City of Newburyport

ANNUAL REPORT
2 0 1 3

July 1, 2012 - June 30, 2013

Newburyport's history centers around shipbuilding with the production of Clipper Ships built well into the 1800s The industry gave rise to the city's nickname "The Clipper City."

A MESSAGE FROM MAYOR DONNA D. HOLADAY

Dear Readers,

Our City of Newburyport is magnificent with a beautiful waterfront, Plum Island, state and local parks, historic homes and rich in culture, history and art. It has been an honor and a privilege to serve the people of Newburyport as the 68th Mayor.

It is my pleasure to present to you our Fiscal Year 2013 Annual Report. You will notice a new layout and format this year and we hope you will find the report more accessible and informative.

The year was very productive as we continue to maintain a strong AA Bond rating and financial position while holding spending to less than a one percent increase and generating new revenue streams through Meals Tax and Paid Parking. We have maintained a stable workforce and continued current levels of resident services with a renewed emphasis on customer service, volunteerism and access to information. This was accomplished in part through a major upgrade in technology from IT and phone systems that were severely outdated. We continue to move towards increased online services and payments.

The year has also been very productive with progress on several capital projects including the Wastewater Treatment Facility, Water Treatment Plant and re-opening of the Emma Andrews Library. However, the greatest achievement occurred on June 5, 2012 when the voters of Newburyport overwhelmingly supported the long outstanding need to address our aging schools and build a Community/Senior Center. The MA School Building Authority will reimburse the city approximately 48% for the renovation of Nock-Molin Schools and the development of new pre-k – grade 3 Bresnahan Elementary School. We continue our active engagement with our neighboring communities in working with the state on the Accelerated Bridge Project for the Whittier Bridge replacement and are pleased to announce this bridge will be the fi rst in the State with an alternative path that allows connection of Newburyport, Salisbury and Amesbury Rail Trails. We were also successful in securing state funding from the Small Bottleneck Bill Program for funding for the roundabout at Merrimac and Spofford Streets. Other projects and activities may be viewed by visiting the city website at www.cityofnewburyport.com and accessing my State of the City Address and Planning Office.

Also in FY 2013, the citizens of Newburyport voted to revise the City Charter to include the establishment of a Department of Finance consisting of the offices of the City Auditor, City Treasurer / Collector, Assessor, and Purchasing. The charter revision also included the creation of a Human Resources Department. These changes will enhance administrative functions within city government.

In closing, my administration, in partnership with our City Council, will continue to work collaboratively to address capital needs and prioritize efforts to address more sidewalks and streets. We will continue to work hard for the citizens of our city and to be responsive to their inquiries and needs as we focus on fiscal stability, economic development, green initiatives and cultural tourism.

Sincerely,
Donna D. Holaday, Mayor

A ship launching at Currier Shipyard, producer of 97 Clipper Ships and many other vessels.

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Appendix A, Budget Report
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CITY GOVERNMENT

CITY OFFICIALS

Mayor	Donna D. Holaday
Dir. Policy/Administration	Peter Lombardi
Assessor	Daniel F. Raycroft
Asst. Assessor	Jill Brennan
City Auditor	William Squillace
Asst. Auditor	Barbara Neelon
Human Resources Director	Jenny Lamarre
Building Commissioner	Gary W. Calderwood
City Clerk	Richard B. Jones
Asst. City Clerk & Clerk of Committees	Patricia E. Barker
City Solicitor	Kopelman and Paige
Council on Aging	Roseann Robillard
Fire Chief	Stephen J. Cutter
Deputy Fire Chief	Stephen H. Bradbury
Harbormaster	Paul Hogg
Health Director	Robert Bracey
Recycling and Energy Coordinator	Molly Ettenborough
Animal Control Officer	Tina Boucher/Matthew Lipinski
Housing Authority Director	Christine Cashman
Head Librarian	Cynthia Diminture
City Marshall	Thomas Howard
MIS Director	Mark Kavanagh
Parking Clerk	Richard B. Jones
Planning Director	Andrew Port
Parks Administrator	Lisë Reid
Public Services Director	Anthony Furnari
Deputy Director Public Services	Andrew Lafferty
Superintendent of Schools	Marc Kerble
Asst. Superintendent	Deirdre Farrell
Treasurer and Collector	Julie Languirand
Asst. Treasurer and Collector	Kathleen Chase
Veteran's Service Director	Kevin Hunt
Wiring Inspector	David Zinck
Worker's Compensation Agent	Kathi Leo

MAYORS OF NEWBURYPORT

MAYOR		*Term*
1.	HON. CALEB CUSHING	1851-1852
2.	HON. HENRY JOHNSON	1852-1853
3	HON. MOSES DAVENPORT	1854-1855
4	HON. WILLIAM CUSHING	1856-1858
5	HON. ALBERT CURRIER	1859-1860
6	HON. MOSES DAVENPORT	1861
7	HON. GEORGE W. JACKMAN, JR	1861-1862
8	HON. ISAAC H. BOARDMAN	1863
9	HON. GEORGE W. JACKMAN, JR	1864-1865
10	HON. WILLIAM GRAVES	1866
11	HON. EBEN F. STONE	1867
12	HON. NATHANIEL PIERCE	1868-1869
13	HON ROBERT COUCH	1870-1871
14	HON. ELBRIDGE G. KELLEY	1871-1872
15	HON. WARREN CURRIER	1873-1874
16	HON. BENJAMIN F. ATKINSON	1875-1876
17	HON. GEORGE W. JACKMAN, JR	1877
18	HON. JONATHAN SMITH	1878
19	HON. JOHN JAMES CURRIER	1879-1880
20	HON ROBERT COUCH	1881
21	HON. BENJAMIN HALE	1882
22	HON. WILLIAM A. JOHNSON	1883-1884
23	HON. THOMAS C. SIMPSON	1885
24	HON. CHARLES C. DANE	1886
25	HON. J. OTIS WINCKLEY	1887
26	HON. WILLIAM H HUSE**	1888
27	HON. ALBERT C. TITCOMB	1888-1889
28	HON. ELISHA P. DODGE	1890-1891
29	HON. ORRIN J. GURNEY	1892-1895
30	HON. ANDREW J. CURTIS	1896-1897
31	HON. GEORGE H. PLUMMER	1898
32	HON. THOMAS HUSE	1899-1900
33	HON. MOSES BROWN	1901-1902
34	HON. JAMES F. CARENS	1903-1904

MAYOR		*Term*
35	HON. WILLIAM F. HOUSTON	1905-1906
36	HON. ALBERT F. HUNT	1907
37	HON. IRVIN BESSE	1908
38	HON. ALBERT F. HUNT	1909
39	HON. ROBERT E. BURKE	1910-1912
40	HON. HIRAN H. LANFORD	1913-1914
41	HON. CLARENCE J. FOGG	1915-1916
42	HON. WALTER B. HOPKINSON	1917-1918
43	HON. DAVID P. PAGE	1919-1921
44	HON. MICHAEL CASHMAN	1922-1925
45	HON. OSCAR H. NELSON	1926-1927
46	HON. ANDREW J. GILLIS	1928-1931
47	HON. GAYDEN W. MORRILL	1932-1935
48	HON. ANDREW J. GILLIS	1936-1937
49	HON. JAMES F. CARENS	1938-1941
50	HON. JOHN M. KELLEHER	1942-1949
51	HON. ANDREW J. GILLIS	1950-1953
52	HON. HENRY GRAF, JR.	1954-1957
53	HON. ANDREW J. GILLIS	1958-1959
54	HON. ALBERT H. ZABRISKIE	1960-1963
55	HON. GEORGE H. LAWLER, JR	1964-1967
56	HON. BYRON J. MATTHEWS	1968-1977
57	HON. RICHARD E. SULLIVAN	1978-1985
58	HON. PETER J. MATTHEWS	1986-1987
59	HON. EDWARD G. MOLIN	1988-1989
60	HON. PETER J. MATTHEWS	1990-1993
61	HON LISA L. MEAD	1994-1997
62	HON. CHRISTOPHER R. SULLIVAN	1997
63	HON. MARY M. CARRIER	1998-1999
64	HON LISA L. MEAD	2000-2001
65	HON. ALAN P. LAVENDER	2002-2003
66	HON. MARY ANNE CLANCY	2004-2005
67	HON. JOHN F. MOAK	2006-2009
68	HON. DONNA D. HOLADAY	2010-2013

MAYOR
Honorable Donna D. Holaday
Term – Two Years

CITY COUNCIL PRESIDENT
Thomas F. O'Brien

COUNCILLORS-AT-LARGE
Term – Two Years
Edward C. Cameron
Barry N. Connell
Ari B. Herzog
Kathleen O'Connor Ives
Richard E. Sullivan, Jr.

WARD ONE
Allison Heartquist

WARD TWO
Gregory D. Earls

WARD THREE
Robert J. Cronin

WARD FOUR
Thomas E. Jones

WARD FIVE
Brian P. Derrivan

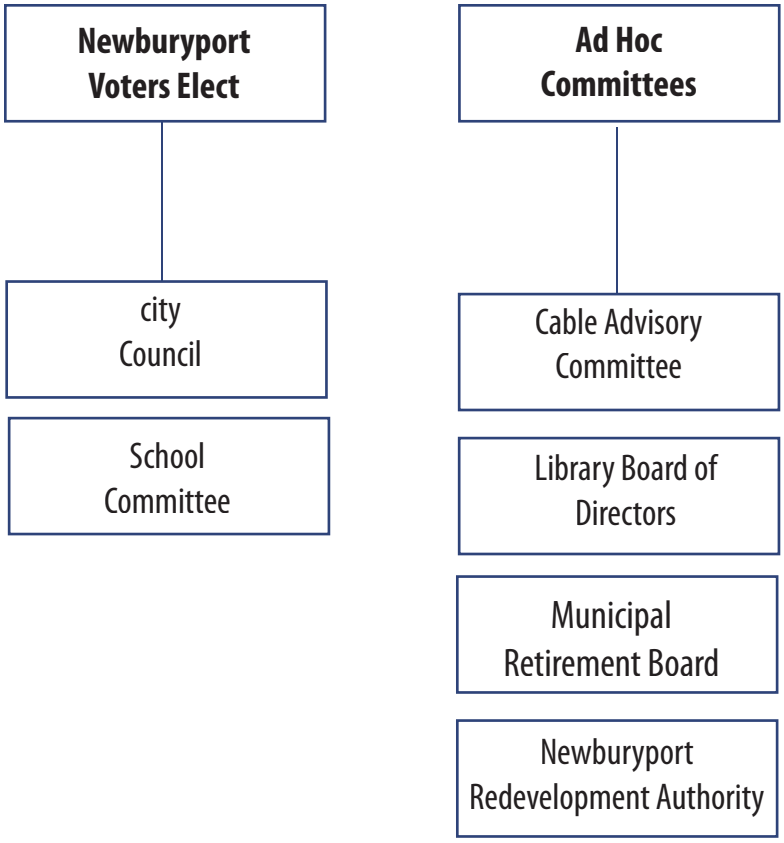
WARD SIX
Thomas F. O'Brien

CITY CLERK
Richard B. Jones

BOARDS & COMMITTEES

Mayor & city Council Appoint

Atkinson Common Commission	Parks Commission	Bartlet Mall Commission
Moseley Woods Commission	Street Tree Committee	Planning Board
Open Space Committee	Community Preservation Act Committee	Conservation Commission
Newburyport Housing Authority	Local Historic District Study Committee	Affordable Housing Trust
Fruit St. Local Historic District Study Committee	Historical Commission	Diversity & Tolerance Commission
Commission on Disability	Cultural Council	Zoning Board of Appeals
Council on Aging	Newburyport Youth Commission	Andrews Library Community Center Committee
Trust Fund Commission	Waterfront Trust	Harbor Commission
Licensing Board	Constables for city Business	Board of Registrars
Board of Health	Board of Sewer Commission	Board of Water Commission



For a complete listing of city boards and committees please see Appendix B

CITY CLERK

MISSION

The mission of the City Clerk's office is to provide quality administrative support to the City Council; conduct municipal elections with the highest integrity; administer the paid parking meters and data collection system, ticket and related appeal process and provide professional customer service to the citizens of Newburyport through accurate, timely and courteous service.

The Office of the City Clerk is the official record keeper of the City of Newburyport. The clerk's office issues, records, maintains, and ensures the safekeeping and preservation of City Council actions, City Council minutes, vital records (birth, death & marriage) by and through the new vitals web application, marriage licenses, business licenses, contracts, and other official city documents.

The clerk's office also issues dog licenses, administers elections, registers voters, prepares and distributes City Council agendas, the drafting ordinances and orders, researches General Laws on various Council related issues, researches the Code of Ordinances and passed orders for city matters, manages committee memberships and appointments, and provides notary public services.

The department is also responsible for managing the parking program which includes the management of twelve pay and display meters, six enforcement officers, the data collection as it relates to the ticket writing for parking violations and meter revenue, enforcing parking ordinances, coordinating overall parking issues with the parking officers, handling ticket appeals, hearings and disposition.

Additionally, the clerk acts as the facility manager for the Passport Acceptance Facility.

City Clerk Programs & Services

City Clerk
- Prepare Council Agenda
- Draft any orders or ordinances requested
- Draft and prepare minutes
- Assist at Council Mtgs

Passport Facility
- Manage the issuance of new passports
- Photographs applicants

Records Management
- Maintain vitals: birth, death and marriage
- Prepare annual list of residents
- Maintain the code of ordinances
- Provide genealogical research
- Provide notarial services
- Serve as State Ethics Commission liaison and Training Officer
- Issue DBA certificates
- Maintain databases associated with records

Elections & Voter Registration
- Serve on Board of Registrars
- Maintain voter registration
- Manage all elections
- Conduct annual census
- Certify nomination papers
- Coordinate 5 polling places

Dog Licensing
- Issue annual dog and kennel licenses
- Maintain dog database

Parking Management
- Maintain 12 pay and display kiosks
- Collect and deposit kiosks monies
- Manage seven enforcement officers
- Coordinate the data collection, ticket payment, and payments systems
- Handle ticket appeals and hearings
- Issue parking permits
- Prepare quarterly reports on income and expenses for Parking Advisory Committee

FY '13ACCOMPLISHMENTS

Parking

- Continued to manage/maintain the new Kiosks for the Paid Parking Program
- Managed the new ticket and collection system through the new vendor – Complus Data
- Continued to train and manage the six new parking enforcement officers
- Continued to manage the collection of the monies from the kiosks. Implemented and man-aged the flow of monies and accounting of the same for the entire paid parking program
- Refined the permit program from a one year to two year permit

Elections

- Finished the renovation and then used the alternate polling place for Ward 1P - The boat-house (Coast Guard Auxiliary Building)
- Administered the September and November elec-tions as well as the April and June special elections, in accordance with statutory requirements; provided information to candidates and the public regarding election requirements and procedures

Passports

- As facility manager for the Passport Acceptance Fa-cility, continued the Newburyport Pass-port Agency in conjunction with the Assessor's office. Demand continues to be strong for passports because of the personal service, no appointment necessary policy, and the ability to take passport photos. The City re-coups over $25,000 annually in fees associated with the provision of this service, and anticipates bringing in almost $30,000 by the close of FY13

Clerk's Office

- Started and continued the work of indexing and updating vital records; implementing the new state system for vitals
- Completed the work of archivist group including the indexing of historical records from all city hall vaults
- Initiated scanning of old city hall files including Council meeting records, orders, ordinanc-es and minutes with the intent that the same will be keyword searchable
- In addition to the process for the issuance and acknowledgements of the Conflict of Inter-est law (in conjunction with the School Department), now noticing and collecting the re-sults of the new Online Ethics test for Municipal Employees available as of December 10, 2012. Maintaining the associated database created and continuously updated

REPORT OF THE CITY CLERK Vital Statistics
July 1, 2011 June 30, 2012

BIRTHS	MALES	FEMALES
Births Recorded	375	341
Births in Newburyport, parents residing in City	46	39
Births in Newburyport, parents residing elsewhere	292	269
Births outside Newburyport, parents residing in City	37	33

DEATHS	MALES	FEMALES
Deaths Recorded	123	149
Residents of Newburyport died in City	38	68
Non-residents died in Newburyport	62	63
Residents of Newburyport died elsewhere	23	18

MARRIAGES	FEMALES	MALES
Marriage Licenses Issued		172

Richard Jones
CITY CLERK

CITY COUNCIL

The current City Council consists of 11 members; 5 elected at-large and 6 elected by ward. Councilors are elected for two-year terms. The Council appoints a city clerk and confirms department heads as well as board and commission appointments made by the Mayor. The City Council holds the powers of municipal legislative bodies in Massachusetts.

City Council typically meets on the second and fourth Mondays of each month.

COMMITTEE ASSIGNMENTS FOR 2013

Budget & Finance
- Edward C. Cameron, Chair
- Robert J. Cronin
- Ari B. Herzog

General Government
- Thomas O'Brien
- Richard E. Sullivan, Jr.
- Donna D. Holaday

Joint Education
- Allison Heartquist, Chair
- Gregory D. Earls
- Richard E. Sullivan, Jr.

License & Permits
- Gregory D. Earls, Chair
- Barry N. Connell
- New Councillor

Rules Committee
- Robert J. Cronin, Chair
- Thomas E. Jones
- Thomas F. O'Brien

Planning & Development
- Thomas Jones, Chair
- Barry N. Connell
- Brian P. Derrivan

Public Safety
- Robert J. Cronin, Chair
- Brian P. Derrivan
- Richard E. Sullivan, Jr.

Public Utilities
- Ari B. Herzog, Chair
- New Councillor
- Richard E. Sullivan, Jr.

Neighborhoods & City Services
- Barry N. Connell, Chair
- Edward C. Cameron
- Allison Heartquist

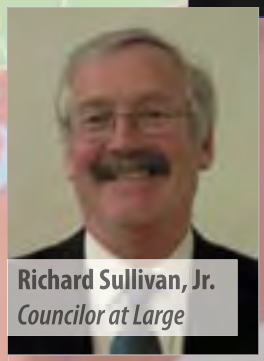
COUNCILLORS-AT-LARGE

Ed Cameron
Councilor at Large

Barry Connell
Councilor at Large

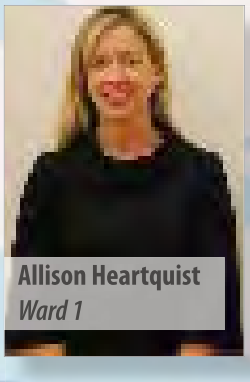
Ari Herzog
Councilor at Large

Steve Hutcheson
Councilor at Large

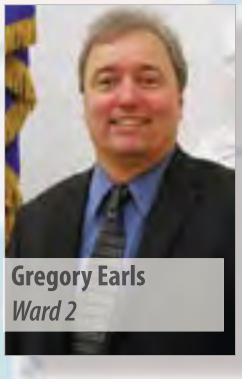


Richard Sullivan, Jr.
Councilor at Large

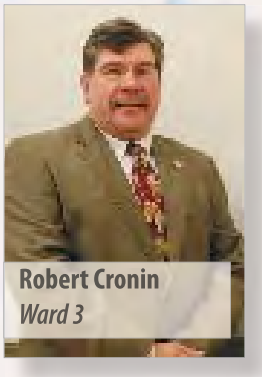
WARD COUNCILLORS



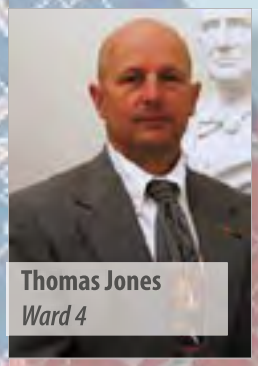
Allison Heartquist
Ward 1



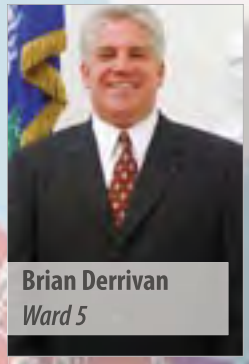
Gregory Earls
Ward 2



Robert Cronin
Ward 3

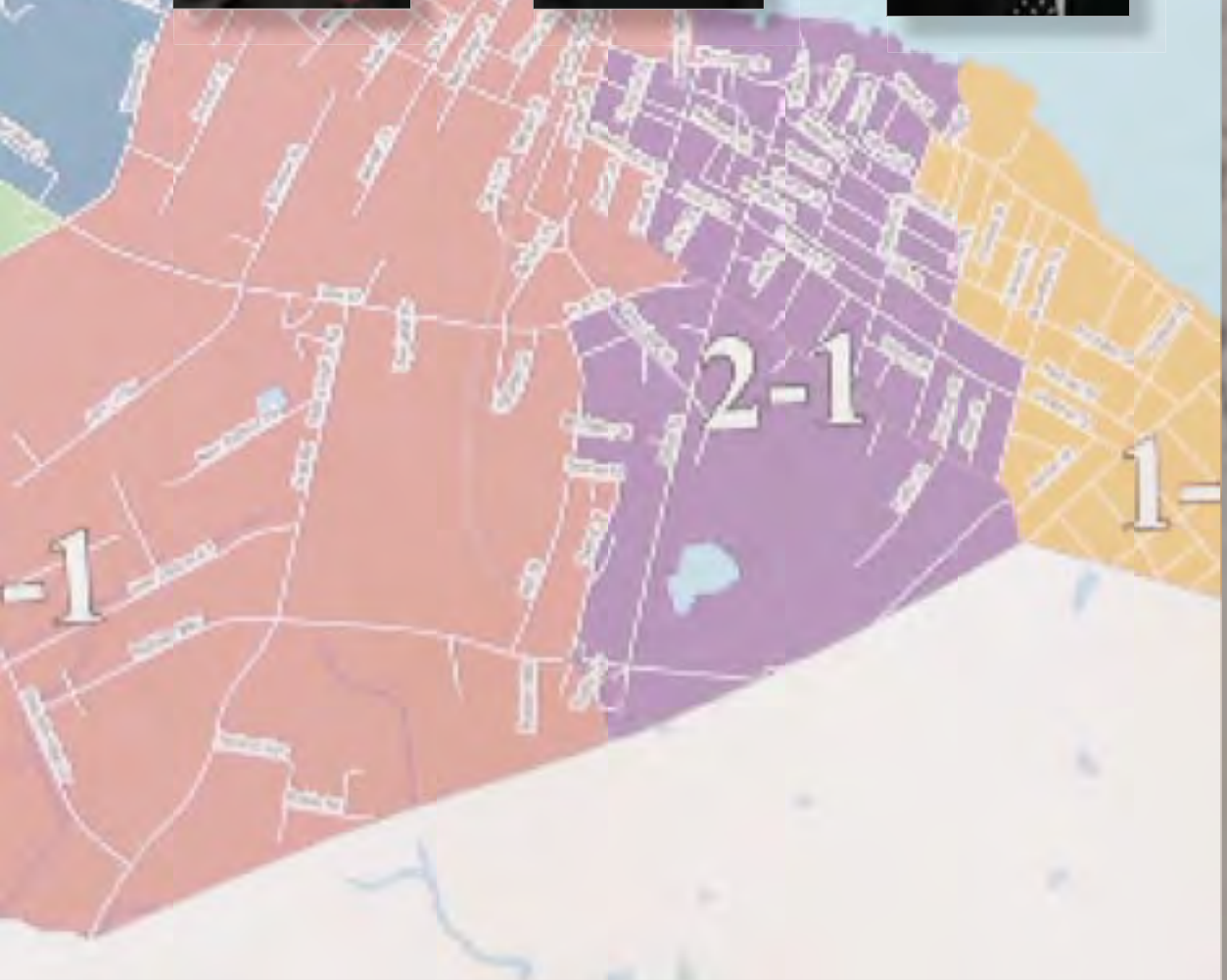


Thomas Jones
Ward 4



Brian Derrivan
Ward 5

Thomas F. O'Brien
Council President, Ward 6



COUNCIL PRESIDENT
Thomas F. O'Brien

COUNCILLORS-AT-LARGE
Term – Two Years
Edward C. Cameron
Barry N. Connell
Ari B. Herzog
Steve Hutcheson
Richard E. Sullivan, Jr.

WARD ONE
Allison Heartquist

WARD TWO
Gregory D. Earls

WARD THREE
Robert J. Cronin

WARD FOUR
Thomas E. Jones

WARD FIVE
Brian P. Derrivan

WARD SIX
Thomas F. O'Brien

ELECTIONS

State Primary Election, Sept. 6, 2012

Newburyport, Massachusetts

Democratic Party	Ward 1p	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Total
Sen in Congress								
Blanks	10	43	46	49	50	41	38	277
Elizabeth A. Warren	53	324	403	323	312	177	202	1794
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**63**	**367**	**449**	**372**	**362**	**218**	**240**	**2071**
Rep. in Congress								
Blanks	10	68	73	81	60	58	52	402
John F. Tierney	53	299	376	291	302	160	188	1669
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**63**	**367**	**449**	**372**	**362**	**218**	**240**	**2071**
Councillor								
Blanks	23	146	156	127	124	71	83	730
Donald Bumiller	10	29	40	43	56	36	38	252
Eileen R. Duff	23	138	197	133	130	80	74	775
David W. Eppley	5	35	41	53	38	17	30	219
George T. O'Brine	2	19	15	16	14	14	15	95
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**63**	**367**	**449**	**372**	**362**	**218**	**240**	**2071**
Senator in Gen Court								
Blanks	2	4	7	4	5	8	3	33
Timothy J. Coco	7	48	27	34	39	28	29	212
Kathleen A. O'Connor Ives	51	296	391	309	293	167	194	1701
William M. Manzi, III	3	19	24	25	25	15	14	125
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**63**	**367**	**449**	**372**	**362**	**218**	**240**	**2071**

Sept. 6, 2012

Newburyport, Massachusetts

Democrat Party cont.		Ward 1P	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Total
Rep. in General court									
Blanks		9	45	55	50	38	36	36	269
Michael A. Costello		54	322	394	322	324	182	204	1802
Write-ins		0	0	0	0	0	0	0	0
TOTAL	**63**	**367**	**449**	**372**	**362**	**218**	**240**		**2071**
Clerk of Courts									
Blanks		21	119	142	116	115	68	68	649
Thomas H. Driscoll, Jr.		42	248	307	256	247	150	172	1422
Write-ins		0	0	0	0	0	0	0	0
TOTAL	**63**	**367**	**449**	**372**	**362**	**218**	**240**		**2071**
Register of Deeds									
Blanks		20	118	138	112	107	66	63	624
John L. O'Brien, Jr.		43	249	311	260	255	152	177	1447
Write-ins		0	0	0	0	0	0	0	0
TOTAL		**63**	**367**	**449**	**372**	**362**	**218**	**240**	**2071**

Official Totals

Office/Candidates	Ward 1P	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	TOTAL
PRESIDENT/VICE PRES.								
Blanks	0	6	4	8	10	6	4	38
Johnson & Gray	1	18	15	17	20	24	8	103
Obama and Biden	270	970	1300	1187	1222	854	991	6794
Romney and Ryan	191	462	499	611	744	767	789	4063
Stein and Honkala	4	14	11	10	11	8	7	65
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**
SENATOR IN CONGRESS								
Blanks	1	13	9	12	9	19	12	75
Scott P. Brown	239	617	658	793	947	966	969	5189
Elizabeth A. Warren	226	840	1162	1028	1051	674	818	5799
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**
REPRESENTATIVE IN CONGRESS								
Blanks	12	50	70	64	62	79	69	406
John F Tierney	241	827	1139	1012	1025	700	806	5750
Richard R. Tisei	199	521	547	673	838	809	843	4430
Daniel Fishman	14	72	73	84	82	71	81	477
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**
COUNCILLOR								
Blanks	54	244	253	291	306	287	271	1706
Maura L.P. Ciardiello	169	401	446	528	671	657	718	3590
Eileen R. Duff	243	825	1130	1014	1030	715	810	5767
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**

State Election- November 6, 2012

Newburyport, Massachusetts

SENATOR IN GENERAL COURT

	Ward 1P	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	TOTAL
Blanks	33	84	89	121	91	127	124	669
Kathleen O'Connor Ives	274	1027	1340	1256	1303	978	1086	7264
Shaun P. Toohey	123	279	278	323	436	419	434	2292
James M. Kelcourse	12	26	57	62	91	63	66	377
Paul A. Magliocchetti	24	54	65	71	86	72	89	461
Write-ins	0	0	0	0	0	0	0	0
TOTAL 466	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**	

REPRESENTATIVE IN GENERAL COURT

Blanks	112	325	338	400	460	409	441	2485
Michael A. Costello	354	1145	1491	1433	1547	1250	1358	8578
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**

CLERK OF COURTS

Blanks	148	468	502	586	676	571	613	3564
Thomas H. Driscoll, Jr.	318	1002	1327	1247	1331	1088	1186	7499
Write-ins	0	0	0	0	0	0	0	0
TOTAL	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**

REGISTER OF DEEDS

Blanks	148	462	511	578	664	561	598	3522
John L. O'Brien, Jr.	318	1008	1318	1255	1343	1098	1201	7541
Write-ins	0	0	0	0	0	0	0	0
TOTAL	***466***	***1470***	***1829***	***1833***	***2007***	***1659***	***1799***	***11063***

Question #1

Blanks	42	158	187	212	176	189	218	1182
Yes	390	1176	1471	1466	1649	1295	1403	8850
No	34	136	171	155	182	175	178	1031
Total	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**

State Election- Nov. 6, 2012

	Ward 1P	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	TOTAL
Question #2								
Blanks	10	54	71	73	61	70	68	407
Yes	281	938	1176	1080	1147	851	917	6390
No	175	478	582	680	799	738	814	4266
Total	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**
Question #3								
Blanks	13	60	72	87	82	83	97	494
Yes	331	1059	1377	1260	1369	1019	1081	7496
No	122	351	380	486	556	557	621	3073
Total	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**
Question #4								
Blanks	82	239	259	339	327	354	370	1970
Yes	308	1021	1332	1220	1336	992	1128	7337
No	76	210	238	274	344	313	301	1756
Total	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**
Question #5								
Blanks	76	229	272	331	316	323	339	1886
Yes	282	944	1241	1115	1196	929	1023	6730
No	108	297	316	387	495	407	437	2447
Total	**466**	**1470**	**1829**	**1833**	**2007**	**1659**	**1799**	**11063**

State Primary Election, April 30, 2013

Newburyport, Massachusetts

Candidate	**Ward 1P**	**Ward 1**	**Ward 2**	**Ward 3**	**Ward 4**	**Ward 5**	**Ward 6**	**TOTAL**
DEMOCRATIC PARTY								
Senator in Congress								
Blanks	0	0	1	0	1	0	0	2
Lynch	29	61	50	66	65	73	90	434
Markey	67	274	379	301	276	134	164	1,595
Write-ins	0	0	0	0	0	0	0	0
TOTALS	**96**	**335**	**430**	**367**	**342**	**207**	**254**	**2031**

Candidate	**Ward 1P**	**Ward 1**	**Ward 2**	**Ward 3**	**Ward 4**	**Ward 5**	**Ward 6**	**TOTAL**
REPUBLICAN PARTY								
Senator in Congress								
Blanks	0	0	0	0	0	0	2	2
Gomez	19	63	60	56	70	63	77	408
Sullivan	20	20	21	27	48	43	30	209
Winslow	5	10	14	14	25	18	18	104
Write-ins	0	0	0	0	0	0	0	0
TOTALS	**44**	**93**	**95**	**97**	**143**	**124**	**127**	**723**

Candidate	**Ward 1P**	**Ward 1**	**Ward 2**	**Ward 3**	**Ward 4**	**Ward 5**	**Ward 6**	**TOTAL**	
Senator in Congress									
Blanks	0	2	2	2	2	1	0	9	
Gabriel E. Gomez	100	259	224	308	367	319	364	1,941	Republican
Edward J. Markey	107	436	559	512	521	268	376	2,779	Democratic
Richard A. Heos	0	2	2	3	3	5	2	17	Twelve Visions
Write-ins	0	0	0	0	0	0	0	0	
TOTALS	**207**	**699**	**787**	**825**	**893**	**593**	**742**	**4,746**	

ASSESSOR

MISSION

The mission of the Assessors Department is to provide fair and equitable property assess-ments to the taxpay-ers of the City of Newburyport to ensure that each and every taxpayer is shouldering his or her fair share of the City's total tax burden.

FY 2013 ACCOMPLISHMENTS

- Successfully completed Interim Year Adjustments to Values as mandated by the Depart-ment of Revenue
- Successfully added Vision property data to MIMAP application
- Successfully added electronic scanning capabilities to department functions

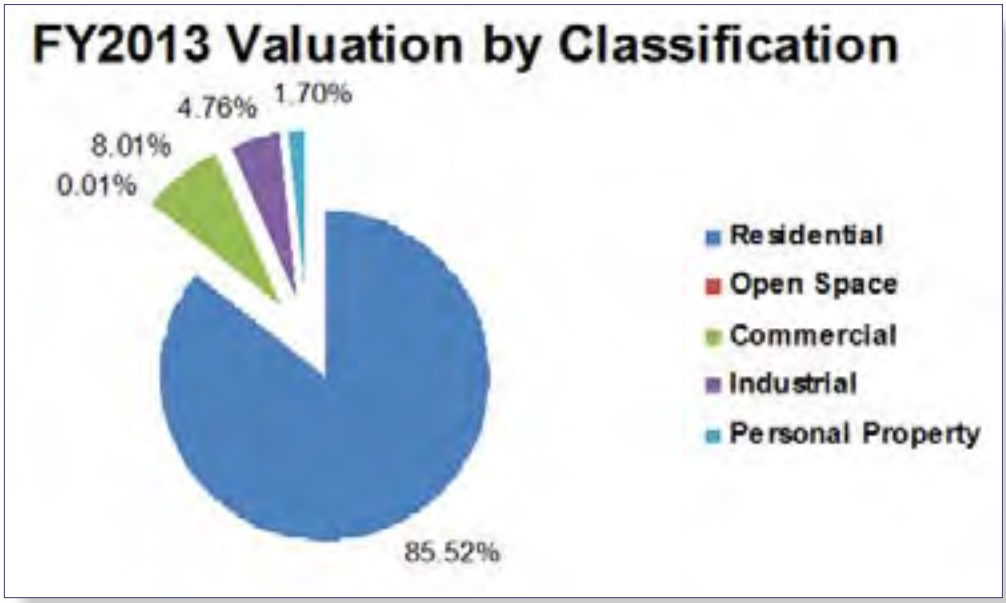
Assessor Programs & Services

- Computer user support & training
- Local Area Network
- I-Net Wide Area Net-work (WAN) mainte-nance
- Hardware & software maintenance
- General Ledger Accounting software maintenance
- Custom software design for departments
- E-mail and Internet support
- City Website coordina-tion & support
- PDA support
- Manage & support Public Safety

- Manage City-wide communication infrastructure
- Provide communica-tions support services to city departments

PROPERTY TAXES

Data	FY2009	FY2010	FY2011	FY2012	FY2013
Residential	2,982,381,107	2,868,495,595	2,874,944,363	2,806,857,334	2,783,697,944
Open Space	335,400	335,400	227,300	219,600	211,500
Commercial	270,908,893	277,150,605	266,129,137	263,399,466	260,663,356
Industrial	169,211,900	165,911,200	160,478,500	159,790,800	154,911,100
Personal Property	54,611,381	57,798,685	59,885,868	59,342,359	55,355,972
Total Valuation	3,477,448,681	3,369,691,485	3,361,665,168	3,289,609,559	3,254,839,872
Residential Tax Rate					
(per thousand)	$10.93	$11.66	$12.07	$12.80	$13.32
Avg Single Family Home Value	$468,605	$451,108	$456,553	$445,226	$438,272
Avg Residential Tax Bill	$5,122	$5,260	$5,511	$5,699	$5,838



TOP TEN TAXPAYERS NAME	NATURE OF BUSINESS	FISCAL 2013 ASSESSED VALUATION	% OF TOTAL ASSESSED VALUATION
Newburyport Manager LLC	Real Estate	39,150,300	1.20%
National Grid (Mass. Electric Co.)	Utility/Real Estate	20,024,981	0.62%
Hall & Moskow	Real Estate	19,204,900	0.59%
Port Plaza Realty	Real Estate	12,707,300	0.39%
HJ Heinz Company LP	PP/Real Estate	11,006,352	0.34%
FRCA of Newburyport LLC	Real Estate	10,304,700	0.32%
Verizon	Utility/Real Estate	8,992,400	0.28%
Demoulas Super Markets Inc	Real Estate	8,668,800	0.27%
National Grid (Essex Gas Co.)	Utility	8,579,819	0.26%
James Mill Company	Real Estate	7,610,500	0.23%
	TOTALS	**146,250,052**	**4.49%**

Daniel Raycroft
ASSESSOR

AUDITOR

William Squillace
DIRECTOR OF FINANCE

MISSION

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

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

FY 2013 ACCOMPLISHMENTS

- The City of Newburyport maintained a "AA" bond rating throughout FY 2013. This rating was reaffirmed in January 2013 which reflects confidence in the financial management of the City and in the City's ability to maintain sound fiscal health and stability during challeng-ing economic times when bond ratings for some Massachusetts communities have dropped due in part to diminishing reserve funds. In addition, the short-term borrowing rating for BANS (Bond Anticipation Notes) was increased in preparation of BANS that were issued in January 2013.
- Successfully worked with members of the City's financial team and other City officials to coordinate, prepare, and submit, in a timely and accurate manner, a variety of financial re-ports and information required by city officials, outside auditors, government entities, and various financial institutions, including: the Tax Rate Recapitulation Report, Enterprise Fund Reports, Schedule "A", budget transfers, Community Preservation Reports, Mid-Year and Year-End Report of Budget Expenditures and Revenues, Free Cash Certification Report, the annual audit of city financial statements, and updating the city's official statement in preparation for issuing bonds.
- Continued to coordinate the MIIA Rewards Program that resulted in a cost savings of over $30,000 to the City for participation in seminars designed to help lower insurance risks and losses. In addition, the cost of City insurance was maintained at FY 2012 levels due to initiatives that lowered premiums.
- Completed eight staff development and training programs offered by the Massachusetts Interlocal Insurance Association (MIIA), the Massachusetts Municipal Association (MMA), the Massachusetts Department of Revenue (DOR), and the Eastern Massachusetts Munici-pal Accountants and Auditors Association (EMMAAA). These opportunities increased knowledge relative to changes in accounting and finance laws and government regulations.
- Processed an estimated 28,000 payments to vendors and individuals doing business with the City and school departments. Managing this process includes review, approval, and ad-ministering contracts, invoices, warrants, payrolls, and tax forms.
- The annual audit of the City's financial statements, carried out by the outside CPA firm of Melansen Health & Co. PC., indicated that the city's financial statements and position were presented fairly in all material aspects and in compliance with GASB and GAAP.

Auditor Programs & Services

Accounting & Financial Management

- Maintenance of electronic accounting records
- Processing accounts paya-ble and receivable
- Administering the city insurance program includ-ing: property, casualty, worker's compensation, police and fire injured-on-duty, unemployment
- Working with City Treas-urer's Office to reconcile and monitor cash receipts
- Reviewing city contracts and leases to ensure that adequate funding is availa-ble

Financial Reporting & Analysis

- Preparing budget infor-mation and budget trans-fers
- Preparing budget revenue estimates and tracking expenditures and collec-tions
- Reviewing city contracts and leases to ensure that adequate funding is availa-ble
- Preparing mandatory city, state, and federal reports covering a wide range of financial activities
- Conducting internal audits of city departments to ensure laws and policies are being followed

BUDGET REPORT Please see Appendix A.

The Newburyport Retirement System is funded through members' deductions, investments and annual appropriations from the City of Newburyport. Pension Funds are invested with the Public Retirement Investment Trust or PRIT, a state run agency that pools pension contri-butions 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 Hous-ing Authority, Harbormaster Office, DPS Water Division, DPS Sewer Division, School work-ers (non-teaching personnel), and City employees. A portion of the unfunded liability is also a factor in determining the annual assessment.

The net asset value for Newburyport was $52,220,592 as of December 31, 2012. The New-buryport Retirement Board adopted a new funding schedule on January 30, 2013, which ex-tends the funding schedule to 2039. This reduces the annual increase in the assessment and spreads out the liability over a longer period of time. The total FY 2014 assessment for the Newburyport Retirement Board, and all of its units, is $4,064,210. The City and schools' share of that assessment is $3,417,099, which represents a year-over-year increase of $60,866, or 1.8%.

Membership as of 12/31/2012

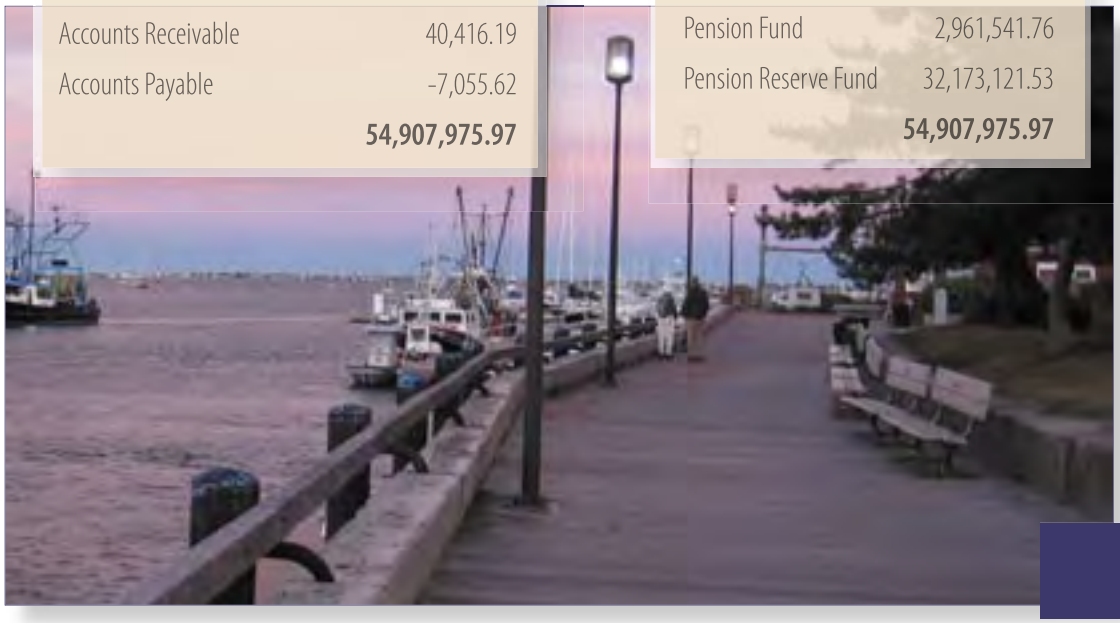
Active	396
Inactive	143
Pensioners	220
Deaths	8
Withdrawals	24
Retirements	11

Assets

Cash	1,903,985.82
Pension Reserve Investment Trust	52,220,592.04
Prit Cash	750,037.54
Accounts Receivable	40,416.19
Accounts Payable	-7,055.62
	54,907,975.97

Liabilities

Annuity Savings Fund	15,374,756.79
Annuity Reserve Fund	4,384,222.03
Military Service Fund	14,333.86
Pension Fund	2,961,541.76
Pension Reserve Fund	32,173,121.53
	54,907,975.97



BOARD MEMBERS

Paula Fowler, Elected Member
Alexander Kravchuk, Board Appointee
Attorney Vincent Malgeri, Chairman
Joseph Spaulding, Elected
William Squillace, City Auditor

RETIREMENT

Laurie Burton
EXECUTIVE DIRECTOR

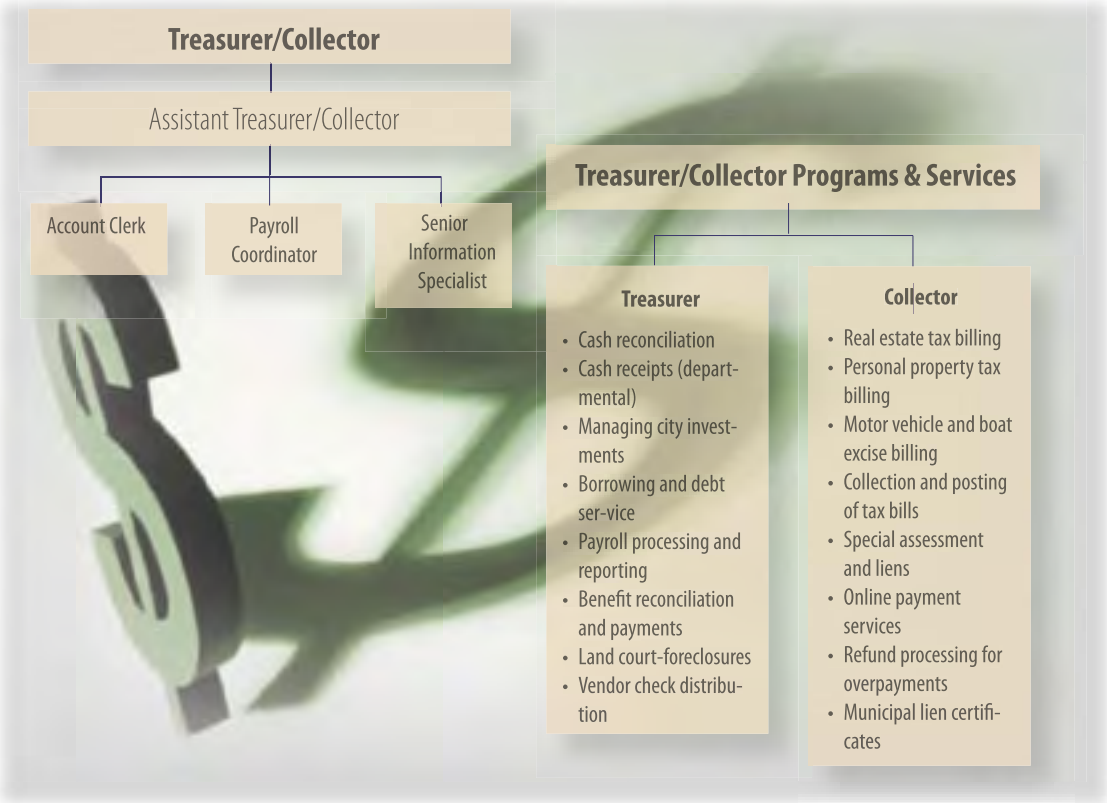
TREASURER

MISSION STATEMENT

The mission of the Newburyport Treasurer/Collectors office, as defined by State statute, is to collect all revenues due to 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. Further, it is our goal to be knowledgeable in our field and continue to provide quality customer service to the taxpayers that we interact with on a daily basis.

FY 2013 Accomplishments

- Launched new cash management system to work in conjunction with Auditor's Office and enhance reporting and reconciling procedures.
- Positioned Treasurer's Office to take every opportunity to refinance City's long-term debt along with new borrowing, resulting in savings in excess of $600,000 over the life of the loans, while striving to maintain the City's strong financial position.
- Positioned Treasurer's Office to take every opportunity to refinance City's long-term debt along with new borrowing, resulting in savings in excess of $600,000 over the life of the loans, while striving to maintain the City's strong financial position.
- Implemented Procurement Card program to streamline the process associated with pur-chasing specific items, allowing departments the benefit of having the ability of purchasing online and at point of sale.
- Encouraged cross-training of staff members, concentrating on customer service, knowledge and understanding of duties, and improvement of inter-office communication.



TREASURER'S ANNUAL TRUST FUND REPORT FY13 *July 1, 2012 - June 30, 2013*

EMMA ANDREWS	COMMONWEALTH FINANCIAL	081-30101	$1,000.00	8201-49900	$57.08	SO END READING ROOM
MARGARET ATWOOD	COMMONWEALTH FINANCIAL	081-30301	$11,000.00	8251-49900	$627.93	POOR & RELIGIOUS
BALCH FUND	COMMONWEALTH FINANCIAL	081-30202	$10,000.00	8244-49900	$570.86	BARTLETT MALL
J.M. BRADBURY	COMMONWEALTH FINANCIAL	081-30102	$1,000.00	8202-49900	$57.08	GENERAL USE OF LIBRARY
C.W. BRADSTREET	COMMONWEALTH FINANCIAL	081-30103	$1,000.00	8203-49900	$57.08	GENERAL USE OF LIBRARY
JOHN BROMFIELD	COMMONWEALTH FINANCIAL	081-30203	$98,835.35	8245-49900	$5,642.03	SIDEWALK & TREES
MOSES BROWN	COMMONWEALTH FINANCIAL	081-30361	$15,000.00	8257-49900	$856.26	SCHOOLS
W.O. COFFIN	COMMONWEALTH FINANCIAL	081-30104	$10,000.00	8204-49900	$570.86	BOOKS FOR LIBRARY
LUCY B. COLBY	COMMONWEALTH FINANCIAL	081-30105	$700.00	8205-49900	$39.96	REPLACEMENT OF OLD BOOKS
CHARLOTTE COLE	COMMONWEALTH FINANCIAL	081-30106	$2,000.00	8206-49900	$114.17	SUPT. OF READING ROOM
JOHN J. CURRIER	COMMONWEALTH FINANCIAL	081-30107	$1,000.00	8207-49900	$57.08	NBPT. & NBY BOOKS

JOHN N. CUSHING	COMMONWEALTH FINANCIAL	081-30109	$1,000.00	8210-49900	$57.08	PUBLIC LIBRARY PURCHASE
CALEB CUSHING	COMMONWEALTH FINANCIAL	081-30110	$1,000.00	8209-49900	$57.08	BOOKS FOR NHS SENIOR
A.E. CUTTER	COMMONWEALTH FINANCIAL	081-30108	$4,000.00	8208-10400	$228.35	GENERAL USE OF LIBRARY
A.G. CUTTER	COMMONWEALTH FINANCIAL	081-30204	$54,125.10	8246-49900	$3,089.74	BEAUTIFYING CITY
ANNIE D. DAVIS	COMMONWEALTH FINANCIAL	081-30302	$1,000.00	8252-49900	$57.08	AGED LADIES
TIMOTHY DEXTER	COMMONWEALTH FINANCIAL	081-30303	$2,137.50	8253-49900	$122.01	POOR
NATHAN D. DODGE	COMMONWEALTH FINANCIAL	081-30111	$1,020.00	8211-49900	$58.25	BOOKS FOR LIBRARY
W.H.P. DODGE	COMMONWEALTH FINANCIAL	081-30112	$2,645.00	8212-49900	$150.99	BOOKS & PAPERS FOR LIB
SUSAN DONNELL	COMMONWEALTH FINANCIAL	081-30113	$3,000.00	8213-49900	$171.25	GENERAL USE OF LIBRARY
L.M. FOLLANSBEE	COMMONWEALTH FINANCIAL	081-30305	$3,706.25	8255-49900	$211.59	POOR
DANIEL FOSTER	COMMONWEALTH FINANCIAL	081-30114	$250.00	8214-49900	$14.27	BOOKS FOR LIBRARY
J.A. FROTHINGHAM	COMMONWEALTH FINANCIAL	081-30115	$1,000.00	8215-49900	$57.08	BOOKS FOR LIBRARY
A.M. GORWAIZ	COMMONWEALTH FINANCIAL	081-30252	$100.00	8249-49900	$5.73	ATKINSON COMMON
SARAH GREEN	COMMONWEALTH FINANCIAL	081-30116	$2,000.00	8216-49900	$114.17	BOOKS FOR LIBRARY
GEORGE HASKELL	COMMONWEALTH FINANCIAL	081-30118	$1,072.50	8218-49900	$61.24	BOOKS FOR LIBRARY
LAURENCE HAYWARD	COMMONWEALTH FINANCIAL	081-30120	$5,000.00	8220-49900	$285.44	CHRISTMAS GIFTS LIB. EMPL.
CHARLES HALL	COMMONWEALTH FINANCIAL	081-30117	$500.00	8217-49900	$28.55	LIBRARY TRAVEL
DR.THOMAS HEALEY	COMMONWEALTH FINANCIAL	081-30119	$1,000.00	8219-49900	$57.08	MEDICAL BOOKS
HIGHLAND CEMETARY	COMMONWEALTH FINANCIAL	081-30406	$16,333.46	8256-49900	$932.41	CEMETARY
WILLIAM HORTON	COMMONWEALTH FINANCIAL	081-30304	$28,520.00	8254-49000	$1,628.06	AGED & NEEDY OF NBPT
EDITH KENDALL	COMMONWEALTH FINANCIAL	081-30364	$5,000.00	8260-49900	$285.44	SCHOOL-SCIENCE
EDITH KENDALL	COMMONWEALTH FINANCIAL	081-30365	$5,000.00	8261-49900	$285.44	SCHOOL-MEDICAL
CHARLES KNIGHT	COMMONWEALTH FINANCIAL	081-30253	$400.00	8250-49900	$22.83	ATKINSON COMMON
S.W. MARSTON	COMMONWEALTH FINANCIAL	081-30122	$5,000.00	8222-49900	$285.44	GENERAL USE OF LIBRARY
PAUL A. MERRILL	COMMONWEALTH FINANCIAL	081-30362	$1,000.00	8258-49900	$57.08	SCHOOL PRIZE
GRACE C. MOODY	COMMONWEALTH FINANCIAL	081-30123	$1,000.00	8223-49900	$57.08	PUBLIC LIBRARY
E.S. MOSELEY	COMMONWEALTH FINANCIAL	081-30124	$5,000.00	8224-49900	$285.44	GENERAL USE OF LIBRARY
W.O. MOSELEY	COMMONWEALTH FINANCIAL	081-30125	$10,166.93	8225-49900	$580.38	GENERAL USE OF LIBRARY
ALICE MOULTON	COMMONWEALTH FINANCIAL	081-30126	$1,858.26	8226-49900	$106.07	AS TREAS.OF LIB.DIRECTS
MUNICIPAL INS FND *	COMMONWEALTH FINANCIAL	081-30201	$1,770.98		$101.08	REPLACE LOSS BY FIRE*
MUNCIPAL BLDGS	COMMONWEALTH FINANCIAL	081-30403	$5,400.00	8243-49900	$308.25	
HARLAN NOYES	COMMONWEALTH FINANCIAL	081-30127	$250.00	8227-49900	$14.27	LIBRARY
ETHEL PARTON	COMMONWEALTH FINANCIAL	081-30129	$2,100.00	8229-49900	$119.87	CHILDRENS BOOKS
PAUL PATHE	COMMONWEALTH FINANCIAL	081-30128	$786.23	8228-49900	$44.87	PUBLIC LIBRARY
GEO.PETTINGELL	COMMONWEALTH FINANCIAL	081-30130	$2,011.13	8230-49900	$114.82	1/2 TO SO.END R.ROOM
					$-	1/2 TO PUBLIC LIBRARY
GRACE PETTINGELL	COMMONWEALTH FINANCIAL	081-30131	$500.00	8231-49900	$28.55	SO.END READING ROOM
MATTHEW SAWYER	COMMONWEALTH FINANCIAL	081-30133	$5,000.00	8233-49900	$285.44	BOOKS FOR LIBRARY
M.H. SIMPSON	COMMONWEALTH FINANCIAL	081-30205	$21,305.39	8247-49900	$1,216.22	SPRINKLING STREETS
MARGARET SAVAGE	COMMONWEALTH FINANCIAL	081-30132	$2,000.00	8232-49900	$114.17	LIBRARY
SO.END READ. ROOM	COMMONWEALTH FINANCIAL	081-30134	$9,378.61	8234-49900	$535.39	BRANCH LIBRARY
J.R. SPRING	COMMONWEALTH FINANCIAL	081-30135	$20,000.00	8235-49900	$1,141.70	BOOKS FOR LIBRARY
E.H. STICKNEY	COMMONWEALTH FINANCIAL	081-30136	$10,774.01	8236-49900	$615.06	GENERAL USE OF LIBRARY
EBEN STONE	COMMONWEALTH FINANCIAL	081-30137	$4,604.07	8237-49900	$262.83	GENERAL USE OF LIBRARY
BENJAMIN SWEETSER	COMMONWEALTH FINANCIAL	081-30138	$5,000.00	8238-49900	$285.44	GENERAL USE OF LIBRARY
WILLIAM TODD	COMMONWEALTH FINANCIAL	081-30139	$15,220.50	8239-49900	$868.87	READING ROOM
R.H. TOPPAN	COMMONWEALTH FINANCIAL	081-30363	$250.00	8259-49900	$14.27	SCHOOL PRIZE
ANNIE WIGHTMAN	COMMONWEALTH FINANCIAL	081-30140	$8,728.94	8240-49900	$498.29	PUB.LIBRARY READ.ROOM
A.WILLIAM	COMMONWEALTH FINANCIAL	081-30141	$1,000.00	8241-49900	$57.08	BOOKS FOR LIBRARY
PAUL S.& ANNA WALCOTT	COMMONWEALTH FINANCIAL	081-30142	$5,739.96	8242-49900	$327.66	LIBRARY ENDOWMENT
PAUL S. & ANNA WALCOTT	COMMONWEALTH FINANCIAL	081-30411	$777.29	8242-49900	$44.35	LIBRARY ENDOWMENT
RUTH SIROIS&P.WALCOTT	COMMONWEALTH FINANCIAL	081-30409	$7,000.00	8242-49900	$399.60	GENERAL USE OF LIBRARY
VARIOUS CEMETARY FDS	COMMONWEALTH FINANCIAL	081-30404	$5,479.95	8256-49900	$312.88	CEMETARIES
LEBMAN FUND	COMMONWEALTH FINANCIAL	081-30121	$7,877.16	8221-49900	$449.66	LIBRARY
DONALD SAFFORD	COMMONWEALTH FINANCIAL	081-30412	$106,351.31	8262-49900	$6,071.10	SCHOLARSHIPS
HERMAN ROY *	COMMONWEALTH FINANCIAL	081-30407,08	$419,704.91		$23,901.54	BEAUTIFY WATERFRONT*
			$984,380.79		$-	
*INTEREST INCOME ADDED	TO PRINCIPAL					
CHAS. W. MOSELEY	BANK OF AMERICA	081-30251	$45,000.00	8248-49900		MOSELEY PINES
PAUL S. & ANNA WALCOTT	NORTHEAST UTIL (31 SHARES)	081-30411	$2,447.00	8242-49900		LIBRARY ENDOWMENT
CLARA COLLINS *	INST. FOR SAVINGS (Passbook)	081-30404	$-	081-30404		LIBRARY
(XFER'D TO LIBRARY GIFTS 5/2012)				$47,447.00		
	TOTAL TRUST FUNDS PRINCIPAL		$1,031,827.79			
CITY OF NEWBURYPORT	COMMONWEALTH FINANCIAL	8268-10400	$91,926.45	8268-49900		MAINTENANCE
	gain/loss realized EOY	earnings				
	TOTAL MAINT/CAP FUND		$91,926.45			BOOKED
			$-			
INSTITUTION FOR SAVINGS	STABILIZATION FUND	8263-49900	$2,350,863.09	8263-49900		STABILIZATION FUND

Julie Langiurand
TREASURER

HUMAN RESOURCES

Jenny Lamarre
DIRECTOR

MISSION STATEMENT

The mission of the Human Resources Department is to provide quality customer service to city employees, city retirees and the general public for all Human Resources needs in the areas of: recruitment, hiring, benefits, compensation, classification, labor relations, employee relations, and worker's compensation. The Human Resources Department administers the city's compensation and benefit programs in compliance with Federal and State Labor Laws along with local collective bargaining agreements. The city, through its Human Resources Department, is committed to attracting and retaining a knowledgeable and diverse workforce, to fostering professional development, to promoting a harmonious work environment, and to assisting employees of the city in their professional goals through education, training, and awareness. The department negotiates and manages employee benefits, and establishes and monitors policies and procedures related to personnel. The department participates in collective bargaining sessions. The department provides quality customer service in a friendly atmosphere while administering effective processes and practices for a positive working environment. The department will provide information, resources, support, and counsel to all city departments with a high level of professionalism, integrity, confidentiality, and sensitivity to the needs of the employees and the general public.

FY 2013 Accomplishments

- Processed all changes/new enrollments for employees and retirees for dental, medical, and life insurance.
- Issued RFQ for Medical and Dental resulting in approximately $350,000 savings for FY 2014.
- Conducted analysis of Newburyport's current plan vs. GIC for FY 2014 (the City would have paid approx. $300,000 more if moved to the GIC vs. staying with MIIA).
- Designed, prepared, distribute all materials associated with open Enrollment and managed open enrollment process.
- Key negotiator with Public Employee Committee.
- Served as point of contact for personnel issues with employees and Department Heads.
- Successful recruitment of a key positions (e.g., Director of Policy & Administration, Planner, Fire Chief).

Mayor

Human Resources Director

Human Resources Programs & Services

Personnel Management

- Development and mainte-nance of personnel files
- Recruitment and Hiring
- Legal Compliance
  - Civil Rights Act (Title VII)
  - ADEA
  - Pregnancy Discr. Act
  - ADA
  - ADAAA
  - HIPAAA
  - FSLA
  - FMLA
- Employee Relations
- Coordinate Payroll Changes
- Coordinate Retirement Calculations
- New employee orienta-tion/Exit Interviews
- Work with Harassment Officer Allegations
- Participate in Labor Relations
- Oversee Resolution of Performance issues
- Workers Compensation
- Prepare monthly per-son-nel summary report
- Prepare biweekly census for OBRA

Benefits Management

- Legal compliance
  - HIPAA
  - Section 18, etc.
- Process changes in enroll-ments
- Negotiate plans/rates with vendors
- Manage vendor perfor-mance
- Manage COBRA process
- Manage Life Insurance Program
- Manage and Process HRA claims

EMERGENCY MANAGEMENT

MISSION

The mission of the Newburyport Office of Emergency Management is to coordinate emergen-cy planning and to assist other city departments with emergency response training and assist with communications, evacuation, and sheltering of citizens during emergen-cies and natural disasters.

FY 2013 ACCOMPLISHMENTS

- NEMA was called upon to assist with the planning and emergency response, and reimbursement for Hurricane Irene.
- NEMA was called upon to assist with the planning, coordinating emergency utility respons-es, and dam-age assessment for erosion at Plum Island
- NEMA expanded its membership with seven com-munity volunteers.
- Emergency Operations Center participated in "Graded Exercise" conducted by Federal Emergency Manage-ment Agency (FEMA) for Seabrook Station
- Newburyport Emergency Management participated in the city-wide siren/notification sys-tem for Seabrook and other city-wide emergencies.
- Worked with MEMA to update all Emergency Plans with respect to Newburyport
- Worked with MEMA to update all Emergency Plans with respect to Newburyport
- Upgrade to communication and data collection systems as required by MEMA
- Received traffic cones, barricades, safety devices through a Northeast Homeland Security Regional Advisory Council (NERAC) allotment.
- Received a "Support Trailer" from NERAC to support disaster / emergency operations
- Awarded a grant to purchase a speed-board, used by police department, for traffic studies and speed awareness
- Worked with MEMA to update the city's "Electronic Comprehensive Emergency Manage-ment Plan" (eCEMP), which is a central depository in Massachu-setts for emergency plans
- Obtained new cots and handicap cots for localized shelter

Emergency Management Programs & Services

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

Seabrook Nuclear
- Nuclear Preparedness
- Mass Health KI
- Evacuation
- Planning Zone
- Siren Notification
- Nuclear Training
- Regional Planning
- Disability Transporta-tion

Emergency Management Director

Emergency Management Deputy Director

Administration
- Mitigation
- Preparation
- Response
- Recovey
- CERT Program
- Local Shelters
- Equipment
- Training

Seabrook Nuclear
- Nuclear Preparedness
- Mass Health KI
- Evacuation
- Planning Zone
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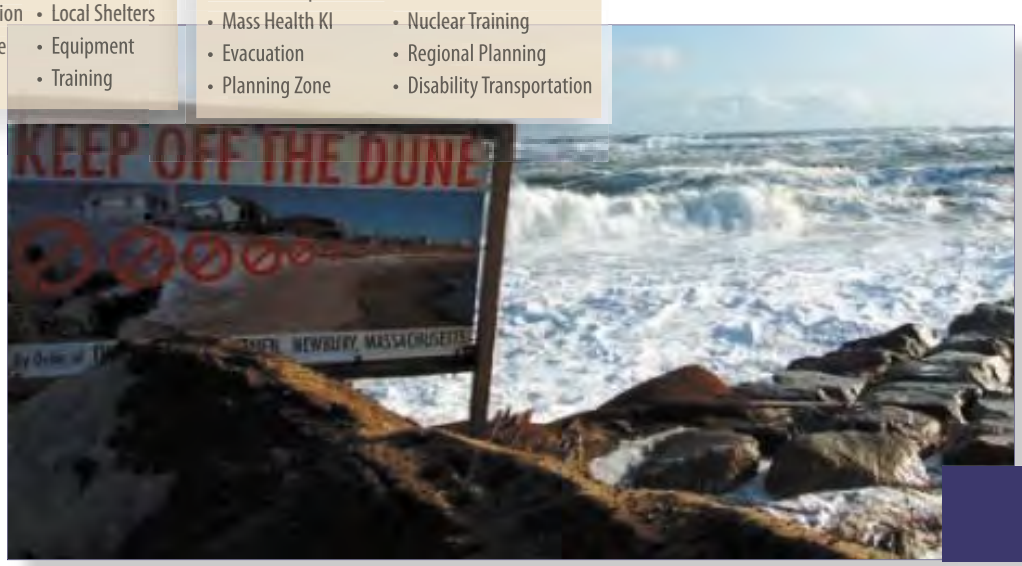
- Nuclear Training
- Regional Planning
- Disability Transportation



Thomas Howard
MARSHAL

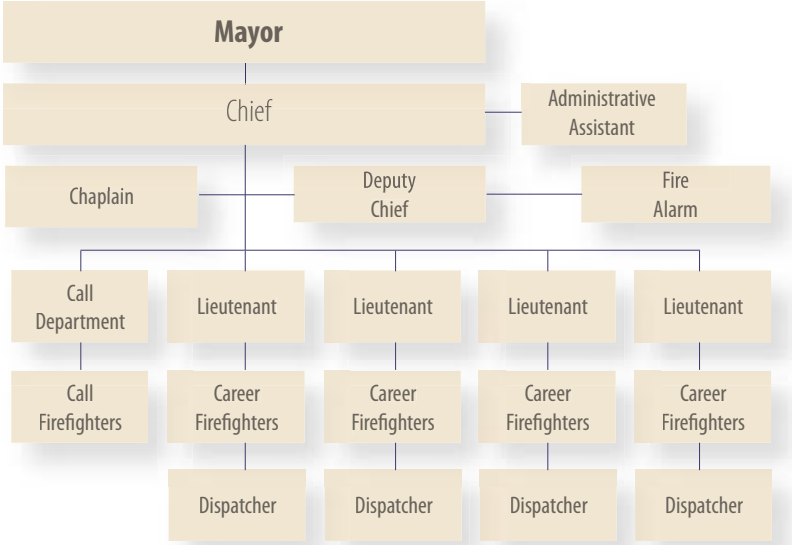
FIRE

MISSION STATEMENT

The mission of the Newburyport Fire Department is to provide a variety of emergency and non-emergency services designed to protect the lives and property of Newburyport residents and visitors through aggressive fire control, quality pre-hospital emergency medical care, fire prevention, public education and effective scene management. We strive to support and assist other city agencies in promoting the highest level of customer satisfaction.

FY 2013 ACCOMPLISHMENTS

- Awarded a $35,000 Federal Homeland Security Fire-fighter Assistance Grant to replace our the two hy-draulic cutter units on our Jaws of Life units, purchase two 4-point vehicle stabi-lization jack systems, and to replace our high pressure air bag rescue system.
- Received a $5,400 state grant from the state to continue with our Student Awareness Fire Education (SAFE) Program.
- Received a $2,000 grant to assist with maintenance of our Decon Unit.
- Received a $2,000 grant to assist with maintenance of our Decon Unit.
- Hired four new Call Firefighters to replace the ones that have been hired as full time fire-fighters. This needs to continue so we can maintain a solid system for replacing retiring firefighters.
- Collaborated with six area fire and police depart-ments to develop and apply for a state grant to install an advanced microwave radio/data system. This would allow all depart-ments, both on the Fire and Police side, to communicate with each other and allow all ve-hicles to be able to receive real time data through on board computers
- With our department participation, the regional emergency planning committee (REPC) participated in our first table top exercise at the Georgetown Public Library with a hazard-ous materials release scenario centered in the Town of Georgetown
- Continued to develop a more comprehensive SOG/ SOP manual
- Continued training our personnel in the federally mandated NIMS Program (National Inci-dent Man-agement System), which allows the City to qualify for future federal and state grants when they become available
- Administered a special driver training class for all Department personnel in the industrial park that included both classroom and actual hands on driving. As a MIIA sanctioned ses-sion, this training helped the City in lowering its overall insurance costs
- Hosted a regional drill involving area fire depart-ments and harbormasters that tested our ability to deploy our floating boom containment system to assist with containing a leak of hazardous materials in the Merrimac River
- Worked with the Salvation Army by supporting their evening meal program and provided assistance dur-ing the holidays by filling a fire truck at K-Mart with children's toys



Fire Department Programs & Services

Fire Administration and Management

- ISO Rating of 3/9
- Human Resources
- Record Keeping, Data Management, Reporting
- Financial oversight, budg-eting, and capital planning
- Grant writing and admin-istration
- Hazardous materials inci-dent billing
- Facilities maintenance
- Vehicle and equipment maintenance
- Purchasing
- Mutual Aid Planning
- Comprehensive Emer-gen-cy Planning- natu-ral and manmade
- Regional Emergency Re-sponse Planning Commit-tee- hazardous materials planning
- Community right to kn
- Public Assistance and In-formation
- Critical Incident Response Management
- Interoperable communi-cations

Fire Prevention and Education

- Permits, inspection and code enforcement
- Site plan, building plan and fire detection/ suppres-sion plan review
- Hazardous Materials Re-view
- Life safety inspections and fire drills
- Inspection/Planning pro-gram
- Open air burning and permitting
- Fire Alarm receiving sta-tion
- Public fire preven-tion and education programs
- SAFE program
- Fire extinguisher train-ing
- Fire prevention Open House
- Juvenile fire setters pro-gram and evalua-tion
- First Aid and CPR train-ing
- Municipal Fire Alarm Maintenance

Fire Suppression

- National Incident Man-age-ment System
- Incident command System
- Structural firefighting
- Rapid Intervention Teams
- Fire Investigation
- Brush and forest fire fighting
- Hazardous materials op-erational response level
- Mass Decon Unit
- Marine fire response
- All hazardous disaster response
- Water supply planning
- Member of Seacoast Chief Fire Officer Mutual Aid District (3 state mu-tual aid system)
- Essex County Fire Chief Mutual Aid System, state wide mobilization re-sponse group for district 15

Emergency Medical & Rescue Response

- Provide basic life sup-port
- Operate EMT staffed en-gine companies
- All fire department vehi-cles equipped with defib-rillators
- Motor vehicle extrica-tion
- Water and ice rescue
- Technical rescue; heights, confined space, trench collapse, structural col-lapse
- Hazardous Materials De-contamination Response
- Search and Rescue
- State wide disaster task force

Stephen Cutter *(until February 2013)*
Christopher LeClaire *(From June 2013)*
FIRE CHIEF

POLICE

MISSION STATEMENT

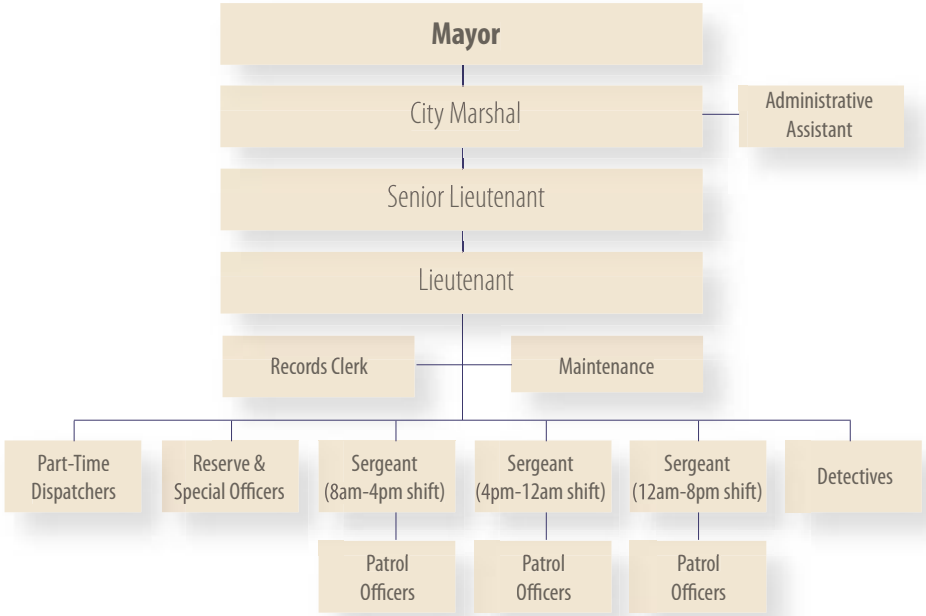
The mission of the Newburyport Police Department continues to strive in providing "Excellence in Policing through Superior Service" to all that live and visit this community.

FY 2013 ACCOMPLISHMENTS

- State Accreditation; continue to maintain all requirements in accordance with guidelines set forth by State Accreditation Commission.
- Utilize the Code Red System as our primary community emergency notification system which offers more dynamic messaging including texts and emails; Calls can also be launched remotely by authorized staff.
- Installed 4th camera on the Inn Street Mall to monitor activity near playground and foun-tain which, in conjunction with new lighting and redesign of the turrets, has significantly reduced incidents.
- Established a "School Security Check" (SSC) which requires all staff to make random visits to city schools. These checks include speaking with staff, students, monitoring halls and checking access points. It has received high reviews by staff and parents.
- Area Law Enforcement Response Team (ALERT), is a regional mutual aid system that con-sists of nine area communities which respond to a school emergency. This group continues to plan and conduct drills at schools throughout the region.
- Replaced four old and unsafe dive suits with a more durable and improved suit that better protects divers.
- Facility passed DPH/JLO/MIAA and Accreditation Inspection for adult and juvenile holding facility.
- The website and Facebook page continued to grow with visitors and information sharing; Staff continues to update information to the community on a regular basis.
- Continued online training and in-service with MPI and MIIA to earn safety points for city.
- Drug Drop Box in the lobby of the police station continues to be a great success with high traffic requiring the box to be emptied monthly to keep up with the deposits being made; the department continues to participate in the semiannual DEA National Take Back Initia-tive.
- Marshal conducted coffee visits to senior citizen facilities to facilitate ongoing communica-tion to better meet their needs.
- Monitored and managed overtime usage to stay within budgeted allotment.
- Managed several major city events - 10 road races in the City this year, 3 new races, 2 of which were half marathons, as well as major events such as Yankee

Homecoming, Invita-tion Nights, Riverfest, water-front concerts, and numerous weekend festivals.

- Conducted a first-ever Gun Buyback with support of the Newburyport Five Cent Savings Bank, netting 40 firearms from residents that no longer wanted these firearms.
- Increased participation in the H.E.L.P.S. program, which was created to reunite lost per-sons with medical conditions back with family safely.
- The Department in is the middle of the "Drug Inter-vention & Rescue Teens" (DIRT) initia-tive; leadership encourages officers to think outside the box and be creative in their pur-suit of offenders and gang activ-ity.
- Purchased state-of-the-art traffic monitoring and speed reduction technology; a computer-ized speed-board which has the capability of being attached to any telephone pole and re-motely operated. The speed-board has the capability to advise motorists of their speed, set off warning signals when a speed exceeds the posted speed limit, and can conduct a traffic studies which will help inform the Traffic Safety Advisory Committee in their efforts.



Police Department Programs & Services

Patrol

- Emergency Response
- Accident Investigation
- Traffic Enforcement
- Juvenile Services
- School Resource Officer
- Car seat Installation
- Bike Patrols
- Motorcycle Patrols
- RAD Training
- Emergency Dive Team
- Elder Services
- Domestic Violence Team
- Firearm Permitting
- Beach Patrols

Investigations

- Criminal Investigations
- Internet Crime
- Background Investigations
- Special Investigations
- Business Safety Training
- Bank Protection Training
- Drug Awareness
- Crime Prevention
- Crime Scene Services
- Sexual Assault Team
- Accident Reconstruction
- Photography
- Finger Printing

Communications & Administration

- 9-1-1
- Emergency Communications
- Code Red Notification
- Record Keeping
- Police Accreditation
- Prisoner Monitoring
- 24 Hour Contact Point
- Walk in Service
- Taxi Permitting / Inspections
- Human Resources
- Clerical Duties
- Sewer / Sewer Callout
- Animal Control Callout
- Community Camera Monitor

Thomas Howard
MARSHAL

HARBORMASTER

MISSION

The mission of the Newburyport Harbormaster Department is to provide a safe and enjoyable environment to the boaters who transit our harbor and to the community as a whole.

FY2013 ACCOMPLISHMENTS

- The Harbormaster Department, Mayor and the Harbor Commission successfully accom-plished the goal of being designated as a "Coast Guard City"
- Increased the amount of lager ships to the City, including a visit from the tall ship "Bounty". This had a significant impact on increasing tourism to the City as the Maritime Museum had the largest volume of visitors during these visits
- Added more docking facilities at Cashman Park for dinghies. By doing so, we added 12 more dinghy spaces and made it easier to launch and haul your boat
- Initiated organization and mapping of the mooring fields. Also added new software to in-terface with the boating community and to have information online
- Received a grant from the state to engineer and pay for a fishing pier at Cashman Park
- Had a successful Paddle Smart Day with Coast Guard Auxiliary
- Received a $5,000 grant for boom deployment training that was shared between the Fire Department and Harbormaster Department
- Organized and hosted several boaters safety training seminars for both adults and children and were responsible for over 50 people getting their boating license
- Hosted an "In-the-water safety day" which resulted in the department inspecting 28 ves-sels and increased awareness about safety measures
- Involved with RFP for the Bulkhead project. Participated in the interviewing and hiring pro-cess for the marine engineer to start Phase One of the new Bulkhead.
- Helped with the planning and procurement of the $3.5M grant for the Jetty Project
- Received an Energy Grant from Covanta and the National Marine Fisheries which resulted in 3 containers full of old fishing gear being removed from local waterways
- Worked with the Department of Fish and Game to facilitate the repair of the Boat Launch at Joppa Park
-
- Continued to strengthen relationship with all the local Marinas and the awareness of the waterway permits has increased, resulting in the most waterway permits sold to-date at 1,460

Mayor

Harbormaster

Assistant Harbormasters *(Seasonal)*

- **Dockmasters & Lot Attendants** *(Seasonal)*
- **Lifeguards** *(Seasonal)*
- **Supervisors** *(Seasonal)*
- **Pump-Out Boat Operators** *(Seasonal)*

Harbormaster Programs & Services

Patrol Operations

- Reports directly to the Harbormaster
- Enforces all state and local boating laws
- Responds to any water or boating emergency within the waters of Newburyport
- Assist the Coast Guard and other communities along the waterways of Newburyport when asked
- Monitor all Newburyport vessels for current mooring and waterway permit stickers
- Give safety information and boating regulations
- Patrol Merrimac River
- Collect dock fees
- Help with flow of boats at Cashman Park
- Assist lifeguards with monitoring the beach

Pump Out Boat Operation

- Pump out all boats in Newburyport when called upon
- Maintain a log for amount of gallons pumped out to comply with state grant
- Report to Harbormaster on any maintenance is-sues or boat or land based pump station

Lifeguards

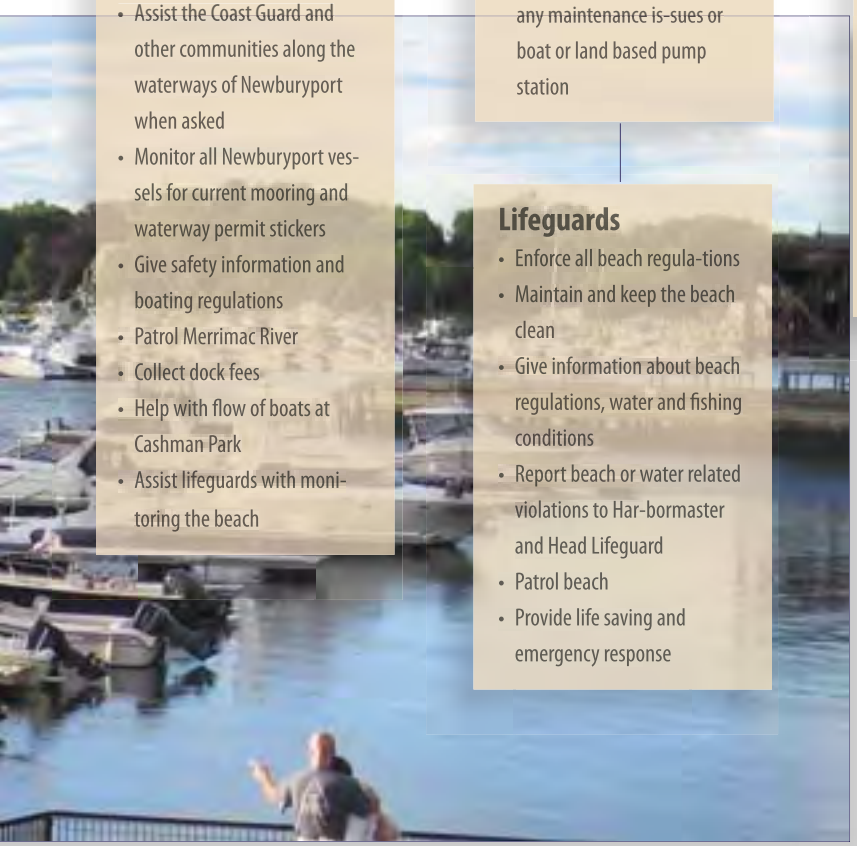
- Enforce all beach regula-tions
- Maintain and keep the beach clean
- Give information about beach regulations, water and fishing conditions
- Report beach or water related violations to Har-bormaster and Head Lifeguard
- Patrol beach
- Provide life saving and emergency response

Supervisors

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

Dock Master, Plum Island Parking Lot, and Boat Ramp Attendants

- Collect usage fees
- Assist boaters with proper tie up of vessels
- Keep boardwalk and city docks organized and clean
- Keep comfort station clean and full of toiletry supplies
- Responsible for cash bank and accurate account for all transactions



Paul Hogg
HARBORMASTER

HEALTH DEPARTMENT

MISSION

The mission of the Health Department is to educate, promote, improve and protect the public health and well-being of the citizens of the City of Newburyport, while contributing to building a healthy community and environment in which to live.

FY 2013 ACCOMPLISHMENTS

Administration

- Issued 358 Health department permits totalling $98,083 in fees.
- Conducted 1,419 inspections.
- Implemented third annual community "Wellness Week" and "Health and Wellness Fair".
- Completed new data collection system of inquiries, permits, license process, budget process and enforcement citations.
- Completed new office policies and procedures for accountability and transparency.
- Completed new application check lists for a Food Service Permit and for residential & commercial demolition of a building structure.
- Completed new applications for Food Service Site Plan Review & recreational summer camps.
- Amended tobacco regulations.
- Maintained level community public health services with resources provided.
- Assisted in drafting new Storm Water Management ordinance.
- Assisted in gaining state compliance with Plum Island Consent Order.
- Implemented new website to include public health advisories.
- Assisted in capping of Crow Lane Landfill.

Food Protection Program

- Complied with state requirement for Minimum Standard for Food Establishments Required Annual Inspections.
- Implemented Winter Farmers Market.
- Implemented new regulations for: (FOG) Fats, Oils & Grease; solid waste haulers; festivals.; all restaurants to provide monthly extermination and preventive maintenance programs; compliance with the state mandated allergen awareness efforts.
- Developing a new combined form for Food Service Site Plan Review and Application for Permit to Operate.

Solid Waste, Recycling and Energy

- Received first Green Community grant of $155,000.
- Implemented new downtown solid waste and recycling ordinance to reduce costs and keep storm drains cleaner.
- Solid waste tonnage fell from 7,500 to 5,065 tons since 2009 leading to cost reductions.
- Curbside recycling materials increased from 2,914 tons to 2,922 tons. Drop-off recycling and household hazardous waste increased in all material areas.
- Toward Zero Waste program funded by a DEP grant doubled program goal to just over 100 participants.
- Opened new compost-yard waste facility in September 2012 and serviced approximately 2,200 households with revenues of approximately $30,000.
- Completed Green Communities Annual Report for the State Department of Energy Resources.
- Tracked and reported total municipal energy usage in all city buildings decreased 17% since 2009.
- Finalized contract with True North Solar in Salisbury and city began receiving net metering credits at a fixed 10% discount off associated electricity bills.
- Selected as a Mass Solarize Community; generated commitments for 423 kw of solar PV for residents and businesses; double state target per community.
- Started new electronics waste (e-waste) recycling program funded through Wal-Mart grant to hire 6 young adults with developmental disabilities as assistants.
- Completed contract negotiations with Constellation Energy for new three year energy supply contract for city wide electricity supply.
- Continued focus on educational program.
- Conducted a rain barrel education and marketing program in which over 100 households participated.
- Facilitated acquisition of cost-saving city streetlights from National Grid.

Public Health, Nursing and Epidemiology

- Assisted in Community Health Assessment.
- Presented several community awareness seminars.
- Achieved compliance with the Commonwealth of Massachusetts Department of Public Health (MDPH) mandated MAVEN certification system – Communicable and Infectious disease follow up and surveillance.
- Developed multiple community awareness brochures.
- Worked with school nurses on pertussis cases.
- Working with the Council on Aging on a new Shingles Vaccination Program for Seniors.
- Administered approximately 700 vaccines through influenza clinic and walk in clinics.

- Conducted 258 blood pressure screenings.
- Conducted 42 MDPH MAVEN communicable & infectious community disease monitoring & surveillance investigations.
- Continued to provide walk in hours for blood pressure screenings for residents.

Animal Control

- Implemented Regional Animal Shelter services with Newbury and Topsfield.
- Reinstituted Assistant Animal Control Officer position.
- Implemented new Animal Control policies and procedures to establish accountability and transparency.
- Implemented New Animal Control data collection system to track animal inspections, reinspections, complaints, citations, isolations, quarantines, rabies testing, off-leash violations, dog registration enforcement, Massachusetts State required animal barn inspections.
- Implemented new Animal Control web site
- Received 462 animal related calls
- Received 298 complaints
- Conducted 413 dog license checks
- Issued 71 citations
- Issued 42 rabies isolation & quarantined orders
- Sent 8 animals for rabies testing
- Provided several community awareness brochures.
- Conducted "Care for Animals During an Emergency" presentation at Health & Wellness Fair.
- Provided regional emergency animal control services during Hurricane Sandy.
- Worked on city-wide service contract.
- Assisted with new Massachusetts Animal Control Regulations.

Weights & Measures

- Achieved compliance with Massachusetts Division of Standards and State Statute for Consumer & Merchants Protection Act, Chapter 295.

Emergency Preparedness

- Provided public health assistance during Hurricane Sandy.
- Achieved compliance with all FY12 MDPH and U.S. Department of Health & Human Services Center for Disease Control (CDC) Public Health deliverables for the Commonwealth of Massachusetts Region 3A Public Health Emergency Preparedness Coalition.
- Provided Emergency Management Department Staff with new electronic iPads.

Health Department Programs & Services

Food Protection Program

- Annual Licensing & Permitting of Food Establishments
- Food Recalls & News Alerts
- Food Allergen Awareness and Training
- Food Poisoning /Foodborne Illness Investigation & Control
- Food Protection Manager Certification Program

Animal Control

- Enforcement of Newburyport Leash Law
- Enforcement of Newburyport Disposal of Animal Waste Law
- Prevention of the Spread of Rabies
- Animal Inspections (Stables & Barn Inspection)
- Dead Animal Removal
- Animal Training & Education

Community Sanitation

- Body Art Licensing & Inspections
- Burial & Cremation Permits
- Licensing & Permitting of camps
- Correctional Facility Inspection
- Housing Inspections
- Indoor Ice Skating Rink Inspections
- Inspect & Test swimming pools & beaches
- Inspect Medical Waste Facilities

Trash & Recycling

- Solid Waste Collection
- Recycling Collection
- Compost Activities
- Education & Training of Proper Solid Waste & Collection
- Education & Training on Proper Recycling
- Monitor capped landfill

Environmental Health

- Inspection of Public Areas
- License & Permit Surface & Sanitary Disposal System
- Soil Testing
- Enforce State Smoke Free Law
- License & Inspect well water supply
- Mosquito control
- Enforce pesticide laws
- Water Quality
- Oral Health
- Air Quality & Noise Control

Emergency Planning

- Emergency Preparedness Planning & Training
- Regional Coalition Plan
- Isolation and quarantine plan
- EDS Plan & Flow Plan
- Sheltering Plan
- Risk Communication Plan
- Disaster Planning for Animals
- Continuity of Operations plan
- Medical Reserve Corp Plan
- Pandemic Influenza Planning and Preparedness

Community Health

- Public Health Nursing & Epidemiology services
- Communicable & Infec-tious Disease Control
- TB Testing
- Blood Pressure Screening
- Health & Wellness Fair
- Emergency preparedness planning
- Immunization & Vaccine Distribution
- School Health
- Occupational Safety and Health
- Maternal & Child Health
- Refugee and Immigrant Health
- Mental Health
- Substance Abuse Services

Robert Bracey
DIRECTOR

PUBLIC SERVICES *HIGHWAY*

MISSION

The mission of the Newburyport Department of Public Services Highway Division is to maintain and improve roadways, drainage, cemeteries and grounds keeping for the city infrastructure. The Highway Division also provides full service fleet maintenance to all city vehicles and equipment from all city departments. Our goal is to improve infrastructure and quality of customer service in a safe, cost effective and environmentally sensitive manner for the short and long-term benefit of the city and the environment.

FY 2013 ACCOMPLISHMENTS

- Resurfaced roads as follows:
  - Low Street – Henry Graf Rd to Route 1
  - Mulliken Way – Parker St to Malcolm Hoyt Dr
  - Wilkerson Drive – Hale St to End
  - Water Street – Lime St to Bromfield St
- Sidewalks as follows:
  - Congress Street – Olive St to Buck St approx. 350ft
  - Middle Street – Center St easterly approx. 80ft
  - Middle Street – Center St easterly approx. 80ft
  - Various other citywide repairs
- Linestriping as follows:
  - Entire Downtown Area Crosswalks, Traffic
  - Various Crosswalk, Centerlines, etc.
- Responded to over 963 work orders to address various issues throughout the city including:
  - 471 Tree work orders including trimming, pruning, evaluating or removing
  - 65 various drainage calls related to catch basins, culverts, and flooding issues
  - 320 various roadway work orders
  - 17 miscellaneous work orders
- Repaired, replaced or installed 42 deteriorating catch basins citywide
- Prepared 16 Cemetery burials lots for services in local cemeteries
- Conducted Snow and Ice Operations during Winter 2011-2012 using 1,122 tons of salt with 2 significant snow plowing events
- Cleaned and inspected 526 catch basins as part of the long-term city wide catch basin cleaning program
- Serviced over 135 city vehicles from DPS, Police, Fire, Council of Aging, School, and Board of Health, including Animal Control and Parks
- Implemented new technology to evaluate and transmit work orders for tree maintenance using tablets to access and transmit data
- Relocated 24 medium sized trees that were improperly located within the City as part of Grant Program using air tool technology.
- Additional routine work included:
  - Street sweeping throughout the City.
  - Daily trash pickup and disposal of over 150 trash barrels City-wide 365 days a year.
  - Assisted with Yankee Homecoming activities.
  - Set up election booths.
  - Maintained street trees and various other city trees, shrubs and flora.
  - Provided 24-hour, 365 day, on-call coverage for all emergency issues within the City roadways and facilities.
  - Maintained safe and passable streets, sidewalks, public buildings and schools during snow emergencies and provided chemical treatment on unsafe roadways city-wide.

DPS Highway Programs & Services

Streets & Sidewalks

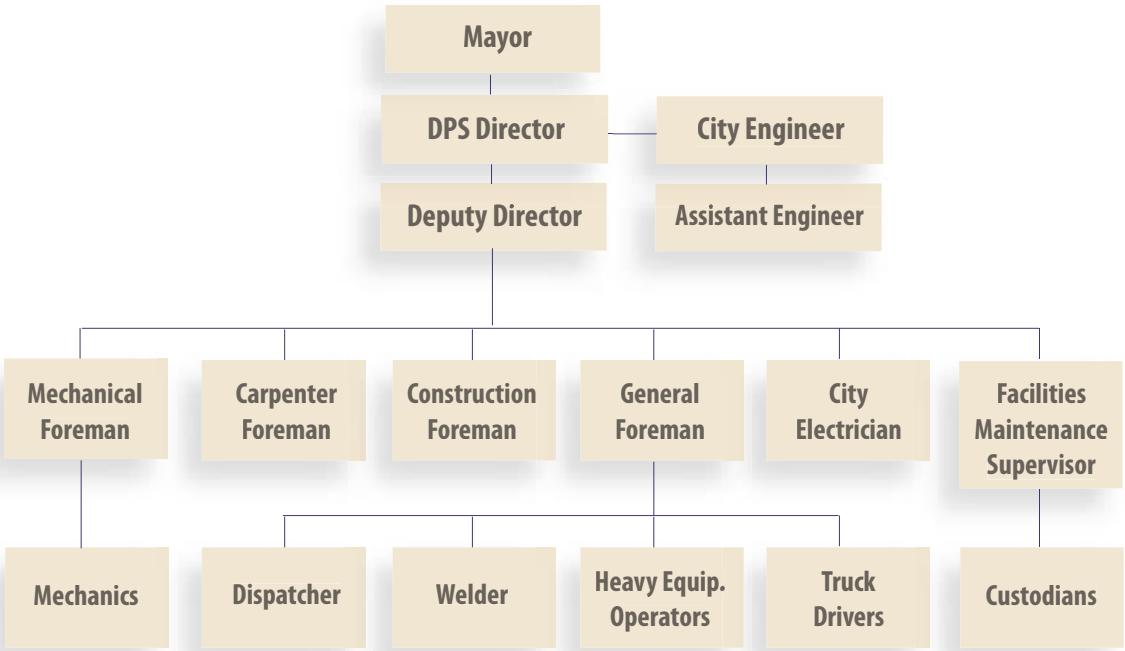
- Maintain 79 miles of streets and sidewalks
- Yearly street paving and crack sealing
- Street line painting
- Street sweeping
- Snow and ice removal
- Respond during storm events
- Maintain city wide drainage infrastructure including yearly catch basin cleaning to meet state

Cemeteries and Parks

- Maintain 740 acres for Park, Cemetery, and School properties
- Preparation for Burials for two cemeteries
- Landscaping of all City-owned property

General Maintenance

- Tree maintenance, trimming and removals
- Maintain city wide drainage infrastructure including yearly catch basin cleaning to meet state regulations
- Clean Plum Island beach
- Trash receptacle pick up city wide



Anthony Furnari
DIRECTOR

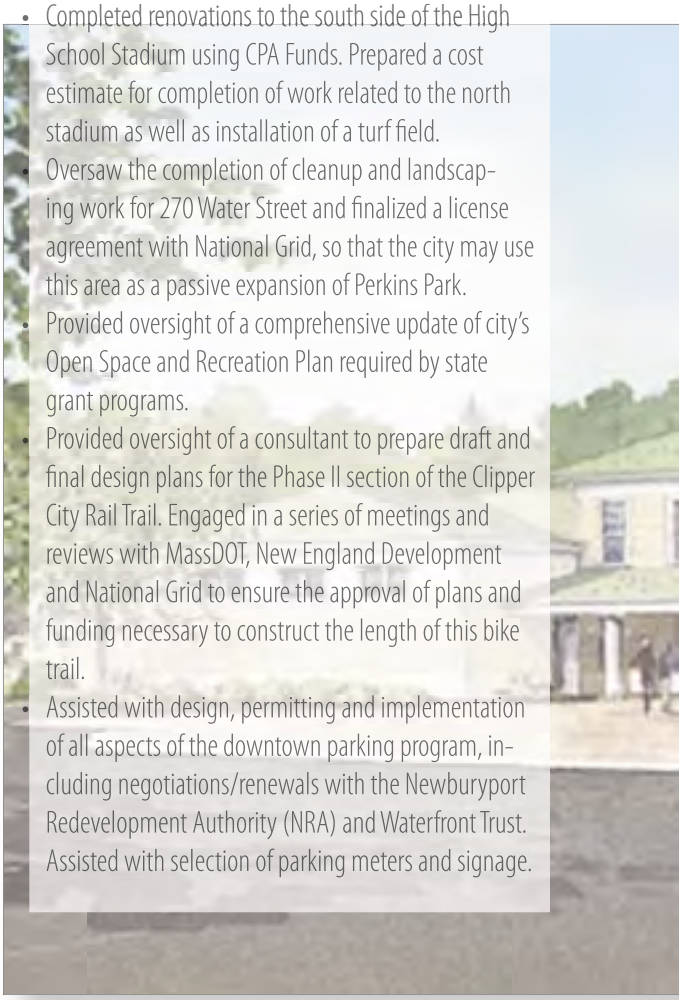
PLANNING & DEVELOPMENT

MISSION

The mission of the Office of Planning and Development is to provide capital planning, advance planning, project management, regulatory, and housing assistance services to the city, its boards and commissions, and the general public so as to protect and enhance Newburyport's built and natural environment and to improve the quality of life for all who live, work and visit the city. The department also promotes sustainable growth initiatives to reduce burdens on the city's financial capacity, wildlife and natural resources.

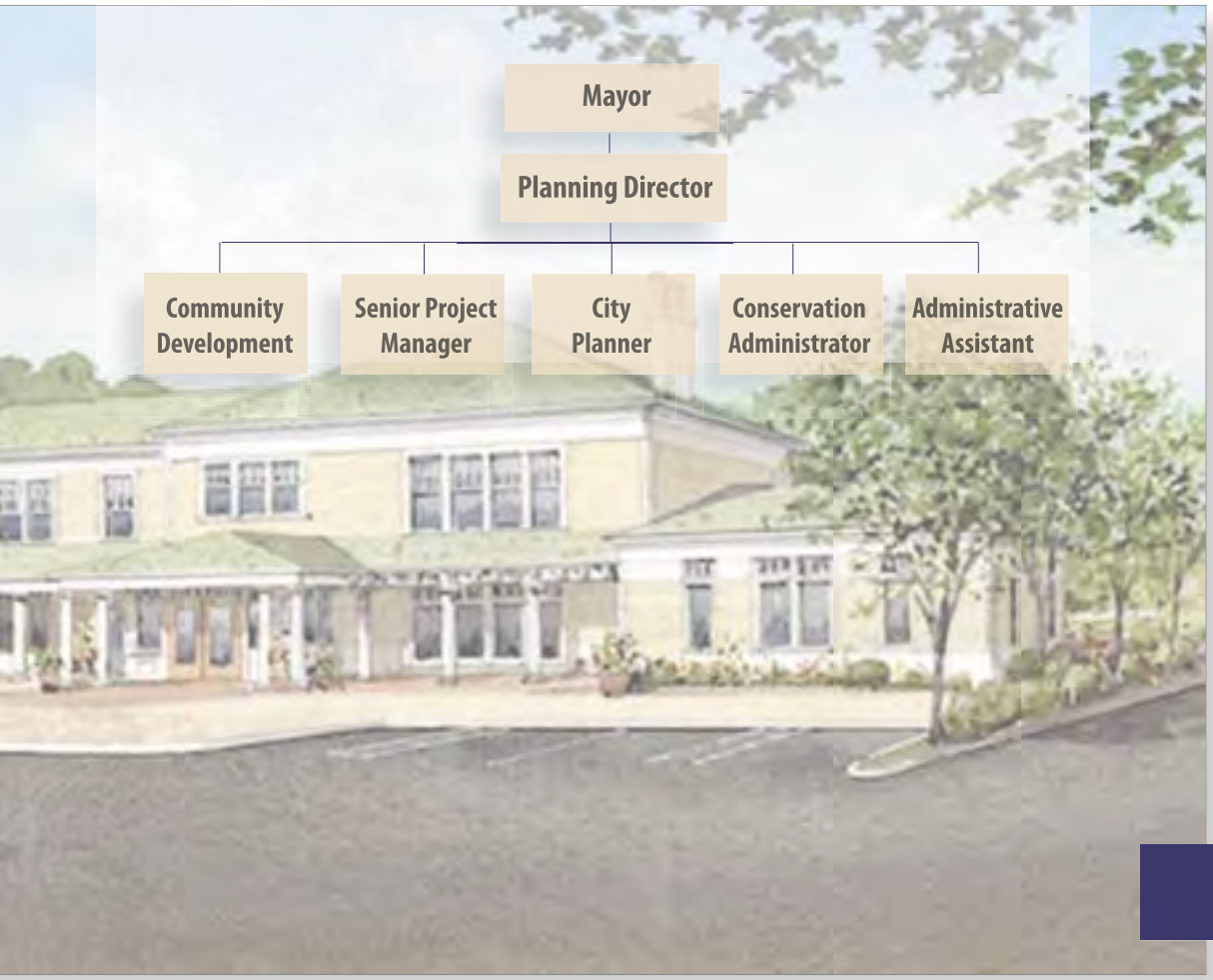
FY 2013 ACCOMPLISHMENTS

- Drafted several versions of a Local Historic District Ordinance for City Council and Local Historic District Study Committee review.
- Drafted several variations on amendments to the City's Demolition Delay Ordinance to strengthen existing ordinance and provide clarity regarding interpretation and application of this regulation.
- Continued oversight of the Oleo Subdivision off Russell Terrace, now under construction.
- Oversaw permitting of the Northbridge Assisted Living Facility, the Merrimac Ale House, the Merrimac Street/Mechanics Court redevelopment, and several other development projects.
- Coordinated with Massachusetts Bay Transit Authority (MBTA) to ensure issuance of a bid by the agency for developers interested in creating a mixed-use, transit-oriented development at this location. Lead discussions with potential developers relative to adoption of a local "40R Smart Growth District" for the site.
- Assisted Newburyport Business Park Association with permitting for drainage swale maintenance and improvement projects to alleviate flooding conditions.
- Met regularly with the Chamber of Commerce Economic Development Action Committee (EDAC) to address issues related to economic development.
- Worked with MassDOT to ensure that construction of the new Whittier Bridge would not hinder pedestrian access under new bridge abutments and minimize grading work if and when city creates an east-west connection along the Merrimack.
- Worked with the Newburyport Redevelopment Authority (NRA) to implement unified downtown parking program, and make progress in the disposition of the NRA-owned waterfront properties as additional park space and related activities (shops, cafes, etc.) which result in a meaningful connection to this park from downtown.
- Provided oversight of development of a an Affordable Housing Production Plan, required by the state.
- Continued to offer down payment assistance and marketing assistance for affordable units through the use of Community Preservation Act (CPA) and Affordable Housing Trust funds.
- Received and provided HOME program funding for capital improvements at the Market Street YMCA units. Committed city and regional HOME funding to the YWCA's project to provide additional affordable units on Market Street.
- Continued to implement the well-utilized Housing Rehabilitation Program to ensure that the housing stock is appropriately preserved and affordable for all residents.
- Drafted a comprehensive Tree Protection Ordinance for review and approval of the City Council to better protect public trees throughout the city.
- Completed renovations to the south side of the High School Stadium using CPA Funds. Prepared a cost estimate for completion of work related to the north stadium as well as installation of a turf field.
- Oversaw the completion of cleanup and landscaping work for 270 Water Street and finalized a license agreement with National Grid, so that the city may use this area as a passive expansion of Perkins Park.
- Provided oversight of a comprehensive update of city's Open Space and Recreation Plan required by state grant programs.
- Provided oversight of a consultant to prepare draft and final design plans for the Phase II section of the Clipper City Rail Trail. Engaged in a series of meetings and reviews with MassDOT, New England Development and National Grid to ensure the approval of plans and funding necessary to construct the length of this bike trail.
- Assisted with design, permitting and implementation of all aspects of the downtown parking program, including negotiations/renewals with the Newburyport Redevelopment Authority (NRA) and Waterfront Trust. Assisted with selection of parking meters and signage.



Senior Center to be built on the site of the Bresnahan Elementary School.

- Provided oversight of contractors installing lighting improvements on Inn Street as well as renovations to the brick "turret" stairwells providing access to the raised concrete walkway, making them safer and more open to the larger plaza.
- Applied for CPA Funds to complete upgrades to the Inn Street Fountain in 2013.
- Hired an Architect, Sterling Associates and EGA and Owner's Project Manager, Heery, required to complete and oversee the design and construction of a Senior Center on the site of the Bresnahan Elementary School. Developed schematic plans, cost estimates and bid documents for the completion of this project. Coordinated site planning issues with the School Building Committee and their Architect for a new Bresnahan Elementary School.
- Drafted a comprehensive Wetlands Protection Ordinance approved by City Council to better protect wetland resource areas not only on Plum Island, but throughout the city.
- Worked with the Merrimack River Beach Alliance (MRBA) to push for federal funding and permits necessary for Jetty Repairs which will make navigation safer and help beach sand to accumulate on the east side of Plum Island. Assisted the Army Corp with access agreements and municipal coordination necessary to complete the South (Newburyport) Jetty repairs under the Disaster Relief Appropriations Act.
- Participation in the development of the state's Whittier Bridge/I-95 Project and coordination of Whittier Working Group (WWG) communications to the Massachusetts Department of Transportation (MassDOT)
- Continued progress on the Little River Transit Village Zoning amendments. Work continues toward establishment of a 40R "Smart Growth" District in coordination with the Planning Board and Massachusetts Bay Transportation Authority (MBTA).
- Continued enhancements to GIS system, including the development of new data layers (open space, subdivisions, street acceptance, municipal facilities, community preservation projects, cultural and historical resources, and internal and external links to Building Department data and all permitting (ZBA, PB, Conservation, Historical) data, as well as use of new online oblique Pictometry images.



Andrew Port
DIRECTOR

PLANNING BOARD
Dan Bowie, Chair
Jim McCarthy, Vice-Chair
Bonnie Sontag, Secretary
Don Walters
Henry Coo
Sue Grolnic
Paul Dahn
Noah Luskin
Cindy Zabriskie

HISTORICAL COMMISSION
Linda Smiley, Chair
Tom Kolterjahn
Margaret Welch
Ned McGrath
Bill Todd
Stephen Dodge
Sarah White

ZONING BOARD
Ed Ramsdell, Chair
Rob Ciampitti, Vice-Chair
Duncan LaBay, Secretary
Jamie Pennington
Howard Snyder
Richard Goulet, Associate
Jared Eigerman, Associate

CONSERVATION COMMISSION
Joe Teixeira, Chair
Paul Healy
Stephen Moore
James O'Brien
Mary Casey
Doug Muir
Dan Warchol

PLANNING & DEVELOPMENT

PLANNING BOARD

The Newburyport Planning Board is delegated with the responsibility of administering Massachusetts General Laws Chapter 41 Section 81 A-GG; Municipal Planning and Subdivision legislation, and M.G.L. Chapter 40A, referred to as the Zoning Act. The establishment of Planning Boards was authorized by the General Court in accordance with the provisions of section 81-A of M.G.L., Chapter 41. The Planning Board is comprised of nine city residents appointed by the Mayor who are responsible for making determinations for numerous land use projects proposed for construction within city limits.

HISTORICAL COMMISSION

The Newburyport Historical Commission is delegated with the responsibility of administering the Demolition Delay Ordinance, determining historical significance related to CPC applications, and occasionally holding preservation restrictions related to various CPA and Planning Board projects.

CONSERVATION COMMISSION

The Newburyport Conservation Commission is delegated with the primary responsibility of administering and enforcing the Massachusetts Wetlands Protection Act (General Laws Chapter 131, Section 40), the Newburyport Wetlands Ordinance, and for the administration of the Agricultural Preservation Restriction Program within the City of Newburyport.

ZONING BOARD OF APPEALS

The Newburyport Zoning Board of Appeals is established through municipal ordinance in accordance with the provisions of Massachusetts General Laws Chapter 40A, referred to as the Zoning Act. The Board is comprised of 7 city residents (5 regular members and two associate members) who are appointed by the Mayor.

Jetty repairs will make navigation safer and help beach sand to accumulate on the east side of Plum Island.

Planning & Development Programs & Services

Administration

- Record keeping
- Budgeting
- Human resources
- Meeting agendas & packets
- Meeting minutes & documentation
- Website updates

Long Range Planning

- Master Plan
- Open Space & Recreation Plan
- Affordable Housing Plan
- Strategic Land Use Plan
- Waterfront Strategic Plan
- Beach Management Plan
- Parking Studies & Reports
- Economic development
- Transportation planning
- Other short & long-term plans

Permitting & Regulatory Oversight

- Planning & Zoning Re-view
- Zoning & Permitting Analysis
- Recommendations to City Boards
- Draft Decisions
- Board Staffing/Assistance:
  - Planning Board
  - Zoning Board of Appeals
  - Conservation Commission
  - Historical Commission
  - Local Historic District Study Committee
  - Fruit Street Historic District Committee

Capital Planning & Project Management

- Grant applications & oversight
- Project & contract management

Community Preservation

- Affordable Housing Programs
- Community Preservation Projects & Funds
- Historic Preservation

Community Development

- Grant Applications & Oversight
- Housing Rehabilitation Program

Mapping & Permitting Databases

- Geographic Information Systems (GIS)
- Permitting Databases
- New Mapping Layers & Updates

Andrew Port
DIRECTOR

BUILDING DEPARTMENT

MISSION

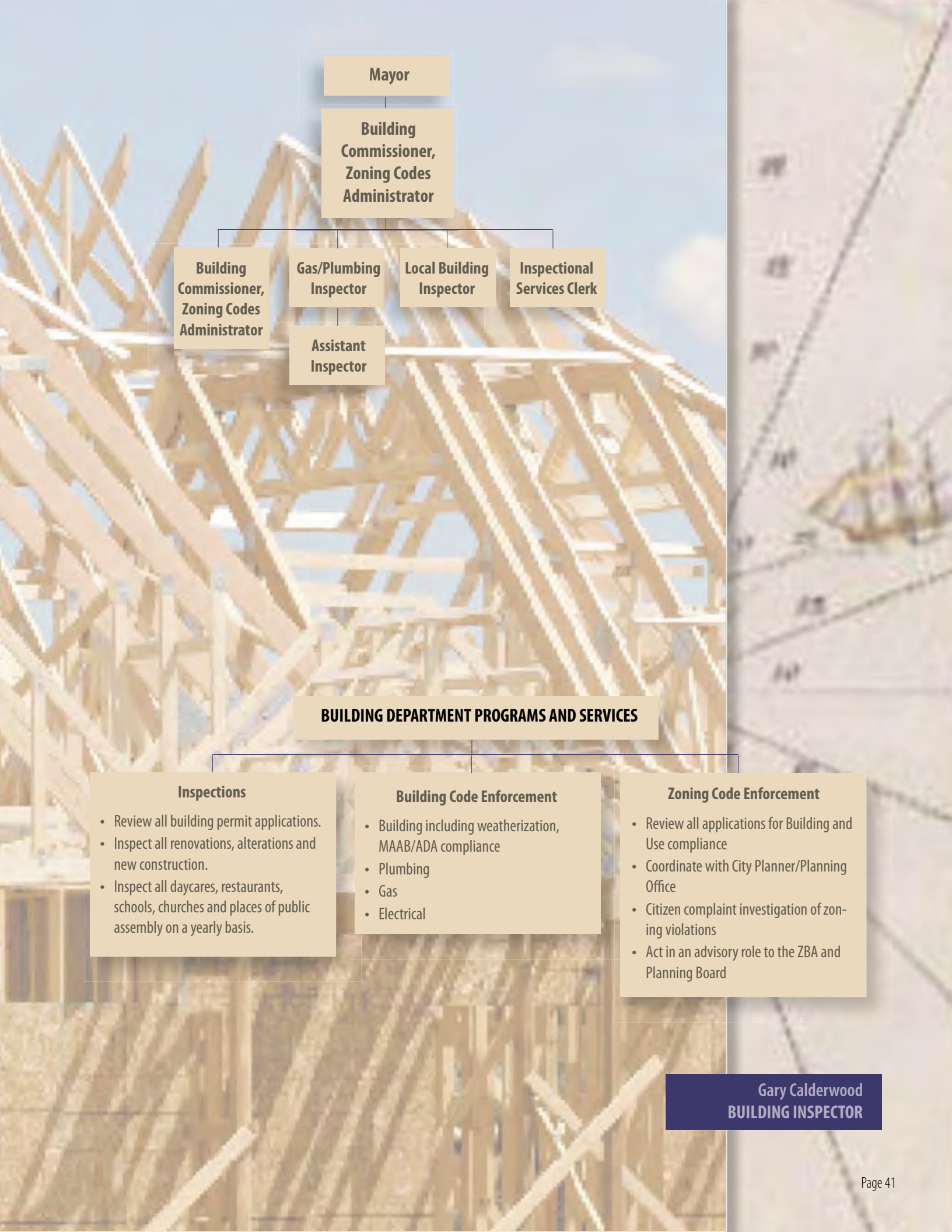
The mission of the Newburyport Building Department is to consistently and expeditiously provide equitable information and services to the public at large to accomplish their personal property use and building goals.

FY 2013 ACCOMPLISHMENTS

- Continued to provide information and assistance to the public related to all building and zoning issues within the City of Newburyport
- Inputted all gas, plumbing, electrical and building permits to date to a customized Microsoft Access Data Base that is transferred to the City wide MiMap system
- Continued to input old building permits back to 1978
- Maintained City streetlights, traffic signals, and electrical infrastructure
- The Building Department issued (695) permits for new buildings, additions, alteration
- Participated in on-site inspections including com-plaints, homeowner requests, zoning clari-fications and emergency requests. The Department also issued (515) electrical permits, (455) gas permits, (455) plumbing permits.
- The Department will be providing mobile inspec-tional computers to record field inspec-tions, that will be downloaded to the City's MiMap system to the benefit of the general public.
- Updated The Building Department's webpage to reflect the current changes.

Permit Type	Number of Permits	Project Cost	Permit Fees
Alteration/Repair	669	$44,018,764	$230,604*
Demolition	20	$590,575	$2,730*
Display Sign	35	$70,065	$2,200
New Building	32	$135,129,502	70,620
Swimming Pool	7	$265,620	$2,950
Tent	11	$17,462	$610
Woodstove	12	$19,750	$740
Totals:	**786**	**$180,111,738**	**$310,454**

NOTE:
*City Projects, no fees
Alteration/Repair, 3 city projects = $22,915,587.00, with 0 fees.
Demolition, 1 city project = $460,000.00, with 0 fee.


Mayor
Building Commissioner, Zoning Codes Administrator
Building Commissioner, Zoning Codes Administrator
Gas/Plumbing Inspector
Local Building Inspector
Inspectional Services Clerk
Assistant Inspector
BUILDING DEPARTMENT PROGRAMS AND SERVICES
Inspections
• Review all building permit applications.
• Inspect all renovations, alterations and new construction.
• Inspect all daycares, restaurants, schools, churches and places of public assembly on a yearly basis.
Building Code Enforcement
• Building including weatherization, MAAB/ADA compliance
• Plumbing
• Gas
• Electrical
Zoning Code Enforcement
• Review all applications for Building and Use compliance
• Coordinate with City Planner/Planning Office
• Citizen complaint investigation of zoning violations
• Act in an advisory role to the ZBA and Planning Board
Gary Calderwood
BUILDING INSPECTOR

PARKS

MISSION

The Newburyport Board of Parks Commissioners was established to serve the residents of the city and other park users through the establishment and implementation of plans for the maintenance, expansion, and betterment of the open spaces, parks and recreational facilities over which the Commission has jurisdiction. The Commission shall serve to monitor and officially act on issues affecting the use and management of facilities in a manner that provides the most optimal facilities for the residents of Newburyport and other users. The Commission shall engage the public in a democratic manner to allow for a continuous dialog towards meeting the intent of the mission statement and marshal the resources within its powers to address the needs of the community.

FY 2013 ACCOMPLISHMENTS

- Established the Newburyport Parks Conservancy, a 501c3 dedicated entirely to care and improvement of Newburyport parks.
- Secured $15,000 from the Mayor Gayden W. Morrill Charitable Foundation (MGWMCF) for Phase II of a project to beautify Joppa Park.
- Worked with Department of Fish and Game to design a new boat ramp at Joppa Park, to be funded by the state through a reimbursement grant program.
- Established Landscape Partnership with two professional landscapers and Opportunity Works to provide higher level of park maintenance in exchange for signage. Sponsored parks include Atwood Park, Joppa Park and Brown Square
- Spearheaded deferred park maintenance with supplemental budget funding to address much needed parks repairs. As a result, repairs addressed in 2013 include the following high priority and safety issues:
  - Slide replacements at Cashman and Perkins playgrounds;
  - Increased safety surfacing;
  - Replacement of landscaping timbers at Cashman and Ayers Playground;
  - Repairs to lighting at Bartlet Mall;
  - Replacement of rusted basketball backboard at Jason Sawyer Playground;
  - Installation of safety swing mats at several playgrounds;
  - Replacement of broken spring horse and spring motorcycle at Ayers Playground;
  - Preventative maintenance for Gillis Bridge underpass on Clipper City Rail Trail;
  - Improvement of visibility at Parker Street crossing on Clipper City Rail Trail.
- Organized a wine tasting fundraiser to raise money for park maintenance.
- Repaired the Bartlet Mall fountain using volunteers, donated labor and materials. Secured $2,500 donation toward new pump and piping to increase volume of water flowing through the fountain.
- Increased volunteer engagement. Established a program to encourage and acknowledge resident and business stewardship of city parks.
- Coordinated all-volunteer installation and maintenance of new gateway gardens on the Clipper City Rail Trail.
- Utilized senior-citizen volunteer program to help organize fundraising events
- Coordinated annual fall cleanup of the Rail Trail.
- Organized an expanded city-wide Clean Sweep.
- Assisted with revision of the city's Seven Year Open Space and Recreation Plan.
- Coordinated grant funding totaling $84,500 from the MGWMCF toward restoration of the Atkinson Common Civil War Memorial; Clipper City Rail Trail Phase II enhancements; Phase II of the Joppa Park Improvement Project; signage for Bartlet Mall; signage for Oak Hill Cemetery; and the Range Light Sculpture Garden.
- Secured grant funding from the United States Tennis Association, the MGWMCF, and the Newburyport Community Tennis Association for renovation of badly deteriorated tennis courts at Atkinson Common.
- Worked with NYSA to further a field improvement project at the Cherry Hill soccer fields.
- Enhanced effectiveness of the Parks Commission by developing an increased presence within the City's organizational structure.
- Completed Findings & Recommendations of the Field Space Task Force: Investigation of Additional Field Space Locations within the City of Newburyport.
- Initiated planning phase of construction of a new 90-foot baseball diamond Bradley Fuller athletic fields.
- Applied for CPA grant funding for improvement projects at Joppa Park, Atwood Park, Bartlet Mall, & Cherry Hill soccer fields.
- Began work on programming for those groups not served by Youth Services or Newburyport Adult Education.
- Formalized field use donation schedule.

Parks Programs & Services

Administration & Community Services

- Respond to public inquiries
- Coordinate with Parks Groups
- Coordinate with City Departments
- Coordinate with Youth Leagues
- Manage and update Parks Commission website
- Coordinate volunteers for special events and parks maintenance
- Issue press releases, communicate with press
- Maintain public records related to Parks Commission activities
- Coordinate memorial bench fundraising program
- Organize events that utilize and promote the use of city parks

Facilities Management

- Quarterly inspection & reporting of facilities and equipment
- Coordinate purchase and installation of new equipment and materials
- Park repairs and maintenance
- Scheduling & Permitting
- Annual Maintenance Program
- Clipper City Rail Trail management

Planning & Development

- Formulate a consistent city wide vision for improvements and maintenance in cooperation with Planning Department
- Project coordination and oversight of parks improvements projects
- Foster Public-Private partnerships to benefit the maintenance and improvement of city parks and athletic fields
- Field Space Task Force-seeks out opportunities for athletic field expansion

Budget & Finance

- Establish and manage park donation and user fees
- Process payables, receivables
- Prepare Annual Budget Request
- Capital improvements plan and budget
- Pursue grant funding for parks improvements
- Manage activities of Mayor Gayden W. Mor-ril Charitable Foundation
- Manage activities of the Newburyport Parks Conservancy

Mayor

Parks Administrator

Parks Commission

Lisë Reid
PARKS ADMINISTRATOR

PARKS COMMISSION

Bob Uhlig, Chair
Ann Lagasse
Karen Popken
Steve Sawyer
Robin Reath-Graves

VETERANS SERVICES

Kevin Hunt
DIRECTOR

MISSION

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

FY 2013 ACCOMPLISHMENTS

- Distributed over $230,000 in financial assistance to needy Newburyport veterans and their families. The City receives 75% reimbursement from the State for this disbursement. This is the highest total assistance the City has ever disbursed.
- Facilitated the monthly World War II veterans breakfast and luncheon series.
- Initiated discussions with the surrounding communities of Amesbury, Merrimac, Newbury and Salisbury to examine the feasibility of forming a Regional Veterans District

Veterans' Services Programs & Services

Federal Assistance

Providing information and direction concerning:

- Death Benefits
- Educational Benefits
- Employment
- Housing Assistance
- Life Insurance
- Medical Benefits
- Social Security Disability

State & Local Assistance

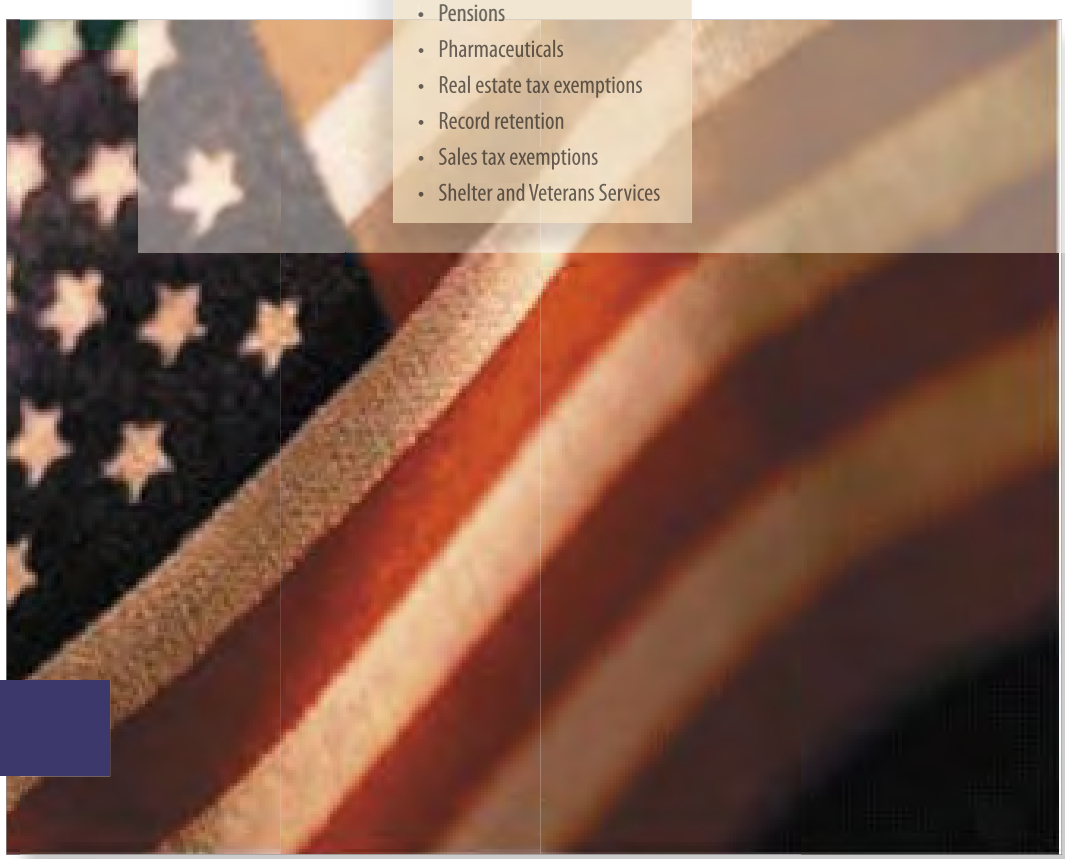
Providing information and direction concerning:

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

Community Events

Providing information and direction concerning:

- Memorial Day Parade
- Veterans Day Observance
- Yankee Homecoming
- Guest Speakers
- Decorate Veterans' Graves



YOUTH SERVICES

Andrea Egmont
DIRECTOR

MISSION STATEMENT

The mission of Newburyport Youth Services is to create quality programming and events for the City's youth in safe and supportive environments that encourage growth, self exploration and empowerment.

FY 2013 ACCOMPLISHMENTS

- Began online registration and credit card processing:
- Completed fall and winter programming with 423 youth (31% increase from previous year)
- Held 7 Special Events(*2 new events): Guy's night out, Girl's Night Out, Invitation Night Movie, Family Camp Out*, Youth Fishing Derby*, Asset Awards, Duck Derby
- Conducted 2 youth leadership retreats (serving over 100 youth), continued the Youth Council and established 3 paid Youth Leader Positions.
- Completed a new 5 year plan for the department with the Youth Commission
- Summer 2012 took in over $145,000 in user fees, serving 1,197 participants (a 30% increase in participants)
- Acquired $7,500 in funding for a 12 passenger van lease; completed lease and purchased the van.
- Met all objectives of YR 7 of the Drug Free Communities grant and completed all grant requirements successfully
- Awarded $125,000 in Year 8 Federal Drug Free Communities (DFC) Support Program Grant
- School Age Care contract estimated at $10,000 revenue for FY13

Youth Services

Recreation
- Year round recreation programs ages 1-18
- 4-5 Annual Family events
- 4-5 Annual Youth events
- Sports (Ultimate, etc.)
- Middle School Drop-In Center

Social Services
- Youth support groups
- Mental health care providers network
- LGBTQ support
- Youth @ Risk support
- Parenting programs
- Other youth clubs

Prevention
- City wide coalition
- 2-3 annual community campaigns
- Partnership with schools
- Community training
- Annual youth and community surveys

Youth Leadership Development
- 2-3 annual youth leadership retreats
- Youth Council
- Youth for Youth
- Summer youth leadership program

LIBRARY

BOARD OF DIRECTORS
JULY 1, 2011 – JUNE 30, 2012
Monica Blondin
Stephen Moore
Joseph Donnelly
Elizabeth Valeriani
Barbara Dowd
Kathleen Carey
Marcia Edson

PERMANENT DIRECTORS OF THE BOARD & TRUSTEES OF THE BUILDING FUND
James Connolly
Robert Gould
Josiah Welch

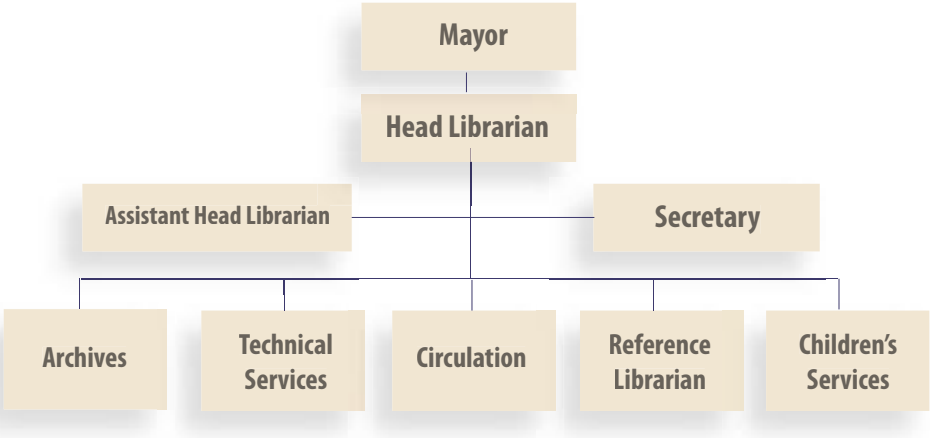
EX-OFFICIO
Donna Holaday, *Mayor*
Thomas O'Brien,
City Council President

MISSION

In addition to the appropriated municipal budget, funds were made available to enhance library collections and services through State Aid Awards, Special Gifts and Library Trust Funds, in particular the George Peabody Trust Fund.

FY 2013 ACCOMPLISHMENTS

- The second phase of the library space plan imple-mentation, a remodel/reorganization of the 2nd floor Reference Area, was completed. A new reference desk was created in a loca-tion more visible and accessible for patrons. Other aspects of the project involved build-ing a staff office, extensive weeding of the reference book collection, updated lighting, relo-cation of the online catalog, microfilm reader/ printer/scanner and film drawers and the compact disc collection, relocation of the 3rd floor public computers to the 2nd floor refer-ence area and the replacement of carpet.
- New hires brought the library to full staffing again, in addition to bringing excitement and new programs and ideas.
- The library, along with the Merrimack Valley Library Consortium, transitioned to an open source ILS, Evergreen. A new circulation module for staff and the revamped online catalog provided improved customer service.



Library Programs & Services

- Books in regular and large print, magazines, music CDs, books on CD and DVDs to borrow
- Lebman Judaica collection
- Newspaper collection for browsing
- Professional reference services offered in Information Services Department and Archival Center
- Full service Children's Room and Teen Loft, including materials, programs and reference assistance
- Online databases, including business and genealogy resources
- Informational and cultural programs for adults, teens and children
- Public computers/printing and wireless Internet access
- Newburyport Daily News on microfilm and reader/ printer/scanner
- Public photocopier (b&w and color)
- Free or reduced price passes to area museums
- Exam proctoring for distance learners
- Volunteer program
- Quiet study rooms and conference room
- Comfortable seating areas
- Meeting spaces for city and non-profit gr
- Language learning CDs and Mango Languages, an online database
- Content delivery services such as Overdrive downloadable audio and ebook service and Freegal Music Ser-vice
- Active (976 members) Friends of the Library group who act as library advocates and raise supplemental funds

HOLDINGS AND CIRCULATION INFORMATION FOR FY 2012

Registered Borrowers as of June 30, 2012: 14,276

HOURS OPEN EACH WEEK (Main Library) **Winter, 64** **SUMMER, 56**

HOLDINGS

PRINT MATERIALS

Book Volumes Owned	111,587
Volumes of Print Periodicals	471
Print Serials Subscriptions	165

NON-PRINT MATERIALS

Audio Cassettes and Compact Discs	5,986
Video Cassettes/DVDs	6,120
Downloadable Audio Books	2,688
e-books	3,784
Licensed Databases	11
Microforms	745
Materials in Electronic Format	139
Miscellaneous	189
TOTAL	**131,885**

CIRCULATION

PRINT MATERIALS

Circulation

Books - Adult & Teen	120,202
Books - Children	86,475
Periodicals	4,961
Subtotal	**211,638**

Circulation from Other Libraries to Users (ILL)	45,877
Circulation to Other Libraries (ILL)	34,948

NON-PRINT MATERIALS

Audio Cassettes/CDs	33,627
Video Cassettes/DVDs	84,416
Miscellaneous	448
Downloadable Audio	1,537
e-books	1,458
Subtotal	**121,486**
TOTAL	**333,124**

LIBRARY STAFF

Melanie Bennett
Paula Biscardi
Andrea Bunker
Kimberly Butler
Virginia Champi
Donna Childs
Jessica Gill
Ellen Kaminski
Jane Lemuth
Nancy Magnifico
Lynn Marks
Sarah Moser
Jean O'Malley
Diane Oxton
Elizabeth Pendak
Mary Perry
Elizabeth Sceery
Joyce Senior
Giselle Stevens
Joan Straw
Daniel Tremblay

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John Hewett

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Sarah Bell
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Linda Buddenhagen
Janet Loske
Caroline McCarthy
Jean O'Malley
Cecile Pimental
Colin Powell
Eloise Schoeppner
Susan Zilli

Cynthia Hubbard Dadd
HEAD LIBRARIAN

COUNCIL ON AGING

Roseann Robillard
DIRECTOR

MISSION

The mission of the Newburyport Council on Aging is to advocate for older adults, to identify their needs, to develop and implement services to meet their health, economic, social and cul-tural needs, to encourage maximum independence, and to improve their quality of life.

FY 2013 ACCOMPLISHMENTS

- Received grants from:
  - Executive Office of Elder Affairs (grant is used to pay van driver salary, van fuel, and postage)
  - Howard Benevolent Society (grant is used for Snow Shovel project)
  - Friends of Newburyport COA (grant is used for van fuel)
  - Central Congregational Church Outreach Committee (grant is used for prescrip-tion medications)
  - Newburyport Society for Relief of Aged Women (grant is used for Dental clinics)
- Acquired third van in collaboration with Salisbury COA to supplement Transport Program.
- Increased visibility thru efforts of COA Board mem-bers. Calls to COA office have in-creased by 5%.
- Implemented a monthly Dental clinic at COA to provide affordable dental cleanings and evaluations.
- Completed design phase for senior/community center.
- Relocated Meals On Wheels program to new location (Central Congregational Church).

Council on Aging Programs & Services

Programs

- Exercise to music
- Line Dance/Tai Chi/ Zumba
- Day Trips
- Senior Safety
- Watercolor Painting
- Bingo/Cards
- Drop in Group
- Knitting for Newborns
- Retired Readers
- Property Tax Work Pro-gram
- Meals on Wheels
- Congregate Meals
- Podiatry/Hand Care

Services

- Leaf Raking/Snow Shoveling
- Transportation- Local
- Transportation- Out of Town
- Housing Information
- Fuel Assistance Applica-tions
- Food Stamp Applications
- Health Insurance Coun-seling
- Low Vision Support
- Tax Help
- Legal Assistance
- Handicap Placard Ap-plications
- Information and Referral
- Telephone Reassurance
- Newsletter

INFORMATION SERVICES

Mark Kavanagh
DIRECTOR

MISSION

The mission of the Information Technology Department is to lead and support the City of Newburyport in the appropriate application of existing and emerging information technologies required to develop an information structure that will enhance the ability of its officials, staff, and employees to provide the highest level of service to the citizens of Newburyport.

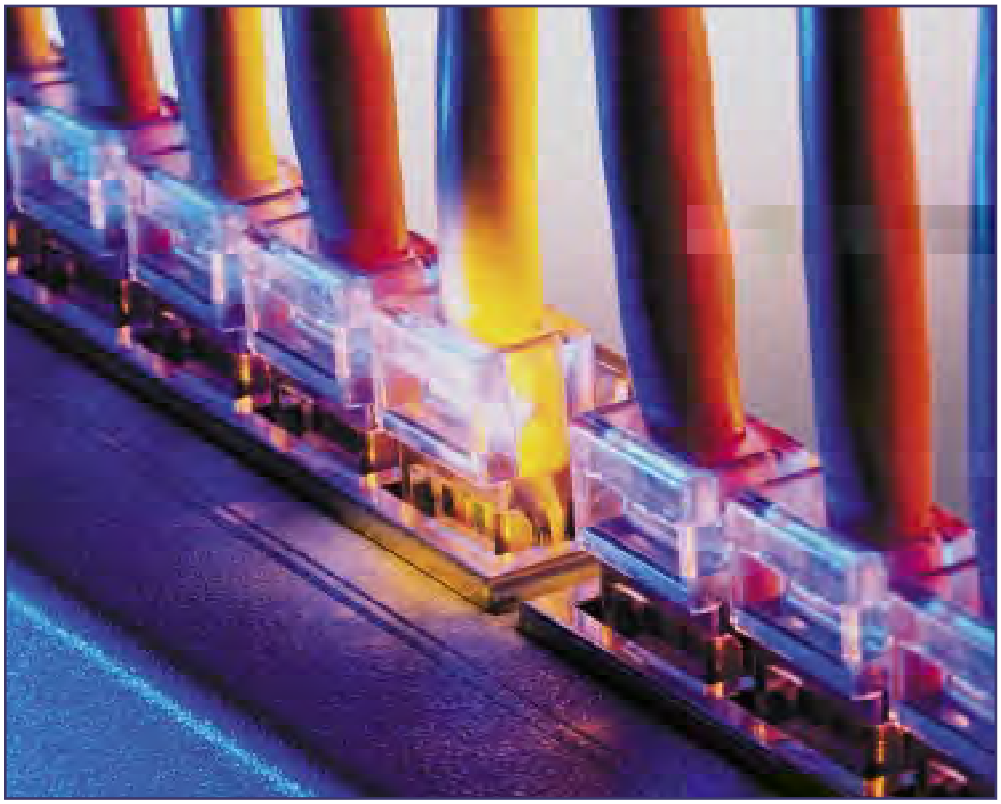
FY 2013 ACCOMPLISHMENTS

- Installation of cash management system for Treasurer/Collector's Off
- Installation of access control (keyless entry) system in City Hall
- Completed CAT 6 computer & phone rewiring project in City Hall
- Facilitation of new City website publishing platform
- Installation of Browser based MUNIS System running sharepoint and SQL server
- Installation of new Phone system (Voice Over Internet Protocol)

IT Programs & Services

- Computer user support & training
- Local Area Network
- I-Net Wide Area Network (WAN) maintenance
- Hardware & software maintenance
- General Ledger Accounting software maintenance
- Custom software design for departments
- E-mail and Internet support
- City Website coordination & support
- PDA support
- Manage & support Public Safety

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



PUBLIC SERVICES WATER

MISSION

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

FY 2013 ACCOMPLISHMENTS

- Completed bi-annual leak detection survey of the entire distribution system, including Newburyport, Newbury and Plum Island, detecting a total of 14 leaks including one main leak, six service leaks and seven hydrant leaks.
- Repaired all leaks identified in the survey, saving an estimated 97,000 gallons per day in water leakage.
- Strong Retained Earnings Balance due to consistent oversight and control of spending.
- Construction underway on $18.75M water system improvement project, which includes a new clearwell and pump station (Phase 1), distribution system improvements (Phase 2) and upgrades to the Water Treatment Plant (WTP) (Phase 3). The project is currently on schedule and under budget.
- Phases 1 and 2 were substantially complete as of year-end.
  - Constructed new clearwell and pump station.
  - Implemented temporary measures for interim operation of the new clearwell.
  - Replaced overflow structures in sludge lagoons.
- Began work on Phase 3 in June 2012, which is expected to be completed by fall 2013.
- Emergency Response Plan updated and training provided.
- Painting of March's Hill water tank completed
- Installed 450 feet of 8-inch ductile iron water main on Congress Street, with two new fire hydrants and five new/upgraded service lines.
- Installed 560 feet of 8-inch ductile iron water main on Guild St. to replace an existing 2-inch with two new fire hydrants and six new/upgraded service lines
- Bi-annual city-wide hydrant flushing of all 935 fire hydrants, covering all hydrants in Newburyport, Newbury, and Plum Island.
- Completed eleven service line renewals (from the main to the house).
- Implemented quarterly billing for water/sewer payments, originally recommended in 1997 and now a reality.
- Received local approval and submitted a Home Rule Petition to the state legislature allowing the city to transfer unpaid water/sewer bills to Newbury tax bills.
- Added new online tools for customers that allow them to view current and historical charges and make payments via the web.
- Streamlined payment processing from 4 to 1 business day by utilizing a lockbox processing center.
- Continued emphasis on providing quality customer service.

DPS Water Programs & Services

Treatment

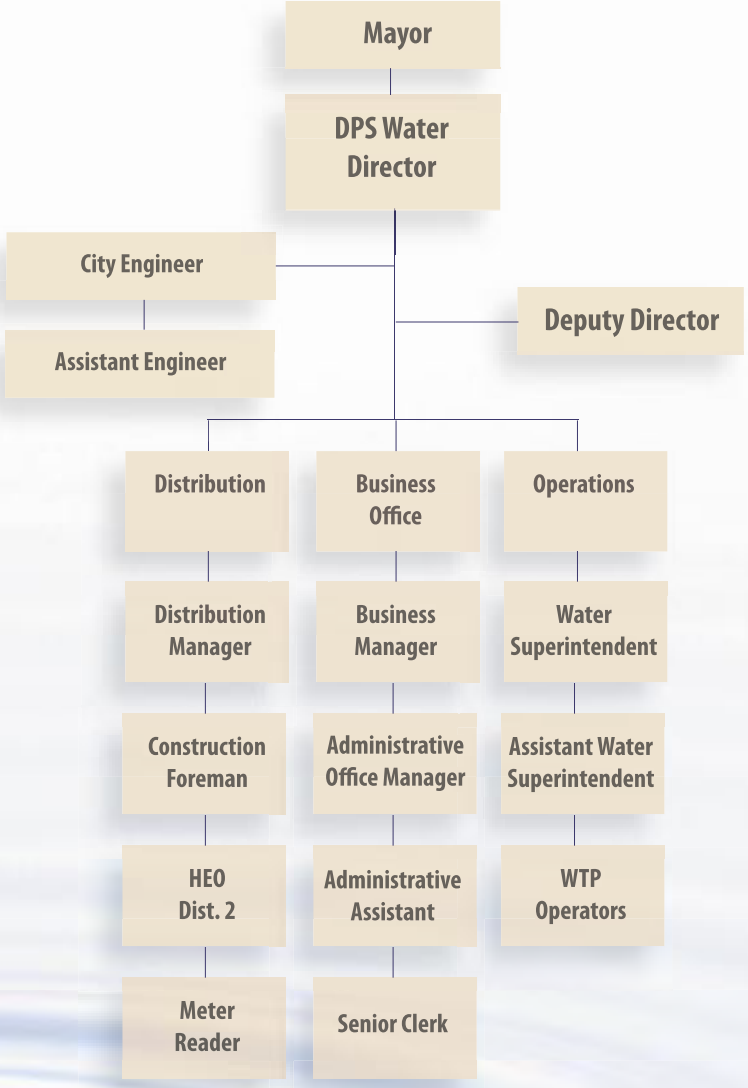
- Provide safe and reliable water treatment
- Meet all State and Federal drinking water standards
- Work within the WMA withdrawal limits
- Manage water supply areas
- Maintain equipment at the WTP
- Continue with the 18.75 million water system and treatment upgrade
- Maintain 2 water towers
- Maintain pumping stations

Distribution

- Maintenance and repair or 120 miles of water mains
- Maintenance and repair of 987 hydrants city wide
- 24 hour response to customer issues
- Computerized meter reading city wide

Administration/ Billing

- Manage over 8,000 customer accounts
- Actively pursue the collection of unpaid balances
- Prepare annual budget
- Forecast Capital Improvement needs
- Purchasing/bidding for large capital expenditures
- Collaborate with Municipal, State and Federal Officials



COMMISSIONERS
George Lawler, Chairperson
Edmund L. Kelley, Vice Chair
John Tomasz
Erford Fowler
Roger Jones

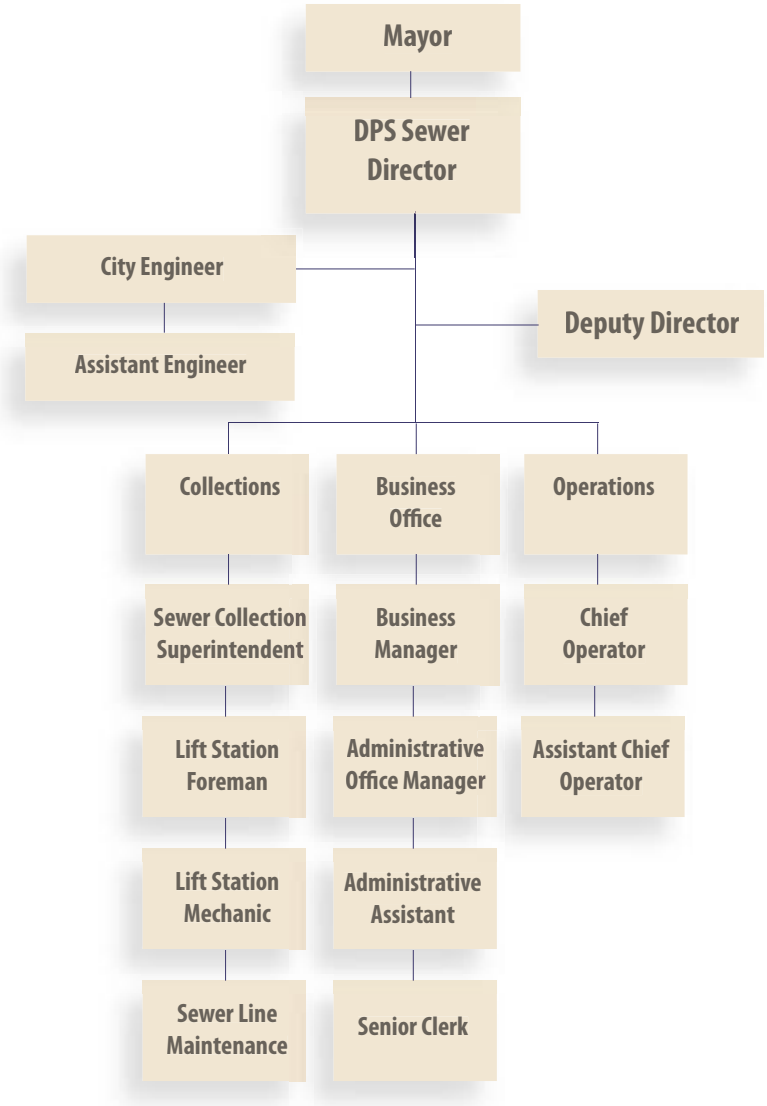
Anthony Furnari
DIRECTOR

PUBLIC SERVICES *SEWER*

MISSION

The mission of the Department of Public Services' Sewer Division is to provide quality and efficient wastewater collection, pumping 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.

- Strong Retained Earnings Balance due to consistent oversight and control of spending.
- Responded to and repaired all sewer issues to help prevent Sanitary Sewer Overflow (SSO), including the resolution of a major disruption to the Graf Road Force Main.
- 24,294 Linear feet of sewer main video inspected, to comply with the reduction of Inflow/Infiltration (I/I) as specified in the National Pollutant Discharge Elimination System (NPDES) permit.
  - The video inspection is also effective in helping to locate and repair potential sewer problems before they occur.
- Construction underway on $32.65mm Wastewater Treatment Facility (WWTF) Improve-ments Project, which includes a new Operations, Control and Laboratory Building and sys-tem/technology upgrades (Contract 1), a new Process Operations Building, influent pumps, Fournier Press Dewatering Equipment, Headworks improvements, the rehabilitation of gravity thickeners and final site work (Contract 2).
- Ensured proper Operations & Management (O&M), capital planning and budgeting.
- Performed routine repairs and preventative maintenance to the WWTF lift stations and sewer collection system.
  - Approximately 54,971 linear feet (LF) of sewer main cleaned.
  - 16 lift station wet wells cleaned (two times per year).
  - Dukes root control treated 5,062 LF of sewer main to help with root intrusion (roots are one of the most common causes of sewer back-ups).
  - Manhole repairs throughout the City in an effort to reduce Inflow/Infiltration (I/I), replaced frames and covers, resurfaced inside of the manholes with hydraulic ce-ment, and sealed joints between inlets and inverts.
- Phase II of the WWTF Modernization Project ongoing
- Worked in conjunction with the Engineering Department on all sewer-related projects
- Experienced no major Industrial Pretreatment (IPP) violations.
- Sludge quality continued to be of exceptional quality to compost.
- Worked in conjunction with Board of Health by replacing and enforcing new grease ordi-nance
- Continued Safety Training and Spill Prevention & Counter Measures Plan trainings in-house for all personnel.
- Implemented quarterly billing for water/sewer payments, originally recommended in 1997 and now a reality.
- Received local approval and submitted a Home Rule Petition to the state legislature allow-ing the City of Newburyport to transfer unpaid water/sewer bills to Newbury tax bills.
- Added new online tools for customers that allow them to view current and historical charges and make payments via the web.
- Streamlined payment processing from 4 to 1 business day by utilizing a lockbox processing center.
- Continued to provide quality customer service, responding to 139 sewer calls, including 8 odor complaints, 56 Plum Island calls and 75 calls from residents or businesses regarding sewer line issues.



DPS Sewer Programs & Services

Treatment

- Provide quality and efficient treatment for wastewater to be discharged to Merrimac River
- Meet the requirements for the NEDPS permit
- Submit yearly reports to the DEP/EPA
- Maintain proper opera-tions of the WWTF
- Continue with Phase 2 for the WWTF upgrade

Collection

- Maintenance of 16 pump stations including Plum Island
- Clean and maintain all sewer mains
- 24 hour response to customer issues
- Video sewer mains for the reduction of (II) In-flow/Infil-tration for
- NEDPS permit requirements

Administration/ Billing

- Manage over 8,000 customer accounts
- Actively pursue the collection of unpaid balances
- Prepare annual budget
- Forecast Capital Improve-ment needs
- Purchasing/bidding for large capital expenditures
- Collaborate with Municipal, State and Federal Officials

Anthony Furnari
DIRECTOR

SCHOOLS

FY 2013 ACCOMPLISHMENTS

HIGH SCHOOL

- Created STEM partnership with 3 NHS classes and Olin College students and staff.
- Implemented new teacher evaluation system with integrity.
- Finished our NEASC committee reports with faculty approval.
- Developed Flex scheduled classes in Theater, Music, and Technology to be offered to NHS students in 13-14 school year.
- Implemented new science fair process/event.
- Opened newly developed/designed media center at the high school.
- Created an 11th grade AP English course.
- Disseminated an Accuplacer test to all 10th grade CP English students.
- Developed NECCO course offerings for NHS students in a flex schedule outside the normal school day/NHS and NECCO with credit earned.
- Planned and developed a therapeutic model program for the high school.

Rupert A. Nock Middle School

- Set goals around writing across the curriculum in all content areas (an identified weakness as determined by MCAS).
- Worked on moving toward the Common Core in all content areas.
- Began collecting data to create a more balanced schedule for the 2013-14 school year.
- Began work on a school wide executive function plan for the entire middle school.
- Began Response to Intervention process this year and identified interventions for students experiencing failure.
- Implemented the new pre-engineering lab and began to set academic goals in this area.
- Implemented data team work to examine teacher survey results.
- Implemented a process for staff to develop actions to address areas related to student achievement.
- Implemented the new educator evaluation system.
- Created a Spanish program.
- Offered a three week German program.

Molin Upper Elementary

- Implemented new teacher evaluation system.
- Started Phase 1 of occupied construction- Nock/Molin Building Project.
- Implemented the "What I Need" (WIN) Intervention Block to provide intervention or enrichment to students.
- Revised and implemented writing rubrics and assessments.
- Implemented revised RTI team.
- Expanded participation in Molin winter and spring concerts.
- Expanded participation in Molin School play and Molin Science Fair.
- Implemented Responsive Classroom program.
- Created school newsletter.

Francis T. Bresnahan School

- Implemented the new educator evaluation system with fidelity.
- Enhanced the RTI process to make informed decisions regarding student achievement and levels of intervention.

Groundbreaking ceremonies kickoff Phase 1 of occupied construction- Nock/Molin Building Project.

- Analyzed literacy and mathematics assessment data to identify core curriculum instructional changes.
- Enhanced the literacy block time through the implementation of Daily 5 in all first grade classrooms.
- Revised the grades 1-5 progress reports.
- Coordinated transition of students with the Brown School staff and the Molin School staff.
- Implemented data teams for data analysis and to develop action plans.

Francis T. Bresnahan School

- Increase in student achievement in literacy and mathematics.
- Participated (kindergarten teachers) in the Literacy for All conference in November 2012 to further the implementation of the Daily Café (Curriculum, Accuracy, Fluency and Expanded Vocabulary) as an integral part of our comprehensive literacy program.
- Participated (preschool teachers) in bi-monthly professional development with the literacy and math coaches on the topics of dialogic reading and developing common math assessments.
- Implemented the new teacher evaluation system with fidelity beginning with the development of SMART goals and educator plans to becoming familiar with the new observation model to creating binders of evidence to showcase their progress and growth throughout the year in alignment with the new teacher standards and rubric.
- Revised and implemented the Response to Intervention process with teachers serving as liaisons to students who were able to receive interventions and related services through a tiered model of support as a part of the general curriculum.
- Promoted a positive culture by implementing a "bucket-filling" theme that supported character development and school-wide goals. Staff worked hard over the summer to de-clutter the school and paint murals on the walls and playground to promote our theme, vision and philosophy.

Central Office, Includes Technology & Facilities

- Implemented a new educator evaluations system.
- Continued to provide leadership in using data to drive instructional decisions. Created and implemented Newburyport University during our full professional day. Continued to support Place Based Education through professional development for our teachers.
- Started the new building projects: Bresnahan School and the Renovation of the Molin School and Nock Middle School.
- Provided extensive staff development for all special education teachers and related services
- Maintained the buildings in a safe, clean, functional manner.
- Kept equipment operating efficiently through the preventive maintenance program.
- Continued to find ways to reduce energy usage and cut costs.
- Invested in new technologies, equipment and/or methods to help custodial staff to be more efficient and effective.
- Updated program descriptions for all special education programs.
- Created and updated a system of special education services across the district.
- Strengthened the Response to Intervention Teams.
- Strengthened the security of each building.

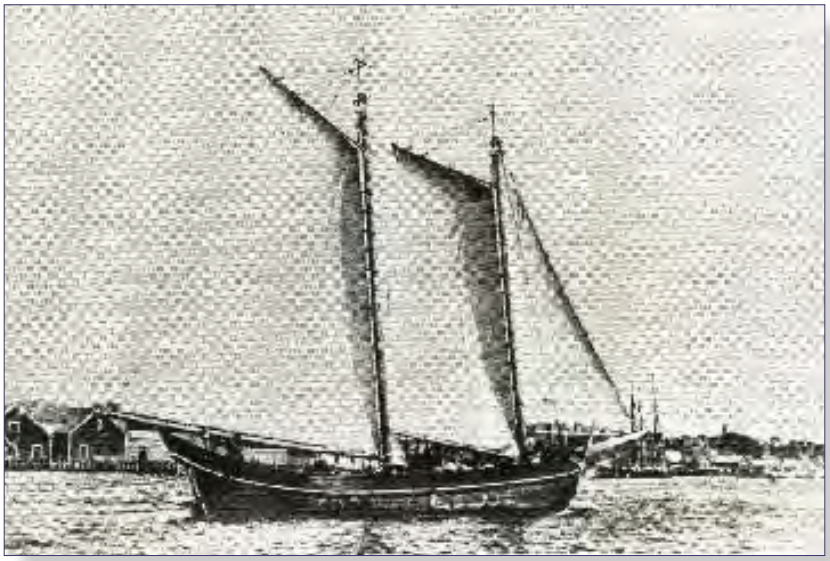
SCHOOL COMMITTEE

Mayor Donna Holaday, Chair
Bruce Menin
Steve Cole
Nick deKanter
Cheryl Sweeney, Vice Chair
Daniel Koen
Audrey McCarthy

Mark Kerble
SUPERINTENDENT

PLAN OF
NEWBURYPORT
Harbour
SALISBURY
NEWBURY

The Woodwell Shipyard was known for a schooner smaller than the large Clipper Ships that dubbed Newburyport the Clipper City. Nonetheless, this shipyard in Newburyport's southend neighborhood of Joppa made its mark by producing a popular vessel sold to ports including Gloucester.



APPENDIX A BUDGET REPORT

CITY OF NEWBURYPORT
MASSACHSUETTS, UNITED STATES OF AMERICA

OPERATING BUDGET FISCAL YEAR 2014
CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2013-2017

General and Enterprise Funds
July 1, 2013 to June 30, 2014

Adopted June 17, 2013

MAYOR
Donna D. Holaday

CITY COUNCIL
Thomas F. O'Brien, President
Edward C. Cameron
Barry N. Connell
Robert J. Cronin
Brian P. Derrivan
Gregory D. Earls
Allison Heartquist
Ari B. Herzog
Steve Hutcheson
Thomas E. Jones
Richard E. Sullivan, Jr.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Newburyport, Massachusetts** for its annual budget for the fiscal year beginning **July 1, 2012**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine eligibility for another award this year.

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CITY OF NEWBURYPORT
OFFICE OF THE MAYOR
DONNA D. HOLADAY
60 PLEASANT STREET • P.O. BOX 550
NEWBURYPORT, MA 01950
(978) 465-4413 • (978) 465-4402 (FAX)
WWW.CITYOFNEWBURYPORT.COM

May 13, 2013

Dear President O'Brien & Members of the City Council:

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2014. The proposed budget includes funds for the general operation and maintenance of the municipal government, education and debt service.

The proposed budget includes expenditures of $53,977,464 balanced by non-tax levy revenues totaling $7,522,818 and estimated tax levy of $46,851,095. Of the $46,851,095 tax levy, $2,666,654 funds the debt exclusion for the Newburyport High School renovation, the Public Library renovations and building project, development of a new Pre-k through Grade 3 Bresnahan Elementary School, renovations of the Nock/Molin School, and design and development of a new senior/community center. It is shown within the budget as dedicated revenue that offsets expenditures, which are recognized as "Excluded Debt Service." The FY 2014 operating budget represents a 4.77% increase over last year's budget excluding Debt Service.

As has been the practice for the past two years, the City continues to be conservative in its revenue estimates. FY 2014 projections for Local Receipts are just slightly higher than FY 2013 estimates. New Growth in FY 2013 included a portion of the 24 homes of the Oleo Woods project; the full value of these residential properties will become part of the tax base in FY 2014. In addition, in FY 2014 all properties will be required to complete a re-certification of values per Massachusetts Department of Revenue. Our commitment to diversifying the City's revenue sources through Local Option taxes and paid parking will continue to have positive impacts on revenue collections. Tax Title revenues and the return of an additional 24 properties to the active tax rolls will also assist the city's fiscal status.

Budget Goals

- Develop a FY 2014 Budget that is within the confines of Proposition 2 ½ and in compliance with the City's financial policies;
- Maintain a level services budget, while identifying opportunities to improve service delivery efficiency and effectiveness;
- Provide the first cost of living adjustments for City employees in several years through the collective bargaining process;
- Eliminate the use of free cash or stabilization funds as a recurring revenue source to balance

the budget;

- Continue to identify, develop and address a dynamic and workable five-year capital needs improvement plan;
- Continue to develop a budget process to present clear, concise and comprehensive management of all proposed expenditures;
- Continue to aggressively manage employee benefits and associated costs;
- Identify emerging operational, capital and financial planning issues for future years; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Capital Improvement Plan

The FY 2014 Operating Budget and Capital Improvement Program continues the process initiated in the FY 2013 budget, which included the Proposed FY 2012-FY 2017 Capital Improvement Program (CIP). As was done previously, we have included projects that were funded in the course of the current fiscal year to demonstrate the City's ongoing commitments to investing in our infrastructure and to show the strides being made to attend to the City's ongoing capital needs. As a result, the CIP constitutes a selection of projects and equipment that either have received funding in FY13 or will require funding in the near future. This document should be viewed as a tool to illustrate to the City Council how effective a coordinated approach to capital planning can be in the acquisition of equipment or completion of significant infrastructure improvement projects. Additionally, the fact that the revised Charter requires that this document be updated annually demonstrates the importance of this information being communicated to City Council.

I have placed significant emphasis on the importance of developing an organized and coordinated CIP for the City. The planned acquisition of capital associated with an annual appropriation to fund capital improvements needs to become an integral component of the annual operating budget moving forward.

I urge members of the City Council to carefully read the CIP Overview which is included in Section 12 of this document and recommend a meeting to review this plan.

Free Cash & Financial Policies

I am pleased to once again submit a balanced budget that does not include an appropriation of either Free Cash or 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 often capitalize on opportunities to delivery municipal services.

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 FY 2014 budget anticipates 100% compliance with this policy.

In addition to the Free Cash Policy, I have recommended several other financial policies that are outlined in Section 13 of the budget. Bond rating agencies often consider a municipality's commitment to and conformance with Financial Policies and, as such, I believe that what the City's Finance Team has drafted under my leadership is a major step in the right direction.

Retirement, Employee Buybacks and Pensions

City collective bargaining agreements require that the City "buyback" an employee's unused vacation and accrued sick time at the time of their retirement. This is a generous benefit that often places a significant constraint on the operating budget. The City has made gains in collective bargaining to adjust buybacks and will continue to negotiate with the members of the respective bargaining units regarding these benefits to lessen their impact on the operating budget. Although we anticipated the creation of a retirement stabilization fund during the FY 2013 budget development process, the final analysis by our Finance Team opted to return retirements to the department budgets, a policy change which is reflected in this budget document.

Unfunded pension liabilities will be required under GASB Statement 68 to be reported by FY 2015 in the City's Statement of Net Assets. This change in accounting standards will result in a material impact on the City's basic financial statements. It is essential during FY 2014 that we gain a greater understanding of these new requirements and impact. Consequently, our Finance Team will be reviewing best practices and evaluating the implementation of a Trust Fund or other means to address this liability.

Shared Expenses

As in FY 2013, this budget document includes a section titled "Shared Expenses." By organizing the budget in this way, certain overhead costs are accounted for in the aggregate rather than distributing costs by department or program. These costs continue to include employee benefits, such as health insurance, retirement contributions, unemployment compensation, Worker's Compensation Insurance as well as debt service and the Stabilization outlay.

Tax Rate

The tax rate for FY 2013 is $13.32 per $1,000 of assessed valuation for both residential and commercial property. The average property tax bill increased by $139.11 from $5,698.89 to $5,838.00. The increase is mitigated as a result of the average single home value decreasing from $445,226 to $438,272.

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 Enterprise Funds for Water and Sewer have increased by 24.56% and 20.10% resulting from the rehabilitation projects to both the Water Treatment ($18.75M) and Wastewater Treatment Plants ($32.65M); both projects are at 80% completion. The Harbormaster Enterprise Funds have increased 3.38% from last year's budget.

Budget Assumptions

- $400,000 in new growth revenue;
- $40,000 increase in Local Receipts;
- $103,428 increase in State Aid resulting from a decrease in Cherry Sheet offsets and assessments; 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 adding specific performance metrics incrementally over the next several years. The staff and I will continuously 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 FY 2013 budget. We hope to be recipients once again of this prestigious award for this budget document.

Conclusion

As we slowly emerge from these challenging economic times, I believe that we have had to make difficult but correct choices to ensure our City is on solid financial ground over the past three and a half years. We have moved forward on long overdue infrastructure needs and are working diligently to address the growing list of streets and sidewalks in need of repair. We must also remain dedicated to rebuilding our school programs. Although we are presenting a budget that

allows us to maintain current level of programs and services, we must continue to be vigilant in efficiently managing these resources and maximizing benefits provided across the City.

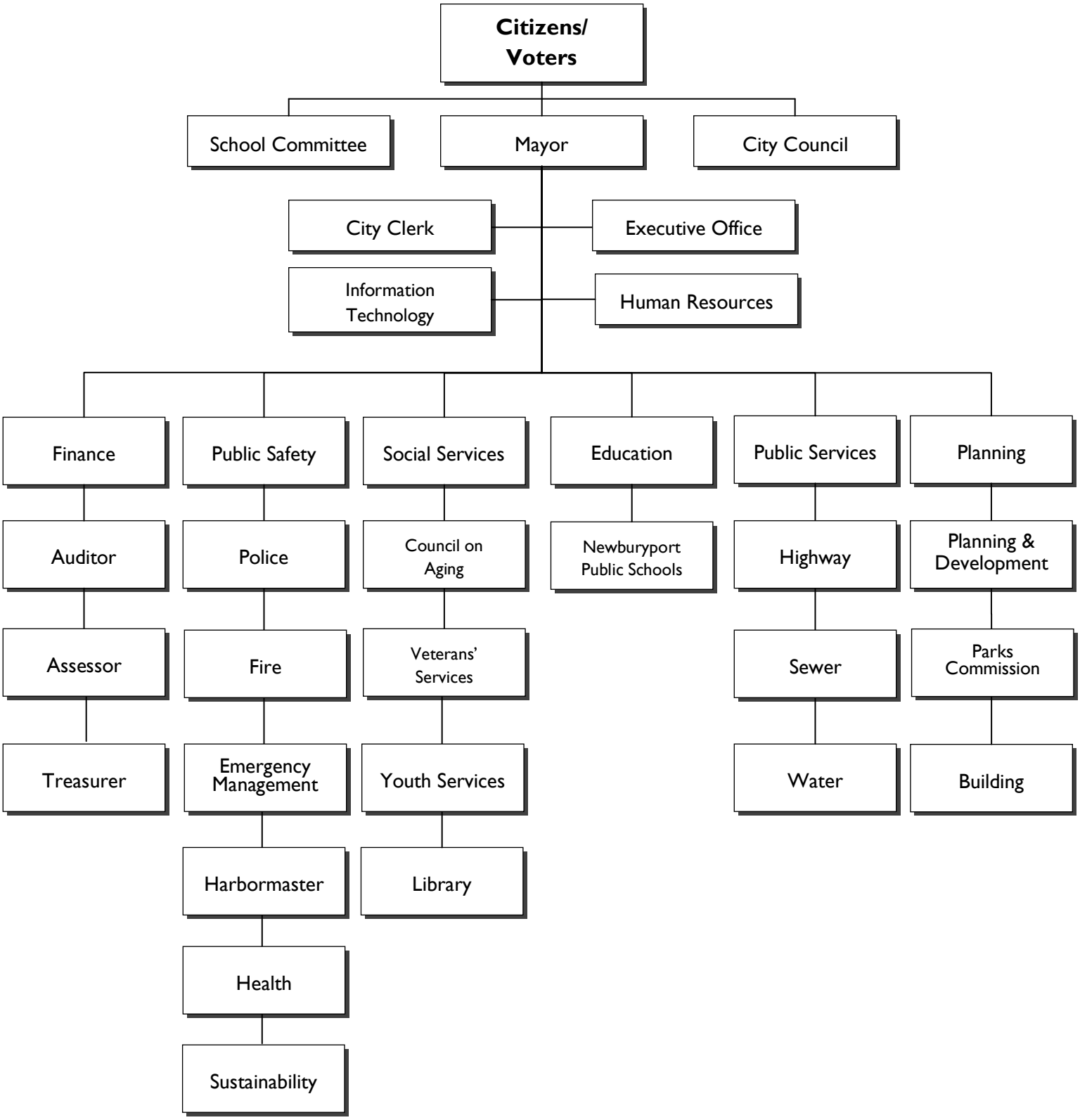
The development of this comprehensive budget and capital plan was a team effort and I am very grateful to the Finance Team members: Bill Squillace, Finance Director/Auditor, Julie Languirand, Treasurer, Dan Raycroft, Assessor, and especially Peter Lombardi, Director of Policy & Administration, and Ethan Manning, Business Manager. Mr. Lombardi and Mr. Manning deserve much credit and recognition for their diligence in preparing this FY 2014 budget. We are proud to submit this budget to you for consideration and look forward to working with you over the coming weeks to finalize this process and begin FY 2014.

Respectfully Submitted,

Donna D. Holaday

Section 1:
Introduction

City Organizational Chart



A Citizen's Guide to the Budget

Congratulations! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Annual Budget document is much more than just numbers; it is a reflection of our community's values, priorities and goals. The Budget document serves as a policy document, a financial guide and a communications device to its 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 as you better acquaint yourself with the latest financial and planning information for the City of Newburyport.

THE BUDGET PROCESS

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

The annual budget planning process starts with a joint meeting of the mayor, city council, and school committee to review relevant financial information and forecasts. Under the charter, the mayor must submit the proposed annual budget to council by May 15. The school budget would be submitted to the mayor at least 10 days before that

The council will hold a public hearing on the budget and must act on it within 45 days of its submission. The council may reduce or delete any line items, but it could not 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
Identify Goals & Strategic Needs

October
Capital Planning manual sent to Department Heads

November
Free Cash / Retained Earnings Certification
CIP requests due to Mayor

December/January
Mayor reviews CIP requests
Budget packets sent out to Department Heads

February
Department Budget Requests due to Mayor

March/April
Mayor meets with Department Heads to review budgetary needs
School Committee approves budget

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

June
City Council budget approval
Fiscal Year ends June 30th

Community Profile

Name: City of Newburyport

Settled: 1635

Incorporated: 1764

Total Area: 10.6 Sq. Miles

Land: 8.4 Sq. Miles

Water: 2.2 Sq. Miles

Elevation: 37 Feet

Public Roads: 76.0 Miles

County: Essex

Population: 17,416

Form of Government:

Mayor-council city

Mayor: Donna D. Holaday

School Structure: K-12

FY2013 Average Single Family Tax Rate: $13.32 per $1,000

FY2013 Average Single Family Home Value: $438,272

Coordinates:

42° 48′ 45″ N, 70° 52′ 40″ W

Address:

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

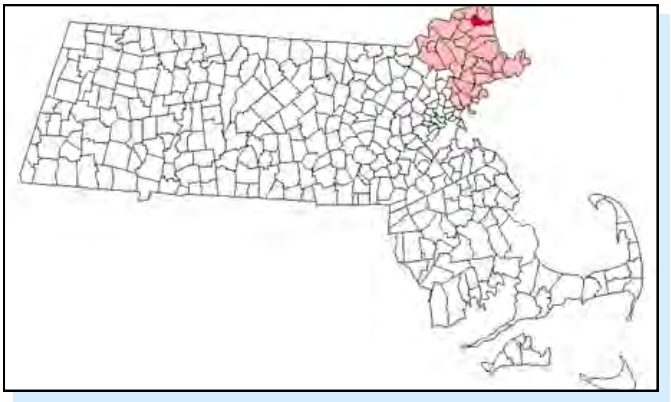
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

The city is very proud of its history: proud of the fact that the first tea party in opposition to England's tax on tea was held in Newburyport, well before the more famous one in Boston, and pleased to be the birthplace of the United States Coast Guard since the first ship commissioned for the Coast Guard, the frigate Massachusetts, was built in the city. Protective of its heritage, the city launched a massive redevelopment scheme in the early 1960's, using state and federal funds to reclaim its historic neighborhoods of granite, brick and cobblestones and provide up-to-date infrastructure such as water and sewer renovations. But however steeped in the past, the city did not neglect to prepare for a lively present and built an industrial park at the same time, which now houses diversified small industries under a new title– Newburyport Business and Industry Park.

On August 4th, 2012, Newburyport was honored to be named the 14th Coast Guard City in the US. This designation recognizes the significant role that the city plays, both historically and presently, in supporting the efforts of the men and women of the United States Coast Guard.

The city has a strong tourist industry and was the first community in the state to complete a master plan and a harbor plan. Its adjacent river is used for recreation and its old fire station now houses a theatre and restaurant. Many residents of the heavily residential community commute daily to Boston via the MBTA's commuter rail service or one of several bus companies that offer easy commuting to and from the city.

Residents are proud of the fact that many families have lived in the city for generations, and equally proud of the fact that the city welcomes newcomers and the new ideas they bring.



Section 2:
Budget Overview

Balanced Budget Overview

REVENUES

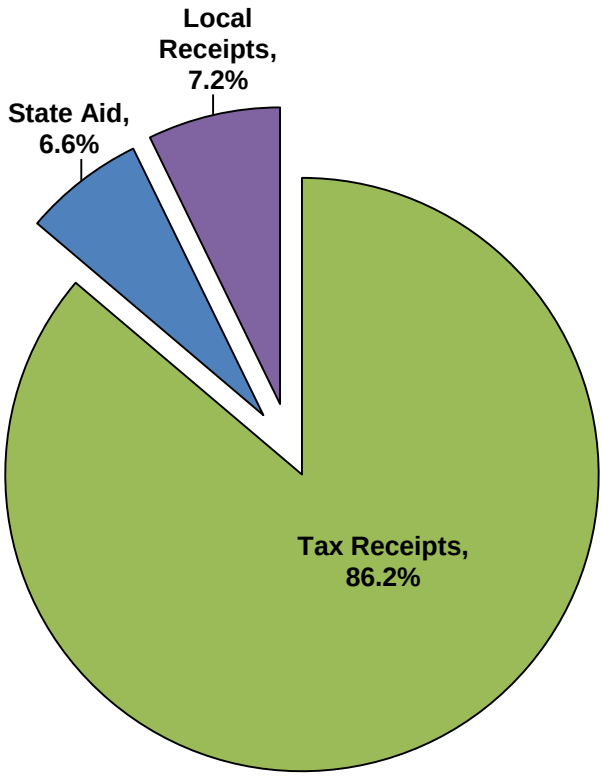
ITEM	FY2011	FY2012	FY2013	FY2014
	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
PROPERTY TAXES				
Prior Year Levy Limit	**$ 38,266,940**	**$ 39,573,793**	$ 41,110,540	$ 42,716,528
2 1/2 % Increase	$ 956,674	$ 989,345	$ 1,027,764	$ 1,067,913
New Growth (1)	$ 350,179	$ 547,402	$ 578,224	$ 400,000
TOTAL LEVY LIMIT	$ 39,573,793	$ 41,110,540	$ 42,716,528	$ 44,184,441
Debt Exclusion (2)	$ 1,015,005	$ 1,010,235	$ 970,106	$ 2,666,654
TOTAL MAXIMUM LEVY LIMIT	**$ 40,588,798**	**$ 42,120,775**	**$ 43,686,634**	**$ 46,851,095**
Increase/(Decrease)	***$ 1,251,045***	***$ 1,531,977***	***$ 1,565,859***	***$ 3,164,461***
LOCAL RECEIPTS				
Motor Vehicle Excise	$ 2,120,748	$ 2,087,648	$ 2,000,000	$ 2,000,000
Other Excise-Meals/Hotel	$ 193,369	$ 530,840	$ 475,000	$ 475,000
Pen & Int on Tax & Exc	$ 428,396	$ 504,144	$ 450,000	$ 450,000
Payments in Lieu of Taxes	$ 43,317	$ 83,315	$ 75,000	$ 75,000
Fees	$ 51,558	$ 51,438	$ 45,000	$ 45,000
Other Dept. Revenue	$ 65,182	$ 61,603	$ 50,000	$ 70,000
Licenses and Permits	$ 700,710	$ 632,401	$ 500,000	$ 520,000
Fines & Forfeits	$ 81,836	$ 22,544	$ 18,000	$ 18,000
Investment Income	$ 72,107	$ 64,051	$ 52,000	$ 52,000
Miscellaneous Recurring	$ 305,684	$ 263,838	$ 225,000	$ 225,000
Miscellaneous Non-Recurring	$ 17,063	$ 232,955	$ -	$ -
TOTAL LOCAL RECEIPTS	**$ 4,079,971**	**$ 4,534,777**	**$ 3,890,000**	**$ 3,930,000**
Increase/(Decrease)	***$ 376,350***	***$ 454,807***	***$ (644,777)***	***$ 40,000***
STATE AID (3)				
Cherry Sheet Receipts	$ 6,796,853	$ 6,873,112	$ 7,157,191	$ 7,327,620
Less Offsets	$ (838,636)	$ (1,022,234)	$ (1,099,421)	$ (1,082,457)
Less Charges and Assessments	$ (2,503,817)	$ (2,497,287)	$ (2,585,344)	$ (2,652,345)
TOTAL NET STATE AID	**$ 3,454,400**	**$ 3,353,591**	**$ 3,472,426**	**$ 3,592,818**
Increase/(Decrease)	***$ (471,630)***	***$ (100,809)***	***$ 118,835***	***$ 120,392***
RESERVES (4)				
Capital Improvement Stabilization Fd		$ -	$ -	$ -
General Stabilization Fund	$ 185,000	$ -	$ -	$ -
Free Cash (4)	$ 200,000	$ 300,000	$ -	$ -
TOTAL RESERVES	**$ 385,000**	**$ 300,000**	**$ -**	**$ -**
Increase/(Decrease)	***$ 110,000***	***$ (85,000)***	***$ (300,000)***	***$ -***
RESERVE FOR ABATEMENT (5)	**$ (300,000)**	**$ (302,300)**	**$ (355,110)**	**$ (350,000)**
Increase/(Decrease)	***$ (18,361)***	***$ (2,300)***	***$ (52,811)***	***$ 5,110***
TOTAL GEN FUND	**$ 48,208,169**	**$ 50,006,843**	**$ 50,693,949**	**$ 54,023,913**

1. FY2014 new growth based on Assessor's estimate.
2. FY2014 debt exclusion based on Treasurer's estimate. Increase due to new school projects.
3. Projected FY2014 state aid based on HWM budget,
4. Use of Free Cash and Stabilization Fund to balance budget not anticipated in FY2014.
5. Actuals for FY2012 and FY2013. FY2014 based on Assessor's estimate.

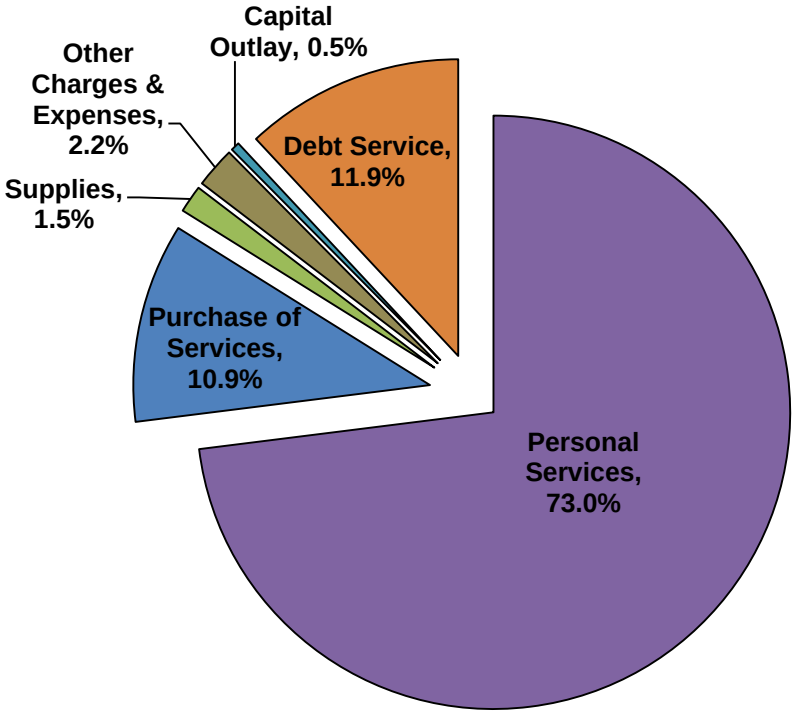
EXPENDITURES

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
GENERAL FUND						
CITY SERVICES						
001 - PERSONAL SERVICES	18,817,792	19,719,403	20,245,816	21,092,723	22,059,166	22,039,965.91
002 - PURCHASE OF SERVICES	3,145,044	3,313,562	3,914,975	3,118,037	3,338,959	3,310,158.50
004 - SUPPLIES	382,634	525,838	571,677	413,041	458,316	458,315.64
007 - OTHER CHARGES & EXPENSES	449,065	580,456	668,063	622,123	1,071,000	1,070,999.77
008 - CAPITAL OUTLAY	111,418	73,141	447,068	113,725	146,900	146,900.00
009 - DEBT SERVICE	2,202,918	2,179,292	2,106,360	2,037,786	3,671,181	3,671,181.11
010 - OTHER FINANCING USES	8,000	95,700	26,555	0	-	0.00
CITY SERVICES Total	**25,116,870**	**26,487,392**	**27,980,514**	**27,397,435**	**30,745,521**	**30,697,520.93**
SCHOOL DEPARTMENT						
002 - PURCHASE OF SERVICES	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943	23,231,943.00
SCHOOL DEPARTMENT Total	**20,569,058**	**21,013,234**	**21,902,865**	**22,550,436**	**23,231,943**	**23,231,943.00**
GENERAL FUND Total	**45,685,928**	**47,500,625**	**49,883,379**	**49,947,871**	**53,977,464**	**53,929,463.93**
ENTERPRISE FUNDS						
HARBORMASTER DEPARTMENT						
001 - PERSONAL SERVICES	232,227	187,710	178,677	216,870	228,878	228,878.36
002 - PURCHASE OF SERVICES	40,553	21,311	44,821	40,750	40,950	40,950.00
004 - SUPPLIES	8,239	10,149	11,169	18,800	18,800	18,800.00
007 - OTHER CHARGES & EXPENSES	4,772	2,805	2,775	5,825	6,075	6,075.00
008 - CAPITAL OUTLAY	6,597	1,952	9,256	30,000	30,000	30,000.00
009 - DEBT SERVICE	34,825	28,775	27,900	27,000	26,000	26,000.00
HARBORMASTER DEPARTMENT Total	**327,213**	**252,702**	**274,598**	**339,245**	**350,703**	**350,703.36**
SEWER DEPARTMENT						
001 - PERSONAL SERVICES	1,570,088	1,392,048	1,664,989	1,853,279	1,944,180	1,944,180.29
002 - PURCHASE OF SERVICES	979,075	925,751	1,144,526	1,380,278	1,499,148	1,424,147.61
004 - SUPPLIES	290,511	272,724	286,423	340,460	348,645	346,160.00
007 - OTHER CHARGES & EXPENSES	14,983	77,032	16,323	16,350	20,886	20,886.00
008 - CAPITAL OUTLAY	312,221	251,291	351,945	537,120	300,000	300,000.00
009 - DEBT SERVICE	549,065	1,522,506	1,234,363	1,188,204	2,271,142	2,271,142.01
SEWER DEPARTMENT Total	**3,715,942**	**4,441,351**	**4,698,570**	**5,315,691**	**6,384,001**	**6,306,515.91**
WATER DEPARTMENT						
001 - PERSONAL SERVICES	1,695,121	1,694,071	1,737,444	1,798,244	1,890,846	1,890,845.65
002 - PURCHASE OF SERVICES	580,541	546,824	547,457	808,686	855,118	855,117.64
004 - SUPPLIES	155,995	163,670	177,421	218,800	229,060	229,059.68
007 - OTHER CHARGES & EXPENSES	47,749	43,442	52,611	67,086	67,353	67,353.39
008 - CAPITAL OUTLAY	31,192	24,590	242,797	188,000	155,000	155,000.00
009 - DEBT SERVICE	961,294	1,940,036	758,733	840,061	1,686,479	1,686,479.40
WATER DEPARTMENT Total	**3,471,893**	**4,412,633**	**3,516,463**	**3,920,877**	**4,883,856**	**4,883,855.76**
ENTERPRISE FUNDS Total	**7,515,049**	**9,106,686**	**8,489,631**	**9,575,814**	**11,618,560**	**11,541,075.03**

Fiscal Year 2014 Revenue Sources



Fiscal Year 2014 Expenditures



BALANCED BUDGET

Projected General Fund Revenues	$ 54,023,912.99
Adopted General Fund Budget	$ (53,929,463.93)
Available Revenue	**$ 94,449.06**

Revenue Summary

The City's General Fund revenue (excluding Water & Sewer Enterprise and Harbormaster Enterprise Funds) is divided into four main categories: property taxes, state aid, local receipts and available funds.

Property Taxes

Property taxes are the single largest revenue source for the City and provided approximately 81% of the General Fund budget revenue in Fiscal Year 2013 and will provide approximately 87% in Fiscal Year 2014 budget.

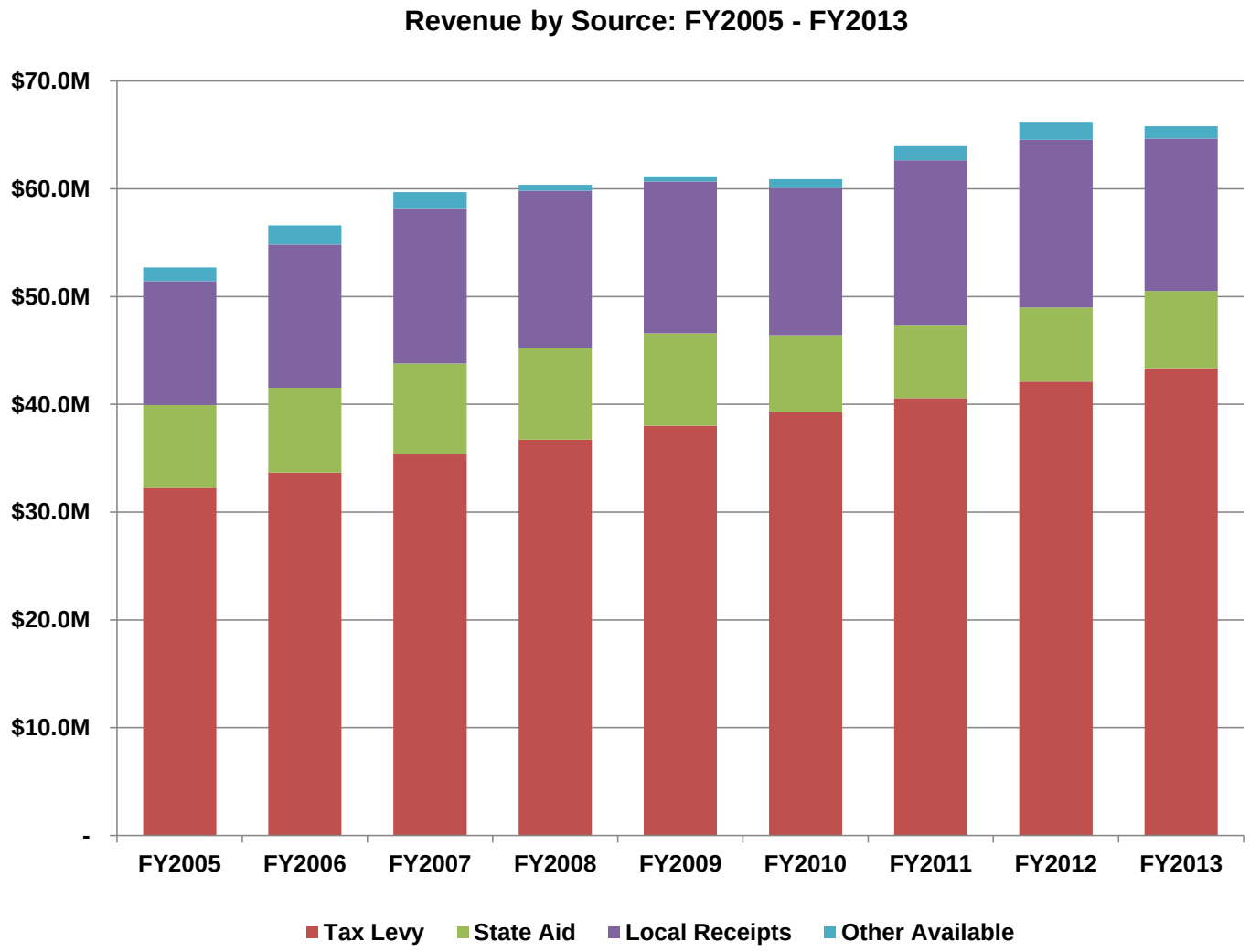
Property taxes are levied on real property (land & buildings) and personal property (equipment) used by Newburyport's non-manufacturing business firms. In accordance with State law, the City Assessor determines the value of all real and personal property, which is revalued at fair market value every three years. Newburyport's next revaluation will be performed during FY2014.

Under the provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½ percent of their "full and fair cash value." 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 added to the tax rolls. Any property 2 ½ override or debt exclusion amounts approved by referendum are also added to the levy limit. In FY14, the City's debt service costs are increasing by $1,696,548 from $970,106 to $2,666,654 as the Bresnahan and Nock-Molin School Building Project and Senior/ Community payments commence.

Property taxes are expected to increase in FY 2014 by approximately $1.43 million, to $46,851,095. This increase includes the allowable 2.5% increase of $1,067,913 plus an estimated $400,000 from projected new growth. The value of new growth is budgeted conservatively. The City continues to maintain a very conservative approach to new growth projections since aggressive projections can have a negative impact on future reserve balances. Additionally, new growth revenue is derived from new development and substantial alterations to existing properties, both of which are influenced by economic factors of the private sector outside of the control of City officials.

Local Receipts

The second largest source of revenue for the General Fund budget is Local Receipts, which includes a variety of fees, local options, permits, fines and license-related monies that the City



Revenues by Source ($ thousands)									
Fiscal Year	**FY2005**	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**
Tax Levy	32,248	33,681	35,419	36,713	38,009	39,291	40,575	42,107	43,354
State Aid	7,702	7,850	8,366	8,530	8,582	7,126	6,797	6,873	7,157
Local Receipts	11,495	13,310	14,424	14,585	14,096	13,670	15,268	15,570	14,146
Other Available	1,254	1,759	1,492	532	377	808	1,328	1,673	1,142
Total	**52,699**	**56,600**	**59,701**	**60,360**	**61,064**	**60,895**	**63,968**	**66,223**	**65,800**
Percent of Total									
Tax Levy	61.2%	59.5%	59.3%	60.8%	62.2%	64.5%	63.4%	63.6%	65.9%
State Aid	14.6%	13.9%	14.0%	14.1%	14.1%	11.7%	10.6%	10.4%	10.9%
Local Receipts	21.8%	23.5%	24.2%	24.2%	23.1%	22.5%	23.9%	23.5%	21.5%
Other Available	2.4%	3.1%	2.5%	0.9%	0.6%	1.3%	2.1%	2.5%	1.7%

Revenue Summary (cont.)

receives, as well as interest that is earned on investments or overdue tax bills. The FY 2014 projected local receipts are $3,930,000, a year-over-year increase of 12.9%, or $450,000, compared to the last year's budget projection. The projected increase is mainly driven by an uptick in motor vehicle excise by $100,000, an increase in meals tax receipts by $275,000, and a rise in penalties and interest on overdue tax receipts by $130,000.

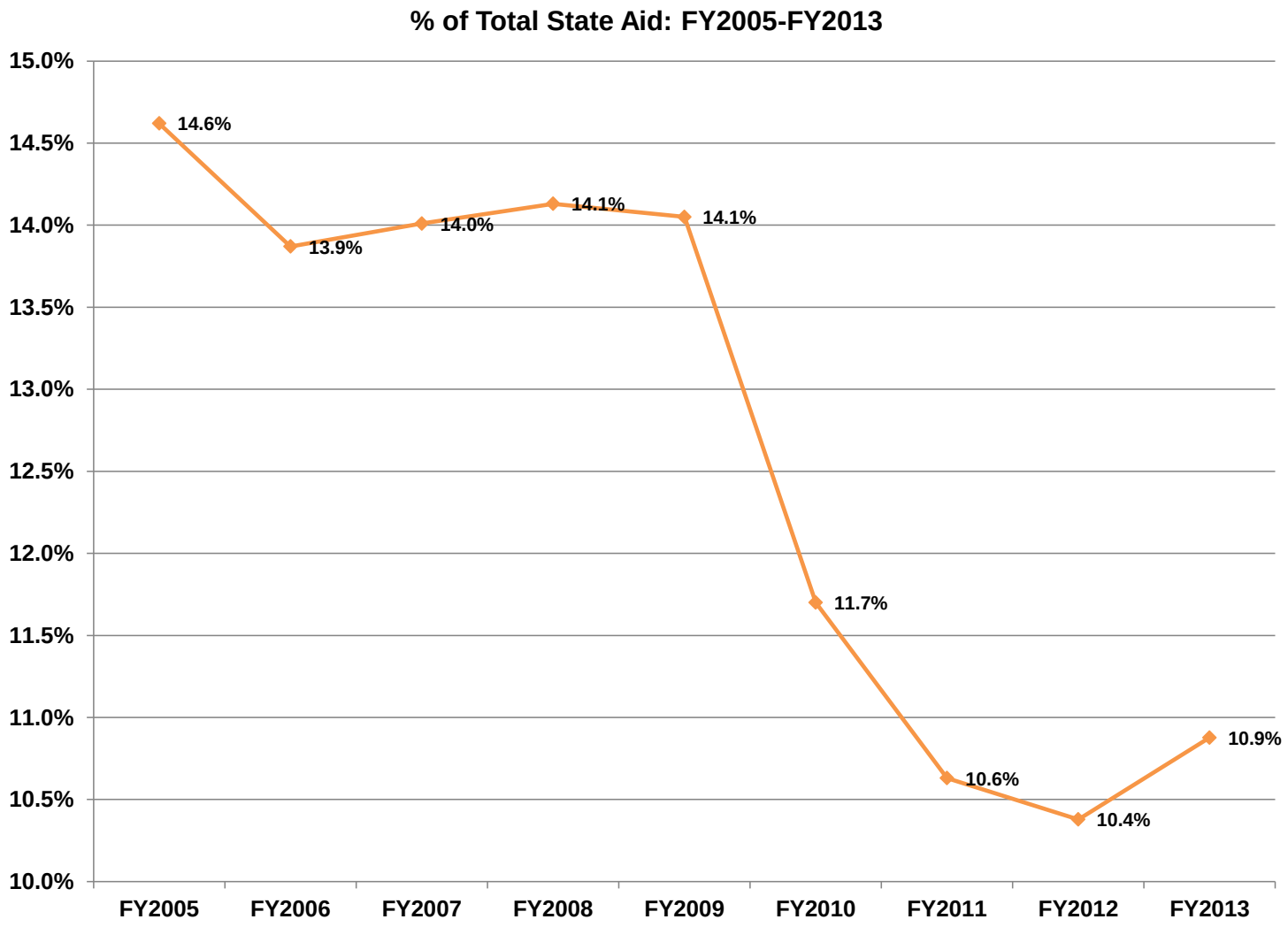
Despite the notable increases in this category, the City remains conservative with its local receipts projection. It is important to note that fees generated from the paid parking are not included in the general fund budget, but are deposited into the Paid Parking Revolving Fund and are earmarked for downtown infrastructure needs.

State Aid

State Aid is Newburyport's third largest revenue source. The City historically uses the House Ways and Means (HWM) Committee's budget for the basis of its state aid projections. Based on the HWM FY 2014 budget, state aid is estimated to increase by approximately 2.4% in the aggregate, to $7,327,620. Revenue from state aid, recognized as "Receipts" on the Cherry Sheet, are offset by charges and assessments. For FY 2014, we anticipate charges and assessments to increase by 2.6%, or $67,001 from FY 2013. Based on those factors, we are currently projecting a net state aid appropriation of $3,592,818, a 3.5%, or $120,392, increase from FY 2013. Newburyport's projected net state aid represents 6.7% of the projected general fund revenue sources for FY 2014.

Newburyport is the home of a charter school, which will continue to have a substantial impact on the City's net state aid appropriations. The City is charged an assessment, "Charter School Sending Tuition," on the Cherry Sheet to offset the cost of students who attend the charter school. This assessment will equal approximately $2,068,959 in FY 2014. However, this amount may continue to change as final tuition rates are determined. It is important to note that the City is projected to receive $3,342,728 in Chapter 70 funding, which is state aid earmarked to support the operations of public school districts. Unfortunately, the City will continue to experience minimal growth in net state aid until the funding formula for charter schools is re-evaluated.

One of the most important state aid receipts is Unrestricted General Government Aid (UGGA). UGGA is local aid that Cities and Towns can appropriate at their discretion to offset the costs of municipal operations. Based on the HWM budget, Newburyport is projected to see a small increase in UGGA, roughly in line with inflation. Specifically, the HWM budget



Cherry Sheet Aid ($ thousands)									
Fiscal Year	**FY2005**	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**
Education Aid	4,679	4,656	4,763	4,834	4,855	4,580	4,279	4,505	4,557
General Government	3,024	3,195	3,603	3,696	3,727	2,661	2,518	2,368	2,600
Total Receipts	7,702	7,850	8,366	8,530	8,582	7,242	6,797	6,873	7,157
Total Assessments	2,061	1,965	2,018	2,161	2,432	2,338	2,497	2,497	2,585
Net State Aid	**5,641**	**5,885**	**6,348**	**6,369**	**6,149**	**4,903**	**4,300**	**4,376**	**4,572**

Revenue Summary (cont.)

funds Newburyport's FY 2014 UGGA allocation at $2,208,196, representing an increase of 2.4%, or $50,992, from FY 2013. UGGA was cut significantly from FY 2001 to FY 2013. Thus, while an increase in this revenue source only makes up for a small portion of the 46% decrease that we saw over the past twelve years, it does represent a positive trend in the overall state budget.

Reserves

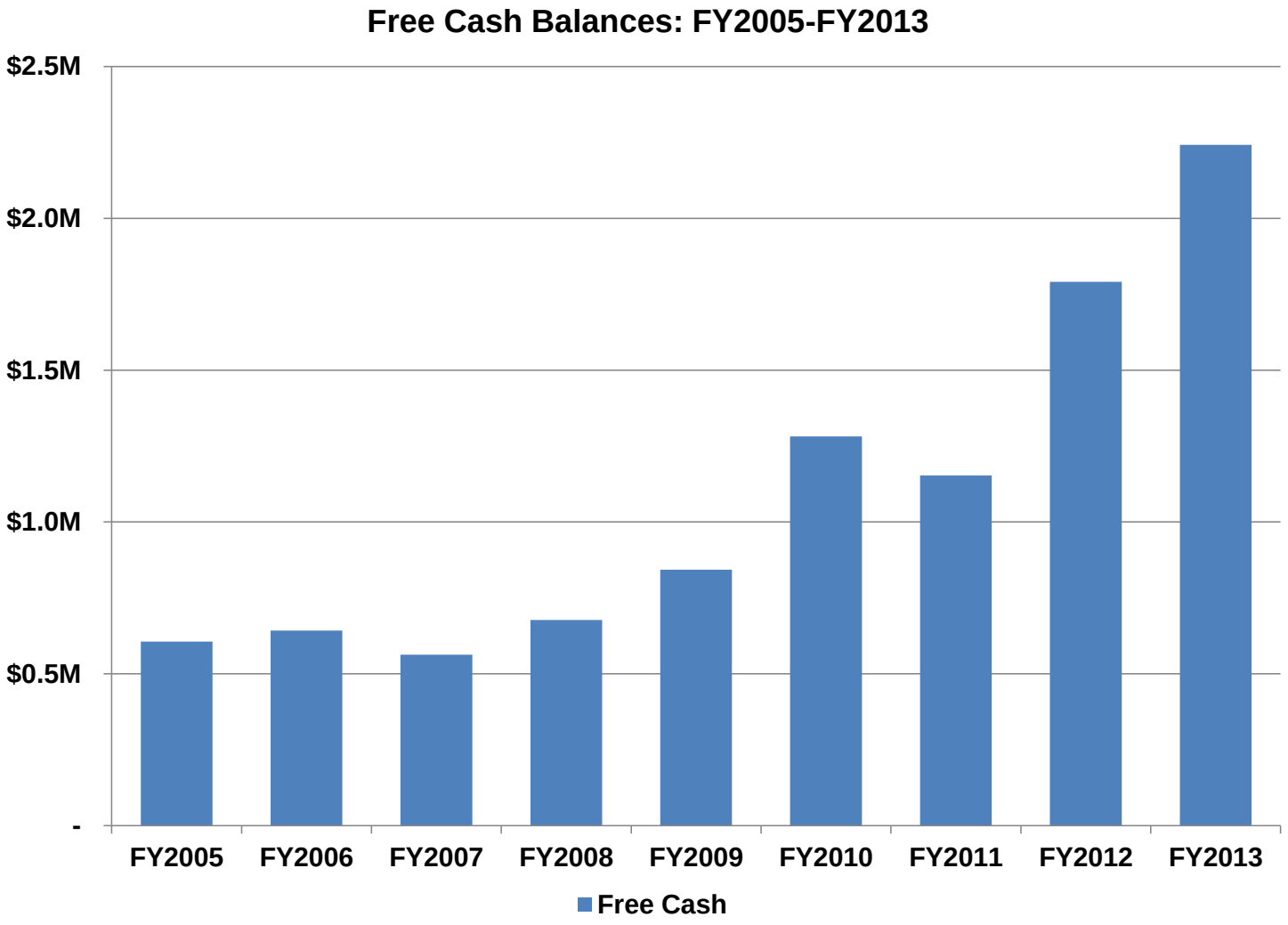
The last category of revenue for the City includes funds that are in Special Revenue funds, certified Free Cash available for appropriation and the city's stabilization fund. The City, as policy, maintains an amount equal to or greater than 5% of operating revenues. The City has "borrowed" funds from the stabilization fund in previous fiscal years to balance the budget; we will not need to do this to support the FY 2014 budget.

While Free Cash was used in both FY 2011 and FY 2012 to balance the operating budget, FY 2013 represented a positive trend in the City's fiscal health as we balanced the budget without using any reserves. Consistent with the budget goals and the City's Free Cash policy, the City will not use any reserves to balance the FY 2014 general fund budget. Doing so will allow the City to continue to make greater investments in capital, while supporting the growth of its reserve balances. For more information regarding the City's Free Cash policy, please refer to the Financial Policies and Objectives, found in Section 13.

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 following table on page 29 illustrates that commitment. In FY2013 alone, the City secured $48.2 million in grant funding, thanks in large part to the creativity and aggressiveness of the department heads in applying for these alternative funding sources. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.

At the federal level, the City obtained a total of $9,551,524 from various agencies, including $3,610,534 from the Army Corps of Engineers to begin repairs of the south jetty in Newburyport Harbor and an additional $5,500,000 to complete the project, $206,490 from the Department of Housing and Urban Development's HOME program to fund affordable housing, $22,000 from the Department of Environmental Protection's Zero Waste Program, $35,000 from the Department of Homeland Security, and $12,500 from the US Fish and Wildlife Service. A major acquisition in FY2013, valued at $165,000, was a multi-purpose US Coast Guard



Reserves ($ thousands)									
Fiscal Year	**FY2005**	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**
Free Cash	606	643	563	677	843	1,282	1,153	1,791	2,242
Overlay Reserve	455	305	251	250	216	282	333	301	355
Fiscal Year	**FY2004**	**FY2005**	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**
Stabilization Fund	3,121	2,328	2,958	3,078	3,200	3,071	3,104	2,943	2,638

Enterprise Fund Retained Earnings ($ thousands)				
Fiscal Year	**FY2010**	**FY2011**	**FY2012**	**FY2013**
Water Enterprise Fund	1,099	964	1,510	1,357
Sewer Enterprise Fund	1,008	924	2,076	1,871
Harbormaster Enterprise Fund	384	321	248	383

Revenue Summary (cont.)

Defender boat. This vessel is a significant addition to the City's fleet, which will be utilized by the Harbormaster, Fire and Police departments in performing a diverse set of tasks, including search and rescue missions, patrols, law enforcement, and firefighting operations.

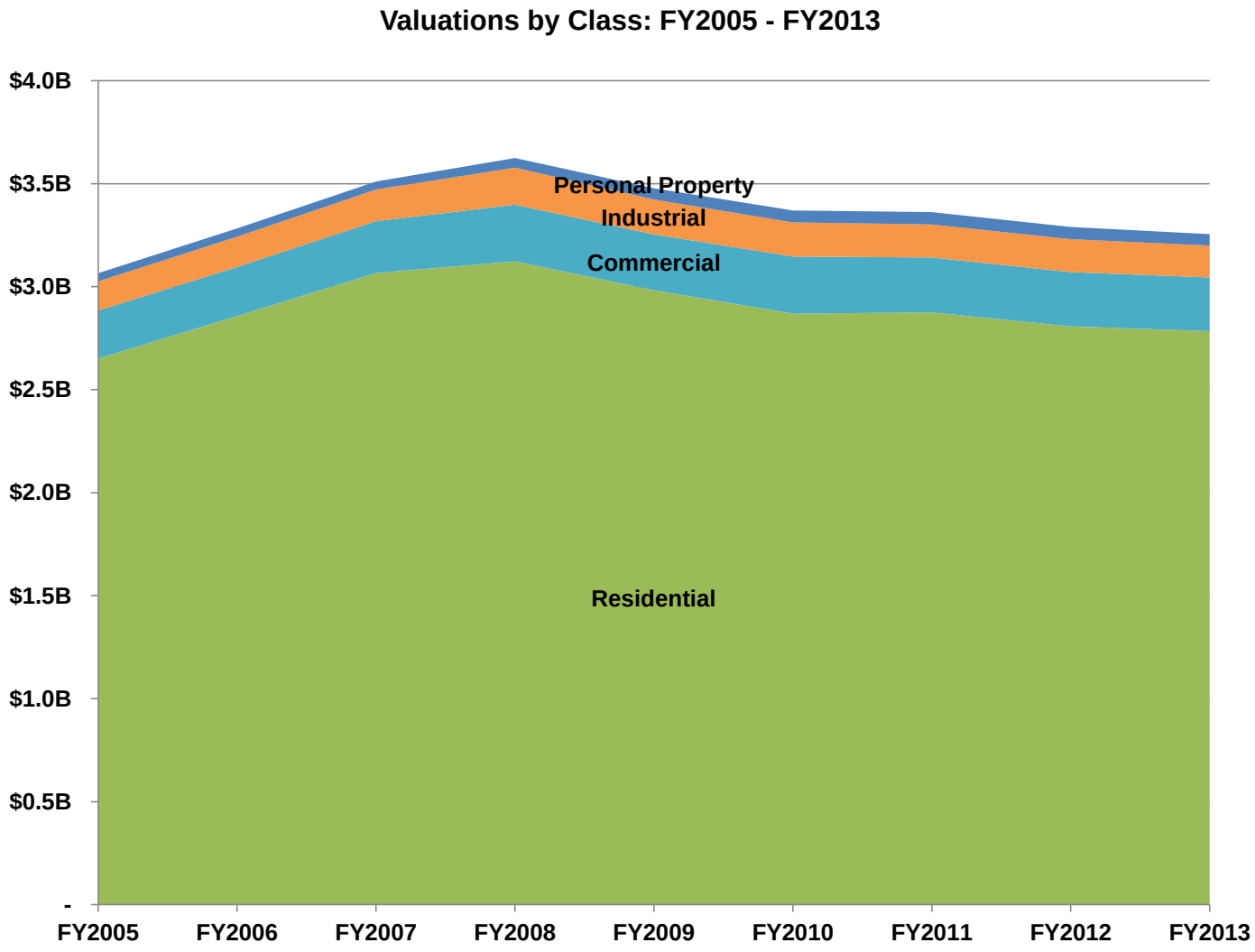
There were many grant opportunities sought after at the state level this year with record funding totaling $38,388,660. Highlights included $35,007,410 from the Massachusetts School Building Authority to fund the new Bresnahan Model School Project and the renovations to the Nock/Molin School, $1,800,000 from the Governor's Seaport Advisory Council to fund necessary repairs to the waterfront bulkhead, and $1,000,000 from MassDOT's Small Bottleneck Grant to fund the construction of a roundabout in one of the City's most dangerous intersections. Other notable state grants included $50,000 from the Massachusetts Office of Travel & Tourism to fund a senior transportation van, $26,850 from the Department of Conservation and Recreation for tree planting, $82,000 from MassCEC to educate residents on solar energy and to develop a clean energy plan, $391,000 from the Department of Energy Resources as part of the Green Communities Act, and $7,400 from the Department of Fire Services for fire education and decontamination equipment.

Newburyport is fortunate to receive the support of many local establishments and charities. In FY2013, local grant funding totaled $245,485 from eighteen different sources. This funding allowed city departments to offer a number of services, which would have otherwise gone unfunded. Such services included transportation and medical assistance for low-income seniors, employment for residents with disabilities, education programs on compost and recycling, renovations to the library, tennis court repairs/resurfacing, park improvement projects, replacement of tattered flags, and memorials for those who served in the Armed Forces.

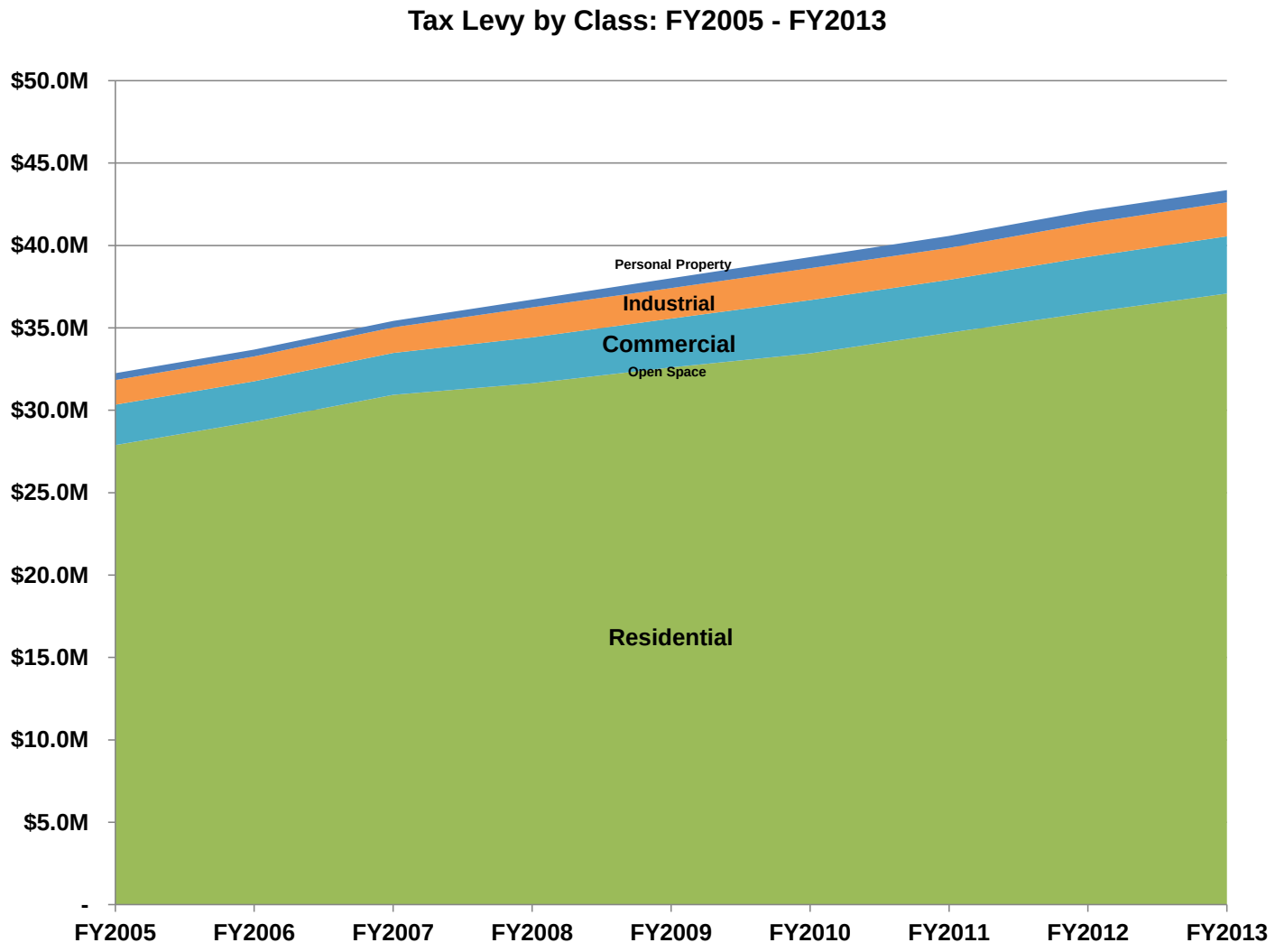
Department	Fund Type	Agency	Title	Target	Awarded	In-Kind Grant	Monetary Grant
Energy & Recycling	Federal Grant	Department of Environmental Protection (DEP)	Zero Waste	Reduce waste and costs	Yes		$22,000
Energy & Recycling	Federal Grant	Department of Environmental Protection (DEP)	In Kind Recycling Technical Assistance	Evaluate recycling at multi-family properties	Yes	Technical Assistance	$0
Fire	Federal Grant	Department of Homeland Security	Federal Homeland Security Firefighter Assistance Grant	Replacement of firefighting equipment	Yes		$35,000
Harbormaster	Federal Grant	US Fish and Wildlife Service	CVA Pump Out Program	Sewage pump out	Yes		$12,500
Harbormaster	Federal Grant	US Coast Guard	US Coast Guard Defender Boat	Harbormaster, Fire, and Police safety	Yes		$165,000
Planning & Development	Federal Grant	Army Corps of Engineers	Repairs to the South Jetty, Newburyport Harbor	Phase 1 of repairs to the 1,400-foot-long jetty that was damaged during Tropical Storm Irene	Yes		$3,610,534
Planning & Development	Federal Grant	Army Corps of Engineers	Repairs to the South Jetty, Newburyport Harbor	Phase 2 of repairs to the 1,400-foot-long jetty that was damaged during Tropical Storm Irene	Yes		$5,500,000
Planning & Development	Federal Grant	Department of Housing and Urban Development	HOME Investment Partnerships Program	Affordable housing creation, rehabilitation and preservation of the YWCA Apartments	Yes		$206,490
Council on Aging	Local Grant	Howard Benevolent Society	COA Grant Funding	Snow shoveling	Yes		$250
Council on Aging	Local Grant	Friends of Newburyport COA	COA Grant Funding	Van fuel	Yes		$3,000
Council on Aging	Local Grant	Central Congregational Church Outreach Committee	COA Grant Funding	Prescription medications	Yes		$300
Council on Aging	Local Grant	Newburyport Society for Relief of Aged Women	COA Grant Funding	Dental clinics	Yes		$3,400
Energy & Recycling	Local Grant	Wal-Mart	ARC and Electronic Waste	Employing people with disabilities and expanding e-waste recycling	Yes		$42,000
Energy & Recycling	Local Grant	Newburyport Education Foundation (NEF)	Bresnahan 2nd Grade Science & Composting	Educate students about composting	Yes		$428
Library	Local Grant	Institution for Savings Charitable Foundation	Friends of the Library	Library renovations	Yes		$19,500
Parks	Local Grant	US Tennis Association	2012 Facility Grant	Tennis court repair/resurfacing	Yes		$6,500
Parks	Local Grant	Community Preservation Coalition	Community Preservation	Atwood Park Improvement Project	Pending		$40,000
Parks	Local Grant	Community Preservation Coalition	Community Preservation	Bartlett Mall Improvement Project	Pending		$5,000
Parks	Local Grant	Community Preservation Coalition	Community Preservation	Joppa Park Improvement Project	Pending		$40,000
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Atkinson Common War Memorial Project	Yes		$35,000
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Joppa Park Improvement Project	Yes		$15,000
Parks	Local Grant	Mayor Gayden W. Morrill Charitable Foundation	Parks Donations	Bartlett Mall signage	Yes		$6,615
Parks	Local Grant	Newburyport Parks Conservancy	Parks Donations	Multiple targets	Yes		$8,293
Veterans' Services	Local Grant	Private Donor	Veterans' Memorial	Six granite bollards with Armed Forces insignias	Yes		$16,000
Veterans' Services	Local Grant	Private Donor	Flags	Replacement of tattered flags	Yes		$2,000
Veterans' Services	Local Grant	Private Donor	Lynn Classical High School Drill Team	Yankee Homecoming Parade Featured Event	Yes		$2,200
Council on Aging	State Grant	Massachusetts Office of Travel & Tourism	Local Transportation	Council on Aging Van	Yes		$50,000
Council on Aging	State Grant	Executive Office of Elder Affairs	COA Grant Funding	Van services	Yes		$24,000
Department of Public Services	State Grant	Department of Transportation (MassDOT)	Small Bottleneck Grant	Reconstruction of the intersection of Spofford Street, Merrimac Street, and Moseley Avenue	Yes		$1,000,000
Department of Public Services	State Grant	Department of Conservation and Recreation (DCR)	Urban Forest Challenge Grant	Newburyport Urban Forest Inventory Project	Yes		$26,850
Energy & Recycling	State Grant	Massachusetts Clean Energy Center (MassCEC)	Solarize	Educate and encourage solar installs on residential houses	Yes	Technical Assistance	$2,000
Energy & Recycling	State Grant	Massachusetts Clean Energy Center (MassCEC)	Clean Energy Planning	Develop clean energy plan	Yes		$80,000
Energy & Recycling	State Grant	Department of Energy Resources (DOER)	Green Communities	Energy efficiency	Yes		$155,000
Energy & Recycling	State Grant	Department of Energy Resources (DOER)	Green Communities	Energy efficiency	Yes		$236,000
Fire	State Grant	Department of Fire Services	Student Awareness of Fire Education (S.A.F.E.)	Fire education	Yes		$5,400
Fire	State Grant	Department of Fire Services	Mass. Decontamination Unit Deployment	Maintain/replace equipment for the Decon unit	Yes		$2,000
Parks	State Grant	Executive Office of Energy and Environmental Affairs	MA Parkland Acquisitions and Renovations for Communities Program	Joppa Park Improvement Project	No		$0
Planning & Development	State Grant	Department of Conservation and Recreation (DCR)	Governor's Seaport Advisory Council Seaport Improvements Grants	Funds Phase 1 of stregthening the waterfront bulkhead	Yes		$1,800,000
Schools	State Grant	Massachusetts School Building Authority	Model School Program	New Bresnahan Elementary School	Yes		$20,488,248
Schools	State Grant	Massachusetts School Building Authority	School Repair Program	Repairs and renovations at the Nock/Molin School	Yes		$14,519,162

Total Funding: $48,185,669

Revenue Summary (cont.)



Assessed Values ($ millions)									
Fiscal Year	**FY2005**	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**
Residential	2,650	2,857	3,066	3,122	2,982	2,868	2,875	2,807	2,784
Open Space	0	1	0	0	0	0	0	0	0
Commercial	233	238	252	275	271	277	266	263	261
Industrial	142	147	154	180	169	166	160	160	155
Personal Property	40	40	39	47	55	58	60	59	55
Total	**3,065**	**3,283**	**3,510**	**3,624**	**3,477**	**3,370**	**3,362**	**3,290**	**3,255**



Tax Levy ($ thousands)									
Fiscal Year	**FY2005**	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**
Residential	27,882	29,313	30,932	31,630	32,597	33,447	34,701	35,928	37,079
Open Space	5	5	5	3	4	4	3	3	3
Commercial	2,451	2,441	2,539	2,786	2,961	3,232	3,212	3,372	3,472
Industrial	1,493	1,508	1,550	1,821	1,849	1,935	1,937	2,045	2,063
Personal Property	418	414	393	472	597	674	723	760	737
Total	**32,248**	**33,681**	**35,419**	**36,713**	**38,009**	**39,291**	**40,575**	**42,107**	**43,354**

Expenditure Summary

The Fiscal Year 2014 general fund budget consists of $53,977,463.93 in expenditures, $23,567,648.00 of which are school related expenses. In order to submit conservative budget requests, department heads were asked to be creative when developing their budgets. Department heads were provided with Budget Guidelines on January 3, 2013 that challenged them to submit their budgets in accordance with the following instructions:

The Mayor is once again requesting a conservative approach to the FY14 budget. Please submit FY2014 expense line items level funded or less than FY2013 appropriations. We understand that there are inflationary increases in fixed cost centers and ask you to make accommodations within your budget to balance any and all inflationary pressures. As always, we urge you to be innovative with your funding recommendations and provide any documentation that will further outline possible impacts to your budget.

Department heads met these challenges as most City departments and/or cost centers have been level funded or increased/decreased by less than 3%. Below is a summary of all department budgets that will increase/decrease by more than 3%:

City Clerk's Office +$10,009 (+5.1%)

Clerk's Office staff are eligible for contractual step changes and wage increases in addition to recent grade adjustments.

Mayor's Office +$13,390 (+5.8%)

The new Charter that takes effect in January 2014 dictates a change in annual compensation for the Mayor from $85,000 to $98,000. The Director of Policy and Administration's salary will be increased according to the wage pattern established by Department Heads. He will be taking on additional duties for the City after attaining a Massachusetts Certified Public Procurement Officer designation. Having staff with this training is required by the Massachusetts School Building Authority for communities that have state-funded school building projects and is recognized as a best practice in municipal procurement.

Assessor +$47,765 (+22.7%)

In compliance with the Department of Revenue, the City has to conduct a full re-valuation process every three years. The total project cost is $83,000, $40,000 of which will be funded out of 2005 and 2006 overlay surplus accounts. The $43,000 balance owed is to be paid out of the FY 2014 operating budget.

Additionally, staff will receive contractual salary increases based on recently negotiated collec-

tive bargaining agreements.

Auditor +$90,958 (+33.2%)

The Auditor's Office will undergo personnel changes in key financial leadership positions in FY 2014. Accordingly, retirement buyback compensation has been accounted for, totaling $82,500.

Animal Control +$14,851 (+33.0%)

The City is entering into an intermunicipal agreement with the Town of West Newbury for shared animal control services in FY 2014. Under this model, one full-time animal control officer will have primary responsibility for monitoring both communities. Supplementary support staff will be available on a part-time, on-call basis. West Newbury has agreed to provide $20,000 in annual funding in support of this arrangement, which is reflected in the increase to the Other Department Revenue category in Local Receipts. As a result, the City will actually see a net *decrease* of $5,149 to the cost of providing these services in FY 2014.

Fire +$330,555 (+10.7%)

The Fire Department continues to see an increase in turnover in personnel, with three anticipated retirements in FY 2014 which will cost $220,310 in total. The City is currently in negotiations with the Fire union and has prioritized reducing our sick leave buyback liability in the successor collective bargaining agreement.

The Department will be hiring an Administrative Assistant to help support the new Fire Chief with some of the clerical work associated with running a public safety department of over fifty employees (including call firefighters). Having this additional staff in place is vital to empowering the new Chief to focus on providing leadership to the Department.

In continuing to encourage the professional development of Fire Department personnel, more funding has been allocated to both in-house and external training line items.

Police +$218,492 (+6.9%)

The Police Department is anticipating two retirements in FY 2014. The Department also adjusted a dispatch position from part-time to full-time during FY 2013, freeing up one additional officer shift per week to serve in the field that had previously been working dispatch, and is seeking to add another .5 dispatch position in FY 2014 so that all shifts will be fully covered.

Members of both Police Department bargaining units are due contractual raises in FY 2014. They also received an increase in their clothing allowance during their last round of negotiations.

Expenditure Summary (cont.)

DPS – Highway Division +$313,665 (+18.6%)

City-wide facilities maintenance, including custodial services, has been reorganized and placed under the supervision of this department. In doing so, the City can make better use of its in-house resources to monitor and address ongoing maintenance issues. This consolidation also facilitates better communication and coordination in purchasing supplies and contract services across City Departments.

With the City's recent acquisition of its streetlights from National Grid, the Electrical Inspector position was moved from the Building Department to DPS and the role was expanded. The City Electrician will also perform streetlight maintenance and electrical work to municipal properties through an integrated work order system. A portion of the his salary will continue to be funded from fees collected from inspections, with the $35,000 balance paid out of the General Fund. The electrical supplies line item was also increased to stock parts and materials for this work. However, the City will see a significant net savings from these changes based on the reduced tariff rates that we will be paying to National Grid going forward.

The DPS is anticipating two retirements in FY 2014. The DPS Highway Division is comprised of more than twenty-five employees, all of whom will be receiving contractual raises in FY 2014.

DPS – Snow and Ice +$10,000 (+5.9%)

FY 2013 Snow and Ice expenses totaled $323,361, $153,361 above what was budgeted. Accordingly, the City is required by statute to maintain or increase funding for this line item for FY 2014. A modest increase has been proposed because of the variability in demand for this funding depending on the changes in weather patterns from one year to the next.

Building +$30,528 (+22.7%)

The Building Department is hiring a part-time Building Inspector to assist the Building Commissioner with enforcement of new HVAC regulations, oversight of the two School Building Projects, and increased collaboration with the Historical Commission. The fiscal impact of adding this position will be offset by additional HVAC fees, as well as, increased revenue from Licenses and Permits as the construction industry has begun trending in a positive direction with more work being done across the City.

Parks +$63,005 (+102.7%)

Maintenance for the nineteen City parks has been historically underfunded, relying largely on

private donations and volunteers to supplement the limited City contribution toward ongoing upkeep. This model is not fiscally sustainable over the long-term and adjustments have been made to all of the maintenance line items this year to increase the City's commitment to maintaining these important investments, including the Rail Trail, Moseley Woods, Atkinson Common, and the Bartlett Mall.

Planning and Development +$34,045 (+12.7%)

Minute takers for the Conservation Commission, Zoning Board of Appeals, Planning Board, and the Historical Commission have been paid out of fees recouped by these Boards and Commissions under a funding arrangement that is no longer sustainable. Their costs have been added back into the FY 2014 Operating Budget as has been done in the past to ensure that these statutorily required roles are fulfilled and the City is in compliance with state law.

The Office of Planning and Development requires professional consulting services to provide technical support on certain projects to address various land use issues, but has never had a dedicated funding source to bring in this assistance when needed to ensure that the interests of the City are protected. $10,000 has been added to the FY 2014 budget to cover these important services.

Council on Aging +$58,588 (+29.4%)

The COA currently offers twenty-eight services and programs in four different locations. Each event requires scheduling, marketing, room prep, cleanup, reminder calls and attendee documentation. A dedicated staff person is required to accomplish these tasks in a dependable, organized manner. The availability of an Activities Coordinator will allow the COA Director to focus on client consultations, departmental bookkeeping, and the design and development of new programs and services. In addition, the Activities Coordinator can oversee the scheduling of rooms for evening/weekend programming once the COA moves into the Senior Community Center.

The Meals on Wheels program provides vital services to some of our most needy seniors and disabled residents in our region. Managed by the Merrimack Valley Nutrition Project, the Newburyport site serves Newburyport, Newbury and Rowley. The program operates Monday through Fridays and delivers approximately over a hundred meals on a daily basis. The program had been housed in the Methodist Church and was recently moved to the Central Congregational Church due to budgetary constraints. The operating costs of this program that are not financed by grants and donations will cost the City $13,200 to subsidize for FY14, with the goal of hosting this service in the new Senior Community Center once that project is complete.

Expenditure Summary (cont.)

Veterans Services +$6,953 (+3.1%)

The Veterans Service Officer received a pay upgrade during the recent round of contract negotiations with the Department Heads collective bargaining unit based on the scope of responsibilities this position entails. The City is in active discussions with several surrounding communities about creating a district that would regionalize these services.

Youth Services +$24,127 (+12.1%)

Youth Services staff are due contractual raises based on attainment of specific educational incentive benchmarks. The City is also required to increase its local match for both the Project Coordinator position and substance abuse line item by 25% to be in compliance with the Drug -Free Communities grant requirements.

$10,000 has been allocated to support new programming through the Learning Enrichment Center for children from low-income families, an expanding demographic in our school district.

Whittier Regional Vocational Technical High School +$59,720 (21.6%)

The City's assessment for FY 2014 rose due to slightly higher local enrollment, a 4.19% overall budget increase, as well as a one-time capital assessment of $38,490 to complete Phase 2 of the School's Renovation Project and to purchase one new school bus. $514,000 in School Choice funds were used to offset what would have been a larger percentage increase in the assessment.

Human Resources & Health Insurance +$295,496 (+3.9%)

Working with the Public Employee Committee, the City once again succeeded in keeping health insurance increases to manageable levels, reflected in the increase of just over 4% in this line item for FY 2014. As the administrator of these programs, the Human Resources Director has budgeted for third-party assistance to conduct enrollment and personnel records audits and an analysis of the merits of moving to the state's GIC program in FY 2015, with the goal of further limiting the City's health insurance expenditures in the future.

Unemployment Claims +$10,000 (+33.3%)

Workers Compensation Insurance +$2,730 (+5.0%)

The City anticipates slight increases in these two areas based on FY 2013 trends and inflationary factors.

Ordinary Debt Service -$63,154 (-5.9%)

The City's ordinary debt service was restructured during FY 2013 for previous bond issues. The advance refunding of this debt produced $647,665 in budgetary savings over the remaining life of the bonds, which translates into approximately 8.5% of the principal being refunded back to the City.

Excluded Debt Service +$1,696,548 (+174.9%)

These amounts reflect payments on the Bresnahan and Nock/Molin debt exclusions in FY 2014 as those projects come online. The City was able to secure very reasonable rates for this bond issuance (2.76%) based in large part on the City's AA bond rating. These expenditures will be directly offset with additional tax revenues from the residents of the City who voted overwhelmingly in favor of these essential projects.

Expenditure Summary by Department

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
GENERAL FUND						
CITY SERVICES						
ANIMAL CONTROL	32,733	26,964	38,845	44,913	59,764.02	59,764.02
ASSESSORS DEPARTMENT	207,203	201,237	206,815	210,013	257,777.96	257,777.96
AUDITOR'S DEPARTMENT	383,388	387,010	269,124	274,058	282,516.50	282,516.50
BOARD OF REGISTRARS	38,704	37,085	71,202	40,000	40,000.00	40,000.00
BUILDING DEPARTMENT	130,088	134,098	133,941	134,337	164,864.85	164,864.85
CITY CLERK'S DEPARTMENT	163,998	193,514	197,055	195,345	205,353.74	205,353.74
CITY COUNCIL	61,809	64,600	64,476	64,600	64,600.00	64,600.00
CONSERVATION COMMISSION	3,200	3,600	0	0	3,600.00	1,800.00
COUNCIL ON AGING	184,336	192,918	198,159	199,542	258,129.55	258,129.55
DEBT EXCLUSION	1,024,429	1,015,005	1,010,235	970,106	2,666,653.99	2,666,653.99
EMERGENCY MANAGEMENT	48,061	26,009	23,429	27,500	27,500.00	27,500.00
FIRE DEPARTMENT	2,974,904	3,139,503	3,090,005	3,093,616	3,203,860.90	3,203,860.90
GENERAL ADMINISTRATION	261,013	253,666	379,359	353,691	751,031.77	746,331.77
HEALTH DEPARTMENT	161,341	192,778	266,209	178,008	180,852.66	180,852.66
HISTORICAL COMMISSION	1,100	0	0	0	3,600.00	1,800.00
HUMAN RESOURCES DEPARTMENT	0	0	0	0	98,960.36	98,960.36
INFO TECHNOLOGY DEPT	151,661	142,327	727,915	229,090	225,173.23	225,173.23
INSURANCE GROUP	5,885,509	6,555,687	7,064,257	7,539,201	7,735,736.00	7,735,736.00
INTERFUND TRANSFERS OUT	8,000	95,700	26,555	0	0.00	0.00
LEGAL DEPARTMENT	100,076	97,192	89,967	70,000	70,000.00	70,000.00
LIBRARY DEPARTMENT	1,191,645	1,234,221	1,262,441	1,260,929	1,256,236.00	1,256,236.00
LICENSE COMMISSION	6,009	4,906	6,091	6,840	6,840.00	6,840.00
MAYOR'S DEPARTMENT	199,076	239,136	225,213	231,600	244,990.39	228,890.39
ORDINARY DEBT SERVICE	1,178,489	1,164,286	1,096,125	1,067,681	1,004,527.12	1,004,527.12
PARKING CLERK DEPARTMENT	64,964	63,749	45,608	41,816	42,434.30	42,434.30
PARKS COMMISSION	49,307	72,212	62,525	61,370	124,375.00	124,375.00
PLANNING & DEVELOPMENT	266,926	291,967	276,095	268,637	288,281.25	278,281.25
PLANNING BOARD	3,450	0	0	0	3,600.00	1,800.00
POLICE DEPARTMENT	3,062,596	3,027,090	3,219,298	3,178,175	3,336,667.15	3,336,667.15
PUBLIC SERVICES DEPARTMENT	1,666,227	1,587,561	2,088,829	1,685,758	1,971,422.76	1,971,422.76
RETIREMENT BOARD	3,130,847	3,206,462	3,242,404	3,356,233	3,417,099.00	3,417,099.00
SNOW & ICE	223,840	438,260	115,293	170,000	180,000.00	180,000.00
STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000.00	5,000.00
SUSTAINABILITY	1,067,944	1,067,007	1,173,614	1,178,399	1,181,779.33	1,181,779.33
TREASURER'S DEPARTMENT	458,433	438,609	421,819	480,089	494,271.82	494,271.82
UNEMPLOYMENT CLAIMS	18,854	32,823	38,200	30,000	40,000.00	30,000.00
VETERANS' DEPARTMENT	124,654	198,264	292,748	221,350	228,303.80	228,303.80
WHITTIER VO TECH SCHOOL	397,533	452,634	328,294	275,985	335,705.00	335,705.00
WORKERS' COMPENSATION	53,272	20,669	54,604	54,604	57,334.00	57,334.00
YOUTH SERVICES	122,802	183,641	168,766	198,951	223,078.48	223,078.48
ZONING BOARD	3,450	0	0	0	3,600.00	1,800.00
CITY SERVICES Total	**25,116,870**	**26,487,392**	**27,980,514**	**27,397,435**	**30,745,520.93**	**30,697,520.93**
SCHOOL DEPARTMENT						
SCHOOL DEPARTMENT	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943.00	23,231,943.00
SCHOOL DEPARTMENT Total	**20,569,058**	**21,013,234**	**21,902,865**	**22,550,436**	**23,231,943.00**	**23,231,943.00**
GENERAL FUND Total	**45,685,928**	**47,500,625**	**49,883,379**	**49,947,871**	**53,977,463.93**	**53,929,463.93**
ENTERPRISE FUNDS						
HARBORMASTER DEPARTMENT	327,213	252,702	274,598	339,245	350,703.36	350,703.36
SEWER DEPARTMENT	3,715,942	4,441,351	4,698,570	5,315,691	6,384,000.54	6,306,515.91
WATER DEPARTMENT	3,471,893	4,412,633	3,516,463	3,920,877	4,883,855.76	4,883,855.76
ENTERPRISE FUNDS Total	**7,515,049**	**9,106,686**	**8,489,631**	**9,575,814**	**11,618,559.66**	**11,541,075.03**

Position Count by Department

Department	FY 2012	FY 2013	FY 2014	Inc.(Dec)
Assessor	3.0	3.0	3.0	0.0
Auditor	3.3	3.3	3.3	0.0
Building	5.0	5.0	5.0	0.0
City Clerk	3.5	3.5	3.5	0.0
Council on Aging	4.0	4.0	4.5	0.5
DPS: Highway	21.7	21.5	25.5	4.0
DPS: Sewer	19.7	20.0	20.0	0.0
DPS: Water	20.7	20.0	20.0	0.0
Emergency Management	2.0	2.0	2.0	0.0
Fire	46.0	46.0	48.0	2.0
Harbormaster	40.0	40.0	40.0	0.0
Health	5.2	5.9	6.1	0.2
Human Resources	0.7	1.0	1.0	0.0
Information Technology	1.0	1.0	1.0	0.0
Library	23.0	23.0	22.0	(1.0)
Mayor's Office	4.3	4.3	3.3	(1.0)
Parks	0.5	0.6	0.6	0.0
Planning & Development	4.2	4.5	4.5	0.0
Police	36.9	37.1	41.6	4.5
Schools	372.0	372.0	376.8	4.8
Treasurer/Collector	5.5	5.5	5.5	0.0
Veterans' Services	1.0	1.0	1.0	0.0
Youth Services	4.0	4.0	4.0	0.0
Total	**627.2**	**628.1**	**642.1**	**14.0**

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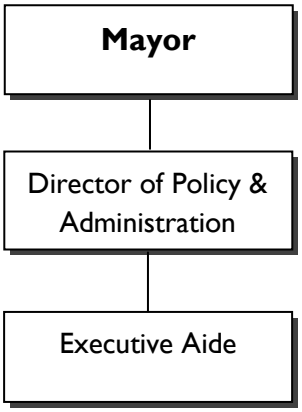
Section 3:
General Administration

Mayor's Office

MISSION STATEMENT

The Office of the Mayor coordinates and administers the operations of City government to ensure residents, businesses, and visitors are provided with excellent services; operates the City with fiscal accountability and achieves results that advance the City's interest; works with the City Council in identifying and solving problems facing the City and in implementing appropriate measures for the welfare of our citizens; prepares the annual city budget; and seeks to achieve effective coordination and efficient delivery of services to assure economy, accountability and responsiveness to the citizens' needs. The Mayor also serves as the Chair of the School Committee working collaboratively with School Committee members and the Superintendent to advance student achievement and support continuous improvement of the Newburyport School District.



FY 2013 ACCOMPLISHMENTS

This past year has been very productive with highlights of accomplishments presented below. Our top priority is fiscal management where we continue to maintain financial constraint while seeking new revenue sources in order to provide the highest level of quality services to our residents and businesses.

Finance

- Received the prestigious Government Finance Officers Association ***Budget Presentation Distinction Award*** for the FY13 Annual Budget
- Maintained the City's AA bond rating status (Moody and Standard & Poor), allowing the City to receive more favorable borrowing rates and save on interest costs
- Bond Refunding completed for projects from 2003 and 2005 resulting in a savings for the City of over $600,000
- Developed Financial Policies & Objectives manual with Finance Team
- Established Financial Director/Auditor position in compliance with new City Charter

- Tax Title proceedings totaled approximately $550,000 in collections received in FY13 for past due real estate liens
- New Revenue Stream Collections for FY13: Meals tax - $450,000 (with 50% of revenues dedicated to sidewalks) and Paid Parking- $700,000 gross
- Under the direction of Human Resources, the Public Employee Committee (PEC) has developed a strong expertise in understanding health care options and unions voted to approve a new BC/BS benchmark plan, saving the City $400,000
- City received an additional Local Aid supplement of $260,000

Personnel

- Maintained stability in City Departments
- New Fire Chief: Christopher LeClaire
- New full-time Planner: Kate Newhall-Smith
- New Director of Policy & Administration: Peter Lombardi
- Restructured Electrician's position, David Zinck, to full-time position under DPS with maintenance responsibility for new streetlight acquisition program

Planning & Development

Schools & Senior Community Center

- Final Design for new **Bresnahan** Elementary school completed by HMFH architects and approved by MA School Building Authority (MSBA) at $38.8M with 52.78% reimbursement and with reduction of items that MSBA will not cover, the total reimbursement is 47% from State; CTA was awarded General Contract
- Miller Dyer Spears (MDS), architect for **Nock/Molin** renovations, completed a comprehensive assessment of needed health and safety repairs/replacement at $27M with 47% reimbursement; Glibane awarded General Contract
- Senior Community Center design team of Sterling & EGA completed schematic design with estimated coat of $6.5M; community meetings on program activities, design and fundraising are ongoing

DPS Facilities

- **Wastewater Treatment Facility** Phase I contract closed out and Operational, Control & Lab (OCL) building operational; Phase II initiated with contract to Methuen Construction and currently at 80% completion
- **Water Treatment Plant** rehabilitation continues under the direction of AECOM with Kinsmen as the GC; new clearwell operational and plant has reached 80% completion
- CSS Architecture working on design of **DPS administration building**
- Crow Lane and Oleo Woods **Lift Stations** completed

Road & Bridge Projects

- Whittier Bridge Working Group continues to meet regularly with MA Department of Transportation on accelerated bridge project to replace the Whittier Bridge; $292M contract awarded to Walsh/McCourt with summer start date
- Secure $1M in funding from MADOT Small Bottleneck Bill to create Spofford/Merrimac St. Roundabout; J. Tropeano Inc. awarded contract with work initiated in April 2013

Mayor's Office (cont.)

- **Inn Street**: redesign of turrets and lightning improvements completed

River & Waterfront Projects

- Merrimac River Beach Alliance continues to meet regularly to address Plum Island issues; Hugo & Sons completed Phase I of south **Jetty repairs** and RFP to be issued for Phase II, $5.5M project to complete repair
- The City and Newburyport Redevelopment Authority (NRA) entered into an agreement with Mass Development and Union Studios to build consensus on limited development to move forward on the creation of a **waterfront park**, less parking and open space
- Seaport Advisory Grant for **Bulkhead project** awarded to Bourne Engineering with $1.8M for Phase I and $2.8M needed for Phase II
- Harbor Commission working on conceptual design for new **facility for boaters**

Planning Studies and Guides

- **Open Space & Recreation Plan** developed by Brown Walker Planners, Inc. with the Open Space Committee, Parks Commission, Planning Office and community
- **Affordable Housing Plan** completed by Karen Sunnarborg Consulting and Abacus Architects with the Affordable Housing Trust and community stakeholders

Other

- Continue to work actively with Chamber of Commerce's **Economic Development Committee Action Plan** on the following priorities: Business Park Improvement Plan, Downtown/Gateways improvement; Downtown maintenance, public bathrooms, marketing, creating a Cultural District, and new business recruitment
- **Landfill** closure process continues with completion anticipated this summer 2013 with final steps in the installation of a new header system, wetlands replication and remediation, and replacement of failed pipe under Crow Lane.
- City officially declared A **Coast Guard City** on August 4th, 2012
- New **City website** under development by Virtual Town Hall with expected launch July 2013
- Employee Handbook revised and operational

FY 2014 TRENDS

We begin to see signs of economic recovery as evidenced by increased building permits and increased housing sales; however, the uncertainty at the Federal government level and impact of sequestration requires continued diligence in managing our finances. The City of Newburyport has also seen recovery in slight increases in local revenues in the areas of excise taxes, new growth, licenses and permits and investment income as well as slight increases in in Local Aid and Chapter 70 School Funding. Consequently, we continue to take a conservative fiscal approach with the goal to maintain and support existing services. The work of the Public Employee Committee and our HR Coordinator in controlling health care costs has been a sig-

nificant factor in balancing the budget without the need to use reserve accounts. Additionally, new revenue streams realized from paid parking, meals tax, and tax title has been essential to support city operations, infrastructure work, downtown improvements, repair of more sidewalks, as well as assisting in slowly repairing the significant cuts realized to our school programs during the recession.

The citizens of Newburyport can continue to expect a high level of services and ongoing information regarding the school building projects and other infrastructure projects. Our greatest challenge continues to be prioritizing the many capital and equipment needs and striving to meet these expectations in a strategic and fiscally responsible manner.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Finance - Continue to evaluate all cost saving measures

Objectives:

- Continue to explore regionalization/shared services as cost-saving measures with focus on regional dispatch and Veterans services
- Implement MUNIS upgrade and electronic PO system

Goal 2: Planning - Continue active engagement of stakeholders to address planning and economic development needs within the City

Objectives:

- Continue to work with the City, NRA, MassDevelopment, Union Studios and all stakeholders to build consensus on plans for the waterfront with limited development and maritime park
- Support the initiation of the development of a new City Master Plan
- Continue to participate in Whittier Bridge Working Group with focus on maintaining a high level of communication with residents as construction begins
- Continue to monitor construction contracts for following projects: WWTF, Water Plant and school building projects
- Complete review of zoning codes

Goal 3: Social Services- provide quality services to all residents

Objectives:

- Maintain Public Library Certification
- Continue to explore shared Veteran's services with surrounding communities
- Continue to support COA programs and provide increased assistance in obtaining grants
- Continue to support the Public Health Director's work with COA, wellness clinics and annual health fair
- Continue to support Youth programs and assistance in obtaining grants

Mayor's Office (cont.)

Goal 4: Public Safety- effectively and efficiently ensure the safety of all residents and visitors to Newburyport

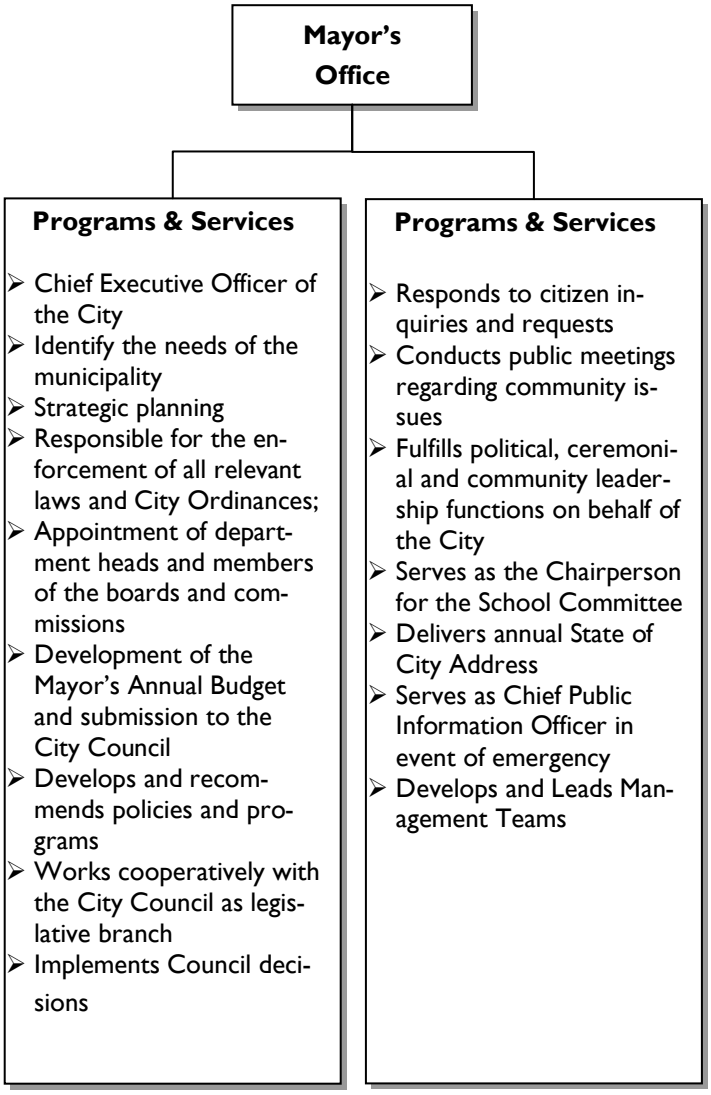
Objectives:

- Continue to monitor and support grant opportunities for trainings and equipment for all Public Safety Departments
- Support the Harbormaster & Commission's recommended upgrades to the waterfront

PERSONNEL SUMMARY

MAYOR'S OFFICE			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Mayor	1	1	1
Director of Policy and Administration	1	1	1
Executive Assistant	1	1	1
Grant Writer	0.25	0.25	0.25
Custodian	1	1	0
Total Full-Time Equivalents:	**4.25**	**4.25**	**3.25**

PROGRAMS & SERVICES



Mayor's Office (cont.)

MAYOR'S OFFICE

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 MYR SAL MAYOR	60,000	75,000	85,000	85,000	91,500	91,500.00
51120 MYR SAL DIR POL & ADMIN	53,808	63,078	59,930	64,000	68,640	68,640.39
51126 MYR SAL EXECUTIVE AIDE	47,047	47,908	50,000	50,000	50,750	50,750.00
51501 MYR TRAVEL EXP STPND	2,000	2,000	2,000	2,000	2,000	0.00
51502 MYR MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	3,000	3,000.00
001 - PERSONAL SERVICES Total	**165,855**	**190,986**	**199,930**	**204,000**	**215,890**	**213,890.39**
002 - PURCHASE OF SERVICES						
53002 MYR HR HIPPA	0	0	2,598	0	-	0.00
53005 MYR EROSION CONTROL SERVICE	2,765	0	0	0	-	0.00
53006 MYR GRANT WRITER	2,660	14,350	3,846	14,100	14,100	0.00
53007 MYR PARKING CONSULTANT	4,497	4,500	0	0	-	0.00
002 - PURCHASE OF SERVICES Total	**9,922**	**18,850**	**6,444**	**14,100**	**14,100**	**0.00**
007 - OTHER CHARGES & EXPENSES						
57407 MYR EDUCATION CREDIT	0	15,800	0	0	-	0.00
57801 MYR MISC EXPENSE	12,224	13,500	18,839	13,500	15,000	15,000.00
57802 MYR SENIOR TAX INCENTIVE	7,500	0	0	0	-	0.00
57804 MYO AFSCME PAYROLL ACCRUAL	3,575	0	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	**23,298**	**29,300**	**18,839**	**13,500**	**15,000**	**15,000.00**
Grand Total	**199,076**	**239,136**	**225,213**	**231,600**	**244,990**	**228,890.39**

GENERAL ADMINISTRATION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51150 MYO SAL CUSTODIAN	38,501	39,421	39,271	39,271	-	0.00
51167 MYO TEMPORARY HELP CITYHALL	2,412	1,505	1,222	3,500	3,500	3,500.00
51170 MYO SAL CLAM WARDEN	292	0	0	0	-	0.00
51405 MYO CLOTHING REIMBURSEMENT	600	600	600	600	-	0.00
001 - PERSONAL SERVICES Total	**41,804**	**41,526**	**41,093**	**43,371**	**3,500**	**3,500.00**
002 - PURCHASE OF SERVICES						
52101 MYO HEAT/ELECTRIC-CH	31,217	31,046	26,838	34,000	34,000	34,000.00
52102 MYO HEAT/ELEC KELLEY SCH	15,945	0	0	0	-	0.00
52401 MYO MAINT/REPAIR-BLD	22,329	16,066	27,584	15,000	1,000	1,000.00
52402 MYO MAINT/REPAIR-COPIER	2,200	2,116	1,747	2,200	2,200	2,200.00
52403 MYO PUBLIC REST ROOMS	6,500	6,407	6,416	6,500	6,500	6,500.00
52411 MYO ELECTRICAL MAINT	10,000	21,000	10,000	10,000	-	0.00
52701 MYO LEASE POSTAGE MACHINE	3,000	2,821	5,555	3,000	3,000	3,000.00
53001 MYO PRE-EMPLOYMENT PHYSICAL	459	0	0	0	-	0.00
53003 MYO GEOGRAPHIC INFO SYSTEMS	14,526	18,915	0	0	-	0.00
53004 MYO TRAINING/TRAVEL/CONFERENC	23,090	23,996	34,973	24,000	26,000	26,000.00
53401 MYO POSTAGE	29,000	28,832	20,250	18,000	30,000	30,000.00
53406 MYO TELEPHONE SYSTEM	43,500	41,728	43,500	43,500	48,200	43,500.00
002 - PURCHASE OF SERVICES Total	**201,765**	**192,927**	**176,863**	**156,200**	**150,900**	**146,200.00**
004 - SUPPLIES						
54200 MYO SUPPLIES-OFFICE	4,605	2,534	3,000	3,000	5,000	5,000.00
54301 MYO SUPPLIES (CH)	3,495	2,500	3,267	2,500	1,000	1,000.00
004 - SUPPLIES Total	**8,100**	**5,034**	**6,267**	**5,500**	**6,000**	**6,000.00**
007 - OTHER CHARGES & EXPENSES						
57300 MYO DUES & MEMBERSHIPS	3,669	3,683	3,592	3,900	3,900	3,900.00
57301 MYO MERR VALLEY RPC	5,568	5,668	5,571	5,570	5,760	5,760.00
57401 MYO MUNICIPAL INSURANCE	0	0	133,320	129,150	135,608	135,608.00
57805 MYO BUDGET CONTINGENCY	106	542	8,000	10,000	54,554	54,553.77
57806 MYO GEN GOV CHARTER COM EXP	0	4,285	4,655	0	-	0.00
57810 MYO JEANNE GEIGER CTR	0	0	0	0	-	0.00
57811 MYO COMPENSATED ABSENCES	0	0	0	0	390,810	390,810.00
007 - OTHER CHARGES & EXPENSES Total	**9,344**	**14,178**	**155,137**	**148,620**	**590,632**	**590,631.77**
Grand Total	**261,013**	**253,666**	**379,359**	**353,691**	**751,032**	**746,331.77**

LEGAL BUDGET

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
002 - PURCHASE OF SERVICES						
53020 LGL CITY SOLICITOR	100,076	97,192	89,967	70,000	70,000	70,000.00
002 - PURCHASE OF SERVICES Total	**100,076**	**97,192**	**89,967**	**70,000**	**70,000**	**70,000.00**
Grand Total	**100,076**	**97,192**	**89,967**	**70,000**	**70,000**	**70,000.00**

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City Clerk

MISSION STATEMENT

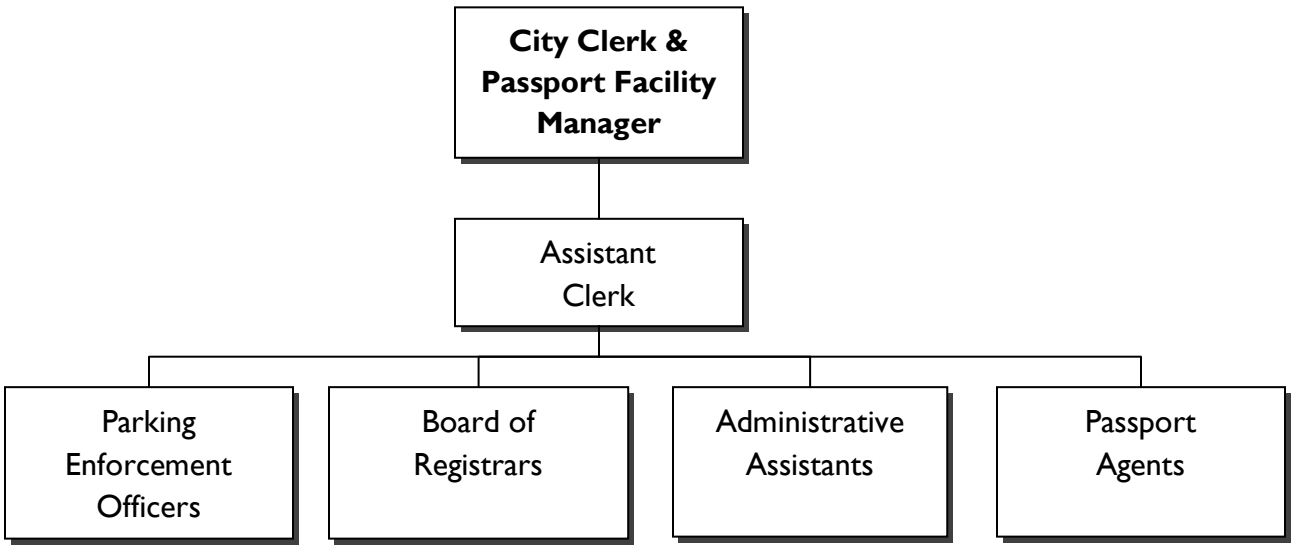
The mission of the City Clerk's Office is to provide quality administrative support to the City Council; conduct municipal elections with the highest integrity; administer the paid parking meters and data collection system, ticket and related appeal process and provide professional customer service to the citizens of Newburyport through accurate, timely and courteous service.

The Office of the City Clerk is the official record keeper of the City of Newburyport. The Clerk's Office issues, records, maintains, and ensures the safekeeping and preservation of City Council actions, City Council minutes, vital records (birth, death & marriage) by and through the new vitals web application, marriage licenses, business licenses, contracts, and other official City documents.

The Clerk's Office also issues dog licenses, administers elections, registers voters, prepares and distributes City Council agendas, the drafting ordinances and orders, researches General Laws on various Council related issues, researches the Code of Ordinances and passed Orders for City matters, manages Committee memberships and appointments, and provides Notary Public services.

The Department is also responsible for managing the parking program which includes the management of twelve pay and display meters, six enforcement officers, the data collection as it relates to the ticket writing for parking violations and meter revenue, enforcing parking ordinances, coordinating overall parking issues with the parking officers, handling ticket appeals, hearings and disposition.

Additionally, the clerk acts as the facility manager for the Passport Acceptance Facility.



FY 2013 ACCOMPLISHMENTS

Parking

- Continued to manage/maintain the new Kiosks for the Paid Parking Program
- Managed the new ticket and collection system through the new vendor – Complus Data
- Continued to train and manage the six new parking enforcement officers
- Continued to manage the collection of the monies from the kiosks. Implemented and managed the flow of monies and accounting of the same for the entire paid parking program
- Refined the permit program from a one year to two year permit

Elections

- Finished the renovation and then used the alternate polling place for Ward 1P - The boathouse (Coast Guard Auxiliary Building)
- Administered the September and November elections as well as the April and June special elections, in accordance with statutory requirements; provided information to candidates and the public regarding election requirements and procedures

Passports

- As facility manager for the Passport Acceptance Facility, continued the Newburyport Passport Agency in conjunction with the Assessor's office. Demand continues to be strong for passports because of the personal service, no appointment necessary policy, and the ability to take passport photos. The City recoups over $25,000 annually in fees associated with the provision of this service, and anticipates bringing in almost $30,000 by the close of FY13

Clerk's Office

- Started and continued the work of indexing and updating vital records; implementing the new state system for vitals
- Completed the work of archivist group including the indexing of historical records from all city hall vaults
- Initiated scanning of old city hall files including Council meeting records, orders, ordinances and minutes with the intent that the same will be keyword searchable
- In addition to the process for the issuance and acknowledgements of the Conflict of Interest law (in conjunction with the School Department), now noticing and collecting the results of the new Online Ethics test for Municipal Employees available as of December 10, 2012. Maintaining the associated database created and continuously updated

FY 2014 TRENDS

The City Clerk's Office serves as the central information point for local residents, citizens at large, the City Council and City departments. In 2014, the Department will continue to spend a significant amount of time serving the public in many capacities, e.g. answering e-mail and phone requests regarding vital records, permits, ordinances and Council agendas. In this regard, we look forward to a new website on which we will place any documents which are appropriate to the public arena. We are still refining the new paid parking program and look

City Clerk (cont.)

forward to a continual reduction of complaints. The back office support for the permit program has made substantial progress to its goal of exemplary public service.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Refine and improve the paid parking program.

Objectives:

- Refined the permit from one year to two year. The issuance and re-issuance of several thousand residential and senior residential permits was successful. We will continue to look at ways to minimize inconvenience to the permit holders during any re-issuance period in the future
- Reduce the turnaround time between application and issuance to less than 5 business days
- Continue to review the efficiency of the process with the Parking Advisory Committee and the Mayor's office
- Select vendor and implement a payment by phone system that will integrate with the Complus Data ticket writers

Goal 2: Regain the ability to post and upgrade a city clerk web portal to the City Clerk's office

Objectives:

- Work with the new vendor and new content-based update application
- Provide scanned packets containing the council meeting documents
- Provide links to video of the actual council meetings
- Provide more information on the website regarding elections and voting procedures
- Provide license/permit procedures, City Council agendas, the Council Meeting Guide and registration and disclosure forms on the website
- Provide the annual report as a viewable online report

Goal 3: Expand upon the use of OCR technologies to capture searchable documents rather than image scan documents

Objectives:

- Purchase and use Adobe Pro software to search scanned documents
- Scan and post 200 additional searchable folders
- Eliminate duplicate paper records and free up file cabinet space

PROGRAMS & SERVICES

City Clerk

City Council

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

Records Management

- Maintain vitals- birth, death, and marriage
- Prepare annual list of residents
- Maintain the code of ordinances
- Provide genealogical research
- Provide notarial services
- Serve State Ethics Commission liaison and Training Officer
- Issue DBA certificates
- Maintain databases associated w/records

Elections & Voter Registration

- Serve on Board of Registrars
- Maintain voter registration
- Manage all elections
- Conduct annual census
- Certify nomination papers
- Coordinate five

Passport Facility

- Manage the issuance of new passports
- Photograph applicants

Parking Management

- Maintain 12 pay and display kiosks
- Collect and deposit kiosk monies
- Manage seven enforcement officers
- Coordinate data collection, ticket payment, and payment systems
- Handle ticket appeals and hearings
- Issue parking permits
- Prepare quarterly reports on income and expenses for Parking Advisory Committee

Dog Licensing

- Issue annual dog and kennel licenses
- Maintain dog database

City Clerk (cont.)

PERSONNEL SUMMARY

CITY CLERK			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Administrative Assistant	1	1	1
Administrative Assistant	0.5	0.5	0.5
Total Full-Time Equivalents:	**3.5**	**3.5**	**3.5**

CITY CLERK'S DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 CLK SAL CITY CLERK	58,496	62,500	62,500	62,500	62,500	62,500.00
51102 CLK SAL ASSIST CLERK	51,381	54,759	54,759	56,239	60,694	60,693.82
51103 CLK SAL ADMIN SECRETARY	45,646	43,519	39,254	39,253	43,508	43,507.67
51166 CLK SAL PT OFFICE HELP	0	19,776	26,603	26,603	27,002	27,002.25
001 - PERSONAL SERVICES Total	**155,522**	**180,555**	**183,115**	**184,595**	**193,704**	**193,703.74**
002 - PURCHASE OF SERVICES						
52701 CLK LEASE COPIER	2,453	1,483	2,500	2,500	2,500	2,500.00
53001 CLK CITY REPORT	0	0	0	150	150	150.00
53002 CLK VITAL RECORDS EXPENSE	1,100	2,608	1,100	1,100	1,100	1,100.00
53003 CLK SOFTWARE LICENSES	0	0	0	0	900	900.00
54200 CLK ADMINISTRATION	4,923	8,869	10,339	7,000	7,000	7,000.00
002 - PURCHASE OF SERVICES Total	**8,476**	**12,960**	**13,939**	**10,750**	**11,650**	**11,650.00**
Grand Total	**163,998**	**193,514**	**197,055**	**195,345**	**205,354**	**205,353.74**

CITY COUNCIL

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 CCN SAL COUNCIL	53,500	56,000	56,000	56,000	56,000	56,000.00
51160 CCN SAL CLK COUNCIL	4,000	4,000	4,000	4,000	4,000	4,000.00
51162 CCN SAL CLK COMMITTEE	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	**58,100**	**60,600**	**60,600**	**60,600**	**60,600**	**60,600.00**
002 - PURCHASE OF SERVICES						
53001 CCN LEGAL ADS	2,000	2,000	1,876	2,000	2,000	2,000.00
53002 CCN ORDINANCE RECODE	1,708	2,000	2,000	2,000	2,000	2,000.00
002 - PURCHASE OF SERVICES Total	**3,708**	**4,000**	**3,876**	**4,000**	**4,000**	**4,000.00**
Grand Total	**61,809**	**64,600**	**64,476**	**64,600**	**64,600**	**64,600.00**

PARKING CLERK

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51134 PKC SAL PARKING OFCR	39,616	41,216	45,008	41,216	41,834	41,834.30
51160 PKC SAL PARKING CLERK	6,000	6,000	0	0	-	0.00
51162 PKC SAL HEARING OFFICERS	6,100	6,100	0	0	-	0.00
51166 PKC SAL P/T PARKING OFCR	1,944	1,848	0	0	-	0.00
51405 PKC CLOTHING ALLOWANCE	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	**54,260**	**55,764**	**45,608**	**41,816**	**42,434**	**42,434.30**
002 - PURCHASE OF SERVICES						
53411 PKC TICKET PROCESSING SRV	9,142	6,071	0	0	-	0.00
002 - PURCHASE OF SERVICES Total	**9,142**	**6,071**	**0**	**0**	**-**	**0.00**
004 - SUPPLIES						
54200 PKC MISC EXPENSE	1,207	1,197	0	0	-	0.00
54801 PKC FUEL/OIL/MAINT VEH(S)	355	718	0	0	-	0.00
004 - SUPPLIES Total	**1,562**	**1,915**	**0**	**0**	**-**	**0.00**
Grand Total	**64,964**	**63,749**	**45,608**	**41,816**	**42,434**	**42,434.30**

BOARD OF REGISTRARS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51160 BDR SAL CLERK REGISTRAR	1,300	2,000	2,000	2,000	2,000	2,000.00
51162 BDR SAL REGISTRARS	2,000	2,000	2,000	2,000	2,000	2,000.00
001 - PERSONAL SERVICES Total	**3,300**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000.00**
007 - OTHER CHARGES & EXPENSES						
57808 BDR ELECTIONS & REGISTRATIONS	35,404	33,085	67,202	36,000	36,000	36,000.00
007 - OTHER CHARGES & EXPENSES Total	**35,404**	**33,085**	**67,202**	**36,000**	**36,000**	**36,000.00**
Grand Total	**38,704**	**37,085**	**71,202**	**40,000**	**40,000**	**40,000.00**

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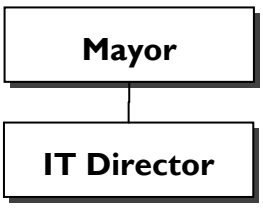
Information Technology

MISSION STATEMENT

The mission of the Information Technology Department is to lead and support the City of Newburyport in the appropriate application of existing and emerging information technologies required to develop an information structure that will enhance the ability of its officials, staff, and employees to provide the highest level of service to the citizens of Newburyport.



FY 2013 ACCOMPLISHMENTS

- Installation of cash management system for Treasurer/Collector's Office
- Installation of access control (keyless entry) system in City Hall
- Completed CAT 6 computer & phone rewiring project in City Hall
- Facilitation of new City website publishing platform
- Installation of Browser based MUNIS System running sharepoint and SQL server
- Installation of new Phone system (Voice Over Internet Protocol)

FY 2014 TRENDS

The IT Department will continue to work on improving inter-departmental use of applications systems. With the next generation of Microsoft Software Package now in release, it is anticipated that attention will be given to maintaining the City's recent investment in Technology by way of upgrading Servers to Microsoft Server 2012, Office 2010 to Office 2013, and Windows 7 to Windows 8. Further streamlining of workflow and business processes will be undertaken and employees will be trained in more proficient use of our new computer systems, thereby bringing operational and collaborative efficiencies to their respective departments.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Financial Systems Improvement

Objectives:

- Continue to facilitate and train employees on more efficient use of MUNIS Applications
- Working with Finance Team & Auditor's Office, go live with requisitions and purchase ordering modules on the new MUNIS system
- Provide decentralized requisition and invoice entry training
- Provide MUNIS "Office" training (exporting Munis data for use in MSOffice)

Goal 2: Public Safety Mobile Systems Upgrade

Objectives:

- Replace mobile data terminal hardware in Police Department vehicles
- Add enhanced multi-media capabilities to mobile solutions
- Introduce tablet-based mobile data access
- Facilitate training of Police Department staff on enhanced Public Safety mobile systems

Goal 3: Software & Systems Maintenance Upgrades

Objectives:

- Maintain value in current software license
- Install / Upgrade all servers from Server 2008 R2 to Server 2012 (Latest)
- Install / Upgrade Microsoft Office 2010 Pro to Microsoft Office 2013 Pro
- Install / Upgrade Microsoft Windows 7 Pro to Windows Windows 8 Pro

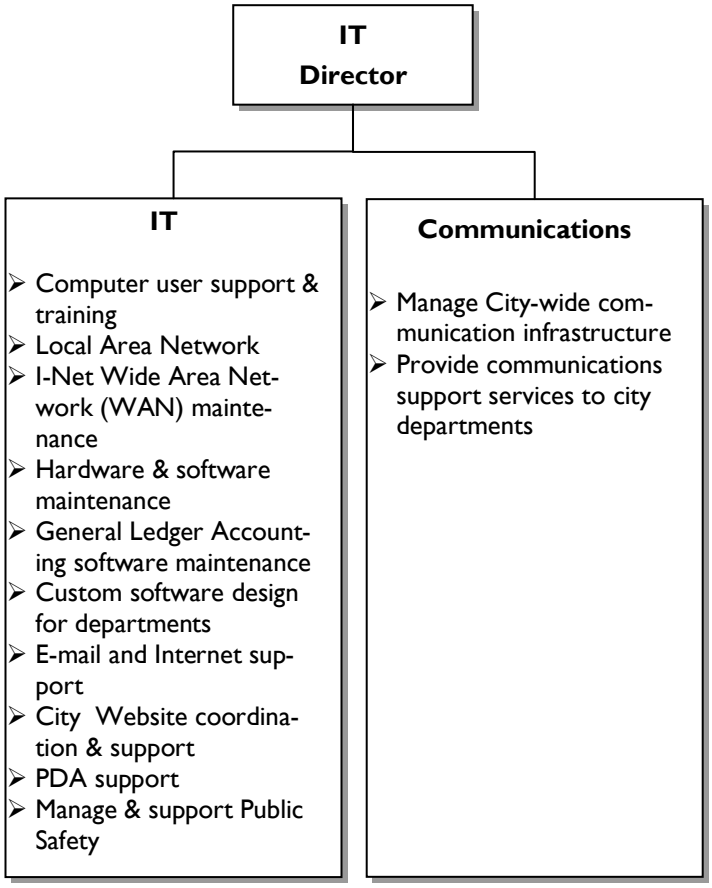
Goal 4: Wireless Wide Area Network Upgrade

Objectives:

- Prepare plan of aging wireless Wide Area Network infrastructure
- Initiate licensing of dedicated wireless frequencies for new equipment
- Prepare projections for funding and make recommendations for capital improvements under the upcoming Comcast Cable Franchise Contract

Information Technology (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

Information Technology			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
IT Director	1	1	1
Total Full-Time Equivalents:	**1**	**1**	**1**

INFORMATION TECHNOLOGY

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 IT SAL DIRECTOR	68,104	69,466	69,467	69,467	73,358	73,357.73
51404 IT TRAVEL EXPENSE	1,800	2,934	3,000	3,000	3,300	3,300.00
001 - PERSONAL SERVICES Total	**69,904**	**72,400**	**72,467**	**72,467**	**76,658**	**76,657.73**
002 - PURCHASE OF SERVICES						
52401 IT COMPUTER EXP	2,395	2,399	536,279	0	-	0.00
52402 IT CITY WEB SITE	1,485	1,460	1,473	1,500	3,250	3,250.00
52403 IT COMPUTER FIREWALL	1,600	1,602	1,602	0	4,750	4,750.00
52404 IT HARDWARE MAINTENANCE	27,870	13,488	13,495	25,459	27,585	27,585.00
52405 IT TELECOMMUNICATNS	4,612	4,858	4,848	7,500	7,500	7,500.00
52406 IT TELEPHONE SYSTEM	1,889	1,997	1,983	0	-	0.00
52780 IT WIRELESS EQUIP LEASE	0	0	36,000	36,000	-	0.00
53001 IT MUNIS LICENSE	33,604	35,208	36,998	38,864	38,864	38,864.00
53002 IT SOFTWARE UPDATE/LICENSING	2,199	2,200	2,174	11,500	23,000	23,000.00
53003 IT INTERNET-SERVICE	4,200	4,200	4,077	4,200	4,380	4,380.00
53407 IT OFF SITE SERVICES	0	0	15,000	30,000	37,587	37,586.50
002 - PURCHASE OF SERVICES Total	**79,853**	**67,411**	**653,930**	**155,023**	**146,916**	**146,915.50**
004 - SUPPLIES						
55800 IT OTHER SUPPLIES	1,593	1,587	1,518	1,600	1,600	1,600.00
004 - SUPPLIES Total	**1,593**	**1,587**	**1,518**	**1,600**	**1,600**	**1,600.00**
007 - OTHER CHARGES & EXPENSES						
57300 IT DUES/LIC/SUBSCRIPTIONS	312	929	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	**312**	**929**	**0**	**0**	**-**	**0.00**
Grand Total	**151,661**	**142,327**	**727,915**	**229,090**	**225,173**	**225,173.23**

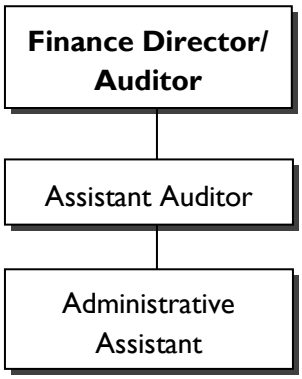
Section 4:
Finance

Auditor

MISSION STATEMENT

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

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



FY 2013 ACCOMPISHMENTS

- The City of Newburyport maintained a "AA" bond rating throughout FY 2013. This rating was reaffirmed in January 2013 which reflects confidence in the financial management of the City and in the City's ability to maintain sound fiscal health and stability during challenging economic times when bond ratings for some Massachusetts communities have dropped due in part to diminishing reserve funds. In addition, the short-term borrowing rating for BANS (Bond Anticipation Notes) was increased in preparation of BANS that were issued in January 2013
- Successfully worked with members of the City's financial team and other City officials to coordinate, prepare, and submit, in a timely and accurate manner, a variety of financial reports and information required by city officials, outside auditors, government entities, and various financial institutions, including: the Tax Rate Recapitulation Report, Enterprise Fund Reports, Schedule "A", budget transfers, Community Preservation Reports, Mid-Year and Year-End Report of Budget Expenditures and Revenues, Free Cash Certification Re-

port, the annual audit of city financial statements, and updating the city's official statement in preparation for issuing bonds

- Continued to coordinate the MIIA Rewards Program that resulted in a cost savings of over $30,000 to the City for participation in seminars designed to help lower insurance risks and losses. In addition, the cost of City insurance was maintained at FY 2012 levels due to initiatives that lowered premiums
- Completed eight staff development and training programs offered by the Massachusetts Interlocal Insurance Association (MIIA), the Massachusetts Municipal Association (MMA), the Massachusetts Department of Revenue (DOR), and the Eastern Massachusetts Municipal Accountants and Auditors Association (EMMAAA). These opportunities increased knowledge relative to changes in accounting and finance laws and government regulations
- Processed an estimated 28,000 payments to vendors and individuals doing business with the City and school departments. Managing this process includes review, approval, and administering contracts, invoices, warrants, payrolls, and tax forms
- The annual audit of the City's financial statements was carried out by the outside CPA firm of Melansen Health & Co. PC. The audit indicated that the city's financial statements and financial position were presented fairly in all material aspects and in compliance with GASB and GAAP. Recommendations for improvements were also received and will be implemented

FY 2014 TRENDS

After signs in FY 2012 and early FY 2013 that the economic recovery was having a positive impact on local revenues and the city budget, Governor Patrick announced that there would be mid-year reductions in FY2013 state aid because anticipated state revenues were lower than expected. This was particularly concerning because municipal budgets had already been approved and required most communities to make budget cuts mid-way through FY 2013.

Fortunately for Newburyport, these mid-year cuts to state aid, estimated at $25,000, were not ultimately enacted. However, had the cuts been implemented, they would not have had a significant impact on city operations due to mid-year local receipts coming in slightly above target. Although local receipts are projected to remain stable into FY 2014, the City must continue to use conservative revenue estimates, including state aid funding.

As the City, state, and country continue to deal with the uncertainty of our economic future, demands will continue to be placed on the City Auditor's Department to analyze and provide financial information to the Mayor, City Council, and other City officials. This information will help guide the city through the decision making process and will be an important tool in developing fiscal policies that City officials must establish in order to successfully allocate City resources and services.

During FY 2014, City officials should explore alternative revenue sources and the feasibility of reducing government costs that would offset potential reductions in local aid and downturns

Auditor (cont.)

in the economy. These could include items such as the regionalization of some City services, the elimination of non-essential services, increasing user fees, and making some City services self-supporting and not dependent on tax revenues.

The amount of paperwork that passes through the City Auditor's Office has increased significantly over the last five years as a result of the creation of three new enterprise funds, the Community Preservation Fund, new GASB reporting requirements, the new paid parking program, major water and sewer capital projects, expanded youth service programs, and construction of a new senior/ community center and a new school, plus major renovations to another school. These will all place even more demands on the City Auditor's staff. Hopefully, the planned automation of financial transactions through an electronic purchase and requisition system will help our staff to successfully meet these demands.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Monitor financial activities within all City departments in order to insure that City, state, federal, and other applicable finance laws, ordinances, and regulations, are successfully being followed and public funds are spent properly and in accordance with applicable laws

Objectives:

- Conduct staff meetings on a weekly basis with the Auditor's Department staff to review and discuss potential problems associated with financial transactions and accounting activities within City departments
- Attend quarterly meetings and other in-service training programs offered by DOR, the Massachusetts Municipal Association, MIIA, and other professional organizations that provide opportunities for advancing and updating professional knowledge in the field of municipal finance, accounting, and municipal finance law. Also, provide cross-training opportunities for the Auditor's Department staff
- Work closely and attend meetings with the Mayor, City Council, Finance Team members, and other City officials to provide information and develop strategies for improving financial services throughout the city.
- Conduct an internal audit of each city department at least once every two years in order to evaluate internal financial management practices and controls
- Review all city contracts on an on-going basis in order to insure that proper funding is available and procurement laws have been followed
- Inspect and approve city warrants involving payroll and vendor payments, as well as other city disbursements
- Provide financial and accounting information to the outside auditing firm by December 31, 2013, in preparation for the annual audit of the city's FY 2013 financial statements. This audit is required by bond rating agencies, financial institutions, and state and federal agen-

cies that award grants to the city

Goal 2: Identify and explore all potential areas to automate financial activities within the City Auditor's Office and throughout city government

Objectives:

- Continue to work closely with members of the City's Finance Team to identify all potential areas suitable for automation, such as: compensated leave balances, procurement, accounts payable, etc.
- Work with the Finance Team and IT Director to assist City personnel with the technical knowledge and skills that will be required to carry out financial transactions within the MUNIS system

Goal 3: Successfully complete financial reports in a timely, accurate, and easy to understand manner

Objectives:

- Prepare the Mid-Year Budget Report by January 15, 2014 so that the Mayor and City Council can adjust city expenditures and revenues in accordance with actual results as of December 31, 2013
- Work in cooperation with the Mayor, City Council, City Treasurer, City Assessor, and City Clerk to set the property tax rate and to complete the FY 2014 Tax Rate Recapitulation Report by November 11, 2013
- Assist with the preparation of the Mayor's FY 2014 proposed city budget, which must be approved by the City Council no later than June 30, 2013
- Prepare the balance sheet and other supporting documents required to obtain FY 2012 "Free Cash" certification by November 8, 2013 from the Massachusetts Department of Revenue
- Review and prepare budget transfers twice a month, and as required, in preparation for review and approval by the Mayor and City Council

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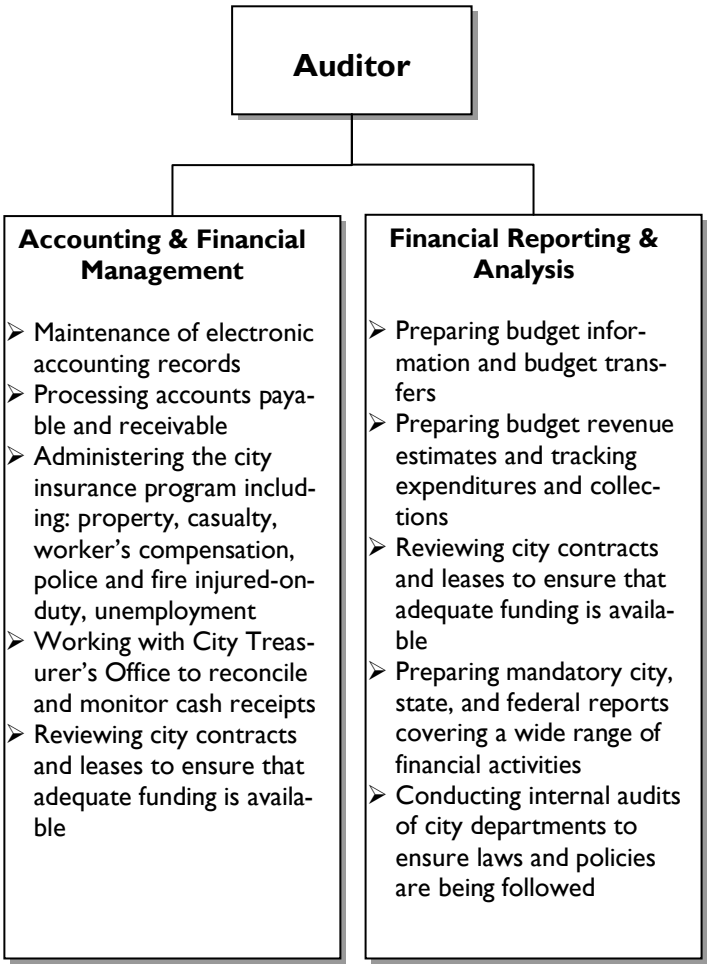
Auditor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

AUDITOR			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Auditor	1	1	1
Assistant Auditor	1	1	1
Accounts Payable/ Risk Manager	1	1	1
Part-time Data Processing Clerk	0.3	0.3	0.3
Total Full-Time Equivalents:	**3.3**	**3.3**	**3.3**

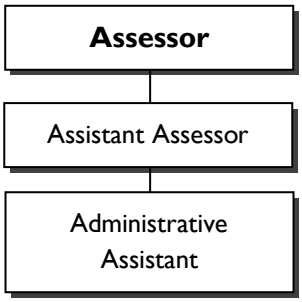
AUDITOR'S DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 AUD SAL AUD/FINANCE DIR	89,010	90,790	92,576	92,576	96,316	96,315.86
51102 AUD SAL ASST AUDITOR	56,700	60,894	63,939	63,939	67,520	67,519.65
51103 AUD SAL ADMIN ASSISTANT	48,405	52,137	53,671	53,670	54,475	54,475.41
51166 AUD PT DATA ENTRY CLERK	10,400	14,560	14,560	15,990	16,230	16,229.85
51401 AUD LONGEVITY	5,553	6,153	6,153	6,153	6,245	6,245.09
001 - PERSONAL SERVICES Total	**210,068**	**224,534**	**230,898**	**232,328**	**240,786**	**240,785.86**
002 - PURCHASE OF SERVICES						
53001 AUD FINANCIAL AUDIT	35,000	35,000	36,750	40,250	40,250	40,250.00
002 - PURCHASE OF SERVICES Total	**35,000**	**35,000**	**36,750**	**40,250**	**40,250**	**40,250.00**
004 - SUPPLIES						
55800 AUD OTHER SUPPLIES	1,761	1,251	1,251	1,251	1,251	1,250.64
004 - SUPPLIES Total	**1,761**	**1,251**	**1,251**	**1,251**	**1,251**	**1,250.64**
007 - OTHER CHARGES & EXPENSES						
57300 AUD DUES & MEMBERSHIPS	230	225	225	230	230	230.00
57401 AUD INSURANCE-MUNICIPAL	136,329	126,000	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	**136,559**	**126,225**	**225**	**230**	**230**	**230.00**
Grand Total	**383,388**	**387,010**	**269,124**	**274,058**	**282,517**	**282,516.50**

Assessor

MISSION STATEMENT

The mission of the Assessors Department 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 his or her fair share of the City's total tax burden.



FY 2013 ACCOMPLISHMENTS

- Successfully completed Interim Year Adjustments to Values as mandated by the Department of Revenue
- Successfully added Vision property data to MIMAP application
- Successfully added electronic scanning capabilities to department functions

FY 2014 TRENDS

Since 2005, the Massachusetts Department of Revenue has required all Assessors Departments to keep all assessments current to reflect actual fair cash values in this constantly changing real estate market. These requirements are met by conducting City-wide Interim Year Adjustments to assessments. Other trends relative to the real estate market indicate that throughout this downturn in the market, Newburyport properties have held their value better than those in most surrounding communities. Newburyport is considered a very desirable community for young singles, families and seniors and continues to attract new residents.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Complete Triennial Re-certification of Values as per MA DOR regulation

Objectives:

- Oversee and monitor the Re-valuation project
- Work under the direction of the DOR to ensure timely completion

Goal 2: Continue to improve Customer Service and professional knowledge/skills by taking advantage of professional development opportunities

Objectives:

- Assessor to attend 2013 MAAO Summer Conference in June
- Assistant Assessor to attend 2013 MAAO Summer Conference

Note: The Summer Conference is the most important educational opportunity offered for assessors annually by the Massachusetts Association of Assessing Officers.

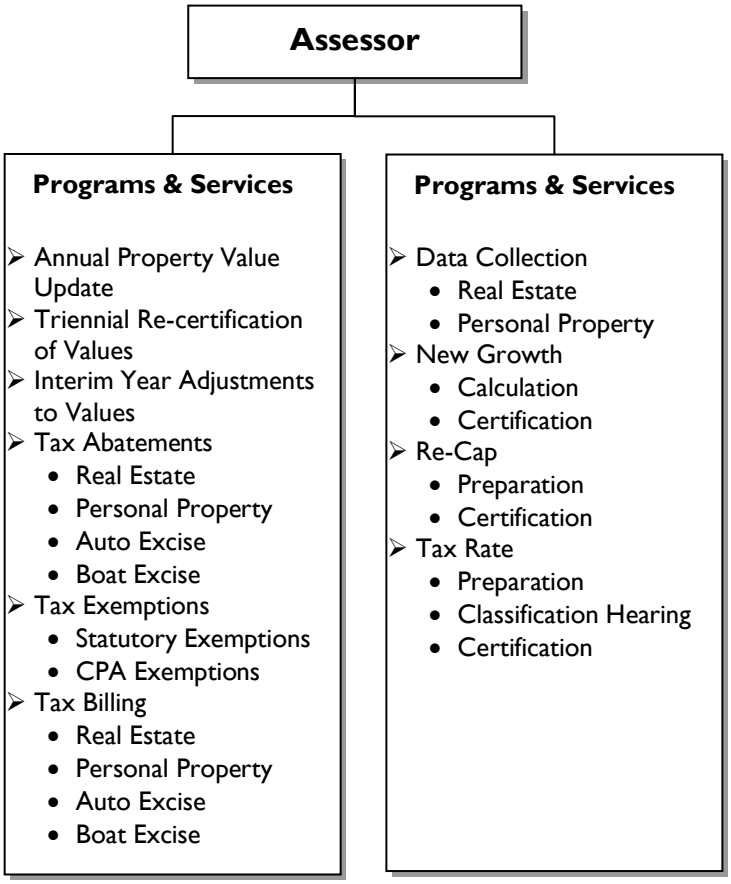
Goal 3: Address departmental responsibilities with limited budget constraints while enhancing productivity

Objectives:

- Participate as a member of the City's Finance Team
- Continue to maintain the best possible level of public service within allocated budget
- Maintain current staffing level

Assessor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

ASSESSOR			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Assessor	1	1	1
Assistant Assessor	1	1	1
Administrative Assistant	1	1	1
Total Full-Time Equivalents:	**3**	**3**	**3**

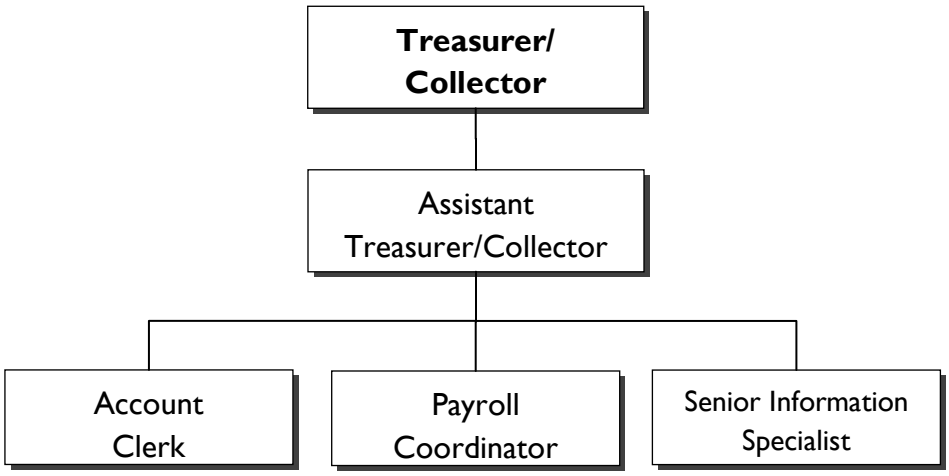
ASSESSOR'S DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 ASR SAL ASSESSOR	72,515	73,965	73,966	73,966	78,108	78,108.29
51102 ASR SAL ASST ASSESSR	55,265	57,497	57,497	60,372	61,277	61,277.42
51103 ASR SAL ADMIN ASSISTANT	44,952	45,851	45,851	45,851	49,886	49,885.89
51401 ASR LONGEVITY	2,617	3,209	3,274	3,274	3,456	3,456.36
51402 ASR EDUCATION CREDIT	400	400	400	400	400	400.00
51403 ASR TECHNOLOGY STPND	1,000	1,000	1,000	1,000	1,000	1,000.00
51404 ASR TRAVEL STIPEND	0	1,800	1,800	1,800	2,100	2,100.00
001 - PERSONAL SERVICES Total	**176,748**	**183,722**	**183,787**	**186,663**	**196,228**	**196,227.96**
002 - PURCHASE OF SERVICES						
53001 ASR COMPUTER EXP	7,300	7,300	7,550	7,550	7,750	7,750.00
53002 ASR REVALUATION	11,476	0	7,500	5,000	43,000	43,000.00
53003 ASR VALUATION/PROCESSING	5,596	5,775	4,347	6,600	6,600	6,600.00
53004 ASR MAP-DEED-PROBATE	75	0	0	600	600	600.00
002 - PURCHASE OF SERVICES Total	**24,447**	**13,075**	**19,397**	**19,750**	**57,950**	**57,950.00**
004 - SUPPLIES						
54801 ASR MILEAGE EXPENSE	2,684	346	553	1,200	1,200	1,200.00
55800 ASR OTHER SUPPLIES	3,324	4,093	3,077	2,400	2,400	2,400.00
004 - SUPPLIES Total	**6,008**	**4,439**	**3,631**	**3,600**	**3,600**	**3,600.00**
Grand Total	**207,203**	**201,237**	**206,815**	**210,013**	**257,778**	**257,777.96**

Treasurer/Collector

MISSION STATEMENT

The mission of the Newburyport Treasurer/Collectors office, as defined by State statute, is to collect all revenues due to 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. Further, it is our goal to be knowledgeable in our field and continue to provide quality customer service to the taxpayers that we interact with on a daily basis.



FY 2013 ACCOMPLISHMENTS

- Launched new cash management system to work in conjunction with Auditor's Office and enhance reporting and reconciling procedures
- Positioned Treasurer's Office to take every opportunity to refinance City's long-term debt along with new borrowing, resulting in savings in excess of $600,000 over the life of the loans, while striving to maintain the City's strong financial position
- Assisted in utilizing technology for online bill payment processes and online employee payroll processes
- Implemented Procurement Card program to streamline the process associated with purchasing specific items, allowing departments the benefit of having the ability of purchasing online and at point of sale
- Encouraged cross-training of staff members, concentrating on customer service, knowledge and understanding of duties, and improvement of inter-office communication

FY 2014 TRENDS

The Treasurer/Collector's office remains dedicated to meeting the needs of the taxpayers by supporting a budget under the constraints of Proposition 2 ½, balancing the uncertainty of State and Federal aid with the City's rising operating costs. The Treasurer/Collector's office is committed to collecting above 95% of the Real Estate and Personal Property taxes due each fiscal year. We continue a regular cycle of tax takings to ensure tax delinquencies are managed in a timely fashion and with fairness to all taxpayers. We are willing to work with taxpayers who may be finding times difficult, while educating residents of City collection practices and providing assistance in conjunction with the Assessor's office and the Council on Aging with Work Incentive Tax Program.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Improve Treasurer's Department Performance and Efficiency

Objectives:

- Evaluate all office policies and procedures and make necessary changes to improve department efficiency
- Streamline internal and external processes to ensure that all procedures are in accordance with Mass General laws and in compliance with accepted auditing standards
- Implement micro-meeting sessions with staff concentrating on quality job performance, promoting skill sets, and improving communication

Goal 2: Improve the City's Cash Flow

Objectives:

- Continue to aggressively safeguard current cash flow processes and maintain the City's best financial position and credit rating
- Consolidate wherever able and review bank services to avoid additional costs and fees, and monitor our collateralization and insured policies to protect the City's investments
- Fully implement new cash management system to improve upon the Treasurer's cash book process and provide refined audit trails, clearer reporting with general ledger and bank reconciliation, and encourage interdepartmental receipting

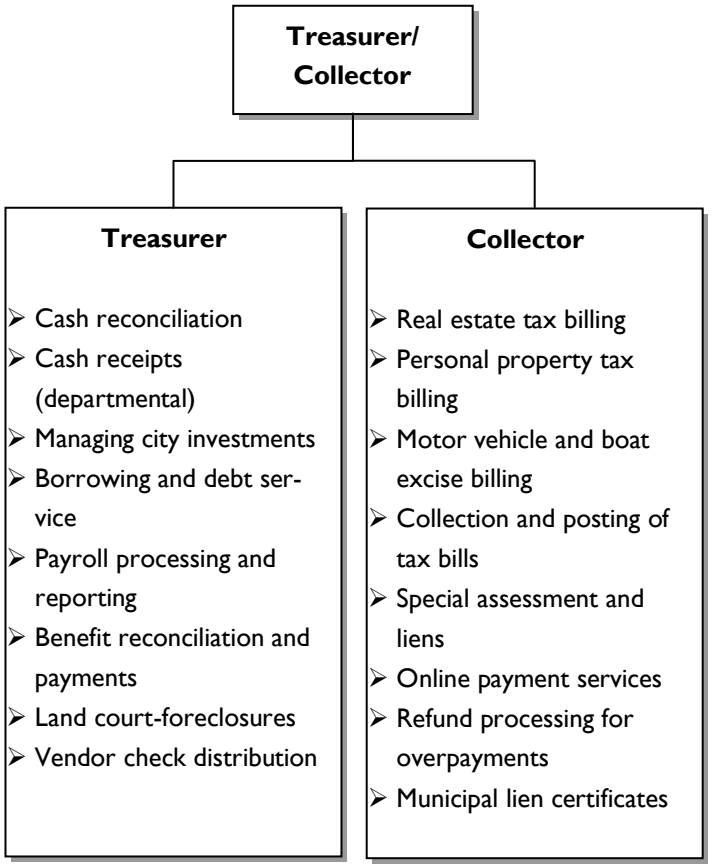
Goal 3: Review Payroll technology processes

Objectives:

- Aggressively move to integrate vacation, sick and personal time accruals on pay stubs
- Continue to work in conjunction with HR and Retirement to effectively provide resources for employees through online payroll services
- Ensure Payroll processes are maintained and followed according to state regulations

Treasurer/Collector (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

TREASURER/COLLECTOR			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Treasurer/Collector	1	1	1
Assistant Treasurer/Collector	1	1	1
Senior Information Specialist	1	1	1
Payroll Coordinator	1	1	1
Computer Operator	2	1.5	1.5
Total Full-Time Equivalents:	**6**	**5.5**	**5.5**

TREASURER'S DEPARTMENT

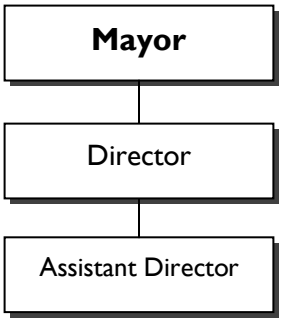
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 TRS SAL TREASURER	66,409	57,926	71,017	71,018	74,995	74,995.43
51102 TRS SAL ASST TREASURER	34,662	41,174	48,806	50,127	51,128	51,128.29
51103 TRS STAFF SALARIES	168,881	148,404	141,731	146,818	151,786	151,786.18
51401 TRS LONGEVITY	2,682	2,811	2,811	2,811	3,262	3,261.92
001 - PERSONAL SERVICES Total	**272,634**	**250,314**	**264,365**	**270,774**	**281,172**	**281,171.82**
002 - PURCHASE OF SERVICES						
52701 TRS COPY MACHINE	2,685	1,190	1,720	3,500	3,500	3,500.00
53001 TRS BANK CHARGES	2,964	3,706	3,250	3,300	3,500	3,500.00
53003 TRS PAYROLL	20,047	20,605	11,047	15,000	15,000	15,000.00
53004 TRS TAX BILLS	11,132	15,899	18,300	17,500	19,000	19,000.00
53005 TRS TAX TITLE EXP	10,000	2,286	16,000	11,000	11,500	11,500.00
002 - PURCHASE OF SERVICES Total	**46,827**	**43,685**	**50,317**	**50,300**	**52,500**	**52,500.00**
004 - SUPPLIES						
54200 TRS OFFICE SUPPLIES	2,108	1,579	2,000	2,000	2,000	2,000.00
55800 TRS OTHER SUPPLIES	1,302	903	1,811	1,500	1,500	1,500.00
55801 TRS COMPUTER EXP	750	748	750	750	850	850.00
004 - SUPPLIES Total	**4,160**	**3,230**	**4,561**	**4,250**	**4,350**	**4,350.00**
007 - OTHER CHARGES & EXPENSES						
57402 TRS FICA EXP	133,544	140,000	101,251	153,265	154,500	154,500.00
57403 TRS INSURANCE BONDS	1,267	1,379	1,325	1,500	1,750	1,750.00
007 - OTHER CHARGES & EXPENSES Total	**134,811**	**141,379**	**102,576**	**154,765**	**156,250**	**156,250.00**
Grand Total	**458,433**	**438,609**	**421,819**	**480,089**	**494,272**	**494,271.82**

Section 5:
Public Safety

Emergency Management

MISSION STATEMENT

The mission of the Newburyport Office of Emergency Management is to coordinate emergency planning and to assist other city departments with emergency response training and assist with communications, evacuation, and sheltering of citizens during emergencies and natural disasters.



FY2013 ACCOMPLISHMENTS

- NEMA was called upon to assist with the planning and emergency response, and reimbursement for Hurricane Sandy.
- NEMA was called upon to assist with the planning, coordinating emergency utility responses, and damage assessment for erosion at Plum Island
- NEMA expanded its membership with seven community volunteers.
- Emergency Operations Center participated in "Graded Exercise" conducted by Federal Emergency Management Agency (FEMA) for Seabrook Station
- Newburyport Emergency Management participated in the city-wide siren/notification system for Seabrook and other city-wide emergencies.
- Worked with MEMA to update all Emergency Plans with respect to Newburyport
- Upgrade to communication and data collection systems as required by MEMA
- Received traffic cones, barricades, safety devices through a Northeast Homeland Security Regional Advisory Council (NERAC) allotment.
- Received a "Support Trailer" from NERAC to support disaster / emergency operations
- Awarded a grant to purchase a speed-board, used by police department, for traffic studies and speed awareness
- Worked with MEMA to update the city's "Electronic Comprehensive Emergency Management Plan" (eCEMP), which is a central depository in Massachusetts for emergency plans
- Obtained new cots and handicap cots for localized shelter

FY 2014 TRENDS

Seabrook Station is mandated through federal safety regulations to conduct year trainings, testing of notification systems, tabletop & response drills. The City participates in these drills and testing of notification systems. The local EOC also participates in quarterly Seabrook Workgroup sessions and inventorying and review of all localized monitoring and testing equipment for radiation as required under federal guidelines. Emergency Management has worked very closely with city leaders, police, fire and EMS in preplanning and responding to weather related incidents of the course of the year. Two of these weather related incidents Hurricane Sandy and the recent storm the caused considerable erosion along Plum Island. Emergency Management has worked with the community and is currently training seven community members as volunteers who assist in manning the EOC in the event of an emergency. Locating and training qualified volunteers continues to be a challenge, but is critical if the EOC is to function properly during federal and state mandated drills involving Seabrook and weather related situations. Emergency Management maintains an informational website that provides assistance to citizens and industry with protective measures and helpful links for additional information.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to work with federal, state and local organizations for grants and additional funding sources

Objectives:

- Continue to research and apply for federal and state grant opportunities
- Continue to assist local business and industry in completing and updating their Emergency Plans

Goal 2: Electronic Hazmat Plans

Objectives:

- Work with industry in the community to have their emergency hazmat plans submitted to EOC and fire department electronically
- Work with public safety to insure all relevant Departments have the most current information concerning storage and handling of hazard materials by industry

Goal 3: Technology upgrade

Objectives:

- Computerizing the Emergency Management Center with a computer networking system
- Continue to reduce paperwork and storage with scanning and storage on computers
- Complete renovation to the training room

Emergency Management (cont.)

Goal 4: Expand community outreach

Objective:

- Work with WNBP and Port Media for a more local Emergency Notification Plan
- Participate in a public awareness campaign for preparedness
- Conduct an open house for residents to visit EOC

Goal 5: Facilitate training and certification to new members, as well as ICS Training to existing staff

Objective:

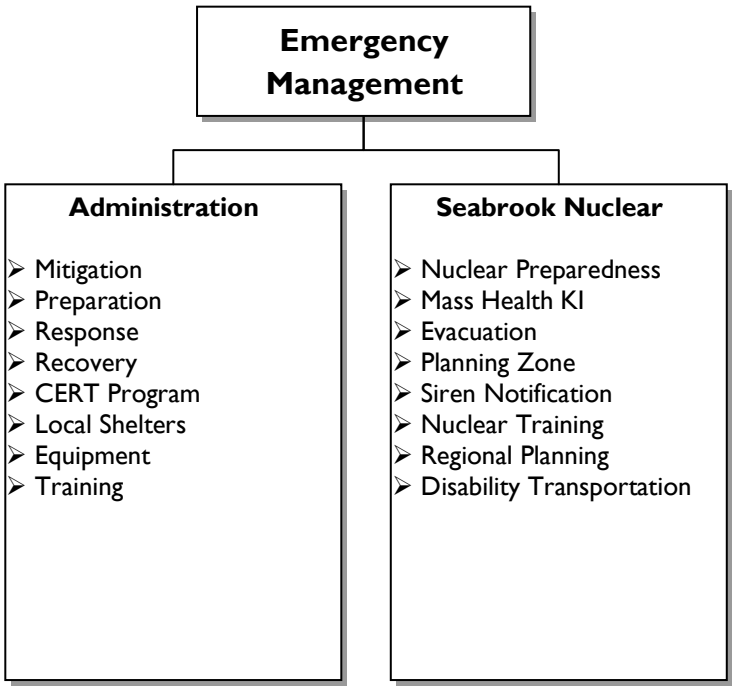
- Provide additional specialized training to new volunteers for managing the EOC during an event
- Conduct quarterly meetings with volunteers to advance their knowledge and exercise their capabilities at the EOC
- Review the training needs of City workers under the Incident Command Structure, which is required by state mandate
- Work with Regional Emergency Planning Committee on training opportunities

Goal 6: Continued support for shelters

Objective:

- Work with American Red Cross to become a certified regional shelter
- Work with neighboring comminutes to formulate plans for a localized regional shelter
- Work with community groups and agencies to support shelter operations

PROGRAMS & SERVICES



Emergency Management (cont.)

PERSONNEL SUMMARY

EMERGENCY MANAGEMENT			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Emergency Management Director	1	1	1
Deputy Emergency Management Director	1	1	1
Total Full-Time Equivalents:	**2**	**2**	**2**

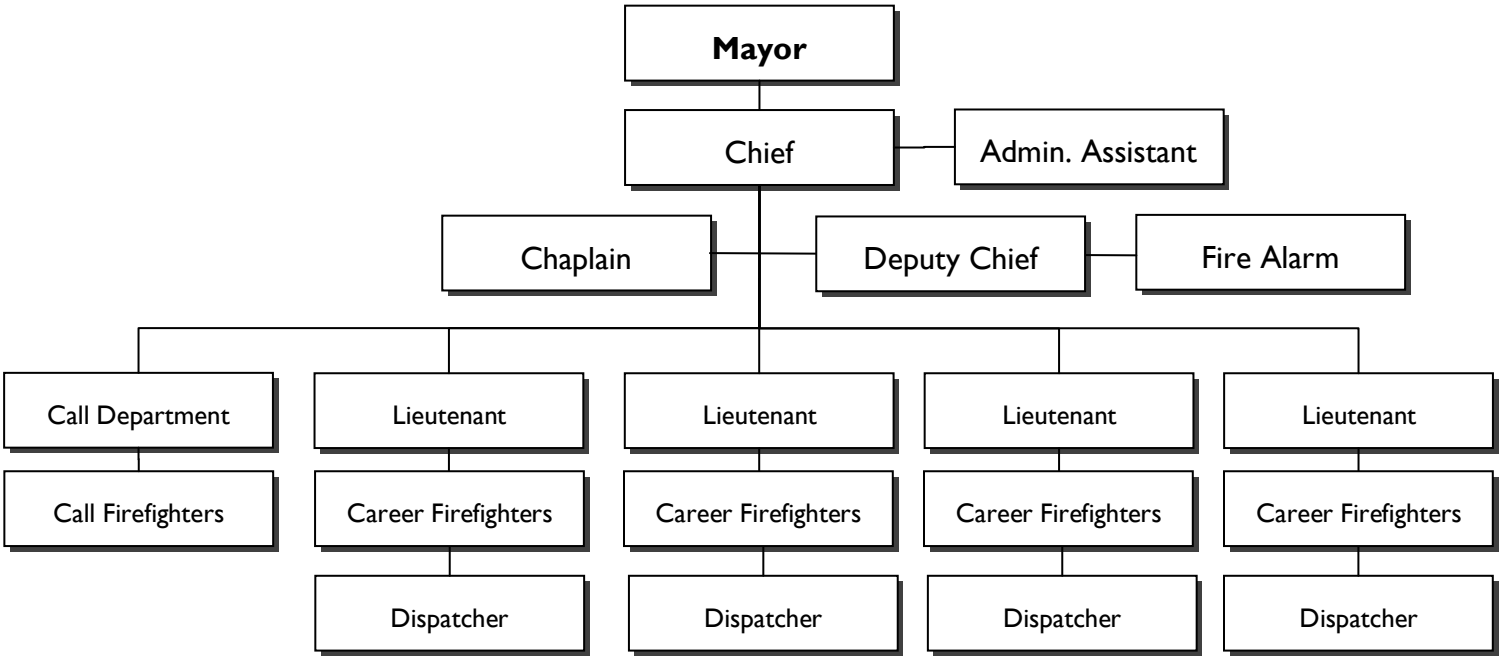
EMERGENCY MANAGEMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 EMR COORDINATOR	35,000	10,000	10,000	10,000	10,000	10,000.00
51102 EMR DEPUTY COORDINATOR	0	2,500	2,500	3,000	3,000	3,000.00
001 - PERSONAL SERVICES Total	**35,000**	**12,500**	**12,500**	**13,000**	**13,000**	**13,000.00**
002 - PURCHASE OF SERVICES						
52100 EMR UTILITIES EXPENSES	6,881	5,929	4,187	7,000	7,000	7,000.00
52401 EMR MAINT BLD/GROUNDS	1,820	2,856	2,009	3,000	3,000	3,000.00
52403 EMR MAINT-VEHICLES	1,180	0	0	0	-	0.00
002 - PURCHASE OF SERVICES Total	**9,881**	**8,784**	**6,196**	**10,000**	**10,000**	**10,000.00**
004 - SUPPLIES						
54200 EMR MISC EXPENSE	1,000	975	1,983	2,000	2,000	2,000.00
54801 EMR FUEL/OIL VEHICLE	180	0	0	500	500	500.00
004 - SUPPLIES Total	**1,180**	**975**	**1,983**	**2,500**	**2,500**	**2,500.00**
007 - OTHER CHARGES & EXPENSES						
57408 EMR INSURANCE	2,000	0	0	0	-	0.00
57409 EMR EXPENSES	0	3,750	2,750	2,000	2,000	2,000.00
007 - OTHER CHARGES & EXPENSES Total	**2,000**	**3,750**	**2,750**	**2,000**	**2,000**	**2,000.00**
Grand Total	**48,061**	**26,009**	**23,429**	**27,500**	**27,500**	**27,500.00**

Fire Department

MISSION STATEMENT

The mission of the Newburyport Fire Department is to provide a variety of emergency and non-emergency services designed to protect the lives and property of Newburyport residents and visitors through aggressive fire control, quality pre-hospital emergency medical care, fire prevention, public education and effective scene management. We strive to support and assist other city agencies in promoting the highest level of customer satisfaction.



FY 2013 ACCOMPLISHMENTS

- Awarded a $35,000 Federal Homeland Security Firefighter Assistance Grant to replace our the two hydraulic cutter units on our Jaws of Life units, purchase two 4-point vehicle stabilization jack systems, and to replace our high pressure air bag rescue system
- Received a $5,400 state grant from the state to continue with our Student Awareness Fire Education (SAFE) Program
- Received a $2,000 grant to assist with maintenance of our Decon Unit
- Continued training emergency room personnel and area departments in the set up procedures and operation of our portable decontamination unit
- Hired four new Call Firefighters to replace the ones that have been hired as full time firefighters. This needs to continue so we can maintain a solid system for replacing retiring firefighters

- Collaborated with six area fire and police departments to develop and apply for a state grant to install an advanced microwave radio/data system. This would allow all departments, both on the Fire and Police side, to communicate with each other and allow all vehicles to be able to receive real time data through on board computers
- With our department participation, the regional emergency planning committee (REPC) participated in our first table top exercise at the Georgetown Public Library with a hazardous materials release scenario centered in the Town of Georgetown
- Continued to develop a more comprehensive SOG/SOP manual
- Continued training our personnel in the federally mandated NIMS Program (National Incident Management System), which allows the City to qualify for future federal and state grants when they become available
- Administered a special driver training class for all Department personnel in the industrial park that included both classroom and actual hands on driving. As a MIIA sanctioned session, this training helped the City in lowering its overall insurance costs
- Hosted a regional drill involving area fire departments and harbormasters that tested our ability to deploy our floating boom containment system to assist with containing a leak of hazardous materials in the Merrimac River
- Worked with the Salvation Army by supporting their evening meal program and provided assistance during the holidays by filling a fire truck at K-Mart with children's toys

FY 2014 TRENDS

The Department will continue to meet the challenge of providing services within the constraints of a limited budget due to the fiscal impacts of the recession. Our key funding priorities for FY14 will be to provide adequate training to personnel, replace aging equipment and enhance fire prevention programs.

The collaboration among area departments in forming regional approaches to such things as hazardous materials response, technical rescue teams, dispatch centers and purchasing will continue. The City should continue to take a serious look at either joining the new dispatch center in Middleton or establishing our own regional dispatch center in this area with bordering towns. The use of cooperative bid pricing on a regional and state level will continue to be expanded to allow for better pricing on services, equipment and apparatus. The Fire Chiefs Association of Massachusetts in collaboration with the Metropolitan Planning Commission has expanded a state wide fire apparatus procurement list to include aerial apparatus. We also are a member of the Plymouth County Fire Chiefs Cooperative bid pricing program for much of our other equipment. Once again, we joined a number of other area departments in hiring one vender for our annual ladder testing and inspection program.

Sharing of specialty equipment such as foam trailers, air supply trailers and light towers will continue as area departments continue to share available resources.

The availability of grant funding will continue to diminish at a fast rate and therefore the competition for available funds will increase greatly. However, there has been a call from numer-

Fire Department (cont.)

ous federal legislators to increase Homeland Security grant funding.

The state continues to develop a comprehensive safety inspection program that will assist local departments with inspections of chemical facilities and general fire prevention activities. The academy is pushing for the certification of fire inspectors in dealing with the changes in both the building and fire safety code. The proposal to require new residential construction to have residential sprinkler systems is being fought at both the national and state level by the Builders Association.

The movement towards a national 700 band public safety radio network has been slowed because of both political and funding issues. Our department's radio system is experiencing interference problems that we are continuing to address. We are looking at potentially using a different mounting system on the radio repeater antenna set-up at the water tank on Rawson Avenue. This is another reason to participate in the regional grant approach for a new microwave radio/data system.

The Fire Department will finally have a public safety vessel available to deal with fire incidents on the Merrimac in FY14. With the significant number of boats and marinas in the Merrimac River, it has been a top priority for many years for the Department to have access to a boat with adequate firefighting capabilities. We are currently working with the Harbormaster and Police Department to outfit the vessel, coordinate use of the vessel, and provide training for staff.

The department will continue to see a number of retirements this year, a trend which will continue through the next couple of years. The change over in department personnel could be as high as 30% over the next four years.

These retirements will continue to deplete the ranks of our call fire department. We utilize our call department to fill the ranks of our vacant full time positions. Considering the anticipated retirements on the horizon and the present number of call firefighters, we project the possible depletion of our call fire department within the next three years. There needs to be a continued effort to replenish the call fire department over the next couple of years if the City plans on continuing to have a strong call fire firefighting force.

The Department's focus in FY 2014 will continue to be the protection of both life and property of citizens and visitors to the City and to provide for the safest possible work environment for our employees through safety equipment upgrades and continued training. The Department will continue to meet, plan and work with other public safety agencies within the City and surrounding communities to enhance the safety of all citizens and visitors to our region.

Finally, the change in Fire Department administration will be significant for the department. The leadership of the new Fire Chief will be critical in moving the department forward and allowing it to remain strong. It will be a time of transition but with everyone working toward the same goals, the Department will continue to grow.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to perform at the highest level of professionalism

Objectives:

- Continue to assist the public when they are in distress or in need of assistance in a timely and efficient manner by responding with the nearest and most appropriate available piece of apparatus and number of personnel
- Strive to maintain the same level of service that we currently provide using available funding. Continue to assess, evaluate and modify when appropriate our existing methods and procedures to find a more cost effective way of delivering our present level of services without compromising safety of the public or our personnel and when possible enhance these services
- Conduct regular preventative maintenance and perform annual testing, using qualified and certified mechanics / technicians, on our vehicles and equipment so it will perform at optimal levels when needed to protect the safety of our citizens, visitors and firefighters
- Continue to send our new full time hires to the 12 week full time recruit training program at the Massachusetts Firefighting Academy.
- Replenish our call fire department and require any new call personnel to successfully complete the Fire Academy County Call/Volunteer Firefighter 1 / 2 Program
- Continue our efforts to be a host site for available Massachusetts Firefighting Academy training classes
- Enhance our skills through ongoing training. We will use existing published training material and continue to develop and enhance our in-house training programs. We will continue to use the knowledge and experience of our own personnel to conduct this training. We will be sharing training resources, material and personnel with surrounding departments and conducting joint training exercises
- Evaluate our strengths and weaknesses in striving for Department accreditation. This is expected to be a multi year project
- Develop a more comprehensive departmental SOP/SOG manual
- Promote professional development of our personnel by encouraging them to participate in outside training and professional fire service organizations, providing funding if available. With a number of retirements in our officer ranks succession planning will be vital to the future operations of the Department
- Search and apply for federal, state, and private grants that will assist the department in purchasing new equipment with the latest technology and provide basic and advanced training for our personnel

Goal 2: Continue to work with other public safety and governmental agencies within the City and surrounding communities to enhance the safety of the public in the region

Fire Department (cont.)

Objectives:

- Modify existing emergency response plans and develop new plans to respond to changing threats and hazards, both man-made and natural, that can have an adverse affect on the City
- Continue to train with these plans so that our personnel will be more effective during an emergency situation in coordinating with other agencies
- Coordinate with the Harbormaster, Town of Salisbury and DEP in conducting a full-scale spill control /containment exercise and drill in the Merrimac River
- Actively participate in a Regional Emergency Planning Committee full-scale hazardous materials exercise
- Explore the possibility of joining the regional dispatch center in Middleton
- Work with area fire departments in upgrading communication equipment, procedures, and licensing to ensure we will be in compliance with the federal mandated deadline of January 2013 to be narrow band capable and compliant
- Continue our mutual aid agreements with surrounding communities to assist each other in times of emergencies

Goal 3: Enhance our fire prevention and safety programs

Objectives:

- Continue to have a proactive approach in promoting fire safety, including an aggressive industrial and commercial facility safety inspection program, strong code enforcement for new and existing facilities, and safety training for the public
- Promote a better relationship with local media by keeping them abreast of ongoing events and partnering with them to publish and broadcast regular public safety service announcements
- Continue our public outreach by promoting safety awareness through a presence at community events, by utilizing educational mobile trailers available through the state fire academy, and funding for fire safety training props
- Continue safety awareness for preschool and school age children with educational programs in the schools and at the fire station
- Continue our attempt at upgrading our municipal fire alarm system from the current antiquated low energy wire system to a modern radio controlled wireless system. The cost of maintaining the system is becoming expensive. The initial plan would include purchasing the receiving equipment, establishing a timeline for all protected properties to convert their present equipment to the new equipment, and the possibility of charging a fee for monitoring. The completion of the project would result in an annual savings for the city

PROGRAMS & SERVICES

Fire Department

Fire Administration and Management

- ISO Rating of 3/9
- Human Resources
- Record Keeping, Data Management, Reporting
- Financial oversight, budgeting, and capital planning
- Grant writing and administration
- Hazardous materials incident billing
- Facilities maintenance
- Vehicle and equipment maintenance
- Purchasing
- Mutual Aid Planning
- Comprehensive Emergency Planning- natural and manmade
- Regional Emergency Response Planning Committee- hazardous materials planning
- Community right to know
- Public Assistance and Information
- Critical Incident Response Management
- Interoperable communications

Fire Prevention and Education

- Permits, inspection and code enforcement
- Site plan, building plan and fire detection/ suppression plan review
- Hazardous Materials Review
- Life safety inspections and fire drills
- Inspection/Planning program
- Open air burning and permitting
- Fire Alarm receiving station
- Public fire prevention and education programs
- SAFE program
- Fire extinguisher training
- Fire prevention Open House
- Juvenile fire setters program and evaluation
- First Aid and CPR training
- Municipal Fire Alarm Maintenance

Fire Suppression

- National Incident Management System
- Incident command System
- Structural firefighting
- Rapid Intervention Teams
- Fire Investigation
- Brush and forest fire fighting
- Hazardous materials operational response level
- Mass Decon Unit
- Marine fire response
- All hazardous disaster response
- Water supply planning
- Member of Seacoast Chief Fire Officer Mutual Aid District (3 state mutual aid system)
- Essex County Fire Chief Mutual Aid System, state wide mobilization response group for district 15

Emergency Medical and Rescue Response

- Provide basic life support
- Operate EMT staffed engine companies
- All fire department vehicles equipped with defibrillators
- Motor vehicle extrication
- Water and ice rescue
- Technical rescue; heights, confined space, trench collapse, structural collapse
- Hazardous Materials Decontamination Response
- Search and Rescue
- State wide disaster task force

Fire Department (cont.)

PERSONNEL SUMMARY

FIRE DEPARTMENT			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Fire Chief	1	1	1
Deputy Chief	1	1	1
Full Time Lieutenants	4	4	4
Full Time Firefighters	28	28	28
Dispatchers	4	4	4
Call Firefighters/Chaplin	8	8	9
Administrative Assistant	0	0	1
Total Full-Time Equivalents:	**46**	**46**	**48**

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FIRE DEPARMENT

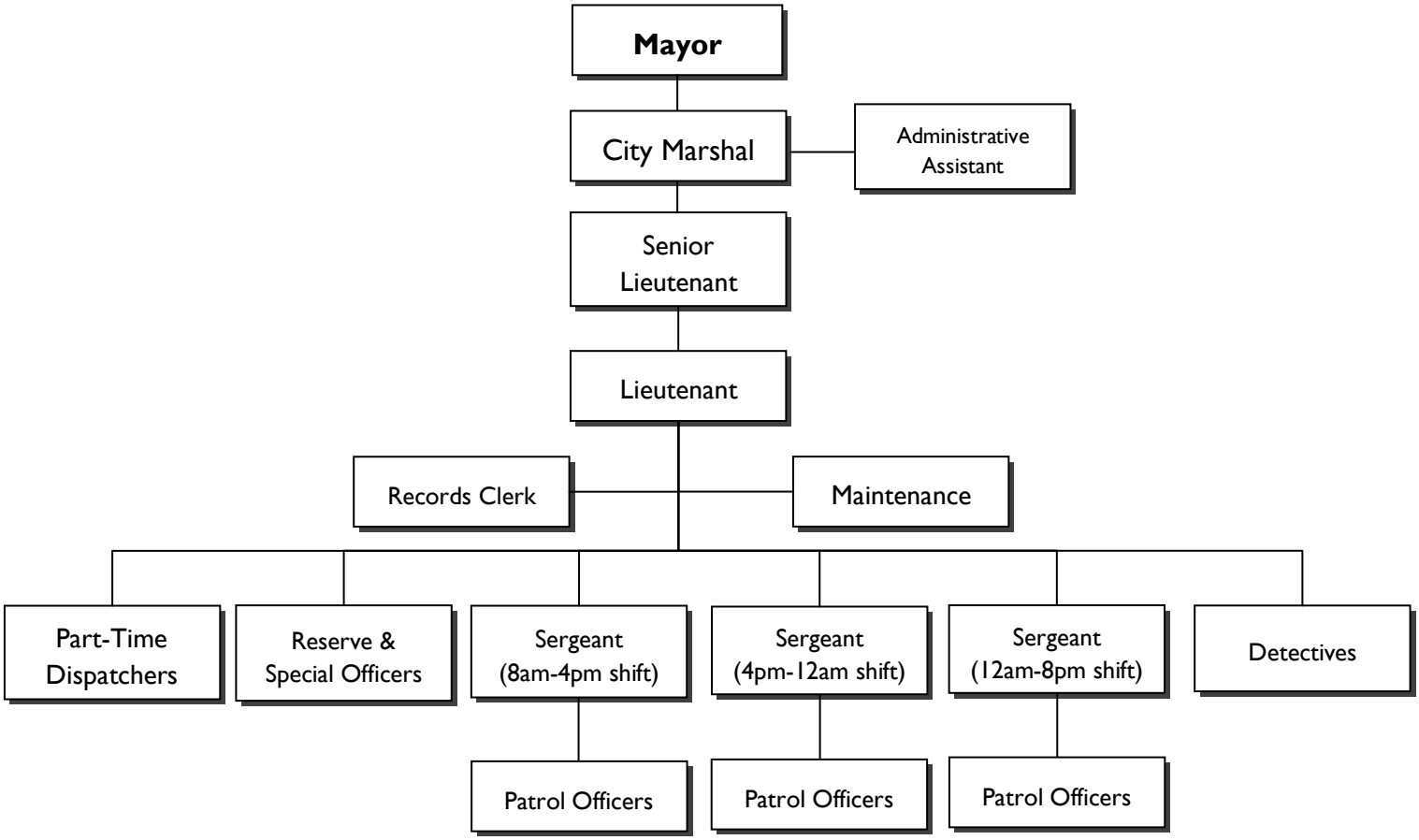
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 FIR SAL FIRE CHIEF	105,261	109,261	111,261	111,261	120,000	120,000.00
51102 FIR SAL DEPUTY CHIEF	90,483	90,900	92,292	92,293	94,139	94,139.00
51142 FIR SAL FIRE FIGHTERS	1,804,692	1,766,434	1,800,536	1,872,568	1,900,516	1,900,516.00
51144 FIR SAL CALL-FIREFIGHTERS	10,300	9,467	7,467	12,300	14,200	14,200.00
51150 FIR ADMINISTRATIVE ASSISTANT	0	0	0	0	44,500	44,500.00
51156 FIR SAL DISPATCHERS	138,993	142,039	142,936	144,423	145,158	145,158.00
51301 FIR OVERTIME	225,000	330,588	238,423	200,000	205,000	205,000.00
51302 FIR DISP OVERTIME	22,585	19,071	21,701	23,000	24,000	24,000.00
51401 FIR LONGEVITY	126,256	128,133	125,014	123,069	111,943	111,942.90
51402 FIR PAID HOLIDAYS	106,646	104,759	106,427	110,354	105,487	105,487.00
51403 FIR DISPATCH HOLIDAY	8,018	7,422	8,166	8,301	8,343	8,343.00
51405 FIR PR CLOTHING ALLOWANCE	25,500	26,102	33,750	36,200	39,000	39,000.00
51407 FIR EDUCATION CREDIT	850	0	825	1,650	1,550	1,550.00
51408 FIR SICK DAY USAGE INCENTIVE	2,664	3,374	2,916	4,658	2,675	2,675.00
51412 FIR CLOTHING REIMBURSEMENT	2,400	2,400	1,849	4,350	4,350	4,350.00
51413 FIR EMT STIPEND	20,000	20,000	21,000	27,000	23,000	23,000.00
51414 MUNICIPAL HEARING OFFICER	2,500	0	0	0	-	0.00
51415 FIR STIPEND TEAM A/B	6,450	7,350	7,350	8,250	8,550	8,550.00
51416 FIR HAZ/MAT STIPEND	25,500	24,850	28,050	28,900	28,050	28,050.00
51417 FIR PROFESSIONAL DEVELOPMENT	0	3,000	3,000	3,000	5,000	5,000.00
51509 FIR INJURED-ON-DUTY	14,550	24,214	15,043	16,500	16,500	16,500.00
51901 FIR RETIREMENT EXPENSE	33,232	95,624	39,359	0	-	0.00
001 - PERSONAL SERVICES Total	**2,771,879**	**2,914,987**	**2,807,365**	**2,828,077**	**2,901,961**	**2,901,960.90**
002 - PURCHASE OF SERVICES						
52101 FIR HEAT/ELECTRICITY	28,857	27,277	25,580	41,200	41,200	41,200.00
52401 FIR MAINT-BLDGS & GROUNDS	7,948	7,758	8,000	8,000	10,000	10,000.00
52402 FIR MAINT-EQUIPMENT	9,999	9,999	9,999	10,000	10,000	10,000.00
52403 FIR MAINT-VEHICLES	43,675	34,142	42,503	35,000	40,000	40,000.00
52408 FIR MAINT - FIRE ALARM EXP	19,250	18,769	20,000	20,000	22,000	22,000.00
52409 FIR BLDG/GRNDS-CS	1,499	1,500	4,690	4,000	4,000	4,000.00
52410 FIR MAINT - PURCHASE TIRES	2,150	4,150	4,150	4,150	7,500	7,500.00
52411 FIR COMPUTER EXP	4,291	5,223	7,394	7,394	7,500	7,500.00
52412 FIR RADIOS/PAGES	2,136	2,993	35,844	3,000	3,000	3,000.00
52750 FIR LEASE OF VEHICLES	0	0	8,868	36,000	36,000	36,000.00
53004 FIR HEPATITIS B VACCINATION	0	0	4,920	1,000	1,000	1,000.00
53005 FIR MEDICAL/PHYSICAL TEST	0	750	5,800	3,200	2,250	2,250.00
53006 FIR MEDICAL/DRUG TESTING	1,882	1,550	2,000	2,000	2,400	2,400.00
53007 FIR IN-SERVICE TRAINING	4,972	5,000	4,992	5,000	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	**126,659**	**119,110**	**184,741**	**179,944**	**196,850**	**196,850.00**
004 - SUPPLIES						
54200 FIR OFFICE SUPPLIES	609	1,389	1,499	1,800	1,800	1,800.00
54315 FIR MISC FIRE EQUIP	27,490	50,439	1,499	4,000	4,000	4,000.00
54316 FIR NEW HOSE-FITTINGS	1,000	1,000	1,000	1,000	1,000	1,000.00
54317 FIR PROTECTIVE CLOTHING	14,027	13,974	27,906	17,600	17,600	17,600.00
54318 FIR PROTECTIVE EQUIPMENT	2,576	7,570	20,840	5,000	5,000	5,000.00
54319 FIR FOAM & EQUIPMENT	0	250	250	2,000	2,000	2,000.00
54801 FIR FUEL/OIL VEHICLE(S)	16,513	20,157	27,417	32,000	34,500	34,500.00
55001 FIR MEDICAL SUPPLIES	2,487	2,498	2,500	2,500	3,000	3,000.00
55101 FIR EDUCATIONAL MATERIAL	3,346	1,000	3,400	6,800	6,800	6,800.00
55800 FIR OTHER SUPPLIES	411	182	499	1,000	1,000	1,000.00
004 - SUPPLIES Total	**68,458**	**98,460**	**86,811**	**73,700**	**76,700**	**76,700.00**

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57300 FIR DUES & MEMBERSHIPS	4,414	3,597	4,663	5,470	5,450	5,450.00
007 - OTHER CHARGES & EXPENSES Total	**4,414**	**3,597**	**4,663**	**5,470**	**5,450**	**5,450.00**
008 - CAPITAL OUTLAY						
58501 FIR TECHNICAL RESCUE EQUIP	1,994	1,849	2,000	2,000	12,000	12,000.00
58502 FIR DEFRIBRILLATOR(S)	1,499	1,500	4,425	4,425	10,900	10,900.00
008 - CAPITAL OUTLAY Total	**3,493**	**3,349**	**6,425**	**6,425**	**22,900**	**22,900.00**
Grand Total	**2,974,904**	**3,139,503**	**3,090,005**	**3,093,616**	**3,203,861**	**3,203,860.90**

Police Department

MISSION STATEMENT

The mission of the Newburyport Police Department continues to strive in providing "Excellence in Policing through Superior Service" to all that live and visit this community.



FY 2013 ACCOMPLISHMENTS

- State Accreditation; continue to maintain all requirements in accordance with guidelines set forth by State Accreditation Commission
- Utilize the Code Red System as our primary community emergency notification system which offers more dynamic messaging including texts and emails; Calls can also be launched remotely by authorized staff
- Installed 4th camera on the Inn Street Mall to monitor activity near playground and fountain which, in conjunction with new lighting and redesign of the turrets, has significantly reduced incidents

- Established a "School Security Check" (SSC) which requires all staff to make random visits to city schools. These checks include speaking with staff, students, monitoring halls and checking access points. It has received high reviews by staff and parents
- Area Law Enforcement Response Team (ALERT), is a regional mutual aid system that consists of nine area communities which respond to a school emergency. This group continues to plan and conduct drills at schools throughout the region
- Replaced four old and unsafe dive suits with a more durable and improved suit that better protects divers
- Facility passed DPH/JLO/MIAA and Accreditation Inspection for adult and juvenile holding facility
- The website and Facebook page continued to grow with visitors and information sharing; Staff continues to update information to the community on a regular basis
- Continued online training and in-service with MPI and MIIA to earn safety points for city
- Drug Drop Box in the lobby of the police station continues to be a great success with high traffic requiring the box to be emptied monthly to keep up with the deposits being made; the department continues to participate in the semiannual DEA National Take Back Initiative
- Marshal conducted coffee visits to senior citizen facilities to facilitate ongoing communication to better meet their needs
- Monitored and managed overtime usage to stay within budgeted allotment
- Managed several major city events - 10 road races in the City this year, 3 new races, 2 of which were half marathons, as well as major events such as Yankee Homecoming, Invitation Nights, Riverfest, waterfront concerts, and numerous weekend festivals
- Conducted a first-ever Gun Buyback with support of the Newburyport Five Cent Savings Bank, netting 40 firearms from residents that no longer wanted these firearms
- Increased participation in the H.E.L.P.S. program, which was created to reunite lost persons with medical conditions back with family safely
- The Department in is the middle of the "Drug Intervention & Rescue Teens" (DIRT) initiative; leadership encourages officers to think outside the box and be creative in their pursuit of offenders and gang activity
- Purchased state-of-the-art traffic monitoring and speed reduction technology; a computerized speed-board which has the capability of being attached to any telephone pole and remotely operated. The speed-board has the capability to advise motorists of their speed, set off warning signals when a speed exceeds the posted speed limit, and can conduct a traffic studies which will help inform the Traffic Safety Advisory Committee in their efforts

FY 2014 TRENDS

While there are signs that the economy is improving ever so slowly, the criminal activity has seen increases again this year. The department handled 24,969 calls for service, which is a

Police Department (cont.)

2.99% increase over 2012. The department arrested/summoned 601 persons, which is an increase of 14% over 2012. There was a fair reduction in motor vehicle crashes from 353 to 306; armed robberies are up 200% from last year.

The police department has made progress on identifying and dismantling gang activity in the schools, Inn Street Mall, and downtown business area. Officers worked with City staff, business owners, community members, schools, and informants to develop strategies to confront this behavior and activity. We have partnered with Amesbury and Salisbury Police Departments to formulate a coordinated response against these gang type crimes. This past summer, residents and visitors enjoyed a much safer visit along the boardwalk and shopping in the downtown.

School safety has once again been pushed to the forefront. The tragedy at Sandy Hook underscores the importance of improving school security and maintaining and exercising school safety plans. Meetings with school personnel and the Mayor were held to review security procedures and technology designed for the upcoming school projects. The ALERT group continues to meet on a regular basis to exchange ideas, conduct tabletop exercises, and schedule drills and scenarios in each of the communities. Past incidents are used to expand and improve existing emergency plans and strategies.

The range of construction projects throughout the City and other special events results in increased traffic and congestion and can result in frustration, aggressive driving and road rage. This issues along with inattention and distraction are contributing factors to increased calls for service and motor vehicle crashes. Anticipated road and bridge improvements scheduled over the next several years will continue to increase congestion and potential for accidents.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to study traffic patterns

Objectives:

- Continue to collect annual data on accidents
- Run in-depth studies on the streets with more than 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
- Continue to work with ad hoc Traffic Calming Committee

Goal 2: Add additional Reserve Officers

Objectives:

- There is a new Civil Service test being given in April 2013. It is our intention to replenish

the reserve list to a level that meets the needs of our community and department

- Utilize Reserve Officers to compliment patrols during peak periods

Goal 3: Use social media and other strategies to communicate with the public

Objectives:

- Continue to improve and expand the use of social media to provide and receive information from the community in a timely manner
- Continue to expand the use of Facebook, Twitter, and the Department's webpage along with programing on local cable access (Port Media) to expand our information sharing

Goal 4: Provide ongoing and specialized training

Objectives:

- Specialized training includes school evacuations and active shooter, advanced dive training, accident reconstruction, crime prevention and crime scene services.
- Use MPI to meet all in-service requirements except CPR
- CPR will be done with in-house instructors
- Participate in MIIA Rewards Program Trainings
- Provide Specialized Training to school administrators and staff as needed

Goal 5: Complete Study of Dispatch Options for the City

Objective:

- Increase dispatch to 4.5 dispatchers. The increase of .5 dispatchers (2 shifts) would provide coverage for all shifts
- Work with city leaders to explore possible contracting services with contiguous communities
- Study feasibility about Newburyport Public Safety Dispatch

Goal 6: Replace Mobile Data Terminals

Objective:

- The mobile data terminals in cruisers are critical to officer safety and have fallen into disrepair. Only one of these terminals is now operational
- These terminals provide direct access from the cruiser to the Department internal criminal files, case management, and master name files
- These terminals also provide officers direct access into the RMV license and registration information, Massachusetts Warrant system, and to the national warrant system
- These terminals provide the officers with critical timely information at the time of a traffic

Police Department (cont.)

stop or interaction with a member of the public

- These terminals have the capability to store floor plans for all city schools and possible future access to close-circuit monitors in schools in the event of an emergency.

Goal 7: Evaluate the use of Tasers

Objective:

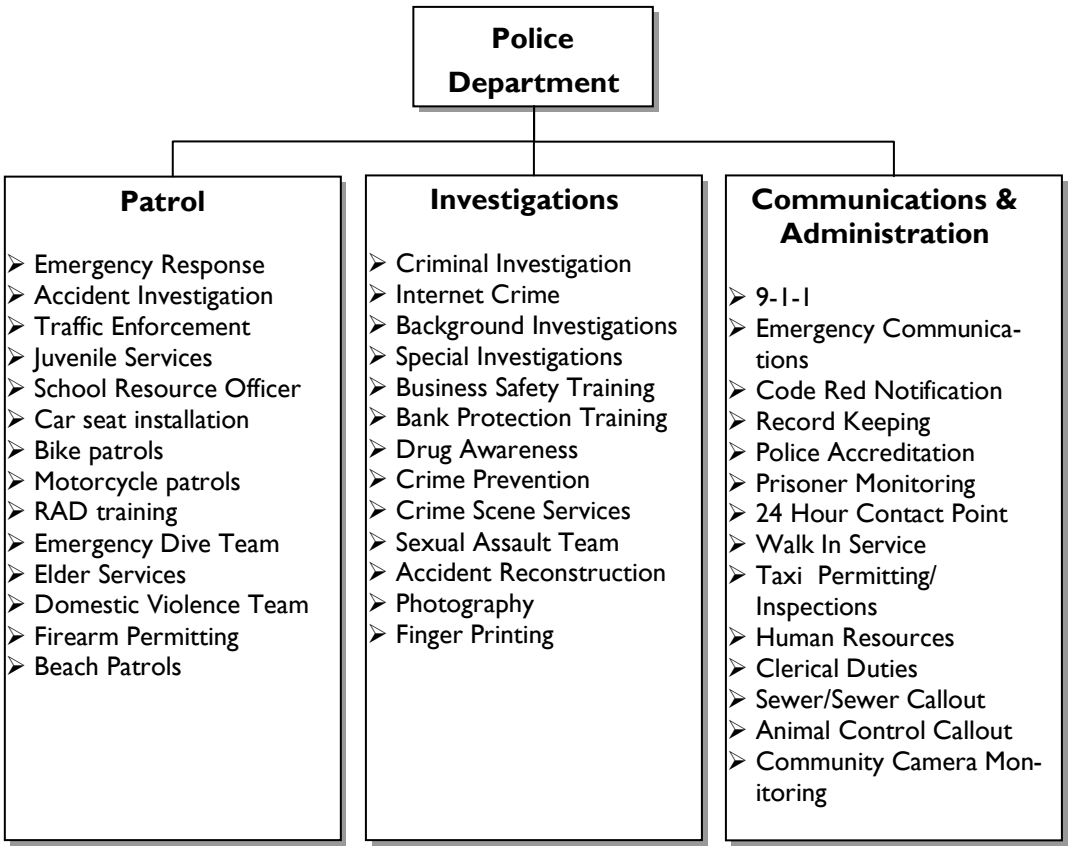
- Compile data for Public Safety Team and City Council regarding the addition of Tasers as a tool for officers, including surveys revealing officer injures are down by 76% and the decreased injuries to suspects saving an estimated 75,000 lives
- Survey local surrounding communities and document results including reports of dramatic reduction in resistance and compliance with the officers commands

Goal 8: Hire two additional officers

Objective:

- Evaluate financial feasibility of adding two additional officers to the existing staffing of 24 officers assigned to patrol and investigative services; the City ordinance calls for 29 patrol officers
- Evaluate potential benefits including: increasing safety of shift levels on late nights when there is normally two officers on patrol; minimizing overtime replacement costs for shift shortages; and ability to increase community programs that have been eliminated/reduced due to limited staff levels

PROGRAMS & SERVICES



PERSONNEL SUMMARY

POLICE DEPARTMENT

Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
City Marshal	1	1	1
Senior Lieutenant	1	1	1
Lieutenant	1	1	1
Sergeant	5	5	5
Inspector	2	2	3
Patrolmen	22	22	24
Administrative Security	1	1	1
Records Secretary	0.43	0.57	0.57
Dispatcher	3	3	4.5
Custodian	0.5	0.5	0.5
Total Full-Time Equivalents:	**36.93**	**37.07**	**41.57**

POLICE DEPARMENT

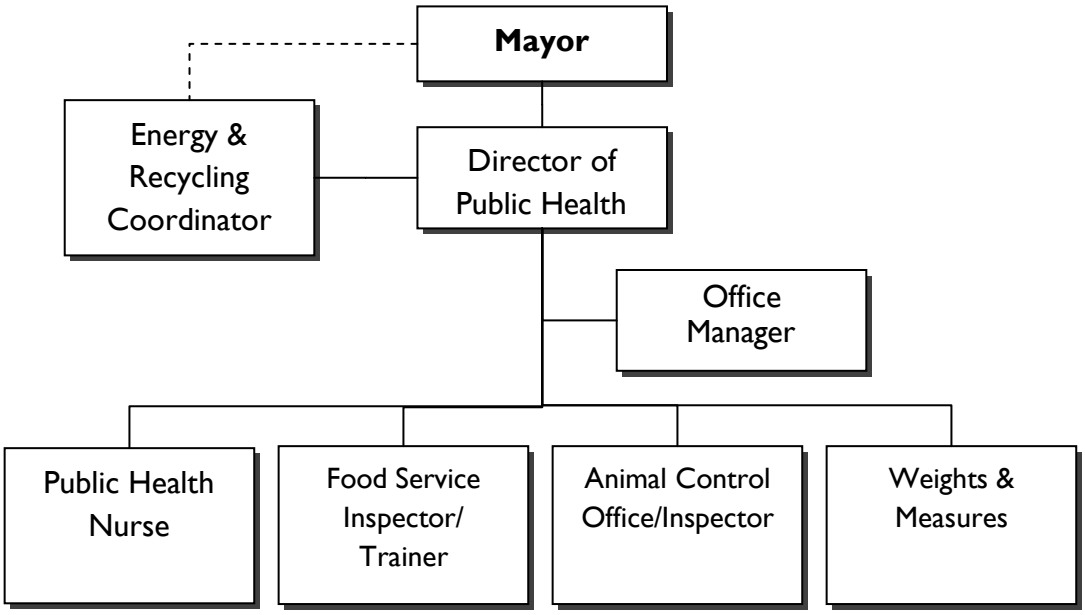
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 FIR SAL FIRE CHIEF	105,261	109,261	111,261	111,261	120,000	120,000.00
51102 FIR SAL DEPUTY CHIEF	90,483	90,900	92,292	92,293	94,139	94,139.00
51142 FIR SAL FIRE FIGHTERS	1,804,692	1,766,434	1,800,536	1,872,568	1,900,516	1,900,516.00
51144 FIR SAL CALL-FIREFIGHTERS	10,300	9,467	7,467	12,300	14,200	14,200.00
51150 FIR ADMINISTRATIVE ASSISTANT	0	0	0	0	44,500	44,500.00
51156 FIR SAL DISPATCHERS	138,993	142,039	142,936	144,423	145,158	145,158.00
51301 FIR OVERTIME	225,000	330,588	238,423	200,000	205,000	205,000.00
51302 FIR DISP OVERTIME	22,585	19,071	21,701	23,000	24,000	24,000.00
51401 FIR LONGEVITY	126,256	128,133	125,014	123,069	111,943	111,942.90
51402 FIR PAID HOLIDAYS	106,646	104,759	106,427	110,354	105,487	105,487.00
51403 FIR DISPATCH HOLIDAY	8,018	7,422	8,166	8,301	8,343	8,343.00
51405 FIR PR CLOTHING ALLOWANCE	25,500	26,102	33,750	36,200	39,000	39,000.00
51407 FIR EDUCATION CREDIT	850	0	825	1,650	1,550	1,550.00
51408 FIR SICK DAY USAGE INCENTIVE	2,664	3,374	2,916	4,658	2,675	2,675.00
51412 FIR CLOTHING REIMBURSEMENT	2,400	2,400	1,849	4,350	4,350	4,350.00
51413 FIR EMT STIPEND	20,000	20,000	21,000	27,000	23,000	23,000.00
51414 MUNICIPAL HEARING OFFICER	2,500	0	0	0	-	0.00
51415 FIR STIPEND TEAM A/B	6,450	7,350	7,350	8,250	8,550	8,550.00
51416 FIR HAZ/MAT STIPEND	25,500	24,850	28,050	28,900	28,050	28,050.00
51417 FIR PROFESSIONAL DEVELOPMENT	0	3,000	3,000	3,000	5,000	5,000.00
51509 FIR INJURED-ON-DUTY	14,550	24,214	15,043	16,500	16,500	16,500.00
51901 FIR RETIREMENT EXPENSE	33,232	95,624	39,359	0	-	0.00
001 - PERSONAL SERVICES Total	**2,771,879**	**2,914,987**	**2,807,365**	**2,828,077**	**2,901,961**	**2,901,960.90**
002 - PURCHASE OF SERVICES						
52101 FIR HEAT/ELECTRICITY	28,857	27,277	25,580	41,200	41,200	41,200.00
52401 FIR MAINT-BLDGS & GROUNDS	7,948	7,758	8,000	8,000	10,000	10,000.00
52402 FIR MAINT-EQUIPMENT	9,999	9,999	9,999	10,000	10,000	10,000.00
52403 FIR MAINT-VEHICLES	43,675	34,142	42,503	35,000	40,000	40,000.00
52408 FIR MAINT - FIRE ALARM EXP	19,250	18,769	20,000	20,000	22,000	22,000.00
52409 FIR BLDG/GRNDS-CS	1,499	1,500	4,690	4,000	4,000	4,000.00
52410 FIR MAINT - PURCHASE TIRES	2,150	4,150	4,150	4,150	7,500	7,500.00
52411 FIR COMPUTER EXP	4,291	5,223	7,394	7,394	7,500	7,500.00
52412 FIR RADIOS/PAGES	2,136	2,993	35,844	3,000	3,000	3,000.00
52750 FIR LEASE OF VEHICLES	0	0	8,868	36,000	36,000	36,000.00
53004 FIR HEPATITIS B VACCINATION	0	0	4,920	1,000	1,000	1,000.00
53005 FIR MEDICAL/PHYSICAL TEST	0	750	5,800	3,200	2,250	2,250.00
53006 FIR MEDICAL/DRUG TESTING	1,882	1,550	2,000	2,000	2,400	2,400.00
53007 FIR IN-SERVICE TRAINING	4,972	5,000	4,992	5,000	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	**126,659**	**119,110**	**184,741**	**179,944**	**196,850**	**196,850.00**
004 - SUPPLIES						
54200 FIR OFFICE SUPPLIES	609	1,389	1,499	1,800	1,800	1,800.00
54315 FIR MISC FIRE EQUIP	27,490	50,439	1,499	4,000	4,000	4,000.00
54316 FIR NEW HOSE-FITTINGS	1,000	1,000	1,000	1,000	1,000	1,000.00
54317 FIR PROTECTIVE CLOTHING	14,027	13,974	27,906	17,600	17,600	17,600.00
54318 FIR PROTECTIVE EQUIPMENT	2,576	7,570	20,840	5,000	5,000	5,000.00
54319 FIR FOAM & EQUIPMENT	0	250	250	2,000	2,000	2,000.00
54801 FIR FUEL/OIL VEHICLE(S)	16,513	20,157	27,417	32,000	34,500	34,500.00
55001 FIR MEDICAL SUPPLIES	2,487	2,498	2,500	2,500	3,000	3,000.00
55101 FIR EDUCATIONAL MATERIAL	3,346	1,000	3,400	6,800	6,800	6,800.00
55800 FIR OTHER SUPPLIES	411	182	499	1,000	1,000	1,000.00
004 - SUPPLIES Total	**68,458**	**98,460**	**86,811**	**73,700**	**76,700**	**76,700.00**

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57300 FIR DUES & MEMBERSHIPS	4,414	3,597	4,663	5,470	5,450	5,450.00
007 - OTHER CHARGES & EXPENSES Total	**4,414**	**3,597**	**4,663**	**5,470**	**5,450**	**5,450.00**
008 - CAPITAL OUTLAY						
58501 FIR TECHNICAL RESCUE EQUIP	1,994	1,849	2,000	2,000	12,000	12,000.00
58502 FIR DEFRIBRILLATOR(S)	1,499	1,500	4,425	4,425	10,900	10,900.00
008 - CAPITAL OUTLAY Total	**3,493**	**3,349**	**6,425**	**6,425**	**22,900**	**22,900.00**
Grand Total	**2,974,904**	**3,139,503**	**3,090,005**	**3,093,616**	**3,203,861**	**3,203,860.90**

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 citizens of the City of Newburyport, while contributing to building a healthy community and environment in which to live. Under the Commonwealth of Massachusetts General Law and the U.S. Department of Health and Human Services Federal Public Health 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.



FY2013 ACCOMPLISHMENTS

ADMINISTRATION:

- Implemented New Health Department (FOG) Fats, Oils & Grease Regulations
- Implemented New Health Department Solid Waste Hauler Regulations
- Implemented New Health Department Festival Regulations
- Issued 358 Health Department Permits:

Food Protection	257	Tobacco	21
Churches & School	16	Collection of Solid Waste	16
Collection of Fats, Oils & Grease	12	Disposal Works	9
Septage Hauler	8	Pools	3
Well Permits	3	Ice Rink	1
Bathing Beach	1	Recreational Summer Day Camps	3
Bed and Breakfasts	8		

- Collected $98,083 in Health Department Permit Fees
- Conducted 1,419 Health Department Inspections:

Food Protection & Sanitation	Housing & Sanitation	Environmental
Nuisance	Pools & Beaches	Noise & Air Pollution
Title V & Deep Hole Testing	Fats, Oils and Grease	Recreational Camps
Waste Haulers	Tanning	Dumpster & Sanitation

- Implemented New Health Department City-wide Service Contract for the collection and removal of animal waste at animal "Off Leash Areas"
- Developed and implemented the Health Department and the Mayor's third annual Community "Wellness Week" and "Health and Wellness Fair"
- Completed development of New City Hall/Health Department offices (Recycling and Energy Office and Office of the Public Health Nurse.)
- Completed new City Health Department data collection system of all Health Department inquiries, permits, license process, budget process and enforcement citations
- Completed New Health Department office policies and procedures for accountability and transparency
- Completed New application check list for a Food Service Permit to Operate
- Completed New application for Food Service Site Plan Review
- Completed New checklist for residential & commercial demolition of a building structure
- Completed New Application for Recreational Summer Camps
- Assisted in development of new City "Off Leash Dog Parks"
- Amended Health Department Tobacco Regulations pertaining to the "Sale of Tobacco to Minors"
- Amended Health Department Food Protection Regulations to include State Mandated "Allergen Awareness Advisories"
- Maintained level community public health services with resources provided
- Continued to assisted the City Planning Department in the drafting of the City of Newburyport new Storm Water Management Ordinance
- Continued to assisted City Water and Sewer Departments in gaining state compliance with Plum Island Consent order
- Implemented New Health Department website to include public health advisories: Lyme Disease, West Nile Virus, Eastern Equine Encephalitis, Pertussis, Influenza, Meningitis, communicable and infectious diseases, carbon monoxide, seasonal & winter advisories, bathing beaches results and health & wellness information
- Continued to assist the Mayor's Office in the final capping of Crow Lane Landfill
- Health Director achieved Certification in "Management & Leadership Skills for Environmental Health & Safety Professionals" from the Harvard University School Of Public Health

Health Department (cont.)

- Office Manager achieved Certification in "Housing" from the Local Public Health Institute of Massachusetts; Massachusetts Food Protection; Choke Saver Training from American Medical Response; FEMA ICS 100– Incident Command System; FEMA NIMS 700—National Incident Management System

FOOD PROTECTION PROGRAM:

- Met compliance with the Massachusetts State Public Health Department requirement for 105 CMR 590.000 "Minimum Standard For Food Establishments" Required Annual Inspections.
- Implemented new Health Department Citywide Festival Regulations
- Implemented new City Winter Farmers Market
- Implemented new Food Protection Regulations requiring monthly preventive maintenance of all fats, oils and grease storage, collection and transport.
- Implemented new Food Protection Regulations requiring all restaurants to provide monthly extermination and preventive maintenance programs.
- Implemented new Food Protection Regulations to require all food service establishments to be in compliance with the State of Massachusetts mandated "Allergen Awareness Training" for food service employees and for allergen awareness advisories on all food service menus
- Continued development of a new combined form for Health Department Food Service Site Plan Review and Application for Permit to Operate

PUBLIC HEALTH NURSING & EPIDEMIOLOGY:

- Assisted in The City of Newburyport City Health Department Community Health Assessment
- Presented ,for the second year, the following community awareness seminars on: Lyme Disease, Head Concussions in School Sports, West Nile Virus , Pediatric Vaccinations, Resources for Newburyport Seniors, Nutrition & Fitness for Children (Brown School), and Operation Stand Down (Veterans Department)
- Achieved compliance with the Commonwealth of Massachusetts Department of Public Health (MDPH) mandated MAVEN certification system – Communicable and Infectious disease follow up and surveillance
- Developed community awareness brochures concerning Lyme Disease, West Nile Virus, Eastern Equine Encephalitis, Shingles, Home Sharps Disposal, Influenza and Pertussis
- Worked with school nurses on pertussis cases
- Working with the Council on Aging on a New City of Newburyport Shingles Vaccination Program for Seniors
- Provided eight Citywide Influenza Clinics, in addition to weekly walk-in flu clinics held from

November through February. Approximately 700 vaccines were administered to Newburyport residents, non-residents and city employees

- Provided walk in and extended citywide hours for influenza vaccinations during public health emergency
- Conducted 258 blood pressure screenings
- Conducted 42 Massachusetts Department of Public Health MAVEN communicable & infectious community disease monitoring & surveillance investigations
- Continued to provide walk in hours for blood pressure screenings for Newburyport residents
- Achieved Certification in Foundations of Public Health from the Boston University School of Public Health
- Achieved Certification in First Aid/CPR Core Instructor from American Heart Association
- Achieved Certification in Basic Life Support For Health Care Providers

ANIMAL CONTROL SERVICES:

- Implemented Regional Animal Shelter services with the Town of Newbury and the Town of Topsfield for shared Animal Shelter services
- Worked with the Mayor and the Director of Policy & Administration to reinstitute a contractual Assistant Animal Control Officer position for backup coverage
- Continued work on regionalizing Animal Control Services with Town of West Newbury
- Implemented New Animal Control policies and procedures to establish accountability and transparency for the Animal Control Department
- Implemented New Animal Control data collection system to track animal inspections, reinspections, complaints, citations, isolations, quarantines, rabies testing, off-leash violations, dog registration enforcement, Massachusetts State required animal barn inspections.
- Implemented New City of Newburyport Community Animal Control web site
- Received 462 animal related calls
- Received 298 complaints
- Conducted 413 dog license checks
- Issued 71 citations
- Issued 42 rabies isolation & quarantined orders
- Sent 8 animals for rabies testing
- Provided New community awareness brochures: Animal health, dogs on beaches, pets in cars, and wildlife in your community fact sheets.
- Conducted "Care for Animals During an Emergency" presentation at City-wide Mayor's Health & Wellness Fair
- Worked with City Emergency Management to provide regional emergency animal control services during Hurricane Sandy

Health Department (cont.)

- Worked with Health Director on City-wide service contract with Doody Calls
- Assisted the Health Director with new Massachusetts Animal Control Regulations
- Appointed by Commonwealth of Massachusetts Department of Agriculture: Inspector of Animals
- Appointed by Animal Control Officers Association of Massachusetts: Animal Control Officer
- Attained certification in FEMA ICS 100– Incident Command System; FEMA NIMS 700—National Incident Management System; FEMA IS 00010—Animal in Disaster: Awareness & Preparedness; FEMA IS 00011—Animals in Disaster: Community Planning; American Red Cross Animal First Aid/CPR

SOLID WASTE, ENERGY & RECYCLING:

- As a designated Green Community, Newburyport received its first grant in the amount of $155,000 which was used to perform energy upgrades to City Hall and the Police Station
- Implemented a new downtown solid waste and recycling ordinance which began in December 2011 and has met its objectives of reducing costs and keeping storm drains and the area cleaner. Significant education was performed and weekly enforcement continues
- Solid waste tonnage fell to 5065 tons from our benchmark year of 2009 with 7500 tons. These reductions lead directly to cost reductions, since separating out disposal costs from a lump sum contract and are now charged on a per ton basis
- Curbside recycling materials had a modest increase from 2914 tons to 2922 tons. Drop-off recycling and household hazardous waste increased in all material areas
- The Toward Zero Waste program that is being funded by a DEP Sustainable Materials Recovery Program grant had a goal of 50 household participants and by year end has doubled the goal to just over 100 participants
- Opened the new compost/yard waste facility in September 2012 and serviced approximately 2200 households with revenues of approximately $30,000
- Completed Green Communities Annual Report for the State Department of Energy Resources
- Tracked and reported that total municipal energy usage in all city buildings has decreased 17% since baseline year 2009
- Finalized contract with True North Solar in Salisbury and in August 2012 Newburyport began receiving net metering credits at a fixed 10% discount off associated electricity bills
- Applied and was selected as a Mass Solarize Community during the summer of 2012 and generated commitments for 423 kw of solar PV for Newburyport residents and businesses; this number was double what the state had targeted for each selected community
- Started a new electronics waste (e-waste) recycling program funded through a Wal-Mart grant to hire 6 young adults with developmental disabilities to assist with the program

- Completed contract negotiations with Constellation Energy for a new three year energy supply contract for city wide electricity supply
- Continued focus on educational programs relating to sustainability through eco-tours, annual information brochure, educational sessions and assemblies at each school, and other venues throughout the year
- Conducted a rain barrel education and marketing program in which over 100 households participated in
- Facilitated the acquisition of City streetlights from National Grid, from which the City will see significant savings to its annual operating costs

WEIGHTS & MEASURES:

- Achieved compliance with the Commonwealth of Massachusetts Division of Standards and State Statute for Consumer & Merchants Protection Act, Chapter 295

EMERGENCY PREPAREDNESS:

- Worked with City Emergency Management Department to provide public health assistance during Hurricane Sandy
- Achieved compliance with all FY12 Commonwealth of Massachusetts Department of Public Health (MDPH) and U.S. Department of Health & Human Services Center for Disease Control (CDC) Public Health deliverables required by the City Health Department for the Commonwealth of Massachusetts Region 3A Public Health Emergency Preparedness Coalition
- Provided City Emergency Management Department Staff (Mayor's Office, Department of Public Services and IT) with new electronic iPads

FY 2014 TRENDS

The Health Department will investigate possible planning incentives offered by the Commonwealth of Massachusetts' Department of Public Health for the purpose of shared regionalization services of the Health Departments. The Department is continually working on State and Federal planning requirements for emergency and all hazard preparedness including but not limited to bio-terrorism attacks, natural disasters, man made disasters, and disease outbreaks. The requirements and expectations of the Health Department are continually increasing, while staffing and funding remains limited. As a result of staffing and funding limitations, emergencies and top priorities are responded to first, and non-emergency complaints are investigated second. This trend will continue through FY2014.

Solid Waste, Recycling and Energy management also known as "Sustainability" is an emerging trend for businesses, municipalities and other institutions. In this arena, Newburyport is looked upon as a leader in the region and has helped surrounding communities with their efforts as well as being featured at statewide sustainability conferences. This office will continue to work with City Departments, the Schools, and residents to increase awareness, educate and bring in a variety of programs that strive to conserve energy, water, and other natural resources while increasing efficiencies and reducing costs whenever possible. In addition, it will work to continu-

Health Department (cont.)

ally promote environmental parameters by encouraging the use of environmentally friendly and healthy technologies and behaviors through organization, management, education, enforcement, and consultation of materials including hazardous materials.

FY 2014 GOALS & OBJECTIVES

Goal 1: Maintain level services with the resources available to the Health Department

Objectives:

- Maintain current level of services of Public Health in compliance with local, state and federal mandates including: disease and injury prevention, promoting and offering immunization programs, responding to bacterial illnesses, monitoring disease outbreaks, providing health education and prevention programs, providing health advisories promoting health, wellness, nutrition and fitness information, tobacco control programs, environmental protection, responding to health hazards, ensuring water quality, monitoring waste disposal, fighting noise and air pollution, promoting animal health, health monitoring, enforcement and ensuring of health and safety codes, assisting with healthcare access, and ensuring emergency preparedness and response

Goal 2: Investigate new insights and innovative solutions for shared or regional local public health services with surrounding communities to improve efficiency and generate cost savings

Objectives:

- Continue to enhance the shared Animal Control Regional Shelter Services with surrounding communities
- To continue to research potential Regional Animal Control Services with additional surrounding Essex County communities

Goal 3: Diagnose and investigate public health problems and to continue to inform, educate and empower residents of Newburyport about public health issues

Objectives:

- Continue to inform, educate and empower city residents on public health issues: Lyme disease, West Nile Virus, Influenza Virus, Eastern Equine Encephalitis, Pertussis, Bacterial & Viral Meningitis, Head Concussions in Sports
- Public service announcements (PSAs) will continue to be posted on the City Website and distributed through local media (newspapers, cable news, radio) to promote community awareness of situational or seasonal conditions such as emergency preparedness and planning, solid waste management, carbon monoxide and smoke detector safety, and bathing beach safety issues such as riptide current, and beach water testing for coliform bacteria; as well as to instruct residents as to proper procedures for disposing of dangerous medical or biological waste. The Health Department will continue to generate and distribute educational brochures on communicable and infectious disease control, housing issues such as

landlord and tenant rights, food protection, and health and safety awareness for parents concerning recreational summer camps.

- The Health Department will sponsor and promote the fourth annual City of Newburyport Mayor's Health and Wellness Fair
- The Health Department will utilize the state required MAVEN Disease Control Monitoring Surveillance System to investigate, track and monitor all reported incidents of potential communicable and infectious diseases deemed dangerous to a community.

Goal 4: Research and report the public health status of the City to identify community health problems

Objectives:

- Investigate, research and analyze data of community health indicators and disease to gauge the health and wellness of the City of Newburyport as it compares with other communities in Essex County.
- Develop a City Health Department Community Health Assessment

Goal 5: Maintain and improve upon recycling, solid waste, composting, and sustainability services as well as the educational techniques for these services using all available resources

Objectives:

- Ensure that new compost/yard waste site is running efficiently for yard waste material management.
- Refine and restructure compost site drop off to ensure enough space for materials and ease of maneuvering as well as to finish off grading and top level on southwest side of site.
- Develop web pages for recycling, solid waste, composting, and energy in order to upgrade on -line presence of programs, regulations and policies
- Develop sources of relevant educational topics for all residents to take advantage of
- Working with City engineering to restructure site flow and finish grading and top layer
- Structure new webpages for City website that outlines overview of programs, policies and regulations, events, fees, and proper material handling for recycling, solid waste, composting, and energy.

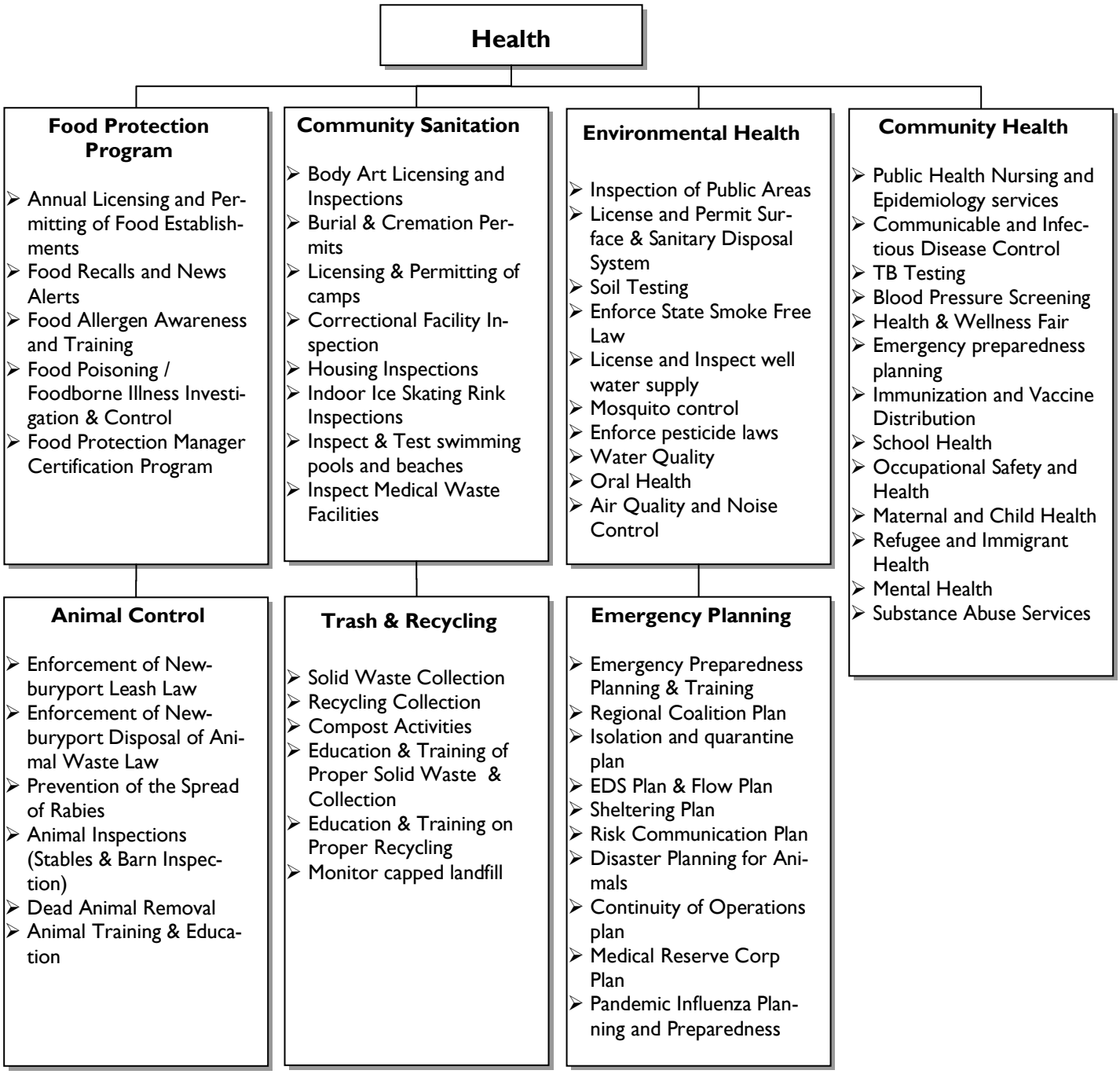
Goal 6: Develop policy or regulation that ensures recycling access to multi-family households that are consistent and fair to all taxpayers

Objectives:

- The Recycling and Energy office will evaluate recycling options for multi-family properties and develop appropriate policies and regulations based on findings

Health Department (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

HEALTH DEPARTMENT			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Health Director	1	1	1
Administrative Assistant	1	1	1
Recycling Coordinator	1	1	1
Public Health Nurse	0.5	0.5	0.5
Animal Control Officer	0.5	0.2	1
Assistant Animal Control Officer	0	1	0.4
Compost Attendant	0.5	0.5	0.5
Compost Attendant	0.5	0.5	0.5
Sealer of Weight & Measure	0.2	0.2	0.2
Total Full-Time Equivalents:	**5.20**	**5.90**	**6.10**

Health Department (cont.)

HEALTH DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 HLH SAL HEALTH DIR	61,980	71,347	71,400	71,400	75,399	75,398.83
51103 HLH SAL ADMIN ASSIST	44,125	39,093	41,200	46,345	47,040	47,039.81
51164 HLH MINUTE TAKER	1,350	900	1,350	1,800	1,800	1,800.00
51166 HLH PER DIEM INSPECTORS	5,395	6,900	9,400	6,900	4,600	4,600.00
51169 HLH SAL WEIGHTS & MEASURERS	4,250	5,000	5,000	6,000	6,000	6,000.00
51403 HLH STIPEND RECYCLE ATTEND	1,093	0	0	0	-	0.00
51404 HLH TRAVEL EXP STPND	3,100	0	5,000	5,000	5,000	5,000.00
51405 HLH CLOTHING REIMBURSEMENT	850	850	250	250	250	250.00
51711 HLH SAL PUBLIC HEALTH NURSE	20,803	29,940	21,494	30,068	30,519	30,519.02
001 - PERSONAL SERVICES Total	**142,946**	**154,030**	**155,094**	**167,763**	**170,608**	**170,607.66**
002 - PURCHASE OF SERVICES						
52813 HLH CHIPPER SERVICE	7,496	25,184	103,000	0	-	0.00
52904 HLH ESSEX GREENHEAD	0	820	820	945	945	945.00
53204 HLH HEALTH CONSULTANT	1,000	1,250	997	1,000	1,000	1,000.00
53700 HLH TRAIN/TRVL/CONFR	450	5,262	2,114	2,300	2,300	2,300.00
002 - PURCHASE OF SERVICES Total	**8,947**	**32,516**	**106,931**	**4,245**	**4,245**	**4,245.00**
004 - SUPPLIES						
54200 HLH MISC EXPENSE	6,848	3,059	2,479	2,500	2,000	2,000.00
54201 HLH WGHTS/MEASURE EXP	0	0	0	0	500	500.00
55000 HLH MEDICAL & SURGICAL SUPP	2,126	2,225	1,498	1,500	1,500	1,500.00
004 - SUPPLIES Total	**8,974**	**5,284**	**3,977**	**4,000**	**4,000**	**4,000.00**
007 - OTHER CHARGES & EXPENSES						
57300 HLH DUES & MEMBERSHIPS	474	948	208	2,000	2,000	2,000.00
007 - OTHER CHARGES & EXPENSES Total	**474**	**948**	**208**	**2,000**	**2,000**	**2,000.00**
Grand Total	**161,341**	**192,778**	**266,209**	**178,008**	**180,853**	**180,852.66**

SUSTAINABILITY

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51166 SUS RECYC PER DIEM INSPECTORS	0	0	0	0	2,300	2,300.00
51168 SUS COMPOST ATTEND	31,024	20,621	21,799	24,000	24,000	24,000.00
51160 SUS SAL ENERGY/ RECYCLE COORD	32,539	50,000	50,000	35,000	38,080	38,080.33
001 - PERSONAL SERVICES Total	**63,562**	**70,621**	**71,799**	**59,000**	**64,380**	**64,380.33**
002 - PURCHASE OF SERVICES						
52403 SUS MAINT OF VEHICLE	685	42	250	250	250	250.00
52905 SUS SOLID WASTE	981,103	976,357	1,086,149	1,116,149	1,116,149	1,116,149.00
53424 SUS HOUSEHOLD HAZARDOUS WAST	15,096	14,938	12,499	0	-	0.00
002 - PURCHASE OF SERVICES Total	**996,884**	**991,338**	**1,098,898**	**1,116,399**	**1,116,399**	**1,116,399.00**
004 - SUPPLIES						
54200 SUS MISC EXPENSE	6,848	3,059	2,479	2,500	500	500.00
54801 SUS FUEL/OIL VEHICLE	650	334	438	500	500	500.00
004 - SUPPLIES Total	**7,498**	**3,393**	**2,917**	**3,000**	**1,000**	**1,000.00**
007 - OTHER CHARGES & EXPENSES						
57400 SUS GREEN INITIATIVES	0	1,655	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	**0**	**1,655**	**0**	**0**	**-**	**0.00**
Grand Total	**1,067,944**	**1,067,007**	**1,173,614**	**1,178,399**	**1,181,779**	**1,181,779.33**

ANIMAL CONTROL

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 ANC SAL ANIM CONTRL OFCR 3/4	21,816	21,120	26,336	4,000	34,394	34,394.02
51102 ANC SAL ASSIST ANIMAL OFCR	6,313	805	0	28,183	12,340	12,340.00
51405 ANC CLOTHING ALLOWANCE	600	600	600	600	600	600.00
001 - PERSONAL SERVICES Total	**28,729**	**22,525**	**26,936**	**32,783**	**47,334**	**47,334.02**
002 - PURCHASE OF SERVICES						
52401 ANC BUILDING & GROUNDS	702	72	399	4,500	4,500	4,500.00
53009 ANC CARE OF ANIMALS	2,806	3,568	8,700	5,000	5,000	5,000.00
53010 ANC DEAD ANIMAL REMOVAL	0	0	840	340	340	340.00
002 - PURCHASE OF SERVICES Total	**3,508**	**3,640**	**9,938**	**9,840**	**9,840**	**9,840.00**
004 - SUPPLIES						
54801 ANC FUEL/OIL VEHICLE(S)	496	799	1,971	2,290	2,290	2,290.00
004 - SUPPLIES Total	**496**	**799**	**1,971**	**2,290**	**2,290**	**2,290.00**
007 - OTHER CHARGES & EXPENSES						
57300 ANC DUES/LIS/SUBSCRIP	0	0	0	0	300	300.00
007 - OTHER CHARGES & EXPENSES Total	**0**	**0**	**0**	**0**	**300**	**300.00**
Grand Total	**32,733**	**26,964**	**38,845**	**44,913**	**59,764**	**59,764.02**

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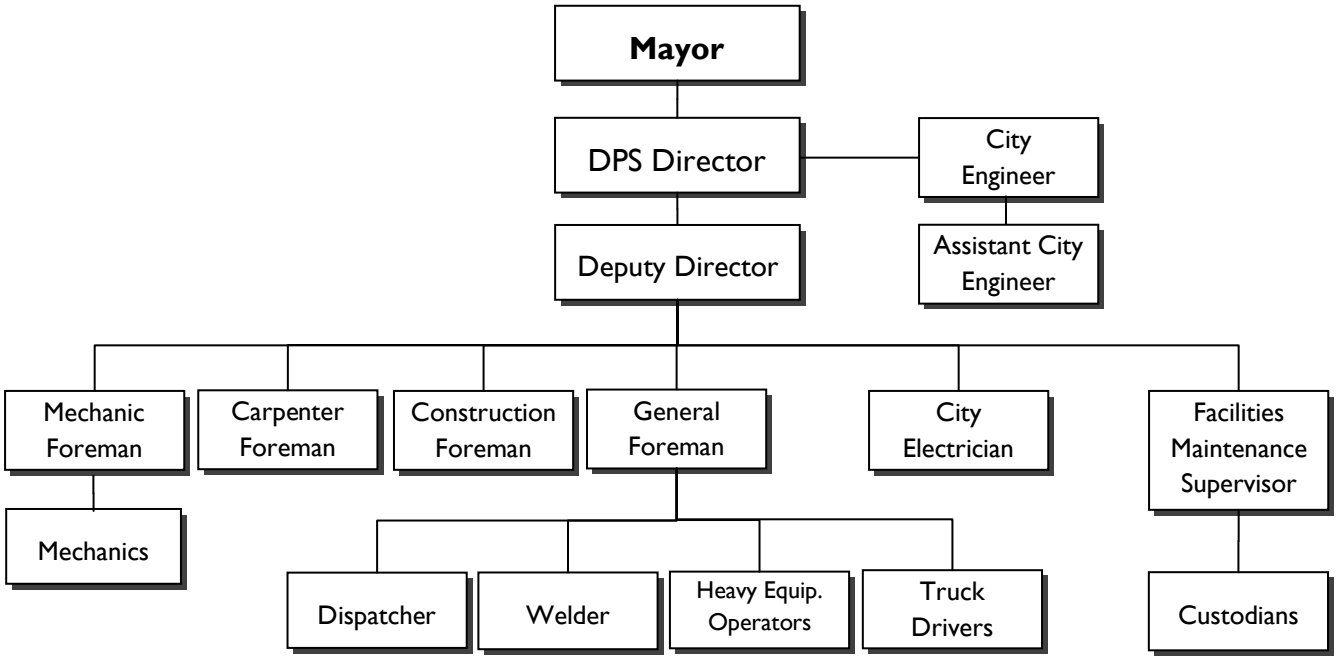
Section 6:
Public Services

DPS: Highway

Mission Statement

The mission of the Newburyport Department of Public Services Highway Division is to maintain and improve roadways, drainage, cemeteries and grounds keeping for the city infrastructure. The Highway Division also provides full service fleet maintenance to all city vehicles and equipment from all city departments. Our goal is to improve infrastructure and quality of customer service in a safe, cost effective and environmentally sensitive manner for the short and long-term benefit of the City and the environment.



FY 2013 ACCOMPLISHMENTS

The Highway Division completed the following work in Fiscal Year 2013:

Resurfaced Roads	
Low Street – Henry Graf Rd to Route 1	Wilkerson Drive – Hale St to End
Mulliken Way – Parker St to Malcolm Hoyt Dr	Water Street – Lime St to Bromfield St
Sidewalks	
Congress Street – Olive St to Buck St approx. 350ft	Temple Street – Fair St westerly approx. 200ft
Middle Street – Center St easterly approx. 80ft	Various other citywide repairs
Line Striping	
Entire Downtown Area Crosswalks, Traffic	Various Crosswalk, Centerlines and

- Responded to over 963 work orders to address various issues throughout the city including:
  - 471 Tree work orders including trimming, pruning, evaluating or removing
  - 65 various drainage calls related to catch basins, culverts, and flooding issues
  - 320 various roadway work orders
  - 17 miscellaneous work orders
- Repaired, replaced or installed 42 deteriorating catch basins citywide
- Prepared 16 Cemetery burials lots for services in local cemeteries
- Conducted Snow and Ice Operations during Winter 2011-2012
  - 1122 tons of salt
  - 2 significant snow plowing events
- Cleaned and inspected 526 catch basins as part of the long-term city wide catch basin cleaning program
- Serviced over 135 city vehicles from DPS, Police, Fire, Council of Aging, School, and Board of Health, including Animal Control and Parks
- Implemented new technology to evaluate and transmit work orders for tree maintenance
  - Use of tablets to access and transmit data
- Relocated 24 medium sized trees that were improperly located within the City as part of Grant Program using air tool technology
- Additional routine work included:
  - Street sweeping throughout the City

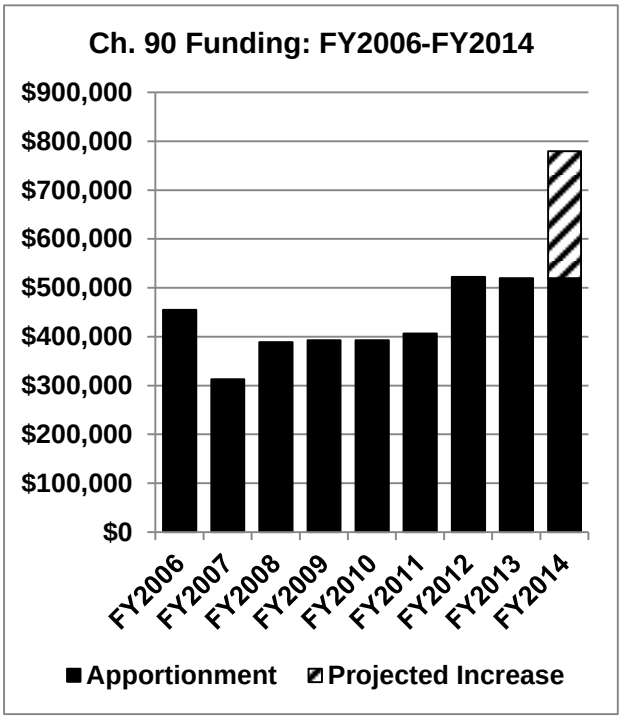
DPS: Highway (cont.)

- Daily trash pickup and disposal of over 150 trash barrels City-wide 365 days a year
- Assisted with Yankee Homecoming activities
- Set up election booths
- Maintained street trees and various other city trees, shrubs and flora.
- Provided 24-hour, 365 day, on-call coverage for all emergency issues within the City roadways and facilities
- Maintained safe and passable streets, sidewalks, public buildings and schools during snow emergencies and provided chemical treatment on unsafe roadways city-wide

FY 2014 TRENDS

The Highway Division focuses efforts on repairing and improving the City infrastructure. A primary focus is placed on improving efficiency and communication to enhance the level of service and safety within the community.

The Highway Division is responsible for the maintenance and improvement of all City roads. The roads are continually in need of repair, resurfacing or reconstruction. Roadway resurfacing is funded by the Chapter 90 State Program. The trend City-wide is that the cost of repairs each year continue to outpace the Chapter 90 funding that the City receives. FY2013 saw a significant delay from the Commonwealth of Massachusetts in funding Chapter 90. This caused unavoidable delays in roadwork, resulting in less road and sidewalk work being accomplished than anticipated.



The Highway Division is also responsible for sidewalk repair and replacement. Current funding is through the DPS Highway Budget and over $225,000 in additional monies was allocated by the Mayor's Office and the City Council from FY 2013 meal tax receipts. The City Council also approved $100,000 in supplemental budget funding for this work in FY 2013.

The NPDES Stormwater Program continues to add more requirements on the City-wide drainage system. This requires an increased effort by the Highway Division to repair, maintain, and improve the stormwater collection system. New and future requirements, mandated under the NPDES permit, will require more direct involvement of staff to keep the City in compliance. The City is already working on a multi-year plan to systematically clean and inspect all catch basins.

The Department continues to promote the growth of its employees. As such, some personnel movement between the Water, Sewer and Highway Divisions has allowed staff members to take on different roles and acquire new skills in the process. The Highway Division is currently looking for new skilled truck drivers to add to the already well-diversified work force.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to work on a 5 year Master Plan for Roadwork

Objectives:

- Review current Pavement Management Plan
- Identify 5 year replacement/resurfacing plan
- Develop cost estimates and future funding needs
- Review the list of accepted streets to ensure accuracy

Goal 2: Continue to implement the 5 year Master Plan for Sidewalks

Objectives:

- Review current Sidewalk Master Plan
- Identify 5 year replacement plan
- Develop cost estimates and future funding needs

Goal 3: Continue to implement changes to improve the Roadway Utility Permit System

Objectives:

- Working on a new process to allow for one-stop permitting
- Improve in-house developed software to assist in tracking
- Implement to all DPS Divisions
- Ensure oversight

Goal 4: Implement MaintStar Service Request/Work Order system as part of MVPC Regional Grant Program

Objectives:

- Evaluation and selection process completed with 13 other communities and MVPC
- Examine funding options utilizing both grant programs and capital funds
- Implement system upon funding approval, providing more responsive customer service and improved data analytics

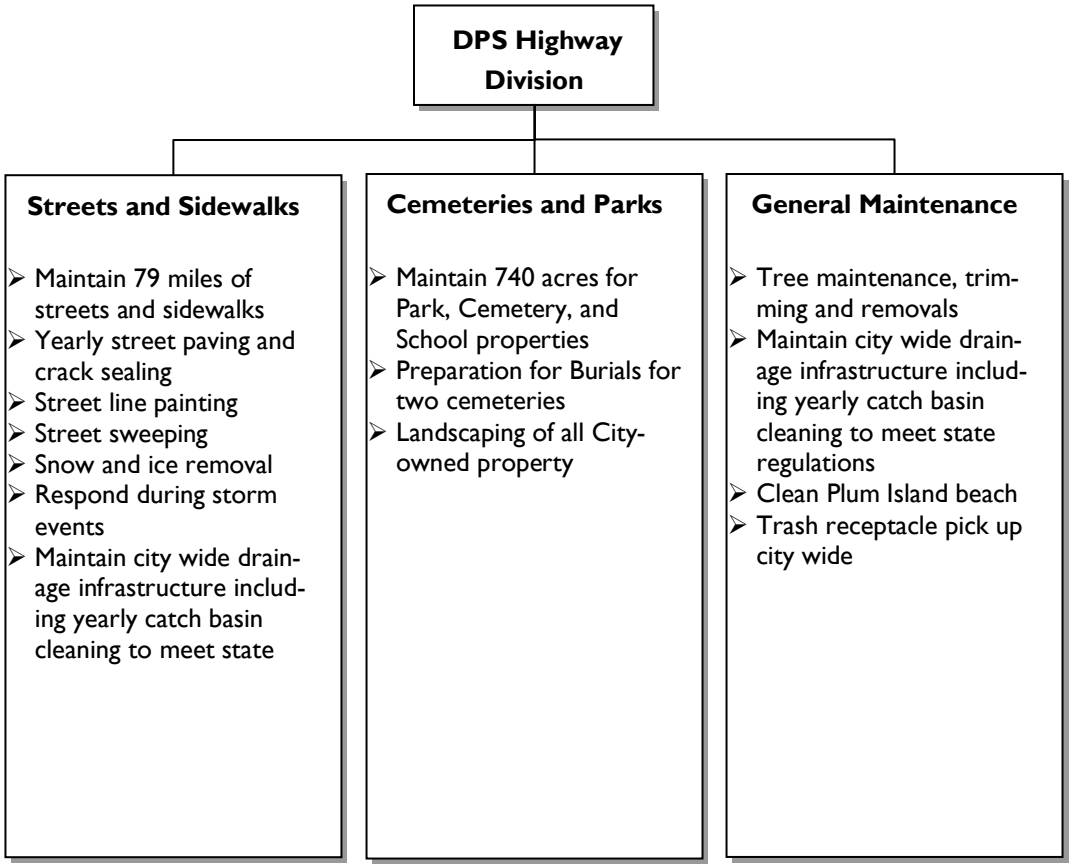
DPS: Highway (cont.)

Goal 5: Implement a Fleet Maintenance system to help identify and track equipment repair costs

Objectives:

- Further implement the currently owned Fleet Maintenance software
- Continue to expand on use and begin to evaluate data and reporting capabilities
- Secure funding to expand license for multi users and tracking mileage
- Utilize mileage tracking information to provide timely preventative maintenance

PROGRAMS & SERVICES



PERSONNEL SUMMARY

DPS: HIGHWAY			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Public Services Director	0.2	0.33	0.33
City Engineer	0	0.33	0.33
Public Services Deputy Director	0.2	0.33	0.33
Dispatch Foreman	1	1	1
Principal Clerk	0	0	0
Heavy Equipment Operator	6	6	6
Truck Driver	5	5	5
General Foreman	1	1	1
Senior Foreman	0	0	0
Senior Construction Foreman	1	1	1
Mechanic Foreman	1	1	1
Carpenter Foreman	1	1	1
Mechanic	3	3	3
Welder	1	1	1
Special Heavy Equipment Operator	1	1	1
City Electrician	0	0	1
Facilities Maintenance Supervisor	0	0	1
Custodian 1	0	0	2
Total Full-Time Equivalents:	**21.73**	**21.47**	**25.47**

DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 HWY SALARY PS DIRECTOR	34,276	9,098	20,000	33,333	35,200	35,200.20
51102 HWY SALARY DEPUTY PS DIRECTOR	36,654	21,607	17,000	28,333	29,920	29,920.17
51107 DPS SALARY ELECTRICIAN	0	0	0	0	35,000	35,000.00
51119 HWY SAL CITY ENGINEER	0	0	16,000	26,667	28,160	28,160.16
51150 HWY SAL FACILITIES MAINT	0	0	0	0	136,494	136,493.63
51158 HWY SAL LABOR	765,194	769,394	781,378	869,794	910,478	910,478.40
51166 HWY PART TIME EMPLOYEES	3,720	0	5,260	6,000	6,000	6,000.00
51167 HWY YANKEE HOMECOM'G	10,728	5,870	0	0	-	0.00
51190 HWY SAL SUMMER EMPLOYEES	14,400	20,280	13,800	14,400	14,400	14,400.00
51301 HWY OVERTIME	84,032	49,045	73,014	71,484	80,348	80,348.00
51401 HWY LONGEVITY	15,104	15,233	15,490	14,847	14,847	14,846.86
51405 HWY CLOTHING REIMBURSEMENT	14,200	13,000	11,563	12,550	14,983	14,983.34
51416 HWY TOOL REIMBURSEMENT	3,000	3,000	3,000	3,000	3,500	3,500.00
001 - PERSONAL SERVICES Total	**981,309**	**906,526**	**956,504**	**1,080,408**	**1,309,331**	**1,309,330.76**
002 - PURCHASE OF SERVICES						
52101 HWY HEAT	6,645	10,151	8,777	12,600	12,600	12,600.00
52102 HWY ELECTRICITY	53,507	51,969	59,000	59,000	59,000	59,000.00
52103 HWY STREET LIGHTS	210,424	187,632	215,000	150,000	125,000	125,000.00
52401 HWY MAINT-BUILDING	31,469	22,513	24,785	29,700	29,700	29,700.00
52402 HWY MAINT/BUILD REPAIR (CH)	0	0	0	0	14,000	14,000.00
52403 HWY MAINT-VEHICLES	76,509	69,495	69,993	78,600	85,000	85,000.00
52404 HWY MAINT-TREE	4,987	6,683	5,500	5,500	10,000	10,000.00
52409 HWY MAINT-DOWNTOWN	6,000	4,140	5,965	6,000	6,000	6,000.00
52410 HWY MAINT CITY-WIDE	5,981	5,881	38,000	6,000	6,000	6,000.00
52411 HWY GROUNDS MAINT	2,884	2,151	3,702	4,000	4,000	4,000.00
52413 HWY LINE PAINTING	2,748	2,450	3,000	6,000	8,000	8,000.00
53002 HWY MEDICAL/DRUG TESTING	1,547	1,723	1,974	2,000	2,000	2,000.00
53700 HWY TRAIN/TRVL/CONFR	1,898	2,685	3,724	5,750	3,750	3,750.00
52405 HWY MAINT MANAGEMENT SYSTEM	0	0	0	0	1,667	1,667.00
002 - PURCHASE OF SERVICES Total	**404,599**	**367,473**	**439,420**	**365,150**	**366,717**	**366,717.00**
004 - SUPPLIES						
52411 HWY ELECTRICAL SUPPLIES	0	0	0	0	25,000	25,000.00
54301 HWY FACILITIES MAINT SUPPLIE	0	0	0	0	7,500	7,500.00
54311 HWY PURCH ROAD MATERIAL	39,928	41,901	48,311	48,400	63,400	63,400.00
54312 HWY STREET SIGNS	7,387	7,657	10,995	11,000	15,000	15,000.00
54313 HWY SUPPLIES	10,600	8,410	10,440	10,600	10,600	10,600.00
54314 HWY RADIOS 2-WAY (10)	1,500	2,500	2,402	2,500	4,000	4,000.00
54801 HWY PURCH FUEL/OIL	139,277	227,762	273,426	102,700	89,875	89,875.00
55800 HWY OTHER SUPPLIES	5,000	4,827	5,000	5,000	5,000	5,000.00
004 - SUPPLIES Total	**203,692**	**293,057**	**350,573**	**180,200**	**220,375**	**220,375.00**
008 - CAPITAL OUTLAY						
58901 HWY SIDEWALKS	52,685	20,505	208,631	60,000	75,000	75,000.00
58930 HWY LAWN TRACTOR	23,942	0	0	0	-	0.00
58940 DPS TRACKLESS TRACTOR BLADE	0	0	133,700	0	-	0.00
008 - CAPITAL OUTLAY Total	**76,627**	**20,505**	**342,331**	**60,000**	**75,000**	**75,000.00**
Grand Total	**1,666,227**	**1,587,561**	**2,088,829**	**1,685,758**	**1,971,423**	**1,971,422.76**

SNOW & ICE

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51301 SNW SNOW & ICE LABOR	59,588	123,499	31,662	85,000	90,000	90,000.00
001 - PERSONAL SERVICES Total	**59,588**	**123,499**	**31,662**	**85,000**	**90,000**	**90,000.00**
002 - PURCHASE OF SERVICES						
52901 SNW SNOW & ICE EXPENSE	164,251	314,760	83,631	85,000	90,000	90,000.00
002 - PURCHASE OF SERVICES Total	**164,251**	**314,760**	**83,631**	**85,000**	**90,000**	**90,000.00**
Grand Total	**223,840**	**438,260**	**115,293**	**170,000**	**180,000**	**180,000.00**

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Section 7:
Planning and Development

Parks

MISSION STATEMENT

The Newburyport Board of Parks Commissioners was established to serve the residents of the city and other park users through the establishment and implementation of plans for the maintenance, expansion, and betterment of the open spaces, parks and recreational facilities over which the Commission has jurisdiction. The Commission shall serve to monitor and officially act on issues affecting the use and management of facilities in a manner that provides the most optimal facilities for the residents of Newburyport and other users. The Commission shall engage the public in a democratic manner to allow for a continuous dialogue in striving to meet the intent of the mission statement and marshaling the resources within its powers to address the needs of the community.

FY 2013 ACCOMPLISHMENTS

- Established the Newburyport Parks Conservancy, a 501c3 dedicated entirely to care and improvement of Newburyport parks
- Secured $15,000 from the Mayor Gayden W. Morrill Charitable Foundation for Phase II of a project to beautify Joppa Park. Applied for $40,000 in CPA funding and another $15,000 from the Mayor Gayden W. Morrill Charitable Foundation
- Completed historic interpretive panels for Joppa Park funded by CPA
- Worked with Department of Fish and Game to design a new boat ramp at Joppa Park, to be funded by the state through a reimbursement grant program.
- Established Landscape Partnership with two professional landscapers and Opportunity Works to provide higher level of park maintenance in exchange for signage. Sponsored parks include Atwood Park, Joppa Park and Brown Square
- Spearheaded deferred park maintenance. Worked with City Council and Mayor's office to acquire supplemental budget funding to address much needed parks repairs. As a result, repairs to be addressed in 2013 include the following high priority and safety issues:
    - Slide replacements at Cashman and Perkins playgrounds;
    - Increased safety surfacing;
    - Replacement of landscaping timbers at Cashman and Ayers Playground;
    - Repairs to lighting at Bartlet Mall;
    - Replacement of rusted basketball backboard at Jason Sawyer Playground;
    - Installation of safety swing mats at several playgrounds;
    - Replacement of broken spring horse and spring motorcycle at Ayers Playground;
    - Preventative maintenance for Gillis Bridge underpass on Clipper City Rail Trail;

    - Improvement of visibility at Parker Street crossing on Clipper City Rail Trail.
- Organized a wine tasting fundraiser to raise money for park maintenance
- Repaired the Bartlet Mall fountain using volunteers, donated labor and materials. Secured $2,500 donation toward new pump and piping to increase volume of water flowing through the fountain
- Increased volunteer engagement. Established a program to encourage and acknowledge resident and business stewardship of City parks in exchange signage
- Coordinated all-volunteer installation and maintenance of new gateway gardens on the Clipper City Rail Trail
- Utilized senior-citizen volunteer program to help organize fundraising events
- Coordinated annual fall cleanup of the Rail Trail
- Organized an expanded City-wide Clean Sweep
- Worked with the Planning Department and Brown-Walker Associates to finalize revision of the City's Seven Year Open Space and Recreation Plan
- Coordinated grant funding totaling $84,500 from the Mayor Gayden W. Morrill Charitable Foundation toward restoration of the Atkinson Common Civil War Memorial; Clipper City Rail Trail Phase II enhancements; Phase II of the Joppa Park Improvement Project; signage for Bartlet Mall; signage for Oak Hill Cemetery; and the Range Light Sculpture Garden
- Secured grant funding from the United States Tennis Association, the Mayor Gayden W. Morrill Charitable Foundation, and the Newburyport Youth Tennis Association for renovation of badly deteriorated tennis courts at Atkinson Common
- Renovated the courts at Atkinson Common
- Worked with NYSA to further a field improvement project at the Cherry Hill soccer fields
- Enhanced the effectiveness of the Parks Commission by developing an increased presence within the City's organizational structure
- Completed *Findings & Recommendations of the Field Space Task Force: Investigation of Additional Field Space Locations within the City of Newburyport*
- Completed design of reconfiguration of Nock-Molin and Bradley Fuller athletic fields
- Applied for CPA grant funding for improvement projects at Joppa Park, Atwood Park, Bartlet Mall, & Cherry Hill soccer fields
- Began work on programming for those groups not served by Youth Services or Newburyport Adult Education
- Formalized fee schedule and developed marketing materials for use of Newburyport Parks as wedding venues

Parks (cont.)

FY 2014 TRENDS

The Newburyport Parks continue to receive the much-needed attention they deserve. Over the past several years, the City has gradually increased personnel hours and, despite budgetary constraints, has continued to allocate additional financial resources each year.

The City continues to expand its parks facilities with the addition of parks, such as 270 Water Street and Phase II of the Clipper City Rail Trail. There are many generous local donors looking for capital improvements and beautification projects to fund, however we continue to be mindful of the need for proper design and long-term planning and, ultimately, the resources that are needed to care for and maintain these projects for years to come.

The Parks Commission has been creative in addressing these issues by pursuing fundraising opportunities, which can provide a funding stream for yearly maintenance and by looking toward state and federal grant programs as a source of funding for improvement projects. The City appropriation in the FY2014 Budget for parks maintenance is a significant step towards addressing these funding needs and demonstrates the City's ongoing commitment to supporting our parks as vital community resources.

FY 2014 GOALS & OBJECTIVES

Goal 1: Continue to improve the quality of city parks and open space facilities and maintain high quality facilities.

Objectives:

- Apply for PARC grant funding needed to complete the Joppa Park Improvement Project
- Continue to foster public–private partnerships to support parks improvements and maintenance
- Seek new revenue streams through grant-writing and establishment of new fundraising opportunities
- Continue to apply for parks improvement donations from the Mayor Gayden W. Morrill Charitable Foundation, CPA and other outside funding sources
- Address repair of all safety items reported in inspection reports
- Acquire funding for next phases of Joppa Park beautification project
- Continue to seek additional athletic field space seek ways to optimize use of existing field space by carrying out the recommendations made in *Findings & Recommendations of the Field Space Task Force: Investigation of Additional Field Space Locations within the City of Newburyport*
- Increase volunteer engagement in fundraising and parks improvement efforts
- Develop a plan for renovation of the Bartlet Mall fountain

- Increase personnel hours by way of increased paid hours or increased volunteer activity

Goal 2: Increase awareness and public use of City parks

Objectives:

- Increase use of web and social networking to communicate parks message to the public
- Implement programming for those groups not served by existing recreational programming such as Youth Services or Adult Education

Parks (cont.)

PROGRAMS & SERVICES

Parks

Administration & Community Services

- Respond to public inquiries
- Coordinate with Parks Groups
- Coordinate with City Departments
- Coordinate with Youth Leagues
- Manage and update Parks Commission website
- Coordinate volunteers for special events and parks maintenance
- Issue press releases, communicate with press
- Maintain public records related to Parks Commission activities
- Coordinate public involvement in Parks Commission meetings
- Coordinate memorial bench fundraising program
- Organize events that utilize and promote the use of city parks
- Administer "Keep Newburyport Beautiful" initiative in cooperation with recycling coordinator

Facilities Management

- Quarterly inspection & reporting of facilities and equipment
- Coordinate with purchase and installation of new materials
- Park repairs and maintenance
- Scheduling & Permitting
- Annual Maintenance Program
- Clipper City Rail Trail management

Planning & Development

- Formulate a consistent city wide vision for improvements and maintenance in cooperation with Planning Department
- Project coordination and oversight of parks improvements projects
- Foster Public-Private partnerships to benefit the maintenance and improvement of city parks and athletic fields
- Field Space Task Force-seeks out opportunities for athletic field expansion

Budget & Finance

- Establish and manage park donation and user fees
- Process payables, receivables
- Prepare Annual Budget Request
- Capital improvements plan and budget
- Pursue grant funding for parks improvements
- Manage activities of Mayor Gayden W. Morril Charitable Foundation

PERSONNEL SUMMARY

PARKS COMMISSION

Position	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
Parks Coordinator	0.5	0.57	0.57
Total Full-Time Equivalents:	**0.5**	**0.57**	**0.57**

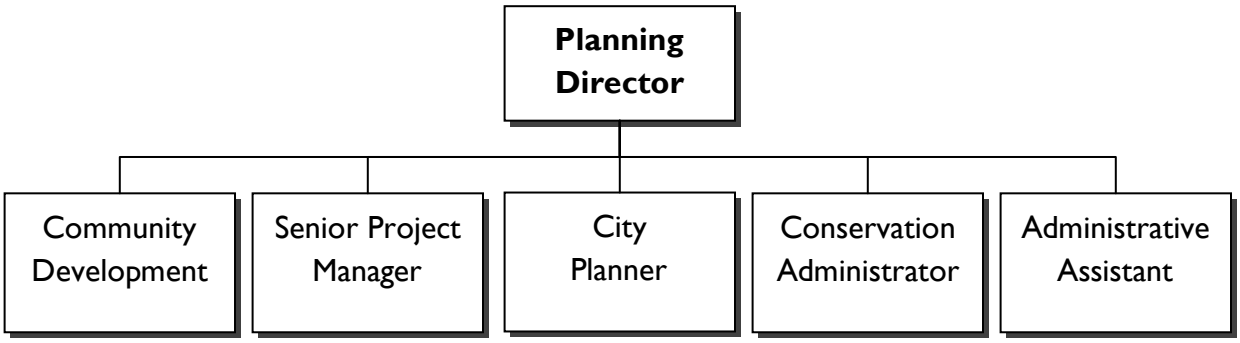
PARKS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51166 PRK PARK ADMINISTRATION	0	13,104	24,586	31,500	36,500	36,500.00
001 - PERSONAL SERVICES Total	**0**	**13,104**	**24,586**	**31,500**	**36,500**	**36,500.00**
002 - PURCHASE OF SERVICES						
52420 PRK PARK MAINTENANCE	9,604	12,900	12,900	12,900	52,760	52,760.00
52421 PRK MAINT-ATHLETIC FIELD	10,503	0	0	0	-	0.00
52422 PRK BARTLETT MALL	1,450	1,470	3,720	1,470	4,950	4,950.00
52423 PRK MOSELEY WOODS	7,500	492	405	500	1,000	1,000.00
52424 PRK ATKINSON COMMON	7,500	5,000	5,000	3,000	16,165	16,165.00
52425 PRK WATERFRONT TRUST	2,750	1,000	0	0	-	0.00
52426 PRK RAIL TRAIL	0	8,247	8,900	7,000	8,000	8,000.00
002 - PURCHASE OF SERVICES Total	**39,307**	**29,108**	**30,925**	**24,870**	**82,875**	**82,875.00**
004 - SUPPLIES						
55800 PRK OTHER SUPPLIES	10,000	30,000	7,014	5,000	5,000	5,000.00
004 - SUPPLIES Total	**10,000**	**30,000**	**7,014**	**5,000**	**5,000**	**5,000.00**
Grand Total	**49,307**	**72,212**	**62,525**	**61,370**	**124,375**	**124,375.00**

Planning and Development

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Drafted several versions of a **Local Historic District Ordinance** for City Council and Local Historic District Study Committee review and assisted all parties in the consideration of various factors related to architectural preservation
- Drafted several variations on amendments to the City's **Demolition Delay Ordinance** to strengthen the existing Ordinance and provide clarity regarding interpretation and application of this regulation
- Continued **oversight of the Oleo Subdivision** off Russell Terrace, now under construction
- Oversaw **permitting of the Northbridge Assisted Living Facility,** a new **subdivision off of High Street,** the **Merrimac Ale House**, the **Merrimac Street/ Mechanics Court redevelopment**, and several other development projects
- Coordinated with the **Massachusetts Bay Transit Authority** (MBTA) to ensure issuance of a bid by the agency for developers interested in creating a mixed-use, transit-oriented development at this location. Lead discussions with potential developers relative to adoption of a local "**40R Smart Growth District**" for the site
- Assisted the **Newburyport Business Park Association** with the permitting necessary to undertake drainage swale maintenance and improvement projects **to alleviate flooding conditions** in the **Newburyport Business Park** (formerly referred to as the "industrial park" or NAID properties)

- Continued to **meet regularly with the Chamber of Commerce Economic Development Action Committee (EDAC)** to address issues related to economic development, such as tourism, marketing, availability of parking, regulatory changes, large projects and the permitting process in general
- Worked with **MassDOT** to ensure that construction of the new **Whittier Bridge** will not hinder pedestrian access under the new bridge abutments and that minimal grading work will be necessary if and when the City wishes to create an east-west connection along the Merrimack
- Continued to work with the **Newburyport Redevelopment Authority** to implement the unified downtown parking program, and to make progress in the disposition of the NRA-owned waterfront properties as additional park space and related activities (shops, cafes, etc.) which result in a meaningful connection to this park from the existing downtown
- Provided oversight of housing consultant **Karen Sunnarborg Consulting / Abacus Architects & Planners** in the development of a an **Affordable Housing Production Plan**, required by the state
- Continued to offer **down payment assistance** and marketing assistance for affordable units through the use of **Community Preservation and Affordable Housing Trust funds**
- Received and provided **HOME program funding** for capital improvements at the Market Street **YMCA** units. Committed City and regional HOME funding to the YWCA's project to provide additional affordable units on Market Street
- Continued to implement the well-utilized **Housing Rehabilitation Program** to ensure that the housing stock in Newburyport is appropriately preserved and affordable for all our residents
- Drafted a comprehensive **Tree Protection Ordinance** for review and approval of the City Council to better protect street trees and public trees throughout the City
- Completed renovations to the south side of the **High School Stadium** using Community Preservation Funds. Prepared a cost estimate for completion of work related to the north stadium as well as installation of a turf field
- Oversaw the **completion of cleanup and landscaping work for 270 Water Street** and finalized a license agreement with National Grid, so that the City may use this area as a passive expansion of the adjacent Perkins Playground
- Provided oversight of planning consultant **Brown Walker Planners, Inc**., in a comprehensive update of the **City's Open Space and Recreation Plan** as required by state grant programs
- Provided oversight of a consultant to prepare draft and final design plans for the **Phase II section of the Clipper City Rail Trail**. Engaged in a series of meetings and reviews with MassDOT, New England Development and National Grid to ensure the approval of plans and funding necessary to construct the length of this bike trail

Planning and Development (cont.)

- Assisted with the design, permitting and implementation of all aspects of the **unified downtown parking program**, including negotiations/renewals with the Newburyport Redevelopment Authority (NRA) and Waterfront Trust. Assisted with the selection of parking meters and signage necessary to improve public awareness and accessibility to municipal parking
- Continued to work with the **Merrimack Valley Regional Transit Authority** (MVRTA) to obtain funding, develop designs, and address permitting issues related to a MVRTA/municipal parking garage at the Titcomb Street site
- Provided oversight of contractors responsible for installing **lighting improvements on Inn Street** as well as renovations to the brick "turret" stairwells providing access to the raised concrete walkway, so that they are now safer and more open to the larger plaza
- Applied for Community Preservation Funds from the Community Preservation Committee (CPC) to complete upgrades to the Inn Street Fountain in 2013
- **Hired an Architect, Sterling Associates and EGA and Owner's Project Manager, Heery, required to complete and oversee the design and construction of a Senior Center** on the site of the Bresnahan Elementary School. Developed schematic plans, cost estimates and bid documents for the completion of this project. Coordinated site planning issues with the School Building Committee and their Architect for a new Bresnahan Elementary School
- Drafted a comprehensive **Wetlands Protection Ordinance** approved by the City Council to better protect wetland resource areas not only on Plum Island, but throughout the City
- Worked with the **Merrimack River Beach Alliance** (MRBA) to push for federal funding and permits necessary for **Jetty Repairs** which will make navigation safer and help beach sand to accumulate on the east side of Plum Island. Assisted the Army Corp with access agreements and municipal coordination necessary to complete the South (Newburyport) Jetty repairs under the Disaster Relief Appropriations Act
- Participation in the development of the state's **Whittier Bridge/I-95 Project** and coordination of Whittier Working Group (WWG) communications to the Massachusetts Department of Transportation (MassDOT)
- Continued progress on the **Little River Transit Village Zoning amendments**. Work continues toward establishment of a **40R "Smart Growth" District** in coordination with the Planning Board and Massachusetts Bay Transportation Authority (MBTA)
- Continued **enhancements to GIS system**, including the development of new data layers (open space, subdivisions, street acceptance, municipal facilities, community preservation projects, cultural and historical resources, and internal and external links to Building Department data and all permitting (ZBA, PB, Conservation, Historical) data, as well as use of new online oblique Pictometry images

FY 2014 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 2014:

- The economic recession has reduced the number of applications to the Planning Board and Zoning Board of Appeals during the past two years, but is gradually increasing as we move into FY 2014. 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. However, FY 2013 permit applications suggest that there is sustained development (and redevelopment) interest throughout the City. Two large-scale projects which may see planning and permitting efforts in FY 2014 are the Waterfront West development by New England Development and the 40R Smart Growth District at the MBTA Commuter Rail Station. We are also engaged in discussions with the First Republic Corporation of America in the effort to encourage their completion of the outstanding Towle Redevelopment project.
- The number of long-range plans, capital projects and initiatives that the City will be undertaking and implementing in FY'14 and future years will continue to be significant. Additional staff time will be devoted to the development, management and implementation of long-range plans, community preservation projects and capital improvement projects.
- A ten-year update to the City's Master Plan will identify a number of regulatory and policy-level changes for adoption by the Mayor and City Council. Additional staff time will be devoted to rewriting applicable ordinances and regulations consistent with the new plan. If funding is not made available for the Master Plan update, all efforts should be made to complete the plan update in-house.
- Increased use of technology will allow the Office of Planning and Development to consolidate resources, reduce paperwork, and ensure that information on past, present and future planning initiatives, development projects, and mapping information is available electronically.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Implement the recommendations of the 2001 Newburyport Master Plan, 2003 Waterfront Strategic Plan, 2004 Strategic Land Use Plan, 2012 Open Space & Recreation Plan and 2013 Affordable Housing Production Plan.

Objectives:

- Coordinate the review of development plans for the Waterfront West Overlay District
- Finalize zoning amendments for the Little River Transit Village project (40R Smart Growth District)
- Plan for the continued funding and viability of the housing rehabilitation program
- Support affordable housing initiatives throughout the City
- Support business retention, redevelopment, and expansion in the Newburyport Business Park

Planning and Development (cont.)

- Assist with the preservation of Newburyport's historic buildings, landscapes, and other historic resources through a variety of regulatory, management and investment strategies, including consideration of local historic district(s) regulations
- Develop incremental zoning revisions to improve development outcomes, streamline permitting, and clarify City requirements and expectations
- Pursue all local, state and federal funds for affordable housing, infrastructure improvements and economic development initiatives within the City
- Assist the Mayor's office with maintaining a unified downtown parking management plan, with the possibility of shared parking agreements with private parties thereby expanding available parking for the general public in these areas when not in use
- Develop a ten-year update to the 2001 Master Plan guidance document

Goal 2: Implement capital improvement projects

Objectives:

- Work with the Mayor's Office, Newburyport Redevelopment Authority, Waterfront Trust, and others toward design, permitting and redevelopment of the central waterfront as an expanded **Maritime Park** and activated uses (mixed-use buildings) extended around the park from Market Square, consistent with the plans and renderings provided by **Union Studios Architects**
- Provide continued planning and design for the next phase of the Clipper City Rail Trail initiative, securing rights-of-way, fundraising and permitting approvals
- Implement the **Central Waterfront Bulkhead Renovation Project**
- Seek construction funding for the Commercial Fish Pier Dredging project, and implement as funds become available
- Provide oversight for the final design, bidding and construction of a new Senior/ Community Center
- Assist the Mayor's office, MVRTA and others with the intermodal parking facility project
- Assist the Mayor's office and others with plans for the disposition of the Brown School building and it's potential reuse for the creation of affordable housing
- Assist, as needed, in project management of CPA-funded projects
- Assist the Mayor's office with continued implementation of a city-wide capital improvement program (CIP) and ensure yearly progress in funding of projects consistent with the plan
- Assist the Mayor's office and School Department with the development of an outdoor place-based education program at Cashman Park, using the planned relocated Towle Barn, or consider alternative contributions by First Republic Corporation of America toward

preservation efforts in Newburyport

Goal 3: Streamline and improve the effectiveness of the development review process

Objectives:

- Use the City's mapping technology and aerial photography to enhance the decision-making process. Lead the City's GIS Users group and to improve the on-going maintenance of this resource
- Make the web site responsive to the public's desire for information and to use it to expand community knowledge about the development process, on-going projects and public policy issues
- Provide technical assistance to applicants and the general public
- Perform site visits, document decisions made in the field, and to improve communication with all interested parties
- Coordinate monthly project review meetings with other departments and monitor feed-back from Boards and Commissions and schedule periodic joint meetings between Boards and Commissions with overlapping permitting responsibilities and jurisdiction over similar land use applications

Goal 4: Support the development, preservation and maintenance of affordable housing in Newburyport towards the long-term goal of achieving at least 10% of all units being designated as affordable

Objectives:

- Work with the Affordable Housing Trust to create, advocate for, and retain affordable housing
- Ensure that the City fulfills its obligations in accordance with the Community Preservation Act to allocate a minimum of ten percent of Annual CPA revenue to community housing
- Coordinate review of permit applications to the Planning Board and/or Zoning Board of Appeals that will supplement affordable housing opportunities in the City
- Manage the Housing Rehabilitation Program, with Community Preservation Funds
- Provide regular updates to the state subsidized housing inventory

Goal 5: Initiate conservation efforts, actively work to review and issue wetland permits and increase public awareness of Conservation Commission initiatives and responsibilities

Objectives:

- Provide access to coastal areas on Plum Island that are experiencing erosion and incorporate environmental and safety mitigation measures such as dune nourishment, sand fencing, beach grass planting, sand ramps, boardwalks, stairs, mobi-mats, etc.

Planning and Development (cont.)

- Secure funding to develop informational/interpretive signage publicizing the value of Barrier Beach resources; develop an informational brochure detailing the value of wetlands and the role of the Conservation Commission in administering the Wetlands Protection Act
- Ensure prompt, comprehensive and efficient permitting of projects in and adjacent to wetlands resource areas

PROGRAMS & SERVICES

Planning & Development

Administration

- Record keeping
- Budgeting
- Human resources
- Meeting agendas & packets
- Meeting minutes & documentation
- Website updates

Long Range Planning

- Master Plan
- Open Space & Recreation Plan
- Affordable Housing Plan
- Strategic Land Use Plan
- Waterfront Strategic Plan
- Beach Management Plan
- Parking Studies & Reports
- Economic development
- Transportation planning
- Other short & long-term plans

Permitting & Regulatory Oversight

- Planning & Zoning Review
- Zoning & Permitting Analysis
- Recommendations to City Boards
- Draft Decisions
- Board Staffing/ Assistance:
  - *Planning Board*
  - *Zoning Board of Appeals*
  - *Conservation Commission*
  - *Historical Commission*
  - *Local Historic District Study Committee*
  - *Fruit Street Historic District Committee*

Capital Planning & Project Management

- Grant applications & oversight
- Project & contract management

Community Preservation

- Affordable Housing Programs
- Community Preservation Projects & Funds
- Historic Preservation

Community Development

- Grant Applications & Oversight
- Housing Rehabilitation Program

Mapping & Permitting Databases

- Geographic Information Systems (GIS)
- Permitting Databases
- New Mapping Layers & Updates

PERSONNEL SUMMARY

PLANNING DEPARTMENT			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Director of Planning & Development	1	1	1
Senior Project Manager	1	1	1
Planning & Zoning Administrator	0.69	1	1
Administrative Assistant	1	1	1
Conservation Administrator	0.54	0.54	0.54
Total Full-Time Equivalents:	**4.23**	**4.54**	**4.54**

PLANNING AND DEVELOPMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 OPD SAL PLANNING DIRECTOR	70,172	84,040	78,683	80,111	84,598	84,597.70
51102 OPD SAL PLANNER	41,950	52,155	37,472	31,155	31,622	31,622.49
51103 OPD SAL PROJECT PLANNER	66,814	65,980	67,263	67,300	68,310	68,309.86
51104 OPD SAL ADMIN ASSIST	47,751	49,272	49,893	50,258	53,593	53,593.07
51105 OPD CONSERVTN COM P/T	35,000	35,000	10,331	23,062	23,408	23,408.13
51407 OPD EDUCATION CREDITS	0	0	0	700	700	700.00
53001 OPD PROF SVC	0	0	15,500	0	-	0.00
001 - PERSONAL SERVICES Total	**261,686**	**286,448**	**259,143**	**252,587**	**262,231**	**262,231.25**
002 - PURCHASE OF SERVICES						
53001 OPD PROFESSIONAL SERVICES	0	0	0	0	10,000	0.00
53003 OPD GIS	0	0	11,483	10,000	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	**0**	**0**	**11,483**	**10,000**	**20,000**	**10,000.00**
004 - SUPPLIES						
52701 OPD COPY MACHINE LEASE	2,465	3,000	3,017	3,500	3,500	3,500.00
54200 OPD OFFICE SUPPLIES	1,900	1,675	1,619	1,675	1,675	1,675.00
55800 OPD OTHER SUPPLIES	874	844	832	875	875	875.00
004 - SUPPLIES Total	**5,240**	**5,519**	**5,468**	**6,050**	**6,050**	**6,050.00**
Grand Total	**266,926**	**291,967**	**276,095**	**268,637**	**288,281**	**278,281.25**

LICENSING COMMISSION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51164 LCM PR CLERICAL SVC	5,340	4,760	5,340	5,340	5,340	5,340.00
001 - PERSONAL SERVICES Total	**5,340**	**4,760**	**5,340**	**5,340**	**5,340**	**5,340.00**
007 - OTHER CHARGES & EXPENSES						
57809 LCM GENERAL EXP	669	146	751	1,500	1,500	1,500.00
007 - OTHER CHARGES & EXPENSES Total	**669**	**146**	**751**	**1,500**	**1,500**	**1,500.00**
Grand Total	**6,009**	**4,906**	**6,091**	**6,840**	**6,840**	**6,840.00**

CONSERVATION COMMISSION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51165 CCM MINUTE TAKER	3,200	3,600	0	0	3,600	1,800.00
001 - PERSONAL SERVICES Total	**3,200**	**3,600**	**0**	**0**	**3,600**	**1,800.00**
Grand Total	**3,200**	**3,600**	**0**	**0**	**3,600**	**1,800.00**

HISTORICAL COMMISSION

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51165 HCM MINUTE TAKER	1,100	0	0	0	3,600	1,800.00
001 - PERSONAL SERVICES Total	**1,100**	**0**	**0**	**0**	**3,600**	**1,800.00**
Grand Total	**1,100**	**0**	**0**	**0**	**3,600**	**1,800.00**

PLANNING BOARD

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51165 PBD MINUTE TAKER	3,450	0	0	0	3,600	1,800.00
001 - PERSONAL SERVICES Total	**3,450**	**0**	**0**	**0**	**3,600**	**1,800.00**
Grand Total	**3,450**	**0**	**0**	**0**	**3,600**	**1,800.00**

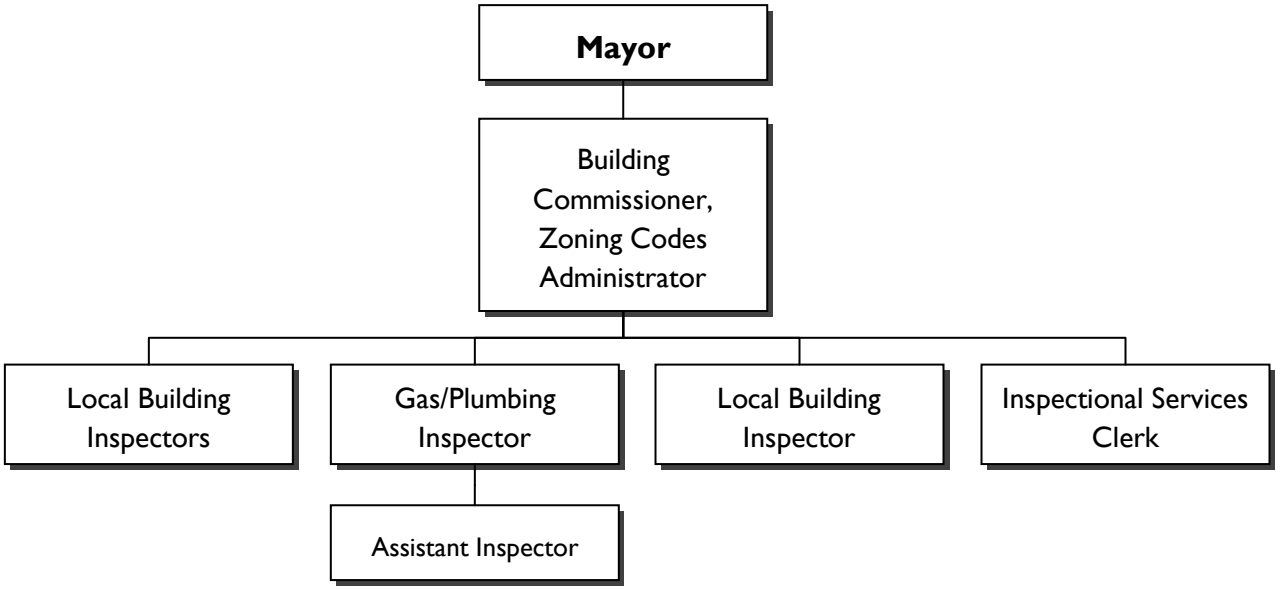
ZONING BOARD OF APPEALS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51165 ZBD MINUTE TAKER	3,450	0	0	0	3,600	1,800.00
001 - PERSONAL SERVICES Total	**3,450**	**0**	**0**	**0**	**3,600**	**1,800.00**
Grand Total	**3,450**	**0**	**0**	**0**	**3,600**	**1,800.00**

Building Department

MISSION STATEMENT

The mission of the Newburyport Building Department is to consistently and expeditiously provide equitable information and services to the public at large to accomplish their personal property use and building goals.



FY 2013 ACCOMPLISHMENTS

- Continued to provide information and assistance to the public related to all building and zoning issues within the City of Newburyport
- Inputted all gas, plumbing, electrical and building permits to date to a customized Microsoft Access Data Base that is transferred to the City wide MiMap system
- Continued to input old building permits back to 1978
- Maintained City streetlights, traffic signals, and electrical infrastructure
- The Building Department issued (695) permits for new buildings, additions, alterations
- Participated in on-site inspections including complaints, homeowner requests, zoning clarifications and emergency requests. The Department also issued (515) electrical permits, (455) gas permits, (455) plumbing permits.
- The Department will be providing mobile inspectional computers to record field inspections, that will be downloaded to the City's MiMap system to the benefit of the general public
- Updated The Building Department's webpage to reflect the current changes

FY 2014 TRENDS

The national economic downturn has not had as severe an impact in the Building Department as in other communities in 2013, though there is a general uptick of building activity throughout the local area. The Department was able to produce revenue for the General Fund and create new growth.

Existing zoning restrictions limit the size of development projects in the City. Local homeowners and builders have become increasingly creative in designing projects that minimize the oversight of City's Boards. While technically working within the confines of the law, this trend tends to produce smaller-scale projects which do not generate the same kind of revenue that larger projects would produce. This process also restricts new growth in the City from reaching its full potential. For these reasons, a comprehensive review of the City's zoning ordinance would be of great benefit.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Complete the modernization and streamlining of all building permits

Objectives:

- To insure proper paperwork is completed in a less complicated format for the Contractors and public at large
- Lessen the paperwork required to pull a building permit

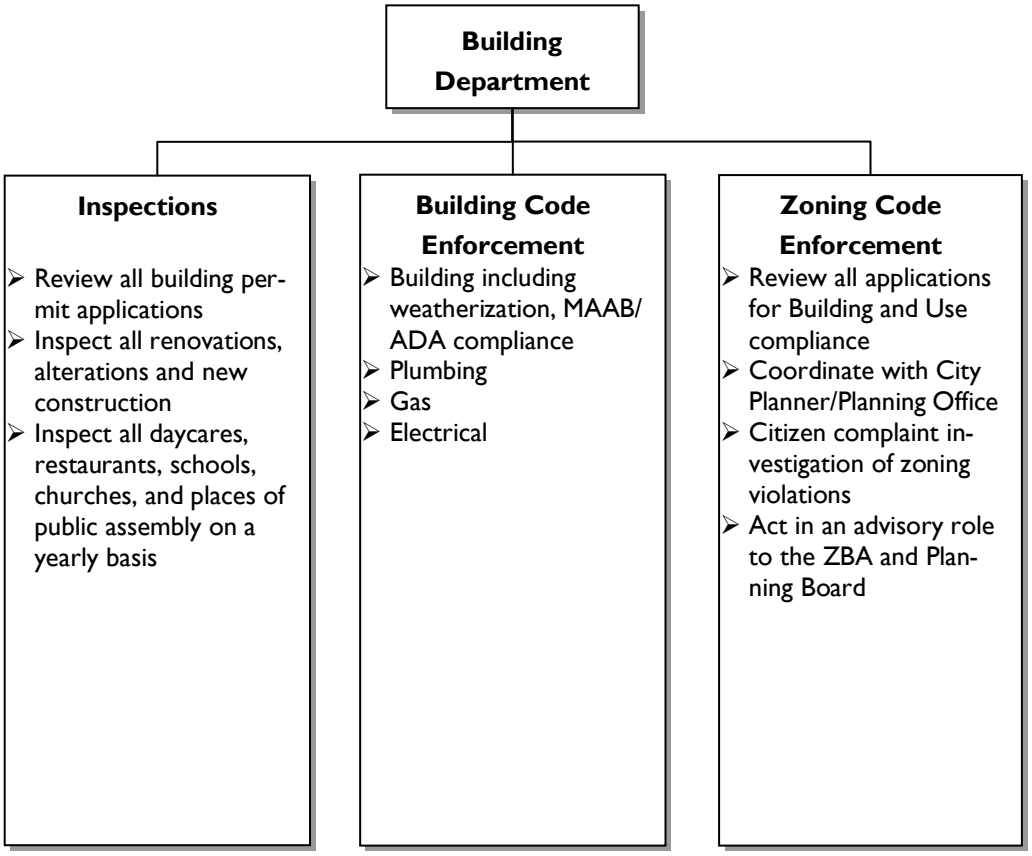
Goal 2: Implement a new permit for HVAC contractors with a new part-time Building Inspector to provide enforcement

Objectives:

- To insure compliance with new mandated HVAC laws required by the State
- Increase revenue to the City
- Insure the public good in the construction of building

Building Department (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

BUILDING DEPARTMENT			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Building Commissioner	1	1	1
Administrative Assistant	1	1	1
Inspectional Services Clerk*	1	1	1
Electrical Inspector	1	1	0**
Plumbing/Gas Inspector*	1	1	1
Assistant Building Inspector	0	0	1
Total Full-Time Equivalents:	**5**	**5**	**5**

*Funded by Inspections/Fees

**Moved to DPS in FY14

BUILDING DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 BLD SAL BLDG INSPECTOR	72,515	73,965	73,966	73,965	78,107	78,106.65
51103 BLD SAL ADMIN SECRETARY	48,121	49,083	49,085	49,085	52,398	52,397.80
51160 BLD SAL ASST BLDG INSPECTOR	0	0	0	0	21,736	21,736.00
51401 BLD LONGEVITY	5,059	5,059	5,112	5,112	5,899	5,899.40
51402 BLD TRAVEL EXP STPND	3,700	4,472	4,600	4,600	4,900	4,900.00
51412 BLD CLOTHING ALLOWANCE	250	250	250	250	500	500.00
001 - PERSONAL SERVICES Total	**129,645**	**132,830**	**133,013**	**133,012**	**163,540**	**163,539.85**
002 - PURCHASE OF SERVICES						
53401 BLD PRINTING	165	694	427	750	750	750.00
55800 BLD MISC EXPENSE	278	575	500	575	575	575.00
002 - PURCHASE OF SERVICES Total	**443**	**1,269**	**928**	**1,325**	**1,325**	**1,325.00**
Grand Total	**130,088**	**134,098**	**133,941**	**134,337**	**164,865**	**164,864.85**

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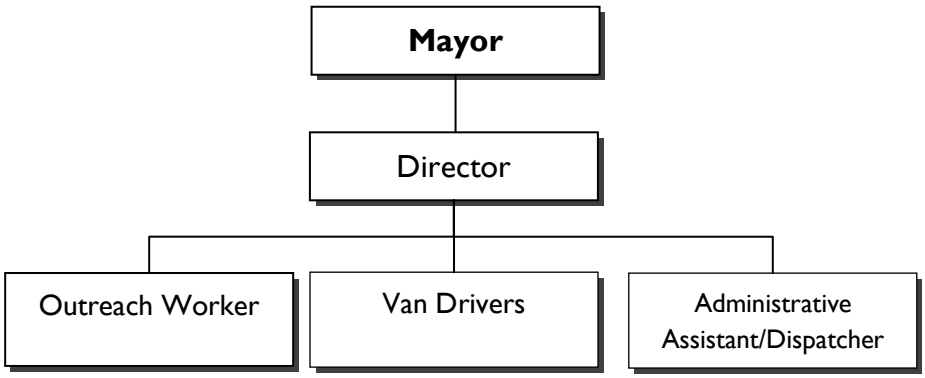
Section 8:
Social Services

Council on Aging

MISSION STATEMENT

The mission of the Newburyport Council on Aging is to advocate for older adults, to identify their needs, to develop and implement services to meet their health, economic, social and cultural needs, to encourage maximum independence, and to improve their quality of life.



FY 2013 ACCOMPLISHMENTS:

- Received grants from:
  - Executive Office of Elder Affairs (grant is used to pay van driver salary, van fuel, and postage)
  - Howard Benevolent Society (grant is used for Snow Shovel project)
  - Friends of Newburyport COA (grant is used for van fuel)
  - Central Congregational Church Outreach Committee (grant is used for prescription medications)
  - Newburyport Society for Relief of Aged Women (grant is used for Dental clinics)
- Acquired third van in collaboration with Salisbury COA to supplement Transport Program
- Increased visibility thru efforts of COA Board members. Calls to COA office have increased by 5%
- Implemented a monthly Dental clinic at COA to provide affordable dental cleanings and evaluations.
- Completed design phase for senior/community center
- Relocated Meals On Wheels program to new location (Central Congregational Church)

FY 2014 GOALS AND OBJECTIVES

Goal 1: Administer an efficient, effective transportation program for senior citizens and disabled non-Elders

Objectives:

Vehicles

- Replace the oldest van in the fleet (currently odometer is 108,832) by trading it in for a new van
- Maintain the fleet of vans in optimum mechanical condition
- Strive to keep all vehicles clean, and attractive inside and out

Drivers

- Employ team workers who are capable, conscientious, and public service oriented
- Provide drivers with opportunities to increase their skills through appropriate training seminars, such as defensive driving programs
- Compensate drivers appropriately and equitably

Schedules

- Maintain drafts of daily schedules for the next two weeks for planning purposes
- Complete next day's transport schedule by 3:00 p.m. for review with drivers
- Dispatch schedule updates to drivers immediately upon receipt
- Enter transport schedule information into data base for statistical records.
- Back-up the computer files to prevent chaos caused by unexpected computer problems

Goal 2: Increase the visibility of the COA

Objectives:

- Use local media to regularly report on COA programs and advertise activities;
    - ◊ Local Cable Access Channels
    - ◊ Daily News
    - ◊ Newburyport Current
    - ◊ WNBP
- Distribute monthly newsletter to residents and agencies;
- Identify additional locations for elder programs and services
- Provide for representation of department at district, regional, state, and national events

Council on Aging (cont.)

- Collaborate with the Friends of the Council on Aging to improve implementation of the programs

Goal 3: Provide all Senior Citizen Programs and Services in one community focal point location

Objectives:

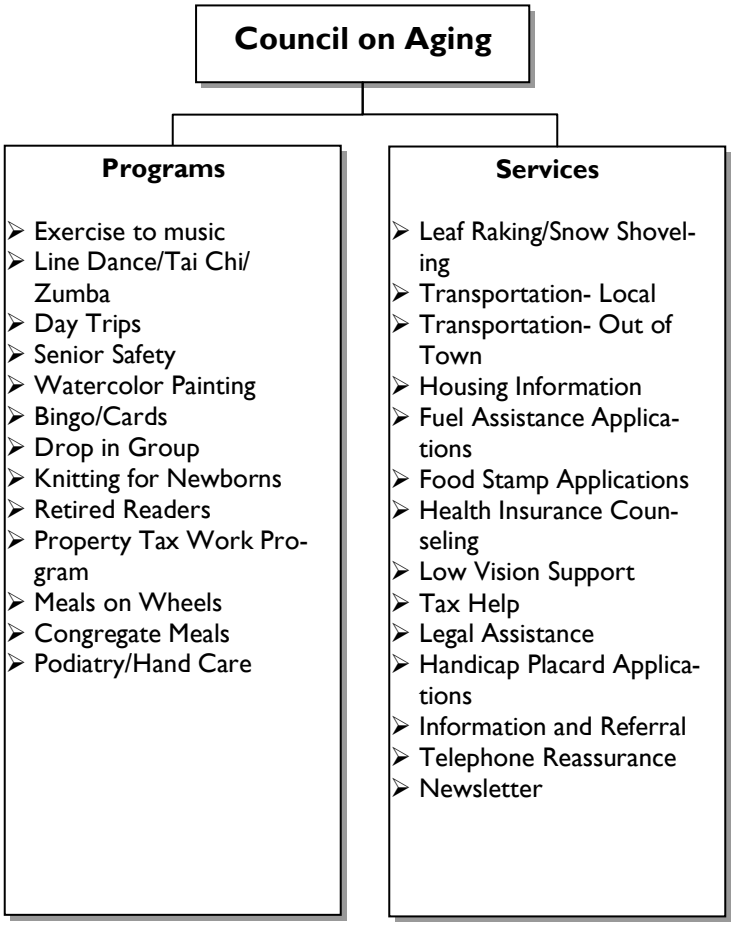
- Complete construction of senior/community center
- Work with Friends of Newburyport COA to solicit funding from banks, foundations and individuals

Goal 4: Provide "quality of life" services for senior citizens

Objectives:

- Work with COA Board members to identify unmet service needs in the elder community
- Provide monthly reports of services provided and elders served to COA Board
- Delegate project management duties to an Activities Coordinator for seamless implementation
- Use monthly newsletter and other vehicles to solicit input about the quantity and quality of available services

PROGRAMS & SERVICES



PERSONNEL SUMMARY

COUNCIL ON AGING			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
COA Director	1	1	1
Driver	2	2	2
Administrative Assistant	1	1	1
Activities Coordinator	0	0	0.5
Total Full-Time Equivalents:	**4.0**	**4.0**	**4.5**

COUNCIL ON AGING

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 COA SAL COA DIRECTOR	55,084	56,186	55,084	55,084	58,169	58,169.03
51156 COA SAL VAN DRIVERS	67,861	75,915	76,418	76,418	89,309	89,308.74
51162 COA SAL ACTIVITIES COORD	0	0	0	0	19,760	19,760.00
51164 COA SAL RECEPTIONIST	33,580	33,473	34,221	35,604	35,604	35,604.00
51401 COA LONGEVITY	4,145	4,496	4,496	4,496	4,748	4,747.78
51404 COA TRAVEL EXP STPND	3,025	3,300	3,940	3,940	4,240	4,240.00
51405 COA CLOTHING REIMBURSEMENT	600	600	600	600	1,200	1,200.00
001 - PERSONAL SERVICES Total	**164,295**	**173,970**	**174,759**	**176,142**	**213,030**	**213,029.55**
002 - PURCHASE OF SERVICES						
52403 COA MAINT-VEHICLES	3,796	2,552	4,500	4,500	4,500	4,500.00
52701 COA BUILDING RENT	14,400	14,400	14,400	14,400	14,400	14,400.00
52900 COA MEALS ON WHEELS	0	0	0	0	13,200	13,200.00
002 - PURCHASE OF SERVICES Total	**18,196**	**16,952**	**18,900**	**18,900**	**32,100**	**32,100.00**
004 - SUPPLIES						
54200 COA OFFICE SUPPLIES	845	996	1,000	1,000	1,000	1,000.00
54801 COA FUEL/OIL VEHICLE(S)	1,000	1,000	3,500	3,500	12,000	12,000.00
004 - SUPPLIES Total	**1,845**	**1,996**	**4,500**	**4,500**	**13,000**	**13,000.00**
Grand Total	**184,336**	**192,918**	**198,159**	**199,542**	**258,130**	**258,129.55**

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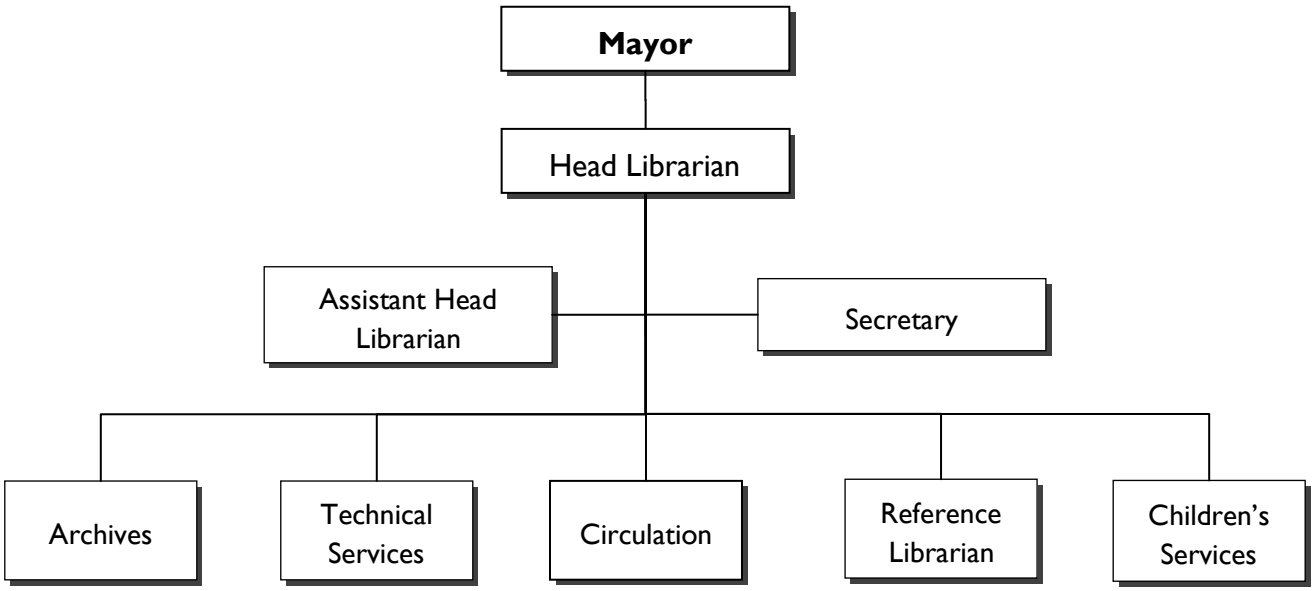
Library

MISSION STATEMENT

The Library is the centerpiece of our community, welcoming and empowering all in the pursuit of knowledge, culture and social connections.



FY 2013 ACCOMPLISHMENTS

Major accomplishments:

- The second phase of the library space plan implementation, a remodel/reorganization of the 2nd floor Reference Area, was completed. A new reference desk was created in a location more visible and accessible for patrons. Other aspects of the project involved building a staff office, extensive weeding of the reference book collection, updated lighting, relocation of the online catalog, microfilm reader/printer/scanner and film drawers and the compact disc collection, relocation of the 3rd floor public computers to the 2nd floor reference area and the replacement of carpet
- New hires brought the library to full staffing again, in addition to bringing excitement and new programs and ideas
- The library, along with the Merrimack Valley Library Consortium, transitioned to an open source ILS, Evergreen. A new circulation module for staff and the revamped online catalog provided improved customer service

Key Metrics	Value
Library Visits	279,443
Circulation	333,887
Uses of Downloadable Audiobooks	1,537
Uses of e-books	1,458
Reference Questions Answered	24,542
Interlibrary Loan Items Received	45,877
Interlibrary Loan Items Loaned	34,948
Programs for Adults	66
Programs for Teens	68
Programs for Children	328
Self-Check Stations as a Percentage of Total Circulation	21%
Number of Volunteers	64
Volunteer Hours	2,714

Programs/Events:

- New programs for babies and 1-year olds
- Embroidery club proved popular
- Book and film clubs continued in popularity and a fiction book club was added
- Student poetry showcased on the library fence
- "Tween" Advisory Group created
- Library served as venue for Children's and Teen authors during NBPT LitFest
- More than 600 people attended the Fran Dalton photo retrospective
- Friends of the Library cooperated with the NBPT Horticultural Society for the first annual "Books in Bloom" event

Technology:

- Barcode duplication for automated materials handling almost complete
- Updated microfilm reader/printer/scanner purchased for Reference Department
- "When to Work" software installed for staff scheduling
- Computer upgrades and replacements completed per annual tech plan

Partnerships:

- The Head Librarian served on steering committee for NBPT Literary Festival
- The library and the city's Health Department co-sponsored programs on EEE, West Nile Virus and Lyme Disease

Library (cont.)

- The library advanced its "green" goal by partnering with the city for rain barrel and solarization initiatives
- Library meeting space used by NBPT Adult Education/Lyceum classes
- A dedicated volunteer corps committed significant time to re-shelving library materials, mending books and assisting in the Archival Center
- Funding from the Friends of the Library and the Institution for Savings Charitable Foundation made the 2nd floor renovation project possible
- NAID (Newburyport Area Industrial Development) Foundation provided funding for microfilm reader purchase

FY 2014 TRENDS

- MVLC migrated to an open source ILS, Evergreen, with two other MA library networks. There is hope that all MA networks will eventually adopt the same ILS and provide a statewide library card.
- Following a trend, Newburyport's print circulation has declined slightly. Some budget funds will be shifted to e-books to satisfy this growing demand. Availability of e-content to libraries is currently at the discretion of the publishers.
- Supplemental funding from Friends of the Library and State Aid will be reduced, particularly for purchases of technology and capital items and library materials. The library's municipal budget request will reflect these impacts.

FY 2014 GOALS AND OBJECTIVES

Goal 1: The community will have access to materials and opportunities that promote lifelong learning under the guidance of trained and professional staff

Objectives:

- Continue to fill the role of popular materials library
    - Enlarge collection of "books to go" and multiple copies of best sellers to accommodate patron requests
    - With MVLC, explore new e-book platforms
    - Fund additional popular e-books
    - Explore the use of Wowbrary or similar product to promote the library's popular materials
    - Explore e-magazine options such as Zinnio
    - Implement system of self-pickup of hold items

    - Weed less popular magazines and invest in multiple copies of selected newspapers
- Engage in collection development activities
    - Explore the "neighborhood" concept for grouping/shelving non-fiction materials
- Provide a broad range of programs for adults to satisfy a variety of interests
    - Continue to offer the monthly book clubs and bi-monthly film club
    - Continue to offer at least two programs/month for adults
    - Explore participation in a public forum lecture series
    - Provide an annual program on genealogy/local history
    - Continue to offer library space for the Lifelong Learning Lyceum meetings and Newburyport Adult Education courses

Goal 2: Children and Teens will find a supportive environment with dedicated staff, quality materials and engaging, age-appropriate programming

Objectives:

- Offer an up-to-date collection of reference and circulating materials for caregivers and infants through young adults
    - Create a collection of themed book kits, possibly with grant funds for Early Literacy
- Encourage input from the Teen and Tween Advisory Groups re: programs and services
    - Hold monthly meetings of the Teen and Tween Advisory Groups
    - Teen and Children's Librarians will involve teens and tweens in planning and carrying out programs/activities for children
- Expand program offerings for children, tweens and teens
    - Pursue grant opportunity to explore options for separate teen programming space
    - Collaborate with city's Youth Services Department when possible
    - Children's and Teen librarians will collaborate to plan tween programming

Goal 3: The library will make use of technology to provide the best possible customer service and maximize staff efficiency

Objectives:

- Through the Merrimack Valley Library Consortium, stay abreast of technological developments
    - Staff members will continue to serve as standing committee and ad hoc representatives

Library (cont.)

    - Director will serve as President of MVLC
- Participate in automated materials handling/sorting
    - Complete re-barcoding project begun in FY12
    - Continue to evaluate and adjust workflow as needed for "sort-to-light" materials handling
- In accordance with a current technology plan, replace/upgrade public and staff computers and related equipment and software
    - Prepare annual technology plan and accompanying equipment replacement schedule
    - Secure funding from the City or Friends of the Library for IT upgrades/ replacements. Advocate with Friends for municipal funding of technology items
    - Request funding from the NAID (Newburyport Area Industrial Development) Foundation for a specific technology project
    - If funding can be obtained, upgrade phone system
- Participate in a comprehensive city computer network
    - Work with library's telecomm vendor and city IT department to bridge the city and MVLC networks
    - Participate in online payroll submission, when available
    - Use MUNIS for account/payment inquiries, when available

Goal 4: The public will be aware of and use the many and varied services available to them at and through the library

Objectives:

- Users will experience a vibrant "virtual" branch of the library
    - Consider a website revision
    - Explore using Pinterest for program planning
    - Explore mobile NPL app – Boopsie or other option
    - Expand children's website homework help sources
- Create a library brand and engage in ongoing marketing of library services
    - Solicit volunteer assistance to create a new logo/tagline
    - Train staff in front line marketing strategies
    - Staff will wear name tags or other IDs
    - Explore implementation of e-communication for patrons in various formats

(Twitter, email service such as Constant Contact or Vertical Response)

- Enhance readers' advisory services with "Dear Reader" or Bookletters

PROGRAMS & SERVICES

Library

Programs & Services

- Books in regular and large print, magazines, music CDs, books on CD and DVDs to borrow
- Lebman Judaica collection
- Newspaper collection for browsing
- Professional reference services offered in Information Services Department and Archival Center
- Full service Children's Room and Teen Loft, including materials, programs and reference assistance
- Online databases, including business and genealogy resources
- Informational and cultural programs for adults, teens and children
- Public computers/printing and wireless Internet access
- Newburyport Daily News on microfilm and reader/printer/scanner
- Public photocopier (b&w and color)
- Quiet study rooms and conference room
- Comfortable seating areas
- Meeting spaces for city and non-profit groups
- Language learning CDs and Mango Languages, an online database
- Content delivery services such as Overdrive downloadable audio and ebook service and Freegal Music Service
- Free or reduced price passes to area museums
- Exam proctoring for distance learners
- Volunteer program
- Active (976 members) Friends of the Library group who act as library advocates and raise supplemental funds

Library (cont.)

PERSONNEL SUMMARY

LIBRARY			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Head Librarian	1	1	1
Assistant Head Librarian	1	1	1
Custodian	2	2	1
Secretary	1	1	1
Senior Librarian	5	5	5
Staff Librarian	6	6	6
Library Technician (3FT, 4PT)	7	7	7
Total Full-Time Equivalents:	**23**	**23**	**22**

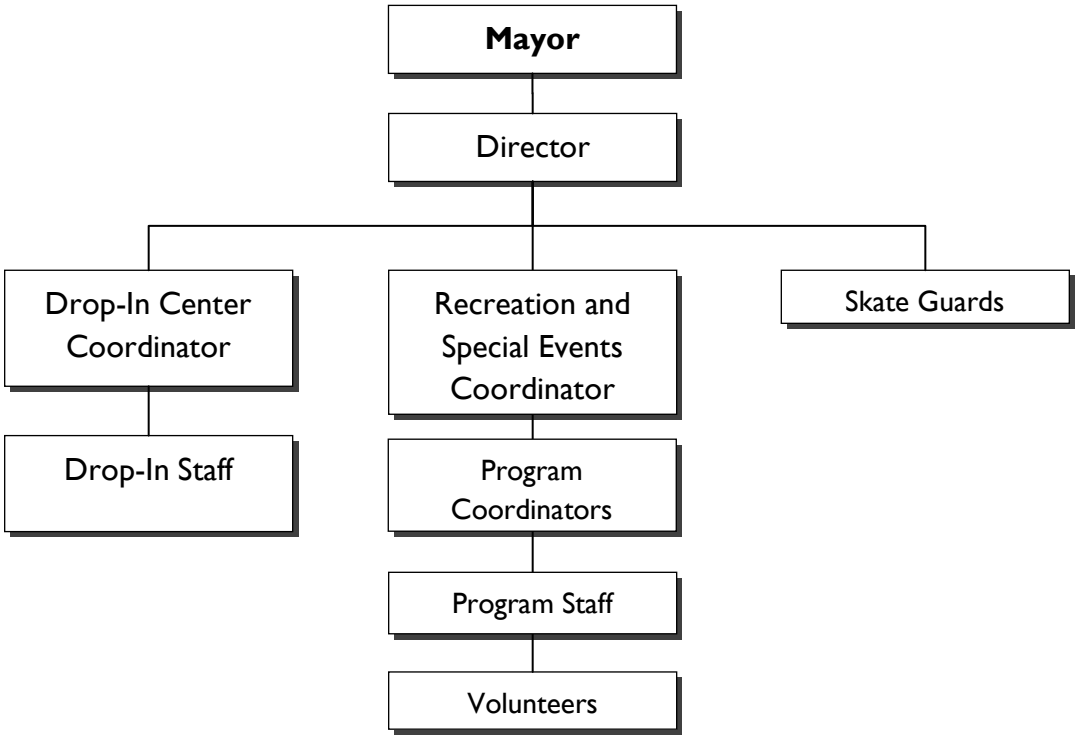
NEWBURYPORT PUBLIC LIBRARY

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 LIB SAL LIBRARIAN	77,651	79,204	80,111	81,226	82,850	82,850.00
51156 LIB SAL STAFF	802,208	826,669	846,267	863,115	852,997	852,997.00
51401 LIB LONGEVITY	15,051	15,467	15,981	11,548	10,318	10,318.00
51405 LIB CLOTHING REIMBURSEMENT	1,200	1,200	1,200	1,200	600	600.00
51901 LIB RETIREMENT EXP	0	0	0	0	-	0.00
001 - PERSONAL SERVICES Total	**896,110**	**922,541**	**943,559**	**957,089**	**946,765**	**946,765.00**
002 - PURCHASE OF SERVICES						
52101 LIB HEAT/ELECTRICITY-MB	79,485	80,909	88,000	94,000	92,000	92,000.00
52102 LIB HEAT/ELECTRICITY-SEB	1,059	1,900	0	0	-	0.00
52401 LIB MAINT-BLDG (MAIN)	7,500	8,000	29,500	7,000	1,000	1,000.00
52402 LIB MAINT-EQUIPMENT	8,270	9,150	13,260	12,050	13,374	13,374.00
52403 LIB LICENSING & WARRANTY FEES	20,210	20,065	20,540	21,869	18,950	18,950.00
52901 LIB AUTOMATED SVCS	46,346	47,084	47,665	49,321	50,472	50,472.00
53001 LIB TECHNOLOGY PURCHASES	0	0	0	0	10,000	10,000.00
53010 LIB BINDING	719	653	450	400	500	500.00
53015 LIB MICROFILM	1,008	1,378	818	1,500	1,375	1,375.00
53020 LIB YOUTHS PROGRAMS	700	690	1,471	1,500	2,000	2,000.00
55101 LIB AUDIO-VISUAL MATERIAL	15,550	25,000	16,000	17,625	20,500	20,500.00
55102 LIB PURCHASE BOOKS	106,000	104,990	93,300	91,000	90,000	90,000.00
55800 LIB ADMIN EXPENSE	1,334	2,661	1,338	1,075	1,500	1,500.00
55801 LIB SUPPLIES	7,355	9,200	6,540	6,500	7,800	7,800.00
002 - PURCHASE OF SERVICES Total	**295,536**	**311,680**	**318,882**	**303,840**	**309,471**	**309,471.00**
Grand Total	**1,191,645**	**1,234,221**	**1,262,441**	**1,260,929**	**1,256,236**	**1,256,236.00**

Youth Services

MISSION STATEMENT

The mission of Newburyport Youth Services is to create quality programming and events for the City's youth in safe and supportive environments that encourage growth, self exploration and empowerment.



FY 2013 ACCOMPLISHMENTS

- Began online registration and credit card processing:
- Completed fall and winter programming with 423 youth (31% increase from previous year)
- Held 7 Special Events(*2 new events): Guy's night out, Girl's Night Out, Invitation Night Movie, Family Camp Out*, Youth Fishing Derby*, Asset Awards, Duck Derby
- Conducted 2 youth leadership retreats (serving over 100 youth), continued the Youth Council and established 3 paid Youth Leader Positions.
- Completed a new 5 year plan for the department with the Youth Commission
- Summer 2012 took in over **$145,000** in user fees, serving 1,197 participants (a 30% increase in participants)
- Acquired **$7,500** in funding for a 12 passenger van lease; completed lease and purchased the van.

- Met all objectives of YR 7 of the **Drug Free Communities** grant and completed all grant requirements successfully
- Awarded **$125,000** in Year 8 Federal Drug Free Communities (DFC) Support Program Grant
- School Age Care contract estimated at **$10,000 revenue** for FY13

FY 2014 GOALS AND OBJECTIVES

Goal 1: Expand recreation and enrichment opportunities to all youth and families.

Objectives:

- Evaluate and improve existing programs
- Develop new programs and support programs offered by other organizations in the community
- Create marketing plan; increase mailings to surrounding communities
- Increase outdoor programming

Goal 2: Continue to support and collaborate with the Learning Enrichment Center

Objectives:

- Support the NLEC 5 year plan

Goal 3: Develop new programs and support programs offered by other organizations in the community

Objectives:

- Expand intergenerational programs
- Offer day time early education programming
- Continue to build partnerships with other organizations serving youth

Goal 4: Utilize the entire Kelley School Youth Center building

Objectives:

- Create a comprehensive improvement plan
- Secure funding
- Increase community and private use of building

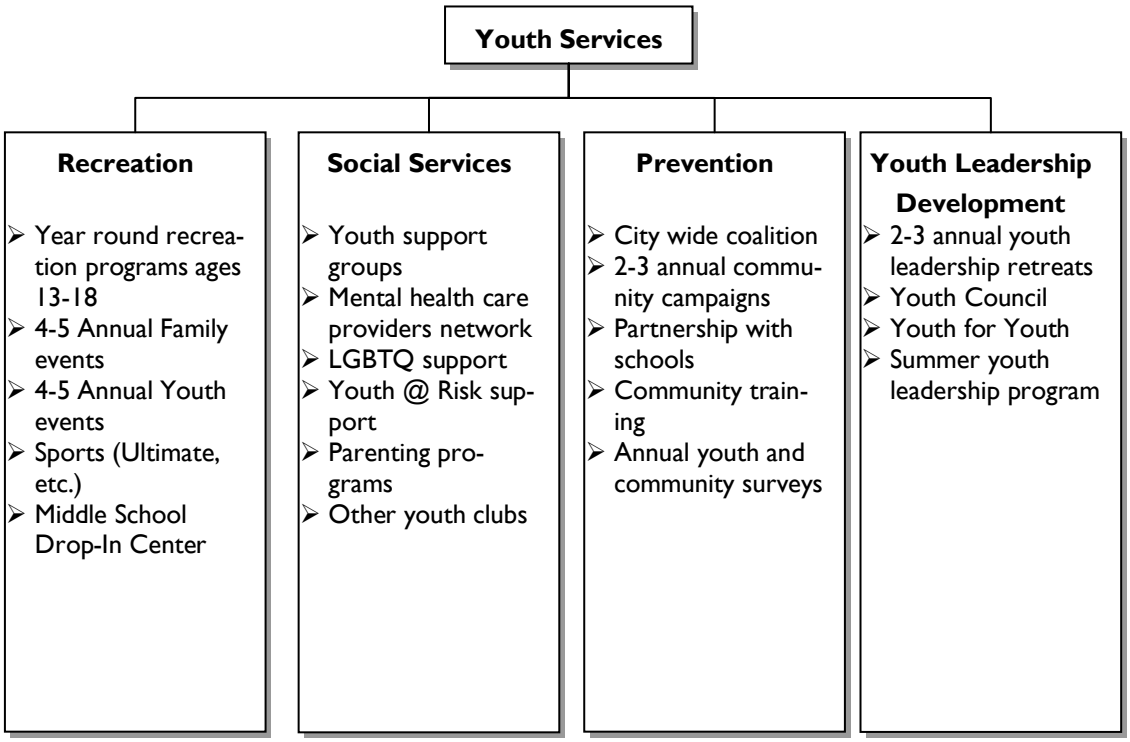
Youth Services (cont.)

Goal 5: Establish funding and resources to continue the mission of the BEACON Coalition.

Objective:

- Increase community participation in coalition projects.
- Identify and acquire alternate funding for prevention projects under the BEACON Coalition.

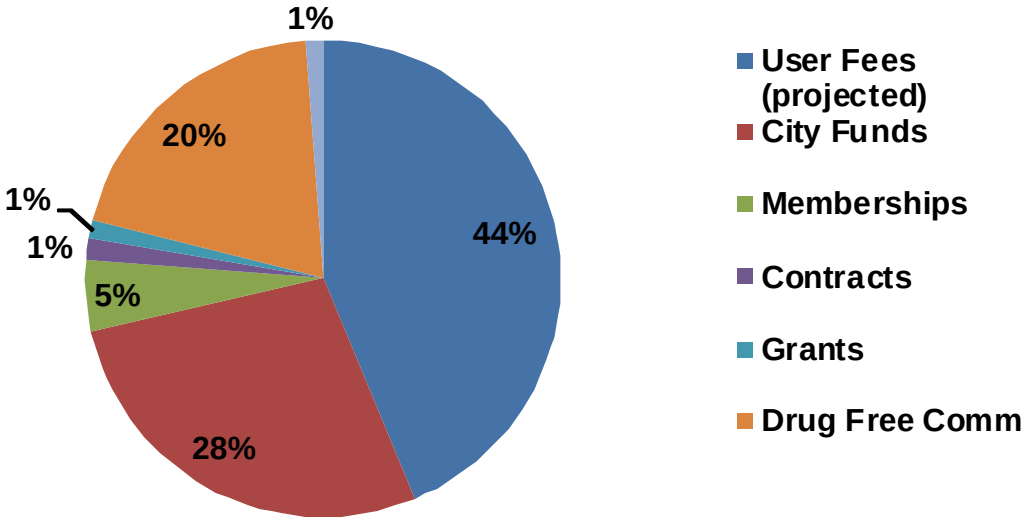
PROGRAMS & SERVICES



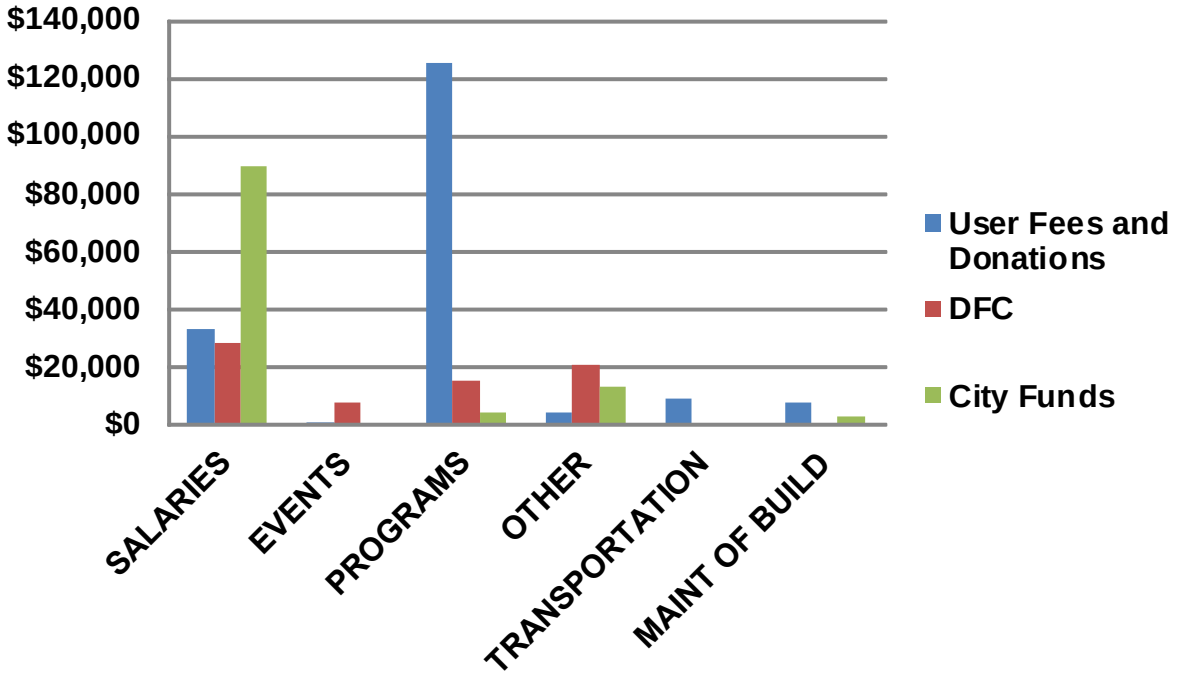
PERSONNEL SUMMARY

YOUTH SERVICES			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Director	1	1	1
Recreation Programs Director	1	1	1
Project Coordinator	1	1	1
Youth Coordinator	1	1	1
Total Full-Time Equivalents:	**4**	**4**	**4**

FY2014 Projected Revenue Sources



FY2014 Projected Expenditures



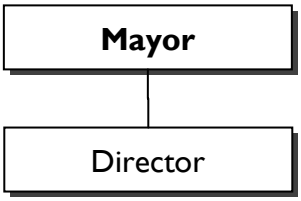
YOUTH SERVICES

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 YTH DIRECTOR YOUTH SERV	53,000	53,000	54,231	54,250	61,617	61,616.73
51160 YTH SAL PROGRAM COORDINATOR	27,218	31,090	34,425	34,425	34,769	34,769.25
51162 YTH SAL PROGRAM ASSISTANT	20,000	19,692	0	0	-	0.00
51163 YTH SAL PREVENTION COORD	0	0	0	11,666	14,583	14,582.50
51166 YTH BOOK KEEPER PT	0	0	1,852	5,000	5,000	5,000.00
51190 YTH EMPLOYMENT	5,655	11,992	15,000	15,000	15,000	15,000.00
001 - PERSONAL SERVICES Total	**105,873**	**115,774**	**105,507**	**120,341**	**130,968**	**130,968.48**
002 - PURCHASE OF SERVICES						
52701 YTH RENT-LEARNING CTR	4,800	4,800	4,800	4,800	4,800	4,800.00
53002 YTH REGISTRATION SOFTWARE	0	0	875	2,000	2,500	2,500.00
53003 YTH ACCESSABILITY ACCOMODATNS	0	0	875	2,000	2,000	2,000.00
53202 YTH LEARNING ENRICH PROGRAM	0	0	0	0	10,000	10,000.00
002 - PURCHASE OF SERVICES Total	**4,800**	**4,800**	**6,550**	**8,800**	**19,300**	**19,300.00**
007 - OTHER CHARGES & EXPENSES						
57300 YTH DUES/LICENSES	240	250	250	250	250	250.00
57840 YTH TEEN SUMMER CHALLENGE	1,000	1,000	0	1,000	1,000	1,000.00
57841 YTH SUBSTANCE ABUSE GRANT	0	0	0	12,000	15,000	15,000.00
57842 YTH LEARNING ENRICHMENT CTR	10,889	40,889	33,560	33,560	33,560	33,560.00
57843 YTH KELLEY SCHOOL EXPENSES	0	20,927	22,899	23,000	23,000	23,000.00
007 - OTHER CHARGES & EXPENSES Total	**12,129**	**63,066**	**56,709**	**69,810**	**72,810**	**72,810.00**
Grand Total	**122,802**	**183,641**	**168,766**	**198,951**	**223,078**	**223,078.48**

Veterans' Services

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Distributed over $230,000 in financial assistance to needy Newburyport veterans and their families. The City receives 75% reimbursement from the State for this disbursement. This is the highest total assistance the City has ever disbursed
- Facilitated the monthly World War II veterans breakfast and luncheon series
- Initiated discussions with the surrounding communities of Amesbury, Merrimac, Newbury and Salisbury to examine the feasibility of forming a Regional Veterans District

FY 2014 TRENDS

Discussions with potential regional partners that have been ongoing since early CY 2013 about the creation of a Veterans District will continue to advance. Much work remains before a district is formed, with an Intermunicipal Agreement, Home Rule Petition, and Veterans Services Application still to be drafted, but the five communities are committed to moving forward and believe that this process will provide improved services to local veterans with the addition of a full-time Service Officer replacing part-time positions. The goal is to have a District in place by early FY14.

The World War II luncheon series will continue next year. This project has been successful and is growing in scope, now reaching older veterans throughout the surrounding area.

Financial assistance through the Chapter 115 program is expected to follow the trend established over the last five years and should continue to grow. Without this supplemental resource, approximately 35 Newburyport families would suffer severe economic hardship.

FY 2014 GOALS & OBJECTIVES

Goal 1: Seamless transition to District

Objectives:

- Use March training for gathering information
- Pattern after successful existing programs

Goal 2: Continue Outreach for WWII and Korean veterans

Objectives:

- Monthly WWII Luncheons at Hungry Traveler
- Korean War Luncheon during Yankee Homecoming
- Devise better communication channels to reach older veterans
- More frequent columns in COA newsletter

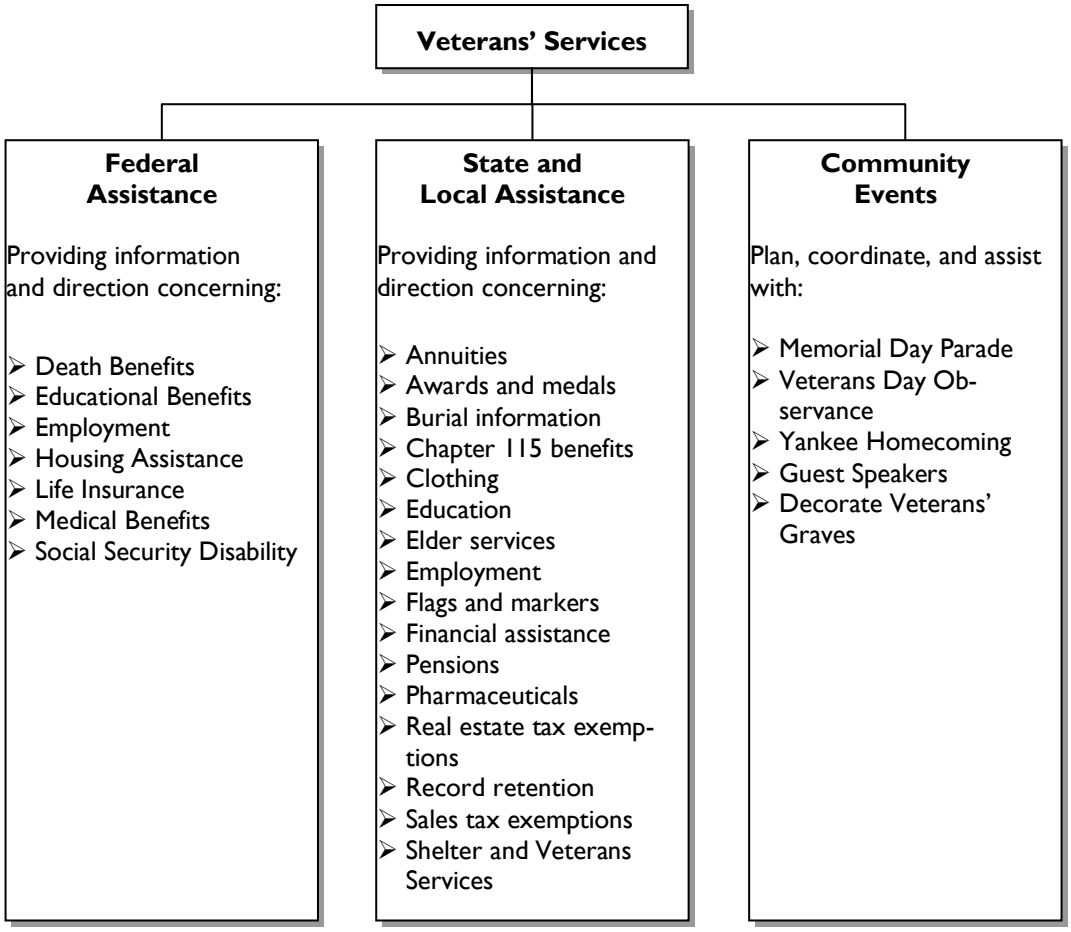
Goal 3: Outreach for all Chapter 115 potential beneficiaries

Objectives:

- COA newsletter
- Bulletin Board and Cable Flyers
- Publicize as appropriate

Veterans' Services (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

VETERANS SERVICES			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Veteran Services' Director	1	1	1
Total Full-Time Equivalents:	**1**	**1**	**1**

VETERANS' SERVICES

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 VET SAL VETERAN DIRECTOR	39,873	40,670	40,671	40,670	47,624	47,623.80
51404 VET TRAVEL EXPENSE	2,503	2,544	2,565	2,700	2,700	2,700.00
51430 VET GRAVES REGISTRATION OFCR	700	700	700	700	700	700.00
001 - PERSONAL SERVICES Total	**43,075**	**43,914**	**43,935**	**44,070**	**51,024**	**51,023.80**
002 - PURCHASE OF SERVICES						
53070 VET BURIAL	0	2,000	3,395	2,000	2,000	2,000.00
54200 VET OFFICE SUPPLIES	424	402	125	500	500	500.00
55800 VET OTHER SUPPLIES	667	870	693	1,000	1,000	1,000.00
002 - PURCHASE OF SERVICES Total	**1,091**	**3,272**	**4,213**	**3,500**	**3,500**	**3,500.00**
007 - OTHER CHARGES & EXPENSES						
57700 VET VETERANS' BENEFITS	79,081	149,581	243,102	172,280	172,280	172,280.00
57701 VET CARE OF SOLDIERS GRAVES	1,407	1,497	1,497	1,500	1,500	1,500.00
007 - OTHER CHARGES & EXPENSES Total	**80,488**	**151,078**	**244,599**	**173,780**	**173,780**	**173,780.00**
Grand Total	**124,654**	**198,264**	**292,748**	**221,350**	**228,304**	**228,303.80**

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Section 9:
Education

NEWBURYPORT PUBLIC SCHOOLS
70 LOW STREET
NEWBURYPORT, MASSACHUSETTS 01950-4096

Office of the Superintendent

TELEPHONE 978.465.4456
FAX 978.462.3495

Superintendent's Budget Message

May 8, 2013

Over the past few months, my colleagues and I have worked very carefully with the School Committee to finalize the FY14 school budget. We took into consideration the FY13 projected deficit and carefully added additional positions that would significantly impact the district. Each principal and central office administrator reviewed his/her budget in a public session with School Committee members. We discussed, publicly, our maintenance of effort budget and the additional resources needed to meet the needs of students.

On May 6, 2013, The School Committee unanimously approved the FY14 school budget of $26,345,941. This is an increase over FY13 of $1,004,489 or 3.96%. When you review the budget you will see that some of the revenue offsets are lower than the revenue offsets in the FY13 budget. For example, FY 14 Projected Revenue from Choice Tuitions, Circuit Breaker, and Choice Fund Balance are **$312,233 less than FY13**. Those revenue offset losses had to be made up in the FY14 budget.

You will also notice that the revenue from Title I ($140,216) and Special Education 94-142 (ABLE) ($500,000) are added in the FY14 budget. That is because grant funded personnel are now included in the FY14 budget. This is a change from last year. **City Appropriations are projected to be $23,231,943. The increase from the FY13 City Appropriations is $681,506 (3.02%).**

The FY14 budget includes a net change of Full Time Equivalent of 4.8 staff members. This budget will:

- Build technology integration at the High School
- Expand the Advanced Placement English program
- Expand technology engineering at the Nock Middle School
- Provide reading intervention during the summer and after school
- Support the Place-Based Education initiative
- Expand the music program at the Molin School and High School
- Expand the English Language Learners Program
- Supports the continuum of Special Education services across the district
- Expands leadership at the High School to address DESE mandate
- Expands health services support across the district.
- Provides transportation for McKinney-Vento students
- Provides opportunity to share a lease partnership with Youth Services.

As I wrote in the previous budget address, "I expect nothing but the very best from our entire staff. Their work makes the difference in the life of every student. I appreciate their effort and commitment to our district. We will continue to promote our theme, Greatness Begets Greatness: Good to Great, Great to Greater. I appreciate the collaboration, corroboration, and support from our School Committee. They have put student achievement first on our yearly agenda. I also appreciate the tremendous support from the Newburyport Educational Foundation, The Education Business Coalition, Swasey Foundation, Parent-Teacher Organizations, and other businesses and institutions in the community. Without their contributions, Newburyport Public Schools would not be where it is today."

Sincerely,

Marc Kerble, Ed.D.
Superintendent of Schools

Newburyport Public Schools
FY13 Highlights & FY14 Goals

High School

2013 Highlights

- Created STEM partnership with 3 NHS classes and Olin College students and staff
- Implemented new teacher evaluation system with integrity
- Finished our NEASC committee reports with faculty approval
- Developed Flex scheduled classes in Theater, Music, and Technology to be offered to NHS students in 13-14 school year
- Implemented new science fair process/event
- Opened newly developed/designed media center at the high school
- Created an 11th grade AP English course
- Disseminated an Accuplacer test to all 10th grade CP English students
- Developed NECCO course offerings for NHS students in a flex schedule outside the normal school day/NHS and NECCO with credit earned
- Planned and developed a therapeutic model program for NHS for the high school

2014 Goals

- Add AP Chemistry and AP Psychology courses to program of studies
- Implement new therapeutic program at the high school
- Complete NEASC self-study process with a NEASC visit October 2013
- Implement dual enrollment schedule for students to attend courses at Northern Essex Community College and Newburyport High School.
- Expand the use of technology in classes and the media center.
- Expand STEM related programs for students.
- Implement year two of the new educator evaluation system.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.

Rupert A. Nock Middle School

2013 Highlights

- Set goals around writing across the curriculum in all content areas (an identified weakness as determined by MCAS).
- Worked on moving toward the Common Core in all content areas.
- Began collecting data to create a more balanced schedule for the 2013-14 school year.
- Began work on a school wide executive function plan for the entire middle school.
- Began Response to Intervention process this year and identified interventions for students experiencing failure.
- Implemented the new pre-engineering lab and began to set academic goals in this area.
- Implemented data team work to examine teacher survey results.
- Implemented a process for staff to develop actions to address areas related to student achievement.
- Implemented the new educator evaluation system.
- Created a Spanish program.
- Offered a three week German program.

2014 Goals

- Implement year two of new educator evaluation system.
- Implement a new schedule for students and teachers.
- Strengthen the current Spanish Program.
- Strengthen the current counseling program.
- Expand the Technology and Engineering program.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.

Molin Upper Elementary

2013 Highlights

- Implemented new teacher evaluation system.
- Started Phase 1 of occupied construction- Nock/Molin Building Project.
- Implemented the "What I Need" (WIN) Intervention Block to provide intervention or enrichment to students.
- Revised and implemented writing rubrics and assessments.
- Implemented revised RTI team.
- Expanded participation in Molin winter and spring concerts.
- Expanded participation in Molin School play and Molin Science Fair.
- Implemented Responsive Classroom program.
- Created school newsletter.

2014 Goals

- Continue to implement the Common Core.
- Continue to revise Bresnahan and Molin report cards to align with Common Core and for elementary consistency.
- Implement year two of the teacher evaluation system.
- Continue work on vertical alignment between grades and develop consistency among grade level teams.
- Implement special education co-teaching model based.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.

Francis T. Bresnahan School

2013 Highlights

- Implemented the new educator evaluation system with fidelity.
- Enhanced the RTI process to make informed decisions regarding student achievement and levels of intervention.
- Analyzed literacy and mathematics assessment data to identify core curriculum instructional changes.
- Enhanced the literacy block time through the implementation of Daily 5 in all first grade classrooms.
- Revised the grades 1-5 progress reports.
- Coordinated transition of students with the Brown School staff and the Molin School staff.
- Implemented data teams for data analysis and to develop action plans.

2014 Goals

- Continue to focus on the implementation of the new educator evaluation system with fidelity.

- Implement core curriculum in alignment with the Common Core standards with fidelity to enhance student achievement.
- Ensure a guaranteed and viable curriculum across all grades
- Vertical alignment of core curriculum with kindergarten and grade three.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.
- Develop and implement a new progress report for grades one-three.
- Implement plans to develop the culture and climate with the new Bresnahan staff.

George W. Brown School

2013 Highlights

- Increase in student achievement in literacy and mathematics.
- Participated (kindergarten teachers) in the Literacy for All conference in November 2012 to further the implementation of the Daily Café (Curriculum, Accuracy, Fluency and Expanded Vocabulary) as an integral part of our comprehensive literacy program.
- Participated (preschool teachers) in bi-monthly professional development with the literacy and math coaches on the topics of dialogic reading and developing common math assessments.
- Implemented the new teacher evaluation system with fidelity beginning with the development of SMART goals and educator plans to becoming familiar with the new observation model to creating binders of evidence to showcase their progress and growth throughout the year in alignment with the new teacher standards and rubric.
- Revised and implemented the Response to Intervention process with teachers serving as liaisons to students who were able to receive interventions and related services through a tiered model of support as a part of the general curriculum.
- Promoted a positive culture by implementing a "bucket-filling" theme that supported character development and school-wide goals. Staff worked hard over the summer to de-clutter the school and paint murals on the walls and playground to promote our theme, vision and philosophy.

2014 Goals

- Implement year two of the new educator evaluation system with fidelity.
- Provide access to supplemental instruction to close achievement gap among all students.
- Implement transition plans to help develop the culture and climate in the new Bresnahan School.
- Implement new intensive special needs program.
- Continue to develop the Brown School relationship with the Early Intervention staff.
- Continue to develop the school-parent relationship as the Brown School transitions to the new Bresnahan School.
- Continue to use RTI and Data Teams to make informed decisions regarding student achievement and levels of intervention.

Central Office, Includes Technology & Facilities

2013 Highlights

- Implemented a new educator evaluations system.
- Continued to provide leadership in using data to drive instructional decisions.
- Created and implemented Newburyport University during our full professional day.
- Continued to support Place Based Education through professional development for our teachers.

- Started the new building projects: Bresnahan School and the Renovation of the Molin School and Nock Middle School.
- Provided extensive staff development for all special education teachers and related services
- Maintained the buildings in a safe, clean, functional manner.
- Kept equipment operating efficiently through the preventive maintenance program.
- Continued to find ways to reduce energy usage and cut costs.
- Invested in new technologies, equipment and/or methods to help custodial staff to be more efficient and effective.
- Updated program descriptions for all special education programs.
- Created and updated a system of special education services across the district.
- Strengthened the Response to Intervention Teams.
- Strengthened the security of each building.

2014 Goals

- Implement the continuum of special education services across the district.
- Implement the reorganization of the central office business department.
- Implement a yearlong staff development schedule for the district.
- Continue to implement the new educator evaluation system, including planning for district measures.
- Expand the training of the district School Councils.
- Refine the safety procedures in the emergency safety manual.
- Update the long term technology plan for the district.
- Ensure that there is curriculum alignment with the Common Core.

See Appendix D for the Newburyport Public Schools Budget

See Appendix E for the Whittier Regional Vocational Technical High School Budget

NEWBURYPORT PUBLIC SCHOOLS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
002 - PURCHASE OF SERVICES						
53201 SCH SCHOOL EXPENSES	20,569,058	21,013,234	21,902,865	22,550,436	23,231,943	23,231,943.00
002 - PURCHASE OF SERVICES Total	**20,569,058**	**21,013,234**	**21,902,865**	**22,550,436**	**23,231,943**	**23,231,943.00**
Grand Total	**20,569,058**	**21,013,234**	**21,902,865**	**22,550,436**	**23,231,943**	**23,231,943.00**

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
002 - PURCHASE OF SERVICES						
53202 WHITTIER VO TECH SCHOOL	397,533	452,634	328,294	275,985	335,705	335,705.00
002 - PURCHASE OF SERVICES Total	**397,533**	**452,634**	**328,294**	**275,985**	**335,705**	**335,705.00**
Grand Total	**397,533**	**452,634**	**328,294**	**275,985**	**335,705**	**335,705.00**

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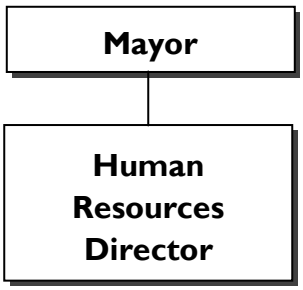
Section 10:
Shared Expenses

Human Resources & Employee Benefits

MISSION STATEMENT

The mission of the Human Resources Department is to provide quality customer service to City employees, City retirees and the general public for all Human Resources needs in the areas of: recruitment, hiring, benefits, compensation, classification, labor relations, employee relations, and worker's compensation. The Human Resources Department administers the City's compensation and benefit programs in compliance with Federal and State Labor Laws along with local collective bargaining agreements. The City, through its Human Resources Department, is committed to attracting and retaining a knowledgeable and diverse workforce, to fostering professional development, to promoting a harmonious work environment, and to assisting employees of the City in their professional goals through education, training, and awareness. The Department negotiates and manages employee benefits, and establishes and monitors policies and procedures related to personnel. The Department participates in collective bargaining sessions. The Department provides quality customer service in a friendly atmosphere while administering effective processes and practices for a positive working environment. The Department will provide information, resources, support, and counsel to all City Departments with a high level of professionalism, integrity, confidentiality, and sensitivity to the needs of the employees and the general public.



FY 2013 ACCOMPLISHMENTS

- Processed all changes/new enrollments for employees and retirees for dental, medical, and life insurance
- Issued RFQ for Medical and Dental resulting in approximately $350,000 savings for FY 2014
- Conducted analysis of Newburyport's current plan vs. GIC for FY 2014 (the City would have paid approx. $300,000 more if moved to the GIC vs. staying with MIIA)
- Designed, prepared, distribute all materials associated with open Enrollment and managed

open enrollment process

- Key negotiator with Public Employee Committee
- Served as point of contact for personnel issues with employees and Department Heads
- Successful recruitment of a key positions (e.g., Director of Policy & Administration, Planner, Fire Chief)

FY 2014 Goals

Goal 1: Continue to conduct general Human Resource functions providing quality customer service to City employees and retirees

Objectives:

- Continually improve customer service to employees, retirees, operating departments, and job applicants
- Manage the employment process, recruitment through selection and hiring of hiring key personnel and providing orientation to the City
- Conduct exit interviews, using feedback to improve current processes
- Provide guidance and support in personnel matters related to discipline
- Ensure payroll changes including retirements and resignations are processed appropriately
- Provide annual update to Employee Handbook

Goal 2: Manage costs associated with benefits while continuing to provide quality benefits for employees and retirees

Objectives:

- Develop and manage budget for City-supported benefits and Human Resources functions
- Determine, procure, and administer all department and City-wide benefits and programs
- Negotiate with PEC, ensuring employees obtain the best benefits possible while controlling the cost to the City
- Manage all vendors associated with Human Resource functions and benefits ensuring the best possible performance
- Use results of Health Plan audits to ensure on-going savings and cost-avoidance.
- Provide regular information/updates to employees/retirees concerning benefits (postcards,

Human Resources (cont.)

sessions with MIIA, BC/BS, Altus).

Goal 3: Administer City compensation and benefit programs in compliance with Federal and State labor laws along with Collective Bargaining Agreements

Objectives:

- Manage COBRA, OBRA, FMLA plans/processes
- Participate in Union Negotiations
- Complete an extensive review/clean-up of personnel records ensuring the correct information s filed appropriately
- Use results of Personnel File audits to ensure cost-avoidance
- Learn the new on-line civil service system and work with the Fire Chief to determine roles and responsibilities vis-à-vis civil service

Goal 4: Ensure compensation, benefit, and classification systems are clearly defined and understood by the City and its employees

Objectives:

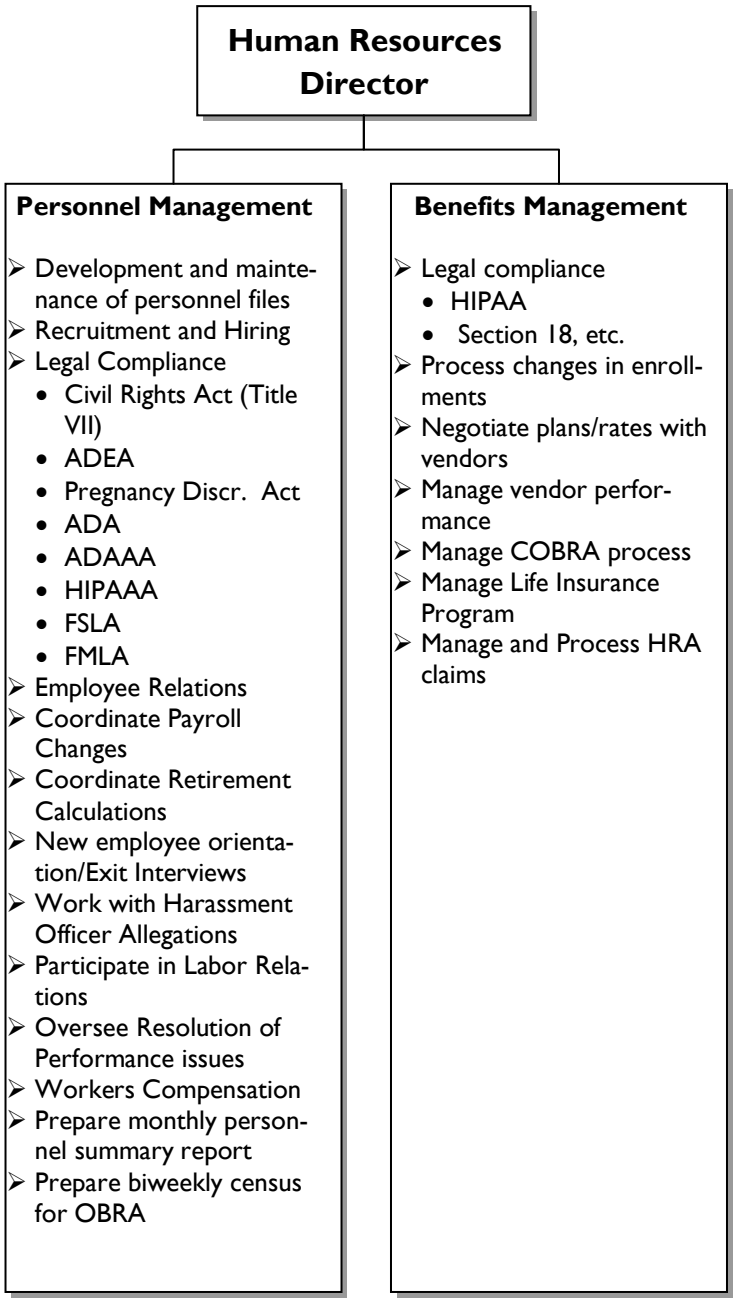
- Develop compensation and classification system for non-union employees
- Develop job descriptions for all non-union employees
- Work with unions and ensure every position has a job description

Goal 5: Produce reports in a timely, accurate, and easy-to-understand manner that provide a clear understanding of employee status and benefit changes

Objectives:

- Provide **Monthly Personnel Change Report** including data related to changes in classification for current employees; new hires (full-time and part-time); retirements; terminations; resignations; employees on workers compensation; 111F; FMLA; and a list of open positions
- Provide a **Monthly Benefits Change Report** including changes and additions to medical, dental, and life insurance programs
- Assess the functions associated with the Human Resources module of the payroll system, develop and implement a plan for bringing certain Human Resources functions on-line

PROGRAMS & SERVICES



PERSONNEL SUMMARY

HUMAN RESOURCES & BENEFITS			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Human Resources Director	0.7	1	1
Total Full-Time Equivalents:	**0.7**	**1**	**1**

HUMAN RESOURCES DEPARTMENT

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 HR SAL HUMAN RESOURCES & BEN	0	0	0	0	63,360	63,360.36
001 - PERSONAL SERVICES Total	**0**	**0**	**0**	**0**	**63,360**	**63,360.36**
002 - PURCHASE OF SERVICES						
53001 HR ENROLLMENT AUDIT	0	0	0	0	12,000	12,000.00
53002 HR PERS RECORDS AUDIT/COMPLI	0	0	0	0	5,000	5,000.00
53003 HR COBRA ADMIN	0	0	0	0	5,500	5,500.00
53004 HR GIC ANALYSIS	0	0	0	0	2,500	2,500.00
002 - PURCHASE OF SERVICES Total	**0**	**0**	**0**	**0**	**25,000**	**25,000.00**
004 - SUPPLIES						
54200 HR SUPPLIES	0	0	0	0	10,000	10,000.00
004 - SUPPLIES Total	**0**	**0**	**0**	**0**	**10,000**	**10,000.00**
007 - OTHER CHARGES & EXPENSES						
57300 HR MEMBERSHIP DUES	0	0	0	0	600	600.00
007 - OTHER CHARGES & EXPENSES Total	**0**	**0**	**0**	**0**	**600**	**600.00**
Grand Total	**0**	**0**	**0**	**0**	**98,960**	**98,960.36**

INSURANCE GROUP

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 INS SAL HUMAN RESOURCES&BEN	0	0	0	60,000	-	0.00
51166 CH 32B PART TIME SUPPORT	12,980	21,668	40,000	0	-	0.00
51700 INS PREMIUMS FOR MEDICAL INSR	0	0	0	7,107,277	7,406,486	7,406,486.00
51701 INS DENTAL CONTRIBUTION	0	0	0	50,400	52,000	52,000.00
51702 INS FSA/HRA	0	0	0	75,000	75,000	75,000.00
51703 INS MEDICARE REIMB	0	0	0	76,800	87,250	87,250.00
51704 INS LIFE INSURANCE	0	0	0	54,724	50,000	50,000.00
51705 INS MEDICARE PENALITIES	0	0	0	80,000	65,000	65,000.00
51760 INS-CH 32B-CITY	2,115,442	2,313,823	2,503,385	0	-	0.00
51761 INS-CH 32B-SCHOOL	3,757,087	4,220,196	4,520,871	0	-	0.00
001 - PERSONAL SERVICES Total	**5,885,509**	**6,555,687**	**7,064,257**	**7,504,201**	**7,735,736**	**7,735,736.00**
002 - PURCHASE OF SERVICES						
53001 INS ENROLLMENT AUDIT	0	0	0	15,000	-	0.00
002 - PURCHASE OF SERVICES Total	**0**	**0**	**0**	**15,000**	**-**	**0.00**
004 - SUPPLIES						
54200 INS SUPPLIES	0	0	0	20,000	-	0.00
004 - SUPPLIES Total	**0**	**0**	**0**	**20,000**	**-**	**0.00**
Grand Total	**5,885,509**	**6,555,687**	**7,064,257**	**7,539,201**	**7,735,736**	**7,735,736.00**

UNEMPLOYMENT CLAIMS

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51780 UNEMPLOYMENT COMPENSATION	18,854	32,823	38,200	30,000	40,000	30,000.00
001 - PERSONAL SERVICES Total	**18,854**	**32,823**	**38,200**	**30,000**	**40,000**	**30,000.00**
Grand Total	**18,854**	**32,823**	**38,200**	**30,000**	**40,000**	**30,000.00**

WORKER'S COMPENSATION INSURANCE

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51750 INSURANCE-WORKERS COMP	53,272	20,669	54,604	54,604	57,334	57,334.00
001 - PERSONAL SERVICES Total	**53,272**	**20,669**	**54,604**	**54,604**	**57,334**	**57,334.00**
Grand Total	**53,272**	**20,669**	**54,604**	**54,604**	**57,334**	**57,334.00**

Retirement Board

The Newburyport Retirement System is funded through members' deductions, investments and annual appropriations from the City of Newburyport. 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. A portion of the unfunded liability is also a factor in determining the annual assessment.

The net asset value for Newburyport was $52,220,592 as of December 31, 2012. The Newburyport Retirement Board adopted a new funding schedule on January 30, 2013, which extends the funding schedule to 2039. This reduces the annual increase in the assessment and spreads out the liability over a longer period of time. The total FY 2014 assessment for the Newburyport Retirement Board, and all of its units, is $4,064,210. The City and schools' share of that assessment is $3,417,099, which represents a year-over-year increase of $60,866, or 1.8%.

RETIREMENT BOARD

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51740 RET APPROP CITY/SCH	3,130,847	3,206,462	3,242,404	3,356,233	3,417,099	3,417,099.00
001 - PERSONAL SERVICES Total	**3,130,847**	**3,206,462**	**3,242,404**	**3,356,233**	**3,417,099**	**3,417,099.00**
Grand Total	**3,130,847**	**3,206,462**	**3,242,404**	**3,356,233**	**3,417,099**	**3,417,099.00**

Stabilization Outlay

The Stabilization Fund is designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of City Council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund.

STABILIZATION OUTLAY

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57805 STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000	5,000.00
007 - OTHER CHARGES & EXPENSES Total	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000.00**
Grand Total	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000.00**

Debt Service

Debt Service appropriations provide for the payment of principal and interest costs for long and short term bonds issued by the City for capital projects for General Fund purposes. The debt service appropriations for the Water, Sewer, and Harbormaster Enterprise Funds appear in their respective budgets (Section 11 of this budget document).

For FY2014, the total budget for Excluded Debt Service within the General Fund is $2,666,654, while the budget for Non-Excluded Debt Service is $1,004,527.

Excluded Debt Service

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
009 - DEBT SERVICE						
59100 LONG TERM DEBT PRINCIPAL	915,000	940,940	906,050	905,000	875,300	875,300.00
59150 LONG TERM DEBT INTEREST	263,489	223,346	190,075	162,681	129,227	129,227.12
009 - DEBT SERVICE Total	**1,178,489**	**1,164,286**	**1,096,125**	**1,067,681**	**1,004,527**	**1,004,527.12**
Grand Total	**1,178,489**	**1,164,286**	**1,096,125**	**1,067,681**	**1,004,527**	**1,004,527.12**

Ordinary (Non-Excluded) Debt Service

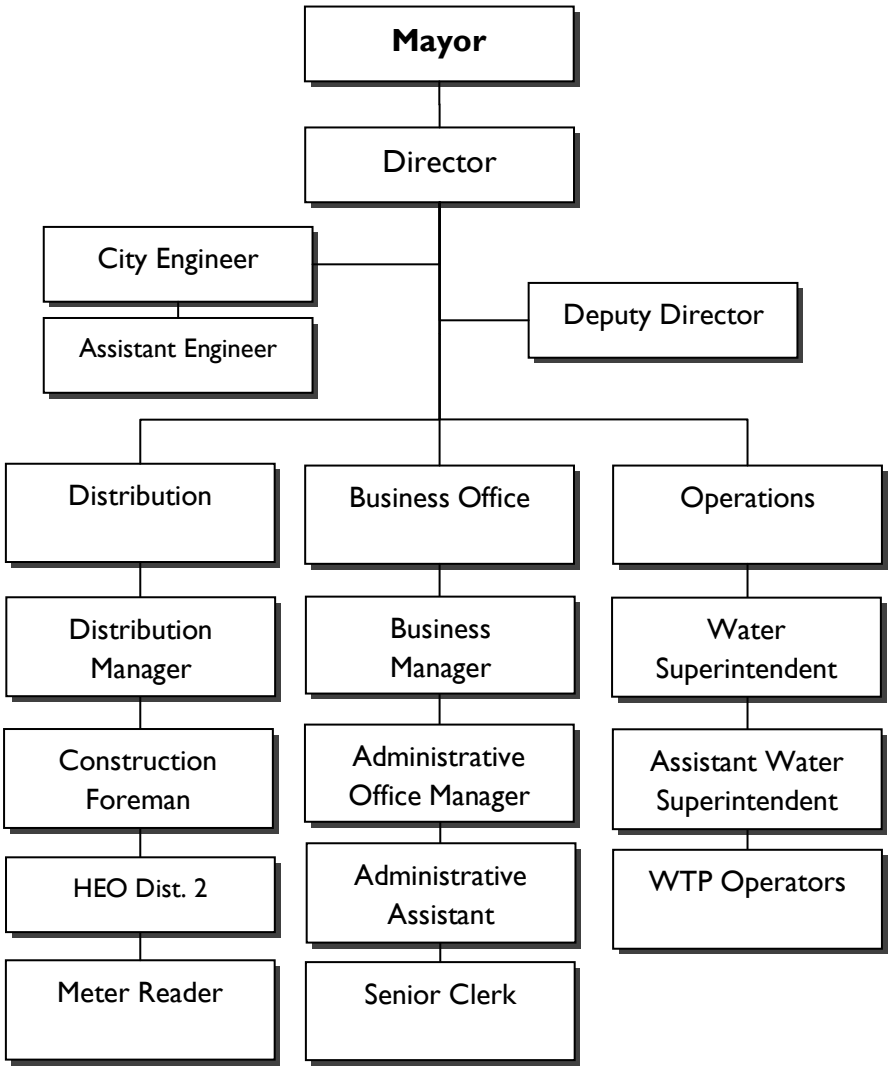
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
009 - DEBT SERVICE						
59101 DBX LIB-L/T DEBT PRIN	245,000	249,060	273,950	265,000	260,000	260,000.00
59102 HIGH SCH L/T DEBT PRI	440,000	445,000	445,000	435,000	419,700	419,700.00
59103 BRESNAHAN SCHOOL PRINCIPAL	0	0	0	0	397,000	397,000.00
59104 NOCK MOLIN PRINCIPAL	0	0	0	0	362,000	362,000.00
59151 DBX LIB-L/T DEBT INT	66,810	63,087	48,601	43,122	36,497	36,496.76
59152 HIGH SCH L/T DEBT INT	272,619	257,859	242,684	226,984	189,032	189,032.37
59153 BRESNAHAN SCHOOL INTEREST	0	0	0	0	590,059	590,058.58
59154 NOCK MOLIN INTEREST	0	0	0	0	412,366	412,366.28
009 - DEBT SERVICE Total	**1,024,429**	**1,015,005**	**1,010,235**	**970,106**	**2,666,654**	**2,666,653.99**
Grand Total	**1,024,429**	**1,015,005**	**1,010,235**	**970,106**	**2,666,654**	**2,666,653.99**

Section 11:
Enterprise Funds

DPS: Water Enterprise

MISSION STATEMENT

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



FY 2013 ACCOMPLISHMENTS

- Completed bi-annual leak detection survey of the entire distribution system, including Newburyport, Newbury and Plum Island, detecting a total of 14 leaks including one main leak, six service leaks and seven hydrant leaks
- Repaired all leaks identified in the survey, saving an estimated 97,000 gallons per day in water leakage
- Strong Retained Earnings Balance due to consistent oversight and control of spending
- Construction underway on $18.75M water system improvement project, which includes a new clearwell and pump station (Phase 1), distribution system improvements (Phase 2) and upgrades to the Water Treatment Plant (WTP) (Phase 3). The project is currently on schedule and under budget
- Phases 1 and 2 were substantially complete as of year-end
    - Constructed new clearwell and pump station
    - Implemented temporary measures for interim operation of the new clearwell
    - Replaced overflow structures in sludge lagoons
- Began work on Phase 3 in June 2012, which is expected to be completed by Fall 2013
- Emergency Response Plan updated and training provided
- Painting of Marches Hill water tank completed
- Installed 450 feet of 8-inch ductile iron water main on Congress St., with two new fire hydrants and five new/upgraded service lines
- Installed 560 feet of 8-inch ductile iron water main on Guild St. to replace an existing 2-inch with two new fire hydrants and six new/upgraded service lines
- Bi-annual city-wide hydrant flushing of all 935 fire hydrants, covering all hydrants in Newburyport, Newbury, and Plum Island
- Completed eleven service line renewals (from the main to the house)
- Implemented quarterly billing for water/sewer payments, originally recommended in 1997 and now a reality
- Received local approval and submitted a Home Rule Petition to the state legislature allowing the City of Newburyport to transfer unpaid water/sewer bills to Newbury tax bills
- Added new online tools for customers that allow them to view current and historical charges and make payments via the web
- Streamlined payment processing from 4 to 1 business day by utilizing a lockbox processing center
- Continued emphasis on providing quality customer service

DPS: Water Enterprise (cont.)

FY 2014 TRENDS

The Water Division will substantially complete the Water Treatment Plant Improvements Project, meeting all key milestones on schedule and in accordance with all federal and state permit requirements.

The water construction crew will continue to perform preventative maintenance throughout the distribution system. Given the age of the system, routine capital investments are needed to maintain and improve the vast network of water lines throughout Newburyport and Newbury.

Conserving water continues to be an area of focus. The Water Division will continue to make all efforts to preserve our reservoirs and urge the City and its customers to use water in a responsible manner.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Meet the requirements of the federal and state water treatment permits issued by the Environmental Protection Agency and Department of Environmental Protection Water Management Act Division

Objectives:

- Provide safe and reliable drinking water
- Experience no permit violations
- Work within WMA withdrawal limits and manage supplies accordingly

Goal 2: Complete the WTP Improvements Project and Commence the Upper Dam/Intake Pipe Repair Project

Objectives:

- Complete Phase III of the $18.75M water system upgrade project
- Complete all three phases of construction
- Put out to bid and begin design of the upper dam/intake pipe repair project

Goal 3: Provide proper operation and maintenance services for our customers

Objectives:

- Maintain the Water Treatment Plant, reservoirs, wells, storage tanks and distribution system
- Address customer needs in a timely manner
- Provide support and implement the goals of the Water Commission

- Participate in customer service training through the New England Water Environment Association (NEWEA)

Goal 4: Increase the use of paperless storage and billing

Objectives:

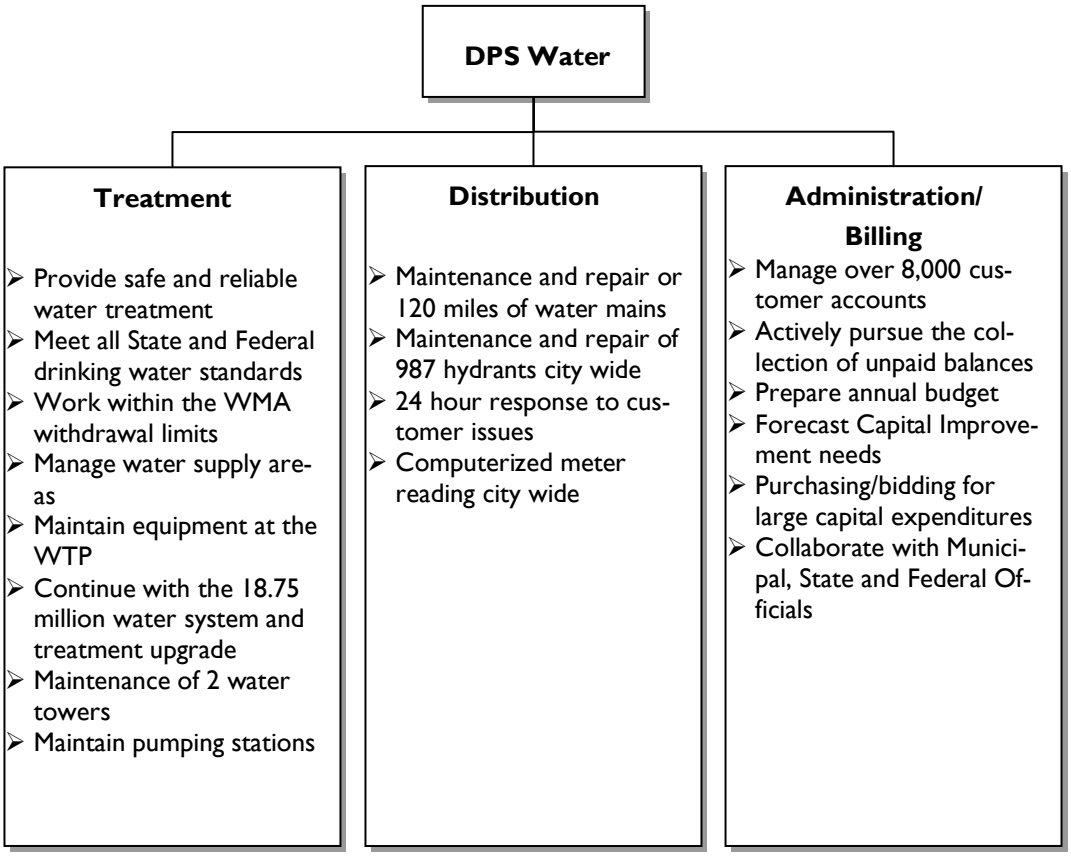
- Reduce the number of printed bills by 25%.
- Enroll over 50% of customers in the online billing platform.
- Reduce physical storage needs, as allowed under state law, by retaining electronic copies of all customer-related documents, contracts and other departmental files.

Goal 5: Combine the Boards of Water and Sewer Commissioners

Objectives:

- Examine feasibility of combining the two boards
- Submit Home Rule Petition to state legislature for approval

PROGRAMS & SERVICES



DPS: Water Enterprise (cont.)

PERSONNEL SUMMARY

DPS: WATER			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Public Services Director	0.4	0.33	0.33
Public Services Deputy Director	0.4	0.33	0.33
Business Manager	0.5	0.5	0.5
City Engineer	0.4	0.33	0.33
Assistant Engineer	0.5	0.5	0.5
Superintendent of Water Operations	1	1	1
Assistant Superintendent Water Operations	1	1	1
Water Distribution Manager	1	1	1
Administrative Office Manager	1	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Water Treatment Plant Operator C4	1	0	0
WTP Operator T2	2	0	0
WTP Operator T4	3	6	6
Senior Heavy Equipment Operator	1	1	1
Heavy Equipment Operator Dist 2	5	5	5
Assistant Foreman	1	1	1
Meter Reader	0.5	0.5	0.5
Senior Clerk/Typist	0.5	0.5	0.5
Total Full-Time Equivalents:	**20.7**	**20.0**	**20.0**

Continued on next page.

WATER ENTERPRISE FUND

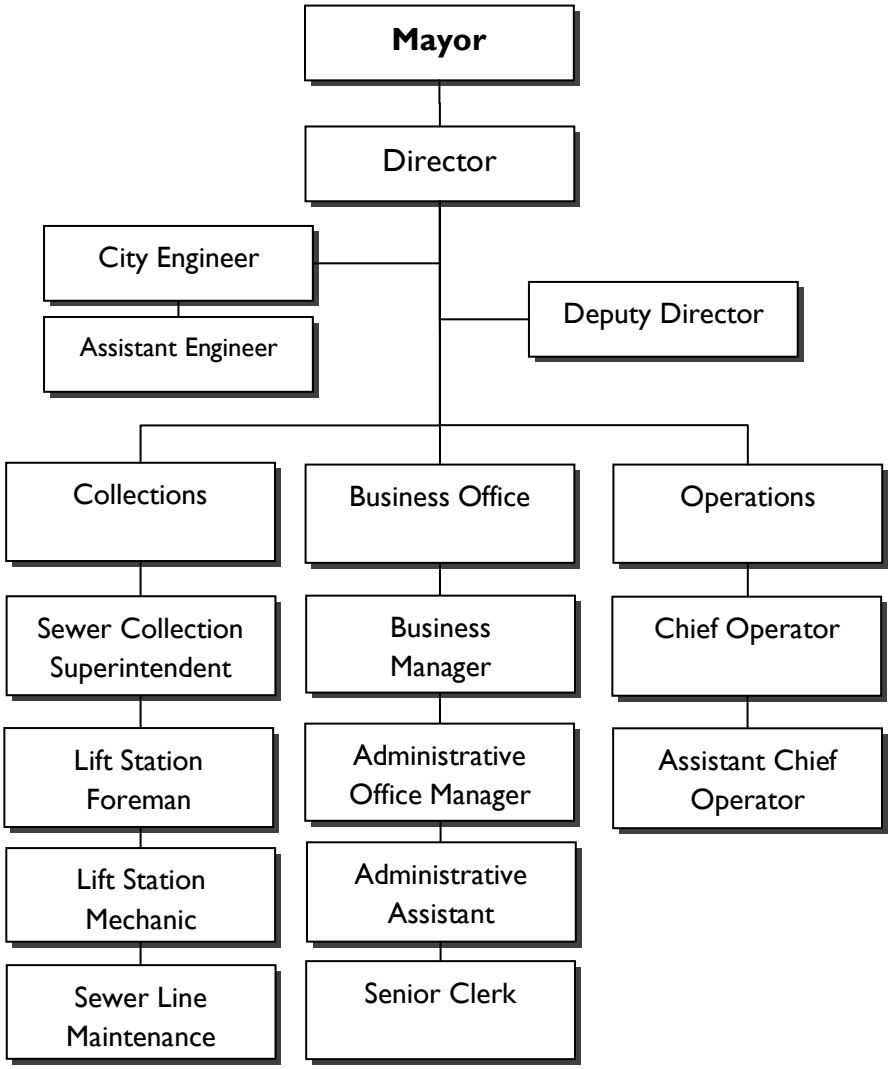
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 DPS SALARY PS DIRECTOR	34,276	18,195	40,000	33,333	35,200	35,200.20
51102 DPS SALARY DEPUTY PS DIRECTOR	36,654	43,213	34,000	28,333	29,920	29,920.17
51103 WAT SAL BUSINESS MGR	0	0	21,147	30,000	31,680	31,680.18
51117 WAT SAL ASST ENGINEER	0	0	17,465	25,000	25,000	25,000.00
51118 WAT SAL SUPT OPERATN	73,859	75,336	75,336	75,336	79,555	79,555.42
51119 WAT CITY ENGINEER	36,714	30,769	32,000	26,667	28,160	28,160.16
51131 DPS ADMIN ASSISTANT	19,113	16,130	18,495	19,627	20,507	20,507.02
51132 WAT SAL ADMIN OFFICE MGR	50,112	51,112	50,521	26,835	28,327	28,327.21
51134 WAT SAL DISTRIBUTION MNGR	56,515	67,918	65,707	67,603	70,031	70,031.34
51158 WAT SAL LABOR	694,057	674,312	675,904	717,048	757,423	757,422.90
51190 WAT SAL SUMMER EMPLOYEES	16,000	11,785	7,530	19,000	19,000	19,000.00
51301 WAT OVERTIME	96,251	91,925	90,089	121,091	127,417	127,417.13
51401 WAT LONGEVITY	16,546	17,684	15,504	14,985	14,861	14,861.08
51403 WAT HOLIDAY PAY	13,704	13,990	14,008	14,272	15,218	15,218.08
51405 WAT CLOTHING REIMBURSEMENT	9,900	9,300	9,382	9,650	9,783	9,783.33
51411 WAT NIGHT DIFFERENTIAL	1,400	1,516	1,456	1,464	1,464	1,464.00
51711 WAT APPROP RETIREMNT	228,587	244,580	262,406	264,843	281,571	281,571.21
51750 WAT WORKERS COMP INS	24,800	27,000	28,350	29,768	29,768	29,768.00
51760 WAT CH 32B INS-WATER	273,677	286,482	264,130	260,000	271,700	271,700.00
51770 WAT FICA EXP	12,956	12,824	14,014	13,388	14,258	14,258.22
001 - PERSONAL SERVICES Total	**1,695,121**	**1,694,071**	**1,737,444**	**1,798,244**	**1,890,846**	**1,890,845.65**
002 - PURCHASE OF SERVICES						
52101 WAT HEAT-PUMP STATN	17,807	18,139	15,541	30,800	30,800	30,800.00
52102 WAT ELECTRICITY	243,019	233,418	248,235	290,460	274,460	274,460.00
52401 WAT COMPUTER EXP	16,286	19,040	33,554	52,101	47,768	47,768.00
52402 WAT GEN CONSTRUCTION	38,846	33,533	45,869	52,000	60,000	60,000.00
52403 WAT MAINT-VEHICLES	13,895	13,053	8,067	18,200	18,200	18,200.00
52404 WAT DISTRIBUTN MAINT	43,636	45,041	37,207	59,523	50,500	50,500.00
52405 WAT TREATMENT MAINT	58,231	60,528	50,711	71,500	72,500	72,500.00
52406 WAT MAINT-EQUIPMENT	8,956	10,511	8,455	12,000	12,000	12,000.00
53001 WAT FINANCIAL AUDIT	4,200	0	4,800	5,040	6,000	6,000.00
53020 WAT LEGAL EXPENSES	8,156	10,906	7,933	25,000	100,000	100,000.00
53024 WAT BOND/NOTE EXP	4,494	4,600	4,038	76,197	59,025	59,024.64
53025 WAT ENGINEER RETAINER	39,085	1,088	2,975	25,000	25,000	25,000.00
53026 WAT POLICE DETAILS	11,760	36,540	19,568	20,000	20,000	20,000.00
53028 WAT PRE-EMPLOYMENT PHYSICAL	717	132	1,416	2,250	2,250	2,250.00
53029 WAT CONTRACT-CROSS CONN TEST	15,720	16,200	18,000	18,000	18,000	18,000.00
53030 WAT SLUDGE REMOVAL/FILTER PLT	14,529	0	8,174	9,000	9,000	9,000.00
53031 WAT TEST-SURFACE WAT SAMPLING	7,220	7,500	6,525	7,500	7,500	7,500.00
53032 WAT WATER TEST	18,881	21,220	11,084	15,400	23,400	23,400.00
53402 WAT TELECOMMUNICATNS	9,542	9,481	8,916	10,215	10,215	10,215.00
53780 WAT PAYMT IN LIEU TAXES	5,561	5,894	6,389	8,500	8,500	8,500.00
002 - PURCHASE OF SERVICES Total	**580,541**	**546,824**	**547,457**	**808,686**	**855,118**	**855,117.64**
004 - SUPPLIES						
54201 WAT GENERAL OFC EXP	10,809	14,149	12,201	14,500	18,750	18,750.00
54301 WAT CONSERVATION	0	0	4,651	5,000	5,000	5,000.00
54302 WAT CHEMICALS	117,589	109,955	117,865	148,000	154,100	154,100.00
54303 WAT CONSUMER REPORT	6,442	6,875	7,685	8,000	8,000	8,000.00
54801 WAT FUEL/OIL VEHICLE(S)	18,910	29,317	32,888	39,800	39,710	39,709.68
55800 WAT OTHER SUPPLIES	2,245	3,373	2,130	3,500	3,500	3,500.00
004 - SUPPLIES Total	**155,995**	**163,670**	**177,421**	**218,800**	**229,060**	**229,059.68**

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57100 WAT TRAVEL & TRAINING	12,194	6,067	13,148	23,500	23,500	23,500.00
57301 WAT SDWA	6,006	5,875	5,688	6,757	6,202	6,202.39
57401 WAT MUNICIPAL INSURANCE	29,550	31,500	33,075	34,729	35,551	35,551.00
57407 WAT EDUCATION CREDIT	0	0	700	2,100	2,100	2,100.00
007 - OTHER CHARGES & EXPENSES Total	**47,749**	**43,442**	**52,611**	**67,086**	**67,353**	**67,353.39**
008 - CAPITAL OUTLAY						
58310 WAT G.I.S.	0	9,216	13,817	15,000	15,000	15,000.00
58513 WAT WTR MAIN REPLAC PROGRAM	31,192	15,373	74,102	100,000	100,000	100,000.00
58546 WAT MODIFICATION OF DPS BLD	0	0	0	33,000	-	0.00
58550 WAT VEHICLE/EQUIP REPLACE	0	0	154,878	40,000	40,000	40,000.00
008 - CAPITAL OUTLAY Total	**31,192**	**24,590**	**242,797**	**188,000**	**155,000**	**155,000.00**
009 - DEBT SERVICE						
59100 WAT DEBT PRINCIPAL	517,953	534,026	551,170	545,469	1,168,752	1,168,751.89
59150 WAT DEBT INTEREST	224,533	210,621	207,563	294,592	517,728	517,727.51
59620 TRANSFERS TO SPEC REV FUNDS	218,808	1,195,390	0	0	-	0.00
009 - DEBT SERVICE Total	**961,294**	**1,940,036**	**758,733**	**840,061**	**1,686,479**	**1,686,479.40**
Grand Total	**3,471,893**	**4,412,633**	**3,516,463**	**3,920,877**	**4,883,856**	**4,883,855.76**

DPS: Sewer Enterprise

MISSION STATEMENT

The mission of the Department of Public Services' Sewer Division is to provide quality and efficient wastewater collection, pumping 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.



FY 2013 ACCOMPLISHMENTS

- Strong Retained Earnings Balance due to consistent oversight and control of spending
- Responded to and repaired all sewer issues to help prevent Sanitary Sewer Overflow (SSO), including the resolution of a major disruption to the Graf Road Force Main
- 24,294 Linear feet of sewer main video inspected, to comply with the reduction of Inflow/ Infiltration (I/I) as specified in the National Pollutant Discharge Elimination System (NPDES) permit
    - The video inspection is also effective in helping to locate and repair potential sewer problems before they occur
- Construction underway on $32.65mm Wastewater Treatment Facility (WWTF) Improvements Project, which includes a new Operations, Control and Laboratory Building and system/technology upgrades (Contract 1), a new Process Operations Building, influent pumps, Fournier Press Dewatering Equipment, Headworks improvements, the rehabilitation of gravity thickeners and final site work (Contract 2)
- Ensured proper Operations & Management (O&M), capital planning and budgeting
- Performed routine repairs and preventative maintenance to the WWTF lift stations and sewer collection system
    - Approximately 54,971 linear feet (LF) of sewer main cleaned
    - 16 lift station wet wells cleaned (two times per year)
    - Dukes root control treated 5,062 LF of sewer main to help with root intrusion (roots are one of the most common causes of sewer back-ups).
    - Manhole repairs throughout the City in an effort to reduce Inflow/Infiltration (I/I), replaced frames and covers, resurfaced inside of the manholes with hydraulic cement, and sealed joints between inlets and inverts.
- Phase II of the WWTF Modernization Project ongoing
- Worked in conjunction with the Engineering Department on all sewer-related projects
- Experienced no major Industrial Pretreatment (IPP) violations
- Sludge quality continued to be of exceptional quality to compost
- Worked in conjunction with Board of Health by replacing and enforcing new grease ordinance
- Continued Safety Training and Spill Prevention & Counter Measures Plan trainings in-house for all personnel
- Implemented quarterly billing for water/sewer payments, originally recommended in 1997 and now a reality
- Received local approval and submitted a Home Rule Petition to the state legislature allowing the City of Newburyport to transfer unpaid water/sewer bills to Newbury tax bills

DPS: Sewer Enterprise (cont.)

- Added new online tools for customers that allow them to view current and historical charges and make payments via the web
- Streamlined payment processing from 4 to 1 business day by utilizing a lockbox processing center
- Continued to provide quality customer service, responding to 139 sewer calls, including 8 odor complaints, 56 Plum Island calls and 75 calls from residents or businesses regarding sewer line issues

FY 2014 TRENDS

The focus of the Sewer Division will continue to be on the completion of the WWTF Modernization Project (Phase II), along with the incorporation of Supervisory Control and Data Acquisition (SCADA) systems at all lift stations and throughout the WWTF.

Additionally, the Sewer Division will continue to focus its efforts on routine preventative maintenance, including Inflow/Infiltration (I/I) reduction and responding to and repairing any sewer-related problems that are discovered during cleaning and/or CCTV work, along with maintenance and operation of the Plum Island vacuum sewer system.

The addition of an instrumentation and control (SCADA) system has proved to be effective in improving the time it takes to identify and resolve disturbances to the sewer system. Added controls and alarms that can communicate with this system will further enhance the staff's ability to accurately pinpoint and repair any issues that arise.

The NPDES permit continues to have significant impact on the Sewer Division. Efforts continue to be made to coordinate the use of existing resources to maximize the benefits for the entire community, while tracking costs to assure compliance with the Enterprise Fund requirements.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Continue to meet requirements of the City's NPDES permit that included maximum pollutant limits and minimum percent removals

Objectives:

- Meet permit limits and provide quality wastewater discharge.
- Submit required reports to the Department of Environmental Protection and Environmental Protection Agency
- Reduce Inflow and Infiltration (I/I) throughout the City
- Prevent Sanitary Sewer Overflow (SSO)

Goal 2: Construction of Phase II WWTF Modernization project/ Graf Rd force main replacement

Objectives:

- Meet budget and schedule
- Ensure proper wastewater treatment
- Replacement of Graf Rd force main to remain on budget and schedule.

Goal 3: Provide proper operations and maintenance services for our customers.

Objectives:

- Maintain the Wastewater Treatment Facility, lift stations, sewer mains, and Plum Island in a timely manner
- Address, fix and maintain any issues that might occur at lift stations, Plum Island, and sewer mains throughout the City
- Reduce worker health and safety issues to the best of our ability
- Address customer problems in a timely manner
- Continue to provide support and implement the goals of the Mayor, City Council and the Sewer Commission

Goal 4: Complete the Plum Island hook-up process for outstanding properties in Newburyport and Newbury

Objectives:

- Continue working with Newburyport Board of Health Department and Legal Counsel to ensure that the 5 unconnected properties are connected to sewer system
- Working with Town of Newbury to ensure that the 10 unconnected properties are connected to the water and sewer system.

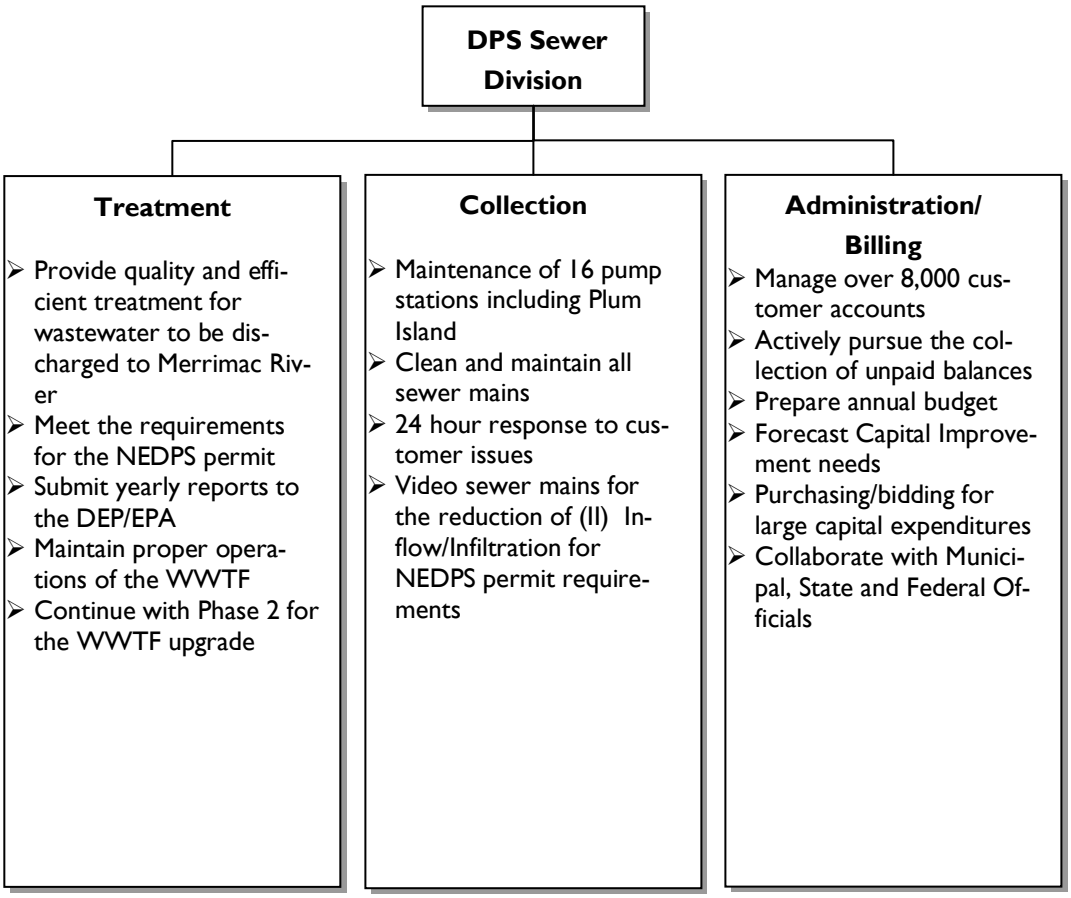
Goal 5: Combine the Boards of Water and Sewer Commissioners

Objectives:

- Examine feasibility of combining the two boards
- Submit Home Rule Petition to state legislature for approval

DPS: Sewer Enterprise (cont.)

PROGRAMS & SERVICES



PERONNEL SUMMARY

DPS: SEWER			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Public Services Director	0.4	0.33	0.33
Public Services Deputy Director	0.4	0.33	0.33
Business Manager	0.5	0.5	0.5
City Engineer	0.4	0.33	0.33
Assistant Engineer	0.5	0.5	0.5
Chief Operator	1	1	1
Assistant Chief Operator	1	1	1
Collection System Superintendent	1	1	1
Administrative Office Manager	0	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Pretreatment Coordinator	1	1	1
Senior Maintenance Foreman	1	1	1
Lab Chemist	1	1	1
Operator, Grade 4	3	3	3
Maint/Prev Maintenance Mechanic	1	1	1
Pump Station Operator/Mechanic	2	2	2
Sewer Line Maintenance Operator	2	2	2
Plum Island Operator	1	1	1
HEO Drain Employee	1	1	1
Meter Reader	0.5	0.5	0.5
Senior Clerk/Typist	0.5	0.5	0.5
Total Full-Time Equivalents:	**19.7**	**20.0**	**20.0**

SEWER ENTERPRISE FUND

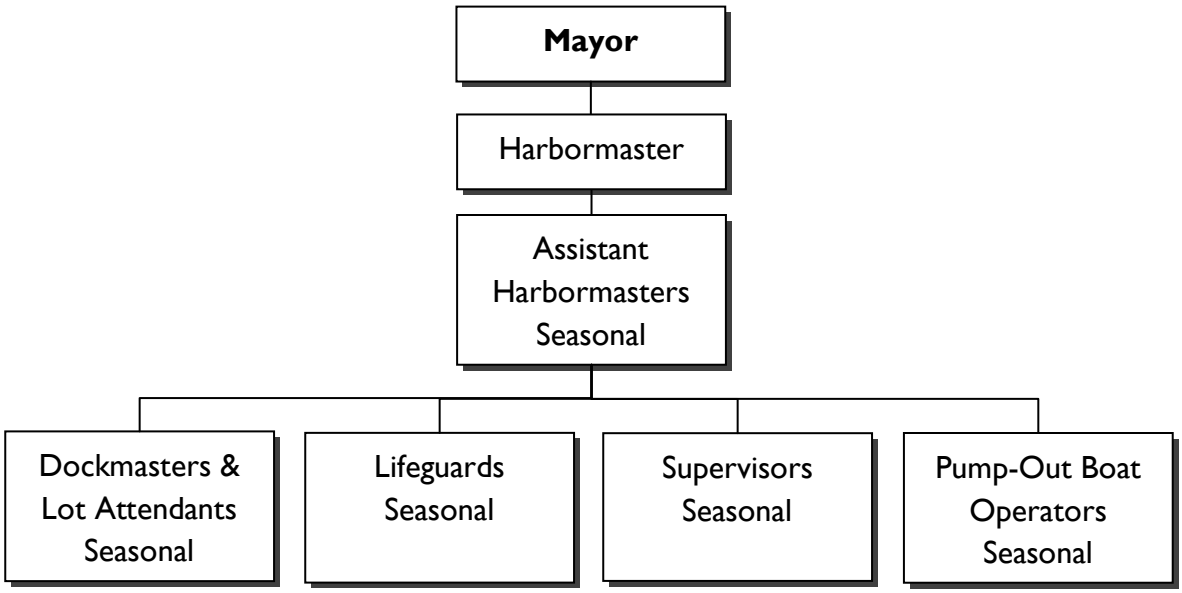
	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 DPS SALARY PS DIRECTOR	34,276	18,195	40,000	33,333	35,200	35,200.21
51102 DPS SALARY DEPUTY PS DIRECTOR	36,654	43,213	34,000	28,333	29,920	29,920.18
51103 SEW SAL BUSINESS MGR	0	0	21,147	30,000	31,680	31,680.18
51116 SEW SAL CHIEF OPERATOR	74,006	75,486	75,486	75,486	79,714	79,713.80
51117 SEW SAL ASST ENGINEER	0	0	17,465	25,000	25,000	25,000.00
51119 SEW CITY ENGINEER	36,713	46,308	32,000	26,667	28,160	28,160.16
51122 SEW SAL COLLECTIN SYSTEM MNGR	0	0	65,650	72,000	76,032	76,032.43
51131 DPS ADMIN ASSISTANT	19,113	16,130	18,495	19,627	20,507	20,507.02
51132 SEW SAL OFFICE MANGER	0	0	0	26,835	28,327	28,327.21
51158 SEW SAL LABOR	734,118	791,781	645,554	702,972	736,519	736,518.90
51190 SEW SUMMER HELP	0	0	16,385	25,000	25,000	25,000.00
51301 SEW OVERTIME	137,250	130,408	166,691	170,168	178,676	178,676.40
51401 SEW LONGEVITY	18,025	14,534	13,670	13,670	14,455	14,454.92
51405 SEW CLOTHING REIMBURSEMENT	9,026	9,400	9,441	9,750	9,783	9,783.33
51420 SEW EDUCATION CREDITS	600	1,125	425	2,400	2,400	2,400.00
51422 SEW EDUCATION	9,106	7,516	3,278	17,800	17,800	17,800.00
51710 SEW RETIREMENT EXP	12,173	0	0	0	-	0.00
51711 SEW APPROP RETIREMNT	232,746	0	251,626	235,976	252,165	252,164.94
51750 SEW WORKERS COMP INS	17,466	18,500	19,425	20,396	20,396	20,396.25
51760 SEW CH 32B INS-SEWER	183,196	204,603	221,682	300,000	316,932	316,932.00
51761 SEW DENTAL	1,650	1,769	1,608	3,300	-	0.00
51770 SEW FICA EXP	13,968	13,080	10,961	14,566	15,512	15,512.36
001 - PERSONAL SERVICES Total	**1,570,088**	**1,392,048**	**1,664,989**	**1,853,279**	**1,944,180**	**1,944,180.29**
002 - PURCHASE OF SERVICES						
52101 SEW HEAT	33,469	36,182	31,897	72,000	72,000	72,000.00
52102 SEW ELECTRICITY	324,988	310,388	385,216	427,352	411,352	411,351.82
52401 SEW COMPUTER EXP	15,032	19,328	40,500	40,500	40,092	40,092.00
52402 SEW MAINT-GENERAL	23,863	31,198	31,114	31,350	31,350	31,350.00
52403 SEW MAINT-VEHICLES	17,524	20,985	26,861	27,000	27,000	27,000.00
52406 SEW MAINT-EQUIPMENT	80,237	72,080	78,680	102,052	102,052	102,052.00
52407 SEW UNIFORM/SAFETY EQUIPMENT	11,473	15,136	6,547	15,136	15,136	15,136.00
52408 SEW SEWER LINE MAINTENANCE	79,868	50,739	62,903	86,400	86,400	86,400.00
52409 SEW MAINT DRAINS	33,887	41,904	38,938	39,000	39,000	39,000.00
53001 SEW FINANCIAL AUDIT	4,200	0	4,500	4,725	6,000	6,000.00
53020 SEW LEGAL EXPENSES	14,090	7,933	21,000	21,000	100,000	100,000.00
53024 SEW BOND/NOTE EXP	3,411	2,679	4,890	57,973	112,976	112,975.79
53026 SEW POLICE DETAILS	0	2,810	12,908	15,000	15,000	15,000.00
53028 SEW MEDICAL/DRUG TESTING	4,071	4,219	6,177	16,440	16,440	16,440.00
53030 SEW CONSULTANT FEES	38,471	35,149	32,994	50,000	50,000	50,000.00
53035 SEW INDUSTRIAL PRETREATMENT	15,783	11,485	14,159	14,550	14,550	14,550.00
53040 SEW BIOSOLIDS DISPOSAL	241,816	229,443	306,162	316,000	316,000	241,000.00
53050 SEW VENDOR LAB TESTING	16,100	12,784	15,442	16,100	16,100	16,100.00
53402 SEW TELECOMMUNICATNS	20,791	21,310	23,638	27,700	27,700	27,700.00
002 - PURCHASE OF SERVICES Total	**979,075**	**925,751**	**1,144,526**	**1,380,278**	**1,499,148**	**1,424,147.61**
004 - SUPPLIES						
54201 SEW GENERAL OFC EXP	13,916	13,122	15,320	21,350	21,350	21,350.00
54302 SEW PLANT CHEMICALS	250,163	222,967	213,039	263,620	263,620	263,620.00
54303 SEW LAB CHEMICALS	6,809	4,158	6,839	6,855	6,855	6,855.00
54310 SEW HOSE	583	2,107	3,808	3,850	3,850	3,850.00
54801 SEW FUEL/OIL VEHICLE(S)	17,723	26,462	38,262	33,300	41,485	39,000.00
54802 SEW LUBRICANTS	1,046	3,298	7,847	9,685	9,685	9,685.00
55800 SEW OTHER SUPPLIES	270	608	1,308	1,800	1,800	1,800.00
004 - SUPPLIES Total	**290,511**	**272,724**	**286,423**	**340,460**	**348,645**	**346,160.00**

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
007 - OTHER CHARGES & EXPENSES						
57300 SEW DUES/LIC/SUBSCRIPTIONS	953	624	1,323	1,350	1,350	1,350.00
57401 SEW MUNICIPAL INSURANCE	14,030	15,000	15,000	15,000	19,536	19,536.00
57607 SWR LOW ST JUDGEMENT	0	61,408	0	0	-	0.00
007 - OTHER CHARGES & EXPENSES Total	**14,983**	**77,032**	**16,323**	**16,350**	**20,886**	**20,886.00**
008 - CAPITAL OUTLAY						
58300 SEW LAB TEST EQUIPMENT	1,588	2,689	3,050	3,120	4,000	4,000.00
58310 SEW G.I.S.	0	12,335	14,916	15,000	15,000	15,000.00
58320 SEW REPLC USTS & GENERATORS	20,966	0	0	0	-	0.00
58330 SEW I/I REHABILITATION	2,125	13,635	76,153	100,000	100,000	100,000.00
58360 SEW WWTF CHANNEL MONSTER	34,660	0	0	0	-	0.00
58361 SEW REPAIR LIFT STATIONS	69,576	111,626	98,590	150,000	150,000	150,000.00
58362 SEW EFFLUENT SAMPLER	0	5,562	2,460	6,000	6,000	6,000.00
58365 CLEAN ODOR CONTROL PIPING	5,893	0	0	0	-	0.00
58366 HALE ST LS COMMINUTER	27,655	0	0	0	-	0.00
58520 SEW PURCHASE TRUCK	149,758	65,135	41,420	0	-	0.00
58530 SEW WEST END EASEMENT	0	40,310	3,497	0	-	0.00
58546 SEW MODIFICATION OF DPS BLD	0	0	0	33,000	-	0.00
58550 SEW VEHICLE/EQUIP REPLACE	0	0	0	130,000	25,000	25,000.00
58705 SEW FLOOD STUDY MALCOLM HOYT	0	0	111,860	0	-	0.00
58710 SEW PRIMARY CLARIFIERS	0	0	0	100,000	-	0.00
008 - CAPITAL OUTLAY Total	**312,221**	**251,291**	**351,945**	**537,120**	**300,000**	**300,000.00**
009 - DEBT SERVICE						
59100 SEW DEBT PRINCIPAL	347,852	562,485	739,972	766,976	1,501,952	1,501,952.14
59150 SEW DEBT INTEREST	170,948	384,310	394,390	421,228	769,190	769,189.87
59250 SEW INT TEMP LOAN	30,265	0	0	0	-	0.00
59620 TRANSFERS TO SPEC REV FUNDS	0	575,710	100,000	0	-	0.00
009 - DEBT SERVICE Total	**549,065**	**1,522,506**	**1,234,363**	**1,188,204**	**2,271,142**	**2,271,142.01**
Grand Total	**3,715,942**	**4,441,351**	**4,698,570**	**5,315,691**	**6,384,001**	**6,306,515.91**

Harbormaster Enterprise

MISSION STATEMENT

The mission of the Newburyport Harbormaster Department is to provide a safe and enjoyable environment to the boaters who transit our harbor and to the community as a whole.



FY2013 ACCOMPLISHMENTS

- The Harbormaster Department, Mayor and the Harbor Commission successfully accomplished the goal of being designated as a "Coast Guard City"
- Increased the amount of lager ships to the City, including a visit from the tall ship "Bounty". This had a significant impact on increasing tourism to the City as the Maritime Museum had the largest volume of visitors during these visits
- Added more docking facilities at Cashman Park for dinghies. By doing so, we added 12 more dinghy spaces and made it easier to launch and haul your boat
- Initiated organization and mapping of the mooring fields. Also added new software to interface with the boating community and to have information online
- Received a grant from the state to engineer and pay for a fishing pier at Cashman Park
- Had a successful Paddle Smart Day with Coast Guard Auxiliary
- Received a $5,000 grant for boom deployment training that was shared between the Fire Department and Harbormaster Department
- Organized and hosted several boaters safety training seminars for both adults and children and were responsible for over 50 people getting their boating license

- Hosted an "In-the-water safety day" which resulted in the department inspecting 28 vessels and increased awareness about safety measures
- Involved with RFP for the Bulkhead project. Participated in the interviewing and hiring process for the marine engineer to start Phase One of the new Bulkhead.
- Helped with the planning and procurement of the $3.5M grant for the Jetty Project
- Received an Energy Grant from Covanta and the National Marine Fisheries which resulted in 3 containers full of old fishing gear being removed from local waterways
- Worked with the Department of Fish and Game to facilitate the repair of the Boat Launch at Joppa Park
- Continued to strengthen relationship with all the local Marinas and the awareness of the waterway permits has increased, resulting in the most waterway permits sold to-date at 1,460

FY 2014 TRENDS

- As always, the weather will be a significant factor. We expect larger yachts to continue to visit the City as reservations are already being made. Even though the economy is stabilizing, the fuel prices are still high which may lead to a decrease in boating traffic, especially at Cashman Park. Fishing has been excellent and fisherman should still continue to use Plum Island, Cashman Park and Waterfront docks. The Harbormaster Department has established a great working relationship with the local marinas to inform boaters of the waterway fees which, in return has, increased revenue.

FY 2014 GOALS AND OBJECTIVES

Goal 1: Promote Newburyport as a destination port, and to ensure that our boating guests feel welcome, enjoy themselves and look forward to returning to Newburyport for future visits

Objectives:

- Continually train our staff, including cross training with other City departments and agencies
- Hire and train the very best seasonal help that is possible in order to give our patrons the services they expect and deserve
- Assistants Harbormaster will be trained and proficient in carrying out their law enforcement duties, along with good customer service skills and the desire to help boaters, bathers and fishermen in any way that they can
- Life Guards will complete additional training and testing in cooperation with Salisbury State Park (DCR)
- Train with the Coast Guard, Environmental police and other local agencies on search and

Harbormaster Enterprise (cont.)

rescue, towing procedures, Boating under the influence and boat handling. Our relationship and communication with all other agencies will continued to grow

Goal 2: Replace the Cashman Park Pump Station and begin development of a new Harbormaster's/Boating facility on the waterfront

Objectives:

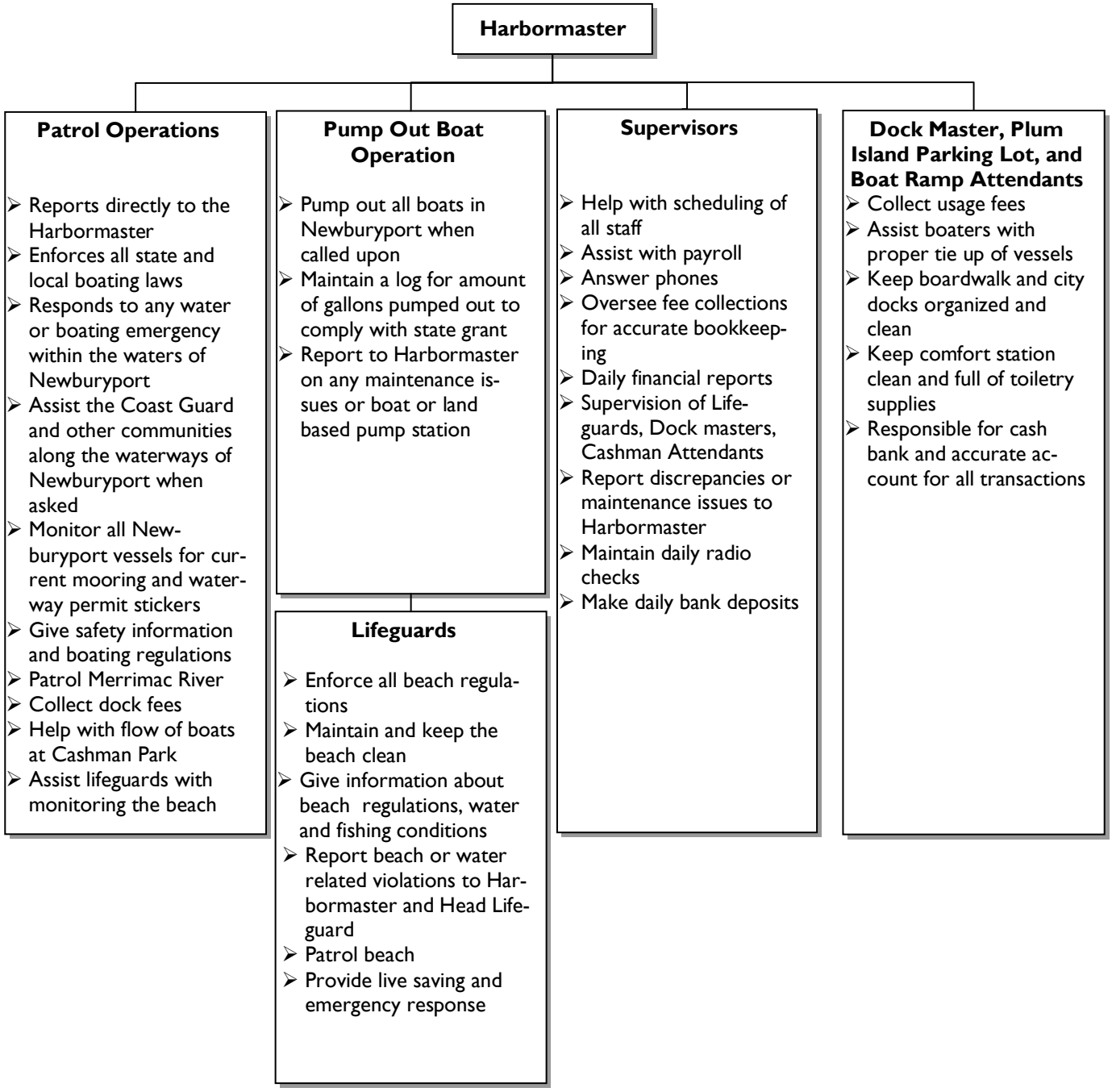
- Work with the CVA Pump out program to replace the pump station located at Cashman Park as it has reached its life expectancy. The state is responsible for covering 75% of the cost
- Work on the development of a new Harbormasters / Boating facility on the waterfront in concert with the Newburyport Harbor Commission, the Planning Office and all other stakeholders, including the general boating community, with the goal of having architectural design and permits in place by the Fall 2014

Goal 3: Increase use of the Pump Out Boat to meet the demands of boaters and determine feasibility of procuring another multifunctional boat through the Forestry Surplus Division

Objectives:

- Add extra days for the Pump Out Boat to be operating as demand is increasing and we want to provide quality customer service
- Work with the Fire Department procure another multifunctional boat through the Forestry Surplus Division

PROGRAMS & SERVICES



Harbormaster Enterprise (cont.)

PERSONNEL SUMMARY

Harbormaster			
Position	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Budget**
Harbormaster	1	1	1
Assistant Harbormaster	10	10	10
Pump Out Boat Operators	2	2	2
Supervisors	3	3	3
Lifeguards	9	9	9
Dock Masters and Lot Attendants	15	15	15
Total Full-Time Equivalents:	**40**	**40**	**40**

HARBORMASTER ENTERPRISE FUND

	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 APPROVED	FY2014 PROPOSED	FY2014 APPROVED
001 - PERSONAL SERVICES						
51101 HBR HARBORMASTER	53,377	50,962	51,000	55,000	62,118	62,118.00
51102 HBR ASST HARBORMASTER	21,750	16,440	17,429	25,000	25,000	25,000.00
51181 HBR SUPPERVISORS	14,000	13,989	13,998	15,000	15,000	15,000.00
51183 HBR LIFEGUARDS	40,469	34,207	28,970	41,000	41,000	41,000.00
51184 HBR ADMIN/SECRETARIAL	4,600	3,363	2,738	4,800	4,800	4,800.00
51185 HBR CASHMAN PK ATTEND	18,276	14,601	14,312	17,000	17,000	17,000.00
51186 HBR DOCKMASTER	8,078	6,308	5,534	8,500	8,500	8,500.00
51187 HBR PI PARKING LOT ATTEND	6,941	7,075	7,491	9,000	9,000	9,000.00
51401 HBR LONGEVITY	2,154	0	0	0	-	0.00
51740 HBR RETIREMENT APPROP	14,604	14,134	14,074	14,570	14,460	14,460.36
51760 HBR CH32BINS-HBR	11,865	18,596	21,170	21,000	26,000	26,000.00
51770 HBR FICA EXPENSE	9,783	8,036	1,963	6,000	6,000	6,000.00
51901 RETIREMENT EXPENSE	26,330	0	0	0	-	0.00
001 - PERSONAL SERVICES Total	**232,227**	**187,710**	**178,677**	**216,870**	**228,878**	**228,878.36**
002 - PURCHASE OF SERVICES						
52103 HBR HM UTILITIES	1,178	915	1,080	4,100	4,100	4,100.00
52104 HBR CWF/POWER	375	299	0	0	-	0.00
52401 HBR CASHMAN PARK	2,833	1,212	1,900	6,500	6,500	6,500.00
52405 HBR COMPUTER EXPENSE	322	3,369	2,601	4,500	4,500	4,500.00
52410 HBR FISH PIER	1,800	200	0	0	-	0.00
52415 HBR CWF TRASH PICKUP	925	725	0	0	-	0.00
52420 HBR MAINT/EQUIP BOAT	1,923	765	25,602	2,800	3,000	3,000.00
52430 HBR INSTALL/REPAIR FLTS	9,442	7,036	7,000	7,000	7,000	7,000.00
52435 HBR HM FACILITIES MAINT	526	507	136	1,850	1,850	1,850.00
52445 HBR PLUM ISLAND EXP	14,350	1,769	1,937	4,500	4,500	4,500.00
52721 HBR PUMPOUT MAINT	2,683	877	1,751	3,000	3,000	3,000.00
53028 HBR PRE-EMPLOY PHY	726	292	0	0	-	0.00
53030 HBR PRINTING & SIGNS	1,571	1,413	285	2,300	2,300	2,300.00
53402 HBR TELECOMMUNICATIONS	873	1,508	1,622	2,500	2,500	2,500.00
53406 HBR POSTAGE MAILINGS	1,027	425	908	1,700	1,700	1,700.00
002 - PURCHASE OF SERVICES Total	**40,553**	**21,311**	**44,821**	**40,750**	**40,950**	**40,950.00**
004 - SUPPLIES						
54200 HBR OFFICE SUPPLIES	0	0	60	500	500	500.00
54250 HBR HARBOR COMMISSION EXP	1,597	1,549	2,200	2,800	2,800	2,800.00
54305 HBR UNIFORM/SAFETY EQUIP	1,034	692	450	2,000	2,000	2,000.00
54801 HBR FUEL/OIL VEHICLES	5,308	7,608	7,517	12,000	12,000	12,000.00
55800 HBR MISCELLANEOUS	300	300	942	1,500	1,500	1,500.00
004 - SUPPLIES Total	**8,239**	**10,149**	**11,169**	**18,800**	**18,800**	**18,800.00**
007 - OTHER CHARGES & EXPENSES						
57100 HBR TRAVEL & TRAINING	140	0	0	500	500	500.00
57300 HBR DUES/MEMBERSHIPS	0	30	0	250	500	500.00
57430 HBR BOAT INSURANCE	4,632	2,775	2,775	5,075	5,075	5,075.00
007 - OTHER CHARGES & EXPENSES Total	**4,772**	**2,805**	**2,775**	**5,825**	**6,075**	**6,075.00**
008 - CAPITAL OUTLAY						
58500 HBR ADDITIONAL EQUIPMENT/SVCS	6,597	1,952	9,256	30,000	30,000	30,000.00
008 - CAPITAL OUTLAY Total	**6,597**	**1,952**	**9,256**	**30,000**	**30,000**	**30,000.00**
009 - DEBT SERVICE						
59100 HBR DOCK BOND PAYMENT	34,825	28,775	27,900	27,000	26,000	26,000.00
009 - DEBT SERVICE Total	**34,825**	**28,775**	**27,900**	**27,000**	**26,000**	**26,000.00**
Grand Total	**327,213**	**252,702**	**274,598**	**339,245**	**350,703**	**350,703.36**

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Section 12:
Capital Improvement Program

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- Police Department
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- Department of Public Services: Water Enterprise Fund
- Department of Public Services: Sewer Enterprise Fund
- Harbormaster Enterprise Fund

12.1 Executive Summary

Dear President & Members of the City Council:

I am pleased to submit herewith the Proposed Fiscal Years 2013-2017 Capital Improvement Program (CIP). All projects listed under FY 2013 have been funded through various means during this past fiscal year. All projects listed under FY 2014 through FY 2017 will require funding through a combination of sources. As you are aware, the City's capital planning process has historically been both uncoordinated and inconsistent. I have placed significant emphasis on the importance of developing an organized and coordinated CIP for the City. The planned acquisition of capital associated with an annual appropriation to fund capital improvements needs to become an integral component of the annual operating budget moving forward.

The format and organization of the CIP was designed to include: 1) a description and justification of each project, 2) the year in which the project or acquisition is planned and 3) the recommended financing mechanism. As you will see, the City seeks to fund more projects using available funds, such as Free Cash and Retained Earnings, rather than issuing debt.

Development of the CIP

Prior to the implementation of the CIP, individual Departments maintained their own capital budgets. This practice provided an inventory of capital needs for each Department. However, creating individual inventories resulted in a highly unorganized approach to capital planning. Prior to FY2013, the City had not coordinated capital requests to the extent that the administration was able to offer an adequate long-term funding proposal to address important city-wide infrastructure improvements, replace deteriorating equipment, and repair and renovate facilities.

One of the priorities for FY2013 and beyond was to develop a comprehensive capital improvement plan that incorporated the capital needs of all city departments with a practical funding plan for each year of the program. Department Heads have continued to work with the Mayor's Office to identify their most important capital needs for FY2014 through FY2017. Significant time has been spent on developing a realistic funding plan within the confines of the City's financial resources.

It is my goal to fully incorporate the CIP into the FY2014 budget. It is critically important that the City begins to recognize its capital needs in the context of the operating budget. I have deliberately included fully funded projects and acquisitions from FY2013 in this CIP. My hope is that the City Council will continue to recognize the value and importance of committing to funding planned projects and acquisitions on an annual basis.

Free Cash Policy

I have developed a Free Cash Policy that will provide direction for how the City appropriates its Free Cash. In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30 close of the fiscal year, the City's Free Cash is certified by the State Department of Revenue and available for appropriation. Free cash must be certified by the Director of Accounts as of July 1, and cannot be ap-

propriated until it is certified. Once certified, free cash can be appropriated up until the following June 30 by City Council for any legal spending purpose. Free Cash provides communities with flexibility in that it is the major source of funding for supplemental appropriations after the budget has been adopted and a tax rate has been set for the year. Free Cash balances should be used for non-recurring expenses and not to balance operating budgets.

Free Cash is generated when actual operations of the fiscal year compare favorably with budgeted revenues and expenditures. It results when actual revenue collections exceed the estimates used for budgeting and actual expenditures and encumbrances (committed funds not yet expended) are less than appropriations. Free Cash is affected by uncollected property tax receivables, illegal deficits, overdrawn grant accounts and deficits in other funds (e.g., special revenue funds, agency funds).

The Free Cash Policy attempts to align one time revenues with appropriate one time expenditures. To that end, the following are explicitly authorized uses of Free Cash under the new policy:

- Limited Subsidy of the Operating Budget
- Capitalize the Stabilization Fund
- Capital Improvement Program
- Extraordinary Deficits & Emergency Appropriations

Under the policy, one appropriate use of Free Cash is to fund capital projects that would have otherwise incurred borrowing costs associated with the issuance of debt. The financing of small capital projects or equipment is not considered a best practice for a community our size. Although perfectly legal, the City will continue to move away from incurring debt for vehicles and small equipment purchases and projects.

Bond rating agencies prefer to see cities using a pay-as-you-go approach for smaller capital projects. The one-time nature of Free Cash makes it an appropriate use for one time capital expenditures. If, for some reason, sufficient Free Cash does not materialize in a given year, the City may borrow for capital projects, or delay them without causing immediate impacts to the operating budget and related services.

CIP Assumptions

The FY2013-2017 CIP is based on the following budgetary assumptions:

- That the City will continue to build cash reserves, setting a minimum threshold Free Cash balance of $500,000 and striving to attain a $1.5 million Free Cash balance annually.
- The City will continue to conservatively estimate New Growth.
- That the City will <u>not</u> use funds from General Stabilization for ordinary capital improvements.
- That that City will continue to actively pursue State and Federal funding opportunities and leverage an average annual allotment of $1.1 million in Community Preservation Act funds to complete certain Planning & Development related capital improvements.
- That the City will continue to fund a part-time grant writer.

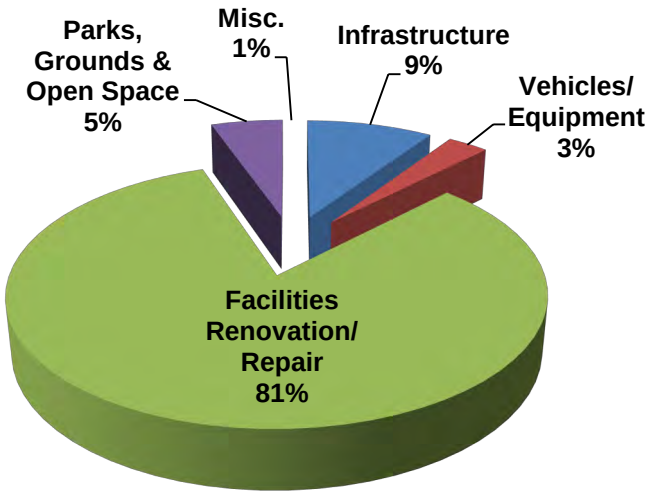
Overview of the CIP

The CIP includes projects with a five year total estimated cost of $118,252,265. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph illustrates that 81% of spending is for facilities renovation and repair. This includes the replacement of the Bresnahan Elementary School, the renovation of the Nock/Molin Upper Elementary and Middle School and the renovation of the former Bresnahan into a Senior/Community Center. This also includes major upgrades to the Water Treatment Plant and the Wastewater Treatment Facilities and the expansion of the DPS facility at Perry Way. The CIP also identifies and anticipates significant investment in existing City buildings including the replacement of the HVAC systems at the DPS Facility and the replacement of the roofs at the High School and DPS garage. Additionally, the CIP includes significant investment in the Kelley School Youth Center. The Kelley Youth Center remains an underutilized facility because of ADA compliance issues and the lack of proper fire suppression systems. With the Youth Services Department routinely seeing seasonal enrollments exceed 1,000 participants, the City needs to address the Department's buildings needs and enable Youth Services and other City Departments to fully utilize the space.

Investments in infrastructure represent 9% of the total spending included in the CIP. Infrastructure is the core of any CIP and Newburyport continues to budget capital investments in the City's water and sewer systems, roadways and sidewalks as part of the operating budget. In this past year, sidewalk improvements have been a priority. The City made historic investments in excess of $392,000 in sidewalk improvements in FY2013. The City will continue to invest a minimum of $250,000 in sidewalks and $500,000 in roadway improvements. Additionally, through existing enterprise funds, the City will continue to invest in infrastructure improvements, including $300,000 in water main improvements and $250,000 in sewer main replacements. The City will strive to make the above-mentioned amounts the threshold for annual capital investments in infrastructure.

Project Costs by Project Type



Funding the CIP

The City's lack of dedicated annual funding sources for capital improvements has made a coordinated approach to capital planning very difficult. Despite this fact, the City has been able to maintain a strong financial position by leveraging State and Federal funds, CPC funds and strong free cash and retained

earning balances to fund capital improvements and purchases. This has limited the City's need to borrow to fund smaller capital improvements. The funding philosophy behind the CIP was to continue to fund and invest in capital without drastically increasing the debt burden. For FY2013, ordinary and excluded debt comprises 6.8% of the General Fund budget.

Below is a summary of CIP investments by department:

Project Costs by Department

Department	FY13	FY14	FY15	FY16	FY17	Five-Year Total
Fire	45,000	145,000	-	555,000	-	745,000
Police	-	128,835	31,238	30,000	-	190,073
Planning	305,000	3,985,000	8,675,000	2,670,000	-	15,635,000
MIS	-	-	-	-	-	-
Library	10,850	15,000	15,000	-	-	40,850
Youth Services	-	911,250	-	-	-	911,250
Highway	1,151,861	1,405,000	1,217,000	925,000	1,110,000	5,808,861
Total General Fund	**$ 1,512,711**	**$ 6,590,085**	**$ 9,938,238**	**$ 4,180,000**	**$ 1,110,000**	**$ 23,331,034**
Schools	15,613,666	36,212,630	15,269,236	-	-	67,095,532
Total General Fund with Schools	**$ 17,126,377**	**$ 42,802,715**	**$ 25,207,474**	**$ 4,180,000**	**$ 1,110,000**	**$ 90,426,566**
Less: State Aid & Excluded Debt	16,133,666	39,360,130	21,819,236	3,070,000	500,000	80,883,032
Net Spending	**$ 992,711**	**$ 3,442,585**	**$ 3,388,238**	**$ 1,110,000**	**$ 610,000**	**$ 9,543,534**
Harbormaster Enterprise	195,000	538,000	-	-	-	733,000
Sewer Enterprise	9,529,148	3,612,702	640,000	2,250,000	150,000	16,181,850
Water Enterprise	6,529,763	2,929,421	751,665	350,000	350,000	10,910,849
Total Enterprise Funds	**$ 16,253,911**	**$ 7,080,123**	**$ 1,391,665**	**$ 2,600,000**	**$ 500,000**	**$ 27,825,699**
Total Capital Improvements	**$ 33,380,288**	**$ 49,882,838**	**$ 26,599,139**	**$ 6,780,000**	**$ 1,610,000**	**$ 118,252,265**

Conclusion

I want to thank all of those who have helped to make this CIP not just a document, but a real plan. The City continues to make great strides towards improving its capital planning. The capital budget on the following pages highlights the City's ongoing responsibility to maintain its facilities, vehicles, equipment and infrastructure, and to make the necessary capital investments to meet the needs of our community. Many projects continue to be deferred in order to keep the funding mechanisms realistic but, hopefully, those can be included in the CIP in subsequent years. The CIP is a living document in the truest sense and will continue to be revaluated and updated on an annual basis as part of the budget process. The CIP serves as an appendix to the annual operating budget and it is my intention to aggressively pursue funding for each year of the program.

Respectfully submitted,

Donna D. Holaday, Mayor

12.2 FY 2013-2017 CIP Summary

Project Detail by Department

Department	Project Description	FY13	FY14	FY15	FY16	FY17	Five-Year Total
Fire	Replacement of Engine 1	-	-	-	555,000	-	555,000
Fire	Replacement of Fire Alarm System	-	90,000	-	-	-	90,000
Fire	Replacement of Deputy Chief Command Vehicle	45,000	-	-	-	-	45,000
Fire	Replacement Fire Department Pick Up	-	30,000	-	-	-	30,000
Fire	Replacement of Firefighter Pagers	-	25,000	-	-	-	25,000
Fire Total		**45,000**	**145,000**	**-**	**555,000**	**-**	**745,000**
Police	Replacement of Police Station HVAC System	-	-	-	-	-	-
Police	Seal Police Station bricks & Replace Garage doors	-	21,000	21,000	-	-	42,000
Police	Carpet Replacement	-	-	-	30,000	-	30,000
Police	Replacement of Portable Radios	-	20,000	-	-	-	20,000
Police	Intellex Security System	-	20,352	-	-	-	20,352
Police	Rain / Foul Weather Coats	-	12,245	-	-	-	12,245
Police	Mobile Data Terminals	-	45,000	-	-	-	45,000
Police	Tasers	-	10,238	10,238	-	-	20,476
Police Total		**-**	**128,835**	**31,238**	**30,000**	**-**	**190,073**
Planning	Senior Community Center	-	1,280,000	4,350,000	870,000	-	6,500,000
Planning	Clipper City Rail Trail Extension Project - Design Phase	105,000	110,000	-	-	-	215,000
Planning	Clipper City Rail Trail Extension Project -Construction Phase	-	-	1,700,000	1,700,000	-	3,400,000
Planning	Central Waterfront Bulkhead Project	200,000	1,900,000	-	-	-	2,100,000
Planning	High School Stadium Renovation Project	-	200,000	1,800,000	-	-	2,000,000
Planning	Fish Pier Embayment Dredging Project	-	50,000	600,000	-	-	650,000
Planning	Inn Street - Phase I - Lighting & Brick Turret Restoration Project	-	-	-	-	-	-
Planning	Inn Street - Phase II - Brick Repair Project	-	125,000	-	-	-	125,000
Planning	Inn Street - Phase III - Fountain Improvement Project	-	125,000	-	-	-	125,000
Planning	Inn Street - Phase IV - Elevated Walkway Project	-	-	200,000	-	-	200,000
Planning	City Hall Capital Improvement Project(s)	-	195,000	-	-	-	195,000
Planning	Common Pasture Parking and Trailhead Project	-	-	25,000	100,000	-	125,000
Planning Total		**305,000**	**3,985,000**	**8,675,000**	**2,670,000**	**-**	**15,635,000**
Library	Carpet Replacement	8,000	15,000	-	-	-	23,000
Library	Flat Rubber Roof Restoration	-	-	15,000	-	-	15,000
Library	Repair of Circulating HVAC Pump	2,850	-	-	-	-	2,850
Library Total		**10,850**	**15,000**	**15,000**	**-**	**-**	**40,850**
Youth Services	Kelley School Building Renovation	-	911,250	-	-	-	911,250
Youth Services Total		**-**	**911,250**	**-**	**-**	**-**	**911,250**
Schools	Bresnahan Elementary Model School Project	9,545,920	21,405,000	7,867,284	-	-	38,818,204
Schools	Nock/Molin School Renovation	5,887,746	13,944,960	7,164,620	-	-	26,997,326
Schools	Newburyport High School-Roof Replacement	70,000	532,500	-	-	-	602,500
Schools	Newburyport High School-Efflorescence Removal	110,000	-	-	-	-	110,000
Schools	Newburyport High School-Historic Woodwork Restoration	-	330,170	237,332	-	-	567,502
Schools Total		**15,613,666**	**36,212,630**	**15,269,236**	**-**	**-**	**67,095,532**
Highway	Roadway Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Highway	Sidewalk Improvements	392,000	250,000	250,000	250,000	250,000	1,392,000
Highway	Purchase of 6 Wheel Dump Trucks	-	150,000	150,000	-	150,000	450,000
Highway	Roof Replacement at DPS Facility	-	60,000	60,000	60,000	60,000	240,000
Highway	Purchase of One Ton Dump Trucks	70,000	70,000	-	70,000	-	210,000
Highway	Purchase of Street Sweeper	-	170,000	-	-	-	170,000
Highway	Tree Truck	-	-	-	-	150,000	150,000
Highway	Purchase of 3/4 Ton Pickup Trucks with plows	40,000	40,000	40,000	-	-	120,000
Highway	Street Light Acquisition	117,861	-	-	-	-	117,861

Project Detail by Department (cont.)

Department	Project Description	FY13	FY14	FY15	FY16	FY17	Five-Year Total
Highway	Purchase of Front End Loader with Backhoe	-	-	120,000	-	-	120,000
Highway	Drainage Study	-	-	50,000	-	-	50,000
Highway	Replacement of Pumping and Fuel Monitoring Systems	-	25,000	-	45,000	-	70,000
Highway	Repair Stonewall at Highland Cemetery	-	40,000	-	-	-	40,000
Highway	Purchase of Automatic Hydraulic Salt Spreader Control System	12,000	12,000	12,000	-	-	36,000
Highway	Replacement of HVAC system at the DPS Highway Facility	-	33,000	-	-	-	33,000
Highway	Fence at Highland Cemetery	20,000	-	-	-	-	20,000
Highway	Parking Lot Lighting	-	30,000	-	-	-	30,000
Highway	Purchase of Leaf Vacuum	-	25,000	-	-	-	25,000
Highway	Purchase of Tree Chipper	-	-	35,000	-	-	35,000
Highway Total		**1,151,861**	**1,405,000**	**1,217,000**	**925,000**	**1,110,000**	**5,808,861**
Water Enterprise	Water Treatment Plant Upgrade	5,662,763	1,743,921	1,665	-	-	7,408,349
Water Enterprise	DPS Tank Maintenance	477,000	-	-	-	-	477,000
Water Enterprise	DPS Water Main Replacement	300,000	300,000	300,000	300,000	300,000	1,500,000
Water Enterprise	DPS Expansion	-	600,000	-	-	-	600,000
Water Enterprise	DPS Meter Replacement Project	50,000	50,000	50,000	50,000	50,000	250,000
Water Enterprise	Purchase of Excavator	-	-	-	-	-	-
Water Enterprise	Purchase of Ford F250	40,000	-	-	-	-	40,000
Water Enterprise	Replacement of HVAC system at the DPS Highway Facility	-	33,000	-	-	-	33,000
Water Enterprise	Replacement of Pumping and Fuel Monitoring Systems	-	12,500	-	-	-	12,500
Water Enterprise	Purchase Water Distribution Vehicle	-	40,000	-	-	-	40,000
Water Enterprise	Upper Dam and Intake Improvements	-	150,000	400,000	-	-	550,000
Water Enterprise Total		**6,529,763**	**2,929,421**	**751,665**	**350,000**	**350,000**	**10,910,849**
Sewer Enterprise	Wastewater Treatment Facility Improvements	8,649,148	2,267,202	-	-	-	10,916,350
Sewer Enterprise	Turkey Hill Sewer Main	50,000	-	-	-	-	50,000
Sewer Enterprise	West End Easement	200,000	150,000	-	-	-	350,000
Sewer Enterprise	Graf Road Force Main	450,000	-	-	2,000,000	-	2,450,000
Sewer Enterprise	Purchase of Vactor Vacuum Truck	-	-	400,000	-	-	400,000
Sewer Enterprise	DPS Expansion	-	600,000	-	-	-	600,000
Sewer Enterprise	Purchase of Mack RD690S Dump Truck	130,000	-	-	-	-	130,000
Sewer Enterprise	Bobcat Loader	-	-	90,000	-	-	90,000
Sewer Enterprise	Replacement of HVAC system at the DPS Highway Facility	-	33,000	-	-	-	33,000
Sewer Enterprise	Replacement of Pumping and Fuel Monitoring Systems	-	12,500	-	-	-	12,500
Sewer Enterprise	DPS Meter Replacement Project	50,000	50,000	50,000	50,000	50,000	250,000
Sewer Enterprise	Plum Island Alarm System	-	100,000	100,000	100,000	100,000	400,000
Sewer Enterprise	Sewer Line Replacement	-	200,000	-	100,000	-	300,000
Sewer Enterprise	Wastewater Treatment Facility Fence	-	200,000	-	-	-	200,000
Sewer Enterprise Total		**9,529,148**	**3,612,702**	**640,000**	**2,250,000**	**150,000**	**16,181,850**
Harbormaster Enterprise	Transient Boaters & Harbormaster Facility	-	500,000	-	-	-	500,000
Harbormaster Enterprise	New Harbormaster Boat	165,000	15,000	-	-	-	180,000
Harbormaster Enterprise	Cashman Park Dock Expansion	30,000	20,000	-	-	-	50,000
Harbormaster Enterprise	Replacement of Pumping and Fuel Monitoring Systems	-	3,000	-	-	-	3,000
Harbormaster Enterprise Total		**195,000**	**538,000**	**-**	**-**	**-**	**733,000**
Grand Total		**33,380,288**	**49,882,838**	**26,599,139**	**6,780,000**	**1,610,000**	**118,252,265**

12.3 Project Detail Sheets by Department

Project Title: **Replacement of Engine 1**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

This project would replace the Fire Department's 2003 KME fire engine. A front line fire engine's useful life is 10-12 years of service. In order to maintain a reasonable replacmenet schedule, fire appartus should be replaced every ten years so that the department can rotate front line engines into reserve status and eventually into retirement after 20 years of service.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	2/6	555,000				555,000	
G. Contingency							
H. Other							
TOTAL		**$555,000**				**$555,000**	

Project Title: **Replacement of Fire Alarm System**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

This would replace outdated fire alarm receiving unit from a hard wired receiving unit to one that would be able to receive alarms by radio transmissions. The new unit would allow the city to begin mandating radio controlled master boxes and begin dismantling the low energy overhead wires that are in place throughout the city. This purchase would reduce costs in the operating budget because the city would no longer have to maintain the existing system which is 100 year old technology. The City will continue to explore grant opportunities to mitigate the cost of this investment.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study		-					
B. Design		-					
C. Land Acquisition		-					
D. Construction		-					
E. Furnishings/Equipment		-					
F. Departmental Equipment	6	90,000		90,000			
G. Contingency		-					
H. Other							
TOTAL		**$90,000**	$0	**$90,000**	$0	$0	$0

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Replacement of Deputy Chief Command Vehicle**

Department: **Fire** | Category: **Vehicles/Equipment**

Description and Justification:

This request is to replace an 11 year old 4X4 Expedition with a new 4x4 Tahoe. This vehicle is the primary vehicle used by the Deputy Fire Chief. It is used for every day department inspections and responding to emergencies. The vehicle carries protective clothing, medical equipment, rescue equipment, and other materials need by the Deputy Chief. The vehicle would be set up with a command center in the rear section of the vehicle incident management. The vehicle would be equipped with radios to allow for communications with fire, police, EMS, Cost Guard and Emergency Management during incidents.

The current vehicle has over 90,000 miles and can no longer be equipped with modern day equipment. The vehicle is beginning to rust severely and the department is experiencing increasing maintenance costs associated with the vehicle.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	45,000	45,000				
G. Contingency							
H. Other							
TOTAL		**$45,000**	**$45,000**				

Project Title: **Replacement Fire Department Pick Up**

Department: **Fire/Police** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the replacement the Fire Department's pick up truck. The current truck is 26 years old and did not pass inspection. The Department uses this truck to make up lines and bring equipment back to the station after fires and other emergency incidents.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	30,000		30,000			
G. Contingency							
H. Other							
TOTAL		**$30,000**		**$30,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title:	**Replacement of Firefighter Pagers**		
Department:	**Fire**	Category:	**Vehicles/Equipment**

Description and Justification:

This would fund the replacement of the Fire Department's pager system. The Fire Department assigns a pager to each firefighter which is used to notify personnel in the event of an emergency. The Federal Communications Commission (FCC) has mandated that all non-Federal public safety licenses using 25kHz radio systems must migrate to narrowband 12.5kHz channels by January 1, 2013. The current pagers are approximately 8 years old and would not meet the requirements of the FCC under the new license.

RECOMMENDED FINANCING

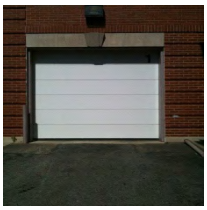
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study		-					
B. Design		-					
C. Land Acquisition		-					
D. Construction		-					
E. Furnishings/Equipment		-					
F. Departmental Equipment	6	25,000		25,000			
G. Contingency		-					
H. Other							
TOTAL		**$25,000**	$0	**$25,000**	$0	$0	$0

Project Title:	**Seal Police Station bricks & Replace Garage doors**		
Department:	**Police**	Category:	**Facilities Renovation/Repair**

Description and Justification:

The Police Station's exterior has not been waterproofed since its renovation 14 years ago. This project will including sealing the brick exterior of the station and prevent future water damage to the interior.

Additionally, the replacement station's three garage doors will be through this project. The doors are showing deterioration and will have exceed their useful life by the estimated date of



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	21,000			21,000		
F. Departmental Equipment							
G. Contingency							
H. Other	6	21,000		21,000			
TOTAL		**$42,000**		**$21,000**	**$21,000**		

Source of Funds Legend

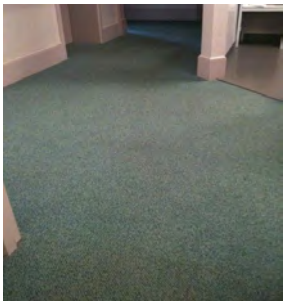
(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

Project Title: **Carpet Replacement**

Department: **Police** | Category: **Facilities Renovation/Repair**

Description and Justification:

This project will fund the replacement of the carpeting at the police station on all three floors. The current carpet was installed when the building was renovated and has begun to show significant deterioration.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	6	30,000				30,000	
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$30,000**				**$30,000**	

Project Title: **Replacement of Portable Radios**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the replacement of the Police Department's portable radios. The Federal Communications Commission (FCC) has mandated that all non-Federal public safety licenses using 25kHz radio systems must migrate to narrowband 12.5kHz channels by January 1, 2013. Routine upgrading has been ongoing, but replacement of significant amounts of radio equipment, along with re-licensing and re-programming of existing equipment will still be needed. Further review and assessment to refine cost estimates and possible alternative funding sources is

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,000		20,000			
G. Contingency							
H. Other							
TOTAL		**$20,000**		**$20,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Intellex Security System**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

Over the past two years the police department has expanded its internal video monitor system to include four remote cameras in the downtown business area. This video feed and our internal audio system, which is used to monitor the holding area for suspects, is processed through an Intellex electronic system. This intellex system is the operating system which allows remote controlling of cameras, records the video, audio, and manages the data being received.

There are two of these intellex devices in use (Each unit can process 16 cameras) with one processing 16 cameras and the other with 11 cameras. The intellex units are seven plus years old and are showing signs of aging with ongoing service calls and out dated technology.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,352		20,352			
G. Contingency							
H. Other							
TOTAL		**$20,352**		**$20,352**			

Project Title: **Rain / Foul Weather Coats**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

The green reflective rain/winter jackets the officers are issued are seven years old and are in need of replacement. These jackets are used during inclement weather and meet the American National Standards Institutes (ANSI) requirements for public safety personnel. Through constant use these jackets are worn, lost reflective color, and are no longer water resistant. The loss of reflectiveness places officers at risk when assigned to traffic assignments and accident scenes.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	12,245		12,245			
G. Contingency							
H. Other							
TOTAL		**$12,245**		**$12,245**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Mobile Data Terminals**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

The mobile data terminals are now eight years old and five out of the seven have fallen into disrepair recently. These terminals are critical to the effectiveness and safety of our officers on patrol. These terminals provide critical information about wanted persons, stolen vehicles, vehicle registrations, license information (including photo). In addition this system allows an officer direct access to the department's computer system and database, and will have the capability to remotely monitor school security cameras in the event of an emergency. This technology has proven to save lives in past school incidents. These mobile data terminals provide advanced safety to an officer whenever they interact with members of the public and allow for advanced knowledge before approaching suspects.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	45,000		45,000			
G. Contingency							
H. Other							
TOTAL		**$45,000**		**$45,000**			

Project Title: **Tasers**

Department: **Police** | Category: **Vehicles/Equipment**

Description and Justification:

Over the past several months, a number of officers have been injured or placed in situations that have resulted in hand-to-hand combat with suspects.

Tasers have been being used by law enforcement since 1999. Resent surveys reveal officer injures are down by 76% and the injuries to suspects is even higher, saving an estimated 75,000 lives. The days of the public tolerating officers striking suspects with batons is quickly diminishing, mostly due to the fact that technology and safer tools are now available. In addition, agencies utilizing Tasers have seen significant reductions in lawsuits and litigations a result of this equipment.

This funding would allow for the purchase of seventeen tasers this year and another seventeen next year to outfit the department. With each officer having their own device will insure they have it when needed and will extend the life of the equipment and reduce breakage/damage/ and accountability by each officer being assigned one.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	20,476		10,238	10,238		
G. Contingency							
H. Other							
TOTAL		**$20,476**		**$10,238**	**$10,238**		

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Senior Community Center**

Department: **Office of Planning & Development** | Category: **Facilities Renovation/Repair**

Description and Justification:

For years the City has studied an array of sites for a new Senior Center, offering dedicated facilities for Council on Aging operations. Each new site has presented obstacles to completion of this project, most often with respect to cost and impact to abutters. In 2011, Mayor Holaday proposed to build a new Senior and Community Center on the site of the current Bresnahan Elementary School. Construction will begin once the existing school can be torn down.

The City is hopeful that the proposed design will provide sufficient space and flexibility for future senior, community and social services activities.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	2/6	121,758		121,758			
B. Design	2/6	578,242		578,242			
C. Land Acquisition							
D. Construction	2/6	5,800,000		580,000	4,350,000	870,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$6,500,000**		**$1,280,000**	**$4,350,000**	**$870,000**	

Project Title: **Clipper City Rail Trail Extension Project - Design Phase**

Department: **Office of Planning & Development** | Category: **Parks, Grounds & Open Space**

Description and Justification:

This project will cover the design and permitting of a 2-mile extension of the multi-use off-road pathway known as the Clipper City Rail Trail. The 10-foot-wide paved pathway will generally travel along the old City Branch railroad corridor from the central waterfront to Joppa Park, through the South End past March's Hill, to Parker Street and into Newbury, and eventually across Route 1 and back to the MBTA train station. While federal and state transportation funding may be available for the construction phase of extending the Rail Trail, the City needs to fund the design and permitting of the project.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	215,000	105,000	110,000			
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$215,000**	**$105,000**	**$110,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Clipper City Rail Trail Extension Project -Construction Phase**

Department: **Office of Planning & Development** | Category: **Parks, Grounds & Open Space**

Description and Justification:

This project will construct a 2-mile extension of the multi-use off-road pathway known as the Clipper City Rail Trail. The 10-foot-wide paved pathway will generally travel along the old City Branch railroad corridor from the central waterfront to Joppa Park, through the South End past March's Hill, to Parker Street and into Newbury, and eventually across Route 1 and back to the MBTA train station. We hope that federal and state transportation funding will continue to be available to fund most of the cost of construction of such facilities. However, even if significant transportation funding grants are secured for construction, the City will need to fund enhancements (benches, signage, art, lighting, etc.) to the basic trail to complete it.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3	3,400,000			1,700,000	1,700,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$3,400,000**			**$1,700,000**	**$1,700,000**	

Project Title: **Central Waterfront Bulkhead Project**

Department: **Office of Planning & Development** | Category: **Parks, Grounds & Open Space**

Description and Justification:

The Central Waterfront Bulkhead project consists primarily of replacing and repairing the bulkhead at Newburyport's central waterfront. Except for the western section of the bulkhead that was reconstructed in 2002, the existing steel bulkhead was built over three decades ago in 1977, and supports an 1100 foot boardwalk and embayment area that is used extensively by visiting boaters, commercial tour boat operators, large numbers of residents and visitors, plus the small local commercial fishing fleet. The steel bulkhead is nearing the end of its service life, and consultants have suggested that sections of the boardwalk could become undermined.

This project will funded by a grant from the Seaport Advisory Council.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	3	200,000	200,000				
C. Land Acquisition							
D. Construction	3	1,900,000		1,900,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$2,100,000**	**$200,000**	**$1,900,000**			

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **High School Stadium Renovation Project**

Department: **Office of Planning & Development** | Category: **Facilities Renovation/Repair**

Description and Justification:

The High School Stadium was built in 1938-1939 by the Works Progress Administration (WPA). It is used regularly for football games plus annual high school graduation ceremonies, as well as several other sports, and consists of two reinforced concrete structures flanking a playing field. Comprehensive concrete repairs were implemented a generation ago in the early 1970's, but the concrete has deteriorated since then, with accelerated and severe deterioration in particular on the North Side which is an eyesore that has been closed since about 2003. The grass playing field is also in relatively poor condition. The City recently repaired the South/Home side. However, there is not currently sufficient funding available to address the dilapidated North Side or the playing field itself.

RECOMMENDED FINANCING

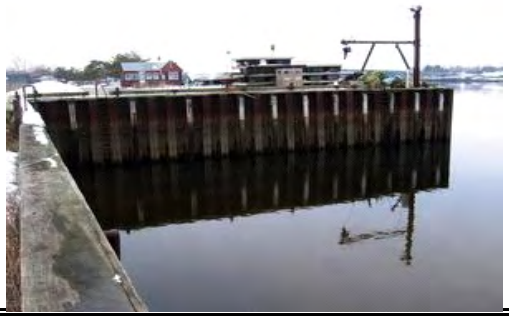
	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	200,000		200,000			
C. Land Acquisition							
D. Construction	6	1,800,000			1,800,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$2,000,000**		**$200,000**	**$1,800,000**		

Project Title: **Fish Pier Embayment Dredging Project**

Department: **Office of Planning & Development** | Category: **Infrastructure**

Description and Justification:

The public Fish Pier provides one of the few suitable places in the area for the local commercial fishing fleet to unload their catch. Unfortunately, the Fish Pier has been underutilized since it was constructed two decades ago due to inadequate depths in the embayment. Present depths vary from elevation 0 to -12 Mean Low Water, allowing vessel access only at higher tides. A small fishing fleet has remained based in Newburyport, and is an important part of the City's heritage and culture; with supportive facilities, the fleet could begin to grow again. Newburyport's Waterfront Strategic Plan makes improving the Fish Pier a priority, and in 2008-2009 the City completed survey, sampling, testing, design, cost estimates and permitting (Conservation Commission, DEP Chapter 91, DEP Water Quality Certificate, Army Corps of Engineers) for the project.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	50,000		50,000			
C. Land Acquisition							
D. Construction	6	600,000			600,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$650,000**		**$50,000**	**$600,000**		

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Inn Street - Phase II - Brick Repair Project**

Department: **Office of Planning & Development** | Category: **Infrastructure**

Description and Justification:

The award-winning conversion of Inn Street to a brick, bluestone, and granite pedestrian corridor has been the heart of the downtown since the urban renewal process of a generation ago. However, the brickwork in the plaza and corridor has not been adequately maintained over the years. Newburyport's downtown has been the engine of our economy, and the Inn Street pedestrian corridor has been at the core of the downtown's attractiveness to both visitors and residents. This project will reset the bricks in the Inn Street plaza and corridor to remove tripping hazards, avoid tree root conflicts and improve overall appearance. Additional masonry work will involve the repointing of brick work in elements such as the stairways to the elevated walkway.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	25,000		25,000			
C. Land Acquisition							
D. Construction	6	100,000		100,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$125,000**		**$125,000**			

Project Title: **Inn Street - Phase III - Fountain Improvement Project**

Department: **Office of Planning & Development** | Category: **Parks, Grounds & Open Space**

Description and Justification:

The award-winning conversion of Inn Street to a brick, bluestone, and granite pedestrian corridor has been the heart of the downtown since the urban renewal process of a generation ago. However, the fountain and focal point for this plaza has been out of operation for several years. Excessive water usage and public concerns regarding water quality and child safety have lead to requests for a retrofit or redesign of this water feature. Newburyport's downtown has been the engine of our economy, and the Inn Street pedestrian corridor has been at the core of the downtown's attractiveness to both visitors and residents. This project will modify or replace the existing fountain with improvements that significantly improve appearance and function.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	25,000		25,000			
C. Land Acquisition							
D. Construction	6	100,000		100,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$125,000**		**$125,000**			

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Inn Street - Phase IV - Elevated Walkway Project**

Department: **Office of Planning & Development** | Category: **Parks, Grounds & Open Space**

Description and Justification:

The award-winning conversion of Inn Street to a brick, bluestone, and granite pedestrian corridor has been the heart of the downtown since the urban renewal process of a generation ago. However, the concrete elevated walkway that provides access and egress to the buildings that run along both Inn and State Streets is an eyesore. The solid concrete railing of the elevated walkway has hidden users from the eyes of the police, business owners, and general public, and have lead to vandalism, trash, urination, and various negative social behaviors. Newburyport's downtown has been the engine of our economy, and the Inn Street pedestrian corridor has been at the core of the downtown's attractiveness to both visitors and residents. This project will modify or replace the structurally sound raised walkway with modifications that significantly improve appearance.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	20,000			20,000		
C. Land Acquisition							
D. Construction	6	180,000			180,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$200,000**			**$200,000**		

Project Title: **City Hall Capital Improvement Project(s)**

Department: **Office of Planning & Development** | Category: **Facilities Renovation/Repair**

Description and Justification:

This request would fund the following City Hall improvements:
- Universal access improvements to meet code:
  - -- install assistive listening devices in City Council Chambers and Auditorium;
  - -- modify bathrooms and associated fixtures;
  - -- modify threshold of the main auditorium doors;
  - -- install new interior door handles for about ten doors.
- Public kitchen renovation to meet codes;
- Roof replacement (western side);
- Central hallway wood flooring;
- Caulking and wood painting;
- Renovate first floor men's bathroom; and
- Update auditorium stage, lighting and sound.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	39,000		39,000			
C. Land Acquisition							
D. Construction	6	156,000		156,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$195,000**		**$195,000**			

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

Project Title: **Common Pasture Parking and Trailhead Project**

Department: **Office of Planning & Development** | Category: **Parks, Grounds & Open Space**

Description and Justification:

In 2006, the City acquired two substantial parcels of open space in the Common Pasture area as part of the City's long-term initiative to protect this last remaining large expanse of contiguous farmland, fields, and forest. The City spent a combined total of approximately $2 million on the acquisition of the 102-acre Cooper North Pasture property and the 123-acre Wet Meadows property, with about half supplied by state and federal grants (plus the state match for the CPA funding). The properties were acquired for the purposes of open space, agriculture, historic and scenic landscape preservation, watershed protection, conservation, and passive recreation. The votes, deeds, and grants associated with these properties all require that they be enhanced and made available for appropriate

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	25,000			25,000		
C. Land Acquisition							
D. Construction	6	100,000				100,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$125,000**			**$25,000**	**$100,000**	

Project Title: **Carpet Replacement**

Department: **Library** | Category: **Facilities Renovation/Repair**

Description and Justification:

The existing carpet is ten years old and showing extensive wear from 1,000+ daily visitors. Old, worn carpet is difficult to keep clean and detracts from the attractiveness of the building. Worn and stretched spots present a hazard to patrons. The areas to be replaced in this two-year project are high traffic ones. The carpet quoted has a projected life of 15-20 years. This state contract pricing includes removal and disposal of the old carpet. The two priority areas are: Teen Loft ($8,000) and the first floor Reading Room, Media Area and Back Hall ($15,000).

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	4	23,000	8,000	15,000			
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$23,000**	**$8,000**	**$15,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Flat Rubber Roof Restoration**

Department: **Library** | Category: **Facilities Renovation/Repair**

Description and Justification:

The 10-year warranty on the rubber roof has expired. This restoration project would include: 1.Infrared scan to check for wet insulation and installation of new insulation, as necessary. 2. Power washing. 3.Making repairs to splits/holes in the rubber roof membrane. 4. Application of urethane liquid waterproofing membrane to restore and upgrade the performance of the rubber roof system. Energy-Star rated 10-year warranty. The rubber roof has already been repaired in several areas using a recommended patch kit. Leaks could cause serious damage to the building, fixtures and contents.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	4	15,000			15,000		
F. Departmental Equipment							
G. Contingency							
H. Other (Roof)							
TOTAL		**$15,000**			**$15,000**		

Project Title: **Repair of Circulating HVAC Pump**

Department: **Library** | Category: **Facilities Renovation/Repair**

Description and Justification:

The HVAC system at the NPL has two pumps that pump cold water in the summer and hot water in the winter. These pumps run 24/7 all year. The pumps are designed not to run at the same time, but to alternate run times to lesson wear and tear on the pumps and also work as a fail-safe in case one of the pumps fails. Currently, the HVAC is running 24/7 on pump#2. Pump #1 is leaking and needs to be rebuilt. Both pumps were installed during the NPL Building Project of 2001and have never been overhauled.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment	4	2,850	2,850				
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$2,850**	**$2,850**				

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Kelley School Building Renovation**

Department: **Youth Services** | Category: **Facilities Renovation/Repair**

Description and Justification:

The 1872 school is in need of signifcant structural, mechanical, and aesthetic repairs. Based on current estimates, the total cost of the project is expected to be $911,250, which includes the installation of an elevator, sprinkers, 2nd floor bathrooms, air/heating improvements, and repointing/masonry work.

Currently, only one floor is utilized due to the lack of an elevators and sprinklers, leaving the 4,000 sq ft upstairs space vacant year-round. Bringing the building into ADA compliance, would allow for full use of the historic school building.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	2	35,000		35,000			
B. Design	2	67,500		67,500			
C. Land Acquisition							
D. Construction	2	808,750		808,750			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$911,250**		**$911,250**			

Project Title: **Bresnahan Elementary Model School Project**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

The Massachusetts School Building Authority approved an investment of $19,708,881 of the total project budget of $38,818,204, representing a 52.78% reimbursement rate.

CTA Construction was selected as the contractor to build the new school. The groundbeaking officially occured in May 2013 and construction is progressing on schedule.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	2/3	285,000	285,000				
B. Design	2/3	1,350,920	1,350,920				
C. Land Acquisition							
D. Construction	2/3	35,209,000	7,910,000	21,405,000	5,894,000		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2/3	1,973,284			1,973,284		
H. Other							
TOTAL		**$38,818,204**	**$9,545,920**	**$21,405,000**	**$7,867,284**		

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Nock/Molin School Renovation**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

The Massachusetts School Building Authority approved an investment of $13,021,662 of the total project budget of $26,997,326, representing a 53.78% reimbursement rate.

Gilbane Building Company was selected as the contractor to renovate the school. The groundbeaking officially occured in April 2013 and construction is progressing on schedule.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	2/3	496,096	496,096				
B. Design	2/3	1,165,000	1,165,000				
C. Land Acquisition		-					
D. Construction	2/3	23,419,930	4,226,650	13,944,960	5,248,320		
E. Furnishings/Equipment	2/3	-					
F. Departmental Equipment	2/3	-					
G. Contingency	2/3	1,916,300			1,916,300		
H. Other							
TOTAL		**$26,997,326**	**$5,887,746**	**$13,944,960**	**$7,164,620**	$0	$0

Project Title: **Newburyport High School-Roof Replacement**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

The four flat roof sections on the original part of the high school were last replaced circa 1995. Two of these roof sections are over classrooms, one over the library and the other over the auditorium. The roofs were exposed to excessive wear and tear as well as patching due to removal of equipment during the construction project from 1999-2002 and were not replaced at the time. Since then leaking has been a common occurance and much of the insulation and decking underneath has been compromised due to the infiltration of water. Total roof area is approximately 25,800 square feet.

Additionally, ductwork penetrations into the sloped roof area have also been the cause of leaking and need to be reworked in order to correct the problem.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	2	80,000	70,000	10,000			
C. Land Acquisition							
D. Construction	2	475,000		475,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	2	47,500		47,500			
H. Other							
TOTAL		**$602,500**	**$70,000**	**$532,500**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Newburyport High School-Efflorescence Removal**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

Efflorescence has stained the new brickwork at Newburyport High School since the completion of the renovation project in 2003 due to water infiltration into the brickwork and ineffective flashing. The efflorescence is most prominent on the north, east, and west terrace areas of the building. This project focuses on the north (or front) side of the building and includes removal of the pre-cast caps on the brickwork, repair of the flashing system, re-installation of the pre-cast caps and cleaning or removal of the existing efflorescence. Projected time frame for this project is summer of

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	6	5,000	5,000				
C. Land Acquisition							
D. Construction	6	90,000	90,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency	6	15,000	15,000				
H. Other							
TOTAL		**$110,000**	**$110,000**				

Project Title: **Newburyport High School-Historic Woodwork Restoration**

Department: **School Department** | Category: **Facilities Renovation/Repair**

Description and Justification:

This project would fund the restoration of the historic woodwork at Newburyport High School. Repairs to the exterior would be completed in four phases, addressing the most pressing and visible portions of the project first, including the main portico, cupola and entry facade.

Given that the purpose of this project is to preserve the historic woodwork at the school, Community Preservation Act (CPA) funding is requested.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	567,502		330,170	237,332		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$567,502**		**$330,170**	**$237,332**		

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Roadway Improvements**

Department: **DPS - Highway** | Category: **Infrastructure**

Description and Justification:

The City's Chapter 90 appropriation averages approximately $500,000. In accordance with the City's Pavement Management Plan, the city replaces 2,500 linear feet of roadway annually based on an annual assessment of all City streets.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	3	2,500,000	500,000	500,000	500,000	500,000	500,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$2,500,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**

Project Title: **Sidewalk Improvements**

Department: **DPS - Highway** | Category: **Infrastructure**

Description and Justification:

50% of the revenue generated from the local option meals tax plus an annual appropriation of $60,000 is used to replace and repair city sidewalks, including curbing and handicap approaches.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	1	1,392,000	392,000	250,000	250,000	250,000	250,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$1,392,000**	**$392,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Purchase of 6 Wheel Dump Trucks**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the purchase and replacement of the Highway Division's six wheel dump trucks. The new trucks will replace 2000 Mack RD690s. 6 Wheel dump trucks serve as frontline plow trucks and are used to haul materials and hot top to job sites.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	450,000		150,000	150,000		150,000
G. Contingency							
H. Other							
TOTAL		**$450,000**		**$150,000**	**$150,000**		**$150,000**

Project Title: **Roof Replacement at DPS Facility**

Department: **DPS - Highway** | Category: **Facilities Renovation/Repair**

Description and Justification:

The steel roof at the DPS Facility (1991) is 22 years old and there has been no investment in preventative maintenance. The seam caulking has deteriorated and as a result the roof is leaking significantly and the interior of the building is being impacted. This project should be bonded over the short term. The cost includes reinstalling the solar panels currently on the roof.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2	240,000		60,000	60,000	60,000	60,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$240,000**		**$60,000**	**$60,000**	**$60,000**	**$60,000**

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Purchase of One Ton Dump Trucks**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This request is to replace three 1-Ton dump trucks. The current 1- Ton trucks are 11 years old and will be replaced over three years. Repairs to these vehicles have become frequent and increasingly costly. 1-Ton pickup trucks are the Highway Division's primary vehicles for everyday activities including, but not limited to roadwork, trash pick up, and transportation of equipment. The truck will purchased using a combination of free cash and operating revenues from the supplemental budget.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/6	210,000	70,000	70,000		70,000	
G. Contingency							
H. Other							
TOTAL		**$210,000**	**$70,000**	**$70,000**		**$70,000**	

Project Title: **Purchase of Street Sweeper**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This request is to replace the existing 2003 Elgin Pelican street sweet. The useful life of a street sweeper is 10-12 years. As it ages the repairs become more costly The department has 2 sweepers (1 inoperable) to sweep the entire City between early March and late November. With one sweeper being out of service, it has taken longer to sweep the entire City and has resulted in more wear and tear on the operable sweeper. New stormwater regulations from the state require that the City sweep twice a year.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	170,000		170,000			
G. Contingency							
H. Other							
TOTAL		**$170,000**		**$170,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Tree Truck**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This request will replace the Department's Tree Truck which was purchased in 1999. This truck is used for tree removal and maintenance.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	150,000					150,000
G. Contingency							
H. Other							
TOTAL		**$150,000**					**$150,000**

Project Title: **Purchase of 3/4 Ton Pickup Trucks with plows**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This request is to begin replacing the Highway Division's fleet of 3/4 pickup trucks. The current fleet includes a 1995 Ford, 1999 Chevrolet and 2000 Chevrolet. Each of these trucks have exceeded its useful life of 10 years. The truck will purchased using a combination of free cash and operating revenues from the supplemental budget.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	1/4	120,000	40,000	40,000	40,000		
G. Contingency							
H. Other							
TOTAL		**$120,000**	**$40,000**	**$40,000**	**$40,000**		

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Street Light Acquisition**

Department: **DPS/Energy** | Category: **Infrastructure**

Description and Justification:

The legislation that deregulated the electricity industry in Massachusetts in 1997 also gave communities the right to acquire streetlights from their utility for their depreciated value. Newburyport has been reviewing this purchase and has finally received its purchase price of $117,861.

The City anticipates annual savings of at least $77,000 as a result of purchasing the street lights.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other	6	117,861	117,861				
TOTAL		**$117,861**	**$117,861**				

Project Title: **Purchase of Front End Loader with Backhoe**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This request is to purchase a front end loader with a backhoe. This would replace a 1999 Case 580 backhoe. This piece of equipment is used for all construction purposes, tree work, loading salt, and plowing streets and parking lots.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	3/6	120,000			120,000		
G. Contingency							
H. Other							
TOTAL		**$120,000**			**$120,000**		

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Drainage Study**

Department: **DPS - Highway** | Category: **Infrastructure**

Description and Justification:

This would fund a drainage study in the vicinity of Phillips Drive, Tiliton St, Hale St, Margarie St, and Sylvester St. This area is prone to significant flooding and the city must study potential methods to alleviate the problem.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study	6	50,000			50,000		
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$50,000**			**$50,000**		

Project Title: **Replacement of Pumping and Fuel Monitoring Systems**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the replacement of the pumping and fuel monitoring systems at the DPS Facility. The software for the fuel monitoring system is no longer supported and the pumps have exceeded their useful life.

The pump station is where all city vehciles fuel and as such the cost will be shared by the general fund and the water, sewer, and harbormaster enterprises as follows: Water Division - 12.5K, Sewer Division 12.5K, Habormaster Department - 3K, General Fund - 70K

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	70,000		25,000		45,000	
G. Contingency							
H. Other							
TOTAL		**$70,000**		**$25,000**		**$45,000**	

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

Project Title: **Repair Stonewall at Highland Cemetery**

Department: **DPS - Highway** | Category: **Parks, Grounds & Open Space**

Description and Justification:

The current stonewall all at the Highland Cemetery is over 150 years old requires significant amount of masonry repair work. This project would fund the replacement of 100 feet of the most significantly deteriorated sections of the wall.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	40,000		40,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$40,000**		**$40,000**			

Project Title: **Purchase of Automatic Hydraulic Salt Spreader Control System**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This project would include the installation of automatic hydraulic salt spreader control systems on each of the six wheel dump trucks. These systems are becoming a standard in the industry as they control salt application and have been proven to control the cost of materials. The City should expect to save 60% in material costs once these systems are fully installed.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	36,000	12,000	12,000	12,000		
G. Contingency							
H. Other							
TOTAL		**$36,000**	**$12,000**	**$12,000**	**$12,000**		

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Replacement of HVAC system at the DPS Highway Facility**

Department: **DPS - Highway** | Category: **Facilities Renovation/Repair**

Description and Justification:

This project would replace a total of eight HVAC units at the DPS Facility, two building units and six garage units. Significant resources have been needed to maintain the current HVAC system. The current system is 21 years old and replacement parts are becoming unavailable.

The cost of the project would be split between the general fund and water and sewer enterprises as follows: 33K Water Division, 33K Sewer Division, 33K General Fund.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6/7/8	33,000		33,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$33,000**		**$33,000**			

Project Title: **Fence at Highland Cemetery**

Department: **DPS - Highway** | Category: **Parks, Grounds & Open Space**

Description and Justification:

The current chain link fence at the Highland Cemetery is over 50 years old and beyond repair. The City needs to replace the fence in the immediate future and preserve the aesthetic quality of the neighborhood.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6	20,000	20,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$20,000**	**$20,000**				

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Parking Lot Lighting**

Department: **DPS - Highway** | Category: **Infrastructure**

Description and Justification:

This request will fund the installation of at least two light poles, lights and necessary wiring in and around the NRA East lot.

The NRA East lot is very dark and presents potential liability for the City. It has been determined that there should be installed at least two light poles with three or more lights wired and positioned strategically to light up the parking lot. This additional lighting would afford the pedestrian and the motor vehicle operator the opportunity to view the lot more clearly in order to avoid snow, ice, pot holes, cars, pedestrians, etc. This will be paid with revenues from paid parking.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other	6	30,000		30,000			
TOTAL		**$30,000**		**$30,000**			

Project Title: **Purchase of Leaf Vacuum**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This request is to purchase a Leaf Vacuum. This would replace (2) 2000 Tarco Big T Vac units (1 deadlined). This piece of equipment has limited parts avilability and is in poor condition. This is used for removale of leaves from the parks, cemetaries, schools, downtown and other areas.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	25,000		25,000			
G. Contingency							
H. Other							
TOTAL		**$25,000**		**$25,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Purchase of Tree Chipper**

Department: **DPS - Highway** | Category: **Vehicles/Equipment**

Description and Justification:

This request is to purchase a Tree Chipper. This would replace the exisiting 2005 Vermeer Tree Chipper. This piece of equiptment is used everyday for tree maintence throughout the City. Due to its importance the DPS has had to rent a tree chipper during storm events and routine work.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	6	35,000			35,000		
G. Contingency							
H. Other							
TOTAL		**$35,000**			**$35,000**		

Project Title: **Water Treatment Plant Upgrade**

Department: **DPS - Water** | Category: **Facilities Renovation/Repair**

Description and Justification:

The original Water Treatment Plant (WTP) was put in service in 1971 and was upgraded in the mid 1980's. It is a standard treatment plant with flocculation, sedimentation and filtration stages, along with chemical injection. It has undergone extensive repairs in recent years and needs to be completely overhauled. The plant was designed with a theoretical capacity of 7.8 million gallons per day (mgd), but due to sedimentation limitations, it can only sustain an operating capacity of about 4.0 mgd. This upgrade will include an upgrade to the residuals handling process, a new clearwell, and finished water pump station, along with an upgrade of the SCADA system. This project will significantly extend the life of the WTP and is expected to provide adequate and reliable service for many years to come.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2	7,408,349	5,662,763	1,743,921	1,665		
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$7,408,349**	**$5,662,763**	**$1,743,921**	**$1,665**		

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **DPS Tank Maintenance**

Department: **DPS - Water** | Category: **Infrastructure**

Description and Justification:

The Rawson Hill water tank is currently being refurbished and repainted. During the recent inspection of the Marchs Hill Tank, several areas of concern were noted and it was recommended that rehabilitation (painting) will be required within the immediate future to maintain the present integrity of the steel.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	477,000	477,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$477,000**	**$477,000**				

Project Title: **DPS Water Main Replacement**

Department: **DPS - Water** | Category: **Infrastructure**

Description and Justification:

The Water Division continues with its goal of making improvements to the aging water distribution infra-structure. In order to achieve this goal, the Divison has developed a schedule of planned water distribution replacments. In an effort to minimize the effect on annual operating budgets, funds are designated each year into a capital Water Main Replacement fund.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	1,500,000	300,000	300,000	300,000	300,000	300,000
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$1,500,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

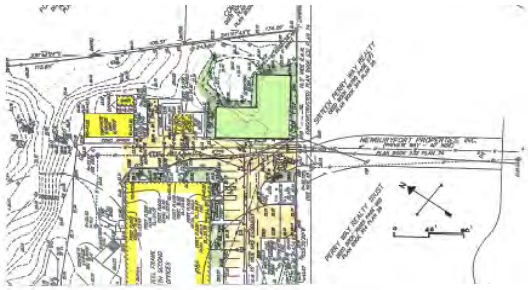
(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **DPS Expansion**

Department: **DPS - Water** | Category: **Facilities Renovation/Repair**

Description and Justification:

The Water and Sewer offices are currently housed in temporary trailers at 16A Perry Way. The initial plan was to renovate 115 Water Street, the building the City took by imminent domain at the Wastewater Treatment. Upon further analysis, it was determined that 115 Water Street would not be appropriate for housing municipal offices and the best approach was to construct a building next to the DPS Facility. The Sewer and Water Division will both contribute to the final cost of the building. The Water Division's contribution is estimated at $600,000.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	8	600,000		600,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$600,000**		**$600,000**			

Project Title: **DPS Meter Replacement Project**

Department: **DPS - Water** | Category: **Infrastructure**

Description and Justification:

The Water and Sewer divisions conducted a city-wide meter replacement program in 2008 at a cost of over a million dollars. The meters have a life-time expectancy of 12 - 15 years. In an effect to lessen the effect on the Division's operating budget, it is recommended that $50,000.00 be allocated each year in preparation of the next city-wide meter replacement in 2023. Cost will be shared with Sewer Division as all users are charged for water and sewer based on metered water use.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	250,000	50,000	50,000	50,000	50,000	50,000
G. Contingency							
H. Other							
TOTAL		**$250,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Purchase of Ford F250**

Department: **DPS - Water** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the replacement of the 2003 F 250 that is used at the Water Treatment Plant. The new truck would also include a plow attachment.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	40,000	40,000				
G. Contingency							
H. Other							
TOTAL		**$40,000**	**$40,000**				

Project Title: **Replacement of HVAC system at the DPS Highway Facility**

Department: **DPS - Water Enterprise** | Category: **Facilities Renovation/Repair**

Description and Justification:

This project would replace a total of eight HVAC units at the DPS Facility, two building units and six garage units. Significant resources have been needed to maintain the current HVAC system. The current system is 21 years old and replacement parts are becoming unavailable.

The cost of the project would be split between the general fund and water and sewer enterprises as follows: 35K Water Division, 25K Sewer Division, 40K General Fund.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6/7/8	33,000		33,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$33,000**		**$33,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Replacement of Pumping and Fuel Monitoring Systems**

Department: **DPS - Water Enterprise** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the replacement of the pumping and fuel monitoring systems at the DPS Facility. The software for the fuel monitoring system is no longer supported and the pumps have exceeded their useful life.

The pump station is where all city vehciles fuel and as such the cost will be shared by the general fund and the water, sewer, and harbormaster enterprises as follows: Water Division - 12.5K, Sewer Division 12.5K, Haborrmaster Department - 3K, General Fund - 72K

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	12,500		12,500			
G. Contingency							
H. Other							
TOTAL		**$12,500**		**$12,500**			

Project Title: **Purchase Water Distribution Vehicle**

Department: **DPS - Water Enterprise** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the purchase of a Water Distribution Vehicle to meet the requirements of the Green Communities Act.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	8	40,000		40,000			
G. Contingency							
H. Other							
TOTAL		**$40,000**		**$40,000**			

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Upper Dam and Intake Improvements**

Department: **DPS - Water Enterprise** | Category: **Infrastructure**

Description and Justification:

The work under this project will include repairs and modifications to the dam, gatehouse and intake pipe that were originally built around 1913. Plans include demolition of the gate house and replacement of the broken valves inside. Repairs will be made to address deficiencies in the dam and wing walls, along with a coating of the entire surface. Sediment that has accumulated over the past century will be dredged from around the intake. Design and permitting will also be included in this project.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	8	150,000		150,000			
C. Land Acquisition	8	400,000			400,000		
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$550,000**		**$150,000**	**$400,000**		

Project Title: **Wastewater Treatment Facility Improvements**

Department: **DPS - Sewer** | Category: **Facilities Renovation/Repair**

Description and Justification:

The Newburyport Wastewater Treatment Facility (WWTF) was originally constructed in 1963 as a primary plant and was subsequently upgraded to provide secondary treatment in 1984. In 2001, odor control facilities were added to the plant. The facility provides biological treatment of wastewater prior to discharge of effluent into the Merrimack River. The facility is designed to treat an average daily flow of 3.40 million gallons per day (mgd), and peak flow of 9.45 mgd. The objective of the Newburyport WWTF Improvements Project is to upgrade the facility to provide continuous treatment of all wastewater flows and pollutant loadings in compliance with its National Pollutant Discharge Elimination System (NPDES) permit for the next 20 years. As part of this effort improvements to support facilities (buildings, electrical, instrumentation & control systems, etc.) are also necessary.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	2	10,916,350	8,649,148	2,267,202			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$10,916,350**	**$8,649,148**	**$2,267,202**			

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Turkey Hill Sewer Main**

Department: **DPS - Sewer** | Category: **Infrastructure**

Description and Justification:

This would fund the replacement of the Turkey hill sewer main (3000 feet) and manholes. Both the main and manholes have been compromised as a result of heavy hydrogen sulfite (H2S). The main is a large sewer line 12-15 inches and made of asbestos clay pipe. The main is very deep and the Sewer Division is exploring the possibility of slip lining the pipe opposed to digging the street. If DPS is forced to dig, the cost of the project will increase.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	50,000	50,000				
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$50,000**	**$50,000**				

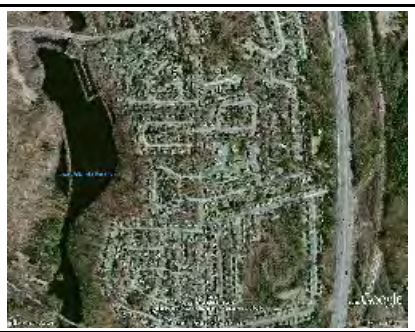
Project Title: **West End Easement**

Department: **DPS - Sewer** | Category: **Infrastructure**

Description and Justification:

This project will provide access to the primary sewer line that services the West End. Phase 1 consists of evaluation of the current infrastructure and identifies existing and future easements. The outcome of Phase 1 will determine the final cost of Phase 2. The rough estimate for Phase 2 is $355,000. It should be noted that Phase 2 could be slightly higher than anticipated. Phase 2 will consist of the construction of a new road to provide access to the sewer main that services the West End.

This project is necessary so that in the event of a sewer line break or backup, DPS Sewer Division will be able to access the line and prevent sewer from entering the drinking water supply.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design	7	200,000	200,000				
C. Land Acquisition							
D. Construction	7	150,000		150,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$350,000**	**$200,000**	**$150,000**			

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Graf Road Force Main**

Department: **DPS - Sewer** | Category: **Infrastructure**

Description and Justification:

This would fund the replacement of the Graf Road Force Main. The force main at Graf Road Lift Station is one of the most important components of the system. The current force main was installed in the mid 1980s. The material of the pipe was Ductile Iron (DI) and due to corrosive solid, the integrity of the pipe has been compromised and the force main has failed twice in the past two years.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	2,450,000	450,000			2,000,000	
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$2,450,000**	**$450,000**			**$2,000,000**	

Project Title: **Purchase of Vactor Vacuum Truck**

Department: **DPS - Sewer** | Category: **Vehicles/Equipment**

Description and Justification:

The purchase of a new Vactor Vacuum Truck would replace the current 1999 vacuum truck which is used to by the Sewer Division on every call for service. This vehicle is also used for routine maintenance of the sewer lines.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	400,000			400,000		
G. Contingency							
H. Other							
TOTAL		**$400,000**			**$400,000**		

Source of Funds Legend

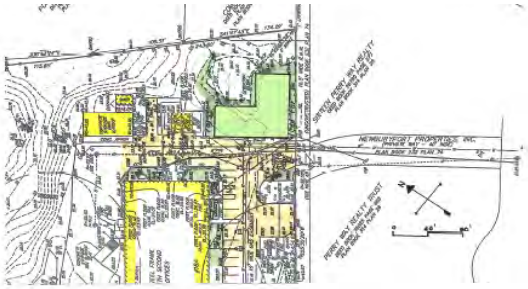
(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **DPS Expansion**

Department: **DPS - Sewer** | Category: **Facilities Renovation/Repair**

Description and Justification:

The Water and Sewer offices are currently hosed in temporary trailers at 16A Perry Way. The initial plan was to renovate 115 Water Street, the building the City took by imminent domain at the Wastewater Treatment. Upon further analysis, it was determined that 115 Water Street would not be appropriate for housing municipal offices and the best approach was to construct a building next to the DPS Facility. The Sewer and Water Division will both contribute to the final cost of the building. The Sewer Division's contribution is estimated at $600,000.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	7	600,000		600,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$600,000**		**$600,000**			

Project Title: **Purchase of Mack RD690S Dump Truck**

Department: **DPS - Sewer** | Category: **Vehicles/Equipment**

Description and Justification:

The purchase of a new Mack Dump Truck will replace the current 1999 Mack which is used by the Sewer Division to transport sludge from the WWTP to Ipswich for composting.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	130,000	130,000				
G. Contingency							
H. Other							
TOTAL		**$130,000**	**$130,000**				

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Bobcat Loader**

Department: **DPS - Sewer** | Category: **Vehicles/Equipment**

Description and Justification:

The purchase of a new Bobcat will replace the current 1996 Bobcat which is used by the Sewer Division for snow removal at the facility, moving sludge, and contributes to day to day operations.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	90,000			90,000		
G. Contingency							
H. Other							
TOTAL		**$90,000**			**$90,000**		

Project Title: **Replacement of HVAC system at the DPS Highway Facility**

Department: **DPS - Sewer** | Category: **Facilities Renovation/Repair**

Description and Justification:

This project would replace a total of eight HVAC units at the DPS Facility, two building units and six garage units. Significant resources have been needed to maintain the current HVAC system. The current system is 21 years old and replacement parts are becoming unavailable.

The cost of the project would be split between the general fund and water and sewer enterprises as follows: 33K Water Division, 33K Sewer Division, 33K General Fund.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	6/7/8	33,000		33,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$33,000**		**$33,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **Replacement of Pumping and Fuel Monitoring Systems**

Department: **DPS - Water** | Category: **Vehicles/Equipment**

Description and Justification:

This would fund the replacement of the pumping and fuel monitoring systems at the DPS Facility. The software for the fuel monitoring system is no longer supported and the pumps have exceeded their useful life.

The pump station is where all city vehciles fuel and as such the cost will be shared by the general fund and the water, sewer, and harbormaster enterprises as follows: Water Division - 12.5K, Sewer Division 12.5K, Haborrmaster Department - 3K, General Fund - 72K

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	12,500		12,500			
G. Contingency							
H. Other							
TOTAL		**$12,500**		**$12,500**			

Project Title: **DPS Meter Replacement Project**

Department: **DPS** | Category: **Infrastructure**

Description and Justification:

The Water and Sewer divisions conducted a city-wide meter replacement program in 2008 at a cost of over a million dollars. The meters have a life-time expectancy of 12 - 15 years. In an effect to lessen the effect on the Division's operating budget, it is recommended that $50,000.00 be allocated each year in preparation of the next city-wide meter replacement in 2023. Cost will be shared with Water Division as all users are charged for water and sewer based on metered water use.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	250,000	50,000	50,000	50,000	50,000	50,000
G. Contingency							
H. Other							
TOTAL		**$250,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**

Source of Funds Legend

(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Plum Island Alarm System**

Department: **DPS - Sewer Enterprise** | Category: **Vehicles/Equipment**

Description and Justification:

This would allow the City to alarm 637 valve pits on Plum Island. The alarms will immediately notify staff in the event of a system fault or abnormality, such as low vacuum pressure, stuck open valves, stuck controllers, etc. The alarms will ensure faster response times and more timely repair, if needed.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	400,000		100,000	100,000	100,000	100,000
G. Contingency							
H. Other							
TOTAL		**$400,000**		**$100,000**	**$100,000**	**$100,000**	**$100,000**

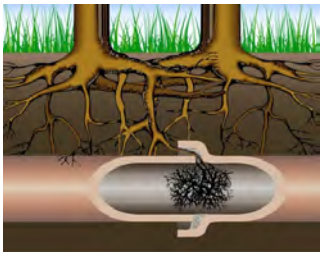
Project Title: **Sewer Line Replacement**

Department: **DPS - Sewer Enterprise** | Category: **Infrastructure**

Description and Justification:

This program allows for necessary replacments to be made to Newburyport's sewer system.

Upcoming projects include the sewer lines on Madison Street and Merrill Street, as well as, lines crossing through the roundabout.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	300,000		200,000		100,000	
G. Contingency							
H. Other							
TOTAL		**$300,000**		**$200,000**		**$100,000**	

Source of Funds Legend

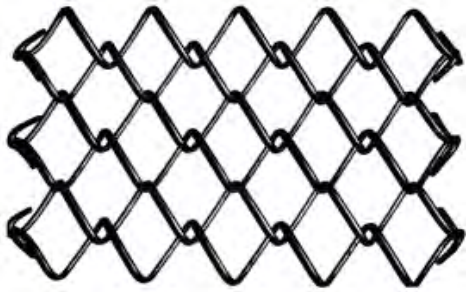
(1) Operating Revenues
(2) Municipal GO Bonds
(3) State Aid
(4) Capital Stabilization Fund
(5) Harbormaster Retained Earnings
(6) Free Cash / CPA / Grants / Other
(7) Sewer Enterprise Fund Retained Earnings
(8) Water Enterprise Fund Retained Earnings

Project Title: **Wastewater Treatment Facility Fence**

Department: **DPS - Sewer Enterprise** | Category: **Facilities Renovation/Repair**

Description and Justification:

The current fence surrounding the Wastewater Treament Facility is rusted and beyond repair. As we are approaching the end of the construction at 115 Water Street, it is recommended that a new fence is installed around the complex.



RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	7	200,000		200,000			
G. Contingency							
H. Other							
TOTAL		**$200,000**		**$200,000**			

Project Title: **Transient Boaters & Harbormaster Facility**

Department: **Harbormaster** | Category: **Facilities Renovation/Repair**

Description and Justification:

This request is to expand the existing 250 square foot Harbormaster Office into a Transient Boaters & Harbormaster Facility. The proposed facility would continue to serve as the Harbormaster's headquarters, but would provide support services for transient boaters and visitors, such as restrooms and showers.

The Harbormaster's Department is currently exploring grant opportunities at the state and federal levels to help fund this project.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	5	500,000		500,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$500,000**		**$500,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title: **New Harbormaster Boat**

Department: **Harbormaster** | Category: **Vehicles/Equipment**

Description and Justification:

The City acquired a 25' former US Coast Guard Defender Response Boat at *no cost* through a grant program. The vessel is in excellent condition and was sought after by a number of surrounding communities.

The boat spent most of her life in the freshwaters of the Great Lakes where tradition was to haul the boat for the winter season for maintenance, thereby extending its life.

The vessel will cost approximately $15,000 to equip and will be used as a public safety boat by the Harbormaster, Fire and Police Departments, including the regional dive team.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5	180,000	165,000	15,000			
G. Contingency							
H. Other							
TOTAL		**$180,000**	**$165,000**	**$15,000**			

Project Title: **Cashman Park Dock Expansion**

Department: **Harbormaster** | Category: **Parks, Grounds & Open Space**

Description and Justification:

The Harbormasters department would like to expand the transient dock facilities at Cashman Park. This would allow more boats to tie up while waiting to launch or return to and from the ramp. This would require the repair and reuse of the old docks that were previously used at the CWF.

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction	5	50,000	30,000	20,000			
E. Furnishings/Equipment							
F. Departmental Equipment							
G. Contingency							
H. Other							
TOTAL		**$50,000**	**$30,000**	**$20,000**			

Source of Funds Legend

(1) Operating Revenues (3) State Aid (5) Harbormaster Retained Earnings (7) Sewer Enterprise Fund Retained Earnings

(2) Municipal GO Bonds (4) Capital Stabilization Fund (6) Free Cash / CPA / Grants / Other (8) Water Enterprise Fund Retained Earnings

Project Title:	**Replacement of Pumping and Fuel Monitoring Systems**
Department: **DPS - Harbormaster Enterprise**	Category: **Vehicles/Equipment**

Description and Justification:

This would fund the replacement of the pumping and fuel monitoring systems at the DPS Facility. The software for the fuel monitoring system is no longer supported and the pumps have exceeded their useful life.

The pump station is where all city vehciles fuel and as such the cost will be shared by the general fund and the water, sewer, and harbormaster enterprises as follows: Water Division - 12.5K, Sewer Division 12.5K, Habormaster Department - 3K, General Fund - 70K

RECOMMENDED FINANCING

	Source of Funds	Total Five -Year Cost	Estimated Project Costs by Fiscal Year				
			FY2013	FY2014	FY2015	FY2016	FY2017
A. Feasibility Study							
B. Design							
C. Land Acquisition							
D. Construction							
E. Furnishings/Equipment							
F. Departmental Equipment	5/6/7/8	3,000		3,000			
G. Contingency							
H. Other							
TOTAL		**$3,000**		**$3,000**			

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) Harbormaster Retained Earnings	(7) Sewer Enterprise Fund Retained Earnings
(2) Municipal GO Bonds	(4) Capital Stabilization Fund	(6) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

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Section 13:
Appendices

A. Financial Policies and 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 plan are:

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

II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

A. The City will utilize accounting practices that conform to GAAP as set forth by the Government Accounting Standards Board (GASB), UMAS and DOR Informational Guideline Releases.

B. An annual audit will be performed by an independent public accounting firm.

C. The City will utilize a cash basis of budgeting, while the audited financial statements will be reported on an accrual basis, in accordance with statutory requirements.

III. GENERAL FUND

A. Budget Goals and Objectives shall be developed annually by each Department Head in consultation with the Mayor. No later than May 15 of each year, the Mayor shall submit to the City Council a proposed operating budget for all city departments,

which shall include the school department, for the ensuing fiscal year with an accompanying budget message and supporting documents. The budget document should conform to guidelines set forth by Section 6-3 of the City Charter, the Governmental Finance Officers Association (GFOA), and the DOR.

B. The City will carefully and routinely monitor all amounts due. An active collection policy will be followed for all receivables, including property taxes. An average collection rate of at least 95% of current levy shall be maintained provided, however, that it is the City's full intent to collect 100% of all receivables in any given year.

C. Charges for services and other revenues shall be reviewed on a regular basis at least every three (3) years. Charges shall be adjusted as necessary in respond to changes in the cost of providing services. The Mayor, in consultation with Department Heads, shall be responsible for cost recovery goals for individual departments or services, as appropriate, and shall make recommendations to the City Council for review and final approval of all applicable fees.

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

The Stabilization Fund is the City's main reserve fund designed to provide financial stability for the City, while improving the City's credit worthiness and flexibility. The provisions of this fund are dictated by Massachusetts General Law (MGL), Chapter 40, Section 5B. The Stabilization Fund may be appropriated for any lawful purpose upon recommendation by the Mayor and a two-thirds (2/3) vote by the City Council. However, at no time can an appropriation placed into the fund exceed 10% of the previous year's real property tax levy, nor can the fund itself exceed 10% of the equalized value of the City.

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 $500,000 or 1% of the tax levy, whichever is greater.

The City has historically used some portion of its Free Cash to subsidize the ensuing year's annual operating budget. It is the City's goal to limit the amount of Free Cash used in the operating budget to a sustainable level and to use these available funds for non-recurring one-time expenses, such as capital projects/items.

For purposes of this policy, the following are deemed to be appropriate uses of Free Cash:

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

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

IV. CAPITAL IMPROVEMENTS

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

A. No later than April 1 of each year, the Mayor shall submit a capital improvement program to the City Council. The Capital Improvement Program shall be consistent with the mission statement of the City and shall include:

    1. a clear and concise general summary of its contents;
    2. a list of all capital improvements proposed to be undertaken during the ensuing 5 years, with supporting information as to the need for each capital improvement;
    3. cost estimates, methods of financing and recommended time schedules for each improvement; and,

4. the estimated annual cost of operating and maintaining each facility and piece of major equipment involved.

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

B. Public Hearing: The City Council shall publish in at least 1 local newspaper a notice stating: (1) the times and places where entire copies of the Capital Improvement Program are available for inspection by the public; and, (2) the date, time and place not less than 14 days after such publication, when a public hearing on said plan will be held by the city council.

C. Adoption: At any time after the public hearing but before June 1 of each year, the City Council shall by resolution adopt the Capital Improvement Program with or without amendment, provided that each amendment must be voted separately and that any increase in the Capital Improvements Program as submitted must specifically identify the method of financing proposed to accomplish such increase.

D. Availability of Capital Improvement Program: In addition to any other posting requirement under law, immediately after the submission of the proposed Capital Improvement Program to the City Council, the Mayor shall cause the entire Capital Improvement Program document to be posted on the city's website. After the enactment of the program, a copy of the Capital Improvement Program document as approved shall be posted on the city website indicating its approval by the City Council, and it shall remain posted at least until the enactment of any subsequent capital improvement program.

Definitions of Capital Improvement Program/Project:

1. *Capital Improvement Program*: A comprehensive list of major public improvement projects that are proposed for the City's expenditure within the next six years. The CIP shall be reviewed annually.

2. *Capital Improvement Project:* Items included within the Capital Improvement Program will involve the improvement or betterment of the physical plant of the City of a non-recurring nature as differentiated from ordinary repairs or maintenance of a recurring nature. Projects include acquisition of land, improvement of facilities and the replacement/purchase of equipment with a useful life of at least five (5) years and a cost of $10,000 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:

    1. Gross General Fund debt service/General Fund expenditures 15% and

    2. Net General Fund debt service/General Fund expenditures 8 – 10%

C. Definitions of Gross/Net Debt Service:

    1. General Fund Gross Debt Service: Annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions. The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.

    2. General Fund Net Debt Service: After state reimbursements and state aid, the annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions (i.e., Gross Debt Service less reimbursements/aid). The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.

D. 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.

E. 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 pursuant to the DOR's Indirect Cost Analysis performed June 2012. Enterprise Funds are governed by MGL Ch. 44, §53F½.

VII. GIFTS AND GRANTS

A. All grants shall be managed to comply with the laws, regulations and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor, in accordance with state law. The Mayor's Office will provide an annual report to the City Council that summarizes all grant funded projects/programs.

B. All gifts shall be evaluated for suitability and consistency with City policies. Gifts with values greater than $500 shall be formally accepted by the City Council after review and recommendation by the Mayor, or as otherwise allowed by ordinance or by-law. Gifts of funds are governed by MGL Ch. 44, §53A. Gifts of tangible property are governed by MGL Ch. 44, §53A½.

VIII. TRUST FUND MANAGEMENT

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

IX. INVESTMENT POLICY FOR GENERAL FUNDS, SPECIAL REVENUE FUNDS,

ENTERPRISE FUNDS AND CAPITAL PROJECTS FUNDS

A. **Scope**—Section IX of this policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section X will address trust funds and any other funds with special circumstances, such as stabilization funds. The Newburyport Retirement Board and Massachusetts Teacher's Retirement Board are responsible for the investment of the pension funds for all City employees.

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

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

The following objectives are listed in order of priority:

1. *Safety of principal*. The foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and

choice of depository.

2. *Credit risk*. The risk of loss due to the failure of the security issuer or backer.

3. *Interest rate risk*. The risk that the market value of the security will fall due to changes in general interest rates.

4. *Liquidity*. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the Treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.

5. *Yield*. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

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

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

2. *U. S. Treasuries* that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).

3. *U.S. Agency obligations* that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).

4. *Bank accounts or Certificates of Deposit*, hitherto termed C.D.'s. **(**Up to one year) which are fully collateralized through a third party agreement: Unlimited amounts.

5. *Bank accounts and C.D.'s* (Up to one year) insured by F.D.I.C. up to at present a $250,000 limit. All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the $250,000 insurance coverage. In some cases banking institutions carry additional insurance, Depository Insurance Fund of Massachusetts (D.I.F.M).

6. *Unsecured bank deposits* of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at banks that do not fit the above categories. These investments are subject to the following limitations: No more than 5% of an institution's assets and no more than 25% of a municipality's cash may be composed of unsecured bank deposits. This percentage may be increased for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the City in the near future. These payments may be for such items as debt service payment or regional school assessments. They will be diversified as much as possible.

D. **Authorization—**The Treasurer has authority to invest municipal funds, subject to the statutes of the Commonwealth Massachusetts General Law Chapter 44 Section 55, 55A, & 55B.

E. **Restrictions—**Chapter 44, Section 55 set forth the several restrictions that the Treasurer must be aware of when making investment selections for short term operating funds.

1. A 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 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 Massachusetts General Laws, Chapter 44, Sections 54, 55A & 55B, to the extent these sections apply. The portfolio should be invested in a blend of fixed income securities and equities with the following guidelines:

1. No more than 50% of the portfolio's market value may be invested in equities.

2. No less than 40% of the portfolio's market value may be invested in fixed income securities (including preferred stock).

3. Approximately 10% of the portfolio's market value may be maintained as cash and/or cash equivalents (defined as debt securities with less than one year to maturity).

E. **Security Guidelines—Equities**

1. Equity holdings may be selected from the New York and American Stock Exchange or the NASDAQ markets. Securities may be in U.S. companies, or foreign companies purchased as American Depository Receipts (ADR's). Funds may be invested in securities convertible into equities or preferred stock.

2. The equity portion of the portfolio should consist of a diversified mix of investments suitable to achieve the objectives of capital preservation. Individual equity holdings in any one company should not exceed 5% of the market value of the portfolio.

3. No funds may be invested in real estate, private placements or letter stock, the Investment Advisor shall not engage in margin transactions, short sales or any other such specialized investment vehicles. The selection of individual equities will be at the discretion of the Investment Advisor.

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 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.

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.

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, Massachusetts General Laws, Chapter 268A.

C. **Standards of Care—**The standard of prudence to be used by the Treasurer shall be the "prudent person" standard set forth in Massachusetts General Laws Chapter 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.

7. The report must be filed with the City Clerk no later than 60 days following the close of each fiscal year.

B. 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 23 in Section II.

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

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

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

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

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

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

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

Chapter 90 Highway Funds Cherry Sheet: State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula

comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOR/DLS website.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

Community Preservation Fund: A special revenue fund established pursuant to MGL Ch. 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

Debt Authorization: Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15.

Debt Burden: The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Exclusion: This amount represents the voter-approved amount that is used to pay for capital projects, often with a designated reimbursement from the state. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.

Debt Limits: The general debt limit of a city consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit: The excess of budget expenditures over receipts.

Department: A principal, functional and administrative entity created by statute and/ or the Mayor to carry out specified public services.

Designated Unreserved Fund Balance: A limitation on the use of all or part of the expendable balance in a governmental fund.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GIS (Geographical Information System): A computerized mapping system and analytical tool that allows a community to raise information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains and as well as other data.

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

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

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

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

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

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

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

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

License and Permit Fees: The charges related to regulatory activities and privileges granted by 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 tow 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 towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.

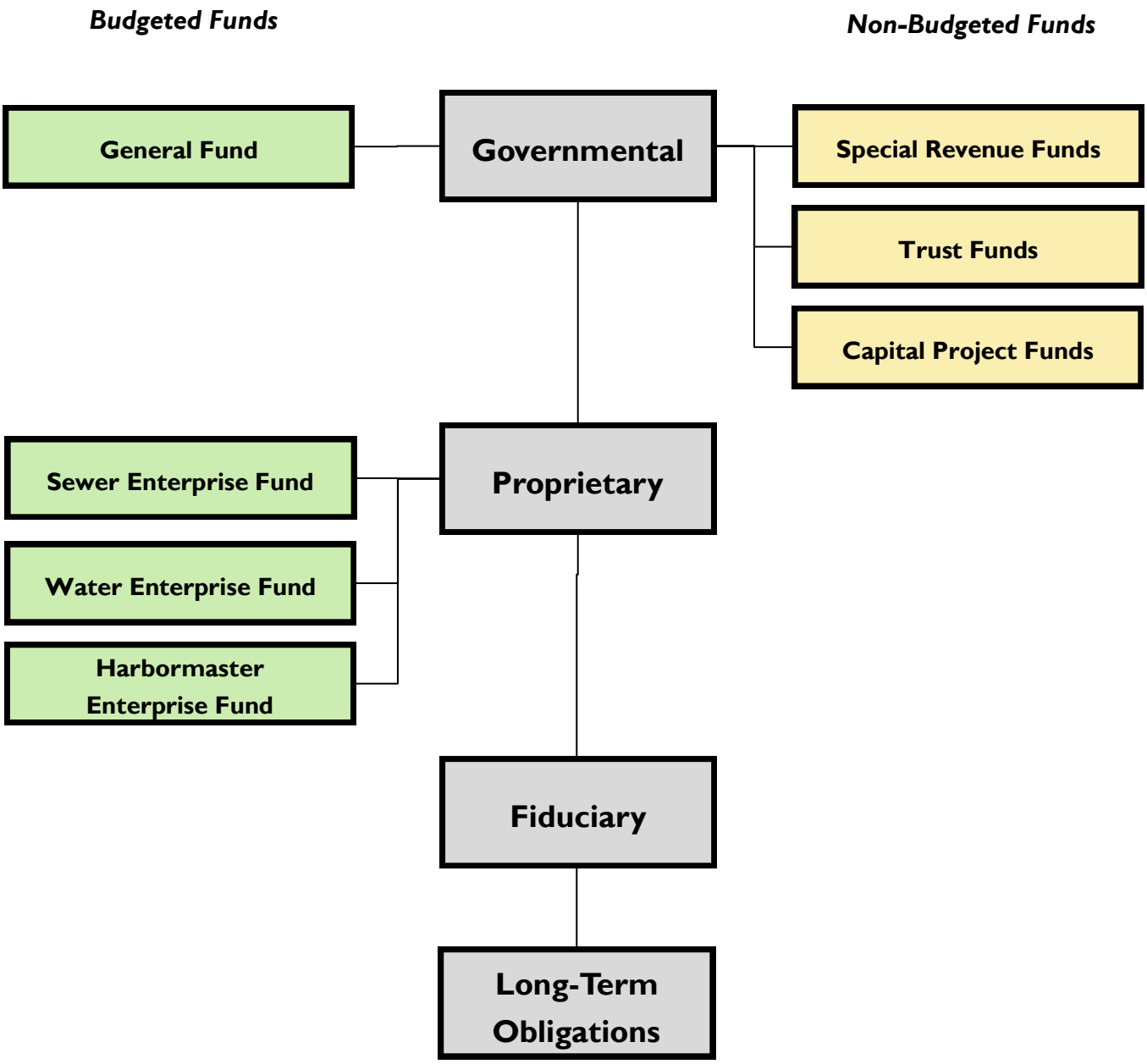
Unit Cost: The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

Unrestricted General Government Aid (UGGA): The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

Valuation (100%): Requirement that the assessed valuation must be the same as the market value for all properties.

C. Fund Descriptions and Balances

All Funds



FUND DESCRIPTIONS

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

A. GOVERNMENTAL FUNDS

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

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

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

1. **Revolving Funds:** Revolving Funds allow the City to raise revenues from a specific program and use those revenues to support the program without appropriation. Revolving Funds are established by statute or by-law and may require reauthorization each year by the City Council. The City maintains revolving funds for a number of purposes including 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.

Following are three tables which are excerpted from the City's financial statements prepared on a GAAP basis. These tables display the results of operations for the fiscal year ending June 30, 2012. There's one table for Governmental Funds and one for Proprietary Funds. Since Fiduciary funds do not involve the measurement of operations, there is no corresponding table for that grouping.

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.

Appendix D:
Newburyport Public Schools
Budget Detail

Appendix E:
Whittier Regional Vocational Technical High School Budget Detail

CITY OF NEWBURYPORT
TERRA MARIQUE
MDCCCLI

PLAN OF
NEWBURYPORT
Harbour
SALISBURY
NEWBURY

APPENDIX B *BOARDS & COMMITTEES*

Pictured below, the Flying Cloud is a clipper ship similar to those built and christened in Newburyport Harbor. Newburyport carried on extensive trade with ships coming from Guadeloupe, Madeira, Cadiz, Ireland, Rotterdam, Dunkirk, Balboa and many other exotic ports.

Board Name	First Name	Last Name	Address 1	City	Appointment	Expires	Title
Affordable Housing Trust	Karen B.	Wiener	7 Lincoln St	Newburyport	12-Oct-10	01-Sep-12	
Affordable Housing Trust	Madeline	Nash	19 Arlington St	Newburyport	12-Mar-12	01-Feb-14	
Affordable Housing Trust	Judith	Tymon	39 Lime St	Newburyport	12-Oct-10	01-Sep-12	
Affordable Housing Trust	Susanne	Cameron	17 Oakland St	Newburyport	11-Feb-11	01-Jan-13	
Assessor	Daniel	Raycroft	4 Bancroft Lan	Merrimac	30-Jan-12	01-Jan-15	
Asst Treasurer/Collector	Kathleen	Chase	2 Belcher St	Newburyport	25-Oct-10	01-Nov-13	
Asst. Inspector of Wires	Joseph	Cutrone	21 Elmira Aven	Newburyport	27-Mar-12	01-Feb-13	
Atkinson Common Commission	Jeanine T.	Murphy	10 Plummer Av	Newburyport	12-Jul-10	30-Jun-13	
Atkinson Common Commission	Beverly	MacBurnie	3 Magnolia St.	Newburyport	27-Jun-11	31-Mar-14	Chairperson
Atkinson Common Commission	Wallace	Thurlow	2 Dorothy Luce	Newburyport	27-Mar-12	30-Apr-15	
Auditor	William	Squillace	145 Eastern Av	Gloucester	14-Mar-11	01-Feb-14	
Bartlet Mall Commission	Andrew	Simpson	1 1/2 Greenlea	Newburyport	09-Apr-12	01-Mar-15	
Bartlet Mall Commission	Dwight	Alger	27 Hill St	Newburyport	14-Apr-08	31-Mar-11	
Bartlet Mall Commission	Sue	Brown	40 Fair St	Newburyport	25-Jun-07	06-Feb-10	Chairperson
Bartlet Mall Commission	Ellen	Hanick	9 Hallisey Drive	Newburyport	31-May-11	31-May-14	
Bartlet Mall Commission	Walt	Thompson	100 State St, U	Newburyport	31-Oct-11	01-Oct-14	
Bartlet Mall Commission	Alexander C	Pitman	4 Norman Aven	Newburyport	29-May-12	01-Jun-15	
Bartlet Mall Commission	Sadie	Cathcart	4 Vernon Court	Newburyport	27-Mar-12	01-Mar-15	
Board of Health	Dr. Susan	Beluk	14 Toppans Lan	Newburyport	12-Mar-12	01-Feb-15	
Board of Health	Patricia	Lawrence	PO Box 1431	Newburyport	29-Mar-10	01-Feb-13	
Board of Health	Robin S.	Blair	18 Market St	Newburyport	27-Jun-11	31-Mar-14	Chairperson
Board of Registrars	Mary	Zinck	6 Laurel Rd.	Newburyport	27-Mar-12	31-Mar-15	
Board of Registrars	Brian	Sullivan	195 High St.	Newburyport	11-Apr-11	31-Mar-14	
Board of Registrars	Douglas	Bolick	8 Court Street	Newburyport			
Board of Sewer Commissioners	David	Hanlon	68 Warren Stre	Newburyport	30-Aug-10	01-Apr-13	Chairperson
Board of Sewer Commissioners	Robert	Cook	19 Everette Dr.	Newburyport	31-Mar-08	01-Jan-11	
Board of Water Commission	Roger	Jones	37 Storeybrook	Newburyport	31-Oct-11	01-Oct-16	
Board of Water Commission	Erford	Fowler	11 Rawson Hill	Newburyport	09-Feb-09	30-Apr-13	
Board of Water Commission	Edmund L.	Kelley	24 Dorothy Luc	Newburyport	11-May-09	30-Apr-14	
Board of Water Commission	John	Tomasz	38 Storeybrook	Newburyport	30-Aug-10	30-Apr-15	
Board of Water Commission	George	Lawler	22 Woodland S	Newburyport	14-May-12	30-Apr-17	Chairperson
Building Inspector	Gary	Calderwood	Nbpt. City Hall	Newburyport	30-Jan-12	15-Jan-15	
Cable Advisory Committee	Bruce	Menin	83 Lime Street	Newburyport			

Board Name	First Name	Last Name	Address 1	City	Appointment	Expires	Title
Cable Advisory Committee	Don	Skane	Nbpt. High Sch	Newburyport	23-Feb-04		
Cable Advisory Committee	Jerry A.	Mullins	7 Parsons Stree	Newburyport			
Cable Advisory Committee	Sarah	Hayden	8 Hunter Drive	Newburyport			
Cable Advisory Committee	John	Dalpe	54 Forrester St.	Newburyport			
Cable Advisory Committee	Rob	Kaplan	4 Shandel Dr	Newburyport			
Cable Advisory Committee	Mark	Kavanaugh	Nbpt. City Hall	Newburyport			M.I.S. Director
Commission on Disability	Karen	Flahive	492 Merrimac	Newburyport	24-Sep-12	01-Sep-12	
Commission on Disability	Jennie	Donahue	18 Cherry Stree	Newburyport	14-Nov-11	01-Oct-14	
Commission on Disability	Jane	Donovan	6 Orange St.	Newburyport	11-Jul-11	01-Mar-14	
Commission on Disability	Jane Bagley	Holaday	8 Peters Rd	Newburyport	13-Dec-10	01-Nov-13	
Community Preservation Act Committee	Mary Louise	Gagnon	320 High St	Newburyport	19-Mar-12	01-Apr-14	Housing Auth.
Community Preservation Act Committee	Judith C.	Grohe	14 Strong Stree	Newburyport	24-May-10	01-May-13	
Community Preservation Act Committee	Michael	Dissette	44 Jefferson St.	Newburyport	30-Apr-12	01-Mar-15	Chairperson
Community Preservation Act Committee	Donald F.	Little	6 Cottage Cour	Newburyport	24-May-10	01-May-13	
Community Preservation Act Committee	Jane	Healey	38 Winter Stre	Newburyport	29-Mar-11	01-Mar-14	
Community Preservation Act Committee	Margaret C.	Welch	82 Curzon Mill	Newburyport	25-Jul-11	01-Apr-14	
Community Preservation Act Committee	Madeliine	Nash	19 Arlington St	Newburyport	31-Mar-08	01-Mar-11	
Conservation Commission	Stephen J.	Moore	10 North Atkins	Newburyport	09-Jul-12	01-Jun-15	
Conservation Commission	Paul	Healy	8 N Street	Newburyport	24-May-10	31-May-13	
Conservation Commission	Joseph C	Teixeira	44 Hale Street	Newburyport	27-Feb-12	01-Mar-15	Chairperson
Conservation Commission	James D.	O'Brien	8 67th Street	Newburyport	11-Jul-11	01-Jun-14	
Conservation Commission	Daniel P	Warchol	47 Plummer Av	Newburyport	28-Sep-09	01-Sep-12	
Conservation Commission	Douglas A	Muir	10 Hancock St	Newburyport	11-Jul-11	01-May-14	
Conservation Commission	Mary	Casey	58 Bromfield St	Newburyport	24-May-10	31-May-13	
Constables for City Business	Brian	Brunault	83 Garden Stre	West Newbur	08-Aug-11	01-Jul-14	
Constables for City Business	David	Newbert	231 Middle Ro	Byfield	27-Aug-12	30-Jul-15	
Constables for Civil Business	Donald B.	Notargiacomo	5B Zabriskie Dri	Newburyport	10-Oct-12	01-Sep-15	
Council on Aging	Miller	Graf	2 Rawson Hill r	Newburyport	13-Nov-12	31-May-17	
Council on Aging	Janice	Kelley	24 Dorothy Luc	Newburyport	25-Jun-12	31-May-17	
Council on Aging	Cynthia	Muir	10 Hancock Str	Newburyport	29-Mar-10	01-Mar-15	
Council on Aging	Helena	Thurlow	2 Dorothy Luce	Newburyport	10-Sep-07	31-May-12	
Council on Aging	Jo Ann	Kincaid	17 Otis Place #	Newburyport	13-Nov-12	31-May-17	
Council on Aging	Charles	Carroll	25 Hill Street	Newburyport	31-May-11	01-May-16	

Board Name	First Name	Last Name	Address 1	City	Appointment	Expires	Title
Council on Aging	Martha	True	24 Cherry Stree	Newburyport	14-May-12	31-May-17	
Council on Aging	John	Ronan	21 Ferry Rd	Newburyport	26-Oct-09	31-May-14	
Council on Aging	Frances	Reslewic	12 Chase Stree	Newburyport	31-May-11	01-May-16	
Council on Aging	Fran	Munroe	7 Christopher S	Newburyport	25-Jun-12	31-May-17	Chairperson
Council on Aging	Richard A	Eaton	4 Horton St	Newburyport	28-Feb-11	31-May-16	
Council on Aging	Donald	Miller	47 Hill Street	Newburyport	26-Oct-09	31-May-14	
Cultural Council	Amanda	Martindale	102 Hight St. A	Newburyport	12-Dec-12	14-Dec-14	
Cultural Council	Ruth	Allen	60 Boardman S	Newburyport	14-Dec-09	14-Dec-12	
Cultural Council	Vaughn	Abbott	61 Prospect Str	Newburyport	24-Oct-12	01-Oct-15	
Cultural Council	Sherry	Moore	62 Marlboro St	Newburyport		30-Apr-12	
Cultural Council	Alan	Bull	103 Water St	Newburyport	30-Aug-10	30-Apr-13	Co-Chair
Cultural Council	Anne	Spraker	35 Lime Street	Newburyport	31-Oct-11	01-Oct-14	
Director of Public Services	Anthony J	Furnari	10 Olsen Road	Newburyport	14-Mar-11	01-Feb-14	
Diversity & Tolerance Commission	Eduardo	Calapiz	26 Washington	Newburyport	23-Jul-12	01-Jun-15	
Diversity & Tolerance Commission	Carol	Thompson	100 State St. #	Newburyport	23-Jul-12	01-Jun-15	
Diversity & Tolerance Commission	Kenneth J.	Wilson, Jr	125 State Stree	Newburyport	23-Jul-12	30-Jun-15	
Diversity & Tolerance Commission	Susan	Brown	33 Fair Stree	Newburyport	14-Nov-11	01-Oct-14	
Diversity & Tolerance Commission	Donna	Scott	4 Strong Street	Newburyport	28-Jun-10	13-May-13	
Electrical Inspector	David	Zinck	6 Laurel Road	Newburyport	30-Jan-12	31-Jan-13	
Emergency Management Director	Thomas	Howard	65 Middle Roa	Newburyport	13-Sep-10		
Emma Andrews Branch Library Commission	Susan	Chase	44 Oak St	Newburyport	27-Mar-12	01-Mar-13	
Emma Andrews Branch Library Commission	Kristin	Sherman	9 60th Street	Newburyport	27-Mar-12	01-Mar-13	
Emma Andrews Branch Library Commission	Elizabeth	Valeriani	29 Oak St	Newburyport	27-Mar-12	01-Mar-13	
Emma Andrews Branch Library Commission	Donna	Conway	27 Marlboro St	Newburyport	30-Jan-12	13-Oct-13	
Emma Andrews Branch Library Commission	Kathleen	Malynn	14 Marlboro St	Newburyport	25-Oct-10	13-Oct-13	
Fruit St Local Historic District Study Committee	Bonnie	Sontag	10 Upland St	Newburyport	14-May-15	31-May-15	
Fruit St Local Historic District Study Committee	Thomas	Bower	96 High St	Newburyport	24-May-10	01-May-13	
Fruit St Local Historic District Study Committee	Maurice	Southworth	12 Fruit Street	Newburyport	24-May-10	01-May-13	Chairperson
Fruit St Local Historic District Study Committee	Leah	McGavern	21 Marlboro St	Newburyport	13-Jun-11	31-May-14	
Harbor Commission	Robert	Dow	185 Storey Ave	Newburyport	11-Jul-11	01-May-14	
Harbor Commission	Andrew	Casson	240 Merrimac	Newburyport	11-Apr-11	31-Mar-14	
Harbor Commission	Justin	Dutcher	45A Washingto	Newburyport	17-Oct-11	01-Sep-13	
Harbor Commission	James	Knapp	129 Merrimac	Newburyport	11-Jul-11	01-May-14	

Board Name	First Name	Last Name	Address 1	City	Appointment	Expires	Title
Harbor Commission	T. Bradley	Duffin	2 Cutting Drive	Newburyport	10-May-10	02-Apr-13	Chairperson
Harbor Commission	Paul	Dahn	343 High St	Newburyport	08-Feb-10	31-Jan-13	
Harbor Commission	Daniel R	May	5 Dorothy Luce	Newburyport	10-Dec-12	01-Nov-15	
Harbor Commission	Stephen	Hines	54 Ferry Road	Newburyport	11-Apr-11	31-Mar-14	
Harbor Commission	Paul	Rooney, Jr.	14 LaValley Lan	Newburyport	28-Jun-10	31-May-13	
Harbor Master	Kristian	Zoeller	115 Timber Sw	Hampton	30-Jan-12	31-Dec-14	Assistant
Harbor Master	Richard	Cummings	7 Jewett St	Newburyport	11-Jul-11	15-Jun-15	Assistant
Harbor Master	David	Willey	13 Devonshire	Lowell	30-Jan-12	31-Dec-14	Assistant
Harbor Master	Enrico	Caruso	34 Russett Hill	Haverhill	30-Jan-12	31-Dec-14	Assistant
Harbor Master	Francis F.	Chaisson	300 Merrimac	Newburyport	30-Jan-12	31-Dec-14	Assistant
Harbor Master	Richard	O'Leary	552 High Steet	Newburyport	11-Jul-11	15-Jun-14	Assistant
Harbor Master	James	Maranto	167 Harper Rid	E. Hampstead	30-Jan-201	31-Dec-14	Assistant
Harbor Master	Joseph	Grande	52 Linwood Av	Methuen	30-Jan-12	31-Dec-14	Assistant
Harbor Master	Daniel	Scott	4 Ferry Road	Methuen	13-Jun-11	15-Apr-14	
Harbor Master	Lance	Thokle	1 River Court	Newburyport	13-Jun-11	15-Apr-14	Assistant
Harbor Master	Paul	Hogg	4 Coltin Dr	Newburyport	10-May-10	01-May-13	
Harbor Master	Philip	Stern	271 Merrimac	Newburyport	30-Jan-12	31-Dec-14	Assistant
Harbor Master	Benedetto	Orlando	104 North Ave	Newburyport	14-Nov-11	25-Oct-14	Assistant
Highland Cemetery Commission	Jeffrey R	Tomlinson	21 Hill Street	Newburyport	14-Nov-11	03-Feb-14	
Highland Cemetery Commission	Gary	Robinson	12 Hill Street	Newburyport	27-Feb-12	01-Feb-15	
Highland Cemetery Commission	Karen	Kelly-Alger	27 Hill Street	Newburyport	14-Nov-14	03-Feb-13	
Highland Cemetery Commission	Jeffrey	Briggs	17 Dalton St	Newburyport	14-Nov-11	03-Feb-13	
Highland Cemetery Commission	Patricia M	Spalding	5 Bricher Street	Newburyport	14-Nov-11	03-Feb-14	
Historical Commission	Stephen	Dodge	57 Milk Street	Newburyport	12-Sep-11	01-Aug-14	
Historical Commission	Thomas W.	Kolterjahn	64 Federal St	Newburyport	24-May-10	31-May-13	
Historical Commission	William K.	Todd	8 Foster Court	Newburyport	28-Feb-11	01-Jan-14	
Historical Commission	Edmund R. (Ned)	McGrath	28 Olive St.	Newburyport	27-Mar-12	01-Dec-15	
Historical Commission	Linda	Smiley	7 Atwood Stree	Newburyport	14-May-12	01-May-15	Chairperson
Historical Commission	Margaret	Welch	82 Curzons Mill	Newburyport	24-May-10	31-May-13	
Library Board of Directors	Elizabeth	Valeriani	29 Oak St.	Newburyport	24-Jan-11	31-Dec-17	
Library Board of Directors	Barbara	Dowd	12 Merrill St.	Newburyport	27-Mar-12	01-Jan-19	
Library Board of Directors	Kathleen	Carey	2 Chapel Street	Newburyport	22-Feb-10	31-Dec-17	
Library Board of Directors	Joseph J.	Donnelly	8 Bowlen Avew	Newburyport	26-Feb-07	01-Jan-13	

Board Name	First Name	Last Name	Address 1	City	Appointment	Expires	Title
Library Board of Directors	Monica	Blondin	154 High Street	Newburyport	09-Feb-09	15-Jan-16	
Library Board of Directors	Josiah	Welch	59 High St.	Newburyport			Chairperson
Library Board of Directors	James	Connolly	47 Green St.	Newburyport			Esquire, Ex Offi
Library Board of Directors	Marcia	Edson	11 Salem St.	Newburyport	15-Mar-10	31-Dec-17	
Library Board of Directors	Robert	Gould	280 High Street	Newburyport			Ex Officio
Library Board of Directors	Stephen	Moore	10 No.Atkinsto	Newburyport	28-Apr-08	01-Jan-15	
Licensing Board	Margaret	Lucey	225 Water St.	Newburyport	29-Sep-08	31-May-14	
Licensing Board	Joseph H.	Devlin	3 Dexter Lane	Newburyport	01-May-12	01-Jun-18	
Licensing Board	Donald P	Zabriskie	87 Lime Street	Newburyport	13-Feb-12	01-Jun-18	
Licensing Board	Richard	Sharp	11 Lincoln Stre	Newburyport	12-Sep-11	01-Jun-17	
Licensing Board	T. Bradley	Duffin	2 Cutting Drive	Newburyport	12-Sep-11	01-Jun-17	
Local Historic District Study Committee	Linda	Smiley	7 Atwood Stree	Newburyport	25-Jun-07		
Local Historic District Study Committee	Douglas	Locy	17 Alberta Ave	Newburyport	25-Jun-07		
Local Historic District Study Committee	E. Douglas	Bolick	8 Court St	Newburyport	13-Dec-10	01-Nov-13	
Local Historic District Study Committee	Edward	Ramsdell	32 Kent Street	Newburyport	29-Aug-11		
Local Historic District Study Committee	Sarah	White	349 High Street	Newburyport	25-Jun-07		Chairperson
Local Historic District Study Committee	Margaret	Welch	82 Curzon Mill	Newburyport	25-Jun-07		
Moseley Woods Commission	Scott	Mortimer	59 Marlboro St	Newburyport	25-Jun-12	31-Mar-15	
Moseley Woods Commission	Ann	Dykes	477 Merrimac	Newburyport	13-Aug-12	01-Jun-15	
Moseley Woods Commission	Rosemary	Decie	8 Fedners Aven	Newburyport	27-Mar-12	01-Feb-15	
Municipal Liaison	Richard	Jones	283 High Street	Newburyport	14-Dec-09		
Municipal Retirement Board	Alexander	Kravchuk	19 1/2 Myrtle	Newburyport		20-Jun-12	
Municipal Retirement Board	Vincent	Malgeri	1Curzondale Ct	Newburyport	26-Jun-06		
Municipal Retirement Board	Paula	Fowler	11 Rawson Hill	Newburyport		31-Dec-13	
Newburyport Housing Authority	Thomas	O'Brien	11 Moseley Av	Newburyport	10-Dec-12	01-Aug-17	
Newburyport Housing Authority	Kimberley	Logue	50 Park Circle	Newburyport	14-May-12	01-May-17	
Newburyport Housing Authority	Mary Louise	Gagnon	320 High Street	Newburyport	12-Jan-09	31-Dec-13	
Newburyport Housing Authority	Ethel M.	Stewart	43 C No. Atkins	Newburyport	29-Jan-07	31-Jan-12	
Newburyport Housing Authority	Cheryl	Amey	24 Milk st	Newburyport	24-Jan-11	31-Jan-16	
Newburyport Redevelopment Authority	John G	Morris	209 Water St	Newburyport			
Newburyport Redevelopment Authority	Tom	Salemi	29 Oakland St	Newburyport	13-Feb-12	15-Jan-17	
Newburyport Redevelopment Authority	Timothy	Brennan	26 Alberta Ave	Newburyport	24-Apr-06	07-Mar-11	
Newburyport Redevelopment Authority	James	Shanley	15 Olive St	Newburyport	01-Apr-08		Chairperson

Board Name	First Name	Last Name	Address 1	City	Appointment	Expires	Title
Newburyport Redevelopment Authority	Patricia	Dorfman	16A Toppans L	Newburyport	14-May-12	01-Mar-17	
Newburyport Redevelopment Authority	Adam	Guild	9 Guild Street	Newburyport	22-Jul-10	01-Jul-15	
Newburyport Youth Commission	Dylan	McCloy	17 wildwood D	Newburyport	26-Sep-11	31-May-14	
Newburyport Youth Commission	Cathis	Williamson	326 High St. 1	Newburyport	28-Jun-10	31-May-12	
Newburyport Youth Commission	Alexandra	Canning	21 Woodland S	Newburyport	12-Jul-10	31-May-13	
Newburyport Youth Commission	Alan	Papert	174 State St 4	Newburyport	31-May-11	31-May-14	
Newburyport Youth Commission	Beth	Tremblay Hall	1R Horton Cour	Newburyport	28-Jun-10	31-May-13	Chairperson
Newburyport Youth Commission	Deborah	Andrew	20 Auburn Stre	Newburyport	28-Jun-10	31-May-13	
Open Space Committee	George	Blaxter	26 Broad Stree	Newburyport	24-Feb-12		
Open Space Committee	Ms. Leslie	Eckholdt	36 Warren St.	Newburyport	29-Mar-10	01-Feb-13	
Open Space Committee	Mary	Harbaugh	28 Strong Stree	Newburyport	29-Mar-10	01-Feb-13	Chairperson
Open Space Committee	Michael	Frey	5 Wilson Way	Newburyport	29-Mar-10	01-Feb-13	
Open Space Committee	Michael	Dissette	44 Jefferson Str	Newburyport	30-Apr-12		Vice-Chairpers
Open Space Committee	Elizabeth	Marcus	10 Barton Stre	Newburyport	24-Feb-12		
Open Space Committee	Lawrence	McCavitt	5 Madison Stre	Newburyport	24-Feb-12		
Parks Commission	Sean	Perkins	4 Washington S	Newburyport	14-Jul-08	30-Apr-13	
Parks Commission	Robert	Uhlig	10 Ocean St	Newburyport	08-Sep-08	01-May-13	Chairperson
Parks Commission	Karen	Popken	49 Boardman S	Newburyport	29-May-12	30-Apr-17	
Parks Commission	Stephen	Sawyer	15 Collins Stree	Newburyport	14-Mar-11	20-Apr-15	
Planning Board	Henry	Coo	7 Guild St	Newburyport	10-May-10	31-May-15	
Planning Board	Donald B	Walters	15 Smith Street	Newburyport	08-Sep-08	31-May-13	
Planning Board	James	McCarthy	17 Russia Stree	Newburyport	30-Mar-09	31-Jan-14	
Planning Board	Bonnie	Sontag	10 Upland Rd	Newburyport	14-May-12	31-May-17	
Planning Board	Cindy	Zabriskie	87 Lime Street	Newburyport	29-May-12	01-Jun-17	
Planning Board	Daniel	Bowie	11 Erie Avenue	Newburyport	31-May-11	31-May-16	Chairperson
Planning Board	Susan	Grolnic	10 Willow Ave.	Newburyport	28-Jun-10	31-May-15	
Planning Board	Paul	Dahn	343 High Street	Newburyport	11-Jul-11	01-Jun-16	
Planning Board	Noah A	Luskin	36 Plummer Av	Newburyport	09-Apr-12	31-May-14	
Planning Director	Andrew R	Port	12 Central Plan	Saugus	30-Jan-12	31-Jan-14	
Sealer of Weights & Measures	James	Cassidy	72 Spring St	Medford	22-Jul-10	01-Jul-13	
Street Tree Committee	Jean	Berger	33 Middle St	Newburyport	31-May-11		
Street Tree Committee	Ed	Taylor	25 Bromfield St	Newburyport	01-Nov-01		Vice-Chair
Street Tree Committee	Sandra H.	Liversidge	236 High St	Newburyport	02-Jun-03		

Board Name	First Name	Last Name	Address 1	City	Appointment	Expires	Title
Street Tree Committee	Hugh	Kelleher	8 Summit Place	Newburyport	01-Nov-01		Chairperson
Street Tree Committee	Jane C.	Niebling	45 Temple Stre	Newburyport	14-Apr-08		
Street Tree Committee	Paul	Bevilacqua	126 Merrimac	Newburyport	30-Apr-07		
Treasurer/Collector	Julie	Languirand	13 Cushing Stre	Salisbury	30-Aug-10	30-Aug-13	
Tree Commission	Hugh	Kelleher	12 Atwood Stre	Newburyport	26-Nov-12	01-Nov-15	
Tree Commission	Paul J	Harrington	251 B High St	Newburyport	10-Dec-12	01-Nov-13	
Tree Commission	Sheila	Taintor	10 Dexter Stree	Newburyport	26-Nov-12	01-Nov-13	
Tree Commission	David	Dylewski	334 R Merrima	Newburyport	26-Nov-12	01-Nov-13	
Tree Commission	Ed	Taylor	25 Bromfield St	Newburyport	12-Nov-12	01-Nov-14	
Tree Commission	Paul M	Bevilacqua	126 Merrimac	Newburyport	26-Nov-12	01-Nov-14	
Trust Fund Commission	Daniel	O'Reilly	5 Curriers Landi	Newburyport	22-Aug-05	01-May-08	
Trust Fund Commission	Richard J.	O'Brien	41 Olive St.	Newburyport	31-May-11	01-Apr-14	
Trust Fund Commission	Laurie F	Christiansen	33 Purchase Str	Newburyport	11-Jul-11	01-Jun-14	
Trust Fund Commission	James M	Griffiths	6 Chaisson Roa	Newburyport	28-Apr-08	31-Mar-11	Chairperson
Trust Fund Commission	Jay	Iannini	9 Horton Street	Newburyport	13-Jun-11	31-May-14	
Veterans Agent	Kevin	Hunt	14 Tenth Street	Newburyport	30-Apr-12	01-Apr-13	
Waterfront Trust	Scott	Sutherland	3 Savory Street	Newburyport	12-Dec-11	01-Dec-16	
Waterfront Trust	Joseph	Brown	6 Cutting Drive	Newburyport	28-Apr-08	31-Dec-12	
Waterfront Trust	Dougals	Locy	17 Alberta Ave	Newburyport	12-Apr-10	31-Dec-14	
Waterfront Trust	Clifford	Goudey	21 Marlboro St	Newburyport	27-Apr-09	31-Dec-13	Chairperson
Waterfront Trust	Catherine	Russell	31 Federal Stre	Newburyport	14-Mar-11	31-Dec-15	
Zoning Board of Appeals	Jamie	Pennington	16 Eagle St	Newburyport	11-Jan-10	05-Jan-15	
Zoning Board of Appeals	Charles	Ciovacco	4 Lt. Leary Driv	Newburyport	25-Feb-08	01-Feb-12	
Zoning Board of Appeals	Jared	Eigerman	83 High Street	Newburyport	09-Jul-12	01-Jun-15	
Zoning Board of Appeals	Richard	Goulet	19 Kent Street	Newburyport	25-Jun-12	30-Jun-16	
Zoning Board of Appeals	Howard A	Snyder	26 B Strong St	Newburyport	14-May-12	01-Apr-16	
Zoning Board of Appeals	Robert	Ciampitti, Jr.	552 Merrimac	Newburyport	30-Apr-12	01-Feb-16	
Zoning Board of Appeals	Edward	Ramsdell	32 Kent St.	Newburyport	14-Mar-11	01-Feb-16	Chairperson
Zoning Board of Appeals	Duncan	LaBay	4 Ferry Road	Newburyport	09-May-11	01-Feb-14	
Zoning Board of Appeals	Sean	Leonard	53 Marlboro St	Newburyport	12-Apr-10	15-Apr-13	

PLAN OF
NEWBURYPORT
Harbour
SALISBURY
NEWBURY

APPENDIX C *CITY ORDINANCES*

Newburyport's history centers around shipbuilding with the production of Clipper Ships built well into the 1800s The industry gave rise to the city's nickname "The Clipper City."

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

February 22, 2010

AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED STREETS, SIDEWALKS AND OTHER PUBLIC PLACES.

Be it ordained by the City Council of the City of Newburyport as follows:

Chapter 12 Streets and Sidewalks
Article VI Protection of Public Trees

Sec. 12-171. Purpose
Sec. 12-172. Tree Commission
Sec. 12-173. Definitions
Sec. 12-174. Applicability
Sec. 12-175. Non-Applicability.
Sec. 12-176. Ergencies and Exemptions.
Sec. 12-177. Tree Regulations.
Sec. 12-178. Enforcement.
Sec. 12-179. Application Fees & Financial Security.
Sec. 12-180. Tree work permit required.
Sec. 12-181. City Tree Plan.
Sec. 12-182. Listing of Trees Acceptable for Planting.
Sec. 12-183. Spacing Between Street Trees.
Sec. 12-184. Plantings Near Curbs and Sidewalks.
Sec. 12-185. Reserved.
Sec. 12-186. Reserved.
Sec. 12-187. Reserved.
Sec. 12-188. Trimming of Public Trees by Utility Companies.
Sec. 12-189. Planting, Maintenance and Removal.
Sec. 12-190. Topping of Trees
Sec. 12-191. Pruning and Removal of Non-Public Trees that May Affect Public Safety.
Sec. 12-192. Reserved.
Sec. 12-193. Removal of Tree Stumps.
Sec. 12-194. Installation of Tree Lights, Signs or Hardware.
Sec. 12-195 Damage, removal and replacement of city-owned trees
Sec. 12-196 Tree Valuation, Mitigation and Replacement Costs

Sec. 12-197 Building and Development
Sec. 12-198 Surety.
Sec. 12-199 Severability.

Councillor Barry N. Connell

Full text follows.

In City Council July 22, 2011
Motion to refer to Planning and Development and Neighborhood and City Services by Councillor Connell, seconded by Councillor Hutcheson. 9 yes, 2 absent (Heartquist, Herzog).

In City Council May 29, 2012
Motion to remove from Planning and Development and Neighborhood and City Services by Councillor Connell, seconded by Councillor Cameron. So voted. Motion to approve by Councillor Connell, seconded by Councillor Derrivan. On a roll call vote, 10 yes, 1 no (Sullivan) motion to approve first reading passed and ordered published.

In City Council June 25, 2012:
Motion to approve by Councillor Connell, seconded by Councillor Herzog. On a roll call vote, 11 yes, Ordinance passed second and final reading.

Approve _____
Donna D. Holaday, Mayor

Date: 8/30/12

Attest: _____
Richard B. Jones, City Clerk

Work Plan have been fulfilled and reviewed and approved by Tree Warden in consultation and consideration of the recommendations of the Tree Commission.

12-198. Surety.

A surety is a bond posted to ensure a specific performance of a duty or obligation.

The Tree Warden, in consultation with the Tree Commission, may require the applicant for a Tree Work Permit to post before the start of land disturbance or construction activity, a surety bond, irrevocable letter of credit, cash, or other security. The form and amount of any surety shall be deemed sufficient in the opinion of the Tree Warden, based on the scale and nature of the subject project, to ensure that all work will be completed in accordance with the permit and Tree Regulations. If the project is phased, the Tree Warden may release part of the bond as each phase is completed in compliance with the permit. The bond may not be fully released until the Tree Warden and Tree Commission has received any final inspection reports, and a satisfactory final inspection has been conducted. At such time the Tree Warden shall issue a Notice of Compliance and return any surety being held.

12-199. Severability.

The provisions of this ordinance are hereby declared to be severable. If any provision, paragraph, sentence, or clause, of this Ordinance or the application thereof to any person, establishment, or circumstances shall be held invalid for any reason, such invalidity shall not affect the other provisions or application of this ordinance, and all other provisions shall continue in full force and effect.

Damage and Replacement:

The party responsible for damage to Public Tree(s) shall be responsible for the cost and timely replacement of such trees to the Tree Warden's specification and satisfaction, and/or for providing to the Newburyport Tree Committee Fund a dollar amount equal to the cost of the required replacement, including transport, planting, and 5 year maintenance.

Replacement costs as determined by the Tree Warden and Tree Commission shall take into account the ecological impact of the damage or loss as well as the trunk diameter (DBH) of the damaged or illegally removed tree(s). The Tree Warden shall determine a dollar value for the replacement(s) by determining the nursery price of the replacement trees in the upcoming planting season as described in (e) above plus the cost of delivery, planting, 5 years maintenance and 5 years guarantee based on quotes for such services by a landscape or tree contractor. Said contractor shall meet the city's qualifications for contracted service providers and shall plant trees in accordance with the city's written specifications. The removing party shall bear the costs of removal and disposal of the removed tree, the grinding of the stump and sidewalk/landscape repairs. The final decision of the valuation rests with the Tree Warden and the Mayor.

Public Trees which are removed, damaged or destroyed shall be replaced with a nursery-grown, City-approved tree species in quantity and size equal in value to tree(s) removed as determined and approved by the Tree Warden. Minimum tree size shall be two-inch caliper DBH. Such trees shall be planted in locations selected by the Tree Warden in consultation with the Tree Commission.

Example: A tree with a twenty-four-inch DBH (diameter at breast height) that is removed shall be replaced with a combination of trees that is equal or greater than twenty-four (24) inches DBH. In this example, acceptable combinations for replacement of twenty-four-inch DBH tree could include:

i) eight three-inch caliper trees; OR
ii) ten 2 1/2-inch caliper trees; OR
iii) twelve two-inch caliper trees.

In lieu of planting Replacement Trees on the site an equivalent replacement value may be proposed. If accepted by the Tree Warden, the funds shall be deposited into the Newburyport Tree Committee Fund for use by the Tree Commission for the planting and care of trees throughout the city as deemed necessary.

Waiver or Reductions of Mitigation:

The Tree Warden may waive or reduce the costs if deemed proper within the spirit of this Ordinance. The Tree Warden shall notify the Mayor and the Tree Commission Chairman in writing within 48 hours of the decision stating the dollar amounts, method of calculation, and reasons for the waiver or reduction.

12-197. Building and Development.

When applicable, the Building Commissioner may withhold issuance of an occupancy permit for a project or development until all outstanding terms and conditions of the property owner's or developer's Tree

town once in each of two successive weeks, the first publication to be not less than seven days before the day of the hearing or if no such local newspaper exists then in accordance with the provisions of section six of chapter four [of Massachusetts General Laws]." (Excerpted from Massachusetts General Laws, Chapter 87, Section 3.)

"Tree wardens and their deputies, but no other person, may, without a hearing, trim, cut down or remove trees, less than one and one half inches in diameter one foot from the ground, and bushes, standing in public ways; and, if ordered by the mayor, selectmen, road commissioners or highway surveyor, shall trim or cut down trees and bushes, if the same shall be deemed to obstruct, endanger, hinder or incommode persons traveling thereon or to obstruct buildings being moved pursuant to the provisions of section eighteen of chapter eighty-five [of Massachusetts General Laws]. Nothing contained in this chapter shall prevent the trimming, cutting or removal of any tree which endangers persons traveling on a highway, or the removal of any tree, if so ordered by the proper officers for the purpose of widening the highway and nothing herein contained shall interfere with the suppression of pests declared to be public nuisances by section eleven of chapter one hundred and thirty-two [of Massachusetts General Laws], including the Dutch elm disease." (Excerpted from Massachusetts General Laws, Chapter 87, Section 5.)

In cases involving trees that are known to be invasive species, the Tree Warden may make the decision to remove the tree(s) without a hearing as required by Section 12-180 if such work is done in accordance with the Tree Regulations and City Tree Plan as part of a tree replacement plan. Such a removal shall be part of a replanting project and the funding necessary for replanting shall have been secured prior to doing the removal work.

(d.) Approval and Assignment of Costs: Tree removal may occur only with the prior written approval of the Tree Warden. The requesting party shall incur the cost of removal, disposal, stump removal, as well as the costs of replacement, protection and maintenance of new plantings, as determined by the Tree Warden.

(e.) Public street or lawn shrubs which are removed, damaged or destroyed shall be replaced with a City approved shrub species of similar value and equal spread or height. The trees or shrubs shall be replaced at no cost to the City.

(f.) All trees and shrubs planted on public lands shall conform to the botanical names and standards of size, culture and quality adopted by the American Association of Nurserymen, Inc. in the American Standard for Nursery Stock.

12-196. Tree Valuation, Mitigation And Replacement Costs.

Required Replacement and/or Mitigation:

No Public Tree may be removed without the prior written approval of the Tree Warden. The Tree Warden, in consultation with the Tree Commission, shall determine all tree values and replacement costs.

When Public Trees are damaged or destroyed by a private individual, corporation, public utility company, or contractor, as determined by the Tree Warden, the responsible party shall incur the cost of removal, replacement, and maintenance as provided for herein.

(b.) Decorative lights shall be installed no earlier than November 1st and removed no later than February 1st. Longer term approvals may be allowed, if approved by the Tree Warden.

(c.) The parties receiving approval shall be responsible for proper installation and timely removal of decorative lights.

(d,) Cables, nails, screws, signs, staples, wires or other hardware shall not be affixed to City trees unless approved in writing by the Tree Warden.

12-195. Damage, Removal And Replacement Of City-Owned Trees.

Anyone violating the provisions of this Ordinance shall be fined not less than three hundred dollars ($300) or the otherwise maximum allowable by state law for each offense, or the value of the tree as determined by the Tree Warden, when the offense results in removal, death or irreparable damage of the tree or shrub as determined by the Tree Warden. Each act causing damage to a separate tree shall constitute a separate offense. A separate offense shall be deemed committed for each day a violation occurs or continues occur.

(a.) Damage and Removal: It shall be unlawful to: remove or damage city-owned trees, their branches, trunk, root systems, bark and other parts of the tree; attach signs or other items to parts of trees using nails or other devices which may puncture or damage the bark. Damage shall be as defined and determined by the Tree Warden or his designee.

(b.) Unsafe Trees and Expedited Removal: If, in the informed opinion of the Tree Warden, a tree presents a public hazard, that tree may be removed without a hearing as required by Section 12-180. The Tree Warden shall provide the Tree Commission with a written explanation of the reason(s) for the tree removal with photo documentation, within 15 days following the date of the removal.

(c.) Removal Hearing: When the removal of one or more city-owned trees, assessed by the Tree Warden as being non-hazardous, is requested, the party making the request shall demonstrate the necessity of removal and show how the removal will benefit the City. A hearing shall be held by the Tree Warden with the Tree Commission, which shall issue a recommendation to the Tree Warden regarding the removal and/or replacement of the Tree. After such hearing, and in consideration of the recommendation of the Tree Commission, the Tree Warden shall issue a decision with explanation regarding removal and/or replacement of the tree. The party requesting the tree removal shall be responsible for all costs associated with public notice prior to the hearing.

"Except as provided by section five [of Massachusetts General Laws, Chapter 87], public shade trees shall not be cut, trimmed or removed, in whole or in part, by any person other than the tree warden or his deputy, even if he be the owner of the fee in the land on which such tree is situated, except upon a permit in writing from said tree warden, nor shall they be cut down or removed by the tree warden or his deputy or other person without a public hearing and said tree warden or his deputy shall cause a notice of the time and place of such hearing thereof, which shall identify the size, type and location of the shade tree or trees to be cut down or removed, to be posted in two or more public places in the town and upon the tree at least seven days before such hearing and published in a newspaper of general circulation in the city or

Warden. In the event the owners fail to comply with such notification, the City shall have the right to remove or cause to have removed such trees and charge the City's removal cost to the owners.

(b) Pruning for Visibility and Safe Passage:

The Tree Warden may permit the owner of a tree or shrub overhanging a street or right-of-way within the city to prune the branches so the branches do not obstruct the light from a street lamp and/or to maintain clear passage for pedestrians, cyclists, or other legal conveyances to a height of eight (8) feet above the sidewalk surface. Professional safety methods shall be followed. The Tree Warden shall provide the owner and/or pruner with illustrative requirements for the proper method of pruning and trimming trees. Refer to the Tree Regulations for details.

The City shall have the right to prune a tree or shrub on private property when it interferes with proper spread of light along the street from a street light, or that interferes with visibility of a traffic control device, sign and oncoming traffic at intersections.

(c) Removal in Response to Disease and Infestation:

Trees or shrubs located on private property which harbor insects or disease constituting a potential threat to other trees or shrubs within the City shall be removed by the owners at their expense within sixty (60) days following written notification by the Tree Warden. In the event the owners fail to comply with such notification, the City shall have the right to remove or cause to have removed such trees and charge the City's removal cost to the owners.

12-192. Reserved.

12-193. Removal Of Tree Stumps.

All tree stumps shall be removed within six months of tree removal to a minimum depth of six (6) inches below grade, along with their major roots within six (6) inches of the surrounding grade to improve the safety of sidewalks, pavement and other landscape and roadway features.

The party responsible for removing the tree shall pay for stump removal. However, any private land owners may apply for prior written permission from the Tree Warden to remove the stump at their own expense.

Stumps of Public Trees shall be removed to a minimum of six (6) inches below the ground surface so the top of the stump does not project above the ground surface. Chipping of brush and removal of all stumps, wood and other debris shall be completed at the time of stump removal.

12-194. Installation Of Tree Lights, Signs, or Hardware.

(a.) It shall be unlawful to install lights – decorative or other - on Public Trees without written approval of the Tree Warden. With written approval from the Tree Warden, decorative lights may be installed in City-owned trees on public property for periods defined below which will not interfere with the proper growth and maintenance of the trees and when the occasion for the lights is deemed appropriate.

12-188. Trimming of Public Trees By Utility Companies.

Because of the extensive impact of utility pruning, utility and communications service companies shall employ a certified arborist who shall be present on site to actively supervise the pruning of Public Trees. Such work shall be performed in accordance with accepted arboricultural standards set forth by the National Arborist Association and American Nursery Standards.

12-189. Planting, Maintenance, And Removal.

(a.) The City shall have the right to plant, maintain, and remove trees, plants, and shrubs within the public right of way of the City-owned streets, alleys, avenues, lanes, squares and other public property to ensure public safety and to preserve or enhance the symmetry and beauty of such public property. The Tree Commission shall aid the City and Tree Warden by promoting, fundraising, and carrying out activities associated with tree planning, planting and maintenance in accordance with the City Tree Plan.

(b.) The City's Tree Warden may remove or order to be removed a tree or shrub, or a part of a tree or shrub which is in an unsafe condition or by its nature is injurious to sewers, electric power lines, gas lines or other public improvements, or is affected with any injurious fungus, insect pest and/or disease, or obstructs lines of sight related to public safety.

(c.) The planting of street trees within the street right-of-way by abutting property owners is permissible provided that the Tree Warden grants written approval and that the selection and location of said trees are in accordance with provisions of this Ordinance, the Tree Regulations, and the List of Acceptable Trees. All such plantings shall become property of the City upon planting.

(d.) Work on City trees shall be subject to the supervision requirements set forth in Sec. 12-187 above.

12-190. Topping Of Trees.

Unless authorized by the Tree Warden, it shall be unlawful to top a Public Tree. Refer to the Tree Regulations to determine to the amount of pruning and methods that are allowed. In general, no more than one third of a tree's limbs may be removed in one growing season.

Trees severely damaged by storms or other causes, or certain trees under utility wires or other obstructions where best pruning practices are impractical may be exempted from this article as determined by the Tree Warden. Illegal topping of a tree shall result in a fine of not less than $300 or the otherwise maximum allowable by state law.

12-191. Pruning & Removal Of Non-Public Trees That May Affect Public Safety.

(a.) Removal to Ensure Public Safety:

The tree warden may determine that a tree located on private property constitutes a hazard to life or safety of people, buildings, or other public property that use or exist on City property. Such trees shall be removed by the owners at their expense within sixty (60) days following written notification by the Tree

All applications for a Tree Work Permit shall be accompanied by a Tree Work Plan, which shall include:

1. A scale drawing showing the location of all existing and proposed Public Trees, as well as all trees over 5" diameter breast height (DBH) in the vicinity of the proposed work;
2. The DBH, height, conformation, and estimated area of leaf canopy in square feet as if viewed from above;
3. Identification of species and DBH, showing the locations of current and intended plantings; and
4. A plan indicating property lines, existing structures, utilities, and depicting changes to the grade and drainage of the land (if applicable to the work);
5. A scale drawing of the existing or pre-construction leafed out canopy coverage compared to post-construction spread/density of the overhead tree canopy.

See Section 12-195 (c).

12-181. City Tree Plan

The Tree Warden shall develop a City Tree Plan for the care, preservation, pruning, planting, replanting, removal and disposition of Public Trees within the City of Newburyport in consultation with the Tree Commission. The plan shall be submitted by February 15th of each year to the Mayor and City Council via the Director of Public Services.

12-182. Listing Of Trees Acceptable For Planting.

The Tree Warden, in consultation with the Tree Commission, shall develop and maintain within the Tree Regulations an up-to-date list of trees acceptable ("approved") and unacceptable ("prohibited") for planting under appropriate circumstances.

12-183. Spacing Between Street Trees.

Street trees shall be planted with the goal of creating an integrated canopy above the City's streets, while bearing in mind restrictions of particular sites. Accordingly, the Tree Warden, in consultation with the Tree Commission, may impose requirements in the Tree Regulations on the spacing of street trees.

12-184. Plantings Near Curbs And Sidewalks.

(a.) Street trees shall be planted in accordance with the Tree Regulations and dimensions specified in the most recently approved City Tree Plan. Exceptions may be made for special plantings, if authorized in writing by the Tree Warden.

(b.) Cutouts for planting in a walk way or a curb shall be sufficient to capture rainwater for the health of the tree. Where appropriate, trees shall be planted with root barriers (root growth guide guards) to minimize the development of uplifting and girdling roots.

12-187. Reserved.

3. **Criminal Penalty.** Any person who violates any provision of this Ordinance and/or any regulations, orders, violation notices, enforcement orders and permit conditions issued hereunder, shall be punished by a fine of $300 or the otherwise maximum allowable by state law. Each day or part thereof that such violation occurs, or continues to occur by failure to comply with an order or notice from the Tree Warden shall constitute a separate offense.

4. **Non-Criminal Disposition.** As an alternative to criminal prosecution or civil action, the City may elect to utilize the non-criminal disposition procedure set forth in G.L. Ch. 40, § 21D as a general ordinance in which case the Tree Warden of the City shall be the enforcing person. The penalty for violations shall be $300 or the otherwise maximum allowable by state law. Each day or part thereof that such violation occurs, or continues to occur by failure to comply with an order or notice from the Tree Warden shall constitute a separate offense. When offense(s) result in removal, death or irreparable damage of a Public Tree, as determined by the Tree Warden, the responsible party shall incur the cost of removal and replacement as determined by the Tree Warden, in addition to the fine.

5. **Entry to Perform Duties Under this Ordinance.** To the extent permitted by state law, or if authorized by the owner or other party in control of the property, the Tree Warden, his agents, officers, and employees may enter upon privately owned property for the purpose of performing their duties under this ordinance and regulations and may make or cause to be made such examinations, surveys or sampling as the Tree Warden deems reasonably necessary.

6. **Appeals.** Decisions or orders of the Tree Warden shall be final. Further relief of a decision made under this Ordinance shall be reviewable in Superior Court in an action filed in accordance with Massachusetts General Laws, Chapter 249, Section 4.

12-179. Application Fees & Financial Security

Fees for all Tree Work Permits shall be established by the Director of Public Services in consultation with the Tree Warden. Fees shall be waived for work done for the benefit of the City, at the discretion of the Tree Warden.

In addition to application fees the Tree Warden may require, as a condition of approval, that the applicant provide guarantee funds (financial security) to be held by the City in escrow prior to any site work and until the completion of all work.

12-180. Tree Work Permit Required.

Application for a Tree Work Permit required under this ordinance shall be made to the Tree Warden a minimum of 45 calendar days prior to commencement of the planned work, except in an unforeseen emergency which is subsequently confirmed in writing by the Tree Warden. The Tree Warden may issue the permit, deny the permit, or may issue a permit with conditions, including a so-called "mitigation plan" as described in Section 12-196. Failure to comply with the conditions of a previously issued permit shall be grounds for denial. The Tree Commission shall be consulted prior to the issuance of a permit or decision regarding tree work. For removal or replacement of Public Trees see Section 12-195.

this Ordinance in consultation with the Tree Commission. Failure by the City of Newburyport or the Tree Warden to adopt such rules and regulations or a legal declaration of their invalidity by a court of law shall not have the effect of suspending or invalidating this Ordinance. A copy of the current Tree Regulations in effect shall be filed with the City Clerk and shall be maintained at all times on the City website and for public inspection at the Department of Public Works and Office of Planning & Development.

Unless otherwise waived by the Tree Warden, all planting, replacement, maintenance, and other work on Public Trees shall comply with the Tree Regulations regardless of whether such work shall be done by private individuals, corporations, public utility companies, contractors or city officials and employees.

12-178. Enforcement.

The Tree Warden or his/her designee, in consultation with the Tree Commission, shall enforce this Ordinance and any regulations, orders, violation notices, enforcement orders and permit conditions on behalf of the City, and may pursue all civil and criminal remedies for such violations pursuant thereto. If the Tree Commission cannot be consulted due to extenuating circumstances, the Tree Warden shall communicate, in writing or by internet mail (email) to the Chairperson, the details of the situation within 48 hours of having carried out the enforcement.

1. **Civil & Injunctive Relief.** If a person violates the provisions of this Ordinance and/or any regulations, orders, violation notices, enforcement orders and permit conditions issued hereunder, the Tree Warden may seek injunctive relief in a court of competent jurisdiction restraining the person from activities which would create further violations or compelling the person to perform abatement or remediation of the violation.

2. **Orders.**

   A. The Tree Warden may issue a written order to enforce the provisions of this Ordinance and any regulations, orders, violation notices, enforcement orders and permit conditions hereunder, which may include requirements to:

      i. cease and desist from construction or land disturbance until there is compliance with this Ordinance and Regulations, and an approved construction permit, including the tree management plan and the erosion and sediment control plan;
      ii. repair, maintain, or replace the tree management system or portions thereof in accordance with the this Ordinance, the City Tree Plan, Tree Regulations, or Tree Work Plans;
      iii. remediate adverse impact resulting directly or indirectly from malfunction of the tree environment.

      Notice of the Order or enforcement action shall be given by hand, by certified mail, or by registered mail.

   B. If the Tree Warden determines that abatement or remediation of contamination, land grade or compaction changes or other adverse impacts is required, the order shall set forth a deadline by which such abatement or remediation must be completed by the violator or property owner.

D. Replacement or replanting or relocation of Public Trees;
E. Proposed cutting (trunk, limbs or roots) of Public Trees.

The requirements of this ordinance or regulations promulgated pursuant to Section 12-177 may be waived or reduced at the sole discretion of the Tree Warden upon a determination that doing so would be in the public interest as the result of an overriding public need.

12-175. Non-Applicability.

This Ordinance shall not apply in any instance where the Planning Board, the Zoning Board of Appeals, Parks Commission, or Conservation Commission has regulatory authority or designated care and custody of such property, including but not limited to definitive subdivisions still under construction. In such instances the Tree Warden and Tree Commission shall be notified and offered the opportunity to review plans and make recommendations prior to a decision by the respective board, but such recommendations shall not be binding. The Tree Warden and Tree Commission shall be notified and consulted by the above boards as early as possible in the development approval process.

12-176. Emergencies & Exemptions.

Provisions of this ordinance shall not apply to:

A. Emergency projects necessary for public safety, health and welfare, as determined by the Tree Warden, the Director of Public Services, or Mayor.
B. Trees that are hazardous as determined in writing by the Tree Warden.
C. Removal of invasive tree species as identified by the Tree Warden.
D. Trees identified by the Tree Warden or by the Commonwealth as posing a risk of disease or insect infestation.
E. Utility emergencies: The utility company or tree contractor shall notify the Tree Warden of the nature of the emergency and the work performed within two business days of such work.

If, upon review, the Tree Warden determines that an emergency did not exist then the work undertaken shall be considered a violation of this Ordinance. The responsible parties shall be subject to enforcement and fines under the provisions of this ordinance.

12-177. Tree Regulations.

The Tree Warden may adopt and periodically amend rules and regulations, not inconsistent herewith, to effectuate the purposes of this Ordinance. Such regulations, and any amendments thereto, shall be effective as of the date and time they are filed with the City Clerk. Said regulations may include, but shall not be limited to provisions regarding: administration; application requirements and fees; permitting procedures and requirements; design standards, dimensional controls (setbacks and offsets) and requirements for planting, replacement, protection, maintenance, and other work on or adjacent to Public Trees (including the classification of trees by size, caliper, location, significance or other important factors); qualifications for anyone responsible for doing work on Public Trees (as defined in Section 12-174); surety requirements; inspection and site supervision requirements; waivers and exemptions; and enforcement procedures. Said regulations shall be adopted within ninety (90) days of the effective date of

Tree Topping: the severe cutting back of limbs to stubs larger than three (3) inches in diameter within the tree's crown to such a degree as to remove the normal canopy and disfigure the tree. Topping is not the same as "pollarding" which is a formal pruning technique where the previous season's growth is cut back to a branch stub annually, resulting in swollen fist-like branch ends.

Tree Warden: a Mayor-appointed official with the qualifications of a certified arborist, or with relevant training and/or experience. If a certified arborist cannot be employed in the position of Tree Warden, the City may retain the services of a certified arborist as a consultant available to provide expert supervision as needed.

The duties or responsibilities of the Tree Warden shall conform to this Ordinance and Massachusetts General Laws Chapter 87. For the purposes of this Ordinance, the Tree Warden shall be the "Enforcement Officer." The Tree Warden shall be the City's authorized agent to enforce the provisions of this Ordinance and any regulations, orders, violation notices, enforcement orders and permit conditions relative thereto on behalf of the City.

Tree Warden Designee or Agent: that person or persons formally designated by the City's Tree Warden to carry out duties consistent with those of the Tree Warden.

Tree Work Permit: a permit obtained pursuant to this Ordinance by an owner, builder, developer, agent, or utility doing any work on Public Trees. Said permit shall be issued by the Tree Warden in accordance with Section 12-180.

Tree Work Plan: See Section 12-180.

Tree Worker License: a document obtained from the City by any hired person or entity doing tree work in the City. The licensee is engaged in the business of planting, maintaining, pruning, trimming, or removing Public Trees or their stumps/roots. The license shows that documentation of the holder's tree expertise and insurance coverage is on file with the office of the Tree Warden.

Way: any public land, which is not a street as defined herein, used by the general public as a footpath, walkway, bridle path or other similar use.

12-174. Applicability.

No person other than the Tree Warden or his/her designee shall plant, spray, prune, trim, cut, remove, conduct any excavation on Public Trees, or otherwise alter a public tree without first filing an application and obtaining a written permit from the Tree Warden in accordance with Section 12-180.

A valid Tree Work Permit shall be obtained prior to doing any of the following work:

A. Removal of Public Trees;
B. Trimming of Public Trees;
C. Site preparation, alteration, clearing, grubbing or excavation within the public right-of-way or public property or within the drip-line of any Public Trees which may disturb roots, trunks, or limbs of Public Trees, including but not limited to the installation of utilities;

Public Trees: trees, shrubs and other woody vegetation within the public right-of-way (Public Shade Trees) and on any public property (lands owned or managed by the City) other than those managed by the Parks Commission or Conservation Commission, or successors to those bodies. See Section 12-175.

When it appears in any proceeding in which the ownership of or rights in a tree are material to the issue, that, from length of time or otherwise, the boundaries of the public right-of-way or public property cannot be made certain by records or monuments, and for that reason it is doubtful whether such tree is a Public Tree, it shall be taken to be within the public right-of-way and/or to be on public property until evidence to the contrary is shown.

Regulations: see Tree Regulations.

Replacement Trees: a tree or trees to be planted to replace any trees removed, or reflects the equivalent replacement value that shall to be paid to the City's Tree Fund. If the trees are no longer present on the site (e.g., not available for identification due to having been removed or covered over) then the valuation of the removed trees shall be based on the value of the most expensive species that were removed.

Setback: See "Offset"

Shrub: a botanical or ecological term used to describe the particular physical-structural or plant life-form of a woody plant. A shrub or bush is distinguished from a tree by its multiple stems arising at or near the ground and shorter in height, usually under 15-26 feet tall. A large number of plants may become either shrubs or trees, depending on the growing conditions they experience. Shrubs can be either deciduous or evergreen.

Stop Work Order: the issuance of an order to immediately discontinue work that affects trees.

Street: a public thoroughfare which has been accepted for public use or a planning board approved subdivision street.

Street Trees: trees, shrubs and other woody vegetation growing within the public right of way.

Tree Commission: See section 12-172.

Tree Fund: the financial account that shall be administered by the City Auditor and Tree Warden. Any payments into the Tree Fund required under this ordinance shall be deposited in said Fund, and, at the direction of the Tree Commission, shall be used solely for the purpose of buying trees, tree related equipment and services (including tree inventory, education and training), planting, and providing tree care in the City.

Tree Plan: see City Tree Plan or Tree Work Plan.

Tree Regulations: see Section 12-177. These regulations complement the City Tree Plan but shall not replace it.

NEWBURYPORT CODE OF ORDINANCES
CHAPTER 12: STREETS, SIDEWALKS AND OTHER PUBLIC PLACES
ARTICLE VI: PROTECTION OF PUBLIC TREES

RECEIVED
CITY CLERK'S OFFICE
NEWBURYPORT, MA
2012 MAY 17 P 6:03

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12-171. Purpose

The City of Newburyport promulgates this ordinance to plant, maintain, plan, protect and preserve Public Trees, believing that the presence of trees: contributes to the distinct character of the City; improves air quality; creates habitats for wildlife, including various rare and protected species; reduces noise; provides privacy; protects soil from erosion; provides glare and heat protection; provides an aesthetic appeal that enhances property values; and provides natural privacy to neighbors as well as civic pride and enjoyment.

The purpose of this ordinance is to promote and protect the public health, safety and general welfare by providing for the regulation of tree planting, maintenance and removal of trees, shrubs and other plants on public property and trees on private property that constitute a hazard to the public in the city right-of-way.

This ordinance is adopted in accordance with the authority granted, inter alia, by Amendment Article 89 to Article II of the Massachusetts Constitution, Chapter 294 of the Acts of Massachusetts 1920, as amended, and the powers granted to cities in the Massachusetts General Laws. This ordinance supplements Massachusetts General Laws, Chapter 87: Shade Trees.

12-172. Tree Commission

Commission Established: To advance the City of Newburyport's stewardship of trees and their ecology the City hereby establishes a Tree Commission to aid in carrying out the provisions of this ordinance. The mission of the Commission is to select, plant, protect, maintain, plan for and increase the health, beauty, quantity, diversity and vitality of Newburyport's trees. The Tree Commission shall be a volunteer group whose members are appointed by the Mayor with the approval of the City Council for the following purposes:

1. Advising the Tree Warden and other City officials with respect to the adoption and amendment of plans, programs and regulations pertaining to the protection of Public Trees in the City, including the City Tree Plan and Tree Regulations;
2. Monitoring the health and protection of Public Trees, creating and updating inventories of such trees;
3. Identifying issues relative to the health and protection of Public Trees and recommending solutions to problems identified;
4. Advising the Tree Warden and other City officials with respect to the planting and replacement of Public Trees and on tree-related issues;
5. Seeking grants and conducting fundraising to assist the Commission's mission, such funds to be deposited into the Tree Fund;
6. Promoting knowledge and awareness of the benefits of trees and their impact on the quality of life in Newburyport.
7. Actively design, select, plant and maintain the tree ecology of Newburyport in coordination with the Tree Warden and City Tree Plan.

Membership. The Commission shall consist of seven (7) voting members, plus two (2) alternates, not including the Tree Warden or his designees who shall serve as ex-officio members of the commission.

Term of Appointment: The members of the Tree Commission shall be appointed for staggered terms of such length and so arranged that the term of at least one member will expire each year, and their successors shall be appointed or reappointed for terms of three years. All such members may continue to serve after their term has expired until a successor is appointed.

Officers. By a majority vote of the members of the Tree Commission, a Chairman of the Tree Commission and a Vice Chairman shall be elected annually. The nominees must be present at the time of nomination.

Quorum: A majority of the voting members of the Commission shall constitute a quorum. Alternate members may vote whenever authorized by the Chair and necessary due to the absence or disqualification of a voting member.

Meetings: The Commission shall convene a general business meeting once per month for a minimum of ten (10) months per year. Subcommittees shall meet as needed. The Tree Warden or his designee should attend all meetings of the Tree Commission.

Meeting Posting: Notice of Commission meetings shall be posted with the City Clerk in accordance with Massachusetts Open Meeting Laws.

12-173. Definitions.

The meaning of terms used in this Ordinance shall be as follows:

City Tree Plan: a plan for the care of Public Trees. Said plan shall be updated annually in accordance with Section 12-181. This plan differs from the Tree Regulations because it is concerned with both a short and a long term proactive vision of the stewardship of the trees and tree ecology.

DBH: refers to the "Diameter at Breast Height" of the main tree trunk measured 4.5 feet above the ground. The diameter measurement can be based on the widest width of an ovoid shaped trunk or computed from the circumference using the appropriate mathematical formula or circumference tape measure especially designed for the purpose – whichever measurement is larger.

Drip Line: the area defined by the outermost circumference of a tree canopy. The imaginary circle that you would draw on the soil around a tree directly under the outermost branch tips. Rainwater tends to drip from the tree at this point.

Green Strip (or Planting Strip): a length of City owned land between a road side or curb and an adjacent sidewalk or paved way. Some green strip areas may be too narrow to support new or replacement plantings. Care must be taken to keep a green strip permeable to water and not paved or covered with plastic anti-weed sheeting, large stones that may over heat tree roots, or other decorative materials.

Hazard Tree: a standing tree, either live or dead, large enough to cause damage, having defects, singly or combined, in roots, butt, bole (trunk), or limb, which predispose it to mechanical failure in whole, or in part, and which is so located that such failure has a probability of injury and damage to persons and property; public or private.

A hazard tree poses a threat to persons and/or property. As defined by the International Society of Arboriculture (ISA), a hazard tree must meet three criteria:

1. The tree is sufficiently large enough to cause damage should it fall;
2. The tree has a target (that would be damaged should it fall);
3. The tree has a condition that would make it likely to fall.

Invasive Species: a species that is:

1. non-native (or alien) to the ecosystem under consideration; and
2. whose introduction causes or is likely to cause economic or environmental harm or harm to human health; or
3. any species identified by the Massachusetts Department of Agricultural Resources (MDAR) as noxious and/or invasive in the Commonwealth on the "prohibited plants list" adopted pursuant to Massachusetts General Laws (MGL) including, but not limited to, Chapter 128, Sections 2 and 16 through 31A.

Maintenance: activities, plans, provisions, and equipment to keep trees alive and flourishing.

Mitigation Plan a document submitted as part of a permit application whenever any Public Trees are proposed to be removed. See Section 12-196.

Offset: the distance in feet that a tree is planted to one side of (offset) or away from (setback) a road right of way, curb, hydrant, walkway, buried utility service line, sewer pipe or line, utility pole or traffic sign post, overhead wire, or surveyed (or Global Positioning Satellite - GPS - determined) lot line. The purpose of the offset or setback is to preserve safe sight lines for road traffic and pedestrians, minimize any potentially damaging interaction of roots and branches with utility lines or pipes, and allow fire fighting or other large equipment to negotiate corner turns with ease.

Ordinance: Chapter 12, Streets, Sidewalks, and Other Public Places - Article IV, Protection of Public Trees" of the "Code of Ordinances of the City of Newburyport, Massachusetts".

Owner: a person or business entity with a legal or equitable interest in property.

Person: an individual, partnership, association, firm, company, trust, corporation, agency, authority, department or political subdivision of the Commonwealth of Massachusetts or the federal government, to the extent permitted by law, and any officer, employee, or agent of such person.

Pollarding: a formal pruning technique of pruning a young tree to achieve a globe like growth of branches atop the main stem. Such pruning is redone annually to maintain the shape. Pollarding is not the same as "topping" which is defined separately in this section.

Pruning: a horticultural practice that alters the form and growth of a tree by selectively cutting away undesirable, dead, or overgrown branches, stems, or twigs. Based on aesthetics and science, pruning can be considered preventive maintenance. Many problems may be prevented by pruning correctly during the tree's formative years.

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

July 9, 2012

AN ORDINANCE TO AMEND AN ORDINANCE OF THE CITY OF NEWBURYPORT

Be it ordained by the City Council of the City of Newburyport that the Ordinance of the City of Newburyport be amended as follows:

Chapter 9	Licenses, Permits and Business Regulations
Article V	Junk Dealers and Collectors
Sec. 9-61, 63, 66	Licenses conditional, Purchase records book to be kept; inspection of book, When material may be sold.

Add New Section 9-61(a):
Sec. 9-61(a) Definitions

Junk: Old or scrap copper, brass, rope, batteries, paper trash, rubber debris, waste or junked, dismantled or wrecked automobiles or parts thereof, iron, steel and other scrap ferrous and non-ferrous material as defined by MGL Chapter 140B Sec 1 as amended.

Old metals: Any second hand metals or object constructed of or electroplated with gold, silver or platinum regardless of its form, weight or appearance.

Add New Section 9-61(b):
Sec 9-61(b) License required.

A license is required for any person or business seeking to engage in the purchase, sale, or barter of second hand metals, including but not limited to jewelry, time pieces, ornaments, fixtures, construction materials and manufactured items.

Add New Section 9-61(c):
Sec 9-61(c) License conditional.

All licenses which shall be granted according to law to any person or business engaged in the purchase, sale or barter of junk, old metals or second hand articles, or dealers therein, shall contain the conditions and restrictions set forth in this article.

Delete Section 9-62 License fee.

Add New Section 9-63:
Sec 9-63 Purchase records to be kept; inspection of records.

(a) Any person or business licensed under this article shall keep a record in which shall be written at the time of every purchase of any article of junk, old metals or second hand articles the following:

(1) A description of the article or articles purchased including weight and current market value.
(2) The name, age and residence of the person from whom, and day and hour when purchase was made.

(b) Every such shop keeper shall require a person from whom he or she makes a purchase to provide positive identification (positive identification shall mean any picture identification card by a governmental agency) to ensure the aforementioned information is accurate.

(c) Every shopkeeper licensed pursuant to this article shall fill out and deliver to the Office of the City Marshal each week or more often if requested, a legible and true copy, either electronically or on paper, all entries made the preceding week in the record required to be kept by this article. The form of such delivery shall be pre-arranged through each shop and the office of the City Marshal.

Add New Section 9-66:
Sec 9-66. When material may be sold.

No article purchased or received by a shop or a person licensed under this article shall be sold until a period of at least two (2) weeks from the date of its purchase or receipt shall have elapsed.

Councillor Richard E. Sullivan, Jr.

In City Council July 09, 2012:
Councillor Ives motioned to remove from Committee, seconded by Councillor Sullivan. So voted. Councillor Ives motioned to approve first reading as amended and order published, seconded by Councillor Sullivan. Roll call vote, 9 yes, 2 absent (Derrivan, Earls). Motion approved.

In City Council July 23, 2012:
Motion to approve second reading by Councillor Cronin, seconded by Councillor Herzog. Roll call vote, 9 yes, 2 absent (Derrivan, Ives).

Approve: Donna D. Holaday, Mayor

Attest: Richard B. Jones, City Clerk

Date: 8/30/12

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

November 28, 2011

AN ORDINANCE ENTITLED WETLANDS PROTECTION ORDINANCE

Be it ordained by the City Council of the City of Newburyport as follows:

Ordinance Amendment:

THAT the Newburyport Code of Ordinances be amended as follows:

Chapter 6.5: Environment

Article II: Wetlands

Delete said section in its entirety and replace it with a new section (Article II) entitled "Wetlands Protection Ordinance" as prepared by the Newburyport Conservation Commission and Office of Planning and Development, 23 pages, dated 5/15/2012, a copy of which is attached hereto.

Full text follows.

Councillor Barry N. Connell

Councillor Kathleen O'Connor Ives

In City Council November 28, 2011
Motion to refer to Planning and Development by Councillor Ives, seconded by Councillor Connell. So voted on a unanimous voice vote.

In City Council May 29, 2012
Motion to remove by Councillor Connell, seconded by Councillor O'Connor Ives. Motion to approve first reading and order printed by Councillor Connell, seconded by Councillor Cameron. Roll call vote, 11 yes.

In City Council June 25, 2012
Motion to approve by Councillor Connell, seconded by Councillor Herzog. Roll call vote, 11 yes.

Approve _____
Donna D. Holaday, Mayor

Attest: _____
Richard B. Jones, City Clerk

Date: 9/24/12

NEWBURYPORT CODE OF ORDINANCES
CHAPTER 6.5: ENVIRONMENT
ARTICLE II: WETLANDS PROTECTION ORDINANCE

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6.5-26. Purpose & Authority

Wetland resource areas and the land immediately adjacent to them contribute to a number of public values and interests and are therefore protected by the Ordinance. The purpose of the City of Newburyport Wetlands Protection Ordinance (the Ordinance) is to protect the wetlands, water resources, flood prone areas, and adjoining upland areas (i.e., Buffer Zones) in the City of Newburyport by controlling activities deemed by the Newburyport Conservation Commission (the Commission) likely to have a significant or cumulative adverse effect on resource area values deemed important to the community. These include, but are not limited to the following:

A. protection of public or private water supply;
B. protection of groundwater supply;
C. flood control;
D. storm damage prevention including coastal storm flowage;
E. prevention and control of pollution;
F. protection of land containing shellfish;

G. protection of fisheries;
H. protection of wildlife and wildlife habitat;
I. protection of water quality;
J. erosion and sedimentation control;
K. protection of rare species habitat including rare plant and animal species;
L. protection of agriculture;
M. protection of aquaculture;
N. recreation and educational values;
O. adaptation to climate change

Collectively these are the resource area values and interests protected by the Ordinance.

The Ordinance is intended to utilize the Home Rule authority of this municipality so as to protect the resource areas under the Wetlands Protection Act (M.G.L. Chapter 131 §40) to a greater degree, to protect additional resource areas beyond the Act which are recognized by the City as significant, to protect all resource areas for their additional values beyond those recognized in the Act, and to impose in local regulations and permits additional performance standards stricter than those of the Act and its Regulations (310 CMR 10.00).

The portions of this Ordinance (and its Regulations) requiring the payment of consultant fees are promulgated under the concurrent authority of M.G.L. Ch. 44 §53G.

This Ordinance shall not be applicable to projects for which a Determination of Applicability, Order of Conditions, Notice of Resource Area Delineation or other permit under the Massachusetts Wetlands Protection Act has been issued and is valid at the time of adoption.

6.5-27. Jurisdiction & Regulated Activities

A. Approval Required: Except as permitted by the Conservation Commission pursuant to this Ordinance and Regulations (not inconsistent with this Ordinance) promulgated pursuant to Section 6.5-35., no person shall commence to remove, fill, dredge, build upon, degrade, discharge into, or otherwise alter (as further defined in Section 6.5-27.C.) the resource areas, buffer zones or riverfront areas described in Section 6.5-27.B.

B. Areas of Jurisdiction: The areas subject to protection under the Ordinance differ from those protected solely by the Massachusetts Wetlands Protection Act (WPA) in that additional wetland resource areas and uplands (Buffer Zones) are protected by the Ordinance. The areas that are subject to protection under the Ordinance and these Regulations are as follows:

1. Rivers, Perennial Streams, Brooks, Creeks and lands adjoining these resource areas within two hundred (200) horizontal linear feet, known as the riverfront area;
2. Vernal Pool Habitat, including Vernal Pools and lands adjoining Vernal Pools within two hundred (200) horizontal linear feet;
3. Freshwater or Coastal Wetlands, Marshes, Wet Meadows, Bogs, Swamps, Rivers, Perennial Streams, Springs, Banks, Flats, Reservoirs, Lakes, Ponds of Any Size, Beaches, Dunes,

Estuaries, the Ocean, and lands adjoining these resource areas within one hundred (100) horizontal linear feet, known as the Buffer Zone;

4. Intermittent Streams, Brooks, Creeks and lands adjoining these resource areas within one hundred (100) horizontal linear feet, known as the Buffer Zone;
5. Lands subject to flooding or inundation by groundwater or surface water and lands subject to tidal action, coastal storm flowage, or flooding;
6. Lands Under Water, beneath any of the water bodies listed above.

The above named resources are collectively known as the "resource areas protected by the Ordinance" or "resource areas." Said resource areas shall be protected whether or not they border surface waters.

C. Regulated Activities: Activities subject to regulation under the Ordinance and these Regulations include the following:

1. Any activity proposed or undertaken within a Resource Area or Buffer Zone as described above in Section 6.5-27.B.;
2. Any activity deemed by the Commission as likely to have a significant or cumulative adverse effect upon Resource Areas as defined herein;
3. Any activity, including but not limited to, any and all of the following activities when undertaken to, upon, within or affecting Resource Areas or their wetland values, as determined by the Commission, including, but not limited to:

   A. Removal, excavation, or dredging of soil, sand, gravel, or aggregate materials of any kind;
   B. Changing of preexisting drainage characteristics, flushing characteristics, salinity distribution, sedimentation patterns, flow patterns, or flood retention characteristics;
   C. Drainage, or other disturbance of water level or water table;
   D. Dumping, discharging, or filling with any material which may degrade water quality;
   E. Placing of fill, or removal of material which would alter elevation;
   F. Driving of piles, erection, expansion or significant alteration of buildings, or structures of any kind;
   G. Placing of obstructions or objects in water or the surface water or groundwater hydrology of any resource area;
   H. Destruction or removal of plant life, including, but not limited to, cutting or trimming of trees and shrubs;
   I. Changing temperature, biochemical oxygen demand, or other physical, biological, or chemical characteristics of any waters;
   J. Any activities, changes, or work that may cause or tend to contribute to pollution of any body of water or groundwater; and;
   K. Incremental activities that cause, or may cause, a cumulative adverse effect on the resource areas and the values and interests protected by the Ordinance or these Regulations.

6.5-28. Special Provisions for the Barrier Beach

A. The Plum Island Barrier Beach received additional protection under the previous Newburyport Wetlands Ordinance (adopted October 9, 2001 and revised September 12, 2005) and therefore its provisions are included in this Ordinance. The additional protections afforded to the Plum Island Barrier Beach are for the following purposes:

1. To minimize environmental damage, loss of life, and destruction of property inevitably resulting from storms, flooding and erosion;
2. To prevent loss or diminution of the beneficial functions of storm and flood damage prevention or reduction and pollution prevention provided by wetlands, beaches, dunes, barrier beaches, and coastal banks;
3. To maintain vegetative buffers to wetlands and waterbodies so as to reduce and/or eliminate runoff and other non-point discharges of pollutants to protect public health and preserve environmental resources; and
4. To maintain vegetative cover so that the integrity and stability of coastal dunes and banks are maintained and so that the coastal dunes and banks can fulfill their functions and promote the interests identified in the Ordinance.

Notwithstanding any additional requirements or exemptions, all activities on the Plum Island Barrier Beach shall be in accordance with 6.5-28, subsection B.

B. Specific performance standards for the Barrier Beach are:

1. No development or redevelopment shall be permitted within a FEMA V-Zone or AO-Zone. Notwithstanding the foregoing, structures damaged or destroyed from fire, storm, or similar disaster may be redeveloped/repaired only in accordance with current local, state and federal regulatory standards when damage to or loss of the structure is equal to or greater than 50% of the market value of the building. When damage to or loss of the structure is less than 50% of the market value of the building, redevelopment/repairs may be allowed to return the structure to pre-damaged conditions. In all instances, reconstruction, renovation or repairs to damaged structures may be authorized as stated herein, provided that there is no increase in floor area.
2. All new buildings or substantial improvements to existing buildings shall be built on open pilings and comply with FEMA National Flood Insurance Regulations and State Building Code Regulations for elevation and flood proofing. All development and redevelopment shall comply with G.L. c. 131, sec. 40, 310 CMR 10.00 and Section 744 of the Massachusetts State Building Code Design Requirements for Floodplain and Coastal High Hazard Areas.
3. For the purposes of the Ordinance, the term "substantial improvement" shall mean an improvement that increases the market value of the building by an amount equal to or greater than 50% or an improvement that increases the square footage by an amount equal to or greater than 25%.
4. All new buildings, replacements, substantial improvements or expanded footprints less than 25% in square footage shall have their first floor built at least two feet above base flood elevation or the highest existing ground elevation whichever is higher.

5. Electrical, heating, ventilation, plumbing and air conditioning and other service facilities shall be designed and/or located so as to prevent water from entering or accumulating within the components during conditions of flooding.
6. Development or redevelopment on or within 200 feet landward of the top of a coastal bank or dune shall have no adverse impact on the height, stability or function of the bank or dune to fulfill the purposes set forth in Section 6.5-28.A. above.
7. In areas where there are coastal banks or primary or frontal dunes, all new buildings and structures shall be set back from the beach dune interface at a distance equal to thirty times the average yearly historical erosion as shown by the most current CZM shoreline change map.
8. No activity shall increase the elevation or velocity of flows in a floodplain.
9. Within the FEMA V Zone, A Zone, or AO Zone or their equivalent, new or reconstructed structures or development on the barrier beach that alters vegetation, interrupts sediment supply and/or changes the form or volume of a dune or beach must comply with the specific performance standards in the Ordinance and in the regulations promulgated pursuant hereto.
10. In all other areas of the Plum Island Barrier Beach outside of the V-Zone and AO-Zone, all new Buildings shall be built on open pilings and shall comply with FEMA National Flood Insurance Regulations and State Building Code Regulations for elevation and flood proofing. All existing Buildings with Substantial Improvements, and all horizontal expansions of the existing footprint, shall be built on open pilings and shall comply with FEMA National Flood Insurance Regulations and State Building Code Regulations for elevation and flood proofing. If a Licensed Engineer certifies that an existing portion of the solid foundation will not require modifications to support the proposed building (other than new pilings exterior to the existing footprint), the existing portion of the solid foundation may remain.
11. Notwithstanding the previous sentence, the existing solid foundation of a Building shall be replaced with pilings, if, 50% or more of the exterior walls have been removed, are proposed to be removed, or will not be used as exterior walls (i.e. including but not limited to encasing an existing wall within a new exterior wall) and a new roof will be constructed, or is proposed to be constructed.
12. Construction or alteration of any coastal engineering structures shall require review and approval by the Conservation Commission.

6.5-29. Exemptions & Exceptions

The following exemptions shall apply and no application or permit is required under this Ordinance for the following activities, provided that all such work shall be in compliance with Section 6.5-28, subsection B:

A. The following activities are exempt in any resource area and Buffer Zone:

1. Routine mowing (including river meadows) and maintenance of lawns, gardens, and landscaped areas, in existence on the effective date of this Ordinance or which are created after such date in accordance with the terms of this Ordinance;

2. Work performed for normal maintenance or improvement of land in agricultural or aquacultural use as defined by the Wetlands Protection Act Regulations at 310 CMR 10.00;
3. Removal of dead and dying trees which are deemed to be a hazard to public safety, as confirmed by the Newburyport Department of Public Services Tree Warden or a certified arborist and documented to the Commission within 30 days of removal (In such instances notification shall be provided to the Commission or its agent prior to such work.);
4. Fencing around existing vegetable gardens.

B. The following activities in the 100-foot Buffer Zone (which includes the 25- foot No-Disturb Zone) or the 200-foot Riverfront Area, provided the activity is not within any other resource area; there is no regrading; no trees greater than 6 inches diameter breast height are removed; there is no alteration to additional resource areas; and erosion and sedimentation controls are used as needed or as determined by the Commission or agent of the Commission:

1. Maintaining and repairing existing buildings and structures provided that:

   a) The footprint remains the same;
   b) There is no additional alteration of any resource areas; and
   c) There is no heavy equipment or stockpiling within 50 feet of resource areas;

2. Constructing, maintaining, and repairing unpaved pedestrian walkways for private use provided there is no use of fill material;
3. Maintaining and repairing existing stonewalls;
4. Maintaining and constructing new fencing provided that:

   a) It is greater than 50 feet from the edge of the wetland boundary or 50 feet from the mean annual high water line of a perennial stream (whichever is farther);
   b) It does not constitute a barrier to wildlife movement (i.e., the fence is greater than 6 inches from the ground surface);

5. Stacking cordwood;
6. Conversion of lawns to uses accessory to residential structures such as decks, sheds, patios, and pools, provided the activity, including any discharge pipes, is located more than 50 feet from the mean annual high-water line within the riverfront area or from bordering vegetated wetland, whichever is farther, and erosion and sediment controls are implemented during construction. The conversion of such uses, or other impervious surfaces accessory to existing single family houses to lawn or natural vegetation is also allowed (Consistent with 310 CMR 10.02 (b)(1)(e), mowing of existing lawns is not subject to jurisdiction under this Ordinance.);
7. Activities, such as monitoring wells, exploratory borings, soil sampling, and surveying, that are temporary, have negligible impacts as determined by the Commission, and are necessary for planning and design purposes;
8. Planting native species of trees, shrubs, or groundcover (excluding turf lawns);
9. Pruning of existing vistas, provided the activity is located more than 50 feet from the mean annual high-water line within a riverfront area or from bordering vegetated wetland, whichever is farther.

C. Utilities and Roads: The applications and permits required by this Ordinance shall not be required for:

1. Maintaining, repairing, or replacing, but not substantially changing or enlarging, an existing and lawfully located structure or facility used in the service of the public to provide electric, gas, water, telephone, telegraph, or other telecommunication services, provided that notice has been given to the Commission prior to commencement of work, and provided that the work conforms to any performance standards and design specifications in regulations adopted by the Commission.
2. Maintaining and repairing existing and lawfully located existing roads (exluding bridges and culverts) provided that

   a) There is no increase in impervious surface;
   b) There is no additional alteration of resource areas;
   c) Written notice has been given to the Conservation Commission 14 days prior to commencement of work; and
   d) Erosion and sedimentation controls are used as necessary.

D. Stormwater Management Systems: The applications and permits required by this Ordinance shall not be required for maintenance of a stormwater control structure or system in existence at the time of adoption of this Ordinance or of one approved in accordance with the Stormwater Management Standards, as provided in the Massachusetts Stormwater Policy. This exemption shall apply provided that the work to maintain the stormwater management system is limited to maintenance and that said work utilizes best practical measures to avoid and minimize impacts to wetland resource areas outslide of the footprint of the stormwater management system. Such stormwater management systems may include wetland resource areas created solely for the purpose of stormwater management and approved under an Order of Conditions.

E. Emergency Projects: The applications and permits required by the Ordinance shall not be required for emergency projects necessary for the protection of the health and safety of the public, provided that the work is to be performed by, or has been ordered to be performed by, an agency of the Commonwealth or a political subdivision thereof (including the City of Newburyport); provided that advance notice, oral or written, has been given to the Commission prior to commencement of work or within 24 hours after commencement; provided that the Commission or its agent certifies the work as an emergency project; provided that the work is performed only for the time and place certified by the Commission for the limited purposes necessary to abate the emergency; and provided that within 21 days of commencement of an emergency project a permit application shall be filed with the Commission for review as provided by the Ordinance. Upon failure to meet these and other applicable requirements of the Commission, the Commission may, after notice and a public hearing, revoke or modify an emergency project approval, order restoration and mitigation measures.

Other than what is stated in this Ordinance, the exceptions provided in the Wetlands Protection Act (G.L. Ch. 131 §40) and its regulations (310 CMR 10.00) shall not apply under this Ordinance.

The Conservation Commission may adopt additional exemptions and exceptions within the Regulations promulgated pursuant to Section 6.5-35.

6.5-30. Variances, Hardship & Mitigation

Applicants may, in appropriate circumstances, request that the Commission grant a variance from specifically identified requirements of the Ordinance or Regulations promulgated by the Commission pursuant to Section 6.5-35.

The Conservation Commission may, in its discretion, grant variances from the specific submission requirements and performance standards of this Ordinance and Regulations adopted pursuant to Section 6.5-35. The Conservation Commission may grant such variances when an overriding public interest is demonstrated or when it is necessary to avoid so restricting the use of the property as to constitute an unconstitutional taking without compensation pursuant to Federal and State laws. The intent of this section is to ensure that reasonable use may be made of such property; however, the extent of use shall be limited in so far as is necessary to protect the wetland values protected by this ordinance, and to ensure that there is no foreseeable danger to the public health or safety. In all cases, the burden of proof shall be on the applicant to demonstrate maximum feasible compliance with the requirements of this ordinance. In cases where a variance is granted, the Commission may require mitigation measures to be implemented to offset potential adverse impacts to the wetland resource areas.

The Commission may waive the application of any performance standard herein when it finds, after opportunity for a hearing that:

1. There are no reasonable conditions or alternatives that would allow the project to proceed in compliance with these regulations;
2. Mitigating measures are proposed that will allow the project to be conditioned so as to contribute to the protection of the wetland values protected by this ordinance; and
3. That the project is necessary to accommodate an overriding public interest or that it is necessary to avoid a decision that so restricts the use of property as to constitute an unconstitutional taking without compensation.

A request for a variance or waiver shall be made in writing and shall include, at a minimum, the following information:

a) A description of the alternatives explored that would allow the project to proceed in compliance with the performance standards in these regulations and an explanation of why each is not feasible;
b) A description of the mitigating measures to be used to contribute to the protection of the wetland values protected by this ordinance;
c) Evidence that an overriding public interest is associated with the project which justifies modifying one or more performance standards in these regulations, or evidence that the decision regarding the permit application would so restrict the use of the land that it constitutes an unconstitutional taking without compensation.
d) In the event a taking claim is being made, the following additional information shall be submitted:

1. Documentation that the subject property is legally and/or equitably owned by the applicant, including the date of acquisition. Also, identification of all property in contiguous ownership, including contiguous properties in which the Applicant has a present, future or past fee interest or beneficial interest and documentation of the assessed value of the said contiguous property.
2. Documentation of the assessed value of the property subject to regulation as well as documentation of acquisition costs, proceeds received to date, expected proceeds (including copies of purchase and sales agreements, expenditures, and any other financial and economic data relevant to the waiver/variance request.
3. Documentation of the value of the loss alleged to result from compliance with the relevant performance standards from which a waiver/variance is sought.

e) The request for waiver/variance shall be sent to the Commission by certified mail or hand delivered and a copy thereof shall at the same time be sent by certified mail or hand delivered to any other parties in interest.

f) Within 21 days of the receipt of a request, the Commission shall hold a public hearing on the request.

g) Within 21 days of the close of the public hearing, the Commission shall issue a decision as to whether to grant the waiver/variance request. Such decision shall set forth the findings as required herein.

6.5-31. Applications & Fees

A written application ("Permit Application") shall be submitted to the Commission to perform activities affecting resource areas protected by the Ordinance. The application shall include such information and plans as are deemed necessary by the Commission to describe proposed activities and their effects on the resource areas protected by the Ordinance. No activities shall commence without receiving and complying with a permit issued pursuant to this Ordinance.

Forms & Submission Requirements

Applicants submitting filings governed by this ordinance shall use the standard Wetlands Protection Act (WPA) Forms from the Department of Environmental Protection (DEP). Applicants shall include the words: "City of Newburyport - Wetlands Protection Ordinance" on all applications for projects within the City of Newburyport, subject to review under this Ordinance and Wetlands Protection Act Regulations.

Request for Determination of Applicability (RDA)

Any person desiring to know whether or not a proposed activity or area is subject to this ordinance shall submit a written Request for Determination of Applicability (RDA) to the Commission. The application materials required shall be the same as those used in filing under the *Wetlands Protection Act Regulations (310 CMR 10.00), WPA Form 1: Request for Determination of Applicability.*

Notice of Intent (NOI)

A written Notice of Intent (NOI) shall be filed with the Commission for a permit to perform activities affecting resource areas and buffer zones, protected by this ordinance. Any person submitting a Notice of Intent (NOI) shall at the same time provide a copy to the City's Engineer, at the Department of Public Services, for review in accordance with the Stormwater Management Ordinance and related state and federal regulations. If during review of the application the Commission or its Agent determines that a peer review by a qualified engineer is necessary to ensure that the proposed work (including all work shown on plans, specifications and reports) will comply with federal, state and local stormwater regulations, the applicant shall (if so instructed) provide one copy of the complete application to the Commission's Consultant Engineer, pursuant to this ordinance and M.G.L. Chapter 44 §53G. A single copy shall be provided with all plans and attachments to the Conservation Commission of the adjoining municipality, if the application or determination pertains to property within 100 ft of that municipality. An Abutter Notification Affidavit of the person providing notice, with a copy of the notice mailed or delivered, shall be filed with the Commission. The application materials required shall be the same as those used in filing under the *Wetlands Protection Act Regulations (310 CMR 10.00), WPA Form 3: Notice of Intent.* Where appropriate, under the requirements of the *Wetlands Protection Act Regulations (310 CMR 10.00),* the applicant may submit *WPA Form 4: Abbreviated Notice of Intent.* No activities shall commence without receiving, and complying with, a permit (Order of Conditions) issued pursuant to this ordinance.

Other Plan & Submission Requirements

Additional plan and submission requirements may be established by the Commission through Regulations adopted pursuant to Section 6.5-35. of this Ordinance. No application ("Permit Application" such as a Notice of Intent or Request for Determination of Applicability) shall be deemed complete or timely without the payment of all required fees, the submission of application forms and the submission of plans in accordance with these Regulations. At its sole discretion the Commission may relax these requirements where such information is not necessary to make a determination on a Request for Determination of Applicability (RDA) or Notice of Intent (NOI).

Application & Review Fees

Filing Fees: At the time a Permit Application is submitted, the applicant shall pay a filing fee as specified in Regulations of the Commission adopted hereunder. These fees shall be placed in an account established pursuant to M.G.L. Chapter 44 §53E½ which may be drawn upon by the Commission as necessary to carry out the provisions of this Ordinance and its Regulations. This fee is in addition to that required by the Department of Environmental Protection (DEP), the Massachusetts Wetlands Protection Act and its Regulations.

Advertisement Fees: The applicant shall pay a fee for the cost of advertising and abutter notification for public hearings as required by the Wetlands Protection Act Regulations (310 CMR 10.00) and this Ordinance.

Consultant Review Fees: Pursuant to M.G.L. Chapter 44 §53G and Regulations promulgated by the Commission pursuant to Section 6.5-35., the Commission may impose reasonable fees upon applicants

for the purpose of securing outside consultants including engineers, wetlands scientists, wildlife biologists or other experts in order to aid in the review of proposed projects.

The Commission is authorized, any time during the hearing process, to require the applicant to pay all the costs and expenses of any expert consultant deemed necessary by the Commission to review the Permit Application or resource area. This fee is called the "consultant fee." The specific consultant services may include, but are not limited to: performing or verifying the accuracy of resource area survey and delineation; analyzing resource area functions and values, including wildlife habitat evaluations; hydrogeologic and drainage analysis; and researching environmental or land use law relative to the application or work proposed.

The applicant shall deposit with the City funds in an amount sufficient to cover the initial costs associated with said peer review, as determined by the Commission's Agent. Funds shall be accounted for in accordance with M.G.L. Chapter 44 §53G, and unexpended funds shall be returned to the Applicant within twenty-one (21) days of the issuance of a decision. The applicant shall provide additional funds whenever notified by the Commission or its Agent that actual remaining funds are insufficient to pay for additional consultant review which may be necessary. Failure of the applicant to replenish the Consultant Review Fund accordingly, prior to the next subsequent continuation of the applicable public hearing shall be sufficient grounds for the Commission to deny the application or continue the public hearing to allow the applicant (and consultant) additional time.

The Commission shall waive all application and consultant review fees for any Permit Application or notice filed by the City of Newburyport.

6.5-32. Notice to Abutters, Review & Public Hearing

Abutter notification requirements for all Permit Applications shall follow the Wetlands Protection Act (M.G.L. Chapter 131 §40) and Regulations (310 CMR 10.00) promulgated thereunder. Abutters under the Ordinance shall include property owners whose land abuts the subject land described in a plan subject to Commission review including those across a traveled way, across a body of water, in another municipality and any property within 100 feet of the subject parcel(s).

The Commission shall commence a public hearing (or consideration of the matter at a public meeting) within twenty-one (21) days from the receipt of a completed Permit Application (i.e. Notice of Intent or Request for Determination of Applicability) which meets the Commission's submission requirements as set forth in the Regulations unless an extension is authorized in writing by the applicant. The Commission shall have authority, in its discretion, to continue the hearing (or public meeting) to a specific date announced at the hearing or meeting, for the reasons stated at the hearing or meeting, which may include the need for additional information from the applicant or from others as deemed necessary by the Commission, or based on the comments and recommendations of the boards and officials listed in § VIII.

Where applicable, the Commission shall combine its meeting, hearing or other consideration of the matter under the Ordinance with the meeting, hearing or consideration which is conducted under the Wetlands Protection Act (G.L. Ch. 131 S40) and regulations (310 CMR 10.00) promulgated thereunder.

6.5-33. Notice to and Opportunity to Comment by Other Officials

Any person filing a Permit Application (i.e. Notice of Intent or Request for Determination of Applicability) with the Commission shall provide a copy thereof at the same time, by certified mail (return receipt requested), certificate of mailing, or hand delivery, to the Planning Director, Building Inspector, and the Department of Public Services if instructed by the Conservation Agent. A copy shall be provided in the same manner to the Conservation Commission of the adjoining municipality, if the Permit Application (i.e. Notice of Intent or Request for Determination of Applicability) pertains to property within 100 feet of that municipality. An affidavit of the person providing notification, with a copy of the notification mailed or delivered, shall be filed with the Commission. The Commission shall not take final action until the above boards and officials have had 14 days from receipt of notification (postmark date or other evidence of delivery) to file written comments and recommendations with the Commission, which the Commission shall take into account but which shall not be binding on the Commission. The applicant shall have the right to receive any comments and recommendations, and to respond to them at a public hearing (or public meeting) of the Commission, prior to final action.

6.5-34. Orders & Conditions

A. Permit Conditions

If the Commission, after a public hearing (or consideration of the matter at a public meeting), determines that the activities which are the subject of the filing, or the land and water uses which will result therefrom, are likely to have a significant individual or cumulative adverse effect on the resource area values protected by the Ordinance, the Commission, shall issue or deny approval in the form of a Determination of Applicability or an Order of Conditions (permit) for the activities requested. The Commission shall take into account the extent to which the applicant has avoided, minimized and mitigated any such effect. The Commission also shall take into account any loss, degradation, isolation, and replacement or replication of such protected resource areas elsewhere in the community and the watershed, resulting from past activities, whether permitted, unpermitted or exempt, and foreseeable future activities.

If it issues an Order or Negative Determination of Applicability, the Commission shall impose conditions which the Commission deems necessary or desirable to protect said resource area values and interests, and all activities shall be conducted in accordance with those conditions. Where no conditions are adequate to protect said resource area values, the Commission is empowered to deny an Order for failure to meet the requirements of the Ordinance or issue a Positive Determination of Applicability. It may also deny an Order for failure: to submit necessary information and plans requested by the Commission; to comply with the procedures, design specifications, performance standards, and other requirements in Regulations of the Commission; or to avoid, minimize or mitigate unacceptable significant or cumulative effects upon the resource area values and interests protected by the Ordinance.

B. Resource Areas, No Disturbance Zones, Presumption of Significance & Performance Standards

In reviewing activities within the buffer zone, the Commission shall presume that the buffer zones surrounding resource areas are important to the protection of those resource areas because activities

undertaken in close proximity have a high likelihood of adverse impact, either immediately, as a consequence of construction, or over time, as a consequence of daily operation or existence of the activities. These adverse impacts from construction and use can include, without limitation, erosion, siltation, loss of groundwater recharge, poor water quality, and loss of wildlife habitat.

The Commission may establish, in its Regulations (consistent with this Ordinance), design specifications, performance standards, and other measures and safeguards, including setbacks, no-disturbance areas, no-build areas, and other work limits for protection of such lands. These include without limitation strips of continuous, undisturbed vegetative cover unless the applicant convinces the Commission that the area or part of it may be disturbed without harm to the values protected by the ordinance.

The Commission shall require No-Disturbance Zones as follows, unless through the variance process as described in Section 6.5-30. above, the applicant convinces the Commission by a preponderance of credible evidence that the area or part of it may be disturbed without harm to the wetland values protected by this Ordinance.

<u>In General</u>

The Buffer Zone contains a 25-Foot No-Disturbance Zone which is that portion of the Buffer Zone which extends twenty-five (25) feet horizontally from the edge of the following wetland resource areas:

A. Any Freshwater or Coastal Wetlands, Marshes, Wet Meadows, Bogs, Swamps, Rivers, Streams, Springs, Banks, Flats, Reservoirs, Lakes, Ponds of Any Size, Beaches, Dunes, Estuaries, and the Ocean;
B. Intermittent Streams, Brooks, and Creeks.

Disturbance of any kind is prohibited within this 25-Foot No-Disturbance Zone including but not limited to grading, landscaping, vegetation removal, pruning, cutting, filling, excavation, roadway construction and /or driveway construction. Within the No Disturb Zone established by the Commission, no grading, planting, site work, construction, or storage of materials is allowed. Vegetation in the No Disturb Zone shall not be cut or trimmed in any manner unless authorized by the Commission as part of regular maintenance required for man-made drainage systems (such as seasonal mowing).

Notwithstanding the above limitations, no activity which will result in the alteration of land within the presumptive No Disturbance Zone shall be permitted by the Commission with the following exceptions:

A. Planting of native vegetation or habitat management techniques designed to enhance the wetland values protected by the Ordinance;
B. Construction and maintenance of unpaved pedestrian access paths not more than 4' in width;
C. Maintenance of existing structures, utilities, stormwater management structures and paved areas;
D. Construction and maintenance of water dependent structures and uses;
E. Vista pruning and removal of dead and diseased vegetation consistent with Conservation Commission standards;
F. Construction of new utility lines where the proposed route is the best environmental alternative;
G. Septic system maintenance and, if a system has failed, repair/replacement meeting state/local standards where the maximum feasible buffer is maintained;

H. Construction of accessory structures/uses associated with lawfully existing single family houses where the Conservation Commission finds that alternatives outside the buffer area are not available; the size and impacts of the proposed structure/use have been minimized; and the structure/use is located as far from the resource as possible;

I. Where a buffer zone is already altered such that the required buffer cannot be provided without removal of structures and/or pavement, this requirement may be modified by the Commission provided that it finds that the proposed alteration will not increase adverse impacts on that specific portion of the buffer area or associated wetland and that there is no technically demonstrated feasible construction alternative;

J. Where a lot is located entirely within buffer area, the Commission may permit activities within the buffer area when the applicant has demonstrated that the proposed work has been designed to minimize impacts to the buffer area. As mitigation, the Commission may require the applicant to plant or maintain a naturally vegetated buffer of the maximum feasible width given the size, topography, and configuration of the lot.

Vernal Pool Habitat

The above Buffer Zone does not apply to the "Vernal Pool Habitat" resource area which is a No-Disturbance zone in its entirety. Vernal Pool Habitat shall include vernal pool depressions (for all Vernal Pools, whether or not mapped and certified) and lands adjoining these depressions within two hundred (200) horizontal linear feet. In addition, components of subsurface sewage disposal systems shall not be permitted within one hundred (100) horizontal linear feet of the delineated edge of a Vernal Pool Habitat or the delineated edge of the encompassing wetland resource area (if present).

C. Work Proposed within Riverfront Area

In reviewing activities within the riverfront area, the Commission shall presume the riverfront area is important to all the resource area values unless demonstrated otherwise, and no permit issued hereunder shall permit any activities unless the applicant, in addition to meeting the otherwise applicable requirements of the Ordinance, has proved by a preponderance of the evidence that meets those requirements that are set forth in the Regulations that (1) there is no practicable alternative to the proposed project with less adverse effects, and that (2) such activities, including proposed mitigation measures, will have no significant adverse impact on the areas or values protected by the Ordinance. The Commission shall regard as practicable an alternative which is reasonably available and capable of being done after taking into consideration the proposed property use, overall project purpose (e.g., residential, institutional, commercial, or industrial), logistics, existing technology, costs of the alternatives, and overall project costs.

D. Habitat Assessment, Alteration & Mitigation

To prevent resource area loss, the Commission shall require applicants to avoid alteration wherever feasible; to minimize alteration; and, where alteration is unavoidable and has been minimized, to provide full mitigation. The Commission may authorize or require replication of wetlands as a form of mitigation, but only with specific plans, professional design, proper safeguards, adequate security, and professional monitoring and reporting to assure success, because of the statistical high likelihood of failure of such

replication. The Commission may require a wildlife habitat study of the project area, to be paid for by the applicant, whenever it deems appropriate, regardless the type of resource area or the amount or type of alteration proposed. The decision shall be based upon the Commission's estimation of the importance of the habitat area considering (but not limited to) such factors as proximity to other areas suitable for wildlife, importance of wildlife "corridors" in the area, or actual or expected presence of rare plant or animal species in the area. The work shall be performed by an individual who at least meets the qualifications set out in the wildlife habitat section of the Wetlands Protection Act Regulations (310 CMR 10.60).

The Commission shall presume that all areas meeting the definition of "vernal pool", including the adjacent area (together known as "Vernal Pool Habitat"), perform essential habitat functions. This presumption may be overcome only by the presentation of credible evidence which, in the judgment of the Commission, demonstrates that the basin or depression or surrounding area does not provide essential habitat functions. Any formal evaluation should be performed by an individual who at least meets the qualifications under the wildlife habitat section of the Wetlands Protection Act Regulations (310 CMR 10.60).

E. Term, Expiration and Renewal of Permits & Approvals

Determinations and Orders, including a Determination of Applicability (DOA), an Order of Conditions (OOC) or an Order of Resource Area Delineation (ORAD) shall expire three years from the date of issuance. Notwithstanding the above, the Commission in its discretion may issue a Determination or an Order expiring five years from the date of issuance for recurring or continuous maintenance work, provided that annual notification of time and location of work is given to the Commission. Any Order or Determination may be renewed once for an additional one-year period, provided that a request for a renewal is received in writing by the Commission at least 30 days prior to expiration. Notwithstanding the above, a Determination or Order may identify requirements which shall be enforceable for a stated number of years, indefinitely, or until permanent protection is in place, and shall apply to all present and future owners of the land.

For good cause the Commission may revoke any DOA, OOC, or ORAD or any other order, determination or decision issued under the Ordinance after notice to the holder, the public, abutters, and city boards, pursuant to §VII and §VIII, and after a public hearing. Amendments to OOCs, DOAs, or ORADs shall be handled in the manner set out in the Wetlands Protection Act Regulations and policies issued by the Department of Environmental Protection (DEP) thereunder.

Where applicable the Commission shall combine the decision issued under this Ordinance with the Determination, Order, Emergency Certification or Certificate of Compliance (COC) issued under the Wetlands Protection Act and its Regulations.

No work proposed permitted in any Order of Conditions shall be undertaken until the Order, or ORAD (if work is permitted through a simplified review by the Commission with respect to such work) has been recorded in the registry of deeds or, if the land affected is registered land, in the registry section of the land court for the district wherein the land lies, and until the holder of the Order provides proof of such recording to the Commission. If the applicant fails to perform such recording, the Commission may record

the documents itself and require the Applicant to furnish the recording fee therefore, either at the time of recording or as a condition precedent to the issuance of a Certificate of Compliance (COC).

6.5-35. Regulations

After public notice and public hearing, the Commission shall promulgate rules and regulations to effectuate the purposes of the Ordinance, effective when adopted by the Commission and filed with the City Clerk. Failure by the Commission to promulgate such rules and regulations or a legal declaration of their invalidity by a court of law shall not act to suspend or invalidate the effect of this Ordinance. At a minimum these Regulations shall incorporate the terms defined in the Ordinance, define additional terms not inconsistent with the ordinance, identify more detailed performance standards for work within or adjacent to resource areas, and provide for plan and submission requirements and filing and consultant review fees for all applications.

6.5-36. Definitions

Except as otherwise provided in this Ordinance or in Regulations promulgated pursuant to Section 6.5-35., the definitions of terms and the procedures and performance standards in this Ordinance shall be as set forth in the Wetlands Protection Act (M.G.L. Ch. 131 §40) and Regulations (310 CMR 10.00).

The following definitions shall apply to the interpretation and implementation of terms used in both the Ordinance and Regulations promulgated pursuant to Section 6.5-35.:

Agent: any Conservation Commissioner or City staff who is appointed agent by a majority vote of the Conservation Commission at a regularly scheduled meeting of the Conservation Commission, and upon written approval of the Mayor. (M.G.L. Chapter 40, Section 8c)

Alter: to change the condition of any Area Subject to Protection under the Wetlands Protection Act (M.G.L. Ch. 131 §40) and further defined in its regulations (310 CMR 10.04) and any of the following activities when undertaken to, upon, within or affecting resource areas protected by the Ordinance:

A. Removal, excavation, or dredging of soil, sand, gravel, or aggregate materials of any kind;
B. Changing of preexisting drainage characteristics, flushing characteristics, salinity distribution, sedimentation patterns, flow patterns, or flood retention characteristics;
C. Drainage, or other disturbance of water level or water table;
D. Dumping, discharging, or filling with any material which may degrade water quality;
E. Placing of fill, or removal of material, which would alter elevation;
F. Driving of piles, erection, expansion or significant alteration of buildings, or structures of any kind;
G. Placing of obstructions or objects in water or the surface water or groundwater hydrology of any resource area;
H. Removal or destruction of plant life including cutting or trimming of trees and shrubs;
I. Changing temperature, biochemical oxygen demand, or other physical, biological, or chemical characteristics of any waters;
J. Any activities, changes, or work which may cause or tend to contribute to pollution of any body of water or groundwater;

K. Incremental activities which have, or may have, a cumulative adverse impact on the resource areas protected by the Ordinance.

Buffer Zone: that resource area which extends one hundred feet (100') horizontally from the edge of the following wetland resource areas:

A. Any Freshwater or Coastal Wetlands, Marshes, Wet Meadows, Bogs, Swamps, Rivers, Streams, Springs, Banks, Flats, Reservoirs, Lakes, Ponds of Any Size, Beaches, Dunes, Estuaries, and the Ocean;
B. Intermittent Streams, Brooks, and Creeks.

It is possible that the Buffer Zone resource area will overlap in some instances (e.g., Riverfront Area and Land Subject to Flooding).

Building: shall mean a combination of any materials, whether portable or fixed, having a roof enclosed within exterior walls or firewalls built to form a structure for the shelter of persons, animals or property. Roof shall include an awning or any similar covering, whether or not permanent in nature. The term Building includes bathhouses, sheds and garages.

Coastal Engineering Structure: a structure used to protect homes, buildings, roadways or utilities or to provide public or commercial access on or near the coast, such as seawalls, revetments, breakwaters, jetties, groins, piers, wharfs, bulkheads, stairways, access ramps, boat ramps, boardwalks and tide gates.

Development: as used in Section 6.5-28, shall include the following activities:

1. Construction of a New Building or Structure on a vacant lot including without limitation a shed, garage, coastal engineering structure, shear wall, vertical wall or fence;
2. Construction of a new septic system or the addition of flow to an existing or upgraded septic system;
3. Clearing of land, mining, extraction, beach scraping, dredging, filling, excavation or drilling;
4. Construction of new or proposed expansions of roads, driveways or parking lots, and/or paving of unpaved roads, driveways or parking lots; and
5. Conversion of pervious surfaces to impermeable surfaces and/or paving of existing unpaved roads, driveways or parking lots.

(See NOTE # 1 Below.)

Footprint: the total square feet within the outermost dimensions of a building including decks, porches and staircases without deduction for hallways, stairs, closets, thickness of walls, columns, or other features.

Intermittent Stream: a body of running water, including brooks and creeks, which moves in a definite channel in the ground due to a hydraulic gradient, and which flows part of the year within, into or out of an Area Subject to Protection under the WPA. A portion of an intermittent stream may flow through a culvert or beneath a bridge. Such a body of running water which does not flow throughout the year is an intermittent stream including that portion upgradient of all bogs, swamps, vegetated wetlands, wet

meadows and marshes. An Intermittent Stream does not have a Riverfront Area but does have an associated 100-foot Buffer Zone. The outer boundary of an intermittent stream is the first observable break in slope or mean annual high water, which ever is higher.

Isolated Vegetated Wetland: freshwater wetlands, of at least 1,000 square feet in area that do not border on creeks, rivers, streams, ponds or lakes. The types of Isolated Vegetated Wetlands include wet meadows, marshes, swamps and bogs. Detention or retention basins or swales created for the purpose of stormwater management are not considered Isolated Vegetated Wetlands under the ordinance and these Regulations.

In addition to the minimum size requirement, Isolated Vegetated Wetlands must also meet the definition of Bordering Vegetated Wetlands (310 CMR 10.55(2)) with the exception that these wetlands do not border any creeks, rivers, streams, ponds, lakes or other water bodies.

The boundaries of Isolated Vegetated Wetlands are the same as those for Bordering Vegetated Wetlands as defined in 310 CMR 10.55 (2)(c).

New Development: as used in Section 6.5-28, shall mean the construction of a new Structure or Building on a vacant lot.

No-Disturbance Zone: that portion of the Buffer Zone which extends twenty-five feet (25') horizontally from the edge of the following wetland resource areas:

A. Any Freshwater or Coastal Wetlands, Marshes, Wet Meadows, Bogs, Swamps, Rivers, Streams, Springs, Banks, Flats, Reservoirs, Lakes, Ponds of Any Size, Beaches, Dunes, Estuaries, and the Ocean;
B. Intermittent Streams, Brooks, and Creeks.

Disturbance of any kind is prohibited within this 25-Foot No-Disturbance Zone including but not limited to grading, landscaping, vegetation removal, pruning, cutting, filling, excavation, roadway construction and /or driveway construction. The Buffer Zone does not apply to the "Vernal Pool Habitat" resource area which is a No-Disturbance Zone in its entirety as defined below.

Redevelopment: as used in Section 6.5-28, shall include the following activities:

1. Any individual or cumulative increase in the footprint of a Building or Structure, including without limitation, a coastal engineering structure, a shear wall, vertical wall, a shed, a garage, and/or a solid fence, that would result in the sum of the footprints of all Buildings or Structures on the lot exceeding a 20% (individual or cumulative) increase in the footprint of the existing structure (Any such individual or cumulative increase not exceeding this 20% threshold shall continue to require Commission review and approval.)

2. Conversion of Porches, Carports and Decks to Usable Interior Space below the first dwelling floor;

(See NOTE # 1 Below.)

Resource Area: those areas subject to protection under the Wetlands Protection Act (M.G.L. Ch. 131 §40) and Regulations (310 CMR 10.00), this Ordinance and Regulations promulgated pursuant to Section 6.5-35.

Riverfront Area: that portion of land which extends two hundred feet (200') horizontally from the edge of the following wetland resource areas:

A. Rivers, Perennial Streams, Brooks, Creeks.

Structure: a combination of materials to form a configuration and includes, but is not limited to buildings, platforms, radio towers, storage bins, signs, swimming pools, septic systems, coastal engineering structures, and fences.

Substantial Improvement: as used in Section 6.5-28, shall include any reconstruction, rehabilitation, addition, or other improvement of a Structure or Building, the cost of which equals or exceeds 50 percent of the value of the Structure or Building before the "start of construction" of the improvement. This term includes Structures or Buildings which have incurred "substantial damage", regardless of the actual repair work performed. The term does not, however, include any project for improvement of a structure to correct existing violations of state or local health, sanitary, building or safety code specifications which have been identified by the local code enforcement official and which are the minimum necessary to assure safe living conditions for the existing structure.

Vernal Pool Habitat: A vernal pool is typically a confined basin or depression which, at least in most years, holds water for a minimum of two continuous months during the spring and/or summer, contains at least 200 cubic feet of water at some time during most years, is free of adult predatory fish populations, and provides essential breeding and rearing habitat functions for amphibian, reptile or other vernal pool community species. Under this Ordinance, a vernal pool shall meet the certification criteria of the Massachusetts Natural Heritage and Endangered Species (NHESP) Program as outlined in the NHESP Guidelines for the Certification of Vernal Pool Habitat, March 2009, or successor guidelines. The boundary of the Vernal Pool Habitat shall be two-hundred feet (200') horizontally outward from the mean annual high-water line defining the depression or basin and shall not include lawns, gardens, landscaped areas, driveways or structures in existence or proposed under a plan approved by the Commission at the time of adoption of this Ordinance.

The Vernal Pool Habitat need not be located within another wetland resource area, or be certified as a vernal pool by the Massachusetts NHESP (or any other state or local agency) to be eligible for protection under the Ordinance and these Regulations; however, vernal pools certified by the Massachusetts NHESP are assumed to be vernal pools and are therefore protected under the Ordinance and these Regulations.

The entire Vernal Pool Habitat as defined above is considered a No-Disturbance Zone

NOTE # 1: The terms "Development" and "Redevelopment", as used in Section 6.5-28, shall not include the following activities:

1. Bringing the electrical and/or plumbing system into compliance with current regulatory requirements;

2. Construction, repair, or replacement of unpaved elevated pedestrian walkways supported on open pilings and designed to minimize the disturbance to the vegetative cover and traditional bird-nesting habitat and the form and volume of the coastal dune, coastal beach, or coastal bank;

3. Construction, repair or replacement of sand fencing, designed to increase dune development, provided the fencing does not constitute a barrier to wildlife movement or the lateral movement of a coastal dune or coastal beach;

4. Repair or replacement of open pilings for an existing Building;

5. Modification, maintenance, or repair of existing Buildings or Structures within the limits of existing foundations, which do not result in any addition to, or modification of the foundation itself, or the footprint of Buildings or Structures, additionally, additions or enclosures added above the first dwelling floor shall be allowed pursuant to FEMA guidelines.

6. Construction, repair, or replacement of decks on open pilings, with at least two feet above grade to allow sand transport by wind or water;

7. Planting of native species that are indigenous to Plum Island and that are compatible with the natural vegetative cover excluding turf lawns;

8. Conversion of impervious to vegetated surfaces, provided that erosion and sedimentation controls are implemented, and that the impervious surface removed is disposed of off-site in accordance with all applicable federal, state, and local statutes, bylaws and regulations;

9. Relocating electrical, heating, ventilation, plumbing, air conditioning and other service facilities for an existing Building to prevent water from entering or accumulating during conditions of flooding;

10. Construction, reconstruction, operation and maintenance of underground and overhead utilities, such as electrical distribution lines, transmission lines, communication lines, sewer pipes, water lines, and gas lines, including all structures and interconnections necessary to construct, reconstruct, operate, provide, and maintain electrical, communication, water, sewer, and gas service;

11. Assessment activities that are temporary in nature, have negligible impacts and are necessary for the planning and design of otherwise permittable projects, such as the installation of monitoring wells, exploratory borings, and natural gas service;

12. Temporary storage for not more than thirty days of construction and/or demolition materials on non-vegetated portions of the barrier beach, provided that best management practices are used to minimize the adverse impacts of such storage and to protect the interests identified in this Ordinance;

13. Placing an existing Building on open pilings; repairing and/or replacing open pilings for an existing Building;

14. Elevating above flood elevation an existing Building with a structurally sound foundation. In applying this subparagraph, the Commission may require a certification from a professional engineer or architect stating that the foundation is structurally sound;

15. Replacement of an existing Building with a New Building that is placed on open pilings and that is located as far landward of the existing Building as possible given the requirements of the Plum Island Overlay District, provided that: (a) the sum of the footprints of all Buildings or Structures on the lot not exceed a 20% maximum (individual or cumulative) increase in the footprint of the existing structure; (b) the New Building complies with all applicable federal, state, and local regulations, including without limitation, the Plum Island Overlay District and the Performance Standards set forth in the Commission's Regulations;

16. For only those properties that do not have an existing parking area or parking area of lesser size, construction of two parking spaces that are no more than 9 feet by 18 feet per space provided that there is no other area for parking on the property, and provided further that the surface of the parking area is pervious and that the construction complies with all the Performance Standards set forth in the Commission's Regulations and 310 CMR 10.00;

17. Removal of stone groins, bulkheads, or other coastal engineering structures;

18. Repair, restoration, modification or relocation of existing stone groins or jetties.

6.5-37. Security

As part of an order issued under the Ordinance, in addition to any security required by any other municipal or state board, agency, or official, the Commission may require that the performance and observance of the conditions imposed thereunder (including conditions requiring mitigation work) be secured wholly or in part by one or both of the methods described below:

A. By a proper bond, deposit of money or negotiable securities under a written third-party escrow arrangement, or other undertaking of financial responsibility sufficient in the opinion of the Commission, to be released in whole or in part upon issuance of a COC for work performed pursuant to the Order. The form of security shall be at the sole discretion of the Commission.

B. By accepting a conservation restriction, easement, or other covenant enforceable in a court of law, executed and duly recorded by the owner of record, running with the land to the benefit of this municipality whereby the permit conditions shall be performed and observed before any lot may be conveyed other than by mortgage deed.

6.5-38. Enforcement, Inspections & Fines

No person shall remove, fill, dredge, build upon, degrade, or otherwise alter Resource Areas or Buffer Zones protected by this Ordinance, or cause, suffer, or allow such activity, or leave in place unauthorized

fill, or otherwise fail to restore illegally altered land to its original condition (as authorized and directed by the Conservation Commission), or fail to comply with any permit or Enforcement Order issued pursuant to this ordinance.

The Commission and its agents shall have the responsibility, duty, and authority to enforce this Ordinance, its Regulations, and permits issued thereunder by violation notices, and administrative (enforcement) orders. Any person who violates the provisions of this ordinance may be ordered to restore the property to its original condition and take other action deemed necessary to remedy such violations, or may be fined, or both.

The Commission, its agents, officers, and employees shall have the authority to enter upon privately owned land for the purposes of performing their duties under this ordinance, including site inspections, and may make or cause to be made such examinations, surveys or sampling as the Commission deems necessary. Any Permit Application or Request for Certificate of Compliance is evidence of the landowner's permission for said parties to enter his or her private land for the purposes of conducting such inspections. An Enforcement Order issued by the Commission shall be signed by a majority vote of the Commission. In a situation requiring immediate action, an Enforcement Order may be signed by a single member or agent of the Commission, if said Order is ratified by a majority of the members at the next scheduled meeting of the Commission.

The Commission shall have authority to enforce the Ordinance, its Regulations, and permits issued thereunder by letters, phone calls, electronic communication and other informal methods, violation notices, non-criminal citations under G.L. Ch. 40 §21D, and civil and criminal court actions. Any person who violates provisions of the Ordinance may be ordered to restore the property to its original condition and take other action deemed necessary to remedy such violations, or may be fined, or both.

Upon request of the Commission, the Mayor and City Solicitor shall take legal action for enforcement under civil law. Upon request of the Commission, the City Marshall shall take legal action for enforcement under criminal law.
Municipal boards and officers, including any police officer or other officer having police powers, shall have authority to assist the Commission in enforcement.

Any person who violates any provision of the Ordinance, or Regulations, permits, or administrative orders issued thereunder, shall be punished by a fine of not more than $300. Each day or portion thereof during which a violation continues, or unauthorized fill or other alteration remains in place, shall constitute a separate offense, and each provision of the Ordinance, Regulations, permits, or administrative orders violated shall constitute a separate offense. This fine may be in addition to any levied under the Wetlands Protection Act, G.L. Chapter 131, Section 40.

As an alternative to criminal prosecution in a specific case, the Commission may issue citations with specific penalties pursuant to the non-criminal disposition procedure set forth in G.L. Ch. 40 §21D, which has been adopted by the City of Newburyport under its Code of Ordinances, Ch. 1 §1-15.

6.5-39. Burden of Proof

The applicant for a permit shall have the burden of proving by a preponderance of the credible evidence that the work proposed in the RDA or Notice of Intent will not have a significant or cumulative adverse effect upon the resource area values protected by the Ordinance. Failure to provide adequate evidence to the Commission supporting this burden shall be sufficient cause for the Commission to deny a permit or grant a permit with conditions.

6.5-40. Appeals

A decision of the Commission shall be reviewable in the superior court in accordance with G.L. Ch. 249 §4.

6.5-41. Relation to the Wetlands Protection Act

The Ordinance is adopted under the Home Rule Amendment of the Massachusetts Constitution and the Home Rule statutes, independent of the Wetlands Protection Act (G.L. Ch. 131 §40) and regulations (310 CMR 10.00) thereunder. It is the intention of the Ordinance that the purposes, jurisdiction, authority, exemptions, Regulations, specifications, standards, and other requirements shall be interpreted and administered as stricter than those under the Wetlands Protection Act and its Regulations.

6.5-42. Severability

The invalidity of any section or provision of the Ordinance shall not invalidate any other section or provision thereof, nor shall it invalidate any permit, approval or determination which previously has been issued.

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

July 23, 2012

AN ORDINANCE ENTITLED AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED TRAFFIC AND MOTOR VEHICLES.

Be it ordained by the City Council of the City of Newburyport as follows:

Chapter 13 Traffic and Motor Vehicles
Article IV Specific Street Schedules
Division 4 Stop Intersection
§ 13 – 136 Designated

The following streets are designated as stop intersections and vehicles travelling thereon shall come to a complete stop before entering such intersections:

Street	*Extent*
Tilton Street	Northwestbound drivers at the intersection of McClintock Avenue.
Chapel Street	Northeastbound drivers at the intersection of Howard Street

Councillor Thomas E. Jones

In City Council July 23, 2012:
Motion to refer to Public Safety by Councillor Jones, seconded by Councillor Sullivan. So voted.

In City Council August 13, 2012
Motion to remove from Public Safety by Councillor Cronin, seconded by Councillor Jones. So voted, Motion to approve by Councillor Cronin, seconded by Councillor Jones. Roll call vote, 8 yes, 3 absent (Connell, Derrivan, Sullivan). So voted.

In City Council August 27, 2012
Motion to approve second reading by Councillor Cronin, seconded by Councillor Jones.
Roll call vote, 10 yes, 1 absent (Cameron). So voted.

Approve: Donna D. Holaday, Mayor

Attest: Richard B. Jones, City Clerk

Date: 9/24/12

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

September 10, 2012

AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED TRAFFIC AND MOTOR VEHICLES

Be it ordained by the City Council of the City of Newburyport as follows:

Chapter 13	Traffic and Motor Vehicles
Article 4	Specific Street Schedules
Division 6	Stopping, Standing and Parking
Section 13-180	Resident Parking

Amend:

In Sec. 13-180 Resident Parking (g) (2) by deleting the following streets or portions thereof to Zone 2

Fair Street between Water St. and Liberty St.

Councillor Gregory D. Earls

In City Council Sept. 10, 2012
Motion to waive the rules and order published for first reading by Councillor Earls, seconded by Councillor Jones. Roll call vote, 10 yes, 1 absent (Ives).

In City Council Sept. 24, 2012
Motion to approve second reading by Councillor Earls, seconded by Councillor Jones. Roll call vote, 10 yes, 1 no (Herzog). Motion passed.

Approve: Donna D. Holaday, Mayor

Attest: Richard B. Jones, City Clerk

Date: 10/11/12

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

September 10, 2012

AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED TRAFFIC AND MOTOR VEHICLES.

Chapter 13 Traffic and Motor Vehicles
Article IV Specific Street Schedules
Division 6 Stopping, Standing and Parking
§ 13-179 Handicapped Parking

No person without a duly authorized handicapped vehicle registration or placard, as described in MGL, Chapter 90, § 2, shall park in the following described parking space as designated by signs and symbols:

Add:
Strong Street
One (1) space in front of 24 Strong Street

This designation will end two (2) years from the implementation date.

Councillor Robert J. Cronin

In City Council Sept. 10, 2012
Motion to waive the rules and order published for first reading by Councillor Cronin, seconded by Councillor Derrivan. Roll call vote, 10 yes, 1 absent (Ives).

In City Council Sept. 10, 2012
Motion to approve second reading by Councillor Cronin, seconded by Councillor Derrivan. Roll call vote, 11 yes. Motion passed.

Approve: Donna D. Holaday
Donna D. Holaday, Mayor

Attest:
Richard B. Jones, City Clerk

Date: 10/10/2012

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

DATE: October 23, 2012

AN ORDINANCE ENTITLED AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED TRAFFIC AND MOTOR VEHICLES.

Be it ordained by the City Council of the City of Newburyport as follows:

Chapter 13	Traffic and Motor Vehicles
Article IV	Specific Street Schedules
Division 4	Stop Intersections
§ 13 – 136	Designated

The following street is designated as a stop intersection and vehicles traveling thereon shall come to a complete stop before entering such intersection:

Street	***Stop Intersection***
Belcher Street	Northwesterly bound drivers at the intersection of Plant Street.

Thomas O'Brien

Councillor Thomas F. O'Brien

In City Council October 23, 2012
Motion to refer to Public Safety by Councillor Jones, seconded by Councillor Derrivan. 10 yes, 1 absent (Herzog). So voted.

In City Council December 10, 2012
Motion to remove by Councillor Cronin, seconded by Councillor Cameron. So voted. Motion to approve 1st reading and order published by Councillor Cronin, seconded by Councillor Jones. Roll call vote 10 yes, 1 absent (Derrivan).

In City Council January 14, 2013
Motion to approve second reading by Councillor Jones, seconded by Councillor Cronin. 10 yes, 1 vacant. So voted.

Approve: Donna D. Holaday
Donna D. Holaday, Mayor

Attest: Richard B. Jones
Richard B. Jones, City Clerk

Date: FEB - 5 2013

CITY OF NEWBURYPORT

IN CITY COUNCIL

DATE: January 14, 2013

ORDERED:

AN ORDINANCE ENTITLED AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED TRAFFIC AND MOTOR VEHICLES.

Be it ordained by the City Council of the City of Newburyport as follows:

Chapter 13: Traffic and Motor Vehicles
Article IV: Specific Street Schedules
Division 6: Stopping, Standing and Parking
Sec. 13–176.1: Same – Thirty minutes

No person shall park a vehicle for longer than thirty (30) minutes in the following described streets or parts thereof:

Delete the following:

Street	Extent
Pleasant Street	South side from Hale's Court to Green Street

Add the following:

Street	Extent
Pleasant Street	South side from the Post Office Driveway to Green Street

Councillor Robert J. Cronin

In City Council January 14, 2013
Motion to refer to Public Safety by Councillor Cronin, seconded by Councillor Jones. So voted.

In City Council February 11, 2013
Motion to remove from committee by Councillor Cronin, seconded by Councillor Derrivan. Motion to approve 1st reading and order published by Councillor Cronin, seconded by Councillor Derrivan. So voted.

In City Council February 25, 2013
Motion to approve 2nd Reading by Councillor Cronin, seconded by Councillor Derrivan. Roll call vote, 10 yes, 1 absent (O'Brien). So voted.

Approve: Donna D. Holaday
Donna D. Holaday, Mayor

Attest: Richard B. Jones, City Clerk

Date: 3/4/13

CITY OF NEWBURYPORT

IN CITY COUNCIL

DATE: January 14, 2013

ORDERED:

AN ORDINANCE ENTITLED AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED TRAFFIC AND MOTOR VEHICLES.

Be it ordained by the City Council of the City of Newburyport as follows:

Chapter 13 Traffic and Motor Vehicles
Article IV Specific Street Schedules
Division 6 Stopping, Standing and Parking
Sec. 13 – 176. – Same – One hour

No person shall park a vehicle for longer than one (1) hour in the following described streets or parts thereof:

Add the following:

Street	Extent
Pleasant Street	North side from Hale's Court to the Post Office driveway

Councillor Robert J. Cronin

In City Council January 14, 2013
Motion to refer to Public Safety by Councillor Cronin, seconded by Councillor Jones. So voted.

In City Council February 11, 2013
Motion to remove from committee by Councillor Cronin, seconded by Councillor Derrivan. Motion to approve 1st reading and order published by Councillor Cronin, seconded by Councillor Derrivan. So voted.

In City Council February 25, 2013
Motion to approve 2nd Reading by Councillor Cronin, seconded by Councillor Derrivan. Roll call vote, 10 yes, 1 absent (O'Brien). So voted.

Approve: Donna D. Holaday
Donna D. Holaday, Mayor

Attest: _____
Richard B. Jones, City Clerk

Date: 3/4/13

CITY OF NEWBURYPORT

IN CITY COUNCIL

DATE: January 14, 2013

ORDERED:

AN ORDINANCE ENTITLED AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED TRAFFIC AND MOTOR VEHICLES.

Be it ordained by the City Council of the City of Newburyport as follows:

Chapter 13: Traffic and Motor Vehicles
Article IV: Specific Street Schedules
Division 6: Stopping, Standing and Parking
Sec. 13–175: Same – Two hours

No person shall park a vehicle for longer than two (2) hours between the hours of 9:00 a.m. and 6:00 p.m. of any day except Sundays and holidays in the following described streets or parts thereof:

Add the following:

Street	Extent
Water Street	South side from Market Square to Center Street

Councillor Robert J. Cronin

In City Council January 14, 2013
Motion to refer to Public Safety by Councillor Cronin, seconded by Councillor Jones. So voted.

In City Council February 11, 2013

Motion to remove from committee by Councillor Cronin, seconded by Councillor Derrivan. Motion to approve 1st reading and order published by Councillor Cronin, seconded by Councillor Derrivan. So voted.

In City Council February 25, 2013

Motion to approve 2nd Reading by Councillor Cronin, seconded by Councillor Derrivan. Roll call vote, 10 yes, 1 absent (O'Brien). So voted.

Approve: Donna D. Holaday
Donna D. Holaday, Mayor

Attest: _____
Richard B. Jones, City Clerk

Date: 3/4/13

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

MAY 29, 2012

THAT, in accordance with revisions to the Newburyport City Charter, the first administrative code that the Mayor is required to file an administrative code requiring the establishment of two new City department, a Finance Department to oversee the functions of the Auditor, Treasurer/Collector, Assessor, and purchasing, and a Human Resources department to develop and implement City personnel policies.

FURTHER, that the Mayor and City Council appoint a Finance Director and Human Resources Director to oversee the operations of each of these two departments.

THEREFORE, the following administrative codes are filed as follows:

CODE OF ORDINANCES
ARTICLE V. DEPARTMENTS
DIVISION VI. DEPARTMENT OF FINANCE

Sec. 2-316, Established.
There shall be established a Department of Finance consisting of the offices of the City Auditor, City Treasurer / Collector, Assessor, and Purchasing. The Department of Finance shall be under the direction of the Finance Director.

Sec. 2-317, Appointment of Director.
Within sixty (60) days from the effective date of this act, the Mayor shall appoint a Director of the Department of Finance. Said appointment shall be for a term of three (3) years and is subject to City Council confirmation. The Finance Director may also serve as City Auditor or Treasurer/Collector, but not both. The positions of City Auditor and Treasurer/Collector currently exist and the City Charter does not require the hiring of additional personnel. The hiring of the Director of the Department of Finance shall be based on merit and fitness demonstrated by education, training, performance, or some other evidence of competence and suitability.

Sec. 2-318, Duties of Director.
The Director of the Department of Finance shall oversee the efficient administration of the offices of the City Auditor, Treasurer /Collector, Assessor, and Purchasing Agent. In addition, the Director shall successfully carry-out and be responsible for day-to-day functions within the City Auditor's Office or the City Treasurer/Collector's Office, in accordance with the existing provisions contained in the City Charter and Personnel ordinance.

The Director of the Department of Finance shall supervise employees of the Department in accordance with the City's personnel ordinances and any applicable collective bargaining agreements.

The Director shall keep full and complete records of Finance Department activities and render to the Mayor, as often as may be required by said Mayor but at least quarterly, a full report of all operations under his/her control during the period reported upon, and annually shall render to the Mayor and City Council a report of all the operations under his/her control, including but not limited to: a full financial report of all accounts, funds and grants, a work plan with related finance plan for the subsequent fiscal year, and a report on the accomplishments and progress made under the work plan from the preceding fiscal year. Said Director, from time to time, as required by the Mayor, shall make a synopsis of such reports for publication. The Director shall have access to all City books, records and documents necessary for the proper performance of the assigned duties and responsibilities.

The Director shall perform such other duties consistent with the office as may be required by the ordinances of the City, by the Mayor, or by a majority vote of the City Council.

ARTICLE V. DEPARTMENTS
DIVISION VII. DEPARTMENT OF HUMAN RESOURCES

Sec. 2-319, Established.
There shall be established a Department of Human Resources. Said department shall develop and implement City personnel policies and carry-out personnel functions relative to the administration of health insurance, other employee benefits, new hires, employee terminations, and managing and maintaining personnel data for all City employees and retirees as required.

Sec. 2-320, Appointment of Human Resources Director.
Within sixty (60) days from the effective date of this act, the Mayor shall appoint a Human Resources Director. Said appointment shall be for a term of three (3) years and subject to City Council confirmation. The position of Human Resources Director currently exists and the City Charter does not require the hiring of additional personnel. The hiring of the Human Resources Director shall be based on merit and fitness demonstrated by education, training, performance, or some other evidence of competence and suitability.

Sec. 2-321, Duties of Director.
The Human Resources Director shall oversee the efficient administration of City personnel and benefit management functions in accordance with the City Personnel Ordinance, and local, state, and federal laws and regulations. In addition, the Human Resources Director shall keep full and complete records of all personnel related activities and actions and render to the Mayor, as often as may be required by the Mayor, but at least quarterly, a full report of all operations under his/her control during the period reported upon, and annually shall render to the Mayor and City Council a report of all the operations under his/her control, including but not limited to: a report on the accomplishments and progress made under a work plan from the preceding fiscal year. Said Director, from time to time, as required by the Mayor, shall make a synopsis of such reports for publication. The Director shall have access to all City books, records and documents necessary for the proper performance of the assigned duties and responsibilities.

The Director shall perform such other duties consistent with the office as may be required by the ordinances of the City, by the Mayor, or by a majority vote of the City Council.

Edward Cameron

Councillor Edward C. Cameron
Budget & Finance Chairperson

In City Council May 29, 2012
Motion to refer to General Government by Councillor Cameron, seconded by Councillor Jones. So voted.

In City Council July 23, 2012
Motion to remove from committee by Councillor Cronin, seconded by Councillor Cameron. Motion to approve by Councillor Cronin, seconded by Councillor Connell. Roll call vote, 8 yes, 1 no (Sullivan), 2 absent (Derrivan, Ives). (Vote reconsidered by Councillor Cronin).

In City Council August 13, 2012
(Reconsidered) Motion to approve by Councillor Jones, seconded by Councillor Herzog. Withdrawn. Motion to table by Councillor Cronin, seconded by Councillor Earls. Roll call vote, 7 yes, 3 absent (Connell, Derrivan, Sullivan). 1 present (Herzog).

In City Council August 27, 2012
Motion to remove from the table by Councillor Jones, seconded by Councillor Derrivan. So voted. Motion to table by Councillor Cronin, seconded by Councillor Jones. 10 yes, 1 absent (Cameron), so voted.

In City Council Sept. 10, 2012
Motion to remove from the table by Councillor Jones, seconded by Councillor Cronin. So voted. Motion to table by Councillor Jones, seconded by Councillor Earls. 10 yes, 1 absent (Ives). So voted.

In City Council Sept. 24, 2012
Motion to remove from the table by Councillor Jones, seconded by Councillor Connell. So voted. Motion to table by Councillor Jones, seconded by Councillor Cronin. 11 yes, so voted.

In City Council October 9, 2012
Motion to remove from the table by Councillor Jones, seconded by Councillor Derrivan. So voted. Motion to table by Councillor Cronin, seconded by Councillor Derrivan. 9 yes, 2 absent (Ives, Sullivan). So voted.

In City Council October 23, 2012
Motion to remove from the table by Councillor Cronin, seconded by Councillor Derrivan. So voted. Motion to table by Councillor Cronin, seconded by Councillor Derrivan. 10 yes, 1 absent (Herzog). So voted.

In City Council November 13, 2012
Motion to remove from the table by Councillor Jones, seconded by Councillor Derrivan. So voted. Motion to table by Councillor Jones, seconded by Councillor Derrivan. 10 yes, 1 absent (Earls). So voted.

In City Council November 26, 2012
Motion to remove from the table by Councillor Jones, seconded by Councillor Earls. So voted. Motion to table by Councillor Jones, seconded by Councillor Earls. 11 yes. So voted.

In City Council December 10, 2012
Motion to remove from the table by Councillor Jones, seconded by Councillor Cronin. So voted. Motion to table by Councillor Cronin, seconded by Councillor Jones. 10 yes, 1 absent (Derrivan). So voted.

In City Council January 14, 2013
Motion to remove from the table by Councillor Jones, seconded by Councillor Connell. So voted. Motion to table by Councillor Jones, seconded by Councillor Cronin. 10 yes, 1 vacant. So voted.

In City Council January 28, 2013
Motion to remove from the table by Councillor Jones, seconded by Councillor Croninl. So voted. Motion to table by Councillor Jones, seconded by Councillor Cronin. 9 yes, 2 absent (Derrivan, Heartquist). So voted.

In City Council February 11, 2013
Motion to remove from the table by Councillor Jones, seconded by Councillor Derrivan. Motion to table by Councillor Cronin, seconded by Councillor Derrivan. So voted.

In City Council February 25, 2013
Motion to remove from the table by Councillor Cronin, seconded by Councillor Jones. Motion to receive and file by Councillor Cronin, seconded by Councillor Derrivan. Roll call vote, 10 yes, 1 absent (O'Brien). So voted.

Approve: Donna D. Holaday
Donna D. Holaday, Mayor

Attest: Richard B. Jones
Richard B. Jones, City Clerk

Date: 3/21/13

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

April 29, 2013

AN ORDINANCE TO AMEND AN ORDINANCE ENTITLED TRAFFIC AND MOTOR VEHICLES.

Chapter 13	Traffic and Motor Vehicles
Article IV	Specific Street Schedules
Division 6	Stopping, Standing and Parking
§ 13-179	Handicapped Parking

No person without a duly authorized handicapped vehicle registration or placard, as described in MGL, Chapter 90, § 2, shall park in the following described parking space as designated by signs and symbols:

Delete:
Strong Street
One (1) space in front of 24 Strong Street

Councillor Robert J. Cronin

In City Council April 29, 2013
Motion to waive the rules and take in one reading by Councillor Jones, seconded by Councillor Cameron. Motion to approve by Councillor Cronin, seconded by Councillor Jones. Roll call vote, 10 yes, 1 absent (Heartquist). So voted.

Approve: Donna D. Holaday, Mayor

Attest: Richard B. Jones, City Clerk

Date: June 3 2013

CITY OF NEWBURYPORT

IN CITY COUNCIL

ORDERED:

June 10, 2013

THAT THE CITY COUNCIL of the City of Newburyport hereby accepts the provisions of M.G.L. Chapter 40, Section 13D entitled 'Reserve fund for future payment of accrued liabilities for compensated absences due employee or officer of town upon termination of employment'.

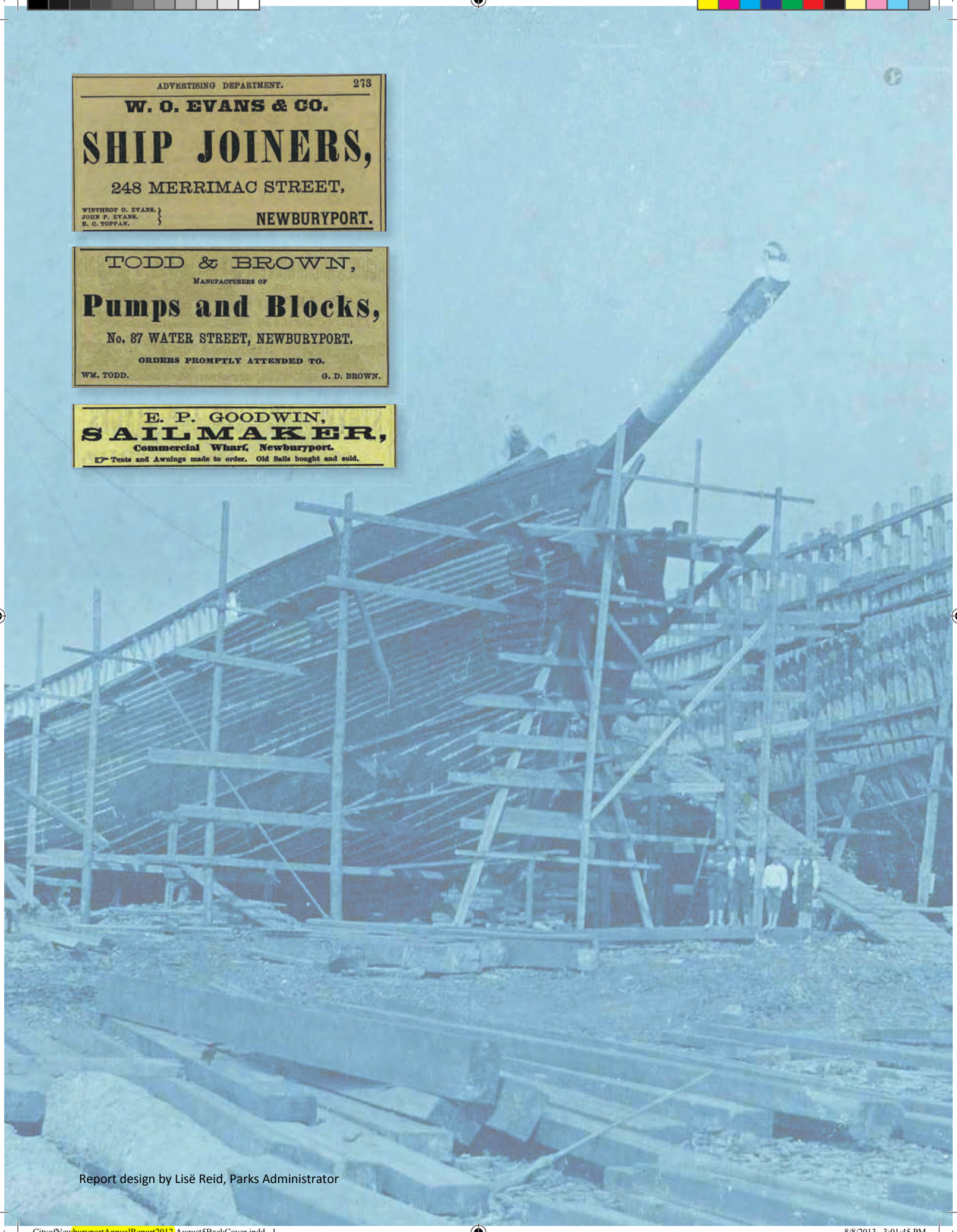
Councillor Robert J. Cronin

In City Council June 10, 2013
Motion to approve by Councillor Cronin, seconded by Councillor Cameron. 8 yes, 1 no (Connell), 2 absent (Hutcheson, O'Brien). So voted.

Approve: Donna D. Holaday, Mayor

Attest: Richard B. Jones, City Clerk

Date: 6/20/2013



Report design by Lisë Reid, Parks Administrator

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