to respond to future health needs, this budget continues to fund programs focused on economic recovery and moving forward. In particular, it includes infrastructure investments, increased funding for education, and several new positions that will position the City to provide high quality public services for all.

Keeping any city's budget in check is a challenge caused in part by pension obligations, contractual salaries and wages, costs of solid waste disposal, and health insurance. During FY2022, the City received a one month premium savings from MIIA, the City's insurance provider due to the reduced use of health care services during the pandemic. We were aware that the premium holiday was a one-time occurrence and would not continue into FY2023. As such, a portion of those savings was used to establish a Health Care Stabilization Fund to help mitigate increased costs going into the next fiscal year. Consequently, \$379,675 from that fund is being used to offset insurance costs in this FY2023 budget proposal.

This year brought substantially fewer State and Federal mandated spending requirements due to the pandemic, though with this came the deadlines for spending federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding. The City received a total of \$2.4 million for schools and city operations combined. In addition, many of these pandemic expenditures were reimbursed by FEMA, initially set at 75% reimbursement but raised to 100% of eligible costs incurred. This year the City began spending its \$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. A portion of this recovery funding remains available for FY23, and ARPA funds will not be required to be used until 2026, even if the City anticipates spending them much sooner.

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.

This budget was written in part to incorporate the main objectives from my strategic plan, and it aligns with the key goals indicated in that document. The four main objectives are to (1) Secure and invest in the City's infrastructure, (2) Provide high quality public services, (3) Guide future development of the City, and (4) Lead in building a collaborative and engaged community. While some of these goals are more related to some departments' daily activities than others, reaching these ambitious goals requires that every department has the resources it needs, including staffing, funding, and proper management. The strategic plan is a useful tool for decision making and resource allocation, and my administration will continue to refine it so that it continues to reflect our priorities and accomplishments.

Following precedent from past administrations, I brought together our City department heads to carefully review all spending requests. I feel we have developed a budget that will meet the city's most urgent needs so that we can deliver and enhance quality and necessary services for our community.

Budget Goals

- Develop a FY2023 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 adequate cost of living adjustments for City employees dealing with high inflation while striving to limit the City's long-term financial liabilities regarding contractual payouts;
- Appropriately build in contingencies for items like fuel and construction materials that will be particularly prone to rising costs;
- 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; 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 FY2023 Capital Improvement Plan (CIP) was submitted to the City Council in March 2022 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 FY2023- FY2027 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 FY2023 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 FY2022 tax rate was set at \$12.01 per \$1,000 based on a tax levy \$63,562,057 and a city-wide

valuation of \$5.29 billion. This tax rate represents a \$0.63 per \$1,000 decrease over FY2021. This rate was below the levy limit of the maximum tax rate allowable under Proposition 2 ½ and positively received by tax payers. However, the current budget proposal does assume that the City will tax up to its full levy limit for FY2023.

Based on the FY2022 valuation, the average single-family home in Newburyport is now assessed at \$702,000, compared to \$640,800 in FY2021. This results in an average single-family tax bill of \$8,430, which represents a 4.1%, or \$331 increase over FY2021'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 5.5% due to the need for increased capital work and services, while the Sewer Enterprise Fund will increase by 1.3%. 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. We anticipate future rate increases to cover increased costs and decreased usage.

Lastly, the Harbormaster Enterprise Fund has decreased by -0.4% from last year's budget, due to the reduction of lifeguards as the City has been unable to hire qualified lifeguards following the pandemic.

Budget Assumptions

- 2.5% increase to property tax levy limit
- \$700,000 in new growth revenue;
- Local Receipts returning to pre-pandemic levels;
- Net state aid based on FY2023 HWM budget; 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 FY2022 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 FY2023 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 all our department heads, the Mayor's Office staff, and Ethan Manning, Finance Director/Auditor. Kim Turner in my office played a particularly useful role in the creation of the CIP through her work on a Capital Facilities Master Plan. Mr. Manning deserves much credit and recognition for his leadership, persistence, and positivity in preparing this FY2023 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 FY2023.

Respectfully submitted,

A handwritten signature in black ink that reads "Sean R. Reardon". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Sean R. Reardon
Mayor

CITY ORGANIZATIONAL CHART



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: Sean R. Reardon

School Structure: K-12

FY2022 Average Single-Family Tax Rate: \$12.01 per \$1,000

FY2022 Average Single-Family Home Value: \$701,897

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

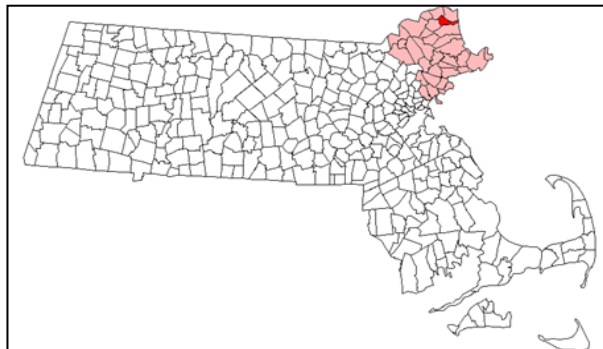
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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.

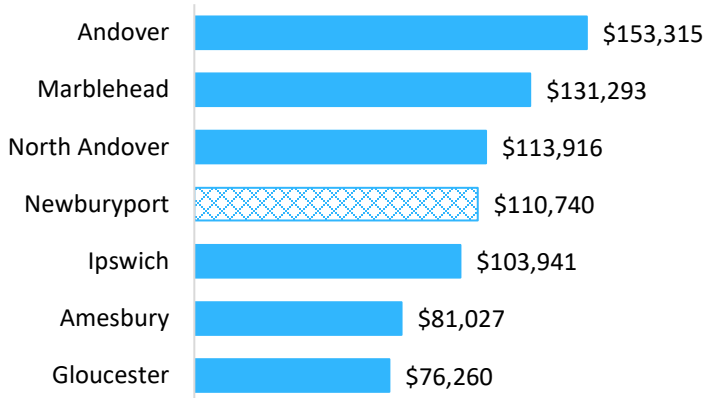


ECONOMY & TAXES

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.

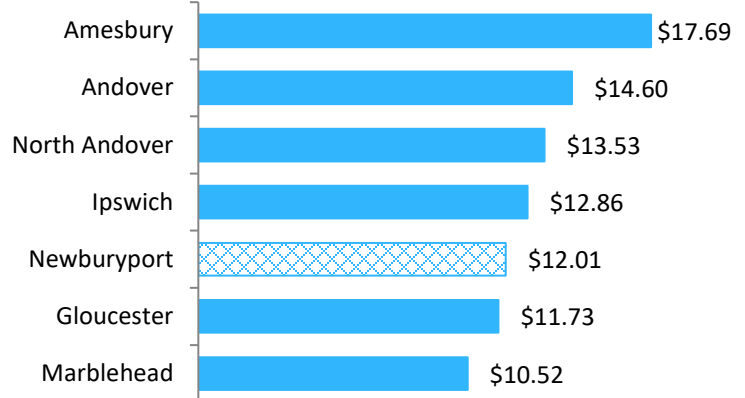
Income

Median Household Income



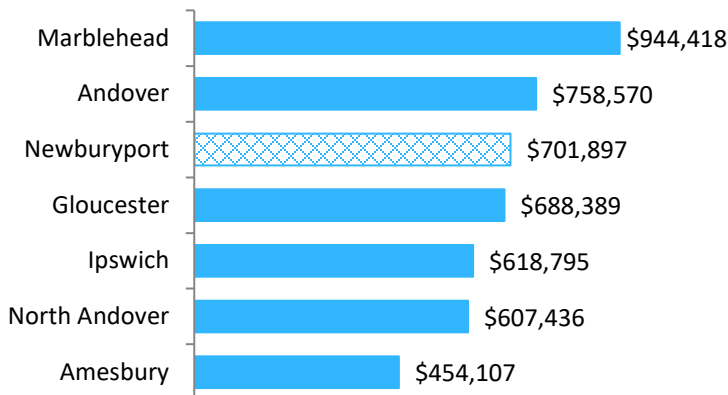
FY22 Tax Rate

Residential Tax Rate (per \$1,000)



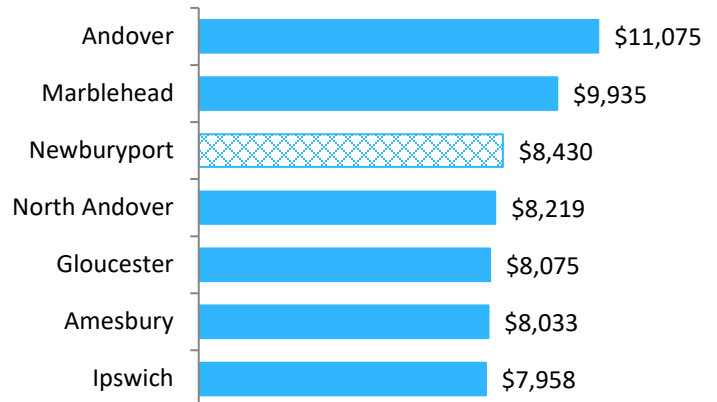
FY22 Home Values

Average Single Family Home Value



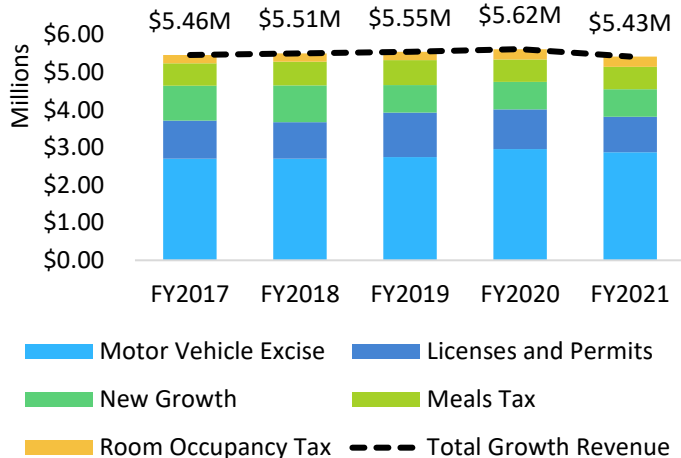
FY22 Tax Bills

Average Single Family Tax Bill



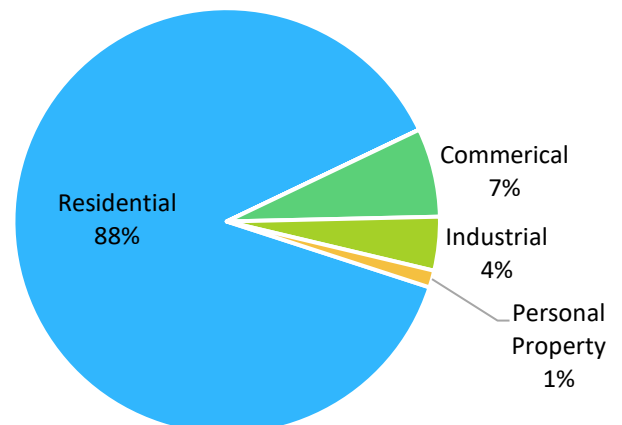
Local Economy

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



Tax Base

FY22 Levy By Class



Section 2: Budget Overview

BALANCED BUDGET OVERVIEW

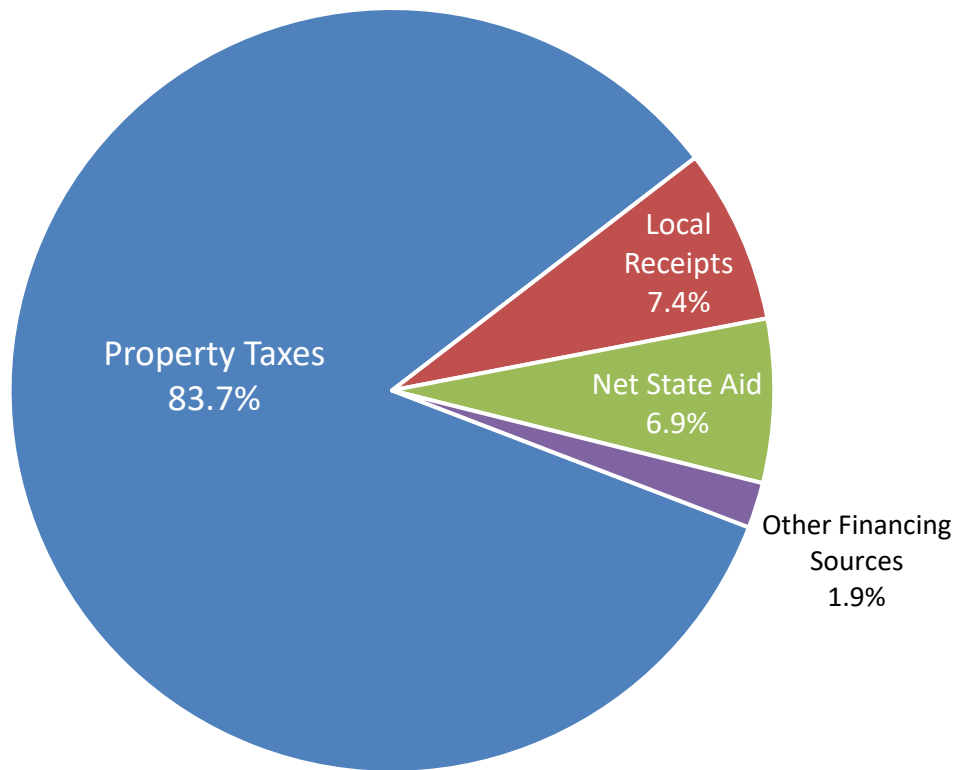
	<u>Revenue</u>		
	<u>FY2021</u> <u>ACTUAL</u>	<u>FY2022</u> <u>REVISED</u>	<u>FY2023</u> <u>ESTIMATE</u>
PROPERTY TAXES			
Prior Year Levy Limit	\$ 56,390,995	\$ 58,726,600	\$ 61,029,959
2 1/2 % Increase	\$ 1,409,775	\$ 1,468,165	\$ 1,525,749
New Growth	\$ 925,830	\$ 835,194	\$ 700,000 (1)
TOTAL LEVY LIMIT	\$ 58,726,600	\$ 61,029,959	\$ 63,255,708
Debt Exclusion	\$ 3,171,545	\$ 3,171,735	\$ 3,167,680
TOTAL MAXIMUM LEVY LIMIT	\$ 61,898,145	\$ 64,201,694	\$ 66,423,388
Excess Levy Capacity	\$ (869,029)	\$ (477,812)	\$ -
TOTAL TAX LEVY	\$ 61,029,116	\$ 63,723,882	\$ 66,423,388
LOCAL RECEIPTS			
Motor Vehicle Excise	\$ 2,874,396	\$ 2,900,000	\$ 2,850,000
Other Excise			
a. Meals	\$ 569,637	\$ 600,000	\$ 640,000
b. Room	\$ 242,075	\$ 350,000	\$ 340,000
c. Other	\$ 233	\$ -	\$ -
Pen & Int on Tax & Exc	\$ 332,363	\$ 290,000	\$ 300,000
Payments in Lieu of Taxes	\$ 27,196	\$ 20,000	\$ 20,000
Fees	\$ 298,646	\$ 250,000	\$ 300,000 (2)
Other Dept. Revenue	\$ 72,014	\$ 70,000	\$ 70,000 (3)
Licenses and Permits	\$ 945,583	\$ 1,150,000	\$ 950,000 (4)
Fines & Forfeits	\$ 4,898	\$ 7,500	\$ 7,500 (5)
Investment Income	\$ 59,770	\$ 50,000	\$ 47,500
Medicaid Reimbursement	\$ 115,227	\$ 110,000	\$ 110,000
Miscellaneous Recurring	\$ 100,646	\$ 180,000	\$ 200,000 (6)
Miscellaneous Non-Recurring	\$ 117,454	\$ 330,000	\$ -
TOTAL LOCAL RECEIPTS	\$ 5,760,138	\$ 6,307,500	\$ 5,835,000
TOTAL NET STATE AID	\$ 4,879,892	\$ 4,909,318	\$ 5,464,195 (7)
TOTAL OTHER FINANCING SOURCES	\$ 1,026,919	\$ 1,121,717	\$ 1,522,086 (8)
RESERVE FOR ABATEMENT	\$ (311,489)	\$ (353,461)	\$ (363,659)
TOTAL GENERAL FUND	\$ 72,384,576	\$ 75,708,957	\$ 78,881,010
ENTERPRISE FUNDS	\$ 14,503,669	\$ 13,989,976	\$ 14,406,734
TOTAL REVENUE	\$ 86,888,245	\$ 89,698,933	\$ 93,287,744

(1) estimated FY2023 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 FY2023 House Ways & Means budget; and (8) transfers from other funds.

Expenditures

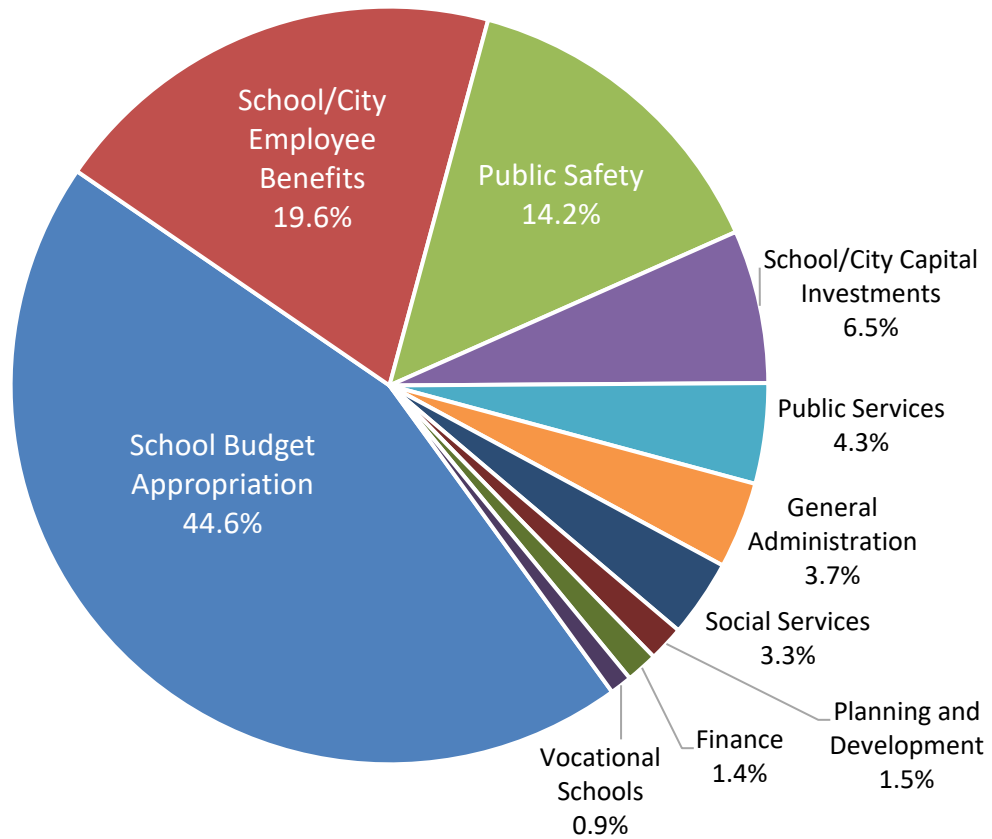
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
GENERAL FUND							
CITY SERVICES							
001 - PERSONNEL SERVICES	14,412,531	14,577,272	15,304,926	15,788,035	16,506,380	718,345	4.5%
002 - PURCHASE OF SERVICES	4,033,025	4,304,337	4,441,777	4,487,277	4,749,151	261,873	5.8%
004 - SUPPLIES	621,449	480,231	555,750	605,750	570,525	(35,225)	-5.8%
007 - OTHER CHARGES & EXPENSES	470,158	436,416	830,192	511,104	516,304	5,201	1.0%
008 - CAPITAL OUTLAY	461,873	372,578	469,225	469,225	519,225	50,000	10.7%
CITY SERVICES Total	19,999,037	20,170,835	21,601,871	21,861,391	22,861,585	1,000,194	4.6%
EDUCATION							
002 - PURCHASE OF SERVICES	31,720,282	32,813,422	34,244,780	34,253,174	35,894,131	1,640,957	4.8%
EDUCATION Total	31,720,282	32,813,422	34,244,780	34,253,174	35,894,131	1,640,957	4.8%
SHARED EXPENSES							
001 - PERSONNEL SERVICES	14,064,984	14,143,756	14,259,081	14,259,081	15,485,070	1,225,989	8.6%
009 - DEBT SERVICE	3,872,960	3,924,560	4,134,333	4,134,333	4,640,224	505,891	12.2%
010 - BUDGETED TRANSFER OUT	0	0	404,547	404,547	0	(404,547)	-100.0%
SHARED EXPENSES Total	17,937,945	18,068,316	18,797,961	18,797,961	20,125,294	1,327,333	7.1%
GENERAL FUND Total	69,657,263	71,052,572	74,644,612	74,912,526	78,881,010	3,968,484	5.3%
ENTERPRISE FUNDS							
HARBORMASTER ENTERPRISE FUND							
001 - PERSONNEL SERVICES	298,742	270,540	331,135	332,963	319,313	(13,650)	-4.1%
002 - PURCHASE OF SERVICES	45,015	36,378	51,750	51,750	57,250	5,500	10.6%
004 - SUPPLIES	16,405	15,357	13,600	13,600	17,400	3,800	27.9%
007 - OTHER CHARGES & EXPENSES	9,264	8,955	16,328	14,500	19,500	5,000	34.5%
008 - CAPITAL OUTLAY	49,517	20,567	30,000	30,000	30,000	0	0.0%
009 - DEBT SERVICE	80,573	79,273	78,098	78,098	76,898	(1,200)	-1.5%
010 - BUDGETED TRANSFER OUT	0	0	1,322	1,322	0	(1,322)	-100.0%
HARBORMASTER ENTERPRISE FUND Total	499,515	431,069	522,232	522,232	520,360	(1,872)	-0.4%
SEWER ENTERPRISE FUND							
001 - PERSONNEL SERVICES	2,237,471	2,267,734	2,513,863	2,542,440	2,587,010	44,571	1.8%
002 - PURCHASE OF SERVICES	1,049,824	1,137,684	1,310,711	1,350,711	1,412,070	61,359	4.5%
004 - SUPPLIES	471,980	441,611	487,950	487,950	489,500	1,550	0.3%
007 - OTHER CHARGES & EXPENSES	80,315	84,517	133,729	105,152	115,684	10,532	10.0%
008 - CAPITAL OUTLAY	111,767	183,913	271,000	271,000	287,000	16,000	5.9%
009 - DEBT SERVICE	3,030,638	3,018,533	2,940,303	2,940,303	2,927,576	(12,727)	-0.4%
010 - BUDGETED TRANSFER OUT	0	0	18,202	18,202	0	(18,202)	-100.0%
SEWER ENTERPRISE FUND Total	6,981,995	7,133,990	7,675,758	7,715,758	7,818,840	103,082	1.3%
WATER ENTERPRISE FUND							
001 - PERSONNEL SERVICES	1,990,268	2,165,568	2,287,613	2,314,296	2,446,395	132,099	5.7%
002 - PURCHASE OF SERVICES	831,236	872,581	1,159,756	1,159,756	1,257,279	97,523	8.4%
004 - SUPPLIES	159,560	180,943	191,370	191,370	211,214	19,844	10.4%
007 - OTHER CHARGES & EXPENSES	96,280	94,653	136,861	110,178	119,044	8,866	8.0%
008 - CAPITAL OUTLAY	14,494	105,197	315,000	315,000	382,000	67,000	21.3%
009 - DEBT SERVICE	1,818,110	1,807,253	1,645,782	1,645,782	1,651,602	5,820	0.4%
010 - BUDGETED TRANSFER OUT	0	0	15,604	15,604	0	(15,604)	-100.0%
WATER ENTERPRISE FUND Total	4,909,947	5,226,195	5,751,985	5,751,985	6,067,534	315,548	5.5%
ENTERPRISE FUNDS Total	12,391,457	12,791,255	13,949,976	13,989,976	14,406,734	416,759	3.0%
Grand Total	82,048,721	83,843,827	88,594,587	88,902,501	93,287,744	4,385,243	4.9%

FISCAL YEAR 2023 REVENUE SOURCES



<u>Source</u>	<u>FY2023 Estimate</u>
Property Taxes	\$66,059,729
Local Receipts	\$5,835,000
Net State Aid	\$5,464,195
Other Financing Sources	\$1,522,086
General Fund Revenue	\$78,881,010
Enterprise Funds	\$14,406,734
Total Revenue	\$93,287,744

FISCAL YEAR 2023 EXPENDITURES



<u>Use</u>	<u>FY2023 Proposed</u>
General Fund	\$78,881,010
Enterprise Funds	\$14,406,734
Total Expenditures	\$93,287,744

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 FY2023 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 83.7% of Fiscal Year 2023 projected General Fund 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 FY2022, however interim adjustments are performed annually.

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 FY2023 by \$2,699,506 to \$66,423,388. This increase includes a 2.5% increase of \$1,525,749 plus an estimated \$700,000 from projected new growth and excluded debt service totaling \$3,167,680. 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 FY2023 projected local receipts are \$5,835,000. 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 48.8%, or \$2,850,000 of the City's total projected local receipts. The second largest source of local revenue as fees charged for licenses and permits, totaling 16.3% of projected local receipts, or \$950,000.

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). The City is exploring an additional 3.0% impact fee on short-term rental establishments, however that is not included as part of the FY2023 revenue estimate. The City estimates local option taxes to comprise approximately 16.8% of local receipts in FY2023.

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; these projects have been delayed due to COVID-19.

State Aid

State Aid is Newburyport's third largest revenue source. The FY2023 proposed budget is built upon the FY2023 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 \$554,877 increase from FY2022. Newburyport's projected net state aid represents 6.9% of the projected general fund revenue sources for FY2023.

Included in the net state aid package, the City is projected to receive \$4,681,433 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 \$2,207,645 in FY2023, which is partially offset by \$199,507 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 FY2023 UGGA allocation at \$2,878,715, representing an increase of 2.7%, or \$75,682, from FY2022.

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 FY2023 general fund budget. For more information regarding the City's Free Cash policy, please refer to the Financial Policies and Objectives, found in Section 11.

Other Financing Sources

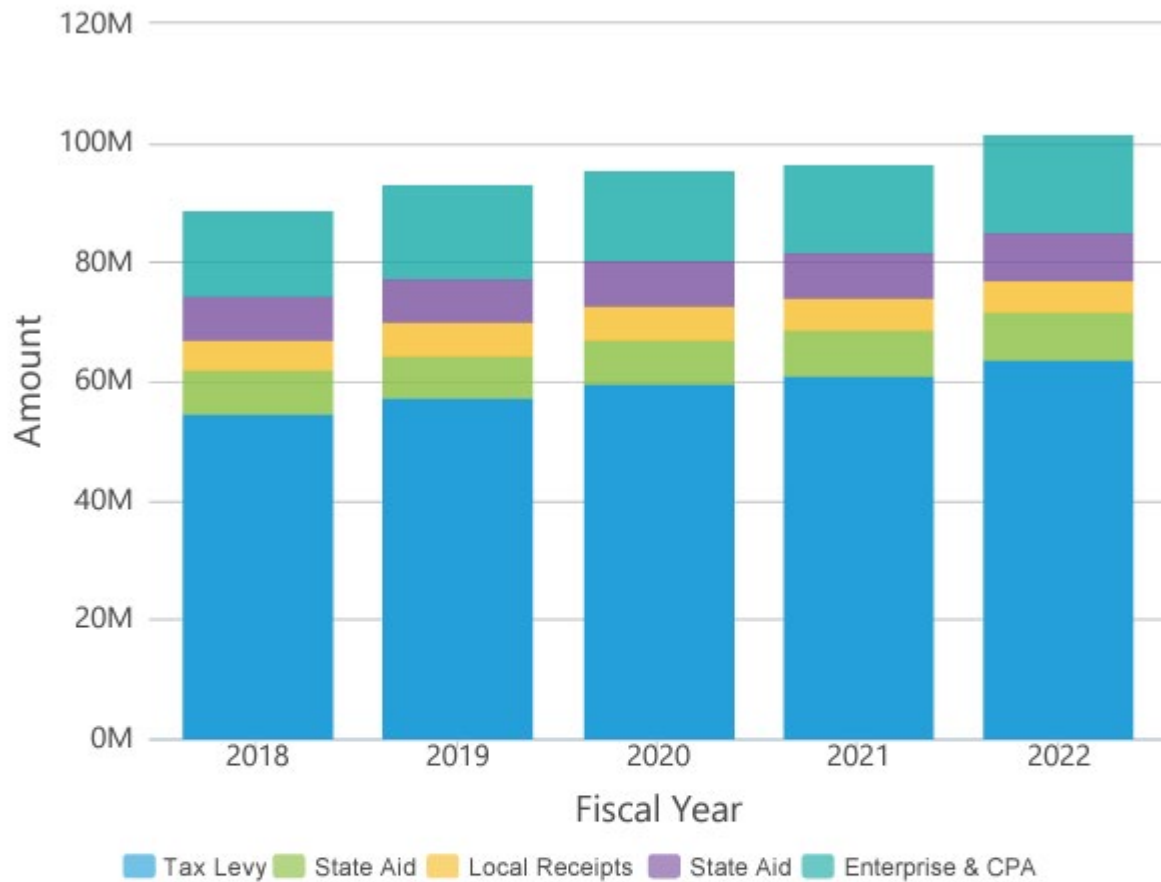
The City of Newburyport operates a downtown paid parking system, which provides revenue to run the system, pay debt service for the new Intermodal Parking Facility and make capital investments in the City's downtown. The FY2023 budgeted inflow from the Parking Fund is \$1,028,771, which will be used to fund parking operations (\$603,752), Intermodal Parking Facility debt service (\$387,019) and downtown enhancements to be undertaken by the Parks Department (\$38,000).

Another source of funding is the Recreational Services Revolving Fund, which is used to run the City's Youth Services programming. For FY2023, the budgeted inflow is \$113,640. Lastly, as part of the FY2022 budget, the City reserved funds in a Health Insurance Stabilization Fund to account for a one month "premium holiday" that was offered as part of the insurance program in FY2022 as a one-time occurrence. To offset increased expenses for FY2023, the budgeted inflow from the insurance stabilization fund is \$379,675.

Grants

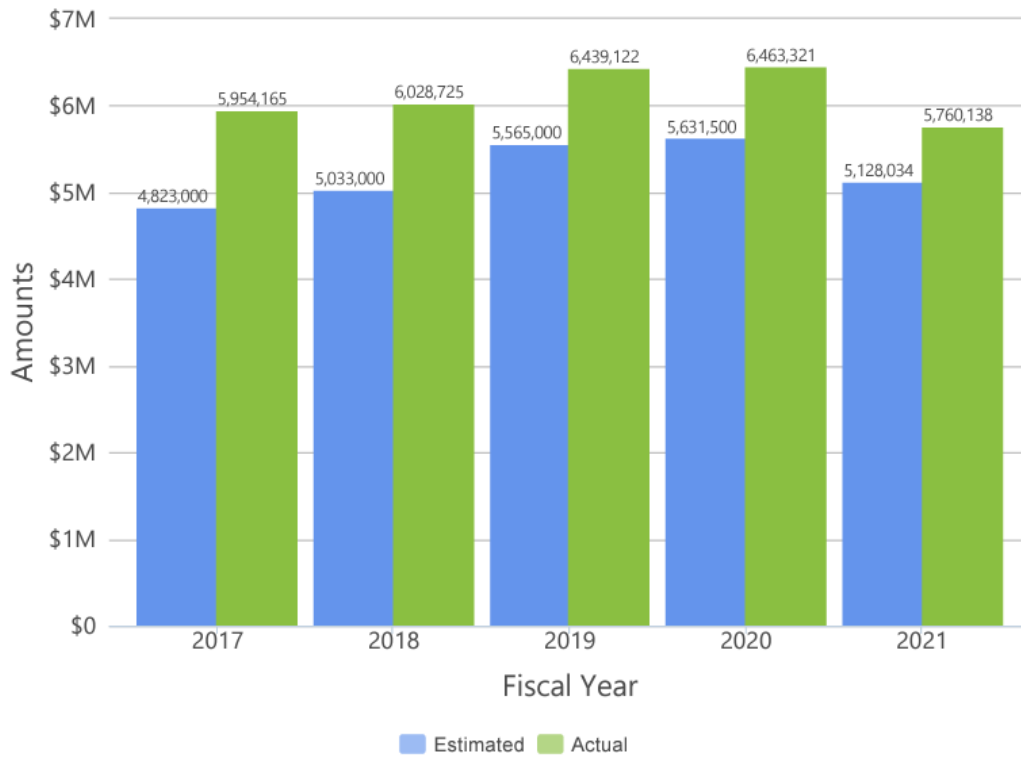
Identifying and securing grant funding has allowed the City to make important investments in recent years, without passing the financial burden onto the Newburyport tax and fee payers. The table found at the end of this section labeled "Grant Funding Opportunities" illustrates that continued commitment. In FY2022 alone, the City applied for 30 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 \$11.2 million, the City was awarded \$1.1 million, is waiting to hear back on \$9.4 million and was not awarded \$656,000 in potential funding opportunities. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.

Revenue by Source With Enterprise and CPA Funds

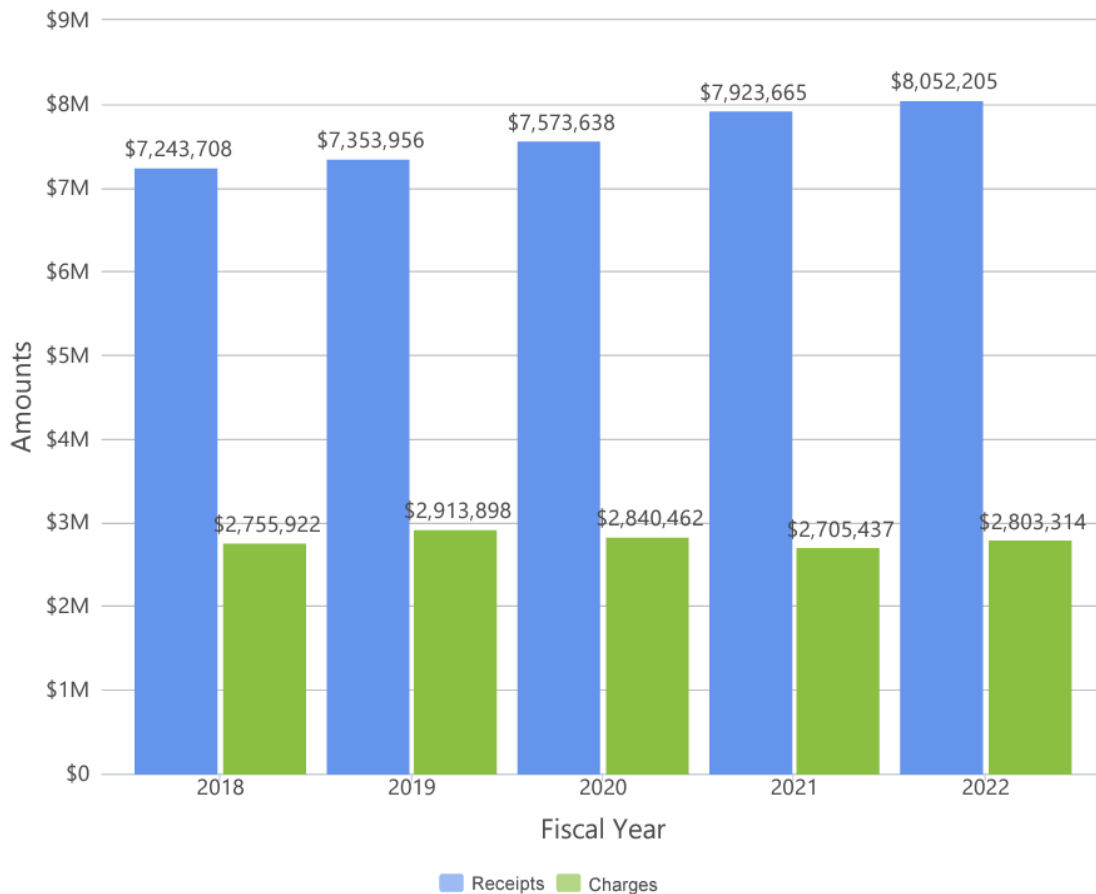


Revenue Source	2018	2019	2020	2021	2022
Tax Levy	54,794,916	57,152,900	59,511,142	61,029,116	63,562,057
State Aid	7,243,708	7,353,956	7,573,638	7,773,927	8,052,205
Local Receipts	19,580,723	21,407,953	20,832,922	19,806,300	21,870,378
All Other	2,496,167	2,011,775	2,759,094	2,153,910	5,739,708
Enterprise & CPA	14,547,723	15,842,953	15,201,422	14,678,266	16,293,378
Total Receipts	84,115,515	87,926,584	90,676,796	90,763,252	99,224,347

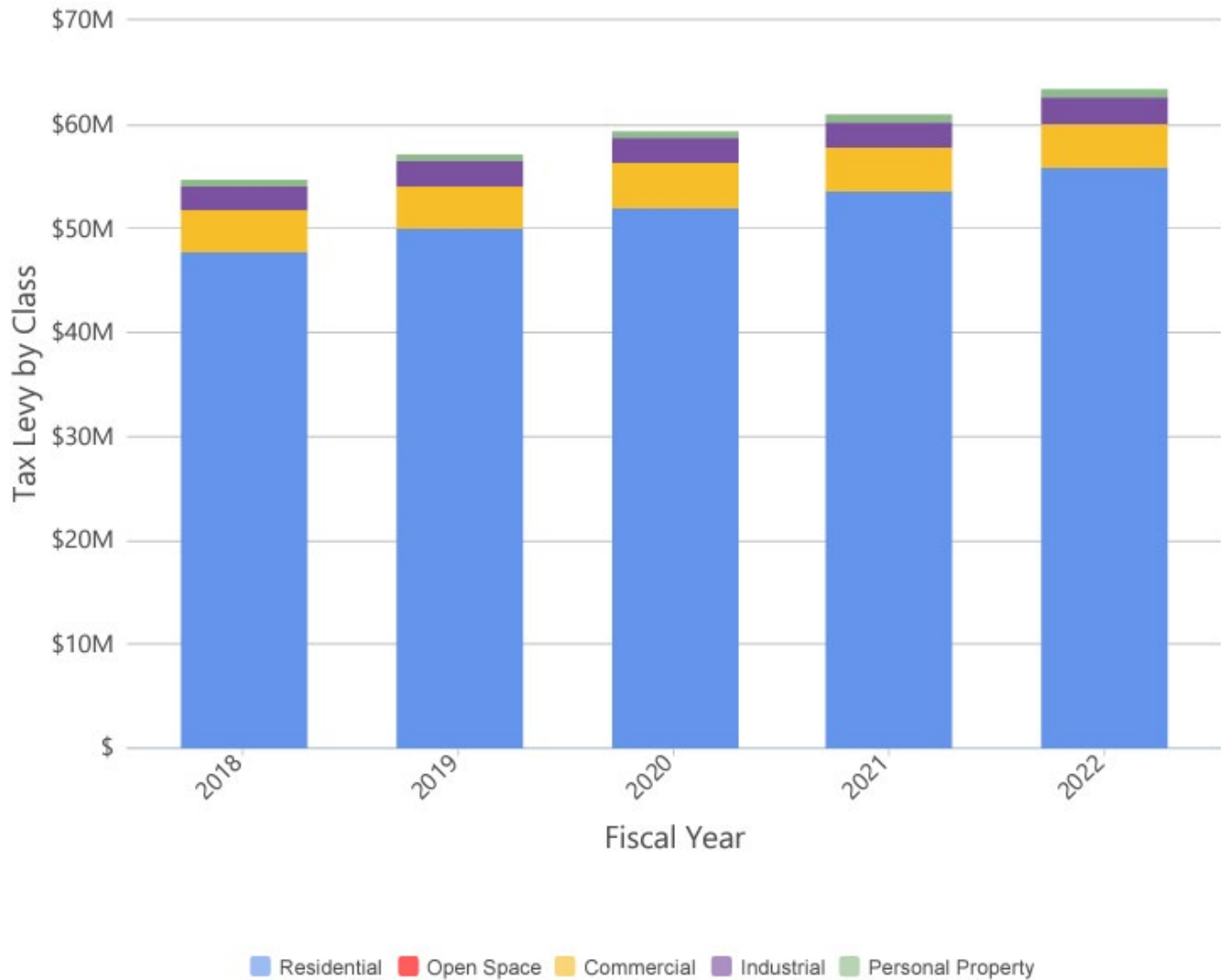
Local Receipts Estimates vs. Actuals



State Aid - Cherry Sheet

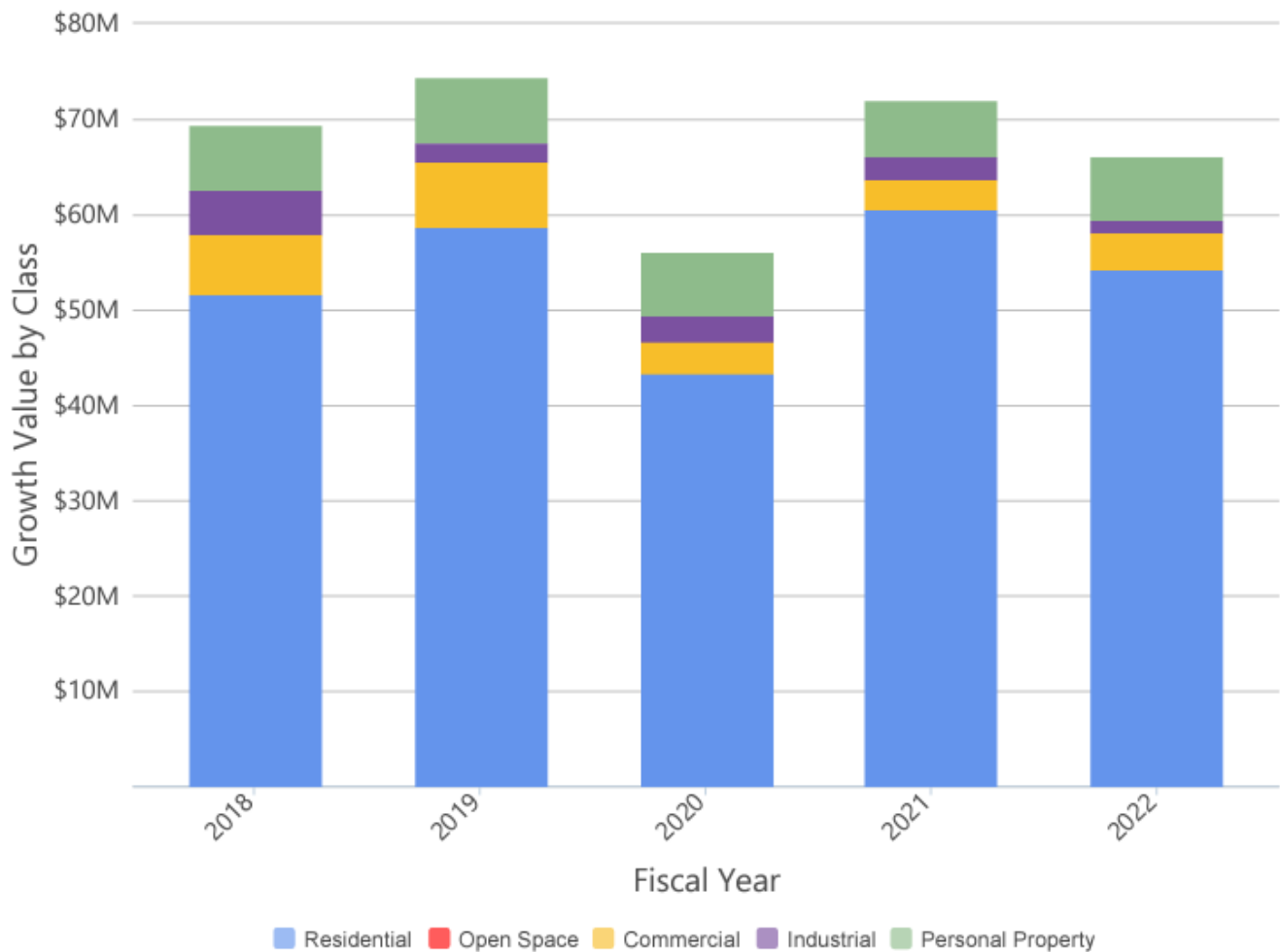


Tax Levy By Class



Fiscal Year	Residential Levy	Open Space Levy	Commercial Levy	Industrial Levy	Personal Property Levy	Total Levy
2018	47,781,367	3,396	4,042,445	2,303,758	663,951	54,794,916
2019	49,993,506	3,397	4,125,450	2,372,674	657,872	57,152,900
2020	51,953,096	3,195	4,368,982	2,500,804	685,065	59,511,142
2021	53,556,965	3,145	4,310,626	2,477,444	680,936	61,029,116
2022	55,877,416	3,129	4,275,290	2,587,353	818,870	63,562,057

New Growth Value By Class

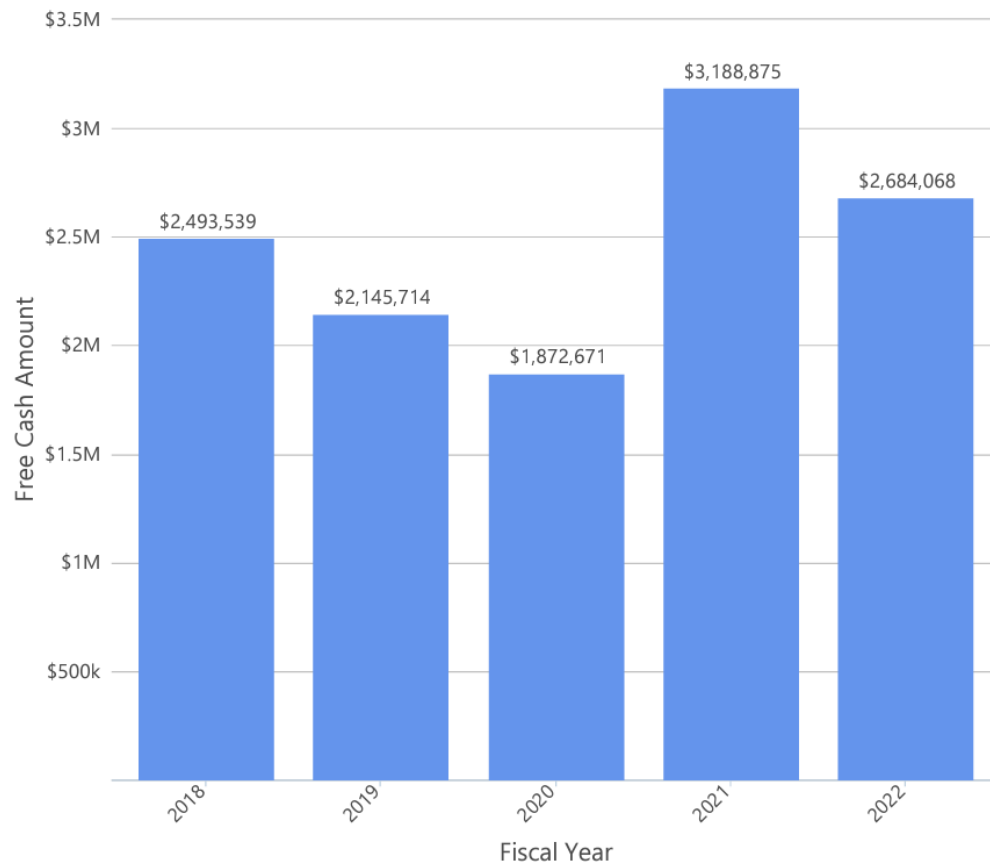


CLASS	2018	2019	2020	2021	2022
Residential	51,581,400	58,658,900	43,287,500	60,587,100	54,245,200
Open Space	0	0	0	0	27,200
Commercial	6,357,400	6,909,700	3,451,000	3,172,300	3,797,200
Industrial	4,649,900	2,109,300	2,735,400	2,352,500	1,349,900
Personal Property	6,823,459	6,675,796	6,549,235	5,993,267	6,655,955
Total	69,412,159	74,353,696	56,023,135	72,105,167	66,075,455

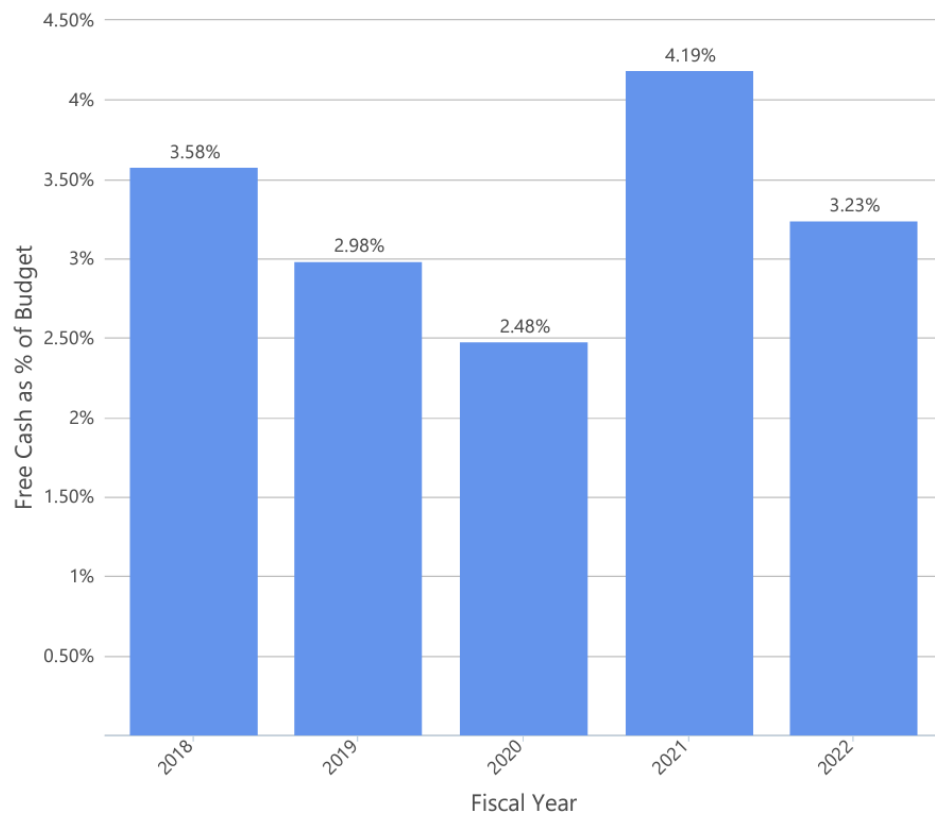
RO vs CIP New Growth Applied to the Levy Limit

Class Group	2018	2019	2020	2021	2022
Residential & Open Space (RO)	693,770	777,817	566,201	777,938	686,003
Commercial, Industrial & Personal Property (CIP)	239,824	208,113	166,582	147,892	149,191
	933,594	985,930	732,783	925,830	835,194

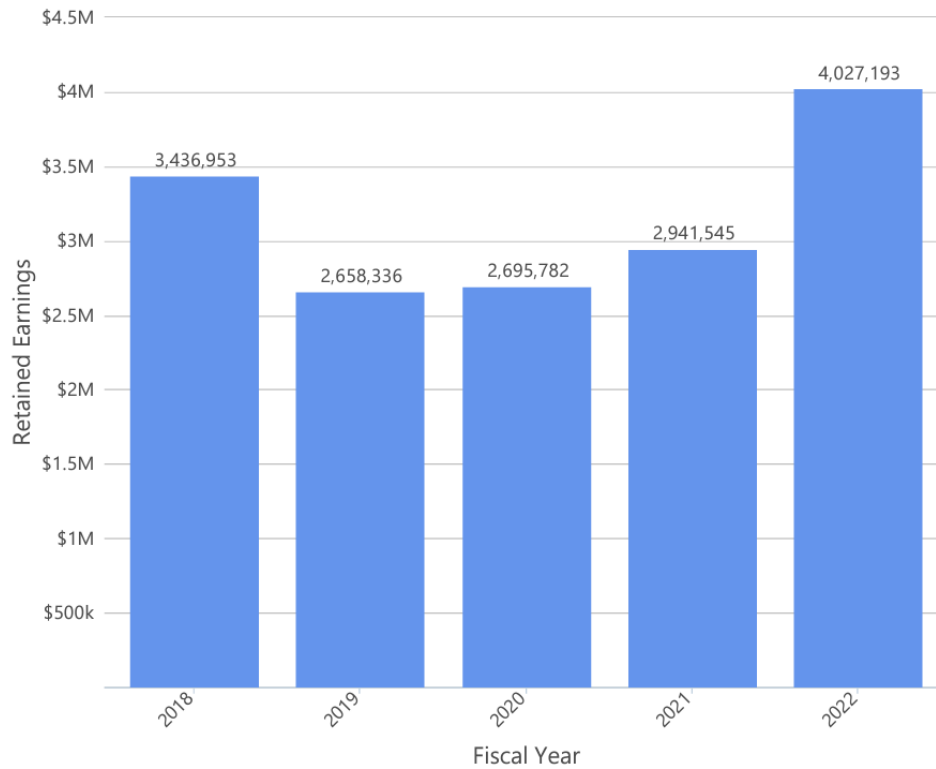
Certified Free Cash



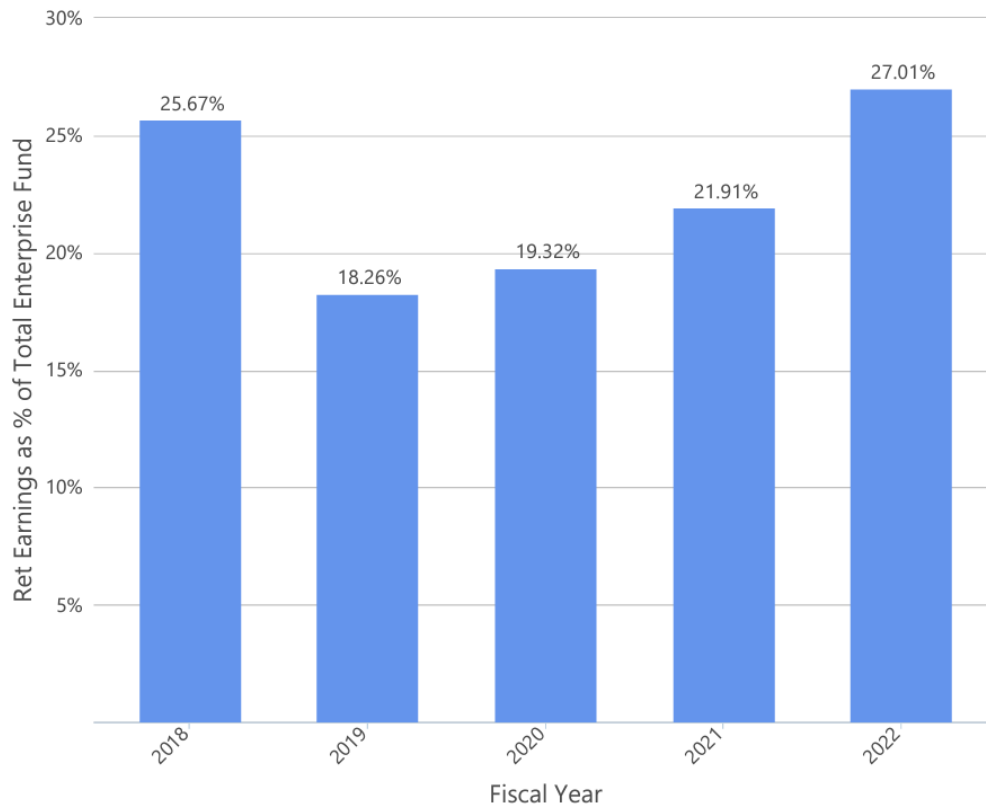
Free Cash as % of Budget



Enterprise Fund Retained Earnings



Enterprise Fund Retained Earnings as % of Budget



FY2023 Local Aid Estimates (“Cherry Sheet”)

FY2023 ESTIMATED RECEIPTS

PROGRAM	FY2022 Cherry Sheet Estimate	FY2023 HWM Budget Proposal
Education Receipts:		
Chapter 70	4,302,202	4,681,433
Charter Tuition Reimbursement	260,445	199,507
Offset Receipts:		
School Choice Receiving Tuition	307,168	414,940
Sub-Total, All Education Items:	4,869,815	5,295,880
General Government:		
Unrestricted Gen Gov't Aid	2,803,033	2,878,715
Veterans Benefits	82,194	67,402
Exemp: VBS and Elderly	105,022	102,709
State Owned Land	159,736	159,649
Offset Receipts:		
Public Libraries	32,405	34,864
Sub-Total, All General Government:	3,182,390	3,243,339
Total Estimated Receipts:	8,052,205	8,539,219

FY2023 ESTIMATED ASSESSMENTS

PROGRAM	FY2022 Cherry Sheet Estimate	FY2023 HWM Budget Proposal
State Assessments and Charges:		
Mosquito Control Projects	47,136	48,563
Air Pollution Districts	7,609	7,733
RMV Non-Renewal Surcharge	41,480	16,260
Sub-Total, State Assessments:	96,225	72,556
 Transportation Authorities:		
MBTA	540	0
Regional Transit	165,344	169,478
Sub-Total, Transp Authorities:	165,884	169,478
 Tuition Assessments:		
School Choice Sending Tuition	150,229	175,541
Charter School Sending Tuition	2,390,976	2,207,645
Sub-Total, Tuition Assessments:	2,541,205	2,383,186
 Total All Estimated Charges:	2,803,314	2,625,220
 Receipts	8,052,205	8,539,219
Offsets	(339,573)	(449,804)
Charges	(2,803,314)	(2,625,220)
Net State Aid	4,909,318	5,464,195

Grant Funding Opportunities

City Department	Funding Entity	Project Name	Principal Writer	Amount Requested	Response
Planning Office	Community One Stop	CED Plan	Nancy London	\$75,000	Awarded
Harbormaster	Dept of Homeland Security	Harbormaster Boat	Nancy London	\$193,541	Awarded
Parks Dept.	LWCF	Bartlet Mall Playground	Nancy London	\$303,000	Awarded
Planning/Sustainability	People for Bikes	Bike Rack	Nancy London	\$6,000	Denied
Police Dept.	Small Rural/Tribal Body Worn Camera Prg	Software for body cameras	Nancy London	\$54,550	Awarded
Council on Aging	Tufts Foundation	Pickle Ball Equipment	Nancy London	\$2,000	Awarded
Parks Dept.	MA Office of Disability	Atkinson Playground	Nancy London	\$250,000	Denied
Sustainability	MA DOER	Green Communities	Molly Ettenborough, Nancy London	\$100,000	Denied
DPS/School Dept	MIIA	Risk Reduction	Nancy London	\$4,912	Awarded
Fire Dept.	FEMA	SAFER - firefighters	Nancy London	\$1,950,000	Pending
Health Dept.	DPH	Shared Services - Nursing and Inspections	Nancy London	\$600,000	Awarded \$300,000
Health Dept.	DPH	Covid	Nancy London	\$52,000	Awarded
Cultural Council	MA Cultural Council	Cultural District	Nancy London	\$7,500	Awarded
Police Dept.	State 911	Training	Nancy London	\$9,900	Awarded
Police Dept.	State 911	Support and Incentive Grant	Nancy London	\$61,192	Awarded
Police Dept.	State 911	Ambulance Service	Nancy London	\$18,000	Awarded
Health Dept	MIIA Wellness	Fresh Fridges	Nancy London	\$20,000	Awarded
Parks Dept.	CPA	Lower Atkinson	Nancy London, Lisë Reid	\$1,500,00	Pending
Parks Dept.	CPA	Bartlet Mall Frog Pond	Kim Turner	\$2,790,000	Pending
Parks Dept	CPA	Joppa Park Walkway	Nancy London, Lisë Reid	\$115,000	Pending
Planning Office	CPA	Interpretive Panels	Geordie Vining	\$53,000	Pending
DPS/Planning	MA Shared Streets and Spaces	Federal and Water Intersection	Nancy London	\$21,505	Pending
DPS/Planning	MA Shared Streets and Spaces	High St Traffic Calming	Nancy London	\$123,779	Pending
Planning Office	EDA	Bulkhead	Nancy London, Geordie Vining	\$1,757,576	Pending
Harbormaster	MA EOHED	Side Dredge	Nancy London	\$38,000	Pending
Sustainability	MA DOER	Green Communities	Molly Ettenborough	\$100,000	Pending
Planning Office	MA SEC	Bulkhead	Nancy London, Geordie Vining	\$1,300,000	Pending
Conservation/Sustainability	MA MVP	Community Education and Outreach	Nancy London	\$83,840	Pending
Conservation/Sustainability	Coastal nonsource remediation	Cashman Park Flooding	Nancy London	\$100,000	Pending
Planning Dept	Community One stop	Brown School	Nancy London	\$1,000,000	Pending

Total Funding Opportunities \$11,190,295

Awarded \$1,101,595
Pending \$9,432,700
Not Awarded \$656,000

EXPENDITURE SUMMARY

The Fiscal Year 2023 general fund budget consists of \$78,881,010 in expenditures, including a school budget appropriation of \$35,154,240. In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY2023. For FY2023, most City departments and/or cost centers have been level funded or increased by less than 5.0% Below is a summary of some of the notable budget changes:

111 – City Council +\$20,165 (+19.0%)

Based on rate change that took effect on January 1, 2022 per ordinance.

121 – Mayor’s Office +\$96,940 (+27.8%)

Due to new staffing in Mayor’s Office, including the Manager of Special Projects position that was created in FY2022.

121 – Budget Contingency +\$54,319 (+29937.5%)

This cost center shows an increase on a revised basis since the FY2022 contingency was drawn down to fund contracts that were settled during the fiscal year. There is one collective bargaining agreement expiring at the end of FY2022, which is included in the contingency for FY2023.

151 – Information Technology +\$51,927 (+13.5%)

As the City works to build its IT department, additional funding is needed to attract qualified staff that can help move the City’s technology forward.

163 – Board of Registrars -\$6,397 (-\$8.2)

This cost center shows a decrease from FY2022 since a transfer was done due to higher costs driven by the municipal election.

191 – Legal +\$35,000 (+35.0%)

Based on increased utilization of City Solicitor, as well as, increased rates.

241 – Building +\$13,473 (+7.3%)

Funding to complete filing reorganization project.

300 – School Department +\$1,668,774 (+5.0%)

Provides an additional \$441,931 above level services to build on needs that were identified in the school district’s aspirational budget.

398 – Essex Tech Tuition +\$6,606 (+5.8%)

Based on estimated FY2023 tuition for five students. Final costs are not known until October.

399 – Whittier Tech Tuition -\$34,423 (-5.3%)

The City's assessment for the Whittier Vocational Technical High School is down due a decrease in enrollment by three students.

423 – Snow & Ice +\$23,000 (+7.9%)

Based on historical costs, as well as, inflationary pressures.

541 – Council on Aging +\$70,214 (+22.5%)

The majority of the increase is driven by the addition of an Outreach Specialist to help provide additional services to elders in need of support.

543 – Veterans Services +\$18,010 (+6.2%)

Adds a part-time office assistant to help support veterans throughout the cities and towns participating in the Intermunicipal Agreement for shared veterans services.

630 – Parks Department +\$83,669 (+20.1%)

Includes a new seasonal groundskeeper and part-time (year-round) groundskeeper.

720 – Non-Exempt Debt Service +\$509,946 (+53.0%)

Funding for existing debt service plus new debt service for the Phillips Drive Drainage Project and the West End Fire Station Project.

911 – Retirement System +\$283,260 (+5.9%)

Mandated appropriation per PERAC-approved funding schedule.

914 – Health Insurance Benefits +\$538,182 (+5.4%)

Increasing due to the lack of a one month premium holiday in FY2023. This is partially offset by a budgeted transfer-in from the Health Insurance Stabilization Fund.

Expenditure Summary by Department

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
GENERAL FUND							
CITY SERVICES							
111 - CITY COUNCIL	70,047	28,197	97,864	106,364	126,529	20,165	19.0%
121 - MAYOR'S DEPARTMENT	306,279	331,668	341,652	349,152	446,093	96,940	27.8%
129 - GENERAL ADMINISTRATION	372,324	340,341	364,545	364,545	375,112	10,567	2.9%
132 - BUDGET CONTINGENCY	0	0	325,770	181	54,500	54,319	29937.5%
135 - AUDITOR'S DEPARTMENT	364,408	351,372	351,622	351,622	362,899	11,277	3.2%
141 - ASSESSORS DEPARTMENT	242,871	345,945	256,093	259,150	279,957	20,807	8.0%
145 - TREASURER'S DEPARTMENT	310,340	399,107	407,587	411,719	423,245	11,526	2.8%
151 - INFO TECHNOLOGY DEPT	320,688	325,926	337,676	385,998	437,925	51,927	13.5%
152 - HUMAN RESOURCES	326,016	285,463	316,791	325,291	331,449	6,159	1.9%
161 - CITY CLERK'S DEPARTMENT	281,335	264,953	308,464	325,484	331,463	5,978	1.8%
163 - BOARD OF REGISTRARS	59,239	45,900	71,940	78,440	72,043	(6,397)	-8.2%
165 - LICENSE COMMISSION	8,363	8,253	8,500	8,500	8,500	0	0.0%
171 - CONSERVATION COMMISSION	1,800	1,800	1,800	1,800	1,800	0	0.0%
175 - PLANNING BOARD	1,800	1,800	1,800	1,800	1,800	0	0.0%
176 - ZONING BOARD	1,800	1,800	1,800	1,800	1,800	0	0.0%
182 - PLANNING & DEVELOPMENT	406,527	437,665	476,802	488,137	498,029	9,892	2.0%
191 - LEGAL DEPARTMENT	124,854	95,000	100,000	100,000	135,000	35,000	35.0%
210 - POLICE DEPARTMENT	4,058,990	4,138,727	4,288,073	4,423,378	4,573,617	150,239	3.4%
220 - FIRE DEPARTMENT	4,053,440	4,214,202	4,110,873	4,330,990	4,471,842	140,852	3.3%
241 - BUILDING DEPARTMENT	165,390	188,322	184,635	184,635	198,108	13,473	7.3%
291 - EMERGENCY MANAGEMENT	37,379	15,249	20,000	20,000	20,000	0	0.0%
292 - ANIMAL CONTROL	63,516	45,140	66,499	66,499	71,088	4,589	6.9%
293 - PARKING CLERK DEPARTMENT	537,058	502,404	594,794	594,794	608,450	13,655	2.3%
421 - PUBLIC SERVICES DEPARTMENT	3,116,427	3,000,857	3,342,391	3,427,257	3,494,100	66,842	2.0%
423 - SNOW & ICE	306,796	375,261	290,000	290,000	313,000	23,000	7.9%
510 - HEALTH DEPARTMENT	223,481	228,036	268,057	269,675	280,174	10,499	3.9%
519 - SUSTAINABILITY	1,665,746	1,638,760	1,782,227	1,782,227	1,833,203	50,975	2.9%
541 - COUNCIL ON AGING	302,333	242,898	308,874	312,494	382,708	70,214	22.5%
542 - YOUTH SERVICES	288,479	284,330	437,121	437,121	449,946	12,825	2.9%
543 - VETERANS' DEPARTMENT	248,408	267,678	286,673	288,166	306,175	18,010	6.2%
610 - LIBRARY DEPARTMENT	1,383,377	1,414,882	1,445,978	1,452,378	1,468,263	15,885	1.1%
630 - PARKS DEPARTMENT	345,087	346,460	400,475	417,299	500,968	83,669	20.1%
691 - HISTORICAL COMMISSION	1,800	1,800	1,800	1,800	1,800	0	0.0%
921 - COMMISSION ON DISABILITY	2,640	640	2,693	2,693	0	(2,693)	-100.0%
CITY SERVICES Total	19,999,037	20,170,835	21,601,871	21,861,391	22,861,585	1,000,194	4.6%
EDUCATION							
300 - SCHOOL DEPARTMENT	30,935,242	32,072,564	33,485,466	33,485,466	35,154,240	1,668,774	5.0%
398 - ESSEX NORTH SHORE TECH SCHOOL	87,728	102,146	105,000	113,394	120,000	6,606	5.8%
399 - WHITTIER VO TECH SCHOOL	697,312	638,712	654,314	654,314	619,891	(34,423)	-5.3%
EDUCATION Total	31,720,282	32,813,422	34,244,780	34,253,174	35,894,131	1,640,957	4.8%

(continued from previous page)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
SHARED EXPENSES							
710 - DEBT EXCLUSION	3,165,464	3,171,545	3,171,735	3,171,735	3,167,680	(4,055)	-0.1%
720 - ORDINARY DEBT SERVICE	707,496	753,015	962,598	962,598	1,472,544	509,946	53.0%
911 - RETIREMENT BOARD	4,340,558	4,563,509	4,768,156	4,768,156	5,051,416	283,260	5.9%
914 - INSURANCE GROUP	9,724,427	9,580,247	9,895,472	9,895,472	10,433,654	538,182	5.4%
SHARED EXPENSES Total	17,937,945	18,068,316	18,797,961	18,797,961	20,125,294	1,327,333	7.1%
GENERAL FUND Total	69,657,263	71,052,572	74,644,612	74,912,526	78,881,010	3,968,484	5.3%
ENTERPRISE FUNDS							
HARBORMASTER ENTERPRISE FUND							
295 - HARBORMASTER DEPARTMENT	499,515	431,069	522,232	522,232	520,360	(1,872)	-0.4%
HARBORMASTER ENTERPRISE FUND Total	499,515	431,069	522,232	522,232	520,360	(1,872)	-0.4%
SEWER ENTERPRISE FUND							
440 - SEWER DEPARTMENT	6,981,995	7,133,990	7,675,758	7,715,758	7,818,840	103,082	1.3%
SEWER ENTERPRISE FUND Total	6,981,995	7,133,990	7,675,758	7,715,758	7,818,840	103,082	1.3%
WATER ENTERPRISE FUND							
450 - WATER DEPARTMENT	4,909,947	5,226,195	5,751,985	5,751,985	6,067,534	315,548	5.5%
WATER ENTERPRISE FUND Total	4,909,947	5,226,195	5,751,985	5,751,985	6,067,534	315,548	5.5%
ENTERPRISE FUNDS Total	12,391,457	12,791,255	13,949,976	13,989,976	14,406,734	416,759	3.0%
Grand Total	82,048,721	83,843,827	88,594,587	88,902,501	93,287,744	4,385,243	4.9%

Position Count by Department

Department	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	+/-
Assessor	3.0	3.0	3.0	3.0	3.0	0.0
Auditor	4.0	4.0	4.0	3.7	3.7	0.0
Building	4.5	4.5	4.5	4.5	4.5	0.0
City Clerk	7.6	7.6	7.2	7.3	7.3	0.0
Council on Aging	5.0	5.0	5.0	5.0	6.0	1.0
DPS: Highway	33.7	35.7	33.7	35.7	35.7	0.0
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	4.6	4.6	4.6	4.7	4.7	0.0
Human Resources	2.5	2.7	2.0	2.0	2.0	0.0
Information Technology	1.0	1.0	1.0	1.0	2.0	1.0
Library	20.6	20.4	21.4	20.4	20.4	0.0
Mayor's Office	3.6	3.6	3.6	3.6	4.2	0.6
Parks	6.1	7.6	5.0	5.8	7.5	1.7
Planning & Development	5.5	5.5	5.5	5.5	5.5	0.0
Police	38.0	40.0	40.0	40.0	40.0	0.0
Sustainability	2.6	2.6	2.6	2.6	2.6	0.0
Treasurer/Collector	4.0	4.0	5.0	5.0	5.0	0.0
Veterans' Services	1.8	1.8	1.8	2.0	2.5	0.5
Youth Services	5.5	8.1	10.8	6.9	8.7	1.8
Total Municipal FTE	228.0	236.1	235.1	233.1	239.7	6.6
Schools	*	*	*	384.3	394.0	9.7
Total City-Wide FTE				617.4	633.7	16.3

*Metric added in FY2022

Section 3: General Administration

CITY CLERK

MISSION STATEMENT

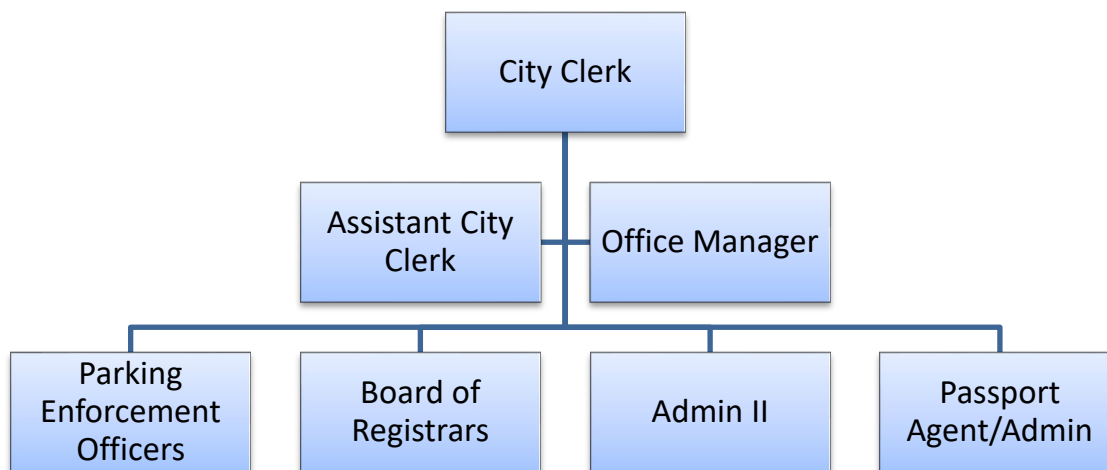
The mission of the City Clerk's Office is to provide personable, efficient and competent service to the residents of Newburyport. Often a resident's first and only interaction with the City is by and through the Clerk's office and it is critical that the experience be positive on all levels.

The office facilitates the preparation for the City Council meetings and provides 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.

Similarly, the City Clerk manages the U.S. Passport office which re-opened on or about June 1, 2021 and operates by appointment only.

ORGANIZATIONAL OVERVIEW



Position	FY2021 Actual	FY2022 Budgeted	FY2023 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	0.5	1.1	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	6.7	7.3	7.3

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Passports issued	#	1,418	348	0	675
Dog licenses issued	#	1,550	1,261	1,488	237
Resident Parking Permits	#	6,586	7,242	6,258	5,120
Employee Parking Permits	#	472	423	812	414
Resident Street Permits	#	874	1024	1204	633
Voter Turnout	#	42%	42%	80%	50%

FY2022 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.
- Digitized the Council packet and incorporated the 'link' system for distribution.

Elections

- In FY2022 prepared for and administered the September Preliminary and the November Final Mayoral, Council and School Committee election.
- Poll Pads were utilized during Early Voting in person and during the ward voting on election day.
- 7 new Poll Pads to be implemented allowing for 2 pads per ward during upcoming midterm elections.
- Prepared for Early Voting at the Senior/Community center at 331 High Street.
- Processed early voting by mail for the September and November elections.

Parking

- Snow events managed with the top level of the garage closed for brief periods to allow for snow removal.
- Purchased two new phones/ticket writers.
- Garage – managed to fill the garage with parkers on many weekends and high volume (days). This garage now has 79 resident monthly permits and 181 employee garage permits. Garage now in demand.
- All officers now trained use the new license plate system (LPR) enforcement.
- Trained on the new Chevy Volt hybrid for the parking department which is outfitted with a Mobile LPR (License Plate Reader) unit.
- The 18 new kiosks from T2 Systems – Luke2 for the lots and the garage have a new software

upgrade implemented.

- Continue to operate the implemented license plate-based system with the ‘synced’ handheld devices.

Passports

- The Passport office started operating again in June of 2021 and it is by appointment only. As of February 15, 2022 we have processed 675 for FY 2022.

FY2023 TRENDS

Early voting by mail and in person has changed the field of elections greatly. Put another way a voter may exercise his or her right to vote with more options than ever before. There is a movement in some parts of the country to limit these options. In Massachusetts there is now a new and expanded vote by mail option that will, in the department’s opinion, remain intact going forward. This option was used by approximately 50% of the voters during the Presidential election and it remained the same for the municipal election. Coming in FY2023 we will have the mid-term elections and it will be much like the Presidential turnout – there will be vote by mail and in-person early voting also.

Importantly, I expect the State Elections Division will allow us to be a central tabulation facility (‘CTF’) again for the mid-terms. We were not a CTF for the municipal election.

A continuing trend is 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. This is best evidenced by the use of the Poll Pads. Check-ins with the poll pads allow a data transfer to the VRS system eliminating the laborious scanning of each voter.

Overall the clerk’s department will continue to serve local residents, Councillors and other city departments. We make every effort to offer a 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.

FY2023 GOALS & OBJECTIVES

GOAL 1: PLAN FOR AND IMPLEMENT EARLY VOTING FOR THE MID-TERM ELECTION AND EQUIPMENT UPGRADES

Objectives:

- Train poll workers on early voting rules and regulation.
- Utilize technology, including seven new election tablets (called poll pads) for efficient check-in at the polling place.
- Train poll workers on the use of the Poll Pads utilizing two at each ward.
- Plan on location(s) for early voting, obtain correct signage and assume that social distancing will remain part of elections in the near term.
- We were a Central Tabulation Facility for the first time in 2020 allowing us to deliver election results in an efficient and timely.
- We anticipate becoming a Central Tabulation Facility for the Mid-Term elections in November, 2022.

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

Objectives:

- Now that the garage is nearly full on many days, the new challenge is to manage the use. A policy to discourage 'storing' of vehicles has been implemented by notifying the permit holders of the 7 day moving policy. Additionally the permit fees need to be increased and the issuance of garage permits has been capped.
- 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:

- Continue to manage the Zoom account for a number of users including the Council and many department heads
- Continue to evaluate and implement on a trial basis Civic Clerk agenda and minutes software

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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - CCN SAL COUNCIL	56,000	14,000	78,500	78,500	101,000	22,500	28.7%
51160 - CCN SAL CLK COUNCIL	4,492	4,547	4,705	4,705	4,869	165	3.5%
51162 - CCN SAL CLK COMMITTEE	626	636	660	660	660	0	0.0%
001 - PERSONNEL SERVICES Total	61,119	19,183	83,864	83,864	106,529	22,665	27.0%
002 - PURCHASE OF SERVICES							
53001 - CCN LEGAL ADS	967	2,120	1,500	4,500	5,000	500	11.1%
53002 - CCN ORDINANCE RECODIFICATION	6,733	3,683	7,500	13,000	10,000	(3,000)	-23.1%
53020 - CCN LEGAL	1,228	3,211	5,000	5,000	5,000	0	0.0%
002 - PURCHASE OF SERVICES Total	8,928	9,014	14,000	22,500	20,000	(2,500)	-11.1%
Grand Total	70,047	28,197	97,864	106,364	126,529	20,165	19.0%

CITY CLERK'S DEPARTMENT (01-161)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - CLK SAL CITY CLERK	83,393	85,388	87,096	87,096	90,144	3,048	3.5%
51102 - CLK SAL ASST CITY CLERK	78,956	80,188	82,047	82,047	82,047	0	0.0%
51103 - CLK SAL OFFICE MGR	57,977	56,908	58,257	58,257	59,762	1,506	2.6%
51166 - CLK SAL PT ADMIN ASST	26,138	31,865	32,565	40,329	33,770	(6,559)	-16.3%
51167 - CLK SAL ADMIN ASST/PASSPORT	21,680	1,046	35,000	44,256	46,239	1,983	4.5%
001 - PERSONNEL SERVICES Total	268,145	255,396	294,964	311,984	311,963	(22)	-0.0%
002 - PURCHASE OF SERVICES							
52701 - CLK LEASE COPIER	2,829	2,689	3,000	3,000	3,000	0	0.0%
53002 - CLK VITAL RECORDS EXPENSE	1,203	513	1,500	1,500	1,500	0	0.0%
53660 - CLK SOFTWARE/LICENSING	0	0	0	0	5,000	5,000	NA
54200 - CLK ADMINISTRATION	9,158	6,355	9,000	9,000	10,000	1,000	11.1%
002 - PURCHASE OF SERVICES Total	13,190	9,557	13,500	13,500	19,500	6,000	44.4%
Grand Total	281,335	264,953	308,464	325,484	331,463	5,978	1.8%

BOARD OF REGISTRARS (01-163)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51160 - BDR SAL CLERK REGISTRAR	2,246	2,280	2,352	2,352	2,435	82	3.5%
51162 - BDR SAL REGISTRARS	2,061	1,861	2,088	2,088	2,109	21	1.0%
001 - PERSONNEL SERVICES Total	4,307	4,141	4,440	4,440	4,543	103	2.3%
007 - OTHER CHARGES & EXPENSES							
57808 - BDR ELECTIONS	54,931	41,759	57,500	64,000	57,500	(6,500)	-10.2%
57809 - BDR ANNUAL CENSUS	0	0	10,000	10,000	10,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	54,931	41,759	67,500	74,000	67,500	(6,500)	-8.8%
Grand Total	59,239	45,900	71,940	78,440	72,043	(6,397)	-8.2%

PARKING CLERK (01-293)

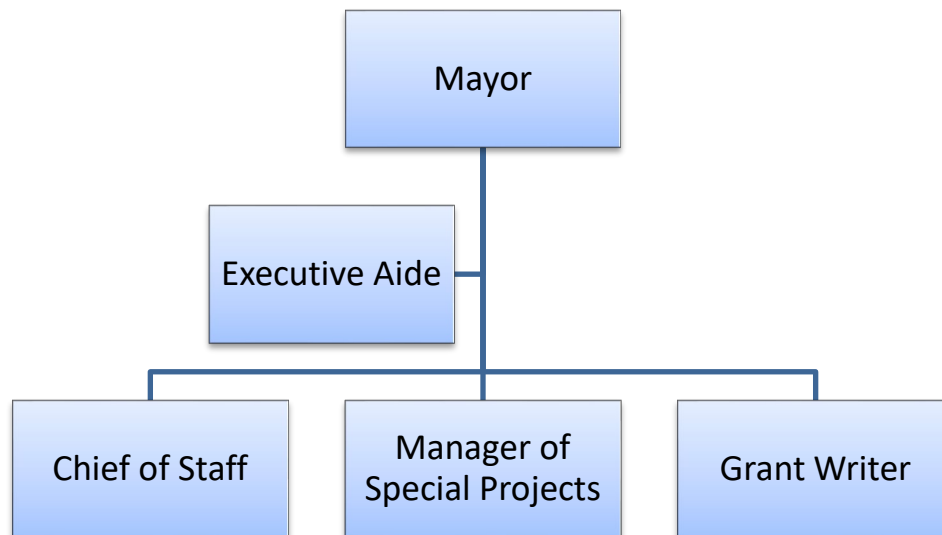
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51100 - PKG SAL CLERK/ADMIN	46,317	47,203	43,264	43,264	55,844	12,580	29.1%
51134 - PKG SAL PARKING SUPERVISOR	44,417	48,957	50,181	50,181	50,181	0	0.0%
51166 - PKG P/T ENFORCEMENT OFFICERS	129,159	96,620	150,000	150,000	150,000	0	0.0%
51167 - PKG SAL ADMIN ASST/PARKING	17,233	1,046	0	0	0	0	NA
51168 - PKG LOT GROUNDSKEEPING	4,823	3,837	4,500	4,500	4,500	0	0.0%
51405 - PKG CLOTHING ALLOWANCE	769	2,257	2,650	2,650	2,650	0	0.0%
51901 - PKG CULTURAL DISTRIC EXPENSE	2,100	0	0	0	0	0	NA
001 - PERSONNEL SERVICES Total	244,818	199,919	250,594	250,594	263,175	12,580	5.0%
002 - PURCHASE OF SERVICES							
52101 - PKG HEAT/ELECTRICITY	15,508	28,748	12,500	12,500	20,000	7,500	60.0%
52401 - PKG MAINT-PARKING LOTS	970	4,774	500	500	1,000	500	100.0%
52402 - PKG MAINT-METERS/KIOSKS	24	4,399	4,000	4,000	10,000	6,000	150.0%
52403 - PKG MAINT-VEHICLE	336	371	1,200	1,200	750	(450)	-37.5%
52404 - PKG MAINT-BUILDING	2,750	1,119	15,000	15,000	10,000	(5,000)	-33.3%
52405 - PKG MAINT-EQUIP	0	2,845	15,000	15,000	0	(15,000)	-100.0%
52406 - PKG MAINT-WATERFRONT	0	18,160	4,000	4,000	20,000	16,000	400.0%
52702 - PKG PARKING LOT LEASES	7,980	7,980	8,000	8,000	44,000	36,000	450.0%
53000 - PKG BOOKKEEPING	13,621	6,113	16,000	16,000	10,000	(6,000)	-37.5%
53002 - PKG WATERFRONT TRUST AGMT	52,500	70,000	70,000	70,000	70,000	0	0.0%
53003 - PKG METER SOFTWARE	27,365	27,448	16,500	16,500	16,500	0	0.0%
53004 - PKG LIC PLATE READING SYSTEM	3,307	29,766	30,000	30,000	25,000	(5,000)	-16.7%
53005 - PKG CONSULTING SERVICES	0	0	2,000	2,000	1,000	(1,000)	-50.0%
53401 - PKG COMMUNICATIONS	5,117	5,695	7,000	7,000	5,000	(2,000)	-28.6%
53801 - PKG SIGNAGE	1,001	1,548	1,000	1,000	1,000	0	0.0%
53802 - PKG CREDIT CARD FEES	76,860	50,496	70,000	70,000	60,000	(10,000)	-14.3%
002 - PURCHASE OF SERVICES Total	207,339	259,461	272,700	272,700	294,250	21,550	7.9%
004 - SUPPLIES							
54200 - PKG OFFICE SUPPLIES	158	4,552	500	500	500	0	0.0%
54301 - PKG MAINT-SUPPLIES	0	0	1,000	1,000	1,000	0	0.0%
54801 - PKG FUEL/OIL	111	99	100	100	125	25	25.0%
55800 - PKG TICKET & PERMIT EXPENSE	74,100	30,525	60,000	60,000	40,000	(20,000)	-33.3%
55801 - PKG MISC SUPPLIES	3,874	4,045	4,000	4,000	3,500	(500)	-12.5%
55802 - PKG METER SUPPLIES	6,660	3,803	5,900	5,900	5,900	0	0.0%
004 - SUPPLIES Total	84,902	43,024	71,500	71,500	51,025	(20,475)	-28.6%
Grand Total	537,058	502,404	594,794	594,794	608,450	13,655	2.3%

MAYOR'S OFFICE

MISSION STATEMENT

The Office of the Mayor coordinates and administers the operations of City government to ensure residents, businesses, and visitors are provided with excellent services; operates the City with fiscal accountability and achieves results that advance the City's interest; works with the City Council in identifying and solving problems facing the City and in implementing appropriate measures for the welfare of our residents; prepares the annual City budget; and seeks to achieve effective coordination and efficient delivery of services to assure 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	FY2021 Actual	FY2022 Actual	FY2023 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
Manager of Special Projects	0.0	0.0	0.6
Grant Writer	0.6	0.6	0.6
Total Full Time-Equivalents	3.6	3.6	4.2

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Bond rating	Rate/grade	AAA	AAA	AAA	AAA
Financial reserves	\$	\$7.4M	\$9.0M	\$8.4M	\$8.6M
Grant Applications	\$	\$3.0M	\$6.6M	\$6.1M	\$11.2M

FY2022 ACCOMPLISHMENTS

Finance

- Standard & Poor reaffirmed AAA bond rating in 2022. 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 over \$11M in grant programs and awarded over \$1.1M grant funding to date with over \$9.4M pending for FY22.

Projects

- The City Council passed a 5 year rolling streets and sidewalks improvement plan, coordinated by DPS and the Mayor's Office, which commits to annual \$2M investments in street and sidewalk repairs through FY2027. The plan began its implementation this year with paving across wards 1, 3, and 5. Residents were engaged through a petition process that allowed for additional streets and sidewalks to be added to the plan.
- Secured a \$2.25M Community Project Funding request in the 2022 federal spending bill, thanks to the efforts of Congressman Seth Moulton and his staff, which will support the repairs to the Central Waterfront Bulkhead. This office has applied for over \$2.5M in additional grants so that the full repairs can be completed in one construction season in FY23.
- Worked with the City Council's ARPA Ad Hoc Committee to determine the best uses of American Rescue Plan Act (ARPA) municipal recovery funds. Having made the decision to use the funding on infrastructure projects, the Committee designated \$1M for Phillips Drive drainage improvements, \$2.4M for streets and sidewalks, \$100,000 for the Joppa Park Seawall Walkway, and has discussed another \$250,000 for hookups for an emergency interconnection line to Amesbury's water supply, which both communities would be able to use. The Mayor's Office and the Committee will discuss uses for the remaining funds in FY23.
- Received a \$75,000 Housing Choice Capital Grant from the MA Executive Office of Housing and Economic Development to complete a Comprehensive Economic Development Strategy consulting scope. This work will be completed in FY23.

- The Phillips Drive Drainage Project went to construction bids with multiple responsible, responsive bidders identified. The Engineering Department will supervise selection, contracting, and project start with the chosen firm.
- Received \$54,550 to help pay for software/license for body worn cameras for the Newburyport Police Department.
- Worked with the City Council, Clerk's Office, and DPS to make the parklet program permanent, with the parklets returning in spring 2022.
- 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 worked to provide supplementary help through multiple impactful storms in the fall and winter.
 - Working with state and federal partners to advance 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 2022.
 - Working with the Harbormaster, Planning Department, and Town of Salisbury to advance a side dredge that will address an area just outside the USACE location and result in additional sand for use at Reservation Terrace.
- Selected the architect, advanced designs, and purchased additional lot for the new West End Fire Station (Cutter Station).
- Purchased 2.17-acre parcel from National Guard on Low Street that is a potential site for Newburyport Youth Services. Commissioned site plans and cost estimates for buildouts of the site.
- Commissioned site plans and cost estimates for the Brown School gym as a potential satellite community center.
- Began publicizing and implementing elements from comprehensive Climate Resiliency Plan for Newburyport

Strategy and Planning

- Developed a strategic plan representing four overarching objectives that drive decision making and resource allocation, as well as five key priorities for the first year of the new Mayoral administration. The five priorities are affordable housing, sustainability and resiliency, streets and sidewalk repair, the Waterfront West development process, and capital facilities planning.
- Our Special Projects Manager took the lead in creating a capital facilities master plan, which complements the Capital Improvement Plan and will be updated annually to help plan upcoming expenses and monitor priority projects.
- Contracted consulting firm Community Paradigm to review the overall structure of the City's Departments and provide recommendations on how to effectuate efficiencies.

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.

- Started a video series called “The Mayor’s Corner” with assistance from NCM Hub, in which information is shared weekly with residents on developments within the city, announcements, and upcoming events and projects.
- Established monthly drop-in office hours for residents to meet with the Mayor.
- Began plans for a redesign of the City website to improve user experience.
- Continued to expand use of City of Newburyport social media pages to disseminate information to the public.
 - Facebook: Over 3,000 followers (18% increase since May 2021)
 - Instagram: 2,695 followers (33% increase since May 2021)
 - Twitter: 1,168 followers (19% increase since May 2021)

Increase efficiency in delivery of City Services

- Reviewing the use of municipal software across all agencies to determine how best to use technology to provide City services.

Diversity, Equity, and Inclusion

- Continues to work with 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.

COVID-19 Response and Recovery

The Mayor’s Office continued to work with City Departments to coordinate the response to the COVID-19 pandemic and determine how best to keep residents safe while limiting the disruption to schools, city services, and the local economy. The following actions were taken in FY22:

- Coordination with the Board of Health on several emergency orders, including a Citywide mask mandate in December 2021 to respond to the Omicron variant caused surge. This mandate was removed in February 2022 when this wave was past its peak.
- Worked with HR, Board of Health, and Department Heads to follow state policies and install additional procedures to ensure employee health including cleaning of equipment, adjusting staffing schedules, and contact tracing.
- Held weekly coordinating meetings with Anna Jaques Hospital to respond to new surges and learn how best to promote community health.
- Updated COVID-19 webpage weekly with information 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.
- 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 5, 2022, 83% of Newburyport residents are fully vaccinated and 45% have received a booster dose.

- Worked with the City Council, Licensing Committee, and others to bring back the parklet program and streamlined processes for outdoor dining on private property.
- Worked with the Chamber and Economic Development Action Committee to improve marketing and support for area businesses and plan events that will attract additional visitors to the City.

FY2023 TRENDS

There are three themes that shape the trends the Mayor's Office is responding to, all of which bring both challenges and opportunities. They are the Mayoral transition locally, inflation and supply chain disruption nationally, and the continuing global pandemic.

Mayor Reardon took office in January 2022, and his administration has worked to keep this transition as smooth as possible, while looking for opportunities to make positive changes in operations and new initiatives. The Mayor has hired a new Board of Health Director and is in the process of making new hires in the Information Technology Department. The Mayor used the transition opportunity to bring in an external consultant, Community Paradigm, to look at the City's organizational structure and make recommendations on potential operational efficiencies. The Mayor will use the consultant's work to make further changes as appropriate and find ways to improve internal operations.

The Mayor's Office also released a strategic plan organized around key needs of the City and the main priorities of the administration. It is organized in to four main objectives: (1) Secure and invest in the City's infrastructure, (2) Provide high quality public services, (3) Guide future development of the City, and (4) Lead in building a collaborative and engaged community. It also identifies five key priorities, which are affordable housing, sustainability and resiliency, streets and sidewalk repair, the Waterfront West development process, and capital facilities planning.

The second trend affecting Newburyport is inflation and supply chain disruption, which we are not unique in seeing. This presents challenges for all residents, whose incomes may not be keeping up to prices, and is a particular challenge for seniors on fixed income, whom the City will aim to support through the COA and other partners. It also manifests in the housing market, as Newburyport is a desirable location that is increasingly out of reach for those who grow up here. The administration is committed to finding ways to build more affordable housing and to find areas for new housing at all income levels where possible. These economic conditions are also a challenge as we look to take on more public construction projects, and it has caused increases in prices across the board. We have also needed to budget more for gas and energy for our fleets and buildings. We will continue to monitor these trends and react and plan as best we can.

Finally, the global pandemic is continuing into its third year, and we continue to adapt with it. We will remain vigilant and make sure we support vaccination for future boosters as advised and respond with

any other public health measures that are needed. We will continue to support the local economy and find ways to bring more people to our area businesses when virus levels are low. While we hope that we are through the worst of the pandemic, we will look for ways to prepare for future waves as we make investments that have been delayed due to Covid.

In the realm of investing in the future, as shown in the strategic plan, infrastructure will be a key priority of this administration and coming out of the pandemic, we are ready to make critical upgrades to buildings, infrastructure, and equipment. Major projects that we plan to address include the Central Waterfront Bulkhead, streets and sidewalks, our water infrastructure, and new homes both for the Parks Department and Newburyport Youth Services.

The Mayor's Office is committed to providing high quality public services, and part of this includes the previously mentioned goals of finding new homes for NYS and the Parks Department. NYS provides critical services for youth, and their lack of a building makes their mission that much harder. The City will also look to maintain excellence in public safety and education, working with its relevant partners and Newburyport Public Schools.

Central to providing high quality public services is maintaining the City's financial position, and we have been able to keep our AAA bond rating for yet another year. The City has seen a rebound in its local tax receipts and has been assisted through state and federal aid, particularly the CARES and ARPA funds it received from the federal government. The City continues to apply for grant funding to assist its largest projects, and we hope to have the Central Waterfront Bulkhead project pair for almost entirely in grants.

Our third strategic plan objective is guiding the future development of the City, which includes the priority sites of the Brown School, Waterfront West, and the Smart Growth District. Along with the Planning Department, we will look to promote affordable housing and advance opportunities for economic development. We will also put increased work into collaborating with the Sustainability Office to incorporate the 2020 Resiliency Plan into all development across the city and to advance our net-zero goals.

The last strategic objective in the plan is to lead in building a collaborative and engaged city. We have seen high levels of stress across the country, and rising mistrust at all levels of government. We want to start new initiatives targeted on mental health, and plan to engage residents more frequently across the City. We will look to fill the City's Board and Commission vacancies with new faces, and use new communication methods to reach additional residents. We also want to increase the accessibility and transparency of City Hall through open office hours for the Mayor, increased communication, and more integration of technology that allows easier access.

Finally, the strategic plan discusses the importance of serving the most vulnerable populations in our community, and we remain committed to the work of addressing the systemic and institutional inequities in our society. It is important that, as a united community, Newburyport takes immediate action to advance racial equity. In FY23, we are looking to more than double the City's budget for

working on equity issues, which funds internal facing work and the efforts of the Diversity, Equity, and Inclusion (DEI) Alliance. The DEI will be leading community wide effort to advance equity issues and we will provide them with a budget for technical assistance for initiatives like a racial equity action plan to advance racial equity in Newburyport.

FY2023 GOALS & OBJECTIVES

GOAL 1: SECURE AND INVEST IN THE CITY’S INFRASTRUCTURE

Objectives:

- Improve the quality and maintenance of our roadways and sidewalks.
- Respond to immediate infrastructure needs including the Central Bulkhead, water supply infrastructure, and identified neighborhood drainage systems.
- Use the capital facilities master plan to identify future areas of need.
- Position the City’s assets to reduce energy use and mitigate risks of climate change.

GOAL 2: PROVIDE EXCELLENT PUBLIC SERVICES THAT MAKE NEWBURYPORT AN EXCEPTIONAL PLACE TO LIVE, WORK, VISIT, AND RAISE A FAMILY

Objectives:

- Streamline service delivery, identify cost savings, and enhance overall performance of all City Departments.
- Pursue programs and policies that promote a sustainable, equitable, and inclusive future for Newburyport, especially focusing on the most vulnerable.
- Support NYS and Parks by finding them new spaces and support all departments in reaching full staffing levels.
- Continue to expand initiatives to expand diversity, equity and inclusion in our community.

GOAL 3: GUIDE FUTURE DEVELOPMENT OF THE CITY

Objectives:

- Advance the City’s priorities at key development sites including Waterfront West, the Brown School, and the Smart Growth District.
- Promote Affordable Housing and find more opportunities to respond to demand for housing locally.
- Promote economic development as a key city priority with internal and external partners.
- Integrate the City’s resiliency and sustainability goals into operating procedures and practices.

GOAL 4: LEAD IN BUILDING A COLLABORATIVE AND ENGAGED CITY THROUGH MAINTAINING A HIGH LEVEL OF COMMUNICATION FROM MAYOR’S OFFICE

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, as well as the Mayor’s Corner video series.
- Hold office hours with the public monthly.
- Advertise opportunities to get involved with the City as a volunteer on a Board or Commission or other positions.
- Improve the accessibility of City Hall and find ways to reach other populations outside the building.

GOAL 5: 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.

GOAL 6: 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.

Management

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

Communications

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

MAYOR'S OFFICE (01-121)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - MYR SAL MAYOR	101,165	102,743	102,750	102,750	102,750	0	0.0%
51120 - MYR SAL CHIEF OF STAFF	87,367	88,774	90,550	90,550	98,703	8,154	9.0%
51122 - MYR SAL MGR OF SPEC PROJ	0	0	0	0	44,108	44,108	NA
51126 - MYR SAL EXECUTIVE ASSISTANT	56,363	62,275	69,641	69,641	72,729	3,088	4.4%
51501 - MYR TRAVEL ALLOWANCE	5,260	5,100	5,100	5,100	10,200	5,100	100.0%
51502 - MYR MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	3,000	0	0.0%
001 - PERSONNEL SERVICES Total	253,156	261,892	271,040	271,040	331,489	60,449	22.3%
002 - PURCHASE OF SERVICES							
53001 - MYR CONSULTING SERVICES	0	0	0	7,500	12,500	5,000	66.7%
53006 - MYR GRANT WRITER	40,000	41,776	42,612	42,612	44,103	1,491	3.5%
53801 - MYR DEI INITIATIVES	0	20,000	20,000	20,000	50,000	30,000	150.0%
002 - PURCHASE OF SERVICES Total	40,000	61,776	62,612	70,112	106,603	36,491	52.0%
007 - OTHER CHARGES & EXPENSES							
57801 - MYR MISC EXPENSE	13,123	8,000	8,000	8,000	8,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	13,123	8,000	8,000	8,000	8,000	0	0.0%
Grand Total	306,279	331,668	341,652	349,152	446,093	96,940	27.8%

GENERAL ADMINISTRATION (01-129)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51162 - GEN EVENTS COORDINATOR	6,410	640	2,500	2,500	0	(2,500)	-100.0%
51167 - GEN TEMPORARY HELP CITY HALL	2,685	1,347	3,500	3,500	3,500	0	0.0%
51330 - GEN MCPPO STIPEND	750	750	1,500	1,500	0	(1,500)	-100.0%
001 - PERSONNEL SERVICES Total	9,845	2,737	7,500	7,500	3,500	(4,000)	-53.3%
002 - PURCHASE OF SERVICES							
52101 - GEN HEAT/ELECTRIC-CH	25,000	29,823	20,000	20,000	30,000	10,000	50.0%
52701 - GEN LEASE POSTAGE MACHINE	1,279	2,879	3,000	3,000	4,000	1,000	33.3%
53004 - GEN TRAINING/TRAVEL	27,453	14,555	20,000	20,000	27,500	7,500	37.5%
53400 - GEN MEETING RECORDINGS	11,769	5,500	5,500	5,500	0	(5,500)	-100.0%
53401 - GEN POSTAGE	20,621	14,642	23,000	23,000	23,000	0	0.0%
53406 - GEN TELECOMMUNICATIONS	70,235	74,378	75,000	75,000	75,000	0	0.0%
002 - PURCHASE OF SERVICES Total	155,000	141,779	146,500	146,500	159,500	13,000	8.9%
004 - SUPPLIES							
54200 - GEN SUPPLIES-OFFICE	3,252	3,993	3,500	3,500	3,500	0	0.0%
54301 - GEN SUPPLIES-CITY HALL	1,000	2,580	2,500	2,500	2,500	0	0.0%
004 - SUPPLIES Total	4,252	6,573	6,000	6,000	6,000	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57300 - GEN DUES & MEMBERSHIPS	4,694	5,474	5,000	5,000	5,000	0	0.0%
57301 - GEN MERR VALLEY PLANNING COMM	6,674	6,840	7,010	7,010	8,577	1,567	22.4%
57401 - GEN MUNICIPAL INSURANCE	170,604	170,728	192,534	192,534	192,534	0	0.0%
57805 - GEN BUDGET CONTINGENCY	21,255	6,210	0	0	0	0	NA
007 - OTHER CHARGES & EXPENSES Total	203,227	189,252	204,545	204,545	206,112	1,567	0.8%
Grand Total	372,324	340,341	364,545	364,545	375,112	10,567	2.9%

BUDGET CONTINGENCY (01-132)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
007 - OTHER CHARGES & EXPENSES							
57805 - BUC BUDGET CONTINGENCY	0	0	325,770	181	54,500	54,319	29937.5%
007 - OTHER CHARGES & EXPENSES Total	0	0	325,770	181	54,500	54,319	29937.5%
Grand Total	0	0	325,770	181	54,500	54,319	29937.5%

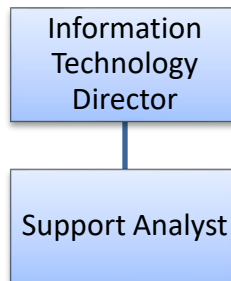
INFORMATION TECHNOLOGY

MISSION STATEMENT

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

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

ORGANIZATIONAL OVERVIEW



Position	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
IT Director	1.0	1.0	1.0
Support Analyst	0.0	0.0	1.0
Total Full Time-Equivalents	1.0	1.0	2.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Systems Availability	%	99.25	99.50	99.65	99.60
Support Requests	#	979	1,351	1,951	1,900
Network Uptime	%	97.99	99.95	98.95	99.00

FY2022 ACCOMPLISHMENTS

- Completed 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.
- Began the process of assessing the City's information technology operations and network to identify areas of improvement as the City works to lay out an information technology strategy that supports the needs of the administration and moves the City forward.
- Liaised with partners at the state and municipal level to share ideas and explore new ways of managing technology, such as regional collaboratives, managed service agreements (outsourcing), greater utilization of SaaS cloud-based solutions, etc.
- Implemented a new ticketing system to better manage and track support requests.

FY2023 TRENDS

The information technology department is in a period of transition, which provides a good opportunity for the City to assess its current operations and needs going forward. Going into FY2023, we will continue to work on moving the City's technology forward, including addressing cybersecurity, hybrid meeting technology, communications systems, integrated software and SaaS solutions, among others.

FY2023 GOALS & OBJECTIVES

GOAL 1: DATA INTEGRITY, SECURITY & DISASTER RECOVERY

Objectives:

- Provide ongoing and flexible remote telecommuting and virtual technologies during
- 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.
- Provide end-user cybersecurity awareness training.

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 an inventory of all applications and technology used by the City to identify areas of integration or consolidation.

GOAL 3: CITY NETWORK IMPROVEMENTS

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.
- Run cost/benefit analyses on SaaS solutions to replace some of those housed on the City network.

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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - IT SAL DIRECTOR	99,318	97,051	100,918	105,240	115,000	9,760	9.3%
51102 - IT SAL SUPPORT ANALYST	0	0	0	44,000	75,000	31,000	70.5%
51404 - IT TRAVEL ALLOWANCE	5,100	5,100	5,100	5,100	5,100	0	0.0%
001 - PERSONNEL SERVICES Total	104,418	102,151	106,018	154,340	195,100	40,760	26.4%
002 - PURCHASE OF SERVICES							
52402 - IT CITY WEB SITE	2,888	3,032	3,032	3,032	3,500	468	15.4%
52403 - IT COMPUTER FIREWALL	14,363	18,740	18,750	18,750	18,750	0	0.0%
52404 - IT HARDWARE MAINTENANCE	19,091	21,658	22,325	22,325	22,325	0	0.0%
52405 - IT TELECOMMUNICATIONS	13,699	8,942	12,000	12,000	12,000	0	0.0%
53001 - IT MUNIS LICENSE	53,446	56,036	58,756	58,756	62,000	3,244	5.5%
53002 - IT SOFTWARE UPDATE/LICENSING	28,731	28,150	32,257	32,257	35,000	2,743	8.5%
53003 - IT INTERNET-SERVICE	7,555	7,446	7,588	7,588	7,500	(88)	-1.2%
53004 - IT PROFESSIONAL SERVICES	28,000	32,000	30,200	30,200	35,000	4,800	15.9%
53407 - IT OFF SITE SERVICES	46,501	45,778	44,750	44,750	44,750	0	0.0%
002 - PURCHASE OF SERVICES Total	214,274	221,783	229,658	229,658	240,825	11,167	4.9%
004 - SUPPLIES							
55800 - IT OFFICE SUPPLIES	1,995	1,991	2,000	2,000	2,000	0	0.0%
004 - SUPPLIES Total	1,995	1,991	2,000	2,000	2,000	0	0.0%
Grand Total	320,688	325,926	337,676	385,998	437,925	51,927	13.5%



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Section 4: Finance

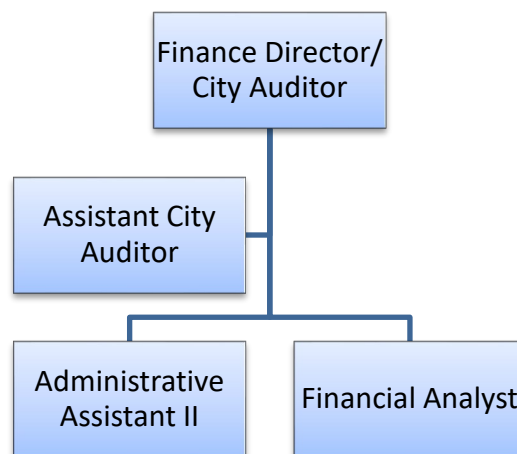
FINANCE DIRECTOR/CITY AUDITOR

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	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Finance Director/City Auditor	1.0	1.0	1.0
Assistant City Auditor	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	0.0
Financial Analyst	0.0	0.0	1.0
Administrative Assistant II (25 hrs)	1.0	0.7	0.7
Total Full Time-Equivalents	4.0	3.7	3.7

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Budget Flexibility (Reserves % of Operating Expenditures)	%	9.9%	12.0%	10.6%	10.5%
Debt Position (Debt Service % of Gov't Fund Expenditure)	%	5.1%	4.7%	4.5%	4.7%
GFOA Budget Award	Y/N	Yes	Yes	Yes	Yes
Credit Rating	S&P	AAA	AAA	AAA	AAA
OPEB Funding	\$	\$60,000	\$0	\$100,000	\$100,000
Payments Processed	#	10,495	9,390	9,402	9,400

FY2022 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 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 \$8,000,000 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 tenth 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) and American Rescue Plan Act (ARPA).

- 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.

FY2023 TRENDS

Federal Funding

Managing and maximizing federal stimulus funding will continue to be an area of great focus going into FY2023. The City received its first tranche of the \$5.3M in direct funding from ARPA and will receive the second tranche at the beginning of FY2023. They City will also have access to a number of other new funding streams made available through the stimulus package, as well as, the Bipartisan Infrastructure Law (Infrastructure Investment and Jobs Act). Given this unprecedented level of federal stimulus, 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

The City experienced a substantial increase to insurance costs for FY2022, which have leveled off somewhat going into FY2023. The Finance Department continues to work with departments on the City's risk management program in order to safeguard public assets, protect our employees and reduce exposure to potential liabilities, as well as, the cost to insure against that exposure.

Long-Term Planning

The COVID-19 pandemic 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 School Business Manager and Human

Resources Director to review potential areas of improvement, which could increase both internal controls and operational efficiency.

FY2023 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 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.
- Address recommendation related to reconciling and maintaining investment accounts at fair value.
- Work with HR Department to continue to 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)

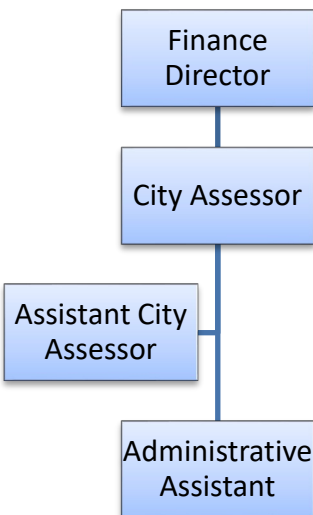
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - AUD SAL FINANCE DIR/AUDITOR	115,458	117,318	122,971	122,971	127,275	4,304	3.5%
51102 - AUD SAL ASST AUDITOR	71,448	74,022	75,873	75,873	81,943	6,070	8.0%
51103 - AUD SAL ADMIN ASSISTANT	62,854	44,329	38,772	38,772	39,976	1,205	3.1%
51104 - AUD SAL FINANCIAL ANALYST	62,699	63,011	65,301	65,301	65,000	(301)	-0.5%
51401 - AUD LONGEVITY	3,705	4,122	0	0	0	0	NA
001 - PERSONNEL SERVICES Total	316,164	302,802	302,917	302,917	314,194	11,277	3.7%
002 - PURCHASE OF SERVICES							
53001 - AUD FINANCIAL AUDIT/VALUATION	46,498	46,138	46,500	46,500	46,500	0	0.0%
002 - PURCHASE OF SERVICES Total	46,498	46,138	46,500	46,500	46,500	0	0.0%
004 - SUPPLIES							
55800 - AUD OFFICE SUPPLIES	1,291	1,977	1,750	1,750	1,750	0	0.0%
004 - SUPPLIES Total	1,291	1,977	1,750	1,750	1,750	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57300 - AUD DUES & MEMBERSHIPS	455	455	455	455	455	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	455	455	455	455	455	0	0.0%
Grand Total	364,408	351,372	351,622	351,622	362,899	11,277	3.2%

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	FY2021 Actual	FY2022 Actual	FY2023 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 FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
New Growth	Tax Dollars	\$985,930	\$732,783	\$925,830	\$835,194
Tax Levy Limit	Tax Dollars	\$54,300,695	\$56,390,995	\$58,726,600	\$61,029,959
Motor Vehicle Excise Tax (Estimated FY22)	Receipts	\$2,747,356	\$2,963,027	\$2,874,396	\$2,800,000
Abatement Applications	# Filed	36	48	28	35
Property Inspections (Estimated FY22)	# Visits	774	721	765	1165

FY2022 ACCOMPLISHMENTS

- Successfully completed a five year re-certification on assessments, procedures, and methodology techniques 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 requirement of cyclical inspections as per DOR directive.
- Assistant Assessor earned a designation as a Massachusetts Accredited Assessor (MAA) from the Massachusetts Association of Assessing Officers.

FY2023 TRENDS

Market sale prices on residential property in Newburyport have remained strong. The reasons behind this trend include pandemic demand, low inventory and low interest rates. We will be closely monitoring and analyzing all market sales. Preliminary findings have indicated there will be increases in assessments next fiscal year similar to the FY22 percentage increases.

FY2023 GOALS & OBJECTIVES

GOAL 1: SUCCESSFULLY COMPLETE STATE MANDATED INTERIM ADJUSTMENTS OF VALUES

Objectives:

- Successfully complete the project in a timely manner meeting all BLA/DOR deadlines to ensure certification of the tax rate.
- Perform additional cyclical inspections as per DOR directives to ensure that each property is inspected at least once in a ten year cycle. In FY23 we would like to increase the number of inspections to ensure this directive is met.
- Move our computer assisted mass appraisal (CAMA) software to a cloud based server.

GOAL 2: CONTINUE TO IMPROVE UPON CUSTOMER SERVICE

Objectives:

- Update website with additional downloadable forms and FAQs, streamlining access to this information.
- Set up a record retention schedule to improve document storage capacity.
- 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, insuring taxpayers are informed and educated as it relates to the assessment process.

GOAL 3: PROFESSIONAL DEVELOPMENT

Objectives:

- All office staff will 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.
- City Assessor and Assistant Assessor will 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)

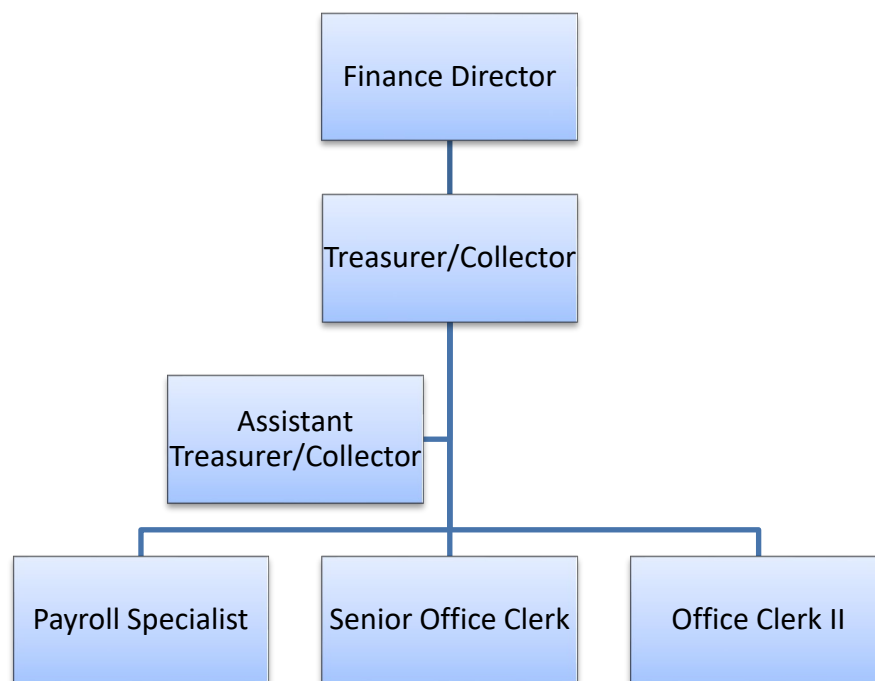
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - ASR SAL ASSESSOR	88,902	90,334	90,334	92,141	94,905	2,764	3.0%
51102 - ASR SAL ASST ASSESSOR	68,242	69,681	71,423	71,423	71,423	0	0.0%
51103 - ASR SAL ADMIN ASSISTANT	50,969	50,065	54,276	54,276	54,276	0	0.0%
51403 - ASR TECHNOLOGY STIPEND	1,500	1,500	1,500	2,750	2,750	0	0.0%
51404 - ASR TRAVEL ALLOWANCE	5,100	5,100	5,100	5,100	5,100	0	0.0%
001 - PERSONNEL SERVICES Total	214,714	216,680	222,633	225,690	228,454	2,764	1.2%
002 - PURCHASE OF SERVICES							
53001 - ASR APPRAISAL SYSTEM	9,157	9,488	10,377	10,377	18,415	8,038	77.5%
53002 - ASR REVAL/INTERIM YR ADJMTS	4,000	103,810	4,800	4,800	5,000	200	4.2%
53003 - ASR VALUATION/PROCESSING	12,499	12,800	13,700	13,700	23,500	9,800	71.5%
53004 - ASR MAP/DEEDS/ATB	0	239	1,000	1,000	1,000	0	0.0%
002 - PURCHASE OF SERVICES Total	25,656	126,337	29,877	29,877	47,915	18,038	60.4%
004 - SUPPLIES							
55800 - ASR OFFICE SUPPLIES	1,996	2,414	3,000	3,000	3,000	0	0.0%
004 - SUPPLIES Total	1,996	2,414	3,000	3,000	3,000	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57300 - ASR DUES & MEMBERSHIPS	505	515	583	583	588	5	0.9%
007 - OTHER CHARGES & EXPENSES Total	505	515	583	583	588	5	0.9%
Grand Total	242,871	345,945	256,093	259,150	279,957	20,807	8.0%

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 and posts all payments of bills for taxes and utilities, as well as records and updates all bank accounts daily. Additionally, the Treasurer's office handles all receipts turned over by city departments and 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



Position	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Treasurer/Collector	1.0	1.0	1.0
Assistant Treasurer/Collector	1.0	1.0	1.0
Payroll Specialist	1.0	1.0	1.0
Senior Office Clerk	1.0	1.0	1.0
Office Clerk II	1.0	1.0	1.0
Total Full Time-Equivalents	5.0	5.0	5.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Collection rate	%	99.5	99.5	99.6	99.6
Demand bills sent RE	#	817	676	640	620
Demand bills sent PP	#	223	200	190	175
Subsequent tax takings	\$	107,000	275,000	154,000	154,000
Tax title collections	\$	258,000	154,000	154,000	150,000
Tax title properties returned to tax rolls	#	14	14	12	14
Properties advertised for tax lien	#	20	11	<20	10

FY2022 ACCOMPLISHMENTS

- Organized payroll functions, collaborating with Human Resources; shifted to full employee direct deposit and paperless advices, assisted in education of employees on self-service (ESS) portal to access payroll records.
- Crosstrain Assistant T/C in all payroll functions to provide full backup to payroll coordinator.
- Moved toward integration of time and attendance accrual system onto paystubs.
- Assessed inactive tax title accounts and determined requirements for Land of Low Value (LOLV) tax title accounts, moving to foreclose and redeem and remove from tax rolls as uncollectible.
- Reduced personal property tax receivables by determining uncollectible prior year defunct accounts beginning with 1990-present, working with Assessor to make adjustments and enforcing collection of current bills by shortening collection time between end of FY and new FY bills.
- Worked closely with Assistant Auditor to process tailings (outstanding stale-dated checks) under \$100 / stagnant of 10+years, returning roughly \$8,000 back to the city's tailings account.
- Incorporated collection, tailings and receipt turnover policies into City's financial policy.
- \$154,000 in tax title accounts resulting in 14 properties returned to tax roll
- Reviewed general ledger charge codes and assisted auditor's office in removing defunct codes, purging records and updated account code processing in Munis and Zobrio.

FY2023 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. It is important to continue to work with residents, especially those expressing the need for assistance or finding current times difficult. As expected, we have seen a shift increasing online payments made by customers. This is a positive trend as it processes payments more quickly and efficiently, with less time consumed by office staff, freeing up time to complete some projects that have been put on hold in the past due to lack of human-power. We continue to work to relay information swiftly so taxpayers can access payment options timely and conveniently.

The City's continued trend of setting the FY2022 tax rate below the previous fiscal year remains favorable for taxpayers; however, we realize there is a valid concern from those homeowners whose parcels increased in valuation thereby encouraging residents to apply for abatements and/or exemptions in an attempt to reduce their overall tax bill. Additionally, we have collaborated with the Assessor's office to aggressively streamline the tax work off program in conjunction with Council on Aging and Veterans offices to offer reductions in tax bills to eligible seniors and veterans.

Although there has been a marked decrease in COVID-19 related issues affecting our department, we will continue to be vigilant in monitoring changes in state and federal guidelines effecting tax collection; we receive regular updates from various agencies such as Division of Local Services, Department of Revenue and Mass. Collectors/Treasurers Association and work with these organizations to ensure we maintain relationships by which we can network through current events together.

Although the majority of our real estate tax bills are paid via mortgage companies we are aware that the struggle is real for many folks who still have not been able to return to a sense of normalcy post-Covid-19. We continue to monitor the collection rate and strive to work to be consistent with office policy and assistance to taxpayers. We need to be aware that the state of the city could change at any moment and should be mindful to protect the interests of both the city as well as the citizens.

FY2023 GOALS & OBJECTIVES

GOAL 1: INCREASE TAX TITLE COLLECTIONS/DECREASE TAX TAKINGS

Objectives:

- Research and review longstanding tax titles, determine if truly collectible; move to recover balances owed whether via land court filings or foreclosure methods
- Reduce number of new tax takings (liens filed) by working with taxpayers to aggressively collect prior fiscal year amounts when owed

GOAL 2: TREASURER'S FUNCTIONS

Objectives:

- Dedicate time to work with Assistant Treasurer/Collector to provide proper training with regard to borrowing, debt schedules and policies and ensure coverage in absence of T/C
- Establish records retention schedules to clear storage space and reduce paper

GOAL 3: COLLECTOR'S FUNCTIONS

Objectives:

- Compile departmental policy workbook, to aid in the training and enforcement of office policy and procedures
- Monitor and maintain tailings files; continue to remove stale dated checks from registers and update outstanding list with auditor's office, realizing revenue gains

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; serve as committee liason•Borrowing, monitoring and payment of debt service for City projects•Land court filings•Tax taking and redemption•Warrant funding•Vendor & Payroll check distribution•ACH/wire payments to vendors•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 vehilce and boat excise tax bills•Customer service•Work with Deputy Collector to pursue delinquent motor vehicle / boat excise tax•Special assessment, betterment 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•Monitor approved employee pay changes, stipends, union dues, benefit deductions•Process deductions warrant and direct deposits•Distribute Y/E W2•Financial Reconcillation of payroll vendor•Workers Compensation administration, payments and return to work status•Process OBRA payments•Verification of Employ, Garnishment of Wages•Employee online portal management•Input and maintenance of personnel data and confidential information•Assist in coordinating employee enrollment, termination and benefits with HR and insurance companies

TREASURER'S DEPARTMENT (01-145)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - TRS SAL TREASURER	88,066	89,484	89,484	91,274	94,012	2,738	3.0%
51102 - TRS SAL ASST TREASURER	59,847	63,145	68,299	68,299	69,881	1,582	2.3%
51103 - TRS SAL STAFF	115,230	117,092	117,092	119,434	121,820	2,385	2.0%
51130 - TRS SAL PAYROLL SPECIALIST	0	69,249	70,598	70,598	73,069	2,471	3.5%
51165 - TRS TRUST FUND COMM ADMIN	600	600	600	600	600	0	0.0%
51401 - TRS LONGEVITY	3,438	3,664	3,664	3,664	3,664	0	0.0%
001 - PERSONNEL SERVICES Total	267,181	343,234	349,737	353,869	363,045	9,176	2.6%
002 - PURCHASE OF SERVICES							
52701 - TRS COPIER SUPPLIES	500	0	0	0	0	0	NA
53001 - TRS BANK CHARGES	5,020	8,469	5,800	5,800	6,500	700	12.1%
53003 - TRS PAYROLL	0	15,149	14,000	14,000	15,000	1,000	7.1%
53004 - TRS TAX BILLS	20,746	20,043	23,200	23,200	24,000	800	3.4%
53005 - TRS TAX TITLE EXPENSE	11,552	8,113	10,500	10,500	10,250	(250)	-2.4%
002 - PURCHASE OF SERVICES Total	37,817	51,775	53,500	53,500	55,750	2,250	4.2%
004 - SUPPLIES							
54200 - TRS OFFICE SUPPLIES	1,500	998	2,250	2,250	2,350	100	4.4%
55800 - TRS MISC SUPPLIES	1,500	1,500	0	0	0	0	NA
55801 - TRS COMPUTER EXP	742	0	0	0	0	0	NA
004 - SUPPLIES Total	3,742	2,498	2,250	2,250	2,350	100	4.4%
007 - OTHER CHARGES & EXPENSES							
57300 - TRS DUES & MEMBERSHIPS	0	0	300	300	300	0	0.0%
57403 - TRS INSURANCE BONDS	1,600	1,600	1,800	1,800	1,800	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	1,600	1,600	2,100	2,100	2,100	0	0.0%
Grand Total	310,340	399,107	407,587	411,719	423,245	11,526	2.8%



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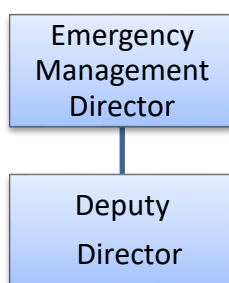
Section 5: Public Safety

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 FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Updated Emergency Response Plan	%	90%	90%	90%	100%
Updated Hazard Mitigation Plan	%	100%	100%	90%	100%
Successful participation in the radiological response plan	%	100%	100%	100%	100%
Continued education of City staff	%	100%	100%	100%	100%

FY2022 ACCOMPLISHMENTS

- Completed quarterly inventory to insure readiness for a radiological, natural or man-made disaster
- Successfully participated in practice and graded exercises for the Seabrook Station Radiological Response Plan
- 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

FY2023 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.

FY2023 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)

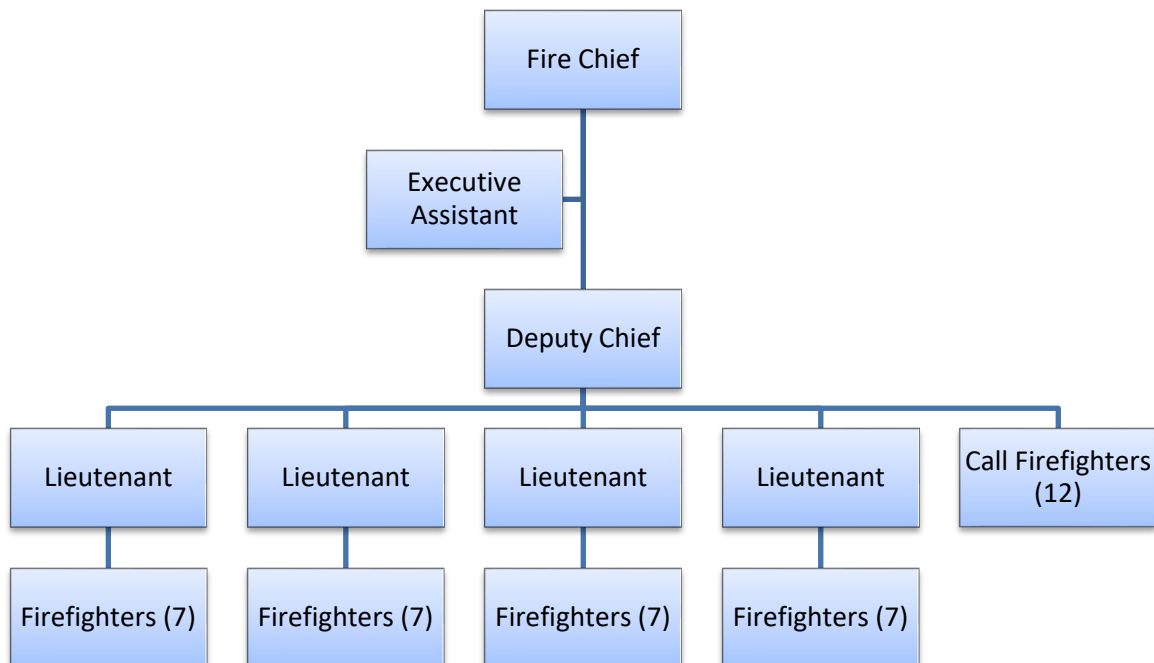
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - EMR COORDINATOR	11,000	11,000	12,000	12,000	12,000	0	0.0%
51102 - EMR DEPUTY COORDINATOR	2,500	3,654	6,000	6,000	6,000	0	0.0%
001 - PERSONNEL SERVICES Total	13,500	14,654	18,000	18,000	18,000	0	0.0%
002 - PURCHASE OF SERVICES							
52100 - EMR UTILITIES	9,263	0	0	0	0	0	NA
52401 - EMR MAINT BLD/GROUNDS	13,431	0	0	0	0	0	NA
002 - PURCHASE OF SERVICES Total	22,693	0	0	0	0	0	NA
004 - SUPPLIES							
54200 - EMR MISC EXPENSE	1,101	425	500	500	500	0	0.0%
004 - SUPPLIES Total	1,101	425	500	500	500	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57409 - EMR EXPENSES	85	170	1,500	1,500	1,500	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	85	170	1,500	1,500	1,500	0	0.0%
Grand Total	37,379	15,249	20,000	20,000	20,000	0	0.0%

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	FY2021 Actual	FY2022 Actual	FY2023 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 FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Response times – less than 6 minutes 90% of all calls	<6 min	92%	94%	95%	95%
Minimum staffing maintained per contract	7	7	7	7	7
Employee injuries vs population (NFPA measurement)	1.5	1.0	2.0	2.0	2.0
Personnel completed mandatory fire training and certifications	%	100%	100%	100%	100%
Personnel completed EMS training requirements	%	100%	100%	100%	100%
Fires kept to area of origin	%	100%	100%	100%	100%

FY2022 ACCOMPLISHMENTS

- Responded to 1329 fire calls and 1831 emergency medical services (EMS) calls
- Responded to 27 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 340 permits for hazardous materials, flammables, suppression systems, etc.
- Continued to work toward new/renovated fire station facilities
- All continuing education hours for EMS and fire certifications obtained in-house.
- Continued to send personnel to advanced training courses throughout the area such as paramedic, hazardous materials, technical rescue, etc.
- COVID 19 – the department continued to enforce 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.

FY2023 TRENDS

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 2023, 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 2023, 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 department will continue to work towards improving the emergency medical services provided to the residents of the city. As the private ambulance companies can struggle with call volume, service area, retention of employees and member burn-out, the City and the department will consider moving toward in-house transporting EMS service. The City could gain revenue and improve services, and having the primary area hospital within city limits bringing these services in-house is more feasible than in other communities.

The department has applied for a SAFER grant through the Federal Government that will pay 100% of the pay and benefits of eight (8) additional firefighter/EMTs. Should the application be successful, this staffing will be used to help to comply with NFPA 1500, the Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, which states that each in-service engine will have staffing of four (4) personnel and each front-line ladder will have staffing of at least four (4) personnel. These personnel could also be used to staff ambulances purchased by the City.

FY2023 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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - FIR SAL FIRE CHIEF	136,179	138,393	141,140	141,140	143,963	2,823	2.0%
51102 - FIR SAL DEPUTY CHIEF	121,243	120,780	120,780	129,387	135,271	5,884	4.5%
51142 - FIR SAL FIRE FIGHTERS	2,328,346	2,398,743	2,343,577	2,524,504	2,610,737	86,233	3.4%
51144 - FIR SAL CALL FIREFIGHTERS	16,666	21,866	22,000	22,000	25,000	3,000	13.6%
51150 - FIR SAL ADMIN ASSISTANT	69,707	70,851	72,247	72,247	74,776	2,529	3.5%
51156 - FIR SAL DISPATCHERS	196,700	207,984	214,705	218,999	218,917	(82)	-0.0%
51301 - FIR FF-OVERTIME	472,008	483,836	415,000	415,000	430,000	15,000	3.6%
51302 - FIR DISPATCH-OVERTIME	38,675	40,786	30,000	30,600	35,000	4,400	14.4%
51401 - FIR LONGEVITY	122,520	126,584	127,000	127,000	121,104	(5,896)	-4.6%
51402 - FIR FF-PAID HOLIDAYS	135,165	150,431	137,117	161,547	172,796	11,249	7.0%
51403 - FIR DISPATCH-PAID HOLIDAYS	10,422	11,853	12,000	13,260	13,630	370	2.8%
51405 - FIR FF-CLOTHING ALLOWANCE	51,000	52,640	51,000	51,000	55,500	4,500	8.8%
51406 - FIR EVALUATIONS	1,263	2,039	0	0	0	0	NA
51408 - FIR SICK DAY USAGE INCENTIVE	0	0	2,500	2,500	2,500	0	0.0%
51412 - FIR DISPATCH-CLOTHING ALLOW	2,902	2,997	2,600	2,600	0	(2,600)	-100.0%
51415 - FIR STIPEND TEAM A/B	8,700	8,700	8,700	8,700	8,100	(600)	-6.9%
51416 - FIR HAZ/MAT STIPEND	44,550	45,900	51,300	51,300	45,900	(5,400)	-10.5%
51417 - FIR PROFESSIONAL DEVELOPMENT	2,357	0	4,000	4,000	2,000	(2,000)	-50.0%
51509 - FIR INJURED-ON-DUTY	55,678	56,139	62,500	62,500	70,000	7,500	12.0%
51902 - FIR ACCREDITATION STIPEND	2,703	2,757	7,057	7,057	7,198	141	2.0%
51903 - FIR FITNESS ALLOWANCE	0	0	200	200	200	0	0.0%
51905 - FIR EDUCATION REIMBURSEMENT	533	0	7,400	7,400	7,200	(200)	-2.7%
001 - PERSONNEL SERVICES Total	3,817,318	3,943,277	3,832,823	4,052,940	4,179,792	126,852	3.1%
002 - PURCHASE OF SERVICES							
52101 - FIR HEAT/ELECTRICITY	28,298	27,369	25,000	25,000	30,000	5,000	20.0%
52401 - FIR MAINT-BLDGS & GROUNDS	19,066	19,286	25,000	25,000	25,000	0	0.0%
52402 - FIR MAINT-EQUIPMENT	11,350	10,145	20,000	20,000	20,000	0	0.0%
52403 - FIR MAINT-VEHICLES	48,811	62,829	60,000	60,000	60,000	0	0.0%
52408 - FIR MAINT-FIRE ALARMS	19,996	26,619	25,000	25,000	25,000	0	0.0%
52409 - FIR MAINTENANCE CONTRACTS	3,010	2,270	3,500	3,500	3,500	0	0.0%
52411 - FIR COMPUTER SUPPLIES	8,759	13,337	8,000	8,000	8,000	0	0.0%
52412 - FIR RADIOS/PAGERS	0	4,189	5,000	5,000	5,000	0	0.0%
52750 - FIR LEASE OF VEHICLES	14,936	60,036	16,000	16,000	16,000	0	0.0%
53002 - FIR RESPONSE SOFTWARE	0	0	0	0	22,500	22,500	NA
53005 - FIR MEDICAL/PHYSICAL EXAMS	0	2,353	2,000	2,000	2,000	0	0.0%
53006 - FIR MEDICAL/DRUG TESTING	140	0	2,000	2,000	1,000	(1,000)	-50.0%
53007 - FIR IN-SERVICE TRAINING	5,910	3,000	8,000	8,000	8,000	0	0.0%
002 - PURCHASE OF SERVICES Total	160,277	231,432	199,500	199,500	226,000	26,500	13.3%

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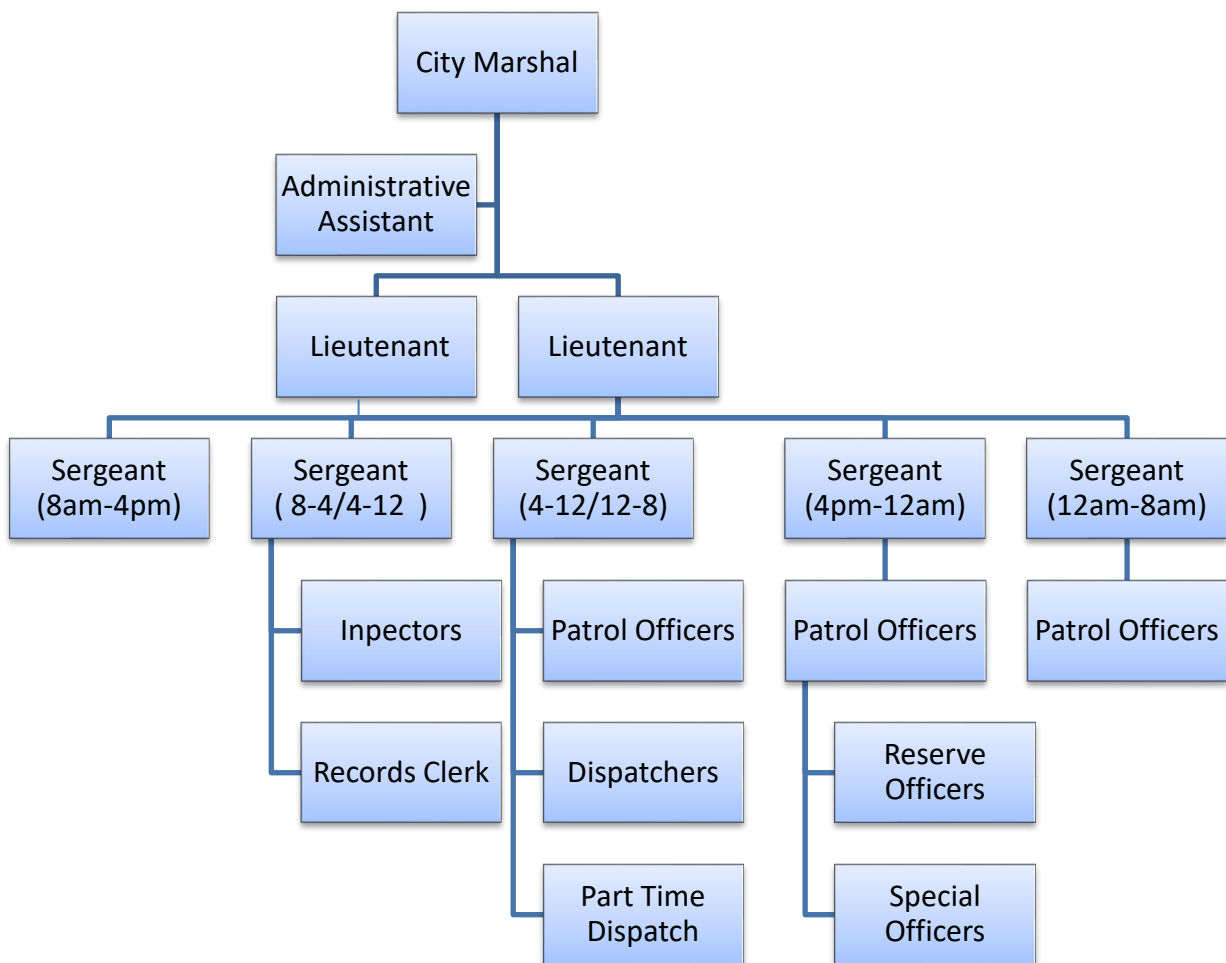
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
004 - SUPPLIES							
54200 - FIR OFFICE SUPPLIES	1,736	1,949	3,000	3,000	3,000	0	0.0%
54316 - FIR NEW HOSE-FITTINGS	9,018	4,470	3,000	3,000	3,000	0	0.0%
54317 - FIR PROTECTIVE CLOTHING	30,680	4,300	30,000	30,000	20,000	(10,000)	-33.3%
54318 - FIR PROTECTIVE EQUIPMENT	4,485	620	6,000	6,000	4,500	(1,500)	-25.0%
54319 - FIR FOAM & EQUIPMENT	0	0	2,000	2,000	1,000	(1,000)	-50.0%
54801 - FIR FUEL/OIL VEHICLE(S)	12,845	12,832	16,000	16,000	16,000	0	0.0%
55001 - FIR MEDICAL SUPPLIES	1,896	1,317	5,000	5,000	5,000	0	0.0%
55101 - FIR EDUCATIONAL MATERIAL	7,350	7,800	2,000	2,000	2,000	0	0.0%
55800 - FIR MISC SUPPLIES	2,789	1,890	6,000	6,000	6,000	0	0.0%
004 - SUPPLIES Total	70,800	35,177	73,000	73,000	60,500	(12,500)	-17.1%
007 - OTHER CHARGES & EXPENSES							
57300 - FIR DUES & MEMBERSHIPS	5,045	4,316	5,550	5,550	5,550	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	5,045	4,316	5,550	5,550	5,550	0	0.0%
Grand Total	4,053,440	4,214,202	4,110,873	4,330,990	4,471,842	140,852	3.3%

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	FY2021 Actual	FY2022 Actual	FY2023 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	23.0	23.0	23.0
Administrative Assistant	1.0	1.0	1.0
Records Secretary	0.5	0.5	0.5
Dispatcher	4.0	4.0	4.0
Custodian	0.5	0.5	0.5
Total Full Time-Equivalents	40.0	40.0	40.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Response Time 2 Minutes and Under	%	90%	91%	90.3%	89.6
Speed Study High St	MPH	27	28.58	28.57	28.37
Speed Study Merrimac St	MPH	28	30.94	28.82	28.65
Speed Study Low St.	MPH	31	33.79	32.45	32.87
Speed Study Water St	MPH	29	26.37	21.23	23.75
Accidents High St	#	41	43	39	42
Accidents Merrimac St	#	40	46	38	18
Accidents Low St	#	25	23	16	27
Accidents Water St	#	25	17	16	9
Accidents Storey Ave	#	65	68	56	42
Accidents streets Intersecting High St	#	14	18	20	30
Accidents Streets Intersecting Merrimac St	#	10	20	9	6

FY2022 ACCOMPLISHMENTS

Public Safety

- Conducted 16 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.
- We provide and 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.
- 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.
- The Essex County Outreach now has an office on 80 Elm St in Salisbury which is staffed with 2 part time employees.
- Continue to support Newburyport Youth Services and the Beacon Coalition to participate and support issues regarding addiction.

Schools

- We have continued our School Resource Officer program within the schools. Officer Kyle McElroy is designated as our SRO. He attended a week long training to prepare him for this important role.

Accreditation

- We are preparing for our 8th Accreditation award this year.

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:

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

Community

- Ward Sergeants continue to work with City Councilors on citizen's quality of life issues.
- 16th 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.
- Held Police Memorial ceremony for "Peace Officers Day," along Father Tim Harrison in Brown Square. The Students from the Immaculate Conception School participated in the ceremony. They then were given a tour of the police station.
- 13 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 \$650 to the Salvation Army.

Awards and Grants

- Department of Justice Comprehensive Opioid Abuse Site-based Program
- AAA American Automobile Association of Southern New England, Safety Silver Award
- Traffic Highway Safety Grant
- State 911 Support and Incentive Grant
- State 911 EMD Grant
- Mass State Accreditation
- Byrne Grant
- Small, Rural, and Tribal Body-Worn Camera Micro-Grant Program

FY2023 TRENDS

The Department has seen an increase in activity this past year with 23,777 calls for service, 2616 more than FY 2022. There were 63 arrests made this year, 141 people were issued summons to court and 13 people were placed into protective custody. Last year there were 48 arrests, 104 summons and 15 people were placed in protective custody. The officers made 1,093 traffic stops this year, issuing 432 citations. Traffic studies on our heavily traveled roadways indicated a slight decrease in speed on Low and Merrimac St. On Water St the speed was decreased by 5 MPH. High St. stayed the same.

There was an increase in motor vehicle crashes in 2021, from 224 to 283. Six streets make up two-thirds of all crashes in the City. The FY22 traffic accident data on those streets is as follows:

Street	Accidents
Storey Ave	56
Merrimac St	38
High St	39
Low St	16
Water St	16
State St	16
Total	151

Traffic

Accidents were up this year by 22% .Overall, the accidents in the city increased by 59 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 is concerning. However, the pandemic and lack of volume may have contributed to the decrease last year and the numbers are still lower than pre pandemic numbers where accidents were in the range of 350-400. 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 with State and City Officials with the implementation of the Safe Routes to School Project.

Communications

All dispatchers and officers 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 on families 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 2020 there

was 1 fatality and there were 4 non-fatal overdoses. In 2021 there were 0 fatalities, 12 non-fatal overdoses and NARCAN was administered 8 times. There were also 21 at risk referrals. In Essex County there were 1,132 non-fatal overdoses and 146 fatal overdoses.

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.

Mental Health

Approximately 10 percent of all police calls deal with mental health issues. Training for these encounters is important and teaches 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.

Essex County Outreach is also working to reduce the impact of the most common mental health and substance use disorders on America's communities. We recognize that they often overlap in co-occurring (dual-diagnosis) events. However, many people formally diagnosed or not, have treatable mental health needs that may not be intertwined with substance use disorder at all. Mental health affects people from all walks of life and many people suffer in silence due to stigma, shame, embarrassment, fear of job loss or what others may think of asking for help. Mental disorders involve changes in mood, thinking, and/or behavior and result in varying degrees of impairment to normal functioning in daily life and relationships. The Essex County Outreach Program now is working on referrals for at risk mental health disorders.

Schools

School safety continues to be a priority for the department. The School Resource Officer visits all the schools daily, and is heavily involved in the school culture, creating a safe environment for the students and faculty. All of our officers are trained in ALERT (Active Shooter Training) advanced rapid response training. In order to combat the growing threat, increased training specific to active shooters, as well as process and technology improvements are going to be in the spotlight.

The department added more officers visiting the schools by assigning officers daily to conduct Park Walk and Talk at all schools 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. Inspector Chris McDonald is the department's high risk domestic violence officer.

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.

The new Police Officers Standards and Training commission (P.O.S.T.) has been established, and the commission is currently gathering information from all departments in the state to start a database.

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.

FY2023 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 officers' 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. Provide training and guidance to protect officers and remain committed to public safety
 - Body Camera Training

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 3 Full-Time Officers
- Establish a Reserve List

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.
- Offer Behavioral Health referrals

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: TASERS

- Purchase 34 Tasers to replace current stock, which have a life expectancy of 6- 8 years

PROGRAMS & SERVICES

Patrol

- 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

Investigations

- 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

Communications & Administration

- 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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51110 - POL SAL MARSHAL	145,364	151,118	155,624	155,624	160,909	5,285	3.4%
51142 - POL SAL OFFICERS	2,533,640	2,579,736	2,624,659	2,711,689	2,804,856	93,167	3.4%
51144 - POL SAL RESERVE OFFICERS	0	0	5,000	5,000	0	(5,000)	-100.0%
51150 - POL SAL ADMIN ASSISTANT	65,401	66,474	67,804	67,804	70,176	2,373	3.5%
51152 - POL SAL RECORDS CLERK	29,276	30,772	30,772	31,387	32,012	624	2.0%
51156 - POL SAL DISPATCHERS	158,492	198,526	211,849	216,085	217,256	1,171	0.5%
51164 - POL SAL P/T DISPATCHERS	7,004	3,456	15,000	15,000	10,000	(5,000)	-33.3%
51166 - POL SAL CUSTODIAL	31,324	3,035	32,172	32,172	32,941	769	2.4%
51301 - POL OFFICER-OVERTIME	268,989	287,393	275,000	283,500	295,000	11,500	4.1%
51302 - POL DISPATCH-OVERTIME	28,402	22,885	17,500	17,850	17,850	0	0.0%
51330 - POL TECHNOLOGY STIPEND	0	0	0	0	28,800	28,800	NA
51400 - POL AFSCME EDUCATION STIPEND	1,125	1,125	1,125	1,125	1,125	0	0.0%
51401 - POL LONGEVITY	44,236	45,289	46,225	46,225	35,848	(10,377)	-22.4%
51402 - POL OFFICER-PAID HOLIDAYS	88,649	83,521	80,000	88,000	88,000	0	0.0%
51403 - POL DISPATCH-PAID HOLIDAYS	6,385	7,507	6,901	7,626	10,821	3,195	41.9%
51404 - POL COURT TIME	40,000	40,000	40,000	40,000	40,000	0	0.0%
51405 - POL OFFICER-CLOTHING ALLOW	53,592	53,025	54,100	69,100	71,400	2,300	3.3%
51409 - POL MARSHAL STIPEND	3,000	3,000	3,000	3,000	3,000	0	0.0%
51410 - POL OFFICER-NIGHT DIFF	80,640	84,860	76,999	80,749	80,749	0	0.0%
51411 - POL DISPATCH-NIGHT DIFF	2,484	2,392	2,392	2,990	5,720	2,730	91.3%
51412 - POL DISPATCH-CLOTHING ALLOW	1,028	1,928	2,600	2,600	2,600	0	0.0%
51413 - POL ACCREDITATION ALLOWANCE	131,808	135,694	138,511	145,011	154,092	9,081	6.3%
51509 - POL INJURED-ON-DUTY	50,656	49,668	55,000	55,000	60,000	5,000	9.1%
51601 - POL FITNESS ALLOWANCE	2,057	2,148	4,500	4,500	4,500	0	0.0%
001 - PERSONNEL SERVICES Total	3,773,552	3,853,552	3,946,731	4,082,036	4,227,655	145,619	3.6%
002 - PURCHASE OF SERVICES							
52101 - POL HEAT	8,563	7,929	10,000	10,000	12,000	2,000	20.0%
52102 - POL ELECTRICITY	44,107	51,167	43,000	43,000	43,000	0	0.0%
52401 - POL MAINT-BLDG	16,299	11,937	15,000	15,000	15,000	0	0.0%
52402 - POL MAINT-EQUIPMENT	3,010	18,612	15,000	15,000	15,000	0	0.0%
52403 - POL MAINT-VEHICLES	19,248	11,251	22,000	22,000	22,000	0	0.0%
53002 - POL MEDICAL EXPENSES	2,412	500	4,000	4,000	4,000	0	0.0%
53003 - POL LICENSING , WARR & CONTRAC	51,740	57,320	60,887	60,887	61,247	360	0.6%
002 - PURCHASE OF SERVICES Total	145,380	158,716	169,887	169,887	172,247	2,360	1.4%
004 - SUPPLIES							
54200 - POL OFFICE SUPPLIES	9,452	6,763	10,000	10,000	10,000	0	0.0%
54310 - POL SUPPLIES-CRIME LAB	1,225	1,496	1,500	1,500	1,500	0	0.0%
54801 - POL FUEL/OIL VEHICLE(S)	32,333	28,410	35,000	35,000	37,000	2,000	5.7%
54901 - POL PRISONER MEALS	14	54	100	100	100	0	0.0%
55001 - POL MEDICAL SUPPLIES	1,159	326	2,000	2,000	2,000	0	0.0%
55800 - POL MISC SUPPLIES	4,103	2,587	7,500	7,500	7,500	0	0.0%
55801 - POL AMMUNITION/WEAPONS	14,610	11,128	14,000	14,000	14,000	0	0.0%
004 - SUPPLIES Total	62,897	50,764	70,100	70,100	72,100	2,000	2.9%

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	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
007 - OTHER CHARGES & EXPENSES							
57300 - POL DUES & SUBSCRIPTIONS	20,552	18,868	21,630	21,630	21,890	260	1.2%
007 - OTHER CHARGES & EXPENSES Total	20,552	18,868	21,630	21,630	21,890	260	1.2%
008 - CAPITAL OUTLAY							
58501 - POL MIS/COMMUNICATIONS	9,846	6,923	14,725	14,725	14,725	0	0.0%
58502 - POL LEASE OF VEHICLES	46,764	49,905	65,000	65,000	65,000	0	0.0%
008 - CAPITAL OUTLAY Total	56,609	56,828	79,725	79,725	79,725	0	0.0%
Grand Total	4,058,990	4,138,727	4,288,073	4,423,378	4,573,617	150,239	3.4%

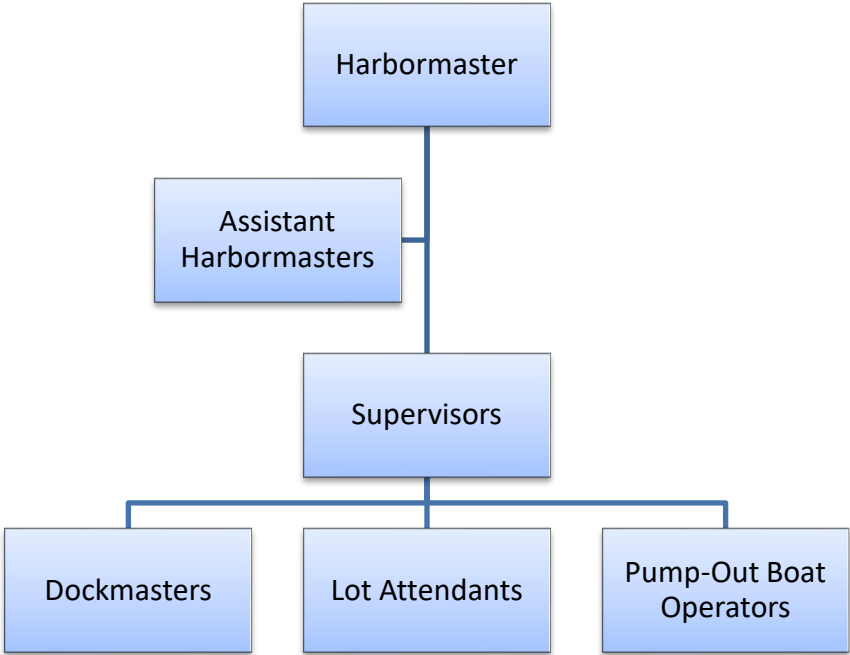
HARBORMASTER

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 waterfront 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 on safety issues and keep them abreast of weather conditions and where to keep their vessels.

ORGANIZATIONAL OVERVIEW



Position	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Harbormaster²	1	1	1
Assistant Harbormaster	15	15	15
Pump Out Boat Operators	3	3	3
Supervisors	3	3	3
Lifeguards	10	10	0
Dock Masters and Lot Attendants	15	15	15
Total Staff	47	47	37

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Waterway Permits	#	1,430	1,449	1,480	1,500
Mooring Permits	#	186	186	186	186
Dinghy Permits	#	43	47	47	47
Cashman Park Annual Parking Permits	#	75	87	195	220
Transient Boaters Central Waterfront	#	N/A	N/A	680	700

FY2022 ACCOMPLISHMENTS

Fleet

- Acquired a new 25 ft. Safe Boat for the City through a highly competitive Port Security grant program the boat will be completed for the fall of this year.

COVID- 19 Response

- With a delayed opening to our 2022 season we adopted all COVID -19 protocols and guidelines from the state with strict adherence to ensure boaters' safety. All staff were required to use PPE and social distance when possible and the Harbormaster office was closed to the public. Safety glass has been added at counter and hand sanitizer is available at all locations.
- Added COVID-19 rules, guidelines and quarantining rules to the website and quarantining handouts were given to all transient boaters.
- Worked with the Health Department and hosted several COVID-19 testing clinics at our office for the residents of Newburyport.

² Harbormaster is the only full-time position in the department

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 2022 Boater's Choice award from marinas.com. This puts us in the top 1% of highest rated marinas on marinas.com.

Training

- Provided Assistant Harbormasters with AED, first aid, and CPR training.
- Coordinated training and enhanced relationships with the Police, Fire and the Coast Guard.
- Completed search and rescue training with 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.
- Completed Mass Shellfish Officer Training

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 40 boats to the waterfront. The tournament raised over \$7,000 to the Dana Farber kids cancer foundation.

FY2023 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 2022 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 City provides additional amenities for boaters at its new Harbormaster facility. Gas prices continue to rise and we are not sure how that will affect the upcoming summer season's revenue and boat travel.

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.

FY2023 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.
- Help organize and oversee a safe and successful River Fest planned for July 23 this summer.

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.
- Work with the planning office and Mayors office for completion of the deteriorating bulkhead at the Central waterfront
- Help with the Grant application for the bulkhead project.

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 contacts 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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - HBR SAL HARBORMASTER	80,034	81,176	81,225	87,969	90,608	2,639	3.0%
51102 - HBR ASST HARBORMASTERS	38,030	41,358	35,000	35,000	55,000	20,000	57.1%
51181 - HBR SUPERVISORS	28,872	30,784	37,000	37,000	40,000	3,000	8.1%
51183 - HBR LIFEGUARDS	34,139	1,255	48,000	43,083	0	(43,083)	-100.0%
51184 - HBR ADMINISTRATIVE ASST	108	0	0	0	0	0	NA
51185 - HBR CASHMAN PARK ATTEND	22,649	21,397	21,000	21,000	22,000	1,000	4.8%
51186 - HBR DOCKMASTERS	13,236	12,619	12,000	12,000	14,000	2,000	16.7%
51187 - HBR PI PARKING LOT ATTEND	16,627	14,231	20,000	20,000	23,000	3,000	15.0%
51188 - HBR SHELLFISH CONSTABLE	2,327	2,481	2,500	2,500	2,500	0	0.0%
51404 - HBR TRAVEL ALLOWANCE	0	0	5,100	5,100	0	(5,100)	-100.0%
51405 - HBR CLOTHING ALLOWANCE	0	0	700	700	700	0	0.0%
51740 - HBR RETIREMENT SYSTEM	22,454	21,675	22,021	22,021	24,004	1,983	9.0%
51750 - HBR WORKERS COMP INS	11,035	7,076	10,000	10,000	10,000	0	0.0%
51760 - HBR HEALTH INSURANCE	25,638	25,426	29,089	29,089	30,000	911	3.1%
51770 - HBR FICA PAYROLL TAXES	3,594	4,060	7,500	7,500	7,500	0	0.0%
51901 - HBR RETIREMENTS/SICK LEAVE	0	7,002	0	0	0	0	NA
001 - PERSONNEL SERVICES Total	298,742	270,540	331,135	332,963	319,313	(13,650)	-4.1%
002 - PURCHASE OF SERVICES							
52103 - HBR HEAT/ELECTRICITY	9,674	3,407	10,000	10,000	10,000	0	0.0%
52401 - HBR MAINT-CASHMAN PARK	2,500	1,057	2,500	2,500	3,000	500	20.0%
52405 - HBR IT EXPENSE	4,270	3,108	3,000	3,000	4,000	1,000	33.3%
52410 - HBR MAINT-FISH PIER	419	0	500	500	500	0	0.0%
52420 - HBR MAINT-EQUIP/BOAT	4,232	3,719	5,000	5,000	9,000	4,000	80.0%
52430 - HBR MAINT-FLOATS/DOCKS	9,372	9,081	9,000	9,000	9,000	0	0.0%
52435 - HBR MAINT-BUILDING	1,250	1,998	2,000	2,000	2,000	0	0.0%
52445 - HBR MAINT-PLUM ISLAND	2,106	2,489	4,500	4,500	4,500	0	0.0%
52721 - HBR MAINT-PUMPOUT	343	594	4,000	4,000	4,000	0	0.0%
53001 - HBR FINANCIAL AUDIT/VALUATION	2,750	2,750	2,750	2,750	2,750	0	0.0%
53030 - HBR PRINTING & SIGNS	2,099	1,990	2,500	2,500	2,500	0	0.0%
53402 - HBR TELECOMMUNICATIONS	2,999	3,185	3,000	3,000	3,000	0	0.0%
53406 - HBR POSTAGE/MAILINGS	3,000	3,000	3,000	3,000	3,000	0	0.0%
002 - PURCHASE OF SERVICES Total	45,015	36,378	51,750	51,750	57,250	5,500	10.6%

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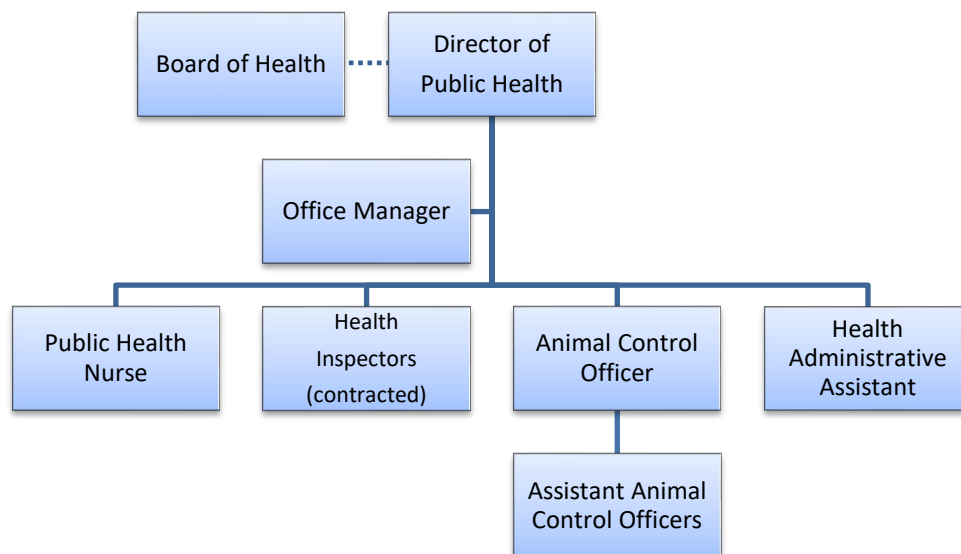
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
004 - SUPPLIES							
54200 - HBR OFFICE SUPPLIES	1,456	998	1,200	1,200	1,200	0	0.0%
54250 - HBR HARBOR COMM MINUTE TAKER	2,692	2,300	2,200	2,200	2,200	0	0.0%
54305 - HBR UNIFORM/SAFETY EQUIP	2,500	1,994	1,800	1,800	2,500	700	38.9%
54801 - HBR FUEL/OIL BOATS	8,794	8,554	6,900	6,900	10,000	3,100	44.9%
55800 - HBR MISC SUPPLIES	962	1,511	1,500	1,500	1,500	0	0.0%
004 - SUPPLIES Total	16,405	15,357	13,600	13,600	17,400	3,800	27.9%
007 - OTHER CHARGES & EXPENSES							
57100 - HBR TRAINING/TRAVEL	923	0	1,000	1,000	1,000	0	0.0%
57300 - HBR DUES/MEMBERSHIPS	250	250	500	500	500	0	0.0%
57430 - HBR PROPERTY INSURANCE	8,091	8,705	13,000	13,000	13,000	0	0.0%
57800 - HBR WATERFRONT TRUST AGMT	0	0	0	0	5,000	5,000	NA
57805 - HBR BUDGET CONTINGENCY	0	0	1,828	0	0	0	NA
007 - OTHER CHARGES & EXPENSES Total	9,264	8,955	16,328	14,500	19,500	5,000	34.5%
008 - CAPITAL OUTLAY							
58500 - HBR EQUIPMENT	49,517	20,567	30,000	30,000	30,000	0	0.0%
008 - CAPITAL OUTLAY Total	49,517	20,567	30,000	30,000	30,000	0	0.0%
009 - DEBT SERVICE							
59100 - HBR DEBT SERVICE	80,573	79,273	78,098	78,098	76,898	(1,200)	-1.5%
009 - DEBT SERVICE Total	80,573	79,273	78,098	78,098	76,898	(1,200)	-1.5%
010 - BUDGETED TRANSFER OUT							
59662 - TRANSFER TO HEALTH INS STAB FD	0	0	1,322	1,322	0	(1,322)	-100.0%
010 - BUDGETED TRANSFER OUT Total	0	0	1,322	1,322	0	(1,322)	-100.0%
Grand Total	499,515	431,069	522,232	522,232	520,360	(1,872)	-0.4%

HEALTH DEPARTMENT

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Health Director	1.0	1.0	1.0
Office Manager*	0.8	0.8	0.8
Health Nurse	0.9	1.0	1.0
Health Administrative Assistant	0.5	0.5	0.5
Animal Control Officer	1.0	1.0	1.0
Assistant Animal Control Officers	0.4	0.4	0.4
Total Full Time-Equivalents	4.6	4.7	4.7

*Funded 0.2 from Sustainability budget.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Animal complaints received	Each	236	301	360	325
Flu vaccines administered	Doses	420	420	400	430
CPR/1st Aid Training	Participants	50	50	0*	0*
Food Service Establishment Permits	Permits Issued	172	159	161	165
Tobacco Permit Cap	Permits Issued	13	13	13	12
Maternal/Newborn Home Visits (NS MVP)	Visits	30	25	0*	0*
*denotes program stopped due to COVID-19. Expect program to start again in FY23.					

FY2022 ACCOMPLISHMENTS

COVID-19 Response

- Administered over 600 COVID-19 booster doses in one week in December.
- Performed over 800 COVID-19 tests for city employees and community members between November 2021 and January 2022.
- Distributed 7,560 at-home test kits (2 tests per kit) to community members and city employees. Worked with the Newburyport Housing Authority, Heritage House, James Steam Mill, Senior Center, and other municipal departments to get kits to our highest need populations.
- The Health Department serves as the main point of contact with the Massachusetts Department of Public Health for monitoring the pandemic locally, including maintaining the case database and case tracking, oversight of self-quarantines/self-isolation of residents, and contact tracing.
- Revamped the COVID-19 page for the website. Added information on current case counts, testing locations, vaccine locations, state guidance, and how to get vaccination records if lost.
- Conducted COVID-19 contact tracing for positive cases reported to the Health Department through the MAVEN reporting software.
- Advised local residents and establishments/businesses on proper safety measures and isolation/quarantine requirements to reduce the spread of COVID-19 in the community.
- Worked with the Mayor's Office and Human Resources to implement COVID-19 sickness policies and an employee testing program.
- Responded to complaints from the public regarding non-compliance of local, state, and federal COVID-19 guidelines.
- Continued to work with the Lower Merrimack Valley Regional Collaborative to offer vaccinations to residents from the nine member communities.

- Provided staff support and guidance to the Board of Health as it acted, including when implementing a mask mandate during the most recent surge of cases.

Health Promotion/Disease Prevention

- Hosted flu clinics for city & school employees, the general public, and residents of affordable housing. Gave out a total of 430 flu shots in October 2021.
- Installed Fresh Fridges by 6AM Health in the Police Department, DPS Barn, Water Treatment Plant, and Sewer Treatment Plant. The goal of the fridges is to provide healthier food options for our employees who are working around the clock to keep the city running. The fridges automatically track what is bought and when supplies begin to run low it notifies the company to restock it meaning very limited work is needed to upkeep them. These were funded through a \$20,000 grant from MIIA for employee wellness.
- Conducted weekly beach testing during the summer season and retesting as needed. If bacteria levels were elevated, worked with the Harbormaster Department to post “No Swimming” notices at the public beach.
- In conjunction with the Mayor’s Office and the Senior Center, the Health Department partnered with the American Red Cross to host a blood drive. We hope to make this a yearly program.

Animal Control:

- Through our partnership with the Town of West Newbury, we received a new ACO truck outfitted with lights, radio, and cap to enclose the bed of the truck.
- Utilized shared services agreement to support ACO coverage for the following communities: Newburyport, West Newbury, Salisbury, Amesbury, and Newbury.
- Finalized and implemented Standard Operating Procedures (SOPs) for the shared regional animal shelter.
- Maintained and expanded use of social media to share educational information and lost/found domestic animals.
- Increased community outreach and built positive relationships with key stakeholders and the general public.

FY2023 TRENDS

COVID-19 Pandemic:

The City of Newburyport is still seeing COVID-19 infections. We had a very bad few months where cases hit record numbers due to the Delta and Omicron variants. The expectation is that COVID-19 is something that we will continue to deal with in the coming year(s) and that it may follow a similar pattern to that of the flu. There are also still unknowns, like if a new variant will appear or if we will need additional booster doses. These are things the Health Department will continue to monitor and share with the community.

The Health Department and Board of Health will continue to work collaboratively to ensure the health of all of those who live in, work in, and visit our city. We will also continue to urge people to wear masks in high-risk settings and around those who may not yet be eligible to be vaccinated or who are at high risk for severe disease.

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

The Health Department will need to begin to prepare for future pandemics that may come. This pandemic has shed light on the inefficiencies in the system and there has been a new focus at the federal, state, and local level to ensure Health Departments are ready to meet the challenge of what is to come next.

The Health Department has also been seeing a steady uptick in residents asking for information on Potassium Iodide (KI) tablets to be used in case of an emergency at the Seabrook Nuclear Power Station. We have updated our webpage to include information on KI and we will continue to give these out to residents. We expect this to continue to rise.

Inspectional Services - Housing

Over the past year, there has been a steady increase in both general housing complaints and hoarding complaints. We currently have two homes in the city condemned due to severe hoarding conditions and we have a few more on our radar that are not yet issues, but may become issues down the road. The Health Department will continue to work with partners like the Elder Mental Health Outreach Team and AgeSpan as well as our First Responders to get help to those who most need it while also protecting the public health and wellbeing of all.

Animal Control

Over the past few years, the ACO has received an uptick in off-leash complaints on the Rail Trail, at Atkinson Common, and at the Bartlet Mall, and complaints of dog owners not following the rules at off-leash parks (ex. Moseley Woods, Cashman Park, & March's Hill). The ACO will continue to increase patrols in these areas and use enforcement actions as appropriate. The department will also look into adding signage to these problem areas to remind users of the rules, as well as create a public education campaign via social media and other communication avenues to increase public awareness.

Due to the COVID-19 pandemic and increased remote work of city residents, the ACO has received a significant increase in barking complaints. With remote/hybrid work schedules becoming the new norm, it is expected that we will not see a decrease in these complaints as we move forward. The ACO will continue to educate dog owners and offer resources to help curb the barking, and will also continue to mediate between parties to find a solution that works for all.

Wildlife inquiries and complaints have been steadily increasing over the past year. This can be attributed to people working from home, as well as new developments that displace wildlife from their

previous habitat. The ACO will continue to educate the public on different wildlife and continue to serve as a resource for the public.

FY2023 GOALS & OBJECTIVES

GOAL 1: EMERGENCY PREPAREDNESS AND RESPONSE

Objectives:

- Complete a deep-dive review of our EDS plan and update necessary areas based on the COVID-19 pandemic after action review and update key contacts to reflect the current workforce.
- Build up our stockpile that was depleted during the COVID-19 pandemic to ensure we are ready to respond to future surges of COVID-19 and/or emerging infectious diseases.
- Work with other municipal departments to increase emergency preparedness and response capabilities.
- Expand relationships with surrounding municipal health departments and state and federal agencies to enhance emergency preparedness and response efforts.
- Expand the department's Potassium Iodide (KI) program to ensure residents and those who work in the city are prepared should an event take place at Seabrook Nuclear Power Station.

GOAL 2: EXPAND INSPECTIONAL SERVICES, COMMUNITY OUTREACH AND PROGRAMMING EFFORTS

Objectives:

- Develop and roll out a comprehensive programming plan to meet the needs of those who live in, work in, and visit our community.
 - Target programming at high-risk populations by working with community stakeholders to identify needs and develop curriculums.
 - Expand educational programs for establishments permitted through the department.
- Continue to have staff members attend trainings and conferences related to public health to ensure a competent and trained workforce that can meet community needs.
- Continue to fine tune the Health Department webpage to ensure it is up to date with accurate information and resources. Eliminate or update outdated information and remove "broken" links.
- Increasing restaurant inspections to compensate for the deficiencies caused by the pandemic.
- Expand the Health Department's audience on social media and develop a social media plan to ensure we keep followers engaged.
- Develop a Certificates of Habitability inspection process and regulations for rental units to protect renters and landlords.

GOAL 3: MODERNIZE, AUTOMATE, DIGITIZE, AND STREAMLINE HEALTH DEPARTMENT PROCESSES IN AN EFFORT TO IMPROVE STAFF EFFICIENCY, REDUCE PAPER USE, AND INCREASE EASE OF USE FOR THE PUBLIC.

Objectives:

- Move all permitting to the city's online permitting system (OpenGov) to enable the Health Department to accept and process electronic permits for all establishments under its purview.
- Begin to digitize records to eliminate the amount of hard copy materials that need to be managed and stored in the Health Department.
- Purge documents that no longer need to be kept in accordance with the MA Secretary of the Commonwealth's Municipal Records Retention Schedule.

GOAL 4: EXPAND AND IMPROVE ANIMAL CONTROL STANDARD OPERATING PROCEDURES AND COMMUNITY OUTREACH

Objectives:

- Develop and implement an emergency plan for animals if Plum Island needs to be evacuated due to storm surge events. Work with other municipal departments on implementation and contingency plans.
- Maintain and improve conditions of the Animal Shelter located at the DPW (16 Perry Way).
- Establish and revise animal related ordinances and regulations in relation to school property and other problem areas identified through animal complaints.
- Revise and streamline rabies protocol. Partner with local animal hospitals to establish a working relationship in regards to potential rabies exposures.
- Partner with the School Department to offer education to students around pet safety and proper animal etiquette.
- Offer educational programming to the community on topics of interest. Examples include wildlife education, pet safety, emergency preparedness, etc.

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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - HLH SAL HEALTH DIR	77,455	80,908	80,908	82,526	88,104	5,578	6.8%
51103 - HLH SAL ASST HLH DIR/OFC MGR	48,922	57,982	62,403	62,403	48,449	(13,954)	-22.4%
51122 - HLH SAL PROJECT ASSISTANT	0	0	0	0	8,000	8,000	NA
51164 - HLH MINUTE TAKER	1,650	1,800	1,800	1,800	1,800	0	0.0%
51166 - HLH SAL OFFICE ASSISTANT	17,103	17,379	17,815	17,815	18,439	624	3.5%
51404 - HLH TRAVEL ALLOWANCE	5,100	5,100	5,100	5,100	5,100	0	0.0%
51405 - HLH CLOTHING ALLOWANCE	675	700	700	700	700	0	0.0%
51711 - HLH SAL PUBLIC HEALTH NURSE	49,290	54,022	62,517	62,517	62,517	0	0.0%
001 - PERSONNEL SERVICES Total	200,195	217,890	231,243	232,861	233,108	247	0.1%
002 - PURCHASE OF SERVICES							
52904 - HLH ESSEX GREENHEAD	1,014	1,014	1,014	1,014	1,066	52	5.1%
53031 - HLH WATER SAMPLING	0	0	0	0	500	500	NA
53204 - HLH HEALTH CONSULTANT	1,000	1,000	1,000	1,000	1,000	0	0.0%
53205 - HLH PER DIEM INSPECTORS	8,704	4,919	20,000	20,000	30,000	10,000	50.0%
53206 - HLH WEIGHTS & MEASURES INSP	7,000	0	7,000	7,000	7,000	0	0.0%
53700 - HLH LICENSING	778	968	2,300	2,300	2,000	(300)	-13.0%
002 - PURCHASE OF SERVICES Total	18,496	7,901	31,314	31,314	41,566	10,252	32.7%
004 - SUPPLIES							
54200 - HLH OFFICE EXPENSES	2,166	1,067	2,000	2,000	2,000	0	0.0%
55000 - HLH MEDICAL & SURGICAL SUPP	2,073	335	2,500	2,500	2,500	0	0.0%
004 - SUPPLIES Total	4,239	1,402	4,500	4,500	4,500	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57300 - HLH DUES & MEMBERSHIPS	551	843	1,000	1,000	1,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	551	843	1,000	1,000	1,000	0	0.0%
Grand Total	223,481	228,036	268,057	269,675	280,174	10,499	3.9%

ANIMAL CONTROL (01-292)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - ANC SAL ANIMAL CONTROL OFFCR	42,115	36,225	46,499	46,499	46,863	364	0.8%
51102 - ANC SAL ASSIST ACO	11,754	3,200	11,000	11,000	12,500	1,500	13.6%
51301 - ANC OFF-HOURS COVERAGE	904	228	1,000	1,000	3,600	2,600	260.0%
51405 - ANC CLOTHING ALLOWANCE	1,200	600	600	600	725	125	20.8%
001 - PERSONNEL SERVICES Total	55,973	40,253	59,099	59,099	63,688	4,589	7.8%
002 - PURCHASE OF SERVICES							
52401 - ANC BUILDING & GROUNDS	2,745	1,444	2,000	2,000	2,000	0	0.0%
53009 - ANC CARE OF ANIMALS	2,638	2,059	2,750	2,750	2,750	0	0.0%
53010 - ANC DEAD ANIMAL REMOVAL	0	0	200	200	200	0	0.0%
002 - PURCHASE OF SERVICES Total	5,384	3,503	4,950	4,950	4,950	0	0.0%
004 - SUPPLIES							
54801 - ANC FUEL/OIL VEHICLE(S)	1,809	1,224	2,100	2,100	2,100	0	0.0%
004 - SUPPLIES Total	1,809	1,224	2,100	2,100	2,100	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57300 - ANC DUES/LIS/SUBSCRIP	350	160	350	350	350	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	350	160	350	350	350	0	0.0%
Grand Total	63,516	45,140	66,499	66,499	71,088	4,589	6.9%



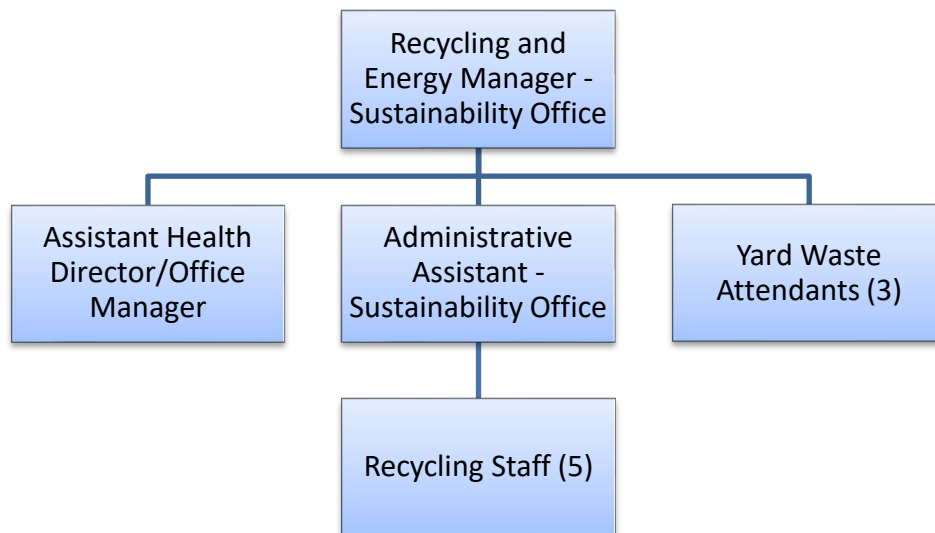
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SUSTAINABILITY

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	FY2021 Actual	FY2022 Actual	FY2023 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 CY2019	Actual CY2020	Actual CY2021	Estimated CY2022
Recycling Tonnage	Tons	2,136	2,438.14	2288.14	2400
Solid Waste (SW) Tonnage	Tons	5,340	5,641.58	5682.94	5750
Organics/Compost	Tons	137	227.18	220	230
Organics/Yard Waste	Tons	537	487.08	1350	1000
Solid Waste Disposal Rate	Price per Ton	68.70	71.25	73.50	75.75
Household Hazardous Waste Disposal	Gallons	10,950	4,300	6087	5000
Municipal Building Energy Supply (per kWh)	Price	.097	.0908	.0908	.0908
Municipal Energy Usage vs. Baseline Year 2009	MMBTU	+.04%	-18%	-30%	-14%

CY2021 ACCOMPLISHMENTS

Renewable Energy and Energy Efficiencies

- The city has been in an **energy supply contract with Constellation New Energy** for municipal accounts and will be until November 2023 at a fixed rate of \$.0908 per kWh. This **equates to \$167,309 in savings** over standard offer for CY 21. For future supply we have received pricing on 3/1/22 that will increase costs by \$89,000 per year after that contract ends, if current trends continue.
- Completed Green Communities **2021 Annual Report** and reported that total municipal energy **usage in all City facilities has decreased 14% since our benchmark year (2009)**. Data review from our baseline year shows building usage down by 22%, street lights down by 48%, vehicle fuel down by 26% and water/sewer up by 18%.
- We completed 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**. Our recent **Grant 7 application was rejected** due to competition for grant funding and need for deeper greenhouse gas emissions reductions. We will apply again spring of 2023 for continued lighting work at NHS and HVAC work at the public library.
- Of the five community solar contracts signed with Nexamp under the Solar Mass Renewable Target (SMART), four are operational and one is expected in the coming months. **These provide discounted solar credits (15% off) to the Newburyport schools and will bring Newburyport's total municipal energy supply to 60% renewable.**

- With ICF Consulting and paid through a NGrid pilot program, the city completed a fleet electrification assessment of the city's fleet and has added its first electric police vehicle. This assessment has provided the city with a roadmap including costs, vehicle types and models for city wide fleet electrification.

Recycling and Waste

- Working with the Toward Zero Waste (TZW) Committee, we successfully developed and managed an **organics campaign expansion to 900 HH in the city, an additional 200 HH** from CY 2020.
- In preparation for FY 24, we have begun the process of **planning for new solid waste and recycling contracting**. With limited disposal options, these markets are up significantly and we are expecting large increases in collection, transport, and disposal for solid waste.
- **Solid waste tonnage increased** from 5,340 tons in CY2019 to 5,641 tons in CY2020 and up to 5682.94 tons in CY 2021. Our tonnage disposal rate increased by 3% annually and is currently at \$73.50 per ton.
- There has been a decrease in **recycling tonnage** from 2,438 tons in CY 2020 to 2288.14 in CY 2021. The decrease can in part be attributed to light weighting of packing material. The recycling market has rebounded and we are now either paid for recycling material or paying under \$5/ton.
- Newburyport now participates in 11 regional open **household hazardous waste** events. These events provided proper disposal of household hazardous waste material including in Newburyport:
 - 6,000 gallons of chemicals
 - 900 gallons of motor oil
 - 155 gallons of cooking oil not entering the waste water treatment system
 - 450 gallons of anti-freeze.
- We continue to support area non-profits through employment of young adults with disabilities at our Recycling Center. Additional **drop-off recycling and household hazardous waste** in all material areas highlighted below, over the year:
 - Scrap metal 60.03 tons in CY 21 vs 44 tons in CY 20
 - Textiles 205.12 tons in CY 21 vs 121.70 tons in CY 20
 - Electronics 22 tons in CY 21 vs 26 tons in CY 20
- Provided **yard waste services** to 2,500 households and managed the collection and disposal of 1350 tons of brush and 6750 cubic yards of organic yard waste at the yard waste facility.
- The City received a **Recycling Dividends Program grant for \$18,200** based on the amount of recycling programs and streams we offer in the city.

Resiliency

- As a member of the Resiliency Committee, the **implementation of the recently released Resiliency Plan is now underway**. Initially we are focused on education and the high priority items such as drinking water and waste water treatment facility protection.

- As a Municipal Vulnerability Preparedness (**MVP**) Community, we have thus far received **\$1,209,855 in grant funding** for the Waste Water Treatment Facility. In February 2022, three expressions of interests were submitted for bulkhead repair and water treatment facility upgrades. The City submitted a full application in May focused on engagement and education.

Community Education and Awareness

- **Continued to work with area schools on sustainability programing** both virtually and in person.
- 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.**
- Finalized **on-line purchasing** of yard waste permits and bulk trash stickers through the City website and through **in person retail partners** in the city.
- 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.**

FY2023 TRENDS

- The State of Massachusetts through its Climate Act of 2021 and Solid Waste Master Plan has recently set targets for **85% less carbon from base year 1990 and 90% waste reduction target from 2021 both to be reached by 2050.** Alongside these mandates are waste bans and a new stretch energy code that will begin in 2023.
- The **Energy Advisory and Toward Zero Waste Committees** are diligently working on various programs, projects and policies relating to the commitments and changes above.
- The City's education and outreach programs continue to grow. The TZW Committee along with the **NHS Environmental and Club and National Honor Society** are developing a campaign to further increase organic waste disposal from last year's successful campaign.
- **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 we saw in 2018. Massachusetts is now shipping a growing portion of its waste out of state due to lack of disposal capacity.
- We will be **monitoring energy and recycling markets.** As history has shown, energy and recycling are directly tied to world events hence our need to contract for energy supply and fixed disposal rates. We saw demand and pandemic pressure drive up recycling market values and today with the risk to energy supply with Russia's invasion of Ukraine, the energy and recycling markets are again a source of major price volatility.
- **There are more than 150 actions recommended in the Resiliency Plan** that the city needs to undertake in the coming years to ready itself for upcoming changes. The Resiliency Committee will continue to meet monthly along with sub committees to undertake these tasks.

FY2023 GOALS & OBJECTIVES

GOAL 1: POLICY PLANNING FOR GREEN HOUSE GAS (GHG) EMISSIONS REDUCTIONS BY 85% BY 2050

Objectives:

- Through a REPA MVPC grant, develop an 85% decarbonization plan for municipal facilities and vehicles.
- Together with the Energy Advisory Committee and Planning Office we are working to refine the GHG protocol for the significant city projects ordinance.
- Working with ICF Consulting to implement vehicle electrification for municipal vehicles.

GOAL 2: PLAN AND IMPLEMENT SOLID WASTE/RECYCLING REGULATIONS AND PROGRAMS THAT WILL PROVIDE EXCELLENT SERVICE WHILE ALSO LOOKING TO MEET STATE GOALS OF 90% WASTE REDUCTION BY 2050

Objectives:

- Continue implementation of the organics/compost diversion marketing campaign through the TZW Committee, NHS Environmental Club, National Honor Society, and local non-profits including ACES.
- Develop policies for multi-family housing complexes and private roads for waste and recycling.
- Begin and define RFP and draft contract for the next 5 year solid waste disposal and collection/transportation contract. Current contract ends June 30, 2023.

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.
- Refine and resubmit Green Communities grant for energy efficiency upgrades at Newburyport High School and the State Street library.
- Work with All In Energy, an area nonprofit, to create community outreach campaigns that drive adoption of energy savings products and services starting with Mass Save energy assessments. We will be collaborating with the Senior Community Center as well as area churches to reach those on fixed and/or limited income.
- The city will be working with the National Grid Community Solutions Program with the goal of improving the energy efficiency and sustainability for all NGrid customers in the city. This outreach and engagement will improve participation across all types of customers reducing energy usage, costs and associated emissions and impacts.

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

- Continue to work with students at all levels, senior citizens and residents around recycling right, renewable energy, energy efficiency, resiliency and waste reduction through programs, events and online information.
- Working with MassEnergize, create an online platform where residents can find a comprehensive menu of ways to reduce their carbon footprint. This platform will enable families, individuals, and groups to find, act and seek the services and products for enhancements.
- Refurbish and update the resiliency pages on the city's web site.

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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51103 - SUS SAL ASST HLH DIR/OFC MGR	8,414	9,226	10,400	10,400	8,075	(2,326)	-22.4%
51160 - SUS SAL RECYCLE/ENERGY MGR	74,444	75,643	77,156	77,156	79,857	2,700	3.5%
51166 - SUS RECYC PER DIEM INSPECTOR	2,300	2,300	2,300	2,300	2,300	0	0.0%
51167 - SUS SAL OFFICE ASSISTANT	9,711	9,776	10,021	10,021	10,372	351	3.5%
51168 - SUS COMPOST ATTEND	19,678	17,564	25,000	25,000	25,000	0	0.0%
51404 - SUS TRAVEL ALLOWANCE	0	0	5,100	5,100	5,100	0	0.0%
001 - PERSONNEL SERVICES Total	114,547	114,509	129,977	129,977	130,703	725	0.6%
002 - PURCHASE OF SERVICES							
52403 - SUS MAINT-VEHICLE	605	44	750	750	750	0	0.0%
52813 - SUS CHIPPER SERVICE	0	850	0	0	0	0	NA
52905 - SUS SOLID WASTE	1,549,344	1,522,108	1,650,000	1,650,000	1,700,000	50,000	3.0%
002 - PURCHASE OF SERVICES Total	1,549,949	1,523,001	1,650,750	1,650,750	1,700,750	50,000	3.0%
004 - SUPPLIES							
54200 - SUS MISC EXPENSE	324	145	500	500	500	0	0.0%
54801 - SUS FUEL/OIL VEHICLE	926	1,105	1,000	1,000	1,250	250	25.0%
004 - SUPPLIES Total	1,250	1,250	1,500	1,500	1,750	250	16.7%
Grand Total	1,665,746	1,638,760	1,782,227	1,782,227	1,833,203	50,975	2.9%

Section 6: Public Services

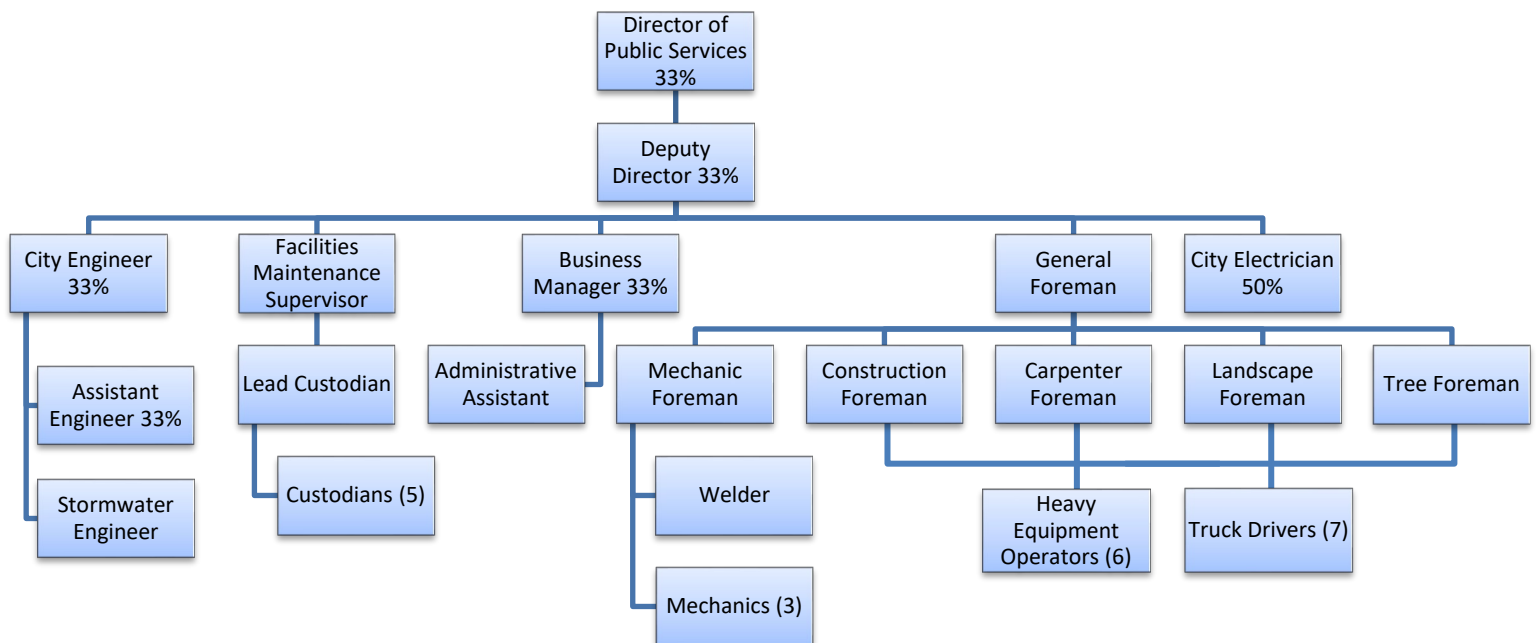
DPS: HIGHWAY DIVISION

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 for 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	FY2021 Actual	FY2022 Actual	FY2023 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	3.0	4.0	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	6.0^	7.0	7.0
Total Full Time-Equivalents	33.7	35.7	35.7

^ 1.0 FTE funded from library budget in FY2021

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Crosswalks painted or repainted (360 total Citywide)	Number of Crosswalks	300	315	300	150
Roadway crack-sealant applied	Gallons	6,000	6,000	6,000	5,000
High hazard trees removed	Number	100	88	87	80
Trees pruned	Number	130	131	142	140
Sidewalks replaced or upgraded	Linear feet	2,800	3,000	2,500	2,500
Catch basins rebuilt	Number	38	40	35	30
Catch basins cleaned*	Number	951	900	980	1,000
Roadways repaved	Linear feet	5,240	6,000	7,220	22,500
Work Orders Prepared on CMMS	Number	150	1,500	1189	822
*MS4 Permit Required					

- **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.
- **Roadway Construction & Maintenance:** Chapter 90 and free cash funded the improvements to the following streets and sidewalks
 - Nock school
 - Oak Street
 - Beacon Street
 - South Pond Street
 - Riley Street
 - Guild Street
 - Boardman Street (binder coat)
 - Columbus Ave (binder coat)

Total Cost \$1.2Million
- **5 Year Roadway Improvement Plan:** DPS received the BETA engineering five-year pavement management plan. DPS inputted the data from the plan onto a spreadsheet broken down by ward to assist in the development of the City's capital improvement plan. This was used to support the additional streets and sidewalks funding passed by the City Council in April 2022 and work was able to start in late April. \$2M will be spent on street and sidewalk repair in each of the next five years under this plan.
- **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:
 - Performed Year 4 Permit requirements: ongoing storm sewer system mapping, which entailed field work to determine the connectivity of the piping system, pipe sizes, structure types, general conditions, and identifying illicit connections; updating the Illicit Discharge Detection and Elimination (IDDE) Plan and the Stormwater Management Program plan (SWMP), public education, participation, and outreach, ranking of catchment areas, revisions to our local Stormwater Ordinance and Rules and Regulations, public meetings with City Council to adopt new ordinance, and construction inspections and issuance of 2 illicit discharge violations.
 - Evaluated and performed drainage solutions for dozens of issues throughout the year using CCTV inspection and pipe jetting equipment.
 - 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. The project went out to bid in April 2022 and responsive bids were received within the planned for budget of the project.
 - 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.
 - Intersection improvement conceptual design and safety evaluation for Federal and Water Streets.
 - Merrimac Street restriping Plan.
 - Lower Atkinson roadway and parking improvements and safety zone design.
 - Rawson and Highland intersection evaluation.
 - Traffic control evaluation at Perry Way and Low Streets.
 - Project management for design of High Street Traffic Calming at March's Hill.
- **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 erosion along Reservation Terrace on Plum Island, Arlington Street, Merrimac Street, Boardman Street, Cashman and Pioneer Parks, Curzon Mill Road, Business Park Swales, Central Waterfront, Indian Hill Reservoir algae bloom, South Pond Street, Oak Street, Riley Street.
- **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
- **Snow and Ice:** DPS continues to modify and update the City's snow and ice plan.
- **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 FY2022. The Division completed multiple electrical repairs to public facilities, traffic signals and infrastructure. The Electrician works closely with the Facilities and Highway Divisions and responds to outages in a timely manner
- **Facilities Division:** The Facilities Division continues to provide quality services to the maintenance of City owned public facilities.
 - The facilities staff's 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 68 trees city wide.
- **Information Systems:** DPS continues to utilize the following applications; Easy clocking, Main Star work order system, door system, storm water management and reverse notification system.
- **Business Office:** The Business Office is working in collaboration with the 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 leads procurement of personal protective equipment and purchasing of sanitizing protects. Procurement activities are managed by the Business Office in collaboration with the Finance Department. The office completed a \$1.5M road paving annual agreement for up to three years, procured tree services through the request for response state program, participated in the salt consortium bid with the Town of Boxford and completed several equipment purchases utilizing the state bid list.

- **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

FY2023 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.

Roadways:

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 \$519,000 in Chapter 90 funding annually. The City allocated \$2M dollars in ARPA funds to the roadway program for the 2022/2023 construction season.

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.

FY2023 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 roadway plan which prioritizes 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 software of CMMS to allow other departments to request work orders.
- Assist/add other Departments 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 1800s, 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: 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 7: 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.
- Complete necessary procurements and utilize consortium agreements.
- Implement reconciliation processes regrading permit, brick upgrade and cemetery receivables.
- Work collaboratively with Mass DOT and City departments to process Chapter 90 reimbursements and efficiently manage the paving/sidewalk accounts.

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

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

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - DPS SAL DIRECTOR	44,228	44,940	45,839	45,839	46,756	917	2.0%
51102 - DPS SAL DEPUTY DIRECTOR	35,535	38,940	38,939	39,718	40,909	1,192	3.0%
51103 - DPS SAL BUSINESS MANAGER	24,924	26,998	29,781	29,781	30,823	1,042	3.5%
51107 - DPS SAL ELECTRICIAN	42,068	43,066	44,649	44,649	51,000	6,351	14.2%
51117 - DPS SAL ASST ENGINEER	22,721	23,796	23,089	23,892	24,609	717	3.0%
51118 - HWY SAL STORMWATER ENGINEER	62,477	63,469	64,753	64,753	69,933	5,180	8.0%
51119 - DPS SAL CITY ENGINEER	32,170	32,689	32,689	33,855	34,870	1,016	3.0%
51120 - HWY SAL FAC MAINT SUPERVISOR	68,609	74,580	84,004	84,004	84,004	(0)	-0.0%
51121 - HWY SAL GENERAL FOREMAN	69,331	70,796	75,468	75,468	75,468	(0)	-0.0%
51131 - HWY SAL OFFICE MANAGER	64,660	59,090	64,753	64,753	67,019	2,266	3.5%
51150 - HWY SAL FACILITIES MAINT	297,424	296,714	335,938	342,657	355,357	12,700	3.7%
51158 - HWY SAL LABOR	994,520	990,573	1,078,353	1,103,753	1,157,023	53,270	4.8%
51166 - HWY PART TIME EMPLOYEES	5,196	7,512	6,000	6,000	9,000	3,000	50.0%
51190 - HWY SUMMER EMPLOYEES	2,496	4,752	18,500	18,500	20,500	2,000	10.8%
51301 - HWY OVERTIME	119,548	103,227	137,690	137,690	137,690	0	0.0%
51401 - HWY LONGEVITY	6,604	6,106	6,106	6,106	4,885	(1,221)	-20.0%
51402 - HWY LICENSE STIPENDS	12,800	10,800	12,421	12,421	12,421	0	0.0%
51404 - HWY TRAVEL ALLOWANCE	0	0	5,100	5,100	5,100	0	0.0%
51405 - HWY CLOTHING ALLOWANCE	24,256	21,881	23,433	23,433	22,733	(700)	-3.0%
51416 - HWY TOOL REIMBURSEMENT	4,864	3,370	4,200	4,200	4,200	0	0.0%
51420 - HWY EDUCATION CREDITS	1,125	700	700	700	700	0	0.0%
001 - PERSONNEL SERVICES Total	1,935,554	1,923,998	2,132,404	2,167,270	2,255,000	87,729	4.0%
002 - PURCHASE OF SERVICES							
52101 - HWY HEAT	8,224	14,174	8,000	8,000	9,500	1,500	18.8%
52102 - HWY ELECTRICITY	68,416	66,250	57,000	57,000	57,000	0	0.0%
52103 - HWY STREET LIGHTS	61,688	38,960	75,000	75,000	75,000	0	0.0%
52401 - HWY MAINT-BUILDING	48,150	29,413	42,000	42,000	42,000	0	0.0%
52402 - HWY MAINT-CITY HALL	14,610	20,204	15,750	15,750	18,000	2,250	14.3%
52403 - HWY MAINT-VEHICLES	87,064	85,332	90,300	90,300	94,330	4,030	4.5%
52404 - HWY MAINT-TREE	58,754	82,120	94,250	94,250	94,250	0	0.0%
52405 - HWY MAINT-MANAGEMENT SYSTEM	5,976	9,000	7,667	7,667	10,000	2,333	30.4%
52406 - HWY MAINT-STORMWATER	33,061	47,713	50,000	50,000	50,000	0	0.0%
52410 - HWY MAINT-CITY-WIDE	27,040	18,653	20,000	20,000	20,000	0	0.0%
52413 - HWY LINE PAINTING	28,275	58,023	30,500	30,500	30,500	0	0.0%
52415 - HWY MAINT-SR COMM CENTER	11,982	12,456	10,000	10,000	10,000	0	0.0%
53002 - HWY MEDICAL/DRUG TESTING	3,703	2,792	4,820	4,820	4,820	0	0.0%
53030 - HWY STORMWATER CONSULTING	17,400	7,363	10,000	10,000	10,000	0	0.0%
53032 - HWY STORMWATER TESTING	56	1,575	10,000	10,000	10,000	0	0.0%
53700 - HWY TRAIN/TRVL/CONFR	4,891	2,975	7,200	7,200	7,200	0	0.0%
53801 - HWY PEDESTRIAN/SAFETY IMPROV	0	0	45,000	45,000	100,000	55,000	122.2%
002 - PURCHASE OF SERVICES Total	479,290	497,004	577,487	577,487	642,600	65,113	11.3%

(Continued from Previous Page)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
004 - SUPPLIES							
52411 - HWY ELECTRICAL SUPPLIES	16,887	18,530	20,000	20,000	20,000	0	0.0%
54301 - HWY FACILITIES MAINT SUPPLIES	23,652	17,403	19,000	19,000	22,000	3,000	15.8%
54311 - HWY ROAD MATERIALS	72,029	80,256	83,000	83,000	83,000	0	0.0%
54312 - HWY STREET SIGNS	13,073	15,722	16,000	16,000	18,000	2,000	12.5%
54313 - HWY SUPPLIES	20,772	20,907	17,000	17,000	17,000	0	0.0%
54314 - HWY RADIOS 2-WAY	4,944	4,259	4,000	4,000	4,000	0	0.0%
54801 - HWY FUEL/OIL	168,962	118,375	96,000	146,000	105,000	(41,000)	-28.1%
55800 - HWY MISC SUPPLIES	0	654	0	0	0	0	NA
004 - SUPPLIES Total	320,319	276,105	255,000	305,000	269,000	(36,000)	-11.8%
008 - CAPITAL OUTLAY							
58303 - HWY VEHICLE/EQUIPMENT	7,500	2,975	7,500	7,500	7,500	0	0.0%
58901 - HWY SIDEWALKS	373,764	300,775	370,000	370,000	320,000	(50,000)	-13.5%
008 - CAPITAL OUTLAY Total	381,264	303,750	377,500	377,500	327,500	(50,000)	-13.2%
Grand Total	3,116,427	3,000,857	3,342,391	3,427,257	3,494,100	66,842	2.0%

SNOW & ICE (01-423)

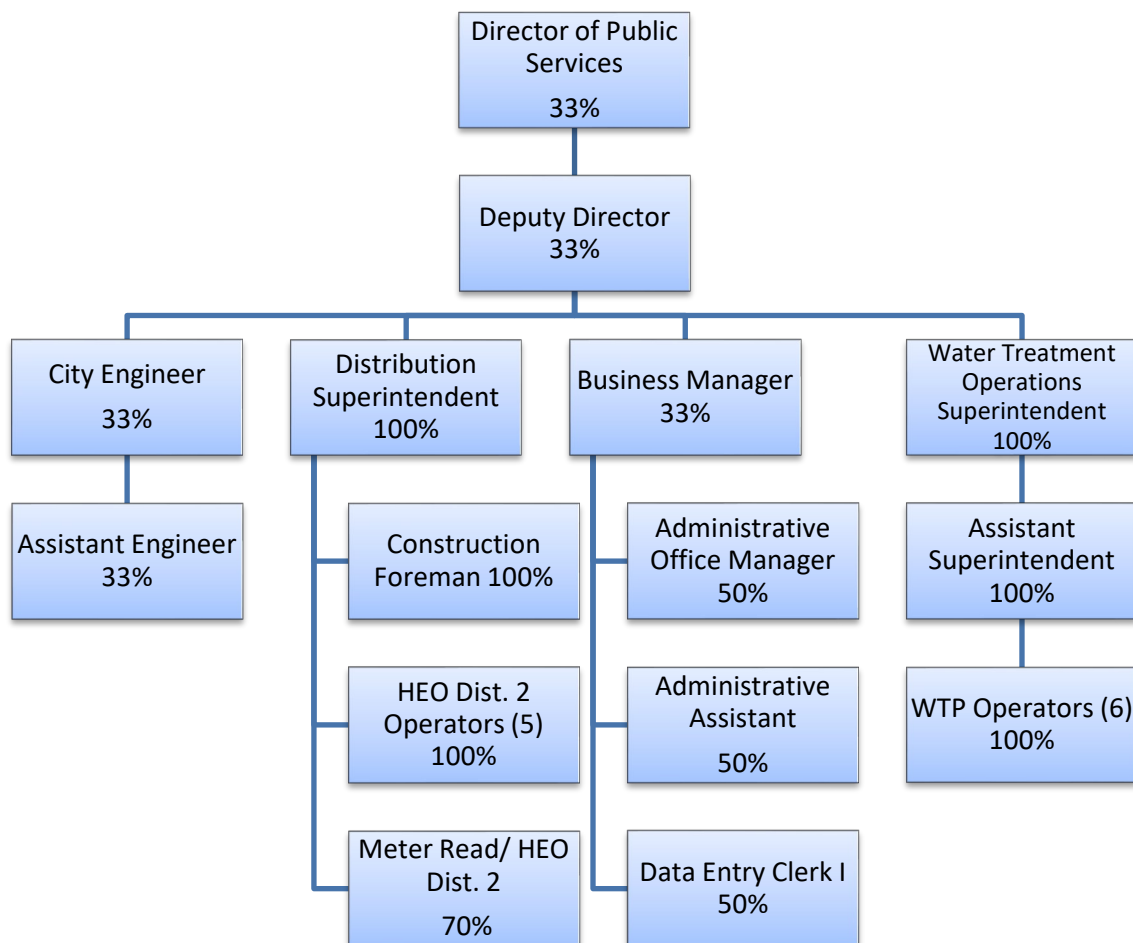
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51301 - SNW SNOW & ICE LABOR	105,331	109,762	115,000	115,000	120,000	5,000	4.3%
001 - PERSONNEL SERVICES Total	105,331	109,762	115,000	115,000	120,000	5,000	4.3%
002 - PURCHASE OF SERVICES							
52901 - SNW SNOW & ICE EXPENSE	201,465	265,499	175,000	175,000	193,000	18,000	10.3%
002 - PURCHASE OF SERVICES Total	201,465	265,499	175,000	175,000	193,000	18,000	10.3%
Grand Total	306,796	375,261	290,000	290,000	313,000	23,000	7.9%

DPS: 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	FY2021 Actual	FY2022 Actual	FY2023 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 11	0.5	0.5	0.5
Administrative Assistant 1	0.5	0.5	0.5
WTP Operator T-4	4.0	4.0	4
WTP Operator T-3	1.0	1.0	1
WTP Operator T-2	1.0	1.0	1
WD Construction Foreman	1.0	1.0	1
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 FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Water Line Replacement	Linear feet	800	800	1,200	1,200
Volume of water treated	Million gallons	704	710	696	663
Water/Sewer Liens	Number	200	230	175	180

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, completing additional tasks that surfaced due to the pandemic and all of the various functions that are performed by our employees. The department experienced a significant amount of employee resignation/retirement during the pandemic. Recruitment and employee retention continue to be an ongoing issue in the Water Department.

Water Main Work

- Replaced Columbus Ave water main 1200'.
- Replaced 20 fire hydrants including addition of 1 new hydrant.
- Discontinued water main on Reservation Terrace at 73rd St. on Plum Island and re-routed 2 water services for affected homes.
- Executed contract for valve turning program for Spring '22
- Executed contract for Water System Planning Support Engineering Services for distribution system Water Master Plan updating, CIP evaluation and GIS and water system base map development.
- Implemented a water meter replacement planning and evaluation to include propagation studies.
- 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. As well as mid-summer flushing on Plum Island
- Completed over 1,200 Dig Safe mark outs requests both emergency and non-emergency for utility location for excavation.
- Repaired 15 water main/service leaks.

Water Treatment Plant

- The City participated in the free PFAS testing program sponsored by MA DEP, results showed various levels of PFAS at three sources, Wells 1 & 2, and Bartlett Pond. The Bartlett Pond source has the highest levels out of the three sites and will only be used on an as needed basis. One of the City's water treatment consultants was hired to help identify both short and long term PFAS mitigation plans. It's important to note that the City is in full compliance with current PFAS regulations. The City will continue to work with consultants and regulators towards efforts that may include grant reimbursement for these mitigation projects.
- A proposal has been submitted to develop a study that will look at future upgrades to the WTP over the next 20 years. The main areas of concern are related to water quality; Taste & Odor treatment, along with TOC and PFAS removal. Secondary concerns are staffing accommodations and water treatment residual handling. Upgrades to the SCADA system have started; this will include updates

to software and hardware, this effort will add efficiency to data collection and resiliency to operations.

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.

Water Quality & Source Water Protection

- Water Resource Protection/Resiliency Planning: A new partnership with the land trust organization ECGB, has proven to be beneficial in securing land acquisitions around the reservoirs. Controlling land use is a major component to source water protection.
- Source Water Monitoring: continued working with a reservoir management consultant to improve water quality at the Drinking Water Sources.
- Staff has now implemented 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.
- Consultants have started the process of providing a written recommendation for specific mixing systems for the water storage tanks.

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 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 some GIS data layers and working with field crews on obtaining as-built data.
- Performed drone flights of the reservoirs to assist in monitoring the algae bloom.

Business Office

The Business Office manages approximately 8900 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 55% of FY 21 delinquent accounts through the lien process, 150 accounts received liens to third quarter real estate bills (24 Newbury & 150 Newburyport) .
- Certified retained earning balance of \$1.47million.
- The water department continues to utilize solar credits to offset the electrical cost of the water treatment plant.
- Water Meters: Implemented a routine data base maintenance program in correlation to the monthly billing schedule. This program is crucial due to the aging water meter system to provide accurate customer bills and maintain revenue streams.
- Customer Service Platform: Went live with an integrated customer service portal (Water Smart) for water billing and payments. The customer portal has several functions; Billing, payments, consumption monitoring, customer chat, social media and the ability to hold conversations & account billing and payment history. The system also hosts a reverse notification system that is

driven by GIS, e-mail, phone, account information or meter type. Additionally the system has increased ways to pay bills (AMEX, Discover, ACH, Google & Apple pay, Pay by Text & Phone).

- Reconciliation Process: Rolled out in December of 2021, On Line Bank Direct functions through the online payment processor. This enables payment and invoice matching prior to the processing of lockbox payment. This allows the office to reject overpayments to accounts and match invoices directly to accounts. The process has greatly cut down on posting errors and reduced the amount of refunds to customers by the reduction of overpayments to accounts.
- File Retention: Rolled out new Business Office shared file structure and file scanning program.
- Rates and Fees: Water rates increased by 3.3% in FY22. Construction and service fees also increased to support out of pocket expense and labor costs incurred by the City. The water division engaged in a water rate study with Environmental Partners in FY22. The study was presented to the Board of Water and Sewer Commissioners in January of 2022. The study looked at consumption, accounts, revenues in correlation to current and future capital & operating funding needs.
- Consumption: Completed ASR consumption analysis and reporting in collaboration with Water Superintendent to support necessary water permitting. Tracked and analyzed monthly consumption in correlation to billed accounts.
- Interactive Communication and Training: The Business Office experienced a technological shift during the pandemic. DPS upgraded the conference room technology to provide an interactive environment. The office conducted regularly scheduled Water and Sewer Commission webinars, enabling the public to either attend remotely or in person. The office staff completed several training seminars in the conference room using the new technology related to the new customer service platform. Additionally the office staff completed a two day MUNIS training associated with Utility Billing functions.
- Procurement: The Business Manager obtained Massachusetts Public Purchasing Official certifications and worked in collaboration with the Auditors office to complete several procurements; SCADA system on call and upgrades, Sludge removal and on call emergency water main repair services. Many of the procurements are combined water and sewer agreements.

FY2023 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 source waters, as well as the infrastructure that serves our customers with clean and safe drinking water. This continuing trend will be a source to tap approach involving DPS staff, consultants and mutual stake holders. The City of Newburyport has for years been tasked with supplying drinking water not only to Newburyport residents, but also to the communities of Newbury and West Newbury. As new challenges arise, it's up to all of the municipalities to come together and address these challenges with a concerted effort that will secure safe drinking water for generations to come.

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 watershed protection and other 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 needs will be to manage the design (by others) of an Indian Hill Reservoir Raw Water Transmission Main and Pump Station. Engineering will also assist with managing the design (by others) of a new Lower Artichoke earthen dam and concrete spillway, which is currently below the FEMA 100-year flood elevation and is vulnerable to contamination. The existing dam is also vulnerable to rising seas.

Business Operations

The Water and Sewer Business Office number of billing accounts has increased in the past five years from 8,500 accounts to 8,900 customer accounts. Due to continued residential growth the office continues to see an uptick in creation of accounts. The pandemic resulted in an increase in revenue due to people working from home. The City exceeded revenue targets by 11% at the end of FY21. Consumption has returned to pre pandemic levels during FY22. The water department subsidized the water rate with \$100,000 from retained earnings in FY22 and increased the water rate by 3.3%. Since 2017 retained earnings balances have been trending downward. The water department stopped the downward trend in 2019 and was able to stabilize retained earnings for the time being however the demand for water shed protection projects and aging infrastructure replacements continues to pose as a long term threat to escalating water rate increases.

Pandemic

FY22 has been a challenging year for the staff and their families. Labor and supply shortages have made it very difficult to carry out operations. 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.

FY2023 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.
- Complete the design of the Indian Hill pump station and raw water transmission main. This new infrastructure is necessary to add resiliency and redundancy to the City's Water Operations.

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:

- Complete project procurement and City wide meter replacement project replacement project. Project contingent on funding.

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, Meter systems, Invoice Cloud, MIIA/Customer Service).
- Roll out digital work order system in correlation with current DPS work order system.
- Reconciliation: Continue to implement and improve on reconciliation processes in collaboration with the Auditors office and the recommendations of the external auditor.
- Complete necessary procurements related to water department.
- Continue to monitor consumption and revenues in correlation to spending trends and market changes.

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 8900 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.

WATER ENTERPRISE FUND (060-450)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - DPS SAL DIRECTOR	44,228	44,940	45,839	45,839	46,756	917	2.0%
51102 - DPS SAL DEPUTY DIRECTOR	35,538	38,940	38,939	39,718	40,909	1,192	3.0%
51103 - DPS SAL BUSINESS MANAGER	24,924	26,998	29,781	29,781	30,823	1,042	3.5%
51107 - DPS SAL ELECTRICIAN	0	0	0	0	17,000	17,000	NA
51117 - DPS SAL ASST ENGINEER	22,721	23,089	23,089	23,892	24,609	717	3.0%
51118 - WAT SAL TREATMENT OPS SUPT	100,647	103,015	103,015	106,100	109,283	3,183	3.0%
51119 - DPS SAL CITY ENGINEER	32,170	32,689	32,689	33,855	34,870	1,016	3.0%
51120 - WAT SAL ASST SUPT WATER	83,473	85,233	87,364	87,364	87,364	0	0.0%
51131 - DPS SAL ADMIN ASSISTANT	14,478	24,722	27,138	27,138	27,138	0	0.0%
51132 - DPS SAL ADMIN OFFICE MGR	26,639	27,757	29,352	29,352	29,352	0	0.0%
51134 - WAT SAL DISTRIBUTION MNGR	24,032	67,075	80,305	81,914	87,887	5,973	7.3%
51158 - WAT SAL LABOR	729,386	746,605	797,104	816,346	850,760	34,413	4.2%
51190 - WAT SUMMER EMPLOYEES	2,592	1,188	10,000	10,000	11,000	1,000	10.0%
51301 - WAT OVERTIME	142,523	180,808	161,160	161,160	168,090	6,930	4.3%
51401 - WAT LONGEVITY	12,568	8,955	9,067	9,067	6,838	(2,229)	-24.6%
51402 - WAT LICENSE STIPENDS	11,100	11,100	13,600	13,600	13,600	0	0.0%
51403 - WAT HOLIDAY PAY	16,795	19,101	18,950	18,950	20,521	1,571	8.3%
51404 - WAT TRAVEL ALLOWANCE	0	0	5,100	5,100	5,100	0	0.0%
51405 - WAT CLOTHING ALLOWANCE	12,588	11,999	12,033	12,033	11,043	(990)	-8.2%
51411 - WAT NIGHT DIFFERENTIAL	4,530	4,329	4,614	4,614	4,813	198	4.3%
51420 - WAT EDUCATION CREDITS	425	425	425	425	425	0	0.0%
51710 - WAT RETIREMENTS/SICK LEAVE	3,052	25,534	6,241	6,241	22,000	15,759	252.5%
51711 - WAT RETIREMENT SYSTEM	305,311	349,299	340,780	340,780	385,189	44,409	13.0%
51750 - WAT WORKERS COMP INS	52,024	38,990	46,788	46,788	46,788	0	0.0%
51760 - WAT HEALTH INSURANCE	269,206	271,251	343,294	343,294	343,294	0	0.0%
51770 - WAT FICA PAYROLL TAXES	19,321	21,527	20,945	20,945	20,945	0	0.0%
001 - PERSONNEL SERVICES Total	1,990,268	2,165,568	2,287,613	2,314,296	2,446,395	132,099	5.7%
002 - PURCHASE OF SERVICES							
52101 - WAT HEAT	11,538	14,459	30,000	30,000	20,000	(10,000)	-33.3%
52102 - WAT ELECTRICITY	243,580	225,550	240,000	240,000	240,000	0	0.0%
52401 - WAT IT EXPENSE	93,271	50,347	90,000	90,000	110,000	20,000	22.2%
52402 - WAT GEN CONSTRUCTION	94,266	107,469	150,000	150,000	150,000	0	0.0%
52403 - WAT MAINT-VEHICLES	20,724	30,519	30,000	30,000	30,600	600	2.0%
52404 - WAT MAINT-DISTRIBUTION	116,030	82,590	90,000	90,000	120,000	30,000	33.3%
52405 - WAT MAINT-TREATMENT	63,643	56,433	70,000	70,000	70,000	0	0.0%
52406 - WAT MAINT-EQUIPMENT	29,497	19,187	22,000	22,000	34,000	12,000	54.5%
52408 - WAT MAINT-WATERSHED	0	3,208	0	0	0	0	NA
52409 - WAT MAINT-STORAGE TANKS	0	0	50,000	50,000	50,000	0	0.0%
53000 - WAT OFFICE IT SERVICES	0	22,273	21,933	21,933	24,856	2,923	13.3%
53001 - WAT FINANCIAL AUDIT/VALUATION	7,650	5,000	7,883	7,883	7,883	0	0.0%
53020 - WAT LEGAL EXPENSES	2,352	15,625	10,000	10,000	20,000	10,000	100.0%
53024 - WAT BOND/NOTE EXP	19,798	18,190	24,386	24,386	24,386	0	0.0%
53025 - WAT ENGINEER RETAINER	15,415	17,379	100,000	100,000	110,000	10,000	10.0%
53026 - WAT POLICE DETAILS	16,907	17,989	20,000	20,000	20,000	0	0.0%
53028 - WAT PRE-EMPLOYMENT PHYSICAL	823	1,378	2,000	2,000	2,000	0	0.0%

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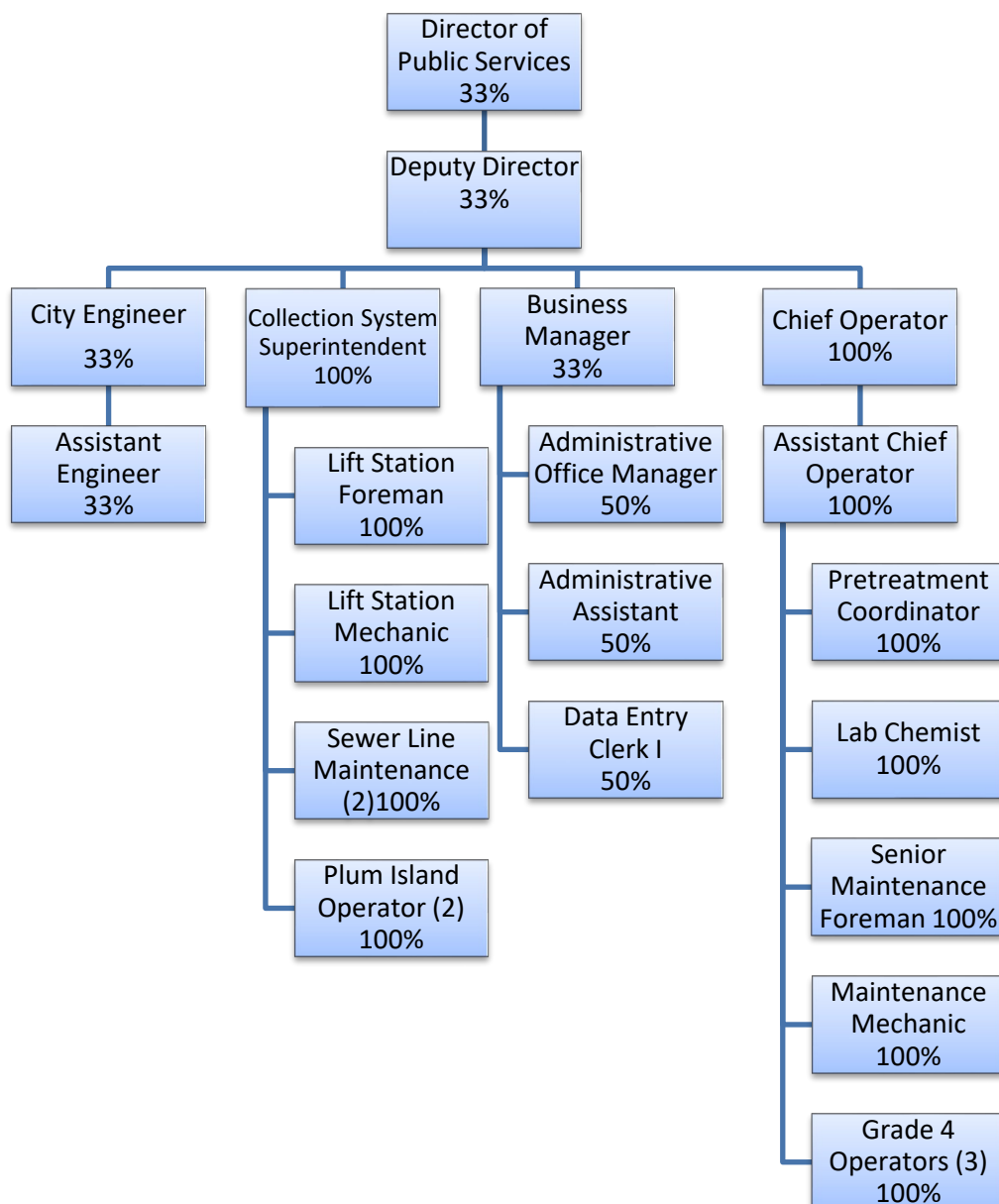
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
53029 - WAT CONTRACT-CROSS CONN TEST	12,390	20,400	19,000	19,000	19,000	0	0.0%
53030 - WAT SLUDGE REMOVAL/FILTER PLT	23,973	48,686	55,000	55,000	75,000	20,000	36.4%
53031 - WAT TEST-SURFACE WAT SAMPLING	5,014	53,563	50,000	50,000	50,000	0	0.0%
53032 - WAT WATER TEST	38,441	42,641	56,554	56,554	56,554	0	0.0%
53402 - WAT TELECOMMUNICATNS	10,065	13,604	12,500	12,500	14,000	1,500	12.0%
53780 - WAT PAYMT IN LIEU TAXES	5,858	6,091	8,500	8,500	9,000	500	5.9%
002 - PURCHASE OF SERVICES Total	831,236	872,581	1,159,756	1,159,756	1,257,279	97,523	8.4%
004 - SUPPLIES							
54201 - WAT GENERAL OFC EXP	16,963	6,469	10,000	10,000	10,000	0	0.0%
54301 - WAT CONSERVATION	2,382	170	5,000	5,000	5,000	0	0.0%
54302 - WAT CHEMICALS	118,294	128,219	127,500	127,500	153,000	25,500	20.0%
54303 - WAT CONSUMER REPORT	7,016	7,047	8,000	8,000	8,000	0	0.0%
54304 - WAT TREATMENT MAINT EQUIP	0	11,050	12,000	12,000	5,000	(7,000)	-58.3%
54801 - WAT FUEL/OIL VEHICLE(S)	14,444	25,706	26,870	26,870	28,214	1,344	5.0%
55800 - WAT MISC SUPPLIES	460	2,282	2,000	2,000	2,000	0	0.0%
004 - SUPPLIES Total	159,560	180,943	191,370	191,370	211,214	19,844	10.4%
007 - OTHER CHARGES & EXPENSES							
57100 - WAT TRAINING/TRAVEL	11,587	9,052	15,000	15,000	15,000	0	0.0%
57301 - WAT SDWA FEES	5,418	6,326	7,000	7,000	7,000	0	0.0%
57401 - WAT MUNICIPAL INSURANCE	79,275	79,275	87,044	87,044	87,044	0	0.0%
57805 - WAT BUDGET CONTINGENCY	0	0	27,817	1,134	10,000	8,866	781.8%
007 - OTHER CHARGES & EXPENSES Total	96,280	94,653	136,861	110,178	119,044	8,866	8.0%
008 - CAPITAL OUTLAY							
58310 - WAT G.I.S.	9,494	6,190	10,000	10,000	10,000	0	0.0%
58513 - WAT WTR MAIN REPLAC PROGRAM	0	99,007	150,000	150,000	150,000	0	0.0%
58514 - WAT WATERSHED IMPROVEMENTS	0	0	150,000	150,000	150,000	0	0.0%
58550 - WAT VEHICLE/EQUIP REPLACE	5,000	0	5,000	5,000	22,000	17,000	340.0%
58800 - WAT HYDRANT REPLACE PROGRAM	0	0	0	0	50,000	50,000	NA
008 - CAPITAL OUTLAY Total	14,494	105,197	315,000	315,000	382,000	67,000	21.3%
009 - DEBT SERVICE							
59100 - WAT DEBT PRINCIPAL	1,477,895	1,523,305	1,339,038	1,339,038	1,384,920	45,882	3.4%
59150 - WAT DEBT INTEREST	340,215	283,948	306,744	306,744	266,682	(40,062)	-13.1%
009 - DEBT SERVICE Total	1,818,110	1,807,253	1,645,782	1,645,782	1,651,602	5,820	0.4%
010 - BUDGETED TRANSFER OUT							
59662 - TRANSFER TO HEALTH INS STAB FD	0	0	15,604	15,604	0	(15,604)	-100.0%
010 - BUDGETED TRANSFER OUT Total	0	0	15,604	15,604	0	(15,604)	-100.0%
Grand Total	4,909,947	5,226,195	5,751,985	5,751,985	6,067,534	315,548	5.5%

DPS: 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	FY2021 Actual	FY2022 Actual	FY2023 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
WWTF Superintendent	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	1.0
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	1.0
Plum Island Operator	2.0	2.0	1.0
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 FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
LF of sewer main cleaned yearly	Linear Feet	100,000	108,000	120,000	110,000
Response to issues, alarms and sewer calls/WWTF/lift station	Total # of Calls	50	50	54	50
FOG Program/Compliance # of businesses with grease traps.	Compliance Per establishment	60	60	60	60
Plum Island Vacuum System alarms and sewer calls	Total # of Calls	32	32	35	30
Odor Complaints	Calls	0	0	0	
Wastewater treated	Millions/ Gallons	660	624	697	700
Biosolids for composting	Dry Metric Tons	736	700	594	650
Oxygen Consuming Material removed from Wastewater	Million Pounds	1.3	1.2	1.2	1.2
Sewer Liens	Number	170	200	150	180

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 Sewer and Engineering worked collaboratively to prepare and execute a design contract for floodwalls along the western and eastern sides of the WWTP. This project is the second and last phase of protecting the WWTP from storms and storm surge and provides some resiliency towards sea level rise. Design is scheduled to be completed by fall of 2022 and construction to begin in the spring 2023.

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 within a new air terminal. To date 100 have been relocated as a trial.
- New VFD pumps have reduced run times; resulting in savings on energy expense.
- 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.
- Replaced 2 gates on 20th st and have plans to replace others throughout the Island

Sewer line maintenance/ lift stations

- Conducted proper O&M repair and preventative maintenance to collection system.
- Cleaned approximately over 110,000 linear feet of sewer main, about 1/4 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. The upgrades to the station will eliminate the need for staff to enter into the confined space, currently twenty feet underground, by installing submersible pumps rather than the current flooded suction pumps. The station is beyond its life expectancy and critically needs updating. This station processes 50,000 gallons per day, 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
- Completed upgrades on various older lift stations electronics (Savory, Gould, Coke) .

- Camera work ongoing for I/I investigation and miscellaneous pipe repair.
- Responded to 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 inspecting 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
- Replaced Emergency Backup Generator at Wastewater Treatment Facility
- Engaged Engineering firm for design of further Resiliency projects at WWTF

Engineering

- The Engineering Division assisted in updating the GIS data layers and worked with field crews on obtaining as-built data.
- Prepared conceptual layouts of sidewall berms in order to complete the flood protection of the WWTF.
- 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 8,000 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 management of multiple information systems critical to operations.

- Processed 32,800 Sewer bills in the course of the year.
- Collected 55% of FY 20 delinquent accounts and approximately 150 accounts received a property lien for unpaid balances
- FY 21 year end certified retained earnings balance was \$1.7M, the Sewer plant emergency generator replacement transfer reduced the certified balance in the amount of \$223,000. Current retained earnings account balance; \$1.5M.
- Rates and Fees: FY22 Sewer consumption rates increased by 2.7%. Completed sewer rate study. The study focused current systems lifecycle of infrastructure, facilities and the analysis of the Sewer enterprise fund including historic operating expenses, bonded debt & revenue collections.
- New Customer Service System: Replaced online billing system with interactive customer portal. System provides customers ability to track billing, payments and usage on one dashboard,

reverse notification and customer chat.

- Records retention: Rolled out new common share structure to correlate with Business Office systems and processes.
- Database management: Scrubbed customer database to align data to correlate to cloud systems. Performed monthly database maintenance in correlation to the monthly bill run.
- Reconciliation: Updated reconciliation processes in collaboration with Auditing department and extremal auditor. Implemented online bank direct services, enabling the matching of payments to invoices, reducing the number of liens and posting errors.
- Communications: Installed interactive technology in the DPS conference room in collaboration with Deputy Director. Increased public outreach during spike in COVID-19 cases. Public was able to attend virtual meetings on an interactive level. Orchestrated monthly Water and Sewer Commission webinars. Rolled out DPS reverse notification system and social media platform.
- Business Office Personnel: Filled vacant Administrative Assistant position. Staff completed the following trainings: MUNIS utility billing, Invoice Cloud reconciliation processing, web bases work order system and Water Smart customer support dashboard functions. Business Manager obtained Massachusetts Public Purchasing Official certification.
- Procurement: Completed consolidation (Water & Sewer) for sludge and bio solids removal and SCADA controls. Completed procurements and lease agreements for front end loader and sewer utility truck.

FY2023 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. 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 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.

Business Operations

The Business Office continues to manage over 8,000 sewer accounts with new connections occurring periodically throughout the construction season. Business operations experienced a technological shift in communications and payment processing over the past two fiscal years. The Business Office rolled out several new systems to keep up with this change. Increased demand and labor shortages continues to cause delays in procurements. Accounts receivables exceeded revenue targets by 11% by year end fiscal 2021. During fiscal 2022 consumption dropped back to pre-pandemic levels. \$100,000 was allocated in FY22 to subsidize the sewer rate. Rates increased by 2.7% on July 1, 2022.

Pandemic

FY22 has been a challenging year for the staff and their families. 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.

FY2023 GOALS AND OBJECTIVES

GOAL 1: NPDES PERMIT COMPREHENSIVE COMPLIANCE PLAN

Objectives:

- Meet permit limits and provide quality wastewater discharge.
- Reduce Nitrogen levels.
- Upgrade aeration system components.
- NPDES 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 to, 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 to utilize 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 the amount of grease that enters the system throughout the City by 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 respective 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.
- Continue to utilize the Main Star work order 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: WATER, SEWER AND DRAINAGE DATA LAYERS

- Structure new Engineering position to assist with coordinating GIS data layers. Proposed position would also assist with projects in all three divisions (water, sewer and highway).

GOAL 10: BUSINESS OFFICE EFFICIENCIES

Objectives:

- Continue to develop and complete database maintenance tasks.
- Continue to develop and complete office reconciliation processes.
- Identify and provide trainings to the office staff.
- Continue to develop digital file structures.
- Continue analysis on rates and fees (consumption, revenues, reduction in delinquent accounts, long term debt).
- 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 Auditor to complete necessary procurements.

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.

SEWER ENTERPRISE FUND (061-440)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - DPS SAL DIRECTOR	44,228	44,940	45,839	45,839	46,756	917	2.0%
51102 - DPS SAL DEPUTY DIRECTOR	35,535	38,940	38,939	39,718	40,909	1,192	3.0%
51103 - DPS SAL BUSINESS MANAGER	24,924	26,998	29,781	29,781	30,823	1,042	3.5%
51107 - DPS SAL ELECTRICIAN	0	0	0	0	17,000	17,000	NA
51116 - SEW SAL CHIEF OPERATOR	101,590	103,227	103,227	106,315	109,504	3,189	3.0%
51117 - DPS SAL ASST ENGINEER	22,721	23,089	23,089	23,892	24,609	717	3.0%
51119 - DPS SAL CITY ENGINEER	32,170	32,689	32,689	33,855	34,870	1,016	3.0%
51120 - SEW SAL ASST CHIEF OPERATOR	83,473	86,259	88,393	88,393	88,393	0	0.0%
51122 - SEW SAL SUPT OF COLLECTIONS	92,517	93,996	93,996	95,876	98,752	2,876	3.0%
51131 - DPS SAL ADMIN ASSISTANT	14,478	24,722	27,138	27,138	27,138	0	0.0%
51132 - DPS SAL ADMIN OFFICE MGR	26,639	27,757	29,352	29,352	29,351	(2)	-0.0%
51158 - SEW SAL LABOR	819,811	871,467	878,027	898,888	966,062	67,174	7.5%
51190 - SEW SUMMER EMPLOYEES	5,088	0	21,600	21,600	21,600	0	0.0%
51301 - SEW OVERTIME	133,043	162,298	224,400	224,400	224,400	0	0.0%
51401 - SEW LONGEVITY	5,881	6,378	7,600	7,600	5,881	(1,719)	-22.6%
51402 - SEW LICENSE STIPENDS	9,100	9,525	4,800	4,800	4,800	0	0.0%
51404 - SEW TRAVEL ALLOWANCE	0	0	5,100	5,100	5,100	0	0.0%
51405 - SEW CLOTHING ALLOWANCE	12,173	11,730	13,843	13,843	13,143	(700)	-5.1%
51420 - SEW EDUCATION CREDITS	1,425	0	850	850	850	0	0.0%
51710 - SEW RETIREMENTS/SICK LEAVE	15,527	0	6,241	6,241	22,000	15,759	252.5%
51711 - SEW RETIREMENT SYSTEM	339,872	307,073	374,913	374,913	311,023	(63,890)	-17.0%
51750 - SEW WORKERS COMP INS	35,646	35,646	42,775	42,775	42,775	0	0.0%
51760 - SEW HEALTH INSURANCE	366,315	344,516	400,445	400,445	400,445	0	0.0%
51770 - SEW FICA PAYROLL TAXES	15,316	16,484	20,827	20,827	20,827	0	0.0%
001 - PERSONNEL SERVICES Total	2,237,471	2,267,734	2,513,863	2,542,440	2,587,010	44,571	1.8%
002 - PURCHASE OF SERVICES							
52101 - SEW HEAT	32,010	33,962	37,000	37,000	37,000	0	0.0%
52102 - SEW ELECTRICITY	363,433	422,335	380,000	380,000	410,000	30,000	7.9%
52401 - SEW IT EXPENSE	37,836	55,649	75,000	75,000	75,000	0	0.0%
52402 - SEW MAINT-GENERAL	35,118	47,644	38,000	38,000	42,000	4,000	10.5%
52403 - SEW MAINT-VEHICLES	18,984	21,624	27,000	27,000	27,000	0	0.0%
52405 - SWR MAINT-PLUM ISLAND	7,436	10,108	25,000	25,000	30,000	5,000	20.0%
52406 - SEW MAINT-EQUIPMENT	128,899	98,088	125,000	165,000	130,000	(35,000)	-21.2%
52407 - SEW UNIFORM/SAFETY EQUIPMENT	8,961	6,800	15,675	15,675	15,675	0	0.0%
52408 - SEW MAINT-SEWER LINE	19,690	15,036	73,850	73,850	73,850	0	0.0%
52409 - SEW MAINT-DRAINS	5,110	40,145	39,000	39,000	39,000	0	0.0%
53000 - SEW OFFICE IT SERVICES	0	13,273	18,750	18,750	23,000	4,250	22.7%
53001 - SEW FINANCIAL AUDIT/VALUATION	7,650	5,000	8,000	8,000	8,000	0	0.0%
53020 - SEW LEGAL EXPENSES	2,266	4,472	10,000	10,000	10,000	0	0.0%
53024 - SEW BOND/NOTE EXP	63,556	29,759	37,650	37,650	37,650	0	0.0%
53026 - SEW POLICE DETAILS	3,557	978	5,000	5,000	5,000	0	0.0%
53028 - SEW MEDICAL/DRUG TESTING	1,836	3,158	4,500	4,500	4,500	0	0.0%
53030 - SEW CONSULTANT FEES	51,176	51,404	50,000	50,000	100,000	50,000	100.0%
53035 - SEW INDUSTRIAL PRETREATMENT	9,945	13,280	15,500	15,500	17,200	1,700	11.0%

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	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
53040 - SEW BIOSOLIDS DISPOSAL	216,704	214,647	274,351	274,351	275,000	649	0.2%
53050 - SEW VENDOR LAB TESTING	12,856	25,173	24,695	24,695	24,695	0	0.0%
53402 - SEW TELECOMMUNICATNS	22,802	25,149	26,740	26,740	27,500	760	2.8%
002 - PURCHASE OF SERVICES Total	1,049,824	1,137,684	1,310,711	1,350,711	1,412,070	61,359	4.5%
004 - SUPPLIES							
54201 - SEW GENERAL OFC EXP	17,926	9,165	8,000	8,000	8,000	0	0.0%
54302 - SEW PLANT CHEMICALS	417,783	396,797	428,400	428,400	428,400	0	0.0%
54303 - SEW LAB CHEM/EQUIP/SUPPLIES	15,431	5,369	13,750	13,750	13,750	0	0.0%
54801 - SEW FUEL/OIL VEHICLE(S)	14,679	25,376	31,000	31,000	32,550	1,550	5.0%
54802 - SEW LUBRICANTS	3,669	3,368	5,000	5,000	5,000	0	0.0%
55800 - SEW MISC SUPPLIES	2,493	1,534	1,800	1,800	1,800	0	0.0%
004 - SUPPLIES Total	471,980	441,611	487,950	487,950	489,500	1,550	0.3%
007 - OTHER CHARGES & EXPENSES							
57100 - SEW TRAINING/TRAVEL	3,948	8,587	17,800	17,800	17,800	0	0.0%
57300 - SEW DUES/LIC/SUBSCRIPTIONS	588	150	1,350	1,350	1,350	0	0.0%
57401 - SEW MUNICIPAL INSURANCE	75,779	75,779	83,206	83,206	86,534	3,328	4.0%
57805 - SEW BUDGET CONTINGENCY	0	0	31,373	2,797	10,000	7,203	257.6%
007 - OTHER CHARGES & EXPENSES Total	80,315	84,517	133,729	105,152	115,684	10,532	10.0%
008 - CAPITAL OUTLAY							
58310 - SEW G.I.S.	10,289	9,648	10,000	10,000	10,000	0	0.0%
58330 - SEW I/I REHABILITATION	41,017	3,300	100,000	100,000	100,000	0	0.0%
58361 - SEW REPAIR LIFT STATIONS	48,022	160,681	150,000	150,000	150,000	0	0.0%
58362 - SEW EFFLUENT SAMPLER	7,439	6,008	6,000	6,000	6,000	0	0.0%
58550 - SEW VEHICLE/EQUIP REPLACE	5,000	4,275	5,000	5,000	21,000	16,000	320.0%
008 - CAPITAL OUTLAY Total	111,767	183,913	271,000	271,000	287,000	16,000	5.9%
009 - DEBT SERVICE							
59100 - SEW DEBT PRINCIPAL	2,146,399	2,191,852	2,062,429	2,062,429	2,104,458	42,029	2.0%
59150 - SEW DEBT INTEREST	884,239	826,680	857,874	857,874	803,118	(54,756)	-6.4%
59250 - SEW INT TEMP LOAN	0	0	20,000	20,000	20,000	0	0.0%
009 - DEBT SERVICE Total	3,030,638	3,018,533	2,940,303	2,940,303	2,927,576	(12,727)	-0.4%
010 - BUDGETED TRANSFER OUT							
59662 - TRANSFER TO HEALTH INS STAB FD	0	0	18,202	18,202	0	(18,202)	-100.0%
010 - BUDGETED TRANSFER OUT Total	0	0	18,202	18,202	0	(18,202)	-100.0%
Grand Total	6,981,995	7,133,990	7,675,758	7,715,758	7,818,840	103,082	1.3%



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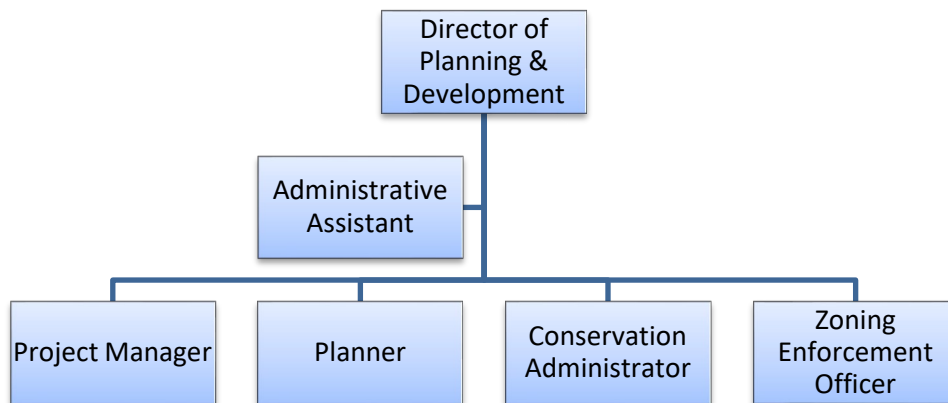
Section 7: Planning and Development

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	FY2021 Actual	FY2022 Actual	FY2023 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 FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Total Permit Applications	#	387	333	298	272
ZBA Special Permits	#	53	46	64	46
ZBA Variances	#	21	12	17	8
ZBA Appeals	#	2	0	6	1
ZBA Minor Modifications	#	18	11	5	5
PB Approval Not Required Plans	#	5	8	4	5
PB Subdivisions	#	1	1	1	0
PB Site Plan Reviews	#	6	12	1	2
PB Smart Growth Plan Reviews	#	0	1	0	1
PB Special Permits	#	25	17	5	6
PB Minor Modifications	#	25	20	11	6
Average Number of Weeks for Permitting (PB & ZBA)	Weeks	9.4	5.5	7.1	7.0
CC Resource Area Delineation	#	2	1	0	0
CC Notice of Intent	#	17	18	15	12
CC Determination of Applicability	#	5	13	12	5
NHC Demolition Delay Reviews	#	17	33	22	25
Zoning Determination Requests	#	99	94	109	124
Zoning Enforcement Requests	#	69	32	13	14
CPA Grant Applications	#	22	14	13	12

FY2022 ACCOMPLISHMENTS

Following are key accomplishments of the Office of Planning & Development during FY2022:

Capital Projects

1. **Market Landing Park Expansion:** Following dissolution of the former Newburyport Redevelopment Authority (NRA) this office has 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 was extended to include final design and permitting so that “shovel-ready” plans would be available by fall 2022. In turn, this would allow the long-awaited construction of this project to proceed with phased construction beginning in spring 2023, pending additional funding (e.g. a state

P.A.R.C. grant, CPA bonding, and local trust funds). The Department has managed the design process, and consultant work throughout this process consistent with preferences established through broader public engagement and City Council votes. A successful collaboration between all stakeholders, and a balance between various expectations and preferences, has allowed the approval of a schematic plan for park expansion, and further design development for various details necessary to prepare “shovel-ready” construction plans. Stakeholder meetings on various plan details continue to inform the “bid set” of plans under development at this time. We continue to pursue and secure various funding sources for construction of proposed improvements, including the possibility of alternative funding sources (e.g. federal and state infrastructure/tourism grants) for the associated Visitor Center/Restroom Facility.

2. **Rail Trail Phase II & Wastewater Treatment Plant Protection:** In summer 2021 construction of a new stone revetment between the Merrimack River and the City’s Wastewater Treatment Plant (WWTP) was completed 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 was reopened on top of the new stone revetment and earthen berm running 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. Continued advocacy and coordination with MassDOT to ensure the inclusion of a new and safe shared-use path connection across the Route One Rotary, and 40R District. MassDOT is on track to install 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, between 2023 and 2024. This, in turn, will facilitate mixed-use and multi-family development on the east side of Newburyport’s 40R Smart Growth District, currently precluded by the lack of a safe pedestrian crossing.
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.
5. **59 Low Street Acquisition & Related 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 at 59 Low Street on land now acquired from the National Guard. Plans for use of the 59 Low Street property are still under review by the Mayor and Council, but the land was successfully acquired from the Commonwealth without encumbrances which would have limited its use for NYS, the Parks

Department or other desirable future use. Discussions continue relative to a permanent/future home for NYS and the cost of upgrades required at either 59 Low Street or the Brown School.

6. **Brown School Adaptive Reuse:** A \$234K grant was awarded by the Commonwealth to facilitate the conversion and adaptive reuse of this building for affordable (and/or market rate) housing. 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. A Phase I Environmental Site Assessment (ESA) and Phase II investigation of on-site hazardous materials were undertaken to estimate the order of magnitude costs and liabilities associated with renovation and adaptive reuse of the building and site. Work is now underway to restore historical windows at the Brown School, provide roof repairs and other “building envelope” improvements necessary to protect the vacant building and reduce local/municipal costs for conversion to housing (or other use), pending clear guidance from the Mayor and Council on preferences and priorities.
7. **West End / Cutter Fire Station Project:** The Office of Planning & Development continues to provide ongoing project management assistance and consultant oversight for the construction of a new west end fire station to replace the existing/deficient one. With final design and construction funding now secured, “shovel-ready” plans should be available for bid later this year. A lengthy process to secure additional land necessary for the construction of this project was also completed in late 2021.

Regulatory Updates

8. **Zoning Updates:** Staff assisted the City Council, Planning Board and other stakeholders in the drafting, revision and review of various proposed zoning amendments including provisions for Short Term Rental Units (STRUs) and indoor/outdoor recreational facilities. Based on experience to date it was agreed that there is insufficient administrative and/or political “bandwidth” to tackle an update to the entire Zoning Ordinance at once. As such, staff continues to work with the City Council, Planning Board and others to bring forward distinct sections for update and revision in more manageable packages. The need to address timely new issues of zoning and land use regulation is routinely prioritized over a longer-term desire of various staff to complete a comprehensive update to the entire Zoning Ordinance, including numerous confusing and/or outdated provisions. The Department has begun to provide assistance to the City Council, Planning Board and others necessary to address “Housing Choice” regulatory updates “mandated” by the Department of Housing & Community Development (DHCD) via legislative action in 2021. Full rollout and implementation of the associated zoning changes must be achieved during the next 1-2 years, pending further/updated guidance from DHCD.

Assistance to Volunteer Boards

9. **Successful Transition to, and use of Remote/Hybrid 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. Efforts are underway at this time to facilitate a seamless transition to in-person and hybrid meetings, with the understanding and expectation that various stakeholders wish to maintain the newly available remote access to public meetings and 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. We are currently working to provide publicly accessible web-based Sea Level Rise (SLR) map projections specifically for Newburyport residents and property owners, with the goal of increasing public awareness of, and appropriate preparations for, future hazards.
11. **Update to Open Space & Recreation Plan (OSRP):** The Office of Planning & Development worked with BETA Group (consultants) to update the City’s OSRP. The new 7-year OSRP, has now been approved by the Commonwealth of Massachusetts providing 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) and this project is now under construction. A third 40R development project was recently approved by the Planning Board for construction at the Haley’s site along Route One. With adoption of the 40R District and this continued successful progress towards actual multi-family housing (25% affordable) the City has just recently requested “Certification” of Newburyport’s “Housing Production Plan” (HPP), which should provide a two (2) year “safe harbor” protection from undesirable 40B “Comprehensive Permit” developers and projects attempting to circumvent local zoning requirements.

Streamlining / Online Permitting

13. **Online Permitting:** Contracted with OpenGov to initiate 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 completed or drafted for rollout in the coming weeks. Use of this platform for permits and applications can be broadly extended to other City divisions requiring electronic submission, routing, review and approval of applications (e.g. licensing commission, street opening permits, etc.), without additional costs.

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.

FY2023 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 2023:

- **The COVID-19 pandemic, technological tools utilized during the past few years, and resulting “modern age” stakeholder expectations will continue to necessitate remote (virtual) or “hybrid” meetings and public hearings.** At this time the office anticipates continued use of the Zoom meeting platform into 2023 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, increasing hazard mitigation, and protecting 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.

FY2023 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 years.
- **Zoning Ordinance updates:** Submission of revised chapters to City Council for review/adoption, to replace older/outdated language and provisions.
- Use online permitting and regulatory changes to streamline permitting, and clarify City requirements and expectations for both public and private developments.

- 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
- Support affordable housing initiatives throughout the City, including anticipated “adaptive reuse” of the former Brown School building.
- Integrate the concepts of “sustainability”, “resilience” and “community character” into all projects, programs, regulations, policies and initiatives controlled or undertaken by the City
- 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:

- Facilitate final design, permitting and funding necessary for the long-awaited expansion of Market Landing Park, and construction of a new Visitor Center/Restroom facility to replace long-standing “temporary” bathroom facilities.
- Secure final funding for construction of the Central Waterfront Bulkhead renovation project.
- Ensure final design & construction of the Rail Trail Phase III Connection, in coordination with Eddie Hill (Hines Way section along Parker Street) and MassDOT for improvements to Rotary/pedestrian crossing controls at Route One.
- Complete final design, bidding and expedite construction of a new West End “Cutter” Fire Station.
- Assist Mayor and Council with various decision(s) and “next steps” relative to adaptive reuse of the former Brown School and a permanent home for 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
- Expand Citywide usage of “OpenGov,” 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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - OPD SAL PLANNING DIRECTOR	92,840	94,313	94,324	98,258	101,206	2,948	3.0%
51102 - OPD SAL PLANNER	53,072	56,297	58,341	58,341	58,341	0	0.0%
51103 - OPD SAL SR PROJECT PLANNER	85,193	89,579	91,819	91,819	91,819	0	0.0%
51104 - OPD SAL ADMIN ASSISTANT	69,009	69,959	70,033	71,434	71,879	445	0.6%
51105 - OPD SAL PT CONSERVATION ADMIN	43,991	46,167	48,480	48,480	48,480	0	0.0%
51106 - OPD SAL ZONING ADMINISTRATOR	16,755	35,000	64,981	64,981	67,255	2,274	3.5%
51407 - OPD EDUCATION CREDITS	700	700	700	700	0	(700)	-100.0%
001 - PERSONNEL SERVICES Total	361,560	392,015	428,677	434,012	438,979	4,967	1.1%
002 - PURCHASE OF SERVICES							
53001 - OPD OPEN SPACE MANAGEMENT	0	0	0	6,000	6,000	0	0.0%
53002 - OPD PERMIT TRACKING SOFTWARE	30,000	32,780	35,075	35,075	40,000	4,925	14.0%
53003 - OPD GIS	9,939	10,000	10,000	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	39,939	42,780	45,075	51,075	56,000	4,925	9.6%
004 - SUPPLIES							
52701 - OPD OFFICE EQUIPMENT	1,923	1,000	1,000	1,000	0	(1,000)	-100.0%
54200 - OPD OFFICE EQUIP/SUPPLIES	1,624	928	2,050	2,050	3,050	1,000	48.8%
55800 - OPD MISC SUPPLIES	1,480	943	0	0	0	0	NA
004 - SUPPLIES Total	5,028	2,871	3,050	3,050	3,050	0	0.0%
Grand Total	406,527	437,665	476,802	488,137	498,029	9,892	2.0%

LICENSING COMMISSION (01-165)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51164 - LCM CLERICAL SERVICES	7,500	7,500	7,500	7,500	7,500	0	0.0%
001 - PERSONNEL SERVICES Total	7,500	7,500	7,500	7,500	7,500	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57809 - LCM GENERAL EXPENSES	863	753	1,000	1,000	1,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	863	753	1,000	1,000	1,000	0	0.0%
Grand Total	8,363	8,253	8,500	8,500	8,500	0	0.0%

CONSERVATION COMMISSION (01-171)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51165 - CCM MINUTE TAKER	1,800	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	1,800	0	0.0%

PLANNING BOARD (01-175)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51165 - PBD MINUTE TAKER	1,800	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	1,800	0	0.0%

ZONING BOARD OF APPEALS (01-176)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51165 - ZBD MINUTE TAKER	1,800	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	1,800	0	0.0%

HISTORICAL COMMISSION (01-691)

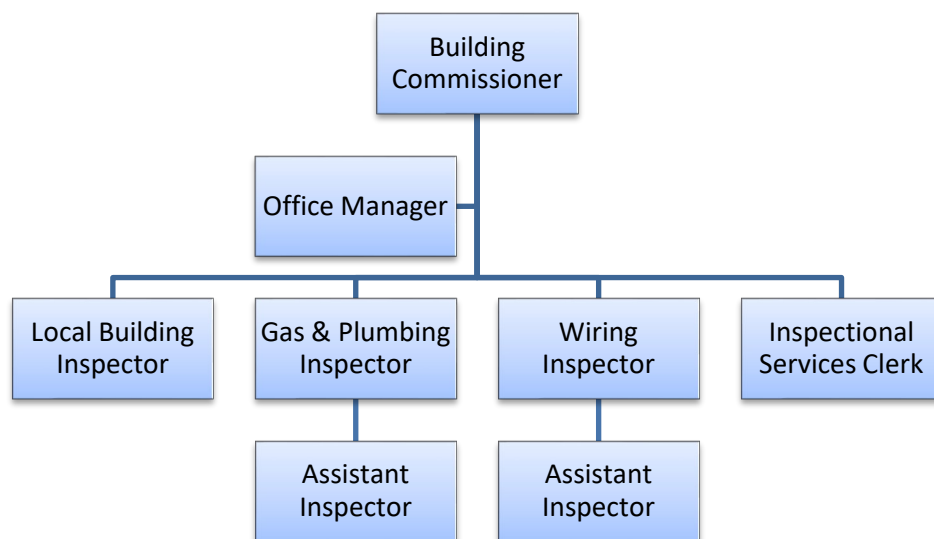
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51165 - HCM MINUTE TAKER	1,800	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	1,800	0	0.0%

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 to assist working through the proper channels for their specific projects.

ORGANIZATIONAL OVERVIEW



Position	FY2021 Actual	FY2022 Actual	FY2023 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 FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Building Permits	# of	925	993	1054	1142
Electrical Permits	# of	610	674	653	599
Gas Permits	# of	475	532	432	539
Plumbing Permits	# of	480	528	565	595

FY2022 ACCOMPLISHMENTS

- Estimated to process 1,142 Building Permits and 1,733 Sub-contractor Permits by the end of the fiscal year. These generated permit fees totaling \$1,108,000. These permits generated over \$83 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 permit closure.
- Implemented online permitting for all Building Permits including demolition, signs, swimming pools, tents and woodstoves.
- Re-organized existing historical paper permit filing from a chronological to an address-based system increasing accessibility of property and building records spanning 20 years.
- Initiated the filing of historical records to the address-based system.
- Systematized the manner in which public information requests are disseminated through a formalized Request for Information form.
- Reviewed, processed and issued Permits for fully completed Permit Applications within a 10-day period. This is much less time 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 in coordination with the Fire Department, Health Department and License Commission.
- Developed an educational process with contractors and property owners to transition smoothly to the OpenGov on-line Permit Application for Building Permits.
- Continued with internal staff meetings and project reviews with other City departments for major municipal and private projects such as Boston Way, numerous Business Park investments, Haley's 40R development, the Brown School and a Short-Term Rental ordinance.
- Maintained COVID-19 discipline by adhering to Newburyport Board of Health and Mayoral directives including masks, symptom protocols and sanitizing the physical working space.
- Established an electronic record retrieval system available on-line to the public. This will reduce staff time required responding to inquiries for public records and adds convenience for the public.

FY2023 TRENDS

The FY2022 period continued to see steady construction activities with, yet again, a record number of Building Permits issued. Major private development projects currently underway include Three Boston Way, Hillside Sustainable Living and the Anna Jacques Hospital expansion, Evergreen Commons and Colby Farms projects, among others. Permit fees and project costs remained strong. Newburyport continues to be a very viable commercial/residential city and it is expected that this trend will continue.

The Building Department continues to issue a significantly higher-than-average number of permits for pools, and major residential renovations and additions.

FY2023 GOALS & OBJECTIVES

GOAL 1: COMPLETE TRANSITION TO AN ONLINE PERMITTING SYSTEM

Objectives:

- Complete the online permits to include Certificate of Occupancies and annual Public Safety Certificates within the OpenGov software.
- Systematize a pro-active approach to identify and communicate with places of assembly and establishments serving liquor through the OpenGov software. This will ensure the City maintains compliance with Massachusetts General Law for mandated Public Safety Inspections.
- Utilize OpenGov records to collect on outstanding permit fees and to close permits through required inspections.

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 database of these properties created by the Assessor and Building Departments.
- Issue PSCs to identified properties to be posted in public common areas.

GOAL 3: BEGIN PROCESS OF DIGITIZING AND EXPAND RE-ORGANIZATION OF HISTORICAL DATA

Objectives:

- initiate the process of scanning large format historical documents and filing digitized records by street address.

- Re-organize historical permit, drawings and as-built paper documents by removing from cardboard “banker boxes” and re-filing within the new address-based system. Many of the older documents are at risk of being lost due to age and environment. This goal requires additional volunteer, intern, or staffing assistance to scan large paper files and a one-time expenditure of additional shelving units is required to better protect paper documents.
- Initiate and maintain a cross-reference system for matching digitized historic records with paper-based address files.

GOAL 4: 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 safe places of assembly and establishments serving alcohol.
- Assist Newburyport property owners and contractors to navigate the permit and Inspectional Services processes.
- Continue to be a resource for property and business owners and contractors for best practices and act in an advisory role for information.

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 an annual basis • Inspect all multi-family units 	<ul style="list-style-type: none"> • Building including weatherization and Energy Stretch Code • MAAB/ADA compliance • Plumbing • Gas • Electrical • Duct Work • Swimming Pools • Signs

BUILDING DEPARTMENT (01-241)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - BLD SAL BLDG COMMISSIONER	65,603	97,568	86,331	86,331	88,921	2,590	3.0%
51103 - BLD SAL OFFICE MANAGER	61,145	65,311	58,705	58,705	58,705	0	0.0%
51160 - BLD SAL LOCAL BLDG INSPECTOR	25,148	20,047	26,000	26,000	26,883	883	3.4%
51401 - BLD LONGEVITY	2,442	2,035	0	0	0	0	NA
51402 - BLD TRAVEL ALLOWANCE	8,713	2,550	10,200	10,200	10,200	0	0.0%
51412 - BLD CLOTHING ALLOWANCE	1,350	0	1,400	1,400	1,400	0	0.0%
001 - PERSONNEL SERVICES Total	164,401	187,512	182,635	182,635	186,108	3,473	1.9%
002 - PURCHASE OF SERVICES							
53401 - BLD PRINTING	424	291	0	0	0	0	NA
55800 - BLD MISC EXPENSE	565	519	0	0	0	0	NA
002 - PURCHASE OF SERVICES Total	989	810	0	0	0	0	NA
004 - SUPPLIES							
54200 - BLD OFFICE SUPPLIES/EQUIP	0	0	2,000	2,000	12,000	10,000	500.0%
004 - SUPPLIES Total	0	0	2,000	2,000	12,000	10,000	500.0%
Grand Total	165,390	188,322	184,635	184,635	198,108	13,473	7.3%



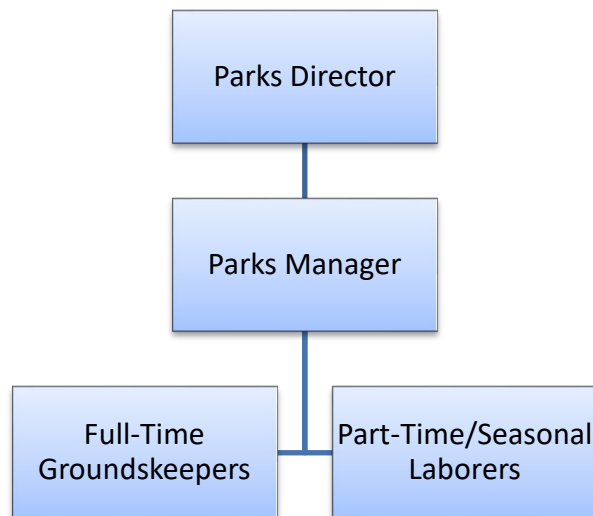
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PARKS DEPARTMENT

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	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Parks Director	1.0	1.0	1.0
Parks Manager	1.0	1.0	1.0
Full-time Groundskeepers	1.0	2.0	2.0
Part-time Groundskeepers	1.2	0.3	1.0
Seasonal Groundskeepers	0.8	1.5	2.5
Total Full Time-Equivalents	5.0	5.8	7.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Number of volunteer hours	Hours	2,019	2,353	3,307	3,300
Essex County Sheriff service Women In Transition crews	Hours	1,080	1,296	0*	432*
Hazardous & Invasive trees removed	Each	50	20	66	120
Trees planted	Each	23	5	20	62
New green space/asphalt removal	Square Ft	220	60,000	0	0
Flowers & shrubs planted	Each	557	1,385	1,089	50
Number of Bench Sponsorships	#	5	4	22	19
Permits issued	Hours	1,520	329	6,414	9,447
Dog waste collected/ waste bags distributed	Tons/ Each	NA	12.1/ 153,600	9.37/ 96,000	42.75/ 249,600
*Impacted by COVID-19					

FY2022 ACCOMPLISHMENTS

Park & Field Improvement Projects

Athletic Fields

- Completed construction of Phase II improvements at Bradley Fuller Park track & field facility; field house-restroom renovations underway

Atkinson Common

- Completed design of Lower Atkinson Common improvements to address critical parking safety issues and aging facility needs

Atwood Park

- Procured lighting for interior walkways for FY 23 installation

Bartlet Mall

- Secured funding for renovation of Swan Fountain and Frog Pond water quality cleanup consulting services
- Contracted for replacement of Pond Street walkway from Greenleaf Street to High Street with flexible porous pavement.

Cashman Park

- Secured funding for Merrimac Street Entrance Garden; design donated by Kimberly Turner

Clipper City Rail Trail

- Expanded edible gardens along Rail Trail II, created and maintained by volunteers
- Completed pruning of hazardous trees from Washington to the Merrimac River.

- Removed 27 invasive and declining trees from Washington Street gateway area; replanted area with more environmentally beneficial trees and shrubs

Downtown Parks

- Renovated four more benches in Market Square
- Patrick Tracey Square – renovated benches, installed four entrance garden beds, chess table & decorative Edison lighting in the trees

General Parks Management

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

Benches

- Completed inventory of last two years of bench donations

Dogs in Parks

- Collected 42.75 tons of dog waste and distributed 249,600 dog waste bags at 16 waste stations with just one call for service for empty bag dispensers. Added one new waste station (Rail Trail 2)

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
- Maintained plant beds at Green Street Parking Lot and Parking Garage
- Made metal railing and concrete repairs to Inn Street elevated walkway

Skatepark

- Began fundraising for skatepark capital repairs

Snow and Ice

- Cleared snow from trails, sidewalks, walkways and parking lots at 18 sites.

Playgrounds

- Certified Playground Safety Inspector status on staff;
- Volunteer Playground Safety Coordinator continued to perform high-frequency inspections and advise about repairs needed
- Made timely repairs to play structures as needed
- Continued weekly sanitizing of play structures at high use playgrounds
- Added safety surfacing to Jason Sawyer and Woodman Park playgrounds

Tree Management

- Removed 120 high hazard trees and
- Performed safety pruning of 24 pruned trees according to prioritized task list at 9 parks and other city property
- Planted 62 trees at 8 parks and other city property

Permitting

- Permitted 9,447 hours of parks reservations, including many fitness classes, church groups, schools, Newburyport Youth Services and special events

Community Outreach, Events & Programming

- Grew social media presence to 2,798 Facebook followers and 1,518 followers on Instagram
- We utilized a total of 3,300 volunteer hours
- Resumed in-person community building events including:
 - Clean Sweep to harness volunteer support for an annual spring cleanup
 - Show Your S'Port to honor coaches and other sports heroes and support pickleball and tennis
 - Partnered with StormSurge to present two community climate resiliency events in our parks
- Resumed in-person Hiking Club trips, outdoor gardening classes, tai chi classes and edible nature tours

COVID-19 Impacts

- Responded to continued 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
 - Overall permitted use of parks increased 522% between FY19 and FY22 with 9,447 hours scheduled in FY22 compared to 1,520 in FY19
- Continued cleaning of restrooms to once daily
- Continued weekly sanitizing of play structures at high use parks
- Volunteer base increased to 180; management has been handled by a volunteer Parks Commissioner and Parks staff.
- Managed staff exposure to COVID-19; quarantine impacted 40 labor hours

FY2023 TRENDS

1. **A sharp increase in entry level wages throughout the national and local region will impact our ability to hire staff at minimum wage.** In summer 2021 two of our landscape staff were approached at work by a local landscaper offering \$20 per hour for entry level with an increase to \$30 per hour after equipment training. Two weeks later both employees left us to work for him. Recently, two national retail chains with local stores announced \$21 per hour and \$24 per hour starting wages for entry level employees. And recent internet job postings reveal three local landscapers are offering between \$17 and \$28 per hour for employees with no experience. The National Recreation and Park Association reports that in the past year two in five park and recreation leaders indicated that their agencies are experiencing an increase in the number of

employees quitting with higher wages and/or benefits elsewhere being the number one reason 87% of employees quit their jobs.

2. **An increase in parks users and return to 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. Locally, we have seen an increase of 522% since 2019. 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**
 - B. Continued 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. Requests for outdoor dining on park spaces
 - G. Need to schedule maintenance around permitted use
3. **Increased cost of materials, supply chain delays, and staffing shortages will impact our purchasing and project completion timelines.** The cost of park benches has doubled in the last year. When possible we now manufacture benches in-house. We expect projects like the Bradley Fuller field house restroom renovation, Joppa Park walkway replacement, well drilling, etc. to be delayed because of material shipment delays and contractor staffing shortages.
4. **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 dog waste stations approximately 20% of that waste, or 85,490 pounds in FY22. We will:
 - A. Increase frequency of dog waste station maintenance
 - B. Install additional dog waste stations as needed
 - C. Support dog-focused events and/or programming
5. **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 last 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 from \$17,000 in FY 21 to \$32,000 in FY22. While we expect the drought to impact our tree population for years to come, our tree management is paying off and appears to be reducing hazardous tree damage during storms.

6. We will continue to partner in the effort to **advance the effects of 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 impermeable 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.
7. **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 perform high frequency inspections and monitoring compliance with federal safety guidelines.
8. **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.
9. **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.
10. 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

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

Objectives:

- Provide professional-grade service to maintain 26 parks and trails on schedule
- Execute Improvement Projects:
 - Renovate tennis courts at Atkinson Common
 - Renovate tennis and basketball courts at Cashman Park
 - Install pilot reinforced turf at Cushing Park to provide green space that can be used as winter parking
 - Install irrigation well at Bradley Fuller Park
 - Complete Joppa Park Seawall walkway replacement
 - Complete Bartlet Mall restoration pond cleanup, fountain restoration, replacement of walkway along Pond Street and NW corner improvements
 - Complete Lower Atkinson Improvement Project
 - Complete Bradley Fuller field house and restroom renovations
 - 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
 - Add plantings around tot lot
 - Replace root-damaged sections of Clipper City Rail Trail I
 - Correct drainage systems to eliminate drainage runoff across Rail Trail 1 at the water front and ponding on Rail Trail 2 at March's Hill
 - Complete capital masonry repairs 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 reduce demand on city water of 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 using in-person surveys and aerial photography
- Resume full schedule of community building events
- 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

GOAL 3: CONTINUE TO BUILD RESPONSIVE, EFFICIENT PARKS DEPARTMENT

Objectives:

- Fully staff our operations crew to allow for maintenance of restrooms, weeding of garden beds, on-time mowing, and response to safety issues and other repairs in a timely manner
- Develop a concrete plan with a timeline for relocating staff in the short-term while identifying a long-term plan for housing the Parks Department
- Build equipment fleet to increase efficiency,
 - Add infield groomer to improve infield maintenance
 - Add 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.
- Complete mapped inventory of all park benches including sponsorship information
- Continue to manage volunteers to effectively assist with maintenance, programming and special event activities
- Continue to respond within 24 hours to inquiries by phone, text, email, Instagram and Facebook message service

PROGRAMS & SERVICES

Administration & Community Services

- Manage purchasing, financial planning, payroll, payables, receivables
- Organize community building events
- Manage parks reservations
- Coordinate volunteer activities
- Communicate with public including managing 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 including related reporting and annual meeting preparation
- Maintain Parks Commission public records
- Act as liaison between public and Parks Commission
- Act as liaison between staff, Parks Commission and Newburyport Parks Conservancy

Facilities Management

- Manage capital projects
- 26 parks including 13 non-school natural grass athletic fields; 1 running track; 5 tennis courts; 7 outdoor basketball courts; 10 playgrounds; 3 shared-use off leash areas for dogs; 1 splash pad; 2 natural ponds; 2 Victorian reflecting ponds; Clipper City Rail Trail; Garrison Trail; Green St parking lot and plant beds at downtown parking garage
- Provide snow & ice management of all parks & trails
- Maintain 16 dog waste stations
- 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

- Develop capital plan
- Contribute to local master 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, reduction of carbon footprint and protecting shorelines
- Plan for cost-effective growth of Parks Dept.

PARKS (01-630)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51166 - PRK SAL PARKS DIRECTOR	71,217	72,352	73,799	73,799	76,382	2,583	3.5%
51167 - PRK SAL PARKS MANAGER	69,221	70,315	71,722	71,722	75,688	3,966	5.5%
51168 - PRK SAL FT LABOR	44,448	47,583	91,204	93,028	96,723	3,695	4.0%
51190 - PRK PT/SEASONAL LABOR	45,815	42,056	40,000	40,000	81,925	41,925	104.8%
51404 - PRK TRAVEL ALLOWANCE	7,800	7,800	7,800	7,800	7,800	0	0.0%
51405 - PRK CLOTHING ALLOWANCE	250	900	900	900	900	0	0.0%
51901 - PRK DOWNTOWN-IMPROV LABOR	23,571	19,101	24,000	24,000	34,000	10,000	41.7%
001 - PERSONNEL SERVICES Total	262,323	261,900	309,425	311,249	373,418	62,169	20.0%
002 - PURCHASE OF SERVICES							
52101 - PRK PARK UTILITIES	1,312	1,508	1,400	1,400	1,600	200	14.3%
52401 - PRK MAINT-EQUIP	4,778	5,562	5,000	5,000	7,000	2,000	40.0%
52404 - PRK MAINT-TREES	5,000	15,940	17,000	32,000	32,000	0	0.0%
52423 - PRK MOSELEY WOODS	870	1,122	1,000	1,000	1,000	0	0.0%
52702 - PRK RESTROOM RENTALS	2,150	2,792	2,100	2,100	4,200	2,100	100.0%
53000 - PRK BOOKKEEPER	0	0	6,100	6,100	3,000	(3,100)	-50.8%
002 - PURCHASE OF SERVICES Total	14,400	26,924	32,600	47,600	48,800	1,200	2.5%
004 - SUPPLIES							
54200 - PRK MAINT-SUPPLIES	5,874	7,681	8,900	8,900	8,900	0	0.0%
54201 - PRK DOWNTOWN-IMPROV SUPPLIES	6,000	4,570	4,000	4,000	4,000	0	0.0%
54801 - PRK FUEL/OIL	2,961	3,463	3,600	3,600	5,250	1,650	45.8%
55800 - PRK LANDSCAPE MATERIALS	22,330	22,472	22,500	22,500	41,000	18,500	82.2%
55801 - PRK DOG WASTE BAGS	6,796	7,000	7,000	7,000	7,000	0	0.0%
004 - SUPPLIES Total	43,961	45,187	46,000	46,000	66,150	20,150	43.8%
007 - OTHER CHARGES & EXPENSES							
57300 - PRK DUES & MEMBERSHIPS	403	450	450	450	600	150	33.3%
007 - OTHER CHARGES & EXPENSES Total	403	450	450	450	600	150	33.3%
008 - CAPITAL OUTLAY							
58401 - PRK EQUIPMENT	24,000	12,000	12,000	12,000	12,000	0	0.0%
008 - CAPITAL OUTLAY Total	24,000	12,000	12,000	12,000	12,000	0	0.0%
Grand Total	345,087	346,460	400,475	417,299	500,968	83,669	20.1%



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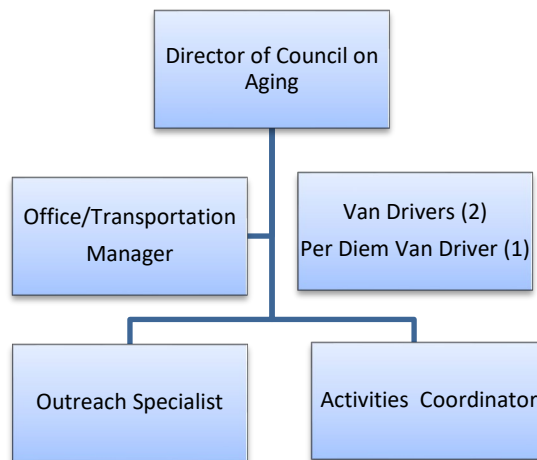
Section 8: Social Services

COUNCIL ON AGING

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Director	1.0	1.0	1.0
Office/Transportation Manager *	1.0	1.0	1.0
Activities Coordinator	1.0	1.0	1.0
Van Driver	2.0	2.0	2.0
Outreach Specialist	0.0	0.0	1.0
Total Full Time-Equivalents	5.0	5.0	6.0

*Funded 7 hours by Housing Rehabilitation Program

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020*	Actual FY2021*	Estimated FY2022**
Program Participants	Unduplicated Individuals	975	1,290	250	1,200
	Duplicated Individuals	-	-	1,000	7,300
Service Recipients	Individuals	Combined	Combined	***6,400	4,400
Transportation Clients	Individuals	180	180	170	175
Transportation Trips	Trips	6,600	6,432	2,550	3,800
Senior Tax Work-Off Participants	Individuals	80	55	22	56
*SCC was closed to the public March 13, 2020-July 12, 2021; participation in remote and off-site programs estimated **COA Programming resumed July 12, 2021, but paused January 3-30, 2022 ***In early 2021, the COA assisted approximately 2,000 patients with registering for, traveling to, and participating in Covid-19 Vaccination Clinics at the SCC and in the region					

FY2022 ACCOMPLISHMENTS

COVID – 19 Impact

The global pandemic continued to impact operations in the department. Modified protocols were utilized for meal and food deliveries, transportation, SHINE appointments, AARP Tax-Aide appointments, and services and programming delivered out of the Senior/Community Center (SCC). After a soft reopening in June 2021, the SCC fully reopened on July 12, 2021 and nearly all programs had been restored. Up until the end of October, the patio, with its new tent, continued to be offered to groups who preferred meeting outside. A full complement of volunteers, including Tax Work-Off Participants, returned to help staff the Reception Desk and other locations around the SCC. When the Delta variant appeared in the fall, the SCC was one of four city buildings in which a mask-mandate was reinstated. When the Omicron Surge struck at the end of the calendar year, the built-in holiday programming pause was extended through January 30th. It is believed that decisions made by the Newburyport Board of Health and the COA and the execution of protocols around the facility and in the field by several city departments resulted in zero transmission of the COVID-19 virus at the SCC or in any COA-sponsored program or activity.

Food Security

- The SCC continued to serve as a central Meals on Wheels distribution site for Newbury, Rowley, and Newburyport without interruption. Over one hundred meals were dispensed each business day to homebound consumers by volunteers following health and safety protocols.
- Both Our Neighbor's Table in Amesbury and the Newbury Food Pantry served as key partners in reducing food insecurity in the region. The free groceries supplied by each group provided critical support, especially during Covid surges and as inflation increased. During the summer, nearly thirty Farmers' Market Coupons issued by AgeSpan were distributed to increase food security and promote healthful eating.

- Starting in the fall, hot Grab 'n Go lunches (\$2 voluntary donation) or Traveling Chef To Go meals (sponsored by the Friends of the Newburyport Council on Aging and the Greater Newburyport Village) were offered most Wednesdays to any interested party who pre-registered.
- Gift cards donated by the Friends of the Newburyport COA and individual philanthropists were distributed to those with demonstrated need.

Transportation

- Just prior to the start of FY22, a new position was created for the department when it was time to activate the second COA Bus due to increasing demand. The *Council on Aging Bus Driver-Senior/Community Center Steward* would provide rides to residents around Newburyport for medical appointments, retail establishments (mostly grocery stores), financial institutions, service providers, etc. When he was available and time permitted, the COA Bus Driver-SCC Steward would tend to issues around the facility, e.g. breaking down the refreshment station. This hybrid position streamlined operations for the City as the Steward was now responsible for opening the SCC each day, thereby freeing up a member of DPS at the beginning of the workday.
- The demand for rides outside of Newburyport and regular department operating hours that are provided by N.E.E.T. (Northern Essex Elder Transport) Volunteers returned to almost pre-COVID-19 levels; use of the organization's new software streamlined the tracking of ride requests, communication with volunteers, and the creation of reports.

COVID-19 Vaccinations, Boosters, and Testing

- The COA staff continued to assist residents with securing vaccination appointments at clinics and pharmacies.
- The COA staff assisted the Health Department with the distribution of nearly one thousand Antigen Test Kits during the Omicron Surge and beyond.

In-Person, Virtual, and Hybrid Programming

- The number of activities and programs returned to near pre-COVID levels when the Senior/Community Center officially reopened on July 12, 2021. Attendance in most programs was estimated to be approximately 80% of peak.
- Pandemic-inspired virtual and hybrid programs will continue to be offered indefinitely during the cooler seasons to accommodate those who prefer remote participation for any reason.

Services

- During a busy Medicare Open Enrollment season and throughout the fiscal year over 450 SHINE (Serving the Health Insurance Needs of Everyone) appointments were offered both in-person and remotely. When SHINE Counselor Eleanor Lyons retired in March of 2022 after two decades of devoted service, she was presented with an official Citation by Mayor Reardon.
- Activity in the Durable Medical Goods Shed, where consumers donate and borrow essential adaptive equipment, was robust.
- When demand for the disposal of medical waste could not be met by the single sharps container located at the main entrance to the SCC, a plan to increase capacity was devised.

Tax Relief

- The COA Director administered both the Senior Tax Work-Off Program and the newly adopted Veteran Tax Work-Off Program that help older and veteran homeowners Age in Place. Six veterans took advantage of the Veteran Tax Work-Off Program while participation in the essential Senior Tax Work-Off Program returned to pre-COVID levels (approximately fifty participants.) Several city departments made this possible by sponsoring workers.
- AARP Tax-Aide Volunteers prepared simple tax returns for nearly three hundred older clients and piloted a program with high school students on March 26, 2022.

Facility Enhancements/Capital Improvements

- COA staff members successfully brought online the MySeniorCenter Software to improve the tracking of participation in programs and services. Of the more than 1,500 people who were listed as active in FY22, approximately 72% of them were Newburyport residents. Whenever possible and/or necessary, priority is given to residents for programs and services.
- New water fountains that reduce the use of plastic bottles around the SCC were installed.

Increased Visibility of COA Programs and Services

- Delivery of the COA newsletter by the USPS to mailboxes restarted with the September/October 2022 edition; nearly 700 requesting households in Newburyport would continue to receive the bi-monthly newsletter. Up to 1300 active members from Greater Newburyport would receive the newsletter via email broadcasts.
- The COA Director continued to update the department's website and to post on the shared Friends of the Newburyport COA Facebook Page to promote programs and services.

FY2023 TRENDS

- In an uncertain world, the COA strives to offer reassurance and comfort by providing inviting spaces in and around Newburyport's Senior/Community Center. We offer innovative and engaging programs that promote lifelong learning and social engagement. We match clients with essential services offered by us and our partners that should help them live independently.
- As the world (hopefully) emerges from the pandemic, the COA aims to fully restore all programs and services to pre-Covid levels while monitoring public health conditions in the region. In FY23, primary objectives are to host monthly trips and some larger gatherings.
- The social isolation forced upon the world by COVID-19 accelerated the decline of the most vulnerable, those with different stages of dementia, Parkinson's Disease, and other disorders that impact cognition. By offering targeted services and programs, the Newburyport COA hopes to reverse some of the damage that has been done and to enrich the lives of those suffering from disorders as well as support their families and care-partners.
- In a region where housing costs continue to skyrocket, COAs must prioritize assisting residents struggling to remain in their homes and/or hometowns. One of the primary functions of the new Outreach Specialist is to help residents live independently in their home of choice. The

Newburyport COA Board plans to work closely with those with decision-making responsibilities for issues related to housing by providing applicable data that is available through unique channels such as the UMass Donahue Institute and the Hirsh Health Sciences Library at Tufts University.

- The Newburyport COA Board is also focused on addressing Food Security and Transportation, two issues at the forefront for the vulnerable populations served by COAs. Subcommittees have been established and impressive work that promises to make a real impact for the older/differently-abled residents of Newburyport has begun. Measurable objectives include mapping available pantry and meal services for the Greater Newburyport region, developing strategies to increase SNAP enrollment among eligible older and differently-abled adults, collaborating with MVRTA to add appropriate signage for fixed routes in the city, and creating marketing strategies to increase awareness of available transportation options including free, affordable, and private pay.

FY2023 GOALS & OBJECTIVES

GOAL 1: EXPAND PROGRAMS AND SERVICES OFFERED BY THE COUNCIL ON AGING TO MEET THE CHANGING NEEDS OF THE POPULATIONS SERVED

Objectives:

- Continue to add or modify PROGRAMS AND ACTIVITIES to meet the changing needs of the older/differently-abled adults in Newburyport in a world that is rapidly evolving. For example, host larger gatherings and promote intergenerational experiences.
- Continue to expand or modify SERVICES to meet the changing needs of the older/differently-abled adults in Newburyport in a world that is rapidly evolving. For example, increase the number of shopping shuttles available to residents.
- Increase the number of support groups offered to address a wider range of needs.

GOAL 2: EXPAND PARTNERSHIPS AND INCREASE AWARENESS ABOUT PROGRAMS AND SERVICES THAT PROMOTE FINANCIAL AND FOOD SECURITY

Objectives:

- Strengthen and expand partnerships with agencies such as AgeSpan, Our Neighbor's Table, and the Pettengill House to ensure that Newburyport residents are receiving the benefits for which they qualify.
- Promote the City's Tax Work-Off Programs for Seniors and Veterans so that those who qualify have the opportunity to take advantage of these tax relief programs that benefit not only deserving residents, but also city departments that rely on the assistance of these valuable team members.
- Increase awareness about entitlements in a variety of publications and media outlets-the City's website, the COA Newsletter, MySeniorCenter broadcasts via phone, text, and/or email, local newspapers, social media, NCM Hub.

GOAL 3: UTILIZE DATA TO ADVISE OTHER CITY DEPARTMENTS AND REGIONAL AGENCIES ABOUT THE CURRENT AND EMERGING NEEDS OF THE OLDER AND DIFFERENTLY-ABLED RESIDENTS OF NEWBURYPORT

Objectives:

- Utilize the 2020 Census data to advise city organizations, e.g. the Affordable Housing Trust, about predicted trends that are expected to impact Newburyport with regard to housing, transportation, etc.
- Assess data collected with the department's MySeniorCenter software to evaluate how demand is being met for services, programming, and more.
- Gather information that is available from partners to ensure that economic, housing, and other needs are being properly addressed at the local level.

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, Fit for Life, Stretch • Gentle Fitness •Chair Yoga, Tai Chi •Zumba, Line Dancing •Ballet, Tap •Fitness Room •Wellness Clinics: Audiology & Podiatry •Therapy: Chair & Hand Massage •Nutritional Programs •Grab 'n Go/Stay Lunch •Traveling Chef Meal •Educational Seminars •Print & Digital Resources •Support Health Department Clinics: Vaccination, Testing 	<ul style="list-style-type: none"> •Meals on Wheels •Transportation Programs: COA & NEET •Housing Information •Tax Relief •Senior & Veteran Tax Work-Off Programs •AARP Tax-Aide Program •Financial Presentations •SHINE Medicare Counseling •Applications-CHAMP, SNAP, RMV •Durable Medical Equipment Loan Program •Support NYS Snow Angel Program 	<ul style="list-style-type: none"> •Clubs, Groups, and Social Events •Club-NBPT Stamp Club •Groups-Language Conversation •Low Vision Support Group •Comfort Canines •Friendly Competition •Ping Pong, Billards, Pickleball, Bocce •Games: Card & Board •Congregate Meals •Large Celebratory Gatherings •Volunteer Opportunities •Intergenerational Experiences •Garden •Youth Art Show 	<ul style="list-style-type: none"> •Programs in the Arts •Drawing, Painting, Abstract Art •Crafts-Crafters •Music-Ukulele, Lyric Analysis •Community Days •News & Views, Club TED Discussion Groups •Interactive Virtual & Hybrid Programs •Hybrid NEXT CHAPTER Book Club (with NPL) •Bird Tours •Lending Library •Laptop Loaner Program •Technology Coaches

COUNCIL ON AGING (01-541)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - COA SAL COA DIRECTOR	69,709	62,960	73,281	74,746	76,989	2,242	3.0%
51156 - COA SAL LABOR	104,402	77,604	107,699	109,853	112,050	2,197	2.0%
51162 - COA SAL ACTIVITIES COORD	40,393	35,745	41,709	41,709	48,684	6,975	16.7%
51164 - COA SAL OFFICE MANAGER	44,872	36,024	46,964	46,964	46,964	0	0.0%
51165 - COA OUTREACH SPECIALIST	0	0	0	0	53,000	53,000	NA
51401 - COA LONGEVITY	4,794	4,547	1,221	1,221	1,221	0	0.0%
51404 - COA TRAVEL ALLOWANCE	5,100	4,250	5,100	5,100	5,100	0	0.0%
51405 - COA CLOTHING ALLOWANCE	1,247	849	1,400	1,400	1,450	50	3.6%
001 - PERSONNEL SERVICES Total	270,516	221,979	277,374	280,994	345,458	64,464	22.9%
002 - PURCHASE OF SERVICES							
52101 - COA UTILITIES	19,486	13,233	18,000	18,000	22,500	4,500	25.0%
52403 - COA MAINT-VEHICLES	1,900	901	3,500	3,500	3,500	0	0.0%
002 - PURCHASE OF SERVICES Total	21,386	14,133	21,500	21,500	26,000	4,500	20.9%
004 - SUPPLIES							
54200 - COA SUPPLIES	4,869	3,881	5,000	5,000	5,000	0	0.0%
54801 - COA FUEL/OIL VEHICLE(S)	5,561	2,905	5,000	5,000	6,250	1,250	25.0%
004 - SUPPLIES Total	10,431	6,786	10,000	10,000	11,250	1,250	12.5%
Grand Total	302,333	242,898	308,874	312,494	382,708	70,214	22.5%

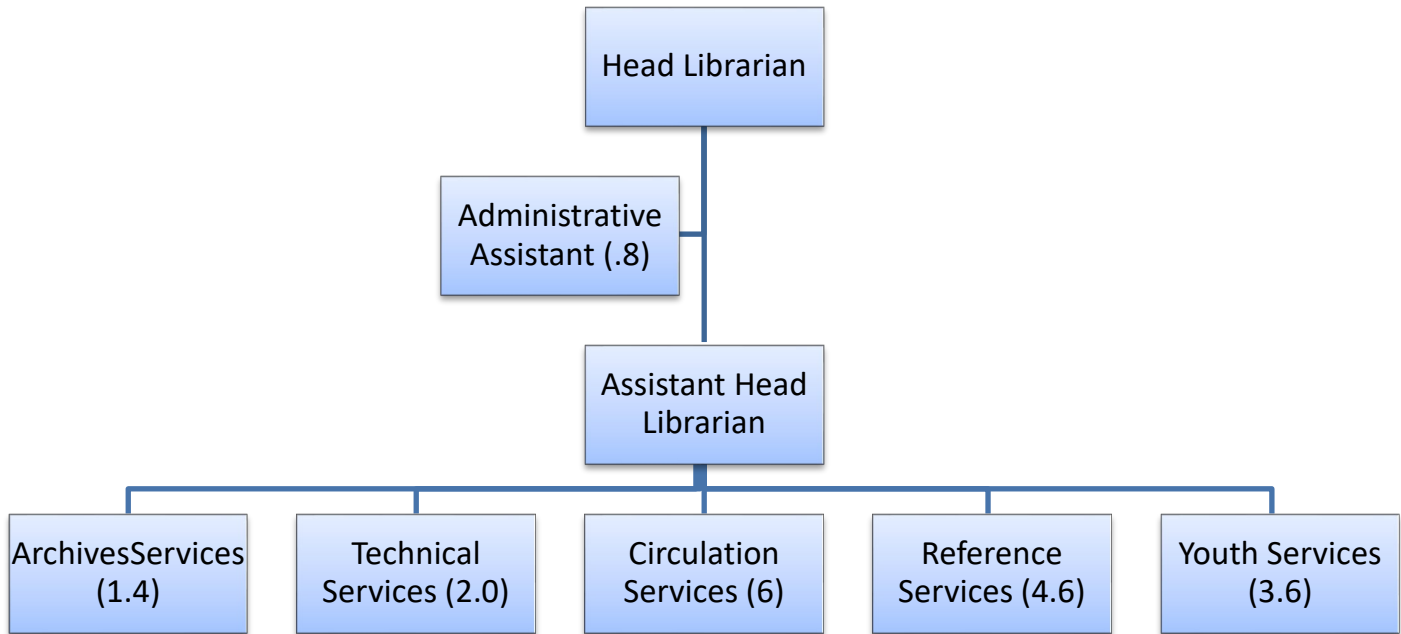


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LIBRARY

MISSION STATEMENT

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



Position	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Head Librarian	1.0	1.0	1
Assistant Head Librarian	1.0	1.0	1
Custodian II*	1.0	0	0
Senior Librarians	5.0	5.0	5
Staff Librarian (7 FT)	6.6	7.0	7
Library Technician (5 FT, 1 PT)	5.8	5.6	5.6
Administrative Assistant	1.0	.8	.8
Total Full Time-Equivalents	21.4	20.4	20.4

*Reports to Department of Public Services, Highway Division

PERFORMANCE MEASUREMENT

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021*	Estimated FY2022
Attendance	Visits tracked by door counter	216,173	153,838	38,866* (*COVID capacity limits)	96,000
Circulation	Items checked out	252,289	194,046	192,242*	220,000
Computer Usage	Login sessions	24,243	16,172	1,381*	6,300
Program Attendance	# of persons	12,492	9,666	2,278*	2,900
Meeting Room Usage	# of uses by group	2,318	2,318	43*	1,350

FY2022 ACCOMPLISHMENTS

Since the beginning of the COVID pandemic in March 2020, the Newburyport Public Library has offered a wide range of online and in-person services. The building has been open to the public since August 2, 2020. The Library continues a commitment to serve the public and to adapt as needed to ensure the safety of patrons and staff, including a mask mandates (August 2021-February 2022).

Staff

- Retirement of 3 staff allowed for staff advancement and restructuring and shifting of job responsibilities among veteran staff.
- Staff participated in a variety of online staff development activities. All staff participated in training on new procedures and work flow, ADA compliance, best practices and customer service.
- All staff participated in a statewide Cyber Security Awareness grant training project.

Administrative

- Developed and implemented procedures for City Health Board mask mandate.
- Worked with AFSCME to update job descriptions.
- Implemented additional Office 365 features for improved staff communication.
- Improved procedures for managing billing.

Services

- Total FY21 circulation 192,242. FY22 circulation (138,654 July 2021– January 2022) rebounding to pre-COVID levels with elimination of COVID restrictions.
- 11% increase in FY21 and 11% increase in FY22 in downloadable circulation (e-books, e-magazines, audio books); DVD (+28%) and periodical (+62%) circulation increased with no COVID limitations to access browsing materials in FY22.
- Among the 36 Merrimack Valley Library Consortium libraries, the NPL ranks #7 in circulation of all materials and #6 in circulation of downloadable e-books, e-magazines and audio books.
- Circulated 415 museum passes (July 2021 – January 2022), added four new museum passes.
- NPL sent 33,659 items in inter-library loan, and borrowed 49,109 items from other libraries.
- Added streaming video services with 42,627 plays, 14,588 visits, and 780 total user accounts (July 2021 – January 2022, averaging 375 monthly plays).
- Enhanced online services and remote assistance to patrons. Phone, email and online chat continue to be popular.
- Averaging 517 public computer users each month (3,624 total July 2021 – January 2020).
- Implemented new online reading program software with 516 children and 103 teens participating in the virtual Library summer 2021 reading program.
- Added Spanish language book collection and book group.
- Offered community puzzle with an average of 3 puzzles completed each month.
- Reorganized first floor materials in order to expand Large Print book collection.
- Restarted volunteer program with 8 volunteers donating 244 hours (July 2021 – January 2020).
- Offered 200 virtual, in-person and off-site programs with 3,035 attendees (July 2021 - January 2022).
- Issued 404 new library cards (July 2021 – January 2022), with a total of 10,171 active resident library card holders.
- The Library open to the public 220 days (July 2021 – March 2022).
- Total attendance of 54,346 averaging 318 visitors per day (July 2021 – January 2022), an increase of 140% (FY21 total 38,860 visitors).

Technology

- Completed website project and launched new responsive WordPress website (December 2021).
- Upgraded and configured Library event calendar and museum pass software in tandem with new website redesign for improved user experience.
- Purchased and installed upgraded equipment to support public print release station, including 1 new large format touchscreen monitor.
- Purchased and installed upgraded equipment for Children's Room public computer area including 3 new computers, 3 new monitors, Office 2019 software, and 1 new color printer.
- Purchased and installed upgraded equipment for Archival Center including duple color document scanner and color printer.

- Purchased and installed upgraded equipment for staff workstations including 5 new computers, 4 monitors, Office 2019 software, and 1 new color printer.
- Purchased and installed 2 security cameras for exterior building monitoring. Configured associated monitoring software.
- Completed hardware and software upgrade of public microfilm reader equipment.
- Completed hardware upgrade of public wi-fi and internet network modem.
- Purchased and installed self-serve multi-device charging station in Lobby.
- Made at-cost headphones and USB storage devices available for patron purchase in Adult Services area.
- Launched “Library of Things” collection of technology-focused physical items for checkout including portable scanner, hot spots, projector, accessibility tools, sound equipment, media players, toys, games, and more.
- 73,092 website visits, averaging 267/day (July 2021-March 2022).

Archival Center

- Completed inventory and re-organization of materials in Archival Center office, workroom and storage spaces for improved access and staff work flow.
- Completed phase seven (*Daily News* through 2000) of historical newspaper digitization project, with grant funding from the NAID Foundation donation to the Friends of the Library.
- Installed and implemented use of environmental monitoring equipment and software through MBLC grant funded project to ensure optimal temperature and humidity control for the preservation of the Archival Center collections.
- 300 in-person visitors and 362 virtual patrons from 24 states and 5 countries visited the Archival Center in FY21 to research a variety of topics. In FY22 there were 139 appointments for the Archival Center (July 2021 – March 2022).
- Implemented virtual preservation workshop series and virtual house research assistance 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.
- Collaborated with local churches to provide services to Afghan refugee families.
- NPL Archival Center collaborated with Nock Middle School on annual student local history project.
- Collaborated with and participated in virtual Newburyport Literary Festival events. Member of the Literary Festival Planning Committee.
- Collaborated with Council on Aging to provide librarian to facilitate monthly Next Chapter Book Club virtually and on-site at the Senior Center.
- Friends of the Library resumed October and March book sales and February Kids Book Sale.

- Resumed delivery of library items to homebound patrons.
- Increased social media presence – Facebook (2,353 followers), Children’s Room Instagram (996 followers), Library Instagram (861 followers) and Archival Center Facebook page (1,012 followers). Weekly e-newsletter sent to 917 people.

Building Improvements

- Removed damaged flooring in Archival Center office, workroom, and storage areas and replaced with polished concrete floor.
- Added two outdoor cameras near Prince Place door and portico.
- Participating in City camera project to add three exterior cameras linked to the Police Department.
- Completed installation of new lighting in the Teen Loft for the Tween Fiction collection.
- Re-configured and renovated Children’s Room service desk for improved work flow and efficiency.
- Replaced 1st floor water fountain with combination water fountain/bottle filler unit.
- Continued to replace HVAC control components for optimum delivery of heat and cooling to building.
- Completed repair to elevator to meet new state inspection requirement.
- CPA funded Archival Center HVAC replacement project completed (March 2020).
- Installed and implemented new equipment and software in Archival Center as participants in MBLC (Mass Board of Library Commissioners) Environmental Monitoring grant project.
- Repaired light fixtures in 3rd floor public co-working area.
- Submitted Green Communities grant to fund lighting project - replace can, fluorescent, emergency, and some office lighting with LED fixtures.
- Submitted Green Communities grant to fund HVAC project – upgrade the three AUH (air handler unit) VFDs and correct fan control on the roof cooling tower.
- Upgraded irrigation system controls.
- Added seasonal outdoor seating to patio on Harris Street.
- Completed wall and ceiling repair and painting .
- Refurbished staff lounge with wall repair and paint. Replaced staff lounge furniture with Friends of the Library funding.
- Implemented improved DPS MainStar15 work order procedure for building maintenance and repair.

FY2023 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 through FY21 and FY22.

The Newburyport Public Library has offered online services in person. The Library will continue to implement the Phased Re-opening Plan, adding and adapting services as needed.

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 and hybrid programming and remote services for patrons of all ages, as well as new ways to serve patrons in a socially distancing environment.

FY23 goals and objectives are reflective of the Library's FY23 Action Plan submitted to the MBLC (Massachusetts Board of Library Commissioners).

The Library's four-year Strategic Plan (FY21-FY25) will guide the Library to provide materials, services and space that meet the needs of our citizens, while following any necessary and required COVID-19 restrictions.

Cost saving measures for FY23 include the continued conservative approach to filling staff vacancies.

FY2023 GOALS & OBJECTIVES

GOAL 1: PROVIDE ROBUST SERVICES, PROGRAMS AND COLLECTIONS

Objectives:

- **Ensure access to up-to-date and enhanced technology**
 - Develop comprehensive 4-year technology plan and annual action plan.
 - Circulate laptops for in-Library use.
 - Survey patrons and evaluate patron technology needs.
 - Obtain access to City MUNIS.
- **Expand programming options for all patrons**
 - Expand virtual, hybrid and in-person programming.
 - Offer off-site programs for families and adults.
 - Offer collaborative programs with other City departments and organizations.

- **Ensure access to diversified collections**
 - Expand museum pass offerings.
 - Expand digital, downloadable and streaming collections.
 - Identify and digitize additional Archival Center collections.
 - Expand Library of Things collection, including technology items.

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

Objectives:

- **Develop a comprehensive marketing plan**
 - Train staff to engage in “Frontline Marketing.”
 - Create a marketing action plan for FY23-24.
 - Purchase new lamppost banners and logo banner for promotional and off-site use.
 - Connect programs to collections through displays, social media and marketing activities.
- **Develop collaborative community partnerships**
 - Expand tours of the Library and school visits to include more local schools and grade levels.
 - Develop collaborative programming with local organizations.
 - Implement annual local history event in collaboration with local cultural institutions.
- **Expand outreach efforts**
 - Expand Pop-up Library to additional senior living locations.
 - Offer Pop-up Library at community events.
 - Increase outreach activities to include local PTA groups.

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.
 - Identify and plan for options to expand study/work space.
 - Evaluate landscaping and implement landscaping improvement project.
 - Implement interior painting maintenance schedule.
 - Complete Tracy Mansion exterior trim painting project.
 - Develop a comprehensive disaster response plan.
 - Replace fire alarm system components, including smoke detectors.
- **Staff ensure positive successful library user experience**
 - Establish a schedule for annual customer service related training for staff.
 - Develop a comprehensive safety plan, including annual safety-related training for staff.

- Implement online training module program for staff to complete two topic modules annually in addition to attending virtual workshops, conferences, library all-staff meetings/trainings and visits to other libraries.

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 and hybrid 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 Adult Services 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 materials 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, music CDs, and 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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - LIB SAL LIBRARIAN	85,355	86,673	88,409	88,409	91,061	2,652	3.0%
51156 - LIB SAL STAFF	959,528	972,042	981,456	987,856	997,551	9,695	1.0%
51401 - LIB LONGEVITY	3,848	3,516	2,687	2,687	2,198	(488)	-18.2%
001 - PERSONNEL SERVICES Total	1,048,731	1,062,231	1,072,551	1,078,951	1,090,809	11,858	1.1%
002 - PURCHASE OF SERVICES							
52101 - LIB HEAT/ELECTRICITY	63,352	54,378	72,000	72,000	82,000	10,000	13.9%
52401 - LIB MAINT-BLDG	987	956	1,000	1,000	1,000	0	0.0%
52402 - LIB MAINT-EQUIPMENT	65,884	71,489	60,650	60,650	57,500	(3,150)	-5.2%
52901 - LIB AUTOMATED SVCS	58,337	58,337	58,537	58,537	64,894	6,357	10.9%
53001 - LIB TECHNOLOGY PURCHASES	10,334	12,741	12,000	12,000	12,000	0	0.0%
53015 - LIB MICROFILM	450	0	0	0	0	0	NA
53020 - LIB PROGRAMS	4,260	3,042	4,800	4,800	5,000	200	4.2%
55101 - LIB AUDIO-VISUAL MATERIAL	24,780	22,105	35,300	35,300	24,000	(11,300)	-32.0%
55102 - LIB PURCHASE BOOKS	92,926	117,390	116,340	116,340	117,500	1,160	1.0%
55800 - LIB ADMIN EXPENSE	4,471	3,209	3,300	3,300	5,060	1,760	53.3%
55801 - LIB SUPPLIES	8,865	9,005	9,500	9,500	8,500	(1,000)	-10.5%
002 - PURCHASE OF SERVICES Total	334,646	352,652	373,427	373,427	377,454	4,027	1.1%
Grand Total	1,383,377	1,414,882	1,445,978	1,452,378	1,468,263	15,885	1.1%



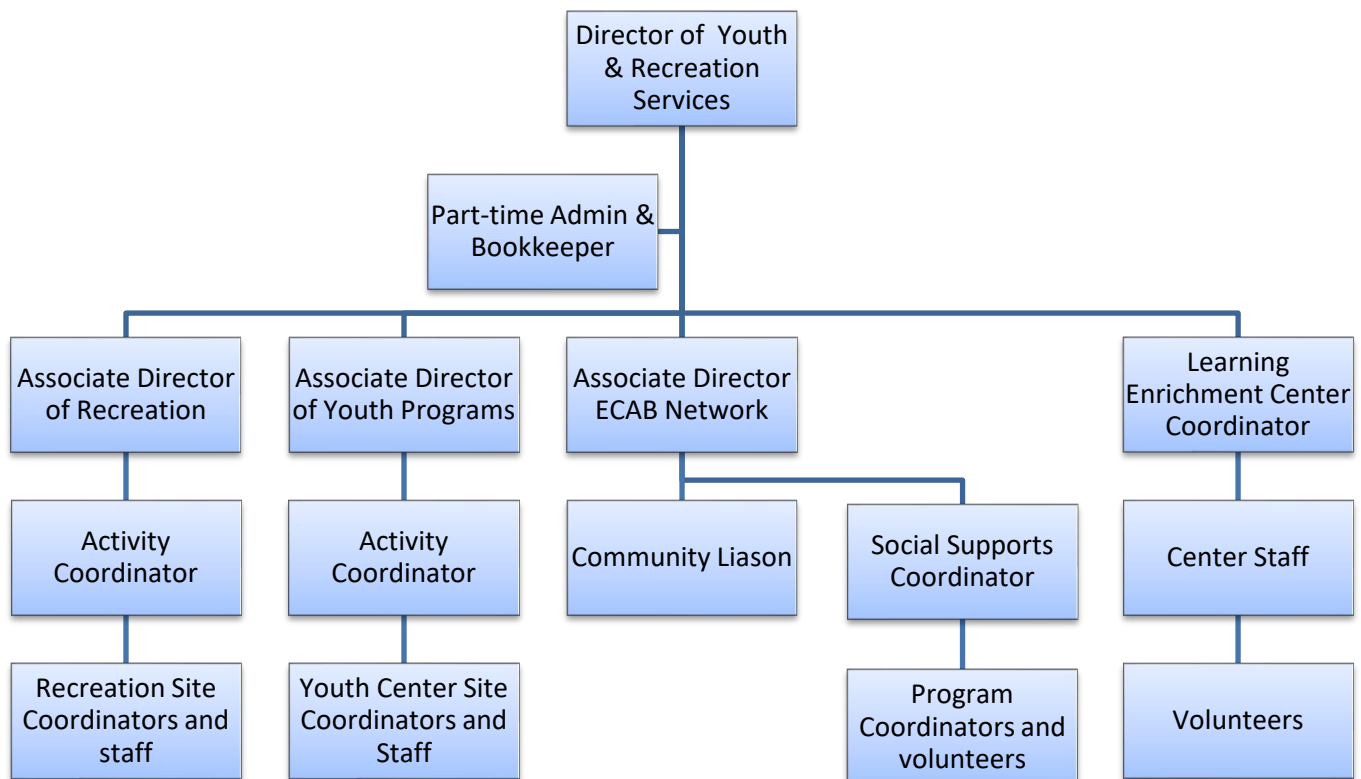
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YOUTH SERVICES

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	No. of people	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Director	1	1.0	1.0	1.0
Associate Director of Recreation	1	1.0	1.0	1.0
Associate Director of Youth Programs	1	1.0	1.0	1.0
Associate Director of Regional Prevention (ECAB) ++	1	1.0	1.0	1.0
NLEC Coordinator (split with schools)	1	1.0	1.0	1.0
Support Coordinator ++	1	.5	.70	.70
Activity Coordinator *	2	0	1.7	2.0
Administrative Coordinator++	1	.75	.7	.7
Therapeutic Rec Coord ++	1	0	0	.5
Site/Trip Coordinators (Yr. Round)*	3	4.25	.5	1.0
Community Liaison* (ECAB)	1	.3	.3	.3
Part time/ Seasonal (on avg weekly summer/ includes therapeutic Rec)*	20	0	13.0	13.0
Part time/ Seasonal (on avg weekly school year)*	5	1.5	1.6	2.0
Total Full Time-Equivalents	48	12.3	21.5	23.7

*** Partially funded by membership fees

++ Fully or partially grant funded

*Funded through user fees

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Registrations	#	4,928	4,476	3,407	4,582
Individuals Served	#	2,409	2,179	1,470	1,431
Program Registration Revenue	\$	573,112	423,741	520,236	535,885
Youth Center Membership Sales	#	254	216	127	112
Pre-School Memberships	#	220	187	0	30

FY2022 ACCOMPLISHMENTS

Programming & Operations

- Despite losing our building, switching between several temporary work spaces, limited access to the City network and phones, the NYS Team accomplished an amazing amount this year. Programming was revamped, or adjusted , several new spaces were identified to create programming and new partnerships emerged. All of this occurred while continuing to address COVID concerns.

- Now have over 2,400 followers on FB (9%) and 1,134 (10%) followers on Instagram, about 10% increase in both.

Rec & Enrichment division

- Ran a very successful summer program including a new therapeutic rec program in partnership with the Newburyport Schools Special Ed department
- Hired a new Associate Director of Rec and Enrichment. Joe Pauline began in September.
- Completed 2021-22 fall and winter programming; 131 program offerings; 1,375 registrations (Sept- March). Summer of 2021, with partial COVID restrictions, resulted in over 200 sessions and 1,969 registrations (not including waitlists).
- Expanded the Clipper Athletics programs in partnerships with the NHS Athletic Department
- Revamped programming after the Brown School closed, transferred programs to the temporary location on Purchase Street
- Began after school clubs at the Bresnahan, serving 361 kids the first session of clubs
- Created several new partnerships with vendors and expanded pre-school age programming
 - Added Soccer Shots, new Skyhawks programs
 - Partnered with MomComm

Youth Programs (Youth Center and Teen Trips)

- Re opened Rec Center post-covid year, increased membership (100 memberships this school year for MS and HS- up from 26 during hybrid schooling)
- Work to connect and remain engaged with participants during the closing of the Rec Center
- Adapted to the loss of the Brown School to build out “the NYS Spot” for Middle and High School programming on Purchase Street
- Re-opened Rec Center after 2 months hiatus at 64% of programming hours (due to space availability)
- Grown in-town summer rec programs for Teens (24 program sessions)
- Re-built MS Youth Council to a consistent attendance for engagement with weekly meetings
- Relaunched Teen Trips for summer of 2022 (20+ teen Trips)
- Strengthened partnerships with organizations offering support, resources and programming space
- Created half day opportunities for both Nock and RVCS students
- Re-energized the NYS Ski Club programs- including Bradford (with no transportation), and day trips with 40+ participants on each trip

Learning Enrichment Center

- Highest attendance average in 3 years

- 25 families in Kelleher Way engaged in programming (more with social services)
- Average of 12 students a day receiving homework help and enrichment
- Oversaw 6 volunteers, including teachers from NPS
- Engaged youth in restoring the center
- Established a new summer recreation and culture exploration program for middle school age youth
 - Over 20 outings provided for free including hiking, canoeing, beach, amusement parks, museums and more.
- Provided summer camp at Camp Cedar Mills and NYS for 20+ children
- Hosted seasonal community events for all residents at Kelleher Gardens

Services & Supports

- Worked with 159 families in Newburyport this year.
- Worked with 13 families at Kelleher regularly (weekly, biweekly, or monthly).
- Gift cards to fill in gaps: Over \$12,500 in donated gift cards have been distributed to Newburyport families since the pandemic started- to meet grocery, gas, clothing, diaper, and medicine needs.
- Affinity groups: Coordinated 6 monthly affinity groups including Young People of Color, NAGLY North (for LGBTQ+ youth), Multicultural Families, Grandparents Raising Grandchildren, New Parents, and Growing Humanitarians.
- Parent speaker series: This year's October parent speaker series with Lenore Skenazy of Let Grow involved 242 people in Newburyport through our virtual film screening, teacher workshop, and evening presentation at the Nock. Two additional parent speaker series were held this spring- Debby Irving- Waking up White and Lynn Lyons- Emotional Skills Your Family Needs.
- Back to school partnership with Pettengill house: \$650 worth of gift cards were donated to help families with back-to-school clothing and shoes.
- Thanksgiving meals for Kelleher families- In partnership with Nourishing the North Shore. 42 families received produce from NNS and a \$50 Market Basket card to purchase their holiday meal.
- Greater Newburyport family to family holiday program
 - We served 1,581 people in families this year!! (500 more people than last year)
 - 310 stockings were donated for seniors and single adults
 - 393 families were served (76 more than last year's "unprecedented" numbers!)
 - 918 children were served this year! (301 more than last year)
 - 499 elves helped in some way- matched with a family, donations, gift cards, stockings, etc
 - Joy of giving at Kelleher in partnership with Unitarian church- 25 children chose and wrapped gifts for their family members this year.

- Birthday bank- Helped 15 families secure birthday gifts this year.
- Driver's education partnership with Moriarty's driving school- Developed an important partnership with Moriarty's that opens doors for teens in economically disadvantaged families to be able to participate in this important developmental milestone and road to independence and job opportunities. This year, the department helped 5 teens enroll in driver's education who otherwise would not have been able to afford it.
- Translation services- A grant from AJH has been used to better serve non-English speaking parents and caregivers.
- Regional social services collaborative- 12 Social Services Collaborative virtual meetings were held, with an estimated 160 total social service organization staff members involved.
- Summer camp scholarships- Outreach to Newburyport families resulted in the allocation of over 5K in summer scholarships for Newburyport families.
- Referrals- Regular referrals to Fuel Assistance, Our Neighbor's Table, First Parish Food Pantry, Head Start, WIC, Community Action, Pettengill House, YWCA housing, Big Friends, Little Friends Mentoring, School and ONT summer food distributions, clothing assistance for winter and spring/summer.
- Community building- Developed and maintained relationships with key community partners including the Newburyport school district, police, social service organizations, businesses, churches, AJH, other city departments, etc.
- Quarterly beacon meetings- Average 25 attendees at each quarterly meeting.
- Mentoring- Partnership with Big Friends, Little Friends
- Asset builder awards- Coordinated Asset Builder Awards to recognize 33 community members.
- Mental health provider's luncheon
- ECAB network legislative breakfast presentation

Essex County Asset Builders (ECAB)

Essex County Asset Builder Network: Partnership of Newburyport, Amesbury, Georgetown and Triton (Newbury, Rowley and Salisbury) working together to support youth and families.

- Completed grant reports as needed for – Tower Foundation, Drug Free Communities Grant, and MassCALL3
- Creation of ECAB Coordinator group- monthly meetings with coordinator in each community to talk about best practices, capacity building, skill development, supports and technical assistance
- 1:1 management and support of each coordinator in the work of their town and develop them as a leader in their community
- Maintain knowledge of upcoming trainings and disseminate information to appropriate staff to make sure we are building capacity and skills for our leaders
- Support in planning and attendance- PACT monthly meetings, coalition development through their first few years of DFC funding
- Creation of Georgetown Youth Coalition

- Ongoing support in development and sustainability planning of Georgetown Youth Community Center
- Attend city council, town council, planning, budget and finance meetings in towns to advocate for acceptance of grant funds, allocation of city budget monies and resources to support the continued youth development work
- Budget planning and management of over \$250,000 in grant and project funds for the FY 22 year to support the work of the ECAB Network
- Continue to meet with stakeholders in community- rebuild relationships after COVID and build relationships with new individuals
- Was awarded MassCALL3 grant through the Bureau of Substance Addiction Services, Massachusetts Department of Public Health (\$250,000 over two years, with opportunity for 8 years total), onboarding, trainings, start-up meetings and calls
- Met with Amesbury's Coalition, Partnership of Amesbury Community and Teens (PACT) leadership team to planning for fall
- Re-engaged with community stakeholders and school staff- start survey development and implementation process
- Staff (2 per week) attend three week-long CADCA training sessions as part of Drug Free Communities grant requirements
- Hosted ECAB Leadership breakfast- over 50 community stakeholders from each town, mayors, police chiefs, superintendents, state and local government representatives,
- Logistics for implementation of Attitudes and Behavior Survey among four school districts
- Created 40 custom questions to help us better understand youth experience with risky behaviors and protective factors over the pandemic
- PACT Coalition Career fair- all students at AHS and Innovation schools with over 40 community businesses
- Surveyed over 3100 youth in 4 districts grades 6-12
- BSAS statewide conference – three attendees at three day conference
- Distribute survey data to schools
- Worked with evaluator to analyze custom questions
- Lead strategic planning process in four districts working with youth and stakeholders to review data and choose priorities
- Youth data parties to empower youth to understand the results of their survey and provide data presentation back to community
- Wrote Tower Foundation grant application for another 5 years of funding at over half a million dollars total
- Community presentations- youth leading discussion about data to community members, stakeholders and leaders
- Strategic plan writing, identify evidence-based practices for next year- one plan for each district and a regional plan

- Creation of data packets for distribution
- End of year grant reporting requirements

Newburyport DEI Alliance

- Meet with community stakeholders to learn who is doing DEI work in Newburyport
- Join DEI Coalition of other DEI leaders in MA towns and cities
- EP Facilitator training- 7 members of DEI Alliance trained to create and lead community dialogue
- Action Teams- 5 groups working on projects identified through SWOT analysis
- Develop leadership skills of DEI members leading action teams to create a group of passionate individuals who have the skills to move this work forward
- Indigenous People's Day recognized in Newburyport- support event at Mosley
- Join YW Boston Community of Practice
- Re-organize action teams after transition of city leaders
- Community Dialogue in partnership with NYS Parent Speaker Series
- Launch Know Your Neighbor Campaign
- Planning Juneteenth
- Affordable Housing Awareness campaign

FY2023 TRENDS

- As we enter a post-pandemic period, families are beginning to reengage and participate in a wider variety of programs. However, the isolation and dependence on screen time is very concerning.
- The pandemic resulted in a loss of any connection NYS had to new families with young children.
- The hiring market is still very limited and keeping high quality staff is imperative to maintaining current programming.
- 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 streamline connections to services through NYS. The opioid epidemic is still very real and addiction and mental health issues continue to effect families deeply.
- New NBPT Youth data shows a significantly lower number of protective factors in young people who identify as LGBTQ+, a number that now reflects nearly 20% of young people.
- 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

FY2023 GOALS & OBJECTIVES

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

- 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
- Design therapeutic programs both inclusive and specialized to better meet the needs of families with children with special needs and/or disabilities
- Review each division and determine core functions and eliminate outdated programs or services
- Reestablish a post-pandemic baseline of programs without a permanent space
- Rebuild the Family Club for parents with children under 5 to provide important connections

GOAL 2: STRENGTHEN PREVENTION AND YOUTH MENTAL HEALTH SERVICES

Objectives:

- Work to have a city youth development strategy, resolution or plan adopted by the City.
- Establish Youth Mental Health Taskforce to identify causes of increases stress and anxiety
- Complete goals of year 5 of Tower Foundation Grant for regional prevention initiative.
- 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

PROGRAMS & SERVICES

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

YOUTH SERVICES (01-542)

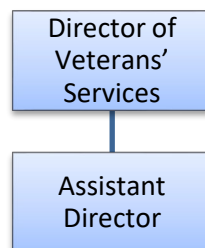
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51100 - YTH SAL NLEC COORDINATOR	25,385	23,734	26,110	26,110	27,024	914	3.5%
51101 - YTH SAL DIRECTOR	80,439	89,249	84,014	84,014	86,954	2,940	3.5%
51160 - YTH SAL ASSOC DIR-REC	63,988	50,879	56,215	56,215	63,845	7,629	13.6%
51163 - YTH SAL ASSOC DIR-ECAB	0	15,249	15,667	15,667	16,215	548	3.5%
51164 - YTH SAL ADMIN ASSISTANT	0	330	35,640	35,640	36,887	1,247	3.5%
51166 - YTH BOOKKEEPER PT	3,445	1,943	5,000	5,000	3,000	(2,000)	-40.0%
51167 - YTH SAL ASSOC DIR-YOUTH	44,172	46,091	60,575	60,575	65,421	4,846	8.0%
51190 - YTH SAL ACT COORDINATORS	0	0	70,000	70,000	78,000	8,000	11.4%
51404 - YTH TRAVEL ALLOWANCE	2,100	2,100	2,100	2,100	3,300	1,200	57.1%
001 - PERSONNEL SERVICES Total	219,530	229,574	355,321	355,321	380,646	25,325	7.1%
002 - PURCHASE OF SERVICES							
52701 - YTH RENT-LEARNING CTR	2,400	4,044	4,800	4,800	4,800	0	0.0%
52702 - YTH RENT-TEMPORARY SPACE	0	0	0	0	30,000	30,000	NA
53002 - YTH REGISTRATION SOFTWARE	5,248	5,095	6,500	6,500	6,500	0	0.0%
53003 - YTH ACCESSIBILITY ACCOMODATNS	2,240	3,641	5,000	5,000	2,500	(2,500)	-50.0%
53202 - YTH LEARNING ENRICH PROGRAM	5,142	2,951	10,000	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	15,030	15,731	26,300	26,300	53,800	27,500	104.6%
007 - OTHER CHARGES & EXPENSES							
57300 - YTH DUES/LICENSES	645	0	500	500	500	0	0.0%
57841 - YTH POSITIVE YTH DEV INITIATI	12,338	1,019	15,000	15,000	15,000	0	0.0%
57842 - YTH LEARNING ENRICHMENT CTR	3,154	1,242	0	0	0	0	NA
57843 - YTH BROWN SCHOOL EXPENSES	37,781	36,765	40,000	40,000	0	(40,000)	-100.0%
007 - OTHER CHARGES & EXPENSES Total	53,919	39,025	55,500	55,500	15,500	(40,000)	-72.1%
Grand Total	288,479	284,330	437,121	437,121	449,946	12,825	2.9%

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 for events.

ORGANIZATIONAL OVERVIEW



Position	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Director of Veterans Services	1.0	1.0	1.0
Assistant Director	0.8	1.0	1.0
Part-Time Office Assistant	0.0	0.0	0.5
Total Full Time-Equivalents	1.8	2.0	2.5

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	2,212	2,079	1,954

FY2022 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 for World War II and Korean War veterans at the Hungry Traveler were started again in December 2021.

- Continued participation in Food Distribution programs 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 and the Veteran's Office built new communication channels with local social service agencies (See Goal #2).

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 FY22, this reimbursement represented over \$650,000 for the four municipalities.

The Department assists veterans with applications to the VA for disability and pension. In FY22, \$281,000 was paid to Newburyport veterans and their families through federal benefits initiated through the Veterans' Office. This money is spent in the City and the City does not have to spend any money to get it.

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

FY2023 TRENDS

State Chapter 115 payments were trending lower because the number of recipients was decreasing. This trend is expected to continue into FY23, and the budget for Chapter 115 payouts has been lowered for FY23. On the Federal Level, the demand for compensation and pension claims is rising. This

increased demand is coming from the Baby Boom generation as they age and retire and look for additional sources of income. The number of assisted living facilities also contributes to a rising number of pension claims.

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 FY22 the workflow in the Amesbury Office has increased as the VA claims have increased. There is a need for a part-time admin in Amesbury, and this cost has been inserted in the FY23 regional budget.

FY2023 GOALS & OBJECTIVES

GOAL 1: HIRE A PART-TIME ADMIN FOR THE AMESBURY OFFICE

Objectives:

- Take the burden off Jeremiah Murphy .
- Speed up workflow and avoid bottlenecks
- Stop last minute responses to planned activities

GOAL 2: CAPITALIZE ON RELATIONSHIPS ESTABLISHED WITH RELATED AGENCIES

Objectives:

- Better utilize the resources of ONT, VNEOC, Pettengill House, Housing Authorities, Merrimac Valley Veterans Collaborative and COAs
- Expand on these new relationships established in FY22

GOAL 3: EXPAND VETERAN LUNCHEONS TO THOSE OVER EIGHTY YEARS OLD

Objectives:

- We have lost WWII & Korean vets and their numbers can be filled with the over 80s.
- Create a consistent base of thirty-five to forty attendees every month - \$1,100 a month paid by a charity

PROGRAMS & SERVICES

Federal Assistance

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

State & Local Assistance

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

Community Events

- Plan, coordinate, and assist with:
 - Memorial Day Parade
 - Veterans Day Observance
 - Yankee Homecoming
 - Guest Speakers
 - Decorate Veterans' Graves
 - Luncheons for World War II and Korean War Vets
 - Organize Veteran Town Meetings
 - 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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51430 - VET GRAVES REGISTRATION OFCR	700	700	700	700	700	0	0.0%
001 - PERSONNEL SERVICES Total	700	700	700	700	700	0	0.0%
002 - PURCHASE OF SERVICES							
53070 - VET BURIAL	0	2,980	3,000	3,000	3,000	0	0.0%
002 - PURCHASE OF SERVICES Total	0	2,980	3,000	3,000	3,000	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57700 - VET VETERANS' BENEFITS	110,900	126,632	130,000	130,000	125,000	(5,000)	-3.8%
57701 - VET CARE OF SOLDIERS GRAVES	3,180	2,865	3,000	3,000	3,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	114,081	129,498	133,000	133,000	128,000	(5,000)	-3.8%
Grand Total	114,781	133,178	136,700	136,700	131,700	(5,000)	-3.7%

VETERANS' SERVICES SHARED EXPENSES (01-543)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - VET SAL VETERAN DIRECTOR	73,430	73,194	74,613	76,105	78,388	2,283	3.0%
51102 - VET SAL ASST DIRECTOR	48,309	49,081	61,333	61,333	62,560	1,227	2.0%
51166 - VET PT OFFICE ASSISTANT	0	0	0	0	19,500	19,500	NA
51404 - VET TRAVEL ALLOWANCE	8,700	8,700	8,700	8,700	8,700	0	0.0%
001 - PERSONNEL SERVICES Total	130,439	130,976	144,645	146,138	169,147	23,010	15.7%
002 - PURCHASE OF SERVICES							
53402 - VET CELLULAR PHONES	1,485	1,440	1,440	1,440	1,440	0	0.0%
54200 - VET OFFICE SUPPLIES	242	194	480	480	480	0	0.0%
55800 - VET MISC SUPPLIES	1,192	1,356	2,348	2,348	2,348	0	0.0%
002 - PURCHASE OF SERVICES Total	2,920	2,990	4,268	4,268	4,268	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57100 - VET TRAINING	84	369	880	880	880	0	0.0%
57300 - VET DUES/SUBSCRIPTIONS	185	165	180	180	180	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	269	534	1,060	1,060	1,060	0	0.0%
Grand Total	133,627	134,500	149,973	151,466	174,475	23,010	15.2%

Less:

Estimated Receipts

Amesbury	52,691	52,352	57,485	57,485	69,651	12,166	21.2%
Merrimac	16,468	19,872	21,647	21,647	25,529	3,882	17.9%
Salisbury	27,539	26,649	29,644	29,644	33,038	3,394	11.4%
Total Estimated Receipts	96,698	98,873	108,776	108,776	128,218	19,442	17.9%

Newburyport (Shared Costs)	36,929	35,627	41,198	42,690	46,257	3,567	8.4%
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<i>Plus: Non-Shared Costs</i>	<i>114,781</i>	<i>133,178</i>	<i>136,700</i>	<i>136,700</i>	<i>131,700</i>	<i>(5,000)</i>	<i>-3.7%</i>
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Newburyport (All Costs)	151,710	168,805	177,898	179,390	177,957	(1,433)	-0.8%
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Section 9: Education

**See Appendix E for the
Newburyport Public Schools Budget
(page 283)**

**See Appendix F for the
Whittier Regional Vocational Technical High School Budget
(page 319)**

**Link to the FY23 Budget for
Essex North Shore Agricultural & Technical School:
<https://essexnorthshore.org/district/budget-information/>**

NEWBURYPORT PUBLIC SCHOOLS (01-300)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES							
53201 - SCH SCHOOL EXPENSES	30,935,242	32,072,564	33,485,466	33,485,466	35,154,240	1,668,774	5.0%
002 - PURCHASE OF SERVICES Total	30,935,242	32,072,564	33,485,466	33,485,466	35,154,240	1,668,774	5.0%
Grand Total	30,935,242	32,072,564	33,485,466	33,485,466	35,154,240	1,668,774	5.0%

ESSEX NORTH SHORE TECHNICAL HIGH SCHOOL (01-398)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES							
53202 - ESSEX NORTH SHORE TECH SCHOOL	87,728	102,146	105,000	113,394	120,000	6,606	5.8%
002 - PURCHASE OF SERVICES Total	87,728	102,146	105,000	113,394	120,000	6,606	5.8%
Grand Total	87,728	102,146	105,000	113,394	120,000	6,606	5.8%

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES							
53202 - WHITTIER VO TECH SCHOOL	697,312	638,712	654,314	654,314	619,891	(34,423)	-5.3%
002 - PURCHASE OF SERVICES Total	697,312	638,712	654,314	654,314	619,891	(34,423)	-5.3%
Grand Total	697,312	638,712	654,314	654,314	619,891	(34,423)	-5.3%



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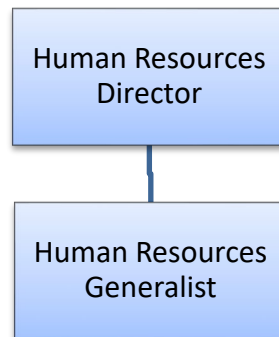
Section 10: Shared Expenses

HUMAN RESOURCES

MISSION STATEMENT

The Human Resources Department provides a broad range of efficient and effective Human Resources services consistent with community expectations, including diversity and inclusivity, 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	FY2021 Actual	FY2022 Actual	FY2023 Budgeted
Human Resources Director	1.0	1.0	1.0
HR Operations Specialist	1.0	1.0	0.0
Human Resources Generalist	0.0	0.0	1.0
PT Human Resources Assistant	0.0	0.0	0.0
Total Full Time-Equivalents	2.0	2.0	2.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Full Time Positions Filled	#	27	18	22	33
Full Time Employees	#	230	227	207	236
Part Time Positions Filled	#	22	21	7	15
Part Time Employees	#	119	84	52	61
Other Employees*	#	113	155	184	208
Active <u>City Employees</u> Enrolled in Health Insurance	#	193	188	214	217
Active <u>School Employees</u> Enrolled in Health Insurance	#	291	287	358	376
<u>City Retirees</u> Enrolled in Health Insurance	#	180	178	257	255
<u>School Retirees</u> Enrolled in Health Insurance	#	210	214	368	374

*On-Call/Seasonal/Temporary/Pool Workers

**Active School Employees Enrolled in City Benefits

FY2022 ACCOMPLISHMENTS

- Critical response and guidance during COVID-19:
 - Compliance with Federal and State legislation;
 - Safety Standards and Protocols
 - Manage employee absence due to COVID-19 for State reimbursement of COVID-19 Temporary Paid Sick Leave.
 - Supported influx of personnel changes due to impact of COVID-19:
 - Terminations (25), Retirements (18), New Hires (75) – Projected FY22 year end.
- Managed and supported full cycle recruiting including posting and advertising jobs, screening applicants and interviewing, offer letters of employment and on boarding.
 - Key Positions: Health Director, Health Department Office Manager, Chief of Staff, Mayor's Executive Assistant, Special Projects Manager, Head Librarian, IT Director.
 - Strategically retooled job descriptions for DPS to attract applicants.

- Supported the City's 2021 Mayoral election season and transition of new administration for the first time in 12 years.
- Enrolled 900+ plan subscribers for 2022/23 Benefit Plan Year.
 - Held first in person Open Enrollment Wellness Fair since 2019.
 - Educated city and school subscribers on restructuring of Health and Dental tiers and addition of Vision and Hearing benefits. Facilitated the transfer of these subscribers to new benefit plans.
 - Coordinated the addition of new supplementary insurance options for city and school employees.
- Member of the City's collective bargaining team for collective bargaining agreements:
 - AFL-CIO Firefighters Local 827 (3 Year Contract).
 - Teamsters Local 170 Professional/Administrative/Technical Contract (in negotiations).
 - Teamsters Local 170 Department Head Contract (3 Year Contract).
- Equal Employment Opportunity, Anti-Discrimination and Harassment (including Sexual Harassment) Training.

FY2023 TRENDS

In FY 2023, 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, utilize, and share data and metric 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 FY2023, the department will participate in and support the collective bargaining process while working towards maintaining positive labor relations. We will continue to partner 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 ongoing uncertainty of impacts due to COVID-19, the Human Resources Department will continue to support the City ensuring sound protocols, safety, and cost effectiveness wherever possible. The Human Resources Department will plan ahead for potential disruptions to operations and service delivery while supporting Department Heads in doing the same.

Staffing will continue to prioritize securing quality candidates that are attracted to City employment and that positions are filled as quickly as possible to ensure seamless delivery of City services. Efforts will be made to find innovative ways of attracting candidates for hard to fill positions.

Other areas of focus in FY23 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. Additionally, with an aging retiree population we will continue to process multiple and increasing life insurance claims annually.

FY2023 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:

- Research and implement the most efficient, secure, and cost effective automation of employee benefit processing.
- Develop metrics, measures and reports, where possible, for analytics and data driven decisions.
- Continue to promote and expand the use of technology, including the utilization of the Human Resources Webpage, for employee/retiree self-service, on demand HR information, benefit education, 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 and strategies for attracting quality candidates to City employment and staffing of essential position in this unprecedentedly difficult hiring environment.
- Engagement & Retention
 - 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 to maximize effective communication and coordination of employee services.

- Increase education for better understanding of the 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:

- Teamster Local 170 Admin (in negotiation)
- Overhaul of all AFSCME job descriptions in order to comply with AFSCME agreement to do wage and classification study prior to 2024 negotiations.

PROGRAMS & SERVICES

Personnel Management

- Recruitment, Selection, & Offers of Employment
- New Employee Onboarding & Orientation
- Classification & Compensation reviews
- Records Management
- Policy & Procedure
- Legal Compliance
 - Civil Rights Act (Title VII)
 - ADA
 - ADAAA
 - FLSA
 - EEO
- Leaves of Absence
- Employee Relations and resolution of issues
- Employee Termination and Exit Interviews
- Collective Bargaining Process and Labor Relations issues
- On line Service - HR Webpage

Employee Benefits Management

- Legal compliance
 - 32B
 - HIPAA
 - Affordable Care Act
 - COBRA
- Annual Benefits Open Enrollment for city and school active employees
- Process benefit changes for city and school
- Vendor negotiations & performance
- Life & Supplemental Insurance Program
- OBRA administration
- Represent the City at PEC meetings RE: benefit decisions and reporting of information
- FSA, HRA administration for city and school
- Employee Education
- Customer service 1-1 assistance, questions, resolving issues, etc.
- Process Life Insurance Policy Payouts (15)

Retiree Benefits Management

- Educate, counsel and enroll city and school retirees on their health, dental, and life insurance benefits
- Legal compliance
 - Section 18
- Administrator of all retiree benefits for city and school
- Point of Contact with MIIA
- Annual Medex Benefits Open Enrollment for city and school
- Liaison to Retirement Dept for coordination of retiree benefits for city and school
- Post 65 Program
- HRA Administration for city and school
- Ongoing customer service for one-on-one-1 assistance, questions, resolving issues, etc.
- Senior Tax Work Off - Volunteer Processing

HUMAN RESOURCES DEPARTMENT (01-152)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51101 - HR SAL DIRECTOR	92,506	90,595	95,876	95,876	99,223	3,347	3.5%
51102 - HR PAYROLL & BENEFITS COORD	64,339	0	0	0	0	0	NA
51166 - HR HR GENERALIST	20,310	58,421	61,342	61,342	57,254	(4,088)	-6.7%
001 - PERSONNEL SERVICES Total	177,156	149,015	157,218	157,218	156,477	(741)	-0.5%
002 - PURCHASE OF SERVICES							
53001 - HR TIME & ATTENDANCE SOFTWARE	0	0	0	0	4,000	4,000	NA
53003 - HR COBRA ADMINISTRATION	1,200	600	1,200	1,200	1,200	0	0.0%
53005 - HR HRA ADMINISTRATION	0	0	750	750	750	0	0.0%
53006 - HR FSA ADMINISTRATION	12,735	14,640	12,000	12,000	12,000	0	0.0%
53007 - HR UNEMPLOYMENT CLAIMS	13,542	17,346	20,000	20,000	20,000	0	0.0%
53008 - HR WORKER'S COMPENSATION	102,019	102,019	122,423	122,423	122,423	0	0.0%
53009 - HR JOB ADVERTISING	81	1,059	1,500	1,500	4,000	2,500	166.7%
53010 - HR PAYROLL	17,646	0	0	0	0	0	NA
53011 - ASSESSMENT CENTER	0	0	0	8,500	8,500	0	0.0%
002 - PURCHASE OF SERVICES Total	147,223	135,664	157,873	166,373	172,873	6,500	3.9%
004 - SUPPLIES							
54200 - HR OFFICE SUPPLIES	1,438	565	1,500	1,500	1,500	0	0.0%
004 - SUPPLIES Total	1,438	565	1,500	1,500	1,500	0	0.0%
007 - OTHER CHARGES & EXPENSES							
57300 - HR DUES & MEMBERSHIPS	200	219	200	200	600	400	200.0%
007 - OTHER CHARGES & EXPENSES Total	200	219	200	200	600	400	200.0%
Grand Total	326,016	285,463	316,791	325,291	331,449	6,159	1.9%

INSURANCE GROUP (01-914)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51700 - INS HEALTH INSURANCE PREMIUMS	9,181,170	9,010,838	8,900,025	8,900,025	9,840,000	939,975	10.6%
51701 - INS DENTAL CONTRIBUTION	44,380	55,716	45,900	45,900	48,654	2,754	6.0%
51702 - INS HRA PROGRAM	35,071	50,000	50,000	50,000	50,000	0	0.0%
51703 - INS PEC RETIREE PAYMENTS	(125)	0	0	0	0	0	NA
51704 - INS LIFE INSURANCE	60,449	48,849	60,000	60,000	60,000	0	0.0%
51705 - INS MEDICARE PENALTIES	193,420	202,251	205,000	205,000	205,000	0	0.0%
51707 - INS FICA PAYROLL TAXES	210,236	212,594	230,000	230,000	230,000	0	0.0%
51761 - INS-CH 32B-SCHOOL	(174)	0	0	0	0	0	NA
001 - PERSONNEL SERVICES Total	9,724,427	9,580,247	9,490,925	9,490,925	10,433,654	942,729	9.9%
010 - BUDGETED TRANSFER OUT							
59662 - TRANSFER TO HEALTH INS STAB FD	0	0	404,547	404,547	0	(404,547)	-100.0%
010 - BUDGETED TRANSFER OUT Total	0	0	404,547	404,547	0	(404,547)	-100.0%
Grand Total	9,724,427	9,580,247	9,895,472	9,895,472	10,433,654	538,182	5.4%

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)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES							
51740 - RET APPROP CITY/SCHOOL	4,340,558	4,563,509	4,768,156	4,768,156	5,051,416	283,260	5.9%
001 - PERSONNEL SERVICES Total	4,340,558	4,563,509	4,768,156	4,768,156	5,051,416	283,260	5.9%
Grand Total	4,340,558	4,563,509	4,768,156	4,768,156	5,051,416	283,260	5.9%

LEGAL

LEGAL (01-191)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES							
53020 - LGL CITY SOLICITOR	124,854	95,000	100,000	100,000	135,000	35,000	35.0%
002 - PURCHASE OF SERVICES Total	124,854	95,000	100,000	100,000	135,000	35,000	35.0%
Grand Total	124,854	95,000	100,000	100,000	135,000	35,000	35.0%

DEBT SERVICE

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

EXCLUDED DEBT SERVICE (01-710)

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE							
59101 - LIBRARY PRINCIPAL	45,000	0	0	0	0	0	NA
59102 - HIGH SCHOOL PRINCIPAL	416,100	411,500	412,100	412,100	411,900	(200)	-0.0%
59103 - BRESNAHAN SCHOOL PRINCIPAL	530,000	580,000	600,000	600,000	630,000	30,000	5.0%
59104 - NOCK-MOLIN SCHOOL PRINCIPAL	450,000	510,000	550,000	550,000	585,000	35,000	6.4%
59105 - SENIOR COMM CENTER PRINCIPAL	255,000	265,000	275,000	275,000	285,000	10,000	3.6%
59106 - NOCK-MOLIN FIELD PRINCIPAL	110,000	115,000	115,000	115,000	120,000	5,000	4.3%
59151 - LIBRARY INTEREST	1,350	0	0	0	0	0	NA
59152 - HIGH SCHOOL INTEREST	98,524	81,880	65,420	65,420	44,815	(20,605)	-31.5%
59153 - BRESNAHAN SCHOOL INTEREST	616,369	596,469	574,844	574,844	548,719	(26,125)	-4.5%
59154 - NOCK-MOLIN SCHOOL INTEREST	446,725	429,275	410,000	410,000	385,050	(24,950)	-6.1%
59155 - SENIOR COMM CENTER INTEREST	167,131	155,406	144,656	144,656	134,831	(9,825)	-6.8%
59156 - NOCK-MOLIN FIELD INTEREST	29,265	27,015	24,715	24,715	22,365	(2,350)	-9.5%
009 - DEBT SERVICE Total	3,165,464	3,171,545	3,171,735	3,171,735	3,167,680	(4,055)	-0.1%
Grand Total	3,165,464	3,171,545	3,171,735	3,171,735	3,167,680	(4,055)	-0.1%

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

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ORIGINAL	FY2022 REVISED	FY2023 PROPOSED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE							
59100 - LONG TERM DEBT PRINCIPAL	408,500	415,000	540,000	540,000	811,853	271,853	50.3%
59150 - LONG TERM DEBT INTEREST	298,996	286,758	372,598	372,598	635,691	263,093	70.6%
59250 - INTEREST ON SHORT-TERM NOTES	0	51,257	50,000	50,000	25,000	(25,000)	-50.0%
009 - DEBT SERVICE Total	707,496	753,015	962,598	962,598	1,472,544	509,946	53.0%
Grand Total	707,496	753,015	962,598	962,598	1,472,544	509,946	53.0%

Total Debt Outstanding as of June 30, 2021 – All Sources

December 14 2006 MWPAT CW-01-11-City Sewer (O).....	1,214,400.00
December 14 2006 MWPAT CW-01-11-Plum Isl (O).....	1,545,600.00
December 14 2006 MWPAT CW-02-51 (O).....	1,136,970.00
December 14 2006 MWPAT Water DW-01-06 (O).....	691,139.07
December 14 2006 MWPAT Water DW-02-16 (O).....	940,000.00
December 18 2007 MWPAT DW-01-06-A (O).....	70,933.00
February 15 2010 Sewer (I).....	1,960,000.00
July 8 2010 MWPAT CWS-09-10 (I).....	2,268,278.00
June 13 2012 MWPAT CWS-09-10-A (I).....	3,974,384.00
June 13 2012 MWPAT DW-10-09 (O).....	5,367,136.00
January 17 2013 -Adv Ref May 1 2003 High School (IE).....	275,600.00
January 17 2013 -Adv Ref April 1 2005 Water (O).....	111,600.00
January 17 2013 -Adv Ref April 1 2005 Plum Island Water (O).....	111,900.00
January 17 2013 -Adv Ref April 1 2005 Sewer (O).....	153,800.00
January 17 2013 -Adv Ref April 1 2005 High School (IE).....	1,087,100.00
January 17 2013 -Bresnahan School (OE).....	12,951,000.00
January 17 2013 -Nock Molin School (OE).....	9,199,000.00
January 17 2013 -Sewer Pump Station (O).....	350,000.00
January 17 2013 -Water 1 (O).....	390,000.00
January 17 2013 -Water 2 (O).....	45,000.00
May 22 2013 MWPAT DW-10-09-A (O).....	4,136,122.00
October 16 2014 -Bresnahan School (OE).....	1,480,000.00
October 16 2014 -Nock Molin Elementary School (OE).....	865,000.00
October 16 2014 -Senior & Community Center (IE).....	4,805,000.00
October 16 2014 -Water System Improvements (O).....	630,000.00
May 14 2015 MCWT CW-09-10 (I) revised.....	8,715,324.63
September 24 2015 -New Bresnahan School (OE).....	1,575,000.00
September 24 2015 -Nock Molin Elementary School (OE).....	790,000.00
September 24 2015 -Nock Molin Elementary School Baseball Field (IE).....	1,135,000.00
September 24 2015 -Cherry Hill Parcel B Soccer Field (ISS).....	90,000.00
September 24 2015 -World War Memorial Stadium Multipurp Field (ISS).....	1,015,000.00
September 24 2015 -World War Memorial Stadium Multipurp Field (I).....	1,030,000.00
September 24 2015 -Fire Trucks (I).....	420,000.00
September 24 2015 -Harbormaster Transient Boater Facility (ISS).....	790,000.00
March 24 2016 -Cur Ref of 4 15 06 Water I (ISS).....	90,000.00
March 24 2016 -Cur Ref of 4 15 06 Water III (OSS).....	190,000.00
March 24 2016 -Cur Ref of 4 15 06 Sewer I (ISS).....	80,000.00
March 24 2016 -Cur Ref of 4 15 06 Sewer II (ISS).....	345,000.00
March 24 2016 -Cur Ref of 4 15 06 Sewer III (ISS).....	140,000.00
September 29 2016 -Nock/Molin Elementary School (OE).....	315,000.00
September 29 2016 -Transient Boater Facility (I).....	65,000.00
September 29 2016 -Graf/Hale Force Sewer Main Construction (I).....	2,295,000.00
September 29 2016 -Remodeling Former Central Fire Station (I).....	334,085.00
September 29 2016 -Drainage (I).....	325,915.00
December 16 2016 MCWT DW-10-09-B (O).....	220,422.87
April 20 2017 -Harbormaster Visiting Boater Facility (I).....	35,000.00
April 20 2017 -Wastewater Treatment (O).....	3,496,000.00
April 20 2017 -Graf Road Pump Station (O).....	3,054,000.00
April 19 2018 -Parking Facility- Planning & Design (I).....	570,000.00
April 19 2018 -Parking Facility- Land Acquisition (I).....	1,965,000.00
April 19 2018 -Parking Facility- Construction (I).....	2,880,000.00
April 17 2019 -Intermodal Transit Parking Facility (I).....	470,000.00
April 17 2019 -Drainage (I).....	415,000.00
April 17 2019 -Wastewater Treatment Facility (I).....	760,000.00
April 17 2019 -Graf Road Pump Station Replacement (I).....	470,000.00
April 17 2019 -Wastewater Treatment Odor Control & Upgrades (I).....	190,000.00
January 8 2021 Private Vehicle Loan (I).....	45,000.00
May 26 2021 -Various Roof Replacement- General (I).....	413,000.00
May 26 2021 -Pumper Truck & Aerial Ladder Truck (I).....	1,402,500.00
May 26 2021 -Various Roof Replacement- Water (I).....	208,500.00
May 26 2021 -Various Roof Replacement- Sewer (I).....	208,500.00
May 26 2021 -Bradley Fuller Athletic Facility (CPA) (I).....	567,500.00

TOTAL.....	92,870,709.57
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Section 11: 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.

B. LONG-RANGE FINANCIAL FORECAST

REVENUE FORECAST

	GROWTH RATE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ACTUAL	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	FY 2032 PROJECTED
PROPERTY TAXES															
Prior Year Levy Limit		52,014,405	54,300,695	56,390,995	58,726,600	61,029,959	63,255,708	65,587,101	67,995,529	70,483,386	73,053,139	75,707,326	78,448,566	81,279,550	84,203,053
2 1/2 % Increase		1,300,360	1,357,517	1,409,775	1,468,165	1,525,749	1,581,393	1,639,678	1,699,888	1,762,085	1,826,328	1,892,683	1,961,214	2,031,989	2,105,076
New Growth		985,930	732,787	925,830	835,194	700,000	750,000	768,750	787,969	807,668	827,860	848,556	869,770	891,514	913,802
TOTAL LEVY LIMIT		54,300,695	56,390,999	58,726,600	61,029,959	63,255,708	65,587,101	67,995,529	70,483,386	73,053,139	75,707,326	78,448,566	81,279,550	84,203,053	87,221,931
Debt Exclusion		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	3,059,731
TOTAL LEVY LIMIT		57,479,432	59,556,463	61,898,145	64,201,694	66,423,388	68,769,761	71,190,954	73,714,026	76,281,142	78,929,679	81,660,351	84,476,105	87,262,783	90,281,662
Excess Levy Capacity		-326,531	0	-869,029	-477,812	0	0	0	0	0	0	0	0	0	0
TOTAL TAX LEVY		57,152,901	59,556,463	61,029,116	63,723,882	66,423,388	68,769,761	71,190,954	73,714,026	76,281,142	78,929,679	81,660,351	84,476,105	87,262,783	90,281,662
LOCAL RECEIPTS															
Motor Vehicle Excise	3.0%	2,747,357	2,963,027	2,874,396	2,900,000	2,850,000	2,935,500	3,023,565	3,114,272	3,207,700	3,303,931	3,403,049	3,505,141	3,610,295	3,718,604
Other Excise															
a. Meals	2.5%	657,825	600,503	569,637	600,000	640,000	656,000	672,400	689,210	706,440	724,101	742,204	760,759	779,778	799,272
b. Room	3.0%	226,301	272,723	242,075	350,000	340,000	375,000	386,250	397,838	409,773	422,066	434,728	447,770	461,203	475,039
c. Other	0.0%	116,399	124,410	233	0	0	0	0	0	0	0	0	0	0	0
Pen & Int on Tax & Exc	1.0%	343,545	310,774	332,363	290,000	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	0.0%	82,083	37,089	27,196	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Fees	1.0%	345,552	294,754	298,646	250,000	300,000	303,000	306,030	309,090	312,181	315,303	318,456	321,641	324,857	328,106
Other Dept. Revenue	1.0%	66,879	56,416	72,014	70,000	70,000	70,700	71,407	72,121	72,842	73,571	74,306	75,049	75,800	76,558
Licenses and Permits	2.5%	1,190,151	1,055,073	945,583	1,150,000	950,000	1,000,000	1,025,000	1,050,625	1,076,891	1,103,813	1,131,408	1,159,693	1,188,686	1,218,403
Fines & Forfeits	2.0%	12,292	7,347	4,898	7,500	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
Investment Income	5.0%	271,752	238,029	59,770	50,000	47,500	49,875	52,369	54,987	57,737	60,623	63,655	66,837	70,179	73,688
Medicaid Reimbursement	3.0%	94,345	33,985	115,227	110,000	110,000	113,300	116,699	120,200	123,806	127,520	131,346	135,286	139,345	143,525
Miscellaneous Recurring	3.0%	171,178	174,408	100,646	180,000	200,000	206,000	212,180	218,545	225,102	231,855	238,810	245,975	253,354	260,955
Miscellaneous Non-Recurring	0.0%	114,726	294,784	117,454	330,000	0	0	0	0	0	0	0	0	0	0
TOTAL LOCAL RECEIPTS	2.6%	6,440,384	6,463,321	5,760,138	6,307,500	5,835,000	6,040,025	6,199,733	6,363,938	6,532,771	6,706,367	6,884,864	7,068,406	7,257,140	7,451,218
TOTAL NET STATE AID	3.0%	4,341,771	4,583,403	4,879,892	4,909,318	5,464,195	5,628,121	5,796,964	5,970,873	6,150,000	6,334,500	6,524,535	6,720,271	6,921,879	7,129,535
OTHER FINANCING SOURCES															
Transfers In - Recreational Rev. Fund		0	0	0	105,640	113,640	116,481	119,393	122,378	125,437	128,573	131,788	135,082	138,459	141,921
Transfers In - Parking Fund		921,753	952,534	1,026,919	1,016,077	1,028,771	1,035,738	1,047,453	1,064,344	1,081,135	1,092,609	1,124,252	1,134,824	1,153,187	1,172,000
Transfers In - Health Ins. Stab. Fund.		0	0	0	0	379,675	0	0	0	0	0	0	0	0	0
OTHER FINANCING SOURCES		921,753	952,534	1,026,919	1,121,717	1,522,086	1,152,219	1,166,846	1,186,722	1,206,572	1,221,182	1,256,040	1,269,906	1,291,646	1,313,920
RESERVE FOR ABATEMENT		-348,465	-391,856	-311,489	-353,461	-363,659	-343,849	-355,955	-368,570	-381,406	-394,648	-408,302	-422,381	-436,314	-451,408
TOTAL REVENUE		68,508,344	71,163,865	72,384,576	75,708,957	78,881,010	81,246,277	83,998,542	86,866,989	89,789,078	92,797,080	95,917,487	99,112,307	102,297,134	105,724,927

EXPENDITURE FORECAST

	GROWTH RATE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 REVISED	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	FY 2032 PROJECTED
General Administration	2.8%	2,329,498	2,397,840	2,219,851	2,607,569	2,918,563	2,999,906	3,083,515	3,169,455	3,257,790	3,348,587	3,441,914	3,537,843	3,636,445	3,737,795
Finance	3.2%	859,420	917,619	1,096,424	1,022,490	1,066,100	1,099,947	1,134,868	1,170,897	1,208,071	1,246,424	1,285,995	1,326,823	1,368,947	1,412,408
Public Safety	3.1%	9,580,413	10,045,942	10,178,286	10,813,226	11,170,198	11,517,515	11,875,630	12,244,880	12,625,612	13,018,181	13,422,957	13,840,318	14,270,657	14,714,376
Public Services	3.0%	3,040,206	3,041,959	3,072,368	3,289,757	3,379,600	3,481,908	3,587,313	3,695,909	3,807,792	3,923,063	4,041,823	4,164,178	4,290,237	4,420,112
Planning and Development	3.2%	767,710	911,207	976,541	1,081,464	1,200,805	1,239,094	1,278,603	1,319,372	1,361,442	1,404,852	1,449,647	1,495,870	1,543,567	1,592,785
Social Services	3.1%	2,208,831	2,222,596	2,209,788	2,490,159	2,607,093	2,687,274	2,769,921	2,855,109	2,942,918	3,033,427	3,126,720	3,222,882	3,322,002	3,424,170
Public Schools	3.2%	29,815,374	30,935,242	32,072,564	33,485,466	35,154,240	36,279,176	37,440,109	38,638,193	39,874,615	41,150,603	42,467,422	43,826,379	45,228,824	46,676,146
Vocational Schools	3.0%	676,084	785,040	740,858	759,314	739,891	762,088	784,950	808,499	832,754	857,736	883,469	909,973	937,272	965,390
Employee Benefits:															
Health Insurance															
City	4.0%	3,850,329	3,953,952	3,895,329	4,023,499	4,242,324	4,412,017	4,588,497	4,772,037	4,962,919	5,161,435	5,367,893	5,582,609	5,805,913	6,038,149
Schools	4.0%	5,619,245	5,770,475	5,684,919	5,871,973	6,191,330	6,438,983	6,696,543	6,964,405	7,242,981	7,532,700	7,834,008	8,147,368	8,473,263	8,812,194
Total	4.0%	9,469,573	9,724,427	9,580,247	9,895,472	10,433,654	10,851,000	11,285,040	11,736,442	12,205,899	12,694,135	13,201,901	13,729,977	14,279,176	14,850,343
Pension Assessment															
City	5.0%	2,989,361	3,129,576	3,384,373	3,586,161	3,731,479	3,918,053	4,113,955	4,319,653	4,535,636	4,762,418	5,000,538	5,250,565	5,513,094	5,788,748
Schools	5.0%	1,143,054	1,210,982	1,179,136	1,181,995	1,319,938	1,385,935	1,455,231	1,527,993	1,604,392	1,684,612	1,768,843	1,857,285	1,950,149	2,047,657
Total	5.0%	4,132,415	4,340,558	4,563,509	4,768,156	5,051,416	5,303,987	5,569,187	5,847,646	6,140,028	6,447,030	6,769,381	7,107,850	7,463,243	7,836,405
Total Employee Benefits	4.3%	13,661,988	14,064,984	14,143,756	14,663,628	15,485,070	16,154,987	16,854,227	17,584,088	18,345,928	19,141,165	19,971,282	20,837,827	21,742,419	22,686,749
Capital															
Capital Outlay	2.5%	365,892	461,873	372,578	469,225	519,225	532,206	545,511	559,149	573,127	587,455	602,142	617,195	632,625	648,441
Debt Service		4,125,217	3,872,960	3,924,560	4,134,333	4,640,224	4,720,888	4,788,150	4,879,633	4,935,093	4,989,424	5,040,778	5,089,472	5,018,645	5,086,757
Total Capital Investments		4,491,109	4,334,834	4,297,138	4,603,558	5,159,449	5,253,094	5,333,661	5,438,781	5,508,220	5,576,879	5,642,920	5,706,667	5,651,270	5,735,197
TOTAL EXPENDITURES		67,430,633	69,657,263	71,007,572	74,816,632	78,881,010	81,474,987	84,142,797	86,925,183	89,765,141	92,700,918	95,734,149	98,868,760	101,991,638	105,365,127
TOTAL REVENUE		68,508,344	71,163,865	72,384,576	75,708,957	78,881,010	81,246,277	83,998,542	86,866,989	89,789,078	92,797,080	95,917,487	99,112,307	102,297,134	105,724,927
AVAILABLE BALANCE		1,077,711	1,506,602	1,377,003	892,325	0	-228,710	-144,255	-58,195	23,938	96,162	183,339	243,547	305,496	359,800

C. GLOSSARY OF TERMS

Abatement:	A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.
Accounting System:	A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.
Accrual Basis:	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
Adopted Budget:	The resulting budget that has been approved by the City Council.
Advance Refunding Bonds:	Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date and to pay interest on the bonds being refunded or the advance refunding bonds.
Annual Budget:	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
Appropriation:	An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.
Arbitrage:	Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.
Assessed Valuation:	A valuation set upon real or personal property by the City board of assessors as a basis for levying taxes.
Assessment/Offsets: Cherry Sheet:	The amount that the State automatically deducts from local aid to cover City-shared expenses. The amount, if over \$500,000, is contained on a separate sheet within the budget report. The primary items that make up this amount are charter school and MBTA assessments.
Audit:	A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and City charter.
Balanced Budget:	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns. A balanced budget is

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

Basis of Accounting:	Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.
Betterments (Special Assessments):	Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.
Bond:	A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Bonds Authorized and Unissued:	Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.
Bond Counsel:	An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.
Bond Issue:	Generally, the sale of a certain number of bonds at one time by a governmental unit.

Budget (Operating):	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.
Budget Basis of Accounting:	The City's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Basis of Accounting and Budgeting on page 300 in Appendix C.
Budget Calendar:	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.
Budget Message:	A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.
Capital Budget:	A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.
Capital Expenditures:	Expenditures which result in the acquisition of or addition to fixed assets.
Capital Improvements Program:	A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.
Cash Basis of Accounting:	Revenues are recorded when cash is received and expenses are recognized when cash is paid out.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds Cherry Sheet:	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the

submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOR/DLS website.

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

Encumbrance:	Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved. They cease to be encumbrances when paid or when an actual liability is set up.
Enterprise Fund:	An Enterprise fund, authorized by MGL Ch. 44 §53F ½ , is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, harbormaster. See DOR <u>IGR 08-101</u> .
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each City and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen or City Council must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
Fiscal Year:	The twelve-month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends.
Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
Full and Fair Market Valuation:	The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. “Proposition 2½” laws set the City’s tax levy limit at 2½% of the full market (assessed) value of all taxable property.

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

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

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

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

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

Revolving Fund:	A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by a majority vote of the City Council.
State Revolving Fund:	Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E ½ stipulates that each fund must be re-authorized each year at annual town meeting or by City council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the City or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.
Supplemental Budget:	Appropriations made by the City Council, after an initial appropriation, to cover expenditures beyond original estimates.
Tax Anticipation Notes:	Notes issued in anticipation of taxes, which are usually retired from taxes collected.
Tax Rate:	The amount of tax levy stated per \$1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a City or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.
Tax Title:	A collection procedure that secures a City or a town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after

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

Unit Cost:

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

Unrestricted General Government Aid (UGGA):

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

Valuation (100%):

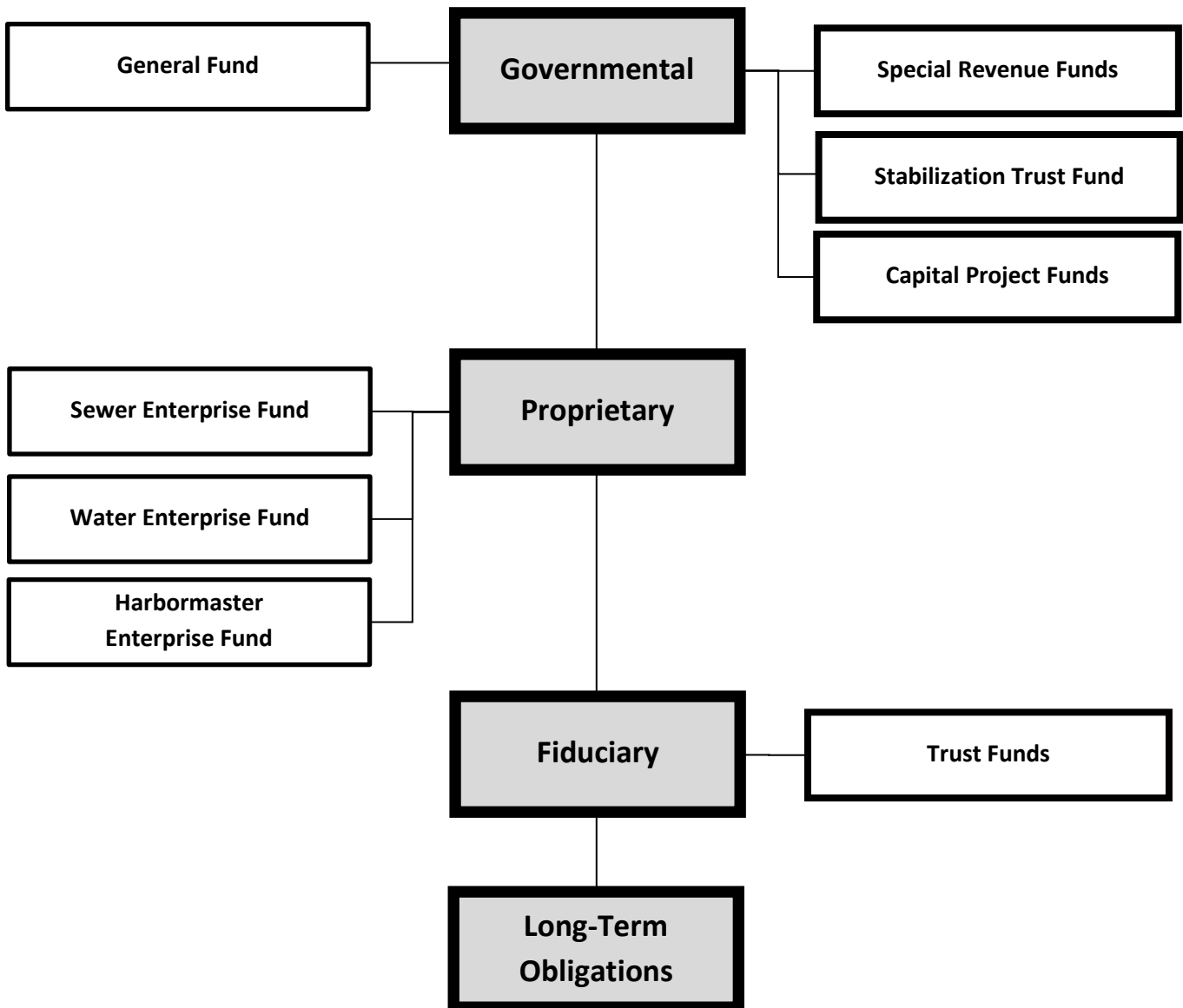
Requirement that the assessed valuation must be the same as the market value for all properties.

D. FUND DESCRIPTIONS/BASIS OF BUDGETING

All Funds

Budgetary Funds

Non-Budgetary Funds



FUND DESCRIPTIONS

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

A. GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

B. PROPRIETARY (ENTERPRISE) FUNDS

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

C. FIDUCIARY FUNDS

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

D. LONG-TERM OBLIGATIONS

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

BASIS OF ACCOUNTING

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

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

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

BASIS OF BUDGETING

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

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

On the following page are two tables which are excerpted from the City's financial statements prepared on a GAAP basis. These tables display the results of operations for the most recently audited fiscal year.

The City implemented GASB Statement #54 *Fund Balance Reporting and Governmental Fund Type Definitions*. In general, amounts previously reported as undesignated fund balance, are now reported

as unassigned fund balance. Additionally, amounts previously reporting in stabilization funds, are now required to be presented as committed fund balance in the general fund.

General Fund Financial Statements

Balance Sheet

	<u>FY20</u>	<u>FY21</u>	<u>Amount Change</u>	<u>Percent Change</u>
<u>Assets</u>				
Cash and Short-Term Investments	\$11,852,174	\$11,570,059	(\$282,115)	-2.4%
Investments	\$912,183	\$955,588	\$43,405	4.8%
Receivables	\$3,060,231	\$2,252,962	(\$807,269)	-26.4%
Total Assets	\$15,824,588	\$14,778,609	(\$1,045,979)	-6.6%
<u>Liabilities</u>				
Warrants Payable	\$197,880	\$417,662	\$219,782	111.1%
Accrued Liabilities	\$3,350,355	\$3,279,645	(\$70,710)	-2.1%
Tax Refunds Payable	\$0	\$104,010	\$104,010	0.0%
Other	\$308,468	\$433,873	\$125,405	40.7%
Total Liabilities	\$3,856,703	\$4,235,190	\$378,487	9.8%
<u>Deferred Inflows</u>				
Unavailable revenues	\$2,253,429	\$2,309,757	\$56,328	2.5%
<u>Fund Balances</u>				
Committed	\$679,819	\$783,744	\$103,925	15.3%
Assigned	\$765,276	\$395,600	(\$369,676)	-48.3%
Unassigned	\$8,269,361	\$7,983,496	(\$285,865)	-3.5%
Total Fund Balances	\$9,714,456	\$9,162,840	(\$551,616)	-5.7%
Total Liabilities, Deferred Inflows and Fund Balances	\$15,824,588	\$15,707,787	(\$116,801)	-0.7%

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).
- FY21 assigned fund balance decreased due a fewer number of purchase orders (encumbrances) at year-end compared prior year.
- FY21 unassigned funds decreased due to greater use of free cash for capital spending that did not occur in FY20 due to COVID-19.

Statement of Revenues, Expenditures and Changes in Fund Balance

	<u>FY20</u>	<u>FY21</u>	<u>Amount Change</u>	<u>Percent Change</u>
<u>Revenues</u>				
Property Tax	\$58,859,028	\$60,918,290	\$2,059,262	3.5%
MV Excise Tax	\$2,963,027	\$2,874,396	(\$88,631)	-3.0%
Local Receipts	\$3,003,627	\$2,451,676	(\$551,951)	-18.4%
State Aid	\$4,928,941	\$4,892,585	(\$36,356)	-0.7%
Other	\$444,147	\$217,188	(\$226,959)	-51.1%
Total Revenue	\$70,198,770	\$71,354,135	\$1,155,365	1.6%
<u>Expenditures</u>				
City Services	\$19,204,503	\$20,045,427	\$840,924	4.4%
Schools	\$31,623,396	\$32,744,915	\$1,121,519	3.5%
Employee Benefits	\$14,183,055	\$14,318,814	\$135,759	1.0%
Debt Service	\$3,517,585	\$3,535,790	\$18,205	0.5%
Total Expenditures	\$68,528,539	\$70,644,946	\$2,116,407	3.1%
Excess (deficiency) of revenues over expenditures	\$1,670,231	\$709,189	(\$961,042)	-57.5%
<u>Other Financing Sources (Uses)</u>				
Issuance of bonds	\$0	\$45,000	\$45,000	0.0%
Transfers In	\$130,758	\$80,981	(\$49,777)	-38.1%
Transfers Out	(\$191,874)	(\$1,386,786)	(\$1,194,912)	622.8%
Total Other Financing	(\$61,116)	(\$1,260,805)	(\$1,199,689)	1963.0%
Changes in Fund Balance	\$1,609,115	(\$551,616)	(\$2,160,731)	-134.3%
<u>Fund Balance</u>				
Beginning of Year	\$8,105,341	\$9,714,456	\$1,609,115	19.9%
End of Year	\$9,714,456	\$9,162,840	(\$551,616)	-5.7%

Statement of Revenues, Expenditures and Changes in Fund Balance Highlights

- Total revenues increased by \$1.2 million, or 1.6%, from FY20 to FY21.
- Local receipts decreased by 18.4% due to economic impacts of COVID-19, which were assumed in the revenue estimate. Receipts were on target with estimates coming within 0.04% of budget.
- Total FY21 revenue came in 0.8% higher than budgeted estimates.
- Fund balance remains strong at 12.5% of total expenditures and unassigned fund balance at 10.9% of total expenditures.
- Fund balance decreased by -5.7% due to a greater use of free cash for capital investments in FY21 compared to FY20.

This information is a condensed version of the City's audited financial statements for June 30, 2020 and June 30, 2021, which are accessible in full via the City website.



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Newburyport Public Schools

FY23 BUDGET



April 26, 2022

Sean Gallagher, Superintendent of Schools

LisaMarie Ippolito, Assistant Superintendent

Phil Littlehale, Business Manager

School Committee:

Sean Reardon, Mayor

Sarah Hall, Vice-Chair

Brian Callahan

Steven Cole

Bruce Menin

Sheila Spalding

Juliet Walker

FY23 Aspirational Budget Summary

Location	FY22	FY23	S Chg 23/22	% Chg 23/22	Comment
F. T. Bresnahan School	8,001,363	8,273,194	271,831	3.4%	
Edward G. Molin School	3,697,967	3,793,780	95,813	2.6%	
R. A. Nock Middle School	5,650,074	6,029,816	379,743	6.7%	
Newburyport High School	9,454,144	10,189,380	735,236	7.8%	
System-Wide	11,788,837	12,193,869	405,032	3.4%	
Grand Total	38,592,385	40,480,039	1,887,655	4.9%	

Salary and Expenses	FY22	FY23	S Chg 23/22	% Chg 23/22	Comment
Salary	28,721,291	30,381,255	1,659,964	5.8%	
Expenses	9,871,094	10,098,784	227,691	2.3%	
Grand Total	38,592,385	40,480,039	1,887,655	4.9%	

Sources of Funds

Grade/Program	FY22	FY23	S Chg 23/22	% Chg 23/22	Comment
City Appropriation	33,375,467	35,388,910	2,013,443	6.0%	
Medicaid	110,000	110,000	-	0.0%	
Kindergarten	300,000	-	(300,000)	-100.0%	Elimination of Kindergarten Fees
Pre-School	200,000	200,000	-	0.0%	
Athletics	296,500	336,487	39,987	13.5%	
School Choice	1,195,100	795,100	(400,000)	-33.5%	Reduction in available balance
Curr/Staff Development	140,000	140,000	-	0.0%	
Transportation	180,000	180,000	-	0.0%	
Project Able 240-094-9-0204-2	500,000	500,000	-	0.0%	
Federal FC305 Title I	200,000	200,000	-	0.0%	
State Circuit Breaker Program	1,109,318	1,409,318	300,000	27.0%	Increased reimbursment
ESSER II Grant	986,000	170,000	(816,000)	-82.8%	Carryover
ESSER III Grant	-	1,050,224	1,050,224	0.0%	
	38,592,385	40,480,039	1,887,654	4.9%	

FY23 Budget Adds

Cost Center Desc	Grade/Program	Per/Non	Description	FY23 ATS	FY Adds \$	Comments
F. T. Bresnahan School	Music	Salary	Professional Salaries	0.50	32,878	Cultural Arts Teacher
	Art	Salary	Professional Salaries	0.50	32,878	Cultural Arts Teacher
	Special Education	Salary	Aides	2.00	61,800	
			Professional Salaries	1.00	65,756	Strategies-based Instuction
	Operation Plant	Expenses	Custodial Supplies	-	500	
			Uniforms	-	500	
F. T. Bresnahan School Total				4.00	194,312	
R. A. Nock Middle School	Special Education	Salary	Aides	1.00	30,900	
	Instr. Materials	Expenses	Contracted Services	-	75,000	Place Based Education
	Special Ed Guidance	Salary	Professional Salaries	1.00	65,756	Adjustment Counselor
	Operation Plant	Expenses	Custodial Supplies	-	500	
			Uniforms	-	500	
	R. A. Nock Middle School Total				2.00	172,656
Newburyport High School	Technology	Salary	Professional Salaries	1.00	65,756	Technology Integrator
		Expenses	Supplies/Materials	-	750	
	Special Education	Salary	Aides	3.00	92,700	
		Expenses	Supplies/Materials	-	2,000	Special Education Service Provider
	Student Activities	Expenses	Graduation/Celebrations	-	5,000	
	Reading Recovery	Salary	Professional Salaries	1.00	65,756	
	Operation Plant	Expenses	Custodial Supplies	-	2,000	
			Uniforms	-	100	
Newburyport High School Total				5.00	234,062	
System-Wide	Health	Salary	Secretary	0.50	21,836	PT Admin Assistant
	Maintenance Plant	Salary	Custodian SW	-	15,954	
		Expenses	Custodial Supplies	-	12,500	
	Grounds Maintenance	Salary	Grounds/Other	1.00	47,380	Assistant Groundskeeper
		Expenses	Equipment Purchase/Rental	-	5,500	
	Central Office	Salary	Professional Salaries	1.00	82,400	Human Resources Director
	System-Wide Total				2.50	185,570
Grand Total				13.50	786,601	

Note: The table above shows the additions that were requested through the aspirational budget process. The Mayor's FY2023 budget proposal provides \$441,931 in funding to begin to implement some of the budget adds appearing on this page.

Summary by Program

F.T. Bresnahan School

Grade/Program	FY22	FY23	S Chg 23/22	% Chg 23/22	Comment
Kindergarten	792,580	875,465	82,885	10.5%	
Grade 1	673,927	686,440	12,513	1.9%	
Grade 2	595,807	544,385	(51,422)	-8.6%	
Grade 3	702,311	592,432	(109,879)	-15.6%	
Pre-School	585,713	588,393	2,680	0.5%	
Technology	90,065	114,141	24,076	26.7%	FY22 ESSER II Replacement
Music	64,141	101,143	37,002	57.7%	Cultural Arts Teacher
Art	96,361	132,063	35,702	37.1%	Cultural Arts Teacher
Physical Education	133,054	144,065	11,011	8.3%	
Special Education	2,195,360	2,282,340	86,980	4.0%	
Health/Med Serv.	1,025	1,025	-	0.0%	
Instr. Materials	47,200	47,200	-	0.0%	
Library	91,431	132,968	41,537	45.4%	Staff transfer
Literacy/Title I	351,078	349,446	(1,632)	-0.5%	
Math Intervention	143,116	213,970	70,854	49.5%	ATS
STEM	84,487	86,999	2,512	3.0%	
Special Ed Guidance	215,030	238,235	23,205	10.8%	
Operation Plant	458,296	466,910	8,614	1.9%	
Maintenance Plant	46,065	46,065	-	0.0%	
School Admin	482,817	478,009	(4,808)	-1.0%	
Substitutes	151,500	151,500	-	0.0%	
	8,001,363	8,273,194	271,831	3.4%	

F.T. Bresnahan School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Kindergarten	Salary	Aides	113,683	4.00	103,129	5.00	145,033	41,904	40.6%	
		Professional Salaries	663,402	8.00	679,451	8.00	710,432	30,981	4.6%	
	Salary Total		777,085	12.00	782,580	13.00	855,465	72,885	9.3%	
	Expenses	Supplies/Materials	5,500	-	10,000	-	20,000	10,000	100.0%	One time ESSER III - Foundations
	Expenses Total		5,500	-	10,000	-	20,000	10,000	100.0%	
Kindergarten Total			782,585	12.00	792,580	13.00	875,465	82,885	10.5%	
Grade 1	Salary	Professional Salaries	685,969	8.00	668,222	8.00	680,735	12,513	1.9%	
	Salary Total		685,969	8.00	668,222	8.00	680,735	12,513	1.9%	
	Expenses	General Supplies	2,500	-	3,600	-	3,600	-	0.0%	
		Supplies/Materials	1,024	-	2,105	-	2,105	-	0.0%	
	Expenses Total		3,524	-	5,705	-	5,705	-	0.0%	
Grade 1 Total			689,493	8.00	673,927	8.00	686,440	12,513	1.9%	
Grade 2	Salary	Professional Salaries	594,370	7.00	590,807	7.00	539,385	(51,422)	-8.7%	Retirement
	Salary Total		594,370	7.00	590,807	7.00	539,385	(51,422)	-8.7%	
	Expenses	General Supplies	2,750	-	3,650	-	3,650	-	0.0%	
		Supplies/Materials	750	-	1,350	-	1,350	-	0.0%	
	Expenses Total		3,500	-	5,000	-	5,000	-	0.0%	
Grade 2 Total			597,870	7.00	595,807	7.00	544,385	(51,422)	-8.6%	
Grade 3	Salary	Professional Salaries	647,353	8.00	696,461	7.00	586,582	(109,879)	-15.8%	See Math Interventionist
	Salary Total		647,353	8.00	696,461	7.00	586,582	(109,879)	-15.8%	
	Expenses	General Supplies	2,500	-	2,500	-	2,500	-	0.0%	
		Supplies/Materials	500	-	3,350	-	3,350	-	0.0%	
	Expenses Total		3,000	-	5,850	-	5,850	-	0.0%	
Grade 3 Total			650,353	8.00	702,311	7.00	592,432	(109,879)	-15.6%	
Supplemental Budget	Salary	SB Appropriations	-	-	-	-	-	-	0.0%	
	Salary Total		-	-	-	-	-	-	0.0%	
Supplemental Budget Total			-	-	-	-	-	-	0.0%	
Pre-School	Salary	Aides	208,294	7.70	229,355	7.28	219,840	(9,515)	-4.1%	
		Professional Salaries	320,881	4.25	350,358	4.25	362,553	12,195	3.5%	
	Salary Total		529,175	11.95	579,713	11.53	582,393	2,680	0.5%	
	Expenses	Supplies/Materials	3,250	-	6,000	-	6,000	-	0.0%	
	Expenses Total		3,250	-	6,000	-	6,000	-	0.0%	
Pre-School Total			532,425	11.95	585,713	11.53	588,393	2,680	0.5%	
Technology	Salary	Professional Salaries	-	-	87,786	1.00	88,571	785	0.9%	
	Salary Total		-	-	87,786	1.00	88,571	785	0.9%	
	Expenses	Equipment Purchase/Rental	4,000	-	1,200	-	1,200	-	0.0%	

F.T. Bresnahan School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Technology	Expenses	Software	20,854	-	1,079	-	24,370	23,291	2158.6%	FY22 ESSER II Replacement
		Supplies/Materials	-	-	-	-	-	-	0.0%	
	Expenses Total		24,854	-	2,279	-	25,570	23,291	1022.0%	
Technology Total			24,854	-	90,065	1.00	114,141	24,076	26.7%	
Music	Salary	Professional Salaries	57,956	1.00	63,841	1.50	100,843	37,002	58.0%	ATS .5 Cultural Arts Teacher
	Salary Total		57,956	1.00	63,841	1.50	100,843	37,002	58.0%	
	Expenses	Supplies/Materials	150	-	300	-	300	-	0.0%	
	Expenses Total		150	-	300	-	300	-	0.0%	
Music Total			58,106	1.00	64,141	1.50	101,143	37,002	57.7%	
Art	Salary	Professional Salaries	92,064	1.00	94,136	1.50	129,838	35,702	37.9%	ATS .5 Cultural Arts Teacher
	Salary Total		92,064	1.00	94,136	1.50	129,838	35,702	37.9%	
	Expenses	Supplies/Materials	1,250	-	2,225	-	2,225	-	0.0%	
	Expenses Total		1,250	-	2,225	-	2,225	-	0.0%	
Art Total			93,314	1.00	96,361	1.50	132,063	35,702	37.1%	
Physical Education	Salary	Professional Salaries	115,933	2.00	131,554	2.00	142,565	11,011	8.4%	
	Salary Total		115,933	2.00	131,554	2.00	142,565	11,011	8.4%	
	Expenses	Supplies/Materials	750	-	1,500	-	1,500	-	0.0%	
	Expenses Total		750	-	1,500	-	1,500	-	0.0%	
Physical Education Total			116,683	2.00	133,054	2.00	144,065	11,011	8.3%	
Special Education	Salary	Aides	373,627	15.00	474,457	15.80	465,273	(9,184)	-1.9%	
		Professional Salaries	1,668,664	21.50	1,711,903	22.00	1,781,320	69,417	4.1%	
		Secretary	-	-	-	0.60	26,747	26,747	0.0%	
	Salary Total		2,042,291	36.50	2,186,360	38.40	2,273,340	86,980	4.0%	
	Expenses	Supplies/Materials	5,000	-	9,000	-	9,000	-	0.0%	
	Expenses Total		5,000	-	9,000	-	9,000	-	0.0%	
	Special Education Total		2,047,291	36.50	2,195,360	38.40	2,282,340	86,980	4.0%	
Health/Med Serv.	Expenses	Supplies/Materials	1,225	-	1,025	-	1,025	-	0.0%	
	Expenses Total		1,225	-	1,025	-	1,025	-	0.0%	
	Health/Med Serv. Total		1,225	-	1,025	-	1,025	-	0.0%	
Instr. Materials	Expenses	Equipment Maintenance	25,000	-	25,000	-	25,000	-	0.0%	
		General Supplies	20,500	-	15,000	-	15,000	-	0.0%	
		Supplies/Materials	2,750	-	7,200	-	7,200	-	0.0%	
	Expenses Total		48,250	-	47,200	-	47,200	-	0.0%	
Instr. Materials Total			48,250	-	47,200	-	47,200	-	0.0%	
Library	Salary	Aides	-	-	-	1.00	25,051	25,051	0.0%	FY22 in Professional Sal line

F.T. Bresnahan School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Library	Salary	Professional Salaries	106,805	2.00	89,231	1.00	105,717	16,486	18.5%	Staff transfer
	Salary Total		106,805	2.00	89,231	2.00	130,768	41,537	46.5%	
	Expenses	Software	1,200	-	1,300	-	1,300	-	0.0%	
		Supplies/Materials	750	-	900	-	900	-	0.0%	
		Textbooks	1,000	-	-	-	-	-	0.0%	
	Expenses Total		2,950	-	2,200	-	2,200	-	0.0%	
	Library Total		109,755	2.00	91,431	2.00	132,968	41,537	45.4%	
Literacy/Title I	Salary	Professional Salaries	325,238	4.00	351,078	4.00	349,446	(1,632)	-0.5%	
	Salary Total		325,238	4.00	351,078	4.00	349,446	(1,632)	-0.5%	
	Literacy/Title I Total		325,238	4.00	351,078	4.00	349,446	(1,632)	-0.5%	
Math Intervention	Salary	Professional Salaries	66,703	2.00	143,116	3.00	213,970	70,854	49.5%	See Grade 3
	Salary Total		66,703	2.00	143,116	3.00	213,970	70,854	49.5%	
	Math Intervention Total		66,703	2.00	143,116	3.00	213,970	70,854	49.5%	
STEM	Salary	Professional Salaries	80,094	1.00	83,737	1.00	86,249	2,512	3.0%	
	Salary Total		80,094	1.00	83,737	1.00	86,249	2,512	3.0%	
	Expenses	Supplies/Materials	1,100	-	750	-	750	-	0.0%	
	Expenses Total		1,100	-	750	-	750	-	0.0%	
	STEM Total		81,194	1.00	84,487	1.00	86,999	2,512	3.0%	
Special Ed Guidance	Salary	Professional Salaries	200,486	3.00	215,030	3.00	238,235	23,205	10.8%	
	Salary Total		200,486	3.00	215,030	3.00	238,235	23,205	10.8%	
	Expenses	Supplies/Materials	750	-	-	-	-	-	0.0%	
	Expenses Total		750	-	-	-	-	-	0.0%	
	Special Ed Guidance Total		201,236	3.00	215,030	3.00	238,235	23,205	10.8%	
Operation Plant	Salary	Custodian	262,853	5.00	268,765	5.00	267,095	(1,670)	-0.6%	
	Salary Total		262,853	5.00	268,765	5.00	267,095	(1,670)	-0.6%	
	Expenses	Custodial Supplies	22,250	-	22,500	-	23,000	500	2.2%	
		Electric	115,741	-	115,741	-	115,741	-	0.0%	
		Equipment Maintenance	2,580	-	3,300	-	3,300	-	0.0%	
		Equipment Purchase/Rental	10,080	-	10,080	-	10,080	-	0.0%	
		Gas	29,410	-	29,410	-	36,194	6,784	23.1%	
		Telephone	6,500	-	6,500	-	9,000	2,500	38.5%	
		Uniforms	2,000	-	2,000	-	2,500	500	25.0%	
	Expenses Total		188,561	-	189,531	-	199,815	10,284	5.4%	
	Operation Plant Total		451,414	5.00	458,296	5.00	466,910	8,614	1.9%	
Maintenance Plant	Expenses	Building/Contracted Services	29,045	-	-	-	-	-	0.0%	
		Contracted Services	23,500	-	23,500	-	23,500	-	0.0%	

F.T. Bresnahan School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Maintenance Plant	Expenses	Equipment Contracted Services	-	-	22,565	-	22,565	-	0.0%	
		Expenses Total	52,545	-	46,065	-	46,065	-	0.0%	
		Maintenance Plant Total	52,545	-	46,065	-	46,065	-	0.0%	
School Admin	Salary	Principals	341,325	3.00	343,747	3.00	333,972	(9,776)	-2.8%	
		Secretary	123,234	2.90	131,570	2.84	136,537	4,967	3.8%	
		Salary Total	464,559	5.90	475,317	5.84	470,509	(4,808)	-1.0%	
	Expenses	Conference/Workshop	3,000	-	2,500	-	2,500	-	0.0%	
		Memberships	1,565	-	1,800	-	1,800	-	0.0%	
		Postage	500	-	1,100	-	1,100	-	0.0%	
		Printing	600	-	550	-	550	-	0.0%	
		Supplies/Materials	1,900	-	1,550	-	1,550	-	0.0%	
		Expenses Total	7,565	-	7,500	-	7,500	-	0.0%	
		School Admin Total	472,124	5.90	482,817	5.84	478,009	(4,808)	-1.0%	
Substitutes	Salary	Substitutes	29,500	-	151,500	-	151,500	-	0.0%	
		Salary Total	29,500	-	151,500	-	151,500	-	0.0%	
		Substitutes Total	29,500	-	151,500	-	151,500	-	0.0%	
			7,432,159	110.35	8,001,363	114.77	8,273,194	271,831	3.4%	

Summary by Program

Edward G. Molin School

Grade/Program	FY22	FY23	S Chg 23/22	% Chg 23/22	Comment
Grade 4	724,602	712,312	(12,290)	-1.7%	
Grade 5	694,674	601,788	(92,886)	-13.4%	See Math Interventionist
Technology	46,692	47,772	1,080	2.3%	
Music	35,500	29,597	(5,903)	-16.6%	
Art	71,165	71,023	(141)	-0.2%	
Physical Education	131,762	121,697	(10,065)	-7.6%	
Special Education	1,309,487	1,412,254	102,767	7.8%	
Instr. Materials	36,000	36,000	-	0.0%	
Library	32,367	34,219	1,852	5.7%	
Math Intervention	-	82,458	82,458	0.0%	See Grade 5
STEM	89,578	92,145	2,567	2.9%	
Special Ed Guidance	139,285	155,122	15,837	11.4%	
Operation Plant	55,539	56,583	1,044	1.9%	
School Admin	271,817	281,310	9,493	3.5%	
Substitutes	59,500	59,500	-	0.0%	
	3,697,967	3,793,780	95,813	2.6%	

Edward G. Molin School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Grade 4	Salary	Professional Salaries	634,153	8.00	718,602	8.00	706,312	(12,290)	-1.7%	
	Salary Total		634,153	8.00	718,602	8.00	706,312	(12,290)	-1.7%	
	Expenses	Supplies/Materials	3,750	-	6,000	-	6,000	-	0.0%	
	Expenses Total		3,750	-	6,000	-	6,000	-	0.0%	
Grade 4 Total			637,903	8.00	724,602	8.00	712,312	(12,290)	-1.7%	
Grade 5	Salary	Professional Salaries	666,192	8.00	688,674	7.00	595,788	(92,886)	-13.5%	See Math Interventionist
	Salary Total		666,192	8.00	688,674	7.00	595,788	(92,886)	-13.5%	
	Expenses	General Supplies	3,750	-	6,000	-	6,000	-	0.0%	
		Supplies/Materials	-	-	-	-	-	-	0.0%	
Grade 5 Total	Expenses Total		3,750	-	6,000	-	6,000	-	0.0%	
			669,942	8.00	694,674	7.00	601,788	(92,886)	-13.4%	
Technology	Salary	Professional Salaries	32,706	0.40	35,992	0.40	37,072	1,080	3.0%	
	Salary Total		32,706	0.40	35,992	0.40	37,072	1,080	3.0%	
	Expenses	Computer Purchase	3,000	-	2,000	-	2,000	-	0.0%	
		Software	8,700	-	8,700	-	8,700	-	0.0%	
Technology Total	Expenses Total		11,700	-	10,700	-	10,700	-	0.0%	
			44,406	0.40	46,692	0.40	47,772	1,080	2.3%	
Music	Salary	Professional Salaries	39,358	0.50	32,500	0.50	26,597	(5,903)	-18.2%	
	Salary Total		39,358	0.50	32,500	0.50	26,597	(5,903)	-18.2%	
	Expenses	Supplies/Materials	1,750	-	3,000	-	3,000	-	0.0%	
	Expenses Total		1,750	-	3,000	-	3,000	-	0.0%	
Music Total			41,108	0.50	35,500	0.50	29,597	(5,903)	-16.6%	
Art	Salary	Professional Salaries	60,008	0.80	65,165	0.80	65,023	(141)	-0.2%	
	Salary Total		60,008	0.80	65,165	0.80	65,023	(141)	-0.2%	
	Expenses	Supplies/Materials	3,000	-	6,000	-	6,000	-	0.0%	
	Expenses Total		3,000	-	6,000	-	6,000	-	0.0%	
Art Total			63,008	0.80	71,165	0.80	71,023	(141)	-0.2%	
Physical Education	Salary	Professional Salaries	130,482	1.60	129,762	1.60	119,697	(10,065)	-7.8%	
	Salary Total		130,482	1.60	129,762	1.60	119,697	(10,065)	-7.8%	
	Expenses	Gym Rental	-	-	-	-	-	-	0.0%	
		Supplies/Materials	1,250	-	2,000	-	2,000	-	0.0%	
Physical Education Total	Expenses Total		1,250	-	2,000	-	2,000	-	0.0%	
			131,732	1.60	131,762	1.60	121,697	(10,065)	-7.6%	
Special Education	Salary	Aides	308,424	12.00	355,843	11.60	345,485	(10,358)	-2.9%	
		Professional Salaries	902,693	10.60	946,644	12.30	1,039,697	93,053	9.8%	
		Secretary	-	-	-	0.42	20,072	20,072	0.0%	

Edward G. Molin School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Special Education	Salary	Total	1,211,118	22.60	1,302,487	24.32	1,405,254	102,767	7.9%	
	Expenses	Supplies/Materials	3,000	-	7,000	-	7,000	-	0.0%	
		Expenses Total	3,000	-	7,000	-	7,000	-	0.0%	
Special Education Total			1,214,118	22.60	1,309,487	24.32	1,412,254	102,767	7.8%	
Instr. Materials	Expenses	Equipment Maintenance	15,000	-	15,000	-	15,000	-	0.0%	
		Supplies/Materials	20,000	-	21,000	-	21,000	-	0.0%	
		Expenses Total	35,000	-	36,000	-	36,000	-	0.0%	
Instr. Materials Total			35,000	-	36,000	-	36,000	-	0.0%	
Library	Salary	Professional Salaries	25,067	0.50	28,667	0.50	30,519	1,852	6.5%	
		Salary Total	25,067	0.50	28,667	0.50	30,519	1,852	6.5%	
	Expenses	Supplies/Materials	1,850	-	3,700	-	3,700	-	0.0%	
		Expenses Total	1,850	-	3,700	-	3,700	-	0.0%	
Library Total			26,917	0.50	32,367	0.50	34,219	1,852	5.7%	
Math Intervention	Salary	Professional Salaries	-	-	-	1.00	82,458	82,458	0.0%	See Grade 5
		Salary Total	-	-	-	1.00	82,458	82,458	0.0%	
Math Intervention Total			-	-	-	1.00	82,458	82,458	0.0%	
STEM	Salary	Professional Salaries	81,895	1.00	85,578	1.00	88,145	2,567	3.0%	
		Salary Total	81,895	1.00	85,578	1.00	88,145	2,567	3.0%	
	Expenses	Supplies/Materials	3,000	-	4,000	-	4,000	-	0.0%	
		Expenses Total	3,000	-	4,000	-	4,000	-	0.0%	
STEM Total			84,895	1.00	89,578	1.00	92,145	2,567	2.9%	
Special Ed Guidance	Salary	Professional Salaries	127,758	1.50	136,035	1.70	151,872	15,837	11.6%	
		Salary Total	127,758	1.50	136,035	1.70	151,872	15,837	11.6%	
	Expenses	General Supplies	-	-	-	-	-	-	0.0%	
		Supplies/Materials	1,100	-	2,000	-	2,000	-	0.0%	
		Textbooks	950	-	1,250	-	1,250	-	0.0%	
		Expenses Total	2,050	-	3,250	-	3,250	-	0.0%	
Special Ed Guidance Total			129,808	1.50	139,285	1.70	155,122	15,837	11.4%	
Operation Plant	Salary	Custodian	48,767	1.00	51,539	1.00	47,583	(3,956)	-7.7%	
		Salary Total	48,767	1.00	51,539	1.00	47,583	(3,956)	-7.7%	
	Expenses	Equipment Maintenance	-	-	1,000	-	1,000	-	0.0%	
		Equipment Purchase/Rental	-	-	1,000	-	1,000	-	0.0%	
		Telephone	2,000	-	2,000	-	7,000	5,000	250.0%	
		Expenses Total	2,000	-	4,000	-	9,000	5,000	125.0%	
Operation Plant Total			50,767	1.00	55,539	1.00	56,583	1,044	1.9%	

Edward G. Molin School

			FY22	FY23			% Chg			
Grade/Program	Per/Non	Description	FY21	FTE	FY22	FTE	FY23	S Chg 23/22	23/22	Comment
School Admin	Salary	Principals	213,107	2.00	218,110	2.00	226,246	8,136	3.7%	
		Secretary	44,460	1.00	47,257	1.00	48,614	1,357	2.9%	
	Salary Total		257,567	3.00	265,367	3.00	274,860	9,493	3.6%	
	Expenses	Memberships	2,100	-	2,100	-	2,100	-	0.0%	
		Postage	1,500	-	1,500	-	1,500	-	0.0%	
		Publications	850	-	850	-	850	-	0.0%	
		Supplies/Materials	2,700	-	2,000	-	2,000	-	0.0%	
	Expenses Total		7,150	-	6,450	-	6,450	-	0.0%	
	School Admin Total		264,717	3.00	271,817	3.00	281,310	9,493	3.5%	
Substitutes	Salary	Substitutes	29,500	-	59,500	-	59,500	-	0.0%	
	Salary Total		29,500	-	59,500	-	59,500	-	0.0%	
	Substitutes Total		29,500	-	59,500	-	59,500	-	0.0%	
			3,423,821	48.90	3,697,967	50.82	3,793,780	95,813	2.6%	

Summary by Program

R.A. Nock Middle School

Grade/Program	FY22	FY23	S Chg 23/22	% Chg 23/22	Comment
Grade 6	651,701	679,549	27,848	4.3%	
Grade 7	683,922	686,188	2,266	0.3%	
Grade 8	654,347	689,718	35,371	5.4%	
World Language	379,957	393,266	13,309	3.5%	
Technology	61,589	71,746	10,158	16.5%	FY22 ESSER II Replacement
Music	114,273	120,588	6,315	5.5%	
Art	103,247	103,035	(212)	-0.2%	
Physical Education	195,657	180,545	(15,112)	-7.7%	Retirement
Special Education	1,362,321	1,557,281	194,960	14.3%	Meet Student Needs
Instr. Materials	55,500	130,500	75,000	135.1%	Place-based Education Programs
Tech Education	91,539	94,180	2,641	2.9%	
Library	33,087	37,609	4,522	13.7%	
Student Activities	17,200	17,200	-	0.0%	
Reading Recovery	154,999	123,481	(31,518)	-20.3%	
Special Ed Guidance	163,794	227,983	64,189	39.2%	ATS Adjustment Counselor
Operation Plant	428,521	432,365	3,844	0.9%	
Maintenance Plant	51,508	51,508	-	0.0%	
School Admin	335,412	321,574	(13,838)	-4.1%	
Substitutes	111,500	111,500	-	0.0%	
	5,650,074	6,029,816	379,743	6.7%	

R.A. Nock Middle School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Grade 6	Salary	Professional Salaries	639,601	8.00	649,701	8.00	677,549	27,848	4.3%	
	Salary Total		639,601	8.00	649,701	8.00	677,549	27,848	4.3%	
	Expenses	General Supplies	1,000	-	1,000	-	1,000	-	0.0%	
		Supplies/Materials	1,000	-	1,000	-	1,000	-	0.0%	
		Textbooks	-	-	-	-	-	-	0.0%	
	Expenses Total		2,000	-	2,000	-	2,000	-	0.0%	
Grade 6 Total			641,601	8.00	651,701	8.00	679,549	27,848	4.3%	
Grade 7	Salary	Professional Salaries	654,661	8.00	681,922	8.00	684,188	2,266	0.3%	
	Salary Total		654,661	8.00	681,922	8.00	684,188	2,266	0.3%	
	Expenses	Supplies/Materials	1,000	-	1,000	-	1,000	-	0.0%	
		Textbooks	1,000	-	1,000	-	1,000	-	0.0%	
	Expenses Total		2,000	-	2,000	-	2,000	-	0.0%	
Grade 7 Total			656,661	8.00	683,922	8.00	686,188	2,266	0.3%	
Grade 8	Salary	Professional Salaries	616,187	8.00	650,347	8.00	683,218	32,871	5.1%	
	Salary Total		616,187	8.00	650,347	8.00	683,218	32,871	5.1%	
	Expenses	Supplies/Materials	1,000	-	3,000	-	5,500	2,500	83.3%	
		Textbooks	1,000	-	1,000	-	1,000	-	0.0%	
	Expenses Total		2,000	-	4,000	-	6,500	2,500	62.5%	
Grade 8 Total			618,187	8.00	654,347	8.00	689,718	35,371	5.4%	
World Language	Salary	Professional Salaries	286,002	6.00	379,257	6.00	392,566	13,309	3.5%	
	Salary Total		286,002	6.00	379,257	6.00	392,566	13,309	3.5%	
	Expenses	Supplies/Materials	700	-	700	-	700	-	0.0%	
	Expenses Total		700	-	700	-	700	-	0.0%	
World Language Total			286,702	6.00	379,957	6.00	393,266	13,309	3.5%	
Technology	Salary	Professional Salaries	49,060	0.60	53,989	0.60	55,608	1,620	3.0%	
	Salary Total		49,060	0.60	53,989	0.60	55,608	1,620	3.0%	
	Expenses	Computer Purchase	1,000	-	6,000	-	6,000	-	0.0%	
		Equipment Maintenance	-	-	-	-	-	-	0.0%	
		Equipment Purchase/Rental	1,000	-	1,000	-	1,000	-	0.0%	
		Software	6,688	-	-	-	8,538	8,538	0.0%	FY22 ESSER II Replacement
		Supplies/Materials	600	-	600	-	600	-	0.0%	
	Expenses Total		9,288	-	7,600	-	16,138	8,538	112.3%	
	Technology Total		58,348	0.60	61,589	0.60	71,746	10,158	16.5%	
Music	Salary	Professional Salaries	105,419	1.50	108,723	1.50	115,038	6,315	5.8%	
	Salary Total		105,419	1.50	108,723	1.50	115,038	6,315	5.8%	
	Expenses	Equipment Maintenance	1,550	-	1,550	-	1,550	-	0.0%	
		Equipment Purchase/Rental	750	-	2,500	-	2,500	-	0.0%	

R.A. Nock Middle School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Music	Expenses	Memberships	500	-	500	-	500	-	0.0%	
		Supplies/Materials	500	-	1,000	-	1,000	-	0.0%	
	Expenses Total		3,300	-	5,550	-	5,550	-	0.0%	
Music Total			108,719	1.50	114,273	1.50	120,588	6,315	5.5%	
Art	Salary	Professional Salaries	90,013	1.20	97,747	1.20	97,535	(212)	-0.2%	
	Salary Total		90,013	1.20	97,747	1.20	97,535	(212)	-0.2%	
	Expenses	Supplies/Materials	2,925	-	5,500	-	5,500	-	0.0%	
	Expenses Total		2,925	-	5,500	-	5,500	-	0.0%	
Art Total			92,938	1.20	103,247	1.20	103,035	(212)	-0.2%	
Physical Education	Salary	Professional Salaries	180,226	2.40	194,657	2.40	179,545	(15,112)	-7.8%	Retirement
	Salary Total		180,226	2.40	194,657	2.40	179,545	(15,112)	-7.8%	
	Expenses	Equipment Purchase/Rental	1,500	-	500	-	500	-	0.0%	
		Supplies/Materials	500	-	500	-	500	-	0.0%	
	Expenses Total		2,000	-	1,000	-	1,000	-	0.0%	
Physical Education Total			182,226	2.40	195,657	2.40	180,545	(15,112)	-7.7%	
Special Education	Salary	Aides	325,286	12.70	373,637	9.65	295,336	(78,301)	-21.0%	Staffing movement
		Professional Salaries	1,111,369	12.50	985,784	16.00	1,238,973	253,189	25.7%	Meet Student Needs
		Secretary	-	-	-	0.42	20,072	20,072	0.0%	SE clerks moved to schools
	Salary Total		1,436,655	25.20	1,359,421	26.07	1,554,381	194,960	14.3%	
	Expenses	Supplies/Materials	1,250	-	2,900	-	2,900	-	0.0%	
	Expenses Total		1,250	-	2,900	-	2,900	-	0.0%	
Special Education Total			1,437,905	25.20	1,362,321	26.07	1,557,281	194,960	14.3%	
Instr. Materials	Expenses	AV Materials	1,500	-	1,000	-	1,000	-	0.0%	
		Contracted Services	4,000	-	4,000	-	79,000	75,000	1875.0%	Place-Based Education
		Equipment Maintenance	-	-	-	-	-	-	0.0%	
		Equipment Purchase/Rental	44,000	-	44,000	-	44,000	-	0.0%	
		General Supplies	11,200	-	6,500	-	6,500	-	0.0%	
		Supplies/Materials	-	-	-	-	-	-	0.0%	
	Expenses Total		60,700	-	55,500	-	130,500	75,000	135.1%	
Instr. Materials Total			60,700	-	55,500	-	130,500	75,000	135.1%	
Tech Education	Salary	Professional Salaries	86,101	1.00	88,039	1.00	90,680	2,641	3.0%	
	Salary Total		86,101	1.00	88,039	1.00	90,680	2,641	3.0%	
	Expenses	Equipment Purchase/Rental	-	-	-	-	-	-	0.0%	
		General Supplies	4,500	-	500	-	500	-	0.0%	
		Software	500	-	500	-	500	-	0.0%	
		Supplies/Materials	1,250	-	2,500	-	2,500	-	0.0%	
	Expenses Total		6,250	-	3,500	-	3,500	-	0.0%	

R.A. Nock Middle School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Tech Education Total			92,351	1.00	91,539	1.00	94,180	2,641	2.9%	
Library	Salary	Professional Salaries	25,067	0.50	28,667	0.50	30,519	1,852	6.5%	
	Salary Total		25,067	0.50	28,667	0.50	30,519	1,852	6.5%	
	Expenses	Memberships	-	-	-	-	-	-	0.0%	
		Publications	450	-	-	-	-	-	0.0%	
		Software	4,640	-	1,970	-	4,640	2,670	135.5%	
		Supplies/Materials	500	-	450	-	450	-	0.0%	
		Textbooks	2,000	-	2,000	-	2,000	-	0.0%	
	Expenses Total		7,590	-	4,420	-	7,090	2,670	60.4%	
	Library Total		32,657	0.50	33,087	0.50	37,609	4,522	13.7%	
Student Activities	Salary	Professional Salaries	13,000	-	13,000	-	13,000	-	0.0%	
	Salary Total		13,000	-	13,000	-	13,000	-	0.0%	
	Expenses	Awards	4,200	-	4,200	-	4,200	-	0.0%	
	Expenses Total		4,200	-	4,200	-	4,200	-	0.0%	
Student Activities Total			17,200	-	17,200	-	17,200	-	0.0%	
Reading Recovery	Salary	Professional Salaries	106,880	2.20	154,999	1.60	123,481	(31,518)	-20.3%	
	Salary Total		106,880	2.20	154,999	1.60	123,481	(31,518)	-20.3%	
Reading Recovery Total			106,880	2.20	154,999	1.60	123,481	(31,518)	-20.3%	
Special Ed Guidance	Salary	Professional Salaries	154,660	2.00	163,794	3.00	227,983	64,189	39.2%	ATS Adjustment Counselor
	Salary Total		154,660	2.00	163,794	3.00	227,983	64,189	39.2%	
Special Ed Guidance Total			154,660	2.00	163,794	3.00	227,983	64,189	39.2%	
Operation Plant	Salary	Custodian	219,000	4.00	221,457	4.00	209,707	(11,750)	-5.3%	
	Salary Total		219,000	4.00	221,457	4.00	209,707	(11,750)	-5.3%	
	Expenses	Custodial Supplies	22,750	-	22,750	-	23,250	500	2.2%	
		Electric	119,268	-	119,268	-	119,268	-	0.0%	
		Equipment Maintenance	2,850	-	3,750	-	3,750	-	0.0%	
		Equipment Purchase/Rental	5,320	-	8,700	-	8,700	-	0.0%	
		Gas	41,596	-	41,596	-	51,190	9,594	23.1%	
		Telephone	9,000	-	9,000	-	14,000	5,000	55.6%	
		Uniforms	2,000	-	2,000	-	2,500	500	25.0%	
	Expenses Total		202,784	-	207,064	-	222,658	15,594	7.5%	
	Operation Plant Total		421,784	4.00	428,521	4.00	432,365	3,844	0.9%	
Maintenance Plant	Expenses	Building/Contracted Services	27,508	-	27,508	-	27,508	-	0.0%	
		Contracted Services	24,000	-	24,000	-	24,000	-	0.0%	
	Expenses Total		51,508	-	51,508	-	51,508	-	0.0%	
Maintenance Plant Total			51,508	-	51,508	-	51,508	-	0.0%	

R.A. Nock Middle School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
School Admin	Salary	Principals	221,409	2.00	230,013	2.00	214,755	(15,258)	-6.6%	FY 22 Hire at less than budget.
		Secretary	91,802	2.00	94,419	2.00	95,839	1,420	1.5%	
	Salary Total		313,211	4.00	324,432	4.00	310,594	(13,838)	-4.3%	
	Expenses	Equipment Maintenance	1,000	-	1,000	-	1,000	-	0.0%	
		Memberships	1,880	-	1,880	-	1,880	-	0.0%	
		Postage	3,700	-	3,700	-	3,700	-	0.0%	
		Printing	1,000	-	1,000	-	1,000	-	0.0%	
		Publications	900	-	900	-	900	-	0.0%	
		Supplies/Materials	2,500	-	2,500	-	2,500	-	0.0%	
		Expenses Total	10,980	-	10,980	-	10,980	-	0.0%	
School Admin Total		324,191	4.00	335,412	4.00	321,574	(13,838)	-4.1%		
Substitutes	Salary	Substitutes	29,500	-	111,500	-	111,500	-	0.0%	
	Salary Total		29,500	-	111,500	-	111,500	-	0.0%	
Substitutes Total			29,500	-	111,500	-	111,500	-	0.0%	
			5,374,717	74.60	5,650,074	75.87	6,029,816	379,743	6.7%	

Summary by Program

Newburyport High School School

Grade/Program	FY22	FY23	S Chg 23/22	% Chg 23/22	Comment
English	663,178	672,885	9,707	1.5%	
World Language	601,317	585,431	(15,886)	-2.6%	
Math	807,450	810,520	3,070	0.4%	
Science	776,577	815,479	38,902	5.0%	
Social Studies	717,255	709,351	(7,904)	-1.1%	
Technology	54,260	107,006	52,746	97.2%	ATS Tech Integrator
Music	73,655	75,670	2,015	2.7%	
Art	275,514	293,831	18,317	6.6%	
Business Education	40,685	43,217	2,532	6.2%	
Special Education	1,513,516	1,742,764	229,248	15.1%	Meet Student needs
Alternative Education	500	500	-	0.0%	
Instr. Materials	51,000	51,000	-	0.0%	
Guidance	587,217	602,662	15,445	2.6%	
Tech Education	152,370	162,039	9,669	6.3%	
Library	146,168	159,469	13,301	9.1%	
Student Activities	26,500	31,500	5,000	18.9%	
Athletics	768,807	776,280	7,474	1.0%	
Drama	175,450	180,552	5,102	2.9%	
Wellness	440,335	454,930	14,595	3.3%	
Reading Recovery	-	152,005	152,005	0.0%	ATS
Special Ed Guidance	238,806	333,715	94,909	39.7%	
Operation Plant	724,517	750,637	26,120	3.6%	
Maintenance Plant	66,916	66,916	-	0.0%	
School Admin	449,650	502,607	52,957	11.8%	FY22 ESSER II Replacement
Substitutes	90,000	95,915	5,915	6.6%	
Virtual High School	12,500	12,500	-	0.0%	
	9,454,144	10,189,380	735,236	7.8%	

Newburyport High School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
English	Salary	Professional Salaries	632,662	8.10	638,978	8.10	668,685	29,707	4.6%	
		Stipend/TSA	-	-	20,000	-	-	(20,000)	-100.0%	ESSER II not repeated
	Salary Total		632,662	8.10	658,978	8.10	668,685	9,707	1.5%	
	Expenses	Publications	1,200	-	1,200	-	1,200	-	0.0%	
		Textbooks	9,200	-	3,000	-	3,000	-	0.0%	
	Expenses Total		10,400	-	4,200	-	4,200	-	0.0%	
	English Total		643,062	8.10	663,178	8.10	672,885	9,707	1.5%	
World Language	Salary	Professional Salaries	573,394	6.60	591,317	6.00	575,431	(15,886)	-2.7%	Reduction of .6 FTE
	Salary Total		573,394	6.60	591,317	6.00	575,431	(15,886)	-2.7%	
	Expenses	Equipment Maintenance	900	-	-	-	-	-	0.0%	
		Supplies/Materials	2,000	-	5,000	-	5,000	-	0.0%	
		Textbooks	3,000	-	5,000	-	5,000	-	0.0%	
	Expenses Total		5,900	-	10,000	-	10,000	-	0.0%	
	World Language Total		579,294	6.60	601,317	6.00	585,431	(15,886)	-2.6%	
Math	Salary	Professional Salaries	749,771	9.20	780,450	9.00	788,520	8,070	1.0%	
		Stipend/TSA	-	-	10,000	-	-	(10,000)	-100.0%	ESSER II not repeated
	Salary Total		749,771	9.20	790,450	9.00	788,520	(1,930)	-0.2%	
	Expenses	Software	3,000	-	-	-	5,000	5,000	0.0%	FY22 ESSER II
		Supplies/Materials	5,000	-	7,000	-	7,000	-	0.0%	
		Textbooks	4,000	-	10,000	-	10,000	-	0.0%	
	Expenses Total		12,000	-	17,000	-	22,000	5,000	29.4%	
	Math Total		761,771	9.20	807,450	9.00	810,520	3,070	0.4%	
Science	Salary	Professional Salaries	709,453	9.00	749,577	9.00	788,479	38,902	5.2%	
	Salary Total		709,453	9.00	749,577	9.00	788,479	38,902	5.2%	
	Expenses	Equipment Maintenance	3,000	-	3,000	-	3,000	-	0.0%	
		Supplies/Materials	12,000	-	18,000	-	18,000	-	0.0%	
		Textbooks	-	-	5,000	-	5,000	-	0.0%	
		Waste Disposal	1,000	-	1,000	-	1,000	-	0.0%	
	Expenses Total		16,000	-	27,000	-	27,000	-	0.0%	
	Science Total		725,453	9.00	776,577	9.00	815,479	38,902	5.0%	
Social Studies	Salary	Professional Salaries	678,457	8.00	705,105	8.00	697,201	(7,904)	-1.1%	
	Salary Total		678,457	8.00	705,105	8.00	697,201	(7,904)	-1.1%	
	Expenses	Contracted Services	8,150	-	8,150	-	8,150	-	0.0%	
		Supplies/Materials	2,000	-	2,000	-	2,000	-	0.0%	
		Textbooks	4,000	-	2,000	-	2,000	-	0.0%	
	Expenses Total		14,150	-	12,150	-	12,150	-	0.0%	
	Social Studies Total		692,607	8.00	717,255	8.00	709,351	(7,904)	-1.1%	

Newburyport High School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Technology	Salary	Professional Salaries	-	-	13,760	1.00	65,756	51,996	377.9%	ATS Tech Integrator
	Salary Total		-	-	13,760	1.00	65,756	51,996	377.9%	
	Expenses	Computer Purchase	2,000	-	2,000	-	2,000	-	0.0%	
		Equipment Maintenance	24,000	-	24,000	-	24,000	-	0.0%	
		Software	-	-	-	-	-	-	0.0%	
		Supplies/Materials	1,000	-	14,500	-	15,250	750	5.2%	
	Expenses Total		27,000	-	40,500	-	41,250	750	1.9%	
Technology Total			27,000	-	54,260	1.00	107,006	52,746	97.2%	
Music	Salary	Professional Salaries	64,075	0.80	67,155	0.80	69,170	2,015	3.0%	
	Salary Total		64,075	0.80	67,155	0.80	69,170	2,015	3.0%	
	Expenses	Equipment Maintenance	900	-	900	-	900	-	0.0%	
		Equipment Purchase/Rental	1,000	-	2,000	-	2,000	-	0.0%	
		Field Trips	1,500	-	1,700	-	1,700	-	0.0%	
		Memberships	450	-	250	-	250	-	0.0%	
		Software	650	-	650	-	650	-	0.0%	
		Supplies/Materials	500	-	1,000	-	1,000	-	0.0%	
	Expenses Total		5,000	-	6,500	-	6,500	-	0.0%	
	Music Total		69,075	0.80	73,655	0.80	75,670	2,015	2.7%	
Art	Salary	Professional Salaries	252,375	3.00	260,254	3.00	273,571	13,317	5.1%	
	Salary Total		252,375	3.00	260,254	3.00	273,571	13,317	5.1%	
	Expenses	Equipment Maintenance	-	-	-	-	-	-	0.0%	
		Equipment Purchase/Rental	1,000	-	1,000	-	1,000	-	0.0%	
		Software	7,660	-	2,660	-	7,660	5,000	188.0%	
		Supplies/Materials	7,200	-	11,600	-	11,600	-	0.0%	
	Expenses Total		15,860	-	15,260	-	20,260	5,000	32.8%	
Art Total			268,235	3.00	275,514	3.00	293,831	18,317	6.6%	
Business Education	Salary	Professional Salaries	33,560	0.60	39,185	0.60	41,717	2,532	6.5%	
	Salary Total		33,560	0.60	39,185	0.60	41,717	2,532	6.5%	
	Expenses	Supplies/Materials	1,750	-	500	-	500	-	0.0%	
		Textbooks	1,000	-	1,000	-	1,000	-	0.0%	
	Expenses Total		2,750	-	1,500	-	1,500	-	0.0%	
Business Education Total			36,310	0.60	40,685	0.60	43,217	2,532	6.2%	
Special Education	Salary	Aides	303,525	11.00	306,694	14.00	408,607	101,913	33.2%	Meet Student needs
		Professional Salaries	985,196	14.60	1,163,794	15.10	1,305,297	141,503	12.2%	Meet Student needs
		Secretary	-	-	-	0.60	23,860	23,860	0.0%	SE clerks moved to schools
		Speech Language	39,147	0.50	40,028	-	-	(40,028)	-100.0%	
	Salary Total		1,327,868	26.10	1,510,516	29.70	1,737,764	227,248	15.0%	
	Expenses	Supplies/Materials	3,750	-	3,000	-	5,000	2,000	66.7%	

Newburyport High School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Special Education	Expenses Total		3,750	-	3,000	-	5,000	2,000	66.7%	
	Special Education Total		1,331,618	26.10	1,513,516	29.70	1,742,764	229,248	15.1%	
Alternative Education	Salary	Professional Salaries	180,782	-	-	-	-	-	0.0%	
	Salary Total		180,782	-	-	-	-	-	0.0%	
	Expenses	Supplies/Materials	500	-	500	-	500	-	0.0%	
		Textbooks	400	-	-	-	-	-	0.0%	
	Expenses Total		900	-	500	-	500	-	0.0%	
	Alternative Education Total		181,682	-	500	-	500	-	0.0%	
Instr. Materials	Expenses	Equipment Maintenance	56,000	-	50,000	-	50,000	-	0.0%	
		Supplies/Materials	10,000	-	1,000	-	1,000	-	0.0%	
	Expenses Total		66,000	-	51,000	-	51,000	-	0.0%	
	Instr. Materials Total		66,000	-	51,000	-	51,000	-	0.0%	
Guidance	Salary	Professional Salaries	441,382	6.00	519,909	6.00	512,286	(7,623)	-1.5%	
		Secretary	54,286	1.00	55,808	1.00	57,376	1,568	2.8%	
	Salary Total		495,668	7.00	575,717	7.00	569,662	(6,055)	-1.1%	
	Expenses	Software	6,500	-	1,500	-	13,000	11,500	766.7%	FY22 ESSER II
		Supplies/Materials	1,500	-	3,500	-	3,500	-	0.0%	
		Tests	2,000	-	6,500	-	16,500	10,000	153.8%	
	Expenses Total		10,000	-	11,500	-	33,000	21,500	187.0%	
	Guidance Total		505,668	7.00	587,217	7.00	602,662	15,445	2.6%	
Tech Education	Salary	Professional Salaries	144,183	2.00	139,370	2.00	149,039	9,669	6.9%	
	Salary Total		144,183	2.00	139,370	2.00	149,039	9,669	6.9%	
	Expenses	Computer Purchase	8,000	-	4,000	-	4,000	-	0.0%	
		Supplies/Materials	11,000	-	9,000	-	9,000	-	0.0%	
		Textbooks	1,000	-	-	-	-	-	0.0%	
	Expenses Total		20,000	-	13,000	-	13,000	-	0.0%	
	Tech Education Total		164,183	2.00	152,370	2.00	162,039	9,669	6.3%	
Library	Salary	Aides	26,136	1.00	31,028	1.00	31,960	932	3.0%	
		Professional Salaries	97,535	1.00	99,640	1.00	102,509	2,869	2.9%	
	Salary Total		123,671	2.00	130,668	2.00	134,469	3,801	2.9%	
	Expenses	Equipment Purchase/Rental	3,000	-	2,500	-	2,500	-	0.0%	
		General Supplies	3,644	-	2,500	-	2,500	-	0.0%	
		Publications	-	-	3,000	-	3,000	-	0.0%	
		Software	9,356	-	-	-	9,500	9,500	0.0%	FY22 ESSER II
		Textbooks	10,817	-	7,500	-	7,500	-	0.0%	
	Expenses Total		26,817	-	15,500	-	25,000	9,500	61.3%	
	Library Total		150,488	2.00	146,168	2.00	159,469	13,301	9.1%	

Newburyport High School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Student Activities	Salary	Professional Salaries	7,000	-	7,000	-	7,000	-	0.0%	
	Salary Total		7,000	-	7,000	-	7,000	-	0.0%	
	Expenses	Awards	6,000	-	6,000	-	6,000	-	0.0%	
		Graduation/Celebrations	16,500	-	13,500	-	18,500	5,000	37.0%	
	Expenses Total		22,500	-	19,500	-	24,500	5,000	25.6%	
Student Activities Total			29,500	-	26,500	-	31,500	5,000	18.9%	
Athletics	Salary	Athletic Trainer	-	-	-	-	-	-	0.0%	
		Coaches	296,500	-	-	-	-	-	0.0%	
		Custodian	-	-	-	-	-	-	0.0%	
		Other Salary	-	-	-	-	-	-	0.0%	
		Professional Salaries	102,398	1.00	111,113	1.00	117,446	6,333	5.7%	
		Stipends-Coaching	-	-	112,384	-	112,384	-	0.0%	
	Salary Total		398,898	1.00	223,497	1.00	229,830	6,333	2.8%	
	Expenses	Athletic Trainer	35,624	-	36,693	-	36,693	-	0.0%	
		Cleaning/Reconditioning	8,000	-	10,000	-	10,000	-	0.0%	
		Contracted Services	-	-	-	-	-	-	0.0%	
		Field Use	-	-	15,487	-	15,487	-	0.0%	
		Fundraiser	-	-	23,875	-	23,875	-	0.0%	
		Game Expenses	43,000	-	157,206	1.00	158,346	1,141	0.7%	
		Meet Fees	15,500	-	17,000	-	17,000	-	0.0%	
		P/C & Other Insurance	9,000	-	-	-	-	-	0.0%	
		Sports Equipment	22,500	-	25,000	-	25,000	-	0.0%	
		Sports Facilities Rentals	55,000	-	56,000	-	56,000	-	0.0%	
		Stipends-Coaching	36,500	-	38,500	-	38,500	-	0.0%	
		Supplies/Materials	3,175	-	6,000	-	6,000	-	0.0%	
		Transportation	114,000	-	117,000	-	117,000	-	0.0%	
		Turf Replacement	-	-	32,549	-	32,549	-	0.0%	
		Uniforms	17,000	-	10,000	-	10,000	-	0.0%	
	Expenses Total		359,299	-	545,310	1.00	546,451	1,141	0.2%	
Athletics Total			758,197	1.00	768,807	2.00	776,280	7,474	1.0%	
Drama	Salary	Professional Salaries	166,308	2.00	170,050	2.00	175,152	5,102	3.0%	
	Salary Total		166,308	2.00	170,050	2.00	175,152	5,102	3.0%	
	Expenses	Contracted Services	-	-	1,500	-	1,500	-	0.0%	
		Memberships	400	-	400	-	400	-	0.0%	
		Supplies/Materials	1,800	-	3,500	-	3,500	-	0.0%	
Drama Total			168,508	2.00	175,450	2.00	180,552	5,102	2.9%	
Wellness	Salary	Professional Salaries	386,829	5.00	419,835	5.00	434,430	14,595	3.5%	

Newburyport High School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Wellness	Salary Total		386,829	5.00	419,835	5.00	434,430	14,595	3.5%	
	Expenses	Equipment Maintenance	5,000	-	3,000	-	3,000	-	0.0%	
		Equipment Purchase/Rental	5,000	-	-	-	-	-	0.0%	
		Supplies/Materials	8,250	-	17,500	-	17,500	-	0.0%	
	Expenses Total		18,250	-	20,500	-	20,500	-	0.0%	
Wellness Total			405,079	5.00	440,335	5.00	454,930	14,595	3.3%	
Reading Recovery	Salary	Professional Salaries	36,071	-	-	2.00	152,005	152,005	0.0%	ATS
	Salary Total		36,071	-	-	2.00	152,005	152,005	0.0%	
Reading Recovery Total			36,071	-	-	2.00	152,005	152,005	0.0%	
Special Ed Guidance	Salary	Professional Salaries	154,574	3.00	238,806	4.00	333,715	94,909	39.7%	Internal Staff Movement
	Salary Total		154,574	3.00	238,806	4.00	333,715	94,909	39.7%	
Special Ed Guidance Total			154,574	3.00	238,806	4.00	333,715	94,909	39.7%	
Operation Plant	Salary	Custodian	363,599	7.00	372,582	7.00	372,480	(102)	0.0%	
	Salary Total		363,599	7.00	372,582	7.00	372,480	(102)	0.0%	
	Expenses	Custodial Supplies	23,000	-	23,000	-	25,000	2,000	8.7%	
		Electric	203,176	-	203,176	-	203,176	-	0.0%	
		Equipment Maintenance	3,920	-	3,920	-	3,920	-	0.0%	
		Equipment Purchase/Rental	9,580	-	12,800	-	12,800	-	0.0%	
		Gas	93,739	-	93,739	-	115,361	21,622	23.1%	
		Telephone	12,500	-	12,500	-	15,000	2,500	20.0%	
		Uniforms	2,800	-	2,800	-	2,900	100	3.6%	
	Expenses Total		348,715	-	351,935	-	378,157	26,222	7.5%	
	Operation Plant Total		712,314	7.00	724,517	7.00	750,637	26,120	3.6%	
Maintenance Plant	Expenses	Building/Contracted Services	34,416	-	34,416	-	34,416	-	0.0%	
		Contracted Services	-	-	-	-	-	-	0.0%	
		Grounds/Other	32,500	-	32,500	-	32,500	-	0.0%	
	Expenses Total		66,916	-	66,916	-	66,916	-	0.0%	
Maintenance Plant Total			66,916	-	66,916	-	66,916	-	0.0%	
School Admin	Salary	Principals	247,333	2.00	254,153	2.00	262,135	7,982	3.1%	
		Secretary	146,533	3.00	156,147	3.00	169,409	13,262	8.5%	
	Salary Total		393,866	5.00	410,300	5.00	431,544	21,244	5.2%	
	Expenses	Accreditation	4,900	-	4,900	-	14,900	10,000	204.1%	
		Equipment Maintenance	1,000	-	1,000	-	1,000	-	0.0%	
		Memberships	8,300	-	3,700	-	3,700	-	0.0%	
		Postage	5,400	-	5,400	-	5,400	-	0.0%	
		Printing	4,050	-	4,050	-	4,050	-	0.0%	
		Publications	4,100	-	4,100	-	4,100	-	0.0%	

Newburyport High School

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
School Admin	Expenses	Supplies/Materials	16,200	-	16,200	-	37,913	21,713	134.0%	FY22 ESSER II
	Expenses Total		43,950	-	39,350	-	71,063	31,713	80.6%	
School Admin Total			437,816	5.00	449,650	5.00	502,607	52,957	11.8%	
Substitutes	Salary	Substitutes	33,960	-	90,000	-	95,915	5,915	6.6%	
	Salary Total		33,960	-	90,000	-	95,915	5,915	6.6%	
Substitutes Total			33,960	-	90,000	-	95,915	5,915	6.6%	
Virtual High School	Salary	Professional Salaries	12,500	-	12,500	-	12,500	-	0.0%	
	Salary Total		12,500	-	12,500	-	12,500	-	0.0%	
Virtual High School Total			12,500	-	12,500	-	12,500	-	0.0%	
			9,017,881	105.40	9,454,144	113.20	10,189,380	735,236	7.8%	

Summary by Program

System-Wide

Grade/Program	FY22	FY23	S Chg 23/22	% Chg 23/22	Comment
Technology	812,824	610,183	(202,642)	-24.9%	
Special Education	4,954,676	4,941,636	(13,040)	-0.3%	
Curriculum	711,255	783,695	72,440	10.2%	
School Lunch/Recess	124,500	124,500	-	0.0%	
Data Processing	135,800	135,800	-	0.0%	
Safety	66,700	66,700	-	0.0%	
Health	551,956	630,959	79,003	14.3%	ATS Health Admin Assistant
Transportation	1,060,000	1,090,000	30,000	2.8%	
In-Service	32,558	36,558	4,000	12.3%	
English as Second Language	346,300	524,211	177,911	51.4%	FY22 ATS for Mid-Yr Enrollees
Math Intervention	59,000	-	(59,000)	-100.0%	
Psychologist	326,493	285,424	(41,069)	-12.6%	
Maintenance Plant	306,811	357,494	50,683	16.5%	
HVAC Program	119,817	126,905	7,088	5.9%	
Grounds Maintenance	77,932	156,750	78,818	101.1%	ATS Assistant groundskeeper
School Admin	1,260	-	(1,260)	-100.0%	
Non-Salary Employee Benefits	924,830	929,330	4,500	0.5%	
School Committee	46,200	46,200	-	0.0%	
Central Office	743,424	1,026,023	282,599	38.0%	ATS HR Dir. & move FTE from Curr.
Curr/Staff Development	140,000	140,000	-	0.0%	
Transportation	245,000	180,000	(65,000)	-26.5%	ESSER II One time purchase
504	1,500	1,500	-	0.0%	
	11,788,837	12,193,869	405,032	3.4%	

Newburyport Public Schools System-Wide

Grade/Program	Per/Non	Description	FY22		FY23		FY23	S Chg 23/22	% Chg 23/22	Comment
			FY21	FTE	FY22	FTE				
Technology	Salary	Professional Salaries	93,494	1.00	96,500	1.00	101,395	4,895	5.1%	
		Secretary	44,020	1.00	45,914	1.00	47,232	1,317	2.9%	
		Technician	179,845	3.00	188,000	3.00	193,640	5,640	3.0%	
	Salary Total		317,359	5.00	330,414	5.00	342,267	11,852	3.6%	
	Expenses	Contracted Services	32,300	-	43,540	-	43,540	-	0.0%	
		Equipment Purchase/Rental	27,500	-	191,932	-	123,126	(68,806)	-35.8%	ESSER II
		Instructional Technology	-	-	-	-	25,000	25,000	0.0%	
		NBPT tech repairs	10,000	-	-	-	-	-	0.0%	
		Software	45,494	-	135,229	-	59,750	(75,479)	-55.8%	ESSER II
		Supplies/Materials	8,856	-	16,500	-	16,500	-	0.0%	
		Technology	-	-	95,209	-	-	(95,209)	-100.0%	ESSER II One-time
	Expenses Total		124,150	-	482,410	-	267,916	(214,494)	-44.5%	
	Technology Total		441,509	5.00	812,824	5.00	610,183	(202,642)	-24.9%	
Special Education	Salary	After School & Summer Program	63,622	-	64,000	-	64,000	-	0.0%	
		Professional Salaries	122,306	2.00	312,630	2.00	242,050	(70,580)	-22.6%	
		Secretary	138,170	3.00	144,998	1.00	66,366	(78,632)	-54.2%	SE clerks moved to schools
	Salary Total		324,098	5.00	521,628	3.00	372,416	(149,212)	-28.6%	
	Expenses	Contracted Services	266,378	-	357,480	-	425,000	67,520	18.9%	ESSER III - Reading Program Training
		Equipment Maintenance	1,000	-	-	-	-	-	0.0%	
		Legal	60,000	-	80,000	-	80,000	-	0.0%	
		Memberships	800	-	800	-	800	-	0.0%	
		Postage	400	-	400	-	400	-	0.0%	
		Supplies/Materials	27,000	-	55,000	-	25,000	(30,000)	-54.5%	ESSER II
		Tests	10,000	-	10,000	-	10,000	-	0.0%	
		Transportation	662,000	-	663,986	-	663,986	-	0.0%	
		Travel	2,000	-	1,000	-	1,000	-	0.0%	
		Tuition	3,101,477	-	3,264,382	-	3,363,034	98,652	3.0%	Annual increase
	Expenses Total		4,131,055	-	4,433,048	-	4,569,220	136,172	3.1%	
	Special Education Total		4,455,153	5.00	4,954,676	3.00	4,941,636	(13,040)	-0.3%	
Curriculum	Salary	After School & Summer Program	-	-	-	-	83,333	83,333	0.0%	ESSER III
		Professional Salaries	346,159	4.00	366,325	3.00	342,495	(23,830)	-6.5%	
		Secretary	60,781	1.00	55,000	1.00	62,366	7,366	13.4%	
		Stipend/TSA	138,000	-	158,000	-	141,000	(17,000)	-10.8%	
	Salary Total		544,940	5.00	579,325	4.00	629,195	49,870	8.6%	
	Expenses	After School & Summer Program	1,000	-	-	-	2,500	2,500	0.0%	
		Contracted Services	38,500	-	-	-	40,000	40,000	0.0%	
		General Supplies	1,500	-	1,500	-	2,250	750	50.0%	
		Instructional Technology	-	-	-	-	26,667	26,667	0.0%	ESSER III Replace of ESSER II. FY 22 in Tech.
		Software	16,000	-	4,000	-	16,000	12,000	300.0%	ESSER II Replacement
		Stipend/TSA	-	-	57,000	-	-	(57,000)	-100.0%	
		Supplies/Materials	30,000	-	67,080	-	31,250	(35,830)	-53.4%	

Newburyport Public Schools System-Wide

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Curriculum	Expenses	Tests	349	-	350	-	500	150	42.9%	
		Textbooks	-	-	-	-	33,333	33,333	0.0%	ESSER III - Envisions/Three Cheers curricula
		Travel	2,000	-	2,000	-	2,000	-	0.0%	
		Expenses Total	89,349	-	131,930	-	154,500	22,570	17.1%	
Curriculum Total			634,289	5.00	711,255	4.00	783,695	72,440	10.2%	
School Lunch/Recess	Salary	Lunch / Recess Monitor	66,500	-	66,500	-	66,500	-	0.0%	
		Salary Total	66,500	-	66,500	-	66,500	-	0.0%	
	Expenses	Contingency	55,732	-	58,000	-	58,000	-	0.0%	
		Expenses Total	55,732	-	58,000	-	58,000	-	0.0%	
School Lunch/Recess Total			122,232	-	124,500	-	124,500	-	0.0%	
Data Processing	Expenses	Conference/Workshop	-	-	2,000	-	2,000	-	0.0%	
		Contracted Services	35,973	-	41,800	-	41,800	-	0.0%	
		Software	90,030	-	92,000	-	92,000	-	0.0%	
		Expenses Total	126,003	-	135,800	-	135,800	-	0.0%	
Data Processing Total			126,003	-	135,800	-	135,800	-	0.0%	
Safety	Salary	Crossing Guard	65,200	-	65,200	-	65,200	-	0.0%	
		Salary Total	65,200	-	65,200	-	65,200	-	0.0%	
	Expenses	Uniforms	1,500	-	1,500	-	1,500	-	0.0%	
		Expenses Total	1,500	-	1,500	-	1,500	-	0.0%	
Safety Total			66,700	-	66,700	-	66,700	-	0.0%	
Health	Salary	Professional Salaries	554,808	7.00	537,856	7.50	595,023	57,167	10.6%	
		Secretary	-	-	-	0.50	21,836	21,836	0.0%	ATS Health Admin Assistant
		Salary Total	554,808	7.00	537,856	8.00	616,859	79,003	14.7%	
	Expenses	Contracted Services	4,100	-	10,000	-	10,000	-	0.0%	
		Supplies/Materials	13,000	-	4,100	-	4,100	-	0.0%	
		Expenses Total	17,100	-	14,100	-	14,100	-	0.0%	
Health Total			571,908	7.00	551,956	8.00	630,959	79,003	14.3%	
Transportation	Expenses	Transportation	987,120	-	1,060,000	-	1,090,000	30,000	2.8%	
		Expenses Total	987,120	-	1,060,000	-	1,090,000	30,000	2.8%	
Transportation Total			987,120	-	1,060,000	-	1,090,000	30,000	2.8%	
In-Service	Expenses	Conference/Workshop	140,000	-	-	-	6,000	6,000	0.0%	
		Memberships	3,000	-	3,000	-	-	(3,000)	-100.0%	
		Supplies/Materials	5,000	-	5,000	-	6,000	1,000	20.0%	
		Tuition	24,000	-	24,558	-	24,558	-	0.0%	
		Expenses Total	172,000	-	32,558	-	36,558	4,000	12.3%	
In-Service Total			172,000	-	32,558	-	36,558	4,000	12.3%	

Newburyport Public Schools System-Wide

Grade/Program	Per/Non	Description	FY22		FY23		FY23	S Chg 23/22	% Chg 23/22	Comment
			FY21	FTE	FY22	FTE				
English as Second Lan	Salary	Aides	20,340	1.00	20,340	1.00	31,679	11,339	55.7%	
		Professional Salaries	288,669	4.00	309,960	5.50	446,193	136,233	44.0%	FY22 ATS for Mid-Yr Enrollees.
	Salary Total		309,009	5.00	330,300	6.50	477,871	147,571	44.7%	
	Expenses	Contracted Services	16,000	-	10,000	-	40,340	30,340	303.4%	Increased enrollment
		Supplies/Materials	10,000	-	6,000	-	6,000	-	0.0%	
	Expenses Total		26,000	-	16,000	-	46,340	30,340	189.6%	
	English as Second Language Total		335,009	5.00	346,300	6.50	524,211	177,911	51.4%	
Math Intervention	Salary	Professional Salaries	-	1.00	59,000	-	-	(59,000)	-100.0%	ESSER II Budgeting error
	Salary Total		-	1.00	59,000	-	-	(59,000)	-100.0%	
Math Intervention Total			-	1.00	59,000	-	-	(59,000)	-100.0%	
Psychologist	Salary	Professional Salaries	343,968	4.00	326,493	3.00	285,424	(41,069)	-12.6%	Retirement
	Salary Total		343,968	4.00	326,493	3.00	285,424	(41,069)	-12.6%	
Psychologist Total			343,968	4.00	326,493	3.00	285,424	(41,069)	-12.6%	
Maintenance Plant	Salary	Custodian	-	-	-	-	-	-	0.0%	
		Custodian SW	231,326	3.00	258,211	3.00	296,394	38,183	14.8%	
	Salary Total		231,326	3.00	258,211	3.00	296,394	38,183	14.8%	
	Expenses	Building/Contracted Services	7,383	-	4,000	-	4,000	-	0.0%	
		Contingency	20,000	-	-	-	-	-	0.0%	
		Custodial Supplies	36,500	-	37,500	-	50,000	12,500	33.3%	
		Equipment Purchase/Rental	1,000	-	1,000	-	1,000	-	0.0%	
		Grounds/Other	-	-	-	-	-	-	0.0%	
		Training/Expeditionary Learn.	-	-	4,500	-	4,500	-	0.0%	
		Uniforms	1,600	-	1,600	-	1,600	-	0.0%	
	Expenses Total		66,483	-	48,600	-	61,100	12,500	25.7%	
	Maintenance Plant Total		297,809	3.00	306,811	3.00	357,494	50,683	16.5%	
HVAC Program	Salary	Custodian	63,178	1.00	64,817	1.00	66,505	1,688	2.6%	
	Salary Total		63,178	1.00	64,817	1.00	66,505	1,688	2.6%	
	Expenses	Contracted Services	26,000	-	28,000	-	28,000	-	0.0%	
		Custodial Supplies	22,000	-	26,000	-	26,000	-	0.0%	
		Equipment Purchase/Rental	1,000	-	1,000	-	1,000	-	0.0%	
		Training/Expeditionary Learn.	5,395	-	-	-	5,400	5,400	0.0%	
	Expenses Total		54,395	-	55,000	-	60,400	5,400	9.8%	
	HVAC Program Total		117,573	1.00	119,817	1.00	126,905	7,088	5.9%	
Grounds Maintenance	Salary	Grounds/Other	29,992	1.00	28,037	2.00	101,355	73,318	261.5%	ATS Assistant groundskeeper
	Salary Total		29,992	1.00	28,037	2.00	101,355	73,318	261.5%	
	Expenses	Building/Contracted Services	11,495	-	11,495	-	11,495	-	0.0%	
		Custodial Supplies	27,700	-	27,700	-	27,700	-	0.0%	
		Equipment Maintenance	2,500	-	3,500	-	3,500	-	0.0%	

Newburyport Public Schools System-Wide

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Grounds Maintenance	Expenses	Equipment Purchase/Rental	7,200	-	7,200	-	12,700	5,500	76.4%	
		Expenses Total	48,895	-	49,895	-	55,395	5,500	11.0%	
		Grounds Maintenance Total	78,887	1.00	77,932	2.00	156,750	78,818	101.1%	
School Admin	Salary	Professional Salaries	-	-	1,260	-	-	(1,260)	-100.0%	
		Salary Total	-	-	1,260	-	-	(1,260)	-100.0%	
		School Admin Total	-	-	1,260	-	-	(1,260)	-100.0%	
Non-Salary Employee	Salary	MTRS - Grants	-	-	22,500	-	27,000	4,500	20.0%	
		Sick Leave	201,442	-	92,000	-	92,000	-	0.0%	
		Stipend/TSA	60,000	-	65,000	-	65,000	-	0.0%	
		Salary Total	261,442	-	179,500	-	184,000	4,500	2.5%	
	Expenses	Administration Disability	8,950	-	8,950	-	8,950	-	0.0%	
		Contracted Services	-	-	-	-	-	-	0.0%	
		EAP	13,000	-	8,000	-	8,000	-	0.0%	
		FICA	324,268	-	351,400	-	351,400	-	0.0%	
		Unemployment	48,748	-	30,000	-	30,000	-	0.0%	
		WC Insurance	333,786	-	346,980	-	346,980	-	0.0%	
		Expenses Total	728,752	-	745,330	-	745,330	-	0.0%	
		Non-Salary Employee Benefits Total	990,194	-	924,830	-	929,330	4,500	0.5%	
School Committee	Salary	School Committee	18,600	-	18,600	-	18,600	-	0.0%	
		Salary Total	18,600	-	18,600	-	18,600	-	0.0%	
	Expenses	Conference/Workshop	2,000	-	1,500	-	1,500	-	0.0%	
		Contracted Services	8,000	-	8,000	-	8,000	-	0.0%	
		Legal	18,000	-	12,000	-	12,000	-	0.0%	
		Memberships	6,000	-	6,100	-	6,100	-	0.0%	
		Publications	100	-	-	-	-	-	0.0%	
		Supplies/Materials	-	-	-	-	-	-	0.0%	
		Expenses Total	34,100	-	27,600	-	27,600	-	0.0%	
		School Committee Total	52,700	-	46,200	-	46,200	-	0.0%	
Central Office	Salary	Central Office Administration	290,540	2.00	325,949	3.00	483,977	158,028	48.5%	Instructional Tech & Communication Position
		Professional Salaries	-	-	-	1.00	82,400	82,400	0.0%	ATS - Human Resource Director
		Secretary	279,947	5.50	310,825	5.71	352,996	42,171	13.6%	
		Salary Total	570,487	7.50	636,774	9.71	919,373	282,599	44.4%	
	Expenses	Advertising	4,500	-	5,200	-	5,200	-	0.0%	
		Conference/Workshop	5,900	-	5,700	-	5,700	-	0.0%	
		Consultants	2,000	-	5,000	-	5,000	-	0.0%	
		Contracted Services	26,000	0.50	26,000	-	26,000	-	0.0%	
		Equipment Maintenance	27,000	-	28,000	-	28,000	-	0.0%	
		Equipment Purchase/Rental	2,000	-	2,000	-	2,000	-	0.0%	
		Meeting Expense	1,500	-	1,000	-	1,000	-	0.0%	

Newburyport Public Schools System-Wide

			FY22		FY23		% Chg			
Grade/Program	Per/Non	Description	FY21	FTE	FY22	FTE	FY23	S Chg 23/22	23/22	Comment
Central Office	Expenses	Memberships	10,000	-	10,500	-	10,500	-	0.0%	
		Postage	4,500	-	5,000	-	5,000	-	0.0%	
		Printing	-	-	350	-	350	-	0.0%	
		Publications	300	-	-	-	-	-	0.0%	
		Supplies/Materials	13,601	-	13,900	-	13,900	-	0.0%	
		Travel	4,000	-	4,000	-	4,000	-	0.0%	
	Expenses Total		101,301	0.50	106,650	-	106,650	-	0.0%	
Central Office Total		671,788	8.00	743,424	9.71	1,026,023	282,599	38.0%		
Curr/Staff Development	Expenses	Curr/Staff Development	-	-	140,000	-	140,000	-	0.0%	
		Expenses Total	-	-	140,000	-	140,000	-	0.0%	
	Curr/Staff Development Total		-	-	140,000	-	140,000	-	0.0%	
Transportation	Expenses	Equipment Purchase/Rental	-	-	65,000	-	-	(65,000)	-100.0%	
		Supplies/Materials	-	-	180,000	-	180,000	-	0.0%	
	Expenses Total		-	-	245,000	-	180,000	(65,000)	-26.5%	
	Transportation Total		-	-	245,000	-	180,000	(65,000)	-26.5%	
504	Expenses	Consultants	2,500	-	1,500	-	1,500	-	0.0%	
		Expenses Total	2,500	-	1,500	-	1,500	-	0.0%	
	504 Total		2,500	-	1,500	-	1,500	-	0.0%	
			10,467,342	45.00	11,788,837	45.21	12,193,869	405,032	3.4%	

Special Education

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Pre-School	Salary	Aides	208,294	7.70	229,355	7.28	219,840	(9,515)	-4.1%	
		Professional Salaries	320,881	4.25	350,358	4.25	362,553	12,195	3.5%	
	Salary Total		529,175	11.95	579,713	11.53	582,393	2,680	0.5%	
	Expenses	Supplies/Materials	3,250	-	6,000	-	6,000	-	0.0%	
	Expenses Total		3,250	-	6,000	-	6,000	-	0.0%	
Pre-School Total			532,425	11.95	585,713	11.53	588,393	2,680	0.5%	
Special Education	Salary	After School & Summer Program	63,622	-	64,000	-	64,000	-	0.0%	
		Aides	1,310,862	50.70	1,510,631	51.05	1,514,700	4,069	0.3%	
		Professional Salaries	4,790,228	61.20	5,120,755	67.40	5,607,337	486,583	9.5%	
		Secretary	138,170	3.00	144,998	3.04	157,118	12,120	8.4%	
		Speech Language	39,147	0.50	40,028	-	-	(40,028)	-100.0%	
	Salary Total		6,342,029	115.40	6,880,412	121.49	7,343,156	462,744	6.7%	
	Expenses	Contracted Services	266,378	-	357,480	-	425,000	67,520	18.9%	ESSER III - Reading Program Training
		Equipment Maintenance	1,000	-	-	-	-	-	0.0%	
		Legal	60,000	-	80,000	-	80,000	-	0.0%	
		Memberships	800	-	800	-	800	-	0.0%	
		Postage	400	-	400	-	400	-	0.0%	
		Supplies/Materials	40,000	-	76,900	-	48,900	(28,000)	-36.4%	ESSER II
		Tests	10,000	-	10,000	-	10,000	-	0.0%	
		Transportation	662,000	-	663,986	-	663,986	-	0.0%	
		Travel	2,000	-	1,000	-	1,000	-	0.0%	
		Tuition	3,101,477	-	3,264,382	-	3,363,034	98,652	3.0%	Annual Increase
		Expenses Total		4,144,055	-	4,454,948	-	4,593,120	138,172	3.1%
Special Education Total			10,486,084	115.40	11,335,360	121.49	11,936,276	600,916	5.3%	
Reading Recovery	Salary	Professional Salaries	142,951	2.20	154,999	3.60	275,486	120,487	77.7%	
	Salary Total		142,951	2.20	154,999	3.60	275,486	120,487	77.7%	
Reading Recovery Total			142,951	2.20	154,999	3.60	275,486	120,487	77.7%	
Psychologist	Salary	Professional Salaries	343,968	4.00	326,493	3.00	285,424	(41,069)	-12.6%	Retirement
	Salary Total		343,968	4.00	326,493	3.00	285,424	(41,069)	-12.6%	
Psychologist Total			343,968	4.00	326,493	3.00	285,424	(41,069)	-12.6%	
			11,505,428	133.55	12,402,565	139.62	13,085,579	683,015	5.5%	

Curriculum, Instruction and Assessment

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Curriculum	Salary	After School & Summer Program	-	-	-	-	83,333	83,333	0.0%	
		Professional Salaries	346,159	4.00	366,325	3.00	342,495	(23,830)	-6.5%	
		Secretary	60,781	1.00	55,000	1.00	62,366	7,366	13.4%	
		Stipend/TSA	138,000	-	158,000	-	141,000	(17,000)	-10.8%	
	Salary Total		544,940	5.00	579,325	4.00	629,195	49,870	8.6%	
	Expenses	After School & Summer Program	1,000	-	-	-	2,500	2,500	0.0%	
		Contracted Services	38,500	-	-	-	40,000	40,000	0.0%	
		General Supplies	1,500	-	1,500	-	2,250	750	50.0%	
		Instructional Technology	-	-	-	-	26,667	26,667	0.0%	
		Software	16,000	-	4,000	-	16,000	12,000	300.0%	
		Stipend/TSA	-	-	57,000	-	-	(57,000)	-100.0%	
		Supplies/Materials	30,000	-	67,080	-	31,250	(35,830)	-53.4%	
		Tests	349	-	350	-	500	150	42.9%	
		Textbooks	-	-	-	-	33,333	33,333	0.0%	
		Travel	2,000	-	2,000	-	2,000	-	0.0%	
Expenses Total		89,349	-	131,930	-	154,500	22,570	17.1%		
Curriculum Total		634,289	5.00	711,255	4.00	783,695	72,440	10.2%		
In-Service	Expenses	Conference/Workshop	140,000	-	-	-	6,000	6,000	0.0%	
		Memberships	3,000	-	3,000	-	-	(3,000)	-100.0%	
		Supplies/Materials	5,000	-	5,000	-	6,000	1,000	20.0%	
		Tuition	24,000	-	24,558	-	24,558	-	0.0%	
	Expenses Total		172,000	-	32,558	-	36,558	4,000	12.3%	
In-Service Total		172,000	-	32,558	-	36,558	4,000	12.3%		
English as Second Lan	Salary	Aides	20,340	1.00	20,340	1.00	31,679	11,339	55.7%	
		Professional Salaries	288,669	4.00	309,960	5.50	446,193	136,233	44.0%	
	Salary Total		309,009	5.00	330,300	6.50	477,871	147,571	44.7%	Increased enrollment
	Expenses	Contracted Services	16,000	-	10,000	-	40,340	30,340	303.4%	
		Supplies/Materials	10,000	-	6,000	-	6,000	-	0.0%	
	Expenses Total		26,000	-	16,000	-	46,340	30,340	189.6%	
English as Second Language Total		335,009	5.00	346,300	6.50	524,211	177,911	51.4%	Increased enrollment	
Curr/Staff Development	Expenses	Curr/Staff Development	-	-	140,000	-	140,000	-	0.0%	
	Expenses Total		-	-	140,000	-	140,000	-	0.0%	
Curr/Staff Development Total		-	-	140,000	-	140,000	-	0.0%		
			1,141,298	10.00	1,230,113	10.50	1,484,464	254,351	20.7%	

Buildings and Grounds

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Operation Plant	Salary	Custodian	894,219	17.00	914,343	17.00	896,865	(17,479)	-1.9%	Retirement Replacement
	Salary Total		894,219	17.00	914,343	17.00	896,865	(17,479)	-1.9%	
	Expenses	Custodial Supplies	68,000	-	68,250	-	71,250	3,000	4.4%	
		Electric	438,185	-	438,185	-	438,185	-	0.0%	
		Equipment Maintenance	9,350	-	11,970	-	11,970	-	0.0%	
		Equipment Purchase/Rental	24,980	-	32,580	-	32,580	-	0.0%	
		Gas	164,745	-	164,745	-	202,745	38,000	23.1%	
		Telephone	30,000	-	30,000	-	45,000	15,000	50.0%	
		Uniforms	6,800	-	6,800	-	7,900	1,100	16.2%	
	Expenses Total		742,060	-	752,530	-	809,630	57,100	7.6%	
	Operation Plant Total		1,636,279	17.00	1,666,873	17.00	1,706,495	39,621	2.4%	
Maintenance Plant	Salary	Custodian	-	-	-	-	-	-	0.0%	
		Custodian SW	231,326	3.00	258,211	3.00	296,394	38,183	14.8%	
	Salary Total		231,326	3.00	258,211	3.00	296,394	38,183	14.8%	
	Expenses	Building/Contracted Services	98,352	-	65,924	-	65,924	-	0.0%	
		Contingency	20,000	-	-	-	-	-	0.0%	
		Contracted Services	47,500	-	47,500	-	47,500	-	0.0%	
		Custodial Supplies	36,500	-	37,500	-	50,000	12,500	33.3%	
		Equipment Contracted Services	-	-	22,565	-	22,565	-	0.0%	
		Equipment Purchase/Rental	1,000	-	1,000	-	1,000	-	0.0%	
		Grounds/Other	32,500	-	32,500	-	32,500	-	0.0%	
		Training/Expeditionary Learn.	-	-	4,500	-	4,500	-	0.0%	
		Uniforms	1,600	-	1,600	-	1,600	-	0.0%	
	Expenses Total		237,452	-	213,089	-	225,589	12,500	5.9%	
	Maintenance Plant Total		468,778	3.00	471,300	3.00	521,983	50,683	10.8%	
HVAC Program	Salary	Custodian	63,178	1.00	64,817	1.00	66,505	1,688	2.6%	
	Salary Total		63,178	1.00	64,817	1.00	66,505	1,688	2.6%	
	Expenses	Contracted Services	26,000	-	28,000	-	28,000	-	0.0%	
		Custodial Supplies	22,000	-	26,000	-	26,000	-	0.0%	
		Equipment Purchase/Rental	1,000	-	1,000	-	1,000	-	0.0%	
		Training/Expeditionary Learn.	5,395	-	-	-	5,400	5,400	0.0%	
	Expenses Total		54,395	-	55,000	-	60,400	5,400	9.8%	
	HVAC Program Total		117,573	1.00	119,817	1.00	126,905	7,088	5.9%	
Grounds Maintenance	Salary	Grounds/Other	29,992	1.00	28,037	2.00	101,355	73,318	261.5%	
	Salary Total		29,992	1.00	28,037	2.00	101,355	73,318	261.5%	
	Expenses	Building/Contracted Services	11,495	-	11,495	-	11,495	-	0.0%	

Buildings and Grounds

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Grounds Maintenance	Expenses	Custodial Supplies	27,700	-	27,700	-	27,700	-	0.0%	
		Equipment Maintenance	2,500	-	3,500	-	3,500	-	0.0%	
		Equipment Purchase/Rental	7,200	-	7,200	-	12,700	5,500	76.4%	
	Expenses Total		48,895	-	49,895	-	55,395	5,500	11.0%	
	Grounds Maintenance Total		78,887	1.00	77,932	2.00	156,750	78,818	101.1%	
			2,301,517	22.00	2,335,923	23.00	2,512,133	176,210	7.5%	

Technology

Grade/Program	Per/Non	Description	FY21	FY22 FTE	FY22	FY23 FTE	FY23	S Chg 23/22	% Chg 23/22	Comment
Technology	Salary	Professional Salaries	93,494	1.00	96,500	1.00	101,395	4,895	5.1%	
		Secretary	44,020	1.00	45,914	1.00	47,232	1,317	2.9%	
		Technician	179,845	3.00	188,000	3.00	193,640	5,640	3.0%	
	Salary Total		317,359	5.00	330,414	5.00	342,267	11,852	3.6%	
	Expenses	Contracted Services	32,300	-	43,540	-	43,540	-	0.0%	
		Equipment Purchase/Rental	27,500	-	191,932	-	123,126	(68,806)	-35.8%	ESSER II Not Replicated
		Instructional Technology	-	-	-	-	25,000	25,000	0.0%	ESSER III
		NBPT tech repairs	10,000	-	-	-	-	-	0.0%	
		Software	45,494	-	135,229	-	59,750	(75,479)	-55.8%	ESSER II Not Replicated
		Supplies/Materials	8,856	-	16,500	-	16,500	-	0.0%	
		Technology	-	-	95,209	-	-	(95,209)	-100.0%	
Expenses Total		124,150	-	482,410	-	267,916	(214,494)	-44.5%		
Technology Total		441,509	5.00	812,824	5.00	610,183	(202,642)	-24.9%		
		441,509	5.00	812,824	5.00	610,183	(202,642)	-24.9%		



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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

2022 – 2023

(04/13/2022)

Maureen A. Lynch
Superintendent

SCHOOL COMMITTEE

Brett Murphy, Chairman
Newburyport

Jo-Ann Testaverde, Ed.D Georgetown	Garry James Vice-Chairman Ipswich	Paul M. Tucker Merrimac
Lisa O'Connor Groveland	David E. Irving Secretary Rowley	Johanna True Newbury
Ronald Fitzgerald Salisbury	Charles LaBella Asst. Treasurer Amesbury	Chip O'Connor West Newbury
Richard P. Early, Jr. Haverhill	Scott Wood Haverhill	Joseph Haberland Newburyport
	TBD Amesbury	

“EQUAL EDUCATIONAL OPPORTUNITY”

Whittier Tech:
Working on your future



Whittier Regional Vocational Technical High School

115 Amesbury Line Road
Haverhill, MA 01830-1898
978-373-4101
Fax: 978-521-0260
www.whittiertech.org

Brett Murphy
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 District Budget presented to the Executive Sub-Committee reflects a 6.74% increase over the FY22 budget, which is lower than the 8.51% increase in mandated Net School Spending. Total assessments to member communities have increased by \$633,064, which represents a 4.16% increase over FY22.

The Student Opportunity Act has provided the district with an additional \$1,233,777 in Chapter 70 funding for FY23, which represents an 11.15 % increase over FY22. Much of this additional funding is being targeted towards providing additional resources that will support the social and emotional health of our students as well as mitigate learning losses that have occurred due to COVID-19. Whittier's allocation of ESSER III grant funds will allow us to continue with our cleaning and safety protocols and expand intervention activities for students in their academic and/or vocational areas.

The total capital budget for FY23 of \$695,000, most of which will be applied towards the District's building project with MSBA, remains unchanged from FY22.

Whittier's FY23 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 FY22 - FY23**

	<u>FUNCTION TITLE</u>	<u>FY22 BUDGET</u>	<u>FY 23 RECOMMENDED</u>	<u>Change</u>
	District Leadership			
1100	School Committee	63,000	64,025	1,025
1200	Superintendent's Office	424,151	447,852	23,701
		<u>487,151</u>	<u>511,877</u>	<u>24,726</u>
	Finance & Administration	528,526	589,752	61,226
	Instruction			
2100	Academic Leadership	776,980	805,835	28,855
2200	School Building Leadership	810,929	833,994	23,065
2300	Instruction Teaching Services	10,974,019	11,883,547	909,528
2400	Instructional Materials	860,913	1,064,322	203,409
2700	Guidance	694,377	717,166	22,789
2800	Psychological Services	147,806	150,460	2,654
		<u>14,265,024</u>	<u>15,455,324</u>	<u>1,190,300</u>
	Student Services			
3100	Attendance	44,367	45,477	1,110
3200	Health Services	205,633	282,770	77,137
3310	Operation of School Busses	1,538,029	1,566,602	28,573
3510	Athletics	453,059	477,576	24,517
3520	Student Body	231,130	233,485	2,355
3600	School Security	482,829	486,350	3,521
		<u>2,955,047</u>	<u>3,092,260</u>	<u>137,213</u>
	Operations & Maintenance			
4110	Custodial Service	360,500	394,500	0
4120	Heating of Building	110,000	110,000	0
4130	Utility Services	708,900	723,900	15,000
4210	Maintenance of Grounds	40,000	40,000	0
4220	Maintenance of Building	738,378	754,235	15,857
4230	Maintenance of Equipment	73,150	73,150	0
4400	Technology Infrastructure	321,746	321,896	150
		<u>2,352,674</u>	<u>2,417,681</u>	<u>31,007</u>
	Fixed Charges	5,724,276	6,076,839	352,563
	Community Services	12,000	12,000	0
	Replacement of Equipment	99,970	102,435	2,465
	Long Term Debt	0	0	0
	Tuitions	85,750	85,750	0
		<u>26,510,418</u>	<u>28,343,918</u>	<u>1,833,500</u>
Operational Budget				
	Capital Outlay	695,000	695,000	0
GROSS BUDGET		<u><u>27,205,418</u></u>	<u><u>29,038,918</u></u>	<u><u>1,833,500</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
1000	DISTRICT LEADERSHIP			
1100	School Committee			
1110.5	Supplies & Materials General Supply Items	57	500	500
1110.6	Other Expenses			
	Travel	0	3,500	3,500
	Memberships & Subscriptions	1,050	10,500	10,500
	Meeting Expenses	0	5,100	5,100
	Auditing Expenses	32,375	32,100	33,125
	Public Relations	9,922	11,300	11,300
	TOTALS 1106	43,347	62,500	63,525
	TOTALS 1100	43,404	63,000	64,025
1200	Superintendent's Office			
1210.1	Salaries, Professional Superintendent	204,037	201,732	211,753
1210.2	Salaries, Clerical			
	Administrative Assistant	115,617	115,323	119,003
	Special Projects Coordinator	2,790	7,500	7,500
		118,407	122,823	126,503
1210.4	Maintenance of Equipment	0	0	0
1210.5	Supplies & Materials			
	Postage & Office Supplies	18,109	25,715	25,715
	Printing & Reproduction	22,713	28,465	28,465
	TOTALS 1210.5	40,822	54,180	54,180

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2023

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
1210.6	Other Expenses			
	Travel & Conferences	1,486	15,700	15,700
	Memberships & Subscriptions	8,519	13,716	13,716
	Advisory Boards	392	9,500	9,500
	NEASC & Accreditation	0	6,500	16,500
	TOTALS 1210.6	10,397	45,416	55,416
	TOTALS - 1200	373,663	424,151	447,852
	TOTALS - 1000	417,067	487,151	511,877
1400	FINANCE & ADMINISTRATION			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	161,889	160,206	165,512
	Comptroller	81,003	83,016	85,741
	TOTALS 1410.1	242,892	243,222	251,253
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	53,098	53,576	56,058
	Payroll Clerk (80%)	46,046	47,198	48,613
	Business Office Clerk	0	460	0
	Special Projects Coordinator	2,790	7,500	7,500
	Treasurer	17,142	17,571	18,098
	TOTALS 1410.2	119,076	126,305	130,269
1410.6	Travel, Memberships, Other	1,287	1,500	2,700
	TOTAL 1410	363,255	371,027	384,222

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical			
	Personnel Clerk	0	0	0
	Payroll Clerk (20%)	11,512	11,799	12,153
	TOTALS 1420.2	11,512	11,799	12,153
1420.4	Advertising	2,282	4,000	3,000
	TOTALS 1420	13,794	15,799	15,153
1430	Legal Services			
1430.4	Contracted Services			
	Legal	12,176	20,000	20,000
	TOTALS 1430	12,176	20,000	20,000
1450	Information Technology			
1450.4	District Administrative Technology			
	Contracted Services	101,658	121,700	170,377
1450.5	Other Expenses	0	0	0
	TOTALS 1450	101,658	121,700	170,377
	TOTALS 1400	490,883	528,526	589,752

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2023

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
2000	INSTRUCTION			
2100	Academic Leadership			
2110.1	Salaries, Professional			
	Director of Pupil Personnel	149,178	153,608	148,545
	Coord of Curriculum & Staff Development	143,844	148,122	152,528
	Vocational Coordinator	126,905	144,983	149,295
	Vocational Coordinator	0	143,733	148,545
	TOTALS 2110.1	419,927	590,446	598,913
2110.2	Salaries, Clerical			
	Secretary to Student Services	60,708	62,499	64,037
	Secretary Voc. & Curr Coord.	47,575	49,203	50,433
	TOTALS 2110.2	108,283	111,702	114,470
2110.6	Travel & Conferences	39	1,000	1,000
2120.1	Salaries, Professional			
	Cluster Chairs	70,604	73,832	91,452
	TOTALS 2100	598,853	776,980	805,835
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	161,276	159,613	163,572
	Asst. Principals	282,141	293,744	303,056
	Coordinator of Data & Assessment	143,844	148,122	152,528
	In House Suspension	67,571	69,597	71,610
	TOTALS 2210.1	654,832	671,076	690,766

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
2210.2	Salaries, Clerical			
	Secretary to Principal	58,461	59,904	61,929
	Secretary to Asst. Principals	44,814	45,934	47,312
	TOTALS 2210.2	103,275	105,838	109,241
2210.4	Contracted Services			
	Answering Service & Maintenance	5,792	5,965	5,937
2210.5	Supplies & Materials	7,173	16,000	16,000
2210.6	Other Expenses			
	Travel & Memberships	1,700	3,000	3,000
	School Council	0	700	700
	TOTALS 2210.6	1,700	3,700	3,700
	TOTALS 2210	772,772	802,579	825,644
2250	Admin Tech/Support - Schools			
2250.4	Principals Office Technology Cont Svcs	25,506	8,350	8,350
	TOTALS 2250	25,506	8,350	8,350
	TOTALS 2200	798,278	810,929	833,994
2300	Instruction Teaching Services			
2305.1	Salaries, Professional			
	Instructional	8,212,507	9,500,069	10,241,957
	Instructional, Special Needs	1,241,214	1,048,719	1,180,620
	TOTALS 2305.1	9,453,721	10,548,788	11,422,577

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
2315.1	Salaries, Community Partnerships	0	12,844	21,577
2325.3	Salaries, Substitutes	100,499	110,000	110,000
2330.3	Salaries, Teacher Aides			
	Teacher Aides	32,974	19,161	42,117
	Teacher Aides, Special Needs	0	32,059	34,608
	TOTALS 2330.3	32,974	51,220	76,725
2340.1	Salaries, Professional Instructional Media Specialist	103,373	109,105	109,569
2351.1	Salaries, Professional Prof Dev Mentor Stipends	0	0	0
2352.1	Salaries, Professional Instructional Coach/Mentor	33,555	34,562	35,599
2352.4	Contracted Svcs, Prof Dev Coach/Mentor		0	0
2352.5	Supplies, Prof Dev Coach/Mentor	0	500	500
2352.6	Other Costs, Prof Dev Coach/Mentor	0	500	500
2354.1	Salaries, Stipends Staff Providing Prof Dev	11,235	7,000	7,000
2356.1	Salaries, Staff Attending Prof Dev	0	0	0
2356.6	Expenses for Staff Attending PD	83,841	89,500	89,500
2358.4	Contract Svcs, Outside PD Providers	0	7,000	7,000
2358.5	Supplies, Outside PD Providers	1,454	3,000	3,000
	TOTALS 2300	9,820,652	10,974,019	11,883,547

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY21</u>	<u>ADJUSTED BUDGET - FY22</u>	<u>RECOMMENDED BUDGET - FY23</u>
2400	Instructional Materials & Equipment			
2410.5	Supplies & Materials			
	Textbooks	53,666	22,015	19,505
2415.5	Library Books	3,854	8,450	8,450
2415.6	Library/AV Memberships	1,861	6,010	6,010
2420.5	Instructional Equipment	377,268	14,537	14,359
2430.4	Contracted Services			
	Shop Requests	41,374	97,284	104,626
2430.5	Supplies & Materials			
	General Instructional	409,838	291,394	351,302
	Computer Supplies	86,530	69,000	69,000
	General Classroom	22,261	9,750	9,750
	Program Expansion	985	5,000	5,000
	TOTALS 2430.5	519,614	375,144	435,052
2430.6	Other Expenses	45,271	24,088	22,135
2451.5	Instructional Hardware/Staff & Student Devices	731,170	250,580	378,580
2455.5	Instructional Software & Materials	85,648	62,805	75,605
	TOTALS 2400	1,859,726	860,913	1,064,322

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
2700	Guidance			
2710.1	Salaries, Professional			
	Guidance Director	90,778	88,481	91,135
	Guidance Counselors	352,106	368,125	379,167
	School Adjustment Counselor	106,819	172,283	179,965
	Summer Coverage	10,132	4,068	4,189
	TOTALS 2710.1	559,835	632,957	654,456
2710.2	Salaries, Clerical	59,217	57,420	58,710
2710.5	Supplies & Materials			
	Reference & Test Materials	823	1,000	1,000
	Postage, Brochures, Supplies	400	2,000	2,000
	TOTALS 2710.5	1,223	3,000	3,000
2710.6	Other Expenses			
	Travel & Memberships	393	1,000	1,000
	TOTALS 2700	620,668	694,377	717,166
2800	Psychological Services			
2800.1	Salaries, Professional			
	School Psychologist	85,904	88,481	91,135
	Tutoring	0	4,000	4,000
	TOTALS 2800.1	85,904	92,481	95,135
2800.4	Contracted Services	4,077	42,275	42,275
2800.5	Supplies & Materials	1,680	12,050	12,050
2800.6	Travel & Conferences	0	1,000	1,000
	TOTALS 2800	91,661	147,806	150,460
	TOTALS 2000	13,789,838	14,265,024	15,455,324

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY21</u>	<u>ADJUSTED BUDGET - FY22</u>	<u>RECOMMENDED BUDGET - FY23</u>
3000	STUDENT SERVICES			
3100	Attendance			
3100.1	Salaries, Professional Attendance Monitor	43,075	44,367	45,477
	TOTALS 3100	43,075	44,367	45,477
3200	Health Services			
3200.1	Salaries, Professional School Nurses Summer/other	165,303 7,443	170,262 7,450	175,869 9,250
		<u>172,746</u>	<u>177,712</u>	<u>185,119</u>
3200.3	Salaries, Aides	0	0	69,216
3200.4	Contracted Services School Physician Laundry/Medical Waste	18,460 125	17,141 500	17,655 500
	TOTALS 3204.4	<u>18,585</u>	<u>17,641</u>	<u>18,155</u>
3200.5	Supplies & Materials	8,455	10,000	10,000
3200.6	Other Expenses Memberships	300	280	280
	TOTALS 3200	<u>200,086</u>	<u>205,633</u>	<u>282,770</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
3310	Operation of School Buses			
3310.1	Salaries, Professional Coordinator of Transportation	73,479	75,683	77,575
3310.3	Salaries, Other			
	Bus Drivers	551,787	812,846	846,186
	Mechanics	141,696	145,872	149,456
	Security/Bus Drivers (50%)	26,534	27,311	27,978
	TOTALS 3310.3	720,017	986,029	1,023,620
3310.4	Contracted Services	6,978	0	0
3310.5	Supplies & Materials			
	General Supply Items	53,029	89,000	89,000
	Fuel, Oil, Lubricants	60,401	126,200	126,200
	Equipment	2,345	2,500	2,500
	TOTALS 3310.5	115,775	217,700	217,700
3310.6	Other Expenses			
	Licensing & Physicals	3,421	5,000	5,000
	Insurance, Health	79,741	69,087	55,659
	Insurance, Buses	26,869	28,212	29,623
	Insurance, Workers Comp	0	22,148	23,255
	Leasing Expense	0	134,170	134,170
	TOTALS 3310.6	110,031	258,617	247,707
	TOTALS 3310	1,026,280	1,538,029	1,566,602
3400	Food Service			
3400.6	Other			
	Food Service Expenses due to COVID 19	48,550	0	0
	TOTALS 3400	48,550	0	0

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
3510	Athletics			
3510.1	Salaries, Professional			
	Athletic Dir & Equipment Tech	27,625	31,870	31,948
	Coaches	161,410	209,687	220,298
	Trainer	19,941	31,502	31,580
	Transportation	8,804	20,000	20,000
	TOTALS 3510.1	217,780	293,059	303,826
3510.4	Contracted Services			
	Officials	26,020	42,000	42,000
	Police	184	3,000	3,000
	Reconditioning of Equipment	20,870	24,000	32,000
	TOTALS 3510.4	47,074	69,000	77,000
3510.5	Supplies, Sporting Goods/1st Aid	36,601	75,000	80,000
3510.6	Other			
	Memberships, Clinics & Travel	16,814	16,000	16,750
	Athletic Equipment	55,696	0	0
		72,510	16,000	16,750
	TOTALS 3510	373,965	453,059	477,576
3520	Student Body			
3520.1	Salaries, Class & Club Advisors, Other Stipends	32,592	53,630	53,630
	MCAS & Other Stipends	74,129	78,500	80,855
		106,721	132,130	134,485
3520.5	Supplies, Other Student Activites	1,999	10,000	10,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY21</u>	<u>ADJUSTED BUDGET - FY22</u>	<u>RECOMMENDED BUDGET - FY23</u>
3520.6	Other Expenses			
	Skills USA/Other	27,196	80,000	80,000
	Graduation Expenses	33,050	9,000	9,000
	TOTALS 3520.6	60,246	89,000	89,000
	TOTALS 3520	168,966	231,130	233,485
3600	School Security			
3600.1	Salaries, Professional			
	District Safety	28,965	47,000	47,000
	Security Officer/Student Mediator	46,207	47,556	48,713
		75,172	94,556	95,713
3600.3	Salaries, Other			
	Monitors	38,684	60,094	60,094
	Security/Bus Drivers (50%)	26,534	27,312	27,978
	Security Special Events	3,728	7,000	7,000
	TOTALS 3600.3	68,946	94,406	95,072
3600.4	Contracted Services			
	Security Contract	199,591	177,463	177,463
	School Resource Officer	55,149	84,904	86,602
	TOTALS 3600.4	254,740	262,367	264,065
3600.5	Supplies & Materials	4,553	5,000	5,000
3600.6	Repairs Security Equipment	52,545	26,500	26,500
	TOTALS 3600	455,956	482,829	486,350
	TOTALS 3000	2,268,328	2,955,047	3,092,260

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
4000	OPERATIONS/MAINTENANCE			
4110	Custodial Services			
4110.3	Salaries, Summer and Co-Op	4,560	20,000	39,000
4110.4	Contracted Services, Cleaning Contract	320,680	340,500	355,500
	TOTALS 4110	325,240	360,500	394,500
4120	Heating of Building			
4120.4	Contracted Services-Natural/Propane Gas	69,433	110,000	110,000
	TOTALS 4120	69,433	110,000	110,000
4130.4	Utility Services			
	Water	4,479	10,000	10,000
	Sewerage Treatment	57,439	35,000	50,000
	Septic Service	0	6,000	6,000
	Refuse Removal	26,687	35,000	35,000
	Telephone	44,440	67,900	67,900
	Hazardous Waste Removal	16,472	40,000	40,000
	Electrical Service	450,119	500,000	500,000
	TOTALS 4130.4	599,636	693,900	708,900
4130.5	Supplies & Materials	8,480	15,000	15,000
	TOTALS 4130	608,116	708,900	723,900

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY21</u>	<u>ADJUSTED BUDGET - FY22</u>	<u>RECOMMENDED BUDGET - FY23</u>
4210	Maintenance of Grounds			
4210.3	Salaries, Overtime & Snow	13,502	15,000	15,000
4210.5	Supplies & Materials Ice Melt, Sand, Fertilizer	13,215	25,000	25,000
	TOTALS 4210	26,717	40,000	40,000
4220	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	120,000	123,600	127,308
4220.3	Salaries, Other			
	Forer Stipend	6,423	6,584	6,782
	Maintenance Staff	387,116	367,544	373,495
	Shift Differential	7,650	7,650	7,650
	STP Stipend	0	4,500	4,500
	TOTALS 4220.3	401,189	386,278	392,427
4220.4	Contracted Services	65,847	54,000	60,000
4220.5	Supplies & Materials			
	Electrical, Paint, Plumbing, Etc	41,697	90,000	90,000
	Office Supplies	1,950	2,000	2,000
	Maintenance Supplies COVID	93,306	0	0
	Equipment	26,278	5,000	5,000
	TOTALS 4220.5	163,231	97,000	97,000
4220.6	Other Expenses			
	Repair & Replacement	144,053	75,000	75,000
	Travel & Seminars	542	2,500	2,500
	TOTALS 4220.6	144,595	77,500	77,500
	TOTALS 4220	894,862	738,378	754,235

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Building & Grounds	80,730	68,150	68,150
	Maint/Rpr of Vehicles	4,237	5,000	5,000
	TOTALS 4230	84,967	73,150	73,150
4400	Tech Infrastructure, Maint & Support, Salaries			
4450.1	Technology Director	119,993	118,746	123,058
4550.3	Other	66,614	104,112	66,950
	TOTALS 4440	186,607	222,858	190,008
4450	Tech Infrastructure, Maint & Support, All Other			
4450.4	Contracted Services	134,807	90,288	123,288
4450.5	Supplies	7,784	8,600	8,600
	TOTALS 4450	142,591	98,888	131,888
	TOTALS 4000	2,338,533	2,352,674	2,417,681

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2023
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY21</u>	<u>ADJUSTED</u> <u>BUDGET - FY22</u>	<u>RECOMMENDED</u> <u>BUDGET - FY23</u>
5000	FIXED CHARGES			
5100	Employee Retirement, Other Expenses			
5100.6	City of Haverhill	822,097	883,636	938,502
	Annuities	22,500	22,500	17,500
	TOTALS 5100	844,597	906,136	956,002
5150	Employee Separation Costs, Other			
5150.6	Employee Separation costs	93,814	39,500	5,000
5200	Insurance Programs, Other Expenses			
5200.6	Health Insurance-active employees	2,289,425	2,601,443	2,895,902
	Dental Insurance -active employees	85,495	101,365	101,365
	Medicare	216,618	225,000	235,000
	Life Insurance	5,988	3,500	3,500
	Disability Insurance	3,500	3,570	3,500
	TOTALS 5200	2,601,026	2,934,878	3,239,267
5250	Insurance Retired School Employees, Other Espenses			
5250.6	Health Insurance - retiree	1,057,925	1,299,136	1,300,782
	Life Insurance	2,457	1,100	1,100
	OPEB Liability Reserve	40,000	50,000	75,000
	TOTALS 5250	1,100,382	1,350,236	1,376,882

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2023

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY21</u>	<u>ADJUSTED BUDGET - FY22</u>	<u>RECOMMENDED BUDGET - FY23</u>
5260	Non Employee Insurance			
5260.6	Student Accident	0	22,320	22,320
	Package Insurance	161,523	169,599	179,529
	Worker's Compensation	2,761	99,065	99,065
	Umbrella	9,783	11,109	11,109
	Treasurer's Bond	513	700	700
	School Board Indemnity	4,182	4,410	4,500
	Automotive	6,302	8,379	2,077
	Unemployment	89,545	100,000	100,000
	Employment Practices Liability	16,554	17,382	19,195
	TOTALS 5260	291,163	432,964	438,495
5300.4	Rental of Equipment			
	Postage Meter	2,567	3,800	3,800
	Copy Machines	42,279	56,762	57,393
	TOTALS 5300	44,846	60,562	61,193
	TOTALS 5000	4,975,828	5,724,276	6,076,839
6000	COMMUNITY SERVICES AND STAFF DEVELOPMENT			
6200.5	Supplies & Materials			
	Office, Flyers, Postage	11,486	12,000	12,000
	TOTALS 6000	11,486	12,000	12,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2023

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY21</u>	<u>ADJUSTED BUDGET - FY22</u>	<u>RECOMMENDED BUDGET - FY23</u>
7000	ACQUISITION, IMPROVEMENT & REPLACEMENT OF FIXED ASSETS			
7100.4	Acquisition and Improvement of Sites Contracted Services - Athletic Fields	349,497	0	0
	TOTALS 7100	349,497	0	0
7200.4	Acquisition and Improvement of Buildings Contracted Services	0	0	0
	TOTALS 7200	0	0	0
7400.6	Replacement of Equipment	246,605	99,970	102,435
	TOTALS 7400	246,605	99,970	102,435
	TOTALS 7000	596,102	99,970	102,435
9000	TUITIONS TO OTHER SCHOOLS			
9100	Tuitions to Mass Schools	0	6,750	6,750
9110	Tuition School Choice Out	10,000	35,000	35,000
9400	Tuitions to Collaboratives	0	44,000	44,000
	TOTALS 9000	10,000	85,750	85,750
STABILIZATION	Transfer to Stabilization	900,000	0	0
TOTAL BUDGET		25,846,615	26,510,418	28,343,918

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2023**

Required Net School Spending	24,944,834
Other Assessments, Transportation and Community Education	1,566,602
Long Term Debt Assessment	-
Capital Assessment	695,000
Other Educational Assessment	<u>1,832,482</u>
Gross Budget	29,038,918

Less Revenues To Be Applied:

Chapter 70 aid	12,301,617	
E and D		
Transportation	<u>900,000</u>	<u>13,201,617</u>

Total Assessments	<u><u>15,837,301</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	1,667,905	60,078	-	68,555	165,153	1,961,690
Georgetown	663,783	22,986	-	44,316	63,189	794,275
Groveland	662,830	24,031	-	28,983	66,061	781,905
Haverhill	6,670,857	456,069	-	288,967	1,253,728	8,669,621
Ipswich	373,979	12,538	-	55,249	34,467	476,233
Merrimac	688,662	25,598	-	26,817	70,370	811,447
Newbury	236,684	8,359	-	24,891	22,978	292,912
Newburyport	478,417	15,672	-	82,719	43,083	619,892
Rowley	357,523	12,538	-	23,310	34,467	427,838
Salisbury	623,122	21,419	-	27,332	58,881	730,754
West Newbury	219,455	7,314	-	23,860	20,106	270,734
TOTALS	<u><u>12,643,217</u></u>	<u><u>666,602</u></u>	<u><u>-</u></u>	<u><u>695,000</u></u>	<u><u>1,832,482</u></u>	<u><u>15,837,301</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**REQUIRED NET SCHOOL SPENDING
FY 2023**

Required Net School Spending	24,944,834
Less: Chapter 70 Aid	<u>12,301,617</u>
Net Minimum Contribution	<u><u>12,643,217</u></u>
Member Municipalities:	
Amesbury	1,667,905
Georgetown	663,783
Groveland	662,830
Haverhill	6,670,857
Ipswich	373,979
Merrimac	688,662
Newbury	236,684
Newburyport	478,417
Rowley	357,523
Salisbury	623,122
West Newbury	<u>219,455</u>
TOTALS	<u><u>12,643,217</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER ASSESSMENTS
FY 2023**

Transportation	1,566,602
Less: Transportation Revenue to be Applied	<u>900,000</u>
Net Assessment	<u><u>666,603</u></u>

	<u>FY21 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY</u>				
	<u>PUPILS 10/1/2020</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/1/2021</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	106	8.31%	115	9.01%	60,078
Georgetown	39	3.06%	44	3.45%	22,986
Groveland	39	3.06%	46	3.61%	24,031
Haverhill	870	68.18%	873	68.42%	456,069
Ipswich	28	2.19%	24	1.88%	12,538
Merrimac	50	3.92%	49	3.84%	25,598
Newbury	17	1.33%	16	1.25%	8,359
Newburyport	33	2.59%	30	2.35%	15,672
Rowley	19	1.49%	24	1.88%	12,538
Salisbury	34	2.66%	41	3.21%	21,419
West Newbury	9	0.71%	14	1.10%	7,314
TOTALS	<u>1244</u>	<u>97.49%</u>	<u>1276</u>	<u>100.00%</u>	<u><u>666,603</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER EDUCATIONAL ASSESSMENTS
FY 2023**

Other Educational Assessments	1,832,482
Less: E and D Transfer to Reduce Assessments	<u>0</u>
Total Other Educational Assessments	<u><u>1,832,482</u></u>

	<u>FY21 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY</u>				
	<u>PUPILS 10/1/2020</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/1/2021</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	106	8.31%	115	9.01%	165,153
Georgetown	39	3.06%	44	3.45%	63,189
Groveland	39	3.06%	46	3.61%	66,061
Haverhill	870	68.18%	873	68.42%	1,253,728
Ipswich	28	2.19%	24	1.88%	34,467
Merrimac	50	3.92%	49	3.84%	70,370
Newbury	17	1.33%	16	1.25%	22,978
Newburyport	33	2.59%	30	2.35%	43,083
Rowley	19	1.49%	24	1.88%	34,467
Salisbury	34	2.66%	41	3.21%	58,881
West Newbury	9	0.71%	14	1.10%	20,106
TOTALS	1244	97.49%	1276	100.00%	1,832,482

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
CAPITAL COSTS ASSESSMENTS
FY 2023**

Assessed as a Capital Cost

7000 Asset Acquisition

Costs associated with redeployment of vocational areas	295,000
MSBA Project	400,000
Total Capital Cost Assessment	<u>695,000</u>

MEMBER MUNICIPALITIES	Resident Pupils 10/1/2021 *	%	<u>Capital Cost Assessment</u>
Amesbury	1994	9.86%	68,555
Georgetown	1289	6.38%	44,316
Groveland	843	4.17%	28,983
Haverhill	8405	41.58%	288,967
Ipswich	1607	7.95%	55,249
Merrimac	780	3.86%	26,817
Newbury	724	3.58%	24,891
Newburyport	2406	11.90%	82,719
Rowley	678	3.35%	23,310
Salisbury	795	3.93%	27,332
West Newbury	694	3.43%	23,860
TOTAL	<u>20215</u>	<u>100.00%</u>	<u>695,000</u>

*Capital costs shall be apportioned annually on the basis of pupil enrollment defined as "the number of pupils residing in a member municipality and enrolled in grades 1 through 12, inclusive, of any public, private or parochial school, wherever located". Each member municipality's share of capital costs for each year shall be determined by computing the ratio which its pupil enrollment on October 1 of the year next preceding the year for which the apportionment is determined bears to the total pupil enrollments of all the member municipalities on the same date. Capital costs represented by debt services shall be apportioned as a capital cost of the year in which the debt service falls due. Source: Whittier Tech Regional Agreement 7/26/67

FISCAL YEARS 2023-2027

CAPITAL IMPROVEMENT PROGRAM



Sean R. Reardon, Mayor
City of Newburyport

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Section IV – Project List by Financing Method

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I. Executive Summary

Dear President & Members of the City Council:

I am pleased to submit the proposed Fiscal Years 2023-2027 Capital Improvement Program (CIP). All projects listed under FY2023 will be accompanied by a funding request prior to or during the next fiscal year. All projects listed under FY2024 through FY2027 will require funding through a combination of sources as noted on the project detail sheets. The process this year was accompanied by the drafting of a Facilities Master Plan, which my staff will be presenting to you in the coming weeks. Together, these documents allow the City to create a long-range financial plan that adds necessary context to the annual budget.

The format and organization of the CIP is designed to include: 1) a description and justification of each project, 2) the year in which the project or acquisition is planned, 3) the anticipated financing mechanism and 4) any impact on the annual operating budget. The City is actively seeking grants and considering alternative funding mechanisms along with its ask to the City Council for appropriations 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

I have continued the good practice from the previous administration of incorporating the capital needs of all City Departments with a practical funding plan for each year of the program. The Mayor's Office and the Finance Director worked with Department Heads to identify, update, and refine their capital needs for FY2023 through FY2027. There has been considerable discussion about how best to accomplish the City's capital goals while remaining mindful of limited financial resources and fiscal policies.

The Mayor's office also used this opportunity to further refine my strategic plan, which highlights the key objectives and strategic priorities of my administration. We will discuss this plan further in the coming weeks, but it consists of four principal objectives, which are 1) Secure and invest in the City's infrastructure; 2) Provide high quality public services; 3) Guide the future development of the City; and 4) Lead in building a collaborative and engaged city. The Mayor's office made sure that all projects recommended for approval fit within the strategic plan and would keep the City in excellent fiscal condition.

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

Prioritization of projects presents many challenges, as most departments will view their projects as being very or somewhat urgent. This year's CIP continued the practice of using a scale based on whether we are providing urgent or legally required facilities, maintaining current services, or enhancing what we already own. This practice is recommended by the DLS capital planning manual, and a further description of each category is as follows:

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 FY2023-2027 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.

Pandemic and Inflation Effects

After over two years of the COVID-19 Pandemic, we know more about how to approach planning during a time of global disruption. We are fortunate that we have effective vaccines and new treatments being rolled out, more knowledge about the virus itself, and effective mitigation strategies locally and more broadly. Our local and state fiscal condition has remained strong, and the City has received state and federal aid that has more than replaced lost tax revenue over the last two years. The Bipartisan Infrastructure Law is expected to provide additional funding opportunities, and the recent federal spending bill brought multiple Community

Funding Projects to Newburyport. At the same time, issues with global supply chains and increased demand for infrastructure projects have raised prices considerably, reducing the number of projects that can be accomplished for the same amount of funding. We remain in strong financial position to address capital needs, and we will continue to consider how the pandemic and other events will affect our planning processes.

Overview of the CIP

The CIP includes projects with a five-year total estimated cost of \$126,463,219. 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) other.

Infrastructure improvements are the largest category of spending at 51.0% of total costs. Infrastructure is the core of any CIP and Newburyport continues to budget capital investments in the City's water and sewer systems, drainage, and information technology. The City is making a special point of increasing investment in roadways and sidewalks with an updated plan for targeting the areas in most need. A bond authorization is available for this work, and the City also plans to use federal recovery act funds for the first two years of this program. ARPA funds have already been approved to address drainage issues in the Phillips Drive neighborhood, and these funds are expected to go to other high priority projects in the next year. While the final funding sources are dependent on grant applications, the City is also committed to funding the improvements in the Central Waterfront Bulkhead this year. The City also plans on addressing several critical projects to secure our water infrastructure in light of environmental and climate change related challenges.

Investments in facility renovations and repairs represent 31.3% of the total spending included in the CIP. A significant portion of this spending is for the replacement of Fire Station #2, which we plan to break ground on this year. Additional projects include finding permanent homes for Youth Services and Parks, as well as, necessary improvements to our Police Station, wastewater treatment plant, and other City facilities.

In keeping with the City's Master Plan, another important spending category is parks, grounds and open space, which comprises 12.7% of the CIP. This category includes major park improvement projects in the City, such as the expansion of Market Landing Park, the historic renovation of the Bartlet Mall, and improvements to Lower Atkinson Common.

A consistent category of spending in any CIP is for the replacement of vehicles and equipment, representing 2.2% of total spending

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for the next five years. Major spending over the next five years includes replacement of the waterfront docks, technology for the Police and Fire Departments, and new vehicles and equipment for the Department of Public Services and the Parks Department.

Below is 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

Estimated Costs by Fiscal Year						
Department	FY2023	FY2024	FY2025	FY2026	FY2027	Five-Year Total
Information Technology	\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Planning & Development	\$6,528,300	\$5,250,000	\$50,000	\$2,050,000	\$50,000	\$13,928,300
Fire	\$975,000	\$5,515,000	\$855,000	\$9,650,000	\$0	\$16,995,000
Police	\$215,000	\$155,000	\$828,596	\$65,000	\$65,000	\$1,328,596
DPS - Highway	\$2,934,000	\$4,025,000	\$3,350,000	\$2,000,000	\$2,000,000	\$14,309,000
Parks	\$5,835,025	\$2,224,000	\$579,355	\$1,020,000	\$800,000	\$10,458,380
Council on Aging	\$0	\$200,000	\$0	\$0	\$0	\$200,000
Library	\$44,666	\$215,625	\$17,705	\$0	\$0	\$277,996
Youth Services	\$250,000	\$1,750,000	\$1,000,000	\$500,000	\$0	\$3,500,000
Schools	\$7,712,182	\$7,848,500	\$820,265	\$25,000	\$0	\$16,405,947
Total General Fund	\$24,644,173	\$27,258,125	\$7,575,921	\$15,385,000	\$2,990,000	\$77,853,219
DPS - Water	\$5,020,000	\$3,050,000	\$17,200,000	\$500,000	\$8,550,000	\$34,320,000
DPS - Sewer	\$870,000	\$7,500,000	\$2,580,000	\$780,000	\$0	\$11,730,000
Harbormaster	\$210,000	\$0	\$600,000	\$550,000	\$1,200,000	\$2,560,000
Total Enterprise Funds	\$6,100,000	\$10,550,000	\$20,380,000	\$1,830,000	\$9,750,000	\$48,610,000
Total Capital Improvements	\$30,744,173	\$37,808,125	\$27,955,921	\$17,215,000	\$12,740,000	\$126,463,219

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Project Costs by Spending Category

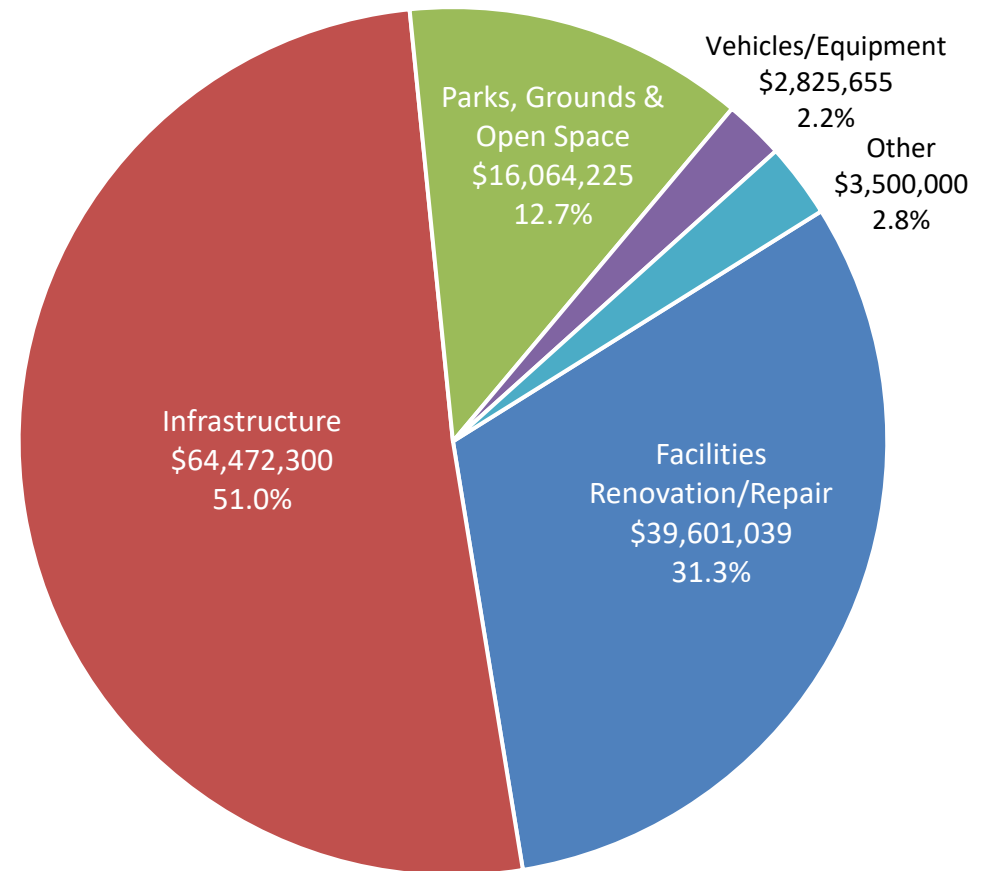
Category	Amount	% of Total
Facilities Renovation/Repair	\$39,601,039	31.3%
Infrastructure	\$64,472,300	51.0%
Parks, Grounds & Open Space	\$16,064,225	12.7%
Vehicles/Equipment	\$2,825,655	2.2%
Other	\$3,500,000	2.8%
Total	\$126,463,219	100.0%

Project Costs by Priority

Priority	Amount	% of Total
Urgent/Legally Required	\$36,711,525	29.0%
Maintain Service	\$60,946,694	48.2%
Enhancement	\$28,805,000	22.8%
Total	\$126,463,219	100.0%

Project Costs by Request Type

Request Type	Amount	% of Total
Prior Year	\$119,548,364	94.5%
New	\$6,914,855	5.5%
Total	\$126,463,219	100.0%



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 to 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 FY2027. 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 FY2027. 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.

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.

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Projected Financing Methods

Financing Method	FY2023	FY2024	FY2025	FY2026	FY2027
<u>General Fund (Pay-As-You-Go)</u>					
Free Cash	\$1,025,467	\$826,000	\$1,380,855	\$1,312,500	\$937,500
Operating Budget	\$385,000	\$408,300	\$508,300	\$608,300	\$665,000
<u>General Fund (Debt Service)</u>					
Non-Exempt	\$357,654	\$841,950	\$954,231	\$993,225	\$993,225
Exempt (Excluded)	\$0	\$487,731	\$535,981	\$1,100,328	\$1,100,328
<u>CPA (Pay-As-You-Go)</u>	\$0	\$831,000	\$20,000	\$420,000	\$0
<u>CPA (Debt)</u>	\$265,128	\$614,019	\$614,019	\$614,019	\$614,019
<u>Grant/Other</u>	\$11,588,770	\$10,426,625	\$5,876,705	\$1,500,000	\$5,400,000
<u>Water Enterprise Fund (Pay-As-You-Go)</u>					
Retained Earnings	\$631,667	\$255,000	\$255,000	\$255,000	\$255,000
Operating Budget	\$315,000	\$315,000	\$315,000	\$250,000	\$250,000
<u>Water Enterprise Fund (Debt Service)</u>	\$0	\$158,699	\$209,965	\$1,217,185	\$1,217,185
<u>Sewer Enterprise Fund (Pay-As-You-Go)</u>					
Retained Earnings	\$361,667	\$5,000	\$5,000	\$5,000	\$5,000
Operating Budget	\$0	\$0	\$0	\$0	\$0
<u>Sewer Enterprise Fund (Debt Service)</u>	\$0	\$194,284	\$495,847	\$627,328	\$674,372
<u>Harbormaster Enterprise Fund (Pay-As-You-Go)</u>					
Retained Earnings	\$217,500	\$2,500	\$2,500	\$152,500	\$2,500
Operating Budget	\$0	\$0	\$0	\$0	\$0
<u>Harbormaster Enterprise Fund (Debt Service)</u>	\$0	\$41,564	\$41,564	\$63,658	\$81,649
Total	\$15,147,851	\$15,407,673	\$11,214,967	\$9,119,044	\$12,195,778

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CIP Funding within Proposition 2 ½ Tax Levy

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

Net Funding (General Fund)	FY2023	FY2024	FY2025	FY2026	FY2027
<u>Non-Exempt Debt</u>					
Existing	\$930,603	\$931,278	\$926,353	\$817,165	\$813,240
New	\$357,654	\$841,950	\$954,231	\$993,225	\$993,225
Total Non-Exempt Debt	\$1,288,256	\$1,773,228	\$1,880,584	\$1,810,391	\$1,806,466
+ Pay-As-You-Go	\$1,410,467	\$1,234,300	\$1,889,155	\$1,920,800	\$1,602,500
Total "Non-Exempt Tax Burden"	\$2,698,723	\$3,007,528	\$3,769,739	\$3,731,191	\$3,408,966

Projected Net Revenue \$73,627,189 \$76,367,945 \$79,042,567 \$81,803,516 \$84,653,752

(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 %	1.75%	2.32%	2.38%	2.21%	2.13%
CIP Target %	2.00%	2.13%	2.25%	2.38%	2.50%
Over/(Under) Target	-0.25%	0.20%	0.13%	-0.16%	-0.37%
CIP Actual \$	\$1,288,256	\$1,773,228	\$1,880,584	\$1,810,391	\$1,806,466
CIP Target \$	\$1,472,544	\$1,622,819	\$1,778,458	\$1,942,834	\$2,116,344
Over/(Under) Target	-\$184,287	\$150,409	\$102,126	-\$132,443	-\$309,878

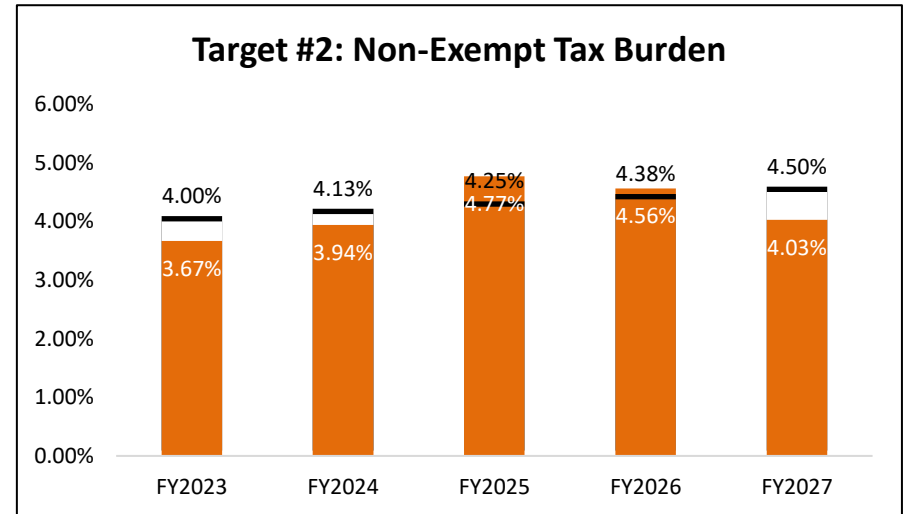
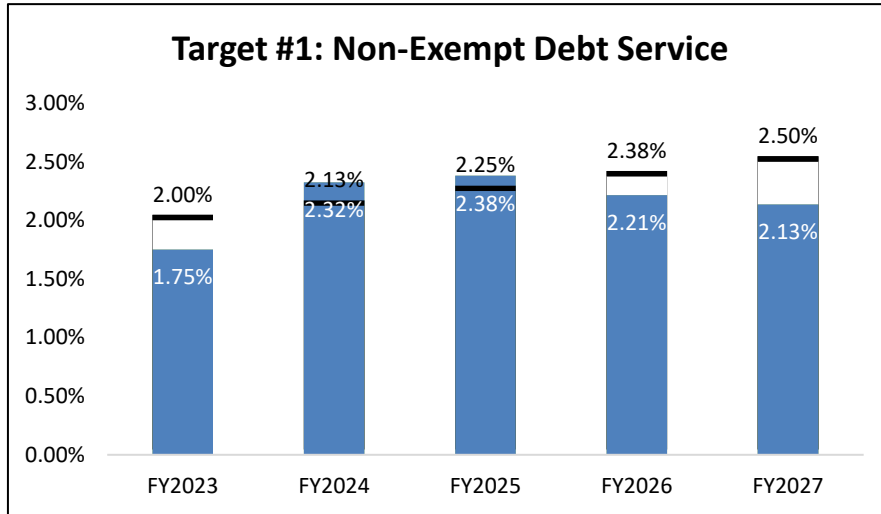
CIP Funding Policy Target #2 ["Non-Exempt Tax Burden" = 4.5% of Net Revenue]

CIP Actual %	3.67%	3.94%	4.77%	4.56%	4.03%
CIP Target %	4.00%	4.13%	4.25%	4.38%	4.50%
Over/(Under) Target	-0.33%	-0.19%	0.52%	0.19%	-0.47%
CIP Actual \$	\$2,698,723	\$3,007,528	\$3,769,739	\$3,731,191	\$3,408,966
CIP Target \$	\$2,945,088	\$3,150,178	\$3,359,309	\$3,578,904	\$3,809,419
Over/(Under) Target	-\$246,364	-\$142,650	\$410,430	\$152,287	-\$400,453

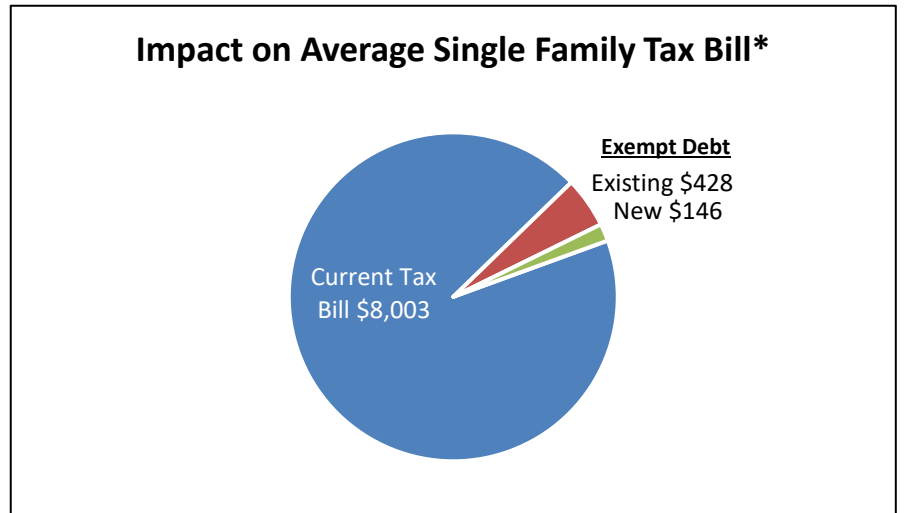
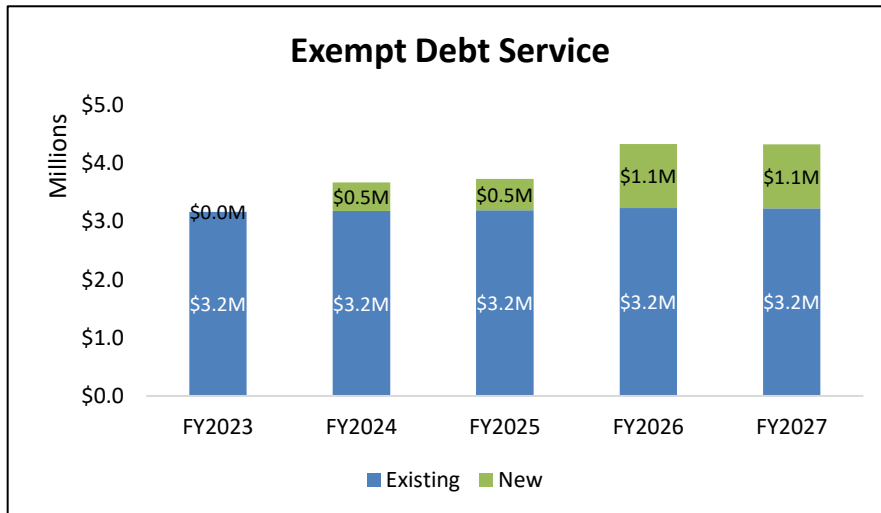
Legend: Green = Within 0.25% of target; Yellow = Within 1.0% of target; Red = +/-1.0% target

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CIP Funding from Non-Exempt Sources vs. Policy Target



CIP Funding from General Fund Exempt Debt



*Based on FY22 average single-family home assessment: \$702,000

Conclusion

I extend my sincere appreciation to the department heads, staff, and everyone else who has put time into this document so that we can better plan for the future of our capital assets. We will continue finding ways to be more strategic in this process, and with the addition of our Capital Facilities Plan and Strategic Plan, we will have a wider lens on what needs to be accomplished to set the City on the right course. We have a great responsibility to ensure that the City is able to provide the services that residents rely on and that tax dollars are well spent. This Capital Improvement Plan shows how the City plans to fulfill its charge to maintain its facilities, vehicles, equipment, and infrastructure, and to invest in its capital so as to meet the community's needs. While the funding mechanisms for projects in future years may change, identifying the need at an earlier junction is critical.

We are looking forward in advancing major projects this year and finding ways to fund other critical improvements in the years to come. This is a living document and we will continue to reevaluate our needs, especially for future needs, as changing circumstances make necessary. The Capital Improvement Plan will be included as a section in the annual operating budget and I will plan to make the case for funding each year of the program when it is up for discussion.

I look forward to discussing this plan with the City Council and working collaboratively to ensure the City has the funds needed to maintain, build, and acquire high quality facilities and equipment. Budgets are statements of values. This Capital Improvement Plan is a statement that Newburyport is serious about securing the future of its physical assets and ensuring continued high quality public services.

Respectfully,

A handwritten signature in black ink, reading "Sean R. Reardon". The signature is written in a cursive, flowing style.

Sean R. Reardon, Mayor

FY2023-FY2027 CAPITAL IMPROVEMENT PROGRAM

II. FY 2023-2027 CIP Summary

CIP #	Page	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027	Five-Year Total
IT001	18	Information Technology	Technology Upgrades	\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
		Information Technology Total		\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
PL001	19	Planning & Development	Central Waterfront East Bulkhead	\$5,378,300	\$0	\$0	\$0	\$0	\$5,378,300
PL002	20	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$1,000,000	\$3,850,000	\$0	\$1,650,000	\$0	\$6,500,000
PL003	21	Planning & Development	Complete Streets Transportation Projects	\$50,000	\$400,000	\$50,000	\$400,000	\$50,000	\$950,000
PL004	22	Planning & Development	Brown School/Gym Renovations	\$100,000	\$1,000,000	\$0	\$0	\$0	\$1,100,000
		Planning & Development Total		\$6,528,300	\$5,250,000	\$50,000	\$2,050,000	\$50,000	\$13,928,300
FD001	23	Fire	Replacement of Fire Station # 2	\$500,000	\$5,430,000	\$0	\$0	\$0	\$5,930,000
FD002	24	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$800,000	\$9,000,000	\$0	\$9,800,000
FD003	25	Fire	Replace/Update Radio Equipment	\$55,000	\$55,000	\$55,000	\$0	\$0	\$165,000
FD004	26	Fire	SCBA Replacement	\$420,000	\$0	\$0	\$0	\$0	\$420,000
FD005	27	Fire	Hose Replacements	\$0	\$30,000	\$0	\$0	\$0	\$30,000
FD006	28	Fire	Fire Rescue Pumper	\$0	\$0	\$0	\$650,000	\$0	\$650,000
		Fire Total		\$975,000	\$5,515,000	\$855,000	\$9,650,000	\$0	\$16,995,000
PD001	29	Police	Dispatch Center Renovation	\$0	\$0	\$568,596	\$0	\$0	\$568,596
PD002	30	Police	Police Station Locker Rooms	\$150,000	\$0	\$0	\$0	\$0	\$150,000
PD003	31	Police	Carpet Replacement	\$0	\$50,000	\$0	\$0	\$0	\$50,000
PD004	32	Police	Facility Weatherproofing	\$0	\$40,000	\$0	\$0	\$0	\$40,000
PD005	33	Police	Cruiser/Vehicle Replacements	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
PD006	34	Police	Thirty Four (34) Taser Replacements	\$0	\$0	\$120,000	\$0	\$0	\$120,000
PD007	35	Police	Cruiser Computers	\$0	\$0	\$75,000	\$0	\$0	\$75,000
		Police Total		\$215,000	\$155,000	\$828,596	\$65,000	\$65,000	\$1,328,596
HM001	36	Harbormaster	Fish Pier Embayment Dredging	\$0	\$0	\$0	\$50,000	\$700,000	\$750,000
HM002	37	Harbormaster	North Jetty/Merrimack River Dredging Project	\$150,000	\$0	\$0	\$0	\$0	\$150,000
HM003	38	Harbormaster	Mooring Puller	\$60,000	\$0	\$0	\$0	\$0	\$60,000
HM004	39	Harbormaster	Harbormaster Facility Solar Panels	\$0	\$0	\$100,000	\$0	\$0	\$100,000
HM005	40	Harbormaster	Waterfront Docks	\$0	\$0	\$500,000	\$500,000	\$500,000	\$1,500,000
		Harbormaster Total		\$210,000	\$0	\$600,000	\$550,000	\$1,200,000	\$2,560,000
HW001	41	DPS - Highway	Streets and Sidewalks Improvement Plan	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
HW002	42	DPS - Highway	Traffic/Safety Improvement Projects	\$0	\$100,000	\$0	\$0	\$0	\$100,000
HW003	43	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$550,000	\$1,300,000	\$0	\$0	\$0	\$1,850,000
HW004	44	DPS - Highway	Plummer Spring Bridge Replacement	\$0	\$0	\$700,000	\$0	\$0	\$700,000
HW005	45	DPS - Highway	City Hall Improvements	\$0	\$500,000	\$650,000	\$0	\$0	\$1,150,000
HW006	46	DPS - Highway	DPS Salt Shed Replacement/Upgrades	\$360,000	\$0	\$0	\$0	\$0	\$360,000
HW007	47	DPS - Highway	F600 Dump body with sander	\$0	\$125,000	\$0	\$0	\$0	\$125,000
HW008	48	DPS - Highway	Cemetery Mowers	\$24,000	\$0	\$0	\$0	\$0	\$24,000
		DPS - Highway Total		\$2,934,000	\$4,025,000	\$3,350,000	\$2,000,000	\$2,000,000	\$14,309,000

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CIP #	Page	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027	Five-Year Total
WA001	49	DPS - Water	Amesbury Emergency Interconnection Points	\$250,000	\$0	\$0	\$0	\$0	\$250,000
WA002	50	DPS - Water	Indian Hill Raw Water Line	\$450,000	\$850,000	\$16,700,000	\$0	\$0	\$18,000,000
WA003	51	DPS - Water	Lower Artichoke Reservoir Dam Improvements	\$500,000	\$500,000	\$0	\$0	\$0	\$1,000,000
WA004	52	DPS - Water	Watershed/Public Water Supply Protection	\$100,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,100,000
WA005	53	DPS - Water	Water Treatment Plant Evaluation & Upgrades (Design)	\$170,000	\$1,200,000	\$0	\$0	\$0	\$1,370,000
WA006	54	DPS - Water	Replace Water Supply Line to Route 113	\$0	\$0	\$0	\$0	\$7,800,000	\$7,800,000
WA007	55	DPS - Water	Plum Island Chlorine Booster Station	\$100,000	\$0	\$0	\$0	\$0	\$100,000
WA008	56	DPS - Water	Water Main Replacement	\$250,000	\$250,000	\$250,000	\$250,000	\$500,000	\$1,500,000
WA009	57	DPS - Water	Water Meter Replacement (Water/Sewer)	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000
WA010	58	DPS - Water	Purchase Six Wheel Dump Truck	\$200,000	\$0	\$0	\$0	\$0	\$200,000
		DPS - Water Total		\$5,020,000	\$3,050,000	\$17,200,000	\$500,000	\$8,550,000	\$34,320,000
SW001	59	DPS - Sewer	Clarifier Upgrades	\$590,000	\$4,400,000	\$780,000	\$780,000	\$0	\$6,550,000
SW002	60	DPS - Sewer	Aeration System Upgrade	\$125,000	\$0	\$0	\$0	\$0	\$125,000
SW003	61	DPS - Sewer	Sludge Handling Process Improvement	\$0	\$100,000	\$1,000,000	\$0	\$0	\$1,100,000
SW004	62	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$100,000	\$2,000,000	\$0	\$0	\$0	\$2,100,000
SW005	63	DPS - Sewer	Water Street Lift Station (Construction)	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
SW006	64	DPS - Sewer	Wastewater Storey Ave Pump Station (Construction)	\$0	\$0	\$800,000	\$0	\$0	\$800,000
SW007	65	DPS - Sewer	Sewer F250 Pick-Up with Plow	\$55,000	\$0	\$0	\$0	\$0	\$55,000
		DPS - Sewer Total		\$870,000	\$7,500,000	\$2,580,000	\$780,000	\$0	\$11,730,000
PK001	66	Parks	Parks Field Office	\$150,000	\$1,500,000	\$0	\$0	\$0	\$1,650,000
PK002	67	Parks	Bartlet Mall Historic Restoration	\$3,791,725	\$137,000	\$0	\$0	\$0	\$3,928,725
PK003	68	Parks	Lower Atkinson Common Improvements	\$1,278,000	\$0	\$0	\$0	\$0	\$1,278,000
PK004	69	Parks	Atkinson Common Tennis Court Resurfacing	\$200,000	\$0	\$0	\$0	\$0	\$200,000
PK005	70	Parks	Joppa Park Improvement Project	\$160,000	\$0	\$0	\$0	\$0	\$160,000
PK006	71	Parks	Field Improvement - Fuller Complex	\$83,000	\$60,000	\$0	\$0	\$0	\$143,000
PK007	72	Parks	Clipper City Rail Trail Improvements	\$70,000	\$0	\$60,000	\$0	\$0	\$130,000
PK008	73	Parks	Cashman Park Site Improvements	\$0	\$210,000	\$0	\$600,000	\$0	\$810,000
PK009	74	Parks	Woodman Park Improvements	\$10,000	\$0	\$80,000	\$0	\$0	\$90,000
PK010	75	Parks	Inn Street & Downtown Parks Improvements	\$20,000	\$78,000	\$119,000	\$0	\$300,000	\$517,000
PK011	76	Parks	Perkins Park Improvements	\$0	\$21,000	\$20,000	\$120,000	\$0	\$161,000
PK012	77	Parks	Newburyport Skatepark Repairs	\$24,000	\$0	\$0	\$0	\$0	\$24,000
PK013	78	Parks	Moseley Woods Improvements	\$16,000	\$40,000	\$0	\$0	\$0	\$56,000
PK014	79	Parks	Jason Sawyer Playground Equipment	\$0	\$0	\$0	\$300,000	\$0	\$300,000
PK015	80	Parks	Ayer Playground Equipment	\$0	\$0	\$0	\$0	\$500,000	\$500,000
PK016	81	Parks	Atwood Park Irrigation	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PK017	82	Parks	Infield Groomer	\$15,000	\$0	\$0	\$0	\$0	\$15,000
PK018	83	Parks	Work Site Utility Vehicle	\$0	\$30,000	\$0	\$0	\$0	\$30,000
PK019	84	Parks	Mini Excavator with Buckets	\$0	\$0	\$65,000	\$0	\$0	\$65,000
PK020	85	Parks	Two Vehicles	\$0	\$106,000	\$0	\$0	\$0	\$106,000

FY2023-FY2027 CAPITAL IMPROVEMENT PROGRAM

CIP #	Page	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027	Five-Year Total
PK021	86	Parks	Enclosed Landscape Trailer	\$17,300	\$0	\$0	\$0	\$0	\$17,300
PK022	87	Parks	Telescopic Mini-Loader	\$0	\$0	\$77,000	\$0	\$0	\$77,000
PK023	88	Parks	Ventrac Mower	\$0	\$0	\$36,000	\$0	\$0	\$36,000
PK024	89	Parks	Wright Stander Mower	\$0	\$0	\$10,000	\$0	\$0	\$10,000
PK025	90	Parks	Sweeper Attachment	\$0	\$42,000	\$0	\$0	\$0	\$42,000
PK026	91	Parks	Large Width Mower	\$0	\$0	\$82,355	\$0	\$0	\$82,355
		Parks Total		\$5,835,025	\$2,224,000	\$579,355	\$1,020,000	\$800,000	\$10,458,380
CA001	92	Council on Aging	Multipurpose Outdoor Space	\$0	\$200,000	\$0	\$0	\$0	\$200,000
		Council on Aging Total		\$0	\$200,000	\$0	\$0	\$0	\$200,000
LB001	93	Library	Fire Alarm System Component and Detector Replacement	\$19,500	\$0	\$0	\$0	\$0	\$19,500
LB002	94	Library	Front Steps and Retaining Wall Repair	\$0	\$100,000	\$0	\$0	\$0	\$100,000
LB003	95	Library	HVAC Boiler Replacement	\$8,000	\$100,000	\$0	\$0	\$0	\$108,000
LB004	96	Library	Carpet Replacement	\$17,166	\$15,625	\$17,705	\$0	\$0	\$50,496
		Library Total		\$44,666	\$215,625	\$17,705	\$0	\$0	\$277,996
YS001	97	Youth Services	Youth Services Center	\$250,000	\$1,750,000	\$1,000,000	\$500,000	\$0	\$3,500,000
		Youth Services Total		\$250,000	\$1,750,000	\$1,000,000	\$500,000	\$0	\$3,500,000
SC001	98	Schools	Nock/Molin-Playground Repaving	\$0	\$118,500	\$0	\$0	\$0	\$118,500
SC002	99	Schools	Nock/Molin-Walkway & Sidewalk Repairs/Repaving	\$0	\$0	\$18,000	\$0	\$0	\$18,000
SC003	100	Schools	Nock/Molin-Kitchen Equipment Replacement	\$15,000	\$15,000	\$15,000	\$0	\$0	\$45,000
SC004	101	Schools	Nock/Molin-Gym & Auditorium Roof Replacement	\$0	\$0	\$662,265	\$0	\$0	\$662,265
SC005	102	Schools	Nock/Molin & NHS-Control System Upgrades	\$0	\$160,000	\$0	\$0	\$0	\$160,000
SC006	103	Schools	NHS-Addition, Renovation & Roof Replacement	\$7,500,000	\$7,500,000	\$0	\$0	\$0	\$15,000,000
SC007	104	Schools	NHS-Engineering Services	\$40,000	\$0	\$0	\$0	\$0	\$40,000
SC008	105	Schools	NHS-Carpet Replacement	\$0	\$0	\$25,000	\$25,000	\$0	\$50,000
SC009	106	Schools	NHS-Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0	\$100,000
SC010	107	Schools	NHS-Energy Reduction Projects	\$62,182	\$0	\$0	\$0	\$0	\$62,182
SC011	108	Schools	NHS-Art/Music Area Feasibility Study	\$20,000	\$0	\$0	\$0	\$0	\$20,000
SC012	109	Schools	NHS-College & Career Center Feasibility Study	\$10,000	\$0	\$0	\$0	\$0	\$10,000
SC013	110	Schools	Pick-Up Truck with Utility Body & Plow	\$65,000	\$0	\$0	\$0	\$0	\$65,000
SC014	111	Schools	Pick-Up Truck with Plow	\$0	\$55,000	\$0	\$0	\$0	\$55,000
		Schools Total		\$7,712,182	\$7,848,500	\$820,265	\$25,000	\$0	\$16,405,947
		Grand Total		\$30,744,173	\$37,808,125	\$27,955,921	\$17,215,000	\$12,740,000	\$126,463,219

III. Project Detail Sheets by Department
(following pages)

PROJECT DETAIL SHEET (IT001)

Technology Upgrades

Department:	Information Technology
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$450,000
Estimated Useful Life:	5 Years



Description and Justification:

Ongoing replacement and updates to servers, computer equipment and phone system. The last major update was in 2011 and the City is starting to get behind again on its technology. Estimated costs are placeholders until a longer-term technology plan can be put in place.

^Year 1: Fund \$75,000 from Cable License Technology Fund (Current Balance: \$116,089).

Estimated Project Costs by Fiscal Year	
FY2023	\$150,000
FY2024	\$75,000
FY2025	\$75,000
FY2026	\$75,000
FY2027	\$75,000
Total Five-Year Cost	\$450,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PL001)

Central Waterfront East Bulkhead

Department:	Planning & Development
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$5,378,300
Estimated Useful Life:	50 Years



Description and Justification:

This project will repair and rehabilitate the significantly deteriorating and corroding steel 45-year-old bulkhead at the embayment and the eastern section of the central waterfront, including replacing the steel mooring pilings. The project will also raise the bulkhead cap in anticipation of sea level rise. This project has been deferred for eight years since the completion of "Phase I" in 2014, which repaired the western section of the bulkhead and the fish pier bulkhead, and costs are significantly increasing as well as threats to the structural stability of the system. The bulkhead supports the boardwalk, the waterfront park, and the seasonal floats for visiting boaters, all of which are at the heart of Newburyport's identity and tourism-based economy, and are used extensively by thousands of people every year. The old 1977 bulkhead is at the end of its service life with large holes opening up which are allowing fill to escape from behind the seawalls, the anchor rods securing the sheet piles in the embayment are breaking, and the mooring pilings are breaking. Plans and permits are currently being updated by the City's consulting marine engineers. Construction must be done in the winter. The City has been awarded federal funding totaling \$2.25M and has applied for additional funding through U.S. Economic Development Administration's (EDA) Travel Tourism and Outdoor Recreation program. It is anticipated that the remainder of the project would be funded through a borrowing authorization split between the General Fund and Harbormaster Enterprise Fund.

Estimated Project Costs by Fiscal Year	
FY2023	\$5,378,300
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$5,378,300

Operating Budget Impact*:	\$15,000
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PL002)

Market Landing Park Expansion & Rail Trail Extension

Department:	Planning & Development
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$6,500,000
Estimated Useful Life:	100 Years



Description and Justification:

Newburyport is finally in a position to advance the long-sought central waterfront park expansion now that the construction of the parking garage allows a number of parking spaces to be responsibly removed from the central waterfront without loss of capacity for the downtown. Based on a schematic design plan approved by the City Council, this project will expand the green space of the central waterfront park, bringing in fill to extend the raised berm adjacent to the boardwalk into a broad raised park area of grass, benches, and other amenities, and extend continuous Rail Trail bicycle access across the central waterfront. The project is based on the "framework plan" identified for the central waterfront during recent years. Anticipated funding sources include: waterfront parking revenue, Community Preservation Act (CPA) grants/bonding, a state PARC grant, and the Herman Roy Trust Fund. With design funding already appropriated, and Sasaki under contract to provide "shovel-ready" plans for bid and construction later this year, all effort should be made to expedite construction beginning in spring 2023. Phase 1: Park construction, Phase 2: Parking lots, Phase 3: Visitors Center

^Other: Paid parking revenue

Estimated Project Costs by Fiscal Year	
FY2023	\$1,000,000
FY2024	\$3,850,000
FY2025	\$0
FY2026	\$1,650,000
FY2027	\$0
Total Five-Year Cost	\$6,500,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

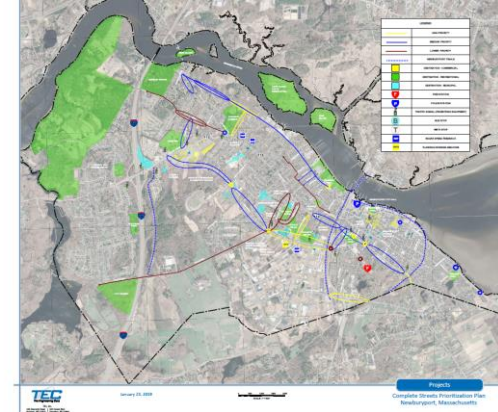
Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PL003)

Complete Streets Transportation Projects

Department:	Planning & Development
Category:	Other
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$950,000
Estimated Useful Life:	75 Years



Description and Justification:

The City developed a Complete Streets project plan in 2019. Complete Streets are designed to provide and encourage safe options for all users and travel modes so that pedestrians and bicyclists of all ages and abilities can move safely on a street along with motorists. In contrast to yearly roadway and sidewalk improvements, these projects typically include design changes to facilitate non-vehicular travel between home, school, parks, stores, work and other destinations, and contribute to the quality of life in our community as well as public safety, health, and overall economic viability. The City has developed a plan of over three dozen Complete Streets projects, and needs to develop engineered designs in order to potentially leverage annual state grant funding available to support construction as well as support with municipal funding. The yearly funding cycle below is based upon a year-one design phase followed by a year-two construction phase, for each "completes streets" project.

This is a placeholder based on the maximum award amount of \$400,000 pending further prioritization of projects.

Estimated Project Costs by Fiscal Year	
FY2023	\$50,000
FY2024	\$400,000
FY2025	\$50,000
FY2026	\$400,000
FY2027	\$50,000
Total Five-Year Cost	\$950,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PL004)

Brown School/Gym Renovations

Department:	Planning & Development
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$1,100,000
Estimated Useful Life:	30 Years



Description and Justification:

This CIP request is a "placeholder" for specific capital improvements to the former Brown School building/gymnasium, pending further discussions between the Mayor, City Council, and Ad Hoc Committee relative to the scope and nature of adaptive reuse. Without definitive decisions for future use(s) of the building and site it is difficult to provide an estimate of the associated project costs. For example, while renovation and reuse of the gymnasium would require capital improvements and City funding, adaptive reuse of the core school building for affordable and/ or market-rate housing could be accomplished by partnering with a non-profit or developer, who in turn would be responsible for the cost of building renovations, hazardous materials remediation, site improvements, etc.

Below assumes \$100,000 for design and \$1,000,000 for construction.

Estimated Project Costs by Fiscal Year	
FY2023	\$100,000
FY2024	\$1,000,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,100,000

Operating Budget Impact*:	\$10,000
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (FD001)

Replacement of Fire Station # 2

Department:	Fire
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$5,930,000
Estimated Useful Life:	50 Years



Description and Justification:

The District 2 fire station, built in the early 1970's, is undersized, overcrowded, and is in violation of current building and life safety codes. It is an unsafe, unsanitary and inappropriate place to house fire department personnel. It is imperative that the station remain in District 2 to insure appropriate response times and staffing. Renovation costs would be extensive and not address all the current needs, therefore a total replacement is recommended.

Estimated Project Costs by Fiscal Year	
FY2023	\$500,000
FY2024	\$5,430,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$5,930,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (FD002)

Renovation of NFD Headquarters Station

Department:	Fire
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$9,800,000
Estimated Useful Life:	50 Years



Description and Justification:

This project is a complete renovation and potential addition to the NFD Headquarters station on Greenleaf Avenue. It would also allow for the Emergency Operations Command Center to co-locate at the station. The building was built in 1978 and has had very few upgrades since. It does not meet current code, has no gender separation, and is not ADA compliant. The station lacks the required fire separation from the residence hall and the apparatus bay, and does not meet current life safety code. The building is extremely inefficient, lacks any office or meeting space, and has no training/conference room. Currently a feasibility study is underway for Station 2 and this study includes an analysis of Headquarters.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$800,000
FY2026	\$9,000,000
FY2027	\$0
Total Five-Year Cost	\$9,800,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (FD003)

Replace/Update Radio Equipment

Department:	Fire
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$165,000
Estimated Useful Life:	10 Years



Description and Justification:

This multi-year project would allow the department to upgrade all of our radio equipment to Motorola Digital-ready base, mobile, and portable equipment.

FY17: 60 mobile (portable) radios funded

FY22-FY24: Annual appropriations to address in-vehicle repeaters and other infrastructure-related improvements. These infrastructure improvements will be for fire, police and DPS.

Estimated Project Costs by Fiscal Year	
FY2023	\$55,000
FY2024	\$55,000
FY2025	\$55,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$165,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (FD004)

SCBA Replacement

Department:	Fire
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$420,000
Estimated Useful Life:	10 Years



Description and Justification:

All of the department's Self-Contained Breathing Apparatus (SCBA) are approaching the end of their useful life, as determined by national standards, and must be replaced. Due to the life-sustaining purpose of this equipment, all units, bottles and breathing masks must be replaced simultaneously for all fire fighting staff. There are 38 SCBA units that last 30 minutes per bottle; the replacement units would last 45 minutes.

The City has applied for an Assistance to Firefighters Grant through FEMA, which would cover approximately \$340,000 of the total project cost, if awarded, resulting in a local share of approximately \$80,000.

Estimated Project Costs by Fiscal Year	
FY2023	\$420,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$420,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (FD005)

Hose Replacements

Department:	Fire
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$30,000
Estimated Useful Life:	20 Years

**Description and Justification:**

The departments hose, nozzles and fittings are aging and need to be replaced. This project will address replacing the department's inventory starting with the oldest equipment.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$30,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$30,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (FD006)

Fire Rescue Pumper

Department:	Fire
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$650,000
Estimated Useful Life:	20 Years



Description and Justification:

This project provides for a new fire engine /rescue-pumper to replace an aging, unreliable 2009 fire pumper. This project would continue to update the fleet of fire apparatus so that all units, including reserve apparatus, are less than 10 years old.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$0
FY2026	\$650,000
FY2027	\$0
Total Five-Year Cost	\$650,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

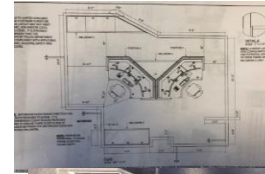
Anticipated Funding Source(s)	
X	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PD001)

Dispatch Center Renovation

Department:	Police
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$568,596
Estimated Useful Life:	25 Years



Description and Justification:

The police department dispatch center is 26 years old and some of the equipment is outdated and in need of replacing. With the advancement of technology and the addition of software and screens to monitor cameras at the schools, Library, Senior Center, parking garage as well as the police department cameras, the dispatch center has become overwhelmed. The need for an upgrade of the dispatch center is overdue. This project will advance our technology into the 21st century and the renovation of the room will be good for at least 25 years.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$568,596
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$568,596

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

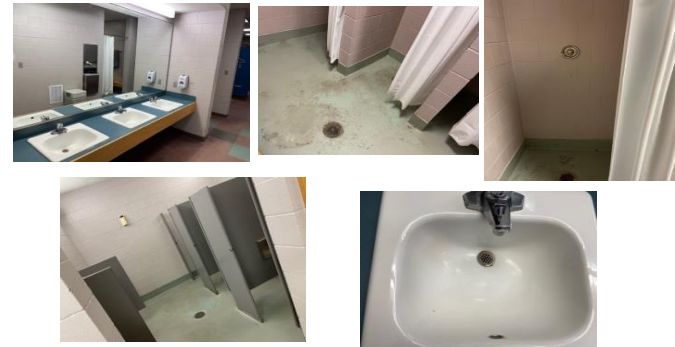
Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PD002)

Police Station Locker Rooms

Department:	Police
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$150,000
Estimated Useful Life:	25 Years



Description and Justification:

The current bathroom and shower facilities in both the men's and women's locker rooms are in desperate need of replacement. The showers and lavatories are used 24 hours a day by 40 employees. The officers use the shower facilities daily. These facilities are 26 years old and are routinely in need of repair. There are 3 shower stalls, 3 sinks, 3 urinals and 3 toilets in the men's room. The floors and walls need to be renovated as well. There are 2 toilets, 1 shower stall and 2 sinks in the ladies room. The repair will include plumbing as well, we experience frequent sewer backup which causes damage to the floors and is very unsanitary.

Estimated Project Costs by Fiscal Year	
FY2023	\$150,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$150,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PD003)

Carpet Replacement

Department:	Police
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$50,000
Estimated Useful Life:	20 Years



Description and Justification:

The carpet in the police station are currently 24 years old and showing significant wear. There is a lot of traffic in and out of the facility which operates 24 hours a day and 7 days a week.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$50,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$50,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PD004)

Facility Weatherproofing

Department:	Police
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$40,000
Estimated Useful Life:	15 Years



Description and Justification:

The police department was renovated in 1997, but the older section of the facility has bricks that need weatherproofing every 10 years. It was done 17 years ago.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$40,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$40,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PD005)

Cruiser/Vehicle Replacements

Department:	Police
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$325,000
Estimated Useful Life:	4 Years



Description and Justification:

The operating budget includes an annual appropriation for police cruisers and vehicles, which are typically financed on a three (3) year lease-to-own basis. The cost for a Ford Explorer is around \$53,000.

Estimated Project Costs by Fiscal Year	
FY2023	\$65,000
FY2024	\$65,000
FY2025	\$65,000
FY2026	\$65,000
FY2027	\$65,000
Total Five-Year Cost	\$325,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PD006)

Thirty Four (34) Taser Replacements

Department:	Police
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$120,000
Estimated Useful Life:	8 Years



Description and Justification:

Extensive research has been done on the use of these non-lethal devices, which shows compelling support for them. Tasers saves lives, prevent injuries, and reduce the City's liability, as they are a safer and more effective use of force. The days of the public tolerating officers striking suspects with batons has come to an end due to new technology and safer tools becoming available . Over the past several years since deploying the taser we have seen a reduction in use of force.

The tasers that we currently own were funded by a grant from the Executive Office of Public Safety in FY16 and have a life expectancy of 6- 8 years. The request is to purchase 34 replacement tasers and allowing each officer to individually be assigned a taser. Assigning each officer their own taser ensures that they are equipped with this less lethal technology at all times.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$120,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$120,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PD007)

Cruiser Computers

Department:	Police
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$75,000
Estimated Useful Life:	10 Years



Description and Justification:

The Newburyport Police Department purchased Dell Latitude Rugged Extreme computer tablets with key boards and mounting equipment in 2016. These tablets are manufactured with a battery that cannot be replaced once it no longer works. The entire computer needs to be replaced. These are an important tool for the officers to perform their duties safe and efficiently. The officers rely on the computers to get information from the RMV and (CJIS)Criminal Justice Information System. This information can be provided immediately to the officer while on the street without radio communication delay.

The current computers and key boards are starting to break down and are in need of repair.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$75,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$75,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HM001)

Fish Pier Embayment Dredging

Department:	Harbormaster
Category:	Other
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$750,000
Estimated Useful Life:	15 Years



Description and Justification:

The City's Municipal Fish Pier embayment provides one of the few suitable places available for the local commercial fishing fleet to unload its catch. Fishing is an important legacy for Newburyport, and a small commercial fishing fleet remains active. The Fish Pier embayment and hoist are currently used by fishing boats, but the facility has been underutilized for decades as it is too shallow for an effective tie-up facility and only allows vessel access at high tide. Survey, sampling, testing, design, cost estimating and permitting was done in 2009, recommending blasting and dredging about 11,000 SF (2,200 CY of sediment and 450 CY of rock) to a depth of -10 to -11 MLW in order to provide full-tide access to the eastern face of the Fish Pier. The design plans and permitting must be reviewed and updated.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$0
FY2026	\$50,000
FY2027	\$700,000
Total Five-Year Cost	\$750,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HM002)

North Jetty/Merrimack River Dredging Project

Department:	Harbormaster
Category:	Other
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$150,000
Estimated Useful Life:	15 Years



Description and Justification:

A shallow area of the Merrimack River has been identified in need of dredging that is located between the US Army Corps of Engineers (USACE) navigation channel and the north jetty. Dredging this area will increase safety for boaters navigating the river. USACE is unable to fund dredge work outside of the navigation channel, and therefore, the City of Newburyport and the Town of Salisbury have tentatively agreed to equally share the cost of this supplemental dredging. Newburyport's anticipated share is \$150,000; likely to be funded from Harbormaster Retained Earnings. Aligning this locally-funded component with the larger USACE project will allow the two municipalities to take advantage of substantial equipment mobilization that would be needed to complete the supplemental dredging.

Estimated Project Costs by Fiscal Year	
FY2023	\$150,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$150,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HM003)

Mooring Puller

Department:	Harbormaster
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$60,000
Estimated Useful Life:	15 Years



Description and Justification:

We need a mooring barge to be able to maintain our own transient moorings and install and remove our (PATONS) Private Aids to Navigation. This will also be used to install and remove docks so we do not have to use patrol boats and damage them. This will also be used to keep our mooring fields in compliance. This can also be used to remove trees and other hazards to navigation.

Estimated Project Costs by Fiscal Year	
FY2023	\$60,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$60,000

Operating Budget Impact*:	(\$5,000)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HM004)

Harbormaster Facility Solar Panels

Department:	Harbormaster
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$100,000
Estimated Useful Life:	20 Years



Description and Justification:

Installation of solar power on the roof of the Harbormaster Transient Boater's Facility would support the City's Green Communities initiatives and reduce electrical usage at the central waterfront. The City will seek grant opportunities to complete this project.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$100,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$100,000

Operating Budget Impact*:	(\$10,000)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HM005)

Waterfront Docks

Department:	Harbormaster
Category:	Infrastructure
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$1,500,000
Estimated Useful Life:	15 Years



Description and Justification:

The City docks located at the Central Waterfront and Cashman Park are nearing their life expectancy and will need to be replaced. The City will seek grant opportunities, especially those targeted at tourism and economic development.

Cashman Park existing: \$500,000, Central Waterfront existing: \$500,000, Central Waterfront expansion: \$500,000

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$500,000
FY2026	\$500,000
FY2027	\$500,000
Total Five-Year Cost	\$1,500,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HW001)

Streets and Sidewalks Improvement Plan

Department:	DPS - Highway
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$10,000,000
Estimated Useful Life:	30 Years



Description and Justification:

In 2020, engineering consultant BETA finished an audit of all City streets and sidewalks, including their condition and recommended improvements with associated cost estimates. This information was used to create a prioritization plan based on a budget of \$2M per/year. The Mayor's office made the decision to work on three wards at a time, beginning with wards 1, 3, and 5, and following up with 2, 4, and 6, to make sure all wards receive attention.

The full plan can be reviewed at: <https://www.cityofnewburyport.com/streets-and-sidewalks-improvement-plan>

Years 1 & 2: \$1.2M ARPA, \$300K Meals Tax, \$500K Chapter 90

Years 3-5: \$1.2M Debt/Pay As You Go, \$300K Meals Tax, \$500K Chapter 90

Estimated Project Costs by Fiscal Year	
FY2023	\$2,000,000
FY2024	\$2,000,000
FY2025	\$2,000,000
FY2026	\$2,000,000
FY2027	\$2,000,000
Total Five-Year Cost	\$10,000,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HW002)

Traffic/Safety Improvement Projects

Department:	DPS - Highway
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$100,000
Estimated Useful Life:	25 Years



Description and Justification:

This project would allow for continued implementation of traffic/safety improvement projects throughout the City. An appropriation of \$100,000 was made for FY2022 and the same amount is recommended again for FY2024.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$100,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$100,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

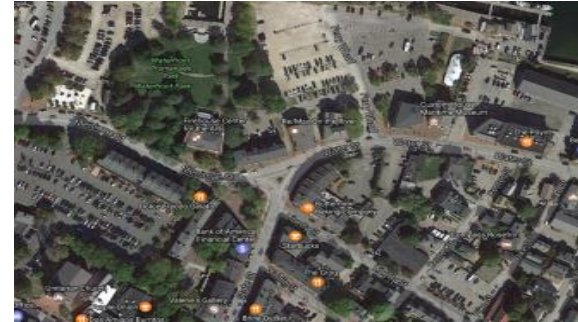
Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HW003)

Water, Sewer & Highway Downtown Utility Upgrades

Department:	DPS - Highway
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,850,000
Estimated Useful Life:	75 Years



Description and Justification:

Replacement of aging water, sewer, and drainage systems at State Street up to High Street, Market Square RT 1 to WWTF, and sections of Merrimac and Water Streets. These utilities are failing and have caused damage to abutting property owners. In most areas these utilities are over 100 years old. Failures to the water/sewer systems in this area could be devastating because they are the main trunk lines for our systems. We will continue to find short-term low cost fixes to relieve flooding while working on a plan that includes design of a replacement drainage system that will be incorporated with the sewer and water replacement master plan.

Given the expansion of Market Landing Park, it is recommended that a properly sized drain line is installed concurrently with the park project. Estimated construction cost of \$350,000 in FY23. At the same time, it is recommended that the City begin survey and design for the entire downtown system; estimated costs are \$200,000 for surveying in FY23 and \$1.3M for design in FY24. Costs to be shared by the General Fund, Water Enterprise Fund and Sewer Enterprise Fund.

Estimated Project Costs by Fiscal Year	
FY2023	\$550,000
FY2024	\$1,300,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,850,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
X	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HW004)

Plummer Spring Bridge Replacement

Department:	DPS - Highway
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$700,000
Estimated Useful Life:	75 Years



Description and Justification:

Plummer Spring Bridge supports the road that separates the Upper and Lower Artichoke Reservoirs and sits on the town line with West Newbury. The granite block retaining walls collapsed and the bridge has been closed. Funding (grants, etc.) and expenses (design/construction costs, bonds, etc.) are being shared by both communities. In 2018, MassDOT granted us \$500K for design under their Municipal Small Bridge Improvement Program and in 2019 MassWorks granted West Newbury \$1M to finalize design and begin construction. The total construction costs are estimated at \$3M. No additional monies are necessary to complete the design phase. Construction cannot begin until design and permitting are completed, assumed to be summer 2021. The balance of the bridge cost would be shared by both communities.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$700,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$700,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
x	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HW005)

City Hall Improvements

Department:	DPS - Highway
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$1,150,000
Estimated Useful Life:	50 Years



Description and Justification:

Phase 1: The shingle roof section of City Hall is past its useful life and has now moved from a annual regular maintenance expense to a emergency repair expense . The City spent \$6,000 in roof repairs in FY21 on the roof at City Hall. If not funded additional repairs will continue at unknown costs and impact/deterioration of the building envelope. A metal standing seam roof is the most viable option and will provide necessary aesthetic, water proofing and has a expected life span of fifty years. Current estimated cost is \$500,000.

Phase 2: City Hall is in need of major mechanical systems upgrades. The heating system/boiler is over 30 years old and maintenance has been costly. The system has malfunctioned several times causing damage to the server room and offices over the last few years. In addition, several areas of City Hall lack heat/ac or ventilation altogether, including 2 departments located in the basement. Areas that lack central air are cooled with window units, which require annual installation, routine replacement and high electrical usage. The auditorium lacks AC and, therefore, limits the availability to use the space in warmer months. Current estimated cost is \$650,000.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$500,000
FY2025	\$650,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,150,000

Operating Budget Impact*:	(\$20,000)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HW006)

DPS Salt Shed Replacement/Upgrades

Department:	DPS - Highway
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$360,000
Estimated Useful Life:	20 Years



Description and Justification:

Replace/upgrade salt shed & storage with dome style shed and new foundation. Current salt sheds are in disrepair and rebar is exposed. Current salt stores are exposed to elements due to insufficient capacity and results in a loss of material. A new dome style salt shed will protect the materials from environmental exposure and provide sufficient capacity needs. The current shed capacity will not provide enough materials if the city was to experience back to back storms (similar to 2015). The salt sheds are a critical component to the public roadway program and public safety.

^Fund \$40,000 from surplus DPS capital project balances.

Estimated Project Costs by Fiscal Year	
FY2023	\$360,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$360,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HW007)

F600 Dump body with sander

Department:	DPS - Highway
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$125,000
Estimated Useful Life:	10 Years



Description and Justification:

Replace 2013 dump truck with 22,000 GVWlb F600 Super Duty Truck outfitted with sander/controls. This is a front line truck used to haul materials to and from job sites and for snow plowing. New truck will include sander and plow. Proposed three year lease-to-purchase (~\$43,300 per year).

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$125,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$125,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (HW008)

Cemetery Mowers

Department:	DPS - Highway
Category:	Infrastructure
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$24,000
Estimated Useful Life:	7 Years



Description and Justification:

Purchase two narrow width, zero turn stand up mowers. Mowers are needed to maintain the City's cemeteries.

^Purchase from cemetery receipts reserved for appropriation fund.

Estimated Project Costs by Fiscal Year	
FY2023	\$24,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$24,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA001)

Amesbury Emergency Interconnection Points

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$250,000
Estimated Useful Life:	25 Years



Description and Justification:

Mass DEP and EPA, highly recommend communities have an emergency interconnection for resiliency and redundancy purposes. Historically the City has needed this type of insurance (WTP upgrade 2008 & Algal Bloom 2020). The Cities of Amesbury and Newburyport have tentatively agreed to a total volume of water equaling 1 Million Gallons a Day. This is roughly half of Newburyport's daily demand; the Cities would need to constitute this with an IMA that is equally agreeable to by both parties. The City is facing some major Water Infrastructure upgrades in the future. Having this insurance prior to these projects will add flexibility and increase feasibility to the projects.... It must be recognized that a more permanent long term solution should be considered. \$250,000 construction for connection points. This cost does not include the 2,000'+ of temporary water pipe, valving, fencing, and barriers that will be installed on the Whittier Bridge.

^ARPA

Estimated Project Costs by Fiscal Year	
FY2023	\$250,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$250,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA002)

Indian Hill Raw Water Line

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$18,000,000
Estimated Useful Life:	100 Years



Description and Justification:

A new Pump Station & Raw Water line from the Indian Hill Reservoir in some configuration to the existing Raw Water Station located on RT113. This concept has historically been discussed by staff and consultants for over twenty years. This is another project that addresses redundancy and resiliency (See 2020-21 Water Resource Protection Plan from Tighe & Bond).

The Upper & Lower Artichoke Reservoirs are stressed by high nutrient loading and potential flooding from the Merrimack River. These are current issues now that have a potentially higher negative impact to source water quality in the future. This project will give the City the ability to utilize the reservoirs system in a more efficient way, while addressing water quality issues (Algal Blooms & Flooding). This will set the Reservoir System up with more flex ability for future in Lake Treatment scenarios. Year 1: 0-30% design, Year 2: 100% design and bidding, Year 3: Construction.

Estimated Project Costs by Fiscal Year	
FY2023	\$450,000
FY2024	\$850,000
FY2025	\$16,700,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$18,000,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA003)

Lower Artichoke Reservoir Dam Improvements

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,000,000
Estimated Useful Life:	75 Years



Description and Justification:

This CIP is to fund the maintenance required to the dam as outlined in the most recent dam inspection reports as well as to fund the replacement of the dam because it is currently 3-feet below FEMA 100-yr flood elevation. This vulnerability threatens our vital public water supplies. In addition, any new dam needs to address the rising seas, more intense storm events, and potential extended drought conditions that climate change will impose on the reservoirs. Potential funding from Executive Office of Energy and Environmental Affairs' Dam and Seawall Repair or Removal Program for preliminary design and permitting planning phase for a new dam.

Estimated Project Costs by Fiscal Year	
FY2023	\$500,000
FY2024	\$500,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,000,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

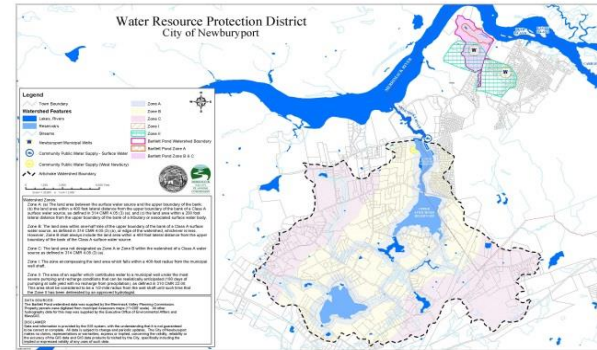
Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA004)

Watershed/Public Water Supply Protection

Department:	DPS - Water
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,100,000
Estimated Useful Life:	100 Years



Description and Justification:

Decades of deferred improvements and lack of funding to protect the city's water supplies resulted in a 2021 algae bloom in both the upper and lower Artichoke reservoirs, which elevated health risks to the public drinking water systems. Ongoing studies and water quality testing indicate that pollutants in the watershed continue to increase and corrective measures are needed, including: land purchases to prevent additional developments, implementation of best management practices (BMPs) for farms and land owners to control/treat pollutant runoff, site inspections and education, as well as, pollutant enforcement. The City is working with the Town of West Newbury to update the existing protection plan, review contributing tributaries and develop long-term plans to protect the City's surface water supply from sea level rise and as recommended by the Water Quality Study (Feb. 2016) and the 2021 Artichoke Watershed Protection Plan. In 2019, the City teamed with Essex County Greenbelt to obtain grant money for a land purchase on Rogers Road. In 2021, the City again partnered with Essex County Greenbelt to purchase 6 acres in the Indian Hill portion of the watershed.

Year 1: \$100,000 for development of watershed protection plan and/or corrective/preventative measures.

Years 2-5: Annual placeholder for land purchases and/or corrective/preventative measures.

Estimated Project Costs by Fiscal Year	
FY2023	\$100,000
FY2024	\$250,000
FY2025	\$250,000
FY2026	\$250,000
FY2027	\$250,000
Total Five-Year Cost	\$1,100,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA005)

Water Treatment Plant Evaluation & Upgrades (Design)

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,370,000
Estimated Useful Life:	50 Years



Description and Justification:

The first part of this request is a pilot study and planning effort that will provide the City the information needed to pursue a design plan to be shovel ready in fiscal 2024. The \$1,200,000 is an estimate for the design phase leading up to construction. This project's final construction costs are dynamic based on its scope; drives are treatment techniques and new building configurations. Once the pilot study is completed and a design criterion has been chosen, final construction estimates will be weighed out. The City will seek grant opportunities to fund this project.

Estimated Project Costs by Fiscal Year	
FY2023	\$170,000
FY2024	\$1,200,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,370,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

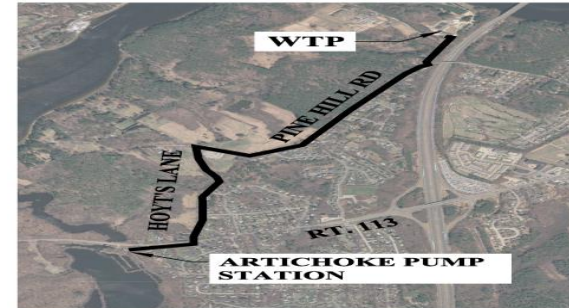
Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA006)

Replace Water Supply Line to Route 113

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$7,800,000
Estimated Useful Life:	100 Years



Description and Justification:

The water main supply line from the Water Treatment Plant to the neighborhoods of Hoyt's Lane, Pine Hill Road, and Spring Lane is over 100 years old and needs replacement. It is approximately 9,500 linear feet.

Environmental Partners consultant study results were completed in February of 2020. Further consideration is needed to develop a plan to fund.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$7,800,000
Total Five-Year Cost	\$7,800,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA007)

Plum Island Chlorine Booster Station

Department:	DPS - Water
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$100,000
Estimated Useful Life:	25 Years



Description and Justification:

Reconfigure main piping/chemical feed to accommodate fire flows (engineering proposal & submittal to DEP). Reprogram logic on PLC, set up redundant chemical feed pumps without flow pace lead lag scenario.

^Plum Island hydrant account surplus funding.

Estimated Project Costs by Fiscal Year	
FY2023	\$100,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$100,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA008)

Water Main Replacement

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,500,000
Estimated Useful Life:	50 Years



Description and Justification:

The Water Division continues its goal of making improvements to the aging water distribution infrastructure. The Division has developed a schedule of planned distribution replacements. In an effort to minimize the effect on the annual operating budget, funds are designated each year into capital Water Main Replacement fund. Actual streets selected may change due to roadway reconstruction.

Increase is due to labor shortage and procurement of outside vendors.

Estimated Project Costs by Fiscal Year	
FY2023	\$250,000
FY2024	\$250,000
FY2025	\$250,000
FY2026	\$250,000
FY2027	\$500,000
Total Five-Year Cost	\$1,500,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

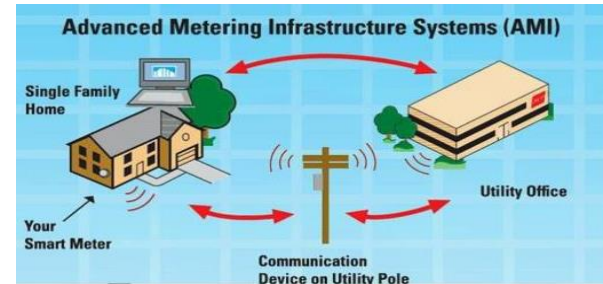
Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA009)

Water Meter Replacement (Water/Sewer)

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$3,000,000
Estimated Useful Life:	10 Years



Description and Justification:

This project will replace all water meters throughout the City of Newburyport and the portion of the Town of Newbury with Advanced Metering Infrastructure (AMI). The current average meter's useful life span is approximately twelve years. The last meter upgrade took place in 2008. The city's current meter model is no longer manufactured as of 2018 and unreadable by new technology. Upon discovery, the business office replaced the reading hardware & software and is currently running two antennas to collect consumption data. As meters age past their useful life, the equipment begins to fail to capture low flow consumption and battery life is exceeded, ultimately losing revenue.

New meter technology will offer several benefits; sustaining the water & sewer rates by increasing revenues through reading accuracy, improved leak detection, decrease undetected water loss, improved customer service, increase billing efficiency and reduce/eliminate abatements. DPS engaged in two propagation studies to arrive at an estimated project cost. Scope of work is currently being developed for FY23 bidding, contingent on funding.

*The City maintains a Meter Replacement Program account with a current balance of \$350,000 to supplement the proposed \$3M borrowing to be shared by the Water and Sewer Enterprise Funds.

Estimated Project Costs by Fiscal Year	
FY2023	\$3,000,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$3,000,000

Operating Budget Impact*:	(\$25,000)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (WA010)

Purchase Six Wheel Dump Truck

Department:	DPS - Water
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$200,000
Estimated Useful Life:	15 Years



Description and Justification:

This is a vital piece of equipment is necessary for the Water Division to continue its water main replacement program, for emergencies, and moving of equipment. Truck is a 1999

This is the only truck in DPS that has the capacity to tow the excavator, which is a critical piece of equipment needed for both emergency and replacement operations.

Three year lease to own payments (~\$65,000 per year).

Estimated Project Costs by Fiscal Year	
FY2023	\$200,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$200,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SW001)

Clarifier Upgrades

Department:	DPS - Sewer
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$6,550,000
Estimated Useful Life:	40 Years



Description and Justification:

The WWTF has two existing Secondary (final) Clarifier Tanks. Both clarifiers are required to be in service at all times for proper treatment. The result is no backup unit for downtime due to maintenance or mechanical failure.

In the instance of one of the clarifiers being down, there is an extremely high probability of NPDES permit exceedance which would result in environmental degradation, negative effect on fisheries and potential regulatory action.

Year 1: Design and permitting, Year 2: Construct third new clarifier, Year 3: Retrofit existing clarifier #1, Year 4: Retrofit existing clarifier #2

Estimated Project Costs by Fiscal Year	
FY2023	\$590,000
FY2024	\$4,400,000
FY2025	\$780,000
FY2026	\$780,000
FY2027	\$0
Total Five-Year Cost	\$6,550,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SW002)

Aeration System Upgrade

Department:	DPS - Sewer
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
	Enhancement
Project Cost:	\$125,000
Estimated Useful Life:	20 Years



Continuation of aeration upgrades started in 2010. The addition of automated air valve actuators, power and control wiring, and modification of the aeration control algorithm will provide for proper Dissolved Oxygen concentration control.

This project was removed from the scope of the last plant upgrade due to budgetary constraints.

Estimated Project Costs by Fiscal Year	
FY2023	\$125,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$125,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SW003)

Sludge Handling Process Improvement

Department:	DPS - Sewer
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$1,100,000
Estimated Useful Life:	20 Years



Description and Justification:

Project will consist of modifications and improvements to sludge thickening process at the WPCF. Sludge thickening and separation of waste activated sludge and primary sludge was not address in the two phase facility upgrade in 2011 - 2012. The current scheme utilizes co-thickening (a very dated concept) which adversely affects the treatment process, causing plant upsets and effluent quality degradation.

Year 2: Design and production of plans and specifications

Year 3: procurement, construction & commission

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$100,000
FY2025	\$1,000,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,100,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SW004)

WWTF and Sewer System Resiliency Plan

Department:	DPS - Sewer
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$2,100,000
Estimated Useful Life:	25 Years



Description and Justification:

The Waste Water Treatment Facility and many of the city's sewer pumping stations are vulnerable to flooding, storm surge, and rising seas. Preparations must be made to protect the facility from flood damage especially in light of climate change impacts which bring more intense storms.

A grant-funded resiliency study was completed in June 2019. Costs for FY23 will provide for deployable protection devices for doorways at the WWTF. FY22 funded in process; Engineering feasibility assessment of raising facility structures and equipment vs. land purchase and relocation of WPCF (treatment plant).

Year 1: Short-term protective measures, Year 2: Permanent protective measures

Estimated Project Costs by Fiscal Year	
FY2023	\$100,000
FY2024	\$2,000,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$2,100,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SW005)

Water Street Lift Station (Construction)

Department:	DPS - Sewer
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,000,000
Estimated Useful Life:	15 Years



Description and Justification:

FY22 Design approved and funded. Construction costs are expected by fall of FY23.

Below is a placeholder for planning purposes.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$1,000,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,000,000

Operating Budget Impact*:	(\$5,000)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SW006)

Wastewater Storey Ave Pump Station (Construction)

Department:	DPS - Sewer
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$800,000
Estimated Useful Life:	30 Years



Description and Justification:

FY22 Design funded and in process. Construction costs are expected by fall of FY23.

Below is a placeholder for planning purposes.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$800,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$800,000

Operating Budget Impact*:	(\$5,000)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
X	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SW007)

Sewer F250 Pick-Up with Plow

Department:	DPS - Sewer
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$55,000
Estimated Useful Life:	15 Years



Description and Justification:

Purchase Ford F250 Super Duty pickup with plow for Sewer Dept. to replace 2008 utility body truck.

Estimated Project Costs by Fiscal Year	
FY2023	\$55,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$55,000

Operating Budget Impact*:	(\$2,000)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK001)

Parks Field Office

Department:	Parks
Category:	Other
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$1,650,000
Estimated Useful Life:	50 Years



Description and Justification:

The Parks Dept has been in need of a field office-equipment storage space since FY15 when parks maintenance was brought in-house. Currently, our staff, equipment, tools and materials are accommodated at several locations throughout the city including City Hall, Cashman Park, Moseley Woods, Atkinson Common, and the DPS building at 57 Low Street. Event-related equipment and supplies are stored at volunteers' private homes and a local church. While some equipment and materials will remain at parks sites where they are used, we need to consolidate storage of general use items to increase mobilization efficiency and reduce storage load on the parks sites. The DPS building in its current condition does not fully serve our needs.

Estimated Project Costs by Fiscal Year	
FY2023	\$150,000
FY2024	\$1,500,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,650,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

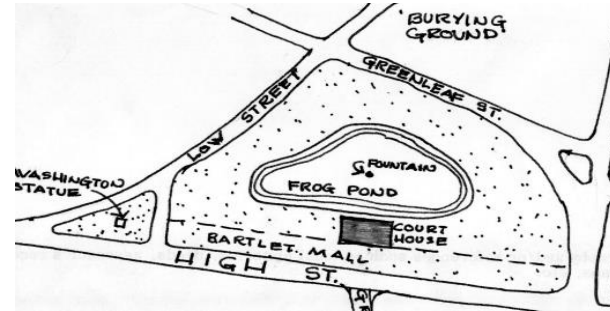
Anticipated Funding Source(s)	
X	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK002)

Bartlet Mall Historic Restoration

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$3,928,725
Estimated Useful Life:	200 Years



Description and Justification:

Remediate water quality & establish long-term management solution, \$2.79M; improve sidewalks and walkways, \$200,000; stabilize High Street promenade for year round use, \$TBD; Northwest Corner Improvements , \$725,000; repair damage to the grass banks, \$TBD; restore central Swan Fountain, \$186,000; define historic broad beach of local sandy gravel around the pond, \$TBD; prune and plant trees according to the Parks Commission planting plan, \$7,725 (FY23); \$12,275 (FY24); restore Taggard Fountain, positioning it in the High Street-Auburn Street corner of the park, \$TBD; add Frog Pond amenities (dock, shed, electric, lights, sound) to support a boating program, \$TBD; add picnic tables on Pond Street lawn, benches at pond edge, bench swings, \$20,000 *The project is being funded in part by The Mayor Gayden Morrill Charitable Foundation

Estimated Project Costs by Fiscal Year	
FY2023	\$3,791,725
FY2024	\$137,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$3,928,725

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK003)

Lower Atkinson Common Improvements

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$1,278,000
Estimated Useful Life:	25 Years



Description and Justification:

Renovate all non-field space at Lower Atkinson Common, long used by the Pioneer League for its games and by the High School for girls' softball. The impetus for this project is the need to improve safety by replacing an aged playground and reconfiguring the existing Merrimac Street parking lot, which currently presents safety hazards for pedestrians and drivers.

Estimated cost includes: playground (\$582,000), parking and drainage (\$600,000) and multi-year court (\$96,000).

*\$55,000 has been raised for athletic court renovation through the Mayor Gayden W. Morrill Charitable Foundation and the Newburyport Parks Conservancy.

Estimated Project Costs by Fiscal Year	
FY2023	\$1,278,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$1,278,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK004)

Atkinson Common Tennis Court Resurfacing

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$200,000
Estimated Useful Life:	25 Years



Description and Justification:

Atkinson Common Tennis Courts are in high demand by residents and also serve as home courts for NHS tennis team. The courts underwent some repairs in 2013 funded by a U.S. Tennis Association grant. They are now in need of more extensive renovation, having reached a degree of disrepair that presents safety hazards to players.

NHS Athletic Director Kyle Hodson stated that one of the reasons their tennis coach resigned was because of safety concerns with the courts at Atkinson Common. They interviewed two more coach candidates, both of whom declined, citing safety concerns with the courts at Atkinson Common as the reason.

Estimated Project Costs by Fiscal Year	
FY2023	\$200,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$200,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK005)

Joppa Park Improvement Project

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$160,000
Estimated Useful Life:	30+ Years



Description and Justification:

Improving Joppa Park is a multi-year project to improve a highly visible, well used waterfront park. Many improvements have been made including adding a perennial hedge to protect the park, addition of 11 new benches, renovation of the central garden and lawn, new water bubbler, new irrigation for plantings and lawn, addition of four historic interpretive panels, renovation of the boat ramp and parking area (funded by State Department of Fish and Game & CPA) and partial replacement of the dangerous sea wall walkway. **Completing replacement of the badly damaged and dangerous asphalt walkway along the sea wall with brick pavers and installation of accessible paver aprons in front of benches is critically needed to make the walkway safe for pedestrians and make the park ADA compliant.** *\$57,438 Improvements will be funded by The Mayor Gayden W. Morrill Charitable Foundation. ^ARPA

Estimated Project Costs by Fiscal Year	
FY2023	\$160,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$160,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK006)

Field Improvement - Fuller Complex

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$143,000
Estimated Useful Life:	30 Years



Description and Justification:

Year 1: 1) Lack of irrigation on Fuller North Field negatively impacts the quality of turf. The playing surface becomes too compacted through heavy use creating a hard surface that can cause serious injury, including concussions. Estimated cost of \$30,000. 2) An irrigation well at Bradley Fuller Park track and field facility will reduce demand on the public drinking water supply for irrigation use. It will also give us the ability to continue to water lawns, gardens, trees and athletic fields during drought conditions when the city needs to limit such watering. The project went out to bid for drilling of three wells. Bids came in at triple our estimates, so we are going to re-bid the project this spring for a single well. Estimated cost of \$53,000; to be funded by the Mayor Gayden W. Morrill Charitable Foundation.

Year 2: Resurfacing to be funded through a grant from IFS to Friends of Newburyport Track. Estimated cost of \$60,000.

Estimated Project Costs by Fiscal Year	
FY2023	\$83,000
FY2024	\$60,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$143,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK007)

Clipper City Rail Trail Improvements

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$130,000
Estimated Useful Life:	20 Years



Description and Justification:

Year 1: 1) Asphalt replacement - The first phase of the Clipper City Rail Trail (CCRT) opened in 2011 and quickly became a popular park used for recreation and commuting. At 11 years old, the trail is beginning to show signs of age and tree roots have damaged several sections of the trail. This project will replace cracked asphalt before it becomes a safety hazard. Estimated cost of \$50,000. 2) Drainage Improvements (Design) - Ponding and ice management issues are a chronic problem on two sections of the CCRT. One site is at March's Hill where it has never drained properly. Another area is the slope heading to the water on the trails it approaches the Gillis Bridge. Water continually sheets across it during storms, washes off any ice melt we apply, then freezes. This project would address both drainage issues. Estimated cost of \$20,000 to hire a design-engineer to create plans and cost estimates for construction.

Year 3: Fit Park - For more than a decade residents have been requesting outdoor fitness equipment in our parks. We were prompted to make this project a priority in the next five years after multiple requests from adult and senior trail users and a thorough proposal to the Parks Commission. The FitPark will include six workout stations installed over a low-maintenance poured-in-place safety surface making it accessible to people with handicaps. The well-rounded circuit will allow for varying degrees of ability with adaptable resistance that is inviting to a wide range of trail users.

Estimated Project Costs by Fiscal Year	
FY2023	\$70,000
FY2024	\$0
FY2025	\$60,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$130,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK008)

Cashman Park Site Improvements

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$810,000
Estimated Useful Life:	20 Years

Description and Justification:

Year 2: 1) Basketball courts - Cashman Park Basketball Courts are popular with residents, you leagues and school sports camps. The courts are now 25 years old and are in need of renovation, having reached a degree of disrepair that presents safety hazards to players. Estimated cost of \$150,000. 2) Walkway - Resurfacing walkway at Merrimac St entry walkway down to waterfront, a high priority need for accessibility. Estimated cost of \$60,000.

Year 4: Playground equipment - Replacement of aging playground structures. Estimated cost of \$600,000.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$210,000
FY2025	\$0
FY2026	\$600,000
FY2027	\$0
Total Five-Year Cost	\$810,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK009)

Woodman Park Improvements

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$90,000
Estimated Useful Life:	25 Years

Description and Justification:

Project includes:

- Reconstruct playground entrance for accessibility, FY23 \$10,000
- Resurface basketball court, FY24 \$80,000

^Year 1: Fund \$10,000 from Commission on Disabilities Revolving Fund (current balance: \$39,784)

Estimated Project Costs by Fiscal Year	
FY2023	\$10,000
FY2024	\$0
FY2025	\$80,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$90,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK010)

Inn Street & Downtown Parks Improvements

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$517,000
Estimated Useful Life:	30+ Years



Description and Justification:

A combination of critical safety repairs and enhancements:

FY23: Repair concrete elevated walkway (\$20,000) ^Potential cost share with abutting property owner

FY24: Repair brickwork at Byron's Court and continued repairs to elevated walkway (\$78,000)

FY25: Repair brickwork at the terrace located between the bullnose and fountain; continued repairs to elevated walkway (\$119,000)

FY27: Replace playground equipment (\$300,000).

Estimated Project Costs by Fiscal Year	
FY2023	\$20,000
FY2024	\$78,000
FY2025	\$119,000
FY2026	\$0
FY2027	\$300,000
Total Five-Year Cost	\$517,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK011)

Perkins Park Improvements

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$161,000
Estimated Useful Life:	30 Years



Description and Justification:

1. Replace sidewalks abutting park, FY24 \$21,000
2. Install shade structure, FY25 \$20,000
3. Update playground equipment, FY26 \$100,000
4. Add benches within playground, FY26 \$9,000
5. Replace walkway through playground from Beacon Ave. to baseball field, FY26 \$11,000

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$21,000
FY2025	\$20,000
FY2026	\$120,000
FY2027	\$0
Total Five-Year Cost	\$161,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK012)

Newburyport Skatepark Repairs

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	New
Priority:	Urgent/Legally Required
Project Cost:	\$24,000
Estimated Useful Life:	15 Years



Description and Justification:

The Newburyport Skatepark is popular throughout Massachusetts and as a superior facility. But the park is in need of widespread concrete repairs to its bowls and flatwork. It is critical to the safety of park users that we repair the park now, before concrete spalling cause injury. Once these major repairs are executed, we plan to initiate an annual program of smaller scale repairs that will keep the park safe and operational in a cost effective way.

Estimated Project Costs by Fiscal Year	
FY2023	\$24,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$24,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK013)

Moseley Woods Improvements

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$56,000
Estimated Useful Life:	25 Years



Description and Justification:

Year 1: Zip Line - This project will replace the zipline, an extremely popular piece of equipment, and before it aged out, was the reason many people visited this park. Estimated cost of \$16,000.

Year 2: Trail Improvements (Design) - This project will address chronic erosion issues on hiking trails and within the playground and parking areas. Estimated cost of \$40,000 for design phase only.

Estimated Project Costs by Fiscal Year	
FY2023	\$16,000
FY2024	\$40,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$56,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK014)

Jason Sawyer Playground Equipment

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$300,000
Estimated Useful Life:	20 Years



Description and Justification:

Playgrounds are typically expected to last from 8 to 10 years, though some commercial playgrounds can last from 15 to 20 years or longer if well maintained. The playgrounds in Newburyport are aging out, with our oldest at 26 and our youngest at age 8.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$0
FY2026	\$300,000
FY2027	\$0
Total Five-Year Cost	\$300,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK015)

Ayer Playground Equipment

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$500,000
Estimated Useful Life:	25 Years

**Description and Justification:**

Playgrounds are typically expected to last from 8 to 10 years, though some commercial playgrounds can last from 15 to 20 years or longer if well maintained. The playgrounds in Newburyport are aging out, with our oldest at 26 and our youngest at age 8.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$500,000
Total Five-Year Cost	\$500,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK016)

Atwood Park Irrigation

Department:	Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$30,000
Estimated Useful Life:	20 Years



Description and Justification:

Our efforts to grow a healthy lawn at Atwood Park are thwarted because we do not have the capacity to hand-water newly planted grass to establish and maintain the turf. Dog urine is another chronic problem for the lawn at Atwood Park, as it is a popular place for dog-owners to walk their pets. Regular watering can help to dilute damaging liquids that kill the grass. We will apply for funding from The Mayor Gayden W. Morrill Charitable Foundation

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$30,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$30,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK017)

Infield Groomer

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$15,000
Estimated Useful Life:	15 Years



Description and Justification:

After City Council approved FY22 funding of \$15,000 to purchase a new groomer. We have since found that prices have essentially doubled and this piece of equipment performed better than what we had planned to replace. This equipment can be shared with schools.

Estimated Project Costs by Fiscal Year	
FY2023	\$15,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$15,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK018)

Work Site Utility Vehicle

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$30,000
Estimated Useful Life:	30 Years



Description and Justification:

- Will be used to plow & sand rail trail, water plantings, move and transport plant materials, compost and wood chips
- Compact, versatile vehicle that can maneuver through trails, slopes, hills, etc. and access and care for landscaping
- Can plow the ice on Bartlet Mall Frog Pond for skating
- This vehicle enables us to have faster reaction to unsafe conditions by having a smaller piece of equipment on the trail that large trucks cannot attend to due to width restrictions and turning radii

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$30,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$30,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK019)

Mini Excavator with Buckets

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$65,000
Estimated Useful Life:	15 Years



Description and Justification:

- Mini Excavator, 7,000 pound with bucket plow bull-dozer blade
- Labor saving equipment for tasks such as digging stumps, building rock walls, pulling posts & fencing, digging irrigation pits, grading, removal of asphalt, hardscape work, moving logs
- Allow us to perform costly capital projects in-house
- Saves on rental costs of \$375/day (\$1,500/week)
- Can be shared with DPS

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$65,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$65,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK020)

Two Vehicles

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$106,000
Estimated Useful Life:	15 Years



Description and Justification:

Purchase of two trucks will allow three full-time field staff to be equipped with a truck, which will maximize effectiveness of our seasonal landscape crews and equipment. An additional plow truck will allow us to provide on-time plowing of the rail trail, parking lots and Garrison Trail.

1. Utility Body Pickup with Plow package - Mike Provencher currently drives the 2022 Chevy Silverado pickup truck; the requested utility-body pickup truck will allow him to efficiently carry out his plumbing, repair and carpentry work, which requires more variety of tools in the field than other groundskeepers. He will also transport landscape crews and plow, \$68,000

2. Chevrolet Bolt EUV - Mike Hennessey currently drives his own truck, for which he receives a stipend (\$5,100/year). The electric truck would replace the need for an annual stipend while reducing the department's carbon footprint. Costs are estimated and could change based on available state and federal rebates. ^Green Initiatives Fund \$38,000

Other parks vehicles: 2017 Chevy Silverado 1-ton dump truck driven by Liam Elwell.
2022 Chevy Silverado pickup truck will be driven by FY23 new hire

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$106,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$106,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK021)

Enclosed Landscape Trailer

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$17,300
Estimated Useful Life:	10 Years



Description and Justification:

Enclosed landscaping trailer, 8' x 16', dual axel, rear ramp, 7,000 pound GVW

- Contains landscape maintenance equipment out of sight
- Labor savings by alleviating daily load and unloading of equipment
- Provides mobile storage space, reducing need for building storage, helping to reduce Parks need for storage space
- Keeps equipment protected from weather and secured

Estimated Project Costs by Fiscal Year	
FY2023	\$17,300
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$17,300

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK022)

Telescopic Mini-Loader

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$77,000
Estimated Useful Life:	15 Years



Description and Justification:

Mid-size unit, smaller than a tractor to access tight areas, easily fits on landscape trailers
 Replaces labor and makes labor we have more efficient. No longer need to rent assorted equipment on a weekly basis
 Assists with planting, moving of landscape materials such as trees, shrubs and rock.
 Auger for replacement of aging CCRT fencing and park fencing
 Vibratory plow for pulling irrigation pipe & electrical line
 Turf Renovator: One step preparation for turf seed bed so ongoing turf maintenance can be completed efficiently with less labor
 Trencher used for maintenance of CCRT pavement to prevent tree root cracks
 Forks used for moving landscape pallets of fertilizers and supplies at shop & in parks
 Can be shared with DPS/Schools

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$77,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$77,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK023)

Ventrac Mower

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$36,000
Estimated Useful Life:	8 Years



Description and Justification:

Ventrac Mower with 95" mowing deck to mow slopes in Parks: Bartlett mall, Richie Eaton Ball field rear slope(schools need to borrow Ventrac in order to mow this safely), Marchs Hill & Spur to CCRT2, High Street Spur to CCRT1, CCRT1 at Gillis Bridge, Perkins Park ballfield slope

Planned replacement for aging existing Ventrac. Utilize existing Ventrac attachments such as drop spreader, snow plows and snow blower. Extra large mowing deck for large sports field mowing making less labor in the field. Primary slope mower for any slopes over 15 degree angle (Per Mass Dept of Safety)

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$36,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$36,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK024)

Wright Stander Mower

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$10,000
Estimated Useful Life:	15 Years



Description and Justification:

Replacement mower for aging existing 52" Wright mower.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$10,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$10,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK025)

Sweeper Attachment

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$42,000
Estimated Useful Life:	15 Years



Description and Justification:

The sweeper will allow us to accomplish fall cleanups we currently cannot complete. The 4.7 cubic yard sweeper tractor attachment for parks with large amounts of trees, increases ability of labor force to remove fallen leaves. In the past 3 years the Parks Dept. has not been able to keep up with fall leaf clean up prior to snowfall. Once snow falls the only way to remove leaves is to utilize the tractor bucket thus damaging/digging up existing turf.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$42,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$42,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (PK026)

Large Width Mower

Department:	Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$82,355
Estimated Useful Life:	15 Years



Description and Justification:

11' Cutting deck with ability to narrow to 8' and 5' enables one groundskeeper to mow larger parks and athletic fields more effectively. Replaces 20-year-old Ransomes mower donated by Governor's Academy to City.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$82,355
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$82,355

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (CA001)

Multipurpose Outdoor Space

Department:	Council on Aging
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$200,000
Estimated Useful Life:	30 Years



Description and Justification:

The Project being proposed by the Newburyport Council on Aging is to construct a multi-purpose, fenced-in and paved area behind the Senior/ Community Center (SCC) on underutilized exterior space at 331 High Street to create an outdoor, multipurpose area to be used for recreational, educational, and enrichment activities for residents of all ages, for official and unofficial meetings of city organizations, for social and support groups, and so much more. If the City Council were to approve the creation of pickleball courts on this site, two courts could be built and would lead to organized and safe play being scheduled during reasonable hours with priority being given to Newburyport residents at this flexible space. The construction of a flexible and enclosed area that is easily accessible for people of all ages and abilities on the site of the SCC satisfies recommended Actions that appear in the **Implementation Matrix in Newburyport's 2017 Master Plan** as well as satisfying recommended actions, objectives, and goals ranging from low to high that are outlined in the **Seven Year Action Plan in the City of Newburyport Open Space and Recreation Plan 2020**.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$200,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$200,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (LB001)

Fire Alarm System Component and Detector Replacement

Department:	Library
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$19,500
Estimated Useful Life:	20 Years



Description and Justification:

Original fire suppression and alarm system installed during the 1999-2001 building project is now 21 years old. The main alarm panel was replaced in FY22. The original 150 hard wired, ceiling mounted smoke detectors associated with the system are no longer available, and replacement with a new model of smoke detector is recommended after replacement of main alarm panel. \$3,500 for replacement of pull stations and monitor modules; \$16,000 for replacement and installation of 150 smoke detectors.

To be funded by City funds and with State Aid.

Estimated Project Costs by Fiscal Year	
FY2023	\$19,500
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$19,500

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (LB002)

Front Steps and Retaining Wall Repair

Department:	Library
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$100,000
Estimated Useful Life:	25 Years



Description and Justification:

The Library landscaping and hardscape was completed for the spring 2001 opening of the expanded and renovated library. The retaining wall on the corner of State Street and Prince Place has shifted and is bowed out. The front granite steps have been shifting and were repaired by a mason in September/October 2009. DPS also did minor repair in August 2018 to move the middle granite step back into place. A small section of the concrete ramp adjacent to the steps has also deteriorated and needs to be replaced. An engineer will be contracted to review the project and determine the scope of work for addressing the cause, and the needed repair work.

The historic retaining wall repair could be funded through CPA. Front step repair funded by City funds.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$100,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$100,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (LB003)

HVAC Boiler Replacement

Department:	Library
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$108,000
Estimated Useful Life:	20 Years



Description and Justification:

Original HVAC system installed during the 1999-2001 building project is now 21 years old. Numerous repairs and equipment replacement has occurred during this time. The controls and equipment functioning continue to be an issue with both cooling and heating. In FY21 annual contracted HVAC maintenance fees are \$14,250. In FY20 over \$54,650 was spent on maintenance and repair to the system. An engineering HVAC Assessment completed in 2019 recommended replacement of boilers and pumps (poor condition - replace by 2024) An consultant/engineer will be contracted to study functioning, efficiency, and past maintenance and repair of the system in order to develop a scope of work for planned replacement with updated and more efficient equipment. Green Communities* grant may be used for more efficient replacements. \$8,000 for the study, \$100,000 for replacement/repair.

Estimated Project Costs by Fiscal Year	
FY2023	\$8,000
FY2024	\$100,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$108,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (LB004)

Carpet Replacement

Department:	Library
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$50,496
Estimated Useful Life:	10 Years



Description and Justification:

Original carpets installed during the 2001 building project are now 21 years old. We have systematically replaced worn carpets over the last ten years with Capital Improvement funds, state aid* and grant funding. FY2023 complete Reading Room/Media Hallways - \$17,166. FY2024 to complete Main Staircase/2nd Floor Landing - \$15,625. FY2025 complete 3rd floor Study Area - \$17,705. Funded by General Fund and State Aid.

Estimated Project Costs by Fiscal Year	
FY2023	\$17,166
FY2024	\$15,625
FY2025	\$17,705
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$50,496

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (YS001)

Youth Services Center

Department:	Youth Services
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$3,500,000
Estimated Useful Life:	30 Years



Description and Justification:

The Youth Services Department need a permanent home. The department has identified a need for 6,000 sq ft of programming space, 5,000 sq ft gym and additional admin space. Other funding source: Kelley School sale proceeds.

Year 1: Design, Year 2: Rehab of the existing building and parking, Year 3: modular gym/playground, Year 4: landscape improve ments

^Kelley School Proceeds

Estimated Project Costs by Fiscal Year	
FY2023	\$250,000
FY2024	\$1,750,000
FY2025	\$1,000,000
FY2026	\$500,000
FY2027	\$0
Total Five-Year Cost	\$3,500,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
X	Trust Fund/Local Grant
X	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC001)

Nock/Molin-Playground Repaving

Department:	Schools
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$118,500
Estimated Useful Life:	25 Years



Description and Justification:

Repave playground at the west-end of the Nock Middle School. The age of the existing pavement is unknown but it is in very poor condition with severe cracking that allows grass and other weeds to grow throughout the playground. This creates a tripping hazard and is generally unsightly. This project would pave from the sidewalk at Toppan's Lane to the building. Total of area to pave equals approximately 26,150 square feet. The cost is based on a quote from a paving contractor plus 15% for escalation and contingency to pulverize and repave (1.5" binder & 1.5" topcoat) the playground.

Alternatively, a mill and overlay process would cost \$76,425 including 15% escalation and contingency. This would include milling to a depth of 1.5" and installing a 1.5" topcoat.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$118,500
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$118,500

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC002)

Nock/Molin-Walkway & Sidewalk Repairs/Repaving

Department:	Schools
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$18,000
Estimated Useful Life:	15 Years



Description and Justification:

This project continues our efforts to systematically repave the walkways on the Nock-Molin property. The next walkway on the list would be the sidewalk coming from Johnson Street onto the school property.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$18,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$18,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC003)

Nock/Molin-Kitchen Equipment Replacement

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$45,000
Estimated Useful Life:	20 Years



Description and Justification:

Some of the equipment in the Nock Middle School kitchen is original to the construction in the 1970s and is well past its use ful life, including the serving line, refrigeration and some of the cooking equipment. Additionally, some of the kitchen equipment at the high school is reaching the end of its useful life and is beginning to cost more to maintain and repair than it is worth, particularly the ovens and reach-in refrigeration equipment. This project would begin a program to replace equipment based on the needs of the Kitchen Managers and recommendations of the main tenance department. When funding becomes available, a prioritized list of equipment will be sent to multiple vendors for price quote s. Based on those quotes and available funding, orders will be placed with the vendor or vendors offering the best value.

*The Food Services Manager applies for a grant each year that has helped replace some equipment over the past two years.

Estimated Project Costs by Fiscal Year	
FY2023	\$15,000
FY2024	\$15,000
FY2025	\$15,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$45,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC004)

Nock/Molin-Gym & Auditorium Roof Replacement

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$662,265
Estimated Useful Life:	25 Years



Description and Justification:

The gym and auditorium roofs are the only sections that have not been replaced during recent projects. They are currently in good condition, but are close to 25 years old, which is nearing the end of their life expectancy. This project is included in order to be forward thinking so that the city can be prepared for this expense when the time comes to replace these roofs.

Cost estimate is based on \$16/sq. ft. It also provides allowances for General Conditions, Overhead & Profit, Bonding Fees, Design Fees, Escalation and a Contingency. It also provides an allowance to remove and reinstall the solar panels on the roof. This project would likely qualify for reimbursement under the MSBA's accelerated repair program.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$662,265
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$662,265

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

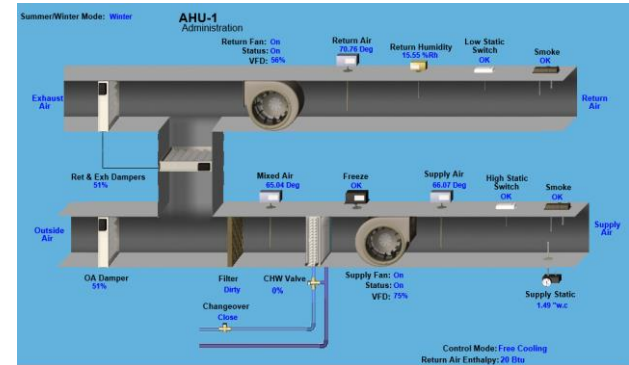
Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC005)

Nock/Molin & NHS-Control System Upgrades

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$160,000
Estimated Useful Life:	10 Years



Description and Justification:

This project would modernize the building automation systems that control the HVAC systems in the High School and Nock-Molin building. The upgrade would replace the antiquated PC at each school that is currently used to access the system, with a server that would allow us to access the system from any device anywhere. The upgrade will make the system current with today's internet technology, utilizing HTML-5 for higher internet security and eliminating the need for JAVA. Most importantly the upgrade will also coincide with the phase out of software support for the Web-Link software engine currently supporting each of the building automation systems. The new DDC front-end will eliminate the need for 3rd party software for future BacNet integration of new or replacement mechanical/HVAC equipment.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$160,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$160,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC006)

NHS-Addition, Renovation & Roof Replacement

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$15,000,000
Estimated Useful Life:	25 Years



Description and Justification:

The current science labs were designed in the late 1990s and no longer align with modern STEM teaching methodologies. Additionally, space restrictions limit the class offerings that can be made available to students. In many ways the science/STEM classrooms at the lower grade levels are more advanced than what is currently available at the high school. This project would construct a two-story addition over the gymnasium, and renovate the existing science classrooms and lab spaces. A Statement of Interest has submitted to the Massachusetts School Building Authority (MSBA) requesting participation in their Core Program which would result in an approximate 50% reimbursement from the state for this project. Utility rebates will also be pursued. Preliminary costs are calculated as follows: 16,000 sq. ft. of new space @ \$500/sq. ft. (\$8,000,000), 10,000 sq. ft. of renovated space @ \$500/ sq. ft. (\$5,000,000) = \$13,000,000. An allowance of \$2,000,000 for Building A roof, boiler and chiller replacement and other miscellaneous costs is included in the estimate below, for a total cost of \$15,000,000.

Estimated Project Costs by Fiscal Year	
FY2023	\$7,500,000
FY2024	\$7,500,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$15,000,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
X	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC007)

NHS-Engineering Services

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$40,000
Estimated Useful Life:	30 Years



Description and Justification:

Hire an engineering firm to perform an existing condition report and develop plans, schedules and cost estimates for a variety of issues at the high school including rooftop chiller (air conditioning system) replacement or upgrade (energy savings project), water infiltration, masonry issues, and perimeter stone wall study. In FY20 we spent approximately \$20,000 on service calls for the chillers on the high school roof, and while repair costs have been less the last couple of years, the chillers, as well as other HVAC equipment, are nearing the end of their service life. Replacement of the chillers could likely be included in the Science wing addition and renovation if desired. Numerous water infiltration issues, including in the main electrical room, require the services of a forensic engineering firm to solve, masonry deterioration continues in several areas, and stones continue to fall out of the perimeter stone wall necessitating the plan of a structural engineer to evaluate and prioritize repairs.

Estimated Project Costs by Fiscal Year	
FY2023	\$40,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$40,000

Operating Budget Impact*:	(\$15,000)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC008)

NHS-Carpet Replacement

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$50,000
Estimated Useful Life:	20 Years



Description and Justification:

Carpets throughout the high school are all from the addition/renovation in 2002. Many areas are now showing signs of wear and tear. Targeting FY2024 to begin an annual replacement program is a prudent measure to take.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$25,000
FY2026	\$25,000
FY2027	\$0
Total Five-Year Cost	\$50,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC009)

NHS-Auditorium Plaster Repairs

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$100,000
Estimated Useful Life:	30 Years



Description and Justification:

Plaster throughout the auditorium has sustained damage from a number of sources including roof and window leaks. The window leaks have been repaired, but this project should be staged after the roof issues have been addressed. Damage to the plaster has occurred on the ceiling and walls in both the main section of the auditorium and the lobby area.

This project will be moved up the priority list after the roof over this section of the building is replaced.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$0
FY2025	\$100,000
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$100,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC010)

NHS-Energy Reduction Projects

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$62,182
Estimated Useful Life:	20 Years



Description and Justification:

This project includes:

- Phase 3 of a project to convert all remaining lighting in the school to LED
- Funded through Green Community grant and utility rebates
- Grant not approved in most recent round, new application to be submitted for next round

Estimated Project Costs by Fiscal Year	
FY2023	\$62,182
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$62,182

Operating Budget Impact*:	(\$4,272)
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC011)

NHS-Art/Music Area Feasibility Study

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$20,000
Estimated Useful Life:	20 Years



Description and Justification:

The purpose of this project is to take a look at the current spaces being used for various art and music classes at the high school to determine the best way to create open and professional spaces that encourage cross-disciplinary use and instruction, provide for storage needs and support curricular needs (i.e. video recording space) These funds would be used to hire a design firm to conduct a feasibility study and produce cost estimates for renovations to meet these goals.

The Newburyport Educational Foundation has approved a grant to conduct this feasibility study.

Estimated Project Costs by Fiscal Year	
FY2023	\$20,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$20,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
X	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC012)

NHS-College & Career Center Feasibility Study

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$10,000
Estimated Useful Life:	20 Years



Description and Justification:

The former Distance Learning Lab at the high school is now being used as the College and Career Center. The small lecture hall I set-up of this space is not conducive to the long-term success of this program. This project aims to hire a design firm to conduct a feasibility study and produce concept plans and cost estimates to renovate and possibly expand the area currently used by this program in to the adjacent space which is currently occupied by the Technology Department.

Estimated Project Costs by Fiscal Year	
FY2023	\$10,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$10,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC013)

Pick-Up Truck with Utility Body & Plow

Department:	Schools
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$65,000
Estimated Useful Life:	13 Years



Description and Justification:

Ford F350 4x4 pickup truck with a utility body and plow. This truck would replace an aging 2010 Ford Econoline van and add to our fleet of plow trucks. The frame on the current van is rotted to the point that a ground wire had to be run from the battery back to the fuel pump to get it to operate, rather than getting the ground from the frame itself. This vehicle would be used by one of our maintenance technicians who provides maintenance services at all of our schools. Cost also includes ladder rack, towing package and emergency beacons for plowing.

Estimated Project Costs by Fiscal Year	
FY2023	\$65,000
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$65,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

PROJECT DETAIL SHEET (SC014)

Pick-Up Truck with Plow

Department:	Schools
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$55,000
Estimated Useful Life:	13 Years



Description and Justification:

One-ton pickup truck with plow primarily for athletic field maintenance. This truck would replace an aging 2010 Ford as one of our plow trucks, but we would keep the 2010 for general use as well to eliminate issues that arise when maintenance crew members need to work at different locations. It should be noted that in addition to the three school buildings, at times we also do game prep work at Fuller Field, Cashman Park and Pepe Field at the Pioneer complex. Committing a vehicle to bring staff and equipment to those remote locations at times strands other maintenance staff without a vehicle to move from one school to another when the need arises. Cost also includes landscaping tool rack, towing package and emergency beacons for plowing.

Estimated Project Costs by Fiscal Year	
FY2023	\$0
FY2024	\$55,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
Total Five-Year Cost	\$55,000

Operating Budget Impact*:	\$0
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*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other^

^Specify other funding source(s) in project description.

FY2023-FY2027 CAPITAL IMPROVEMENT PROGRAM

Section IV - Project List by Financing Method - Sorted by Funding Source

Funding Source	CIP #	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027
GF-Free Cash	IT001	Information Technology	Technology Upgrades	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500
GF-Free Cash	FD003	Fire	Replace/Update Radio Equipment	\$55,000	\$55,000	\$55,000	\$0	\$0
GF-Free Cash	FD004	Fire	SCBA Replacement	\$80,000	\$0	\$0	\$0	\$0
GF-Free Cash	FD005	Fire	Hose Replacements	\$0	\$30,000	\$0	\$0	\$0
GF-Free Cash	FD006	Fire	Fire Rescue Pumper	\$0	\$0	\$0	\$650,000	\$0
GF-Free Cash	PD002	Police	Police Station Locker Rooms	\$150,000	\$0	\$0	\$0	\$0
GF-Free Cash	PD003	Police	Carpet Replacement	\$0	\$50,000	\$0	\$0	\$0
GF-Free Cash	PD004	Police	Facility Weatherproofing	\$0	\$40,000	\$0	\$0	\$0
GF-Free Cash	PD006	Police	Thirty Four (34) Taser Replacements	\$0	\$0	\$60,000	\$0	\$0
GF-Free Cash	PD007	Police	Cruiser Computers	\$0	\$0	\$50,000	\$0	\$0
GF-Free Cash	HW001	DPS - Highway	Streets and Sidewalks Improvement Plan	\$0	\$0	\$100,000	\$100,000	\$100,000
GF-Free Cash	HW002	DPS - Highway	Traffic/Safety Improvement Projects	\$0	\$100,000	\$0	\$0	\$0
GF-Free Cash	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$66,667	\$0	\$0	\$0	\$0
GF-Free Cash	HW004	DPS - Highway	Plummer Spring Bridge Replacement	\$0	\$0	\$700,000	\$0	\$0
GF-Free Cash	HW006	DPS - Highway	DPS Salt Shed Replacement/Upgrades	\$320,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK001	Parks	Parks Field Office	\$150,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK006	Parks	Field Improvement - Fuller Complex	\$30,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK007	Parks	Clipper City Rail Trail Improvements	\$70,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK008	Parks	Cashman Park Site Improvements	\$0	\$0	\$0	\$300,000	\$0
GF-Free Cash	PK010	Parks	Inn Street & Downtown Parks Improvements	\$10,000	\$0	\$0	\$0	\$300,000
GF-Free Cash	PK012	Parks	Newburyport Skatepark Repairs	\$24,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK014	Parks	Jason Sawyer Playground Equipment	\$0	\$0	\$0	\$200,000	\$0
GF-Free Cash	PK015	Parks	Ayer Playground Equipment	\$0	\$0	\$0	\$0	\$500,000
GF-Free Cash	PK017	Parks	Infield Groomer	\$15,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK018	Parks	Work Site Utility Vehicle	\$0	\$30,000	\$0	\$0	\$0
GF-Free Cash	PK019	Parks	Mini Excavator with Buckets	\$0	\$0	\$65,000	\$0	\$0
GF-Free Cash	PK020	Parks	Two Vehicles	\$0	\$68,000	\$0	\$0	\$0
GF-Free Cash	PK021	Parks	Enclosed Landscape Trailer	\$17,300	\$0	\$0	\$0	\$0
GF-Free Cash	PK022	Parks	Telescopic Mini-Loader	\$0	\$0	\$77,000	\$0	\$0
GF-Free Cash	PK023	Parks	Ventrac Mower	\$0	\$0	\$36,000	\$0	\$0
GF-Free Cash	PK024	Parks	Wright Stander Mower	\$0	\$0	\$10,000	\$0	\$0
GF-Free Cash	PK025	Parks	Sweeper Attachment	\$0	\$42,000	\$0	\$0	\$0
GF-Free Cash	PK026	Parks	Large Width Mower	\$0	\$0	\$82,355	\$0	\$0
GF-Free Cash	SC001	Schools	Nock/Molin-Playground Repaving	\$0	\$118,500	\$0	\$0	\$0
GF-Free Cash	SC002	Schools	Nock/Molin-Walkway & Sidewalk Repairs/Repaving	\$0	\$0	\$18,000	\$0	\$0
GF-Free Cash	SC005	Schools	Nock/Molin & NHS-Control System Upgrades	\$0	\$160,000	\$0	\$0	\$0
GF-Free Cash	SC007	Schools	NHS-Engineering Services	\$0	\$40,000	\$0	\$0	\$0

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Funding Source	CIP #	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027
GF-Free Cash	SC008	Schools	NHS-Carpet Replacement	\$0	\$0	\$25,000	\$25,000	\$0
GF-Free Cash	SC013	Schools	Pick-Up Truck with Utility Body & Plow	\$0	\$0	\$65,000	\$0	\$0
GF-Free Cash	SC014	Schools	Pick-Up Truck with Plow	\$0	\$55,000	\$0	\$0	\$0
GF-Free Cash Total				\$1,025,467	\$826,000	\$1,380,855	\$1,312,500	\$937,500
GF-Op Budget	PD005	Police	Cruiser/Vehicle Replacements	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
GF-Op Budget	HW001	DPS - Highway	Streets and Sidewalks Improvement Plan	\$300,000	\$300,000	\$400,000	\$500,000	\$600,000
GF-Op Budget	HW007	DPS - Highway	F600 Dump body with sander	\$0	\$43,300	\$43,300	\$43,300	\$0
GF-Op Budget	LB001	Library	Fire Alarm System Component and Detector Replacement	\$10,000	\$0	\$0	\$0	\$0
GF-Op Budget	SC012	Schools	NHS-College & Career Center Feasibility Study	\$10,000	\$0	\$0	\$0	\$0
GF-Op Budget Total				\$385,000	\$408,300	\$508,300	\$608,300	\$665,000
GF-Ord Debt	PL001	Planning & Development	Central Waterfront East Bulkhead	\$0	\$41,564	\$41,564	\$41,564	\$41,564
GF-Ord Debt	PL002	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$0	\$134,440	\$134,440	\$134,440	\$134,440
GF-Ord Debt	PL004	Planning & Development	Brown School/Gym Renovations	\$0	\$65,031	\$65,031	\$65,031	\$65,031
GF-Ord Debt	FD001	Fire	Replacement of Fire Station # 2	\$357,654	\$357,654	\$357,654	\$357,654	\$357,654
GF-Ord Debt	PD001	Police	Dispatch Center Renovation	\$0	\$0	\$34,293	\$34,293	\$34,293
GF-Ord Debt	HW001	DPS - Highway	Streets and Sidewalks Improvement Plan	\$0	\$0	\$17,675	\$26,513	\$26,513
GF-Ord Debt	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$0	\$47,245	\$47,245	\$47,245	\$47,245
GF-Ord Debt	PK001	Parks	Parks Field Office	\$0	\$90,469	\$90,469	\$90,469	\$90,469
GF-Ord Debt	YS001	Youth Services	Youth Services Center	\$0	\$105,547	\$165,860	\$196,016	\$196,016
GF-Ord Debt Total				\$357,654	\$841,950	\$954,231	\$993,225	\$993,225
GF-Exempt Debt	FD002	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$48,250	\$591,063	\$591,063
GF-Exempt Debt	SC004	Schools	Nock/Molin-Gym & Auditorium Roof Replacement	\$0	\$0	\$0	\$21,534	\$21,534
GF-Exempt Debt	SC006	Schools	NHS-Addition, Renovation & Roof Replacement	\$0	\$487,731	\$487,731	\$487,731	\$487,731
GF-Exempt Debt Total				\$0	\$487,731	\$535,981	\$1,100,328	\$1,100,328
CPA-PAYGO	HW005	DPS - Highway	City Hall Improvements	\$0	\$500,000	\$0	\$0	\$0
CPA-PAYGO	PK008	Parks	Cashman Park Site Improvements	\$0	\$210,000	\$0	\$300,000	\$0
CPA-PAYGO	PK011	Parks	Perkins Park Improvements	\$0	\$21,000	\$20,000	\$120,000	\$0
CPA-PAYGO	LB002	Library	Front Steps and Retaining Wall Repair	\$0	\$100,000	\$0	\$0	\$0
CPA-PAYGO Total				\$0	\$831,000	\$20,000	\$420,000	\$0
CPA-Debt	PL002	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$265,128	\$265,128	\$265,128	\$265,128	\$265,128
CPA-Debt	PK002	Parks	Bartlet Mall Historic Restoration	\$0	\$246,569	\$246,569	\$246,569	\$246,569
CPA-Debt	PK003	Parks	Lower Atkinson Common Improvements	\$0	\$102,322	\$102,322	\$102,322	\$102,322
CPA-Debt Total				\$265,128	\$614,019	\$614,019	\$614,019	\$614,019
Grant/Other	IT001	Information Technology	Technology Upgrades	\$75,000	\$0	\$0	\$0	\$0
Grant/Other	PL001	Planning & Development	Central Waterfront East Bulkhead	\$4,000,000	\$0	\$0	\$0	\$0
Grant/Other	PL002	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$1,650,000	\$0	\$0	\$350,000	\$0
Grant/Other	PL003	Planning & Development	Complete Streets Transportation Projects	\$50,000	\$400,000	\$50,000	\$400,000	\$50,000

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Grant/Other	PL004	Planning & Development	Brown School/Gym Renovations	\$100,000	\$0	\$0	\$0	\$0
Grant/Other	FD004	Fire	SCBA Replacement	\$340,000	\$0	\$0	\$0	\$0
Grant/Other	PD006	Police	Thirty Four (34) Taser Replacements	\$0	\$0	\$60,000	\$0	\$0
Grant/Other	PD007	Police	Cruiser Computers	\$0	\$0	\$25,000	\$0	\$0
Grant/Other	HM001	Harbormaster	Fish Pier Embayment Dredging	\$0	\$0	\$0	\$0	\$700,000
Grant/Other	HM004	Harbormaster	Harbormaster Facility Solar Panels	\$0	\$0	\$100,000	\$0	\$0
Grant/Other	HM005	Harbormaster	Waterfront Docks	\$0	\$0	\$250,000	\$250,000	\$250,000
Grant/Other	HW001	DPS - Highway	Streets and Sidewalks Improvement Plan	\$1,700,000	\$1,700,000	\$500,000	\$500,000	\$500,000
Grant/Other	HW005	DPS - Highway	City Hall Improvements	\$0	\$0	\$650,000	\$0	\$0
Grant/Other	HW006	DPS - Highway	DPS Salt Shed Replacement/Upgrades	\$40,000	\$0	\$0	\$0	\$0
Grant/Other	HW008	DPS - Highway	Cemetery Mowers	\$24,000	\$0	\$0	\$0	\$0
Grant/Other	WA001	DPS - Water	Amesbury Emergency Interconnection Points	\$250,000	\$0	\$0	\$0	\$0
Grant/Other	WA003	DPS - Water	Lower Artichoke Reservoir Dam Improvements	\$500,000	\$500,000	\$0	\$0	\$0
Grant/Other	WA005	DPS - Water	Water Treatment Plant Evaluation & Upgrades (Design)	\$170,000	\$1,200,000	\$0	\$0	\$0
Grant/Other	WA006	DPS - Water	Replace Water Supply Line to Route 113	\$0	\$0	\$0	\$0	\$3,900,000
Grant/Other	WA007	DPS - Water	Plum Island Chlorine Booster Station	\$100,000	\$0	\$0	\$0	\$0
Grant/Other	SW004	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$0	\$2,000,000	\$0	\$0	\$0
Grant/Other	SW005	DPS - Sewer	Water Street Lift Station (Construction)	\$0	\$500,000	\$0	\$0	\$0
Grant/Other	SW006	DPS - Sewer	Wastewater Storey Ave Pump Station (Construction)	\$0	\$0	\$400,000	\$0	\$0
Grant/Other	PK002	Parks	Bartlet Mall Historic Restoration	\$1,138,725	\$0	\$0	\$0	\$0
Grant/Other	PK003	Parks	Lower Atkinson Common Improvements	\$120,197	\$0	\$0	\$0	\$0
Grant/Other	PK004	Parks	Atkinson Common Tennis Court Resurfacing	\$200,000	\$0	\$0	\$0	\$0
Grant/Other	PK005	Parks	Joppa Park Improvement Project	\$160,000	\$0	\$0	\$0	\$0
Grant/Other	PK006	Parks	Field Improvement - Fuller Complex	\$53,000	\$60,000	\$0	\$0	\$0
Grant/Other	PK007	Parks	Clipper City Rail Trail Improvements	\$0	\$0	\$60,000	\$0	\$0
Grant/Other	PK009	Parks	Woodman Park Improvements	\$10,000	\$80,000	\$0	\$0	\$0
Grant/Other	PK010	Parks	Inn Street & Downtown Parks Improvements	\$10,000	\$78,000	\$119,000	\$0	\$0
Grant/Other	PK013	Parks	Moseley Woods Improvements	\$16,000	\$40,000	\$0	\$0	\$0
Grant/Other	PK016	Parks	Atwood Park Irrigation	\$0	\$0	\$30,000	\$0	\$0
Grant/Other	PK020	Parks	Two Vehicles	\$0	\$38,000	\$0	\$0	\$0
Grant/Other	CA001	Council on Aging	Multipurpose Outdoor Space	\$0	\$200,000	\$0	\$0	\$0
Grant/Other	LB001	Library	Fire Alarm System Component and Detector Replacement	\$9,500	\$0	\$0	\$0	\$0
Grant/Other	LB003	Library	HVAC Boiler Replacement	\$8,000	\$100,000	\$0	\$0	\$0
Grant/Other	LB004	Library	Carpet Replacement	\$17,166	\$15,625	\$17,705	\$0	\$0
Grant/Other	YS001	Youth Services	Youth Services Center	\$250,000	\$0	\$0	\$0	\$0
Grant/Other	SC003	Schools	Nock/Molin-Kitchen Equipment Replacement	\$15,000	\$15,000	\$15,000	\$0	\$0
Grant/Other	SC006	Schools	NHS-Addition, Renovation & Roof Replacement	\$500,000	\$3,500,000	\$3,500,000	\$0	\$0

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Grant/Other	SC009	Schools	NHS-Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0
Grant/Other	SC010	Schools	NHS-Energy Reduction Projects	\$62,182	\$0	\$0	\$0	\$0
Grant/Other	SC011	Schools	NHS-Art/Music Area Feasibility Study	\$20,000	\$0	\$0	\$0	\$0
Grant/Other Total				\$11,588,770	\$10,426,625	\$5,876,705	\$1,500,000	\$5,400,000
Water-R/E	IT001	Information Technology	Technology Upgrades	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000
Water-R/E	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$66,667	\$0	\$0	\$0	\$0
Water-R/E	WA002	DPS - Water	Indian Hill Raw Water Line	\$450,000	\$0	\$0	\$0	\$0
Water-R/E	WA004	DPS - Water	Watershed/Public Water Supply Protection	\$100,000	\$250,000	\$250,000	\$250,000	\$250,000
Water-R/E Total				\$631,667	\$255,000	\$255,000	\$255,000	\$255,000
Sewer-R/E	IT001	Information Technology	Technology Upgrades	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000
Sewer-R/E	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$66,667	\$0	\$0	\$0	\$0
Sewer-R/E	SW002	DPS - Sewer	Aeration System Upgrade	\$125,000	\$0	\$0	\$0	\$0
Sewer-R/E	SW004	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$100,000	\$0	\$0	\$0	\$0
Sewer-R/E	SW007	DPS - Sewer	Sewer F250 Pick-Up with Plow	\$55,000	\$0	\$0	\$0	\$0
Sewer-R/E Total				\$361,667	\$5,000	\$5,000	\$5,000	\$5,000
Harbor-R/E	IT001	Information Technology	Technology Upgrades	\$7,500	\$2,500	\$2,500	\$2,500	\$2,500
Harbor-R/E	HM001	Harbormaster	Fish Pier Embayment Dredging	\$0	\$0	\$0	\$50,000	\$0
Harbor-R/E	HM002	Harbormaster	North Jetty/Merrimack River Dredging Project	\$150,000	\$0	\$0	\$0	\$0
Harbor-R/E	HM003	Harbormaster	Mooring Puller	\$60,000	\$0	\$0	\$0	\$0
Harbor-R/E	PK014	Parks	Jason Sawyer Playground Equipment	\$0	\$0	\$0	\$100,000	\$0
Harbor-R/E Total				\$217,500	\$2,500	\$2,500	\$152,500	\$2,500
Water-Debt	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$0	\$26,135	\$26,135	\$26,135	\$26,135
Water-Debt	WA002	DPS - Water	Indian Hill Raw Water Line	\$0	\$0	\$51,266	\$1,058,486	\$1,058,486
Water-Debt	WA009	DPS - Water	Water Meter Replacement (Water/Sewer)	\$0	\$132,564	\$132,564	\$132,564	\$132,564
Water-Debt Total				\$0	\$158,699	\$209,965	\$1,217,185	\$1,217,185
Sewer-Debt	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$0	\$26,135	\$26,135	\$26,135	\$26,135
Sewer-Debt	WA009	DPS - Water	Water Meter Replacement (Water/Sewer)	\$0	\$132,564	\$132,564	\$132,564	\$132,564
Sewer-Debt	SW001	DPS - Sewer	Clarifier Upgrades	\$0	\$35,584	\$300,960	\$348,004	\$395,047
Sewer-Debt	SW003	DPS - Sewer	Sludge Handling Process Improvement	\$0	\$0	\$6,031	\$66,344	\$66,344
Sewer-Debt	SW005	DPS - Sewer	Water Street Lift Station (Construction)	\$0	\$0	\$30,156	\$30,156	\$30,156
Sewer-Debt	SW006	DPS - Sewer	Wastewater Storey Ave Pump Station (Construction)	\$0	\$0	\$0	\$24,125	\$24,125
Sewer-Debt Total				\$0	\$194,284	\$495,847	\$627,328	\$674,372
Harbor-Debt	PL001	Planning & Development	Central Waterfront East Bulkhead	\$0	\$41,564	\$41,564	\$41,564	\$41,564
Harbor-Debt	HM005	Harbormaster	Waterfront Docks	\$0	\$0	\$0	\$22,094	\$40,085
Harbor-Debt Total				\$0	\$41,564	\$41,564	\$63,658	\$81,649
Water-Op Budget	WA008	DPS - Water	Water Main Replacement	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Water-Op Budget	WA010	DPS - Water	Purchase Six Wheel Dump Truck	\$65,000	\$65,000	\$65,000	\$0	\$0

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Water-Op Budget Total				\$315,000	\$315,000	\$315,000	\$250,000	\$250,000
Sewer-Op Budget Total				\$0	\$0	\$0	\$0	\$0
Harbor-Op Budget Total				\$0	\$0	\$0	\$0	\$0
Grand Total				\$15,147,851	\$15,407,673	\$11,214,967	\$9,119,044	\$12,195,778

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Funding Source	CIP #	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027
GF-Free Cash	IT001	Information Technology	Technology Upgrades	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500
Grant/Other	IT001	Information Technology	Technology Upgrades	\$75,000	\$0	\$0	\$0	\$0
Water-R/E	IT001	Information Technology	Technology Upgrades	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000
Sewer-R/E	IT001	Information Technology	Technology Upgrades	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000
Harbor-R/E	IT001	Information Technology	Technology Upgrades	\$7,500	\$2,500	\$2,500	\$2,500	\$2,500
IT001 Total				\$150,000	\$50,000	\$50,000	\$50,000	\$50,000
GF-Ord Debt	PL001	Planning & Development	Central Waterfront East Bulkhead	\$0	\$41,564	\$41,564	\$41,564	\$41,564
Grant/Other	PL001	Planning & Development	Central Waterfront East Bulkhead	\$4,000,000	\$0	\$0	\$0	\$0
Harbor-Debt	PL001	Planning & Development	Central Waterfront East Bulkhead	\$0	\$41,564	\$41,564	\$41,564	\$41,564
PL001 Total				\$4,000,000	\$83,129	\$83,129	\$83,129	\$83,129
GF-Ord Debt	PL002	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$0	\$134,440	\$134,440	\$134,440	\$134,440
CPA-Debt	PL002	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$265,128	\$265,128	\$265,128	\$265,128	\$265,128
Grant/Other	PL002	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$1,650,000	\$0	\$0	\$350,000	\$0
PL002 Total				\$1,915,128	\$399,568	\$399,568	\$749,568	\$399,568
Grant/Other	PL003	Planning & Development	Complete Streets Transportation Projects	\$50,000	\$400,000	\$50,000	\$400,000	\$50,000
PL003 Total				\$50,000	\$400,000	\$50,000	\$400,000	\$50,000
GF-Ord Debt	PL004	Planning & Development	Brown School/Gym Renovations	\$0	\$65,031	\$65,031	\$65,031	\$65,031
Grant/Other	PL004	Planning & Development	Brown School/Gym Renovations	\$100,000	\$0	\$0	\$0	\$0
PL004 Total				\$100,000	\$65,031	\$65,031	\$65,031	\$65,031
GF-Ord Debt	FD001	Fire	Replacement of Fire Station # 2	\$357,654	\$357,654	\$357,654	\$357,654	\$357,654
FD001 Total				\$357,654	\$357,654	\$357,654	\$357,654	\$357,654
GF-Exempt Debt	FD002	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$48,250	\$591,063	\$591,063
FD002 Total				\$0	\$0	\$48,250	\$591,063	\$591,063
GF-Free Cash	FD003	Fire	Replace/Update Radio Equipment	\$55,000	\$55,000	\$55,000	\$0	\$0
FD003 Total				\$55,000	\$55,000	\$55,000	\$0	\$0
GF-Free Cash	FD004	Fire	SCBA Replacement	\$80,000	\$0	\$0	\$0	\$0
Grant/Other	FD004	Fire	SCBA Replacement	\$340,000	\$0	\$0	\$0	\$0
FD004 Total				\$420,000	\$0	\$0	\$0	\$0
GF-Free Cash	FD005	Fire	Hose Replacements	\$0	\$30,000	\$0	\$0	\$0
FD005 Total				\$0	\$30,000	\$0	\$0	\$0
GF-Free Cash	FD006	Fire	Fire Rescue Pumper	\$0	\$0	\$0	\$650,000	\$0
FD006 Total				\$0	\$0	\$0	\$650,000	\$0
GF-Ord Debt	PD001	Police	Dispatch Center Renovation	\$0	\$0	\$34,293	\$34,293	\$34,293
PD001 Total				\$0	\$0	\$34,293	\$34,293	\$34,293
GF-Free Cash	PD002	Police	Police Station Locker Rooms	\$150,000	\$0	\$0	\$0	\$0
PD002 Total				\$150,000	\$0	\$0	\$0	\$0

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Funding Source	CIP #	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027
GF-Free Cash	PD003	Police	Carpet Replacement	\$0	\$50,000	\$0	\$0	\$0
PD003 Total				\$0	\$50,000	\$0	\$0	\$0
GF-Free Cash	PD004	Police	Facility Weatherproofing	\$0	\$40,000	\$0	\$0	\$0
PD004 Total				\$0	\$40,000	\$0	\$0	\$0
GF-Op Budget	PD005	Police	Cruiser/Vehicle Replacements	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
PD005 Total				\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
GF-Free Cash	PD006	Police	Thirty Four (34) Taser Replacements	\$0	\$0	\$60,000	\$0	\$0
Grant/Other	PD006	Police	Thirty Four (34) Taser Replacements	\$0	\$0	\$60,000	\$0	\$0
PD006 Total				\$0	\$0	\$120,000	\$0	\$0
GF-Free Cash	PD007	Police	Cruiser Computers	\$0	\$0	\$50,000	\$0	\$0
Grant/Other	PD007	Police	Cruiser Computers	\$0	\$0	\$25,000	\$0	\$0
PD007 Total				\$0	\$0	\$75,000	\$0	\$0
Grant/Other	HM001	Harbormaster	Fish Pier Embayment Dredging	\$0	\$0	\$0	\$0	\$700,000
Harbor-R/E	HM001	Harbormaster	Fish Pier Embayment Dredging	\$0	\$0	\$0	\$50,000	\$0
HM001 Total				\$0	\$0	\$0	\$50,000	\$700,000
Harbor-R/E	HM002	Harbormaster	North Jetty/Merrimack River Dredging Project	\$150,000	\$0	\$0	\$0	\$0
HM002 Total				\$150,000	\$0	\$0	\$0	\$0
Harbor-R/E	HM003	Harbormaster	Mooring Puller	\$60,000	\$0	\$0	\$0	\$0
HM003 Total				\$60,000	\$0	\$0	\$0	\$0
Grant/Other	HM004	Harbormaster	Harbormaster Facility Solar Panels	\$0	\$0	\$100,000	\$0	\$0
HM004 Total				\$0	\$0	\$100,000	\$0	\$0
Grant/Other	HM005	Harbormaster	Waterfront Docks	\$0	\$0	\$250,000	\$250,000	\$250,000
Harbor-Debt	HM005	Harbormaster	Waterfront Docks	\$0	\$0	\$0	\$22,094	\$40,085
HM005 Total				\$0	\$0	\$250,000	\$272,094	\$290,085
GF-Free Cash	HW001	DPS - Highway	Streets and Sidewalks Improvement Plan	\$0	\$0	\$100,000	\$100,000	\$100,000
GF-Op Budget	HW001	DPS - Highway	Streets and Sidewalks Improvement Plan	\$300,000	\$300,000	\$400,000	\$500,000	\$600,000
GF-Ord Debt	HW001	DPS - Highway	Streets and Sidewalks Improvement Plan	\$0	\$0	\$17,675	\$26,513	\$26,513
Grant/Other	HW001	DPS - Highway	Streets and Sidewalks Improvement Plan	\$1,700,000	\$1,700,000	\$500,000	\$500,000	\$500,000
HW001 Total				\$2,000,000	\$2,000,000	\$1,017,675	\$1,126,513	\$1,226,513
GF-Free Cash	HW002	DPS - Highway	Traffic/Safety Improvement Projects	\$0	\$100,000	\$0	\$0	\$0
HW002 Total				\$0	\$100,000	\$0	\$0	\$0
GF-Free Cash	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$66,667	\$0	\$0	\$0	\$0
GF-Ord Debt	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$0	\$47,245	\$47,245	\$47,245	\$47,245
Water-R/E	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$66,667	\$0	\$0	\$0	\$0
Sewer-R/E	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$66,667	\$0	\$0	\$0	\$0
Water-Debt	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$0	\$26,135	\$26,135	\$26,135	\$26,135

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Sewer-Debt	HW003	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades	\$0	\$26,135	\$26,135	\$26,135	\$26,135
	HW003 Total			\$200,000	\$99,516	\$99,516	\$99,516	\$99,516
GF-Free Cash	HW004	DPS - Highway	Plummer Spring Bridge Replacement	\$0	\$0	\$700,000	\$0	\$0
	HW004 Total			\$0	\$0	\$700,000	\$0	\$0
CPA-PAYGO	HW005	DPS - Highway	City Hall Improvements	\$0	\$500,000	\$0	\$0	\$0
Grant/Other	HW005	DPS - Highway	City Hall Improvements	\$0	\$0	\$650,000	\$0	\$0
	HW005 Total			\$0	\$500,000	\$650,000	\$0	\$0
GF-Free Cash	HW006	DPS - Highway	DPS Salt Shed Replacement/Upgrades	\$320,000	\$0	\$0	\$0	\$0
Grant/Other	HW006	DPS - Highway	DPS Salt Shed Replacement/Upgrades	\$40,000	\$0	\$0	\$0	\$0
	HW006 Total			\$360,000	\$0	\$0	\$0	\$0
GF-Op Budget	HW007	DPS - Highway	F600 Dump body with sander	\$0	\$43,300	\$43,300	\$43,300	\$0
	HW007 Total			\$0	\$43,300	\$43,300	\$43,300	\$0
Grant/Other	HW008	DPS - Highway	Cemetery Mowers	\$24,000	\$0	\$0	\$0	\$0
	HW008 Total			\$24,000	\$0	\$0	\$0	\$0
Sewer-Debt	SW001	DPS - Sewer	Clarifier Upgrades	\$0	\$35,584	\$300,960	\$348,004	\$395,047
	SW001 Total			\$0	\$35,584	\$300,960	\$348,004	\$395,047
Sewer-R/E	SW002	DPS - Sewer	Aeration System Upgrade	\$125,000	\$0	\$0	\$0	\$0
	SW002 Total			\$125,000	\$0	\$0	\$0	\$0
Sewer-Debt	SW003	DPS - Sewer	Sludge Handling Process Improvement	\$0	\$0	\$6,031	\$66,344	\$66,344
	SW003 Total			\$0	\$0	\$6,031	\$66,344	\$66,344
Grant/Other	SW004	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$0	\$2,000,000	\$0	\$0	\$0
Sewer-R/E	SW004	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$100,000	\$0	\$0	\$0	\$0
	SW004 Total			\$100,000	\$2,000,000	\$0	\$0	\$0
Grant/Other	SW005	DPS - Sewer	Water Street Lift Station (Construction)	\$0	\$500,000	\$0	\$0	\$0
Sewer-Debt	SW005	DPS - Sewer	Water Street Lift Station (Construction)	\$0	\$0	\$30,156	\$30,156	\$30,156
	SW005 Total			\$0	\$500,000	\$30,156	\$30,156	\$30,156
Grant/Other	SW006	DPS - Sewer	Wastewater Storey Ave Pump Station (Construction)	\$0	\$0	\$400,000	\$0	\$0
Sewer-Debt	SW006	DPS - Sewer	Wastewater Storey Ave Pump Station (Construction)	\$0	\$0	\$0	\$24,125	\$24,125
	SW006 Total			\$0	\$0	\$400,000	\$24,125	\$24,125
Sewer-R/E	SW007	DPS - Sewer	Sewer F250 Pick-Up with Plow	\$55,000	\$0	\$0	\$0	\$0
	SW007 Total			\$55,000	\$0	\$0	\$0	\$0
Grant/Other	WA001	DPS - Water	Amesbury Emergency Interconnection Points	\$250,000	\$0	\$0	\$0	\$0
	WA001 Total			\$250,000	\$0	\$0	\$0	\$0
Water-R/E	WA002	DPS - Water	Indian Hill Raw Water Line	\$450,000	\$0	\$0	\$0	\$0
Water-Debt	WA002	DPS - Water	Indian Hill Raw Water Line	\$0	\$0	\$51,266	\$1,058,486	\$1,058,486
	WA002 Total			\$450,000	\$0	\$51,266	\$1,058,486	\$1,058,486

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Funding Source	CIP #	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027
Grant/Other	WA003	DPS - Water	Lower Artichoke Reservoir Dam Improvements	\$500,000	\$500,000	\$0	\$0	\$0
	WA003 Total			\$500,000	\$500,000	\$0	\$0	\$0
Water-R/E	WA004	DPS - Water	Watershed/Public Water Supply Protection	\$100,000	\$250,000	\$250,000	\$250,000	\$250,000
	WA004 Total			\$100,000	\$250,000	\$250,000	\$250,000	\$250,000
Grant/Other	WA005	DPS - Water	Water Treatment Plant Evaluation & Upgrades (Design)	\$170,000	\$1,200,000	\$0	\$0	\$0
	WA005 Total			\$170,000	\$1,200,000	\$0	\$0	\$0
Grant/Other	WA006	DPS - Water	Replace Water Supply Line to Route 113	\$0	\$0	\$0	\$0	\$3,900,000
	WA006 Total			\$0	\$0	\$0	\$0	\$3,900,000
Grant/Other	WA007	DPS - Water	Plum Island Chlorine Booster Station	\$100,000	\$0	\$0	\$0	\$0
	WA007 Total			\$100,000	\$0	\$0	\$0	\$0
Water-Op Budget	WA008	DPS - Water	Water Main Replacement	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
	WA008 Total			\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Water-Debt	WA009	DPS - Water	Water Meter Replacement (Water/Sewer)	\$0	\$132,564	\$132,564	\$132,564	\$132,564
Sewer-Debt	WA009	DPS - Water	Water Meter Replacement (Water/Sewer)	\$0	\$132,564	\$132,564	\$132,564	\$132,564
	WA009 Total			\$0	\$265,128	\$265,128	\$265,128	\$265,128
Water-Op Budget	WA010	DPS - Water	Purchase Six Wheel Dump Truck	\$65,000	\$65,000	\$65,000	\$0	\$0
	WA010 Total			\$65,000	\$65,000	\$65,000	\$0	\$0
GF-Free Cash	PK001	Parks	Parks Field Office	\$150,000	\$0	\$0	\$0	\$0
GF-Ord Debt	PK001	Parks	Parks Field Office	\$0	\$90,469	\$90,469	\$90,469	\$90,469
	PK001 Total			\$150,000	\$90,469	\$90,469	\$90,469	\$90,469
CPA-Debt	PK002	Parks	Bartlet Mall Historic Restoration	\$0	\$246,569	\$246,569	\$246,569	\$246,569
Grant/Other	PK002	Parks	Bartlet Mall Historic Restoration	\$1,138,725	\$0	\$0	\$0	\$0
	PK002 Total			\$1,138,725	\$246,569	\$246,569	\$246,569	\$246,569
CPA-Debt	PK003	Parks	Lower Atkinson Common Improvements	\$0	\$102,322	\$102,322	\$102,322	\$102,322
Grant/Other	PK003	Parks	Lower Atkinson Common Improvements	\$120,197	\$0	\$0	\$0	\$0
	PK003 Total			\$120,197	\$102,322	\$102,322	\$102,322	\$102,322
Grant/Other	PK004	Parks	Atkinson Common Tennis Court Resurfacing	\$200,000	\$0	\$0	\$0	\$0
	PK004 Total			\$200,000	\$0	\$0	\$0	\$0
Grant/Other	PK005	Parks	Joppa Park Improvement Project	\$160,000	\$0	\$0	\$0	\$0
	PK005 Total			\$160,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK006	Parks	Field Improvement - Fuller Complex	\$30,000	\$0	\$0	\$0	\$0
Grant/Other	PK006	Parks	Field Improvement - Fuller Complex	\$53,000	\$60,000	\$0	\$0	\$0
	PK006 Total			\$83,000	\$60,000	\$0	\$0	\$0
GF-Free Cash	PK007	Parks	Clipper City Rail Trail Improvements	\$70,000	\$0	\$0	\$0	\$0
Grant/Other	PK007	Parks	Clipper City Rail Trail Improvements	\$0	\$0	\$60,000	\$0	\$0
	PK007 Total			\$70,000	\$0	\$60,000	\$0	\$0

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GF-Free Cash	PK008	Parks	Cashman Park Site Improvements	\$0	\$0	\$0	\$300,000	\$0
CPA-PAYGO	PK008	Parks	Cashman Park Site Improvements	\$0	\$210,000	\$0	\$300,000	\$0
	PK008 Total			\$0	\$210,000	\$0	\$600,000	\$0
Grant/Other	PK009	Parks	Woodman Park Improvements	\$10,000	\$80,000	\$0	\$0	\$0
	PK009 Total			\$10,000	\$80,000	\$0	\$0	\$0
GF-Free Cash	PK010	Parks	Inn Street & Downtown Parks Improvements	\$10,000	\$0	\$0	\$0	\$300,000
Grant/Other	PK010	Parks	Inn Street & Downtown Parks Improvements	\$10,000	\$78,000	\$119,000	\$0	\$0
	PK010 Total			\$20,000	\$78,000	\$119,000	\$0	\$300,000
CPA-PAYGO	PK011	Parks	Perkins Park Improvements	\$0	\$21,000	\$20,000	\$120,000	\$0
	PK011 Total			\$0	\$21,000	\$20,000	\$120,000	\$0
GF-Free Cash	PK012	Parks	Newburyport Skatepark Repairs	\$24,000	\$0	\$0	\$0	\$0
	PK012 Total			\$24,000	\$0	\$0	\$0	\$0
Grant/Other	PK013	Parks	Moseley Woods Improvements	\$16,000	\$40,000	\$0	\$0	\$0
	PK013 Total			\$16,000	\$40,000	\$0	\$0	\$0
GF-Free Cash	PK014	Parks	Jason Sawyer Playground Equipment	\$0	\$0	\$0	\$200,000	\$0
Harbor-R/E	PK014	Parks	Jason Sawyer Playground Equipment	\$0	\$0	\$0	\$100,000	\$0
	PK014 Total			\$0	\$0	\$0	\$300,000	\$0
GF-Free Cash	PK015	Parks	Ayer Playground Equipment	\$0	\$0	\$0	\$0	\$500,000
	PK015 Total			\$0	\$0	\$0	\$0	\$500,000
Grant/Other	PK016	Parks	Atwood Park Irrigation	\$0	\$0	\$30,000	\$0	\$0
	PK016 Total			\$0	\$0	\$30,000	\$0	\$0
GF-Free Cash	PK017	Parks	Infield Groomer	\$15,000	\$0	\$0	\$0	\$0
	PK017 Total			\$15,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK018	Parks	Work Site Utility Vehicle	\$0	\$30,000	\$0	\$0	\$0
	PK018 Total			\$0	\$30,000	\$0	\$0	\$0
GF-Free Cash	PK019	Parks	Mini Excavator with Buckets	\$0	\$0	\$65,000	\$0	\$0
	PK019 Total			\$0	\$0	\$65,000	\$0	\$0
GF-Free Cash	PK020	Parks	Two Vehicles	\$0	\$68,000	\$0	\$0	\$0
Grant/Other	PK020	Parks	Two Vehicles	\$0	\$38,000	\$0	\$0	\$0
	PK020 Total			\$0	\$106,000	\$0	\$0	\$0
GF-Free Cash	PK021	Parks	Enclosed Landscape Trailer	\$17,300	\$0	\$0	\$0	\$0
	PK021 Total			\$17,300	\$0	\$0	\$0	\$0
GF-Free Cash	PK022	Parks	Telescopic Mini-Loader	\$0	\$0	\$77,000	\$0	\$0
	PK022 Total			\$0	\$0	\$77,000	\$0	\$0
GF-Free Cash	PK023	Parks	Ventrac Mower	\$0	\$0	\$36,000	\$0	\$0
	PK023 Total			\$0	\$0	\$36,000	\$0	\$0

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Funding Source	CIP #	Department	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027
GF-Free Cash	PK024	Parks	Wright Stander Mower	\$0	\$0	\$10,000	\$0	\$0
	PK024 Total			\$0	\$0	\$10,000	\$0	\$0
GF-Free Cash	PK025	Parks	Sweeper Attachment	\$0	\$42,000	\$0	\$0	\$0
	PK025 Total			\$0	\$42,000	\$0	\$0	\$0
GF-Free Cash	PK026	Parks	Large Width Mower	\$0	\$0	\$82,355	\$0	\$0
	PK026 Total			\$0	\$0	\$82,355	\$0	\$0
Grant/Other	CA001	Council on Aging	Multipurpose Outdoor Space	\$0	\$200,000	\$0	\$0	\$0
	CA001 Total			\$0	\$200,000	\$0	\$0	\$0
GF-Op Budget	LB001	Library	Fire Alarm System Component and Detector Replacement	\$10,000	\$0	\$0	\$0	\$0
Grant/Other	LB001	Library	Fire Alarm System Component and Detector Replacement	\$9,500	\$0	\$0	\$0	\$0
	LB001 Total			\$19,500	\$0	\$0	\$0	\$0
CPA-PAYGO	LB002	Library	Front Steps and Retaining Wall Repair	\$0	\$100,000	\$0	\$0	\$0
	LB002 Total			\$0	\$100,000	\$0	\$0	\$0
Grant/Other	LB003	Library	HVAC Boiler Replacement	\$8,000	\$100,000	\$0	\$0	\$0
	LB003 Total			\$8,000	\$100,000	\$0	\$0	\$0
Grant/Other	LB004	Library	Carpet Replacement	\$17,166	\$15,625	\$17,705	\$0	\$0
	LB004 Total			\$17,166	\$15,625	\$17,705	\$0	\$0
GF-Ord Debt	YS001	Youth Services	Youth Services Center	\$0	\$105,547	\$165,860	\$196,016	\$196,016
Grant/Other	YS001	Youth Services	Youth Services Center	\$250,000	\$0	\$0	\$0	\$0
	YS001 Total			\$250,000	\$105,547	\$165,860	\$196,016	\$196,016
GF-Free Cash	SC001	Schools	Nock/Molin-Playground Repaving	\$0	\$118,500	\$0	\$0	\$0
	SC001 Total			\$0	\$118,500	\$0	\$0	\$0
GF-Free Cash	SC002	Schools	Nock/Molin-Walkway & Sidewalk Repairs/Repaving	\$0	\$0	\$18,000	\$0	\$0
	SC002 Total			\$0	\$0	\$18,000	\$0	\$0
Grant/Other	SC003	Schools	Nock/Molin-Kitchen Equipment Replacement	\$15,000	\$15,000	\$15,000	\$0	\$0
	SC003 Total			\$15,000	\$15,000	\$15,000	\$0	\$0
GF-Exempt Debt	SC004	Schools	Nock/Molin-Gym & Auditorium Roof Replacement	\$0	\$0	\$0	\$21,534	\$21,534
	SC004 Total			\$0	\$0	\$0	\$21,534	\$21,534
GF-Free Cash	SC005	Schools	Nock/Molin & NHS-Control System Upgrades	\$0	\$160,000	\$0	\$0	\$0
	SC005 Total			\$0	\$160,000	\$0	\$0	\$0
GF-Exempt Debt	SC006	Schools	NHS-Addition, Renovation & Roof Replacement	\$0	\$487,731	\$487,731	\$487,731	\$487,731
Grant/Other	SC006	Schools	NHS-Addition, Renovation & Roof Replacement	\$500,000	\$3,500,000	\$3,500,000	\$0	\$0
	SC006 Total			\$500,000	\$3,987,731	\$3,987,731	\$487,731	\$487,731
GF-Free Cash	SC007	Schools	NHS-Engineering Services	\$0	\$40,000	\$0	\$0	\$0
	SC007 Total			\$0	\$40,000	\$0	\$0	\$0
GF-Free Cash	SC008	Schools	NHS-Carpet Replacement	\$0	\$0	\$25,000	\$25,000	\$0

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	SC008 Total			\$0	\$0	\$25,000	\$25,000	\$0
Grant/Other	SC009	Schools	NHS-Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0
	SC009 Total			\$0	\$0	\$100,000	\$0	\$0
Grant/Other	SC010	Schools	NHS-Energy Reduction Projects	\$62,182	\$0	\$0	\$0	\$0
	SC010 Total			\$62,182	\$0	\$0	\$0	\$0
Grant/Other	SC011	Schools	NHS-Art/Music Area Feasibility Study	\$20,000	\$0	\$0	\$0	\$0
	SC011 Total			\$20,000	\$0	\$0	\$0	\$0
GF-Op Budget	SC012	Schools	NHS-College & Career Center Feasibility Study	\$10,000	\$0	\$0	\$0	\$0
	SC012 Total			\$10,000	\$0	\$0	\$0	\$0
GF-Free Cash	SC013	Schools	Pick-Up Truck with Utility Body & Plow	\$0	\$0	\$65,000	\$0	\$0
	SC013 Total			\$0	\$0	\$65,000	\$0	\$0
GF-Free Cash	SC014	Schools	Pick-Up Truck with Plow	\$0	\$55,000	\$0	\$0	\$0
	SC014 Total			\$0	\$55,000	\$0	\$0	\$0
	Grand Total			\$15,147,851	\$15,407,673	\$11,214,967	\$9,119,044	\$12,195,778