



City of Newburyport

Birthplace of the United States Coast Guard



Operating Budget Fiscal Year 2013

Capital Improvement Program Fiscal Years 2012-2017

Donna D. Holaday, Mayor



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CITY OF NEWBURYPORT, MASSACHUSETTS

OPERATING BUDGET FISCAL YEAR 2013
CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2012-2017

General and Enterprise Funds
July 1, 2012 to June 30, 2013

Adopted June 25, 2012

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
Kathleen O. Ives
Thomas E. Jones
Richard E. Sullivan, Jr.

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May 14, 2012

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

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2013. The proposed budget includes funds for the general operation and maintenance of the municipal government, including schools and debt service.

The proposed budget includes expenditures of \$49,964,247 balanced by non-tax levy revenues totaling \$6,652,426 and estimated tax levy of \$43,548,539. Of the \$43,548,539 tax levy, \$1,010,235 funds the debt exclusion for the Newburyport High School renovation and the Public Library renovations and building project. It is shown within the budget as dedicated revenue that offsets expenditures which are recognized as "Excluded Debt Service". The FY2013 operating budget represents a 1.5% increase over last year's budget.

As has been the practice for the past two years, the City continues to be conservative in its revenue estimates for both, New Growth and Local Receipts. FY 2013 estimates for both New Growth and Local Receipts are equal to or less than FY 2012 estimates. New development, including the Oleo Woods project will come online and begin to contribute to the tax levy in FY 2013. 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 150 properties to the active tax rolls will also assist the city's fiscal status.

Budget Goals

- Develop a FY 2013 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;
- Limit salary increases, by not allocating resources for costs of living adjustments for city employees;
- Wean the City from the use of free cash or stabilization funds as a recurring revenue source;
- Continue to identify capital needs and further develop the City's five year capital improvements 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

As you will notice on the cover page, the FY 2013 budget is being submitted as the “FY 2013 Operating Budget and Capital Improvement Program”. I am pleased to submit as part of the FY 2013 Budget, the City’s Proposed FY 2012-FY2017 Capital Improvement Program (CIP). I have decided to include FY2012 because it constitutes a selection of projects and equipment that have been funded, or will be funded, in this current fiscal year. The purpose of this decision was 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.

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 member 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 submit a balanced budget that does not include an appropriation of either Free Cash or Stabilization Funds. This is the first time in recent memory that the City has been able to develop a budget without the use of reserves. This is a testament to 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 2013 budget anticipates 100% compliance with this new 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 City or

Town's commitment and conformance to Financial Policies and, as such, I believe what myself and the City's Finance Team have drafted is a major step in the right direction. One of the City Council's most significant policy responsibilities is the budget and I hope that they will carefully consider the policies as outlined in the document.

Retirement Stabilization Fund

I have recommended the establishment of a Retirement Stabilization Fund for the purpose of funding employee retirement buyouts. City collective bargaining agreements require that the City "buyout" 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. During the budget development process, department heads are challenged with predicting when an employee is going to retire and at what cost the buyout will be the City. This practice often results in under or overfunded retirement line items in individual department budget retirement line items. Furthermore, the City cannot accurately calculate a department's rate of growth overtime because retirement expenses fluctuate greatly from year to year.

As a result of the implementation of this fund, retirement expenses have been removed from departmental budgets. I will make a recommendation for the initial funding of this fund and moving forward, the City should, as a practice remain, committed to funding this cost center over time so that expected and unexpected employee retirements have little impact on the operating budget.

Shared Expenses

You will notice that the FY 2013 operating budget includes a new section titled "Shared Expenses". The City will begin a practice to budget certain overhead costs in the aggregate rather than distributing costs by department or program. Initially, these costs include employee benefits, including health insurance, retirement contributions, unemployment compensation, Worker's Compensation Insurance, debt service and the Stabilization outlay.

Tax Rate

The tax rate for FY 2013 will be \$12.80 per \$1,000 of assessed valuation for both residential and commercial property. The average property tax bill will increase by \$188.30 from \$5,510.59 to \$5,698.89. The increase is mitigated as a result of the average single home value decreasing from \$456,553 to \$445,266.

Enterprise Funds

The Water, Sewer and Harbormaster Funds have been 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.

Despite the rising cost of raw materials and labor, all three Enterprise Funds have maintained level budgets for FY 2013. Collectively, the Water, Sewer, and Harbormaster Enterprise Funds have decreased 3.7% from last year's budget.

Budget Assumptions

- 2 ½% real estate tax revenue increases generating \$1,027,764;
- \$400,000 in new growth revenue;
- \$195,975 reduction in Local Receipts as a result of the loss of the \$155,975 supplemental appropriation of State Aid which was recognized as "Miscellaneous Non-Recurring Revenue" in FY 2012;
- \$108,977 reduction in State Aid resulting from an increase in Cherry Sheet offsets and assessments;
- \$173,704 reduction in employee benefits costs;
- No appropriation of either Free Cash or Stabilization Funds to balance the budget; and
- Establishment of "Retirement Stabilization Fund" for the purpose of funding employee retirement buyouts.

Budget Format

This year we have expanded our efforts in constructing a program/performance budget documents. This is a continuation of the City's efforts to build professional budget documents. We will continue to build on this and add to it 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.

Conclusion

As we slowly emerge from these challenging economic times as a Nation and as a State, I believe over the past 2.5 years we have had to make difficult but the correct choices to ensure our City is on solid financial ground. We have moved forward on long overdue infrastructure needs and are working diligently to address the growing list of streets and sidewalks in need of repair. We must also continue to rebuild 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.

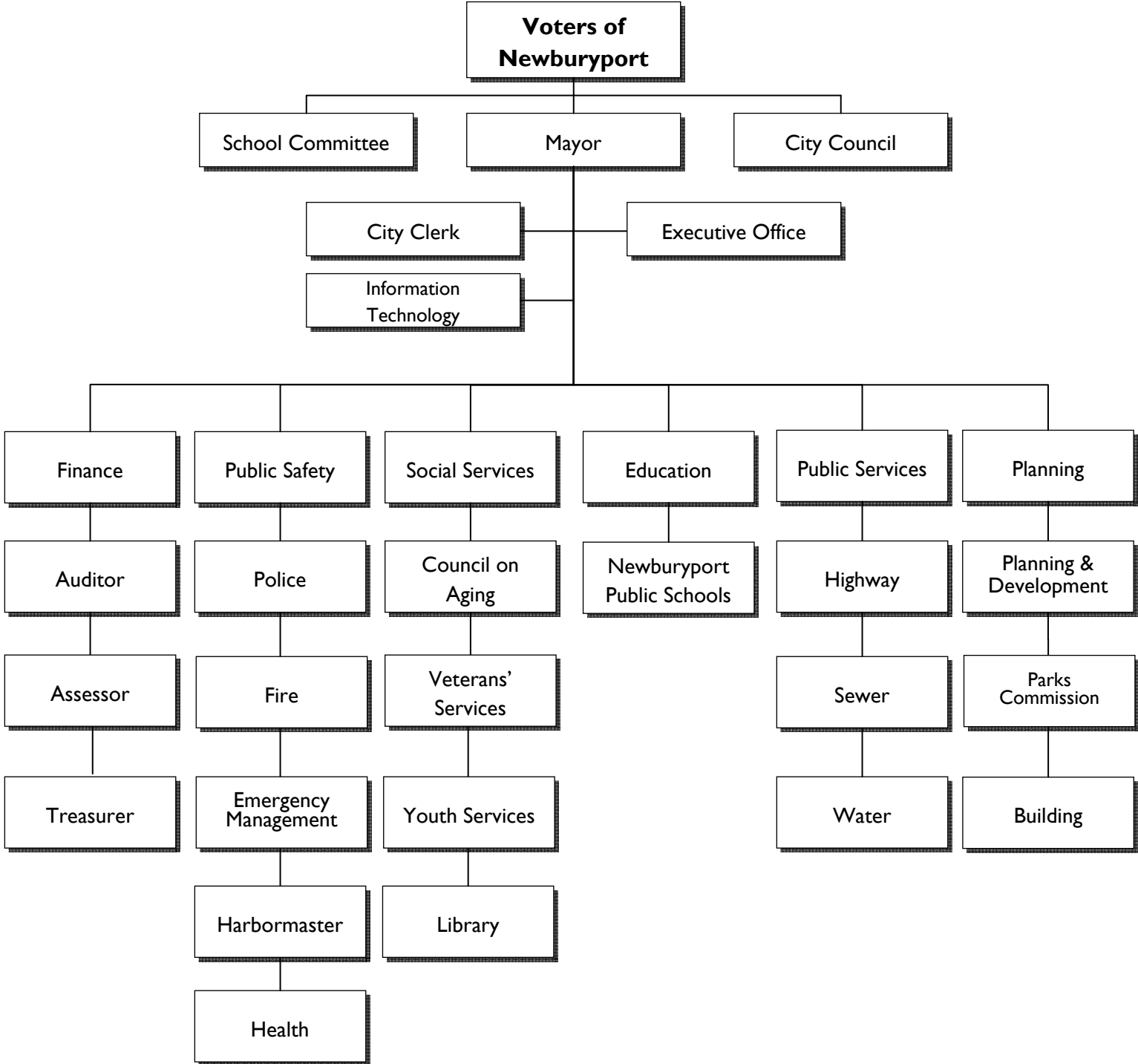
The development of this comprehensive budget and capital plan was a team effort and I am very grateful to the Finance Team members: Bill Squillace, Auditor, Julie Languirand, Treasurer, Dan Raycroft, Assessor and especially Andrew Flanagan, Director of Policy & Administration and Ethan Manning, Business Manager. Mr. Flanagan and Mr. Manning deserve much credit and recognition for their diligence in preparing this FY 2013 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 2013.

Respectfully Submitted,

Donna D. Holaday

Section I: 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
Capital Improvement Program submitted to City Council before April 1st
School Committee approves budget by April 30th

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: 17,594

Form of Government:

Mayor-council city

Mayor: Donna D. Holaday

School Structure: K-12

FY2012 Average Single Family

Tax Rate: \$12.80 per \$1,000

FY2012 Average Single Family

Home Value: \$445,226

Coordinates:

42° 48' 45" N, 70° 52' 40"

W

Address:

Newburyport City Hall

60 Pleasant Street

Newburyport, MA 01950

phone: (978) 465-4413

www.cityofnewburyport.com

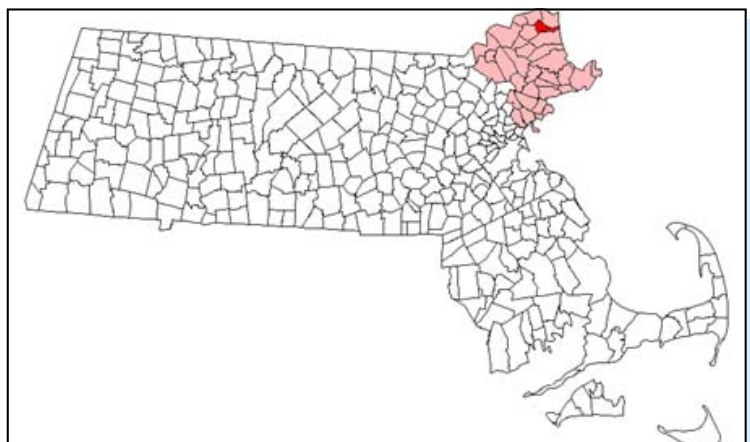
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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.

In 2012, Newburyport was honored as a Coast Guard City to recognize 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

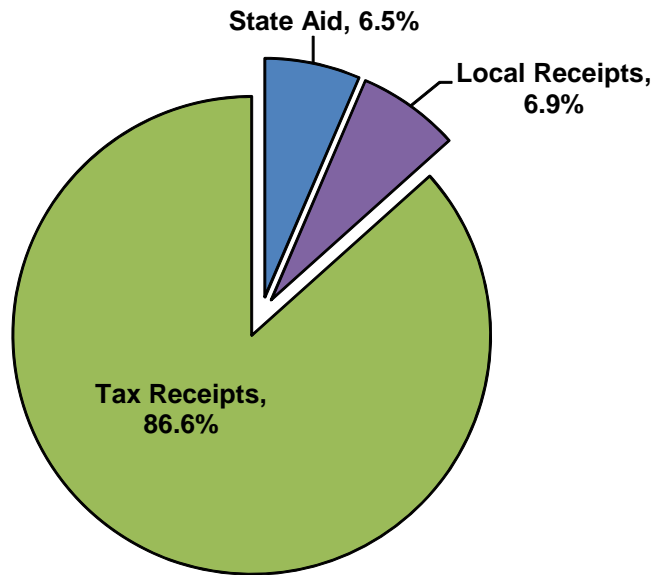
ITEM	FY 2010 ACTUAL	FY 2011 ACTUAL	FY2012 ESTIMATED	FY2013 PROJECTED
PROPERTY TAXES				
Prior Year Levy Limit	\$ 36,941,035	\$ 38,266,940	\$ 39,573,793	\$ 41,110,540
2 1/2 % Increase	\$ 923,526	\$ 956,674	\$ 989,345	\$ 1,027,764
New Growth (1)	\$ 402,379	\$ 350,179	\$ 547,402	\$ 400,000
TOTAL LEVY LIMIT	\$ 38,266,940	\$ 39,573,793	\$ 41,110,540	\$ 42,538,304
Debt Exclusion	\$ 1,070,813	\$ 1,015,005	\$ 1,010,235	\$ 1,010,235
TOTAL MAXIMUM LEVY LIMIT	\$ 39,337,753	\$ 40,588,798	\$ 42,120,775	\$ 43,548,539
Increase/(Decrease)		\$ 1,251,045	\$ 1,531,977	\$ 1,427,764
LOCAL RECEIPTS (2)				
Motor Vehicle Excise	\$ 2,038,820	\$ 2,120,748	\$ 1,900,000	\$ 1,900,000
Other Excise-Meals/Hotel	\$ 83,046	\$ 193,369	\$ 200,000	\$ 200,000
Pen & Int on Tax & Exc	\$ 366,670	\$ 428,396	\$ 300,000	\$ 300,000
Payments in Lieu of Taxes	\$ 60,044	\$ 43,317	\$ 35,000	\$ 30,000
Fees	\$ 41,423	\$ 51,558	\$ 75,000	\$ 70,000
Other Dept. Revenue	\$ 62,194	\$ 65,182	\$ 60,000	\$ 60,000
Licenses and Permits	\$ 548,200	\$ 700,710	\$ 500,000	\$ 525,000
Fines & Forfeits	\$ 93,941	\$ 81,836	\$ 50,000	\$ 70,000
Investment Income	\$ 96,929	\$ 72,107	\$ 50,000	\$ 50,000
Miscellaneous Recurring	\$ 283,347	\$ 305,684	\$ 300,000	\$ 275,000
Miscellaneous Non-Recurring (3)	\$ 29,007	\$ 17,063	\$ 155,975	\$ -
TOTAL LOCAL RECEIPTS	\$ 3,703,621	\$ 4,079,971	\$ 3,625,975	\$ 3,480,000
Increase/(Decrease)		\$ 25,379	\$ (453,996)	\$ (195,975)
STATE AID (4)				
Cherry Sheet Receipts	\$ 7,241,901	\$ 6,796,853	\$ 6,873,112	\$ 7,157,191
Less Offsets	\$ (977,434)	\$ (838,636)	\$ (1,022,234)	\$ (1,099,421)
Less Charges and Assessments	\$ (2,338,437)	\$ (2,503,817)	\$ (2,497,287)	\$ (2,585,344)
TOTAL NET STATE AID	\$ 3,926,030	\$ 3,454,400	\$ 3,353,591	\$ 3,472,426
Increase/(Decrease)		\$ (471,630)	\$ (100,809)	\$ 227,812
RESERVES				
Capital Improvement Stabilization Fd	\$ 155,000	\$ -	\$ -	\$ -
General Stabilization Fund (5)	\$ 120,000	\$ 185,000	\$ -	\$ -
Free Cash (5)	\$ -	\$ 200,000	\$ 300,000	\$ -
TOTAL RESERVES	\$ 275,000	\$ 385,000.00	\$ 300,000	\$ -
Increase/(Decrease)		\$ 110,000.00	\$ (85,000)	\$ (300,000)
RESERVE FOR ABATEMENT	\$ (281,639.00)	\$ (300,000)	\$ (300,000)	\$ (300,000)
Increase/(Decrease)		\$ 18,361.00	\$ -	\$ -
TOTAL GEN FUND BUDGET REV				
	\$ 46,857,144	\$ 47,857,198	\$ 49,100,341	\$ 50,200,965
Increase/(Decrease)		\$ 1,000,054	\$ 1,243,143	\$ 1,100,624

EXPENDITURES

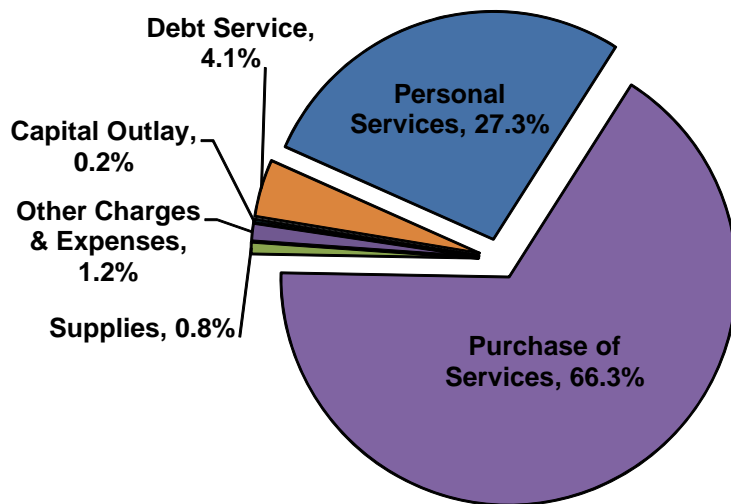
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
GENERAL FUND						
PERSONAL SERVICES	18,908,919	18,817,792	19,719,403	21,033,200	21,111,599	21,092,723.00
PURCHASE OF SERVICES	23,404,621	23,713,383	24,334,586	24,926,988	25,668,473	25,668,473.00
SUPPLIES	385,837	375,786	522,779	326,053	410,541	410,540.64
OTHER CHARGES & EXPENSES	405,696	449,065	580,456	582,324	622,123	622,123.00
CAPITAL OUTLAY	214,612	111,418	73,141	113,725	113,725	113,725.00
DEBT SERVICE	2,065,350	2,202,918	2,179,292	2,106,361	2,037,786	2,037,786.23
OTHER FINANCING USES	0	208,000	95,700	0	0	0.00
GENERAL FUND Total	45,385,035	45,878,362	47,505,357	49,088,650	49,964,247	49,945,370.87
Grand Total	45,385,035	45,878,362	47,505,357	49,088,650	49,964,247	49,945,370.87

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
ENTERPRISE FUND						
PERSONAL SERVICES	3,378,770	3,516,731	3,273,829	4,019,849	3,880,393	3,868,393.49
PURCHASE OF SERVICES	1,470,702	1,594,907	1,496,291	2,055,320	2,229,714	2,229,714.37
SUPPLIES	448,551	454,745	446,543	577,160	578,060	578,060.00
OTHER CHARGES & EXPENSES	58,148	67,504	123,279	84,931	89,261	89,261.00
CAPITAL OUTLAY	569,664	661,663	431,060	1,258,120	755,120	755,120.00
DEBT SERVICE	1,463,608	1,545,184	3,491,317	2,103,576	2,055,265	2,055,264.84
ENTERPRISE FUND Total	7,389,442	7,840,733	9,262,319	10,098,955	9,587,814	9,575,813.70
Grand Total	7,389,442	7,840,733	9,262,319	10,098,955	9,587,814	9,575,813.70

Fiscal Year 2013 Revenue Sources



Fiscal Year 2013 Expenditures



BALANCED BUDGET

Projected General Fund Revenues \$ 50,200,965.00
Approved General Fund Budget \$ (49,945,370.87)

Available Revenue \$ 255,594.13

1. FY 2013 new growth based on Assessor's estimate.
2. FY 2013 projection for Other Excise increase based on full-year collections. Will be updated after FY12 has been closed.
3. Additional State Aid distributed on 10/31/11, not projected in FY 2013.
4. FY 2013 state aid estimate based on approved State Budget.
5. Use of Free Cash and Stabilization Fund to balance budget not anticipated in FY 2013.

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 85% of the General Fund budget revenue in Fiscal Year 2012 and will provide approximately 87% in Fiscal Year 2013 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 FY2015.

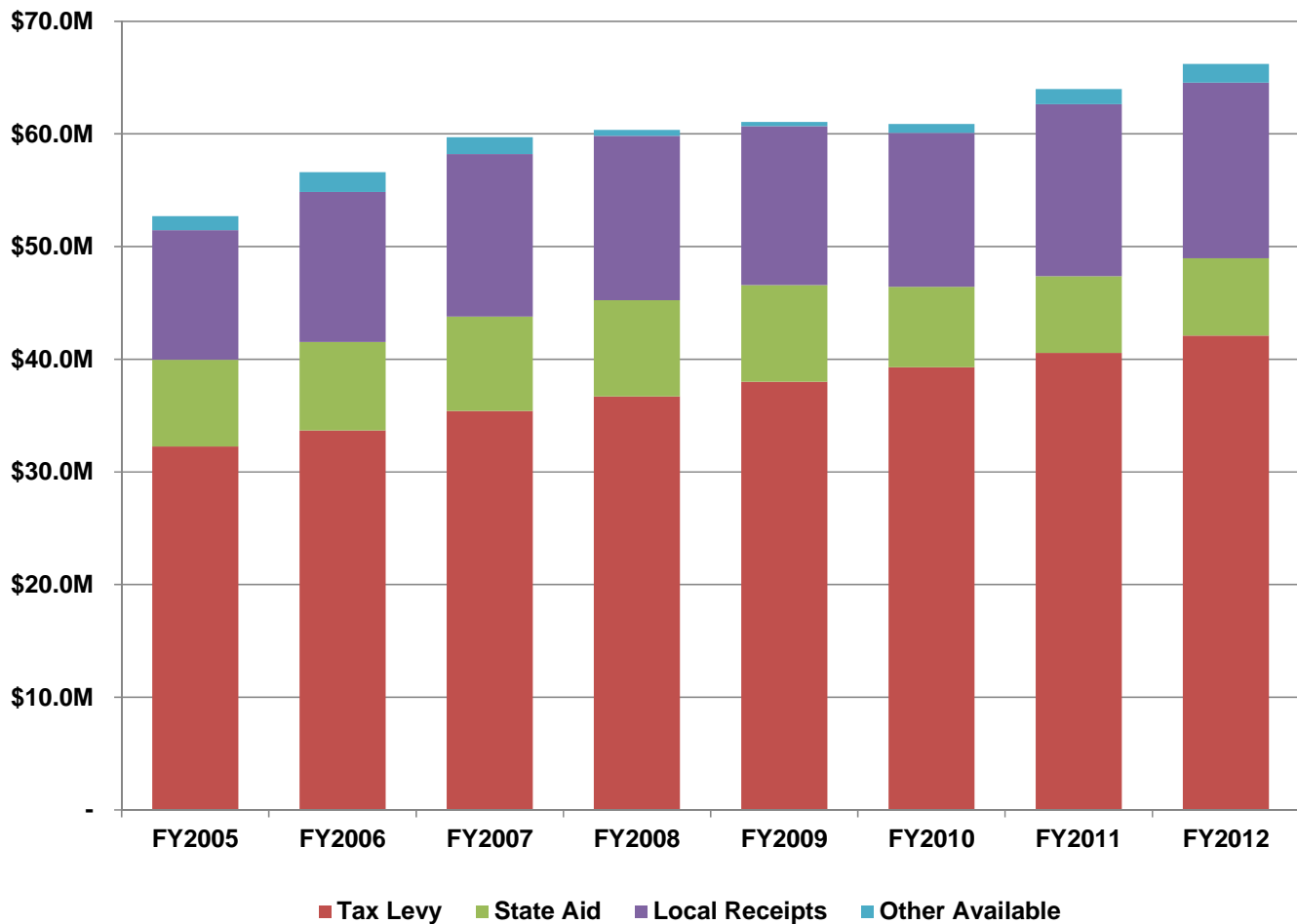
Under the provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½ percent of their "full and fair cash value." This limit is known as the "levy ceiling." Additionally, annual levy increases may not exceed 2 ½ percent more than the previous year's levy plus the taxes from any 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.

Property taxes are expected to increase in FY 2013 by approximately \$1.43 million, to \$43,548,539. This increase includes the allowable 2.5% increase of \$1,027,064 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. 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.

State Aid

State Aid is Newburyport's second largest revenue source. The City historically uses the Governor's House I budget for the basis of its state aid projections. Based on the Governor's budget, state aid is estimated to increase by less than .05% in the aggregate, to \$6,892,880. Revenue from state aid, recognized as "Receipts" on the Cherry Sheet are offset by charges and assessments. Charges and assessments are estimated to increase at a higher rate than overall state aid which puts Newburyport in a position to see a decrease in net state aid. FY 2013 projections include a 3.6% or \$128,756 increase in charges and assessments and result in a **net state aid appropriation** of \$3,244,614, a \$108,977 decrease from FY 2012. New-

Revenue by Source: FY2005 - FY2012



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

Revenue Summary (cont.)

buryport's projected net state aid represents 6.4% of the overall general fund budget.

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 \$2,021,877 in FY 2013. To put that amount in context, the City is projected to receive \$3,143,161 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 reevaluated.

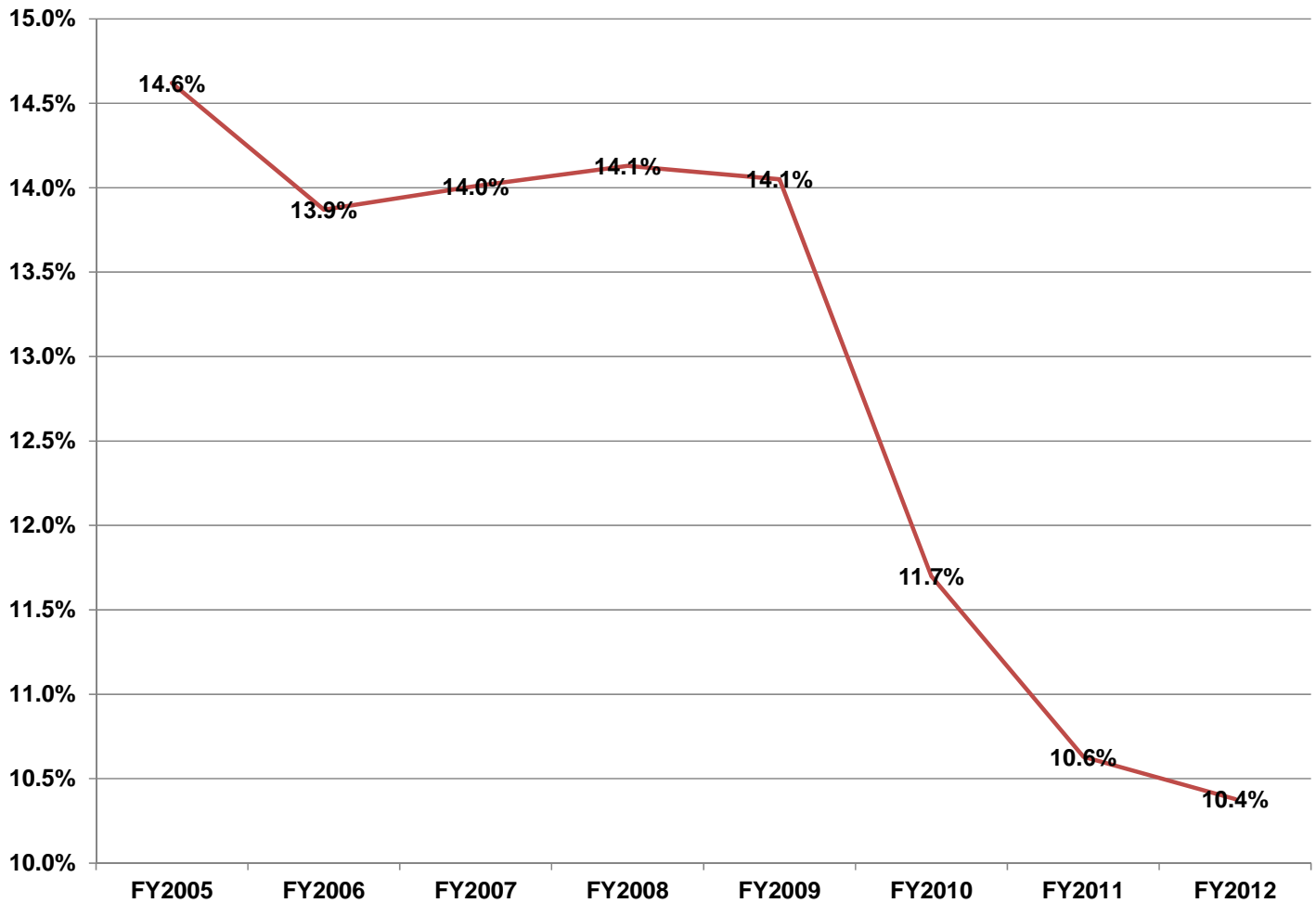
One of the most important state aid receipts is Unrestricted General Government Aid (UGGA). UGGA is local aid that Cities and Towns can appropriate at their discretion to offset the costs municipal operations. Newburyport is projected to receive \$2,001,221 in FY 2013, which is level funded from the original FY 2012 appropriation. In October of 2011, the Governor released a supplemental budget which included a onetime supplemental payment of \$155,975 in unrestricted general government aid. Given the one time nature of the payment, the City did not recognize those funds as additional local aid in FY 2012, but rather recognized it as "Miscellaneous Non-Recurring Revenue" under the local receipts category. This remains relevant because at the time of print, the House and Senate are finalizing their budgets which could result in increased state aid revenues which would be available for appropriation at a later date.

Local Receipts

The third largest source of revenue for the General Fund budget is Local Receipts, which includes a variety of fees, local options, permits, fines and license-related monies that the City receives, as well as interest that is earned on investments or overdue tax bills. The FY 2013 budgeted local receipts are \$3,480,000, a net decrease of \$40,000 from FY 2012 (\$155,975 in supplemental local aid payment not included in the net decrease from FY2012). The projected decrease is mainly due to the anticipated decrease in building permits as a result of the completion of the Anna Jacques Hospital Building Project.

The City remains conservative with its local receipts projection. Estimates in the budget for FY 2013 are equal to or less than the estimates included in the FY 2012 budget. 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 available for appropriation with the recommendation of the Mayor and approval of the City Council.

% of Total State Aid: FY2005-FY2012



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

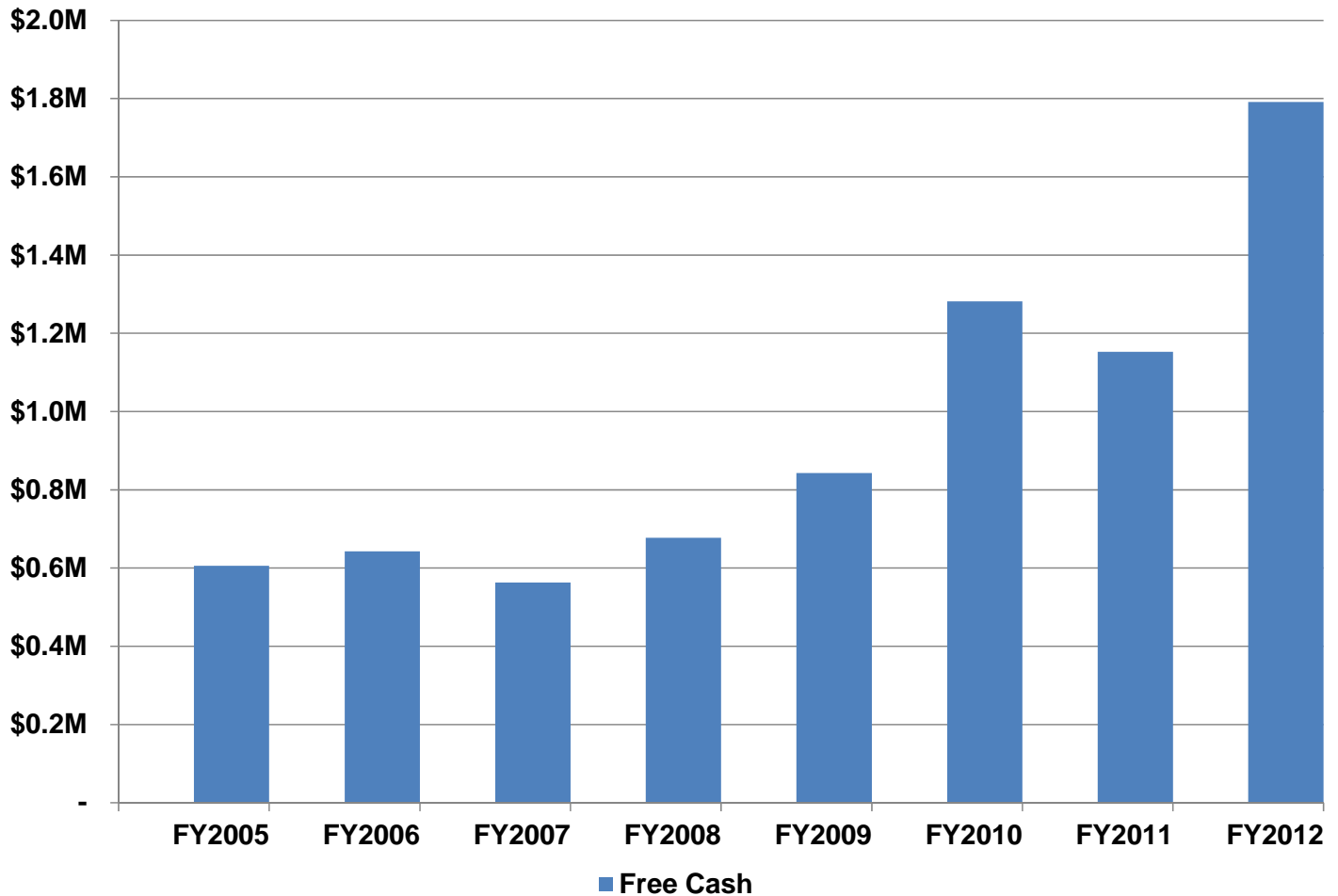
Revenue Summary (cont.)

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 this the stabilization fund in the past to balance the budget but will not have to do so in FY 2013.

Free Cash has been used in both FY 2011 and FY 2012 to balance the operating budget. Consistent with the budget goals and the City's Free Cash policy the City will not use free cash to balance the FY 2013 budget. This marks the first year in many that the City does not have to use any reserve funds for the purposes of balancing the operating budget. This will allow the City to make greater investments in capital and support the growth of its reserve balances. For more information regarding the City's free cash policy, please refer to the Capital Improvement Program in Section 12 of the budget or the Financial Policies in Section 13.

Free Cash Balances: FY2005-FY2012

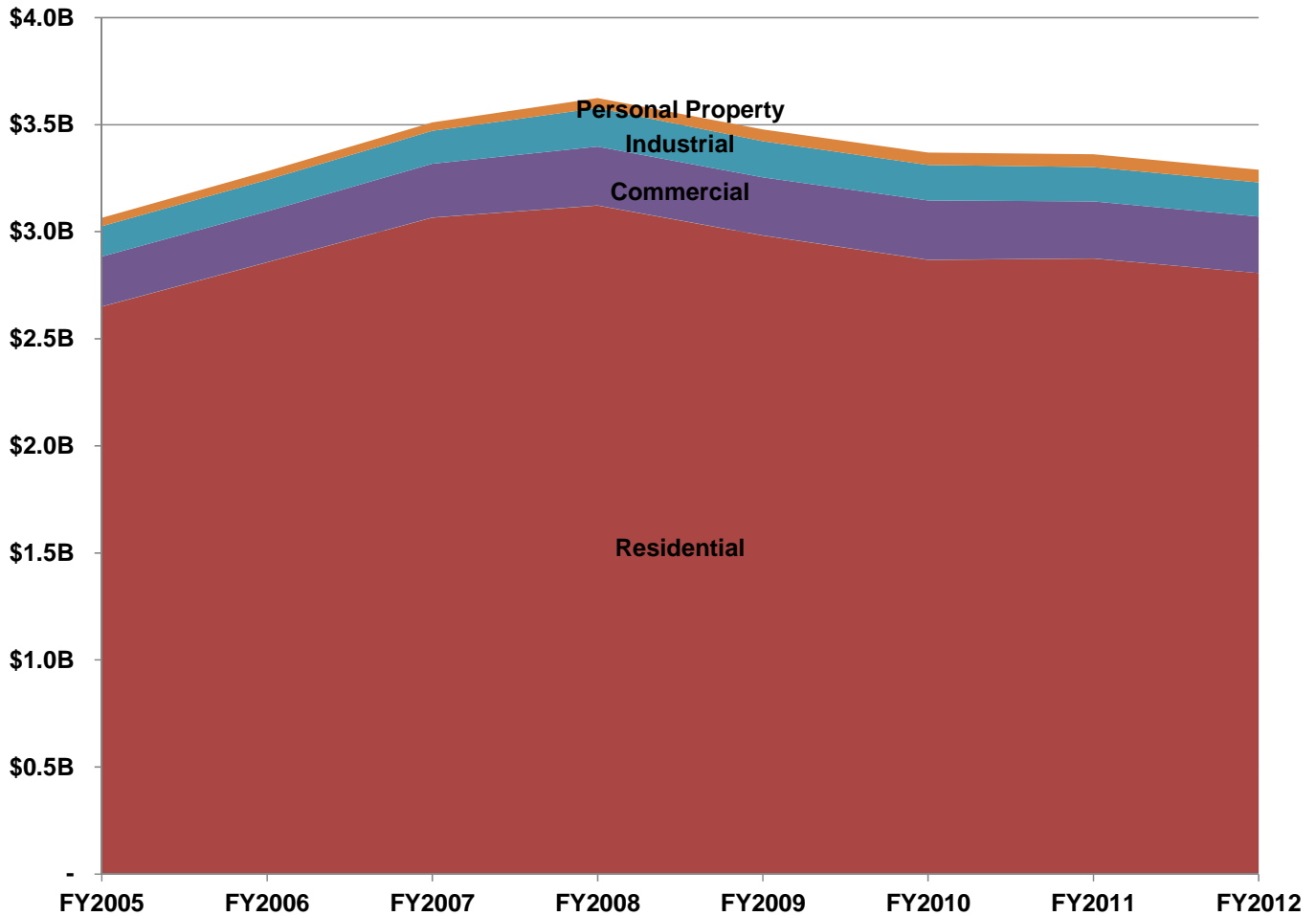


General Fund Reserves (\$ thousands)								
Fiscal Year	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Free Cash	606	643	563	677	843	1,282	1,153	1,791
Overlay Reserve	455	305	251	250	216	282	333	301
Fiscal Year	2005	2006	2007	2008	2009	2010	2011	2012
Stabilization Fund	3,121	2,328	2,958	3,078	3,200	3,071	3,104	2,943

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

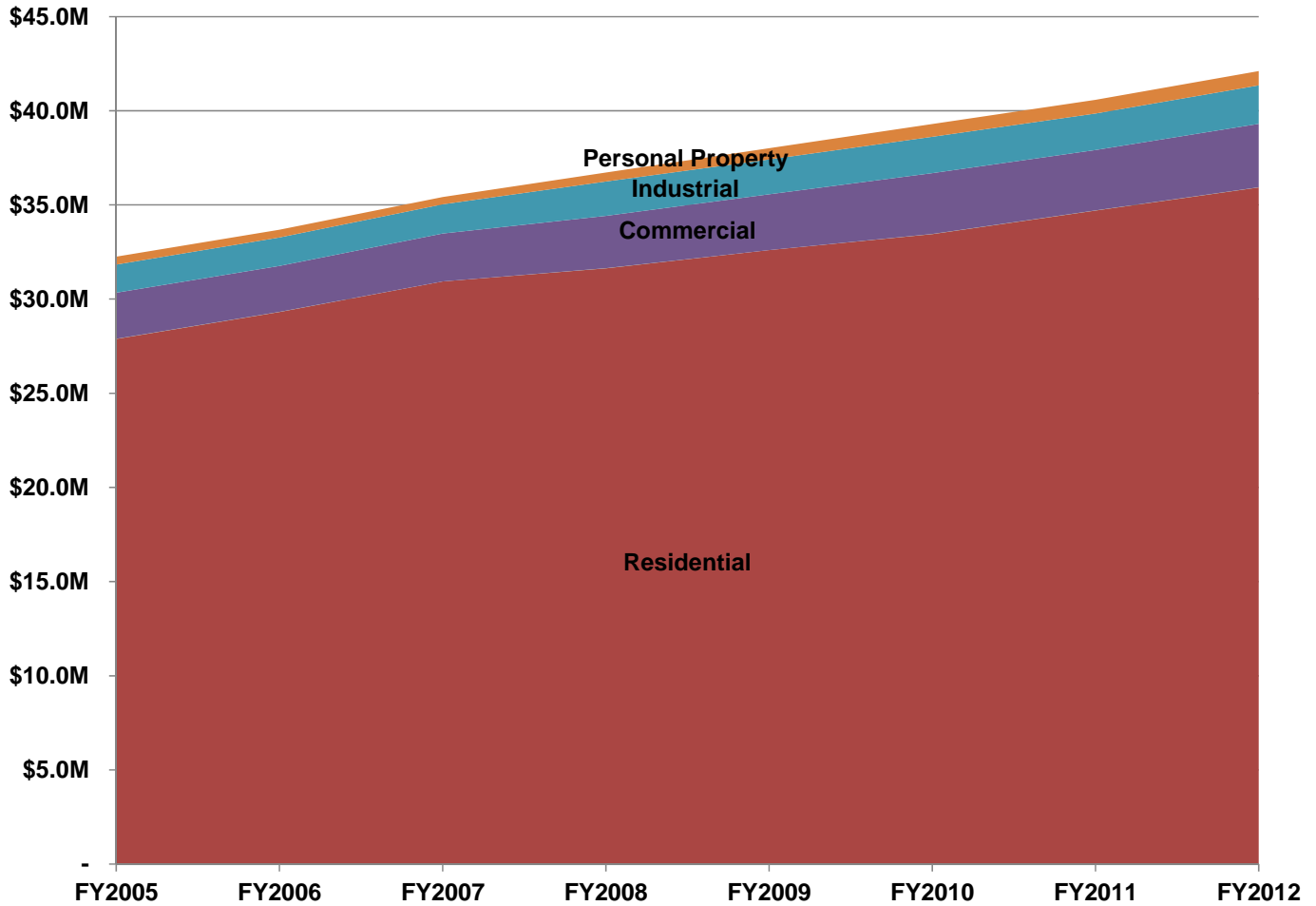
Revenue Summary (cont.)

Valuations by Class: FY2005 - FY2012



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

Tax Levy by Class: FY2005 - FY2012



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

Expenditure Summary

The Fiscal Year 2013 general fund budget consists of \$49,964,247 in expenditures, \$22,550,436 of which is school department related expenses. The school department budget is projected to increase by 3% while overall city departments are anticipated to increase by a very modest 0.29%. In order to submit conservative budget requests, department heads were asked to be creative when developing their budgets. Cognizant of the many inflationary increases that significantly impact municipal budgets, department heads were provided with Budget Guidelines on January 11, 2012. The guidelines challenged department heads to submit their budgets in accordance with the following instructions:

Please submit FY 2013 expense line items level funded or less than FY 2012 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 and were innovative with their proposals for absorbing increases in fixed costs within the confines of their own budgets. The following are inflationary increases that have impacted most department budgets:

Fuel

Economic factors have significantly impacted the cost of both gasoline and diesel. Municipalities have not been spared of this impact and the City had to make significant adjustment to fuel accounts during FY 2012. In anticipation of fuel costs continuing to rise, the City has increased fuel line items in all city departments that vehicles or other equipment powered by fuel. The Police, Fire and Public Services departments were able to absorb much of this impact by reducing other costs centers within their budgets that have not been impacted by inflationary pressures.

Heating Fuel

Similar to the price increases in fuel and diesel, heating oil has also increased beyond initially projected prices for FY2012. The City increased heating line items for any department who has buildings heated by oil. Consistent with the City's efforts to become more energy efficient, funds from the Green Community program have been used to enhance efficiencies which hopefully will have a positive impact on future heating costs.

Most City departments and/or cost centers have been level funded or increase/decrease by less than 3%. Below is a summary of all department budgets that will increase/decrease by more than 3%:

Animal Control +10,100 (+29%)

The City entered into an Inter Municipal Agreement with the Town of Newbury for Animal Control services in the winter of 2012. Through the execution of the agreement, the City has increased its hours of dedicated Animal Control personnel from 20 to approximately 45. The budget increase associated with the Agreement is \$4,000.

Additionally, the health department covers the cost of the service contract for installing dog waste receptacles throughout the city and for replacing dog waste bags at each of the receptacles. The service contract and maintenance of receptacles costs approximately \$4,100.

The State has required that all city and towns increase their testing of rabies. The additional testing will cost approximately \$2,000.

Board of Registrars + 5,403 (+15.6%)

The Board of Registrars budget is increasing by \$5,403 in anticipation of the primary and presidential elections in the fall of 2012. The Board of Registrars required a transfer of funds in FY 2012 to offset the costs associated with yearly elections.

Excluded Debt Service -\$40,130 (-4.0%)

The City's excluded debt service will decrease as the debt payments on the library and high school projects begin to decrease on an annual basis.

Health Department +\$6,770 (+4.0%)

The health department budget is increasing as a result of upgrading the administrative assistant to the position of office manager. The office manager is responsible for all the administrative functions associated with the health department, energy, solid waste and recycling.

The State has also mandated the city to increase the frequency in which it inspects weights and measures. An additional \$1,000 has been budgeted for increased inspections in FY 2013.

IT +\$37,154 (+19.4%)

The City invested \$416,000 in its information technology and telephone systems in FY 2012. The new infrastructure and systems require additional backup support services. The projected costs associated with these services and the licensing of the new software and MUNIS program are \$38,104. Those costs are offset by \$3,845 in savings as a result of operating more current equipment.

The FY 2013 budget includes \$1,500 for support services to assist with the rebuilding of the City's website.

Parks Commission + \$9,400 (+18.1%)

The City has taken an incremental approach to increasing the number of hours of the Parks

Expenditure Summary (cont.)

Administrator. For FY 2013, the City anticipates funding a 30 hour a week position. Additionally, the Parks Maintenance line item will increase by \$2,000 to offset the costs of the new park on Water Street coming online.

Public Services – Highway Division + \$78,673 (+4.9%)

The positions of Director, Deputy Director and City Engineer will be equally divided among the Highway, Water and Sewer Divisions in FY 2013. This distribution appropriately reflects the amount of dedicated time each employee dedicates to the respective divisions. The cost impact to the general fund will be \$34,932.

The Highway Division budget also includes an \$11,840 increase in overtime to offset the cleanup costs of festivals and anticipated inflationary increases in building maintenance, maintenance of vehicles, and the cost of fuel.

Retirement + \$113,829 (+3.5%)

The Public Employee Retirement Administration Commission (PERAC) manages the City's retirement funds and sets the annual appropriation based on contributions and the number of retirees. PERAC is projecting an increase of \$113,829.

Whittier Regional Vocational Technical High School -\$52,309 (-15.9%)

The City's assessment for the Whittier Regional Vocational Technical High School is projected to decrease by \$52,309 in FY 2013. A decrease in enrollment, coupled with the School Committee's decision to reduce the budget by \$1.2 million and use approximately \$1 million in School Choice Funds to offset the budget increase has resulted in an overall decrease for Newburyport.

Youth Services + \$16,660 (+9.1%)

The City was awarded the Drug Free Communities Grant in FY 2011 which required a match. The \$11,666 will partially fund a Prevention Coordinator and fulfill the City's match requirement.

An additional \$5,000 has been included in the FY 2013 for the heating and electrical costs associated with the Kelley Youth Center.

**Expenditure Summary by Department
(General Fund)**

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
ANIMAL CONTROL	35,467	32,733	26,964	34,813	44,913	44,913.00
ASSESSORS DEPARTMENT	200,947	207,203	201,237	210,037	210,013	210,012.56
AUDITOR'S DEPARTMENT	384,681	383,388	387,010	270,558	274,058	274,058.28
BOARD OF REGISTRARS	39,033	38,704	37,085	34,597	40,000	40,000.00
BUILDING DEPARTMENT	128,831	130,088	134,098	134,337	134,337	134,337.01
CITY CLERK'S DEPARTMENT	161,886	163,998	193,514	191,865	199,996	195,345.20
CITY COUNCIL	62,079	61,809	64,600	64,600	64,600	64,600.00
CONSERVATION COMMISSION	3,450	3,200	3,600	0	0	0.00
COUNCIL ON AGING	185,080	184,336	192,918	199,542	199,542	199,542.00
DEBT EXCLUSION	1,096,478	1,024,429	1,015,005	1,010,235	970,106	970,105.52
EMERGENCY MANAGEMENT	49,689	48,061	26,009	27,500	27,500	27,500.00
FIRE DEPARTMENT	2,932,680	2,974,904	3,139,503	3,019,117	3,093,616	3,093,616.00
GENERAL ADMINISTRATION	262,797	261,013	253,666	361,692	353,691	353,691.00
HEALTH DEPARTMENT	1,323,145	1,222,437	1,256,727	1,361,137	1,353,907	1,353,906.64
HISTORICAL COMMISSION	0	1,100	0	0	0	0.00
INFO TECHNOLOGY DEPT	136,768	151,661	142,327	179,439	229,090	229,090.15
INSURANCE GROUP	6,052,554	5,885,509	6,555,687	7,712,905	7,539,201	7,539,200.80
LEGAL DEPARTMENT	117,435	100,076	97,192	70,000	70,000	70,000.00
LIBRARY DEPARTMENT	1,203,166	1,191,645	1,234,221	1,249,690	1,260,929	1,260,928.69
LICENSE COMMISSION	5,992	6,009	4,906	6,840	6,840	6,840.00
MAYOR'S DEPARTMENT	193,882	199,076	239,136	231,600	231,600	231,600.00
ORDINARY DEBT SERVICE	968,873	1,178,489	1,164,286	1,096,126	1,067,681	1,067,680.71
PARKING CLERK DEPARTMENT	85,945	64,964	63,749	46,041	46,041	41,816.00
PARKS COMMISSION	37,650	49,307	72,212	51,970	61,370	61,370.00
PLANNING & DEVELOPMENT	281,690	266,926	291,967	253,085	268,637	268,636.71
PLANNING BOARD	2,700	3,450	0	0	0	0.00
POLICE DEPARTMENT	2,990,963	3,059,279	3,034,880	3,084,332	3,178,175	3,178,174.77
PUBLIC SERVICES DEPARTMENT	1,702,766	1,666,227	1,587,561	1,607,130	1,685,758	1,685,757.79
RETIREMENT BOARD	3,045,808	3,130,847	3,206,462	3,242,404	3,356,233	3,356,233.06
SCHOOL DEPARTMENT	20,072,199	20,569,058	21,013,234	21,902,865	22,550,436	22,550,436.00
SNOW & ICE	399,538	223,840	438,260	170,000	170,000	170,000.00
STABILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000	5,000.00
TREASURER'S DEPARTMENT	534,216	458,433	438,609	477,999	480,089	480,088.52
UNEMPLOYMENT CLAIMS	6,776	18,854	32,823	40,000	40,000	30,000.00
VETERANS' DEPARTMENT	94,285	124,654	198,264	197,570	221,350	221,350.46
WHITTIER VO TECH SCHOOL	412,452	397,533	452,634	328,294	275,985	275,985.00
WORKERS' COMPENSATION	53,272	53,272	20,669	54,604	54,604	54,604.00
YOUTH SERVICES	112,313	125,401	183,641	160,725	198,951	198,951.00
ZONING BOARD	2,550	3,450	0	0	0	0.00
INTERFUND TRANSFERS OUT	0	208,000	95,700	0	0	0.00
Grand Total	45,385,035	45,878,362	47,505,357	49,088,650	49,964,247	49,945,370.87

(Enterprise Funds)

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
HARBORMASTER DEPARTMENT	256,916	321,951	255,108	353,301	351,245	339,245.46
SEWER DEPARTMENT	3,663,928	3,715,942	3,865,640	5,725,190	5,315,691	5,315,691.17
WATER DEPARTMENT	3,468,599	3,584,032	3,370,471	4,020,465	3,920,877	3,920,877.07
INTERFUND TRANSFERS OUT	0	218,808	1,771,100	0	0	0.00
Grand Total	7,389,442	7,840,733	9,262,319	10,098,955	9,587,814	9,575,813.70

Position Count by Department

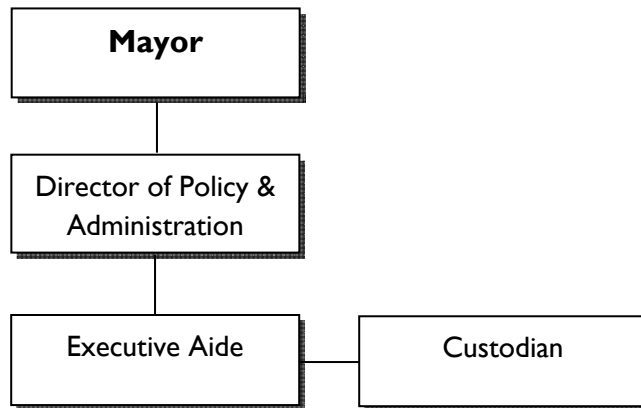
Department	FY 2011	FY 2012	FY 2013	Inc.(Dec)
Assessor	3.0	3.0	3.0	0.0
Auditor	3.3	3.3	3.3	0.0
Building	5.0	5.0	5.0	0.0
City Clerk	3.5	3.5	3.5	0.0
Council on Aging	4.0	4.0	4.0	0.0
DPS: Highway	21.0	21.7	21.5	(0.3)
DPS: Sewer	17.0	18.3	19.0	0.8
DPS: Water	20.0	20.7	20.1	(0.6)
Emergency Management	2.0	2.0	2.0	0.0
Fire	48.0	46.0	51.0	5.0
Harbormaster	40.0	40.0	40.0	0.0
Health	5.0	5.0	5.7	0.7
Human Resources	0.0	0.7	1.0	0.3
Information Technology	1.0	1.0	1.0	0.0
Library	23.0	23.0	23.0	0.0
Mayor's Office	4.0	4.3	4.3	0.0
Parks Commission	0.4	0.5	0.6	0.1
Planning & Development	4.9	4.2	4.5	0.3
Police	35.4	36.1	36.1	0.0
Schools	372.0	372.0	372.0	0.0
Treasurer/Collector	6.0	5.5	5.5	0.0
Veterans' Services	1.0	1.0	1.0	0.0
Youth Services	3.5	4.0	4.0	0.0
Total	622.9	624.7	631.0	6.3

**Section 3:
General Administration**

Mayor's Office

MISSION STATEMENT

The mission of the Mayor's Office is to provide leadership to and administration of all City departments and services, serve as Chair of the School Committee and annually develop and manage a balanced budget that provides the City of Newburyport with the highest quality public services and programs possible.



FY 2012 ACCOMPLISHMENTS

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

Personnel

- Initiated evaluations of all city department heads
- Continue to develop and strengthen organizational teams: Public Safety, Finance, Social Services, Planning & Development, Public Services, and Education
- Monthly Department Head Meetings continue to provide consistent communication and updates across all divisions
- Business Manager, Ethan Manning hired for Water and Sewer Department
- Assistant Engineer, Debbie Cheng hired for the Department of Public Services
- Part-Time Conservation Agent, Julia Godtfredsen hired for Planning Department
- Part-Time Parks Coordinator, Lise Reid hired
- Animal Control: established shared serves agreement with Newbury

Finance

- 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
- Completed contract negotiations with Firefighters, Police and Police Supervisors Unions
- Revaluation of all properties
- Department of Revenue Free Cash Certifications:

General Fund	\$1,791,088
Water Enterprise Fund	\$1,509,696
Sewer Enterprise Fund	\$2,075,826
Harbormaster Enterprise Fund	\$247,758
- Implemented Tax Title proceedings to date collecting over 1.4 M in outstanding property taxes with 150 properties back on tax roll
- New Revenue Streams implemented: Meals tax collected for FY 12 to date- \$339,558 and Paid Parking \$220,285 net for City
- Under the direction of HR, the 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 \$173,704
- City received an additional Local Aid supplement of \$155,000
- Reorganized Trust Commission with new members and review of all Trust documents

Planning & Development

- 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
- Miller Dyer Spears (MDS), architect for Nock/Molin renovations, completed a comprehensive assessment of needed health and safety repairs/replacement at 27M with anticipated 47% reimbursement
- Senior Community Center design team of Sterling & EGA completed assessment of re-use of core sections of the Bresnahan school but this was cost prohibitive exceeding 8M; redesign to a new building will result in reduced costs at 6.5M
- Final Flood Map Changes adopted by FEMA received, zoning change pending in City Council
- Wastewater Treatment Facility Phase I contract closed out and Operational, Control & Lab (OCL) building operational; Phase II initiated with contract to Methuen Construction
- Merrimac River Beach Alliance continues to meet regularly to address Plum Island issues; Legislative delegation to D.C. successful in securing 3.5M in funding to begin Jetty Repairs
- Whittier Bridge Working Group continues to meet regularly with MA Department of Transportation on accelerated bridge project; anticipate selection of Design-Build Contractor by December 2012
- Working to secure funding to create Spofford/Merrimac St. Roundabout to address long standing traffic concerns at intersection
- Water Treatment Plant rehabilitation continues under the direction of AECOM with emphasis of development of new clearwell; contract ahead of schedule and under budget
- Continue to work actively with Chamber of Commerce’s Economic Development Committee Action Plan on the following priorities: Business Park Improvement Plan, Down-

Mayor's Office (cont.)

town/Gateways improvement; Downtown maintenance, public bathrooms., Marketing, creating a Cultural District, and new business recruitment

- Inn Street: redesign of turrets and lightning improvements initiated
- Rawson Hill water tank painting completed
- 19,385 Square Yards of street paving completed and 115 square yards of sidewalks
- Flood study in the Liver River Drainage Basin (Newburyport Business Park) with a \$450,000 FEMA/MEMA grant was completed with the mitigation plan to replace the culvert on Parker St, however this was rejected and the project was closed out; alternative strategies under review
- Landfill closure process continues with completion anticipated this summer 2013
- RESTORE project for NHS stadium completed the Phase I contract with Bargmann Hendrie + Archetype, under the direction of Geordie Vining, Senior Project Manager
- National Grid has completed the cleanup of the contaminated soils from the old coal plant on 270 Water St. and the site will be opened this summer as a passive recreation park that leads into Perkins playground
- The City and Newburyport Redevelopment Authority (NRA) have entered into an agreement with MassDevelopment and Union Studios to build consensus on limited development to finally move forward on the creation of a waterfront park and open space
- Completed a new technology upgrade bringing the City's IT into the 21st century with new software and a digital voice system; employees received training in Office 2010 at Northern Essex Community College
- City will officially be declared A Coast Guard City on August 4th, 2012

FY 2012 GOALS NOT ACCOMPLISHED

The majority of goals identified for FY 2012 were achieved and the following activities were partially met:

- Electronic payroll system for city and school employees initiated in April 2011 but the additional HR components (tracking employee time) has not been added; this is an area that continues to be cited in our annual audit; goal is to accomplish this during FY 2013
- Employee Handbook has been revised and is being reviewed by key personnel for full adoption in FY 2013
- MUNIS upgrade has not been completed, but is anticipated to be in place within the next month followed by a several month training for employees

FY 2013 TRENDS

During the past year, we began to see evidence of the start of an economic recovery as evidenced by increased building permits and increased housing sales. The City of Newburyport has seen local revenues fall in the areas of excise taxes, new growth, licenses and permits and investment income and this, coupled with significant cuts in Local Aid and c. 90 School

Funding, has created a challenging financial situation. Consequently, we continue to take a conservative fiscal approach and are maintaining level services. The work of the Public Employee Committee and our HR Coordinator in controlling health care increases was a significant 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 move closer to repairing the significant cuts to our school programs.

The citizens of Newburyport can continue to expect a high level of services and look for improvements in our school system and infrastructure. Our challenge will be to prioritize these needs and strive to meet these expectations in a strategic and fiscally responsible manner.

FY 2013 GOALS AND OBJECTIVES

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

Objectives:

- Continue to explore regionalization/shared services as cost-saving measures
- Continue to work with Energy Coordinator & Energy Advisory Committee to identify energy savings with direction from regional ESCO; resolve streetlight plan
- Expand finance team to work on both city and school budget issues
- Implement revised City Charter recommendations for a Finance Director and HR Coordinator
- Implement MUNIS upgrade and begin training towards electronic PO system

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

Objectives:

- Complete scope of work with the City, NRA, MassDevelopment and Union Studios to evaluate with stakeholders the potential for limited development to fund an open waterfront park
- Support the initiation of the development of a new City Master Plan
- Complete Stormwater regulations and create models for Low Impact Development
- Continue to participate in Whittier Bridge Working Group with focus on maintaining a high level of communication with residents as permitting is completed, design-build contractor selected and construction plans begin
- Secure funding for the Spofford/Merrimac St. roundabout
- Work closely with DEP and New Ventures on closure of landfill and develop post-closure plan
- Open new Compost/Transfer Facility site
- Complete Master Plan for sidewalks and to prioritize c.90 work on roads and sidewalks
- Continue to monitor construction contracts for following projects: WWTF, Water Plant & RESTORE

Mayor's Office (cont.)

- Pending outcome of June 5th Special Election, develop construction and communication strategies for building projects- Bresnahan, Nock/Molin and Senior Community Center

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

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

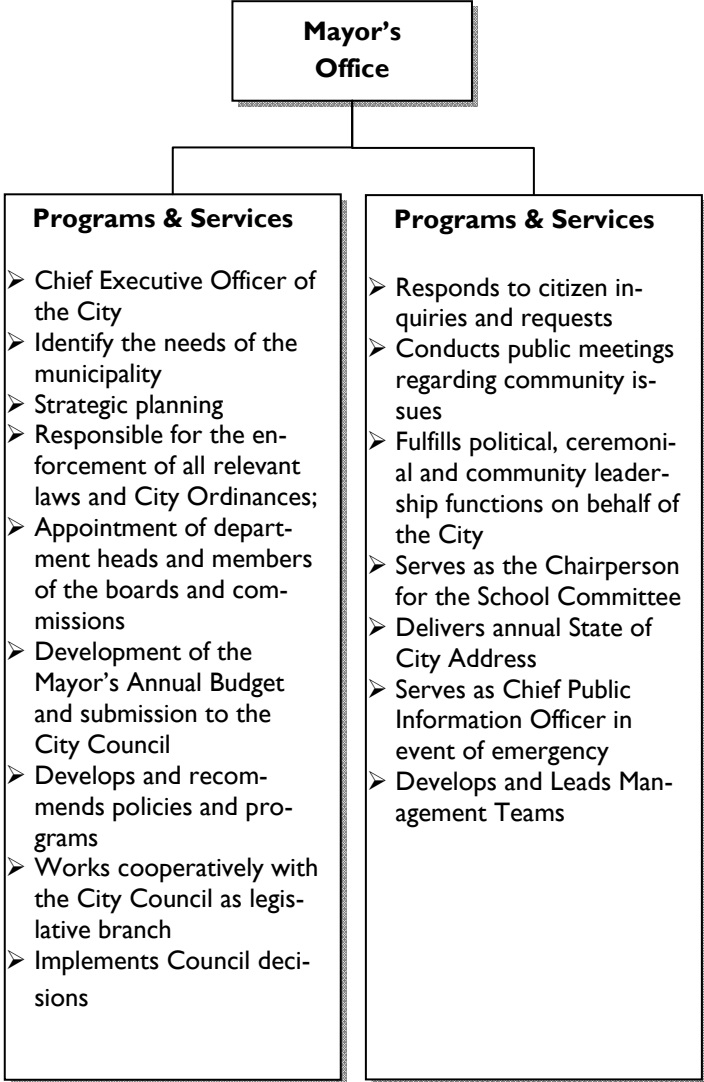
Objectives:

- Develop plan for the gradual increase in police officers to pre-reduction level; maintain School Resource Officer position
- Continue to monitor and support grant opportunities for trainings and equipment for all Public Safety Departments
- Maintain and enhance certifications for all public safety employees
- Support the Harbormaster & Commission's recommended upgrades to the waterfront
- Apply for planning grant to explore regionalization of Health Department or other public safety services including joining regional dispatch with Sheriff's Department

PERSONNEL SUMMARY

MAYOR'S OFFICE			
Position	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
Mayor	1	1	1
Director of Policy and Administration	1	1	1
Executive Assistant	1	1	1
Grant Writer	0	0.25	0.25
Custodian	1	1	1
Total Full-Time Equivalents:	4	4.25	4.25

PROGRAMS & SERVICES



Mayor's Office (cont.)

MAYOR'S OFFICE

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL MAYOR	60,000	60,000	75,000	85,000	85,000	85,000.00
51120 SAL DIR POL & ADMIN	57,951	53,808	63,078	64,000	64,000	64,000.00
51126 SAL EXECUTIVE AIDE	47,047	47,047	47,908	50,000	50,000	50,000.00
51501 TRAVEL EXP STPND	2,000	2,000	2,000	2,000	2,000	2,000.00
51502 MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	3,000	3,000.00
PERSONAL SERVICES Total	169,998	165,855	190,986	204,000	204,000	204,000.00
PURCHASE OF SERVICES						
53002 HR HIPPA	0	0	0	0	0	0.00
53005 EROSION CONTROL SERVIC	13,328	2,765	0	0	0	0.00
53006 GRANT WRITER	0	2,660	14,350	14,100	14,100	14,100.00
53007 PARKING CONSULTANT	0	4,497	4,500	0	0	0.00
PURCHASE OF SERVICES Total	13,328	9,922	18,850	14,100	14,100	14,100.00
OTHER CHARGES & EXPENSES						
57407 EDUCATION CREDIT	0	0	15,800	0	0	0.00
57801 MISC EXPENSE	3,097	12,224	13,500	13,500	13,500	13,500.00
57802 SENIOR TAX INCENTIVE	4,538	7,500	0	0	0	0.00
57804 AFSCME PAYROLL ACCRUAL	2,920	3,575	0	0	0	0.00
OTHER CHARGES & EXPENSES Total	10,556	23,298	29,300	13,500	13,500	13,500.00
Grand Total	193,882	199,076	239,136	231,600	231,600	231,600.00

GENERAL ADMINISTRATION

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51150 SAL CUSTODIAN	37,071	38,501	39,421	39,271	39,271	39,271.00
51167 TEMPORARY HELP CITYHAL	3,820	2,412	1,505	3,500	3,500	3,500.00
51170 SAL CLAM WARDEN	500	292	0	0	0	0.00
51405 CLOTHING REIMBURSEMENT	600	600	600	600	600	600.00
PERSONAL SERVICES Total	41,991	41,804	41,526	43,371	43,371	43,371.00
PURCHASE OF SERVICES						
52101 HEAT/ELECTRIC-CH	33,530	31,217	31,046	34,000	34,000	34,000.00
52102 HEAT/ELEC KELLEY SCH	11,390	15,945	0	0	0	0.00
52401 MAINT/REPAIR-BLD	14,439	22,329	16,066	15,000	15,000	15,000.00
52402 MAINT/REPAIR-COPIER	2,047	2,200	2,116	2,200	2,200	2,200.00
52403 PUBLIC REST ROOMS	5,977	6,500	6,407	6,500	6,500	6,500.00
52411 ELECTRICAL MAINT	19,817	10,000	21,000	10,000	10,000	10,000.00
52701 LEASE POSTAGE MACHINE	2,532	3,000	2,821	3,000	3,000	3,000.00
53001 PRE-EMPLOYMENT PHYSICA	316	459	0	0	0	0.00
53003 GEOGRAPHIC INFO SYSTEM	8,283	14,526	18,915	0	0	0.00
53004 TRAINING/TRAVEL/CONFER	22,915	23,090	23,996	24,000	24,000	24,000.00
53401 POSTAGE	32,073	29,000	28,832	18,000	18,000	18,000.00
53406 TELEPHONE SYSTEM	44,000	43,500	41,728	43,500	43,500	43,500.00
PURCHASE OF SERVICES Total	197,319	201,765	192,927	156,200	156,200	156,200.00
SUPPLIES						
54200 SUPPLIES-OFFICE	1,200	4,605	2,534	3,000	3,000	3,000.00
54301 SUPPLIES (CH)	3,339	3,495	2,500	2,500	2,500	2,500.00
SUPPLIES Total	4,539	8,100	5,034	5,500	5,500	5,500.00
OTHER CHARGES & EXPENSES						
57300 DUES & MEMBERSHIPS	3,377	3,669	3,683	3,900	3,900	3,900.00
57301 MERR VALLEY RPC	5,571	5,568	5,668	5,571	5,570	5,570.00
57401 MUNICIPAL INSURANCE	0	0	0	129,150	129,150	129,150.00
57805 BUDGET CONTINGENCY	0	106	542	10,000	10,000	10,000.00
57806 GEN GOV CHARTER COM EX	0	0	4,285	8,000	0	0.00
OTHER CHARGES & EXPENSES Total	8,948	9,344	14,178	156,621	148,620	148,620.00
CAPITAL OUTLAY						
58901 PI RESTROOMS	10,000	0	0	0	0	0.00
CAPITAL OUTLAY Total	10,000	0	0	0	0	0.00
Grand Total	262,797	261,013	253,666	361,692	353,691	353,691.00

LEGAL BUDGET

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PURCHASE OF SERVICES						
53020 CITY SOLICITOR	117,435	100,076	97,192	70,000	70,000	70,000.00
PURCHASE OF SERVICES Total	117,435	100,076	97,192	70,000	70,000	70,000.00
Grand Total	117,435	100,076	97,192	70,000	70,000	70,000.00



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City Clerk

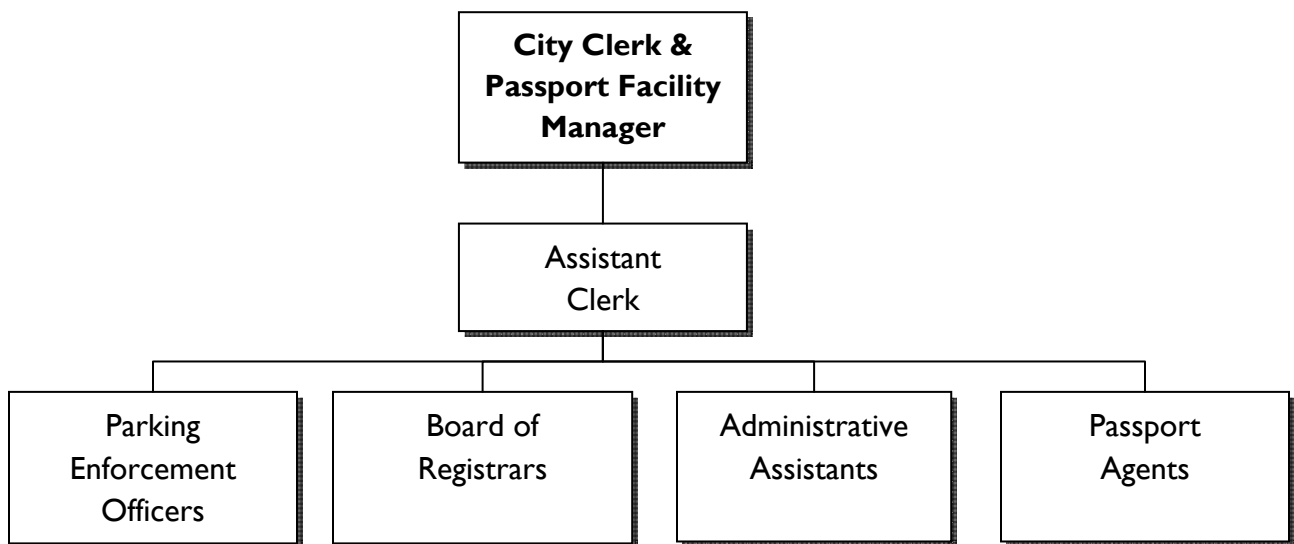
MISSION STATEMENT

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 City Clerk is also the facility manager for the Issuance of Passports.

The Department is also responsible for managing the parking program which includes the management of 12 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, licensing dogs, administering elections, registering voters, preparing and distributing City Council agendas, drafting ordinances and orders, researching General Laws on various Council related issues, researching Code of Ordinances and passed Orders for City matters, managing Committee memberships and appointments, and providing Notary Public services.



FY 2012 ACCOMPLISHMENTS

- Planned, purchased and installed the new Kiosks for the Paid Parking Program.
- Implemented the new ticket and collection system through a new vendor – Complus Data.
- Hired and oversaw the training of the six new parking enforcement officers.
- Formed, trained and managed 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.
- Renovated the alternate polling place for Ward 1P - The boathouse (Coast Guard Auxiliary Building) has been upgraded to meet State Standards and was used for the November, 2011 municipal election.
- Administered the local November election in accordance with statutory requirements; provided information to candidates and the public regarding election requirements and procedures.
- 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 new ability to take passport photos.
- Started and continued the work of indexing and updating vital records; implementing the new state system for vitals.
- Continuing the work of archivist group.
- Continued process for the issuance and acknowledgements of the New Conflict of Interest law with the notice and monitoring of the newly required online ethics test in conjunction with the School Department. New database created and continuously updated.

FY 2012 GOALS NOT ACCOMPLISHED

We are working on purchasing a scanner copier for the passport facility and will use it for scanning council records also. This will allow us to complete the vitals update project.

FY 2013 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 2012, 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 have continued to place online any documents which are appropriate to the public

City Clerk (cont.)

arena. We look forward to a new, smart phone system as much office time is taken by misdirected calls or directory assistance calls. We are still refining the new paid parking program.

FY 2013 GOALS AND OBJECTIVES

Goal 1: Refine and improve the paid parking program

Objectives:

- Review the permit process and attempt to minimize any inconvenience for the resident and employee
- Continue to review the efficiency of the process with the Parking Advisory Committee

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

Objectives:

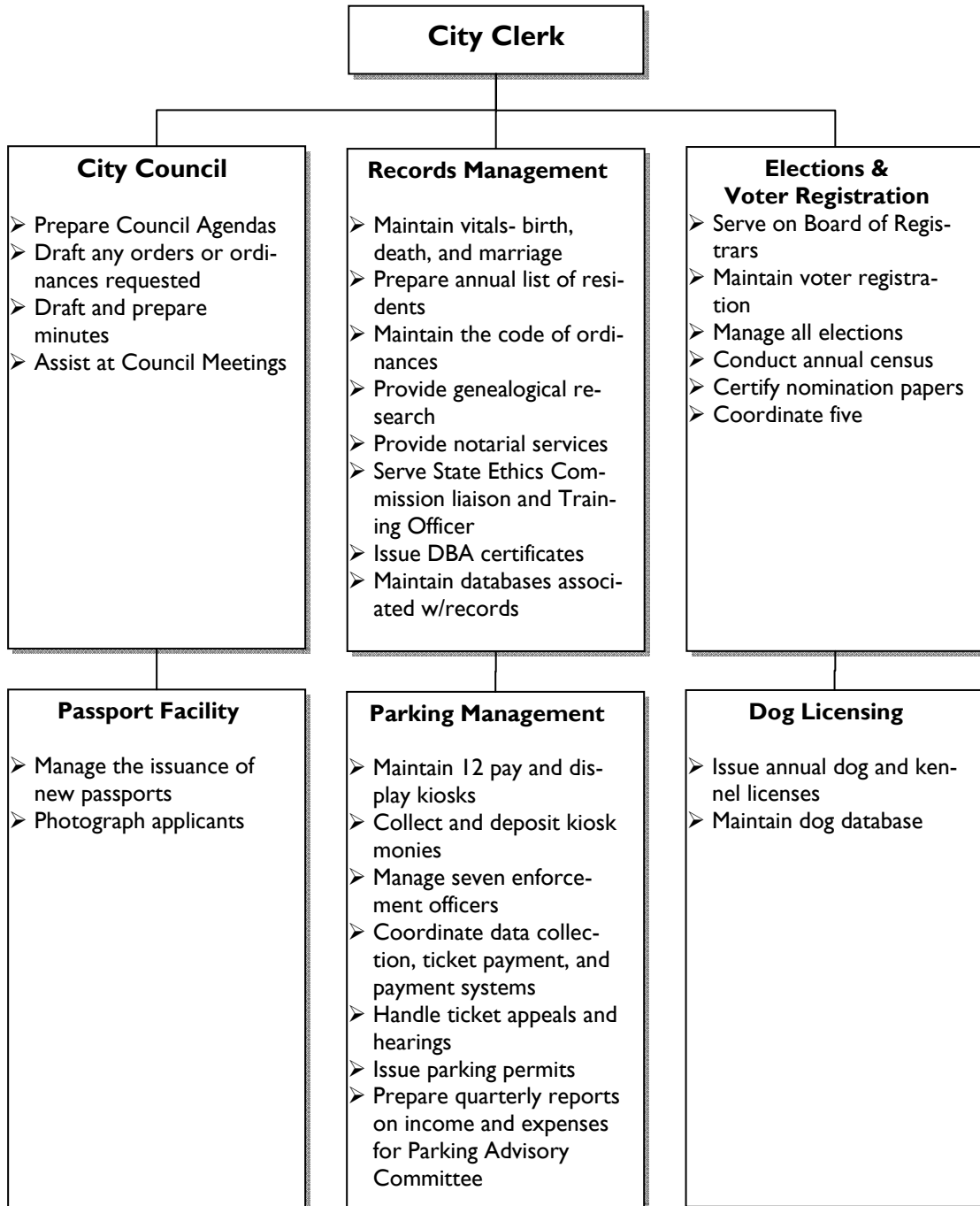
- Provide scanned packets containing the council meeting documents
- Provide links to video of the actual council meetings
- Provide more information on the website regarding elections and voting procedures
- Provide license/permit procedures, City Council agendas, the Council Meeting Guide, and registration 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:

- Complete the purchase and set-up the OCR software
- Scan and post the searchable documents
- Eliminate duplicate paper records and free up file cabinet space

PROGRAMS & SERVICES



City Clerk (cont.)

PERSONNEL SUMMARY

CITY CLERK			
Position	FY 2011 <u>Actual</u>	FY 2012 <u>Actual</u>	FY 2013 <u>Budget</u>
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

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL CITY CLERK	58,496	58,496	62,500	62,500	62,500	62,500.00
51102 SAL ASSIST CLERK	49,162	51,381	54,759	54,759	57,278	56,239.00
51103 SAL ADMIN SECRETARY	45,646	45,646	43,519	39,253	42,865	39,253.00
51166 SAL PT OFFICE HELP	0	0	19,776	26,603	26,603	26,603.20
PERSONAL SERVICES Total	153,304	155,522	180,555	183,115	189,246	184,595.20
PURCHASE OF SERVICES						
52701 LEASE COPIER	2,007	2,453	1,483	2,500	2,500	2,500.00
53001 CITY REPORT	0	0	0	150	150	150.00
53002 VITAL RECORDS EXPENSE	1,068	1,100	2,608	1,100	1,100	1,100.00
54200 ADMINISTRATION	5,506	4,923	8,869	5,000	7,000	7,000.00
PURCHASE OF SERVICES Total	8,581	8,476	12,960	8,750	10,750	10,750.00
Grand Total	161,886	163,998	193,514	191,865	199,996	195,345.20

CITY COUNCIL

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL COUNCIL	53,917	53,500	56,000	56,000	56,000	56,000.00
51160 SAL CLK COUNCIL	4,000	4,000	4,000	4,000	4,000	4,000.00
51162 SAL CLK COMMITTEE	600	600	600	600	600	600.00
PERSONAL SERVICES Total	58,517	58,100	60,600	60,600	60,600	60,600.00
PURCHASE OF SERVICES						
53001 LEGAL ADS	1,562	2,000	2,000	2,000	2,000	2,000.00
53002 ORDINANCE RECODE	2,000	1,708	2,000	2,000	2,000	2,000.00
PURCHASE OF SERVICES Total	3,562	3,708	4,000	4,000	4,000	4,000.00
Grand Total	62,079	61,809	64,600	64,600	64,600	64,600.00

PARKING CLERK

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51134 SAL PARKING OFCR	38,989	39,616	41,216	45,441	45,441	41,216.00
51160 SAL PARKING CLERK	6,000	6,000	6,000	0	0	0.00
51162 SAL HEARING OFFICERS	6,100	6,100	6,100	0	0	0.00
51166 SAL P/T PARKING OFCR	1,920	1,944	1,848	0	0	0.00
51405 CLOTHING ALLOWANCE	600	600	600	600	600	600.00
PERSONAL SERVICES Total	53,609	54,260	55,764	46,041	46,041	41,816.00
PURCHASE OF SERVICES						
53411 TICKET PROCESSING SRV	7,052	9,142	6,071	0	0	0.00
PURCHASE OF SERVICES Total	7,052	9,142	6,071	0	0	0.00
SUPPLIES						
54200 MISC EXPENSE	906	1,207	1,197	0	0	0.00
54801 FUEL/OIL/MAINT VEH(S)	813	355	718	0	0	0.00
SUPPLIES Total	1,719	1,562	1,915	0	0	0.00
CAPITAL OUTLAY						
58450 PUR VEHICLE	23,565	0	0	0	0	0.00
CAPITAL OUTLAY Total	23,565	0	0	0	0	0.00
Grand Total	85,945	64,964	63,749	46,041	46,041	41,816.00

BOARD OF REGISTRARS

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51160 SAL CLERK REGISTRAR	1,300	1,300	2,000	2,000	2,000	2,000.00
51162 SAL REGISTRARS	2,000	2,000	2,000	2,000	2,000	2,000.00
PERSONAL SERVICES Total	3,300	3,300	4,000	4,000	4,000	4,000.00
OTHER CHARGES & EXPENSES						
57808 ELECTIONS & REGISTRATI	35,733	35,404	33,085	30,597	36,000	36,000.00
OTHER CHARGES & EXPENSES Total	35,733	35,404	33,085	30,597	36,000	36,000.00
Grand Total	39,033	38,704	37,085	34,597	40,000	40,000.00

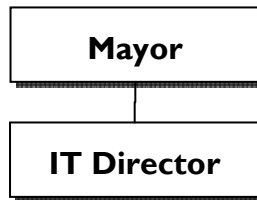


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Information Technology

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 2012 ACCOMPLISHMENTS

- Upgrade and migration of all City Systems to an Active Directory
- Virtualization of City Server environment.
- Implementation Microsoft Exchange 2010 & Microsoft Office 2010 City Wide
- Installation of completely new integrated phone systems in five locations
- Conversion and migration of Municipal Applications System – Munis.

FY 2012 GOALS NOT ACCOMPLISHED

- SharePoint & Collaborative Computing – not funded
- Document Management System – not funded

FY 2013 TRENDS

FY 2013 will continue with improving inter-departmental use of applications systems. 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. Continual system improvements in the form of software and hardware updates and upgrades are anticipated so that the recent city investments in new technology can be maintained and kept current.

FY 2013 GOALS AND OBJECTIVES

Goal 1: Document Management Solutions

Objectives:

- Evaluate an efficient document management solution (DMS).
- Inventory Scanning Capable Hardware compatible with this project
- Establish best practices for scanning and archiving of printed materials
- Work with and adhere to Public Records Retention schedule requirements

Goal 2: Financial System Improvement

Objectives:

- Train employees in more efficient use of Munis Applications
- Roll out requisitions & purchase ordering modules on the new system
- Decentralized requisition entry and invoice entry training
- Budget entry training
- Munis “Office” training (exporting Munis data for use in MSOffice)

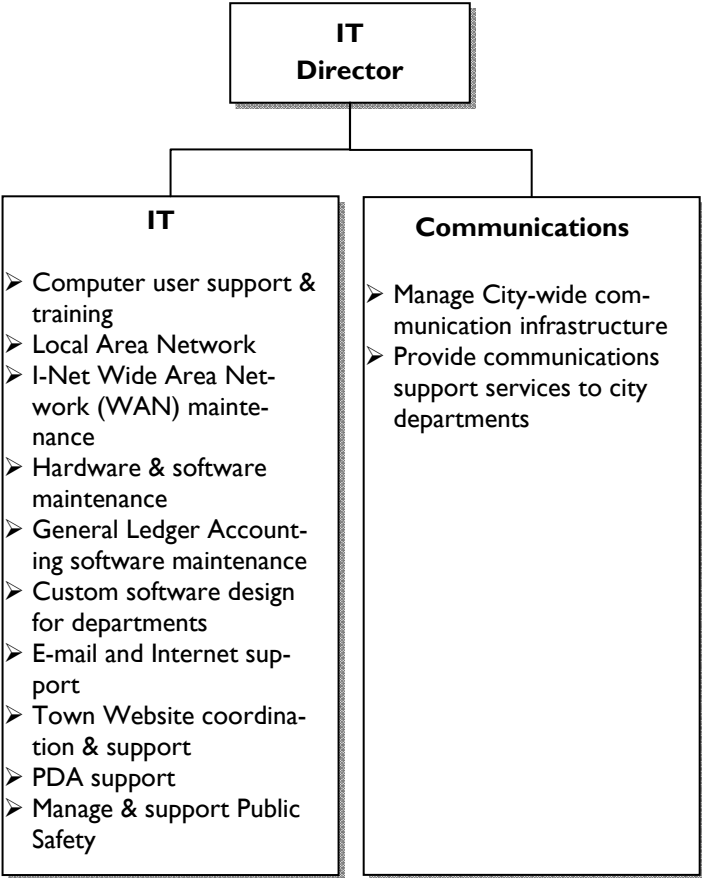
Goal 3: Communications Systems expansion

Objectives:

- Rewire City Hall data cabling for maximum network speed and less bottlenecks.
- Add more municipal Departments to our new VOIP integrated phone systems
- Evaluate and recommend improvements to the City Website
- Evaluate and recommend use of various mobile technologies and devices for use by employees

Information Technology (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

Information Technology			
<u>Position</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Budget</u>
IT Director			
Total Full-Time Equivalents:			

INFORMATION TECHNOLOGY

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL DIRECTOR	68,104	68,104	69,466	69,467	69,467	69,467.15
51404 TRAVEL EXPENSE	0	1,800	2,934	3,000	3,000	3,000.00
PERSONAL SERVICES Total	68,104	69,904	72,400	72,467	72,467	72,467.15
PURCHASE OF SERVICES						
52401 COMPUTER EXP	2,372	2,395	2,399	2,400	0	0.00
52402 CITY WEB SITE	1,500	1,485	1,460	1,500	1,500	1,500.00
52403 COMPUTER FIREWALL	1,600	1,600	1,602	1,602	0	0.00
52404 HARDWARE MAINTENANCE	11,456	27,870	13,488	13,495	25,459	25,459.00
52405 TELECOMMUNICATNS	4,945	4,612	4,858	4,950	7,500	7,500.00
52406 TELEPHONE SYSTEM	1,973	1,889	1,997	2,000	0	0.00
52780 WIRELESS EQUIP LEASE	0	0	0	36,000	36,000	36,000.00
53001 MUNIS LICENSE	36,155	33,604	35,208	37,025	38,864	38,864.00
53002 SOFTWARE UPDATE/LICENSI	2,144	2,199	2,200	2,200	11,500	11,500.00
53003 INTERNET-SERVICE	4,025	4,200	4,200	4,200	4,200	4,200.00
53407 OFF SITE SERVICES	0	0	0	0	30,000	30,000.00
PURCHASE OF SERVICES Total	66,170	79,853	67,411	105,372	155,023	155,023.00
SUPPLIES						
55800 OTHER SUPPLIES	1,557	1,593	1,587	1,600	1,600	1,600.00
SUPPLIES Total	1,557	1,593	1,587	1,600	1,600	1,600.00
OTHER CHARGES & EXPENSES						
57300 DUES/LIC/SUBSCRIPTIONS	937	312	929	0	0	0.00
OTHER CHARGES & EXPENSES Total	937	312	929	0	0	0.00
Grand Total	136,768	151,661	142,327	179,439	229,090	229,090.15

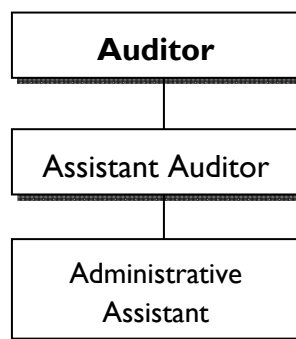
**Section 4:
Finance**

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 the Massachusetts Department of Revenue, Division of Local Services. 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 which cover a wide range of financial activities including: budget administration, revenue forecasts, accounts payable procedures, insurance coverage, contract administration, MUNIS financial applications and operational procedures, and labor negotiations.



FY 2012 ACCOMPLISHMENTS

- The City of Newburyport maintained a “AA” bond rating throughout FY 2012 from both Standard and Poor’s and Moody’s bond rating agencies. This reflects confidence in the financial management of the city and the city’s ability to maintain sound fiscal health and stability during challenging economic times. In addition, the short-term rating for Bond Anticipation Notes (BANS) was increased by S&P in preparation of BANS that will be issued in the late winter of 2012.
- Successful 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, Year-End Report of Budget Expenditures and Revenues, Free Cash Certification Report, the annual audit of city financial statements, Mid-Year Budget Report, and updating the city’s official statement which is required when debt is issued.

- Successfully administered the city's insurance program including: property, casualty, liability, unemployment, police and fire injured-on-duty, and worker's compensation. Also, coordinated the MIIA Rewards Program that resulted in a cost savings of over \$30,000 for participation in seminars designed to help lower insurance risks and losses. In addition, the cost of city insurance dropped by \$26,000 in FY2012 due to initiatives that lowered premiums.
- The Auditor's Office successfully completed several staff development and training opportunities 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 staff capabilities and provided knowledge relative to changes in Massachusetts' public finance laws and practices.
- Successfully processed an estimated 27,200 payments to vendors and individuals doing business with the city and school departments including the review, approval, and processing of 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 Melanson 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 2012 GOALS NOT ACCOMPLISHED

The City Auditor's Office was able to accomplish most of its FY 2012 stated goals. However, efforts to move faster toward full automation of the payment processing and procurement systems are still in the beginning stages of implementation.

FY 2013 TRENDS

As the city, state, and country continue to make progress in working through the national financial crisis, 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 is an important tool in developing fiscal policies that city officials must establish in order to successfully allocate city resources and services. This will involve a need to continue to explore alternate revenue sources in order to offset reductions in local aid which are expected to continue into FY 2013, and into the foreseeable future.

The amount of paper work that passes through the City Auditor's Office has increased significantly over the four years. The addition of three enterprise funds, new fee programs, the Community Preservation Fund, new GASB reporting requirements, the new paid parking program, major water and sewer capital projects, and preparations for a potential Senior/ Community Center and two new schools, will continue to place additional demands on the City Auditor's Department. The planned automation of financial transactions will be a helpful tool

Auditor (cont.)

in helping to successfully meet these demands.

The city is in the process of developing an automated procurement system that will result in a more efficient and cost effective method of purchasing material, equipment, and supplies. In addition, bulk purchasing of common goods will result in discounts and reduced costs and savings to the city. The feasibility of regionalization and purchasing with other cities and towns can also result in cost savings and should continue to be explored in the future.

FY 2013 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 weekly, and as required, staff meetings 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, to provide cross training opportunities for the Auditor's Department staff.
- Work closely and attend meetings on a bi-weekly and monthly basis with the Mayor, City Council, financial team members, and other City officials to develop strategies for improving financial services throughout the city and to resolve any questions or problems that might exist.
- 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, 2012, in preparation for the annual audit of the city's FY 2012 financial statements. This audit is required by bond rating agencies, financial institutions, and state and federal agencies 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 financial team to identify all potential areas suitable for automation, such as: compensated leave balances, procurement, accounts payable, etc.
- Work with the financial team and MIS Director to assist city personnel with the technical knowledge and skills that will be required to carry out financial transactions within the MUNIS system, including planned up-grades to the computer and phone systems.

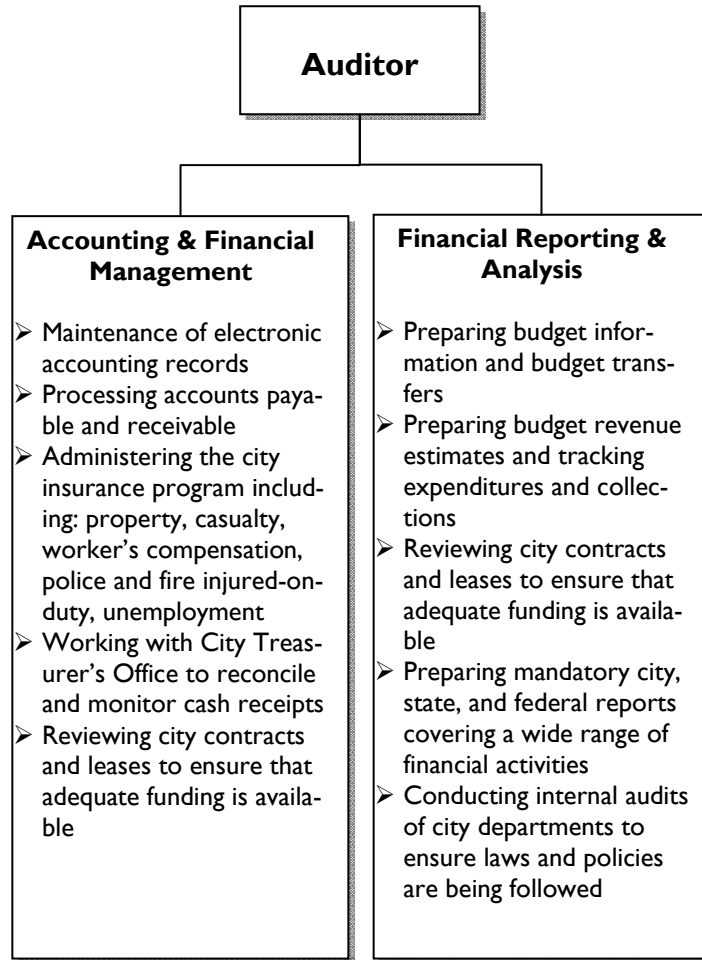
Goal 3: Successfully complete financial reports in a timely, accurate, and easy to understand manner

Objectives:

- Prepare the Mid-Year Budget Report by January 18, 2013 so that the Mayor and City Council can adjust city expenditures and revenues in accordance with actual results as of December 31, 2012.
- 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 2013 Tax Rate Recapitulation Report by November 12, 2012.
- Assist with the preparation of the Mayor's FY 2013 proposed city budget, which must be approved by the City Council no later than June 30, 2012.
- Prepare the balance sheet and other supporting documents required to obtain FY 2012 "Free Cash" certification by November 12, 2012 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.

Auditor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

AUDITOR			
	FY 2011	FY 2012	FY 2013
Position	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
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

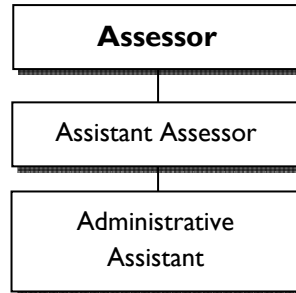
AUDITOR'S DEPARTMENT

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL AUD/FINANCE DIR	89,010	89,010	90,790	92,576	92,576	92,575.79
51102 SAL ASST AUDITOR	56,700	56,700	60,894	63,939	63,939	63,938.70
51103 SAL ADMIN ASSISTANT	47,338	48,405	52,137	53,670	53,670	53,670.35
51166 PT DATA ENTRY CLERK	13,040	10,400	14,560	15,990	15,990	15,990.00
51401 LONGEVITY	5,553	5,553	6,153	6,153	6,153	6,152.80
PERSONAL SERVICES Total	211,641	210,068	224,534	232,328	232,328	232,327.64
PURCHASE OF SERVICES						
53001 FINANCIAL AUDIT	35,000	35,000	35,000	36,750	40,250	40,250.00
PURCHASE OF SERVICES Total	35,000	35,000	35,000	36,750	40,250	40,250.00
SUPPLIES						
55800 OTHER SUPPLIES	1,551	1,761	1,251	1,251	1,251	1,250.64
SUPPLIES Total	1,551	1,761	1,251	1,251	1,251	1,250.64
OTHER CHARGES & EXPENSES						
57300 DUES & MEMBERSHIPS	160	230	225	230	230	230.00
57401 INSURANCE-MUNICIPAL	136,329	136,329	126,000	0	0	0.00
OTHER CHARGES & EXPENSES Total	136,489	136,559	126,225	230	230	230.00
Grand Total	384,681	383,388	387,010	270,558	274,058	274,058.28

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 so they may feel assured that each and every taxpayer is shouldering his or her fair share of the City's total tax burden



FY 2012 ACCOMPLISHMENTS

- Successfully completed Interim Year Adjustments to Values as mandated by the Department of Revenue
- Successfully defended three of three FY 2011 appeals at the Appellate Tax Board
- Settled three abatement cases and convinced five appellants to withdraw

FY 2012 GOALS NOT ACCOMPLISHED

Due to cuts to the G.I.S. budget, the Vision field cards could not be maintained annually with the MIMAP application

FY 2013 TRENDS

New requirements set forth by the Massachusetts Department of Revenue in 2005 require 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 citywide 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 2013 GOALS AND OBJECTIVES

Goal 1: Complete Interim Year Adjustments to Values as per Mass. D.O.R. regulation

Objectives:

- Oversee and monitor the Interim Year Adjustments project
- Work under the direction of the DOR to ensure timely completion.

Goal 2: Continue to improve Customer Service

Objectives:

- Add the Vision Appraisal field card to our MIMAP application
- Add scanning capabilities

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

Objectives:

- Continue to maintain the best possible level of public service within current budget
- Maintain current staffing level

Assessor (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

ASSESSOR			
Position	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
Assessor			
Assistant Assessor			
Administrative Assistant			
Total Full-Time Equivalents:	3	3	3

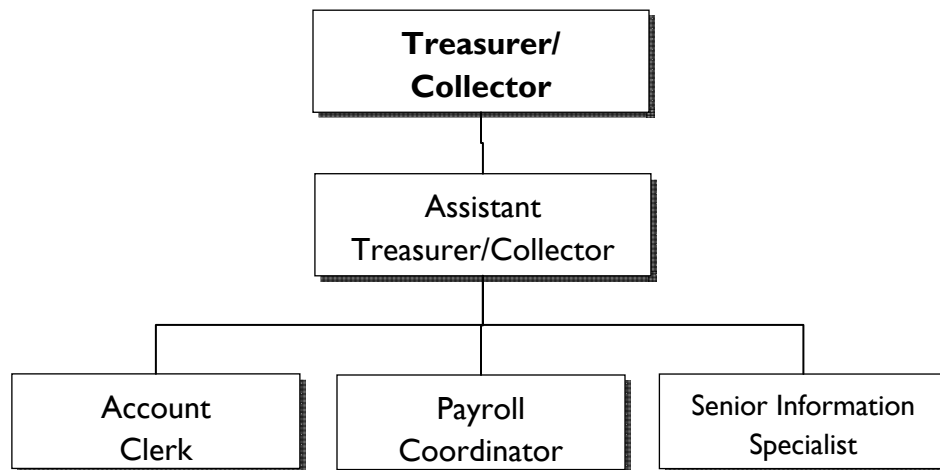
ASSESSOR'S DEPARTMENT

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL ASSESSOR	72,515	72,515	73,965	73,966	73,966	73,965.76
51102 SAL ASST ASSESSR	54,202	55,265	57,497	57,497	60,372	60,371.84
51103 SAL ADMIN ASSISTANT	44,952	44,952	45,851	45,851	45,851	45,850.96
51401 LONGEVITY	2,617	2,617	3,209	3,274	3,274	3,274.00
51402 EDUCATION CREDIT	375	400	400	400	400	400.00
51403 TECHNOLOGY STPND	1,000	1,000	1,000	1,000	1,000	1,000.00
51404 TRAVEL STIPEND	0	0	1,800	1,800	1,800	1,800.00
PERSONAL SERVICES Total	175,660	176,748	183,722	183,787	186,663	186,662.56
PURCHASE OF SERVICES						
53001 COMPUTER EXP	6,800	7,300	7,300	7,550	7,550	7,550.00
53002 REVALUATION	7,500	11,476	0	7,500	5,000	5,000.00
53003 VALUATION/PROCESSING	6,772	5,596	5,775	7,000	6,600	6,600.00
53004 MAP-DEED-PROBATE	75	75	0	600	600	600.00
PURCHASE OF SERVICES Total	21,147	24,447	13,075	22,650	19,750	19,750.00
SUPPLIES						
54801 MILEAGE EXPENSE	1,193	2,684	346	1,200	1,200	1,200.00
55800 OTHER SUPPLIES	2,351	3,324	4,093	2,400	2,400	2,400.00
SUPPLIES Total	3,545	6,008	4,439	3,600	3,600	3,600.00
OTHER CHARGES & EXPENSES						
57300 DUES & MEMBERSHIPS	595	0	0	0	0	0.00
OTHER CHARGES & EXPENSES Total	595	0	0	0	0	0.00
Grand Total	200,947	207,203	201,237	210,037	210,013	210,012.56

Treasurer/Collector

MISSION STATEMENT

The mission of the Newburyport Treasurer/Collectors office, as defined by State statute, is to collect all revenues due the city, and to hold and invest those revenues until such time as the Treasurer's Office is directed by warrant to pay the City's current obligations. Further, it is our goal to be knowledgeable in our field and continue to provide quality customer service to the taxpayers whom we deal with on a daily basis.



FY 2012 ACCOMPLISHMENTS

- Engaged new Investment Firm for management of City Trust Funds and Maintenance and Capital funds
- Realized \$45,000.00 in Capital gains
- Worked with the Mayor's office to establish new Trust Fund Committee to bring current trust fund processes for management and expenditure of funds, as well as to clarify funds to best suit the City's needs and adhere to wishes and bequests of individuals
- Reviewed current online collection processes to move towards full automation of real estate, personal property and motor vehicle collection, as well as implemented customer credit card payments made at the counter
- Worked with Harbormaster to initiate boat excise demands for collection of past due amounts.
- With the assistance of tax title attorneys, we have revised our current tax taking process and implemented new procedures for collection of delinquent taxes; updated property information, and improved communication with taxpayers. This effort has resulted in collection of over \$1.4M in outstanding taxes over the last 18 months.

FY 2013 TRENDS

The Treasurer/Collector's office remains dedicated to meeting the needs of the taxpayers by supporting a budget under the restraints of Proposition 2 ½ during uncertain times of suppressed State and Federal aid and the City's rising costs. The Treasurer/Collector's office is consistent in collecting approximately 95% of the Real Estate and Personal Property taxes even during difficult times. The Treasurer/Collector's office will continue to move forward with tax title processes to ensure tax delinquencies are managed in a timely fashion and with fairness to all taxpayers. We are committed to working with any taxpayer who may be having difficulties staying current with taxes by educating residents of City collection practices while providing assistance in conjunction with the Assessor's office, the Council on Aging and community development when necessary.

FY 2013 GOALS AND OBJECTIVES

Goal 1: Improve Treasurer's Department Performance and Efficiency

Objectives:

- Continue to evaluate all office policies and procedures and make any changes necessary to improve department efficiency
- Streamline our internal processes within the Treasurer's office and with other departments to ensure that all processes are in accordance with Mass General laws and in compliance with accepted auditing standards
- Change cash book and daily accounting sheets, minimizing tallying from YTD to MTD to maintain a current accounting of activity with the auditor's office
- Continued cross-training of staff members to promote efficiency and completion of daily tasks
- Hold monthly staff meetings to ensure quality job performance, concentration of customer service, knowledge and understanding of duties, and inter-office communication

Goal 2: Improve the City's Cash Flow

Objectives:

- Position Treasurer's Office to take every opportunity available to make sure we are using the most current cash flow processes available to maintain the City in the best financial position
- Review bank accounts and services to avoid maintenance costs and fees, and assess our collateralization and/or FDIC insured policies yearly to make sure that the cities investments are well protected
- Review borrowing projects determine possible upcoming re-financing options to pay down amounts and consider bundling projects together when going out for long term borrowing to get the best rates available

Treasurer/Collector (cont.)

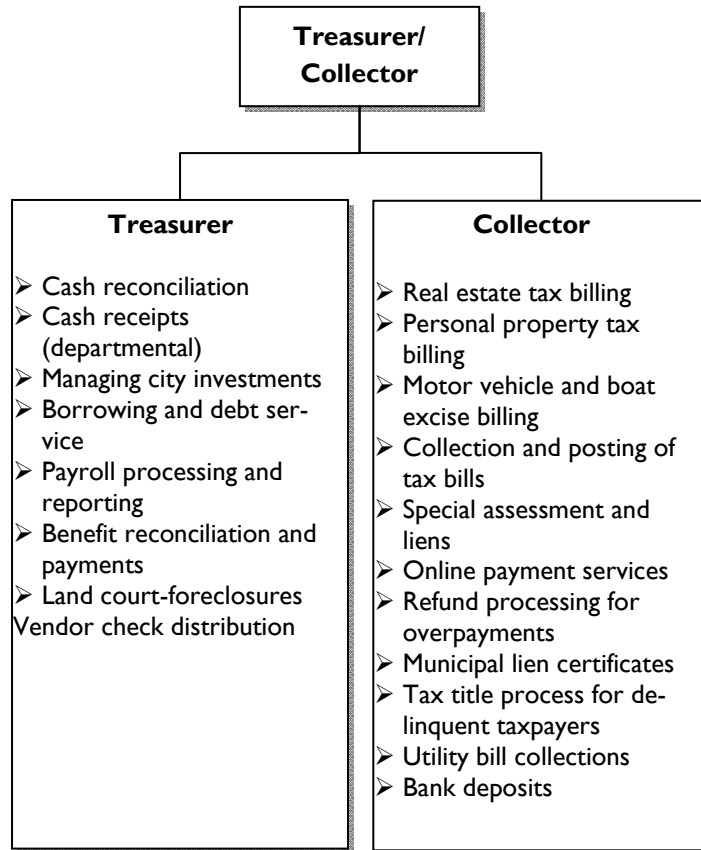
- Utilize and implement technology in conjunction with banking processes to better serve the City's needs for reporting, reconciliation and inquiries

Goal 3: Fully implement Payroll technology

Objectives:

- Integrate existing payroll system to its full potential and to best suit the needs of the City and employees
- Aggressively move to implement vacation, sick and personal time accruals on pay stubs
- Address and rectify ongoing issues with the payroll company to accommodate departmental requirements
- Work with HR and Retirement to effectively provide resources for employees and training for departments for online payroll services

PROGRAMS & SERVICES



PERSONNEL SUMMARY

TREASURER/COLLECTOR			
Position	FY 2011 Actual	FY 2012 Actual	FY 2013 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

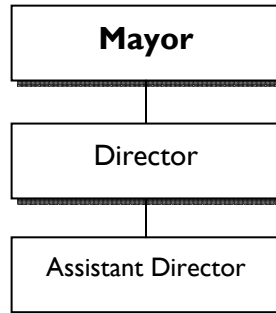
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL TREASURER	76,853	66,409	57,926	71,018	71,018	71,018.00
51102 SAL ASST TREASURER	48,228	34,662	41,174	49,148	50,127	50,127.00
51103 STAFF SALARIES	164,441	168,881	148,404	143,632	146,818	146,817.52
51401 LONGEVITY	9,215	2,682	2,811	2,811	2,811	2,811.00
51901 RETIREMENT EXPENSE	52,871	0	0	0	0	0.00
PERSONAL SERVICES Total	351,608	272,634	250,314	266,609	270,774	270,773.52
PURCHASE OF SERVICES						
52701 COPY MACHINE	3,307	2,685	1,190	3,500	3,500	3,500.00
53001 BANK CHARGES	2,975	2,964	3,706	3,250	3,300	3,300.00
53002 BOND/NOTE EXP	3,218	0	0	0	0	0.00
53003 PAYROLL	23,279	20,047	20,605	17,500	15,000	15,000.00
53004 TAX BILLS	12,847	11,132	15,899	17,300	17,500	17,500.00
53005 TAX TITLE EXP	7,726	10,000	2,286	11,000	11,000	11,000.00
PURCHASE OF SERVICES Total	53,351	46,827	43,685	52,550	50,300	50,300.00
SUPPLIES						
54200 OFFICE SUPPLIES	1,550	2,108	1,579	2,000	2,000	2,000.00
55800 OTHER SUPPLIES	1,398	1,302	903	1,325	1,500	1,500.00
55801 COMPUTER EXP	699	750	748	750	750	750.00
SUPPLIES Total	3,646	4,160	3,230	4,075	4,250	4,250.00
OTHER CHARGES & EXPENSES						
57402 FICA EXP	124,214	133,544	140,000	153,265	153,265	153,265.00
57403 INSURANCE BONDS	1,398	1,267	1,379	1,500	1,500	1,500.00
OTHER CHARGES & EXPENSES Total	125,612	134,811	141,379	154,765	154,765	154,765.00
Grand Total	534,216	458,433	438,609	477,999	480,089	480,088.52

**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.



FY2012 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 responses, and damage assessment for the October Snowstorm
- NEMA held an informational meeting to expand upon its membership.
- 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

FY2012 GOALS NOT ACCOMPLISHED

- Repair of the persistent leaking roof. Most of leaks have been solved, but some area continues to cause a problem.
- Conduct ICS trainings for membership and city officials in need of training
- To work with Port Media to create training awareness segments. This shortcoming was

partially caused by lack of personnel.

- There was limited transfer of data from paper to electronic. This was due to time constraints, limited staff, and need to upgrade technology.
- Training with national guard was put off due to the guard being activated

FY 2013 TRENDS

This year, 2012, is an off year for major training exercises for Seabrook Station; there will however be testing of the siren alert system. This is done silently on a monthly basis and once a year using full activation. This past year with Hurricane Irene, the October Snowstorm, and continued erosion at Plum Island have both demonstrated the importance of having the emergency communications center to assist with the planning and coordination of emergency services. In addition to these natural disasters the need continues to educate, plan, and train for the possibility of disasters whether by accident or manmade. Providing training to residents can help reduce confused during an emergency. It has been difficult at best to meet and achieve these needs with the limited staff at NEMA.

FY 2013 GOALS AND OBJECTIVES

Goal 1: Continue to work with Federal State and local organizations for grants and additional funding sources.

Objectives:

- Continue to reacquaint emergency management with and assist local business and industry in completing and updating their Emergency Plans.
- Creation of a local HHANS (Health and Homeland Notification System) for public officials
- Work with WNBP and Port Media for a more local Emergency notification Plan.

Goal 2: Modernize Emergency Management with Technology

Objectives:

- Computerizing the emergency management center with a computer networking system
- Establish Databases for schools, industry, and medical facilities, and elderly facilities in the event of a mass notification / evacuation.
- Reduce paperwork and storage with scanning and storage on computers

Emergency Management (cont.)

Goal 3: Train and Certification for New Members

Objectives:

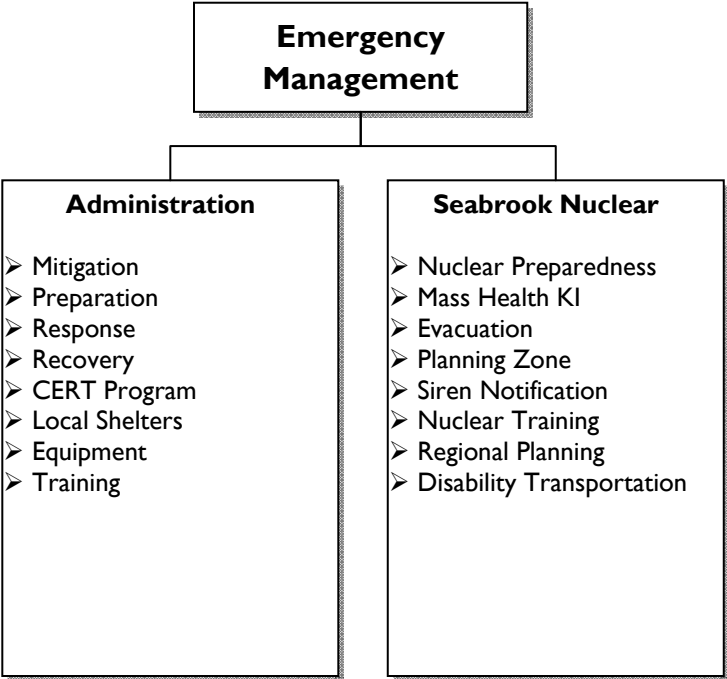
- Coordinate training seminars for ten potential community members
- Offer more State sponsored local training programs.
- Offer more public education as part of the CERT (Citizen Emergency Response Team) program
- Working with Regional Emergency Planning Committee on training opportunities

Goal 4: Notification Improvements & Shelters

Objective:

- Create a localized HHANS system for the notification of city officials and specialized response needs
- Conduct drills utilizing this system
- Work with emergency management agencies in surrounding communicating on better ways to offer services
- Work to offer localized shelters for limited evacuations for limited and short term events.

PROGRAMS & SERVICES



Emergency Management (cont.)

PERSONNEL SUMMARY

EMERGENCY MANAGEMENT			
<u>Position</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Budget</u>
Coordinator			
Deputy Coordinator			
Total Full-Time Equivalents:	2	2	2

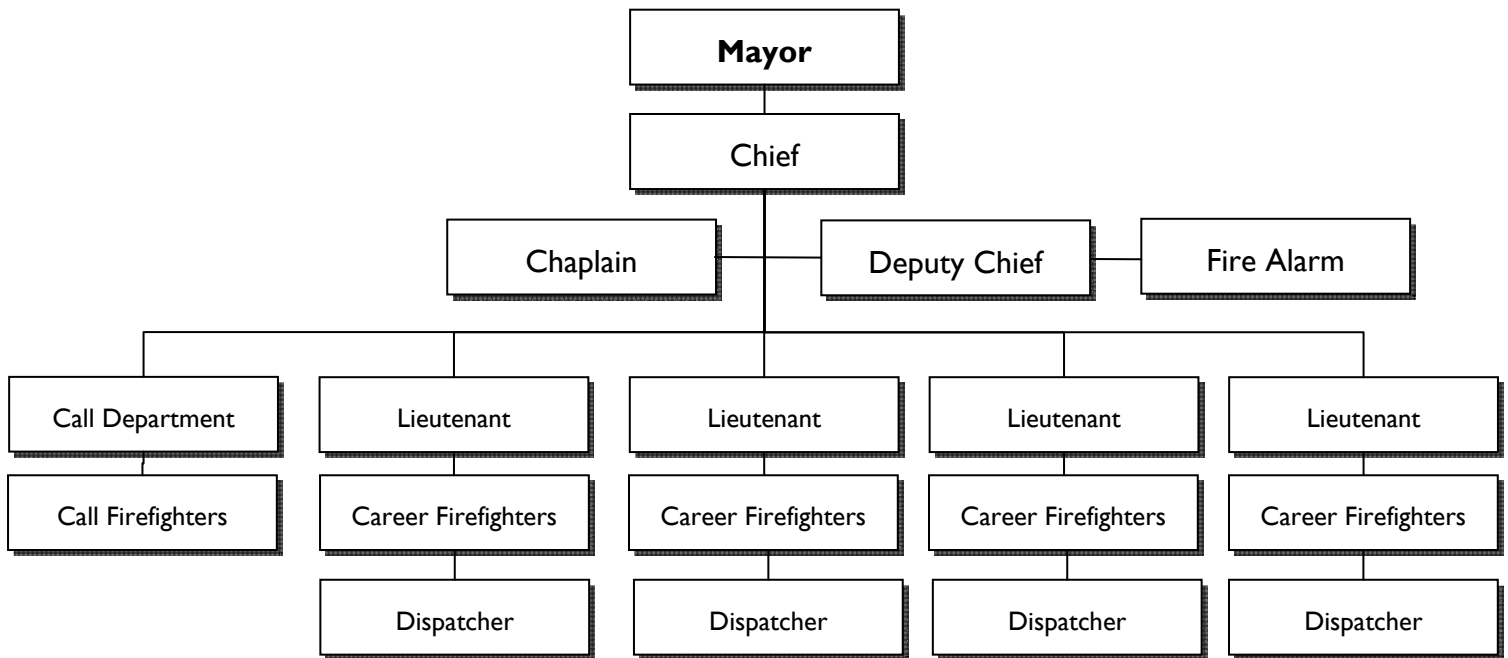
EMERGENCY MANAGEMENT

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 COORDINATOR	35,000	35,000	10,000	10,000	10,000	10,000.00
51102 DEPUTY COORDINATOR	0	0	2,500	2,500	3,000	3,000.00
PERSONAL SERVICES Total	35,000	35,000	12,500	12,500	13,000	13,000.00
PURCHASE OF SERVICES						
52100 UTILITIES EXPENSES	9,987	6,881	5,929	7,000	7,000	7,000.00
52401 MAINT BLD/GROUNDS	135	1,820	2,856	3,000	3,000	3,000.00
52403 MAINT-VEHICLES	1,811	1,180	0	0	0	0.00
PURCHASE OF SERVICES Total	11,932	9,881	8,784	10,000	10,000	10,000.00
SUPPLIES						
54200 MISC EXPENSE	471	1,000	975	2,000	2,000	2,000.00
54801 FUEL/OIL VEHICLE	314	180	0	250	500	500.00
SUPPLIES Total	785	1,180	975	2,250	2,500	2,500.00
OTHER CHARGES & EXPENSES						
57408 INSURANCE	1,972	2,000	0	0	0	0.00
57409 EXPENSES	0	0	3,750	2,750	2,000	2,000.00
OTHER CHARGES & EXPENSES Total	1,972	2,000	3,750	2,750	2,000	2,000.00
Grand Total	49,689	48,061	26,009	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 2012 ACCOMPLISHMENTS

- Awarded \$95,000 Federal Homeland Security Firefighter Assistance Grant to replace our Thermal Imaging Cameras, gas monitoring equipment, Personal Alert Safety System (PASS) devices and personal flashlights.
- Awarded \$5,400 grant from the state to continue with our Student Awareness Fire Education (SAFE) Program.
- Awarded \$2,000 grant to assist with maintenance of our Decon Unit
- All personnel have been issued a personal portable radio to assist with accountability and safety on the fire ground. We have worked with both the Seacoast Chiefs Mutual Aid District and Essex County Fire Chiefs Association to program all of our mobile and portable units with the same frequencies for better interoperability.
- NFD participated in the Regional Emergency Planning Committee (REPC); received full

certification.

- Work is continuing with the development of a more comprehensive SOG/SOP manual.
- Held a successful Open House for the public during Fire Prevention Week at the Fire Headquarters with numerous demonstrations performed by our personnel.
- Continued training emergency room personnel and area departments in the set up procedures and operation of our portable decontamination unit.
- Continued training our personnel in the federally mandated NIMS Program (National Incident Management System). This will continue to qualify us for future federal and state grants when they become available.
- All personnel completed a special driver simulator training program sponsored through the city's insurance carrier MIIA. We hope to make this an annual refresher program.
- Finally installed the new phone system at Fire Headquarters.
- Our department took a lead role in assisting the Town of Salisbury with providing coverage during the tragic death of one of their firefighters.

FY 2012 GOALS NOT ACCOMPLISHED

In reviewing the Goals and Objectives that were either accomplished or not we reviewed the overall performance objectives of each goal. Many of these are on going generalized goals and associated objectives and are the same year to year. Money constraints prevent us from establishing many goals or objectives that are based on fixed cost items. Also, much of what we do is based on reacting to unknown incidents which can not be planned for and our performance is subjective based.

FY 2013 TRENDS

The recession and decrease in available funding will continue to have an impact on the ability to 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 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 used the state wide competitive bid program to purchase our new SCBA's and portable radios this year. 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.

Fire Department (cont.)

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 rolling out new programs for 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 options to the present radio repeater antenna set up at the water tank on Rawson Ave. We are looking at using a different antenna mounting system to separating out the antennas for less interference and better reception.

Also the significant number of boats and marinas in the Merrimac River continues to leave the department in a position of not being able to adequately respond to a fire incident on the Merrimac River because of our lack of a boat equipped for firefighting operations.

The department is expecting to see a number of retirements this year and this will continue through the next couple of years. The change over in department personnel could be as high as 30% during a four year period. 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. With the projected retirements and the present number of call firefighters we project the possible depletion of our call fire department within the next two years. There needs to be an effort to replenish the call fire department over the next couple of years if the city plans on continuing to have a call fire firefighting force.

The department's top priority in FY 2013 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.

FY 2013 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.
- Perform regular preventive maintenance and testing on vehicles and equipment by using an outside vendor
- Replace the Deputy Chiefs Command vehicle (12 years old)
- Continue working with the State Fire Academy to become a regional training site for conducting technical rescue classes using our training prop set up at Fire Headquarters
- Complete development of a more comprehensive SOG/SOP manual
- Continue to promote professional development for our personnel
- Continue to research and apply for grant monies to upgrade equipment and training including: fire extinguisher training, purchase a fire boat (\$275,000), rehab our two oldest fire apparatus (E#4 and E#5 for approximately \$170,000), upgrade our 5 inch water supply hose capability, and upgrade computer system by putting on line computers in all our vehicle(\$100,000)
- Continue to assess our department strengths and weaknesses with the ultimate goal of national accreditation.
- 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 to make it mandatory for any new call personnel to successfully complete the Fire Academy County Call/Volunteer Firefighter 1 / 2 Program

Goal 2: Continue to work with other public safety and governmental agencies within the city and surrounding communities to enhance the safety of all of our citizens and visitors to our region.

Objectives:

- Evaluate the pros and cons of joining the Regional Dispatch Center in Middleton in an effort to improve our dispatch capabilities
- Continue to work on regional exercises

Fire Department (cont.)

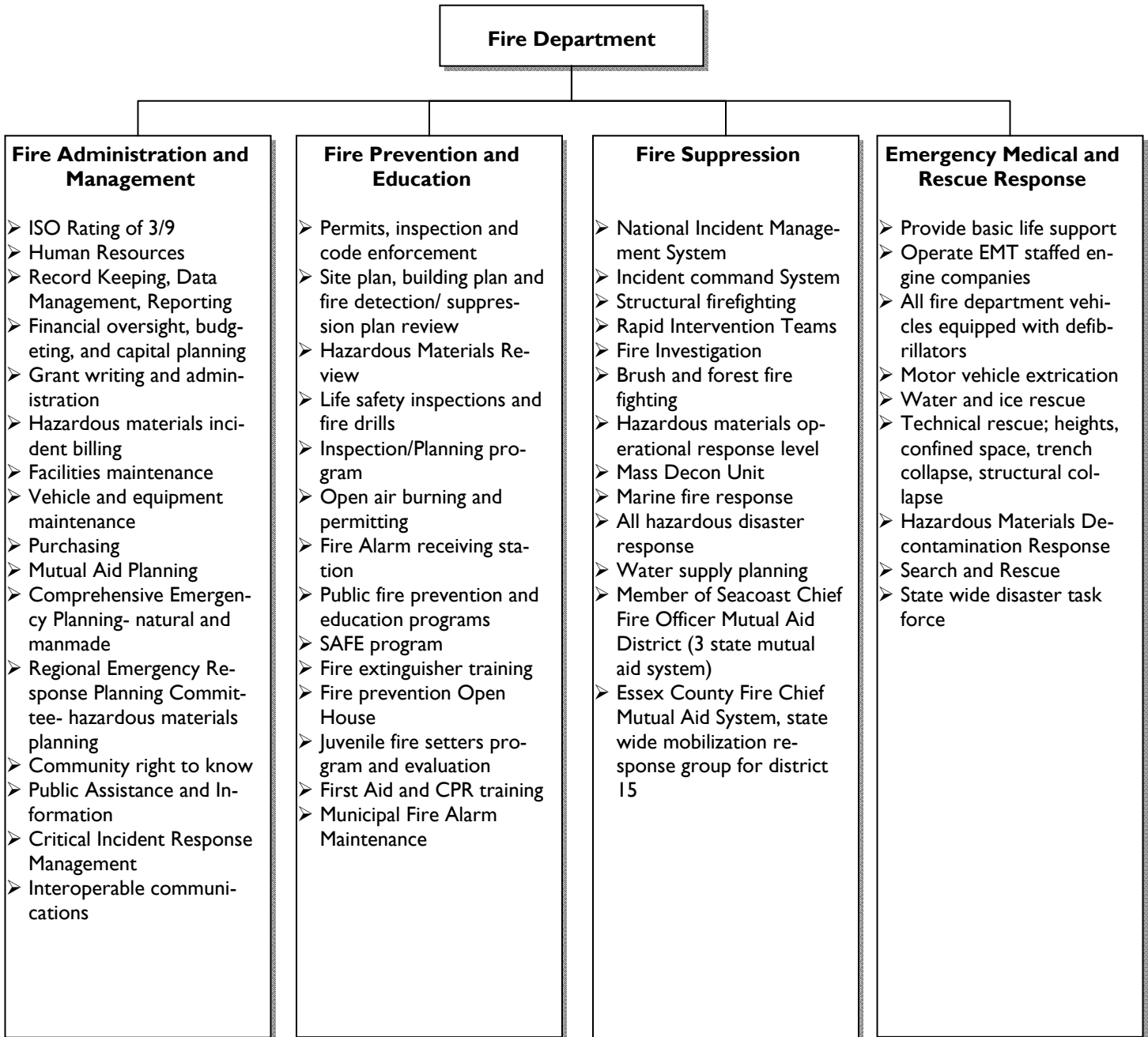
- Continue to modify existing emergency response plans and to develop new plans to respond to changing threats and hazards, both man-made and natural, that can have an adverse effect on the city
- Continue to train with these plans so our personnel and personnel in other agencies will be more effective during an emergency situation
- Coordinate with the Harbormaster, Town of Salisbury and DEP in conducting a full scale spill control /containment exercise and drill in the Merrimac River
- Continue to be an active participant in a Regional Emergency Planning Committee full scale hazardous materials exercise
- 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 by continuing to have an aggressive industrial and commercial facility safety inspection program, strong code enforcement for new and existing facilities and safety training for the public
- Continue to promote a better relationship with local media by keeping them abreast of on going 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
- Upgrade our municipal fire alarm system from the old low energy wire system to a modern radio controlled wireless system including the purchase of receiving equipment, establishing a time line 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 (cont.)

PERSONNEL SUMMARY

FIRE DEPARTMENT			
<u>Position</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Budget</u>
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	10	8	13
Total Full-Time Equivalents:	48	46	51



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FIRE DEPARTMENT

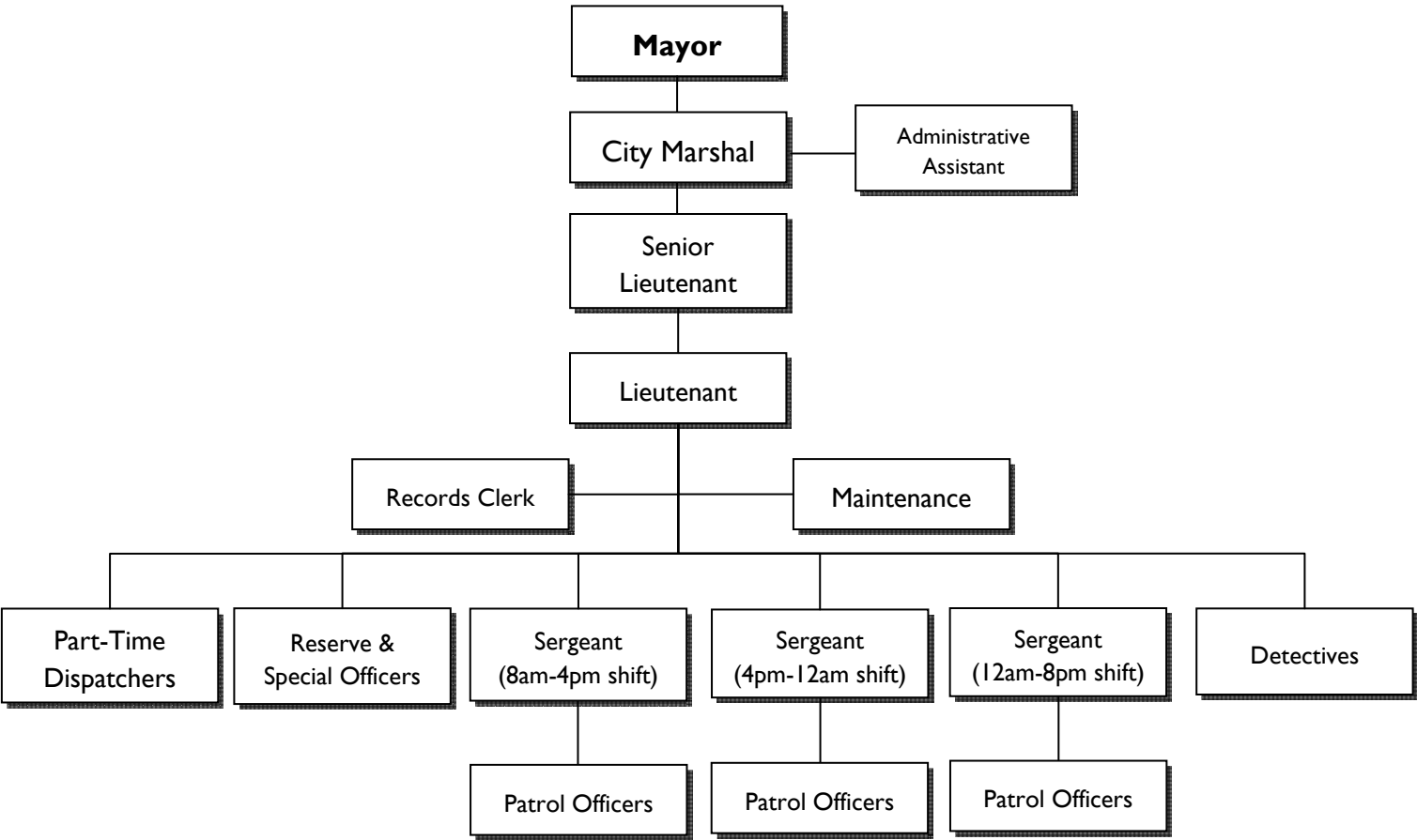
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL FIRE CHIEF	101,261	105,261	109,261	111,261	111,261	111,261.00
51102 SAL DEPUTY CHIEF	90,483	90,483	90,900	90,483	92,293	92,293.00
51142 SAL FIRE FIGHTERS	1,819,994	1,804,692	1,766,434	1,787,544	1,872,568	1,872,568.00
51144 SAL CALL-FIREFIGHTERS	11,291	10,300	9,467	9,300	12,300	12,300.00
51156 SAL DISPATCHERS	138,397	138,993	142,039	140,886	144,423	144,423.00
51301 OVERTIME	219,513	225,000	330,588	200,000	200,000	200,000.00
51302 DISP OVERTIME	19,517	22,585	19,071	22,585	23,000	23,000.00
51401 LONGEVITY	119,202	126,256	128,133	121,221	123,069	123,069.00
51402 PAID HOLIDAYS	106,407	106,646	104,759	105,506	110,354	110,354.00
51403 DISPATCH HOLIDAY	7,958	8,018	7,422	8,097	8,301	8,301.00
51405 PR CLOTHING ALLOWANCE	25,500	25,500	26,102	25,800	36,200	36,200.00
51407 EDUCATION CREDIT	200	850	0	1,050	1,650	1,650.00
51408 SICK DAY USAGE INCENTI	2,583	2,664	3,374	4,460	4,658	4,658.00
51412 CLOTHING REIMBURSEMENT	2,400	2,400	2,400	3,700	4,350	4,350.00
51413 EMT STIPEND	19,000	20,000	20,000	25,000	27,000	27,000.00
51414 ICIPAL HEARING OFFICER	2,500	2,500	0	0	0	0.00
51415 STIPEND TEAM A/B	6,450	6,450	7,350	7,350	8,250	8,250.00
51416 HAZ/MAT STIPEND	25,500	25,500	24,850	25,700	28,900	28,900.00
51417 PROFESSIONAL DEVELOPME	0	0	3,000	3,000	3,000	3,000.00
51509 INJURED-ON-DUTY	17,811	14,550	24,214	16,500	16,500	16,500.00
51901 RETIREMENT EXPENSE	0	33,232	95,624	96,763	0	0.00
PERSONAL SERVICES Total	2,735,969	2,771,879	2,914,987	2,806,206	2,828,077	2,828,077.00
PURCHASE OF SERVICES						
52101 HEAT/ELECTRICITY	30,241	28,857	27,277	37,000	41,200	41,200.00
52401 MAINT-BLDGS & GROUNDS	7,849	7,948	7,758	8,000	8,000	8,000.00
52402 MAINT-EQUIPMENT	13,096	9,999	9,999	10,000	10,000	10,000.00
52403 MAINT-VEHICLES	31,996	43,675	34,142	35,000	35,000	35,000.00
52408 MAINT - FIRE ALARM EXP	22,000	19,250	18,769	20,000	20,000	20,000.00
52409 BLDG/GRNDS-CS	1,500	1,499	1,500	4,900	4,000	4,000.00
52410 MAINT - PURCHASE TIRES	4,607	2,150	4,150	4,150	4,150	4,150.00
52411 COMPUTER EXP	10,250	4,291	5,223	7,394	7,394	7,394.00
52412 RADIOS/PAGES	4,485	2,136	2,993	3,000	3,000	3,000.00
52750 LEASE OF VEHICLES	0	0	0	12,000	36,000	36,000.00
53004 HEPATITIS B VACCINATIO	0	0	0	0	1,000	1,000.00
53005 MEDICAL/PHYSICAL TEST	0	0	750	1,000	3,200	3,200.00
53006 MEDICAL/DRUG TESTING	1,656	1,882	1,550	2,000	2,000	2,000.00
53007 IN-SERVICE TRAINING	9,999	4,972	5,000	5,000	5,000	5,000.00
PURCHASE OF SERVICES Total	137,679	126,659	119,110	149,444	179,944	179,944.00
SUPPLIES						
54200 OFFICE SUPPLIES	1,344	609	1,389	1,500	1,800	1,800.00
54315 MISC FIRE EQUIP	2,447	27,490	50,439	1,500	4,000	4,000.00
54316 NEW HOSE-FITTINGS	3,000	1,000	1,000	1,000	1,000	1,000.00
54317 PROTECTIVE CLOTHING	14,028	14,027	13,974	14,729	17,600	17,600.00
54318 PROTECTIVE EQUIPMENT	5,037	2,576	7,570	5,000	5,000	5,000.00
54319 FOAM & EQUIPMENT	0	0	250	250	2,000	2,000.00
54801 FUEL/OIL VEHICLE(S)	18,013	16,513	20,157	22,000	32,000	32,000.00
55001 MEDICAL SUPPLIES	2,394	2,487	2,498	2,500	2,500	2,500.00
55101 EDUCATIONAL MATERIAL	3,390	3,346	1,000	3,400	6,800	6,800.00
55800 OTHER SUPPLIES	486	411	182	500	1,000	1,000.00
SUPPLIES Total	50,139	68,458	98,460	52,379	73,700	73,700.00

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
OTHER CHARGES & EXPENSES						
57300 DUES & MEMBERSHIPS	4,453	4,414	3,597	4,663	5,470	5,470.00
OTHER CHARGES & EXPENSES Total	4,453	4,414	3,597	4,663	5,470	5,470.00
CAPITAL OUTLAY						
58501 TECHNICAL RESCUE EQUIP	2,000	1,994	1,849	2,000	2,000	2,000.00
58502 DEFIBRILLATOR(S)	2,440	1,499	1,500	4,425	4,425	4,425.00
CAPITAL OUTLAY Total	4,440	3,493	3,349	6,425	6,425	6,425.00
Grand Total	2,932,680	2,974,904	3,139,503	3,019,117	3,093,616	3,093,616.00

Police Department

MISSION STATEMENT

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



FY 2012 ACCOMPLISHMENTS

- *State Accreditation*, received 4th award. This was accomplished in September 2011 when three state accreditation assessors accompanied by the Director of state accreditation conducted a three day review of our department’s policies and procedures, a tour and inspection of the facility to ensure that we were in compliance with state accreditation mandates. Upon completion of their inspections and reviews, our department won its 4th re-accreditation for the next three years.
- Upgraded the reverse 911 to *Code Red* which offers more dynamic messaging including texts and emails. Calls can also be launched remotely by authorized staff.
- Install 4th camera Downtown to monitor Inn St. problems

- Establishment two School Resource Officers, which gives the school full time coverage on officer's days off. Development of school emergency planning, and exercising these plans through on-site drills. Approximately 80% of Officer Keith Carter's and Officer Shawn Eaton's time is working throughout the school system with a larger amount of this time divided between the Middle and High Schools. Officer Carter and Eaton attend school administrator meetings, assist with classroom discussion, and assist with school truancy. The police department has worked with neighboring communities in exercising emergency response plans. Officer Eaton attended School Resource Conference in Franklin, Ma.
- Continue to combat Inn St. problems
- Awarded \$90,000 Byrne Grant from State of Public Safety to work with Salisbury and Amesbury on gang and youth issues
- New phone system and computer upgrade completed.
- Facility passed DPH/JLO/MIAA and Accreditation inspection for adult and juvenile holding facility
- Developed new website and Facebook page
- FY12 compliant for the new dispatch communication requirements EMD/911
- Completed 2nd year of online training and in-service with MA Police Institute (MPI) and MIAA to earn safety points for city
- Continued success with the drug drop box in the lobby of the police station and also participated in the DEA National Take Back Initiative
- Continue to maintain and improve the fleet and to replace 3 cruisers per year
- Managed and maintained the overtime budget to the allotted amount
- Upgraded the heating system with 4 brand new rooftop units and upgraded manage control system
- Managed several major city events: 10 road races in the city this year, 3 new races, 2 of which were half marathons. Also, major events such as Yankee Homecoming, Invitation Nights, Riverfest, waterfront concerts, numerous weekend festivals.

FY 2012 GOALS NOT ACCOMPLISHED

- Motor Vehicle Crash Reduction
- Create a more Joint Operational Relationship with Emergency Management
- Due to the limited number of volunteers at Emergency Management our trainings have been limited.
- Both agencies are however working much closer and sharing or equipment and resources.
- Expand our involvement and elderly trainings
- Due to the reduction in staffing and a sharp increase in call volume and investigations this goal has been postponed until this coming year.

Police Department (cont.)

- “Say Something if You See Something” campaign
- We have had limited success with the program to date. Additional publicity is needed to promote this campaign. This again will be review this coming year to expand the flow of information to police.

FY 2013 TRENDS

Shortfalls in revenue and an unstable financial market continue to cause an economic instability with record losses. These economic times can be partly to blame for continued high volume calls for service. This past year there were **24,213 calls for service**, which is similar to the number of calls in 2010. The department **arrested/summoned 586 persons** compared to 601 in 2010, responded to **355 motor vehicle crashes** compared to 357 in 2010, and **investigated 837 incidents** compared to 910 in 2010. These numbers, although indicating a slight decrease, continue to show a high volume of demand for police services.

The Newburyport Police Department has identified over 30 individuals ranging from the ages of 17 -23 years of age as part of a street gang known as the Most Frequent Afflictors (MFA). This gang frequently congregates throughout the City of Newburyport displaying their gang colors which are black bandanas, and associate together on a regular basis. The MFA are known to congregate in the downtown district of Newburyport by the waterfront and on a street known as Inn St, a busy walking street. In the summer the downtown area is a very busy area with a lot of people. The MFA are known to continuously harass shoppers and shop owners. They are involved in drug activity and are known to carry weapons. They have displayed firearms on the web site known as Facebook.

Recently in the City of Newburyport a member of the MFA was stabbed on a quiet side street in the downtown area. This was a direct result of gang violence which has become a more serious problem in the areas of Newburyport, Amesbury and Salisbury. The rival gang of the MFA is a gang known as 319 The Crime Squad. The stabbing which took place in the city of Newburyport was a member of the 319 stabbing a member of the MFA. The members of these gangs go from town to town attending all local festivals and causing problems at each one. The violence is expected to increase this summer because of the latest incident.

The MFA and the 319 are well known in our community. They are involved in drug activity as well as violence and intimidation. They have no regards for authority and continue to cause the business owners and residents of the City of Newburyport concerns for their safety and well-being in the community.

FY 2013 GOALS AND OBJECTIVES

Goal 1: Conduct Traffic Studies as needed to reduce accidents within the City

Objectives:

- 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

Goal 2: Hire officers to rebuild Reserve List

Objectives:

- Hire 7 reserve officers to get us back to the authorized number of 10
- Utilize reserve officers to compliment patrols during peak periods

Goal 3: Continue to address youth and gang issues on Inn St.

Objectives:

- Gang activity- Continue Aggressive Measures of enforcement to maintain a safe downtown environment for all residents, visitors and business owners
- Continue to monitor gang related activity on Inn St.
- Work with City and local building owner on Inn St to install camera

Goal 4: Provide training and Professional Development for all personnel to maintain highest level of skills

Objectives:

- Use MPI to meet all in-service requirements except CPR
- CPR will be done with in-house instructors
- Do all MIAA optional (Rewards Program) I in-service Training of MPI
- Provide Specialized Training as needed

Goal 5: Meet new Emergency Medical Dispatch requirements and evaluate the potential for shared dispatch services

Objective:

- Continue to strive to meet July 1 2012 requirements for dispatch
- Fully staff the dispatch positions which requires 4.5 dispatchers
- Complete feasibility study regarding Newburyport Public Safety Dispatch and
- explore contracting dispatch services to contiguous area departments as well as regional

Police Department (cont.)

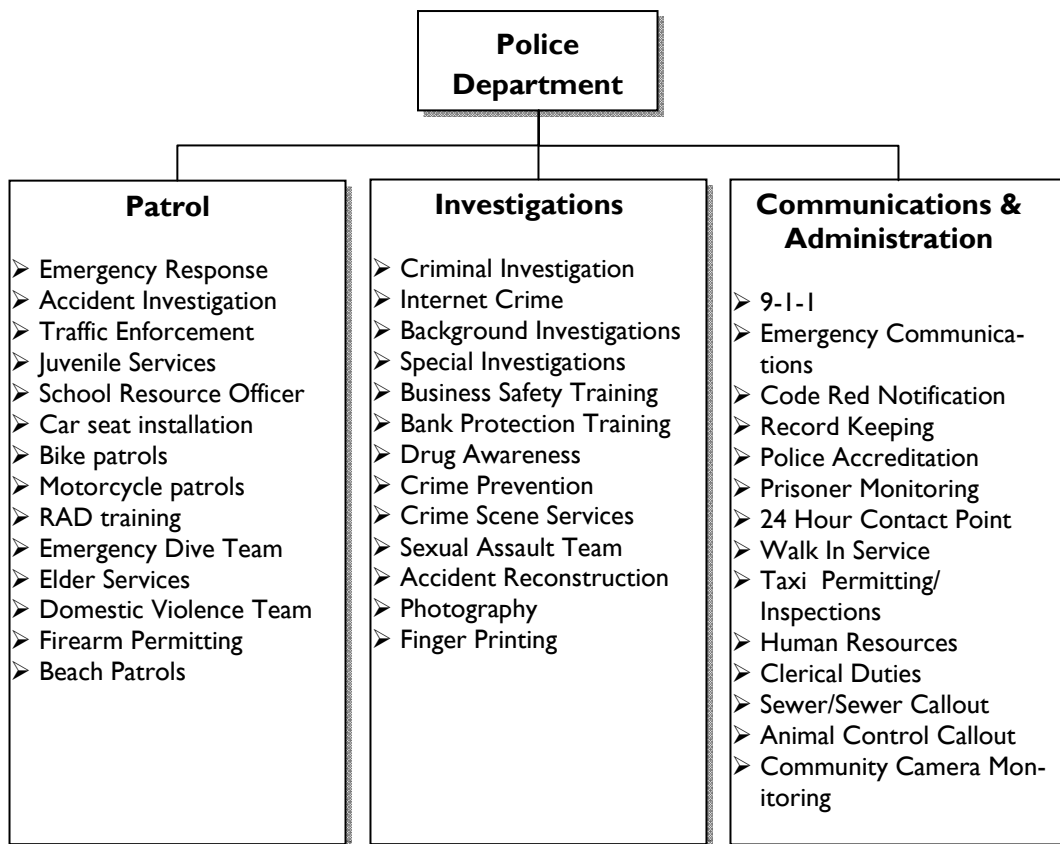
dispatch in Middleton

Goal 6: Increase Inspectors within department to expand intelligence functions

Objective:

- Evaluate and assign three full time officers to the office of Inspector
- Expand Gang intelligence function.

PROGRAMS & SERVICES



PERSONNEL SUMMARY

POLICE DEPARTMENT			
Position	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
City Marshal	1	1	1
Senior Lieutenant	1	1	1
Lieutenant	1	1	1
Sergeant	5	5	5
Inspector	2	2	2
Patrolmen	22	22	27
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:	35.43	36.07	36.07

POLICE DEPARTMENT

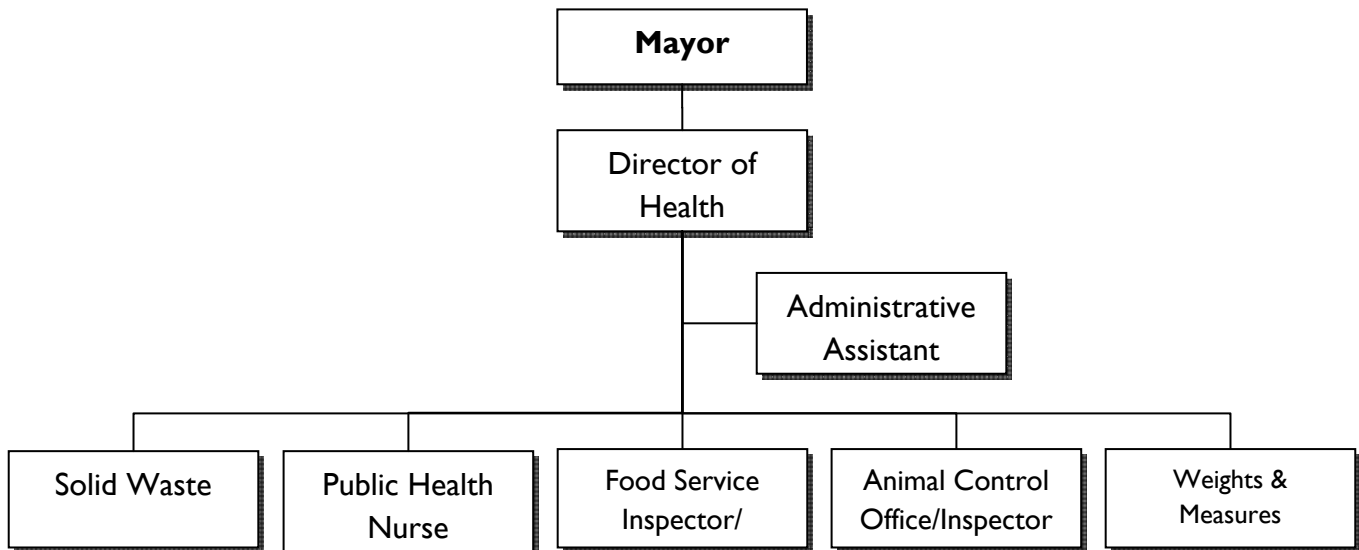
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51110 SAL MARSHAL	120,016	122,416	124,865	127,362	127,362	127,361.97
51142 SAL OFFICERS	1,901,382	1,889,868	1,882,215	1,877,440	1,928,739	1,928,739.07
51144 SAL RESERVE OFFICERS	2,873	1,224	-1,909	10,000	10,000	10,000.00
51150 SAL ADMIN SEC'Y	46,554	46,761	46,709	47,831	47,648	47,647.60
51152 SAL CLERICAL	20,128	20,119	21,416	21,349	21,247	21,247.20
51156 SAL DISPATCH F/T	78,315	112,653	111,757	119,022	119,110	119,109.60
51164 SAL DISPATCH P/T	12,090	9,860	14,630	15,000	15,000	15,000.00
51166 SAL CUSTODIAL	20,327	20,710	20,991	21,349	21,349	21,349.35
51301 OFF OVERTIME	219,444	223,215	174,119	180,000	183,600	183,600.00
51302 DIS OVERTIME	2,549	9,402	11,878	8,000	8,000	8,000.00
51401 LONGEVITY	91,488	92,170	85,595	85,844	77,982	77,982.03
51402 OFF PAID HOLIDAYS	54,121	46,235	46,001	65,000	65,000	65,000.00
51403 DIS PAID HOLIDAYS	3,550	3,228	3,356	3,661	5,604	5,603.52
51404 COURT TIME	32,207	36,839	36,776	36,000	36,000	36,000.00
51405 PR OFF CLOTHING ALLOW	33,000	33,000	31,000	32,000	32,000	32,000.00
51406 EVALUATIONS	30,300	31,300	29,400	30,000	30,000	30,000.00
51407 CIV ED CREDIT	700	408	0	0	0	0.00
51408 CIV FVO STIPEND	9,000	865	0	0	0	0.00
51409 MARSHAL'S STIPEND	3,000	3,000	3,000	3,000	3,000	3,000.00
51410 OFF NIGHT DIFFERENTIAL	58,483	53,922	56,307	58,341	58,341	58,341.00
51411 DIS NIGHT DIFFERENTIAL	1,440	1,040	1,560	1,560	1,560	1,560.00
51412 DISP CLOTHING REIMB	1,173	1,800	1,800	1,800	1,800	1,800.00
51413 ACCREDITATION ALLOWANC	0	0	0	0	35,119	35,119.43
51509 INJURED-ON-DUTY	19,128	19,086	33,848	20,000	20,000	20,000.00
51510 RETIREMENT EXP	0	40,087	1,230	31,049	0	0.00
51513 SAL INN ST INITIATIVE	0	0	0	10,000	10,000	10,000.00
51601 FITNESS ALLOWANCE	1,050	1,667	1,185	2,500	2,500	2,500.00
PERSONAL SERVICES Total	2,762,318	2,820,875	2,737,730	2,808,108	2,860,961	2,860,960.77
PURCHASE OF SERVICES						
52101 HEAT	16,250	14,535	14,890	17,000	17,000	17,000.00
52102 ELECTRICITY	41,933	47,329	46,677	51,530	51,530	51,530.00
52401 MAINT-BLDG	13,500	17,013	31,206	15,000	15,000	15,000.00
52402 MAINT-EQUIPMENT	12,821	11,483	9,847	12,500	12,500	12,500.00
52403 MAINT-VEHICLES	22,595	20,528	26,497	21,540	21,540	21,540.00
52701 LS/PUR COPY MACHINE	4,140	4,140	4,140	4,140	4,140	4,140.00
53001 E.A.P.	0	0	0	289	289	289.00
53002 MEDICAL EXPENSES	2,708	1,000	1,420	1,500	1,500	1,500.00
53003 LICENSING	0	34,850	38,167	30,377	41,367	41,367.00
PURCHASE OF SERVICES Total	113,946	150,877	172,844	153,876	164,866	164,866.00
SUPPLIES						
54200 OFFICE SUPPLIES	8,976	11,674	10,800	10,000	10,000	10,000.00
54309 SUPPLIES-PHOTO	745	750	0	0	0	0.00
54310 SUPPLIES-CRIME LAB	787	749	1,493	1,500	1,500	1,500.00
54801 FUEL/OIL VEHICLE(S)	39,006	30,261	48,655	45,000	75,000	75,000.00
54901 PRISONER MEALS	75	78	72	100	100	100.00
55001 MEDICAL SUPPLIES	1,500	1,497	1,397	1,500	1,500	1,500.00
55800 OTHER SUPPLIES	1,366	2,500	1,700	2,500	2,500	2,500.00
55801 AMMUNITION/WEAPONS	4,935	4,558	4,782	5,000	5,000	5,000.00
SUPPLIES Total	57,390	52,066	68,899	65,600	95,600	95,600.00

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
OTHER CHARGES & EXPENSES						
57300 DUES & SUBSCRIPTIONS	4,351	4,163	6,120	9,448	9,448	9,448.00
OTHER CHARGES & EXPENSES Total	4,351	4,163	6,120	9,448	9,448	9,448.00
CAPITAL OUTLAY						
58501 CAP EXP-MIS/COMMUNICTN	35,352	5,998	5,794	6,000	6,000	6,000.00
58502 PUR CRUISER(S)	17,606	25,300	31,473	41,300	41,300	41,300.00
58505 DIVE SUITS	0	0	12,020	0	0	0.00
CAPITAL OUTLAY Total	52,958	31,298	49,287	47,300	47,300	47,300.00
Grand Total	2,990,963	3,059,279	3,034,880	3,084,332	3,178,175	3,178,174.77

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.



FY2012 ACCOMPLISHMENTS

ADMINISTRATION:

- Assisted in the development and implementation of new City Hall/Health Department offices for the Public Health Nurse and the Trash & Recycling Coordinator
- Developed and implemented a new Health Department data collection system of all Health Department inquiries, permits, license process, budget process and enforcement citations
- Assisting in the development and implementation of the new City transfer/compost facility at Crow Lane
- Developed and implemented new Health Department office policies and procedures for

accountability and transparency

- Developed & Implemented new application check list for a food service permit to operate
- Developed & implemented new Health Department check list for an application for plan review
- Developed and implemented new check list for residential and commercial demolition of a building structure
- Developed & Implemented Health Department Regulations pertaining to *Solid Waste Haulers*
- Assisted City Council with amending City Ordinance pertaining to *City Off Leash* law and *Disposal of Animal Waste*
- Assisted City Council in developing and implemented new City Ordinance pertaining to *Down Town Solid Waste Ordinance* and in the development and implementation of a new City Ordinance relative to the City's new *Off Leash Dog Parks*
- Created new Health Department *City Off Leash Animal Ambassador*
- Amended Health Department Regulations pertaining to the *Sale of Tobacco to Minors*
- Developed and implemented the Health Department's and the Mayors 2nd annual Community Health and Wellness Fair
- Maintain level community public health services with resources provided
- Continue to assisted the City Planning Department in the drafting of the City of Newburyport new Storm Water Management ordinance
- Continue to assisted City Water and Sewer Departments in gaining State compliance with Plum Island Consent order
- Continue to develop new Health Department web site to include public health advisories: seasonal advisories, winter advisories, bathing beaches results, health & wellness and west nile virus information
- Continue to assist the Mayor's Office in the final capping of Crow Lane Landfill

FOOD SERVICE PROGRAM:

- Assisted City organizers to create the City of Newburyport *Winter Farmers Market*
- Amended Health Department Regulations to require all food service establishments' to be in compliance with the State of Massachusetts mandated "Allergen Awareness Training" for food service employees
- Amended Health Department Regulations to require all food service establishments' to be in compliance with the State of Massachusetts mandated requirements for allergen awareness advisories on all food service menus
- Developed draft regulations for City wide festivals and events

Health Department (cont.)

SOLID WASTE, RECYCLING AND ENERGY:

- Newburyport became a designated *Green Community* in December 2010 and received its first grant in the amount of \$155,000
- Established new downtown trash solid waste program to reduce DPS cost and clean up the area
- Since beginning our new contract have seen a cumulative savings of more than \$277,000 and a steady reduction on solid waste disposal from 7500 tons to less than 6000 tons per year
- Applied for and received a grant from the Commonwealth of Massachusetts Department of Environmental Protection toward a “Zero Waste” program
- The compost facility served approximately 2600 households during the 2011 season and brought in brought in \$33,000 in sticker fees, an increase from 2010

PUBLIC HEALTH NURSING & EPIDEMIOLOGY:

- Presented community awareness seminar on *Lyme Disease*
- Presented community awareness seminar of *Head Concussions in School Sports*
- Achieved compliance with the Commonwealth of Massachusetts Department of Public Health (MDPH) mandated MAVEN certification system – Communicable and Infectious disease follow up and surveillance.
- Provided new Hepatitis B (Hep-B) vaccination program for City workers (DPS)
- Continue to provided new walk in office hours for seasonal influenza vaccinations for Newburyport residents
- Provided four (4) City wide influenza clinics for Newburyport residents vaccinating approximately 400 residents
- Continued to provide new walk in office hours for blood pressure screenings for Newburyport residents

ANIMAL CONTROL:

- Developed and implemented new Animal Control policies and procedures to establish accountability and transparency with the Animal Control Department
- Worked with the Mayor and the Director of Policy & Administration to developed a City and town Memorandum of Understanding contract agreement with the Town of Newbury for shared Animal Control services and shared services of the City animal shelter

- Worked with the Mayor and the Director of Policy & Administration to restructure the 0.5 Animal Control Officer position into one FTE Assistant Animal Control Officer position

WEIGHTS & MEASURE:

- Achieved compliance in FY11 with the Commonwealth of Massachusetts Division of Standards and State Statute for Consumer & Merchants Protection Act, Chapter 295

EMERGENCY PREPAREDNESS:

- Achieved compliance with all FY11 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 with new electronic iPad

FY 2012 GOALS NOT ACCOMPLISHED

Continue to encourage Health Department staff and Board of Health members to seek national health credentials

FY 2013 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 remains limited. As a result of staffing limitations, emergencies and top priorities are responded to first, and non-emergency complaints are investigated second. This trend will continue through FY13.

FY 2013 GOALS & OBJECTIVES

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

Objectives:

- Maintain current level 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, provide health advisories, promoting health and wellness, nutrition and fitness information, tobacco control programs, environmental protection, respond to health hazards, ensuring water quality, monitoring waste disposal, fighting noise and air pollution, animal health, health monitoring, enforcement and ensuring of health and safety

Health Department (cont.)

codes, health care access, and emergency preparedness and response

- Acquire ongoing support from Mayor, City Council and Board of Health along with residential and business community leaders for improving the City Health and Health Department operations
- Meet with Mayor and City Councilors as needed to address community issues and role of Health Department functions
- Comply with all mandated City of Newburyport ordinances, Health Department Regulations, Commonwealth of Massachusetts State Sanitary Code, Massachusetts State Statutes and U.S Department of Health and Human Services Public Health regulations

Goal 2: Continue to work with the Mayor, City Council and the Board of Health to investigate the potential grants for research and planning of shared local Health Department services with surrounded communities to improve efficiency and generate a cost savings.

Objectives:

- Monitor the shared Animal Control Services with the Town of Newbury that starting February 2012 and adjust services as indicated
- Research shared compost/transfer station services
- Research shared public health services

Goal 3: Continue to work with the Mayor, City Council and the Board of Health to assist in the final phases and full completion of the Crow Lane Landfill

Objectives:

- Work closely with the Mayor, City Council, Board of Health and DEP to assist in the final phases and full closure of the Crow Lane landfill before June 30, 2012.
- Work with Mayor, City Council, Board of Health and DEP on the development of post-closure management plan
- Maintain consistent communication with the DEP to assure that a post-closure long term operation and maintenance plan is in place at the closure date to protect Newburyport residents in the future

Goal 4: Continue to encourage Health Department Staff and Board of Health Members to seek national health credential certifications and national health licenses

Objectives

- Provide and maintain highly qualified public health personal.
- Board of Health Members attain NIMS/ICS certification

- Health Department Administrative Assistant attains NIMS/ICS Certification
- Health Department Recycling Coordinator attains NIMS/ICS Certification
- Recycling Coordinator attains certification as Registered Hazardous Substance Specialist

Goal 5: Conduct a *Zero Waste* pilot program that will engage 50 households in a 9 month pilot to document best practices for reducing waste

Objective:

- Demonstrate the feasibility of dramatically reducing and potentially achieving “near zero waste” for residential solid waste in Newburyport
- Document best practices for maximizing diversion of waste at the household level
- Create an online resource to provide residents with information about recycling, composting, source reduction, refuse and responsible disposal
- Demonstrate the financial, health and environmental benefits of a zero waste program to model a city wide initiative and serve as a model for other communities

Goal 6: Develop an overall street light management plan that will reduce street light costs and analyze feasibility of purchasing shared lights from utility

Objective:

- Continue and finalize work with the Mayor, City Council, Energy Advisory Committee and street light consultant to develop a strategy to reduce street light costs

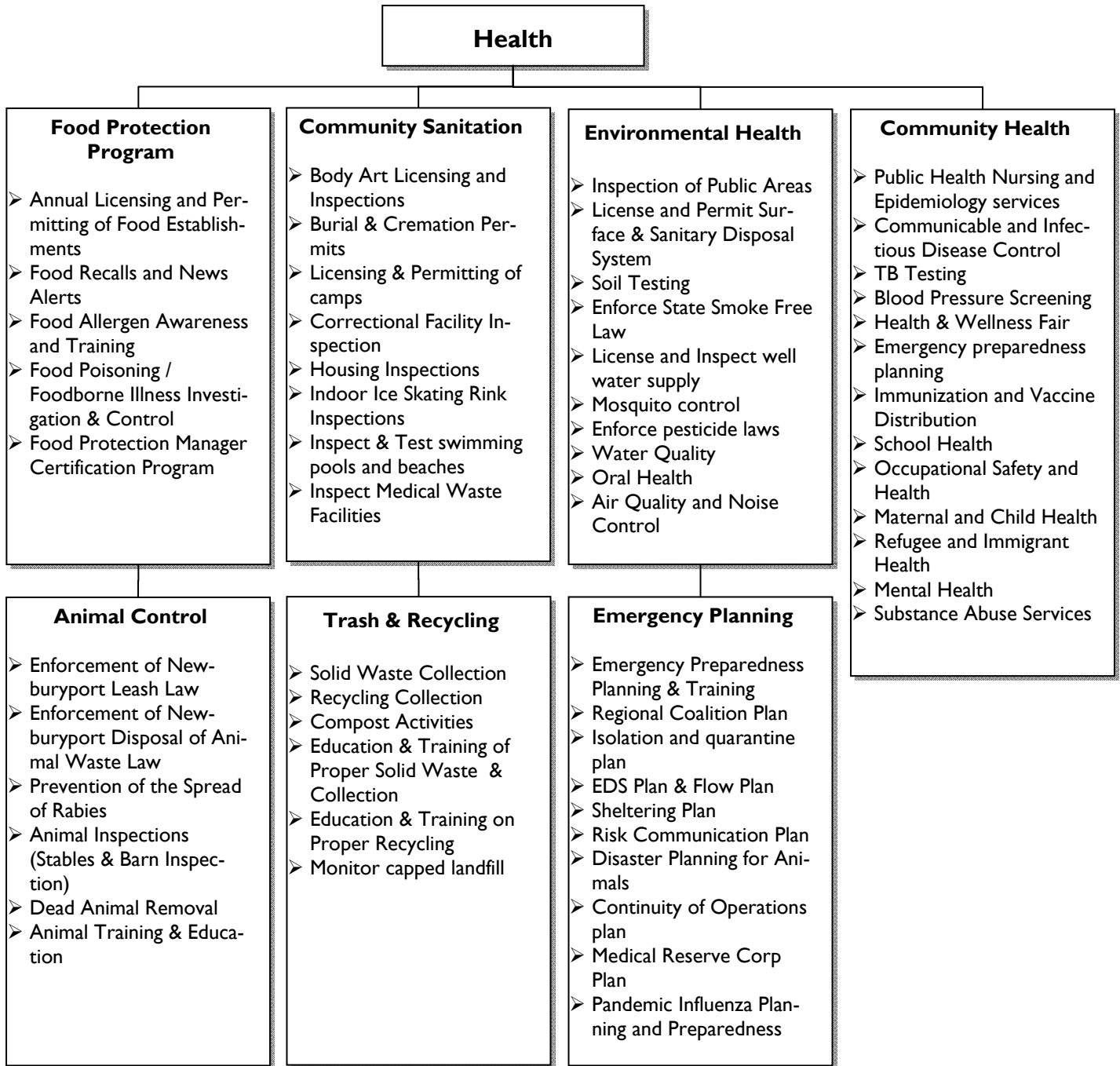
Goal 7: Develop, finalize and open new City Transfer/Compost facility on Crow Lane that meets all Commonwealth of Massachusetts Department of Environmental Protection Agency recommendations

Objective:

- To open with the assistance and help of the Mayor, City Council, Board of Health and other City Departments to create a new City Transfer/Compost facility
- Investigate reuse of existing site including potential for a City Tree nursery and community garden

Health Department (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

HEALTH DEPARTMENT			
Position	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
Health Director	1	1	1
Administrative Assistant	1	1	1
Recycling Coordinator	0.75	0.75	0.75
Public Health Nurse	0.5	0.5	0.5
Animal Control Officer	0.5	0.5	0.2
Assistant Animal Control Officer	0.5	0	1
Compost Attendant	1	0.5	0.5
Compost Attendant	0	0.5	0.5
Sealer of Weight & Measure	0.2	0.2	0.2
Total Full-Time Equivalents:	4.95	4.95	5.65

Health Department (cont.)

HEALTH DEPARTMENT

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL HEALTH DIR	67,609	61,980	71,347	71,400	71,400	71,400.00
51103 SAL ADMIN ASSIST	44,125	44,125	39,093	41,200	46,345	46,344.64
51160 SAL ENERGY/ RECYCLE CO	30,000	32,539	50,000	30,000	35,000	35,000.00
51164 MINUTE TAKER	1,500	1,350	900	1,800	1,800	1,800.00
51166 PER DIEM INSPECTORS	625	5,395	6,900	6,900	6,900	6,900.00
51168 COMPOST ATTEND	35,112	31,024	20,621	43,000	24,000	24,000.00
51169 SAL WEIGHTS & MEASURER	4,600	4,250	5,000	5,000	6,000	6,000.00
51403 STIPEND RECYCLE ATTEND	720	1,093	0	0	0	0.00
51404 TRAVEL EXP STPND	1,800	3,100	0	5,000	5,000	5,000.00
51405 CLOTHING REIMBURSEMENT	600	850	850	250	250	250.00
51711 SAL PUBLIC HEALTH NURS	27,533	20,803	29,940	30,068	30,068	30,068.00
PERSONAL SERVICES Total	214,225	206,508	224,651	234,618	226,763	226,762.64
PURCHASE OF SERVICES						
52403 MAINT OF VEHICLE	374	685	42	250	250	250.00
52813 CHIPPER SERVICE	14,381	7,496	25,184	0	0	0.00
52904 ESSEX GREENHEAD	820	0	820	820	945	945.00
52905 SOLID WASTE	983,250	981,103	976,357	1,116,149	1,116,149	1,116,149.00
52906 RECYCLING PROGRAM	90,659	0	0	0	0	0.00
53204 HEALTH CONSULTANT	1,000	1,000	1,250	1,000	1,000	1,000.00
53424 HOUSEHOLD HAZARDOUS WA	4,448	15,096	14,938	0	0	0.00
53700 TRAIN/TRVL/CONFR	429	450	5,262	2,300	2,300	2,300.00
PURCHASE OF SERVICES Total	1,095,361	1,005,831	1,023,854	1,120,519	1,120,644	1,120,644.00
SUPPLIES						
54200 MISC EXPENSE	4,050	6,848	3,059	2,000	2,500	2,500.00
54201 WGHTS/MEASURE EXP	120	0	0	0	0	0.00
54801 FUEL/OIL VEHICLE	90	650	334	500	500	500.00
55000 MEDICAL & SURGICAL SUP	2,455	2,126	2,225	1,500	1,500	1,500.00
SUPPLIES Total	6,715	9,624	5,619	4,000	4,500	4,500.00
OTHER CHARGES & EXPENSES						
57300 DUES & MEMBERSHIPS	868	474	948	2,000	2,000	2,000.00
57400 GREEN INITIATIVES	0	0	1,655	0	0	0.00
OTHER CHARGES & EXPENSES Total	868	474	2,603	2,000	2,000	2,000.00
CAPITAL OUTLAY						
58456 VEHICLE PURCHASE	5,977	0	0	0	0	0.00
CAPITAL OUTLAY Total	5,977	0	0	0	0	0.00
Grand Total	1,323,145	1,222,437	1,256,727	1,361,137	1,353,907	1,353,906.64

ANIMAL CONTROL

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL ANIM CONTRL OFCR 3	27,775	21,816	21,120	28,183	4,000	4,000.00
51102 SAL ASSIST ANIMAL OFCR	800	6,313	805	0	28,183	28,183.00
51405 CLOTHING ALLOWANCE	600	600	600	600	600	600.00
PERSONAL SERVICES Total	29,175	28,729	22,525	28,783	32,783	32,783.00
PURCHASE OF SERVICES						
52401 BUILDING & GROUNDS	286	702	72	400	4,500	4,500.00
53009 CARE OF ANIMALS	2,785	2,806	3,568	3,000	5,000	5,000.00
53010 DEAD ANIMAL REMOVAL	0	0	0	340	340	340.00
PURCHASE OF SERVICES Total	3,071	3,508	3,640	3,740	9,840	9,840.00
SUPPLIES						
54801 FUEL/OIL VEHICLE(S)	3,121	496	799	2,290	2,290	2,290.00
SUPPLIES Total	3,121	496	799	2,290	2,290	2,290.00
OTHER CHARGES & EXPENSES						
57300 DUES/LIS/SUBSCRIP	100	0	0	0	0	0.00
OTHER CHARGES & EXPENSES Total	100	0	0	0	0	0.00
Grand Total	35,467	32,733	26,964	34,813	44,913	44,913.00



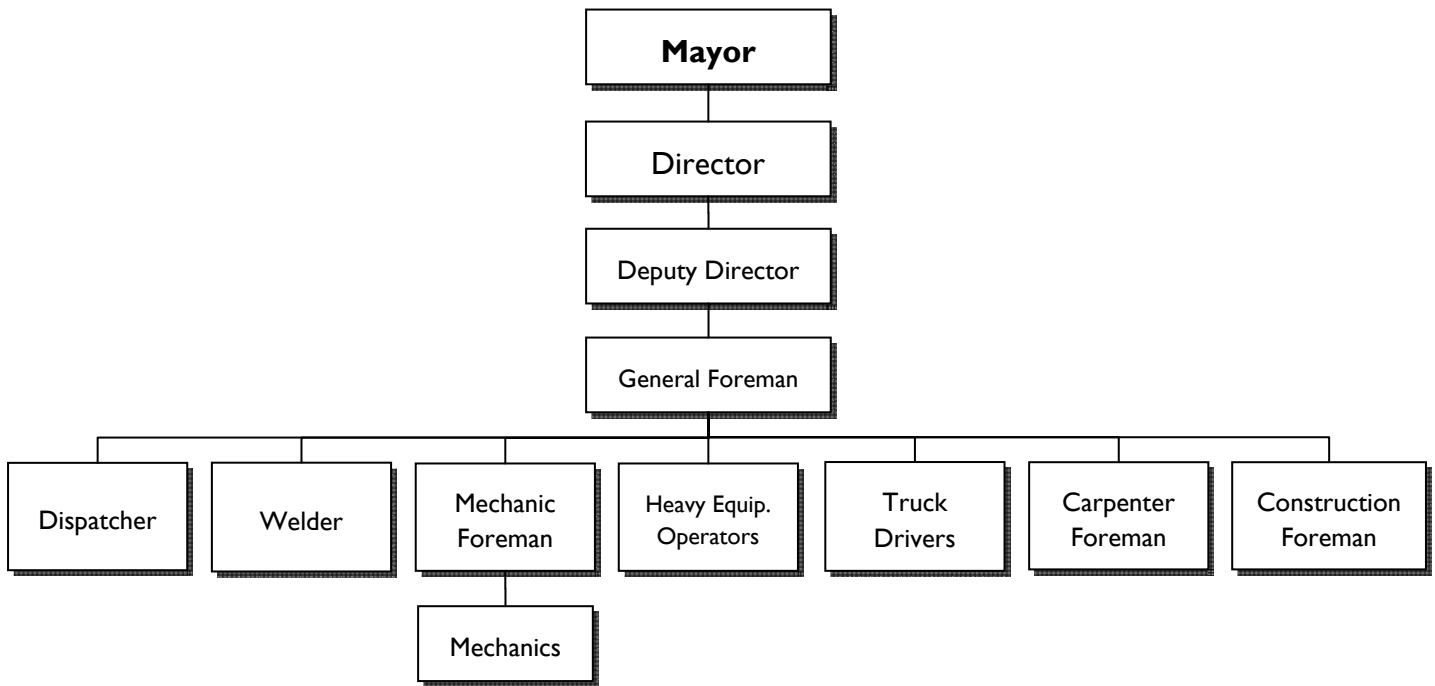
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**Section 6:
Public Services**

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 2012 ACCOMPLISHMENTS

The Highway Division completed the following work in Fiscal Year 2012:

Resurfaced Roads	
State Street - Greenleaf St to High St	Greenleaf St - Pond St to Auburn St
Prospect St - State St to Federal St	Prospect St - Federal St to Lime St
Liberty St - Federal St to Fair St	Essex St - State St to Fair St
Brown Sq - Green St to Garrison Inn	Lafayette Ct - Warren St to Carter St
Ocean St - Warren St to Carter St	Papanti Ct - Ocean St to End
Kent Street - Congress St to Merrimac St	Currier's Ct - Kent St to End
Cracks Sealed Roads	
Bayberry Rd.	Turkey Hill Rd.
Hale St.	Graf Rd.
Parker St.	Low St. (Graf Rd. to Hale St.)
Forrester St.	Hoyts Lane
Longfellow Drive	
Line Striping	
High St. Bike Lanes & center lane markings from Storey Ave. to Newbury	Various Crosswalks, Centerlines and School Zones throughout the city

Other:

- Repaired, replaced or installed 64 catch basins and installed over 225 feet of drain pipe
- Street sweeping throughout the city
- Daily trash pickup and disposal of over 150 trash barrels city wide
- Yearly Plum Island Beach cleaned up
- Assist with Yankee Homecoming activities
- Install and remove Election booths at all City Polling sites
- Responded to over 682 work orders to address various issues throughout the city
- Prepared 8 Cemetery burials lots for services in local cemeteries
- Improved tree maintenance program including service request management, tree trimming, pruning and hazard tree removal.
- Assisted in Spring Tree Planting and conducted preliminary tree relocation program to address future hazard trees near utilities
- Serviced over 129 city vehicles from DPS, Police, Fire, Council of Aging, School, Board of

DPS: Highway (cont.)

Health, and Animal Control.

- Reconstructed, installed or repaired over 3000 ft. of sidewalks in brick, concrete and asphalt
- Installed 18 handicapped accessible ramps in existing sidewalks
- Provided 24-hour 365 day coverage for all 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 on 24 hour basis throughout the winter season.

FY 2013 TRENDS

The Highway Division continues to focus efforts on repairing and improving the City infrastructure. The Division focuses on more efficient and economical ways to provide the continued level of service and safety within the community.

The Highway Division is responsible for the maintenance and improvement of the city roads. The roads are continually in need of repair or resurfacing. Currently there is no city funding to perform major roadway repair and resurfacing as roadway resurfacing is funded under the Chapter 90 State Program. The trend city wide is the cost of repairs each year continues to outpace the Chapter 90 funding the city receives.

The Highway Division is also responsible for sidewalk repair and replacement. Current funding is through the DPS Highway Budget and additional monies from the City meal tax as administered from the Mayor's Office. The Division did over 2000 feet of sidewalk work this fiscal year. The need for sidewalk repair also outpaces the annual funds appropriated to bring the City of Newburyport to an acceptable level.

The NPDES Stormwater Program continues to require more effort from 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 prevent the city from becoming non-compliant.

Highway Division has seen two recent retirements and some movement of Highway Division employees to other division's recent openings. The Division is currently looking to fill those vacancies with new skilled truck drivers and heavy equipment operators to help an already well diversified work force.

FY 2012 GOALS AND OBJECTIVES

Goal 1: Improve the 5 year Master Plan for Roadwork

Objectives:

- Review current Pavement Management Plan
- Identify 5 year replacement/resurfacing plan
- Develop cost estimates for future funding

Goal 2: Develop 5 year Master Plan for Sidewalk Program

Objectives:

- Meet with Sidewalk Committee to develop plan
- Identify 5 year replacement plan and funding needs
- Develop cost estimate for future funding

Goal 3: Develop improved Roadway Utility Permit System and streamline process

Objectives:

- Identify DPS needs and deficiencies
- Develop software to assist in tracking
- Implement software

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

- Attend and review vendors from MVPC
- Provide feedback to MVPC for acquisition of system
- Implement system upon grant approval

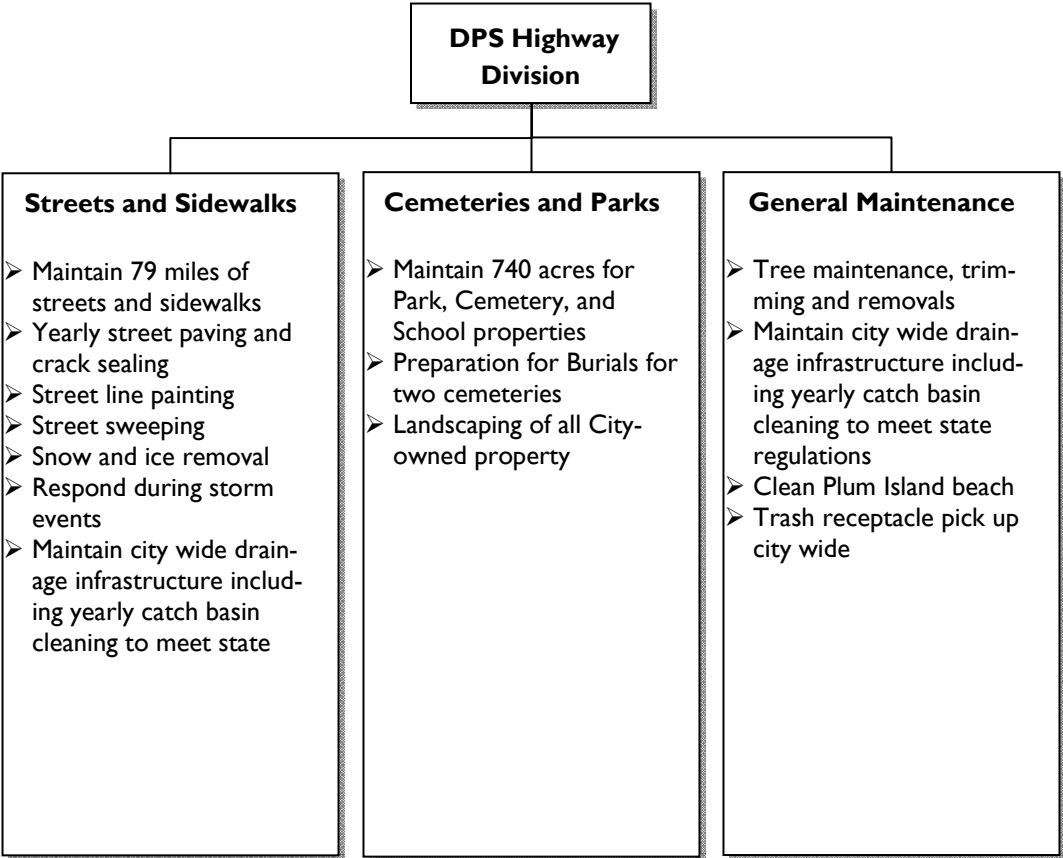
Goal 5: Implement Fleet Maintenance system to help identify and track equipment repair costs

Objectives:

- Review needs of Fleet Maintenance department
- Implement currently owned Fleet Maintenance software

DPS: Highway (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

DPS: HIGHWAY			
Position	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
Public Services Director	0.33	0.2	0.33
City Engineer	0	0	0.33
Public Services Deputy Director	0.4	0.2	0.33
Dispatch Foreman	1	1	1
Principal Clerk	0	0	0
Heavy Equipment Operator	5	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
Total Full-Time Equivalents:	21	21.73	21.47

DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SALARY PS DIRECTOR	35,276	34,276	9,098	20,000	33,333	33,333.33
51102 SALARY DEPUTY PS DIREC	26,260	36,654	21,607	17,340	28,333	28,333.33
51103 OPERATIONS MANAGER	0	0	0	0	0	0.00
51119 SAL CITY ENGINEER	0	0	0	16,000	26,667	26,666.67
51158 SAL LABOR	785,311	765,194	769,394	867,256	869,794	869,793.60
51166 PART TIME EMPLOYEES	0	3,720	0	6,000	6,000	6,000.00
51167 YANKEE HOMECOM'G	10,852	10,728	5,870	0	0	0.00
51190 SAL SUMMER EMPLOYEES	8,640	14,400	20,280	14,400	14,400	14,400.00
51301 OVERTIME	60,470	84,032	49,045	59,644	71,484	71,484.00
51401 LONGEVITY	17,664	15,104	15,233	15,490	14,847	14,846.86
51405 CLOTHING REIMBURSEMENT	12,600	14,200	13,000	12,600	12,550	12,550.00
51416 TOOL REIMBURSEMENT	3,000	3,000	3,000	3,000	3,000	3,000.00
PERSONAL SERVICES Total	960,073	981,309	906,526	1,031,730	1,080,408	1,080,407.79
PURCHASE OF SERVICES						
52101 HEAT	12,287	6,645	10,151	12,600	12,600	12,600.00
52102 ELECTRICITY	57,210	53,507	51,969	59,000	59,000	59,000.00
52103 STREET LIGHTS	180,000	210,424	187,632	150,000	150,000	150,000.00
52401 MAINT-BUILDING	10,677	31,469	22,513	25,300	29,700	29,700.00
52403 MAINT-VEHICLES	73,202	76,509	69,495	70,000	78,600	78,600.00
52404 MAINT-TREE	7,839	4,987	6,683	5,500	5,500	5,500.00
52408 MAINT-DRAIN	37,463	0	0	0	0	0.00
52409 MAINT-DOWNTOWN	4,800	6,000	4,140	6,000	6,000	6,000.00
52410 MAINT CITY-WIDE	0	5,981	5,881	6,000	6,000	6,000.00
52411 GROUNDS MAINT	0	2,884	2,151	4,000	4,000	4,000.00
52413 LINE PAINTING	0	2,748	2,450	3,000	6,000	6,000.00
52724 MAINT-CEMETERY	1,599	0	0	0	0	0.00
53002 MEDICAL/DRUG TESTING	1,528	1,547	1,723	2,000	2,000	2,000.00
53700 TRAIN/TRVL/CONFR	0	1,898	2,685	3,750	5,750	5,750.00
PURCHASE OF SERVICES Total	386,606	404,599	367,473	347,150	365,150	365,150.00
SUPPLIES						
54200 OFFICE SUPPLIES	1,425	0	0	0	0	0.00
54311 PURCH ROAD MATERIAL	40,138	39,928	41,901	48,400	48,400	48,400.00
54312 STREET SIGNS	7,879	7,387	7,657	11,000	11,000	11,000.00
54313 SUPPLIES	5,924	10,600	8,410	10,600	10,600	10,600.00
54314 RADIOS 2-WAY (10)	2,415	1,500	2,500	2,500	2,500	2,500.00
54801 PURCH FUEL/OIL	175,435	139,277	227,762	90,750	102,700	102,700.00
55800 OTHER SUPPLIES	4,614	5,000	4,827	5,000	5,000	5,000.00
SUPPLIES Total	237,830	203,692	293,057	168,250	180,200	180,200.00
OTHER CHARGES & EXPENSES						
57300 DUES & MEMBERSHIPS	585	0	0	0	0	0.00
OTHER CHARGES & EXPENSES Total	585	0	0	0	0	0.00
CAPITAL OUTLAY						
58456 3 TRUCKS-1TON W/ PLOW	52,000	0	0	0	0	0.00
58901 SIDEWALKS	53,120	52,685	20,505	60,000	60,000	60,000.00
58920 REPAIR EQUIPMENT	12,552	0	0	0	0	0.00
58930 LAWN TRACTOR	0	23,942	0	0	0	0.00
58940 TRACKLESS TRACTOR	0	0	0	0	0	0.00
CAPITAL OUTLAY Total	117,672	76,627	20,505	60,000	60,000	60,000.00
Grand Total	1,702,766	1,666,227	1,587,561	1,607,130	1,685,758	1,685,757.79

SNOW & ICE

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51301 SNOW & ICE LABOR	117,734	59,588	123,499	85,000	85,000	85,000.00
PERSONAL SERVICES Total	117,734	59,588	123,499	85,000	85,000	85,000.00
PURCHASE OF SERVICES						
52901 SNOW & ICE EXPENSE	281,805	164,251	314,760	85,000	85,000	85,000.00
PURCHASE OF SERVICES Total	281,805	164,251	314,760	85,000	85,000	85,000.00
Grand Total	399,538	223,840	438,260	170,000	170,000	170,000.00



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**Section 7:
Planning and Development**

Parks Commission

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 dialog towards meeting the intent of the mission statement and marshal the resources within its powers to address the needs of the community.

FY 2012 ACCOMPLISHMENTS

- Completed Phase I of a project to beautify Joppa Park including installation of granite bollard fencing and rose hedge along perimeter of park. This phase of the project was funded in full by the Mayor Gayden W. Morrill Charitable Foundation
- Increased repairs and maintenance of safety issues including increased safety surfacing
- Coordinated with the Planning Department to install new sculpture amenities on the Clipper City Rail Trail
- Initiated renovation of the Bartlet Mall fountain
- Increased volunteer engagement
- Coordinated all-volunteer installation and maintenance of Rail Trail Gateway Gardens at Washington Street gateways, High Street gateway, and the Low Street Bridge underpass and an edible Labyrinth Garden, which provides trail users with edible blackberries, blueberries, tomatoes and peaches
- Utilized senior-citizen volunteer to monitor dog bag dispensers on Rail Trail
- Coordinated a well-attended volunteer fall cleanup of the Rail Trail, which will become an annual event
- Organized an expanded city wide Clean Sweep
- Continued work with the Planning Department on revision of the city's Seven Year Open Space and Recreation Plan
- Coordinated volunteer renovation of the Circular Garden at Cashman Park and replacement of spectator benches for Cashman courts
- Received a grant total of \$65,220 from the Mayor Gayden W. Morrill Charitable Foundation for beautification and improvement of city spaces
- Worked with the Pioneer League to further renovation of the ball fields at Lower Atkinson Common

- Renovate the badly deteriorated tennis courts at Atkinson Common using a combination of funds from the Mayor Gayden W. Morrill Charitable Foundation, fundraising efforts of the Atkinson Tennis Court Committee, and the Commission's operating budget
- Completed installation of a climbing net and volleyball net at Jason Sawyer Playground through volunteer services and coordination with Department of Public Services
- Worked with the mayor's office, Planning Department, Health Department, and City Councilors to establish a well-received off-leash program to balance the needs of dog owners and other parks users
- Worked with NYSA to begin a field improvement project at the Cherry Hill soccer fields
- Worked with Mayor's office, Molly Ettenborough and volunteers to establish a *Keep Newburyport Beautiful* initiative
- Enhanced the effectiveness of the Parks Commission by developing an increased presence within the city's organizational structure
- Improved ball field maintenance: completed revitalization of Perkins Park Ball Field and major repairs to infield at Cashman Park

FY 2012 GOALS NOT ACCOMPLISHED

- An updated Open Space and Recreation Plan (OSRP) was not submitted to the state, which hindered our ability to apply for state PARC grant funding; the OSRP is expected to be completed by July 2012
- A planned fundraiser was canceled due to lack of staffing and volunteer support
- While repairs were made and the level of wood fiber safety surfacing was increased, many safety repairs have not been made due to lack of funding

FY 2013 TRENDS

Two key challenges continue to face the Parks Commission: maintaining existing facilities with budgetary resources which fall short of what is required to keep up with the rate of deterioration of those facilities, and the lack of personnel hours to fully support execution of all parks management processes.

While the city continues to expand its parks facilities with the addition with parks such as 270 Water Street and future Rail Trail expansion, and donors look for capital improvements and beautification projects to fund, resources for overseeing implementation of improvements and maintaining those expansions do not increase.

The commission is addressing these issues by looking at fundraising opportunities which can provide a funding stream for yearly maintenance; by looking toward state and federal grant programs as a source of funding for improvement projects; by looking into establishing a private foundation to actively support the parks; and by working with the mayor's office to increase the Parks Coordinator position to full time over the next two years.

Parks Commission (cont.)

FY 2013 GOALS & OBJECTIVES

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

Objectives:

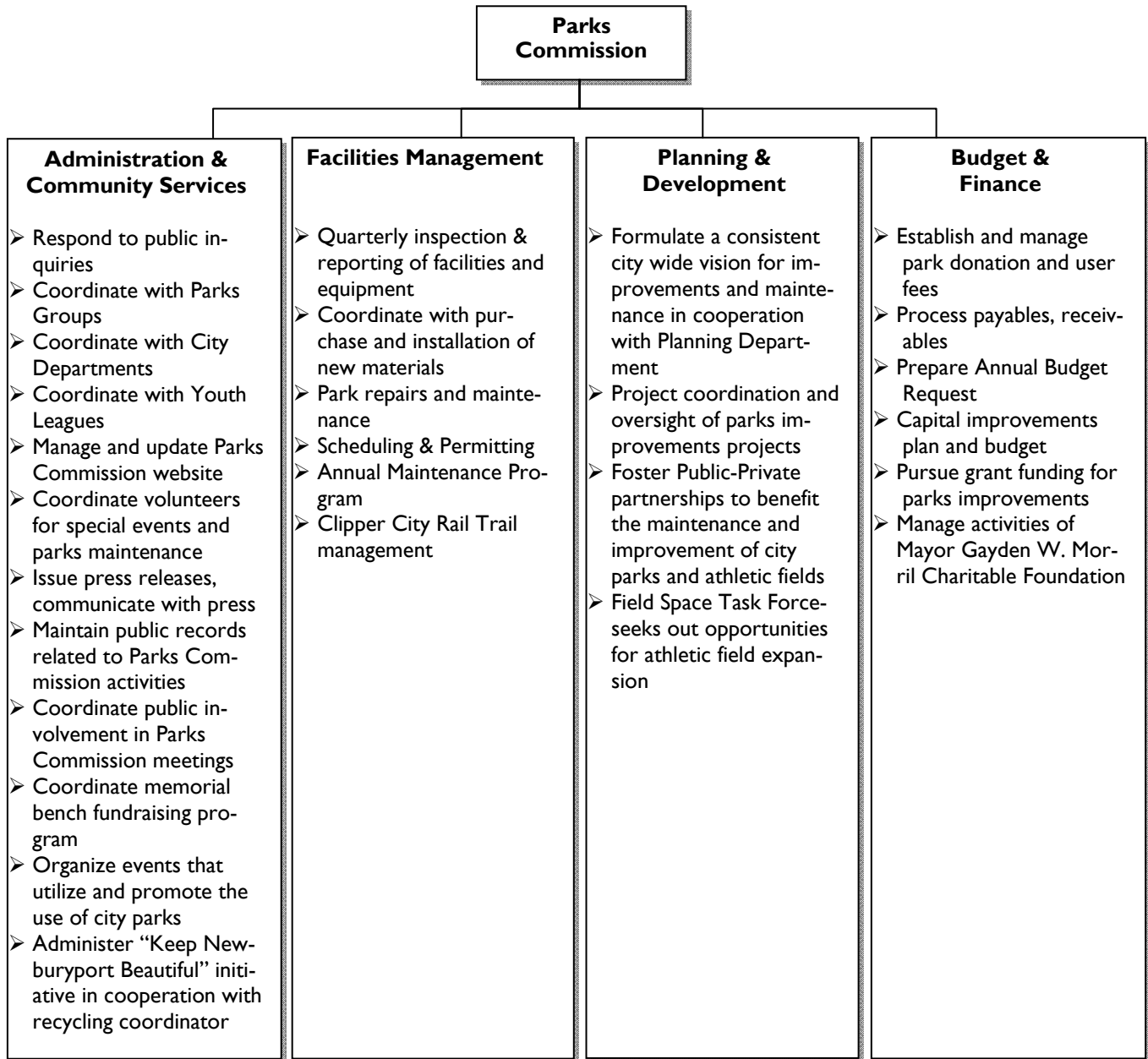
- Continue to foster public–private partnerships to support parks improvements and maintenance
- Seek new revenue streams through grant-writing and establishment of new fundraising opportunities
- Establish a 501(c)(3) foundation which will actively support city parks
- Continue to apply for parks improvement 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
- Seek additional athletic field space
- Seek ways to optimize use of existing field space
- Increase volunteer engagement in fundraising and parks improvement efforts
- Develop a plan for renovation of the Bartlet Mall fountain

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
- Identify potential programming for those groups not served by existing recreational programming such as Youth Services or Adult Education.

PROGRAMS & SERVICES



Parks Commission (cont.)

PERSONNEL SUMMARY

PARKS COMMISSION			
	FY 2011	FY 2012	FY 2013
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Parks Coordinator	0.35	0.5	0.57
Total Full-Time Equivalents:	0.35	0.5	0.57

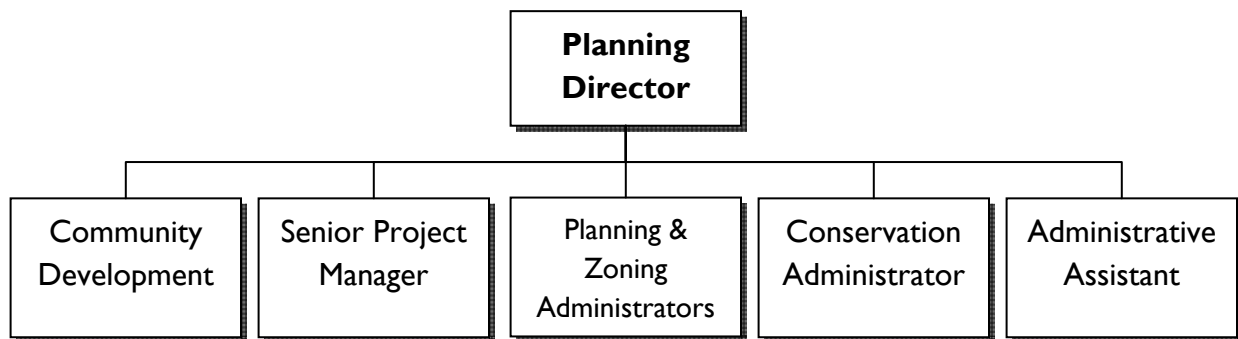
PARKS COMMISSION

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51166 PARK ADMINISTRATION	0	0	13,104	25,000	31,500	31,500.00
PERSONAL SERVICES Total	0	0	13,104	25,000	31,500	31,500.00
PURCHASE OF SERVICES						
52420 PARK MAINTENANCE	6,300	9,604	12,900	10,000	12,900	12,900.00
52421 MAINT-ATHLETIC FIELD	10,850	10,503	0	0	0	0.00
52422 BARTLETT MALL	1,500	1,450	1,470	1,470	1,470	1,470.00
52423 MOSELEY WOODS	8,000	7,500	492	500	500	500.00
52424 ATKINSON COMMON	8,000	7,500	5,000	3,000	3,000	3,000.00
52425 WATERFRONT TRUST	3,000	2,750	1,000	0	0	0.00
52426 RAIL TRAIL	0	0	8,247	7,000	7,000	7,000.00
PURCHASE OF SERVICES Total	37,650	39,307	29,108	21,970	24,870	24,870.00
SUPPLIES						
55800 OTHER SUPPLIES	0	10,000	30,000	5,000	5,000	5,000.00
SUPPLIES Total	0	10,000	30,000	5,000	5,000	5,000.00
Grand Total	37,650	49,307	72,212	51,970	61,370	61,370.00

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 2012 ACCOMPLISHMENTS

- Drafted **seven zoning amendments** for City Council review and approval, to address a number of legal and development-related issues throughout the City.
- Oversaw **permitting of the Port Rehab/Whittier Healthcare facility**, expected to begin construction this year.
- Oversaw **permitting of the Oleo Subdivision** off Russell Terrace, now under construction.
- Oversaw **permitting of expansions and renovations to Anna Jaques Hospital**, now under construction.
- 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.
- Consulted with DPS in a **comprehensive study and mitigation plan for flooding conditions** in the Newburyport Business Park (formerly referred to as the “industrial park” or NAID properties).
- Worked with the **Chamber of Commerce and Newbury Business Park** owners to create a new “association” that will allow for greater coordination in the park, while providing a single entity to obtain permitting necessary to conduct regular maintenance of the drainage swales in the park.

- 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.
- Continued to address design issues and seek funding for the construction of a new **roundabout** (safety & pedestrian improvements) at the Moseley/Spofford intersection.
- Worked with the Conservation Commission to ensure timely and complete permitting for construction of the **Whittier Bridge/I-95 Improvement project**, including the associated bike path.
- 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.
- Worked to **review and permit several building projects on Storey Ave**, including a new bank, pharmacy, and office building, along with open space preservation, and traffic improvements which will greatly improve this gateway/corridor.
- 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.
- Hired a **housing consultant, Karen Sunnarborg Consulting / Abacus Architects & Planners** to assist with the development of a an **Affordable Housing Production Plan**, required by some state programs.
- 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 Housing Authority's Milk Street property and at the Link House. Committed City and regional HOME funding to the YWCA's project to provide additional 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.
- Worked to ensure that the **Newburyport Affordable Housing Corporation completed construction at the Woodland and Titcomb Street** properties so that these units are now fully occupied and available to those in need of affordable housing.
- 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.

Planning and Development (cont.)

- 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 reviewed a draft license agreement with National Grid, so that the City may use this area as a passive expansion of the adjacent Perkins Playground.
- Hired a consultant, **Brown Walker Planners, Inc.**, to assist with update of the **City's Open Space and Recreation Plan** as required by state grant programs.
- Hired 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 the design, permitting and implementation of all aspects of the **unified downtown parking program**, including negotiations 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.
- Hired a **lighting consultant, Ripman Lighting Consultants, Inc. to design lighting improvements on Inn Street** which will improve overall aesthetics and safety after dark. Prepared plans for renovations to the brick "turret" stairwells providing access to the raised concrete walkway, so that they will be more open to the larger plaza. Bid the project and executed a contract to complete this work before summer 2012.
- Applied for Community Preservation Funds from the Community Preservation Committee (CPC) to complete upgrades to the Inn Street Fountain in 2012.
- **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** through the adaptive reuse of the Bresnahan Elementary School. Developed schematic plans, cost estimates and performance specifications for the completion of this project, and a vote by residents later this year. Coordinated site planning issues with the School Building Committee and their Architect for a new Bresnahan Elementary School.
- Hired a **new Conservation Administrator (Agent), Julia Godtfresen**, to work with residents, businesses and developers when coordinating permit requirements, and to advise the Commission accordingly.
- Drafted a comprehensive **Wetlands Protection Ordinance** for review and approval of

the City Council to better protect wetland resource areas not only on Plum Island, but throughout the City.

- Permitted and constructed the **55th Street Beach Access Walkover**. Sand ramps were added at 53rd, 55th and 57th Streets to provide safer pedestrian access at those locations.
- 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. Army Corp funding is now secured to complete the South (Newburyport) Jetty repairs in 2012 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 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 oblique Pictometry images;
- Coordination with **FEMA and New England Development (NED) regarding the appeal and approval of map changes** along the waterfront which will impact redevelopment potential, particularly within the Waterfront West Overlay District.
- Coordination with the Merrimack River Beach Alliance (MRBA), Beach Management Committee, Newbury and Salisbury, state and federal officials during the **Merrimack River channel dredging project** and oversight of beach nourishment and dune stabilization work by private contractors.
- Development of a **Capital Improvement Plan and Program (CIP)** in coordination with the Mayor and Director of Policy and Administration.

FY 2012 GOALS NOT ACCOMPLISHED (DELAYED)

- **Initiation of the City's 10-year Master Plan Update.** This project was delayed for several reasons, but will be initiated in 2012 (FY12 – FY13). Reasons for the delay are as follows:
 - Lack of funding
 - Significant reduction in staff, resulting in greater workloads for existing staff
 - Awaiting final and comprehensive Census 2010 data updates for inclusion in the plan.

Planning and Development (cont.)

- **Finalize Development Regulations for the MBTA-area 40R “Smart Growth” District.** This project was delayed because the MBTA has not yet released the Invitation for Bid (IFB) required for the selected developer.
- **Review Development Plans for the Waterfront West Overlay District.** New England Development (owner of these properties) has not yet submitted project plans for review or approval), due in part to the economic downturn in recent years.

FY 2013 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 2013:

- 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 likely to increase gradually as we move into FY’12. The relative level of buildout in Newburyport reduces the number of large-scale projects that the City will need to review and permit in future years. Two notable exceptions are the anticipated Waterfront West development by New England Development and the 40R Smart Growth District at the MBTA Commuter Rail Station. This trend may temporarily reduce the amount of staff time necessary to review and process permit applications thus allowing more time and resources to be devoted to monitoring of outstanding development projects, the management and implementation of community preservation projects, affordable housing programs and capital improvement projects, as well as the development of long-range plans.
- The number of long-range plans, capital projects and initiatives that the City will (or should) be undertaking and implementing in FY’13 and future years will continue to be significant. Additional staff time should 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 should be devoted to rewriting applicable ordinances and regulations.
- Increased use of technology should 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 2013 GOALS AND OBJECTIVES

Goal 1: Implement the recommendations of the 2001 Newburyport Master Plan, 2003 Waterfront Strategic Plan, 2004 Strategic Land Use Plan and 2005 Open Space Plan as adopted by the City Council.

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 Lord Timothy Dexter Industrial Green;
- 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 developing and implementing a downtown parking management plan.
- Develop a new seven-year Open Space and Recreation Plan (OSRP).
- Develop a new Affordable Housing Plan (Housing Production Plan).
- Develop a ten-year update to the 2001 Master Plan guidance document, including 2010/2011 Census data.

Goal 2: Implement capital improvement projects.

Objectives:

- Work with the Mayor's Office, Newburyport Redevelopment Authority, Waterfront Trust, and others toward funding design, permitting and redeveloping a portion of the central waterfront through the Maritime Park initiative project;
- Provide advance planning for the next phase of the combined Harborwalk/Clipper City Rail Trail initiative through securing rights-of-way and fundraising toward design and permitting);
- Facilitate CPA funded projects;

Planning and Development (cont.)

- Seek construction funding for universal access improvements to City Hall and implement as funding becomes available;
- Seek construction funding for the Commercial Fish Pier Dredging project, and implement as funds become available;
- Assist Mayor's office and others with the Senior Center initiative;
- Assist the Mayor's office and others with the intermodal parking facility project;
- Assist Mayor's office and others with continued planning for the future use and improvements to the Kelley School building;
- Assist, as needed, in project management of CPA-funded projects;
- Assist the Mayor's office with development and of a city-wide capital improvement program (CIP) and ensure yearly progress in funding and implementing the recommendations of 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 relocated Towle Barn.

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 feedback from Boards and Commissions and schedule periodic joint meetings between Boards and Commissions with overlapping permitting responsibilities and jurisdiction over similar land use applications.

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 land use applications to the Planning Board and/or Zoning Board of Appeals that will supplement affordable housing opportunities in the City;
- Manage a \$150,000 CPA grant to the Housing Rehabilitation Program;
- 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:

- Prepare a City-wide Wetlands Protection Ordinance for City Council consideration, and ensure public outreach both prior to and after its adoption;
- 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, boardwalks, stairs, mobi-mats, etc.
- 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.

Planning and Development (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

PLANNING DEPARTMENT			
Position	FY 2011 <u>Actual</u>	FY 2012 <u>Actual</u>	FY 2013 <u>Budget</u>
Director of Planning & Development			
Senior Project Manager			
Planning & Zoning Administrator		0.69	
Administrative Assistant			
Conservation Administrator	0.86	0.54	0.54
Total Full-Time Equivalents:	4.86	4.23	4.54

PLANNING AND DEVELOPMENT

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL PLANNING DIRECTOR	76,231	70,172	84,040	80,111	80,111	80,111.00
51102 SAL PLANNER	43,138	41,950	52,155	37,959	31,155	31,155.16
51103 SAL PROJECT PLANNER	64,687	66,814	65,980	67,300	67,300	67,300.35
51104 SAL ADMIN ASSIST	46,899	47,751	49,272	50,258	50,258	50,258.00
51105 CONSERVTN COMP/T	39,936	35,000	35,000	0	23,062	23,062.20
51401 LONGEVITY	0	0	0	0	0	0.00
51407 EDUCATION CREDITS	0	0	0	700	700	700.00
53001 PROF SVC	5,000	0	0	3,000	0	0.00
PERSONAL SERVICES Total	275,890	261,686	286,448	239,327	252,587	252,586.71
PURCHASE OF SERVICES						
53003 GIS	0	0	0	8,000	10,000	10,000.00
PURCHASE OF SERVICES Total	0	0	0	8,000	10,000	10,000.00
SUPPLIES						
52701 COPY MACHINE LEASE	2,900	2,465	3,000	3,208	3,500	3,500.00
54200 OFFICE SUPPLIES	1,900	1,900	1,675	1,675	1,675	1,675.00
55800 OTHER SUPPLIES	1,000	874	844	875	875	875.00
SUPPLIES Total	5,800	5,240	5,519	5,758	6,050	6,050.00
Grand Total	281,690	266,926	291,967	253,085	268,637	268,636.71

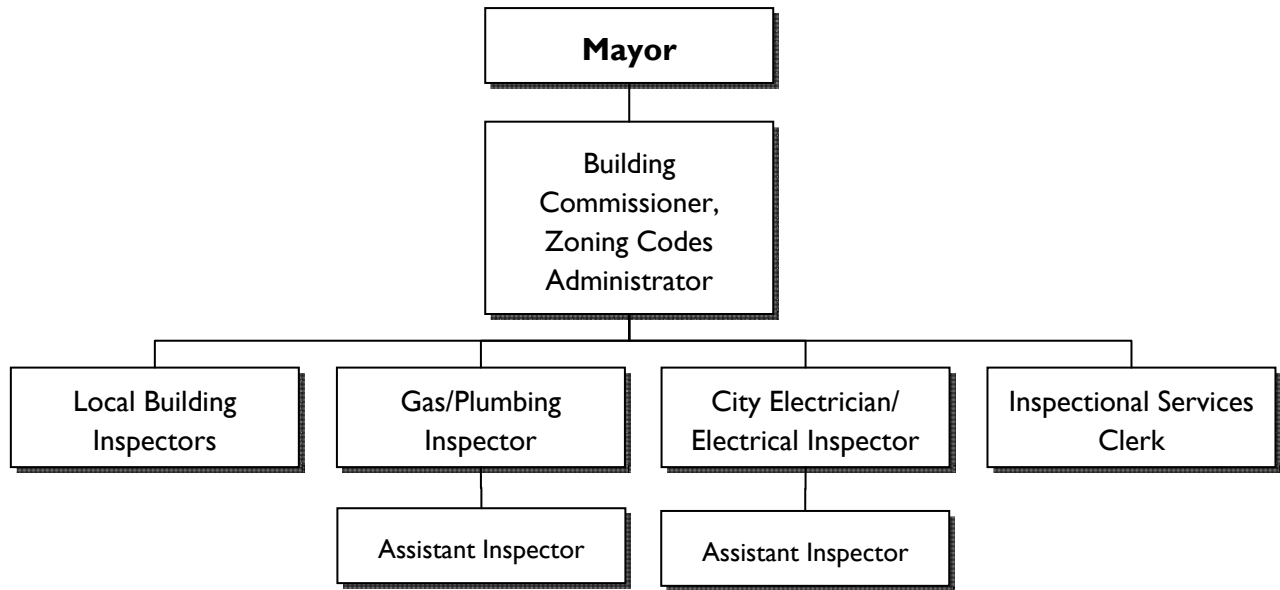
LICENSING COMMISSION

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51164 PR CLERICAL SVC	5,340	5,340	4,760	5,340	5,340	5,340.00
PERSONAL SERVICES Total	5,340	5,340	4,760	5,340	5,340	5,340.00
OTHER CHARGES & EXPENSES						
57809 GENERAL EXP	652	669	146	1,500	1,500	1,500.00
OTHER CHARGES & EXPENSES Total	652	669	146	1,500	1,500	1,500.00
Grand Total	5,992	6,009	4,906	6,840	6,840	6,840.00

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 2012 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 the year 1978
- Maintained City streetlights, traffic signals and electrical infrastructure and are in the process of replacing two major transformers for traffic signals in Market Square and the other is at the corner of State and Pleasant Streets.
- The Building Department issued (694) permits for new buildings, additions, alterations, which is a 22.3% increase over fiscal year 2011.
- Participated in approximately a couple thousand on site inspections including complaints, homeowner requests, zoning clarifications and emergency requests. The Department also

issued (481) electrical permits (16.2% increase), (422) gas permits (12.1%) increase, (395) plumbing permits (14.2%) increase.

- Accomplished permit streamlining of sign, pool and woodstove applications all online and the inter office sharing of the Building Departments information and data through MIMAP.
- Updated The Building Department's web page to reflect the current changes.
- Implemented the Stretch Code.

FY 2013 TRENDS

The national economic downturn has not had as severe an impact in the Building Department as in other communities in 2012. The Department was able to produce revenue for the general fund and create new growth. It is also apparent that more homeowners and builders are becoming savvy in the permitting process; within the confines of the law their applications are presented in such a way as to allow for the least amount of overview from the City and its Boards. Therefore more projects are actually being started and accomplished in the City creating greater revenues and growth. This all bodes well for the City's economic engine in FY'13.

FY 2013 GOALS AND OBJECTIVES

Goal 1: Modernize the in the field inspectional service for gas, plumbing, electrical and building

Objectives:

- Introduce a mobile device like net books in the Departments field inspectional service to Inspectors to download inspectional reports directly into the Building Departments properties data bank to be shared within the City and to the Public through MIMAP.
- Implement storage and warehousing system for all archived building paperwork, including the scanning of documents to provide easy access for the staff and the public. This will be a multi-year project.

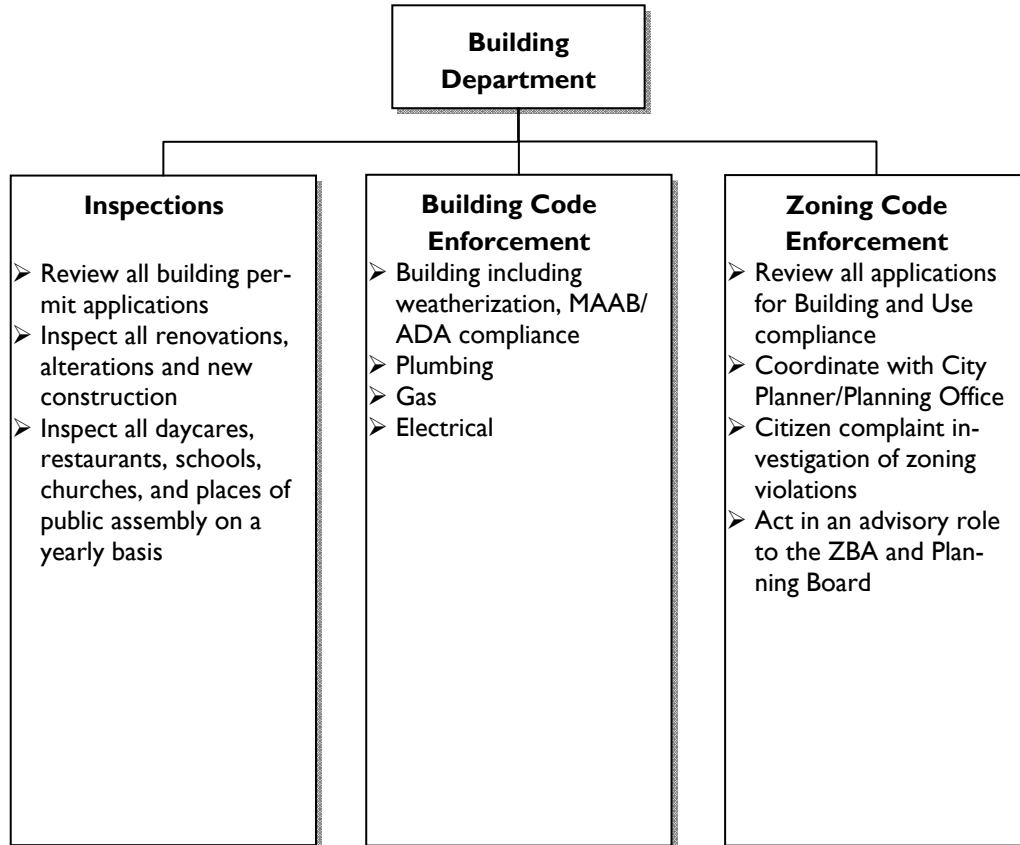
Goal 2: Develop a plan in collaboration with the Mayor's Office and Planning Department to update and revise the City's zoning code

Objectives:

- Expand monthly working group to include additional members
- Evaluate potential of using consultant services
- Prioritize zoning changes needed

Building Department (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

BUILDING DEPARTMENT				
	FY 2011	FY 2012	FY 2013	
Position	Actual	Actual	Budget	
Building Commissioner	1	1	1	
Administrative Assistant	1	1	1	
Inspectional Services Clerk*	1	1	1	
Electrical Inspector*	1	1	1	
Plumbing/Gas Inspector*	1	1	1	
Total Full-Time Equivalents:	5	5	5	

*Funded by Inspections/Fees

BUILDING DEPARTMENT

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL BLDG INSPECTOR	68,164	72,515	73,965	73,965	73,965	73,964.81
51103 SAL ADMIN SECRETARY	46,499	48,121	49,083	49,085	49,085	49,085.40
51401 LONGEVITY	5,059	5,059	5,059	5,112	5,112	5,111.80
51402 TRAVEL EXP STPND	3,600	3,700	4,472	4,600	4,600	4,600.00
51412 CLOTHING ALLOWANCE	0	250	250	250	250	250.00
PERSONAL SERVICES Total	123,322	129,645	132,830	133,012	133,012	133,012.01
PURCHASE OF SERVICES						
53010 INSPECTOR SERVICES	4,184	0	0	0	0	0.00
53401 PRINTING	750	165	694	750	750	750.00
55800 MISC EXPENSE	575	278	575	575	575	575.00
PURCHASE OF SERVICES Total	5,509	443	1,269	1,325	1,325	1,325.00
Grand Total	128,831	130,088	134,098	134,337	134,337	134,337.01



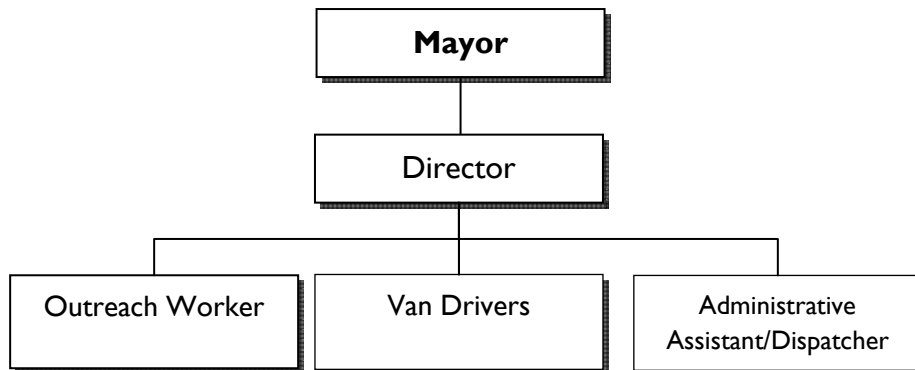
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**Section 8:
Social Services**

Council on Aging

MISSION STATEMENT

The mission of the **Newburyport Council on Aging** – as stated on the front page of every edition of the monthly newsletter - 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 2012 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 postage)
- Selected architect Sterling Associates & EGA for senior center design services
- Acquired third van to supplement Transport Program
- Increased visibility thru efforts of COA Board members as calls to COA office have increased by 5%
- Planned, designed and implemented a weekly Drop In program that has provided socialization, camaraderie, and reassurance to isolated, high risk elders

FY 2012 GOALS NOT ACCOMPLISHED:

Unable to finalize senior center plans due to project site change

FY 2013 GOALS AND OBJECTIVES

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

Objectives:

Vehicles

- Share a new van with Salisbury COA, increasing the NBPT fleet from 2 to 3 vans
- Replace the oldest van in the fleet at 100,000 miles 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;
 - ◊ Cable – channels 9-10
 - ◊ 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:

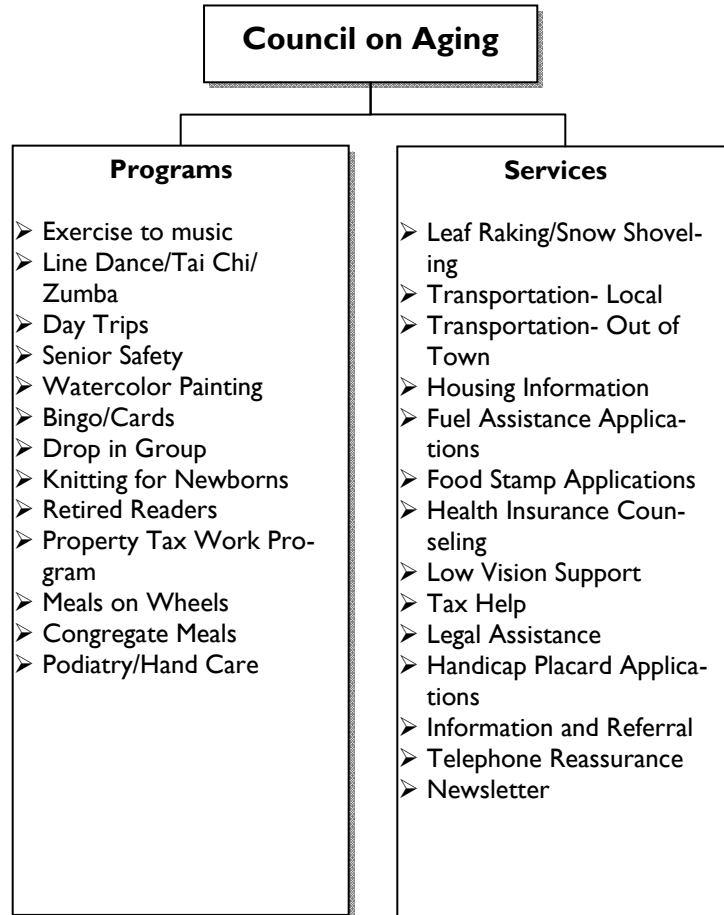
- Develop consensus among stakeholders around scope and location of project
- Complete Design and Funding Procurement for a senior center.
- Offer a series of public meetings to review project renderings
- Work with Friends of Newburyport COA to solicit funding from banks, foundations and individuals

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			
<u>Position</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Budget</u>
COA Director	1	1	1
Driver	2	2	2
Administrative Assistant	1	1	1
Total Full-Time Equivalents:	4	4	4

COUNCIL ON AGING

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL COA DIRECTOR	55,084	55,084	56,186	55,084	55,084	55,084.00
51156 SAL VAN DRIVERS	64,644	67,861	75,915	76,418	76,418	76,418.00
51164 SAL RECEPTIONIST	32,893	33,580	33,473	35,604	35,604	35,604.00
51401 LONGEVITY	4,189	4,145	4,496	4,496	4,496	4,496.00
51404 TRAVEL EXP STPND	1,020	3,025	3,300	3,940	3,940	3,940.00
51405 CLOTHING REIMBURSEMENT	600	600	600	600	600	600.00
PERSONAL SERVICES Total	158,430	164,295	173,970	176,142	176,142	176,142.00
PURCHASE OF SERVICES						
52340 DUES/LICENSES/SUBSCRIP	250	0	0	0	0	0.00
52403 MAINT-VEHICLES	4,500	3,796	2,552	4,500	4,500	4,500.00
52701 BUILDING RENT	14,400	14,400	14,400	14,400	14,400	14,400.00
PURCHASE OF SERVICES Total	19,150	18,196	16,952	18,900	18,900	18,900.00
SUPPLIES						
54200 OFFICE SUPPLIES	1,000	845	996	1,000	1,000	1,000.00
54801 FUEL/OIL VEHICLE(S)	6,500	1,000	1,000	3,500	3,500	3,500.00
SUPPLIES Total	7,500	1,845	1,996	4,500	4,500	4,500.00
Grand Total	185,080	184,336	192,918	199,542	199,542	199,542.00

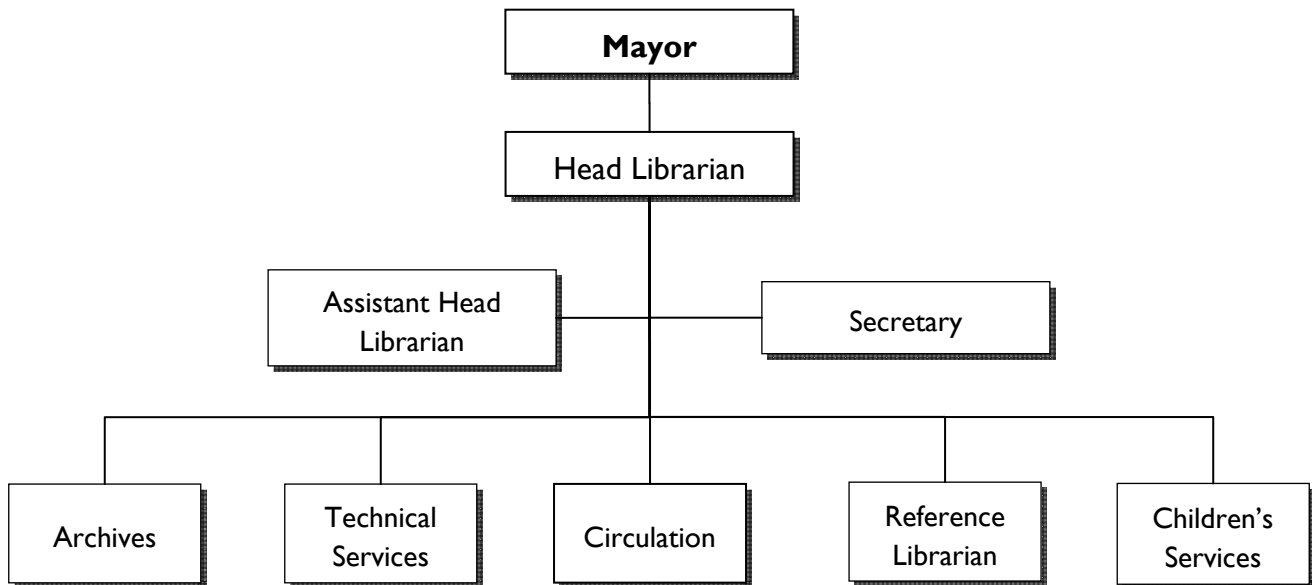


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Library

MISSION STATEMENT

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



FY12 ACCOMPLISHMENTS

Two major accomplishments for the year were:

- The Library’s migration, with the Merrimack Valley Library Consortium, to an “open source” ILS, Evergreen. This transition included much staff retraining and patron education. Included in the new ILS are a new staff module for circulation and cataloging as well as a new patron catalog.
- As an outgrowth of the long range planning process, a space planning consultant was engaged to study several collections and areas of the building. A final report was presented to the Library Board and the Friends of the Library Board in June. The first initiative of the space plan was completed during the summer. This involved consolidating all of the various interlibrary loan activities into an enlarged space which had previously been used by the Friends of the Library. Interlibrary loan operations have become more streamlined and efficient due to this change. The Friends’ office relocated to the 3rd floor office space previously used by the ILL librarian. A second phase of the space plan implementation, the reorganization of the 2nd floor Reference Area, is currently underway.

Other Accomplishments:

- There were 280,934 visits to the library during FY11 and heavy usage continues during the first half of FY12.
- Total circulation of physical materials was 347,344 in FY2011, with the largest increases in DVD and books on CD. Ebook circulation is growing rapidly, aided by the availability of Overdrive titles to Kindle users. Download totals for FY11 were 1,725.
- Staff answered over 17,935 reference questions
- Library participated in national and Massachusetts Snapshot Day
- An upgrade to the library's wireless connection enabled reliable access to many more users
- The library received 38,286 items on interlibrary loan and loaned 28,945 items to other libraries.
- Staff benefited from quarterly staff workshops and additional opportunities for staff development. Much training took place for the transition to the new ILS
- The Head Librarian served on the Newburyport Literary Festival steering committee and the library was the venue for the teen and children's authors
- Provided 328 programs for children, 68 for teens and 66 for adults. Book clubs and film clubs continue in popularity
- An adult summer reading program was implemented, joining those for children and teens
- Constant Contact subscription used for summer and vacation online program signup
- The Massachusetts Library System (MLS) joined the national Collaborative Summer Library Program which has been implemented in all fifty states. MLS also co-sponsored summer reading with the Boston Bruins to provide free summer reading logs and promotional materials to Massachusetts libraries.
- A new bi-weekly program for non-walking babies and their caregivers has proved extremely popular. Attendance is 9-12 families per session
- Instituted "Book Buddies" club for grades 1-3 and "Bring Your Own Book Club" for teens
- New members joined the Teen Advisory Group who offer program and materials suggestions and assist with children's programs
- Teen librarian continued outreach to Dare Family services and Jeanne Geiger Center
- Average 44 active volunteers each month
- Bar code duplication process is well underway in preparation for the Massachusetts Li-

Library (cont.)

brary System's automated materials handling. Several collections completed

- Upgraded hardware and software for public PC and print management
- Updated video surveillance monitor and network software
- Obtained new public scanner with ability to scan items to Word and Excel
- Added wireless access point in Teen Loft/Reference Area
- Launched Facebook page and established Flickr account
- Extensive repairs made to the HVAC system, particularly in the Archival Center
- Self-check stations were installed at the main and children's public service desks and patrons are finding them a convenient service option. More than 6,000 items were checked out this way during the months of November and December
- Carpeting was replaced on the center stairway and all landings, with State Aid funding
- Capital Plan prepared for additional carpet replacements and roof repairs.
- Secured funding to purchase microfilm reader/printer/scanner
- The Archival Center acquired an important collection of art photographs as well as a monetary donation for archival quality matting and exhibition
- The MA Board of Library Commissioners' datalogger project for measuring temperature and humidity in several areas of the building was completed
- Celebrated 10th anniversary of library re-opening after building renovation/addition project

FY 2012 GOALS NOT ACCOMPLISHED

A plan to host an exhibit this fall of the Fran Dalton photographs that had been donated to the library's Archival Center was delayed, due to extra time needed to matt a selection of the photos and the necessity of obtaining a proper hanging system. This exhibit is now tentatively scheduled for June 2012.

Online program registration became a reality, but an email PR system has still not been worked out. With a necessary, but all-encompassing focus on the Merrimack Valley Library System's move to an open source ILS, Evergreen, some other objectives were moved down in priority. Work will be picked up on these in the coming year. A comprehensive space plan was completed and the desired elements will be implemented through a prioritized plan. There is still hope for a library connection to the city network. An upgrade to the phone system will

not likely take place this year. A fire drill and an update to the disaster preparedness plan are overdue. The Head Librarian will take up in earnest two deferred goals: 1. To make use of scheduling software to more efficiently schedule staff at public service desks 2. To formally meet with each staff member once/twice per year.

FY 2013 TRENDS

Three trends are influencing and will continue to influence, library usage and decision making. The first is the move to an open source, integrated library system (ILS). The Merrimack Valley Library Consortium undertook this migration last May. Two other Massachusetts Networks will be following this lead, in a tri-network, grant-funded project. Once this is complete, a governance structure will be worked out among the three networks for operations going forward. There is a long term vision for all MA library networks to adopt the same ILS, resulting in more streamlined and consistent procedures and policies for the public.

The second trend is proliferation of ebook readers and tablet devices and the availability of ebook content. Through MVLC, Newburyport Public Library subscribes to Overdrive downloadable and ebook service and pays a yearly subscription assessment. Prior to this year, Overdrive titles were available to users of most ebook readers, but not Amazon's Kindle. This year, Amazon made ebook titles available through Overdrive, causing a steep increase in the number of Overdrive downloads. To meet demand for popular titles, most libraries in the MVLC pledged additional subscription money to the Overdrive shared collection. Concurrently, most libraries have experienced a decline in their print circulation. Next year, the Newburyport Public Library's allocation of funding for print materials will be reduced in order to better fund the demand for additional ebook titles and copies.

Fiscally, the continuing challenge is maintenance of a building with complex systems whose newest wing is now more than ten years old. HVAC needs are frequent and expensive. The library has been fortunate to qualify for state aid payments totaling almost \$12,000 annually. Meeting the state's municipal appropriation requirement for state certification will require a minimum budget increase of \$7,145 over the FY12 budget.

The library continues to rely heavily on funding from the Friends of the Library for its computers and related hardware and software. Public computers remain in near constant use. An upgrade to the library's wireless connection this year has resulted in even greater usage of laptops and other mobile devices. The trend is for staff to depend less on traditional print reference books to assist patrons and more on online databases and websites. More and more, staff members need to be information technology specialists to assist patrons with their growing variety of informational needs. To better support these new ways of providing service, a project is underway to reorganize the Reference department with a streamlined book collection, a relocated and more visible public service desk and new staff office space. The target

Library (cont.)

date for completion of this project is the beginning of fiscal year 2013.

Although the print circulation has declined slightly, attendance is the library continues to grow as patrons avail themselves of computer services, public meeting rooms, quiet study spaces and community areas. We will continue to evaluate the best ways to serve the public in this new information age.

FY 2013 GOALS AND OBJECTIVES

Goal 1: The community will interact with a friendly, well-trained staff, dedicated to customer service

Objectives:

- Foster two-way communication and feedback through regular one-on-one meetings between Head Librarian and staff members (1-2 x/year)
- Encourage staff to take advantage of continuing education opportunities through MVLC and MLS, particularly the BLT (Basic Library Techniques) curriculum
- Four “all-staff” meetings will be held, with an education component, for which staff may suggest topic ideas
- Explore additional social networking tools for staff
- Provide appropriate training for staff Technology Skill Checklist
- Director will provide substitute coverage to enable regular departmental staff meetings
- Provide funding for staff to attend MA Library Association conference
- Within a space plan, try to create additional staff work/office space
- Head Librarian and Assistant Head Librarian will hold a staff appreciation luncheon and a volunteer appreciation coffee

Goal 2: The community will have access to materials and opportunities that promote lifelong learning under the guidance of trained and professional staff

Objectives:

- Evaluate media formats and locations
- Continue to select, purchase and catalog a high quality collection of materials in all formats within budgetary limitations
- Allot additional funds for Overdrive ebook collection

- Evaluate and modify, if necessary, online database offerings
- Heavily weed reference collection to keep most relevant materials and to provide space for the 2nd floor reorganization project
- Relocate/construct a new reference desk in a more visible, customer friendly location
- Implement self-pickup of reserve items
- Relocate public PCs and printer from 3rd floor Technology Center to 2nd floor computer area
- Consolidate points of service to allow two staff members to be scheduled in the Information Services and Children's Departments during most open hours
- Continue to broaden program offerings for adults, with at least two programs per month on varying topics
- Continue offering class space to Newburyport Adult Education and Lifelong Learning Lyceum

Goal 3: 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
- Children's and teen librarian will continue collaboration with schools for curriculum support and summer reading list preparation
- Purchase multiple copies of reading list titles
- Continue to host regular public and private school visits/tours
- Re-label the picture book collection
- Expand program offerings for children, teens and "tweens"
- Hold monthly meetings and encourage input from Teen Advisory Group
- Collaborate with city's Youth Services when possible

Goal 4: To make the best use of technology to provide excellent customer service and maximize staff efficiency

Objectives:

- Staff members will continue to serve on MVLC standing and ad hoc committees
- In accordance with the library's technology plan, replace/upgrade public and staff comput-

Library (cont.)

ers and related equipment and software

- Complete barcode duplication project
- Participate in online payroll/attendance submission, when available
- Use MUNIS for account inquiries/payments, when available
- Request NAID funding for a specific technology project

Goal 5: Patrons will view the library as a community hub and primary source of general and local information

Objectives:

- Head Librarian to continue meeting monthly with city Social Services Committee and Cultural Alliance Roundtable members
- Partner with the Council on Aging to offer at least one program for older adults
- Serve as the venue for children's and teen programs during the Newburyport Literary Festival
- Provide rehearsal and concert space for the Newburyport Chamber Music Festival
- Re-configure bulletin board area to provide additional space for non-profit organization information/publicity
- Offer instructional sessions on the use of the library databases
- Offer workshops on ebook downloading

Goal 6: The public will be aware of and use the many and varied services available to them at and through the library

Objectives:

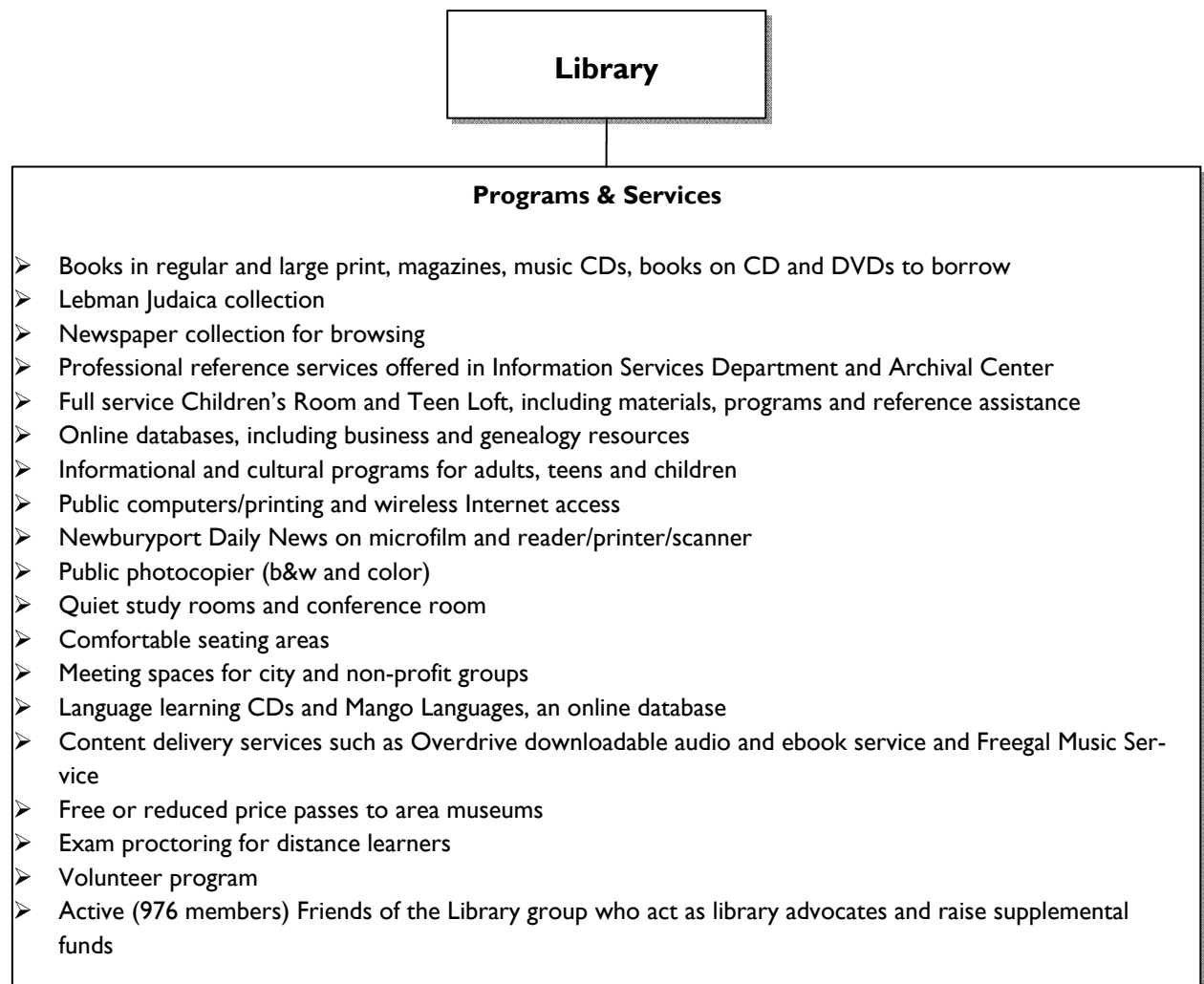
- Form committee to study a website update
- Make use of PortMedia services and training to promote library programs/services
- Head Librarian will speak at Rotary Club and other venues, as possible
- Create informational brochures highlighting specific services
- Train staff in front line marketing strategies
- Solicit volunteer assistance to create a new library logo/tagline

Goal 7: Universal access to services will be offered in a comfortable, clean, safe building

Objectives:

- Prioritize space plan recommendations
- Steam clean carpets and upholstered furniture, per schedule
- Update/revise the disaster preparedness plan
- Work with the fire department to conduct a fire drill
- Begin implementation of recommendations from datalogger project, including construction of a door between the Archival office and storage area for humidity control

PROGRAMS & SERVICES



Library (cont.)

PERSONNEL SUMMARY

LIBRARY			
Position	FY 2011 <u>Actual</u>	FY 2012 <u>Actual</u>	FY 2013 <u>Budget</u>
Head Librarian	1	1	1
Assistant Head Librarian	1	1	1
Custodian	2	2	2
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	23

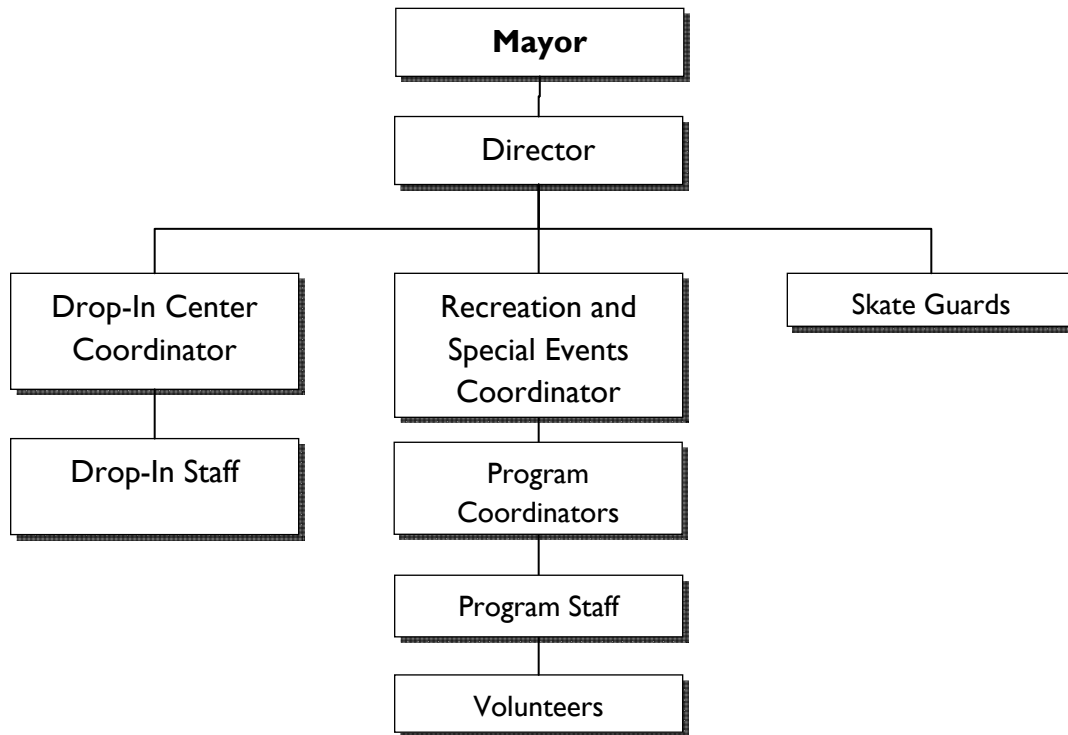
NEWBURYPORT PUBLIC LIBRARY

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL LIBRARIAN	82,770	77,651	79,204	80,640	81,226	81,226.00
51156 SAL STAFF	768,698	802,208	826,669	858,636	863,115	863,115.00
51320 EDUCATION CREDITS	400	0	0	0	0	0.00
51401 LONGEVITY	18,359	15,051	15,467	15,981	11,548	11,547.69
51405 CLOTHING REIMBURSEMENT	1,200	1,200	1,200	1,200	1,200	1,200.00
51901 RETIREMENT EXP	36,227	0	0	0	0	0.00
PERSONAL SERVICES Total	907,654	896,110	922,541	956,457	957,089	957,088.69
PURCHASE OF SERVICES						
52101 HEAT/ELECTRICITY-MB	87,709	79,485	80,909	88,000	94,000	94,000.00
52102 HEAT/ELECTRICITY-SEB	1,650	1,059	1,900	0	0	0.00
52401 MAINT-BLDG (MAIN)	6,800	7,500	8,000	7,500	7,000	7,000.00
52402 MAINT-EQUIPMENT	7,130	8,270	9,150	9,260	12,050	12,050.00
52403 LICENSING & WARRANTY F	19,250	20,210	20,065	20,540	21,869	21,869.00
52901 AUTOMATED SVCS	44,824	46,346	47,084	47,665	49,321	49,321.00
53010 BINDING	1,020	719	653	450	400	400.00
53015 MICROFILM	1,405	1,008	1,378	1,140	1,500	1,500.00
53020 YOUTHS PROGRAMS	600	700	690	1,500	1,500	1,500.00
55101 AUDIO-VISUAL MATERIAL	15,000	15,550	25,000	16,000	17,625	17,625.00
55102 PURCHASE BOOKS	100,000	106,000	104,990	93,300	91,000	91,000.00
55800 ADMIN EXPENSE	2,188	1,334	2,661	1,338	1,075	1,075.00
55801 SUPPLIES	7,640	7,355	9,200	6,540	6,500	6,500.00
PURCHASE OF SERVICES Total	295,216	295,536	311,680	293,233	303,840	303,840.00
OTHER CHARGES & EXPENSES						
57300 DUES & MEMBERSHIPS	295	0	0	0	0	0.00
OTHER CHARGES & EXPENSES Total	295	0	0	0	0	0.00
Grand Total	1,203,166	1,191,645	1,234,221	1,249,690	1,260,929	1,260,928.69

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 2012 ACCOMPLISHMENTS

- Expanded **summer** programming to serve 916 participants in 37 programs (**a participant decrease of 3%**)
- Completed fall and winter programming with 321 youth
- Held 5 events: Guy's night out, Girl's Night Out, summer family BBQ, Asset Awards, YRBS Forum, Youth Speak Out, Duck Derby
- Increased membership at the Middle School Drop-In to over 70 participants (**an 18% increase**)
- Conducted 2 youth retreats, continued the Youth Council and established Youth for Youth
- Summer 2011 took in over **\$93,000**
- Met all objectives of YR 6 of the **Drug Free Communities** grant and completed all grant requirements successfully

- Acquired **\$7500** in funding for a 12 passenger van lease
- Awarded **\$125,000** in Year 7 Federal Drug Free Communities (DFC) Support Program Grant
- School Age Care contract estimated at **\$10,000 revenue** for FY12

FY 2012 GOALS NOT ACCOMPLISHED

- Develop a partnership with the DARE house to offer mommy and me programs
- Continue focus on lifelong sports/activities
- Offer day time early education programming
- New 5 year plan is not complete yet

FY 2013 GOALS AND OBJECTIVES

Goal 1: Evaluate and improve existing programs

Objectives:

- Increase current number of participants by 5%
- Offer online registration services to families

Goal 2: Expand social service supports

Objectives:

- Increase support groups for teens in different areas
- Increase opportunities for parents to connect around parenting topics

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

Objectives:

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

Goal 4: Continue to address community prevention issues

Objectives:

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

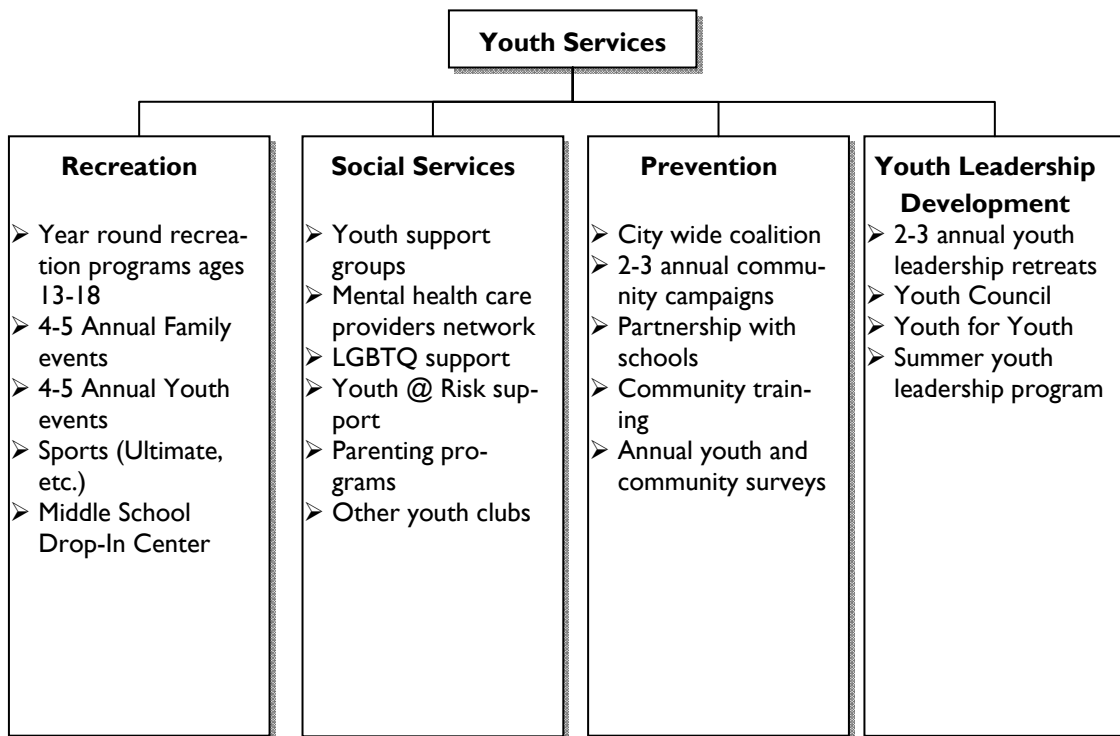
Youth Services (cont.)

Goal 5: Work with the Youth Commission to develop a new 5 Year Plan for the Youth Services Department

Objective:

- Complete new 5 Year Plan by May 2013

PROGRAMS & SERVICES



PERSONNEL SUMMARY

YOUTH SERVICES			
<u>Position</u>	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Director	1	1	1
Recreation Programs Director	1	1	1
Project Coordinator	1	1	1
Youth Coordinator	0.5	1	1
Total Full-Time Equivalents:	3.5	4	4

YOUTH SERVICES

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 DIRECTOR YOUTH SERV	50,901	53,000	53,000	54,250	54,250	54,250.00
51160 SAL PROGRAM COORDINATO	26,469	27,218	31,090	34,425	34,425	34,425.00
51162 SAL PROGRAM ASSISTANT	0	20,000	19,692	0	0	0.00
51163 SAL PREVENTION COORD	0	0	0	0	11,666	11,666.00
51166 BOOK KEEPER PT	0	0	0	0	5,000	5,000.00
51190 EMPLOYMENT	11,004	5,655	11,992	12,000	15,000	15,000.00
PERSONAL SERVICES Total	88,374	105,873	115,774	100,675	120,341	120,341.00
PURCHASE OF SERVICES						
52410 EQUIPMENT PURCHASE	0	2,599	0	0	0	0.00
52701 RENT-LEARNING CTR	4,800	4,800	4,800	4,800	4,800	4,800.00
53002 REGISTRATION SOFTWARE	0	0	0	2,000	2,000	2,000.00
53003 ACCESSABILITY ACCOMODA	0	0	0	2,000	2,000	2,000.00
PURCHASE OF SERVICES Total	4,800	7,399	4,800	8,800	8,800	8,800.00
OTHER CHARGES & EXPENSES						
57300 DUES/LICENSES	250	240	250	250	250	250.00
57840 TEEN SUMMER CHALLENGE	0	1,000	1,000	1,000	1,000	1,000.00
57841 SUBSTANCE ABUSE GRANT	8,000	0	0	12,000	12,000	12,000.00
57842 LEARNING ENRICHMENT CT	10,889	10,889	40,889	20,000	33,560	33,560.00
57843 KELLEY SCHOOL EXPENSES	0	0	20,927	18,000	23,000	23,000.00
OTHER CHARGES & EXPENSES Total	19,139	12,129	63,066	51,250	69,810	69,810.00
Grand Total	112,313	125,401	183,641	160,725	198,951	198,951.00

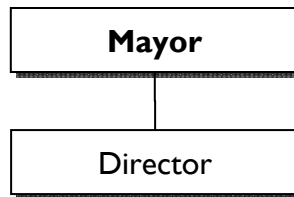


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Veterans' Services

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 2012 ACCOMPLISHMENTS

- Improving office workflow has been the most successful goal. The work flow is more manageable. The use “out of office” sign to indicate a longer period than actually absent, which has deferred drop-ins. Traffic patterns are unpredictable, but to this point, at least, manageable.
- Increasing communication with older veterans has improved through the initiation last month of a monthly series of breakfasts which honor WWII veterans. The first three will be in Amesbury, and then we’ll move to Newburyport, if a site can be arranged. These have generated very strong enthusiasm, and have brought some new veterans into the light, including a woman WWII veteran living in the Heritage House. Discussion groups have not worked because they attract non-veterans who dominate the conversation. A posting on our City Hall bulletin board has drawn some interest. This is an ongoing effort that will continue through the next fiscal year.
- Memorial Day event continues as an ongoing effort to highlight Newburyport’s assets and has been very successful. We do pull people from Newbury, Rowley and Salisbury, but it’s hard to measure. “Women in the military” is under consideration for this year’s theme.

FY 2013 TRENDS

Regarding FY13, I see the trend-line for Veterans’ benefits continuing its upward trend. We could pay out \$275,000 next year, with 75% rebated. Everyone’s looking for an angle around the lack of jobs, and, the veteran population is aging, and frequently on fixed income. The workload is still manageable with one person. If the Salisbury vet agent retires, we could make a move toward regionalization which would reduce Newburyport’s administrative costs, but not something that can be forced. There is still very strong community support for all veteran-related issues, and as a Vietnam vet, I’m still astounded. Homelessness continues to become

front and center among the veteran population on the local and national level. There are limited services to fight this homelessness, but the battle is being fought as best as possible. The 182nd will return some time in autumn, and the activities with the Coast Guard will highlight this year.

FY 2013 GOALS & OBJECTIVES

Goal 1: Increase housing opportunities for homeless veterans

Objectives:

- Work with Northeast Outreach Center, Haverhill
- Work with local housing agencies
- Attend monthly Community gatherings at New Hope Church
- Utilize Department of Veteran Services resources on homelessness

Goal 2: Increase communication with older veterans (ongoing)

Objectives:

- Devise better communication channels to reach older veterans
- More frequent columns in COA newsletter
- Occasional insert in Daily News
- Notices on bulletin board at Salvation Army & Public Housing
- Monthly discussion group

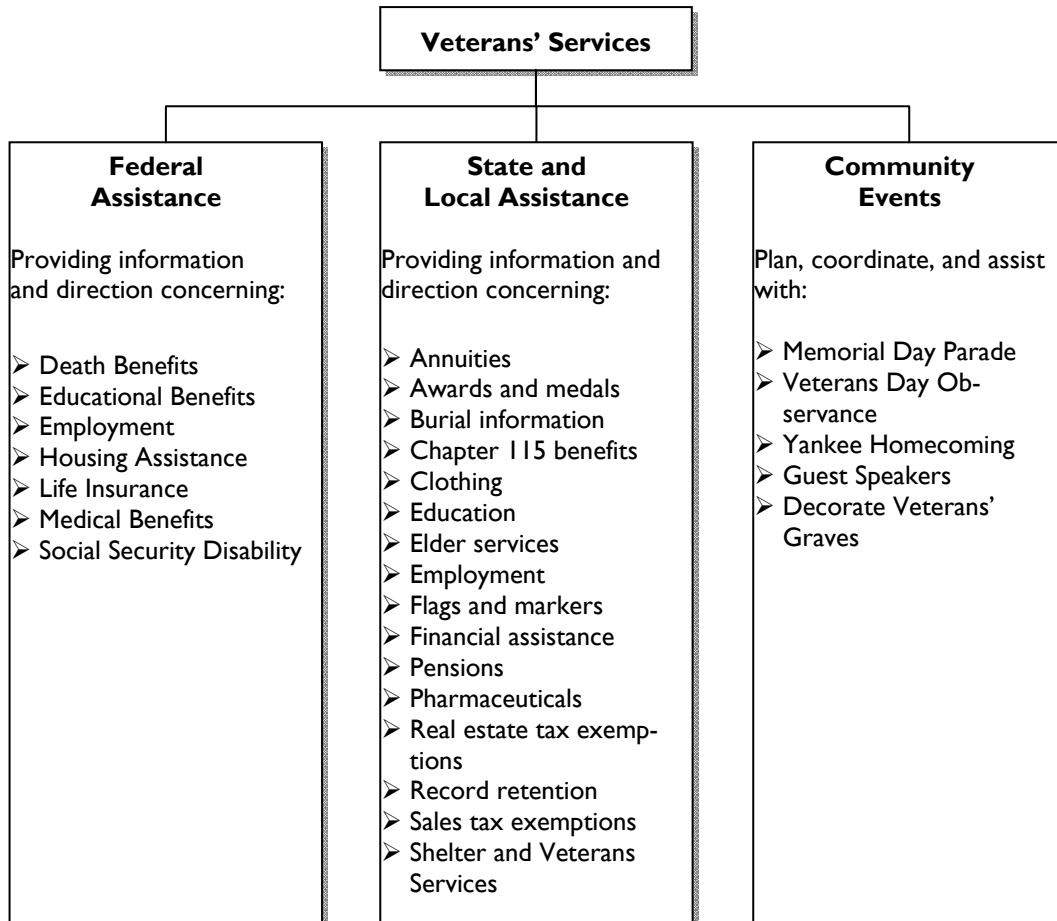
Goal 3: Provide support on making Newburyport a Coast Guard City

Objectives:

- Offer advice to Mayor and support staff
- Advise fellow veterans of status
- Publicize as appropriate

Veterans' Services (cont.)

PROGRAMS & SERVICES



PERSONNEL SUMMARY

VETERANS SERVICES			
	FY 2011	FY 2012	FY 2013
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Veteran Services' Director			
Total Full-Time Equivalents:			

VETERANS' SERVICES

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL VETERAN DIRECTOR	39,873	39,873	40,670	40,670	40,670	40,670.46
51404 TRAVEL EXPENSE	0	2,503	2,544	2,700	2,700	2,700.00
51430 GRAVES REGISTRATION OF	700	700	700	700	700	700.00
PERSONAL SERVICES Total	40,573	43,075	43,914	44,070	44,070	44,070.46
PURCHASE OF SERVICES						
53070 BURIAL	2,000	0	2,000	2,000	2,000	2,000.00
54200 OFFICE SUPPLIES	700	424	402	500	500	500.00
55800 OTHER SUPPLIES	1,600	667	870	1,000	1,000	1,000.00
PURCHASE OF SERVICES Total	4,300	1,091	3,272	3,500	3,500	3,500.00
OTHER CHARGES & EXPENSES						
57700 VETERANS' BENEFITS	48,412	79,081	149,581	148,500	172,280	172,280.00
57701 CARE OF SOLDIERS GRAVE	1,000	1,407	1,497	1,500	1,500	1,500.00
OTHER CHARGES & EXPENSES Total	49,412	80,488	151,078	150,000	173,780	173,780.00
Grand Total	94,285	124,654	198,264	197,570	221,350	221,350.46



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**Section 9:
Education**



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

TELEPHONE 978.465.4456
FAX 978.462.3495

Office of the Superintendent

Superintendent's Budget Message

May 9, 2012

In a perfect world, our school budget would address the needs of the school system to ensure that every student is meeting his or her potential. Those needs include human resources, equipment, and facility and classroom supplies and materials.

Over the past few months, my colleagues and I have worked very carefully on developing the FY13 school budget. We took into consideration the district's strategic plan, the superintendent's entry plan recommendations, the continuation of our district initiatives, as well as the maintenance of current (level) services for our students. Each principal and central office administrator reviewed his/her budget in a public session with School Committee members. We discussed our maintenance of effort and additional resources to meet the needs of students. On April 2, I presented the FY13 Preliminary Budget to the School Committee.

During the **Preliminary Budget** presentation, on behalf of the school system, I asked for **\$25,808,672**, an increase of \$1,310,293 over the FY12 budget, which included 2 foreign language teachers to restore the program at the middle school and additional teachers at the high school.

However, the revenue from various resources did not equal our original request. That shortfall was \$467,220. Hence, we had to make cuts from our original requested increase over last year's budget. Unfortunately, we had to eliminate the 2 Foreign Language (FL) and high school positions that we had originally placed into the budget.

Also, we needed to make other cuts. We reduced a grade 5 position due to declining enrollment and I technology integrator position shared 50/50 at Nock and Molin. The technology integrator position at the Nock & Molin schools will be revamped to provide professional development to our teachers in a different format.

Although the FY13 city allocation for the school budget increased by 3%, the School Committee prioritized teacher salaries this past year which absorbed a large percentage of this increase. Our Strategic Plan identifies a priority for our teaching environment to require confident, well-trained and effective teachers. We must be able to retain teachers and attract many highly-qualified new teachers; this is accomplished through competitive salaries.

On April 24, at a public hearing, I presented a **Balanced Budget** to the School Committee and community. The total revenue was **\$25,341,452**. The total expenses were **\$25,341,452**. This represented an \$843,074 (3.44%) increase over the FY12 budget. That night, the School Committee voted and approved the FY13 school budget. (To see the power point presentation, please visit the district website).

The FY13 budget provides for level services, which means that programs being offered this year will remain next year. We did add a few positions to strengthen our special education programs at the middle school and high school.

The Mayor, Superintendent, School Committee, and administrators support a Foreign Language program at the Nock Middle School and continue to be hopeful that additional funding will come from the state. The State House of Representatives has approved a budget that provides additional funding for cities and towns through Chapter 70 (School funding) money. If the State Senate and Governor approve the budget, the school department may receive additional funds. If the school department does receive additional funding, our priority will and continues to be to restore a foreign language program at the Nock Middle School.

As I wrote in last year's 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 others in the community. Without their contributions, Newburyport Public Schools would not be where it is today."



Marc Kerble, Ed.D.

Superintendent of Schools

See Appendix C for the Newburyport Public Schools.

See Appendix D for the Whittier Vocational Technical High School.



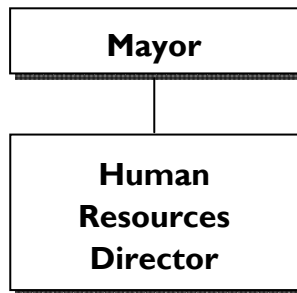
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**Section 10:
Shared Expenses**

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 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. We negotiate and manage employee benefits; we establish and monitor policies and procedures related to personnel. We coordinate and participate in collective bargaining sessions with union groups. We provide 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 council 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 2012 ACCOMPLISHMENTS

The mission stated above assumes a full-time Human Resources Director (35 hours per week). This full-time position is part of the revision of the City Charter and will become effective in Fiscal Year 2013. The FY 2012 Budget provided for a Human Resources Coordinator at 25 hours per week.

Benefits Management:

- Processed all changes/new employees for dental, medical, life insurance
- Established Issues Management process and database for MIIA
- Conducted analysis of Newburyport’s current plan vs GIC and vs other Health Provider

Plans

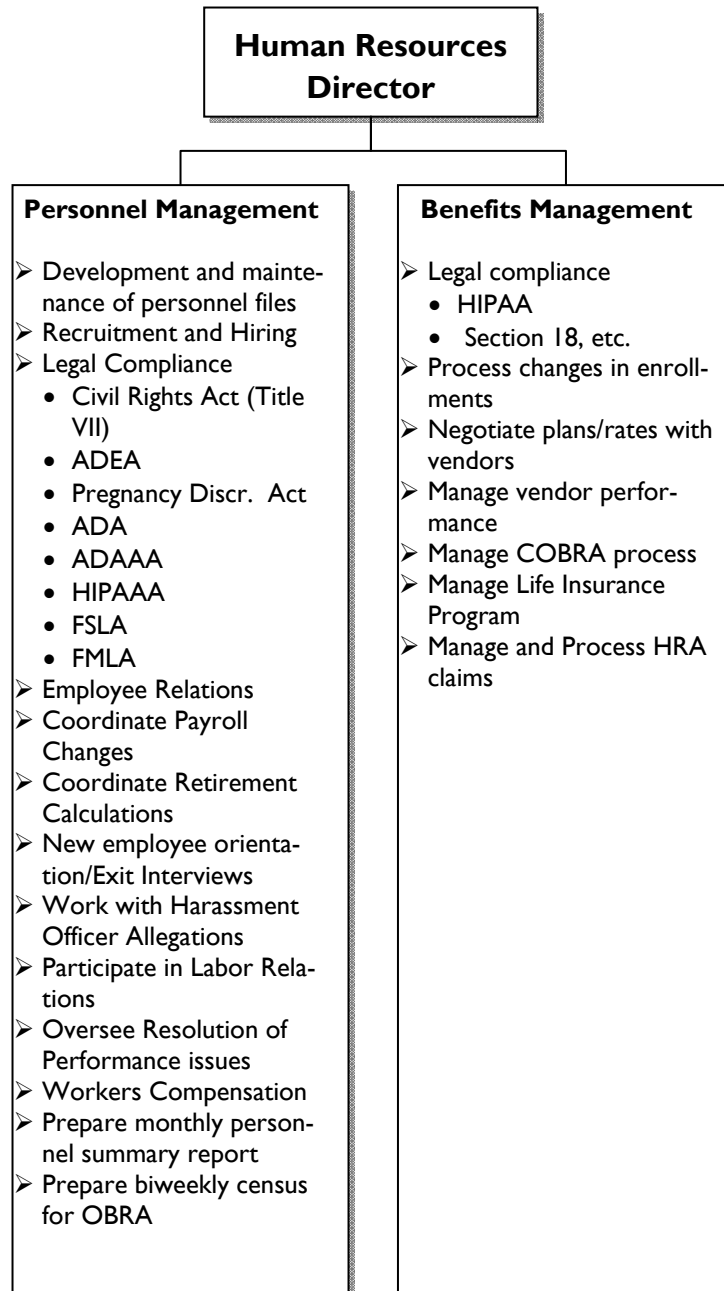
- Brought in a retiree dental program for retirees (no cost to City)
- Established HIPAA-compliant medical files
- Developed RFQ which enabled containment of medical costs for FY 2013 (reduction in costs for FY 2013 as opposed to original 10% increase estimated by MIIA)
- Designed, prepared, distribute all materials associated with open Enrollment and managed open enrollment process
- Key negotiator with PEC and established excellent working relationship with PEC
- Implemented Section 18 requirement forcing retirees to go on Medicare if they are qualified

Personnel Management:

- New payroll process established to ensure changes in payroll have been approved
- New process established for summer hires to ensure appropriate documentation
- New process established for establishing/approval of figures for employees who are retiring
- Several personnel situations corrected (e.g. person was contractor vs. employee or vice-versa)
- Successful recruitment of a Business Manager for Water and Sewer and for Assistant Engineer for Water/Sewer
- Movement of most personnel files to a central location
- Established ING-OBRA vs OASDI for city which enables a 7.5% payroll tax savings per temporary/summer hire for the City

Human Resources & Benefits

PROGRAMS & SERVICES



PERONNEL SUMMARY

HUMAN RESOURCES & BENEFITS			
<u>Position</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Budget</u>
Human Resources Coordinator/Director	0	0.7	1
Total Full-Time Equivalents:	0	0.7	1

Human Resources & Benefits (cont.)

INSURANCE GROUP

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SAL HUMAN RESOURCES & BENEFITS	0	0	0	0	60,000	60,000.00
51166 32B PART TIME SUPPORT	0	12,980	21,668	40,000	0	0.00
51700 PREMIUMS FOR MEDICAL	0	0	0	0	7,107,277	7,107,277.20
51701 DENTAL CONTRIBUTION	0	0	0	0	50,400	50,400.00
51702 FSA/HRA	0	0	0	0	75,000	75,000.00
51703 MEDICARE REIMBURSEMENT	0	0	0	0	76,800	76,800.00
51704 LIFE INSURANCE	0	0	0	0	54,724	54,723.60
51705 MEDICARE PENALTIES	0	0	0	0	80,000	80,000.00
51760 -CH 32B-CITY	2,358,652	2,115,442	2,313,823	2,838,974	0	0.00
51761 -CH 32B-SCHOOL	3,693,902	3,757,087	4,220,196	4,833,931	0	0.00
PERSONAL SERVICES Total	6,052,554	5,885,509	6,555,687	7,712,905	7,504,201	7,504,200.80
PURCHASE OF SERVICES						
53001 ENROLLMENT AUDIT	0	0	0	0	15,000	15,000.00
PURCHASE OF SERVICES Total	0	0	0	0	15,000	15,000.00
SUPPLIES						
54200 SUPPLIES	0	0	0	0	20,000	20,000.00
SUPPLIES Total	0	0	0	0	20,000	20,000.00
Grand Total	6,052,554	5,885,509	6,555,687	7,712,905	7,539,201	7,539,200.80

UNEMPLOYMENT CLAIMS

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51780 EMPLOYMENT COMPENSATION	6,776	18,854	32,823	40,000	40,000	30,000.00
PERSONAL SERVICES Total	6,776	18,854	32,823	40,000	40,000	30,000.00
Grand Total	6,776	18,854	32,823	40,000	40,000	30,000.00

WORKER'S COMPENSATION INSURANCE

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51750 URANCE-WORKERS COMP	53,272	53,272	20,669	54,604	54,604	54,604.00
PERSONAL SERVICES Total	53,272	53,272	20,669	54,604	54,604	54,604.00
Grand Total	53,272	53,272	20,669	54,604	54,604	54,604.00

Retirement Board

The Public Employee Retirement Administration Commission (PERAC) manages the City's retirement funds and sets the annual appropriation based on contributions and the number of retirees. PERAC is projecting an increase of \$113,829 for FY2013.

RETIREMENT BOARD

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51740 APPROP CITY/SCH	3,045,808	3,130,847	3,206,462	3,242,404	3,356,233	3,356,233.06
PERSONAL SERVICES Total	3,045,808	3,130,847	3,206,462	3,242,404	3,356,233	3,356,233.06
Grand Total	3,045,808	3,130,847	3,206,462	3,242,404	3,356,233	3,356,233.06

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.

Historically the budget has provided for an annual appropriation of \$5,000 to be added to the Stabilization Fund.

STABILIZATION OUTLAY

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
OTHER CHARGES & EXPENSES						
57805 BILIZATION OUTLAY	5,000	5,000	5,000	5,000	5,000	5,000.00
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 II of this budget document).

For FY2013, the total budget for Excluded Debt Service within the General Fund is \$970,106, while the budget for Non-Excluded Debt Service is \$1,067,681.

Excluded Debt Service

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
DEBT SERVICE						
59101 LIB-L/T DEBT PRIN	245,000	245,000	249,060	273,950	265,000	265,000.00
59102 H SCH L/T DEBT PRI	440,000	440,000	445,000	445,000	435,000	435,000.00
59151 LIB-L/T DEBT INT	124,099	66,810	63,087	48,601	43,122	43,121.76
59152 H SCH L/T DEBT INT	287,379	272,619	257,859	242,684	226,984	226,983.76
DEBT SERVICE Total	1,096,478	1,024,429	1,015,005	1,010,235	970,106	970,105.52
Grand Total	1,096,478	1,024,429	1,015,005	1,010,235	970,106	970,105.52

Ordinary (Non-Excluded) Debt Service

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
DEBT SERVICE						
59100 G TERM DEBT PRINCIPAL	680,000	915,000	940,940	906,050	905,000	905,000.00
59150 G TERM DEBT INTEREST	288,873	263,489	223,346	190,076	162,681	162,680.71
DEBT SERVICE Total	968,873	1,178,489	1,164,286	1,096,126	1,067,681	1,067,680.71
Grand Total	968,873	1,178,489	1,164,286	1,096,126	1,067,681	1,067,680.71



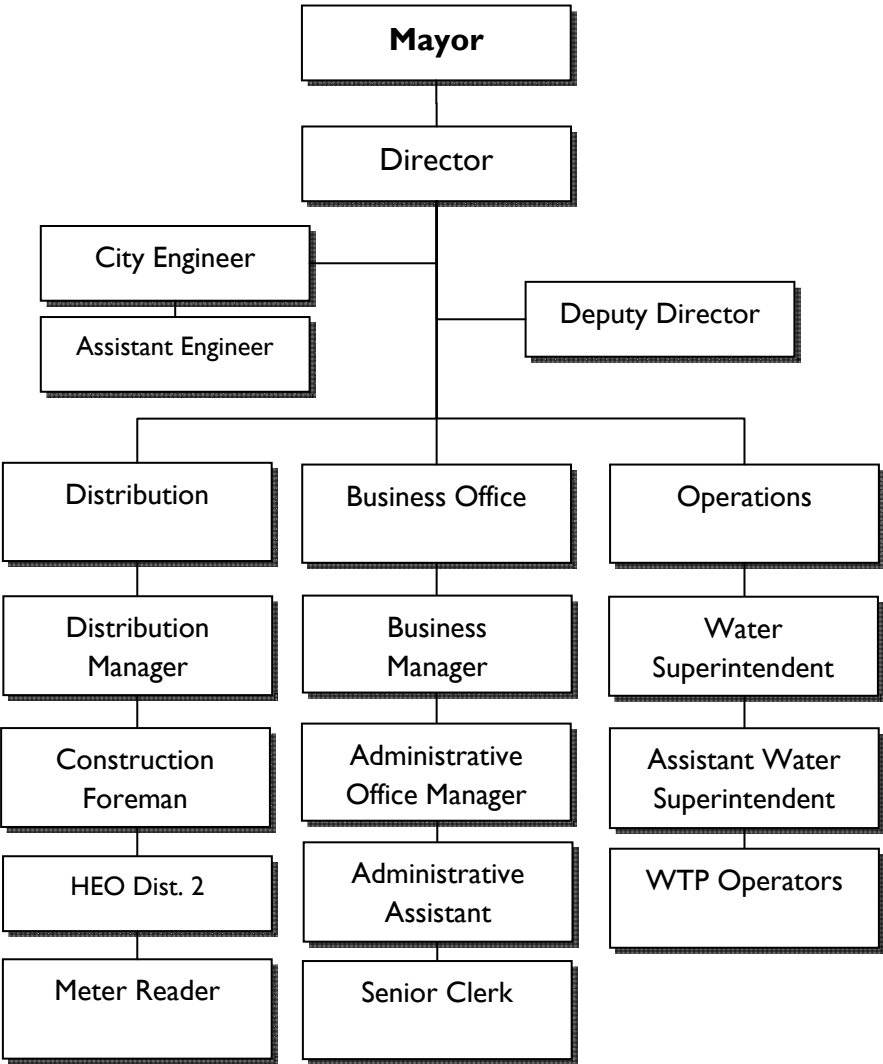
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Section II: Enterprise Funds

DPS: Water Enterprise

MISSION STATEMENT

The mission of the Department of Public Services, Water Division (NWD) 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 2012 ACCOMPLISHMENTS

- No rate increase even with low consumption that resulted in many surrounding communities raising their rates
- Significant Undesignated Fund 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 (Phase 3).
- Completion of Phase 2 water system improvement project on time and under budget
- Coordinated effort by all of DPS for the seamless operation of Water, Sewer and Highway Divisions with consolidated staffing duties
- Emergency repairs to clearwell were made
- Emergency Response Plan updated and training provided
- Continued customer service and technology training
- Painting of Rawson Hill water tank completed
- Replaced approximately 950 feet of 12-inch water main under Low Street with new 12-inch main in area of frequent water main breaks
- Bi-annual city-wide hydrant flushing
- Continued to provide quality customer service
- Outsourced printing and mailing of Water/Sewer bills
- All water treatment plant operators have received T4 licenses

FY 2013 TRENDS

The NWD will continue its rehabilitation of the Water Treatment Plant (WTP), meeting key milestones on schedule and in accordance with all federal and state permit requirements. As funds allow, the NWD will seek to identify and develop new water supply options. The NWD has the properly trained staff to accomplish these tasks; however additional engineering staff is needed.

As workload allows, the Water Construction crew will initiate a water distribution system maintenance program that should result in the installation of additional isolation valves and other water infrastructure. This should allow for a reduction in the number of customers that are without service during water breaks.

The DPS consolidation effort continues to provide beneficial results through the 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

DPS: Water Enterprise (cont.)

Fund requirements.

FY 2013 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: Continue with the WTP rehabilitation and other Capital Improvement Projects

Objectives:

- Complete Phase I of the \$18.75M water system upgrade project
- Put out to bid and commence Phase 3 of the project

Goal 3: Provide proper O&M services for our customers

Objectives:

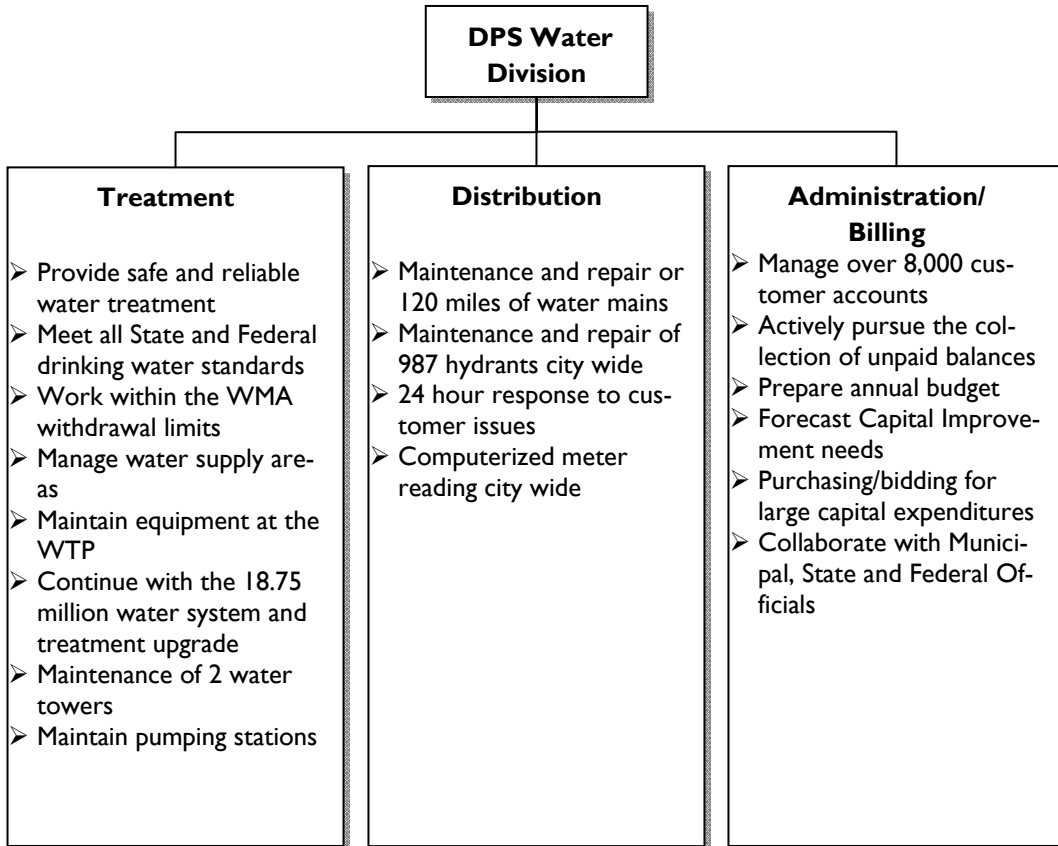
- Maintain the Water Treatment Plant, reservoirs, wells, storage tanks and distribution system
- Conduct City-wide leak detection program
- Address customer needs in a timely manner
- Provide support and implement the goals of the Water Commission
- Participate in routine customer service training

Goal 4: Redefine billing cycles and routes to allow for quarterly billing of all water/sewer accounts.

Objectives:

- Provide additional means of payment for customers
- Improve online access to account and service information
- Continue to enhance the collection process for delinquent accounts

PROGRAMS & SERVICES



DPS: Water Enterprise (cont.)

PERSONNEL SUMMARY

DPS: WATER			
Position	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
Public Services Director	0.4	0.4	0.4
City Engineer	0.4	0.4	0.33
Public Services Deputy Director	0.4	0.4	0.33
Business Manager	0	0.5	0.5
Junior Engineer	0	0.5	0.5
Operations Manager	0.33	0	0
Administrative Office Manager	1	1	0.5
Administrative Assistant	0.5	0.5	0.5
Superintendent of Water Operations	1	1	1
Water Distribution Manager	1	1	1
Water Treatment Plant Operator C4	1	1	0
WTP Operator T2	2	2	0
WTP Operator T4	3	3	6
Heavy Equipment Operator Dist 2	5	5	5
Meter Reader	0.5	0.5	0.5
Senior Clerk Typist	0.5	0.5	0.5
Assistant Foreman	1	1	1
Senior Heavy Equipment Operator	1	1	1
Assistant Superintendent Water Operations	1	1	1
Total Full-Time Equivalents:	20.0	20.7	20.1



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WATER ENTERPRISE FUND

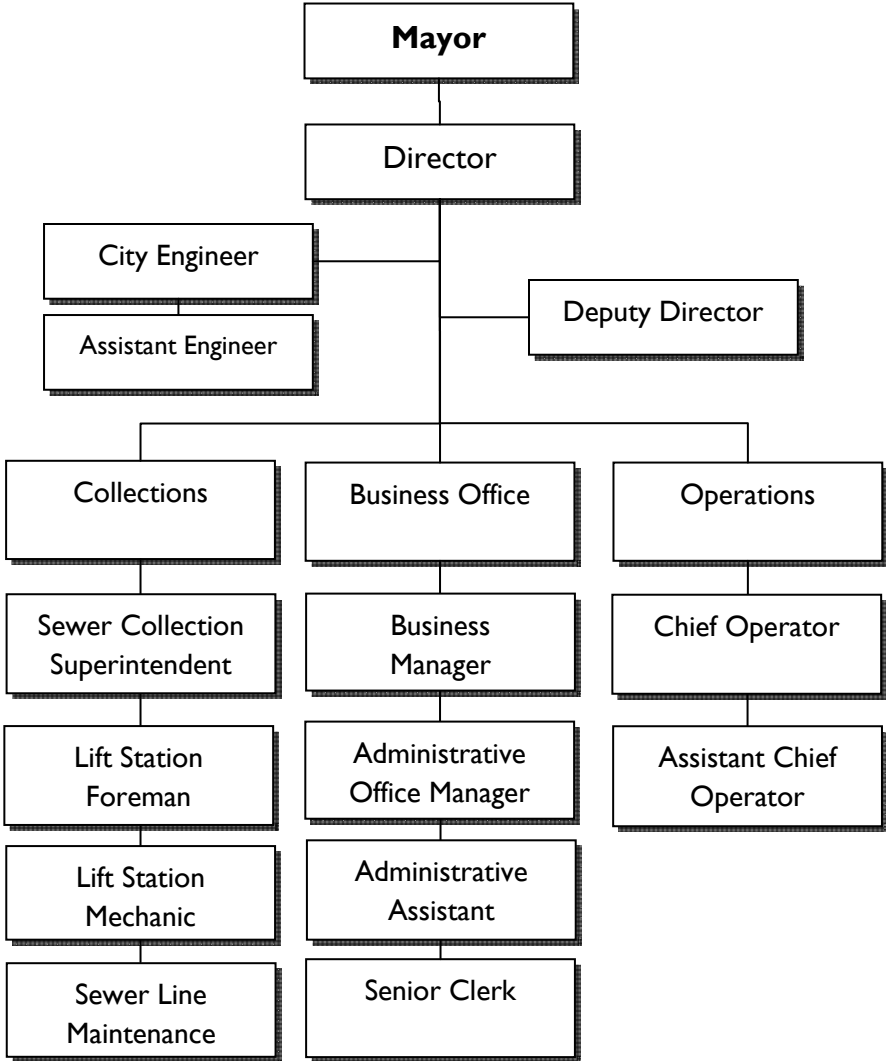
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SALARY PS DIRECTOR	35,276	34,276	18,195	40,000	33,333	33,333.33
51102 SALARY DEPUTY PS DIREC	26,260	36,654	43,213	34,000	28,333	28,333.33
51103 SAL BUSINESS MGR	0	0	0	30,000	30,000	30,000.00
51117 SAL ASST ENGINEER	0	0	0	25,000	25,000	25,000.00
51118 SAL SUPT OPERATN	73,859	73,859	75,336	75,336	75,336	75,336.14
51119 CITY ENGINEER	31,345	36,714	30,769	32,000	26,667	26,666.67
51131 ADMIN ASSISTANT	18,865	19,113	16,130	18,865	19,627	19,626.69
51132 SAL ADMIN OFFICE MGR	50,112	50,112	51,112	51,115	26,835	26,835.17
51134 SAL DISTRIBUTION MNGR	54,777	56,515	67,918	65,711	67,603	67,603.20
51158 SAL LABOR	654,656	694,057	674,312	706,913	717,048	717,047.90
51190 SAL SUMMER EMPLOYEES	14,320	16,000	11,785	19,000	19,000	19,000.00
51301 OVERTIME	92,722	96,251	91,925	118,717	121,091	121,091.00
51401 LONGEVITY	18,314	16,546	17,684	16,725	14,985	14,984.52
51403 HOLIDAY PAY	13,389	13,704	13,990	14,064	14,272	14,272.32
51405 CLOTHING REIMBURSEMENT	9,617	9,900	9,300	9,800	9,650	9,649.99
51411 NIGHT DIFFERENTIAL	1,516	1,400	1,516	1,464	1,464	1,464.00
51710 RETIREMENT EXP	21,408	19,294	0	20,916	0	0.00
51711 APPROP RETIREMNT	213,970	228,587	244,580	262,406	264,843	264,843.44
51750 WORKERS COMP INS	24,800	24,800	27,000	28,350	29,768	29,768.00
51760 CH 32B INS-WATER	280,917	273,677	286,482	379,600	260,000	260,000.00
51770 FICA EXP	11,306	12,956	12,824	13,125	13,388	13,388.00
PERSONAL SERVICES Total	1,647,428	1,714,415	1,694,071	1,963,106	1,798,244	1,798,243.70
PURCHASE OF SERVICES						
52101 HEAT-PUMP STATN	21,040	17,807	18,139	30,800	30,800	30,800.00
52102 ELECTRICITY	234,082	243,019	233,418	290,660	290,460	290,460.00
52401 COMPUTER EXP	18,656	16,286	19,040	52,101	52,101	52,101.00
52402 GEN CONSTRUCTION	38,490	38,846	33,533	46,000	52,000	52,000.00
52403 MAINT-VEHICLES	12,101	13,895	13,053	18,200	18,200	18,200.00
52404 DISTRIBUTN MAINT	40,924	43,636	45,041	49,523	59,523	59,523.00
52405 TREATMENT MAINT	62,153	58,231	60,528	72,500	71,500	71,500.00
52406 MAINT-EQUIPMENT	9,043	8,956	10,511	12,000	12,000	12,000.00
53001 FINANCIAL AUDIT	4,360	4,200	0	4,800	5,040	5,040.00
53020 LEGAL EXPENSES	6,119	8,156	10,906	25,000	25,000	25,000.00
53024 BOND/NOTE EXP	4,713	4,494	4,600	4,600	76,197	76,197.49
53025 ENGINEER RETAINER	14,055	39,085	1,088	25,000	25,000	25,000.00
53026 POLICE DETAILS	3,430	11,760	36,540	14,000	20,000	20,000.00
53028 PRE-EMPLOYMENT PHYSICA	1,383	717	132	2,250	2,250	2,250.00
53029 CONTRACT-CROSS CONN TE	15,810	15,720	16,200	18,000	18,000	18,000.00
53030 SLUDGE REMOVAL/FILTER	510	14,529	0	9,000	9,000	9,000.00
53031 TEST-SURFACE WAT SAMPL	7,440	7,220	7,500	7,500	7,500	7,500.00
53032 WATER TEST	31,448	18,881	21,220	17,000	15,400	15,400.00
53402 TELECOMMUNICATNS	9,134	9,542	9,481	10,215	10,215	10,215.00
53780 PAYMT IN LIEU TAXES	5,200	5,561	5,894	8,500	8,500	8,500.00
PURCHASE OF SERVICES Total	540,092	580,541	546,824	717,649	808,686	808,686.49
SUPPLIES						
54201 GENERAL OFC EXP	11,092	10,809	14,149	14,300	14,500	14,500.00
54301 CONSERVATN KITS	0	0	0	5,000	5,000	5,000.00
54302 CHEMICALS	130,540	117,589	109,955	154,100	148,000	148,000.00
54303 CONSUMER REPORT	5,975	6,442	6,875	8,000	8,000	8,000.00
54801 FUEL/OIL VEHICLE(S)	22,059	18,910	29,317	37,800	39,800	39,800.00
55800 OTHER SUPPLIES	2,817	2,245	3,373	3,500	3,500	3,500.00
SUPPLIES Total	172,484	155,995	163,670	222,700	218,800	218,800.00

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
OTHER CHARGES & EXPENSES						
57100 TRAVEL & TRAINING	14,305	12,194	6,067	23,500	23,500	23,500.00
57301 SDWA	6,032	6,006	5,875	6,001	6,757	6,757.00
57401 MUNICIPAL INSURANCE	31,500	29,550	31,500	33,075	34,729	34,729.00
57407 EDUCATION CREDIT	0	0	0	700	2,100	2,100.00
OTHER CHARGES & EXPENSES Total	51,837	47,749	43,442	63,276	67,086	67,086.00
CAPITAL OUTLAY						
58212 METER READER AUTO PROG	145,385	0	0	0	0	0.00
58310 G.I.S.	7,168	0	9,216	15,000	15,000	15,000.00
58403 METER REPLACE PROGRAM	21,458	10,059	8,740	20,000	0	0.00
58455 METER READER VEHICLE	22,440	0	0	0	0	0.00
58513 WTR MAIN REPLAC PROGRA	17,258	31,192	15,373	75,000	100,000	100,000.00
58516 LS/PUR BACK HOE	19,902	19,902	0	0	0	0.00
58530 PP-BARTLETT	7,070	0	0	0	0	0.00
58531 CONSTRUCTION CREW UTIL	0	60,000	0	0	0	0.00
58538 IMENTATION ROLLER	15,960	0	0	0	0	0.00
58539 PAINT RAWSON HILL	0	0	0	0	0	0.00
58540 CLEARWELL WORK	0	182,483	23,076	0	0	0.00
58541 LACE TRAILER	0	19,998	0	0	0	0.00
58542 LACE COMPRESSOR	0	19,210	0	0	0	0.00
58543 WELL REDEVELOPMENT	0	0	36,065	0	0	0.00
58544 CONSTRUCTION PICK-UP T	0	0	29,625	0	0	0.00
58545 ONE TON DUMP TRUCK	0	0	55,721	0	0	0.00
58546 MODIFICATION OF DPS BL	0	0	0	0	33,000	33,000.00
58547 GUILFORD PUMP TEST	0	0	0	0	0	0.00
58550 VEHICLE/EQUIP REPLACE	0	0	0	185,000	40,000	40,000.00
58551 WATER TANK MAINT	0	0	0	0	0	0.00
CAPITAL OUTLAY Total	256,642	342,845	177,817	295,000	188,000	188,000.00
DEBT SERVICE						
59100 DEBT PRINCIPAL	514,027	517,953	534,026	551,170	545,469	545,469.00
59150 DEBT INTEREST	286,090	224,533	210,621	207,563	294,592	294,591.88
DEBT SERVICE Total	800,117	742,486	744,647	758,733	840,061	840,060.88
Grand Total	3,468,599	3,584,032	3,370,471	4,020,465	3,920,877	3,920,877.07

DPS: Sewer Enterprise

MISSION STATEMENT

The mission of the Department of Public Services Sewer Division (SD) is to provide quality and efficient wastewater collection, pumping and treatment services to all customers of the Department 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 2012 ACCOMPLISHMENTS

- Significant Undesignated Fund Balance due to consistent oversight and control of spending
- Responded, and repaired all sewer issues to help prevent Sanitary Sewer Overflow (SSO)
- Replacement of Crow Lane Lift Station
- Replacement of Laurel Rd. Generator
- Over 36,000 feet of sewer main video inspected to comply with the reduction of Inflow/Infiltration (I/I) as specified in our 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.
- Achieved compliance with existing and new NPDES permit requirements, with continued efforts on legal challenges to this permit
- Proper Operations & Management (O & M), capital planning and budgeting
- Conducted proper O&M repair and preventative maintenance to Wastewater Treatment Facility (WWTF), lift stations and collection system
 - ◊ Approximately 18,704 linear feet of sewer main cleaned
 - ◊ 16 lift station wet wells cleaned (Two times per year)
- Phase I work at the WWTF completed and Operations, Control and Lab Building operational; Phase II contract awarded to Methuen Construction and initiated
- No major Industrial Pretreatment (IPP) violations
- Sludge quality continues to be of exceptional quality to compost
- Continued Safety Training and Spill Prevention & Counter Measures Plan trainings in-house for all personnel
- Continued to provide quality customer service responding to 6 odor complaints and 36 Plum Island and 62 Sewer Calls from residents or businesses regarding sewer line issues

FY 2013 TRENDS

The focus of the Sewer Department will continue on the completion of the WWTF Modernization project, Phase II, and incorporation of Supervisory Control and Data Acquisition Systems (SCADA) at lift stations and WWTF. Additionally, priorities will continue on the repair of any I/I or sewer problems discovered while inspecting camera work and the operation of the Plum Island system without failure. The NPDES permit continues to have significant impact on the Newburyport 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.

DPS: Sewer Enterprise (cont.)

FY 2013 GOALS AND OBJECTIVES

Goal 1: Meet the requirements of the new 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/Environmental Protection Agency
- Reduce Inflow and Infiltration (I/I) throughout the City
- Prevent Sanitary Sewer Overflow (SSO)

Goal 2: Initiate Construction of Phase II of the WWTF Modernization

Objectives:

- Meet budget and schedule
- Ensure proper wastewater treatment

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

Objectives:

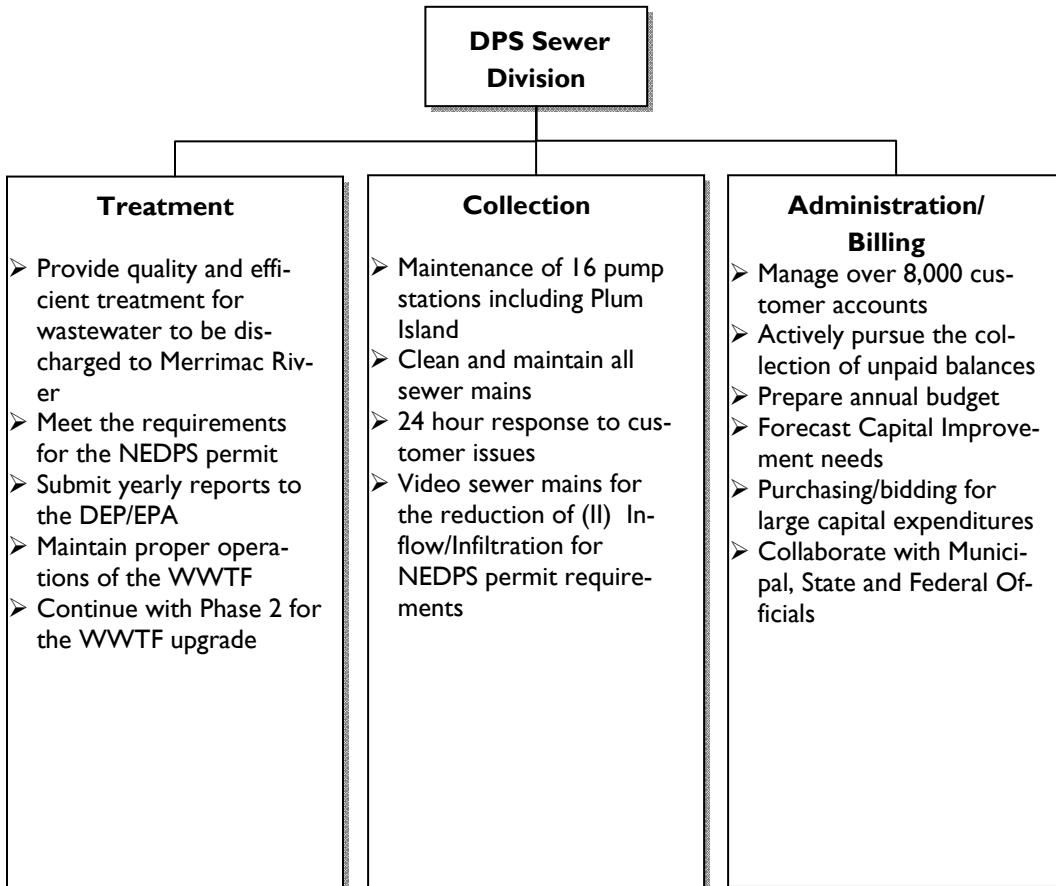
- Maintain the Wastewater Treatment Facility, lift stations, sewer mains, and Plum Island
- Address, fix and maintain any sewer problems
- Eliminate worker health and safety issues in the Wastewater Department
- Address customer problems in a timely manner
- Continue to provide support and implement the goals of the Mayor, City Council and the Sewer Commission

Goal 4: Complete the Plum Island hook-up process for outstanding properties

Objectives:

- Continue working with the Health Department and Legal to ensure the 15 unconnected properties are connected to sewer system

PROGRAMS & SERVICES



DPS: Sewer Enterprise (cont.)

PERSONNEL SUMMARY

DPS: SEWER			
	FY 2011	FY 2012	FY 2013
<u>Position</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Public Services Director	0.33	0.4	0.33
City Engineer	0.5	0.4	0.33
Public Services Deputy Director	0.2	0.4	0.33
Business Manager	0	0.5	0.5
Office Manager	0	0	0.5
Administrative Assistant	0	0.05	0.5
Assistant Engineer	0	0.5	0.5
Principal Clerk	0.5	0.5	0.5
Chief Operator	1	1	1
Assistant Chief Operator	1	1	1
Pretreatment Coordinator	1	1	1
Senior Maintenance Foreman	1	1	1
Collection Systems Manager	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
Meter Reader	0.5	0.5	0.5
Total Full-Time Equivalents:	17.03	18.25	19.00



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SEWER ENTERPRISE FUND

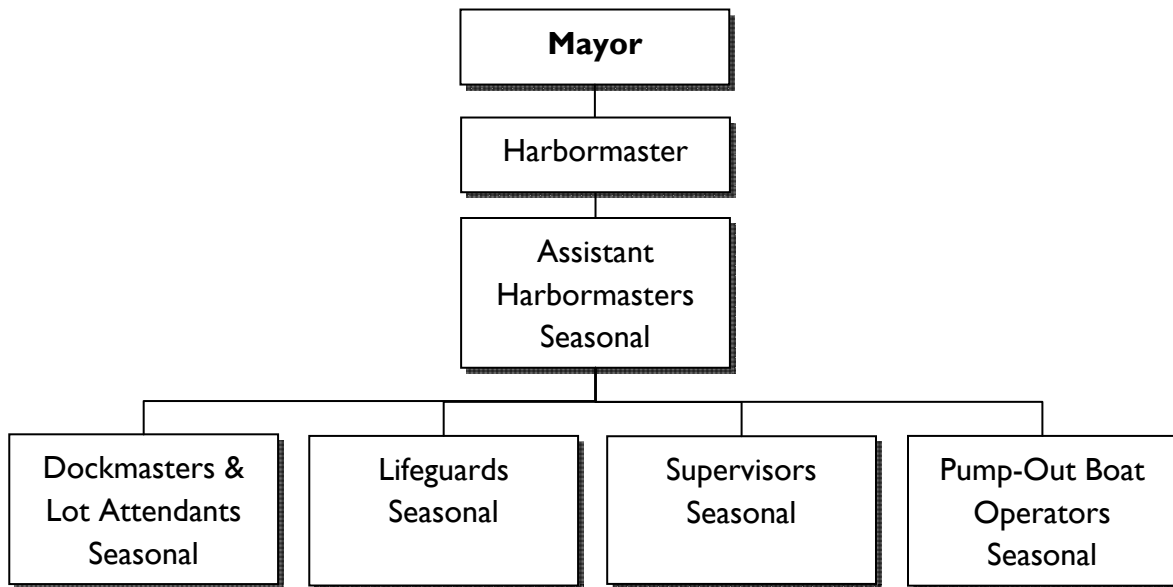
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 SALARY PS DIRECTOR	35,276	34,276	18,195	40,000	33,333	33,333.34
51102 SALARY DEPUTY PS DIREC	26,260	36,654	43,213	34,680	28,333	28,333.34
51103 SAL BUSINESS MGR	0	0	0	30,000	30,000	30,000.00
51116 SAL CHIEF OPERATOR	74,006	74,006	75,486	75,486	75,486	75,486.12
51117 SAL ASST ENGINEER	0	0	0	25,000	25,000	25,000.00
51119 CITY ENGINEER	31,345	36,713	46,308	32,000	26,667	26,666.67
51122 SAL COLLECTIN SYSTEM M	0	0	0	65,730	72,000	72,000.00
51131 ADMIN ASSISTANT	18,865	19,113	16,130	18,495	19,627	19,626.69
51132 SAL OFFICE MANGER	0	0	0	0	26,835	26,835.17
51158 SAL LABOR	704,151	734,118	791,781	702,294	702,972	702,972.18
51190 SUMMER HELP	0	0	0	25,000	25,000	25,000.00
51301 OVERTIME	158,746	137,250	130,408	166,992	170,168	170,168.00
51401 LONGEVITY	19,522	18,025	14,534	14,490	13,670	13,670.10
51405 CLOTHING REIMBURSEMENT	9,293	9,026	9,400	9,550	9,750	9,749.99
51420 EDUCATION CREDITS	800	600	1,125	2,400	2,400	2,400.00
51422 EDUCATION	7,028	9,106	7,516	17,800	17,800	17,800.00
51710 RETIREMENT EXP	16,214	12,173	0	0	0	0.00
51711 APPROP RETIREMNT	211,352	232,746	0	251,626	235,976	235,975.88
51750 WORKERS COMP INS	13,000	17,466	18,500	19,425	20,396	20,396.25
51760 CH 32B INS-SEWER	206,452	183,196	204,603	286,160	300,000	300,000.00
51761 DENTAL	1,480	1,650	1,769	3,300	3,300	3,300.00
51770 FICA EXP	13,000	13,968	13,080	14,280	14,566	14,565.60
PERSONAL SERVICES Total	1,546,790	1,570,088	1,392,048	1,834,707	1,853,279	1,853,279.33
PURCHASE OF SERVICES						
52101 HEAT	28,748	33,469	36,182	65,000	72,000	72,000.00
52102 ELECTRICITY	334,931	324,988	310,388	415,257	427,352	427,351.82
52401 COMPUTER EXP	16,133	15,032	19,328	40,500	40,500	40,500.00
52402 MAINT-GENERAL	25,753	23,863	31,198	31,350	31,350	31,350.00
52403 MAINT-VEHICLES	9,870	17,524	20,985	27,000	27,000	27,000.00
52406 MAINT-EQUIPMENT	73,882	80,237	72,080	102,052	102,052	102,052.00
52407 UNIFORM/SAFETY EQUIPME	7,776	11,473	15,136	15,136	15,136	15,136.00
52408 SEWER LINE MAINTENANCE	46,066	79,868	50,739	86,400	86,400	86,400.00
52409 MAINT DRAINS	0	33,887	41,904	39,000	39,000	39,000.00
53001 FINANCIAL AUDIT	4,200	4,200	0	4,500	4,725	4,725.00
53020 LEGAL EXPENSES	21,440	14,090	7,933	21,000	21,000	21,000.00
53024 BOND/NOTE EXP	3,531	3,411	2,679	5,000	57,973	57,973.06
53026 POLICE DETAILS	524	0	2,810	8,000	15,000	15,000.00
53028 MEDICAL/DRUG TESTING	5,994	4,071	4,219	16,440	16,440	16,440.00
53030 CONSULTANT FEES	69,188	38,471	35,149	50,000	50,000	50,000.00
53035 INDUSTRIAL PRETREATMEN	7,275	15,783	11,485	14,550	14,550	14,550.00
53040 BIOSOLIDS DISPOSAL	223,266	241,816	229,443	316,000	316,000	316,000.00
53050 VENDOR LAB TESTING	13,507	16,100	12,784	16,100	16,100	16,100.00
53402 TELECOMMUNICATNS	18,565	20,791	21,310	23,700	27,700	27,700.00
PURCHASE OF SERVICES Total	910,649	979,075	925,751	1,296,985	1,380,278	1,380,277.88
SUPPLIES						
54201 GENERAL OFC EXP	14,016	13,916	13,122	21,350	21,350	21,350.00
54302 PLANT CHEMICALS	210,518	250,163	222,967	263,620	263,620	263,620.00
54303 LAB CHEMICALS	7,126	6,809	4,158	6,855	6,855	6,855.00
54310 HOSE	3,235	583	2,107	3,850	3,850	3,850.00
54801 FUEL/OIL VEHICLE(S)	23,283	17,723	26,462	29,800	33,300	33,300.00
54802 LUBRICANTS	8,077	1,046	3,298	9,685	9,685	9,685.00
55800 OTHER SUPPLIES	1,394	270	608	1,800	1,800	1,800.00
SUPPLIES Total	267,648	290,511	272,724	336,960	340,460	340,460.00

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
OTHER CHARGES & EXPENSES						
57300 DUES/LIC/SUBSCRIPTIONS	1,580	953	624	1,350	1,350	1,350.00
57401 MUNICIPAL INSURANCE	0	14,030	15,000	15,000	15,000	15,000.00
57607 LOW ST JUDGEMENT	0	0	61,408	0	0	0.00
OTHER CHARGES & EXPENSES Total	1,580	14,983	77,032	16,350	16,350	16,350.00
CAPITAL OUTLAY						
58300 LAB TEST EQUIPMENT	2,688	1,588	2,689	3,120	3,120	3,120.00
58310 G.I.S.	2,444	0	12,335	15,000	15,000	15,000.00
58320 REPLC USTS & GENERATOR	91,598	20,966	0	0	0	0.00
58330 I/I REHABILITATION	9,794	2,125	13,635	100,000	100,000	100,000.00
58350 WATER METERS REPLACEME	123,660	0	0	0	0	0.00
58360 WWTF CHANNEL MONSTER	5,722	34,660	0	0	0	0.00
58361 REPAIR LIFT STATIONS	12,800	69,576	111,626	150,000	150,000	150,000.00
58362 EFFLUENT SAMPLER	5,267	0	5,562	6,000	6,000	6,000.00
58363 DESIGN OF REPLAC SEW	9,966	0	0	0	0	0.00
58364 F PUMP	29,965	0	0	0	0	0.00
58365 AN ODOR CONTROL PIPING	0	5,893	0	0	0	0.00
58366 E ST LS COMMUNTER	0	27,655	0	0	0	0.00
58520 PURCHASE TRUCK	0	149,758	65,135	50,000	0	0.00
58530 WEST END EASEMENT	0	0	40,310	250,000	0	0.00
58546 MODIFICATION OF DPS BL	0	0	0	0	33,000	33,000.00
58550 VEHICLE/EQUIP REPLACE	0	0	0	0	130,000	130,000.00
58701 F BOILER REPLACEMENT	15,740	0	0	0	0	0.00
58705 FLOOD STUDY MALCOLM HO	0	0	0	250,000	0	0.00
58710 PRIMARY CLARIFIERS	0	0	0	100,000	100,000	100,000.00
CAPITAL OUTLAY Total	309,644	312,221	251,291	924,120	537,120	537,120.00
DEBT SERVICE						
59100 DEBT PRINCIPAL	410,097	347,852	562,485	909,105	766,976	766,975.64
59150 DEBT INTEREST	217,520	170,948	384,310	406,962	421,228	421,228.32
59250 INT TEMP LOAN	0	30,265	0	0	0	0.00
DEBT SERVICE Total	627,616	549,065	946,795	1,316,067	1,188,204	1,188,203.96
Grand Total	3,663,928	3,715,942	3,865,640	5,725,190	5,315,691	5,315,691.17

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.



FY2012 ACCOMPLISHMENTS

- The Harbormaster Department, Mayor and the Harbor Commission successfully accomplished the goal of being awarded the designation of “A Coast Guard City”
- Replacement of the Harbormaster’s docks
- Added more docking facilities at Cashman Park- dingy docks
- Initiated organization and mapping of the mooring fields
- Added a new launch fee collection system at Cashman Park resulting in increased revenues
- Increased waterways permits sales by 12% over FY2011 and achieved a 24% increase over any other year prior
- Reorganized the Plum Island staff including both lifeguards and parking attendants resulting in a 14% increase in revenue compared to the prior 5 years resulting in the first year ever that Plum Island reported a cash flow positive status

FY 2012 GOALS and OBJECTIVES NOT ACCOMPLISHED

The installation of a security gate at Cashman Park even though this was a goal for the FY2012 season, we have received information from the Commonwealth of Massachusetts that they may be providing us with a new fish pier and dingy docks. This money is available from the Commonwealth because of the revenue received from the new fishing license fees and must be spent on such activities. These improvements, if completed will include a new security gate at not cost to the Harbormaster Department.

FY 2013 TRENDS

The FY 2012 season gave us nice weather and decent weekends. This great summer gave us an increase in boats on the river and more importantly on the Central Water Front. As the fuel prices were still high, and people struggling with the negative economic conditions the boaters seemed to have taken shorter trips from their homeports and spent more time in local waters. FY 2013 is already looking to be a busy season as there will be many festivals and some larger boats visiting the City.

In 2013 the following trends are expected:

- As always, the weather will be a significant factor
- We expect the large yachts to continue to visit the city with some have already with reserved dates
- Even though the economy is stabilizing, the fuel prices are trending higher; this may provide a decrease in the 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 water way fees which in return has increased revenue

FY 2013 GOALS AND OBJECTIVES

Goal I: 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:

- Hire and train the very best seasonal help that is possible in order to give our patrons the best services
- 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

Harbormaster Enterprise (cont.)

Goal 2: Continue training with other departments

Objectives:

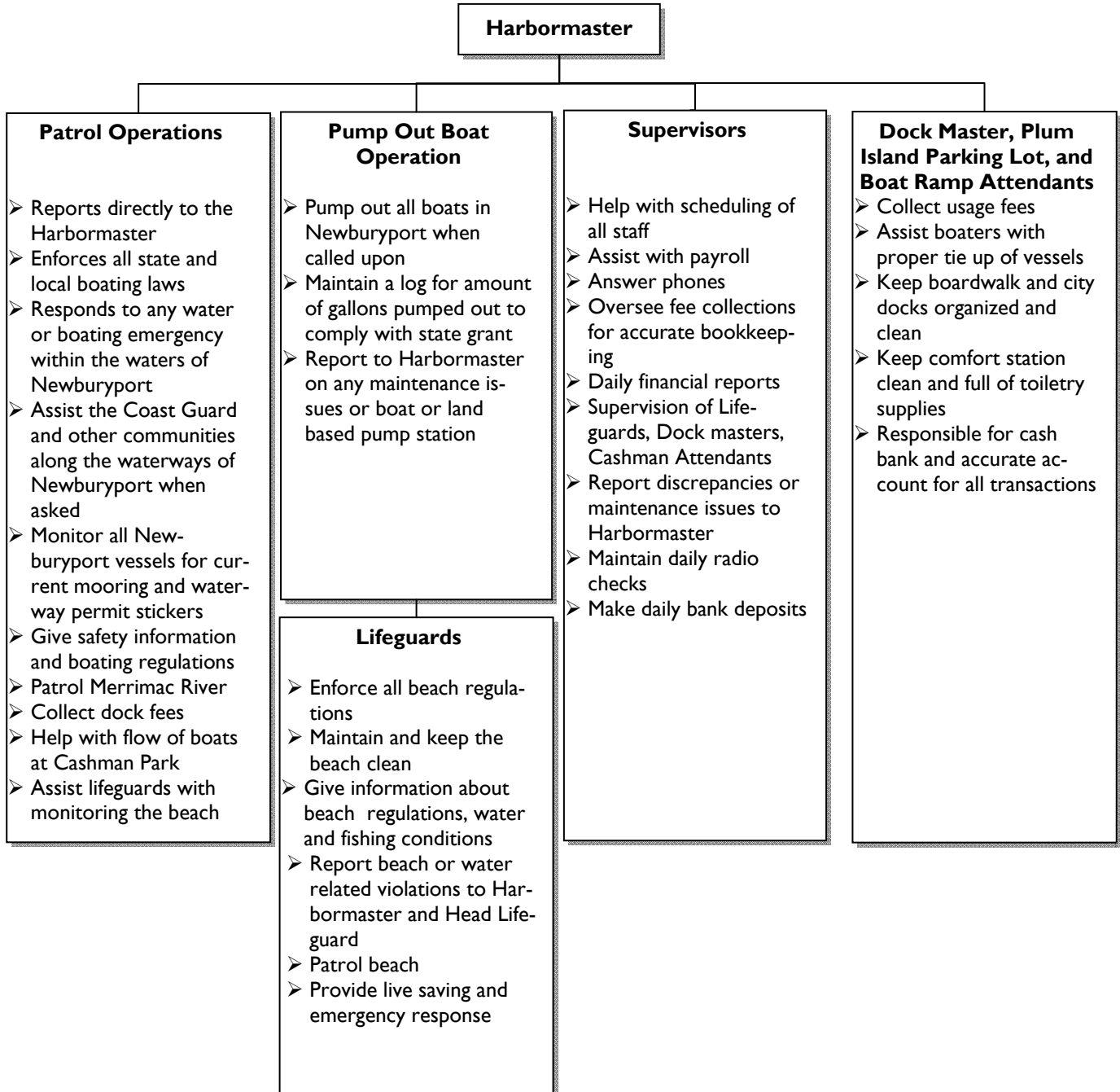
- The HM department will be training with the Fire Department and the Coast Guard on boom deployment in case of an emergency.

Goal 3: Procure another boat that is more appropriate for the Harbormasters department use in relationship to the Merrimack River and our surroundings

Objectives:

- Monitor potential grants where appropriate or work to obtain surplus equipment from various sources with minimal cost to the department

PROGRAMS & SERVICES



Harbormaster Enterprise (cont.)

PERSONNEL SUMMARY

Harbormaster			
Position	FY 2011 Actual	FY 2012 Actual	FY 2013 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

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 APPROVED	FY2013 PROPOSED	FY2013 APPROVED
PERSONAL SERVICES						
51101 HARBORMASTER	53,165	53,377	50,962	51,000	62,000	55,000.00
51102 ASST HARBORMASTER	18,343	21,750	16,440	25,000	25,000	25,000.00
51181 SUPPERVISORS	13,991	14,000	13,989	15,000	15,000	15,000.00
51183 LIFEGUARDS	31,679	40,469	34,207	41,000	41,000	41,000.00
51184 ADMIN/SECRETARIAL	3,571	4,600	3,363	4,800	4,800	4,800.00
51185 CASHMAN PK ATTEND	16,963	18,276	14,601	17,000	17,000	17,000.00
51186 DOCKMASTER	6,157	8,078	6,308	8,500	8,500	8,500.00
51187 PI PARKING LOT ATTEND	6,609	6,941	7,075	8,500	9,000	9,000.00
51401 LONGEVITY	2,154	2,154	0	0	0	0.00
51740 RETIREMENT APPROP	14,095	14,604	14,134	14,074	14,570	14,570.46
51760 CH32BINS-HBR	14,120	11,865	18,596	25,661	26,000	21,000.00
51770 FICA EXPENSE	3,705	9,783	8,036	11,500	6,000	6,000.00
51901 IREMENT EXPENSE	0	26,330	0	0	0	0.00
PERSONAL SERVICES Total	184,552	232,227	187,710	222,035	228,870	216,870.46
PURCHASE OF SERVICES						
52103 HM UTILITIES	1,287	1,178	915	4,100	4,100	4,100.00
52104 CWF/POWER	216	375	299	0	0	0.00
52401 CASHMAN PARK	3,455	2,833	1,212	6,500	6,500	6,500.00
52405 COMPUTER EXPENSE	327	322	3,369	4,500	4,500	4,500.00
52410 FISH PIER	1,500	1,800	200	0	0	0.00
52415 CWF TRASH PICKUP	925	925	725	0	0	0.00
52420 MAINT/EQUIP BOAT	2,174	1,923	765	2,200	2,800	2,800.00
52430 INSTALL/REPAIR FLTS	0	4,179	9,442	7,036	7,000	7,000.00
52435 HM FACILITIES MAINT	400	526	507	1,850	1,850	1,850.00
52445 PLUM ISLAND EXP	5,097	14,350	1,769	4,500	4,500	4,500.00
52721 PUMPOUT MAINT	1,370	2,683	877	3,000	3,000	3,000.00
53028 PRE-EMPLOY PHY	0	726	292	1,100	0	0.00
53030 PRINTING & SIGNS	1,426	1,571	1,413	2,000	2,300	2,300.00
53402 TELECOMMUNICATIONS	855	873	1,508	2,200	2,500	2,500.00
53406 POSTAGE MAILINGS	929	1,027	425	1,700	1,700	1,700.00
PURCHASE OF SERVICES Total	19,961	35,291	23,717	40,686	40,750	40,750.00
SUPPLIES						
54200 OFFICE SUPPLIES	100	0	0	300	500	500.00
54250 HARBOR COMMISSION EXP	2,104	1,597	1,549	2,200	2,800	2,800.00
54305 UNIFORM/SAFETY EQUIP	390	1,034	692	1,500	2,000	2,000.00
54801 FUEL/OIL VEHICLES	5,718	5,308	7,608	12,000	12,000	12,000.00
55800 MISCELLANEOUS	107	300	300	1,500	1,500	1,500.00
SUPPLIES Total	8,418	8,239	10,149	17,500	18,800	18,800.00
OTHER CHARGES & EXPENSES						
57100 TRAVEL & TRAINING	0	140	0	195	500	500.00
57300 DUES/MEMBERSHIPS	35	0	30	35	250	250.00
57430 BOAT INSURANCE	4,696	4,632	2,775	5,075	5,075	5,075.00
OTHER CHARGES & EXPENSES Total	4,731	4,772	2,805	5,305	5,825	5,825.00
CAPITAL OUTLAY						
58500 ADDITIONAL EQUIPMENT/SVC	3,378	6,597	1,952	39,000	30,000	30,000.00
CAPITAL OUTLAY Total	3,378	6,597	1,952	39,000	30,000	30,000.00
DEBT SERVICE						
59100 DOCK BOND PAYMENT	35,875	34,825	28,775	28,775	27,000	27,000.00
DEBT SERVICE Total	35,875	34,825	28,775	28,775	27,000	27,000.00
Grand Total	256,916	321,951	255,108	353,301	351,245	339,245.46



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**Section 12:
Capital Improvement Program**

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- Financing Methods
- Six-Year Capital Improvement Program (CIP)

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- Fire Department
- Police Department
- Office of Planning and Development
- Information Technology
- Public Library
- Youth Services
- Newburyport Public Schools
- Department of Public Services: Highway Division
- Department of Public Services: Water Enterprise Fund
- Department of Public Services: Sewer Enterprise Fund
- Harbormaster Enterprise Fund

12.1 Executive Summary

President & Members of the City Council,

I am pleased to submit herewith the Proposed Fiscal Years 2013-2017 Capital Improvement Program (CIP), the first year of which constitutes a selection of projects and equipment that have been funded, or will be requested to be funded, this fiscal year. 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, rather than issuing debt.

Development of the CIP

In past years, individual departments have maintained their own capital budget. This practice has created an inventory of capital needs for each department. However, creating individual inventories resulted in an unorganized approach to capital planning. The City has not, in recent years, 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 FY2012 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. Since early June, Department Heads have worked with the Mayor's Office to identify their most important capital needs for FY2012 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 in the FY2013 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 in the first year of the 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 new 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 30th 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 appropriated until it is certified. Once certified, free cash can be appropriated up until the following June 30 by City Council for any legal spending purpose. Free cash 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. A goal of the policy is to minimize the level at which recurring expenses, such as personnel, are dependent upon this revenue source. 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 new 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 residents of Newburyport will authorize approximately \$69.3 million through the approval of a debt exclusion to replace the Bresnahan Elementary School, renovate the Nock Molin Upper Elementary and Middle School and to renovate the former Bresnahan school into a Senior and Community Center.
- That the City will continue to build cash reserves and anticipate that a minimum Free Cash balance of \$1.5 million annually.
- The City will continue to conservatively estimate New Growth.
- That the City will not 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

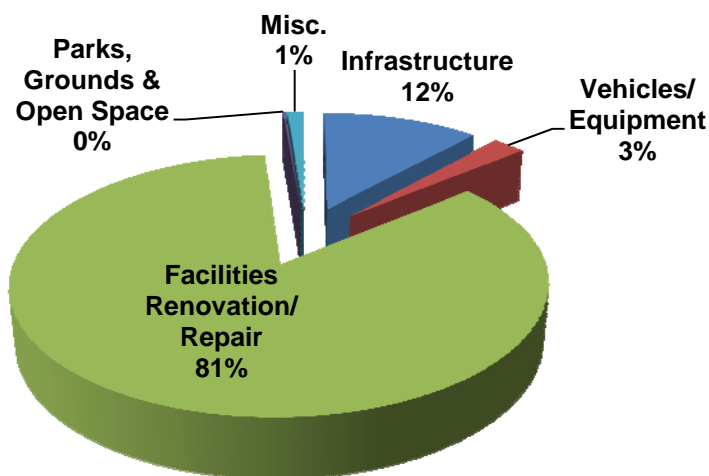
The CIP includes projects with a six year total estimated cost of \$148,845,740. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph illustrates that 81% of spending is for facilities renovation and repair. This includes the re-

placement 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 and 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 both the Police Station and the DPS Facility and the replacement of the roofs at the high school and DPS garage. The CIP also includes significant investment in the Kelley Youth Center. The Kelley Youth Center remains an underutilized facility because of ADA compliancy 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 12% 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 \$250,000 in sidewalk improvements in FY12. 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. General debt service only accounts for 1% of the proposed CIP spending and the city's overall debt service remains approximately 4% of operating expenditures (\$38.5 million overall). Below is a summary of CIP investments by department:

Project Costs by Department

Department	FY12	FY13	FY14	FY15	FY16	FY17	Six-Year Total
Fire	-	190,000	-	-	555,000	-	745,000
Police	65,000	20,000	21,000	21,000	30,000	-	157,000
Planning	320,000	664,000	12,031,000	2,325,000	100,000	-	15,440,000
MIS	417,798	-	-	-	-	-	417,798
Library	28,102	35,047	-	-	-	-	63,149
Youth Services	-	-	125,000	75,000	100,000	-	300,000
Highway	895,700	1,277,000	1,191,000	1,160,000	867,000	1,110,000	6,500,700
Total General Fund	\$ 1,726,600	\$ 2,186,047	\$ 13,368,000	\$ 3,581,000	\$ 1,652,000	\$ 1,110,000	\$ 23,623,647
Schools	68,000	65,980,000	532,500	-	-	-	66,580,500
Total General Fund with Schools	\$ 1,794,600	\$ 68,166,047	\$ 13,900,500	\$ 3,581,000	\$ 1,652,000	\$ 1,110,000	\$ 90,204,147
Less: State Aid & Excluded Debt	500,000	66,500,000	10,300,000	2,000,000	500,000	500,000	80,300,000
Net Spending	\$ 1,294,600	\$ 1,666,047	\$ 3,600,500	\$ 1,581,000	\$ 1,152,000	\$ 610,000	\$ 9,904,147
Harbormaster Enterprise	-	50,000	133,000	-	-	500,000	683,000
Sewer Enterprise	33,500,000	1,010,000	717,500	90,000	-	-	36,317,500
Water Enterprise	17,555,593	1,378,000	1,712,500	350,000	350,000	350,000	21,641,093
Total Enterprise Funds	\$ 51,055,593	\$ 2,438,000	\$ 2,563,000	\$ 440,000	\$ 350,000	\$ 850,000	\$ 58,641,593
Total Capital Improvements	\$ 52,850,193	\$ 70,604,047	\$ 16,463,500	\$ 4,021,000	\$ 2,002,000	\$ 1,960,000	\$148,845,740

Conclusion

I want to thank all of those who were involved in the development of the CIP. The process of inventorying the City's capital needs generated hundreds of ideas and identified areas that we must continue to invest in. During the review process, several projects were identified that placed additional demands on the CIP. Many of these projects were deferred in order to keep the funding mechanisms realistic and hopefully can be included in the CIP in subsequent years. The CIP is a living document in the truest sense and will need to be reevaluated and updated on an annual basis as part of the budget process. The CIP will become 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 2012-2017 CIP Summary

Project Detail by Department

Department	Project Description	Category	Funding Source	FY12	FY13	FY14	FY15	FY16	FY17	Six-Year Total
Fire	Replacement of Engine 1	VE	GD	-	-	-	-	555,000	-	555,000
Fire	Replacement of Fire Alarm System	VE	OR/FC/O	-	90,000	-	-	-	-	90,000
Fire	Replacement of Deputy Chief Command Vehicle	VE	OR/FC/O	-	45,000	-	-	-	-	45,000
Fire	Replacement of Fire Department Pickup Truck	VE	OR/FC/O	-	30,000	-	-	-	-	30,000
Fire	Replacement of Pagers	VE	OR/FC/O	-	25,000	-	-	-	-	25,000
Fire Total				-	190,000	-	-	555,000	-	745,000
Police	Replacement of HVAC System	FRR	OR/FC/O	65,000	-	-	-	-	-	65,000
Police	Seal Police Station bricks and replace garage doors	FRR	OR/FC/O	-	-	21,000	21,000	-	-	42,000
Police	Carpet Replacement	FRR	OR/FC/O	-	-	-	-	30,000	-	30,000
Police	Replacement of Portable Radios	VE	OR/FC/O	-	20,000	-	-	-	-	20,000
Police Total				65,000	20,000	21,000	21,000	30,000	-	157,000
Planning	Senior & Community Center	FRR	ED	-	-	6,500,000	-	-	-	6,500,000
Planning	Clipper City Rail Trail Extension Project - Design	I	OR/FC/O	100,000	100,000	-	-	-	-	300,000
Planning	Clipper City Rail Trail Extension Project - Construction	I	SA/OF	-	-	1,500,000	1,500,000	-	-	3,000,000
Planning	Central Waterfront Bulkhead Project	I	SA/OF	-	200,000	1,800,000	-	-	-	2,000,000
Planning	High School Stadium Renovation Project	FRR	OR/FC/O	-	200,000	1,800,000	-	-	-	2,000,000
Planning	Fish Pier Embayment Dredging Project	M	OR/FC/O	-	-	50,000	600,000	-	-	650,000
Planning	Inn Street Phase 1 - Lighting	I	OR/FC/O	220,000	-	-	-	-	-	220,000
Planning	Inn Street Phase 2 - Elevated Walkway/Stairway Replacement	I	OR/FC/O	-	125,000	-	-	-	-	125,000
Planning	Inn Street Phase 3	I	OR/FC/O	-	-	125,000	-	-	-	125,000
Planning	Inn Street Phase 4	I	OR/FC/O	-	-	-	200,000	-	-	200,000
Planning	City Hall Improvements	FRR	OR/FC/O	-	39,000	156,000	-	-	-	195,000
Planning	Common Pasture Parking and Trailhead Project	PGO	OR/FC/O	-	-	-	25,000	100,000	-	125,000
Planning Total				320,000	664,000	12,031,000	2,325,000	100,000	-	15,440,000
MIS	Information Systems Upgrade	VE	OR/FC/O	276,883	-	-	-	-	-	276,883
MIS	Telephone System Replacement	VE	OR/FC/O	140,915	-	-	-	-	-	140,915
MIS Total				417,798	-	-	-	-	-	417,798
Library	Carpet Replacement	FRR	OR/FC/O	13,602	35,047	-	-	-	-	48,649
Library	Roof Restoration	FRR	OR/FC/O	14,500	-	-	-	-	-	14,500
Library Total				28,102	35,047	-	-	-	-	63,149
Youth Services	Sprinkler Installation and Building Code Compliance	FRR	OR/FC/O	-	-	125,000	-	-	-	125,000
Youth Services	ADA Compliance	FRR	OR/FC/O	-	-	-	-	100,000	-	100,000
Youth Services	Kelly Youth Center Façade Repair	FRR	OR/FC/O	-	-	-	75,000	-	-	75,000
Youth Services Total				-	-	125,000	75,000	100,000	-	300,000
Schools	Bresnahan School Replacement	FRR	ED	-	38,800,000	-	-	-	-	38,800,000
Schools	Nock/Molin School Renovation	FRR	ED	-	27,000,000	-	-	-	-	27,000,000
Schools	Newburyport High School Roof Replacement	FRR	GD	-	70,000	532,500	-	-	-	602,500
Schools	Newburyport High School Efflorescence Removal	FRR	OR/FC/O	35,000	110,000	-	-	-	-	145,000
Schools	Brown School Parking Lot Paving	FRR	OR/FC/O	33,000	-	-	-	-	-	33,000
Schools Total				68,000	65,980,000	532,500	-	-	-	66,580,500
Highway	Roadway Improvements	I	SA/OF	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Highway	Sidewalk Improvements	I	OR/FC/O	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Highway	Purchase of 6 Wheel Dump Truck	VE	OR/FC/O	-	150,000	-	150,000	-	150,000	450,000
Highway	Roof Replacement at DPS Facility	FRR	GD	-	60,000	60,000	60,000	60,000	60,000	300,000
Highway	Purchase of 1 Ton Dump Truck	VE	OR/FC/O	-	57,000	57,000	-	57,000	-	171,000
Highway	Purchase of Street Sweeper	VE	OR/FC/O	-	-	160,000	-	-	-	160,000
Highway	Purchase of Tree Maintenance Truck	VE	OR/FC/O	-	-	-	-	-	150,000	150,000
Highway	Purchase Trackless Series MT6 Tractor	VE	OR/FC/O	133,700	-	-	-	-	-	133,700
Highway	Purchase of 3/4 Ton Pickup with Plow	VE	OR/FC/O	-	40,000	40,000	40,000	-	-	120,000
Highway	Street Light Acquisition	M	OR/FC/O	-	118,000	-	-	-	-	118,000
Highway	Purchase of Front End Loader with Backhoe	VE	OR/FC/O	-	-	-	110,000	-	-	110,000
Highway	Drainage Study	I	OR/FC/O	-	-	-	50,000	-	-	50,000
Highway	Replacement of Pumping and Fuel Monitoring Systems	VE	OR/FC/O	-	-	72,000	-	-	-	72,000
Highway	Repair Stonewall at Highland Cemetary	PGO	OR/FC/O	-	-	40,000	-	-	-	40,000
Highway	Purchase of Automatic Hydraulic Salt Spreader Control System	VE	OR/FC/O	12,000	12,000	12,000	-	-	-	36,000
Highway	Replacement of HVAC at DPS Highway Facility	FRR	OR/FC/O	-	40,000	-	-	-	-	40,000
Highway	Fence at Highland Cemetary	PGO	OR/FC/O	-	20,000	-	-	-	-	20,000
Highway	Parking Lot Lighting	PGO	OR/FC/O	-	30,000	-	-	-	-	30,000
Highway Total				895,700	1,277,000	1,191,000	1,160,000	867,000	1,110,000	6,500,700

CATEGORY:	FUNDING SOURCE:		
FRR - Facilities Renovations/Repair	PGO - Parks, Grounds & Open Space	ED - Excluded Debt	WTR - Water Enterprise Fund
I - Infrastructure	VE - Vehicles/Equipment	GD - General Debt	SWR - Sewer Enterprise Fund
M - Miscellaneous		SA/OF - State Aid/Other Funding Sources	HBR - Harbormaster Enterprise Funds
		OR/FC/O - Operating Revenue/Free Cash/Other	

Project Detail by Department (cont.)

Department	Project	Category	Funding Source	FY12	FY13	FY14	FY15	FY16	FY17	Six-Year Total
Water Enterprise	Water Treatment Plant	FRR	WTR	15,932,830	-	-	-	-	-	15,932,830
Water Enterprise	DPS Tank Maintenance	I	WTR	785,763	405,000	350,000	-	-	-	785,763
Water Enterprise	Water Main Replacement	I	WTR	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Water Enterprise	New Source Development - Guilford Site	I	WTR	250,000	250,000	1,000,000	-	-	-	1,500,000
Water Enterprise	DPS Expansion	FRR	WTR	52,000	298,000	-	-	-	-	350,000
Water Enterprise	Meter Replacement Project	M	WTR	50,000	50,000	50,000	50,000	50,000	50,000	1,000,000
Water Enterprise	Purchase Excavator	VE	WTR	185,000	-	-	-	-	-	185,000
Water Enterprise	Purchase Ford F-250 Truck	VE	WTR	-	40,000	-	-	-	-	40,000
Water Enterprise	Replacement of HVAC at DPS Highway Facility	FRR	WTR	-	35,000	-	-	-	-	35,000
Water Enterprise	Replacement of Pumping and Fuel Monitoring Systems	VE	WTR	-	-	12,500	-	-	-	12,500
Water Enterprise	Total			17,555,593	1,378,000	1,712,500	350,000	350,000	350,000	21,641,093
Sewer Enterprise	Wastewater Treatment Plant	FRR	SWR	32,600,000	-	-	-	-	-	32,600,000
Sewer Enterprise	Turkey Hill Sewer Main	I	SWR	-	-	-	-	-	-	1,000,000
Sewer Enterprise	West End Easement	I	SWR	-	355,000	355,000	-	-	-	710,000
Sewer Enterprise	Crow Lane Lift Station Replacement	I	SWR	500,000	-	-	-	-	-	500,000
Sewer Enterprise	Graf Road Force Main	I	SWR	-	400,000	-	-	-	-	400,000
Sewer Enterprise	Purchase of Vacuum Truck	VE	SWR	-	-	350,000	-	-	-	350,000
Sewer Enterprise	DPS Expansion	FRR	SWR	250,000	-	-	-	-	-	250,000
Sewer Enterprise	Primary Clarifier Upgrades	FRR	SWR	100,000	100,000	-	-	-	-	200,000
Sewer Enterprise	Purchase of Mack RD690S Dump Truck	VE	SWR	-	130,000	-	-	-	-	130,000
Sewer Enterprise	Bobcat Loader	VE	SWR	-	-	-	90,000	-	-	90,000
Sewer Enterprise	Purchase Ford Utility Van	VE	SWR	50,000	-	-	-	-	-	50,000
Sewer Enterprise	Replacement of HVAC at DPS Highway Facility	FRR	SWR	-	25,000	-	-	-	-	25,000
Sewer Enterprise	Replacement of Pumping and Fuel Monitoring Systems	VE	SWR	-	-	12,500	-	-	-	12,500
Sewer Enterprise	Total			33,500,000	1,010,000	717,500	90,000	-	-	36,317,500
Harbormaster Enterprise	Cashman Park Facility	FRR	HBR	-	-	-	-	-	500,000	500,000
Harbormaster Enterprise	New Harbormaster Boat	VE	HBR	-	-	130,000	-	-	-	130,000
Harbormaster Enterprise	Cashman Park Dock Expansion	FRR	HBR	-	50,000	-	-	-	-	50,000
Harbormaster Enterprise	Replacement of Pumping and Fuel Monitoring Systems	VE	HBR	-	-	3,000	-	-	-	3,000
Harbormaster Enterprise	Total			-	50,000	133,000	-	-	500,000	683,000

CATEGORY:		FUNDING SOURCE:	
FRR - Facilities Renovations/Repair	PGO - Parks, Grounds & Open Space	ED - Excluded Debt	WTR - Water Enterprise Fund
I - Infrastructure	VE - Vehicles/Equipment	GD - General Debt	SWR - Sewer Enterprise Fund
M - Miscellaneous		SA/OF - State Aid/Other Funding Sources	HBR - Harbormaster Enterprise Funds
		OR/FC/O - Operating Revenue/Free Cash/Other	

I 2.3 Project Detail Sheets by Department

Project Title: **Replacement Fire Department Pick Up**

Department: **Fire/Police**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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				

Project Title: **Replacement of Firefighter Pagers**

Department: **Fire**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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 (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**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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 of Fire Alarm System**

Department: **Fire**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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		\$90,000				

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 Engine 1**

Department: **Fire**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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 Police Station HVAC System**

Department: **Police**

Description and Justification:

This project will replace the entire heating and cooling system at the Police Station. The current system is 14 years old and is no longer functional. This project will need to be completed prior the winter of FY12. The project will be partially funded through Green Community grant and free cash




RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	6	65,000	65,000					
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$65,000	\$65,000					

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 Portable Radios	
Department: Police	
<u>Description and Justification:</u> 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 ongoing	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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				

Project Title: Seal Police Station bricks & Replace Garage doors	
Department: Police	
<u>Description and Justification:</u> 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 replacement.	
	

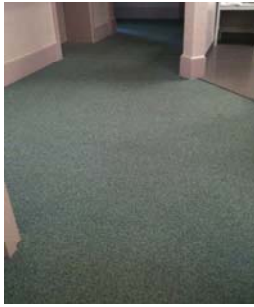
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	6	21,000				21,000		
F. Departmental Equipment								
G. Contingency								
H. Other	6	21,000			21,000			
TOTAL		\$42,000			\$21,000	\$21,000		

<u>Source of Funds Legend</u>							
(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**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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: **Inn Street - Phase I - Lighting & Brick Turret Restoration Project**

Department: **Office of Planning & Development** Category:

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 loss of lighting fixtures throughout the plaza and the large brick "turret" walls surrounding three stairways leading to the raised concrete walkway have contributed to increased crime in the area. Public safety and enjoyment of this jewel of urban renewal efforts will be greatly improved by the installation of new lighting fixtures in the bollards, raised walkway, tree uplighting and other locations. 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 significantly improve Inn Street's overall safety and appearance.



RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	6	20,000	20,000					
C. Land Acquisition								
D. Construction	6	200,000	200,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$220,000	\$220,000					

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 II - Brick Repair Project**

Department: **Office of Planning & Development**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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 (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 IV - Elevated Walkway Project**

Department: **Office of Planning & Development**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year						
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
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: **Senior Community Center**

Department: **Office of Planning & Development**

Category:

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. This project will be dependent on a successful debt exclusion vote to build a new elementary school. 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 Six -Year Cost	Estimated Expenditures by Fiscal Year						
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
A. Feasibility Study									
B. Design	6	80,000	80,000						
C. Land Acquisition									
D. Construction	6	6,420,000			6,420,000				
E. Furnishings/Equipment									
F. Departmental Equipment									
G. Contingency									
H. Other									
TOTAL		\$6,500,000	\$80,000		\$6,420,000				

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: **Central Waterfront Bulkhead Project**

Department: **Office of Planning & Development**

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 be funded by a grant from the Seaport Advisory Council.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	3	200,000		200,000				
C. Land Acquisition								
D. Construction	3	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: **High School Stadium Renovation Project**

Department: **Office of Planning & Development**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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			

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: **City Hall Capital Improvement Project(s)**

Department: **Office of Planning & Development**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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		\$39,000	\$156,000			

Project Title: **Fish Pier Embayment Dredging Project**

Department: **Office of Planning & Development**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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: **Clipper City Rail Trail Extension Project - Design Phase**

Department: **Office of Planning & Development**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	6	300,000	100,000	100,000	100,000			
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$300,000	\$100,000	\$100,000	\$100,000			

Project Title: **Clipper City Rail Trail Extension Project -Construction Phase**

Department: **Office of Planning & Development**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	3	3,000,000			1,500,000	1,500,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$3,000,000			\$1,500,000	\$1,500,000		

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: **Common Pasture Parking and Trailhead Project**

Department: **Office of Planning & Development**

Category:

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 public outdoor recreation.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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: **IT Upgrade**

Department: **MIS**

Description and Justification:

This project will replace the antiquated IT infrastructure throughout the City. The project will replace 36 workstations and a powerful set of redundant servers will be installed to host and replace up to 18 current individual servers. These new servers will run VMWare's virtualization. The current MUNIS servers have exceeded their useful life. At this point in time, the City's financial applications infrastructure is at risk and will be addressed as a result of this project. Through this upgrade, the City will be able to roll out a new MUNIS financial system with the capacity to implement all modules, including, but no limited to purchase orders and requisitions. The upgrade will update all software applications at each workstation throughout the city.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	4	276,883	276,883					
G. Contingency								
H. Other								
TOTAL		\$276,883	\$276,883					

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: **Telephone System Replacement**

Department: **MIS**

Description and Justification:

This project will address the need to replace the City's current telephone system. The current telephone system is in dire need of replacement. Parts and materials to maintain the current system are no longer available and the city has no ability to add a telephone to the existing system. The current system's most glaring weaknesses are found in our public safety departments. The system replacement utilizes voice-over-IP technology, which allows users to control calls and voice messages from their PCs, along with remote access. Failure of the phone system at either the Fire Department or the Police Department could take several days to repair. The cost includes replacing the telephone system in each department excluding the Library.



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	4	140,915	140,915					
G. Contingency								
H. Other								
TOTAL		\$140,915	\$140,915					

Project Title: **Flat Rubber Roof Restoration**

Department: **Library**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other (Roof)	4	14,500	14,500					
TOTAL		\$14,500	\$14,500					


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: Carpet Replacement

Department: Library

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: Stairs and landings (\$12,952) and 2nd floor reference area (\$22,095). A subsequent project would replace 1st floor carpets in the Reading Room, Media Area and Back Hall (\$13,602).



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	4	48,649	13,602	35,047				
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$48,649	\$13,602	\$35,047				

Project Title: Kelley Youth Center Code Improvements

Department: Youth Services

Description and Justification:
 This would fund the installation of a sprinkler system at the Kelley Youth Center. The Youth Center is required to have a sprinkler system in order to fully utilize this historic space. By installing a sprinkler system, Youth Services will be able to utilize the five rooms on the second floor which in total exceeds 4000 square feet.

 This additional space could be used for other city departments, community groups and for youth services programing.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	6	125,000			125,000			
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: **Kelley Youth Center Façade Repair**

Department: **Youth Services**

Description and Justification:
 This would fund the repointing of the front side of the Kelley Youth Center. There is significant deterioration of the bricks and mortar on the front side of the building which has led to water damage on the interior.

 Youth Services will apply for CPA funds for this project.





RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other	6	75,000				75,000		
TOTAL		\$75,000				\$75,000		

Project Title: **Kelley Youth Center Elevator Installation**

Department: **Youth Services** Category:

Description and Justification:
 This would fund the installation of an elevator at the Kelley School. This project would ensure ADA compliance and provide handicap access to the second floor.



RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	6	100,000					100,000	
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$100,000					\$100,000	

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: **Brown School Parking Lot Paving**

Department: **School Department**

Description and Justification:

This project would re-grade and re-pave the employee parking lot and replace the concrete steps at the two gym entrances as well as the entrance into the corridor adjacent to the gym. The asphalt in the parking lot is cracked and crumbling, has been temporarily patched numerous times, and is prone to puddling due to improper grading. This is a danger, particularly in the winter when the thaw/freeze cycles cause an accumulation of ice. The concrete steps from the building are crumbling due to exposure to road salt over a number of years.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	30,000	30,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency	2	3,000	3,000					
H. Other								
TOTAL		\$33,000	\$33,000					

Project Title: **Nock/Molin School Renovation**

Department: **School Department**

Description and Justification:

Based on our submission of a Statement of Interest to the Massachusetts School Building Authority the City of Newburyport has been invited into the Capital Pipeline for renovation and possible addition to the Nock/Molin School Building. The Statement of Interest was based on the need for improvement to life safety systems, mechanical systems, bathroom facilities, ADA compliance and to repair building structural issues. The feasibility study will help to prioritize the needs of the building and identify a phasing plan for implementing the improvements.




RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study	2/3							
B. Design	2/3							
C. Land Acquisition								
D. Construction	2/3	27,000,000		27,000,000	To be bonded over 25 years			
E. Furnishings/Equipment	2/3							
F. Departmental Equipment	2/3							
G. Contingency	2/3							
H. Other								
TOTAL		\$27,000,000		\$27,000,000				

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: Bresnahan Elementary School Replacement	
Department: School Department	New Construction
Description and Justification: Based on our submission of a Statement of Interest to the Massachusetts School Building Authority the City of Newburyport has been invited into the Model School Program which aids cities and towns in the construction of new schools. The Statement of Interest was based on the need for updated health, safety, mechanical and other building systems as well as improved infrastructure and energy efficiency. If approved the project will also move the Pre-K and Kindergarten programs from the Brown School into the new building making the new building a Pre-K through 3rd grade facility.	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study	2/3							
B. Design	2/3							
C. Land Acquisition								
D. Construction	2/3	38,800,000		38,800,000	To be bonded over 25 years			
E. Furnishings/Equipment	2/3							
F. Departmental Equipment	2/3							
G. Contingency	2/3							
H. Other		-						
TOTAL		\$38,800,000		\$38,800,000				

Project Title: Newburyport High School-Efflorescence Removal	
Department: School Department	
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 2012.	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	6	20,000	15,000	5,000				
C. Land Acquisition								
D. Construction	6	110,000	20,000	90,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency	6	15,000		15,000				
H. Other								
TOTAL		\$145,000	\$35,000	\$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: **Newburyport High School-Roof Replacement**

Department: **School Department**

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 occurrence 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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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			

Project Title: **Sidewalk Improvements**

Department: **DPS - Highway**

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. The City re-evaluates sidewalk conditions annually and the development of a Sidewalk Master Plan will allow the City to deploy resources to sidewalks in need of revitalization.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	1	1,500,000	250,000	250,000	250,000	250,000	250,000	250,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000


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: **Roadway Improvements**

Department: **DPS - Highway**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	3	3,000,000	500,000	500,000	500,000	500,000	500,000	500,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$3,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000

Project Title: **Purchase of Trackless Series MT6 Municipal Tractor**

Department: **DPS - Highway**

Description and Justification:
 The Trackless is an all purpose machine that can be used during both the summer and the winter. During the summer months, DPS will use the Trackless to mow the parks, cemeteries and any other open fields. With a mowing deck of 132 inches, the Trackless will give the DPS the ability to mow these areas quicker and as a result more frequently. In the winter, the Trackless will be used to clean sidewalks for schools and in the downtown. Currently, the DPS does not have a piece of equipment that specializes in widening roads after significant snow fall. This piece of equipment will give the DPS the ability to quickly widen roads using the Trackless' specialized attachment which was designed to do this type of work.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	133,700	133,700					
G. Contingency								
H. Other								
TOTAL		\$133,700	\$133,700					

- 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 Automatic Hydraulic Salt Spreader Control System**

Department: **DPS - Highway**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	1	36,000	12,000	12,000	12,000			
G. Contingency								
H. Other								
TOTAL		\$36,000	\$12,000	\$12,000	\$12,000			

Project Title: **Street Light Acquisition**

Department: **DPS/Energy**

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 \$118,350.82.

The City anticipates significant annual savings as a result of purchasing the street lights.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other	6	118,000		118,000				
TOTAL		\$118,000		\$118,000				

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**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6/7/8	100,000		100,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$100,000		\$100,000				

Project Title: **Roof Replacement at DPS Facility**

Department: **DPS - Highway**

Description and Justification:

The steel roof at the DPS Facility 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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	300,000		60,000	60,000	60,000	60,000	60,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$300,000		\$60,000	\$60,000	\$60,000	\$60,000	\$60,000

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: **Fence at Highland Cemetery**

Department: **DPS - Highway**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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				

Project Title: **Purchase of 6 Wheel Dump Trucks**

Department: **DPS - Highway**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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

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 One Ton Dump Trucks**

Department: **DPS - Highway**

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 be purchased using a combination of free cash and operating revenues from the supplemental budget.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	1/6	171,000		57,000	57,000		57,000	
G. Contingency								
H. Other								
TOTAL		\$171,000		\$57,000	\$57,000		\$57,000	

Project Title: **Purchase of 3/4 Ton Pickup Trucks with plows**

Department: **DPS - Highway**

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 has exceeded its useful life of 10 years. The truck will be purchased using a combination of free cash and operating revenues from the supplemental budget.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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 (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 Street Sweeper**

Department: **DPS - Highway**

Description and Justification:

This request is to replace the existing 2003 Elgin Pelican street sweep. 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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	160,000			160,000			
G. Contingency								
H. Other								
TOTAL		\$160,000			\$160,000			

Project Title: **Parking Lot Lighting**

Department: **DPS - Highway**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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				

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 - Highway** Category:

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 vehicles 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 - 72K



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	5/6/7/8	100,000			100,000			
G. Contingency								
H. Other								
TOTAL		\$100,000			\$100,000			

Project Title: **Repair Stonewall at Highland Cemetery**

Department: **DPS - Highway** Category:

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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			

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 Front End Loader with Backhoe**

Department: **DPS - Highway**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	3/6	110,000				110,000		
G. Contingency								
H. Other								
TOTAL		\$110,000				\$110,000		

Project Title: **Tree Truck**

Department: **DPS - Highway**

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

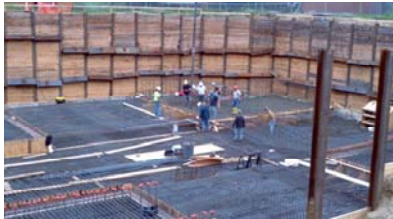
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	150,000						150,000
G. Contingency								
H. Other								
TOTAL		\$150,000						\$150,000

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: Drainage Study	
Department: DPS - Highway	
Description and Justification: This would fund a drainage study in the vicinity of Hale Street, Phillips Drive, and Tiliton, Margarie, and Sylvester Streets. This area is prone to significant flooding and the city must study potential methods to alleviate the problem.	

RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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: Water Treatment Plant Upgrade	
Department: DPS - Water	
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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	15,932,830	15,932,830	To be bonded over 20 years				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$15,932,830	\$15,932,830					

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 Water Main Replacement	
Department: DPS - Water	
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 Division has developed a schedule of planned water distribution replacements. 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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,800,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

Project Title: DPS Meter Replacement Project	
Department: DPS - Water	
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 effort 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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	8	1,000,000	50,000	50,000	50,000	50,000	50,000	50,000
G. Contingency								
H. Other								
TOTAL		\$1,000,000	\$50,000	\$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: New Source Development	
Department: DPS - Water	
Description and Justification: Preliminary analysis of the constant rate pumping test data provided information on water yield and quality at the Guilford site. The Water Commission has approved transferring from UFB \$250,000 to purchase the property at the appraised value. Next steps in the development process are wellfield pump tests, design and permitting followed by construction.	



RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	1	250,000		250,000				
C. Land Acquisition	8	250,000	250,000					
D. Construction	2	1,000,000			1,000,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,500,000	\$250,000	\$250,000	\$1,000,000			

Project Title: DPS Tank Maintenance	
Department: DPS - Water	
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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	8			55,000				
C. Land Acquisition								
D. Construction	8	785,763	785,763	350,000	350,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$785,763	\$785,763	\$405,000	\$350,000			

<u>Source of Funds Legend</u>			
(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	
<u>Description and Justification:</u> 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 eminent 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 \$350,000. The cost of this project will be offset from the sale of 115 Water Street.	



RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	8	52,000	52,000					
C. Land Acquisition								
D. Construction	8	298,000		298,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$350,000	\$52,000	\$298,000				

Project Title: Purchase of Excavator	
Department: DPS - Water	
<u>Description and Justification:</u> The request will fund the purchase of a new excavator for use by the distribution staff and will assist in the repairing and installing of water mains and services.	




RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	1	185,000	185,000					
G. Contingency								
H. Other								
TOTAL		\$185,000	\$185,000					

<u>Source of Funds Legend</u>			
(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**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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: **Crow Lane Lift Station Replacement**

Department: **DPS - Sewer**

Description and Justification:
 This project was a complete upgrade of the Crow Lane Lift Station. The former lift station was built in 1977 and exceeded the normal 30 year useful life of a lift station. Construction began and will be completed in FY12.

 The project was funded through a short term bond that will be fully amortized in FY12.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	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: DPS Expansion	
Department: DPS - Sewer	
<u>Description and Justification:</u> 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 eminent 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 \$250,000.	



RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	7	40,000	40,000					
C. Land Acquisition								
D. Construction	7	210,000	210,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$250,000	\$250,000					

Project Title: Ford Utility Van (Pretreatment Van)	
Department: DPS - Sewer	
<u>Description and Justification:</u> The purchase of a new Ford Utility Van will replace the current 1995 Ford F150 that is used for site visits to businesses throughout the city to test discharge into the sewer system. Testing of commercial discharge is a requirement under the NEDPS permit.	




RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7	50,000	50,000					
G. Contingency								
H. Other								
TOTAL		\$50,000	\$50,000					

<u>Source of Funds Legend</u>			
(1) Operating Revenues	(2) State Aid	(3) Harbormaster Retained Earnings	(4) Sewer Enterprise Fund Retained Earnings
(5) Municipal GO Bonds	(6) Capital Stabilization Fund	(7) Free Cash / CPA / Grants / Other	(8) Water Enterprise Fund Retained Earnings

Project Title: Primary Clarifier Upgrades

Department: DPS - Sewer

Description and Justification:
 The City currently has two primary clarifiers at the Wastewater Treatment plant which accepts wastewater from throughout the City. The wastewater treatment process begins at the primary clarifiers with removal of solids and scum. Both clarifiers will be upgraded over a two year period



RECOMMENDED FINANCING

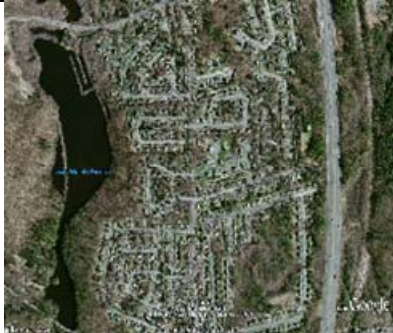
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	200,000	100,000	100,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$200,000	\$100,000	\$100,000				

Project Title: West End Easement

Department: DPS - Sewer

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design	7	355,000		355,000				
C. Land Acquisition								
D. Construction	7	355,000			355,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$710,000		\$355,000	\$355,000			

- 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: Wastewater Treatment Facility Improvements	
Department: DPS - Sewer	
Description and Justification:	
<p>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.</p>	

RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	32,600,000	32,600,000	To be bonded over 20 years				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other		-						
TOTAL		\$32,600,000	\$32,600,000					

Project Title: Purchase of Mack RD690S Dump Truck	
Department: DPS - Sewer	
Description and Justification:	
<p>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.</p>	

RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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: **Graf Road Force Main**

Department: **DPS - Sewer**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	400,000		400,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$400,000		\$400,000				

Project Title: **Purchase of Vector Vacuum Truck**

Department: **DPS - Sewer**

Description and Justification:

The purchase of a new Vector 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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7	350,000			350,000			
G. Contingency								
H. Other								
TOTAL		\$350,000			\$350,000			

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: **Turkey Hill Sewer Main**

Department: **DPS - Sewer**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	1,000,000			To be bonded over ten (10) years			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,000,000						

Project Title: **Bobcat Loader**

Department: **DPS - Sewer**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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		

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: **Cashman Park Dock Expansion**

Department: **Harbormaster**

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 Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	5	50,000		50,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$50,000		\$50,000				

Project Title: **New Harbormaster Boat**

Department: **Harbormaster**

Description and Justification:

The Harbormasters is exploring the purchase of an additional boat that is better suited for the Merrimac River. The purchase of a new boat would result in the sale of one of the current vessels.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	5	130,000			130,000			
G. Contingency								
H. Other								
TOTAL		\$130,000			\$130,000			

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: **Cashman Park Facility**

Department: **Harbormaster**

Description and Justification:

The Harbormasters department would like build a Harbormaster facility at Cashman Park. This facility could serve as a satellite office while also providing a much needed storage and maintenance facility for the department.

The additional community development would allow for permanent bathrooms for all people whom visit and use cashman park. In addition a function room could be created for use by the city or rented to the community for meetings and events.

Lastly, the repair and opening of the second ramp at cashman park would provide an alternate launching facility to be used either by commercial haulers or by kayaks and personal water crafts.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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
- (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



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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 to Generally Accepted Accounting Principles (GAAP);
- Modernize the financial systems and provide increased public access to annual budgets, reports, audits and other needs as they occur;
- Provide increased public confidence in financial management;
- Protect and enhance the City's credit rating and prevent default on any 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), including compliance with GASB Statements 34, 40 and 45.
- B. An annual audit will be performed by an independent public accounting firm with results reported to the City Council and available to the public.
- C. A Management Letter shall be provided by the independent public accounting firm as a companion document to the annual audit.
- D. The City will utilize a cash basis of budgeting, while the audited financial statements will be reported on a full 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. The annual operating budget that will be submitted to the City Council 45 days prior to the close of each fiscal year and must be bal-

anced with the estimate of proposed expenditures for a given period less than or equal to the proposed means of financing these expenditures.

- B. The City will carefully and routinely monitor all amounts due. An aggressive policy of collection will be followed for all receivables, including property taxes. An average collection rate of at least 95% of current levy shall be maintained.
- C. Charges for services and other revenues shall be reviewed on a regular on-going basis at least every three years. Charges shall be adjusted as necessary to respond to changes in the cost of providing services. The City Council will be responsible for cost recovery goals for individual departments or services as appropriate, along with the review and final approval of all 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 (operating budget) Expenditures. The City will endeavor to continue its policy of maintaining reserves at a minimum 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, Chapter 40, Section 5B. The Stabilization Fund may be appropriated for any lawful purpose. 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 (i.e. Fund Balance) 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. Once certified, monies held in this reserve may be appropriated during the current budget year and may also be used as a source of revenues for the ensuing budget year.

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 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 as authorized by MGL Chapter 40, Section 6.
- Operating Budget – in order to pursue a gradual transition from using Free Cash to

fund recurring operational expenses, the City will reduce its annual appropriation by \$100,000 each year until such time as the annual appropriation from Free Cash for the operating budget is lowered to \$500,000.

- 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 fringe benefits and unfunded liabilities related to employee fringe 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 Bond 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 sources and provide sufficient cash balance for daily financial needs.

IV. CAPITAL IMPROVEMENTS

The City shall continue to prepare a six-year Capital Improvement Program (CIP) updated on an annual basis.

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 bond 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. Bond rating

agencies consider individual community needs and circumstances (including emergencies) when evaluating the fiscal health of a community. Thus, while exceeding such limits could translate into a decrease in bond rating, such a decrease is not necessarily a totally negative factor in every case in a particular community. The City's consideration of doing so, however, should be reserved for extraordinary or unforeseeable circumstances.

B. The City will endeavor to manage debt so as not to exceed the following ratios, which are reflective of municipal bonding 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 reimbursement 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 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 (Massachusetts General Laws, Chapter 59, Section 21C) restricts growth in the levy limit from one year to the next by limiting the growth to an increase of not more than 2½% 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 Massachusetts General Laws, Chapter 44, Sections 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.

The City will continue its policy to raise appropriations for large projects, such as school or municipal buildings, outside the limits of Proposition 2½, in order to retain budget capacity within the limits of Proposition 2½.

State, Federal and Other Sources of Funding

State, Federal and other sources of funding including grants and reimbursements, will be aggressively sought for eligible City and School 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. Enterprise Funds are governed by Massachusetts General Law, 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.
- B. All gifts and grants shall be evaluated for suitability and consistency with City policies. They shall be formally accepted by the City Council after review and recommendation by the Mayor. Gifts and grants of funds are governed by Massachusetts General Law Ch. 44 §53A. Gifts of tangible property are governed by Massachusetts General Law 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 deal with trust funds and any other funds with special circumstances such as stabilization funds. Massachusetts Teachers Retirement Board is responsible for the investment of the pension funds.
- B. **Objectives**—Massachusetts General Laws, Chapter 44, Section 55B requires the Treasurer to invest all public funds except those required to be kept uninvested for purposes 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 of 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 and currently managed by Fidelity Investments. 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 will be established as a pooled investment portfolio unless otherwise stated. Any additional amounts added to such accounts will be maintained in this same manner.
- B. **Authorization**—Massachusetts General Law Chapter 44, Section 54 pertains to the investment of Trust Funds. All trust funds shall fall under the control of the Treasurer unless otherwise provided or directed by the donor. The standard of care 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.
- 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 on a monthly basis and on a year to date basis.
 4. 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.
 5. The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

B. Glossary of Terms

Assessment/Offsets: Cherry Sheet:	The amount that the State automatically deducts from local aid to cover town-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.
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.
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.
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.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
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.
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.
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.

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).
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.
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.
Enterprise Funds:	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 .
Fiscal Year:	A fiscal year runs July 1 through June 30. For example, fiscal year 2009 runs from July 1, 2008 through June 30, 2009.
Free Cash:	This one time revenue is derived when either revenue from the previous year is surpassed by the project amount or expenditures (line items) are not fully spent. After the books are closed for the year potential available funds balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.

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.
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 town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licenses, fines and State reimbursements.
Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
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.
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.
Overlay Provisions:	This amount is requested and set aside by the Assessor's 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.

Proposition 2 ½ Override:	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.
Reserve Fund for Appropriate Revolving 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.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by a majority vote of the Town 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.
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.

**Appendix C:
Newburyport Public Schools
Budget Detail**

Newburyport Public Schools

FY13
School Committee's
Adopted Budget

04/24/2012



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

TELEPHONE 978.465.4456
FAX 978.462.3495

Office of the Superintendent

Superintendent's Budget Message

May 9, 2012

In a perfect world, our school budget would address the needs of the school system to ensure that every student is meeting his or her potential. Those needs include human resources, equipment, and facility and classroom supplies and materials.

Over the past few months, my colleagues and I have worked very carefully on developing the FY13 school budget. We took into consideration the district's strategic plan, the superintendent's entry plan recommendations, the continuation of our district initiatives, as well as the maintenance of current (level) services for our students. Each principal and central office administrator reviewed his/her budget in a public session with School Committee members. We discussed our maintenance of effort and additional resources to meet the needs of students. On April 2, I presented the FY13 Preliminary Budget to the School Committee.

During the **Preliminary Budget** presentation, on behalf of the school system, I asked for **\$25,808,672**, an increase of \$1,310,293 over the FY12 budget, which included 2 Foreign Language teachers to restore the program at the middle school and additional teachers at the high school.

However, the revenue from various resources did not equal our original request. That shortfall was \$467,220. Hence, we had to make cuts from our original requested increase over last year's budget. Unfortunately, we had to eliminate the 2 Foreign Language (FL) and high school positions that we had originally placed into the budget.

Also, we needed to make other cuts. We reduced a grade 5 position due to declining enrollment and 1 technology integrator position shared 50/50 at Nock and Molin. The technology integrator position at the Nock & Molin schools will be revamped to provide professional development to our teachers in a different format.

Although the FY13 city allocation for the school budget increased by 3%, the School Committee prioritized teacher salaries this past year which absorbed a large percentage of this increase. Our Strategic Plan identifies a priority for our teaching environment to require confident, well-trained and effective teachers. We must be able to retain teachers and attract many highly-qualified new teachers; this is accomplished through competitive salaries.

On April 24, at a public hearing, I presented a **Balanced Budget** to the School Committee and community. The total revenue was **\$25,341,452**. The total expenses were **\$25,341,452**. This represented an \$843,074 (3.44%) increase over the FY12 budget. That

night, the School Committee voted and approved the FY13 school budget. (To see the power point presentation, please visit the district website).

The FY13 budget provides for level services, which means that programs being offered this year will remain next year. We did add a few positions to strengthen our special education programs at the middle school and high school.

The Mayor, Superintendent, School Committee, and administrators support a Foreign Language program at the Nock Middle School and continue to be hopeful that additional funding will come from the state. The State House of Representatives has approved a budget that provides additional funding for cities and towns through Chapter 70 (School funding) money. If the State Senate and Governor approve the budget, the school department may receive additional funds. If the school department does receive additional funding, our priority will and continues to be to restore a Foreign Language program at the Nock Middle School.

As I wrote in last year's 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,

A handwritten signature in cursive script, appearing to read "Marc Kerble".

Marc Kerble, Ed.D.
Superintendent of Schools

**School Committee Budget
Revenue & Expenses
FY12 - FY13**

Revenue

Revenue Source	FY12	FY13	Change	%
	Actual	Projections		
City Appropriation	\$21,902,865	\$22,550,437	\$ 647,572	3.0%
Choice Tuitions	\$1,081,800	\$1,084,300	\$ 2,500	0.2%
Circuit Breaker	\$175,000	\$275,000	\$ 100,000	57.1%
Athletic Receipts & Fees	\$278,200	\$278,200	\$ -	0.0%
Transportation Fees	\$120,515	\$130,515	\$ 10,000	8.3%
Student Activity Fees	\$18,000	\$18,000	\$ -	0.0%
Kindergarten Revolving	\$350,000	\$375,000	\$ 25,000	7.1%
Pre-School Revolving	\$0	\$230,000	\$ 230,000	100.0%
Federal Stimulus	\$0	\$0	\$ -	0.0%
Education Jobs Grant	\$72,000	\$0	\$ (72,000)	-100.0%
Choice Fund Balance	\$500,000	\$400,000	\$ (100,000)	-20.0%
Total Revenue	\$ 24,498,380	\$ 25,341,452	\$ 843,072	3.44%

Expenses

Cost Center	FY12	FY13	Change	%
	Revised	Proposed		
Bresnahan School	\$ 3,687,404	\$ 3,670,462	\$ (16,942)	-0.5%
Brown School	\$ 1,505,825	\$ 1,938,007	\$ 432,182	28.7%
Upper Elementary	\$ 2,403,547	\$ 2,428,526	\$ 24,979	1.0%
Middle School	\$ 3,883,878	\$ 4,057,646	\$ 173,769	4.5%
High School	\$ 6,968,334	\$ 7,162,045	\$ 193,712	2.8%
System-Wide	\$ 6,049,393	\$ 6,084,766	\$ 35,373	0.6%
Total Expenses	\$ 24,498,380	\$ 25,341,452	\$ 843,072	3.44%

Difference \$ (0)

**Newburyport Public Schools
School Committee Budget for FY13**

Bresnahan School			
	Salary	\$	3,367,548
	Expenses	\$	302,914
			\$ 3,670,462
Brown School			
	Salary	\$	1,782,797
	Expenses	\$	155,210
			\$ 1,938,007
Upper Elementary			
	Salary		2,349,606
	Expenses	\$	78,920
			\$ 2,428,526
Middle School			
	Salary	\$	3,600,696
	Expenses	\$	456,950
			\$ 4,057,646
High School			
	Salary	\$	6,160,745
	Expenses	\$	1,001,300
			\$ 7,162,045
System-Wide/Central Office			
	Salary	\$	2,326,542
	Expenses	\$	3,758,224
			\$ 6,084,766
Total			
	<i>Salary</i>	\$	19,587,934
	<i>Expenses</i>	\$	5,753,518
		\$	25,341,452

Bresnahan School

**NEWBURYPORT PUBLIC SCHOOLS
BRESNAHAN SCHOOL - BUDGET DETAIL**

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
G1 Grade One						
Salaries	533,339	594,072	569,723	587,283	17,560	3.1%
General Supplies	5,750	6,600	6,852	7,500	648	9.5%
Supplies & Materials	3,957	7,065	6,813	9,500	2,687	39.4%
Textbooks	299	8,216	8,216	12,000	3,784	46.1%
Computer Software				-	0	100.0%
Equip Purchase		-	-	-	0	100.0%
Total	543,345	615,953	591,604	616,283	24,679	4.2%
Enrollment		180	180	178	(2)	
FTE	9.5	9.5	9.5	9.5	0.0	
G2 Grade Two						
Salaries	523,176	545,812	533,978	627,138	93,160	17.4%
General Supplies	7,100	8,870	8,870	9,800	930	10.5%
Supplies & Materials	6,624	7,350	7,350	9,800	2,450	33.3%
Textbooks	3,493	4,216	4,216	8,000	3,784	89.8%
Audio Visual				0	0	0.0%
Computer Software				-	0	100.0%
Equip Purchase		900	900	0	(900)	-100.0%
Total	540,393	567,148	555,314	654,738	99,424	17.9%
Enrollment		157	157.0	180.0	23	
FTE	8.5	8.5	8.5	9.5	1.0	
G3 Grade Three						
Salaries	538,938	548,635	556,766	511,632	(45,134)	-8.1%
General Supplies	1,734	6,815	6,815	6,800	(15)	-0.2%
Supplies & Materials	4,215	6,400	6,400	6,900	500	7.8%
Textbooks	5,216	5,646	5,646	6,000	354	6.3%
Computer Software				-	0	100.0%
Equip Purchase		972	972	0	(972)	-100.0%
Total	550,103	568,468	576,599	531,332	(45,267)	-7.9%
Enrollment		171.0	171.0	157.0	(14)	
FTE		8.0	8.0	7.0	(1.0)	

		Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
B4 Technology						
Salaries	46,210	54,272	47,488	48,437	949	2.0%
Supplies & Materials	37	50	50	0	(50)	-100.0%
Computer Software	3,000	-	325	10,245	9,920	3052.3%
Computer Equipment	10	745	804	1,870	1,066	132.5%
Audio Visual		-	-	0	0	0.0%
Equip Purchase	2,232	1,869	2,860	1,675	(1,185)	-41.4%
Total	51,490	56,936	51,527	62,227	10,700	20.8%
Enrollment		508	508	515	7	
FTE	0.80	0.80	0.70	0.7	0.0	
C1 Art						
Salaries	61,304	64,377	58,266	59,431	1,165	2.0%
Supplies & Materials	2,571	5,375	5,753	5,250	(503)	-8.7%
Equipment Purchase		-	-	0	0	0.0%
Total	63,875	69,752	64,019	64,681	662	1.0%
Enrollment		508	508	515	7	
FTE	0.9	0.9	0.8	0.9	0.1	
C2 Music						
Salaries	59,963	60,507	53,457	55,419	1,962	3.7%
Supplies & Materials	1,787	300	1,915	225	(1,690)	-88.3%
Equipment Purchase		1,710	95	1,750	1,655	1747.7%
Total	61,750	62,517	55,467	57,394	1,927	3.5%
Enrollment		508	508	515	7	
FTE	0.9	0.9	0.8	0.9	0.1	
D1 Wellness/Phys. Ed.						
Salaries	106,518	108,658	110,578	113,964	3,386	3.1%
Computer Equip		-	0	0	0	0.0%
Equipment Purchase	1,159	1,575	1,575	1,575	0	0.0%
Total	107,677	110,233	112,153	115,539	3,386	3.0%
Enrollment		508	508	515	7	
FTE	1.8	1.8	1.8	1.8	0.0	

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
F1 Special Education						
Salaries	998,828	884,793	915,188	727,108	(188,080)	-20.6%
Supplies & Materials		4,000	4,000	4,000	0	0.0%
Total	998,828	888,793	919,188	731,108	(188,080)	-20.5%
Enrollment		62	62	65	3	
FTE	-	20.0	20.0	17.8	(2.2)	
K1 Library Services						
Salaries	47,022	49,089	49,089	53,941	4,852	9.9%
Publications	618	575	575	525	(50)	-8.7%
Supplies & Materials	697	900	900	512	(388)	-43.1%
Textbooks	1,092	4,500	4,500	4,937	437	9.7%
Audio Visual	6,425	1,900	1,900	1,500	(400)	-21.1%
Computer Software		-	-	2,700	2,700	100.0%
Equipment Maint.		1,100	1,100	0	(1,100)	-100.0%
Equip Purchase		-	-	0	0	0.0%
Total	55,854	58,064	58,064	64,115	6,051	10.4%
Enrollment		508	508	515	7	
FTE	-	1.0	1.0	1.0	0.0	
K2 Instructional Materials						
Supplies & Materials	12,868	10,000	9,675	2,000	(7,675)	-79.3%
General Supplies	5,292	7,500	6,919	7,500	581	8.4%
Audio Visual				0	0	0.0%
Textbooks		5,300	5,300	5,000	(300)	-5.7%
Equipment Purchase		-	-	0	0	0.0%
Equipment Maint.	23,299	22,000	21,153	20,000	(1,153)	-5.5%
Total	41,460	44,800	43,047	34,500	(8,547)	-19.9%
M1 Student Services						
Salaries	67,300	67,973	67,973	140,294	72,321	106.4%
General Supplies	325	200	200	200	0	0.0%
Supplies & Materials		50	50	50	0	0.0%
Total	67,625	68,223	68,223	140,544	72,321	106.0%
Enrollment		508	508	515	7	
FTE	-	1.0	1.0	2.0	1.0	

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
M2 Health Services						
Salaries	34,136	36,579	34,819	37,164	2,345	6.7%
Supplies & Materials	3,059	3,915	3,915	3,425	(490)	-12.5%
Physicals		-	-	0	0	0.0%
Total	37,195	40,494	38,734	40,589	1,855	4.8%
Enrollment		508	508	515	7	
FTE	-	0.5	0.5	0.5	0.0	
P1 Operation of Plant						
Salaries	129,611	97,899	97,899	99,274	1,375	1.4%
Uniforms		300	300	200	(100)	-33.3%
Supplies & Materials	8,299	12,000	12,000	12,000	0	0.0%
Heating	58,956	65,000	65,000	63,800	(1,200)	-1.8%
Electricity	45,004	47,000	44,997	39,450	(5,547)	-12.3%
Gas		-	-	0	0	0.0%
Telephone	4,155	3,500	4,856	3,500	(1,356)	-27.9%
Equipment Maint.		-	-	0	0	0.0%
Equipment Purchase	1,583	3,000	3,647	2,500	(1,147)	-31.5%
Total	247,610	228,699	228,699	220,724	(7,975)	-3.5%
Enrollment		508	508	515	7	
FTE	-	2.3	2.3	2.3	0.0	
P2 Maintenance of Plant						
Contracted Services	10,220	18,000	18,000	15,000	(3,000)	-16.7%
Grounds/Other	4,000	4,000	4,000	4,000	0	0.0%
Building/Other	1,755	3,900	3,900	3,900	0	0.0%
Equip. Maint.		-	-	0	0	0.0%
Equip. Contracted		-	-	0	0	0.0%
Total	15,974	25,900	25,900	22,900	(3,000)	-11.6%
S3 School Administration						
Salaries	219,688	237,363	237,365	246,464	9,099	3.8%
Supplies & Materials	3,139	5,000	4,302	5,000	698	16.2%
Printing	499	600	600	875	275	45.8%
Computer Equipment	599	-	698	250	(448)	-64.2%
Postage	1,048	900	900	1,200	300	33.3%
Equip Maint		-	-	-	0	0.0%
Memberships	599	-	-	0	0	0.0%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Total	225,572	243,863	243,865	253,789	9,924	4.1%
Enrollment		508	508	515	7	
FTE	-	3.6	3.8	3.8	0.0	
Y1 Substitutes						
Subs/Salaries Other	90,711	55,000	55,000	60,000	5,000	9.1%
Total	90,711	55,000	55,000	60,000	5,000	9.1%
Total School	3,699,462	3,704,843	3,687,404	3,670,462	(16,942)	-0.5%

Brown School

**Newburyport Public Schools
Brown School - Budget Detail**

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
GK Kindergarten						
Salaries	526,831	492,380	497,784	578,322	80,538	16.2%
General Supplies	8,019	8,475	8,475	7,500	(975)	-11.5%
Supplies & Materials	682	-	-	0	0	0.0%
Textbooks				4,600	4,600	100.0%
Computer Software				0	0	100.0%
Equipment Maint.		-	-	0	0	0.0%
Equipment Purchase				1,000	1,000	100.0%
Audio Visual				0	0	0.0%
Total	535,532	500,855	506,259	591,422	85,163	16.8%
Enrollment		166	166	156	(10.0)	
FTE		10.25	9.0	10.0	1.0	
B4 Technology						
Salaries	11,466	13,568	20,352	20,759	407	2.0%
Supplies & Materials		100	805	1,000	195	24.2%
Computer Software		2,520	1,815	1,760	(55)	-3.0%
Computer Equipment		-	-	0	0	0.0%
Equipment Maint.		-	-	0	0	0.0%
Other Travel		-	-	0	0	0.0%
Equipment Purchase	88	4,475	4,475	0	(4,475)	-100.0%
Total	11,554	20,663	27,447	23,519	(3,928)	-14.3%
Enrollment		166	166	156	(10.0)	
FTE		0.2	0.3	0.3	0.0	
C1 Art						
Salaries	19,628	20,677	26,789	27,742	953	3.6%
General Supplies	1,287	2,200	1,746	1,500	(246)	-14.1%
Textbooks					0	0.0%
Other Travel		-	-	0	0	0.0%
Total	20,915	22,877	28,535	29,242	707	2.5%
Enrollment		166	166	156	(10.0)	
FTE		0.3	0.4	0.4	0.0	
C2 Music						

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Salaries	19,506	19,757	23,563	23,228	(334)	-1.4%
Supplies & Materials	610	558	558	500	(58)	-10.4%
Audio Visual		-	-	0	0	0.0%
Equipment Maint.					0	0.0%
Field Trips					0	0.0%
Travel		-	-	0	0	0.0%
Total	20,116	20,315	24,121	23,728	(392)	-1.6%
Enrollment		166	166	156	(10.0)	
FTE		0.3	0.4	0.4	0.0	
D1 Wellness/Phys. Ed.						
Salaries	31,416	32,795	32,795	34,576	1,781	5.4%
Supplies & Materials	630	800	800	500	(300)	-37.5%
Equipment Purchase	232	1,200	1,200	1,000	(200)	-16.7%
Total	32,277	34,795	34,795	36,076	1,281	3.7%
Enrollment		166	166	156	(10.0)	
FTE		0.6	0.6	0.6	0.0	
F1 Pre-School						
Salaries	205,028	223,174	217,770	445,940	228,170	104.8%
Supplies & Materials	2,541	2,600	2,600	5,000	2,400	92.3%
Total	207,569	225,774	220,370	450,940	230,570	104.6%
Enrollment		85	85	92	7.0	
FTE		5.1	5.4	13.4	8.1	
F1 Special Education						
Salaries	227,058	172,967	172,967	251,182	78,215	45.2%
Contracted Services		-	-	0	0	0.0%
Supplies & Materials		1,150	1,150	1,500	350	30.4%
Total	227,058	174,117	174,117	252,682	78,565	45.1%
Enrollment		26	26	42	16.0	
FTE		4.9	5.35	8.5	3.2	
K1 Library Services						

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Salaries	11,819	12,055	12,055	12,175	120	1.0%
Supplies & Materials	255	575	575	600	25	4.3%
Textbooks		-	-	0	0	0.0%
Audio Visual		-	-	0	0	0.0%
Computer Software		-	-	1,200	1,200	100.0%
Publications		-	-	0	0	0.0%
Total	12,073	12,630	12,630	13,975	1,345	10.7%
Enrollment		166	166	156	(10.0)	
FTE		0.4	0.4	0.4	0.0	
K2 Instructional Materials						
Supplies & Materials	3,576	7,770	9,310	8,800	(510)	-5.5%
General Supplies	3,430	3,600	2,497	4,200	1,703	68.2%
Equipment Maint.	14,381	15,000	15,018	15,000	(18)	-0.1%
Equipment Purchase					0	0.0%
Total	21,387	26,370	26,824	28,000	1,176	4.4%
M1 Student Services						
Salaries	50,172	49,676	49,677	67,025	17,348	34.9%
Supplies & Materials		300	300	300	0	0.0%
Textbooks		-	-	0	0	0.0%
Audio Visual				0	0	0.0%
Total	50,172	49,976	49,977	67,325	17,348	34.7%
Enrollment		166	166	156	(10.0)	
FTE		1.0	1.0	1.0	0.0	
M2 Health Services						
Salaries	67,243	67,916	68,654	69,274	620	0.9%
Supplies & Materials	987	1,000	1,000	1,000	0	0.0%
Equipment Purchase					0	0.0%
Contracted Services		-	-	0	0	0.0%
Total	68,230	68,916	69,654	70,274	620	0.9%
Enrollment		166	166	156	(10.0)	
FTE		1.0	1.0	1.0	0.0	
P1 Operation of Plant						
Salaries	95,306	89,284	89,283	90,934	1,651	1.8%
Uniforms		200	200	200	0	0.0%
Supplies & Materials	3,670	6,500	6,500	6,000	(500)	-7.7%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Heating	43,405	40,000	40,000	45,500	5,500	13.8%
Electricity	18,824	17,000	17,000	15,500	(1,500)	-8.8%
Gas	1,422	1,800	1,800	1,600	(200)	-11.1%
Telephone	2,653	3,000	3,000	3,000	0	0.0%
Equip Purchase		500	500	500	0	0.0%
Equipment Maint.		1,000	1,000	1,000	0	0.0%
Total	165,279	159,284	159,283	164,234	4,951	3.1%
Enrollment		166	166	156	(10.0)	
FTE		2.0	2.0	2.0	0.0	
P2 Maintenance of Plant						
Contracted Services	9,401	15,000	15,000	14,000	(1,000)	-6.7%
Building Other	6,409	6,250	6,250	6,250	0	0.0%
Equip. Contracted		-		0	0	0.0%
Equipment Other					0	0.0%
Total	15,810	21,250	21,250	20,250	(1,000)	-4.7%
S3 School Administration						
Salaries	116,843	121,863	121,863	131,639	9,776	8.0%
Supplies & Materials	276	1,100	1,100	1,100	0	0.0%
Printing		500	500	500	0	0.0%
Equipment Purchase	1,419	1,000	1,654	0	(1,654)	-100.0%
Equipment Maint.		1,000	346	0	(346)	-100.0%
Postage	739	1,500	1,500	1,500	0	0.0%
Memberships	510	600	600	1,600	1,000	166.7%
Total	119,787	127,563	127,563	136,339	8,776	6.9%
Enrollment		166	166	156	(10.0)	
FTE		1.8	1.8	2.0	0.2	
Y1 Substitutes						
Subs/Salaries Other	31,227	23,000	23,000	30,000	7,000	30.4%
Total	31,227	23,000	23,000	30,000	7,000	30.4%
Total School	1,538,987	1,488,385	1,505,825	1,938,007	432,182	28.7%

Molin School

Newburyport Public Schools
Upper Elementary School - Budget Detail

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
G4 Grade Four						
Salaries	448,413	480,148	482,544	505,450	22,906	4.7%
General Supplies	4,253	5,500	5,500	5,500	0	0.0%
Supplies & Materials	4,732	8,000	8,000	5,365	(2,635)	-32.9%
Textbooks	3,334	-	-	0	0	100.0%
Computer Equipment				0	0	0.0%
Equipment Purchase	2,800	2,800	2,800	2,800	0	0.0%
Equipment Maint.				0	0	0.0%
Field Trips				0	0	0.0%
Other				0	0	0.0%
Total	463,531	496,448	498,844	519,115	20,271	4.1%
Enrollment		158	158	171	13	
FTE		8.0	8.0	7.0	(1)	
G5 Grade Five						
Salaries	549,551	560,138	563,297	523,763	(39,534)	-7.0%
General Supplies	5,075	6,200	6,200	6,200	0	0.0%
Supplies & Materials	5,680	8,550	8,550	5,915	(2,635)	-30.8%
Textbooks	6,306	-	-	0	0	0.0%
Computer Equipment				0	0	0.0%
Equipment Purchase		2,800	2,800	2,800	0	0.0%
Equipment Maint.				0	0	0.0%
Field Trips					0	0.0%
Other				0	0	0.0%
Total	566,612	577,688	580,847	538,678	(42,169)	-7.3%
Enrollment		195	195	158	(37)	
FTE		8.0	8.0	8.0	0	
E3 Tech Ed						
Salaries	24,646	27,189	28,758	27,733	(1,025)	-3.6%
General Supplies		1,000	939	1,000	61	6.5%
Supplies & Materials		1,500	1,561	1,000	(561)	-36.0%
Textbooks					0	0.0%
Computer Equipment		-		-	0	0.0%
Equipment Purchase					0	0.0%
Equipment Maint.					0	0.0%
Total	24,646	29,689	31,258	29,733	(1,525)	-4.9%
	Actual	Adopted	Revised	Proposed		Revised/Proposed

	FY11	FY12	FY12	FY13	Incr/Decr	% Change
Enrollment		353	353	329	(24)	
FTE		0.4	0.4	0.4	0	
B4 Technology						
Salaries	26,944	27,330	27,958	0	(27,958)	-100.0%
General Supplies					0	0.0%
Supplies & Materials		2,000	2,000	3,000	1,000	50.0%
Textbooks				0	0	0.0%
Computer Equipment		2,000	2,000	2,000	0	0.0%
Equipment Purchase					0	0.0%
Equipment Maint.					0	0.0%
Field Trips					0	0.0%
Other					0	0.0%
Total	26,944	31,330	31,958	5,000	(26,958)	-84.4%
Enrollment		353	353	329	(24)	
FTE		0.5	0.5	-	(0.5)	
F1 Special Education						
Salaries	463,337	650,919	662,133	742,316	80,184	12.1%
General Supplies					0	0.0%
Supplies & Materials		2,500	2,500	3,000	500	20.0%
Textbooks					0	0.0%
Computer Equipment					0	0.0%
Equipment Purchase					0	0.0%
Equipment Maint.					0	0.0%
Field Trips					0	0.0%
Other					0	0.0%
Total	463,337	653,419	664,633	745,316	80,684	12.1%
Enrollment		58	58	51	(7)	
FTE		18.8	17.8	20.3	3	
C1 Art						
Salaries	46,038	48,228	48,228	49,800	1,572	3.3%
General Supplies		-	-	0	0	0.0%
Supplies & Materials	2,517	2,800	2,800	2,800	0	0.0%
Computer Equipment		-	-	0	0	0.0%
Equipment Maint.		-	-	0	0	0.0%
Total	48,554	51,028	51,028	52,600	1,572	3.1%
Enrollment		353	353	329	(24)	
FTE		0.8	0.8	0.8	0	
	Actual	Adopted	Revised	Proposed		Revised/Proposed

	FY11	FY12	FY12	FY13	Incr/Decr	% Change
C2 Music						
Salaries	42,151	56,674	43,074	26,828	(16,246)	-37.7%
General Supplies		-	-	0	0	0.0%
Supplies & Materials	458	1,800	1,800	1,400	(400)	-22.2%
Field Trips		-	-	0	0	0.0%
Band/Orchestra		-	-	0	0	0.0%
Chorus		-	-	0	0	0.0%
Equipment Maint.		-	-	0	0	0.0%
Equipment Purchase		-	-	0	0	0.0%
Contracted Services		-	-	0	0	0.0%
Total	42,609	58,474	44,874	28,228	(16,646)	-37.1%
Enrollment		353	353	329	(24)	
FTE		0.8	0.6	0.6	0	
D1 Wellness/PE						
Salaries	80,827	79,106	79,106	81,333	2,227	2.8%
General Supplies	800	-	-	0	0	0.0%
Supplies & Materials	800	800	800	800	0	0.0%
Textbooks		800	800	800	0	0.0%
Computer Equipment					0	0.0%
Equipment Purchase					0	0.0%
Equipment Maint.					0	0.0%
Field Trips					0	0.0%
Other					0	0.0%
Total	82,427	80,706	80,706	82,933	2,227	2.8%
Enrollment		353	353	329	(24)	
FTE		1.2	1.2	1.2	0	
K1 Library						
Salaries	36,129	35,550	35,552	36,260	708	2.0%
General Supplies		2,300	2,300	4,340	2,040	88.7%
Supplies & Materials		-	-	0	0	0.0%
Textbooks	2,299	-	-	0	0	0.0%
AV		-	-	0	0	0.0%
Computer Software		-	-	0	0	0.0%
Computer Equip				0	0	0.0%
Equip Maint.		-	-	0	0	0.0%
Other					0	0.0%
Total	38,428	37,850	37,852	40,600	2,748	7.3%
Enrollment		353	353	329	(24)	
FTE		0.5	0.5	0.5	0	
	Actual	Adopted	Revised	Proposed		Revised/Proposed

	FY11	FY12	FY12	FY13	Incr/Decr	% Change
K2 Instructional Materials						
Salaries						
General Supplies	2,980	3,000	2,730	3,500	770	28.2%
Supplies & Materials	6,481	4,800	5,070	5,100	30	0.6%
Textbooks					0	0.0%
Equipment Maint.	5,266	4,400	4,400	4,400	0	0.0%
Computer Software					0	0.0%
Equipment Purchase	2,763	-	-	0	0	0.0%
Contracted Services		-			0	0.0%
Total	17,490	12,200	12,200	13,000	800	6.6%
M1 Student Services						
Salaries	56,015	75,392	80,647	79,484	(1,164)	-1.4%
General Supplies		600	600	600	0	0.0%
Supplies & Materials		600	600	600	0	0.0%
Textbooks				800	800	100.0%
Computer Equipment					0	0.0%
Equipment Purchase					0	0.0%
Equipment Maint.					0	0.0%
Field Trips					0	0.0%
Other					0	0.0%
Total	56,015	76,592	81,847	81,484	(364)	-0.4%
Enrollment		353	353	329	(24)	
FTE		1.5	-	1.5	2	
M2 Health						
Salaries	68,765	54,367	54,958	58,029	3,071	5.6%
General Supplies				0	0	0.0%
Supplies & Materials	1,530	1,000	1,486	1,000	(486)	-32.7%
Textbooks					0	0.0%
Computer Equipment					0	0.0%
Equipment Purchase		-		0	0	0.0%
Equipment Maint.					0	0.0%
Field Trips					0	0.0%
Physicals	103	700	214	700	486	227.2%
Total	70,398	56,067	56,658	59,729	3,071	5.4%
Enrollment		353	353	329	(24)	
FTE		1.0	1.0	1.0	0	
	Actual	Adopted	Revised	Proposed		Revised/Proposed

	FY11	FY12	FY12	FY13	Incr/Decr	% Change
P1 Operation of Plant						
Salaries	47,145	43,660	43,660	44,445	785	1.8%
General Supplies			1,079		(1,079)	-100.0%
Supplies & Materials					0	0.0%
Telephone	2,054	2,200	1,121	2,200	1,079	96.3%
Computer Equipment					0	0.0%
Equipment Purchase	250	1,500	1,500	1,000	(500)	-33.3%
Equipment Maint.	280	3,000	3,000	2,500	(500)	-16.7%
Field Trips					0	0.0%
					0	0.0%
Total	49,729	50,360	50,360	50,145	(215)	-0.4%
Enrollment		353	353	329	(24)	
FTE		1.0	1.0	1.0	0	
S1 School Administration						
Salaries	125,932	127,182	127,182	126,666	(516)	-0.4%
General Supplies		2,300		2,300	2,300	100.0%
Supplies & Materials	4,336	4,500	6,800	4,500	(2,300)	-33.8%
Postage	396	1,000	1,000	1,000	0	0.0%
Computer Equipment					0	0.0%
Equipment Purchase		-	-	0	0	0.0%
Equipment Maint.	2,354	-	-	0	0	0.0%
Memberships	219	500	500	0	(500)	-100.0%
Postage/Printing		-	-	0	0	0.0%
Total	133,237	135,482	135,482	134,466	(1,016)	-0.7%
Enrollment		353	353	329	(24)	
FTE		2.0	2.0	2.0	0	
Y1 Substitutes						
Salaries	44,760	45,000	45,000	47,500	2,500	5.6%
Total	44,760	45,000	45,000	47,500	2,500	5.6%
Total School	2,128,717	2,392,333	2,403,547	2,428,526	24,979	1.0%

Middle School

**Newburyport Public Schools
Middle School - Budget Detail**

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
G6 Grade Six						
Salaries	514,150	522,957	522,957	541,854	18,897	4%
General Supplies	40	2,000	2,000	2,000	0	0%
Supplies & Materials	566	2,000	2,000	2,000	0	0%
Textbooks		-	-	-	0	0%
Computer Equipment		-	-	-	0	0%
Equipment Purchase		-	-	0	0	0%
Equipment Maint.		-	-	-	0	0%
Field Trips	800			0	0	100%
Other		-	-	-	0	0%
Total	515,556	526,957	526,957	545,854	18,897	4%
Enrollment		182	182	195	13	
FTE		8.0	8.0	8.0	0	
G7 Grade Seven						
Salaries	501,197	516,881	530,247	554,392	24,145	5%
General Supplies	246	1,000	1,000	2,000	1,000	100%
Supplies & Materials	202	1,000	1,000	2,000	1,000	100%
Textbooks		-	-	0	0	0%
Computer Equipment		-	-	0	0	0%
Equipment Purchase	-	-	-	0	0	0%
Computer Software		-	-	0	0	0%
Equipment Maint.		-	-	0	0	0%
Other Maps					0	0%
Field Trips	799	-	-	0	0	0%
Total	502,444	518,881	532,247	558,392	26,145	5%
Enrollment		179	179	182	3	
FTE		8.0	8.0	8.0	0	
G8 Grade Eight						
Salaries	500,830	517,123	518,753	542,664	23,911	5%
General Supplies	160	1,000	1,000	2,000	1,000	100%
Supplies & Materials	271	1,000	1,000	2,000	1,000	100%
Textbooks		-	-	0	0	0%
Computer Software		-	-	0	0	0%
Computer Equipment		-	-	0	0	1000%
Equipment Maint.	686	-	-	0	0	0%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Field Trips		-	-	0	0	100%
Contracted Services		-	-	0	0	0%
Total	501,947	519,123	520,753	546,664	25,911	5%
Enrollment		177	177	179	2	
FTE		8.0	8.0	8.0	0	
A3 World Language						
Salaries		-	-		0	0%
General Supplies		-	-		0	0%
Supplies & Materials		-	-		0	0%
Textbooks		-	-		0	0%
Audio Visual Mat.		-	-		0	0%
Computer Software		-	-		0	0%
Computer Equipment		-	-		0	0%
Field Trips		-	-		0	0%
Assessment		-	-		0	0%
Equipment Maint.		-	-		0	0%
Equipment Purchase		-	-		0	0%
Total	-	-	-	-	0	0%
FY11/09 Enrollment				-	0	
FY11/09 FTE				-	0	
B4 Technology						
Salaries	26,452	27,330	27,958	0	(27,958)	-100%
General Supplies		3,000	3,000	3,000	0	0%
Supplies & Materials		2,500	2,500	2,500	0	0%
Textbooks		-	-	0	0	0%
Audio Visual Mat.	921	1,000	1,710	1,000	(710)	-42%
Computer Software	7,162	6,800	5,090	8,000	2,910	57%
Computer Equipment		-	-	2,500	2,500	100%
Equipment Maint.	50	3,000	3,000	3,000	0	0%
Equipment Purchase	2,925	3,000	3,000	3,000	0	0%
Total	37,509	46,630	46,258	23,000	(23,258)	-50%
Enrollment		538	538	556	18	
FTE		0.5	0.5	-	(0.5)	
C1 Art						
Salaries	45,588	45,812	45,813	46,729	916	2%
General Supplies	133	-	-	2,000	2,000	100%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Supplies & Materials	4,655	3,000	3,000	2,000	(1,000)	-33%
Computer Equipment		-	-	0	0	0%
Equipment Maint.		-	-	0	0	0%
Total	50,376	48,812	48,813	50,729	1,916	4%
Enrollment		538	538	556	18	
FTE		0.6	0.6	0.6	0	
C2 Music						
Salaries	65,772	66,430	66,430	81,173	14,743	22%
Training	1,866	-	-	750	750	100%
Supplies & Materials	328	-	-	2,000	2,000	100%
Computer Equip		2,000	2,000	1,200	(800)	-40%
Band/Orchestra	936	1,600	1,600	1,000	(600)	-38%
Chorus	255	-	-	1,000	1,000	100%
Equipment Maint.	275	1,000	1,000	1,000	0	0%
Equipment Purchase	1,737	-	-	3,380	3,380	100%
After School Prog		3,800	3,300	3,000	(300)	-9%
Total	71,169	74,830	74,330	94,503	20,173	27%
Enrollment		538	538	556	18	
FTE		1.00	1.3	1.3	0	
D1 Wellness/Phys. Ed						
Salaries	117,204	118,658	118,659	122,000	3,341	3%
General Supplies	1,159	1,000	1,000	1,000	0	0%
Audio Visual		-	-	500	500	100%
Supplies & Materials	819	1,000	1,000	1,500	500	50%
Computer Equipment		-	-	0	0	0%
Equipment Maint.		-	-	0	0	0%
Equipment Purchase	265	1,000	500	5,000	4,500	900%
Total	119,447	121,658	121,159	130,000	8,841	7%
Enrollment		538	538	556	18	
FTE		1.8	1.8	1.8	0	
E3 Tech Education						
Salaries	40,583	40,784	39,217	41,599	2,383	6%
General Supplies	377	1,000	1,000	4,220	3,220	322%
Supplies & Materials	2,839	3,000	3,000	3,000	0	0%
Other		-	-	0	0	0%
Computer Software		-	-	1,500	1,500	100%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Equipment Maint.		-	-	0	0	0%
Equipment Purchase		-	-	1,000	1,000	100%
Computer Equipment		-	-	0	0	0%
Total	43,800	44,784	43,217	51,319	8,103	19%
Enrollment		538	538	556	18	
FTE		0.6	0.6	0.6	0	
F1 Special Education						
Salaries	637,663	803,478	806,072	914,404	108,333	13%
Supplies & Materials		5,000	5,000	5,000	0	0%
Total	637,663	808,478	811,072	919,404	108,333	13%
Enrollment		70	70	68	(2)	
FTE		19.3	18.8	19.7	1	
K1 Library Services						
Salaries	33,030	35,550	34,682	36,260	1,578	5%
General Supplies	156	1,200	1,200	1,200	0	0%
Supplies & Materials	643	1,000	1,000	1,000	0	0%
Books	1,921	3,000	3,000	3,000	0	0%
Publications	862	1,700	1,700	1,700	0	0%
Computer Software	2,153	3,000	3,000	3,000	0	0%
Computer Equipment		-	-	0	0	0%
Equipment Maint.	435	1,700	1,000	1,700	700	70%
Equipment Purchase		-	-	0	0	0%
Memberships		1,000	1,000	1,000	0	0%
Total	39,199	48,150	46,582	48,860	2,278	5%
Enrollment		538	538	556	18	
FTE		0.5	0.5	0.5	0	
K2 Instructional Materials						
Salaries	8,300	8,407	8,407	8,491	84	1%
General Supplies		-	-	0	0	0%
Supplies & Materials	18,185	12,000	12,000	12,000	0	0%
Audio Visual	1,583	1,800	520	1,800	1,280	246%
Equipment Maint.	28,454	30,000	35,132	30,000	(5,132)	-15%
Computer Software	1,407	5,700	5,092	0	(5,092)	-100%
Equipment Purchase	803	-	-	0	0	0%
Contracted Services	-	-	-	0	0	0%
Total	58,732	57,907	61,151	52,291	(8,860)	-14%
FY11/09 FTE		0.4	0.4	0.4	0	

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
M1 Student Services						
Salaries	73,697	101,764	96,508	104,736	8,228	9%
General Supplies		500	500	1,000	500	100%
Supplies & Materials		600	600	800	200	33%
Audio Visual		-	-	0	0	0%
Equipment Maint.		-	-	0	0	0%
Total	73,697	102,864	97,608	106,536	8,928	9%
Enrollment		538	538	556	18	
FTE		1.5	1.5	1.5	0	
M2 Health Services						
Salaries	62,640	63,266	63,954	69,233	5,280	8%
General Supplies	171	1,000	1,000	1,000	0	0%
Supplies & Materials	1,222	1,500	1,500	1,500	0	0%
Equipment Maint.		-	-	0	0	0%
Contracted Services		-	-	0	0	0%
Memberships		-	-	0	0	0%
Total	64,034	65,766	66,454	71,733	5,280	8%
Enrollment		538	538	556	18	
FTE		1.0	1.0	1.0	0	
N3 Student Activity						
Salaries	8,375	10,000	10,000	10,000	0	0%
Awards	4,102	5,000	5,000	5,000	0	0%
Total	12,477	15,000	15,000	15,000	0	0%
P1 Operation of Plant						
Salaries	194,132	185,906	185,906	189,469	3,563	2%
Uniforms		600	600	600	0	0%
Supplies & Materials	14,624	18,000	18,000	18,000	0	0%
Heating	104,901	110,000	109,456	86,250	(23,206)	-21%
Electricity	151,384	130,000	130,000	116,250	(13,750)	-11%
Gas	5,119	7,000	7,000	6,000	(1,000)	-14%
Telephone	11,051	13,000	13,000	12,000	(1,000)	-8%
Equipment Maint.	176	2,000	2,000	2,000	0	0%
Equipment Purchase	579	3,000	3,000	2,000	(1,000)	-33%
Other		-		0	0	0%
Total	481,965	469,506	468,962	432,569	(36,393)	-8%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Enrollment		538	538	556	18	
FTE		4.0	4.0	4.0	0	
P2 Maintenance of Plant						
Contracted Services	21,755	22,000	23,061	22,000	(1,061)	-5%
Grounds/Other	16,710	15,000	13,939	15,000	1,061	8%
Building/Other	13,873	16,300	16,300	16,300	0	0%
Equip. Contracted		-	-	0	0	0%
Equip Purchased		-	-	0	0	0%
Equipment Maint.		-	-	0	0	0%
Total	52,338	53,300	53,300	53,300	0	0%
S3 School Administration						
Salaries	277,864	275,217	275,216	281,692	6,476	2%
General Supplies			0		0	0%
Supplies & Materials	215	2,000	2,000	2,000	0	0%
Publications	1,253	1,400	1,400	1,400	0	0%
Memberships	860	1,200	1,200	1,200	0	0%
Printing	465	2,500	2,500	2,500	0	0%
Postage	262	3,300	3,300	3,300	0	0%
Equipment Maint.	475	1,200	1,200	1,200	0	0%
Equipment Purchase/tr	1,878	8,200	8,200	8,200	0	0%
Travel		-	-	0	0	0%
Total	283,272	295,017	295,016	301,492	6,476	2%
Enrollment		538	538	556	18	
FTE		4.00	4.00	4.00	0	
Y1 Substitutes						
Subs/Salaries Other	75,527	55,000	55,000	56,000	1,000	2%
Total	75,527	55,000	55,000	56,000	1,000	2%
Total School	3,621,152	3,872,663	3,883,878	4,057,646	173,769	4.5%

High School

**Newburyport Public Schools
High School - Budget Detail**

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
A1 English						
Salaries	485,670	506,254	511,151	526,687	15,536	3.0%
General Supplies		-	-	0	0	0.0%
Supplies & Materials		-	-	0	0	0.0%
Textbooks	3,151	6,000	6,000	6,000	0	0.0%
Audio Visual		-	-	0	0	0.0%
Computer Software		2,000	500	2,000	1,500	300.0%
Equipment Maint.		-	-	0	0	0.0%
Computer Equipment		-	-	3,000	3,000	100.0%
Field Trips	-	-	-	0	0	0.0%
Total	488,821	514,254	517,651	537,687	20,036	3.9%
Enrollment		721	721	723	2	
FTE		7.5	7.5	7.4	(0.1)	
A3 World Language						
Salaries	421,680	426,234	416,570	435,740	19,169	4.6%
General Supplies		-	-	-	0	0.0%
Supplies & Materials	7,150	6,000	6,000	6,500	500	8.3%
Textbooks		1,500	2,000	2,000	0	0.0%
Audio Visual		100	100	100	0	0.0%
Computer Software		-	-	-	0	0.0%
Computer Equipment		-	-	-	0	0.0%
Equipment Maint.	445	1,000	500	1,000	500	100.0%
Equipment Purchase			-	-	0	0.0%
Travel		-	-	0	0	0.0%
Testing Materials					0	0.0%
Total	429,275	434,834	425,170	445,340	20,169	4.7%
Enrollment		721	721	723	2	
FTE		6.4	6.4	6.6	0.2	
B1 Math						
Salaries	513,333	547,213	544,020	566,219	22,199	4.1%
General Supplies		-	-	0	0	0.0%
Supplies & Materials	791	1,000	1,000	1,000	0	0.0%
Textbooks	5,047	5,000	4,500	5,000	500	11.1%
Computer Software		-	-	0	0	0.0%
Equipment Maint.		-	-	0	0	0.0%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Workshop/Conf		-	-	0	0	0.0%
Equipment Purchase		-	-	0	0	0.0%
Total	519,171	553,213	549,520	572,219	22,699	4.1%
Enrollment		721	721	723	2	
FTE		8.0	8.0	8.0	0	
B2 Science						
Salaries	485,098	496,976	498,365	569,175	70,810	14.2%
General Supplies		-	-	0	0	0.0%
Supplies & Materials	10,134	12,000	15,007	15,000	(7)	0.0%
Textbooks	3,333	5,000	2,100	5,000	2,900	138.1%
Audio Visual		-	-	0	0	0.0%
Computer Software		-	-	0	0	0.0%
Computer Equipment		-	-	0	0	0.0%
Equipment Maint.	390	1,000	394	1,500	1,107	281.2%
Total	498,954	514,976	515,865	590,675	74,810	14.5%
Enrollment		721	721	723	2	
FTE		7.6	7.6	8.6	1.0	
B3 Social Studies						
Salaries	506,040	516,600	517,856	540,766	22,910	4.4%
General Supplies		-	-	0	0	0.0%
Supplies & Materials	1,493	3,500	3,000	3,500	500	16.7%
Textbooks	1,908	3,250	3,250	3,250	0	0.0%
Audio Visual	366	400	-	400	400	100.0%
Computer Software		-	-	0	0	0.0%
Computer Equipment		-	-	0	0	0.0%
Equipment Maint.		-	-	0	0	0.0%
Other		-	-	0	0	0.0%
Contracted Services		-	-	0	0	0.0%
Total	509,808	523,750	524,106	547,916	23,810	4.5%
Enrollment		721	721	723	2	
FTE		7.8	7.8	7.8	0.0	
B4 Technology						
Salaries	86,324	50,222	58,737	21,576	(37,161)	-63.3%
General Supplies		-	-	0	0	0.0%
Supplies & Materials		8,000	8,000	8,000	0	0.0%
Textbooks		-	-	0	0	0.0%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Audio Visual		-		0	0	0.0%
Computer Software	3,815	4,000	4,000	4,000	0	0.0%
Computer Equipment					0	0.0%
Equipment Maint.	20,465	30,000	37,512	30,000	(7,512)	-20.0%
Equipment Purchase		-	-	0	0	0.0%
Total	110,605	92,222	108,249	63,576	(44,673)	-41.3%
Enrollment		721	721	723	2	
FTE		0.60	0.60	0.40	(0.2)	
C1 Art/Tech						
Salaries	192,691	215,029	186,827	277,000	90,173	48.3%
Supplies & Materials	7,708	10,000	10,000	10,000	0	0.0%
Computer Software	525	1,500	1,426	1,000	(426)	-29.9%
Equipment Maint.		1,600	1,000	2,000	1,000	100.0%
Computer Equip		900	974	1,500	526	54.1%
Equipment Purchase	1,343	-	-	0	0	0.0%
Total	202,267	229,029	200,227	291,500	91,273	45.6%
Enrollment		721	721	723	2	
FTE		3.0	3.0	4.0	1	
C2 Music						
Salaries	40,878	33,050	33,777	53,649	19,872	58.8%
General Supplies		-	-	0	0	0.0%
Supplies & Materials	1,023	1,900	1,900	1,900	0	0.0%
Computer Software		675	75	675	600	800.0%
Memberships		300	300	300	0	0.0%
Audio Visual		-	-	0	0	0.0%
Contracted Services		-	-	0	0	0.0%
Equipment Maint.	280	1,000	1,000	1,000	0	0.0%
Equipment Purchase		2,625	2,625	2,625	0	0.0%
Field Trips		2,750	2,750	2,750	0	0.0%
Travel	778	-	-	0	0	0.0%
Total	42,959	42,300	42,427	62,899	20,472	48.3%
Enrollment		721	721	723	2	
FTE		0.4	0.5	0.7	0.2	

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
D1 Wellness/Phys. Ed.						
Salaries	339,821	341,206	338,205	359,711	21,506	6.4%
General Supplies	6,373	7,000	6,074	11,000	4,926	81.1%
Supplies & Materials		-	-	0	0	0.0%
Audio Visual		-	-	0	0	0.0%
Equipment Maint.	1,917	2,000	2,000	2,500	500	25.0%
Equipment Purchase	3,904	4,500	4,500	4,500	0	0.0%
Memberships			-		0	0.0%
Publications	714	800	800	800	0	0.0%
Total	352,729	355,506	351,579	378,511	26,932	7.7%
Enrollment		721	721	723	2	
FTE		5.2	5.2	5.4	0.2	
E3 Tech Education						
Salaries	157,252	155,470	172,981	21,576	(151,405)	-87.5%
General Supplies		-	-	0	0	0.0%
Supplies & Materials	14,661	16,000	6,594	19,000	12,406	188.2%
Computer Software		-	-	0	0	0.0%
Equip Purchased		-	-	0	0	0.0%
Computer Equipment		4,000	14,299	5,000	(9,299)	-65.0%
Textbooks		1,000	1,000	2,000	1,000	100.0%
Total	171,914	176,470	194,873	47,576	(147,297)	-75.6%
Enrollment		721	721	723	2	
FTE		2.4	2.7	0.4	(2.3)	
E4 Drama						
Salaries	52,854	56,026	56,026	67,177	11,151	19.9%
Supplies & Materials	1,276	1,900	1,900	1,900	0	0.0%
Memberships	300	300	300	300	0	0.0%
Contracted Services		-	-	0	0	0.0%
Total	54,431	58,226	58,226	69,377	11,151	19.2%
Enrollment		721	721	723	2	
FTE		0.8	0.8	0.9	0.1	
F1 Special Education						
Salaries	864,795	962,679	957,722	930,299	(27,423)	-2.9%
Supplies & Materials		4,000	3,500	4,000	500	14.3%
Total	864,795	966,679	961,222	934,299	(26,923)	-2.8%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Enrollment		86	86	91	5	
FTE		21.0	20.0	21.4	1	
F2 Alternative Education						
Salaries	141,542	140,851	140,851	147,214	6,363	4.5%
General Supplies		-	-	0	0	0.0%
Supplies & Materials		1,200	1,046	1,200	154	14.8%
Textbooks		100	100	100	0	0.0%
Computer Software		-	-	0	0	0.0%
Other		-	-	0	0	0.0%
Computer Equipment		500	-	500	500	100.0%
					0	0.0%
Total	141,542	142,651	141,997	149,014	7,017	4.9%
FTE		2	2	2	0	
K1 Library Services						
Salaries	78,066	77,077	77,077	61,557	(15,520)	-20.1%
General Supplies	214	400	400	400	0	0.0%
Publications	1,438	2,000	2,000	2,000	0	0.0%
Books	3,832	3,000	3,000	3,000	0	0.0%
Audio Visual		-	-	0	0	0.0%
Computer Software	817	6,000	5,000	6,850	1,850	37.0%
Computer Equipment		-		6,000	6,000	100.0%
Equipment Maint.		750	750	750	0	0.0%
Equipment Purchase		-		0	0	0.0%
Copy Machine		-	-	0	0	0.0%
Total	84,367	89,227	88,227	80,557	(7,670)	-8.7%
		721	721	723	2	
FTE		1.4	1.6	1.6	0	
K2 Instructional Materials						
S&M	5,320	6,000	9,310	6,000	(3,310)	-35.6%
Equipment Maint.	45,761	48,000	48,071	48,000	(71)	-0.1%
Total	51,081	54,000	57,381	54,000	(3,381)	-5.9%
M1 Student Services						
Salaries	546,053	487,369	468,369	537,980	69,611	14.9%
Supplies & Materials		1,400	1,400	1,800	400	28.6%
General Supplies		-	-	-	0	0.0%
Tests	250	800	800	800	0	0.0%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Publications	1,663	2,000	2,000	500	(1,500)	-75.0%
College Night		-	-	0	0	0.0%
Software		3,000	3,000	3,000	0	0.0%
Equipment Purchase		-	-	0	0	0.0%
Total	547,966	494,569	475,569	544,080	68,511	14.4%
Enrollment		721	721	723	2	
FTE		7.0	7.0	8.5	1.5	
M2 Health Services						
Salaries	65,772	66,430	67,152	67,759	607	0.9%
Supplies & Materials	1,883	1,662	1,662	1,800	138	8.3%
Textbooks		-	-	0	0	0.0%
Equipment Maint	438	438	438	500	62	14.2%
Travel		100	100	100	0	0.0%
Contracted Services	210	3,500	3,500	3,500	0	0.0%
Total	68,303	72,130	72,852	73,659	807	1.1%
Enrollment		721	721	723	2	
FTE		1.0	1.0	1.0	0	
N1 Athletics						
Salaries	303,423	317,450	317,450	319,888	2,438	0.8%
Uniforms	10,017	10,000	11,006	10,000	(1,006)	-9.1%
Supplies & Materials	3,983	4,000	4,000	4,000	0	0.0%
Insurance	8,750	9,000	9,000	9,000	0	0.0%
Equipment	9,987	10,000	8,994	10,000	1,006	11.2%
Officials	34,428	41,000	30,713	41,000	10,287	33.5%
Game Expense	35,993	23,000	31,051	23,000	(8,051)	-25.9%
Clean/Recondition	7,958	7,000	7,000	7,000	0	0.0%
Meets/Fees/Dues	7,635	9,000	11,236	12,250	1,014	9.0%
Ice Time/Golf Rental	24,650	29,000	29,000	29,000	0	0.0%
Transportation	102,045	100,000	100,000	100,000	0	0.0%
Total	548,869	559,450	559,450	565,138	5,688	1.0%
Enrollment		721	721	723	2	
FTE		1.0	1.0	1.0	0	
N3 Student Activity						
Salaries	23,000	25,000	25,000	25,000	0	0.0%
Awards		4,500	4,500	4,500	0	0.0%
Publications	1,572	3,800	2,800	3,800	1,000	35.7%
Honor Society Awards		-		0	0	0.0%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Graduations	22,119	16,500	16,500	16,500	0	0.0%
Total	46,692	49,800	48,800	49,800	1,000	2.0%
P1 Operation of Plant						
Salaries	275,913	265,210	265,210	271,948	6,738	2.5%
Uniforms		700	700	600	(100)	-14.3%
Supplies & Materials	16,163	19,000	19,000	19,000	0	0.0%
Heating/Gas	113,057	122,000	122,000	120,000	(2,000)	-1.6%
Electricity	212,065	215,000	213,145	180,750	(32,395)	-15.2%
Gas		-	-	0	0	0.0%
Telephone	10,207	13,000	13,000	13,000	0	0.0%
Equipment Maint.	1,275	2,000	2,000	2,000	0	0.0%
Equipment Purchase		5,000	5,000	5,000	0	0.0%
Total	628,681	641,910	640,055	612,298	(27,756)	-4.3%
Enrollment		721	721	723	2	
FTE		6.0	6.0	6.0	0	
P2 Maintenance of Plant						
Supplies & Materials		-	-	0	0	
Grounds/Other	23,345	24,000	24,000	24,000	0	0.0%
Contracted Services	17,901	19,000	19,000	21,000	2,000	10.5%
Building/Other	27,369	25,600	25,600	25,600	0	0.0%
Equip. Contracted		-	-	0	0	0.0%
Equip Purchased		-	-	0	0	0.0%
Equipment Maint.		-	-	0	0	0.0%
Total	68,615	68,600	68,600	70,600	2,000	2.9%
S3 School Administration						
Salaries	320,204	226,039	259,039	304,825	45,786	17.7%
Supplies & Materials	2,878	750	750	750	0	0.0%
General Supplies	19,428	24,000	22,838	24,000	1,162	5.1%
Accreditation		12,000	12,000	15,000	3,000	25.0%
Publications	1,299	2,500	2,883	2,500	(383)	-13.3%
Printing	1,020	5,500	5,117	5,500	383	7.5%
Graduations					0	0.0%
Equipment Maint.	1,530	1,000	1,000	1,000	0	0.0%
Equipment Purchase	1,330	750	662	750	88	13.2%
Memberships	4,730	4,000	4,000	4,000	0	0.0%
Postage	8,838	8,000	8,000	8,000	0	0.0%
Total	361,257	284,539	316,289	366,325	50,036	15.8%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Enrollment		721	721	723	2	
FTE		4.0	4.0	4.0	0	
Y1 Substitutues						
Subs/Salaries Other	113,550	50,000	50,000	55,000	5,000	10.0%
Total	113,550	50,000	50,000	55,000	5,000	10.0%
Total School	6,906,650	6,968,335	6,968,334	7,162,045	193,712	2.8%

System-Wide

Newburyport Public Schools System-Wide Budget Detail

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
B4 Technology						
Salaries	222,478	229,256	229,256	227,809	(1,447)	-0.6%
Software	10,703	16,505	18,815	19,050	236	1.3%
Office Supplies	23,238	1,500	1,500	1,500	0	0.0%
Equipment Purchase	12,555	6,500	6,500	6,500	0	0.0%
District Toner		17,000	19,169	26,000	6,831	35.6%
WAN Service (ISP)		16,900	12,422	10,060	(2,362)	-19.0%
LAN Networking		2,229	2,229	2,229	0	0.0%
Training		-	-	0	0	0.0%
Contracted Services	4,669	7,500	7,500	3,000	(4,500)	-60.0%
Total	273,643	297,390	297,390	296,148	(1,242)	-0.4%
Enrollment					0	
FTE		4.8	4.8	5.0	0.2	
F1 Special Education						
Salaries	307,231	335,773	298,452	312,855	14,402	4.8%
Contracted Services	420,793	428,545	443,439	428,445	(14,994)	-3.4%
Supplies & Materials	15,707	25,000	25,000	25,000	0	0.0%
Test	3,773	4,500	5,481	4,500	(981)	-17.9%
Memberships	578	666	863	666	(197)	-22.8%
Postage/Printing	307	334	334	334	0	0.0%
Travel	215	2,000	822	2,000	1,178	143.3%
Summer Program	147,028	120,000	120,000	120,000	0	0.0%
Legal Services	25,000	25,000	25,000	25,000	0	0.0%
Equipment Maint.	297	600	600	600	0	0.0%
Transportation	398,325	417,916	417,916	425,000	7,084	1.7%
Tuition	1,105,408	1,155,248	1,155,248	1,186,558	31,310	2.7%
Total	2,424,662	2,515,582	2,493,155	2,530,958	37,803	1.5%
Enrollment					0	
FTE		4.4	3.5	4.5	1.0	
F3 ELL						
Salaries	55,938	58,395	59,738	63,760	4,022	6.7%
Contracted Services		-		11,500	11,500	100.0%
Supplies & Materials	99	500	500	500	0	0.0%
Total	56,037	58,895	60,238	75,760	15,522	25.8%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Enrollment					0	
FTE		1.00	1.00	1.00	0.0	
M2 Health						
Salaries	31,363	36,579	35,236	36,321	1,085	3.1%
Supplies & Materials		-		-	0	0.0%
Total	31,363	36,579	35,236	36,321	1,085	3.1%
Enrollment					0	
FTE		0.5	0.5	0.5	0.0	
P HVAC						
Salaries	46,671	50,058	50,057	50,493	436	0.9%
Supplies & Materials	9,465	16,000	16,000	16,000	0	0.0%
Building Contr Serv	25,096	26,000	26,000	21,000	(5,000)	-19.2%
Equipment Purchase	314	1,000	1,000	1,000	0	0.0%
Contracted Services		-		-	0	0.0%
Training		2,000	2,000	2,000	0	0.0%
Total	81,546	95,058	95,057	90,493	(4,564)	-4.8%
Enrollment					0	
FTE		1.0	1.0	1.0	0.0	
P2 Maint. Of Plant						
Salaries	152,982	161,879	161,879	170,294	8,415	5.2%
Supplies & Materials	33,740	32,000	32,000	32,000	0	0.0%
Building Contr Serv	2,673	2,500	2,500	2,500	0	0.0%
Equipment Purchase		1,000	1,000	1,000	0	0.0%
Moving Expense		-	-	-	0	0.0%
Building Other		-		-	0	0.0%
Total	189,395	197,379	197,379	205,794	8,415	4.3%
Enrollment					0	
FTE		2.0	2.0	2.0	0.0	
P3 Transportation						
Contracted Services	594,443	593,176	593,176	550,720	(42,456)	-7.2%
Total	594,443	593,176	593,176	550,720	(42,456)	-7.2%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
P4 School Lunch/Recess						
Salaries	45,419	52,000	52,000	50,000	(2,000)	-3.8%
Total	45,419	52,000	52,000	50,000	(2,000)	-3.8%
P5 Data Processing						
Contracted Services	40,734	43,000	43,000	26,000	(17,000)	-39.5%
Computer Software	23,304	57,500	57,500	55,952	(1,548)	-2.7%
Equipment Maint.	-				0	0.0%
Training	1,501	1,500	1,500	1,500	0	0.0%
Total	65,539	102,000	102,000	83,452	(18,548)	-18.2%
P6 Safety						
Salaries	80,890	84,000	84,000	82,000	(2,000)	-2.4%
Uniforms	1,620	2,000	2,000	2,000	0	0.0%
Equipment Purchase		100	100	0	(100)	-100.0%
Total	82,510	86,100	86,100	84,000	(2,100)	-2.4%
P7 Insurance						
Ins. Coverage	56,474	60,000	60,000	57,300	(2,700)	-4.5%
Total	56,474	60,000	60,000	57,300	(2,700)	-4.5%
R1 Curriculum						
Salaries	409,284	565,195	565,195	583,293	18,098	3.2%
General Supplies	914	6,000	6,000	6,000	0	0.0%
Supplies & Materials	102	-		0	0	0.0%
Test	149	-		0	0	0.0%
Assessments		17,293	17,293	17,293	0	0.0%
Computer Software		5,500	5,500	2,500	(3,000)	-54.5%
Travel	53	500	500	500	0	0.0%
Contracted Services	10,000	12,000	12,000	6,000	(6,000)	-50.0%
Total	420,502	606,488	606,488	615,586	9,098	1.5%
Enrollment					0	
FTE		4.8	4.8	4.9	0.1	
R2 In-Service						
Salaries		-		0	0	0.0%
Supplies & Materials	10,309	16,900	26,900	16,900	(10,000)	-37.2%
Workshop/Course	5,572	30,700	20,700	29,700	9,000	43.5%
Tuition		27,000	27,000	27,000	0	0.0%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Memberships	1,047	1,800	1,800	1,800	0	0.0%
Equipment Maint.	14,985				0	0.0%
Total	31,913	76,400	76,400	75,400	(1,000)	-1.3%
S1 School Committee						
Salaries	15,500	14,000	14,000	15,300	1,300	9.3%
Legal	25,931	20,000	19,000	20,000	1,000	5.3%
Supplies & Materials	620	500	1,500	700	(800)	-53.3%
Publications	456	500	500	500	0	0.0%
Memberships		5,000	5,000	5,000	0	0.0%
Advertising					0	0.0%
Printing		-	-	0	0	0.0%
Contracted Services	3,300	2,000	2,000	2,000	0	0.0%
Conference	845	-		0	0	0.0%
Travel		1,100	1,100	1,000	(100)	-9.1%
Total	46,653	43,100	43,100	44,500	1,400	3.2%
S3 School Administration						
Salaries	579,308	573,993	573,993	611,167	37,174	6.5%
Postage	5,706	7,000	7,000	7,000	0	0.0%
Travel	6,055	8,800	8,800	8,800	0	0.0%
Publications	173	500	500	250	(250)	-50.0%
Memberships	5,031	4,500	4,500	4,400	(100)	-2.2%
Conferences	2,831	3,500	3,837	4,000	163	4.3%
Supplies & Materials	9,742	11,500	11,500	11,000	(500)	-4.3%
Printing	455	250	250	200	(50)	-20.0%
Equipment Maint.	20,401	24,000	24,000	24,000	0	0.0%
Equipment Purchase					0	0.0%
Equipment Rental					0	0.0%
Advertising	10,810	5,000	4,663	5,000	337	7.2%
Total	640,512	639,043	639,043	675,817	36,774	5.8%
Enrollment						
FTE		7.4	7.4	7.4	0.0	
Y1 Employee Benefits						
Sal/Retirement/SLB	82,464	121,631	121,631	123,250	1,619	1.3%
FICA	290,000	275,000	275,000	285,000	10,000	3.6%
MIIA/WC	121,432	125,000	125,000	125,000	0	0.0%
Physicals	3,746	4,000	4,000	4,000	0	0.0%
Adm. Disability	15,221	12,000	12,000	15,267	3,267	27.2%

	Actual FY11	Adopted FY12	Revised FY12	Proposed FY13	Incr/Decr	Revised/Proposed % Change
Unemployment/other	40,979	75,000	75,000	60,000	(15,000)	-20.0%
Total	553,843	612,631	612,631	612,517	(114)	0.0%
Total School	5,594,454	6,071,821	6,049,393	6,084,766	35,373	0.6%

FY12-13 Budget Comparison

CODE	PROGRAM	FY12(Upper)	FY13 (Upper)	FY12(MS)	FY13(MS)	FY12(HS)	FY13(HS)	FY12(BRN)	FY13(BRN)	FY12(FTB)	FY13(FTB)	FY12(SW)	FY13(SW)	FY12 TOTAL	FY13 TOTAL
A1	English					514,254	537,687							514,254	537,687
A2	Reading													-	-
A3	World Language			-	-	434,834	445,340	-	-	-	-			434,834	445,340
B1	Mathematics					553,213	572,219							553,213	572,219
B2	Science					514,976	590,675							514,976	590,675
B3	Social Studies					523,750	547,916							523,750	547,916
B4	Technology	31,330	5,000	46,630	23,000	92,222	63,576	20,663	23,519	56,936	62,227	297,390	296,148	545,171	473,470
C1	Art/Tech	51,028	52,600	48,812	50,729	229,029	291,500	22,877	29,242	69,752	64,681			421,498	488,752
C2	Music	58,474	28,228	74,830	94,503	42,300	62,899	20,315	23,728	62,517	57,394			258,436	266,752
D1	Wellness/Phys. Ed.	80,706	82,933	121,658	130,000	355,506	378,511	34,795	36,076	110,233	115,539			702,898	743,059
D2	Health Program			-	-			-	-	-	-			-	-
E1	Business Education					-	-							-	-
E2	Life Skills					-	-							-	-
E3	Education Technology	29,689	29,733	44,784	51,319	176,470	47,576							250,943	128,628
E4	Drama			-	-	58,226	69,377							58,226	69,377
F1	Pre-School							225,774	450,940					225,774	450,940
F1	Special Education	653,419	745,316	808,478	919,404	966,679	934,299	174,117	252,682	888,793	731,108	2,515,582	2,530,958	6,007,068	6,113,767
F3	ESL											58,895	75,760	58,895	75,760
GK	Kindergarten							500,855	591,422	-	-			500,855	591,422
G1	Grade One							-	-	615,953	616,283			615,953	616,283
G2	Grade Two							-	-	567,148	654,738			567,148	654,738
G3	Grade Three							-	-	568,468	531,332			568,468	531,332
G4	Grade Four	496,448	519,115					-	-	-	-			496,448	519,115
G5	Grade Five	577,688	538,678					-	-	-	-			577,688	538,678
G6	Grade Six			526,957	545,854									526,957	545,854
G7	Grade Seven			518,881	558,392									518,881	558,392
G8	Grade Eight			519,123	546,664									519,123	546,664
I1	Curriculum/Enrichment			-	-	-	-	-	-	-	-			-	-
K1	Library Services	37,850	40,600	48,150	48,860	89,227	80,557	12,630	13,975	58,064	64,115			245,921	248,107
K2	Instructional Material	12,200	13,000	57,907	52,291	54,000	54,000	26,370	28,000	44,800	34,500			195,277	181,791
M1	Student Services	76,592	81,484	102,864	106,536	494,569	544,080	49,976	67,325	68,223	140,544			792,224	939,968
M2	Health Services	56,067	59,729	65,766	71,733	72,130	73,659	68,916	70,274	40,494	40,589	36,579	36,321	339,952	352,306
M3	Alternative Education			-	-	142,651	149,014							142,651	149,014
N1	Athletics					559,450	565,138							559,450	565,138
N3	Student Activities			15,000	15,000	49,800	49,800							64,800	64,800
P1	Operation of Plant	50,360	50,145	469,506	432,569	641,910	612,298	159,284	164,234	228,699	220,724	-	-	1,549,759	1,479,970
P	HVAC											95,058	90,493	95,058	90,493
P2	Maintenance of Plant			53,300	53,300	68,600	70,600	21,250	20,250	25,900	22,900	197,379	205,794	366,429	372,844
P3	Transportation				-	-	-	-	-	-	-	593,176	550,720	593,176	550,720
P4	School Lunch			-	-	-	-	-	-	-	-	52,000	50,000	52,000	50,000
P5	Data Processing											102,000	83,452	102,000	83,452
P6	Safety											86,100	84,000	86,100	84,000
P7	Insurance											60,000	57,300	60,000	57,300
R1	Curriculum & Vision Added	-	-	-	-	-	-	-	-	-	-	606,488	615,586	606,488	615,586
R2	In-Service Education											76,400	75,400	76,400	75,400
S1	School Committee											43,100	44,500	43,100	44,500
S2	Central Office											639,043	675,817	639,043	675,817
S3	School Admin.	135,482	134,466	295,017	301,492	284,539	366,325	127,563	136,339	243,863	253,789			1,086,464	1,192,412
Y1	Employee Benefits	45,000	47,500	55,000	56,000	50,000	55,000	23,000	30,000	55,000	60,000	612,631	612,517	840,631	861,017
	Contingency											-	-	-	-
TOTALS		2,392,333	2,428,526	3,872,663	4,057,646	6,968,335	7,162,045	1,488,385	1,938,007	3,704,843	3,670,462	6,071,821	6,084,766	24,498,380	25,341,452

**Newburyport Public Schools
FY13 Budget Summary by Program**

Code	Program	FY12 Budget	FY13 Budget	Difference	% of Change
A1	English	514,254	537,687	23,433	4.56%
A3	World Language	434,834	445,340	10,506	2.42%
B1	Mathematics	553,213	572,219	19,006	3.44%
B2	Science	514,976	590,675	75,699	14.70%
B3	Social Studies	523,750	547,916	24,166	4.61%
B4	Technology	545,171	473,470	(71,701)	-13.15%
C1	Art/Tech	421,498	488,752	67,254	15.96%
C2	Music	258,436	266,752	8,316	3.22%
D1	Wellness/Phys. Ed.	702,898	743,059	40,161	5.71%
E3	Education Technology	250,943	128,628	(122,315)	-48.74%
E4	Drama	58,226	69,377	11,151	19.15%
F1	Special Education	6,007,068	6,113,767	106,699	1.78%
	Pre-School	225,774	450,940	225,166	99.73%
F3	ESL	58,895	75,760	16,865	28.64%
GK	Kindergarten	500,855	591,422	90,567	18.08%
G1	Grade One	615,953	616,283	330	0.05%
G2	Grade Two	567,148	654,738	87,590	15.44%
G3	Grade Three	568,468	531,332	(37,136)	-6.53%
G4	Grade Four	496,448	519,115	22,667	4.57%
G5	Grade Five	577,688	538,678	(39,010)	-6.75%
G6	Grade Six	526,957	545,854	18,897	3.59%
G7	Grade Seven	518,881	558,392	39,511	7.61%
G8	Grade Eight	519,123	546,664	27,541	5.31%
K1	Library Services	245,921	248,107	2,186	0.89%
K2	Instructional Material	195,277	181,791	(13,486)	-6.91%
M1	Student Services	792,224	939,968	147,744	18.65%
M2	Health Services	339,952	352,306	12,354	3.63%
M3	Alternative Education	142,651	149,014	6,363	4.46%
N1	Athletics	559,450	565,138	5,688	1.02%
N3	Student Activities	64,800	64,800	-	0.00%
	HVAC	95,058	90,493	(4,565)	-4.80%
P1	Operation of Plant	1,549,759	1,479,970	(69,789)	-4.50%
P2	Maintenance of Plant	366,429	372,844	6,415	1.75%
P3	Transportation	593,176	550,720	(42,456)	-7.16%
P4	School Lunch	52,000	50,000	(2,000)	-3.85%
P5	Data Processing	102,000	83,452	(18,548)	-18.18%
P6	Safety	86,100	84,000	(2,100)	-2.44%
P7	Insurance	60,000	57,300	(2,700)	-4.50%
R1	Curriculum	606,488	615,586	9,098	1.50%
R2	In-Service Education	76,400	75,400	(1,000)	-1.31%
S1	School Committee	43,100	44,500	1,400	3.25%
S2	Central Office	639,043	675,817	36,774	5.75%
S3	School Admin.	1,086,464	1,192,412	105,948	9.75%
Y1	Employee Benefits	840,631	861,017	20,386	2.43%
	Contingency	-	-	-	100.00%
Total		24,498,380	25,341,452	843,072	3.44%

Appendix

APPENDIX

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Enrollment History

Our school population is made up of students who live in Newburyport and those who choose to attend our schools through the school choice program. Choice students are included in the enrollment totals in the chart below. The number of choice students is indicated in parentheses next to the grade level in each school.

NEWBURYPORT PUBLIC SCHOOLS ENROLLMENT BY SCHOOL (Including Choice)

BRESNAHAN	2007-08		2008-09		2009-10		2010-11		2011-12	
	10/1/2007	Choice	10/1/2008	Choice	10/1/2009	Choice	10/1/2010	Choice	10/1/2011	Choice
Grade 1	179	(6)	151	0	161	0	150	0	180	0
Grade 2	181	(9)	178	(4)	156	0	166	0	157	0
Grade 3	168	(9)	182	(9)	183	(4)	164	0	171	0
Grade 4										
Total	528	(24)	511	(13)	500	(4)	480	0	508	0
BROWN										
Kindergarten	145	0	166	0	149	0	167	0	166	0
Pre-School	52	0	60	0	64	0	69	0	85	0
Total	197	0	226	0	213	0	236	0	251	0
MOLIN										
Grade 4	166	(10)	164	(9)	177	(9)	185	(3)	158	0
Grade 5	154	(8)	163	(8)	165	(8)	180	(7)	195	(1)
Total	320	(18)	327	(17)	342	(17)	365	(10)	353	(1)
MIDDLE										
Grade 6	139	(18)	148	(10)	167	(11)	166	(9)	182	(8)
Grade 7	192	(19)	149	(22)	154	(13)	171	(13)	179	(18)
Grade 8	175	(17)	189	(19)	150	(24)	154	(14)	177	(17)
Total	506	(54)	486	(51)	471	(48)	491	(36)	538	(43)
HIGH										
Grade 9	193	(17)	179	(22)	186	(23)	163	(25)	193	(26)
Grade 10	181	(17)	197	(17)	179	(18)	181	(19)	167	(24)
Grade 11	179	(24)	173	(17)	190	(18)	168	(14)	186	(18)
Grade 12	202	(19)	179	(24)	172	(16)	182	(16)	175	(13)
Total	755	(77)	728	(80)^{A1}	727	(75)	694	(74)	721	(81)
System Wide Total	2306	(173)	2278	(161)	2253	(144)	2266	(120)	2371	(125)

Newburyport Public Schools
Enrollment Projections

7/6/2012

School	Current 10/1/2011	Projected FY13	Increase/ Decrease
Brown School			
Pre-School	85	92	7
Kindergarten	166	156	-10
Total	251	248	-3
Bresnahan School			
Grade 1	180	178	-2
Grade 2	157	180	23
Grade 3	171	157	-14
Total	508	515	7
Upper Elementary			
Grade 4	158	171	13
Grade 5	195	158	-37
Total	353	329	-24
Middle School			
Grade 6	182	195	13
Grade 7	179	182	3
Grade 8	177	179	2
Total	538	556	18
High School			
Grade 9	193	177	-16
Grade 10	167	193	26
Grade 11	186	167	-19
Grade 12	175	186	11
Total	721	723	2
System-Wide Total	2371	2371	0

**School Committee Budget
Grant Revenue & Expenses
FY12/FY13**

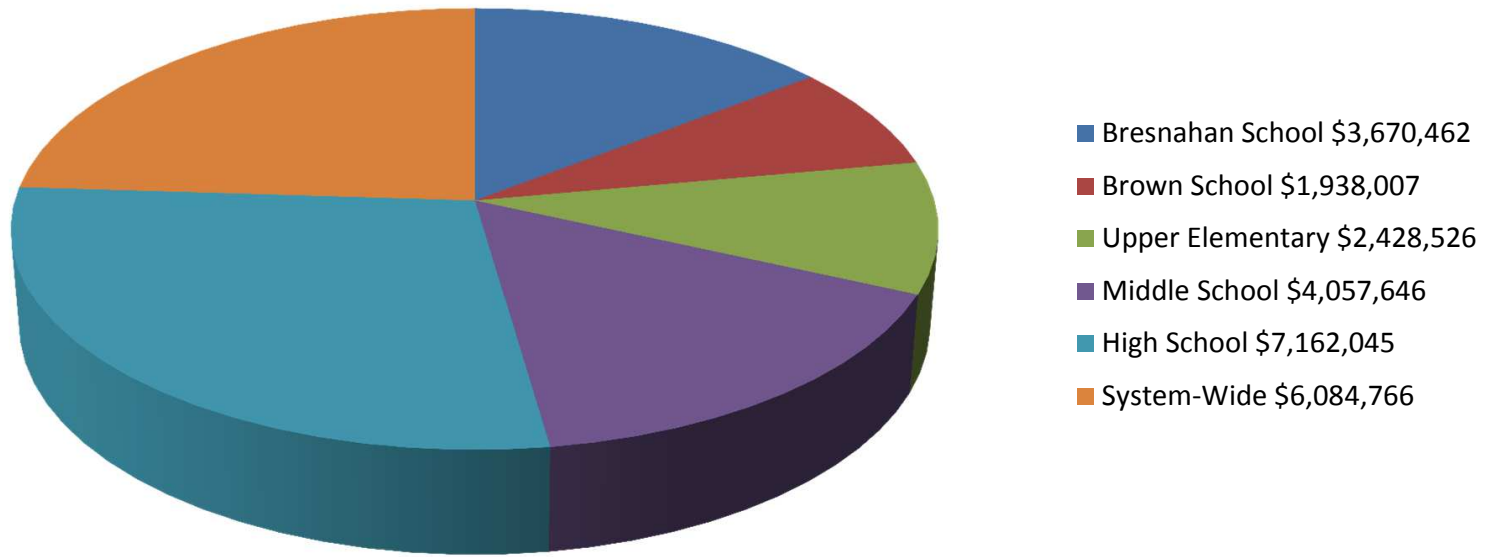
Revenue

Revenue Source	FY12	FY13	Change	%
Federal/State Grants	Actual	Projections		
94-142 Special Education – Project ABLE	\$534,197	\$534,197 \$	-	0.0%
Early Childhood Special Education Allocation	\$12,674	\$12,674 \$	-	0.0%
Title I	\$215,267	\$215,267 \$	-	0.0%
Quality Full Day Kindergarten	\$50,634	\$50,634 \$	-	0.0%
Sped Program Improvement	\$26,368	\$26,368 \$	-	0.0%
Improving Educator Quality (Title IIA)	\$43,490	\$43,490 \$	-	0.0%
Enhanced School Health Services	\$55,760	\$55,760 \$	-	0.0%
Academic Support	\$9,800	\$9,800 \$	-	0.0%
Literacy Partnerships	\$23,000	\$23,000 \$	-	0.0%
Education Jobs Grant - 206	\$179,804	\$ - \$	\$(179,804)	-100.0%
Race to the Top - 201	\$49,485	\$ 63,736 \$	\$14,251	28.8%
	\$1,200,479	\$1,034,926	-\$165,553	-13.8%
Private Grants				
Swasey	\$89,800.00	\$101,200.00 \$	\$11,400	12.7%
Newburyport Education Foundation	\$136,029.00	\$136,029.00 \$	-	0.0%
PTO Elementary	\$38,918.00	\$38,918.00 \$	-	
	\$264,747	\$276,147.00	\$11,400.00	4%
Grand Total	\$ 1,465,226	\$ 1,311,073	-\$154,153.00	-11%

Expenses

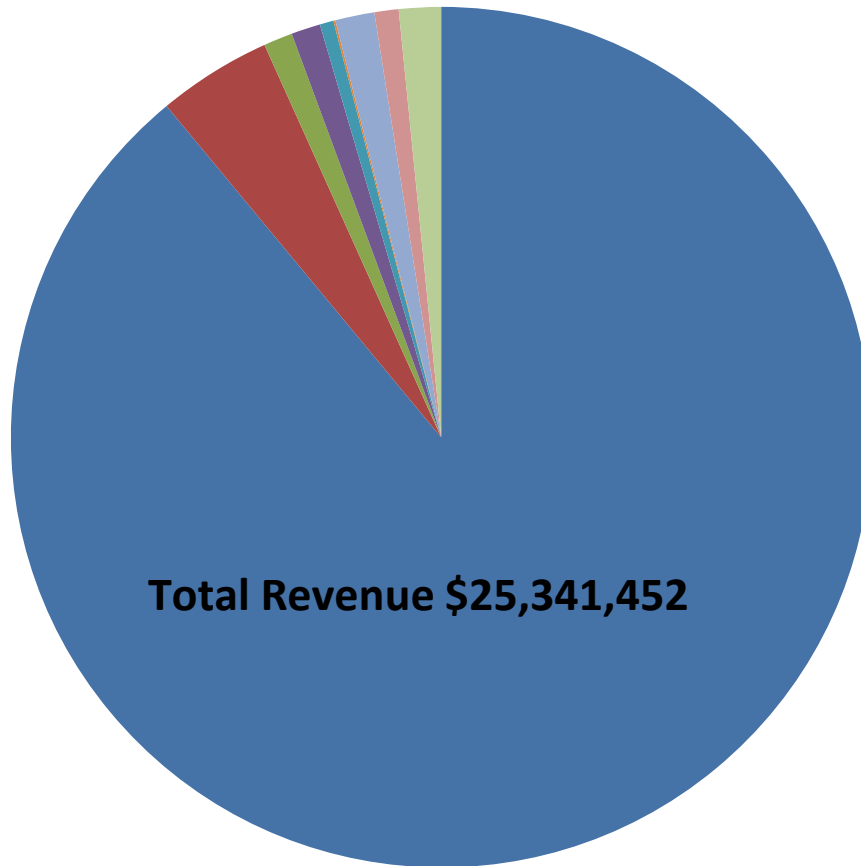
Cost Center	FY12	FY13	Change	%
	Adopted	Proposed	Adopted/Proposed	
Elementary (Grades PreK-5)	\$ 317,493	\$ 317,493 \$	-	0.0%
Middle School (Grades 5-6)	\$ -	\$ -	-	
High School (Grades 9-12)	\$ 9,800	\$ 9,800 \$	-	0.0%
System-Wide (All Grades)	\$ 1,137,933	\$ 983,780 \$	\$(154,153)	-13.5%
Total Expenses	\$ 1,465,226	\$ 1,311,073	\$(154,153)	-10.52%

FY13 Expenses by School



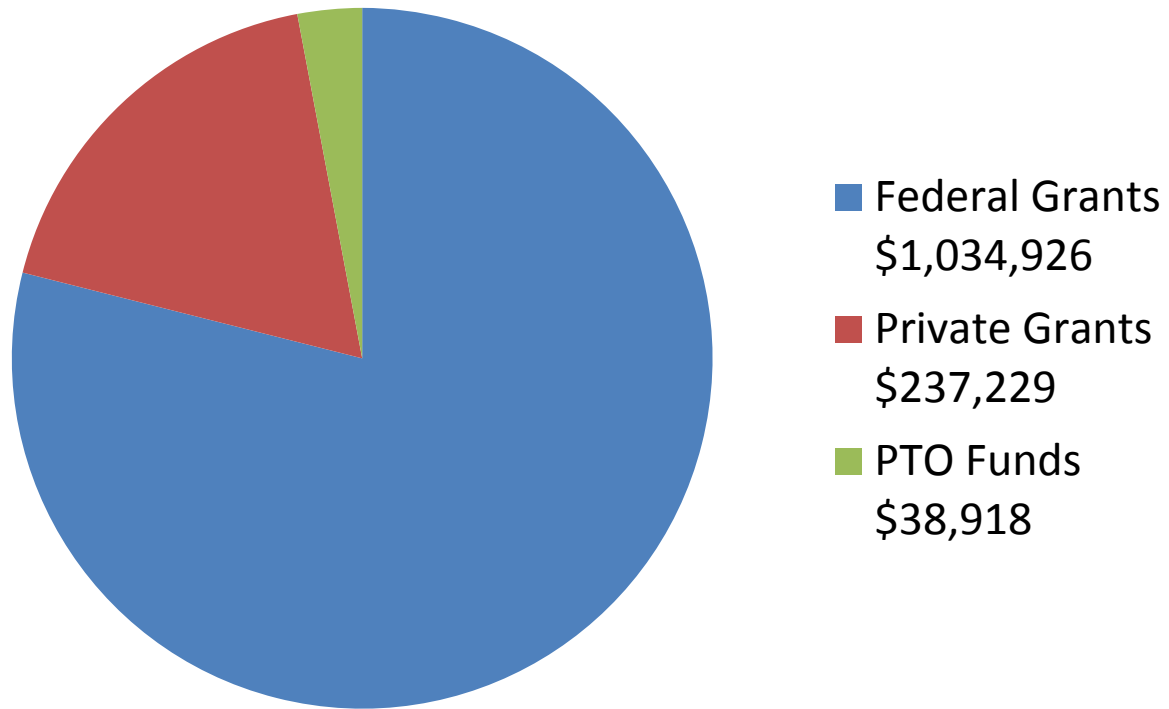
Total Proposed Budget \$25,341,452

FY13 Budgeted Revenue



- City Appropriations \$22,550,437
- Choice Tuition \$1,084,300
- Circuit Breaker \$275,000
- Athletics \$278,200
- Tranportation \$130,515
- Student Activity \$18,000
- Kindergarten \$375,000
- Pre-School \$230,000
- Choice FB \$400,000

FY13 Additional Revenue



Total \$1,311,073

**Appendix D:
Whittier Regional Vocational
Technical High School
Budget Detail**



NEW ENGLAND
ASSOCIATION
OF SCHOOLS
AND COLLEGES
ACCREDITED MEMBER

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

APPROVED BUDGET

2012 – 2013

(04/11/2012)

William P. DeRosa
Superintendent

SCHOOL COMMITTEE

Raymond Morley, Chairperson
Ipswich

Richard P. Early, Jr.
Vice Chairperson
Haverhill

C. Anthony LeSage
Amesbury

Richard G. Ryan
Newbury

Brett Murphy
Treasurer
Newburyport

Jo-Ann Testaverde, Ed. D.
Georgetown

F. Nelson Burns
Newburyport

Daniel Nihan
Groveland

David E. Irving
Secretary
Rowley

Shaun Toohey
Haverhill

Alana Gilbert
Salisbury

Charles LaBella
Amesbury

Paul M. Tucker
Merrimac

David Mansfield
West Newbury

“EQUAL EDUCATIONAL OPPORTUNITY”

Whittier Tech:
Working on your future



William P. DeRosa
Superintendent

Whittier Regional Vocational Technical High School

115 Amesbury Line Road
Haverhill, MA 01830-1898
978-373-4101
Fax: 978-521-0260
www.whittier.tec.ma.us

April 12, 2012

Dear Whittier Community Officials:

This booklet contains the 2012-2013 approved budget for the Whittier Regional Vocational Technical High School. At a public hearing on April 11, 2012, the District School Committee approved a total budget of \$19,257,601.

Whittier's total budgetary requests totaled \$21,540,230. The Administration and School Committee made reductions totaling \$1,221,224 and the School Committee voted to utilize School Choice funds in the amount of \$1,061,405 to arrive at the \$19,257,601 fiscal 2013 budget figure. The estimated receipts and recommended expenditures for School Choice are listed on page 23 of this booklet.

The approved FY13 budget of \$19,257,601 is an increase of \$714,237 or 3.85% over the FY12 budget of \$18,543,364. The amount assessed to the 11 communities for FY13 is \$11,269,716, which is a decrease of \$5,429 or -0.05% less than FY12. Individual community assessments will vary primarily due to enrollment shifts and state required minimum contribution and can be found on page 19 of the enclosed budget book.

We respectfully request that you will encourage your community to support this budget and your corresponding assessment. We would like to thank you in advance for your support and cooperation.

If you have any questions on this information please contact William P. DeRosa, Superintendent or Kevin F. Mahoney, Business Manager.

Sincerely,

Raymond Morley
Chairperson, School Committee

William P. DeRosa
Superintendent

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**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED BUDGET ACCOUNT TOTALS 2012 - 2013**

<u>FUNCTION CODE</u>	<u>FUNCTION TITLE</u>	<u>APPROVED 2012</u>	<u>APPROVED 2013</u>
1000	District Leadership		
1100	School Committee	54,674	54,674
1200	Superintendent's Office	319,689	331,525
1000	Total 1000	374,363	386,199
1400	Finance & Administration	462,161	481,116
2000	Instruction		
2100	Academic Leadership	488,013	499,794
2200	School Building Leadership	613,903	617,880
2300	Instruction Teaching Services	7,702,267	8,074,294
2400	Instructional Materials & Equipment	625,299	910,372
2700	Guidance	334,884	340,508
2800	Psychological Services	98,654	97,340
	Total 2000	9,863,020	10,540,188
3000	Student Services		
3100	Attendance	-	-
3200	Health Services	158,435	158,435
3310	Operation Of School Buses	943,666	871,732
3510	Athletics	294,322	310,822
3520	Student Body	73,850	73,850
3600	School Security	300,791	323,932
	Total 3000	1,771,064	1,738,771
4000	Operation & Maintenance		
4110	Custodial Service	272,216	272,216
4120	Heating Of Building	193,658	193,658
4130	Utility Services	594,697	799,197
4210	Maintenance Of Grounds	33,000	33,000
4220	Maintenance Of Building	495,957	491,608
4230	Maintenance Of Equipment	100,000	66,149
	Total 4000	1,689,528	1,855,828
5000	Fixed Charges	4,270,178	4,068,519
6000	Community Services & Staff Develop.	12,000	12,000
Total Operational Budget		18,442,314	19,082,621
7000	Capital Costs	85,000	158,930
8000	Long Term Debt	-	-
9000	Tuition	16,050	16,050
TOTAL GROSS BUDGET		18,543,364	19,257,601

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
1000	DISTRICT LEADERSHIP							
1100	School Committee							
1110.2	Salaries, Clerical District Clerk	2,100	3,075	3,000	3,000	3,000	3,000	3,000
1110.5	Supplies & Materials General Supply Items	109	304	1,100	1,100	1,100	1,100	1,100
1110.6	Other Expenses							
	Travel	6,430	8,420	3,500	3,500	3,500	3,500	3,500
	Memberships & Subscriptions	8,824	8,600	8,824	8,824	8,824	8,824	8,824
	Meeting Expenses	4,462	2,693	750	750	750	750	750
	Auditing Expenses	28,000	29,500	29,500	29,500	29,500	29,500	29,500
	Public Relations	7,799	12,711	8,000	8,000	8,000	8,000	8,000
	TOTALS - 1106	55,515	61,924	50,574	50,574	50,574	50,574	50,574
	TOTALS - 1100	57,724	65,303	54,674	54,674	54,674	54,674	54,674
1200	Superintendent's Office							
1210.1	Salaries, Professional							
NOTE 1	Superintendent	166,028	171,484	165,370	168,640	168,640	168,640	168,640
	TOTALS - 1210.1	166,028	171,484	165,370	168,640	168,640	168,640	168,640
1210.2	Salaries, Clerical Administrative Assistant	62,500	64,656	64,360	65,637	65,637	65,637	65,637
1210.4	Maintenance Of Equipment	-	1,120	1,000	1,000	1,000	1,000	1,000
1210.5	Supplies & Materials							
	Postage & Office Supplies	25,930	25,211	24,243	24,243	25,715	25,715	25,715
	Printing & Reproduction	10,556	16,173	24,750	24,750	24,750	24,750	24,750
	TOTALS 1210.5	36,486	41,384	48,993	48,993	50,465	50,465	50,465

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
1210.6	Other Expenses							
	Travel & Conferences	12,601	11,162	15,700	15,700	15,700	15,700	15,700
	Memberships & Subscriptions	13,065	8,521	13,626	13,626	13,626	13,626	13,626
	Advisory Boards	10,125	11,727	7,000	7,000	7,000	7,000	7,000
	NEAS&C Accreditation	-	3,690	3,640	3,640	9,457	9,457	9,457
	TOTALS 1210.6	35,791	35,101	39,966	39,966	45,783	45,783	45,783
	TOTALS - 1200	300,805	313,745	319,689	324,236	331,525	331,525	331,525
	TOTALS - 1000	358,529	379,049	374,363	378,910	386,199	386,199	386,199

NOTE 1 Superintendent's compensation was adjusted based on performance review after adoption of FY12 budget. Performance review done annually.

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
1400	FINANCE & ADMINISTRATION							
1410	Business & Finance							
1410.1	Salaries, Professional							
NOTE 2	Business Manager	129,915	132,499	127,332	129,864	129,864	129,864	129,864
	Assistant Business Manager	75,393	77,509	77,509	79,039	79,039	79,039	79,039
	TOTALS 1410.1	205,308	210,008	204,841	208,903	208,903	208,903	208,903
1410.2	Salaries, Clerical							
	Accounts Payable Clerk	40,337	42,717	40,000	40,814	41,526	41,526	41,526
	Payroll Clerk (80%)	35,926	37,327	33,600	34,272	34,272	34,272	34,272
	Business Office Clerk	36,598	32,140	34,000	34,680	34,680	34,680	34,680
	TOTALS 1410.2	112,861	112,183	107,600	109,766	110,478	110,478	110,478
	TOTALS 1410	318,169	322,191	312,441	318,669	319,381	319,381	319,381
1420	Human Resources & Benefits							
1420.2	Salaries, Clerical							
	Personnel Clerk	47,203	39,269	46,113	47,035	47,035	47,035	47,035
	Payroll Clerk (20%)	8,981	9,494	8,400	8,568	8,568	8,568	8,568
	TOTALS 1420.2	56,184	48,763	54,513	55,603	55,603	55,603	55,603
	TOTALS 1420	56,184	48,763	54,513	55,603	55,603	55,603	55,603
1430	Legal Services							
1430.4	Contracted Services							
	School Attorney	41,996	17,229	10,000	10,000	10,000	10,000	10,000
	Negotiator	7,717	10,463	7,500	7,500	7,500	7,500	7,500
	TOTALS 1430.4	49,713	27,692	17,500	17,500	17,500	17,500	17,500
	TOTALS 1430	49,713	27,692	17,500	17,500	17,500	17,500	17,500

NOTE 2 Business Manager's compensation was adjusted based on performance review after adoption of FY12 budget. Performance review done annually.

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
1450	Information Technology							
1450.1	Salaries, Professional Programmer Analyst	75,220	3,040	-	-			
1450.3	Salaries, Other Repair Tech. & Students	42,722	41,788	77,707	77,707	88,632	88,632	88,632
	TOTALS 1450	117,942	44,827	77,707	77,707	88,632	88,632	88,632
	TOTALS 1400	542,008	443,473	462,161	469,479	481,116	481,116	481,116

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2000	INSTRUCTION							
2100	Academic Leadership							
2100.1	Salaries, Professional							
	Special Ed. Director	110,579	116,654	112,119	121,000	121,000	121,000	121,000
	Curriculum Coordinator	112,416	114,904	117,187	117,187	117,187	117,187	117,187
	Vocational Coordinator	112,916	115,154	117,437	117,437	117,437	117,437	117,437
	TOTALS 2100.1	335,911	346,712	346,743	355,624	355,624	355,624	355,624
2100.2	Salaries, Clerical							
	Secretary To Special Ed.	45,825	47,264	47,264	48,199	48,199	48,199	48,199
	Secretary Voc. & Curr. Coord.	37,492	38,242	38,242	39,007	39,007	39,007	39,007
	TOTALS 2100.2	83,317	85,506	85,506	87,206	87,206	87,206	87,206
2120.1	Salaries, Professional							
	Cluster Chairs	57,630	56,950	55,764	55,764	56,964	56,964	56,964
	TOTALS 2100	476,858	489,168	488,013	498,594	499,794	499,794	499,794
2200	School Building Leadership							
2210.1	Salaries, Professional							
	Principal	126,732	121,801	119,500	121,890	121,890	121,890	121,890
	Assist Principals	223,190	271,858	215,917	215,917	215,917	215,917	215,917
	Coord. - Data & Assessment	141,531	114,904	117,187	117,187	117,187	117,187	117,187
	In House Suspension	51,102	53,634	54,692	54,692	54,692	54,692	54,692
	TOTALS 2210.1	542,555	562,197	507,296	509,686	509,686	509,686	509,686

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2210.2	Salaries, Clerical							
	Secretary To Principal	45,209	43,263	42,745	43,600	43,600	43,600	43,600
	Secretary To Asst. Principals	39,813	36,612	36,612	37,344	37,344	37,344	37,344
	TOTALS 2210.2	85,022	79,875	79,357	80,944	80,944	80,944	80,944
2210.4	Contracted Services							
	Answering Svc. & Maintenance	6,138	6,147	6,500	6,500	6,500	6,500	6,500
2210.5	Supplies & Materials	10,692	9,288	16,000	16,000	16,000	16,000	16,000
2210.6	Other Expenses							
	Travel & Memberships	285	1,752	4,000	4,000	4,000	4,000	4,000
	School Council	700	700	750	750	750	750	750
	TOTALS 2210.6	985	2,452	4,750	4,750	4,750	4,750	4,750
	TOTALS 2200	645,392	659,959	613,903	617,880	617,880	617,880	617,880

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2300	Instruction Teaching Services							
2305.1	Salaries, Professional Instructional	6,046,813	6,589,448	6,773,163	6,887,841	7,126,366	7,005,658	7,005,658
	Instructional, Special Needs	577,028	540,140	552,074	552,074	724,160	724,160	724,160
	TOTALS 2305.1	6,623,841	7,129,588	7,325,237	7,439,915	7,850,526	7,729,818	7,729,818
2325.3	Salaries, Substitutes	140,828	99,363	100,000	100,000	100,000	100,000	100,000
2323.3	Salaries Teacher Aides	85,033	86,222	87,107	87,779	88,844	54,553	54,553
2340.1	Salaries, Professional Librarian	72,041	-	-	-	-	-	-
	Media Specialist	77,041	79,461	80,510	80,510	80,510	80,510	80,510
	TOTALS 2340.1	149,082	79,461	80,510	80,510	80,510	80,510	80,510
2351.6	Prof. Development Other Exp. *	94,940	92,419	104,413	104,413	104,413	104,413	104,413
2355.3	Prof. Development Subs.	20,030	20,610	5,000	5,000	5,000	5,000	5,000
	TOTALS 2300	7,113,754	7,507,664	7,702,267	7,817,617	8,229,294	8,074,294	8,074,294
2400	Instructional Materials & Equip.							
2410.4	Contracted Services Repair Of A. V. Equipment Maint. Of Library Equipment	442	584	1,000	1,000	1,000	1,000	1,000
	Supplies & Materials	442	584	1,000	1,000	1,000	1,000	1,000
	Text Books	16,575	9,157	8,117	8,117	28,069	25,094	25,094
	Audio Visual Supplies	4,382	4,886	3,355	3,355	4,800	4,800	4,800
	TOTALS 2410.5	20,957	14,043	11,472	11,472	32,869	29,894	29,894
2415.5	Library Books	6,842	12,027	13,450	13,450	13,250	13,250	13,250
2415.6	Library/AV Memberships	185	3,280	3,285	3,285	3,285	3,285	3,285
2420.5	Instructional Equipment	-	-	27,400	32,900	193,461	27,256	27,256
2430.4	Contracted Services Work Related Travel Shop Requests	124	-	-	-	-	-	-
	TOTALS 2430.4	83,633	66,312	79,039	79,039	68,930	68,930	68,930
	TOTALS 2400	83,757	66,312	79,039	79,039	68,930	68,930	68,930

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2430.5	Supplies & Materials							
	General Instructional	197,220	248,565	243,353	237,853	251,814	251,406	251,406
	Computer Supplies	39,592	39,869	40,000	40,000	40,000	40,000	40,000
	General Classroom	798	10,582	16,000	16,000	16,000	16,000	16,000
	Program Expansion	12,150	3,823	15,000	15,000	15,000	15,000	15,000
	TOTALS 2430.5	249,760	302,838	314,353	308,853	322,814	322,406	322,406
2430.6	Other Expenses							
	Travel & Memberships	3,575	4,381	6,318	6,318	7,869	7,694	7,694
2451	Classroom Technology							
2451.4	Contracted Services							
	Software/Hardware Maint.	44,101	96,877	63,155	63,155	73,429	73,429	73,429
2451.5	Supplies & Materials							
	Computer Equipment	40,792	55,793	105,827	105,827	649,331	363,227	363,227
	TOTALS 2400	450,411	556,136	625,299	625,299	1,366,237	910,372	910,372
2700	Guidance							
2710.1	Salaries, Professional							
	Counselors	298,107	272,296	279,856	279,856	284,545	284,545	284,545
	Summer Coverage	6,425	12,720	4,800	4,800	4,800	4,800	4,800
	TOTALS 2710.1	304,532	285,015	284,656	284,656	289,345	289,345	289,345
2710.2	Salaries, Clerical							
		41,500	53,554	47,228	48,163	48,163	48,163	48,163
2710.5	Supplies & Materials							
	Reference & Test Materials	772	3,935	1,000	1,000	1,000	1,000	1,000
	Recruitment Brochures	1,854	820	2,000	2,000	12,500	2,000	2,000
	Equipment	-	-	-	-	-	-	-
	TOTALS 2710.5	2,626	4,756	3,000	3,000	13,500	3,000	3,000

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
2710.6	Other Expenses	-	1,299	-	-	-	-	-
	Travel & Memberships							
	TOTALS 2700	346,658	344,624	334,884	335,819	351,008	340,508	340,508
2800	Psychological Services							
2800.1	Salaries, Professional	46,136	51,302	53,942	53,942	52,328	52,328	52,328
	School Psychologist	7,568	9,127	7,000	7,000	7,000	7,000	7,000
	Tutoring							
2800.4	Contracted Services	10,940	15,480	22,000	22,000	22,000	22,000	22,000
	Psychological Service							
2800.5	Supplies & Materials	4,208	8,798	15,712	15,712	16,012	16,012	16,012
	TOTALS 2800	68,852	84,707	98,654	98,654	97,340	97,340	97,340
	TOTALS 2000	9,103,925	9,642,259	9,863,020	9,993,863	11,161,553	10,540,188	10,540,188

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
3000	STUDENT SERVICES							
3100	Attendance	61,624	-	-	-	-	-	-
3100.1	Salaries, Professional Attendance Monitor	61,624	-	-	-	-	-	-
	TOTALS 3100							
3200	Health Services							
3200.1	Salaries Professional School Nurses	128,324	132,811	133,655	133,655	133,655	133,655	133,655
3200.4	Contracted Services School Physician Laundry/ Medical Waste TOTALS - 3204.4	14,000 95 14,095	14,000 363 14,363	14,000 1,500 15,500	14,000 1,500 15,500	14,000 1,500 15,500	14,000 1,500 15,500	14,000 1,500 15,500
3200.5	Supplies & Materials	8,326	8,785	9,000	9,000	9,000	9,000	9,000
3200.6	Other Expenses Memberships	300	300	280	280	280	280	280
	TOTALS 3200	151,045	156,258	158,435	158,435	158,435	158,435	158,435
3310	Operation School Buses							
3310.1	Salaries, Professional Coordinator Of Transportation Trainer TOTALS 3310.1	60,786 - 60,786	87,570 - 87,570	62,200 6,800 69,000	62,200 6,800 69,000	61,000 6,800 67,800	61,000 - 61,000	61,000 - 61,000
3310.3	Salaries, Non Professional Bus Drivers Mechanics Security/ Bus Drivers (50%) TOTALS - 3310.3	365,297 111,458 39,912 516,667	368,219 113,310 31,223 512,751	370,659 113,179 41,030 524,868	370,659 115,408 41,868 527,935	370,659 115,408 43,708 529,775	370,623 115,408 43,708 529,739	370,623 115,408 43,708 529,739

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
3310.5	Supplies & Materials							
	General Supply Items	103,593	95,358	70,000	70,000	70,000	70,000	70,000
	Fuel, Oil, Lubricants	88,932	107,881	125,161	125,161	125,161	125,161	125,161
	Equipment	9,600	-	50,000	-	-	-	-
	TOTALS 3310.5	202,125	203,239	245,161	245,161	195,161	195,161	195,161
3310.6	Other Expenses							
	Licensing & Physicals	7,363	7,926	4,060	4,060	4,060	4,060	4,060
	Insurance, Health	34,987	35,018	53,377	53,377	53,115	44,272	44,272
	Insurance, Buses	21,300	21,698	20,200	20,200	20,200	19,500	19,500
	Insurance, Workers Comp.	15,312	14,087	27,000	27,000	27,000	18,000	18,000
	TOTALS - 3310.6	78,962	78,728	104,637	104,637	104,375	85,832	85,832
	TOTALS 3310	858,540	882,289	943,666	946,733	897,111	871,732	871,732
3510	Athletics							
3510.1	Salaries, Professional							
	Athletic Director & Equip Tech.	24,975	25,175	25,175	25,175	25,175	25,175	25,175
	Coaches	127,432	128,588	131,637	131,637	131,637	131,637	131,637
	Trainer	24,750	24,850	24,850	24,850	24,850	24,850	24,850
	Transportation	12,202	11,825	20,160	20,160	20,160	20,160	20,160
	TOTALS - 3510.1	189,359	190,438	201,822	201,822	201,822	201,822	201,822
3510.4	Contracted Services							
	Officials	28,748	26,993	29,000	29,000	34,000	34,000	34,000
	Police	2,280	2,736	2,500	2,500	6,000	6,000	6,000
	Reconditioning Of Equipment	5,935	10,127	8,000	8,000	16,000	16,000	16,000
	TOTALS - 3510.4	36,963	39,856	39,500	39,500	56,000	56,000	56,000
3510.5	Supplies & Materials							
	Sporting Goods, First Aid	57,199	42,102	47,000	47,000	47,000	47,000	47,000
3510.6	Other Expenses							
	Memberships, Clinics & Travel	5,066	7,850	6,000	6,000	6,000	6,000	6,000
	TOTALS 3510	288,587	280,246	294,322	294,322	310,822	310,822	310,822

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
3520	Student Body							
3520.1	Salaries Professional Class & Club Advisors	29,150	28,550	40,850	40,850	40,850	40,850	40,850
3520.6	Other Expenses							
	Skills USA, U.N.	34,207	30,411	25,000	25,000	25,000	25,000	25,000
	Year Book & Senior Class	9,562	12,377	8,000	8,000	8,000	8,000	8,000
	TOTALS 3520.6	43,769	42,788	33,000	33,000	33,000	33,000	33,000
	TOTALS - 3520	72,919	71,338	73,850	73,850	73,850	73,850	73,850
3600	School Security							
	Salaries, Professional Supervisor Of Security	35,375	36,450	36,450	37,164	37,164	37,164	37,164
3600.3	Salaries, Other Monitors	47,199	27,731	25,847	26,783	26,209	26,209	26,209
	Security/Bus Drivers (50%)	39,888	31,281	41,029	41,865	43,708	43,708	43,708
	Security Special Events	9,054	10,786	4,000	4,000	4,000	4,000	4,000
	TOTALS 3600.3	96,141	69,798	70,876	72,648	73,917	73,917	73,917
3600.4	Contracted Services							
	Security Contract	113,652	112,240	119,175	119,175	119,175	119,175	119,175
	School Resource Officer	66,300	67,212	69,290	69,290	70,676	70,676	70,676
	TOTALS 3600.4	179,952	179,451	188,465	188,465	189,851	189,851	189,851
3600.5	Supplies & Materials	7,988	10,499	5,000	5,000	5,000	5,000	5,000
3600.6	Other Expenses							
	Repairs Security Equipment	(0)	(0)	-	-	18,000	18,000	18,000
	TOTALS 3600	319,456	296,198	300,791	303,277	323,932	323,932	323,932
	TOTALS 3000	1,752,171	1,686,328	1,771,064	1,776,617	1,764,150	1,738,771	1,738,771

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
4000	OPERATION/MAINTENANCE							
4110	Custodial Services	33,231	-	-	-	-	-	-
4110.3	Salaries Other Summer Help							
4110.4	Contracted Services Cleaning Contract	248,822	252,280	272,216	272,216	272,216	272,216	272,216
	TOTALS 4110	282,053	252,280	272,216	272,216	272,216	272,216	272,216
4120	Heating Of Building							
4120.4	Contracted Services Natural/Propane Gas	77,337	87,341	193,658	193,658	193,658	193,658	193,658
4130	Utility Services							
4130.4	Contracted Services Water	7,206	7,154	10,000	10,000	10,000	10,000	10,000
	Sewerage Treatment	11,656	13,054	10,500	10,500	15,000	15,000	15,000
	Septic Service	3,140	4,555	3,500	3,500	3,500	3,500	3,500
	Refuse Removal	28,157	24,435	31,500	31,500	31,500	31,500	31,500
	Telephone	26,584	27,474	27,000	27,000	27,000	27,000	27,000
	Hazardous Waste Removal	-	287	1,500	1,500	201,500	201,500	201,500
	Electrical Service	439,892	512,505	505,697	505,697	505,697	505,697	505,697
	Totals 4130.4	516,635	589,464	589,697	589,697	794,197	794,197	794,197
4130.5	Supplies & Materials Sewerage Treatment Plant	5,046	4,818	5,000	5,000	5,000	5,000	5,000
	Totals 4130.5	5,046	4,818	5,000	5,000	5,000	5,000	5,000
	TOTALS 4130	521,681	594,282	594,697	594,697	799,197	799,197	799,197
4210	Maintenance Of Grounds							
4210.3	Salaries, Overtime & Snow	11,907	15,257	13,000	13,000	13,000	13,000	13,000
4210.5	Supplies & Materials Ice Melt, Sand, & Fertilizer	17,522	16,831	20,000	20,000	20,000	20,000	20,000
	TOTALS - 4210	29,429	32,089	33,000	33,000	33,000	33,000	33,000

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

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4220	Maintenance Of Buildings							
4220.1	Salaries, Professional Plant Facilities Manager	85,222	86,926	86,926	88,665	88,665	88,665	88,665
4220.3	Salaries, Other Forer Stipend Maintenance "B" Shift Differential STP Stipend Totals 4220.3	5,250 273,174 (0) 7,250 285,674	5,250 232,577 (0) 4,579 242,405	5,250 230,322 5,565 8,500 249,637	5,250 230,322 5,565 8,500 249,637	5,250 236,718 5,677 8,500 256,145	5,250 236,718 5,677 8,500 256,145	5,250 236,718 5,677 8,500 256,145
4220.4	Contracted Services Maintenance Contracts Pest Control Totals 4220.4	37,254 2,592 39,846	117,989 2,592 120,581	32,288 3,500 35,788	32,288 3,500 35,788	32,803 3,500 36,303	32,803 3,500 36,303	32,803 3,500 36,303
4220.5	Supplies & Materials Electrical, Paint, Plumbing, Etc. Office Supplies Equipment Totals 4220.5	103,265 509 - 103,774	105,217 2,610 - 107,827	80,300 2,000 18,806 101,106	80,300 2,000 18,806 101,106	80,300 2,000 5,695 87,995	80,300 2,000 5,695 87,995	80,300 2,000 5,695 87,995
4220.6	Other Expenses Repair & Replacement Travel & Seminars Totals 4220.6	24,648 3,353 28,001	46,118 2,500 48,618	20,000 2,500 22,500	20,000 2,500 22,500	20,000 2,500 22,500	20,000 2,500 22,500	20,000 2,500 22,500
	TOTALS - 4220	542,517	606,357	495,957	497,696	491,608	491,608	491,608
4230	Maintenance Of Equipment							
4230.4	Contracted Services Maint. & Repairs Of Equipment Maint. of Equipment: Vehicles Totals - 4230	44,883 3,570 48,453	46,736 4,087 50,823	95,000 5,000 100,000	95,000 5,000 100,000	86,149 5,000 91,149	61,149 5,000 66,149	61,149 5,000 66,149
	TOTALS - 4000	1,501,470	1,623,172	1,689,528	1,691,267	1,880,828	1,855,828	1,855,828

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

FUNCTION CODE	CATEGORY/DESCRIPTION	EXPENDED	EXPENDED	ORIGINAL	ADJUSTED	BUDGET	ADMINISTRATIVE	SCHOOL COMMITTEE
		FY10	FY11	BUDGET - FY12	BUDGET - FY12	REQUEST - FY13	SCHOOL COMMITTEE RECOMMENDATION	APPROVED BUDGET
5000	FIXED CHARGES							
5100.6	Other Expenses							
	Retirement Program	341,912	356,949	382,951	382,951	415,916	415,916	415,916
	Annuities	36,000	37,000	38,000	38,000	41,000	41,000	41,000
	TOTALS - 5100	377,912	393,949	420,951	420,951	456,916	456,916	456,916
5200.6	Other Expenses							
	Health Insurance	2,749,106	3,076,719	3,308,535	3,158,535	3,359,621	3,050,064	3,050,064
	Medicare	175,035	162,887	180,204	180,204	180,204	180,203	180,203
	Life Insurance	1,176	2,010	2,373	2,373	2,373	2,372	2,372
	Life/Disability Insurance	2,880	3,500	3,500	3,500	3,500	3,500	3,500
	Student Accident	14,155	14,155	15,000	15,000	15,000	15,000	15,000
	Package Insurance	71,341	79,417	82,900	82,900	82,900	86,300	86,300
	Boiler & Machinery	5,000	-	-	-	-	-	-
	Worker's Compensation	40,703	59,254	53,000	53,000	58,249	69,249	69,249
	Umbrella	23,872	21,982	23,100	23,100	23,100	22,700	22,700
	Treasurer's Bond	699	699	800	800	800	800	800
	School Board Indemnity	2,947	3,050	3,200	3,200	3,200	3,500	3,500
	Automotive	2,794	4,917	7,800	7,800	7,800	8,300	8,300
	Unemployment Compensation	84,301	33,103	106,042	106,042	106,042	106,042	106,042
	Employment Practices Liability	19,751	20,000	22,000	22,000	22,000	22,800	22,800
	TOTAL - 5200	3,193,760	3,481,692	3,808,454	3,658,454	3,864,789	3,570,830	3,570,830
5300.4	Rental Of Equipment							
	Postage Meter	2,801	2,801	3,773	3,773	3,773	3,773	3,773
	Copy Machines	31,876	23,000	37,000	37,000	37,000	37,000	37,000
	TOTALS 5300	34,677	25,801	40,773	40,773	40,773	40,773	40,773
	TOTALS - 5000	3,606,349	3,901,442	4,270,178	4,120,178	4,362,478	4,068,519	4,068,519

NOTE 3 Boiler & Machinery policy included under Package Insurance account (Property Insurance, General Liability & Student Professional).

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
6200	COMMUNITY SERVICES AND STAFF DEVELOPMENT							
6200.5	Supplies & Materials	19,040	11,859	12,000	12,000	12,000	12,000	12,000
	Office, Fiyers, Postage							
	TOTALS - 6200	19,040	11,859	12,000	12,000	12,000	12,000	12,000
TOTAL OPERATIONAL BUDGET		16,883,491	17,687,581	18,442,314	18,442,314	20,048,324	19,082,621	19,082,621

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
APPROVED FY2013 BUDGET BY LINE ITEM**

<u>FUNCTION CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY10</u>	<u>EXPENDED FY11</u>	<u>ORIGINAL BUDGET - FY12</u>	<u>ADJUSTED BUDGET - FY12</u>	<u>BUDGET REQUEST - FY13</u>	<u>ADMINISTRATIVE SCHOOL COMMITTEE RECOMMENDATION</u>	<u>SCHOOL COMMITTEE APPROVED BUDGET</u>
7000	CAPITAL COSTS							
	Replacement of Equipment	80,000	119,700	85,000	85,000	339,000	158,930	158,930
		80,000	119,700	85,000	85,000	339,000	158,930	158,930
	TOTALS 7000	80,000	119,700	85,000	85,000	339,000	158,930	158,930
8000	LONG TERM DEBT RETIREMENT							
	Bond Issued 12/01/99 (Final Pmt - 12/09)							
8100	Principal	180,000	-	-	-	-	-	-
8200	Interest	4,500	-	-	-	-	-	-
	TOTAL LONG TERM DEBT	184,500	-	-	-	-	-	-
9000	TUITIONS TO OTHER SCHOOLS							
9100	Tuition to MA Schools	-	6,750	6,750	6,750	6,750	6,750	6,750
9300	Tuition Non-Public Schools	-	-	-	-	-	-	-
9400	Tuition to Collaboratives	33,183	15,371	9,300	9,300	9,300	9,300	9,300
	TOTALS - 9000	33,183	22,121	16,050	16,050	16,050	16,050	16,050
	TOTAL BUDGET	17,181,174	17,829,402	18,543,364	18,543,364	20,403,374	19,257,601	19,257,601

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2013**

Required Net School Spending	16,269,465
Other Assessments, Transportation & Community Education	883,732
Long Term Debt Assessment	-
Capital Assessment	-
Other Educational Assessment	<u>2,104,404</u>
Gross Budget	19,257,601
Less Revenues To Be Applied:	
Chapter 70 Aid	7,539,478
Transportation	433,407
E & D Transfer to Reduce Assessments	-
Investment Earnings	<u>15,000</u>

Total Assessments						<u>11,269,716</u>
	<u>Minimum Contribution</u>	<u>Other Assessments</u>	<u>Long Term Debt Assessments</u>	<u>Capital Assessments</u>	<u>Other Educational Assessments</u>	<u>Total Assessments</u>
Amesbury	675,023	27,968	-	-	135,199	838,190
Georgetown	249,497	10,944	-	-	52,904	313,345
Groveland	575,976	26,752	-	-	129,321	732,049
Haverhill	5,404,938	301,970	-	-	1,459,760	7,166,668
Ipswich	230,392	7,296	-	-	35,269	272,957
Merrimac	454,703	22,699	-	-	109,727	587,129
Newbury	92,569	2,837	-	-	13,716	109,122
Newburyport	233,420	7,296	-	-	35,269	275,985
Rowley	134,432	4,864	-	-	23,513	162,809
Salisbury	557,777	18,240	-	-	88,173	664,190
West Newbury	121,260	4,459	-	-	21,553	147,272
TOTALS	<u>8,729,987</u>	<u>435,325</u>	<u>-</u>	<u>-</u>	<u>2,104,404</u>	<u>11,269,716</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

REQUIRED NET SCHOOL SPENDING

FOR FY 2013

Required Net School Spending	16,269,465
Less Chapter 70 Aid	<u>7,539,478</u>
Net Minimum Contribution	<u><u>8,729,987</u></u>
Member Municipalities	
Amesbury	675,023
Georgetown	249,497
Groveland	575,976
Haverhill	5,404,938
Ipswich	230,392
Merrimac	454,703
Newbury	92,569
Newburyport	233,420
Rowley	134,432
Salisbury	557,777
West Newbury	121,260
TOTALS	<u><u>8,729,987</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

OTHER ASSESSMENTS

FY2013

Transportation		871,732
Community Services		<u>12,000</u>
Total		883,732
Less Revenue to Be Applied:		
Transportation	433,407	
Investment Earnings	<u>15,000</u>	<u>448,407</u>
Net Assessment		<u><u>435,325</u></u>

<u>MEMBER MUNICIPALITIES</u>	<u>FY12 PUPILS / % OF CONTRIB. FOR COMPARISON ONLY</u>		<u>PUPILS 10/01/11</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>AMOUNT</u>
	<u>PUPILS 10/01/10</u>	<u>PERCENT OF CONTRIBUTION</u>			
Amesbury	67	6.34%	69	6.42%	27,968
Georgetown	27	2.55%	27	2.51%	10,944
Groveland	56	5.30%	66	6.15%	26,752
Haverhill	731	69.16%	745	69.37%	301,970
Ipswich	18	1.70%	18	1.68%	7,296
Merrimac	51	4.82%	56	5.21%	22,699
Newbury	8	0.76%	7	0.65%	2,837
Newburyport	21	1.99%	18	1.68%	7,296
Rowley	17	1.61%	12	1.12%	4,864
Salisbury	49	4.64%	45	4.19%	18,240
West Newbury	12	1.14%	11	1.02%	4,459
TOTALS	<u>1057</u>	<u>100.00%</u>	<u>1074</u>	<u>100.00%</u>	<u>435,325</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

OTHER EDUCATIONAL ASSESSMENTS

FY 2013

Total Other Educational Costs	2,104,404
Less: E & D Transfer to Reduce Assessments	-
Total Assessments	<u>2,104,404</u>

MEMBER MUNICIPALITIES	<u>FY12 PUPILS / % OF CONTRIB.</u> <u>FOR COMPARISON ONLY</u>		<u>PUPILS</u> <u>10/1/11</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	<u>AMOUNT</u>
	<u>PUPILS</u> <u>10/01/10</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>			
Amesbury	67	6.34%	69	6.42%	135,199
Georgetown	27	2.55%	27	2.51%	52,904
Groveland	56	5.30%	66	6.15%	129,321
Haverhill	731	69.16%	745	69.37%	1,459,760
Ipswich	18	1.70%	18	1.68%	35,269
Merrimac	51	4.82%	56	5.21%	109,727
Newbury	8	0.76%	7	0.65%	13,716
Newburyport	21	1.99%	18	1.68%	35,269
Rowley	17	1.61%	12	1.12%	23,513
Salisbury	49	4.64%	45	4.19%	88,173
West Newbury	12	1.14%	11	1.02%	21,553
TOTALS	<u>1057</u>	<u>100.00%</u>	<u>1074</u>	<u>100.00%</u>	<u>2,104,404</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
Approved School Choice Expenditures FY 2013

Estimated School Choice Balance as of July 1, 2012	69,806	
Estimated School Choice Revenues To Be Received During FY13*	939,339	
Estimated School Choice Transportation Revenue To Be Received	0	
Estimated Available School Choice Funds		<u>1,009,145</u>
School Choice Expenditures:		
1.0 Ninth Grade Teacher	73,910	
1.0 English Teacher	55,555	
1.0 Social Studies Teacher	70,682	
1.0 Mathematics Teacher	-	
1.0 Science Teacher	74,410	
0.5 Physical Education Teacher	-	
0.5 Special Education Teacher	-	
Health Insurance For Above Positions	45,407	
Provision For Salary Increases	12,590	
School Choice Transportation Salaries	66,320	
School Choice Transportation Other Costs	34,650	
Instructional Supplies	65,695	
Two Athletic Coaches	9,109	
Total School Choice Expenditures		<u>508,326</u>
Amount Available To Fund The Following Non Choice Items:		500,819
1.0 Music Appreciation Teacher	70,432	
1.0 Dept. Head - Guidance & Admissions	82,441	
1.0 Information Technology Director	85,000	
1.0 Health Occupations Instructor	78,514	
1.0 Attendance Monitor	40,800	
1.0 Security Monitor	24,189	
0.4 P/T Bldg. Maintenance Craftsman	18,923	
Health Insurance For Above Positions	81,056	
Provision For Salary Increases	3,603	
Summer Painting	21,120	
Summer Camp	22,000	
Project Discovery	-	
Legal Fees	15,000	
Advertising	10,000	
Total Requests For Non Choice Items		553,079
Estimated School Choice Balance June 30, 2013		
*190 students Received/13 students Sending @ \$5,307.00 = \$939,339.		<u><u>(52,260)</u></u>
Total School Choice Expenditures		<u><u>1,061,405</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

SCHOOL CHOICE EXPENDITURES AND ENCUMBERANCES AS OF 2/29/12

<u>Business And Finance</u>	
Legal Fees	14,823.40
Advertising	6,739.21
<u>Information Technology</u>	
Salaries, Professional	82,881.55
<u>Instruction Teaching Services</u>	
Salaries, Professional	490,136.39
Supplies And Materials	38,138.96
<u>Guidance</u>	
Salaries, Professional	82,441.00
<u>Transportation</u>	
Salaries	43,217.75
Other Expenses	26,428.55
<u>Building Maintenance</u>	
Salaries	27,333.48
Summer Painting	26,400.00
<u>Security/Attendance</u>	
Salaries	66,407.00
<u>Summer Camp, Winterview, And Discovery</u>	19,453.50
<u>Fixed Charges</u>	
Health Insurance	140,852.22
Total Expenditures As Of February 29, 2012	<u><u>1,065,253.01</u></u>

