

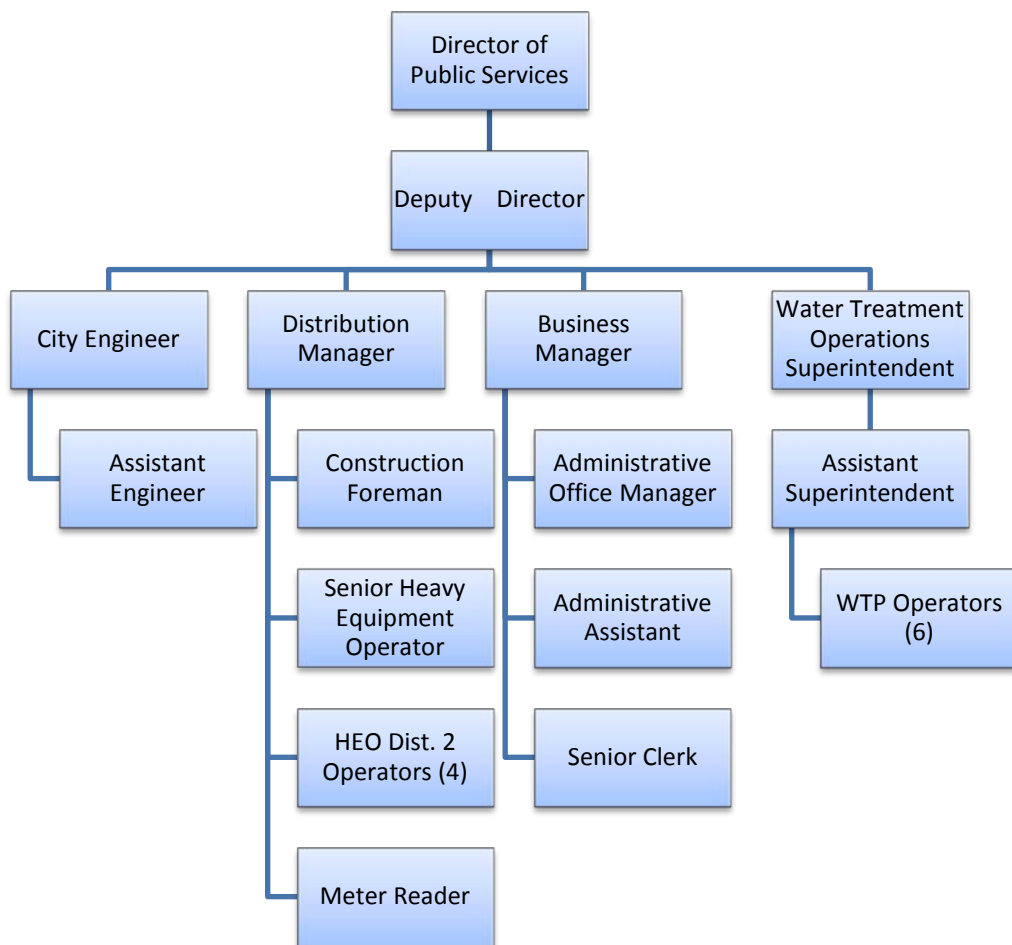
Section 11:
Enterprise Funds

DEPARTMENT OF PUBLIC SERVICES: WATER DIVISION

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Public Services Director	0.33	0.33	0.33
Public Services Deputy Director	0.33	0.33	0.33
Business Manager	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Assistant City Engineer	0.33	0.33	0.33
Superintendent of Water Operations	1.0	1.0	1.0
Assistant Superintendent of Water Operations	1.0	1.0	1.0
Water Distribution Manager	1.0	1.0	1.0
Administrative Office Manager	0.5	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Senior Clerk Typist	0.5	0.5	0.5
WTP Operator T-4	6.0	4.0	4.0
WTP Operator T-2	0.0	2.0	2.0
WD Construction Foreman	1.0	1.0	1.0
Senior HEO D2	1.0	1.0	1.0
HEO D2	5.0	5.0	4.0
Meter Reader – HEO D2	0.5	0.7	0.7
Total Full Time-Equivalents	19.7	19.9	18.9

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Aging Infrastructure Replacement	linear feet	1,050	1,300	1,561	1,100

FY2017 ACCOMPLISHMENTS

- Reservoir study completed on Upper and Lower Artichoke, as well as Indian Hill and Bartlett Pond.
- Installed 700 linear feet of 8" water main on Harris Street including customer connections and two additional fire hydrants as well as tying in Park Street.
- Completed installation of 400 linear feet of 8" water main on Tennys Court in Newbury including customer connections and addition of one fire hydrant.
- Conducted semi-annual city-wide hydrant flushing of fire hydrants in both Newburyport and Newbury. Due to drought conditions, only 150 hydrants were flushed in the Fall.

- Leak detection survey completed this year. Four water main and five service leaks were detected. All water main leaks and three service leaks have been repaired.
- Completed 1,394 Dig Safe mark outs requests (emergency requests from National Grid, State mandated requirements for any digging or excavating).
- Repaired 26 water main/service leaks.
- Continued to purchase chemicals through the Northeast Merrimack Valley/Consortium which allows for lowest pricing based on the purchasing power of 54 members of the consortium.
- Tracked water levels at City reservoirs and wells during extended Severe Drought Conditions and recommended appropriate water restrictions/ban.
- Cleaning and redevelopment of both #1 well and #2 well.
- Working with the Mayor, Water and Sewer Commission, Planning Board, Planning Department and other City Departments on review of proposed Evergreen Commons Development.
- Pumped alum sludge (water treatment by-product) from lagoon to newly created drying beds.
- Rebuilt Bartlett Pond pump station's primary raw water pump to maintain an additional primary raw water resource.
- The Engineering Division performed project management assistance for the construction of the new DPS Administration Building. The division performed a number of design projects to improve our city's infrastructure, including the Plum Island Hydrant Replacement Project. Construction will begin on this project in calendar year 2017 and will continue into 2018.
- Engineering played a vital role in and attended multiple task force group meetings and workshops for the City's Climate Change Resiliency Committee. Both groups are preparing Resiliency Plans to assist Newburyport and the Great Marsh communities in dealing with impacts from climate change, including impacts to our public water supply, water treatment facility, and distribution system.
- Business Office moved from City Hall to new DPS Administration Building without any disruption in service to residents.

FY2018 TRENDS

Conserving water will continue to be a primary area of focus. The Water Division will continue to maintain and preserve our water sources as well as our infrastructure to maintain clean and safe drinking water.

The Water Construction Crew will continue to perform preventative maintenance such as flushing, exercising valves, and reinstallation of service main valves throughout the distribution system. Given the age of certain areas of the system, routine capital investments will be needed to maintain and improve the vast network of water mains throughout Newburyport and Newbury.

Engineering will continue to provide technical assistance, design, and construction oversight on water-related projects.

The Water/Sewer Business Office will continue to manage over 8,000 customer accounts, actively pursue the collection of unpaid bills, prepare rate analysis, and develop and monitor budgets.

FY2018 GOALS & OBJECTIVES

GOAL 1: REPLACE 1,500 LINEAR FEET OF WATER MAIN.

Objectives:

- Plan and order specified material in a timely manner for project execution; excavate to replace water main.

GOAL 2: DOWNTOWN WATER/SEWER/DRAIN UTILITY UPGRADES.

Objectives:

- Hired consultant to locate aging underground water infrastructure on State Street and a portion of Water Street. This information will be used to prepare a base plan for necessary upgrades. This plan will include all water-related items such as water mains, hydrants, valves and curb boxes and be part of the GIS Water Distribution System GIS Map.

GOAL 3: CONTINUE TO MEET THE REQUIREMENTS OF THE FEDERAL AND STATE WATER TREATMENT PERMITS ISSUED BY THE ENVIRONMENTAL PROTECTION AGENCY (EPA) AND DEPARTMENT OF ENVIRONMENTAL PROTECTION (DEP) WATER MANAGEMENT ACT DIVISION.

Objectives:

- Provide safe and reliable drinking water.
- Experience no permit violations.
- Work within the Water Management Act withdrawal limits and manage supplies accordingly.

GOAL 4: PREPARE GIS MAP AND MOBILE APP OF WATER DISTRIBUTION SYSTEM.

Objectives:

- The primary goal of this project is mapping the location of key components in the system so they may be located during emergency situations and also show detailed information regarding the connections between properties. Most importantly, this program will reduce the operator's time locating the components of the system and as a result, allow us to conduct a timelier repair.

GOAL 5: MINIMIZE ALUM SLUDGE IN THE LAGOON CONTAINMENT AREA.

Objectives:

- Continue to meet compliance with the EPA regulations.

GOAL 6: PLUM ISLAND HYDRANT REPLACEMENT PROJECT.

Objectives:

- Due to the advanced corrosion that is occurring to our underground water distribution system on Plum Island (Newburyport and Newbury), the City plans to replace all of the fire hydrants and associated valves and fittings on Plum Island. Project design is being performed in-house and construction will be put out to bid winter/spring 2017. It is anticipated that construction will begin in FY2017 and continue through FY2018 and possibly FY2019.

PROGRAMS & SERVICES

Treatment	Distribution	Administration/ Billing	Engineering
<ul style="list-style-type: none">• Provide safe and reliable water treatment• Meet all State and Federal drinking water standards• Work within the WMA withdrawal limits• Manage water supply areas• Maintain equipment at the WTP• Maintain 2 well stations and 5 pumping stations	<ul style="list-style-type: none">• Maintenance and repair of 120 miles of water mains• Maintenance and repair of 942 hydrants city wide• 24 hour response to customer issues• Computerized meter reading city wide for City of Newburyport and the Town of Newbury	<ul style="list-style-type: none">• Manage over 8,000 customer accounts• Actively pursue the collection of unpaid balances• Manage customer service inquiries and work orders• Process Monthly Billing to Customers within Billing Cycle• Review and Sign Off on Building Permits• Provide Budgets, Rate Analysis, Abatement requests and reports to Water and Sewer Commission	<ul style="list-style-type: none">• Technical assistance to resolve problems and provide solutions.• Design water main replacement projects.• Review of water-related design and construction projects.• Construction oversight.



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WATER ENTERPRISE FUND (060-450)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - DPS SAL DIRECTOR	35,866	37,704	37,315	39,762	2,447	6.6%
51102 - DPS SAL DEPUTY DIRECTOR	29,201	32,049	31,717	33,895	2,177	6.9%
51103 - DPS SAL BUSINESS MANAGER	21,315	23,762	23,884	22,880	(1,004)	-4.2%
51117 - DPS SAL ASST ENGINEER	12,892	15,948	20,315	20,641	326	1.6%
51118 - WAT SAL SUPT OPERATN	48,667	79,938	79,112	91,800	12,688	16.0%
51119 - DPS SAL CITY ENGINEER	28,583	30,515	30,199	30,686	487	1.6%
51131 - DPS SAL ADMIN ASSISTANT	21,021	21,608	23,168	23,079	(89)	-0.4%
51132 - DPS SAL ADMIN OFFICE MGR	29,038	29,475	29,589	26,490	(3,098)	-10.5%
51134 - WAT SAL DISTRIBUTION MNGR	72,511	76,146	73,881	76,571	2,690	3.6%
51158 - WAT SAL LABOR	684,603	703,546	801,942	801,942	0	0.0%
51190 - WAT SAL SUMMER EMPLOYEES	15,493	10,533	21,600	21,600	0	0.0%
51301 - WAT OVERTIME	144,695	145,509	138,078	140,840	2,762	2.0%
51401 - WAT LONGEVITY	11,405	13,108	13,266	9,750	(3,516)	-26.5%
51402 - WAT LICENSE STIPENDS	0	0	8,100	8,100	0	0.0%
51403 - WAT HOLIDAY PAY	14,785	12,937	15,769	18,835	3,066	19.4%
51405 - WAT CLOTHING REIMBURSEMENT	10,528	11,910	12,300	11,823	(477)	-3.9%
51411 - WAT NIGHT DIFFERENTIAL	1,512	1,456	1,464	1,464	0	0.0%
51420 - WAT EDUCATION CREDITS	0	0	2,100	425	(1,675)	-79.8%
51710 - WAT RETIREMENTS/SICK LEAVE	38,418	0	38,009	23,979	(14,030)	-36.9%
51711 - WAT APPROP RETIREMNT	277,160	290,744	269,058	287,215	18,156	6.7%
51750 - WAT WORKERS COMP INS	30,512	33,563	36,920	45,042	8,122	22.0%
51760 - WAT HEALTH INSURANCE	220,179	241,884	327,027	339,421	12,394	3.8%
51770 - WAT FICA PAYROLL TAXES	16,693	17,106	16,155	17,770	1,615	10.0%
001 - PERSONNEL SERVICES Total	1,765,076	1,829,441	2,050,968	2,094,011	43,042	2.1%
002 - PURCHASE OF SERVICES						
52101 - WAT HEAT	12,909	8,455	20,000	15,000	(5,000)	-25.0%
52102 - WAT ELECTRICITY	227,691	242,215	232,152	250,000	17,848	7.7%
52401 - WAT IT EXPENSE	48,179	52,215	51,292	73,008	21,716	42.3%
52402 - WAT GEN CONSTRUCTION	49,045	80,560	98,900	100,000	1,100	1.1%
52403 - WAT MAINT-VEHICLES	23,885	24,605	30,000	30,000	0	0.0%
52404 - WAT DISTRIBUTN MAINT	70,696	75,235	62,400	62,400	0	0.0%
52405 - WAT TREATMENT MAINT	56,744	72,258	72,500	72,500	0	0.0%
52406 - WAT MAINT-EQUIPMENT	8,387	16,486	12,000	12,000	0	0.0%
53001 - WAT FINANCIAL AUDIT	6,500	6,825	7,166	7,883	717	10.0%
53020 - WAT LEGAL EXPENSES	40,212	17,761	50,000	50,000	0	0.0%
53024 - WAT BOND/NOTE EXP	68,871	25,843	24,386	24,386	0	0.0%
53025 - WAT ENGINEER RETAINER	9,203	8,494	25,000	75,000	50,000	200.0%
53026 - WAT POLICE DETAILS	13,876	26,125	15,000	20,000	5,000	33.3%
53028 - WAT PRE-EMPLOYMENT PHYSICAL	557	1,936	2,250	1,500	(750)	-33.3%
53029 - WAT CONTRACT-CROSS CONN TEST	17,400	18,450	18,000	19,000	1,000	5.6%
53030 - WAT SLUDGE REMOVAL/FILTER PLT	6,171	9,285	10,000	20,000	10,000	100.0%

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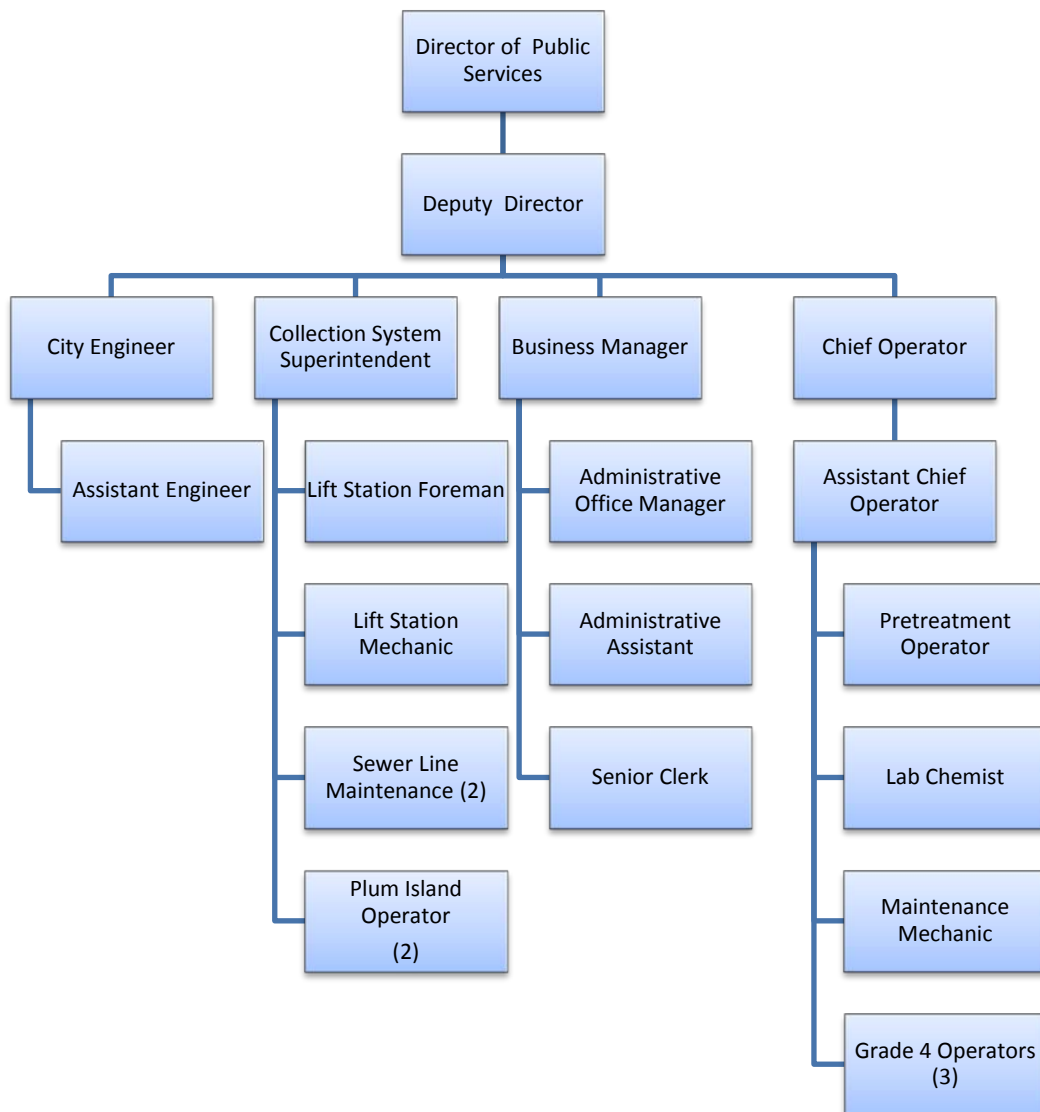
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
53031 - WAT TEST-SURFACE WAT SAMPLING	3,640	5,973	7,500	7,500	0	0.0%
53032 - WAT WATER TEST	10,594	17,204	28,900	27,954	(946)	-3.3%
53402 - WAT TELECOMMUNICATNS	9,149	10,452	10,655	10,620	(35)	-0.3%
53780 - WAT PAYMT IN LIEU TAXES	6,359	5,667	8,500	8,500	0	0.0%
002 - PURCHASE OF SERVICES Total	690,066	726,045	786,601	887,251	100,650	12.8%
004 - SUPPLIES						
54201 - WAT GENERAL OFC EXP	16,086	16,472	18,750	18,750	0	0.0%
54301 - WAT CONSERVATION	0	5,000	5,000	5,000	0	0.0%
54302 - WAT CHEMICALS	121,158	116,782	151,600	125,000	(26,600)	-17.5%
54303 - WAT CONSUMER REPORT	8,354	8,098	8,000	8,000	0	0.0%
54801 - WAT FUEL/OIL VEHICLE(S)	24,609	13,392	27,172	27,172	0	0.0%
55800 - WAT MISC SUPPLIES	1,140	1,239	2,225	2,225	0	0.0%
004 - SUPPLIES Total	171,347	160,982	212,747	186,147	(26,600)	-12.5%
007 - OTHER CHARGES & EXPENSES						
57100 - WAT TRAVEL & TRAINING	9,165	22,179	24,500	24,500	0	0.0%
57301 - WAT SDWA	5,644	5,537	6,341	6,107	(234)	-3.7%
57401 - WAT MUNICIPAL INSURANCE	48,917	52,163	57,379	63,117	5,738	10.0%
57407 - WAT EDUCATION CREDIT	2,155	1,125	0	0	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	65,880	81,004	88,220	93,724	5,504	6.2%
008 - CAPITAL OUTLAY						
58310 - WAT G.I.S.	3,571	18,563	10,000	10,000	0	0.0%
58513 - WAT WTR MAIN REPLAC PROGRAM	92,322	87,953	100,000	100,000	0	0.0%
58536 - WAT DPS BLDG EQUIP/FURNITURE	0	15,000	0	0	0	0.0%
58550 - WAT VEHICLE/EQUIP REPLACE	28,549	40,000	40,000	51,000	11,000	27.5%
008 - CAPITAL OUTLAY Total	124,442	161,516	150,000	161,000	11,000	7.3%
009 - DEBT SERVICE						
59100 - WAT DEBT PRINCIPAL	1,212,400	1,352,589	1,363,247	1,244,494	(118,752)	-8.7%
59150 - WAT DEBT INTEREST	460,249	476,952	491,630	441,244	(50,386)	-10.2%
009 - DEBT SERVICE Total	1,672,649	1,829,541	1,854,876	1,685,738	(169,138)	-9.1%
Grand Total	4,489,461	4,788,528	5,143,412	5,107,870	(35,542)	-0.7%

DEPARTMENT OF PUBLIC SERVICES: SEWER DIVISION

MISSION STATEMENT

The mission of the Department of Public Services Sewer Division is to provide quality and efficient wastewater collection, operation and treatment services to all customers as well as to maintain the related infrastructure in a cost effective and environmentally sensitive manner for the short and long term-benefit of our customers and the environment.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Public Service Director	0.33	0.33	0.33
Public Service Deputy Director	0.33	0.33	0.33
City Engineer	0.33	0.33	0.33
Business Manager	0.33	0.33	0.33
Business office Manager	0.50	0.50	0.50
Administrative Assistant	0.50	0.50	0.50
Assistant Engineer	0.33	0.33	0.33
Senior Clerk	0.50	0.50	0.50
Chief Operator	1	1	1
Assistant Chief Operator	1	1	1
Pretreatment Coordinator	1	1	1
Senior Maintenance Forman	1	1	1
Collection System Superintendent	1	1	1
Lab Chemist	1	1	1
Operator Grade IV	3	3	3
Maint/Prevent Maintenance Mechanic	1	1	1
Pump Station Operator/Mechanic	2	2	2
Sewer Line Maintenance Operator	2	2	2
Plum Island Operator	1	2	2
Meter Reader	0.5	0.3	0.3
Total Full Time-Equivalents	18.7	19.5	19.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
LF of sewer main cleaned yearly	Linear Feet	44,156	113,044	185,678	165,000
Response to issues, alarms and sewer calls/WWTF/lift station Number of calls FY2016 are higher due to new call tracking process / procedure	Calls	71	75	(A)300	280
Plum Island Vacuum System alarms and sewer calls	Calls	36	PI Failure	45	40

FY2017 ACCOMPLISHMENTS

- Continue working with Environmental Partners Group on solutions to reduce odor complaints at the Waste Water Treatment Facility (WWTF).
- Continue working on reduction of Nitrogen. At this juncture our NPDES permit does not address nitrogen limits but all indications are that this will be required in the future. Consequently, we are ramping up to address a reduction.
- Responded and repaired as needed all sewer issues to help prevent Sanitary Sewer Overflow (SSO).
- Conducted proper O&M repair and preventative maintenance to Wastewater Treatment Facility and collection system:
 - Cleaned approximately 185,678 linear feet of sewer main.
 - Cleaned 16 lift station wet wells twice per year per station.
 - Manhole repair throughout the City in an effort to reduce Inflow/Infiltration (I/I) repairs consists of replacing frames and covers, resurfacing inside of the MH with cement (hydraulic cement), sealing joints between inlet and invert.
 - O&M continues to be high priority regarding Plum Island.
- No major Industrial Pretreatment (IPP) violations.
- CCTV continues throughout the City's collection system in order to evaluate/ replace/ and repair as needed.
- Contract #1 for Odor Control Improvements consisted of replacing and upgrading six sodium hypochlorite pumps, tanks, valves and piping. The system is designed to inject bleach at various points within the plant including influent, effluent, septage tanks, gravity thickeners and aeration process. The controls are integrated into the plant's SCADA (supervisory control and data acquisition) system. Additionally, the ferric chloride system, used for odor and corrosion control, was upgraded to include new chemical feed pumps, day tank with transfer pumps, new injection point on plum Island force main and headworks. A new control panel for the ferric chloride pumps was installed and controls integrated into plant SCADA.
- Applied and received FEMA grant to install SCADA alarm system on Plum Island, which include new valve pit covers, and all associated materials of the alarm system, SCADA software installed at Olga way, etc.
- Installed phase one of Plum Island alarm project (Northern Inner and Outer) installed with new valve pit covers, alarm nodes, repeaters, etc. Phase two scheduled to begin in spring.
- Completed construction of two 16" force mains in the Low St/Hale/Graf Rd area totaling 10,000 linear feet.
- New lift station at Graf Road design is completed, currently at bidding stage, construction tentative scheduled to start spring.
- Sludge quality continues to be of exceptional quality to compost.
- Continued Safety Training and Spill Prevention and Counter Measures Plan trainings in-house for all personnel.

- Continued to provide quality customer service.
- The Engineering department will continue with the final design phase for the proposed access road to the West End sewer main along the Lower Artichoke Reservoir.
- Continued emphasis on providing quality customer service.
- Working to reduce amount of grease entering the system throughout the City, conducting unannounced inspections on a regular basis making sure the Fog, Fats, Oil, Grease (FOG) program is followed.
- Continue to educate public on what not to flush – posted on Sewer Division web site as *Keeping Sewer Pipes Clean!*
- Business Office moved from City Hall to new DPS Administration without any disruption in service to residents.

FY2018 TRENDS

The focus of the Sewer Department operations and collections will continue to operate the plant in the most efficient way using Supervisory Control and Data Acquisition (SCADA). SCADA software allows operators to see real time operations, rather than receiving an alarm after the issue. The Sewer Department is also using a smaller version of the SCADA type system at lift stations called Mission. The technology of these two systems allows the Sewer Department to continue to maintain our waste water infrastructure at optimal levels into the future.

One of the current high priorities continues to be working closely with consultants and other WWTF to reduce odor complaints in the neighborhood around the plant.

Will continue to focus on Inflow/Infiltration (I/I) reduction by responding and repairing any sewer issues discovered during routine cleaning or CCTV work inspections.

A new DEP regulation will require flow metering the entire sewer collection system. Flow meters will be located throughout the collection system for 10 weeks and once the information is collected an I/I report and plan will be developed.

Continue to learn new techniques on solving issues that might arise, including navigating and operating the newly installed SCADA alarm implemented this year. Phase One Installation of the alarm on Northern BLVD Inner and Outer is complete. Phase Two which includes the remainder of the Island will commence spring of 2017.

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.

Engineering will complete the design of the West End Sewer Main Access Road and prepare the necessary easements to gain access to private properties. The Engineering Team will continue to provide technical assistance, design, and review of various sewer projects, such as the Graf Road Pump Station and improvements and force main replacement projects.

The Water/Sewer Business Office will continue to manage over 8,000 customer accounts, actively pursue the collection of unpaid bills, prepare rate analysis, and develop and monitor budgets.

FY2018 GOALS & OBJECTIVES

GOAL 1: CONTINUE TO OPERATE THE WWTF UNDER THE REQUIREMENTS OF THE NPDES PERMIT AT THE HIGHEST LEVEL INCLUDED MAXIMUM POLLUTANT LIMITS A MINIMUM PERCENT REMOVAL.

Objectives:

- Meet permit limits and provide quality wastewater discharge.
- Reduction in Nitrogen. At this juncture our NPDES permit does not address nitrogen limits but all indications are that this will be required in the future. Consequently, we are ramping up to address.
- Completion of the anoxic zone.
- Prepare to enter into a new ND PES permit with DEP.
- Implement Operations Data Management software program.
- Conduct facility plant and process evaluation and engineering based needs assessment.
- Develop and implement Treatment plant and collection system corrosion control strategy.

GOAL 2: CONTINUE WORKING WITH CONSULTING FIRM ON ODOR CONTROL STRATEGIES.

Objectives:

- Maintain as one of our highest priorities, to reduce odor.
- Construct phase two of the odor control project on time and under budget.

GOAL 3: NEW GRAF ROAD PUMP STATION.

Objectives:

- Complete bidding and bonding stages and commence construction for New Graf Rd pump station
- Operate and maintain current station during construction to save on bypassing.
- Complete project on time and on budget.

GOAL 4: PROVIDE PROPER OPERATIONS AND MAINTENANCE SERVICES TO OUR CUSTOMERS; CONTINUE WORKING TO INSURE PROPER OPERATIONS OF THE COLLECTION SYSTEM AND WWTF.

Objectives:

- Maintain the Wastewater Treatment Facility (WWTF); lift stations, sewer mains, and Plum Island with minimal disruption to our customers.
- Respond, repair, and maintain all sewer issues that may occur at the WWTF, lift stations, Plum Island, and sewer mains throughout the City in a timely manner.
- Continue to improve health and safety issues for our employees.
- Continue to provide support and implement goals of the Mayor, City Council and Water and Sewer Commission.
- Reduce Inflow and Infiltration (I/I) throughout the City and institute a flowmeter program.
- Prevent Sanitary Sewer Overflow (SSO) through constant communication and education.
- Continue working to reduce amount of grease entering the system throughout the City, conducting unannounced inspections on a regular basis making sure the FOG program is followed.
- Continue to educate public on what not to flush; see “Keeping Clean Sewer Pipes” on the City’s web site.

GOAL 5: DOWNTOWN WATER/SEWER/DRAIN UTILITY UPGRADES PROJECT.

Objectives:

- Currently evaluating for design and cost.

PROGRAMS & SERVICES

Treatment	Collection	Administration/ Billing	Engineering
<ul style="list-style-type: none">• Provide quality and efficient treatment for wastewater to be discharged to Merrimac River.• Meet the requirements for the NPDES permit.• Submit yearly reports to the DEP/EPA.• Maintain proper operations of the WWTF.• Complete phase two odor control project WWTF upgrade.• 24/7 on call personnel to respond to all calls during and after hours at the WWTF.	<ul style="list-style-type: none">• Maintenance of 16 pump stations including Plum Island.• Clean and maintain 75 miles of gravity sewer mains.• 24 hour response to customer issues.• Video sewer mains for the reduction of (II) Inflow/Infiltration for NPDES permit requirements.• O&M on sewer mains and lift stations to reduce sewer SSO.	<ul style="list-style-type: none">• Manage over 8,000 customer accounts.• Actively pursue the collection of unpaid balances.• Manage customer service inquiries and work orders• Process Monthly Billing to Customers within Billing Cycle.• Review and sign off on Building Permits• Provide Budgets, Rate Analysis, Abatement requests and reports to Water and Sewer Commission	<ul style="list-style-type: none">• Technical assistance to resolve problems and provide solutions.• Design access roads and sewer main replacements.• Review of sewer rehabilitation and replacement projects.• Project management of sewer design projects.• Construction oversight.



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SEWER ENTERPRISE FUND (061-440)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - DPS SAL DIRECTOR	35,866	37,704	37,315	39,762	2,447	6.6%
51102 - DPS SAL DEPUTY DIRECTOR	29,201	32,049	31,717	33,895	2,177	6.9%
51103 - DPS SAL BUSINESS MANAGER	21,315	23,762	23,884	22,880	(1,004)	-4.2%
51116 - SEW SAL CHIEF OPERATOR	80,909	75,316	77,826	96,900	19,074	24.5%
51117 - DPS SAL ASST ENGINEER	12,892	15,948	20,315	20,641	326	1.6%
51119 - DPS SAL CITY ENGINEER	28,583	30,515	30,199	30,686	487	1.6%
51122 - SEW SAL COLLECTIN SYSTEM MNGR	77,173	85,399	84,516	85,876	1,360	1.6%
51131 - DPS SAL ADMIN ASSISTANT	21,021	21,608	23,168	23,079	(89)	-0.4%
51132 - DPS SAL ADMIN OFFICE MGR	29,038	29,475	29,589	26,490	(3,098)	-10.5%
51158 - SEW SAL LABOR	708,137	767,003	850,486	848,137	(2,349)	-0.3%
51190 - SEW SAL SUMMER EMPLOYEES	18,543	10,873	21,600	21,600	0	0.0%
51301 - SEW OVERTIME	249,364	158,268	192,867	196,724	3,857	2.0%
51401 - SEW LONGEVITY	13,828	13,061	9,781	6,378	(3,403)	-34.8%
51402 - SEW LICENSE STIPENDS	0	0	6,600	5,600	(1,000)	-15.2%
51405 - SEW CLOTHING REIMBURSEMENT	9,464	10,603	11,475	12,143	668	5.8%
51420 - SEW EDUCATION CREDITS	850	850	850	850	0	0.0%
51422 - SEW EDUCATION	6,297	4,539	0	0	0	0.0%
51710 - SEW RETIREMENTS/SICK LEAVE	0	44,637	48,819	0	(48,819)	-100.0%
51711 - SEW APPROP RETIREMNT	277,181	283,666	281,482	309,292	27,810	9.9%
51750 - SEW WORKERS COMP INS	20,906	22,997	25,296	30,862	5,565	22.0%
51760 - SEW HEALTH INSURANCE	273,520	293,610	381,470	395,928	14,458	3.8%
51770 - SEW FICA PAYROLL TAXES	12,906	13,010	17,575	19,333	1,758	10.0%
001 - PERSONNEL SERVICES Total	1,926,993	1,974,894	2,206,831	2,227,056	20,226	0.9%
002 - PURCHASE OF SERVICES						
52101 - SEW HEAT	33,104	33,103	72,000	37,000	(35,000)	-48.6%
52102 - SEW ELECTRICITY	309,953	292,194	356,326	356,326	0	0.0%
52401 - SEW IT EXPENSE	52,768	30,484	40,092	46,092	6,000	15.0%
52402 - SEW MAINT-GENERAL	34,463	31,593	36,350	36,350	0	0.0%
52403 - SEW MAINT-VEHICLES	13,190	22,089	27,000	27,000	0	0.0%
52406 - SEW MAINT-EQUIPMENT	62,617	111,723	96,652	109,204	12,552	13.0%
52407 - SEW UNIFORM/SAFETY EQUIPMENT	15,520	15,034	15,136	15,136	0	0.0%
52408 - SEW SEWER LINE MAINTENANCE	221,906	63,458	90,000	90,000	0	0.0%
52409 - SEW MAINT DRAINS	34,034	57,210	39,000	39,000	0	0.0%
53001 - SEW FINANCIAL AUDIT	6,500	6,825	7,166	7,883	717	10.0%
53020 - SEW LEGAL EXPENSES	36,509	20,492	50,000	50,000	0	0.0%
53024 - SEW BOND/NOTE EXP	37,678	41,174	37,650	37,650	0	0.0%
53026 - SEW POLICE DETAILS	10,953	4,700	10,000	10,000	0	0.0%
53028 - SEW MEDICAL/DRUG TESTING	4,423	4,151	16,440	4,500	(11,940)	-72.6%
53030 - SEW CONSULTANT FEES	50,919	97,161	75,000	75,000	0	0.0%
53035 - SEW INDUSTRIAL PRETREATMENT	14,905	10,919	14,550	14,550	0	0.0%
53040 - SEW BIOSOLIDS DISPOSAL	217,554	267,180	271,765	325,140	53,375	19.6%

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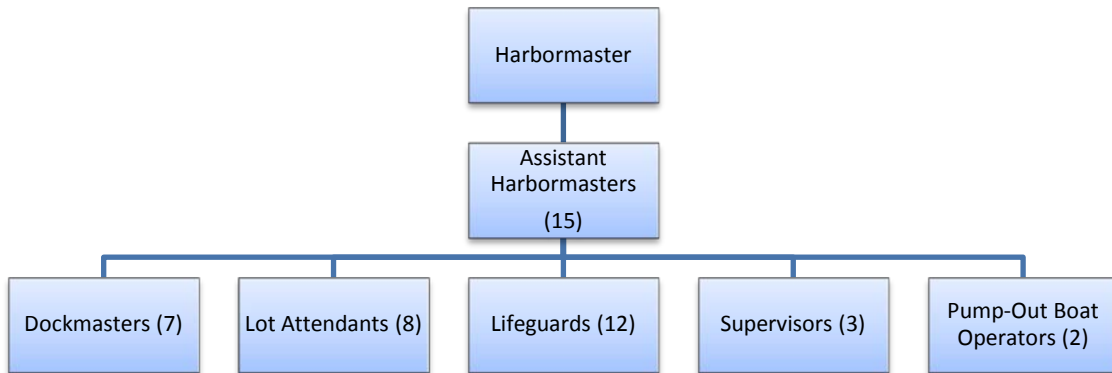
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
53050 - SEW VENDOR LAB TESTING	8,307	14,547	19,350	19,350	0	0.0%
53402 - SEW TELECOMMUNICATNS	21,039	21,610	30,240	26,740	(3,500)	-11.6%
53801 - OTHR POS - TEMP HOUSING	81,563	0	0	0	0	0.0%
002 - PURCHASE OF SERVICES Total	1,267,905	1,145,647	1,304,717	1,326,920	22,204	1.7%
004 - SUPPLIES						
54201 - SEW GENERAL OFC EXP	20,599	17,599	21,350	18,500	(2,850)	-13.3%
54302 - SEW PLANT CHEMICALS	150,640	179,774	227,100	243,060	15,960	7.0%
54303 - SEW LAB CHEM/EQUIP/SUPPLIES	9,879	9,531	13,750	13,750	0	0.0%
54310 - SEW HOSE	1,650	0	3,850	3,850	0	0.0%
54801 - SEW FUEL/OIL VEHICLE(S)	29,562	22,226	30,018	30,018	0	0.0%
54802 - SEW LUBRICANTS	1,225	0	5,000	5,000	0	0.0%
55800 - SEW MISC SUPPLIES	1,688	234	1,800	1,800	0	0.0%
004 - SUPPLIES Total	215,243	229,365	302,868	315,978	13,110	4.3%
007 - OTHER CHARGES & EXPENSES						
57100 - SEW TRAVEL & TRAINING	0	0	17,800	17,800	0	0.0%
57300 - SEW DUES/LIC/SUBSCRIPTIONS	556	1,169	1,350	1,350	0	0.0%
57401 - SEW MUNICIPAL INSURANCE	27,915	49,773	54,750	60,225	5,475	10.0%
007 - OTHER CHARGES & EXPENSES Total	28,471	50,942	73,900	79,375	5,475	7.4%
008 - CAPITAL OUTLAY						
58310 - SEW G.I.S.	3,786	8,993	10,000	10,000	0	0.0%
58330 - SEW I/I REHABILITATION	67,857	99,217	100,000	100,000	0	0.0%
58361 - SEW REPAIR LIFT STATIONS	86,753	131,467	150,000	150,000	0	0.0%
58362 - SEW EFFLUENT SAMPLER	0	5,881	6,000	6,000	0	0.0%
58536 - SEW DPS BLDG EQUIP/FURNITURE	0	15,000	0	0	0	0.0%
58550 - SEW VEHICLE/EQUIP REPLACE	0	0	0	9,000	9,000	0.0%
008 - CAPITAL OUTLAY Total	158,395	260,557	266,000	275,000	9,000	3.4%
009 - DEBT SERVICE						
59100 - SEW DEBT PRINCIPAL	1,510,823	1,525,110	1,549,615	1,862,984	313,369	20.2%
59150 - SEW DEBT INTEREST	713,108	691,430	680,660	948,591	267,931	39.4%
59250 - SEW INT TEMP LOAN	0	0	0	24,750	24,750	0.0%
009 - DEBT SERVICE Total	2,223,931	2,216,540	2,230,275	2,836,325	606,050	27.2%
Grand Total	5,820,939	5,877,944	6,384,591	7,060,654	676,064	10.6%

HARBORMASTER

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.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Harbormaster*	1.0	1.0	1.0
Assistant Harbormaster	15.0	15.0	15.0
Pump Out Boat Operators	2.0	2.0	2.0
Supervisors	3.0	3.0	3.0
Lifeguards	9.0	12.0	12.0
Dock Masters and Lot Attendants	15.0	15.0	15.0
Total Staff	45.0	48.0	48.0

*Harbormaster is the only year-round full-time employee.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Waterway Permits	#	1,477	1,491	1483	1,500
Mooring Permits	#	176	196	196	196
Dingy Permits	#	36	41	63	60
Cashman Park Annual Parking Permits	#	70	72	75	75

FY2017 ACCOMPLISHMENTS

- Designed, built and completed the new Harbormaster Transient Boaters Facility. Added many additional amenities that include showers, laundry, vending, restrooms, conference room, storage and security cameras. Moved the fisherman’s monument to a better location with better landscaping and added lights for visibility at night.
- Worked with the Coast Guard to add and complete the South Jetty Navigation Light Tower. This was critical to increasing the safety and visibility of the Jetties at the mouth of the Merrimac River.
- Rededicated and enhanced the Newburyport Fisherman’s Monument with the addition of granite curbing, benches, new flower beds and lighting.
- Achieved, along with the Mayor and Harbor Commission the rededication of Newburyport as a Coast Guard City.
- With the increased training of our Lifeguards, two life guards used this training in actual events resulting in two individuals lives saved. These two life guards received recognition and awards from the City.
- Continued to provided safety training and special procedure training to the Whittier bridge project employees and workers, which again resulted in several successful rescues with minimal injury.
- Increased training with enhanced relationship with the Police and Fire departments and the Coast Guard.
- Assisted the Maritime museum with the visit of the tall ship El Galeon’. This brought many tourists to the City by boat and land and was a huge success.

FY2018 TRENDS

As always, the weather plays a significant factor in revenues and activities associated with the Harbormasters Department. FY 2018 is expected to be a busy recreational boating season with more boats traveling and more visitors to the city of Newburyport based upon the low cost of fuel and the additional amenities our city now provides with the new facility. The local marinas are expected to be at over ninety (90%) percent capacity as more boats are being placed on our waterways.

The commercial boating industry, however, has been declining based upon many more regulations and restrictions that are being imposed on the fishing industry.

FY2018 GOALS & OBJECTIVES

GOAL 1: PROMOTE NEWBURYPORT AS A BOATING DESTINATION

Objectives:

- Work with the City and other stakeholders to develop a plan to promote Newburyport as a world-class boating destination through advertising, social media and events. Attract more transient boaters to our City now that we have more amenities to offer the boaters.

GOAL 2: ADDITIONAL DREDGING OF THE RIVER

Objectives:

- Work with the Army Corp of Engineers to continue and to expedite the dredging of the river and related areas for the safety of mariners and transient boaters.

GOAL 3: TALL SHIP VISIT

Objectives:

- Work with the Maritime Museum, bringing in another tall ship for our City and residents.

PROGRAMS & SERVICES

Patrol Operations

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

Pump Out Boat Operations

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

Supervisors

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

Dockmaster, Parking Lot & Boat Ramp Attendants

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

Lifeguards

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

HARBORMASTER ENTERPRISE FUND (6520-295)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HBR SAL HARBORMASTER	64,455	70,323	67,166	68,248	1,082	1.6%
51102 - HBR ASST HARBORMASTER	16,192	21,488	25,000	25,000	0	0.0%
51181 - HBR SUPPERVISORS	13,543	15,216	20,000	20,000	0	0.0%
51183 - HBR LIFEGUARDS	31,033	32,397	41,000	45,000	4,000	9.8%
51184 - HBR ADMIN/SECRETARIAL	3,280	5,805	7,000	8,000	1,000	14.3%
51185 - HBR CASHMAN PK ATTEND	14,188	17,155	17,000	18,000	1,000	5.9%
51186 - HBR DOCKMASTER	5,704	7,198	9,000	10,000	1,000	11.1%
51187 - HBR PI PARKING LOT ATTEND	6,106	8,428	9,000	12,000	3,000	33.3%
51188 - HBR SHELLFISH CONSTABLE	2,500	2,586	2,510	2,500	(10)	-0.4%
51740 - HBR RETIREMENT APPROP	16,074	17,559	16,738	18,913	2,175	13.0%
51750 - HBR WORKERS COMP	0	0	0	3,550	3,550	0.0%
51760 - HBR HEALTH INSURANCE	20,497	21,899	28,450	29,528	1,078	3.8%
51770 - HBR FICA PAYROLL TAXES	4,751	5,532	6,300	7,300	1,000	15.9%
001 - PERSONNEL SERVICES Total	198,321	225,586	249,164	268,039	18,875	7.6%
002 - PURCHASE OF SERVICES						
52103 - HBR HEAT/ELECTRICITY	2,566	2,397	4,100	12,000	7,900	192.7%
52401 - HBR CASHMAN PARK	848	1,844	6,500	2,500	(4,000)	-61.5%
52405 - HBR IT EXPENSE	5,430	2,535	4,500	4,500	0	0.0%
52410 - HBR FISH PIER	320	87	500	500	0	0.0%
52420 - HBR MAINT/EQUIP BOAT	2,960	3,367	3,500	4,000	500	14.3%
52430 - HBR INSTALL/REPAIR FLTS, DK	4,048	6,733	7,000	7,000	0	0.0%
52435 - HBR FACILITIES MAINT	3,426	737	2,500	2,500	0	0.0%
52445 - HBR PLUM ISLAND EXP	2,172	3,990	4,500	4,500	0	0.0%
52721 - HBR PUMPOUT MAINT	0	110	3,000	3,000	0	0.0%
53001 - HBR FINANCIAL AUDIT	0	0	0	2,750	2,750	0.0%
53030 - HBR PRINTING & SIGNS	1,618	1,086	2,300	2,300	0	0.0%
53402 - HBR TELECOMMUNICATIONS	2,147	1,998	2,500	2,500	0	0.0%
53406 - HBR POSTAGE MAILINGS	2,151	2,682	2,000	2,000	0	0.0%
002 - PURCHASE OF SERVICES Total	27,687	27,565	42,900	50,050	7,150	16.7%
004 - SUPPLIES						
54200 - HBR OFFICE SUPPLIES	165	114	500	500	0	0.0%
54250 - HBR HARBOR COMMISSION EXP	1,231	1,100	2,200	2,200	0	0.0%
54305 - HBR UNIFORM/SAFETY EQUIP	1,245	2,034	2,000	2,500	500	25.0%
54801 - HBR FUEL/OIL VEHICLES	9,669	10,935	12,000	12,000	0	0.0%
55800 - HBR MISC SUPPLIES	0	674	1,500	1,500	0	0.0%
004 - SUPPLIES Total	12,310	14,856	18,200	18,700	500	2.7%

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	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
007 - OTHER CHARGES & EXPENSES						
57100 - HBR TRAVEL & TRAINING	0	0	500	500	0	0.0%
57300 - HBR DUES/MEMBERSHIPS	0	160	500	500	0	0.0%
57430 - HBR MARINA/BOAT INSURANCE	3,255	3,255	5,075	10,000	4,925	97.0%
007 - OTHER CHARGES & EXPENSES Total	3,255	3,415	6,075	11,000	4,925	81.1%
008 - CAPITAL OUTLAY						
58500 - HBR ADDITIONAL EQUIPMENT/SVCS	30,000	23,052	50,000	50,000	0	0.0%
008 - CAPITAL OUTLAY Total	30,000	23,052	50,000	50,000	0	0.0%
009 - DEBT SERVICE						
59100 - HBR DEBT SERVICE	0	11,768	64,375	70,041	5,666	8.8%
009 - DEBT SERVICE Total	0	11,768	64,375	70,041	5,666	8.8%
Grand Total	271,573	306,242	430,714	467,830	37,116	8.6%