

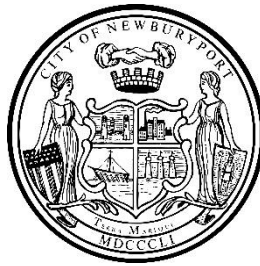
City of Newburyport

FY2024 Adopted Budget



Mayor Sean R. Reardon

Approved June 20, 2023



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CITY OF NEWBURYPORT MASSACHUSETTS



FISCAL YEAR 2024 ADOPTED BUDGET

GENERAL AND ENTERPRISE FUNDS JULY 1, 2023 TO JUNE 30, 2024

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, 2022

Christopher P. Morill

Executive Director



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Section 1: Introduction



CITY OF NEWBURYPORT

OFFICE OF THE MAYOR

SEAN R. REARDON

May 8, 2023

Dear President Shand & Members of the City Council:

I am pleased to submit the City of Newburyport's Proposed Budget for the 2024 Fiscal Year. This budget includes funds for the general operation and maintenance of our municipal government, education and debt service and describes the funding plan for the City for the Fiscal Year July 1, 2023 – June 30, 2024.

The proposed general fund budget includes expenditures of \$82,801,216 balanced by an estimated tax levy of \$68,536,070, as well as, \$14,265,146 in local receipts, state aid and other available funds. Of the tax levy, \$3,182,660 funds the debt exclusions voted for the Newburyport High School renovation, the Bresnahan Elementary School, renovations of the Nock/Molin School, the Senior/Community Center and redevelopment of athletic fields. It is shown within the budget as dedicated revenue that offsets expenditures, which are recognized as "Excluded Debt Service." The FY2024 general fund operating budget represents a \$3,541,134 or 4.5% increase over last year's budget. The budget is balanced with a 2.3% increase to the property tax levy limit, compared to the 2.5% allowed by law.

The COVID-19 pandemic brought unprecedented disruption to municipal government, and made planning for the future very difficult. At this time last year, we were turning the corner and reaching the end of the worst stages of the pandemic, and this next fiscal year will start with the State of Emergency officially concluded at the state and federal level. While COVID will remain with us, the City will not need to devote as many resources to pandemic mitigation initiatives. The City will continue to provide many services that were brought about by the pandemic, like parklets, hybrid and remote public meetings, and online permit applications. There are also additional funds that we will continue to use in order to advance Newburyport's recovery from the pandemic.

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. This year we will not receive premium savings from MIIA for our annual health insurance rate increase as we did during the pandemic. We also are seeing significant growth in solid waste removal and disposal fees in the extension year of our contract with our service provider, as well as additional increases in gas and electricity prices. Inflation is a challenge to our budget, as it was last year, even as we are starting to see the worst of the price spikes begin to come down.

Through the American Rescue Plan Act (ARPA), Elementary and Secondary School Emergency Relief (ESSER), and other federal and state programs, the city is fortunate to have access to an unprecedented level of federal and state funding to invest in our community. This funding will enable

the city to make progress on much-needed infrastructure improvements, educational programs, and other initiatives that will move the city forward.

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 navigate the uncertain global economic picture. Newburyport has retained its AAA bond rating, which will be crucial as we plan to take on significant capital projects. When our bond rating was last reviewed, we were credited with a very strong local economy, very strong management, strong financial policies and practices, strong budgetary performance and flexibility, and an adequate debt and contingent liability profile.

This budget was written in part to incorporate the main objectives from my strategic plan that I released last year, 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. It takes considerable resources to provide the services that residents expect and deserve, and we must continue to do this while looking out for the future needs of the city, primarily its infrastructure.

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.

Last year, we were able to add staff capacity to the Veterans Services Office, the Council on Aging, and our IT Department. This year, we still have significant ground to make up in investing in Information Technology, and you will see investments in both capital and operating budgets to support this department. I also want to add staff capacity to the Planning Department in order to follow the recommendations of our newly completed Comprehensive Economic Development Master Plan. In addition, this will be the first year that the budget shows the Parks Division within the Department of Public Services, and we look forward to seeing the efficiencies that will be brought about by this change. Finally, we continue to support the Department of Public Services with their daily operations and massive capital projects, and are recommending additional personnel in this department as well.

Overall, we have developed a budget that meets key needs while attaining the below goals that the City identified at the start of the process.

Budget Goals

- Develop a FY2024 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 utilities based on the uncertainty around the current inflationary environment;
- 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

Revisions to the City Charter were approved in FY2023, which for the first time allowed the Administration to present its Capital Improvement Plan (CIP) at the same time as the Operating Budget. The CIP is an updated five-year plan on the city's capital needs and shows how the City plans to fund and finance each project. 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 FY2024- FY2028 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

FY2024 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 FY2023 tax rate is set at \$10.74 per \$1,000 based on a tax levy \$65,683,218 and a city-wide valuation of \$6,115,755,868. This tax rate represents a \$1.27 per \$1,000 decrease over FY2022. This rate was set below the levy limit of the maximum tax rate of \$10.89 per \$1,000 allowable under Proposition 2 ½ for FY2023.

Based on the FY2023 valuation, the average single-family home in Newburyport is now assessed at \$830,500, compared to \$702,000 in FY2022. Due to this large increase in residential values compared to the other classes of property, this results in an average single-family tax bill of \$8,920, which represents a 5.8%, or \$489 increase over FY2022'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 5.2% from FY2023 to FY2024 due to the need for increased capital work and services, while the Sewer Enterprise Fund will increase by 3.2%. These budgets help to ensure the users of these quality services while prioritizing upgrades; these departments have worked hard to keep their expenditures to the minimum necessary levels to maintain quality services. Water use continues to decrease, impacting revenues to fund both water and sewer operations. Both water and sewer enterprise funds were balanced using a small amount of retained earnings. We anticipate future rate increases to cover declining revenues associated with decreased usage. Lastly, the Harbormaster Enterprise Fund has increased 4.1% largely driven by inflationary pressures.

Budget Assumptions

- 2.3% increase to property tax levy limit
- \$750,000 in new growth revenue;
- Conservative estimates for local receipts;
- State aid based on FY2024 House Ways & Means 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 FY2023 budgets. We hope to continue to be recipients of this prestigious award for this budget document.

Conclusion

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. Our Capital Facilities Master Plan, which was spearheaded by Kim Turner in my office, was particularly helpful in creating the CIP. Donna Drelick, our HR Director, deserves credit for her work in managing our collective bargaining agreements, benefits, and salary schedules throughout this process. I also want to recognize Mr. Manning for all his efforts in keeping this process productive and efficient, and for ensuring our final document in line with best financial practices.

As we confront these uncertain economic times and look to deal with challenges including inflation and increasing unaffordability of housing and other goods, we have made ensuring our City remains on solid financial ground as the highest priority. We continue to move forward on long overdue infrastructure needs, including upgrading our information technology to protect against risks and improve all city functions. This budget prioritizes protecting our water supply through key capital projects, and are working diligently to address the growing list of streets and sidewalks in need of repair. This budget also invests in extra capacity in our planning department, which will help us advance key land use priorities. And of course we remain dedicated to supporting public education evidenced by the significant increases to our school budget over the past decade. The FY2024 budget funds the Superintendent's major priorities and reflects our strong commitment to education.

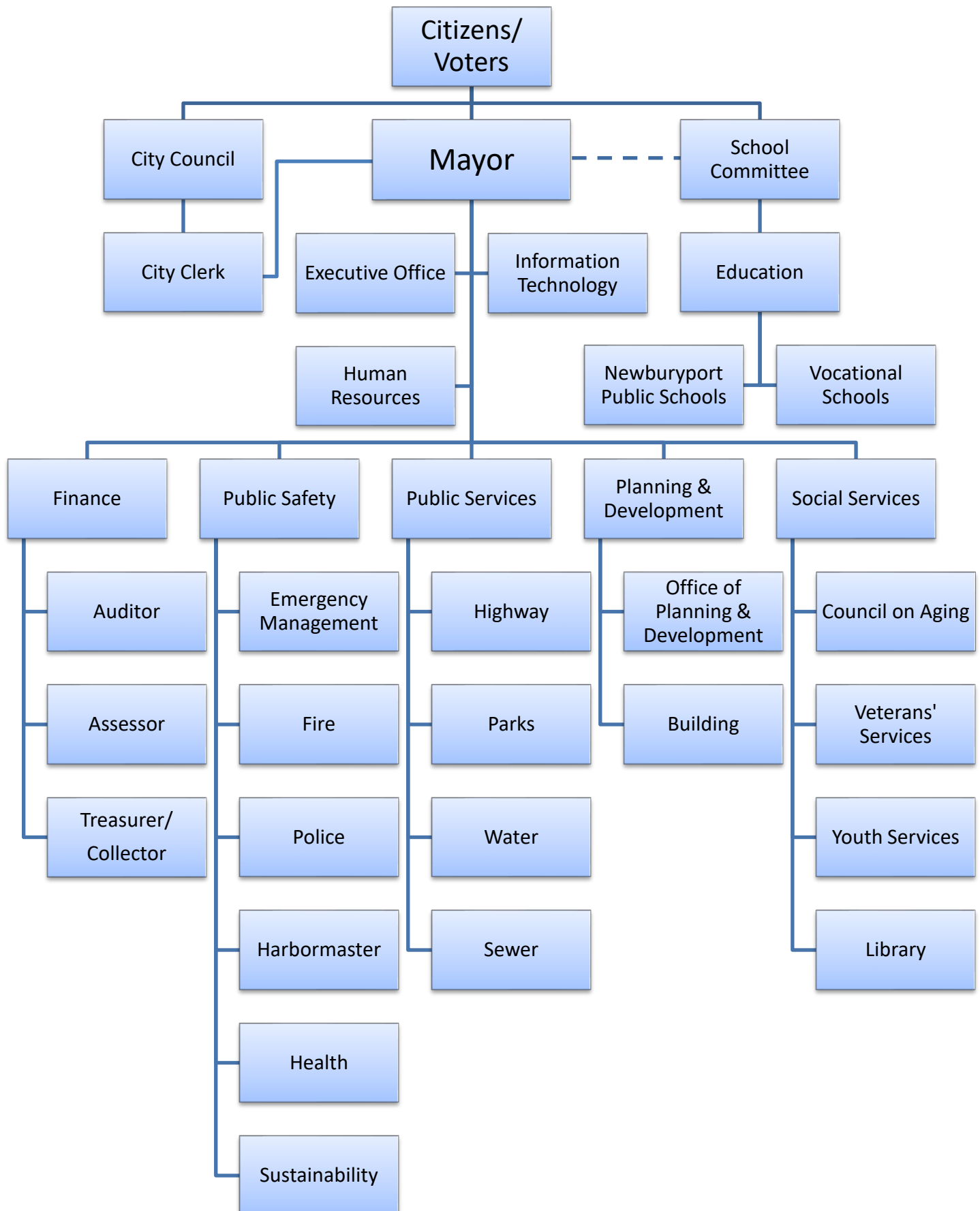
We are proud to submit this budget to you for consideration and look forward to working with you over the coming weeks to finalize this process and continue into FY2024.

Respectfully submitted,

A handwritten signature in black ink that reads "Sean R. Reardon". The signature is fluid and cursive, with the first name "Sean" being larger and more prominent than the last name "Reardon".

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. This document is much more than just a collection of 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 communication 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 that provides the latest financial and planning information for the City of Newburyport.

THE BUDGET PROCESS

The City of Newburyport operates under state statutes and a Home Rule Charter that has been 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 serves a term of two years, while the Mayor's term is four years.

To maintain a 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 is likewise prohibited from exercising any legislative powers.

The annual budget planning process begins 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 the Council by May 15. The School budget must 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. While the Council may reduce or delete any line items, 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

April

School Committee approves budget

May

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

June

City Council budget and CIP 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: 18,295

Form of Government:
Mayor-City Council

Mayor: Sean R. Reardon

School Structure: K-12

FY2023 Average Single-Family Tax Rate: \$10.74 per \$1,000

FY2023 Average Single-Family Home Value:
\$830,521

Coordinates:
42° 48' 45" N, 70° 52' 40" W

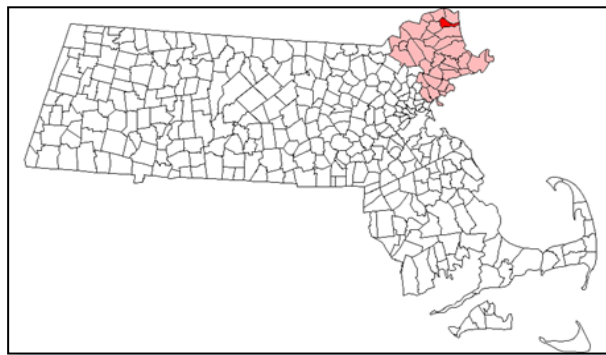
Address:
Newburyport City Hall
60 Pleasant Street
Newburyport, MA 01950
(978) 465-4413
www.cityofnewburyport.com

Newburyport is one of the smallest cities in the state, but its residents feel that it is one of the most beautiful. The city retains a large number of spacious and gracious Federalist homes, which were built with the fortunes of the whaling and clipper ship industries of the 19th century seaport.

The city is proud of its history, including the fact that the first tea party in opposition to England's tax on tea was held in Newburyport, before the more famous one in Boston. Additionally, the city is pleased to be the birthplace of the United States Coast Guard, as the first ship commissioned for the Coast Guard, the frigate *Massachusetts*, was built in the city. Newburyport launched a massive redevelopment scheme in the early 1960s to reclaim its historic neighborhoods and provide up-to-date infrastructure with the help of state and federal funds.

Despite being steeped in the past, the city did not neglect to prepare for a lively present and built the Newburyport Business Park, which now houses diversified small industries. The city was honored to be named the 14th Coast Guard City in the US in 2012, recognizing its significant role in supporting the efforts of the United States Coast Guard. Newburyport is also a designated Green Community and certified Municipality Vulnerability Preparedness (MVP) community, with a Cultural District to support and showcase its arts and tourism.

The city has a strong tourist industry, and its adjacent river is used for recreation, with an old fire station that now houses a theatre and restaurant. Many residents commute daily to Boston via the MBTA's commuter rail service or one of several bus companies. The residents are proud of their city's long-standing families and heritage, but also welcome newcomers and the innovative ideas they bring.

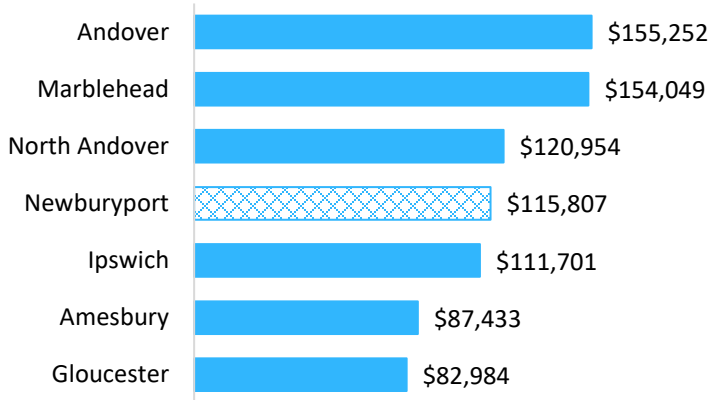


ECONOMY & TAXES

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.

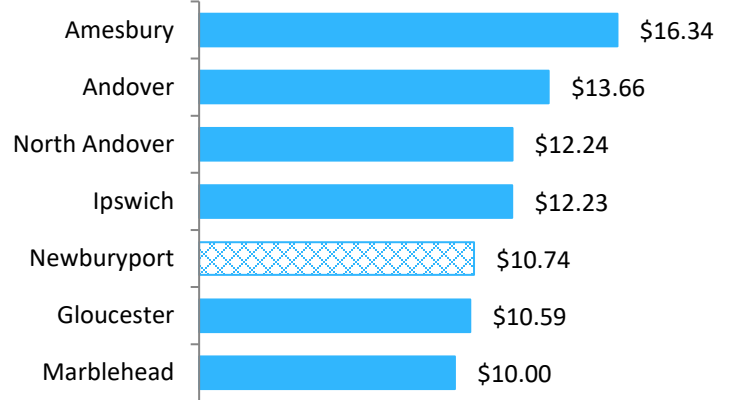
Income

Median Household Income



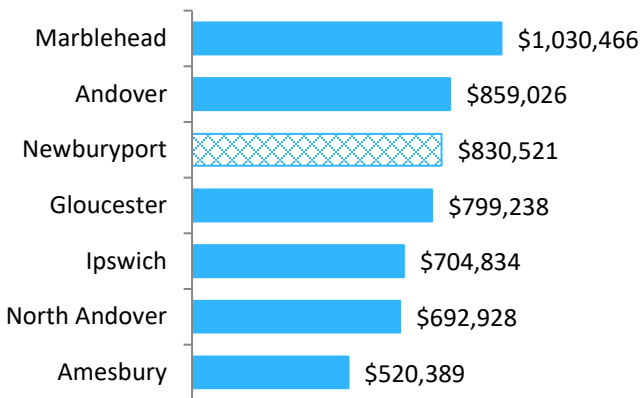
FY23 Tax Rate

Residential Tax Rate (per \$1,000)



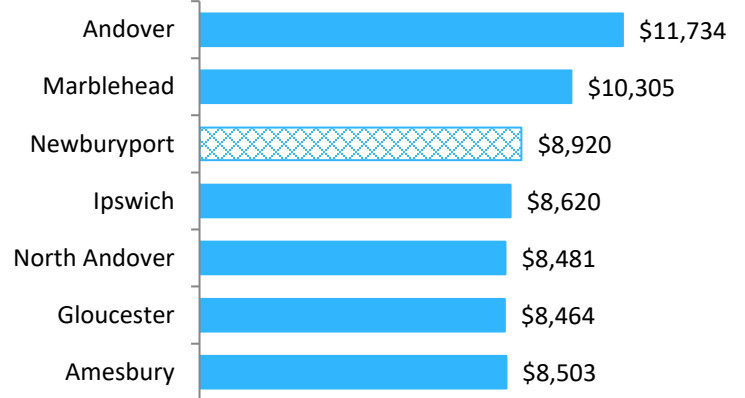
FY23 Home Values

Average Single Family Home Value



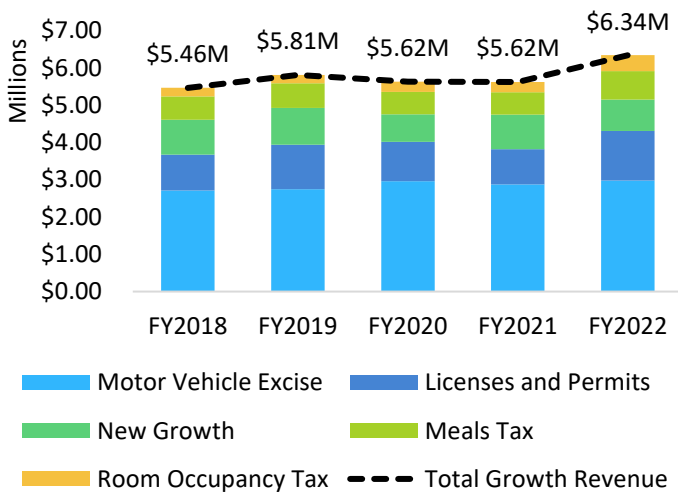
FY23 Tax Bills

Average Single Family Tax Bill



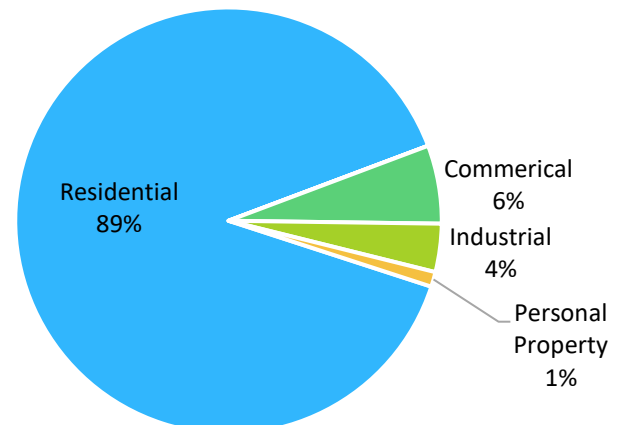
Local Economy

Revenue Sources Correlated to Local Economy



Tax Base

FY23 Levy By Class



Section 2: Budget Overview

BALANCED BUDGET OVERVIEW

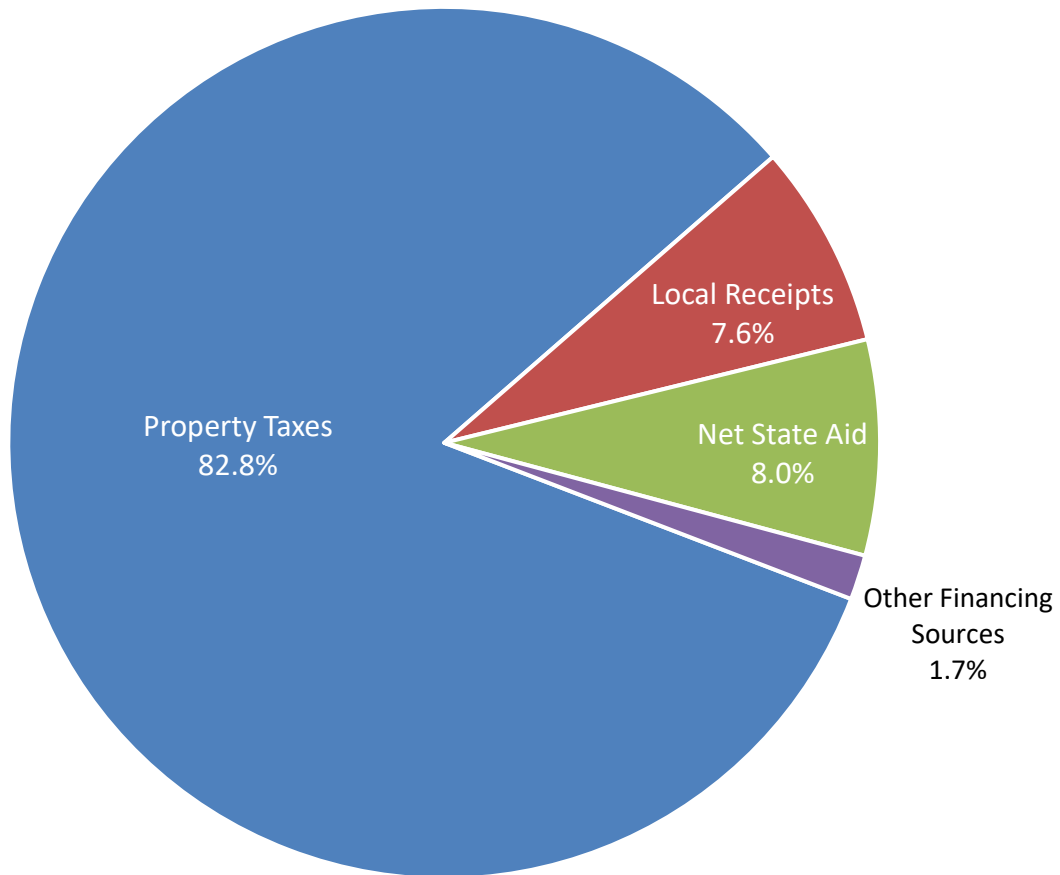
	Revenue		
	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>
	<u>ACTUAL</u>	<u>REVISED</u>	<u>ESTIMATE</u>
PROPERTY TAXES			
Prior Year Levy Limit	58,726,600	61,029,959	63,454,590
2 1/2 % Increase	1,468,165	1,525,749	1,586,365
New Growth	835,194	898,882	750,000 (1)
TOTAL LEVY LIMIT	61,029,959	63,454,590	65,790,955
Debt Exclusion	3,171,735	3,167,680	3,182,660
TOTAL MAXIMUM LEVY LIMIT	<u>64,201,694</u>	<u>66,622,270</u>	<u>68,973,615</u>
Excess Levy Capacity	(639,637)	(915,449)	(181,829)
TOTAL TAX LEVY	<u>63,562,057</u>	<u>65,706,821</u>	<u>68,791,786</u>
LOCAL RECEIPTS			
Motor Vehicle Excise	2,979,353	2,900,000	2,950,000
Other Excise			
a. Meals	764,549	780,000	785,000
b. Room	426,193	410,000	410,000
c. Other	0	0	0
Pen & Int on Tax & Exc	330,142	300,000	325,000
Payments in Lieu of Taxes	27,924	27,000	27,000
Fees	247,606	250,000	260,000 (2)
Other Dept. Revenue	75,865	70,000	72,500 (3)
Licenses and Permits	1,349,322	950,000	960,000 (4)
Fines & Forfeits	6,708	7,500	6,500 (5)
Investment Income	45,382	45,000	45,000
Medicaid Reimbursement	285,482	110,000	200,000
Miscellaneous Recurring	241,413	200,000	232,000 (6)
Miscellaneous Non-Recurring	432,208	0	0
TOTAL LOCAL RECEIPTS	<u>7,212,147</u>	<u>6,049,500</u>	<u>6,273,000</u>
TOTAL NET STATE AID	<u>4,909,318</u>	<u>5,588,785</u>	<u>6,668,803</u> (7)
TOTAL OTHER FINANCING SOURCES	<u>1,027,623</u>	<u>2,488,839</u>	<u>1,374,613</u> (8)
RESERVE FOR ABATEMENT	<u>(353,461)</u>	<u>(364,603)</u>	<u>(300,000)</u>
TOTAL GENERAL FUND	<u>76,357,684</u>	<u>79,469,342</u>	<u>82,808,202</u>
ENTERPRISE FUNDS	<u>13,989,976</u>	<u>14,535,814</u>	<u>15,130,575</u>
TOTAL REVENUE	<u>90,347,660</u>	<u>94,005,156</u>	<u>97,938,777</u>

(1) estimated FY2024 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 FY2024 Senate budget; and (8) transfers from other funds.

Expenditures

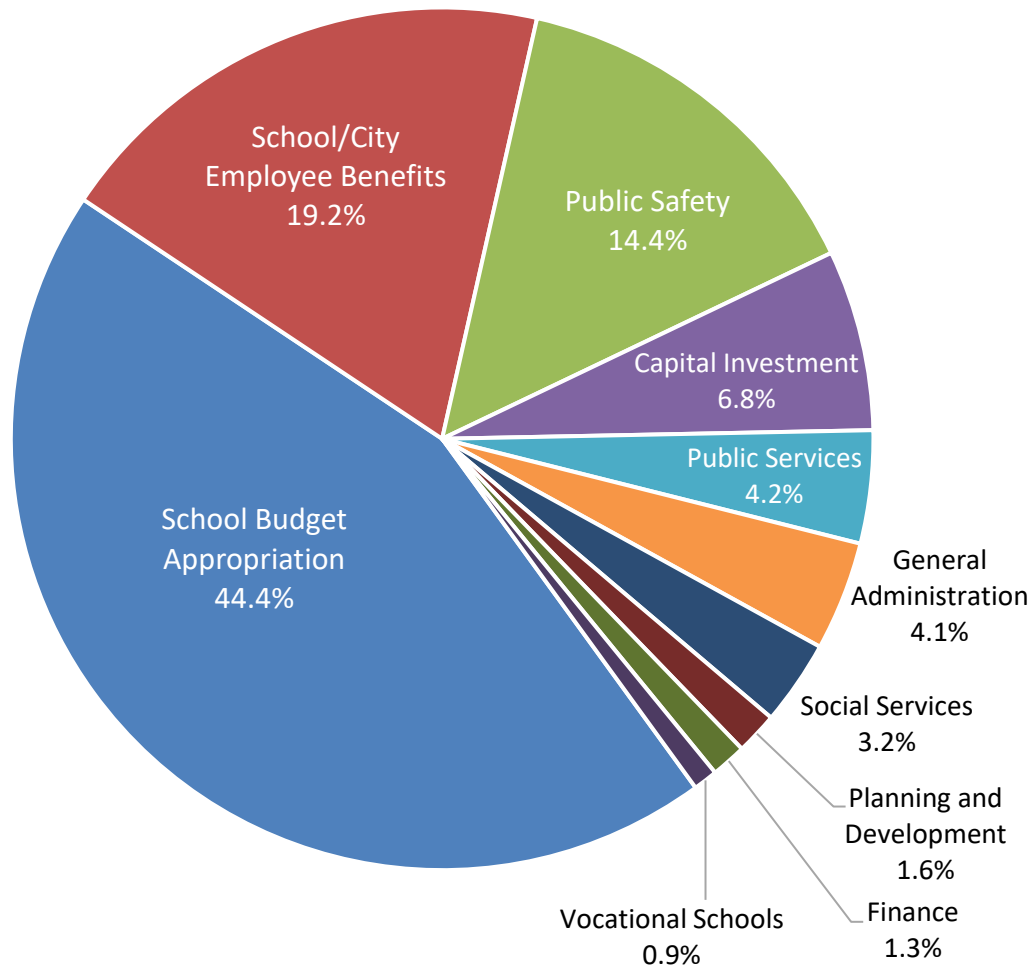
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND							
CITY SERVICES							
001 - PERSONNEL SERVICES	14,577,272	15,457,225	16,396,680	16,670,463	16,957,707	287,244	1.7%
002 - PURCHASE OF SERVICES	4,304,337	4,583,241	4,670,651	4,793,951	5,693,261	899,310	18.8%
004 - SUPPLIES	480,231	597,212	560,525	720,525	540,800	(179,725)	-24.9%
007 - OTHER CHARGES & EXPENSES	436,416	488,621	516,304	463,477	546,972	83,495	18.0%
008 - CAPITAL OUTLAY	372,578	468,945	519,225	581,500	812,225	230,725	39.7%
CITY SERVICES Total	20,170,835	21,595,244	22,663,385	23,229,916	24,550,966	1,321,050	5.7%
EDUCATION							
002 - PURCHASE OF SERVICES	32,813,422	34,253,174	35,894,131	35,904,872	37,486,637	1,581,765	4.4%
EDUCATION Total	32,813,422	34,253,174	35,894,131	35,904,872	37,486,637	1,581,765	4.4%
SHARED EXPENSES							
001 - PERSONNEL SERVICES	14,143,756	14,274,919	15,485,070	15,485,070	15,877,328	392,258	2.5%
009 - DEBT SERVICE	3,924,560	3,991,371	4,640,224	4,640,224	4,798,271	158,047	3.4%
010 - BUDGETED TRANSFER OUT	0	404,547	0	0	0	0	NA
SHARED EXPENSES Total	18,068,316	18,670,836	20,125,294	20,125,294	20,675,599	550,305	2.7%
GENERAL FUND Total	71,052,572	74,519,254	78,682,810	79,260,082	82,713,202	3,453,120	4.4%
ENTERPRISE FUNDS							
WATER ENTERPRISE FUND							
001 - PERSONNEL SERVICES	2,165,568	2,208,432	2,446,395	2,456,395	2,572,883	116,488	4.7%
002 - PURCHASE OF SERVICES	872,581	1,154,077	1,257,279	1,257,279	1,249,723	(7,556)	-0.6%
004 - SUPPLIES	180,943	175,245	211,214	211,214	307,214	96,000	45.5%
007 - OTHER CHARGES & EXPENSES	94,653	101,161	119,044	109,044	111,655	2,611	2.4%
008 - CAPITAL OUTLAY	105,197	280,187	382,000	382,000	440,000	58,000	15.2%
009 - DEBT SERVICE	1,807,253	1,657,598	1,780,682	1,780,682	1,770,592	(10,090)	-0.6%
010 - BUDGETED TRANSFER OUT	0	15,604	0	0	67,963	67,963	NA
WATER ENTERPRISE FUND Total	5,226,195	5,592,305	6,196,614	6,196,614	6,520,029	323,415	5.2%
SEWER ENTERPRISE FUND							
001 - PERSONNEL SERVICES	2,267,734	2,421,595	2,587,010	2,597,010	2,628,937	31,927	1.2%
002 - PURCHASE OF SERVICES	1,137,684	1,350,711	1,412,070	1,412,070	1,422,770	10,700	0.8%
004 - SUPPLIES	441,611	485,657	489,500	489,500	621,975	132,475	27.1%
007 - OTHER CHARGES & EXPENSES	84,517	91,480	115,684	105,684	108,280	2,596	2.5%
008 - CAPITAL OUTLAY	183,913	158,091	287,000	287,000	308,500	21,500	7.5%
009 - DEBT SERVICE	3,018,533	2,932,120	2,927,576	2,927,576	2,895,705	(31,872)	-1.1%
010 - BUDGETED TRANSFER OUT	0	18,202	0	0	85,755	85,755	NA
SEWER ENTERPRISE FUND Total	7,133,990	7,457,856	7,818,840	7,818,840	8,071,921	253,081	3.2%
HARBORMASTER ENTERPRISE FUND							
001 - PERSONNEL SERVICES	270,540	307,368	319,313	319,313	333,256	13,943	4.4%
002 - PURCHASE OF SERVICES	36,378	41,721	57,250	57,250	62,250	5,000	8.7%
004 - SUPPLIES	15,357	13,426	17,400	17,400	21,400	4,000	23.0%
007 - OTHER CHARGES & EXPENSES	8,955	9,993	19,500	19,500	20,390	890	4.6%
008 - CAPITAL OUTLAY	20,567	89,532	30,000	30,000	20,000	(10,000)	-33.3%
009 - DEBT SERVICE	79,273	78,098	76,898	76,898	75,623	(1,275)	-1.7%
010 - BUDGETED TRANSFER OUT	0	1,322	0	0	5,707	5,707	NA
HARBORMASTER ENTERPRISE FUND Total	431,069	541,460	520,360	520,360	538,625	18,265	3.5%
ENTERPRISE FUNDS Total	12,791,255	13,591,621	14,535,814	14,535,814	15,130,575	594,761	4.1%
Grand Total	83,843,827	88,110,875	93,218,624	93,795,896	97,843,777	4,047,881	4.3%

FISCAL YEAR 2024 REVENUE SOURCES



<u>Source</u>	<u>FY2024 Estimate</u>
Property Taxes	\$68,491,786
Local Receipts	\$6,273,000
Net State Aid	\$6,668,803
Other Financing Sources	\$1,374,613
General Fund Revenue	\$82,808,202
Enterprise Funds	\$15,130,575
Total Revenue	\$97,938,777

FISCAL YEAR 2024 EXPENDITURES



Use

General Fund
Enterprise Funds
Total Expenditures

FY2024 Proposed

\$82,713,202
\$15,130,575
\$97,843,777

REVENUE SUMMARY

Development of the Revenue Estimate

The city's starting revenue estimate is based on long-range financial forecasts that are presented annually to a joint meeting of the Mayor, City Council, and School Committee each November. This estimate serves as a starting point for the budget process for the next fiscal year, which begins on July 1.

To arrive at this estimate, the city uses a range of inputs, including historical trends, actual results, economic forecasts, the state budget, appraisal/valuation data, changes in local, state, or federal laws that impact municipal revenue, and others. These inputs are constantly changing, and the FY2024 budget reflects the best available data as of the 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 and are expected to provide approximately 82.8% of the projected General Fund revenue for Fiscal Year 2024. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by non-manufacturing business firms in Newburyport. 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 underwent a full revaluation for FY2022, and interim adjustments are performed annually.

Proposition 2 ½, which was enacted in 1980, sets a limit on the entire tax levy for a municipality. Specifically, 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 FY2024 by \$3,134,054 to \$68,840,874. This increase includes a 2.5% increase of \$1,586,365 plus an estimated \$750,000 from projected new growth and excluded debt service totaling \$3,182,660 less \$132,741 in excess levy capacity (unallocated revenue). 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 in the private sector predominantly outside of the control of City officials.

State Aid

State Aid is Newburyport's second-largest revenue source, and the FY2024 proposed budget is based on the FY2024 House Ways & Means (HWM) Budget proposal. According to the HWM budget proposal, we currently estimate a net state aid appropriation of \$6,621,533, which represents a \$1,032,748 increase from FY2023. Newburyport's projected net state aid accounts for 8.0% of the expected general fund revenue sources for FY2024.

Included in the net state aid package, the City is expected to receive \$5,660,145 in Chapter 70 funding, which is local aid designated to support the operations of public school districts. Due to the ongoing rollout of the Student Opportunities Act, Newburyport's Chapter 70 funding is projected to increase by \$978,712 from the FY2023 formula.

Unrestricted General Government Aid (UGGA) is historically one of the most significant state aid receipts that Cities and Towns can use at their discretion to offset the costs of municipal operations. Based on the HWM budget, Newburyport is expected to receive a 1.6% increase in UGGA, equivalent to \$47,270, resulting in a FY2024 allocation of \$3,001,667.

Local Receipts

The third largest source of revenue for the General Fund budget is local receipts, which include a variety of fees, permits, fines, and license-related monies that the City receives, as well as interest earned on investments or overdue tax bills. The FY2024 projected local receipts are \$6,269,000. 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 47.1%, or \$2,950,000 of the City's total projected local receipts. Another significant revenue source is fees charged for licenses and permits, totaling 15.3% of projected local receipts, or \$960,000.

Local option taxes continue to provide additional revenue for the City in the form of a 0.75% local tax on meals and a 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, but that is not included as part of the FY2024 revenue estimate. The City estimates local option taxes to comprise approximately 19.1% of local receipts in FY2024.

A new local revenue source for many municipalities in Massachusetts is taxes and impact fees on marijuana manufacturers and retailers. The City has not yet collected any such fees but notes that this is a potential revenue source for the future.

Reserves

Another revenue category for the City comprises funds that are in Special Revenue funds, certified Free Cash available for appropriation, and the City's stabilization fund. As a policy, the City keeps a stabilization fund balance that is equal to or greater than 5% of operating revenues. In line with fiscal policy and budget objectives, the City will not use any reserves to balance the FY2024 general fund

budget. For further information on the City's Free Cash policy, please refer to the Financial Policies and Objectives outlined in Section 11.

Other Financing Sources

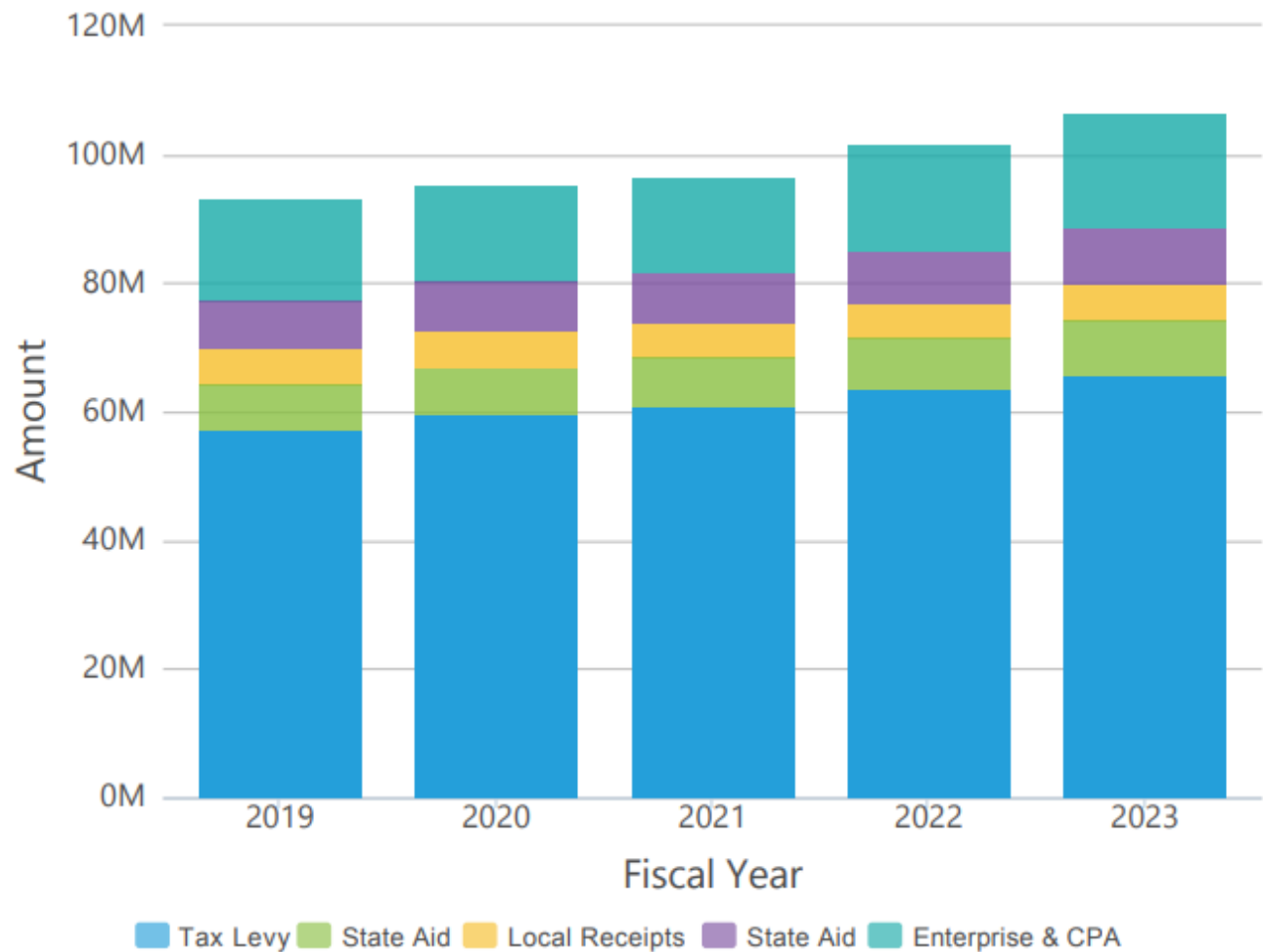
The City of Newburyport operates a paid downtown parking system that generates revenue to operate the system, pay debt service for the Intermodal Parking Facility, and make capital investments in the City's downtown. The FY2024 budgeted inflow from the Parking Fund is \$971,455, which will be allocated to fund parking operations (\$550,099), Intermodal Parking Facility debt service (\$388,356), and downtown enhancements to be undertaken by the DPS Parks Division (\$33,000).

Another source of funding is the Recreational Services Revolving Fund, which is utilized to run the City's Youth Services programming. The budgeted inflow for FY2024 is \$136,222. Due to the unprecedented increase in the solid waste account this year, the City will use \$100,000 from the Solid Waste Revolving Fund to offset the increase. Lastly, \$166,936 will be charged off to the three enterprise funds, representing the respective share of the City's information technology budget, which is maintained in the City's general fund budget.

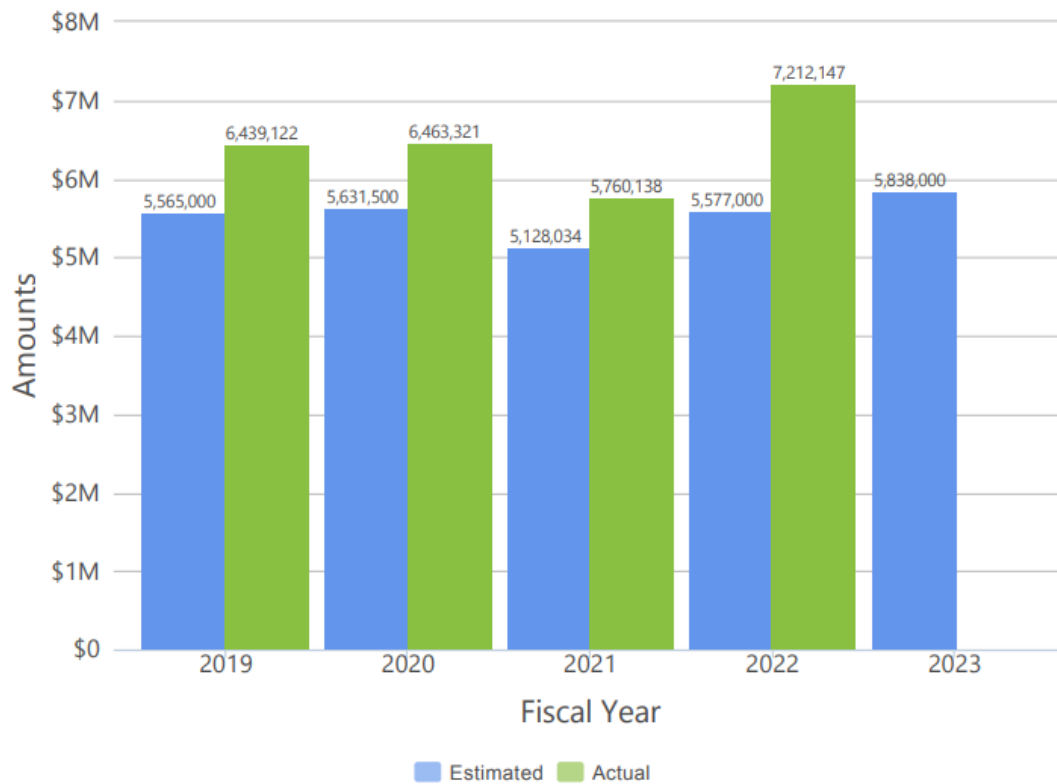
Grants

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 FY2023 alone, the City applied for 51 grants totaling approximately \$12.7 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 \$12.7 million, the City was awarded \$6.3 million, is waiting to hear back on \$6.1 million and was not awarded \$443,777 in potential funding opportunities.

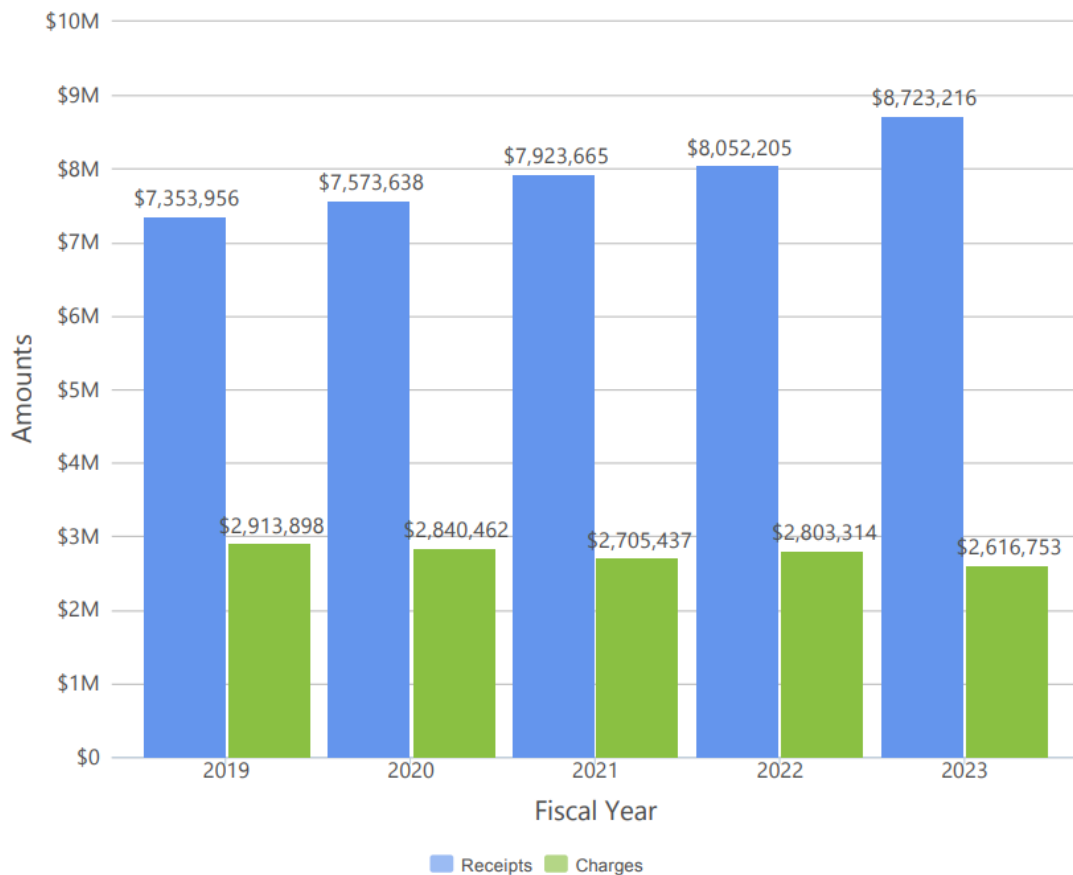
Revenue by Source With Enterprise and CPA Funds



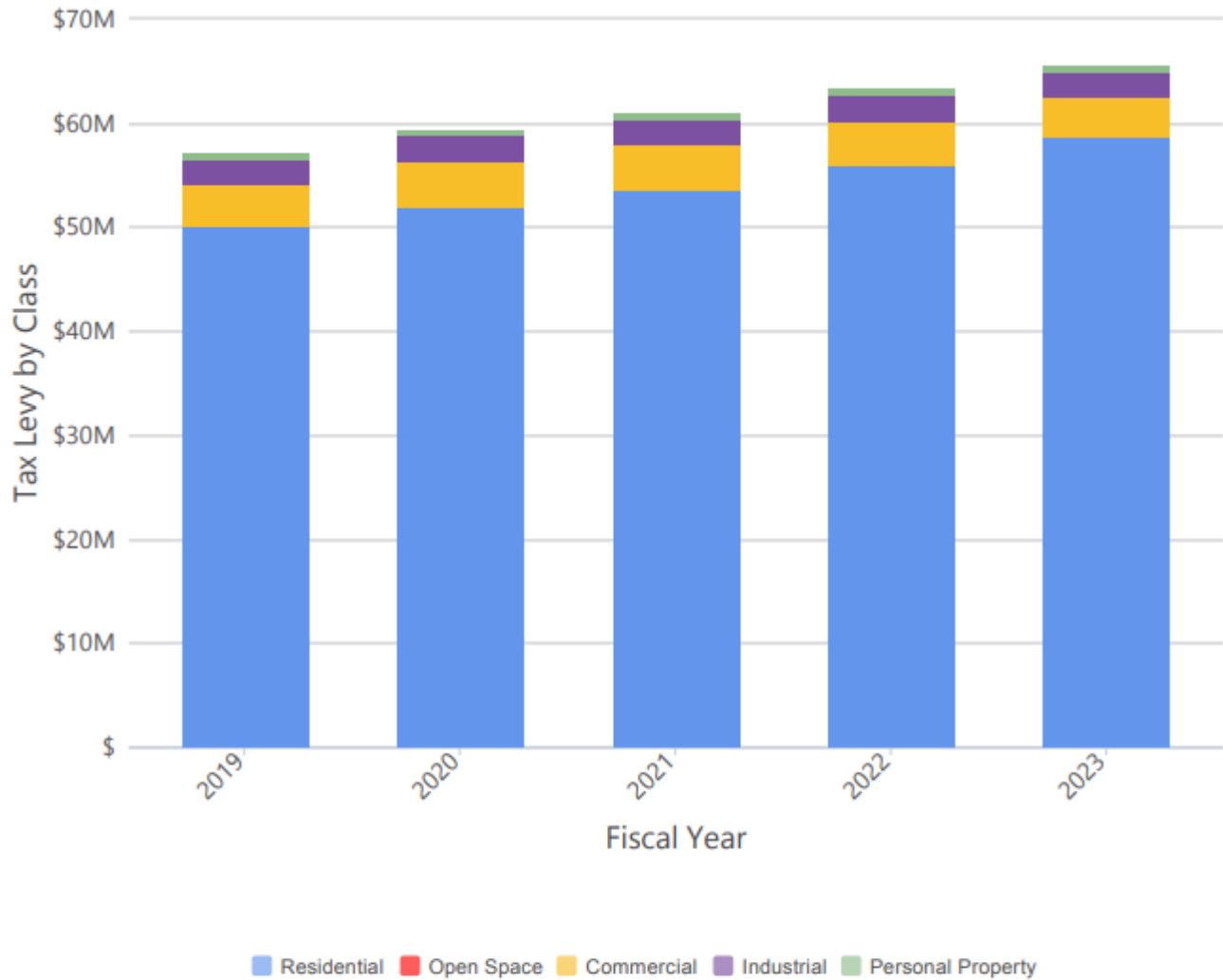
Local Receipts Estimates vs. Actuals



State Aid - Cherry Sheet

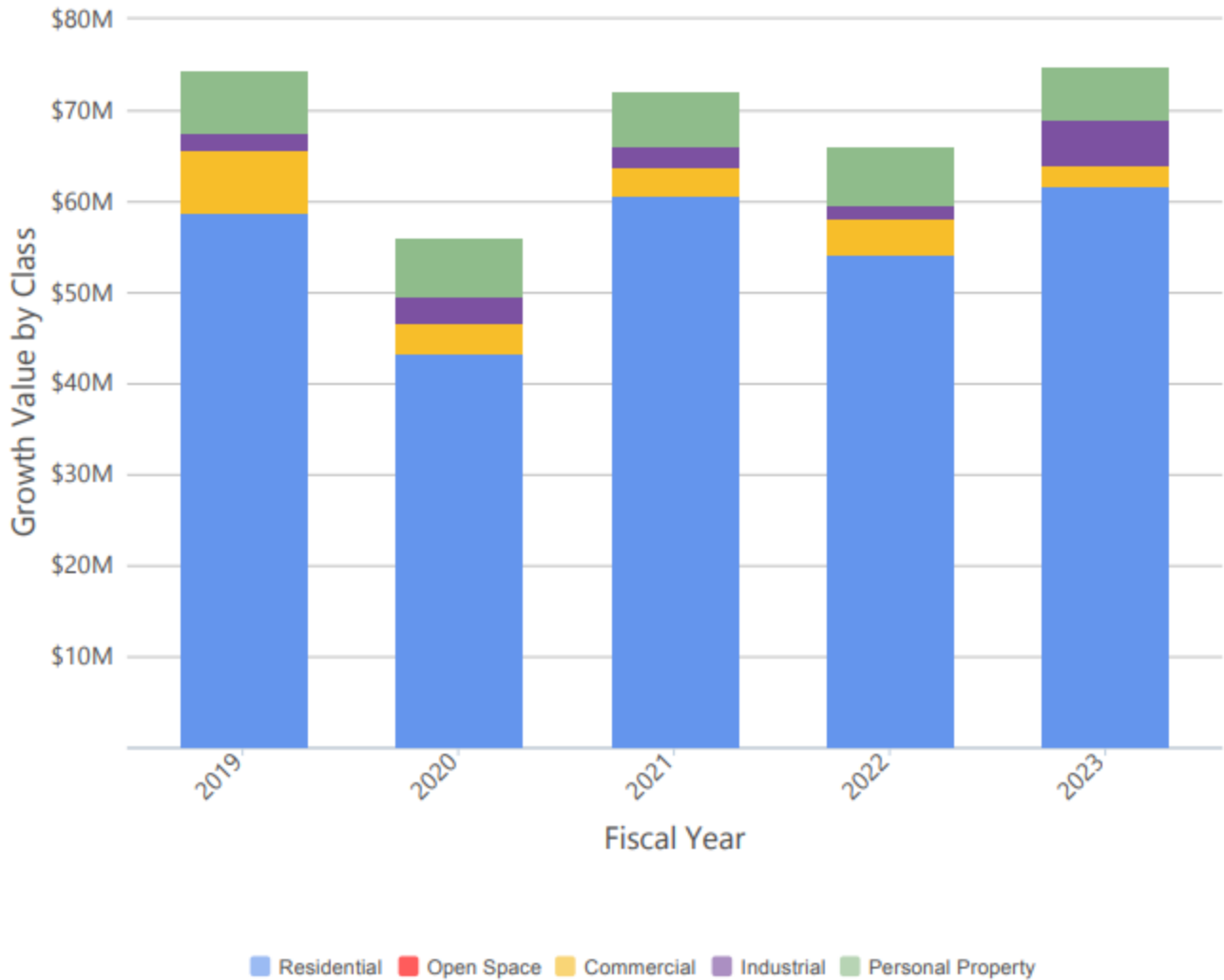


Tax Levy By Class



Fiscal Year	Residential Levy	Open Space Levy	Commercial Levy	Industrial Levy	Personal Property Levy	Total Levy
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
2023	58,639,528	2,946	3,901,421	2,401,380	737,943	65,683,218

New Growth Value By Class

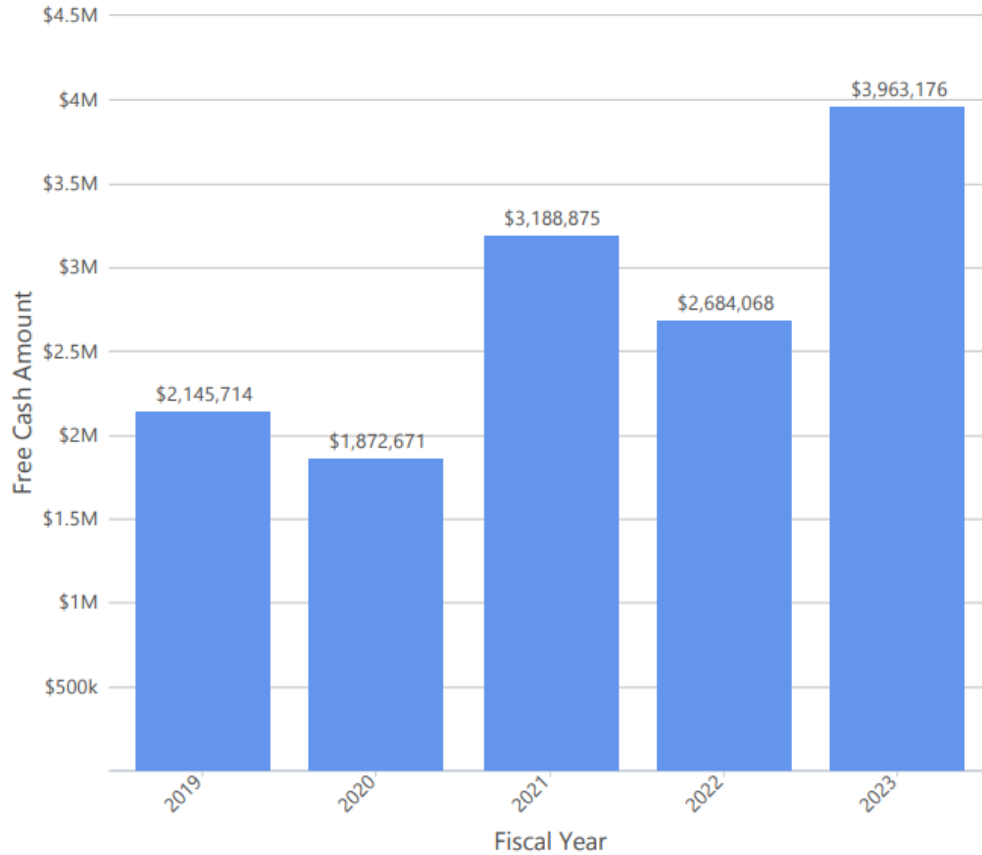


CLASS	2019	2020	2021	2022	2023
Residential	58,658,900	43,287,500	60,587,100	54,245,200	61,731,510
Open Space	0	0	0	27,200	0
Commercial	6,909,700	3,451,000	3,172,300	3,797,200	2,154,600
Industrial	2,109,300	2,735,400	2,352,500	1,349,900	5,154,900
Personal Property	6,675,796	6,549,235	5,993,267	6,655,955	5,803,499
Total	74,353,696	56,023,135	72,105,167	66,075,455	74,844,509

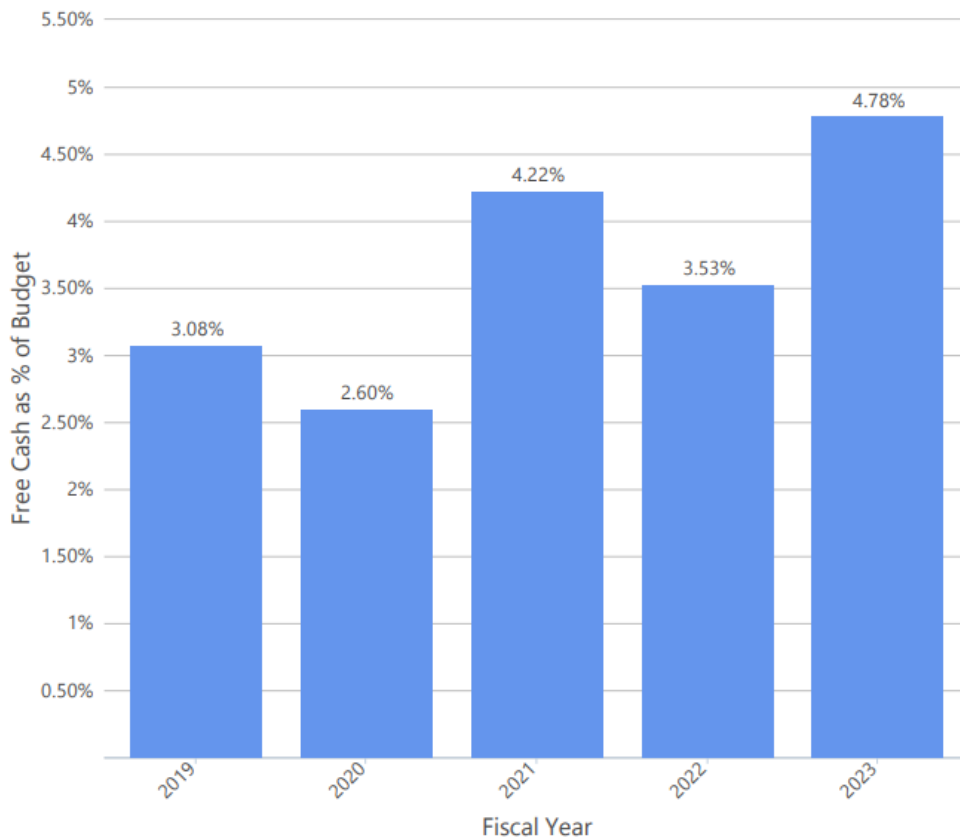
RO vs CIP New Growth Applied to the Levy Limit

Class Group	2019	2020	2021	2022	2023
Residential & Open Space (RO)	777,817	566,201	777,938	686,003	741,395
Commercial, Industrial & Personal Property (CIP)	208,113	166,582	147,892	149,191	157,487
	985,930	732,783	925,830	835,194	898,882

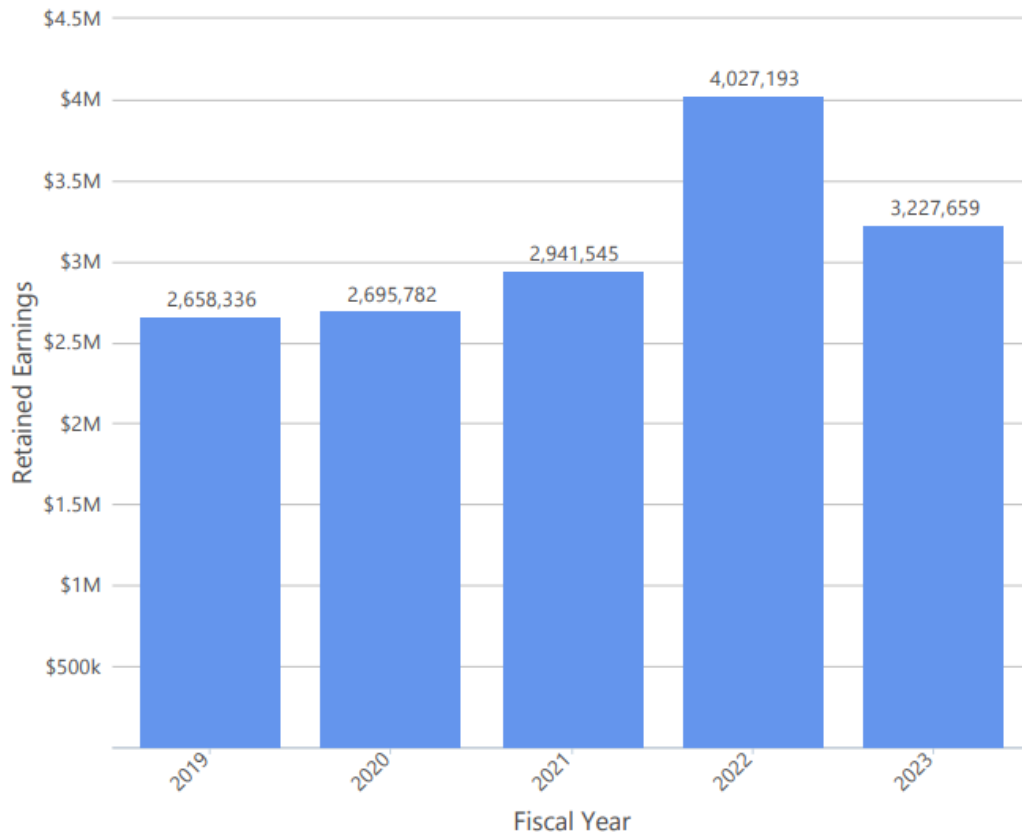
Certified Free Cash



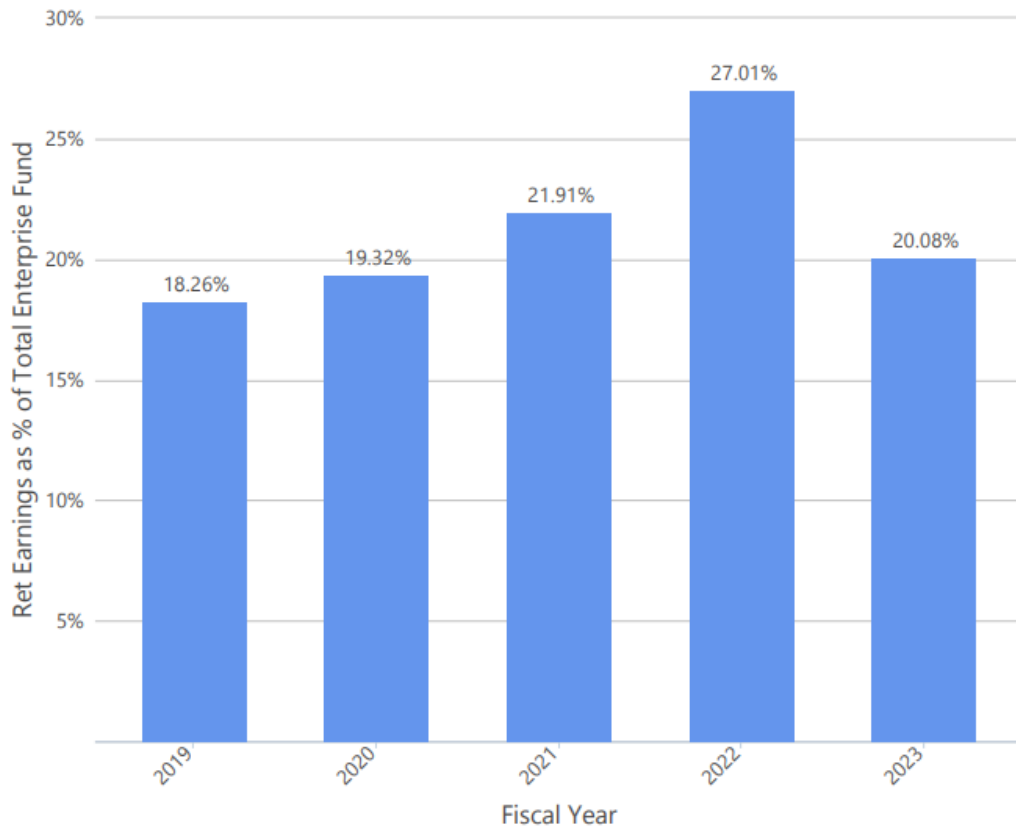
Free Cash as % of Budget



Enterprise Fund Retained Earnings



Enterprise Fund Retained Earnings as % of Budget



FY2024 Local Aid Estimates (“Cherry Sheet”)

FY2024 ESTIMATED RECEIPTS

	FY2023 Cherry Sheet Estimate	FY2024 HWM Budget Proposal	\$ Change FY23/FY24	% Change FY23/FY24
<u>Education Receipts:</u>				
Chapter 70	4,681,433	5,660,145	978,712	20.9%
Charter Tuition Reimbursement	194,559	125,120	(69,439)	-35.7%
<u>Offset Receipts:</u>				
School Choice Receiving Tuition	478,588	565,774	87,186	18.2%
Sub-Total, All Education Items:	5,354,580	6,351,039	996,459	18.6%
<u>General Government:</u>				
Unrestricted Gen Gov't Aid	2,954,397	3,001,667	47,270	1.6%
Veterans Benefits	67,402	42,212	(25,190)	-37.4%
Exemp: VBS and Elderly	102,709	96,013	(6,696)	-6.5%
State Owned Land	205,038	239,407	34,369	16.8%
<u>Offset Receipts:</u>				
Public Libraries	39,090	41,076	1,986	5.1%
Sub-Total, All General Government	3,368,636	3,420,375	51,739	1.5%
Total Estimated Receipts:	8,723,216	9,771,414	1,048,198	12.0%

FY2024 ESTIMATED ASSESSMENTS

	FY2023 Cherry Sheet Estimate	FY2024 HWM Budget Proposal	\$ Change FY23/FY24	% Change FY23/FY24
<u>State Assessments and Charges:</u>				
Mosquito Control Projects	48,563	49,631	1,068	2.2%
Air Pollution Districts	7,733	8,050	317	4.1%
RMV Non-Renewal Surcharge	16,260	13,020	(3,240)	-19.9%
Sub-Total, State Assessments:	72,556	70,701	(1,855)	-2.6%
<u>Transportation Authorities:</u>				
Regional Transit	169,478	173,715	4,237	2.5%
Sub-Total, Transp Authorities:	169,478	173,715	4,237	2.5%
<u>Tuition Assessments:</u>				
School Choice Sending Tuition	167,195	144,320	(22,875)	-13.7%
Charter School Sending Tuition	2,207,524	2,154,295	(53,229)	-2.4%
Sub-Total, Tuition Assessments:	2,374,719	2,298,615	(76,104)	-3.2%
Total All Estimated Charges:	2,616,753	2,543,031	(73,722)	-2.8%
Receipts	8,723,216	9,771,414	1,048,198	12.0%
Offsets	(517,678)	(606,850)	(89,172)	17.2%
Charges	(2,616,753)	(2,543,031)	73,722	-2.8%
Net State Aid	5,588,785	6,621,533	1,032,748	18.5%

Grant Funding Opportunities

City Department	Funding Entity	Project Name	Principal Writer	Amount Requested	Amount Awarded	Response
Conservation Office	FEMA	Haz Mit Grant (Buyout)	n/a	\$3,569,864	\$0	Pending
Council on Aging	MA Dept of Elder Affairs	Formula Grant Allocation	Paula Burke	\$75,540	\$75,540	Awarded
Council on Aging	MA Dept of Elder Affairs	Title III	Paula Burke	\$2,000	\$2,000	Awarded
Council on Aging	MA Dept of Elder Affairs	Earmark Grant	n/a	\$45,000	\$45,000	Awarded
DPS	Fed'I DOT	Federal Lands Access Program (FLAP)	Nancy London	\$175,000	\$175,000	Awarded
DPS	MA Sewer Rate Relief Fund	Rate relief	Julie Spurr-Knight	\$2,588	\$2,588	Awarded
DPS	MA DEP	Clean Water Trust	Jon-Eric White	\$75,000	\$75,000	Awarded
DPS	Nbpt CPC	Downtown Lighting	Nancy London	\$46,632	\$0	Pending
DPS	Congressionally Directed Spending	Nbpt Reservoir Protection Project	Nancy London	\$882,500	\$0	Pending
Emergency Management	Radiological Emergency Response Preparedness	Reception Ctr	Steve Bradbury, Nancy London	\$9,020	\$9,020	Awarded
Fire Dept.	MA Executive Office of Public Safety and Security (EOPSS)	Turnout Gear and Gloves	Steve Bradbury, Nancy London	\$18,932	\$12,019	Awarded
Fire Dept.	MA EOPSS - DFS	Fire Safety Education	Steve Bradbury, Nancy London	\$6,100	\$4,719	Awarded
Fire Dept.	MA EOPSS - DFS	Earmark for Software in Vehicles	Nancy London	\$27,950	\$27,950	Awarded
Fire Dept.	MEMA	Update Emergency Management Plan	Steve Bradbury, Nancy London	\$4,600	\$4,600	Awarded
Fire Dept.	FEMA	Assistance to Firefighters	Nancy London	\$352,419	\$0	Pending
Harbormaster	Div of Marine Fisheries	Pier Improvements	Nancy London	\$13,000	\$13,000	Awarded
Human Resources	Executive Office for Administration and Finance	Community Compact Cabinet Best Practices grant program - AFSCME Wage & Classification Study	Ethan Manning	\$20,000	\$20,000	Awarded
Information Technology	Executive Office for Administration and Finance	Community Compact Cabinet Best Practices grant program - IT Assessment	Ethan Manning	\$14,500	\$14,500	Awarded
Information Technology	Executive Office for Administration and Finance	Community Compact Cabinet Information Technology grant program - Phone system upgrade	Ethan Manning	\$154,000	\$154,000	Awarded

City Department	Funding Entity	Project Name	Principal Writer	Amount Requested	Amount Awarded	Response
Library	MA Board of Library Commissioners	Library Services Technology (Accessibility)	Sara Kelso	\$13,965	\$0	Pending
Mayor's Office	MA Office of Energy and Environmental Affairs	Land Use Planning Grant for Waterfront West	Andrew Levine	\$50,000	\$50,000	Awarded
Mayor's Office	MA Cultural Council	Cultural District	Christine Jackson	\$15,000	\$15,000	Awarded
Mayor's Office	MA Cultural Council	Local Allotment	n/a	\$8,000	\$8,000	Awarded
Mayor's Office	MA Office of Disability	Improve accessibility	Nancy London	\$250,000	\$0	Denied
Mayor's Office	Nbpt CPC	City Hall Feasibility Study	Nancy London	\$47,000	\$0	Pending
NYS	Mass CALL		Tina Los	\$250,000	\$250,000	Awarded
NYS w/Tinkerhaus	ECCF	Make It Grant	Nancy London	\$3,000	\$0	Pending
Open Space Committee	Nbpt CPC	Open Space	Mike Dissette	\$100,000	\$0	Pending
Open Space Committee	Nbpt CPC	Colby Farm Open Space Preservation	Mike Dissette	\$51,000	\$0	Pending
Parks	Nbpt CPC	Woodman Park Accessibility	Nancy London	\$57,950	\$0	Pending
Parks	Nbpt CPC	Atkinson Common Rock Tower	Kim Turner	\$59,950	\$0	Pending
Parks	Nbpt CPC	Bike Feasibility Study	Kim Turner	\$5,750	\$0	Pending
Parks	Nbpt CPC	Atkinson Common Tennis Courts	Kim Turner	\$49,557	\$0	Pending
Parks	Nbpt CPC	Cashman Park Multi Sport Resurfacing	Kim Turner	\$61,271	\$0	Pending
Planning & Development	ECCF	Historic Panels	Geordie Vining	\$25,000	\$25,000	Awarded
Planning & Development	MA Executive Office of Housing and Economic Development	Community One Stop - Housing Choice - DIF Feasibility Analysis Waterfront West	Andrew Levine	\$50,000	\$50,000	Awarded
Planning & Development	MA Office of Energy and Environmental Affairs	PARC Grant for Waterfront Park	Andrew Port	\$400,000	\$400,000	Awarded
Planning & Development	(ARPA) Economic Development Administration (EDA)	Bulkhead - Embayment	Nancy London, Geordie Vining	\$1,757,576	\$1,757,576	Awarded
Planning & Development	MA Seaport Economic Council	Bulkhead Project	Nancy London, Geordie Vining	\$1,300,000	\$1,300,000	Awarded

City Department	Funding Entity	Project Name	Principal Writer	Amount Requested	Amount Awarded	Response
Planning & Development	Mass Trails	Waterfront Park	Andrew Port	\$500,000	\$0	Pending
Planning & Development	MA Office of Travel and Tourism (MOTT)	Waterfront Park site amenities	Nancy London	\$250,000	\$0	Pending
Police Dept.	Dept of Justice	Essex County Outreach Program	Dani Sinclair	\$1,600,000	\$1,600,000	Awarded
Police Dept.	State 911	Support and Incentive Grant	Nancy London	\$61,192	\$61,192	Awarded
Police Dept.	State 911	Training Grant	Nancy London	\$8,100	\$8,100	Awarded
Police Dept.	State 911	EMD Grant	Nancy London	\$18,000	\$18,000	Awarded
Recycling and Sustainability Office	MA DOER	Green Communities	Molly Ettenborough, Nancy London	\$100,000	\$36,867	Awarded
Recycling and Sustainability Office	MA Save Education	MA Save with the Schools	me	\$6,500	\$6,500	Awarded
Recycling and Sustainability Office	Sustainable Materials Recovery Program	Materials Recovery	Molly Ettenborough	\$19,500	\$19,500	Awarded
Recycling and Sustainability Office	Build Up Prize	Reduce bldg. emissions	Molly Ettenborough	\$5,000	\$5,000	Awarded
School Dept and DPS	MIIA	Safety Equipment, signage, ladders	Nancy London	\$6,640	\$5,890	Awarded
School Dept.	Nat'l Endowment for the Arts	Labyrinth Project - Bresnahan	Nancy London	\$121,600	\$0	Denied

Total Funding Opportunities \$12,746,196

Awarded \$6,251,561
Pending \$6,050,858
Not Awarded \$443,777

EXPENDITURE SUMMARY

The Fiscal Year 2024 general fund budget consists of \$82,801,216 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 FY2024, 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:

132 - Budget Contingency +\$103,327 (+6176.8%)

This cost center is a contingency for any expiring contracts at year-end that are not otherwise included in the budget. There are two such contracts expiring on June 30, 2023.

151 - Information Technology +\$457,008 (+113.8%)

In FY23, the Information Technology Department underwent significant growth and development. With the appointment of a new director and the hiring of our first full-time support analyst, the department was fully staffed for the first time. This development allowed us to initiate several critical changes to improve our operations, enhance our technology infrastructure, and elevate our support services. These changes are fully incorporated into the FY2024 budget proposal.

165 - Licensing Commission +\$3,191 (+37.5%)

The administration of the Licensing Commission moved to the Building Department during FY2023. A portion of the Office Manager's salary, as well as, a meeting minutes stipend is now charged to the Licensing Commission cost center driving the increase.

171 - Conservation Commission +\$5,400 (+300.0%)

Due to an increase in the rate for minute takers that are assigned to city boards and commissions.

175 - Planning Board +\$5,400 (+300.0%)

Due to an increase in the rate for minute takers that are assigned to city boards and commissions.

176 - Zoning Board +\$5,400 (+300.0%)

Due to an increase in the rate for minute takers that are assigned to city boards and commissions.

182 - Planning/Development +\$80,892 (+15.9%)

In order to meet the demands of this department, 1.0 FTE has been added to the FY2024 budget, which is partially offset by the cost shifting of the permitting software to the Information Technology budget.

191 - Legal -\$10,000 (-5.4%)

A supplemental appropriation of \$50,000 was made during FY2023 to address legal matters related to the Waterfront West development, which is why this cost center shows a decrease compared to the revised budget.

291 - Emergency Management -\$9,046 (-31.1%)

A transfer was done during FY2023 due to an overlap in personnel. FY2024 reflects normal costs for the Emergency Management Department.

292 - Animal Control +\$8,192 (+11.2%)

The budget for Animal Control is increasing to expanded hours on the weekends for the Assistant Animal Control Officer.

398 - Essex Tech +\$10,608 (+8.1%)

Based on FY2024 tuition rates for six Newburyport students plus transportation.

421 - DPS-Highway +\$186,226 (+5.0%)

Driven by an increase in funding for pedestrian, safety and sidewalk improvements to reflects the City's commitment to enhancing the walkability and safety of the community. Additionally, the budget reinstates the 1.0 FTE Truck Driver/Laborer position that was previously cut during COVID-19.

423 - DPS-Snow & Ice +\$17,000 (+5.4%)

This line item is always in a deficit. An increase in funding is proposed to bring the budget closer to actual historical spending.

510 - Health -\$52,164 (-18.4%)

During FY2023, the Health Department restructured its staffing resulting in a reduction in hours for the public health nurse, as well as, a decrease in departmental office/project assistance. These changes are reflected in the FY2024 budget.

519 - Sustainability +\$553,576 (+30.2%)

The city's current trash/recycling contract expires on June 30, 2023. Due to inflationary pressures, the city is anticipating a \$550,000 increase to this cost center for FY2024.

691 - Historical Commission +\$5,400 (+300.0%)

Due to an increase in the rate for minute takers that are assigned to city boards and commissions.

720 - Debt-Ordinary +\$143,067 (+9.7%)

Funding for existing debt service plus new debt service for West End Fire Station Project.

911 - Retirement +\$301,412 (+6.0%)

Mandated appropriation per PERAC-approved funding schedule.

Expenditure Summary by Department

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND							
CITY SERVICES							
111 - CITY COUNCIL	28,197	105,511	126,529	126,548	128,120	1,572	1.2%
121 - MAYOR'S DEPARTMENT	331,668	348,282	440,993	440,993	450,058	9,065	2.1%
129 - GENERAL ADMINISTRATION	340,341	361,209	367,612	367,612	373,606	5,995	1.6%
132 - BUDGET CONTINGENCY	0	95	54,500	1,673	105,000	103,327	6176.8%
135 - AUDITOR'S DEPARTMENT	351,372	330,569	362,899	364,186	376,329	12,142	3.3%
141 - ASSESSORS DEPARTMENT	345,945	254,672	279,957	288,248	295,509	7,262	2.5%
145 - TREASURER'S DEPARTMENT	399,107	410,247	423,245	426,406	421,994	(4,412)	-1.0%
151 - INFO TECHNOLOGY DEPT	325,926	339,708	357,825	401,650	858,658	457,008	113.8%
152 - HUMAN RESOURCES	285,463	307,843	331,449	354,449	342,579	(11,871)	-3.3%
161 - CITY CLERK'S DEPARTMENT	264,953	326,238	331,463	343,704	334,205	(9,500)	-2.8%
163 - BOARD OF REGISTRARS	45,900	77,676	72,043	72,043	72,138	94	0.1%
165 - LICENSE COMMISSION	8,253	8,341	8,500	8,500	11,691	3,191	37.5%
171 - CONSERVATION COMMISSION	1,800	1,800	1,800	1,800	7,200	5,400	300.0%
175 - PLANNING BOARD	1,800	1,800	1,800	1,800	7,200	5,400	300.0%
176 - ZONING BOARD	1,800	1,800	1,800	1,800	7,200	5,400	300.0%
182 - PLANNING & DEVELOPMENT	437,665	488,103	498,029	507,878	493,770	(14,108)	-2.8%
191 - LEGAL DEPARTMENT	95,000	148,940	135,000	185,000	175,000	(10,000)	-5.4%
210 - POLICE DEPARTMENT	4,138,727	4,267,917	4,573,617	4,584,417	4,627,016	42,599	0.9%
220 - FIRE DEPARTMENT	4,214,202	4,435,208	4,471,842	4,647,687	4,643,268	(4,419)	-0.1%
241 - BUILDING DEPARTMENT	188,322	182,808	188,108	192,354	194,242	1,888	1.0%
291 - EMERGENCY MANAGEMENT	15,249	20,000	20,000	29,046	20,000	(9,046)	-31.1%
292 - ANIMAL CONTROL	45,140	64,414	71,088	73,076	92,184	19,108	26.1%
293 - PARKING CLERK DEPARTMENT	502,404	518,519	567,450	572,690	550,099	(22,591)	-3.9%
421 - PUBLIC SERVICES DEPARTMENT	3,000,857	3,405,193	3,494,100	3,688,826	3,871,122	182,296	4.9%
423 - SNOW & ICE	375,261	512,167	313,000	313,000	330,000	17,000	5.4%
510 - HEALTH DEPARTMENT	228,036	237,273	280,174	282,940	230,776	(52,164)	-18.4%
519 - SUSTAINABILITY	1,638,760	1,604,886	1,833,203	1,833,664	2,387,240	553,576	30.2%
541 - COUNCIL ON AGING	242,898	302,874	382,708	383,772	374,636	(9,137)	-2.4%
542 - YOUTH SERVICES	284,330	422,656	419,946	449,946	462,682	12,736	2.8%
543 - VETERANS' DEPARTMENT	267,678	268,317	286,675	306,175	307,294	1,119	0.4%
610 - LIBRARY DEPARTMENT	1,414,882	1,422,211	1,468,263	1,468,263	1,489,350	21,087	1.4%
630 - PARKS DEPARTMENT	346,460	413,475	495,968	507,968	503,600	(4,368)	-0.9%
691 - HISTORICAL COMMISSION	1,800	1,800	1,800	1,800	7,200	5,400	300.0%
921 - COMMISSION ON DISABILITY	640	2,693	0	0	0	0	NA
CITY SERVICES Total	20,170,835	21,595,244	22,663,385	23,229,916	24,550,966	1,321,050	5.7%

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	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED	\$ CHANGE	% CHANGE
EDUCATION							
300 - SCHOOL DEPARTMENT	32,072,564	33,485,466	35,154,240	35,154,240	36,733,619	1,579,379	4.5%
398 - ESSEX NORTH SHORE TECH SCHOOL	102,146	113,394	120,000	130,741	141,349	10,608	8.1%
399 - WHITTIER VO TECH SCHOOL	638,712	654,314	619,891	619,891	611,669	(8,222)	-1.3%
EDUCATION Total	32,813,422	34,253,174	35,894,131	35,904,872	37,486,637	1,581,765	4.4%
SHARED EXPENSES							
710 - DEBT EXCLUSION	3,171,545	3,171,735	3,167,680	3,167,680	3,182,660	14,980	0.5%
720 - ORDINARY DEBT SERVICE	753,015	819,636	1,472,544	1,472,544	1,615,611	143,067	9.7%
911 - RETIREMENT BOARD	4,563,509	4,768,156	5,051,416	5,051,416	5,352,828	301,412	6.0%
914 - INSURANCE GROUP	9,580,247	9,911,310	10,433,654	10,433,654	10,524,500	90,846	0.9%
SHARED EXPENSES Total	18,068,316	18,670,836	20,125,294	20,125,294	20,675,599	550,305	2.7%
GENERAL FUND Total	71,052,572	74,519,254	78,682,810	79,260,082	82,713,202	3,453,120	4.4%
ENTERPRISE FUNDS							
WATER ENTERPRISE FUND							
450 - WATER DEPARTMENT	5,226,195	5,592,305	6,196,614	6,196,614	6,520,029	323,415	5.2%
WATER ENTERPRISE FUND Total	5,226,195	5,592,305	6,196,614	6,196,614	6,520,029	323,415	5.2%
SEWER ENTERPRISE FUND							
440 - SEWER DEPARTMENT	7,133,990	7,457,856	7,818,840	7,818,840	8,071,921	253,081	3.2%
SEWER ENTERPRISE FUND Total	7,133,990	7,457,856	7,818,840	7,818,840	8,071,921	253,081	3.2%
HARBORMASTER ENTERPRISE FUND							
295 - HARBORMASTER DEPARTMENT	431,069	541,460	520,360	520,360	538,625	18,265	3.5%
HARBORMASTER ENTERPRISE FUND Total	431,069	541,460	520,360	520,360	538,625	18,265	3.5%
ENTERPRISE FUNDS Total	12,791,255	13,591,621	14,535,814	14,535,814	15,130,575	594,761	4.1%
Grand Total	83,843,827	88,110,875	93,218,624	93,795,896	97,843,777	4,047,881	4.3%

Position Count by Department

Department	FY2020	FY2021	FY2022	FY2023	FY2024	+/-
Assessor	3.0	3.0	3.0	3.0	3.0	0.0
Auditor	4.0	4.0	3.7	3.7	3.7	0.0
Building	4.5	4.5	4.5	4.5	4.5	0.0
City Clerk	7.6	7.2	7.3	7.3	7.3	0.0
Council on Aging	5.0	5.0	5.0	6.0	6.0	0.0
DPS: Highway	31.7	31.7	33.3	33.3	33.9	0.6
DPS: Parks	4.3	4.3	4.3	4.0	3.7	(0.3)
DPS: Water	18.9	18.9	19.1	19.1	20.4	1.3
DPS: Sewer	19.5	19.5	20.7	20.7	21.0	0.3
Fire	39.0	39.0	39.0	39.0	39.0	0.0
Harbormaster	1.0	1.0	1.0	1.0	1.0	0.0
Health	4.6	4.6	4.7	4.9	4.4	(0.5)
Human Resources	2.7	2.0	2.0	2.0	2.0	0.0
Information Technology	1.0	1.0	1.0	2.0	2.0	0.0
Library	20.4	21.4	20.4	20.4	20.4	0.0
Mayor's Office	3.6	3.6	3.6	4.2	4.2	0.0
Planning & Development	5.5	5.5	5.5	5.5	5.5	0.0
Police	40.0	40.0	40.0	40.0	40.0	0.0
Sustainability	2.6	2.6	3.5	4.0	4.0	0.0
Treasurer/Collector	4.0	5.0	5.0	5.0	5.0	0.0
Veterans' Services	1.8	1.8	2.0	2.5	2.5	0.0
Youth Services	8.1	10.8	8.9	8.6	9.9	1.3
Total Municipal FTE	232.8	236.4	237.5	240.7	243.4	2.7
Schools	*	*	384.3	394.0	395.5	1.5
Total City-Wide FTE			621.8	634.7	638.9	4.2

*Metric added in FY2022

Section 3: General Administration

CITY CLERK

MISSION STATEMENT

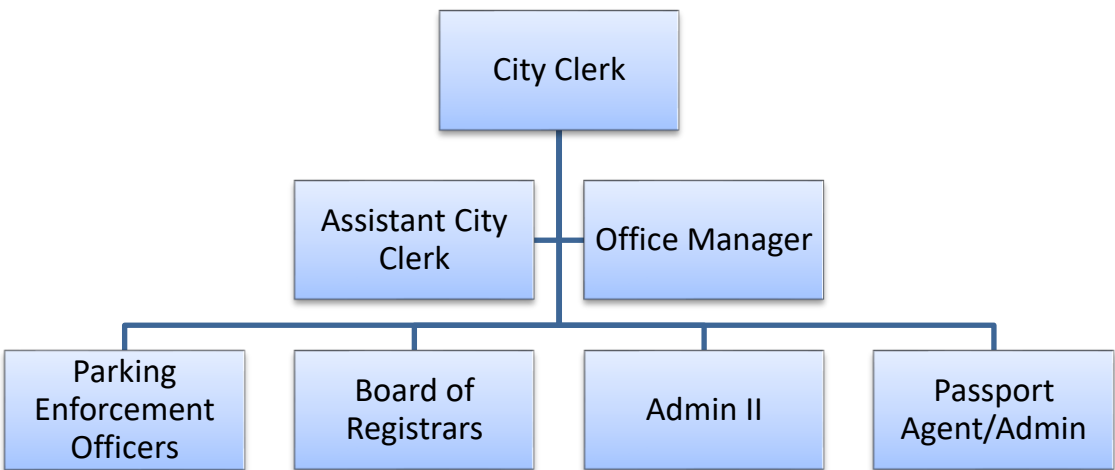
The mission of the City Clerk's Office is to provide personable, efficient and competent service to the residents of Newburyport. Often a resident's first and only interaction with the City is by and through the Clerk's office and it is critical that the experience be positive on all levels.

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
CLK SAL CITY CLERK	1.0	1.0	1.0
CLK SAL ASSIST CLERK	1.0	1.0	1.0
CLK SAL OFFICE MANAGER	1.0	1.0	1.0
CLK SAL PT ADMIN I & II	1.1	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	7.3	7.3	7.3

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024
Passports issued	#	348	1370	1317	1400
Dog licenses issued	#	1,261	1,488	965	1000
Resident Parking Permits	#	7,242	6,258	10124	10000
Employee Parking Permits	#	423	812	644	650
Resident Street Permits	#	1024	1204	838	850
Voter Turnout	#	42%	80%	88%	50%

FY2023 ACCOMPLISHMENTS

Clerk's Office

- Implemented the new State Ethics Commission online system for courses and summary of conflict of ethics laws.
- Updating the process for creating Committee Minutes and posting the same for Committee Chairs.

Elections

- In FY2023 prepared for and administered the Primary, the September Election and the November Federal/State election (the 'Mid-terms').
- Poll Pads were utilized during Early Voting in person and during the ward voting on election day.
- 7 new Poll Pads were implemented which resulted in 2 pads per ward during the midterm elections.
- Prepared for and administered 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 – continued to fill the garage with parkers on many weekends and high volume (days). This

garage now has 119 resident monthly permits and 248 employee garage permits. Garage now in greater demand.

- Planned for new hybrid vehicle for the parking department which will outfitted with a Mobile LPR (License Plate Reader) unit.
- Continue to operate the implemented license plate-based system with the 'synced' handheld devices.

Passports

- The Passport office continues to be very popular with residents. Currently it is by appointment only with a new online appointment system. As of March 1, 2023 we have processed 878 for FY 2023.

FY2024 TRENDS

Early voting by mail and in person has changed the field of elections greatly. 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.

A continuing trend is to bring services online 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.

FY2024 GOALS & OBJECTIVES

GOAL 1: PLAN FOR AND IMPLEMENT EARLY VOTING FOR THE LOCAL MUNICIPAL 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 anticipate using RTR and Scanner for the municipal elections in November, 2023.

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
- Move to Open Gov platform in the Clerk's office where possible. Our priority is Dog Licenses.

PROGRAMS & SERVICES

City Council

CITY COUNCIL (01-111)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - CCN SAL COUNCIL	14,000	78,500	101,000	101,000	101,000
51160 - CCN SAL CLK COUNCIL	4,547	4,705	4,869	4,869	5,020
51162 - CCN SAL CLK COMMITTEE	636	660	660	679	3,600
001 - PERSONNEL SERVICES Total	19,183	83,864	106,529	106,548	109,620
002 - PURCHASE OF SERVICES					
53001 - CCN LEGAL ADS	2,120	4,452	5,000	5,000	4,000
53002 - CCN ORDINANCE RECODIFICATION	3,683	12,095	10,000	10,000	12,000
53020 - CCN LEGAL	3,211	5,100	5,000	5,000	2,500
002 - PURCHASE OF SERVICES Total	9,014	21,647	20,000	20,000	18,500
Grand Total	28,197	105,511	126,529	126,548	128,120

CITY CLERK'S DEPARTMENT (01-161)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - CLK SAL CITY CLERK	85,388	87,096	90,144	90,144	92,942
51102 - CLK SAL ASST CITY CLERK	80,188	82,047	82,047	84,227	75,504
51103 - CLK SAL OFFICE MGR	56,908	57,358	59,762	63,209	61,338
51166 - CLK SAL PT ADMIN ASST	31,865	40,329	33,770	40,385	41,781
51167 - CLK SAL ADMIN ASST/PASSPORT	1,046	44,738	46,239	46,239	48,140
001 - PERSONNEL SERVICES Total	255,396	311,567	311,963	324,204	319,705
002 - PURCHASE OF SERVICES					
52701 - CLK LEASE COPIER	2,689	2,689	3,000	3,000	3,000
53002 - CLK VITAL RECORDS EXPENSE	513	2,061	1,500	1,500	1,500
53660 - CLK SOFTWARE/LICENSING	0	100	5,000	5,000	0
54200 - CLK ADMINISTRATION	6,355	9,820	10,000	10,000	0
002 - PURCHASE OF SERVICES Total	9,557	14,671	19,500	19,500	4,500
004 - SUPPLIES					
54200 - CLK OFFICE SUPPLIES	0	0	0	0	8,000
004 - SUPPLIES Total	0	0	0	0	8,000
007 - OTHER CHARGES & EXPENSES					
57300 - CLK DUES/SUBSCRIPTIONS	0	0	0	0	2,000
007 - OTHER CHARGES & EXPENSES Total	0	0	0	0	2,000
Grand Total	264,953	326,238	331,463	343,704	334,205

BOARD OF REGISTRARS (01-163)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51160 - BDR SAL CLERK REGISTRAR	2,280	2,352	2,435	2,435	2,510
51162 - BDR SAL REGISTRARS	1,861	2,088	2,109	2,109	2,128
001 - PERSONNEL SERVICES Total	4,141	4,440	4,543	4,543	4,638
007 - OTHER CHARGES & EXPENSES					
57808 - BDR ELECTIONS	41,759	65,375	57,500	57,500	57,500
57809 - BDR ANNUAL CENSUS	0	7,861	10,000	10,000	10,000
007 - OTHER CHARGES & EXPENSES Total	41,759	73,236	67,500	67,500	67,500
Grand Total	45,900	77,676	72,043	72,043	72,138

PARKING CLERK (01-293)

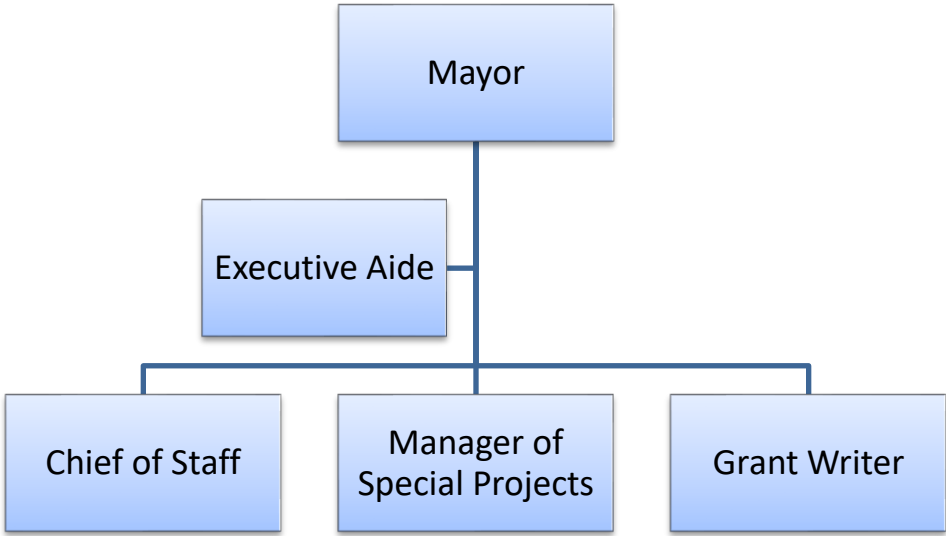
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51100 - PKG SAL CLERK/ADMIN	47,203	53,418	55,844	55,844	51,553
51134 - PKG SAL PARKING SUPERVISOR	48,957	52,212	50,181	55,371	56,496
51166 - PKG P/T ENFORCEMENT OFFICERS	96,620	109,682	150,000	150,000	153,750
51167 - PKG SAL ADMIN ASST/PARKING	1,046	240	0	0	0
51168 - PKG LOT GROUNDSKEEPING	3,837	3,864	4,500	4,500	4,500
51405 - PKG CLOTHING ALLOWANCE	2,257	2,841	2,650	2,700	2,700
001 - PERSONNEL SERVICES Total	199,919	222,257	263,175	268,415	268,999
002 - PURCHASE OF SERVICES					
52101 - PKG HEAT/ELECTRICITY	28,748	23,754	20,000	20,000	25,000
52401 - PKG MAINT-PARKING LOTS	4,774	1,499	1,000	1,000	1,000
52402 - PKG MAINT-METERS/KIOSKS	4,399	13,256	10,000	10,000	2,500
52403 - PKG MAINT-VEHICLE	371	659	750	750	1,000
52404 - PKG MAINT-BUILDING	1,119	724	10,000	10,000	10,000
52405 - PKG MAINT-EQUIP	2,845	0	0	0	0
52406 - PKG MAINT-WATERFRONT	18,160	28,227	15,000	15,000	15,000
52702 - PKG PARKING LOT LEASES	7,980	7,400	8,000	8,000	9,000
53000 - PKG BOOKKEEPING	6,113	10,757	10,000	10,000	10,000
53002 - PKG WATERFRONT TRUST AGMT	70,000	70,000	70,000	70,000	90,000
53003 - PKG SOFTWARE	27,448	19,926	16,500	16,500	17,000
53004 - PKG LIC PLATE READING SYSTEM	29,766	16,537	25,000	25,000	5,000
53005 - PKG CONSULTING SERVICES	0	1,400	1,000	1,000	1,000
53401 - PKG COMMUNICATIONS	5,695	4,884	5,000	5,000	5,000
53801 - PKG SIGNAGE	1,548	854	1,000	1,000	1,000
53802 - PKG CREDIT CARD FEES	50,496	55,073	60,000	60,000	60,000
002 - PURCHASE OF SERVICES Total	259,461	254,949	253,250	253,250	252,500
004 - SUPPLIES					
54200 - PKG OFFICE SUPPLIES	4,552	1,322	500	500	1,000
54301 - PKG MAINT-SUPPLIES	0	0	1,000	1,000	0
54801 - PKG FUEL/OIL	99	110	125	125	100
55800 - PKG TICKET & PERMIT EXPENSE	30,525	33,150	40,000	40,000	20,000
55801 - PKG MISC SUPPLIES	4,045	1,805	3,500	3,500	3,500
55802 - PKG METER SUPPLIES	3,803	4,927	5,900	5,900	4,000
004 - SUPPLIES Total	43,024	41,313	51,025	51,025	28,600
Grand Total	502,404	518,519	567,450	572,690	550,099

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	FY2022 Actual	FY2023 Actual	FY2024 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	0.6	0.6
Grant Writer	0.6	0.6	0.6
Total Full Time-Equivalents	3.6	4.2	4.2

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Bond rating	Rate/grade	AAA	AAA	AAA	AAA
Financial reserves	\$	\$5.4M	\$7.1M	\$6.5M	\$8.8M
Grant Applications	\$	\$6.6M	\$6.1M	\$11.0M	\$13.5M

FY2023 ACCOMPLISHMENTS

Finance

- Received the *Budget Distinction Award* from the Government Finance Officers Association for eleventh consecutive year.
- Applied for over \$12.7M in grant programs and awarded over \$6.3M grant funding to date with over \$6M pending for FY23.

Projects and Initiatives

- The City completed the first year of the 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 second year of implementation in FY23 with paving across wards 2, 4, and 6. Residents were engaged through a petition process that allowed for additional streets and sidewalks to be added to the plan, and the FY2028 streets and sidewalks were added to the plan this year.
- Thanks to the work of our Grants Manager, Nancy London, and the Planning and Development Office, we secured over \$2.75M in additional grants for the repairs to the Central Waterfront Bulkhead. Repairs are now scheduled for the FY24 fall construction season.
- The Mayor's Office worked closely with the US Army Corps of Engineers and the Harbormaster's Office to oversee the completion of the Newburyport Harbor Dredge, as well as the City's priority North Jetty Side Dredge. This project had the added benefit of bringing nearly 200,000 cubic yards of sand to the Plum Island beaches.
- The City Received two state grants to assist with efforts on Waterfront West. The first, a \$50,000 Land Use Planning grant from the Department of Energy and Environmental Affairs, will be used for a planning consultant to help update the Waterfront West Overlay District zoning. The second, a \$50,000 Housing Choice Grant from the Department of Housing and Community Development, will be used for a District Improvement Financing Feasibility Study in the Waterfront West area.
- The City Council approved the transfer of \$200,000 for design of 59 Low Street as the future home of Newburyport Youth Services. EGA Architects will complete the design by fall 2023.
- The Special Projects Manager led the Project Management of the Bartlet Mall Frog Pond Restoration, finalizing design and advancing the project through permitting.

- The Special Projects manager led the Project Management of the Lower Atkinson Common and Plummer Ave traffic safety initiatives.
- The Mayor's Office worked with the City Council on its planning process for the Brown School, including exploring the suitability of the gym as a potential satellite community center or arts center, and the rest of the building being converted into senior affordable housing.
- The Mayor's Office worked with our Energy Manager to provide the Community Choice Power Supply Program, which collectively saved residents over \$2M on energy supply during the winter of 2023.
- We worked with the Sustainability Office to publicize and promote elements from Newburyport's comprehensive Climate Resiliency Plan and to track metrics around municipal energy use.

Strategy and Planning

- The Mayor's Office led the creation of a Comprehensive Economic Development Strategy, which was made possible by a \$75,000 Housing Choice Grant. The City hired consultants Karl Seidman and Civic Moxie to lead the project and conduct research and public outreach to complete the strategy. The Mayor's Office will lead in implementing the strategy in FY24.
- Mayor Reardon served as the lead on convening activities with the Merrimack Valley Planning Commission to preserve the Merrimack River and look for opportunities to better address Combined Sewer Overflows.
- Our Special Projects Manager updated the Capital Facilities Master Plan, which served as the foundation for the 2024 Capital Improvement Plan.
- The Mayor's Office oversaw the successful merger of the Parks Department into the Department of Public Services. This effort took much of FY23, and included research through consultant Community Paradigm, careful planning with the Parks Commission, and many outreach and listening sessions with the community. This merger will lead to operational efficiencies and better processes to best utilize equipment and staff time.

Communication and Engagement

- 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.
- Continued "The Mayor's Corner" video series with assistance from NCM Hub, in which information is shared weekly with residents on developments within the city, announcements, and upcoming events and projects.
- Held monthly drop-in office hours for residents to meet with the Mayor.
- Delivered the State of the City address and held the City's first Public and Community Services Awards.
- Ran a Boards and Commissions fair to make residents aware of opportunities to volunteer with the City.
- Launched a redesigned 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 3,400 followers (13% increase since May 2022)
- Instagram: 3,704 followers (37% increase since May 2022)
- Twitter: 1,359 followers (16% increase since May 2022)

Diversity, Equity, and Inclusion

- Continue 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.
- Mayor's Office staff and five department heads went through Diversity, Equity, and Inclusion Training with consultant VISIONS.
- The DEI Alliance led holiday celebrations and recognition events including for Juneteenth and Indigenous People's Day.
- The DEI Alliance continued to drive their ambitious outreach and relationship building work, including with their Know Your Neighbor events and programs around different kinds of diversity.

FY2024 TRENDS

The Mayor's Office is focused on three broader trends that shape the priorities of the Administration at this time: recovery from the pandemic, the uncertain inflationary environment, and challenges facing institutions and local governments. First, when it comes to economic recovery, we have a situation in which low interest rates, federal stimulus, and significant need led to the approval of a number of priority projects in the last year, and the Mayor's Office is focused on leading their successful implementation. While many of these projects have become more expensive than originally expected, their completion is still very important, and the Administration has looked for opportunities to support them with state and federal support and additional local borrowing when needed.

This year, the Administration will continue to support project managers from across the City that are taking the lead on advancing these major capital projects. These include Market Landing Park, the West End Cutter Fire Station, and renovation of the Central Waterfront Bulkhead, which are led by our Planning Department, and the restoration of the Bartlet Mall Frog Pond, which the Mayor's Office is advancing. The Mayor's Office is also working closely with Youth Services to find a permanent home for this Department. We are advancing plans for 59 Low Street and look forward to having the Council's support on this. We also have many projects in the works in the Department of Public Services, like the advancing of the Streets and Sidewalks Plan, and design of major improvements to our water supply, like the Indian Hill Raw Water Interconnect Project, and raising of the Lower Artichoke Reservoir Dam. We will also be upgrading our Waste Water Treatment infrastructure, with upgrades needed to our clarifiers and several lift stations.

The second trend is the broader economic outlook, which remains uncertain as we consider the budget for the next Fiscal Year. This time last year, many were stating that a recession was unavoidable and

would begin in the coming year, and used that as an argument against any spending increases. That recession did not materialize, and more forecasts are optimistic about the chances of a “soft landing,” in which inflation decreases without causing a recession. Other forecasts believe that continued increases to interest rates will lead to a recession in the next year.

On the local side, we are still seeing increased prices on labor, construction materials, gas, electricity, and other services that need to be factored into our budget. The cost of waste removal and disposal, in particular, will be a major increase in our budget this year. As mentioned above, we have many projects we are trying to advance, and planning for this in an inflationary environment is difficult. We still need to advance the City’s interest, including capital spending, and will continue to find ways to fund these responsibly.

We also anticipate this will be another year in which residential assessments will rise, based on the market activity from last year. This rapid rise in assessments can lead to higher property taxes, and the administration will propose ways to cushion this impact. This may include a split tax rate, which would lead to a higher increase for commercial and industrial properties in order to offset their relatively flat assessment growth. We will only propose this if the benefits outweigh potential challenges, and will work closely with the business community before any changes are proposed.

With all of this, we need to keep an eye on our long-term goals. A major objective of the Mayor’s strategic plan 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 third trend is the growing need to restore trust in all institutions, which includes local schools and municipal government. The pandemic was a challenging time to govern, and national politics has also led to more frustration being voiced at the local level. We have received a larger number of public records requests and staff have encountered more threatening and harassing behavior both in person and online than in the past. The City has enacted a new Code of Conduct for visitors to help clarify expectations for those doing business with City Hall, and we are also trying to find ways to better engage with and work with residents in and out of the building.

This includes continuing to look for ways to help make the City government work more efficiently and fairly for all, and that remains a priority of the administration. The Mayor is recommending significant investments in Information Technology that will help all departments better do their work, and we are pursuing operational efficiencies in the Department of Public Services and other people-facing departments. We are improving our phone system in the next year to help residents better engage, and we will continue to update the content on our newly redesigned City website so it is a helpful resource for all.

We have a number of further strategies we will continue to pursue to improve trust and engagement in the City. We will continue to use all communication channels, like the Mayor's Corner video series and our social media, to discuss priorities of the administration. We also 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 continue 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 Mayor's 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 FY24, we are looking to maintain the current level of funding for working on equity issues, which funds internal facing work and the community building efforts of the Diversity, Equity, and Inclusion (DEI) Alliance. The DEI Alliance will be leading community wide efforts to advance equity issues and we will provide them with a budget for technical and programming assistance that will allow them to make progress on their ambitious goals.

FY2024 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 by finding them a new home 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 \$5M 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 Merrimac Valley Planning Commission and participation in the Mayors and Managers meetings.
- Represent the City of Newburyport on the Merrimack River District Commission.

PROGRAMS & SERVICES

Management

MAYOR'S OFFICE (01-121)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - MYR MAYOR	102,743	103,145	102,750	102,750	102,750
51120 - MYR CHIEF OF STAFF	88,774	109,032	98,703	98,703	102,258
51122 - MYR MGR OF SPEC PROJ	0	8,164	44,108	44,108	45,698
51126 - MYR EXECUTIVE ASSISTANT	62,275	39,799	72,729	72,729	76,000
51162 - MYR DEI COORDINATOR	0	0	0	0	25,000
51501 - MYR TRAVEL ALLOWANCE	5,100	7,225	5,100	5,100	5,100
51502 - MYR MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	3,000
001 - PERSONNEL SERVICES Total	261,892	270,365	326,389	326,389	359,806
002 - PURCHASE OF SERVICES					
53001 - MYR CONSULTING SERVICES	0	7,500	12,500	12,500	15,000
53006 - MYR GRANT WRITER	41,776	42,611	44,103	44,103	45,252
53801 - MYR DEI INITIATIVES	20,000	19,805	50,000	50,000	25,000
002 - PURCHASE OF SERVICES Total	61,776	69,917	106,603	106,603	85,252
004 - SUPPLIES					
54200 - MYR OFFICE SUPPLIES	0	0	0	0	5,000
004 - SUPPLIES Total	0	0	0	0	5,000
007 - OTHER CHARGES & EXPENSES					
57801 - MYR MISC EXPENSE	8,000	8,000	8,000	8,000	0
007 - OTHER CHARGES & EXPENSES Total	8,000	8,000	8,000	8,000	0
Grand Total	331,668	348,282	440,993	440,993	450,058

GENERAL ADMINISTRATION (01-129)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51162 - GEN EVENTS COORDINATOR	640	3,400	0	0	0
51167 - GEN TEMPORARY HELP CITY HALL	1,347	210	3,500	3,500	2,000
51330 - GEN MCPPO STIPEND	750	750	0	0	0
001 - PERSONNEL SERVICES Total	2,737	4,360	3,500	3,500	2,000
002 - PURCHASE OF SERVICES					
52101 - GEN HEAT/ELECTRIC-CH	29,823	28,929	30,000	30,000	33,800
52701 - GEN LEASE POSTAGE MACHINE	2,879	3,780	4,000	4,000	2,174
53004 - GEN TRAINING/TRAVEL	14,555	16,265	20,000	20,000	20,000
53400 - GEN MEETING RECORDINGS	5,500	2,300	0	0	0
53401 - GEN POSTAGE	14,642	20,023	23,000	23,000	25,000
53406 - GEN TELECOMMUNICATIONS	74,378	75,193	75,000	75,000	75,000
002 - PURCHASE OF SERVICES Total	141,779	146,491	152,000	152,000	155,974
004 - SUPPLIES					
54200 - GEN SUPPLIES-BULK PAPER	3,993	4,304	3,500	3,500	3,500
54301 - GEN SUPPLIES-CITY HALL	2,580	1,696	2,500	2,500	1,500
004 - SUPPLIES Total	6,573	6,000	6,000	6,000	5,000
007 - OTHER CHARGES & EXPENSES					
57300 - GEN DUES & MEMBERSHIPS	5,474	4,134	5,000	5,000	5,345
57301 - GEN MERR VALLEY PLANNING COMM	6,840	7,010	8,577	8,577	6,977
57401 - GEN MUNICIPAL INSURANCE	170,728	192,534	192,534	192,534	198,310
57805 - GEN BUDGET CONTINGENCY	6,210	679	0	0	0
007 - OTHER CHARGES & EXPENSES Total	189,252	204,358	206,112	206,112	210,632
Grand Total	340,341	361,209	367,612	367,612	373,606

BUDGET CONTINGENCY (01-132)

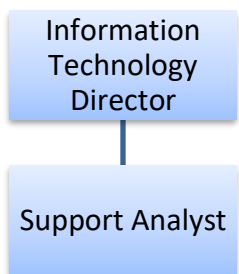
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
007 - OTHER CHARGES & EXPENSES					
57805 - BUC BUDGET CONTINGENCY	0	95	54,500	1,673	105,000
007 - OTHER CHARGES & EXPENSES Total	0	95	54,500	1,673	105,000
Grand Total	0	95	54,500	1,673	105,000

INFORMATION TECHNOLOGY

MISSION STATEMENT

The Information Technology Department of Newburyport is dedicated to fostering innovation, reliability, and security in its technology solutions. Our mission is to collaborate with City departments, providing them with tailored and secure technology solutions that align with their current and future needs. As we transition into a service organization, our focus extends beyond just resolving problems to anticipating needs, strategic planning, and enabling our colleagues and city departments to deliver effective services. Our goal is to enhance the experience of residents, businesses, and visitors in Newburyport, empowering them with strategic and innovative technology solutions

ORGANIZATIONAL OVERVIEW



Position	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
IT Director	1.0	1.0	1.0
Support Analyst	0.0	1.0	1.0
Total Full Time-Equivalents	1.0	2.0	2.0

PERFORMANCE MEASUREMENTS

As we transition into a service-oriented Information Technology Department, the need for accurate and meaningful performance measures has become increasingly crucial. For FY23, we were unable to provide specific metrics due to significant staffing changes and the absence of systems accurately capturing reportable data. However, we are now focused on implementing new systems that will monitor crucial aspects of our operations, such as system availability, network performance, and support desk activity. As we move forward into FY24, we are committed to establishing a robust set of performance measures that will enable us to gauge our effectiveness and efficiency, and inform our strategic decision-making processes. We appreciate your understanding and eagerly anticipate sharing our progress in the coming year

FY2023 ACCOMPLISHMENTS

In FY23, the Information Technology Department of Newburyport underwent significant growth and development. With the appointment of a new director and the hiring of our first full-time support analyst, the department was fully staffed for the first time. This development allowed us to initiate several critical changes to improve our operations, enhance our technology infrastructure, and elevate our support services. In addition to these internal changes, an external audit of our IT infrastructure further informed our strategic planning. We have incorporated the findings from this audit into our FY23 efforts and will continue to address them into FY24.

Specific accomplishments in FY23 include:

- Conducted a comprehensive "listening tour" with Department Heads and Key Staff to understand the unique IT needs of each city department and devise strategies to address them.
- Upgraded our IT Support desk software, and modernized the tools used to provide support, including the introduction of a new remote management and monitoring system for endpoints.
- Undertook efforts to stabilize our existing server, network, and storage environments, enhancing the reliability of our technology infrastructure.
- Implemented a new email security platform for proper archiving of emails, and extended archiving to include Newburyport's social media presence, improving our compliance posture.
- Advanced our security measures, focusing on our more publicly exposed systems, and initiated the modernization of endpoint security.
- Prepared a request for a capital investment in Newburyport's foundational infrastructure, a project that, when initiated, will provide a more reliable platform to support our mission.
- Launched IMC Mobile, which improved access to information for Newburyport Police staff while in the field.
- Collaborated with the Finance team to upgrade and migrate our Enterprise Resource Planning (ERP) system to the cloud.
- Addressed findings from an external audit of our IT infrastructure, integrating recommendations into our strategic planning and ongoing efforts.

These accomplishments reflect our commitment to enhancing the technological capability and security of our city, and we look forward to building on these successes in the coming fiscal year.

FY2024 TRENDS

As we enter FY24, the landscape of information technology continues to evolve rapidly. Notably, we see the trend of hybrid collaboration replacing the recent norm of remote-only operations. This shift requires advanced technologies and flexible spaces to accommodate both in-person and remote participants efficiently, reflecting the evolving dynamics of the modern workplace.

While many sectors are shifting towards cloud-based solutions, on-premise solutions are still proving to be cost-effective and practical for local government operations, reinforcing the importance of modern, reliable infrastructure.

In the realm of cybersecurity, new trends and practices continue to emerge as threats become more sophisticated. This ever-changing landscape underscores the importance of ongoing education and vigilance.

Looking beyond FY24, the advancements in generative AI present a new set of possibilities and challenges. As these technologies mature, they are expected to have significant impacts across various sectors, potentially transforming how we manage and utilize data.

Finally, the ongoing digital transformation trend continues to influence how traditionally offline processes are conducted. This shift towards digital has been accelerated by recent global events and is expected to continue into FY24.

These trends will shape our focus and strategies as we navigate FY24, aligning our efforts with the evolving demands and opportunities of the technology landscape.

FY2024 GOALS & OBJECTIVES

GOAL 1: INFRASTRUCTURE MODERNIZATION

Objectives:

- Finalize the modernization of the City's server, network, and storage infrastructure.
- Implement robust and scalable security solutions across all IT infrastructure.
- Develop an efficient and reliable disaster recovery strategy.
- Ensure all systems are compliant with industry standards and best practices.

GOAL 2: SERVICE DELIVERY MODEL OF IT SERVICES

Objectives:

- Improve and streamline IT service delivery processes.
- Implement a new IT service management system to enhance request tracking and resolution.
- Enhance the user experience through an efficient and user-friendly interface.

GOAL 3: APPLICATION MANAGEMENT AND IMPROVEMENT

Objectives:

- Implement a comprehensive application inventory system.
- Identify areas for integration or consolidation within the application landscape.
- Improve user training and documentation for all key applications.
- Regularly review and assess application performance and user satisfaction.

GOAL 4: CYBERSECURITY POSTURE ENHANCEMENT

Objectives:

- Implement the findings of the outside audit to strengthen cybersecurity.
- Develop and deliver regular cybersecurity awareness training for all staff.
- Implement additional security measures for publicly exposed systems.
- Continue modernizing endpoint security, completing this work in FY24.

GOAL 5: STAFF ENABLEMENT INITIATIVES

Objectives:

- Modernize end-user computing environments.
- Migrate to a modern, cloud-based communication platform.
- Introduce new collaboration tools that enhance productivity and efficiency.
- Develop a comprehensive training program to ensure staff can effectively use available tools.
- Support departments in reengineering business processes to make optimal use of technology.

PROGRAMS & SERVICES

Infrastructure Management Administration and security of the Municipal Area Fiber Network Maintenance and support of server, network, and storage environments Management of the City's Wide Area Network (WAN) Ensuring system availability and business continuity	Service and Support Hardware and software support & maintenance End-user support, including remote management and monitoring of endpoints IT Support desk services IT training for staff to increase efficiency and security awareness	Application and System Operations Management and upgrade of the City's computer workstations, server operating systems and e-mail server platform Oversight and maintenance of Enterprise & Financial System software Implementation and management of SaaS cloud-based solutions
Communications Management of City-wide communications infrastructure Provision of telecommunications support & services to city departments Implementation and management of new communication and collaboration tools	Security Implementation and management of cybersecurity measures Development and enforcement of cybersecurity best practices and policies Management of cybersecurity audits and improvements based on audit findings	Project Management Coordination and management of IT projects, including infrastructure modernization and system upgrades Vendor relationship and contract management IT strategy development and implementation

INFORMATION TECHNOLOGY (01-151)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - IT SAL DIRECTOR	97,051	60,080	115,000	94,000	128,750
51102 - IT SAL SUPPORT ANALYST	0	0	0	61,000	81,370
51404 - IT TRAVEL ALLOWANCE	5,100	2,975	0	3,825	10,200
001 - PERSONNEL SERVICES Total	102,151	63,055	115,000	158,825	220,320
002 - PURCHASE OF SERVICES					
52402 - IT CITY WEB SITE	3,032	9,183	3,500	3,500	5,983
52403 - IT COMPUTER FIREWALL	18,740	31,081	18,750	18,750	0
52404 - IT HARDWARE MAINTENANCE	21,658	15,923	22,325	22,325	42,000
52405 - IT TELECOMMUNICATIONS	8,942	10,112	12,000	12,000	960
53001 - IT MUNIS LICENSE	56,036	58,756	62,000	62,000	121,541
53002 - IT SOFTWARE/LICENSING	28,150	51,546	35,000	35,000	226,674
53003 - IT INTERNET-SERVICE	7,446	7,322	7,500	7,500	28,380
53004 - IT PROFESSIONAL SERVICES	32,000	44,395	35,000	35,000	191,300
53407 - IT OFF-SITE DATA STORAGE	45,778	46,336	44,750	44,750	20,000
002 - PURCHASE OF SERVICES Total	221,783	274,655	240,825	240,825	636,838
004 - SUPPLIES					
55800 - IT OFFICE SUPPLIES	1,991	1,998	2,000	2,000	1,500
004 - SUPPLIES Total	1,991	1,998	2,000	2,000	1,500
Grand Total	325,926	339,708	357,825	401,650	858,658



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Section 4: Finance

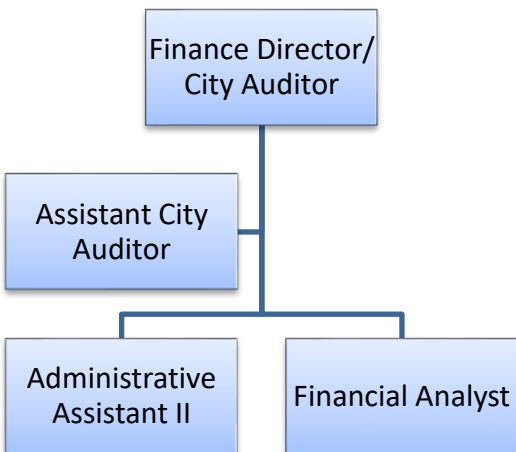
FINANCE DIRECTOR/CITY AUDITOR

MISSION STATEMENT

The Finance Department comprises the offices of Auditing, Assessing, Treasury/Collections, and Purchasing. The Finance Director, who also serves as the City Auditor, oversees all departmental operations. The primary goal of the City Auditor's Office is to ensure that all financial transactions and activities comply with relevant federal, state, and local laws, ordinances, and regulations. We adhere to Generally Accepted Accounting Principles (GAAP) and professional accounting and financial management standards set by the Government Accounting Standards Board (GASB), which help to ensure the accuracy and timeliness of financial and accounting information.

Furthermore, we provide comprehensive financial management assistance and guidance to City departments, including budget administration and monitoring, revenue and expenditure forecasting, capital planning, departmental policies and procedures, procurement and contracts administration, risk management and insurance programs, and the implementation of financial tools and software applications.

ORGANIZATIONAL OVERVIEW



Position	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Finance Director/City Auditor	1.0	1.0	1.0
Assistant City Auditor	1.0	1.0	1.0
Financial/Purchasing Analyst	1.0	1.0	1.0
Administrative Assistant II (25 hrs)	0.7	0.7	0.7
Total Full Time-Equivalents	3.7	3.7	3.7

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Budget Flexibility (Reserves % of Operating Expenditures)	%	12.0%	10.6%	11.1%	11.5%
Debt Position (Debt Service % of Gov't Fund Expenditure)	%	4.7%	4.5%	4.6%	4.7%
GFOA Budget Award	Y/N	Yes	Yes	Yes	Yes
Credit Rating	S&P	AAA	AAA	AAA	AAA
OPEB Funding	\$	\$0	\$100,000	\$100,000	\$100,000
Vendor Payments Processed	#	9,390	9,402	9,469	9,475

FY2023 ACCOMPLISHMENTS

- Ensured compliance with federal and state funding sources by diligently filing 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").
- Conducted an update of the City's valuation of other post-employment benefits (OPEB) in accordance with Governmental Accounting Standards Board Statement Nos. 74 and 75.
- Maintained the City's long-term credit rating of AAA, a testament to our commitment to financial responsibility and stability.
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the eleventh consecutive year, a recognition of our dedication to clear and transparent budget reporting.
- Successfully executed a significant upgrade and migration of the City's financial management software, facilitating streamlined user access and improved utilization of the comprehensive software suite.
- Maintained an "Open Checkbook" on the City website to ensure transparency and accountability by allowing the public to view all payments made to vendors, with data updated monthly.
- Maintained the Financial Reports Center, a comprehensive area on the City website where the public can easily access relevant financial reports and presentations, including monthly budget versus actual reports for the General Fund and Enterprise Funds.
- Collaborated closely with the City's insurance carrier, Massachusetts Interlocal Insurance Association (MIIA), to develop effective risk management strategies and determine coverage limits that minimize exposure and costs wherever possible.
- Worked closely with the MA Department of Revenue Division of Local Services team throughout the year to ensure smooth processes for free cash, tax rate, and "Schedule A" year-end reporting.

- Managed compliance and reporting required for funds received from the American Rescue Plan Act (ARPA).
- Completed the final COVID-19 reimbursement request through FEMA's public assistance program totaling \$412,888; if approved this would bring the total COVID-19 related FEMA funding since the start of the pandemic to \$604,281 and would return an additional \$291,979 back to next year's Free Cash certification.

FY2024 TRENDS

In fiscal year 2024, the city of Newburyport will continue to focus on managing and maximizing federal stimulus funding, which has been an area of focus in previous years. The city received its second tranche of \$5.3 million in direct funding from ARPA at the beginning of FY2023 and will have access to other funding streams from the stimulus package and the Infrastructure Investment and Jobs Act. It is essential for the city to plan and manage these funding streams effectively to maximize community impact.

Compliance with federal regulations will continue to be critical for the Finance Department. The City Auditor's office will provide federal financial management training 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") for recipients of large federal grants.

To mitigate the rising insurance costs nationwide, the Finance Department is collaborating with other departments to enhance the city's risk management program. This program aims to protect public assets, minimize potential liabilities, and reduce insurance costs associated with such risks.

Despite the challenges posed by inflationary pressures, the City of Newburyport remains optimistic as the Federal Reserve's active monetary policymaking, specifically in the form of increasing interest rates, has begun to show a positive impact in reducing inflation rates. Along with the potential threat of a recession, the city continues to exercise caution in its approach to budgeting, which, when combined with healthy reserve balances, places the city in a favorable position to respond to any potential downturn in the economy.

FY2024 GOALS & OBJECTIVES

GOAL 1: MANAGE FEDERAL & STATE FUNDING STREAMS

Objectives:

- Ensure compliance with federal and state regulations for stimulus and grant funds received by the City of Newburyport.
- Strategize with the Mayor's Office and City Council on the utilization of these funding streams.

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

Objectives:

- Incorporate core policies into the City's financial policies and procedures, including long-term forecasting and planning, user fees, economic development, and procurement.
- Update policies regarding grants and gifts, capital planning, structurally balanced budgets, debt affordability, reserves (fund balance or working capital), one-time revenues, and investments.

GOAL 3: CONSOLIDATE FINANCIAL SYSTEMS WITH THE SCHOOLS

Objectives:

- Develop and finalize a new chart of accounts structure that reflects the reporting needs of the city and the school district.
- Work with Tyler Technologies, the ERP system vendor, to create a project plan to merge the school's financial data into one main database with the city.

PROGRAMS & SERVICES

Accounting &
Financial Management

AUDITOR'S DEPARTMENT (01-135)

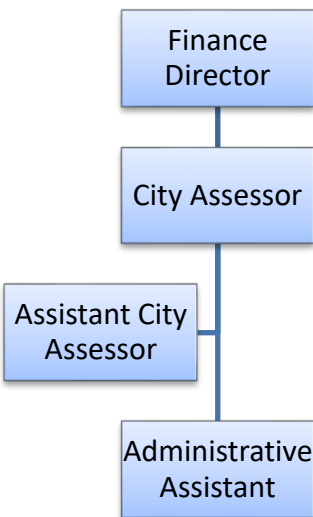
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - AUD SAL FINANCE DIR/AUDITOR	117,318	122,971	127,275	127,275	137,000
51102 - AUD SAL ASST AUDITOR	74,022	75,873	81,943	81,943	85,515
51103 - AUD SAL ADMIN ASSISTANT	44,329	39,990	39,976	41,264	43,109
51104 - AUD SAL FINANCIAL ANALYST	63,011	43,045	65,000	65,000	61,800
51401 - AUD LONGEVITY	4,122	0	0	0	0
001 - PERSONNEL SERVICES Total	302,802	281,878	314,194	315,481	327,424
002 - PURCHASE OF SERVICES					
53001 - AUD FINANCIAL AUDIT/VALUATION	46,138	46,500	46,500	46,500	47,200
002 - PURCHASE OF SERVICES Total	46,138	46,500	46,500	46,500	47,200
004 - SUPPLIES					
55800 - AUD OFFICE SUPPLIES	1,977	1,736	1,750	1,750	1,250
004 - SUPPLIES Total	1,977	1,736	1,750	1,750	1,250
007 - OTHER CHARGES & EXPENSES					
57300 - AUD DUES & MEMBERSHIPS	455	455	455	455	455
007 - OTHER CHARGES & EXPENSES Total	455	455	455	455	455
Grand Total	351,372	330,569	362,899	364,186	376,329

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	FY2022 Actual	FY2023 Actual	FY2024 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 FY2020	Actual FY2021	Actual FY2022	*Actual FY2023
New Growth	Tax Dollars	\$732,783	\$925,830	\$835,194	\$898,882
Tax Levy Limit	Tax Dollars	\$56,390,995	\$58,726,600	\$61,029,959	\$63,454,590
Motor Vehicle Excise Tax *(Estimated FY23)	Receipts	\$2,963,027	\$2,874,396	\$2,979,353	\$2,850,000
Abatement Applications	# Filed	48	28	35	52
Property Inspections *(Estimated FY23)	# Visits	721	765	1165	1200

FY2023 ACCOMPLISHMENTS

- Successfully completed interim year adjustments on assessments as per DOR regulation.
- Met all statutory requirement deadlines for certifying the tax rate.
- Successfully increased the number of cyclical inspections as per DOR directive.
- Implemented electronic submission of abatement applications.
- Successfully set up a record retention schedule to improve document storage capacity.

FY2024 TRENDS

We will be closely monitoring and analyzing all market sales. Although the housing market has slowed down in the first few months of calendar year 2023, we will be using comparable sales from calendar year 2022 in our analysis when setting assessments for FY24. Preliminary findings have indicated there will be increases in assessments in FY24, similar to the FY23 percentage increases.

FY2024 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 cyclical inspections as per DOR directives to ensure that each property is inspected at least once in a ten-year cycle.
- Analyze the latest technical tools available (both hardware and software) to improve/streamline the computer assisted mass appraisal process.

GOAL 2: CONTINUE TO IMPROVE UPON CUSTOMER SERVICE

Objectives:

- Update website with additional downloadable forms and FAQs, streamlining access to this information.
- Improve outreach to taxpayers regarding current available exemptions and abatements, while monitoring for passage of any new state legislation regarding statutory exemptions.
- Provide ongoing public education, insuring taxpayers are informed and reminded 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

ASSESSOR'S DEPARTMENT (01-141)

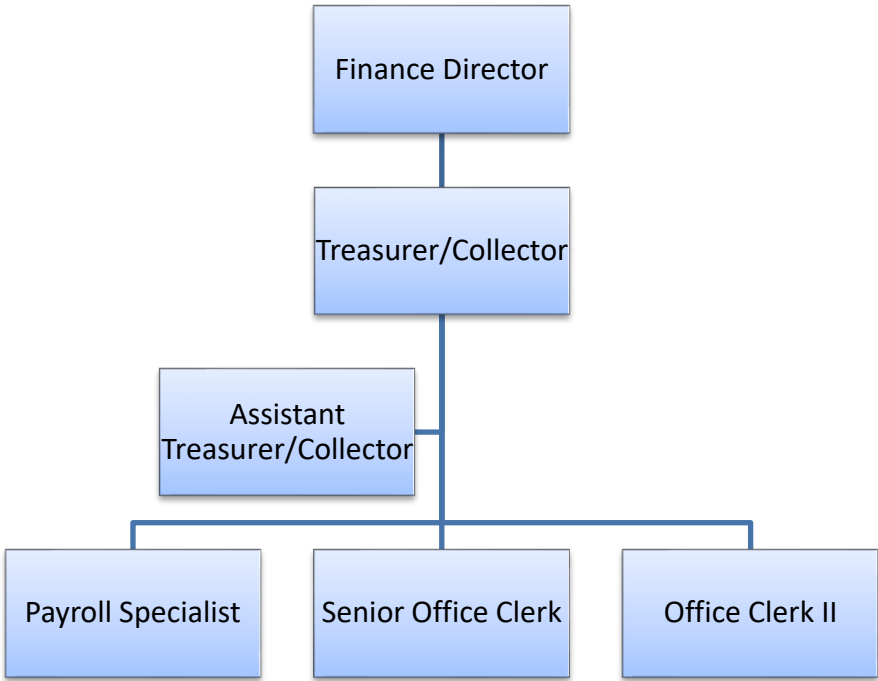
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - ASR SAL ASSESSOR	90,334	92,558	94,905	94,905	97,378
51102 - ASR SAL ASST ASSESSOR	69,681	71,423	71,423	75,964	79,026
51103 - ASR SAL ADMIN ASSISTANT	50,065	51,870	54,276	57,726	61,731
51403 - ASR TECHNOLOGY STIPEND	1,500	2,333	2,750	2,750	2,750
51404 - ASR TRAVEL ALLOWANCE	5,100	5,100	5,100	5,400	5,400
001 - PERSONNEL SERVICES Total	216,680	223,284	228,454	236,745	246,285
002 - PURCHASE OF SERVICES					
53001 - ASR APPRAISAL SYSTEM	9,488	10,377	18,415	18,415	12,834
53002 - ASR REVAL/INTERIM YR ADJMTS	103,810	3,820	5,000	5,000	5,500
53003 - ASR VALUATION/PROCESSING	12,800	13,032	23,500	23,500	24,100
53004 - ASR MAP/DEEDS/ATB	239	716	1,000	1,000	850
002 - PURCHASE OF SERVICES Total	126,337	27,945	47,915	47,915	43,284
004 - SUPPLIES					
55800 - ASR OFFICE SUPPLIES	2,414	2,861	3,000	3,000	5,300
004 - SUPPLIES Total	2,414	2,861	3,000	3,000	5,300
007 - OTHER CHARGES & EXPENSES					
57300 - ASR DUES & MEMBERSHIPS	515	583	588	588	640
007 - OTHER CHARGES & EXPENSES Total	515	583	588	588	640
Grand Total	345,945	254,672	279,957	288,248	295,509

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, reconciles and updates all bank accounts daily. Additionally, the Treasurer's office handles all receipts and funds 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	FY2022 Actual	FY2023 Actual	FY2024 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 FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Collection rate	%	99.5	99.6	99.9	99.9
Demand bills sent RE	#	676	640	815	750
Demand bills sent PP	#	200	190	210	200
Subsequent tax takings	\$	275,000	154,000	115,000	100,000
Tax title collections	\$	154,000	154,000	72,000	100,000
Tax title properties returned to tax rolls	#	14	12	12	15
Properties advertised (by owner) for tax lien	#	11	22	20	15

FY2023 ACCOMPLISHMENTS

- Worked with Assessor's and Planning offices to determine parcels that qualify for Land of Low Value, and filed with Department of Revenue to move from receivables via land court filings and/or foreclosure.
- Continually worked with delinquent taxpayers to collect outstanding amounts to avoid tax taking liens for non-payment of taxes, reducing the number of parcels advertised.
- Dedicated time to work with Assistant Treasurer/Collector to provide training to ensure proper coverage plan for office.
- Recouped \$72,000 in tax title accounts resulting in 12 properties returned to tax rolls
- Initiated purging of records and updating defunct general ledger account codes in Munis accounting and Zobrio cash management software, to keep in line with Auditor's records.
- Began compilation of departmental policy workbook, to aid in the training and enforcement of office policy and procedures.
- Maintaining tailings files to within the calendar year; continue to remove stale dated checks from registers.
- Updated City's Official Statement for ongoing disclosure requirements and borrowing processes to support AAA bond rating
- Reviewed changing interest rates with banking partners to ensure we are recognizing the best possible gains from invested funds in the current market

FY2024 TRENDS

The Treasurer/Collector's office continues the positive trend of retaining our overall collection rate of above 98% of the Real Estate, Personal Property, Motor Vehicle and Boat excise taxes due each fiscal year. As in the past, we are still met with some challenges from taxpayers who may be finding times difficult and this will likely be an ongoing problem in the future as well.

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. The shift in more online payments being made by customers is positive as it proves that customers prefer this convenience factor available for various services across the City; additionally, this processes payments more quickly and efficiently.

Although the City's continued trend of setting the tax rate below the previous fiscal year appears to be favorable for taxpayers, we still see that the increase in valuations negatively impacts some residents. Over time, we've seen how this can affect residents, especially our senior population, and this remains one of our greatest concerns, in addition to changes in the economy including inflation and changing interest rates. Therefore, we will continue to encourage residents who qualify to apply for abatements and/or exemptions in an attempt to reduce their overall tax bill, as well as look for new options to provide relief to all taxpayers in need.

We continue to be vigilant in monitoring changes in state and federal guidelines effecting tax collection; we regularly receive updates from, work together and network with our local agencies such as Division of Local Services and Department of Revenue to stay up to date on current events and provide the best possible service to the citizens while protecting the interest of the City during ongoing economic fluctuations.

FY2024 GOALS & OBJECTIVES

GOAL 1: STREAMLINE PAPER TO ELECTRONIC FILES

Objectives:

- Utilize the ability of the newly upgraded Munis accounting software to maintain content on data records for customers as well as retain information electronically on spool files.
- Reduce paper copies of bills and receipts by sharing e-versions interdepartmentally across the City; reduce records retention per the State mandated schedules.

GOAL 2: TREASURER'S FUNCTIONS

Objectives:

- Incorporate importing of purchase card transactions into the Munis software via departmental input, saving paper and time on processing p-card activity and promoting transparency
- Explore ACH / EFT (electronic funds transfer) accounts payable options made directly to City Vendors

GOAL 3: COLLECTOR'S FUNCTIONS

Objectives:

- Enhance data records into accounting software for resident/taxpayers to provide better customer service contact and communication
- Review e-services across the City; update functions available to modernize and coordinate overall for online user-friendly options

PROGRAMS & SERVICES

Treasury Management

TREASURER'S DEPARTMENT (01-145)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - TRS SAL TREASURER	89,484	91,274	94,012	94,012	96,462
51102 - TRS SAL ASST TREASURER	63,145	68,299	69,881	73,042	74,581
51103 - TRS SAL STAFF	117,092	119,432	121,820	121,820	114,457
51130 - TRS SAL PAYROLL SPECIALIST	69,249	70,598	73,069	73,069	74,973
51165 - TRS TRUST FUND COMM ADMIN	600	600	600	600	600
51401 - TRS LONGEVITY	3,664	3,664	3,664	3,664	1,221
001 - PERSONNEL SERVICES Total	343,234	353,866	363,045	366,206	362,294
002 - PURCHASE OF SERVICES					
53001 - TRS BANK CHARGES	8,469	5,937	6,500	6,500	6,600
53003 - TRS PAYROLL	15,149	15,236	15,000	15,000	17,500
53004 - TRS TAX BILLS	20,043	24,862	24,000	24,000	24,250
53005 - TRS TAX TITLE EXPENSE	8,113	6,404	10,250	10,250	7,500
002 - PURCHASE OF SERVICES Total	51,775	52,440	55,750	55,750	55,850
004 - SUPPLIES					
54200 - TRS OFFICE SUPPLIES	998	2,028	2,350	2,350	1,750
55800 - TRS MISC SUPPLIES	1,500	0	0	0	0
004 - SUPPLIES Total	2,498	2,028	2,350	2,350	1,750
007 - OTHER CHARGES & EXPENSES					
57300 - TRS DUES & MEMBERSHIPS	0	313	300	300	300
57403 - TRS INSURANCE BONDS	1,600	1,600	1,800	1,800	1,800
007 - OTHER CHARGES & EXPENSES Total	1,600	1,913	2,100	2,100	2,100
Grand Total	399,107	410,247	423,245	426,406	421,994



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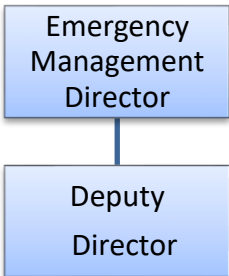
Section 5: Public Safety

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 FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Updated Emergency Response Plan	%	90%	90%	90%	90%
Updated Hazard Mitigation Plan	%	100%	90%	90%	100%
Successful participation in the radiological response plan	%	100%	100%	100%	100%
Continued education of City staff	%	100%	100%	100%	100%

FY2023 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
- Attended quarterly Seabrook Station meetings with area communities and representatives from the power plant.

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

FY2024 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 once again monitor the ongoing erosion problem in the area of North Reservation Terrace and respond as needed.

FY2024 GOALS & OBJECTIVES

GOAL 1: UPDATE PLANS, PROCEDURES, FACILITY AND EQUIPMENT

Objectives:

- Continue with quarterly inventories; ensuring equipment readiness
- Complete final phase regarding the updating of the city's Comprehensive Emergency Plan
- Finalize the updating of the 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

EMERGENCY MANAGEMENT (01-291)

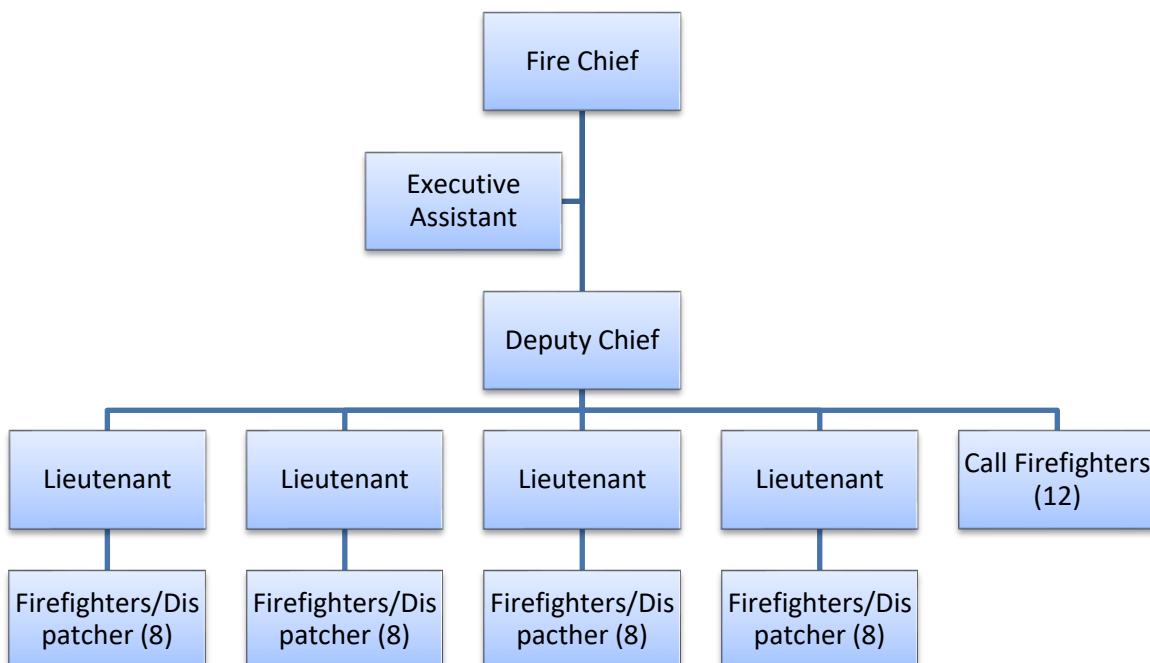
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - EMR COORDINATOR	11,000	12,000	12,000	21,046	12,000
51102 - EMR DEPUTY COORDINATOR	3,654	6,000	6,000	6,000	6,000
001 - PERSONNEL SERVICES Total	14,654	18,000	18,000	27,046	18,000
004 - SUPPLIES					
54200 - EMR MISC EXPENSE	425	500	500	500	500
004 - SUPPLIES Total	425	500	500	500	500
007 - OTHER CHARGES & EXPENSES					
57409 - EMR EXPENSES	170	1,500	1,500	1,500	1,500
007 - OTHER CHARGES & EXPENSES Total	170	1,500	1,500	1,500	1,500
Grand Total	15,249	20,000	20,000	29,046	20,000

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Chief	1.0	1.0	1.0
Deputy Chief	1.0	1.0	1.0
Lieutenants	4.0	4.0	4.0
Firefighters/Dispatchers	32.0	32.0	32.0
Administrative Assistant	1.0	1.0	1.0
Total Full Time-Equivalents	39.0	39.0	39.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Response times – less than 6 minutes 90% of all calls	<6 min	94%	95%	95%	95%
Minimum staffing maintained per contract	7	7	7	7	7
Employee injuries vs population (NFPA measurement)	1.5	2.0	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%

2022 CALLS FOR SERVICE

ASSIST CITIZEN	65	ASSIST OTHER AGENCY	26	BUILDING CHECK	1
CARBON MONOXIDE	66	COMPLAINT	8	FIRE ALARM	298
BRUSH FIRE	9	DETAILS	5	DEMOLITION	3
DRILLS	10	FUEL SPILL	10	GAS INV	30
ILLEGAL BURN	17	INVESTIGATION	76	CAR FIRE	10
STRUCTURE FIRE	7	OTHER FIRES	47	LOCK OUT	26
MASTER BOX	190	MULCH FIRE	19	MUTUAL AID	65
ODOR	53	SMOKE INVESTIGATION	10	WATER PROBLEM	21
WIRES DOWN	42	WATER RESCUE	1	GENERAL INFO	1
HAZ MAT	17	MED FLIGHT	30	MEDICAL	2010
MISSING PERSON	4	AUTO ACCIDENT	207	SYSTEM TROUBLE	1
TOTAL 3385					

2022 PERMITS

COMBUSTIBLE FIBERS	1	COMMERCIAL COOKING	2	ENERGY STORAGE	3
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FIRE ALARMS	23	FIRE SPRINKLERS	25	FIRE WORKS	1
FLAMMABLE GAS	6	FLAMMABLE LIQUIDS	26	FLAMMABLE SOLIDS	3
FUEL	8	HAZ/MAT PROCESSING	12	LIQUID PROPANE	46
MARINE FUELING	1	MOBIL MARINE FUELING	1	OIL BURNER/TANKS	28
OPEN AIR FIRES	76	TANK REMOVAL	31	TEMP LIQUOR LIC.	69
TENTS	11	UNVENTED GAS	9	WELDING	18
TOTAL: 400					

2022 INSPECTIONS

OVER 800 INSPECTIONS/DRILLS/TRAINING PROVIDED (473 SMOKE DETECTOR INSPECTIONS)

FY2023 ACCOMPLISHMENTS

- Responded to 1375 fire calls and 2010 emergency medical services (EMS) calls
- Increase of 7% on fire calls and 10% on emergency medical services (EMS) calls over last year.
- Conducted over 800 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 400 permits for hazardous materials, flammables, suppression systems, etc.
- Secured the funding for a new Station II
- All continuing education hours for EMS and fire certifications obtained in-house.
- Sent one Firefighter to the Department of Fire Services extensive hazardous materials training certification class. We now have two firefighters trained at this level.
- Installed the First Due response software in two engines, ladder truck and both chief vehicles. This is the first software upgrade for the fire department in twenty years. First Due encompasses all aspects of fire department operations and gives our firefighters real time updates at emergency scenes.
- Received grants totaling more than \$130,000

FY2024 TRENDS

In FY 2024, 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 2024, will continue the process of maintaining multiple sets of turnout gear for each member.

The department will oversee the construction of a new state of the art fire station, ground breaking should commence in June 2023. The \$9.2 million John F. Cutter Jr. Fire Station will go a long way in helping with the fire fighter cancer concerns, mentioned above. The facility will have complete separation of living quarters away from the apparatus floor. A decontamination room will be provided along with washer/dryer for the cleaning of turnout gear. The station will also have gender separation and has the room to expand to five fighters stationed there in the future. The building will have solar panels and be net zero.

The department will work towards using our new First Due Response Software to its full potential. Data collection will include facility information for industrial/commercial buildings, hazardous material data safety sheets, building layouts, fire service equipment and contact information that our residents can input on their own.

The department has applied for a SAFER grant through the Federal Government that will pay most of a \$500,000 cost to replace our aging Self-Contained Breathing Apparatuses (SCBA).

The department will continue to monitor the issues arising with lithium ion battery fires. These types of fires pose a significant challenge for the fire service.

FY2024 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:

- Upgrade the department's communication equipment.

- Replace the station alerting system at headquarters.
- Work to automate inspectional/permitting services.
- Begin the process of replacing the Department's fire boat.
- Add officers to Station 2.
- Reach out to our senior population on best fire safety practices.

GOAL 3: CONTINUE TO IMPROVE OUR EMERGENCY MEDICAL CAPABILITIES

Objectives:

- Continue to work closely with Cataldo Ambulance & our Mutual aid ambulance partners.
- Research options for Ambulance services as we negotiate future contracts.
- Continue to seek EMT certification & advanced EMS training for all department members.

PROGRAMS & SERVICES

Fire Administration &
Management

FIRE DEPARTMENT (01-220)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - FIR SAL FIRE CHIEF	138,393	141,140	143,963	224,808	150,000
51102 - FIR SAL DEPUTY CHIEF	120,780	123,863	135,271	135,271	140,381
51142 - FIR SAL FIRE FIGHTERS	2,398,743	2,528,561	2,610,737	2,610,737	2,684,457
51144 - FIR SAL CALL FIREFIGHTERS	21,866	18,033	25,000	25,000	26,000
51150 - FIR SAL ADMIN ASSISTANT	70,851	72,247	74,776	74,776	76,724
51156 - FIR SAL DISPATCHERS	207,984	213,117	218,917	218,917	225,777
51301 - FIR FF-OVERTIME	483,836	524,815	430,000	525,000	485,000
51302 - FIR DISPATCH-OVERTIME	40,786	49,004	35,000	35,000	30,000
51401 - FIR LONGEVITY	126,584	128,792	121,104	121,104	126,041
51402 - FIR FF-PAID HOLIDAYS	150,431	170,922	172,796	172,796	185,928
51403 - FIR DISPATCH-PAID HOLIDAYS	11,853	13,535	13,630	13,630	14,111
51405 - FIR FF-CLOTHING ALLOWANCE	52,640	56,319	55,500	55,500	57,000
51406 - FIR EVALUATIONS	2,039	1,720	0	0	0
51408 - FIR SICK DAY USAGE INCENTIVE	0	417	2,500	2,500	2,500
51412 - FIR DISPATCH-CLOTHING ALLOW	2,997	3,166	0	0	0
51415 - FIR STIPEND TEAM A/B	8,700	8,400	8,100	8,100	6,900
51416 - FIR HAZ/MAT STIPEND	45,900	47,250	45,900	45,900	51,300
51417 - FIR PROFESSIONAL DEVELOPMENT	0	0	2,000	2,000	2,000
51509 - FIR INJURED-ON-DUTY	56,139	61,848	70,000	70,000	72,000
51902 - FIR ACCREDITATION STIPEND	2,757	7,057	7,198	7,198	0
51903 - FIR FITNESS ALLOWANCE	0	0	200	200	0
51905 - FIR EDUCATION REIMBURSEMENT	0	0	7,200	7,200	6,800
001 - PERSONNEL SERVICES Total	3,943,277	4,170,207	4,179,792	4,355,637	4,342,918
002 - PURCHASE OF SERVICES					
52101 - FIR HEAT/ELECTRICITY	27,369	34,676	30,000	30,000	32,000
52401 - FIR MAINT-BLDGS & GROUNDS	19,286	19,898	25,000	25,000	25,000
52402 - FIR MAINT-EQUIPMENT	10,145	26,866	20,000	20,000	18,000
52403 - FIR MAINT-VEHICLES	62,829	56,414	60,000	60,000	62,000
52408 - FIR MAINT-FIRE ALARMS	26,619	25,727	25,000	25,000	25,000
52409 - FIR MAINTENANCE CONTRACTS	2,270	3,433	3,500	3,500	4,000
52411 - FIR COMPUTER SUPPLIES	13,337	5,220	8,000	8,000	6,000
52412 - FIR RADIOS/PAGERS	4,189	7,077	5,000	5,000	5,000
52750 - FIR LEASE OF VEHICLES	60,036	15,635	16,000	16,000	16,000
53002 - FIR RESPONSE SOFTWARE	0	0	22,500	22,500	27,000
53005 - FIR MEDICAL/PHYSICAL EXAMS	2,353	1,063	2,000	2,000	5,000
53006 - FIR MEDICAL/DRUG TESTING	0	2,911	1,000	1,000	1,000
53007 - FIR IN-SERVICE TRAINING	3,000	7,795	8,000	8,000	8,000
002 - PURCHASE OF SERVICES Total	231,432	206,713	226,000	226,000	234,000

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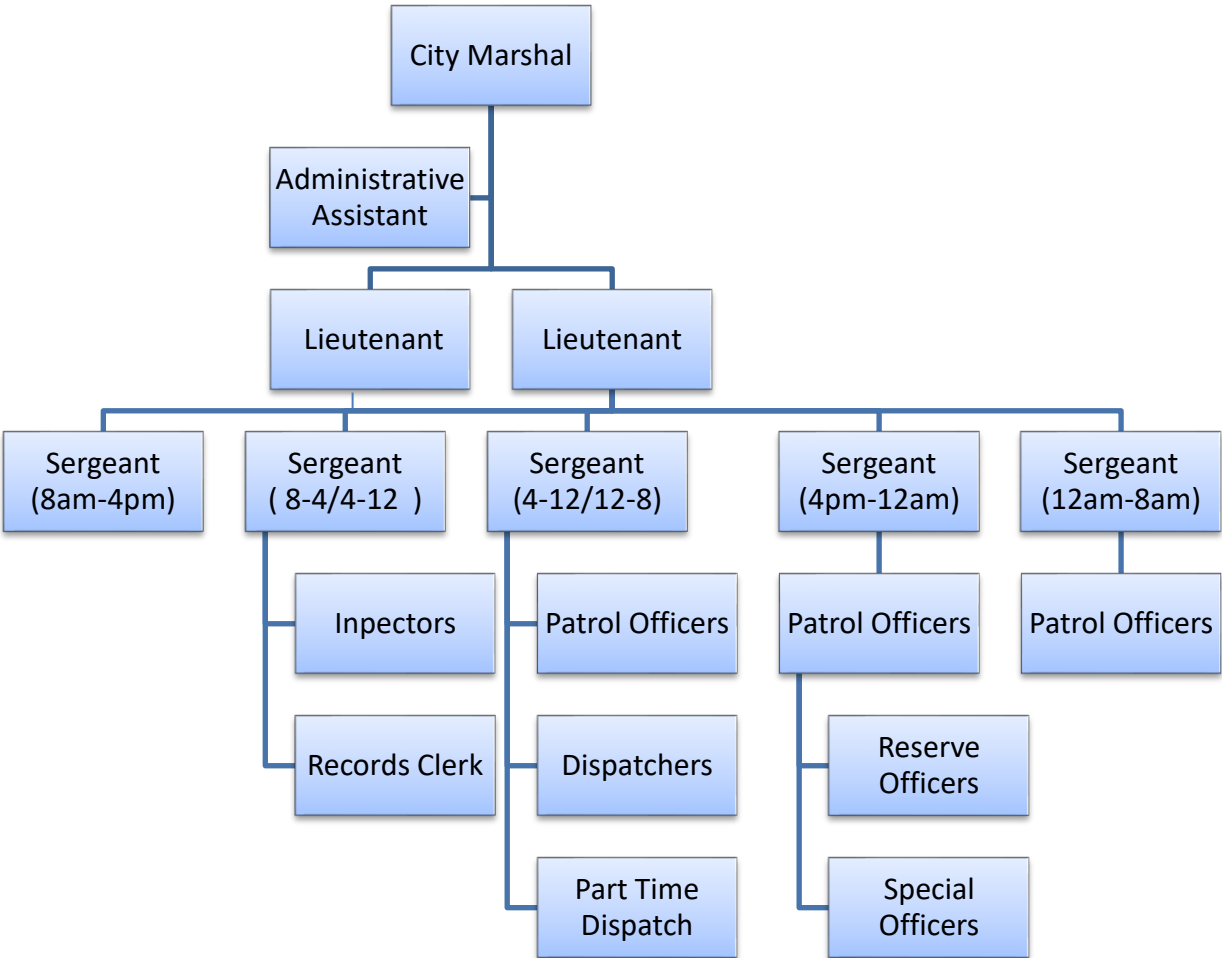
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
004 - SUPPLIES					
54200 - FIR OFFICE SUPPLIES	1,949	1,712	3,000	3,000	2,500
54315 - FIR MISC FIRE EQUIP	0	1,718	0	0	0
54316 - FIR NEW HOSE-FITTINGS	4,470	0	3,000	3,000	3,000
54317 - FIR PROTECTIVE CLOTHING	4,300	21,245	20,000	20,000	22,500
54318 - FIR PROTECTIVE EQUIPMENT	620	1,675	4,500	4,500	4,500
54319 - FIR FOAM & EQUIPMENT	0	0	1,000	1,000	1,000
54801 - FIR FUEL/OIL VEHICLE(S)	12,832	12,865	16,000	16,000	16,000
55001 - FIR MEDICAL SUPPLIES	1,317	2,978	5,000	5,000	5,000
55101 - FIR EDUCATIONAL MATERIAL	7,800	7,150	2,000	2,000	2,000
55800 - FIR MISC SUPPLIES	1,890	5,104	6,000	6,000	5,500
004 - SUPPLIES Total	35,177	54,448	60,500	60,500	62,000
007 - OTHER CHARGES & EXPENSES					
57300 - FIR DUES & MEMBERSHIPS	4,316	3,840	5,550	5,550	4,350
007 - OTHER CHARGES & EXPENSES Total	4,316	3,840	5,550	5,550	4,350
Grand Total	4,214,202	4,435,208	4,471,842	4,647,687	4,643,268

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	FY2022 Actual	FY2023 Actual	FY2024 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 FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Response Time 2 Minutes and Under	%	91%	90.3%		
Speed Study High St	MPH	28.58	28.57	29.16	27.77
Speed Study Merrimac St	MPH	30.94	28.82	27.78	29.8
Speed Study Low St.	MPH	33.79	32.45	31.85	32.69
Speed Study Water St	MPH	26.37	21.23	23.68	23.76
Accidents High St	#	43	39	38	40
Accidents Merrimac St	#	46	38	36	40
Accidents Low St	#	23	16	19	19
Accidents Water St	#	17	16	17	16
Accidents Storey Ave	#	68	56	69	64
Accidents streets Intersecting High St	#	18	20	22	20
Accidents Streets Intersecting Merrimac St	#	20	9	10	13

FY2023 ACCOMPLISHMENTS

Public Safety

- Conducted 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 Councilors 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 \$1,600,000 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.
- Continued participation in the Seacoast Criminal Interdiction Unit. 2023 goals for the Seacoast CIU include proactive and collaborative interdiction efforts, multi-agency regional narcotics investigations, and increased reporting and intelligence sharing efforts amongst member agencies and federal partners.

Schools

- Officer Kyle McElroy is our designated School Resource Officer. Prior to assuming this role he attended a mandatory week-long training to prepare him for the role of SRO. Officer McElroy has excelled in this role and is a fixture around the schools and at school events. Officer McElroy is well-liked and has established a great rapport with administrators, staff, students, and parents.
- In addition to the SRO the department has day shift officers, sergeants, detectives, and lieutenants visiting the Newburyport schools on a daily basis. Officers spending time in the schools throughout the day has become commonplace and our community and schools are safer from these efforts.

Accreditation

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

Community

- Ward Sergeants continue to work with City Councilors on citizens' quality of life issues.

- 17th 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,” alongside 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.
- Officers participate monthly in “Coffee with a Cop” at the Newburyport Senior/Community Center. This event provides an informal round table event each month for seniors and other members of the community to speak with our officers.

Awards and Grants

- Department of Justice Comprehensive Opioid Abuse Site-based Program
- AAA American Automobile Association of Southern New England, Safety Bronze 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

FY2024 TRENDS

The Department has seen an increase in activity this past year with 26,300 calls for service, 2523 more than FY 2022. During this time our staffing has decreased by 3 officers and 1 dispatcher. There were 63 arrests made this year, 137 people were issued summons to court and 30 people were placed into protective custody. Last year there were 63 arrests, 141 summons and 13 people were placed in protective custody. The officers made 1,425 traffic stops this year, issuing 741 citations. Traffic studies on our heavily traveled roadways indicated a slight increase in speed on Water and High St. On Merrimac and Low St there was a slight decrease.

There was an increase in motor vehicle crashes in 2022, from 283 to 323. Six streets make up two-thirds of all crashes in the City. The FY23 traffic accident data on those streets is as follows:

Street	Accidents
Storey Ave	69
Merrimac St	36
High St	38
Low St	19

Water St	17
State St	27
Total	206

Traffic

Accidents were up this year by 13%. Overall, the accidents in the city increased by 51 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. 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 enforcement 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.

Maintaining Public safety dispatchers has been difficult, we are currently down one dispatcher, pay and lack of applicants are the key factors.

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 aid those that may be affected by this national epidemic. In 2021 there were 0 fatalities and there were 12 non-fatal overdoses. In 2022 there were 3 fatalities, 5 non-fatal overdoses and NARCAN was administered 6 times. There were also 11 at risk referrals. In Essex County there were 895 non-fatal overdoses and 116 fatal overdoses. These numbers represent a 21% decrease compared to 2021. This is a good sign that the program is working.

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 accessible 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 aid 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 \$1,600,000 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. In addition to immediate care, officers responding to overdoses help facilitate after care by providing rehabilitation referral information, as well as provide a connection to the Essex County Outreach Program for follow up.

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. As it pertains to scams, education is the best preventative measure. Department personnel provide educational sessions to residents throughout the year at various sites including the Newburyport Senior Center, Heritage House, and Atria.

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 officers is provided in the annual in-service training.

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 High Risk 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 high risk cases and works collaboratively to make sure all are aware of what is going on with the case, and to ensure that all members are working together as a team as it progresses through the court system. Not all domestic cases make it to the high risk team, but the connections that are made by our participation on the team allow better access for services and follow up with victims. Inspector Chris McDonald is the department's domestic violence officer, a member of the high risk team, and responsible for follow-up investigations on all domestic violence cases.

Police Reform

The Department has transitioned into the police reform era and has met all of the requirements of POST-C. The Officers are obtaining police licensure as required by POST-C, and training has improved significantly at the state level which has resulted in our officers attending and completing specialized training at a fraction of the cost from years past. Positive community interaction and engagement has helped curb any anti-police sentiment that existed at a local and national level. Each interaction our officers have with the public is an opportunity to improve the relationship we have with our community. We very rarely receive complaints about officer or employee conduct, demonstrating our employees dedication to service.

We will continue to provide all people within this community fair and impartial police services consistent with constitutional and statutory mandates. The department is committed to working with the community on promoting diversity, equity, and inclusion. We respect the diversity and cultural differences of all people and continue to pursue and participate in training 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.

Body Cameras were deployed this year. These cameras have been instrumental when dealing with respondents and resulting in less violent encounters.

FY2024 GOALS & OBJECTIVES

GOAL 1: TRAINING

Objectives:

- Continue to comply with training and documentation requirements required to attain and maintain certification with POST-C for all officers.
- Provide specialized training as needed.
- Continue to train new officers in A.L.E.R.R.T. (Advanced Law Enforcement Rapid Response Training).
- Expand our officers' knowledge and training to improve our level of communication when encountering those who have a mental health disability.
- Continue mandatory training for all officers:
 - Monthly roll call trainings discussing law changes and updates. Provide training and guidance to protect officers and remain committed to public safety.
 - Attend annual in-service training as prescribed by the Massachusetts Police Training Council

GOAL 2: SCHOOL SAFETY

Objectives:

- Continue to work in concert with the School District to maintain operating procedures surrounding their school safety plan.
- 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
- Continue to conduct Park-Walk and Talk at all schools, having multiple officers visit the schools throughout the day.
- Continue to support the School Resource Officer 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 through directed enforcement.
- Use data from traffic studies to target directed patrols and enforcement in identifiable trouble areas.

GOAL 4: 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
- Partner with District Attorney

PROGRAMS & SERVICES

Patrol

POLICE DEPARTMENT (01-210)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51110 - POL MARSHAL	151,118	156,222	160,909	160,909	165,104
51142 - POL OFFICERS	2,579,736	2,632,864	2,804,856	2,804,856	2,790,640
51150 - POL ADMIN ASSISTANT	66,474	67,803	70,176	70,176	72,005
51152 - POL RECORDS CLERK	30,772	31,393	32,012	32,012	33,308
51156 - POL DISPATCHERS	198,526	200,185	217,256	217,256	237,682
51164 - POL P/T DISPATCHERS	3,456	672	10,000	10,000	10,000
51166 - POL CUSTODIAL	3,035	18,909	32,941	32,941	33,796
51168 - POL STATE LICENSING LIAISON	0	0	0	0	25,184
51301 - POL OFFICER-OVERTIME	287,393	301,217	295,000	295,000	325,000
51302 - POL DISPATCH-OVERTIME	22,885	18,200	17,850	17,850	17,850
51330 - POL TECHNOLOGY STIPEND	0	0	28,800	28,800	32,500
51400 - POL AFSCME EDUCATION STIPEND	1,125	425	1,125	1,125	1,125
51401 - POL LONGEVITY	45,289	47,904	35,848	35,848	35,729
51402 - POL OFFICER-PAID HOLIDAYS	83,521	72,228	88,000	88,000	90,000
51403 - POL DISPATCH-PAID HOLIDAYS	7,507	10,418	10,821	10,821	11,884
51404 - POL COURT TIME	40,000	31,549	40,000	40,000	5,000
51405 - POL OFFICER-CLOTHING ALLOW	53,025	67,875	71,400	71,400	69,900
51409 - POL MARSHAL STIPEND	3,000	3,000	3,000	3,000	3,000
51410 - POL OFFICER-NIGHT DIFF	84,860	81,773	80,749	80,749	71,735
51411 - POL DISPATCH-NIGHT DIFF	2,392	5,568	5,720	5,720	5,720
51412 - POL DISPATCH-CLOTHING ALLOW	1,928	1,342	2,600	2,600	2,600
51413 - POL ACCREDITATION ALLOWANCE	135,694	143,528	154,092	154,092	148,189
51509 - POL INJURED-ON-DUTY	49,668	57,068	60,000	60,000	67,000
51601 - POL FITNESS ALLOWANCE	2,148	2,315	4,500	4,500	2,500
001 - PERSONNEL SERVICES Total	3,853,552	3,952,455	4,227,655	4,227,655	4,257,449
002 - PURCHASE OF SERVICES					
52101 - POL HEAT	7,929	10,651	12,000	12,000	12,000
52102 - POL ELECTRICITY	51,167	43,330	43,000	43,000	46,000
52401 - POL MAINT-BLDG	11,937	15,789	15,000	15,000	17,000
52402 - POL MAINT-EQUIPMENT	18,612	15,565	15,000	15,000	15,000
52403 - POL MAINT-VEHICLES	11,251	22,449	22,000	22,000	22,000
53002 - POL MEDICAL EXPENSES	500	999	4,000	4,000	3,000
53003 - POL LICENSING ,WARR & CONTRAC	57,320	47,130	61,247	61,247	68,157
53700 - POL TRAIN/TRVL/CONFR	0	0	0	10,800	10,800
002 - PURCHASE OF SERVICES Total	158,716	155,912	172,247	183,047	193,957

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	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
004 - SUPPLIES					
54200 - POL OFFICE SUPPLIES	6,763	8,613	10,000	10,000	8,000
54310 - POL SUPPLIES-CRIME LAB	1,496	1,315	1,500	1,500	1,500
54801 - POL FUEL/OIL VEHICLE(S)	28,410	27,477	37,000	37,000	34,000
54901 - POL PRISONER MEALS	54	56	100	100	300
55001 - POL MEDICAL SUPPLIES	326	1,182	2,000	2,000	2,000
55800 - POL MISC SUPPLIES	2,587	7,254	7,500	7,500	4,000
55801 - POL AMMUNITION/WEAPONS	11,128	13,752	14,000	14,000	14,000
004 - SUPPLIES Total	50,764	59,649	72,100	72,100	63,800
007 - OTHER CHARGES & EXPENSES					
57300 - POL DUES & SUBSCRIPTIONS	18,868	20,253	21,890	21,890	22,085
007 - OTHER CHARGES & EXPENSES Total	18,868	20,253	21,890	21,890	22,085
008 - CAPITAL OUTLAY					
58501 - POL MIS/COMMUNICATIONS	6,923	14,321	14,725	14,725	14,725
58502 - POL LEASE OF VEHICLES	49,905	65,327	65,000	65,000	75,000
008 - CAPITAL OUTLAY Total	56,828	79,648	79,725	79,725	89,725
Grand Total	4,138,727	4,267,917	4,573,617	4,584,417	4,627,016

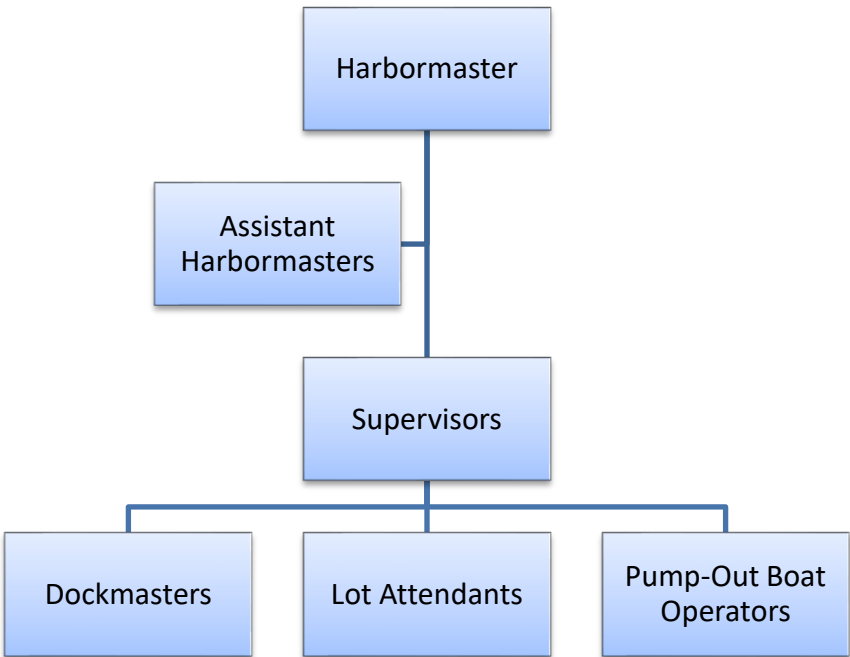
HARBORMASTER

MISSION STATEMENT

The Harbormaster Department is responsible for all the navigable water ways in the City of Newburyport and for permitting of 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 aids and assists 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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Harbormaster²	1	1	1
Assistant Harbormaster	15	17	17
Pump Out Boat Operators	3	5	5
Supervisors	3	3	3
Lifeguards	10	0	0
Dock Masters and Lot Attendants	15	15	15
Total Staff	47	41	41

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Waterway Permits	#	1,449	1,480	1490	1490
Mooring Permits	#	186	186	186	186
Dinghy Permits	#	47	47	47	47
Cashman Park Annual Parking Permits	#	87	195	210	210
Transient Boaters Central Waterfront	#	N/A	680	790	790

FY2023 ACCOMPLISHMENTS

Fleet and Harbor

- Acquired a new 25 ft. Safe Boat for the City through a highly competitive Port Security grant. The boat has been delivered and we will start training on it and will be used this season.
- Received Elite status for our docks on Marina.com ranking us as in the top 3% in the Nation
- Received a \$13,000 grant from the State to add solar lighting to the fish pier at Cashman Park
- Worked with the Health Department and putting a CSO plan in place and helped with water testing
- Assisted with the US Army Corps of Engineers Dredge of the Federal Navigation Channel, and worked with contractors to also complete the North Jetty side dredge, a major priority of the City.

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.

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

- Received a five (out of five) star rating from Dockwa for service and boaters' reviews.

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

- Helped organize safety plan and strategy to have a safe and successful River Fest.
- Planned and helped organize the Newburyport Tuna Tournament, which brought 40 boats to the waterfront.

FY2024 TRENDS

Since COVID-19 there has been a 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 2023 has already been a busy recreational boating season with more boats traveling and more visitors coming to the City of Newburyport thanks to increased visibility through the city's new reservation system. The City provides additional amenities for boaters at its new Harbormaster facility. Gas prices continue to rise and this will also 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 the commercial fishing industry must adhere to. On the positive side the commercial tuna fishing has had record quota caught and has been extremely busy.

FY2024 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.
- Putting new technology on all boats to keep track of all calls and incidents to keep analytics of daily operations.

GOAL 2: HELP OVERSEE THE CAPITAL PROJECTS ALONG THE RIVER

Objectives:

- Work with the Merrimack River Beach Alliance (MRBA), Mayor's Office, Harbor Commission, Army Corp of Engineers and surrounding communities to support follow-up work after the successful 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 replacement of the deteriorating bulkhead at the Central waterfront
- Work with all stakeholders on construction of new waterfront park.

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.
- Create a Newburyport Harbor Guide that will show the safe areas to boat and Kayak with all emergency contacts included.

PROGRAMS & SERVICES

Patrol Operations



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HARBORMASTER ENTERPRISE FUND (6520-295)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - HBR SAL HARBORMASTER	81,176	87,969	90,608	90,608	92,969
51102 - HBR ASST HARBORMASTERS	41,358	61,111	55,000	55,000	59,000
51181 - HBR SUPERVISORS	30,784	32,311	40,000	40,000	43,500
51183 - HBR LIFEGUARDS	1,255	0	0	0	0
51185 - HBR CASHMAN PARK ATTEND	21,397	21,210	22,000	22,000	23,500
51186 - HBR DOCKMASTERS	12,619	14,206	14,000	14,000	15,000
51187 - HBR PI PARKING LOT ATTEND	14,231	23,702	23,000	23,000	23,000
51188 - HBR SHELLFISH CONSTABLE	2,481	2,558	2,500	2,500	2,500
51404 - HBR TRAVEL ALLOWANCE	0	5,511	0	0	0
51405 - HBR CLOTHING ALLOWANCE	0	0	700	700	700
51740 - HBR RETIREMENT SYSTEM	21,675	22,021	24,004	24,004	25,336
51750 - HBR WORKERS COMP INS	7,076	8,050	10,000	10,000	10,250
51760 - HBR HEALTH INSURANCE	25,426	25,531	30,000	30,000	30,000
51770 - HBR FICA PAYROLL TAXES	4,060	3,187	7,500	7,500	7,500
51901 - HBR RETIREMENTS/SICK LEAVE	7,002	0	0	0	0
001 - PERSONNEL SERVICES Total	270,540	307,368	319,313	319,313	333,256
002 - PURCHASE OF SERVICES					
52103 - HBR HEAT/ELECTRICITY	3,407	2,026	10,000	10,000	8,000
52401 - HBR MAINT-CASHMAN PARK	1,057	2,814	3,000	3,000	4,000
52405 - HBR IT EXPENSE	3,108	4,827	4,000	4,000	4,000
52410 - HBR MAINT-FISH PIER	0	500	500	500	1,000
52420 - HBR MAINT-EQUIP/BOAT	3,719	5,000	9,000	9,000	12,000
52430 - HBR MAINT-FLOATS/DOCKS	9,081	7,222	9,000	9,000	10,000
52435 - HBR MAINT-BUILDING	1,998	905	2,000	2,000	2,000
52445 - HBR MAINT-PLUM ISLAND	2,489	2,556	4,500	4,500	4,500
52721 - HBR MAINT-PUMPOUT	594	5,819	4,000	4,000	4,000
53001 - HBR FINANCIAL AUDIT/VALUATION	2,750	2,500	2,750	2,750	2,750
53020 - HBR LEGAL	0	341	0	0	1,000
53030 - HBR PRINTING & SIGNS	1,990	2,262	2,500	2,500	3,000
53402 - HBR TELECOMMUNICATIONS	3,185	3,036	3,000	3,000	3,000
53406 - HBR POSTAGE/MAILINGS	3,000	1,913	3,000	3,000	3,000
002 - PURCHASE OF SERVICES Total	36,378	41,721	57,250	57,250	62,250

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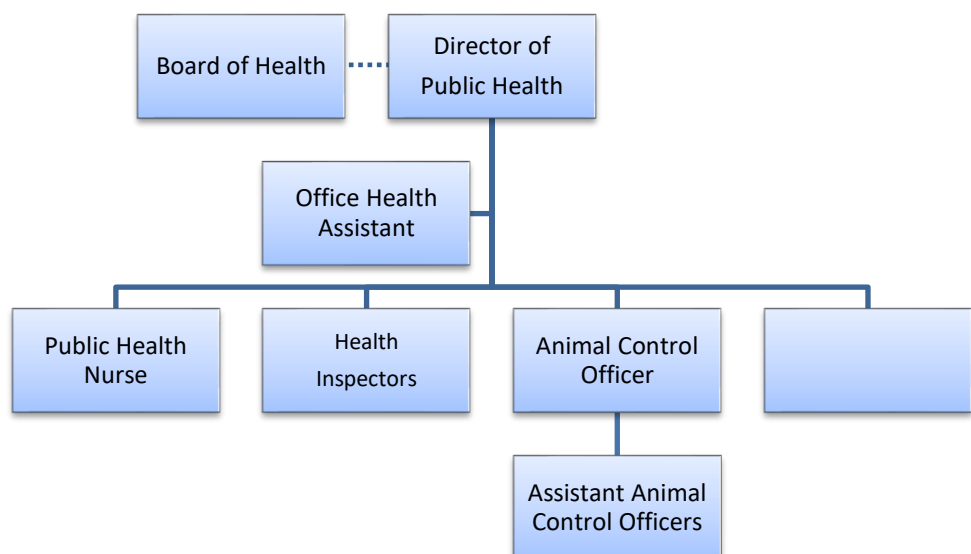
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
004 - SUPPLIES					
54200 - HBR OFFICE SUPPLIES	998	1,187	1,200	1,200	1,200
54250 - HBR HARBOR COMM MINUTE TAKER	2,300	1,650	2,200	2,200	2,200
54305 - HBR UNIFORM/SAFETY EQUIP	1,994	1,852	2,500	2,500	4,000
54801 - HBR FUEL/OIL BOATS	8,554	7,007	10,000	10,000	12,500
55800 - HBR MISC SUPPLIES	1,511	1,730	1,500	1,500	1,500
004 - SUPPLIES Total	15,357	13,426	17,400	17,400	21,400
007 - OTHER CHARGES & EXPENSES					
57100 - HBR TRAINING/TRAVEL	0	505	1,000	1,000	1,500
57300 - HBR DUES/MEMBERSHIPS	250	0	500	500	500
57430 - HBR PROPERTY INSURANCE	8,705	9,488	13,000	13,000	13,390
57800 - HBR WF TRUST AGRMNT	0	0	5,000	5,000	5,000
007 - OTHER CHARGES & EXPENSES Total	8,955	9,993	19,500	19,500	20,390
008 - CAPITAL OUTLAY					
58500 - HBR EQUIPMENT	20,567	26,497	30,000	30,000	20,000
58501 - HBR HEAVY DUTY TRUCK	0	63,035	0	0	0
008 - CAPITAL OUTLAY Total	20,567	89,532	30,000	30,000	20,000
009 - DEBT SERVICE					
59100 - HBR DEBT SERVICE	79,273	78,098	76,898	76,898	75,623
009 - DEBT SERVICE Total	79,273	78,098	76,898	76,898	75,623
010 - BUDGETED TRANSFER OUT					
59610 - HBR TRANS TO GENERAL FUND	0	0	0	0	5,707
59662 - TRANSFERS TO HEALTH INS SF	0	1,322	0	0	0
010 - BUDGETED TRANSFER OUT Total	0	1,322	0	0	5,707
Grand Total	431,069	541,460	520,360	520,360	538,625

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Health Director	1.0	1.0	1.0
Office Health Assistant	0.8	1.0	1.0
Public Health Nurse	1.0	.4	.4
Health Inspector	.5	.5	.5
Health Administrative Assistant	0.5	.5	0
Animal Control Officer	1.0	1.0	1.0
Assistant Animal Control Officers	0.4	.50	.50
Total Full Time-Equivalents	4.7	4.9	4.4

*Funded 0.2 from Sustainability budget.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Animal Complaints Newburyport	Each	301	360	397	400
Animal Complaint West Newbury	Each	313	278	313	300
Flu vaccines administered	Doses	420	400	313	300
CPR/1st Aid Training	Participants	50	0	8	16
Food Service Establishment Permits	Permits Issued	159	161	169	169
Tobacco Permit Cap	Permits Issued	13	13	11	13
Maternal/Newborn Home Visits (NS MVP)	Visits	25	0	0	0
Burial Permits	Released			370	325
Temp Food Vendors	Permit Issued			56	75
Septic Permit	Permit Issued			18	18

FY2023 ACCOMPLISHMENTS

COVID-19 Response

- 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.
- Receiving and distributing COVID test kits and mask for distribution as needed.

Health Accomplishments

- Hosted flu clinics for city & school employees, the general public, and residents of affordable housing where we gave out a total of 313 flu shots.

- Bringing additional permit applications online to improve, consolidate, simplify, and streamline the process for Health Department permit applications and the annual permit renewal process.
- 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 blood drives.
- Participated in monthly Region 3A Emergency Preparedness programs, meeting all deliverables during the COVID pandemic.
- With the hire of a part time inspector the city now has inspection coverage on weekends to insure the city will reach the goal of inspecting each location a minimum of twice.
- Conducted all Weights and Measures inspections.
- Updated protocol for the distribution of Potassium Iodide pills.
- Now offering blood pressure clinics at the Senior Center monthly.
- Now offering home visits for vaccines, blood pressure or general wellness.
- Director completed training on new housing code.

Animal Control:

- Utilized shared services agreement to support ACO coverage for Newburyport and West Newbury.
- 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.
- With the hire of an Assistant Animal Control officer, the city now has patrol coverage on weekends.
- Responded to all Animal Inspections immediately to ensure public safety.
- Director was appointed by The Commonwealth of Massachusetts as an Inspector of Animals

FY2024 TRENDS

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. The COVID 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 pandemic also exposed the importance of strong communication and regular vaccination, both topics this Health Department will work on addressing over the next year. With restaurant and other food services back close to pre-pandemic levels, inspections have picked up and the Department aims to inspect each establishment at least twice a year, based on best practices.

FY2024 GOALS & OBJECTIVES

GOAL 1: IMPROVE CITY'S HEALTH EMERGENCY PREPAREDNESS

Objectives:

- Outfit and stock Health Department trailer to respond to incidents.
- 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.
- 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.

GOAL 2: PROVIDE PUBLIC EDUCATION ON HEALTH AND ANIMAL ISSUES

Objectives:

- Host Wildlife discussions at Heritage House and other venues.
- 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.
- 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.
- Expand the Health Department’s audience on social media and develop a social media plan to ensure we keep followers engaged.

GOAL 3: IMPROVE HEALTH AND ANIMAL POLICIES AND OPERATING PROCEDURES

Objectives:

- Develop Keeping of Animal Rules and Regulations to help guide animal owners on what criteria must be met when owning various animals.
- Continue monitoring and enforcement at playgrounds and athletic field to reduce of leash to insure public safety and maintaining of grounds.
- 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.
- 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.

GOAL 4: EXPAND STAFF TRAINING IN KEY AREAS

Objectives:

- 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.
- Assistant Animal Control officer will receive training at the (ACOAM) Animal Control Certification Academy where he will become a certified Animal Control Officer.
- Animal Control Officer will receive Certification and training from the National Cruelty Investigation School as an Expert Investigator Level III

PROGRAMS & SERVICES

Food Protection
Program

HEALTH DEPARTMENT (01-510)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - HLH SAL HEALTH DIR	80,908	70,732	88,104	88,104	90,399
51103 - HLH SAL OFFICE MANAGER	57,982	53,187	48,449	51,215	60,482
51122 - HLH SAL PROJECT ASSISTANT	0	0	8,000	8,000	0
51164 - HLH MINUTE TAKER	1,800	1,650	1,800	1,800	3,600
51166 - HLH SAL OFFICE ASSISTANT	17,379	17,815	18,439	18,439	0
51404 - HLH TRAVEL ALLOWANCE	5,100	4,250	5,100	5,100	5,100
51405 - HLH CLOTHING ALLOWANCE	700	1,050	700	700	700
51711 - HLH SAL PUBLIC HEALTH NURSE	54,022	57,318	62,517	62,517	26,572
001 - PERSONNEL SERVICES Total	217,890	206,002	233,108	235,874	186,853
002 - PURCHASE OF SERVICES					
52904 - HLH ESSEX GREENHEAD	1,014	1,066	1,066	1,066	1,066
53031 - HLH WATER SAMPLING	0	0	500	500	500
53204 - HLH HEALTH CONSULTANT	1,000	1,000	1,000	1,000	1,000
53205 - HLH PER DIEM INSPECTORS	4,919	10,374	30,000	30,000	25,000
53206 - HLH WEIGHTS & MEASURES INSP	0	14,000	7,000	7,000	9,357
53700 - HLH LICENSING	968	141	2,000	2,000	2,000
002 - PURCHASE OF SERVICES Total	7,901	26,581	41,566	41,566	38,923
004 - SUPPLIES					
54200 - HLH OFFICE EXPENSES	1,067	2,668	2,000	2,000	1,500
55000 - HLH MEDICAL & SURGICAL SUPP	335	1,627	2,500	2,500	2,500
004 - SUPPLIES Total	1,402	4,295	4,500	4,500	4,000
007 - OTHER CHARGES & EXPENSES					
57300 - HLH DUES & MEMBERSHIPS	843	395	1,000	1,000	1,000
007 - OTHER CHARGES & EXPENSES Total	843	395	1,000	1,000	1,000
Grand Total	228,036	237,273	280,174	282,940	230,776

ANIMAL CONTROL (01-292)

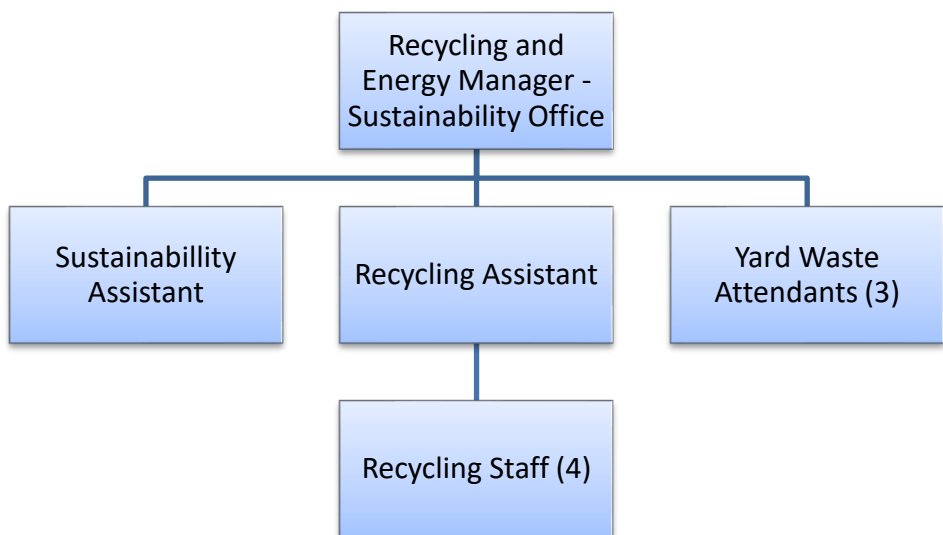
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - ANC SAL ANIMAL CONTROL OFFCR	36,225	46,499	46,863	48,801	61,300
51102 - ANC SAL ASSIST ACO	3,200	10,438	12,500	12,500	17,784
51301 - ANC OFF-HOURS COVERAGE	228	523	3,600	3,600	3,600
51405 - ANC CLOTHING ALLOWANCE	600	900	725	775	800
001 - PERSONNEL SERVICES Total	40,253	58,360	63,688	65,676	83,484
002 - PURCHASE OF SERVICES					
52401 - ANC BUILDING & GROUNDS	1,444	1,578	2,000	2,000	2,000
53009 - ANC CARE OF ANIMALS	2,059	2,788	2,750	2,750	2,750
53010 - ANC DEAD ANIMAL REMOVAL	0	0	200	200	200
002 - PURCHASE OF SERVICES Total	3,503	4,366	4,950	4,950	4,950
004 - SUPPLIES					
54801 - ANC FUEL/OIL VEHICLE(S)	1,224	1,515	2,100	2,100	2,100
004 - SUPPLIES Total	1,224	1,515	2,100	2,100	2,100
007 - OTHER CHARGES & EXPENSES					
57300 - ANC DUES/LIS/SUBSCRIP	160	174	350	350	1,650
007 - OTHER CHARGES & EXPENSES Total	160	174	350	350	1,650
Grand Total	45,140	64,414	71,088	73,076	92,184

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Sustainability Manager	1.0	1.0	1.0
Sustainability Assistant	0.5	0.5	0.5
Recycling Assistant (funded through Solid Waste)	0.5	1.0	1.0
Recycling Staff (funded through Solid Waste)	1.0	1.0	1.0
Yard Waste Attendants	0.5	0.5	0.5
Total Full Time-Equivalents	3.5	4.0	4.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual CY2020	Actual CY2021	Actual CY2022	Estimated CY2023
Recycling Tonnage	Tons	2,438.14	2288.14	2145.70	2200
Solid Waste (SW) Tonnage	Tons	5,641.58	5682.94	5405.51	5500
Organics/Compost	Tons	227.18	220	567.00	600
Organics/Compost	Households	700	800	927	1000
Organics/Yard Waste	Tons	487.08	1350	2046	2000
Solid Waste Disposal Rate	Price per Ton	71.25	73.50	75.75	95.00
Recycling Processing	Price per ton				145.00
Household Hazardous Waste Disposal	Gallons	4,300	6087		
Municipal Building Electricity Supply Rate	Price per kWh	.0908	.0908	.0908	.11
Municipal Energy Usage vs. Baseline Year 2009	MMBTU	-18%	-30%	-20%	-20%
Residential Electricity Supply Rate (Winter)	Price per kWh				.21760
Residential Electricity Supply Rate (Summer)	Price per kWh				.13320

CY 2022 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 \$836,939.20 in savings over standard offer for CY 22. For future supply we have received pricing on 3/1/23 that will increase costs by \$.029 per kWh per year after that contract ends, equating to an increase of \$205,577 per year if current trends continue.
- Completed Green Communities FY 2022 Annual Report and reported that total municipal energy usage in all City facilities has decreased 20% since our benchmark year (2009). Data review from our baseline year shows building usage down by 32%, street lights down by 49 %, vehicle fuel down by 27 % and water/sewer up by 18%.
- We are in our 7th grant cycle with Green Communities for energy efficiency upgrades at Newburyport High School (lighting) and the State Street Library (HVAC). Green Communities grants for Newburyport total \$1,191,463 since becoming a Green Community in 2010.
- Newburyport is the largest residential community solar off taker in the state for Nexamp Solar.

- Launched Newburyport's Community Choice Power Supply Program in the Fall of 2022 with a start date of Jan 2023. The opt out program provided residents of Newburyport a 36% rate discount off basic service rates last winter with a cumulative savings of \$2,200,000.

Recycling and Waste

- Working with the Toward Zero Waste (TZW) Committee, we successfully developed and managed an organics campaign expansion to 929 HH in the city for a total of 567 tons of organic waste diverted.
- In preparation for FY 24, we are finalizing our solid waste disposal, recycling processing and solid waste collection and hauling contracts. As mentioned through the last few years, with limited disposal options and corporate mergers, options are limited and these markets are up significantly. With a significant increase in collection and hauling, the city is preparing to go out to bid for FY 25.
- Currently looking at our hauling and collection rate going up by 50% and disposal rate will be increasing by 20% in FY 24.
- Solid waste tonnage increased from 5,641.58 tons in CY2020 to 5,682.94 tons in CY2021 and decreased to 5405.51 tons in CY 2022.
- There has also been a decrease in recycling tonnage from 2,288.14 in CY 2021 to 2145.70 in CY 2022. Over CY 2022 there is a downward trend in value of material of 28% from the previous quarter. Processing costs are up with quotes of \$145/ton for the next contract period not including value. Average value and processing costs in CY were \$31.
- Newburyport now participates in 14 regional open household hazardous waste events. Again, we are seeing significant increases in prices for this coming year. These events provided proper disposal of household hazardous waste material including in Newburyport
 - 8850 gallons of chemicals
 - 650 gallons of motor oil
 - 110 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 55.67 tons in CY 22
 - Textiles 205.12 tons in CY 21 vs 166.75 in CY 22
 - Electronics 22 tons in CY 21 vs 17.80 tons in CY 22
- Provided yard waste services to 2747 households and managed the collection and disposal of 1400 tons of brush and 6180 cubic yards of organic yard waste at the yard waste facility.
- The City received a Recycling Dividends Program grant for \$19,500 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 Resiliency Plan is well underway. Initially, we are focused on education, as well as high priority items such as drinking water and waste water treatment facility protection.
- As a Municipal Vulnerability Preparedness (MVP) Community, we continue to apply for grants for Waste Water Treatment, bulkhead and Water facilities. The City will also be re-applying for a community engagement and education grant this spring.

Community Education and Awareness

- Working with a school-based consultant to reinvigorate school recycling, composting and textile programs that bring in funding for enrichment programs.
- Continue to work with area schools on sustainability programing in classrooms as well as outdoor sustainability tours.
- 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.
- Along with the Planning Office, developed the Resiliency Planning guide that was mailed to each household in the city through tax bills.
- Part of web site redevelopment team that strategized and highlighted areas to enhance the city's on-line presence though an updated and improved web site.

FY2024 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.

FY2024 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

SUSTAINABILITY (01-519)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51103 - SUS SAL ASST HLH DIR/OFC MGR	9,226	12,943	8,075	8,536	0
51160 - SUS SAL RECYCLE/ENERGY MGR	75,643	77,156	79,857	79,857	81,937
51166 - SUS RECYC PER DIEM INSPECTOR	2,300	2,300	2,300	2,300	2,300
51167 - SUS SAL OFFICE ASSISTANT	9,776	10,021	10,372	10,372	20,353
51168 - SUS COMPOST ATTEND	17,564	21,463	25,000	25,000	25,000
51404 - SUS TRAVEL ALLOWANCE	0	5,100	5,100	5,100	5,100
001 - PERSONNEL SERVICES Total	114,509	128,983	130,703	131,164	134,690
002 - PURCHASE OF SERVICES					
52403 - SUS MAINT-VEHICLE	44	223	750	750	800
52813 - SUS CHIPPER SERVICE	850	0	0	0	0
52905 - SUS SOLID WASTE	1,522,108	1,474,467	1,700,000	1,700,000	2,250,000
002 - PURCHASE OF SERVICES Total	1,523,001	1,474,690	1,700,750	1,700,750	2,250,800
004 - SUPPLIES					
54200 - SUS MISC EXPENSE	145	360	500	500	500
54801 - SUS FUEL/OIL VEHICLE	1,105	852	1,250	1,250	1,250
004 - SUPPLIES Total	1,250	1,213	1,750	1,750	1,750
Grand Total	1,638,760	1,604,886	1,833,203	1,833,664	2,387,240

Section 6: Public Services

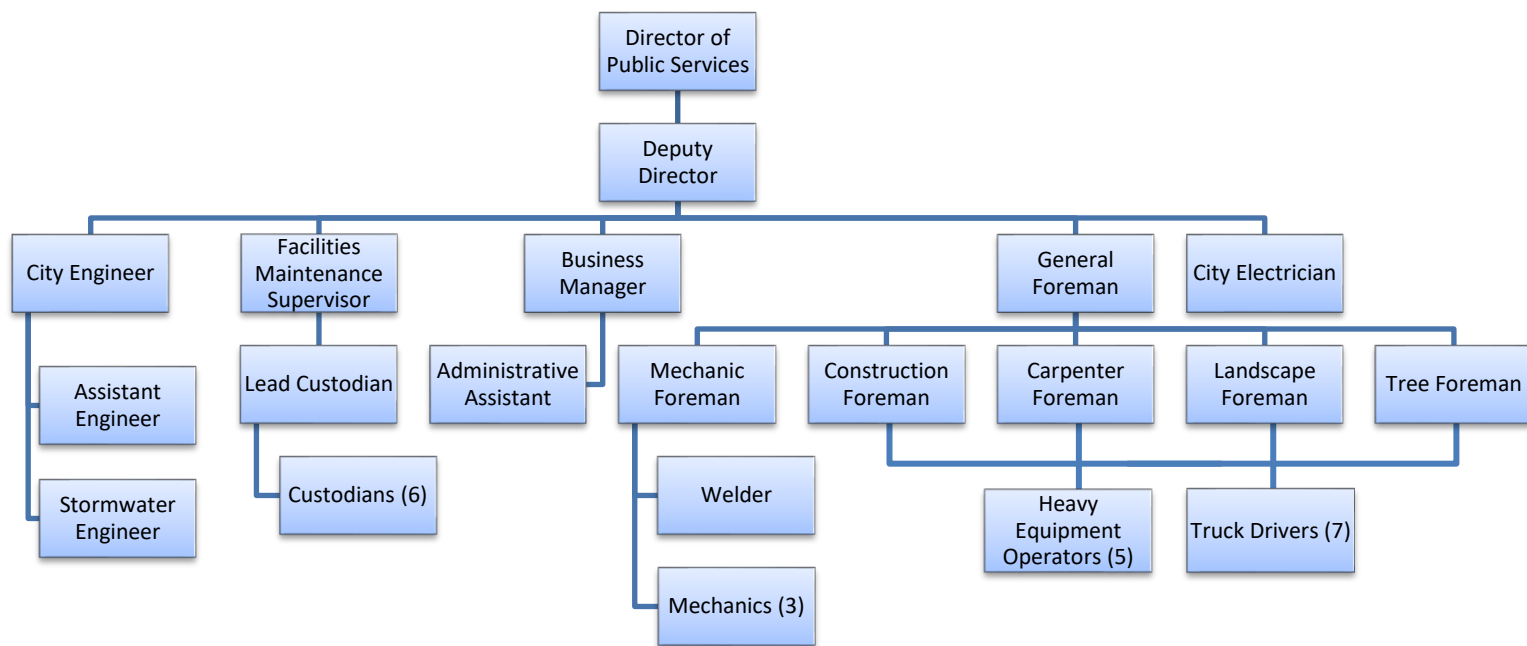
DPS: HIGHWAY DIVISION

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Public Services Director	0.33	0.33	0.325
Public Services Deputy Director	0.33	0.33	0.325
Business Manager	0.33	0.33	0.325
City Engineer	0.33	0.33	0.33
Assistant Engineers	1.33	1.33	1.33
Electrician	0.6	0.6	0.3
Administrative Assistant	1.0	1.0	1.0
General Foreman	1.0	1.0	1.0
Heavy Equipment Operators	5.0	5.0	5.0
Truck Drivers	6.0	6.0	7.0
Landscape Foreman	1.0	1.0	1.0
Senior Construction Foreman	1.0	1.0	1.0
Mechanic Foreman	1.0	1.0	1.0
Carpenter Foreman	1.0	1.0	1.0
Mechanics	3.0	3.0	3.0
Welder	1.0	1.0	1.0
Tree Foreman	1.0	1.0	1.0
Facilities Maintenance Supervisor	1.0	1.0	1.0
Custodians	7.0	7.0	7.0
Total Full Time-Equivalents	33.3	33.3	33.9

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Crosswalks painted or repainted (360 total Citywide)	Number of Crosswalks	315	300	300	300
Roadway crack-sealant applied	Gallons	6,000	6,000	6000	6000
High hazard trees removed	Number	88	87	75	78
Trees pruned	Number	131	142	180	170
Sidewalks replaced or upgraded	Linear feet	3,000	2,500	4,000	3500
Catch basins rebuilt	Number	40	35	38	41
Catch basins cleaned*	Number	900	980	900	950
Roadways repaved	Linear feet	6,000	7,220	24,416	18,000
Work Orders Prepared on CMMS	Number	1,500	1189	1147	1050
*MS4 Permit Required					

FY2023 ACCOMPLISHMENTS

- **Roadway Construction & Maintenance:** ARPA Funds and free cash funded the improvements to 23 streets of roadway in Wards 1, 3 and 5 plus the following:
 - Ferry Road
 - Boardman Street (top coat)
 - Columbus Ave (top 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:
 - 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, and construction inspections.
 - Evaluated and performed drainage solutions for dozens of issues throughout the year using CCTV inspection and pipe jetting equipment.
 - 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.
 - 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 a contract was executed with the low bidder. Construction began in May 2022. Engineering is managing the \$4.5M construction contract with the assistance of site inspections performed by BETA Engineers.
- **Traffic Safety Advisory Committee (TSAC):** The DPS Director is assistant chair of TSAC and the City Engineer is a member of TSAC. This work includes participation in monthly meetings, addressing public concerns presented to TSAC, coordination with other members to address, evaluate, and resolve traffic concerns as brought to TSAC from various City Departments and City Councilors.
- **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 for a grant application.

- Merrimac Street restriping Plan and field layout work.
- Lower Atkinson roadway and parking improvements and safety zone design.
- Rawson and Highland intersection evaluation.
- Traffic control evaluation at Perry Way and Low Streets at the River Valley Charter School.
- Project management for design of High Street Traffic Calming at March's Hill.
- Conceptual roadway profile of Plum Island Turnpike and assistance with seeking grant funding to raise it.
- **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, Pioneer Park, Curzon Mill Road, Central Waterfront, and our reservoirs.
- **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
- **Plummer Spring Bridge:** The Engineering Division managed the design of Plummer Spring Bridge and has coordinated with the engineering design firm and regulatory review agencies – MEPA, DEP, and ACOE. Coordinated with West Newbury and held multiple meetings to address the design and funding issues, helped manage the grants we received from MassWorks and MassDOT Small Bridge Grant Programs.
- **Street Light Maintenance:** The Highway Electrician maintained 1,850 Street lights City wide in FY2023. 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. Procurement activities are managed by the Business Office in collaboration with the Finance Department.

- **Continuing Education:** DPS employees continue to fulfill license continuing education requirements to promote a high level of safety throughout operations.

FY2024 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 FY2023/2024 construction season.

The City Engineer chairs the TSAC Traffic Calming Subcommittee and collectively they will review the upcoming year's list of roadways to be paved and provide a review and evaluation of each to determine if improvements are necessary for traffic controls, traffic calming, accessibility of sidewalks and handicap ramps, and overall review for compliance with the various policies and programs that the City is committed towards, such as Complete Streets and Low Impact Developments.

Engineering Division will oversee the implementation of the Lower Atkinson Safety Zone along Merrimac Street and design the on-street and off-street parking, grading and drainage, stormwater management, and other improvements to the Pioneer League Park.

Engineering Division will continue to manage the Philips Drive Neighborhood Roadway and Drainage Reconstruction Project. This project is expected to continue into FY25.

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 upgrades and provides demolition & disposal of old materials at no cost to the resident.

The Engineering Division will seek a field survey for base mapping of Noble Street from Storey Avenue to Ferry Road. They will design a new sidewalk complete with grading and drainage, roadway plan and profile, stormwater management, and pavement marking plans. They will work with MassDOT for

possible changes to the Storey Avenue intersection.

National Pollutant Discharge Elimination (NPDES):

Engineering Division will continue to monitor the City's compliance with the NPDES MS4 Storm Water permit and make the necessary adjustments and improvements to remain in compliance. Update as necessary the Storm Water Management Plan, Storm water Pollution Prevention Plan, and an Illicit Discharge Detection and Elimination Plan. Engineering and Highway crews continue to map the storm water system.

The Engineering Division will continue to manage and update the stormwater system on GIS. The need for accurate data to support storm water efforts continues to drive trends of increased layers of information on GIS systems.

Site Development:

The Engineering Division will design the site for the proposed Youth Services Facility at 59 Low Street. This work includes grading and drainage, stormwater management, roadway and parking lot layouts, pedestrian access along Low Street, quantity takeoffs and cost estimating, preparation of bid documents, pending funding outcomes.

Plummer Spring Bridge: The Engineering Division will continue to manage the design of Plummer Spring Bridge and coordinate with the engineering design firm and regulatory review agencies – MEPA, DEP, and ACOE to obtain all necessary permits. Will coordinate with West Newbury to obtain funding for construction, attend public meetings, prepare construction bid documents, and put out to bid for construction.

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

FY2024 GOALS & OBJECTIVES

GOAL 1: ROADWAY PAVING AND SIDEWALK IMPROVEMENTS

Objectives:

- Implement roadway plan which prioritizes roadways in need of maintenance and improvement
- Create a priority list of sidewalk improvements separate from 5-year plan and continue sidewalk maintenance
- Inspect all 360 crosswalks and prepare a schedule for the repainting of any 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



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

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - DPS DIRECTOR	44,940	45,839	46,756	46,756	49,376
51102 - DPS DEPUTY DIRECTOR	38,940	39,718	40,909	40,909	40,926
51103 - DPS BUSINESS MANAGER	26,998	29,784	30,823	30,823	30,875
51107 - DPS ELECTRICIAN	43,066	44,649	51,000	51,000	30,000
51117 - DPS ENGINEERING STAFF	23,796	23,892	24,609	24,609	94,180
51118 - HWY STORMWATER ENGINEER	63,469	64,719	69,933	69,933	0
51119 - DPS CITY ENGINEER	32,689	33,855	34,870	34,870	35,779
51120 - HWY FAC MAINT SUPERVISOR	74,580	84,004	84,004	89,344	91,227
51121 - HWY GENERAL FOREMAN	70,796	75,468	75,468	77,179	78,805
51131 - HWY OFFICE MANAGER	59,090	64,719	67,019	67,019	70,100
51150 - HWY FACILITIES MAINT	296,714	289,713	355,357	355,357	365,242
51158 - HWY LABOR	990,573	1,077,783	1,157,023	1,157,023	1,239,971
51166 - HWY PART TIME EMPLOYEES	7,512	8,457	9,000	9,000	0
51168 - HWY SAL SNOW REMOVAL STIPEND	0	0	0	0	12,500
51190 - HWY SUMMER EMPLOYEES	4,752	31,744	20,500	20,500	20,500
51301 - HWY OVERTIME	103,227	119,750	137,690	137,690	147,600
51401 - HWY LONGEVITY	6,106	6,106	4,885	4,885	2,442
51402 - HWY LICENSE STIPENDS	10,800	10,800	12,421	12,421	12,450
51404 - HWY TRAVEL ALLOWANCE	0	5,100	5,100	5,400	5,400
51405 - HWY CLOTHING ALLOWANCE	21,881	28,895	22,733	22,833	23,829
51416 - HWY TOOL REIMBURSEMENT	3,370	4,964	4,200	4,200	4,200
51420 - HWY EDUCATION CREDITS	700	700	700	700	700
001 - PERSONNEL SERVICES Total	1,923,998	2,090,657	2,255,000	2,262,451	2,356,102
002 - PURCHASE OF SERVICES					
52101 - HWY HEAT	14,174	19,099	9,500	9,500	15,000
52102 - HWY ELECTRICITY	66,250	51,652	57,000	57,000	57,000
52103 - HWY STREET LIGHTS	38,960	88,666	75,000	75,000	75,000
52401 - HWY MAINT-BUILDING	29,413	54,724	42,000	42,000	44,100
52402 - HWY MAINT-CITY HALL	20,204	17,802	18,000	18,000	18,900
52403 - HWY MAINT-VEHICLES	85,332	88,042	94,330	94,330	90,000
52404 - HWY TREE REMOVAL/MAINT	82,120	90,511	94,250	94,250	55,000
52405 - HWY MAINT-MANAGEMENT SYSTEM	9,000	743	10,000	10,000	8,000
52406 - HWY MAINT-STORMWATER	47,713	42,039	50,000	50,000	50,000
52407 - HWY FUEL TANKS MAINTENANCE	0	0	0	0	8,000
52410 - HWY MAINT-CITY-WIDE	18,653	29,062	20,000	20,000	22,000
52413 - HWY LINE PAINTING	58,023	13,083	30,500	30,500	30,500
52415 - HWY MAINT-SR COMM CENTER	12,456	6,870	10,000	10,000	10,500

(Continued from Previous Page)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
52615 - HWY TREE PLANTING/CARE	0	0	0	0	40,000
52702 - HWY C-WIDE PORT RSTRM	0	0	0	0	12,500
53002 - HWY MEDICAL/DRUG TESTING	2,792	5,655	4,820	4,820	4,820
53030 - HWY STORMWATER CONSULTING	7,363	8,372	10,000	10,000	9,000
53032 - HWY STORMWATER TESTING	1,575	3,701	10,000	10,000	5,000
53700 - HWY TRAIN/TRVL/CONFR	2,975	7,115	7,200	7,200	7,200
53801 - HWY TRAFFIC CALMING	0	50,277	0	0	0
002 - PURCHASE OF SERVICES Total	497,004	577,414	542,600	542,600	562,520
004 - SUPPLIES					
52411 - HWY ELECTRICAL SUPPLIES	18,530	17,547	20,000	20,000	18,000
54301 - HWY FACILITIES MAINT SUPPLIES	17,403	22,736	22,000	22,000	17,000
54311 - HWY ROAD MATERIALS	80,256	80,689	83,000	83,000	83,000
54312 - HWY STREET SIGNS	15,722	13,885	18,000	18,000	15,000
54313 - HWY SUPPLIES	20,907	16,657	17,000	17,000	8,000
54314 - HWY RADIOS 2-WAY	4,259	4,078	4,000	4,000	4,000
54801 - HWY FUEL/OIL	118,375	204,030	105,000	230,000	105,000
55800 - HWY MISC SUPPLIES	654	0	0	0	0
004 - SUPPLIES Total	276,105	359,622	269,000	394,000	250,000
008 - CAPITAL OUTLAY					
58303 - HWY VEHICLE/EQUIPMENT	2,975	0	7,500	7,500	60,000
58901 - HWY SIDEWALKS	300,775	377,500	320,000	382,275	392,500
58920 - HWY PEDESTRIAN/SAFETY IMPROV	0	0	100,000	100,000	250,000
008 - CAPITAL OUTLAY Total	303,750	377,500	427,500	489,775	702,500
Grand Total	3,000,857	3,405,193	3,494,100	3,688,826	3,871,122

SNOW & ICE (01-423)

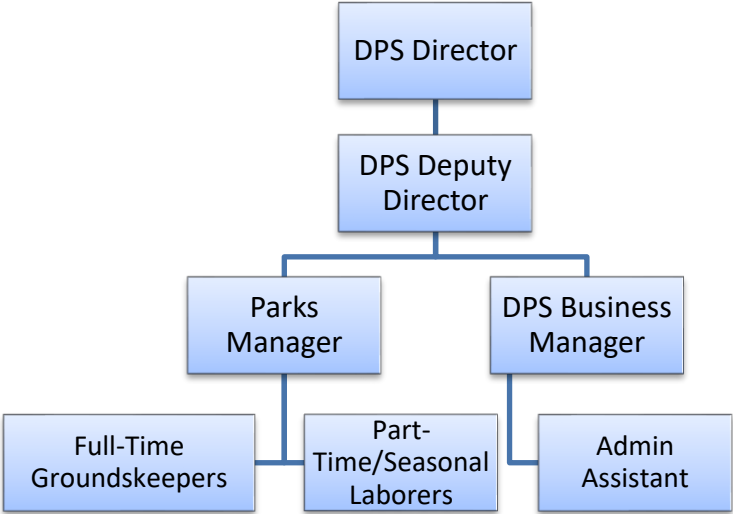
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51301 - SNW SNOW & ICE LABOR	109,762	144,560	120,000	120,000	120,000
001 - PERSONNEL SERVICES Total	109,762	144,560	120,000	120,000	120,000
002 - PURCHASE OF SERVICES					
52901 - SNW SNOW & ICE EXPENSE	265,499	367,607	193,000	193,000	210,000
002 - PURCHASE OF SERVICES Total	265,499	367,607	193,000	193,000	210,000
Grand Total	375,261	512,167	313,000	313,000	330,000

DPS: PARKS DIVISION

MISSION STATEMENT

The Parks Division and Commission envisions a future where residents and visitors alike have access to a robust city park system that provides ample opportunities for recreation, education, and community engagement. The decision-making of present and future Parks Commission is guided by an enduring set of Core Values that reflects the most vital aspects of our mission; including environmental conservation, health & wellness, diversity, equity & inclusion, community engagement, economic vitality, historic preservation and planning & sustainability.

The Parks Division, a sector of the Department of Public Services, is committed to providing expert landscape & site management to promote safe & accessible spaces while preserving the beauty of Newburyport Parks for future generations.



Position	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Parks Director	1.0	0.0	0.0
DPS Director	0.0	0.0	0.025
DPS Deputy Director	0.0	0.0	0.025
DPS Business Manager	0.0	0.0	0.025
Administrative Assistant	0.0	0.0	0.333
Parks Manager	1.0	1.0	1.0
Full-time Groundskeepers	2.0	2.0	2.0
Part-time Groundskeepers³	0.3	1.0	0.3
Total Full Time-Equivalents	4.3	4.0	3.7

³ Excludes seasonal workers.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY23
Number of volunteer hours	Hours	2,353	3,307	2200	2000
Essex County Sheriff service Women In Transition crews	Hours	1,296	0*	0	600
Hazardous & Invasive trees removed	Each	20	66	75	75
Trees planted	Each	5	20	80	25
New green space/asphalt removal	Square Ft	60,000	0	1200	1500
Flowers & shrubs planted	Each	1,385	1,089	1000	1000
Number of Bench Sponsorships	#	4	22	20	5
Permits issued	Hours	329	6,414	8351	9000
Dog waste collected/ waste bags distributed	Tons/ Each	12.1/ 153,600	9.37/ 96,000	12/ 160,000	13/ 160,000

FY2023 ACCOMPLISHMENTS

Park & Field Improvement Projects

Athletic Fields

- Completed Fuller Field House Renovation creating two new bathrooms while being ADA compliant with new plumbing and fixtures
- Budgeting for Capital Repairs at Fuller North Soccer Field

Atkinson Common

- Completed re-design of Lower Atkinson Common improvements to address critical parking safety issues and aging facility needs
- Hazardous Tree Removal along Pepe and Hawkes playing fields to remove dead trees
- Pruning of Tree Hedge row along Merrimack St for safer player pick-up and drop off
- Tower Steel Doors Installed by Volunteer contractor

Atwood Park

- Installed Lighting along Interior Walkways
- Continuous care by volunteers to water newly transplanted trees

Joppa Park

- Completion of the Joppa Park walkway and excavation to base of sea wall to ensure continued stability of the wall and integrity of the walkway

- Installation of new lawn after completion of the walkway
- Completed repairs/renovation to the Joppa Irrigation System

Moseley Woods

- Parks Manager filed Insurance Claim for Stone Wall damage for Auto accident that demolished 12' of wall at the entrance to the park.
- Continued Tree/Forestry management by Parks staff

Bartlet Mall

- Secured funding for renovation of Swan Fountain and Frog Pond water quality cleanup consulting services
- Renovation of Mall funding secured
- Installation and completion of FlexiPave porous pavement along Pond Street and new Plaza installed around Cannon following the approved design.

Cashman Park

- Installation of Safety Surfacing in Playground
- Repairs to Playground swings replace old hardware and install new infant swing buckets
- Continued Ballfield Maintenance for Adult Ball Leagues
- Planned replacement of Ballfield Lighting to lower cost LED lighting
- Installation of Safety Lighting for NYSA pick up and drop off area at soccer fields

Marchs Hill

- Hired Consultant group to design and implement bike path changes to interior of park
- Signage installed directing Bikers to stop changes being made without permission
- Collaboration with Neighbors as well as bikers to come up with a long-term solution.

Clipper City Rail Trail

- Expanded edible gardens along Rail Trail II, created and maintained by volunteers
- Completed invasive species removal from Washington Street to the Merrimac River.
- Installation of 60 trees and approx. 50 shrubs in the Washington to High Street section
- Worked with FONT to install and maintain newly planted trees
- Installed 5 new birch trees as memorial to Uvalde TX victims

Downtown Parks

- Continued Seasonal Planting at Market Square Bull Nose
- 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. Completed immediate removal of all graffiti city wide in cooperation with Newburyport Police Department.

Benches

- Fulfilled Parks Conservancy commitment on Sold benches
- Complete Inventory of all Parks Benches and conditions
- Completed full Bench Policy and Program for future bench installations

Dog Bins

- Utilization of State Program hiring a dedicated PT driver for Staff member with a disability that is dedicated to maintenance of Dog Bins
- Installation of two new dog bin receptacles and bag dispensers

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

Skate Park

- Contracted with and Completed skate park repairs and renovation
- Plans for lowering and renovation of existing chain link fence

Playgrounds

- Parks Manager became certified as a Playground Safety Inspector.
- Staff trained on high frequency inspections of playgrounds
- Installed 1000 cubic yards of Playground Safety Surfacing to ensure proper depths and safe play for children.
- Purchased \$2000 worth of New Playground hardware for replacements

Tree Management

- Removed 75 invasive and hazardous trees and planted 80 trees at 6 parks
- Deep Root Fertilization was accomplished on ALL statly high value trees (approx. 35 trees) which was done by Parks Staff for first time in its history
- Parks Staff trained on ornamental pruning of trees under 5 years old for future growth.

Permitting

Permitted 9000 hours of parks reservations, including many fitness classes, church groups, schools, Newburyport Youth Services and ball leagues

- Ribbon Cutting for Interpretive panels at Atwood and CCRT1
- Ribbon Cutting for Atwood Park Light Installation
- Business Community Parks trash clean ups Marchs Hill/CCRT

Volunteers

Parks managed 2500-man hours of volunteers working in Parks.

- NHS Lacrosse volunteered two different days in Spring to clean Parks with 50 teammates taking part at all levels
- Residents volunteered 300 hours watering new trees during the summer drought
- The Business Community did trash clean ups at Moseley woods, CCRT and March's hill woods
- Plogging groups did routine pick up of trash in every park
- Clean Sweep in Spring saw 40-50 residents cleaning their local Parks
- Dozens of residents volunteering during the Parks Commission Visioning sessions to chart the new path for Parks and the Commission
- Contractors throughout the trades volunteered time and effort to keep the Parks clean and green Tower Renovation, Fence Repairs, Tree work donations.

Continuing Education

- Monthly Job Safety training guided by OSHA guidelines are conducted each month.
- CPSI Parks Manager became certified as a Playground Safety Inspector
- Staff became Certified Ball Field Technicians
- Staff continue to take webinars for Pesticide and ISA credits.

FY2024 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:** 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. Minimum wage rates in Massachusetts have risen to \$15/hour and competition from allied trades has forced the Parks Dept wage rates higher in order to compete and keep the department staffed. A lack of people entering the horticultural field, intense work schedules, harder work and weather issues are a challenge for part time and seasonal staffing.

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 a major increase since 2019. The result is renewed interest in parks, trails and walkable environments and ongoing increased usage. We expect:
 - Continued Fee-based use of ball fields and a **demand for higher quality of care**
 - Increased interest in community gardening and volunteerism
 - 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
 - Need for added restroom facilities and cleaning of those facilities
 - Requests for outdoor dining on park spaces
 - Need to schedule maintenance around permitted use
3. **Dogs will shape our maintenance routine:** Locally, the number of dog ownership has risen 55.2%. In 2011 one thousand dog licenses were issued and in 2019 one thousand five hundred and fifty-two dog tags were issued. Statistics show each dog drops an average of 275 pounds of waste per year totaling 426,800 pounds annually. Our department collected 26,000 pounds of waste through the waste collection stations in fiscal 2022. The Parks will continue to improve this service.
 - Maintain frequency of dog waste station maintenance
 - Install additional dog waste stations as needed
 - Repair aging dog bins
 - Work with ACO on leashing dogs and keeping them out of Playgrounds and off of ballfields
4. **Impacts of drought and climate change will continue to impact our urban forest population.**

Wind events coming from the south have caused an unprecedented number of incidents involving high hazard trees in our parks. DPS has assisted when available however the department was forced to call in a tree contractor to address the problems sufficiently in a timely manner. This resulted in an increase in contracted tree work. The budget increased from \$17,000 in FY 21 to \$32,000 in FY22. Drought continues to impact the tree population for years to come, tree management is paying off and appears to be reducing hazardous tree damage during storms. Many well-established Conifer trees were damaged due to the drought and require removal. The drought impacted newly planted trees and trees that were planted 3-5 years ago were also severely affected. A part time parks employee was dedicated to watering the entire summer of 2022 to battle the drought. The Parks Division will utilize the DPS tree division and the shared procurement for a “on call” tree contractor conducted in FY23.
5. **Continue to partner in the effort to advance the effects of climate change resiliency:** Parks is identified as multi-benefit landscapes that protects against flooding, clean and filter stormwater, produces shade and prevents heat island effects, and promotes not just environmental resiliency, but also social resiliency.

- Integrate environmentally responsible methods to address issues such as storm-surge resiliency and sustainability including expanding “Green Spine” initiative to plant low-maintenance native plants and pollinators
 - Look for ways to reduce impermeable surfaces, increase green space;
 - Consider alternative power solutions such as solar and biomass energy to power park operations.
6. **Focus on playground safety and accessibility:** Residents are asking for increased accessibility in the City’s 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. CPC funding sought for Ramp construction at Woodman Park
7. **Preservation of historical assets:** A fundamental concern of the City’s 2017 Master Plan is a priority as the City works 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.
8. **Beautification, safety and accessibility of our parks:** Continue to shape improvement projects funded in large part by grants, commercial sponsors and private donations. Increased demand for green and beautiful Parks spaces is an ongoing priority for the Parks Division of DPS.
9. **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

FY2024 GOALS & OBJECTIVES

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
 - Assist with construction of new Market Landing Park
 - Complete Bartlett Mall restoration pond cleanup, fountain restoration and NW corner improvements
 - Complete Lower Atkinson Improvement Project
 - Complete at least 3,000 square feet of brick walkway replacements in downtown parks
 - Work on Inn Street maintenance issues
 - 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
 - Address erosion issues at Moseley woods walking paths
- Playgrounds
 - Continue in-season playground inspections reports and perform all playground repairs on schedule according to prioritized needs identified by high frequency inspections
 - Add safety surfacing to all playgrounds on a scheduled annual basis
- Resiliency & Sustainability
 - Support city-wide resiliency and sustainability initiatives
 - Reduce impermeable surfaces and increase green space
 - Continue to expand “Green Spine” of low-maintenance native and pollinator plantings

GOAL 2: CONTINUE TO BUILD RESPONSIVE, EFFICIENT PARKS DIVISION WITHIN DPS

Objectives:

- Fully staff operations crew to allow weeding of garden beds, on-time mowing, and response to safety issues and other repairs in a timely manner
 - Build equipment fleet to increase efficiency,
 - Add infield groomer to improve infield maintenance
 - 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.

Administration

DEPARTMENT OF PUBLIC SERVICES: PARKS DIVISION (01-630)

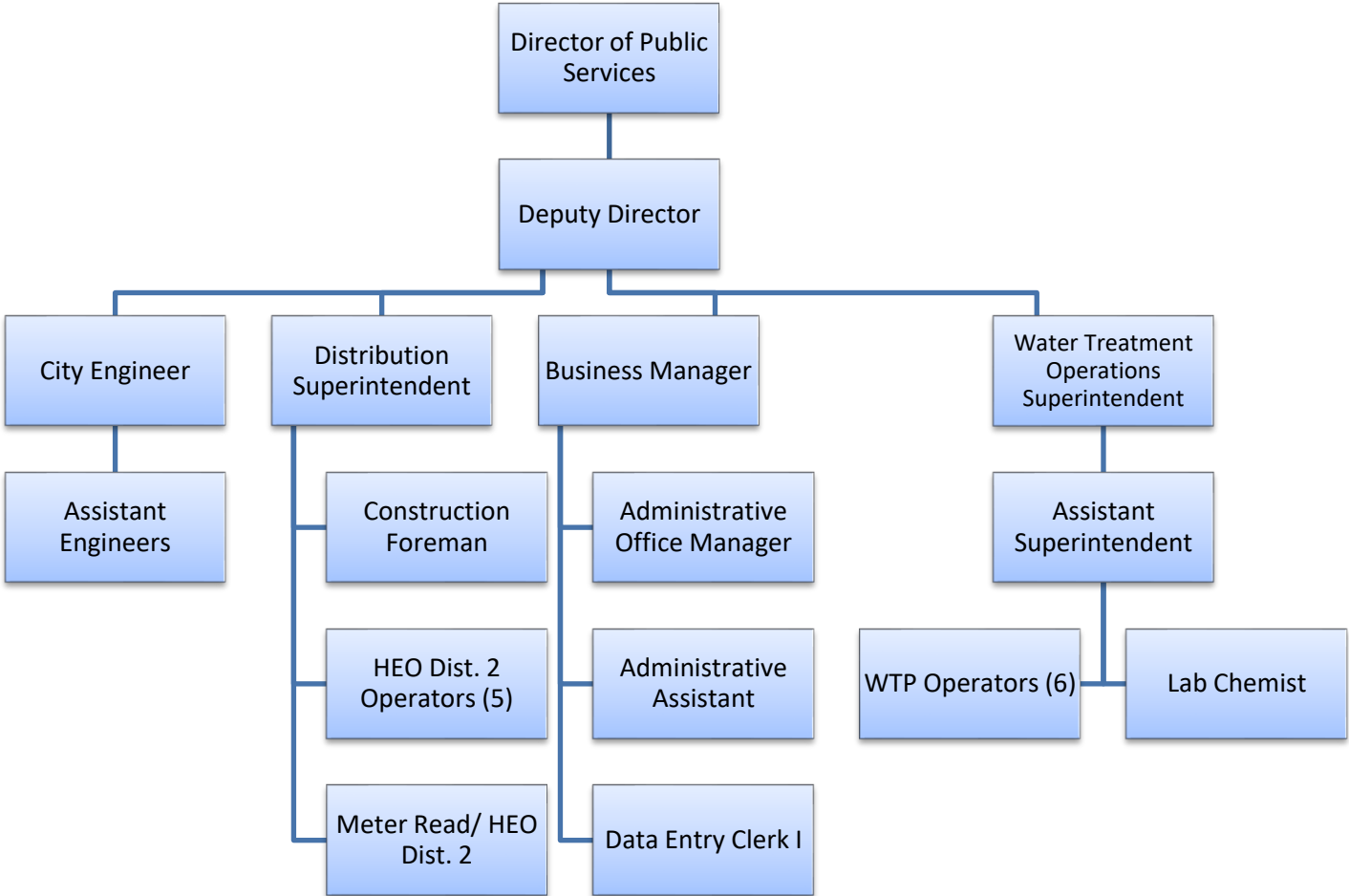
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - PRK DPS DIRECTOR	0	0	0	0	3,798
51102 - PRK DPS DEPUTY DIRECTOR	0	0	0	0	3,148
51103 - PRK BUSINESS MANAGER	0	0	0	0	2,375
51104 - PRK ADMIN ASSISTANT	0	0	0	0	16,216
51162 - PRK BOOKKEEPER PT	1,792	0	0	0	0
51165 - PRK MINUTE TAKER	0	0	0	0	3,600
51166 - PRK PARKS DIRECTOR	72,352	73,799	76,382	43,882	0
51167 - PRK PARKS MANAGER	70,315	73,144	75,688	75,688	82,745
51168 - PRK FT LABOR	47,583	90,380	96,723	96,723	101,562
51190 - PRK PT/SEASONAL LABOR	42,056	46,800	81,925	81,925	83,563
51301 - PRK OVERTIME	0	0	0	0	5,000
51402 - PRK LICENSE STIPENDS	0	0	0	0	4,000
51404 - PRK TRAVEL ALLOWANCE	7,800	8,643	7,800	7,800	5,100
51405 - PRK CLOTHING ALLOWANCE	900	900	900	900	2,143
51901 - PRK DOWNTOWN-IMPROV LABOR	19,101	14,024	29,000	29,000	29,000
001 - PERSONNEL SERVICES Total	261,900	307,691	368,418	335,918	342,250
002 - PURCHASE OF SERVICES					
52101 - PRK PARK UTILITIES	1,508	1,411	1,600	1,600	1,800
52401 - PRK MAINT-EQUIP	5,562	8,963	7,000	14,000	8,200
52404 - PRK MAINT-TREES	15,940	29,404	32,000	32,000	32,000
52423 - PRK MOSELEY WOODS	1,122	1,000	1,000	1,000	1,000
52702 - PRK RESTROOM RENTALS	2,792	4,693	4,200	6,700	7,000
53000 - PRK BOOKKEEPER	0	2,067	3,000	3,000	0
53004 - PRK STAFF TRAINING	0	0	0	0	3,000
002 - PURCHASE OF SERVICES Total	26,924	47,537	48,800	58,300	53,000
004 - SUPPLIES					
54200 - PRK SUPPLIES	7,681	7,847	8,900	8,900	10,500
54201 - PRK DOWNTOWN-IMPROV SUPPLIES	4,570	3,895	4,000	4,000	4,000
54305 - PRK SAFETY EQUIPMENT	0	0	0	0	30,000
54801 - PRK FUEL/OIL	3,463	3,627	5,250	5,250	5,250
55800 - PRK LANDSCAPE MATERIALS	22,472	26,412	41,000	76,000	30,000
55801 - PRK DOG WASTE BAGS	7,000	4,219	7,000	7,000	8,000
004 - SUPPLIES Total	45,187	46,000	66,150	101,150	87,750
007 - OTHER CHARGES & EXPENSES					
57300 - PRK DUES & MEMBERSHIPS	450	450	600	600	600
007 - OTHER CHARGES & EXPENSES Total	450	450	600	600	600
008 - CAPITAL OUTLAY					
58401 - PRK EQUIPMENT	12,000	11,797	12,000	12,000	20,000
008 - CAPITAL OUTLAY Total	12,000	11,797	12,000	12,000	20,000
Grand Total	346,460	413,475	495,968	507,968	503,600

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Public Services Director	0.33	0.33	0.325
Public Services Deputy Director	0.33	0.33	0.325
Business Manager	0.33	0.33	0.325
City Engineer	0.33	0.33	0.33
Assistant Engineers	0.33	0.33	0.83
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	.5	.5	0.5
Administrative Assistant II	.5	.5	0.5
Administrative Assistant I	.5	.5	0.33
WTP Operator T-4	4	4	4.0
WTP Operator T-3	1	1	2.0
WTP Operator T-2	1	1	0.0
WD Construction Foreman	1	1	1.0
HEO D2	5	5	5.0
Meter Reader – HEO D2	0.7	0.7	0.7
Electrician	0.2	0.2	0.2
Lab Chemist	0.0	0.0	1.0
Total Full Time-Equivalents	19.1	19.1	20.4

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Water Line Replacement	Linear feet	800	1,200	900	*5000
Volume of water treated	Million gallons	710	696	663	674
Water/Sewer Liens	Number	230	175	150	180

*Philips drive watermain replacement

FY2023 ACCOMPLISHMENTS

Water Main Work

- Replaced Boston Way water main 900’.
- Replaced 20 fire hydrants in continued maintenance of aging infrastructure.
- Completed 90 % of valve turning program, with completion scheduled for spring 2023
- Continued work on Water System Planning and Support Engineering Services for distribution system Water Master Plan updating, CIP evaluation and GIS and water system base map development.
- Completed water meter replacement planning and evaluation, RFP released spring 2023.
- Continued evaluating system-wide needed updates and improvements.
- Conducted semi-annual City-wide hydrant flushing of fire hydrants in both Newburyport and Newbury in October and April to assist with water quality and controlling TTHMs.
- Completed over 1,400 Dig Safe mark outs requests both emergency and non-emergency for utility location for excavation, with limited staffing.
- Repaired 20 water main/service leaks.

Water Treatment Plant

- The City started a small-scale pilot program with the company Cyclopure and Engineering consultants AECOM. The main reason for the pilot is to get a new filtration media Dextorb, certified by the DEP as a new technology for PFAS mitigation. This is exciting because it could give Public Water Systems a new tool for mitigating PFAS contaminants. The City will continue to work with consultants and regulators towards efforts that may include grant reimbursement for these mitigation projects.
- Upgrades to the SCADA system are ongoing, this includes software and a new data management program HACH WIMS. New hardware has been updated, these efforts will add efficiency to data collection and resiliency to operations as a whole.

Source Water & Finish Water Quality

- The City signed a contract with Engineering consultants AECOM to complete a 30% design scope of work that includes a new pump station located at the Indian Hill Reservoir and a new pipeline connecting the existing reservoir system as a subsurface aqueduct. The main objective is to design a system that will add resiliency, redundancy and efficiency to the operations. This has immediate and long-term positive effects to the system when discussing climate change and future conservation efforts.
- Source Water Monitoring: ongoing efforts continue with a collaboration of staff and Limnologist to monitor water quality at the Drinking Water Sources. These efforts have proven to be very helpful for projecting the health of the Source Water, and planning in Lake treatment methods.

- We contracted consultants to mitigate an algal bloom in the Upper and Lower Artichoke Reservoirs with copper sulfate treatment techniques. These acute treatment efforts are unfortunately becoming an annual practice.
- Continue expanded 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.
- The City's two Water Storage Tanks have been evaluated for dynamic tank mixers and recommendations are moving forward.
- PFAS Monitoring continues and the City remains proactive when discussing future requirements.

Water Supply Protection & Land Use

- Water Resource Protection/Resiliency Planning: A new partnership with the land trust organization Essex County Greenbelt and the Town of West Newbury, has proven to be beneficial in securing land acquisitions around the reservoirs. Controlling and monitoring land use activity particularly in Zone A and Zone 1, is a major stewardship component to source water protection.
- The City entered into a new contract with Woodard & Curran with a scope of work that focuses on forming a comprehensive Watershed Management Program. Some of these efforts will include working with private land owners to implement Best Management Practices.

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 many of the accomplishments noted above, and in the planning phases of creating capital improvement projects and budgeting for feasibility studies and resilience plans for our water supply and water infrastructure.
- Engineering coordinated with West Newbury on watershed protection and water supply management.
- 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 for algae blooms.
- Managed the design and permitting of the Amesbury Water Supply Interconnect with our engineering consultant Environmental Partners.

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 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 79% of FY 22 delinquent accounts through the lien process. Approximately 150 accounts received property liens.
- Certified retained earning balance of \$937,918.
- The water department continues to utilize solar credits to offset the electrical cost of the water treatment plant.
- Water Meters: Continue to analyze the water meter data base. This program is crucial due to the aging water meter system to provide accurate customer bills and maintain revenue streams. Completed two propagation studies with Environmental Partners identifying the type of meter system needed to afford longevity and continuity to the City's distribution system. It is expected the meter replacement project will go out to bid in FY 23 , pending FY 24 funding approval.
- Customer Service: Continued work to increase access to customer information. Water Smart system enables customers to monitor consumption data multiple payment methods including apple pay, google pay, pay by phone and accepts multiple payments methods. The system is instrumental in the transition to AMI (automated meter technology) and compatible with all meter brands, ultimately removing proprietary hardware issues during the bidding process.
- Reconciliation Process: Continue to work in collaboration with the Auditors office on improvement of the reconciliation process. Web based MUNIS is instrumental in this process.
- File Retention: Continue to digitize data records and organize shared folders to create ease of access for users.
- Rates and Fees: Water rates increased by 9% in FY23. The rate increase was necessary to fund the FY23 operating budget as inflation continues to have a major impact on expense.
- 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.
- Procurement: The Business Manager is a Massachusetts Public Purchasing Official certified by the state of Massachusetts. Multiple procurements were completed for the water division including emergency water main repairs, extension of SCADA controls and several consortium & collaborative procurements that are shared by multiple City Departments.

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.

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 that includes treatment for Taste & Odor, TOC and PFAS removal. Secondary concerns are staffing accommodations / operational hours and water treatment residual handling. The City must also remain abreast of potential new federal regulations, with EPA beginning UCMR5 efforts in 2023 and introducing far lower thresholds for PFAS than currently regulated.

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 water department subsidized the water rate with \$100,000 from retained earnings in FY23 and increased the water rate by 9%. The demand for watershed protection projects and aging infrastructure replacements continues to pose as a long-term threat to escalating water rate increases.

FY2024 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.
- 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

WATER ENTERPRISE FUND (060-450)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - DPS DIRECTOR	44,940	45,839	46,756	46,756	49,376
51102 - DPS DEPUTY DIRECTOR	38,940	39,718	40,909	40,909	40,926
51103 - DPS BUSINESS MANAGER	26,998	29,784	30,823	30,823	30,875
51107 - DPS ELECTRICIAN	0	0	17,000	17,000	17,500
51117 - DPS ENGINEERING STAFF	23,089	23,892	24,609	24,609	59,715
51118 - WTR TREATMENT OPS SUPT	103,015	106,100	109,283	109,283	112,130
51119 - DPS CITY ENGINEER	32,689	33,855	34,870	34,870	35,779
51120 - WAT ASST SUPT WATER	85,233	87,902	87,364	94,964	98,671
51131 - DPS ADMIN ASSISTANT	24,722	27,138	27,138	28,008	29,471
51132 - DPS ADMIN OFFICE MGR	27,757	28,983	29,352	30,882	31,876
51134 - WAT DISTRIBUTION MNGR	67,075	84,188	87,887	87,887	90,177
51158 - WAT LABOR	746,605	665,576	850,760	850,760	907,123
51165 - WTR COMM MINUTE TAKER	0	0	0	0	1,800
51190 - WAT SUMMER EMPLOYEES	1,188	6,716	11,000	11,000	11,000
51301 - WAT OVERTIME	180,808	214,273	168,090	168,090	200,000
51401 - WAT LONGEVITY	8,955	11,729	6,838	6,838	8,904
51402 - WAT LICENSE STIPENDS	11,100	4,400	13,600	13,600	11,285
51403 - WAT HOLIDAY PAY	19,101	10,594	20,521	20,521	20,521
51404 - WAT TRAVEL ALLOWANCE	0	5,100	5,100	5,100	5,100
51405 - WAT CLOTHING ALLOWANCE	11,999	13,361	11,043	11,043	13,492
51411 - WAT NIGHT DIFFERENTIAL	4,329	4,348	4,813	4,813	4,813
51420 - WAT EDUCATION CREDITS	425	425	425	425	425
51710 - WAT RETIREMENTS/SICK LEAVE	25,534	11,665	22,000	22,000	0
51711 - WAT RETIREMENT SYSTEM	349,299	340,780	385,189	385,189	379,728
51750 - WAT WORKERS COMP INS	38,990	46,788	46,788	46,788	47,958
51760 - WAT HEALTH INSURANCE	271,251	344,635	343,294	343,294	343,294
51770 - WAT FICA PAYROLL TAXES	21,527	20,646	20,945	20,945	20,945
001 - PERSONNEL SERVICES Total	2,165,568	2,208,432	2,446,395	2,456,395	2,572,883
002 - PURCHASE OF SERVICES					
52101 - WAT HEAT	14,459	9,265	20,000	20,000	20,000
52102 - WAT ELECTRICITY	225,550	301,689	240,000	240,000	240,000
52401 - WAT IT EXPENSE	50,347	94,297	110,000	110,000	47,000
52402 - WAT GEN CONSTRUCTION	107,469	152,954	150,000	150,000	165,000
52403 - WAT MAINT-VEHICLES	30,519	27,220	30,600	30,600	34,000
52404 - WAT MAINT-DISTRIBUTION	82,590	90,495	120,000	120,000	132,000
52405 - WAT MAINT-TREATMENT	56,433	49,395	70,000	70,000	70,000
52406 - WAT MAINT-EQUIPMENT	19,187	42,530	34,000	34,000	34,000
52408 - WAT MAINT-WATERSHED	3,208	0	0	0	0
52409 - WAT MAINT-STORAGE TANKS	0	24,674	50,000	50,000	65,000
53000 - WAT OFFICE IT SERVICES	22,273	17,971	24,856	24,856	27,000
53001 - WAT FINANCIAL AUDIT/VALUATION	5,000	7,000	7,883	7,883	7,883

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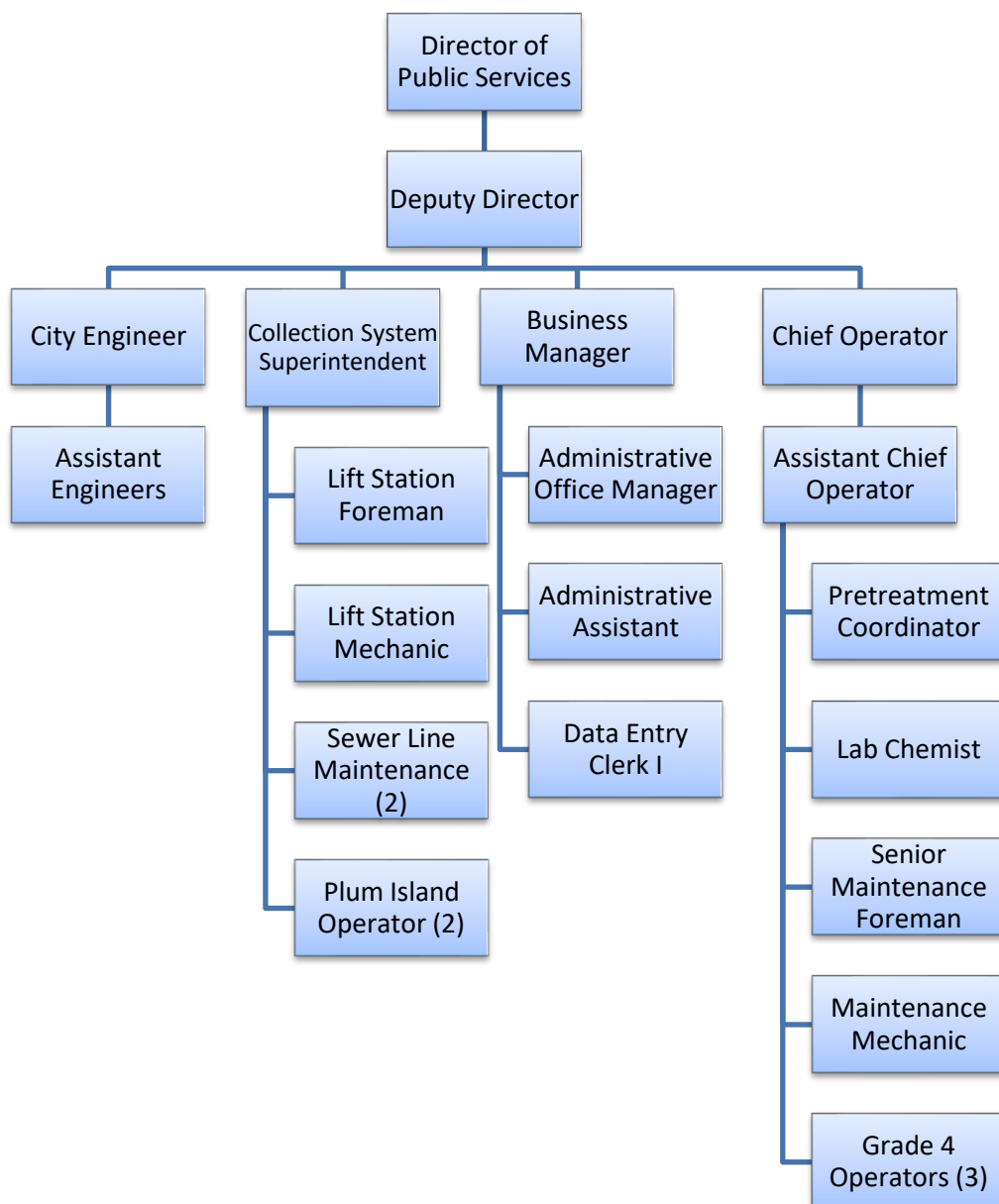
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
53020 - WAT LEGAL EXPENSES	15,625	40,868	20,000	20,000	20,000
53024 - WAT BOND/NOTE EXP	18,190	16,535	24,386	24,386	24,386
53025 - WAT ENGINEER RETAINER	17,379	62,067	110,000	110,000	110,000
53026 - WAT POLICE DETAILS	17,989	6,783	20,000	20,000	20,000
53028 - WAT PRE-EMPLOYMENT PHYSICAL	1,378	374	2,000	2,000	2,000
53029 - WAT CONTRACT-CROSS CONN TEST	20,400	19,080	19,000	19,000	19,000
53030 - WAT SLUDGE REMOVAL/FILTER PLT	48,686	85,128	75,000	75,000	82,500
53031 - WAT TEST-SURFACE WAT SAMPLING	53,563	23,339	50,000	50,000	50,000
53032 - WAT WATER TEST	42,641	62,680	56,554	56,554	56,554
53402 - WAT TELECOMMUNICATNS	13,604	13,223	14,000	14,000	14,000
53780 - WAT PAYMT IN LIEU TAXES	6,091	6,513	9,000	9,000	9,400
002 - PURCHASE OF SERVICES Total	872,581	1,154,077	1,257,279	1,257,279	1,249,723
004 - SUPPLIES					
54201 - WAT GENERAL OFC EXP	6,469	6,280	10,000	10,000	9,000
54301 - WAT CONSERVATION	170	0	5,000	5,000	5,000
54302 - WAT CHEMICALS	128,219	142,845	153,000	153,000	250,000
54303 - WAT CONSUMER REPORT	7,047	7,381	8,000	8,000	8,000
54304 - WAT TREATMENT MAINT EQUIP	11,050	3,552	5,000	5,000	5,000
54801 - WAT FUEL/OIL VEHICLE(S)	25,706	13,318	28,214	28,214	28,214
55800 - WAT MISC SUPPLIES	2,282	1,870	2,000	2,000	2,000
004 - SUPPLIES Total	180,943	175,245	211,214	211,214	307,214
007 - OTHER CHARGES & EXPENSES					
57100 - WAT TRAINING/TRAVEL	9,052	8,440	15,000	15,000	15,000
57301 - WAT SDWA FEES	6,326	5,445	7,000	7,000	7,000
57401 - WAT MUNICIPAL INSURANCE	79,275	87,277	87,044	87,044	89,655
57805 - WAT BUDGET CONTINGENCY	0	0	10,000	0	0
007 - OTHER CHARGES & EXPENSES Total	94,653	101,161	119,044	109,044	111,655
008 - CAPITAL OUTLAY					
58310 - WAT G.I.S.	6,190	5,612	10,000	10,000	10,000
58513 - WAT WTR MAIN REPLAC PROGRAM	99,007	119,660	150,000	150,000	150,000
58514 - WAT WATERSHED IMPROVEMENTS	0	149,915	150,000	150,000	150,000
58550 - WAT VEHICLE/EQUIP REPLACE	0	5,000	22,000	22,000	60,000
58800 - WAT HYDRANT REPLACE PROGRAM	0	0	50,000	50,000	70,000
008 - CAPITAL OUTLAY Total	105,197	280,187	382,000	382,000	440,000
009 - DEBT SERVICE					
59100 - WAT DEBT PRINCIPAL	1,523,305	1,360,433	1,442,420	1,442,420	1,481,499
59150 - WAT DEBT INTEREST	283,948	297,165	338,262	338,262	289,093
009 - DEBT SERVICE Total	1,807,253	1,657,598	1,780,682	1,780,682	1,770,592
010 - BUDGETED TRANSFER OUT					
59610 - WTR TRANS TO GENERAL FUND	0	0	0	0	67,963
59662 - TRANSFER TO HEALTH INS STAB FD	0	15,604	0	0	0
010 - BUDGETED TRANSFER OUT Total	0	15,604	0	0	67,963
Grand Total	5,226,195	5,592,305	6,196,614	6,196,614	6,520,029

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Public Service Director	0.33	0.33	0.325
Public Service Deputy Director	0.33	0.33	0.325
City Engineer	0.33	0.33	0.33
Business Manager	0.33	0.33	0.325
Administrative Office Manager	0.5	0.5	0.5
Administrative Assistant II	0.5	0.5	0.5
Assistant Engineers	0.33	0.33	0.83
Administrative Assistant I	0.5	0.5	0.33
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	3.0
Equipment Repair Technician	1.0	1.0	1.0
Pump Station Operator/Mechanic	2.0	2.0	2.0
Sewer Line Maintenance Operator	2.0	2.0	2.0
Plum Island Operator	2.0	2.0	2.0
Meter Reader	0.3	0.3	0.3
Electrician	0.2	0.2	0.2
Total Full Time-Equivalents	20.7	20.7	21.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
LF of sewer main cleaned yearly	Linear Feet	108,000	120,000	125,000	130,000
Response to issues, alarms and sewer calls/WWTF/lift station	Total # of Calls	50	54	100	75
FOG Program/Compliance	Compliance Per establishment	60	60	60	60
# of businesses with grease traps.					
Plum Island Vacuum System alarms and sewer calls	Total # of Calls	32	35		
Odor Complaints	Calls	0	0	0	0
Wastewater treated	Millions/ Gallons	624	697	690	695
Biosolids for composting	Dry Metric Tons	700	594	599	625
Oxygen Consuming Material removed from Wastewater	Million Pounds	1.2	1.2	1.4	1.4

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Sewer Liens	Number	200	150	150	175

FY2023 ACCOMPLISHMENTS

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 6 10" Gates on Plum Island to be able to Isolate any problems that occur, both in good weather and in bad.

Sewer line maintenance/ lift stations

- Conducted proper O&M repair and preventative maintenance to collection system.
- Cleaned approximately over 125,000 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 tide. 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
- National Water Main Co. in to clean main line downtown Approx.+/- 5000 l/f and removed over 29 Tons of grit and debris.
- Installed new VFDs at Scotland Rd. Lift Station.
- 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. Expecting New Effluent Discharge General Permit from USEPA
- Rehabilitation of headworks interior surfaces and coating complete
- Replaced Emergency Backup Generator at Wastewater Treatment Facility
- Design ongoing for 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 75% of FY22 delinquent accounts and approximately 150 accounts received a property lien for unpaid balances
- FY 23 year end certified retained earnings balance was \$1.516
- Rates and Fees: FY23 Sewer rates increased by 0%.
- 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.
- Procurement: Extended Scada controls agreement for a one-year term. Biosolids is under

agreement until the end of FY24.

FY2024 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.

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

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 3% by year end fiscal 2022.

GOAL 1: NPDES PERMIT COMPREHENSIVE COMPLIANCE PLAN

Objectives:

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

GOAL 2: PROVIDE QUALITY OPERATIONS AND MAINTENANCE SERVICES TO CUSTOMERS

Objectives:

- Maintain the Wastewater Treatment Facility (WWTF), 16 lift stations, 75 miles of sewer mains, and additional 24 miles of Plum Island vacuum system with minimal disruption to our customers.
- Respond 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 website.
- Optimize the new bio filter and associated components.
- 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.

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:

- 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.
- 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

SEWER ENTERPRISE FUND (061-440)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - DPS DIRECTOR	44,940	45,839	46,756	46,756	49,376
51102 - DPS DEPUTY DIRECTOR	38,940	39,718	40,909	40,909	40,926
51103 - DPS BUSINESS MANAGER	26,998	29,784	30,823	30,823	30,875
51107 - DPS ELECTRICIAN	0	0	17,000	17,000	17,500
51116 - SEW CHIEF OPERATOR	103,227	106,315	109,504	109,504	112,357
51117 - DPS ENGINEERING STAFF	23,089	23,892	24,609	24,609	59,715
51119 - DPS CITY ENGINEER	32,689	33,855	34,870	34,870	35,779
51120 - SEW ASST CHIEF OPERATOR	86,259	88,089	88,393	95,770	98,671
51122 - SEW SUPT OF COLLECTIONS	93,996	95,876	98,752	98,752	101,325
51131 - DPS ADMIN ASSISTANT	24,722	27,138	27,138	28,088	29,471
51132 - DPS ADMIN OFFICE MGR	27,757	28,983	29,351	31,022	31,876
51158 - SEW LABOR	871,467	861,365	966,062	966,062	937,425
51165 - SWR COMM MINUTE TAKER	0	0	0	0	1,800
51190 - SEW SUMMER EMPLOYEES	0	0	21,600	21,600	19,285
51301 - SEW OVERTIME	162,298	169,535	224,400	224,400	239,713
51401 - SEW LONGEVITY	6,378	6,390	5,881	5,881	6,106
51402 - SEW LICENSE STIPENDS	9,525	4,825	4,800	4,800	4,800
51404 - SEW TRAVEL ALLOWANCE	0	5,100	5,100	5,100	5,100
51405 - SEW CLOTHING ALLOWANCE	11,730	11,992	13,143	13,143	13,492
51420 - SEW EDUCATION CREDITS	0	0	850	850	850
51710 - SEW RETIREMENTS/SICK LEAVE	0	4,206	22,000	22,000	17,600
51711 - SEW RETIREMENT SYSTEM	307,073	374,913	311,023	311,023	309,779
51750 - SEW WORKERS COMP INS	35,646	42,775	42,775	42,775	43,844
51760 - SEW HEALTH INSURANCE	344,516	404,432	400,445	400,445	400,445
51770 - SEW FICA PAYROLL TAXES	16,484	16,573	20,827	20,827	20,827
001 - PERSONNEL SERVICES Total	2,267,734	2,421,595	2,587,010	2,597,010	2,628,937
002 - PURCHASE OF SERVICES					
52101 - SEW HEAT	33,962	38,746	37,000	37,000	37,000
52102 - SEW ELECTRICITY	422,335	453,697	410,000	410,000	451,000
52401 - SEW IT EXPENSE	55,649	46,946	75,000	75,000	22,000
52402 - SEW MAINT-GENERAL	47,644	40,367	42,000	42,000	44,000
52403 - SEW MAINT-VEHICLES	21,624	28,895	27,000	27,000	29,700
52405 - SWR MAINT-PLUM ISLAND	10,108	47,156	30,000	30,000	30,000
52406 - SEW MAINT-EQUIPMENT	98,088	152,464	130,000	130,000	130,000
52407 - SEW UNIFORM/SAFETY EQUIPMENT	6,800	7,267	15,675	15,675	15,675
52408 - SEW MAINT-SEWER LINE	15,036	61,498	73,850	73,850	76,850
52409 - SEW MAINT-DRAINS	40,145	39,267	39,000	39,000	39,000
53000 - SEW OFFICE IT SERVICES	13,273	18,355	23,000	23,000	28,000
53001 - SEW FINANCIAL AUDIT/VALUATION	5,000	7,000	8,000	8,000	8,000
53020 - SEW LEGAL EXPENSES	4,472	17,112	10,000	10,000	10,000

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	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
53024 - SEW BOND/NOTE EXP	29,759	27,739	37,650	37,650	37,650
53026 - SEW POLICE DETAILS	978	1,980	5,000	5,000	5,000
53028 - SEW MEDICAL/DRUG TESTING	3,158	1,304	4,500	4,500	4,500
53030 - SEW CONSULTANT FEES	51,404	45,271	100,000	100,000	100,000
53035 - SEW INDUSTRIAL PRETREATMENT	13,280	23,238	17,200	17,200	27,200
53040 - SEW BIOSOLIDS DISPOSAL	214,647	238,328	275,000	275,000	275,000
53050 - SEW VENDOR LAB TESTING	25,173	26,244	24,695	24,695	24,695
53402 - SEW TELECOMMUNICATNS	25,149	27,838	27,500	27,500	27,500
002 - PURCHASE OF SERVICES Total	1,137,684	1,350,711	1,412,070	1,412,070	1,422,770
004 - SUPPLIES					
54201 - SEW GENERAL OFC EXP	9,165	9,509	8,000	8,000	7,500
54302 - SEW PLANT CHEMICALS	396,797	444,942	428,400	428,400	560,000
54303 - SEW LAB CHEM/EQUIP/SUPPLIES	5,369	11,135	13,750	13,750	15,125
54801 - SEW FUEL/OIL VEHICLE(S)	25,376	16,781	32,550	32,550	32,550
54802 - SEW LUBRICANTS	3,368	65	5,000	5,000	5,000
55800 - SEW MISC SUPPLIES	1,534	3,224	1,800	1,800	1,800
004 - SUPPLIES Total	441,611	485,657	489,500	489,500	621,975
007 - OTHER CHARGES & EXPENSES					
57100 - SEW TRAINING/TRAVEL	8,587	7,931	17,800	17,800	17,800
57300 - SEW DUES/LIC/SUBSCRIPTIONS	150	110	1,350	1,350	1,350
57401 - SEW MUNICIPAL INSURANCE	75,779	83,439	86,534	86,534	89,130
57805 - SEW BUDGET CONTINGENCY	0	0	10,000	0	0
007 - OTHER CHARGES & EXPENSES Total	84,517	91,480	115,684	105,684	108,280
008 - CAPITAL OUTLAY					
58310 - SEW G.I.S.	9,648	9,003	10,000	10,000	10,000
58330 - SEW I/I REHABILITATION	3,300	13,500	100,000	100,000	100,000
58361 - SEW REPAIR LIFT STATIONS	160,681	127,961	150,000	150,000	150,000
58362 - SEW EFFLUENT SAMPLER	6,008	7,628	6,000	6,000	8,500
58550 - SEW VEHICLE/EQUIP REPLACE	4,275	0	21,000	21,000	40,000
008 - CAPITAL OUTLAY Total	183,913	158,091	287,000	287,000	308,500
009 - DEBT SERVICE					
59100 - SEW DEBT PRINCIPAL	2,191,852	2,089,961	2,104,458	2,104,458	2,146,906
59150 - SEW DEBT INTEREST	826,680	842,158	803,118	803,118	743,798
59250 - SEW INT TEMP LOAN	0	0	20,000	20,000	5,000
009 - DEBT SERVICE Total	3,018,533	2,932,120	2,927,576	2,927,576	2,895,705
010 - BUDGETED TRANSFER OUT					
59610 - SWR TRANS TO GENERAL FUND	0	0	0	0	85,755
59662 - TRANSFER TO HEALTH INS STAB FD	0	18,202	0	0	0
010 - BUDGETED TRANSFER OUT Total	0	18,202	0	0	85,755
Grand Total	7,133,990	7,457,856	7,818,840	7,818,840	8,071,921



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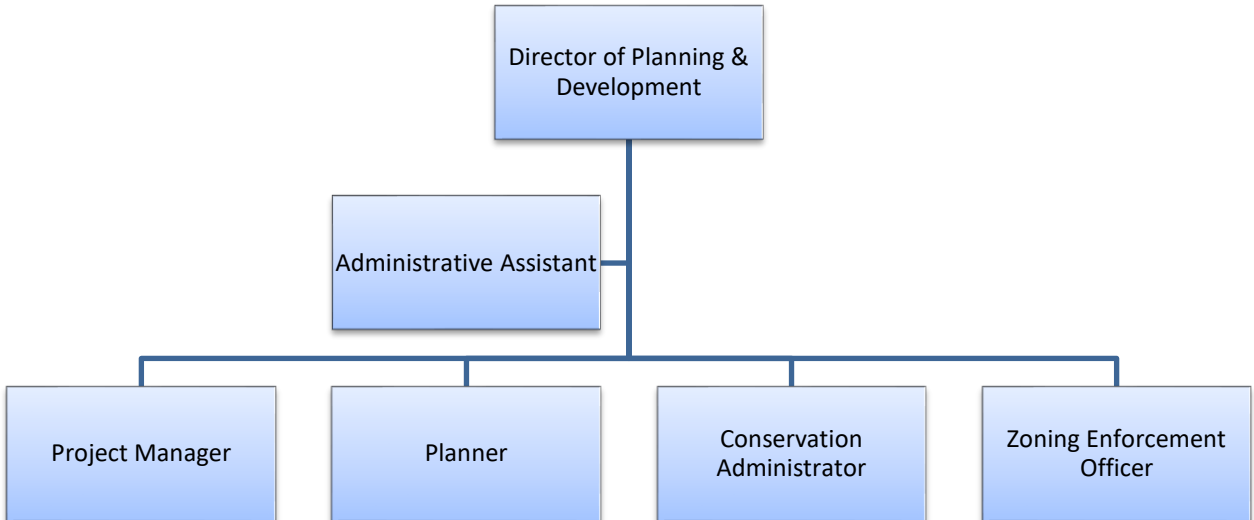
Section 7: Planning and Development

PLANNING & DEVELOPMENT

MISSION STATEMENT

The mission of the Office of Planning and Development is to provide capital and advance planning services, project management, regulatory guidance, and housing 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. Staff integrate the concepts of sustainability, resilience, and community preservation into all projects, programs, and initiatives controlled or undertaken by the Department.

ORGANIZATIONAL OVERVIEW



Position	FY2022 Actual	FY2023 Actual	FY2024 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 FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Total Permit Applications	#	333	298	220	231
ZBA Special Permits	#	46	64	48	31
ZBA Variances	#	12	17	9	6
ZBA Appeals	#	0	6	0	1
ZBA Minor Modifications	#	11	5	8	15
Average Number of Weeks for Permitting (ZBA)	Weeks	5.5	7.1	8.4	5.7
PB Approval Not Required Plans	#	8	4	5	4
PB Subdivisions	#	1	1	0	0
PB Site Plan Reviews	#	12	1	2	4
PB Smart Growth Plan Reviews	#	1	0	1	0
PB Special Permits	#	17	5	12	10
PB Minor Modifications	#	20	11	11	19
Average Number of Weeks for Permitting (Planning Board)	Weeks	5.5	7.1	6.7	7.7
CC Resource Area Delineation	#	1	0	0	0
CC Notice of Intent	#	18	15	12	11
CC Determination of Applicability	#	13	12	9	11
NHC Demolition Delay Reviews	#	33	22	18	12
Zoning Determination Requests	#	94	109	69	72
Zoning Enforcement Requests	#	32	13	0	19
CPA Grant Applications	#	14	13	16	16

FY2023 ACCOMPLISHMENTS

Following are key accomplishments of the Office of Planning & Development during FY2023:

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 (Sasaki 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 and “shovel-ready” plans were made available

for contractor bids in February 2023. In turn, this should allow the long-awaited construction of this project to proceed with Phase I work beginning in spring 2023, including installation of a piece of the new drainage culvert for Market Square (*a DPS project integrated into this same bid package and contractor scope of work*). 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. We continue to pursue and secure various funding sources for construction of proposed improvements (e.g. local fundraising for site amenities), 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 III / Route 1 Crossing:** Monitored construction of a new shared use path segment along Parker Street required as part of the Hines Way development as well as a new connecting segment at the Newbury town line in coordination with the Town of Newbury. 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 2025. 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.
3. **Central Waterfront Bulkhead Renovation Project:** Secured local, state and federal funding to complete a much-needed renovation of the central waterfront bulkhead wall, which supports the central boardwalk and maritime boating activities. Prepared design plans and bid package suitable for contractor bidding, with construction to occur over the 2023-2024 winter season.
4. **Brown School Adaptive Reuse:** Continued to provide assistance to the Mayor, City Council and others relative to adaptive reuse of the former Brown School building and property. The City Council and Mayor's Office are continuing to assess the best path forward for this reuse, and the Department stands ready to assist with issuing a Request for Proposals or Request for Expressions of Interest (RFI) and with new zoning changes and/or terms for a Council Order designated surplus property and authorizing disposition for portions of the property accordingly.
5. **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 were released for bids in spring 2023 and we expect to break ground this summer.

Regulatory Updates

6. **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), an area that has taken several years of debate for the Council to reach policy-level consensus on. Staff continues to work with the City Council, Planning Board

and others to bring forward distinct sections of the zoning code for update and revision in manageable packages. The Department has begun providing assistance to the Mayor, City Council, Planning Board and others necessary to address Housing Choice regulatory updates adopted by the state legislature and Department of Housing & Community Development (DHCD). The City must adopt local zoning changes no later than 12/31/2024 in accordance with state guidelines. In general, the state mandate calls for local “as of right” zoning for no less than 1,292 housing units in close proximity to the MBTA Commuter Rail Station. By comparison, the previously adopted 40R Smart Growth District, which is expected to remain largely intact and may fulfill part of this requirement, was estimated to produce 540 new housing units at full buildout.

Assistance to Volunteer Boards

7. **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 have 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. Based on popular demand we now anticipate permanent integration of remote/hybrid access to key public meetings and hearings (e.g. City Council, Planning Board and Zoning Board of Appeals at a minimum).

Long-Range Planning

8. **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 has been 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. A brochure summarizing the resiliency issues this City will face in future years, as well as related initiatives now underway to address these concerns, has been mailed to all residents as a method of broad public education and engagement for this area of great importance to a coastal community like Newburyport.

Housing & Economic Development

9. **40R District:** Construction of 1 Boston Way (76 housing units, 19 affordable) was completed and this project is now fully occupied. 3 Boston Way (84 units, 21 affordable) is now under construction. A third 40R development project at the former Haley’s site at 166 Route One (92 units, 23 affordable) was recently approved by the Planning Board and building permits were issued in early March 2023. With adoption of the 40R District and this continued successful progress towards actual multi-family housing (25% affordable) the City has been able to secure “Certification” of Newburyport’s “Housing Production Plan” (HPP), which provides a two (2) year

“safe harbor” protection from 40B Comprehensive Permit developers and projects attempting to circumvent local zoning requirements.

10. **Housing Production Plan (HPP) Update:** The Office is now working with the regional planning agency (MVPC) to update the City’s comprehensive affordable housing plan in accordance with state requirements. Routine updates to this plan are prerequisites for various state programs, including access to related grants.

Streamlining / Online Permitting

11. **Online Permitting:** This Office continues to manage the City’s contract and configurations with “OpenGov” to accept and process 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 Building Department and Planning Department permit tracks within the system have now been completed and we continue to modify and improve the system while migrating additional applications to the platform in coordination with other City officials/departments. 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 to the City.

FY2024 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 2024:

- **Permitting and development applications will likely continue at current levels** as we move into FY2024. 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 within the Business Park. Substantial redevelopment opportunities exist in the Newburyport Business Park, but will depend largely on market conditions in the coming years. Permit applications suggest that there is sustained development (and redevelopment) interest throughout the City, particularly in the residential sector. Zoning changes and development permitting within the Storey Ave/Low Street area is expected to introduce residential uses to the existing car-centric retail and service base, and begin to establish a third “village center” character to this node (along with Downtown Newburyport and the 40R Smart Growth District).

- **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). 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, remove ambiguities or address new issues that arise.
- **2021 Housing Choice Legislation Mandates Local Zoning Changes around the MBTA Commuter Rail Station.** The Office will spend a good deal of time working with the Mayor, Council, Planning Board and others to evaluate Newburyport's options for denser "as of right" housing development in close proximity to the MBTA Commuter Rail Station. While the City has benefited greatly thus far from adoption and development of the 40R Smart Growth District, the new state mandate, promulgated in requirements issued by the Department of Housing and Community Development (DHCD), calls for an even more expansive allowance for multifamily housing units "as of right" in this general vicinity. An analysis of the City's potential options, using tools provided and required by the state, will need to be vetted locally before final adoption of appropriate zoning changes in compliance with the state mandate no later than 12/31/2024. In order to ensure the sustainability of any new zoning allowances or development permitting the office recommends an updated analysis of Citywide water and sewer capacity limitations (i.e. the treatment plants themselves), as well as any relevant geographic capacity limitations of the City's water distribution and sewer collection systems. This, in turn, will better inform City officials relative to appropriate zoning changes, "buildout" assumptions, and the latitude granted to Newbury and West Newbury through their Intermunicipal Agreements (IMA) with the City for municipal services. The Commonwealth's recent "Housing Choice" legislation also 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 zoning change proposals will need to be evaluated at the following key locations:**
 - 40R Smart Growth District and new DHCD Guidelines for MBTA Communities
 - Downtown "Waterfront West" Area, working with landowner New England Development (NED).
 - Storey Ave Area: Redevelopment of the Storey Ave area from car-centric commercial strip malls to a truly walkable mixed-use village center, with "active frontage" on first floors and residential uses above, and with parking lots or decks 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, and this presents an opportunity for beneficial redevelopment of sites like the former Kmart building in the Port Plaza complex.

- **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.

FY2024 GOALS & OBJECTIVES

GOAL 1: UPDATE THE NEWBURYPORT ZONING ORDINANCE AND RELATED LAND USE REGULATIONS.

Objectives:

- **“Housekeeping” Updates:** Update the Newburyport Zoning Ordinance with clarifying language, additional terms to remove ambiguities, adjustments to align with recent case law and statutes and the elimination of discrepancies and/or contradictions.
- **Compliance with Statutory “Housing Choice” Requirements:** Update the Newburyport Zoning Ordinance to comply with the 2021 Housing Choice law and local mandates added to MGL 40A (the Zoning Act) through the subsequent promulgation of Department of Housing and Community Development (DHCD) *Guidelines for MBTA Communities, which call for the expansion in “as-of-right” zoning districts for multi-family housing in close proximity to MBTA stations.*

- Undertake an analysis of water and sewer system capacity, both system-wide and by geographic sub-areas in order to confirm the City’s ability to support new growth and redevelopment in priority areas such as the 40R District, Waterfront West, the Storey Ave/Low Street area and the Newburyport Business Park. Determine how any limitations could/should be addressed, both within the City, and as such capacity limitations may impact potential growth and development in the neighboring communities which have intermunicipal agreements (IMAs) with the City for the purposes of providing municipal water and sewer services.
 - Undertake a schematic level assessment of the City’s overall options for modifying the Newburyport Zoning Ordinance, and Zoning Map, to comply with DHCD’s *Guidelines for MBTA Communities, building off the City’s existing 40R Smart Growth District*.
 - Present the range, substance and implications of available rezoning options to the Mayor, City Council and Planning Board for consideration, in order to determine the preferred approach to local zoning changes.
 - Finalize draft zoning and map changes for adoption by the City Council in compliance with the Housing Choice Law prior to 12/31/2024.
- **Economic Development:** This Department will be charged with the implementation of the City’s new Comprehensive Economic Development Strategy, and a number of action items will follow from this. In order to leverage greater citywide “economic development” in the form of an expanded tax base for residential, mixed-use, commercial, and industrial uses within appropriate areas, we will recommend applicable zoning changes for adoption by the City Council. We will also use online permitting and regulatory changes to streamline permitting, and clarify City requirements and expectations for both public and private developments.
 - **Waterfront West:** Continue to assist the Mayor, Council and Planning Board with zoning changes necessary to facilitate a viable and beneficial mixed-use redevelopment program for the Waterfront West area which can further extend and expand the vibrancy of downtown Newburyport.
 - **Resiliency & Sustainability:** Continue to integrate the resiliency and sustainability “best practices” within new regulatory provisions, particularly as Newburyport is a coastal community where several shoreline neighborhoods will bear the brunt of projected Sea Level Rise (SLR) in the coming decades.

GOAL 2: UPDATE KEY PLANNING REPORTS REQUIRED BY THE STATE

Objectives:

- Continue to oversee completion of an update to the City’s five-year local Affordable Housing Plan or “**Housing Production Plan**” in accordance with requirements from the Department of Housing and Community Development (DCHD).
- Issue a five-year “progress report” on implementation of the City’s ten-year Citywide **Master Plan**, working with various City departments, boards and commissions. Identify areas of key progress achieved to date, as well as areas that require additional work or attention during the coming years.

- Begin implementation of the City's **Comprehensive Economic Development Strategy**, along with other local and regional partners. This will include work on changing zoning in key areas, adding additional capacity, and assisting in the branding and marketing strategy for the area.

GOAL 3: IMPLEMENT TIMELY CAPITAL IMPROVEMENT PROJECTS

Objectives:

- Continue to provide crucial project management services for the following large and complex Capital Improvement Projects which are now designed, funded and fully underway:
 - **Market Landing Park Expansion Project** (Phase I)
 - **Cutter/West End Fire Station**
 - **Central Boardwalk Renovation Project**
- Depending on staffing and available bandwidth (which can fluctuate depending on status of the above noted projects, and other ongoing demands) assist the Mayor, Special Projects Manager, Department of Public Services and other City officials and departments with additional CIP efforts.
- Continue to assist the Mayor, Grants Manager and others to apply for grant funding for the advancement of any and all priority Capital Improvement Projects. Pursue all local, state and federal funds available for affordable housing, infrastructure improvements, preservation projects and economic development initiatives within the City.
- Continue to assist the Mayor and City Council in reaching consensus for future use(s) of the former **Brown School** building and property, and advance this preferred path through the oversight of any associated capital improvement projects, issuance of any related Requests for Proposals (RFPs), the pursuit of state grant funding, or as otherwise may be necessary to facilitate viable and beneficial adaptive reuse of the property, including but not limited to much needed affordable housing units.

GOAL 4: STREAMLINE AND IMPROVE THE EFFECTIVENESS OF THE DEVELOPMENT REVIEW PROCESS

Objectives:

- Use the City's mapping technology and aerial photography to enhance municipal decision-making processes.
- Expand Citywide usage of **OpenGov**, the cloud-based permit tracking software for online application submissions. The OpenGov "View Point" permitting module will lead to more efficient coordination of all permit-related processes, including increased transparency and effectiveness, as well as public access to current, prior and pending permit applications.
- Continually update the Department's pages on the City website 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.
- Increase use of the City website and online tools to better inform citizens and engage the larger community in planning and land use decisions.
- Provide technical assistance to volunteer boards, applicants and the general public.

- Perform site visits, document decisions made in the field, and improve communication with all interested parties.
- Coordinate monthly **Tech 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

PLANNING AND DEVELOPMENT (01-182)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - OPD SAL PLANNING DIRECTOR	94,313	98,258	101,206	101,206	103,843
51102 - OPD SAL PLANNER	56,297	58,370	58,341	60,162	61,894
51103 - OPD SAL SR PROJECT MANAGER	89,579	91,818	91,819	93,900	95,879
51104 - OPD SAL OFFICE MANAGER	69,959	71,372	71,879	75,169	76,753
51105 - OPD SAL PT CONSERVATION ADMIN	46,167	48,480	48,480	51,136	52,208
51106 - OPD SAL ZONING ADMINISTRATOR	35,000	64,981	67,255	67,255	83,894
51407 - OPD EDUCATION CREDITS	700	700	0	0	0
001 - PERSONNEL SERVICES Total	392,015	433,978	438,979	448,828	474,470
002 - PURCHASE OF SERVICES					
53001 - OPD OPEN SPACE MANAGEMENT	0	6,000	6,000	6,000	6,000
53002 - OPD PERMIT TRACKING SOFTWARE	32,780	35,075	40,000	40,000	0
53003 - OPD GIS	10,000	10,000	10,000	10,000	10,300
002 - PURCHASE OF SERVICES Total	42,780	51,075	56,000	56,000	16,300
004 - SUPPLIES					
52701 - OPD OFFICE EQUIPMENT	1,000	1,148	0	0	0
54200 - OPD OFFICE EQUIP/SUPPLIES	928	1,902	3,050	3,050	3,000
55800 - OPD MISC SUPPLIES	943	0	0	0	0
004 - SUPPLIES Total	2,871	3,050	3,050	3,050	3,000
Grand Total	437,665	488,103	498,029	507,878	493,770

LICENSING COMMISSION (01-165)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51164 - LCM CLERICAL SERVICES	7,500	7,500	7,500	7,500	10,691
001 - PERSONNEL SERVICES Total	7,500	7,500	7,500	7,500	10,691
007 - OTHER CHARGES & EXPENSES					
57809 - LCM GENERAL EXPENSES	753	841	1,000	1,000	1,000
007 - OTHER CHARGES & EXPENSES Total	753	841	1,000	1,000	1,000
Grand Total	8,253	8,341	8,500	8,500	11,691

CONSERVATION COMMISSION (01-171)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51165 - CCM MINUTE TAKER	1,800	1,800	1,800	1,800	7,200
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	7,200
Grand Total	1,800	1,800	1,800	1,800	7,200

PLANNING BOARD (01-175)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51165 - PBD MINUTE TAKER	1,800	1,800	1,800	1,800	7,200
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	7,200
Grand Total	1,800	1,800	1,800	1,800	7,200

ZONING BOARD OF APPEALS (01-176)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51165 - ZBD MINUTE TAKER	1,800	1,800	1,800	1,800	7,200
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	7,200
Grand Total	1,800	1,800	1,800	1,800	7,200

HISTORICAL COMMISSION (01-691)

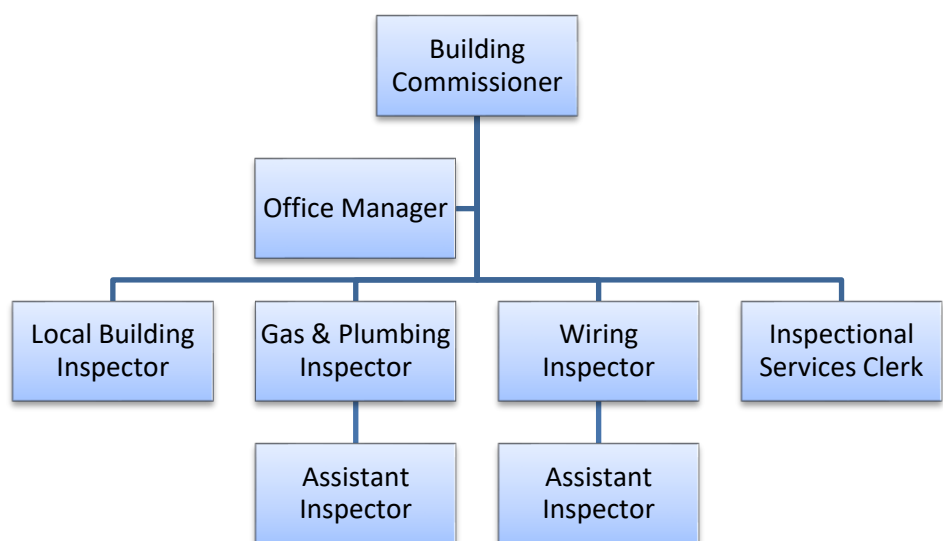
	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51165 - HCM MINUTE TAKER	1,800	1,800	1,800	1,800	7,200
Grand Total	1,800	1,800	1,800	1,800	7,200

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 professionals and the public at-large to ensure proper permitting and required inspections for each specific project regardless of scope or size.

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 FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Building Permits	# of	993	1054	1116	1035
Electrical Permits	# of	674	653	648	664
Gas Permits	# of	532	432	542	486
Plumbing Permits	# of	528	565	581	487

FY2023 ACCOMPLISHMENTS

- The City is expected to process 1,035 Building Permits and 1,637 Sub-contractor Permits by the end of the fiscal year. Permits issued are expected to decrease 8% from the previous year.
- The Department implemented online permitting for all Building Permits including Demolition, Signs, Swimming Pools/Saunas, Tents, Wood/Gas Stoves and Annual Public Safety Certificates.
- We disseminated information to key stakeholders regarding the 2023 Stretch Energy Code.
- Staff substantially organized existing historical paper permit filing from a chronological to an address-based system increasing accessibility of property and building records spanning 20 years.
- Brought Licensing functions under the Building Department umbrella including Common Victualler, B&B, Innholder, Entertainment, Food Truck, One Day Alcohol, Farmer Brewery and On and Off Premises Alcohol Licenses.
- Implemented 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 and holders of Common Victualler Licenses in coordination with the Fire Department, Health Department and License Commission.
- Continued and updated an educational process with contractors and property owners to transition smoothly to the OpenGov online Permit Application for Building Permits.
- Project review in conjunction with other City departments for municipal and private projects such as the third Boston Way apartment building, West End Fire Station and numerous Business Park investments.

FY2023 TRENDS

The FY2023 period saw an 8% downturn in the number of permits issued and a decrease in revenue from FY2022. Major private development projects currently underway include Three Boston Way and the finalization of the current phase of the Hillside Sustainable Living, Colby Farms Development and Anna Jacques Hospital projects. Newburyport continues to be a very viable commercial and residential city. It is expected that this trend will continue through FY2024.

FY2023 GOALS & OBJECTIVES

GOAL 1: PROVIDE EDUCATION AND AWARENESS OF 2021 STRETCH ENERGY CODE

Objectives:

- Provide guidance to contractors and property owners on ramifications of new Energy Code.
- Publicize revisions, amendments and changes of permitting process in a timely manner.
- Collaborate with neighbor communities to enforce consistent requirements.
- Publish requirements and updates on the Building Department website.
- Enforce Energy and Building Code to assure City stays in compliance.
- Coordinate with the City's Sustainability Manager and Mayor's Energy Advisory Committee to ensure best practices.
- Work with EAC to consider recommending Opt-In Stretch Code to City Council for adoption.

GOAL 2: FINALIZE THE PROCESS OF PUBLIC SAFETY CERTIFICATES FOR ALL MULTI UNIT HOUSING AS ESTABLISHED BY CODE AND LOCAL ORDINANCE.

Objectives:

- Collaborate with the Newburyport Fire Department and Health Department to systematize the Public Safety Inspections for multi-unit housing utilizing the new database of these properties created by the Assessor's and Building Departments.
- Issue PSCs to identified properties to be posted in public common areas.
- Retain multi-family PSC records in OpenGov for Departmental and public use.

GOAL 3: CONTINUE PROCESS OF DIGITIZING AND ORGANIZATION OF HISTORICAL DATA

Objectives:

- Continue the process of sorting and filing large format historical documents and protecting records from damage and degradation.
- Continue organizing historical permits, drawings and as-built paper documents by removing from cardboard boxes and filing within the new address-based system.
- Initiate and maintain a cross-reference system for matching digitized historic records with paper-based address files.

GOAL 4: MAINTAIN A POSITIVE WORKING RELATIONSHIP WITH NEWBURYPORT RESIDENTS, PROPERTY OWNERS, 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 in conjunction 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, with focus on providing guidance to 2023 Stretch Energy Code.
- Continue to be a readily accessible resource for property and business owners and contractors for best practices and act in an advisory role for information.

PROGRAMS & SERVICES

Inspectional Services

BUILDING DEPARTMENT (01-241)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - BLD SAL BLDG COMMISSIONER	97,568	86,331	88,921	88,921	91,237
51103 - BLD SAL OFFICE MANAGER	65,311	58,705	58,705	62,950	63,821
51160 - BLD SAL LOCAL BLDG INSPECTOR	20,047	26,000	26,883	26,883	27,583
51401 - BLD LONGEVITY	2,035	0	0	0	0
51402 - BLD TRAVEL ALLOWANCE	2,550	9,775	10,200	10,200	10,200
51412 - BLD CLOTHING ALLOWANCE	0	0	1,400	1,400	1,400
001 - PERSONNEL SERVICES Total	187,512	180,810	186,108	190,354	194,242
002 - PURCHASE OF SERVICES					
53401 - BLD PRINTING	291	0	0	0	0
55800 - BLD MISC EXPENSE	519	0	0	0	0
002 - PURCHASE OF SERVICES Total	810	0	0	0	0
004 - SUPPLIES					
54200 - BLD OFFICE SUPPLIES/EQUIP	0	1,998	2,000	2,000	0
004 - SUPPLIES Total	0	1,998	2,000	2,000	0
Grand Total	188,322	182,808	188,108	192,354	194,242

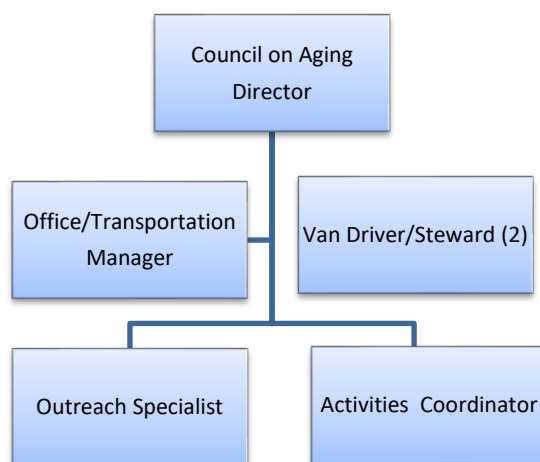
Section 8: Social Services

COUNCIL ON AGING

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2022 Actual	FY2023 Actual	FY2024 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/Steward	2.0	2.0	2.0
Outreach Specialist	0	1.0	1.0
Total Full Time-Equivalents	5.0	6.0	6.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020*	Actual FY2021*	Actual FY2022**	Estimated FY2023**
Program Participants	Unduplicated Individuals	1,290	250	802	850
	Duplicated Individuals	-	1,000	9,053	12,200
Service Recipients	Individuals	Combined	***6,400	891	1,000
Transportation Clients	Individuals	180	170	169	170
Transportation Trips	Trips	6,432	2,550	2,265	2,300
Senior Tax Work-Off Participants	Individuals	55	22	46	52
*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 Transportation statistics measure local service only and do not include regional transportation services provided in partnership with Northern Essex Elder Transport.					

FY2023 ACCOMPLISHMENTS

COVID – 19 Impact

As the global pandemic decreased in severity, so, too, did its impact on operations at the Newburyport Council on Aging (COA). Between July 1, 2022 and June 30, 2023, no programs or services were interrupted by Covid waves or surges. In fact, during FY23, the number of passengers allowed to be transported by a COA Van at one time increased, thereby expanding shopping shuttle and excursion participation. Large events focused on building awareness about programs and services and encouraging socialization were well attended. For many of the services that are offered, pre-pandemic protocols were reinstated. The number of people participating in activities increased across the board and more guests wandered in just to hang out or meet up with friends. While the atmosphere at the Senior/Community Center (SCC) could still be described as a new normal, it was definitely looking and feeling more familiar!

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 most business days to homebound consumers by volunteers following health and safety protocols. Upon the retirement of the Nutrition Site's Coordinator, a Newburyport resident was hired by AgeSpan to fill the position. Kristina Bertolami brings tremendous energy and enthusiasm to the SCC each morning.
- As inflation negatively impacted all of our constituents, both Our Neighbor's Table in Amesbury and the Newbury Food Pantry continued to serve as key partners in reducing food insecurity in the region. The free, customized grocery orders supplied by each group provided critical support.

During the summer, twenty-five Farmers' Market Coupon Packs supplied by AgeSpan were, once again, disseminated to increase food security and promote healthful eating.

- On May 2, 2022, Congregate Meals, provided by our ASAP AgeSpan were, once again, served in-person at the SCC most weekdays between 11 AM and 12 PM. The pre-packaged meals were embraced by the regular diners who were happy to be reunited. Several guests continued to take their meals to go for a variety of reasons. The special Traveling Chef meals that were served monthly returned to family style service in October of 2022. The Friends of the Newburyport COA and The Greater Newburyport Village sponsored the festive Traveling Chef Meals, which generated increased interest. The activity schedule aligned with lunch service to encourage greater participation in both.
- The COA Board continued to prioritize Food Security and Nutrition as they focused their mission. Helpful tools have been created to help educate residents about convenient food-related services that are available throughout Newburyport and beyond most every day.

Transportation

- Transportation continues to be the most important service provided directly by the Newburyport Council on Aging. Two vans (2013 Ford Eldorado E350 Aerotech Van and 2019 Ford Econoline E350 Cutaway Van) operate most weekdays between 8:15 AM and 3:45 PM. The COA Van Driver/SCC Stewards bring familiarity with our operations from working as partners in the Department of Public Services. With demand for rides increasing, services expanding, and the need to cover shifts looming, a few Per Diem Van Drivers, whose wages are paid out of Executive Office of Elder Affairs (EOEA) Formula Grant funds, have been hired so that demand can be met.
- With the threat of Covid infection declining, capacity in the vehicles increased, allowing more consumers to hop on weekly shopping shuttles to Market Basket in Newburyport and monthly shopping shuttles to Walmart in Seabrook. The relaxed restrictions also meant that guests could be transported safely on the vans to take an excursion. Outings were made to Fuller Gardens in North Hampton, NH, to the State House courtesy of then Senator Diana DiZoglio, to the North Shore Music Theater in Beverly to see "A Christmas Carol", and to Lowell's Boat Shop for a private tour.
- A Per Diem Transportation Administrator, paid for with Formula Grant funds, was added to the team to ensure administrative coverage of the transportation program at all times. Historically, existing staff were called upon to fill in when the Transportation Manager was out of the office. A transportation specialist in the region who previously served as the Northern Essex Elder Transport (N.E.E.T.) Administrator is serving in this role and instantly made an impact.
- Demand for rides outside of Newburyport and regular department operating hours continue to be provided by N.E.E.T. Volunteers. Together with the COA Board, we are always actively helping to recruit Volunteer Drivers to ensure that our constituents' needs are met.
- The COA Board and, specifically, the Transportation Subcommittee is working closely with the rebranded Merrimack Valley Transit (MeVa) to offer suggestions about how to improve this essential public transportation service that operates throughout the region. The COA helped to spread the word about major route changes impacting Newburyport residents that went into effect on April 1, 2023.
- Earmark funds secured by then Senator Diana DiZoglio are funding the purchase of an SUV/minivan type vehicle that will add flexibility to the small COA fleet.

COVID-19 Vaccinations, Boosters, and Testing

- The COA staff continued to partner with the Health Department to host small Covid/Flu Vaccine Clinics and to distribute Covid Antigen Test Kits.

In-Person and Hybrid Programming

- The number of different activities and programs hosted at the SCC in FY23 exceeded pre-COVID levels. Attendance in most programs was estimated to be approximately 85% of peak.
- A small number of activities have been offered virtually, but there has not been much appetite to sit in front of a screen when participants have the option of participating in-person in the spacious and inviting Senior/Community Center.
- Accommodating the specific needs of higher risk groups has been a priority. Specifically, on Thursday afternoons the department hosts consecutive events that are geared towards those with mobility issues-Table Tennis Therapy and Chair Yoga, which are separated by a refreshment break allowing for socialization. This initiative immediately attracted the population we were hoping to serve.
- One of the greatest of the pandemic silver linings, the creation and/or enhancement of exterior spaces, continues to benefit guests of all ages at the SCC. Many continue to take advantage of the inviting sitting areas at the Main Entrance and on the Patio to participate in specific programs or gather with friends. The support of the Friends of the Newburyport COA and the Newburyport Horticultural Society that enhances these welcoming spaces is greatly appreciated.

Services

- During a busy Medicare Open Enrollment season and throughout the fiscal year over 300 SHINE (Serving the Health Insurance Needs of Everyone) appointments were offered both in-person and remotely.
- Activity in the Durable Medical Goods Shed, where consumers donate and borrow essential adaptive equipment, has increased significantly. Approximately, 4-6 guests from Greater Newburyport and beyond donate/borrow items every business day!

Tax Relief

- Several departments-Mayor's Office, Human Resources, Assessor, Treasurer, Veterans Office, and COA-work collaboratively to oversee the Senior and Veteran Tax Work-Off Programs, which help older and veteran homeowners Age in Place. Five 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 forty-five participants.) Several city departments made this possible by sponsoring workers.
- AARP Tax-Aide Volunteers prepared simple tax returns and answered follow up questions for approximately 285 clients from around the region.

Facility Enhancements/Capital Improvements

- The COA Activities Coordinator has worked closely with other groups-the Newburyport Schools, the Newburyport Art Association, and in-house groups such as the Newburyport Stamp Club and the

Merrimack Valley Model Ship Club to ensure that appealing exhibits are on display throughout the SCC. These visual displays encourage participation in activities sponsored by the COA as well as those hosted by our partners.

- The addition of a Multi-Purpose Terrace in unused space at the back of the SCC that is included as a CIP request would improve the property and provide additional quality space available for the COA, our partners, and other city departments to gather comfortably.

Increased Visibility of COA Programs and Services

- Requests to receive the 16-page bi-monthly COA newsletter either by delivery of hard copies to mailboxes or by provision of a link to email inboxes (using a broadcasting feature in the MySeniorCenter software) continued to grow. At the end of FY22, nearly 700 Newburyport households asked for copies to be mailed and approximately 1300 active members from Greater Newburyport asked for the link to be emailed; in FY23, we are on pace to reach 800 requests for direct mail and 1350 requests for receipt of an electronic version of the newsletter.
- The COA Director continues to update the department's website and to post on the shared Friends of the Newburyport COA Facebook Page to generate interest in programs and services and to promote engagement.
- The Activities Coordinator has been working collaboratively with the team at NCM Hub to record activities, especially fitness classes and Village Talks, so that viewers can participate from the comfort of their homes. The local newspaper has highlighted several activities and events after being given advanced notification by the Activities Coordinator.

Proactive Outreach

- With support from the Mayor and the City Council, the department was successful in hiring the City's first ever COA Outreach Specialist who started on October 31, 2022. A licensed social worker with strong experience in another seaside community on the North Shore, she very quickly introduced herself to agencies and organizations throughout the Merrimack Valley. By March 10, 2023, she had launched the monthly NBPT COA Speaker Series that would bring in representatives from Community Action, Inc., the Newburyport YWCA, Community Service of Newburyport, and the Money Management Division of AgeSpan to build awareness about vital services that these outstanding organizations can provide.
- During her first nine months, she had gathered, networked, and consulted with approximately 15 of those service partners as well as city departments. Over 400 contacts had been made with older adults and their families and persons with disabilities through office visits, home visits, outreach into the community, and phone calls. Offering information and referral, support, and advocacy with individuals and groups, she has provided services addressing such needs as housing, food insecurity, home care services, social security, durable medical equipment, SNAP benefits, and other issues confronting seniors in Greater Newburyport.
- The Outreach Specialist is developing customized programs to address particular issues. *Caregiver & Connections*, a program addressing specifically the needs of care-partners, launched on May 25, 2023. In FY24, new offerings such as support groups, focused programs, and educational courses, may be developed to address the physical, cognitive, and emotional needs of older adults, especially those dealing with specific medical diagnoses, grief and loss, etc.

- In less than eight months, Newburyport’s new Outreach Specialist has positively impacted hundreds of vulnerable constituents during a particularly challenging time.

Hospitality

- Creating an inviting space where people of different ages and interests can gather is a priority for the Council on Aging and at the Senior/Community Center. One of the key players who creates a welcoming atmosphere is our Hospitality Attendant who, with tremendous attention to detail, manages the SCC’s beverage/refreshment station.
- In FY23, the COA hosted three large events aimed at introducing people to so much of what is offered by the COA and other city departments, our partners, and other organizations throughout the region. On August 4th, Yankee Homecoming’s newest event, “Know Your Community,” was a tradeshow for Newburyport. The populations we serve, older adults and adults with disabilities were our target audience for this special event that was open to the general public. Much networking occurred between the social service agencies that attended. On December 1st, the COA kicked off the holiday season with a *Holiday Open House*. About one hundred guests enjoyed live music, several giveaways, and a small sampling of weekly activities. On March 23rd, *Spring Fling* helped shift everyone to the season of rebirth and renewal.

Additional Services

- Offering Pre-Packaged, Nutritious Meals for \$2 or less
- Hosting Information Session on Utility Options, Circuit Breaker Benefit, etc.
- Offering Complimentary Covid Test Kits
- Scheduling and Hosting AARP Tax-Aide Appointments
- Scheduling and Hosting SHINE Appointments
- Hosting discounted Podiatrist Consultations
- Hosting reasonably priced or free activities
- Connecting clients with social service partners that provide tremendous long-term support

FY2024 TRENDS

- With inflation not expected to decrease rapidly, the COA will continue to work to expand its reach especially to those with few, if any, support systems. Isolated homeowners in single family dwellings need the City’s support now more than ever. The COA is on the front lines of trying to identify and serve those residents. The Outreach Specialist is working with residents to help them live independently in their home of choice while housing prices continue to skyrocket.
- With the end of the COVID-19 State/Federal Public Health Emergency official declared on May 11, 2023, the COA is seizing the opportunity to expand activity and program offerings in order to promote lifelong learning and social engagement. At the same time, we are cognizant of the fact that some of our constituents, particularly those who are medically at-risk, remain cautions. That is factored into daily operations of the COA and logistics at the SCC.

- The social isolation forced upon the world by the pandemic 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 to support their families and care-partners. Special attention is being paid to improving mental health.
- In order to achieve so many of the objectives listed above, transportation must be easy and accessible for those we serve. In late 2018, the results of a national poll indicated that more than 1 in 5 Americans older than age 65 no longer drive (reported by National Aging and Disability Transportation Center/NADTC on December 7, 2018.) “The majority of older adults (66 %) and younger adults with disabilities (54 %) expect transportation options to stay the same or get worse, but many (50% of older adults and 40% of younger adults with disabilities) say they would be comfortable with various transportation options, including public transit, if it was readily available.” People relocate to or stay in Newburyport because of the transportation options available-Newburyport Council on Aging transportation services, Merrimack Valley Transit, Northern Essex Elder Transport. Improving service and educating potential clients are always priorities of these providers. Supporting a timely replacement of the COA vehicles is a tangible way that elected officials can advocate for the most at-risk of their constituents. Another way is for the City to continue to work closely with Merrimack Valley Transit to enhance regional transportation that is readily available and currently free! The establishment of new fixed routes favorably impacts older adults residing in well served locations around Newburyport.
- With Covid restrictions lifted, the Newburyport COA looks forward to strengthening our partnerships. The benefits of working together for the Common Good became more apparent than ever during the public health emergency. The COA will continue to collaborate with city departments, regional agencies and organizations, local and state officials, and groups such as Yankee Homecoming in order to optimize our ability to best serve our constituents. The monthly Newburyport COA Speaker Series, first offered in March of 2023 by the department’s first Outreach Specialist, solidifies these collaborations and promotes awareness of vital services available around the region.
- In a region where housing costs continue to skyrocket, Councils on Aging and municipal departments must continue to prioritize assisting residents struggling to remain in their homes and/or hometowns.

FY2024 GOALS & OBJECTIVES

GOAL 1: CONTINUE TO EVALUATE AND EXPAND ACTIVITIES, PROGRAMS, AND SERVICES OFFERED BY THE COUNCIL ON AGING TO MEET EVOLVING NEEDS

Objectives:

- Continue to add or modify activities and programs to meet the continuously changing needs of older adults and adults with disabilities in a world that is rapidly evolving. For example, expand intergenerational experiences, which have been shown to inject energy and understanding into Senior Centers.
- Continue to expand or modify services to meet the changing needs of older adults and adults with disabilities in a world that is rapidly evolving. For example, increase the number of information sessions held to describe services offered by the department, the city, and our partners.
- Strengthen and expand partnerships with regional social service agencies to ensure that Newburyport residents are receiving the benefits for which they qualify.
- Increase the number of programs addressing issues confronting the populations we serve; e.g. Parkinson's Disease, Grief and Loss, Dementia.
- Collaborate with elected State officials, who have expressed tremendous interest in supporting our shared constituents during these particularly challenging times.

GOAL 2: EXPAND OUTREACH IN THE COMMUNITY TO BUILD AWARENESS ABOUT AVAILABLE SERVICES

Objectives:

- The Outreach Specialist will formulate a strategy to reach deep into the community to those who may lack support systems and could benefit from available services, particularly those living alone in single family dwellings.
- Volunteers may be enlisted and trained to assist in this comprehensive outreach effort.
- Creative ways to disseminate information to at-risk populations will be explored and executed. For example, our existing partnership with NCM Hub can be diversified to create media that will reach an audience likely to view programming shown on cable TV channels.

GOAL 3: ASSESS, ANALYZE, AND PROJECT TRANSPORTATION NEEDS FOR THE NEXT FIVE YEARS

Objectives:

- Host regular Transportation Team meetings to gather feedback from all involved in providing this essential service.
- Collaborate with the COA Board Transportation Subcommittee to meet shared objectives.
- Assess transportation data collected since January of 2021 when MySeniorCenter software was first utilized to create schedules and track usage in order to make projections through FY29.
- Work with transportation partners such as Northern Essex Elder Transport and MeVa to predict future demand.

PROGRAMS & SERVICES

Promote Healthy Aging
and Wellness

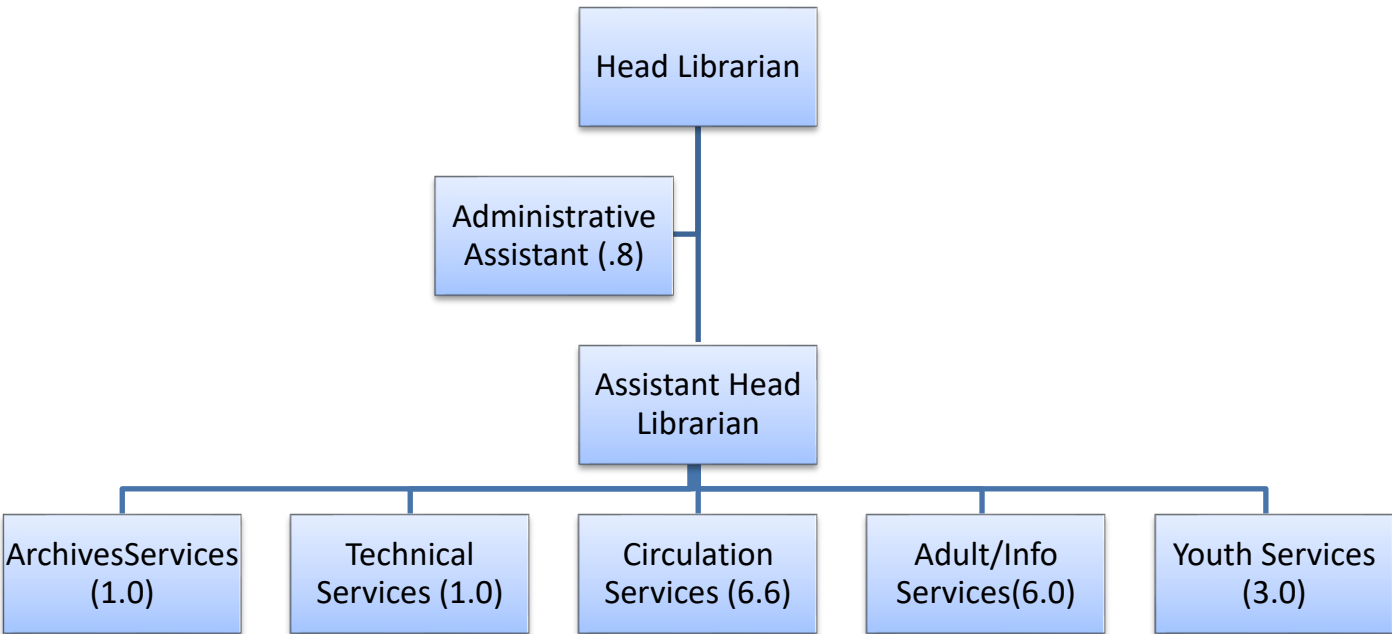
COUNCIL ON AGING (01-541)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - COA SAL COA DIRECTOR	62,960	74,746	76,989	76,989	78,995
51156 - COA SAL LABOR	77,604	106,989	112,050	112,050	108,558
51162 - COA SAL ACTIVITIES COORD	35,745	41,709	48,684	48,684	49,953
51164 - COA SAL OFFICE MANAGER	36,024	46,811	46,964	48,028	49,040
51165 - COA OUTREACH SPECIALIST	0	0	53,000	53,000	54,590
51401 - COA LONGEVITY	4,547	1,221	1,221	1,221	0
51404 - COA TRAVEL ALLOWANCE	4,250	5,100	5,100	5,100	5,100
51405 - COA CLOTHING ALLOWANCE	849	708	1,450	1,450	1,400
001 - PERSONNEL SERVICES Total	221,979	277,284	345,458	346,522	347,636
002 - PURCHASE OF SERVICES					
52101 - COA UTILITIES	13,233	14,017	22,500	22,500	15,000
52403 - COA MAINT-VEHICLES	901	3,350	3,500	3,500	3,500
002 - PURCHASE OF SERVICES Total	14,133	17,367	26,000	26,000	18,500
004 - SUPPLIES					
54200 - COA SUPPLIES	3,881	4,324	5,000	5,000	3,500
54801 - COA FUEL/OIL VEHICLE(S)	2,905	3,899	6,250	6,250	5,000
004 - SUPPLIES Total	6,786	8,223	11,250	11,250	8,500
Grand Total	242,898	302,874	382,708	383,772	374,636

LIBRARY

MISSION STATEMENT

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



Position	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Head Librarian	1.0	1.0	1.0
Assistant Head Librarian	1.0	1.0	1.0
Custodian II*	0	0	0
Senior Librarians	5.0	5.0	5.0
Staff Librarian (7 FT)	7.0	7.0	7.0
Library Technician (5 FT, 1 PT)	5.6	5.6	5.6
Administrative Assistant	.8	.8	.8
Total Full Time-Equivalents	20.4	20.4	20.4

*Reports to Department of Public Services, Highway Division

PERFORMANCE MEASUREMENT

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021*	Actual FY2022	Estimated FY2023
Attendance	Visits tracked by door counter	153,838	38,866* (*COVID capacity limits)	99,103	125,208
Circulation	Items checked out	194,046	192,242*	263,712	250,466
Computer Usage	Login sessions	16,172	1,381*	6,836	9,000
Program Attendance	# of persons	9,666	2,278*	5,079	7,272
Meeting Room Usage	# of uses by group	2,318	43*	1,573	2,304

FY2023 ACCOMPLISHMENTS

As COVID-19 restrictions have eased in the past year, the Library has seen a return to typical usage in almost all areas of performance, increasing exponentially between FY21 and FY22, and on track again to do so for the remainder of FY23, approaching pre-COVID numbers.

Staff

- Retirement of 3 staff allowed for staff advancement and restructuring and shifting of job responsibilities among veteran staff, including appointment of a new Head Librarian and Assistant Head Librarian.
- Hired and trained four new staff between July 2022 and January 2023 to fill staff vacancies.
- Staff participated in a variety of online staff development activities. All staff participated in training on new procedures and work flow, ADA compliance, materials challenges, library best practices and customer service.
- All staff participated in a statewide Cyber Security Awareness grant training project.

Administrative

- Implemented cross-training for staff librarians in additional departments to improve workflow and patron service.
- Head Librarian participated in Diversity, Equity, and Inclusion (DEI) training, and will work with other city officials on a committee to improve DEI initiatives throughout Newburyport.
- Worked with AFSCME to update job descriptions.

Services

- Total FY22 circulation 263,712. FY23 circulation (162,307 July 2022– February 2023) rebounding to pre-COVID levels.
- 14% increase in FY23 in downloadable circulation (e-books, e-magazines, audio books).
- Among the 36 Merrimack Valley Library Consortium libraries, the NPL ranks #5 in circulation of all materials and #7 in circulation of downloadable e-books, e-magazines and audio books.
- Circulated museum passes (July 2022 – January 2023), added 3 new museum passes.
- NPL sent 31,287 items in inter-library loan, and borrowed 9,884 items from other libraries in between July 2022 and January 2023.
- Streaming video services continue to grow with 3,257 plays, 15,594 visits, and 112 total user accounts in FY22, and averaging 407 monthly plays between July 2022 – February 2023.
- Enhanced online services and remote assistance to patrons. Phone, email and online chat continue to be popular.
- Averaging 738 public computer users each month (5,166 total July 2022 – January 2023).
- Answered 11,042 reference inquiries, averaging 1,577 per month in person, on the phone, via chat, and email.
- Offered use of private study and meeting spaces, with 1,152 uses between July 2022 and January 2023, averaging 192 uses per month.
- Expanded summer reading with 516 children and 103 teens participating in the Library summer 2022 reading program.
- Continued volunteer program with 12 volunteers donating 751 hours (July 2022 – February 2023).
- Offered 289 virtual, in-person and off-site programs with 4,595 attendees (July 2022 – February 2023).
- Issued 670 new library cards (July 2022 – February 2023), averaging 84 new cards monthly, with over 10,000 active resident library card holders.

Technology

- Purchased and installed 7 new staff and public PCs.
- Installed 3 security cameras for exterior building monitoring through City grant. Configured associated monitoring software.
- Made at-cost headphones and USB storage devices available for patron purchase in Adult Services area.
- Expanded “Library of Things” collection of technology, recreation, and wellness-focused physical items for checkout including portable scanner, hot spots, projector, accessibility tools, sound equipment, media players, toys, games, and more.
- 71,782 website visits, averaging 366/day (July 2022-February 2023).

Archival Center

- Completed phase nine (*Daily News* through 2018) of historical newspaper digitization project, with grant funding from the NAID Foundation donation to the Friends of the Library.
- Expanded 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.
- 645 in-person visitors and 215 virtual patrons from 23 states and 2 countries visited the Archival Center in FY23 to research a variety of topics (July 2022 – January 2023).

Collaboration and Outreach

- Continued partnerships with Beacon Coalition, Young People of Color group, and the Disabilities Commission.
- Collaborated with Youth Services to provide regular drop-in hours at the library with the City social worker for visitors in need and to offer themed programming to coincide with virtual Family Events sponsored by Youth Services.
- Supported City voting in September 2022 and November 2022 by serving as a polling location for Ward 2 residents.
- Collaborated with local churches to provide services to displaced Afghan families.
- NPL Archival Center collaborated with Nock Middle School on student local history project.
- Collaborated with and participated in virtual Newburyport Literary Festival events. Member of the Literary Festival Planning Committee. Collaborated with various presenters for Newburyport Documentary Film Festival, Chamber Music Festival, and Yankee Homecoming programs.
- 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 offered October and March book sales and February Kids Book Sale.
- Expanded delivery of library items to homebound patrons.
- Created an “outreach kit” to improve outreach services with visible marketing, technology equipment to enable offsite library transactions.
- Increased social media presence – Facebook (2,500 followers), Children’s Room Instagram (1,076 followers), Library Instagram (1,045 followers) and Archival Center Facebook page (1,600 followers). Weekly e-newsletter sent to 1,200 people.

Building Improvements

- Removed damaged flooring in Archival Center reading room and lobby areas and replaced with polished concrete floor.
- 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.
- Replaced worn carpet on first floor in Reading Room, media hallways, elevator, and staircases.

- Awarded Green Communities grant to fund HVAC project – upgrade the three AUH (air handler unit) VFDs and correct fan control on the roof cooling tower.
- Added seasonal outdoor seating to patio on Harris Street.
- Improved landscaping along front entrance walkway.
- Repainted Archival Center Reading Room.
- Refurbished and improved functionality of Children’s Activity Room by removing old carpeted stairs to expand floorspace, repainting and repairing flooring, and adding new electrical outlets.

FY2024 TRENDS

The COVID-19 pandemic continued to impact library use in FY22. In FY23, as restrictions have eased, attendance, circulation, and overall library utilization has increased, and is on track to reach pre-pandemic levels seen in FY20.

The Newburyport Public Library continues to offer virtual and in-person services to accommodate changing needs and interests for library users.

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.
- Library users are increasingly vocal throughout the country and in the local community about materials and program content, resulting in more frequent materials challenges, feedback about program topics, and strained interactions with frontline staff. Policies, procedures, and best practices are under continual evaluation and development to address these concerns while ensuring equitable access and compliance with the core services and mission of the library as a public institution.

Additional trends include an ongoing demand for virtual programming and remote services for patrons of all ages.

FY24 goals and objectives are reflective of the Library’s FY24 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 FY24 include the continued conservative approach to filling staff vacancies, preventative maintenance on building equipment, continual evaluation of workflow and best practices.

FY2024 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 digital, downloadable and streaming collections.
 - Identify and digitize additional Archival Center collections.
 - Complete cataloging and finding aids for Archival Center collections.
 - Expand Library of Things collection, including technology and accessibility 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 FY24-25.
 - Connect programs to collections through displays, social media and marketing activities.
 - Develop a self-guided tour for architectural features, collections, and other points of interest in the library, using visual marketing and technology.
- **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 home delivery program.
 - Offer Pop-up Library at community events and local senior living locations.
 - 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.
 - Upgrade sump pump alarm systems for remote monitoring.
- **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

NEWBURYPORT PUBLIC LIBRARY (01-610)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - LIB SAL LIBRARIAN	86,673	88,409	91,061	91,061	84,460
51156 - LIB SAL STAFF	972,042	932,405	997,551	997,551	1,004,025
51401 - LIB LONGEVITY	3,516	2,605	2,198	2,198	2,198
001 - PERSONNEL SERVICES Total	1,062,231	1,023,419	1,090,809	1,090,809	1,090,683
002 - PURCHASE OF SERVICES					
52101 - LIB HEAT/ELECTRICITY	54,378	79,225	82,000	82,000	92,000
52401 - LIB MAINT-BLDG	956	1,084	1,000	1,000	1,000
52402 - LIB MAINT-EQUIPMENT	71,489	71,744	57,500	57,500	62,685
52901 - LIB MVLC ASSESSMENT	58,337	58,535	64,894	64,894	68,602
53001 - LIB TECHNOLOGY PURCHASES	12,741	12,121	12,000	12,000	12,000
53020 - LIB PROGRAMS	3,042	5,043	5,000	5,000	5,000
55101 - LIB AUDIO-VISUAL MATERIAL	22,105	28,406	24,000	24,000	24,000
55102 - LIB PURCHASE BOOKS	117,390	128,224	117,500	117,500	120,000
55800 - LIB ADMIN EXPENSE	3,209	4,450	5,060	5,060	4,880
55801 - LIB SUPPLIES	9,005	9,961	8,500	8,500	8,500
002 - PURCHASE OF SERVICES Total	352,652	398,792	377,454	377,454	398,667
Grand Total	1,414,882	1,422,211	1,468,263	1,468,263	1,489,350



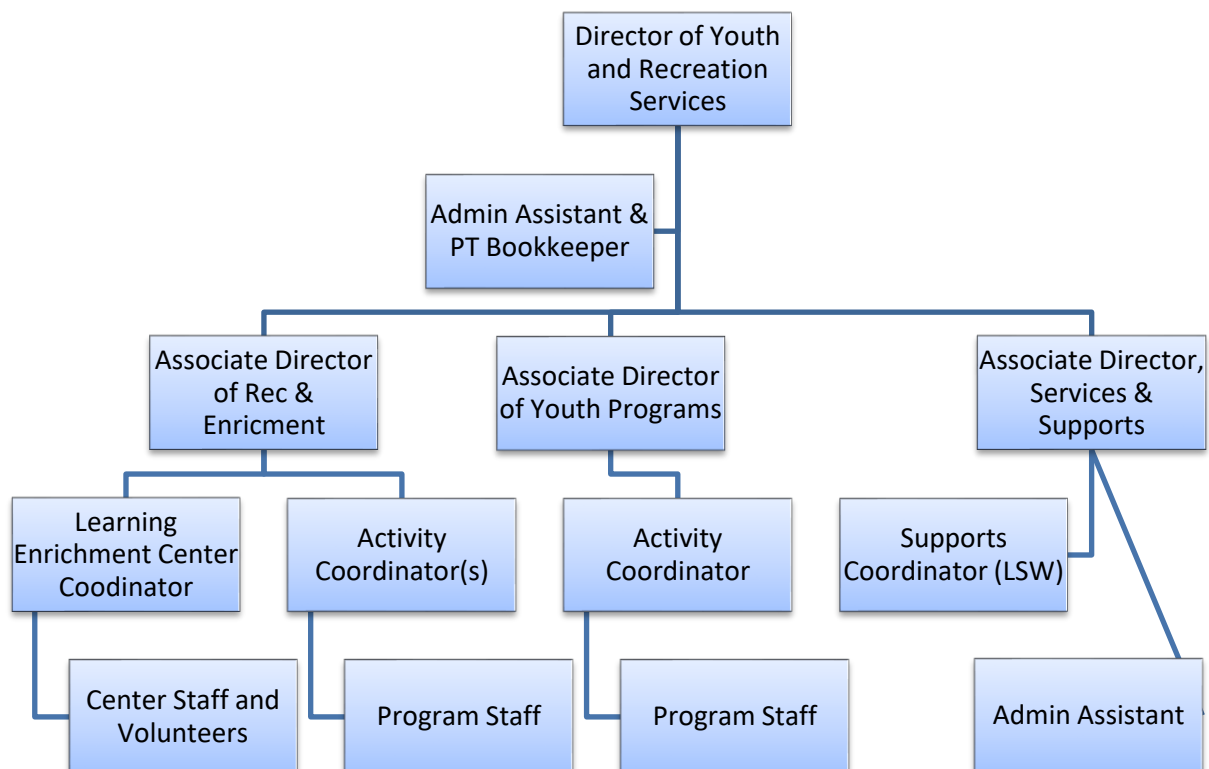
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YOUTH SERVICES

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 Newburyport community.

ORGANIZATIONAL OVERVIEW



Position	No. of people	FY2022 Actual	FY2023 Actual	FY2024 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	.75
NLEC Coordinator (split with schools)	1	1.0	1.0	1.0
Support Coordinator ++	1	.70	.70	.70
Activity Coordinator *	2	1.7	1.5	2.0
Administrative Coordinator++	2	.7	.7	1.25
Therapeutic Rec Coord ++	1	0	.2	.20
Site/Trip Coordinators (Yr. Round)*	3	.5	.5	1.0
Community Liaison* (ECAB)	1	.3	0	0
Part time/ Seasonal (on avg weekly summer/ includes therapeutic Rec)*	20	13.0	12.0	13.0
Part time/ Seasonal (on avg weekly school year)*	5	1.6	.5	1.0
Total Full Time-Equivalents	48	21.5	20.6	22.25

*** Partially funded by membership fees

++ Fully or partially grant funded

*Funded through user fees

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Activity Registrations	#	4,476	3,407	5,115	7,000
Activity Registrants	#	2,179	1,407	1,722	2,100
Membership (all) Registrations	#		85	165	200
Transactions Total	\$		520,236	635,934	625,000
Activities Run	#		195	585	585

FY2023 ACCOMPLISHMENTS

Programming & Operations

- Youth Services worked with a variety of city departments to create the Reservation and Registration Hub on MYREC for the City.
- Even with the challenges of limited space the team was able to meet most of our goals.
- Now have over 2,400 followers on FB (^12%) and 1,134 (^15%) followers on Instagram, over a 10% increase in both.

Rec & Enrichment division

Rec Programs

- Completed 2022-23 fall and winter programming; 110 program offerings; 941 registrations (Sept- March). Summer of 2022, resulted in over 169 sessions and 2,745 registrations (not including waitlists).
- Expanded or created 32 new programs, bringing the total activities and events offered to 385.
- Strengthened partnerships with organizations and created several new partnerships with vendors and expanded pre-school age programming for a total of 82 partnerships.
- Reached 3,287 families with our newly designed activity guide.

Learning Enrichment Center

- 25 families in Kelleher Way engaged in programming (more with social services)
- 19 youth registered for daily after school homework help and enrichment at Kelleher Way.
- Specials events reaching 30+ children in the neighborhood.
- Summer 2022 recreation and culture exploration program over the course of 8 weeks of the summer, with 3 trips per week for 24 trips in total.
 - Over 20 outings provided for free including hiking, canoeing, beach, amusement parks, museums and more
- Design and implemented outreach strategies to families living in low income housing on Woodman Way.
- Hosted seasonal/holiday community events for all residents at Kelleher Gardens

Youth Programs (Youth Center and Teen Trips)

- Rec Center memberships of 118 middle school students with a monthly average of 359 scan-ins per month.
- Rec Center high school memberships of 17 high school students with an average usage of 6 kids per night.
- As part of the middle school membership, we offered the NYS Block Party twice a week at the Nock basketball outdoor courts, which averaged 24 kids a day.
- Offered 32 Youth Center activities this year, reaching a total of 97 participants, including multi-season Dungeons & Dragons, summer craft programs, and summer hammock hang outs.
- Events included a weekly Grill & Chill, averaging 25 participants for 8 weeks, a ten-team city-wide scavenger hunt, and a weekly summer movie night (averaging 20 participants per week for 8 weeks).
- Ran 28 Teen Trips this year, including ski trips, summer teen trips, and early release day programs, which took in 379 registrations.
- Planning Senior Celebration All Night event for 220 graduates.

Services & Supports Division Supports

SUPPORTS

- Connected with 127 Newburyport families
 - 15 of these receive regular support and live at Kelleher Gardens
- 228 referrals including fuel, food, infant and youth support, housing, mentoring, clothing, mental health and more
- \$8316 in scholarship/assistance (Drivers Ed, gift cards, camp scholarships etc)
- Weekly in person time at the Newburyport Public Library to increase accessibility to residents
- Utilized partnership with translation agency to better serve non-English speaking parents and caregivers.
- Offered affinity groups such as NAGLY North, Young People of Color, Multicultural Families, Growing Humanitarians, Grandparents Parenting,
- Hosted a three-week new mentor training at City Hall resulting in 8 new mentors matched with local children on the waitlist.

SERVICES

Beacon Coalition and the Essex County Asset Builders (ECAB)

ECAB

- Received grant for \$450,000 over the next four years
- Received a doubling of grant funds for MC3 grant for a yearly total of \$250,000
- Received over \$8000 from partner organizations to support ECAB work
- Maintaining a network of stakeholders and leaders in six communities (Newburyport, Amesbury, Georgetown, Newbury, Rowley and Salisbury) that support positive youth development and the healthy development of youth and families.
- Engaged over 60 regional leaders at annual ECAB Breakfast
- Engaged over 60 youth and 15 adult leaders in youth retreat focused on developing leadership and relationship skills to help move projects forward
- Provide technical assistance, management, and support to our partner communities to roll out their identified needs and priorities

Beacon Coalition

- Quarterly coalition meetings (~25 attendees) to discuss needs and how we are meeting them or what extra supports are needed
- Annual Asset Awards- acknowledged 33 community members who went above and beyond to build Assets for our youth
- Annual Mental Health Luncheon- gather over 35 mental health providers in Greater Newburyport area to discuss needs, resources and create shared goals
- Ran Parent Speaker Series- education for families, adults and caregivers who support youth

FY2024 TRENDS

- Inflation has hit our families as well as our own budgets as the cost of materials, transportation and other items have increased and raised our costs.
- We are hearing from more families who make too much for support programs but are just barely surviving with increased costs.
- While costs of everything have increased, family's willingness or ability to pay more have decreased.

- The hiring market is still very limited and keeping high quality staff is central 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 have also seen the impact of cost but also staffing shortages with bus rentals- increasing our program costs yet again.
- We continue to see an increased need for social work support for families and are working to streamline connections to services through NYS.
- Data continues to support use of the principle of positive youth engagement as an effective approach to prevention and fostering positive youth assets (protective factors).
 - Focus on strengths and positive outcomes
 - Engage youth and utilize youth voice in decision making
 - Use strategies that engage all youth (not just “at risk”)
 - Community involvement and collaboration across all sectors

FY2024 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
- Assess needs of the community before designing therapeutic programs that are 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 increased stress and anxiety
- Renew annual assessments including a regional youth Attitudes and Behaviors Survey 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

YOUTH SERVICES (01-542)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51100 - YTH SAL NLEC COORDINATOR	23,734	24,110	27,024	27,024	27,728
51101 - YTH SAL DIRECTOR	89,249	86,015	86,954	86,954	89,220
51160 - YTH SAL ASSOC DIR-REC	50,879	44,086	63,845	63,845	67,225
51163 - YTH SAL ASSOC DIR-ECAB	15,249	15,064	16,215	16,215	17,000
51164 - YTH SAL ADMIN ASSISTANT	330	38,633	36,887	36,887	40,482
51166 - YTH BOOKKEEPER PT	1,943	2,993	3,000	3,000	2,500
51167 - YTH SAL ASSOC DIR-YOUTH	46,091	59,022	65,421	65,421	70,287
51190 - YTH SAL ACT COORDINATORS	0	69,597	78,000	78,000	86,395
51404 - YTH TRAVEL ALLOWANCE	2,100	2,100	3,300	3,300	3,300
001 - PERSONNEL SERVICES Total	229,574	341,619	380,646	380,646	404,137
002 - PURCHASE OF SERVICES					
52701 - YTH RENT-LEARNING CTR	4,044	4,800	4,800	4,800	7,200
52702 - YTH RENT-TEMPORARY SPACE	0	0	0	30,000	30,000
53002 - YTH REGISTRATION SOFTWARE	5,095	6,845	6,500	6,500	6,845
53003 - YTH ACCESSIBILITY ACCOMODATNS	3,641	0	2,500	2,500	2,500
53202 - YTH LEARNING ENRICH PROGRAM	2,951	13,892	10,000	10,000	10,000
002 - PURCHASE OF SERVICES Total	15,731	25,537	23,800	53,800	56,545
007 - OTHER CHARGES & EXPENSES					
57300 - YTH DUES/LICENSES	0	1,150	500	500	500
57841 - YTH POSITIVE YTH DEV INITIATI	1,019	12,574	15,000	15,000	1,500
57842 - YTH LEARNING ENRICHMENT CTR	1,242	0	0	0	0
57843 - YTH BROWN SCHOOL EXPENSES	36,765	41,776	0	0	0
007 - OTHER CHARGES & EXPENSES Total	39,025	55,500	15,500	15,500	2,000
Grand Total	284,330	422,656	419,946	449,946	462,682

Funding Sources Overview

Revenue

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 YTD
General Fund	288,479	284,330	422,656	340,711
Tower Grant	253,065	6,500	151,205	55,018
MassCALL3 Grant	0	0	110,477	73,053
Departmental Revolving Fund				
Unclassified/Interfund	3,897	0	20,820	0
Overhead	52,543	21,745	21,484	19,403
Programs	180,124	695,931	585,122	442,028
Youth Center	64,170	2,064	15,105	8,918
Teen Trips	86,418	12,222	43,179	37,884
Prevention	5,602	0	0	0
Departmental Revolving Fund Total	392,754	731,961	685,709	508,234
Total Revenue	934,297	1,022,791	1,370,048	977,015

Expenses

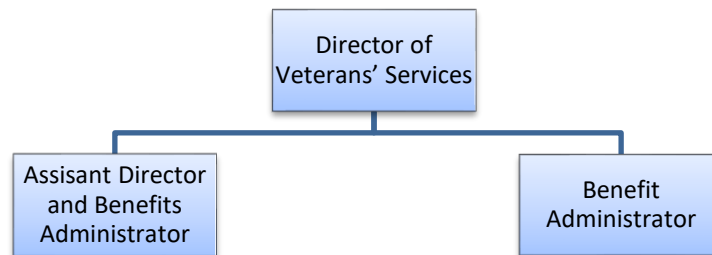
	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 YTD
General Fund	288,479	284,330	422,656	340,711
Tower Grant	127,277	91,333	124,189	45,787
MassCALL3 Grant	0	0	116,442	113,729
Departmental Revolving Fund				
Unclassified/Interfund	12,426	17,313	114,883	119,764
Overhead	38,695	25,601	34,099	21,139
Programs	295,932	350,991	443,360	398,528
Youth Center	59,028	13,312	29,295	14,740
Teen Trips	82,207	7,650	14,176	31,087
Prevention	647	680	7,131	1,906
Enrichment Center	3,398	11,150	2,707	2,629
Departmental Revolving Fund Total	492,332	426,697	645,652	589,794
Total Expenses	908,088	802,359	1,308,939	1,090,020
Revenue	934,297	1,022,791	1,370,048	977,015
Expenses	908,088	802,359	1,308,939	1,090,020
Difference	26,209	220,432	61,109	(113,005)

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Director of Veterans Services	1.0	1.0	1.0
Assistant Director	1.0	1.0	1.0
Benefit Administrator	.5	.5	.5
Total Full Time-Equivalents	2.5	2.5	2.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024
Timely disbursement of Chapter 115 Funds to Veterans	%	100%	100%	100%	100%
Number of Newburyport Veterans And families served	Actual Count	2,212	2,079	1954	1837

FY2023 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. In FY23, the luncheons were expanded to include veterans over 80 years of age and one guest.
- Coordinated a Veterans Day Breakfast for over 150 Veterans and their guests.
- Installed digital signature pads which will allow for electronic submission of claims to the U.S. Veterans Administration. This will ensure claims are received in a timely manner and reduces the time spent on submitting claims and reduces electricity, ink and paper usage in both offices.
- Continued participation in Food Distribution programs designating veteran families for meals as well as finding drivers to deliver the food.

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 FY23, this reimbursement represented over \$650,000 for the four municipalities.

The Department assists veterans with applications to the VA for disability and pension. In FY23, over \$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.

FY2024 TRENDS

State Chapter 115 payments were trending lower because the number of recipients decreased. Newburyport was the exception, and the number of Chapter 115 clients in Newburyport increased. 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 FY23 the workflow in the Amesbury Office increased as the VA claims increased. There is now a part-time admin in Amesbury.

FY2024 GOALS & OBJECTIVES

GOAL 1: INTEGRATE NEW PART-TIME PERSON INTO AMESBURY OFFICE

Objectives:

- Take the burden off Jeremiah Murphy
- Speed up workflow and avoid bottlenecks
- Improve service for 75% re-imbursements to communities

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 FY23

GOAL 3: EXPAND VA RESPONSES TO INCLUDE THE PACT ACT INITIATIVES

Objectives:

- Provide assistance now that additional “presumed” disabling conditions now qualify for VA benefits
- Outreach for new benefits in the surrounding veteran population

PROGRAMS & SERVICES

Federal Assistance

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

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51430 - VET GRAVES REGISTRATION OFCR	700	700	700	700	700
001 - PERSONNEL SERVICES Total	700	700	700	700	700
002 - PURCHASE OF SERVICES					
53070 - VET BURIAL	2,980	2,044	3,000	3,000	3,000
002 - PURCHASE OF SERVICES Total	2,980	2,044	3,000	3,000	3,000
007 - OTHER CHARGES & EXPENSES					
57700 - VET VETERANS' BENEFITS	126,632	113,093	125,000	125,000	120,000
57701 - VET CARE OF SOLDIERS GRAVES	2,865	2,930	3,000	3,000	3,000
007 - OTHER CHARGES & EXPENSES Total	129,498	116,023	128,000	128,000	123,000
Grand Total	133,178	118,767	131,700	131,700	126,700

VETERANS' SERVICES SHARED EXPENSES (01-543)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - VET SAL VETERAN DIRECTOR	73,194	75,617	78,388	78,388	80,430
51102 - VET SAL ASST DIRECTOR	49,081	61,333	62,560	62,560	65,436
51166 - VET PT OFFICE ASSISTANT	0	0	0	19,500	20,700
51404 - VET TRAVEL ALLOWANCE	8,700	8,700	8,700	8,700	8,700
001 - PERSONNEL SERVICES Total	130,976	145,650	149,647	169,147	175,266
002 - PURCHASE OF SERVICES					
53402 - VET CELLULAR PHONES	1,440	360	1,440	1,440	1,440
54200 - VET OFFICE SUPPLIES	194	478	480	480	480
55800 - VET MISC SUPPLIES	1,356	2,256	2,348	2,348	2,348
002 - PURCHASE OF SERVICES Total	2,990	3,094	4,268	4,268	4,268
007 - OTHER CHARGES & EXPENSES					
57100 - VET TRAINING	369	741	880	880	880
57300 - VET DUES/SUBSCRIPTIONS	165	65	180	180	180
007 - OTHER CHARGES & EXPENSES Total	534	806	1,060	1,060	1,060
Grand Total	134,500	149,550	154,975	174,475	180,594

Less:

Estimated Receipts

Amesbury	52,352	57,485	69,651	69,651	70,792
Merrimac	19,872	21,647	25,529	25,529	25,681
Salisbury	26,649	29,644	33,038	33,038	33,712
Total Estimated Receipts	98,873	108,776	128,218	128,218	130,185

Newburyport (Shared Costs)	35,627	40,774	26,757	46,257	50,409
<i>Plus: Non-Shared Costs</i>	<i>133,178</i>	<i>118,767</i>	<i>131,700</i>	<i>131,700</i>	<i>126,700</i>
Newburyport (All Costs)	168,805	159,542	158,457	177,957	177,109



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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 FY24 Budget for
Essex North Shore Agricultural & Technical School:
<https://essexnorthshore.org/district/budget-information/>**

NEWBURYPORT PUBLIC SCHOOLS (01-300)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
002 - PURCHASE OF SERVICES					
53201 - SCH SCHOOL EXPENSES	32,072,564	33,485,466	35,154,240	35,154,240	36,733,619
002 - PURCHASE OF SERVICES Total	32,072,564	33,485,466	35,154,240	35,154,240	36,733,619
Grand Total	32,072,564	33,485,466	35,154,240	35,154,240	36,733,619

ESSEX NORTH SHORE TECHNICAL HIGH SCHOOL (01-398)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
002 - PURCHASE OF SERVICES					
53202 - ESSEX NORTH SHORE TECH SCHOOL	102,146	113,394	120,000	130,741	141,349
002 - PURCHASE OF SERVICES Total	102,146	113,394	120,000	130,741	141,349
Grand Total	102,146	113,394	120,000	130,741	141,349

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
002 - PURCHASE OF SERVICES					
53202 - WHITTIER VO TECH SCHOOL	638,712	654,314	619,891	619,891	611,669
002 - PURCHASE OF SERVICES Total	638,712	654,314	619,891	619,891	611,669
Grand Total	638,712	654,314	619,891	619,891	611,669



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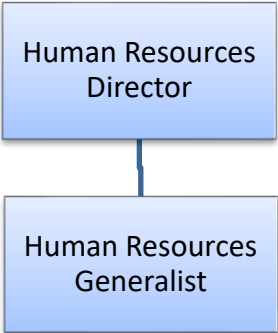
Section 10: Shared Expenses

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	FY2022 Actual	FY2023 Actual	FY2024 Budgeted
Human Resources Director	1.0	1.0	1.0
HR Operations Specialist	1.0	1.0	1.0
Human Resources Generalist	0.0	0.0	0.0
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 FY2020	Actual FY2021	Actual FY2022	Estimated FY2023
Full Time Positions Filled	#	18	22	13	15
Full Time Employees	#	227	207	229	230
Part Time Positions Filled	#	21	7	5	10
Part Time Employees	#	84	52	93	100
Other Employees*	#	155	184	173	175
Active <u>City Employees</u> Enrolled in Health Insurance	#	188	214	218	220
Active <u>School Employees</u> Enrolled in Health Insurance	#	287	358	385	390
<u>City Retirees</u> Enrolled in Health Insurance	#	178	257	260	265
<u>School Retirees</u> Enrolled in Health Insurance	#	214	368	371	375

*On-Call/Seasonal/Temporary/Pool Workers

**Active School Employees Enrolled in City Benefits

FY2023 ACCOMPLISHMENTS

- Critical response and guidance during the recovery from COVID-19:
 - Compliance with Federal and State legislation;
 - Safety Standards and Protocols
 - Managed employee absence due temporary Paid Sick Leave and FMLA.
 - 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 to attract top talent including posting and advertising jobs, screening applicants and interviewing, offer letters of employment and on boarding.
 - Hired for key positions including IT Director, IT Coordinator, Fire Chief, COA Outreach Specialist, & DPS Director
 - Strategically retooled job descriptions for DPS to attract applicants.
- Enrolled 900+ plan subscribers for 2023/24 Benefit Plan Year.
 - Held an open Enrollment Wellness Fair
 - Expanded Wellness programs for employees

- Coordinated the addition of new retirement planning options for city and school employees.
- Worked with Deferred Compensation services provider Voya to streamline and simplify services for employees to ease process of enrollment and fund distribution.
- Worked with the IT Department to update & modernize the Benefits Enrollment process for Open Enrollment.
- Served as a member of the City’s collective bargaining team for collective bargaining agreements.
- Participated in Diversity and inclusion training.

FY2024 TRENDS

Human Resources trends in the coming year include the embracing of technology to streamline and advance the functions needed to recruit employees, administer benefits, and manage employee performance. Another is to continue engaging employees in new and creative ways to promote productivity and positive thinking. The Department also needs to evolve its talent management to attract and retain future leaders. And Encouraging diversity and inclusion.

FY2024 GOALS & OBJECTIVES

GOAL 1: IMPROVE DEPARTMENT STRUCTURE & EFFECTIVENESS

The Human Resources Department’s goal is to support the City’s commitment to providing exceptional support services, policy direction, and leadership development to the employees and retirees across the City.

Objectives:

- We will strive to attract, develop, and retain a highly skilled and diverse workforce that reflects the community we serve.
- By fostering a positive, inclusive, and respectful work environment, we aim to promote employee well-being, growth, and engagement and to support the City’s goals and values.
- We will strive to create, utilize, and share data and metric information for educated and sound decision making.
- Ensure policies and practices comply with all applicable federal and state laws.
- Human Resources will continue 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.

GOAL 2: ADOPT NEW TECHNOLOGY TO INCREASE EFFICIENCIES

Objectives:

- Technology is transforming the way HR operates, and we will use it to modernize the HR process, improve communication and collaboration, and increase efficiency.

- We will be working with the IT Department to implement the most efficient, secure, and cost-effective new HR software as well as using online platforms for recruitment, benefits administration, and performance management.
- 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: ADVANCE TALENT ACQUISITION & MANAGEMENT

Emphasizing talent management: To attract and retain the best talent, the City must focus on talent management, which involves identifying and developing future leaders, and providing opportunities for employees to grow and advance within the organization. This can be achieved through a combination of training and development programs and leadership development opportunities

Focus on employee engagement: Employee engagement is a key factor in promoting productivity, innovation, and a positive work environment. The City can enhance employee engagement by providing opportunities for professional development, recognizing and rewarding outstanding performance, and creating an inclusive culture that values diversity and inclusion.

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: PROVIDE COMPREHENSIVE BENEFITS FOR EMPLOYEES

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.

- We will continue to partner closely with the Public Employee Committee (PEC) to deliver quality benefits at an affordable cost to the City.

GOAL 5: PROVIDE ADDITIONAL TRAINING TO EMPLOYEES

Encouraging diversity and inclusion: The City can promote diversity and inclusion by developing and implementing policies and programs that support and respect differences, and by creating an inclusive workplace culture that values and embraces diversity. This includes promoting diversity in recruitment and selection, and providing ongoing training and education on diversity and inclusion.

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 6: COMPLETE COLLECTIVE BARGAINING & NEGOTIATIONS

Objectives:

- Teamster Local 170 Part-Time Parking (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.
- The department will participate in and support the collective bargaining process while working towards maintaining positive labor relations.

PROGRAMS & SERVICES

Personnel
Management

HUMAN RESOURCES DEPARTMENT (01-152)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51101 - HR SAL DIRECTOR	90,595	92,114	99,223	99,223	107,000
51166 - HR HR GENERALIST	58,421	48,408	57,254	57,254	61,246
001 - PERSONNEL SERVICES Total	149,015	140,521	156,477	156,477	168,246
002 - PURCHASE OF SERVICES					
53001 - HR TIME & ATTENDANCE SOFTWARE	0	0	4,000	4,000	0
53003 - HR COBRA ADMINISTRATION	600	400	1,200	1,200	1,200
53005 - HR HRA ADMINISTRATION	0	142	750	750	750
53006 - HR FSA ADMINISTRATION	14,640	13,408	12,000	12,000	12,000
53007 - HR UNEMPLOYMENT CLAIMS	17,346	19,985	20,000	40,000	20,000
53008 - HR WORKER'S COMPENSATION	102,019	122,423	122,423	122,423	125,483
53009 - HR JOB ADVERTISING	1,059	1,500	4,000	7,000	5,000
53011 - ASSESSMENT CENTER	0	8,499	8,500	8,500	8,500
002 - PURCHASE OF SERVICES Total	135,664	166,356	172,873	195,873	172,933
004 - SUPPLIES					
54200 - HR OFFICE SUPPLIES	565	766	1,500	1,500	1,000
004 - SUPPLIES Total	565	766	1,500	1,500	1,000
007 - OTHER CHARGES & EXPENSES					
57300 - HR DUES & MEMBERSHIPS	219	200	600	600	400
007 - OTHER CHARGES & EXPENSES Total	219	200	600	600	400
Grand Total	285,463	307,843	331,449	354,449	342,579

INSURANCE GROUP (01-914)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51700 - INS HEALTH INSURANCE PREMIUMS	9,010,838	8,929,811	9,840,000	9,840,000	9,900,000
51701 - INS DENTAL CONTRIBUTION	55,716	43,791	48,654	48,654	53,000
51702 - INS HRA PROGRAM	50,000	50,000	50,000	50,000	50,000
51704 - INS LIFE INSURANCE	48,849	57,715	60,000	60,000	71,500
51705 - INS MEDICARE PENALTIES	202,251	199,939	205,000	205,000	200,000
51707 - INS FICA PAYROLL TAXES	212,594	225,508	230,000	230,000	250,000
001 - PERSONNEL SERVICES Total	9,580,247	9,506,763	10,433,654	10,433,654	10,524,500
010 - BUDGETED TRANSFER OUT					
59662 - TRANSFER TO HEALTH INS STAB FD	0	404,547	0	0	0
010 - BUDGETED TRANSFER OUT Total	0	404,547	0	0	0
Grand Total	9,580,247	9,911,310	10,433,654	10,433,654	10,524,500

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)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
001 - PERSONNEL SERVICES					
51740 - RET APPROP CITY/SCHOOL	4,563,509	4,768,156	5,051,416	5,051,416	5,352,828
001 - PERSONNEL SERVICES Total	4,563,509	4,768,156	5,051,416	5,051,416	5,352,828
Grand Total	4,563,509	4,768,156	5,051,416	5,051,416	5,352,828

LEGAL

LEGAL (01-191)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
002 - PURCHASE OF SERVICES					
53020 - LGL CITY SOLICITOR	95,000	148,940	135,000	185,000	175,000
002 - PURCHASE OF SERVICES Total	95,000	148,940	135,000	185,000	175,000
Grand Total	95,000	148,940	135,000	185,000	175,000

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)

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
009 - DEBT SERVICE					
59102 - HIGH SCHOOL PRINCIPAL	411,500	412,100	411,900	411,900	271,500
59103 - BRESNAHAN SCHOOL PRINCIPAL	580,000	600,000	630,000	630,000	810,000
59104 - NOCK-MOLIN SCHOOL PRINCIPAL	510,000	550,000	585,000	585,000	640,000
59105 - SENIOR COMM CENTER PRINCIPAL	265,000	275,000	285,000	285,000	295,000
59106 - NOCK-MOLIN FIELD PRINCIPAL	115,000	115,000	120,000	120,000	120,000
59152 - HIGH SCHOOL INTEREST	81,880	65,420	44,815	44,815	24,220
59153 - BRESNAHAN SCHOOL INTEREST	596,469	574,844	548,719	548,719	520,819
59154 - NOCK-MOLIN SCHOOL INTEREST	429,275	410,000	385,050	385,050	357,925
59155 - SENIOR COMM CENTER INTEREST	155,406	144,656	134,831	134,831	123,231
59156 - NOCK-MOLIN FIELD INTEREST	27,015	24,715	22,365	22,365	19,965
009 - DEBT SERVICE Total	3,171,545	3,171,735	3,167,680	3,167,680	3,182,660
Grand Total	3,171,545	3,171,735	3,167,680	3,167,680	3,182,660

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

	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ORIGINAL	FY2023 REVISED	FY2024 ADOPTED
009 - DEBT SERVICE					
59100 - LONG TERM DEBT PRINCIPAL	415,000	490,500	811,853	811,853	905,000
59150 - LONG TERM DEBT INTEREST	286,758	329,136	635,691	635,691	685,611
59250 - INTEREST ON SHORT-TERM NOTES	51,257	0	25,000	25,000	25,000
009 - DEBT SERVICE Total	753,015	819,636	1,472,544	1,472,544	1,615,611
Grand Total	753,015	819,636	1,472,544	1,472,544	1,615,611

Total Debt Outstanding as of June 30, 2022 – All Sources

December 14 2006 MWPAT CW-01-11-City Sewer (O).....	1,146,200.00
December 14 2006 MWPAT CW-01-11-Plum Isl (O).....	1,458,800.00
December 14 2006 MWPAT CW-02-51 (O).....	1,067,733.00
December 14 2006 MWPAT Water DW-01-06 (O).....	525,086.18
December 14 2006 MWPAT Water DW-02-16 (O).....	715,000.00
December 18 2007 MWPAT DW-01-06-A (O).....	53,200.00
February 15 2010 Sewer (I).....	1,740,000.00
July 8 2010 MWPAT CWS-09-10 (I).....	2,061,315.00
June 13 2012 MWPAT CWS-09-10-A (I).....	3,680,933.00
June 13 2012 MWPAT DW-10-09 (O).....	4,970,850.00
January 17 2013 -Adv Ref May 1 2003 High School (IE).....	137,800.00
January 17 2013 -Adv Ref April 1 2005 Water (O).....	83,700.00
January 17 2013 -Adv Ref April 1 2005 Plum Island Water (O).....	84,000.00
January 17 2013 -Adv Ref April 1 2005 Sewer (O).....	116,700.00
January 17 2013 -Adv Ref April 1 2005 High School (IE).....	812,800.00
January 17 2013 -Bresnahan School (OE).....	12,526,000.00
January 17 2013 -Nock Molin School (OE).....	8,759,000.00
January 17 2013 -Sewer Pump Station (O).....	325,000.00
January 17 2013 -Water 1 (O).....	365,000.00
January 17 2013 -Water 2 (O).....	40,000.00
May 22 2013 MWPAT DW-10-09-A (O).....	3,830,729.00
October 16 2014 -Bresnahan School (OE).....	1,395,000.00
October 16 2014 -Nock Molin Elementary School (OE).....	815,000.00
October 16 2014 -Senior & Community Center (IE).....	4,530,000.00
October 16 2014 -Water System Improvements (O).....	480,000.00
May 14 2015 MCWT CW-09-10 (I) revised.....	8,071,822.82
September 24 2015 -New Bresnahan School (OE).....	1,485,000.00
September 24 2015 -Nock Molin Elementary School (OE).....	745,000.00
September 24 2015 -Nock Molin Elementary School Baseball Field (IE).....	1,020,000.00
September 24 2015 -Cherry Hill Parcel B Soccer Field (ISS).....	80,000.00
September 24 2015 -World War Memorial Stadium Multipurp Field (ISS).....	910,000.00
September 24 2015 -World War Memorial Stadium Multipurp Field (I).....	925,000.00
September 24 2015 -Fire Trucks (I).....	320,000.00
September 24 2015 -Harbormaster Transient Boater Facility (ISS).....	745,000.00
March 24 2016 -Cur Ref of 4 15 06 Water I (ISS).....	55,000.00
March 24 2016 -Cur Ref of 4 15 06 Water III (OSS).....	150,000.00
March 24 2016 -Cur Ref of 4 15 06 Sewer I (ISS).....	60,000.00
March 24 2016 -Cur Ref of 4 15 06 Sewer II (ISS).....	255,000.00
March 24 2016 -Cur Ref of 4 15 06 Sewer III (ISS).....	100,000.00
September 29 2016 -Nock/Molin Elementary School (OE).....	300,000.00
September 29 2016 -Transient Boater Facility (I).....	60,000.00
September 29 2016 -Graf/Hale Force Sewer Main Construction (I).....	2,175,000.00
September 29 2016 -Remodeling Former Central Fire Station (I).....	316,380.00
September 29 2016 -Drainage (I).....	303,620.00
December 16 2016 MCWT DW-10-09-B (O).....	206,783.46
April 20 2017 -Harbormaster Visiting Boater Facility (I).....	30,000.00
April 20 2017 -Wastewater Treatment (O).....	3,386,000.00
April 20 2017 -Graf Road Pump Station (O).....	2,959,000.00
April 19 2018 -Parking Facility- Planning & Design (I).....	555,000.00
April 19 2018 -Parking Facility- Land Acquisition (I).....	1,910,000.00
April 19 2018 -Parking Facility- Construction (I).....	2,795,000.00
April 17 2019 -Intermodal Transit Parking Facility (I).....	455,000.00
April 17 2019 -Drainage (I).....	405,000.00
April 17 2019 -Wastewater Treatment Facility (I).....	735,000.00
April 17 2019 -Graf Road Pump Station Replacement (I).....	455,000.00
April 17 2019 -Wastewater Treatment Odor Control & Upgrades (I).....	185,000.00
January 8 2021 Private Vehicle Loan (I).....	30,000.00
May 26 2021 -Various Roof Replacement- General (I).....	400,000.00
May 26 2021 -Pumper Truck & Aerial Ladder Truck (I).....	1,350,000.00
May 26 2021 -Various Roof Replacement- Water (I).....	202,500.00
May 26 2021 -Various Roof Replacement- Sewer (I).....	202,500.00
May 26 2021 -Bradley Fuller Athletic Facility (CPA) (I).....	540,000.00
May 25 2022 -Phillips Drive Drainage - Road & Sidewalk (I).....	1,474,500.00
May 25 2022 -West End Fire Station Design & Construction (I).....	3,975,000.00
May 25 2022 -West End Fire Station Land Acquisition (I).....	378,000.00
May 25 2022 -Phillips Drive Drainage - Water Line (O).....	1,712,500.00
TOTAL.....	94,138,452.46



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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 May 15 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 July 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. Grants or Gifts of Funds

Grants and gifts serve as an important source of revenue for the City and, in many cases, allow the recipient department to carry out projects, programs or services that might not otherwise be possible. However, grants or gifts can sometimes come with requirements or restrictions that are attached, which can create administrative impacts (e.g. compliance, sub-recipient monitoring, reporting, payment drawdowns) and operational impacts (e.g. a program that must continue or an asset that must be maintained once the grant expires). As such, a review of all requirements or restrictions should occur prior to the acceptance of any grants or gifts.

The acceptance process for grants or gifts of funds is as follows:

- *School Department:* The Newburyport Public Schools may accept grants or gifts of funds in accordance with M.G.L. Chapter 71, Section 37A for educational purposes from any source and may disburse the same for such purposes.
 - Any amount so received by a school committee of a city or town shall be deposited with the City Treasurer and held as a separate account.
 - Such grant or gift funds may be expended by said school committee without further appropriation.

- *Other Departments:* Any officer or department of the City may accept grants or gift of funds for other than educational purposes in accordance with M.G.L. Chapter 44, Section 53A from any source.
 - Any amounts so received by an officer or department of the City shall be deposited with the City Treasurer and held as a separate account.
 - An officer or department receiving such grant or gift of funds greater than or equal to \$500.00 may expend such funds for the purposes of such gift or grant only with the approval of the Mayor and City Council. Upon receipt of such approval from the Mayor and City Council, such funds may be expended by such officer or department receiving the grant or gifts without further appropriation.
 - Monetary grants or gifts of funds to any officer or department of the City in a total amount of less than \$500.00 may be expended by such officer or department with the approval of the Mayor. Upon receipt of such approval from the Mayor, such funds may be expended by such officer or department receiving the grant or gift of less than \$500.00 without further appropriation or approval by the City Council.

B. Gifts of Tangible Personal Property

From time to time, the City is presented with gifts of tangible personal property, such as equipment, vehicles, artwork or furniture.

The acceptance process for grants or gifts of tangible personal property is as follows:

- *School Department:* All gifts of tangible personal property for educational purposes shall be presented to the school committee for acceptance in accordance with M.G.L. Chapter 71, Section 37A. Any such gifts of tangible personal property shall be used for the stated purpose of the gift without specific appropriation. If no restrictions are attached to a gift of tangible personal property, the school committee shall determine the purposes for which the gift shall be used.
- *Other Departments:* All gifts of tangible personal property for purposes other than education shall be presented to the City Council for acceptance in accordance with M.G.L. Chapter 44, Section 53A½. Any such gifts of tangible personal property shall be used for the stated purpose of the gift without specific appropriation. If no restrictions are attached to a gift of tangible personal property, the Mayor shall determine the purposes for which the gift shall be used.

C. In-Kind Gifts

Although in-kind gifts (i.e. services paid for or rendered by another party) are not specifically addressed in M.G.L. Chapter 44 with respect to municipal finance law, these gifts should be approved prior to work being performed on the City's behalf. This ensures that the services are being provided in the City's best interest and are in compliance with all applicable state and local laws, regulations and policies.

The acceptance process for in-kind gifts is as follows:

- *School Department:* The Newburyport Public Schools may accept in-kind gifts with the approval of the school committee.

- *Other Departments:* Any officer or department of the City may accept in-kind gifts with the approval of the Mayor and City Council.

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 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 REVISED	FY 2024 ESTIMATE	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED	FY 2028 PROJECTED	FY 2029 PROJECTED	FY 2030 PROJECTED	FY 2031 PROJECTED	FY 2032 PROJECTED	FY 2033 PROJECTED
PROPERTY TAXES													
Prior Year Levy Limit	56,390,995	58,726,600	61,029,959	63,454,590	65,790,955	68,204,479	70,697,560	73,272,667	75,932,343	78,679,209	81,515,959	84,445,372	87,470,308
2 1/2 % Increase	1,409,775	1,468,165	1,525,749	1,586,365	1,644,774	1,705,112	1,767,439	1,831,817	1,898,309	1,966,980	2,037,899	2,111,134	2,186,758
New Growth	925,830	835,194	898,882	750,000	768,750	787,969	807,668	827,860	848,556	869,770	891,514	913,802	936,647
TOTAL LEVY LIMIT	58,726,600	61,029,959	63,454,590	65,790,955	68,204,479	70,697,560	73,272,667	75,932,343	78,679,209	81,515,959	84,445,372	87,470,308	90,593,713
Debt Exclusion	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	3,004,905	3,009,155
TOTAL LEVY LIMIT	61,898,145	64,201,694	66,622,270	68,973,615	71,399,904	73,928,200	76,500,669	79,154,696	81,890,994	84,712,514	87,505,102	90,475,213	93,602,868
Excess Levy Capacity	-869,029	-639,637	-915,449	-181,829	0	0	0	0	0	0	0	0	0
TOTAL TAX LEVY	61,029,116	63,562,057	65,706,821	68,791,786	71,399,904	73,928,200	76,500,669	79,154,696	81,890,994	84,712,514	87,505,102	90,475,213	93,602,868
LOCAL RECEIPTS													
Motor Vehicle Excise	2,874,396	2,979,353	2,900,000	2,950,000	3,038,500	3,129,655	3,223,545	3,320,251	3,419,859	3,522,454	3,628,128	3,736,972	3,849,081
Other Excise													
a. Meals	569,637	764,549	780,000	785,000	808,550	832,807	857,791	883,524	910,030	937,331	965,451	994,415	1,024,247
b. Room	242,075	426,193	410,000	410,000	422,300	434,969	448,018	461,459	475,302	489,561	504,248	519,376	534,957
c. Other	233	0	0	0	0	0	0	0	0	0	0	0	0
Pen & Int on Tax & Exc	332,363	330,142	300,000	325,000	333,125	341,453	349,989	358,739	367,708	376,900	386,323	395,981	405,880
Payments in Lieu of Taxes	27,196	27,924	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Fees	298,646	247,606	250,000	260,000	265,200	270,504	275,914	281,432	287,061	292,802	298,658	304,631	310,724
Other Dept. Revenue	72,014	75,865	70,000	72,500	73,950	75,429	76,938	78,476	80,046	81,647	83,280	84,945	86,644
Licenses and Permits	945,583	1,349,322	950,000	960,000	984,000	1,008,600	1,033,815	1,059,660	1,086,152	1,113,306	1,141,138	1,169,667	1,198,908
Fines & Forfeits	4,898	6,708	7,500	6,500	6,663	6,829	7,000	7,175	7,354	7,538	7,726	7,920	8,118
Investment Income	59,770	45,382	45,000	45,000	47,250	49,613	52,093	54,698	57,433	60,304	63,320	66,485	69,810
Medicaid Reimbursement	115,227	285,482	110,000	200,000	206,000	212,180	218,545	225,102	231,855	238,810	245,975	253,354	260,955
Miscellaneous Recurring	100,646	241,413	200,000	232,000	238,960	246,129	253,513	261,118	268,952	277,020	285,331	293,891	302,707
Miscellaneous Non-Recurring	117,454	432,208	0	0	0	0	0	0	0	0	0	0	0
TOTAL LOCAL RECEIPTS	5,760,138	7,212,147	6,049,500	6,273,000	6,451,498	6,635,167	6,824,161	7,018,635	7,218,751	7,424,675	7,636,578	7,854,636	8,079,031
TOTAL NET STATE AID	4,879,892	4,909,318	5,588,785	6,668,803	6,868,867	7,074,933	7,287,181	7,505,797	7,730,970	7,962,900	8,201,787	8,447,840	8,701,275
OTHER FINANCING SOURCES													
Free Cash/Stabilization	0	0	881,809	0	0	0	0	0	0	0	0	0	0
Transfers In - Recreational Rev. Fund	0	105,640	114,887	136,222	139,628	143,118	146,696	150,364	154,123	157,976	161,925	165,973	170,123
Transfers In - Parking Fund	886,924	921,983	987,468	971,455	981,593	996,870	1,012,006	1,021,784	1,051,690	1,060,483	1,077,022	1,093,967	1,111,328
Transfers In - Solid Waste Revolving	0	0	0	100,000	0	0	0	0	0	0	0	0	0
Transfers In - Health Ins. Stab. Fund.	0	0	379,675	0	0	0	0	0	0	0	0	0	0
Transfers In - Fuel	0	0	125,000	0	0	0	0	0	0	0	0	0	0
Transfers In - Water Enterprise Fund	0	0	0	71,165	72,944	74,768	76,637	78,553	80,517	82,530	84,593	86,708	88,875
Transfers In - Sewer Enterprise Fund	0	0	0	89,795	92,040	94,341	96,699	99,117	101,595	104,135	106,738	109,406	112,142
Transfers In - Harbor Enterprise Fund	0	0	0	5,976	6,125	6,279	6,435	6,596	6,761	6,930	7,104	7,281	7,463
OTHER FINANCING SOURCES	886,924	1,027,623	2,488,839	1,374,613	1,292,330	1,315,375	1,338,474	1,356,414	1,394,686	1,412,053	1,437,382	1,463,336	1,489,931
RESERVE FOR ABATEMENT	-311,489	-353,461	-364,603	-300,000	-321,300	-332,677	-382,503	-395,773	-409,455	-423,563	-437,526	-452,376	-468,014
TOTAL REVENUE	72,244,580	76,357,684	79,469,342	82,808,202	85,691,299	88,620,998	91,567,981	94,639,768	97,825,946	101,088,579	104,343,323	107,788,649	111,405,091

EXPENDITURE FORECAST

GROWTH RATE	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 REVISED	FY 2024 BUDGET	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED	FY 2028 PROJECTED	FY 2029 PROJECTED	FY 2030 PROJECTED	FY 2031 PROJECTED	FY 2032 PROJECTED	FY 2033 PROJECTED
2.6%	2,219,851	2,534,021	2,866,362	3,389,463	3,478,643	3,570,170	3,664,104	3,760,511	3,859,453	3,960,999	4,065,217	4,172,177	4,281,951
3.0%	1,096,424	995,489	1,078,840	1,093,832	1,126,253	1,159,635	1,194,006	1,229,397	1,265,836	1,303,355	1,341,986	1,381,762	1,422,717
2.9%	10,223,286	10,550,049	11,371,105	11,910,759	12,257,956	12,615,274	12,983,008	13,361,461	13,750,946	14,151,784	14,564,307	14,988,854	15,425,778
2.8%	3,072,368	3,539,860	3,512,051	3,498,622	3,597,905	3,700,005	3,805,003	3,912,981	4,024,023	4,138,216	4,255,649	4,376,415	4,500,608
3.0%	976,541	1,090,822	1,211,900	1,212,103	1,248,037	1,285,036	1,323,131	1,362,357	1,402,745	1,444,330	1,487,148	1,531,236	1,576,631
2.9%	2,209,788	2,416,058	2,608,157	2,633,962	2,710,213	2,788,670	2,869,400	2,952,466	3,037,937	3,125,882	3,216,373	3,309,484	3,405,290
3.0%	32,072,564	33,485,466	35,154,240	36,733,619	37,835,628	38,970,696	40,139,817	41,344,012	42,584,332	43,861,862	45,177,718	46,533,050	47,929,041
2.8%	740,858	767,708	750,632	753,018	774,103	795,777	818,059	840,965	864,512	888,718	913,602	939,183	965,480
Employee Benefits:													
Health Insurance													
City	3,895,329	4,029,938	4,242,324	3,673,051	3,801,607	3,934,664	4,072,377	4,214,910	4,362,432	4,515,117	4,673,146	4,836,706	5,005,991
Schools	5,684,919	5,881,371	6,191,330	6,851,450	7,091,250	7,339,444	7,596,325	7,862,196	8,137,373	8,422,181	8,716,957	9,022,051	9,337,822
Total	9,580,247	9,911,310	10,433,654	10,524,500	10,892,858	11,274,108	11,668,701	12,077,106	12,499,805	12,937,298	13,390,103	13,858,757	14,343,813
Pension Assessment													
City	3,384,373	3,586,161	3,731,479	3,954,752	4,152,489	4,360,114	4,578,119	4,807,025	5,047,377	5,299,746	5,564,733	5,842,969	6,135,118
Schools	1,179,136	1,181,995	1,319,938	1,398,076	1,467,980	1,541,379	1,618,448	1,699,371	1,784,339	1,873,556	1,967,234	2,065,596	2,168,875
Total	4,563,509	4,768,156	5,051,416	5,352,828	5,620,470	5,901,493	6,196,568	6,506,396	6,831,716	7,173,302	7,531,967	7,908,565	8,303,993
Total Employee Benefits	14,143,756	14,679,466	15,485,070	15,877,328	16,513,327	17,175,601	17,865,269	18,583,502	19,331,520	20,110,599	20,922,070	21,767,323	22,647,808
Capital													
Capital Outlay	372,578	468,945	581,500	812,225	832,531	853,344	874,677	896,544	918,958	941,932	965,480	989,617	1,014,358
Debt Service	3,924,560	3,991,371	4,640,224	4,798,271	5,043,961	5,250,099	5,427,883	5,498,619	5,577,139	5,643,856	5,591,820	5,624,499	5,719,053
Total Capital Investments	4,297,138	4,460,315	5,221,724	5,610,496	5,876,492	6,103,443	6,302,560	6,395,164	6,496,097	6,585,788	6,557,300	6,614,116	6,733,411
TOTAL EXPENDITURES	71,052,572	74,519,254	79,260,082	82,713,202	85,418,555	88,164,308	90,964,358	93,742,813	96,617,400	99,571,533	102,501,370	105,613,600	108,888,716
TOTAL REVENUE	72,244,580	76,357,684	79,469,342	82,808,202	85,691,299	88,620,998	91,567,981	94,639,768	97,825,946	101,088,579	104,343,323	107,788,649	111,405,091
AVAILABLE BALANCE	1,192,008	1,838,430	209,260	95,000	272,744	456,691	603,623	896,954	1,208,545	1,517,046	1,841,952	2,175,050	2,516,376

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.

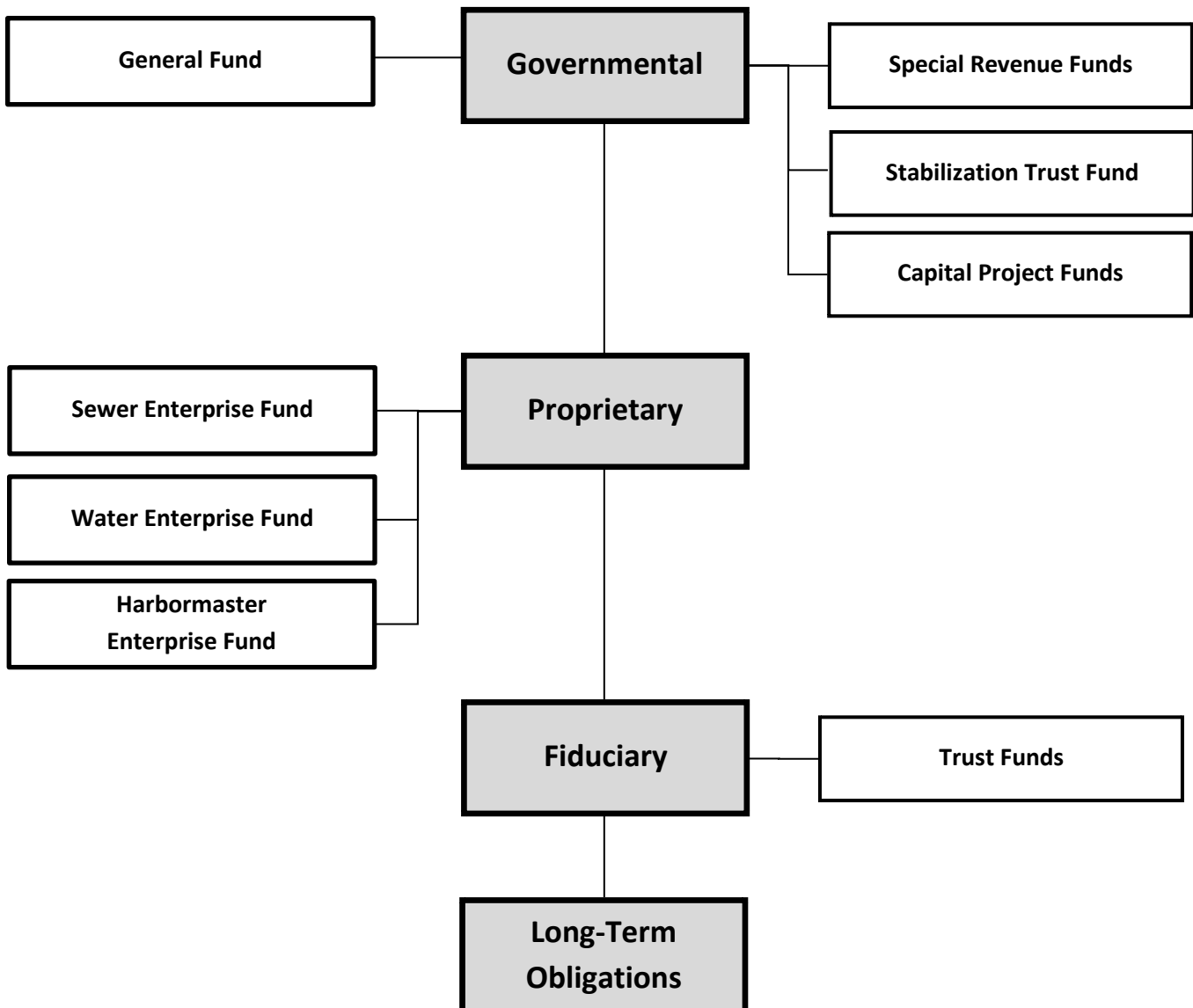
Unit Cost:	The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.
Unrestricted General Government Aid (UGGA):	The components of local aid including additional assistance and lottery aid, which 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.

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.

Newburyport Public Schools

FY24 PROPOSED BUDGET

April 27, 2023



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
Breanna Higgins
Bruce Menin
Juliet Walker

FY24 Budget Summary

Sources of Funds

Grade/Program	FY23	FY24 Budget	\$ Chg 24/23	% Chg 24/23	Comment
City Appropriation	35,044,239	36,533,619	1,489,380	4.25%	
Medicaid	110,000	200,000	90,000	81.82%	
Pre-School	200,000	200,000	-	0.00%	
Athletics	336,487	336,487	-	0.00%	
School Choice	795,100	645,000	(150,100)	-18.88%	
Sch Build Maint	-	32,615	32,615	0.00%	
Curr/Staff Development	140,000	140,000	-	0.00%	
Transportation	180,000	180,000	-	0.00%	
Project Able 240-094-9-0204-2	500,000	500,000	-	0.00%	
Federal FC305 Title I	200,000	200,000	-	0.00%	
State Circuit Breaker Program	1,409,318	2,709,318	1,300,000	92.24%	
ESSER II Grant	170,000	-	(170,000)	-100.00%	
ESSER III Grant	1,050,224	1,050,224	-	0.00%	
Grand Total	40,135,368	42,727,263	2,591,895	6.46%	

Use of Funds

By Cost Center

Location	FY23	FY24 Budget	\$ Chg 24/23	% Chg 24/23	Comment
F. T. Bresnahan School	8,211,832	8,428,564	216,732	2.64%	
Edward G. Molin School	3,792,499	3,957,974	165,475	4.36%	
R. A. Nock Middle School	5,921,514	6,394,360	472,846	7.99%	
Newburyport High School	10,084,870	10,609,801	524,931	5.21%	
System-Wide	12,124,653	13,336,564	1,211,911	10.00%	
Grand Total	40,135,368	42,727,263	2,591,895	6.46%	

By Category

Salary and Expenses	FY23	FY24 Budget	\$ Chg 24/23	% Chg 24/23	Comment
Salary	30,162,376	31,429,265	1,266,890	4.20%	
Expenses	9,972,993	11,297,998	1,325,005	13.29%	
Grand Total	40,135,368	42,727,263	2,591,895	6.46%	

Summary by Program

F.T. Bresnahan School

Grade/Program	FY23	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Kindergarten	875,465	926,414	50,949	5.8%	
Grade 1	683,561	556,255	(127,306)	-18.6%	
Grade 2	544,385	596,566	52,181	9.6%	
Grade 3	592,432	634,670	42,238	7.1%	
Pre-School	588,393	690,250	101,858	17.3%	
Technology	114,141	90,342	(23,799)	-20.9%	IT Expenses moved to CO IT
Music	101,143	101,085	(58)	-0.1%	
Art	132,063	132,422	358	0.3%	
Physical Education	144,065	155,065	11,000	7.6%	
Special Education	2,282,340	2,413,902	131,561	5.8%	Add Independent Development Teacher
Health/Med Serv.	1,025	1,005	(20)	-2.0%	
Instr. Materials	47,200	21,761	(25,439)	-53.9%	
Library	132,968	139,668	6,701	5.0%	
Literacy/Math	349,446	375,837	26,391	7.6%	
Math Intervention	216,849	245,583	28,734	13.3%	
STEM	86,999	90,642	3,643	4.2%	
Special Ed Guidance	238,235	247,313	9,078	3.8%	
Operation Plant	466,910	484,026	17,117	3.7%	
Maintenance Plant	46,065	55,280	9,215	20.0%	
School Admin	478,009	380,338	(97,671)	-20.4%	
Substitutes	90,138	90,138	-	0.0%	
	8,211,832	8,428,564	216,732	2.6%	

F.T. Bresnahan School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Kindergarten	Salary	Aides	4.00	103,129	5.00	145,033	5.00	168,307	23,273	16.0%	
		Professional Salaries	8.00	379,451	8.00	710,432	8.00	738,305	27,873	3.9%	
	Salary Total		12.00	482,580	13.00	855,465	13.00	906,612	51,147	6.0%	
	Expenses	Supplies/Materials	-	10,000	-	20,000	-	19,802	(198)	-1.0%	
Kindergarten Total	Expenses Total		-	10,000	-	20,000	-	19,802	(198)	-1.0%	
			12.00	492,580	13.00	875,465	13.00	926,414	50,949	5.8%	
Grade 1	Salary	Professional Salaries	8.00	668,222	8.00	677,856	7.00	550,663	(127,193)	-18.8%	Line Correction, see grade 3
	Salary Total		8.00	668,222	8.00	677,856	7.00	550,663	(127,193)	-18.8%	
	Expenses	General Supplies	-	3,600	-	3,600	-	3,529	(71)	-2.0%	
	Supplies/Materials		-	2,105	-	2,105	-	2,063	(42)	-2.0%	
Grade 1 Total	Expenses Total		-	5,705	-	5,705	-	5,592	(113)	-2.0%	
			8.00	673,927	8.00	683,561	7.00	556,255	(127,306)	-18.6%	
Grade 2	Salary	Professional Salaries	7.00	590,807	7.00	539,385	7.00	591,665	52,280	9.7%	
	Salary Total		7.00	590,807	7.00	539,385	7.00	591,665	52,280	9.7%	
	Expenses	General Supplies	-	3,650	-	3,650	-	3,578	(72)	-2.0%	
	Supplies/Materials		-	1,350	-	1,350	-	1,323	(27)	-2.0%	
Grade 2 Total	Expenses Total		-	5,000	-	5,000	-	4,901	(99)	-2.0%	
			7.00	595,807	7.00	544,385	7.00	596,566	52,181	9.6%	
Grade 3	Salary	Professional Salaries	8.00	696,461	7.00	586,582	7.00	628,936	42,354	7.2%	FY23: 8th teachers budgeted in grade 1
	Salary Total		8.00	696,461	7.00	586,582	7.00	628,936	42,354	7.2%	
	Expenses	General Supplies	-	2,500	-	2,500	-	2,451	(49)	-2.0%	
	Supplies/Materials		-	3,350	-	3,350	-	3,284	(66)	-2.0%	
Grade 3 Total	Expenses Total		-	5,850	-	5,850	-	5,734	(116)	-2.0%	
			8.00	702,311	7.00	592,432	7.00	634,670	42,238	7.1%	
Pre-School	Salary	Aides	7.70	229,355	7.28	219,840	7.70	246,085	26,245	11.9%	
		Professional Salaries	4.25	150,358	4.25	362,553	5.00	438,284	75,731	20.9%	All FTE's adjusted for PK change
	Salary Total		11.95	379,713	11.53	582,393	12.70	684,369	101,976	17.5%	
	Expenses	Supplies/Materials	-	6,000	-	6,000	-	5,881	(119)	-2.0%	
Pre-School Total	Expenses Total		-	6,000	-	6,000	-	5,881	(119)	-2.0%	
			11.95	385,713	11.53	588,393	12.70	690,250	101,858	17.3%	
Technology	Salary	Professional Salaries	-	87,786	1.00	88,571	1.00	90,342	1,771	2.0%	
	Salary Total		-	87,786	1.00	88,571	1.00	90,342	1,771	2.0%	
	Expenses	Computer Purchase	-	1,200	-	1,200	-	-	-	0.0%	Moved To CO IT
	Equipment Purchase/Rental		-	1,079	-	24,370	-	-	(24,370)	-100.0%	Moved To CO IT
Technology Total	Software		-	-	-	-	-	-	-	0.0%	
	Supplies/Materials		-	-	-	-	-	-	-	0.0%	
	Expenses Total		-	2,279	-	25,570	-	-	(25,570)	-100.0%	

F.T. Bresnahan School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Technology Total											
			-	90,065	1.00	114,141	1.00	90,342	(23,799)	-20.9%	
Music	Salary	Professional Salaries	1.00	63,841	1.50	100,843	1.50	100,791	(52)	-0.1%	
	Salary Total		1.00	63,841	1.50	100,843	1.50	100,791	(52)	-0.1%	
	Expenses	Supplies/Materials	-	300	-	300	-	294	(6)	-2.0%	
Music Total	Expenses Total		-	300	-	300	-	294	(6)	-2.0%	
			1.00	64,141	1.50	101,143	1.50	101,085	(58)	-0.1%	
Art	Salary	Professional Salaries	1.00	94,136	1.50	129,838	1.50	128,035	(1,803)	-1.4%	
	Salary Total		1.00	94,136	1.50	129,838	1.50	128,035	(1,803)	-1.4%	
	Expenses	Supplies/Materials	-	2,225	-	2,225	-	4,387	2,162	97.1%	Cost Increases
Art Total	Expenses Total		-	2,225	-	2,225	-	4,387	2,162	97.1%	
			1.00	96,361	1.50	132,063	1.50	132,422	358	0.3%	
Physical Education	Salary	Professional Salaries	2.00	131,554	2.00	142,565	2.00	153,595	11,030	7.7%	
	Salary Total		2.00	131,554	2.00	142,565	2.00	153,595	11,030	7.7%	
	Expenses	Supplies/Materials	-	1,500	-	1,500	-	1,470	(30)	-2.0%	
Physical Education Total	Expenses Total		-	1,500	-	1,500	-	1,470	(30)	-2.0%	
			2.00	133,054	2.00	144,065	2.00	155,065	11,000	7.6%	
Special Education	Salary	Aides	15.00	192,457	15.80	465,273	13.00	340,961	(124,312)	-26.7%	reclassification and reorganization
	Professional Salaries		21.50	1,711,903	22.00	1,781,320	26.00	2,028,765	247,445	13.9%	Add: special ed teacher;
		Secretary	-	-	0.60	26,747	0.60	33,353	6,606	24.7%	reclassification RBT/COTA
Special Education Total	Salary Total		36.50	1,904,360	38.40	2,273,340	39.60	2,403,079	129,739	5.7%	
	Expenses	Supplies/Materials	-	9,000	-	9,000	-	10,822	1,822	20.2%	
	Expenses Total		-	9,000	-	9,000	-	10,822	1,822	20.2%	
Special Education Total			36.50	1,913,360	38.40	2,282,340	39.60	2,413,902	131,561	5.8%	
Health/Med Serv.	Expenses	Supplies/Materials	-	1,025	-	1,025	-	1,005	(20)	-2.0%	
	Expenses Total		-	1,025	-	1,025	-	1,005	(20)	-2.0%	
			-	1,025	-	1,025	-	1,005	(20)	-2.0%	
Health/Med Serv. Total			-	1,025	-	1,025	-	1,005	(20)	-2.0%	
Instr. Materials	Expenses	Equipment Maintenance	-	25,000	-	25,000	-	-	(25,000)	-100.0%	
	General Supplies		-	15,000	-	15,000	-	14,703	(297)	-2.0%	
	Supplies/Materials		-	7,200	-	7,200	-	7,058	(142)	-2.0%	
Instr. Materials Total	Expenses Total		-	47,200	-	47,200	-	21,761	(25,439)	-53.9%	
			-	47,200	-	47,200	-	21,761	(25,439)	-53.9%	
Library	Salary	Aides	-	-	1.00	25,051	1.00	29,094	4,043	16.1%	
	Professional Salaries		2.00	89,231	1.00	105,717	1.00	107,830	2,113	2.0%	
	Salary Total		2.00	89,231	2.00	130,768	2.00	136,924	6,156	4.7%	

F.T. Bresnahan School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Library	Expenses	Software	-	1,300	-	1,300	-	1,274	(26)	-2.0%	
		Supplies/Materials	-	900	-	900	-	1,470	570	63.4%	Cost Increases
		Expenses Total	-	2,200	-	2,200	-	2,745	545	24.8%	
Library Total			2.00	91,431	2.00	132,968	2.00	139,668	6,701	5.0%	
Literacy/Math	Salary	Professional Salaries	-	-	4.00	349,446	4.00	375,837	26,391	7.6%	
		Salary Total	-	-	4.00	349,446	4.00	375,837	26,391	7.6%	
Literacy/Math Total			-	-	4.00	349,446	4.00	375,837	26,391	7.6%	
Math Intervention	Salary	Professional Salaries	1.00	72,116	3.00	216,849	3.00	245,583	28,734	13.3%	
		Salary Total	1.00	72,116	3.00	216,849	3.00	245,583	28,734	13.3%	
Math Intervention Total			1.00	72,116	3.00	216,849	3.00	245,583	28,734	13.3%	
STEM	Salary	Professional Salaries	1.00	83,737	1.00	86,249	1.00	89,907	3,658	4.2%	
		Salary Total	1.00	83,737	1.00	86,249	1.00	89,907	3,658	4.2%	
	Expenses	Supplies/Materials	-	750	-	750	-	735	(15)	-2.0%	
		Expenses Total	-	750	-	750	-	735	(15)	-2.0%	
STEM Total			1.00	84,487	1.00	86,999	1.00	90,642	3,643	4.2%	
Special Ed Guidance	Salary	Professional Salaries	3.00	215,030	3.00	238,235	3.00	247,313	9,078	3.8%	
		Salary Total	3.00	215,030	3.00	238,235	3.00	247,313	9,078	3.8%	
Special Ed Guidance Total			3.00	215,030	3.00	238,235	3.00	247,313	9,078	3.8%	
Operation Plant	Salary	Custodian	5.00	268,765	5.00	267,095	5.00	276,724	9,629	3.6%	
		Salary Total	5.00	268,765	5.00	267,095	5.00	276,724	9,629	3.6%	
	Expenses	Custodial Supplies	-	22,500	-	23,000	-	23,918	918	4.0%	Cost Increases
		Electric	-	115,741	-	115,741	-	115,741	-	0.0%	
		Equipment Maintenance	-	3,300	-	3,300	-	3,676	376	11.4%	Cost Increases
		Equipment Purchase/Rental	-	10,080	-	10,080	-	11,567	1,487	14.7%	Cost Increases
		Gas	-	29,410	-	36,194	-	40,294	4,100	11.3%	Cost Increases
		Telephone	-	6,500	-	9,000	-	10,000	1,000	11.1%	Cost Increases
		Uniforms	-	2,000	-	2,500	-	2,107	(393)	-15.7%	Adjustment
		Expenses Total	-	189,531	-	199,815	-	207,303	7,488	3.7%	
Operation Plant Total			5.00	458,296	5.00	466,910	5.00	484,026	17,117	3.7%	
Maintenance Plant	Expenses	Building/Contracted Services	-	-	-	-	-	24,780	24,780	0.0%	Line correction
		Contracted Services	-	23,500	-	23,500	-	30,500	7,000	29.8%	Cost Increases
		Equipment Contracted Services	-	22,565	-	22,565	-	-	(22,565)	-100.0%	Line correction
		Expenses Total	-	46,065	-	46,065	-	55,280	9,215	20.0%	
Maintenance Plant Total			-	46,065	-	46,065	-	55,280	9,215	20.0%	
School Admin	Salary	Principals	3.00	343,747	3.00	333,972	2.00	230,359	(103,612)	-31.0%	

F.T. Bresnahan School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
School Admin	Salary	Secretary	2.90	131,570	2.84	136,537	2.84	140,556	4,019	2.9%	
	Salary Total		5.90	475,317	5.84	470,509	4.84	370,916	(99,593)	-21.2%	
	Expenses	Conference/Workshop	-	2,500	-	2,500	-	2,000	(500)	-20.0%	Adjustment
		Equipment Maintenance	-	-	-	-	-	-	-	0.0%	
		Memberships	-	1,800	-	1,800	-	1,764	(36)	-2.0%	
		Postage	-	1,100	-	1,100	-	1,100	-	0.0%	
		Printing	-	550	-	550	-	1,519	969	176.2%	Cost Increases
		Supplies/Materials	-	1,550	-	1,550	-	3,039	1,489	96.0%	Cost Increases
	Expenses Total		-	7,500	-	7,500	-	9,422	1,922	25.6%	
	School Admin Total		5.90	482,817	5.84	478,009	4.84	380,338	(97,671)	-20.4%	
Substitutes	Salary	Substitutes	-	151,500	-	90,138	-	90,138	-	0.0%	
	Salary Total		-	151,500	-	90,138	-	90,138	-	0.0%	
	Substitutes Total		-	151,500	-	90,138	-	90,138	-	0.0%	
			105.35	6,797,285	114.77	8,211,832	115.14	8,428,564	216,732	2.6%	

Summary by Program

Edward G. Molin School

Grade/Program	FY23	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Grade 4	712,312	721,848	9,535	1.3%	
Grade 5	601,788	573,109	(28,679)	-4.8%	
Technology	47,772	37,813	(9,959)	-20.8%	IT Expenses moved to CO IT
Music	29,597	32,353	2,755	9.3%	
Art	71,023	74,668	3,645	5.1%	
Physical Education	121,697	125,418	3,721	3.1%	
Special Education	1,412,254	1,543,452	131,198	9.3%	Add: .5 BCBA, Language Based Teacher
Instr. Materials	36,000	39,356	3,356	9.3%	
Library	34,219	37,799	3,581	10.5%	
Math Intervention	82,458	102,929	20,471	24.8%	
STEM	92,145	100,069	7,923	8.6%	
Special Ed Guidance	155,122	159,011	3,889	2.5%	
Operation Plant	56,583	58,054	1,471	2.6%	
School Admin	281,310	293,877	12,568	4.5%	
Substitutes	58,218	58,218	-	0.0%	
	3,792,499	3,957,974	165,475	4.4%	

Edward G. Molin School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FTE	FY23	FY23	FTE	FY24	FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Grade 4	Salary	Professional Salaries	8.00	718,602	8.00	706,312	8.00	714,496	8.00	714,496	8,184	1.2%	1.2%	
	Salary Total		8.00	718,602	8.00	706,312	8.00	714,496	8.00	714,496	8,184	1.2%	1.2%	
	Expenses	Supplies/Materials	-	6,000	-	6,000	-	7,352	-	7,352	1,352	22.5%	22.5%	Cost Increases
Grade 4 Total	Expenses Total		-	6,000	-	6,000	-	7,352	-	7,352	1,352	22.5%	22.5%	
			8.00	724,602	8.00	712,312	8.00	721,848	8.00	721,848	9,535	1.3%	1.3%	
Grade 5	Salary	General Supplies	-	6,000	-	6,000	-	5,881	-	5,881	(119)	-2.0%	-2.0%	
	Salary	Professional Salaries	8.00	688,674	7.00	595,788	7.00	559,876	7.00	559,876	(35,912)	-6.0%	-6.0%	Line correction: Math Intervention
	Salary Total		8.00	694,674	7.00	601,788	7.00	565,757	7.00	565,757	(36,031)	-6.0%	-6.0%	
Grade 5 Total	Expenses	General Supplies	-	6,000	-	-	-	7,352	-	7,352	7,352	0.0%	0.0%	Cost Increases
	Expenses Total		-	6,000	-	-	-	7,352	-	7,352	7,352	0.0%	0.0%	
			8.00	700,674	7.00	601,788	7.00	573,109	7.00	573,109	(28,679)	-4.8%	-4.8%	
Technology	Salary	Professional Salaries	0.40	35,992	0.40	37,072	0.40	37,813	0.40	37,813	741	2.0%	2.0%	
	Salary Total		0.40	35,992	0.40	37,072	0.40	37,813	0.40	37,813	741	2.0%	2.0%	
	Expenses	Computer Purchase	-	2,000	-	2,000	-	-	-	-	(2,000)	-100.0%	-100.0%	Moved to CO IT
Technology Total	Software		-	8,700	-	8,700	-	-	-	-	(8,700)	-100.0%	-100.0%	Moved to CO IT
	Expenses Total		-	10,700	-	10,700	-	-	-	-	(10,700)	-100.0%	-100.0%	Moved to CO IT
			0.40	46,692	0.40	47,772	0.40	37,813	0.40	37,813	(9,959)	-20.8%	-20.8%	
Music	Salary	Professional Salaries	0.50	32,500	0.50	26,597	0.50	28,040	0.50	28,040	1,442	5.4%	5.4%	
	Salary Total		0.50	32,500	0.50	26,597	0.50	28,040	0.50	28,040	1,442	5.4%	5.4%	
	Expenses	Supplies/Materials	-	3,000	-	3,000	-	4,313	-	4,313	1,313	43.8%	43.8%	Cost Increases
Music Total	Expenses Total		-	3,000	-	3,000	-	4,313	-	4,313	1,313	43.8%	43.8%	
			0.50	35,500	0.50	29,597	0.50	32,353	0.50	32,353	2,755	9.3%	9.3%	
Art	Salary	Professional Salaries	0.80	65,165	0.80	65,023	0.80	67,316	0.80	67,316	2,293	3.5%	3.5%	
	Salary Total		0.80	65,165	0.80	65,023	0.80	67,316	0.80	67,316	2,293	3.5%	3.5%	
	Expenses	Supplies/Materials	-	6,000	-	6,000	-	7,352	-	7,352	1,352	22.5%	22.5%	Cost Increases
Art Total	Expenses Total		-	6,000	-	6,000	-	7,352	-	7,352	1,352	22.5%	22.5%	
			0.80	71,165	0.80	71,023	0.80	74,668	0.80	74,668	3,645	5.1%	5.1%	
Physical Education	Salary	Professional Salaries	1.60	129,762	1.60	119,697	1.70	121,497	1.70	121,497	1,800	1.5%	1.5%	Line adjustment from Nock .1 FTE
	Salary Total		1.60	129,762	1.60	119,697	1.70	121,497	1.70	121,497	1,800	1.5%	1.5%	
	Expenses	Supplies/Materials	-	2,000	-	2,000	-	3,921	-	3,921	1,921	96.0%	96.0%	Cost Increases
Physical Education Total	Expenses Total		-	2,000	-	2,000	-	3,921	-	3,921	1,921	96.0%	96.0%	
			1.60	131,762	1.60	121,697	1.70	125,418	1.70	125,418	3,721	3.1%	3.1%	
Special Education	Salary	Aides	12.00	137,843	11.60	345,485	9.00	273,586	9.00	273,586	(71,899)	-20.8%	-20.8%	Recalssification and reorganization
	Salary	Professional Salaries	10.60	946,644	12.30	1,039,697	15.00	1,239,439	15.00	1,239,439	199,742	19.2%	19.2%	Add: .5 BCBA, Language Based teacher, COTA/RBT
	Salary Total		-	-	0.42	20,072	0.42	21,802	0.42	21,802	1,729	8.6%	8.6%	
	Secretary		22.60	1,084,487	24.32	1,405,254	24.42	1,534,826	24.42	1,534,826	129,572	9.2%	9.2%	
	Salary Total													

Edward G. Molin School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Special Education	Expenses	Supplies/Materials	-	7,000	-	7,000	-	8,626	1,626	23.2%	Cost Increases
	Expenses Total		-	7,000	-	7,000	-	8,626	1,626	23.2%	
Special Education Total			22.60	1,091,487	24.32	1,412,254	24.42	1,543,452	131,198	9.3%	
Instr. Materials	Expenses	Equipment Maintenance	-	15,000	-	15,000	-	14,703	(297)	-2.0%	
	Supplies/Materials		-	21,000	-	21,000	-	24,653	3,653	17.4%	Cost Increases
	Expenses Total		-	36,000	-	36,000	-	39,356	3,356	9.3%	
Instr. Materials Total			-	36,000	-	36,000	-	39,356	3,356	9.3%	
Library	Salary	Professional Salaries	0.50	28,667	0.50	30,519	0.50	33,536	3,017	9.9%	
	Salary Total		0.50	28,667	0.50	30,519	0.50	33,536	3,017	9.9%	
	Expenses	Supplies/Materials	-	3,700	-	3,700	-	4,264	564	15.2%	Cost Increases
	Expenses Total		-	3,700	-	3,700	-	4,264	564	15.2%	
Library Total			0.50	32,367	0.50	34,219	0.50	37,799	3,581	10.5%	
Math Intervention	Salary	Professional Salaries	1.00	82,458	1.00	82,458	1.00	102,929	20,471	24.8%	Line correction: msath intervention
	Salary Total		1.00	82,458	1.00	82,458	1.00	102,929	20,471	24.8%	
Math Intervention Total			1.00	82,458	1.00	82,458	1.00	102,929	20,471	24.8%	
STEM	Salary	Professional Salaries	1.00	85,578	1.00	88,145	1.00	92,227	4,082	4.6%	
	Salary Total		1.00	85,578	1.00	88,145	1.00	92,227	4,082	4.6%	
	Expenses	Supplies/Materials	-	4,000	-	4,000	-	7,842	3,842	96.0%	Cost Increases
	Expenses Total		-	4,000	-	4,000	-	7,842	3,842	96.0%	
STEM Total			1.00	89,578	1.00	92,145	1.00	100,069	7,923	8.6%	
Special Ed Guidance	Salary	Professional Salaries	1.50	136,035	1.70	151,872	1.70	154,906	3,035	2.0%	
	Salary Total		1.50	136,035	1.70	151,872	1.70	154,906	3,035	2.0%	
	Expenses	Supplies/Materials	-	2,000	-	2,000	-	2,255	255	12.7%	Cost Increases
	Textbooks		-	1,250	-	1,250	-	1,850	600	48.0%	Cost Increases
	Expenses Total		-	3,250	-	3,250	-	4,105	855	26.3%	
Special Ed Guidance Total			1.50	139,285	1.70	155,122	1.70	159,011	3,889	2.5%	
Operation Plant	Salary	Custodian	1.00	51,539	1.00	47,583	1.00	53,113	5,530	11.6%	
	Salary Total		1.00	51,539	1.00	47,583	1.00	53,113	5,530	11.6%	
	Expenses	Equipment Maintenance	-	1,000	-	1,000	-	1,470	470	47.0%	Cost Increases
	Equipment Purchase/Rental		-	1,000	-	1,000	-	1,470	470	47.0%	Cost Increases
	Telephone		-	2,000	-	7,000	-	2,000	(5,000)	-71.4%	Correction
	Expenses Total		-	4,000	-	9,000	-	4,941	(4,059)	-45.1%	
Operation Plant Total			1.00	55,539	1.00	56,583	1.00	58,054	1,471	2.6%	
School Admin	Salary	Principals	2.00	218,110	2.00	226,246	2.00	235,406	9,160	4.0%	
	Salary Total		2.00	218,110	2.00	226,246	2.00	235,406	9,160	4.0%	
	Expenses	Secretary	1.00	47,257	1.00	48,614	1.00	50,012	1,398	2.9%	
	Salary Total		3.00	265,367	3.00	274,860	3.00	285,418	10,558	3.8%	

Edward G. Molin School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
School Admin	Expenses	Memberships	-	2,100	-	-	-	-	-	-	
		Postage	-	1,500	-	-	-	-	(42)	-2.0%	
		Publications	-	850	-	-	-	-	130	0.0%	
		Supplies/Materials	-	2,000	-	-	-	-	1,921	15.3%	Cost Increases
		Expenses Total	-	6,450	-	-	-	-	8,460	96.0%	Cost Increases
School Admin Total			3.00	271,817	3.00	281,310	3.00	293,877	12,568	31.2%	
Substitutes	Salary	Substitutes	-	59,500	-	-	-	-	-	0.0%	
		Salary Total	-	59,500	-	-	-	-	-	0.0%	
		Substitutes Total	-	59,500	-	-	-	-	-	0.0%	
			48.90	3,485,967	50.82	3,792,499	51.02	3,957,974	165,475	4.4%	

Summary by Program

R. A. Nock Middle School

Grade/Program	FY23	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Grade 6	679,549	722,000	42,451	6.2%	
Grade 7	686,188	673,808	(12,380)	-1.8%	
Grade 8	689,718	693,350	3,633	0.5%	
World Language	393,266	421,890	28,624	7.3%	
Technology	71,746	67,719	(4,027)	-5.6%	IT Expenses moved to CO IT
Music	120,588	125,184	4,596	3.8%	
Art	103,035	106,366	3,331	3.2%	
Physical Education	180,545	163,851	(16,694)	-9.2%	
Special Education	1,526,381	1,865,778	339,396	22.2%	Add: .5 BCBA
Health/Med Serv.	-	-	-	0.0%	
Instr. Materials	55,500	55,739	239	0.4%	Add: Place based Education, Software
Tech Education	94,180	100,201	6,021	6.4%	
Library	37,609	40,525	2,916	7.8%	
Student Activities	17,200	17,200	-	0.0%	
MS Sports		21,000	21,000	0.0%	
Reading	123,481	127,877	4,396	3.6%	
Special Ed Guidance	227,983	206,459	(21,524)	-9.4%	
Operation Plant	432,365	473,523	41,159	9.5%	Cost increases
Maintenance Plant	51,508	63,508	12,000	23.3%	
School Admin	321,574	339,283	17,709	5.5%	
Substitutes	109,098	109,098	-	0.0%	
	5,921,514	6,394,360	472,846	8.0%	

R.A. Nock School

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Grade 6	Salary	Professional Salaries	8.00	649,701	8.00	677,549	8.00	720,040	42,491	6.3%	
	Salary Total		8.00	649,701	8.00	677,549	8.00	720,040	42,491	6.3%	
	Expenses	General Supplies	-	1,000	-	1,000	-	980	(20)	-2.0%	
		Supplies/Materials	-	1,000	-	1,000	-	980	(20)	-2.0%	
Grade 6 Total	Expenses Total		-	2,000	-	2,000	-	1,960	(40)	-2.0%	
			8.00	651,701	8.00	679,549	8.00	722,000	42,451	6.2%	
Grade 7	Salary	Professional Salaries	8.00	681,922	8.00	684,188	8.00	671,828	(12,360)	-1.8%	
	Salary Total		8.00	681,922	8.00	684,188	8.00	671,828	(12,360)	-1.8%	
	Expenses	Supplies/Materials	-	1,000	-	1,000	-	980	(20)	-2.0%	
		Textbooks	-	1,000	-	1,000	-	1,000	-	0.0%	
Grade 7 Total	Expenses Total		-	2,000	-	2,000	-	1,980	(20)	-1.0%	
			8.00	683,922	8.00	686,188	8.00	673,808	(12,380)	-1.8%	
Grade 8	Salary	Professional Salaries	8.00	650,347	8.00	683,218	8.00	686,959	3,741	0.5%	
	Salary Total		8.00	650,347	8.00	683,218	8.00	686,959	3,741	0.5%	
	Expenses	Supplies/Materials	-	3,000	-	5,500	-	5,391	(109)	-2.0%	
		Textbooks	-	1,000	-	1,000	-	1,000	-	0.0%	
Grade 8 Total	Expenses Total		-	4,000	-	6,500	-	6,391	(109)	-1.7%	
			8.00	654,347	8.00	689,718	8.00	693,350	3,633	0.5%	
World Language	Salary	Professional Salaries	6.00	379,257	6.00	392,566	6.00	421,204	28,638	7.3%	
	Salary Total		6.00	379,257	6.00	392,566	6.00	421,204	28,638	7.3%	
	Expenses	Supplies/Materials	-	700	-	700	-	686	(14)	-2.0%	
		Textbooks	-	700	-	700	-	686	(14)	-2.0%	
World Language Total	Expenses Total		-	700	-	393,266	6.00	421,890	28,624	7.3%	
			6.00	379,957	6.00						
Technology	Salary	Professional Salaries	0.60	53,989	0.60	55,608	0.60	56,719	1,111	2.0%	
	Salary Total		0.60	53,989	0.60	55,608	0.60	56,719	1,111	2.0%	
	Expenses	Computer Purchase	-	6,000	-	6,000	-	-	(6,000)	-100.0%	Moved to CO IT
		Equipment Purchase/Rental	-	1,000	-	1,000	-	-	(1,000)	-100.0%	Moved to CO IT
Technology Total	Software		-	-	-	8,538	-	11,000	2,462	28.8%	Add: new curriculum software
	Supplies/Materials		-	600	-	600	-	-	(600)	-100.0%	Moved to CO IT
	Expenses Total		-	7,600	-	16,138	-	11,000	(5,138)	-31.8%	
			0.60	61,589	0.60	71,746	0.60	67,719	(4,027)	-5.6%	
Music	Salary	Professional Salaries	1.50	108,723	1.50	115,038	1.50	119,744	4,706	4.1%	
	Salary Total		1.50	108,723	1.50	115,038	1.50	119,744	4,706	4.1%	
	Expenses	Equipment Maintenance	-	1,550	-	1,550	-	1,519	(31)	-2.0%	
		Equipment Purchase/Rental	-	2,500	-	2,500	-	2,451	(49)	-2.0%	
Music Total	Memberships		-	500	-	500	-	490	(10)	-2.0%	
	Supplies/Materials		-	1,000	-	1,000	-	980	(20)	-2.0%	
	Expenses Total		-	5,550	-	5,550	-	5,440	(110)	-2.0%	
			1.50	114,273	1.50	120,588	1.50	125,184	4,596	3.8%	

R.A. Nock School

Grade/Program	Per/Non	Description	FY22 FTE	FY22 FY22	FY23 FTE	FY23 FY23	FY24 FTE	FY24 FY24	\$ Chg 24/23	% Chg 24/23	Comment
Art	Salary	Professional Salaries	1.20	97,747	1.20	97,535	1.20	100,975	3,439	3.5%	
	Salary Total		1.20	97,747	1.20	97,535	1.20	100,975	3,439	3.5%	
	Expenses	Supplies/Materials	-	5,500	-	5,500	-	5,391	(109)	-2.0%	
Art Total	Expenses Total		-	5,500	-	5,500	-	5,391	(109)	-2.0%	
			1.20	103,247	1.20	103,035	1.20	106,366	3,331	3.2%	
Physical Education	Salary	Professional Salaries	2.40	194,657	2.40	179,545	2.30	162,871	(16,674)	-9.3%	Line adjustment: .1 to Molin
	Salary Total		2.40	194,657	2.40	179,545	2.30	162,871	(16,674)	-9.3%	
	Expenses	Equipment Purchase/Rental	-	500	-	500	-	490	(10)	-2.0%	
Physical Education	Expenses Total		-	500	-	500	-	490	(10)	-2.0%	
			-	1,000	-	1,000	-	980	(20)	-2.0%	
	Expenses Total		2.40	195,657	2.40	180,545	2.30	163,851	(16,694)	-9.2%	
Special Education	Salary	Aides	12.70	373,637	8.65	264,436	8.65	241,847	(22,589)	-8.5%	Reclassification and reorganization
											Add: BCBA, 504 coordination, program
											Add: development: RBT/CPTA
Special Education	Professional Salaries		12.50	985,784	16.00	1,238,973	20.20	1,600,296	361,323	29.2%	
	Secretary		-	-	0.42	20,072	0.42	20,792	719	3.6%	
	Salary Total		25.20	1,359,421	25.07	1,523,481	29.27	1,862,935	339,453	22.3%	
Special Education	Expenses	Supplies/Materials	-	2,900	-	2,900	-	2,843	(57)	-2.0%	
	Expenses Total		-	2,900	-	2,900	-	2,843	(57)	-2.0%	
	Expenses Total		25.20	1,362,321	25.07	1,526,381	29.27	1,865,778	339,396	22.2%	
Health/Med Serv.	Expenses	Equipment Maintenance	-	-	-	-	-	-	-	0.0%	
	Supplies/Materials		-	-	-	-	-	-	-	0.0%	
	Expenses Total		-	-	-	-	-	-	-	0.0%	
Health/Med Serv. Total			-	-	-	-	-	-	-	0.0%	
Instr. Materials	Expenses	AV Materials	-	1,000	-	1,000	-	980	(20)	-2.0%	
	Contracted Services		-	4,000	-	4,000	-	49,000	45,000	1125.0%	Add: place based education
	Equipment Maintenance		-	-	-	-	-	-	-	0.0%	
Instr. Materials	Equipment Purchase/Rental		-	44,000	-	44,000	-	(613)	(44,613)	-101.4%	Move to CO IT
	General Supplies		-	6,500	-	6,500	-	6,371	(129)	-2.0%	
	Expenses Total		-	55,500	-	55,500	-	55,739	239	0.4%	
Instr. Materials Total			-	55,500	-	55,500	-	55,739	239	0.4%	
Tech Education	Salary	Professional Salaries	1.00	88,039	1.00	90,680	1.00	96,770	6,090	6.7%	
	Salary Total		1.00	88,039	1.00	90,680	1.00	96,770	6,090	6.7%	
	Expenses	General Supplies	-	500	-	500	-	490	(10)	-2.0%	
Tech Education	Software		-	500	-	500	-	490	(10)	-2.0%	
	Supplies/Materials		-	2,500	-	2,500	-	2,451	(49)	-2.0%	
	Expenses Total		-	3,500	-	3,500	-	3,431	(69)	-2.0%	
Tech Education Total			1.00	91,539	1.00	94,180	1.00	100,201	6,021	6.4%	

R.A. Nock School

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Library	Salary	Professional Salaries	0.50	28,667	0.50	30,519	0.50	33,536	3,017	9.9%	
	Salary Total		0.50	28,667	0.50	30,519	0.50	33,536	3,017	9.9%	
	Expenses	Software	-	1,970	-	4,640	-	4,548	(92)	-2.0%	
		Supplies/Materials	-	450	-	450	-	441	(9)	-2.0%	
		Textbooks	-	2,000	-	2,000	-	2,000	-	0.0%	
Library Total	Expenses Total		-	4,420	-	7,090	-	6,989	(101)	-1.4%	
			0.50	33,087	0.50	37,609	0.50	40,525	2,916	7.8%	
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%	
MS Sports	Expenses	MS Sports									
	Expenses Total										
MS Sports Total											
Reading	Salary	Professional Salaries	2.20	154,999	1.60	123,481	1.60	127,877	4,396	3.6%	
	Salary Total		2.20	154,999	1.60	123,481	1.60	127,877	4,396	3.6%	
			2.20	154,999	1.60	123,481	1.60	127,877	4,396	3.6%	
Special Ed Guidance	Salary	Professional Salaries	2.00	163,794	3.00	227,983	3.00	206,459	(21,524)	-9.4%	
	Salary Total		2.00	163,794	3.00	227,983	3.00	206,459	(21,524)	-9.4%	
			2.00	163,794	3.00	227,983	3.00	206,459	(21,524)	-9.4%	
Special Ed Guidance Total											
Operation Plant	Salary	Custodian	4.00	221,457	4.00	209,707	4.00	221,943	12,237	5.8%	
	Salary Total		4.00	221,457	4.00	209,707	4.00	221,943	12,237	5.8%	
	Expenses	Custodial Supplies	-	22,750	-	23,250	-	24,898	1,648	7.1%	Cost Increases
		Electric	-	119,268	-	119,268	-	128,668	9,400	7.9%	Cost Increases
		Equipment Maintenance	-	3,750	-	3,750	-	3,725	(25)	-0.7%	Adjustment
Operation Plant Total	Equipment Purchase/Rental		-	8,700	-	8,700	-	15,292	6,592	75.8%	Cost Increases
	Gas		-	41,596	-	51,190	-	61,915	10,725	21.0%	Cost Increases
	Telephone		-	9,000	-	14,000	-	15,000	1,000	7.1%	Cost Increases
	Uniforms		-	2,000	-	2,500	-	2,083	(417)	-16.7%	Adjustment
	Expenses Total		-	207,064	-	222,658	-	251,580	28,922	13.0%	
			4.00	428,521	4.00	432,365	4.00	473,523	41,159	9.5%	
Maintenance Plant	Expenses	Building/Contracted Services	-	27,508	-	27,508	-	30,408	2,900	10.5%	Cost Increases
		Contracted Services	-	24,000	-	24,000	-	33,100	9,100	37.9%	Cost Increases
	Expenses Total		-	51,508	-	51,508	-	63,508	12,000	23.3%	
Maintenance Plant Total			-	51,508	-	51,508	-	63,508	12,000	23.3%	
School Admin	Salary	Principals	2.00	230,013	2.00	214,755	2.00	227,269	12,514	5.8%	

R.A. Nock School

Grade/Program	Per/Non	Description	FY22 FTE	FY22 FTE	FY23 FTE	FY23 FTE	FY24 FTE	FY24 FTE	\$ Chg 24/23	% Chg 24/23	Comment
School Admin	Salary	Secretary	2.00	94,419	2.00	95,839	2.00	101,178	5,339	5.6%	
	Salary Total		4.00	324,432	4.00	310,594	4.00	328,447	17,853	5.7%	
	Expenses	Equipment Maintenance	-	1,000	-	1,000	-	980	(20)	-2.0%	
		Memberships	-	1,880	-	1,880	-	1,843	(37)	-2.0%	
		Postage	-	3,700	-	3,700	-	3,700	-	0.0%	
		Printing	-	1,000	-	1,000	-	980	(20)	-2.0%	
		Publications	-	900	-	900	-	882	(18)	-2.0%	
		Supplies/Materials	-	2,500	-	2,500	-	2,451	(49)	-2.0%	
	Expenses Total		-	10,980	-	10,980	-	10,836	(144)	-1.3%	
	School Admin Total		4.00	335,412	4.00	321,574	4.00	339,283	17,709	5.5%	
Substitutes	Salary	Substitutes	-	111,500	-	109,098	-	109,098	-	0.0%	
	Salary Total		-	111,500	-	109,098	-	109,098	-	0.0%	
	Substitutes Total		-	111,500	-	109,098	-	109,098	-	0.0%	
			74.60	5,650,074	74.87	5,921,514	78.97	6,394,360	472,846	8.0%	

Summary by Program

Newburyport High School School

Grade/Program	FY23	FY24	\$ Chg 24/23	% Chg 24/23	Comment
English	672,885	666,796	(6,088)	-0.9%	
World Language	585,431	593,481	8,051	1.4%	
Math	810,520	801,396	(9,125)	-1.1%	
Science	815,479	854,070	38,591	4.7%	
Social Studies	709,351	698,619	(10,731)	-1.5%	
Technology	41,250	67,071	25,821	62.6%	Add: Tech Integrator, move non personnel to CO IT
Music	75,670	94,596	18,926	25.0%	Add: .2 music teacher
Art	293,831	303,888	10,058	3.4%	
Business Education	43,217	45,470	2,253	5.2%	
Special Education	1,711,864	1,954,931	243,066	14.2%	Add: Specialized Program Administrator
Alternative Education	500	38,490	37,990	7598.0%	Add: Alternative After School Program
Instr. Materials	51,000	49,992	(1,008)	-2.0%	
Guidance	602,662	634,956	32,294	5.4%	Add: Global Citizenship Program
Tech Education	162,039	169,249	7,210	4.4%	
Library	159,469	163,268	3,799	2.4%	
Student Activities	31,500	31,500	-	0.0%	
Athletics	776,280	849,609	73,328	9.4%	Reclassification Admin Assistant
Drama	180,552	188,158	7,606	4.2%	
Wellness	454,930	465,167	10,237	2.3%	
Reading	152,005	174,013	22,008	14.5%	
Special Ed Guidance	333,715	343,727	10,012	3.0%	
Operation Plant	750,637	791,072	40,435	5.4%	
Maintenance Plant	66,916	73,216	6,300	9.4%	
School Admin	502,607	456,504	(46,103)	-9.2%	Included: NEASC Accreditation
Substitutes	88,062	88,062	-	0.0%	
Virtual High School	12,500	12,500	-	0.0%	
	10,084,870	10,609,801	524,931	5.2%	

Newburyport High School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
English	Salary	Professional Salaries	8.10	638,978	8.10	668,685	8.10	662,620	(6,065)	-0.9%	
	Salary Total		8.10	638,978	8.10	668,685	8.10	662,620	(6,065)	-0.9%	
	Expenses	Publications	-	1,200	-	1,200	-	1,176	(24)	-2.0%	
	Expenses Total	Textbooks	-	3,000	-	3,000	-	3,000	-	0.0%	
English Total			8.10	643,178	8.10	672,885	8.10	666,796	(6,088)	-0.9%	
World Language	Salary	Professional Salaries	6.60	591,317	6.00	575,431	6.00	580,080	4,649	0.8%	
	Salary Total		6.60	591,317	6.00	575,431	6.00	580,080	4,649	0.8%	
	Expenses	Supplies/Materials	-	5,000	-	5,000	-	4,901	(99)	-2.0%	
	Expenses Total	Textbooks	-	5,000	-	5,000	-	8,500	3,500	70.0%	Seal of Biliteracy materials
World Language Total			6.60	601,317	6.00	585,431	6.00	593,481	8,051	1.4%	
Math	Salary	Professional Salaries	9.20	780,450	9.00	788,520	9.00	779,534	(8,986)	-1.1%	
	Salary Total		9.20	780,450	9.00	788,520	9.00	779,534	(8,986)	-1.1%	
	Expenses	Supplies/Materials	-	7,000	-	7,000	-	6,862	(138)	-2.0%	
	Expenses Total	Textbooks	-	20,000	-	15,000	-	15,000	-	0.0%	
Math Total			9.20	807,450	9.00	810,520	9.00	801,396	(9,125)	-1.1%	
Science	Salary	Professional Salaries	9.00	749,577	9.00	788,479	9.00	816,624	28,145	3.6%	
	Salary Total		9.00	749,577	9.00	788,479	9.00	816,624	28,145	3.6%	
	Expenses	Equipment Maintenance	-	3,000	-	3,000	-	2,941	(59)	-2.0%	
	Expenses Total	Supplies/Materials	-	18,000	-	18,000	-	23,525	5,525	30.7%	Cost Increases
Science Total	Salary	Professional Salaries	9.00	749,577	9.00	788,479	9.00	816,624	28,145	3.6%	
	Salary Total		9.00	749,577	9.00	788,479	9.00	816,624	28,145	3.6%	
	Expenses	Equipment Maintenance	-	3,000	-	3,000	-	2,941	(59)	-2.0%	
	Expenses Total	Supplies/Materials	-	18,000	-	18,000	-	23,525	5,525	30.7%	Cost Increases
Social Studies	Salary	Professional Salaries	8.00	705,105	8.00	697,201	8.00	686,509	(10,692)	-1.5%	
	Salary Total		8.00	705,105	8.00	697,201	8.00	686,509	(10,692)	-1.5%	
	Expenses	Contracted Services	-	8,150	-	8,150	-	8,150	-	0.0%	
	Expenses Total	Supplies/Materials	-	2,000	-	2,000	-	1,960	(40)	-2.0%	
Social Studies Total	Salary	Professional Salaries	8.00	705,105	8.00	697,201	8.00	686,509	(10,692)	-1.5%	
	Salary Total		8.00	705,105	8.00	697,201	8.00	686,509	(10,692)	-1.5%	
	Expenses	Contracted Services	-	8,150	-	8,150	-	8,150	-	0.0%	
	Expenses Total	Supplies/Materials	-	2,000	-	2,000	-	1,960	(40)	-2.0%	
Technology	Salary	Professional Salaries	1.00	67,071	1.00	67,071	1.00	67,071	0	0.0%	
	Salary Total		1.00	67,071	1.00	67,071	1.00	67,071	0	0.0%	
	Expenses	Computer Purchase	-	2,000	-	2,000	-	2,000	0	0.0%	
	Expenses Total	Equipment Maintenance	-	14,500	-	15,250	-	15,250	750	5.2%	
Technology Total			1.00	71,571	1.00	84,321	1.00	84,321	12,750	17.8%	

Newburyport High School

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Technology Total											
Music	Salary	Professional Salaries	-	40,500	-	41,250	1.00	67,071	25,821	62.6%	
	Salary Total		0.80	67,155	0.80	69,170	1.00	88,191	19,021	27.5%	Add: Increase Music FTE from .8 to 1.0
	Expenses	Equipment Maintenance	-	900	-	900	-	882	(18)	-2.0%	
		Equipment Purchase/Rental	-	2,000	-	2,000	-	1,960	(40)	-2.0%	
		Field Trips	-	1,700	-	1,700	-	1,700	-	0.0%	
Music Total		Memberships	-	250	-	250	-	245	(5)	-2.0%	
		Software	-	650	-	650	-	637	(13)	-2.0%	
		Supplies/Materials	-	1,000	-	1,000	-	980	(20)	-2.0%	
	Expenses Total		-	6,500	-	6,500	-	6,405	(95)	-1.5%	
			0.80	73,655	0.80	75,670	1.00	94,596	18,926	25.0%	
Art	Salary	Professional Salaries	3.00	260,254	3.00	273,571	3.00	284,029	10,458	3.8%	
	Salary Total		3.00	260,254	3.00	273,571	3.00	284,029	10,458	3.8%	
	Expenses	Equipment Purchase/Rental	-	1,000	-	1,000	-	980	(20)	-2.0%	
		Software	-	2,660	-	7,660	-	7,509	(151)	-2.0%	
		Supplies/Materials	-	11,600	-	11,600	-	11,371	(229)	-2.0%	
Art Total	Expenses Total		-	15,260	-	20,260	-	19,859	(401)	-2.0%	
			3.00	275,514	3.00	293,831	3.00	303,888	10,058	3.4%	
Business Education	Salary	Professional Salaries	0.60	39,185	0.60	41,717	0.60	43,980	2,263	5.4%	
	Salary Total		0.60	39,185	0.60	41,717	0.60	43,980	2,263	5.4%	
	Expenses	Supplies/Materials	-	500	-	500	-	490	(10)	-2.0%	
		Textbooks	-	1,000	-	1,000	-	1,000	-	0.0%	
	Expenses Total		-	1,500	-	1,500	-	1,490	(10)	-0.7%	
Business Education Total			0.60	40,685	0.60	43,217	0.60	45,470	2,253	5.2%	
Special Education	Salary	Aides	11.00	306,694	13.00	377,707	10.00	332,967	(44,740)	-11.8%	Reorganization and reclassification Nurse, RBT, COTA; Changes to staff based on
			14.60	1,163,794	15.10	1,305,297	18.50	1,577,928	272,631	20.9%	needs
	Expenses	Professional Salaries	-	-	0.60	23,860	0.84	39,135	15,274	64.0%	
		Secretary	25.60	1,470,488	28.70	1,706,864	29.34	1,950,029	243,165	14.2%	
	Expenses Total		-	3,000	-	5,000	-	4,901	(99)	-2.0%	
Special Education Total			-	3,000	-	5,000	-	4,901	(99)	-2.0%	
			25.60	1,473,488	28.70	1,711,864	29.34	1,954,931	243,066	14.2%	
Alternative Education	Expenses	Supplies/Materials	-	500	-	500	-	38,490	37,990	7598.0%	Add: After School Alternative Program
	Expenses Total		-	500	-	500	-	38,490	37,990	7598.0%	
			-	500	-	500	-	38,490	37,990	7598.0%	
	Expenses Total		-	50,000	-	50,000	-	49,011	(989)	-2.0%	
			-	1,000	-	1,000	-	980	(20)	-2.0%	
Instr. Materials	Expenses	Equipment Maintenance	-	51,000	-	51,000	-	49,992	(1,008)	-2.0%	
	Expenses Total		-	51,000	-	51,000	-	49,992	(1,008)	-2.0%	

Newburyport High School

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Instr. Materials Total										
Guidance	Salary	Professional Salaries	-	51,000	-	51,000	-	(1,008)	-2.0%	
	Secretary		9.00	758,715	6.00	512,286	6.00	543,292	6.1%	Add: Global Citizenship Program
	Salary Total		1.00	55,808	1.00	57,376	1.00	58,991	2.8%	
	Expenses	Software	10.00	814,523	7.00	569,662	7.00	602,282	5.7%	
	Supplies/Materials		-	1,500	-	13,000	-	12,743	-2.0%	
Guidance Total	Tests		-	3,500	-	3,500	-	3,431	-2.0%	
	Expenses Total		-	6,500	-	16,500	-	16,500	0.0%	
			-	11,500	-	33,000	-	32,674	-1.0%	
			10.00	826,023	7.00	602,662	7.00	634,956	5.4%	
Tech Education	Salary	Professional Salaries	2.00	139,370	2.00	149,039	2.00	156,427	5.0%	
	Salary Total		2.00	139,370	2.00	149,039	2.00	156,427	5.0%	
	Expenses	Computer Purchase	-	4,000	-	4,000	-	4,000	0.0%	
	Supplies/Materials		-	9,000	-	9,000	-	8,822	-2.0%	
	Expenses Total		-	13,000	-	13,000	-	12,822	-1.4%	
Tech Education Total			2.00	152,370	2.00	162,039	2.00	169,249	4.4%	
Library	Salary	Aides	1.00	31,028	1.00	31,960	1.00	34,136	6.8%	
	Professional Salaries		1.00	99,640	1.00	102,509	1.00	104,478	1.9%	
	Salary Total		2.00	130,668	2.00	134,469	2.00	138,614	3.1%	
	Expenses	Equipment Purchase/Rental	-	2,500	-	2,500	-	2,451	-2.0%	
	General Supplies		-	2,500	-	2,500	-	2,451	-2.0%	
Library Total	Publications		-	3,000	-	3,000	-	2,941	-2.0%	
	Software		-	-	-	9,500	-	9,312	-2.0%	
	Textbooks		-	7,500	-	7,500	-	7,500	0.0%	
	Expenses Total		-	15,500	-	25,000	-	24,654	-1.4%	
			2.00	146,168	2.00	159,469	2.00	163,268	2.4%	
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		-	13,500	-	18,500	-	18,500	0.0%	
	Expenses Total		-	19,500	-	24,500	-	24,500	0.0%	
Student Activities Total			-	26,500	-	31,500	-	31,500	0.0%	
Athletics	Salary	Central Office Administration	-	-	1.00	36,693	-	(36,693)	-100.0%	Reclassification NHS Trainer
	Game Expenses		-	-	-	-	-	-	0.0%	
	Other Salary		-	-	-	-	-	-	0.0%	
	Professional Salaries		1.00	111,113	1.00	117,446	2.00	158,971	35.4%	Reclassification NHS Trainer
	Secretary		-	-	-	-	1.00	58,101	0.0%	Reclassification Athletics Admin Assistant
Athletics Total	Stipends-Coaching		-	-	-	112,384	-	112,384	0.0%	
	Expenses		1.00	111,113	2.00	266,523	3.00	329,456	23.6%	
	Cleaning/Reconditioning		-	10,000	-	10,000	-	10,000	0.0%	

Newburyport High School

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	% Chg	Comment
	Expenses		FTE		FTE		FTE		24/23	
Athletics	Contracted Services		-	-	-	113,346	-	124,058	10,712	9.5% Cost Increases
	Field Use		-	-	-	15,487	-	15,487	-	0.0%
	Fundraiser		-	-	-	23,875	-	23,875	-	0.0%
	Game Expenses		-	-	-	45,000	-	45,000	-	0.0%
	Meet Fees		-	-	-	17,000	-	17,000	-	0.0%
	Sports Equipment		-	-	-	25,000	-	25,000	-	0.0%
	Sports Facilities Rentals		-	-	-	56,000	-	56,000	-	0.0%
	Stipends-Coaching		-	-	-	38,500	-	38,500	-	0.0%
	Supplies/Materials		-	-	-	6,000	-	5,881	(119)	-2.0%
	Transportation		-	-	-	117,000	-	117,000	-	0.0%
Athletics Total	Turf Replacement		-	-	-	32,549	-	32,549	-	0.0%
	Uniforms		-	-	-	10,000	-	9,802	(198)	-2.0%
	Expenses Total		-	-	-	324,500	-	520,153	10,396	2.0%
			1.00	435,613	2.00	776,280	3.00	849,609	73,328	9.4%
Drama	Professional Salaries		2.00	170,050	2.00	175,152	2.00	182,835	7,684	4.4%
	Salary Total		2.00	170,050	2.00	175,152	2.00	182,835	7,684	4.4%
	Contracted Services		-	-	-	1,500	-	1,500	-	0.0%
	Memberships		-	-	-	400	-	392	(8)	-2.0%
	Supplies/Materials		-	-	-	3,500	-	3,431	(69)	-2.0%
	Expenses Total		-	-	-	5,400	-	5,323	(77)	-1.4%
			2.00	175,450	2.00	180,552	2.00	188,158	7,606	4.2%
Wellness	Professional Salaries		5.00	419,835	5.00	434,430	5.00	445,072	10,642	2.4%
	Salary Total		5.00	419,835	5.00	434,430	5.00	445,072	10,642	2.4%
	Equipment Maintenance		-	-	-	3,000	-	2,941	(59)	-2.0%
	Supplies/Materials		-	-	-	17,500	-	17,154	(346)	-2.0%
	Expenses Total		-	-	-	20,500	-	20,095	(405)	-2.0%
			5.00	440,335	5.00	454,930	5.00	465,167	10,237	2.3%
Wellness Total	Professional Salaries		-	-	-	152,005	2.00	174,013	22,008	14.5%
	Salary Total		-	-	-	152,005	2.00	174,013	22,008	14.5%
	Expenses		-	-	-	152,005	2.00	174,013	22,008	14.5%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
Reading	Custodian		7.00	372,582	7.00	372,480	7.00	388,334	15,853	4.3%
	Salary Total		7.00	372,582	7.00	372,480	7.00	388,334	15,853	4.3%
	Expenses		-	-	-	25,000	-	27,446	2,446	9.8% Cost Increases
	Custodial Supplies		-	-	-	203,176	-	213,676	10,500	5.2% Cost Increases
	Electric		-	-	-	3,920	-	4,333	413	10.5% Cost Increases
	Equipment Maintenance		-	-	-	12,800	-	8,606	(4,194)	-32.8% Line correction
	Equipment Purchase/Rental		-	-	-		-			
Reading Total	Professional Salaries		-	-	-	152,005	2.00	174,013	22,008	14.5%
	Salary Total		-	-	-	152,005	2.00	174,013	22,008	14.5%
	Expenses		-	-	-	152,005	2.00	174,013	22,008	14.5%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
Special Ed Guidance	Professional Salaries		-	-	-	152,005	2.00	174,013	22,008	14.5%
	Salary Total		-	-	-	152,005	2.00	174,013	22,008	14.5%
	Expenses		-	-	-	152,005	2.00	174,013	22,008	14.5%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
			-	-	-	333,715	4.00	343,727	10,012	3.0%
Operation Plant	Custodian		7.00	372,582	7.00	372,480	7.00	388,334	15,853	4.3%
	Salary Total		7.00	372,582	7.00	372,480	7.00	388,334	15,853	4.3%
	Expenses		-	-	-	25,000	-	27,446	2,446	9.8% Cost Increases
	Custodial Supplies		-	-	-	203,176	-	213,676	10,500	5.2% Cost Increases
	Electric		-	-	-	3,920	-	4,333	413	10.5% Cost Increases
	Equipment Maintenance		-	-	-	12,800	-	8,606	(4,194)	-32.8% Line correction
	Equipment Purchase/Rental		-	-	-		-			

Newburyport High School

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Operation Plant	Expenses	Gas	-	93,739	-	115,361	-	129,761	14,400	12.5%	Cost Increases
		Telephone	-	12,500	-	15,000	-	16,000	1,000	6.7%	Cost Increases
		Uniforms	-	2,800	-	2,900	-	2,916	16	0.6%	Cost Increases
		Expenses Total	-	351,935	-	378,157	-	402,739	24,582	6.5%	
Operation Plant Total			7.00	724,517	7.00	750,637	7.00	791,072	40,435	5.4%	
Maintenance Plant	Expenses	Building/Contracted Services	-	34,416	-	34,416	-	36,416	2,000	5.8%	Cost Increases
		Grounds/Other	-	32,500	-	32,500	-	36,800	4,300	13.2%	Line correction
		Expenses Total	-	66,916	-	66,916	-	73,216	6,300	9.4%	
Maintenance Plant Total			-	66,916	-	66,916	-	73,216	6,300	9.4%	
School Admin	Salary	Principals	2.00	254,153	2.00	262,135	2.00	270,375	8,240	3.1%	
		Secretary	3.00	156,147	3.00	169,409	2.00	118,120	(51,289)	-30.3%	Recalssification Athletics Admin Assistant
		Salary Total	5.00	410,300	5.00	431,544	4.00	388,495	(43,049)	-10.0%	
	Expenses	Accreditation	-	4,900	-	14,900	-	12,850	(2,050)	-13.8%	Included: NEASC Accreditation
		Equipment Maintenance	-	1,000	-	1,000	-	980	(20)	-2.0%	
		Graduation/Celebrations	-	-	-	-	-	-	-	0.0%	
		Memberships	-	3,700	-	3,700	-	3,627	(73)	-2.0%	
		Postage	-	5,400	-	5,400	-	5,400	-	0.0%	
		Printing	-	4,310	-	4,050	-	3,970	(80)	-2.0%	
		Publications	-	4,100	-	4,100	-	4,019	(81)	-2.0%	
		Supplies/Materials	-	15,940	-	37,913	-	37,163	(750)	-2.0%	
		Expenses Total	-	39,350	-	71,063	-	68,009	(3,054)	-4.3%	
School Admin Total			5.00	449,650	5.00	502,607	4.00	456,504	(46,103)	-9.2%	
Substitutes	Salary	Substitutes	-	90,000	-	88,062	-	88,062	-	0.0%	
		Salary Total	-	90,000	-	88,062	-	88,062	-	0.0%	
Substitutes Total			-	90,000	-	88,062	-	88,062	-	0.0%	
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%	
			104.90	9,047,162	111.20	10,084,870	113.04	10,609,801	524,931	5.2%	

Summary by Program

System Wide

Grade/Program	FY23	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Technology	745,983	939,140	193,157	25.9%	
Special Education	4,941,635	6,027,593	1,085,958		Add: Professional Development; Transfer:
Curriculum	783,695	700,359	(83,335)	22.0%	Non-Personnel Expenses to CO
School Lunch/Recess	124,500	66,500	(58,000)	-10.6%	Add: Math Curriculum
Safety	66,700	66,670	(30)	-46.6%	
Health	609,123	613,845	4,722	0.0%	
Transportation	1,270,000	1,100,000	(170,000)	0.8%	
In-Service	36,558	36,439	(119)	-13.4%	
English as Second Language	524,211	606,030	81,819	-0.3%	
Psychologist	285,424	291,129	5,705	15.6%	Reclassify position to teacher
Maintenance Plant	357,494	393,017	35,523	2.0%	
HVAC Program	126,905	136,701	9,796	9.9%	
Grounds Maintenance	109,370	101,505	(7,866)	7.7%	
Non-Salary Employee Benefits	929,330	970,930	41,600	-7.2%	
School Committee	46,200	46,079	(121)	4.5%	
Central Office	1,026,023	1,066,509	40,486	-0.3%	
Sch Build Maint	-	32,615	32,615	3.9%	
Curr/Staff Development	140,000	140,000	-	0.0%	
504	1,500	1,500	-	0.0%	
	12,124,652	13,336,562	1,211,911	10.0%	

System Wide

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Technology	Salary	Professional Salaries	1.00	96,500	1.00	101,395	-	-	(101,395)	-100.0%	
		Secretary	1.00	45,914	1.00	47,232	1.00	57,680	10,448	22.1%	
		Technician	3.00	188,000	3.00	193,640	4.00	270,457	76,817	39.7%	
	Salary Total		5.00	330,414	5.00	342,267	5.00	328,137	(14,130)	-4.1%	
	Expenses	Computer Purchase	-	-	-	-	-	183,625	183,625	0.0%	
		Conference/Workshop	-	2,000	-	2,000	-	2,000	-	0.0%	
		Contracted Services	-	85,340	-	85,340	-	54,574	(30,766)	-36.1%	
		Equipment Maintenance	-	-	-	-	-	29,897	29,897	0.0%	
		Equipment Purchase/Rental	-	17,500	-	123,126	-	30,000	(93,126)	-75.6%	
		Software	-	149,950	-	176,750	-	301,105	124,355	70.4%	
Technology		Supplies/Materials	-	16,500	-	16,500	-	9,802	(6,698)	-40.6%	
		Technology	-	-	-	-	-	-	-	0.0%	
	Expenses Total		-	271,290	-	403,716	-	611,003	207,287	51.3%	
	Technology Total		5.00	601,704	5.00	745,983	5.00	939,140	193,157	25.9%	
Special Education	Salary	Professional Salaries	2.00	167,500	2.00	242,049	2.00	242,565	516	0.2%	
		Secretary	3.00	144,998	1.00	66,366	1.00	68,531	2,165	3.3%	
	Salary Total		5.00	312,498	3.00	308,415	3.00	311,096	2,681	0.9%	
	Expenses	After School & Summer Program	-	64,000	-	64,000	-	64,000	-	0.0%	
		Contracted Services	-	325,000	-	425,000	-	425,000	-	0.0%	
		Equipment Maintenance	-	-	-	-	-	-	-	0.0%	
		Legal	-	80,000	-	80,000	-	80,000	-	0.0%	
		Memberships	-	800	-	800	-	784	(16)	-2.0%	
		Postage	-	400	-	400	-	400	-	0.0%	
		replace	-	-	-	-	-	-	-	0.0%	
Special Education		Spec Ed Trans Priv Day OOD	-	-	-	-	-	-	-	0.0%	
		Spec Ed Transport Collaborative	-	-	-	-	-	-	-	0.0%	
		Spec Ed Transport In District	-	-	-	-	-	-	-	0.0%	
		Supplies/Materials	-	25,000	-	25,000	-	24,506	(494)	-2.0%	
		Tests	-	10,000	-	10,000	-	10,000	-	0.0%	
		Transportation	-	663,986	-	663,986	-	663,986	-	0.0%	
		Travel	-	1,000	-	1,000	-	1,000	-	0.0%	
	Expenses Total		-	2,155,064	-	3,363,034	-	4,446,821	1,083,787	32.2%	Increase in outplacement costs (tuitions and placement changes)
	Special Education Total		5.00	3,637,748	3.00	4,941,635	3.00	6,027,593	1,085,958	22.0%	
Curriculum	Salary	After School & Summer Program	-	-	-	83,333	-	-	(83,333)	-100.0%	
		Central Office Administration	-	-	-	-	-	-	-	0.0%	
		Professional Salaries	4.00	366,325	3.00	342,495	3.00	351,913	9,418	2.7%	
		Secretary	1.00	55,000	1.00	62,366	1.00	52,258	(10,108)	-16.2%	
		Stipend/TSA	-	138,000	-	141,000	-	141,000	-	0.0%	
	Salary Total		5.00	559,325	4.00	629,195	4.00	545,171	(84,023)	-13.4%	
	Expenses	After School & Summer Program	-	-	-	2,500	-	2,500	-	0.0%	
			-	-	-	-	-	-	-		
			-	-	-	-	-	-	-		
			-	-	-	-	-	-	-		

System Wide

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Curriculum	Expenses		FTE		FTE		FTE					
		Contracted Services	-	-	-	40,000	-	40,000	-	-	0.0%	
		General Supplies	-	1,500	-	2,250	-	2,206	(44)	-	-2.0%	
		Instructional Technology	-	-	-	26,667	-	26,667	-	-	0.0%	
		Software	-	-	-	16,000	-	15,684	(316)	-	-2.0%	
		Supplies/Materials	-	-	-	31,250	-	30,632	(618)	-	-2.0%	
		Tests	-	350	-	500	-	500	-	-	0.0%	
		Textbooks	-	-	-	33,333	-	35,000	1,667	-	5.0%	Add: Math Curriculum
		Travel	-	2,000	-	2,000	-	2,000	-	-	0.0%	
		Expenses Total	-	3,850	-	154,500	-	155,188	688	-	0.4%	
Curriculum Total			5.00	563,175	4.00	783,695	4.00	700,359	(83,335)	-10.6%		
		Contingency	-	58,000	-	58,000	-	(0)	(58,000)	-	-100.0%	Reallocated to CO IT
School Lunch/Recess	Salary	Lunch / Recess Monitor	-	66,500	-	66,500	-	66,500	-	-	0.0%	
		Salary Total	-	124,500	-	124,500	-	66,500	(58,000)	-	-46.6%	
School Lunch/Recess Total			-	124,500	-	124,500	-	66,500	(58,000)	-46.6%		
		Crossing Guard	-	65,200	-	65,200	-	65,200	-	-	0.0%	
Safety	Salary	Salary Total	-	65,200	-	65,200	-	65,200	-	-	0.0%	
		Expenses	-	1,500	-	1,500	-	1,470	(30)	-	-2.0%	
		Uniforms	-	1,500	-	1,500	-	1,470	(30)	-	-2.0%	
Safety Total		Expenses Total	-	66,700	-	66,700	-	66,670	(30)	0.0%		
		Contracted Services	-	10,000	-	10,000	-	10,000	-	-	0.0%	
Health	Salary	Professional Salaries	7.00	537,856	7.50	595,023	7.00	599,826	4,803	-	0.8%	
		Supplies/Materials	-	4,100	-	4,100	-	4,019	(81)	-	-2.0%	
		Salary Total	7.00	551,956	7.50	609,123	7.00	613,845	4,722	-	0.8%	
		Expenses	-	10,000	-	-	-	-	-	-	0.0%	
		Supplies/Materials	-	4,100	-	-	-	-	-	-	0.0%	
Health Total		Expenses Total	7.00	566,056	7.50	609,123	7.00	613,845	4,722	0.8%		
		Transportation	-	990,000	-	1,270,000	-	1,100,000	(170,000)	-	-13.4%	ESSER -100,000, Adjust to actuals -70,000
		Transportation-Foster	-	-	-	-	-	-	-	-	0.0%	
		Transport-McV Into District	-	-	-	-	-	-	-	-	0.0%	
Transportation Total		Expenses Total	-	990,000	-	1,270,000	-	1,100,000	(170,000)	-13.4%		
		Conference/Workshop	-	-	-	6,000	-	6,000	-	-	0.0%	
In-Service	Expenses	Memberships	-	3,000	-	-	-	-	-	-	0.0%	
		Supplies/Materials	-	5,000	-	6,000	-	5,881	(119)	-	-2.0%	
		Tuition	-	24,558	-	24,558	-	24,558	-	-	0.0%	
		Expenses Total	-	32,558	-	36,558	-	36,439	(119)	-	-0.3%	
In-Service Total			-	32,558	-	36,558	-	36,439	(119)	-0.3%		

System Wide

Grade/Program	Per/Non Lan	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
English as Second Lan	Salary	Aides	1.00	20,340	1.00	31,679	-	-	(31,679)	-100.0%	Reorganization
	Professional Salaries		4.00	309,960	5.50	446,193	6.50	559,809	113,616	25.5%	Reorganization
	Salary Total		5.00	330,300	6.50	477,871	6.50	559,809	81,938	17.1%	
	Expenses	Contracted Services	-	10,000	-	40,340	-	40,340	-	0.0%	
	Supplies/Materials		-	6,000	-	6,000	-	5,881	(119)	-2.0%	
English as Second Language Total	Expenses Total		-	16,000	-	46,340	-	46,221	(119)	-0.3%	
			5.00	346,300	6.50	524,211	6.50	606,030	81,819	15.6%	
Psychologist	Salary	Professional Salaries	4.00	371,623	3.00	285,424	3.00	291,129	5,705	2.0%	
	Salary Total		4.00	371,623	3.00	285,424	3.00	291,129	5,705	2.0%	
	Psychologist Total		4.00	371,623	3.00	285,424	3.00	291,129	5,705	2.0%	
Maintenance Plant	Salary	Custodian	-	-	-	-	-	-	-	0.0%	
	Custodian SW		3.00	244,561	3.00	296,394	3.00	307,654	11,260	3.8%	
	Salary Total		3.00	244,561	3.00	296,394	3.00	307,654	11,260	3.8%	
	Expenses	Building/Contracted Services	-	4,000	-	4,000	-	5,500	1,500	37.5%	Cost Increases
	Contingency		-	-	-	-	-	20,000	20,000	0.0%	
HVAC Program	Custodial Supplies		-	37,500	-	50,000	-	50,482	482	1.0%	Cost Increases
	Equipment Purchase/Rental		-	1,000	-	1,000	-	1,470	470	47.0%	Cost Increases
	Grounds/Other		-	-	-	-	-	-	-	0.0%	
	Training/Expeditionary Learn.		-	4,500	-	4,500	-	6,245	1,745	38.8%	Cost Increases
	Uniforms		-	1,600	-	1,600	-	1,666	66	4.1%	
Maintenance Plant Total	Expenses Total		-	48,600	-	61,100	-	85,363	24,263	39.7%	
			3.00	293,161	3.00	357,494	3.00	393,017	35,523	9.9%	
HVAC Program	Salary	Custodian	1.00	64,817	1.00	66,505	1.00	70,385	3,879	5.8%	
	Salary Total		1.00	64,817	1.00	66,505	1.00	70,385	3,879	5.8%	
	Expenses	Contracted Services	-	28,000	-	28,000	-	32,000	4,000	14.3%	Cost Increases
	Custodial Supplies		-	26,000	-	26,000	-	27,446	1,446	5.6%	Cost Increases
	Equipment Purchase/Rental		-	1,000	-	1,000	-	1,470	470	47.0%	Cost Increases
HVAC Program Total	Training/Expeditionary Learn.		-	-	-	5,400	-	5,400	-	0.0%	
	Expenses Total		-	55,000	-	60,400	-	66,317	5,917	9.8%	
			1.00	119,817	1.00	126,905	1.00	136,701	9,796	7.7%	
Grounds Maintenance	Salary	Custodian	1.00	28,037	1.00	53,975	1.00	56,267	2,292	4.2%	
	Salary Total		1.00	28,037	1.00	53,975	1.00	56,267	2,292	4.2%	
	Expenses	Building/Contracted Services	-	11,495	-	11,495	-	-	(11,495)	-100.0%	Adjustment
	Custodial Supplies		-	27,700	-	27,700	-	33,426	5,726	20.7%	Cost Increases
	Equipment Maintenance		-	3,500	-	3,500	-	4,166	666	19.0%	Cost Increases
Grounds Maintenance Total	Equipment Purchase/Rental		-	7,200	-	12,700	-	7,646	(5,054)	-39.8%	Adjustment
	Game Expenses		-	-	-	-	-	-	-	0.0%	
	Expenses Total		-	49,895	-	55,395	-	45,238	(10,157)	-18.3%	
			1.00	77,932	1.00	109,370	1.00	101,505	(7,866)	-7.2%	

System Wide

Grade/Program	Per/Non	Description	FY22	FY23	FY24	FY24	FY24	% Chg	Comment
Non-Salary Employee	Salary		FTE	FTE	FTE	FTE	FTE	24/23	
		MTRS - Grants	-	-	-	-	-	-100.0%	
		Sick Leave	-	-	-	-	-	0.0%	
		Stipend/TSA	-	-	-	-	-	0.0%	
		Salary Total	-	-	-	-	-	-14.7%	
		Expenses	-	-	-	-	-	0.0%	
		Administration Disability	-	-	-	-	-	0.0%	
		EAP	-	-	-	-	-	0.0%	
		FICA	-	-	-	-	-	19.5%	Adjust for salary incs of past 3 yrs.
		Unemployment	-	-	-	-	-	0.0%	
		WC Insurance	-	-	-	-	-	0.0%	
		Expenses Total	-	-	-	-	-	9.2%	
		Non-Salary Employee Benefits Total	-	-	-	-	-	4.5%	
		Salary	-	-	-	-	-	0.0%	
		School Committee	-	-	-	-	-	0.0%	
		Salary Total	-	-	-	-	-	0.0%	
		Expenses	-	-	-	-	-	0.0%	
		Conference/Workshop	-	-	-	-	-	0.0%	
		Contracted Services	-	-	-	-	-	0.0%	
		Legal	-	-	-	-	-	0.0%	
		Memberships	-	-	-	-	-	-2.0%	
		Expenses Total	-	-	-	-	-	-0.4%	
		School Committee Total	-	-	-	-	-	-0.3%	
		Salary	-	-	-	-	-	3.4%	
		Central Office Administration	-	-	-	-	-	12.5%	
		Professional Salaries	-	-	-	-	-	4.3%	
		Secretary	-	-	-	-	-	4.5%	
		Salary Total	-	-	-	-	-	-2.0%	
		Expenses	-	-	-	-	-	0.0%	
		Advertising	-	-	-	-	-	0.0%	
		Conference/Workshop	-	-	-	-	-	0.0%	
		Consultants	-	-	-	-	-	0.0%	
		Contracted Services	-	-	-	-	-	-2.0%	
		Equipment Maintenance	-	-	-	-	-	-2.0%	
		Equipment Purchase/Rental	-	-	-	-	-	-2.0%	
		Meeting Expense	-	-	-	-	-	-2.0%	
		Memberships	-	-	-	-	-	0.0%	
		Postage	-	-	-	-	-	-2.0%	
		Printing	-	-	-	-	-	-2.0%	
		Supplies/Materials	-	-	-	-	-	0.0%	
		Travel	-	-	-	-	-	-1.1%	
		Expenses Total	-	-	-	-	-	3.9%	
		Central Office Total	-	-	-	-	-	0.0%	
		Expenses	-	-	-	-	-	0.0%	
		Supplies/Materials	-	-	-	-	-	0.0%	
		Expenses Total	-	-	-	-	-	0.0%	
		Sch Build Maint Total	-	-	-	-	-	0.0%	

System Wide

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Curr/Staff Development	Expenses	Supplies/Materials	-	-	-	140,000	-	140,000	-	0.0%	
	Expenses Total		-	-	-	140,000	-	140,000	-	0.0%	
	Curr/Staff Development Total		-	-	-	140,000	-	140,000	-	0.0%	
504	Expenses	Consultants	-	1,500	-	1,500	-	1,500	-	0.0%	
	Expenses Total		-	1,500	-	1,500	-	1,500	-	0.0%	
504 Total			-	1,500	-	1,500	-	1,500	-	0.0%	
			44.00	9,484,729	43.71	12,124,652	43.21	13,336,562	1,211,911	10.0%	

Special Education

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	\$ Chg 24/23	% Chg	Comment
Pre-School	Salary	Aides	7.70	229,355	7.28	219,840	7.70	246,085	26,245	11.9%	
		Professional Salaries	4.25	150,358	4.25	362,553	5.00	438,284	75,731	20.9%	Change in program structure: all staff 1.0
	Salary Total		11.95	379,713	11.53	582,393	12.70	684,369	101,976	17.5%	
	Expenses	Supplies/Materials	-	6,000	-	6,000	-	5,881	(119)	-2.0%	
Pre-School	Expenses Total		-	6,000	-	6,000	-	5,881	(119)	-2.0%	
	Pre-School Total		11.95	385,713	11.53	588,393	12.70	690,250	101,858	17.3%	
Special Education	Salary	Aides	50.70	1,010,631	49.05	1,452,900	40.65	1,189,360	(263,540)	-18.1%	Reflects changes noted in school sheets
		Professional Salaries	61.20	4,975,625	67.40	5,607,336	81.70	6,688,993	1,081,657	19.3%	Reflects changes noted in school sheets
		Secretary	3.00	144,998	3.04	157,118	3.28	183,613	26,494	16.9%	
	Salary Total		114.90	6,131,254	119.49	7,217,355	125.63	8,061,966	844,611	11.7%	
	Expenses	After School & Summer Program	-	64,000	-	64,000	-	64,000	-	0.0%	
		Contracted Services	-	325,000	-	425,000	-	425,000	-	0.0%	
		Equipment Maintenance	-	-	-	-	-	-	-	0.0%	
		Legal	-	80,000	-	80,000	-	80,000	-	0.0%	
		Memberships	-	800	-	800	-	784	(16)	-2.0%	
		Postage	-	400	-	400	-	400	-	0.0%	
		replace	-	-	-	-	-	-	-	0.0%	
		Spec Ed Trans Priv Day OOD	-	-	-	-	-	-	-	0.0%	
		Spec Ed Transport Collaborative	-	-	-	-	-	-	-	0.0%	
		Spec Ed Transport In District	-	-	-	-	-	-	-	0.0%	
		Supplies/Materials	-	46,900	-	48,900	-	51,698	2,798	5.7%	
		Tests	-	10,000	-	10,000	-	10,000	-	0.0%	
Special Education	Transportation		-	663,986	-	663,986	-	663,986	-	0.0%	
	Travel		-	1,000	-	1,000	-	1,000	-	0.0%	
	Tuition		-	2,155,064	-	3,363,034	-	4,446,821	1,083,787	32.2%	Increase in out of district (OOD) placements & 14% Inc in OOD Tuition.
	Expenses Total		-	3,347,150	-	4,657,120	-	5,743,689	1,086,569	23.3%	
Special Education	Expenses Total		114.90	9,478,404	119.49	11,874,475	125.63	13,805,655	1,931,180	16.3%	
Reading	Salary	Professional Salaries	2.20	154,999	3.60	275,486	3.60	301,890	26,404	9.6%	
	Salary Total		2.20	154,999	3.60	275,486	3.60	301,890	26,404	9.6%	
	Reading Total		2.20	154,999	3.60	275,486	3.60	301,890	26,404	9.6%	
Psychologist	Salary	Professional Salaries	4.00	371,623	3.00	285,424	3.00	291,129	5,705	2.0%	
	Salary Total		4.00	371,623	3.00	285,424	3.00	291,129	5,705	2.0%	
	Psychologist Total		4.00	371,623	3.00	285,424	3.00	291,129	5,705	2.0%	
Special Ed Guidance	Salary	Professional Salaries	6.50	514,859	11.70	951,805	11.70	952,405	601	0.1%	
	Salary Total		6.50	514,859	11.70	951,805	11.70	952,405	601	0.1%	
	Expenses	Supplies/Materials	-	2,000	-	2,000	-	2,255	255	12.7%	
	Expenses Total	Textbooks	-	1,250	-	1,250	-	1,850	600	48.0%	
Special Ed Guidance	Expenses Total		-	3,250	-	3,250	-	4,105	855	26.3%	
	Special Ed Guidance Total		6.50	518,109	11.70	955,055	11.70	956,510	1,455	0.2%	

Special Education

Grade/Program	Per/Non	Description	FY22 FTE	FY22 FTE	FY23 FTE	FY23 FTE	FY24 FTE	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
			139.55	10,908,847	149.32	13,978,833	156.63	16,045,434	2,066,602	14.8%		

Technology

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Technology	Salary	Professional Salaries	1.00	96,500	1.00	108,185	-	-	(108,185)	-100.0%	
		Secretary	1.00	45,914	1.00	47,232	1.00	57,680	10,448	22.1%	
		Technician	3.00	188,000	3.00	193,640	4.00	270,457	76,817	39.7%	
	Salary Total		5.00	330,414	5.00	349,056	5.00	328,137	(20,920)	-6.0%	
	Expenses	Computer Purchase	-	10,000	-	10,000	-	183,625	173,625	1736.3%	
		Contracted Services	-	85,340	-	85,340	-	54,574	(30,766)	-36.1%	
		Equipment Maintenance	-	24,000	-	24,000	-	29,897	5,897	24.6%	
		Equipment Purchase/Rental	-	19,700	-	125,326	-	30,000	(95,326)	-76.1%	
		Software	-	159,729	-	218,358	-	312,105	93,747	42.9%	
		Supplies/Materials	-	31,600	-	32,350	-	9,802	(22,548)	-69.7%	
		Technology	-	-	-	-	-	-	-	0.0%	
	Expenses Total		-	330,369	-	495,374	-	620,003	124,629	25.2%	
	Technology Total		5.00	660,783	5.00	844,430	5.00	948,140	103,710	12.3%	
			5.00	660,783	5.00	844,430	5.00	948,140	103,710	12.3%	

Curriculum, Instruction and Assessment

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Curriculum	Salary	After School & Summer Program	FTE		FTE					
		Central Office Administration	-	-	-	-	-	(83,333)	-100.0%	
		Professional Salaries	4.00	366,325	3.00	342,495	3.00	351,913	9,418	2.7%
		Secretary	1.00	55,000	1.00	62,366	1.00	52,258	(10,108)	-16.2%
		Stipend/TSA	-	138,000	-	141,000	-	141,000	-	0.0%
		Salary Total	5.00	559,325	4.00	629,195	4.00	545,171	(84,023)	-13.4%
		Expenses	-	-	-	2,500	-	2,500	-	0.0%
		After School & Summer Program	-	-	-	40,000	-	40,000	-	0.0%
		Contracted Services	-	-	-	2,250	-	2,206	(44)	-2.0%
		General Supplies	-	1,500	-	26,667	-	26,667	-	0.0%
		Instructional Technology	-	-	-	16,000	-	15,684	(316)	-2.0%
		Software	-	-	-	31,250	-	30,632	(618)	-2.0%
		Supplies/Materials	-	-	-	500	-	500	-	0.0%
		Tests	-	350	-	33,333	-	35,000	1,667	5.0% Add: Math Curriculum
		Textbooks	-	-	-	2,000	-	2,000	-	0.0%
		Travel	-	2,000	-	154,500	-	155,188	688	0.4%
		Expenses Total	-	3,850	-	783,695	4.00	700,359	(83,335)	-10.6%
		Curriculum Total	5.00	563,175	4.00	783,695	4.00	700,359	(83,335)	-10.6%
In-Service	Expenses	Conference/Workshop	-	-	-	6,000	-	6,000	-	0.0%
		Memberships	-	3,000	-	-	-	-	-	0.0%
		Supplies/Materials	-	5,000	-	6,000	-	5,881	(119)	-2.0%
		Tuition	-	24,558	-	24,558	-	24,558	-	0.0%
		Expenses Total	-	32,558	-	36,558	-	36,439	(119)	-0.3%
		In-Service Total	-	32,558	-	36,558	-	36,439	(119)	-0.3%
English as Second Lan	Salary	Aides	1.00	20,340	1.00	31,679	-	-	(31,679)	-100.0% Reorganization
		Professional Salaries	4.00	309,960	5.50	446,193	6.50	559,809	113,616	25.5% Reorganization
		Salary Total	5.00	330,300	6.50	477,871	6.50	559,809	81,938	17.1%
		Expenses	-	10,000	-	40,340	-	40,340	-	0.0%
		Contracted Services	-	6,000	-	6,000	-	5,881	(119)	-2.0%
		Supplies/Materials	-	16,000	-	46,340	-	46,221	(119)	-0.3%
		Expenses Total	-	346,300	6.50	524,211	6.50	606,030	81,819	15.6%
		English as Second Language Total	5.00	346,300	6.50	524,211	6.50	606,030	81,819	15.6%
Curr/Staff Developm	Expenses	Supplies/Materials	-	-	-	140,000	-	140,000	-	0.0%
		Expenses Total	-	-	-	140,000	-	140,000	-	0.0%
		Curr/Staff Development Total	-	-	-	140,000	-	140,000	-	0.0%
			10.00	942,033	10.50	1,484,464	10.50	1,482,829	(1,635)	-0.1%

Buildings and Grounds

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Operation Plant	Salary	Custodian	17.00	914,343	17.00	896,865	17.00	940,114	43,249	4.8%	
	Salary Total		17.00	914,343	17.00	896,865	17.00	940,114	43,249	4.8%	
	Expenses	Custodial Supplies	-	68,250	-	71,250	-	76,262	5,012	7.0%	
		Electric	-	438,185	-	438,185	-	458,085	19,900	4.5%	Cost Increases
		Equipment Maintenance	-	11,970	-	11,970	-	13,204	1,234	10.3%	Cost Increases
		Equipment Purchase/Rental	-	32,580	-	32,580	-	36,935	4,355	13.4%	Cost Increases
		Gas	-	164,745	-	202,745	-	231,970	29,225	14.4%	Cost Increases
		Telephone	-	30,000	-	45,000	-	43,000	(2,000)	-4.4%	
		Uniforms	-	6,800	-	7,900	-	7,107	(793)	-10.0%	
		Expenses Total	-	752,530	-	809,630	-	866,562	56,932	7.0%	
Operation Plant Total			17.00	1,666,873	17.00	1,706,495	17.00	1,806,676	100,181	5.9%	
Maintenance Plant	Salary	Custodian	-	-	-	-	-	-	-	0.0%	
	Salary Total	Custodian SW	3.00	244,561	3.00	296,394	3.00	307,654	11,260	3.8%	
	Expenses	Building/Contracted Services	3.00	244,561	3.00	296,394	3.00	307,654	11,260	3.8%	
		Contingency	-	65,924	-	65,924	-	97,104	31,180	47.3%	Cost Increases
		Contracted Services	-	47,500	-	47,500	-	20,000	20,000	0.0%	
		Custodial Supplies	-	37,500	-	50,000	-	63,600	16,100	33.9%	Cost Increases
		Equipment Contracted Services	-	22,565	-	22,565	-	50,482	482	1.0%	
		Equipment Purchase/Rental	-	1,000	-	1,000	-	-	(22,565)	-100.0%	Adjustment
		Grounds/Other	-	32,500	-	32,500	-	36,800	4,300	13.2%	Cost Increases
		Training/Expeditionary Learn.	-	4,500	-	4,500	-	6,245	1,745	38.8%	Cost Increases
Maintenance Plant Total	Expenses Total	Uniforms	-	1,600	-	1,600	-	1,666	66	4.1%	
			-	213,089	-	225,589	-	277,367	51,778	23.0%	
			-		-		-				
			3.00	457,650	3.00	521,983	3.00	585,021	63,038	12.1%	
	Salary	Custodian	1.00	64,817	1.00	66,505	1.00	70,385	3,879	5.8%	
	Salary Total		1.00	64,817	1.00	66,505	1.00	70,385	3,879	5.8%	
	Expenses	Contracted Services	-	28,000	-	28,000	-	32,000	4,000	14.3%	Cost Increases
		Custodial Supplies	-	26,000	-	26,000	-	27,446	1,446	5.6%	
		Equipment Purchase/Rental	-	1,000	-	1,000	-	1,470	470	47.0%	Cost Increases
		Training/Expeditionary Learn.	-	-	-	5,400	-	5,400	-	0.0%	
HVAC Program Total	Expenses Total		-	55,000	-	60,400	-	66,317	5,917	9.8%	
			1.00	119,817	1.00	126,905	1.00	136,701	9,796	7.7%	
	Salary	Custodian	1.00	28,037	1.00	53,975	1.00	56,267	2,292	4.2%	
	Salary Total		1.00	28,037	1.00	53,975	1.00	56,267	2,292	4.2%	
	Expenses	Building/Contracted Services	-	11,495	-	11,495	-	-	(11,495)	-100.0%	
		Custodial Supplies	-	27,700	-	27,700	-	33,426	5,726	20.7%	Cost Increases
		Equipment Maintenance	-	3,500	-	3,500	-	4,166	666	19.0%	
		Equipment Purchase/Rental	-	7,200	-	12,700	-	7,646	(5,054)	-39.8%	Adjustment
		Game Expenses	-	-	-	-	-	-	-	0.0%	
		Expenses Total	-	49,895	-	55,395	-	45,238	(10,157)	-18.3%	

Buildings and Grounds

Grade/Program	Per/Non	Description	FY22 FTE	FY22	FY23 FTE	FY23	FY24 FTE	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Grounds Maintenance Total			1.00	77,932	1.00	109,370	1.00	101,505	(7,866)	-7.2%	
			22.00	2,322,273	22.00	2,464,753	22.00	2,629,903	165,150	6.7%	

Athletics

Grade/Program	Per/Non	Description	FY22	FY22	FY23	FY23	FY24	FY24	\$ Chg 24/23	% Chg 24/23	Comment
Athletics	Salary	Central Office Administration	-	-	1.00	36,693	-	-	-	(36,693)	-100.0% Reclassification NHS Trainer
		Game Expenses	-	-	-	-	-	-	-	-	0.0%
		Other Salary	-	-	-	-	-	-	-	-	0.0%
		Professional Salaries	1.00	111,113	1.00	117,446	2.00	158,971	41,525	35.4%	Reclassification NHS Trainer
		Secretary	-	-	-	-	1.00	58,101	58,101	0.0%	Reclassification NHS Trainer
		Stipends-Coaching	-	-	-	112,384	-	112,384	-	0.0%	Reclassification Athletics Admin Assistant
		Salary Total	1.00	111,113	2.00	266,523	3.00	329,456	62,933	23.6%	
	Expenses	Cleaning/Reconditioning	-	10,000	-	10,000	-	10,000	-	0.0%	
		Contracted Services	-	-	-	113,346	-	124,058	10,712	9.5%	Cost Increases
		Field Use	-	-	-	15,487	-	15,487	-	0.0%	
		Fundraiser	-	-	-	23,875	-	23,875	-	0.0%	
		Game Expenses	-	45,000	-	45,000	-	45,000	-	0.0%	
		Meet Fees	-	17,000	-	17,000	-	17,000	-	0.0%	
		Sports Equipment	-	25,000	-	25,000	-	25,000	-	0.0%	
		Sports Facilities Rentals	-	56,000	-	56,000	-	56,000	-	0.0%	
		Stipends-Coaching	-	38,500	-	38,500	-	38,500	-	0.0%	
		Supplies/Materials	-	6,000	-	6,000	-	5,881	(119)	-2.0%	
		Transportation	-	117,000	-	117,000	-	117,000	-	0.0%	
		Turf Replacement	-	-	-	32,549	-	32,549	-	0.0%	
		Uniforms	-	10,000	-	10,000	-	9,802	(198)	-2.0%	
		Expenses Total	-	324,500	-	509,758	-	520,153	10,396	2.0%	
		Athletics Total	1.00	435,613	2.00	776,280	3.00	849,609	73,328	9.4%	
MS Sports	Expenses	MS Sports	-	-	-	-	-	21,000	21,000	0.0%	
	Expenses Total		-	-	-	-	-	21,000	21,000	0.0%	
MS Sports Total			1.00	435,613	2.00	776,280	3.00	870,609	94,328	12.2%	



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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

2023 – 2024

(04/12/2023)

Maureen A. Lynch
Superintendent

SCHOOL COMMITTEE

Garry James, Chair
Ipswich

Gregory Noyes
Amesbury

Ronald Fitzgerald
Vice-Chair
Salisbury

George Lay
Merrimac

Sandi Coppinger
Amesbury

David E. Irving
Secretary
Rowley

Brett Murphy
Newburyport

Kurt Slevoski
Georgetown

Johanna True
Asst. Treasurer
Newbury

Joseph Haberland
Newburyport

Lisa O'Connor
Groveland

Richard P. Early, Jr.
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Chip O'Connor
West Newbury

Scott Wood
Haverhill

"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

Garry James
Chairperson
School Committee

Maureen Lynch
Superintendent

Dear Whittier Community Officials:

We are pleased to present the recommended budget and accompanying informational documents for Whittier Regional Vocational Technical High School.

The District Budget reflects a 4.80% increase over the FY23 budget, which is lower than the 6.31% increase in mandated Net School Spending. Total assessments to member communities have increased by \$306,453 which represents a 1.94% increase over FY23.

The District received an additional \$1,085,990 in Chapter 70 funding for FY24, which represents an 8.83% increase over FY23. This additional funding is being targeted towards providing resources that will continue to support the social and emotional health of our students as well as mitigate learning losses.

The total capital budget for FY24 remains unchanged at \$695,000; \$258,400 of which will be used to upgrade the building's technology infrastructure. The remaining \$436,600 will be applied towards the District's building project with MSBA, which continues to remain on schedule.

Please refer to <https://www.buildingthefutureofwhittier.org/> for more information and updates about Whittier's building project.

Whittier's FY24 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,

Garry James
Chairperson, School Committee

Maureen Lynch
Superintendent

Whittier Tech: *Working on your future*

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> FY22	<u>ADJUSTED</u> BUDGET - FY23	<u>RECOMMENDED</u> BUDGET - FY24
1000	DISTRICT LEADERSHIP			
1100	School Committee			
1110.5	Supplies & Materials			
	General Supply Items	54	500	500
1110.6	Other Expenses			
	Travel	0	3,500	3,500
	Memberships & Subscriptions	3,750	10,500	10,500
	Meeting Expenses	4,516	5,100	5,100
	Auditing Expenses	33,125	34,900	36,200
	Public Relations	25,763	9,525	29,500
	TOTALS 1106	67,154	63,525	84,800
	TOTALS 1100	67,208	64,025	85,300
1200	Superintendent's Office			
1210.1	Salaries, Professional			
	Superintendent	209,925	211,875	222,272
1210.2	Salaries, Clerical			
	HR Director/Administrative Assistant	118,123	119,003	122,241
	Clerical support	880	7,500	7,500
		119,003	126,503	129,741
1210.4	Maintenance of Equipment	0	0	0
1210.5	Supplies & Materials			
	Postage & Office Supplies	19,188	25,715	25,715
	Printing & Reproduction	13,246	23,343	23,350
	TOTALS 1210.5	32,434	49,058	49,065

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
1210.6	Other Expenses			
	Travel & Conferences	9,315	13,042	13,050
	Memberships & Subscriptions	20,280	21,374	21,374
	Advisory Boards	16,121	9,500	10,000
	NEASC & Accreditation	6,697	16,500	7,500
	TOTALS 1210.6	52,412	60,416	51,924
	TOTALS - 1200	413,774	447,852	453,002
	TOTALS - 1000	480,981	511,877	538,302
1400	FINANCE & ADMINISTRATION			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	167,245	165,512	170,300
	Comptroller	83,016	85,741	88,079
	TOTALS 1410.1	250,261	251,253	258,379
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	53,576	56,058	61,500
	Payroll Clerk (80%)	47,198	48,613	49,951
	Business Office Clerk	1,286	0	51,819
	Clerical support	880	7,500	7,500
	Treasurer	17,571	18,098	19,065
	TOTALS 1410.2	120,510	130,269	189,835
1410.6	Travel, Memberships, Other	5,314	2,700	2,700
	TOTAL 1410	376,085	384,222	450,914

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2024
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY22</u>	<u>ADJUSTED BUDGET - FY23</u>	<u>RECOMMENDED BUDGET - FY24</u>
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical Personnel Clerk Payroll Clerk (20%) TOTALS 1420.2	0 11,799 11,799	0 12,153 12,153	0 12,488 12,488
1420.4	Advertising	2,133	3,000	3,000
	TOTALS 1420	13,932	15,153	15,488
1430	Legal Services			
1430.4	Contracted Services Legal	16,383	20,000	30,000
	TOTALS 1430	16,383	20,000	30,000
1450	Information Technology			
1450.4	District Administrative Technology Contracted Services	97,435	170,377	170,377
1450.5	Other Expenses	32,448	0	0
	TOTALS 1450	129,883	170,377	170,377
	TOTALS 1400	536,283	589,752	666,779

2000 INSTRUCTION

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
2100	Academic Leadership			
2110.1	Salaries, Professional			
	Director of Pupil Personnel	146,102	148,545	152,867
	Coord of Curriculum & Staff Development	148,122	152,528	156,688
	Vocational Coordinator	144,983	149,295	153,617
	Vocational Coordinator	143,733	148,686	152,617
	TOTALS 2110.1	582,940	599,054	615,789
2110.2	Salaries, Clerical			
	Secretary to Student Services	61,351	63,884	65,771
	Secretary Voc. & Curr Coord.	48,964	50,433	51,250
	TOTALS 2110.2	110,315	114,317	117,021
2110.6	Travel & Conferences	439	1,000	1,000
2120.1	Salaries, Professional			
	Cluster Chairs	80,148	91,452	90,715
	TOTALS 2100	773,842	805,823	824,525
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	165,276	163,572	167,630
	Asst. Principals	293,744	303,322	311,876
	Coordinator of Data & Assessment	148,122	152,161	156,688
	In House Suspension	68,711	71,723	73,837
	TOTALS 2210.1	675,853	690,778	710,031
2210.2	Salaries, Clerical			
	Secretary to Principal	59,904	61,781	63,604

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
	Secretary to Asst. Principals	45,575	47,265	48,683
	TOTALS 2210.2	105,479	109,046	112,287
2210.4	Contracted Services			
	Answering Service & Maintenance	5,970	6,100	6,283
2210.5	Supplies & Materials	6,990	16,000	16,000
2210.6	Other Expenses			
	Travel & Memberships	1,050	3,000	3,000
	School Council	109	700	700
	TOTALS 2210.6	1,159	3,700	3,700
	TOTALS 2210	795,452	825,624	848,301
2250	Admin Tech/Support - Schools			
2250.4	Principals Office Technology Cont Svcs	133	8,350	8,350
	TOTALS 2250	133	8,350	8,350
	TOTALS 2200	795,585	833,974	856,651
2300	Instruction Teaching Services			
2305.1	Salaries, Professional	9,295,015	10,182,915	10,680,088
	Instructional	1,031,561	1,205,638	1,261,011
	Instructional, Special Needs			
	TOTALS 2305.1	10,326,576	11,388,553	11,941,099
2315.1	Salaries, Community Partnerships	17,844	24,934	25,682

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2024
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
2325.3	Salaries, Substitutes	66,580	110,000	110,000
2330.3	Salaries, Teacher Aides	43,697	42,117	56,470
	Teacher Aides	0	34,608	71,120
	Teacher Aides, Special Needs			
	TOTALS 2330.3	43,697	76,725	127,590
2340.1	Salaries, Professional			
	Instructional Media Specialist	109,105	109,569	113,015
2351.1	Salaries, Professional			
	Prof Dev Mentor Stipends	0	0	0
2352.1	Salaries, Professional			
	Instructional Coach/Mentor	28,474	35,601	36,669
2352.4	Contracted Svcs, Prof Dev Coach/Mentor		0	0
2352.5	Supplies, Prof Dev Coch/Mentor	611	500	500
2352.6	Other Costs, Prof Dev Coach/Mentor	180	500	500
2354.1	Salaries, Stipends Staff Providing Prof Dev	11,600	7,000	7,000
2356.1	Salaries, Staff Attending Prof Dev	0	0	0
2356.6	Expenses for Staff Attending PD	83,179	89,500	89,500
2358.4	Contract Svcs, Outside PD Providers	10,540	7,000	7,000
2358.5	Supplies, Outside PD Providers	380	3,000	3,000
2358.6	Other, Outside PD Providers	1,163		
	TOTALS 2300	10,699,931	11,852,882	12,461,555

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
2400	Instructional Materials & Equipment			
2410.5	Supplies & Materials	29,764	19,083	21,895
	Textbooks			
2415.5	Library Books	2,204	8,872	8,872
2415.6	Library/AV Memberships	0	6,010	6,010
2420.5	Instructional Equipment	91,370	14,359	8,860
2430.4	Contracted Services			
	Shop Requests	21,249	96,076	115,039
2430.5	Supplies & Materials			
	General Instructional	439,760	354,302	357,330
	Computer Supplies	40,153	69,000	75,000
	General Classroom	4,106	9,750	9,750
	Program Expansion	0	2,000	2,500
	TOTALS 2430.5	484,020	435,052	444,580
2430.6	Other Expenses	31,558	22,135	23,738
2451.5	Instructional Hardware/Staff & Student Devices	449,792	378,580	375,080
2455.5	Instructional Software & Materials	35,818	75,605	84,255
	TOTALS 2400	1,145,775	1,055,772	1,088,329
2700	Guidance			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY22</u>	<u>ADJUSTED BUDGET - FY23</u>	<u>RECOMMENDED BUDGET - FY24</u>
2710.1	Salaries, Professional	88,481	91,148	93,882
	Guidance Director			
	Guidance Counselors	366,425	379,167	390,521
	School Adjustment Counselor	171,871	202,985	236,502
	Summer Coverage	7,490	9,834	10,129
	TOTALS 2710.1	634,266	683,134	731,034
2710.2	Salaries, Clerical	55,803	58,710	60,324
2710.5	Supplies & Materials			
	Reference & Test Materials	2,140	1,000	2,000
	Postage, Brochures, Supplies	1,283	2,000	2,000
	TOTALS 2710.5	3,423	3,000	4,000
2710.6	Other Expenses			
	Travel & Memberships	45	1,000	1,000
	TOTALS 2700	693,538	745,844	796,358
2800	Psychological Services			
2800.1	Salaries, Professional	88,481	105,704	208,875
	School Psychologist			
	Tutoring	0	0	0
	TOTALS 2800.1	88,481	105,704	208,875
2800.4	Contracted Services			
		16,752	42,275	42,275
2800.5	Supplies & Materials			
		3,317	12,050	12,050
2800.6	Travel & Conferences			
		527	1,000	1,000
	TOTALS 2800	109,077	161,029	264,200
	TOTALS 2000	14,217,747	15,455,324	16,291,618
3000	STUDENT SERVICES			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
3100	Attendance			
3100.1	Salaries, Professional Attendance Monitor	47,591	45,477	46,727
	TOTALS 3100	47,591	45,477	46,727
3200	Health Services			
3200.1	Salaries, Professional School Nurses Summer/other	170,913 4,703	175,927 9,250	181,189 9,250
		<u>175,616</u>	<u>185,177</u>	<u>190,439</u>
3200.3	Salaries, Aides	63,859	63,611	35,560
3200.4	Contracted Services School Physician Laundry/Medical Waste	16,400 125	17,655 500	18,141 500
	TOTALS 3204.4	<u>16,525</u>	<u>18,155</u>	<u>18,641</u>
3200.5	Supplies & Materials	4,248	10,000	10,000
3200.6	Other Expenses Memberships	721	720	720
	TOTALS 3200	<u>260,969</u>	<u>277,663</u>	<u>255,360</u>
3310	Operation of School Buses			
3310.1	Salaries, Professional			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> FY22	<u>ADJUSTED</u> BUDGET - FY23	<u>RECOMMENDED</u> BUDGET - FY24
	Coordinator of Transportation	75,316	77,575	79,709
3310.3	Salaries, Other			
	Bus Drivers	780,015	845,336	894,343
	Mechanics	145,176	149,456	153,498
	Security/Bus Drivers (50%)	27,181	27,978	28,731
	TOTALS 3310.3	952,372	1,022,770	1,076,572
3310.4	Contracted Services	3,576	0	3,576
3310.5	Supplies & Materials			
	General Supply Items	57,468	86,567	86,567
	Fuel, Oil, Lubricants	149,104	126,200	148,105
	Equipment	0	4,981	4,990
	TOTALS 3310.5	206,573	217,748	239,662
3310.6	Other Expenses			
	Licensing & Physicals	4,739	5,000	5,000
	Insurance, Health	80,906	55,659	56,110
	Insurance, Buses	31,897	35,023	36,775
	Insurance, Workers Comp	19,213	21,063	22,116
	Leasing Expense	29,940	131,764	171,113
	TOTALS 3310.6	166,696	248,509	291,114
	TOTALS 3310	1,404,533	1,566,602	1,690,633
3400	Food Service			
3400.6	Other			
	Food Service Expenses due to COVID 19	0	0	0
	TOTALS 3400	0	0	0
3510	Athletics			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

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BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
3510.1	Salaries, Professional	31,018	31,948	32,827
	Athletic Dir & Equipment Tech	219,919	220,298	225,805
	Coaches	30,660	31,580	32,448
	Trainer	18,256	20,000	20,000
	Transportation			
	TOTALS 3510.1	299,853	303,826	311,080
3510.4	Contracted Services			
	Officials	34,590	42,000	42,000
	Police	6,431	3,000	5,000
	Reconditioning of Equipment	18,287	32,000	32,000
	TOTALS 3510.4	59,308	77,000	79,000
3510.5	Supplies, Sporting Goods/1st Aid	115,996	76,575	76,575
3510.6	Other			
	Memberships, Clinics & Travel	24,556	17,175	17,175
	Athletic Equipment	0	3,000	3,000
		24,556	20,175	20,175
	TOTALS 3510	499,713	477,576	486,830
3520	Student Body			
3520.1	Salaries, Class & Club Advisors, Other Stipends	47,719	53,630	54,970
	MCAS & Other Stipends	37,344	80,855	82,928
		85,063	134,485	137,898
3520.5	Supplies, Other Student Activities	5,957	10,000	10,000
3520.6	Other Expenses			
	Skills USA/Other	73,643	80,000	80,000
	Graduation Expenses	30,228	9,000	9,000

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
	TOTALS 3520.6	103,871	89,000	89,000
	TOTALS 3520	194,890	233,485	236,898
3600	School Security			
3600.1	Salaries, Professional	38,190	47,000	47,000
	District Safety	47,331	48,713	50,018
	Security Officer/Student Mediator	85,521	95,713	97,018
3600.3	Salaries, Other			
	Monitors	47,123	60,094	61,963
	Security/Bus Drivers (50%)	27,182	27,978	28,731
	Security Special Events	7,446	7,000	12,000
	TOTALS 3600.3	81,750	95,072	102,694
3600.4	Contracted Services			
	Security Contract	222,605	170,463	212,605
	School Resource Officer	73,532	86,602	88,767
	TOTALS 3600.4	296,137	257,065	301,372
3600.5	Supplies & Materials	3,531	5,000	15,000
3600.6	Repairs Security Equipment	7,772	38,607	43,607
	TOTALS 3600	474,711	491,457	559,691
	TOTALS 3000	2,882,407	3,092,260	3,276,139
4000	OPERATIONS/MAINTENANCE			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2024
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
4110	Custodial Services			
4110.3	Salaries, Summer and Co-Op	24,201	39,000	40,000
4110.4	Contracted Services, Cleaning Contract	248,164	355,500	355,500
	TOTALS 4110	272,365	394,500	395,500
4120	Heating of Building			
4120.4	Contracted Services-Natural/Propane Gas	77,008	102,509	107,000
	TOTALS 4120	77,008	102,509	107,000
4130.4	Utility Services			
	Water	10,777	12,203	12,203
	Sewerage Treatment	69,762	67,429	67,500
	Septic Service	0		
	Refuse Removal	38,959	47,859	47,859
	Telephone	47,214	48,900	50,000
	Hazardous Waste Removal	20,230	40,000	40,000
	Electrical Service	543,828	500,000	525,000
	TOTALS 4130.4	730,771	716,391	742,562
4130.5	Supplies & Materials	26,118	15,000	20,000
	TOTALS 4130	756,888	731,391	762,562
4210	Maintenance of Grounds			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
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BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> FY22	<u>ADJUSTED</u> BUDGET - FY23	<u>RECOMMENDED</u> BUDGET - FY24
4210.3	Salaries, Overtime & Snow	24,583	15,000	15,000
4210.4	Contracted Services	7,233		
4210.5	Supplies & Materials Ice Melt, Sand, Fertilizer	1,551	25,000	25,000
	TOTALS 4210	33,367	40,000	40,000
4220	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	123,600	127,308	130,810
4220.3	Salaries, Other Forer Stipend Maintenance Staff Shift Differential STP Stipend	6,584 332,383 3,310 0	6,782 373,495 7,650 4,500	6,950 382,088 7,650 4,500
	TOTALS 4220.3	342,276	392,427	401,188
4220.4	Contracted Services	74,692	60,000	60,000
4220.5	Supplies & Materials Electrical, Paint, Plumbing, Etc Office Supplies Equipment	52,896 1,679 41,659	90,000 2,000 10,586	90,000 2,000 10,586
	TOTALS 4220.5	96,235	102,586	102,586
4220.6	Other Expenses Repair & Replacement Travel & Seminars	90,399 74	75,000 2,500	75,000 2,500
	TOTALS 4220.6	90,473	77,500	77,500
	TOTALS 4220	727,276	759,821	772,084

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Equipment	34,108	62,564	62,564
	Maint/Rpr of Vehicles	2,896	5,000	5,000
	TOTALS 4230	37,004	67,564	67,564
4400	Tech Infrastructure, Maint & Support, Salaries			
4450.1	Technology Director	122,275	123,058	126,421
4550.3	Other	65,899	68,119	87,291
	TOTALS 4440	188,174	191,177	213,712
4450	Tech Infrastructure, Maint & Support, All Other			
4450.4	Contracted Services	48,653	123,288	123,288
4450.5	Supplies	35,694	7,431	7,431
	TOTALS 4450	84,347	130,719	130,719
	TOTALS 4000	2,176,430	2,417,681	2,489,141

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

RECOMMENDED FY 2024

BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY22</u>	<u>ADJUSTED BUDGET - FY23</u>	<u>RECOMMENDED BUDGET - FY24</u>
5000	FIXED CHARGES			
5100	Employee Retirement, Other Expenses			
5100.6	City of Haverhill	883,636	938,502	979,683
	Annuities	22,500	17,500	17,500
	TOTALS 5100	906,136	956,002	997,183
5150	Employee Separation Costs, Other			
5150.6	Employee Separation costs	10,024	5,000	5,000
5200	Insurance Programs, Other Expenses			
5200.6	Health Insurance-active employees	2,325,969	2,895,902	3,048,047
	Dental Insurance -active employees	90,012	101,365	102,655
	Medicare	248,076	235,000	245,000
	Life Insurance	2,084	3,500	4,000
	Disability Insurance	3,500	3,500	3,500
	TOTALS 5200	2,669,641	3,239,267	3,403,202
5250	Insurance Retired School Employees, Other Expenses			
5250.6	Health Insurance - retiree	1,029,206	1,300,782	1,246,473
	Life Insurance	1,860	1,274	2,000
	OPEB Liability Reserve	50,000	75,000	80,000
	TOTALS 5250	1,081,066	1,377,056	1,328,473
5260	Non Employee Insurance			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2024
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY22</u>	<u>ADJUSTED</u> <u>BUDGET - FY23</u>	<u>RECOMMENDED</u> <u>BUDGET - FY24</u>
5260.6	Student Accident	18,858	22,320	23,436
	Package Insurance	170,980	189,643	199,125
	Worker's Compensation	76,895	103,029	109,530
	Umbrella	10,857	11,959	12,557
	Treasurer's Bond	1,135	700	700
	School Board Indemnity	4,466	4,695	4,735
	Automotive	8,379	8,379	8,799
	Unemployment	0	77,734	100,000
	Employment Practices Liability	18,281	19,862	20,855
	TOTALS 5260	309,851	438,321	479,737
5300.4	Rental of Equipment	2,353	3,800	3,800
	Postage Meter	14,234	57,393	57,393
	Copy Machines			
	TOTALS 5300	16,587	61,193	61,193
	TOTALS 5000	4,993,305	6,076,839	6,274,788
6000	COMMUNITY SERVICES AND STAFF DEVELOPMENT			
6200.5	Supplies & Materials	13,917	12,000	12,000
	Office, Flyers, Postage			
	TOTALS 6000	13,917	12,000	12,000
7000	ACQUISITION, IMPROVEMENT & REPLACEMENT OF FIXED ASSETS			
7100.4	Acquisition and Improvement of Sites			

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2024
BUDGET BY LINE ITEM

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> FY22	<u>ADJUSTED</u> BUDGET - FY23	<u>RECOMMENDED</u> BUDGET - FY24
	Contracted Services - Athletic Fields	0	0	0
	TOTALS 7100	0	0	0
7200.4	Acquisition and Improvement of Buildings			
	Contracted Services	92,990	40,767	0
	TOTALS 7200	92,990	40,767	0
7400.6	Replacement of Equipment	18,011	61,668	101,843
	TOTALS 7400	18,011	61,668	101,843
	TOTALS 7000	111,001	102,435	101,843
9000	TUITIONS TO OTHER SCHOOLS			
9100	Tuitions to Mass Schools	0	6,750	6,750
9110	Tuition School Choice Out	5,000	35,000	35,000
9400	Tuitions to Collaboratives	0	44,000	44,000
	TOTALS 9000	5,000	85,750	85,750
STABILIZATION	Transfer to Stabilization	900,000	0	0
TOTAL BUDGET		26,317,071	28,343,918	29,736,360

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2024**

Required Net School Spending	26,519,399
Other Assessments, Transportation and Community Education	1,690,633
Long Term Debt Assessment	-
Capital Assessment	695,000
Other Educational Assessment	<u>1,526,328</u>
Gross Budget	30,431,360

Less Revenues To Be Applied:		
Chapter 70 aid	13,387,607	
E and D		
Transportation	<u>900,000</u>	<u>14,287,607</u>

Total Assessments	<u><u>16,143,753</u></u>
--------------------------	---------------------------------

	<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	1,777,424	72,552	-	67,684	140,063	2,057,723
Georgetown	867,039	34,106	-	48,356	65,842	1,015,342
Groveland	522,197	21,704	-	29,268	41,899	615,068
Haverhill	6,791,169	537,630	-	289,102	1,037,903	8,655,804
Ipswich	498,159	18,603	-	54,202	35,914	606,878
Merrimac	584,655	24,804	-	27,136	47,885	684,480
Newbury	253,173	9,922	-	23,112	19,154	305,360
Newburyport	478,802	17,983	-	80,168	34,716	611,670
Rowley	352,170	14,262	-	25,382	27,534	419,348
Salisbury	789,103	31,005	-	29,199	59,856	909,163
West Newbury	217,901	8,061	-	21,392	15,563	262,917
TOTALS	<u>13,131,792</u>	<u>790,633</u>	<u>-</u>	<u>695,000</u>	<u>1,526,328</u>	<u>16,143,753</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**REQUIRED NET SCHOOL SPENDING
FY 2024**

Required Net School Spending	26,519,399
Less: Chapter 70 Aid	<u>13,387,607</u>
Net Minimum Contribution	<u><u>13,131,792</u></u>
Member Municipalities:	
Amesbury	1,777,424
Georgetown	867,039
Groveland	522,197
Haverhill	6,791,169
Ipswich	498,159
Merrimac	584,655
Newbury	253,173
Newburyport	478,802
Rowley	352,170
Salisbury	789,103
West Newbury	<u>217,901</u>
TOTALS	<u><u>13,131,792</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER ASSESSMENTS
FY 2024**

Transportation	1,690,633
Less: Transportation Revenue to be Applied	<u>900,000</u>
Net Assessment	<u><u>790,634</u></u>

	<u>FY22 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY</u>				
	<u>PUPILS 10/1/2021</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/1/2022</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	115	9.01%	117	9.18%	72,552
Georgetown	44	3.45%	55	4.31%	34,106
Groveland	46	3.61%	35	2.75%	21,704
Haverhill	873	68.42%	867	68.00%	537,631
Ipswich	24	1.88%	30	2.35%	18,603
Merrimac	49	3.84%	40	3.14%	24,804
Newbury	16	1.25%	16	1.25%	9,922
Newburyport	30	2.35%	29	2.27%	17,983
Rowley	24	1.88%	23	1.80%	14,262
Salisbury	41	3.21%	50	3.92%	31,005
West Newbury	14	1.10%	13	1.02%	8,061
TOTALS	1276	100.00%	1275	100.00%	790,634

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER EDUCATIONAL ASSESSMENTS
FY 2024**

Other Educational Assessments	1,526,328
Less: E and D Transfer to Reduce Assessments	<u>0</u>
Total Other Educational Assessments	<u><u>1,526,328</u></u>

	<u>FY22 PUPILS/% OF CONTRIBUTION</u> <u>FOR COMPARISON ONLY</u>				
	<u>PUPILS</u> <u>10/1/2021</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	<u>PUPILS</u> <u>10/1/2022</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	115	9.01%	117	9.18%	140,063
Georgetown	44	3.45%	55	4.31%	65,842
Groveland	46	3.61%	35	2.75%	41,899
Haverhill	873	68.42%	867	68.00%	1,037,903
Ipswich	24	1.88%	30	2.35%	35,914
Merrimac	49	3.84%	40	3.14%	47,885
Newbury	16	1.25%	16	1.25%	19,154
Newburyport	30	2.35%	29	2.27%	34,716
Rowley	24	1.88%	23	1.80%	27,534
Salisbury	41	3.21%	50	3.92%	59,856
West Newbury	14	1.10%	13	1.02%	15,563
TOTALS	1276	100.00%	1275	100.00%	1,526,328

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
CAPITAL COSTS ASSESSMENTS
FY 2024**

Assessed as a Capital Cost

7000 Asset Acquisition

Technology Infrastructure Upgrades	258,400
MSBA Project	436,600
Total Capital Cost Assessment	695,000

MEMBER MUNICIPALITIES	Resident Pupils 10/1/2022 *	%	<u>Capital Cost Assessment</u>
Amesbury	1968	9.74%	67,684
Georgetown	1406	6.96%	48,356
Groveland	851	4.21%	29,268
Haverhill	8406	41.60%	289,102
Ipswich	1576	7.80%	54,202
Merrimac	789	3.90%	27,136
Newbury	672	3.33%	23,112
Newburyport	2331	11.54%	80,168
Rowley	738	3.65%	25,382
Salisbury	849	4.20%	29,199
West Newbury	622	3.08%	21,392
TOTAL	20208	100.00%	695,000

*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



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City of Newburyport

FY2024-2028

Capital Improvement Program



Mayor Sean R. Reardon
Adopted June 20, 2023

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CITY OF NEWBURYPORT

OFFICE OF THE MAYOR

May 8, 2023

Dear President Shand & Members of the City Council:

It is my pleasure to present the Capital Improvement Program (CIP) for Fiscal Years 2024-2028. The projects listed under FY2024 have specifically identified funding sources, some of which may necessitate City Council appropriation or reappropriation. All projects listed under FY2025 through FY2028 have funding sources indicated as well, albeit with slightly less specificity than those in the initial year of the plan. This year's process was carried out in collaboration with the Facilities Master Plan. Together, these documents enable the City to develop a long-term financial plan that provides essential context for the annual budget.

The format and organization of the CIP are 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 request to the City Council for appropriations from General Fund or Enterprise Fund revenues. In accordance with City Financial Policies, the City aims to avoid the issuance of debt for any projects that are less than \$500,000.

Development of the CIP

As in previous years, we have continued the practice of integrating the capital needs of all City Departments into a feasible funding plan for each year of the program. To achieve this, the Mayor's Office and the Finance Director collaborated with Department Heads to review, update, and refine their capital needs for the period spanning from FY2024 through FY2028. Extensive discussions have taken place to determine the most effective way of achieving the City's capital objectives while remaining mindful of limited financial resources and fiscal policies.

The Mayor's office also took the opportunity to evaluate these capital projects within the context of the strategic plan, which outlines the principal objectives and strategic priorities of my administration: 1) securing and investing in the City's infrastructure; 2) providing high-quality public services; 3) guiding the City's future development; and 4) leading in building a collaborative and engaged community. The Mayor's office ensured that all recommended projects aligned with our strategic plan and would maintain the City's excellent fiscal condition.

Goals of the CIP

As per the MA Division of Local Services' Capital Improvement Planning Guide: Developing A Comprehensive Community Program, a capital improvement program serves as a blueprint for planning a community's capital expenditures and is among the most critical responsibilities of local government officials. It aligns community planning, financial capacity, and physical development.

According to DLS, a well-developed CIP provides the following benefits:

- Coordinates capital needs and operating budgets
- Improves the community's credit rating and control over its tax rate
- Reduces the possibility of abrupt changes in debt service requirements
- Determines the most cost-effective financing options for capital projects
- Boosts opportunities for obtaining federal and state aid
- Links public facilities to public and private development plans
- Highlights community objectives and fiscal capacity
- Keeps the public informed about future needs and projects
- Minimizes costs by identifying and consolidating redundant expenses across municipal departments
- Encourages careful project planning and design to avoid expensive errors and aid a community in attaining its desired objectives.

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 FY2024-2028 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.

Overview of the CIP

The CIP includes projects with a five-year total estimated cost of \$134,015,247. 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 58.6% 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 based on a rolling five-year plan. A bond authorization is available for this work, and the City is using 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 for FY2024, we are recommending utilizing ARPA funds to complete a major IT infrastructure project to rebuild the City's data center. Developing a strategy to tackle crucial water and sewer infrastructure is another vital area, given the persistent environmental challenges such as water quality and climate change that hinder the provision of essential services. The impending large-scale investments demand meticulous and deliberate planning to minimize the impact on ratepayers and ensure equitable access to safe and secure drinking water and wastewater systems.

Investments in facility renovations and repairs represent 24.4% of the total spending included in the CIP. Near-term needs include securing funding to build Youth Services a permanent home at 59 Low Street, while finally figuring out a path forward on the Brown School. As with any building, roof repairs and replacements are an ongoing need; the City replaced roofs at Fire Headquarters, the Library and the DPS garage back in 2019. The five-year CIP plans for roof replacements at the High School, Nock/Molin School and City Hall.

In keeping with the City's Master Plan, another important spending category is parks, grounds and open space, which comprises 12.6% 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.

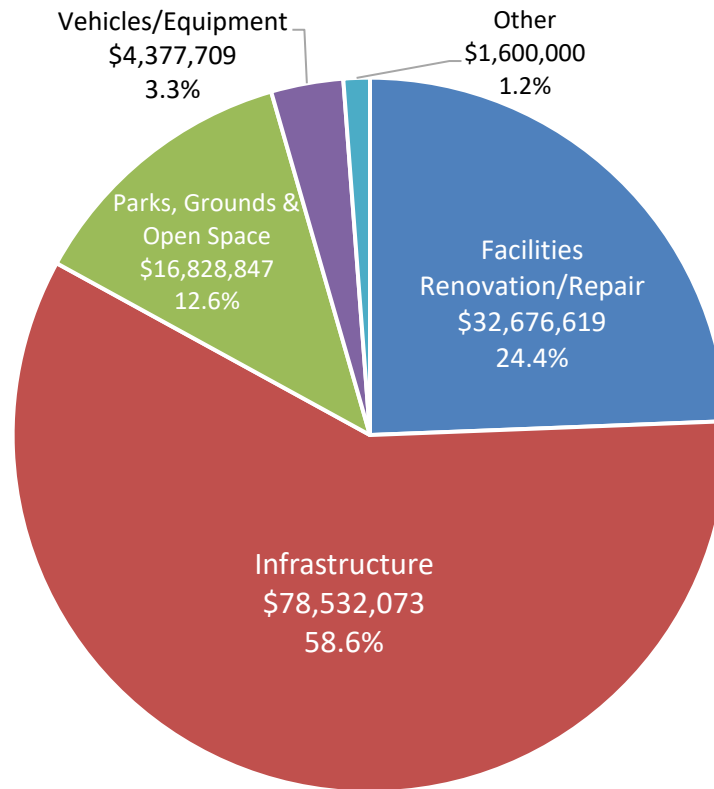
A consistent category of spending in any CIP is for the replacement of vehicles and equipment, representing 3.3% of total spending for the next five years. Major spending over the next five years includes replacement of the waterfront docks, technology for the Police and Fire Departments, and new vehicles and equipment for the Department of Public Services.

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

Department	Estimated Costs by Fiscal Year					Five-Year Total
	FY2024	FY2025	FY2026	FY2027	FY2028	
Information Technology	\$960,500	\$26,250	\$27,563	\$28,941	\$30,388	\$1,073,641
Planning & Development	\$13,250,000	\$505,000	\$75,000	\$2,050,000	\$50,000	\$15,930,000
Parking Clerk	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Fire	\$545,000	\$235,000	\$800,000	\$800,000	\$14,200,000	\$16,580,000
Police	\$75,000	\$1,012,969	\$128,797	\$80,767	\$82,786	\$1,380,319
DPS - Highway	\$3,499,377	\$4,270,000	\$3,355,000	\$2,320,000	\$2,500,000	\$15,944,377
DPS - Parks	\$5,088,791	\$947,000	\$411,000	\$1,218,000	\$925,000	\$8,589,791
Council on Aging	\$0	\$200,000	\$175,000	\$0	\$0	\$375,000
Library	\$117,705	\$125,000	\$25,000	\$50,000	\$0	\$317,705
Youth Services	\$5,900,000	\$0	\$0	\$0	\$0	\$5,900,000
Schools	\$867,464	\$3,161,740	\$578,143	\$1,692,450	\$250,000	\$6,549,797
Total General Fund	\$30,353,837	\$10,482,959	\$5,575,502	\$8,240,157	\$18,038,174	\$72,690,629
DPS - Water	\$9,774,618	\$19,290,000	\$9,540,000	\$540,000	\$8,300,000	\$47,444,618
DPS - Sewer	\$1,590,000	\$6,380,000	\$2,780,000	\$780,000	\$0	\$11,530,000
Harbormaster	\$0	\$600,000	\$550,000	\$1,200,000	\$0	\$2,350,000
Total Enterprise Funds	\$11,364,618	\$26,270,000	\$12,870,000	\$2,520,000	\$8,300,000	\$61,324,618
Total Capital Improvements	\$41,718,455	\$36,752,959	\$18,445,502	\$10,760,157	\$26,338,174	\$134,015,247

Project Costs by Spending Category



Project Costs by Priority

Priority	Amount	% of Total
Urgent/Legally Required	\$30,122,820	22.5%
Maintain Service	\$73,329,631	54.7%
Enhancement	\$30,562,796	22.8%
Total	\$134,015,247	100.0%

Project Costs by Request Type

Request Type	Amount	% of Total
Prior Year	\$131,223,981	97.9%
New	\$2,791,266	2.1%
Total	\$134,015,247	100.0%

Funding the CIP

The City remains committed to making annual capital investments through a diverse stream of funding sources. Therefore, the City has maintained a strong financial position by utilizing 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 numerous capital improvements and purchases. This has lessened the City's need to borrow for smaller capital improvements. The funding philosophy guiding the CIP aimed to invest in capital while avoiding significant fluctuations in debt service obligations on a yearly basis.

In order to maintain this consistent level of funding, it is a best practice recommended by several finance/government associations, such as the GFOA (Government Finance Officers Association) and ICMA (International City/County Management Association), to establish a set policy target in which the community commits to funding a percentage of their annual revenue towards capital projects. Establishing a target ratio becomes an essential tool to retain funds for future capital investments and prevent those funds from being allocated towards other operating needs as debt service from older capital projects rolls off. 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 smaller and more routine capital spending needs.

This year's capital improvement program continues to build on the financing plan incorporated into the CIP two years ago, 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 gradually increasing to a ratio of 2.5% of net annual revenue by FY2027. Regarding the total non-exempt tax burden (i.e., non-exempt debt plus pay-as-you-go funding), we recommend gradually increasing to a ratio of 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, and policies adopted by other municipalities.

The following page's table shows the projected financing costs for the capital plan over the next five years, along 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 stakeholders in the City's budget and capital planning process.

Next Year Projects

To better illustrate the anticipated funding for projects appearing in the first year of the CIP, we have added a table starting on page 15 to clearly define proposed funding sources for each project. This table contains a combination of previously approved funds, as well as, new appropriations and/or reappropriations that will require the approval of the City Council.

CIP Funding within Proposition 2 ½ Tax Levy

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

Net Funding (General Fund)	FY2024	FY2025	FY2026	FY2027	FY2028
<u>Non-Exempt Debt</u>					
Existing	\$1,615,611	\$1,571,452	\$1,462,515	\$1,463,090	\$1,456,652
New	\$0	\$366,295	\$653,412	\$756,721	\$907,638
Total Non-Exempt Debt	\$1,615,611	\$1,937,747	\$2,115,926	\$2,219,811	\$2,364,290
+ Pay-As-You-Go	\$968,584	\$1,675,944	\$1,623,959	\$1,479,462	\$1,655,567
Total "Non-Exempt Tax Burden"	\$2,584,195	\$3,613,691	\$3,739,886	\$3,699,273	\$4,019,857

Projected Net Revenue \$79,691,101 \$82,157,149 \$85,029,853 \$87,995,204 \$91,050,665

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

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

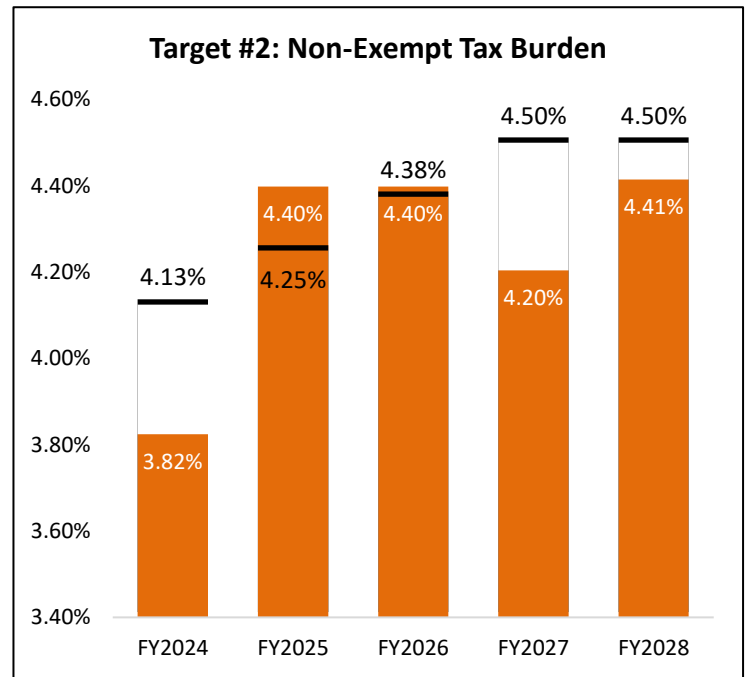
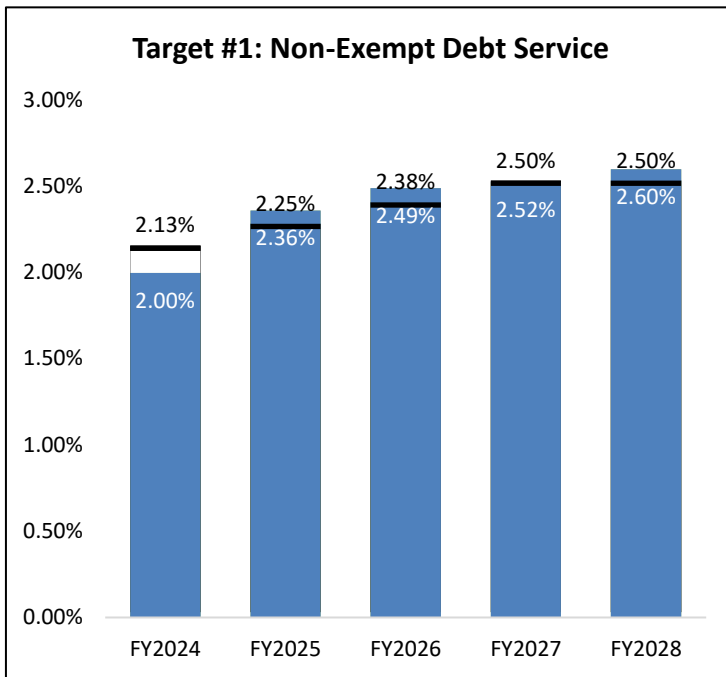
CIP Actual %	2.03%	2.36%	2.49%	2.52%	2.60%
CIP Target %	2.13%	2.25%	2.38%	2.50%	2.50%
Over/(Under) Target	-0.10%	0.11%	0.11%	0.02%	0.10%
CIP Actual \$	\$1,615,611	\$1,937,747	\$2,115,926	\$2,219,811	\$2,364,290
CIP Target \$	\$1,693,436	\$1,848,536	\$2,019,459	\$2,199,880	\$2,276,267
Over/(Under) Target	-\$77,825	\$89,211	\$96,467	\$19,931	\$88,024

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

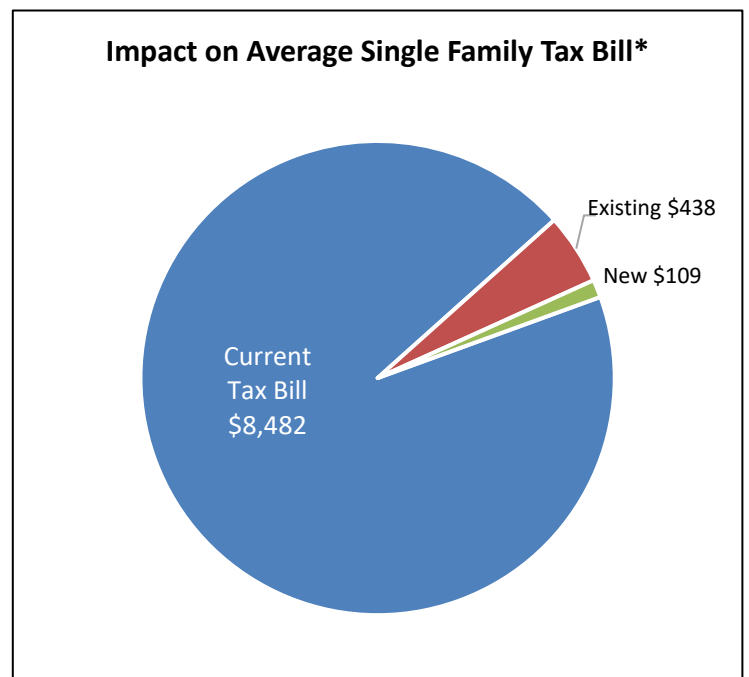
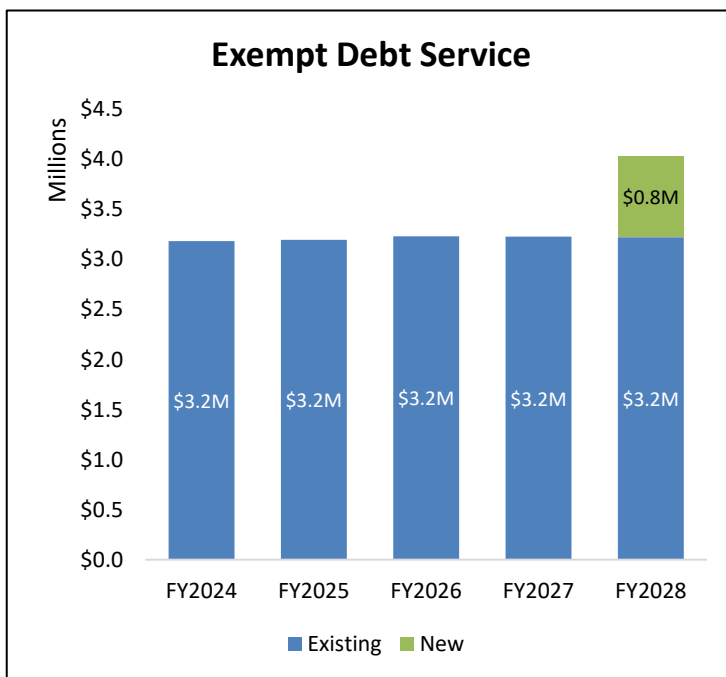
CIP Actual %	3.24%	4.40%	4.40%	4.20%	4.41%
CIP Target %	4.13%	4.25%	4.38%	4.50%	4.50%
Over/(Under) Target	-0.88%	0.15%	0.02%	-0.30%	-0.09%
CIP Actual \$	\$2,584,195	\$3,613,691	\$3,739,886	\$3,699,273	\$4,019,857
CIP Target \$	\$3,287,258	\$3,491,679	\$3,720,056	\$3,959,784	\$4,097,280
Over/(Under) Target	-\$703,063	\$122,012	\$19,830	-\$260,511	-\$77,423

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

CIP Funding from Non-Exempt Sources vs. Policy Target



CIP Funding from General Fund Exempt Debt



*Based on FY2023 Average Single Family Home = \$830,500

Conclusion

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

We are looking forward to advancing major projects this year and finding ways to fund other critical improvements in the future. This is a living document, and we will continue to evaluate our needs, particularly for future requirements, as changing circumstances make it necessary. The Capital Improvement Plan will be included as a section in the annual operating budget, and I plan to make a 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 with a large initial 'S'.

Sean R. Reardon, Mayor

FY2024-2028 Project Listing

CIP #	Page	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028	Five-Year Total
IT01	17	Information Technology	Data Center Rebuild	\$935,500	\$0	\$0	\$0	\$0	\$935,500
IT02	18	Information Technology	IT Workstation/Equipment Replacements	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388	\$138,141
Information Technology Total				\$960,500	\$26,250	\$27,563	\$28,941	\$30,388	\$1,073,641
PL01	19	Planning & Development	Central Waterfront Bulkhead Rehabilitation	\$6,000,000	\$0	\$0	\$0	\$0	\$6,000,000
PL02	20	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$1,400,000	\$1,000,000	\$2,000,000	\$1,650,000	\$1,000,000	\$7,050,000 *
PL03	21	Planning & Development	Complete Streets Transportation Projects	\$50,000	\$300,000	\$50,000	\$400,000	\$50,000	\$850,000
PL04	22	Planning & Development	Kent St. @ Merrimac St. Intersection, Pedestrian, & Accessibility Improvements	\$0	\$95,000	\$0	\$0	\$0	\$95,000
PL05	23	Planning & Development	Brown School/Gym Renovations	\$1,800,000	\$0	\$0	\$0	\$0	\$1,800,000
PL06	24	Planning & Development	Braunhardt Bike Trail Master Plan	\$0	\$85,000	\$0	\$0	\$0	\$85,000
PL07	25	Planning & Development	Bicycle & Pedestrian Master Plan	\$0	\$25,000	\$25,000	\$0	\$0	\$50,000
PL08	26	DPS - Highway	Hale Street Pedestrian Improvements	\$130,000	\$0	\$0	\$0	\$0	\$130,000 *
Planning & Development Total				\$9,250,000	\$1,505,000	\$2,075,000	\$2,050,000	\$1,050,000	\$15,930,000
PG01	27	Parking Clerk	Parking Hybrid Vehicle	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Parking Clerk Total				\$50,000	\$0	\$0	\$0	\$0	\$50,000
FD01	28	Fire	Apparatus Floor Drains	\$45,000	\$0	\$0	\$0	\$0	\$45,000
FD02	29	Fire	Fire Alarm Circuit #2	\$0	\$75,000	\$0	\$0	\$0	\$75,000
FD03	30	Fire	Replace/Update Radio Equipment	\$0	\$160,000	\$0	\$0	\$0	\$160,000
FD04	31	Fire	SCBA Replacement	\$500,000	\$0	\$0	\$0	\$0	\$500,000
FD05	32	Fire	Fire Rescue Pumper	\$0	\$0	\$800,000	\$0	\$0	\$800,000
FD06	33	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$0	\$800,000	\$14,200,000	\$15,000,000
Fire Total				\$545,000	\$235,000	\$800,000	\$800,000	\$14,200,000	\$16,580,000
PD01	34	Police	Dispatch Center Renovation	\$670,000	\$0	\$0	\$0	\$0	\$670,000 *
PD02	35	Police	Carpet Replacement	\$0	\$0	\$50,000	\$0	\$0	\$50,000
PD03	36	Police	Cruiser/Vehicle Replacements	\$75,000	\$76,875	\$78,797	\$80,767	\$82,786	\$394,225
PD04	37	Police	Thirty Four (34) Taser Replacements	\$0	\$131,094	\$0	\$0	\$0	\$131,094
PD05	38	Police	Cruiser Computers	\$0	\$85,000	\$0	\$0	\$0	\$85,000
PD06	39	Police	Portable Radios	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Police Total				\$745,000	\$342,969	\$128,797	\$80,767	\$82,786	\$1,380,319
HM01	40	Harbormaster	Fish Pier Embayment Dredging	\$0	\$0	\$50,000	\$700,000	\$0	\$750,000
HM02	41	Harbormaster	Harbormaster Facility Solar Panels	\$0	\$100,000	\$0	\$0	\$0	\$100,000
HM03	42	Harbormaster	Waterfront Docks	\$0	\$500,000	\$500,000	\$500,000	\$0	\$1,500,000
Harbormaster Total				\$0	\$600,000	\$550,000	\$1,200,000	\$0	\$2,350,000
HW01	43	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
HW02	44	DPS - Highway	Traffic/Safety Improvement Projects	\$250,000	\$0	\$0	\$0	\$0	\$250,000
HW03	45	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$200,000	\$650,000	\$650,000	\$0	\$0	\$1,500,000
HW04	46	DPS - Highway	Plummer Spring Bridge Replacement	\$700,000	\$0	\$0	\$0	\$0	\$700,000

*Revised by City Council June 20, 2023

FY2024-2028 Project Listing (continued)

CIP #	Page	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028	Five-Year Total
HW05	47	DPS - Highway	City Hall Improvements	\$0	\$550,000	\$650,000	\$0	\$0	\$1,200,000
HW06	48	DPS - Highway	Downtown Lighting	\$269,377	\$220,000	\$255,000	\$0	\$0	\$744,377
HW07	49	DPS - Highway	Highway Vehicle Replacement Program	\$0	\$200,000	\$450,000	\$320,000	\$500,000	\$1,470,000
HW08	50	DPS - Highway	Stump Grinder	\$80,000	\$0	\$0	\$0	\$0	\$80,000
DPS - Highway Total				\$3,499,377	\$3,620,000	\$4,005,000	\$2,320,000	\$2,500,000	\$15,944,377
PK01	51	DPS - Parks	Bartlet Mall Historic Restoration	\$3,604,000	\$0	\$0	\$0	\$0	\$3,604,000
PK02	52	DPS - Parks	Lower Atkinson Common Improvements	\$1,182,000	\$96,000	\$0	\$0	\$0	\$1,278,000
PK03	53	DPS - Parks	Atkinson Common Tennis Court Resurfacing	\$54,000	\$55,000	\$0	\$0	\$0	\$109,000
PK04	54	DPS - Parks	Atkinson Common Stone Tower Restoration	\$59,950	\$30,000	\$200,000	\$42,000	\$25,000	\$356,950
PK05	55	DPS - Parks	Field Improvement - Fuller Complex	\$0	\$0	\$0	\$60,000	\$0	\$60,000
PK06	56	DPS - Parks	Clipper City Rail Trail Improvements	\$0	\$50,000	\$20,000	\$0	\$0	\$70,000
PK07	57	DPS - Parks	Cashman Park Site Improvements	\$76,271	\$100,000	\$0	\$0	\$600,000	\$776,271
PK08	58	DPS - Parks	Woodman Park Improvements	\$57,570	\$80,000	\$0	\$0	\$0	\$137,570
PK09	59	DPS - Parks	Inn Street & Downtown Parks Improvements	\$20,000	\$78,000	\$119,000	\$0	\$300,000	\$517,000
PK10	60	DPS - Parks	Perkins Park Improvements	\$0	\$52,000	\$0	\$209,000	\$0	\$261,000
PK11	61	DPS - Parks	Moseley Woods Improvements	\$0	\$265,000	\$0	\$0	\$0	\$265,000
PK12	62	DPS - Parks	Jason Sawyer Playground Equipment	\$0	\$0	\$0	\$330,000	\$0	\$330,000
PK13	63	DPS - Parks	Ayer Playground Equipment	\$0	\$0	\$0	\$500,000	\$0	\$500,000
PK14	64	DPS - Parks	Atwood Park Irrigation	\$0	\$30,000	\$0	\$0	\$0	\$30,000
PK15	65	DPS - Parks	Infield Groomer	\$35,000	\$0	\$0	\$0	\$0	\$35,000
PK16	66	DPS - Parks	Purchase of Two Vehicles	\$0	\$75,000	\$72,000	\$0	\$0	\$147,000
PK17	67	DPS - Parks	Telescopic Mini-Loader	\$0	\$0	\$0	\$77,000	\$0	\$77,000
PK18	68	DPS - Parks	Ventrac Mower	\$0	\$36,000	\$0	\$0	\$0	\$36,000
DPS - Parks Total				\$5,088,791	\$947,000	\$411,000	\$1,218,000	\$925,000	\$8,589,791
WA01	69	DPS - Water	Amesbury Emergency Interconnection Points	\$250,000	\$0	\$0	\$0	\$0	\$250,000
WA02	70	DPS - Water	Indian Hill Raw Water Line	\$850,000	\$16,700,000	\$0	\$0	\$0	\$17,550,000
WA03	71	DPS - Water	Lower Artichoke Reservoir Dam Improvements	\$269,062	\$800,000	\$9,000,000	\$0	\$0	\$10,069,062
WA04	72	DPS - Water	Watershed/Public Water Supply Protection	\$285,556	\$250,000	\$250,000	\$250,000	\$250,000	\$1,285,556
WA05	73	DPS - Water	Water Treatment Plant Evaluation & Upgrades	\$500,000	\$500,000	\$5,000,000	\$5,000,000	\$0	\$11,000,000
WA06	74	DPS - Water	Replace Water Supply Line to Route 113	\$0	\$0	\$0	\$0	\$7,800,000	\$7,800,000
WA07	75	DPS - Water	Plum Island Chlorine Booster Station	\$100,000	\$250,000	\$0	\$0	\$0	\$350,000
WA08	76	DPS - Water	Water Main Replacement	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
WA09	77	DPS - Water	Water Meter Replacement (Water/Sewer)	\$5,700,000	\$1,000,000	\$0	\$0	\$0	\$6,700,000
WA10	78	DPS - Water	Lead Service Line Inventory	\$220,000	\$0	\$0	\$0	\$0	\$220,000
WA11	79	DPS - Water	One Ton Dump Truck Replacement	\$0	\$40,000	\$40,000	\$40,000	\$0	\$120,000
DPS - Water Total				\$8,424,618	\$19,790,000	\$14,540,000	\$5,540,000	\$8,300,000	\$56,594,618

FY2024-2028 Project Listing (continued)

CIP #	Page	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028	Five-Year Total
SW01	80	DPS - Sewer	Clarifier Upgrades	\$590,000	\$4,400,000	\$780,000	\$780,000	\$0	\$6,550,000
SW02	81	DPS - Sewer	Sludge Handling Process Improvement	\$0	\$100,000	\$2,000,000	\$0	\$0	\$2,100,000
SW03	82	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
SW04	83	DPS - Sewer	Water Street Lift Station (Construction)	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
SW05	84	DPS - Sewer	Wastewater Storey Ave Pump Station (Construction)	\$0	\$880,000	\$0	\$0	\$0	\$880,000
DPS - Sewer Total				\$1,590,000	\$6,380,000	\$2,780,000	\$780,000	\$0	\$11,530,000
CA01	85	Council on Aging	Multipurpose Outdoor Space	\$0	\$200,000	\$0	\$0	\$0	\$200,000
CA02	86	Council on Aging	14 Passenger Van Equipped with Wheelchair Lift	\$0	\$0	\$175,000	\$0	\$0	\$175,000
Council on Aging Total				\$0	\$200,000	\$175,000	\$0	\$0	\$375,000
LB01	87	Library	Front Steps and Retaining Wall Repair	\$0	\$100,000	\$0	\$0	\$0	\$100,000
LB02	88	Library	HVAC Boiler Replacement	\$100,000	\$0	\$0	\$0	\$0	\$100,000
LB03	89	Library	Carpet Replacement	\$17,705	\$25,000	\$0	\$0	\$0	\$42,705
LB04	90	Library	First Floor Lobby Tiling	\$0	\$0	\$25,000	\$0	\$0	\$25,000
LB05	91	Library	Ceiling Restoration	\$0	\$0	\$0	\$50,000	\$0	\$50,000
Library Total				\$117,705	\$125,000	\$25,000	\$50,000	\$0	\$317,705
YS01	92	Youth Services	Youth Services Center	\$5,900,000	\$0	\$0	\$0	\$0	\$5,900,000
Youth Services Total				\$5,900,000	\$0	\$0	\$0	\$0	\$5,900,000
SC01	93	Schools	NHS-Elevator Controls Replacement	\$69,370	\$0	\$0	\$0	\$0	\$69,370
SC02	94	Schools	NHS-Roof Replacement	\$220,710	\$1,576,500	\$213,143	\$1,522,450	\$0	\$3,532,803
SC03	95	Schools	Nock/Molin-Gym & Auditorium Roof Replacement	\$165,613	\$1,182,950	\$0	\$0	\$0	\$1,348,563
SC04	96	Schools	Pick-Up Truck with Utility Body	\$0	\$67,390	\$0	\$0	\$0	\$67,390
SC05	97	Schools	School Security Upgrades	\$66,396	\$150,000	\$150,000	\$150,000	\$150,000	\$666,396
SC06	98	Schools	NHS Science Wing Space Use Study	\$0	\$41,400	\$0	\$0	\$0	\$41,400
SC07	99	Schools	Nock/Molin & NHS-Control System Upgrades	\$160,000	\$0	\$0	\$0	\$0	\$160,000
SC08	100	Schools	Engineering Services	\$0	\$50,000	\$0	\$0	\$0	\$50,000
SC09	101	Schools	NHS-Library Carpet Replacement	\$31,875	\$0	\$0	\$0	\$0	\$31,875
SC10	102	Schools	Nock/Molin-Playground Repaving	\$0	\$78,500	\$0	\$0	\$0	\$78,500
SC11	103	Schools	Nock/Molin-Kitchen Equipment Replacement	\$15,000	\$15,000	\$0	\$0	\$0	\$30,000
SC12	104	Schools	NHS-Energy Reduction Projects	\$100,000	\$0	\$100,000	\$0	\$100,000	\$300,000
SC13	105	Schools	NHS-Art/Music Area Feasibility Study	\$38,500	\$0	\$0	\$0	\$0	\$38,500
SC14	106	Schools	Nock/Molin-Walkway & Sidewalk Repairs/Repaving	\$0	\$0	\$15,000	\$20,000	\$0	\$35,000
SC15	107	Schools	NHS-Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Schools Total				\$867,464	\$3,161,740	\$578,143	\$1,692,450	\$250,000	\$6,549,797
Grand Total				\$37,168,455	\$36,932,959	\$26,095,502	\$15,760,157	\$27,338,174	\$143,295,247

FY2024 Funding Sources

CIP #	Page	Department	Project Description	Oper. Budget	Prior Year Funds	Borrowing	CPA	ARPA	Free Cash	Water R/E	Sewer R/E	Harbor R/E	40R	Grants/ Other	Notes	Total Sources
IT01	17	Information Technology	Data Center Rebuild					935,500								935,500
IT02	18	Information Technology	IT Workstation/Equipment Replacements						18,742	2,668	3,366	224				25,000
PL01	19	Planning & Development	Central Waterfront Bulkhead Rehabilitation			643,000								5,357,000	FEMA,	6,000,000
PL02	20	Planning & Development	Market Landing Park Expansion & Rail Trail Extension		1,768,258	2,961,742	250,000							420,000	PARC,	5,400,000
PL03	21	Planning & Development	Complete Streets Transportation Projects	22,991	27,009											50,000
PL05	23	Planning & Development	Brown School/Gym Renovations		233,342									1,566,658	Developer	1,800,000
PG01	26	Parking Clerk	Parking Hybrid Vehicle		50,000											50,000
FD01	27	Fire	Apparatus Floor Drains		45,000											45,000
FD04	30	Fire	SCBA Replacement		500,000											500,000
PD03	35	Police	Cruiser/Vehicle Replacements	75,000												75,000
HW01	42	DPS - Highway	Streets and Sidewalks Improvement Plan	392,500	1,087,500									520,000	Ch 90	2,000,000
HW02	43	DPS - Highway	Traffic/Safety Improvement Projects	250,000												250,000
HW03	44	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)		200,000											200,000
HW04	45	DPS - Highway	Plummer Spring Bridge Replacement											700,000		700,000
HW06	47	DPS - Highway	Downtown Lighting	406	199,594		69,377									269,377
HW08	49	DPS - Highway	Stump Grinder										80,000			80,000
PK01	50	DPS - Parks	Bartlet Mall Historic Restoration		106,182	2,574,000	207,000							716,818	LWCF +	3,604,000
PK02	51	DPS - Parks	Lower Atkinson Common Improvements		30,488		582,000	569,512								1,182,000
PK03	52	DPS - Parks	Atkinson Common Tennis Court Resurfacing				49,557							4,443	Bellville	54,000
PK04	53	DPS - Parks	Atkinson Common Stone Tower Restoration				59,950									59,950
PK07	56	DPS - Parks	Cashman Park Site Improvements		15,000		61,271									76,271
PK08	57	DPS - Parks	Woodman Park Improvements				57,570									57,570
PK09	58	DPS - Parks	Inn Street & Downtown Parks Improvements		10,000									10,000	NED	20,000
PK15	64	DPS - Parks	Infield Groomer		15,000								12,300	7,700	Schools	35,000
WA01	68	DPS - Water	Amesbury Emergency Interconnection Points					250,000								250,000
WA02	69	DPS - Water	Indian Hill Raw Water Line			850,000										850,000
WA03	70	DPS - Water	Lower Artichoke Reservoir Dam Improvements		269,062											269,062
WA04	71	DPS - Water	Watershed/Public Water Supply Protection		285,556											285,556
WA05	72	DPS - Water	Water Treatment Plant Evaluation & Upgrades (Design)			1,850,000										1,850,000
WA07	74	DPS - Water	Plum Island Chlorine Booster Station		100,000											100,000
WA08	75	DPS - Water	Water Main Replacement							250,000						250,000
WA09	76	DPS - Water	Water Meter Replacement (Water/Sewer)		329,432	5,370,568										5,700,000
WA10	77	DPS - Water	Lead Service Line Inventory											220,000	DEP	220,000
SW01	79	DPS - Sewer	Clarifier Upgrades								590,000					590,000
SW04	82	DPS - Sewer	Water Street Lift Station (Construction)			1,000,000										1,000,000

FY2024 Funding Sources (continued)

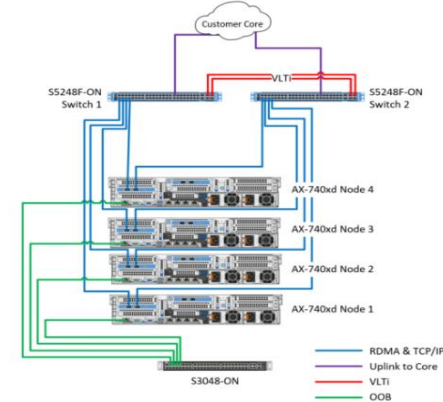
CIP #	Page	Department	Project Description	Oper. Budget	Prior Year Funds	Borrowing	CPA	ARPA	Free Cash	Water R/E	Sewer R/E	Harbor R/E	40R	Grants/ Other	Notes	Total Sources
LB02	87	Library	HVAC Boiler Replacement						100,000							100,000
LB03	88	Library	Carpet Replacement		17,705											17,705
YS01	91	Youth Services	Youth Services Center		200,000	5,700,000										5,900,000
SC01	92	Schools	NHS-Elevator Controls Replacement						69,370							69,370
SC02	93	Schools	NHS-Roof Replacement			220,710										220,710
SC03	94	Schools	Nock/Molin-Gym & Auditorium Roof Replacement			165,613										165,613
SC05	96	Schools	School Security Upgrades											66,396	ESSER	66,396
SC07	98	Schools	Nock/Molin & NHS-Control System Upgrades											160,000	Green	160,000
SC09	100	Schools	NHS-Library Carpet Replacement	31,875												31,875
SC11	102	Schools	Nock/Molin-Kitchen Equipment Replacement											15,000	Food	15,000
SC12	103	Schools	NHS-Energy Reduction Projects											100,000	Green	100,000
SC13	104	Schools	NHS-Art/Music Area Feasibility Study											38,500	NEF	38,500
Total				772,771	5,489,129	21,335,632	1,336,725	1,755,012	188,112	252,668	593,366	224	92,300	9,902,515	n/a	41,718,455

Project Detail Sheets by Department
(following pages)

PROJECT DETAIL SHEET (IT01)

Data Center Rebuild

Department:	Information Technology
Category:	Infrastructure
Request Type (New/Prior Year):	New
Priority:	Urgent/Legally Required
Project Cost:	\$935,500
Estimated Useful Life:	8 Years



Description and Justification:

The City of Newburyport's virtual server environment is outdated and requires urgent attention. The current hardware runs 41 virtual servers, with 12 more needed to support new services. To prevent failures, data loss, and downtime, we must replace the 8-year-old VMware datacenter. We plan to create two new data centers, one in the basement of the Police Station and another at Bresnahan Elementary School, along with a storage appliance and a cloud-based location. This project includes upgrading network switching, implementing a two-firewall setup, and utilizing proper monitoring and reporting systems. The City must also budget for Microsoft software licensing and other necessary software licenses.

Estimated Project Costs by Fiscal Year	
FY2024	\$935,500
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$935,500

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:

PROJECT DETAIL SHEET (IT02)

IT Workstation/Equipment Replacements

Department:	Information Technology
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$138,141
Estimated Useful Life:	4 Years



Description and Justification:

Planned replacement and upgrades of user workstations and network equipment.

Estimated Project Costs by Fiscal Year	
FY2024	\$25,000
FY2025	\$26,250
FY2026	\$27,563
FY2027	\$28,941
FY2028	\$30,388
Total Five-Year Cost	\$138,141

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
	Other: Comcast Technology Fund

PROJECT DETAIL SHEET (PL01)

Central Waterfront Bulkhead Rehabilitation

Department:	Planning & Development
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$6,000,000
Estimated Useful Life:	50 Years



Description and Justification:

The deteriorating 45-year-old bulkhead at the embayment and eastern section of the central waterfront needs repair and rehabilitation. This project, which includes replacing the steel mooring pilings and raising the bulkhead cap, has been postponed for almost a decade since "Phase I" was completed in 2014. The bulkhead is essential to the boardwalk, waterfront park, and seasonal floats for visiting boaters, all of which are integral to Newburyport's tourism-based economy. The old bulkhead is at the end of its service life, with large holes opening up, allowing fill to escape from behind the seawalls. Plans and permits are updated, and the City is working with federal agencies to secure grant funding of \$2.25M from FEMA and \$1.757M from EDA, as well as \$1.3M from the state SEC. The Waterfront Trust has pledged \$50K, and the City Council has authorized \$750K in matching funds to cover the balance.

Estimated Project Costs by Fiscal Year	
FY2024	\$6,000,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$6,000,000

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
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (PL02)

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:	\$7,050,000
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. The City Council has approved a schematic design plan that will bring in fill to extend the raised berm adjacent to the boardwalk into a broad raised park area with grass, benches, and other amenities. The project will also extend continuous Rail Trail bicycle access across the central waterfront, in line with the "framework plan" for the area. Funding sources for the project are expected to include waterfront parking revenue, Community Preservation Act (CPA) grants/bonding, a state PARC grant, and the Herman Roy Trust Fund. Sasaki has provided plans ready for construction, with work scheduled to begin in spring 2023. The project will be carried out in three phases, with park construction in FY2024, parking lots in Phase 2 (TBD), and a visitors center in FY2027 for Phase 3. **Amended by City Council (June 20, 2023) FY2024 \$5,400,000 to \$1,400,000, FY2025: \$0 to \$1,000,000, FY2026: \$0 to \$2,000,000, FY2028: \$0 to \$1,000,000 (Passes, 6 Yes, 5 No)**

Estimated Project Costs by Fiscal Year

FY2024	\$1,400,000
FY2025	\$1,000,000
FY2026	\$2,000,000
FY2027	\$1,650,000
FY2028	\$1,000,000
Total Five-Year Cost	\$7,050,000

Operating Budget Impact*:

\$75,000

*Increase = Additional Cost, Decrease = Savings

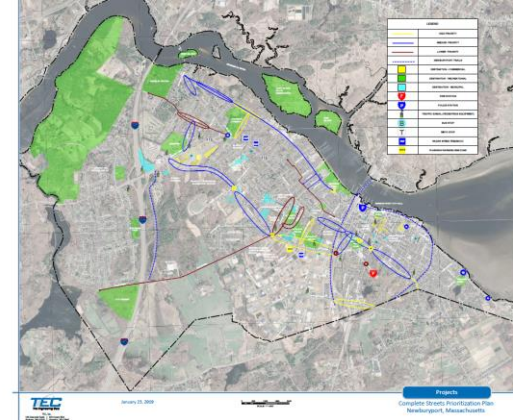
Anticipated Funding Source(s)

	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: Prior Year Funding; Paid Parking

PROJECT DETAIL SHEET (PL03)

Complete Streets Transportation Projects

Department:	Planning & Development
Category:	Other
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$850,000
Estimated Useful Life:	75 Years



Description and Justification:

In 2019, the City formulated a Complete Streets project plan that aims to create a safe and accessible street environment for all users, including pedestrians, bicyclists, and motorists. Unlike regular yearly road and sidewalk maintenance, Complete Streets projects involve making design changes to facilitate non-vehicular travel, connecting important destinations such as homes, schools, parks, stores, and workplaces. These projects play a crucial role in improving public safety, health, and economic vitality in the community. The City has identified more than 30 Complete Streets projects and needs to develop engineered designs to potentially secure annual state grant funding and municipal funding for construction. The funding cycle is based on a design phase followed by a construction phase for each Complete Streets project. One such project is the "Kent St. @ Merrimac St. Intersection, Pedestrian, & Accessibility Improvements," (see PL04) slated for FY2025, which is estimated to leave around \$300,000 for other potential projects that year.

Estimated Project Costs by Fiscal Year	
FY2024	\$50,000
FY2025	\$300,000
FY2026	\$50,000
FY2027	\$400,000
FY2028	\$50,000
Total Five-Year Cost	\$850,000

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: Prior Year Funds

PROJECT DETAIL SHEET (PL04)

Kent St. @ Merrimac St. Intersection, Pedestrian, & Accessibility Improvements

Department:	Planning & Development
Category:	Infrastructure
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$95,000
Estimated Useful Life:	50 Years



Description and Justification:

The intersection of Kent Street and Merrimac Street poses safety risks to both drivers and pedestrians due to its excessive width and lack of crosswalks and accessibility accommodations on the adjacent sidewalks. This project aims to improve public safety by re-aligning the intersection through the installation of a new crosswalk across Kent Street and a shorter crosswalk across Merrimac Street, complete with ADA/AAB compliant wheelchair ramps. The southwest corner curb at Kent and Merrimac will be bumped out, and the vehicle stop line at Kent will be moved forward to enhance vehicle sight lines and turning. Additionally, the gas station driveway's curb cut will be shifted behind the stop line to minimize conflicts with pedestrians and vehicles. Lastly, new sections of concrete sidewalk will be added as necessary, including on the north side of Merrimac Street where none exists, to better manage interactions between pedestrians and vehicles. This would be a state-funded "complete streets" project.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$95,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$95,000

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:

PROJECT DETAIL SHEET (PL05)

Brown School/Gym Renovations

Department:	Planning & Development
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,800,000
Estimated Useful Life:	30 Years



Description and Justification:

This CIP request is a placeholder for specific capital improvements to the former Brown School gymnasium, pending further considerations of the redevelopment of the Brown School building. The estimated expenses consider the restoration of the gymnasium as a Community Center that would cater to arts, culture, and recreational activities while addressing environmental and ADA accessibility issues. Any expenses that could potentially be shared or collaborated with a non-profit developer in the future may be modified accordingly. This budget request is contingent on the assumption that only the gymnasium will be preserved and upgraded by the City.

Estimated Project Costs by Fiscal Year	
FY2024	\$1,800,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$1,800,000

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
X	Other: Brown Sch. Stab Fund, Sale Proceeds

PROJECT DETAIL SHEET (PL06)

Braunhardt Bike Trail Master Plan

Department:	Planning & Development
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$85,000
Estimated Useful Life:	25 Years



Description and Justification:

This project will develop a Master Plan, which includes base plans, schematic design, permitting feasibility, and cost estimates to guide improvements to Newburyport's Gloria Braunhardt Bike Trail. The Braunhardt Bike Trail is a 1.2-mile section of the old abandoned I-95 interstate highway that was originally built in the 1950s and was given to the city by the state. It runs between Storey Avenue and Hale Street, and the mostly paved pathway connects to the Garrison Trail to the north. It is a substantial and vital link in Newburyport's growing, off-road, multi-use pathway network, which is connected to the regional Coastal Trails Network. Thousands of Newburyport residents and visitors use and enjoy the city's multi-use trail network as a significant aspect of the quality of life in our community. Developing the Master Plan and investing in the Trail will help preserve the corridor's land use as a public recreational asset compared to other potential future land uses in the unrestricted 38 acres of the property. The Trail has received investment only from volunteers, and it is deteriorating and has some public safety issues. The Master Plan will organize subsequent design and construction phases.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$85,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$85,000

Operating Budget Impact*:	\$15,000
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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
X	CPA Grant
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (PL07)

Bicycle & Pedestrian Master Plan

Department:	Planning & Development
Category:	Infrastructure
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$50,000
Estimated Useful Life:	25 years



Description and Justification:

The City's Master Plan cites "Creating a Walkable, Bikeable Community" as a key issue and recommends developing a comprehensive Bicycle and Pedestrian Infrastructure Plan. Much of Newburyport's attraction lies in its walkable pattern of development, characterized by well-defined neighborhoods, waterfront, and public spaces, all connected by pleasant streets. Newburyport's walkability and bikeability are supported by its density, mix of uses, and the network of sidewalks and pedestrian amenities on many of its streets. Traffic calming measures can also improve the quality of life in neighborhoods and allow residents and pedestrians to coexist peacefully with cars and other modes of transportation. To date, bicycle and pedestrian projects have been pursued on an ad hoc basis, and while Newburyport's transportation system is generally good, many improvements are needed based on a comprehensive approach to enhance existing facilities and broaden opportunities for alternative modes of transportation, increasing their appeal and safety.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$25,000
FY2026	\$25,000
FY2027	\$0
FY2028	\$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)
	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:

PROJECT DETAIL SHEET (PL08)

Hale Street Pedestrian Improvements

Department:	DPS - Highway
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$130,000
Estimated Useful Life:	0 Years



Description and Justification:

At present, the DPS outsources stump grinding services which cost between \$25,000 to \$30,000 each year. Acquiring a new stump grinder with a lifespan of 12 years will save the future highway operating budgets around \$300,000 (i.e., \$25,000 per year). The equipment will recoup its cost within 2.5 to 3 years and should be scheduled for replacement during years 10 to 12 of the equipment replacement plan. This piece of equipment will also result in savings for stump grinding in the parks. Year 1: 0-30% design

Added by City Council (June 20, 2023)

Estimated Project Costs by Fiscal Year	
FY2024	\$130,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$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
	CPA Grant
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (PG01)

Parking Hybrid Vehicle

Department:	Parking Clerk
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$50,000
Estimated Useful Life:	5 Years



Description and Justification:

We currently have two vehicles in our parking program, namely a Chevy Volt and an EV Ford Focus. We are planning to replace the Ford Focus with a Ford Escape Hybrid, as it has reached the end of its usefulness. The Ford Focus no longer holds a charge effectively and also poses issues with the heating and air conditioning system.

Moreover, we require a larger LPR (License Plate Recognition) vehicle, as some of our parking officers face difficulty getting in and out of the Volt. The Ford Escape would be an ideal size for our needs.

Estimated Project Costs by Fiscal Year	
FY2024	\$50,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$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)
	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: Paid Parking Fund

PROJECT DETAIL SHEET (FD01)

Apparatus Floor Drains

Department:	Fire
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$45,000
Estimated Useful Life:	30 Years



Description and Justification:

The apparatus floor drains are collapsing, resulting in clogged pipes and dirty water overflowing onto the apparatus floor. Despite multiple temporary repairs and drain unclogging by DPS carpenters, the problem persists. To address this issue, a professional company is required to replace the five drains, which would entail jackhammering a portion of the concrete floor. An estimate is available, and we will seek at least three quotes before awarding the contract.

Estimated Project Costs by Fiscal Year	
FY2024	\$45,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$45,000

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)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other: Revolving Funds

PROJECT DETAIL SHEET (FD02)

Fire Alarm Circuit #2

Department:	Fire
Category:	Infrastructure
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$75,000
Estimated Useful Life:	50 years



Description and Justification:

Fire alarm circuit two needs to be replaced. Currently, we monitor 337 master boxes/street boxes, which include both public and private facilities. This circuit is the largest and oldest among the eight circuits we have in the city. The wiring on this circuit is over 70 years old and is prone to failure. Our master box fee generates approximately \$82,000 per year in revenue.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$75,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$75,000

Operating Budget Impact*:	(\$5,000)
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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:

PROJECT DETAIL SHEET (FD03)

Replace/Update Radio Equipment

Department:	Fire
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$160,000
Estimated Useful Life:	20 Years



Description and Justification:

This is a combined request by the Fire, Police, and Public Services departments to replace outdated and non-compliant communication equipment at shared facilities located at Anna Jaques Hospital (AJH), March's Hill, and the Verizon Cell Tower on Storey Ave. The project would involve replacing the radio repeater receiving/transmission equipment and the dilapidated shed housing this equipment at the Rawson Ave site at AJH. The replacement shed would be climate-controlled to protect the sensitive equipment.

Estimated Project Costs by Fiscal Year

FY2024	\$0
FY2025	\$160,000
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (FD04)

SCBA Replacement

Department:	Fire
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$500,000
Estimated Useful Life:	12 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 need to be replaced. Since this equipment is critical for life support, all units, bottles, and breathing masks must be replaced simultaneously for all firefighting staff. There are 38 SCBA units, each lasting for 30 minutes per bottle, and the replacement units will last for 45 minutes.

The City has applied for an Assistance to Firefighters Grant through FEMA. If awarded, there will be a local share of the funding required. The City previously applied for the grant, but was informed that the equipment was not old enough to qualify. The current equipment will expire by November 2025.

Estimated Project Costs by Fiscal Year	
FY2024	\$500,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$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
	CPA Grant
	Trust Fund/Local Grant
X	Other: Insurance Proceeds

PROJECT DETAIL SHEET (FD05)

Fire Rescue Pumper

Department:	Fire
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$800,000
Estimated Useful Life:	20 Years



Description and Justification:

This project aims to replace an old and unreliable 2009 fire pumper with a new fire engine/rescue-pumper. It is part of an effort to ensure that the fleet of fire apparatus, including reserve vehicles, remains up-to-date, with the average life of all units being less than 10 years old.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$800,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$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)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (FD06)

Renovation of NFD Headquarters Station

Department:	Fire
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$15,000,000
Estimated Useful Life:	50 Years



Description and Justification:

This project involves a complete renovation and possible expansion of the NFD Headquarters station located on Greenleaf Avenue. It would also allow for the Emergency Operations Command Center to be co-located at the station. The building was constructed in 1978 and has undergone very few upgrades since then. It does not meet current code requirements, lacks gender separation, and is not ADA compliant. The station lacks the necessary fire separation between the residence hall and the apparatus bay and does not meet current life safety codes. The building is highly inefficient, has no office or meeting space, and lacks a training/conference room. The City would likely need to fund this project as a debt exclusion.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$800,000
FY2028	\$14,200,000
Total Five-Year Cost	\$15,000,000

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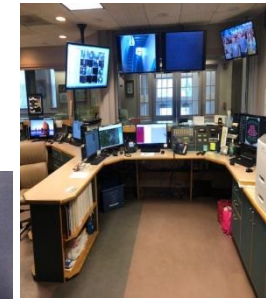
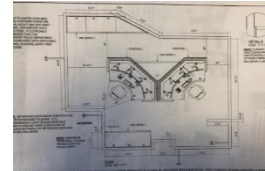
*Increase = Additional Cost, Decrease = Savings

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

PROJECT DETAIL SHEET (PD01)

Dispatch Center Renovation

Department:	Police
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$670,000
Estimated Useful Life:	25 Years



Description and Justification:

The police department's dispatch center is 26 years old, and some of the equipment is outdated and in need of replacement. 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 long 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. The estimates have been updated as of February 2023.

Amended by City Council (June 20, 2023) FY2024 \$0 to \$670,000, FY2025: \$670,000 to \$0

Estimated Project Costs by Fiscal Year	
FY2024	\$670,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$670,000

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
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (PD02)

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	
FY2024	\$0
FY2025	\$0
FY2026	\$50,000
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (PD03)

Cruiser/Vehicle Replacements

Department:	Police
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$394,225
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.

Proposed \$75,000 funding for year 1 in operating budget plus inflation in years 2-5.

Estimated Project Costs by Fiscal Year	
FY2024	\$75,000
FY2025	\$76,875
FY2026	\$78,797
FY2027	\$80,767
FY2028	\$82,786
Total Five-Year Cost	\$394,225

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:

PROJECT DETAIL SHEET (PD04)

Thirty Four (34) Taser Replacements

Department:	Police
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$131,094
Estimated Useful Life:	10 Years



Description and Justification:

Extensive research has been conducted on the use of non-lethal devices, which provides compelling support for tasers. Tasers are life-saving, prevent injuries, and reduce the City's liability as they offer a safer and more effective use of force. The era of officers striking suspects with batons has ended, and new technology and safer tools have become available. Since deploying the taser several years ago, we have observed a reduction in the use of force.

The tasers currently owned were funded by a grant from the Executive Office of Public Safety in FY16, and they have a life expectancy of 6-8 years. This request is to purchase 30 replacement tasers and allow each officer to be individually assigned a taser. Assigning a taser to each officer ensures that they are equipped with this less lethal technology at all times. These can be paid for over a five-year period in five payments. We will seek another grant for the replacement, otherwise general funds will be required.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$131,094
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$131,094

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:

PROJECT DETAIL SHEET (PD05)

Cruiser Computers

Department:	Police
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$85,000
Estimated Useful Life:	9 Years



Description and Justification:

The Dell Latitude Rugged Extreme computer tablets with keyboards and mounting equipment were purchased by the Newburyport Police Department in 2016 and are now approaching the end of their useful life. These devices are essential tools for officers to perform their duties safely and efficiently. The officers rely on these computers to obtain information from the RMV and the Criminal Justice Information System (CJIS). With this information readily available on the street, officers can act promptly without experiencing delays caused by radio communication.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$85,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$85,000

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:

PROJECT DETAIL SHEET (PD06)

Portable Radios

Department:	Police
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$50,000
Estimated Useful Life:	10 Years



Description and Justification:

The portable radios are 13 years old and are starting to break down. The portable radios are an important for communications and officer safety.

Estimated Project Costs by Fiscal Year

FY2024	\$0
FY2025	\$50,000
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (HM01)

Fish Pier Embayment Dredging

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



Description and Justification:

The Municipal Fish Pier embayment in the City offers one of the limited suitable locations for the local commercial fishing fleet to unload their catch. Fishing is a significant heritage for Newburyport, and despite the small commercial fishing fleet that remains active, the facility has been underutilized for years due to its shallow depth, which makes it ineffective for a tie-up facility and only allows access during high tide. In 2009, a survey, sampling, testing, design, cost estimating, and permitting process was completed, which recommended blasting and dredging approximately 11,000 SF (2,200 CY of sediment and 450 CY of rock) to achieve a depth of -10 to -11 MLW and provide full-tide access to the eastern face of the Fish Pier. The design plans and permitting must be reviewed and updated to reflect the current situation.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$50,000
FY2027	\$700,000
FY2028	\$0
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:

PROJECT DETAIL SHEET (HM02)

Harbormaster Facility Solar Panels

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



Description and Justification:

To support the City's Green Communities initiatives and reduce electricity consumption at the central waterfront, solar panels would be installed on the roof of the Harbormaster Transient Boater's Facility. The City will pursue grant opportunities to finance this project.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$100,000
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (HM03)

Waterfront Docks

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



Description and Justification:

The City's docks at the Central Waterfront and Cashman Park have reached the end of their useful life and require replacement. To fund this project, the City will explore grant opportunities, particularly those aimed at promoting tourism and economic development.

Current funding for Cashman Park and Central Waterfront docks is \$500,000 each, while an additional \$500,000 has been earmarked for the expansion of the Central Waterfront docks.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$500,000
FY2026	\$500,000
FY2027	\$500,000
FY2028	\$0
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:

PROJECT DETAIL SHEET (HW01)

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, the engineering consultant BETA conducted an audit of the City's streets and sidewalks, evaluating their condition and recommending improvements with estimated costs. A prioritization plan was developed based on a budget of \$2M per year. The Mayor's office decided to prioritize three wards at a time, beginning with wards 1, 3, and 5, followed by wards 2, 4, and 6 to ensure that all wards receive attention. The Administration proposes establishing a permanent funding source for the maintenance and improvement of roadways and sidewalks by expanding the budget line item currently allocated for pedestrian and safety improvements. Borrowing will be used to help fill the funding gap until sufficient budget capacity has been built in the General Fund to continue to carry out this plan.

Estimated Project Costs by Fiscal Year	
FY2024	\$2,000,000
FY2025	\$2,000,000
FY2026	\$2,000,000
FY2027	\$2,000,000
FY2028	\$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:

PROJECT DETAIL SHEET (HW02)

Traffic/Safety Improvement Projects

Department:	DPS - Highway
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$250,000
Estimated Useful Life:	25 Years



Description and Justification:

This project aims to enable the ongoing implementation of traffic and safety improvement projects throughout the City. To support this effort, a line item was created in the FY22 budget, which carried over into FY23 and FY24. For FY25 (and beyond), it is recommended that this funding become part of the larger Streets and Sidewalks Improvement Plan (HW01).

Estimated Project Costs by Fiscal Year	
FY2024	\$250,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$250,000

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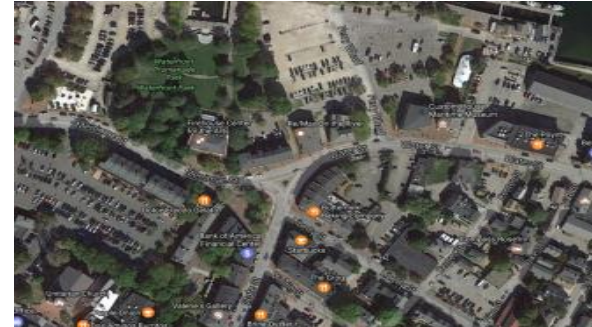
*Increase = Additional Cost, Decrease = Savings

Anticipated Funding Source(s)	
	General Fund (Debt)
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:

PROJECT DETAIL SHEET (HW03)

Water, Sewer & Highway Downtown Utility Upgrades (Design)

Department:	DPS - Highway
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,500,000
Estimated Useful Life:	75 Years



Description and Justification:

Replace aging water, sewer, and drainage systems at State St. up to High St., Market Square RT 1 to WWTF, and sections of Merrimac and Water St. Utilities are over 100 years old, failing, and causing damage to adjacent properties. We will find low-cost fixes to relieve flooding while developing a plan to replace the drainage system with the sewer and water replacement master plan. Install a properly sized drain line concurrently with Market Landing Park expansion.

In FY23, \$200,000 was funded to conduct surveying in the impacted area, which is targeted for Year 1. The estimated design cost is shown in Year 2. Construction would likely occur outside of this five-year period with an estimated cost of \$15-20M.

Estimated Project Costs by Fiscal Year	
FY2024	\$200,000
FY2025	\$650,000
FY2026	\$650,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$1,500,000

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)
X	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
X	Other: Prior Year Funds

PROJECT DETAIL SHEET (HW04)

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:

The Plummer Spring Bridge, which supports the road between the Upper and Lower Artichoke Reservoirs and sits on the town line with West Newbury, has been closed due to the collapse of its granite block retaining walls. Both communities are sharing the funding (grants, etc.) and expenses (design/construction costs, bonds, etc.). In 2018, MassDOT granted \$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 estimated total construction cost is \$3M, with no additional funding needed for the design phase. Both communities will share the balance of the bridge cost.

Estimated Project Costs by Fiscal Year	
FY2024	\$700,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$700,000

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:

PROJECT DETAIL SHEET (HW05)

City Hall Improvements

Department:	DPS - Highway
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,200,000
Estimated Useful Life:	50 Years



Description and Justification:

Phase 1: The shingle roof of City Hall needs urgent attention. Emergency repairs cost the city \$6,000 in FY21 and additional repairs will be needed if not funded, leading to unknown costs and building deterioration. A metal standing seam roof, with an expected life span of 50 years, is the recommended option at an estimated cost of \$500,000.

Feasibility study to improve the functionality of the building, better organize office spaces, improve wayfinding, upgrade systems \$50,000.

Phase 2: City Hall's mechanical systems need upgrading, with the heating system/boiler over 30 years old and requiring costly maintenance. Lack of ventilation or heating in some areas and reliance on window AC units result in high electrical usage. The auditorium also lacks AC, limiting its use. The estimated cost for the necessary upgrades is \$650,000.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$550,000
FY2026	\$650,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$1,200,000

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:

PROJECT DETAIL SHEET (HW06)

Downtown Lighting

Department:	DPS - Highway
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$744,377
Estimated Useful Life:	50 Years



Description and Justification:

Phase 1: 31 lights at Patrick Tracy Sq, Inn St and Market Sq - 31 total: \$69,377 (CPC funded).
 Phase 2: 89 lights at State St, Pleasant St, & Green St parking lot (funding needed): \$200,000.
 Phase 3: 98 lights at Market St, Green St & Brown Square (funding needed): \$220,000
 Phase 4: 47 lights at Water St (funding needed): \$105,000 & Extend lights (funding needed): \$150,000

Newburyport's historic street lights have outlived their useful life and are quickly becoming an environmental hazard due to their 50-year-old ballasts. We would like to replace the toppers with LED fixtures that match the historic form and add lighting from State St to High St.

Estimated Project Costs by Fiscal Year	
FY2024	\$269,377
FY2025	\$220,000
FY2026	\$255,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$744,377

Operating Budget Impact*:	(\$10,000)
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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)
X	State/Federal Grant
X	CPA Grant
	Trust Fund/Local Grant
X	Other: Green Initiatives, Parking Fund

PROJECT DETAIL SHEET (HW07)

Highway Vehicle Replacement Program

Department:	DPS - Highway
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,470,000
Estimated Useful Life:	10 Years



Description and Justification:

FY25: Replace two dump trucks from 2013 and 2006 with new 22,000 GVWlb F600 Super Duty trucks equipped with sanders and plows. The estimated cost is around \$100,000 per year for a three-year lease-to-purchase agreement.

FY26: Replace two 5-ton trucks from 1999 at a cost of \$450,000.

FY27: Replace the salt loader for \$320,000.

FY28: Replace two 5-ton trucks from 2006 at a cost of \$500,000.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$200,000
FY2026	\$450,000
FY2027	\$320,000
FY2028	\$500,000
Total Five-Year Cost	\$1,470,000

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:

PROJECT DETAIL SHEET (HW08)

Stump Grinder

Department:	DPS - Highway
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$80,000
Estimated Useful Life:	0 Years



Description and Justification:

At present, the DPS outsources stump grinding services which cost between \$25,000 to \$30,000 each year. Acquiring a new stump grinder with a lifespan of 12 years will save the future highway operating budgets around \$300,000 (i.e., \$25,000 per year). The equipment will recoup its cost within 2.5 to 3 years and should be scheduled for replacement during years 10 to 12 of the equipment replacement plan. This piece of equipment will also result in savings for stump grinding in the parks.

Estimated Project Costs by Fiscal Year	
FY2024	\$80,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$80,000

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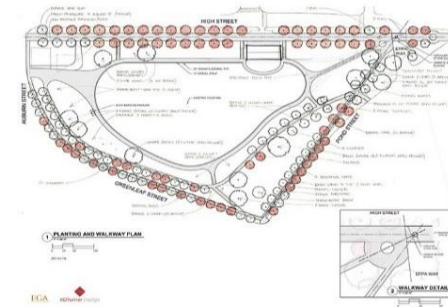
*Increase = Additional Cost, Decrease = Savings

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: 40R Incentive

PROJECT DETAIL SHEET (PK01)

Bartlet Mall Historic Restoration

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$3,604,000
Estimated Useful Life:	200 Years



Description and Justification:

- Frog Pond: \$2.574M CPA bond plus \$266K CPC allocation for design, cleanup, restoration, and maintenance system implementation
- Swan Fountain: \$126K CPA plus \$7K Morrill funded for restoration
- NW Corner: \$303K State match grant plus \$100K capital funds plus \$100K CPA funds plus \$103K Morrill funds for improvements, such as regrading, building a historic drive from Auburn St. to the pond, and installing an inclusive playground.
- Additionally, \$20K CPA funded for tree planting.

Improve sidewalks and walkways, repair grass banks, prune and plant trees, extend the High Street promenade to Auburn Street, add frog pond amenities such as a dock, shed, electrical wiring, and lights to support the boating program, and add picnic tables on the Pond Street lawn as well as benches at the pond's edge and swing benches. The cost estimate for this project is pending and is funded in part by The Mayor Gayden Morrill Charitable Foundation.

Estimated Project Costs by Fiscal Year	
FY2024	\$3,604,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$3,604,000

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:

PROJECT DETAIL SHEET (PK02)

Lower Atkinson Common Improvements

Department:	DPS - 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:

- Parking safety and drainage improvements: \$600K (funding needed)
- New relocated inclusive playground: \$582K (funded by CPC)
- Multi-use court renovation: \$96K (funded by Morrill Foundation)

Estimated Project Costs by Fiscal Year	
FY2024	\$1,182,000
FY2025	\$96,000
FY2026	\$0
FY2027	\$0
FY2028	\$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)
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:

PROJECT DETAIL SHEET (PK03)

Atkinson Common Tennis Court Resurfacing

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$109,000
Estimated Useful Life:	25 Years



Description and Justification:

- Resurface tennis courts: \$54K (\$49,557 from CPC, \$4K from Bellville Improvement Society)
- Restroom: Coat floor with rubberized epoxy, tile walls, install new sink, and repair shed: \$55K
- Ongoing: Stump removal.

Estimated Project Costs by Fiscal Year	
FY2024	\$54,000
FY2025	\$55,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$109,000

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:

PROJECT DETAIL SHEET (PK04)

Atkinson Common Stone Tower Restoration

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$356,950
Estimated Useful Life:	25 Years



Description and Justification:

Restoring the rock tower will cost \$357,000 and be completed in five phases:

- 1) Repair concrete and coat with epoxy sealer (\$59,950 CPA funded)
- 2) Install roof enclosure over stair (\$20-30K)
- 3) Install new stair and railing system to meet code (\$200K pending design and materials selection)
- 4) Clean and repoint upper masonry and reinstall steel grilles and gates (\$36-42K)
- 5) Rebuild basement level access with bulkhead (\$20-25K)

Estimated Project Costs by Fiscal Year	
FY2024	\$59,950
FY2025	\$30,000
FY2026	\$200,000
FY2027	\$42,000
FY2028	\$25,000
Total Five-Year Cost	\$356,950

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:

PROJECT DETAIL SHEET (PK05)

Field Improvement - Fuller Complex

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$60,000
Estimated Useful Life:	30 Years



Description and Justification:

The track resurfacing project, estimated at \$60,000, will be funded through a grant and the Friends of Newburyport Track.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$60,000
FY2028	\$0
Total Five-Year Cost	\$60,000

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:

PROJECT DETAIL SHEET (PK06)

Clipper City Rail Trail Improvements

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$70,000
Estimated Useful Life:	20 Years



Description and Justification:

The first phase of the CCRT is 11 years old and is showing signs of aging, with several sections of the trail damaged by tree roots. The project requires \$50,000 in funding to replace the cracked asphalt and prevent it from becoming a safety hazard.

Two sections of the CCRT are experiencing chronic ponding and ice management issues, with one site at March's Hill never having drained properly. The project requires \$20,000 in funding and design work to improve drainage and solve these issues.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$50,000
FY2026	\$20,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$70,000

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:

PROJECT DETAIL SHEET (PK07)

Cashman Park Site Improvements

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$776,271
Estimated Useful Life:	20 Years



Description and Justification:

- Basketball and multi-sport court resurfacing will cost \$76,271, with \$61,271 coming from the CPA and a \$15K private donation.
- The shed needs repairing and soccer field lights need replacing with LED lights, costing \$40K which still needs funding.
- The walkway from Merrimac St entry to waterfront needs resurfacing with flexipave, costing \$60K which still needs funding.
- Replacement of aging playground structures, reconfiguration of plant beds park-wide, and replacement of drinking fountain with bottle filler, all costing \$600K, still need funding.

Estimated Project Costs by Fiscal Year	
FY2024	\$76,271
FY2025	\$100,000
FY2026	\$0
FY2027	\$0
FY2028	\$600,000
Total Five-Year Cost	\$776,271

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:

PROJECT DETAIL SHEET (PK08)

Woodman Park Improvements

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$137,570
Estimated Useful Life:	25 Years



Description and Justification:

- Reconstruct playground entrance for accessibility and add edging: \$57,570 (funded by CPC).
- Resurface basketball court: \$80,000 (funding needed).
- Redesign and renovate parking lot (13,966 sq. ft.): Cost estimate pending.

Estimated Project Costs by Fiscal Year	
FY2024	\$57,570
FY2025	\$80,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$137,570

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:

PROJECT DETAIL SHEET (PK09)

Inn Street & Downtown Parks Improvements

Department:	DPS - 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:

The project involves a combination of critical safety repairs and enhancements:

- Repair concrete elevated walkway (potential cost share with abutting property owner). Estimated cost: \$40,000
- Repair brickwork at Byron's Court and continued repairs to elevated walkway. Funding needed: \$78,000
- Repair brickwork at the terrace located between the bullnose and fountain and continued repairs to elevated walkway. Cost: \$119,000
- Replace playground equipment. Cost: \$300,000

Estimated Project Costs by Fiscal Year	
FY2024	\$20,000
FY2025	\$78,000
FY2026	\$119,000
FY2027	\$0
FY2028	\$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
	Other:

PROJECT DETAIL SHEET (PK10)

Perkins Park Improvements

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$261,000
Estimated Useful Life:	30 Years



Description and Justification:

- Replace sidewalks abutting park, FY25, estimated cost of \$21,000
- Install shade structure, FY25, estimated cost of \$20,000
- Replace walkway through playground from Beacon Ave. to baseball field, FY25, estimated cost of \$11,000
- Update playground equipment, FY27, estimated cost of \$200,000
- Add benches within playground, FY27, estimated cost of \$9,000

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$52,000
FY2026	\$0
FY2027	\$209,000
FY2028	\$0
Total Five-Year Cost	\$261,000

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:

PROJECT DETAIL SHEET (PK11)

Moseley Woods Improvements

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$265,000
Estimated Useful Life:	25 Years



Description and Justification:

In FY25, the plan is to replace the zipline, which is a popular equipment and previously attracted many visitors to the park before it aged out. This replacement is estimated to cost \$65,000. Additionally, the stone wall is also scheduled for replacement in FY25, with an estimated cost of \$200,000.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$265,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$265,000

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:

PROJECT DETAIL SHEET (PK12)

Jason Sawyer Playground Equipment

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$330,000
Estimated Useful Life:	20 Years



Description and Justification:

FY27: Replace aging playground structures and provide shade structure.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$330,000
FY2028	\$0
Total Five-Year Cost	\$330,000

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:

PROJECT DETAIL SHEET (PK13)

Ayer Playground Equipment

Department:	DPS - 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. Unfortunately, the playgrounds in Newburyport are aging out, with the oldest being 26 years old and the youngest being only 8 years old.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$500,000
FY2028	\$0
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:

PROJECT DETAIL SHEET (PK14)

Atwood Park Irrigation

Department:	DPS - Parks
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$30,000
Estimated Useful Life:	20 Years



Description and Justification:

FY25: Install irrigation and renovate lawn

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$30,000
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (PK15)

Infield Groomer

Department:	DPS - Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$35,000
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	
FY2024	\$35,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$35,000

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: P/Y Funds, 40R Incentive

PROJECT DETAIL SHEET (PK16)

Purchase of Two Vehicles

Department:	DPS - Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$147,000
Estimated Useful Life:	15 Years



Description and Justification:

The purchase of two trucks will support three full-time employees and maximize the effectiveness of our seasonal landscape crews and equipment. Additionally, an extra plow truck will allow for the plowing of the Rail & Garrison Trail.

- Utility Body Pickup with Plow Package: The 2022 Chevy Silverado pickup truck currently used by Mike Provencher will be replaced with a new truck to efficiently carry out the duties of the position, including plumbing, repair, and carpentry work. The truck will also provide protection for tools and transport landscape crews. Estimated cost: \$75,000.
- New F150 Hybrid Crew Cab with Lights and Lettering: Mike Hennessey currently receives an annual stipend for the use of his own vehicle, amounting to \$5,100 per year. The purchase of a hybrid vehicle will replace the need for the stipend while reducing the department's carbon footprint. Costs are estimated and may change based on available state and federal rebates. Estimated cost: \$72,000.

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	
FY2024	\$0
FY2025	\$75,000
FY2026	\$72,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$147,000

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:

PROJECT DETAIL SHEET (PK17)

Telescopic Mini-Loader

Department:	DPS - Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$77,000
Estimated Useful Life:	15 Years



Description and Justification:

- A mid-size unit that is smaller than a tractor, making it easier to access tight areas and fit on landscape trailers.
- Replaces the need for labor and makes the labor we have more efficient, eliminating the need to rent assorted equipment on a weekly basis.
- Assists with planting and moving landscape materials such as trees, shrubs, and rocks.
- Includes an auger for replacing aging CCRT fencing and park fencing, a vibratory plow for pulling irrigation pipe and electrical lines, a turf renovator for one-step preparation of turf seed beds, and a trencher for maintenance of CCRT pavement to prevent tree root cracks.
- Also includes forks for moving landscape pallets of fertilizers and supplies at the shop and in parks.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$77,000
FY2028	\$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:

PROJECT DETAIL SHEET (PK18)

Ventrac Mower

Department:	DPS - Parks
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$36,000
Estimated Useful Life:	8 Years



Description and Justification:

The Ventrac Mower with a 95" mowing deck will be used to mow slopes in several parks, including Bartlett Mall, Richie Eaton Ball Field rear slope, Marchs Hill & Spur to CCRT2, High Street Spur to CCRT1, CCRT1 at Gillis Bridge, and Perkins Park ballfield slope. This will replace the existing Ventrac, which is aging. The new mower will also utilize existing Ventrac attachments such as drop spreader, snow plows, and snow blower. The extra-large mowing deck will make mowing large sports fields less labor-intensive. Additionally, it will be the primary slope mower for any slopes over a 15-degree angle, as per the Massachusetts Department of Safety regulations.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$36,000
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (WA01)

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:

The Mass DEP and EPA highly recommend that communities have an emergency interconnection for resiliency and redundancy purposes. Historically, the City has needed this type of insurance, as seen during the WTP upgrade in 2008 and the Algal Bloom in 2020. The Cities of Amesbury and Newburyport have tentatively agreed to a total volume of water equaling 1 Million Gallons a Day, which is roughly half of Newburyport's daily demand. Both parties would need to constitute this with an IMA that is equally agreeable to them. The City is facing some major water infrastructure upgrades in the future, and having this insurance prior to these projects will add flexibility and increase feasibility to the projects. However, it must be recognized that a more permanent long-term solution should be considered. The construction for connection points will cost \$250,000, excluding the 2,000'+ of temporary water pipe, valving, fencing, and barriers that will be installed on the Whittier Bridge. This project is pending technical and peer review and will be funded from ARPA.

Estimated Project Costs by Fiscal Year	
FY2024	\$250,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$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)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other:

Indian Hill Raw Water Line

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Urgent/Legally Required
Project Cost:	\$17,550,000
Estimated Useful Life:	100 Years



Description and Justification:

A new pump station and raw water line are needed to connect the Indian Hill Reservoir to the existing raw water station on RT113. Staff and consultants have discussed this concept for over 20 years, and it addresses redundancy and resiliency as outlined in the 2020-21 Water Resource Protection Plan from Tighe & Bond. The Upper and Lower Artichoke Reservoirs are currently stressed by high nutrient loading and potential flooding from the Merrimack River, which can negatively impact source water quality in the future. This project will improve the efficiency of the reservoir system and address water quality issues such as algal blooms and flooding. It will also increase flexibility for future lake treatment scenarios. 30% design is ongoing from prior year funding. The project will include 100% design and bidding in Year 1, followed by construction in Year 2.

Estimated Project Costs by Fiscal Year	
FY2024	\$850,000
FY2025	\$16,700,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$17,550,000

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:

PROJECT DETAIL SHEET (WA03)

Lower Artichoke Reservoir Dam Improvements

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$10,069,062
Estimated Useful Life:	75 Years



Description and Justification:

This project aims to fund the maintenance required for the dam as per the recent inspection reports, along with its replacement due to being 3-feet below the FEMA 100-year flood elevation. This deficiency poses a threat to our essential public water supplies. Moreover, any new dam must factor in the impact of climate change, including rising seas, severe storms, and prolonged droughts that could impact the reservoirs. Year 1 continues preliminary design and permitting planning for the new dam with available funds, including funding from the Executive Office of Energy and Environmental Affairs' Dam and Seawall Repair or Removal Program. Year 2 will involve 100% design and bidding, while Year 3 will involve construction.

Estimated Project Costs by Fiscal Year	
FY2024	\$269,062
FY2025	\$800,000
FY2026	\$9,000,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$10,069,062

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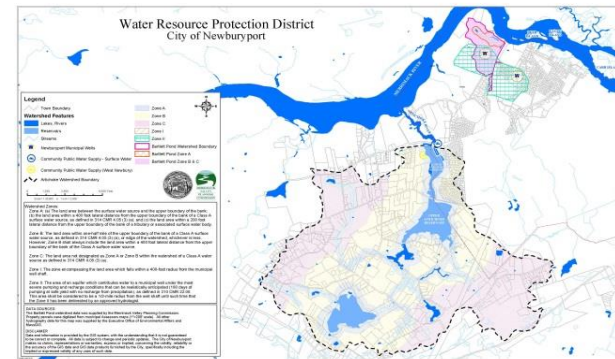
*Increase = Additional Cost, Decrease = Savings

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:

PROJECT DETAIL SHEET (WA04)

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:	\$1,285,556
Estimated Useful Life:	100 Years



Description and Justification:

Deferred improvements for decades caused an algae bloom in both upper and lower Artichoke reservoirs in 2021, posing health risks to the public drinking water systems. Ongoing studies show an increase in pollutants in the watershed, necessitating corrective measures such as land purchases, implementation of best management practices for controlling/treating pollutant runoff, site inspections, education, and enforcement of pollutants. The City and the Town of West Newbury are collaborating to update the protection plan and develop long-term strategies to protect the surface water supply from sea level rise as recommended by the Water Quality Study and the 2021 Artichoke Watershed Protection Plan. The City partnered with Essex County Greenbelt in 2019 and 2021 to obtain grant money for land purchases. An annual placeholder is allocated for consulting, land acquisition, in-lake treatment, mitigation, and corrective measures. There is a current balance of \$285,556 from prior year appropriations, therefore no new funding is recommended for FY'24.

Estimated Project Costs by Fiscal Year	
FY2024	\$285,556
FY2025	\$250,000
FY2026	\$250,000
FY2027	\$250,000
FY2028	\$250,000
Total Five-Year Cost	\$1,285,556

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
X	CPA Grant
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (WA05)

Water Treatment Plant Evaluation & Upgrades

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$11,000,000
Estimated Useful Life:	50 Years



Description and Justification:

The first part of this request is a pilot study and planning effort with 30% design that will provide the City the information needed to pursue a 100% design in fiscal 2025. 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 configuration has been chosen, final construction estimates will be weighed out. The City will seek grant opportunities to fund this project. The EPA has issued a new rule on per- and polyfluoroalkyl substances (PFAS) expected to be enacted by the end of 2023, with a compliance date of the end of 2026. It is in the City's best interest to consider at a minimum adding granular activated carbon (GAC) filters to the treatment process, which is reflected in the amounts below. Years 1/2: Design, Years 3/4 Construction

Estimated Project Costs by Fiscal Year	
FY2024	\$500,000
FY2025	\$500,000
FY2026	\$5,000,000
FY2027	\$5,000,000
FY2028	\$0
Total Five-Year Cost	\$11,000,000

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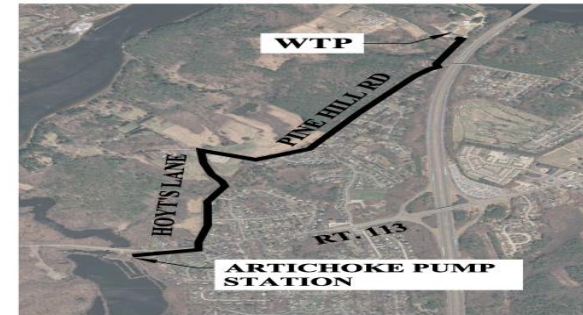
*Increase = Additional Cost, Decrease = Savings

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

PROJECT DETAIL SHEET (WA06)

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 supply main that runs from the Water Treatment Plant to the neighborhoods of Hoyt's Lane, Pine Hill Road, and Spring Lane is over 100 years old and requires replacement. It spans approximately 9,500 linear feet. Environmental Partners' consultant study was completed in February 2020, and further consideration is required to develop a funding plan. The project has been delayed due to other higher-priority projects.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (WA07)

Plum Island Chlorine Booster Station

Department:	DPS - Water
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$350,000
Estimated Useful Life:	25 Years



Description and Justification:

The project aims to reconfigure the main piping and chemical feed to accommodate fire flows, as proposed by the engineering team and submitted to MassDEP. It also involves reprogramming the logic on the Programmable Logic Controller (PLC) and setting up redundant chemical feed pumps without the flow pace lead-lag scenario.

The need for this project is primarily driven by the requirement of fire protection flows for Plum Island. Currently, staff must manually turn bypass valves to achieve the proper flow, which is inefficient and time-consuming.

Estimated Project Costs by Fiscal Year	
FY2024	\$100,000
FY2025	\$250,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$350,000

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
X	Other: PI Hydrants CIP

PROJECT DETAIL SHEET (WA08)

Water Main Replacement

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,250,000
Estimated Useful Life:	50 Years



Description and Justification:

The Water Division is committed to improving the aging water distribution infrastructure, and has developed a schedule for planned distribution replacements. To minimize the impact on the annual operating budget, funds are allocated each year into a capital Water Main Replacement fund. The actual streets selected for replacement may change due to roadway reconstruction. Additionally, \$150,000 is currently allocated in the annual budget for emergency repairs and valve turning, which does not cover planned water main replacements. However, the ongoing labor shortage has led to an increase in costs, necessitating the hiring of outside vendors.

Estimated Project Costs by Fiscal Year	
FY2024	\$250,000
FY2025	\$250,000
FY2026	\$250,000
FY2027	\$250,000
FY2028	\$250,000
Total Five-Year Cost	\$1,250,000

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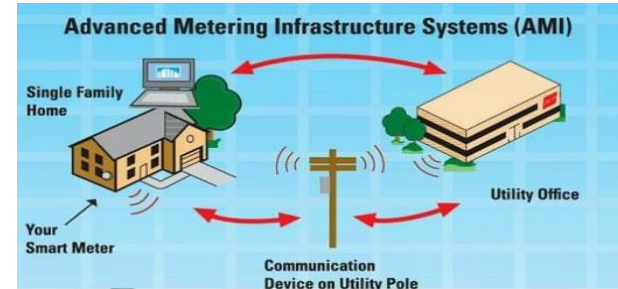
*Increase = Additional Cost, Decrease = Savings

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

PROJECT DETAIL SHEET (WA09)

Water Meter Replacement (Water/Sewer)

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$6,700,000
Estimated Useful Life:	10 Years



Description and Justification:

The current average lifespan of a meter is around twelve years, and the last meter upgrade occurred in 2006-2008. The current meter model used by the city is no longer in production as of 2018, and it cannot be read by new technology. Upon discovery of this issue, the business office replaced the reading hardware and software and is currently using two antennas to collect consumption data. When meters exceed their useful life, low flow consumption is not captured, and battery life is exceeded, resulting in lost revenue. Upgrading to new meter technology offers several benefits, such as sustaining water and sewer rates by increasing revenue through reading accuracy, improved leak detection, reducing undetected water loss, improving customer service, increasing billing efficiency, and reducing or eliminating abatements. DPS conducted two propagation studies to determine the estimated project cost, and the scope of work is currently being developed for bidding in spring of 2023, contingent on funding. The equipment purchase for the first year is estimated to cost \$4.7 million, and installation in the first and second years is expected to cost \$2.0 million.

Estimated Project Costs by Fiscal Year	
FY2024	\$5,700,000
FY2025	\$1,000,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$6,700,000

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:

PROJECT DETAIL SHEET (WA10)

Lead Service Line Inventory

Department:	DPS - Water
Category:	Infrastructure
Request Type (New/Prior Year):	New
Priority:	Urgent/Legally Required
Project Cost:	\$220,000
Estimated Useful Life:	0 Years



Description and Justification:

According to Section 141.84 of the Lead and Copper Rule Revisions (LCRR), finalized in 2021, the EPA requires all public water suppliers to develop and submit a complete inventory of Lead Service Lines (LSL) by October 16, 2024. The inventory must categorize all service lines connected to the public water distribution system. MassDEP is modifying the funding program to a grant and is expected to start accepting applications on a rolling basis, while funding is available, beginning in mid-March 2023.

While the specific eligibility and application requirements for the grant program are not yet finalized, it is expected that the program will require that the public water supplier (PWS) demonstrate the availability of local funding in order to receive the grant. The scope of work for the LSL project is subject to MassDEP approval, and the LSL inventory must be submitted prior to the October 16, 2024 deadline. The LSL funding program will reimburse the public water supplier (PWS) for eligible project costs at the end of the project following MassDEP's acceptance.

Estimated Project Costs by Fiscal Year	
FY2024	\$220,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$220,000

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:

PROJECT DETAIL SHEET (WA11)

One Ton Dump Truck Replacement

Department:	DPS - Water
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$120,000
Estimated Useful Life:	10 Years



Description and Justification:

Replace 2011 one ton dump truck. Current truck will not pass inspection and will require a minimum of \$5,000 in repairs to bring the vehicle in compliance for state inspection. Truck is exhibiting a significant amount of rot and past its useful life. This vehicle is a critical piece to water distribution operations.

A three-year lease-to-own agreement is proposed.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$40,000
FY2026	\$40,000
FY2027	\$40,000
FY2028	\$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)
	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:

PROJECT DETAIL SHEET (SW01)

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 WPCF has two Secondary (final) Clarifier Tanks in operation, and both of them are necessary for proper treatment at all times. As a result, there is no backup unit available during maintenance or mechanical failure.

If one of the clarifiers is down, there is a high likelihood of exceeding the National Pollutant Discharge Elimination System (NPDES) permit, leading to environmental degradation, negative impact 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 (Estimates last updated in spring 2022)

Estimated Project Costs by Fiscal Year	
FY2024	\$590,000
FY2025	\$4,400,000
FY2026	\$780,000
FY2027	\$780,000
FY2028	\$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:

PROJECT DETAIL SHEET (SW02)

Sludge Handling Process Improvement

Department:	DPS - Sewer
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$2,100,000
Estimated Useful Life:	20 Years



Description and Justification:

The project will involve making modifications and improvements to the sludge thickening process at the WPCF. The sludge thickening and separation of waste activated sludge and primary sludge were not addressed in the two-phase facility upgrade in 2011-2012. Currently, the plant uses co-thickening, which is an outdated concept and has a negative impact on the treatment process, causing plant upsets and effluent quality degradation.

Year 2: Design and production of plans and specifications

Year 3: Procurement, construction & commissioning

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$100,000
FY2026	\$2,000,000
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (SW03)

WWTF and Sewer System Resiliency Plan

Department:	DPS - Sewer
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,000,000
Estimated Useful Life:	25 Years



Description and Justification:

The WPCF (treatment plant) and several of the city's sewer pumping stations are at risk of flooding, storm surges, and rising sea levels. In light of the impacts of climate change, it is important to take necessary measures to protect the facility from flood damage, particularly during more intense storms. A resiliency study, which was funded by a grant, was completed in June 2019.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$1,000,000
FY2026	\$0
FY2027	\$0
FY2028	\$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)
X	Enterprise Fund (Debt)
X	Enterprise Fund (Pay As You Go)
X	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (SW04)

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:

Design was approved and funded in FY22, with construction costs anticipated to be determined by fall of FY24. The following information is a placeholder for planning purposes.

Estimated Project Costs by Fiscal Year	
FY2024	\$1,000,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (SW05)

Wastewater Storey Ave Pump Station (Construction)

Department:	DPS - Sewer
Category:	Infrastructure
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$880,000
Estimated Useful Life:	30 Years



Description and Justification:

Design was approved and funded in FY22, with construction costs anticipated to be determined by fall of FY24. The following information is a placeholder for planning purposes.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$880,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$880,000

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:

PROJECT DETAIL SHEET (CA01)

Multipurpose Outdoor Space

Department:	Council on Aging
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$200,000
Estimated Useful Life:	30 Years



Description and Justification:

The Newburyport Council on Aging (COA) proposes a project to construct a fenced, paved, and multipurpose area behind the Senior/Community Center (SCC). This project aims to provide an outdoor space for recreational, educational, and enrichment activities for all residents, as well as for official and unofficial meetings of city organizations, social and support groups, and more. Additionally, if approved, two pickleball courts could be built on this site. These courts would provide a safe and organized space for residents to play during reasonable hours, with priority given to Newburyport residents. The proposed construction of a flexible and enclosed area that is easily accessible for people of all ages and abilities at the SCC site aligns with the recommended actions in Newburyport's 2017 Master Plan's Implementation Matrix, as well as with the recommended objectives and goals in the City of Newburyport Open Space and Recreation Plan 2020. Funding for the project is anticipated to come from private and corporate donations, local and state grant funds (such as Formula Grant), and a donation from the Friends of the COA.

Estimated Project Costs by Fiscal Year

FY2024	\$0
FY2025	\$200,000
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (CA02)

14 Passenger Van Equipped with Wheelchair Lift

Department:	Council on Aging
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	New
Priority:	Maintain Service
Project Cost:	\$175,000
Estimated Useful Life:	12 Years



Description and Justification:

This project replaces a 2013 Ford Eldorado Van with a new 2023 Ford/Starcraft AllStar that can carry up to 14 passengers, including a wheelchair lift and 2 flip-up seats for versatile configurations. Transportation is a critical service provided by the COA, and we must maintain a safe and efficient fleet of vehicles.

Additional funding may come from the EOE Formula Grant and donations from the Friends of the Newburyport COA.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$175,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$175,000

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
X	Other:

PROJECT DETAIL SHEET (LB01)

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's landscaping and hardscaping were completed in preparation for the spring 2001 opening of the renovated library. However, the retaining wall on the corner of State Street and Prince Place has shifted and bowed out, while the front granite steps have also shifted over time. In 2009, a mason repaired the front steps, and DPS performed a minor repair in August 2018 to move the middle granite step back into place. Furthermore, a small section of the concrete ramp adjacent to the steps has deteriorated and requires replacement. An engineer will be contracted to review the project, determine the scope of work needed to address the cause, and carry out necessary repairs. The historic retaining wall repair could be funded through CPA, while City funds will fund the front step repair.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$100,000
FY2026	\$0
FY2027	\$0
FY2028	\$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:

PROJECT DETAIL SHEET (LB02)

HVAC Boiler Replacement

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



Description and Justification:

The original HVAC system installed during the 1999-2001 building project is now 21 years old and has required numerous repairs and equipment replacements. Both cooling and heating controls and equipment are still problematic. In FY20, over \$54,650 was spent on maintenance and repair to the system, with annual contracted HVAC maintenance fees of \$14,250 in FY21. An engineering HVAC assessment completed in 2019 recommended replacing boilers and pumps by 2024 due to poor condition. To plan for replacement with updated and more efficient equipment, a consultant/engineer will be contracted to study the functioning, efficiency, and past maintenance and repair of the system. The cost of the study is \$8,000, and \$100,000 is allocated for the replacement/repair.

Estimated Project Costs by Fiscal Year	
FY2024	\$100,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$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)
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:

PROJECT DETAIL SHEET (LB03)

Carpet Replacement

Department:	Library
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$42,705
Estimated Useful Life:	10 Years



Description and Justification:

The carpets installed in the library during the 2001 building project are now 21 years old. Over the past decade, we have replaced worn carpets using Capital Improvement funds, state aid, and grant funding. In FY2023, we completed replacing the carpets in the Reading Room, Media Hallways, Main Staircase, and 2nd Floor Landing, costing \$17,166. We plan to complete the 3rd floor Study Area in FY2024, with an estimated cost of \$17,705, and replace the Reference/Computer Area carpet in FY2025, which is estimated to cost \$25,000. The funding for these projects will come from state aid or local funds.

Estimated Project Costs by Fiscal Year	
FY2024	\$17,705
FY2025	\$25,000
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$42,705

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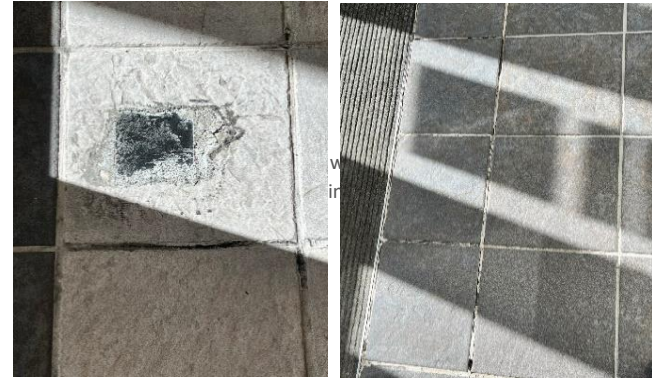
*Increase = Additional Cost, Decrease = Savings

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:

PROJECT DETAIL SHEET (LB04)

First Floor Lobby Tiling

Department:	Library
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$25,000
Estimated Useful Life:	20 Years



Description and Justification:

The tile flooring in the First Floor lobby, which was installed during the 2001 renovation and expansion, is showing signs of deterioration despite various repairs made in recent years. It may become a potential safety hazard and require replacement in the near future.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$25,000
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$25,000

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
X	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (LB05)

Ceiling Restoration

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



Description and Justification:

Repair and restore the historic ceiling in the original Tracy Mansion 3rd floor area where water damage, structural cracks, and plaster damage have emerged as part of a historic building renovation and preservation project. Community Preservation Act funds will be pursued for payment.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$0
FY2027	\$50,000
FY2028	\$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)
	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
X	CPA Grant
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (YS01)

Youth Services Center

Department:	Youth Services
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$5,900,000
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.

Estimated Project Costs by Fiscal Year	
FY2024	\$5,900,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$5,900,000

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: Sale of Municipal Property

PROJECT DETAIL SHEET (SC01)

NHS-Elevator Controls Replacement

Department:	Schools
Category:	Infrastructure
Request Type (New/Prior Year):	New
Priority:	Urgent/Legally Required
Project Cost:	\$69,370
Estimated Useful Life:	25 years



Description and Justification:

This project aims to replace the elevator controls at the high school. Recently, the state discovered that many elevators across the state did not operate as expected during emergency situations when operated by the fire department. During an inspection, all three elevators in the Newburyport Schools failed to meet the requirements. The Bresnahan and Nock elevators were repaired, but the high school elevator controller, due to its age, needs to be replaced along with some other components to comply with the state mandate. This project needs to be contracted with an elevator company before the scheduled annual inspection in May; otherwise, the state may shut down the elevator until the repair is made.

Estimated Project Costs by Fiscal Year	
FY2024	\$69,370
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$69,370

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

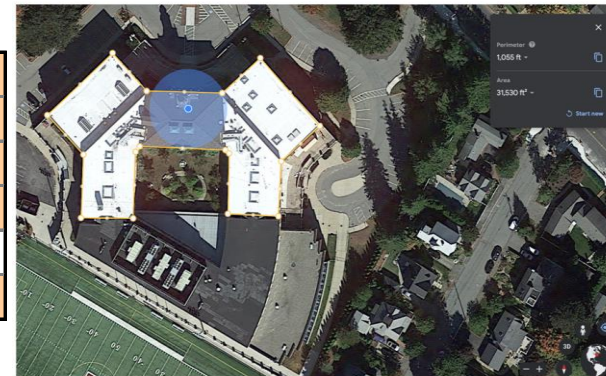
Anticipated Funding Source(s)	
	General Fund (Debt)
X	General Fund (Pay As You Go)
	Enterprise Fund (Debt)
	Enterprise Fund (Pay As You Go)
	State/Federal Grant
	CPA Grant
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (SC02)

NHS-Roof Replacement

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$3,532,803
Estimated Useful Life:	25 Years

High School Roof-Building A



31,530 square feet x \$50/square foot = \$1,576,500 construction costs plus \$236,475 (15%) OPM & designer fees = \$1,812,975

Description and Justification:

The roof on Building A (31,530 sq. ft.) of the high school is now over 27 years old and at the end of its life expectancy. Leaks are currently occurring in the third floor corridor, a custodial closet and the Robotics Lab. The Accelerated Repair Program was intended to address these kinds of issues, but it was suspended due to funding constraints. An MSBA memo detailing reasons for the suspension stated that they were seeing roof replacement construction costs at \$50/square foot. That puts the replacement of the Building A roof in excess of \$1.5 million which, in turn, requires that the city hire an Owner's Project Manager for this project. MSBA published cost data shows that an OPM cost on average around 4% of construction costs and engineering comes in at around 11% of construction costs. FY24 below includes OPM & engineering costs (assumes 14%) while FY25 is the construction costs. The Building B roof (30,449 sq. ft.) is now over 21 years old and should be targeted for replacement soon as well. Those costs are shown in FY26 & FY27. Hiring an OPM for the high school and middle school roof projects at the same time would be beneficial.

Estimated Project Costs by Fiscal Year

FY2024	\$220,710
FY2025	\$1,576,500
FY2026	\$213,143
FY2027	\$1,522,450
FY2028	\$0
Total Five-Year Cost	\$3,532,803

Operating Budget Impact*:

\$0

*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:

PROJECT DETAIL SHEET (SC03)

Nock/Molin-Gym & Auditorium Roof Replacement

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$1,348,563
Estimated Useful Life:	25 Years



Description and Justification:

The gym and auditorium roofs have not been replaced during recent projects and are now over 27 years old, reaching the end of their life expectancy. Although an Owner's Project Manager is not legally required for this project as the estimated construction costs are below \$1.5 million, combining this project with the high school roof replacement (which does require an OPM) and using the same OPM and engineer for both makes practical sense. Construction costs are based on \$50/square foot (from an MSBA memo dated 10.19.22) plus a \$100,000 allowance for the removal and reinstallation of the solar panels. Owner's Project Manager (4%) and engineering costs (11%) are estimated based on project cost data on the MSBA website. The FY24 cost includes OPM and engineering fees (assumes 14%), while the FY25 cost includes construction costs. The MSBA has suspended the Accelerated Repair Program for roofs, so there is no cost share available at this time.

Estimated Project Costs by Fiscal Year	
FY2024	\$165,613
FY2025	\$1,182,950
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$1,348,563

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:

PROJECT DETAIL SHEET (SC04)

Pick-Up Truck with Utility Body

Department:	Schools
Category:	Vehicles/Equipment
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$67,390
Estimated Useful Life:	13 Years



Description and Justification:

A Ford F250 4x4 pickup truck with a utility body is proposed as a replacement for the 2010 Ford Econoline van, which is currently in use but is aging and has a rotted frame. The van's frame is so deteriorated that a ground wire had to be installed from the battery to the fuel pump, instead of using the frame itself. This proposed truck would be assigned to a maintenance technician responsible for maintenance work at all of our schools. It is uncertain if the 2010 van will pass inspection in September. The quoted cost includes a ladder rack and a towing package, but not a plow, although the department wants to ensure that the truck can have a plow added in the future, as our 2017 plow truck becomes less reliable. The school personnel use the truck to plow the lot and driveways at Bresnahan, and also for touch-ups at other schools. The quote is based on State Contract VEH110 and projected for the model year 2024.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$67,390
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$67,390

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:

PROJECT DETAIL SHEET (SC05)

School Security Upgrades

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	New
Priority:	Enhancement
Project Cost:	\$666,396
Estimated Useful Life:	10 Years



Description and Justification:

Phase 2 of the security upgrade project for the high school aims to address blind spots by adding security cameras to areas of the building where they do not currently exist. We have opted for the Verkada system, which comes with a 10-year warranty on all hardware, automatic software and firmware updates, remote troubleshooting at no additional charge, and secure cloud storage that eliminates the need for a DVR. The Verkada system allows for quicker and easier search through video, sharing recorded video, and granting access to live video to authorities. Additionally, the cost includes a ten-year user license.

Phase 1 of the project involved upgrading the existing high school security cameras to the Verkada System, with installation starting in February 2023. Future phases will involve shifting the access control and burglar alarm components to the Verkada platform, followed by replicating the same at the other schools. The costs for FY26-28 will be refined as the scope of work is more clearly defined.

Estimated Project Costs by Fiscal Year	
FY2024	\$66,396
FY2025	\$150,000
FY2026	\$150,000
FY2027	\$150,000
FY2028	\$150,000
Total Five-Year Cost	\$666,396

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
X	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (SC06)

NHS Science Wing Space Use Study

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Enhancement
Project Cost:	\$41,400
Estimated Useful Life:	20 Years



Description and Justification:

The proposed project aims to contract an architectural firm experienced in school building usage to study the current use of the science-related classrooms and labs at the high school and suggest improvements through minor renovations, upgrades of furniture, fixtures, and equipment, and changes in usage patterns/scheduling. The firm would be responsible for involving staff and administration in the process, developing plans to modernize outdated spaces, and providing cost estimates for the chosen option(s). The project cost is based on a quote of \$36,000 from Harriman Architects, with an additional 15% contingency to cover the expansion of the study's scope, if necessary.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$41,400
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$41,400

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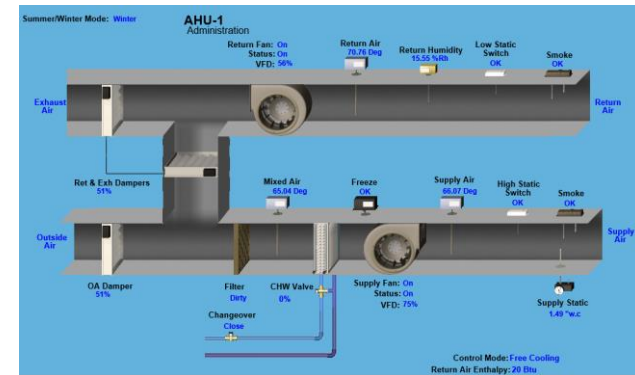
*Increase = Additional Cost, Decrease = Savings

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:

PROJECT DETAIL SHEET (SC07)

Nock/Molin & NHS-Control System Upgrades

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$160,000
Estimated Useful Life:	10 Years



Description and Justification:

This project aims to modernize the building automation systems that control the HVAC systems in the High School and Nock-Molin building. The upgrade will replace the antiquated PC at each school that is currently used to access the system with a server, enabling us to access the system from any device, anywhere. The upgrade will make the system current with today's internet technology by utilizing HTML-5 for higher internet security and eliminating the need for JAVA. 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 Direct Digital Control (DDC) front-end will eliminate the need for third-party software for future Building Automation and Control networks (BACnet) integration of new or replacement mechanical/HVAC equipment. The project is grant-funded and was out for bidding in late winter 2023.

Estimated Project Costs by Fiscal Year

FY2024	\$160,000
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$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)
	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:

PROJECT DETAIL SHEET (SC08)

Engineering Services

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$50,000
Estimated Useful Life:	30 Years



Description and Justification:

Hire an engineering firm to conduct an existing condition report, develop plans, schedules, and cost estimates for various issues at the high school, including water infiltration, masonry problems, the perimeter stone wall, and our aging mechanical equipment. The chillers and all other HVAC equipment are almost 22 years old, nearing the end of their service life. Several water infiltration problems, including in the primary electrical room, require a forensic engineering firm's services to solve. Masonry deterioration persists in several areas, and stones continue to fall out of the perimeter stone wall, requiring the services of a structural engineer to assess and prioritize repairs.

Finding the right firm and signing them to a consulting retainer contract would allow us to use them across the district to help us address a broad range of issues, both current and future, as funding becomes available.

Estimated Project Costs by Fiscal Year

FY2024	\$0
FY2025	\$50,000
FY2026	\$0
FY2027	\$0
FY2028	\$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
X	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (SC09)

NHS-Library Carpet Replacement

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$31,875
Estimated Useful Life:	20 Years



Description and Justification:

The proposal is to replace the current rolled carpet with carpet squares due to the torn, worn, and stained condition of the existing carpet in several areas. Carpet squares offer the advantage of having shorter seams that are less prone to ripping, and individual squares can be easily replaced if damaged or stained.

Estimated Project Costs by Fiscal Year	
FY2024	\$31,875
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$31,875

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:

PROJECT DETAIL SHEET (SC10)

Nock/Molin-Playground Repaving

Department:	Schools
Category:	Parks, Grounds & Open Space
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$78,500
Estimated Useful Life:	25 Years



Description and Justification:

The west-end playground at the Nock Middle School requires repaving as the existing pavement is in very poor condition with severe cracking, which creates a tripping hazard and allows weeds to grow throughout. The age of the pavement is unknown. The proposed project involves paving from the sidewalk at Toppan's Lane to the building, covering an area of approximately 26,150 square feet. The cost estimate includes a quote from a paving contractor, with an additional 15% for escalation and contingency to mill and overlay the pavement. This entails milling to a depth of 1.5 inches and installing a 1.5-inch topcoat.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$78,500
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$78,500

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
X	CPA Grant
	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (SC11)

Nock/Molin-Kitchen Equipment Replacement

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$30,000
Estimated Useful Life:	20 Years



Description and Justification:

Some of the equipment in the Nock Middle School kitchen, including the serving line, refrigeration, and some cooking equipment, is original to the 1970s construction and has exceeded its useful life. Additionally, the kitchen equipment at the high school is becoming more expensive to maintain and repair, particularly the ovens and reach-in refrigeration equipment. This project aims to initiate a program for equipment replacement, based on the needs of the Kitchen Managers and recommendations of the maintenance department. A prioritized list of necessary equipment will be sent to multiple vendors for price quotes as funding becomes available. Orders will be placed with the vendor or vendors offering the best value. It should be noted that the Food Services Manager applies for a grant annually, which has helped replace some equipment over the past two years.

Estimated Project Costs by Fiscal Year	
FY2024	\$15,000
FY2025	\$15,000
FY2026	\$0
FY2027	\$0
FY2028	\$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)
X	State/Federal Grant
	CPA Grant
X	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (SC12)

NHS-Energy Reduction Projects

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$300,000
Estimated Useful Life:	20 Years



Description and Justification:

This project focuses on completing Phase 4 of the school's lighting conversion to LED. The funding will come from a combination of sources, including a Green Community grant, utility rebates, and the on-bill repayment program. The project will specifically target the 2nd and 3rd floors of Building B.

Estimated Project Costs by Fiscal Year	
FY2024	\$100,000
FY2025	\$0
FY2026	\$100,000
FY2027	\$0
FY2028	\$100,000
Total Five-Year Cost	\$300,000

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:

PROJECT DETAIL SHEET (SC13)

NHS-Art/Music Area Feasibility Study

Department:	Schools
Category:	Facilities Renovation/Repair
Request Type (New/Prior Year):	Prior Year
Priority:	Maintain Service
Project Cost:	\$38,500
Estimated Useful Life:	20 Years



Description and Justification:

The purpose of this project is to evaluate the current spaces used for art and music classes at the high school, with the aim of creating open and professional areas that promote interdisciplinary use and instruction, cater to storage requirements, and support curricular needs such as video recording space. The project will involve hiring a design firm to conduct a feasibility study and provide cost estimates for renovations to achieve these objectives.

The study is currently in progress and is being financed by a grant from the Newburyport Educational Foundation and the school's operating budget.

Estimated Project Costs by Fiscal Year	
FY2024	\$38,500
FY2025	\$0
FY2026	\$0
FY2027	\$0
FY2028	\$0
Total Five-Year Cost	\$38,500

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
X	Trust Fund/Local Grant
	Other:

PROJECT DETAIL SHEET (SC14)

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:	\$35,000
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 is the sidewalk coming from Johnson Street onto the school property, followed by the final section of the fire road around the back of the school.

Estimated Project Costs by Fiscal Year	
FY2024	\$0
FY2025	\$0
FY2026	\$15,000
FY2027	\$20,000
FY2028	\$0
Total Five-Year Cost	\$35,000

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:

PROJECT DETAIL SHEET (SC15)

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:

The 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	
FY2024	\$0
FY2025	\$0
FY2026	\$100,000
FY2027	\$0
FY2028	\$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:

Project List by Financing Method - Sorted by Funding Source

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
GF-Free Cash	IT02	Information Technology	IT Workstation/Equipment Replacements	\$18,742	\$19,679	\$20,663	\$21,696	\$22,781
GF-Free Cash	FD02	Fire	Fire Alarm Circuit #2	\$0	\$75,000	\$0	\$0	\$0
GF-Free Cash	FD03	Fire	Replace/Update Radio Equipment	\$0	\$160,000	\$0	\$0	\$0
GF-Free Cash	PD02	Police	Carpet Replacement	\$0	\$0	\$50,000	\$0	\$0
GF-Free Cash	PD05	Police	Cruiser Computers	\$0	\$85,000	\$0	\$0	\$0
GF-Free Cash	PD06	Police	Portable Radios	\$0	\$50,000	\$0	\$0	\$0
GF-Free Cash	HW05	DPS - Highway	City Hall Improvements	\$0	\$50,000	\$0	\$0	\$0
GF-Free Cash	PK05	DPS - Parks	Field Improvement - Fuller Complex	\$0	\$0	\$0	\$60,000	\$0
GF-Free Cash	PK07	DPS - Parks	Cashman Park Site Improvements	\$0	\$60,000	\$0	\$0	\$0
GF-Free Cash	PK10	DPS - Parks	Perkins Park Improvements	\$0	\$21,000	\$0	\$0	\$0
GF-Free Cash	PK16	DPS - Parks	Purchase of Two Vehicles	\$0	\$75,000	\$72,000	\$0	\$0
GF-Free Cash	PK17	DPS - Parks	Telescopic Mini-Loader	\$0	\$0	\$0	\$77,000	\$0
GF-Free Cash	PK18	DPS - Parks	Ventrac Mower	\$0	\$36,000	\$0	\$0	\$0
GF-Free Cash	CA02	Council on Aging	14 Passenger Van Equipped with Wheelchair Lift	\$0	\$0	\$87,500	\$0	\$0
GF-Free Cash	LB02	Library	HVAC Boiler Replacement	\$100,000	\$0	\$0	\$0	\$0
GF-Free Cash	SC01	Schools	NHS-Elevator Controls Replacement	\$69,370	\$0	\$0	\$0	\$0
GF-Free Cash	SC04	Schools	Pick-Up Truck with Utility Body	\$0	\$67,390	\$0	\$0	\$0
GF-Free Cash	SC14	Schools	Nock/Molin-Walkway & Sidewalk Repairs/Repaving	\$0	\$0	\$15,000	\$20,000	\$0
GF-Free Cash Total				\$188,112	\$699,069	\$245,163	\$178,696	\$22,781
GF-Op Budget	PL03	Planning & Development	Complete Streets Transportation Projects	\$22,991	\$0	\$50,000	\$0	\$50,000
GF-Op Budget	PD03	Police	Cruiser/Vehicle Replacements	\$75,000	\$76,875	\$78,797	\$80,767	\$82,786
GF-Op Budget	HW01	DPS - Highway	Streets and Sidewalks Improvement Plan	\$392,500	\$700,000	\$800,000	\$900,000	\$1,000,000
GF-Op Budget	HW02	DPS - Highway	Traffic/Safety Improvement Projects	\$250,000	\$0	\$0	\$0	\$0
GF-Op Budget	HW06	DPS - Highway	Downtown Lighting	\$406	\$0	\$0	\$0	\$0
GF-Op Budget	HW07	DPS - Highway	Highway Vehicle Replacement Program	\$0	\$200,000	\$450,000	\$320,000	\$500,000
GF-Op Budget	PK15	DPS - Parks	Infield Groomer	\$7,700	\$0	\$0	\$0	\$0
GF-Op Budget	SC09	Schools	NHS-Library Carpet Replacement	\$31,875	\$0	\$0	\$0	\$0
GF-Op Budget Total				\$780,472	\$976,875	\$1,378,797	\$1,300,767	\$1,632,786
GF-Ord Debt	PL01	Planning & Development	Central Waterfront Bulkhead Rehabilitation	\$0	\$34,524	\$34,524	\$34,524	\$34,524
GF-Ord Debt	FD05	Fire	Fire Rescue Pumper	\$0	\$0	\$0	\$26,392	\$26,392
GF-Ord Debt	PD01	Police	Dispatch Center Renovation	\$0	\$0	\$35,974	\$35,974	\$35,974
GF-Ord Debt	HW01	DPS - Highway	Streets and Sidewalks Improvement Plan	\$0	\$0	\$64,396	\$120,537	\$168,421
GF-Ord Debt	HW03	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$0	\$25,725	\$25,725	\$25,725	\$25,725
GF-Ord Debt	HW05	DPS - Highway	City Hall Improvements	\$0	\$0	\$0	\$20,778	\$20,778
GF-Ord Debt	YS01	Youth Services	Youth Services Center	\$0	\$306,046	\$306,046	\$306,046	\$306,046
GF-Ord Debt	SC02	Schools	NHS-Roof Replacement	\$0	\$0	\$106,690	\$106,690	\$209,723
GF-Ord Debt	SC03	Schools	Nock/Molin-Gym & Auditorium Roof Replacement	\$0	\$0	\$80,057	\$80,057	\$80,057
GF-Ord Debt Total				\$0	\$366,295	\$653,412	\$756,721	\$907,638
GF-Exempt Debt	FD06	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$0	\$0	\$805,384
GF-Exempt Debt Total				\$0	\$0	\$0	\$0	\$805,384
CPA-PAYGO	PL06	Planning & Development	Braunhardt Bike Trail Master Plan	\$0	\$42,500	\$0	\$0	\$0

Project List by Financing Method - Sorted by Funding Source

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
CPA-PAYGO	PL07	Planning & Development	Bicycle & Pedestrian Master Plan	\$0	\$25,000	\$0	\$0	\$0
CPA-PAYGO	HW05	DPS - Highway	City Hall Improvements	\$0	\$250,000	\$14,841	\$14,841	\$14,841
CPA-PAYGO	HW06	DPS - Highway	Downtown Lighting	\$69,377	\$0	\$0	\$0	\$0
CPA-PAYGO	PK01	DPS - Parks	Bartlet Mall Historic Restoration	\$512,000	\$0	\$0	\$0	\$0
CPA-PAYGO	PK02	DPS - Parks	Lower Atkinson Common Improvements	\$582,000	\$0	\$0	\$0	\$0
CPA-PAYGO	PK03	DPS - Parks	Atkinson Common Tennis Court Resurfacing	\$49,557	\$55,000	\$0	\$0	\$0
CPA-PAYGO	PK04	DPS - Parks	Atkinson Common Stone Tower Restoration	\$59,950	\$30,000	\$200,000	\$42,000	\$25,000
CPA-PAYGO	PK07	DPS - Parks	Cashman Park Site Improvements	\$61,271	\$0	\$0	\$0	\$0
CPA-PAYGO	PK08	DPS - Parks	Woodman Park Improvements	\$57,570	\$80,000	\$0	\$0	\$0
CPA-PAYGO	PK10	DPS - Parks	Perkins Park Improvements	\$0	\$31,000	\$0	\$0	\$0
CPA-PAYGO	WA04	DPS - Water	Watershed/Public Water Supply Protection	\$0	\$125,000	\$125,000	\$125,000	\$125,000
CPA-PAYGO	LB01	Library	Front Steps and Retaining Wall Repair	\$0	\$100,000	\$0	\$0	\$0
CPA-PAYGO	LB05	Library	Ceiling Restoration	\$0	\$0	\$0	\$50,000	\$0
CPA-PAYGO	SC10	Schools	Nock/Molin-Playground Repaving	\$0	\$78,500	\$0	\$0	\$0
CPA-PAYGO Total				\$1,391,725	\$817,000	\$339,841	\$231,841	\$164,841
CPA-Debt	PL02	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$247,678	\$247,678	\$247,678	\$247,678	\$247,678
CPA-Debt	PK01	DPS - Parks	Bartlet Mall Historic Restoration	\$212,508	\$212,508	\$212,508	\$212,508	\$212,508
CPA-Debt	PK10	DPS - Parks	Perkins Park Improvements	\$0	\$0	\$0	\$0	\$13,693
CPA-Debt	PK12	DPS - Parks	Jason Sawyer Playground Equipment	\$0	\$0	\$0	\$0	\$27,245
CPA-Debt	PK13	DPS - Parks	Ayer Playground Equipment	\$0	\$0	\$0	\$0	\$41,280
CPA-Debt Total				\$460,187	\$460,187	\$460,187	\$460,187	\$542,404
Grant/Other	IT01	Information Technology	Data Center Rebuild	\$935,500	\$0	\$0	\$0	\$0
Grant/Other	PL01	Planning & Development	Central Waterfront Bulkhead Rehabilitation	\$5,357,000	\$0	\$0	\$0	\$0
Grant/Other	PL02	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$2,400,000	\$0	\$0	\$1,650,000	\$0
Grant/Other	PL03	Planning & Development	Complete Streets Transportation Projects	\$27,009	\$300,000	\$0	\$400,000	\$0
Grant/Other	PL04	Planning & Development	Kent St. @ Merrimac St. Intersection, Pedestrian, & Accessibility Improvements	\$0	\$95,000	\$0	\$0	\$0
Grant/Other	PL05	Planning & Development	Brown School/Gym Renovations	\$1,800,000	\$0	\$0	\$0	\$0
Grant/Other	PL06	Planning & Development	Braunhardt Bike Trail Master Plan	\$0	\$42,500	\$0	\$0	\$0
Grant/Other	PL07	Planning & Development	Bicycle & Pedestrian Master Plan	\$0	\$0	\$25,000	\$0	\$0
Grant/Other	PG01	Parking Clerk	Parking Hybrid Vehicle	\$50,000	\$0	\$0	\$0	\$0
Grant/Other	FD01	Fire	Apparatus Floor Drains	\$45,000	\$0	\$0	\$0	\$0
Grant/Other	FD04	Fire	SCBA Replacement	\$500,000	\$0	\$0	\$0	\$0
Grant/Other	FD05	Fire	Fire Rescue Pumper	\$0	\$0	\$400,000	\$0	\$0
Grant/Other	PD04	Police	Thirty Four (34) Taser Replacements	\$0	\$131,094	\$0	\$0	\$0
Grant/Other	HM01	Harbormaster	Fish Pier Embayment Dredging	\$0	\$0	\$50,000	\$700,000	\$0
Grant/Other	HM02	Harbormaster	Harbormaster Facility Solar Panels	\$0	\$100,000	\$0	\$0	\$0
Grant/Other	HM03	Harbormaster	Waterfront Docks	\$0	\$250,000	\$250,000	\$250,000	\$0
Grant/Other	HW01	DPS - Highway	Streets and Sidewalks Improvement Plan	\$1,307,500	\$520,000	\$520,000	\$520,000	\$520,000
Grant/Other	HW03	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$200,000	\$0	\$0	\$0	\$0
Grant/Other	HW04	DPS - Highway	Plummer Spring Bridge Replacement	\$700,000	\$0	\$0	\$0	\$0
Grant/Other	HW05	DPS - Highway	City Hall Improvements	\$0	\$0	\$300,000	\$0	\$0

Project List by Financing Method - Sorted by Funding Source

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
Grant/Other	HW06	DPS - Highway	Downtown Lighting	\$199,594	\$220,000	\$255,000	\$0	\$0
Grant/Other	HW08	DPS - Highway	Stump Grinder	\$80,000	\$0	\$0	\$0	\$0
Grant/Other	PK01	DPS - Parks	Bartlet Mall Historic Restoration	\$518,000	\$0	\$0	\$0	\$0
Grant/Other	PK02	DPS - Parks	Lower Atkinson Common Improvements	\$600,000	\$0	\$0	\$0	\$0
Grant/Other	PK03	DPS - Parks	Atkinson Common Tennis Court Resurfacing	\$4,443	\$0	\$0	\$0	\$0
Grant/Other	PK06	DPS - Parks	Clipper City Rail Trail Improvements	\$0	\$50,000	\$20,000	\$0	\$0
Grant/Other	PK07	DPS - Parks	Cashman Park Site Improvements	\$15,000	\$40,000	\$0	\$0	\$0
Grant/Other	PK09	DPS - Parks	Inn Street & Downtown Parks Improvements	\$20,000	\$78,000	\$119,000	\$0	\$0
Grant/Other	PK10	DPS - Parks	Perkins Park Improvements	\$0	\$0	\$0	\$9,000	\$0
Grant/Other	PK11	DPS - Parks	Moseley Woods Improvements	\$0	\$265,000	\$0	\$0	\$0
Grant/Other	PK14	DPS - Parks	Atwood Park Irrigation	\$0	\$30,000	\$0	\$0	\$0
Grant/Other	PK15	DPS - Parks	Infield Groomer	\$27,300	\$0	\$0	\$0	\$0
Grant/Other	WA01	DPS - Water	Amesbury Emergency Interconnection Points	\$250,000	\$0	\$0	\$0	\$0
Grant/Other	WA02	DPS - Water	Indian Hill Raw Water Line	\$0	\$1,000,000	\$0	\$0	\$0
Grant/Other	WA03	DPS - Water	Lower Artichoke Reservoir Dam Improvements	\$269,062	\$0	\$1,000,000	\$0	\$0
Grant/Other	WA04	DPS - Water	Watershed/Public Water Supply Protection	\$285,556	\$0	\$0	\$0	\$0
Grant/Other	WA07	DPS - Water	Plum Island Chlorine Booster Station	\$100,000	\$250,000	\$0	\$0	\$0
Grant/Other	WA09	DPS - Water	Water Meter Replacement (Water/Sewer)	\$329,432	\$0	\$0	\$0	\$0
Grant/Other	WA10	DPS - Water	Lead Service Line Inventory	\$220,000	\$0	\$0	\$0	\$0
Grant/Other	SW03	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$0	\$1,000,000	\$0	\$0	\$0
Grant/Other	CA01	Council on Aging	Multipurpose Outdoor Space	\$0	\$200,000	\$0	\$0	\$0
Grant/Other	CA02	Council on Aging	14 Passenger Van Equipped with Wheelchair Lift	\$0	\$0	\$87,500	\$0	\$0
Grant/Other	LB03	Library	Carpet Replacement	\$17,705	\$25,000	\$0	\$0	\$0
Grant/Other	LB04	Library	First Floor Lobby Tiling	\$0	\$0	\$25,000	\$0	\$0
Grant/Other	YS01	Youth Services	Youth Services Center	\$200,000	\$0	\$0	\$0	\$0
Grant/Other	SC05	Schools	School Security Upgrades	\$66,396	\$150,000	\$150,000	\$150,000	\$150,000
Grant/Other	SC06	Schools	NHS Science Wing Space Use Study	\$0	\$41,400	\$0	\$0	\$0
Grant/Other	SC07	Schools	Nock/Molin & NHS-Control System Upgrades	\$160,000	\$0	\$0	\$0	\$0
Grant/Other	SC08	Schools	Engineering Services	\$0	\$50,000	\$0	\$0	\$0
Grant/Other	SC11	Schools	Nock/Molin-Kitchen Equipment Replacement	\$15,000	\$15,000	\$0	\$0	\$0
Grant/Other	SC12	Schools	NHS-Energy Reduction Projects	\$100,000	\$0	\$100,000	\$0	\$100,000
Grant/Other	SC13	Schools	NHS-Art/Music Area Feasibility Study	\$38,500	\$0	\$0	\$0	\$0
Grant/Other	SC15	Schools	NHS-Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0
Grant/Other Total				\$16,837,997	\$4,852,994	\$3,401,500	\$3,679,000	\$770,000
Water-R/E	IT02	Information Technology	IT Workstation/Equipment Replacements	\$2,668	\$2,801	\$2,941	\$3,089	\$3,243
Water-R/E	WA03	DPS - Water	Lower Artichoke Reservoir Dam Improvements	\$0	\$0	\$47,492	\$522,407	\$522,407
Water-R/E	WA04	DPS - Water	Watershed/Public Water Supply Protection	\$0	\$125,000	\$125,000	\$125,000	\$125,000
Water-R/E	WA08	DPS - Water	Water Main Replacement	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Water-R/E	WA11	DPS - Water	One Ton Dump Truck Replacement	\$0	\$40,000	\$40,000	\$40,000	\$0
Water-R/E Total				\$252,668	\$417,801	\$465,433	\$940,496	\$900,650
Sewer-R/E	IT02	Information Technology	IT Workstation/Equipment Replacements	\$3,366	\$3,535	\$3,712	\$3,897	\$4,092

Project List by Financing Method - Sorted by Funding Source

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
Sewer-R/E	SW01	DPS - Sewer	Clarifier Upgrades	\$590,000	\$0	\$0	\$0	\$0
Sewer-R/E	SW02	DPS - Sewer	Sludge Handling Process Improvement	\$0	\$100,000	\$0	\$0	\$0
Sewer-R/E Total				\$593,366	\$103,535	\$3,712	\$3,897	\$4,092
Harbor-R/E	IT02	Information Technology	IT Workstation/Equipment Replacements	\$224	\$235	\$247	\$259	\$272
Harbor-R/E Total				\$224	\$235	\$247	\$259	\$272
Water-Debt	HW03	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$0	\$25,725	\$25,725	\$25,725	\$25,725
Water-Debt	WA02	DPS - Water	Indian Hill Raw Water Line	\$0	\$45,638	\$888,607	\$888,607	\$888,607
Water-Debt	WA05	DPS - Water	Water Treatment Plant Evaluation & Upgrades	\$0	\$84,002	\$84,002	\$84,002	\$84,002
Water-Debt	WA09	DPS - Water	Water Meter Replacement (Water/Sewer)	\$0	\$361,131	\$361,131	\$361,131	\$361,131
Water-Debt Total				\$0	\$516,497	\$1,359,465	\$1,359,465	\$1,359,465
Sewer-Debt	HW03	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$0	\$25,725	\$25,725	\$25,725	\$25,725
Sewer-Debt	WA09	DPS - Water	Water Meter Replacement (Water/Sewer)	\$0	\$361,131	\$361,131	\$361,131	\$361,131
Sewer-Debt	SW01	DPS - Sewer	Clarifier Upgrades	\$0	\$0	\$236,246	\$278,126	\$320,006
Sewer-Debt	SW02	DPS - Sewer	Sludge Handling Process Improvement	\$0	\$0	\$0	\$107,385	\$107,385
Sewer-Debt	SW04	DPS - Sewer	Water Street Lift Station (Construction)	\$0	\$53,692	\$53,692	\$53,692	\$53,692
Sewer-Debt	SW05	DPS - Sewer	Wastewater Storey Ave Pump Station (Construction)	\$0	\$0	\$47,249	\$47,249	\$47,249
Sewer-Debt Total				\$0	\$440,548	\$724,043	\$873,308	\$915,188
Harbor-Debt	HM03	Harbormaster	Waterfront Docks	\$0	\$0	\$61,920	\$61,920	\$61,920
Harbor-Debt Total				\$0	\$0	\$61,920	\$61,920	\$61,920
Water-Op Budget Total				\$0	\$0	\$0	\$0	\$0
Sewer-Op Budget Total				\$0	\$0	\$0	\$0	\$0
Harbor-Op Budget Total				\$0	\$0	\$0	\$0	\$0
Grand Total				\$20,504,751	\$9,651,035	\$9,093,719	\$9,846,556	\$8,087,420

Project List by Financing Method - Sorted by Project

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
	Blank Total			\$0	\$0	\$0	\$0	\$0
Grant/Other	CA01	Council on Aging	Multipurpose Outdoor Space	\$0	\$200,000	\$0	\$0	\$0
	CA01 Total			\$0	\$200,000	\$0	\$0	\$0
GF-Free Cash	CA02	Council on Aging	14 Passenger Van Equipped with Wheelchair Lift	\$0	\$0	\$87,500	\$0	\$0
Grant/Other	CA02	Council on Aging	14 Passenger Van Equipped with Wheelchair Lift	\$0	\$0	\$87,500	\$0	\$0
	CA02 Total			\$0	\$0	\$175,000	\$0	\$0
Grant/Other	FD01	Fire	Apparatus Floor Drains	\$45,000	\$0	\$0	\$0	\$0
	FD01 Total			\$45,000	\$0	\$0	\$0	\$0
GF-Free Cash	FD02	Fire	Fire Alarm Circuit #2	\$0	\$75,000	\$0	\$0	\$0
	FD02 Total			\$0	\$75,000	\$0	\$0	\$0
GF-Free Cash	FD03	Fire	Replace/Update Radio Equipment	\$0	\$160,000	\$0	\$0	\$0
	FD03 Total			\$0	\$160,000	\$0	\$0	\$0
Grant/Other	FD04	Fire	SCBA Replacement	\$500,000	\$0	\$0	\$0	\$0
	FD04 Total			\$500,000	\$0	\$0	\$0	\$0
GF-Ord Debt	FD05	Fire	Fire Rescue Pumper	\$0	\$0	\$0	\$26,392	\$26,392
Grant/Other	FD05	Fire	Fire Rescue Pumper	\$0	\$0	\$400,000	\$0	\$0
	FD05 Total			\$0	\$0	\$400,000	\$26,392	\$26,392
GF-Exempt Debt	FD06	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$0	\$0	\$805,384
	FD06 Total			\$0	\$0	\$0	\$0	\$805,384
Grant/Other	HM01	Harbormaster	Fish Pier Embayment Dredging	\$0	\$0	\$50,000	\$700,000	\$0
	HM01 Total			\$0	\$0	\$50,000	\$700,000	\$0
Grant/Other	HM02	Harbormaster	Harbormaster Facility Solar Panels	\$0	\$100,000	\$0	\$0	\$0
	HM02 Total			\$0	\$100,000	\$0	\$0	\$0
Grant/Other	HM03	Harbormaster	Waterfront Docks	\$0	\$250,000	\$250,000	\$250,000	\$0
Harbor-Debt	HM03	Harbormaster	Waterfront Docks	\$0	\$0	\$61,920	\$61,920	\$61,920
	HM03 Total			\$0	\$250,000	\$311,920	\$311,920	\$61,920
GF-Op Budget	HW01	DPS - Highway	Streets and Sidewalks Improvement Plan	\$392,500	\$700,000	\$800,000	\$900,000	\$1,000,000
GF-Ord Debt	HW01	DPS - Highway	Streets and Sidewalks Improvement Plan	\$0	\$0	\$64,396	\$120,537	\$168,421
Grant/Other	HW01	DPS - Highway	Streets and Sidewalks Improvement Plan	\$1,307,500	\$520,000	\$520,000	\$520,000	\$520,000
	HW01 Total			\$1,700,000	\$1,220,000	\$1,384,396	\$1,540,537	\$1,688,421
GF-Op Budget	HW02	DPS - Highway	Traffic/Safety Improvement Projects	\$250,000	\$0	\$0	\$0	\$0
	HW02 Total			\$250,000	\$0	\$0	\$0	\$0
GF-Ord Debt	HW03	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$0	\$25,725	\$25,725	\$25,725	\$25,725
Grant/Other	HW03	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$200,000	\$0	\$0	\$0	\$0
Water-Debt	HW03	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$0	\$25,725	\$25,725	\$25,725	\$25,725
Sewer-Debt	HW03	DPS - Highway	Water, Sewer & Highway Downtown Utility Upgrades (Design)	\$0	\$25,725	\$25,725	\$25,725	\$25,725
	HW03 Total			\$200,000	\$77,174	\$77,174	\$77,174	\$77,174
Grant/Other	HW04	DPS - Highway	Plummer Spring Bridge Replacement	\$700,000	\$0	\$0	\$0	\$0

Project List by Financing Method - Sorted by Project

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
HW04 Total				\$700,000	\$0	\$0	\$0	\$0
GF-Free Cash	HW05	DPS - Highway	City Hall Improvements	\$0	\$50,000	\$0	\$0	\$0
GF-Ord Debt	HW05	DPS - Highway	City Hall Improvements	\$0	\$0	\$0	\$20,778	\$20,778
CPA-PAYGO	HW05	DPS - Highway	City Hall Improvements	\$0	\$250,000	\$14,841	\$14,841	\$14,841
Grant/Other	HW05	DPS - Highway	City Hall Improvements	\$0	\$0	\$300,000	\$0	\$0
HW05 Total				\$0	\$300,000	\$314,841	\$35,619	\$35,619
GF-Op Budget	HW06	DPS - Highway	Downtown Lighting	\$406	\$0	\$0	\$0	\$0
CPA-PAYGO	HW06	DPS - Highway	Downtown Lighting	\$69,377	\$0	\$0	\$0	\$0
Grant/Other	HW06	DPS - Highway	Downtown Lighting	\$199,594	\$220,000	\$255,000	\$0	\$0
HW06 Total				\$269,377	\$220,000	\$255,000	\$0	\$0
GF-Op Budget	HW07	DPS - Highway	Highway Vehicle Replacement Program	\$0	\$200,000	\$450,000	\$320,000	\$500,000
HW07 Total				\$0	\$200,000	\$450,000	\$320,000	\$500,000
Grant/Other	HW08	DPS - Highway	Stump Grinder	\$80,000	\$0	\$0	\$0	\$0
HW08 Total				\$80,000	\$0	\$0	\$0	\$0
Grant/Other	IT01	Information Technology	Data Center Rebuild	\$935,500	\$0	\$0	\$0	\$0
IT01 Total				\$935,500	\$0	\$0	\$0	\$0
GF-Free Cash	IT02	Information Technology	IT Workstation/Equipment Replacements	\$18,742	\$19,679	\$20,663	\$21,696	\$22,781
Water-R/E	IT02	Information Technology	IT Workstation/Equipment Replacements	\$2,668	\$2,801	\$2,941	\$3,089	\$3,243
Sewer-R/E	IT02	Information Technology	IT Workstation/Equipment Replacements	\$3,366	\$3,535	\$3,712	\$3,897	\$4,092
Harbor-R/E	IT02	Information Technology	IT Workstation/Equipment Replacements	\$224	\$235	\$247	\$259	\$272
IT02 Total				\$25,000	\$26,250	\$27,563	\$28,941	\$30,388
CPA-PAYGO	LB01	Library	Front Steps and Retaining Wall Repair	\$0	\$100,000	\$0	\$0	\$0
LB01 Total				\$0	\$100,000	\$0	\$0	\$0
GF-Free Cash	LB02	Library	HVAC Boiler Replacement	\$100,000	\$0	\$0	\$0	\$0
LB02 Total				\$100,000	\$0	\$0	\$0	\$0
Grant/Other	LB03	Library	Carpet Replacement	\$17,705	\$25,000	\$0	\$0	\$0
LB03 Total				\$17,705	\$25,000	\$0	\$0	\$0
Grant/Other	LB04	Library	First Floor Lobby Tiling	\$0	\$0	\$25,000	\$0	\$0
LB04 Total				\$0	\$0	\$25,000	\$0	\$0
CPA-PAYGO	LB05	Library	Ceiling Restoration	\$0	\$0	\$0	\$50,000	\$0
LB05 Total				\$0	\$0	\$0	\$50,000	\$0
GF-Ord Debt	PD01	Police	Dispatch Center Renovation	\$0	\$0	\$35,974	\$35,974	\$35,974
PD01 Total				\$0	\$0	\$35,974	\$35,974	\$35,974
GF-Free Cash	PD02	Police	Carpet Replacement	\$0	\$0	\$50,000	\$0	\$0
PD02 Total				\$0	\$0	\$50,000	\$0	\$0
GF-Op Budget	PD03	Police	Cruiser/Vehicle Replacements	\$75,000	\$76,875	\$78,797	\$80,767	\$82,786
PD03 Total				\$75,000	\$76,875	\$78,797	\$80,767	\$82,786
Grant/Other	PD04	Police	Thirty Four (34) Taser Replacements	\$0	\$131,094	\$0	\$0	\$0

Project List by Financing Method - Sorted by Project

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
	PD04 Total			\$0	\$131,094	\$0	\$0	\$0
GF-Free Cash	PD05	Police	Cruiser Computers	\$0	\$85,000	\$0	\$0	\$0
	PD05 Total			\$0	\$85,000	\$0	\$0	\$0
GF-Free Cash	PD06	Police	Portable Radios	\$0	\$50,000	\$0	\$0	\$0
	PD06 Total			\$0	\$50,000	\$0	\$0	\$0
Grant/Other	PG01	Parking Clerk	Parking Hybrid Vehicle	\$50,000	\$0	\$0	\$0	\$0
	PG01 Total			\$50,000	\$0	\$0	\$0	\$0
CPA-PAYGO	PK01	DPS - Parks	Bartlet Mall Historic Restoration	\$512,000	\$0	\$0	\$0	\$0
CPA-Debt	PK01	DPS - Parks	Bartlet Mall Historic Restoration	\$212,508	\$212,508	\$212,508	\$212,508	\$212,508
Grant/Other	PK01	DPS - Parks	Bartlet Mall Historic Restoration	\$518,000	\$0	\$0	\$0	\$0
	PK01 Total			\$1,242,508	\$212,508	\$212,508	\$212,508	\$212,508
CPA-PAYGO	PK02	DPS - Parks	Lower Atkinson Common Improvements	\$582,000	\$0	\$0	\$0	\$0
Grant/Other	PK02	DPS - Parks	Lower Atkinson Common Improvements	\$600,000	\$0	\$0	\$0	\$0
	PK02 Total			\$1,182,000	\$0	\$0	\$0	\$0
CPA-PAYGO	PK03	DPS - Parks	Atkinson Common Tennis Court Resurfacing	\$49,557	\$55,000	\$0	\$0	\$0
Grant/Other	PK03	DPS - Parks	Atkinson Common Tennis Court Resurfacing	\$4,443	\$0	\$0	\$0	\$0
	PK03 Total			\$54,000	\$55,000	\$0	\$0	\$0
CPA-PAYGO	PK04	DPS - Parks	Atkinson Common Stone Tower Restoration	\$59,950	\$30,000	\$200,000	\$42,000	\$25,000
	PK04 Total			\$59,950	\$30,000	\$200,000	\$42,000	\$25,000
GF-Free Cash	PK05	DPS - Parks	Field Improvement - Fuller Complex	\$0	\$0	\$0	\$60,000	\$0
	PK05 Total			\$0	\$0	\$0	\$60,000	\$0
Grant/Other	PK06	DPS - Parks	Clipper City Rail Trail Improvements	\$0	\$50,000	\$20,000	\$0	\$0
	PK06 Total			\$0	\$50,000	\$20,000	\$0	\$0
GF-Free Cash	PK07	DPS - Parks	Cashman Park Site Improvements	\$0	\$60,000	\$0	\$0	\$0
CPA-PAYGO	PK07	DPS - Parks	Cashman Park Site Improvements	\$61,271	\$0	\$0	\$0	\$0
Grant/Other	PK07	DPS - Parks	Cashman Park Site Improvements	\$15,000	\$40,000	\$0	\$0	\$0
	PK07 Total			\$76,271	\$100,000	\$0	\$0	\$0
CPA-PAYGO	PK08	DPS - Parks	Woodman Park Improvements	\$57,570	\$80,000	\$0	\$0	\$0
	PK08 Total			\$57,570	\$80,000	\$0	\$0	\$0
Grant/Other	PK09	DPS - Parks	Inn Street & Downtown Parks Improvements	\$20,000	\$78,000	\$119,000	\$0	\$0
	PK09 Total			\$20,000	\$78,000	\$119,000	\$0	\$0
GF-Free Cash	PK10	DPS - Parks	Perkins Park Improvements	\$0	\$21,000	\$0	\$0	\$0
CPA-PAYGO	PK10	DPS - Parks	Perkins Park Improvements	\$0	\$31,000	\$0	\$0	\$0
CPA-Debt	PK10	DPS - Parks	Perkins Park Improvements	\$0	\$0	\$0	\$0	\$13,693
Grant/Other	PK10	DPS - Parks	Perkins Park Improvements	\$0	\$0	\$0	\$9,000	\$0
	PK10 Total			\$0	\$52,000	\$0	\$9,000	\$13,693
Grant/Other	PK11	DPS - Parks	Moseley Woods Improvements	\$0	\$265,000	\$0	\$0	\$0
	PK11 Total			\$0	\$265,000	\$0	\$0	\$0

Project List by Financing Method - Sorted by Project

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
CPA-Debt	PK12	DPS - Parks	Jason Sawyer Playground Equipment	\$0	\$0	\$0	\$0	\$27,245
	PK12 Total			\$0	\$0	\$0	\$0	\$27,245
CPA-Debt	PK13	DPS - Parks	Ayer Playground Equipment	\$0	\$0	\$0	\$0	\$41,280
	PK13 Total			\$0	\$0	\$0	\$0	\$41,280
Grant/Other	PK14	DPS - Parks	Atwood Park Irrigation	\$0	\$30,000	\$0	\$0	\$0
	PK14 Total			\$0	\$30,000	\$0	\$0	\$0
GF-Op Budget	PK15	DPS - Parks	Infield Groomer	\$7,700	\$0	\$0	\$0	\$0
Grant/Other	PK15	DPS - Parks	Infield Groomer	\$27,300	\$0	\$0	\$0	\$0
	PK15 Total			\$35,000	\$0	\$0	\$0	\$0
GF-Free Cash	PK16	DPS - Parks	Purchase of Two Vehicles	\$0	\$75,000	\$72,000	\$0	\$0
	PK16 Total			\$0	\$75,000	\$72,000	\$0	\$0
GF-Free Cash	PK17	DPS - Parks	Telescopic Mini-Loader	\$0	\$0	\$0	\$77,000	\$0
	PK17 Total			\$0	\$0	\$0	\$77,000	\$0
GF-Free Cash	PK18	DPS - Parks	Ventrac Mower	\$0	\$36,000	\$0	\$0	\$0
	PK18 Total			\$0	\$36,000	\$0	\$0	\$0
GF-Ord Debt	PL01	Planning & Development	Central Waterfront Bulkhead Rehabilitation	\$0	\$34,524	\$34,524	\$34,524	\$34,524
Grant/Other	PL01	Planning & Development	Central Waterfront Bulkhead Rehabilitation	\$5,357,000	\$0	\$0	\$0	\$0
	PL01 Total			\$5,357,000	\$34,524	\$34,524	\$34,524	\$34,524
CPA-Debt	PL02	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$247,678	\$247,678	\$247,678	\$247,678	\$247,678
Grant/Other	PL02	Planning & Development	Market Landing Park Expansion & Rail Trail Extension	\$2,400,000	\$0	\$0	\$1,650,000	\$0
	PL02 Total			\$2,647,678	\$247,678	\$247,678	\$1,897,678	\$247,678
GF-Op Budget	PL03	Planning & Development	Complete Streets Transportation Projects	\$22,991	\$0	\$50,000	\$0	\$50,000
Grant/Other	PL03	Planning & Development	Complete Streets Transportation Projects	\$27,009	\$300,000	\$0	\$400,000	\$0
	PL03 Total			\$50,000	\$300,000	\$50,000	\$400,000	\$50,000
Grant/Other	PL04	Planning & Development	Kent St. @ Merrimac St. Intersection, Pedestrian, & Accessibility Improvements	\$0	\$95,000	\$0	\$0	\$0
	PL04 Total			\$0	\$95,000	\$0	\$0	\$0
Grant/Other	PL05	Planning & Development	Brown School/Gym Renovations	\$1,800,000	\$0	\$0	\$0	\$0
	PL05 Total			\$1,800,000	\$0	\$0	\$0	\$0
CPA-PAYGO	PL06	Planning & Development	Braunhardt Bike Trail Master Plan	\$0	\$42,500	\$0	\$0	\$0
Grant/Other	PL06	Planning & Development	Braunhardt Bike Trail Master Plan	\$0	\$42,500	\$0	\$0	\$0
	PL06 Total			\$0	\$85,000	\$0	\$0	\$0
CPA-PAYGO	PL07	Planning & Development	Bicycle & Pedestrian Master Plan	\$0	\$25,000	\$0	\$0	\$0
Grant/Other	PL07	Planning & Development	Bicycle & Pedestrian Master Plan	\$0	\$0	\$25,000	\$0	\$0
	PL07 Total			\$0	\$25,000	\$25,000	\$0	\$0
GF-Free Cash	SC01	Schools	NHS-Elevator Controls Replacement	\$69,370	\$0	\$0	\$0	\$0
	SC01 Total			\$69,370	\$0	\$0	\$0	\$0
GF-Ord Debt	SC02	Schools	NHS-Roof Replacement	\$0	\$0	\$106,690	\$106,690	\$209,723
	SC02 Total			\$0	\$0	\$106,690	\$106,690	\$209,723

Project List by Financing Method - Sorted by Project

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
GF-Ord Debt	SC03	Schools	Nock/Molin-Gym & Auditorium Roof Replacement	\$0	\$0	\$80,057	\$80,057	\$80,057
	SC03 Total			\$0	\$0	\$80,057	\$80,057	\$80,057
GF-Free Cash	SC04	Schools	Pick-Up Truck with Utility Body	\$0	\$67,390	\$0	\$0	\$0
	SC04 Total			\$0	\$67,390	\$0	\$0	\$0
Grant/Other	SC05	Schools	School Security Upgrades	\$66,396	\$150,000	\$150,000	\$150,000	\$150,000
	SC05 Total			\$66,396	\$150,000	\$150,000	\$150,000	\$150,000
Grant/Other	SC06	Schools	NHS Science Wing Space Use Study	\$0	\$41,400	\$0	\$0	\$0
	SC06 Total			\$0	\$41,400	\$0	\$0	\$0
Grant/Other	SC07	Schools	Nock/Molin & NHS-Control System Upgrades	\$160,000	\$0	\$0	\$0	\$0
	SC07 Total			\$160,000	\$0	\$0	\$0	\$0
Grant/Other	SC08	Schools	Engineering Services	\$0	\$50,000	\$0	\$0	\$0
	SC08 Total			\$0	\$50,000	\$0	\$0	\$0
GF-Op Budget	SC09	Schools	NHS-Library Carpet Replacement	\$31,875	\$0	\$0	\$0	\$0
	SC09 Total			\$31,875	\$0	\$0	\$0	\$0
CPA-PAYGO	SC10	Schools	Nock/Molin-Playground Repaving	\$0	\$78,500	\$0	\$0	\$0
	SC10 Total			\$0	\$78,500	\$0	\$0	\$0
Grant/Other	SC11	Schools	Nock/Molin-Kitchen Equipment Replacement	\$15,000	\$15,000	\$0	\$0	\$0
	SC11 Total			\$15,000	\$15,000	\$0	\$0	\$0
Grant/Other	SC12	Schools	NHS-Energy Reduction Projects	\$100,000	\$0	\$100,000	\$0	\$100,000
	SC12 Total			\$100,000	\$0	\$100,000	\$0	\$100,000
Grant/Other	SC13	Schools	NHS-Art/Music Area Feasibility Study	\$38,500	\$0	\$0	\$0	\$0
	SC13 Total			\$38,500	\$0	\$0	\$0	\$0
GF-Free Cash	SC14	Schools	Nock/Molin-Walkway & Sidewalk Repairs/Repaving	\$0	\$0	\$15,000	\$20,000	\$0
	SC14 Total			\$0	\$0	\$15,000	\$20,000	\$0
Grant/Other	SC15	Schools	NHS-Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0
	SC15 Total			\$0	\$0	\$100,000	\$0	\$0
Sewer-R/E	SW01	DPS - Sewer	Clarifier Upgrades	\$590,000	\$0	\$0	\$0	\$0
Sewer-Debt	SW01	DPS - Sewer	Clarifier Upgrades	\$0	\$0	\$236,246	\$278,126	\$320,006
	SW01 Total			\$590,000	\$0	\$236,246	\$278,126	\$320,006
Sewer-R/E	SW02	DPS - Sewer	Sludge Handling Process Improvement	\$0	\$100,000	\$0	\$0	\$0
Sewer-Debt	SW02	DPS - Sewer	Sludge Handling Process Improvement	\$0	\$0	\$0	\$107,385	\$107,385
	SW02 Total			\$0	\$100,000	\$0	\$107,385	\$107,385
Grant/Other	SW03	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$0	\$1,000,000	\$0	\$0	\$0
	SW03 Total			\$0	\$1,000,000	\$0	\$0	\$0
Sewer-Debt	SW04	DPS - Sewer	Water Street Lift Station (Construction)	\$0	\$53,692	\$53,692	\$53,692	\$53,692
	SW04 Total			\$0	\$53,692	\$53,692	\$53,692	\$53,692
Sewer-Debt	SW05	DPS - Sewer	Wastewater Storey Ave Pump Station (Construction)	\$0	\$0	\$47,249	\$47,249	\$47,249
	SW05 Total			\$0	\$0	\$47,249	\$47,249	\$47,249

Project List by Financing Method - Sorted by Project

Funding Source	CIP #	Department	Project Description	FY2024	FY2025	FY2026	FY2027	FY2028
Grant/Other	WA01	DPS - Water	Amesbury Emergency Interconnection Points	\$250,000	\$0	\$0	\$0	\$0
	WA01 Total			\$250,000	\$0	\$0	\$0	\$0
Grant/Other	WA02	DPS - Water	Indian Hill Raw Water Line	\$0	\$1,000,000	\$0	\$0	\$0
Water-Debt	WA02	DPS - Water	Indian Hill Raw Water Line	\$0	\$45,638	\$888,607	\$888,607	\$888,607
	WA02 Total			\$0	\$1,045,638	\$888,607	\$888,607	\$888,607
Grant/Other	WA03	DPS - Water	Lower Artichoke Reservoir Dam Improvements	\$269,062	\$0	\$1,000,000	\$0	\$0
Water-R/E	WA03	DPS - Water	Lower Artichoke Reservoir Dam Improvements	\$0	\$0	\$47,492	\$522,407	\$522,407
	WA03 Total			\$269,062	\$0	\$1,047,492	\$522,407	\$522,407
CPA-PAYGO	WA04	DPS - Water	Watershed/Public Water Supply Protection	\$0	\$125,000	\$125,000	\$125,000	\$125,000
Grant/Other	WA04	DPS - Water	Watershed/Public Water Supply Protection	\$285,556	\$0	\$0	\$0	\$0
Water-R/E	WA04	DPS - Water	Watershed/Public Water Supply Protection	\$0	\$125,000	\$125,000	\$125,000	\$125,000
	WA04 Total			\$285,556	\$250,000	\$250,000	\$250,000	\$250,000
Water-Debt	WA05	DPS - Water	Water Treatment Plant Evaluation & Upgrades	\$0	\$84,002	\$84,002	\$84,002	\$84,002
	WA05 Total			\$0	\$84,002	\$84,002	\$84,002	\$84,002
	WA06 Total			\$0	\$0	\$0	\$0	\$0
Grant/Other	WA07	DPS - Water	Plum Island Chlorine Booster Station	\$100,000	\$250,000	\$0	\$0	\$0
	WA07 Total			\$100,000	\$250,000	\$0	\$0	\$0
Water-R/E	WA08	DPS - Water	Water Main Replacement	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
	WA08 Total			\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Grant/Other	WA09	DPS - Water	Water Meter Replacement (Water/Sewer)	\$329,432	\$0	\$0	\$0	\$0
Water-Debt	WA09	DPS - Water	Water Meter Replacement (Water/Sewer)	\$0	\$361,131	\$361,131	\$361,131	\$361,131
Sewer-Debt	WA09	DPS - Water	Water Meter Replacement (Water/Sewer)	\$0	\$361,131	\$361,131	\$361,131	\$361,131
	WA09 Total			\$329,432	\$722,263	\$722,263	\$722,263	\$722,263
Grant/Other	WA10	DPS - Water	Lead Service Line Inventory	\$220,000	\$0	\$0	\$0	\$0
	WA10 Total			\$220,000	\$0	\$0	\$0	\$0
Water-R/E	WA11	DPS - Water	One Ton Dump Truck Replacement	\$0	\$40,000	\$40,000	\$40,000	\$0
	WA11 Total			\$0	\$40,000	\$40,000	\$40,000	\$0
GF-Ord Debt	YS01	Youth Services	Youth Services Center	\$0	\$306,046	\$306,046	\$306,046	\$306,046
Grant/Other	YS01	Youth Services	Youth Services Center	\$200,000	\$0	\$0	\$0	\$0
	YS01 Total			\$200,000	\$306,046	\$306,046	\$306,046	\$306,046
	Grand Total			\$20,504,751	\$9,651,035	\$9,093,719	\$9,846,556	\$8,087,420