



CITY OF NEWBURYPORT, MASSACHUSETTS

Adopted Fiscal Year 2018 Budget



Donna D. Holaday, Mayor



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CITY OF NEWBURYPORT MASSACHUSETTS



ADOPTED FISCAL YEAR 2018 BUDGET

**GENERAL AND ENTERPRISE FUNDS
JULY 1, 2017 TO JUNE 30, 2018**

MAYOR

DONNA D. HOLADAY

CITY COUNCIL

Thomas F. O'Brien	President, Ward 6 Councillor
Sharif I. Zeid	Ward 1 Councillor
Jared J. Eigerman	Ward 2 Councillor
Robert J. Cronin	Ward 3 Councillor
Charles F. Tontar	Ward 4 Councillor
Larry G. Giunta Jr.	Ward 5 Councillor
Edward C. Cameron	Councillor At-Large
Barry N. Connell	Councillor At-Large
Joseph H. Devlin	Councillor At-Large
Gregory D. Earls	Councillor At-Large
Bruce L. Vogel	Councillor At-Large



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Newburyport
Massachusetts**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Newburyport, Massachusetts for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. This is the fifth consecutive year that the City has received this award for excellence. We believe our current budget continues to conform to program requirements, and we plan to submit it to GFOA to determine eligibility for another award this coming year.

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Section 1: Introduction



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

May 8, 2017

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

I am pleased to submit the City of Newburyport's Proposed Budget for fiscal year 2018. The proposed budget includes funds for the general operation and maintenance of the municipal government, education and debt service.

The proposed general fund budget includes expenditures of \$64,040,166 balanced by non-tax levy revenues totaling \$9,393,193 and estimated tax levy of \$54,647,598. Of the tax levy, \$3,166,609 funds the voted debt exclusions for the Newburyport High School renovation, the Public Library renovations and building project, the new Bresnahan Elementary School, renovations of the Nock/Molin School, the new Senior/Community Center and redevelopment of athletic fields. It is shown within the budget as dedicated revenue that offsets expenditures, which are recognized as "Excluded Debt Service." The FY2018 general fund operating budget represents a \$2,359,781 or 3.8% increase over last year's budget.

We began the development of the FY2018 budget just as we learned that Newburyport's net state aid would be decreasing by 6.2% in the Governor's budget proposal. We were also faced with a health insurance renewal of 5.3% and a pension obligation increasing by 4.6%. It was no question that this would be a challenging budget year. Fortunately, the health insurance renewal came down somewhat to 3.8%. Unfortunately, the decrease in state aid grew to 7.4% largely driven by an increase to the assessment for Charter School Sending Tuition. Nevertheless, like all budget years, I brought together our City department heads to carefully review all spending requests and I feel we have identified those that are most critical to delivering the necessary and desired services for our community.

Budget Goals

- Develop a FY2018 Budget that is within the confines of Proposition 2 ½ and in compliance with the City's financial policies;
- Maintain a level services budget, while identifying opportunities to improve service delivery, efficiency and effectiveness;
- Provide modest cost of living adjustments for City employees while striving to limit the City's long-term financial liabilities regarding contractual payouts;

- Continue to balance the budget without the use of free cash or stabilization funds;
- Continue to identify, develop and address a dynamic and workable five-year capital needs improvement plan;
- Continue to develop a budget process that results in clear, concise and comprehensive information and ensuring strict management of all proposed expenditures;
- Continue to maximize the pursuit of grant funding to support capital projects and programmatic improvements;
- Continue to aggressively manage employee benefits and associated costs;
- Identify emerging operational, capital and financial planning issues for future years; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Capital Improvement Plan

The FY2018 budget contains both the proposed operating budget, as well as, the capital improvement program (CIP) since neither document can be viewed in a vacuum. This budget should be viewed as a tool to illustrate the importance of a coordinated approach to capital planning that ensures the acquisition of necessary equipment and provides for the completion of significant infrastructure and facility improvement projects.

I have placed significant emphasis on the value of developing an organized, coordinated and workable five-year CIP for the City. We have made a commitment to funding capital projects by way of selective borrowing authorizations and an annual appropriation to capital from Free Cash. Additionally, we have worked with the Department of Revenue, Division of Local Services to further develop capital planning policies as they relate to annual funding targets and long-range planning.

I urge members of the community and City Council to carefully read the CIP, which is included in Section 12 of this document, and appreciate your feedback during the public hearing process that takes place for the third time this year in keeping with the requirements of the new Charter.

Free Cash & Financial Policies

I am pleased to once again submit a balanced budget that does not include the need for an appropriation from either Free Cash or any Stabilization Funds. This is a testament to the work of department heads and staff who have continued to be innovative in developing ideas for cost saving measures and have capitalized on opportunities to deliver municipal services without a reliance on additional municipal funds.

As part of the development of the Capital Improvement Plan, the City adopted a Free Cash Policy that is outlined in great detail in the CIP. The Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures. A goal of the policy is to minimize the level at which recurring expenses, such as personnel, are dependent upon this revenue source. I am pleased to report that the FY2018 budget anticipates 100% compliance with this policy.

In addition to the Free Cash Policy, we maintain several other financial policies that are outlined in

Section 13 of this budget document. Bond rating agencies often consider a municipality's commitment to and conformance with Financial Policies when reviewing its creditworthiness. As such, this policy has been a key factor in maintaining the City's AAA credit rating from Standard and Poor's. The creation of an OPEB Trust Fund, and subsequent appropriations, to address those long-range unfunded liabilities has also proved instrumental in maintaining this credit rating.

Tax Rate

The FY2017 tax rate is set at \$13.45 per \$1,000 based on a tax levy \$53,021,972 and a city-wide valuation of \$3,942,154,029. This tax rate represents a \$0.06 per \$1,000 increase over FY2016 and brings the City to the maximum tax rate allowable under Proposition 2 ½.

Based on the FY2017 revaluation, the average single family home in Newburyport is now assessed at \$540,300, compared to \$520,487 in FY2016, resulting in an average tax bill of \$7,267. This represents a \$298 or 4.3% increase over last year, compared to an average annual increase of \$377 or 6.1% that was experienced over the past three years as debt was issued to fund the two school projects and the Senior/Community Center.

Enterprise Funds

The Water, Sewer, and Harbormaster Funds are established as Enterprise Funds separate from the General Fund. The expenditures for both the Water and Sewer Funds are financed by water and sewer rate revenues, while the Harbormaster Fund is financed entirely through departmental receipts and waterway permits.

The Water Enterprise Fund is set to decrease 0.7% from FY2017 to FY2018, while the Sewer Enterprise Fund shows an increase of 10.6%. These budgets follow virtually level funded services for FY2017 and help to ensure the users of these services that these Departments have worked hard to keep their expenditures to the minimum necessary levels to maintain quality services. As expected, the Sewer Enterprise Fund budget is increasing due to major odor control improvements at the city's Wastewater Treatment Facility, in addition to, the replacement of a major pump station on Graf Road.

Lastly, the Harbormaster Enterprise Fund has increased 8.6% from last year's budget, due to higher operating costs driven by a new Transient Boater Facility and an increase to the state's minimum wage.

Budget Assumptions

- \$550,000 in new growth revenue;
- \$415,000 increase in Local Receipts;
- \$313,210 decrease in net State Aid; and
- No appropriation of either Free Cash or Stabilization Funds to balance the budget.

Budget Format

This year, we have continued our efforts in constructing a professional budget document that speaks

to the programs and services delivered by the City. We will build on this results-oriented approach to budgeting by continuing to add specific performance metrics incrementally over the next several years. The staff and I strive to identify the unique information requirements of the community and try to address those needs through this budget document.

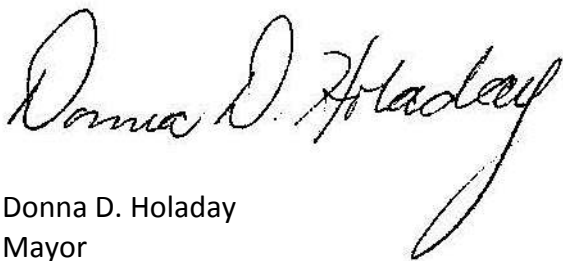
The Government Finance Officers Association (GFOA) has spent years developing guidelines for budget documents. I am pleased by the progress the City has made to adhere to the best practices and guidelines set forth by the GFOA and to be a recipient of the GFOA Distinguished Budget Presentation Award for our FY 2013 to FY 2017 budgets. We hope to continue to be recipients of this prestigious award for this budget document.

Conclusion

As we slowly emerge from these challenging economic times, we have made difficult but deliberative choices to ensure our City remains 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 remain dedicated to rebuilding our school programs and this year's budget demonstrates my continued commitment to doing so. 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: Julie Languirand, Treasurer, Jill Brennan, Assessor, and especially Patty Moore, former Chief Administrative Officer and Ethan Manning, Finance Director/Auditor. Mr. Manning deserves much credit and recognition for his leadership and diligence in preparing this FY2018 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 FY2018.

Respectfully Submitted,

A handwritten signature in black ink that reads "Donna D. Holaday". The signature is written in a cursive style with a large, sweeping flourish at the end.

Donna D. Holaday
Mayor

CITY ORGANIZATIONAL CHART



A CITIZEN'S GUIDE TO THE BUDGET

We have included this document to assist the reader in better understanding one of the most important documents produced by your community. The annual budget document is much more than just numbers; it is a reflection of our community's values, priorities and goals. The budget document serves as a policy document, a financial guide and a communications device to our residents. To this end, it is designed to be as user-friendly as possible. This guide was created to help orient interested readers by providing a brief overview of the budget process, as well as, an explanation of the organization of the budget document itself. We hope you find this introductory guide a useful tool providing the latest financial and planning information for the City of Newburyport.

THE BUDGET PROCESS

The City of Newburyport operates under state statutes and the Home Rule Charter as amended to establish the Mayor-Council form of government. The legislative body of the city is an eleven member City Council, with six members representing each of the city's wards and five members elected at-large. Each Councillor's term of office is two years. To maintain separation of powers, the Charter contains a prohibition on Councillors performing any executive function or giving orders or direction to any city employee, 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 in November of the Mayor, City Council, and School Committee to review relevant financial information and forecasts. Under the Charter, the Mayor must submit the proposed annual budget to council by May 15. The School budget would be submitted to the Mayor at least 10 days before that.

The Council will hold a public hearing on the budget and must act on it within 45 days of its submission. The Council may reduce or delete any line items, but it cannot add to any line item. The budget takes effect at the start of the next fiscal year on July 1.

BUDGET CALENDAR

July

Fiscal Year begins July 1st

August/September

Review CIP Goals & Update Strategic Needs for Supplemental Budget

October/November

Free Cash / Retained Earnings Certification
Joint Meeting of City Council and School Committee

January

Budget packets and Capital Improvement Plan sent out to Department Heads

February

Department Budget Requests due to Mayor
CIP requests due to Mayor

March

Mayor meets with Department Heads to review budgetary needs and CIP requests
CIP submitted to City Council before April 1st

April

School Committee approves budget

May

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

June

City Council budget approval
Fiscal Year ends June 30th

COMMUNITY PROFILE

Name: City of Newburyport

Settled: 1635

Incorporated: 1764

Total Area: 10.6 Sq. Miles

Land: 8.4 Sq. Miles

Water: 2.2 Sq. Miles

Elevation: 37 Feet

Public Roads: 76.0 Miles

County: Essex

Population: 17,800

Form of Government:

Mayor-council city

Mayor: Donna D. Holaday

School Structure: K-12

FY2017 Average Single

Family Tax Rate: \$13.45 per
\$1,000

FY2017 Average Single

Family Home Value:
\$540,320

Coordinates:

42° 48' 45" N, 70° 52' 40" W

Address:

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

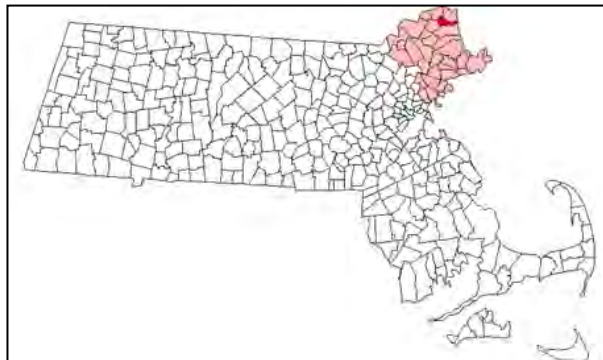
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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

On August 4, 2012, Newburyport was honored to be named the 14th Coast Guard City in the US. This designation recognizes the significant role that the City plays, both historically and presently, in supporting the efforts of the men and women of the United States Coast Guard. It has also recently been designated as a Cultural District and is recognized as a Green Community.

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 innovative ideas they bring.



Section 2: Budget Overview

BALANCED BUDGET OVERVIEW

REVENUES

FY 2017
ESTIMATE

FY 2018
PROJECTED

PROPERTY TAXES

Prior Year Levy Limit	\$ 47,847,641	\$ 49,835,111
2 1/2 % Increase	\$ 1,196,191	\$ 1,245,878
New Growth (1)	\$ 791,279	\$ 550,000
TOTAL LEVY LIMIT	\$ 49,835,111	\$ 51,630,989
Debt Exclusion	\$ 3,192,620	\$ 3,166,609
TOTAL MAXIMUM LEVY LIMIT	\$ 53,027,731	\$ 54,797,598

LOCAL RECEIPTS

Motor Vehicle Excise (2)	\$ 2,405,000	\$ 2,525,000
Other Excise		
a. Meals	\$ 500,000	\$ 560,000
b. Room	\$ 110,000	\$ 230,000
c. Other (3)	\$ 100,000	\$ 105,000
Pen & Int on Tax & Exc	\$ 370,000	\$ 335,000
Payments in Lieu of Taxes	\$ 60,000	\$ 60,000
Fees (4)	\$ 460,000	\$ 425,000
Other Dept. Revenue (5)	\$ 55,000	\$ 55,000
Licenses and Permits (6)	\$ 710,000	\$ 860,000
Fines & Forfeits (7)	\$ 10,000	\$ 10,000
Investment Income	\$ 45,000	\$ 50,000
Medicaid Reimbursement	\$ 85,000	\$ 100,000
Miscellaneous Recurring (8)	\$ 128,000	\$ 138,000
Miscellaneous Non-Recurring	\$ -	\$ -
TOTAL LOCAL RECEIPTS	\$ 5,038,000	\$ 5,453,000

STATE AID (9)

Cherry Sheet Receipts	\$ 7,470,856	\$ 7,644,168
Less Offsets	\$ (2,549,376)	\$ (3,135,034)
Less Charges and Assessments	\$ (668,077)	\$ (568,941)
TOTAL NET STATE AID	\$ 4,253,403	\$ 3,940,193

RESERVE FOR ABATEMENT (10)

\$ (373,763)	\$ (150,000)
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TOTAL REVENUE

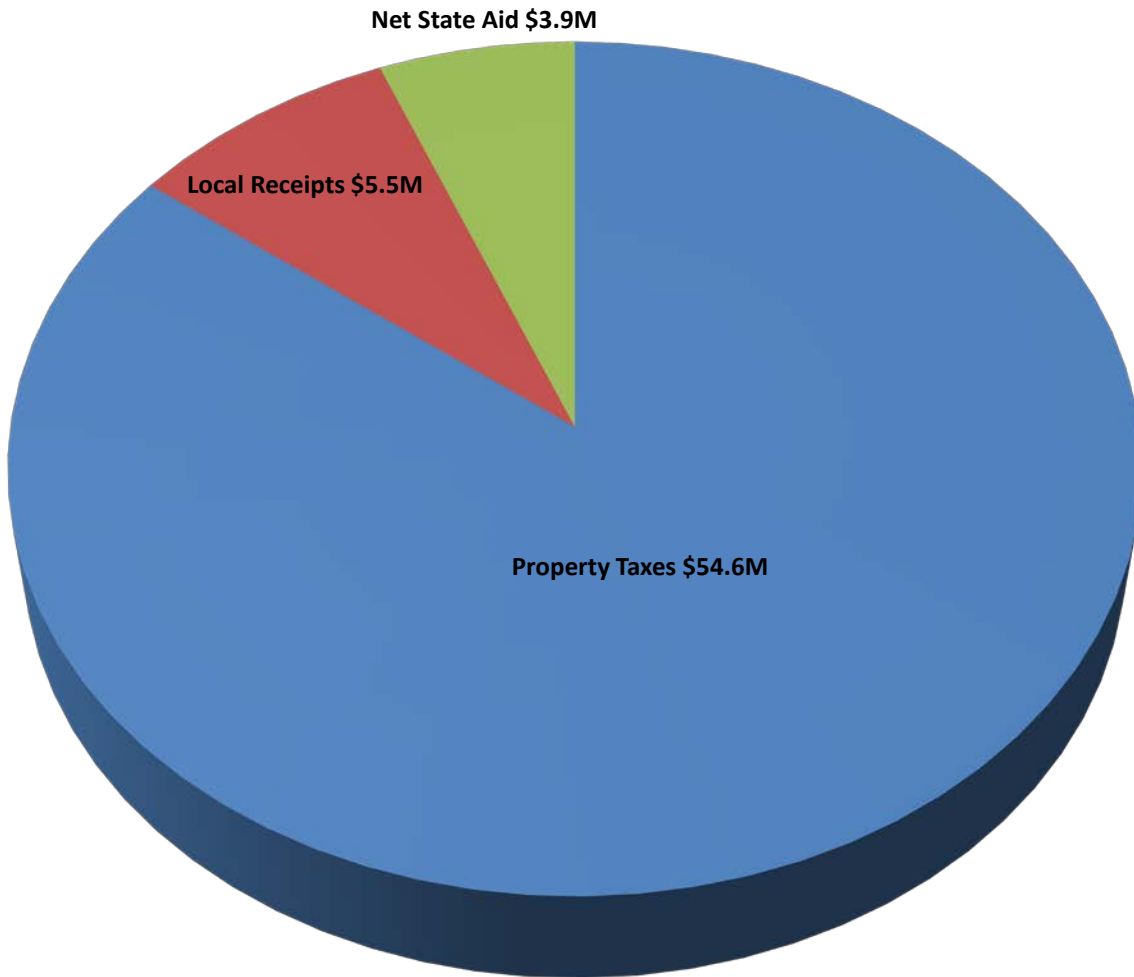
\$ 61,945,371	\$ 64,040,791
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(1) estimated FY2018 New Growth; (2) motor vehicle excise tax bills; (3) urban redevelopment excise tax (MGL Ch. 121A); (4) municipal liens, off duty fees, registry fees, tax title, fire alarm box fees, inspection fees; (5) copies/recordings, zoning/ordinances, business certificates; (6) building, dogs, utility, fire, etc.; (7) court, police; (8) police incident/accident, cell tower lease payments, animal control, veterans' services, FWS refuge revenue sharing; (9) based on FY2018 House Ways & Means Budget; (10) based on Assessor's estimate.

EXPENDITURES

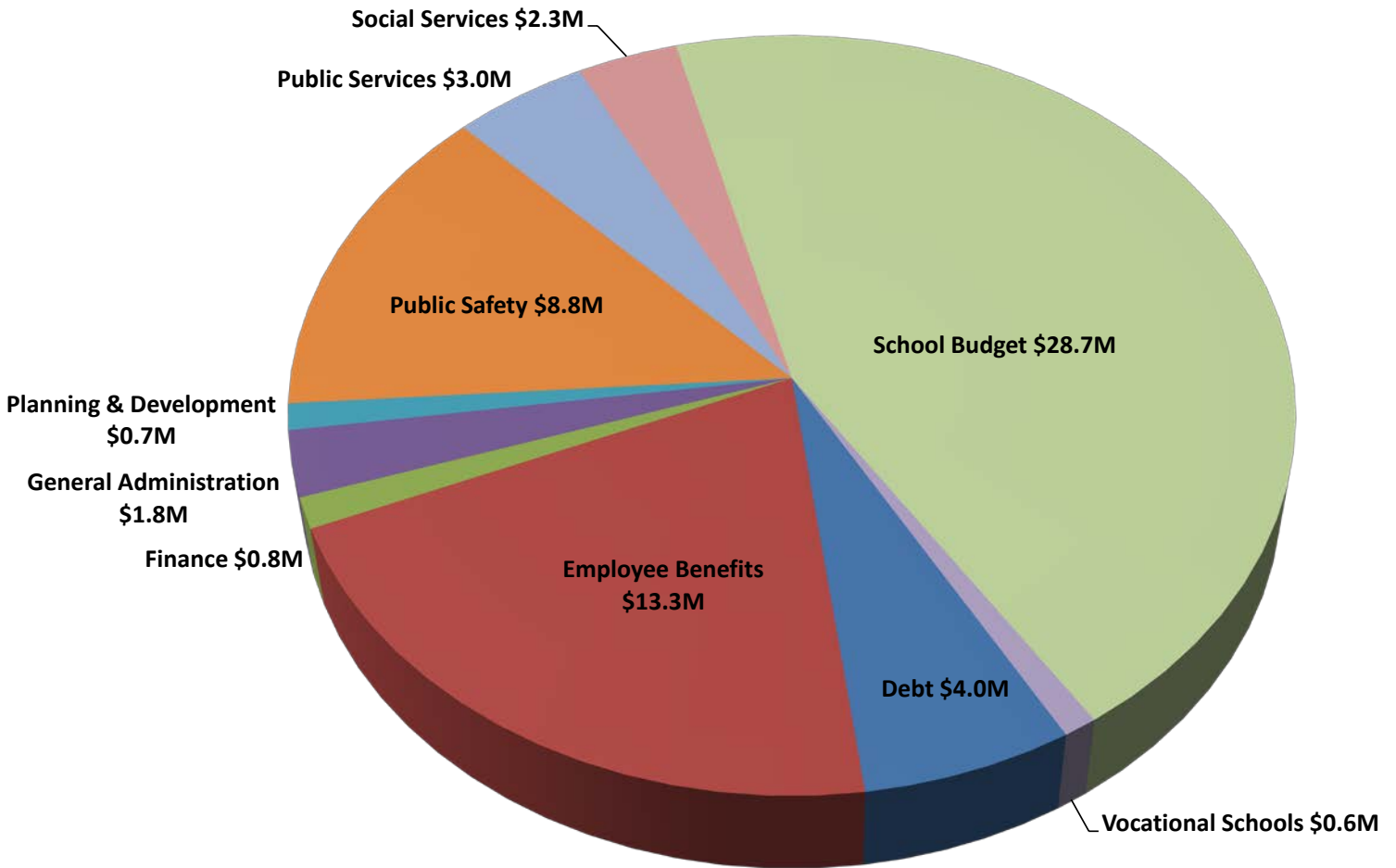
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND						
CITY SERVICES						
001 - PERSONNEL SERVICES	21,883,197	23,234,558	25,008,455	26,038,040	1,029,585	4.1%
002 - PURCHASE OF SERVICES	3,712,512	3,301,665	3,284,037	3,292,666	8,629	0.3%
004 - SUPPLIES	500,117	460,612	497,030	457,140	(39,890)	-8.0%
007 - OTHER CHARGES & EXPENSES	667,545	665,221	578,683	598,830	20,146	3.5%
008 - CAPITAL OUTLAY	369,228	351,037	331,740	354,287	22,547	6.8%
009 - DEBT SERVICE	3,286,866	3,715,056	4,108,840	3,986,891	(121,949)	-3.0%
CITY SERVICES Total	30,419,464	31,728,150	33,808,785	34,727,854	919,069	2.7%
EDUCATION						
002 - PURCHASE OF SERVICES	23,592,892	26,738,728	27,884,600	29,292,850	1,408,250	5.1%
EDUCATION Total	23,592,892	26,738,728	27,884,600	29,292,850	1,408,250	5.1%
GENERAL FUND Total	54,012,356	58,466,878	61,693,385	64,020,704	2,327,319	3.8%
HARBORMASTER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	198,321	225,586	249,164	268,039	18,875	7.6%
002 - PURCHASE OF SERVICES	27,687	27,565	42,900	50,050	7,150	16.7%
004 - SUPPLIES	12,310	14,856	18,200	18,700	500	2.7%
007 - OTHER CHARGES & EXPENSES	3,255	3,415	6,075	11,000	4,925	81.1%
008 - CAPITAL OUTLAY	30,000	23,052	50,000	50,000	0	0.0%
009 - DEBT SERVICE	0	11,768	64,375	70,041	5,666	8.8%
HARBORMASTER ENTERPRISE FUND Total	271,573	306,242	430,714	467,830	37,116	8.6%
SEWER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	1,926,993	1,974,894	2,206,831	2,227,056	20,226	0.9%
002 - PURCHASE OF SERVICES	1,267,905	1,145,647	1,304,717	1,326,920	22,204	1.7%
004 - SUPPLIES	215,243	229,365	302,868	315,978	13,110	4.3%
007 - OTHER CHARGES & EXPENSES	28,471	50,942	73,900	79,375	5,475	7.4%
008 - CAPITAL OUTLAY	158,395	260,557	266,000	275,000	9,000	3.4%
009 - DEBT SERVICE	2,223,931	2,216,540	2,230,275	2,836,325	606,050	27.2%
SEWER ENTERPRISE FUND Total	5,820,939	5,877,944	6,384,591	7,060,654	676,064	10.6%
WATER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	1,765,076	1,829,441	2,050,968	2,094,011	43,042	2.1%
002 - PURCHASE OF SERVICES	690,066	726,045	786,601	887,251	100,650	12.8%
004 - SUPPLIES	171,347	160,982	212,747	186,147	(26,600)	-12.5%
007 - OTHER CHARGES & EXPENSES	65,880	81,004	88,220	93,724	5,504	6.2%
008 - CAPITAL OUTLAY	124,442	161,516	150,000	161,000	11,000	7.3%
009 - DEBT SERVICE	1,672,649	1,829,541	1,854,876	1,685,738	(169,138)	-9.1%
WATER ENTERPRISE FUND Total	4,489,461	4,788,528	5,143,412	5,107,870	(35,542)	-0.7%
Grand Total	64,594,329	69,439,592	73,652,102	76,657,058	3,004,957	4.1%

FISCAL YEAR 2018 REVENUE SOURCES



Gross Revenue	\$67,894,766
Less: Offsets/Cherry Sheet Assessments	-\$3,703,975
Less: Reserve for Abatements	-\$150,000
Net General Fund Revenue	\$64,040,791

FISCAL YEAR 2018 EXPENDITURES



Projected General Fund Revenue	\$64,040,791
Adopted General Fund Budget	\$64,020,704
Remaining Revenue	\$20,087

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 2017 and will provide approximately the same amount of revenue in Fiscal Year 2018.

Property taxes are levied on real property (land & buildings) and personal property (equipment) used by Newburyport's non-manufacturing business firms. In accordance with State law, the City Assessor determines the value of all real and personal property, which is revalued at fair market value on an annual basis. Newburyport went through a full revaluation in FY2017.

Proposition 2 ½, enacted in 1980, sets a limit on the entire tax levy for a municipality; specifically that the total tax levy cannot exceed 2 ½ percent of the total assessed value for the municipality. This limit is known as the "levy ceiling." Additionally, annual levy increases may not exceed 2 ½ percent more than the previous year's levy plus the taxes from any new growth value that arise from properties that are added to the tax rolls. Any Proposition 2 ½ override or debt exclusion amounts approved by referendum are also added to the levy limit.

Property taxes are expected to increase in FY2018 by approximately \$1.8 million, to \$54,797,598. This increase includes the allowable 2.5% increase of \$1,245,878 plus an estimated \$550,000 from projected new growth and excluded debt service totaling \$3.2 million. The City continues to maintain a very conservative approach to new growth projections since aggressive projections can have a negative impact on future reserve balances. Specifically, new growth revenue is derived from new development and substantial alterations to existing properties, both of which are influenced by economic factors of the private sector predominantly outside of the control of City officials.

Local Receipts

The second largest source of revenue for the General Fund budget is Local Receipts, which includes a variety of fees, local options, permits, fines and license-related monies that the City receives, as well as interest that is earned on investments or overdue tax bills. The FY2018 projected local receipts are \$5,453,000, a year-over-year increase of 8.2%, or \$415,000, compared to the last year's revenue estimate. The projected increase is mainly driven by an uptick in motor vehicle excise tax receipts by \$120,000, an increase meals tax collections by \$60,000, an increase in rooms tax collections by \$120,000 and an additional \$150,000 in license and permit revenue.

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

State Aid

State Aid is Newburyport's third largest revenue source. The FY2018 proposed budget is built upon the FY2018 House Ways and Means (HWM) Budget proposal. Based on the HWM FY2018 budget proposal, we are currently projecting a net state aid appropriation of \$3,940,193, a 7.4%, or \$313,210 decrease from FY2017. Newburyport's projected net state aid represents 6% of the projected general fund revenue sources for FY2018.

Included in the net state aid package, the City is projected to receive \$3,923,142 in Chapter 70 funding, which is local aid earmarked to support the operations of public school districts. Newburyport is also the home of a charter school, which continues to have a substantial impact on the City's net state aid appropriations. Consequently, the City is charged an assessment, "Charter School Sending Tuition," on the Cherry Sheet to offset the cost of students who attend the charter school. This assessment will equal approximately \$2,315,790 in FY2018, which is partially offset by \$293,268 in Charter Tuition Reimbursements. This amount will continue to change as final tuition rates are determined.

Historically, one of the most important state aid receipts is Unrestricted General Government Aid (UGGA). UGGA is local aid that Cities and Towns can appropriate at their discretion to offset the costs of municipal operations. Based on the House budget, Newburyport is projected to see an increase in UGGA, in line with state revenue growth. Specifically, the House budget funds Newburyport's FY2018 UGGA allocation at \$2,547,869, representing an increase of 3.9%, or \$95,367, from FY2017.

Taken as a whole, even though Newburyport did see modest increases in Chapter 70 and UGGA funding, these increases were surpassed by upward adjustments on the assessments side, most notably Charter School Sending Tuition, as shown on page 30, resulting in the overall 7.4% decrease to the City's state aid package.

Reserves

Another category of revenue for the City includes funds that are in Special Revenue funds, certified Free Cash available for appropriation and the City's stabilization fund. The City, as policy, maintains a stabilization fund balance equal to or greater than 5% of operating revenues. The City has "borrowed" funds from the stabilization fund in previous fiscal years, most recently in FY2010 and FY2011, to balance the budget; we will not need to do this to support the FY2018 budget.

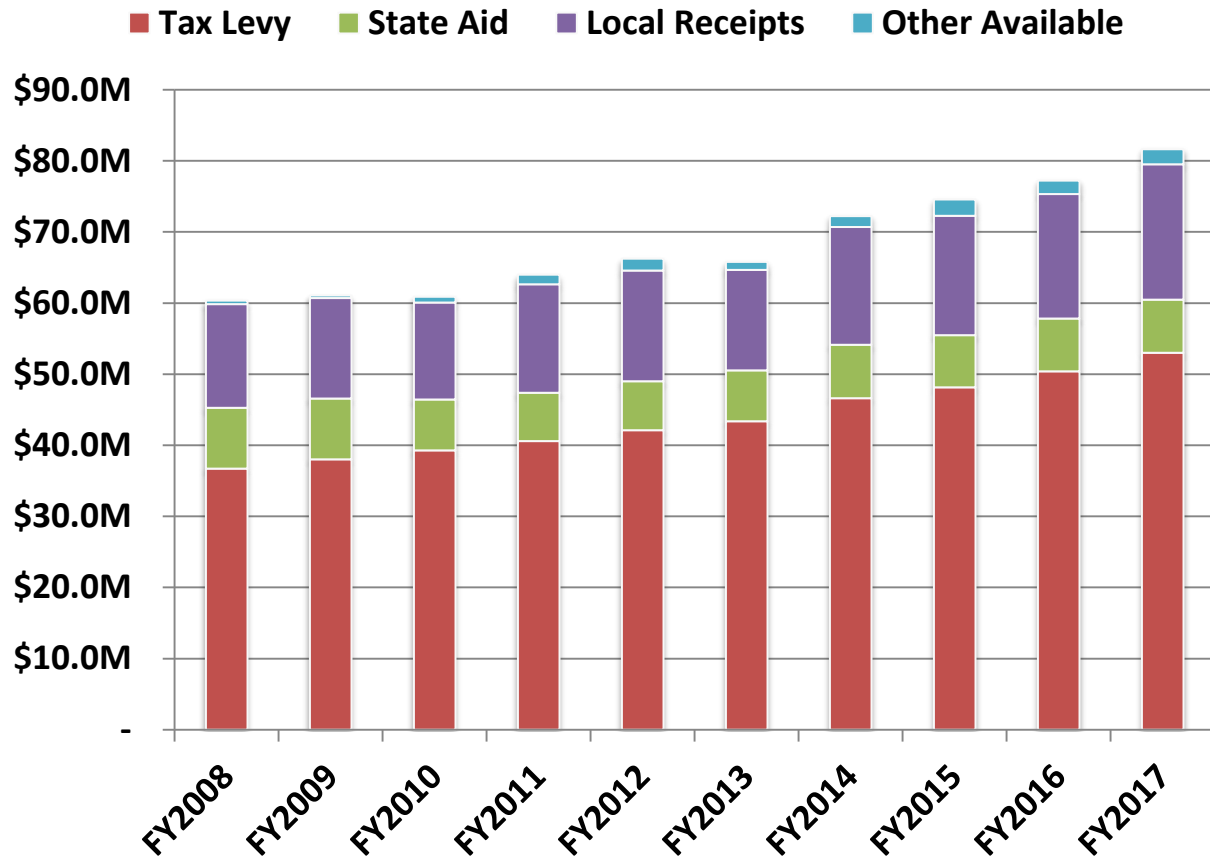
Similarly, while Free Cash was used in both FY2011 and FY2012 to balance the operating budget, FY2013 through FY2017 represented a positive trend in the City's fiscal health as we balanced the budget without using any reserves. Consistent with the budget goals and the City's Free Cash policy,

the City will not use any reserves to balance the FY2018 general fund budget. Doing so will allow the City to continue to make greater investments in capital, while supporting the growth of its reserve balances. For more information regarding the City's Free Cash policy, please refer to the Financial Policies and Objectives, found in Section 13.

Grants

Identifying and securing grant funding has allowed the City to make important investments in recent years, without passing the financial burden onto the Newburyport tax and fee payers. The table found in Exhibit F "Grant Funding Opportunities" illustrates that continued commitment. In FY2017 alone, the City applied for over 58 grants totaling over \$4.2 million, thanks in large part to the creativity and aggressiveness of Grant Writer, Nancy London, in collaboration with department heads in applying for these alternative funding sources. Of the \$4.2 million, the City was awarded \$1.8 million, is waiting to hear back on \$1.3 million and was passed on \$1.1 million in potential funding opportunities. The funding includes a combination of monetary contributions, as well as, in-kind technical assistance and consulting services.

Exhibit A: Revenue by Source



Revenues by Source (\$ thousands)

Fiscal Year	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Tax Levy	36,713	38,009	39,291	40,575	42,107	43,354	46,618	48,132	50,415	53,025
State Aid	8,530	8,582	7,126	6,797	6,873	7,157	7,492	7,362	7,395	7,471
Local Receipts	14,585	14,096	13,670	15,268	15,570	14,146	16,575	16,768	17,533	19,032
Other Available	532	377	808	1,328	1,673	1,142	1,554	2,304	1,875	2,088
Total	60,360	61,064	60,895	63,968	66,223	65,800	72,238	74,565	77,219	81,616
<i>Percent of Total</i>										
Tax Levy	60.8%	62.2%	64.5%	63.4%	63.6%	65.9%	64.5%	64.6%	65.3%	65.0%
State Aid	14.1%	14.1%	11.7%	10.6%	10.4%	10.9%	10.4%	9.9%	9.6%	9.2%
Local Receipts	24.2%	23.1%	22.5%	23.9%	23.5%	21.5%	22.9%	22.5%	22.7%	23.3%
Other Available	0.9%	0.6%	1.3%	2.1%	2.5%	1.7%	2.2%	3.1%	2.4%	2.6%

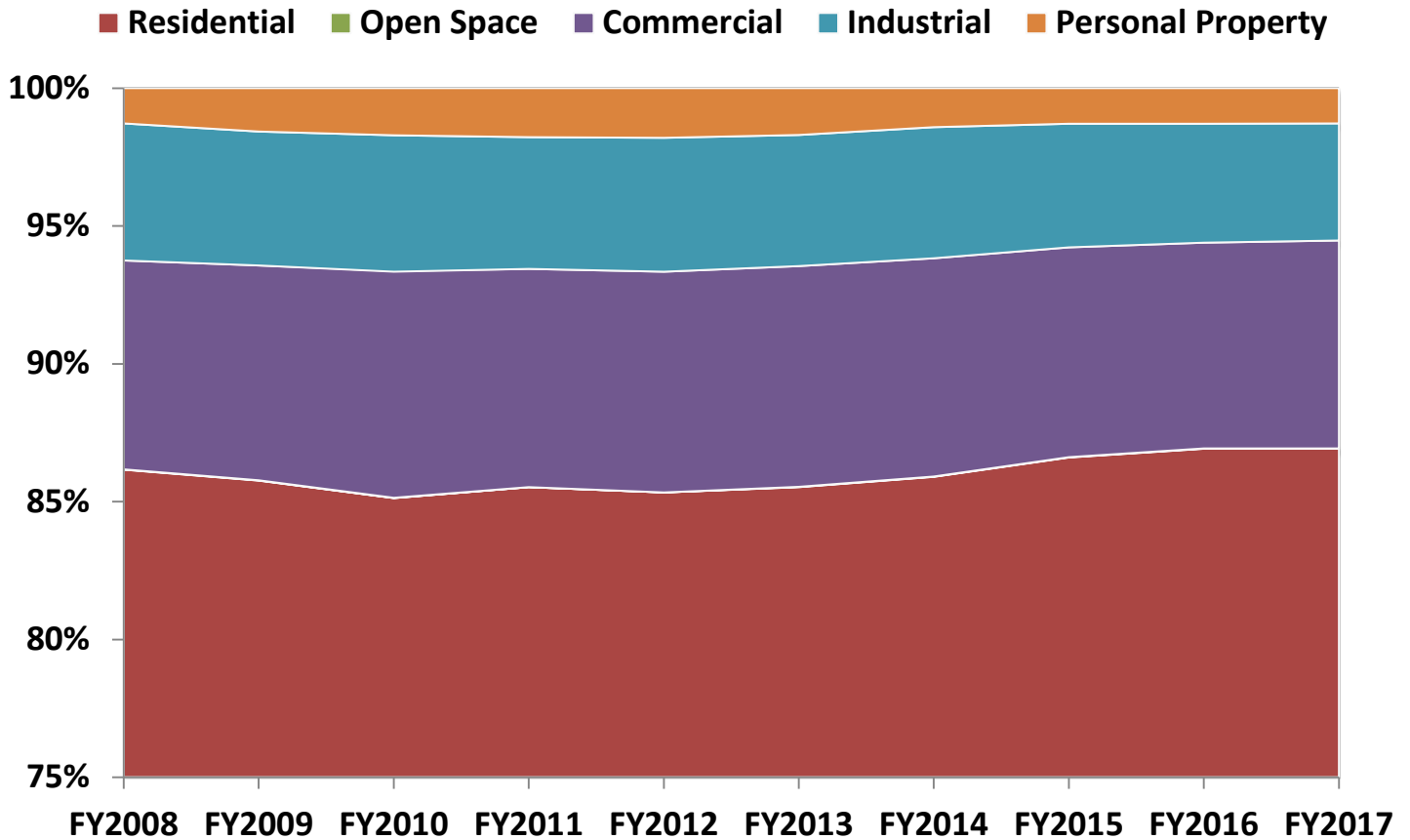
Tax Levy: Real and personal property tax levy

State Aid: State Aid Receipts (Gross)

Local Receipts: Local fees/charges, Enterprise Fund receipts and Community Preservation funds

Other Available: Free Cash appropriated during the year and transfers from other available funds

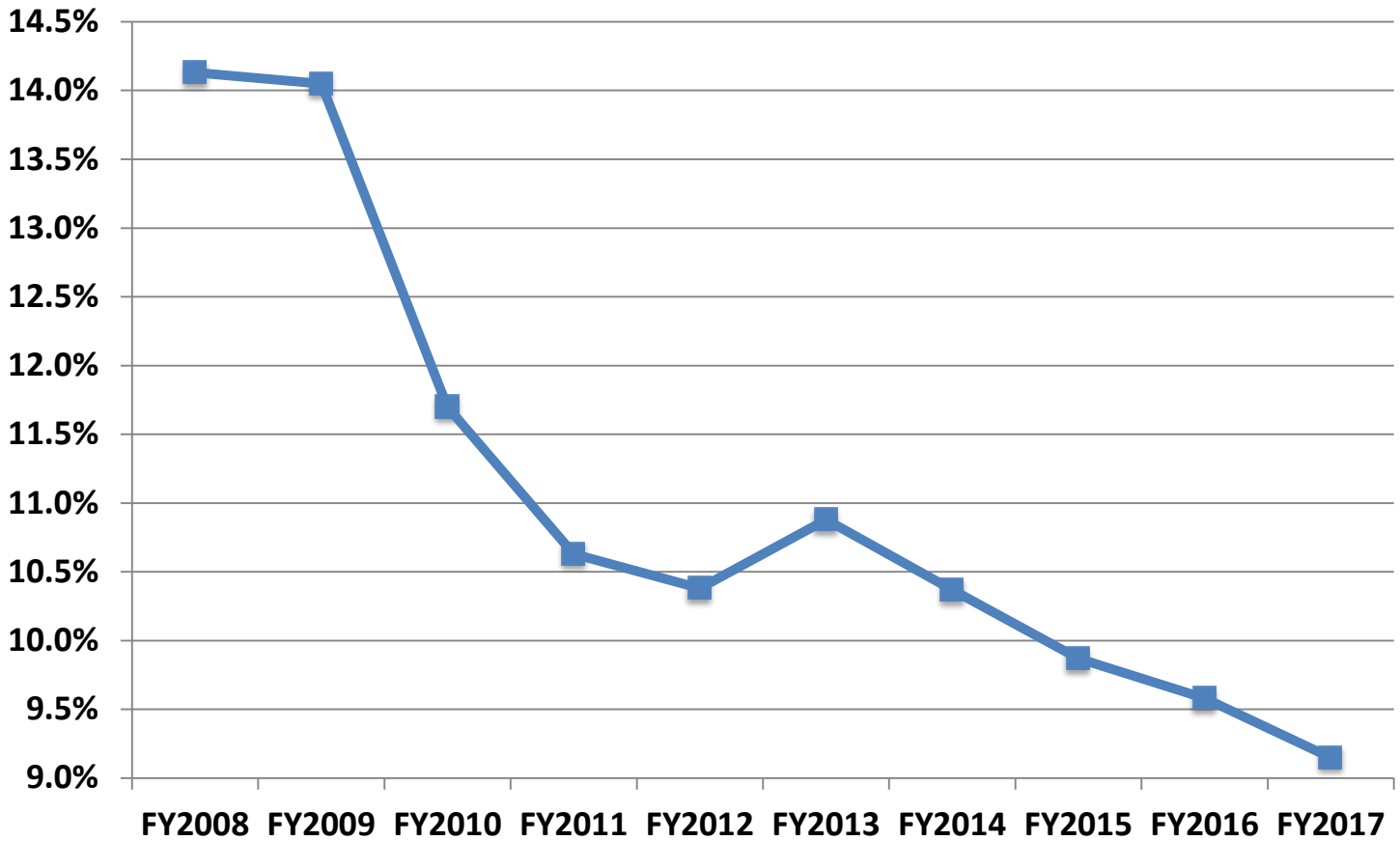
Exhibit B: Tax Levy % by Class



Assessed Values (\$ millions)										
Fiscal Year	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Residential	3,122	2,982	2,868	2,875	2,807	2,784	2,828	3,125	3,273	3,427
Open Space	0	0	0	0	0	0	0	0	0	0
Commercial	275	271	277	266	263	261	261	275	281	297
Industrial	180	169	166	160	160	155	157	162	163	167
Personal Property	47	55	58	60	59	55	47	47	49	51
Total	3,624	3,477	3,370	3,362	3,290	3,255	3,292	3,608	3,765	3,942

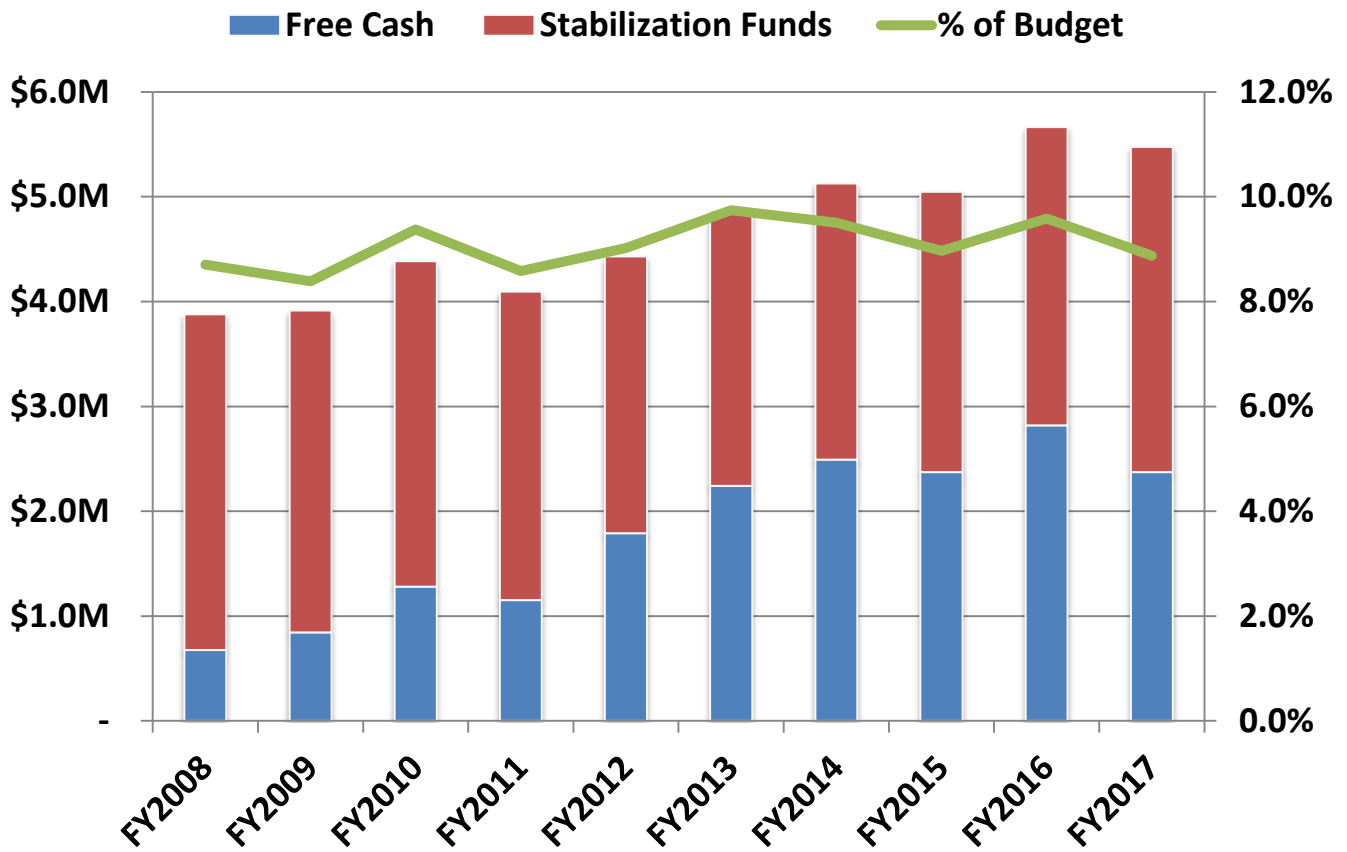
Tax Levy (\$ thousands)										
Fiscal Year	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Residential	31,630	32,597	33,447	34,701	35,928	37,079	40,045	41,682	43,822	46,092
Open Space	3	4	4	3	3	3	3	3	3	3
Commercial	2,786	2,961	3,232	3,212	3,372	3,472	3,692	3,668	3,765	3,998
Industrial	1,821	1,849	1,935	1,937	2,045	2,063	2,218	2,156	2,176	2,249
Personal Property	472	597	674	723	760	737	660	622	650	682
Total	36,713	38,009	39,291	40,575	42,107	43,354	46,618	48,132	50,415	53,025

Exhibit C: State Aid as % of Total Revenue



Cherry Sheet Aid (\$ thousands)										
Fiscal Year	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Education Aid	4,834	4,855	4,580	4,279	4,505	4,557	3,772	4,717	4,663	4,656
General Government	3,696	3,727	2,661	2,518	2,368	2,600	2,655	2,645	2,732	2,815
<i>Total Receipts</i>	<i>8,530</i>	<i>8,582</i>	<i>7,242</i>	<i>6,797</i>	<i>6,873</i>	<i>7,157</i>	<i>7,492</i>	<i>7,362</i>	<i>7,395</i>	<i>7,471</i>
<i>Total Assessments</i>	<i>(2,161)</i>	<i>(2,432)</i>	<i>(2,338)</i>	<i>(2,497)</i>	<i>(2,497)</i>	<i>(2,585)</i>	<i>(2,634)</i>	<i>(2,615)</i>	<i>(2,651)</i>	<i>2,549</i>
Net State Aid	10,691	11,014	9,580	9,294	9,370	4,572	4,858	4,747	4,744	4,921

Exhibit D: Reserve Balances



Reserves (\$ thousands)										
Fiscal Year	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Free Cash	677	843	1,282	1,153	1,791	2,242	2,492	2,373	2,818	2,374
Stabilization Fund	3,200	3,071	3,104	2,943	2,638	2,625	2,634	2,674	2,845	3,100

Enterprise Fund Retained Earnings (\$ thousands)						
Fiscal Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Water	1,510	1,357	1,609	1,117	1,710	1,970
Sewer	2,076	1,871	1,768	1,938	1,927	1,419
Harbormaster	248	383	384	334	320	454

Exhibit E: FY2017 Local Aid Estimates ("Cherry Sheet")

FY2018 ESTIMATED RECEIPTS

	FY2017 Cherry Sheet Estimate	FY2018 Governor's Budget Proposal	FY2018 HWM Budget Proposal
Education:			
Chapter 70	3,851,292	3,899,192	3,923,142
Charter Tuition Reimbursement	162,952	165,002	293,268
Offset Receipts:			
School Choice Receiving Tuition	641,809	542,510	542,510
Sub-total, All Education Items:	4,656,053	4,606,704	4,758,920
General Government:			
Unrestricted Gen Govt Aid	2,452,232	2,547,869	2,547,869
Veterans Benefits	126,625	117,998	101,503
State Owned Land	125,654	125,654	125,534
Exemp: VBS and Elderly	84,024	83,911	83,911
Offset Receipts:			
Public Libraries	26,268	25,563	26,431
Sub-Total, All General Government	2,814,803	2,900,995	2,885,248
Total Estimated Receipts	7,470,856	7,507,699	7,644,168

FY2018 ESTIMATED ASSESSMENTS

	FY2017 Cherry Sheet Estimate	FY2018 Governor's Budget Proposal	FY2018 HWM Budget Proposal
State Assessments and Charges:			
Mosquito Control Projects	42,487	40,257	40,257
Air Pollution Districts	6,843	7,041	7,041
RMV Non-Renewal Surcharge	45,260	41,260	41,260
Sub-Total, State Assessments:	94,590	88,558	88,558
Transportation Authorities:			
Regional Transit	134,723	152,588	152,588
Sub-Total, Transp Authorities:	134,723	152,588	152,588
Tuition Assessments:			
School Choice Sending Tuition	301,240	578,098	578,098
Charter School Sending Tuition	2,018,823	2,131,092	2,315,790
Sub-Total, Tuition Assessments:	2,320,063	2,709,190	2,893,888
 Total Estimated Charges:	 2,549,376	 2,950,336	 3,135,034

Exhibit F: Grant Funding Opportunities

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
Conservation Commission	Coastal Zone Management	Plum Island Erosion Project	Consultant	Awarded	\$78,400
DPS	Massachusetts Interlocal Insurance Association (MIIA)	Risk Reduction	Nancy London	Awarded	\$15,000
DPS	DCR Rail Trail Equipment Grant	Shared Snow Removal Equipment	Nancy London	Pending	\$100,000
DPS	MA Division of Local Services	Sewer Rate Relief Fund	Kathleen Talkington	Pending	\$140,000
Health	New England Melanoma Foundation	Sun Safety	Pam Palombo	Awarded	\$5,000
Health	The Swasey Fund	Nourishing the North Shore (NNS)	Pam Palombo	Awarded	\$2,000
Health	Harvard Pilgrim	Nourishing the North Shore (NNS)	Pam Palombo, Nancy Earls (NLEC), Ellie Davis (YWCA)	Awarded	\$50,000
Health	Pennies for Poverty	Nourishing the North Shore (NNS)	Pam Palombo, Ellie Davis (YWCA)	Awarded	\$1,000
Health	Rotary Club of Newburyport	Nourishing the North Shore (NNS)	Pam Palombo	Awarded	\$1,000
Health	B. Good Family Foundation	Nourishing the North Shore (NNS)	Pam Palombo	Awarded	\$1,300
Health	Anna Jaques Hospital Community Benefits	Nourishing the North Shore (NNS)	Pam Palombo	Awarded	\$750
Health	BCBS Catalyst	North Shore Post Partum	Pam Palombo, Kelley Reis (Gloucester H.D.) Teresa Kirsch (Beverly HD) Chassea Robinson (Peabody H.D)	Pending	\$5,000
Health	Joppa Flats Running Club	Nourishing the North Shore (NNS)	Pam Palombo	Pending	\$2,000

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
Health	Clif Bar Foundation	Nourishing the North Shore (NNS)	Pam Palombo, Nancy Earls (NLEC), Ellie Davis (YWCA)	Pending	\$7,000
Health	Blue Cross Blue Shield	Nourishing the North Shore (NNS)	Pam Palombo	Pending	\$5,000
Health/Schools	Annie's Grants for Gardens	Edible Garden at Bresnahan	Pamela Palumbo	Awarded	\$3,000
Information Technology	Mass IT Grant	Municipal Fiber Network	Nancy London	Pending	\$149,000
Library	Institute for Museum and Library Services	Town-Wide Preservation Assessment Grant	Cynthia Dadd	Awarded	In-Kind
Parks	Stanton Foundation	Dog park	Nancy London	Awarded	\$250,000
Parks	Community Preservation Committee	Fuller Track	Nancy London, Lise Reid	Awarded	\$150,000
Parks	Community Preservation Committee	Joppa Park Renovation Phase II	Nancy London	Awarded	\$25,000
Parks	Newburyport Five Cent Saving Bank Foundation	Richie Eaton Baseball Field	Mayor Holaday, Lise Reid	Awarded	\$100,000
Parks	The Mayor Gayden W. Morrill Charitable Foundation	Multiple beautification projects	Lise Reid	Awarded	\$86,000
Parks	Mass Clean Energy Center DeployMass	Frog Pond cleanup	Lise Reid	Awarded	\$40,500
Parks	Friends of Newburyport Track	Bradley Fuller Track	Lise Reid	Awarded	\$15,000
Parks	Institution for Savings	Bradley Fuller Track	Friends of Newburyport Track	Awarded	\$20,000
Parks	Newburyport Youth Lacrosse Association	Bradley Fuller Track	Lise Reid	Awarded	\$30,000
Parks	Newburyport Five Cent Saving Bank Foundation	Pioneer League Park Playground	Nancy London	Not Awarded	\$25,000
Parks	KaBoom	Pioneer League Park Playground	Nancy London	Pending	In-Kind

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
Parks	Community Preservation Committee	Bradley Fuller Track grandstand and scoreboard	Lise Reid, Nancy London	Pending	\$150,000
Parks	Essex Heritage Partnership Grant	Interpretive sign and brochures for Edible Avenue	Nancy London	Pending	\$2,000
Parks	MLB Baseball Tomorrow	Phase II of Richie Eaton Baseball Filed	Nancy London, Lise Reid	Pending	\$50,000
Parks	Richie Eaton Foundation	Richie Eaton Baseball Field	Mayor Holaday, Lise Reid	Pending	\$50,000
Planning & Development	Community Preservation Committee	Rail Trail Phase II	Geordie Vining	Awarded	\$160,000
Planning & Development	Mass Works	Traffic Circle Pedestrian Crossing	Nancy London	Not Awarded	\$880,000
Planning & Development	National Endowment for the Arts - "Our Town"	Wayfinding Signage	Nancy London	Not Awarded	\$25,000
Planning & Development	Doppelt Family Fund	Rail Trail Phase II	Nancy London	Pending	\$50,000
Planning & Development	Mass Development	Site Readiness	Andrew Port	Pending	In-Kind
Planning & Development	Merrimack Valley Planning Commission	Brownfields Cleanup Program; Rail Trail Phase II	Geordie Vining	Pending	\$100,000
Police	COPS Program	New Officer	Nancy London	Not Awarded	\$120,000
Police	MA Exec. Office of Public Safety	911 Support and Incentive Grant	Nancy London	Pending	\$37,866
Police	MA Exec. Office of Public Safety	911 Training	Nancy London	Pending	\$10,000
Police	MA Exec. Office of Public Safety	911 EMD Regulatory Compliance	Nancy London	Pending	\$18,000
Schools	Attorney General's Opioid Prevention Grant	Prevention Education	Nancy London	Awarded	\$15,000
Schools	Project Lead The Way	High School STEM	Nancy London	Pending	\$25,000

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
Schools	MA Efficiency and Regionalization Grant Program	Regionalizing Transition Services	Nancy London	Pending	\$200,000
Schools/Opportunity Works	Cummings Foundation	SPED Program for 18-22 year olds	Debra Andrews (Opportunity Works), Nancy London	Pending	\$100,000
Sustainability	Mass DEP	Organics Pilot	Molly Ettenborough	Awarded	\$16,400
Sustainability	Mass DEP	RDP	Molly Ettenborough	Awarded	\$11,250
Sustainability	National Grid	Energy Efficiency	Molly Ettenborough, Energy Advisory Committee	Awarded	\$10,000
Sustainability	Mass CEC	Solarize	Molly Ettenborough, Nancy London	Awarded	\$5,000 and TA
Sustainability	Mass DEP	Recycling IQ Technical Assistance	Nancy London, Molly Ettenborough	Awarded	\$15,000
Sustainability	MAPC	Street Light Conversion	Molly Ettenborough	Awarded	\$121,000
Sustainability	Mass Dept of Energy Resources	Green Communities	Molly Ettenborough, Nancy London	Awarded	\$250,000
Sustainability	National Grid	Street Light Upgrade	Molly Ettenborough	Pending	\$60,000
Veterans Services	MA Secretary of State	WWI Tablets - City Hall	Kevin Hunt, Nancy London	Pending	\$1,925
Youth Services	Tower Foundation	Prevention Coordinator	Nancy London, Andrea Egmont	Awarded	\$360,000
Youth Services	Newburyport Five Cent Saving Bank Foundation	Community Anti-Drug Coalitions of America (CADCA) Conference	Nancy London	Pending	\$6,366

Total Funding Opportunities \$4,151,757

Awarded \$1,832,600
Pending \$1,269,157
Not Awarded \$1,050,000

EXPENDITURE SUMMARY

The Fiscal Year 2018 general fund budget consists of \$64,020,704 in expenditures, including a school budget appropriation of \$28,651,701. In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY2018. Department heads were provided with Budget Guidelines on January 9, 2017 that reflected this approach:

“The annual budget process is underway and we are once again excited to construct a professional budget document that speaks to all of the programs and services delivered by your department on behalf of the City of Newburyport. Thanks to your efforts, this document has been recognized with the Government Finance Officers Association’s Distinguished Budget Presentation Budget Award for the past five years and has truly set the ground work for a budget that effectively communicates how we as a City utilize taxpayer and ratepayer dollars.

With regard to expenses, 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.

Should you have a decrease in current service levels/line items or, alternatively, see a need to expand your current service levels or increase a particular line item on the expense side of your budget, please be to prepared to discuss these in detail during your individual departmental meeting with the Mayor, along any other statistical or comparative documentation that explains/supports the proposed changes. A reminder that you should be prepared to discuss, in detail, what comprises every line item within your budget request.”

Department heads met these challenges as most City departments and/or cost centers have been level funded or increased by less than 3.0%. Below is a summary of some of the significant budget changes:

Assessor *-\$54,210 (-19.6%)*

As FY17 was a revaluation year, this line item was reduced from \$50,000 to \$4,000 in the FY18 budget. Additional, changes to personnel in the office, as well as, the restructuring of the Assistant Assessor position have resulted in cost savings for the Assessor’s Office.

Council on Aging *+\$16,230 (+5.7%)*

Recognizing the need to address better management of facility usage at the Senior Community Center, this budget adds a part-time event planner position at \$15,000 with additional funding to be provided

by the Senior Community Center Maintenance Revolving Fund. This position will help to coordinate and assist with facility rentals, including day-of support, such as assisting with use of technology at the center.

Debt (Non-Excluded) -\$51,311 (-5.9%)

The City's debt service obligations are set to decrease for FY18 due to several older bonds paying off. This trend will continue into FY19 and FY20.

DPS – Highway Division +\$158,665 (+5.9%)

Recognizing the need to maintain City facilities and land, this budget adds 1.0 custodian. As we continue the consolidation of the facilities maintenance staff under DPS, we have also shifted the remaining 0.5 custodian from the Library budget, capturing the entire position within DPS. The FY18 budget also provides for an additional \$12,500 for tree maintenance to reflect the increased demand for high hazard tree removals and plantings to replace downed trees. Additionally, the FY18 budget provides an additional \$10,610 for the purchase of road materials, which continue to increase in price. Lastly, in accordance with the Administration's policy decision to allocate 50% of the annual meals tax receipts to sidewalk repairs, that line item increases by \$12,547 in the FY18 budget.

Employee Benefits & Health Insurance +\$454,301 (+5.1%)

Health insurance costs continue to be a major budget driver for municipalities throughout the state, including Newburyport, which will experience a 3.8% increase in premiums for FY18, for an increase of 51.8% over the past ten years. In addition to the increased health insurance premiums, the FY18 budget restores two line items that were originally removed from the FY17 budget including HRA reimbursements of \$30,000 and the Medicare Part B reimbursements of \$45,000.

Essex North Shore Technical School +\$18,000 (+32.7%)

The Superintendent anticipates a maximum of four students attending Essex North Shore Technical High School for the 2017-2018 academic year. There are currently two students enrolled with another two offers for admission in the fall.

General Administration +\$22,977 (+5.6%)

This cost center includes a budget contingency for expiring collective bargaining agreements. For the FY18 budget, there are currently two contracts expiring on June 30, 2017, that are not yet finalized, including the New England Police Benevolent Association Local 31 Superior Officers Union and the Local 30 Patrolmen Union. Additionally, for FY18, the City will experience an increase to the municipal insurance line item of \$14,595 due to higher property and casualty insurance premiums, largely driven by increased replacement costs for newer buildings and equipment. Lastly, the FY18 budget increases maintenance for public restrooms, including new bathrooms located at Cashman Park and the Waterfront.

Human Resources +\$19,919 (+7.3%)

For FY18, the City will experience approximately a 22% increase, or \$15,928, in workers' compensation insurance premiums driven by updated pricing and exposure and experience. Additionally, the salary for the HR Director was brought closer to market.

Library +\$68,176 (+5.2%)

In the FY17 budget, the line item for heat/electricity was reduced due to a large credit that had built on the Library's electricity account. That credit has now been used, requiring the heat/electricity line item to return to its pre-credit level, resulting in a 69.4%, or \$34,000 increase to this line item.

Parks +\$10,660 (+5.4%)

The FY18 budget retains additional funding put in place during FY17 for seasonal and part-time employees. Additionally, funds previously earmarked for upkeep of the Inn Street Fountain and Splash Pad were able to be shifted to city-wide park maintenance as the fountain is now serviced in-house by the Parks Caretaker, a certified pool operator.

Whittier Regional Vocational School Assessment +\$140,781 (+32.9%)

The additional enrollment of 8 students for the upcoming year drives the increase to the annual assessment for Whittier Tech, bringing the total number of Newburyport students to 32.

Harbormaster Enterprise Fund +\$37,116 (+8.6%)

The increase in minimum wage will impact personnel costs for the seasonal workers in the Harbormaster Department. As such, \$10,000 was added in the FY18 budget to account for that additional cost. Additionally, to reflect the new Transient Boater Facility, the electricity budget has increased by \$7,900. Lastly, in accordance with enterprise fund accounting, costs that were previously incurred by the city's general fund, including workers compensation, municipal insurance, and the annual financial audit are now captured as a cost of the Harbormaster Enterprise Fund totaling approximately \$11,000.

Sewer Enterprise Fund +\$676,064 (+10.6%)

For the FY18 budget, debt service will increase \$606,050 driven by the Odor Control Improvements Project and the Graf Road Pump Station Replacement Project, accounting for the majority of the increase from FY17.

EXPENDITURE SUMMARY BY DEPARTMENT

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND						
CITY SERVICES						
ANIMAL CONTROL	46,394	57,324	59,440	65,327	5,887	9.9%
ASSESSORS DEPARTMENT	225,444	281,390	276,517	222,307	(54,210)	-19.6%
AUDITOR'S DEPARTMENT	285,297	315,548	314,082	321,417	7,334	2.3%
BOARD OF REGISTRARS	49,540	45,960	44,131	44,165	34	0.1%
BUILDING DEPARTMENT	167,841	175,635	168,448	178,038	9,590	5.7%
CITY CLERK'S DEPARTMENT	223,542	238,369	240,195	252,997	12,802	5.3%
CITY COUNCIL	68,670	73,926	67,363	67,444	81	0.1%
COMMISSION ON DISABILITY	4,431	3,184	2,703	2,640	(63)	-2.3%
CONSERVATION COMMISSION	1,800	1,800	1,800	1,800	0	0.0%
COUNCIL ON AGING	245,178	288,470	287,204	303,633	16,430	5.7%
DEBT EXCLUSION	2,431,664	2,991,666	3,237,248	3,166,609	(70,639)	-2.2%
EMERGENCY MANAGEMENT	22,628	26,039	28,150	29,100	950	3.4%
FIRE DEPARTMENT	3,482,483	3,597,534	3,537,462	3,644,887	107,425	3.0%
GENERAL ADMINISTRATION	325,591	334,273	407,032	430,009	22,977	5.6%
HEALTH DEPARTMENT	166,381	179,726	215,795	218,045	2,250	1.0%
HISTORICAL COMMISSION	1,800	1,650	1,800	1,800	0	0.0%
HUMAN RESOURCES	137,635	277,699	271,813	291,732	19,919	7.3%
INFO TECHNOLOGY DEPT	277,264	289,667	305,895	308,813	2,917	1.0%
INSURANCE GROUP	7,280,261	7,867,570	8,950,403	9,404,704	454,301	5.1%
LEGAL DEPARTMENT	120,000	60,537	70,000	70,000	0	0.0%
LIBRARY DEPARTMENT	1,275,702	1,239,934	1,314,372	1,352,886	38,514	2.9%
LICENSE COMMISSION	6,235	6,345	6,840	6,340	(500)	-7.3%
MAYOR'S DEPARTMENT	275,256	279,690	282,168	287,230	5,061	1.8%
ORDINARY DEBT SERVICE	855,202	723,389	871,592	820,282	(51,311)	-5.9%
PARKING CLERK DEPARTMENT	43,486	47,888	46,482	48,153	1,671	3.6%
PARKS COMMISSION	167,731	165,725	195,708	206,367	10,660	5.4%
PLANNING & DEVELOPMENT	284,688	311,284	311,333	319,798	8,465	2.7%
PLANNING BOARD	1,650	1,800	1,800	1,800	0	0.0%
POLICE DEPARTMENT	3,236,712	3,474,148	3,555,908	3,588,935	33,027	0.9%
PUBLIC SERVICES DEPARTMENT	2,271,989	2,361,022	2,682,390	2,841,055	158,665	5.9%
RETIREMENT BOARD	3,428,009	3,560,812	3,752,884	3,924,742	171,858	4.6%
SNOW & ICE	885,496	218,068	200,000	200,000	0	0.0%
STABILIZATION OUTLAY	5,000	5,000	0	0	0	0.0%
SUSTAINABILITY	1,097,069	1,226,062	1,216,016	1,221,369	5,353	0.4%
TREASURER'S DEPARTMENT	491,354	442,415	285,307	296,266	10,959	3.8%
VETERANS' DEPARTMENT	274,781	290,838	304,651	305,761	1,109	0.4%
YOUTH SERVICES	253,459	263,963	292,051	279,604	(12,447)	-4.3%
ZONING BOARD	1,800	1,800	1,800	1,800	0	0.0%
CITY SERVICES Total	30,419,464	31,728,150	33,808,785	34,727,854	919,069	2.7%
EDUCATION						
ESSEX NORTH SHORE TECH SCHOOL	21,865	19,829	55,000	73,000	18,000	32.7%
SCHOOL DEPARTMENT	23,234,153	26,388,496	27,402,232	28,651,701	1,249,469	4.6%
WHITTIER VO TECH SCHOOL	336,873	330,403	427,368	568,149	140,781	32.9%
EDUCATION Total	23,592,892	26,738,728	27,884,600	29,292,850	1,408,250	5.1%
GENERAL FUND Total	54,012,356	58,466,878	61,693,385	64,020,704	2,327,319	3.8%
HARBORMASTER ENTERPRISE FUND Total	271,573	306,242	430,714	467,830	37,116	8.6%
SEWER ENTERPRISE FUND Total	5,820,939	5,877,944	6,384,591	7,060,654	676,064	10.6%
WATER ENTERPRISE FUND Total	4,489,461	4,788,528	5,143,412	5,107,870	(35,542)	-0.7%
Grand Total	64,594,329	69,439,592	73,652,102	76,657,058	3,004,957	4.1%

POSITION COUNT BY DEPARTMENT

Department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Inc.(Dec)
Assessor	3.0	3.0	3.0	3.0	3.0	0.0
Auditor	3.3	4.0	3.8	3.8	3.8	0.0
Building	4.0	4.0	4.5	4.5	4.5	0.0
City Clerk	3.5	4.0	4.0	4.0	4.0	0.0
Council on Aging	4.5	4.5	5.0	5.0	5.5	0.5
DPS: Highway	25.0	27.1	29.7	31.2	32.7	1.5
DPS: Sewer	19.0	18.7	18.7	19.5	19.5	0.0
DPS: Water	20.0	19.7	19.7	19.9	18.9	(1.0)
Emergency Management	2.0	2.0	2.0	2.0	2.0	0.0
Fire	34.0	34.0	34.0	34.0	34.0	0.0
Harbormaster	1.0	1.0	1.0	1.0	1.0	0.0
Health	5.1	3.7	3.7	3.9	3.9	0.0
Human Resources	1.0	2.0	2.0	2.0	2.0	0.0
Information Technology	1.0	1.0	1.0	1.0	1.0	0.0
Library	21.0	24.0	24.0	20.7	20.2	(0.5)
Mayor's Office	3.0	3.6	3.6	3.6	3.6	0.0
Parks	0.6	1.0	1.0	3.5	3.5	0.0
Planning & Development	4.5	4.5	4.5	4.5	4.5	0.0
Police	39.0	37.0	38.0	38.0	38.0	0.0
Sustainability	1.9	2.5	2.5	2.5	2.5	0.0
Treasurer/Collector	5.5	5.0	4.0	4.0	4.0	0.0
Veterans' Services	1.0	1.4	1.8	1.8	1.8	0.0
Youth Services	4.0	4.0	3.5	3.5	3.0	(0.5)
Total FTE*	206.9	211.8	215.1	217.0	217.0	0.0

*See School Budget for School Department position counts.



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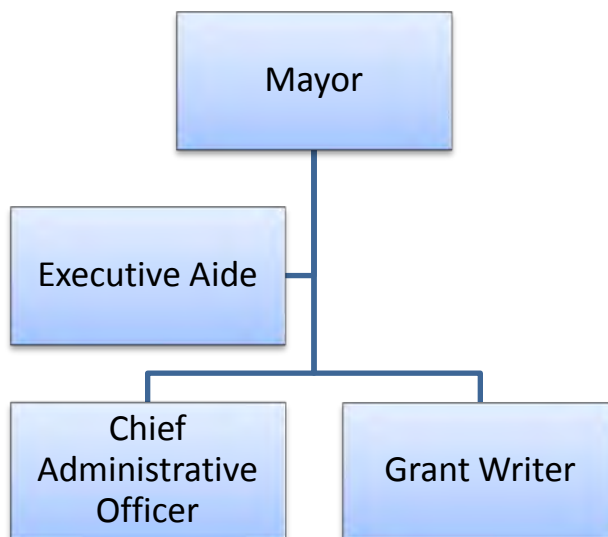
Section 3:
General Administration

MAYOR'S OFFICE

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Mayor	1.0	1.0	1.0
Chief Administrative Officer	1.0	1.0	1.0
Executive Aide	1.0	1.0	1.0
Grant Writer	0.6	0.6	0.6
Total Full Time-Equivalents	3.6	3.6	3.6

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Bond rating	Rate/grade	AA+	AAA	AAA	AAA
Financial reserves	\$	\$5.1M	\$5.0M	\$5.7M	\$5.7M
Apply for a minimum of \$2M in grants per year	\$	\$8.0M	\$5.7M	\$4.6M	\$4.2M

FY2017 ACCOMPLISHMENTS

Finance

- Maintained Standard & Poor AAA bond rating achieved in May of 2015, the highest long-term rating attainable and noted a stable fiscal outlook
- Received the *Budget Distinction Award* from the Government Finance Officers Association for fifth consecutive year
- Increased use of Statewide Contracts for procurement
- Awarded over \$1.8 million in grant funding to date for FY17

Projects

- Worked with the Massachusetts Attorney General's Office to resolve 2015 issues with Plum Island sewer system, securing \$4.5 million towards future renovations/improvements to Plum Island Water and Sewer System.
- Completed Phase I of the Fuller Field Track Project
- Completed construction of the new Transient Boater Facility
- Completed the new DPS building and relocated the Water and Sewer Business office from City Hall
- Began construction of Phase III of WWTF Odor Mitigation Project, working with Water & Sewer Commission and City Council
- Completed sidewalk renovations on Green Street
- Completed renovation of former Water/Sewer Business Office into an additional conference room for City Hall
- Continued work on Phase II of the Rail Trail project
- Implemented a City blog, Facebook page and Twitter account in an effort to reach a wider group of residents regarding City information
- Updated City website with improved functionality and mobile capability

Personnel

- Hired a new Sewer Chief Operator – Chris Pratt
- Hired a new Superintendent of Water Operations – Ted Angelakis
- Promoted Jill Brennan to City Assessor
- Promoted Kathleen Talkington to DPS Business Manager

- Established a new Zoning Enforcement Officer position aimed to coordinate, interpret and enforce decisions of the Zoning Board of Appeals, Planning Board and Historical Commission (and other city agencies, as applicable)

FY2018 TRENDS

As FY2018 begins, we will continue to prioritize existing services, as well as capital and equipment needs (including roads and sidewalks), with careful fiscal planning and spending. After years of deferred maintenance, we are making steady progress in the critical upgrades needed to buildings, infrastructure and equipment. We are seeing continued trends in increases in all City revenues— motor vehicle excise, building permits, licenses and fees. Property values similarly have increased and there is a high demand for real estate. Despite these positive trends, we continued to take a conservative fiscal approach in the development of this budget. Fiscal year 2018 will also begin a three year plan to address the structural deficit in the school budget as we attempt to reinstate programs that were cut during the economic downturn in 2008.

FY2018 GOALS & OBJECTIVES

GOAL 1: MAINTAIN AAA BOND RATING

Objectives:

- Continue to meet monthly with Finance Team to enhance our current fiscal policies
- Work closely with financial consultants on bonding strategies for capital projects
- Maintain industry standard that General Fund debt service not exceed 8-10% of annual expenditures

GOAL 2: ENSURE FISCAL RESERVES ARE MAINTAINED AT 5% OF OPERATING BUDGET

Objectives:

- Complete a minimum of a yearly transfer of surplus funds to the City's Stabilization Fund to maintain 5% balance

GOAL 3: UPGRADE COMMUNICATION FROM MAYOR'S OFFICE WITH GENERAL PUBLIC

Objectives:

- Continue to use available media to communicate with public- Port Media *Conversations with the Mayor*, WNBP radio shows, Daily News, Current, Globe North and other outlets
- More active in social media presence
Continue to take advantage of increased functionality with improved website and implement procurement module for ease of communication and management of public bid documents

Management

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

Communications

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

MAYOR'S OFFICE (01-121)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - MYR SAL MAYOR	98,000	101,393	98,377	98,000	(377)	-0.4%
51120 - MYR SAL CHIEF ADMIN OFFICER	69,708	67,716	70,269	72,000	1,731	2.5%
51126 - MYR SAL EXECUTIVE ASSISTANT	51,473	54,117	53,272	54,130	857	1.6%
51501 - MYR TRAVEL EXP STPND	2,000	2,000	3,100	5,100	2,000	64.5%
51502 - MYR MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	0	0.0%
001 - PERSONNEL SERVICES Total	224,181	228,225	228,018	232,230	4,211	1.8%
002 - PURCHASE OF SERVICES						
53006 - MYR GRANT WRITER	36,000	40,350	39,150	40,000	850	2.2%
002 - PURCHASE OF SERVICES Total	36,000	40,350	39,150	40,000	850	2.2%
007 - OTHER CHARGES & EXPENSES						
57801 - MYR MISC EXPENSE	15,075	11,114	15,000	15,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	15,075	11,114	15,000	15,000	0	0.0%
Grand Total	275,256	279,690	282,168	287,230	5,061	1.8%

LEGAL (01-191)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53020 - LGL CITY SOLICITOR	120,000	60,537	70,000	70,000	0	0.0%
002 - PURCHASE OF SERVICES Total	120,000	60,537	70,000	70,000	0	0.0%
Grand Total	120,000	60,537	70,000	70,000	0	0.0%

GENERAL ADMINISTRATION (01-129)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51167 - GEN TEMPORARY HELP CITY HALL	2,145	3,918	3,500	3,500	0	0.0%
51180 - GEN PROCUREMENT OFFICER	8,846	4,038	10,038	10,000	(38)	-0.4%
001 - PERSONNEL SERVICES Total	10,991	7,956	13,538	13,500	(38)	-0.3%
002 - PURCHASE OF SERVICES						
52101 - GEN HEAT/ELECTRIC-CH	32,101	20,124	30,000	30,000	0	0.0%
52401 - GEN MAINT/REPAIR-BLD	0	0	1,000	1,000	0	0.0%
52402 - GEN MAINT/REPAIR-COPIER	1,790	2,168	1,500	1,500	0	0.0%
52403 - GEN PUBLIC RESTROOMS	5,698	4,620	7,000	15,000	8,000	114.3%
52701 - GEN LEASE POSTAGE MACHINE	2,480	2,480	3,000	3,000	0	0.0%
53004 - GEN TRAINING/TRAVEL/CONF	31,745	34,208	26,000	26,000	0	0.0%
53401 - GEN POSTAGE	27,329	23,858	24,000	24,000	0	0.0%
53406 - GEN TELEPHONE SYSTEM	51,557	57,157	55,000	55,000	0	0.0%
002 - PURCHASE OF SERVICES Total	152,700	144,615	147,500	155,500	8,000	5.4%
004 - SUPPLIES						
54200 - GEN SUPPLIES-OFFICE	2,691	5,672	8,000	8,000	0	0.0%
54301 - GEN SUPPLIES-CITY HALL	1,577	146	1,000	1,000	0	0.0%
004 - SUPPLIES Total	4,268	5,818	9,000	9,000	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - GEN DUES & MEMBERSHIPS	3,395	3,524	3,900	3,900	0	0.0%
57301 - GEN MERR VALLEY PLANNING COMM	5,902	6,049	6,199	6,354	154	2.5%
57401 - GEN MUNICIPAL INSURANCE	132,637	136,216	145,948	160,543	14,595	10.0%
57805 - GEN BUDGET CONTINGENCY	15,699	30,095	80,946	86,212	5,266	6.5%
007 - OTHER CHARGES & EXPENSES Total	157,632	175,884	236,993	257,009	20,015	8.4%
Grand Total	325,591	334,273	407,032	435,009	27,977	6.9%

CITY CLERK

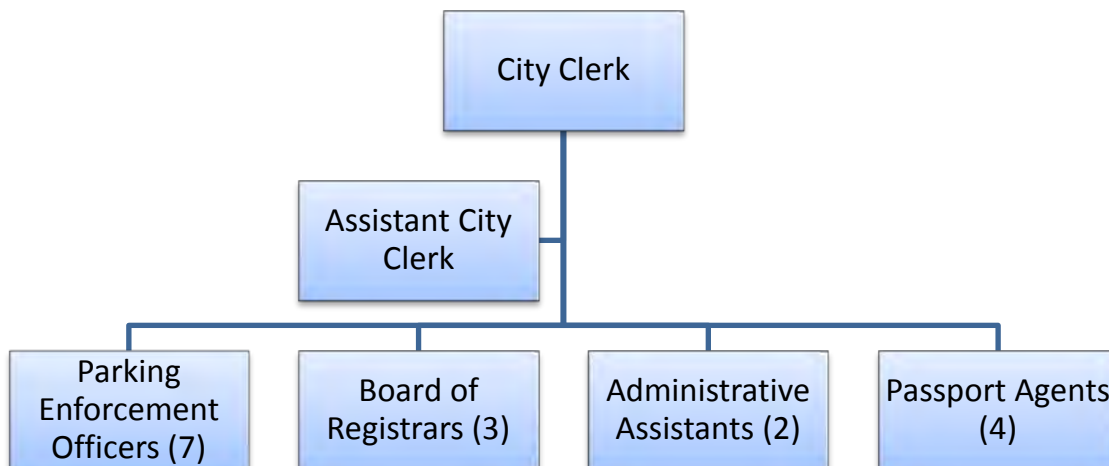
MISSION STATEMENT

The mission of the City Clerk's Office is to facilitate the preparation for the City Council meetings and provide quality administrative support to the Council. The office also conducts municipal, state and federal elections with six wards and attending poll workers. Additionally, the office administers the paid parking program with meters and data collection system, ticket and related appeal processes. In general, the office strives to provide professional customer service to the citizens of Newburyport that is accurate, timely and courteous. The Office of the City Clerk is the official record keeper of the City of Newburyport. The Clerk's Office issues, records, maintains, and ensures the safekeeping and preservation of City Council actions, City Council minutes, vital records (birth, death & marriage) by and through the new vitals web application, marriage licenses, business licenses, contracts, and other official City documents.

The Clerk's Office also issues dog licenses, administers elections, registers voters, prepares and distributes City Council agendas, the drafting ordinances and orders, researches General Laws on various Council related issues, researches the Code of Ordinances and passed Orders for City matters, manages Committee memberships and appointments, and provides Notary Public services. The Department is also responsible for managing the parking program which includes the management of twelve pay and display meters, six enforcement officers, pay by phone system, the data collection as it relates to the ticket writing for parking violations and meter revenue, enforcing parking ordinances, snow removal violations, 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.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
CLK SAL CITY CLERK	1.0	1.0	1.0
CLK SAL ASSIST CLERK	1.0	1.0	1.0
CLK SAL ADMIN SECRETARY	1.0	1.0	1.0
CLK SAL PT OFFICE HELP	1.0	1.0	1.0
Total Full Time-Equivalents	4.0	4.0	4.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Electric vehicle charging station sessions	#	--	--	77	85
Passports issued	#	1,085	1,223	1,384	1,450
Dog licenses issued	#	1,080	1,493	1,452	1,500

FY2017 ACCOMPLISHMENTS

Clerk's Office

- Implemented a new, indexed packet for the Council.
- Continued to incorporate a Unique Identifier system for communications, transfers, orders and ordinances as they are placed in committee and removed during subsequent meetings.
- Continued the work of archivist group including the entering of birth record data into the database.
- Continued to finalize the scanning and indexing of records contained within the files of the clerk's office.
- Issued the annual summary of conflict of interest to all, including the online test, and collected the results of the online test for employees.
- Posted documents and meetings on the new, improved website.

Elections

- Administered the Presidential primary on March 1, 2016
- Prepared for and administered the September 9th and November 8th elections.
- Implemented the first Early Voting period (10 days prior to November 8, 2016)

Parking

- Managed the aging kiosks with the new quarterly maintenance instituted to reduce 'down time'
- Worked to implement the new handheld ticket writers that utilize cellular technology rather than WiFi technology. This technology provides a more stable communication platform.
- Prepare for the credit card upgrade to the Kiosks with Wescor and Worldpay
- Instituted a new Pay-by-Phone (Passport) functionality to the paid parking program.

Passports

- As facility manager for the Passport Acceptance Facility, continued the Newburyport Passport Agency in conjunction with the Assessor's office. Demand remains strong for passports because of the personal service, no appointment necessary policy, and the ability to take passport photos.
- Trained new passport part-time person to assist in the handling of the ever-popular passport program – the number of annual passports issued continues to grow at a rate of 15% per year.

FY2018 TRENDS

In 2017, the Department will continue serve as the 'clearing house' for local residents, Councilors and City Departments. We spend a considerable amount of time answering e-mail and phone requests regarding vital records, permits, ordinances and Council agendas. We continue to choose a personal approach in that we actually 'answer the phone'. In this regard, the new content management structured website on which we will place any appropriate documents for the public arena helps facilitate better communication. Complaints from the parking program have steadily declined, although the most recent snow bans (including towing of vehicles) has created some challenging situations. The back office support for the permit program has made substantial progress toward its goal of exemplary public service. We continue to issue the two-year permit during the 'off year' and it has been popular with residents.

FY2018 GOALS & OBJECTIVES

GOAL 1: INDEX THE COMPLETED SCAN OF CLERK AND COUNCIL DOCUMENTS INTO OUR NEW FILING SYSTEM.

Objectives:

- The scan of the documents is virtually complete. We have indexed packets and recognizing the text which allows keyword search.
- Eliminate duplicate paper records and free up file cabinet space

GOAL 2: UPGRADE THE PHONE AND TICKET WRITERS FROM COMPLUS.

Objectives:

- Train staff on planned upgrade of smartphone ticket writers and printers and provide for maintenance of the equipment.

GOAL 3: PLAN FOR THE COMING RECORD ISSUANCE IN PASSPORTS DUE TO THE 10 YEAR ANNIVERSARY OF THE 2007 ISSUANCE

Objectives:

- Plan for the efficient management of the issuance of passports due to the coming surge.

GOAL 4: PLAN FOR THE IMPACT OF THE PARKING GARAGE ON THE EXISTING PARKING SYSTEM

Objectives:

- Anticipate the changed traffic flow and changes in the street parking surrounding the new garage.
- Plan of the impact that the garage will have on two hour parking and signage on the streets

GOAL 5: PLAN FOR THE EFFICIENT TABULATION OF EARLY VOTING BALLOTS

Objectives:

- Investigate the feasibility of the Election Office becoming a central tabulation facility.

PROGRAMS & SERVICES

City Council	Records Management	Elections & Voter Registration	Passport Facility	Parking Management	Dog Licensing
<ul style="list-style-type: none"> •Prepare Council Agendas •Draft any orders or ordinances requested •Draft and prepare minutes •Assist at Council Meetings 	<ul style="list-style-type: none"> •Maintain vitals- birth, death, and marriage •Prepare annual list of residents •Maintain the code of ordinances •Provide genealogical research •Provide notarial services •Serve State Ethics Commission liaison and Training Officer •Issue DBA certificates •Maintain databases associated with records 	<ul style="list-style-type: none"> •Serve on Board of Registrars •Maintain voter registration •Manage all elections •Conduct annual census •Certify nomination papers •Coordinate five polling locations and six precincts •Manage early voting 	<ul style="list-style-type: none"> •Manage the issuance of new passports •Assist with Renewal applicants and related questions. •Photograph applicants •Track all applications 	<ul style="list-style-type: none"> •Maintain 12 pay and display kiosks •Collect and deposit kiosk monies •Manage seven enforcement officers •Coordinate data collection, ticket payment, and payment systems •Handle ticket appeals and hearings •Issue five (5) parking permits types •Prepare monthly reports on income and expenses for parking system in total. 	<ul style="list-style-type: none"> •Issue annual dog and kennel licenses •Maintain dog database

CITY CLERK'S DEPARTMENT (01-161)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - CLK SAL CITY CLERK	63,750	67,276	66,581	74,326	7,745	11.6%
51102 - CLK SAL ASSIST CLERK	64,709	67,953	65,932	72,843	6,911	10.5%
51103 - CLK SAL ADMIN ASSISTANT	46,386	47,806	47,263	48,984	1,721	3.6%
51166 - CLK SAL PT OFFICE HELP	36,806	43,233	48,319	44,745	(3,574)	-7.4%
001 - PERSONNEL SERVICES Total	211,651	226,269	228,095	240,897	12,802	5.6%
002 - PURCHASE OF SERVICES						
52701 - CLK LEASE COPIER	2,040	2,484	2,500	3,000	500	20.0%
53001 - CLK CITY REPORT	0	0	500	0	(500)	-100.0%
53002 - CLK VITAL RECORDS EXPENSE	1,335	796	1,100	1,100	0	0.0%
54200 - CLK ADMINISTRATION	8,515	8,819	8,000	8,000	0	0.0%
002 - PURCHASE OF SERVICES Total	11,890	12,100	12,100	12,100	0	0.0%
Grand Total	223,542	238,369	240,195	252,997	12,802	5.3%

CITY COUNCIL (01-111)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - CCN SAL COUNCIL	56,000	56,000	56,000	56,000	0	0.0%
51160 - CCN SAL CLK COUNCIL	4,080	4,306	4,261	4,330	69	1.6%
51162 - CCN SAL CLK COMMITTEE	600	621	602	614	12	2.0%
001 - PERSONNEL SERVICES Total	60,680	60,926	60,863	60,944	81	0.1%
002 - PURCHASE OF SERVICES						
53001 - CCN LEGAL ADS	4,059	6,749	2,500	2,500	0	0.0%
53002 - CCN ORDINANCE RECODE	3,931	6,251	4,000	4,000	0	0.0%
002 - PURCHASE OF SERVICES Total	7,990	13,000	6,500	6,500	0	0.0%
Grand Total	68,670	73,926	67,363	67,444	81	0.1%

PARKING CLERK (01-293)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51134 - PKG SAL PARKING OFFICER	42,886	47,288	45,882	47,553	1,671	3.6%
51405 - PKG CLOTHING ALLOWANCE	600	600	600	600	0	0.0%
001 - PERSONNEL SERVICES Total	43,486	47,888	46,482	48,153	1,671	3.6%
Grand Total	43,486	47,888	46,482	48,153	1,671	3.6%

BOARD OF REGISTRARS (01-163)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51160 - BDR SAL CLERK REGISTRAR	2,040	2,153	2,131	2,165	34	1.6%
51162 - BDR SAL REGISTRARS	2,000	2,038	2,000	2,000	0	0.0%
001 - PERSONNEL SERVICES Total	4,040	4,191	4,131	4,165	34	0.8%
007 - OTHER CHARGES & EXPENSES						
57808 - BDR ELECTIONS & REGISTRATIONS	45,500	41,770	40,000	40,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	45,500	41,770	40,000	40,000	0	0.0%
Grand Total	49,540	45,960	44,131	44,165	34	0.1%

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.

ORGANIZATIONAL OVERVIEW

Information
Technology
Director

Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
IT Director	1.0	1.0	1.0
Total Full Time-Equivalents	1.0	1.0	1.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Systems Availability	%	99.25	99.82	99.995	99.999
Support Calls	#	912	1,137	1,241	1,200
Network Uptime	%	99.99	99.99	99.999	99.999

FY2017 ACCOMPLISHMENTS

- Installed, connected and configured New Harbormaster Facility to the City network
- Installed, connected and configured New DPS Facility to the City network
- Upgraded wide area network infrastructure
- Replaced network switching components and firewalling hardware
- Replaced Police Department Mobil Data Terminals
- Continued development a strategic plan for a municipal fiber network for all facilities
- Continued standardization of managed network printing and copying services
- Upgraded various applications systems to latest revisions

- Continued to provide efficient daily desktop support operations for all municipal users

FY2018 TRENDS

The IT Department will continue to work on improving greater inter-departmental use of applications and systems. In establishing an AWS presence this year IT intends to begin work on bringing hybrid cloud and storage solutions to supplement the City's network infrastructure potentially leveraged and enhanced through construction of municipal fiber network.

FY2018 GOALS & OBJECTIVES

GOAL 1: MUNICIPAL FIBER NETWORK

Objectives:

- Construct Municipal Fiber Network to all City Facilities
- Streamline and condense all Municipal Systems on a new Municipal Network
- Initiate AWS hybrid cloud and storage solutions to augment current systems and network environments
- Implement more efficient IT implementations and business processes across the network

GOAL 2: PUBLIC SAFETY SYSTEMS

Objectives:

- Combine public safety application databases on municipal fiber network
- Add map based dispatching to Computer Aided Dispatching Systems

GOAL 3: TELECOMMUNICATIONS SYSTEMS

Objectives:

- Condense all communications systems on municipal fiber network
- Provide backhaul services for radio communications for Public Safety

Information Systems

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

Communications

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

INFORMATION TECHNOLOGY (01-151)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - IT SAL DIRECTOR	74,458	85,816	88,208	89,628	1,419	1.6%
51404 - IT TRAVEL STIPEND	3,285	3,025	3,300	3,300	0	0.0%
001 - PERSONNEL SERVICES Total	77,743	88,841	91,508	92,928	1,419	1.6%
002 - PURCHASE OF SERVICES						
52402 - IT CITY WEB SITE	2,750	2,750	2,750	2,750	0	0.0%
52403 - IT COMPUTER FIREWALL	14,076	14,715	15,575	15,176	(399)	-2.6%
52404 - IT HARDWARE MAINTENANCE	38,411	43,076	47,290	17,775	(29,515)	-62.4%
52405 - IT TELECOMMUNICATIONS	22,333	6,494	7,450	7,250	(200)	-2.7%
53001 - IT MUNIS LICENSE	42,265	44,761	46,393	48,625	2,232	4.8%
53002 - IT SOFTWARE UPDATE/LICENSING	25,972	27,466	28,552	27,270	(1,282)	-4.5%
53003 - IT INTERNET-SERVICE	4,276	5,592	5,250	7,339	2,089	39.8%
53004 - IT PROFESSIONAL SERVICES	0	0	0	28,800	28,800	0.0%
53407 - IT OFF SITE SERVICES	47,955	54,294	59,527	58,900	(627)	-1.1%
002 - PURCHASE OF SERVICES Total	198,039	199,147	212,787	213,885	1,098	0.5%
004 - SUPPLIES						
55800 - IT MISC SUPPLIES	1,482	1,679	1,600	2,000	400	25.0%
004 - SUPPLIES Total	1,482	1,679	1,600	2,000	400	25.0%
Grand Total	277,264	289,667	305,895	308,813	2,917	1.0%



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Section 4:
Finance

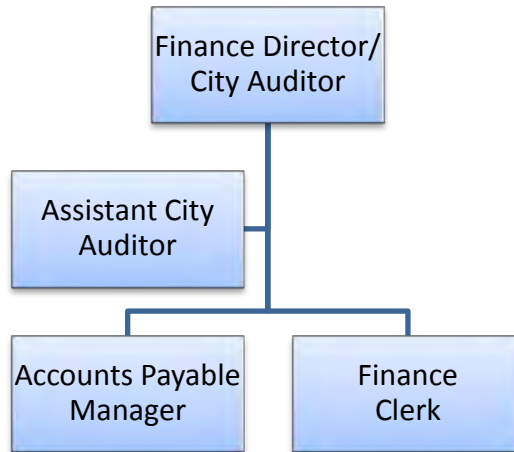
CITY AUDITOR

MISSION STATEMENT

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

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

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Finance Director/City Auditor	1.0	1.0	1.0
Assistant Auditor	1.0	1.0	1.0
Accounts Payables Manager	1.0	1.0	1.0
Finance Clerk	0.8	0.8	0.8
Total Full Time-Equivalents	3.8	3.8	3.8

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Reserves within 5-10% of Budget	%	9.5%	9.0%	9.6%	8.9%
Debt Service/Total Budget (GF)	%	6.8%	5.8%	6.1%	6.6%
GFOA Budget Award	Y/N	Yes	Yes	Yes	Yes
Bond Rating	S&P	AA+	AAA	AAA	AAA
OPEB Funding	\$	25,000	450,000	0	25,000

FY2017 ACCOMPLISHMENTS

- Maintained the City’s AAA bond rating, reflecting Standard and Poor’s continued confidence in the City’s financial management and oversight.
- Led the MIIA Rewards Program, resulting in a cost savings of \$25,000 to the City for participation in seminars designed to help lower insurance risks and losses.
- Led the City’s financial team 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:
 - Tax Rate Recapitulation Report
 - Enterprise Fund Reports
 - Schedule A
 - Budgetary Transfers
 - Community Preservation Reports
 - Mid-Year Report
 - Year-End Report
 - Free Cash Certification
 - Annual Audit
 - Official Financial Statements
 - Capital Assets Schedules
 - Official Statement for Borrowings
- Coordinated the annual audit of the City’s financial statements which was carried out by the outside CPA firm of Melanson Health & Company, PC. The audit was completed approximately two months earlier than in years past and indicated that the City’s financial statements and financial position were presented fairly in all material aspects and in compliance with GASB and GAAP.
- Began city-wide implementation of purchase orders and requisitions, which adds an important internal control authorizing all procurements prior to the ordering of goods and services.
- Established a new accounts payables policy such that all invoices submitted to the Finance Department will be paid within 10 business days; this has proved effective in setting expectations for both city departments and vendors.
- Managed the Free Cash certification process. Free Cash certification was in line with prior year results at \$2,374,002. Including Stabilization Fund balances, reserves total 8.9% of the General Fund budget, well within the policy target of 5 to 10%.

- Awarded the Government Finance Officers Association’s Distinguished Budget Presentation Award for the fifth consecutive year.
- Completed the City’s FEMA grant request from the emergency declaration from February 2015 and the ensuing failure of the Plum Island sewer system. Documented project costs were \$1,053,102 of which FEMA paid 75%.

FY2018 TRENDS

The City’s economy continues to strengthen, as key indicators, including room occupancy tax, meals tax, motor vehicle excise, licenses and permits, parking receipts, and growth from new construction hit all-time highs during the last fiscal year. The fiscal 2017 tax rate was set at \$13.45 per \$1,000 based on a tax levy \$53,021,972 and a city-wide valuation of \$3,942,154,029. This tax rate represents a \$0.06 per \$1,000 increase over fiscal 2016 and brings the City to the maximum tax rate allowable under the state’s Proposition 2 ½.

The City continues to tackle its long-term liabilities with an annual appropriation for other post-employment benefits carved out each year in the city’s financial plan. Additionally, the Newburyport Retirement Board has adopted a more aggressive funding schedule to address the unfunded pension liability by increasing the annual appropriation from four percent to five percent per year.

Strong departmental oversight and budget management continues to be an area of focus for the City. During fiscal year 2017, the Finance Department began the roll-out of a purchase orders and requisitions system, requiring all procurements to be pre-authorized and funds encumbered prior to purchasing goods or signing any contracts for services. Having a strong procurement and accounts payables process is critical for any organization, especially one that relies heavily on public funding. This will continue to be an area of focus for the Finance Department going forward.

FY2018 GOALS & OBJECTIVES

GOAL 1: MONITOR FINANCIAL ACTIVITIES WITHIN ALL CITY DEPARTMENTS

Objectives:

- Conduct staff meetings on a weekly basis within the Auditor’s Office to review and discuss financial transactions and accounting activities within City departments.
- Conduct an internal audit of each city department at least once every two years in order to evaluate internal financial management practices and controls.
- Provide financial and accounting information to the outside auditing firm by December 1, 2017, in preparation for the annual audit of the City’s FY 2017 financial statements.

GOAL 2: STREAMLINE ACCOUNTS PAYABLES PROCESS

Objectives:

- Implement electronic imaging of all invoices submitted for payment utilizing the City's Munis financial software.
- Put in place a warrant approval process that can be done directly in Munis to replace a highly paper intensive warrant review process.
- Begin to train City departments to enter invoices directly into Munis themselves, rather than submitting a physical voucher for payment.

GOAL 3: DISSEMINATE FINANCIAL DATA IN A TIMELY, ACCURATE, AND COMPREHENSIBLE MANNER

Objectives:

- Prepare Mid-Year and Year-End Budget reports for the Mayor, City Council, and members of the public.
- Work in cooperation with the Mayor, City Council, Treasurer, Assessor, and City Clerk to set the property tax rate and complete the FY 2018 Tax Rate Recapitulation Report by October 31, 2017.
- Assist with the preparation of the Mayor's FY2019 proposed budget, to be submitted to the City Council no later than May 15, 2018.
- Prepare the balance sheet and other supporting documents required to obtain Free Cash certification by October 31, 2017 from the Massachusetts Department of Revenue.
- Update and review multi-year revenue and expenditure forecasts on a quarterly basis.

Accounting & Financial Management

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

Financial Reporting & Analysis

- Preparing budget information and budget transfers
- Preparing budget revenue estimates and tracking expenditures and collections
- Reviewing city contracts and leases to ensure that adequate funding is available
- Preparing mandatory city, state, and federal reports covering a wide range of financial activities
- Conducting internal audits of city departments to ensure laws and policies are being followed

AUDITOR'S DEPARTMENT (01-135)

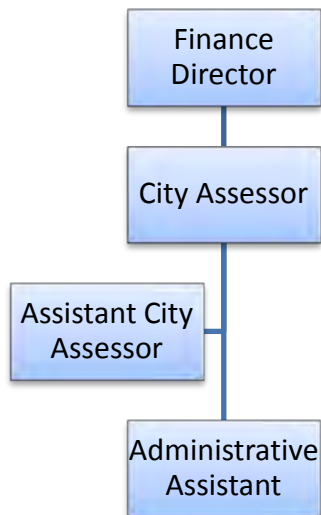
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - AUD SAL FINANCE DIR/AUDITOR	90,000	94,977	97,068	101,531	4,463	4.6%
51102 - AUD SAL ASST AUDITOR	56,942	66,158	65,154	68,149	2,996	4.6%
51103 - AUD SAL ADMIN ASSISTANT	55,845	58,645	56,901	61,332	4,431	7.8%
51104 - AUD SAL FINANCE CLERK	36,531	38,362	37,780	38,388	608	1.6%
51167 - AUD TEMPORARY HELP	3,864	0	0	0	0	0.0%
51401 - AUD LONGEVITY	2,764	3,390	3,390	3,527	137	4.0%
001 - PERSONNEL SERVICES Total	245,947	261,533	260,292	272,927	12,634	4.9%
002 - PURCHASE OF SERVICES						
53001 - AUD FINANCIAL AUDIT/VALUATION	37,625	52,000	52,000	46,500	(5,500)	-10.6%
002 - PURCHASE OF SERVICES Total	37,625	52,000	52,000	46,500	(5,500)	-10.6%
004 - SUPPLIES						
55800 - AUD MISC SUPPLIES	1,500	1,750	1,500	1,500	0	0.0%
004 - SUPPLIES Total	1,500	1,750	1,500	1,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - AUD DUES & MEMBERSHIPS	225	265	290	490	200	69.0%
007 - OTHER CHARGES & EXPENSES Total	225	265	290	490	200	69.0%
Grand Total	285,297	315,548	314,082	321,417	7,334	2.3%

CITY ASSESSOR

MISSION STATEMENT

The Mission of the Office of the Assessor is to provide fair and equitable property assessments to the taxpayers of the City of Newburyport to ensure that each and every taxpayer is shouldering their fair share of the City’s total tax burden.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Assessor	1.0	1.0	1.0
Assistant City Assessor	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Total Full Time-Equivalents	3.0	3.0	3.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
New Growth (FY17 is actual, not estimated)	Taxable Value	\$38,570,899	\$46,365,156	\$47,518,383	\$59,081,883
Tax Levy (numbers reflect the actual levies, not the levy limits; FY17 is actual, not estimated)	Billed	\$46,617,801	\$48,131,629	\$50,415,096	\$53,024,507
Motor Vehicle Excise Tax	Receipts	\$2,496,696	\$2,528,836	\$2,729,437	\$2,800,000
Abatement Applications	# Granted	29	35	30	40
Property Inspections (#s represent actual visits including exterior measurements which did not include full interior inspection) FY17 as of 1/1/17	# Visits	765	444	702	913

FY2017 ACCOMPLISHMENTS

- Successfully completed state mandated revaluation certification program as per DOR regulation.
- Successfully completed cyclical inspections as per DOR directive.
- Certification of one of the highest new growth amounts in recent years.

FY2018 TRENDS

Market values in Newburyport have remained strong. Early indicators of the market conditions of 2016 sale prices show that we could see anywhere from a 2% to 6% increase in assessments for Fiscal Year 2018.

FY2018 GOALS & OBJECTIVES

GOAL 1: SUCCESSFULLY COMPLETE STATE MANDATED INTERIM ADJUSTMENT OF VALUES

Objectives:

- Perform cyclical inspections as per DOR directives.
- Successfully complete the project in a timely manner meeting all deadlines.

GOAL 2: CONTINUE TO IMPROVE UPON CUSTOMER SERVICE

Objectives:

- Make sure new personnel are fully trained in all aspects of the Assessor's Office functions.
- Office staff to remain up to date with respect to new legislation and best practices by taking advantage of available educational opportunities offered through the Assessor's Associations, Department of Local Services, etc.

GOAL 3: INSPECTIONS PERFORMED BY IN-HOUSE OFFICE STAFF

Objectives:

- Reduce the cost of outsourcing this process.
- Maintain a level of consistency.

PROGRAMS & SERVICES

Billing & Valuation

- Annual Property Value Update
- Triennial Re-certification of Values
- Interim Year Adjustments to Values
- Tax Abatements
 - Real Estate
 - Personal Property
 - Auto Excise
 - Boat Excise
- Tax Exemptions
 - Statutory Exemptions
 - CPA Exemptions
- Tax Billing
 - Real Estate
 - Personal Property
 - Auto Excise
 - Boat Excise

Data Collection & Reporting

- Data Collection
 - Real Estate
 - Personal Property
- New Growth
 - Calculation
 - Certification
- Re-Cap
 - Preparation
 - Certification
- Tax Rate
 - Preparation
 - Classification Hearing
 - Certification

ASSESSOR'S DEPARTMENT (01-141)

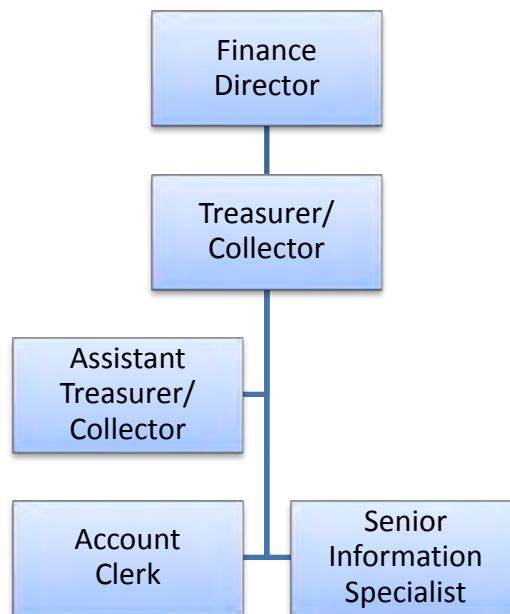
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - ASR SAL ASSESSOR	79,280	83,665	82,800	81,498	(1,302)	-1.6%
51102 - ASR SAL ASST ASSESSOR	62,819	65,968	64,006	61,980	(2,026)	-3.2%
51103 - ASR SAL ADMIN ASSISTANT	51,140	53,705	52,107	48,984	(3,123)	-6.0%
51401 - ASR LONGEVITY	3,440	3,509	3,579	0	(3,579)	-100.0%
51402 - ASR EDUCATION CREDIT	400	400	400	200	(200)	-50.0%
51403 - ASR TECHNOLOGY STIPEND	1,500	1,500	1,500	1,500	0	0.0%
51404 - ASR TRAVEL STIPEND	2,100	1,976	3,300	8,400	5,100	154.5%
001 - PERSONNEL SERVICES Total	200,679	210,722	207,692	202,562	(5,130)	-2.5%
002 - PURCHASE OF SERVICES						
53001 - ASR COMPUTER EXP	7,900	8,300	8,300	8,620	320	3.9%
53002 - ASR REVALUATION	5,220	50,000	50,000	4,000	(46,000)	-92.0%
53003 - ASR VALUATION/PROCESSING	7,888	6,548	6,600	2,500	(4,100)	-62.1%
53004 - ASR MAP/DEED/PROBATE	0	600	600	600	0	0.0%
002 - PURCHASE OF SERVICES Total	21,008	65,448	65,500	15,720	(49,780)	-76.0%
004 - SUPPLIES						
54801 - ASR MILEAGE EXPENSE	490	1,200	325	325	0	0.0%
55800 - ASR MISC SUPPLIES	3,266	4,020	3,000	3,000	0	0.0%
004 - SUPPLIES Total	3,757	5,220	3,325	3,325	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - ASR DUES & MEMBERSHIPS	0	0	0	700	700	0.0%
007 - OTHER CHARGES & EXPENSES Total	0	0	0	700	700	0.0%
Grand Total	225,444	281,390	276,517	222,307	(54,210)	-19.6%

TREASURER/COLLECTOR

MISSION STATEMENT

The mission of the Newburyport Treasurer/Collectors office, as defined by state statute, is to collect all revenues due the city, and to hold and invest those revenues until such time as the Treasurer’s Office is directed by warrant to pay the City’s current obligations. The Collector’s office collects all bills for taxes and utilities, as well as posts, records, and updates all bank accounts daily. Additionally, the Treasurer’s office handles all disbursements for accounts payable and payroll funds. Further, it is our goal to be knowledgeable in our field and continue to work with and provide quality customer service to the taxpayers whom we deal with on a daily basis.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Treasurer/Collector	1.0	1.0	1.0
Assistant Treasurer/Collector	1.0	1	1.0
Senior Information Specialist	1.0	1	1.0
Account Clerk	1.0	1	1.0
Total Full Time-Equivalents	4.0	4.0	4.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Collection rate	%	99%	99	98.5	99
Demand bills sent RE	#	917	844	877	<850
Demand bills sent PP	#	153	129	156	<150
Subsequent tax takings	\$	190,000	173,390	250,000	<250,000
Tax title collections	\$	401,000	580,000	409,893	300,000
Tax title properties returned to tax rolls	#	30	58	30	30
Properties advertised for tax lien	#	99	53	36	<30

FY2017 ACCOMPLISHMENTS

- Maintained City's AAA Bond Rating
- Updated current cash flow processes; retrieved comparable feedback from banking institutions to maintain the City's best financial position.
- Worked diligently with Auditor's office to ensure monthly accounting of cash is verified and up to date to improve end of year completion and provide refined audit trails and clearer reporting with general ledger.
- Reorganized internal accounting processes with daily balancing from the Treasurer's office to Auditor's.
- Enforced timely departmental receipt turnovers and policy; worked with individual departments to streamline specific processes where necessary.
- Established tailings procedure to bring outstanding/stale dated vendor and payroll checks current and update to software for recordkeeping
- Improved records retention, eliminating old documents beyond 5 prior fiscal years by maintaining current information in data files and streamlining refund policy to reduce excessive records research.
- Closely monitored trust fund investments and met regularly with financial advisors to ensure proper gains and minimize losses in the best interest of the various trusts.
- Enhanced the grant request form for trust funds to ensure proper policies are upheld.
- City liaison to the trust fund committee; administered meeting agendas and minutes as well as communicate regularly with the committee between quarterly meetings to adhere to a schedule, and address business.

FY2018 TRENDS

The Treasurer/Collector's office remains committed to collecting above 95% of the Real Estate, Personal Property, Motor Vehicle and Boat excise taxes due each year. We continue a regular cycle of tax takings to ensure tax delinquencies are managed in a timely fashion and with fairness to all taxpayers, with goals of decreasing the amount of new and subsequent takings done annually. We regularly work with taxpayers who may be finding times difficult and will provide information and assistance in conjunction with the Assessor's office, the Council on Aging and community development when necessary.

With the continued positive trend of increased city property values, growth and turnovers, it is the responsibility of our office to ensure that residents have proper information available on city collection practices. We need to enhance the City website to provide as much information as possible to residents in a single location, as this currently is the most popular method of outreach. We have had many requests for additional electronic services whether on payments or to obtain information; it will be our duty to try and accommodate those requests. As always, we continue to work with our local financial institutions, attorneys and mortgage companies to collectively accommodate the needs of the community members.

FY2018 GOALS & OBJECTIVES

GOAL 1: STRENGTHEN CASH MANAGEMENT PROCESSES

Objectives:

- Maintain strong overview of cash reconciliation process; continue work with Auditor's office on monthly reconciliation to general ledger.
- Work with individual departments where necessary to enforce receipt policy and help accommodate staffing and other changes.
- Increase bill payment scanning through lockbox at treasurer counter to expedite payments to bank and improve cash flow.
- Update paid and manage outstanding vendor checks from the accounting software to maintain current records of tailings.

GOAL 2: ENHANCE ONLINE SERVICES FOR RESIDENTS

Objectives:

- Research additional online processes for taxpayers and residents to enhance website services
- Introduce city departments to potential online payment options
- Help coordinate online services to be user friendly

GOAL 3: MAINTAIN OFFICE PROCEDURES

Objectives:

- Manage daily activities in accordance with job descriptions and ensure various additional duties are assigned appropriately
- Reduce paper; utilize scanning and electronic recordkeeping systems
- Devise system to maintain proper accounting of special assessment payoffs and balances

PROGRAMS & SERVICES

Treasury Management

- Cash reconciliation
- Cash receipts processing from all city departmentals
- Management of city investments
- Borrowing and debt service for city projects
- Land court filings and redemption
- Warrant funding
- Vendor & Payroll check distribution
- ACH/wire payments to vendors

Collections

- Collection and posting of payments for real estate, personal property, motor vehicle and boat excise tax bills
- Special assessment and liens payments
- Online payment services
- Refund processing for overpayments and abatements
- Municipal lien certificates
- Tax title process for delinquent taxpayers
- Utility bill collections
- Bank deposits

TREASURER'S DEPARTMENT (01-145)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - TRS SAL TREASURER	76,119	80,064	80,523	82,134	1,610	2.0%
51102 - TRS SAL ASST TREASURER	53,811	56,985	55,291	63,421	8,130	14.7%
51103 - TRS STAFF SALARIES	148,024	98,774	100,905	102,923	2,018	2.0%
51401 - TRS LONGEVITY	3,262	3,438	3,438	3,438	0	0.0%
001 - PERSONNEL SERVICES Total	281,216	239,262	240,157	251,916	11,759	4.9%
002 - PURCHASE OF SERVICES						
52701 - TRS COPIER SUPPLIES	1,817	1,500	750	500	(250)	-33.3%
53001 - TRS BANK CHARGES	5,337	4,320	5,000	5,200	200	4.0%
53003 - TRS PAYROLL	9,954	0	0	0	0	0.0%
53004 - TRS TAX BILLS	20,143	20,613	21,250	21,500	250	1.2%
53005 - TRS TAX TITLE EXPENSE	12,500	12,500	12,500	11,500	(1,000)	-8.0%
002 - PURCHASE OF SERVICES Total	49,751	38,932	39,500	38,700	(800)	-2.0%
004 - SUPPLIES						
54200 - TRS OFFICE SUPPLIES	1,290	1,390	1,500	1,500	0	0.0%
55800 - TRS MISC SUPPLIES	1,631	1,109	1,500	1,500	0	0.0%
55801 - TRS COMPUTER EXP	850	850	800	800	0	0.0%
004 - SUPPLIES Total	3,771	3,349	3,800	3,800	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57402 - TRS FICA EXPENSE	155,316	159,222	0	0	0	0.0%
57403 - TRS INSURANCE BONDS	1,300	1,650	1,850	1,850	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	156,616	160,872	1,850	1,850	0	0.0%
Grand Total	491,354	442,415	285,307	296,266	10,959	3.8%

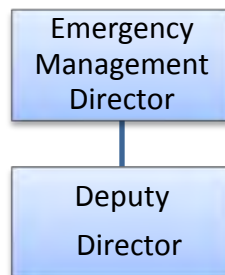
Section 5:
Public Safety

EMERGENCY MANAGEMENT

MISSION STATEMENT

The Newburyport Emergency Management Agency’s (EMA) mission is to provide a comprehensive and integrated management system that coordinates local, state and federal resources to protect lives, property and the environment from all natural and man-made hazards through planning, mitigation, response and recovery.

ORGANIZATIONAL OVERVIEW



PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Updated Emergency Response Plan	100%	--	75%	80%	90%
Updated Hazard Mitigation Plan	100%	--	100%	100%	100%
Successful participation in the radiological response plan	100%	--	100%	100%	100%
Continued education of city staff	100%	--	100%	100%	100%

FY2017 ACCOMPLISHMENTS

- Transitioned to new emergency management staff.
- Improved the Emergency Operation Center and readied the facility for continued/increased use.
- Completed quarterly inventory to insure readiness for a radiological, natural or man-made disaster.
- Successfully participated in practice and graded exercises for the Seabrook Station Radiological Response Plan.

FY2018 TRENDS

The EMA will continue to ensure that the city, staff and facility are ready to prepare for, respond to, mitigate and recover from any emergency, natural or man-made that may befall the city. As weather patterns continue to change, it is foreseeable that we will experience more frequent significant storms and events. This, along with increased threats throughout our nation, demands that we be ready as a community to safeguard our citizens. We will continue to involve all departments and staff in the planning process to insure maximum readiness. We will continue to upgrade all emergency plans to ensure compliance with the Federal Response Plan, maintaining our eligibility for federal disaster assistance.

FY2018 GOALS & OBJECTIVES

GOAL 1: UPDATE PLANS, PROCEDURES, FACILITY AND EQUIPMENT

Objectives:

- Continue with quarterly inventories; ensuring equipment readiness
- Update emergency and operational plans
- Update Hazard Mitigation Plan

GOAL 2: CONTINUE ADVANCED TRAINING FOR STAFF

Objectives:

- Post training and seminar notices and advanced MEMA training
- Conduct annual refresher EOC and radiological training
- Conduct tabletop exercises/drills

GOAL 3: UPDATE TECHNOLOGY IN THE EMERGENCY OPERATIONS CENTER

Objectives:

- Eliminate unused/outdated computer equipment; replace with minimum number of modern units
- Update printers and copiers to current, working units
- Update radio/communications equipment

PROGRAMS & SERVICES

Administration	Nuclear Preparedness
<ul style="list-style-type: none"> • Mitigation • Preparation • Response • Recovery • CERT Program • Local Shelters • Equipment • Training 	<ul style="list-style-type: none"> • Mass Health KI • Evacuation • Planning Zone • Siren Notification • Nuclear Training • Regional Planning • Disability Transportation

EMERGENCY MANAGEMENT (01-291)

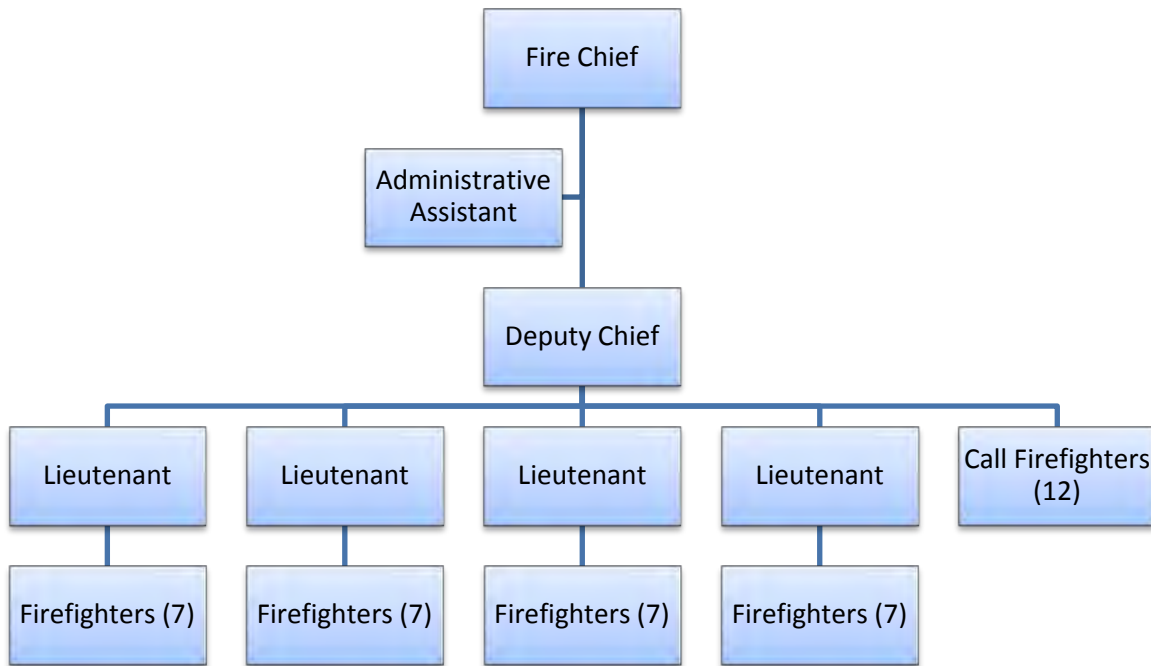
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - EMR COORDINATOR	10,000	9,192	10,038	11,000	962	9.6%
51102 - EMR DEPUTY COORDINATOR	3,351	3,000	3,012	3,000	(12)	-0.4%
001 - PERSONNEL SERVICES Total	13,351	12,192	13,050	14,000	950	7.3%
002 - PURCHASE OF SERVICES						
52100 - EMR UTILITIES EXPENSES	8,715	6,997	7,000	7,000	0	0.0%
52401 - EMR MAINT BLD/GROUNDS	61	3,000	5,000	5,000	0	0.0%
002 - PURCHASE OF SERVICES Total	8,776	9,997	12,000	12,000	0	0.0%
004 - SUPPLIES						
54200 - EMR MISC EXPENSE	501	1,850	1,000	1,000	0	0.0%
54801 - EMR FUEL/OIL VEHICLE	0	0	100	100	0	0.0%
004 - SUPPLIES Total	501	1,850	1,100	1,100	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57409 - EMR EXPENSES	0	2,000	2,000	2,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	0	2,000	2,000	2,000	0	0.0%
Grand Total	22,628	26,039	28,150	29,100	950	3.4%

FIRE DEPARTMENT

MISSION STATEMENT

The Newburyport Fire Department (NFD) is dedicated to protecting lives and property from the adverse effects of fire, medical emergencies, hazardous materials and other disasters through rapid emergency response, proactive code enforcement, fire prevention and public safety education for the benefit of the community.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Chief	1.0	1.0	1.0
Deputy Chief	1.0	1.0	1.0
Lieutenants	4.0	4.0	4.0
Firefighters	28.0	28.0	28.0
Total Full Time-Equivalents	34.0	34.0	34.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Response times – less than 6 minutes 90% of all calls	<6 min	100%	100%	100%	100%
Minimum staffing maintained per contract	7	7	7	7	7
Fire Prevention/Inspection staffing	1	1	1	1	1
Employee injuries vs population (NFPA measurement)	1.5	3	1	1	1
Personnel completed mandatory fire training and certifications	100%	100%	100%	100%	100%
Personnel completed EMS training requirements	100%	100%	100%	100%	100%
Fires kept to area of origin	100%	100%	100%	100%	100%

FY2017 ACCOMPLISHMENTS

- Procured one used 41' fire boat from USCG surplus
- Trained personnel on the operation of the Fireboat Raven
- Equipped all personnel with (NARCAN) to assist with reversing the effects of a heroin overdose
- Call firefighters trained and certified through the call/volunteer academy
- All continuing education hours for EMS and fire certifications obtained in-house
- Continued to send personnel to advanced training courses throughout the area

FY2018 TRENDS

In 2018, the NFD will continue our efforts to establish transporting Emergency Medical Services based in the fire station. This will improve the delivery of pre-hospital EMS; providing better response times and greater continuity of care. We will continue to educate and equip our personnel to handle any crisis, including the heroin crisis that we currently face. We will continue to explore educational opportunities for our personnel including advanced medical programs and certifications including Advanced EMT and Paramedicine. We will also continue our efforts to update the department's fleet of apparatus and equipment. Additionally, we will pursue design studies to renovate/replace the city's fire stations. As we become more enlightened on the methods to keep our personnel safe and healthy, it has become apparent that our current facilities are lacking in these areas, and improvements are necessary in the environment in which our personnel live, work and train.

FY2018 GOALS & OBJECTIVES

GOAL 1: ADOPT AND EMBRACE NATIONAL BEST PRACTICES

Objectives:

- Continue to operate utilizing the National Incident Management System in compliance with federal regulations.
- Review and update the department's Standard Operating Procedures (SOPs) to insure compliance with national standards and local and state ordinances.
- Promote professional development of our personnel by encouraging them to participate in outside training and their involvement with professional fire service organizations.
- Promote proper staffing and supervisory ranks to improve accountability and safety.
- Pursue healthier work environments for our personnel.

GOAL 2: CONTINUE PROGRAM TO UPDATE THE DEPARTMENT'S APPARATUS, EQUIPMENT AND FACILITIES

Objectives:

- Design and procure a new aerial ladder truck for the department, replacing a ladder truck that is twenty years old
- Update the department's forestry truck by remounting the pump and body on a new chassis.
- Begin replacement of the department's fire hoses, nozzles and fittings.
- Begin upgrade of portable and mobile radio equipment.
- Begin design of fire station renovations/replacement.
- Pursue emergency shelter/fire station on Plum Island.

GOAL 3: EXPAND OUR EMS CAPABILITIES, INCLUDING PRE-HOSPITAL EMS TRANSPORT

Objectives:

- Procurement of one Type III ambulance for the fire department.
- Obtain licensure for transporting EMS service.
- Continue to seek EMT certification for all department members.
- Evaluate the hiring of additional fire/EMS personnel to handle additional call volume and apparatus.

PROGRAMS & SERVICES

Fire Administration & Management	Fire Prevention & Education	Fire Suppression	Emergency Medical and Rescue Response
<ul style="list-style-type: none"> • ISO Rating of 3/9 • Human Resources • Record Keeping, Data Management, Reporting • Financial oversight, budgeting, and capital planning • Grant writing and administration • Hazardous materials incident billing • Facilities maintenance • Vehicle and equipment maintenance • Purchasing • Mutual Aid Planning • Comprehensive Emergency Planning- natural and manmade • Regional Emergency Response Planning Committee- hazardous materials planning • Community right to know • Public Assistance and Information • Critical Incident Response Management • Interoperable communications 	<ul style="list-style-type: none"> • Permits, inspection and code enforcement • Site plan, building plan and fire detection/ suppression plan review • Hazardous Materials Review • Life safety inspections and fire drills • Inspection/Planning program • Open air burning and permitting • Fire Alarm receiving station • Public fire prevention and education programs • SAFE program • Fire extinguisher training • Fire prevention Open House • Juvenile fire setters program and evaluation • First Aid and CPR training • Municipal Fire Alarm Maintenance 	<ul style="list-style-type: none"> • National Incident Management System • Incident command System • Structural firefighting • Rapid Intervention Teams • Fire Investigation • Brush and forest fire fighting • Hazardous materials operational response level • Mass Decon Unit • Marine fire response • All hazardous disaster response • Water supply planning • Member of Seacoast Chief Fire Officer Mutual Aid District (3 state mutual aid system) • Essex County Fire Chief Mutual Aid System, state wide mobilization response group for district 15 	<ul style="list-style-type: none"> • Provide basic life support • Operate EMT staffed engine companies • All fire department vehicles equipped with defibrillators • Motor vehicle extrication • Water and ice rescue • Technical rescue; heights, confined space, trench collapse, structural collapse • Hazardous Materials Decontamination Response • Search and Rescue • State wide disaster task force

FIRE DEPARTMENT (01-220)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - FIR SAL FIRE CHIEF	122,400	129,170	127,835	129,892	2,057	1.6%
51102 - FIR SAL DEPUTY CHIEF	106,718	110,444	107,260	114,500	7,241	6.8%
51142 - FIR SAL FIRE FIGHTERS	1,944,658	2,106,840	2,123,671	2,197,246	73,575	3.5%
51144 - FIR SAL CALL-FIREFIGHTERS	8,802	9,369	14,200	15,000	800	5.6%
51150 - FIR ADMINISTRATIVE ASSISTANT	60,454	64,921	64,047	66,489	2,442	3.8%
51156 - FIR SAL DISPATCHERS	146,599	171,015	178,000	184,321	6,321	3.6%
51301 - FIR OVERTIME	471,356	374,748	262,250	272,250	10,000	3.8%
51302 - FIR DISP OVERTIME	18,132	35,437	25,000	25,500	500	2.0%
51401 - FIR LONGEVITY	115,721	120,225	123,000	125,500	2,500	2.0%
51402 - FIR PAID HOLIDAYS	113,057	114,913	121,000	128,900	7,900	6.5%
51403 - FIR DISPATCH HOLIDAY	7,723	8,296	9,400	10,000	600	6.4%
51405 - FIR PR CLOTHING ALLOWANCE	35,400	34,336	39,500	40,300	800	2.0%
51407 - FIR EDUCATION CREDITS	1,275	425	0	0	0	0.0%
51408 - FIR SICK DAY USAGE INCENTIVE	1,619	1,727	2,500	2,500	0	0.0%
51412 - FIR CLOTHING REIMBURSEMENT	2,007	2,887	4,000	4,000	0	0.0%
51415 - FIR STIPEND TEAM A/B	8,250	8,250	8,550	8,700	150	1.8%
51416 - FIR HAZ/MAT STIPEND	28,050	29,211	32,300	33,000	700	2.2%
51417 - FIR PROFESSIONAL DEVELOPMENT	2,860	1,828	5,000	8,000	3,000	60.0%
51509 - FIR INJURED-ON-DUTY	9,324	12,829	16,500	42,541	26,041	157.8%
51901 - FIR RETIREMENT EXPENSE	0	300	0	0	0	0.0%
51902 - FIR ACCREDITATION STIPEND	0	0	0	2,598	2,598	0.0%
51903 - FIR FITNESS ALLOWANCE	0	0	0	200	200	0.0%
001 - PERSONNEL SERVICES Total	3,204,404	3,337,171	3,264,012	3,411,437	147,425	4.5%
002 - PURCHASE OF SERVICES						
52101 - FIR HEAT/ELECTRICITY	27,449	25,998	30,000	30,000	0	0.0%
52401 - FIR MAINT-BLDGS & GROUNDS	6,834	13,673	15,000	15,000	0	0.0%
52402 - FIR MAINT-EQUIPMENT	22,038	32,818	13,000	13,000	0	0.0%
52403 - FIR MAINT-VEHICLES	103,490	55,407	47,500	47,500	0	0.0%
52408 - FIR MAINT-FIRE ALARMS	20,254	25,000	25,000	25,000	0	0.0%
52409 - FIR CONTRACTED SERVICES	3,478	1,806	5,000	5,000	0	0.0%
52411 - FIR COMPUTER EXPENSE	5,102	6,047	7,500	7,500	0	0.0%
52412 - FIR RADIOS/PAGERS	2,645	6,710	4,000	4,000	0	0.0%
52750 - FIR LEASE OF VEHICLES	34,309	28,397	23,000	13,000	(10,000)	-43.5%
53005 - FIR MEDICAL/PHYSICAL EXAMS	0	0	2,000	500	(1,500)	-75.0%
53006 - FIR MEDICAL/DRUG TESTING	264	4,869	1,000	1,000	0	0.0%
53007 - FIR IN-SERVICE TRAINING	5,127	7,455	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	230,990	208,179	183,000	171,500	(11,500)	-6.3%

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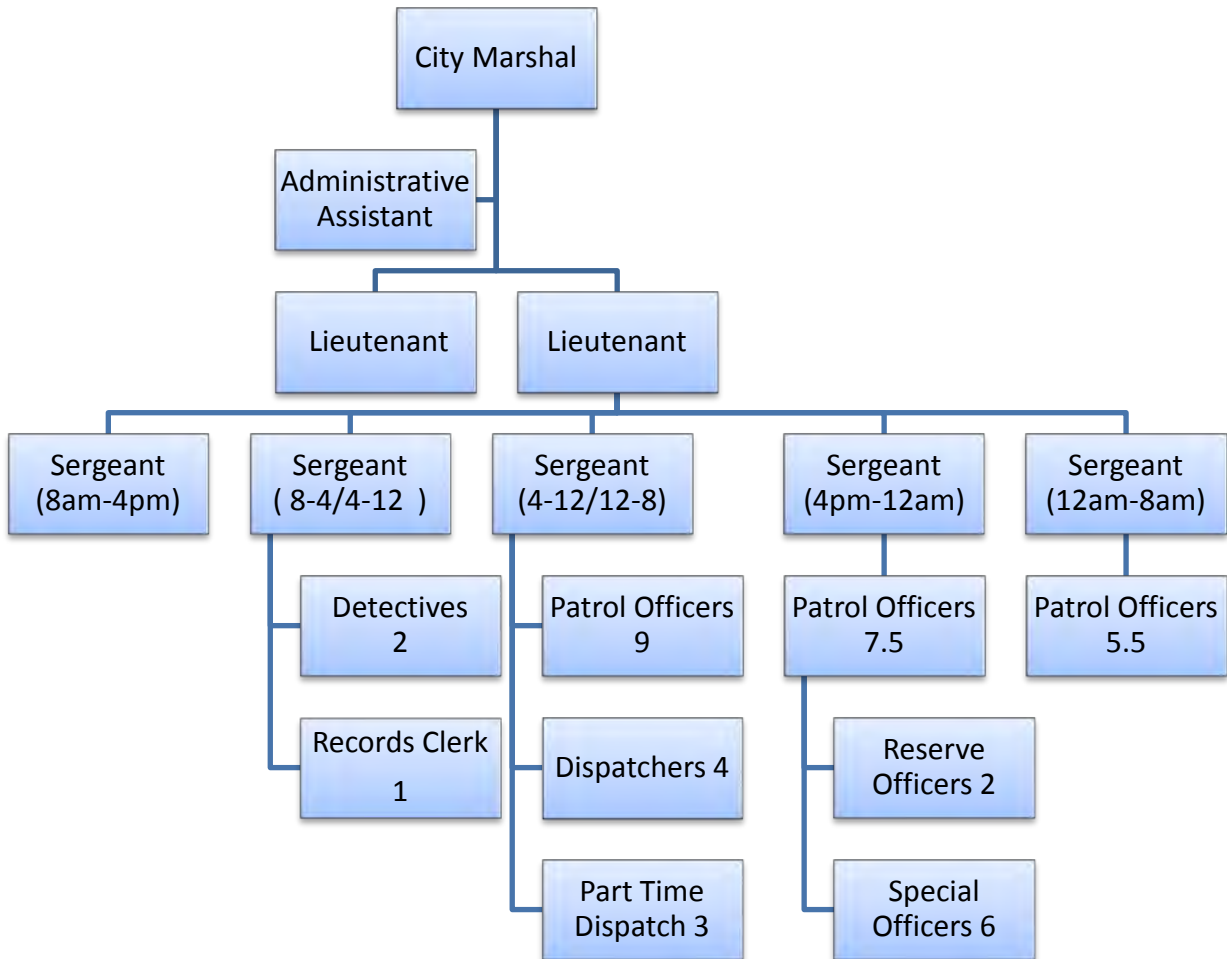
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
54200 - FIR OFFICE SUPPLIES	2,636	2,178	3,000	3,000	0	0.0%
54315 - FIR MISC FIRE EQUIP	0	631	0	0	0	0.0%
54316 - FIR NEW HOSE-FITTINGS	59	0	16,000	3,000	(13,000)	-81.3%
54317 - FIR PROTECTIVE CLOTHING	4,812	18,680	17,500	17,500	0	0.0%
54318 - FIR PROTECTIVE EQUIPMENT	3,616	1,683	4,000	3,000	(1,000)	-25.0%
54319 - FIR FOAM & EQUIPMENT	995	500	2,000	2,000	0	0.0%
54801 - FIR FUEL/OIL VEHICLE(S)	19,133	11,500	34,500	20,000	(14,500)	-42.0%
55001 - FIR MEDICAL SUPPLIES	6,598	3,709	4,000	4,000	0	0.0%
55101 - FIR EDUCATIONAL MATERIAL	2,715	3,892	3,000	3,000	0	0.0%
55800 - FIR MISC SUPPLIES	2,834	4,195	1,000	1,000	0	0.0%
004 - SUPPLIES Total	43,400	46,968	85,000	56,500	(28,500)	-33.5%
007 - OTHER CHARGES & EXPENSES						
57300 - FIR DUES & MEMBERSHIPS	3,689	5,215	5,450	5,450	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	3,689	5,215	5,450	5,450	0	0.0%
Grand Total	3,482,483	3,597,534	3,537,462	3,644,887	107,425	3.0%

POLICE DEPARTMENT

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Marshal	1.0	1.0	1.0
Lieutenant	2.0	2.0	2.0
Sergeant	5.0	5.0	5.0
Inspector	2.0	2.0	2.0
Patrolmen	22.0	22.0	22.0
Administrative Assistant	1.0	1.0	1.0
Records Secretary	0.5	0.5	0.5
Dispatcher	4.0	4.0	4.0
Custodian	0.5	0.5	0.5
Total Full Time-Equivalents	38.0	38.0	38.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Response Time 2 Minutes and Under	%	90.05%	88.75%	89%	90.25%
Speed Study High St	#	30.01	30.46	29.51	30
Speed Study Merrimac St	#	33.16	32.44	25.49	30.36
Speed Study Low St.	#	31.65	32.44	33.94	32.67
Speed Study Water St	#	29.46	29.45	29.85	29.58
Accidents High St	#	49	42	40	40
Accidents Merrimac St	#	43	42	49	44
Accidents Low St	#	27	28	17	12
Accidents Water St	#	13	16	21	15
Accidents Storey Ave	#	72	74	86	77
Accidents streets Intersecting High St	#	22	23	18	21
Accidents Streets Intersecting Merrimac St	#	13	26	12	17

FY2017 ACCOMPLISHMENTS

- Maintained our State Accreditation receiving our 5th award
- Hired 5 new Officers, 3 officers were lateral transfers and already completed the 26 week police academy. 2 officers attended the police academy held at Northern Essex Community College and Graduated in October.

- Newly promoted Supervisors attended the FBI LEEDA Executive Leadership Training. 3 Supervisors received the FBI LEEDA Trilogy award, Sgt Jason Kohan, Sgt. Charles Eaton and Lt. Matt Simons. The FBI LEEDA Trilogy Award distinguishes exceptional individuals who demonstrate a high level of dedication to their commitment in professional development and leadership skills.
- Conducted Traffic Studies on most major roadways in the City along with directed patrols. The traffic signboard, which has the latest technology, has provided the Department with a detailed account of traffic speed, volume and trends. This information is shared on our Facebook page.
- Held a Rape Aggression Defense System for Women. These classes were taught by Officer Michalek and Officer Muldowney who are nationally certified instructors.
- Participated in the DEA National Drug Take Back Initiative of unused, unwanted medications.
- Continued success with our School Resource Officer who spends time in the Bresnahan, Rupert A. Nock Middle School and the Newburyport High School.
- Promoted Sgt. Matt Simons to Lieutenant
- Promoted Officer Greg Whitney to Sergeant
- Hired 1 part-time dispatcher, and 1 Full-Time Dispatcher to replace vacancies, each of whom is certified in Emergency Medical Dispatch (EMD) allowing them to provide medical aid over the phone to 911 callers.
- Worked with the school to update and complete a school safety plan.
- Developed the Ward Liaison program assigning a Sergeant to each Ward Councilor to address quality of life issues.
- Continue to work with Newburyport Youth Services and the Beacon Coalition to train and educate on addiction.
- Completed ALERT (Active Shooter training) for 20 Officers, this is an advanced law enforcement rapid response training.
- Managed public safety for major events including 12 road races, 3 of which are ½ Marathons, Yankee Homecoming, River-Fest, Car- Show, Invitation Nights, Waterfront Concerts and numerous weekend festivals.
- Purchased 3 new cruisers to replace depleted fleet.
- Participated in a number of community activities including:
 - Tours of the police station for local schools as well as local Boy and Girl Scout Troops.
 - Local fundraisers where we have a police officer drive a student to school in a police cruiser.
 - Maudsley State Park Safety Day.
 - 13th annual open house on the first Saturday of Yankee Homecoming. This open house has become very popular with hundreds of families and young children touring the station.
 - 11th annual food drive at Shaw's and Market Basket in early December collecting food to support the Salvation Army. In FY16 we collected approximately \$13,000 in cash donations and gift cards. This was our most successful year to date.

- Annual Kids Day at Atkinson Common, where children were able to see several of our police vehicles including the motorcycles, as well as receive safety tips.
- Special Olympics Convoy where officers from the department met with officers from several departments and drove in a convoy in police cruisers to Harvard Stadium in Cambridge where they were able to participate in the awards ceremony by presenting the athletes with medals.
- “Cops for Kids with Cancer” where officers visited patients in an effort to give them a break from the stresses of cancer treatment.
- Annual Youth Services “Touch-A-Truck” at Cashman Park where kids can explore public safety vehicles.
- Held an open house for March Addiction and Awareness month to provide information on opioid addiction.

Awards and Grants

- AAA American Automobile Association of Southern New England, Safety Silver Award
- The Stanton Foundation Grant
- Traffic Highway Safety Grant

FY2018 TRENDS

The police department’s activity has seen an increase in activity this past year with 22,984 calls for service. The 488 persons arrested/summoned to court were 97 higher than last year.

There was an increase in motor vehicle crashes in 2016, from 373 to 381. Six streets make up two-thirds of all crashes in the City. The FY16 traffic accident data on those streets is as follows:

- Storey Ave 86
- Merrimac St. 49
- High St. 40
- Low St. 17
- Water St. 21
- State St. 21

This increase is concerning given our officers try and focuses their traffic enforcement on accident causing violations and some of the highest enforcement has taken place on these same roadways. Traffic and congestion throughout the year continues to present frustration and has increased situations on a daily basis. Distracted driving on congested roadways seems to be a growing concern. The increase in accidents on Storey Ave may be attributable to the construction and traffic detours. Parking enforcement by police resulted in approximately \$24,045 in fines; this does not take into account the number of warning parking tickets that were issued.

The Department will be undergoing a change from the emergency 911 system to the new Next Generation 911. What this means is the system will depend on high quality mapping: maps of emergency service zones boundaries and maps of service locations and points. Once the NextGen 911 system is in place, location information determines where the call is answered: for cell calls, longitude/latitude or an approximate location based on which cell towers receive the call signal; for landline phones, the addresses. The system will also allow for text to be received as 911 calls. State Funding will pay for all Officers and Dispatchers for training and upgrades.

With the Legalization, Regulation and Taxation of Marijuana in effect, this will create some hurdles for the police department and the city. Over the course of the year, the Newburyport Police Department will work with local officials to adopt ordinances that impose reasonable safeguards on the operation of marijuana establishments.

We will continue our efforts to work with other stakeholders to improve pedestrian safety, in particular crosswalk safety, by improving design, signage, education, and enforcement. Crosswalk safety has been of concern in the past but with increased traffic volume, more residents, and the aggressiveness of drivers the safety of pedestrians and crosswalk violations has to be a focus to improve overall safety. We will also concentrate on distracted driving, which is becoming a major problem on our roadways.

Internet crimes and scams continue to be a problem for law enforcement. These technology scammers will target anyone. Our Detectives are working hard to identify scams and educate the public. The top five scams are IRS, debt collection, lottery gifts and sweepstakes, employment and on-line purchase scams.

School safety continues to be a priority for the department. The school resource officer visits all the schools daily, and is heavily involved in the school culture, creating a safe environment for the students and faculty. This past year we sent 20 Officers to ALERT (Active Shooter Training) which is an advanced rapid response training. Work was done to update and complete the school safety plan.

The Newburyport Police Department will continue to work in collaboration with all city departments and organizations to bring the necessary programs and services to the residents and business owners.

FY2018 GOALS & OBJECTIVES

GOAL 1: MAINTAIN STATE ACCREDITATION

Objectives:

- Department review of all policies
- Self-evaluation to demonstrate compliance with commission standards
- On-Site assessment in April by independent Assessors
- The Award will be anticipated sometime in May

GOAL 2: SCHOOL SAFETY

Objectives:

- Work on adding “tools” to their plan that allows for additional options beyond locking-in-place
- Additional training and empowerment of staff to make decisions in critical situations
- Work with neighboring communities to conduct ongoing drills and training at area schools
- Continue to evaluate implementation of ALICE (Alert, Lockdown, Inform, Counter, Evacuate) or similar school safety protocol

GOAL 3: REPLACE AND UPGRADE EQUIPMENT

Objectives:

- Replace the 8 year-old 3rd generation Glocks with 4th generation Glock handguns while they still hold a substantial trade-in value
- Evaluate a move from a .40 caliber duty firearm to a 9mm caliber firearm allowing for ammunition cost savings
- Install computers in cruisers and complete all necessary training for staff
- Purchase an all-purpose utility vehicle

GOAL 4: RESERVE LIST

Objectives:

- Hire 8 Reserve Officers to get us back to the authorized number of 10
- Utilize Reserve Officers to compliment patrols during busy periods.

GOAL 5: MOTOR VEHICLE CRASH REDUCTION

- Reduce Motor Vehicle Accidents through traffic studies and targeted patrols.

PROGRAMS & SERVICES

Patrol

- Emergency Response
- Accident Investigation
- Traffic Enforcement
- Juvenile Services
- School Resource Officer
- Car seat installation
- Bike patrols
- Motorcycle patrols
- RAD training
- Emergency Dive Team
- Elder Services
- Domestic Violence Team
- Firearm Permitting
- Beach Patrols
- K-9 Officer

Investigations

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

Communications & Administration

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

POLICE DEPARTMENT (01-210)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51110 - POL SAL MARSHAL	162,719	185,982	135,519	138,727	3,208	2.4%
51142 - POL SAL OFFICERS	1,877,008	2,030,350	2,178,605	2,177,487	(1,117)	-0.1%
51144 - POL SAL RESERVE OFFICERS	0	5,655	10,000	10,000	0	0.0%
51150 - POL SAL ADMIN ASSISTANT	57,644	60,440	61,263	62,402	1,139	1.9%
51152 - POL SAL CLERICAL	10,678	21,223	22,384	23,119	735	3.3%
51156 - POL SAL DISPATCH F/T	174,688	175,312	182,241	187,798	5,557	3.0%
51164 - POL SAL DISPATCH P/T	1,935	10,920	15,000	15,000	0	0.0%
51166 - POL SAL CUSTODIAL	29,821	29,916	29,588	30,212	624	2.1%
51301 - POL OFF OVERTIME	245,697	272,869	230,000	230,000	0	0.0%
51302 - POL DIS OVERTIME	13,267	8,861	15,000	15,000	0	0.0%
51400 - POL AFSCME EDUCATION STIPEND	2,525	1,125	2,525	1,125	(1,400)	-55.4%
51401 - POL LONGEVITY	60,504	60,631	44,653	46,465	1,811	4.1%
51402 - POL OFF PAID HOLIDAYS	47,130	61,805	65,000	65,000	0	0.0%
51403 - POL DIS PAID HOLIDAYS	6,233	5,781	5,995	6,122	127	2.1%
51404 - POL COURT TIME	37,100	36,236	36,000	36,000	0	0.0%
51405 - POL PR OFF CLOTHING ALLOW	42,848	44,723	46,500	48,000	1,500	3.2%
51406 - POL EVALUATIONS	28,831	0	0	0	0	0.0%
51409 - POL MARSHAL'S STIPEND	3,000	0	3,000	3,000	0	0.0%
51410 - POL OFF NIGHT DIFFERENTIAL	53,643	57,966	56,955	56,033	(922)	-1.6%
51411 - POL DIS NIGHT DIFFERENTIAL	2,328	2,380	2,600	2,392	(208)	-8.0%
51412 - POL DISP CLOTHING REIMB	2,252	1,603	2,400	2,600	200	8.3%
51413 - POL ACCREDITATION ALLOWANCE	31,943	42,607	43,000	43,000	0	0.0%
51509 - POL INJURED-ON-DUTY	11,078	19,616	20,000	42,541	22,541	112.7%
51513 - POL SAL INN ST INITIATIVE	11,343	10,000	10,000	10,000	0	0.0%
51601 - POL FITNESS ALLOWANCE	3,315	2,855	4,500	4,500	0	0.0%
001 - PERSONNEL SERVICES Total	2,917,529	3,148,855	3,222,729	3,256,523	33,794	1.0%
002 - PURCHASE OF SERVICES						
52101 - POL HEAT	12,930	8,738	12,000	10,000	(2,000)	-16.7%
52102 - POL ELECTRICITY	33,299	34,865	40,000	40,000	0	0.0%
52401 - POL MAINT-BLDG	10,927	14,337	15,000	15,000	0	0.0%
52402 - POL MAINT-EQUIPMENT	17,880	9,511	10,000	15,000	5,000	50.0%
52403 - POL MAINT-VEHICLES	20,057	21,147	21,540	22,000	460	2.1%
52701 - POL COPIER SUPPLIES	4,117	0	0	0	0	0.0%
53001 - POL E.A.P.	0	0	289	289	0	0.0%
53002 - POL MEDICAL EXPENSES	4,544	4,480	4,000	4,000	0	0.0%
53003 - POL LICENSING ,WARR & CONTRAC	54,704	53,245	54,500	60,773	6,273	11.5%
002 - PURCHASE OF SERVICES Total	158,460	146,323	157,329	167,062	9,733	6.2%

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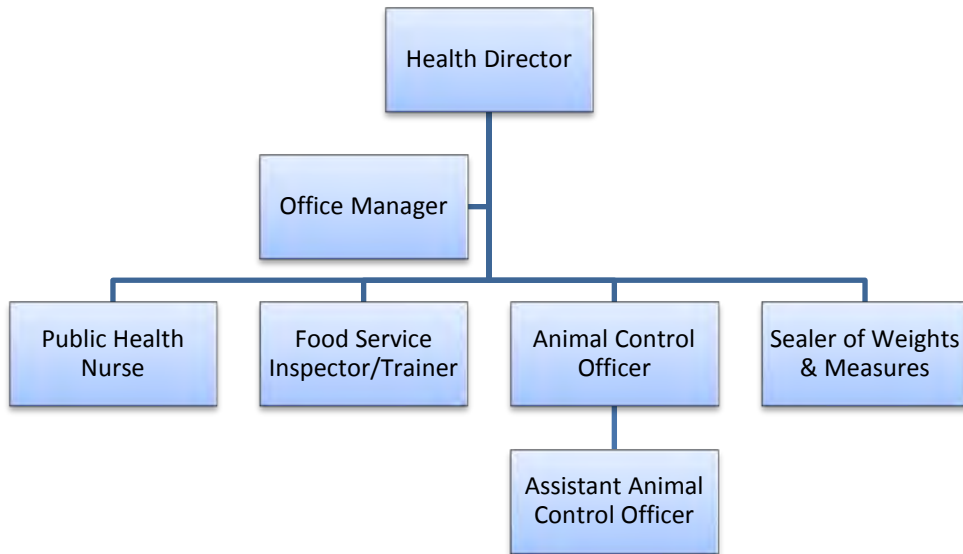
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
54200 - POL OFFICE SUPPLIES	15,629	9,879	12,000	12,000	0	0.0%
54310 - POL SUPPLIES-CRIME LAB	1,383	1,490	1,500	1,500	0	0.0%
54801 - POL FUEL/OIL VEHICLE(S)	51,253	29,989	67,500	52,500	(15,000)	-22.2%
54901 - POL PRISONER MEALS	33	26	100	100	0	0.0%
55001 - POL MEDICAL SUPPLIES	327	2,998	2,000	2,000	0	0.0%
55800 - POL MISC SUPPLIES	7,346	8,039	7,500	7,500	0	0.0%
55801 - POL AMMUNITION/WEAPONS	7,761	11,142	19,500	14,000	(5,500)	-28.2%
004 - SUPPLIES Total	83,732	63,563	110,100	89,600	(20,500)	-18.6%
007 - OTHER CHARGES & EXPENSES						
57300 - POL DUES & SUBSCRIPTIONS	9,335	13,986	14,750	14,750	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	9,335	13,986	14,750	14,750	0	0.0%
008 - CAPITAL OUTLAY						
58501 - POL CAP EXP-MIS/COMMUNICTNS	6,000	5,994	6,000	6,000	0	0.0%
58502 - POL PUR CRUISER(S)	61,655	95,427	45,000	55,000	10,000	22.2%
008 - CAPITAL OUTLAY Total	67,655	101,421	51,000	61,000	10,000	19.6%
Grand Total	3,236,712	3,474,148	3,555,908	3,588,935	33,027	0.9%

HEALTH DEPARTMENT

MISSION STATEMENT

The mission of the Health Department is to educate, promote, improve and protect the public health and wellbeing 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 Law’s, the Health Department is mandated under a dutiful obligation to develop and implement health policies, standards, bylaws and regulations. The Health Department is also obligated to conduct inspections and provide public health services to the community.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Health Director	1.0	1.0	1.0
Office Manager	0.8	0.8	0.8
Health Nurse	0.5	0.7	0.7
Food Service Inspector (Two P/T)	0.0	1.0	1.0
Animal Control Officer	1.0	1.0	1.0
Assistant Animal Control Officer	0.4	0.4	0.4
Total Full Time-Equivalents	3.7	4.9	4.9

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Website development/public access	% forms completed	0	0	20%	95%
Trained staff	Certifications	0	0	1	2
Nuisance animal complaints	Each	27	114	165	180
Flu vaccine	Doses	465	450	440	440
Hep B vaccine	Individuals / Doses	0	0	36	20
CPR/1 st Aid Training	Participants	0	70	67	70
Nutrition Education Program	Participants	0	15	15	50
Fresh produce made available to the community (thru Nourishing the North Shore grant)	Lbs.	0	0	2,000	8,000
Educational Offerings:	Participants	100	100	100	200
Food rescued and diverted to local food pantries	Lbs.			643	1,200
Grant funding Received	\$		4,000	63,000	75,000
Kitchen Gardens at Public Housing	Families		0	0	15

FY2017 ACCOMPLISHMENTS

- Updated Health Department webpage. Posted applications for ease of public access.
- Updated and restructured “Temporary Food Event” application and process. Met with Chamber of Commerce to discuss and implement new procedure for festivals and events.
- Nourishing the North Shore (NNS), a program of the Newburyport Health Department, is working at the community level to help address the issue of food insecurity in the greater Newburyport area. NNS provides the people of Newburyport and surrounding communities with access to affordable, fresh produce. NNS has its own production garden located at the Emery House in West Newbury, and our “Pitch In” team gleans (harvests crops left behind) at two local farms. All produce grown and gleaned is distributed to food insecure families and seniors in the community. During FY 16 NNS distributed over 1 ton of produce. In FY 17 NNS will have additional garden sites at the Bresnahan Elementary School & the YWCA Early Childhood Center, enhancing STEM education and nutrition classes. NNS will also have an operational greenhouse at the garden site in West Newbury, allowing for fresh produce deliveries year round & will be gleaning at 2 additional farms. Grants totaling \$63,000 have been awarded to support the programs to expand the size of

the produce garden by relocating it to the Emory House in West Newbury and to make needed repairs to the greenhouse.

- **School Food Recovery:** Developed standard operating procedure (SSOP) to collect and divert foods from Newburyport schools to local food pantries. The City of Newburyport is one of first health departments to initiate a school food recovery program.
- Hepatitis B vaccine series administered to DPS staff.
- Conducted nine CPR trainings for the public and city employees.
- Conducted one ServSafe class in 2016 at City Hall and one scheduled for April of 2017 for Food Service permit holders requiring certification or re-certification. Thirty food service workers partook of this training.
- Staff development: Office Manager completed MaPHIT (Massachusetts Public Health Inspector Training) housing training and received certification. The department is investing in existing staff to provide back-up for required services which we would otherwise have to contract out to a third party. Office Manager and Health Director were re-certified as food safety managers.

FY2018 TRENDS

Nutrition moves to population health

As established health organizations focus on nutrition as a way to prevent costly medical problems and improve the overall health of the populations they serve, the demand for these services among populations fuels growth and innovation. A recent HRI survey found that consumers want more nutritional advice, especially from their healthcare resources.

Increase in reportable diseases:

Diseases will increase due to traveling to other countries. Diseases such as Zika virus, Ebola, TB and Chikungunya virus. These are acquired through mosquito bites or contact with an infected person. Reportable diseases are investigated by the Public Health nurse and case forms must be completed and sent to the Department of Public Health.

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

In a recent report titled *Ready or Not? Protecting the Public from Diseases, Disasters and Bioterrorism*, the report found that the nation is often caught off guard when a new threat arises, such as Zika, the Ebola outbreak or bioterrorist threat, which then requires diverting attention and resources away from other priorities.

Ready or Not? Examines the nation's ability to respond to public health emergencies, tracks progress and vulnerabilities, and includes a review of state and federal public health preparedness policies. Massachusetts achieved top ranking for Public Health Preparedness scoring 10 out of 10 on Key Indicators Related to Preventing, Detecting, Diagnosing and Responding to Outbreaks.

The city of Newburyport is part of the Region 3A, Northeast Public Health Coalition, which comprises of 14 communities. We meet to discuss and update emergency preparedness plans and conduct exercises and drills to ensure that proper action and responses are taken during any emergency.

Health and Medical Coordinating Coalitions

Six regional Health and Medical Coordinating Coalition (HMCC) have been established to promote cross-disciplinary planning and support public health and medical response across the Commonwealth during emergencies and disasters. The City of Newburyport is part of Region 3 HMCC which consists of 49 communities.

Each HMCC is supported by a sponsoring organization with dedicated staffing whose objective is to ensure integrated planning and capacity-building across five core disciplines: acute care hospitals, community health centers and large ambulatory care organizations, emergency medical services, local public health, and long term care. The HMCC works closely with other health and medical partners, and build strong connections with emergency management and public safety/first responder organizations within the region, as well as other public and private organizations with a role under Emergency Support Function 8 (ESF8), public health and medical services.

Each HMCC conducts capabilities-based planning to advance regional health and medical capacity to prepare for, respond to, recover from, and mitigate the impact of large scale emergencies and disasters. Planning activities will be consistent with the healthcare and public health preparedness capabilities as established by the Assistant Secretary of Preparedness and Response (ASPR) and the Centers for Disease Control and Prevention (CDC).

Opioid addiction and mortality:

Since 2000, opioid-related deaths have increased in Massachusetts by 350%. The recent rate of increase is several times faster than anything seen before with every community in Massachusetts impacted by the current opioid epidemic. However, beneath this statewide impact, data indicates that some areas of the Commonwealth have been disproportionately impacted by this opioid epidemic. In particular, southeastern Massachusetts and Essex County have been inordinately affected. Just as communities are differentially impacted by the current opioid epidemic, population groups are also differently burdened. Opioid-related death rates are highest among younger males – a fact that is similar in all states. Opioid-related death rates are also higher among those who have recently been released from Massachusetts prisons, those who have obtained opioid prescriptions from multiple pharmacies, and those who have obtained prescription opioids in combination with other scheduled medications.

Efforts have materialized to include a regional approach to the problem and we are developing new policies and procedures to address this crisis. Working alongside Youth Services, the Beacon Coalition, Police and Fire departments, we are educating the public and especially our youths to deter this emerging trend. The State has recognized the alarming rates of addiction and overdoses and has made

grants available to cities and towns; we will continue to seek funding from governmental and organizational sources to assist our efforts.

Tobacco and electronic cigarettes:

In July of 2014, the City adopted a requirement that only persons aged 19 and over may legally purchase tobacco products. Raising the age limit for these purchases has been a recent national trend in cities and towns, as are bans on “flavored” nicotine products. We will continue to review the City’s policies and procedures in looking at actions happening in other communities, especially with regard to electronic cigarettes and vaping among underage populations.

FY2018 GOALS & OBJECTIVES

GOAL 1: CONTINUE TO MODERNIZE AND STREAMLINE THE HEALTH DEPARTMENT ALLOWING A MORE USER FRIENDLY DEPARTMENT FOR THE STAFF AND PUBLIC ACCESS.

Objectives:

- Review and update Board of Health regulations.
- Continue to update all applications.
- Continue to utilize webpage for online access to applications and regulations for the public.
- Incorporate nursing and animal control to access shared file system

GOAL 2: CONTINUE TO EDUCATE AND DEVELOP A CROSS TRAINED STAFF IN HEALTH DEPARTMENT DUTIES AND RESPONSIBILITIES.

Objectives:

- Complete Local Public Health Institute’s “Public Health Core Training Certificate training for staff.
- Continue to have staff members attend trainings on health related topics: Housing, hoarding, substance abuse.
- Have staff certified in public health topics to include emergency preparedness, environmental matters, public health nursing and animal control.

GOAL 3: DIAGNOSE AND INVESTIGATE PUBLIC HEALTH PROBLEMS AND TO CONTINUE TO INFORM, EDUCATE AND EMPOWER RESIDENTS OF NEWBURYPORT ABOUT PUBLIC HEALTH ISSUES.

Objectives:

- Develop a hoarding task force.
- Participate in coalition efforts to work collaboratively to reduce high risk youth behaviors such as opioid use and addiction.

- Continue to update webpage to include educational material, updates and advisories on health related issues.
- Continue to obtain grant funding for public health issues.

PROGRAMS & SERVICES

Food Protection Program	Community Sanitation	Environmental Health	Community Health	Animal Control	Emergency Planning
<ul style="list-style-type: none"> •Annual Licensing and Permitting of Food Establishments •Food Recalls and News Alerts •Food Allergen Awareness and Training •Food Poisoning /Foodborne Illness Investigation & Control •Food Protection Manager Certification Program 	<ul style="list-style-type: none"> •Body Art Licensing and Inspections •Burial & Cremation Permits •Licensing & Permitting of camps •Correctional Facility Inspection •Housing Inspections •Indoor Ice Skating Rink Inspections •Swimming pool and beach inspections and testing •Medical waste facility inspections 	<ul style="list-style-type: none"> •Inspection of Public Areas •License and Permit Surface & Sanitary Disposal System •Soil Testing •Enforce State Smoke Free Law •License and Inspect well water supply •Mosquito control •Enforce pesticide laws •Water Quality •Oral Health •Air Quality and Noise Control 	<ul style="list-style-type: none"> •Public Health Nursing and Epidemiology services •Communicable and Infectious Disease Control •TB Testing •Blood Pressure Screening •Health & Wellness Fair •Emergency preparedness planning •Immunization and Vaccine Distribution •School Health •Occupational Safety and Health •Maternal and Child Health •Refugee and Immigrant Health •Mental Health •Substance Abuse Services 	<ul style="list-style-type: none"> •Enforcement of Newburyport Leash Law •Enforcement of Newburyport Disposal of Animal Waste Law •Prevention of the Spread of Rabies •Animal Inspections (Stables & Barn Inspection) •Dead Animal Removal •Animal Training & Education 	<ul style="list-style-type: none"> •Emergency Preparedness Planning & Training •Regional Coalition Plan •Isolation and quarantine plan •EDS Plan & Flow Plan •Sheltering Plan •Risk Communication Plan •Disaster Planning for Animals •Continuity of Operations plan •Medical Reserve Corp Plan •Pandemic Influenza Planning and Preparedness training

HEALTH DEPARTMENT (01-510)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HLH SAL HEALTH DIR	76,530	82,370	74,746	75,949	1,203	1.6%
51103 - HLH SAL OFFICE MANAGER	43,279	45,160	43,817	45,412	1,596	3.6%
51164 - HLH MINUTE TAKER	1,350	1,350	1,800	1,800	0	0.0%
51166 - HLH PER DIEM INSPECTORS	3,815	2,420	0	0	0	0.0%
51169 - HLH SAL WEIGHTS & MEASURERS	6,000	3,000	0	0	0	0.0%
51404 - HLH TRAVEL STIPEND	4,902	4,027	5,100	5,100	0	0.0%
51405 - HLH CLOTHING REIMBURSEMENT	257	850	600	600	0	0.0%
51711 - HLH SAL PUBLIC HEALTH NURSE	30,519	32,049	44,368	45,320	952	2.1%
001 - PERSONNEL SERVICES Total	166,652	171,226	170,432	174,181	3,750	2.2%
002 - PURCHASE OF SERVICES						
52904 - HLH ESSEX GREENHEAD	964	964	984	984	0	0.0%
52905 - HLH SOLID WASTE	36	0	0	0	0	0.0%
53204 - HLH HEALTH CONSULTANT	1,000	1,000	1,000	1,000	0	0.0%
53205 - HLH PER DIEM INSPECTORS	0	0	27,080	27,080	0	0.0%
53206 - HLH WEIGHTS & MEASURES INSP	0	0	7,000	7,000	0	0.0%
53700 - HLH TRAIN/TRVL/CONFR	799	1,583	2,300	2,300	0	0.0%
002 - PURCHASE OF SERVICES Total	2,800	3,548	38,364	38,364	0	0.0%
004 - SUPPLIES						
54200 - HLH MISC EXPENSE	2,436	1,891	2,000	2,000	0	0.0%
54201 - HLH WGHTS/MEASURE EXP	270	0	500	0	(500)	-100.0%
55000 - HLH MEDICAL & SURGICAL SUPP	375	2,181	2,500	2,500	0	0.0%
004 - SUPPLIES Total	3,081	4,071	5,000	4,500	(500)	-10.0%
007 - OTHER CHARGES & EXPENSES						
57300 - HLH DUES & MEMBERSHIPS	1,043	881	2,000	1,000	(1,000)	-50.0%
57400 - HLH GREEN INITIATIVES	(7,195)	0	0	0	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	(6,152)	881	2,000	1,000	(1,000)	-50.0%
Grand Total	166,381	179,726	215,795	218,045	2,250	1.0%

ANIMAL CONTROL (01-292)

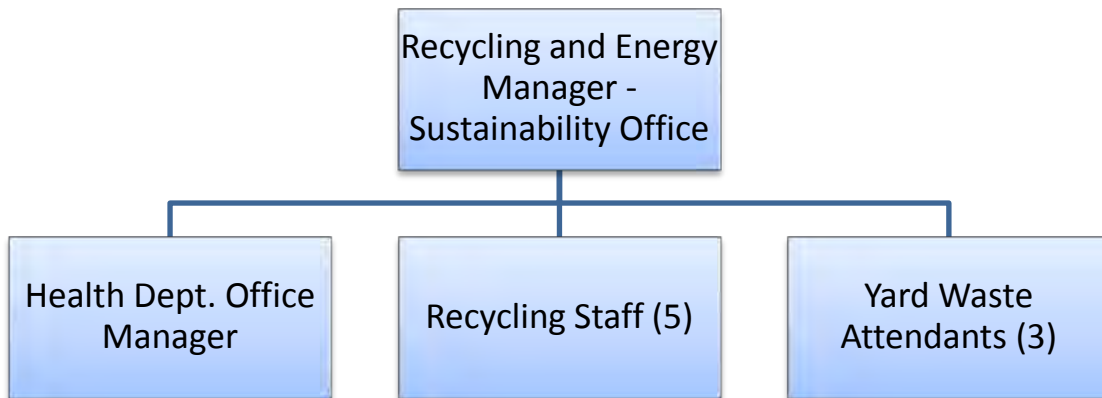
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - ANC SAL ANIMAL CONTROL OFFCR	31,580	36,107	35,570	41,457	5,887	16.5%
51102 - ANC SAL ASSIST ACO	10,791	9,243	12,340	12,340	0	0.0%
51301 - ANC OVERTIME	0	384	500	500	0	0.0%
51405 - ANC CLOTHING ALLOWANCE	600	600	600	600	0	0.0%
001 - PERSONNEL SERVICES Total	42,971	46,333	49,010	54,897	5,887	12.0%
002 - PURCHASE OF SERVICES						
52401 - ANC BUILDING & GROUNDS	980	4,014	4,500	4,500	0	0.0%
53009 - ANC CARE OF ANIMALS	994	5,082	3,000	3,000	0	0.0%
53010 - ANC DEAD ANIMAL REMOVAL	57	185	340	340	0	0.0%
002 - PURCHASE OF SERVICES Total	2,031	9,280	7,840	7,840	0	0.0%
004 - SUPPLIES						
54801 - ANC FUEL/OIL VEHICLE(S)	1,092	1,655	2,290	2,290	0	0.0%
004 - SUPPLIES Total	1,092	1,655	2,290	2,290	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - ANC DUES/LIS/SUBSCRIP	300	56	300	300	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	300	56	300	300	0	0.0%
Grand Total	46,394	57,324	59,440	65,327	5,887	9.9%

SUSTAINABILITY

MISSION STATEMENT

The mission of the Newburyport Sustainability Department is to protect and maintain the environment through education and outreach programs, the collection and disposal of wastes, conservation of natural resources, and planning for the future environmental needs of the people, who live, work, and conduct business in the City of Newburyport.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Sustainability Manager	1.0	1.0	1.0
Office Manager	0.2	0.2	0.2
Recycling Assistant (funded through Solid Waste)	0.4	0.4	0.4
Electronic Waste Associates (funded through Solid Waste)	0.5	0.5	0.5
Yard Waste Attendants	0.4	0.4	0.4
Total Full Time-Equivalents	2.5	2.5	2.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Recycling Tonnage	Tons	2,948	2,603	2,506	2,500
Solid Waste (SW) Tonnage	Tons	5,359	5,235	5,193	5,200
Street Light LED Upgrade	Percentage	0	0	0	100%
South End Organics Pilot	Tons	0	0	83	85
Household Hazardous Waste Disposal	Gallons	3,055	3,114	3,420	3,200
Municipal Building Energy Supply (per kWh)	Price	.0785	.0929	.0907	.0907

FY2017 ACCOMPLISHMENTS

- Approved by the Departments of Energy Resources and Public Utilities to bring a residential electricity aggregation program to city residents and businesses and has sought pricing which we thought was too high, between \$.10 and \$.12/kwh. The city can continue to seek pricing during the next year as well.
- Completed our *Clean Energy Roadmap* in January 2015. The Roadmap included strategies to increase the use of renewable energy generation to reach Newburyport's goal to become a zero net energy community by 2050. The Energy Advisory Committee (EAC) reviews and implements as specified. Of the 14 strategies outlined in the roadmap, we have implemented 8 thus far including: completed one grassroots energy efficiency campaign, installation of a green roof demonstration unit, DPU approved community wide aggregation plan, and increased access to electric vehicle charging stations.
- Developed a list of criteria for evaluation of potential solar canopy sites and identified 18 potentially viable sites with grant funds from the Mass Clean Energy Center. Responses were received for some of the sites and the information was provided to the property owners. There were two viable public sites in the RFI but the city did not pursue due to legislative uncertainty regarding net metering capability and federal solar investment tax credits.
- The City's continued advocacy of the Mass Save energy efficiency programs along with our solar projects and programs has saved approximately 44,292 MMBTU per year through-out the city, with unintended consequences of increasing Building Department permit revenues.
- Received our fourth Green Communities grant in the amount of \$250,000 to purchase and install LED street lights through-out the city. The city has also received another street light grant from MAPC for \$112,000, as well as, an incentive grant from National Grid for \$60,000 towards the upgrade.
- Completed Green Communities 2016 Annual Report for the Department of Energy Resources and reported that total municipal energy usage in all city buildings has decreased 16% since baseline

year 2009. This percentage factors in the Nock/Molin School renovations and new Bresnahan School usage.

- Completed municipal building energy supply contract with Constellation Energy to ensure ongoing budget certainty (current contract is for \$.0907 per kwh vs. NGrid winter variable rate of \$.109 per kwh for general service rate).
- Continued to realize solid waste tonnage decrease, from 5235 tons in CY2015 to 5,193.05 tons in CY2016, down significantly from our 2009 benchmark year of 7,500 tons.
- Recycled 400 mattresses and disposed of 183 mattresses through our mattress recycling program. Mattress disposal income was \$2,730; there are no fees collected by the city for recycled mattresses.
- Sold 1,375 bulk stickers with an income of \$6,875. Note that 1,604 bulk permits were sold in CY 2015.
- Expanded the household hazardous waste program to include 2 Newburyport events and 5 regional open events. These events provided proper disposal of household hazardous waste material including: 3420 gallons of chemicals, 103 tires, 800 gal of oil recycled, 1109 pounds of alkaline batteries, 333 batteries, 75 gallons of cooking oil, 20 gallons of button cell batteries and elemental mercury and 200 gallons of anti-freeze.
- Began year two of an organic waste diversion pilot in the South End in September 2015, to determine if a city-wide program would be viable. Currently over 400 participants are enrolled. Collection averaged 83 tons for CY 16 with collection averaging approximately 11 pounds per HH per week.
- There has been a decrease in recycling tonnage from 2603 in CY 2015 to 2506 in CY 2016. Decreases are due in great part to new light weighting package materials as well as more consistent hauler weighing methods.
- Continued expansion of recycling drop off hours at the Crow Lane Recycling Center in response to resident requests.
- Increased drop-off recycling and household hazardous waste in all material areas over the year:
 - Scrap metal 42 tons
 - Textiles 87.24 tons
 - Electronics 19.5 tons
 - Rechargeable batteries 333 lbs.
 - Styrofoam 120 cubic yards
 - 10,0005 linear mercury lamps
- Coordinated the collection of 245 tons of yard waste material and 350 tons of brush at the yard waste facility.

FY2018 TRENDS

Newburyport has signed a multi-year contract for energy supply for all of its municipal facilities to ensure price stability and budget certainty. With the help of the EAC Newburyport is now receiving interval meter data on its four largest energy users in the city including NHS, Nock/Molin, Bresnahan, and the Water Treatment Facility to study patterns of energy usage, identify waste, find opportunities for change, set targets for improvement, and to provide evidence of progress. Finalize LED Streetlight upgrade.

We are continuing to seek ways to work towards zero waste by analyzing how a city wide organic disposal program could be economically feasible to implement. We are also looking at a variety of new recycling streams such as latex paint and expanded textile recycling options in an effort to offer more options for zero waste solutions. We have applied for a new educational Recycle IQ program that we hope to implement in 2017 are beginning to analyze best options to present for a new solid waste contract.

FY2018 GOALS & OBJECTIVES

GOAL 1: STREET LIGHT UPGRADE

Objectives:

- Finalize additional funding (up to 30% of total cost after utility incentive) for LED Street light upgrade in addition to our Green Communities Grant.
- Finalize street light upgrade once selected light becomes available.

GOAL 2: RECYCLING EDUCATION, TOWARD ZERO WASTE, SOLID WASTE/RECYCLING CONTRACT

Objectives:

- Implement a new recycling education program, Recycle IQ as part of our work towards zero waste.
- Consider city wide recycling ordinance and/or hauler regulations for recycling options.
- Expand recycling options for drop off materials as available in the marketplace.
- Continue analysis of solid waste and recycling contract, options and/or extension with current vendor. Develop RFP for contract award to simultaneously address pick up schedules and potential for city wide organics disposal.

GOAL 3: ENERGY PRICE STABILITY, MUNICIPAL AGGREGATION, EFFICIENCY, AND RENEWABLES

Objectives:

- Continue to review pricing for electricity aggregation program for Newburyport commercial and residential users.
- Review interval meter data on selected municipal buildings to determine potential savings at those sites.
- Audit those sites to apply for next Green Communities grant.
- All new building data has been uploaded into Mass Energy Insight to begin tracking data. Will also utilize Portfolio Manager Software to analyze building usage as compared to other similar buildings throughout the country.
- Continue to strive for renewable energy production through residential and commercial solarize program.

GOAL 4: RESILIENCY COMMITTEE

Objectives:

- Evaluate adaptation strategies from the National Wildlife Federation's (NWF) climate vulnerability assessment that is currently being written for the area.
- Develop an action plan based on recommendations from the adaption strategies suggested by the NWF to increase resiliency for the city including critical infrastructure and assets that may be at risk from extreme weather events.
- Seek public input and promote awareness of the plan.

PROGRAMS & SERVICES

Solid Waste	Recycling	Yard Waste	Energy	Green Community Status
<ul style="list-style-type: none"> •Solid waste collection and transportation •Municipal regulations for solid waste disposal, placement, and containerization • Litter in public places •Disposal and recycling contracts •Enforcement/education oversight •Hazardous waste collection, oversight and compliance •State banned items •Plastic bag ban compliance and enforcement •Bulk sticker sales •DEP reporting •Municipal budget administration and annual reporting 	<ul style="list-style-type: none"> •Administration of recycling contracts •Enforcement/education oversight •Annual education brochure and calendar •Compliance by all city departments, residents and others utilizing the municipal contract •Collection eligibility and schedule •Reporting to the Board of Health •School Green Teams •School recycling compliance •DEP reporting •Crow Lane Recycling Center •Collection of public recycling •Northeast Recycling Committee 	<ul style="list-style-type: none"> •Yard Waste Facility oversight •Annual usage sticker sales •Yard waste material management •DEP compliance •Yard waste staff •Material management •Education Center •Annual yard waste brochure •Curbside leaf and Christmas tree removal •Enforcement/education of state bans and requirements 	<ul style="list-style-type: none"> •Municipal supply procurement •Energy Advisory Committee •Salisbury solar farm net metering contract •Nock Molin solar array •Street lights •Residential electricity aggregation •Energy and STEM Education •Clean Energy Roadmap and Master Plan •Energy efficiency programs •Renewable energy programs •MVPC and MMA Committees •Resiliency Committee 	<ul style="list-style-type: none"> •Annual reporting •Mass Energy Insight •Grant application •Grant management •Grant project management •DOER regional energy committee •Energy usage benchmarking and reduction plan •Vehicle type and fuel usage reporting •Stretch Code reporting

SUSTAINABILITY (01-519)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51103 - SUS SAL OFFICE MANAGER	6,892	7,527	7,303	7,569	266	3.6%
51160 - SUS SAL RECYCLE/ENERGY MGR	65,250	64,859	55,163	60,000	4,837	8.8%
51166 - SUS RECYC PER DIEM INSPECTOR	86	2,300	2,300	2,300	0	0.0%
51168 - SUS COMPOST ATTEND	20,747	21,780	25,000	25,000	0	0.0%
001 - PERSONNEL SERVICES Total	92,974	96,466	89,766	94,869	5,103	5.7%
002 - PURCHASE OF SERVICES						
52403 - SUS MAINT OF VEHICLE	405	333	350	500	150	42.9%
52813 - SUS CHIPPER SERVICE	16,484	25,906	0	0	0	0.0%
52905 - SUS SOLID WASTE	939,916	1,064,532	1,125,000	1,125,000	0	0.0%
53424 - SUS HOUSE HAZARDOUS WASTE	46,290	37,938	0	0	0	0.0%
002 - PURCHASE OF SERVICES Total	1,003,094	1,128,708	1,125,350	1,125,500	150	0.0%
004 - SUPPLIES						
54200 - SUS MISC EXPENSE	655	489	500	500	0	0.0%
54801 - SUS FUEL/OIL VEHICLE	345	398	400	500	100	25.0%
004 - SUPPLIES Total	1,000	887	900	1,000	100	11.1%
Grand Total	1,097,069	1,226,062	1,216,016	1,221,369	5,353	0.4%

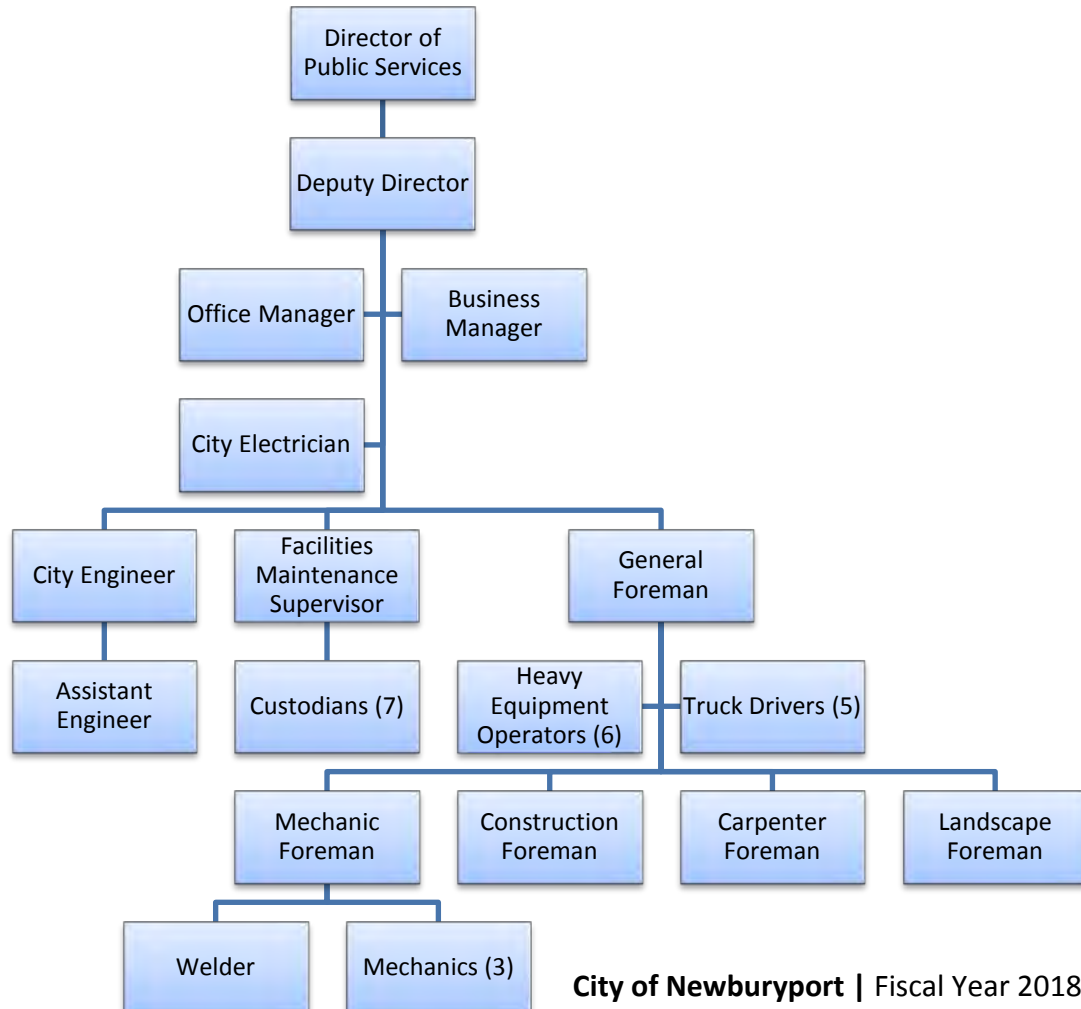
**Section 6:
Public Services**

DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION

MISSION STATEMENT

The Mission of the Newburyport Department of Public Services Highway Division is to maintain and improve the city's infrastructure, which include; roadways, sidewalks, drainage system, trees, cemeteries and grounds. The Highway Division also provides full service fleet maintenance to all City vehicles and equipment from all City Departments. Our goal is to maintain and improve infrastructure in a safe, cost effective and environmentally sensitive manner for the short and long term benefit of the city and the environment. The Division also maintains, manages and oversees public facilities under the direction of our Facilities Manager and City Electrician. Our Engineering team provides technical assistance, such as detailed design of roadway and sidewalk layouts, grading and drainage, hydrology and hydraulic analysis, review of proposed developments and infrastructure improvement projects, construction oversight and inspections, and compliance oversight of federal, state and local storm water permits.

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
Electrician	1.0	1.0	1.0
Dispatch Foreman	1.0	1.0	1.0
Grounds Maintenance Foreman	1.0	1.0	1.0
Heavy Equipment Operator	6.0	6.0	6.0
Truck Driver	5.0	5.0	5.0
General Foreman	1.0	1.0	1.0
Senior Construction Foreman	1.0	1.0	1.0
Mechanic Foreman	1.0	1.0	1.0
Carpenter Foreman	1.0	1.0	1.0
Mechanic	3.0	3.0	3.0
Welder	1.0	1.0	1.0
Special Heavy Equipment Operator-Tree	1.0	1.0	1.0
Facilities Maintenance Supervisor	1.0	1.0	1.0
Custodian 1	4.0	5.5	7.0
Total Full Time-Equivalents	29.7	31.2	32.7

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Number of crosswalks painted or repainted (360 total citywide) (a) Actual unavailable	# of Crosswalks	(a)	305	310	315
Roadway crack-sealant applied	Gallons	0	6,050	2,000	2,000
High hazard trees removed	#	32	45	157	75
Trees pruned	#	145	145	125	125
Sidewalks installed, replaced or upgraded	Linear feet	4,585	4,585	6,145	2,500
Catch basins rebuilt	#	23	23	46	30
Roadways repaved	Linear feet	8,211	8,211	6,148	3,000

FY2017 ACCOMPLISHMENTS

- Roadway Construction and Maintenance - Roadway Crack-Sealing of many streets in the wards 1, 2, 3, and 5. Also paved; Green Street, Hale Street, Harris Street, Marlboro Street, Washington Street and Water Street.
- Sidewalk Construction – Reconstructed sidewalks on Charles Street, Green Street, Harris Street, Marlboro Street, Washington Street and Water Street.
- Tree Planning and Care - Worked with Tree Commission to plant over 40 trees city wide. Removed a record number of high hazard trees.
- Prepared a draft “Complete Streets” document with anticipated City Council review by late spring and will use this document to apply for additional sidewalk and roadway construction funds from MassDOT to increase the safety around our schools.
- A condition audit of all sidewalks within the city was completed by BETA Engineering. This report will assist with the prioritization of funds and scheduling of sidewalk replacement. We also updated our roadway material condition report and will use this data to assist with the prioritization of future roadway improvement projects.
- The Engineering Division performed project management assistance for the construction of the new DPS Administration Building which reached substantial completion on October 3, 2016.
- The Engineering Division performed a number of design projects to improve our city’s infrastructure, including drainage Improvements at Market Square, Parker Street Sidewalk MBTA Station to Rt. 1, Malcolm Hoyt Drive Roadway Improvements, and Noble Street Drainage Improvements. Construction will begin on these projects in calendar year 2017 and some will continue into 2018.
- Engineering played a vital role in and attended multiple task force group meetings and workshops for the National Wildlife Federation Great Marsh Climate Change Adaptation and Resiliency grant project and 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 roads, culverts, and drainage system.
- DPS completed many improvements in the redesigned Water Front Trust parking lot, including moving the pay by space parking kiosks, installing a ADA complainant sidewalk, and new street lighting. Highway Division staff was instrumental in the construction of the redesign.
- Street Lighting – Managed the LED conversion of the overhead street lighting city-wide.
- Snow and Ice – Continued to operate and adhere to our Snow and Ice Plan in the most efficient and safe manner as possible.

FY2018 TRENDS

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

The Highway Division is responsible for the maintenance and improvement of all City roads. The roads are continually in need of repair, resurfacing or reconstruction. Roadway resurfacing is funded by the Chapter 90 State Program. Our current Chapter 90 funding is \$516,000 a year and includes both roadway and sidewalk construction. The trend City-wide is that the standard rate of roadway deterioration continues to outpace the Chapter 90 funding that the City receives. Recently, we have asked the public for more input into the design and construction of our roadways and this outreach will continue by offering community meetings and/or on-line surveys. This type of communication regarding construction has become a standard practice and we can use this feedback to assist us with the design of our streets and sidewalks.

Future roadwork priorities are decided by many factors, which include using a pavement management system and combination of other factors including utility conditions, timeframe for utility replacement, sidewalk conditions, curbing condition, drainage problems, large scaled area development or reconstruction, and funding.

The Highway Division is also responsible for sidewalk installation, repair and replacement. Current funding is through the Chapter 90 program, DPS Highway budget and additional funds through 50% of meal tax receipts. Sidewalk replacement is determined similarly to roadwork and in conjunction with road repair. Sidewalk replacement / repair is one of most requested services that will continue for many years to come.

The Highway Division is also responsible for all the electrical needs within the City. These include all public facilities, properties, traffic signals and infrastructure that require electrical maintenance and improvements. The City Electrician maintains over 1,850 street lights throughout the City and will continue to respond to any outage problems in a timely manner.

The Facilities Department is also under the oversight of the Highway Division. This small group of employees clean and maintain most city-owned buildings, including seasonal public restrooms.

The Engineering Department will continue to provide technical assistance, design, and construction oversight, which includes drainage improvements, roadway and sidewalk layouts, grading and drainage, hydrology and hydraulic analysis, traffic management, and drainage system retrofits. The engineering team will also continue to facilitate and participate in climate change adaptation and resiliency workshops and help draft the City's first resiliency plan this year.

The NPDES MS4 Storm-Water program continues to add more requirements on the City-wide drainage system. This requires an increased effort by the Highway Division and Engineering to repair, maintain, monitor, map, test and improve the storm water collection system. New and future requirements, mandated under the NPDES permit, will require more direct involvement of both Engineering and Highway staff to keep the City in compliance and additional manpower resources will be needed in order to meet the permit requirements. The City is already working on a multi-year plan to systematically clean and inspect all catch basins.

We will continue to attend workshops and educational webinars to ensure that we continue to comply with all Massachusetts procurement laws. Our focus will be to expand our solicitation for goods and services beyond our local region and seek companies outside the state and region to get the best product and the lowest cost.

The Highway Division continues to promote the growth of its employees. As such, some personnel movement between the Water, Sewer and Highway Divisions has allowed staff members to take on different roles and acquire new skills in the process.

FY2018 GOALS & OBJECTIVES

GOAL 1: IMPLEMENT A PROACTIVE PROCESS TO ENSURE PREVENTATIVE MAINTENANCE IN ALL CITY FACILITIES.

Objectives:

- Create a standard bi-annual inspection spreadsheet of roofs, HVAC, drainage, and electrical issues.
- Develop a log to track all preventative maintenance performed to all City Facilities for which DPS is responsible.
- Incorporate all information obtained from the above objectives into CMMS system when it goes online.

GOAL 2: FULL IMPLEMENTATION OF CMMS SYSTEM TO IMPROVE EFFICIENCY AND MANAGEMENT OF ASSETS

Objectives:

- Continue to work on seamless transition of software system to all users within DPS.
- Implement to all DPS Divisions; staff, supervisors, foremen and field crews.
- Conduct training and QAAC of process and data.

GOAL 3: PLANT OVER 40 NEW STREET TREES CITY WIDE

Objectives:

- Collaborate with Tree Commission to plant new street trees.
- Assist with the oversight of tree planting contractor.

GOAL 4: INSPECT ALL 360 CROSSWALKS AND PREPARE A SCHEDULE FOR THE REPAINTING OF ANY FADED CROSSWALKS

Objectives:

- Conduct yearly inspection of all crosswalks.
- From data gathered from the yearly inventory, prepare schedule to repaint at least 90% of all faded crosswalks.

GOAL 5: DOWNTOWN WATER/SEWER/DRAINAGE UTILITY UPGRADE PROJECT

Objectives:

- Install a storm water relief path to reduce flooding in Market Square.
- Continue to work on master plan that includes design of a replacement drainage system that will be incorporated within the sewer and water replacement master plan.

GOAL 6 NPDES MS4 STORM-WATER PROGRAM

Objectives:

- Continue effort to repair, maintain, monitor, map, test and improve the storm water collection system.
- Continue multi-year plan to systematically clean and inspect all catch basins.
- Prepare master plan for the management of this new permit.

PROGRAMS & SERVICES

Streets & Sidewalks	Cemeteries, Parks & Trees	General Maintenance	Facilities Management	Engineering
<ul style="list-style-type: none"> •Maintain 79 miles of streets and sidewalks •Yearly street paving and crack sealing •Street line painting •Street sweeping •Snow and ice removal •Respond during storm events •Maintain city wide drainage infrastructure including yearly catch basin cleaning to meet state requirements 	<ul style="list-style-type: none"> •Assist with the maintenance of 740 acres for Park and school properties. •Maintain two Cemeteries, including the preparation of burials. •Landscaping of all City-owned property •Advise and assist City Tree Commission regarding grants and funding 	<ul style="list-style-type: none"> •Tree maintenance, trimming and removals •Maintain city wide drainage infrastructure including yearly catch basin cleaning to meet state regulations •Trash receptacle pick up city wide 	<ul style="list-style-type: none"> •Maintain all city owned facilities (except schools) •Custodial Services for City Hall, Library, Emma Andrews, Youth Services, Senior Community Center •Maintain downtown lighting •Electrical maintenance for city facilities and traffic lighting 	<ul style="list-style-type: none"> •Technical Assistance to resolve problems and provide solutions •Design roadway and sidewalk layouts, grading and drainage, and intersections. •Perform hydrologic and hydraulic analysis •Review of roadway, sidewalk and bike path designs •Construction Oversight

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

	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	32,048	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%
51107 - DPS SAL ELECTRICIAN	35,000	36,211	39,409	40,196	787	2.0%
51117 - DPS SAL ASST ENGINEER	12,892	15,949	20,315	20,642	327	1.6%
51119 - DPS SAL CITY ENGINEER	28,582	30,515	30,199	30,685	486	1.6%
51131 - HWY SAL OFFICE MANAGER	0	0	59,418	60,606	1,188	2.0%
51150 - HWY SAL FACILITIES MAINT	136,308	220,031	294,782	367,064	72,282	24.5%
51158 - HWY SAL LABOR	849,696	848,894	967,845	1,002,933	35,089	3.6%
51166 - HWY PART TIME EMPLOYEES	5,515	3,285	6,000	6,000	0	0.0%
51190 - HWY SAL SUMMER EMPLOYEES	8,030	16,680	17,280	17,280	0	0.0%
51301 - HWY OVERTIME	79,686	97,927	117,148	118,568	1,420	1.2%
51401 - HWY LONGEVITY	9,962	9,143	11,310	11,987	676	6.0%
51402 - HWY LICENSE STIPENDS	0	0	6,500	8,000	1,500	23.1%
51405 - HWY CLOTHING REIMBURSEMENT	15,402	18,357	20,450	21,833	1,383	6.8%
51416 - HWY TOOL REIMBURSEMENT	3,471	4,000	3,500	3,500	0	0.0%
51420 - HWY EDUCATION CREDITS	0	0	1,125	1,125	0	0.0%
001 - PERSONNEL SERVICES Total	1,270,926	1,394,506	1,688,198	1,806,956	118,758	7.0%
002 - PURCHASE OF SERVICES						
52101 - HWY HEAT	10,379	5,085	9,600	9,600	0	0.0%
52102 - HWY ELECTRICITY	41,803	55,286	59,000	59,000	0	0.0%
52103 - HWY STREET LIGHTS	152,296	139,689	125,000	125,000	0	0.0%
52401 - HWY MAINT-BUILDING	23,622	39,609	32,200	32,200	0	0.0%
52402 - HWY MAINT-CITY HALL	14,335	11,394	14,000	15,750	1,750	12.5%
52403 - HWY MAINT-VEHICLES	83,862	86,517	95,300	95,300	0	0.0%
52404 - HWY MAINT-TREE	15,224	34,723	54,500	67,000	12,500	22.9%
52405 - HWY MAINT-MANAGEMENT SYSTEM	2,327	5,000	5,167	7,667	2,500	48.4%
52409 - HWY MAINT-DOWNTOWN	1,414	0	0	0	0	0.0%
52410 - HWY MAINT-CITY-WIDE	5,816	17,464	19,000	19,000	0	0.0%
52411 - HWY GROUNDS MAINT	4,085	0	0	0	0	0.0%
52413 - HWY LINE PAINTING	6,901	10,500	30,500	30,500	0	0.0%
52415 - HWY MAINT-SR COMM CENTER	0	5,908	6,500	6,500	0	0.0%
53002 - HWY MEDICAL/DRUG TESTING	2,708	4,472	4,820	4,820	0	0.0%
53700 - HWY TRAIN/TRVL/CONFR	5,305	5,491	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	370,077	421,137	465,587	482,337	16,750	3.6%

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	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
52411 - HWY ELECTRICAL SUPPLIES	27,331	24,987	30,000	30,000	0	0.0%
54301 - HWY FACILITIES MAINT SUPPLIE	7,174	13,886	16,000	16,000	0	0.0%
54311 - HWY PURCH ROAD MATERIAL	60,732	66,328	72,390	83,000	10,610	14.7%
54312 - HWY STREET SIGNS	14,799	15,110	20,000	20,000	0	0.0%
54313 - HWY SUPPLIES	12,600	12,875	15,600	15,600	0	0.0%
54314 - HWY RADIOS 2-WAY (10)	3,905	3,980	4,000	4,000	0	0.0%
54801 - HWY PURCH FUEL/OIL	202,873	158,596	89,875	89,875	0	0.0%
004 - SUPPLIES Total	329,414	295,763	247,865	258,475	10,610	4.3%
008 - CAPITAL OUTLAY						
58462 - HWY STREET SWEEPER	61,222	0	0	0	0	0.0%
58901 - HWY SIDEWALKS	240,351	249,616	280,740	293,287	12,547	4.5%
008 - CAPITAL OUTLAY Total	301,573	249,616	280,740	293,287	12,547	4.5%
Grand Total	2,271,989	2,361,022	2,682,390	2,841,055	158,665	5.9%

SNOW & ICE (01-423)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51301 - SNW SNOW & ICE LABOR	173,007	38,277	100,000	100,000	0	0.0%
001 - PERSONNEL SERVICES Total	173,007	38,277	100,000	100,000	0	0.0%
002 - PURCHASE OF SERVICES						
52901 - SNW SNOW & ICE EXPENSE	712,489	179,791	100,000	100,000	0	0.0%
002 - PURCHASE OF SERVICES Total	712,489	179,791	100,000	100,000	0	0.0%
Grand Total	885,496	218,068	200,000	200,000	0	0.0%



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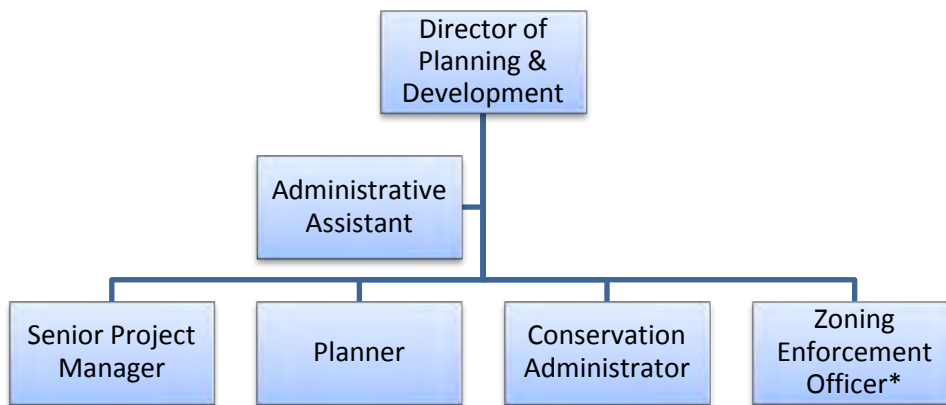
Section 7:
Planning and Development

PLANNING & DEVELOPMENT

MISSION STATEMENT

The mission of the Office of Planning and Development is to provide capital planning, advance planning, project management, regulatory, and housing assistance services to the City, its boards and commissions, and the general public so as to protect and enhance Newburyport’s built and natural environment and to improve the quality of life for all who live, work and visit the City. The Department supports economic development within the City through regulatory improvements, streamlined permitting processes and assistance to new and expanding businesses. The Department also promotes sustainable growth initiatives to reduce burdens on the City’s financial capacity, infrastructure, wildlife and natural resources.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Director of Planning & Development	1.0	1.0	1.0
Senior Project Manager	1.0	1.0	1.0
Staff Planner	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Conservation Administrator	0.5	0.5	0.5
Total Full Time-Equivalents	4.5	4.5	4.5

*Twelve hours per week to start. Full-time anticipated in September 2017.

Funding by permit fee revolving funds and planning & zoning revolving fund.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Total Permit Applications	#	73	111	122	113
Special Permits	#	48	52	51	46
Variances	#	15	33	34	44
Appeals	#	0	4	1	0
Approval Not Required Plans	#	7	7	16	9
Subdivisions	#	0	2	1	0
Site Plan Reviews	#	3	6	7	1
Smart Growth District Plan Reviews	#	N/A	N/A	1	0
DCOD Special Permits	#	N/A	5	1	2
DOD Special Permits	#	N/A	2	1	5
Average Number of Weeks for Permitting	Weeks	7.2	6.33	8.6	7.8
CPA Grant Applications	#	20	12	22	14
Resource Area Delineation	#	3	1	2	0
Notice of Intent	#	13	26	12	16
Determination of Applicability	#	16	17	17	2
Demolition Delay	#	24	15	7	4

FY2017 ACCOMPLISHMENTS

Zoning & Regulations:

- Drafted revisions to the Newburyport Zoning Ordinance (NZO) in order to encourage new growth in the Business & Industry Park, direct new residential and mixed-use transit-oriented development into the 40R Smart Growth District (around the MBTA Commuter Rail Station), while adding additional massing and design criteria for permitting residential infill within the National Register Historic District and “Demolition Control Overlay District.”
- Worked with New England Development (NED), the Planning Board and City Council Planning & Development (P&D) Committee towards consensus on a master development plan and zoning amendments for the downtown’s “Waterfront West” area in order to permit additional residential units to support downtown businesses, a hotel and conference space to support additional tourism and economic development, as well as ancillary commercial/retail space intended to activate a neglected segment of Merrimac Street and an expanded publicly accessible boardwalk between the Black Cow and Michael’s Harborside.

- Continued to assist the various permitting boards in their review of development applications and to streamline the permitting process by working with applicants to address potential issues prior to board reviews in order to expedite the permitting process.
- Coordinated with various City agencies on issues relating to permitting for the Evergreen Commons Open Space Residential Development (OSRD) project, including traffic and circulation, protection of the City's existing water supply and exploration of the site for a new potential City Well.

Long-Range Planning:

- Worked with consultant Community Opportunities Group (COG) to finalize a ten-year update to Newburyport's Master Plan document which addresses community vision, policies, goals and objectives for implantation during the next ten years under an action plan. The plan, intended to unify and coordinate City efforts over the next ten years, addresses areas such as:
 - Land Use Planning & Growth Management (Includes Development, Buildout & Demographics)
 - Economic Development
 - Housing (Includes Affordable Housing)
 - Transportation & Mobility
 - Natural Resources, Open Space & Recreation
 - Cultural & Historical Resources
 - Municipal Facilities & Services (includes City Land, Buildings, Infrastructure & CIP)
 - Energy & Sustainability (includes climate change)
 - Education
- 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 implement the recommendations of the Newburyport Master Plan, 2003 Waterfront Strategic Plan, 2004 Strategic Land Use Plan, 2012 Open Space & Recreation Plan, 2013 Affordable Housing Production Plan and other short and long-term plans.

Community Mapping:

- Continued enhancements to the City's Geographic Information System (GIS), including the development of new data layers with internal and external links to Building Department and Assessors data, all permitting (ZBA, PB, Conservation, Historical) data, as well as use of new online aerial photography of the City of use to all City departments and boards.
- Worked with the Merrimack Valley Planning Commission (MVPC) to advance a new web-based project tracking map based on the City's Geographic Information System (GIS) allowing City staff, Council members and the general public to track the location and nature of private development and public infrastructure projects in the pipeline and to see related project drawings, plans and applications.

Economic Development & Project Permitting:

- Coordinated with the Massachusetts Bay Transit Authority (MBTA) and development firm MINCO Corporation on a mixed-use, transit-oriented development at One Boston Way and efforts to resolve abutter concerns regarding overall project size.
- Coordinated with Berkeley Investments to ensure completion of the Towle Complex Redevelopment project, including approval of revised plans for high-end waterfront residential units known as “Newburyport Landing,” restoration of historic structures and two affordable units along Merrimac Street.
- Coordinated twelve (12) monthly Technical Review Committee meetings with various City departments for the purposes of reviewing major development projects and addressing key issues in development projects before, during and after permitting, including but not limited to the One Boston Way Smart Growth District redevelopment, Evergreen Valley Golf Course Open Space Residential Development (OSRD) project, Hillside Center for Sustainable Living, Towle Redevelopment project, and UFP Technologies business expansion.
- Continued meetings with New England Development (NED) regarding the construction of a new downtown hotel and townhouse-style waterfront condo units, partnership for the construction of a new downtown parking garage, and potential changes to the Waterfront West Overlay District (WWOD) zoning.
- Negotiated with developer of the Merrimac Street Ale House project to ensure adequate pedestrian crossing upgrades at the intersection of Merrimac Street and Green Street.
- Negotiated with developer of the Wine/Hamilton Estates Subdivision to ensure grant of a permanent easement to the City for construction and use of the new “Richie Eaton Ballfield” behind the Nock/Molin School.

Capital Improvement Projects:

- Continued to work with the Merrimack Valley Regional Transit Authority (MVRTA) to obtain funding, develop designs, secure site control and address permitting issues related to a new Intermodal Transit & Parking Facility at the so-called Titcomb Street site. Issued Requests for Proposals (RFPs) to obtain the services of a qualified Owner’s Project Manager (OPM) and relocation consultant (to assist with displaced businesses). Negotiated contractual terms with the MVRTA and design team to increase efficiency in project management and ensure City control over the project after completion of the 30% design phase.
- Worked with the Harbor Commission, Architectural firm Keery Design, LLC and Castagna Construction to finalize construction of the Newburyport Harbormaster & Visiting Boater Facility.
- Assisted MassDOT with oversight on construction of the Phase II Clipper City Rail Trail project, including resolution of various abutter concerns along this route.
- Developed a conceptual plan for the Phase III Clipper City Rail Trail project to allow safe crossings of Route One and State Street near the Courthouse.
- Worked with the consulting firm Winter Street Architects of Salem, MA to complete an Adaptive Reuse Feasibility Study for the former Brown School and issue a Request for Proposals (RFP) to

solicit proposals from developers for the adaptive reuse of this former school building as senior housing, affordable housing, market rate housing or artist studios.

- Worked with the City Council to establish terms for long-term lease of the 115 Water Street building adjacent to the Wastewater Treatment Plant Facility and to issue a Request for Proposals (RFP) accordingly.
- Worked with the private development firm Diamond Sinacori under a Purchase and Sale Agreement to transfer and permit the old Kelley School Building for adaptive reuse as high-end condominiums with underground parking, subject to a Preservation Restriction (PR) on the exterior of this prominent historic building.
- Continued to work with the Newburyport Redevelopment Authority to make progress in the disposition of the NRA-owned waterfront properties as additional park space and related activities (visitor center, public restrooms, a small outdoor cafe, etc.) which will result in a more meaningful connection to the downtown (Market Square) area.
- Participated in waterfront stakeholder discussions to address problems with the Waterfront Trust documents, which were originally intended simply to ensure permanent public access to the water's edge along defined "ways," but have become unnecessarily difficult to interpret and apply in recent years due to hastily approved revisions (years ago) which expanded the jurisdiction and roles of the Waterfront Trust (WFT) to include overlap with other City agencies and public interests.
- Coordinated with MVPC and the City Engineer to study redesign of the Route One Rotary for cost-effective options to redesign this gateway into the City with new traffic calming, as well as safe pedestrian and bike trail crossings.
- Continued to assist the Department of Public Services (DPS) with administration of the recently obtained "MassWorks" grant to upgrade the Graf Road Lift Station facility.

Community Development & Preservation:

- Coordinated Community Preservation Committee (CPC) review of various applications for Community Preservation Act (CPA) funding. Continued to provide oversight of projects details, funding and reimbursement requests on approved projects.

FY2018 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 2018:

- Permitting and development applications will likely continue at current levels as we move into FY2018. However, the relative level of buildout in Newburyport limits the number of large-scale projects that the City will need to review and permit in future years. FY2017 permit applications suggest that there is sustained development (and redevelopment) interest throughout the City. Smaller "infill" developments will comprise a larger portion of permit applications than large projects when compared with prior years. New zoning regulations and architectural design standards will address inappropriate infill projects and help to ensure that new infill is

compatible, particularly within the National Register Historic District, regulated locally under the Downtown Overlay District (DOD) and Demolition Control Overlay District (DCOD).

- The Office will continue to assist in all areas of review for requested zoning changes and proposed development plans to be undertaken by New England Development in the so-called “Waterfront West” area of Downtown Newburyport.
- The number of long-range plans, capital projects and initiatives that the City will be undertaking and implementing in FY’18 and future years will continue to be significant. Additional staff time will be devoted to the development, management and implementation of long-range plans, community preservation and capital improvement projects.

Increased use of technology will allow the Office of Planning and Development to reduce paperwork, and ensure that information on past, present and future planning initiatives, development projects, permits and related mapping data is available electronically. These efforts should be continued and expanded for the convenience of all City departments as well as the general public.

FY2018 GOALS & OBJECTIVES

GOAL 1: IMPLEMENT THE RECOMMENDATIONS OF THE 2017 MASTER PLAN UPDATE, 2003 WATERFRONT STRATEGIC PLAN, 2004 STRATEGIC LAND USE PLAN, 2012 OPEN SPACE & RECREATION PLAN AND 2013 AFFORDABLE HOUSING PRODUCTION PLAN

Objectives:

- Finalize the comprehensive review and update to the Newburyport Zoning Ordinance.
- Support business retention, redevelopment, and expansion in the Newburyport Business Park developing zoning revisions to improve development, redevelopment and infill projects, streamline permitting, and clarify City requirements and expectations.
- Assist with the preservation of Newburyport’s historic buildings, landscapes, and other historic resources through a variety of regulatory, management and investment strategies.
- Pursue all local, state and federal funds for affordable housing, infrastructure improvements, preservation projects and economic development initiatives within the City
- Plan for the continued funding and viability of the housing rehabilitation program.
- Support affordable housing initiatives throughout the City.
- Integrate the concepts of “sustainability”, “resilience” and “community character” into all projects, programs, regulations, policies and initiatives controlled or undertaken by the City.

GOAL 2: IMPLEMENT CAPITAL IMPROVEMENT PROJECTS

Objectives:

- Work with the Mayor's Office, Newburyport Redevelopment Authority, Waterfront Trust, and others toward design, permitting and redevelopment of the central waterfront as an expanded Maritime Park and activated uses extended around the park from Market Square.
- Provide continued planning and design for the next phase of the Clipper City Rail Trail initiative, securing rights-of-way, fundraising and permitting approvals.
- Secure funding for Phase II of the Central Waterfront Bulkhead Renovation Project.
- Assist the Mayor's office, MVRTA and others with funding and approvals for the MVRTA.
- Ensure the start of construction for Newburyport's Intermodal Transit & Parking Facility (Parking Garage).
- Assist the Mayor's office and others with plans for the disposition of the core Brown School building, while maintaining and upgrading Youth Services facilities on-site.
- Assist the Mayor's office and others with plans for the disposition of the 115 Water Street property formerly used by the Waste Water Treatment Plant.
- Assist, as needed, in project management of CPA-funded projects.
- Assist the Mayor's office with continued implementation of a city-wide capital improvement program (CIP) and ensure yearly progress in funding of projects consistent with the plan.
- Increase efforts to track and apply for potential grant funding from local, state and federal agencies on a yearly basis.

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 permit applications to the Planning Board and/or Zoning Board of Appeals that will supplement affordable housing opportunities in the City.
- Manage the Housing Rehabilitation Program, with Community Preservation Funds.
- Provide regular updates to the state subsidized housing inventory.

GOAL5: INITIATE CONSERVATION EFFORTS, ACTIVELY WORK TO REVIEW AND ISSUE WETLAND PERMITS AND INCREASE PUBLIC AWARENESS OF CONSERVATION INITIATIVES AND RESPONSIBILITIES

Objectives:

- Provide access to coastal areas on Plum Island that are experiencing erosion and incorporate environmental and safety mitigation measures such as dune nourishment, sand fencing, beach grass planting, sand ramps, boardwalks, stairs, mobi-mats, etc.
- Secure funding to develop informational/interpretive signage publicizing the value of Barrier Beach resources; develop an informational brochure detailing the value of wetlands and the role of the Conservation Commission in administering the Wetlands Protection Act.
- Ensure prompt, comprehensive and efficient permitting of projects in and adjacent to wetlands resource areas.

PROGRAMS & SERVICES

Long-Range Planning	Administration, Capital Planning & Project Management	Permitting & Regulatory Oversight	Community Preservation	Mapping & Permitting Databases
<ul style="list-style-type: none"> • Master Plan • Open Space & Recreation Plan • Affordable Housing Plan • Strategic Land Use Plan • Waterfront Strategic Plan • Beach Management Plan • Parking Studies & Reports • Economic development • Transportation planning • Other short & long-term plans 	<ul style="list-style-type: none"> • Grant applications & oversight • Project & contract management • Record Keeping • Budgeting • Meeting Agendas & Packets • Meeting Minutes & Documentation • Website Updates 	<ul style="list-style-type: none"> • Planning & Zoning Review • Zoning & Permitting Analysis • Recommendations to City Boards • Draft Decisions • Board Staffing/ Assistance: • <i>Planning Board</i> • <i>Zoning Board of Appeals</i> • <i>Conservation Commission</i> • <i>Historical Commission</i> • <i>Fruit Street Historic District Committee</i> 	<ul style="list-style-type: none"> • Affordable Housing Programs • Housing Rehabilitation Program • Community Preservation Projects & Funds • Historic Preservation 	<ul style="list-style-type: none"> • Geographic Information Systems (GIS) • Permitting Databases • New Mapping Layers & Updates • City Website GIS & Mapping

PLANNING AND DEVELOPMENT (01-182)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - OPD SAL PLANNING DIRECTOR	83,436	88,191	87,141	88,543	1,402	1.6%
51102 - OPD SAL PLANNER	32,418	42,527	41,441	43,596	2,156	5.2%
51103 - OPD SAL PROJECT PLANNER	72,789	76,395	77,873	80,709	2,836	3.6%
51104 - OPD SAL ADMIN ASSISTANT	53,330	55,098	55,742	56,638	897	1.6%
51105 - OPD PT CONSERVATION ADMIN	30,253	33,566	31,886	33,062	1,175	3.7%
51407 - OPD EDUCATION CREDITS	700	700	700	700	0	0.0%
001 - PERSONNEL SERVICES Total	272,926	296,477	294,783	303,248	8,465	2.9%
002 - PURCHASE OF SERVICES						
53003 - OPD GIS	6,500	9,730	12,000	12,000	0	0.0%
002 - PURCHASE OF SERVICES Total	6,500	9,730	12,000	12,000	0	0.0%
004 - SUPPLIES						
52701 - OPD OFFICE EQUIPMENT	3,008	2,589	2,000	2,000	0	0.0%
54200 - OPD OFFICE SUPPLIES	1,274	1,379	1,550	1,550	0	0.0%
55800 - OPD MISC SUPPLIES	980	1,110	1,000	1,000	0	0.0%
004 - SUPPLIES Total	5,262	5,077	4,550	4,550	0	0.0%
Grand Total	284,688	311,284	311,333	319,798	8,465	2.7%

LICENSING COMMISSION (01-165)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51164 - LCM CLERICAL SERVICES	5,340	5,340	5,340	5,340	0	0.0%
001 - PERSONNEL SERVICES Total	5,340	5,340	5,340	5,340	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57809 - LCM GENERAL EXPENSES	895	1,005	1,500	1,000	(500)	-33.3%
007 - OTHER CHARGES & EXPENSES Total	895	1,005	1,500	1,000	(500)	-33.3%
Grand Total	6,235	6,345	6,840	6,340	(500)	-7.3%

CONSERVATION COMMISSION (01-171)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - CCM MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

HISTORICAL COMMISSION (01-691)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - HCM MINUTE TAKER	1,800	1,650	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,650	1,800	1,800	0	0.0%
Grand Total	1,800	1,650	1,800	1,800	0	0.0%

PLANNING BOARD (01-175)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - PBD MINUTE TAKER	1,650	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,650	1,800	1,800	1,800	0	0.0%
Grand Total	1,650	1,800	1,800	1,800	0	0.0%

ZONING BOARD OF APPEALS (01-176)

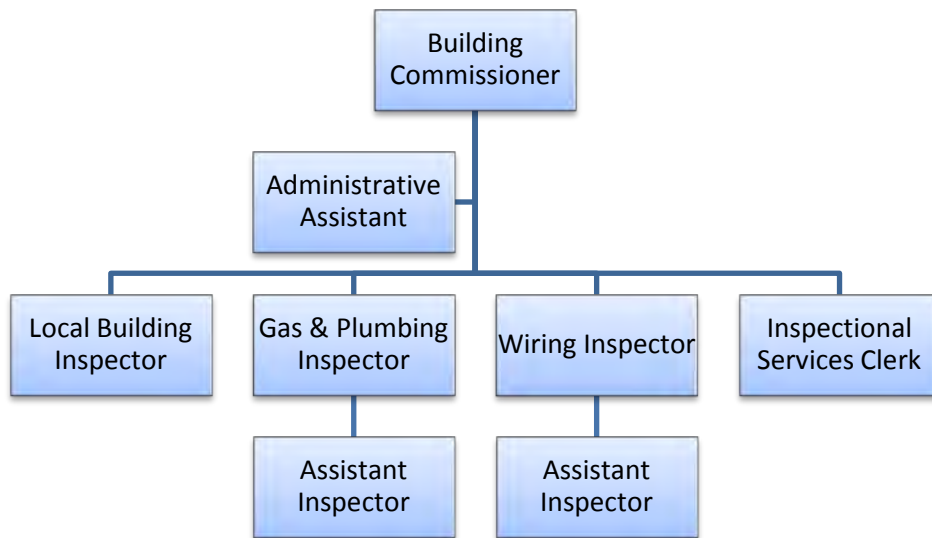
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - ZBD MINUTE TAKER	1,800	1,800	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,800	1,800	1,800	0	0.0%
Grand Total	1,800	1,800	1,800	1,800	0	0.0%

BUILDING DEPARTMENT

MISSION STATEMENT

The mission of the Newburyport Building Department is to provide for public safety through the permitting process and conduct all project reviews in a fair and consistent manner with regards to local and state codes. We are committed to working with the public at large in helping them work through the proper channels for their specific projects.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Building Commissioner	1.0	1.0	1.0
Local Building Inspector	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Inspectional Services Clerk	0.5	0.5	0.5
Plumbing/Gas Inspector	0.5	0.5	0.5
Electrical Inspector	0.5	0.5	0.5
Total Full Time Equivalents	4.5	4.5	4.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Building Permits*	# of	833	870	926	900
Electrical Permits	# of	577	590	639	640
Gas Permits	# of	472	465	443	450
Plumbing Permits	# of	483	491	469	475
Zoning Denial Decisions	# of	82	72	87	80

*Includes sheet metal permits.

FY2017 ACCOMPLISHMENTS

- Created and implemented sheet metal permits as part of the overall building application process ensuring compliance with Mass requirements, expanding public safety and creating new fee stream for the department. Inspect approximately 10 sheet metal permits per month.
- Continued joint review for all planning and zoning denials with Planning Department staff ensuring accurate application processes and correct board/commission deliberations.
- Conducted accurate and compliant plan review on a record number of permits while ensuring 100% of all complete applications were acted on within 10 days.
- Studied the feasibility of scanning existing project plans and hard copy files to reduce the backlog of previous hard copy records while continuing to input older building permit information to the building database.
- Continued to review and process a record amount of permits/fees for various construction projects totaling \$71,178,438 and producing permit fees totaling \$847,371.
- Participated in internal staff meetings and project reviews with other city departments for major municipal and private projects such as the Harbormaster facility, Port Rehab facility, Towle project, numerous Business Park investment and the Kelley School re-use project.

FY2018 TRENDS

The FY2017 period continued seeing steady construction activities with spikes in major private development projects. Considering the anticipated start of multiple projects under staff review, or already approved and preparing to start, there is ample reason to assume continued healthy growth in the area of private investments. These represent assessable growth that is a boost in the long term. Current reviews include NED Waterfront West, a multiple lot sub-division for single family homes on the golf course property, Minco condominiums behind Michaels Harborside, as well as, their 84 unit smart growth project, and the anticipated start of the net zero apartment project on Cottage Court. FY2018 continues to trend towards positive growth.

FY2018 GOALS & OBJECTIVES

GOAL 1: DEVELOP A PERMIT/PLAN DATABASE

Objectives:

- Develop a system to scan all plans and permits to eliminate the current backlog of hard copy permit records.
- Study the possibilities of on line permitting.
- Develop a system of electronic processing of all inspection results with iPad capability.

GOAL 2: IMPLEMENT THE NEW NINTH EDITION OF THE MASS STATE BUILDING CODE.

Objectives:

- This will be the major goal of this fiscal year as we adopt the new 2015 International Construction Code (ICC) Building with Massachusetts amendments for all aspects of code administration. This will result in a major shift in code interpretation and enforcement.
- Work with all applicable Municipal Boards and Commissions explaining all code changes that may affect their technical review and decisions.
- Work with the contractors in the field to educate them as to these changes and ensure compliance.
- Continue with staff training on all aspects, including monthly Massachusetts Building Commissioners and Inspectors Association (MBCIA) trainings and seminars offered by the Board of Building Regulations and Standards (BBRS).

GOAL 3: CONTINUE A POSITIVE WORKING RELATIONSHIP WITH NEWBURYPORT RESIDENTS AND MUNICIPAL PERSONNEL.

Objectives:

- Conduct counter business in a professional and fair manner.
- Conduct field inspections in a timely and respectful manner.
- Conduct yearly public safety inspections along with the Health and Fire Departments that ensure a safe assembly space while working with the business owners.
- Attend technical review meetings, municipal job meetings, while continuing to work closely with the Newburyport Fire Department, Health Department, Planning Department and DPS on multi-faceted projects that require co-ordination.

PROGRAMS & SERVICES

Inspectional Services

- Review all building permit applications
- Inspect all renovations, alterations and new construction
- Inspect all daycares, restaurants, schools, churches, and places of public assembly on a yearly basis

Building Code Enforcement

- Building including weatherization, MAAB/ADA compliance
- Plumbing
- Gas
- Electrical

Zoning Code Enforcement

- Review all applications for Building and Use compliance
- Coordinate with City Planner/Planning Office
- Citizen complaint investigation of zoning violations
- Act in an advisory role to the ZBA and Planning Board

BUILDING DEPARTMENT (01-241)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - BLD SAL BLDG INSPECTOR	79,280	83,378	81,914	83,552	1,638	2.0%
51103 - BLD SAL ADMIN ASSISTANT	53,716	54,616	55,742	56,638	897	1.6%
51160 - BLD SAL ASST BLDG INSPECTOR	22,880	24,523	22,750	23,205	455	2.0%
51401 - BLD LONGEVITY	5,882	6,828	2,442	2,442	0	0.0%
51402 - BLD TRAVEL STIPENDS	4,508	4,715	5,100	10,200	5,100	100.0%
51412 - BLD CLOTHING ALLOWANCE	500	500	500	1,000	500	100.0%
001 - PERSONNEL SERVICES Total	166,766	174,560	168,448	177,038	8,590	5.1%
002 - PURCHASE OF SERVICES						
53401 - BLD PRINTING	500	500	0	500	500	0.0%
55800 - BLD MISC EXPENSE	575	575	0	500	500	0.0%
002 - PURCHASE OF SERVICES Total	1,075	1,075	0	1,000	1,000	0.0%
Grand Total	167,841	175,635	168,448	178,038	9,590	5.7%

COMMISSION ON DISABILITIES (01-921)

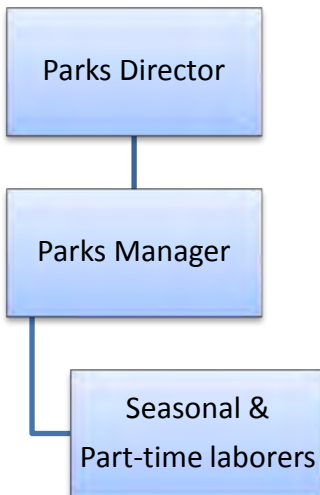
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51161 - COD SAL ADA COORDINATOR	2,640	2,147	2,703	2,640	(63)	-2.3%
001 - PERSONNEL SERVICES Total	2,640	2,147	2,703	2,640	(63)	-2.3%
004 - SUPPLIES						
53120 - COD POSTAGE/MAILING	541	0	0	0	0	0.0%
53601 - COD OFFICE SUPPLIES	1,250	1,037	0	0	0	0.0%
004 - SUPPLIES Total	1,791	1,037	0	0	0	0.0%
Grand Total	4,431	3,184	2,703	2,640	(63)	-2.3%

PARKS DEPARTMENT

MISSION STATEMENT

The Newburyport Parks Department and Commission are dedicated to fostering a vibrant community by providing safe and beautifully maintained parks and athletic facilities, and connecting people with nature through programming, events and a parks system focused on service and responsiveness to park users.

We are committed to consumer-level stewardship of the city’s outstanding network of parks, trails and fields that act as gathering places to encourage social connections, offer safe places to play and relax, support economic development, increase property values, promote public health and well-being, protect environmental resources, and offer access to the serenity and inspiration of nature for current and future generations. We provide programming and events that fortify health, wellness, community spirit and public pride.



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Parks Director	1.0	1.0	1.0
Parks Manager	0.0	1.0	1.0
Part-time laborers	0.0	1.5	1.5
Total Full Time-Equivalents	1.0	3.5	3.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Number of volunteer hours/savings to city	Hours/\$	1,454/ \$37,811	1,085/ \$28,235	1,759/ \$47,549	2,000/ \$52,000
Essex County Sheriff service crews used/savings to city	Hours/\$	1,680/ \$43,680	1,680/ \$43,680	576/ \$14,976	1,248/ \$32,448
Public-private partnership savings to city in park/field maintenance costs	\$	\$74,530	\$62,655	\$83,825	\$88,325
Donations received of equipment, supplies, materials	\$	\$101	\$2,411	\$3,159	\$5,650
Acreage under Parks Commission/Dept. Care	Acres	108.31	111.46	111.46	125.21
Cost of pet waste disposal per ton	\$.	\$2,584	\$2,584	TBD
Acres mowed	Acres/week	24.92	24.62	39.64	56.39
Response time to safety issues	Calendar Days	30	30	1	1
Response time to general repairs	Calendar Days	30+	30+	14-21	14-21
Number of Bench Sponsorships	#	2	7	16	6
Permits issued	#	82	85	96	110
Number of park/field improvement projects	Project	1	5	6	6
Parks Conservancy donations rec'd	\$	\$42,713	\$62,218	\$97,223	\$65,000
Grants/sponsorships awarded	\$	\$205,991	\$1,775,824	\$482,413	\$673,280

FY2017 ACCOMPLISHMENTS

- Advanced park & field improvement projects
 - Completed Phase I construction of Bradley Fuller Athletic Field facility renovation project; Cherry Hill soccer field; Richie Eaton Baseball field; new synthetic turf field at NHS
 - Began Fuller north field and Nock-Molin multi-purpose field renovations
 - Restored & expanded east, gravel parking lot at Pioneer Fields - Lower Atkinson
 - Began renovation of Joppa Park seawall walkway
 - Completed design phase of Joppa boat ramp replacement and parking improvements
 - Replaced additional benches on Inn Street in playground and Byron's Court area
 - Began lawn restorations at Atkinson Common and older portion of Atwood Park

- Began implementation of Frog Pond water quality cleanup
- Increased parks staff
 - Added certifications: Mass Certified Landscape Professional; Accredited Organic Landcare Professional; Certified Pool Operator; International Society of Arboriculture Certified Arborist; CDL driver class B; MA pesticide license; MA hoisting license 2A; Certified Park and Recreation Professional
- Increased service
 - Assumed maintenance of 6 school athletic fields (stadium managed by school custodians), saving schools \$18,000
 - Increased acres mowed by 30%
 - Assumed maintenance of Green Street Parking Lot plant beds, saving \$11,545
 - Assumed Inn Street Fountain management, saving \$13,000
 - Assumed maintenance of dog waste stations, providing better service and saving \$10,000
 - Increased snow and ice management to provide same-day snow removal on Clipper City Rail Trail, Moseley Woods and all relevant parks
 - Assumed maintenance of skate park
 - Provided licensed pesticide services to schools, Youth Services and Senior Community Center.
- Reduced operating costs
 - Reduced mowing labor cost by 65% since FY16
 - Reduced snow and ice management costs by 29% since FY16
 - Repurposed wood chips as playground safety surfacing, saving \$13,500 in materials costs
- Secured non-taxpayer revenue & savings
 - Our public-private partnerships with private sports leagues saved the city \$88,325
 - Secured \$65,000 in Parks Conservancy donations
 - Secured \$673,280 in grant funding
 - Oversaw approximately 2,000 volunteer hours for a total savings to the city of \$52,000, a 9% increase over FY16
 - Oversaw 1,248 hours donated by the Essex County Sheriff's Department saving the city \$32,448
- Addressed deferred maintenance
 - Atkinson Common – Restored pine grove & made extensive, park-wide removals of underbrush and plantings that had outlived their landscape value
 - Moseley Woods – Removed 25 high hazard trees, addressed prioritized tree-related tasks, and deferred pruning and underbrush removals throughout park
 - Atwood Park
 - completed renovation of old asphalt lot into a new green space, Garrison Gardens;

- removed invasive trees, pruned overgrown canopy and began restoration of lawn in “older” section of park
 - Clipper City Rail Trail Phase 1 – Extensive removals of overgrowth and some deferred tree pruning throughout the park
- Heightened playground safety
 - Added federal compliance playground safety standard to bi-annual safety assessments for all city playgrounds
- Increased social media presence with regular postings on Facebook, responding to local social media sites such as Nextdoor.
- Established parks-wide tree management plan
 - Completed inventories for Atkinson and Moseley Woods
 - Established prioritized task list
 - Worked with Tree Warden, Tree Commission & Merrimack Valley Planning Commission to develop an online tree inventory iPad app to manage program.
- Increased resident participation by enhancing working relationships with more parks advocate groups:
 - Belleville Improvement Society
 - dedicated friends group for Atwood Park
 - neighbors of Joppa Park
 - Downtown Newburyport Enhancement Team
- Simplified permitting process by channeling all permit applications through Parks Department rather than through satellite commissions. Parks Director coordinates on applicant’s behalf any permission needed from other parks boards.

FY2018 TRENDS

1. There will continue to be a strong demand for parks in their central role in our community’s health and well-being, and as a source of community involvement and pride.
 - a. According to the National Recreation and Park Association (NRPA), an increasing body of evidence shows that those who live where there are good parks have been found to live longer. NRPA adds, “Local healthcare providers will increasingly refer patients to evidence-based health activities in parks.” The Parks Department will continue to look for park-oriented opportunities for Council on Aging programs and to respond to resident requests for city-led hikes, pickle ball and other parks-based activities for adults.
 - b. Volunteerism will continue as a strong partner to parks staff. We see an increasing number of individuals, non-profit groups, friends groups and private sector companies looking for volunteer project opportunities. The Parks Department and Commission will continue to foster these volunteer relationships.

2. Parks will continue to serve a role in the City’s green initiatives. We will continue to integrate environmentally responsible methods to address issues such as storm-surge resiliency and sustainability. We will address drought, look for ways to reduce permeable surfaces, increase green space, and protect our shorelines from sea level rise. We will seek ways to involve the community in these efforts.
3. Dog ownership will continue to rise. The number of licensed dogs in Newburyport grew 30% between 2011 and 2016 reflecting a national yearly growth pattern of 4% of households that own a dog. 75% of FY16 Parks Commission public meetings dealt with dog-related issues. This trend for increasing dog ownership means the Parks Department and Commission will continue to address the need for pet waste management and off leash accommodations in our parks.
4. We will continue to foster cooperation between the Parks Department and the School System, working to rebuild and maintain high quality athletic facilities and working toward a unified fee structure and scheduling system.
Trees will be a higher priority as we make a deliberate effort to further develop and implement a tree management plan. Managing hazardous trees will reduce risks and liability by avoiding vulnerability to claims of negligence or breach of duty. By addressing ongoing tree-health we will increase our healthy tree assets and reduce future costs by reducing the number of hazardous trees.

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

Objectives:

- Continue to provide high level of park maintenance
 - Provide “consumer-quality” landscaping of lawns, planting beds, trees, walkways, and fields
 - Maintain parks and school athletic fields at a level equivalent to guidelines recommended by Baseball Tomorrow Fund, Major League Baseball and the Major League Baseball Players Association
 - Maintain functioning drinking fountains from May 1 through October 1
 - Strictly adhere to playground safety policy
 - Adhere to prescribed inspection schedule
 - Bring all playgrounds into compliance with federal safety guidelines
 - Provide consistent, timely pet waste management service
- Continue to improve response time to issues that arise
 - Respond to safety issues the same day
 - Respond to general repairs within a week whenever possible
 - Provide same-day snow removal and ice management in all relevant parks & on rail trail
- Continue to address deferred maintenance and park improvement projects
 - Complete Frog Pond water quality cleanup
 - Complete renovation of landscape buffer between Kent Street and Cushing Park

- Complete Lily Pond renovation project at Atkinson Common
- Work with Pioneer League to advance park improvement project
 - improve parking layout at Pioneer Fields at Atkinson Common
 - Construct new playground at Pioneer Fields
 - Begin design and construction of new clubhouse
- Address deferred maintenance on Inn Street
 - Remove efflorescence from brickwork
 - Reset hazardous brick areas
 - Repair railing & waterproof elevated walkway
- Complete renovation of Joppa Park boat ramp and parking area
- Continue renovation of Joppa Park sea wall walkway
- Renovate lawn at Moseley Woods
- Continue to address field space needs as recommended by the 2013 Field Space Task Force report
 - Acquire infield grooming equipment to properly maintain our softball and baseball infields
 - Begin Phase II construction of Bradley Fuller Athletic Facility
 - Continue to improve turf on Nock-Molin multi-purpose field, Fuller north field, and NHS Pettingell field
 - Renovate Cashman and Perkins infields
- Address dog-related needs
 - Construct off-leash dog park
 - Implement a solution to off leash concerns at Cashman Park
 - Add pet waste stations where needed
 - Coordinate dog-owner education day and/or month with Health Department and City Clerk
- Enhance structure of the volunteer program, to recruit, coordinate and oversee expanded volunteer efforts
- Continue to seek funding through grant awards and Newburyport Parks Conservancy fundraising
- Address resiliency and sustainability issues
 - Address drought
 - Investigate use of wells for irrigation to conserve municipal drinking water resources
 - Employ winter turf blankets and drought resistant plant materials to reduce damage to green infrastructure
 - Look for ways to reduce impermeable surfaces, such as parking lots & walkways to increase green space and permeable hard surfaces
 - Construct Cushing Park green buffer and rain garden
 - Include permeable pavers in boat ramp parking renovation at Joppa
 - Continue to replace asphalt with permeable paver walkways throughout parks
 - Work toward protecting our shorelines from sea level rise

- Work with Conservation Commission, city engineers, Massachusetts Office of Coastal Zone Management (CZM), National Wildlife Federation and others to look for ways in which green infrastructure projects such as “living shoreline” approaches at waterfront parks including Cashman, Joppa and Moseley Woods Parks can restore and enhance the shoreline, create natural erosion control and flood protection.
- Continue to implement a parks tree management plan
 - Create a formal tree management plan document
 - Continue to inventory all parks trees on a prioritized basis, starting with Clipper City Rail Trail, Woodman Park, Perkins Park, Inn Street & Patrick Tracy Square
 - Continue to address pruning, removal and tree healthcare tasks identified during inventory and inspections
 - Implement ongoing tree health maintenance measures

GOAL 2: CONNECT PEOPLE WITH NATURE THROUGH OUR PARKS

Objectives:

- Provide health and wellness opportunities for our adult population
 - Continue to lead area hikes and offer other adult recreation programs
 - Pursue grants to support adult recreation programming
 - Work with Council on Aging to provide park-based programs for seniors
- Organize and promote community building events
 - Host city-wide Clean Sweep
 - Host monthly concerts at Moseley Woods Pavilion
 - Organize second annual Independence Day weekend waterfront music festival at Market Landing Park
 - Host Old Newburyport Day at Bartlet Mall
 - Host a free movie night at Cashman Park
 - Organize regular volunteer cleanup efforts throughout our parks
- Support schools use of our parks
- Support Youth Services use of our parks
- Keep Clipper City Rail Trail, parking lots and walkways at all relevant parks clear of snow and ice for year round recreation
- Work with schools to offer online, consolidated park and athletic field permitting
- Educate the public about trees
 - Offer tree inventory training and work program for volunteers
 - Offer an online-based tree tour of notable trees in our parks
 - Encourage schools and Youth Services programs involving trees
- Work with other city agencies to implement bike sharing program

Administration & Community Services

- Issue parks use permits
- Respond to public inquiries
- Coordinate with Parks Groups
- Coordinate with City Departments
- Coordinate with Sports Leagues, Youth Services & School Athletic Dept.
- Manage and update Parks website
- Coordinate volunteers
- Maintain public records related to Parks Commission activities
- Coordinate memorial bench & mile-marker fundraising program
- Organize community events
- Provide adult recreation opportunities

Facilities Management

- Landscape parks & school athletic fields
- Inspect and report on facilities and equipment bi-annually
- Manage park & athletic field improvement projects
- Oversee park repairs and maintenance
- Manage Clipper City Rail Trail
- Coordinate volunteer maintenance and improvement efforts

Long-Range Planning

- Formulate a consistent city wide vision for improvements and maintenance in cooperation with Planning Department
- Foster Public-Private partnerships to benefit the maintenance and improvement of city parks and athletic fields
- Support the recommendations of the Field Space Task to seek out opportunities for athletic field expansion and improvement and ways to maximize use and achieve high level of maintenance of existing fields
- Support resiliency and sustainability initiatives

PARKS (01-630)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51166 - PRK SAL PARKS DIRECTOR	64,000	66,215	66,842	67,917	1,076	1.6%
51167 - PRK SAL PARKS MGR/CARETAKER	0	0	60,231	61,200	969	1.6%
51190 - PRK SEASONAL EMPLOYEES	0	0	15,235	25,000	9,765	64.1%
51404 - PRK TRAVEL STIPENDS	0	0	5,400	6,600	1,200	22.2%
51405 - PARKS CLOTHING STIPEND	0	0	0	250	250	0.0%
001 - PERSONNEL SERVICES Total	64,000	66,215	147,708	160,967	13,260	9.0%
002 - PURCHASE OF SERVICES						
52404 - PRK MAINT-TREES	0	0	10,000	10,000	0	0.0%
52405 - PRK MAINT-INN ST FOUNTAIN	0	0	15,000	0	(15,000)	-100.0%
52420 - PRK MAINT-PARKS	64,853	63,752	17,000	29,400	12,400	72.9%
52422 - PRK BARTLET MALL	4,878	4,864	0	0	0	0.0%
52423 - PRK MOSELEY WOODS	1,000	1,000	1,000	1,000	0	0.0%
52424 - PRK ATKINSON COMMON	20,000	16,093	0	0	0	0.0%
52426 - PRK RAIL TRAIL	8,000	8,800	0	0	0	0.0%
002 - PURCHASE OF SERVICES Total	98,731	94,509	43,000	40,400	(2,600)	-6.0%
004 - SUPPLIES						
55800 - PRK EQUIP/SUPPLIES	5,000	5,000	5,000	5,000	0	0.0%
004 - SUPPLIES Total	5,000	5,000	5,000	5,000	0	0.0%
Grand Total	167,731	165,725	195,708	206,367	10,660	5.4%

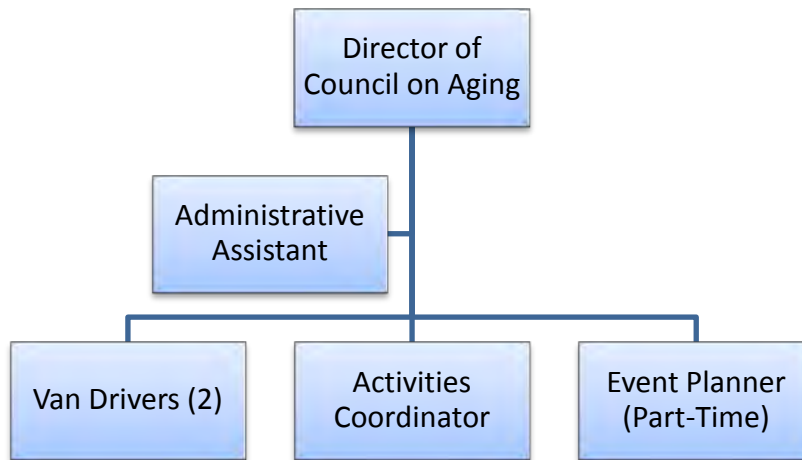
**Section 8:
Social Services**

COUNCIL ON AGING

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Director	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Activities Coordinator	1.0	1.0	1.0
Van Drivers	2.0	2.0	2.0
Event Planner (Part-Time)	0.0	0.0	0.5
Total Full Time-Equivalents	5.0	5.0	5.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Un-Duplicated Counts (participants)	Individuals	333	449	820	877
Transportation clients	Individuals	236	223	186	200
Transportation trips	trips	5598	6536	6753	6250

FY2017 ACCOMPLISHMENTS

- Completed first year of programming at Senior/Community Center
- Increased Programs by 68%
- Decreased newsletter hard copy distribution by 64%. Increased electronic distribution by 74%.

FY2018 TRENDS

Discuss the FY2018 trends for your department that will help the reader understand any issues or opportunities that you see in the coming fiscal year, changes in the industry that will impact the City, etc.

1. The Council on Aging fills the Senior/Community Center from 8-4 on weekdays with senior citizens for services and programs. Community members are looking to use the SCC after the COA closes for the day. Operation of this 'Community Center' function involves the following tasks:
 - a. Provide tours of the facility and answer questions about amenities including audio/visual and kitchen equipment
 - b. Provide room rental paperwork
 - c. Make rental reservations and add info to Facilities Maintenance Supervisor calendar
 - d. Verify necessary licenses and permits
 - e. Create invoices
 - f. Obtain and process rental payments
 - g. Respond to questions from the community regarding advertised evening/weekend events

FY2018 GOALS & OBJECTIVES

GOAL 1: EXCELLENT PROGRAMS/SERVICES

Objectives:

- Assist Newburyport senior citizens in their efforts to 'age in place' (remain at home) by providing access to necessary information and services that might help insure adequate housing, nutrition, heating, transportation, insurance, etc.
- Plan a broad variety of educational, informative, helpful, rewarding, inspiring, invigorating, enjoyable programs and services that support the Mission Statement.
- Involve program instructors who are both engaging and well qualified
- Provide opportunities for residents to suggest/recommend new programs and evaluate current offerings

GOAL 2: EXCELLENT FACILITY

Objectives:

- Notify DPS about any issues with HVAC, plumbing, landscaping, mechanical systems
- Work with IT to keep computer/telephone systems at optimum functionality
- Work with DPS to maintain safe, clean conditions

PROGRAMS & SERVICES

Programming

- Exercise to music
- Ballet-Tap/Tai Chi/Zumba
- Day Trips
- Senior Safety
- Watercolor/Oil/Abstract Painting
- Bingo/Cards
- Drop in Group
- Knitting for Newborns
- Retired Readers
- Property Tax Work Program
- Meals on Wheels
- Congregate Meals
- Podiatry/Hand Care
- MahJongg
- Mass Senior Action Council
- Ping Pong/Billiards
- Bocce
- Garden Club
- Reiki/Massage Therapy

Services

- Leaf Raking/Snow Shoveling
- Transportation- Local
- Transportation- Out of Town
- Housing Information
- Fuel Assistance Applications
- Food Stamp Applications
- Health Insurance Counseling
- Low Vision Support
- Tax Help
- Legal Assistance
- Handicap Placard Applications
- Information and Referral
- Telephone Reassurance
- Newsletter
- Bereavement Support
- Caregiver Support
- Computer Lessons

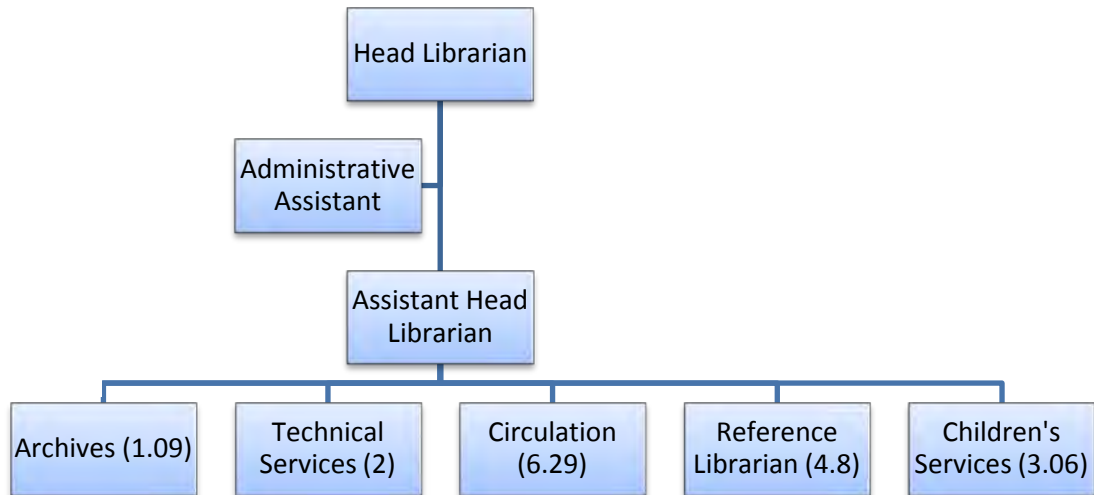
COUNCIL ON AGING (01-541)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - COA SAL COA DIRECTOR	61,427	64,824	64,154	65,187	1,032	1.6%
51102 - COA EVENTS PLANNER	0	0	0	15,000	15,000	0.0%
51156 - COA SAL VAN DRIVERS	91,645	94,572	94,879	96,776	1,898	2.0%
51162 - COA SAL ACTIVITIES COORD	7,430	38,602	37,087	37,684	597	1.6%
51164 - COA SAL RECEPTIONIST	37,047	40,850	39,635	40,426	791	2.0%
51401 - COA LONGEVITY	3,440	3,509	3,509	4,560	1,051	30.0%
51404 - COA TRAVEL STIPEND	3,000	4,320	4,240	5,100	860	20.3%
51405 - COA CLOTHING REIMBURSEMENT	1,377	600	1,200	1,400	200	16.7%
001 - PERSONNEL SERVICES Total	205,366	247,276	244,704	266,133	21,430	8.8%
002 - PURCHASE OF SERVICES						
52101 - COA UTILITIES	0	12,416	25,000	20,000	(5,000)	-20.0%
52403 - COA MAINT-VEHICLES	4,660	5,532	4,500	4,500	0	0.0%
52701 - COA BUILDING RENT	14,400	5,800	0	0	0	0.0%
52900 - COA MEALS ON WHEELS	12,000	3,000	0	0	0	0.0%
002 - PURCHASE OF SERVICES Total	31,060	26,748	29,500	24,500	(5,000)	-16.9%
004 - SUPPLIES						
54200 - COA SUPPLIES	1,249	7,467	3,000	3,000	0	0.0%
54801 - COA FUEL/OIL VEHICLE(S)	7,503	6,978	10,000	10,000	0	0.0%
004 - SUPPLIES Total	8,752	14,445	13,000	13,000	0	0.0%
Grand Total	245,178	288,470	287,204	303,633	16,430	5.7%

LIBRARY

MISSION STATEMENT

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



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Head Librarian	1.0	1.0	1.0
Assistant Head Librarian	1.0	1.0	1.0
Custodian	1.0	0.5	0.0
Senior Librarians	5.0	4.8	4.8
Staff Librarian (6 FT, 1 PT)	7.0	6.58	6.58
Library Technician (3 FT, 5 PT)	8.0	5.86	5.86
Secretary	1.0	1.0	1.0
Total Full Time-Equivalents	24.0	20.74	20.24

PERFORMANCE MEASUREMENT

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Attendance	Visits tracked by door counter	275,460	256,684	233,703	230,522
Circulation	Items checked out	317,615	291,971	280,689	278,000
Computer Usage	Session/person software	32,916	33,280	25,636	25,800
Program Attendance	# of persons	8,451	8,009	8,590	9,400

FY2017 ACCOMPLISHMENTS

- Prepared Strategic Plan for FY2017-2020
- Two AFSCME positions (Staff Librarian and Library Technician) upgraded
- Added 3 Saturday hours to the Archival Center schedule
- Applied for and received a Town-wide Preservation Assessment Grant, administered by the MA Board of Library Commissioners
- Completed phase one of historical newspaper digitization, including an online portal, with a grant from the NAID Foundation
- In queue for digitization of city directory collection through the Digital Commonwealth
- Mounted permanent display of historic photographs in the Program Room
- Senior Librarian (Technical Services) served as chair of the MVLC Technical Services Committee
- Several staff served on evaluation committees for the new MVLC Library Services Platform
- Reorganized Children's Room collections, contributing to the following circulation increases: books - 7%, DVDs - 17%, magazines - 38% , and CDs - 3%
- Children's Department enhanced its social media presence with an Instagram account, which currently has 214 followers
- Children's Department applied for and received two partial performer grants, maximizing the programming budget
- The telescope for public use circulated 20 times and there are currently 35 people on a waiting list
- Interlibrary loan functions were fully integrated into circulation staff responsibilities, resulting in improved efficiency and customer service
- Intergenerational mini-golf in the library launched the adult, teen and summer reading programs. More than 1500 people participated in the reading programs.

- Offered several popular programs for adults on topics as varied as honeybees, the Market Basket story and craft beer basics
- Gave 145 individualized lessons to help patrons hone computer skills (organize photos, manage email, design homes, prepare resumes and job applications)
- Proctored tests for 13 distance learners
- Volunteers gave 2,174 hours of service to the library
- Hosted volunteer appreciation event
- Friends of the Library and the NBPT Horticultural Society collaborated on a successful *Books in Bloom* fundraiser
- Installed upgraded wireless access points
- Installed touch screen public catalog station

FY2018 TRENDS

During FY16, the last full year for which statistics were compiled, print circulation decreased, following a national trend. Circulation of children's materials saw a downward trend, but rebounded considerably after an extensive reorganization and weeding of the collections. Attendance, program participation, usage of the wired computers, wireless access and meeting rooms remained strong. A community survey taken during a recent strategic planning process showed that people are increasingly looking to the library for meeting room and cafe space, programming and community connections. Many activities in FY18 will focus on providing a welcoming environment, and offering e-resources as well as print and audio-visual collections.

FY2018 GOALS & OBJECTIVES

GOAL 1: INCREASE COMMUNITY ENGAGEMENT WITH THE LIBRARY

Objectives:

- Identify opportunities to bring library offerings off-site
- Develop programming initiatives with other organizations
- Add \$1,000 to the Overdrive shared collection budget
- Subscribe to Zinio digital magazine service
- Investigate digital movie services for possible subscription
- Institute a program of "bite-sized" learning to enhance staff skills
- Start an advisory group for Tweens and increase program attendance for this age group by 30%

GOAL 2: ENSURE THE LIBRARY'S CONTINUED RELEVANCE AND VALUE TO THE COMMUNITY

Objectives:

- Repeat successful Sunday afternoon local history lecture series (4-6 sessions)
- Offer programs inclusive of those with disabilities
- Start a monthly genealogy club
- Implement phase two of the historical newspaper digitization
- For most equitable use of public meeting spaces, explore ways to streamline meeting room reservations
- Evaluate and respond to space needs/wants (cafe space, outdoor seating area, more programming space, possible reconfigurations of Children's Activity Room and Archival Center)
- With MVLC, train staff and implement new Library Services Platform
- Enable wireless public printing and color printing

GOAL 3: INCREASE AWARENESS OF THE LIBRARY'S SERVICE OFFERINGS AND COLLECTIONS

Objectives:

- Develop a comprehensive marketing and communications plan, to include promotion of the library's social media presence
- Create recognizable and consistent branded materials
- Identify documentation needs and develop supporting documentation
- Add digitized NPL collections to the website

GOAL 4: MAINTAIN A WELCOMING, ACCESSIBLE, AND SAFE ENVIRONMENT

Objectives:

- Develop a comprehensive safety plan and documentation
- Replace carpet in Children's Room and Archival Center
- Improve interior lighting
- Add electrical outlets
- Identify storage needs and potential solutions
- Install better storage facilities in Archival Center lobby
- Update wall colors to brighten spaces
- Create new "location" signage
- Improve security for public art

Programming/Services

- Informational and cultural programs for adults, teens and children
- Public photocopier (b&w and color)
- Quiet study rooms and conference room
- Public computers/printing and wireless Internet access
- Professional reference services offered in Information Services Department and Archival Center
- Comfortable seating areas
- Meeting spaces for city and non-profit groups
- Free or reduced price passes to area museums
- Exam proctoring for distance learners
- Volunteer program
- Active (976 members) Friends of the Library group who act as library advocates and raise supplemental funds

Reference Materials

- Books in regular and large print, magazines, music CDs, books on CD and DVDs to borrow
- Lebman Judaica collection
- Newburyport Daily News on microfilm and reader/printer/scanner
- Newspaper collection for browsing
- Language learning CDs and Mango Languages, an online database
- Content delivery services such as Overdrive downloadable audio and ebook service and Freegal Music Service
- Full service Children's Room and Teen Loft, including materials, programs and reference assistance
- Online databases, including business and genealogy resources

NEWBURYPORT PUBLIC LIBRARY (01-610)

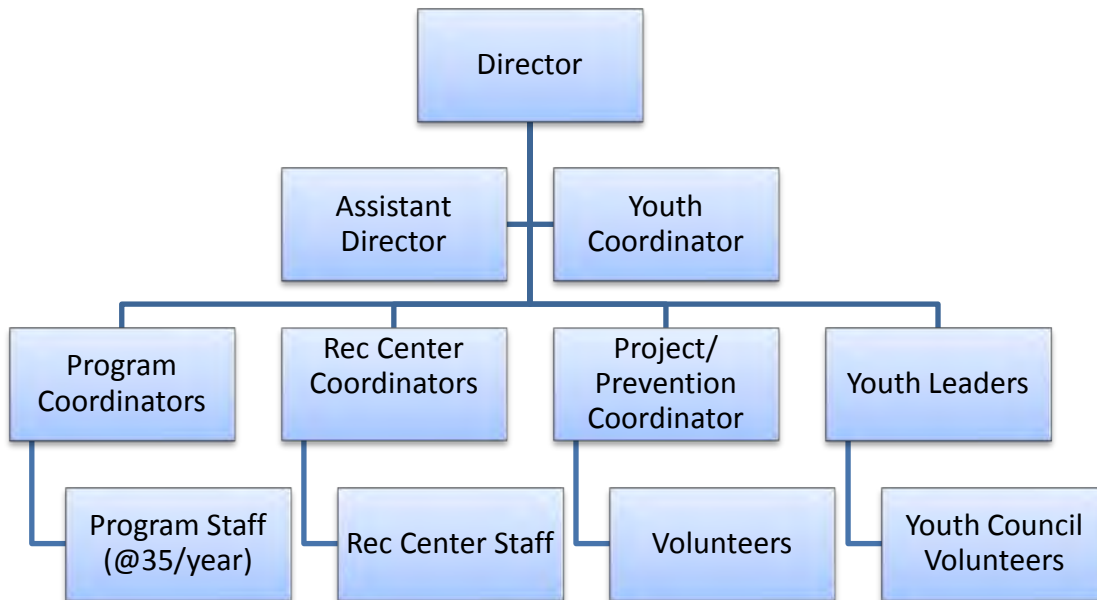
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - LIB SAL LIBRARIAN	84,093	88,309	86,967	88,707	1,739	2.0%
51156 - LIB SAL STAFF	842,011	870,243	916,062	915,949	(113)	0.0%
51320 - LIB EDUCATION CREDITS	100	0	0	0	0	0.0%
51401 - LIB LONGEVITY	9,716	10,325	8,753	5,655	(3,098)	-35.4%
51405 - LIB CLOTHING REIMBURSEMENT	599	600	700	0	(700)	-100.0%
001 - PERSONNEL SERVICES Total	936,518	969,476	1,012,482	1,010,311	(2,172)	-0.2%
002 - PURCHASE OF SERVICES						
52101 - LIB HEAT/ELECTRICITY	96,304	10,662	49,000	83,000	34,000	69.4%
52102 - LIB HEAT/ELECTRICITY-SEB	0	45	0	0	0	0.0%
52401 - LIB MAINT-BLDG	994	1,000	1,000	1,000	0	0.0%
52402 - LIB MAINT-EQUIPMENT	14,719	16,610	19,435	23,790	4,355	22.4%
52403 - LIB LICENSING & WARRANTY FEES	19,608	13,024	12,602	13,100	498	4.0%
52901 - LIB AUTOMATED SVCS	50,472	50,472	51,788	52,985	1,197	2.3%
53001 - LIB TECHNOLOGY PURCHASES	10,000	11,098	12,000	12,000	0	0.0%
53015 - LIB MICROFILM	1,100	875	700	500	(200)	-28.6%
53020 - LIB PROGRAMS	2,362	3,281	4,800	6,000	1,200	25.0%
55101 - LIB AUDIO-VISUAL MATERIAL	32,103	33,027	32,665	32,200	(465)	-1.4%
55102 - LIB PURCHASE BOOKS	101,921	113,645	106,500	106,500	0	0.0%
55800 - LIB ADMIN EXPENSE	1,600	6,614	3,400	3,500	100	2.9%
55801 - LIB SUPPLIES	8,000	10,106	8,000	8,000	0	0.0%
002 - PURCHASE OF SERVICES Total	339,184	270,458	301,890	342,575	40,685	13.5%
Grand Total	1,275,702	1,239,934	1,314,372	1,352,886	38,514	2.9%

YOUTH SERVICES

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Director	1.0	1.0	1.0
Assistant Director	1.0	1.0	1.0
Youth Coordinator	1.0	1.0	1.0
Prevention Coordinator	0.5	0.5	0.0
Total Full Time-Equivalents	3.5	3.5	3.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Registrations	#	3,055	3,757	3,205	3,850
Individuals Served	#	2,274	2,223	1,879	2,500
Program Registration Revenue	\$	357,832	341,268	311,108	360,000
Drop-In Center Membership Sales	#	138	141	137	150

FY2017 ACCOMPLISHMENTS

- NYS met several of last year's goals and objectives: increased summer programs; worked to establish the new Friends of NYS for fundraising efforts; partnered with Family Services of Merrimac Valley to expand mentoring programs to the area; applied for several prevention grants
- Completed 2016/17 fall and winter programming with 1,148 registrations (Sept- March).
- Took in over \$250k in user fees for summer 2016 programming (both recreation and teen trips), serving 2,000 participants (a nearly 30% increase from summer 2015).
- Offered new Friday night events at the Rec Center for grades 4-12.
- Held 7 special events: Guy's Night out, Girl's Night Out, Invitation Night Movies, Asset Awards, Touch a Truck, Monthly Jr Nights, Drive-In Movie Nights, Parent Speaker Series and more.
- Created over 35 youth employment opportunities, including 3 Youth Council leadership jobs.
- Served over 100 families with Open Gym for 0-5 year olds and their parents/caregivers during the day.
- Completed the Attitudes & Behaviors Survey on Youth Assets in November with almost 800 students surveyed.

FY2018 TRENDS

- We are beginning to see an increase of high school age alcohol use, more house parties and other drug use. We want to begin implementing new prevention strategies with middle and high school students as well as continue to work regionally.
- Increased interest in community service opportunities. We are offering early release day trips and service trips for youth and families.
- During the 2016-17 winter, the gym was used 71% of the hours Mondays-Fridays 9am-9pm, continuing the high amount of use from the previous year. Weekend requests are increasing and we need to consider staffing options.
- Increased tension between businesses and young people- NYS is looking to expand memberships and hours to the Rec Center

- Our non-resident users made up 10-13% of our program registrations, slightly lower than the previous year; this is something we will continue to monitor in the near future.

FY2018 GOALS & OBJECTIVES

GOAL 1: EXPAND RECREATION AND ENRICHMENT OPPORTUNITIES TO ALL YOUTH AND FAMILIES.

Objectives:

- Increase number of programs offered for each age group
 - Focus on creating weekend Rec Center hours in the evening for adolescents
 - Expand Rec Center memberships with more club and team opportunities
 - Create a summer Rec Center option for adolescence to provide families an option besides hanging out downtown
- Increase number of unique participants as well as overall registrations
- Continue to market program accessibility and accommodations (partner with NPS Special Ed)

GOAL 2: EXPAND PREVENTION AND YOUTH MENTAL HEALTH SERVICES

Objectives:

- Hire full time Prevention Coordinator
- Work towards regional prevention efforts- Asset model
- Seek alternative funding for social services and programs (apply for 4/5 grants annually)
- Continue annual assessment (youth surveys)

GOAL 3: CREATE NEW FUNDING OPPORTUNITIES

Objectives:

- Establish to build a working relationship “Friends of” group for fundraising
- Apply for program based grants for mentoring and prevention efforts.

PROGRAMS & SERVICES

Recreation	Social Services	Prevention	Youth Leadership Development
<ul style="list-style-type: none">•Year round recreation programs ages 1-18•4-5 Annual family events•4-5 Annual youth events•Youth Center Memberships	<ul style="list-style-type: none">•Youth support groups•Mental health care providers network•LGBTQ support•Youth @ Risk support•Parenting programs•Youth outreach•Other youth clubs	<ul style="list-style-type: none">•City wide coalition•2-3 annual community campaigns•Partnership with schools•Community training•Annual youth and community surveys	<ul style="list-style-type: none">•2-3 annual youth leadership retreats•Youth Council•Youth for Youth•Summer youth leadership program•Service learning trips

YOUTH SERVICES (01-542)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - YTH DIRECTOR YOUTH SERV	68,540	73,869	75,503	76,718	1,215	1.6%
51160 - YTH SAL ASSISTANT DIRECTOR	42,564	51,019	56,316	57,222	906	1.6%
51162 - YTH SAL PROGRAM ASSISTANT	734	978	0	0	0	0.0%
51163 - YTH SAL PREVENTION COORD	14,582	17,115	18,000	0	(18,000)	-100.0%
51166 - YTH BOOK KEEPER PT	4,568	6,520	5,000	5,000	0	0.0%
51167 - YTH SAL YOUTH COORDINATOR	4,442	13,000	25,802	26,603	801	3.1%
51190 - YTH EMPLOYMENT	10,715	2,342	2,000	2,000	0	0.0%
51404 - YTH TRAVEL STIPEND	0	0	2,100	2,100	0	0.0%
001 - PERSONNEL SERVICES Total	146,144	164,843	184,721	169,643	(15,078)	-8.2%
002 - PURCHASE OF SERVICES						
52701 - YTH RENT-LEARNING CTR	4,800	4,800	4,800	4,800	0	0.0%
53002 - YTH REGISTRATION SOFTWARE	2,595	2,595	3,000	4,500	1,500	50.0%
53003 - YTH ACCESSABILITY ACCOMODATNS	6,253	4,688	5,000	5,000	0	0.0%
53202 - YTH LEARNING ENRICH PROGRAM	10,000	10,000	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	23,648	22,083	22,800	24,300	1,500	6.6%
007 - OTHER CHARGES & EXPENSES						
57300 - YTH DUES/LICENSES	0	325	250	250	0	0.0%
57840 - YTH SUMMER EXPENSES	0	0	1,000	1,000	0	0.0%
57841 - YTH SUBSTANCE ABUSE GRANT	0	9,683	15,000	15,000	0	0.0%
57842 - YTH LEARNING ENRICHMENT CTR	35,168	35,983	28,280	29,411	1,131	4.0%
57843 - YTH BROWN SCHOOL EXPENSES	48,500	31,045	40,000	40,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	83,668	77,037	84,530	85,661	1,131	1.3%
Grand Total	253,459	263,963	292,051	279,604	(12,447)	-4.3%

VETERANS' SERVICES

MISSION STATEMENT

The mission of the Veterans' Department is to provide advice, counsel, and financial assistance to Newburyport, Amesbury, Merrimac and Salisbury Veterans, their spouses, dependents and extended families, and to coordinate all Patriotic Holidays and events.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Director of Veterans Services	1.0	1.0	1.0
Assistant Director	0.8	0.8	0.8
Total Full Time-Equivalents	1.8	1.8	1.8

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Timely disbursement of Chapter 115 Funds to Veterans	%	100%	100%	100%	100%
Number of Newburyport Veterans And families served	Actual Count	2,820	2,651	2,492	2,343

FY2017 ACCOMPLISHMENTS

- Expanding outreach of regional program through social media
- Brick Program has raised over \$4,000 and two monuments have been restored. The tablets alongside City Hall's front doors are slated for refurbishing in 2017.

- Thanks to private fundraising, the luncheons held monthly at the Hungry Traveler have been expanded to include Korean War Veterans

FY2018 TRENDS

Chapter 115 payments are trending flat to lower. This trend will allow for better forecasting, and prevent transfers at the end of FY's because of shortfalls. Should the economy flounder, more veterans will be looking to the Veterans Office for possible financial help. Presently, compensation and pension claims are rising. The benefit from increased successful claims is that money will come to the local communities at no cost on the community's part.

Veteran Service Officers are now required to be certified every three years pursuant to Massachusetts General Laws *Valor Act, 2014*. State-sponsored training is offered twice yearly to maintain proficiency. Newburyport and the regional communities are in full compliance with this requirement. Re-certification is required in October 2018.

FY2018 GOALS & OBJECTIVES

GOAL 1: CONTINUE REFURBISHING MILITARY MONUMENTS

Objectives:

- Apply for state grant specifically aimed at this effort
- Refurbish Bronze World War I tablets at City Hall

GOAL 2: HOLD TOWN MEETINGS

Objectives:

- Let local vets meet and express themselves – read historical accounts
- Enlist assistance from community members and schools

GOAL 3: BRING CLOSURE TO VETERANS' STADIUM

Objectives:

- Fulfill the promise made at Stehlin Field dedication
- Ceremony before football game near Veterans' Day

PROGRAMS & SERVICES

Federal Assistance

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

State & Local Assistance

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

Community Events

- Plan, coordinate, and assist with:
 - Memorial Day Parade
 - Veterans Day Observance
 - Yankee Homecoming
 - Guest Speakers
 - Decorate Veterans' Graves
 - Luncheons for World War II and Korean War Vets
 - Organize Veteran Town Meetings
 - Sponsor events like USS Thresher presentation and Enigma presentation
 - Special veteran celebration at Maudsley State Park in late summer

VETERANS' SERVICES (01-543)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - VET SAL VETERAN DIRECTOR	66,000	69,659	68,931	70,040	1,109	1.6% *
51102 - VET PART-TIME ASSISTANT	6,750	38,154	47,181	47,181	0	0.0% *
51404 - VET TRAVEL STIPENDS	1,050	8,307	8,700	8,700	0	0.0% *
51430 - VET GRAVES REGISTRATION OFCR	700	700	700	700	0	0.0% †
001 - PERSONNEL SERVICES Total	74,500	116,820	125,511	126,621	1,109	0.9%
002 - PURCHASE OF SERVICES						
52401 - VET MAINTENANCE	0	180	0	0	0	0.0%
53070 - VET BURIAL	2,000	0	2,000	2,000	0	0.0% †
53402 - VET CELLULAR PHONES	0	1,440	1,440	1,440	0	0.0% *
54200 - VET OFFICE SUPPLIES	464	191	480	480	0	0.0% *
55800 - VET MISC SUPPLIES	2,420	2,570	1,800	1,800	0	0.0% *
002 - PURCHASE OF SERVICES Total	4,884	4,380	5,720	5,720	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57100 - VET TRAINING	2,850	433	1,240	1,240	0	0.0% *
57300 - VET DUES/SUBSCRIPTIONS	60	140	180	180	0	0.0% *
57700 - VET VETERANS' BENEFITS	190,641	166,000	170,000	170,000	0	0.0% †
57701 - VET CARE OF SOLDIERS GRAVES	1,847	3,065	2,000	2,000	0	0.0% †
007 - OTHER CHARGES & EXPENSES Total	195,397	169,638	173,420	173,420	0	0.0%
Grand Total	274,781	290,838	304,651	305,761	1,109	0.4%

***Administrative Costs (Regionalized per Intermunicipal Agreement)**

Expenses	79,594	120,893	129,951	131,061
Income	(49,391)	(83,172)	(89,208)	(89,208)
Net Administrative Costs	30,203	37,721	40,743	41,852

† Proprietary Costs (Specific to Newburyport)

Vet. Benefits/ Graves/ Burials	195,187	169,945	174,700	174,700
Total Newburyport Cost	225,390	207,666	215,443	216,552

Section 9: Education



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

Office of the Superintendent

TELEPHONE 978.465.4456
FAX 978.462.3495

April 21, 2017

Dear Newburyport Community Members,

Not unexpectedly, the development of the 2017-2018 school budget, brought the usual challenges forward. These included cuts to state funding for both the school department and the City. We are also anticipating the possibility of substantive cuts that may occur at the federal level that may impact future state and local funding for public education. Despite these challenges, the City still was able to provide a 4.19% increase along with a three-year plan to add additional revenue to the schools.

As in previous years, I again worked closely with the members of the Newburyport Public Schools Leadership Team, comprised of building and district administrators, to compile a budget that would meet student needs and add additional staffing where needed. In this budget is funding for an additional World Language teacher at Nock. This will allow our 7th and 8th grade students to receive Spanish instruction every other day for the entire school year. In addition to the salary of a new teaching position, money was also included for supplies and materials for a new classroom. The other additions to the budget were to increase our part-time STEM (Science, Technology, Engineering and Mathematics) teachers at Bresnahan and Molin to full-time status, increasing student instructional opportunities in these areas in both buildings.

All of our current staff members will be employed next year. One current unfilled position of a BCBA (Board certified behavior analyst) that services students on the autism spectrum will remain unfilled, as we believe our current staffing is adequate to meet student needs.

Significant items that impacted the budget this year were three-fold: loss of Choice tuition due to limited enrollment options, negotiated staff wage increases and loss of state funding. Despite these challenges, the District will continue to move forward. During the past four years we have been able to add intervention specialists to Bresnahan and Molin, additional nursing support, a Guidance Administrator, additional office personnel, as well as additional related service personnel. With each year, we are slowly expanding our academic opportunities for students as well as providing social emotional support. In addition our athletic facilities have seen sufficient renovations.

As always, I want to acknowledge the tremendous support we have received from the Newburyport Education Foundation, the Swasey Foundation, the Parent-Teacher Organization, local banks, businesses and community members as well as the many volunteers who willingly give of their time. We remain grateful for your many contributions.

Lastly, the Leadership Team of the Newburyport Public Schools remains committed to working closely and in partnership with the School Committee, Mayor and City Council to best serve our students and to meet their future needs.

Sincerely yours,

Susan L. Viccuro
Superintendent of Schools,
On behalf of the Leadership Team

NEWBURYPORT PUBLIC SCHOOLS (01-300)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53201 - SCH SCHOOL EXPENSES	23,234,153	26,351,996	27,402,232	28,651,701	1,249,469	4.6%
59620 - T/O SPEC APPROP FRSHMN SPRTS	0	36,500	0	0	0	0.0%
002 - PURCHASE OF SERVICES Total	23,234,153	26,388,496	27,402,232	28,651,701	1,249,469	4.6%
Grand Total	23,234,153	26,388,496	27,402,232	28,651,701	1,249,469	4.6%

ESSEX NORTH SHORE TECHNICAL HIGH SCHOOL (01-398)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53202 - ESSEX NORTH SHORE TECH SCHOOL	21,865	19,829	55,000	73,000	18,000	32.7%
002 - PURCHASE OF SERVICES Total	21,865	19,829	55,000	73,000	18,000	32.7%
Grand Total	21,865	19,829	55,000	73,000	18,000	32.7%

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53202 - WHITTIER VO TECH SCHOOL	336,873	330,403	427,368	568,149	140,781	32.9%
002 - PURCHASE OF SERVICES Total	336,873	330,403	427,368	568,149	140,781	32.9%
Grand Total	336,873	330,403	427,368	568,149	140,781	32.9%

**See Appendix E for the
Newburyport Public Schools budget detail
(page 247)**

**See Appendix F for the
Whittier Regional Vocational Technical High School budget detail
(page 293)**

Section 10:
Shared Expenses

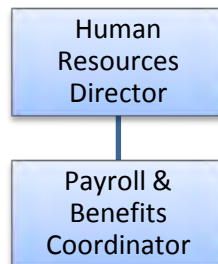
HUMAN RESOURCES

MISSION STATEMENT

The Human Resources Department provides a broad range of efficient and effective Human Resources services consistent with community expectations, to enhance the quality of life for the workforce of the City, and to ensure that the City continues to be a desirable place to live, work, and do business.

The Human Resources Department advances workplace solutions and services in the areas of; recruitment, hiring, benefits, compensation, classification, training and development, labor relations, employee relations, worker's compensation and unemployment. The 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 in their professional goals, thereby maximizing the contribution added by each employee toward the overall goals of the City.

ORGANIZATIONAL OVERVIEW



Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Human Resources Director	1.0	1.0	1.0
Payroll & Benefits Coordinator	1.0	1.0	1.0
Total Full Time-Equivalents	2.0	2.0	2.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2014	Actual FY2015	Actual FY2016	Estimated FY2017
Number of Positions Filled	#	11	17	28	25
Number of Active City Employees Enrolled in Health Insurance	#	181	184	218	186
Number of City Retirees Enrolled in Health Insurance	#	153	157	160	205
Number of Full Time Employees	#	217	218	219	221
Number of Part Time Employees	#	92	100	107	96

FY2017 ACCOMPLISHMENTS

- Secured new payroll vendor with capabilities to offer more sophisticated reporting and overall payroll needs with rollout of April 1st.
- Created management handbook for supervision, recruitment, talent management, benefits, and performance management.
- Facilitated Safety Committee meetings with Department of Public Services employee members, Mayor's office, Auditor's office, and Risk Management vendor.
- Hired new Third Party Administrator for Flexible Spending, COBRA, and Premium billing programs and ensured for seamless transition.
- Reviewed alternative deferred compensation vendors including State sponsored retirement savings plan.
- Researched new supplemental benefit offerings including short term disability (STD), long term disability (LTD), accident, critical illness, and vision and secured full group enrollment opportunity including guarantee issue for all active employees.
- Continued partnership with the Merrimack Valley Workforce Investment Board interviewing two entry level professional transportation / equipment operator for open Department of Public Services positions.
- Fully incorporated next phase of Affordable Care Act (ACA) Mandate.
- Held retiree benefit session with social security administration and other retiree vendors.
- Successfully negotiated two collective bargaining agreements for three year periods.

FY2018 TRENDS

In FY2018 the Human Resources Department will continue to recruit, retain, and develop an efficient, creative, and professional workforce capable of meeting the current and future needs and expectations of the City of Newburyport. In FY2018 this department will look to continue the partnership with the school and retirement offices, to ensure that comprehensive benefits offerings are clearly communicated to all employees and retirees. The Human Resources Department will continue to provide support services, policy direction, and leadership development with all Departments across the City.

FY2018 GOALS & OBJECTIVES

GOAL 1: INCREASE EFFICIENCY

Objectives:

- Fully integrate new payroll system
- Continue streamlining and automation of policies, forms, and processes including:
 - Payroll process
 - Documented time off reporting process
 - Improved onboarding workflow
 - Performance Management / Documentation
 - Seasonal hiring
 - Retirement process
- Improve overall recruiting process in hiring more complex City positions

GOAL 2: TRAINING AND DEVELOPMENT

Objectives:

- Increase learning opportunities – informal / formal
 - Supervisor
 - Teams
 - Individual
- Create mentoring program across City departments

GOAL 3: BENEFITS

Objectives:

- Educate employees on all health care options and changes
- Regularly highlight plan information for increased familiarity
- Encourage supplemental offerings of Short Term and Long Term Disability
- Streamline enrollment and change process with school employees and retirees
- Explore options under healthcare reform to decrease health insurance costs
- Review third party administration of health care reimbursement account

Personnel Management	Payroll & Benefits Management
<ul style="list-style-type: none">• Development and maintenance of personnel files• Recruitment and Hiring• Legal Compliance<ul style="list-style-type: none">• Civil Rights Act (Title VII)• ADEA• Pregnancy Discr. Act• ADA• ADA AAA• HIPAAA• FSLA• FMLA• Employee Relations• New employee orientation/Exit Interviews• Work with Harassment Officer Allegations• Participate in Labor Relations• Oversee Resolution of Performance issues• Workers Compensation	<ul style="list-style-type: none">• Legal compliance<ul style="list-style-type: none">• HIPAA• Section 18, etc.• Process changes in enrollments• Negotiate plans/rates with vendors• Manage vendor performance• Manage COBRA process• Manage Life Insurance Program• Coordinate Payroll Changes• Coordinate Retirement Calculations• Prepare biweekly census for OBRA• Prepare and distribute W2 Forms at year-end

HUMAN RESOURCES DEPARTMENT (01-152)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HR SAL DIRECTOR	47,639	76,042	75,258	85,000	9,742	12.9%
51102 - HR PAYROLL & BENEFITS COORD	3,608	59,089	58,335	61,369	3,034	5.2%
001 - PERSONNEL SERVICES Total	51,247	135,131	133,593	146,369	12,776	9.6%
002 - PURCHASE OF SERVICES						
53002 - HR PERS RECORDS AUDIT/COMPLI	1,430	0	0	0	0	0.0%
53003 - HR COBRA ADMIN	1,125	2,100	6,000	1,200	(4,800)	-80.0%
53004 - HR GIC ANALYSIS	4,550	7,000	0	0	0	0.0%
53005 - HR HRA ADMINISTRATION	5,283	4,096	0	1,950	1,950	0.0%
53006 - HR FSA ADMINISTRATION	5,322	9,005	9,220	9,635	415	4.5%
53007 - HR UNEMPLOYMENT CLAIMS	7,234	28,141	30,000	25,000	(5,000)	-16.7%
53008 - HR WORKER'S COMPENSATION	58,767	64,644	72,400	88,328	15,928	22.0%
53009 - HR ADVERTISING	0	2,806	2,000	1,200	(800)	-40.0%
53010 - HR PAYROLL	0	13,234	15,000	16,350	1,350	9.0%
53011 - ASSESSMENT CENTER	0	8,564	0	0	0	0.0%
002 - PURCHASE OF SERVICES Total	83,711	139,589	134,620	143,663	9,043	6.7%
004 - SUPPLIES						
54200 - HR SUPPLIES	2,314	2,479	3,000	1,500	(1,500)	-50.0%
004 - SUPPLIES Total	2,314	2,479	3,000	1,500	(1,500)	-50.0%
007 - OTHER CHARGES & EXPENSES						
57100 - IN STATE TRAVEL	31	0	0	0	0	0.0%
57300 - HR MEMBERSHIP DUES	332	500	600	200	(400)	-66.7%
007 - OTHER CHARGES & EXPENSES Total	364	500	600	200	(400)	-66.7%
Grand Total	137,635	277,699	271,813	291,732	19,919	7.3%

INSURANCE GROUP (01-914)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51700 - INS HEALTH INSURANCE PREMIUMS	7,067,932	7,643,882	8,625,658	8,952,570	326,912	3.8%
51701 - INS DENTAL CONTRIBUTION	41,850	42,120	50,000	51,000	1,000	2.0%
51702 - INS HRA PROGRAM	22,894	14,816	0	30,000	30,000	0.0%
51703 - INS MEDICARE REIMB	30,578	59,625	0	45,000	45,000	0.0%
51704 - INS LIFE INSURANCE	50,334	53,908	55,000	60,000	5,000	9.1%
51705 - INS MEDICARE PENALTIES	51,073	36,837	48,000	49,200	1,200	2.5%
51706 - INS WELLNESS PROGRAM	15,600	16,382	11,745	11,934	189	1.6%
51707 - INS FICA PAYROLL TAXES	0	0	160,000	205,000	45,000	28.1%
001 - PERSONNEL SERVICES Total	7,280,261	7,867,570	8,950,403	9,404,704	454,301	5.1%
Grand Total	7,280,261	7,867,570	8,950,403	9,404,704	454,301	5.1%

RETIREMENT SYSTEM

The Newburyport Retirement System is funded through members’ deductions, investments and annual appropriations from the City of Newburyport. Pension Funds are invested with the Public Retirement Investment Trust or PRIT, a state run agency that pools pension contributions from around the state in order to maximize returns and reduce management fees.

The annual assessment is determined by the Public Employees Retirement Administration Commission (PERAC) and is based on salaries, age, and service time of unit participants that comprise the Newburyport Retirement System. These units include the Newburyport Housing Authority, Harbormaster Office, DPS Water Division, DPS Sewer Division, School workers (non-teaching personnel), and City employees. The unfunded liability is a significant factor in determining the annual assessment.

RETIREMENT BOARD (01-911)

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51740 - RET APPROP CITY/SCHOOL	3,428,009	3,560,812	3,752,884	3,924,742	171,858	4.6%
001 - PERSONNEL SERVICES Total	3,428,009	3,560,812	3,752,884	3,924,742	171,858	4.6%
Grand Total	3,428,009	3,560,812	3,752,884	3,924,742	171,858	4.6%

DEBT SERVICE

Debt Service appropriations provide for the payment of principal and interest costs for long and short term bonds issued by the City for capital projects for General Fund purposes. The debt service appropriations for the Water, Sewer, and Harbormaster Enterprise Funds appear in their respective budgets (Section 11 of this budget document). The City currently has \$101, 690,308 in outstanding bond obligations.

EXCLUDED DEBT SERVICE (01-710)

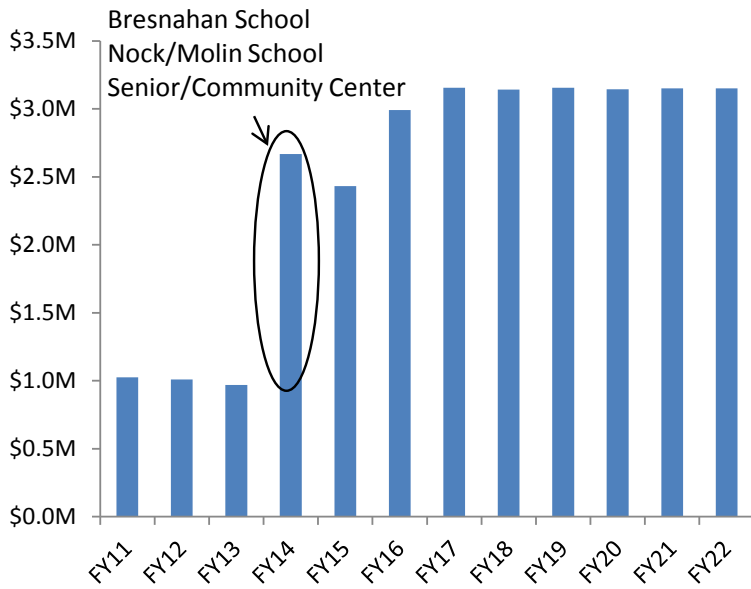
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE						
59101 - LIBRARY PRINCIPAL	259,300	255,000	249,000	205,000	(44,000)	-17.7%
59102 - HIGH SCHOOL PRINCIPAL	420,700	406,100	394,400	391,700	(2,700)	-0.7%
59103 - BRESNAHAN SCHOOL PRINCIPAL	325,000	418,000	516,000	480,000	(36,000)	-7.0%
59104 - NOCK MOLIN PRINCIPAL	20,000	64,000	125,000	255,398	130,398	104.3%
59105 - SENIOR COMM CENTER PRINCIPAL	0	213,000	220,000	235,000	15,000	6.8%
59106 - NOCK-MOLIN FIELD PRINCIPAL	0	0	105,000	105,000	0	0.0%
59151 - LIBRARY INTEREST	31,297	25,463	19,725	13,500	(6,225)	-31.6%
59152 - HIGH SCHOOL INTEREST	175,348	160,706	150,553	134,777	(15,776)	-10.5%
59153 - BRESNAHAN SCHOOL INTEREST	637,858	663,264	676,129	656,269	(19,860)	-2.9%
59154 - NOCK MOLIN INTEREST	455,044	472,129	464,620	468,444	3,824	0.8%
59155 - SENIOR COMM CENTER INTEREST	107,117	210,106	199,281	187,906	(11,375)	-5.7%
59156 - NOCK-MOLIN FIELD INTEREST	0	0	35,715	33,615	(2,100)	-5.9%
59250 - INTEREST ON TEMPORARY LOANS	0	103,899	81,825	0	(81,825)	-100.0%
009 - DEBT SERVICE Total	2,431,664	2,991,666	3,237,248	3,166,609	(70,639)	-2.2%
Grand Total	2,431,664	2,991,666	3,237,248	3,166,609	(70,639)	-2.2%

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

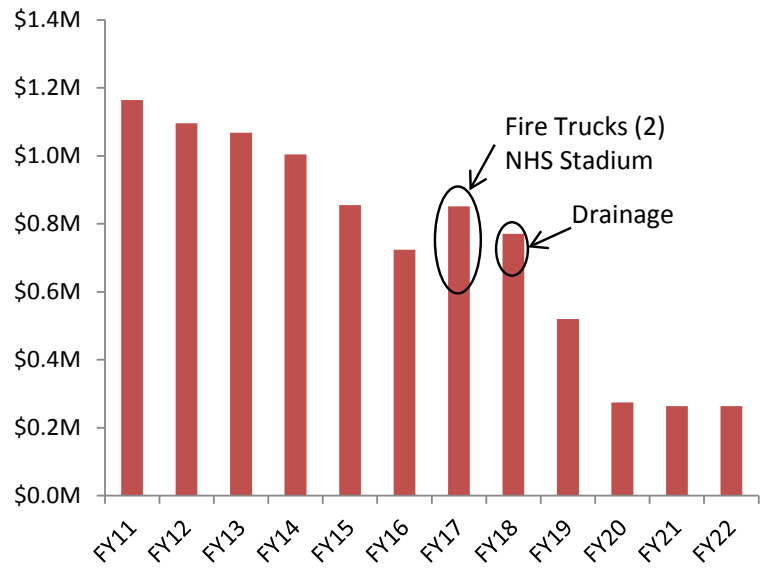
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE						
59100 - LONG TERM DEBT PRINCIPAL	725,275	598,400	752,700	709,600	(43,100)	-5.7%
59150 - LONG TERM DEBT INTEREST	129,927	124,989	93,892	85,682	(8,211)	-8.7%
59250 - INTEREST ON TEMPORARY LOANS	0	0	25,000	25,000	0	0.0%
009 - DEBT SERVICE Total	855,202	723,389	871,592	820,282	(51,311)	-5.9%
Grand Total	855,202	723,389	871,592	820,282	(51,311)	-5.9%

GENERAL FUND DEBT SERVICE

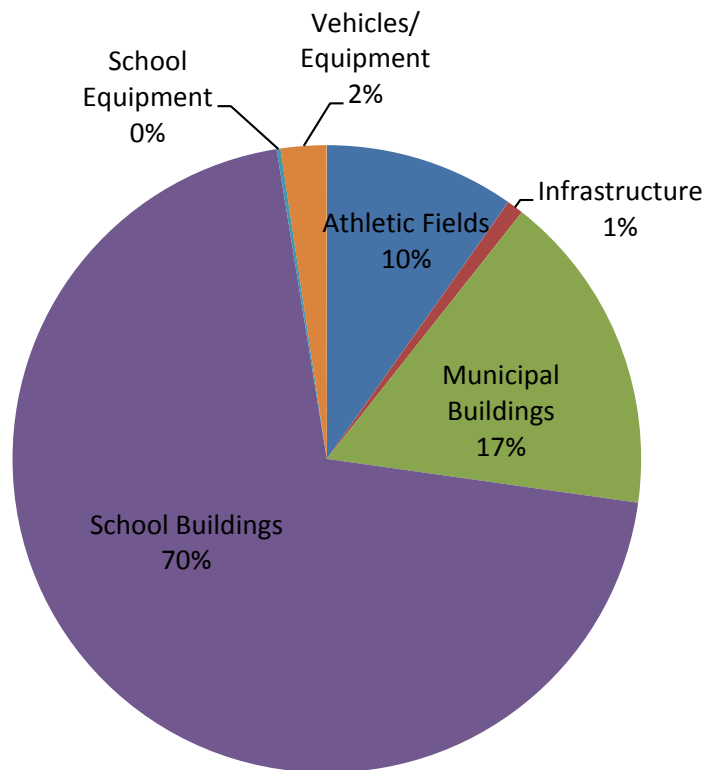
Excluded



Non-Excluded



OUTSTANDING DEBT BY PURPOSE



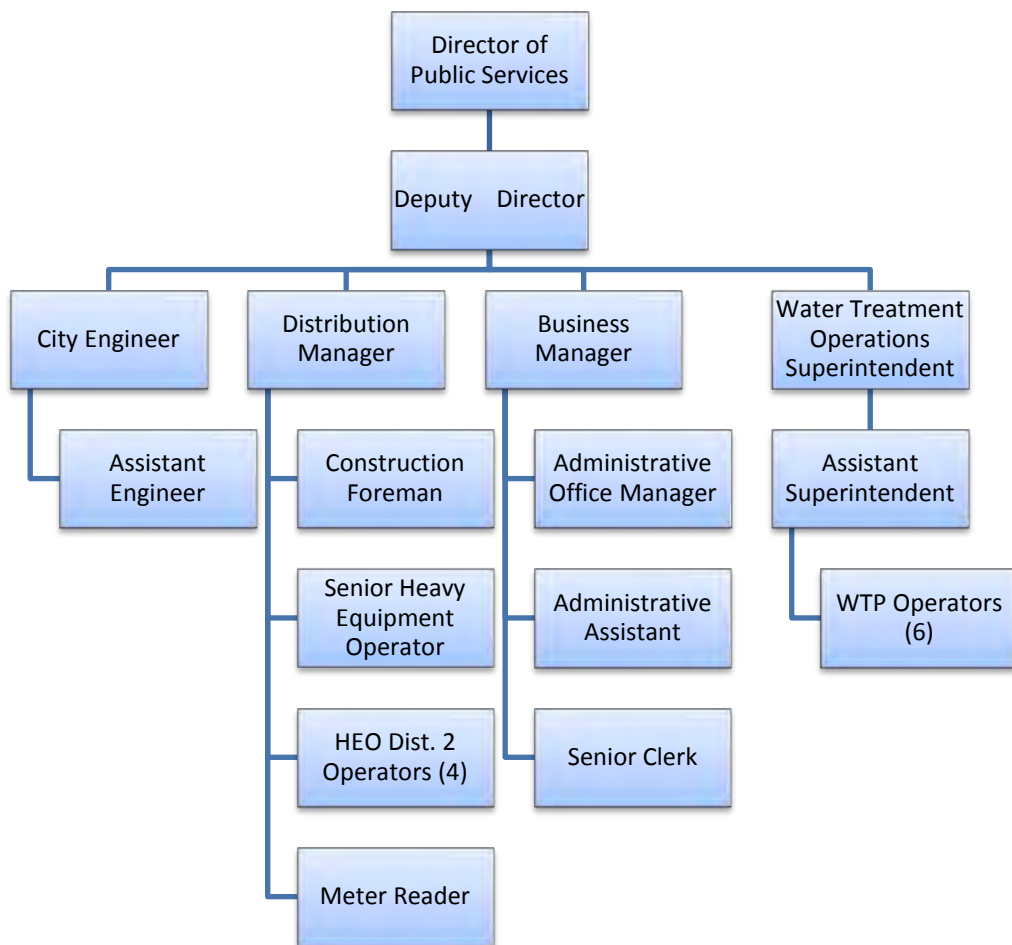
**Section 11:
Enterprise Funds**

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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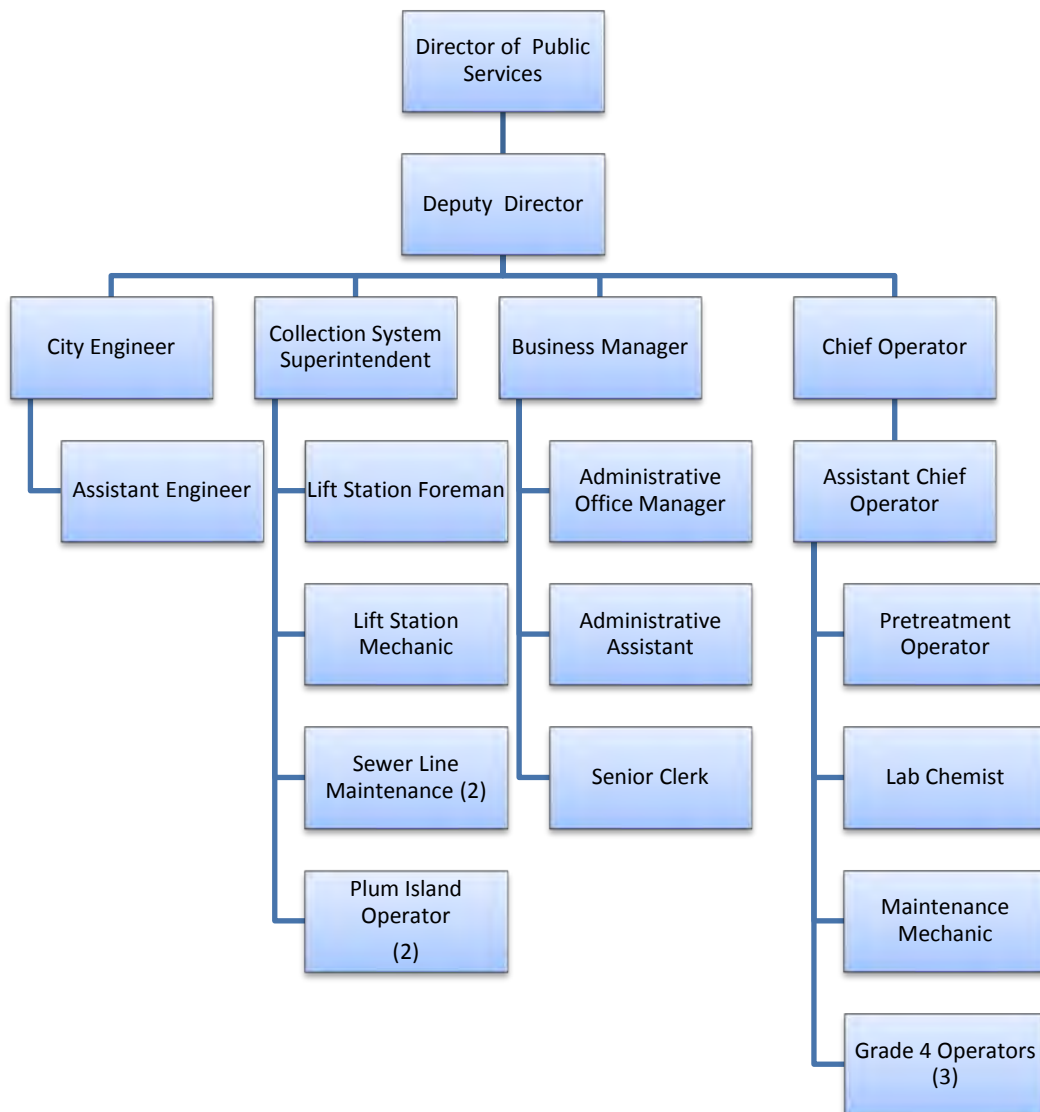
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
53031 - WAT TEST-SURFACE WAT SAMPLING	3,640	5,973	7,500	7,500	0	0.0%
53032 - WAT WATER TEST	10,594	17,204	28,900	27,954	(946)	-3.3%
53402 - WAT TELECOMMUNICATNS	9,149	10,452	10,655	10,620	(35)	-0.3%
53780 - WAT PAYMT IN LIEU 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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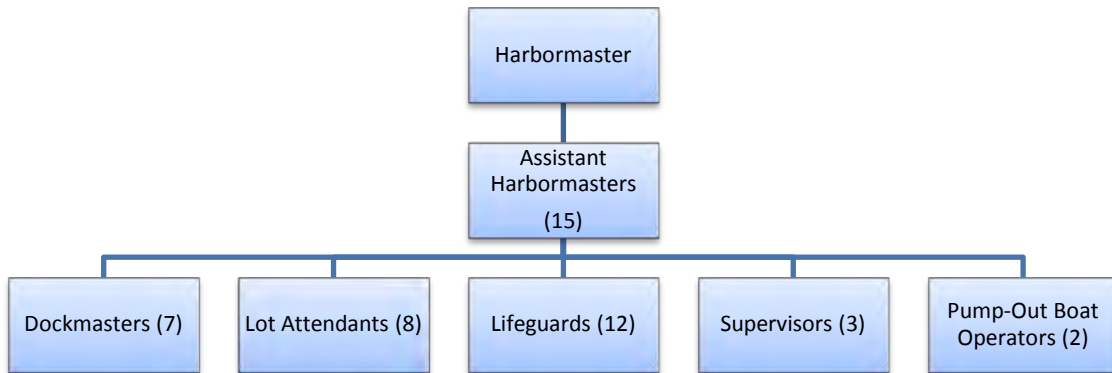
	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 ADOPTED	\$ CHANGE	% CHANGE
53050 - SEW VENDOR LAB TESTING	8,307	14,547	19,350	19,350	0	0.0%
53402 - SEW TELECOMMUNICATNS	21,039	21,610	30,240	26,740	(3,500)	-11.6%
53801 - OTHR POS - TEMP HOUSING	81,563	0	0	0	0	0.0%
002 - PURCHASE OF SERVICES Total	1,267,905	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%



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Section 12:
Capital Improvement Program

I. Executive Summary

Dear President & Members of the City Council:

I am pleased to submit herewith the proposed Fiscal Years 2017-2021 Capital Improvement Program (CIP). All projects listed under FY2017 have been, or are expected to be, funded during this current fiscal year. All projects listed under FY2018 through FY2021 will require funding through a combination of sources as noted on the project detail sheets. As you are aware, I have placed significant emphasis on the importance of developing an organized and coordinated CIP for the City. This has proved to be a useful tool for the City and is now an integral component of the City's long-range financial planning process.

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

Development of the CIP

Prior to the implementation of the CIP, individual departments maintained their own capital budgets. This practice provided an inventory of capital needs for each department but did not engender a comprehensive and holistic approach to capital planning. Prior to FY2013, the City was not able to offer an adequate long-term funding program to address important City-wide infrastructure improvements, replace deteriorating equipment, and repair and renovate facilities.

Since FY2013, I have prioritized the continued development and refinement of a comprehensive capital improvement plan that incorporates the capital needs of all City Departments with a practical funding plan for each year of the program. Department Heads have worked with the Mayor's Office to identify and/or update their most important capital needs for FY2017 through FY2021. Significant time has been spent on developing a realistic funding schedule within the confines of the City's financial resources and aligned with the City's financial policies.

I have deliberately included fully funded projects and acquisitions during FY2017 in this CIP to reflect the progress that has been made during the current fiscal year. 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, while also acknowledging that the City is faced with new and unexpected capital challenges every year. On the following page, is a list of capital projects funded or anticipated to be funded during FY2017 totaling \$13.1 million.

FY2017 Capital Funding

CIP #	Department	Project	Amount	Funding Source
FD002	Fire	Replace/Update Radio Equipment	\$55,000	General Fund Free Cash
PD001	Police	Portable Radios	\$45,000	General Fund Free Cash
PD006	Police	Special Operations Vehicle	\$45,000	Police Operating Budget / Grant
IT001	Information Technology	IT Hardware	\$88,500	General Fund Free Cash
PK002	Parks	Bartlet Mall Frog Pond Restoration	\$29,500	Grant
PK004	Parks	Cushing Park Improvement Project	\$28,000	Grant
PK005	Parks	Joppa Park Improvement Project	\$45,000	Grant
PK006	Parks	Inn Street Site Amenities	\$30,000	Grant
PK007	Parks	Field Improvement- Construction Projects - Cherry Hill	\$27,100	General Fund Free Cash
PK008	Parks	Field Improvement- Construction Projects - Nock Diamond	\$100,000	Grant
PK009	Parks	Field Improvement- Construction Projects - Fuller Complex	\$1,098,000	Excluded Debt
PK010	Parks	Dump Truck	\$55,000	General Fund Free Cash
PL002	Planning & Development	Intermodal Structured Parking Facility	\$1,028,300	Parking Bond
SC002	Schools	Nock-Parking Lot Repairs and Repaving	\$300,000	General Fund Free Cash
SC006	Schools	Nock-Elevator Controls Modernization	\$140,000	General Fund Free Cash
SC008	Schools	Nock-Furniture Replacement	\$25,000	General Fund Free Cash
SC015	Schools	High School Fire Alarm Panel Replacement	\$60,000	General Fund Free Cash
SC025	Schools	Pickup Truck with Plow and Utility Body	\$50,521	School Operating Budget
YS001	Youth Services	Purchase of 21 Passenger Mini Bus	\$40,000	Recreational Services Revolving Fund
HW003	DPS - Highway	Drainage Improvement Projects Phase 1	\$400,000	General Fund Bond
HW016	DPS - Highway	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$85,000	General Fund Free Cash
HW020	DPS - Highway	Purchase 3/4 Gas Pick-up Truck with Plow	\$43,000	General Fund Free Cash
HW023	DPS - Highway	Ground Keeper / Landscaping Equipment	\$25,000	Cemetery Receipts Reserved for Approp.
HW027	DPS - Highway	Roadway Paving Improvement	\$516,329	Chapter 90 Funds
HW028	DPS - Highway	Sidewalk Replacement and New Construction Program	\$340,740	General Fund Free Cash / Meals Tax
HW030	DPS - Highway	Purchase Multi-Purpose Tractor	\$35,000	General Fund Free Cash
SW001	DPS - Sewer	Graf Road Lift Station	\$5,800,000	Sewer Bond / MassWorks Grant
SW004	DPS - Sewer	West End Sewer Access Road (formerly West End Easement)	\$350,000	Sewer Retained Earnings
SW006	DPS - Sewer	I/I Sewer Replacement and Manhole Project	\$250,000	Inflow/Infiltration Receipts Reserved for Approp.
SW007	DPS - Sewer	Replacement of Pumps , Valves and Actuators	\$90,000	Sewer Retained Earnings / CIP Funds
SW009	DPS - Sewer	Meter Replacement Project (Water/Sewer)	\$200,000	Water & Sewer Retained Earnings
SW012	DPS - Sewer	Wastewater Treatment Facility Odor Control Improvements	\$1,223,000	Sewer Bond / Retained Earnings
WA001	DPS - Water	Water Main Replacement	\$325,000	Water Operating Budget / Retained Earnings
WA013	DPS - Water	WTP Sump Pump Repair	\$50,000	Water Retained Earnings
WA014	DPS - Water	Artichoke Pump Station Skylight/Roof Repairs	\$25,000	Water Retained Earnings
WA016	DPS - Water	Sludge Removal in the Lagoons	\$40,000	Water Retained Earnings
Total			\$13,087,990	

Free Cash Policy

Working with our Finance Team, I have developed a Free Cash Policy that provides direction for how the City appropriates its Free Cash. In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30 close of the fiscal year, the City's Free Cash is certified by the State Department of Revenue (DOR) and available for appropriation. Free Cash must be certified by the DOR's 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 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. Maintaining a healthy Free Cash balance gives the City adequate flexibility to address the priority items in the CIP instead of continuing to defer our capital needs.

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).

According to the Financial Policies that were formally adopted in 2012, Free Cash balances should generally be used for non-recurring expenses. The Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures. To that end, the following are explicitly authorized uses of Free Cash under this policy:

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

In keeping with the intent of this policy, an 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 FY2017-2021 CIP is based on the following budgetary assumptions. The City will:

- Continue to build cash reserves, setting a minimum threshold Free Cash balance of \$500,000 or 1% of the tax levy, whichever is greater;
- Continue to conservatively estimate New Growth;
- Not use funds from General Stabilization for ordinary capital improvements;

- Continue to actively pursue State and Federal funding opportunities and leverage an annual allotment of Community Preservation Act funds; and
- Continue to fund a grant writer to assist in securing outside funding to subsidize particular projects and infrastructure investments.

Overview of the CIP

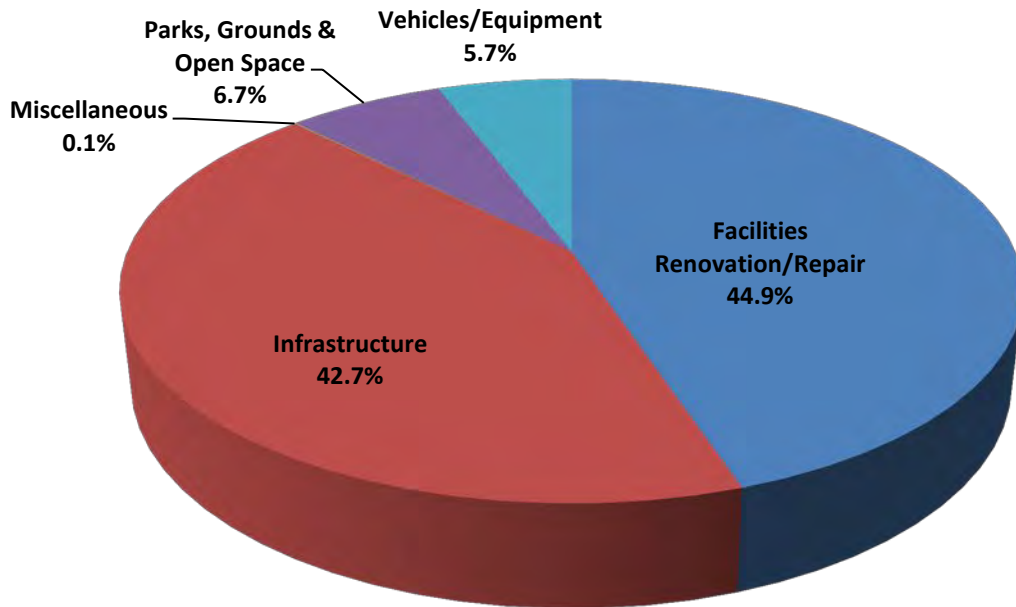
The CIP includes projects with a five year total estimated cost of \$72,226,484. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph on the page following illustrates that 44.9% of spending is for facilities renovation and repair. A significant portion of this spending is for the Parking Garage/Intermodal Facility Project, with an estimated project cost of \$12.6 million. Additional projects include the odor control improvements at the Wastewater Treatment Facility, as well as, renovations to the City's fire stations. The CIP also identifies and anticipates significant investment in existing City buildings, such as roof replacements, numerous updates to the High School and Nock/Molin School, carpet replacements, among others.

Investments in infrastructure represent 42.7% 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 the past several years, sidewalk improvements have been a priority. The City has made historic investments in our sidewalks since we began earmarking 50% of meals tax revenue for their repair. The City will continue to invest a minimum of \$300,000 in sidewalks and \$500,000 in roadway improvements. Additionally, through existing enterprise funds, the City will continue to invest in infrastructure improvements, including \$8.0 million in water infrastructure improvements and \$10.3 million in sewer infrastructure projects over the next five years.

Another important area for the City is our parks, grounds, and open space, which comprises 6.7% of total spending in the CIP. A major investment in this capital improvement program is the completion of the Fuller Track Complex and Nock Diamond and multi-use playing fields. Additional important investments include the restoration of the Bartlett Mall Frog Pond, continued work on expanding and completing the City's rail trail and updates to the City's parks with the help of grants, such as those from the Gayden Morrill Foundation.

Project Costs by Project Type



Funding the CIP

The City remains committed to making annual capital investments through a diverse stream of funding sources. As such, the City has been able to maintain a strong financial position by leveraging State and Federal funds, grants, CPA funds, and strong Free Cash and Retained Earning balances to fund many capital improvements and purchases. This has limited the City's need to borrow to fund smaller capital improvements. The funding philosophy behind the CIP was to continue to fund and invest in capital without drastically increasing the debt burden. As recommended in the best practices report released by the Division of Local Services, the City will continue ensure sustainable funding for our Capital Improvement Program by way of establishing a minimum funding target of 8.0% of annual revenue. Over the past five years, the City has funded capital at 8.8% of annual revenue. This minimum ratio becomes an especially useful tool so that, as debt service from older capital projects rolls off, those funds will not be earmarked for other operating needs, but instead retained for future capital investments.

On the following page is a summary of anticipated project costs for fiscal years 2017 through 2021.

Project Costs by Department

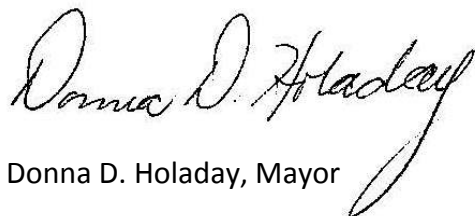
Estimated Project Costs by Fiscal Year

Department	FY2017	FY2018	FY2019	FY2020	FY2021	Five-Year Total
Fire	55,000	105,000	4,440,000	5,055,000	75,000	9,730,000
Police	90,000	47,000	55,000	-	-	192,000
Information Technology	88,500	458,500	58,500	58,500	58,500	722,500
Library	-	30,800	28,600	-	-	59,400
Parks	1,412,600	1,211,493	1,120,000	20,000	-	3,764,093
Planning & Development	1,028,300	15,224,430	800,000	150,000	1,600,000	18,802,730
Schools	575,521	1,397,406	420,134	968,631	-	3,361,692
Youth Services	40,000	-	-	-	-	40,000
DPS - Highway	1,445,069	1,743,000	1,893,000	1,905,000	1,855,000	8,841,069
Total General Fund	\$4,734,990	\$20,217,629	\$8,815,234	\$8,157,131	\$3,588,500	\$45,513,484
DPS - Sewer	7,913,000	4,715,000	850,000	1,200,000	1,200,000	15,878,000
DPS - Water	440,000	1,085,000	2,560,000	2,375,000	2,375,000	8,835,000
Total Enterprise Funds	\$8,353,000	\$5,800,000	\$3,410,000	\$3,575,000	\$3,575,000	\$24,713,000
Total Capital Improvements	\$13,087,990	\$26,017,629	\$12,225,234	\$11,732,131	\$7,163,500	\$70,226,484

Conclusion

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

Respectfully submitted,



Donna D. Holaday, Mayor

II. FY 2017-2021 CIP Summary

CIP #	Department	Project Description	FY2017	FY2018	FY2019	FY2020	FY2021	Five-Year Total
FD001	Fire	Rechassis Forestry Pumper	\$0	\$50,000	\$0	\$0	\$0	\$50,000
FD002	Fire	Replace/Update Radio Equipment	\$55,000	\$55,000	\$55,000	\$55,000	\$0	\$220,000
FD004	Fire	Replacement Aerial Ladder Fire Truck	\$0	\$0	\$1,100,000	\$0	\$0	\$1,100,000
FD005	Fire	Type III Ambulance	\$0	\$0	\$185,000	\$0	\$0	\$185,000
FD006	Fire	Replacement of Fire Station # 2	\$0	\$0	\$0	\$5,000,000	\$0	\$5,000,000
FD007	Fire	Architectural Study and Design for Fire Station	\$0	\$0	\$100,000	\$0	\$0	\$100,000
FD008	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$3,000,000	\$0	\$0	\$3,000,000
FD010	Fire	Renovation of Engine 3	\$0	\$0	\$0	\$0	\$75,000	\$75,000
PD001	Police	Portable Radios	\$45,000	\$0	\$0	\$0	\$0	\$45,000
PD003	Police	Garage Doors	\$0	\$25,000	\$0	\$0	\$0	\$25,000
PD004	Police	Facility Weatherproofing	\$0	\$0	\$25,000	\$0	\$0	\$25,000
PD005	Police	Flooring Replacement	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PD006	Police	Special Operations Vehicle	\$45,000	\$0	\$0	\$0	\$0	\$45,000
PD007	Police	Locker Replacement	\$0	\$22,000	\$0	\$0	\$0	\$22,000
IT001	Information Technology	IT Hardware	\$88,500	\$58,500	\$58,500	\$58,500	\$58,500	\$322,500
IT002	Information Technology	Municipal Fiber Network	\$0	\$400,000	\$0	\$0	\$0	\$400,000
LI001	Library	Carpet Replacement	\$0	\$30,800	\$28,600	\$0	\$0	\$59,400
PK002	Parks	Bartlet Mall Frog Pond Restoration	\$29,500	\$40,500	\$0	\$0	\$0	\$70,000
PK004	Parks	Cushing Park Improvement Project	\$28,000	\$70,000	\$100,000	\$0	\$0	\$198,000
PK005	Parks	Joppa Park Improvement Project	\$45,000	\$20,000	\$20,000	\$20,000	\$0	\$105,000
PK006	Parks	Inn Street Site Amenities	\$30,000	\$20,000	\$0	\$0	\$0	\$50,000
PK007	Parks	Field Improvement- Construction Projects - Cherry Hill	\$27,100	\$0	\$0	\$0	\$0	\$27,100
PK008	Parks	Field Improvement- Construction Projects - Nock Diamond	\$100,000	\$0	\$0	\$0	\$0	\$100,000
PK009	Parks	Field Improvement- Construction Projects - Fuller Complex	\$1,098,000	\$1,010,993	\$1,000,000	\$0	\$0	\$3,108,993
PK010	Parks	Dump Truck	\$55,000	\$0	\$0	\$0	\$0	\$55,000
PK012	Parks	Multi-Purpose 60 HP Tractor	\$0	\$50,000	\$0	\$0	\$0	\$50,000
PL001	Planning & Development	Fish Pier Embayment Dredging	\$0	\$0	\$650,000	\$0	\$0	\$650,000
PL002	Planning & Development	Intermodal Structured Parking Facility	\$1,028,300	\$11,524,430	\$0	\$0	\$0	\$12,552,730
PL003	Planning & Development	Central Waterfront Bulkhead Phase II	\$0	\$2,750,000	\$0	\$0	\$0	\$2,750,000
PL004	Planning & Development	Central Waterfront Rail Trail Extension/Park Expansion	\$0	\$850,000	\$0	\$0	\$0	\$850,000
PL005	Planning & Development	Rt 1 Traffic Circle Redevelopment/Bicycle & Pedestrian Access - Clipper City Rail Trail Phase III	\$0	\$100,000	\$150,000	\$150,000	\$1,600,000	\$2,000,000
SC002	Schools	Nock-Parking Lot Repairs and Repaving	\$300,000	\$0	\$0	\$0	\$0	\$300,000
SC004	Schools	Nock-Tennis Court Renovation	\$0	\$50,000	\$0	\$0	\$0	\$50,000
SC005	Schools	Nock-Gym & Auditorium Roof Replacement	\$0	\$0	\$0	\$662,295	\$0	\$662,295
SC006	Schools	Nock-Elevator Controls Modernization	\$140,000	\$0	\$0	\$0	\$0	\$140,000
SC008	Schools	Nock-Furniture Replacement	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$100,000
SC009	Schools	High School Roof Replacement	\$0	\$890,000	\$0	\$0	\$0	\$890,000
SC010	Schools	High School Auditorium Plaster Repairs	\$0	\$100,000	\$0	\$0	\$0	\$100,000
SC013	Schools	High School Exterior Woodwork Project	\$0	\$182,406	\$160,134	\$95,336	\$0	\$437,876
SC015	Schools	High School Fire Alarm Panel Replacement	\$60,000	\$0	\$0	\$0	\$0	\$60,000
SC016	Schools	High School Masonry Repairs	\$0	\$0	\$150,000	\$141,000	\$0	\$291,000
SC020	Schools	High School Perimeter Stone Wall Repairs	\$0	\$0	\$65,000	\$0	\$0	\$65,000
SC021	Schools	High School Additional Parking Spaces and Curbing	\$0	\$150,000	\$0	\$0	\$0	\$150,000
SC023	Schools	High School Furniture Replacement	\$0	\$0	\$20,000	\$20,000	\$0	\$40,000
SC024	Schools	High School Carpet Replacement	\$0	\$0	\$0	\$25,000	\$0	\$25,000
SC025	Schools	Pickup Truck with Plow and Utility Body	\$50,521	\$0	\$0	\$0	\$0	\$50,521

CIP #	Department	Project Description	FY2017	FY2018	FY2019	FY2020	FY2021	Five-Year Total
YS001	Youth Services	Purchase of 21 Passenger Mini Bus	\$40,000	\$0	\$0	\$0	\$0	\$40,000
HW001	DPS - Highway	Parker Street/Scotland Road Culvert Replacement	\$0	\$0	\$0	\$200,000	\$700,000	\$900,000
HW002	DPS - Highway	Brown's Wharf Culvert Replacement Phase II	\$0	\$0	\$90,000	\$550,000	\$0	\$640,000
HW003	DPS - Highway	Drainage Improvement Projects Phase 1	\$400,000	\$200,000	\$235,000	\$0	\$0	\$835,000
HW014	DPS - Highway	Purchase of 6 Wheel Dump Truck with Plow	\$0	\$175,000	\$175,000	\$175,000	\$175,000	\$700,000
HW015	DPS - Highway	Purchase of Trackless Snow Blower	\$0	\$0	\$128,000	\$0	\$0	\$128,000
HW016	DPS - Highway	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$85,000	\$85,000	\$85,000	\$0	\$0	\$255,000
HW020	DPS - Highway	Purchase 3/4 Gas Pick-up Truck with Plow	\$43,000	\$43,000	\$0	\$0	\$0	\$86,000
HW022	DPS - Highway	Stonewall at Highland Cemetery - Repair	\$0	\$40,000	\$0	\$0	\$0	\$40,000
HW023	DPS - Highway	Ground Keeper / Landscaping Equipment	\$25,000	\$0	\$0	\$0	\$0	\$25,000
HW027	DPS - Highway	Roadway Paving Improvement	\$516,329	\$500,000	\$500,000	\$500,000	\$500,000	\$2,516,329
HW028	DPS - Highway	Sidewalk Replacement and New Construction Program	\$340,740	\$400,000	\$400,000	\$400,000	\$400,000	\$1,940,740
HW029	DPS - Highway	Purchase of Tree Truck / Bucket Truck	\$0	\$0	\$200,000	\$0	\$0	\$200,000
HW030	DPS - Highway	Purchase Multi-Purpose Tractor	\$35,000	\$0	\$0	\$0	\$0	\$35,000
HW031	DPS - Highway	DPS Facility - Roof Replacement	\$0	\$0	\$80,000	\$80,000	\$80,000	\$240,000
HW032	DPS - Highway	Downtown Water/Sewer/Drain Utility Upgrades	\$0	\$300,000	\$0	\$0	\$0	\$300,000
SW001	DPS - Sewer	Graf Road Lift Station	\$5,800,000	\$0	\$0	\$0	\$0	\$5,800,000
SW002	DPS - Sewer	Turkey Hill Sewer Main Replacement	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$2,000,000
SW003	DPS - Sewer	CCTV and Cleaning Sewer Downtown	\$0	\$0	\$100,000	\$0	\$0	\$100,000
SW004	DPS - Sewer	West End Sewer Access Road (formerly West End Easement)	\$350,000	\$0	\$0	\$0	\$0	\$350,000
SW005	DPS - Sewer	Barton Street/ Barton Court/ Alter Court Sewer Replacement	\$0	\$40,000	\$500,000	\$0	\$0	\$540,000
SW006	DPS - Sewer	I/I Sewer Replacement and Manhole Project	\$250,000	\$200,000	\$0	\$0	\$0	\$450,000
SW007	DPS - Sewer	Replacement of Pumps , Valves and Actuators	\$90,000	\$0	\$0	\$0	\$0	\$90,000
SW008	DPS - Sewer	New Crane Truck	\$0	\$75,000	\$0	\$0	\$0	\$75,000
SW009	DPS - Sewer	Meter Replacement Project (Water/Sewer)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
SW011	DPS - Sewer	Bobcat Loader	\$0	\$0	\$50,000	\$0	\$0	\$50,000
SW012	DPS - Sewer	Wastewater Treatment Facility Odor Control Improvements	\$1,223,000	\$4,200,000	\$0	\$0	\$0	\$5,423,000
WA001	DPS - Water	Water Main Replacement	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
WA003	DPS - Water	Purchase of Six Wheel Dump Truck	\$0	\$175,000	\$0	\$0	\$0	\$175,000
WA005	DPS - Water	Route One Water Main Project	\$0	\$350,000	\$0	\$0	\$0	\$350,000
WA006	DPS - Water	Purchase New Backhoe	\$0	\$0	\$160,000	\$0	\$0	\$160,000
WA008	DPS - Water	Purchase New Hydraulic Hammer	\$0	\$0	\$25,000	\$0	\$0	\$25,000
WA009	DPS - Water	Flood Control to Lower Artichoke Reservoir	\$0	\$80,000	\$0	\$0	\$0	\$80,000
WA010	DPS - Water	Public Water Supply Protection	\$0	\$50,000	\$2,000,000	\$2,000,000	\$2,000,000	\$6,050,000
WA011	DPS - Water	Water Supply Reservoirs - Water Quality Improvements	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
WA012	DPS - Water	Dredging Water Supply Reservoirs	\$0	\$30,000	\$0	\$0	\$0	\$30,000
WA013	DPS - Water	WTP Sump Pump Repair	\$50,000	\$0	\$0	\$0	\$0	\$50,000
WA014	DPS - Water	Artichoke Pump Station Skylight/Roof Repairs	\$25,000	\$0	\$0	\$0	\$0	\$25,000
WA015	DPS - Water	New Hypochlorite Day Tank System	\$0	\$25,000	\$0	\$0	\$0	\$25,000
WA016	DPS - Water	Sludge Removal in the Lagoons	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Total			\$13,087,990	\$26,017,629	\$12,225,234	\$11,732,131	\$7,163,500	\$70,226,484



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Section 13:

Appendices

A. FINANCIAL POLICIES & OBJECTIVES

I. OVERVIEW

The City of Newburyport established these financial management policies to ensure the provision of efficient and effective municipal services and to establish policies and procedures that are financially prudent and economically sound.

The objectives of the City of Newburyport's financial management policies are:

- Establish operational principles that minimize the cost of government, consistent with services desired by the public, and that minimize financial risk;
- Provide effective financial management that conforms with Generally Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS) and Massachusetts Department of Revenue (DOR) Informational Guideline Releases;
- Modernize the financial systems and provide increased public access to annual budgets, reports, audits and other needs as they occur;
- Provide residents with a high level of clarity of taxes and charges and maximize their ability to utilize online payment services;
- Provide increased public confidence in financial management;
- Protect and enhance the City's credit rating and prevent the default of any payments on municipal debt; and
- Provide safeguards to ensure the quality and integrity of financial systems.

II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

- A. The City will utilize accounting practices that conform to GAAP as set forth by the Government Accounting Standards Board (GASB), UMAS and DOR Informational Guideline Releases.
- B. An annual audit will be performed by an independent public accounting firm.
- C. The City will utilize a cash basis of budgeting, while the audited financial statements will be reported on an accrual basis, in accordance with statutory requirements.

III. GENERAL FUND

- A. Budget Goals and Objectives shall be developed annually by each Department Head in consultation with the Mayor. No later than May 15 of each year, the Mayor shall submit to the City Council a proposed operating budget for all city departments, which shall include the school department, for the ensuing fiscal year with an accompanying budget message and supporting documents. The budget document should conform to guidelines set forth by Section 6-3 of the City Charter, the Governmental Finance Officers Association (GFOA), and the DOR.
- B. The City will carefully and routinely monitor all amounts due. An active collection policy will be followed for all receivables, including property taxes. An average collection rate of at least 95%

of current levy shall be maintained provided, however, that it is the City's full intent to collect 100% of all receivables in any given year.

- C. Charges for services and other revenues shall be reviewed on a regular basis at least every three (3) years. Charges shall be adjusted as necessary in response to changes in the cost of providing services. The Mayor, in consultation with Department Heads, shall be responsible for cost recovery goals for individual departments or services, as appropriate, and shall make recommendations to the City Council for review and final approval of all applicable fees.
- D. Reserves reflect a community's ability to react to unforeseen circumstances and to minimize borrowing for capital expenditures. Reserves should average between 5% and 10% of the City's General Fund Expenditures (operating budget). The City will endeavor to continue its policy of maintaining reserves at a minimum of 5% of General Fund Expenditures. Reserves are defined to include the Stabilization Fund (and Free Cash).

The Stabilization Fund is the City's main reserve fund designed to provide financial stability for the City, while improving the City's credit worthiness and flexibility. The provisions of this fund are dictated by Massachusetts General Law (MGL), Chapter 40, Section 5B. The Stabilization Fund may be appropriated for any lawful purpose upon recommendation by the Mayor and a two-thirds (2/3) vote by the City Council. However, at no time can an appropriation placed into the fund exceed 10% of the previous year's real property tax levy, nor can the fund itself exceed 10% of the equalized value of the City.

Free Cash reserves are the remaining, unrestricted funds from operations of the previous fiscal year; these include unexpended Free Cash from the previous year, actual receipts in excess of revenue estimates and unspent amounts in budget line-items. It is the City's goal to maintain a Free Cash balance of \$500,000 or 1% of the tax levy, whichever is greater.

The City has historically used some portion of its Free Cash to subsidize the ensuing year's annual operating budget. It is the City's goal to limit the amount of Free Cash used in the operating budget to a sustainable level and to use these available funds for non-recurring one-time expenses, such as capital projects/items.

For purposes of this policy, the following are deemed to be appropriate uses of Free Cash:

- Appropriated Reserve – an amount to provide for extraordinary or unforeseen expenditures.
- Stabilization Fund – to fund or replenish the Stabilization Fund.
- Capital Improvement Program – to fund capital projects that would otherwise incur borrowing costs associated with the issuance of debt.
- Special Use – to augment the trust funds related to benefits and unfunded liabilities related to employee benefits.
- Extraordinary Deficits – to fund any potential deficits that would otherwise be carried over to the following fiscal year.
- Emergency Appropriations – to allow for fiscal flexibility.

The overall level of Financial Reserves is critical to maintaining the City's credit rating and ensuring

sufficient funds to manage unanticipated needs. Funds shall be allocated from Reserves only after an analysis has been prepared by the Finance Director and presented to the Mayor and City Council. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue and meet the daily cash needs of the City.

IV. CAPITAL IMPROVEMENTS

The Mayor's Office, in collaboration with Department Heads and the School Committee, shall continue to prepare a five-year Capital Improvement Program (CIP) to be updated on an annual basis, as outlined in Section 6-5 of the Charter of the City of Newburyport:

- A. No later than April 1 of each year, the Mayor shall submit a capital improvement program to the City Council. The Capital Improvement Program shall be consistent with the mission statement of the City and shall include:
 1. a clear and concise general summary of its contents;
 2. a list of all capital improvements proposed to be undertaken during the ensuing 5 years, with supporting information as to the need for each capital improvement;
 3. cost estimates, methods of financing and recommended time schedules for each improvement; and,
 4. the estimated annual cost of operating and maintaining each facility and piece of major equipment involved.

This information is to be annually revised by the Mayor with regard to the capital improvements still pending or in the process of being acquired, improved or constructed.

- B. **Public Hearing:** The City Council shall publish in at least 1 local newspaper a notice stating: (1) the times and places where entire copies of the Capital Improvement Program are available for inspection by the public; and, (2) the date, time and place not less than 14 days after such publication, when a public hearing on said plan will be held by the city council.
- C. **Adoption:** At any time after the public hearing but before June 1 of each year, the City Council shall by resolution adopt the Capital Improvement Program with or without amendment, provided that each amendment must be voted separately and that any increase in the Capital Improvements Program as submitted must specifically identify the method of financing proposed to accomplish such increase.
- D. **Availability of Capital Improvement Program:** In addition to any other posting requirement under law, immediately after the submission of the proposed Capital Improvement Program to the City Council, the Mayor shall cause the entire Capital Improvement Program document to be posted on the city's website. After the enactment of the program, a copy of the Capital Improvement Program document as approved shall be posted on the city website indicating its approval by the City Council, and it shall remain posted at least until the enactment of any subsequent capital improvement program.

Definitions of Capital Improvement Program/Project:

1. **Capital Improvement Program:** A comprehensive list of major public improvement projects that are proposed for the City's expenditure within the next six years. The

CIP shall be reviewed annually.

2. Capital Improvement Project: Items included within the Capital Improvement Program will involve the improvement or betterment of the physical plant of the City of a non-recurring nature as differentiated from ordinary repairs or maintenance of a recurring nature. Projects include acquisition of land, improvement of facilities and the replacement/purchase of equipment with a useful life of at least five (5) years and a cost of \$10,000 or more.

V. DEBT MANAGEMENT

- A. A critical measure for credit rating agencies is the ratio of debt service payments to total expenditures. The City recognizes that maintaining debt levels within industry standards allows the City to more easily maintain its credit standing. Credit rating agencies consider individual community needs and circumstances, including emergencies, when evaluating the fiscal health of a community.
- B. The City will endeavor to manage debt so as not to exceed the following ratios, which are reflective of municipal credit standards:
 5. Gross General Fund debt service/General Fund expenditures 15% and
 6. Net General Fund debt service/General Fund expenditures 8 – 10%
- C. Definitions of Gross/Net Debt Service:
 1. General Fund Gross Debt Service: Annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions. The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.
 2. General Fund Net Debt Service: After state reimbursements and state aid, the annual debt payments (principal and interest) for which the City is held accountable; inclusive of assessments from City and School appropriations and debt exclusions (i.e., Gross Debt Service less reimbursements/aid). The same shall apply to the Water, Sewer and Harbormaster Enterprise Funds.
- D. When considering the use of debt, the City shall be guided by the following:
 1. Borrowing versus Cash: The City will endeavor to finance Capital Improvement Projects/Items with a total cost of less than \$50,000 through cash appropriation rather than borrowing.
 2. Useful Life: When borrowing, the City will ensure that the term of bonds issued will not exceed the useful life of the project.
 3. Capital Expenditure versus Capital Improvement Project: Capital expenditures not meeting the definition of “Capital Improvement Projects” should be financed through inclusion within operating budgets.
- E. When considering debt financing strategies, the City shall be guided by the following:

Exclusions from Proposition 2-1/2 Limits

The maximum amount a community can collect in taxes in a given year is its levy limit. Proposition 2½ (MGL Ch. 59, §21C) restricts growth in the levy limit from one year to the next by limiting the growth to an increase of not more than 2.5 percent over the prior fiscal year plus any increase in valuation due to new growth in the community.

There are provisions that allow a community to exceed the limits of Proposition 2½. The “debt exclusion” option is a temporary tax increase used to raise additional taxes to fund capital projects for which the community may borrow as defined in MGL Ch. 44, §7 and 8. The additional amount is added to the levy limit only during the life of the debt.

A community may also temporarily exceed the levy limit by raising additional taxes for a capital improvement in order to finance the purchase with cash. Such “capital outlay expenditure exclusion” is used for the year in which the capital item is acquired.

Overrides

Proposition 2½ allows a community to assess taxes in excess of the automatic annual 2.5 percent increase and any increase due to new growth by passing an override. A community may take this action as long as it is below its levy ceiling, or 2.5 percent of full and fair cash value. An override cannot increase a community’s levy limit above the level of the community’s levy ceiling.

When an override is passed, the levy limit for the year is calculated by including the amount of the override. The override results in a permanent increase in the levy limit of a community, which as part of the levy limit base, increases at the rate of 2.5 percent each year.

A majority vote of a City Council, with the Mayor’s approval, allows an override question to be placed on the ballot. Override questions must be presented in dollar terms and must specify the purpose of the override. Overrides require a majority vote of approval by the electorate.

State, Federal and Other Sources of Funding

State, Federal and other sources of funding, including grants and reimbursements, will be actively sought for eligible capital projects.

VI. ENTERPRISE FUND MANAGEMENT

Enterprise funds (Water, Sewer and Harbormaster) should be fully self-sufficient operationally with user charges and fees set to recover all costs associated with the activities of these funds, including capital expenditures. All costs, both direct and indirect, shall be reviewed on an annual basis to ensure proper allocation of costs between the General Fund and Enterprise Funds pursuant to the DOR’s Indirect Cost Analysis performed June 2012. Enterprise Funds are governed by MGL Ch. 44, §53F½.

VII. GIFTS AND GRANTS

- A. All grants shall be managed to comply with the laws, regulations and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and

instructions of the donor, in accordance with state law. The Mayor's Office will provide an annual report to the City Council that summarizes all grant funded projects/programs.

- B. All gifts shall be evaluated for suitability and consistency with City policies. Gifts with values greater than \$500 shall be formally accepted by the City Council after review and recommendation by the Mayor, or as otherwise allowed by ordinance or by-law. Gifts of funds are governed by MGL Ch. 44, §53A. Gifts of tangible property are governed by MGL Ch. 44, §53A½.

VIII. TRUST FUND MANAGEMENT

Trust Fund management shall be consistent with the legal requirements and spirit of each respective trust document and, to the maximum extent possible, realize the purpose the trusts were intended to achieve. All Trust Funds shall be invested in accordance with Section X of these policies.

IX. INVESTMENT POLICY FOR GENERAL FUNDS, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS AND CAPITAL PROJECTS FUNDS

- A. **Scope**—Section IX of this policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section X will address trust funds and any other funds with special circumstances, such as stabilization funds. The Newburyport Retirement Board and Massachusetts Teacher's Retirement Board are responsible for the investment of the pension funds for all City employees.
- B. **Objectives**—MGL Ch. 44, §55B requires the Treasurer to invest all public funds except those required to be kept uninvested for the purpose of immediate distribution.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal, while meeting the daily cash requirements for the operation of the City's business.

The following objectives are listed in order of priority:

1. ***Safety of principal.*** The foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository.
2. ***Credit risk.*** The risk of loss due to the failure of the security issuer or backer.
3. ***Interest rate risk.*** The risk that the market value of the security will fall due to changes in general interest rates.
4. ***Liquidity.*** The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the Treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of

investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.

5. Yield. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints, as well as, all legal requirements.
- C. **Investment Instruments**—Public investments in Massachusetts are not protected through provisions in state law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity at a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles. The Treasurer may legally invest in the following instruments:
1. Massachusetts State Pooled Fund: Unlimited amounts (Pool is liquid)—The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos) and U.S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries.
 2. U. S. Treasuries that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).
 3. U.S. Agency obligations that will be held to maturity: Unlimited amounts (Up to one year maturity from date of purchase).
 4. Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. (Up to one year) which are fully collateralized through a third party agreement: Unlimited amounts.
 5. Bank accounts and C.D.'s (Up to one year) insured by F.D.I.C. up to, at present, a \$250,000 limit. All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the \$250,000 insurance coverage. In some cases banking institutions carry additional insurance, Depository Insurance Fund of Massachusetts (D.I.F.M).
 6. Unsecured bank deposits of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at banks that do not fit the above categories. These investments are subject to the following limitations: No more than 5% of an institution's assets and no more than 25% of a municipality's cash may be composed of unsecured bank deposits. This percentage may be increased for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the City in the near future. These payments may be for such items as debt service payment or regional school assessments. They will be diversified as much as possible.
- D. **Authorization**—The Treasurer has authority to invest in municipal funds, subject to the statutes of MGL Ch. 44, §55, 55A, and 55B.
- E. **Restrictions**—MGL Ch. 44, §55 sets forth the several restrictions that the Treasurer must be aware of when making investment selections for short term operating funds.

1. The Treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.
2. The Treasurer shall not make a deposit in any bank, trust company or banking company that she or he is associated with as an officer or employee or has been the same for any time during the three years immediately preceding the date of any such deposit.
3. All securities shall have a maturity from date of purchase of one year or less.
4. Purchases under an agreement with a trust company, national bank or banking company for repurchase at not less than original purchase price of said securities on a fixed date, for a term that shall not exceed ninety days.

X. INVESTMENT POLICY FOR TRUST FUNDS, STABILIZATION FUNDS AND COMMUNITY PRESERVATION ACT

- A. **Scope**—Section X of this policy applies to funds that could be invested long term and includes accounts that are designated as Trust Funds, Stabilization Funds, Conservation Fund and Community Preservation Funds. These funds include all accounts that are received as scholarships and perpetual care receipts. All accounts will be maintained separately receiving their proportionate interest allocation and any realized and unrealized gains or losses. The account can be established as a pooled investment portfolio. Any additional amounts added to such accounts will be maintained in this same manner.
- B. **Authorization**—MGL Ch. 44, §54 pertains to the investment of Trust Funds. All trust funds shall fall under the control of the Treasurer. The standard of care to be used by the Treasurer shall be the “prudent person” standard set forth in MGL Ch. 203C and shall be applied in the context of managing an overall portfolio. The Treasurer, in consultation with the Mayor and Finance Director, may select and appoint an independent investment advisor to manage the investment of the Trust Funds. Such appointment shall be reviewed on an annual basis.
- C. **Investment Objectives & Goals**—The accumulated income from the assets being invested are working funds for present and future needs of the various trusts that have been donated for the benefit of the City of Newburyport. It is essential that assets be invested in a high quality portfolio, which;
 1. Preserves the non-expendable principal.
 2. Meets liquidity needs.
 3. Delivers a good return in relation to market conditions.
 4. Avoids inappropriate concentration in any single investment vehicle.
- D. **Investment Direction and Asset Allocation**—All investments must be allowable in accordance with MGL Ch. 44, §54, 55A & 55B, to the extent these sections apply. The portfolio should be invested in a blend of fixed income securities and equities with the following guidelines:
 1. No more than 50% of the portfolio’s market value may be invested in equities.
 2. No less than 40% of the portfolio’s market value may be invested in fixed income

securities (including preferred stock).

3. Approximately 10% of the portfolio's market value may be maintained as cash and/or cash equivalents (defined as debt securities with less than one year to maturity).

E. Security Guidelines—Equities

1. Equity holdings may be selected from the New York and American Stock Exchange or the NASDAQ markets. Securities may be in U.S. companies, or foreign companies purchased as American 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, in consultation with the Treasurer.

F. Security Guidelines—Fixed Income

1. Investments in fixed income securities will be made principally for total return potential. Selection should be made from liquid, investment grade corporate debt, convertible debt and obligations of the United States Government and its agencies.
2. These investments will also be subject to the following limitations: All fixed income securities will have a maximum of 30 years to maturity and the average maturity of the portfolio will be between 2 and 20 years.
3. Securities of a single corporate issuer (excluding the U.S. Government and U.S. Government Agency debt) will not exceed 5% of the portfolio market value. Investments in U.S. Government debt will not include agencies that are not permitted under Massachusetts General Laws (i.e. Sallie Mae (SLMA) or Ginnie Mae (GNMA) obligations).
4. No more than 20% of the portfolio's total market value will be invested in convertible securities.
5. Corporate debt and preferred issues must be rated A or higher, as defined by Moody's and/or Standard & Poor's Rating Agency.
6. There shall be no direct investments in real estate, mortgages, collateral or non-collateral loans, private placements, fixed income or interest rate futures, and no engagement in any other specialized fixed income ventures. The selection of individual fixed income securities shall be at the discretion of the Investment Advisor, in consultation with the Treasurer.

G. Security Guidelines—Cash and Cash Equivalents

1. Funds may be invested in Treasury Bills; Certificates of Deposit and Money Market Funds to provide income, liquidity for expense payments, and preservation of the portfolio's principal value.

2. All such assets must have a maturity of one year or less at the time of purchase. No investments may be made in short-term financial instruments considered to have speculative characteristics, (i.e. uncertainty of principal and/or interest payments).
3. No more than 5% of the portfolio's total market value may be invested in the obligations of one single issuer, with the exception of U.S. Government or U.S. Government Agency Obligations.
4. Non-invested cash balances will be kept to minimum levels. The selection of individual short-term fixed income securities will be at the discretion of the Investment Advisor, in consultation with the Treasurer.

XI. INVESTMENT POLICY—OVERALL PROVISIONS

- A. **Diversification**—Diversification should be interpreted in two ways: 1) in terms of maturity, and 2) in terms of instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities, as well as concentration in a specific institution, with the exception of U.S. Treasury obligations and agencies or investments fully collateralized.
- B. **Ethics**—The Treasurer and Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Mayor any material financial interest they may have in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that they have which could be related to the performance of the City's investments. All municipal employees shall comply with the State Conflict of Interest Law, MGL, Ch. 268A.
- C. **Standards of Care**—The standard of prudence to be used by the Treasurer shall be the “prudent person” standard set forth in MGL Ch. 203C and shall be applied in the context of managing an overall portfolio. The Treasurer acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this policy. The “prudent person” standard states that, “Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well the probable income to be derived.”
- D. **Reporting Requirements**—On an annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Mayor. The report will include as a minimum requirement, the following information:
 1. A listing of the individual accounts and individual securities held at the end of the reporting period.
 2. A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
 3. A summary of the income earned and fees paid on, at least, a monthly and year-to-date basis.

4. A summary of gross and net returns on, at least, a monthly and year-to-date basis, benchmarked against other communities in Massachusetts with similar sized portfolios.
5. The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.
6. The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.
7. The report must be filed with the City Clerk no later than 60 days following the close of each fiscal year.

Appendix B:
Long-Range Financial Forecast

REVENUE FORECAST

GROWTH RATE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ESTIMATE	FY2018 PROJECTED	FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		FY2026		FY2027		
						PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	42,716,528	44,298,205	46,062,191	47,847,641	49,835,111	51,630,989	53,421,763	55,257,307	57,088,740	58,965,959	60,840,108	62,761,110	64,730,138	66,748,392	68,817,102	70,945,561	73,134,663	75,384,817	77,698,734	80,079,113	82,527,656	85,047,374	87,631,077	
	1,067,913	1,107,455	1,151,555	1,196,191	1,245,878	1,290,775	1,335,544	1,381,433	1,427,219	1,474,149	1,521,003	1,569,028	1,618,253	1,668,710	1,720,501	1,773,749	1,828,486	1,884,734	1,942,524	2,001,887	2,062,845	2,125,430	2,189,674	
	513,764	656,531	633,895	791,279	550,000	500,000	500,000	450,000	450,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	
	44,298,205	46,062,191	47,847,641	49,835,111	51,630,989	53,421,763	55,257,307	57,088,740	58,965,959	60,840,108	62,761,110	64,730,138	66,748,392	68,817,102	70,945,561	73,134,663	75,384,817	77,698,734	80,079,113	82,527,656	85,047,374	87,631,077	90,273,323	
	2,669,446	2,427,790	2,918,868	3,192,620	3,166,609	3,155,844	3,143,059	3,149,590	3,150,155	3,146,400	3,161,755	3,169,945	3,205,560	3,205,561	3,205,561	3,205,561	3,205,561	3,205,561	3,205,561	3,205,561	3,205,561	3,205,561	3,205,561	
	46,967,651	48,489,982	50,766,508	53,027,731	54,797,598	56,577,607	58,400,367	60,238,330	62,116,114	63,986,508	65,922,865	67,900,083	69,953,952	72,022,663	74,139,817	76,308,971	78,533,225	80,815,479	83,158,733	85,563,987	88,034,241	90,563,495	93,155,749	95,814,003
	2,496,696	2,528,836	2,620,498	2,405,000	2,525,000	2,600,750	2,678,773	2,759,136	2,841,910	2,927,167	3,014,982	3,105,432	3,198,594	3,294,552	3,393,416	3,494,280	3,598,144	3,705,008	3,814,872	3,927,736	4,043,600	4,163,464	4,287,328	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	499,232	561,480	586,573	500,000	560,000	579,600	599,886	620,882	642,613	665,104	688,383	712,476	737,413	763,223	789,971	817,669	846,317	875,915	906,463	937,961	970,409	1,003,807	1,038,155	
	112,074	112,842	130,608	110,000	230,000	238,050	246,382	255,005	263,930	273,168	282,729	292,624	302,866	313,466	324,426	335,846	347,726	360,066	372,866	386,116	399,816	413,966	428,566	
	103,231	106,611	108,938	100,000	105,000	107,273	109,596	111,968	114,392	116,869	119,399	121,984	124,625	127,323	130,081	132,889	135,747	138,655	141,613	144,621	147,689	150,817	153,995	
	372,195	383,169	331,595	370,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	
	61,264	58,107	100,377	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
	414,582	581,343	462,106	460,000	425,000	439,875	455,271	471,205	487,697	504,767	522,434	540,719	559,644	579,231	599,469	620,367	641,925	664,153	687,061	710,659	734,947	759,925	785,593	
	57,917	58,150	58,454	55,000	55,000	55,237	55,476	55,716	55,956	56,198	56,440	56,684	56,929	57,175	57,421	57,667	57,913	58,159	58,405	58,651	58,897	59,143	59,389	
	765,738	785,676	1,071,855	710,000	860,000	890,100	921,254	953,497	986,870	1,021,410	1,057,160	1,094,160	1,132,456	1,172,092	1,212,076	1,252,300	1,292,874	1,333,798	1,375,072	1,416,696	1,458,670	1,500,994	1,543,668	
	15,112	8,027	14,586	10,000	10,000	10,303	10,614	10,936	11,266	11,607	11,959	12,321	12,693	13,077	13,461	13,845	14,229	14,613	14,997	15,381	15,765	16,149	16,533	
	53,070	54,862	53,274	45,000	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	60,947	62,163	63,401	64,661	65,943	67,247	68,573	69,921	71,291	
	90,081	99,485	124,612	85,000	100,000	103,500	107,123	110,872	114,752	118,769	122,926	127,228	131,681	136,290	140,959	145,688	150,477	155,326	160,235	165,194	170,203	175,262	180,371	
	39,867	100,206	141,446	128,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	
	126,030	51,625	260,325	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	5,207,088	5,490,419	6,065,246	5,038,000	5,453,000	5,608,688	5,769,393	5,935,277	6,106,509	6,283,263	6,465,718	6,654,062	6,848,484	7,049,184	7,256,284	7,469,984	7,690,384	7,917,484	8,150,284	8,388,784	8,632,984	8,882,984	9,137,784	9,398,284
	3,760,799	3,810,821	3,989,560	4,253,403	3,940,193	3,999,296	4,059,285	4,120,175	4,181,977	4,244,707	4,308,377	4,373,003	4,438,598	4,505,177	4,572,751	4,641,321	4,710,897	4,781,479	4,853,057	4,925,641	5,000,231	5,076,827	5,154,429	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	-448,914	-441,002	-414,877	-373,763	-150,000	-311,477	-321,202	-331,311	-341,639	-351,926	-362,576	-373,450	-384,747	-396,125	-407,699	-419,469	-431,435	-443,597	-455,955	-468,617	-481,485	-494,559	-507,839	
	\$5,486,623	\$57,350,220	\$60,406,438	\$61,945,371	\$64,040,791	\$65,874,415	\$67,907,843	\$69,962,471	\$72,062,961	\$74,162,551	\$76,334,386	\$78,553,697	\$80,856,287	\$83,180,899	\$85,530,531	\$87,908,203	\$90,314,915	\$92,751,667	\$95,219,459	\$97,719,291	\$100,251,163	\$102,816,075	\$105,414,027	\$108,045,029

EXPENDITURE FORECAST

GROWTH RATE	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
	ACTUAL	ACTUAL	ACTUAL	APPROVED	PROPOSED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
2.3%	1,490,423	1,545,683	1,653,010	1,735,079	1,790,541	1,831,595	1,873,589	1,916,547	1,960,489	2,005,439	2,051,420	2,098,454	2,146,568	2,195,784
2.4%	1,029,693	1,010,969	1,039,353	875,907	839,990	859,913	880,309	901,188	922,563	944,445	966,845	989,777	1,013,253	1,037,286
2.4%	7,752,530	8,084,521	8,459,410	8,561,772	8,706,663	8,912,957	9,124,139	9,340,324	9,561,632	9,788,183	10,020,102	10,257,517	10,500,556	10,749,354
2.4%	2,747,058	3,118,599	2,495,199	2,797,358	2,954,135	3,023,559	3,094,615	3,167,341	3,241,775	3,317,959	3,395,933	3,475,740	3,557,423	3,641,024
2.4%	513,873	566,368	503,499	496,524	514,016	526,356	538,993	551,933	565,183	578,752	592,646	606,874	621,443	636,363
2.4%	1,971,359	2,051,999	2,082,227	2,198,278	2,271,346	2,324,814	2,379,540	2,435,554	2,492,887	2,551,569	2,611,633	2,673,111	2,736,036	2,800,442
3.1%	23,662,721	25,148,813	26,388,496	27,402,232	28,651,701	29,539,904	30,455,641	31,399,766	32,373,159	33,376,726	34,411,405	35,478,159	36,577,981	37,711,899
2.5%	335,705	358,738	350,232	482,368	641,149	657,491	674,249	691,434	709,058	727,130	745,664	764,669	784,159	804,146
Employee Benefits:														
Health Insurance														
3.5%	2,445,980	2,450,228	2,743,815	3,008,739	3,161,456	3,272,107	3,386,630	3,505,162	3,627,843	3,754,818	3,886,236	4,022,254	4,163,033	4,308,739
3.5%	4,567,582	4,838,716	5,123,755	5,941,664	6,243,249	6,461,763	6,687,924	6,922,002	7,164,272	7,415,021	7,674,547	7,943,156	8,221,166	8,508,907
3.5%	7,013,562	7,288,944	7,867,570	8,950,403	9,404,704	9,733,869	10,074,555	10,427,164	10,792,115	11,169,839	11,560,783	11,965,410	12,384,200	12,817,647
Pension Assessment														
5.0%	2,625,568	2,500,977	2,578,699	2,760,926	2,895,975	3,040,774	3,192,813	3,352,454	3,520,076	3,696,080	3,880,884	4,074,928	4,278,675	4,492,608
5.0%	792,609	927,032	982,112	991,958	1,028,766	1,080,205	1,134,215	1,190,926	1,250,472	1,312,996	1,378,645	1,447,578	1,519,956	1,595,954
5.0%	3,418,177	3,428,009	3,560,812	3,752,884	3,924,742	4,120,979	4,327,028	4,543,379	4,770,548	5,009,076	5,259,529	5,522,506	5,798,631	6,088,563
4.0%	0	0	0	0	0	97,339	100,746	104,272	107,921	111,698	115,608	119,654	123,842	128,176
4.0%	10,431,739	10,716,954	11,428,382	12,703,287	13,329,446	13,952,187	14,502,328	15,074,815	15,670,584	16,290,613	16,935,920	17,607,570	18,306,673	19,034,386
Budgeted Capital Investments:														
2.2%	582,397	373,792	351,037	331,740	354,287	562,149	820,185	878,400	936,797	970,381	1,004,154	1,038,123	1,072,291	1,131,662
	3,671,181	3,286,866	3,715,056	4,064,212	3,986,891	3,648,169	3,391,334	3,388,515	3,384,980	3,382,075	3,396,180	3,407,020	3,333,998	3,333,998
	4,253,578	3,660,658	4,066,092	4,395,952	4,341,178	4,210,318	4,211,519	4,266,915	4,321,777	4,352,456	4,402,334	4,445,143	4,406,288	4,465,659
TOTAL EXPENDITURES	\$54,188,678	\$56,263,301	\$58,465,899	\$61,648,757	\$64,040,166	\$65,839,093	\$67,734,921	\$69,745,816	\$71,819,107	\$73,933,272	\$76,133,903	\$78,397,015	\$80,650,380	\$83,076,343
TOTAL REVENUE	\$55,486,623	\$57,350,220	\$60,406,438	\$61,945,371	\$64,040,791	\$65,874,415	\$67,907,843	\$69,962,471	\$72,062,961	\$74,162,551	\$76,334,386	\$78,553,697	\$80,856,287	\$83,180,899
AVAILABLE BALANCE	\$ 1,297,945	\$ 1,086,918	\$ 1,940,538	\$ 296,613	\$ 625	\$ 35,322	\$ 172,921	\$ 216,654	\$ 243,854	\$ 229,279	\$ 200,482	\$ 156,683	\$ 205,907	\$ 104,556

C. GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

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

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

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

Revolving Fund: A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.

Stabilization Fund: A general reserve. Money from this fund may be appropriated by a majority vote of the City Council.

State Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E ½ stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Supplemental Budget: Appropriations made by the City Council, after an initial appropriation, to cover expenditures beyond original estimates.

Tax Anticipation Notes: Notes issued in anticipation of taxes, which are usually retired from taxes collected.

Tax Rate: The amount of tax levy stated per \$1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

Tax Title: A collection procedure that secures a city or a town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after

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

Unit Cost:

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

Unrestricted General Government Aid (UGGA):

The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

Valuation (100%):

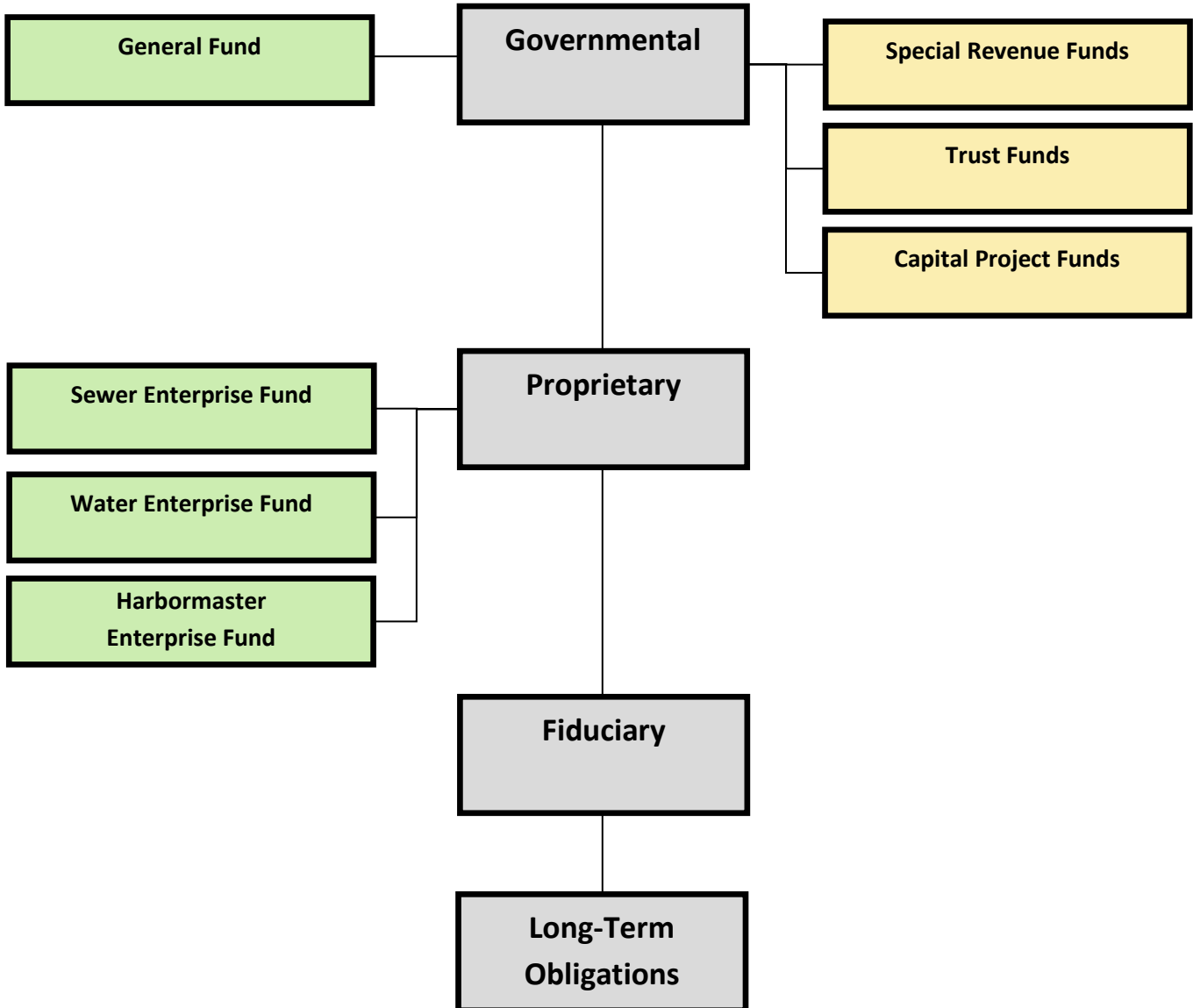
Requirement that the assessed valuation must be the same as the market value for all properties.

D. FUND DESCRIPTIONS & BALANCES

All Funds

Budgeted Funds

Non-Budgeted Funds



FUND DESCRIPTIONS

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

A. GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

B. PROPRIETARY (ENTERPRISE) FUNDS

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

C. FIDUCIARY FUNDS

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

D. LONG-TERM OBLIGATIONS

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

BASIS OF ACCOUNTING

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

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

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

BASIS OF BUDGETING

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

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

Following are two tables which are excerpted from the City's financial statements prepared on a GAAP basis. These tables display the results of operations for the most recently audited fiscal year. There's one table for Governmental Funds and one for Proprietary Funds. Since Fiduciary funds do not involve the measurement of operations, there is no corresponding table for that grouping.

The City implemented GASB Statement #54 *Fund Balance Reporting and Governmental Fund Type Definitions*. In general, amounts previously reported as undesignated fund balance, are now reported as unassigned fund balance. Additionally, amounts previously reporting in stabilization funds, are now required to be presented as committed fund balance in the general fund.

CITY OF NEWBURYPORT, MASSACHUSETTS

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2016

	<u>General</u>	<u>Bresnahan School Building Project</u>	<u>Nock/Molin School Building Project</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Assets					
Cash and short-term investments	\$ 12,337,452	\$ 2,219,823	\$ 1,100,046	\$ 12,764,416	\$ 28,421,737
Investments	146,056	-	-	2,228,588	2,374,644
Receivables:					
Property taxes	1,712,968	-	-	9,228	1,722,196
Excises	679,230	-	-	-	679,230
Intergovernmental	-	-	-	109,632	109,632
Departmental	8,751	-	-	12,963	21,714
Loans	24,000	-	-	-	24,000
Total Assets	\$ 14,908,457	\$ 2,219,823	\$ 1,100,046	\$ 15,124,827	\$ 33,353,153
Liabilities					
Warrants payable	\$ 2,447,735	\$ -	\$ -	\$ 297,230	\$ 2,744,965
Accrued liabilities	1,466,304	-	-	60,355	1,526,659
Tax refunds payable	160,286	-	-	-	160,286
Notes payable	-	1,827,720	2,441,415	1,030,300	5,299,435
Other liabilities	531,158	-	-	-	531,158
Total Liabilities	4,605,483	1,827,720	2,441,415	1,387,885	10,262,503
Deferred Inflows of Resources					
Unavailable revenues	2,109,107	-	-	22,191	2,131,298
Fund Balances					
Nonspendable	-	-	-	1,281,245	1,281,245
Restricted	-	392,103	-	11,518,800	11,910,903
Committed	718,442	-	-	1,029,280	1,747,722
Assigned	835,152	-	-	-	835,152
Unassigned	6,640,273	-	(1,341,369)	(114,574)	5,184,330
Total Fund Balances	8,193,867	392,103	(1,341,369)	13,714,751	20,959,352
Total Liabilities, Deferred Inflows, and Fund Balances	\$ 14,908,457	\$ 2,219,823	\$ 1,100,046	\$ 15,124,827	\$ 33,353,153

CITY OF NEWBURYPORT, MASSACHUSETTS

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2016

	General	Bresnahan School Building Project	Nock/Molin School Building Project	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:					
Property taxes	\$ 49,892,638	\$ -	\$ -	\$ 791,042	\$ 50,683,680
Excise taxes	3,337,873	-	-	-	3,337,873
Interest, penalties, & other taxes	436,326	-	-	2,741	439,067
Charges for services	532,667	-	-	4,693,524	5,226,191
Licenses and permits	1,057,470	-	-	-	1,057,470
Intergovernmental	6,635,946	136,018	691,888	3,875,262	11,339,114
Investment income	65,659	-	-	41,058	106,717
Fines and forfeitures	14,586	-	-	-	14,586
Contributions	-	-	-	583,253	583,253
Other	401,771	-	-	374,239	776,010
Total Revenues	62,374,936	136,018	691,888	10,361,119	73,563,961
Expenditures:					
Current:					
General government	2,976,428	-	-	3,004,457	5,980,885
Public safety	7,344,670	-	-	1,137,388	8,482,058
Education	26,860,306	503,744	1,011,148	7,990,904	36,366,102
Public works	2,554,645	-	-	676,048	3,230,693
Health & human services	2,247,310	-	-	2,279,153	4,526,463
Culture and recreation	1,396,810	-	-	1,767,468	3,164,278
Employee benefits	11,809,048	-	-	4,317	11,813,365
Debt service	3,730,562	-	-	277,003	4,007,565
Intergovernmental	2,463,250	-	-	-	2,463,250
Total Expenditures	61,383,029	503,744	1,011,148	17,136,738	80,034,659
Excess (deficiency) of revenues over expenditures	991,907	(367,726)	(319,260)	(6,775,619)	(6,470,698)
Other Financing Sources (Uses):					
Issuance of refunding bonds	723,500	-	-	-	723,500
Premiums on refunding bonds	46,509	-	-	-	46,509
Issuance of bonds	-	1,986,000	995,000	5,749,000	8,730,000
Premiums on issuance of bonds	-	50,963	32,672	-	83,635
Payment to refunding escrow agent	(754,503)	-	-	-	(754,503)
Transfers in	702,797	-	-	1,907,703	2,610,500
Transfers out	(1,647,615)	(250,000)	(250,000)	(382,253)	(2,529,868)
Total Other Financing Sources (Uses)	(929,312)	1,786,963	777,672	7,274,450	8,909,773
Change in fund balances	62,595	1,419,237	458,412	498,831	2,439,075
Fund Balance at Beginning of Year	8,131,272	(1,027,134)	(1,799,781)	13,215,920	18,520,277
Fund Balance at End of Year	\$ 8,193,867	\$ 392,103	\$ (1,341,369)	\$ 13,714,751	\$ 20,959,352

Appendix E:
Newburyport Public Schools
Budget Detail



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Newburyport Public Schools



FY18 Approved Budget

Susan Vicaro, Superintendent of Schools
Angela Bik, Asst. Superintendent for Curriculum & Instruction
Nancy Lysik, Exec. Assistant to the Supt. for Human Resources and Finance
Christina Gentile, Director of Pupil Services

School Committee:

Donna Holaday, Mayor (Chair)
Cheryl Sweeney, Vice-Chair
Steven Cole
Nick deKanter
David Hochheiser
Bruce Menin
Christine Miller

April 25, 2017



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

TELEPHONE 978.465.4456
FAX 978.462.3495

Office of the Superintendent

April 21, 2017

Dear Newburyport Community Members,

Not unexpectedly, the development of the 2017-2018 school budget, brought the usual challenges forward. These included cuts to state funding for both the school department and the City. We are also anticipating the possibility of substantive cuts that may occur at the federal level that may impact future state and local funding for public education. Despite these challenges, the City still was able to provide a 4.19% increase along with a three-year plan to add additional revenue to the schools.

As in previous years, I again worked closely with the members of the Newburyport Public Schools Leadership Team, comprised of building and district administrators, to compile a budget that would meet student needs and add additional staffing where needed. In this budget is funding for an additional World Language teacher at Nock. This will allow our 7th and 8th grade students to receive Spanish instruction every other day for the entire school year. In addition to the salary of a new teaching position, money was also included for supplies and materials for a new classroom. The other additions to the budget were to increase our part-time STEM (Science, Technology, Engineering and Mathematics) teachers at Bresnahan and Molin to full-time status, increasing student instructional opportunities in these areas in both buildings.

All of our current staff members will be employed next year. One current unfilled position of a BCBA (Board certified behavior analyst) that services students on the autism spectrum will remain unfilled, as we believe our current staffing is adequate to meet student needs.

Significant items that impacted the budget this year were three-fold: loss of Choice tuition due to limited enrollment options, negotiated staff wage increases and loss of state funding. Despite these challenges, the District will continue to move forward. During the past four years we have been able to add intervention specialists to Bresnahan and Molin, additional nursing support, a Guidance Administrator, additional office personnel, as well as additional related service personnel. With each year, we are slowly expanding our academic opportunities for students as well as providing social emotional support. In addition our athletic facilities have seen sufficient renovations.

As always, I want to acknowledge the tremendous support we have received from the Newburyport Education Foundation, the Swasey Foundation, the Parent-Teacher Organization, local banks, businesses and community members as well as the many volunteers who willingly give of their time. We remain grateful for your many contributions.

Lastly, the Leadership Team of the Newburyport Public Schools remains committed to working closely and in partnership with the School Committee, Mayor and City Council to best serve our students and to meet their future needs.

Sincerely yours,

Susan L. Viccaro
Superintendent of Schools,
On behalf of the Leadership Team

**School Committee Budget
Revenue & Expenses
FY17 - FY18**

Revenue

Revenue Source	FY15		FY16		FY17		FY18		Change	%
	Actual		Actual		Adopted		Proposed			
City Appropriation	\$ 25,148,813	\$	26,412,981	\$	27,402,232	\$	28,551,701	\$	1,149,468	4.19%
Medicaid	\$ -	\$	-	\$	-	\$	100,000	\$	100,000	100.00%
Total City Appropriation							\$ 28,651,701			
Choice Tuitions	\$727,427		\$565,377		\$546,341		\$94,453		(451,888)	-82.71%
Choice Fund Balance	\$142,001		\$0		\$494,379		\$618,802		124,423	25.17%
Choice - Educatius	\$13,600		\$0		\$0		\$0		-	0.00%
Circuit Breaker	\$268,835		\$531,849		\$527,000		\$641,505		114,505	21.73%
ABLE Grant (94-142)	\$500,000		\$500,000		\$500,000		\$500,000		-	0.00%
Title 1	\$140,000		\$140,000		\$150,000		\$150,000		-	0.00%
Athletic Receipts & Fees	\$293,050		\$247,452		\$275,000		\$275,000		-	0.00%
Transportation Fees	\$167,000		\$178,127		\$200,000		\$200,000		-	0.00%
Swayze	\$75,471		\$90,000		\$90,000		\$112,614		22,614	25.13%
Kindergarten Revolving	\$237,209		\$283,833		\$375,000		\$375,000		-	0.00%
Pre-School Revolving	\$249,703		\$233,621		\$211,000		\$250,000		39,000	18.48%
Total Revenue	\$ 27,963,109	\$	29,183,240	\$	30,770,952	\$	31,869,075	\$	1,098,123	3.57%

Expenses

Cost Center	FY15		FY16		FY17		FY18		Change	
	Actual		Actual		Adopted		Proposed		Adopted/Proposed	
Bresnahan School	\$ 5,983,127	\$	6,186,919	\$	6,660,469	\$	6,775,690	\$	115,221	1.73%
Upper Elementary	\$ 2,593,464	\$	2,733,616	\$	2,750,787	\$	3,007,952	\$	257,165	9.35%
Middle School	\$ 4,331,498	\$	4,490,992	\$	4,513,436	\$	4,760,444	\$	247,008	5.47%
High School	\$ 7,395,824	\$	7,665,961	\$	7,987,183	\$	8,150,106	\$	162,923	2.04%
System-Wide	\$ 7,659,196	\$	8,305,731	\$	8,859,076	\$	9,174,883	\$	315,807	3.56%
Total Expenses	\$ 27,963,109	\$	29,383,219	\$	30,770,951	\$	31,869,075	\$	1,098,124	3.57%

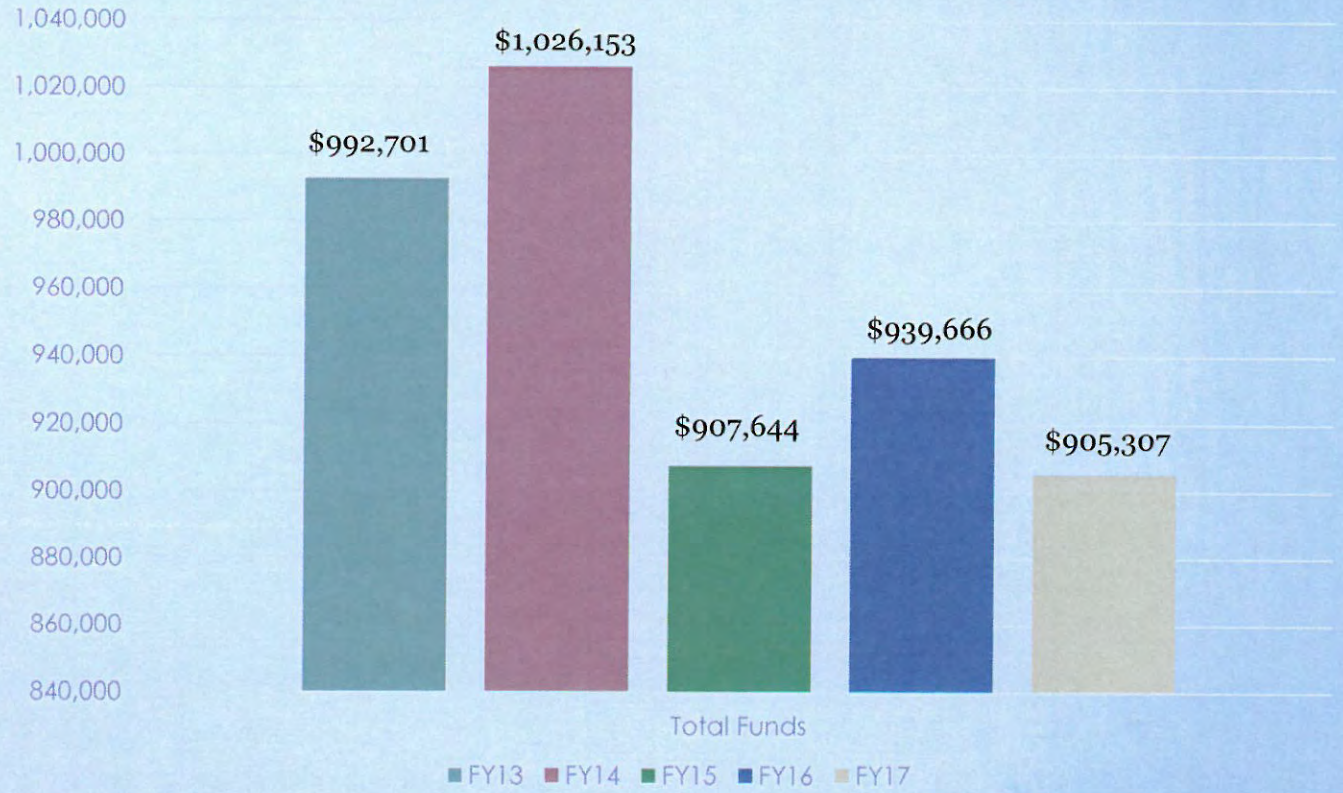
GRANT FUNDS FY2013- FY2017

The following are the grants received by Newburyport Public Schools

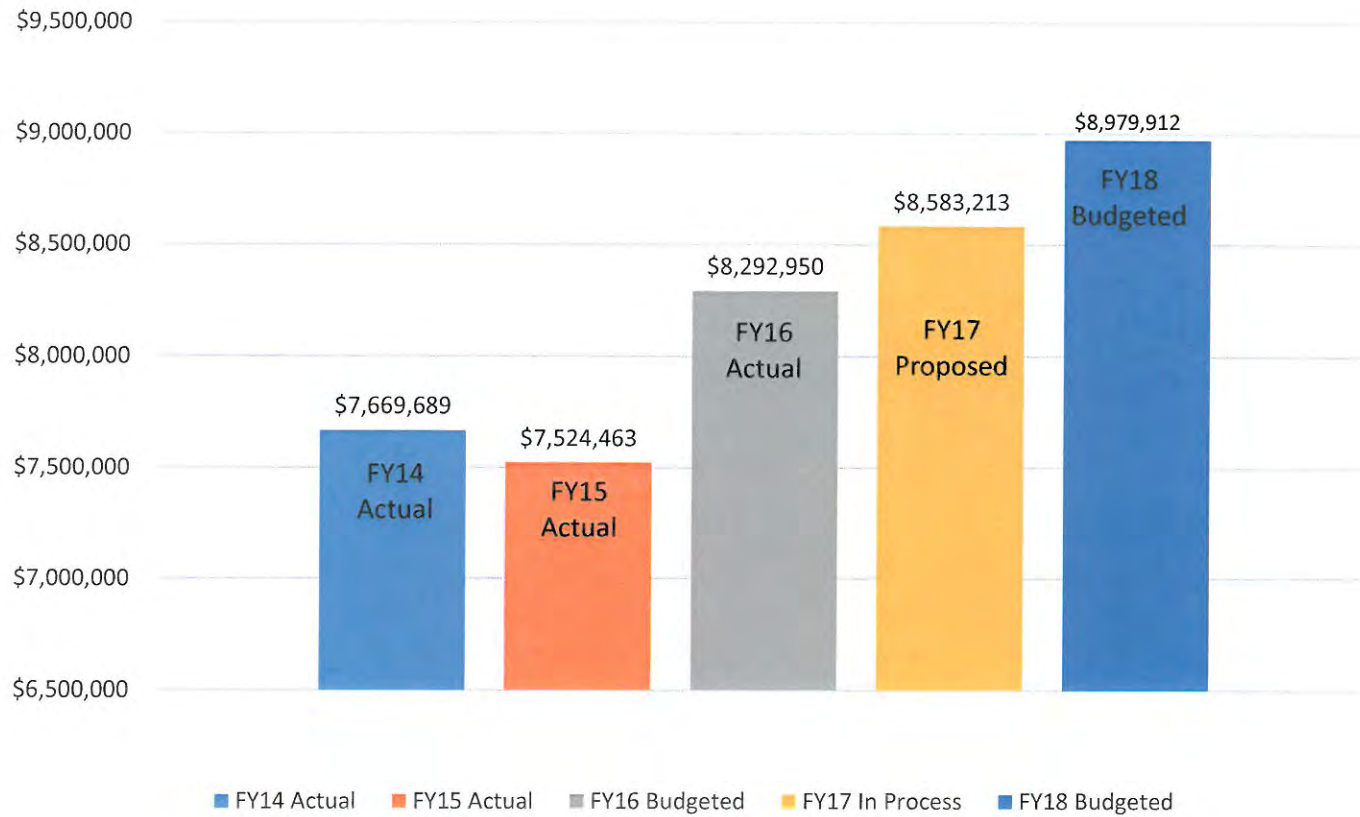
Grant Name	FY13	FY14	FY15	FY16	FY17
SPED 240 Grant (Project ABLE)	\$ 547,752	\$ 530,958	\$ 539,090	\$ 535,414	\$ 548,332
Early Childhood SPED 262	\$ 12,651	\$ 12,002	\$ 12,617	\$ 12,604	\$ 11,669
Title I - 305	\$ 187,386	\$ 198,089	\$ 164,906	\$ 203,027	\$ 207,296
Quality Full Day Kindergarten	\$ 45,000	\$ 65,634	\$ 49,960	\$ 49,961	\$ -
Academic Support-Summer	\$ -	\$ 4,500	\$ -	\$ -	\$ -
EEC Program Improvement	\$ 3,000	\$ 3,350	\$ 6,700	\$ 2,000	\$ 1,400
Teacher Quality -Title IIA	\$ 35,468	\$ 47,462	\$ 39,665	\$ 40,368	\$ 39,388
Essential School Health Services	\$ 55,760	\$ 55,760	\$ 55,760	\$ 61,830	\$ 77,760
Sped Prof. Development	\$ 17,353	\$ 10,101	\$ 18,586	\$ 19,462	\$ 19,462
Academic Support	\$ 8,800	\$ 7,900	\$ 5,600	\$ 5,000	\$ -
Literacy Partnerships-GR2	\$ 13,000	\$ 20,553	\$ 14,760	\$ -	\$ -
Education Jobs Grant - 206	\$ 22,085	\$ -	\$ -	\$ -	\$ -
Race To the Top Grant - 201	\$ 44,446	\$ 59,844	\$ -	\$ -	\$ -
Safe & Supportive Schools	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -
TOTAL	\$ 992,701	\$ 1,026,153	\$ 907,644	\$ 939,666	\$ 905,307

Private Grants	FY13	FY14	FY15	FY16	FY17
NEF		\$ 418,788	\$ 367,150	\$ 332,300	\$ 310,000
Swazey	\$ 101,200	\$ 90,000	\$ 90,000	\$ 90,000	\$ 92,758
PTO			\$ 63,350	\$ 42,623	\$ 52,423
Total	\$ 101,200	\$ 508,788	\$ 520,500	\$ 464,923	\$ 455,181

Grant Revenue FY13 – FY17

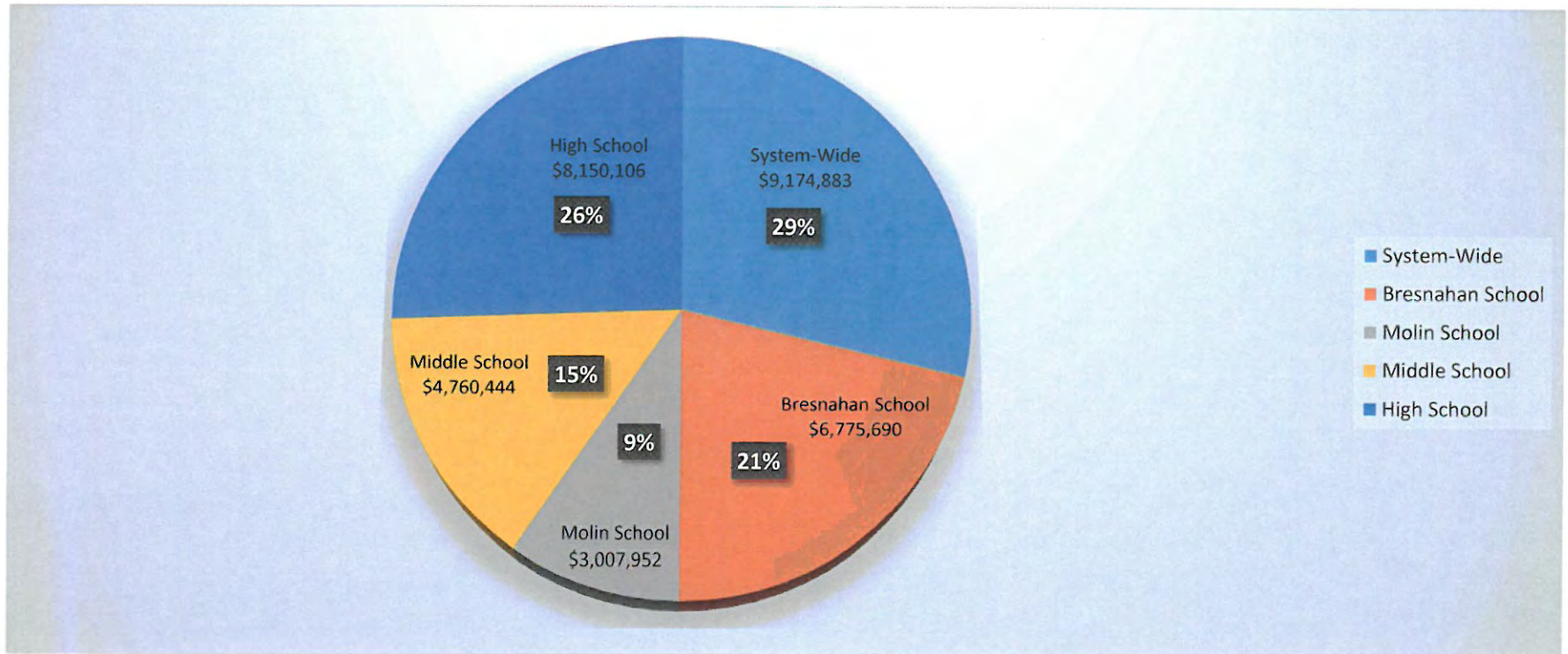


Special Education Expense Growth



FY18 School Budget

\$31,869,075

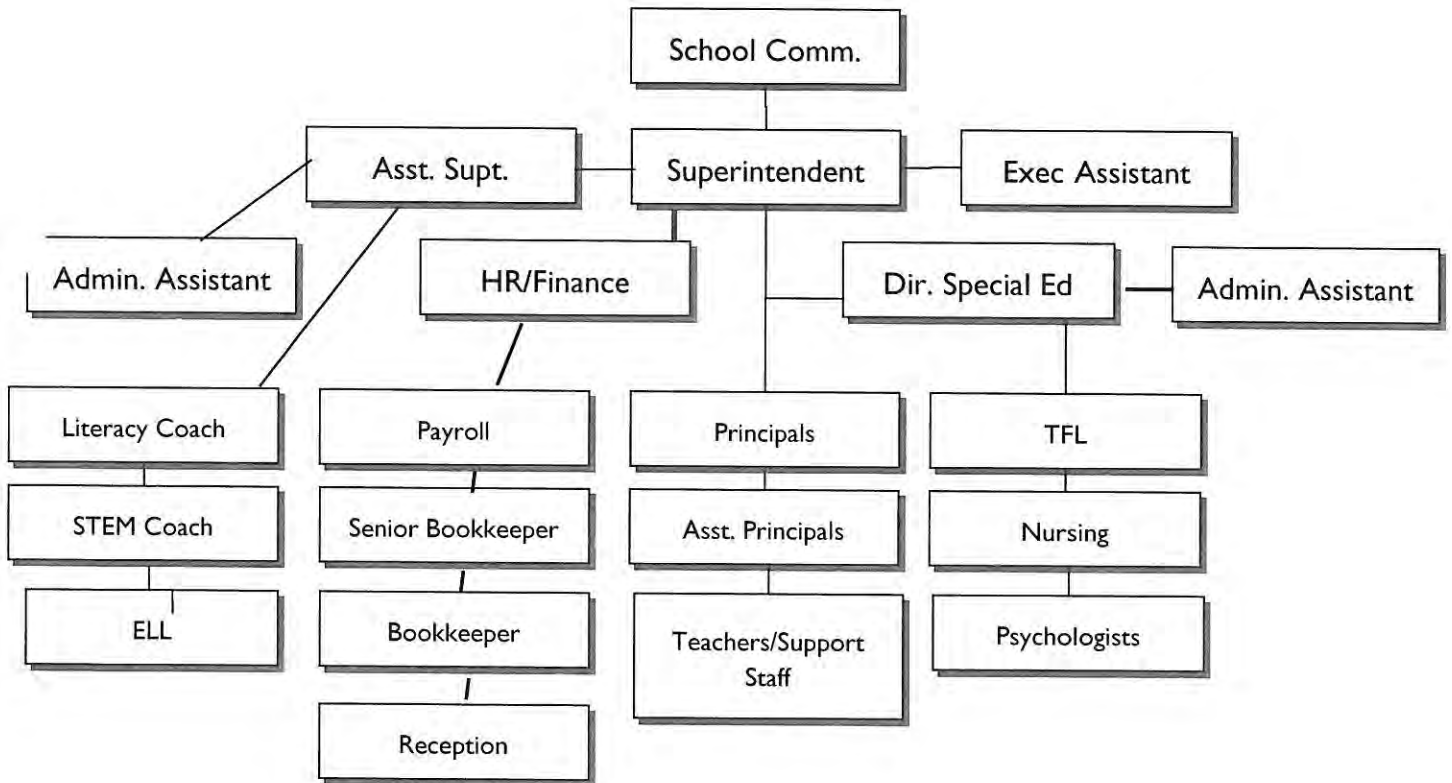


School Department

MISSION STATEMENT

The Mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity, experiential rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social and physical growth
- Understand and embrace their role as global citizens



Newburyport Public School System-Wide

Description	FY15 Actual	FY16 Actual	FY17 FTE	FY17 Revised	FY17 Other Funds	FY18 FTE	FY18 Proposed	FY18 Other Funds	Increase/ Decrease
Technology									
Professional Salaries	\$ 74,956	\$ 76,449	1.0	\$ 80,717		1.0	\$ 85,860		\$ 5,143
Secretary	\$ 37,494	\$ 38,244	1.0	\$ 40,029		1.0	\$ 39,400		\$ (629)
Technician	\$ 139,041	\$ 139,381	3.0	\$ 149,419		3.0	\$ 159,002		\$ 9,583
Contracted Services	\$ 23,067	\$ 7,380		\$ 32,340			\$ 66,800		\$ 34,460
Supplies/Materials	\$ 23,072	\$ 7,481		\$ 16,500			\$ 16,500		\$ -
Software	\$ 44,210	\$ 33,769		\$ 24,000			\$ 28,400		\$ 4,400
Equipment Purchase	\$ 10,349	\$ 30,572		\$ 7,500			\$ 12,500		\$ 5,000
Total Technology	\$ 352,189	\$ 333,276		\$ 350,505			\$ 408,462		\$ 57,957
Health									
Professional Salaries	\$ 415,039	\$ 480,654	8.0	\$ 537,306		8.0	\$ 548,501		\$ 11,195
Substitute Nurses	\$ -	\$ -		\$ -			\$ -		\$ -
Contract Services	\$ 1,625	\$ 733		\$ 4,100			\$ 4,100		\$ -
Supplies/Materials	\$ 16,362	\$ 10,259		\$ 13,487			\$ 13,000		\$ (487)
Total Health	\$ 433,026	\$ 491,646		\$ 554,893			\$ 565,601		\$ 10,708
Special Education									
Professional Salaries	\$ 129,087	\$ 144,393	1.0	\$ 105,570		1.0	\$ 107,681		\$ 2,111
Professional - Transitional Coordinator						0.0	\$ -		\$ -
Secretary	\$ 114,969	\$ 119,921	2.6	\$ 121,559		2.6	\$ 125,386		\$ 3,827
Transportation	\$ 532,134	\$ 548,495		\$ 545,000			\$ 561,350		\$ 16,350
Tuition	\$ 1,834,717	\$ 2,193,643		\$ 1,805,046	\$ 527,000		\$ 1,896,685	\$ 641,505	\$ 206,144
Contracted Services	\$ 191,000	\$ 298,078		\$ 265,000			\$ 265,000		\$ -
Supplies/Materials	\$ 28,665	\$ 10,488		\$ 21,000			\$ 21,000		\$ -
Memberships	\$ 700	\$ 965		\$ 700			\$ 800		\$ 100
Postage	\$ 350	\$ 581		\$ 350			\$ 400		\$ 50
Travel	\$ 3,684	\$ 3,100		\$ 2,000			\$ 2,000		\$ -
Legal	\$ 47,681	\$ 73,238		\$ 50,000			\$ 60,000		\$ 10,000
Tests	\$ 10,000	\$ 15,173		\$ 10,000			\$ 10,000		\$ -
Summer Program	\$ 119,329	\$ 96,549		\$ 150,000			\$ 140,000		\$ (10,000)
Equipment Maintenance	\$ 737	\$ -		\$ 1,000			\$ 1,000		\$ -
Total Special Education	\$ 3,013,053	\$ 3,504,624		\$ 3,077,225	\$ 527,000		\$ 3,191,302	\$ 641,505	\$ 228,582
Psychologist									
Professional Salaries	\$ 239,555	\$ 268,824	4.0	\$ 307,719		4.0	\$ 322,760		\$ 15,041
Total Psychologist	\$ 239,555	\$ 268,824		\$ 307,719			\$ 322,760		\$ 15,041
Curriculum									
Professional Salaries	\$ 295,504	\$ 299,562	3.0	\$ 302,999		3.0	\$ 317,825		\$ 14,826
Stipend	\$ 99,795	\$ 83,575		\$ 131,706			\$ 107,386	\$ 22,614	\$ (1,706)
Secretary	\$ 51,071	\$ 52,027	1.0	\$ 53,486		1.0	\$ 53,929		\$ 443
Tests	\$ 2,837	\$ 8,716		\$ 7,000			\$ 12,000		\$ 5,000
Contracted Services	\$ 21,717	\$ 22,203		\$ 48,500			\$ 33,000		\$ (15,500)
Supplies/Materials	\$ 126,677	\$ 82,524		\$ 76,000			\$ 72,000		\$ (4,000)
Software	\$ 22,821	\$ 17,321		\$ 19,000			\$ 26,000		\$ 7,000
General Supplies	\$ 150	\$ -		\$ 1,500			\$ 1,500		\$ -
Travel	\$ 128	\$ -		\$ 200			\$ 1,000		\$ 800
After School Program				\$ 10,000			\$ -		\$ (10,000)
Summer Program	\$ 4,000	\$ 3,353		\$ 10,000			\$ 13,200		\$ 3,200
Total Curriculum	\$ 624,700	\$ 569,280		\$ 660,391			\$ 637,840	\$ 22,614	\$ 63
In-Service									
Supplies/Materials	\$ 6,629	\$ 5,726		\$ 10,000			\$ 10,000		\$ -
Professional dev. HS	\$ -	\$ 3,900		\$ -			\$ -		\$ -
Conference/Workshop	\$ 93,520	\$ 95,493		\$ 10,000	\$ 90,000		\$ 15,000	\$ 90,000	\$ 5,000
Memberships	\$ 1,341	\$ 2,011		\$ 4,000			\$ 3,000		\$ (1,000)
Summer Curriculum	\$ -	\$ -		\$ -			\$ -		\$ -
Tuition	\$ 17,145	\$ 16,613		\$ 26,000			\$ 21,000		\$ (5,000)
Total In-Service	\$ 118,635	\$ 123,743		\$ 50,000	\$ 90,000		\$ 49,000	\$ 90,000	\$ (1,000)
Lunch									
Lunch Monitor	\$ 50,713	\$ 62,445		\$ 60,456			\$ 60,456		\$ -
Contingency	\$ 50,000	\$ 41,188		\$ 30,000			\$ 20,000		\$ (10,000)
Total School Lunch	\$ 100,713	\$ 103,633		\$ 90,456			\$ 80,456		\$ (10,000)

Description	FY15 Actual	FY16 Actual	FY17 FTE	FY17 Adopted	FY17 Other Funds	FY18 FTE	FY18 Proposed	FY18 Other Funds	Increase/ Decrease
Data Processing									
Contracted Services	\$ 44,850	\$ 24,418		\$ 27,500			\$ 30,000		\$ 2,500
Software	\$ 58,667	\$ 28,543		\$ 59,000			\$ 59,000		\$ -
Conference/Workshop	\$ 1,583	\$ 1,146		\$ 2,000			\$ 2,000		\$ -
Total Data Processing	\$ 105,100	\$ 54,106		\$ 88,500			\$ 91,000		\$ 2,500
Safety									
Crossing Guard	\$ 81,294	\$ 67,757		\$ 77,322			\$ 77,322		\$ -
Uniforms	\$ 485	\$ 1,845		\$ 1,500			\$ 1,500		\$ -
Total Safety	\$ 81,779	\$ 69,602		\$ 78,822			\$ 78,822		\$ -
Transportation									
Transportation	\$ 761,462	\$ 788,467		\$ 565,720	\$ 200,000		\$ 592,000	\$ 200,000	\$ 26,280
Total Transportation	\$ 761,462	\$ 788,467		\$ 565,720	\$ 200,000		\$ 592,000	\$ 200,000	\$ 26,280
ELL									
Professional Salaries	\$ 126,364	\$ 154,288	3.0	\$ 187,991		3.0	\$ 192,418		\$ 4,427
ELL Tutors	\$ -	\$ -		\$ 3,000			\$ 3,000		\$ -
Translators	\$ 28	\$ 7,155		\$ 10,000			\$ 15,000		\$ 5,000
Supplies/Materials	\$ 3,972	\$ 2,268		\$ 7,000			\$ 7,000		\$ -
Total ELL	\$ 130,364	\$ 163,711		\$ 207,991			\$ 217,418		\$ 9,427
HVAC									
Custodian	\$ 51,920	\$ 52,826	1.0	\$ 56,750		1.0	\$ 57,601		\$ 851
Contract Services	\$ 16,000	\$ 18,133		\$ 16,000			\$ 18,000		\$ 2,000
Custodial Supplies	\$ 19,000	\$ 19,346		\$ 20,000			\$ 22,000		\$ 2,000
Training	\$ 2,000	\$ -		\$ -			\$ 2,000		\$ 2,000
Equipment Purchase	\$ 1,000	\$ -		\$ 1,000			\$ 1,000		\$ -
Total HVAC	\$ 89,920	\$ 90,304		\$ 93,750			\$ 100,601		\$ 6,851
Maintenance of Plant									
Custodian	\$ 173,366	\$ 199,693	3.0	\$ 208,300		3.0	\$ 211,425		\$ 3,125
Custodial Supplies	\$ 31,000	\$ 27,961		\$ 30,000			\$ 35,000		\$ 5,000
Equipment Purchase	\$ 4,000	\$ 2,468		\$ 4,000			\$ 4,000		\$ -
Building/Contracted Serv	\$ 2,500	\$ 2,831		\$ 2,500			\$ 18,700		\$ 16,200
Contingency	\$ 20,000	\$ 3,428		\$ -			\$ 10,000		\$ 10,000
Total Maintenance	\$ 230,866	\$ 236,381		\$ 244,800			\$ 279,125		\$ 34,325
Non-Salary Emp Benefits									
Contracted Services	\$ 35,346	\$ 8,750		\$ 25,000			\$ 20,000		\$ (5,000)
Physicals	\$ 4,000	\$ 3,073		\$ -			\$ -		\$ -
TSA	\$ 57,444	\$ 38,882		\$ 54,000			\$ 49,000		\$ (5,000)
Sick Leave	\$ 32,000	\$ 164,245		\$ 160,864			\$ 117,733		\$ (43,131)
Insurance (MIIA)	\$ 203,502	\$ 267,084		\$ 320,000			\$ 320,000		\$ -
Administration Disability	\$ 16,000	\$ 8,850		\$ 16,000			\$ 12,000		\$ (4,000)
Unemployment	\$ 34,507	\$ 34,736		\$ 75,000			\$ 50,000		\$ (25,000)
FICA	\$ 275,600	\$ 290,885		\$ 299,250			\$ 313,000		\$ 13,750
Total Non-Salary Benefits	\$ 658,399	\$ 816,506		\$ 950,114			\$ 881,733		\$ (68,381)
School Committee									
School Committee	\$ 15,500	\$ 15,292		\$ 17,500			\$ 17,500		\$ -
Contracted Services	\$ 5,556	\$ 6,018		\$ 4,000			\$ 6,000		\$ 2,000
Publications	\$ 88	\$ -		\$ 250			\$ 250		\$ -
Conference/Workshop	\$ 700	\$ 195		\$ 1,000			\$ 1,000		\$ -
Memberships	\$ 5,662	\$ 6,832		\$ 5,500			\$ 5,550		\$ 50
Legal	\$ 48,551	\$ 54,096		\$ 30,000			\$ 30,000		\$ -
Total School Committee	\$ 76,057	\$ 82,433		\$ 58,250			\$ 60,300		\$ 2,050
Administration									
Central Office Admin	\$ 258,960	\$ 261,406	2.0	\$ 265,894		2.0	\$ 279,549		\$ 13,655
Secretary	\$ 290,821	\$ 278,407	5.0	\$ 266,816		5.0	\$ 270,049		\$ 3,233
Contracted Services	\$ -	\$ 1,250	1.0	\$ 28,280		0.5	\$ 28,846		\$ 566
Supplies/Materials	\$ 15,000	\$ 10,404		\$ 13,300			\$ 13,300		\$ -
Meeting Expenses	\$ -	\$ 1,108		\$ 1,500			\$ 1,500		\$ -
Publications	\$ 250	\$ 402		\$ 250			\$ 300		\$ 50
Conference/Workshop	\$ 6,390	\$ 2,908		\$ 5,000			\$ 5,000		\$ -
Memberships	\$ 6,000	\$ 4,950		\$ 6,000			\$ 7,500		\$ 1,500
Printing	\$ 200	\$ -		\$ 200			\$ 100		\$ (100)
Postage	\$ 8,000	\$ 7,610		\$ 8,000			\$ 7,500		\$ (500)

Description	FY15	FY16	FY17	FY17	FY17	FY18	FY18	FY18	Increase/ Decrease
	Actual	Actual	FTE	Adopted	Other Funds	FTE	Proposed	Other Funds	
Strategic Planning	\$ -	\$ 38,461		\$ 10,000			\$ 5,000		\$ (5,000)
Travel	\$ 3,370	\$ 2,188		\$ 6,500			\$ 6,500		\$ -
Advertising	\$ 4,940	\$ 4,150		\$ 4,200			\$ 4,200		\$ -
Equipment	\$ 24,000	\$ 23,236		\$ 25,000			\$ 25,000		\$ -
Equipment Purchase	\$ 10,250	\$ 2,428		\$ 8,000			\$ 5,000		\$ (3,000)
Total Central Administration	\$ 628,181	\$ 638,908		\$ 648,940			\$ 659,344		\$ 10,404
504									
Consultants	\$ 15,200	\$ 2,175		\$ 14,000			\$ 5,000		\$ (9,000)
Total District 504	\$ 15,200	\$ 2,175		\$ 14,000			\$ 5,000		\$ (9,000)
Total System-Wide	\$ 7,659,199	\$ 8,337,620	39.6	\$ 8,042,076	\$ 817,000	39.1	\$ 8,220,764	\$ 954,119	\$ 315,807
Total all Schools	\$ 27,963,114	\$ 29,058,648		\$ 28,500,951	\$ 2,270,000		\$ 29,376,956	\$ 2,492,119	\$ 1,098,124
Total Budget FY18 Proposed	\$ 31,869,075								
Total Budget FY17 Approved	\$ 30,770,951								

Summary by Program

Summary by Program				
<i>System-Wide</i>				
Programs	Amount Budgeted	Proposed Budget	Difference	% of Change
	FY17	FY18		
Curriculum	\$ 800,391	\$ 799,454	\$ (937)	-0.1%
Technology	\$ 350,505	\$ 408,462	\$ 57,957	16.5%
Health	\$ 554,893	\$ 565,601	\$ 10,708	1.9%
Special Education	\$ 3,604,225	\$ 3,832,807	\$ 228,582	6.3%
Psychology	\$ 307,719	\$ 322,760	\$ 15,041	4.9%
Lunch/Safety	\$ 169,278	\$ 159,278	\$ (10,000)	-5.9%
Data Processing	\$ 88,500	\$ 91,000	\$ 2,500	2.8%
Transportation	\$ 765,720	\$ 792,000	\$ 26,280	3.4%
ELL	\$ 207,991	\$ 217,418	\$ 9,427	4.5%
Maintenance	\$ 338,550	\$ 379,726	\$ 41,176	12.2%
Non-Salary Benefits	\$ 950,114	\$ 881,733	\$ (68,381)	-7.2%
School Committee	\$ 58,250	\$ 60,300	\$ 2,050	3.5%
Administration	\$ 648,940	\$ 659,344	\$ 10,404	1.6%
504	\$ 14,000	\$ 5,000	\$ (9,000)	-64.3%
Totals	\$ 8,859,076	\$ 9,174,883	\$ 315,807	3.56%

F.T.BRESNAHAN ELEMENTARY SCHOOL

MISSION STATEMENT

The mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff, and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity; experiential, rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social, and physical growth
- Understand and embrace their role as global citizens.

Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Administrator	3.0	3.0	3.0
Clerical	3.6	3.6	3.6
Custodial	5.0	5.0	5.0
Professional Staff	62.0	62.0	62.0
Instructional Assistants	30.5	28.2	27.2
Total Full Time-Equivalents	104.1	101.8	100.8

FY2017 ACCOMPLISHMENTS

- ✓ Successful implementation of a new elementary STEM Program in Grades 1-3 as well as a successful pilot of a STEAM program at the preschool level.
- ✓ With the support of the NEF, the creation of a well-equipped elementary STEM room.
- ✓ STEM related professional development attended by the new STEM teacher.
- ✓ Comprehensive pilot of 2 elementary science programs at Grade 3- Know Atom and Stem Scopes.
- ✓ Expansion of our STEM Expo at grades 1-3 to include a min-expo for students in preschool and kindergarten.
- ✓ Collaborative implementation of the Hour of Code program led by the STEM Teacher and Media Specialist.
- ✓ The opening of a new 4-Day Extended Learning Program at preschool that includes the support of a co-special education teacher.
- ✓ A second cohort of teachers, administrators and instructional assistants successfully completed two of the four trauma sensitive schools courses offered through Lesley University.
- ✓ Expansion of social thinking curriculum and zones of regulation program.
- ✓ As a result of the completion and analysis of the behavior self-assessment tool, universal supports and expected behaviors were created and implemented school-wide for various settings across the school environment.

- ✓ Implementation of Clipper Values explicitly taught and modeled for students at Community Meetings throughout the year.
- ✓ Established partnerships with the Senior Center, Nourishing the North Shore and other organizations in developing school-based/community gardens.
- ✓ Professional development and training provided to teachers for the Spell-Links program and SRSD.
- ✓ Utilization of Apple TV's to publish school events, student birthdays, and seasonal topics of interest to generate student engagement.
- ✓ A parent communication and culture survey was developed, published and analyzed by the school improvement council.
- ✓ Comprehensive implementation of the district's strategic plan, core ethical values, and district mission statement.
- ✓ One additional administrator attended ALICE training to support emergency preparedness procedures.

FY2018 GOALS & OBJECTIVES

GOAL 1: THE BRESNAHAN SCHOOL WILL UTILIZE STUDENT DATA TO GUIDE INSTRUCTION AND MEASURE STUDENT GROWTH THROUGH THE IMPLEMENTATION OF NEW CURRICULA ALIGNED WITH THE COMMON CORE STANDARDS

Objectives:

- **Teachers will collaborate as members of a professional learning community throughout the year to continue to implement the Educator Evaluation System by focusing on developing, refining, and implementing DDM's, using student data, and managing all components through Baseline Edge data system.**
 - Early release days will be used for the work of professional learning communities and strategic planning actions steps.
 - Curriculum, Instruction and Assessment meetings will be used for the work of Professional Learning Communities.
 - Teachers will use DDM's to continue to implement and analyze common assessments PK-3 including special education and special subjects as we work towards stronger vertical alignment of curriculum.
 - Continued SMART Goal support will be offered to new educators through the district induction and mentor/mentee programs.
 - New educators will be provided with training on Baseline Edge.
- **Implement new programs with fidelity:**
 - Eureka Math (PK-3)
 - Spell Links Phonics Program (K-2)
 - Kindergarten tiered literacy block
 - SRSD – Self-Regulated Strategy Development Writing
- **Implementation, integration and alignment of Next Generation Science Standards.**
 - **Teachers will receive training and on-going support for Eureka Math, Spell Links K-2, SRSD, and Science Programs. Specifically:**
 - Analyze spring 2016 PARCC data to inform teaching and learning and continue analysis in 2016-2017 and 2017-2018 school year of MCAS 2.0 data to set instructional goals.
 - Continue to analyze common grade level assessments to inform teaching and learning.
 - Daily instruction aligned to state, common core standards and new curricula programs.

- Collaborate with the NEF on their continued work on the Science and STEM campaign. Selection and mapping of science programs, units and materials.
- Continued offerings of Science and Literacy Courses- 1.0 and 2.0.
- Determine professional development around science curriculum planning, PK-12.
- Embed tower gardens into grade level curriculum.

GOAL 2: PROVIDE ON-GOING, TIMELY COMMUNICATION TO PARENTS REGARDING DAY TO DAY OPERATIONS, INSTRUCTIONAL PROGRAMS AND SCHOL ACTIVITIES THROUGH A VARIETY OF RESOURCES AND BROADEN OUR OUTREACH TO THE COMMUNITY AT LARGE.

Objectives:

- **Continue to enhance district and school websites with social media connections, electronic forms, and easier navigation.**
 - Post regular communications on the website: Take- a-Look Tuesday, School Calendar, etc.
 - Regular and frequent updates to the Bresnahan Facebook Page.
 - Send out a survey on communication to parents.
 - Invitations to meet with members of the Council on Aging to establish goals for collaboration with the school.
 - Implementation of intergenerational activities with Seniors (i.e: field days)
- **Provide parents and guardians with a comprehensive overview of PK-3 curriculum throughout the school year.**
 - Dissemination of parent curriculum pamphlets to parents (template to CAB leaders- input from <http://www.pta.org/files/3rd%20Grade%20June20.pdf>)
 - Spotlight curricular highlights in school newsletter and local newspapers.
 - Include student writing about curricular programs in the weekly newsletter.
 - Provide a spotlight about the responsive classroom program, social thinking curriculum and safe and supportive school initiatives used throughout the Bresnahan School.
 - Curriculum presentations at coffees with the principals.

GOAL 3: CONTINUE TO DEVELOP PROFESSIONAL RELATIOINSHIPS AMONGST STAFF THAT SUPPORT THE PK-3 SCHOOL COMMUNITY

Objectives:

- **Increase opportunities for students to develop their civic understanding and appreciation of community contributions.**
 - Student-created projects acknowledging community volunteers and contributions that have made an impact on their learning.
 - Work with Council on Aging
- **Continue to implement core ethical values/Clipper Values, expected behaviors, and strategic plan goals.**
- **Increase opportunities for staff to engage in social events both in and outside of school.**
 - Beginning of the year staff social
 - Holiday gathering
 - Painting Party
 - Teacher Appreciation Spring Event

GOAL 4: STRENGTHEN THE INSTRUCTIONAL PROGRAM TO ENSURE THAT ALL LEVELS OF LEARNERS ARE PROVIDED WITH CURRICULUM AND MATERIALS THAT MEET THEIR NEEDS AND ABILITIES THROUGH TIERED INSTRUCTION, THE USE OF TECHNOLOGY AND FLEXIBLE GROUPING

Objectives:

- **Increase learning opportunities for all learners.**
 - Further define WIN (What I Need) time and tiered instruction across the grade levels to better differentiate instruction to meet the needs of all learners across a grade level.
 - Teachers share best practices for differentiation.
 - Flexible groupings across grade levels.
 - Expand co-teaching model.
 - Provide professional development related to technology integration including assistive technology.

GOAL 5: FOSTER A SAFE, POSITIVE, HEALTHY AND INCLUSIVE WHOLE-SCHOOL LEARNING ENVIRONMENT THAT ENABLES STUDENTS, STAFF AND PARENTS TO DEVELOP POSITIVE RELATIONSHIPS WITH ONE ANOTHER; REGULATE THEIR EMOTIONS AND BEHAVIORS; MAINTAIN PHYSICAL AND PSYCHOLOGICAL HEALTH AND WELL-BEING BY ENSURING THAT SERVICES ARE PROVIDED TO PROMOTE STUDENTS' BEHAVIORAL HEALTH, SOCIAL AND EMOTIONAL LEARNING, BULLYING PREVENTION, TRAUMA SENSITIVITY, ABSENTEE REDUCTION, AND DISCIPLINE REFERRAL REDUCTION.

Objectives:

- **The implementation of the Safe and Supportive Schools Competitive School Grant.**
 - Collaborate with the Crisis Team in the implementation of all safe and supportive school procedures.
 - Implement new emergency preparedness guidelines and procedures
 - Collaborate with the members of the Trauma Sensitive Schools groups
 - Continue work towards becoming a Responsive Classroom School
 - Further implementation of the social thinking and zones of regulation curricula
 - Introduce, teach and implement expected behaviors across school environments.
 - Implement new voice level guidelines- 0= silent voice; 1 = inside voice; 2 = outside voice.

PROGRAM AND SERVICES

Special Education

- BEST Program
- IDC Program
- Language-Based Program
- Therapeutic Program
- Integrated Preschool Program
- Academic Support/
- Co-Teaching Model

Title I and Math Intervention

- Leveled Literacy Instruction
- Reading Recovery
- Small Group Instruction
- After School Math and Literacy Intervention Support

Response to Intervention

- Weekly Team Meetings
- Short-term intervention model

Before & After School Programs

- YWCA School's Out Program
- PTO-Sponsored Fall and Spring After School Enrichment Program

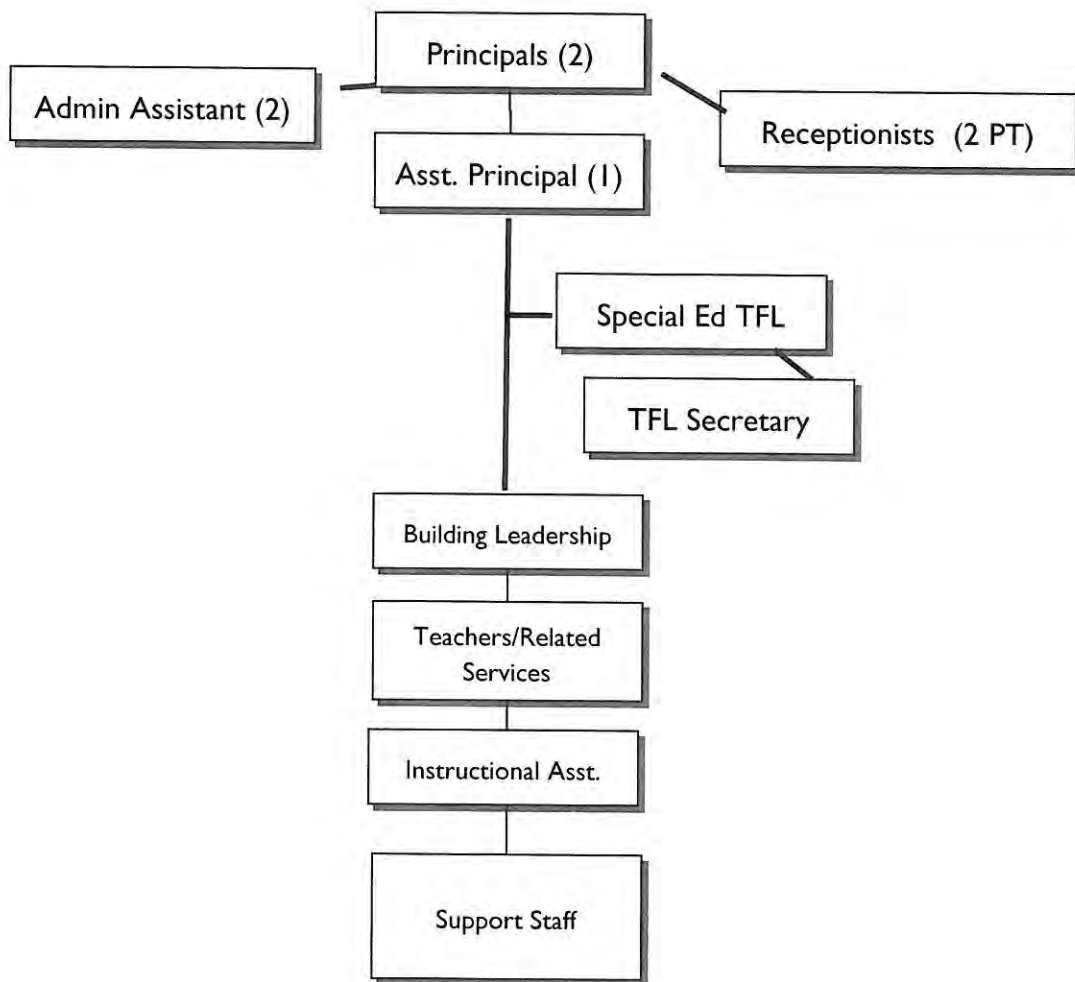
504 Accommodation Plans

- Accommodation/Modification Plansto support students wtih disabilities under the Americans with Disabilities Act

Cultural Events & Field Trips

- Grade Level Field Trips
- Cultural Enrichment Assemblies
- Artist in Residence Programs
- PTO-Sponsored Cultural Night
- STEM Expo

F. T. Bresnahan School



F. T. Bresnahan School

	FY15	FY16	FY17	FY17		FY18	FY18		Increase/ Decrease
Kindergarten	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Student
Professional Salaries	\$ 521,403	\$ 505,975	8.0	\$ 296,104	\$ 300,000	7.0	\$ 176,342	\$ 375,000	\$ (44,762)
Aides	\$ 32,002	\$ 43,431	3.5	\$ 55,792	\$ -	4.5	\$ 90,655		\$ 34,863
Supplies/Materials	\$ 8,000	\$ 12,890		\$ 8,000			\$ 5,300		\$ (2,700)
General Supplies	\$ 3,162	\$ 2,988		\$ 3,000			\$ 9,400		\$ 6,400
Total Kindergarten	\$ 564,567	\$ 565,283		\$ 362,896	\$ 300,000		\$ 281,697	\$ 375,000	130
Pre-School									
Professional Salaries	\$ 309,119	\$ 288,858	4.3	\$ 38,519	\$ 238,000	4.3	\$ 40,499	\$ 238,000	\$ 1,980
Aides	\$ 85,222	\$ 111,956	7.3	\$ 140,797		7.6	\$ 170,815		\$ 30,018
Supplies/Materials	\$ 5,000	\$ 2,522		\$ 7,000			\$ 7,000		\$ -
Total Pre-School	\$ 399,341	\$ 403,336		\$ 186,316	\$ 238,000		\$ 218,314	\$ 238,000	90
Grade 1									
Professional Salaries	\$ 536,804	\$ 525,351	7.0	\$ 539,764		8.0	\$ 620,001		\$ 80,237
Supplies/Materials	\$ 8,182	\$ 3,694		\$ 3,500			\$ 800		\$ (2,700)
General Supplies	\$ 2,838	\$ 4,199		\$ 4,200			\$ 6,400		\$ 2,200
Textbooks	\$ 5,318	\$ 1,666		\$ 2,000			\$ 2,500		\$ 500
Total Grade 1	\$ 553,142	\$ 534,910		\$ 549,464			\$ 629,701		141
Grade 2									
Professional Salaries	\$ 616,716	\$ 602,086	7.0	\$ 525,822		7.0	\$ 550,864		\$ 25,042
Supplies/Materials	\$ 7,500	\$ 1,400		\$ 1,400			\$ 1,200		\$ (200)
General Supplies	\$ 2,000	\$ 4,996		\$ 5,000			\$ 5,950		\$ 950
Textbooks	\$ 5,300	\$ 2,329		\$ 2,750			\$ 2,000		\$ (750)
Total Grade 2	\$ 631,516	\$ 610,810		\$ 534,972			\$ 560,014		133
Grade 3									
Professional Salaries	\$ 546,273	\$ 527,038	8.0	\$ 635,606		7.0	\$ 589,817		\$ (45,789)
Supplies/Materials	\$ 6,771	\$ 3,243		\$ 3,300			\$ 1,200		\$ (2,100)
General Supplies	\$ 2,500	\$ 4,171		\$ 4,200			\$ 5,900		\$ 1,700
Textbooks	\$ 6,700	\$ 1,929		\$ 2,500			\$ 1,500		\$ (1,000)
Total Grade 3	\$ 562,244	\$ 536,381		\$ 645,606			\$ 598,417		130
Technology									
Professional Salaries	\$ 51,253	\$ 33,061					\$ -		\$ -
Supplies/Materials	\$ 60	\$ -		\$ -			\$ 2,380		\$ 2,380
Software	\$ 12,580	\$ 14,036		\$ 11,816			\$ 14,800		\$ 2,984
Equipment Purchase	\$ 16,826	\$ -		\$ -			\$ 3,600		\$ 3,600
Total Technology	\$ 80,719	\$ 47,097		\$ 11,816			\$ 20,780		624
Music									
Professional Salaries	\$ 81,492	\$ 82,252	1.0	\$ 75,946		1.0	\$ 58,833		\$ (17,113)
Supplies/Materials	\$ 227	\$ 2,185		\$ 2,197			\$ 2,500		\$ 303
Total Music	\$ 81,719	\$ 84,437		\$ 78,143			\$ 61,333		\$ (16,810)
Art									
Professional Salaries	\$ 93,020	\$ 95,790	1.0	\$ 83,323		1.0	\$ 84,780		\$ 1,457
Supplies/Materials	\$ 5,250	\$ 3,176		\$ 3,800			\$ 4,250		\$ 450
Equipment Purchase	\$ 1,200	\$ -							\$ -
Total Art	\$ 99,470	\$ 98,966		\$ 87,123			\$ 89,030		\$ 1,907
Physical Education									
Professional Salaries	\$ 164,050	\$ 168,238	2.2	\$ 167,123		2.2	\$ 172,157		\$ 5,034
Supplies/Materials	\$ 500	\$ 447		\$ -			\$ 1,000		\$ 1,000
Total Physical Education	\$ 164,550	\$ 168,685		\$ 167,123			\$ 173,157		\$ 6,034
Special Education									
Professional Salaries	\$ 996,417	\$ 694,400	11.9	\$ 872,250		12.00	\$ 902,171		\$ 29,921
OT/PT		\$ 142,398	3.0	\$ 218,618		3.0	\$ 230,425		\$ 11,807
Speech/Language Spec	\$ -	\$ 217,664	3.5	\$ 229,297		3.5	\$ 240,682		\$ 11,385
Aides	\$ 327,995	\$ 440,151	16.4	\$ 158,419	\$ 281,629	15.5	\$ 94,644	\$ 282,000	\$ (63,404)
Supplies/Materials	\$ 2,813	\$ 1,401		\$ 1,500			\$ 6,000		\$ 4,500
Total Special Education	\$ 1,327,225	\$ 1,496,014		\$ 1,480,084	\$ 281,629		\$ 1,473,922	\$ 282,000	55

Description	FY15	FY16	FY17	FY17	FY17	FY18	FY18	FY	Increase/ Decrease
	Actual	Actual	FTE	Approved	Other Funds	FTE	Proposed	Other Funds	
Instructional Materials									
Supplies/Materials	\$ 5,500	\$ 7,782		\$ 3,978			\$ 3,500		\$ (478)
Supplies/Materials				\$ 4,000			\$ 4,900		\$ 900
General Supplies	\$ 24,600	\$ 18,583		\$ 20,800			\$ 3,900		\$ (16,900)
General Supplies				\$ -			\$ 6,600		\$ 6,600
Equipment Maintenance	\$ 22,820	\$ 21,647		\$ 25,000			\$ 27,500		\$ 2,500
Total Instructional Materials	\$ 52,920	\$ 48,013		\$ 53,778			\$ 46,400		\$ (7,378)
Guidance									
Professional Salaries	\$ 120,746	\$ 129,873	2.0	\$ 137,035		2.0	\$ 126,070		\$ (10,965)
Supplies/Materials	\$ 1,000	\$ -		\$ -			\$ 1,500		\$ 1,500
Total Guidance	\$ 121,746	\$ 129,873		\$ 137,035			\$ 127,570	624	\$ (9,465)
Library									
Textbooks	\$ 6,990	\$ -		\$ -			\$ 2,207		\$ 2,207
Professional Salaries	\$ 74,963	\$ 85,753	1.2	\$ 84,499		1.3	\$ 81,349		\$ (3,150)
Supplies/Materials	\$ 2,630	\$ 2,302		\$ 800			\$ 800		\$ -
Software	\$ 1,200	\$ 1,200		\$ 1,200			\$ 1,200		\$ -
Publications	\$ -	\$ -		\$ -					\$ -
AV Materials	\$ 1,700	\$ -		\$ -					\$ -
Total Library	\$ 87,483	\$ 89,255		\$ 86,499			\$ 85,556	624	\$ (943)
Math Intervention									
Professional Salaries	\$ -	\$ 46,990	1.0	\$ 49,541		1.0	\$ 52,100		\$ 2,559
Total Math	\$ -	\$ 46,990		\$ 49,541			\$ 52,100		\$ 2,559
STEM									
Professional Salaries	\$ -	\$ -	0.8	\$ 59,340		1.0	\$ 64,965		\$ 5,625
Total STEM	\$ -	\$ -		\$ 59,340			\$ 64,965		\$ 5,625
Literacy/Title 1									
Professional Salaries	\$ 285,412	\$ 256,823	4.0	\$ 176,329	\$ 140,000	4.0	\$ 185,215	\$ 150,000	\$ 18,886
Total Literacy/Title 1	\$ 285,412	\$ 256,823		\$ 176,329	\$ 140,000		\$ 185,215	\$ 150,000	\$ 18,886
Operation of Plant									
Custodian	\$ 229,192	\$ 230,578	5.0	\$ 236,383		5.0	\$ 239,927		\$ 3,544
Uniforms	\$ 500	\$ 600		\$ 600			\$ 600		\$ -
Custodial Supplies	\$ 21,000	\$ 18,439		\$ 21,000			\$ 21,000		\$ -
Electric	\$ 95,000	\$ 116,661		\$ 123,000			\$ 120,000		\$ (3,000)
Gas	\$ 50,000	\$ 19,054		\$ 35,200			\$ 32,000		\$ (3,200)
Telephone	\$ 7,000	\$ 6,025		\$ 8,000			\$ 8,000		\$ -
Equipment Maintenance	\$ 1,000	\$ 1,216		\$ 2,000			\$ 2,000		\$ -
Equipment Purchase	\$ 2,500	\$ 1,820		\$ 2,500			\$ 2,500		\$ -
Total Operations of Plant	\$ 406,192	\$ 394,393		\$ 428,683			\$ 426,027		\$ (2,656)
Maintenance of Plant									
Grounds/Other	\$ 2,000	\$ 1,395		\$ 4,000			\$ 4,000		\$ -
Contracted Services	\$ 10,000	\$ 13,134		\$ 12,000			\$ 16,000		\$ 4,000
Service Contracts	\$ 6,000	\$ 14,998		\$ 22,000			\$ 22,000		\$ -
Total Maint of Plant	\$ 18,000	\$ 29,527		\$ 38,000			\$ 42,000		\$ 4,000
Administration									
Principals	\$ 295,572	\$ 308,296	3.0	\$ 311,403		3.0	\$ 323,130		\$ 11,727
Secretary	\$ 142,104	\$ 145,904	3.6	\$ 150,540		3.6	\$ 146,089		\$ (4,451)
Supplies/Materials	\$ 6,000	\$ 2,472		\$ 2,500			\$ 2,090		\$ (410)
Memberships	\$ 1,855	\$ 1,650		\$ 2,300			\$ 1,779		\$ (521)
Printing	\$ 600	\$ 554		\$ 600			\$ 700		\$ 100
Postage	\$ 1,750	\$ 269		\$ 1,750			\$ 1,750		\$ -
Conferences/Workshop							\$ 3,000		\$ 3,000
Equipment							\$ 250		\$ 250
Total Administration	\$ 447,881	\$ 459,144		\$ 469,093			\$ 478,788		\$ 9,695
Substitutes									
Substitutes	\$ 99,000	\$ 95,739		\$ 99,000		1.0	\$ 16,704		\$ 16,704
Total Substitute	\$ 99,000	\$ 95,739		\$ 99,000			\$ 115,704		\$ 16,704
Total Bresnahan School	\$ 5,983,127	\$ 6,095,676	101.7	\$ 5,700,840	\$ 959,629	101.4	\$ 5,730,690	\$ 1,045,000	\$ 115,221

Summary by Program

Francis T. Bresnahan Elementary School

<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY17</u>	<u>FY18</u>		
Kindergarten	\$ 662,896	\$ 656,697	\$ (6,199)	-0.9%
Pre-School	\$ 424,316	\$ 456,314	\$ 31,998	7.5%
Grade 1	\$ 549,464	\$ 629,701	\$ 80,237	14.6%
Grade 2	\$ 534,972	\$ 560,014	\$ 25,042	4.7%
Grade 3	\$ 645,606	\$ 598,417	\$ (47,189)	-7.3%
Literacy/Title 1	\$ 316,329	\$ 335,215	\$ 18,886	6.0%
Math Intervention	\$ 49,541	\$ 52,100	\$ 2,559	5.2%
Technology	\$ 11,816	\$ 20,780	\$ 8,964	75.9%
Music	\$ 78,143	\$ 61,333	\$ (16,810)	-21.5%
Art	\$ 87,123	\$ 89,030	\$ 1,907	2.2%
Physical Education	\$ 167,123	\$ 173,157	\$ 6,034	3.6%
Special Education	\$ 1,761,713	\$ 1,755,922	\$ (5,791)	-0.3%
Instructional Materials	\$ 53,778	\$ 46,400	\$ (7,378)	-13.7%
STEM	\$ 59,340	\$ 64,965	\$ 5,625	9.5%
Guidance	\$ 137,035	\$ 127,570	\$ (9,465)	-6.9%
Library	\$ 86,499	\$ 85,556	\$ (943)	-1.1%
Operation of Plant	\$ 428,683	\$ 426,027	\$ (2,656)	-0.6%
Maintenance of Plant	\$ 38,000	\$ 42,000	\$ 4,000	10.5%
School Administration	\$ 469,093	\$ 478,788	\$ 9,695	2.1%
Substitutes/Fellows	\$ 99,000	\$ 115,704	\$ 16,704	16.9%
Totals	\$ 6,660,469	\$ 6,775,690	\$ 115,221	1.73%

EDWARD G. MOLIN UPPER ELEMENTARY

MISSION STATEMENT

The mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff, and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity; experiential, rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social, and physical growth
- Understand and embrace their role as global citizens.

Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Administrator	1	1	1
Clerical	1	1	1
Custodial	1	1	1
Professional Staff	31	30.5	31.7
Instructional Assistants	9.6	9.6	11.6
Total Full Time-Equivalents	43.6	43.1	46.3

FY2017 ACCOMPLISHMENTS

- STEM Increase in Position due to NEF funding from .4 to .7
- STEM program collaboration on vertical alignment with Bresnahan and Nock
- NGSS-Science Units piloted and chosen
- Extend understanding of STAR 360 reports and core progression
- SRSD PD & updating of pre and post assessments for each genre
- SRSD team scoring &
- Hour of Code-now a yearly tradition at Molin
- Eureka Math-implementation of workshop model
- Literacy and Math Interventionists-served over 100 students each grade
- Assembly: Berkshire Hills Music Academy-musicians speaking about their specific disabilities
- Beginning implementation of "Accountable Talk" to increase student discussion
- Teachers working in PLC groups around strategic plan topics of interest
- Refine and Implement Schoolwide Expectations and Voice Levels
- Staff education on trauma-sensitive (safe and supportive) schools and impact of trauma on learning
- 18 Molin staff have taken "Impact of Trauma on Learning" class offered by Lesley University
- Introduction of "Clipper Values" via Molin student assemblies
- Staff education on the importance of teacher-student relationships and social emotional well-being
- Digital Citizenship taught in Technology class

- Fourth year of Yoga program for students
- Girls Inc. course taught to small groups in grade 4 and grade 5
- Mindful Mondays continue

FY2018 GOALS & OBJECTIVES

GOAL 1: INTEGRATION OF SCIENCE, LITERACY, AND STEM

Objectives:

- Increase STEM position from .4 to 1.0
- PD for teachers on how to integrate across curriculum areas.
- STEM teacher co-teaching units with classroom teachers
- Beginning creation of “Makerspace”
- Purchase of new science materials aligned with NGSS and materials for STEM/Technology integration.
- NGSS aligned science units/programs chosen and implemented.

GOAL 2: STRENGTHEN STAFF UNDERSTANDING AND ABILITY TO MEET NEEDS OF INCREASING POPULATION OF STUDENTS WITH SOCIAL, EMOTIONAL, AND BEHAVIORAL NEEDS

Objectives:

- PD by experts in areas of anxiety, challenging behaviors, mindfulness, etc.
- Create “calming corner” in each classroom
- Continued support to families-book chats, outside referrals, meeting with counselors/psychologist.
- Continue implementation of Mindfulness practices, Zones of Regulation, Yoga, etc.
- PD on creating trauma-sensitive schools
- Beginning work on PBIS
- Significant number of incoming students on IEPs and with social-emotional challenges requiring us to have a 3rd co-taught class in the 4th grade
- First “Back to School Molin Picnic” to occur in August

GOAL 3: INCREASE UTILIZATION OF DATA TO GUIDE INSTRUCTION AND MEASURE STUDENT GROWTH.

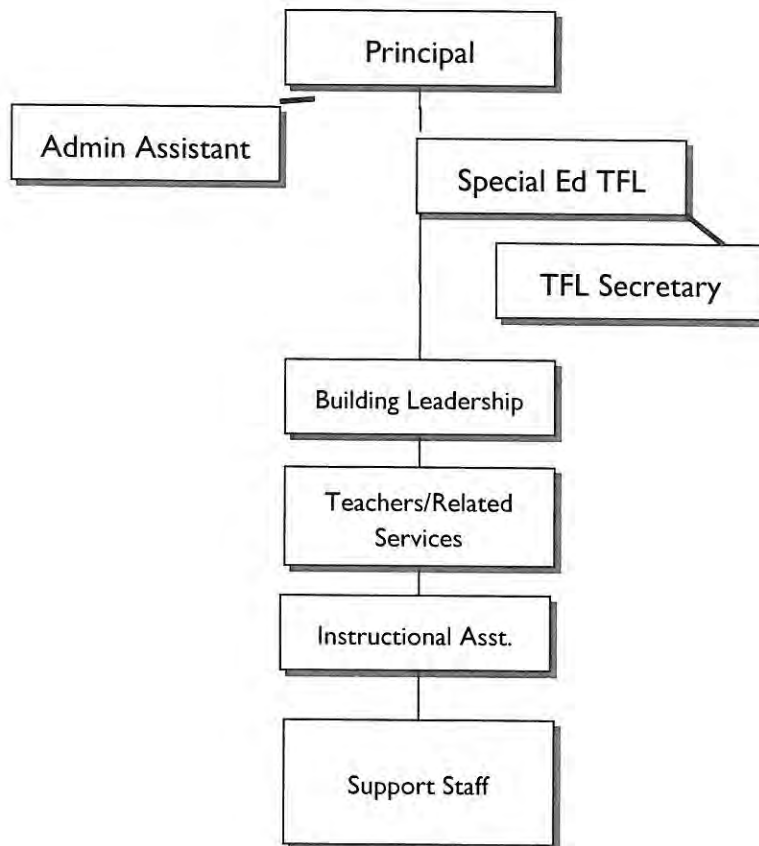
Objectives:

- Regular data meetings to look at student writing assessments in each genre
- Continue implementation of math workshop model allowing for small group interventions in class
- Provide PD on analyzing data and using it to inform instruction
- Reading and Math interventionist to support students in “On Watch” and “Intervention” categories

• PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

- STEM Class
- After-School Art Classes
- Zones of Regulation
- Technology Class
- Wellness Class
- Digital Citizenship
- SEI Certified Teachers/
Principal
- Universal Supports
- After-School Academic Support
- Literacy and Math Interventionist
- Social Skills Groups
- SPED Co-Taught Model
- Orchestra, Band
- Impact of Trauma on Learning
- ELL
- Mindfulness
- Girls Inc.
- Yoga
- BOKS Program
- Ski Program
- Language-Based Program

Edward G. Molin School



Edward G. Molin School

Description	FY15	FY16	FY17	FY17	FY17	FY18	FY18	FY18	Students	Increase/ Decrease
	Actual	Actual	FTE	Approved	Other Funds	FTE	Proposed	Other Funds		
Grade 4										
Professional Salaries	\$ 569,769	\$ 584,324	8.0	\$ 609,935		8.0	\$ 628,356			\$ 18,421
Supplies/Materials	\$ 11,115	\$ 8,562		\$ 9,000			\$ 12,000			\$ 3,000
Total Grade 4	\$ 580,884	\$ 592,886		\$ 618,935			\$ 640,356		173	\$ 21,421
Grade 5										
Professional Salaries	\$ 534,790	\$ 588,466	8.0	\$ 605,813		8.0	\$ 631,469			\$ 25,656
Supplies/Materials	\$ 9,865	\$ 8,251		\$ 9,000			\$ 11,000			\$ 2,000
Total Grade 5	\$ 544,655	\$ 596,717		\$ 614,813			\$ 642,469		145	\$ 27,656
Technology										
Professional Salaries	\$ 22,101	\$ 23,717	0.4	\$ 25,555		0.4	\$ 26,875			\$ 1,321
Supplies/Materials	\$ 2,387	\$ -		\$ -			\$ 2,000			\$ 2,000
Equipment purchase	\$ -	\$ 1,263		\$ 3,000			\$ 5,000			\$ 2,000
Software	\$ 5,000	\$ 2,195		\$ 5,000			\$ 9,000			\$ 4,000
Total Technology	\$ 29,488	\$ 27,175		\$ 33,555			\$ 42,875		318	\$ 9,321
Tech Ed										
Professional Salaries	\$ -	\$ 29,856	0.4	\$ -		-	\$ -			\$ -
Supplies/Materials	\$ -	\$ -		\$ -			\$ -			\$ -
Total Tech Ed	\$ -	\$ 29,856		\$ -			\$ -			\$ -
STEM										
Professional Salaries	\$ -	\$ 27,080	0.4	\$ 29,003		1.0	\$ 73,776			\$ 44,773
Supplies/Materials	\$ -	\$ -		\$ -			\$ 6,500			\$ 6,500
Total STEM	\$ -	\$ 27,080		\$ 29,003			\$ 80,276		318	\$ 51,273
Music										
Professional Salaries	\$ 25,794	\$ 28,995	0.5	\$ 31,256		0.5	\$ 32,871			\$ 1,615
Supplies/Materials	\$ 613	\$ 1,381		\$ 1,000			\$ 3,500			\$ 2,500
Total Music	\$ 26,407	\$ 30,377		\$ 32,256			\$ 36,371		318	\$ 4,115
Art										
Professional Salaries	\$ 58,456	\$ 61,683	0.8	\$ 47,350		0.8	\$ 50,015			\$ 2,665
Supplies/Materials	\$ 3,400	\$ 3,349		\$ 3,000			\$ 5,500			\$ 2,500
Total Art	\$ 61,856	\$ 65,032		\$ 50,350			\$ 55,515		318	\$ 5,165
Physical Education										
Professional Salaries	\$ 84,039	\$ 86,856	1.2	\$ 89,285		1.2	\$ 93,009			\$ 3,724
Supplies/Materials	\$ 536	\$ 1,456		\$ -			\$ 3,500			\$ 3,500
Total Physical Education	\$ 84,575	\$ 88,313		\$ 89,285			\$ 96,509		318	\$ 7,224
Special Education										
Professional Salaries	\$ 667,773	\$ 554,914	8.6	\$ 606,669		8.6	\$ 624,138			\$ 17,469
OT/PT	\$ -	\$ 33,000	0.7	\$ 53,556		0.7	\$ 52,152			\$ (1,404)
Aides	\$ 225,594	\$ 210,559	9.6	\$ -	\$ 218,371	11.6	\$ 68,612	\$ 218,000		\$ 68,241
Supplies/Materials	\$ 1,812	\$ 3,129		\$ 3,000			\$ 6,000			\$ 3,000
Total Special Education	\$ 895,179	\$ 801,602		\$ 663,225	\$ 218,371		\$ 750,902	\$ 218,000	70	\$ 87,306
Instructional Materials										
Supplies/Materials	\$ 20,046	\$ 19,891		\$ 23,000			\$ 28,500			\$ 5,500
Equipment Maintenance	\$ 14,205	\$ 9,020		\$ 15,000			\$ 17,000			\$ 2,000
Total Instructional Materials	\$ 34,251	\$ 28,911		\$ 38,000			\$ 45,500			\$ 7,500
Guidance										
Professional Salaries	\$ 32,846	\$ 60,135	1.0	\$ 63,885		1.0	\$ 65,891			\$ 2,006
Supplies/Materials	\$ 1,200	\$ 2,514		\$ 2,500			\$ 4,000			\$ 1,500
Textbooks	\$ 800	\$ 856		\$ 1,000			\$ 2,500			\$ 1,500
Total Guidance	\$ 34,846	\$ 63,505		\$ 67,385			\$ 72,391		318	\$ 5,006
Library										
Professional Salaries	\$ 37,992	\$ 38,945	0.5	\$ 40,692		0.5	\$ 41,404			\$ 712
Aides	\$ -	\$ -		\$ -			\$ -			\$ -
Supplies/Materials	\$ 4,000	\$ -		\$ -			\$ 5,000			\$ 5,000
Total Library	\$ 41,992	\$ 38,945		\$ 40,692			\$ 46,404		318	\$ 5,712
Operation of Plant										
Custodian	\$ 52,057	\$ 48,848	1.0	\$ 49,704		1.0	\$ 50,450			\$ 746
Telephone	\$ 2,254	\$ 1,194		\$ 2,200			\$ 2,200			\$ -

Description	FY15	FY16	FY17	FY17	FY17	FY18	FY18	FY18	Increase/ Decrease
	Actual	Actual	FTE	Approved	Other Funds	FTE	Proposed	Other Funds	
Equipment Maintenance	\$ 2,000	\$ 1,784		\$ 2,000			\$ 2,000		\$ -
Equipment Purchase				\$ -			\$ 2,500		\$ 2,500
Total Operation of Plant	\$ 56,311	\$ 51,826		\$ 53,904			\$ 57,150		\$ 3,246
Administration									
Principals	\$ 101,507	\$ 106,058	1.0	\$ 108,179		1.0	\$ 110,343		\$ 2,164
Secretary	\$ 40,735	\$ 39,532	1.0	\$ 40,296		1.0	\$ 40,687		\$ 391
Memberships	\$ -	\$ 294		\$ 1,000			\$ 2,000		\$ 1,000
Publications	\$ -	\$ 928		\$ 500			\$ 1,000		\$ 500
Supplies/Materials	\$ 7,029	\$ 4,814		\$ 4,538			\$ 6,000		\$ 1,462
Postage	\$ 1,500	\$ 1,500		\$ 1,500			\$ 1,500		\$ -
Total Administration	\$ 150,771	\$ 153,126		\$ 156,013			\$ 161,530		\$ 5,517
Substitutes									
Fellows						1.0	\$ 16,704		\$ 16,704
Substitutes	\$ 52,250	\$ 35,865		\$ 45,000			\$ 45,000		\$ -
Total Substitute	\$ 52,250	\$ 35,865		\$ 45,000			\$ 61,704		\$ 16,704
Total Molin School	\$ 2,593,465	\$ 2,631,216	43.1	\$ 2,532,416	\$ 218,371	46.3	\$ 2,789,952	\$ 218,000	\$ 257,166

Summary by Program

Edward G. Molin Upper Elementary School

<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY17</u>	<u>FY18</u>		
Grade 4	\$ 618,935	\$ 640,356	\$ 21,421	3.5%
Grade 5	\$ 614,813	\$ 642,469	\$ 27,656	4.5%
Technology	\$ 33,555	\$ 42,875	\$ 9,321	27.8%
Music	\$ 32,256	\$ 36,371	\$ 4,115	12.8%
Art	\$ 50,350	\$ 55,515	\$ 5,165	10.3%
Physical Ed/Wellness	\$ 89,285	\$ 96,509	\$ 7,224	8.1%
Special Education	\$ 881,596	\$ 968,902	\$ 87,306	9.9%
Instructional Materials	\$ 38,000	\$ 45,500	\$ 7,500	19.7%
Guidance	\$ 67,385	\$ 72,391	\$ 5,006	7.4%
STEM	\$ 29,003	\$ 80,276	\$ 51,273	176.8%
Library	\$ 40,692	\$ 46,404	\$ 5,712	14.0%
Operation of Plant	\$ 53,904	\$ 57,150	\$ 3,246	6.0%
School Administration	\$ 156,013	\$ 161,530	\$ 5,517	3.5%
Substitutes/Fellows	\$ 45,000	\$ 61,704	\$ 16,704	37.1%
Totals	\$ 2,750,787	\$ 3,007,952	\$ 257,166	9.35%

R. A. NOCK MIDDLE SCHOOL

MISSION STATEMENT

The mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff, and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity; experiential, rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social, and physical growth
- Understand and embrace their role as global citizens.

Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Administrator	2.0	2.0	2.0
Clerical	2.0	2.0	2.0
Custodial	4.0	4.0	4.0
Professional Staff	47.9	47.9	49.10
Instructional Assistants	11.8	11.0	11.0
Total Full Time-Equivalents	67.4	66.9	68.1

FY2017 ACCOMPLISHMENTS

- Professional development with Facing History and Ourselves with a focus on interdisciplinary unit development around Holocaust Studies and the Civil Rights Movement as well as strategies for school-wide initiatives to address issues of diversity.
- Professional Learning Communities Teams addressing strategic and other initiatives including: schedule, handbook, behavioral supports, transitions, community/culture, and lunchtime. The PLC teams have recommended and implemented a number of ideas including a full schedule change for FY 2018.
- Project-based and place-based learning continues to grow across all content areas with an integration of the art and engineering department into a number of projects.
- Staff development to build a positive climate and culture among the faculty has led to programs to build collaboration among staff and support staff initiatives.
- Wellness and counseling teams continue to build intervention and prevention programs (e.g. Stress Management 6-session class) to address students' mental health needs.
- Faculty initiatives support many small-group and after school opportunities including a Model UN program, an engineering project to 3D print prosthetic hands, a before-school yoga program, and an after school Rubic cube club.
- Fourth year of Yoga program for students
- Girls Inc. course taught to small groups in grade 4 and grade 5
- Mindful Mondays continue

FY2018 GOALS & OBJECTIVES

GOAL 1: REIMAGINE TEACHING AND LEARNING

Objectives:

- Implement new schedule with long block
- Focus on developing project-based and student-directed curricula
- Continue to build middle school model for language-based programming
- Build capacity for using innovative assessment data to measure the impact of our curricula (including Star 360 and classroom assessment)

GOAL 2: PROVIDE SUPPORTS SO THAT ALL STUDENTS ARE READY AND ABLE TO LEARN

Objectives:

- Create a school-wide approach to building a positive climate and culture, addressing behavioral concerns, and supporting at-risk children
- Professional development in the area of Trauma-free schools and Positive Behavioral Supports
- Expand lunchtime opportunities for students, create a warm and inviting cafe environment
- Build staff skills, programs and space capacity for preventing and intervening unexpected behaviors (e.g. create a mindfulness/wellness space to support programming by wellness, counseling and teaching staff)

GOAL 3: CREATE A CULTURE THAT CULTIVATES THE BEST OF EVERYONE

Objectives:

- Continue staff development programs to establish high performing teams
- Build strong parent partnerships through existing avenues (PTO, School Council, parent volunteers)

• PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

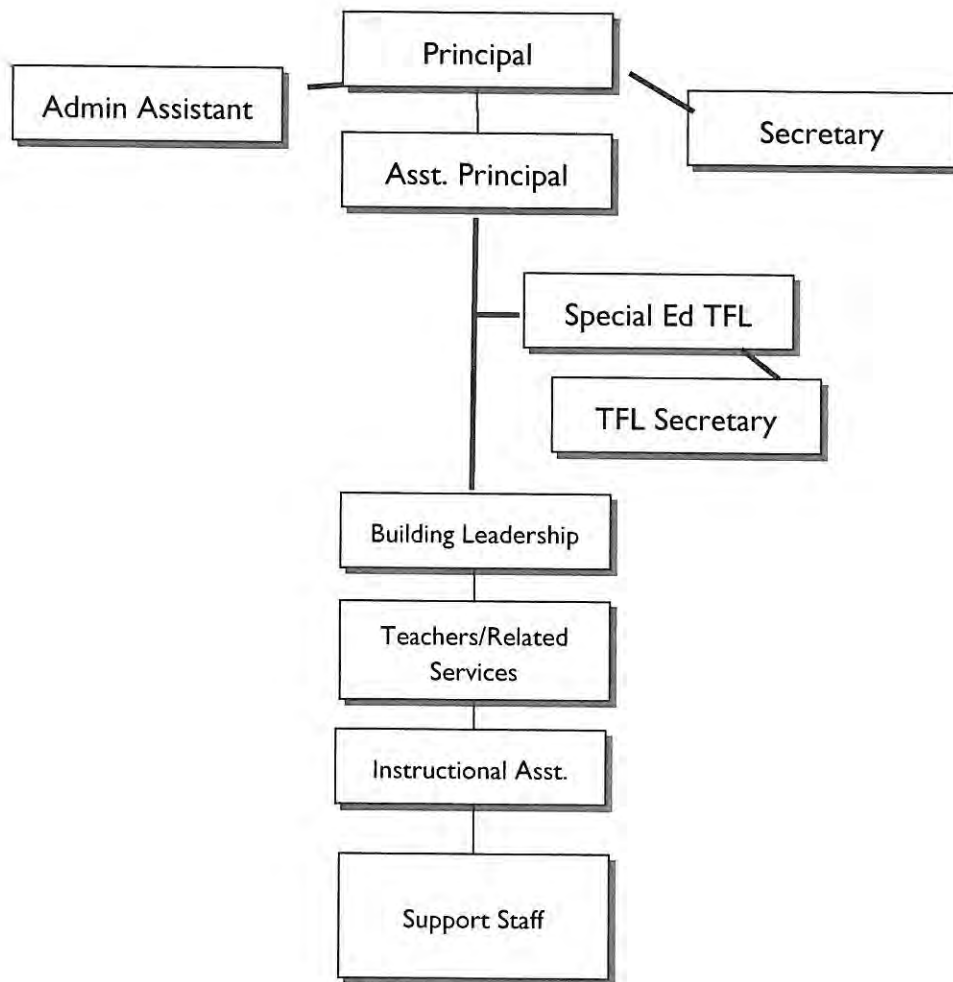
-Exploratory rotation includes: Spanish, Engineering, Music Technology, Chorus, Band, Orchestra, Wellness, Physical Education, Art, and Discovering History

-Supports for all students include: intervention for academic and executive function skill building, stress management classes, social skills groups, counseling, lunch-bunches for peer modeling, responsive disciplinary interventions, library resources, nursing support and intervention, Signs of Suicide Program, Asset Building curriculum, after school extra help, homework club

-Special Education programs include: Language Based Program, Applied Behavioral Analysis Program, Inclusion classes with both co-taught and supported teaching models, speech and language support or intervention, physical and occupational therapies, counseling support and intervention

-After school programs include: Dramatic and musical theater, Model United Nations, Sports (field hockey, cross country, track, volleyball, and open gym), Art club, engineering drop-in space,

R. A. Nock Middle School



R. A. Nock Middle School

Description	FY15 Actual	FY16 Actual	FY17 FTE	FY17 Approved	FY17 Other Funds	FY18 FTE	FY18 Proposed	FY18 Other Funds	Students Served	Increase/ Decrease
Grade 6										
Professional Salaries	\$ 530,264	\$ 555,112	8.0	\$ 570,840		8.0	\$ 590,675			\$ 19,835
Supplies/Materials	\$ 4,000	\$ 3,490		\$ 3,000			\$ 3,500			\$ 500
Total Grade 6	\$ 534,264	\$ 558,602		\$ 573,840			\$ 594,175		188	\$ 20,335
Grade 7										
Professional Salaries	\$ 564,315	\$ 575,333	8.0	\$ 588,680		8.0	\$ 608,123			\$ 19,443
Supplies/Materials	\$ 4,000	\$ 2,791		\$ 3,000			\$ 3,500			\$ 500
Total Grade 7	\$ 568,315	\$ 578,124		\$ 591,680			\$ 611,623		163	\$ 19,943
Grade 8										
Professional Salaries	\$ 557,408	\$ 545,519	8.0	\$ 545,749		8.0	\$ 559,107			\$ 13,358
Supplies/Materials	\$ 4,000	\$ 3,473		\$ 3,000			\$ 3,500			\$ 500
Total Grade 8	\$ 561,408	\$ 548,992		\$ 548,749			\$ 562,607		193	\$ 13,858
World Language										
Professional Salaries	\$ 70,942	\$ 74,355	1.0	\$ 75,842		2.0	\$ 136,640			\$ 60,798
Supplies/Materials	\$ 1,200	\$ -		\$ 500			\$ 11,500			\$ 11,000
Total World Language	\$ 72,142	\$ 74,355		\$ 76,342			\$ 148,140		544	\$ 71,798
Technology										
Professional Salaries	\$ 55,299	\$ 35,577	0.6	\$ 38,332		0.6	\$ 40,313			\$ 1,981
Supplies/Materials	\$ -	\$ 7,335		\$ 600			\$ 600			\$ -
Software	\$ 8,000	\$ 7,009		\$ 4,600			\$ 4,600			\$ -
Equipment Purchase	\$ -	\$ -		\$ 2,028			\$ 18,000			\$ 15,972
Equipment Maintenance	\$ 2,000	\$ -		\$ 1,000			\$ -			\$ (1,000)
Total Technology	\$ 65,299	\$ 49,921		\$ 46,560			\$ 63,513		544	\$ 16,953
Reading Specialist										
Professional Salaries	\$ -	\$ 21,725	0.5	\$ 23,388		0.5	\$ 24,596			\$ 1,208
Total Reading	\$ -	\$ 21,725		\$ 23,388			\$ 24,596			\$ 1,208
Music										
Professional Salaries	\$ 91,840	\$ 98,923	1.5	\$ 103,764		1.5	\$ 106,647			\$ 2,883
Supplies/Materials	\$ -	\$ -		\$ 500			\$ 500			\$ -
Band	\$ 1,500	\$ 539		\$ -			\$ -			\$ -
Chorus	\$ 1,500	\$ 700		\$ -			\$ -			\$ -
Memberships	\$ 1,000	\$ 137		\$ 1,000			\$ 1,000			\$ -
Equipment Maintenance	\$ 1,000	\$ 335		\$ 1,000			\$ 1,000			\$ -
Training/Expeditionary Learn.	\$ 2,000	\$ 1,770		\$ 1,500			\$ 1,500			\$ -
Equipment Purchase/Rental	\$ 1,781	\$ -		\$ 500			\$ 500			\$ -
Total Music	\$ 100,621	\$ 102,404		\$ 108,264			\$ 111,147		544	\$ 2,883
Art										
Professional Salaries	\$ 48,048	\$ 50,600	1.2	\$ 71,026		1.2	\$ 75,023			\$ 3,997
Supplies/Materials	\$ 4,000	\$ 5,890		\$ 6,000			\$ 7,500			\$ 1,500
Total Art	\$ 52,048	\$ 56,490		\$ 77,026			\$ 82,523			\$ 5,497
Physical Education										
Professional Salaries	\$ 125,492	\$ 130,285	1.8	\$ 133,928		1.8	\$ 139,513			\$ 5,585
Supplies/Materials	\$ 3,719	\$ 1,500		\$ 500			\$ 500			\$ -
Equipment Purchase	\$ 4,000	\$ 2,861		\$ 4,000			\$ 4,000			\$ -
Total Physical Education	\$ 133,211	\$ 134,646		\$ 138,428			\$ 144,013		544	\$ 5,585
Special Education										
Professional Salaries	\$ 876,450	\$ 939,822	12.7	\$ 859,373		12.7	\$ 885,097			\$ 25,724
OT/PT			0.7	\$ 53,556		0.9	\$ 67,246			\$ 13,690
Aides	\$ 269,690	\$ 234,216	11.0	\$ 228,043		11.0	\$ 251,110			\$ 23,067
Supplies/Materials	\$ 3,982	\$ 2,852		\$ 3,000			\$ 3,500			\$ 500
Total Special Education	\$ 1,150,122	\$ 1,176,890		\$ 1,143,972			\$ 1,206,953		77	\$ 62,981
Instructional Materials										
IMC Aide	\$ 10,167	\$ 14,535	0.4	\$ 9,100		0.4	\$ 9,292			\$ 192
General Supplies	\$ 13,000	\$ 20,557		\$ 17,000			\$ 30,000			\$ 13,000
AV Materials	\$ 3,000	\$ 236		\$ 3,000			\$ 3,000			\$ -
Equipment Maintenance	\$ 35,000	\$ 33,756		\$ 35,000			\$ 35,000			\$ -
Total Instructional Materials	\$ 61,167	\$ 69,084		\$ 64,100			\$ 77,292			\$ 13,192

Description	FY15	FY16	FY17	FY17	FY17	FY18	FY18	FY18	Increase/ Decrease
	Actual	Actual	FTE	Approved	Other Funds	FTE	Proposed	Other Funds	
Guidance									
Professional Salaries	\$ 69,370	\$ 117,250	2.0	\$ 123,612		2.0	\$ 130,832		\$ 7,220
Supplies/Materials	\$ 1,800	\$ -		\$ -					\$ -
Total Guidance	\$ 71,170	\$ 117,250		\$ 123,612			\$ 130,832	544	\$ 7,220
Pre-Engineering									
Professional Salaries	\$ 68,948	\$ 44,785	1.0	\$ 77,884		1.0	\$ 79,246		\$ 1,362
Supplies/Materials	\$ 6,550	\$ 5,511		\$ 4,000			\$ 4,500		\$ 500
Software	\$ 1,500	\$ 1,488		\$ 1,500			\$ 1,500		\$ -
Equipment Purchase	\$ -	\$ -		\$ 2,000			\$ 2,000		\$ -
General Supplies	\$ 2,450	\$ 1,949		\$ 4,000			\$ 4,500		\$ 500
Total Pre-Engineering	\$ 79,448	\$ 53,733		\$ 89,384			\$ 91,746		\$ 2,362
Library									
Textbooks	\$ 3,500	\$ 1,281		\$ 2,024			\$ 2,500		\$ 476
Professional Salaries	\$ 37,992	\$ 38,945	0.5	\$ 40,692		0.5	\$ 41,404		\$ 712
Supplies/Materials	\$ 3,500	\$ 1,052		\$ -			\$ 1,000		\$ 1,000
Software	\$ 3,000	\$ 3,211		\$ 3,700			\$ 4,000		\$ 300
Publications	\$ 2,000	\$ 619		\$ 1,000			\$ 1,000		\$ -
Memberships	\$ 1,000	\$ -		\$ -					\$ -
Equipment Maintenance	\$ 3,000	\$ 831		\$ -					\$ -
Total Library	\$ 53,992	\$ 45,939		\$ 47,416			\$ 49,904	544	\$ 2,488
Student Activities									
Professional Salaries	\$ 13,000	\$ 5,500		\$ 13,000			\$ 13,000		\$ -
Awards	\$ 5,000	\$ 2,979		\$ 3,000			\$ 3,300		\$ 300
Total Student Activity	\$ 18,000	\$ 8,479		\$ 16,000			\$ 16,300		\$ 300
Operation of Plant									
Custodian	\$ 189,687	\$ 225,979	4	\$ 201,239		4	\$ 204,258		\$ 3,019
Uniforms	\$ 700	\$ 700		\$ 700			\$ 700		\$ -
Custodial Supplies	\$ 18,000	\$ 19,864		\$ 20,000			\$ 20,000		\$ -
Electric	\$ 145,000	\$ 113,866		\$ 132,300			\$ 125,000		\$ (7,300)
Gas	\$ 40,000	\$ 30,162		\$ 46,000			\$ 42,000		\$ (4,000)
Telephone	\$ 12,000	\$ 7,452		\$ 12,000			\$ 12,000		\$ -
Equipment Maintenance	\$ 2,000	\$ 115		\$ 2,000			\$ 3,000		\$ 1,000
Equipment Purchase/Rental	\$ 2,000	\$ -		\$ 2,000			\$ 10,000		\$ 8,000
Total Operation of Plant	\$ 409,387	\$ 398,137		\$ 416,239			\$ 416,958		\$ 719
Maintenance of Plant									
Grounds/Other	\$ 15,000	\$ 12,801		\$ 16,000			\$ 7,000		\$ (9,000)
Contracted Services	\$ 15,000	\$ 17,939		\$ 16,000			\$ 18,000		\$ 2,000
Building/Contracted Services	\$ 8,300	\$ 15,769		\$ 20,000			\$ 20,000		\$ -
Total Maintenance of Plant	\$ 38,300	\$ 46,509		\$ 52,000			\$ 45,000		\$ (7,000)
Administration									
Principals	\$ 205,729	\$ 214,370	2.0	\$ 214,041		2.0	\$ 204,000		\$ (10,041)
Secretary	\$ 82,775	\$ 89,320	2.0	\$ 90,896		2.0	\$ 90,918		\$ 22
Supplies/Materials	\$ 2,200	\$ 3,519		\$ 3,500			\$ 3,500		\$ -
Publications	\$ 1,400	\$ 436		\$ 900			\$ 900		\$ -
Memberships	\$ 1,200	\$ 825		\$ 1,200			\$ 1,200		\$ -
Printing	\$ 2,000	\$ 887		\$ 2,000			\$ 2,000		\$ -
Postage	\$ 3,500	\$ 4,690		\$ 3,700			\$ 3,700		\$ -
Equipment Maintenance	\$ 2,000	\$ 683		\$ 2,000			\$ 2,000		\$ -
Equipment Purchase/Rental	\$ 200	\$ 198		\$ 200			\$ 200		\$ -
Total Administration	\$ 301,004	\$ 314,928		\$ 318,437			\$ 308,418		\$ (10,019)
Substitutes									
Fellows						1.0	\$ 16,704		\$ 16,704
Substitutes	\$ 61,600	\$ 35,453		\$ 58,000			\$ 58,000		\$ -
Total Substitutes	\$ 61,600	\$ 35,453		\$ 58,000			\$ 74,704		\$ 16,704
Total Middle School	\$ 4,331,498	\$ 4,391,660	66.9	\$ 4,513,436	\$ -	68.1	\$ 4,760,444	\$ -	\$ 247,008

Summary by Program

Rupert A. Nock Middle School

<u>Programs</u>	<u>Amount Budgeted</u>	<u>Proposed Budget</u>	<u>Difference</u>	<u>% of Change</u>
	<u>FY17</u>	<u>FY18</u>		
Grade 6	\$ 573,840	\$ 594,175	\$ 20,335	3.5%
Grade 7	\$ 591,680	\$ 611,623	\$ 19,943	3.4%
Grade 8	\$ 548,749	\$ 562,607	\$ 13,858	2.5%
World Language	\$ 76,342	\$ 148,140	\$ 71,798	94.0%
Technology	\$ 46,560	\$ 63,513	\$ 16,953	36.4%
Music	\$ 108,264	\$ 111,147	\$ 2,883	2.7%
Art	\$ 77,026	\$ 82,523	\$ 5,497	7.1%
Physical Education	\$ 138,428	\$ 144,013	\$ 5,585	4.0%
Reading Specialist	\$ 23,388	\$ 24,596	\$ 1,208	5.2%
Special Education	\$ 1,143,972	\$ 1,206,953	\$ 62,981	5.5%
Instructional Materials	\$ 64,100	\$ 77,292	\$ 13,192	20.6%
Guidance	\$ 123,612	\$ 130,832	\$ 7,220	5.8%
Tech Ed/Pre-Engineering	\$ 89,384	\$ 91,746	\$ 2,362	2.6%
Library	\$ 47,416	\$ 49,904	\$ 2,488	5.2%
Student Activity Account	\$ 16,000	\$ 16,300	\$ 300	1.9%
Operation of Plant	\$ 416,239	\$ 416,958	\$ 719	0.2%
Maintenance of Plant	\$ 52,000	\$ 45,000	\$ (7,000)	-13.5%
School Administration	\$ 318,437	\$ 308,418	\$ (10,019)	-3.1%
Substitutes/Fellows	\$ 58,000	\$ 74,704	\$ 16,704	28.8%
Totals	\$ 4,513,436	\$ 4,760,444	\$ 247,008	5.47%

NEWBURYPORT HIGH SCHOOL

MISSION STATEMENT

The mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff, and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity; experiential, rigorous educational opportunities; scholarly pursuits; and life-long learning
- Provide the nurturing environments for emotional, social, and physical growth
- Understand and embrace their role as global citizens.

Position	FY2016 Actual	FY2017 Actual	FY2018 Budgeted
Administration	3	4	4
Clerical	3.8	3.8	3.8
Custodial	6.0	6.0	7.0
Professional Staff	73.4	74.0	73.1
Instructional Assistants	12.0	12.6	12.6
Total Full Time-Equivalents	98.2	101.4	100.5

FY2017 ACCOMPLISHMENTS

- During the 2016-2017 school year, faculty at NHS have been working in professional learning communities (PLC's) focusing on two strands of the district's strategic plan. Teachers have been working on plans to reimagine teaching and learning and providing supports so all students are ready and able to learn. The results and impacts of these collaborative groups will begin to develop during the 2017-2018 school year. Recommendations from each PLC will take place near the end of this school year.
- Our evening flex classes continue to expand in both courses offered and the number of students opting to take our flex course offerings. New for the 2017-2018 school year will be a section of Anatomy and Physiology that had more than the maximum number of students allowed to take the class. Additionally, more than fifty students have signed up for Creative Writing/Poetry Soup that will also be offered during the evening next year. We expanded our Advanced Placement course offerings by including AP Psychology for this school year. We had one section offered in 2016-2017, but will increase the AP Psychology sections to two because of increased student interest for the 2017-2018 school year
- This past year, girls' volleyball was added as a club sport. In the fall of 2017 girls' volleyball will be a fully sanctioned varsity and jayvee sport. The number of our students playing cooperative sports with area high schools also continues to increase strongly. More than sixty percent of our students play on an athletic

team. We expect that percentage to grow as our athletic field improvements have drawn interest from students and the community.

- NHS continues to seek innovative ways to expand academic, athletic, and co-curricular opportunities for our students.

FY2018 GOALS & OBJECTIVES

GOAL 1: PROFESSIONAL LEARNING COMMUNITY

Objectives:

- To continue the PLC work begun during the 2016-2017 school year.
 - Dedicate early release day, faculty meeting and department meeting time for staff to collaboratively work on PLC objectives.

GOAL 2: STUDENT SUPPORT POLICIES

Objectives:

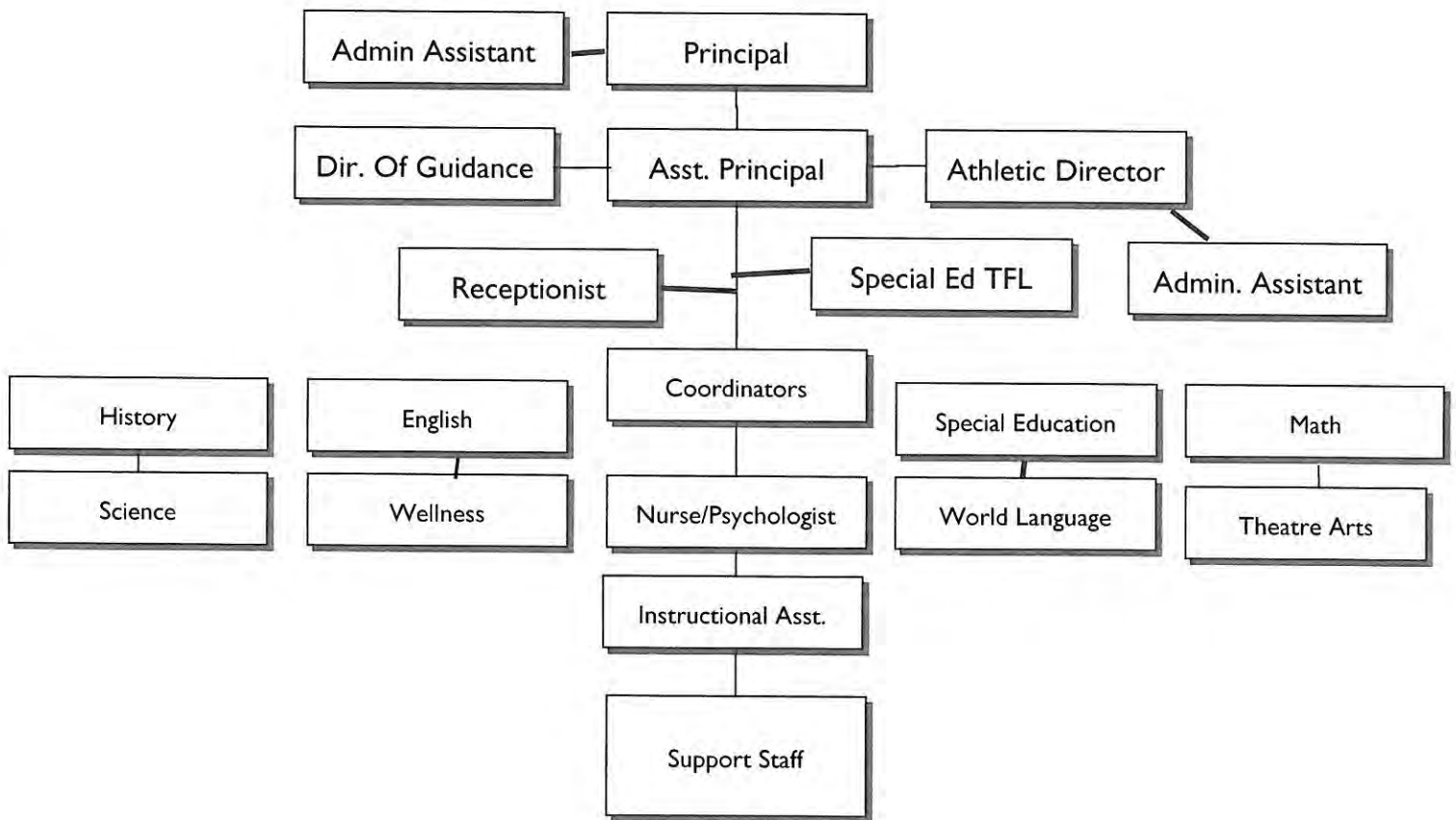
- To continue to develop student support policies and programs that provide support to our struggling students.
 - Continue to develop RTI process
 - Look for ways to utilize our Academy program to support more students.
 - Look for ways to increase our learning lab student capacity.

GOAL 3: LEADERSHIP STRUCTURE

Objectives:

- To allow the High School to adapt to the new leadership structure that will now include High School Coordinators.
 - Repurpose staff meeting objectives.
 - Develop additional lines of communication within the High School.

Newburyport High School



Newburyport High School

	FY15	FY16	FY17	FY17	FY17	FY18	FY18	FY18	Students Served	Increase/Decrease
<u>English</u>	<u>Actual</u>	<u>Actual</u>	<u>FTE</u>	<u>Revised</u>	<u>Other Funds</u>	<u>FTE</u>	<u>Proposed</u>	<u>Other Funds</u>		
Professional Salaries	\$ 583,106	\$ 570,068	7.9	\$ 579,572		7.9	\$ 555,842			\$ (23,730)
Textbooks	\$ -	\$ 878		\$ 6,795			\$ 6,795			\$ -
Computer Purchase	\$ 8,800	\$ 9,049		\$ 9,050			\$ 9,050			\$ -
Publications	\$ -	\$ -		\$ 1,125			\$ 1,125			\$ -
Technology	\$ -	\$ -		\$ -			\$ -			\$ -
Total English	\$ 591,906	\$ 579,995		\$ 596,542			\$ 572,812		783	\$ (23,730)
World Language										
Professional Salaries	\$ 483,329	\$ 508,332	6.6	\$ 508,180		6.7	\$ 527,777			\$ 19,597
Supplies/Materials	\$ 6,037	\$ 2,533		\$ 5,400			\$ 5,400			\$ -
Textbooks	\$ 10,549	\$ 2,597		\$ 3,600			\$ 16,008			\$ 12,408
Equipment Maintenance	\$ 713	\$ 942		\$ 900			\$ 900			\$ -
Total World Language	\$ 500,629	\$ 514,404		\$ 518,080			\$ 550,085		620	\$ 32,005
Math										
Professional Salaries	\$ 643,783	\$ 662,470	9.0	\$ 697,905		9.0	\$ 718,431			\$ 20,526
Supplies/Materials	\$ 1,000	\$ 3,625		\$ 3,600			\$ 16,300			\$ 12,700
Textbooks	\$ 7,425	\$ 6,506		\$ 6,300			\$ 15,000			\$ 8,700
Software							\$ 3,000			\$ 3,000
Total Math	\$ 652,208	\$ 672,602		\$ 707,805			\$ 749,731		878	\$ 41,926
Science										
Professional Salaries	\$ 557,419	\$ 595,759	8.2	\$ 610,796		8.2	\$ 618,656			\$ 7,860
Supplies/Materials	\$ 25,761	\$ 10,690		\$ 13,500			\$ 24,400			\$ 10,900
Textbooks	\$ 5,442	\$ 4,699		\$ 8,100			\$ 35,000			\$ 26,900
Equipment Maintenance	\$ 58	\$ 2,546		\$ 2,700			\$ 3,000			\$ 300
Total Science	\$ 588,680	\$ 613,694		\$ 635,096			\$ 681,056		876	\$ 45,960
Social Studies										
Professional Salaries	\$ 595,046	\$ 640,908	8.0	\$ 609,848		8.0	\$ 614,213			\$ 4,365
Supplies/Materials	\$ 1,000	\$ 293		\$ 450			\$ 6,500			\$ 6,050
Textbooks	\$ 19,200	\$ 10,042		\$ 6,300			\$ 8,800			\$ 2,500
AV Materials	\$ 400	\$ -		\$ -			\$ -			\$ -
Total Social Studies	\$ 615,646	\$ 651,242		\$ 616,598			\$ 629,513		1071	\$ 12,915
Technology										
Supplies/Materials	\$ 7,250	\$ 5,399		\$ 4,500			\$ 4,500			\$ -
Software	\$ 4,000	\$ 2,795		\$ 3,999			\$ 3,950			\$ (49)
Equipment Maintenance	\$ 23,750	\$ 19,835		\$ 18,000			\$ 18,000			\$ -
Total Technology	\$ 35,000	\$ 28,029		\$ 26,499			\$ 26,450			\$ (49)
Business										
Professional Salaries	\$ -	\$ 37,558	0.6	\$ 35,858		0.5	\$ 35,132			\$ (726)
Supplies/Materials							\$ 5,000			\$ 5,000
Textbooks							\$ 5,000			\$ 5,000
Total Business	\$ -	\$ 37,558		\$ 35,858			\$ 45,132			\$ 9,274
Music										
Professional Salaries	\$ 40,984	\$ 60,655	0.8	\$ 60,806		0.8	\$ 59,021			\$ (1,785)
Supplies/Materials	\$ 2,800	\$ 1,339		\$ 1,530			\$ 1,530			\$ -
Software	\$ 777	\$ 1,133		\$ 608			\$ 600			\$ (8)
Memberships	\$ 300	\$ -		\$ 270			\$ 250			\$ (20)
Field Trips	\$ 798	\$ 909		\$ 898			\$ 850			\$ (48)
Equipment Maintenance	\$ 1,000	\$ 1,630		\$ 900			\$ 900			\$ -
Equipment Purchase/Rental	\$ 1,862	\$ -		\$ 900			\$ 900			\$ -
Total Music	\$ 48,521	\$ 65,666		\$ 65,912			\$ 64,051			\$ (1,861)
Art										
Professional Salaries	\$ 224,831	\$ 206,202	3.0	\$ 212,067		3.0	\$ 217,316			\$ 5,249
Supplies/Materials	\$ 13,907	\$ 13,064		\$ 11,250			\$ 14,500			\$ 3,250
Software	\$ 100	\$ 719		\$ 900			\$ 900			\$ -
Equipment Maintenance	\$ 2,532	\$ 713		\$ -			\$ -			\$ -
Total Art	\$ 241,371	\$ 220,697		\$ 224,217			\$ 232,716			\$ 8,499

Description	FY15	FY16	FY17	FY17	FY17	FY18	FY18	FY18	Increase/ Decrease
	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	
Special Education									
Professional Salaries	\$ 833,806	\$ 910,352	13.0	\$ 900,896		12.0	\$ 857,577		\$ (43,319)
Speech/Language			0.5	\$ 28,911		0.5	\$ 35,132		\$ 6,221
Reading/Tutor		\$ 21,725	0.5	\$ 23,388		0.5	\$ 24,596		\$ 1,208
Aides	\$ 252,756	\$ 225,779	11.8	\$ 274,261		11.8	\$ 288,872		\$ 14,611
Supplies/Materials	\$ 662	\$ 1,881		\$ 3,150			\$ 9,150		\$ 6,000
Total Special Education	\$ 1,087,223	\$ 1,159,737		\$ 1,230,606			\$ 1,215,327	75	\$ (15,279)
Alternative Education									
Professional Salaries	\$ 142,203	\$ 153,964	2.0	\$ 156,913		2.0	\$ 154,888		\$ (2,025)
Supplies/Materials	\$ 700	\$ 111		\$ 1,080			\$ 1,080		\$ -
Textbooks	\$ 100	\$ -		\$ 500			\$ 500		\$ -
Total Alternative Education	\$ 143,003	\$ 154,075		\$ 158,493			\$ 156,468		\$ (2,025)
Instructional Materials									
Supplies/Materials	\$ 6,433	\$ 3,221		\$ 4,950			\$ 4,950		\$ -
Equipment Maintenance	\$ 48,454	\$ 45,002		\$ 46,000			\$ 46,000		\$ -
Total Instructional Materials	\$ 54,887	\$ 48,223		\$ 50,950			\$ 50,950		\$ -
Guidance									
Professional Salaries	\$ 399,954	\$ 423,392	6.0	\$ 528,348		6.0	\$ 502,470		\$ (25,878)
Secretary	\$ 39,156	\$ 40,029	1.0	\$ 40,817		1.0	\$ 41,219		\$ 402
Supplies/Materials	\$ 2,055	\$ 1,214		\$ 4,140			\$ 4,140		\$ -
Tests	\$ 3,132	\$ 895		\$ 1,800			\$ 1,800		\$ -
Software	\$ 3,388	\$ 5,447		\$ 2,700			\$ 6,000		\$ 3,300
Total Guidance	\$ 447,685	\$ 470,976		\$ 577,805			\$ 555,629		\$ (22,176)
Tech Education									
Professional Salaries	\$ 93,139	\$ 69,514	1.0	\$ 70,904		1.0	\$ 72,144		\$ 1,240
Supplies/Materials	\$ 9,100	\$ 4,240		\$ 10,800			\$ 10,800		\$ -
Textbooks	\$ 1,000	\$ -		\$ 450			\$ 450		\$ -
Computer Purchase	\$ 6,000	\$ 5,971		\$ 8,100			\$ 8,100		\$ -
Total Tech Education	\$ 109,239	\$ 79,725		\$ 90,254			\$ 91,494		\$ 1,240
Library									
Textbooks	\$ 17,509	\$ 8,450		\$ 11,340			\$ 11,300		\$ (40)
Professional Salaries	\$ 64,346	\$ 67,128	1.0	\$ 71,418		1.0	\$ 77,047		\$ 5,629
Aides	\$ 8,221	\$ 10,700	0.8	\$ 11,132		0.8	\$ 14,693		\$ 3,561
General Supplies	\$ 1,690	\$ 1,785		\$ 1,620			\$ 1,600		\$ (20)
Equipment Purchase/Rental	\$ 4,021	\$ 2,090		\$ 2,250			\$ 2,250		\$ -
Total Library	\$ 95,787	\$ 90,152		\$ 97,760			\$ 106,890		\$ 9,130
Student Activities									
Professional Salaries	\$ 2,450	\$ 4,063		\$ 7,000			\$ 7,000		\$ -
Awards	\$ 1,800	\$ 2,856		\$ 6,000			\$ 6,000		\$ -
Graduation/Celebrations	\$ 13,783	\$ 12,347		\$ 16,500			\$ 16,500		\$ -
Total Student Activities	\$ 18,033	\$ 19,266		\$ 29,500			\$ 29,500		\$ -
Athletics									
Transportation	\$ 94,458	\$ 89,131		\$ 101,000			\$ 103,000		\$ 2,000
Professional Salaries	\$ 106,130	\$ 92,600	1.0	\$ 95,880		1.0	\$ 97,798		\$ 1,918
Coaches Salaries	\$ 225,000	\$ 178,911		\$ -	\$ 225,000		\$ -	\$ 225,000	\$ -
Freshman Sports	\$ -	\$ 34,850		\$ -			\$ -		\$ -
Trainer Salary	\$ -	\$ 4,743		\$ 16,000	\$ 8,000		\$ -	\$ 16,000	\$ (8,000)
Supplies/Materials	\$ 6,000	\$ 6,450		\$ 5,850			\$ 5,850		\$ -
Uniforms				\$ 9,000			\$ 9,000		\$ -
Sports Equipment	\$ 18,888	\$ 27,623		\$ 18,000			\$ 20,000		\$ 2,000
Officials	\$ 37,502	\$ 29,947		\$ -	\$ 42,000		\$ 8,000	\$ 34,000	\$ -
Rentals	\$ 31,000	\$ 27,675		\$ 30,600			\$ 34,000		\$ 3,400
Cleaning/Reconditioning	\$ 8,059	\$ 4,774		\$ 6,300			\$ 7,000		\$ 700
Dues/Fees	\$ 13,000	\$ 13,525		\$ 13,050			\$ 14,000		\$ 950
Game Expenses	\$ 25,388	\$ 33,555		\$ 22,500			\$ 40,000		\$ 17,500
Insurance	\$ 9,000	\$ 8,750		\$ 9,000			\$ 9,000		\$ -
Total Athletics	\$ 574,425	\$ 552,534		\$ 327,180	\$ 275,000		\$ 347,648	\$ 275,000	\$ 20,468

Description	FY15	FY16	FY17	FY17	FY17	FY18	FY18	FY18	Increase/ Decrease
	Actual	Actual	FTE	Approved	Other Funds	FTE	Proposed	Other Funds	
Drama									
Professional Salaries	\$ 99,262	\$ 140,898	2.0	\$ 148,642		2.0	\$ 147,764		\$ (878)
Supplies/Materials	\$ 6,550	\$ 1,995		\$ 3,600			\$ 3,600		\$ -
Drama Festival	\$ -	\$ -		\$ 400			\$ 400		\$ -
Total Drama	\$ 105,812	\$ 142,893		\$ 152,642			\$ 151,764		\$ (878)
Wellness									
Memberships	\$ 500	\$ -		\$ -			\$ -		\$ -
Professional Salaries	\$ 353,478	\$ 363,260	5.0	\$ 370,514		5.0	\$ 371,192		\$ 678
Afterschool program	\$ -	\$ -		\$ 6,000			\$ 6,000		\$ -
Supplies/Materials	\$ 15,800	\$ 19,628		\$ 8,100			\$ 20,100		\$ 12,000
Equipment Maintenance	\$ 821	\$ 1,134		\$ 4,339			\$ 4,300		\$ (39)
Equipment Purchase/Rental	\$ 4,500	\$ 10,783		\$ 7,200			\$ 7,200		\$ -
Total Wellness	\$ 375,099	\$ 394,804		\$ 396,153			\$ 408,792	1201	\$ 12,639
Operation of Plant									
Custodian	\$ 278,763	\$ 310,515	6.0	\$ 289,478		7.0	\$ 336,562		\$ 47,084
Uniforms	\$ 700	\$ 430		\$ 700			\$ 800		\$ 100
Custodial Supplies	\$ 20,500	\$ 22,787		\$ 21,000			\$ 21,000		\$ -
Electric	\$ 169,928	\$ 180,769		\$ 186,525			\$ 175,000		\$ (11,525)
Gas	\$ 109,000	\$ 62,191		\$ 96,300			\$ 92,000		\$ (4,300)
Telephone	\$ 13,000	\$ 14,961		\$ 13,000			\$ 13,000		\$ -
Equipment Maintenance	\$ 2,000	\$ 1,963		\$ 2,000			\$ 3,000		\$ 1,000
Equipment Purchase/Rental	\$ 3,500	\$ 12,619		\$ 10,000			\$ 10,000		\$ -
Total Operation of Plant	\$ 597,391	\$ 606,235		\$ 619,003			\$ 651,362		\$ 32,359
Maintenance of Plant									
Supplies/Materials		\$ 107		\$ -			\$ -		\$ -
Grounds/Other	\$ 20,000	\$ 18,723		\$ 20,000			\$ 8,000		\$ (12,000)
Contracted Services	\$ 22,000	\$ 24,903		\$ 20,000			\$ 25,000		\$ 5,000
Building/Contracted Services	\$ 34,172	\$ 25,164		\$ 23,000			\$ 23,000		\$ -
Maintenance of Plant	\$ 76,172	\$ 68,897		\$ 63,000			\$ 56,000		\$ (7,000)
Administration									
Principals	\$ 222,912	\$ 232,752	2.0	\$ 237,408		2.0	\$ 242,155		\$ 4,747
Secretary	\$ 97,042	\$ 108,898	2.8	\$ 123,132		3.0	\$ 120,577		\$ (2,555)
Supplies/Materials	\$ 19,500	\$ 15,333		\$ 14,400			\$ 14,400		\$ -
Publications	\$ 4	\$ -		\$ 2,880			\$ 2,850		\$ (30)
Memberships	\$ 650	\$ 6,330		\$ 2,700			\$ 2,700		\$ -
Security Improvements	\$ -	\$ -		\$ -			\$ -		\$ -
Printing	\$ 50	\$ -		\$ 4,050			\$ 4,050		\$ -
Postage	\$ 6,000	\$ 6,011		\$ 5,400			\$ 5,400		\$ -
Accreditation	\$ 4,380	\$ 650		\$ 360			\$ 9,500		\$ 9,140
Equipment Maintenance	\$ 4,069	\$ 709		\$ 900			\$ 900		\$ -
Total Administration	\$ 354,608	\$ 370,684		\$ 391,230			\$ 402,532		\$ 11,302
Substitutes									
Fellows						1.0	\$ 16,704		\$ 16,704
Substitutes	\$ 70,000	\$ 60,387		\$ 88,500			\$ 70,000		\$ (18,500)
Total Substitutes	\$ 70,000	\$ 60,387		\$ 88,500			\$ 86,704		\$ (1,796)
Virtual High School									
Professional Salaries	\$ 12,500	\$ -		\$ 12,500			\$ 12,500		\$ -
Total Virtual High School	\$ 12,500	\$ -		\$ 12,500			\$ 12,500		\$ -
Total High School	\$ 7,395,824	\$ 7,602,477	100.0	\$ 7,712,183	\$ 275,000	100.2	\$ 7,875,106	\$ 275,000	\$ 162,923

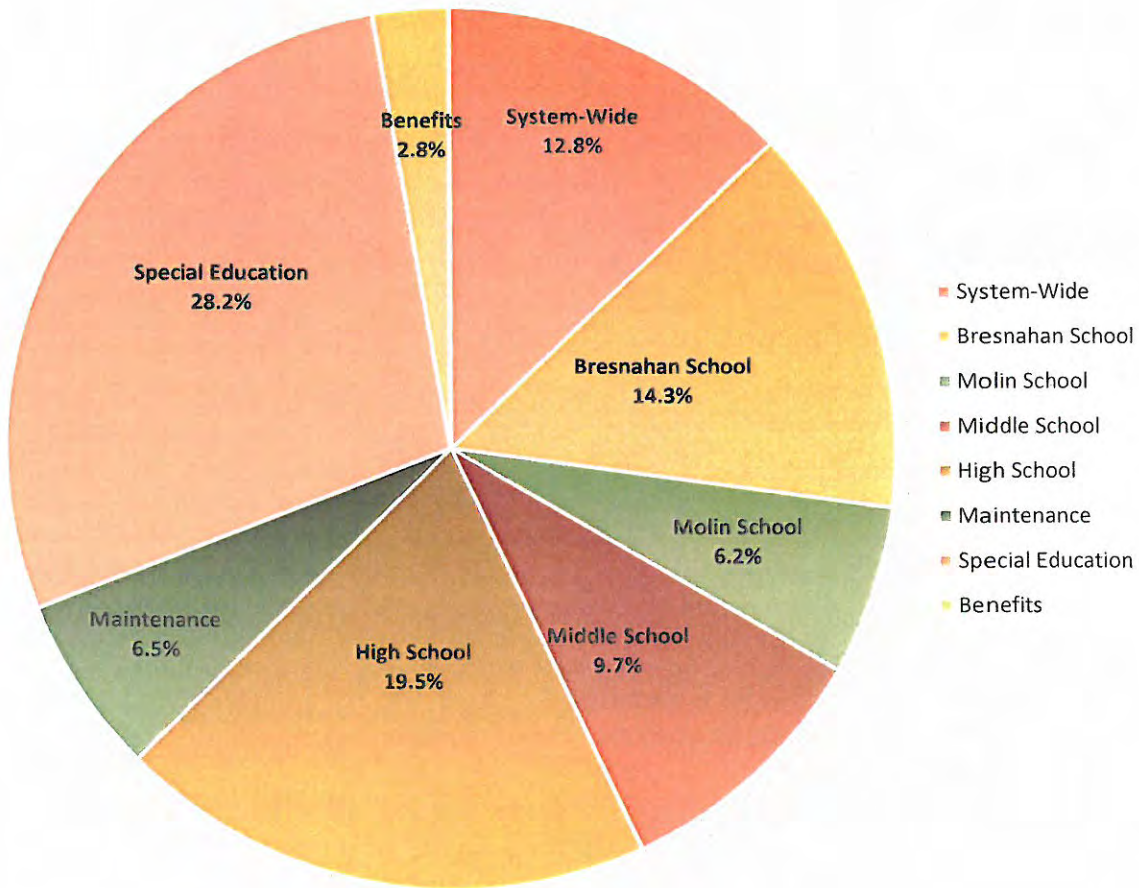
Summary by Program

Newburyport High School

Programs	Amount Budgeted	Proposed Budget	Difference	% of Change
	FY17	FY18		
English	\$ 596,542	\$ 572,812	\$ (23,730)	-4.0%
World Language	\$ 518,080	\$ 550,085	\$ 32,005	6.2%
Mathematics	\$ 707,805	\$ 749,731	\$ 41,926	5.9%
Science	\$ 635,096	\$ 681,056	\$ 45,960	7.2%
Social Studies	\$ 616,598	\$ 629,513	\$ 12,915	2.1%
Technology	\$ 26,499	\$ 26,450	\$ (49)	-0.2%
Business	\$ 35,858	\$ 45,132	\$ 9,274	25.9%
Music	\$ 65,912	\$ 64,051	\$ (1,861)	-2.8%
Art	\$ 224,217	\$ 232,716	\$ 8,499	3.8%
Special Education	\$ 1,230,606	\$ 1,215,327	\$ (15,279)	-1.2%
Alternative Education	\$ 158,493	\$ 156,468	\$ (2,025)	-1.3%
Instructional Materials	\$ 50,950	\$ 50,950	\$ -	0.0%
Guidance	\$ 577,805	\$ 555,629	\$ (22,176)	-3.8%
Tech Ed	\$ 90,254	\$ 91,494	\$ 1,240	1.4%
Library	\$ 97,760	\$ 106,890	\$ 9,130	9.3%
Student Activity Account	\$ 29,500	\$ 29,500	\$ -	0.0%
Athletics	\$ 602,180	\$ 622,648	\$ 20,468	3.4%
Drama/Video	\$ 152,642	\$ 151,764	\$ (878)	-0.6%
Wellness/Physical Ed	\$ 396,153	\$ 408,792	\$ 12,639	3.2%
Operation of Plant	\$ 619,003	\$ 651,362	\$ 32,359	5.2%
Maintenance of Plant	\$ 63,000	\$ 56,000	\$ (7,000)	-11.1%
School Administration	\$ 391,230	\$ 402,532	\$ 11,302	2.9%
Virtual High School	\$ 12,500	\$ 12,500	\$ -	0.0%
Substitutes/Fellows	\$ 88,500	\$ 86,704	\$ (1,796)	-2.0%
			\$ -	
Totals	\$ 7,987,183	\$ 8,150,106	\$ 162,923	2.04%

Newburyport Public Schools FY18 Budget by Cost Center

<i>System-Wide</i>	\$4,090,617	12.8%
<i>Bresnahan School</i>	\$4,558,880	14.3%
<i>Molin School</i>	\$1,981,900	6.2%
<i>Middle School</i>	\$3,091,533	9.7%
<i>High School</i>	\$6,217,417	19.5%
<i>Maintenance</i>	\$2,074,223	6.5%
<i>Special Education</i>	\$8,972,772	28.2%
<i>Benefits</i>	\$881,733	2.8%
Total	\$ 31,869,075	100%



Budget Summary			
Cost by School	FY18 Totals	Salaries FY17	Salaries FY18
High	\$ 8,150,106	\$ 7,086,075	\$ 7,120,278
Middle	\$ 4,760,444	\$ 4,120,984	\$ 4,331,744
Molin	\$ 3,007,952	\$ 2,664,549	\$ 2,869,752
Bresnahan	\$ 6,775,690	\$ 6,301,078	\$ 6,402,234
System-Wide	\$ 9,174,883	\$ 2,814,627	\$ 2,955,510
Total Cost	\$ 31,869,075	\$ 22,987,312	\$ 23,679,518
<i>FY17 Budget</i>	\$ 30,770,951		
Increase	\$ 1,098,124		
Percent of Increase	3.57%		
	FY18	FY17	Increase
<i>Total Salaries</i>	\$ 23,679,518	\$ 22,987,312	\$ 692,206
<i>Total Expenses</i>	\$ 8,189,557	\$ 7,783,639	\$ 405,919
	\$ 31,869,075	\$ 30,770,951	\$ 1,098,124

Appendix F:
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 2017 – 2018 (04/12/2017)

Maureen A. Lynch
Superintendent

SCHOOL COMMITTEE

Charles LaBella, Chairperson
Amesbury

Russ Bardsley
Ipswich

Brett Murphy
Vice Chairperson
Newburyport

Paul M. Tucker
Merrimac

Lisa O'Connor
Groveland

David E. Irving
Secretary
Rowley

Johanna True
Newbury

C. Anthony LeSage
Amesbury

Jo-Ann Testaverde, Ed.D
Georgetown

Andy Murphy
West Newbury

Richard P. Early, Jr.
Haverhill

Scott Wood
Haverhill

TBD
Newburyport

Alana Gilbert
Salisbury

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Whittier Regional Vocational Technical High School

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978-373-4101
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www.whittiertech.org

Charles LaBella
Chairperson
School Committee

Maureen A. Lynch
Superintendent

April 13, 2017

Dear Whittier Community Officials:

The booklet contains the 2017-2018 approved budget for the Whittier Regional Vocational Technical High School. At a public hearing on April 12, 2017, the District School Committee approved a total budget of \$ 23,639,578.

Whittier's total budgetary requests were \$ 24,712,594. The Administration and School Committee made reductions totaling \$ 1,073,016 and the School Committee voted to utilize School Choice funds in the amount of \$ 126,900 to arrive at the \$ 23,639,578 fiscal 2018 budget figure. The estimated receipts and recommended expenditures for School Choice are listed on page 22 of this booklet.

The approved FY18 budget of \$ 23,629,578 is an increase of \$906,464 or 3.99% over the FY17 budget of \$ 22,733,114. In addition to the approved FY18 budget, the District Committee has approved a capital assessment for FY18 for the replacement of Boilers, Electrical Panels and renovation of the Greenhouse. The total amount assessed to the 11 communities is \$ 14,273,596, which is an increase of \$ 619,205 or 4.53% greater than FY17. Of this 4.53% increase, 1.37% represents the mandated minimum requirement that each community must provide as determined by the Department of Elementary and Secondary Education. Individual community assessments will vary each year primarily due to enrollments shifts and state minimum contribution and these can be found on page 17 of this 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 Maureen A. Lynch, Superintendent, or Kara M. Kosmes, Business Manager.

Sincerely,

Charles LaBella
Chairperson, School Committee

Maureen A. Lynch
Superintendent

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**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED BUDGET ACCOUNT TOTALS FY17 - FY18**

<u>FUNCT</u>	<u>FUNCTION TITLE</u>	<u>FY17 BUDGET</u>	<u>FY 18 RECOMMENDED</u>	<u>Change</u>
1000	District Leadership			
1100	School Committee	61,924	64,524	2,600
1200	Superintendent's Office	373,186	368,473	-4,713
		<u>435,110</u>	<u>432,997</u>	<u>-2,113</u>
1400	Finance & Administration	615,083	690,466	75,383
2000	Instruction			
2100	Academic Leadership	565,329	580,005	14,676
2200	School Building Leadership	696,108	704,326	8,218
2300	Instruction Teaching Services	9,491,815	9,766,388	274,573
2400	Instructional Materials	1,245,625	1,222,887	-22,738
2700	Guidance	546,471	542,547	-3,924
2800	Psychological Services	145,108	146,246	1,138
		<u>12,690,456</u>	<u>12,962,399</u>	<u>271,943</u>
3000	Student Services			
3100	Attendance	45,488	40,800	-4,688
3200	Health Services	179,966	185,202	5,236
3310	Operation of School Busses	1,285,632	1,341,116	55,484
3510	Athletics	406,793	419,368	12,575
3520	Student Body	79,000	112,700	33,700
3600	School Security	376,456	403,464	27,008
		<u>2,373,335</u>	<u>2,502,650</u>	<u>129,315</u>
4000	Operations & Maintenance			
4110	Custodial Service	307,601	339,775	32,174
4120	Heating of Building	110,000	110,000	0
4130	Utility Services	708,900	708,900	0
4210	Maintenance of Grounds	40,000	40,000	0
4220	Maintenance of Building	635,640	667,731	32,091
4230	Maintenance of Equipment	48,500	49,000	500
		<u>1,850,641</u>	<u>1,915,406</u>	<u>64,765</u>
5000	Fixed Charges	4,600,654	4,983,115	382,461
6000	Community Services	12,000	12,000	0
7000	Replacement of Equipment	89,085	73,795	-15,290
8000	Long Term Debt	0	0	0
9000	Tuitions	66,750	66,750	0
Total Operational Budget		<u>22,733,114</u>	<u>23,639,578</u>	<u>906,464</u>
	Capital Outlay	795,000	495,000	-300,000
TOTAL GROSS BUDGET		<u>23,528,114</u>	<u>24,134,578</u>	<u>606,464</u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY16</u>	<u>ADJUSTED BUDGET - FY17</u>	<u>RECOMMENDED BUDGET - FY18</u>
1000	DISTRICT LEADERSHIP			
1100	School Committee			
1110.5	Supplies & Materials General Supply Items	32	1,100	1,100
1110.6	Other Expenses			
	Travel	3,943	3,500	3,500
	Memberships & Subscriptions	7,674	11,824	11,824
	Meeting Expenses	3,233	4,500	4,500
	Auditing Expenses	33,700	29,500	32,100
	Public Relations	14,758	11,500	11,500
	TOTALS 1106	63,308	60,824	63,424
	TOTALS 1100	63,340	61,924	64,524
1200	Superintendent's Office			
1210.1	Salaries, Professional Superintendent	196,272	171,000	181,403
1210.2	Salaries, Clerical Administrative Assistant	78,574	77,925	79,719
1210.4	Maintenance of Equipment	0	0	0
1210.5	Supplies & Materials			
	Postage & Office Supplies	26,301	25,715	25,715
	Printing & Reproduction	21,627	28,465	28,465
	TOTALS 1210.5	47,928	54,180	54,180

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY16</u>	<u>ADJUSTED</u> <u>BUDGET - FY17</u>	<u>RECOMMENDED</u> <u>BUDGET - FY18</u>
1210.6	Other Expenses			
	Travel & Conferences	10,157	15,700	15,700
	Memberships & Subscriptions	17,094	13,626	13,716
	Advisory Boards	15,255	9,500	9,500
	NEASC & Accreditation	4,380	31,255	14,255
	TOTALS 1210.6	46,886	70,081	53,171
	TOTALS - 1200	369,660	373,186	368,473
	TOTALS - 1000	433,000	435,110	432,997

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY16</u>	<u>ADJUSTED BUDGET - FY17</u>	<u>RECOMMENDED BUDGET - FY18</u>
1400	FINANCE & ADMINISTRATION			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	139,286	136,500	139,230
	Comptroller	59,160	60,343	62,050
	TOTALS 1410.1	198,446	196,843	201,280
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	47,048	47,989	48,949
	Payroll Clerk (80%)	40,800	41,616	42,448
	Business Office Clerks	50,546	44,789	45,793
	Treasurer	15,300	15,606	15,918
	TOTALS 1410.2	153,694	150,000	153,108
	TOTAL 1410	352,140	346,843	354,388
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical			
	Personnel Clerk	51,679	50,000	53,550
	Payroll Clerk (20%)	10,200	10,404	10,612
	TOTALS 1420.2	61,879	60,404	64,162
1420.4	Advertising	8,909	7,500	7,500
	TOTALS 1420	70,788	67,904	71,662
1430	Legal Services			
1430.4	Contracted Services			
	School Attorney	46,316	10,000	10,000
	Negotiator	0	10,000	10,000
	TOTALS 1430.4	46,316	20,000	20,000

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY16</u>	<u>ADJUSTED</u> <u>BUDGET - FY17</u>	<u>RECOMMENDED</u> <u>BUDGET - FY18</u>
	TOTALS 1430	46,316	20,000	20,000
1450	Information Technology			
1450.1	Salaries, Professional Technology Director	102,000	104,040	106,121
1450.3	Salaries, Other Repair Tech. & Students	81,602	76,296	138,295
	TOTALS 1450	183,602	180,336	244,416
	TOTALS 1400	652,846	615,083	690,466

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY16</u>	<u>ADJUSTED BUDGET - FY17</u>	<u>RECOMMENDED BUDGET - FY18</u>
2000	INSTRUCTION			
2100	Academic Leadership			
2100.1	Salaries, Professional			
	Director of Pupil Personnel	136,166	135,041	137,717
	Curriculum Coordinator	128,274	130,819	133,415
	Vocational Coordinator	128,524	131,069	133,665
	TOTALS 2100.1	392,964	396,929	404,797
2100.2	Salaries, Clerical			
	Secretary to Special Ed	53,655	54,713	55,792
	Secretary Voc. & Curr Coord.	48,684	43,490	45,685
	TOTALS 2100.2	102,339	98,203	101,477
2120.1	Salaries, Professional			
	Cluster Chairs	73,767	70,197	73,731
	TOTALS 2100	569,070	565,329	580,005
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	134,314	136,855	139,573
	Asst. Principals	241,159	243,512	245,786
	Coordinator of Data & Assessment	128,274	130,819	133,415
	In House Suspension	59,963	61,142	62,345
	TOTALS 2210.1	563,710	572,328	581,119
2210.2	Salaries, Clerical			
	Secretary to Principal	52,010	53,040	54,341
	Secretary to Asst. Principals	35,502	43,490	41,616
	TOTALS 2210.2	87,512	96,530	95,957
2210.4	Contracted Services			

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY16</u>	<u>ADJUSTED</u> <u>BUDGET - FY17</u>	<u>RECOMMENDED</u> <u>BUDGET - FY18</u>
2210.5	Answering Service & Maintenance	5,500	6,500	6,500
	Supplies & Materials	14,448	16,000	16,000
2210.6	Other Expenses			
	Travel & Memberships	1,961	4,000	4,000
	School Council	400	750	750
	TOTALS 2210.6	2,361	4,750	4,750
	TOTALS 2200	673,531	696,108	704,326
2300	Instruction Teaching Services			
2305.1	Salaries, Professional			
	Instructional	7,823,112	8,167,565	8,432,897
	Instructional, Special Needs	828,206	854,570	845,647
	TOTALS 2305.1	8,651,318	9,022,135	9,278,544
2325.3	Salaries, Substitutes	104,135	100,000	100,000
2330.3	Salaries, Teacher Aides			
	Teacher Aides	29,571	86,300	109,650
	Teacher Aides, Special Needs	59,708	69,668	62,622
	TOTALS 2330.3	89,279	155,968	172,272
2340.1	Salaries, Professional			
	Instructional Media Specialist	91,890	93,712	95,572
2351.6	Professional Development Expense	155,046	110,000	110,000
2355.3	Professional Development Subs	12,192	10,000	10,000
	TOTALS 2300	9,103,860	9,491,815	9,766,388

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY16</u>	<u>ADJUSTED BUDGET - FY17</u>	<u>RECOMMENDED BUDGET - FY18</u>
2400	Instructional Materials & Equipment			
2410.4	Contracted Services Repair & Maint of A/V Equipment	0	1,000	1,000
2410.5	Supplies & Materials Textbooks	15,953	17,457	16,546
2415.5	Library Books	4,714	10,100	8,350
2415.6	Library/AV Memberships	3,150	3,510	3,510
2420.5	Instructional Equipment	41,836	30,703	31,735
2430.4	Contracted Services Shop Requests	85,233	93,979	91,812
2430.5	Supplies & Materials			
	General Instructional	315,151	321,612	311,149
	Computer Supplies	39,406	50,000	55,000
	General Classroom	13,040	9,750	9,750
	Program Expansion	100	5,000	5,000
	TOTALS 2430.5	367,697	386,362	380,899
2430.6	Other Expenses (Prof publs, memberships, etc.)	24,888	23,710	27,924
2451	Classroom Technology			
2451.4	Contracted Services Software/Hardware Maint	80,474	115,353	139,728
2451.5	Supplies & Materials Computer Equipment	598,333	563,451	521,383
	TOTALS 2400	1,222,278	1,245,625	1,222,887

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY16</u>	<u>ADJUSTED BUDGET - FY17</u>	<u>RECOMMENDED BUDGET - FY18</u>
2700	Guidance			
2710.1	Salaries, Professional			
	Guidance Director	76,441	77,970	79,529
	Guidance Counselors	341,324	337,981	337,988
	School Adjustment Counselor	24,201	65,000	59,510
	Summer Coverage	3,212	10,500	10,500
	TOTALS 2710.1	445,178	491,451	487,527
2710.2	Salaries, Clerical	46,253	52,020	52,020
2710.5	Supplies & Materials			
	Reference & Test Materials	704	1,000	1,000
	Recruitment Brochures	3,664	2,000	2,000
	TOTALS 2710.5	4,368	3,000	3,000
2710.6	Other Expenses			
	Travel & Memberships	199	0	0
	TOTALS 2700	495,998	546,471	542,547
2800	Psychological Services			
2800.1	Salaries, Professional			
	School Psychologist	76,441	77,970	79,529
	Tutoring	10,488	4,000	4,000
	TOTALS 2800.1	86,929	81,970	83,529
2800.4	Contracted Services	49,854	42,275	42,275
2800.5	Supplies & Materials	12,112	20,863	20,442
2800.6	Equipment	0	0	0
	TOTALS 2800	148,895	145,108	146,246

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY16</u>	<u>ADJUSTED</u> <u>BUDGET - FY17</u>	<u>RECOMMENDED</u> <u>BUDGET - FY18</u>
	TOTALS 2000	12,213,632	12,690,456	12,962,399
3000	STUDENT SERVICES			
3100	Attendance			
3100.1	Salaries, Professional Attendance Monitor	44,596	45,488	40,800
	TOTALS 3100	44,596	45,488	40,800
3200	Health Services			
3200.1	Salaries, Professional School Nurses	152,344	153,268	158,186
3200.4	Contracted Services School Physician Laundry/Medical Waste	15,416 0	15,918 1,500	16,236 1,500
	TOTALS 3204.4	15,416	17,418	17,736
3200.5	Supplies & Materials	7,144	9,000	9,000
3200.6	Other Expenses Memberships	1,647	280	280
	TOTALS 3200	176,551	179,966	185,202
3310	Operation of School Buses			
3310.1	Salaries, Professional Coordinator of Transportation	65,584	66,896	68,234
3310.3	Salaries, Other Bus Drivers Mechanics Security/Bus Drivers (50%)	457,358 130,056 23,751	547,035 128,976 48,866	583,434 134,345 25,291

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY16</u>	<u>ADJUSTED</u> <u>BUDGET - FY17</u>	<u>RECOMMENDED</u> <u>BUDGET - FY18</u>
	TOTALS 3310.3	611,165	724,877	743,070
3310.4	Contracted Services	32,934	5,000	0
3310.5	Supplies & Materials			
	General Supply Items	86,369	92,000	92,000
	Fuel, Oil, Lubricants	72,049	145,950	146,211
	Equipment	10,174	2,500	2,500
	TOTALS 3310.5	168,592	240,450	240,711
3310.6	Other Expenses			
	Licensing & Physicals	2,065	7,000	5,000
	Insurance, Health	69,924	69,749	69,901
	Insurance, Buses	29,284	27,980	30,000
	Insurance, Workers Comp	19,709	24,465	17,200
	Leasing Expense	119,381	119,215	167,000
	TOTALS 3310.6	240,363	248,409	289,101
	TOTALS 3310	1,118,638	1,285,632	1,341,116
3510	Athletics			
3510.1	Salaries, Professional			
	Athletic Director & Equipment Tech	27,618	27,076	27,617
	Coaches	179,498	173,253	186,752
	Trainer	27,299	26,764	27,299
	Transportation	18,260	18,500	18,500
	TOTALS 3510.1	252,675	245,593	260,168
3510.4	Contracted Services			
	Officials	39,833	42,000	42,000
	Police	3,609	6,000	4,000
	Reconditioning of Equipment	30,505	16,000	24,000
	TOTALS 3510.4	73,947	64,000	70,000
3510.5	Supplies, Sporting Goods & First Aid	45,401	82,200	74,200

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY16</u>	<u>ADJUSTED BUDGET - FY17</u>	<u>RECOMMENDED BUDGET - FY18</u>
3510.6	Memberships, Clinics & Travel	15,110	15,000	15,000
	TOTALS 3510	387,133	406,793	419,368
3520	Student Body			
3520.1	Salaries, Class & Club Advisors, Other Stipends	38,534	45,000	67,000
3520.6	Other Expenses			
	VICA, Skills USA	53,819	25,000	36,700
	Graduation Expenses	9,000	9,000	9,000
	TOTALS 3520.6	62,819	34,000	45,700
	TOTALS 3520	101,353	79,000	112,700
3600	School Security			
3600.1	Salaries, Supervisor of Security	40,803	41,599	42,411
3600.3	Salaries, Other			
	Monitors	23,950	54,750	85,424
	Security/Bus Drivers (50%)	33,935	41,867	25,291
	Security Special Events	15,604	7,000	7,000
	TOTALS 3600.3	73,489	103,617	117,715
3600.4	Contracted Services			
	Security Contract	139,141	124,440	135,000
	School Resource Officer	73,532	76,900	78,438
	TOTALS 3600.4	212,673	201,340	213,438
3600.5	Supplies & Materials	5,686	5,000	5,000
3600.6	Repairs Security Equipment	11,498	24,900	24,900
	TOTALS 3600	344,149	376,456	403,464
	TOTALS 3000	2,172,420	2,373,335	2,502,650

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY16</u>	<u>ADJUSTED BUDGET - FY17</u>	<u>RECOMMENDED BUDGET - FY18</u>
4000	OPERATIONS/MAINTENANCE			
4110	Custodial Services			
4110.3	Salaries, Summer Maintenance	0	0	27,775
4110.4	Contracted Services. Cleaning Contract	261,980	307,601	312,000
	TOTALS 4110	261,980	307,601	339,775
4120	Heating of Building			
4120.4	Contracted Services-Natural/Propane Gas	90,902	110,000	110,000
	TOTALS 4120	90,902	110,000	110,000
4130.4	Utility Services			
	Water	10,910	10,000	10,000
	Sewerage Treatment	38,233	35,000	35,000
	Septic Service	1,290	6,000	6,000
	Refuse Removal	24,362	35,000	35,000
	Telephone	25,563	67,900	67,900
	Hazardous Waste Removal	32,760	40,000	40,000
	Electrical Service	478,138	500,000	500,000
	TOTALS 4130.4	611,256	693,900	693,900
4130.5	Supplies & Matierals	9,488	15,000	15,000
	TOTALS 4130	620,744	708,900	708,900
4210	Maintenance of Grounds			
4210.3	Salaries, Overtime & Snow	13,667	15,000	15,000
4210.5	Supplies & Materials			

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY16</u>	<u>ADJUSTED</u> <u>BUDGET - FY17</u>	<u>RECOMMENDED</u> <u>BUDGET - FY18</u>
	Ice Melt, Sand, Fertilizer	26,333	25,000	25,000
	TOTALS 4210	40,000	40,000	40,000
4220	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	97,418	99,606	101,583
4220.3	Salaries, Other			
	Forer Stipend	5,296	5,706	10,908
	Maintenance "B"	298,629	315,151	323,728
	Shift Differential	0	5,677	5,677
	STP Stipend	4,250	4,250	4,335
	TOTALS 4220.3	308,175	330,784	344,648
4220.4	Contracted Services	30,982	50,500	54,000
4220.5	Supplies & Materials			
	Electrical, Paint, Plumbing, Etc	79,512	90,000	90,000
	Office Supplies	3,086	2,000	2,000
	Equipment	36,261	10,250	5,000
	TOTALS 4220.5	118,859	102,250	97,000
4220.6	Other Expenses			
	Repair & Replacement	53,885	50,000	68,000
	Travel & Seminars	99	2,500	2,500
	TOTALS 4220.6	53,984	52,500	70,500
	TOTALS 4220	609,418	635,640	667,731
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Building & Equipment	107,544	41,000	41,000
	Maint/Rpr of Vehicles	3,079	7,500	8,000
	TOTALS 4230	110,623	48,500	49,000

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY16</u>	<u>ADJUSTED</u> <u>BUDGET - FY17</u>	<u>RECOMMENDED</u> <u>BUDGET - FY18</u>
	TOTALS 4000	1,733,667	1,850,641	1,915,406
5000	FIXED CHARGES			
5100.5	Other Expenses			
	Retirement Program	555,211	577,257	645,317
	Employee Separation Costs	0	13,500	11,940
	Annuities	22,014	21,500	26,500
	TOTALS 5100	577,225	612,257	683,757
5200.6	Other Expenses			
	Health Insurance-active employees	2,046,246	2,380,168	2,516,822
	Health Insurance - retiree	778,685	904,400	1,028,802
	Dental Insurance -active employees	88,924	98,563	114,867
	Medicare	200,597	201,846	206,983
	Life/Disability Insurance	1,992	2,500	4,550
	Student Accident	18,328	15,300	15,500
	Package Insurance	103,924	95,500	99,500
	Worker's Compensation	81,216	72,335	84,169
	Umbrella	9,717	28,400	29,700
	Treasurer's Bond	661	700	700
	School Board Indemnity	3,984	4,100	4,100
	Automotive	5,511	7,520	6,800
	Unemployment	58,604	106,000	106,000
	OPEB - Liability Trust Fund	0	0	0
	Employment Practices Liability	16,059	16,700	16,500
	Disability Insurance	3,500	3,570	3,570
		3,417,948	3,937,602	4,238,563
5250.6	OPEB Liability Reserve	0	0	10,000
	TOTALS 5200	3,417,948	3,937,602	4,248,563
5300.4	Rental of Equipment			
	Postage Meter	2,113	3,800	3,800
	Copy Machines	43,142	46,995	46,995

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2018
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY16</u>	<u>ADJUSTED BUDGET - FY17</u>	<u>RECOMMENDED BUDGET - FY18</u>
	TOTALS 5300	45,255	50,795	50,795
	TOTALS 5000	4,040,428	4,600,654	4,983,115
6000	COMMUNITY SERVICES AND STAFF DEVELOPMENT			
6200.5	Supplies & Materials Office, Flyers, Postage	6,161	12,000	12,000
	TOTALS 6000	6,161	12,000	12,000
7000	REPLACEMENT OF EQUIPMENT			
7400	Replacement of Equipment	64,950	89,085	73,795
	TOTALS 7000	64,950	89,085	73,795
9000	TUITIONS TO OTHER SCHOOLS			
9100	Tuitions to Mass Schools	25,546	6,750	6,750
9110	Tuition School Choice Out	24,941	38,000	38,000
9400	Tuitions to Collaboratives	24,949	22,000	22,000
	TOTALS 9000	75,436	66,750	66,750
TOTAL BUDGET		21,392,540	22,733,114	23,639,578

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2018**

Required Net School Spending	19,717,968
Other Assessments, Transportation and Community Education	1,341,116
Long Term Debt Assessment	-
Capital Assessment	495,000
Other Educational Assessment	<u>2,580,494</u>
Gross Budget	24,134,578

Less Revenues To Be Applied:

Chapter 70 aid	9,190,424	
E and D	0	
Transportation	<u>670,558</u>	<u>9,860,982</u>

Total Assessments 14,273,596

	<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	754,101	38,770	-	50,493	149,198	992,562
Georgetown	494,284	22,934	-	34,386	88,258	639,862
Groveland	749,584	37,678	-	21,388	144,995	953,645
Haverhill	5,514,024	439,029	-	195,352	1,689,509	7,837,914
Ipswich	374,768	15,290	-	44,117	58,839	493,014
Merrimac	702,890	37,678	-	19,262	144,995	904,825
Newbury	363,269	14,744	-	18,434	56,737	453,184
Newburyport	425,331	17,474	-	58,100	67,244	568,149
Rowley	253,833	10,375	-	19,150	39,926	323,284
Salisbury	589,845	24,027	-	19,262	92,461	725,595
West Newbury	305,615	12,559	-	15,056	48,332	381,562
TOTALS	<u><u>10,527,544</u></u>	<u><u>670,558</u></u>	<u><u>-</u></u>	<u><u>495,000</u></u>	<u><u>2,580,494</u></u>	<u><u>14,273,596</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**REQUIRED NET SCHOOL SPENDING
FY 2018**

Required Net School Spending	19,717,968
Less: Chapter 70 Aid	<u>9,190,424</u>
Net Minimum Contribution	<u><u>10,527,544</u></u>
Member Municipalities:	
Amesbury	754,101
Georgetown	494,284
Groveland	749,584
Haverhill	5,514,024
Ipswich	374,768
Merrimac	702,890
Newbury	363,269
Newburyport	425,331
Rowley	253,833
Salisbury	589,845
West Newbury	<u>305,615</u>
TOTALS	<u><u>10,527,544</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER ASSESSMENTS
FY 2018**

Transportation	1,341,116
Less: Transportation Revenue to be Applied	<u>670,558</u>
Net Assessment	<u><u>670,558</u></u>

	FY16 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY				
	<u>PUPILS 10/1/2015</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/1/2016</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	71	5.80%	71	5.78%	38,770
Georgetown	38	3.10%	42	3.42%	22,934
Groveland	77	6.29%	69	5.62%	37,678
Haverhill	795	64.95%	804	65.47%	439,030
Ipswich	27	2.21%	28	2.28%	15,290
Merrimac	73	5.96%	69	5.62%	37,678
Newbury	27	2.21%	27	2.20%	14,744
Newburyport	24	1.96%	32	2.61%	17,474
Rowley	20	1.63%	19	1.55%	10,375
Salisbury	51	4.17%	44	3.58%	24,027
West Newbury	21	1.72%	23	1.87%	12,559
TOTALS	1224	100.00%	1228	100.00%	670,558

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER EDUCATIONAL ASSESSMENTS
FY 2018**

Other Educational Assessments	2,580,494
Less: E and D Transfer to Reduce Assessments	<u>0</u>
Total Other Educational Assessments	<u><u>2,580,494</u></u>

	FY16 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY				
	<u>PUPILS 10/1/2015</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/1/2016</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	71	5.80%	71	5.78%	149,198
Georgetown	38	3.10%	42	3.42%	88,258
Groveland	77	6.29%	69	5.62%	144,995
Haverhill	795	64.95%	804	65.47%	1,689,509
Ipswich	27	2.21%	28	2.28%	58,839
Merrimac	73	5.96%	69	5.62%	144,995
Newbury	27	2.21%	27	2.20%	56,737
Newburyport	24	1.96%	32	2.61%	67,244
Rowley	20	1.63%	19	1.55%	39,926
Salisbury	51	4.17%	44	3.58%	92,461
West Newbury	21	1.72%	23	1.87%	48,332
TOTALS	1224	100.00%	1228	100.00%	2,580,494

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
CAPITAL COSTS ASSESSMENTS
FY 2018**

Assessed as a Capital Cost

7000 Asset Acquisition

Boiler replacements	195,000
Electrical panel replacements	225,000
Greenhouse repair	75,000
Less: E and D	<u>0</u>
Total Capital Cost Assessment	495,000

<u>MEMBER MUNICIPALITIES</u>	<u>Resident Pupils 10/1/2016</u>	<u>%</u>	<u>Capital Cost Assessment</u>
Amesbury	2257	10.20%	50,493
Georgetown	1537	6.95%	34,386
Groveland	956	4.32%	21,388
Haverhill	8732	39.46%	195,351
Ipswich	1972	8.91%	44,117
Merrimac	861	3.89%	19,262
Newbury	824	3.72%	18,434
Newburyport	2597	11.74%	58,100
Rowley	856	3.87%	19,150
Salisbury	861	3.89%	19,262
West Newbury	673	3.04%	15,056
TOTAL	<u>22126</u>	<u>100.00%</u>	<u>495,000</u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
Proposed School Choice Expenditures FY18**

FY18

Estimated School Choice Receipts to be Received during FY18	150,000 *
Total Estimated Available	150,000

Proposed Expenditures:

Salary

Transportation	28,000
Summer stipends (MCAS, etc)	45,000
Prof Dev stipends (loss of grant)	28,400
	101,400

Expense

Transportation Other Costs	7,500
Supplies to re-open greenhouse program	18,000
	25,500

TOTAL PROPOSED EXPENDITURES	126,900
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*30 Students Received/4 Students Sending