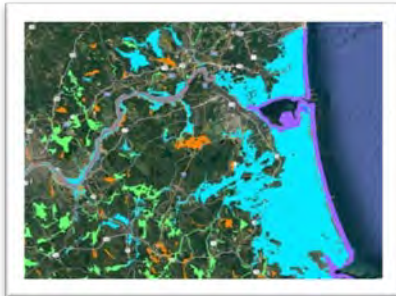




CITY OF NEWBURYPORT PROPOSED BUDGET FY2019 MAYOR DONNA D. HOLADAY



Municipal Vulnerability
Preparedness (MVP)
program





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CITY OF NEWBURYPORT MASSACHUSETTS



PROPOSED FISCAL YEAR 2019 BUDGET

**GENERAL AND ENTERPRISE FUNDS
JULY 1, 2018 TO JUNE 30, 2019**

MAYOR

DONNA D. HOLADAY

CITY COUNCIL

Barry N. Connell	President, Councillor At-Large
Sharif I. Zeid	Ward 1 Councillor
Jared J. Eigerman	Ward 2 Councillor
Heather L. Shand	Ward 3 Councillor
Charles F. Tontar	Ward 4 Councillor
Larry G. Giunta Jr.	Ward 5 Councillor
Thomas F. O'Brien	Ward 6 Councillor
Joseph H. Devlin	Councillor At-Large
Gregory D. Earls	Councillor At-Large
Afroz Khan	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, 2017

Christopher P. Morill

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, 2017. 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 sixth 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 14, 2018

Dear President Connell and City Councilors:

It is with pleasure that I submit for your consideration my proposed fiscal year 2019 operating budget for the general operation and maintenance of the municipal government, education and debt service. This operating budget of \$80,830,437 represents an increase of \$4,173,379, or 5.4%, over the FY18 approved budget allocated as follows: \$67,493,702 for the General Fund, \$5,460,014 for Water Enterprise Fund, \$7,393,893 for Sewer Enterprise Fund and \$482,829 for Harbormaster Enterprise Fund.

As a City, together we have accomplished significant achievements in addressing necessary capital projects. These projects included the new Francis T. Bresnahan School, renovations to the Nock/Molin Schools, the Senior Community Center, the Harbormaster facility, extensive upgrades to the Water Plant and Wastewater Treatment Plant and Phase II of the Clipper City Rail Trail. We have anticipated and planned for the upcoming fiscal year and for the future of our City by continuing to focus on identified capital and departmental needs while recognizing the demand for housing and future growth.

It is our goal as we enter into our FY 2019 budget that we direct increased resources to infrastructure needs with specific attention to our streets, sidewalks and our neighborhoods. As I and City staff continue to have conversations with residents and City Councilors, these needs are being prioritized to be addressed as soon as possible. The past several winters have had a tremendous impact on our seacoast and on our roads and sidewalks. It is imperative that this year and moving forward that we include these projects in our FY18/19 CIP but in the outlaying years as well. I believe we will be able to achieve this goal by drawing from several sources of funding including specific projects in our operational budget, free cash transfers, the Complete Streets Grant and the Safe Routes to Schools grant. Although we receive only about \$517,000 from the State's Chapter 90 funds to aid in local street and sidewalk repair with strict operational guidelines we have allocated an additional \$675,000 for roadwork this year for a total of \$1.19M. Additionally, 50% of meals tax or approximately \$295,646 is budgeted directly for sidewalks and included in the General Fund Highway budget. This is the largest allocation to streets and sidewalks in the City to date.

Capital Improvement Plan

The FY2019 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 in the form of “pay-as-you-go” funding 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.

The CIP will continue to be updated annually and serve as the five-year plan and guideline for the allocation of resources to continue the infrastructure improvements that Newburyport needs at this time. One specific item in the FY18/19 CIP is the feasibility study for the City’s Storey Avenue Fire Station. Both of our fire stations are in need of major renovations and we prioritized work to the Storey Ave station. We must make a serious commitment and fiscal plan to address these necessary improvements. We have a responsibility to our first responders and to our residents to update these facilities to meet national codes and standards to ensure the safety for our firefighters.

We also will continue actively working on the adaptive reuse of the Brown School and locating a permanent home for Youth Services.

Budget Goals

- Develop a FY2019 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 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).

Budget Highlights

- The FY19 budget is based on the full levy limit allowable under Proposition 2½. In FY18, excess levy capacity was left on the table to allow one additional year for tax smoothing process for the debt exclusion projects. The FY19 budget assumes that the city will not leave excess levy capacity on the table again this year.

- Employee benefits continue to be a major budget pressure for the City account for almost 50% of the FY19 budgetary increase, which includes all city and school employees. The FY19 health insurance renewal was a 4.8% increase and the appropriation for the retirement system went up 5.3%.
- Increasing funding for the schools continues to be a major priority for my administration. For FY19 budget, the school budget appropriation will increase 4.2% over FY18. This increase meets significant financial pressures in the area of special education. It also allows for new staffing additions, such as a 0.5 reading teacher at the Nock, a 0.8 STEM/Math teach at the high school, a Social Worker at Bresnahan and hourly additions for a reading assistant and clerical support at the high school.
- The paid parking program is now part of the General Fund operating budget, whereas in previous year's it was accounted for in a Departmental Revolving Fund. This change adds \$366,433 in operating expenses, offset by the same amount of revenue from the newly established Paid Parking Fund.
- The solid waste budget shows an increase for \$315,000 for FY19 largely driven by impacts of China's "National Sword" program, which have trickled down to the local level. As you may be aware, this new policy bans the vast majority of recyclable materials that was previously shipped overseas. As a result, municipalities that were once getting paid for recyclables are now paying to dispose of recycled materials; most recently up to \$70-\$80 per ton.
- New storm water regulations come into effect July 1, 2018. As a result, we have made budgetary changes to reflect the increased requirements. The total impact for FY19 is \$145,000 which pays for a full-time storm water engineer, as well, as testing, consulting and maintenance programs.
- Collectively bargained and contractual increases appear throughout all the departmental operating budgets. The city most recently negotiated the city's ASFCME union, which is factored into departmental budgets for FY19. The only unsettled contract is the Teamster's Department Head Union, which is accounted for as a budget contingency so that funding may be put in place once settled.

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 FY2019 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 and, as such, I believe that what the City's Finance Team has drafted under my leadership is a major step in the right direction. In fact, 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 FY2018 tax rate is set at \$13.26 per \$1,000 based on a tax levy of \$54,794,917 and a city-wide valuation of \$4,132,346,602. This tax rate represents a \$0.19 per \$1,000 decrease over FY2017 and utilized \$373,762 in Free Cash to defray 0.75% of the increase allowed under Proposition 2 ½. Based on the FY2018 valuation, the average single family home in Newburyport is now assessed at \$560,300, compared to \$540,300 in FY2017. This results in an average single family tax bill of \$7,430, which represents a 2.3%, or \$163, increase over FY2017's average single family tax bill.

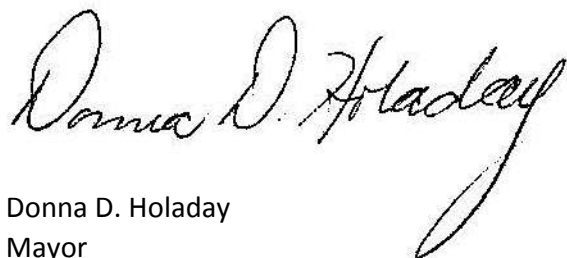
By defraying the increase to the tax levy by 0.75%, the average single family home experienced a \$50 savings from what would have otherwise been a \$213 increase. Given the robust real estate market that has encouraged new development and improvements or additions to existing homes, we added \$933,594 in value from New Growth for FY2018. This is a positive indicator of the local economy and part of the reason that I did not recommend taxing up to the maximum levy limit for FY2018.

Conclusion

As we begin our budgetary process we plan for the improvement of infrastructure needs but also must maintain our current fiscal practices for the long term positive financial position attained by continuing to use the best practices and standards that have allowed us to achieve and maintain a AAA bond rating and the Government Finance Officers Association's *Distinguished Budget Award* for the sixth year in a row. This has been a very challenging budget development process with loss of school revenues (grant-funded programs and school choice income) and increases in Special Education costs; increases in the cost of the municipal solid waste contract; unfunded Federal mandates as it relates to stormwater; and increases in health insurance. We must continue to advance our school programs recognizing new socio-emotional needs of students and expanding current levels of curriculum particularly in STEM, World Languages and NHS electives.

The development of this FY19 budget was the result of the solid work and input of the Department Heads and their staff. I am grateful to the extremely dedicated Finance Team including Julie Languirand, Treasurer; Jill Brennan, Assessor; Nancy Lysik, Executive Assistant to the Superintendent for HR and Finance; Paul O'Brien, Chief Administrative Officer; and Ethan Manning, Finance Director. I would like to extend special recognition to Ethan Manning for his lead role in developing this budget. We look forward to working with City Councilors in review of the budget and finalizing the FY19 budget over the upcoming weeks.

Respectfully Submitted,



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: 18,356

Form of Government:

Mayor-council City

Mayor: Donna D. Holaday

School Structure: K-12

FY2018 Average Single

Family Tax Rate: \$13.26 per \$1,000

FY2018 Average Single

Family Home Value: \$560,297

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

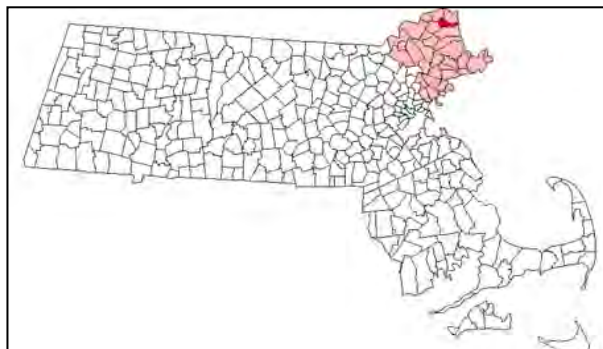
Newburyport is among the smallest cities in the state and is felt with some justification by its residents to be among the most beautiful, retaining as it does a large number of spacious, gracious Federalist homes built with the whaling and clipper ship fortunes of this 19th century seaport.

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. The City was recertified as a Coast Guard City in September of 2016. 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.

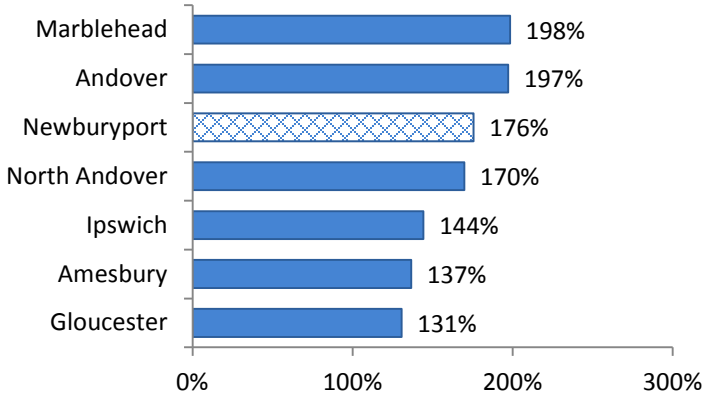


ECONOMY & TAXES

Property taxes and local revenue are critical to the operation and fiscal health of municipalities. The charts below show how Newburyport compares with neighboring communities in terms of per capita income, home values, tax rates and tax bills. The last two charts drill down on City's economic-oriented revenue and the composition of the tax base.

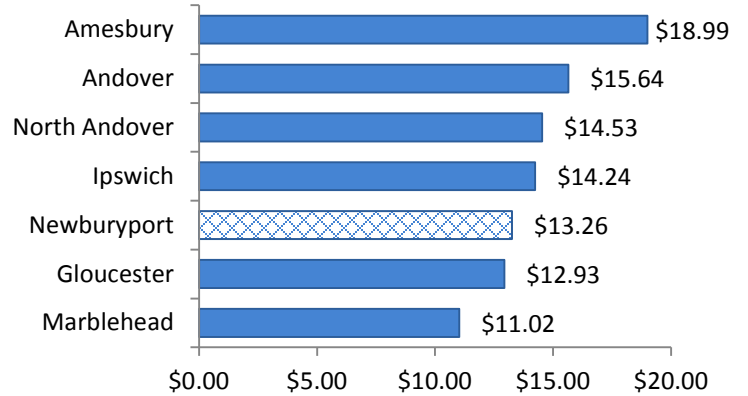
Income

Per Capita Income as % U.S. Average



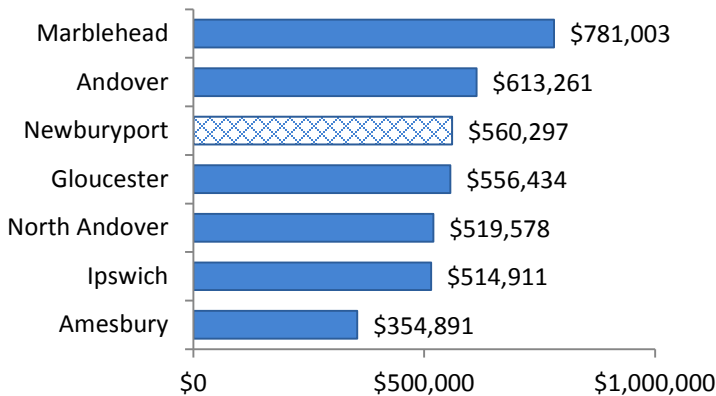
Tax Rate

FY18 Tax Rate (per \$1,000)



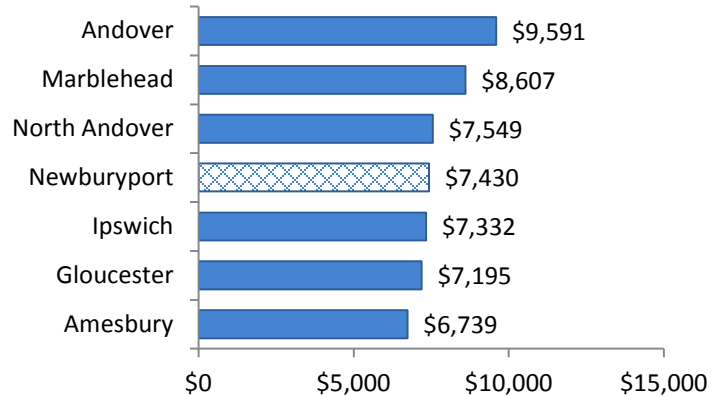
Home Values

FY18 Average Single Family Home Value



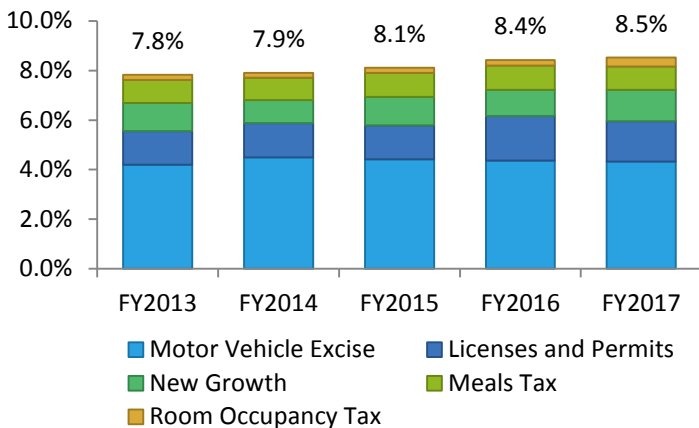
Tax Bills

FY18 Average Single Family Tax Bill



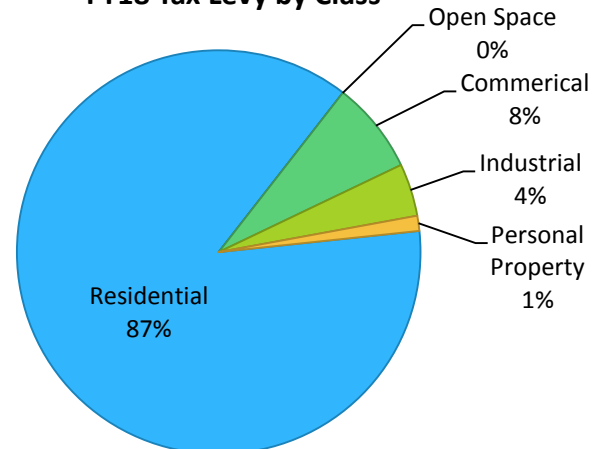
Local Economy

Revenue Sources Correlated to Local Economy (as % of Total Revenue)



Tax Base

FY18 Tax Levy by Class





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Section 2: Budget Overview

BALANCED BUDGET OVERVIEW

REVENUES

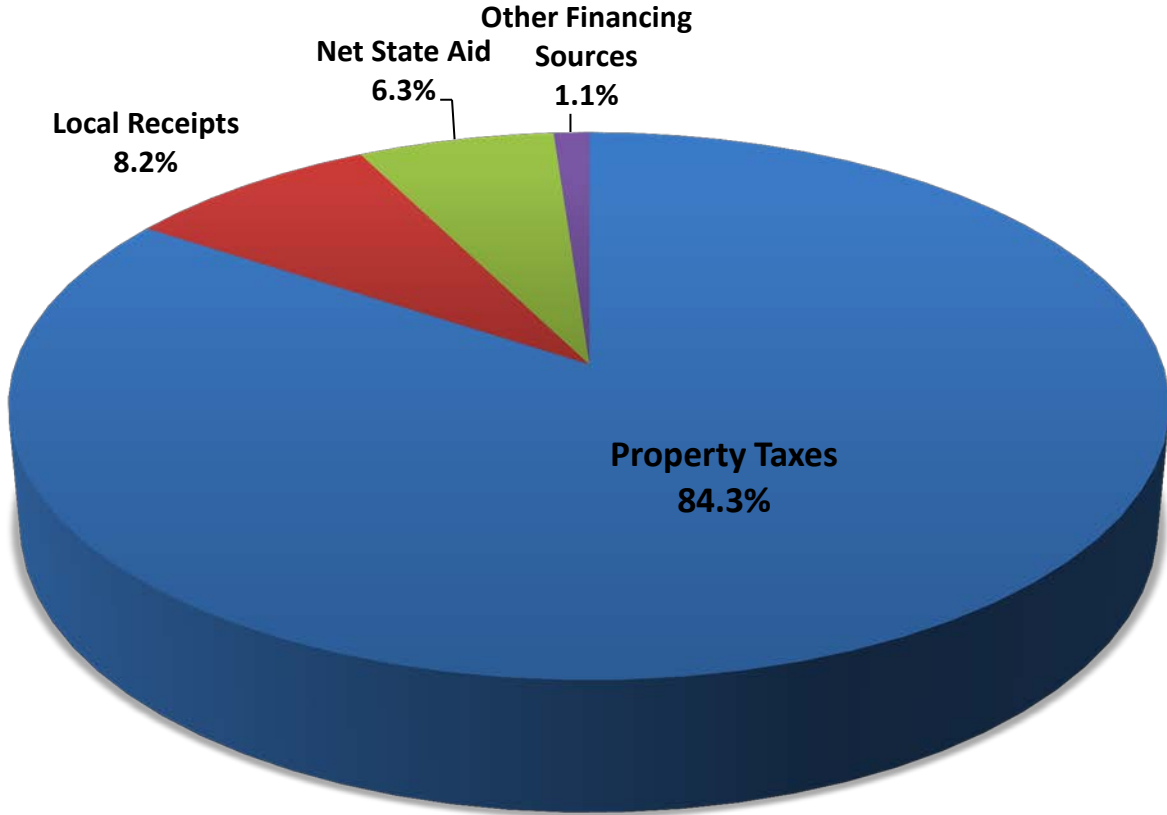
	<u>FY 2018</u> <u>ESTIMATE</u>	<u>FY 2019</u> <u>PROJECTED</u>
PROPERTY TAXES		
Prior Year Levy Limit	\$ 49,835,111	\$ 52,014,583
2 1/2 % Increase	\$ 1,245,878	\$ 1,300,365
New Growth (1)	\$ 933,594	\$ 700,000
TOTAL LEVY LIMIT	\$ 52,014,583	\$ 54,014,947
Debt Exclusion	\$ 3,166,609	\$ 3,178,737
TOTAL MAXIMUM LEVY LIMIT	\$ 55,181,192	\$ 57,193,684
LOCAL RECEIPTS		
Motor Vehicle Excise (2)	\$ 2,525,000	\$ 2,600,000
Other Excise		
a. Meals	\$ 560,000	\$ 580,000
b. Room	\$ 230,000	\$ 230,000
c. Other (3)	\$ 105,000	\$ 105,000
Pen & Int on Tax & Exc	\$ 335,000	\$ 300,000
Payments in Lieu of Taxes	\$ 61,351	\$ 62,000
Fees (4)	\$ 425,000	\$ 350,000
Other Dept. Revenue (5)	\$ 55,000	\$ 60,000
Licenses and Permits (6)	\$ 860,000	\$ 900,000
Fines & Forfeits (7)	\$ 10,000	\$ 20,000
Investment Income	\$ 50,000	\$ 55,000
Medicaid Reimbursement	\$ 100,000	\$ 125,000
Miscellaneous Recurring (8)	\$ 138,000	\$ 175,000
Miscellaneous Non-Recurring	\$ -	\$ -
TOTAL LOCAL RECEIPTS	\$ 5,454,351	\$ 5,562,000
STATE AID (9)		
Cherry Sheet Receipts	\$ 7,644,168	\$ 7,644,168
Less Offsets	\$ (3,135,034)	\$ (3,135,034)
Less Charges and Assessments	\$ (568,941)	\$ (568,941)
TOTAL NET STATE AID	\$ 4,265,776	\$ 4,269,416
OTHER FINANCING SOURCES		
PAID PARKING FUND	\$ -	\$ 774,496
TOTAL OTHER FINANCING SOURCES	\$ -	\$ 774,496
RESERVE FOR ABATEMENT (10)	\$ (446,750)	\$ (300,000)
TOTAL REVENUE	\$ 64,454,570	\$ 67,499,596

(1) estimated FY2019 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 FY2019 House Ways & Means Budget; (10) based on Assessor's estimate.

EXPENDITURES

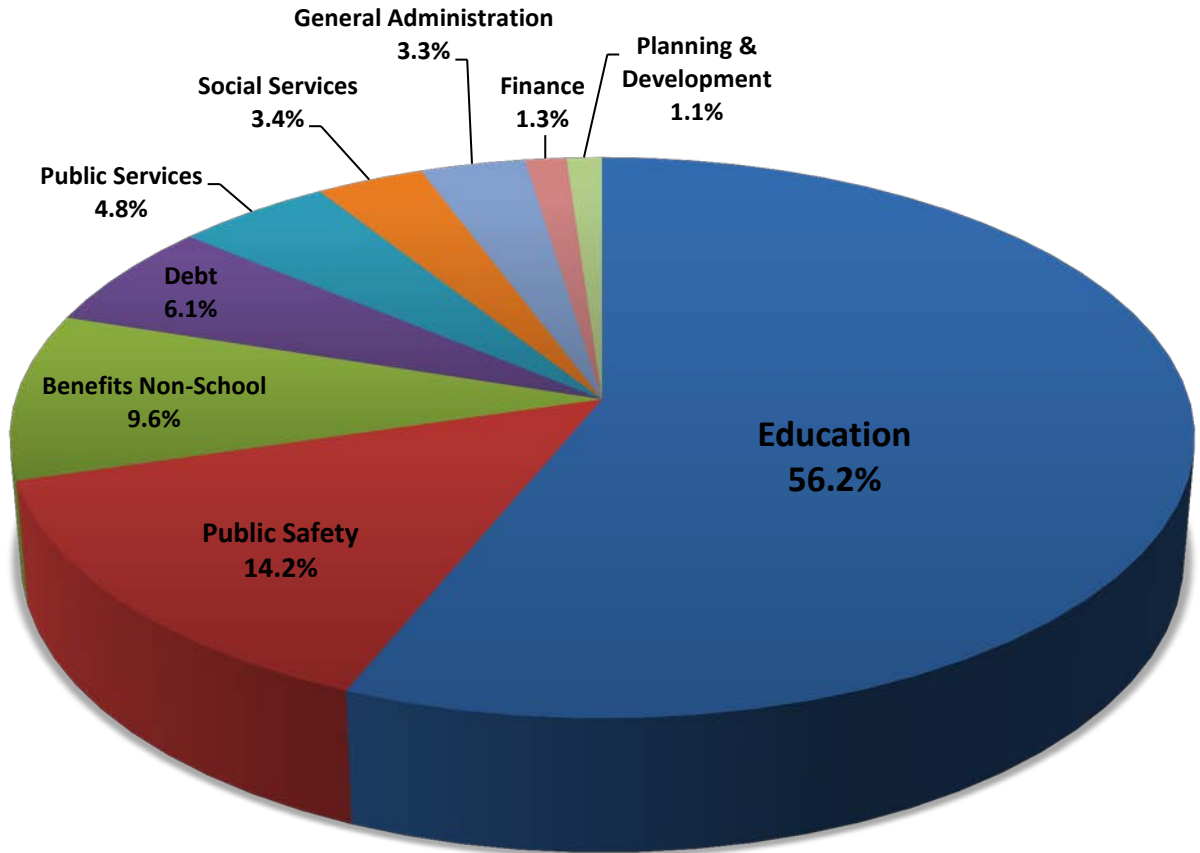
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
GENERAL FUND						
CITY SERVICES						
001 - PERSONNEL SERVICES	23,234,558	24,883,514	26,038,040	27,458,001	1,419,961	5.5%
002 - PURCHASE OF SERVICES	3,301,665	3,498,492	3,292,666	3,932,542	639,876	19.4%
004 - SUPPLIES	460,612	465,068	457,140	538,615	81,475	17.8%
007 - OTHER CHARGES & EXPENSES	665,221	502,863	598,830	519,437	(79,393)	-13.3%
008 - CAPITAL OUTLAY	351,037	325,720	354,287	366,646	12,359	3.5%
009 - DEBT SERVICE	3,715,056	4,107,675	3,986,891	4,132,835	145,944	3.7%
CITY SERVICES Total	31,728,150	33,783,333	34,727,854	36,948,076	2,220,222	6.4%
EDUCATION						
002 - PURCHASE OF SERVICES	26,738,728	27,824,100	29,292,850	30,545,626	1,252,776	4.3%
EDUCATION Total	26,738,728	27,824,100	29,292,850	30,545,626	1,252,776	4.3%
GENERAL FUND Total	58,466,878	61,607,433	64,020,704	67,493,702	3,472,998	5.4%
HARBORMASTER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	225,586	241,820	268,039	279,044	11,005	4.1%
002 - PURCHASE OF SERVICES	27,565	37,039	50,050	47,250	(2,800)	-5.6%
004 - SUPPLIES	14,856	17,995	18,700	18,700	0	0.0%
007 - OTHER CHARGES & EXPENSES	3,415	6,075	11,000	11,000	0	0.0%
008 - CAPITAL OUTLAY	23,052	49,508	50,000	50,000	0	0.0%
009 - DEBT SERVICE	11,768	64,375	70,041	76,835	6,794	9.7%
HARBORMASTER ENTERPRISE FUND Total	306,242	416,812	467,830	482,829	14,999	3.2%
SEWER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	1,974,894	2,081,494	2,227,056	2,317,272	90,216	4.1%
002 - PURCHASE OF SERVICES	1,145,647	1,276,381	1,326,920	1,277,607	(49,313)	-3.7%
004 - SUPPLIES	229,365	269,059	315,978	402,128	86,150	27.3%
007 - OTHER CHARGES & EXPENSES	50,942	196,287	79,375	91,321	11,946	15.0%
008 - CAPITAL OUTLAY	260,557	173,973	275,000	271,000	(4,000)	-1.5%
009 - DEBT SERVICE	2,216,540	2,230,275	2,836,325	3,034,564	198,239	7.0%
SEWER ENTERPRISE FUND Total	5,877,944	6,227,469	7,060,654	7,393,893	333,239	4.7%
WATER ENTERPRISE FUND						
001 - PERSONNEL SERVICES	1,829,441	1,929,559	2,094,011	2,175,572	81,561	3.9%
002 - PURCHASE OF SERVICES	726,045	748,111	887,251	898,351	11,100	1.3%
004 - SUPPLIES	160,982	205,027	186,147	185,845	(301)	-0.2%
007 - OTHER CHARGES & EXPENSES	81,004	191,859	93,724	106,107	12,383	13.2%
008 - CAPITAL OUTLAY	161,091	135,547	161,000	240,000	79,000	49.1%
009 - DEBT SERVICE	1,829,541	1,842,622	1,685,738	1,854,139	168,401	10.0%
WATER ENTERPRISE FUND Total	4,788,103	5,052,725	5,107,870	5,460,014	352,144	6.9%
Grand Total	69,439,167	73,304,439	76,657,058	80,830,437	4,173,379	5.4%

FISCAL YEAR 2019 REVENUE SOURCES



Property Taxes	\$57,193,684
Local Receipts	\$5,562,000
Net State Aid	\$4,269,416
Other Financing Sources	\$774,496
Reserve for Abatements	(\$300,000)
Total General Fund Revenue	\$67,499,596

FISCAL YEAR 2019 EXPENDITURES



Projected General Fund Revenue	\$67,499,596
Proposed General Fund Expenditures	(\$67,493,702)
Remaining Available Revenue	\$5,895

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 2018 and will provide approximately 84% of Fiscal Year 2019 revenue.

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 FY2019 by approximately \$2.0 million, to \$57,193,684. This increase includes the allowable 2.5% increase of \$1,300,365 plus an estimated \$700,000 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 FY2019 projected local receipts are \$5,562,000, a year-over-year increase of 2.0%, or \$108,000, compared to the last year's revenue estimate. The largest local receipt is the motor vehicle excise tax, which is taxed at a rate of \$25 per thousand dollars of a vehicle's value, as determined by the state's Registry of Motor Vehicles. These taxes comprise 47%, or \$2.6 million, of the City's total local receipts. The second largest source of local revenue as fees charged for licenses and permits, totaling 16% of local receipts, or \$900,000.

Local option taxes continue to provide additional revenue for the City in the form of a 0.75% local tax on meals and 6.0% local tax on hotel stays (room occupancy tax). Combined, these generate approximately \$810,000 in revenue for the City, or about 15% of total local receipts. The City is currently exploring a new local option tax on marijuana, which can be established up to 3% of retail sales. Likewise, there is also the potential for the City to see local revenue from any host agreements that get signed with marijuana manufacturers or cultivators opting to locate in the City.

State Aid

State Aid is Newburyport's third largest revenue source. The FY2019 proposed budget is built upon the FY2019 House Ways and Means (HWM) Budget proposal. Based on the HWM FY2019 budget proposal, we are currently projecting a net state aid appropriation of \$4,303,155, a 0.9%, or \$37,379 increase over FY2018. Newburyport's projected net state aid represents 6.3% of the projected general fund revenue sources for FY2018.

Included in the net state aid package, the City is projected to receive \$4,077,671 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 \$2,547,919 in FY2019, which is partially offset by \$260,278 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 FY2019 UGGA allocation at \$2,637,044, representing an increase of 3.5%, or \$89,175, from FY2018.

Taken as a whole, even though Newburyport did see modest increases in Chapter 70 and UGGA funding, these increases were met with upward adjustments on the assessments side, most notably Charter School Sending Tuition, as shown on page 32, resulting in a net increase of 0.9% to the City's overall state aid package.

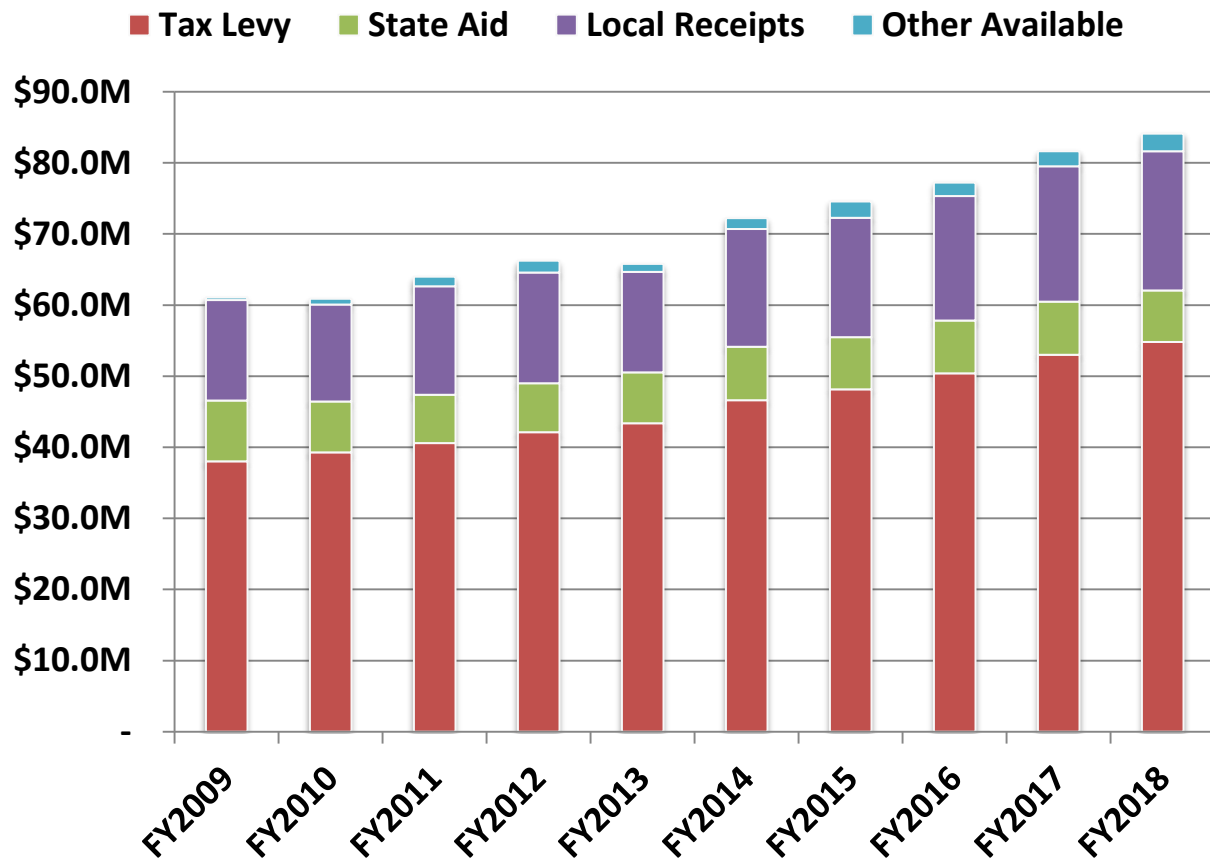
Reserves

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. Consistent with the fiscal policy and budget goals, the City will not use any reserves to balance the FY2019 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 FY2018 alone, the City applied for over 45 grants totaling approximately \$3.0 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 \$3.0 million, the City was awarded \$770,000, is waiting to hear back on \$1.9 million and was passed on \$300,000 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	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Tax Levy	38,009	39,291	40,575	42,107	43,354	46,618	48,132	50,415	53,025	54,795
State Aid	8,582	7,126	6,797	6,873	7,157	7,492	7,362	7,395	7,471	7,244
Local Receipts	14,096	13,670	15,268	15,570	14,146	16,575	16,768	17,533	19,032	19,581
Other Available	377	808	1,328	1,673	1,142	1,554	2,304	1,875	2,088	2,496
Total	61,064	60,895	63,968	66,223	65,800	72,238	74,565	77,219	81,616	84,116
<i>Percent of Total</i>										
Tax Levy	62.2%	64.5%	63.4%	63.6%	65.9%	64.5%	64.6%	65.3%	65.0%	65.1%
State Aid	14.1%	11.7%	10.6%	10.4%	10.9%	10.4%	9.9%	9.6%	9.2%	8.6%
Local Receipts	23.1%	22.5%	23.9%	23.5%	21.5%	22.9%	22.5%	22.7%	23.3%	23.3%
Other Available	0.6%	1.3%	2.1%	2.5%	1.7%	2.2%	3.1%	2.4%	2.6%	3.0%

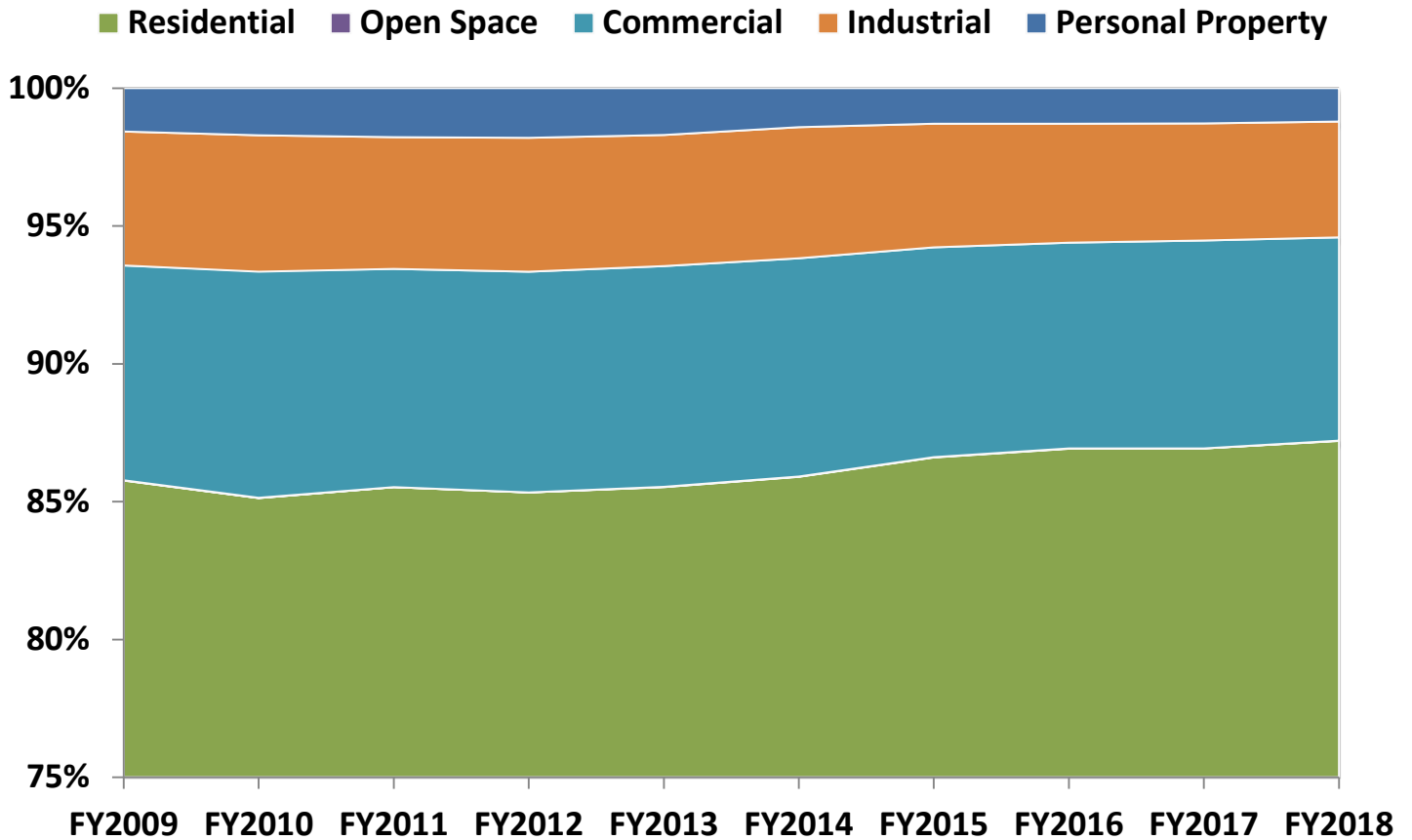
Tax Levy: Real and personal property tax levy

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

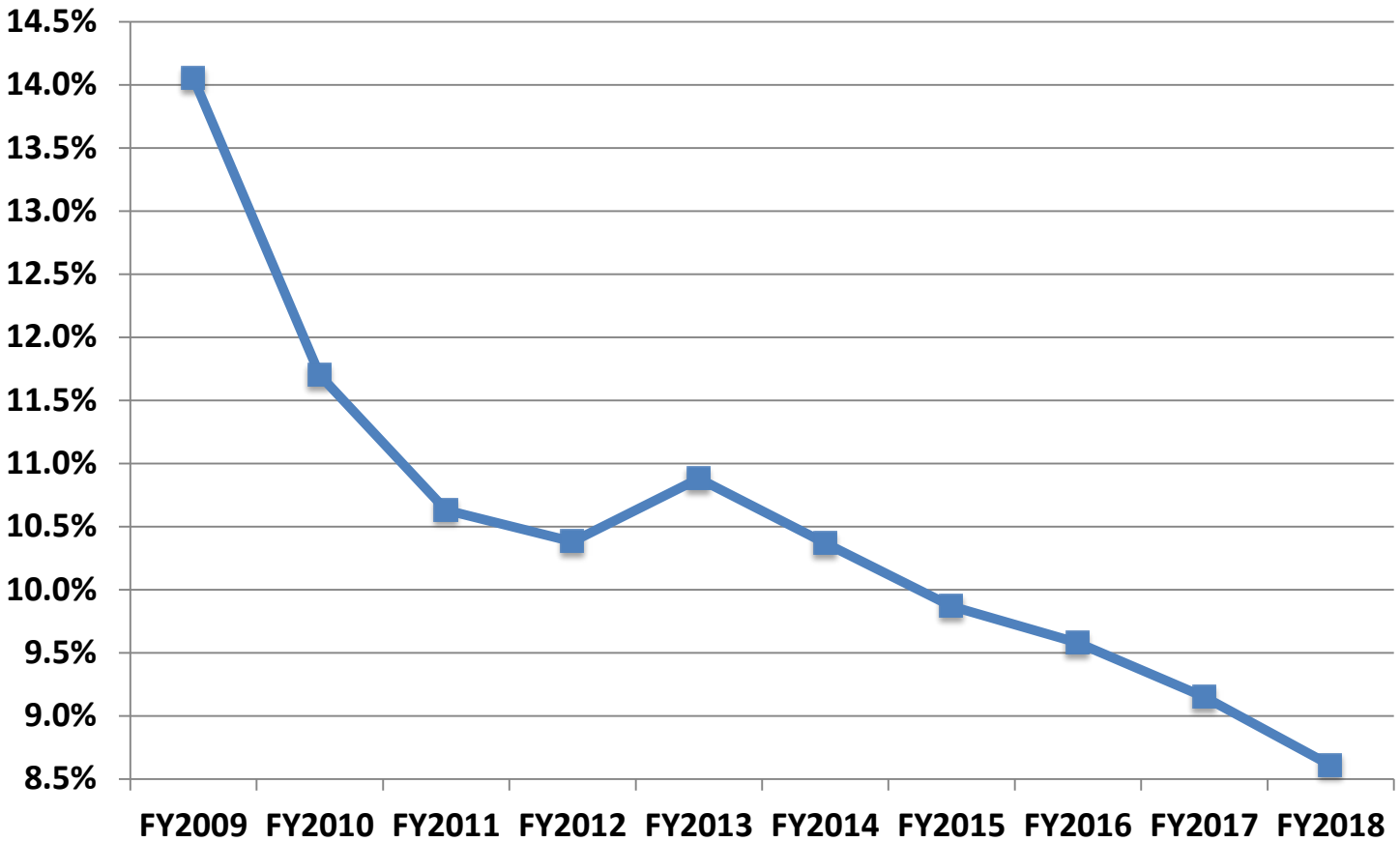
Exhibit B: Tax Levy % by Class



Assessed Values (\$ millions)										
Fiscal Year	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Residential	2,982	2,868	2,875	2,807	2,784	2,828	3,125	3,273	3,427	3,603
Open Space	0	0	0	0	0	0	0	0	0	0
Commercial	271	277	266	263	261	261	275	281	297	305
Industrial	169	166	160	160	155	157	162	163	167	174
Personal Property	55	58	60	59	55	47	47	49	51	50
Total	3,477	3,370	3,362	3,290	3,255	3,292	3,608	3,765	3,942	4,132

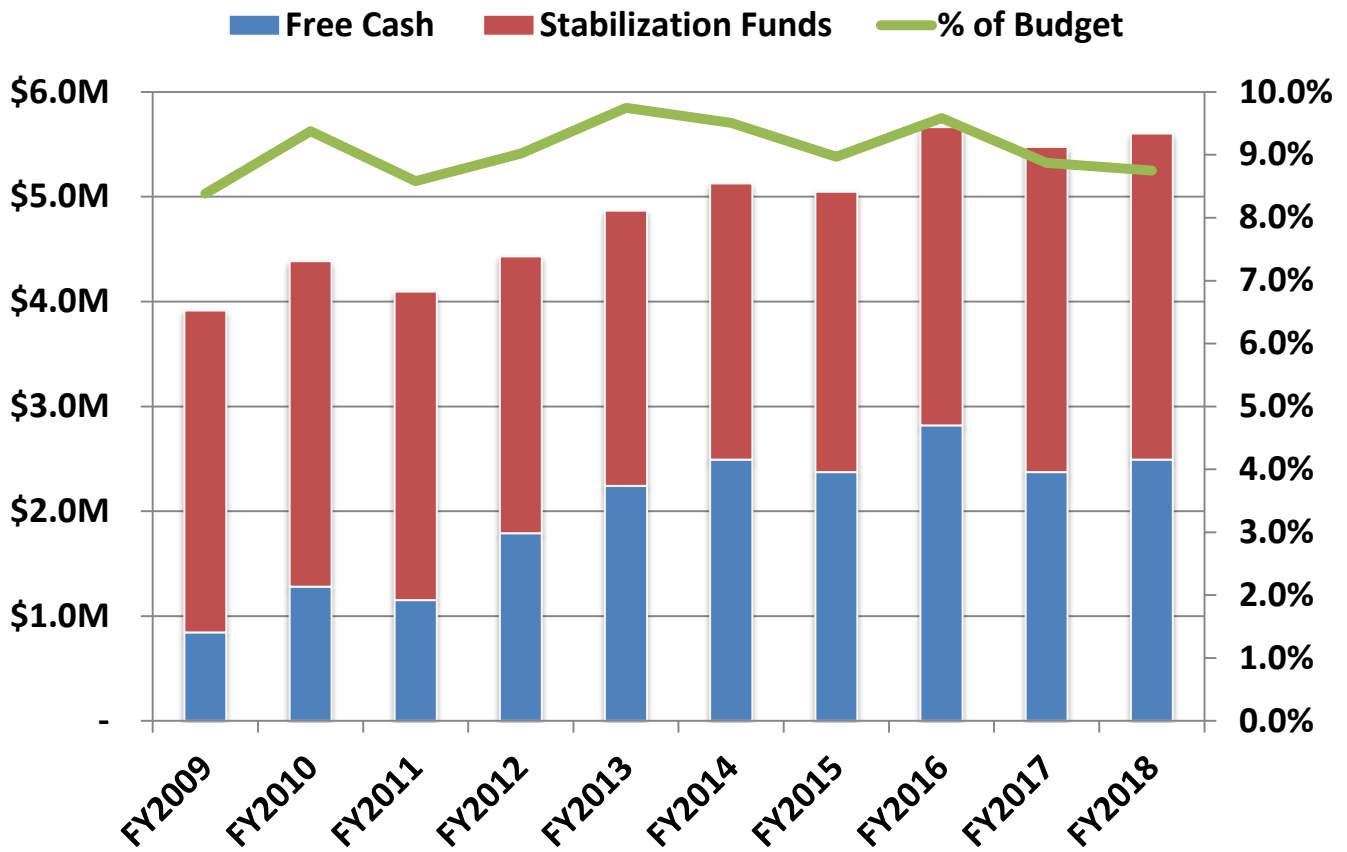
Tax Levy (\$ thousands)										
Fiscal Year	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Residential	32,597	33,447	34,701	35,928	37,079	40,045	41,682	43,822	46,092	47,781
Open Space	4	4	3	3	3	3	3	3	3	3
Commercial	2,961	3,232	3,212	3,372	3,472	3,692	3,668	3,765	3,998	4,042
Industrial	1,849	1,935	1,937	2,045	2,063	2,218	2,156	2,176	2,249	2,304
Personal Property	597	674	723	760	737	660	622	650	682	664
Total	38,009	39,291	40,575	42,107	43,354	46,618	48,132	50,415	53,025	54,795

Exhibit C: State Aid as % of Total Revenue



Cherry Sheet Aid (\$ thousands)										
Fiscal Year	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Education Aid	4,855	4,580	4,279	4,505	4,557	3,772	4,717	4,663	4,656	4,359
General Government	3,727	2,661	2,518	2,368	2,600	2,655	2,645	2,732	2,815	2,884
<i>Total Receipts</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>7,244</i>
<i>Total Assessments</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>	<i>2,756</i>
Net State Aid	11,014	9,580	9,294	9,370	4,572	4,858	4,747	4,744	4,921	4,488

Exhibit D: Reserve Balances



Reserves (\$ thousands)										
Fiscal Year	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Free Cash	843	1,282	1,153	1,791	2,242	2,492	2,373	2,818	2,374	2,494
Stabilization Fund	3,071	3,104	2,943	2,638	2,625	2,634	2,674	2,845	3,100	3,771

Enterprise Fund Retained Earnings (\$ thousands)										
Fiscal Year	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Water	515	1,099	964	1,510	1,357	1,609	1,117	1,710	1,970	1,770
Sewer	637	1,008	924	2,076	1,871	1,768	1,938	1,927	1,419	1,131
Harbormaster	451	384	321	248	383	384	334	320	454	536

Exhibit E: FY2019 Local Aid Estimates (“Cherry Sheet”)

FY2019 ESTIMATED RECEIPTS

	FY2018 Cherry Sheet Estimate	FY2019 Governor's Budget Proposal	FY2019 HWM Budget Proposal
Education:			
Chapter 70	3,923,142	4,037,835	4,077,671
Charter Tuition Reimbursement	239,739	198,832	260,278
Offset Receipts:			
School Choice Receiving Tuition	196,447	76,507	76,507
Sub-total, All Education Items:	4,359,328	4,313,174	4,414,456
General Government:			
Unrestricted Gen Gov't Aid	2,547,869	2,637,044	2,637,044
Veterans Benefits	101,503	81,706	81,706
State Owned Land	125,534	121,067	121,067
Exemp: VBS and Elderly	83,911	84,106	84,106
Offset Receipts:			
Public Libraries	25,563	25,155	24,962
Sub-Total, All General Government	2,884,380	2,949,078	2,948,885
Total Estimated Receipts	7,243,708	7,262,252	7,363,341

FY2019 ESTIMATED ASSESSMENTS

	FY2018 Cherry Sheet Estimate	FY2019 Governor's Budget Proposal	FY2019 HWM Budget Proposal
State Assessments and Charges:			
Mosquito Control Projects	40,252	43,071	43,068
Air Pollution Districts	7,041	7,215	7,215
RMV Non-Renewal Surcharge	41,260	41,260	41,260
Sub-Total, State Assessments:	88,553	91,546	91,543
Transportation Authorities:			
Regional Transit	152,588	149,523	149,523
Sub-Total, Transp Authorities:	152,588	149,523	149,523
Tuition Assessments:			
School Choice Sending Tuition	198,991	169,732	169,732
Charter School Sending Tuition	2,315,790	2,480,373	2,547,919
Sub-Total, Tuition Assessments:	2,514,781	2,650,105	2,717,651
Total Estimated Charges:	2,755,922	2,891,174	2,958,717
Receipts	7,243,708	7,262,252	7,363,341
Offsets	-222,010	-101,662	-101,469
Charges	-2,755,922	-2,891,174	-2,958,717
Net State Aid	4,265,776	4,269,416	4,303,155

Exhibit F: Grant Funding Opportunities

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
DPS	MA Dept of Fish and Game	Culvert Replacement	Nancy London, Jon-Eric White	Not Awarded	\$95,000
DPS/Schools	Massachusetts Interlocal Insurance Association (MIIA)	Risk Reduction	Nancy London	Awarded	\$7,300
Fire	Department of Homeland Security, Firefighter Assistance Grant	Fire Truck	Nancy London	Not Awarded	\$1,000,000
Harbormaster	MA Division of Marine Fisheries	Clean Vessel Act Program	Paul Hogg	Awarded	\$12,500
Harbormaster	MA Division of Marine Fisheries	Clean Vessel Act Program	Paul Hogg	Awarded	\$56,250
Health	Swasey Fund	North Shore Mother Visiting Program	Pam Palombo	Awarded	\$1,000
Health	Swasey Fund	Nourishing the North Shore	Pam Palombo	Awarded	\$2,000
Health	Beverly and Addison Gilbert Hospital Community Collaborative Grant	North Shore Mother Visiting Program	Pam Palombo, Kelley Reis (Gloucester H.D.) Teresa Kirsch (Beverly HD) Chassea Robinson (Peabody H.D)	Not Awarded	\$11,900
Health	AARP Community Challenge	Nourishing the North Shore	Nancy London, Pam Palombo	Pending	\$6,224
Health	Bank of America McCarthy Charitable Foundation	North Shore Mother Visiting Program	Pam Palombo, Kelley Reis (Gloucester H.D.) Teresa Kirsch (Beverly HD) Chassea Robinson (Peabody H.D)	Pending	\$17,550
Health	Catalyst	Nourishing the North Shore	Pam Palombo	Pending	\$5,000
Health	Joppa Flats	Nourishing the North Shore	Pam Palombo	Pending	\$1,000
Health	Mass Development & Patronicity	Nourishing the North Shore	Pam Palombo	Pending	\$100,000
Health	New England Biolabs	Nourishing the North Shore	Nancy Earls	Pending	\$5,000
Health	New England Grassroots	Nourishing the North Shore	Pam Palombo, Kailey Burke, Emilee Herrick	Pending	\$7,500

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
Housing Trust	MASS Housing	Brown School Feasibility Study	Kathryn Newhall-Smith	Pending	\$100,000
Information Technology	Mass IT Grant	Municipal Fiber Network	Nancy London	Awarded	\$149,000
Library	MA Board of Library Commissioners	Archives	Sharon Spieldenner, Nancy London	Pending	\$30,000
Mayor's Office	MA Office of Disability	Loop Sound System	Nancy London	Awarded	\$31,000
Mayor's Office	MA Office of Disability	Crosswalks	Nancy London	Not Awarded	\$190,000
Parks	Essex Heritage	Edible Garden on Rail Trail	Jane Niebling (Tree Commission)	Not Awarded	\$2,000
Parks	Community Preservation Committee	Bartlet Mall Fountain Restoration Plan	Nancy London, Lise Reid	Pending	\$10,000
Parks	Community Preservation Committee	Bartlett Mall Trees	Nancy London, Lise Reid	Pending	\$11,760
Parks	Community Preservation Committee	Fuller Field	Nancy London, Lise Reid	Pending	\$125,000
Parks	Community Preservation Committee	Master Plan for Parking Area at Lower Atkinson Commons (Pioneer League Park)	Nancy London, Lise Reid	Pending	\$10,000
Parks	Greater Newburyport Mothers & Families Club	Seating at Inn Street	Nancy London, Lise Reid	Pending	\$5,800
Parks	MA Recreational Trails Program	Utility Vehicle	Nancy London	Pending	\$27,000
Parks/Veterans Services	MA State Historic Records Advisory Board	Cornelius Doyle Triangle Restoration	Nancy London	Awarded	\$10,000
Planning & Development	MA Office of Energy and Environmental Affairs	Zoning and Master Plan Implementation Consultant	Nancy London, Andrew Port	Awarded	\$48,000
Police	MA Exec. Office of Public Safety	EMD 911	Nancy London	Awarded	\$38,000
Police	MA Exec. Office of Public Safety	EMD Training	Nancy London	Awarded	\$10,000
Police	MA Exec. Office of Public Safety	Police Support and Incentive	Nancy London	Awarded	\$37,866

City Department	Funding Entity	Project Name	Principal Writer	Response	Amount Requested
Police	MA Exec. Office of Public Safety	Traffic Enforcement and Equipment	Nancy London	Withdrawn	\$10,000
Schools	Braitmayer Foundation	Interactive Health Technologies	Nancy London	Pending	\$30,000
Schools	Environmental Protection Agency	Environmental Education - NHS Garden	Nancy London	Pending	\$50,000
Sustainability	MA Dept of Energy Resources	Municipal Energy Technical Assistance Grant Program	Molly Ettenborough	Awarded	\$12,500
Sustainability	MA Exec. Office of Energy and Environmental Affairs	Municipal Vulnerability Preparedness	Molly Ettenborough, Nancy London	Awarded	\$16,000
Sustainability	Mass Dept of Energy Resources	Green Communities-Street Lights	Molly Ettenborough, Nancy London	Awarded	\$170,753
Sustainability	Mass Clean Energy Center	Solarize	Molly Ettenborough	Awarded	\$5,000
Sustainability	Dept. of Environmental Protection	Recycle IQ	Molly Ettenborough	Awarded	\$15,000
Sustainability	National Grid	Street Light Incentive	Molly Ettenborough	Awarded	\$133,820
Sustainability	Dept. of Environmental Protection	Recycling Dividends	Molly Ettenborough	Awarded	\$14,300
Sustainability	Mass Dept of Energy Resources	Green Communities-Energy Efficiency	Nancy London, Molly Ettenborough	Pending	\$200,000
Youth Services	Attorney General's Healthy Summer Youth Jobs Grant	Summer Jobs	Lee Gordon, Andrea Egmont, Nancy London	Pending	\$10,000
Youth Services	Substance Abuse and Mental Health Services Administration (SAMHSA)	Enhancement Grant for Drug Crisis	Nancy London	Pending	\$150,000

Total Funding Opportunities \$2,981,023

Awarded \$770,289
Pending \$901,834
Not Awarded \$1,298,900
Withdrawn \$10,000

EXPENDITURE SUMMARY

The Fiscal Year 2019 general fund budget consists of \$67,493,702 in expenditures, including a school budget appropriation of \$29,850,374. In order to continue to deliver quality services at reasonable rates, department heads were asked to be conservative when developing their budgets for FY2019. Department heads were provided with Budget Guidelines on January 3, 2018 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 5.0%. Below is a summary of some of the significant budget changes:

Assessor +\$11,814 (+5.3%)

The increase is due to a directive from the Department of Revenue Bureau of Local Assessors regarding cyclical reinspections. The Assistant Assessor is doing inspections, however his plate is full with the yearly building permits. The additional funding will be used to pay an appraisal company to help with the cyclical reinspections.

Debt (Non-Excluded) +\$133,816 (+16.3%)

The City's debt service obligations are set to increase to fund debt service for the Intermodal Parking Facility. The debt service for that facility is funded by the Paid Parking Receipts Reserved for Appropriation Fund.

DPS – Highway Division +\$213,642 (+7.5%)

The MS4 stormwater permit goes into effect on July 1, 2018. Under the MS4 permit, municipalities must develop, implement and enforce a stormwater management program that controls pollutants to the maximum extent practicable, protects water quality, and satisfies appropriate requirements of the federal Clean Water Act. As such, the FY19 budget provides funding for a new stormwater engineer, as well as, funding for testing, consulting and maintenance.

DPS – Snow & Ice +\$10,000 (+5.0%)

Snow and ice expenditures have historically been significantly over budget. An increase of \$10,000 will bring the total snow and ice budget from \$200,000 to \$210,000.

Emergency Management +\$2,000 (+6.9%)

The FY19 budget increases the Deputy Emergency Management Director stipend from \$3,000 to \$5,000 per year.

Health +\$29,863 (+13.7%)

The Health Department is currently understaffed due to increased activities and projects in the department. As such, the FY19 budget adds 16 hours for additional staffing. Additionally, the Public Health Nurse will now be fully funded from the Health Department. Previously, a portion of the nurse's salary was paid from the Human Resources Department.

Human Resources +\$28,535 (+9.8%)

The FY19 budget allows for the long-awaited implementation of an electronic time and attendance module, which will interface with the City's payroll provider. This new module will greatly improve upon the tracking of employee compensated absences (i.e. vacation, sick, personal time). In addition, the FY19 budget adds 19 hours for part-time office assistance, which is a great need given the amount of volume of activity in the Human Resources Department.

Legal +\$30,000 (+42.9%)

Legal expenses have historically run over budget, requiring a mid-year transfer. An increase of \$30,000 will bring the total legal budget from \$70,000 to \$100,000. Additionally, for FY19, \$5,000 in legal funding has been placed in the City Council budget for matters under their purview.

Parking Clerk +\$366,433 (+761.0%)

For FY19, the City is no longer operating the paid parking program out of a departmental revolving fund. As such, the FY19 budget provides funding for the operations of the paid parking program to be offset by a transfer in from the newly established Paid Parking Receipts Reserved for Appropriation Fund.

Parks +\$31,682 (+15.4 %)

In recent years, the Parks Department has absorbed funding for all school athletic fields, many of which were recently renovated or rehabilitated. In light of this, the department is understaffed and unable to keep up with the maintenance of all City parks and athletic fields. As such, the FY19 budget puts in place funding needed to hire one full-time laborer, while maintaining some part-time and seasonal labor.

Police +\$370,813 (+10.3%)

The increase for FY19 is largely driven by negotiated increases in the Police Superiors and Patrolmen's unions, including increases to base salaries, cost of living adjustments and accreditation stipends to bring the officers closer to their regional peers.

Retirement Appropriation +\$207,673 (+5.3%)

The Newburyport Contributory Retirement System manages the pensions for the City, Schools (non-teachers) and the Newburyport Housing Authority. The plan was 61.3% funded as of January 1, 2016 based on a Total Actuarial Liability of \$112 million and Assets of \$69 million. The liability is largely driven by employees that started pre-1996 at lower contribution rates. The current funding schedule increases by 5% each year and is projected to be fully funded in FY35.

Whittier Regional Vocational School Assessment +\$54,103 (+9.5%)

Newburyport's enrollment at the Whittier increased by 1 student from FY18 to FY19 for a total enrollment of 33 students. The higher than average increase for FY19 is largely driven by a capital assessment for the installation of artificial turf on the athletic field, which the administration believes will allow the school to better comply with Public Law 92-318 (Title IX).

Sustainability +\$320,378 (+26.2%)

Trash hauling and waste disposal have become a major budgetary pressure as the City works to respond increased disposal costs, largely driven by China's "National Sword" policy that bans the import of 24 types of solid waste and puts in place strict contamination levels for recyclable materials that are still accepted. The FY19 budget includes estimated costs for trash hauling and waste disposal.

Veterans Services -\$19,000 (-6.2%)

Chapter 115 veterans benefits payments have decreased due to a fewer number of eligible veterans. Should we experience a downturn in the economy, it is possible that these payments could increase. The City pays 25% of these benefits and the state pays 75%.

Youth Services +\$14,764 (+5.3%)

The FY19 budget puts in place additional funding for the Youth Coordinator position, which is partially funded by the Recreational Services Revolving Fund.

Water Enterprise Fund +\$352,144 (+6.9%)

The FY19 budget includes contractual increases for AFSCME employees resulting from a renegotiated three year contract. Water Treatment Plant operators have historically been hard-to-fill positions, which required the City to upgrade those positions, as well as, increasing night differentials for operators working the 2nd and 3rd shifts. Additionally, for FY19 the City has begun budgeting for debt service related to the Plum Island Water/Sewer Project, which were previously paid through a fund balance account. The debt service will be offset by the annual betterment revenue received by the City from taxpayers on Plum Island.

EXPENDITURE SUMMARY BY DEPARTMENT

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
GENERAL FUND						
CITY SERVICES						
ANIMAL CONTROL	57,324	58,313	65,327	67,052	1,725	2.6%
ASSESSORS DEPARTMENT	281,390	279,018	222,307	234,121	11,814	5.3%
AUDITOR'S DEPARTMENT	315,548	317,525	321,417	327,856	6,439	2.0%
BOARD OF REGISTRARS	45,960	46,873	44,165	44,260	95	0.2%
BUILDING DEPARTMENT	175,635	168,417	178,038	180,313	2,275	1.3%
CITY CLERK'S DEPARTMENT	238,369	238,167	252,997	258,732	5,734	2.3%
CITY COUNCIL	73,926	67,130	67,444	72,543	5,099	7.6%
COMMISSION ON DISABILITY	3,184	2,647	2,640	2,640	0	0.0%
CONSERVATION COMMISSION	1,800	1,800	1,800	1,800	0	0.0%
COUNCIL ON AGING	288,470	282,439	303,633	298,226	(5,408)	-1.8%
DEBT EXCLUSION	2,991,666	3,237,248	3,166,609	3,178,737	12,128	0.4%
EMERGENCY MANAGEMENT	26,039	24,967	29,100	31,100	2,000	6.9%
FIRE DEPARTMENT	3,597,534	3,645,989	3,644,887	3,731,744	86,857	2.4%
GENERAL ADMINISTRATION	334,273	325,212	430,009	409,412	(20,597)	-4.8%
HEALTH DEPARTMENT	179,726	208,401	218,045	247,909	29,863	13.7%
HISTORICAL COMMISSION	1,650	1,800	1,800	1,800	0	0.0%
HUMAN RESOURCES	277,699	255,039	291,732	320,267	28,535	9.8%
INFO TECHNOLOGY DEPT	289,667	305,756	308,813	320,817	12,005	3.9%
INSURANCE GROUP	7,867,570	8,793,383	9,404,704	9,719,304	314,600	3.3%
LEGAL DEPARTMENT	60,537	95,000	70,000	100,000	30,000	42.9%
LIBRARY DEPARTMENT	1,239,934	1,306,880	1,352,886	1,384,162	31,276	2.3%
LICENSE COMMISSION	6,345	6,366	6,340	6,340	0	0.0%
MAYOR'S DEPARTMENT	279,690	282,031	287,230	298,023	10,793	3.8%
ORDINARY DEBT SERVICE	723,389	870,427	820,282	954,098	133,816	16.3%
PARKING CLERK DEPARTMENT	47,888	47,044	48,153	414,586	366,433	761.0%
PARKS DEPARTMENT	165,725	195,708	206,367	238,050	31,682	15.4%
PLANNING & DEVELOPMENT	311,284	314,457	319,798	314,511	(5,287)	-1.7%
PLANNING BOARD	1,800	1,800	1,800	1,800	0	0.0%
POLICE DEPARTMENT	3,474,148	3,447,506	3,588,935	3,959,748	370,813	10.3%
PUBLIC SERVICES DEPARTMENT	2,361,022	2,686,952	2,841,055	3,054,696	213,642	7.5%
RETIREMENT BOARD	3,560,812	3,779,790	3,924,742	4,132,415	207,673	5.3%
SNOW & ICE	218,068	433,604	200,000	210,000	10,000	5.0%
STABILIZATION OUTLAY	5,000	0	0	0	0	
SUSTAINABILITY	1,226,062	1,178,910	1,221,369	1,541,906	320,537	26.2%
TREASURER'S DEPARTMENT	442,415	291,868	296,266	306,181	9,915	3.3%
VETERANS' DEPARTMENT	290,838	299,372	305,761	286,761	(19,000)	-6.2%
YOUTH SERVICES	263,963	283,843	279,604	294,368	14,764	5.3%
ZONING BOARD	1,800	1,650	1,800	1,800	0	0.0%
CITY SERVICES Total	31,728,150	33,783,333	34,727,854	36,948,076	2,220,222	6.4%
EDUCATION						
ESSEX NORTH SHORE TECH SCHOOL	19,829	36,500	73,000	73,000	0	0.0%
SCHOOL DEPARTMENT	26,388,496	27,360,232	28,651,701	29,850,374	1,198,673	4.2%
WHITTIER VO TECH SCHOOL	330,403	427,368	568,149	622,252	54,103	9.5%
EDUCATION Total	26,738,728	27,824,100	29,292,850	30,545,626	1,252,776	4.3%
GENERAL FUND Total	58,466,878	61,607,433	64,020,704	67,493,702	3,472,998	5.4%
HARBORMASTER ENTERPRISE FUND Total	306,242	416,812	467,830	482,829	14,999	3.2%
SEWER ENTERPRISE FUND Total	5,877,944	6,227,469	7,060,654	7,393,893	333,239	4.7%
WATER ENTERPRISE FUND Total	4,788,103	5,052,725	5,107,870	5,460,014	352,144	6.9%
Grand Total	69,439,167	73,304,439	76,657,058	80,830,437	4,173,379	5.4%

POSITION COUNT BY DEPARTMENT

Department	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	+/-
Assessor	3.0	3.0	3.0	3.0	3.0	0.0
Auditor	4.0	4.0	4.0	4.0	4.0	0.0
Building	4.0	4.5	4.5	4.5	4.5	0.0
City Clerk	7.2	7.2	7.2	7.6	7.6	0.0
Council on Aging	4.5	5.0	5.0	5.0	5.0	0.0
DPS: Highway	27.1	29.7	31.2	32.7	33.7	1.0
DPS: Sewer	18.7	18.7	19.5	19.5	19.5	0.0
DPS: Water	19.7	19.7	19.9	18.9	18.9	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	3.7	3.7	4.9	4.9	5.7	0.8
Human Resources	2.0	2.0	2.0	2.0	2.5	0.5
Information Technology	1.0	1.0	1.0	1.0	1.0	0.0
Library	24.0	24.0	20.8	20.3	20.3	0.0
Mayor's Office	3.6	3.6	3.6	3.6	3.6	0.0
Parks	1.0	1.0	2.8	2.9	3.4	0.5
Planning & Development	4.5	4.5	4.5	5.0	5.5	0.5
Police	37.0	38.0	39.0	39.0	39.0	0.0
Sustainability	2.6	2.6	2.6	2.6	2.6	0.0
Treasurer/Collector	5.0	4.0	4.0	4.0	4.0	0.0
Veterans' Services	1.4	1.8	1.8	1.8	1.8	0.0
Youth Services	4.0	4.0	4.0	4.8	5.5	0.7
Total FTE*	213.1	217.1	220.4	222.1	226.1	4.0

*See School Budget for School Department position counts.



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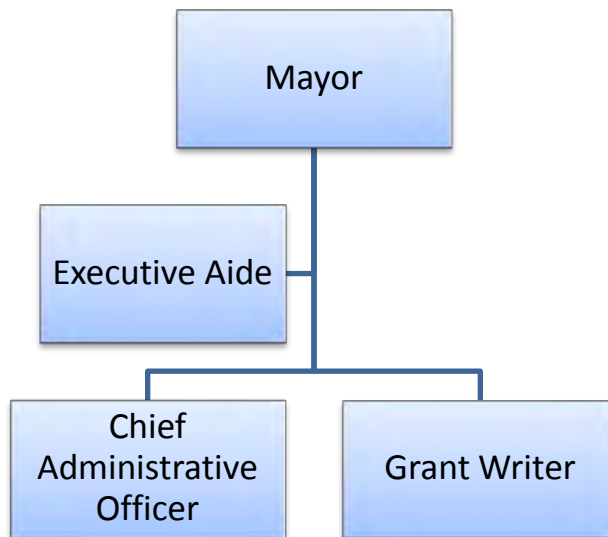
Section 3:
General Administration

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	FY2017 Actual	FY2018 Actual	FY2019 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 FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Bond rating	Rate/grade	AAA	AAA	AAA	AAA
Financial reserves	\$	\$5.0M	\$5.7M	\$5.5M	\$6.3M
Apply for a minimum of \$2M in grants per year	\$	\$5.7M	\$4.6M	\$2.4M	\$3.0M

FY2018 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; rating reaffirmed April 2018
- Received the *Budget Distinction Award* from the Government Finance Officers Association for sixth consecutive year
- Increased use of Statewide Contracts for procurement
- Applied for \$3M in grant programs and awarded over \$770,000 in grant funding to date for FY18

Projects

- Began Graf Road Lift Station project with \$1.8M in partial funding from Mass Works grant
- Completed construction on the new Richie Eaton baseball field and the installation of a new track at Fuller Field
- Began replacement of Plum Island Fire Hydrants with \$2.5M in settlement funds; project is currently 85% complete
- Completed alarming of all valve pits and installed isolation valves to Air Vac system with FEMA/MEMA funds from winter 2015 covering 75% of the \$615,000
- Completed drainage projects at Market Sq. and Tilton St. with designs underway for Malcolm Hoyt Dr. and Coltin Dr.; engineering study initiated on Phillips Drive neighborhood in regards to water and drainage issues
- Completed installation of LED streetlights throughout the entire City with over \$370,000 in grant funding
- Completed renovation of former Water/Sewer Business Office into an additional conference room and upgraded the kitchen in City Hall
- RFP for adaptive re-use of the Brown School was pulled after site constraints too difficult to accomplish housing and Youth Services; investigation into new location for Youth Services initiated
- Began construction on Newburyport Inter-Modal Facility
- Awarded \$1.3M in Safe Routes to School grant to redesign access to Nock/Molin
- Wastewater Treatment Facility odor control contract, \$5M, reached substantial completion with two major components added- covers to clarifiers and state-of-the-art biofilter
- New Harbormaster Boating Facility completed and opened for first and successful boating season

- Clipper City Phase II Rail Trail to be completed this summer; awaiting approval from EPA/DEP to completed clean-up of small contaminated area behind the Wastewater Treatment Facility
- Water and sewer long term capacity studies completed indicating sufficient water supply to 2040 and sewer capacity
- Dedicated the new Veterans Plaza at the WWII Memorial Stadium
- Significant progress has been achieved in meetings with the Waterfront Trust, Newburyport Redevelopment Authority, Settlers and City in resolving the future of the Central Waterfront

Personnel: New Hires

- Zoning Administrator and Enforcement Officer- Jennifer Blanchett
- Superintendent of Schools – Sean Gallagher
- High School Principal - Andrew Wulf
- Project Planner Greg Jones
- Youth Prevention Coordinator, Tina Los

FY2019 TRENDS

As FY2019 begins, we will continue to prioritize existing City services with an increased focus on roads and sidewalks. We have addresses significant capital projects and equipment needs 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.

FY2019 GOALS & OBJECTIVES

GOAL 1: MAXIMIZE GRANT APPLICATIONS

Objectives:

- Continue to support the employment of the City Grant Writer
- Maintain a minimum of \$2M in grant applications
- Increase grant applications for the Newburyport Public Schools

GOAL 2: MAINTAIN A HIGH LEVEL OF COMMUNICATION FROM MAYOR’S OFFICE WITH GENERAL PUBLIC AND CITY COUCILORS

Objectives:

- Maintain a minimum of bi-weekly update meetings with the City Council President

- Increase communication through City website, Mayor’s Blog and through various social media outlets
- Increase frequency and consistency of local cable show, *Conversations with the Mayor*, radio spots and press releases
- Continue to provide the Mayor’s Update to City Council and public at the start of City Council meetings

GOAL 3: 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 4: CONTINUE TO REPRESENT THE CITY AT THE STATE AND REGIONAL LEVEL AND ADVOCATE FOR NEWBURPORT’S NEEDS

Objectives:

- Continue membership with the MA Municipal Association and active roles with the Mayors Association, Board of Directors and Local Government Advisory Board
- Schedule ongoing and regular meetings with legislators
- Continue membership with the Merrimac Valley Planning Commission and participation in the Mayors and Managers meetings

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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - MYR SAL MAYOR	101,393	98,377	98,000	98,000	0	0.0%
51120 - MYR SAL CHIEF ADMIN OFFICER	67,716	70,115	72,000	73,440	1,440	2.0%
51126 - MYR SAL EXECUTIVE ASSISTANT	54,117	53,288	54,130	60,483	6,353	11.7%
51501 - MYR TRAVEL ALLOWANCE	2,000	3,100	5,100	5,100	0	0.0%
51502 - MYR MAYOR'S EXPENSE	3,000	3,000	3,000	3,000	0	0.0%
001 - PERSONNEL SERVICES Total	228,225	227,881	232,230	240,023	7,793	3.4%
002 - PURCHASE OF SERVICES						
53006 - MYR GRANT WRITER	40,350	39,150	40,000	40,000	0	0.0%
002 - PURCHASE OF SERVICES Total	40,350	39,150	40,000	40,000	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57801 - MYR MISC EXPENSE	11,114	15,000	15,000	18,000	3,000	20.0%
007 - OTHER CHARGES & EXPENSES Total	11,114	15,000	15,000	18,000	3,000	20.0%
Grand Total	279,690	282,031	287,230	298,023	10,793	3.8%

LEGAL (01-191)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53020 - LGL CITY SOLICITOR	60,537	95,000	70,000	100,000	30,000	42.9%
002 - PURCHASE OF SERVICES Total	60,537	95,000	70,000	100,000	30,000	42.9%
Grand Total	60,537	95,000	70,000	100,000	30,000	42.9%

GENERAL ADMINISTRATION (01-129)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51162 - GEN EVENTS COORDINATOR	0	0	0	15,000	15,000	
51167 - GEN TEMPORARY HELP CITY HALL	3,918	2,493	3,500	3,500	0	0.0%
51180 - GEN PROCUREMENT OFFICER	4,038	9,539	10,000	10,000	0	0.0%
001 - PERSONNEL SERVICES Total	7,956	12,032	13,500	28,500	15,000	111.1%
002 - PURCHASE OF SERVICES						
52101 - GEN HEAT/ELECTRIC-CH	20,124	28,445	25,000	25,000	0	0.0%
52401 - GEN MAINT/REPAIR-BLD	0	236	1,000	1,000	0	0.0%
52402 - GEN MAINT/REPAIR-COPIER	2,168	0	1,500	1,500	0	0.0%
52403 - GEN PUBLIC RESTROOMS	4,620	6,429	15,000	15,000	0	0.0%
52701 - GEN LEASE POSTAGE MACHINE	2,480	0	3,000	3,000	0	0.0%
53004 - GEN TRAINING/TRAVEL	34,208	24,829	26,000	30,000	4,000	15.4%
53401 - GEN POSTAGE	23,858	21,574	24,000	24,000	0	0.0%
53403 - MYO WOODMAN PARK	0	1,348	0	0	0	
53406 - GEN TELEPHONE SYSTEM	57,157	56,500	55,000	55,000	0	0.0%
002 - PURCHASE OF SERVICES Total	144,615	139,361	150,500	154,500	4,000	2.7%
004 - SUPPLIES						
54200 - GEN SUPPLIES-OFFICE	5,672	6,778	8,000	8,000	0	0.0%
54301 - GEN SUPPLIES-CITY HALL	146	1,651	1,000	1,000	0	0.0%
004 - SUPPLIES Total	5,818	8,430	9,000	9,000	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - GEN DUES & MEMBERSHIPS	3,524	3,809	3,900	3,900	0	0.0%
57301 - GEN MERR VALLEY PLANNING COMM	6,049	6,969	6,354	6,512	158	2.5%
57401 - GEN MUNICIPAL INSURANCE	136,216	146,200	160,543	167,000	6,457	4.0%
57805 - GEN BUDGET CONTINGENCY	30,095	8,411	86,212	40,000	(46,212)	-53.6%
007 - OTHER CHARGES & EXPENSES Total	175,884	165,389	257,009	217,412	(39,597)	-15.4%
Grand Total	334,273	325,212	430,009	409,412	(20,597)	-4.8%



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CITY CLERK

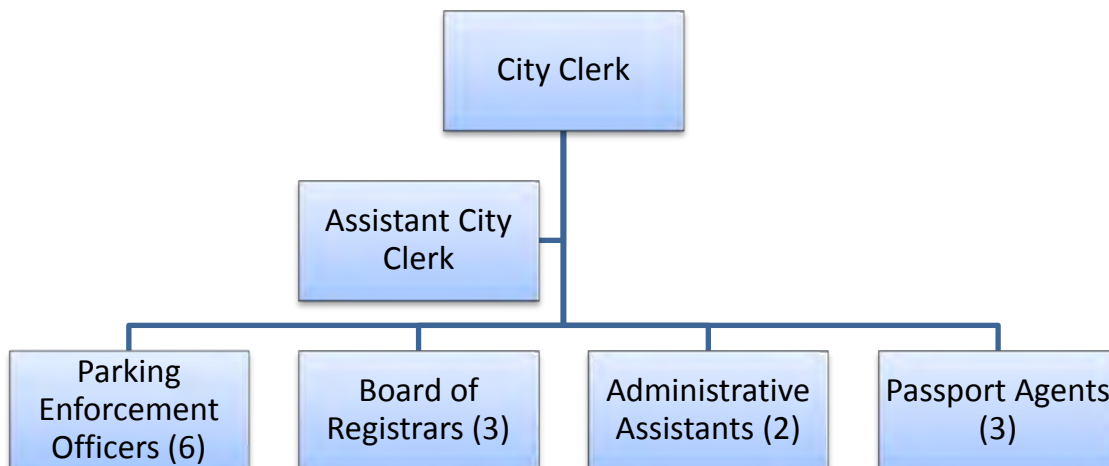
MISSION STATEMENT

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. The office strives to provide professional customer service to the citizens of Newburyport that is accurate, timely and courteous. The City Clerk is the official record keeper of the City of Newburyport and the Records Access Officer (RAO) for the City of Newburyport. The Clerk's Office issues, records, maintains, and ensures the safekeeping and preservation of City Council actions, City Council minutes, vital records (birth, death & marriage) by and through the new 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 thirteen 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	FY2017 Actual	FY2018 Actual	FY2019 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	1.4	1.4
PKG SAL FT PRKING ENF OFFICER	1.0	1.0	1.0
PKG PT PARKING ENF OFFICERS	2.2	2.2	2.2
Total Full Time-Equivalents	7.2	7.6	7.6

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Electric vehicle charging station sessions	#	--	77	873	1200
Passports issued	#	1,223	1,384	1421	1500
Dog licenses issued	#	1,493	1,452	1504	1550
Active voters	#		11301	13122	14044

FY2018 ACCOMPLISHMENTS

Clerk's Office

- Trained new staff in the Clerk's office
- Issued the annual summary of conflict of interest to all and recorded the same in the required posted documents and meetings on the new, improved website
- Continued to Implemented a new, indexed packet for the Council and incorporate the complete 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 for the years 2012 - 2016

Elections

- Prepared for and administered the September 19, 2017 and the November 7, 2017 final municipal elections
- Planning for the special election to be held to place the question on the ballot relating to Chapter 41C1/2 senior tax relief
- Engaging in the discussion surrounding the implementation of early voting for the next 'Mid-term' elections

Parking

- Upgraded to new phones/ticket writers
- Planned for the incorporation of the parking garage into the current system
- Issued an RFP for the upgrade to the new license plate system including LPR enforcement
- Managed the aging kiosks with new quarterly maintenance system instituted to reduce 'down time'
- Preparing for the upgrade to the Parkeon kiosks from pay and display to license plate

Passports

- Handled a record number of passports as the facility's reputation continues to grow
- 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
- Now opened on Wednesdays making the hours consistent with the general City hall office hours

FY2019 TRENDS

In FY2019, the Department will continue serve as the 'clearing house' for local residents, Councillors 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 prefer a personal customer service approach in directly answering phone calls. In this regard, the new content management website helps facilitate better communication and contains many highly requested documents for the public. 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.

FY2019 GOALS & OBJECTIVES

GOAL 1: IMPLEMENT THE NEW, UPGRADED PARKING SYSTEM

Objectives:

- Once the results of the RFP process are known, the City will enter into a new contract and implement the changes to the parking system
- Implement new ticket writers, new kiosks, new methods for enforcement and possible a new 'back-end' for ticket processing
- Continue to look at the most efficient use of the new lot known as Hale's Court Lot

GOAL 2: STUDY THE NECESSARY UPGRADE TO THE ELECTION EQUIPMENT

Objectives:

- Our election equipment is nearing the end of its useful life and new equipment will be evaluated for purchase this year and incorporated into the FY2020 Capital Improvement Plan

GOAL 3: PLAN FOR THE MANAGEMENT OF THE NEW PARKING GARAGE

Objectives:

- Work with Planning Department, Intermodal Advisory Group, City Council and Parking Advisory Committee on any needed changes to the traffic flow and in the street parking surrounding the new intermodal facility/garage
- Evaluate the impact that the garage will have on two hour parking and signage on the streets
- Plan for the efficient management of the facility in terms of safety, cleanliness and operation 24/7

GOAL 4: PLAN FOR EARLY VOTING AND THE EFFICIENT TABULATION OF EARLY VOTING BALLOTS

Objectives:

- Continue to review best practices of implementing early voting

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 13 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



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CITY CLERK'S DEPARTMENT (01-161)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - CLK SAL CITY CLERK	67,276	66,536	74,326	75,812	1,487	2.0%
51102 - CLK SAL ASSIST CLERK	67,953	70,028	72,843	76,112	3,269	4.5%
51103 - CLK SAL ADMIN ASSISTANT	47,806	47,847	48,984	49,964	980	2.0%
51166 - CLK SAL PT OFFICE HELP	43,233	41,621	44,745	44,744	(1)	0.0%
001 - PERSONNEL SERVICES Total	226,269	226,032	240,897	246,632	5,734	2.4%
002 - PURCHASE OF SERVICES						
52701 - CLK LEASE COPIER	2,484	2,500	3,000	3,000	0	0.0%
53002 - CLK VITAL RECORDS EXPENSE	796	331	1,100	1,100	0	0.0%
54200 - CLK ADMINISTRATION	8,819	9,304	8,000	8,000	0	0.0%
002 - PURCHASE OF SERVICES Total	12,100	12,135	12,100	12,100	0	0.0%
Grand Total	238,369	238,167	252,997	258,732	5,734	2.3%

CITY COUNCIL (01-111)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - CCN SAL COUNCIL	56,000	55,907	56,000	56,000	0	0.0%
51160 - CCN SAL CLK COUNCIL	4,306	4,258	4,330	4,416	87	2.0%
51162 - CCN SAL CLK COMMITTEE	621	603	614	627	12	2.0%
001 - PERSONNEL SERVICES Total	60,926	60,767	60,944	61,043	99	0.2%
002 - PURCHASE OF SERVICES						
53001 - CCN LEGAL ADS	6,749	469	2,500	2,500	0	0.0%
53002 - CCN ORDINANCE RECODIFICATION	6,251	5,894	4,000	4,000	0	0.0%
53020 - CCN LEGAL	0	0	0	5,000	5,000	
002 - PURCHASE OF SERVICES Total	13,000	6,363	6,500	11,500	5,000	76.9%
Grand Total	73,926	67,130	67,444	72,543	5,099	7.6%

BOARD OF REGISTRARS (01-163)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51160 - BDR SAL CLERK REGISTRAR	2,153	2,129	2,165	2,208	43	2.0%
51162 - BDR SAL REGISTRARS	2,038	1,907	2,000	2,052	52	2.6%
001 - PERSONNEL SERVICES Total	4,191	4,036	4,165	4,260	95	2.3%
007 - OTHER CHARGES & EXPENSES						
57808 - BDR ELECTIONS & REGISTRATIONS	41,770	42,837	40,000	40,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	41,770	42,837	40,000	40,000	0	0.0%
Grand Total	45,960	46,873	44,165	44,260	95	0.2%

PARKING CLERK (01-293)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51100 - PKG SAL CLERK/ADMIN	0	0	0	34,185	34,185	
51134 - PKG FULL-TIME ENFORCEMENT OFF	47,288	46,444	47,553	47,553	0	0.0%
51166 - PKG PART-TIME ENFORCEMENT OFF	0	0	0	68,548	68,548	
51405 - PKG CLOTHING ALLOWANCE	600	600	600	1,600	1,000	166.7%
51901 - PKG CULTURAL DISTRIC EXPENSE	0	0	0	6,000	6,000	
001 - PERSONNEL SERVICES Total	47,888	47,044	48,153	157,886	109,733	227.9%
002 - PURCHASE OF SERVICES						
52401 - PKG LOT MAINTENANCE	0	0	0	4,000	4,000	
52402 - PKG METER MAINTENANCE	0	0	0	21,000	21,000	
52403 - PKG MAINT-VEHICLE	0	0	0	800	800	
52702 - PKG LOT LEASE PAYMENTS	0	0	0	8,000	8,000	
53000 - PKG BOOKKEEPING	0	0	0	10,600	10,600	
53002 - PKG WATERFRONT TRUST AGMT	0	0	0	70,000	70,000	
53003 - PKG METER SOFTWARE	0	0	0	7,200	7,200	
53005 - PKG CONSULTING SERVICES	0	0	0	10,000	10,000	
53801 - PKG SIGNAGE	0	0	0	1,900	1,900	
53802 - PKG CREDIT CARD FEES	0	0	0	37,400	37,400	
002 - PURCHASE OF SERVICES Total	0	0	0	170,900	170,900	
004 - SUPPLIES						
54200 - PKG OFFICE SUPPLIES	0	0	0	1,400	1,400	
54801 - PKG FUEL/OIL	0	0	0	1,500	1,500	
55800 - PKG TICKET EXPENSE	0	0	0	77,000	77,000	
55802 - PKG METER SUPPLIES	0	0	0	5,900	5,900	
004 - SUPPLIES Total	0	0	0	85,800	85,800	
Grand Total	47,888	47,044	48,153	414,586	366,433	761.0%

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 implemented with robust and scalable security architecture and solutions. A comprehensive information and data systems structure will be maintained that will enhance the ability of City officials, staff, and employees to provide the highest level of service to the citizens of Newburyport.

ORGANIZATIONAL OVERVIEW

Information
Technology
Director

Position	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
IT Director	1	1	1
Total Full Time-Equivalents	1.0	1.0	1.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Systems Availability	%	98.75	99.82	98.50	100
Support Calls	#	912	1137	1137	923
Network Uptime	%	99.99	99.99	99.99	99.99

FY2018 ACCOMPLISHMENTS

- Secured State Community Compact Grant to assist construction of Municipal Fiber Network
- Strategic Planning of Municipal Fiber Network for all facilities
- Completion of Mobil Data Terminal installations in Police Department Cruisers
- Tyler Technologies Financial Systems Upgrades (MUNIS SYSTEM)
- Upgrading of network security devices and software.
- Network switching and routing hardware upgrades and installations
- Continued with standardization of managed network printing and copying services

- Upgraded various applications systems to latest revisions
- Ongoing Implementation of new requisition and purchasing platform.
- Regular Daily Desktop Support routines, operations & continual maintenance of computing assets

FY2019 TRENDS

The City's new Municipal Fiber Network which is currently being installed should work well with a new and emerging computing trend- Edge Computing. The concept of edge computing is the idea of putting powerful processing and data storage as close to the end user as possible with the intent of minimizing the distance the data has to travel. Since the laws of nature prevent any possibility of transmitting data faster than the speed of light, and nobody has come up with a way around that, the only option is to reduce the distance while increasing network speed.

Security of systems has become a critical component of the IT Department. Current security systems trends require securing networks internally and externally. Systems are currently in place to monitor threats 24/7 and are continually updated as emerging threats are known.

FY2019 GOALS & OBJECTIVES

GOAL 1: MUNICIPAL FIBER NETWORK

Objectives:

- Completion of construction Municipal Fiber Network to all City Facilities
- Streamline and condense all Municipal Systems on new Municipal Fiber Network
- Continue to 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
- Integrate all City and school security cameras systems to be accessible from Police Department

GOAL 3: TELECOMMUNICATIONS SYSTEMS

Objectives:

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

GOAL 4: IT SYSTEM SECURITY

Objectives:

- Ensure the security and integrity of all IT systems
- Upgrade security and firewalls as indicated to protect internal and external systems

PROGRAMS & SERVICES

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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - IT SAL DIRECTOR	85,816	88,208	89,628	89,628	0	0.0%
51404 - IT TRAVEL ALLOWANCE	3,025	3,300	3,300	3,300	0	0.0%
001 - PERSONNEL SERVICES Total	88,841	91,508	92,928	92,928	0	0.0%
002 - PURCHASE OF SERVICES						
52402 - IT CITY WEB SITE	2,750	2,750	2,750	2,750	0	0.0%
52403 - IT COMPUTER FIREWALL	14,715	15,573	15,176	18,750	3,574	23.6%
52404 - IT HARDWARE MAINTENANCE	43,076	46,245	17,775	21,477	3,702	20.8%
52405 - IT TELECOMMUNICATIONS	6,494	7,141	7,250	7,250	0	0.0%
53001 - IT MUNIS LICENSE	44,761	46,394	48,625	50,980	2,355	4.8%
53002 - IT SOFTWARE UPDATE/LICENSING	27,466	27,443	27,270	29,644	2,373	8.7%
53003 - IT INTERNET-SERVICE	5,592	7,277	7,339	7,339	0	0.0%
53004 - IT PROFESSIONAL SERVICES	0	469	28,800	28,800	0	0.0%
53407 - IT OFF SITE SERVICES	54,294	59,496	58,900	58,900	0	0.0%
002 - PURCHASE OF SERVICES Total	199,147	212,787	213,885	225,890	12,005	5.6%
004 - SUPPLIES						
55800 - IT MISC SUPPLIES	1,679	1,462	2,000	2,000	0	0.0%
004 - SUPPLIES Total	1,679	1,462	2,000	2,000	0	0.0%
Grand Total	289,667	305,756	308,813	320,817	12,005	3.9%



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Section 4:
Finance

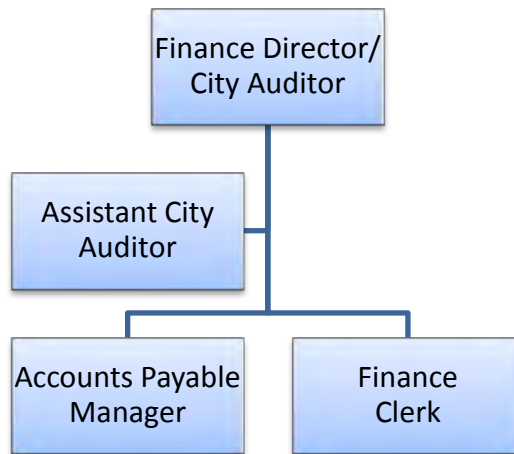
CITY AUDITOR

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, financial forecasts, accounts payable procedures, procurement and contracts administration, unemployment compensation, Fire and Police injured-on-duty insurance, financial software applications, and property, liability, and workers’ compensation insurance.

ORGANIZATIONAL OVERVIEW



Position	FY2017 Actual	FY2018 Actual	FY2019 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*	1.0	1.0	1.0
Total Full Time-Equivalents	4.0	4.0	4.0

*7 hours per week funded by Housing Rehab. Program

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Reserves within 5-10% of Budget	%	9.0%	9.6%	8.9%	8.9%
Debt Service/Total Budget (GF)	%	5.8%	6.1%	6.6%	6.3%
GFOA Budget Award	Y/N	Yes	Yes	Yes	Yes
Bond Rating	S&P	AAA	AAA	AAA	AAA
OPEB Funding	\$	450,000	0	\$25,000	\$50,000

FY2018 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 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 indicated that the City’s financial statements and financial position were presented fairly in all material aspects and in compliance with Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP)
- Managed the Free Cash certification process- Free Cash certification was in line with prior year results at \$2,493,539. 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 sixth consecutive year
- Introduced a “Popular Annual Financial Report” that is designed to be readily accessible and easily understandable to those in the general public and other interested parties without a background in public finance or accounting
- Began electronic imaging of all paid invoices at the start of FY18, allowing for long-term paperless retention and easy invoice lookups for departments, auditors and other users

- Completed the biennial update to the City’s Other Post-Employment Benefits (OPEB) valuation as required by GASB Statements 45 and 75, which calculates a long-term liability for retiree medical insurance over the next thirty years and places that figure on the City’s balance sheet

FY2019 TRENDS

In FY19, the Finance Department, in collaboration with the Mayor, will continue to implement strategies to enhance the long-term fiscal sustainability of our City. Newburyport’s AAA credit rating and strong reserve balances are reflective of the City’s healthy financial position. There are, however, a number of areas that continue to put financial pressure on the City, such as: the health insurance plan for employees and retirees, complying with new state and federal regulations, such as storm water, maintaining funding for education, improving the City’s roadways and sidewalks, solid waste disposal and trash hauling costs, among others.

The U.S. is approaching the ninth year of the current economic expansion that began in June 2009; should the expansion continue through next summer it will be the longest business cycle in U.S. history. As such, the City will continue to be conservative in our revenue estimates and work to enhance existing revenue sources and identify new revenue sources, as well as, identify areas of cost savings and more effective procurement/service-delivery methods. The City has a drafted procurement manual, which we are working to finalize in the coming year. We also continue to work with Grant Writer, Nancy London, to maximize the use of grant dollars and other offsetting funding sources whenever possible.

The department continues to implement recommendations in the annual management letter from the independent auditors that focus on enhancing internal controls and accounting procedures. In FY19, we will work to review the City’s fraud prevention programs and develop fraud policies to safeguard the City’s cash and assets. The Finance Department will also continue to work with Human Resources to review the City’s risk management policies, specifically as they relate to worker’s compensation and injured on duty claims.

FY2019 GOALS & OBJECTIVES

GOAL 1: MAINTAIN HIGHEST LEVEL OF FISCAL BEST PRACTICES AND POLICIES

Objectives:

- Attain GFOA designation for preparation of the annual budget
- Maintain updated financial policies and procedures in accordance with M.G.L. and best practices for public financial management
- Update and finalize the City’s procurement manual in accordance with M.G.L. and best practices for public procurement

GOAL 2: CONTINUE TO ENHANCE REVENUE AND MAINTAIN RESERVE BALANCES

Objectives:

- Review all departmental revenues with each department to identify potential new sources of revenue and/or revenue enhancements
- Review all departmental expenditures to identify areas of cost savings
- Identify procurements that can be done differently or more effectively to achieve a better value
- Work with the Mayor and Director of Planning & Development to promote tax incentive programs that attract new business to the City, thereby enhancing future local revenue
- Maintain a Stabilization Trust Fund balance of 5% of the annual budget; continue to make appropriations to the OPEB Trust Fund

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

Objectives:

- Prepare Mid-Year and Year-End Budget reports for the Mayor, members of the public and the City Council
- Work in cooperation with the Mayor, Treasurer, Assessor, and City Clerk to set the property tax rate and complete the FY 2019 Tax Rate Recapitulation Report by October 31, 2018
- Assist with the preparation of the Mayor's FY2020 proposed budget, to be submitted to the City Council no later than May 15, 2019
- Prepare the balance sheet and other supporting documents required to obtain Free Cash certification by October 31, 2018 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)

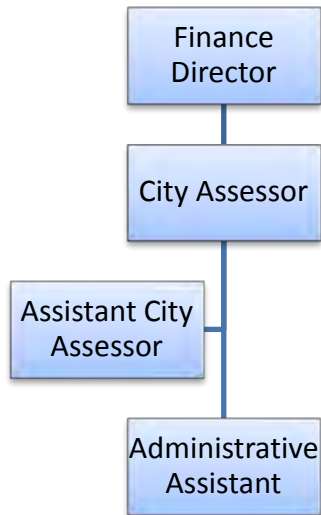
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - AUD SAL FINANCE DIR/AUDITOR	94,977	97,069	101,531	104,577	3,046	3.0%
51102 - AUD SAL ASST AUDITOR	66,158	65,153	68,149	69,512	1,363	2.0%
51103 - AUD SAL ADMIN ASSISTANT	58,645	60,361	61,332	62,559	1,227	2.0%
51104 - AUD SAL FINANCE CLERK	38,362	37,780	38,388	39,156	768	2.0%
51401 - AUD LONGEVITY	3,390	3,390	3,527	3,597	71	2.0%
001 - PERSONNEL SERVICES Total	261,533	263,752	272,927	279,401	6,474	2.4%
002 - PURCHASE OF SERVICES						
53001 - AUD FINANCIAL AUDIT/VALUATION	52,000	52,000	46,500	46,500	0	0.0%
002 - PURCHASE OF SERVICES Total	52,000	52,000	46,500	46,500	0	0.0%
004 - SUPPLIES						
55800 - AUD MISC SUPPLIES	1,750	1,483	1,500	1,500	0	0.0%
004 - SUPPLIES Total	1,750	1,483	1,500	1,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - AUD DUES & MEMBERSHIPS	265	290	490	455	(35)	-7.1%
007 - OTHER CHARGES & EXPENSES Total	265	290	490	455	(35)	-7.1%
Grand Total	315,548	317,525	321,417	327,856	6,439	2.0%

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	FY2017 Actual	FY2018 Actual	FY2019 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 FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
New Growth	Taxable Value	47,518,383	59,081,883	69,412,159	65,000,000
Tax Levy (numbers reflect the actual levies, not the levy limits)	Billed	47,502,174	49,831,887	51,640,643	53,314,765
Motor Vehicle Excise Tax (Estimated for FY18)	Receipts	2,620,498	2,707,801	2,450,000	2,520,000
Abatement Applications (Estimated for FY18)	# Granted	30	53	50	50
Property Inspections (#s represent actual visits including exterior measurements which did not include full interior inspection) *FY18 as of 1/1/18 (1/2 year)	# Visits	702	913	*508	1,000

FY2018 ACCOMPLISHMENTS

- Successfully completed interim year adjustments on assessments as per DOR regulation
- Successfully completed cyclical inspections on personal property accounts as per DOR directive
- Certification of new growth in an amount higher than estimated and in a timely manner
- Successfully completed a workshop for seniors addressing all exemption programs that are available in helping to reduce their property tax bills
- Researched all statutory exemptions for the purpose of updating the program parameters, with special emphasis applied to implementing a new clause 41C ½
- Implemented all changes in M.G.L. Chapter 59, pursuant to the Municipal Modernization Act
- Assistant Assessor successfully completed DOR course 101 and MAAO course 200

FY2019 TRENDS

Market values in Newburyport have remained strong. Early indicators of the market conditions of 2018 sale prices show that we could see anywhere from a 2% to 6% increase in assessments for Fiscal Year 2019.

FY2019 GOALS & OBJECTIVES

GOAL 1: SUCCESSFULLY COMPLETE STATE MANDATED INTERIM ADJUSTMENT OF VALUES

Objectives:

- Perform cyclical inspections as per the DOR directive that each parcel is inspected at least once in every nine-year cycle; in FY19 this process will be completed on single family homes
- Successfully complete the project in a timely manner meeting all deadlines helping to ensure certification of the tax rate
- Increase number of inspections by in-house staff while reducing the cost of outsourcing this process

GOAL 2: CONTINUE TO IMPROVE UPON CUSTOMER SERVICE

Objectives:

- Update website with additional downloadable forms and FAQs, streamlining access to this information
- Improve outreach to taxpayers regarding available exemptions
- Successfully implement Ch. 59 Sec. 5 Clause 41C ½ exemption program

GOAL 3: PROFESSIONAL DEVELOPMENT

Objectives:

- All 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 Essex County and Massachusetts Assessing Associations along with offerings from the Division of Local Services
- Assistant Assessor to continue educational courses in pursuit of earning accreditation from the Massachusetts Association of Assessing Officers
- City Assessor to pursue educational course offerings to maintain accredited designation

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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - ASR SAL ASSESSOR	83,665	81,312	81,498	81,498	0	0.0%
51102 - ASR SAL ASST ASSESSOR	65,968	51,136	61,980	63,220	1,240	2.0%
51103 - ASR SAL ADMIN ASSISTANT	53,705	47,005	48,984	49,964	980	2.0%
51401 - ASR LONGEVITY	3,509	3,579	0	0	0	
51402 - ASR EDUCATION CREDIT	400	400	200	0	(200)	-100.0%
51403 - ASR TECHNOLOGY STIPEND	1,500	1,500	1,500	1,500	0	0.0%
51404 - ASR TRAVEL ALLOWANCE	1,976	5,000	8,400	8,400	0	0.0%
001 - PERSONNEL SERVICES Total	210,722	189,932	202,562	204,581	2,019	1.0%
002 - PURCHASE OF SERVICES						
53001 - ASR COMPUTER EXP	8,300	8,260	8,620	8,890	270	3.1%
53002 - ASR REVALUATION	50,000	74,432	4,000	4,000	0	0.0%
53003 - ASR VALUATION/PROCESSING	6,548	3,168	2,500	12,500	10,000	400.0%
53004 - ASR MAP/DEED/PROBATE	600	0	600	600	0	0.0%
002 - PURCHASE OF SERVICES Total	65,448	85,860	15,720	25,990	10,270	65.3%
004 - SUPPLIES						
54801 - ASR MILEAGE EXPENSE	1,200	0	325	0	(325)	-100.0%
55800 - ASR MISC SUPPLIES	4,020	3,226	3,000	3,000	0	0.0%
004 - SUPPLIES Total	5,220	3,226	3,325	3,000	(325)	-9.8%
007 - OTHER CHARGES & EXPENSES						
57300 - ASR DUES & MEMBERSHIPS	0	0	700	550	(150)	-21.4%
007 - OTHER CHARGES & EXPENSES Total	0	0	700	550	(150)	-21.4%
Grand Total	281,390	279,018	222,307	234,121	11,814	5.3%



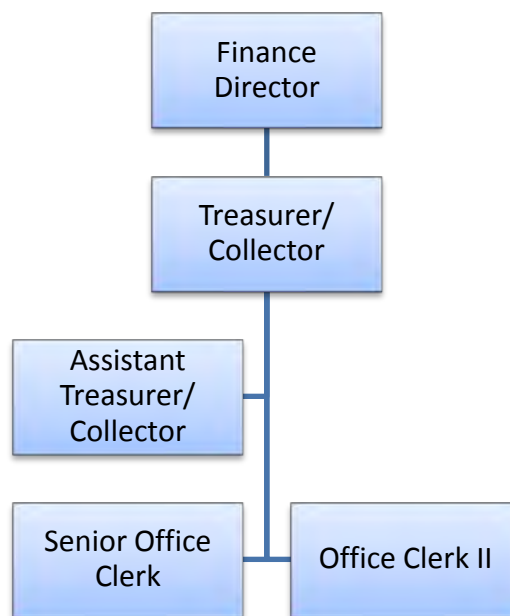
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TREASURER/COLLECTOR

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	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
Treasurer/Collector	1.0	1.0	1.0
Assistant Treasurer/Collector	1.0	1.0	1.0
Senior Office Clerk	1.0	1.0	1.0
Office Clerk II	1.0	1.0	1.0
Total Full Time-Equivalents	4.0	4.0	4.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Collection rate	%	99	98.5	98.5	99
Demand bills sent RE	#	844	877	926	900
Demand bills sent PP	#	129	156	155	150
Subsequent tax takings	\$	173,390	250,000	143,000	125,000
Tax title collections	\$	580,000	409,893	280,000	200,000
Tax title properties returned to tax rolls	#	58	30	34	30
Properties advertised for tax lien	#	53	36	10	15

FY2018 ACCOMPLISHMENTS

- Maintained City's AAA Bond Rating
- Reviewed current cash flow processes and continued focus on streamlining reconciliation to maintain strong overview of the City's financial position
- Introduced in-house bill payment scanning to enhance collections for water and sewer department payments, includes remote lockbox capture at treasurer counter which expedites deposit of funds and account posting
- Worked with individual departments to ensure proper timeliness of receipt turnovers to improve cash flow and overall consistency
- Updated online payment services to include interest calculation and auto-pay options for taxpayers; also reduced the fee to zero for making online payment via personal check
- Reducing paper by utilizing scanning options; adding notes and attachments to records in Munis accounting software for cross-reference to and communication by departments
- Reinstated and enforced the use of spreadsheet method of tracking special assessments payoffs and balances to provide clearer audit trail
- Administered Trust Fund Committee meeting agendas and minutes; communicating regularly with the committee; lead contact for grant requests and deadlines
- The Trust Fund Committee has granted/earmarked \$30,660.00 in funds for FY18 to date
- Assisted in drafting new, updated job descriptions and titles for clerk positions within office for consideration during AFSCME Union negotiations

FY2019 TRENDS

The Treasurer/Collector's office is driven and dedicated 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. The goal of decreasing the amount of new and subsequent tax takings and liens each year has been achieved and remains consistent over the last several years. We strive to accommodate all taxpayers especially those who may be experiencing difficulties. We encourage residents to seek assistance and utilize programs that the City has put in place and provide information on services available through the Assessor's office, the Council on Aging and community development as well as various other outside entities.

As we continue to have a positive trend of increased property values, growth and rapid turnovers, it is the responsibility of our office to ensure that residents have proper information available on City collection practices, but to also understand that because we are driven by Mass General Law, some processes do not fall under our immediate control.

We should continue to update, monitor and enhance the City website to provide as much information as possible to residents in a single location, as this is still the most popular method of outreach. We receive many requests for additional electronic services whether on payments or to obtain information and we make every effort to accommodate those requests. We remain committed to working with our local financial institutions, attorneys and mortgage companies to collectively accommodate the needs of community members as well as the needs of the City.

FY2019 GOALS & OBJECTIVES

GOAL 1: INCREASE COLLECTION RATES FISCALLY

Objectives:

- Move to reduce the amount of demand notices, letters and follow-up tax bills sent each fiscal year, thereby increasing timely collections and reducing delinquencies
- Implement and maintain a regular follow up schedule of personal property tax collection to avoid potential defunct business delinquencies
- Research, review and reduce credit balances while continuing to issue refunds in a timely fashion

GOAL 2: EXPEDITE POSTING AND ENSURE TRANSPARENCY OF RECEIPTS

Objectives:

- Fully utilize remote lockbox bill/payment scanning at treasurer counter to speed up posting and depositing of funds
- Implement usage of procurement card online program to streamline general ledger processing and tracking by departments, providing better transparency and accounting for payment of charges through the auditor's office
- Adhere to posting monthly departmental receipts timely (within the same month) to provide up to date general ledger account and real-time bank balances, reducing reconciling items

GOAL 3: UPHOLD STANDARDS FOR CUSTOMER SERVICE AND JOB PERFORMANCE

Objectives:

- Review goals for treasurer's office and hold staff accountable in the expectations of their positions and duties
- Ensure prompt and appropriate handling if issues arise both in daily office functions and regarding taxpayers or residents
- Maintain high level of professionalism when working with customers and other City departments

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)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51101 - TRS SAL TREASURER	80,064	80,523	82,134	82,134	0	0.0%
51102 - TRS SAL ASST TREASURER	56,985	62,177	63,421	64,689	1,268	2.0%
51103 - TRS STAFF SALARIES	98,774	100,905	102,923	111,020	8,097	7.9%
51165 - TRS TRUST FUND COMM ADMIN	0	0	0	600	600	
51401 - TRS LONGEVITY	3,438	3,438	3,438	3,438	0	0.0%
001 - PERSONNEL SERVICES Total	239,262	247,044	251,916	261,881	9,965	4.0%
002 - PURCHASE OF SERVICES						
52701 - TRS COPIER SUPPLIES	1,500	750	500	500	0	0.0%
53001 - TRS BANK CHARGES	4,320	5,001	5,200	5,200	0	0.0%
53004 - TRS TAX BILLS	20,613	21,443	21,500	22,000	500	2.3%
53005 - TRS TAX TITLE EXPENSE	12,500	12,306	11,500	11,000	(500)	-4.3%
002 - PURCHASE OF SERVICES Total	38,932	39,500	38,700	38,700	0	0.0%
004 - SUPPLIES						
54200 - TRS OFFICE SUPPLIES	1,390	1,325	1,500	1,500	0	0.0%
55800 - TRS MISC SUPPLIES	1,109	1,549	1,500	1,500	0	0.0%
55801 - TRS COMPUTER EXP	850	800	800	800	0	0.0%
004 - SUPPLIES Total	3,349	3,674	3,800	3,800	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57402 - TRS FICA EXPENSE	159,222	0	0	0	0	
57403 - TRS INSURANCE BONDS	1,650	1,650	1,850	1,800	(50)	-2.7%
007 - OTHER CHARGES & EXPENSES Total	160,872	1,650	1,850	1,800	(50)	-2.7%
Grand Total	442,415	291,868	296,266	306,181	9,915	3.3%

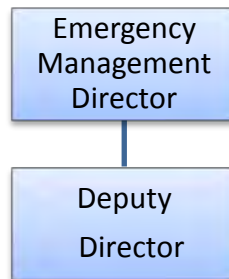
**Section 5:
Public Safety**

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 FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Updated Emergency Response Plan	100%	75%	80%	80%	80%
Updated Hazard Mitigation Plan	100%	100%	100%	100%	100%
Successful participation in the radiological response plan	100%	100%	100%	100%	100%
Continued education of City staff	100%	100%	100%	100%	100%

FY2018 ACCOMPLISHMENTS

- Completed quarterly inventory to insure readiness for a radiological, natural or man-made disaster
- Successfully participated in practice and graded exercises for the Seabrook Station Radiological Response Plan
- Conducted annual table-top exercise and planning meetings for Yankee Homecoming Week events
- Participated in resiliency meetings with City staff to discuss City readiness

FY2019 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.

FY2019 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

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

Nuclear Preparedness

- Mass Health KI
- Evacuation
- Planning Zone
- Siren Notification
- Nuclear Training
- Regional Planning
- Disability Transportation

EMERGENCY MANAGEMENT (01-291)

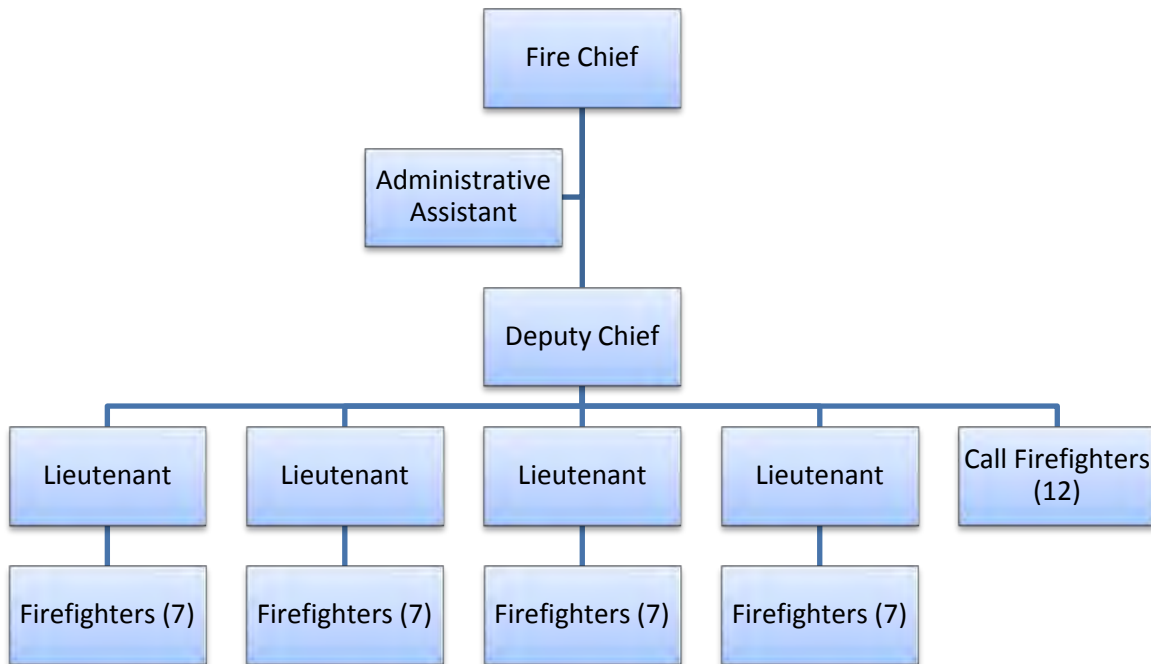
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - EMR COORDINATOR	9,192	10,038	11,000	11,000	0	0.0%
51102 - EMR DEPUTY COORDINATOR	3,000	3,000	3,000	5,000	2,000	66.7%
001 - PERSONNEL SERVICES Total	12,192	13,038	14,000	16,000	2,000	14.3%
002 - PURCHASE OF SERVICES						
52100 - EMR UTILITIES	6,997	7,088	7,000	7,000	0	0.0%
52401 - EMR MAINT BLD/GROUNDS	3,000	3,853	5,000	5,000	0	0.0%
002 - PURCHASE OF SERVICES Total	9,997	10,941	12,000	12,000	0	0.0%
004 - SUPPLIES						
54200 - EMR MISC EXPENSE	1,850	800	1,000	1,000	0	0.0%
54801 - EMR FUEL/OIL VEHICLE	0	0	100	100	0	0.0%
004 - SUPPLIES Total	1,850	800	1,100	1,100	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57409 - EMR EXPENSES	2,000	188	2,000	2,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	2,000	188	2,000	2,000	0	0.0%
Grand Total	26,039	24,967	29,100	31,100	2,000	6.9%

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	FY2017 Actual	FY2018 Actual	FY2019 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 FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
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
Employee injuries vs population (NFPA measurement)	1.5	1	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%

FY2018 ACCOMPLISHMENTS

- 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

FY2019 TRENDS

In 2019, the department will continue to provide our personnel with the best equipment, techniques and practices, and training to insure the best service possible to the residents and visitors to the City of Newburyport. We will continue to promote the best pre-hospital emergency medical services through continuing education hours and recertifications and pursuing advanced medical training including Advanced EMT and Paramedicine. The department will continue to promote moving the ambulance under the care and control of the fire department which will improve the delivery of pre-hospital EMS; providing better response times and greater continuity of care. The department will continue to assist in the battle against opiate/drug addiction by carrying NARCAN. 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.

FY2019 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
- Begin replacement of the department's fire hoses, nozzles and fittings
- Continue 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)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51101 - FIR SAL FIRE CHIEF	129,170	127,600	129,892	132,490	2,598	2.0%
51102 - FIR SAL DEPUTY CHIEF	110,444	105,540	114,500	116,790	2,290	2.0%
51142 - FIR SAL FIRE FIGHTERS	2,106,840	2,147,265	2,197,246	2,253,538	56,292	2.6%
51144 - FIR SAL CALL-FIREFIGHTERS	9,369	7,683	15,000	15,000	0	0.0%
51150 - FIR ADMINISTRATIVE ASSISTANT	64,921	64,301	66,489	67,819	1,330	2.0%
51156 - FIR SAL DISPATCHERS	171,015	178,232	184,321	188,008	3,686	2.0%
51301 - FIR OVERTIME	374,748	367,357	272,250	280,000	7,750	2.8%
51302 - FIR DISP OVERTIME	35,437	22,436	25,500	25,500	0	0.0%
51401 - FIR LONGEVITY	120,225	111,531	125,500	115,000	(10,500)	-8.4%
51402 - FIR PAID HOLIDAYS	114,913	118,142	128,900	130,000	1,100	0.9%
51403 - FIR DISPATCH HOLIDAY	8,296	9,362	10,000	10,000	0	0.0%
51405 - FIR PR CLOTHING ALLOWANCE	34,336	33,928	40,300	35,000	(5,300)	-13.2%
51407 - FIR EDUCATION CREDITS	425	0	0	0	0	
51408 - FIR SICK DAY USAGE INCENTIVE	1,727	2,565	2,500	2,500	0	0.0%
51412 - FIR CLOTHING REIMBURSEMENT	2,887	1,763	4,000	3,000	(1,000)	-25.0%
51415 - FIR STIPEND TEAM A/B	8,250	8,250	8,700	8,700	0	0.0%
51416 - FIR HAZ/MAT STIPEND	29,211	33,000	33,000	44,500	11,500	34.8%
51417 - FIR PROFESSIONAL DEVELOPMENT	1,828	7,540	8,000	8,000	0	0.0%
51509 - FIR INJURED-ON-DUTY	12,829	26,439	42,541	47,000	4,459	10.5%
51901 - FIR RETIREMENT EXPENSE	300	0	0	0	0	
51902 - FIR ACCREDITATION STIPEND	0	0	2,598	2,650	52	2.0%
51903 - FIR FITNESS ALLOWANCE	0	0	200	200	0	0.0%
51905 - FIR EDUCATION REIMBURSEMENT	0	0	0	6,600	6,600	
001 - PERSONNEL SERVICES Total	3,337,171	3,372,932	3,411,437	3,492,294	80,857	2.4%
002 - PURCHASE OF SERVICES						
52101 - FIR HEAT/ELECTRICITY	25,998	32,787	30,000	30,000	0	0.0%
52401 - FIR MAINT-BLDGS & GROUNDS	13,673	14,285	15,000	15,000	0	0.0%
52402 - FIR MAINT-EQUIPMENT	32,818	20,430	13,000	13,000	0	0.0%
52403 - FIR MAINT-VEHICLES	55,407	58,860	47,500	47,500	0	0.0%
52408 - FIR MAINT-FIRE ALARMS	25,000	22,109	25,000	25,000	0	0.0%
52409 - FIR MAINTENANCE CONTRACTS	1,806	4,207	5,000	5,000	0	0.0%
52411 - FIR COMPUTER SUPPLIES	6,047	7,846	7,500	7,500	0	0.0%
52412 - FIR RADIOS/PAGERS	6,710	2,277	4,000	4,000	0	0.0%
52750 - FIR LEASE OF VEHICLES	28,397	22,485	13,000	18,000	5,000	38.5%
53005 - FIR MEDICAL/PHYSICAL EXAMS	0	0	500	500	0	0.0%
53006 - FIR MEDICAL/DRUG TESTING	4,869	3,631	1,000	2,000	1,000	100.0%
53007 - FIR IN-SERVICE TRAINING	7,455	9,083	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	208,179	198,000	171,500	177,500	6,000	3.5%

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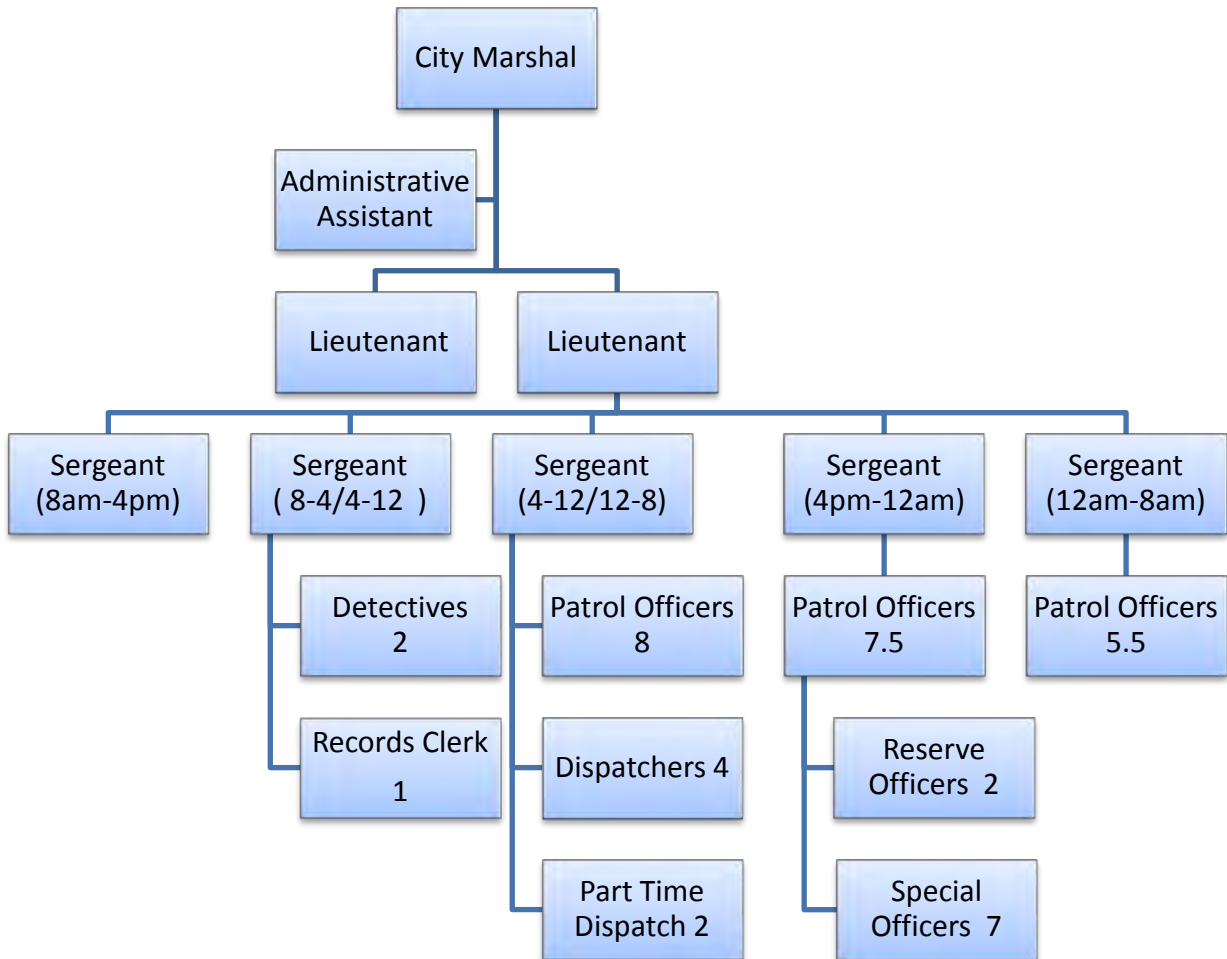
	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
004 - SUPPLIES						
54200 - FIR OFFICE SUPPLIES	2,178	1,952	3,000	3,000	0	0.0%
54315 - FIR MISC FIRE EQUIP	631	0	0	0	0	
54316 - FIR NEW HOSE-FITTINGS	0	2,262	3,000	3,000	0	0.0%
54317 - FIR PROTECTIVE CLOTHING	18,680	23,812	17,500	17,500	0	0.0%
54318 - FIR PROTECTIVE EQUIPMENT	1,683	10,372	3,000	3,000	0	0.0%
54319 - FIR FOAM & EQUIPMENT	500	0	2,000	2,000	0	0.0%
54801 - FIR FUEL/OIL VEHICLE(S)	11,500	13,166	20,000	20,000	0	0.0%
55001 - FIR MEDICAL SUPPLIES	3,709	1,899	4,000	4,000	0	0.0%
55101 - FIR EDUCATIONAL MATERIAL	3,892	6,450	3,000	3,000	0	0.0%
55800 - FIR MISC SUPPLIES	4,195	9,808	1,000	1,000	0	0.0%
004 - SUPPLIES Total	46,968	69,720	56,500	56,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - FIR DUES & MEMBERSHIPS	5,215	5,337	5,450	5,450	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	5,215	5,337	5,450	5,450	0	0.0%
Grand Total	3,597,534	3,645,989	3,644,887	3,731,744	86,857	2.4%

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	FY2017 Actual	FY2018 Actual	FY2019 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	23.0	23.0	23.0
Administrative Assistant	1.0	1.0	1.0
Records Secretary	0.5	0.5	0.5
Dispatcher	4.0	4.0	4.0
Custodian	0.5	0.5	0.5
Total Full Time-Equivalents	39.0	39.0	39.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Response Time 2 Minutes and Under	%	88.75%	89%	90.2%	90%
Speed Study High St	MPH	30.46	29.51	28.62	28
Speed Study Merrimac St	MPH	32.44	25.49	28.76	27
Speed Study Low St.	MPH	32.44	33.94	31.67	32
Speed Study Water St	MPH	29.45	29.85	27.92	28
Accidents High St	#	42	40	37	38
Accidents Merrimac St	#	42	49	49	45
Accidents Low St	#	28	17	27	25
Accidents Water St	#	16	21	26	23
Accidents Storey Ave	#	74	86	78	75
Accidents streets Intersecting High St	#	23	18	13	20
Accidents Streets Intersecting Merrimac St	#	26	12	18	15

FY2018 ACCOMPLISHMENTS

- Maintained our State Accreditation receiving our 5th award
- Replaced the 8 year-old 3rd generation Glocks with 4th generation Glock handguns
- Moved from a .40 caliber duty firearm to a 9mm caliber firearm allowing for ammunition cost savings

- Installed new computers in cruisers and completed all necessary training for staff. New VMWARE was installed which allows officers direct access to all programs
- Purchased an all-purpose utility vehicle, which is used for crimes scenes, firearms range, dive team and special events
- Supervisors continue the FBI LEEDA Executive Leadership Training. This shows dedication to their commitment in professional development and leadership skills. Four Supervisors have completed the Trilogy, which are the 3 levels of professional development training
- 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
- Worked with the school to update and complete a school safety plan. The ALICE (Alert Lockdown Inform Encounter Evacuate) was introduced to the schools and also municipal staff was trained.
- Continued success with the Ward Liaison program assigning a Sergeant to each of the six Wards to work with 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
- 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
- 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
 - 14th annual open house on the first Saturday of Yankee Homecoming- has become very popular with hundreds of families and young children touring the station
 - 12th annual successful food drive at Shaw's and Market Basket in early December collecting food to support the Salvation Army
 - Held a food and supply collection for the victims of Hurricane Irma over a 5 day span filling 2 trailers, which were transported to the Sheriffs Dept and ultimately shipped to Florida
 - 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 Police Memorial ceremony for peace officers day, along with the students of the Immaculate School
- 16 Officers participated in No shave November Fundraiser along with 60 police departments across the state, raising \$55,000 for military families affected by traumatic events caused and invisible wounds caused by war
- Officers Tori Smith and Dani Sinclair along with Dispatcher Amy West participated in the Leap of Faith Fundraiser with the Pelican Intervention Fund raising \$5,000 by skydiving to help fund 12 step addiction programs

Awards and Grants

- AAA American Automobile Association of Southern New England, Safety Silver Award
- Traffic Highway Safety Grant
- State 911 Support and Incentive Grant
- State 911 EMD Grant
- Mass State Accreditation

FY2019 TRENDS

The police department’s activity has seen an increase in activity this past year with 25,983 calls for service, an increase of 2,999 calls for service, which reflects a 13% increase in activity. There were 170 arrests made this year, 386 people were issued summons to court and 59 people were placed into protective custody. Driving under the influence, Operating after Revocation and Operating Unlicensed made up the Majority of Arrests. The officers made 4,941 traffic stops this year. Several traffic studies were done on our heavily traveled roadways, we saw a decrease on High St, Low St and Water St and a slight increase on Merrimac St.

There was an increase in motor vehicle crashes in 2016, from 381 to 418. Six streets make up two-thirds of all crashes in the City. The FY17 traffic accident data on those streets is as follows:

<u>Street</u>	<u>Accidents</u>
Storey Avenue	78
Merrimac Street	49
High Street	37
Low Street	27
Water Street	26
State Street	24
Total	241

This increase is concerning, although we did see a decrease in 2 of the major areas where most of the accidents take place, Storey Ave and High St. The fact that our officers focused their traffic enforcement on accident causing violations and some of the highest enforcement has taken place on these same roadways may have resulted in fewer accidents in these areas. Traffic and congestion throughout the year continues to be a high priority and focus on a daily basis. Distracted driving, especially cell phone use on congested roadways seems to be a growing concern. Parking enforcement by police resulted in approximately \$18,975 in fines; this does not take into account the number of warning parking tickets that were issued.

The department is now fully operational under the new Next Generation 911 system. The system depends on high quality mapping: maps of emergency service zones boundaries and maps of service locations and points. The system also allows for text to be used. The 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. We are also able to track those that are in need of service quicker as well as access google maps to get a view of the location. All dispatchers have been fully trained in this system

The Newburyport Police Department has trained their officers in the proper pre-hospital administration of nasal Naloxone (i.e. “nasal Narcan”). The influx of drug overdoses and abuse that we have seen has devastating effects on not just the user, but the family, and the community as a whole. The Newburyport Police Department is committed to continue to work with the community and social services to provide assistance to those that may be affected by this national epidemic. In Newburyport, there were 12 overdoses in FY17 and 11 overdoses in FY18.

The Newburyport Police Department dispatch’s a patrol unit to any call that relates to a Drug overdose. The goal of the responding officers is to provide immediate assistance via the use of Naloxone when appropriate, to provide any treatment commensurate with their training as first responders, to assist other EMS personnel on scene, and to handle any criminal investigations that may arise, and to provide services as needed. Through the Newburyport Stomps Policy we are establishing a follow up plan.

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, in collaboration with TSAC (Traffic Safety Advisory Committee) and the Newburyport Department of Public Works, 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.

Identity crimes and scams continue to be a problem for law enforcement. These internet scammers will target anyone, especially seniors. Our Detectives are working hard to identify scams and educate the public and continue to attend trainings to learn how to address these crimes. New alerts and scams are periodically updated on our social media outlets.

School safety continues to be a priority for the department. The school resource officer visits all the schools daily, and is heavily involved in the school culture, creating a safe environment for the students and faculty. All of our officers are trained in ALERT (Active Shooter Training) which is an advanced rapid response training. Work was done to update and complete the school safety plan. We continue to work with the school in implementing ALICE (Alert Lockdown Inform Counter Evacuate) as well as train municipal employees.

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.

FY2019 GOALS & OBJECTIVES

GOAL 1: TRAINING

Objectives:

- Use MPI (Municipal Police Institute) to meet all in-service requirements except CPR
- Annual CPR training will be done with in-house instructors
- Complete all MIAA optional (Rewards Program) I in-service Training of MPI
- Provide Specialized Training as needed
- Continue to train new officers in A.L.E.R.T.(Advanced Law Enforcement Rapid Response Training)

GOAL 2: SCHOOL SAFETY

Objectives:

- Work on adding operating procedures 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: TRAFFIC STUDIES/MOTOR VEHICLE CRASH REDUCTION

Objectives:

- Run in depth studies on the streets with more than 10 motor vehicle accidents per year; then formulate and implement enforcement strategies to reduce accidents
- Run traffic studies as needed and in neighborhoods where we receive complaints
- Develop and implement a plan to improve pedestrian safety

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: PRE-OVERDOSE OUTREACH EFFORTS

Objectives:

- Establish a regional plan with local multiple agencies to provide services to people affected by the Opioid crisis

GOAL 6: REPLACE AND REPLENISH FLEET

Objectives:

- Replace marked cruisers that have been forced out of service due to age or mechanical issues
- Increase cruiser budget to reflect the dramatic increase in the standard cost of cruisers over the last few years
- Replace 2 unmarked cruisers that that were lost over the last year to age, mechanical issues, and reassignment
- Unassigned, unmarked cruisers are necessary for administrative duties, covert operations, and as a backup to unmarked cruisers assigned to the fleet

PROGRAMS & SERVICES

Patrol

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

Investigations

- Criminal 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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51110 - POL SAL MARSHAL	185,982	138,354	138,727	143,587	4,860	3.5%
51142 - POL SAL OFFICERS	2,030,350	2,096,752	2,177,487	2,430,227	252,740	11.6%
51144 - POL SAL RESERVE OFFICERS	5,655	3,773	10,000	10,000	0	0.0%
51150 - POL SAL ADMIN ASSISTANT	60,440	61,413	62,402	63,648	1,246	2.0%
51152 - POL SAL CLERICAL	21,223	22,658	23,119	23,119	0	0.0%
51156 - POL SAL DISPATCH F/T	175,312	181,815	187,798	192,960	5,161	2.7%
51164 - POL SAL DISPATCH P/T	10,920	14,310	15,000	15,000	0	0.0%
51166 - POL SAL CUSTODIAL	29,916	30,328	30,212	30,816	604	2.0%
51301 - POL OFF OVERTIME	272,869	259,508	230,000	240,000	10,000	4.3%
51302 - POL DIS OVERTIME	8,861	8,522	15,000	15,000	0	0.0%
51400 - POL AFSCME EDUCATION STIPEND	1,125	1,125	1,125	1,125	0	0.0%
51401 - POL LONGEVITY	60,631	46,033	46,465	49,014	2,550	5.5%
51402 - POL OFF PAID HOLIDAYS	61,805	59,631	65,000	80,000	15,000	23.1%
51403 - POL DIS PAID HOLIDAYS	5,781	5,677	6,122	6,184	62	1.0%
51404 - POL COURT TIME	36,236	38,181	36,000	36,000	0	0.0%
51405 - POL PR OFF CLOTHING ALLOW	44,723	45,308	48,000	52,800	4,800	10.0%
51409 - POL MARSHAL'S STIPEND	0	3,000	3,000	3,000	0	0.0%
51410 - POL OFF NIGHT DIFFERENTIAL	57,966	54,998	56,033	68,330	12,297	21.9%
51411 - POL DIS NIGHT DIFFERENTIAL	2,380	3,031	2,392	2,392	0	0.0%
51412 - POL DISP CLOTHING REIMB	1,603	851	2,600	2,600	0	0.0%
51413 - POL ACCREDITATION ALLOWANCE	42,607	39,670	43,000	99,436	56,436	131.2%
51509 - POL INJURED-ON-DUTY	19,616	29,243	42,541	47,000	4,459	10.5%
51513 - POL SAL INN ST INITIATIVE	10,000	10,319	10,000	0	(10,000)	-100.0%
51601 - POL FITNESS ALLOWANCE	2,855	2,006	4,500	4,500	0	0.0%
001 - PERSONNEL SERVICES Total	3,148,855	3,156,506	3,256,523	3,616,739	360,216	11.1%
002 - PURCHASE OF SERVICES						
52101 - POL HEAT	8,738	10,111	10,000	10,000	0	0.0%
52102 - POL ELECTRICITY	34,865	42,476	40,000	40,000	0	0.0%
52401 - POL MAINT-BLDG	14,337	17,132	15,000	15,000	0	0.0%
52402 - POL MAINT-EQUIPMENT	9,511	9,832	15,000	15,000	0	0.0%
52403 - POL MAINT-VEHICLES	21,147	20,580	22,000	22,000	0	0.0%
53001 - POL E.A.P.	0	0	289	289	0	0.0%
53002 - POL MEDICAL EXPENSES	4,480	1,903	4,000	4,000	0	0.0%
53003 - POL LICENSING ,WARR & CONTRAC	53,245	55,220	60,773	61,170	397	0.7%
002 - PURCHASE OF SERVICES Total	146,323	157,254	167,062	167,459	397	0.2%

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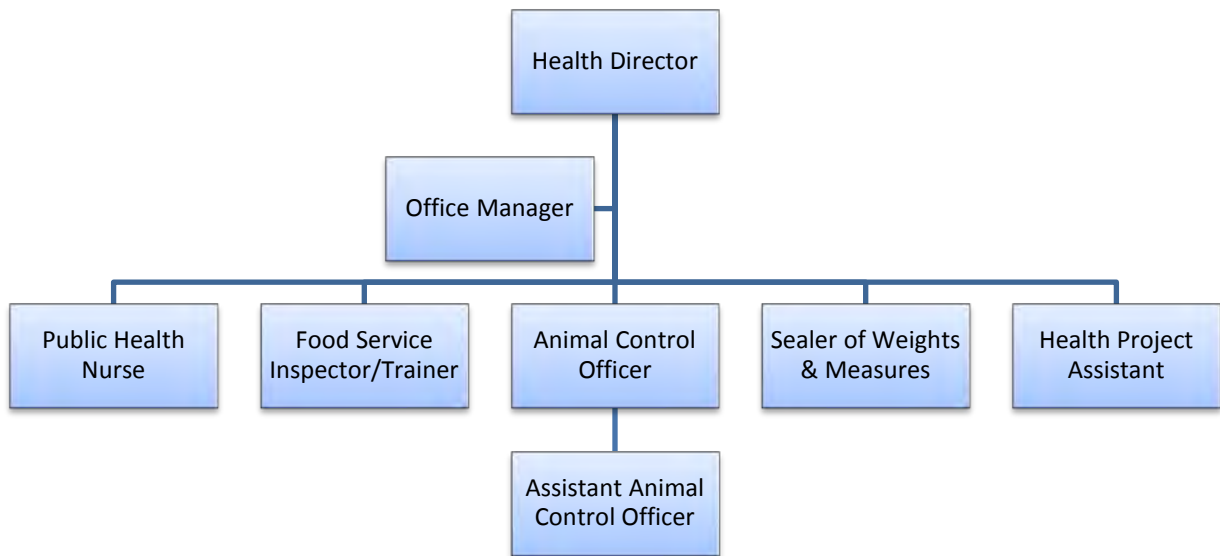
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
54200 - POL OFFICE SUPPLIES	9,879	11,903	12,000	12,000	0	0.0%
54310 - POL SUPPLIES-CRIME LAB	1,490	1,334	1,500	1,500	0	0.0%
54801 - POL FUEL/OIL VEHICLE(S)	29,989	32,290	52,500	47,000	(5,500)	-10.5%
54901 - POL PRISONER MEALS	26	29	100	100	0	0.0%
55001 - POL MEDICAL SUPPLIES	2,998	1,139	2,000	2,000	0	0.0%
55800 - POL MISC SUPPLIES	8,039	7,440	7,500	7,500	0	0.0%
55801 - POL AMMUNITION/WEAPONS	11,142	19,720	14,000	14,000	0	0.0%
004 - SUPPLIES Total	63,563	73,855	89,600	84,100	(5,500)	-6.1%
007 - OTHER CHARGES & EXPENSES						
57300 - POL DUES & SUBSCRIPTIONS	13,986	14,717	14,750	20,450	5,700	38.6%
007 - OTHER CHARGES & EXPENSES Total	13,986	14,717	14,750	20,450	5,700	38.6%
008 - CAPITAL OUTLAY						
58501 - POL MIS/COMMUNICATIONS	5,994	5,776	6,000	6,000	0	0.0%
58502 - POL LEASE OF VEHICLES	95,427	39,399	55,000	65,000	10,000	18.2%
008 - CAPITAL OUTLAY Total	101,421	45,175	61,000	71,000	10,000	16.4%
Grand Total	3,474,148	3,447,506	3,588,935	3,959,748	370,813	10.3%

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	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
Health Director	1.0	1.0	1.0
Office Manager	0.8	0.8	0.8
Health Nurse	0.7	0.7	1.0
Food Service Inspector (Two P/T)	1.0	1.0	1.0
Health Project Assistant	0.0	0.0	0.5
Animal Control Officer	1.0	1.0	1.0
Assistant Animal Control Officer	0.4	0.4	0.4
Total Full Time-Equivalents	4.9	4.9	5.7

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Website development/public access to applications	% forms completed	0	20%	95%	100%
Staff certifications	Certifications completed	0	1	2	4
Animal complaints received	Each	114	165	235	200
Flu vaccine	Doses	450	440	418	470
CPR/1 st Aid Training	Participants	70	67	36	50
Nutrition Education Program	Participants	15	15	75	75
Fresh produce made available to the community (thru Nourishing the North Shore grant)	Lbs.	0	2,000	8,800	23,000 *Actual
Educational Offerings:	Participants	100	100	75	75
Food rescued and diverted to local food pantries	Lbs.	-	643	1,200	1,500
Grant funding Received	\$	4,000	63,000	72,415	75,000
Kitchen Gardens at Public Housing	Families	0	0	14	14
Pop up produce markets	Markets	-	-	23	48
Annual Diaper Drive	Each	-	-	500	500

FY2018 ACCOMPLISHMENTS

- Updated Health Department webpage and posted applications for ease of public access
- Developed Fats, Oils and Grease (FOG) program for food establishments; held three FOG training sessions with the sewer department on proper cleaning of traps and recordkeeping to increase compliance
- Conducted CPR trainings for the public and City employees
- Support to Nourishing the North Shore: 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 fresh produce year round. This year, NNS conducted 23 to 48 markets during the FY18 growing season and increased the pounds of produce distributed from 2,000 lbs. in FY16 to FY17 8,800 lbs. in FY17 and 23,000 in FY18.

- Developed a school curriculum and produce garden at the Bresnahan School. Students learned how to grow and harvest fresh produce. Harvested produce was available to students as part of the Children’s Nutritional curriculum at the Bresnahan School, YWCA and to the public
- Conducted three ServSafe classes in 2017 at City Hall for certification or re-certification; Sixty food service workers partook of this training
- Staff development: Office Manager completed MaPHIT housing inspection training and received certificate
- North Shore Mother Visiting Partnership: Public Health Nurse initiated this program four other communities, Beverly, Peabody, Gloucester and Hamilton. Nurses offer a supportive one time visit to moms and their babies during their first year. Home visits are free and open to any mom welcoming a new baby. Each home visit will include a visit from a nurse and a welcome basket for mom and baby.

FY2019 TRENDS

Provide wholesome foods to reduce Food Insecurity

Food insecurity refers to a lack of access to enough good, healthy, and appropriate food. Poverty and food insecurity are closely related. People living below the poverty line can experience food insecurity. Wages and other critical household expenses can also help predict food insecurity among individuals and families.

Below are the current statistics for the City of Newburyport:

- 8% of Newburyport school children are economically disadvantaged (School District data)
- 7.8% of Newburyport residents live below the poverty level, mostly children (Pennies for Poverty website and confirmed by links below)
- 5.3% of Newburyport seniors 65 and over live below the poverty level (Pennies for Poverty website and confirmed by links below)
- 7 homeless families have 9 children in Newburyport Schools (School District data)

Currently our Health Nurse is certified in teaching classes for healthy cooking. These classes will continue. Gardens have been planted and expanded at schools and public housing. Fresh produce distributed has risen from 8,500 Lbs. in FY17 to 23,000 Lbs. in fy18. The Newburyport Health department will continue to work with NNS and other agencies to provide nutritious wholesome food to those in need. We will also expand our efforts to increase locally grown foods, continue to provide foods through farmer’s markets and food pantries and education through our healthy cooking classes to reduce food insecurity in the City of Newburyport.

Nourishing the North Shore (NNS) Numbers:

Summer 2016 (FY17):

8,500 lbs. produce distributed Transactions: 1,470

Summer 2017 (FY18):

23,000 lbs. produce distributed Total # of healthy food recipients: 5,500

Retail Marijuana Sales

In 2017, the Commonwealth of Massachusetts approved recreational use and sale of marijuana. The City of Newburyport Health Department is working with Police, Fire, Planning, Building, zoning and other departments to regulate the sale of recreational marijuana. The Cannabis Control Commission is currently in the process of drafting regulations.

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

Many infectious diseases can become public health infectious disease emergencies under certain circumstances. The City of Newburyport is part of the Region 3 Health and Medical Coordinating Coalition (HMCC). Specifically region 3A, Northeast Public Health Coalition, 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. The Newburyport Health Department, as well as the other thirteen communities, has developed an Emergency Dispensing Site (EDS) Plan in case of an event where the public needs to be vaccinated or medications dispensed.

Seasonal influenza vaccinations will be increased for the citizens of Newburyport. Four senior flu clinics and two community clinics were held in FY18 with 470 vaccinations administered, a 12% increase over FY17 with 418 vaccinations administered. The Health Department will continue to educate the public on the importance of receiving influenza vaccinations and offer clinics and educational material.

Opioid addiction and mortality:

Growth of Addiction in Massachusetts:

There have been 2094 confirmed cases of all intents opioid-related overdose deaths. This represents a 24% increase over confirmed cases in 2015 (n=1687) and a 54% increase over 2014. In order to obtain timelier estimates of the total number of opioid-related overdose deaths in Massachusetts - confirmed and probable - DPH used predictive modeling techniques for all cases not yet finalized by the Office of the Chief Medical Examiner (OCME). Based on the data available as of October 12, 2017, DPH estimates that there will be an additional 116 to 132 deaths in 2015, and an additional 89 to 103 deaths in 2016, once these cases are finalized.

Heroin and fentanyl are causing the greatest number of fatal overdoses; in 2016, nearly 70% of opioid related mortality was caused by fentanyl, a stark increase from 2014, reflective of the quickly changing nature of the epidemic. Beginning March of 2017, the City of Newburyport Police department has responded to 11 opioid related incidents.

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:

The tobacco industry will try to develop other means of promoting smoking. Electronic cigarettes and flavored tobacco are being targeted to the younger generations. Various flavors and packaging make these products appealing to teens and will result in them starting to smoke at an early age. The board of Health has passed a flavor ban on all flavored tobacco products and electronic cigarettes to deter people to start smoking at an early age. This ban was effective January 1, 2018.

FY2019 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:

- Convert inspections from manual reports to electronic
- Continue to update all applications
- Continue to utilize webpage for online access to applications and regulations for the public

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
- Complete free on-line training modules for different public health topics through the Boston University Local Public Health Institute

GOAL 3: ELIMINATE FATS, OILS AND GREASE IN THE CITY SEWER SYSTEM

Objectives:

- Develop a baseline data of all food establishments for cleaning of grease traps
- Partner with the City sewer department to establish goals and plan of action
- Develop an inspection process and fining system.

GOAL 4: PROMOTE HEALTHY EATING TO REDUCE OBESITY

Objectives:

- Continue support of Nourishing the North Shore (NNS) to promote healthy eating.
- Increase number of pop up produce markets through NNS
- Increase fresh produce to the community through NNS

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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HLH SAL HEALTH DIR	82,370	74,746	75,949	75,949	0	0.0%
51103 - HLH SAL OFFICE MANAGER	45,160	44,693	45,412	48,637	3,224	7.1%
51164 - HLH MINUTE TAKER	1,350	1,500	1,800	1,800	0	0.0%
51166 - HLH PROJECT ASSISTANCE	2,420	0	0	16,640	16,640	
51169 - HLH SAL WEIGHTS & MEASURERS	3,000	0	0	0	0	
51404 - HLH TRAVEL ALLOWANCE	4,027	5,100	5,100	5,100	0	0.0%
51405 - HLH CLOTHING REIMBURSEMENT	850	600	600	600	0	0.0%
51711 - HLH SAL PUBLIC HEALTH NURSE	32,049	44,370	45,320	58,399	13,079	28.9%
001 - PERSONNEL SERVICES Total	171,226	171,009	174,181	207,125	32,943	18.9%
002 - PURCHASE OF SERVICES						
52403 - HLH MAINT OF VEHICLE	0	340	0	0	0	
52904 - HLH ESSEX GREENHEAD	964	981	984	984	0	0.0%
52905 - HLH SOLID WASTE	0	295	0	0	0	
53204 - HLH HEALTH CONSULTANT	1,000	1,000	1,000	1,000	0	0.0%
53205 - HLH PER DIEM INSPECTORS	0	19,977	27,080	24,000	(3,080)	-11.4%
53206 - HLH WEIGHTS & MEASURES INSP	0	7,000	7,000	7,000	0	0.0%
53424 - HLH HOUSEHOLD HAZARDOUS WAST	0	25	0	0	0	
53700 - HLH TRAIN/TRVL/CONFR	1,583	2,253	2,300	2,300	0	0.0%
002 - PURCHASE OF SERVICES Total	3,548	31,871	38,364	35,284	(3,080)	-8.0%
004 - SUPPLIES						
54200 - HLH MISC EXPENSE	1,891	1,973	2,000	2,000	0	0.0%
55000 - HLH MEDICAL & SURGICAL SUPP	2,181	2,500	2,500	2,500	0	0.0%
004 - SUPPLIES Total	4,071	4,473	4,500	4,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - HLH DUES & MEMBERSHIPS	881	1,048	1,000	1,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	881	1,048	1,000	1,000	0	0.0%
Grand Total	179,726	208,401	218,045	247,909	29,863	13.7%

ANIMAL CONTROL (01-292)

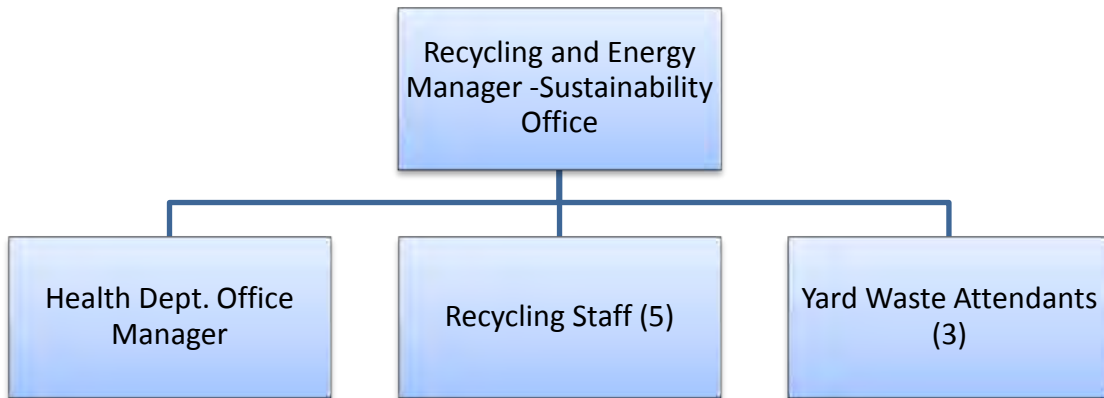
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - ANC SAL ANIMAL CONTROL OFFCR	36,107	40,215	41,457	43,132	1,675	4.0%
51102 - ANC SAL ASSIST ACO	9,243	7,759	12,340	12,340	0	0.0%
51301 - ANC OVERTIME	384	1,538	500	2,000	1,500	300.0%
51405 - ANC CLOTHING ALLOWANCE	600	600	600	600	0	0.0%
001 - PERSONNEL SERVICES Total	46,333	50,112	54,897	58,072	3,175	5.8%
002 - PURCHASE OF SERVICES						
52401 - ANC BUILDING & GROUNDS	4,014	3,303	4,500	3,000	(1,500)	-33.3%
53009 - ANC CARE OF ANIMALS	5,082	2,757	3,000	3,000	0	0.0%
53010 - ANC DEAD ANIMAL REMOVAL	185	163	340	340	0	0.0%
002 - PURCHASE OF SERVICES Total	9,280	6,223	7,840	6,340	(1,500)	-19.1%
004 - SUPPLIES						
54801 - ANC FUEL/OIL VEHICLE(S)	1,655	1,677	2,290	2,290	0	0.0%
004 - SUPPLIES Total	1,655	1,677	2,290	2,290	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - ANC DUES/LIS/SUBSCRIP	56	300	300	350	50	16.7%
007 - OTHER CHARGES & EXPENSES Total	56	300	300	350	50	16.7%
Grand Total	57,324	58,313	65,327	67,052	1,725	2.6%

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	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
Sustainability Manager	1.0	1.0	1.0
Office Manager	0.2	0.2	0.2
Recycling Assistant (funded though Solid Waste)	0.5	0.5	0.5
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	2.6	2.6	2.6

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Recycling Tonnage	Tons	2,603	2,506	2,503	2,500
Solid Waste (SW) Tonnage	Tons	5,235	5,193	5,351	5,300
Street Light LED Upgrade	Percentage	0	0	100	N/A
South End Organics Pilot	Tons	0	83	80	N/A
Household Hazardous Waste Disposal	Gallons	3,114	3,420	5,955	5,900
Municipal Building Energy Supply (per kWh)	Price	.0929	.0907	.0907	.0907

FY2018 ACCOMPLISHMENTS

- The City's LED street lights upgrade with assistance from the Mass. Green Communities Division, Metropolitan Area Planning Commission, and a National Grid incentive grant was completed in December 2017. Total cost of the upgrade was \$333,190.40 with all of that covered by grants from Green Communities, MAPC and National Grid.
- Completed Green Communities 2017 Annual Report for the Department of Energy Resources and reported that total municipal energy usage in all City buildings has decreased 19.7% which accounts for new and upgraded buildings in the City as well.
- The City's 2015 *Clean Energy Roadmap* was incorporated in the Energy and Sustainability chapter of the City's 2017 Master Plan. Both the Roadmap and Master Plan include strategies to increase the use of renewable energy generation to help Newburyport to become a zero net energy community by 2030, in addition to a host of other goals and strategies included in both plans.
- Applied for and accepted as a Solarize Plus community with the Mass Clean Energy Center. The program runs from July 2017-February 2018. Final program numbers ended with 22 solar systems equaling 130 KW and 11 air source heat pump contracts.
- Solid waste tonnage increased slightly, from 5193 tons in CY2016 to 5,350 tons in CY2017, still down significantly from our 2009 benchmark year of 7,500 tons.
- There has been a slight decrease in recycling tonnage from 2506 in CY 2016 to 2502 in CY 2017. Decreases are due in great part to new light weighting package materials as well as more consistent hauler weighing methods.
- Completed the two year organic waste diversion pilot in the South End in September 2017. Cost wise it has been determined at this time not to be a viable option for a City wide/City sponsored program. At this time, we have launched a City wide subscription based program with Black Earth Compost.

- 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: 5955 gallons of chemicals, 124 tires, 900 gal of oil recycled, 647 lbs. of alkaline batteries, 157 lbs rechargeable and lithium batteries, 110 gallons of cooking oil, 15 gallons of button cell batteries and elemental mercury and 300 gallons of anti-freeze.
- Continued expansion of recycling drop off hours at the Colby Farm Lane Recycling Center in response to resident requests. Five adults with disabilities are employed at the center. Increased drop-off recycling and household hazardous waste in all material areas over the year:
 - Scrap metal 53 tons
 - Textiles 100 tons
 - Electronics 23.3 tons
 - Rechargeable batteries 157 lbs.
 - Styrofoam 120 cubic yards
 - 16,000 linear feet mercury lamps
- Managed the collection and disposal of 300 tons of yard waste material and 400 tons of brush at the yard waste facility.
- Received a DEP grant to provide the City with steps, tools and resources to help increase the quantity and improve the quality of recycling in the City, called Recycle IQ. The grant included funds for collateral mailed to every household in the City as well as curbside enforcement and education.
- Newburyport’s newly formed Resiliency Committee is developing a City wide resiliency plan and rolled out The Great Marsh Coastal Adaptation Plan which was completed in December 2017.

FY2019 TRENDS

- The recycling market in 2018 and 2019 will present challenges with commodities pricing bottoming out and increased domestic and international demand for quality recycling products. The City will be applying for another Recycling IQ program. For solid waste disposal, incineration and landfill capacity are increasingly becoming an issue in the Northeast. The City is currently negotiating for favorable contract pricing with the City’s current vendor, Wheelabrator.
- With the completion of The Great Marsh Coastal Adaptation Plan in December 2017, the City is now looking to become a certified Municipal Vulnerability Preparedness community using the Community Resilience Building Framework. Once certified the City will be eligible for follow-up grant funding and other opportunities much like the Green Communities program.

FY2019 GOALS & OBJECTIVES

GOAL 1: GREEN HOUSE GAS INVENTORY AND NET ZERO ENERGY GOALS

Objectives:

- Begin process to inventory all greenhouse gas emissions and energy usage in the City including municipal, residential, commercial building usage as well as transportation sectors
- A net zero community is one that the total amount of energy used on an annual basis is roughly equal to the amount of renewable energy created by the community-- The City will develop, approve, and finalize objectives and actions to define the City's net zero goals

GOAL 2: SOLID WASTE/RECYCLING CONTRACT AND RECYCLING EDUCATION

Objectives:

- Complete Invitation for Information and analysis of solid waste and recycling to finalize the next municipal contract
- Apply for a second Recycle IQ educational program and implement as part of our work towards zero waste and decreasing recycling contamination
- Consider City wide recycling ordinance and/or hauler regulations for recycling options
- Review and implement changes as needed for multi-family housing complexes

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

Objectives:

- Continue to review pricing for standard and green electricity aggregation for Newburyport commercial and residential users
- Apply for fifth Green Communities grant for lighting, weatherization and energy management systems on municipal buildings
- Review interval meter data on selected municipal buildings to determine potential savings at those sites
- Continue to strive for renewable energy production through residential solarize program and any possible net metering programs in the area

GOAL 4: RESILIENCY

Objectives:

- Complete Municipal Vulnerability Preparedness Program to become a certified “MVP” community in order to participate in state grants for resiliency upgrades
- Develop an action plan based on recommendations from the Great Marsh Coastal Adaptation Plan to increase resiliency for the City including critical infrastructure and assets that may be at risk from extreme weather events
- Work with Harvard Kennedy School to apply for National Flood Insurance Program (NFIP) Community Rating System- a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements

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 •MVP Core Member 	<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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51103 - SUS SAL OFFICE MANAGER	7,527	7,449	7,569	8,106	537	7.1%
51160 - SUS SAL RECYCLE/ENERGY MGR	64,859	67,626	60,000	65,000	5,000	8.3%
51166 - SUS RECYC PER DIEM INSPECTOR	2,300	2,300	2,300	2,300	0	0.0%
51168 - SUS COMPOST ATTEND	21,780	20,374	25,000	25,000	0	0.0%
001 - PERSONNEL SERVICES Total	96,466	97,749	94,869	100,406	5,537	5.8%
002 - PURCHASE OF SERVICES						
52403 - SUS MAINT OF VEHICLE	333	319	500	500	0	0.0%
52813 - SUS CHIPPER SERVICE	25,906	20,076	0	0	0	
52905 - SUS SOLID WASTE	1,064,532	1,026,624	1,125,000	1,440,000	315,000	28.0%
53424 - SUS HOUSE HAZARDOUS WASTE	37,938	33,309	0	0	0	
002 - PURCHASE OF SERVICES Total	1,128,708	1,080,327	1,125,500	1,440,500	315,000	28.0%
004 - SUPPLIES						
54200 - SUS MISC EXPENSE	489	380	500	500	0	0.0%
54801 - SUS FUEL/OIL VEHICLE	398	454	500	500	0	0.0%
004 - SUPPLIES Total	887	834	1,000	1,000	0	0.0%
Grand Total	1,226,062	1,178,910	1,221,369	1,541,906	320,537	26.2%



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Section 6:
Public Services

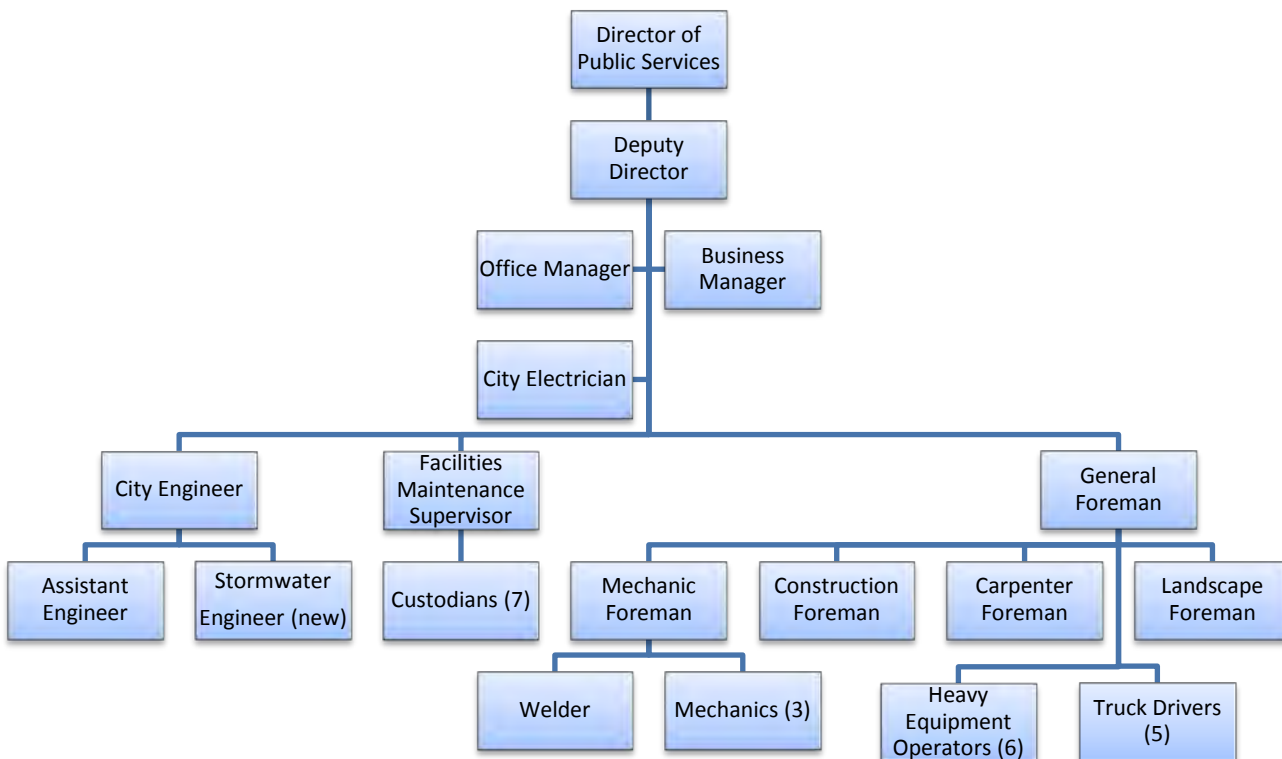
DEPARTMENT OF PUBLIC SERVICES: HIGHWAY DIVISION

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	FY2017 Actual	FY2018 Actual	FY2019 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
Storm Water Engineer	.0	.0	1.0
Electrician	1.0	1.0	1.0
Office Manager	1.0	1.0	1.0
General Foreman	1.0	1.0	1.0
Heavy Equipment Operators	6.0	6.0	6.0
Truck Drivers	5.0	5.0	5.0
Landscape Foreman	1.0	1.0	1.0
Senior Construction Foreman	1.0	1.0	1.0
Mechanic Foreman	1.0	1.0	1.0
Carpenter Foreman	1.0	1.0	1.0
Mechanics	3.0	3.0	3.0
Welder	1.0	1.0	1.0
Special Heavy Equipment Operator-Tree	1.0	1.0	1.0
Facilities Maintenance Supervisor	1.0	1.0	1.0
Custodian 1	5.5	7.0	7.0
Total Full Time-Equivalents	31.2	32.7	33.7

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Number of crosswalks painted or repainted (360 total Citywide)	Number of Crosswalks	(a)	305	310	315
Roadway crack-sealant applied	Gallons	0	6,050	2,000	6,000
High hazard trees removed	Number	32	157	130	100
Trees pruned	Number	145	125	120	130
Sidewalks installed, replaced or upgraded	Linear feet	4,585	6,145	2,065	1,500
Catch basins rebuilt	Number	23	46	30	40
Catch basins cleaned*	Number	Not Tracked	Not Tracked	Not Tracked	Not Tracked
Roadways repaved	Linear feet	8,211	6,148	1,820	5,000
Work Orders Prepared on CMMS	Number	0	0	222	900

*Data required for MS4 permit

FY2018 ACCOMPLISHMENTS

- The “Complete Streets” policy prepared by DPS has been approved by both City Council and Planning Board and with a favorable score from MADOT. We will proceed to hire a consultant to prepare our priority plan as outlined by MADOT. Once the plan is submitted and approved by MADOT, we will be eligible for \$400,000 of Complete Street Program funds.
- Roadway Construction and Maintenance - Roadway Crack-Sealing of many streets in the wards 3, 4, 5, and 6. Also paved: Park Street, Parker Street at Hill Street, Harnch’s Way, Temple Street (between Federal Street – Fair Street) and a section of Ferry Wharf access roadway.
- Additional \$300,000 of roadway paving funds had been approved and the following streets will have spot repair paving work performed;
 - Doe Run Drive
 - High Street
 - Lavelley Drive
 - Longfellow Drive
 - Marquand Lane
 - Opportunity Way
 - Plum Island Turnpike
 - Wildwood Drive
- Sidewalk Construction – Reconstructed sidewalks on Temple Street, Parker Street, Park Street and Ferry Wharf.
- Drainage Improvement Projects – As designed by the Engineering Division and funded with a \$835,000 bond the following projects were completed;
 - Market Square
 - Parker Street
 - Tilton Street Drainage Improvement Projects
 - Low Street at Coltin Drive
- Snow and Ice – Continued to operate and adhere to our Snow and Ice Plan in the most efficient and safe manner as possible.
- Engineering will continue to play 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.
- The Engineering Division is currently preparing designs to improve our City’s infrastructure, including drainage improvements on Malcolm Hoyt Drive, Phillips Drive and Low Street at Coltin Drive. They are also designing roadway improvement for Spofford Street and Spring Lane.
- Street Lighting – Converted over 1,400 street lights City wide to LED type lights. With funds received from National Grid incentives, MAPC grant and a DOER grant. Will start to see savings in year two.

- The Highway Division has performed a number of electrical repairs within the City. These include all public facilities, properties, traffic signals and infrastructure that require electrical maintenance and improvements. The City Electrician maintained over 1,850 street lights throughout the City and responded to all outage problems in a timely manner.
- The Facilities Department will continue to clean and maintain City-owned buildings, including seasonal public restrooms and snow clearance at all City facilities and in downtown.
- Tree Planning and Care - Worked with Tree Commission to plant over 130 trees City wide. For the first time in years, we planted more trees than we removed.
- Continue to use the CMMS work order system. This web base program is being used to manage work orders for the Highway and Facilities Divisions.

DPS employees have attended workshops and educational webinars to ensure that we continue to comply with all Massachusetts procurement laws and other state and federal regulatory rules and regulations.

FY2019 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 roadways. 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.

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% (\$300,000) of meal tax receipts. Sidewalk replacement is determined similarly to roadwork and in conjunction with road repair. Sidewalk replacement / repair are one of most requested services that will continue for many years to come. DPS will continue to support property owners who would like to fund their own sidewalk improvements with no cost demolition and disposal of old material.

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.

With the future issuance of the new NPDES MS4 Storm Water permit, we are planning to hire a Storm Water Engineer to manage the program. They would be responsible to develop a program and make

this very important infrastructure management into its own Division. The new permit requirements include; 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.

We will continue to seek additional funding sources through grants, no interest loans and government programs to assist DPS with the purchase of the newest technologies to improve the way we conduct our operation. We will also seek these same funding sources to assist with the high cost of replacing our outdated infrastructure and equipment.

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.

FY2019 GOALS & OBJECTIVES

GOAL 1: DETERMINE FUNDING OPTIONS TO PAY FOR STORMWATER MAINTENANCE COSTS

Objectives:

- Create Ad Hoc Committee to determine the options available for the City to pay for stormwater maintenance expenditures resulting from the new NPDES MS4 Permit effective July 1, 2018
- Prepare a proposal for the creation of a Stormwater Utility Enterprise Fund detailing various rates and methods of charging fees
- Present all options and the committee's preferred option to the City Council for approval and execution

GOAL 2: CONTINUE IMPLEMENTATION OF CMMS SYSTEM TO IMPROVE EFFICIENCY AND MANAGEMENT OF ASSETS TO OTHER DEPARTMENTS AND DIVISIONS WITHIN DPS

Objectives:

- Continue to work on seamless transition of software system to all users within DPS. Phase 2 - Introduce system to Electrical Division and Stormwater Management Division
- Assist Parks Department with work order implementation

GOAL 3: CITY WIDE TREE PLANTING

Objectives:

- Collaborate with Tree Commission to plant new street trees
- Plant more trees than removed
- 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 100% of all faded crosswalks

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

Objectives:

- Continue to find short-term low cost fixes to relieve flooding in the downtown
- Continue to work on master plan that includes design of a replacement drainage system that will be incorporated within the sewer and water replacement master plan

GOAL 6: CONTINUE A PROACTIVE PROCESS TO ENSURE PREVENTATIVE MAINTENANCE IN ALL CITY FACILITIES

Objectives:

- Continue a bi-annual inspection of roofs, HVAC, drainage, and electrical issues
- Incorporate all information obtained from the above objectives into CMMS system and create a routine maintenance schedule

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



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

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - DPS SAL DIRECTOR	37,704	39,189	39,762	40,557	795	2.0%
51102 - DPS SAL DEPUTY DIRECTOR	32,048	31,839	33,895	33,895	0	0.0%
51103 - DPS SAL BUSINESS MANAGER	23,762	22,046	22,880	23,338	458	2.0%
51107 - DPS SAL ELECTRICIAN	36,211	39,560	40,196	41,000	804	2.0%
51117 - DPS SAL ASST ENGINEER	15,949	20,314	20,642	20,642	0	0.0%
51118 - HWY STORM WATER ENGINEER	0	0	0	70,000	70,000	
51119 - DPS SAL CITY ENGINEER	30,515	30,200	30,685	30,685	0	0.0%
51131 - HWY SAL OFFICE MANAGER	0	59,646	60,606	61,818	1,212	2.0%
51150 - HWY SAL FACILITIES MAINT	220,031	283,952	367,064	380,640	13,576	3.7%
51158 - HWY SAL LABOR	848,894	925,493	1,002,933	1,039,043	36,110	3.6%
51166 - HWY PART TIME EMPLOYEES	3,285	4,091	6,000	6,000	0	0.0%
51190 - HWY SAL SUMMER EMPLOYEES	16,680	21,024	17,280	18,500	1,220	7.1%
51301 - HWY OVERTIME	97,927	107,044	118,568	122,718	4,150	3.5%
51401 - HWY LONGEVITY	9,143	10,315	11,987	9,544	(2,442)	-20.4%
51402 - HWY LICENSE STIPENDS	0	9,000	8,000	12,500	4,500	56.3%
51405 - HWY CLOTHING REIMBURSEMENT	18,357	21,507	21,833	22,433	600	2.7%
51416 - HWY TOOL REIMBURSEMENT	4,000	3,500	3,500	4,900	1,400	40.0%
51420 - HWY EDUCATION CREDITS	0	1,125	1,125	1,125	0	0.0%
001 - PERSONNEL SERVICES Total	1,394,506	1,629,845	1,806,956	1,939,338	132,383	7.3%
002 - PURCHASE OF SERVICES						
52101 - HWY HEAT	5,085	6,811	9,600	8,000	(1,600)	-16.7%
52102 - HWY ELECTRICITY	55,286	56,072	59,000	57,000	(2,000)	-3.4%
52103 - HWY STREET LIGHTS	139,689	180,721	125,000	125,000	0	0.0%
52401 - HWY MAINT-BUILDING	39,609	24,613	32,200	32,200	0	0.0%
52402 - HWY MAINT-CITY HALL	11,394	13,854	15,750	15,750	0	0.0%
52403 - HWY MAINT-VEHICLES	86,517	93,392	95,300	95,300	0	0.0%
52404 - HWY MAINT-TREE	34,723	64,188	67,000	74,500	7,500	11.2%
52405 - HWY MAINT-MANAGEMENT SYSTEM	5,000	3,248	7,667	7,667	0	0.0%
52406 - HWY STORM WATER MAINTENANCE	0	0	0	50,000	50,000	
52410 - HWY MAINT-CITY-WIDE	17,464	12,715	19,000	19,000	0	0.0%
52411 - HWY GROUNDS MAINT	0	8,100	0	0	0	
52413 - HWY LINE PAINTING	10,500	30,383	30,500	30,500	0	0.0%
52415 - HWY MAINT-SR COMM CENTER	5,908	5,579	6,500	6,500	0	0.0%
53002 - HWY MEDICAL/DRUG TESTING	4,472	2,465	4,820	4,820	0	0.0%
53030 - HWY STORM WATER CONSULTING	0	0	0	15,000	15,000	
53032 - HWY STORM WATER TESTING	0	0	0	10,000	10,000	
53700 - HWY TRAIN/TRVL/CONFR	5,491	4,535	10,000	10,000	0	0.0%
002 - PURCHASE OF SERVICES Total	421,137	506,677	482,337	561,237	78,900	16.4%

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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
004 - SUPPLIES						
52411 - HWY ELECTRICAL SUPPLIES	24,987	14,133	30,000	30,000	0	0.0%
54301 - HWY FACILITIES MAINT SUPPLIES	13,886	16,857	16,000	16,000	0	0.0%
54311 - HWY PURCH ROAD MATERIAL	66,328	70,793	83,000	83,000	0	0.0%
54312 - HWY STREET SIGNS	15,110	17,979	20,000	20,000	0	0.0%
54313 - HWY SUPPLIES	12,875	14,839	15,600	15,600	0	0.0%
54314 - HWY RADIOS 2-WAY (10)	3,980	3,915	4,000	4,000	0	0.0%
54801 - HWY PURCH FUEL/OIL	158,596	131,370	89,875	89,875	0	0.0%
004 - SUPPLIES Total	295,763	269,885	258,475	258,475	0	0.0%
008 - CAPITAL OUTLAY						
58901 - HWY SIDEWALKS	249,616	280,545	293,287	295,646	2,359	0.8%
008 - CAPITAL OUTLAY Total	249,616	280,545	293,287	295,646	2,359	0.8%
Grand Total	2,361,022	2,686,952	2,841,055	3,054,696	213,642	7.5%

SNOW & ICE (01-423)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51301 - SNW SNOW & ICE LABOR	38,277	141,202	100,000	105,000	5,000	5.0%
001 - PERSONNEL SERVICES Total	38,277	141,202	100,000	105,000	5,000	5.0%
002 - PURCHASE OF SERVICES						
52901 - SNW SNOW & ICE EXPENSE	179,791	292,402	100,000	105,000	5,000	5.0%
002 - PURCHASE OF SERVICES Total	179,791	292,402	100,000	105,000	5,000	5.0%
Grand Total	218,068	433,604	200,000	210,000	10,000	5.0%



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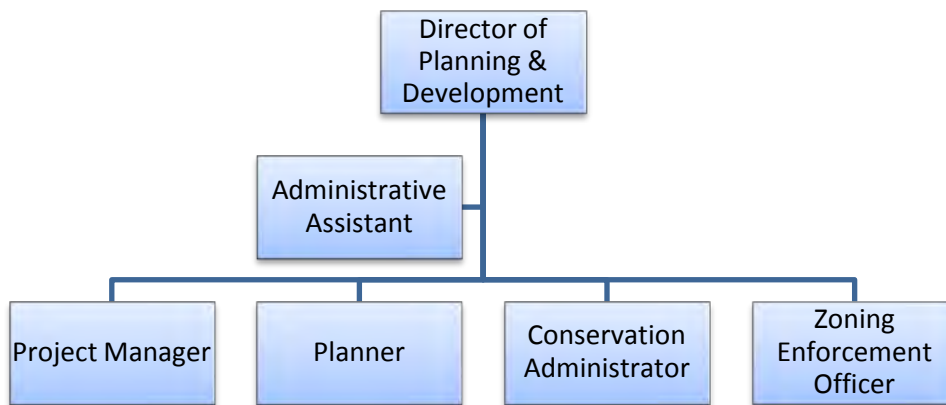
Section 7:
Planning and Development

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	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
Director of Planning & Development	1.0	1.0	1.0
Project Manager	1.0	1.0	1.0
Staff Planner^A	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Conservation Administrator	0.5	0.5	0.5
Zoning Administrator^B	0.0	0.5	1.0
Total Full Time-Equivalents	4.5	5.0	5.5

^A Position is partly funded by the Community Preservation Act (CPA) and Affordable Housing Trust (AHT) Fund.

^B Position is funded by building permit fee revolving funds.

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Total Permit Applications	#	111	122	178	267
Special Permits	#	52	51	57	47
Variances	#	33	34	49	21
Appeals	#	4	1	0	0
Approval Not Required Plans	#	7	16	11	11
Subdivisions	#	2	1	0	6
Site Plan Reviews	#	6	7	3	8
Smart Growth District Plan Reviews	#	N/A	1	0	0
DCOD Special Permits	#	5	1	2	1
DOD Special Permits	#	2	1	5	8
Average Number of Weeks for Permitting	Weeks	6.33	8.6	7.7	7.4
CPA Grant Applications	#	12	22	14	13
Resource Area Delineation	#	1	2	0	1
Notice of Intent	#	26	12	20	26
Determination of Applicability	#	17	17	3	6
Demolition Delay	#	15	7	4	6
Zoning Denial/Admin Requests	#	N/A	N/A	N/A	72
Zoning Enforcement Requests	#	N/A	N/A	N/A	30

FY2018 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.”
- Combine Worked with New England Development (NED), the Planning Board and City Council Planning & Development (P&D) Committee on a potential master development plan and specific 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, open space conservation and protection of the City’s existing water supply (aquifer) beneath the site.
- Coordinated meetings of the Ad Hoc Zoning Advisory Committee and Recreational Marijuana Ad Hoc Committee to develop new zoning regulations and standards for various uses throughout the City, including a new (and somewhat controversial) use – the cultivation and sales of recreational marijuana.
- Assisted the City Council and Planning Board with drafting revisions to key sections of the Newburyport Zoning Ordinance (NZO) to address specific problems identified in earlier versions of the document, to improve development review standards, and to address policy changes such as architectural design standards, use table changes, regulation of short term rental housing units and “sustainability.”

Long-Range Planning:

- Worked with consultant Community Opportunities Group (COG) to finalize, and obtain Council adoption of, 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 development 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.

- Initiated work required to undertake an update to the 2013 Affordable Housing Production Plan and 2012 Open Space & Recreation Plan, pursuant to state requirements.

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 related 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 the creation of two new 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.
- Coordinated with developer of the Merrimac Street Ale House project (new home of the Black Cow Restaurant) to ensure adequate pedestrian crossing upgrades at the intersection of Merrimac Street and Green Street.
- Coordinated with developers of the Wine/Hamilton Estates Subdivision, Brown Street Extension Subdivision, Donahue Court Subdivision and other projects throughout the City to ensure proper permitting, review and approval of proposed plans. Monitored construction progress for compliance with approved plans and conditions.

- Initiated new full-time Zoning Administrator position responsible for ensuring zoning compliance throughout the permitting process, and to ensure enforcement of the Newburyport Zoning Ordinance (NZO) and permits issued thereunder by various City boards.

Capital Improvement Projects:

- 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 construction issues and 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 for review by MassDOT in advance of full design and permitting.
- Evaluated responses to a Request for Proposals (RFP) previously issued by the City for adaptive reuse of the former Brown School building (as senior housing, affordable housing, market rate housing or artist studios). Assisted in community discussions regarding modified terms for the disposition of this property (to be included in a revised RFP), and to plan for renovations and/or relocation of the Youth Services program, currently located at the Brown School.
- Worked with the City Council to establish terms for the disposition of the 115 Water Street building adjacent to the Wastewater Treatment Plant Facility.
- Continued to work with the Newburyport Redevelopment Authority (NRA) to make progress in the disposition of the NRA-owned waterfront properties as additional park space and related activities (visitor center, public restrooms, etc.) which will result in a more meaningful connection to the downtown (Market Square) area. Participated in waterfront stakeholder discussions to address updates to the Waterfront Trust documents and preparations for conveyance of NRA properties and their dissolution.
- 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.

FY2019 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 2019:

- Permitting and development applications will likely continue at current levels as we move into FY2019. 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. FY2018 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 “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’19 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.

FY2019 GOALS & OBJECTIVES

GOAL 1: IMPLEMENT THE RECOMMENDATIONS OF THE 2017 MASTER PLAN UPDATE.

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
- Provide updates to the Mayor, City Council and public on FY18 – FY19 actions identified in the Master Plan

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 for Phase III across the Route 1 Traffic Circle and State Street along the Parker Street Right-of-Way
- Secure funding for Phase II of the Central Waterfront Bulkhead Renovation Project
- Oversee construction of the new Intermodal Transit & Parking Facility
- Assist the Mayor's office and others with plans for disposition of the core Brown School building, while ensuring adequate Youth Services facilities at a new off-site location
- 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
- Continually upgrade the web site to ensure responsiveness to the public's desire for information and to use it to expand community knowledge about the development process, on-going projects and public policy issues
- 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

GOAL 5: 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 • Zoning & Code Enforcement • 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)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51101 - OPD SAL PLANNING DIRECTOR	88,191	86,998	88,543	88,543	0	0.0%
51102 - OPD SAL PLANNER	42,527	42,522	43,596	44,468	872	2.0%
51103 - OPD SAL PROJECT PLANNER	76,395	79,313	80,709	71,114	(9,595)	-11.9%
51104 - OPD SAL ADMIN ASSISTANT	55,098	55,650	56,638	58,913	2,275	4.0%
51105 - OPD PT CONSERVATION ADMIN	33,566	32,924	33,062	33,723	661	2.0%
51407 - OPD EDUCATION CREDITS	700	700	700	700	0	0.0%
001 - PERSONNEL SERVICES Total	296,477	298,107	303,248	297,461	(5,787)	-1.9%
002 - PURCHASE OF SERVICES						
53003 - OPD GIS	9,730	11,800	12,000	12,000	0	0.0%
002 - PURCHASE OF SERVICES Total	9,730	11,800	12,000	12,000	0	0.0%
004 - SUPPLIES						
52701 - OPD OFFICE EQUIPMENT	2,589	2,000	2,000	2,000	0	0.0%
54200 - OPD OFFICE SUPPLIES	1,379	1,550	1,550	1,550	0	0.0%
55800 - OPD MISC SUPPLIES	1,110	1,000	1,000	1,500	500	50.0%
004 - SUPPLIES Total	5,077	4,550	4,550	5,050	500	11.0%
Grand Total	311,284	314,457	319,798	314,511	(5,287)	-1.7%

LICENSING COMMISSION (01-165)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	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	1,005	1,026	1,000	1,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	1,005	1,026	1,000	1,000	0	0.0%
Grand Total	6,345	6,366	6,340	6,340	0	0.0%

CONSERVATION COMMISSION (01-171)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	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)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51165 - HCM 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%

PLANNING BOARD (01-175)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - PBD 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%

ZONING BOARD OF APPEALS (01-176)

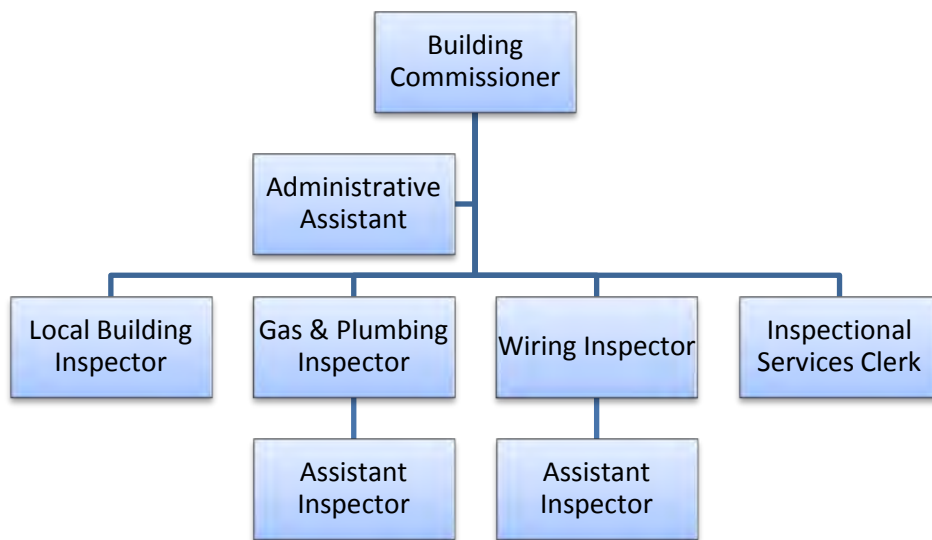
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51165 - ZBD MINUTE TAKER	1,800	1,650	1,800	1,800	0	0.0%
001 - PERSONNEL SERVICES Total	1,800	1,650	1,800	1,800	0	0.0%
Grand Total	1,800	1,650	1,800	1,800	0	0.0%

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	FY2017 Actual	FY2018 Actual	FY2019 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 FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Building Permits*	# of	870	926	933	860
Electrical Permits	# of	590	639	582	603
Gas Permits	# of	465	443	432	446
Plumbing Permits	# of	491	469	485	482
Zoning Denial Decisions	# of	72	87	88	N/A

*Includes sheet metal permits.

FY2018 ACCOMPLISHMENTS

- 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
- Completed the Building Department data base upgrade to accept the field inspections recorded electronically using lap tops for a more efficient data collection system regarding project progress and potential violations
- Completed a re-format of the building permit application, creating a more user friendly document. Uploaded all permit applications and a complete list of additional information needed so clients can print out documents and not have to physically come to the office
- Participated in year-long continuing education to successfully transition from the 2009 series of building codes to the 2015 editions adopted by the State and in effect as of 1/1/2018; worked with residents and contractors to highlight changes relevant to their projects
- Continued to review and process a record number of permits for various construction projects totaling \$54,163,751 and producing permit fees totaling \$463,844; recorded and logged all approved applications and plans
- Participated in internal staff meetings and project reviews with other City departments for major municipal and private projects such as the Inter-model Parking Garage, Port Rehab facility, Avita assisted living addition, numerous Business Park investments, CVS construction, One Boston Way and the Kelley School re-use project

FY2019 TRENDS

The FY2018 period continued to see steady construction activities with regards to the number of building permits issued. Major private development projects currently underway include One Boston Way, Hillside Sustainable Living and the Hines Way and Hamilton Way Sub-Divisions. Currently under review include the various Waterfront West projects, the Evergreen Sub-Division, the City parking facility, and the repurposing of the Brown School property. Also, while the number of residential

permits remains strong, the project costs associated with them has reduced. It is reasonable to assume FY 2019 will slow in both the number and value of these residential permits as a result of both a market adjustment and lack of inventory.

FY2019 GOALS & OBJECTIVES

GOAL 1: WORK TO TRANSITION THE REVIEW AND ENFORCEMENT OF LOCAL ZONING

Objectives:

- Develop a process that coordinates the responsibilities of local zoning issues with a successful building permit application process
- Ensure the process from review to construction is linear and user-friendly to the applicant
- Require zoning review on all building permit applications before a permit can be issued

GOAL 2: EFFECTIVE 1/1/2018, ENFORCE THE 2015 MASS STATE BUILDING CODE

Objectives:

- Continue work on house education regarding new code changes to the practical application in the field and during plan review, as we adopt the new 2015 International Construction Code (ICC) Building with Massachusetts amendments for all aspects of code administration effective 1/1/2018
- Work with all applicable Municipal Departments explaining all code changes that may affect their technical review and decisions
- Continue to 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:

- Provide professional and equitable high-level customer service
- 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 project 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	Building Code Enforcement	Zoning Code Enforcement
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Building including weatherization, MAAB/ADA compliance• Plumbing• Gas• Electrical	<ul style="list-style-type: none">• 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)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51101 - BLD SAL BLDG INSPECTOR	83,378	81,915	83,552	83,552	0	0.0%
51103 - BLD SAL ADMIN ASSISTANT	54,616	55,742	56,638	58,913	2,275	4.0%
51160 - BLD SAL ASST BLDG INSPECTOR	24,523	22,718	23,205	23,205	0	0.0%
51401 - BLD LONGEVITY	6,828	2,442	2,442	2,442	0	0.0%
51402 - BLD TRAVEL ALLOWANCE	4,715	5,100	10,200	10,200	0	0.0%
51412 - BLD CLOTHING ALLOWANCE	500	500	1,000	1,000	0	0.0%
001 - PERSONNEL SERVICES Total	174,560	168,417	177,038	179,313	2,275	1.3%
002 - PURCHASE OF SERVICES						
53401 - BLD PRINTING	500	0	500	500	0	0.0%
55800 - BLD MISC EXPENSE	575	0	500	500	0	0.0%
002 - PURCHASE OF SERVICES Total	1,075	0	1,000	1,000	0	0.0%
Grand Total	175,635	168,417	178,038	180,313	2,275	1.3%

COMMISSION ON DISABILITIES (01-921)

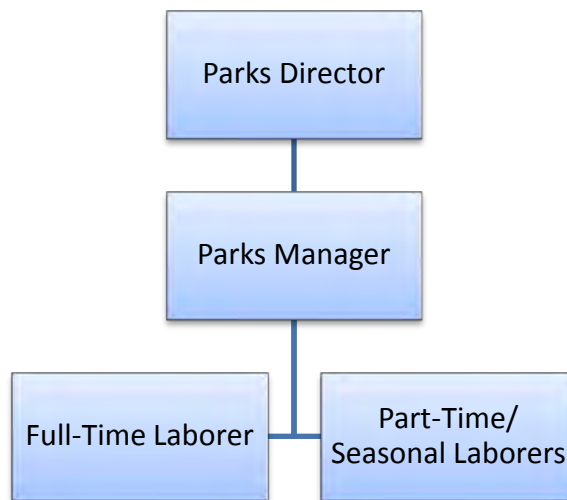
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51161 - COD SAL ADA COORDINATOR	2,147	2,647	2,640	2,640	0	0.0%
001 - PERSONNEL SERVICES Total	2,147	2,647	2,640	2,640	0	0.0%
004 - SUPPLIES						
53601 - COD OFFICE SUPPLIES	1,037	0	0	0	0	
004 - SUPPLIES Total	1,037	0	0	0	0	
Grand Total	3,184	2,647	2,640	2,640	0	0.0%

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 to connecting people with nature and building community 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	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
Parks Director	1.0	1.0	1.0
Parks Manager	1.0	1.0	1.0
Full-time Laborer	0.0	0.0	1.0
Part-time/Seasonal Laborers	0.8	0.9	0.4
Total Full Time-Equivalents*	2.8	2.9	3.4

*Does not include additional staff hired on a temporary basis to complete grant-funded capital projects (i.e. projects funded by Community Preservation Act or Gayden Morrill Foundation).

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Number of volunteer hours	Hours	1,085	1,759	2,000	2,213
Essex County Sheriff service crews used	Hours	1,680	576	1,440	1,440
Public-private partnership savings to City in park/field maintenance costs	\$	\$62,655	\$83,825	\$88,325	\$76,730
Donations received of equipment, supplies, materials	\$	\$2,411	\$3,159	\$5,650	\$7,783
Acreage under Parks Commission/Dept. Care	Acres	111.46	111.46	125.21	127.12
Trees pruned	Each				60
Hazardous trees removed	Each				80
Trees planted					18
Flowers & shrubs planted					555
Number of Bench Sponsorships	#	7	16	6	11
Permits issued	#	85	96	110	146

FY2018 ACCOMPLISHMENTS

Park & Field Improvement Projects

- Completed:
 - Design phase of Joppa boat ramp replacement and parking improvements
 - Replaced additional benches on Inn Street with new benches
 - Rain garden-landscape buffer at Cushing Park
 - Landscape fencing around Inn Street playground, manufactured in-house
 - Atkinson Common Heritage Tree Management project
 - Cherry Hill soccer field electrical connections
 - Richie Eaton Baseball field dugouts, built in-house at a cost savings of 30% over contractor bid price
 - Phase II construction of Bradley Fuller Athletic Field facility renovation project: fencing
- Underway:
 - Phase II construction of Bradley Fuller Athletic Field facility renovation project: electrical, grandstands, sound & timing system, field house renovation
 - Renovation of Joppa Park seawall walkway
 - Water quality cleanup at Frog Pond
 - Phase I of Bartlet Mall Restoration project
 - Renovation of Atwood Park Central Garden

- Atkinson Common Lily Pond renovation
- NHS Pettingell Baseball Field infield improvements

General Parks Management

- Provided on-schedule landscape maintenance & snow-ice management of 62 acres of park land and athletic fields & licensed pesticide services to multiple departments
- Installed plant bed irrigation system at Senior Community Center
- Created gardening crew to improve weeding and general care of plant beds in all parks and Green Street parking lot including deferred landscape maintenance of adjacent Nichols Park along Merrimac Street
 - Installed additional plantings at:
 - Green Street: 80 perennials, 5 hydrangeas (shrubs)
 - Atkinson Common: 120 perennials, 3 trees
 - Cushing Park: 5 trees, approximately 150 shrubs, 200 perennials
 - NHS: Cherry Tree at stadium, replaced 5 failed arborvitae
- Managed Inn Street Fountain; system was down for 13 days during 168-day season
- Maintained dog waste stations with calls for service totaling just 6
- Implemented use of on-line work order system
- Updated skate park management plan

Playgrounds

- Brought safety surfacing up to federal safety guideline compliance at Perkins, Cashman, Woodman, Bartlet Mall, Ayers and Moseley Woods playgrounds
- Continued to address safety issues and repairs at all playgrounds

Tree Management

- Removed 80 high hazard trees and pruned 60 trees according to prioritized task list at 9 parks

Permitting

- Issued 146 parks use permits
- Established first parks and athletic field use fee schedule

Community Outreach

- Increased social media presence with regular postings on Facebook, responding to local social media sites such as Nextdoor as needed.
- Encouraged resident participation by inviting working relationships with neighbors and parks advocacy groups:
 - Regular meetings with neighbors of Bartlet Mall, employing their assistance with restoration project planning and fundraising

- Quarterly meetings & site visits with Belleville Improvement Society for betterment of Atkinson Common
- Initiated negotiations with Pioneer League of a formal public-private partnership for Lower Atkinson Common
- Neighbors of Atwood, Cushing and Joppa Parks, Downtown Newburyport Enhancement Team and Friends of Newburyport Dogs
- Worked with Newburyport Parks Conservancy volunteers to organize the following community-building events
 - Bartlet Mall Day to celebrate the history of Bartlet Mall
 - Clean Sweep to harness volunteer support for an annual cleanup
 - Americana Rhythm & Roots Music Festival at Waterfront Park to provide Grammy-nominated free music, kids activities & raise money for parks
 - Show Your S'Port & Distinguished Sports Service Awards to honor coaches & raise funds for sports fields

FY2019 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. We will:
 - coordinate park-oriented opportunities for seniors with the Council on Aging and offer City-led hikes and parks-based activities for adults
 - increase volunteer relationships with individuals, non-profits, friends groups and private companies as a strong partner to parks staff
 - increase our community building events offerings
2. We will respond to demands of activity-specific open space needs. We will continue to maximize use of the spaces we have and look for innovative solutions to space needs including athletic fields, community gardens, pickle ball and a fenced dog park
3. Parks will continue to serve a role in the City's green initiatives. We will:
 - integrate environmentally responsible methods to address issues such as storm-surge resiliency and sustainability
 - look for ways to reduce permeable surfaces, increase green space
 - investigate use of well-water for irrigation to reduce impact of drought
 - consider alternative power solutions such as biomass energy to power park operations
4. Dog ownership continues to rise. We will continue to address needs related to the increased canine population.
 - Licensed dogs in Newburyport increased 51% between 2011 and 2018
 - More than 30% of Parks Commission public meetings will continue to address dog-related issues.
 - We will increase pet waste management, and
 - seek a solution to the need for a fenced, off-leash dog park

5. We will continue to foster cooperation between the Parks Department and the School System. We will:
 - work to renovate and maintain high quality athletic facilities, and
 - develop a uniform fee structure and scheduling system
6. Trees will be a priority as we further develop our tree management plan. We will:
 - continue to inventory all park trees
 - address hazardous tree removals to reduce risks and liability
 - address ongoing tree-health to increase our healthy tree assets
 - tree work will focus on Moseley Woods, Bartlet Mall, Atkinson Common, Clipper City Rail Trail, and other parks as needed for high priority tasks
7. Preservation of historical assets is a fundamental concern of the City's 2017 Master Plan. We will continue to work to protect the City's natural and built historical resources through such projects as the
 - Bartlet Mall Historic Restoration Project
 - Cornelius Doyle Triangle renovation and the
 - Atkinson Common Observation Tower Restoration Project as well as
 - ensuring proper maintenance of the City's historic statues and veterans' memorials.

FY2019 GOALS & OBJECTIVES

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

Objectives:

- Maintain 24 parks and school athletic fields on schedule
- Management
 - Use CMMS on-line work-order system to
 - complete work reports for every crew, every day
 - improve planning for special tasks; achieve no last minute special task requests except for emergency safety issues
 - Complete comprehensive parks management plan
 - Post field maintenance checklist at all ball fields to maximize assistance from NHS and private league maintenance help
 - Develop written thorough and consistent training procedures for equipment use and implement with each new hire
 - Improve event work crew supervision with designated Site Supervisor
- Playgrounds
 - Increase playground inspections to monthly from May through September
 - Perform all playground repairs on schedule according to prioritized needs identified by inspections
- Continue to address deferred maintenance and park improvement projects
 - Complete Frog Pond water quality cleanup by November 2018
 - Complete Lily Pond renovation project at Atkinson Common

- Complete sealed bid process for Joppa Park boat ramp and parking area construction
- Complete 200 feet of Joppa Park sea wall walkway
- Complete design of Lower Atkinson Common parking & facilities improvements
- Address deferred maintenance on Inn Street
 - Remove efflorescence from brickwork
 - Reset one section of brick courtyard and/or steps
- Renovate lawn at Moseley Woods
- Complete grandstand installation & electrical connections at Bradley Fuller Athletic Facility
- Complete electrical connections at Cherry Hill Fields
- Renovate Perkins infield and NHS Pettingell infield
- Complete design of an off-leash dog park
- Resiliency & Sustainability
 - Apply for CZM FY19 Grant Programs to execute a feasibility study for Cashman Park

GOAL 2: CONNECT PEOPLE WITH NATURE & BUILD COMMUNITY THROUGH OUR PARKS

Objectives:

- Begin summer concert series at Moseley Woods park with at least two concerts in Summer 2018
- Implement online parks permitting; work with schools to consolidate school and parks permitting of athletic fields
- Post schedule of permitted activities at all parks
- Improve communications with the public by equipping all field employees with general parks business cards and instructions for directing residents' complaints and comments to the Parks Director
- Coordinate dog-owner education day and/or month with Health Department and City Clerk
Perform 4 park-use assessments at Cashman Park, Perkins Park, Woodman Park, Rail Trail, Inn Street, Atkinson – Upper & Lower, Bartlet Mall, Moseley Woods and Joppa Park

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, brick & mile-marker fundraising program
- Organize community events
- Provide adult recreation opportunities

Facilities Management

- Provide landscaping & other maintenance for 24 parks & school athletic fields including: 16 natural grass athletic fields; 1 running track; 5 tennis courts; 5 outdoor basketball courts; 10 playgrounds; 3 Shared-use off leash areas for dogs, Clipper City Rail Trail & Green St parking lot
- Provide snow & ice management of all parks
- licensed pesticide services to parks, School Department & other City departments
- Inspect and report on facilities and equipment bi-annually
- Manage park & athletic field improvement projects
- Coordinate volunteer efforts
- Maintain historic statues & memorials
- Adhere to tree management plan

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
- Address resiliency and sustainability initiatives to reduce impermeable surfaces and increase green space, conserve municipal drinking water, and protect shorelines
- Plan for cost-effective growth of Parks Dept.

PARKS (01-630)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51166 - PRK SAL PARKS DIRECTOR	66,215	67,097	67,917	69,276	1,358	2.0%
51167 - PRK SAL PARKS MGR/CARETAKER	0	60,124	61,200	62,424	1,224	2.0%
51168 - PRK SAL FT LABOR	0	0	0	41,600	41,600	
51190 - PRK PT/SEASONAL LABOR	0	24,836	25,000	12,400	(12,600)	-50.4%
51404 - PRK TRAVEL ALLOWANCE	0	5,400	6,600	6,600	0	0.0%
51405 - PRK CLOTHING STIPEND	0	250	250	250	0	0.0%
001 - PERSONNEL SERVICES Total	66,215	157,708	160,967	192,550	31,582	19.6%
002 - PURCHASE OF SERVICES						
52404 - PRK MAINT-TREES	0	9,864	10,000	1,000	(9,000)	-90.0%
52405 - PRK MAINT-INN ST FOUNTAIN	0	14,921	0	0	0	
52420 - PRK MAINT-PARKS	63,752	7,215	29,400	38,500	9,100	31.0%
52422 - PRK BARTLET MALL	4,864	0	0	0	0	
52423 - PRK MOSELEY WOODS	1,000	1,000	1,000	1,000	0	0.0%
52424 - PRK ATKINSON COMMON	16,093	0	0	0	0	
52426 - PRK RAIL TRAIL	8,800	0	0	0	0	
002 - PURCHASE OF SERVICES Total	94,509	33,000	40,400	40,500	100	0.2%
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	165,725	195,708	206,367	238,050	31,682	15.4%



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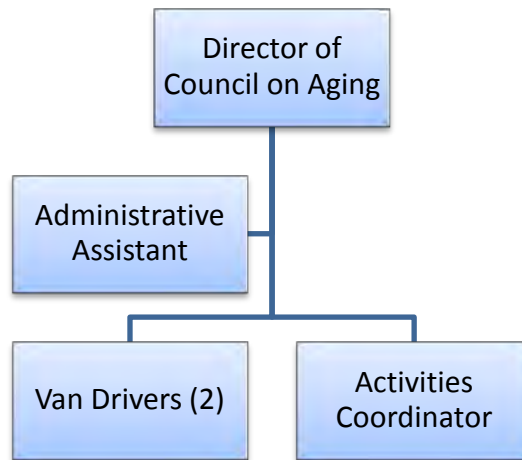
**Section 8:
Social Services**

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	FY2017 Actual	FY2018 Actual	FY2019 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
Total Full Time-Equivalents	5.0	5.0	5.0

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Un-Duplicated Counts (program participants)	Individuals	449	820	854	888
Transportation clients	Individuals	223	186	165	189
Transportation trips	trips	6,536	6,753	5,749	5,600

FY2018 ACCOMPLISHMENTS

- Completed second year of programming at Senior/Community Center with high level of participation in classes and activities offered M-F
- Continued an increase number of newsletters distributed electronically – vs hard copy
- Moved evening/weekend events scheduling/management responsibilities to events coordinator separate from COA staff
- Transportation services continue to be a high need for the Council on Aging

FY2019 TRENDS

Population trends indicate that the number of seniors over 65 is increasing in Newburyport faster than surrounding communities. Services and supports to seniors will continue to be a growing need and outreach to groups and nonprofits will continue to be explored to enhance COA partnerships, for example, SHINE, Merrimac Valley Elder Services, The Village.

The National Institute of Senior Centers (NISC) offers an accreditation process that helps insure that centers operate effectively from a common philosophy and with adherence to established standards of excellence

GOAL 1: BECOME ACCREDITED

Objectives:

- Be better able to meet new challenges of an aging population
- Measure compliance to national standards
- Demonstrate excellence in accomplishing our mission

GOAL 2: PROVIDE AN 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

GOAL 3: SERVE A HIGH NUMBER OF SENIOR RESIDENTS

Objectives:

- Determine needs/interests of elder community
- Identify/engage best qualified providers/instructors
- Create a welcoming, helpful atmosphere for all who enter the SCC

PROGRAMS & SERVICES

Programming

- Fitness Groups
 - Ballet/Tap
 - Gentle Fitness
 - Meditation
 - Qigong/Tai-Chi
 - Yoga
 - Zumba
- Arts/Crafts
 - Abstract Art
 - Knitting
 - Oil Painting
 - Watercolor
 - Craft Group
- Social Events
 - Birding
 - French/German discussion groups
 - Community Day Lectores
 - Retired Readers
 - Day trips
- Wellness
 - Dental Hygienist
 - Massage Therapy
 - Podiatrist
 - Reiki
- Games/Sports
 - Bocce/Pickle Ball
 - Bridge/Chess/Mahjonn
 - Ping Pong/Billiards

Services

- Information Services
- Computer Lessons
- Health Insurance counseling
- Tax Preparation Help
- Low Vision Support
- Veterans Support
- Elder Law consults
- Food Stamp applications
- Handicap Placard applications
- Housing Options information
- Brown Bag food program
- Meals On Wheels
- Congregate Meals
- Transportation
- Info and Referral
- Property Tax Work Program
- Snow Shovel coordination

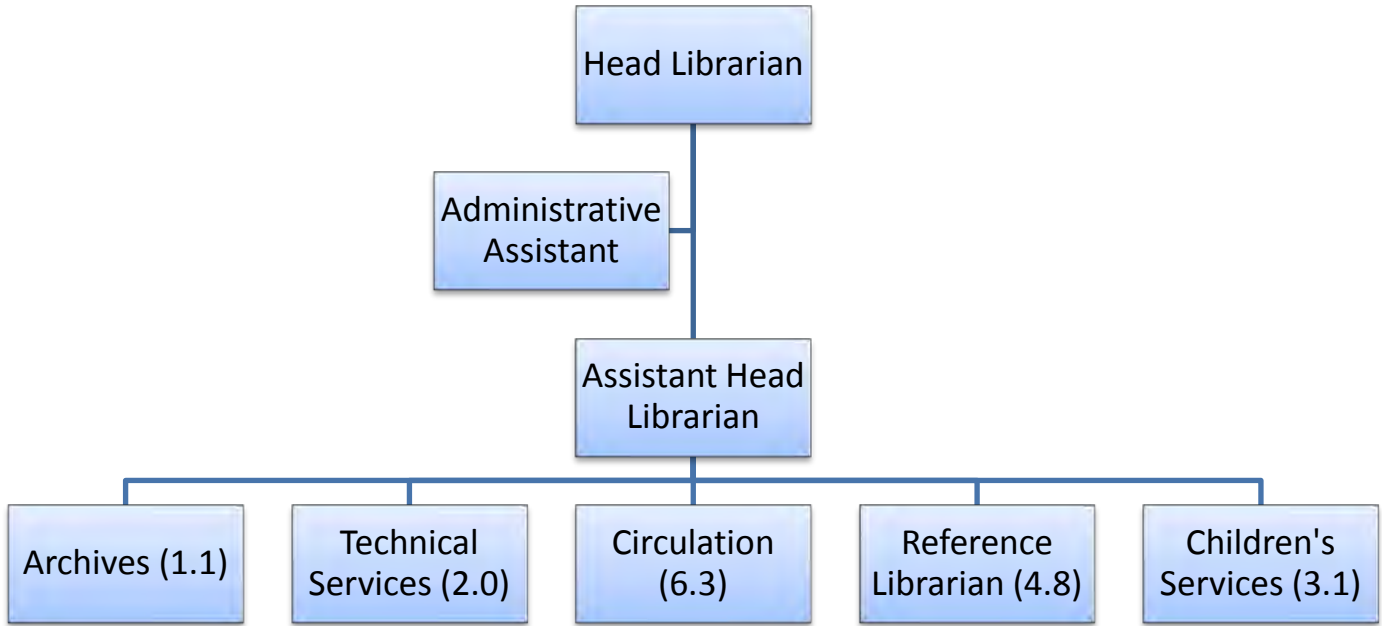
COUNCIL ON AGING (01-541)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - COA SAL COA DIRECTOR	64,824	64,154	65,187	65,187	0	0.0%
51102 - COA EVENTS COORDINATOR	0	0	15,000	0	(15,000)	-100.0%
51156 - COA SAL VAN DRIVERS	94,572	94,879	96,776	101,046	4,270	4.4%
51162 - COA SAL ACTIVITIES COORD	38,602	37,087	37,684	38,438	754	2.0%
51164 - COA SAL RECEPTIONIST	40,850	40,427	40,426	43,994	3,568	8.8%
51401 - COA LONGEVITY	3,509	3,509	4,560	4,560	0	0.0%
51404 - COA TRAVEL ALLOWANCE	4,320	4,240	5,100	5,100	0	0.0%
51405 - COA CLOTHING REIMBURSEMENT	600	984	1,400	1,400	0	0.0%
001 - PERSONNEL SERVICES Total	247,276	245,280	266,133	259,726	(6,408)	-2.4%
002 - PURCHASE OF SERVICES						
52101 - COA UTILITIES	12,416	20,780	20,000	20,000	0	0.0%
52403 - COA MAINT-VEHICLES	5,532	3,379	4,500	4,500	0	0.0%
52701 - COA BUILDING RENT	5,800	0	0	0	0	
52900 - COA MEALS ON WHEELS	3,000	0	0	0	0	
002 - PURCHASE OF SERVICES Total	26,748	24,159	24,500	24,500	0	0.0%
004 - SUPPLIES						
54200 - COA SUPPLIES	7,467	4,570	3,000	8,000	5,000	166.7%
54801 - COA FUEL/OIL VEHICLE(S)	6,978	8,430	10,000	6,000	(4,000)	-40.0%
004 - SUPPLIES Total	14,445	13,000	13,000	14,000	1,000	7.7%
Grand Total	288,470	282,439	303,633	298,226	(5,408)	-1.8%

LIBRARY

MISSION STATEMENT

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



Position	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
Head Librarian	1.0	1.0	1.0
Assistant Head Librarian	1.0	1.0	1.0
Custodian	0.5	0.0	0.0
Senior Librarians	4.8	4.8	4.8
Staff Librarian (6 FT, 1 PT)	6.6	6.6	6.6
Library Technician (3 FT, 5 PT)	5.9	5.9	5.9
Secretary	1.0	1.0	1.0
Total Full Time-Equivalents	20.8	20.3	20.3

PERFORMANCE MEASUREMENT

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Attendance	Visits tracked by door counter	256,684	233,703	224,247	217,000
Circulation	Items checked out	291,971	280,689	267,904	248,000
Computer Usage	Session/ per software	33,280	25,636	26,936	25,768
Program Attendance	# of persons	8,009	8,590	10,601	12,000
Meeting Room Usage	# of uses by group	2,924	2,881	2,762	3,292

FY2018 ACCOMPLISHMENTS

- Held four "all staff" meetings, including ALICE training
- Hired/trained six staff members
- Transitioned from Evergreen to new library services platform, Symphony
- Completed phase two (through 1920) of historical newspaper digitization project, generating almost 4,000 uses
- Participated in the MA Board of Library Commissioners Community-Wide Preservation Assessment Grant, concluding with the creation of a 5-year preservation plan
- Completed digitization of City annual reports
- Recataloged approximately 18% of archival reading room materials for improved access to collections
- Subscribed to RB Digital, an online service of popular magazines
- Purchased and installed 23 new public PCs
- Children's program attendance was 53% greater than the previous year, due to new programs and increased PR
- Circulation of children's materials increased 4.7%, attributable to careful materials selection, reorganization of the collections, added display shelving and increased library foot traffic
- Participation in the children's summer reading program increased 17.5% over the previous summer
- Dog adoption events generated great PR and resulted in five dogs going home with new families
- Hosted 80 teen programs, with 629 attendees
- Teen summer reading program had a 59% increase in participation over the previous summer

- Rainbow Club launched for LGBTQ youth
- Offered Thursday morning drop-in tech sessions, which boosted lessons by 5.3%
- Developed popular *Book Bites program*, an evening cookbook club
- Offered many programs for adults with topics as varied as container gardening, honeybees, craft beer basics and retirement planning
- Offered subtitles for all movie matinees for greater inclusion
- Continued homebound delivery program for five patrons, sharing approximately 200 books
- Email newsletter reached 484 individuals, with an "open rate" of 47.5%
- Friends of the Library and NBPT Horticultural Society collaborated on another successful *Books in Bloom* fundraiser
- Proctored tests for 18 distance learners
- Volunteers gave 2,015 hours of service to the library
- Prepared comprehensive furniture replacement plan
- Reading Room upholstered furniture and drapes replaced, through the generosity of the Friends of the Library
- Several walls repainted and color added to service desk walls to brighten spaces
- New flooring installed in Archival Center office and compact storage area
- New carpet installed in basement hallway
- NAID grant received to upgrade surveillance system DVR and provide added security for public art

FY2019 TRENDS

The library continues to be an active community space and resource. General attendance, program participation (adults, teen and children), and usage of the wired computers, wireless service and public meeting rooms by non-profit organizations and City boards and commissions remain strong. Although there has been a decrease in adult print and DVD circulation, the latter presumably due to the easy availability of streaming services, circulation of children's materials has steadily increased. Computer downtime in late May and early June associated with MVLC's transition from the Evergreen ILS to that of Symphony brought a temporary downturn in circulation, inter-library loan transactions and attendance. Salisbury Public Library's expanded operation has resulted in lower non-resident circulation for NPL as Salisbury residents continue to discover their new library. We plan to continue many of the strategic plan activities from FY18, focusing on providing a welcoming environment for a wide variety of library uses and increasing e-resource offerings.

FY2019 GOALS & OBJECTIVES

GOAL 1: INCREASE COMMUNITY ENGAGEMENT WITH THE LIBRARY

Objectives:

- Subscribe to digital movie service
- Start an advisory group for tweens
- Continue to offer sensory-friendly story times
- Arrange more school visits during winter months
- Connect with local group homes to design accessible and appropriate programs
- Offer sign language interpretation for programs on an as-needed basis
- Hold spring volunteer appreciation event

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

Objectives:

- Repeat successful Sunday afternoon local history lecture series (4-6 programs)
- Complete phase 3 (through 1955) of historical newspaper digitization project
- Create mission statement and collection development policy for the Archival Center
- Volunteers to complete inventory of archival compact storage area
- Submit LSTA grant application for preservation of library and archival material
- Complete additional Digital Commonwealth digitization projects
- Continue to respond to space needs/wants (cafe space, outdoor seating area, more programming space, possible reconfigurations of Children's Activity Room and Archival Center)
- Upgrade public PCs with new version of Microsoft Office
- Conduct technology review with IT consultant
- Implement wireless public printing

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

Objectives:

- Add signage to children's department picture book and biography sections
- Create more readers advisory/read-alike pamphlets in children's room
- Post photos and story time/program announcements to Instagram account (300 followers)
- Catalog City of Newburyport trust fund documents and create finding aid
- Implement new Symphony serials module
- Consider use of Symphony "BLUEcloud" cataloging system
- Explore plan for a new website
- Support FOL in the creation of a new website or mobile app

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

Objectives:

- Develop a comprehensive safety plan and documentation
- Upgrade security system DVR and add camera to the Directors' Room for better protection of the artwork
- Replace carpet in Children's Room and Archival Center
- Make improvements to controlled lighting
- Improve lighting and insulation in children's picture book area
- Repair granite front stairs
- Purchase new furniture per replacement plan
- Install bike racks in more convenient location

PROGRAMS & SERVICES

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)

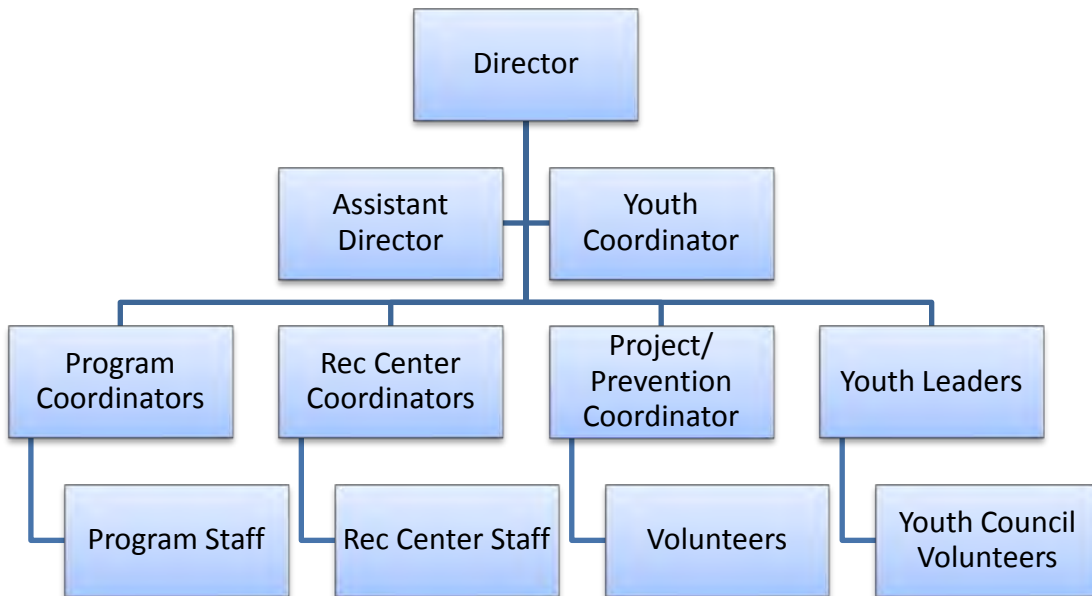
	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51101 - LIB SAL LIBRARIAN	88,309	86,967	88,707	90,481	1,774	2.0%
51156 - LIB SAL STAFF	870,243	880,337	915,949	946,000	30,051	3.3%
51401 - LIB LONGEVITY	10,325	18,148	5,655	5,069	(586)	-10.4%
51405 - LIB CLOTHING REIMBURSEMENT	600	681	0	0	0	
001 - PERSONNEL SERVICES Total	969,476	986,134	1,010,311	1,041,550	31,239	3.1%
002 - PURCHASE OF SERVICES						
52101 - LIB HEAT/ELECTRICITY	10,662	51,760	83,000	81,000	(2,000)	-2.4%
52102 - LIB HEAT/ELECTRIC-SEB	45	75	0	0	0	
52401 - LIB MAINT-BLDG	1,000	615	1,000	1,000	0	0.0%
52402 - LIB MAINT-EQUIPMENT	16,610	37,009	23,790	38,077	14,287	60.1%
52403 - LIB LICENSING & WARRANTY FEES	13,024	13,019	13,100	0	(13,100)	-100.0%
52901 - LIB AUTOMATED SVCS	50,472	51,788	52,985	57,085	4,100	7.7%
53001 - LIB TECHNOLOGY PURCHASES	11,098	11,942	12,000	12,000	0	0.0%
53015 - LIB MICROFILM	875	823	500	450	(50)	-10.0%
53020 - LIB PROGRAMS	3,281	4,800	6,000	6,000	0	0.0%
55101 - LIB AUDIO-VISUAL MATERIAL	33,027	26,198	32,200	24,500	(7,700)	-23.9%
55102 - LIB PURCHASE BOOKS	113,645	111,318	106,500	108,500	2,000	1.9%
55800 - LIB ADMIN EXPENSE	6,614	3,400	3,500	4,000	500	14.3%
55801 - LIB SUPPLIES	10,106	8,000	8,000	10,000	2,000	25.0%
002 - PURCHASE OF SERVICES Total	270,458	320,746	342,575	342,612	37	0.0%
Grand Total	1,239,934	1,306,880	1,352,886	1,384,162	31,276	2.3%

YOUTH SERVICES

MISSION STATEMENT

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

ORGANIZATIONAL OVERVIEW



Position	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
Director	1.0	1.0	1.0
Assistant Director	1.0	1.0	1.0
Youth Coordinator	1.0	1.0	1.0
Regional Prevention Coordinator	0.5	1.0	1.0
YS Project Coordinator	0.5	0.0	0.5
Asst Youth Coordinator	0.0	0.8	1.0
Total Full Time-Equivalents	4.0	4.8	5.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Registrations	#	3,055	3,757	3,441	3129
Individuals Served	#	2,274	2,223	2,039	2100
Program Registration Revenue	\$	357,832	341,268	337,604	350,000
Rec Center Membership Sales	#	138	141	207	224
Pre-School Memberships	#	N/A	N/A	N/A	304

FY2018 ACCOMPLISHMENTS

- NYS met several of last year’s goals and objectives:
 - Created Tuesday night open gym hours, and established a weekly Friday night event for various age groups all school year at the Rec Center for adolescents
 - Expanded Rec Center memberships with more club and team opportunities
 - Established a summer Rec Center summer membership for grades 6-10 to provide young people an option besides hanging out downtown all summer (first year, 66 members)
 - Hired full time Project Coordinator
 - Established regional prevention partnership using the positive youth development approach and 40 Asset framework
 - Worked with the Friends of NYS to establish annual fundraising drive and recruit members
 - Applied for a few various grants
- Completed 2017/18 fall and winter programming; 92 program offerings; 1,301 registrations (Sept-March).
- Held 12 special events: Guy’s Night Out, Girl’s Night Out, Invitation Night Movies, Asset Awards, Touch a Truck, Drive-In Movie Nights, Parent Speaker Series, Tot Hop (preschool family dance), Fishing Tournament, May the 4th
- Support: Scholarships: 40 this past spring/summer—no data on fall/winter yet —total over \$5000, Nurse support: 6 weeks and provided 4 weeks of 1:1 support to children requiring accommodations
- Created over 35 youth employment opportunities, including 2 Youth Council leadership jobs, and hosted student interns from NHS
- Increased participation in the Dad’s Drop In Playgroup by 20% on Saturdays
- Established over 250 preschool Open Gym memberships (for 0-5 year olds and their caregivers)
- Increased our mailing list by nearly 400 people and now have over 1,100 followers on FB

FY2019 TRENDS

- We have looked at the cost of annual memberships at other Youth Centers in the state. Most have a membership Sept- August some at \$100 (Andover, North Andover) others offer it for free (Brookline, Seabrook, NH, Attleboro), others in between (Braintree \$36, Wilmington \$40 or \$80 for a family). NYS is charging \$375, a significantly higher annual membership and efforts will be initiated to adjust this charge.
- Took in about \$240,000 in user fees for summer 2017 programming (both recreation and teen trips), serving 1,669 participants (about a 15% decrease from summer 2016; 4% decrease in revenue). This is one of the first drops on registration in over a decade. Our registration statistics show a decrease in preschool/ Kindergarten age children. This appears to be aligned with school enrollment numbers. These families are choosing private programs. But we have doubled our preschool memberships and hope to see this number come up.
- We continue to see an increase of high school age stress and anxiety. There is a large need for therapeutic counseling or programs for teens- especially those on Mass health. We see increased outreach from parents in crisis or who are concerned about their children's well-being. We will be looking at strategies to address this and to decrease barriers to supports.
- Increased interest in community service opportunities. We are offering early release day trips and service trips for youth and families- most of which fill quickly.
- During the 2017-18 winter, the gym was used on average 77% of the hours Mondays-Fridays 8am-9pm, 6% increase from the previous year. Weekend requests are increasing and we need to consider staffing options.

FY2019 GOALS & OBJECTIVES

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

Objectives:

- Review existing programs offered for each age group; make adjustments as needed
 - Restructure pricing to increase middle school memberships
 - Increase Rec Center hours on weekends for families
 - Establish year round Leader in Training (LIT) program
- Increase number of unique participants as well as overall registrations
- Continue to market program accessibility and accommodations (partner with NPS Special Ed)
- Increase volunteer opportunities in the community/service trips near and far by 20%
- Establish 2-3 cross generation activities and events per year
- Re-energize community outreach- Build closer relationships with local businesses in hopes of partnering on programming and event sponsorship

GOAL 2: EXPAND PREVENTION AND YOUTH MENTAL HEALTH SERVICES

Objectives:

- Establish Mental Health Care Taskforce to address gaps in services and need for Mass health approved therapists/counselors- Goal of 1 year assessment and proposal development
- Complete goals of year 2 of Tower Foundation Grant for regional prevention initiative.
- Expand regional prevention partnership using the positive youth development approach and 40 Asset framework- focus on engaging youth and families
- Seek alternative funding for a social work position in NYS to provide supports, services to families and youth (and the City at large)- partnership with Pettengill House
- Continue annual assessment (youth surveys)

GOAL 3: IDENTIFY AND SECURE NYS PROGRAMMING SPACE

Objectives:

- Work with the Mayor's Office and the Planning Office to secure adequate space for existing NYS programs and the possibility of future programs
- Include the Friends of NYS in fundraising efforts to meet this need
Include young people in the design and planning of space

PROGRAMS & SERVICES

Recreation	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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51100 - YTH SAL NLEC DIRECTOR (50%)	0	0	0	29,999	29,999	
51101 - YTH SAL DIRECTOR YOUTH SERV	73,869	75,792	76,718	78,253	1,534	2.0%
51160 - YTH SAL ASSISTANT DIRECTOR	51,019	56,532	57,222	58,366	1,144	2.0%
51162 - YTH SAL PROGRAM ASSISTANT	978	0	0	0	0	
51163 - YTH SAL PREVENTION COORD	17,115	7,926	0	0	0	
51166 - YTH BOOKKEEPER PT	6,520	6,140	5,000	5,000	0	0.0%
51167 - YTH SAL YOUTH COORDINATOR	13,000	25,975	26,603	37,000	10,397	39.1%
51190 - YTH EMPLOYMENT	2,342	3,613	2,000	2,000	0	0.0%
51404 - YTH TRAVEL ALLOWANCE	0	2,155	2,100	2,100	0	0.0%
001 - PERSONNEL SERVICES Total	164,843	178,133	169,643	212,718	43,075	25.4%
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	3,000	4,500	5,500	1,000	22.2%
53003 - YTH ACCESSABILITY ACCOMODATNS	4,688	3,380	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	22,083	21,180	24,300	25,300	1,000	4.1%
007 - OTHER CHARGES & EXPENSES						
57300 - YTH DUES/LICENSES	325	0	250	350	100	40.0%
57840 - YTH SUMMER EXPENSES	0	735	1,000	1,000	0	0.0%
57841 - YTH SUBSTANCE ABUSE GRANT	9,683	14,359	15,000	15,000	0	0.0%
57842 - YTH LEARNING ENRICHMENT CTR	35,983	28,280	29,411	0	(29,411)	-100.0%
57843 - YTH BROWN SCHOOL EXPENSES	31,045	41,156	40,000	40,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	77,037	84,530	85,661	56,350	(29,311)	-34.2%
Grand Total	263,963	283,843	279,604	294,368	14,764	5.3%



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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	FY2017 Actual	FY2018 Actual	FY2019 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 FY2016	Actual FY2017	Actual FY2018	Estimated FY2019
Timely disbursement of Chapter 115 Funds to Veterans	%	100%	100%	100%	100%
Number of Newburyport Veterans And families served	Actual Count	2,651	2,492	2,343	2,212

FY2018 ACCOMPLISHMENTS

- Expanded outreach of regional program through social media, radio, and newspaper
- Buy-a-Brick Program raised over \$6,000; two monuments have been restored, and the tablets alongside City Hall's front doors were refurbished; five new fiberglass flagpoles replaced aging rusting metal poles
- Town meetings were held at the Nock Middle school attracting veterans and educating students
- Veterans Memorial Stadium at the NHS World War Memorial Stadium was re-dedicated
- Volunteers earn a special thank you- Larry Sostak for help cleaning all the graves at the Veterans' Cemetery, and Kyle Bean for assistance at Break A Day Hill flagpole

FY2019 TRENDS

Chapter 115 payments are trending flat to lower. This trend allows better forecasting, and prevents year end transfers. 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 the increasing Federal VA claims is money coming to the local communities at no cost to the communities.

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.

FY2019 GOALS & OBJECTIVES

GOAL 1: RESTORE NEWBURYPORT VETERANS' CEMETERY

Objectives:

- Continue to build the volunteer base
- Continue refurbishing Veterans' Cemetery

GOAL 2: RE-INVIGORATE BRICK PROGRAM

Objectives:

- At Memorial and Veterans Day and through Radio and newspapers
- Continue installing/replacing flagpoles as funds permit

GOAL 3: EXPAND OUTREACH THROUGH PORT MEDIA

Objectives:

- Meet with Sarah Hayden at Port Media to outline “Veterans’ Show”, possibly a quarterly review
Enlist Dick George, Rich Banks, and other veterans

PROGRAMS & SERVICES

Federal Assistance	State & Local Assistance	Community Events
<ul style="list-style-type: none">• Providing information and direction concerning:<ul style="list-style-type: none">• Death Benefits• Educational Benefits• Employment• Housing Assistance• Life Insurance• Medical Benefits• Social Security Disability	<ul style="list-style-type: none">• Providing information and direction concerning:<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Plan, coordinate, and assist with:<ul style="list-style-type: none">• 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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - VET SAL VETERAN DIRECTOR	69,659	68,931	70,040	70,040	0	0.0%
51102 - VET PART-TIME ASSISTANT	38,154	47,181	47,181	47,181	0	0.0%
51404 - VET TRAVEL ALLOWANCE	8,307	8,700	8,700	8,700	0	0.0%
51430 - VET GRAVES REGISTRATION OFCR	700	700	700	700	0	0.0%
001 - PERSONNEL SERVICES Total	116,820	125,511	126,621	126,621	0	0.0%
002 - PURCHASE OF SERVICES						
52401 - VET MAINTENANCE	180	0	0	0	0	
53070 - VET BURIAL	0	0	2,000	2,000	0	0.0%
53402 - VET CELLULAR PHONES	1,440	1,200	1,440	1,440	0	0.0%
54200 - VET OFFICE SUPPLIES	191	465	480	480	0	0.0%
55800 - VET MISC SUPPLIES	2,570	1,645	1,800	1,800	0	0.0%
002 - PURCHASE OF SERVICES Total	4,380	3,309	5,720	5,720	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57100 - VET TRAINING	433	488	1,240	1,240	0	0.0%
57300 - VET DUES/SUBSCRIPTIONS	140	190	180	180	0	0.0%
57700 - VET VETERANS' BENEFITS	166,000	167,891	170,000	150,000	(20,000)	-11.8%
57701 - VET CARE OF SOLDIERS GRAVES	3,065	1,983	2,000	3,000	1,000	50.0%
007 - OTHER CHARGES & EXPENSES Total	169,638	170,552	173,420	154,420	(19,000)	-11.0%
Grand Total	290,838	299,372	305,761	286,761	(19,000)	-6.2%

Justification for Regionalized Administration of Veterans' Services			
Item	Newburyport Alone	Regional Cost	Savings
Salary	\$70,040	\$25,298	\$44,741
Phone & Travel	\$5,820	\$2,102	\$3,718
Medical	\$6,000	\$2,167	\$3,833
Supplies & Misc	\$1,500	\$542	\$958
Total	\$83,360	\$30,110	\$53,250



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Section 9: Education



NEWBURYPORT PUBLIC SCHOOLS

70 LOW STREET

NEWBURYPORT, MASSACHUSETTS 01950-4086

OFFICE OF THE SUPERINTENDENT
SUSAN L. VICCARO, SUPERINTENDENT

TELEPHONE 978.465.4456
FAX 978.462.3495

April 10, 2018

Dear Newburyport Community Members,

The development of the 2018-2019 school budget brought the usual challenges forward, but also provided us with unparalleled revenue losses. These included cuts to state funding for both the school department and the City. Specific areas of loss include Choice and preschool, as well as kindergarten revolving. Despite these challenges, the City still was able to provide a 3.9% appropriation for the Newburyport Public Schools.

As in previous years, I worked closely with the members of the Newburyport Public Schools Leadership Team, comprised of building and district administrators and alongside Nancy Lysik, Executive Assistant for Finance and Human Resources, to compile a responsible, balanced budget that would meet current student needs, while at the same time, addressing increasing areas of concern.

One area that has incurred significant financial growth is the area of special education. It is now 30% of our budget, and is \$600,000 over last year's budget. This increase is due to additional student needs in-district as well as students requiring placements outside of the district. To address these concerns we have added new positions in the budget to include a social worker at Bresnahan to offer social and emotional support for students and families, and an additional special education teacher to service students and fulfill the required number of programming hours to meet their individual educational plans.

Other new staffing additions to the budget include a .5 reading teacher at the Nock, a .8 STEM/Math teacher at Newburyport High School, and hourly additions to a pre-school teacher assistant and clerical support at the high school. Principals were able to add these priority positions to the budget by decreasing in other areas.

On a positive note, some areas of the budget have remained status quo; our strategic plan continues to move forward, all of our current staff members will be employed next year. All positions where teachers are retiring will be replaced with one exception, and in that case a current teacher will be transferred. There is no discernable impact on class size in grades K-5, and class size continues to be well within the guidelines set by the School Committee.

For the 2018-2019 SY, we have opened limited Choice seats at grades 1, 6 and 9. While our enrollment has remained fairly consistent over the last 5 years, we will start to see a decline in enrollment which will allow for more Choice seats to be offered in the future.

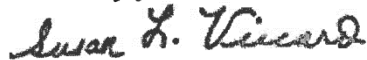
Significant items that impacted the budget this year were three-fold: negotiated staff wage increases, additional earning of degree status also resulting in higher staff wages, and uncertain state funding and additional non-public funding at the time of the proposed budget presentation.

Despite these challenges, the District continues to move forward. During the past five years, with continuing support from the City, we have been able to add intervention specialists to Bresnahan and Molin, expand our music and art opportunities, offer additional needed nursing support, and add a Guidance Administrator. We now offer STEM classes K-12, have added additional office personnel, extended course offerings at the high school, as well as adding additional related service personnel. With each year, we are slowly expanding our academic opportunities for students as well as providing additional social emotional supports and services. With the assistance of the Parks Department, we now have state of the art athletic facilities to meet the needs of our youth and school-aged athletes.

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 and would not be the thriving district that we are, without your support.

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

NEWBURYPORT PUBLIC SCHOOLS (01-300)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53201 - SCH SCHOOL EXPENSES	26,351,996	27,360,232	28,651,701	29,850,374	1,198,673	4.2%
59620 - T/O SPEC APPROP FRSHMN SPRTS	36,500	0	0	0	0	
002 - PURCHASE OF SERVICES Total	26,388,496	27,360,232	28,651,701	29,850,374	1,198,673	4.2%
Grand Total	26,388,496	27,360,232	28,651,701	29,850,374	1,198,673	4.2%

ESSEX NORTH SHORE TECHNICAL HIGH SCHOOL (01-398)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53202 - ESSEX NORTH SHORE TECH SCHOOL	19,829	36,500	73,000	73,000	0	0.0%
002 - PURCHASE OF SERVICES Total	19,829	36,500	73,000	73,000	0	0.0%
Grand Total	19,829	36,500	73,000	73,000	0	0.0%

WHITTIER REGIONAL TECHNICAL HIGH SCHOOL (01-399)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
002 - PURCHASE OF SERVICES						
53202 - WHITTIER VO TECH SCHOOL	330,403	427,368	568,149	622,252	54,103	9.5%
002 - PURCHASE OF SERVICES Total	330,403	427,368	568,149	622,252	54,103	9.5%
Grand Total	330,403	427,368	568,149	622,252	54,103	9.5%

**See Appendix E for the
Newburyport Public Schools budget detail
(page 271)**

**See Appendix F for the
Whittier Regional Vocational Technical High School budget detail
(page 313)**



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**Section 10:
Shared Expenses**

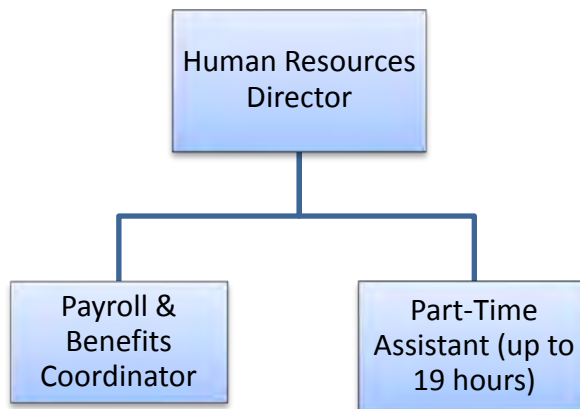
HUMAN RESOURCES

MISSION STATEMENT

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

The Human Resources Department serves as a confidential resource for the City's regular, seasonal and temporary employees and also to City and School retirees on issues relating to: policies and procedures; classification and compensation plans; actions regarding compliance; recruitment, selection, and retention of employees; employee recognition and development activities; workers' compensation case management; and administering employee benefit programs. The Human Resources Department advises department managers, supervisors, and employees on personnel matters; and assists in labor negotiations and contract administration.

ORGANIZATIONAL OVERVIEW



Position	FY2017 Actual	FY2018 Actual	FY2019 Budgeted
Human Resources Director	1.0	1.0	1.0
Payroll & Benefits Coordinator	1.0	1.0	1.0
Human Resources Assistant	0.0	0.0	0.5
Total Full Time-Equivalents	2.0	2.0	2.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2016	Actual FY2017	Estimated FY2018
Number of City Positions Filled	#	28	25	24
Number of City Full Time Employees	#	219	229	228
Number of City Part Time Employees	#	42	43	44
Number of City Seasonal Employees	#	70	62	66
Number of Active <u>City Employees</u> Enrolled in Health Insurance	#	178	177	178
Number of Active <u>School Employees</u> Enrolled in Health Insurance	#	292	294	281
Number of <u>City Retirees/Retiree Spouses</u> Enrolled in Health Insurance	#	206	215	210
Number of <u>School Retirees/Retiree Spouses</u> Enrolled in Health Insurance	#	251	256	272

FY2018 ACCOMPLISHMENTS

- Fully integrated new Payroll system including enhanced reporting, employee portal with self service capabilities for updating tax withholdings and demographics
- Managed full cycle recruiting including creation of job posting, screening, creation of interview questions, interviewing, reference checks and offering of position for all City openings
- Hired new Third Party Administrator Health Reimbursement Account (HRA) administration of extraordinary prescription expenses for active and retiree health plan subscribers
- Successfully negotiated three collective bargaining agreements for three year periods, and led negotiation efforts for AFSCME collective bargaining agreement, expiring in June 2018
- Created performance evaluation system and self-evaluation program for Department Head staff, including setting of professional development objectives
- Streamlined workers compensation process outlining responsibilities, pay process, and use of accrual balances, resulting in formalized policy
- Surveyed City and School employees on Training and Development interests and Wellness topics of interest and scheduled programs to cater to most sought after programs

FY2019 TRENDS

In FY2019 the Human Resources Department will continue to serve as a confidential resource for employees and retirees, acting as a liaison, mediator, and facilitator to address and resolve the current and future needs and expectations of the City of Newburyport. In FY2019 this department will look to provide more efficient services to the over 900 health plan subscribers by adding a part-time human resources assistant to the staff to increase efficiency in fielding inquiries from City and School retirees, keep the website and employee portal up-to-date, coordinate the daily flow of information between the Retirement office, the School business office, and all Departments across the City. FY2019 is about working smarter and more efficiently, leveraging technology as much as possible to create workflow as new hires come in, statuses change, and employees resign or retire. The Human Resources Department will continue to provide support services, policy direction, and leadership development to all employees and retirees across the City.

FY2019 GOALS & OBJECTIVES

GOAL 1: TECHNOLOGY / INCREASE EFFICIENCIES

Objectives:

- Integrate Time and Attendance module of Payroll software
 - Increase payroll efficiencies with timesheets at department level
 - Automate Time Off Tracking and Requests
 - Report on Employee Accruals
- Improve workflow
 - Payroll to Accounting (G/L accounts)
 - New hire process
 - Orientation / onboarding
 - Review of new hire probationary period
 - Retirement process
- Employee Self-service
 - On-line check stubs
 - Updating personal information (change of address, etc.)
 - Changing deductions

GOAL 2: COMMUNICATION / EDUCATION

Objectives:

- Benefits
 - Serve as Mayor's liaison to Public Employee Committee (PEC)
 - Simplify and promote understanding of health plan benefits
 - Inform subscribers of cost effective programs (e.g. SmartShopper)
 - Educate employees and retirees on supplemental options (life, disability, FSA)
 - Research new options (vision, accident, critical illness)

- Streamline enrollment and change process with school employees and retirees
- Safety
 - Implement new policies, procedures and practices for the prevention and elimination of work-related injuries and health hazards
 - Increase participation and training in internal safety committee
 - Maintain partnership with risk management for best practices with similar communities
 - Decrease workers compensation claims and increase follow up communication and return to work time
- Employee Relations
 - Update and streamline Employee Handbook
 - Leverage EAP program for more training initiatives including lunch time webinars
 - Create a more formal new hire onboarding process to engage and retain staff
 - Enhance exit interview process to enhance current and future staff needs
 - Research implementing an employee engagement survey tool
 - Update anti-discrimination and acceptance policies

GOAL 3: TALENT MANAGEMENT

Objectives:

- Hiring
 - Research new sourcing strategies
 - Build relationships with schools and member organizations for hard to fill positions / trades
 - Improve applicant tracking
- Leadership
 - Assess leadership skills across City departments
 - Create supervisory learning opportunities
 - Implement succession planning strategies

Personnel Management

- Development and maintenance of personnel files
- Recruitment and Hiring
- Legal Compliance
 - Civil Rights Act (Title VII)
 - ADA
 - ADAAA
 - HIPAA
 - FSLA
 - FMLA
- Employee Relations
- New employee orientation/Exit Interviews
- Harassment Allegations
- Participate in Labor Relations
- Resolution of Performance issues
- Workers Compensation

Payroll & Benefits Management

- Legal compliance
 - 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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HR SAL DIRECTOR	76,042	75,258	85,000	86,700	1,700	2.0%
51102 - HR PAYROLL & BENEFITS COORD	59,089	58,335	61,369	62,596	1,227	2.0%
51166 - HR PART-TIME ASSISTANT	0	0	0	19,760	19,760	
001 - PERSONNEL SERVICES Total	135,131	133,593	146,369	169,056	22,687	15.5%
002 - PURCHASE OF SERVICES						
53001 - HR TIME & ATTENDANCE SOFTWARE	0	0	0	11,000	11,000	
53003 - HR COBRA ADMIN	2,100	1,100	1,200	1,200	0	0.0%
53004 - HR GIC ANALYSIS	7,000	0	0	0	0	
53005 - HR HRA ADMINISTRATION	4,096	1,620	1,950	750	(1,200)	-61.5%
53006 - HR FSA ADMINISTRATION	9,005	9,621	9,635	7,800	(1,835)	-19.0%
53007 - HR UNEMPLOYMENT CLAIMS	28,141	15,990	25,000	20,000	(5,000)	-20.0%
53008 - HR WORKER'S COMPENSATION	64,644	72,400	88,328	97,161	8,833	10.0%
53009 - HR ADVERTISING	2,806	1,616	1,200	1,500	300	25.0%
53010 - HR PAYROLL	13,234	16,099	16,350	10,100	(6,250)	-38.2%
53011 - ASSESSMENT CENTER	8,564	0	0	0	0	
002 - PURCHASE OF SERVICES Total	139,589	118,446	143,663	149,511	5,848	4.1%
004 - SUPPLIES						
54200 - HR SUPPLIES	2,479	3,000	1,500	1,500	0	0.0%
004 - SUPPLIES Total	2,479	3,000	1,500	1,500	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57300 - HR MEMBERSHIP DUES	500	0	200	200	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	500	0	200	200	0	0.0%
Grand Total	277,699	255,039	291,732	320,267	28,535	9.8%

INSURANCE GROUP (01-914)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51166 - CH 32B PART TIME SUPPORT	0	0	0	0	0	
51700 - INS HEALTH INSURANCE PREMIUMS	7,643,882	8,380,171	8,952,570	9,320,040	367,469	4.1%
51701 - INS DENTAL CONTRIBUTION	42,120	43,780	51,000	51,000	0	0.0%
51702 - INS HRA PROGRAM	14,816	36,090	30,000	30,000	0	0.0%
51703 - INS MEDICARE REIMBURSEMENTS	59,625	37,552	45,000	0	(45,000)	-100.0%
51704 - INS LIFE INSURANCE	53,908	55,504	60,000	60,000	0	0.0%
51705 - INS MEDICARE PENALTIES	36,837	46,242	49,200	47,114	(2,086)	-4.2%
51706 - INS WELLNESS PROGRAM	16,382	12,079	11,934	0	(11,934)	-100.0%
51707 - INS FICA PAYROLL TAXES	0	181,965	205,000	211,150	6,150	3.0%
001 - PERSONNEL SERVICES Total	7,867,570	8,793,383	9,404,704	9,719,304	314,600	3.3%
Grand Total	7,867,570	8,793,383	9,404,704	9,719,304	314,600	3.3%

RETIREMENT SYSTEM

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

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

RETIREMENT BOARD (01-911)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
001 - PERSONNEL SERVICES						
51740 - RET APPROP CITY/SCHOOL	3,560,812	3,779,790	3,924,742	4,132,415	207,673	5.3%
001 - PERSONNEL SERVICES Total	3,560,812	3,779,790	3,924,742	4,132,415	207,673	5.3%
Grand Total	3,560,812	3,779,790	3,924,742	4,132,415	207,673	5.3%

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).

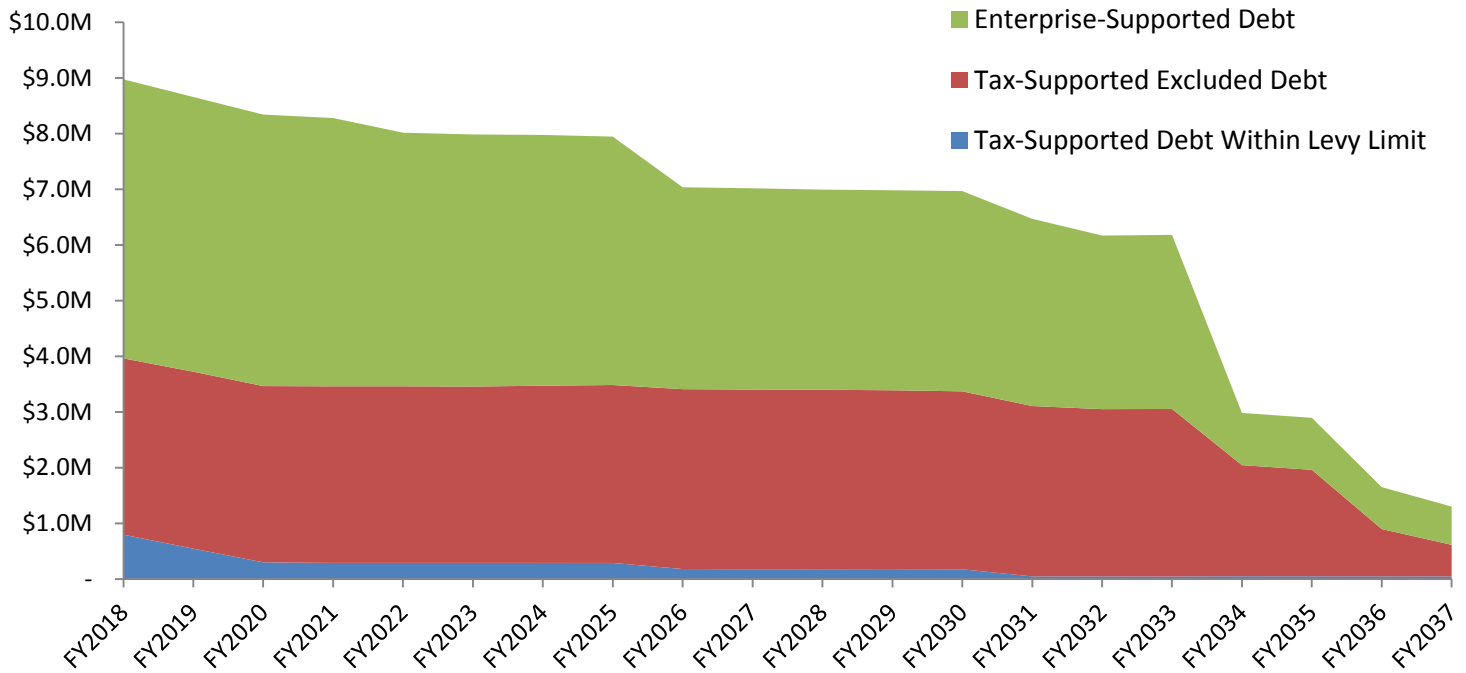
EXCLUDED DEBT SERVICE (01-710)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE						
59101 - LIBRARY PRINCIPAL	255,000	249,000	205,000	200,000	(5,000)	-2.4%
59102 - HIGH SCHOOL PRINCIPAL	406,100	394,400	391,700	411,700	20,000	5.1%
59103 - BRESNAHAN SCHOOL PRINCIPAL	418,000	516,000	480,000	500,000	20,000	4.2%
59104 - NOCK-MOLIN SCHOOL PRINCIPAL	64,000	248,425	255,398	280,000	24,602	9.6%
59105 - SENIOR COMM CENTER PRINCIPAL	213,000	220,000	235,000	245,000	10,000	4.3%
59106 - NOCK-MOLIN FIELD PRINCIPAL	0	0	105,000	110,000	5,000	4.8%
59151 - LIBRARY INTEREST	25,463	19,725	13,500	7,350	(6,150)	-45.6%
59152 - HIGH SCHOOL INTEREST	160,706	150,553	134,777	119,109	(15,668)	-11.6%
59153 - BRESNAHAN SCHOOL INTEREST	663,264	676,129	656,269	638,169	(18,100)	-2.8%
59154 - NOCK-MOLIN SCHOOL INTEREST	472,129	578,801	468,444	458,813	(9,631)	-2.1%
59155 - SENIOR COMM CENTER INTEREST	210,106	102,391	187,906	177,131	(10,775)	-5.7%
59156 - NOCK-MOLIN FIELD INTEREST	0	0	33,615	31,465	(2,150)	-6.4%
59250 - INTEREST ON TEMPORARY LOANS	103,899	81,825	0	0	0	
009 - DEBT SERVICE Total	2,991,666	3,237,248	3,166,609	3,178,737	12,128	0.4%
Grand Total	2,991,666	3,237,248	3,166,609	3,178,737	12,128	0.4%

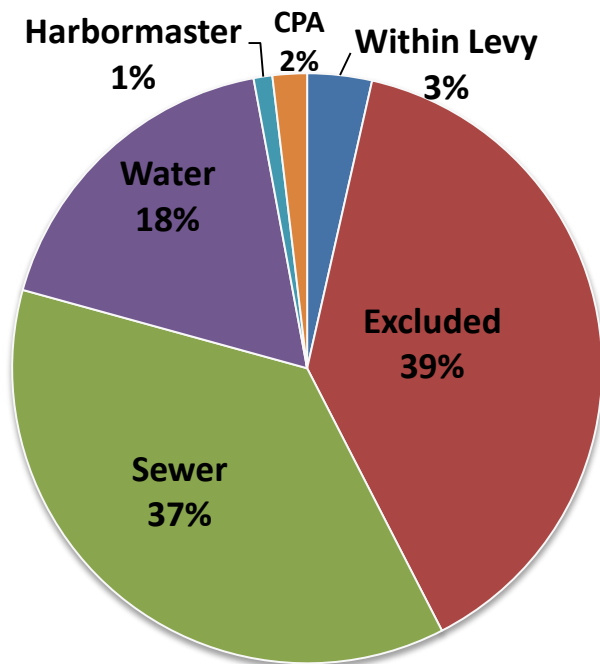
ORDINARY (NON-EXCLUDED) DEBT SERVICE (01-720)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
009 - DEBT SERVICE						
59100 - LONG TERM DEBT PRINCIPAL	598,400	752,700	709,600	620,000	(89,600)	-12.6%
59150 - LONG TERM DEBT INTEREST	124,989	102,515	85,682	284,098	198,416	231.6%
59250 - INTEREST ON TEMPORARY LOANS	0	15,212	25,000	50,000	25,000	100.0%
009 - DEBT SERVICE Total	723,389	870,427	820,282	954,098	133,816	16.3%
Grand Total	723,389	870,427	820,282	954,098	133,816	16.3%

ANNUAL DEBT SERVICE



OUTSTANDING DEBT BY SOURCE



General Fund	
Within Tax Levy	\$3,784,600
Excluded	\$41,584,098
Total - General Fund	\$45,368,698
Enterprise Funds	
Sewer	\$39,370,401
Water	\$19,038,584
Harbormaster	\$1,096,602
Total – Enterprise Funds	\$59,505,587
CPA	\$2,015,000
Total – All Funds	\$106,889,285



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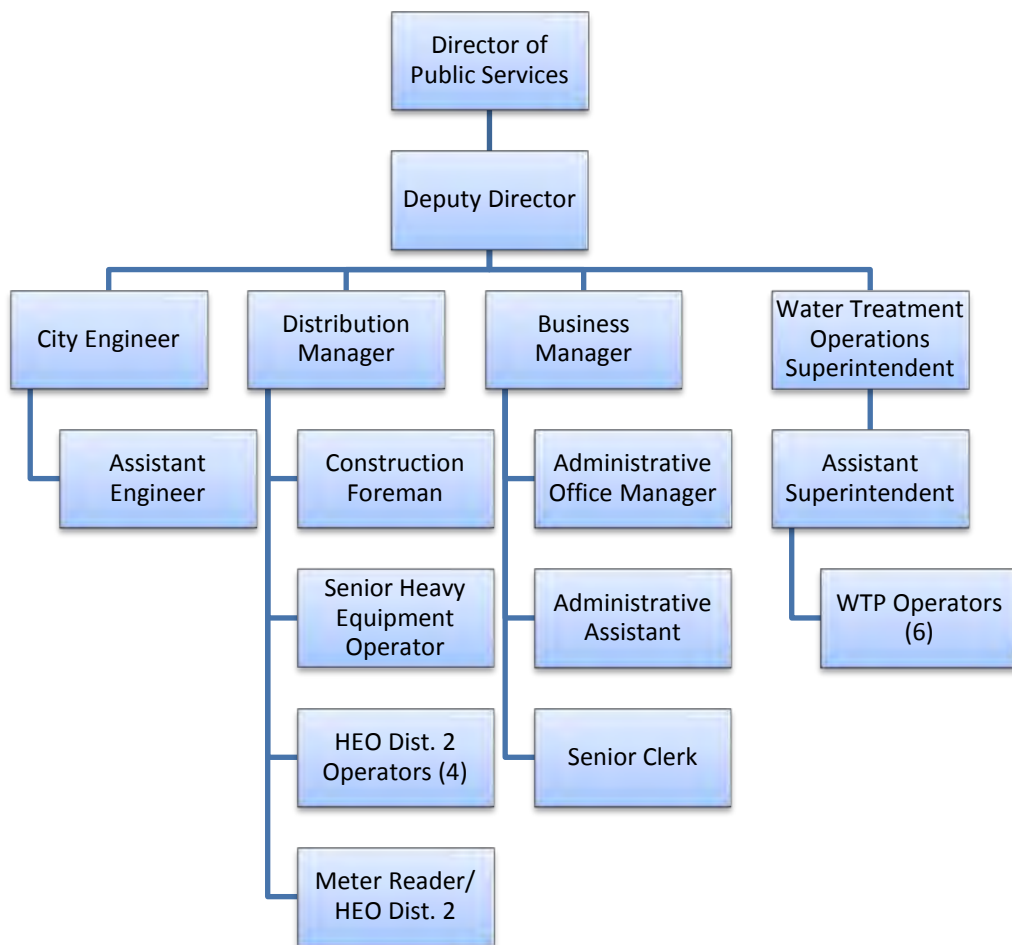
**Section 11:
Enterprise Funds**

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	FY2017 Actual	FY2018 Actual	FY2019 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
Data Entry Clerk I	0.5	0.5	0.5
WTP Operator T-4	4.0	4.0	4.0
WTP Operator T-3	0.0	1.0	1.0
WTP Operator T-2	2.0	1.0	1.0
WD Construction Foreman	1.0	1.0	1.0
Senior HEO D2	1.0	1.0	0.0
HEO D2	5.0	4.0	5.0
Meter Reader – HEO D2	0.7	0.7	0.7
Total Full Time-Equivalents	19.9	18.9	18.9

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
Aging Infrastructure Replacement	Linear feet	1,300	1,561	1,500	800
Volume of water treated	Million gallons	679	719	655	685
Water/Sewer Liens	Number	252	251	258	254

FY2018 ACCOMPLISHMENTS

Water Main Work

- Installed 1,000 linear feet of 12" water main on Hale Street including customer connections and replaced a fire hydrant. Accomplished this by installing tees and valves to keep the existing water main live during installation of the new 12" water main
- Completed installation of 500 linear feet of 8" water main on Finnegan Way including customer connections and addition of one fire hydrant. Replaced an existing hydrant as well as installation of two isolation valves
- Conducted semi-annual City-wide hydrant flushing of fire hydrants in both Newburyport and Newbury
- Completed over 1,400 Dig Safe mark outs requests (emergency requests from National Grid, State mandated requirements for any digging or excavating)
- Repaired 29 water main/service leaks

Water Treatment Plant

- Purchased treatment chemicals through the Northeast Merrimack Valley/Consortium which allows for the lowest pricing based on the purchasing power of 54 members of the consortium
- Bathymetric studies were completed at the Upper Artichoke, Lower Artichoke and Indian Hill Reservoirs. The study confirmed:
 - Current depths of the reservoirs and any changes
 - Updated information on the sediment depths in the reservoirs
- An updated Safe Yield Study was completed and submitted to the City. The safe yield identified:
 - Current reservoir calculated volumes
 - Safe and firm yield volume calculations for the reservoir system which will aid in planning future City water requirements and reserve capacity management during drought conditions
- Treatment staff assisted MADEP with their reservoir water quality sampling program. MADEP is expected to provide the City with a detailed reservoir system report in the coming years
- Water and DPS staff assisted AECOM and Barrie Miller Well Drilling for the test well exploration and well testing program at the Evergreen Golf Course. The golf course was the last known area in the City to explore for additional well water supply. The findings included updates on the estimated water resource size for Well No. 2 and the most current water quality information. The report was presented to the Mayor, City Departments, Water & Sewer Commission, City Council and the Planning Board
- Reconstructed the existing Water Treatment Plant sludge drying bed for better dewatering operations. These beds are used to dewater the lagoon sludge several times per year. Proper drying bed operation allows:
 - Maximizing sludge removal per pumping operation
 - Maximum sludge storage between seasons
 - Maintaining EPA compliance through maximum lagoon capacity

Engineering

- The Engineering Division and Water Construction crew performed a number of design projects to improve our City's infrastructure, including the Plum Island Hydrant Replacement Project. Construction began on this project in calendar year 2017 and will continue into summer of 2018. The work includes replacing 145 fire hydrants and the installation of 63 isolation valves on Plum Island. The division is responsible for project coordination between the contractor and City personnel and the division also manages daily construction operations and public relations.
- 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

- Business Office continued to assist customers with timely and accurate water/sewer bills, as well as, prompt and professional response to customer concerns. The number of customers receiving e-bills rather than paper bills continues to increase.

FY2019 TRENDS

Managing reservoir levels and conserving water will continue to be a primary area of focus. The Water Division will continue to maintain and preserve our 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.

FY2019 GOALS AND OBJECTIVES

GOAL 1: REPLACE AGING WATER MAIN

Objectives:

- Replace mains in conjunction with the roadway five-year paving plan
- Prioritize main replacements in segments that improve water quality and service

GOAL 2: CONTINUE DOWNTOWN WATER/SEWER/DRAINAGE UTILITY UPGRADE PROJECT

Objectives:

- Continue to find short-term low cost fixes to relieve flooding in the downtown
- Continue to work on master plan that includes design of a replacement drainage system that will be incorporated within the sewer and water replacement master plan
- Complete preliminary study by working closely with other divisions of DPS and public utility companies

GOAL 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 with MADEP on the new Water Management Act withdrawal limits

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. The goal is to have 25% of the distribution system mapped during FY2019.

GOAL 5: METER REPLACEMENT PROGRAM

Objectives:

- Start design and implement of a multi-year Citywide Meter Replacement Program. This improvement will upgrade software, make meter reading faster and easier and produce real-time customer data. Our goal is to replace 25% of all meters within the next two years.

GOAL 6: PREPARE CLIMATE CHANGE RESILIENCY PLAN

Objectives:

- Bartlett Spring Pond, Lower Artichoke Reservoir Dam, and the Artichoke Pumping Station are vulnerable to flooding, storm surge, rising seas, and floodwaters from Merrimack River. Preparations must be made to protect these systems from flood damage especially in light of climate change impacts which bring more intense storms. The goal is to hire a firm to evaluate our water supply and distribution assets and prepare a Resiliency Plan highlighting the various means of protection.

PROGRAM & 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• Maintain 2 water storage tanks	<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• Participate in the creation of a Resiliency Plan to protect the City's water supply.

WATER ENTERPRISE FUND (060-450)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - DPS SAL DIRECTOR	37,704	39,189	39,762	40,557	795	2.0%
51102 - DPS SAL DEPUTY DIRECTOR	32,049	31,839	33,895	33,895	0	0.0%
51103 - DPS SAL BUSINESS MANAGER	23,762	22,046	22,880	23,338	458	2.0%
51117 - DPS SAL ASST ENGINEER	15,948	20,314	20,641	20,641	0	0.0%
51118 - WAT SAL TREATMENT OPS SUPT	79,938	70,422	91,800	91,800	0	0.0%
51119 - DPS SAL CITY ENGINEER	30,515	30,200	30,686	30,686	0	0.0%
51131 - DPS SAL ADMIN ASSISTANT	21,608	19,064	23,079	24,012	933	4.0%
51132 - DPS SAL ADMIN OFFICE MGR	29,475	24,576	26,490	25,462	(1,028)	-3.9%
51134 - WAT SAL DISTRIBUTION MNGR	76,146	75,359	76,571	78,103	1,532	2.0%
51158 - WAT SAL LABOR	703,546	716,823	801,942	842,147	40,205	5.0%
51190 - WAT SAL SUMMER EMPLOYEES	10,533	11,946	21,600	21,600	0	0.0%
51301 - WAT OVERTIME	145,509	148,011	140,840	147,600	6,760	4.8%
51401 - WAT LONGEVITY	13,108	12,725	9,750	9,750	0	0.0%
51402 - WAT LICENSE STIPENDS	0	4,000	8,100	9,100	1,000	12.3%
51403 - WAT HOLIDAY PAY	12,937	18,352	18,835	19,962	1,127	6.0%
51405 - WAT CLOTHING REIMBURSEMENT	11,910	12,531	11,823	11,823	0	0.0%
51411 - WAT NIGHT DIFFERENTIAL	1,456	1,504	1,464	3,544	2,080	142.1%
51420 - WAT EDUCATION CREDITS	0	425	425	425	0	0.0%
51710 - WAT RETIREMENTS/SICK LEAVE	0	44,799	23,979	34,102	10,123	42.2%
51711 - WAT RETIREMENT SYSTEM	290,744	269,058	287,215	283,169	(4,045)	-1.4%
51750 - WAT WORKERS COMP INS	33,563	36,920	45,042	49,546	4,504	10.0%
51760 - WAT HEALTH INSURANCE	241,884	301,048	339,421	355,714	16,292	4.8%
51770 - WAT FICA PAYROLL TAXES	17,106	18,407	17,770	18,596	826	4.6%
001 - PERSONNEL SERVICES Total	1,829,441	1,929,559	2,094,011	2,175,572	81,561	3.9%
002 - PURCHASE OF SERVICES						
52101 - WAT HEAT	8,455	13,739	15,000	15,000	0	0.0%
52102 - WAT ELECTRICITY	242,215	184,628	250,000	250,000	0	0.0%
52401 - WAT IT EXPENSE	52,215	29,076	73,008	73,008	0	0.0%
52402 - WAT GEN CONSTRUCTION	80,560	88,392	100,000	100,000	0	0.0%
52403 - WAT MAINT-VEHICLES	24,605	28,507	30,000	30,000	0	0.0%
52404 - WAT DISTRIBUTN MAINT	75,235	72,078	62,400	62,400	0	0.0%
52405 - WAT TREATMENT MAINT	72,258	67,823	72,500	72,500	0	0.0%
52406 - WAT MAINT-EQUIPMENT	16,486	10,598	12,000	12,000	0	0.0%
53001 - WAT FINANCIAL AUDIT	6,825	7,166	7,883	7,883	0	0.0%
53020 - WAT LEGAL EXPENSES	17,761	16,202	50,000	50,000	0	0.0%
53024 - WAT BOND/NOTE EXP	25,843	24,385	24,386	24,386	0	0.0%
53025 - WAT ENGINEER RETAINER	8,494	62,109	75,000	75,000	0	0.0%
53026 - WAT POLICE DETAILS	26,125	46,800	20,000	20,000	0	0.0%
53028 - WAT PRE-EMPLOYMENT PHYSICAL	1,936	1,076	1,500	1,500	0	0.0%
53029 - WAT CONTRACT-CROSS CONN TEST	18,450	19,770	19,000	19,000	0	0.0%
53030 - WAT SLUDGE REMOVAL/FILTER PLT	9,285	26,100	20,000	20,000	0	0.0%

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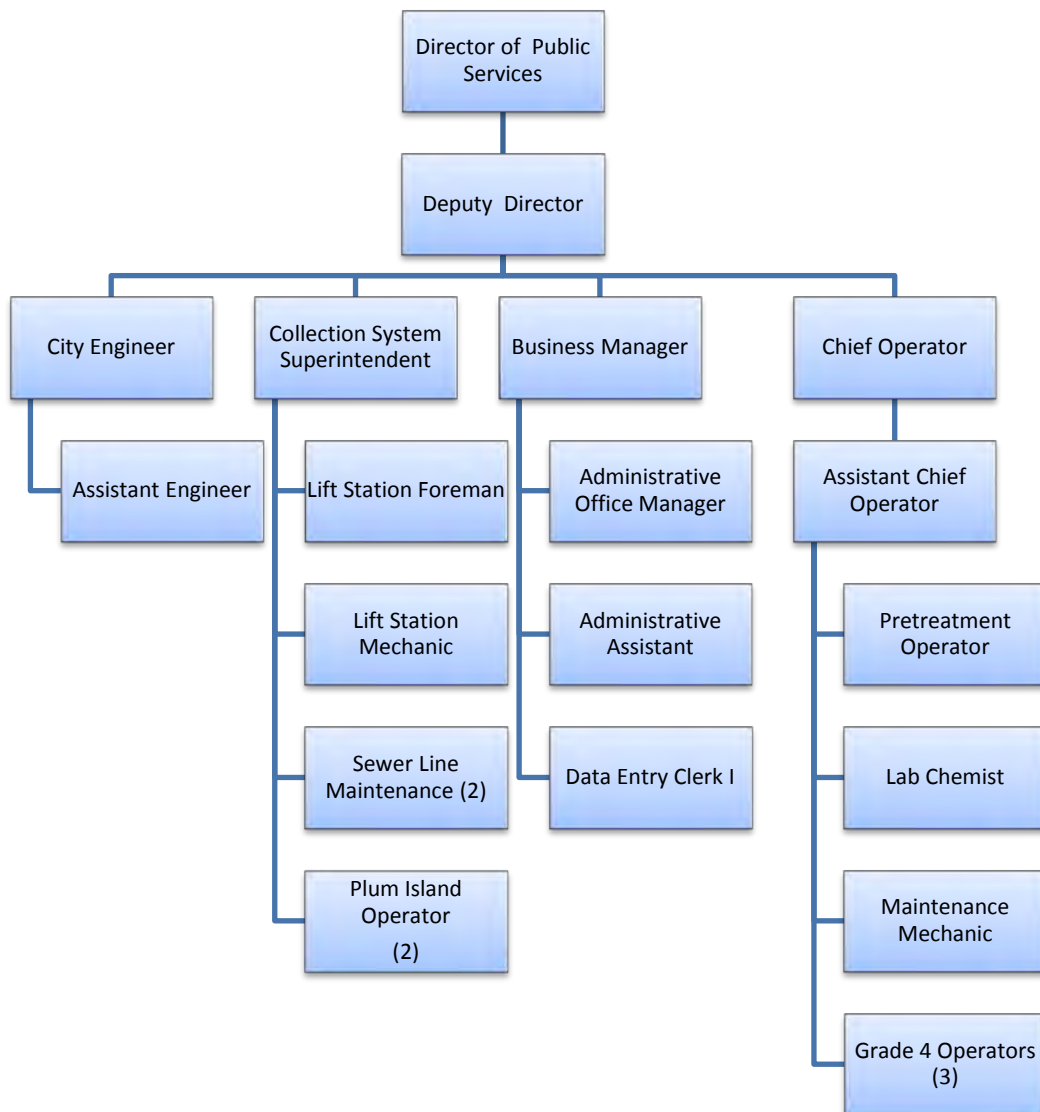
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
53031 - WAT TEST-SURFACE WAT SAMPLING	5,973	14,393	7,500	7,500	0	0.0%
53032 - WAT WATER TEST	17,204	18,861	27,954	39,054	11,100	39.7%
53402 - WAT TELECOMMUNICATNS	10,452	10,689	10,620	10,620	0	0.0%
53780 - WAT PAYMT IN LIEU TAXES	5,667	5,720	8,500	8,500	0	0.0%
002 - PURCHASE OF SERVICES Total	726,045	748,111	887,251	898,351	11,100	1.3%
004 - SUPPLIES						
54201 - WAT GENERAL OFC EXP	16,472	19,035	18,750	18,750	0	0.0%
54301 - WAT CONSERVATION	5,000	3,460	5,000	5,000	0	0.0%
54302 - WAT CHEMICALS	116,782	145,374	125,000	125,000	0	0.0%
54303 - WAT CONSUMER REPORT	8,098	8,629	8,000	8,000	0	0.0%
54801 - WAT FUEL/OIL VEHICLE(S)	13,392	27,515	27,172	26,870	(301)	-1.1%
55800 - WAT MISC SUPPLIES	1,239	1,015	2,225	2,225	0	0.0%
004 - SUPPLIES Total	160,982	205,027	186,147	185,845	(301)	-0.2%
007 - OTHER CHARGES & EXPENSES						
57100 - WAT TRAINING/TRAVEL	22,179	14,533	24,500	24,500	0	0.0%
57301 - WAT SDWA	5,537	5,446	6,107	6,107	0	0.0%
57401 - WAT MUNICIPAL INSURANCE	52,163	57,379	63,117	75,500	12,383	19.6%
57407 - WAT EDUCATION CREDIT	1,125	0	0	0	0	
57800 - WTR LEGAL SETTLEMENT	0	114,500	0	0	0	
007 - OTHER CHARGES & EXPENSES Total	81,004	191,859	93,724	106,107	12,383	13.2%
008 - CAPITAL OUTLAY						
58310 - WAT G.I.S.	18,563	6,997	10,000	10,000	0	0.0%
58401 - WAT SECURITY FENCE/WELLS	(425)	0	0	0	0	
58513 - WAT WTR MAIN REPLAC PROGRAM	87,953	100,239	100,000	100,000	0	0.0%
58536 - WAT DPS BLDG EQUIP/FURNITURE	15,000	0	0	0	0	
58550 - WAT VEHICLE/EQUIP REPLACE	40,000	28,311	51,000	130,000	79,000	154.9%
008 - CAPITAL OUTLAY Total	161,091	135,547	161,000	240,000	79,000	49.1%
009 - DEBT SERVICE						
59100 - WAT DEBT PRINCIPAL	1,352,589	1,400,008	1,244,494	1,396,401	151,906	12.2%
59150 - WAT DEBT INTEREST	476,952	442,614	441,244	457,738	16,495	3.7%
009 - DEBT SERVICE Total	1,829,541	1,842,622	1,685,738	1,854,139	168,401	10.0%
Grand Total	4,788,103	5,052,725	5,107,870	5,460,014	352,144	6.9%

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	FY2017 Actual	FY2018 Actual	FY2019 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	0.5	0.5	0.5
Administrative Assistant	0.5	0.5	0.5
Assistant Engineer	0.33	0.33	0.33
Data Entry Clerk I	0.5	0.5	0.5
Chief Operator	1.0	1.0	1.0
Assistant Chief Operator	1.0	1.0	1.0
Pretreatment Coordinator	1.0	1.0	1.0
Senior Maintenance Forman	1.0	1.0	1.0
Collection System Superintendent	1.0	1.0	1.0
Lab Chemist	1.0	1.0	1.0
Operator Grade IV	3.0	3.0	3.0
Maint/Prevent Maintenance Mechanic	1.0	1.0	1.0
Pump Station Operator/Mechanic	2.0	2.0	2.0
Sewer Line Maintenance Operator	2.0	2.0	2.0
Plum Island Operator	2.0	2.0	2.0
Meter Reader	0.3	0.3	0.3
Total Full Time-Equivalents	19.5	19.5	19.5

PERFORMANCE MEASUREMENTS

Performance Indicator	Unit of Measure	Actual FY2015	Actual FY2016	Actual FY2017	Estimated FY2018
LF of sewer main cleaned yearly	Linear Feet	113,044	185,678	150,665	160,000
Response to issues, alarms and sewer calls/WWTF/lift station Number of calls FY2016 are higher due to new call tracking process / procedure	Calls	75	*100	65	TBD
FOG Program/Compliance Number of business with grease traps. Newbury/Newburyport	Per establishment	N/A	N/A	N/A	**85 Inspected
Plum Island Vacuum System alarms and sewer calls	Calls	PI Failure	45	60	TBD
Odor Complaints	Calls	>25	>25	3	0
Wastewater treated	Gallons/ millions	554	563	647	615
Biosolids for composting	Metric Tons		687	596	642
Oxygen Consuming Material removed from Wastewater	Pounds/ Million	1.5	1.6	1.1	1.5
Water/Sewer Liens	Number	252	251	258	254

*New tracking method.

**140 establishments with grease traps that will be inspected for the FOG program.

FY2018 ACCOMPLISHMENTS

Fats Oil and Grease (FOG) Program

- Initiated Fats Oil and Grease (FOG) inspection procedure to help with the ongoing grease issue the City is currently facing:
 - Created a FOG app for Sewer and BOH to use during inspection, bringing the total number of mobile apps in use to three
 - Held three day workshop/PowerPoint presentation to all industries in the City regarding the FOG program. Very well received
 - 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!*
 - CCTV continues throughout the City's collection system in order to evaluate/ replace/ and repair any issue/ defects as needed. Also, CCTV helps locate FOG issues before backups occur

Collections

- O&M continues to be high priority regarding Plum Island:
 - Completed alarm install on Plum Island
 - Completion of the state of the art mobile app
- Construction started/ongoing with new Graf lift station; estimated time of completion fall 2018
- Conducted proper O&M repair and preventative maintenance to Wastewater Treatment Facility and collection system:
 - Cleaned approximately 150,665 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
 - Including sewer main replacement on Dawes, 700 LF of 6" clay was replaced with 700' of 6" PVC
- Responded and repaired as needed all sewer issues to help prevent Sanitary Sewer Overflow (SSO)

Odor Control

- Continue working with Environmental Partners Group on solutions to reduce odors by completing installation of the new biofilter system 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 and we are ramping up to address a reduction

Operations

- 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
- No major Industrial Pretreatment (IPP) violations

Engineering

- The Engineering department worked with legal counsel to obtain all the necessary temporary and permanent easements to construct and maintain a new access road to the West End Sewer Main that runs along the Lower Artichoke Reservoir. They also finalized the design obtained an Order of Conditions from the Conservation Commission, and awarded the construction bid. Construction will begin spring 2018.

FY2019 TRENDS

The focus of the Sewer Department operations and collections will continue to operate the entire sewer system 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 it's too late. The Sewer Department is also using SCADA type system at lift stations called Mission. The technology

of these two systems allows the Sewer Department to continue to maintain the wastewater infrastructure at optimal levels. Staff will continue to learn new techniques on solving issues that may arise, including navigating and operating the newly installed SCADA alarm implemented.

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.

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 manage the construction of the West End Sewer Main Access Road Process through FY2018 and into FY2019.

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.

FY2019 GOALS & OBJECTIVES

GOAL 1: PROVIDE PROPER OPERATIONS AND MAINTENANCE SERVICES TO OUR CUSTOMERS; CONTINUE WORKING TO ENSURE PROPER OPERATIONS OF THE COLLECTION SYSTEM, VACUUM 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
- 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 to educate public on what not to flush; see “Keeping Clean Sewer Pipes” on the City’s web site
- Maintain as one of our highest priorities, to reduce odor
- Optimization of new biofilter and associated components

GOAL 2: 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 limits
- Completion of the anoxic zone
- Prepare to enter into a new NDPEs permit with DEP
- Conduct facility plant and process evaluation and engineering based needs assessment
- Develop and implement Treatment plant and collection system corrosion control strategy

GOAL 3: FATS OIL AND GREASE (FOG) PROGRAM

Objective:

- Keeping gravity mains free and clear from grease and debris, preventing SSO activity from occurring
- Continue fighting the grease issue the City is currently facing, as stated above, currently creating a mobile app which will be use in the field during inspection by Sewer personnel as well as the BOH, the intent of the app is to have multiple different departments using the same app to track the issues regarding grease/ traps/cleaning/etc.
- The mobile app will be a tremendous help in finding the cause/ help with reduction and elimination of the grease issue
- Continue to CCTV sewer mains for grease issues throughout the City
- Holding individuals accountable for actions from their respected industries
- 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

GOAL 4: COLLECTION SYSTEM

Objectives:

- Maintain all pump stations throughout the City with the highest standards
- Perform O&M on all sewer mains throughout the City, Keeping mains free and clear, preventing SSO activity from occurring
- Continue fighting the grease issue the City is currently facing, as stated above, currently creating a mobile app which will be use in the field during inspection by Sewer operators as well as the BOH, the intent of the app is to have multiple different departments using the same app to track the issues regarding grease/ traps/cleaning/etc.
- The mobile app will be a tremendous help in finding the cause/help with reduction and elimination of the grease issue while holding individuals accountable for actions from their respected industries

GOAL 5: PLUM ISLAND VACUUM SYSTEM

Objectives:

- Continue O&M on all valve pits/and pump station on Plum Island
- Continue on developing ways to help operate the system in the cold months
- Install new idea on how to remove frozen valves in a timely manner

GOAL 6: DOWNTOWN WATER/SEWER/DRAIN UTILITY UPGRADES PROJECT

Objectives:

- Continue to find short-term low cost fixes to relieve flooding in the downtown
- Continue to work on master plan that includes design of a replacement drainage system that will be incorporated within the sewer and water replacement master plan
- Complete preliminary study by working closely with other divisions of DPS and public utility companies

GOAL 7: PREPARE CLIMATE CHANGE RESILIENCY PLAN

Objectives:

- The Waste Water Treatment Facility and many of the City's sewer pumping stations are vulnerable to flooding, storm surge, and rising seas; preparations must be made to protect the facility from flood damage especially in light of climate change impacts which bring more intense storms
- Hire a firm to evaluate our WWTF and pumping stations and prepare a Resiliency Plan highlighting the various means of protection in collaboration with the City's Resiliency ad hoc team

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.

SEWER ENTERPRISE FUND (061-440)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - DPS SAL DIRECTOR	37,704	39,189	39,762	40,557	795	2.0%
51102 - DPS SAL DEPUTY DIRECTOR	32,049	31,839	33,895	33,895	0	0.0%
51103 - DPS SAL BUSINESS MANAGER	23,762	22,046	22,880	23,338	458	2.0%
51116 - SEW SAL CHIEF OPERATOR	75,316	79,346	96,900	96,900	0	0.0%
51117 - DPS SAL ASST ENGINEER	15,948	20,314	20,641	20,641	0	0.0%
51119 - DPS SAL CITY ENGINEER	30,515	30,200	30,686	30,686	0	0.0%
51122 - SEW SAL SUPT OF COLLECTIONS	85,399	84,517	85,876	85,876	0	0.0%
51131 - DPS SAL ADMIN ASSISTANT	21,608	19,064	23,079	24,012	933	4.0%
51132 - DPS SAL ADMIN OFFICE MGR	29,475	24,576	26,490	25,462	(1,028)	-3.9%
51158 - SEW SAL LABOR	767,003	815,245	848,137	870,904	22,767	2.7%
51190 - SEW SAL SUMMER EMPLOYEES	10,873	7,890	21,600	21,600	0	0.0%
51301 - SEW OVERTIME	158,268	202,714	196,724	201,839	5,115	2.6%
51401 - SEW LONGEVITY	13,061	6,202	6,378	6,378	0	0.0%
51402 - SEW LICENSE STIPENDS	0	500	5,600	9,600	4,000	71.4%
51405 - SEW CLOTHING REIMBURSEMENT	10,603	12,309	12,143	12,143	0	0.0%
51420 - SEW EDUCATION CREDITS	850	850	850	850	0	0.0%
51422 - SEW EDUCATION	4,539	0	0	0	0	
51710 - SEW RETIREMENTS/SICK LEAVE	44,637	41,909	0	10,120	10,120	
51711 - SEW RETIREMENT SYSTEM	283,666	281,482	309,292	333,756	24,463	7.9%
51750 - SEW WORKERS COMP INS	22,997	25,296	30,862	33,948	3,087	10.0%
51760 - SEW HEALTH INSURANCE	293,610	319,850	395,928	414,932	19,005	4.8%
51770 - SEW FICA PAYROLL TAXES	13,010	16,155	19,333	19,836	503	2.6%
001 - PERSONNEL SERVICES Total	1,974,894	2,081,494	2,227,056	2,317,272	90,216	4.1%
002 - PURCHASE OF SERVICES						
52101 - SEW HEAT	33,103	21,118	37,000	37,000	0	0.0%
52102 - SEW ELECTRICITY	292,194	425,980	356,326	356,326	0	0.0%
52401 - SEW IT EXPENSE	30,484	64,817	46,092	49,567	3,475	7.5%
52402 - SEW MAINT-GENERAL	31,593	39,417	36,350	36,350	0	0.0%
52403 - SEW MAINT-VEHICLES	22,089	24,350	27,000	27,000	0	0.0%
52405 - SWR MAINT-PLUM ISLAND	0	0	0	20,000	20,000	
52406 - SEW MAINT-EQUIPMENT	111,723	171,667	109,204	110,704	1,500	1.4%
52407 - SEW UNIFORM/SAFETY EQUIPMENT	15,034	18,979	15,136	15,136	0	0.0%
52408 - SEW MAINT-SEWER LINE	63,458	33,533	90,000	73,850	(16,150)	-17.9%
52409 - SEW MAINT-DRAINS	57,210	39,000	39,000	39,000	0	0.0%
53001 - SEW FINANCIAL AUDIT	6,825	7,166	7,883	7,883	0	0.0%
53020 - SEW LEGAL EXPENSES	20,492	21,452	50,000	50,000	0	0.0%
53024 - SEW BOND/NOTE EXP	41,174	37,650	37,650	37,650	0	0.0%
53026 - SEW POLICE DETAILS	4,700	2,707	10,000	10,000	0	0.0%
53028 - SEW MEDICAL/DRUG TESTING	4,151	5,379	4,500	4,500	0	0.0%
53030 - SEW CONSULTANT FEES	97,161	57,914	75,000	75,000	0	0.0%

(Continued from Previous Page)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
53035 - SEW INDUSTRIAL PRETREATMENT	10,919	10,256	14,550	14,550	0	0.0%
53040 - SEW BIOSOLIDS DISPOSAL	267,180	261,519	325,140	267,002	(58,138)	-17.9%
53050 - SEW VENDOR LAB TESTING	14,547	12,221	19,350	19,350	0	0.0%
53402 - SEW TELECOMMUNICATNS	21,610	21,256	26,740	26,740	0	0.0%
002 - PURCHASE OF SERVICES Total	1,145,647	1,276,381	1,326,920	1,277,607	(49,313)	-3.7%
004 - SUPPLIES						
54201 - SEW GENERAL OFC EXP	17,599	30,029	18,500	18,500	0	0.0%
54302 - SEW PLANT CHEMICALS	179,774	180,724	243,060	333,060	90,000	37.0%
54303 - SEW LAB CHEM/EQUIP/SUPPLIES	9,531	18,683	13,750	13,750	0	0.0%
54310 - SEW HOSE	0	404	3,850	0	(3,850)	-100.0%
54801 - SEW FUEL/OIL VEHICLE(S)	22,226	33,996	30,018	30,018	0	0.0%
54802 - SEW LUBRICANTS	0	4,651	5,000	5,000	0	0.0%
55800 - SEW MISC SUPPLIES	234	573	1,800	1,800	0	0.0%
004 - SUPPLIES Total	229,365	269,059	315,978	402,128	86,150	27.3%
007 - OTHER CHARGES & EXPENSES						
57100 - SEW TRAINING/TRAVEL	0	10,301	17,800	17,800	0	0.0%
57300 - SEW DUES/LIC/SUBSCRIPTIONS	1,169	471	1,350	1,350	0	0.0%
57401 - SEW MUNICIPAL INSURANCE	49,773	185,515	60,225	72,171	11,946	19.8%
007 - OTHER CHARGES & EXPENSES Total	50,942	196,287	79,375	91,321	11,946	15.0%
008 - CAPITAL OUTLAY						
58310 - SEW G.I.S.	8,993	10,861	10,000	10,000	0	0.0%
58330 - SEW I/I REHABILITATION	99,217	37,070	100,000	100,000	0	0.0%
58361 - SEW REPAIR LIFT STATIONS	131,467	119,256	150,000	150,000	0	0.0%
58362 - SEW EFFLUENT SAMPLER	5,881	6,786	6,000	6,000	0	0.0%
58536 - SEW DPS BLDG EQUIP/FURNITURE	15,000	0	0	0	0	
58550 - SEW VEHICLE/EQUIP REPLACE	0	0	9,000	5,000	(4,000)	-44.4%
008 - CAPITAL OUTLAY Total	260,557	173,973	275,000	271,000	(4,000)	-1.5%
009 - DEBT SERVICE						
59100 - SEW DEBT PRINCIPAL	1,525,110	1,444,430	1,862,984	2,006,272	143,289	7.7%
59150 - SEW DEBT INTEREST	691,430	785,845	948,591	995,608	47,017	5.0%
59250 - SEW INT TEMP LOAN	0	0	24,750	32,684	7,934	32.1%
009 - DEBT SERVICE Total	2,216,540	2,230,275	2,836,325	3,034,564	198,239	7.0%
Grand Total	5,877,944	6,227,469	7,060,654	7,393,893	333,239	4.7%

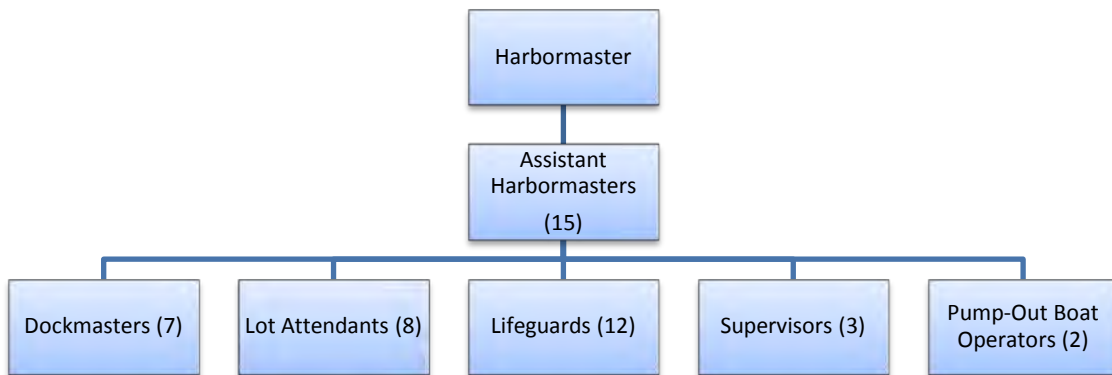
HARBORMASTER

MISSION STATEMENT

The Harbormaster Department is responsible for all the navigable water ways, Cashman Park boat ramp, docks along the central water front, Plum Island parking lot, Transient Boaters Facility, Public Restrooms and Life Guards in the City of Newburyport. Among the duties and tasks of the department are to insure the safety and property of the citizens and to aid and assist boaters, bathers and any other users of our waterways in the time of need.

The department responds to all calls for assistance from other agencies such as the Coast Guard, police, Fire, Environmental Police and other neighboring communities. The Harbormaster also assists the Health Department in collecting water samples for their testing requirements to ensure safe water for the bathers and fisherman. The Harbormaster Department is an ambassador on the water for the City and we help, direct and assist new boaters to the City on safety issues and keep them abreast of conditions and where to keep their vessels.

ORGANIZATIONAL OVERVIEW



Position	FY2017 Actual	FY2018 Actual	FY2019 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	12.0	12.0	12.0
Dock Masters and Lot Attendants	15.0	15.0	15.0
Total Staff	48.0	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	1495	1500
Mooring Permits	#	176	196	186	200
Dingy Permits	#	36	41	43	50
Cashman Park Annual Parking Permits	#	70	72	75	75

FY2018 ACCOMPLISHMENTS

- Received occupancy permit for New Harbormaster Transient Boaters facility and Public Restrooms. Operated and maintained for the first season with no major issues and had lots of positive feedback
- Continued increased training of our Lifeguards and, Assistant Harbormasters which resulted in many lifesaving rescues
- Hosted a one week NASBLA accredited boating course on Boat operations and crewman that got us nationally certified as Boat Crew Man
- 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. Imposed a interdepartmental mutual aid with Salisbury and Amesbury Harbormasters
- Assisted the Maritime museum with the very successful visit of the tall ships for Maritime Days' bringing thousands of tourists to the City by boat and land; and support Yankee Homecoming and River fest

FY2019 TRENDS

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. On the positive side the Commercial Tuna fishing has had record quota caught and been extremely busy.

FY2019 GOALS & OBJECTIVES

GOAL 1: PROMOTE NEWBURYPORT AS A BOATING DESTINATION

Objectives:

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

GOAL 2: ADDITIONAL DREDGING OF THE RIVER

Objectives:

- Work with the MRBA, Mayors Office and 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, Harbor Commission and all other stake holders, bringing in another tall ship for our City

GOAL 4: IMPROVE ONLINE PERMITTING

Objectives:

- Improve our online data base for online permit renewals

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)

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 PROPOSED	\$ CHANGE	% CHANGE
001 - PERSONNEL SERVICES						
51101 - HBR SAL HARBORMASTER	70,323	65,252	68,248	68,248	0	0.0%
51102 - HBR ASST HARBORMASTERS	21,488	19,775	25,000	28,000	3,000	12.0%
51181 - HBR SUPPERVISORS	15,216	20,539	20,000	22,000	2,000	10.0%
51183 - HBR LIFEGUARDS	32,397	39,228	45,000	45,000	0	0.0%
51184 - HBR ADMINISTRATIVE ASST	5,805	6,726	8,000	9,000	1,000	12.5%
51185 - HBR CASHMAN PK ATTEND	17,155	18,578	18,000	18,000	0	0.0%
51186 - HBR DOCKMASTER	7,198	8,399	10,000	10,000	0	0.0%
51187 - HBR PI PARKING LOT ATTEND	8,428	13,298	12,000	12,000	0	0.0%
51188 - HBR SHELLFISH CONSTABLE	2,586	2,510	2,500	2,500	0	0.0%
51740 - HBR RETIREMENT SYSTEM	17,559	16,738	18,913	18,795	(118)	-0.6%
51750 - HBR WORKERS COMP INS	0	0	3,550	7,110	3,560	100.3%
51760 - HBR HEALTH INSURANCE	21,899	23,359	29,528	30,945	1,417	4.8%
51770 - HBR FICA PAYROLL TAXES	5,532	7,418	7,300	7,446	146	2.0%
001 - PERSONNEL SERVICES Total	225,586	241,820	268,039	279,044	11,005	4.1%
002 - PURCHASE OF SERVICES						
52103 - HBR HEAT/ELECTRICITY	2,397	4,062	12,000	10,000	(2,000)	-16.7%
52401 - HBR CASHMAN PARK	1,844	6,528	2,500	2,500	0	0.0%
52405 - HBR IT EXPENSE	2,535	4,368	4,500	4,500	0	0.0%
52410 - HBR FISH PIER	87	398	500	500	0	0.0%
52420 - HBR MAINT/EQUIP BOAT	3,367	2,666	4,000	4,000	0	0.0%
52430 - HBR INSTALL/REPAIR FLTS, DK	6,733	4,414	7,000	5,500	(1,500)	-21.4%
52435 - HBR FACILITIES MAINT	737	1,666	2,500	2,000	(500)	-20.0%
52445 - HBR PLUM ISLAND EXP	3,990	3,918	4,500	4,500	0	0.0%
52721 - HBR PUMPOUT MAINT	110	3,000	3,000	3,000	0	0.0%
53001 - HBR FINANCIAL AUDIT	0	0	2,750	2,750	0	0.0%
53030 - HBR PRINTING & SIGNS	1,086	1,804	2,300	2,000	(300)	-13.0%
53402 - HBR TELECOMMUNICATIONS	1,998	2,425	2,500	3,000	500	20.0%
53406 - HBR POSTAGE MAILINGS	2,682	1,790	2,000	3,000	1,000	50.0%
002 - PURCHASE OF SERVICES Total	27,565	37,039	50,050	47,250	(2,800)	-5.6%

(Continued from Previous Page)

	FY2016	FY2017	FY2018	FY2019	\$	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE	CHANGE
004 - SUPPLIES						
54200 - HBR OFFICE SUPPLIES	114	364	500	500	0	0.0%
54250 - HBR HARBOR COMMISSION EXP	1,100	2,014	2,200	2,200	0	0.0%
54305 - HBR UNIFORM/SAFETY EQUIP	2,034	2,008	2,500	2,500	0	0.0%
54801 - HBR FUEL/OIL BOATS	10,935	12,159	12,000	12,000	0	0.0%
55800 - HBR MISC SUPPLIES	674	1,450	1,500	1,500	0	0.0%
004 - SUPPLIES Total	14,856	17,995	18,700	18,700	0	0.0%
007 - OTHER CHARGES & EXPENSES						
57100 - HBR TRAINING/TRAVEL	0	42	500	500	0	0.0%
57300 - HBR DUES/MEMBERSHIPS	160	150	500	500	0	0.0%
57430 - HBR INSURANCE	3,255	5,883	10,000	10,000	0	0.0%
007 - OTHER CHARGES & EXPENSES Total	3,415	6,075	11,000	11,000	0	0.0%
008 - CAPITAL OUTLAY						
58500 - HBR ADDITIONAL EQUIPMENT	23,052	49,508	50,000	50,000	0	0.0%
008 - CAPITAL OUTLAY Total	23,052	49,508	50,000	50,000	0	0.0%
009 - DEBT SERVICE						
59100 - HBR DEBT SERVICE	11,768	64,375	70,041	76,835	6,794	9.7%
009 - DEBT SERVICE Total	11,768	64,375	70,041	76,835	6,794	9.7%
Grand Total	306,242	416,812	467,830	482,829	14,999	3.2%



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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 2018-2022 Capital Improvement Program (CIP). All projects listed under FY2018 have been, or are expected to be, funded during this current fiscal year. All projects listed under FY2019 through FY2022 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 FY2018 through FY2022. 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 FY2018 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 FY2018 totaling \$6.9 million.

FY2018 Capital Funding

CIP #	Department	Project	Amount	Funding Source
IT001	Information Technology	IT Hardware	\$53,235	Free Cash
FD009	Fire	New Front Entryway / Rear Door for HQ	\$20,000	Free Cash
PD001	Police	Garage Doors	\$25,000	Free Cash
PD004	Police	Locker Replacement	\$30,000	Free Cash
PL002	Planning & Development	Intermodal Structured Parking Facility	\$2,500,000	Parking Bond & State/Federal Grants
PL005	Planning & Development	Clipper City Rail Trail Phase III	\$75,000	State Grant
PK002	Parks	Cushing Park Improvement Project	\$19,720	Local Grant
PK003	Parks	Joppa Park Improvement Project	\$16,000	Local Grant
PK004	Parks	Inn Street Site Amenities	\$10,000	Local Grant
PK005	Parks	Field Improvement- Construction Projects - Fuller Complex	\$43,227	General Fund Excluded Debt, CPA Grant
PK006	Parks	Tractor	\$47,322	Free Cash
CA001	Council on Aging	Purchase of 14 Passenger Van	\$60,000	Free Cash, Trust Funds, State Grant
LI001	Library	Carpet Replacement	\$18,054	Local Grant
SC002	Schools	Nock-Parking Repaving & Lighting Upgrades	\$475,000	Surplus Capital Project Funds
SC003	Schools	Nock-Walkway/Sidewalk Repairs and Repaving	\$15,000	Surplus Capital Project Funds
SC006	Schools	Nock-Elevator Controls Modernization	\$303,710	Surplus Capital Project Funds
SC007	Schools	Nock-Furniture Replacement	\$25,000	Surplus Capital Project Funds
SC010	Schools	High School Exterior Woodwork Project	\$55,268	CPA Grant
SC011	Schools	High School Boiler #2 Interior Brickwork	\$14,000	Surplus Capital Project Funds
SC012	Schools	High School Masonry Repairs	\$50,000	Surplus Capital Project Funds
SC013	Schools	High School-Concrete/Sidewalk Repairs	\$15,000	Surplus Capital Project Funds
SC014	Schools	High School-Front Walkway Extension	\$15,000	Surplus Capital Project Funds
SC019	Schools	High School Ground Floor Vestibules	\$30,000	Surplus Capital Project Funds
HW003	DPS - Highway	Drainage Improvement Projects Phase 1	\$200,000	General Fund Debt
HW004	DPS - Highway	Purchase of 6 Wheel Dump Truck with Plow	\$135,000	Free Cash
HW009	DPS - Highway	Roadway Paving Improvement	\$1,217,539	Free Cash, Ch. 90 Funding
HW010	DPS - Highway	Sidewalk Replacement/New Construction Program	\$300,000	Meals Tax
SW007	DPS - Sewer	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$60,000	Water/Sewer User Fees
SW008	DPS - Sewer	Purchase of Ten Wheel Dump Truck	\$200,000	Water/Sewer User Fees
WA001	DPS - Water	Water Main Replacement	\$325,000	Water/Sewer User Fees
WA003	DPS - Water	Route One Water Main Project	\$350,000	Water/Sewer User Fees
WA004	DPS - Water	Meter Replacement Project (Water/Sewer)	\$100,000	Water/Sewer User Fees
WA005	DPS - Water	Lower Artichoke Reservoir Dam Improvement	\$80,000	Water/Sewer User Fees
WA007	DPS - Water	Water Supply Reservoirs - Water Quality Improvements	\$50,000	Water/Sewer User Fees
Total			\$6,933,075	

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 FY2018-2022 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

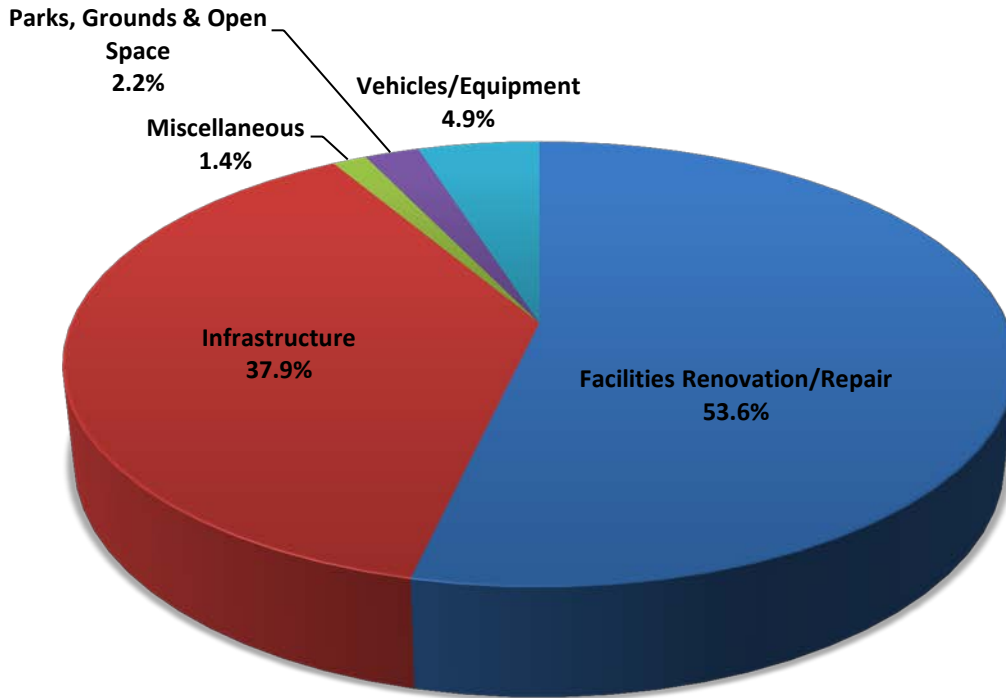
The CIP includes projects with a five year total estimated cost of \$73,634,409. The projects are divided into five main categories, as shown in the table and graph on the following page.

The graph on the page following illustrates that 53.6% 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 \$13.4 million, as well as, a High School Science Wing Addition & Renovation Project, with an estimated cost of \$11.0 million. Additional projects include finding a permanent home for Youth Services, upgrades and renovations to the City's two fire stations, along with roof replacements at various municipal buildings. The CIP also identifies and anticipates continued investments in existing City buildings, such as HVAC improvements, carpet replacements, garage door replacements, officer locker replacements, among others.

Investments in infrastructure represent 37.9% of the total spending included in the CIP. Infrastructure is the core of any CIP and Newburyport continues to budget capital investments in the City's water and sewer systems, drainage, roadways and sidewalks and information technology. Now that the City has tackled many of the more challenging and costly capital projects over the past several years, we must now put additional emphasis on improving the City's roadways and sidewalks, which are in desperate need of additional funding as the state's Chapter 90 allocation does not do nearly enough. As such, the City has appropriated an additional \$300,000 in the first half of FY2018 and I will be recommending a second appropriation by the end of the fiscal year. In addition to improving our roadways and sidewalks, my administration has also begun tackling some of the major drainage issues throughout the City with the \$835,000 loan order that was approved by the City Council in FY2017.

The third largest category of capital spending is for vehicles and equipment, representing 4.9% of total spending in the CIP. The largest piece of equipment needed in the next five years is a ladder truck for the Fire Department, with an estimated cost of \$1.2 million; the City applied for a Homeland Security Grant that would potentially fund up to \$500,000 of the cost, if approved. In addition to the ladder truck, we must continue to maintain our fleet of vehicles and equipment used predominantly by the Department of Public Services, Police, Fire, Council on Aging, Youth Services, Parks and Harbormaster.

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 maintaining minimum funding target of 8.0% of annual revenue. Over the past five years, the City has funded capital at 8.2% 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.

Below is a summary of anticipated project costs for fiscal years 2018 through 2022:

Project Costs by Department

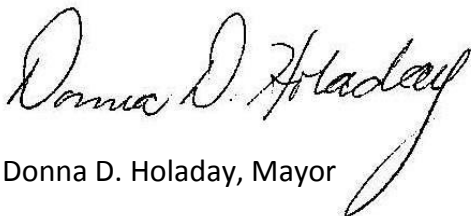
Estimated Project Costs by Fiscal Year

Department	FY2018	FY2019	FY2020	FY2021	FY2022	Five-Year Total
Information Technology	53,235	53,235	53,235	53,235	-	212,940
Fire	20,000	1,555,000	3,105,000	5,105,000	-	9,785,000
Police	55,000	30,000	13,200	55,000	-	153,200
Sustainability	-	-	650,000	-	-	650,000
Planning & Development	2,575,000	11,116,372	2,650,000	800,000	3,000,000	20,141,372
Council on Aging	60,000	-	-	-	-	60,000
Library	18,054	28,436	-	-	-	46,490
Youth Services	-	2,000,000	-	-	-	2,000,000
Parks	136,269	412,120	48,000	277,100	-	873,489
Schools	997,978	445,000	1,910,245	55,000	11,015,000	14,423,223
DPS - Highway	1,852,539	3,555,539	6,910,539	4,867,539	1,117,539	18,303,695
Total General Fund	\$5,768,075	\$19,195,702	\$15,340,219	\$11,212,874	\$15,132,539	\$66,649,409
DPS - Sewer	260,000	475,000	125,000	-	1,000,000	1,860,000
DPS - Water	905,000	855,000	2,090,000	575,000	700,000	5,125,000
Total Enterprise Funds	\$1,165,000	\$1,330,000	\$2,215,000	\$575,000	\$1,700,000	\$6,985,000
Total Capital Improvements	\$6,933,075	\$20,525,702	\$17,555,219	\$11,787,874	\$16,832,539	\$73,634,409

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 reevaluated 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 2018-2022 CIP Summary

CIP #	Department	Project Description	FY2018	FY2019	FY2020	FY2021	FY2022	Five-Year Total
CA001	Council on Aging	Purchase of 14 Passenger Van	\$60,000	\$0	\$0	\$0	\$0	\$60,000
FD001	Fire	Rechassis Forestry Pumper	\$0	\$0	\$0	\$50,000	\$0	\$50,000
FD002	Fire	Replace/Update Radio Equipment	\$0	\$55,000	\$55,000	\$55,000	\$0	\$165,000
FD003	Fire	Replacement Aerial Ladder Fire Truck	\$0	\$1,200,000	\$0	\$0	\$0	\$1,200,000
FD004	Fire	Type III Ambulance	\$0	\$200,000	\$0	\$0	\$0	\$200,000
FD005	Fire	Replacement of Fire Station # 2	\$0	\$0	\$0	\$5,000,000	\$0	\$5,000,000
FD006	Fire	Architectural Study and Design for Fire Station	\$0	\$100,000	\$0	\$0	\$0	\$100,000
FD007	Fire	Renovation of NFD Headquarters Station	\$0	\$0	\$3,000,000	\$0	\$0	\$3,000,000
FD008	Fire	SCBA Replacement	\$0	\$0	\$50,000	\$0	\$0	\$50,000
FD009	Fire	New Front Entryway / Rear Door for HQ	\$20,000	\$0	\$0	\$0	\$0	\$20,000
HW001	DPS - Highway	Parker Street/Scotland Road Culvert Replacement	\$0	\$0	\$200,000	\$700,000	\$0	\$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	\$200,000	\$235,000	\$0	\$0	\$0	\$435,000
HW004	DPS - Highway	Purchase of 6 Wheel Dump Truck with Plow	\$135,000	\$135,000	\$135,000	\$0	\$0	\$405,000
HW005	DPS - Highway	Purchase of Trackless Snow Blower	\$0	\$0	\$128,000	\$0	\$0	\$128,000
HW006	DPS - Highway	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$0	\$85,000	\$0	\$0	\$0	\$85,000
HW007	DPS - Highway	Purchase 3/4 Gas Pick-up Truck with Plow	\$0	\$33,000	\$0	\$0	\$0	\$33,000
HW008	DPS - Highway	Stonewall at Highland Cemetery - Repair	\$0	\$0	\$40,000	\$0	\$0	\$40,000
HW009	DPS - Highway	Roadway Paving Improvement	\$1,217,539	\$1,017,539	\$817,539	\$817,539	\$817,539	\$4,687,695
HW010	DPS - Highway	Sidewalk Replacement/New Construction Program	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
HW011	DPS - Highway	Purchase of Tree Truck / Bucket Truck	\$0	\$0	\$200,000	\$0	\$0	\$200,000
HW012	DPS - Highway	Roof Replacements - DPS / Library / Fire	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
HW013	DPS - Highway	Downtown Water/Sewer/Drain Utility Upgrades	\$0	\$300,000	\$0	\$0	\$0	\$300,000
HW014	DPS - Highway	Phillips Drive Roadwork and Drainage	\$0	\$350,000	\$2,500,000	\$2,500,000	\$0	\$5,350,000
HW015	DPS - Highway	Plummer Spring Bridge Replacement	\$0	\$100,000	\$2,500,000	\$0	\$0	\$2,600,000
IT001	Information Technology	IT Hardware	\$53,235	\$53,235	\$53,235	\$53,235	\$0	\$212,940
LI001	Library	Carpet Replacement	\$18,054	\$28,436	\$0	\$0	\$0	\$46,490
PD001	Police	Garage Doors	\$25,000	\$0	\$0	\$0	\$0	\$25,000
PD002	Police	Facility Weatherproofing	\$0	\$0	\$0	\$25,000	\$0	\$25,000
PD003	Police	Carpet Replacement	\$0	\$0	\$0	\$30,000	\$0	\$30,000
PD004	Police	Locker Replacement	\$30,000	\$0	\$0	\$0	\$0	\$30,000
PD005	Police	Radar Units	\$0	\$0	\$13,200	\$0	\$0	\$13,200
PD006	Police	Records Room Renovation	\$0	\$30,000	\$0	\$0	\$0	\$30,000

CIP #	Department	Project Description	FY2018	FY2019	FY2020	FY2021	FY2022	Five-Year Total
PK001	Parks	Bartlet Mall Frog Pond Restoration	\$0	\$40,500	\$0	\$0	\$0	\$40,500
PK002	Parks	Cushing Park Improvement Project	\$19,720	\$0	\$20,000	\$212,100	\$0	\$251,820
PK003	Parks	Joppa Park Improvement Project	\$16,000	\$69,000	\$0	\$0	\$0	\$85,000
PK004	Parks	Inn Street Site Amenities	\$10,000	\$20,000	\$0	\$0	\$0	\$30,000
PK005	Parks	Field Improvement - Fuller Complex	\$43,227	\$200,000	\$0	\$0	\$0	\$243,227
PK006	Parks	Tractor	\$47,322	\$0	\$0	\$0	\$0	\$47,322
PK007	Parks	Mini-excavator Purchase	\$0	\$0	\$0	\$65,000	\$0	\$65,000
PK008	Parks	Ventrak Slope Mower	\$0	\$0	\$28,000	\$0	\$0	\$28,000
PK009	Parks	Purchase of Used Pickup Truck	\$0	\$25,000	\$0	\$0	\$0	\$25,000
PK010	Parks	Fuller North Field Irrigation System	\$0	\$30,000	\$0	\$0	\$0	\$30,000
PK011	Parks	Worksite Utility Vehicle	\$0	\$27,620	\$0	\$0	\$0	\$27,620
PL001	Planning & Development	Fish Pier Embayment Dredging	\$0	\$0	\$50,000	\$700,000	\$0	\$750,000
PL002	Planning & Development	Intermodal Structured Parking Facility	\$2,500,000	\$10,916,372	\$0	\$0	\$0	\$13,416,372
PL003	Planning & Development	Central Waterfront Bulkhead Phase II	\$0	\$0	\$0	\$100,000	\$3,000,000	\$3,100,000
PL004	Planning & Development	Central Waterfront Rail Trail Extension/Park Expansion	\$0	\$0	\$850,000	\$0	\$0	\$850,000
PL005	Planning & Development	Clipper City Rail Trail Phase III	\$75,000	\$100,000	\$1,750,000	\$0	\$0	\$1,925,000
PL006	Planning & Development	Permit Tracking Software	\$0	\$100,000	\$0	\$0	\$0	\$100,000
SC001	Schools	High School Science Wing Addition & Renovation	\$0	\$0	\$0	\$0	\$11,000,000	\$11,000,000
SC002	Schools	Nock-Parking Repaving & Lighting Upgrades	\$475,000	\$0	\$0	\$0	\$0	\$475,000
SC003	Schools	Nock-Walkway/Sidewalk Repairs and Repaving	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
SC004	Schools	Nock-Tennis Court Renovation	\$0	\$0	\$47,950	\$0	\$0	\$47,950
SC005	Schools	Nock-Gym & Auditorium Roof Replacement	\$0	\$0	\$662,295	\$0	\$0	\$662,295
SC006	Schools	Nock-Elevator Controls Modernization	\$303,710	\$0	\$0	\$0	\$0	\$303,710
SC007	Schools	Nock-Furniture Replacement	\$25,000	\$25,000	\$25,000	\$0	\$0	\$75,000
SC008	Schools	High School Roof Replacement	\$0	\$0	\$900,000	\$0	\$0	\$900,000
SC009	Schools	High School Auditorium Plaster Repairs	\$0	\$0	\$100,000	\$0	\$0	\$100,000
SC010	Schools	High School Exterior Woodwork Project	\$55,268	\$75,000	\$0	\$0	\$0	\$130,268
SC011	Schools	High School Boiler #2 Interior Brickwork	\$14,000	\$0	\$0	\$0	\$0	\$14,000
SC012	Schools	High School Masonry Repairs	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000
SC013	Schools	High School-Concrete/Sidewalk Repairs	\$15,000	\$15,000	\$15,000	\$15,000	\$0	\$60,000
SC014	Schools	High School-Front Walkway Extension	\$15,000	\$0	\$0	\$0	\$0	\$15,000
SC015	Schools	High School Perimeter Stone Wall Repairs	\$0	\$75,000	\$0	\$0	\$0	\$75,000
SC016	Schools	High School Additional Parking Spaces and Curbing	\$0	\$0	\$100,000	\$0	\$0	\$100,000
SC017	Schools	High School Furniture Replacement	\$0	\$20,000	\$20,000	\$0	\$0	\$40,000
SC018	Schools	High School Carpet Replacement	\$0	\$0	\$25,000	\$25,000	\$0	\$50,000
SC019	Schools	High School Ground Floor Vestibules	\$30,000	\$0	\$0	\$0	\$0	\$30,000
SC020	Schools	High School Technology	\$0	\$170,000	\$0	\$0	\$0	\$170,000

CIP #	Department	Project Description	FY2018	FY2019	FY2020	FY2021	FY2022	Five-Year Total
SU001	Sustainability	HVAC Improvements - City Hall	\$0	\$0	\$650,000	\$0	\$0	\$650,000
SW001	DPS - Sewer	Turkey Hill Sewer Main Replacement	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
SW002	DPS - Sewer	CCTV and Cleaning Sewer Downtown	\$0	\$100,000	\$0	\$0	\$0	\$100,000
SW003	DPS - Sewer	Sewer and Manhole Replacement Project	\$0	\$300,000	\$0	\$0	\$0	\$300,000
SW004	DPS - Sewer	New Crane Truck	\$0	\$0	\$75,000	\$0	\$0	\$75,000
SW005	DPS - Sewer	Bobcat Loader	\$0	\$0	\$50,000	\$0	\$0	\$50,000
SW006	DPS - Sewer	Purchase 1 1/2 Ton Diesel Dump Truck w/plow	\$60,000	\$0	\$0	\$0	\$0	\$60,000
SW007	DPS - Sewer	Purchase of Ten Wheel Dump Truck	\$200,000	\$0	\$0	\$0	\$0	\$200,000
SW008	DPS - Sewer	WWTF and Sewer System Resiliency Plan	\$0	\$75,000	TBD	\$0	\$0	\$75,000
WA001	DPS - Water	Water Main Replacement	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
WA002	DPS - Water	Purchase of Six Wheel Dump Truck	\$0	\$0	\$0	\$0	\$175,000	\$175,000
WA003	DPS - Water	Route One Water Main Project	\$350,000	\$0	\$0	\$0	\$0	\$350,000
WA004	DPS - Water	Meter Replacement Project (Water/Sewer)	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$900,000
WA005	DPS - Water	Lower Artichoke Reservoir Dam Improvement	\$80,000	\$40,000	\$40,000	\$0	\$0	\$160,000
WA006	DPS - Water	Public Water Supply Protection	\$0	\$50,000	\$0	\$0	\$0	\$50,000
WA007	DPS - Water	Water Supply - Quality Improvements	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$200,000
WA008	DPS - Water	New Hypochlorite Day Tank System	\$0	\$0	\$25,000	\$0	\$0	\$25,000
WA009	DPS - Water	Public Water Supply Resiliency Plan	\$0	\$40,000	\$0	\$0	\$0	\$40,000
WA010	DPS - Water	Replace Water Supply Line Through Moseley Woods	\$0	\$50,000	\$350,000	\$0	\$0	\$400,000
WA011	DPS - Water	Replace Water Supply Line to Route 113	\$0	\$100,000	\$1,100,000	\$0	\$0	\$1,200,000
YS001	Youth Services	Recreation Center	\$0	\$2,000,000	\$0	\$0	\$0	\$2,000,000
Total			\$6,933,075	\$20,525,702	\$17,555,219	\$11,787,874	\$16,832,539	\$73,634,409

**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

PROPERTY TAXES	GROWTH RATE	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
		ACTUAL	ACTUAL	ACTUAL	ESTIMATE	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Prior Year Levy Limit		44,298,205	46,062,191	47,847,641	49,835,111	52,014,583	54,014,947	56,065,321	58,166,954	60,321,128	62,529,156	64,792,385	67,112,195	69,489,999	71,927,249
2 1/2 % Increase		1,107,455	1,151,555	1,196,191	1,245,878	1,300,365	1,350,374	1,401,633	1,454,174	1,508,028	1,563,229	1,619,810	1,677,805	1,737,250	1,798,181
New Growth		656,531	633,895	791,279	933,594	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
TOTAL LEVY LIMIT		46,062,191	47,847,641	49,835,111	52,014,583	54,014,947	56,065,321	58,166,954	60,321,128	62,529,156	64,792,385	67,112,195	69,489,999	71,927,249	74,425,431
Debt Exclusion		2,427,790	2,918,868	3,192,620	3,166,609	3,178,737	3,165,464	3,171,545	3,171,735	3,167,680	3,182,660	3,195,425	3,230,640	3,228,003	3,222,353
TOTAL MAXIMUM LEVY LIMIT		48,489,982	50,766,508	53,027,731	55,181,192	57,193,684	59,230,785	61,338,499	63,492,863	65,696,836	67,975,045	70,307,620	72,720,639	75,155,252	77,647,783
LOCAL RECEIPTS															
Motor Vehicle Excise	3.0%	2,528,836	2,620,498	2,707,801	2,525,000	2,600,000	2,700,000	2,781,000	2,864,430	2,950,363	3,038,874	3,130,040	3,223,941	3,320,659	3,420,279
Other Excise		0	0	0	0	0	0	0	0	0	0	0	0	0	0
a. Meals	3.5%	561,480	586,573	591,292	560,000	580,000	600,300	621,311	643,056	665,563	688,858	712,968	737,922	763,749	790,480
b. Room	3.5%	112,842	130,608	220,859	230,000	230,000	263,050	272,257	281,786	291,648	301,856	312,421	323,356	334,673	346,387
c. Other	2.2%	106,611	108,938	108,744	105,000	105,000	132,273	135,137	138,062	141,051	144,105	147,225	150,412	153,669	156,995
Pen & Int on Tax & Exc	0.0%	383,169	331,595	296,694	335,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Payments in Lieu of Taxes	0.0%	58,107	100,377	61,351	61,351	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Fees	3.5%	581,343	462,106	344,592	425,000	350,000	362,250	374,929	388,051	401,633	415,690	430,239	445,298	460,883	477,014
Other Dept. Revenue	0.4%	58,150	58,454	64,393	55,000	60,000	60,259	60,519	60,781	61,043	61,307	61,571	61,837	62,104	62,372
Licenses and Permits	3.5%	785,676	1,071,855	1,010,665	860,000	900,000	931,500	964,103	997,846	1,032,771	1,068,918	1,106,330	1,145,051	1,185,128	1,226,608
Fines & Forfeits	3.0%	8,027	14,586	13,994	10,000	20,000	20,605	21,229	21,871	22,533	23,215	23,917	24,641	25,387	26,155
Investment Income	2.0%	54,862	53,274	60,015	50,000	55,000	56,100	57,222	58,366	59,534	60,724	61,939	63,178	64,441	65,730
Medicaid Reimbursement	3.5%	99,485	124,612	139,110	100,000	125,000	129,375	133,903	138,590	143,440	148,461	153,657	159,035	164,601	170,362
Miscellaneous Recurring	2.0%	100,206	141,446	161,955	138,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Miscellaneous Non-Recurring	0.0%	51,625	260,325	172,699	0	0	0	0	0	0	0	0	0	0	0
TOTAL LOCAL RECEIPTS	2.9%	5,490,419	6,065,246	5,954,165	5,454,351	5,562,000	5,792,712	5,958,608	6,129,840	6,306,580	6,489,007	6,677,307	6,871,671	7,072,295	7,279,383
TOTAL NET STATE AID	0.5%	3,810,821	3,989,560	4,253,403	4,265,776	4,269,416	4,333,457	4,398,459	4,464,436	4,531,403	4,599,374	4,668,364	4,738,390	4,809,465	4,881,607
OTHER FINANCING SOURCES (9)															
Paid Parking Fund		0	0	0	0	774,496	782,788	791,245	799,872	808,671	817,647	826,801	836,139	845,664	855,379
OTHER FINANCING SOURCES		0	0	0	0	774,496	782,788	791,245	799,872	808,671	817,647	826,801	836,139	845,664	855,379
RESERVE FOR ABATEMENT		-441,002	-414,877	-373,763	-446,750	-300,000	-350,000	-358,750	-367,719	-376,912	-386,335	-395,993	-405,893	-416,040	-426,441
TOTAL REVENUE		\$57,350,220	\$60,406,438	\$62,861,536	\$64,454,570	\$67,499,596	\$69,789,742	\$72,128,062	\$74,519,292	\$76,966,578	\$79,494,738	\$82,084,099	\$84,760,946	\$87,466,636	\$90,237,711

EXPENDITURE FORECAST

Expenditure Projection	GROWTH RATE	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
		ACTUAL	ACTUAL	ACTUAL	REVISED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
General Administration	2.3%	1,545,683	1,653,010	1,662,253	1,724,330	2,214,184	2,264,951	2,316,882	2,370,003	2,424,342	2,479,927	2,536,787	2,594,950	2,654,447	2,715,308
Finance	2.4%	1,010,969	1,039,353	888,410	839,990	868,833	889,440	910,536	932,133	954,242	976,875	1,000,045	1,023,764	1,048,046	1,072,904
Public Safety	2.4%	8,084,521	8,459,410	8,518,912	8,782,875	9,506,458	9,731,702	9,962,283	10,198,327	10,439,964	10,687,327	10,940,550	11,199,773	11,465,138	11,736,791
Public Services	2.4%	2,950,867	2,329,474	2,840,011	2,825,991	2,969,050	3,038,825	3,110,240	3,183,332	3,258,143	3,334,711	3,413,079	3,493,289	3,575,384	3,659,408
Planning and Development	2.4%	734,099	669,223	694,644	720,383	749,054	767,037	785,451	804,308	823,617	843,390	863,638	884,372	905,603	927,344
Social Services	2.4%	2,051,999	2,082,227	2,172,535	2,241,884	2,263,516	2,316,799	2,371,336	2,427,157	2,484,293	2,542,773	2,602,630	2,663,895	2,726,603	2,790,788
Public Schools	3.1%	25,148,813	26,388,496	27,360,232	28,651,701	29,850,374	30,776,236	31,730,816	32,715,007	33,729,727	34,775,922	35,854,570	36,966,676	38,113,279	39,295,449
Vocational Schools	2.5%	358,738	350,232	463,868	641,149	695,252	712,973	731,145	749,781	768,891	788,489	808,586	829,195	850,330	872,004
Employee Benefits:															
Health Insurance															
City	4.8%	2,450,228	2,743,815	3,213,272	3,434,370	3,599,220	3,771,983	3,953,038	4,142,784	4,341,637	4,550,036	4,768,438	4,997,323	5,237,194	5,488,580
Schools	4.8%	4,838,716	5,123,755	5,580,111	5,970,334	6,145,864	6,440,866	6,750,027	7,074,029	7,413,582	7,769,434	8,142,367	8,533,200	8,942,794	9,372,048
Total	4.8%	7,288,944	7,867,570	8,793,383	9,404,704	9,745,084	10,212,848	10,703,065	11,216,812	11,755,219	12,319,470	12,910,804	13,530,523	14,179,988	14,860,628
Pension Assessment															
City	5.0%	2,500,977	2,578,699	2,787,832	2,895,975	2,989,361	3,138,829	3,295,771	3,460,559	3,633,587	3,815,267	4,006,030	4,206,331	4,416,648	4,637,480
Schools	5.0%	927,032	982,112	991,958	1,028,766	1,143,054	1,200,207	1,260,217	1,323,228	1,389,389	1,458,859	1,531,801	1,608,392	1,688,811	1,773,252
Total	5.0%	3,428,009	3,560,812	3,779,790	3,924,742	4,132,415	4,339,036	4,555,988	4,783,787	5,022,976	5,274,125	5,537,831	5,814,723	6,105,459	6,410,732
OPEB Trust Fund		450,000	0	25,000	50,000	0	102,128	107,031	112,168	117,552	123,195	129,108	135,305	141,800	148,606
Total Employee Benefits	4.9%	11,166,954	11,428,382	12,598,173	13,379,446	13,877,499	14,654,013	15,366,083	16,112,767	16,895,748	17,716,790	18,577,744	19,480,551	20,427,247	21,419,964
Budgeted Capital Investments:															
Capital Outlay	2.0%	373,792	351,037	325,720	354,287	366,646	373,979	381,458	389,088	396,869	404,807	412,903	421,161	429,584	438,176
Debt Service		3,286,866	3,715,056	4,107,675	3,986,891	4,132,835	4,138,644	4,164,188	4,184,231	4,200,426	4,236,061	4,269,894	4,326,599	4,345,880	4,362,588
Total Capital Investments		3,660,658	4,066,092	4,433,396	4,341,178	4,499,481	4,512,623	4,545,647	4,573,319	4,597,296	4,640,868	4,682,797	4,747,759	4,775,464	4,800,764
TOTAL EXPENDITURES		\$56,713,301	\$58,465,899	\$61,632,433	\$64,148,927	\$67,493,702	\$69,664,598	\$71,830,420	\$74,066,135	\$76,376,262	\$78,787,072	\$81,280,425	\$83,884,225	\$86,541,542	\$89,290,724
TOTAL REVENUE		\$57,350,220	\$60,406,438	\$62,861,536	\$64,454,570	\$67,499,596	\$69,789,742	\$72,128,062	\$74,519,292	\$76,966,578	\$79,494,738	\$82,084,099	\$84,760,946	\$87,466,636	\$90,237,711
AVAILABLE BALANCE		\$ 636,918	\$ 1,940,538	\$ 1,229,103	\$ 305,643	\$ 5,895	\$ 125,145	\$ 297,642	\$ 453,157	\$ 590,316	\$ 707,666	\$ 803,675	\$ 876,721	\$ 925,094	\$ 946,987

C. GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Unit Cost:

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

Unrestricted General Government Aid (UGGA):

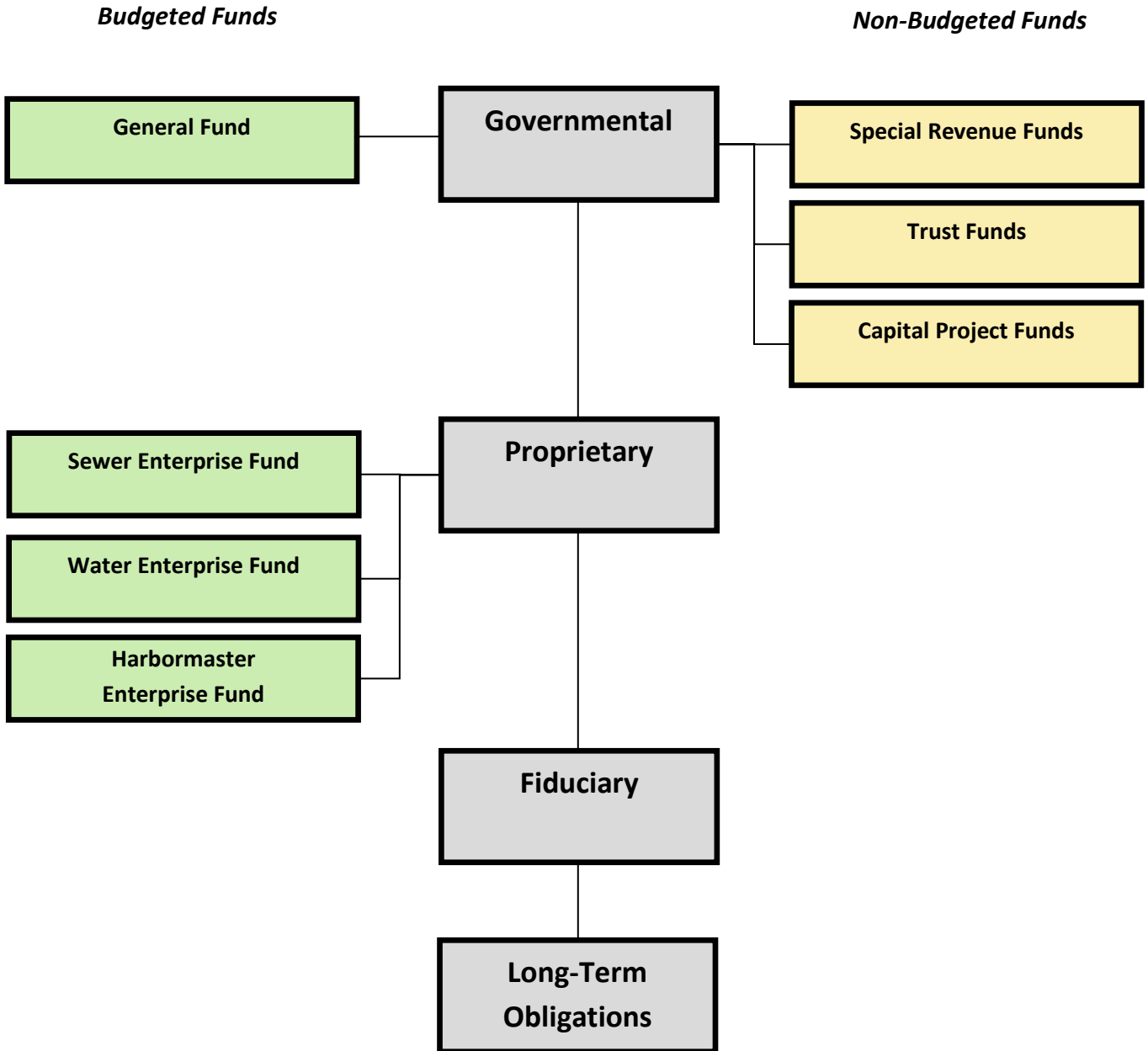
The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

Valuation (100%):

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

D. FUND DESCRIPTIONS & BALANCES

All Funds



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.

On the following page 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.

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.

General Fund Financial Statements

Balance Sheet

	<u>FY16</u>	<u>FY17</u>	<u>Amount Change</u>	<u>Percent Change</u>
Assets				
Cash and Short-Term Investments	\$12,337,452	\$10,300,561	(\$2,036,891)	-16.5%
Investments	\$146,056	\$697,223	\$551,167	377.4%
Receivables	\$2,424,949	\$2,721,591	\$296,642	12.2%
Total Assets	\$14,908,457	\$13,719,375	(\$1,189,082)	-8.0%
Liabilities				
Warrants Payable	\$2,447,735	\$1,543,474	(\$904,261)	-36.9%
Accrued Liabilities	\$1,466,304	\$1,619,000	\$152,696	10.4%
Tax Refunds Payable	\$160,286	\$152,128	(\$8,158)	-5.1%
Other	\$531,158	\$333,703	(\$197,455)	-37.2%
Total Liabilities	\$4,605,483	\$3,648,305	(\$957,178)	-20.8%
Deferred Inflows				
Unavailable revenues	\$2,109,107	\$2,756,184	\$647,077	30.7%
Fund Balances				
Committed	\$718,442	\$900,382	\$181,940	25.3%
Assigned	\$835,152	\$278,178	(\$556,974)	-66.7%
Unassigned	\$6,640,273	\$6,136,326	(\$503,947)	-7.6%
Total Fund Balances	\$8,193,867	\$7,314,886	(\$878,981)	-10.7%
Total Liabilities, Deferred Inflows and Fund Balances	\$14,908,457	\$13,719,375	(\$1,189,082)	-8.0%

Balance Sheet Highlights

- Assets (resources owned) = Liabilities (amounts owed) + Deferred Inflows (resources to be recognized in the future) + Fund Balance (reserves).
- Fund balance has specific restrictions: Committed (Mayor/City Council appropriations for a specific purpose), Assigned (purchase orders), and Unassigned (available).
- FY17 assigned fund balance decreased due to fewer purchase orders (encumbrances) at year-end.
- FY17 unassigned funds decreased due to use of free cash.

Statement of Revenues, Expenditures and Changes in Fund Balance Highlights

- Total revenues increased by \$2.2 million, or 3.7%, from FY16 to FY17.
- Local receipts decreased by 5.4% due to fewer building permits issued in FY17 vs. FY16.
- Expenditures for employee benefits increased due to more employees, higher insurance costs and an annual 5% increase to the pension assessment.
- Debt service increased from the final issuance of bonds for the Bresnahan and Nock/Molin School projects and new issues for High School Stadium, fire trucks and drainage.
- Fund balance remains strong at 11.7% of total expenditures and unassigned fund balance at 9.8% of total expenditures.

Statement of Revenues, Expenditures and Changes in Fund Balance

	<u>FY16</u>	<u>FY17</u>	<u>Amount Change</u>	<u>Percent Change</u>
Revenues				
Property Tax	\$49,892,638	\$51,860,623	\$1,967,985	3.9%
Excise Tax	\$2,620,498	\$2,707,801	\$87,303	3.3%
Local Receipts	\$2,824,083	\$2,670,650	(\$153,433)	-5.4%
State Aid	\$4,172,696	\$4,561,934	\$389,238	9.3%
Other	\$401,771	\$332,401	(\$69,370)	-17.3%
Total Revenue	\$59,911,686	\$62,133,409	\$2,221,723	3.7%
Expenditures				
City Services	\$16,519,863	\$17,244,060	\$724,197	4.4%
Schools	\$26,860,306	\$28,198,472	\$1,338,166	5.0%
Employee Benefits	\$11,809,048	\$12,754,684	\$945,636	8.0%
Debt Service	\$3,730,562	\$4,111,685	\$381,123	10.2%
Total Expenditures	\$58,919,779	\$62,308,901	\$3,389,122	5.8%
Excess (deficiency) of revenues over expenditures	\$991,907	(\$175,492)	(\$1,167,399)	-117.7%
Other Financing Sources (Uses)				
Refunding of Bonds	\$15,506	\$0	(\$15,506)	-100.0%
Transfers In	\$702,797	\$343,946	(\$358,851)	-51.1%
Transfers Out	(\$1,647,615)	(\$1,047,435)	\$600,180	-36.4%
Total Other Financing	(\$929,312)	(\$703,489)	\$225,823	-24.3%
Changes in Fund Balance	\$62,595	(\$878,981)	(\$941,576)	-1504.2%
Fund Balance				
Beginning of Year	\$8,131,272	\$8,193,867	\$62,595	0.8%
End of Year	\$8,193,867	\$7,314,886	(\$878,981)	-10.7%

This information is a condensed version of the City's audited financial statements for June 30, 2016 and June 30, 2017, which are accessible in [full](#) via the City website.

ALL FUNDS SUMMARY

As of 5.1.2018

Fund Name	Code	Beginning Balance	FY18 Revenue	FY18 Expended	Transfers In/ (Out)	Ending Balance
General Fund						
General Fund	001	\$3,320,035	\$52,861,344	(\$50,821,817)	(\$240,599)	\$5,118,963
Total General Fund		\$3,320,035	\$52,861,344	(\$50,821,817)	(\$240,599)	\$5,118,963
Enterprise Funds						
Water Enterprise Fund	060	\$1,787,846	\$4,426,349	(\$4,175,565)	\$0	\$2,038,630
Sewer Enterprise Fund	061	\$1,132,955	\$5,463,520	(\$6,004,695)		\$591,780
Harbormaster Enterprise Fund	6520	\$536,265	\$294,501	(\$339,904)		\$490,862
Total Enterprise Funds		\$3,457,066	\$10,184,370	(\$10,520,165)	\$0	\$3,121,271
Departmental Revolving Funds						
Engineering Services	2801	\$69,615	\$83,139	(\$89,032)	\$0	\$63,722
Council on Aging	2802	\$43,536	\$30,075	(\$28,040)	\$0	\$45,571
Recreational Services	2803	\$251,343	\$117,713	(\$297,015)	\$0	\$72,040
Historical Commission	2804	\$7,922	\$450	(\$150)	\$0	\$8,222
Electrical Inspector	2806	\$51,295	\$54,627	(\$48,082)	\$0	\$57,839
Plumbing Inspector	2807	\$21,433	\$29,155	(\$45,684)	\$0	\$4,904
Gas Inspector	2808	\$16,611	\$21,753	(\$26,923)	\$0	\$11,442
Disabilities Commission	2809	\$12,312	\$5,245	\$0	\$0	\$17,557
Emma Andrews Library	2810	\$28,557	\$15,000	(\$8,218)	\$0	\$35,339
M-School Drop-in Center	2811	\$71,853	\$12,294	(\$37,430)	\$0	\$46,717
Transient Vendors	2812	\$29,882	\$14,330	(\$5,823)	\$0	\$38,389
Planning & Zoning	2813	\$39,231	\$46,314	(\$33,825)	\$0	\$51,720
Animal Control	2817	\$12,489	\$1,085	\$0	\$0	\$13,574
Tree Commission	2818	\$8,097	\$3,809	(\$5,218)	\$0	\$6,688
Medicare/Medicaid	2835	\$35,083	\$10,072	(\$12,458)	\$0	\$32,696
Veterans Services	2836	\$1,552	\$0	\$0	\$0	\$1,552
Downtown Paid Parking	2839	\$951,855	\$651,442	(\$419,728)	\$0	\$1,183,569
City Hall Maintenance	2840	\$4,398	\$1,140	(\$1,935)	\$0	\$3,604
Senior Comm. Ctr. Maint.	2841	\$9,471	\$25,360	(\$6,040)	\$0	\$28,791
Parks Maint.	2842	\$2	\$4,085	(\$3,090)	\$0	\$996
Total Departmental Revolving Funds		\$1,666,537	\$1,127,087	(\$1,068,690)	\$0	\$1,724,934
Receipts Reserved for Appropriation Funds						
Cemetery Receipts	2721	\$8,649	\$2,100	\$0	\$0	\$10,749
Gasoline	2722	\$139,283	\$70,576	\$0	(\$128,223)	\$81,637
Inflow/Infiltration Fees	2723	\$336,103	\$67,220	\$0	\$0	\$403,323
Assessor Service Fees	2724	\$1,850	\$460	\$0	\$0	\$2,310
Insurance Claims	2741	\$51,864	\$0	\$0	\$0	\$51,864
Settlements	2745	\$108,421	\$903	\$0	\$0	\$109,323
Solid Waste Fees	2747	\$308,464	\$42,859	\$0	(\$40,000)	\$311,323
Green Initiatives	2755	\$161,910	\$0	\$0	\$0	\$161,910
Sale of Muni. Buildings/Equipment	2760	\$748,000	\$0	\$0	\$0	\$748,000
Total Receipts Reserved for Approp. Funds		\$1,864,544	\$184,118	\$0	(\$168,223)	\$1,880,439
Community Preservation Fund						
Community Preservation Fund	070	\$621,523	\$872,696	(\$916,549)		\$577,670
Total Community Preservation Fund		\$621,523	\$872,696	(\$916,549)	\$0	\$577,670
Capital Project Funds						
Sidewalks	3002	\$9,954	\$75,264	(\$13,697)	\$0	\$71,522
Street Relo North Reservation Terrace	3006	\$13,378	\$0	\$0	\$0	\$13,378
School Bldg Improvements	3009	\$5,696	\$0	(\$1,078)	\$0	\$4,619
Brown Square	3011	\$1,001	\$0	\$0	\$0	\$1,001
Water System Improvements	3202	\$99,909	\$0	(\$66,510)	\$0	\$33,399
Water Main Replacement	3204	\$360,162	\$0	\$0	\$0	\$360,162
DPS Building	3403	\$134,789	\$0	(\$42,258)	\$0	\$92,531

Fund Name	Code	Beginning Balance	FY18 Revenue	FY18 Expended	Transfers In/ (Out)	Ending Balance
West End Sewer Project	3406	\$300,963	\$0	(\$127,177)	\$0	\$173,786
Graf Road Force Main	3407	\$1	\$0	\$0	\$0	\$1
Sewer Main	3408	\$13,081	\$0	\$0	\$0	\$13,081
Meter Replacement Program	3409	\$383,812	\$0	\$0	\$0	\$383,812
Vacuum Truck	3412	\$15,092	\$0	\$0	\$0	\$15,092
HVAC Improvements	3415	\$43,569	\$0	\$0	\$0	\$43,569
VOIP Phone System	3506	\$2,308	\$0	\$0	\$0	\$2,308
Cashman Park Right Field Netting	3508	\$5	\$0	\$0	\$0	\$5
Brown School Gym Handicapped Ramp	3509	\$5,625	\$0	\$0	\$0	\$5,625
Nock/Molin (Bradley Fuller/Richard Eaton) Field	3510	\$55,975	\$25,221	(\$35,437)	\$0	\$45,758
(2) World War Memorial Stadium Multi-Purpose Field	3512	\$73,829	\$0	(\$73,829)	\$0	\$0
(3) Cherry Hill Parcel B Soccer Field Improvement Project	3513	\$14,871	\$0	(\$4,007)	\$0	\$10,864
FY15 - Fire Trucks - "2"	3514	\$247	\$0	\$0	\$0	\$247
Parking Rev Collection System	3517	\$40,000	\$0	\$0	\$0	\$40,000
Colby Farm Lot 1 Feasibility Study	3519	\$7,500	\$0	\$0	\$0	\$7,500
Electronic Rec/PO/Cnt Mgr	3521	\$6,047	\$0	(\$2,939)	\$0	\$3,107
Master Plan Upgrade	3603	\$154	\$0	(\$154)	\$0	\$0
Parking Facility	3605	\$510,300	\$5,898,072	(\$2,793,174)	\$0	\$3,615,198
Rail Trail Phase 2	3608	\$71,612	\$284,153	(\$194,400)	\$0	\$161,365
High Hazard Tree Removal	3610	\$11,250	\$0	(\$8,390)	\$0	\$2,860
IT Hardware	3613	\$1,445	\$0	(\$1,445)	\$0	\$0
Laptops for Cruisers	3614	\$2,554	\$0	(\$110)	\$0	\$2,444
Various Drainage Projects	3700	\$386,000	\$0	(\$273,039)	\$0	\$112,961
Acquisition for Transit Parking Facility	3701	\$10,000	\$0	(\$10,000)	\$0	\$0
Police Utility Vehicle	3702	\$4,565	\$0	(\$2,794)	\$0	\$1,771
Groundskeeper/Landscaping Equipment	3703	\$5,700	\$0	(\$3,434)	\$0	\$2,266
Clean River Project	3704	\$18,163	\$0	\$0	\$0	\$18,163
Sidewalk Improvements	3705	\$60,000	\$0	\$0	\$0	\$60,000
2 Ton Dump Truck w/Plow	3706	\$940	\$0	\$0	\$0	\$940
Sch - Nock/Molin Elevator Controls Modernization	3707	\$140,000	\$0	(\$15,143)	\$163,710	\$288,567
Multipurpose Tractor	3708	\$35,000	\$0	(\$31,728)	\$0	\$3,272
3/4 Ton Pickup Truck w/Plow	3709	\$43,000	\$0	(\$42,860)	\$0	\$140
1 1/2 Ton Dump Truck w/Plow	3710	\$85,000	\$0	(\$85,000)	\$0	\$0
Replace/Update Radio Equipment	3711	\$3,667	\$0	(\$2,414)	\$0	\$1,253
Sch - High School Fire Alarm Panel Replacement	3712	\$52,436	\$0	(\$52,436)	\$0	\$0
Sch - Nock/Molin Furniture Replacement	3713	\$25,000	\$0	\$0	\$0	\$25,000
Sch - 1 Ton Pickup w/Plow	3714	\$46,830	\$0	(\$46,830)	\$0	\$0
LED Streetlight Conversion	3715	\$98,000	\$0	(\$98,000)	\$0	\$0
Communication System	3716	\$70,050	\$0	(\$48,215)	\$0	\$21,835
IT Hardware	3717	\$52,500	\$0	(\$6,909)	\$0	\$45,591
High School Roof Repairs	3800	\$20,000	\$0	(\$3,251)	\$0	\$16,749
Roadway Reconstruction Program	3801	\$300,000	\$0	\$0	\$0	\$300,000
Tractor - Parks	3802	\$0	\$0	(\$47,322)	\$47,322	\$0
HS Addition Feasibility Study	3803	\$0	\$0	(\$6,500)	\$6,500	\$0
Well Cleaning & Rehab	4000	\$60,000	\$0	\$0	\$0	\$60,000
Water Safe Yield Est	4001	\$68,608	\$0	(\$57,001)	\$0	\$11,607
WTP Sump Pump Repair	4002	\$50,000	\$0	(\$20,450)	\$0	\$29,550
Artichoke Pump Station Skylight/Roof Repairs	4003	\$25,000	\$0	(\$4,500)	\$0	\$20,500
Sludge Removal in the Lagoons	4004	\$40,000	\$0	(\$11,960)	\$0	\$28,040
PI Hydrant Replacement	4005	\$0	\$0	(\$1,857,457)	\$3,377,460	\$1,520,003
WW Odor Control/Facility Upgrades	4101	\$3,996,959	\$1,000,000	(\$3,982,547)	\$0	\$1,014,412
Hale/Graf Force Main	4102	\$835,810	\$0	(\$372,759)	\$0	\$463,051

Fund Name	Code	Beginning Balance	FY18 Revenue	FY18 Expended	Transfers In/ (Out)	Ending Balance
PI Sewer Valve Pit Monitoring	4103	(\$412,991)	\$428,993	(\$26,870)	\$0	(\$10,867)
Graf Road Sewer Pump Station	4105	\$2,933,309	\$500,000	(\$499,879)	\$0	\$2,933,430
WW Collection System Capacity Analysis	4106	\$66,342	\$0	(\$66,342)	\$0	\$0
Sewer & Manhole Replacement Project	4107	\$250,000	\$0	(\$98,708)	\$0	\$151,292
Pump & Valve Replacements	4108	\$90,000	\$0	(\$24,790)	\$0	\$65,210
Transient Boater Facility Project	4200	\$9,400	\$0	(\$61)	\$0	\$9,339
Ballot Bresnahan School Construction (Excluded)	4501	\$952,595	\$0	\$0	(\$132,447)	\$820,148
CC Nock/Molin School Construction	4504	\$31,263	\$0	\$0	(\$31,263)	\$0
Ballot Senior & Community Center (Excluded)	4505	\$25,872	\$0	(\$1,450)	\$0	\$24,422
Pilings	5701	\$6	\$0	\$0	\$0	\$6
Total Capital Project Funds		\$12,672,276	\$8,211,703	(\$11,165,253)	\$3,431,282	\$13,150,008

Appendix E:
Newburyport Public Schools
Budget Detail



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Newburyport Public Schools



2018 – 2019 Approved School Budget

Susan Viccaro, 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)
Bruce Menin, Vice-Chair
Brian Callahan
Steven Cole
Nick deKanter
David Hochheiser
Sean Reardon

April 24, 2018



NEWBURYPORT PUBLIC SCHOOLS

70 LOW STREET

NEWBURYPORT, MASSACHUSETTS 01950-4086

OFFICE OF THE SUPERINTENDENT
SUSAN L. VICCARO, SUPERINTENDENT

TELEPHONE 978.465.4456
FAX 978.462.3495

April 10, 2018

Dear Newburyport Community Members,

The development of the 2018-2019 school budget brought the usual challenges forward, but also provided us with unparalleled revenue losses. These included cuts to state funding for both the school department and the City. Specific areas of loss include Choice and preschool, as well as kindergarten revolving. Despite these challenges, the City still was able to provide a 3.9% appropriation for the Newburyport Public Schools.

As in previous years, I worked closely with the members of the Newburyport Public Schools Leadership Team, comprised of building and district administrators and alongside Nancy Lysik, Executive Assistant for Finance and Human Resources, to compile a responsible, balanced budget that would meet current student needs, while at the same time, addressing increasing areas of concern.

One area that has incurred significant financial growth is the area of special education. It is now 30% of our budget, and is \$600,000 over last year's budget. This increase is due to additional student needs in-district as well as students requiring placements outside of the district. To address these concerns we have added new positions in the budget to include a social worker at Bresnahan to offer social and emotional support for students and families, and an additional special education teacher to service students and fulfill the required number of programming hours to meet their individual educational plans.

Other new staffing additions to the budget include a .5 reading teacher at the Nock, a .8 STEM/Math teacher at Newburyport High School, and hourly additions to a pre-school teacher assistant and clerical support at the high school. Principals were able to add these priority positions to the budget by decreasing in other areas.

On a positive note, some areas of the budget have remained status quo; our strategic plan continues to move forward, all of our current staff members will be employed next year. All positions where teachers are retiring will be replaced with one exception, and in that case a current teacher will be transferred. There is no discernable impact on class size in grades K-5, and class size continues to be well within the guidelines set by the School Committee.

For the 2018-2019 SY, we have opened limited Choice seats at grades 1, 6 and 9. While our enrollment has remained fairly consistent over the last 5 years, we will start to see a decline in enrollment which will allow for more Choice seats to be offered in the future.

Significant items that impacted the budget this year were three-fold: negotiated staff wage increases, additional earning of degree status also resulting in higher staff wages, and uncertain state funding and additional non-public funding at the time of the proposed budget presentation.

Despite these challenges, the District continues to move forward. During the past five years, with continuing support from the City, we have been able to add intervention specialists to Bresnahan and Molin, expand our music and art opportunities, offer additional needed nursing support, and add a Guidance Administrator. We now offer STEM classes K-12, have added additional office personnel, extended course offerings at the high school, as well as adding additional related service personnel. With each year, we are slowly expanding our academic opportunities for students as well as providing additional social emotional supports and services. With the assistance of the Parks Department, we now have state of the art athletic facilities to meet the needs of our youth and school-aged athletes.

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 and would not be the thriving district that we are, without your support.

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
FY18 - FY19**

Revenue

Revenue Source	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Proposed	Change	%
City Appropriation	\$ 26,412,981	\$ 27,402,232	\$ 28,551,701	\$ 29,725,373.94	\$ 1,173,673	4.11%
Medicaid	\$ -	\$ -	\$ 100,000	\$ 125,000	\$ 25,000	25.00%
Total City Appropriation			\$ 28,651,701	\$ 29,850,374		0.00%
Choice Tuitions	\$ 565,377	\$ 503,211	\$ 94,453	\$ 131,507	\$ 37,054	39.23%
Fund Balance	\$ -	\$ -	\$ 618,802	\$ 350,000	\$ (268,802)	-43.44%
Circuit Breaker	\$ 531,849	\$ 674,504	\$ 641,505	\$ 834,400	\$ 192,895	30.07%
ABLE Grant (94-142)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	0.00%
Title 1	\$ 140,000	\$ 150,000	\$ 191,389	\$ 200,000	\$ 8,611	4.50%
Athletic Receipts & Fees	\$ 247,452	\$ 298,765	\$ 275,000	\$ 275,000	\$ -	0.00%
Transportation Fees	\$ 178,127	\$ 197,126	\$ 200,000	\$ 200,000	\$ -	0.00%
Swasey	\$ 90,000	\$ 90,000	\$ 112,614	\$ 112,614	\$ -	0.00%
Kindergarten Revolving	\$ 283,833	\$ 386,203	\$ 375,000	\$ 326,740	\$ (48,260)	-12.87%
Fund Balance	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	100.00%
Pre-School Revolving	\$ 233,621	\$ 236,771	\$ 250,000	\$ 200,000	\$ (50,000)	-20.00%
Total Revenue	\$ 29,183,239	\$ 30,438,812	\$ 31,910,464	\$ 33,080,635	\$ 1,170,171	3.67%

Expenses

Cost Center	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Proposed	Change Adopted/Proposed	
Bresnahan School	\$ 6,095,676	\$ 6,386,953	\$ 6,780,578	\$ 6,938,226	\$ 157,648	2.32%
Upper Elementary	\$ 2,631,216	\$ 2,688,787	\$ 3,001,451	\$ 3,232,062	\$ 230,611	7.68%
Middle School	\$ 4,391,660	\$ 4,594,997	\$ 4,760,443	\$ 4,892,362	\$ 131,919	2.77%
High School	\$ 7,602,478	\$ 7,870,006	\$ 8,108,946	\$ 8,419,073	\$ 310,128	3.82%
System-Wide	\$ 8,337,620	\$ 8,219,246	\$ 9,259,046	\$ 9,598,911	\$ 339,865	3.67%
Total Expenses	\$ 29,058,650	\$ 29,759,989	\$ 31,910,463	\$ 33,080,634	\$ 1,170,171	3.67%

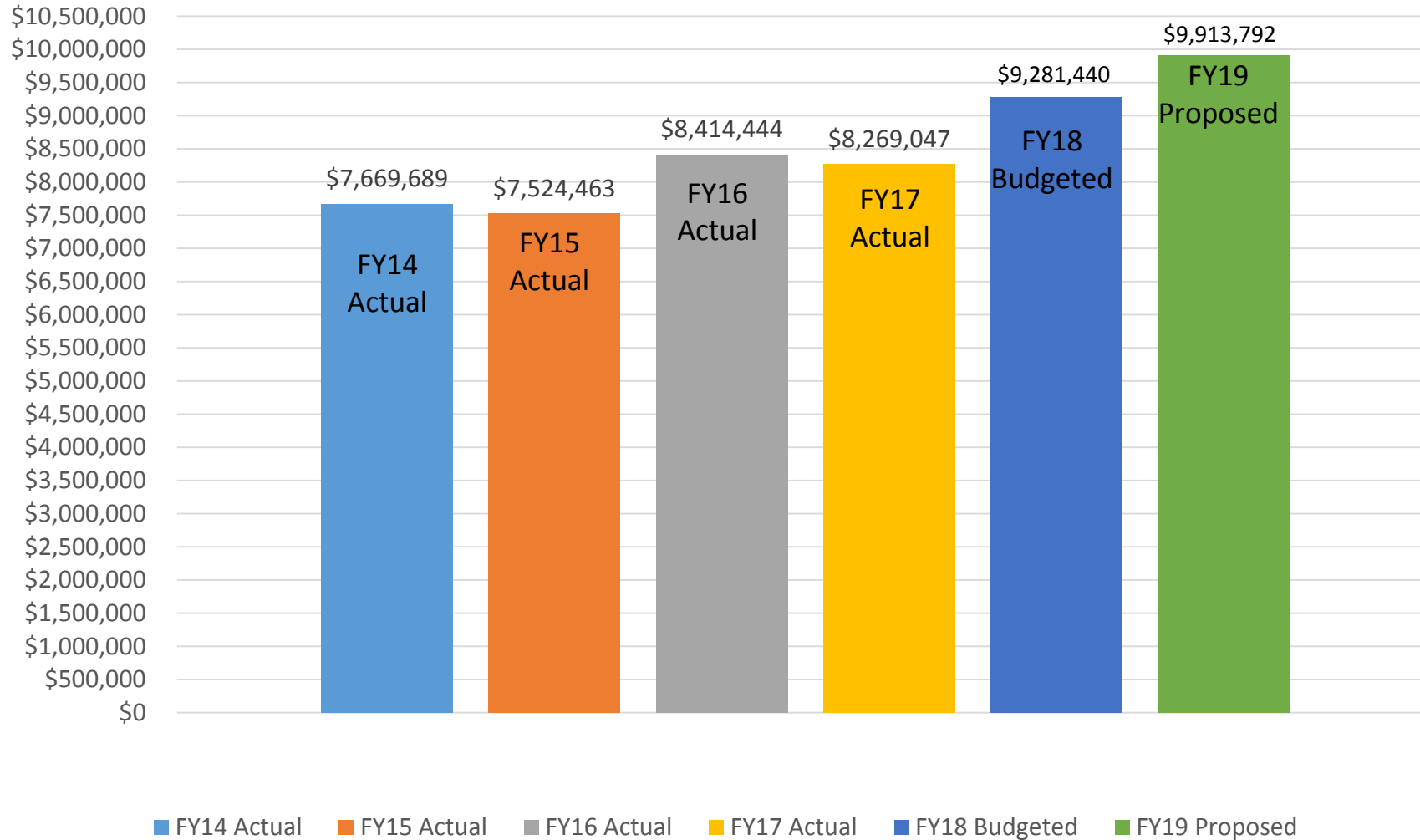
GRANT FUNDS FY2014- FY2018

The following are grants received by Newburyport Public Schools

Grant Name	FY14	FY15	FY16	FY17	FY18 Proj
SPED 240 Grant (Project ABLE)	\$ 530,958	\$ 539,090	\$ 535,414	\$ 548,332	\$ 532,162
Early Childhood SPED 262	\$ 12,002	\$ 12,617	\$ 12,604	\$ 11,669	\$ 11,083
Title I - 305	\$ 170,933	\$ 164,906	\$ 203,027	\$ 207,296	\$ 217,302
Quality Full Day Kindergarten	\$ 65,634	\$ 49,960	\$ 49,961	\$ -	\$ -
Academic Support-Summer	\$ 4,500	\$ -	\$ -	\$ -	\$ -
EEC Program Improvement	\$ 3,350	\$ 6,700	\$ 2,000	\$ 1,400	\$ -
Title III					\$ 16,771
Teacher Quality -Title IIA	\$ 47,462	\$ 39,665	\$ 40,368	\$ 39,388	\$ 53,117
Essential School Health Services	\$ 55,760	\$ 55,760	\$ 61,830	\$ 77,760	\$ 77,760
Sped Prof. Development	\$ 10,101	\$ 18,586	\$ 19,462	\$ 19,462	\$ -
Youth Opioid Prevention					\$ 10,875
title IV					\$ 5,327
Academic Support	\$ 7,900	\$ 5,600	\$ 5,000	\$ -	\$ -
Literacy Partnerships-GR2	\$ 20,553	\$ 14,760	\$ -	\$ -	\$ -
Education Jobs Grant - 206	\$ -	\$ -	\$ -	\$ -	\$ -
Race To the Top Grant - 201	\$ 59,844	\$ -	\$ -	\$ -	\$ -
Safe & Supportive Schools	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -
TOTAL	\$ 998,997	\$ 907,644	\$ 939,666	\$ 905,307	\$ 924,397

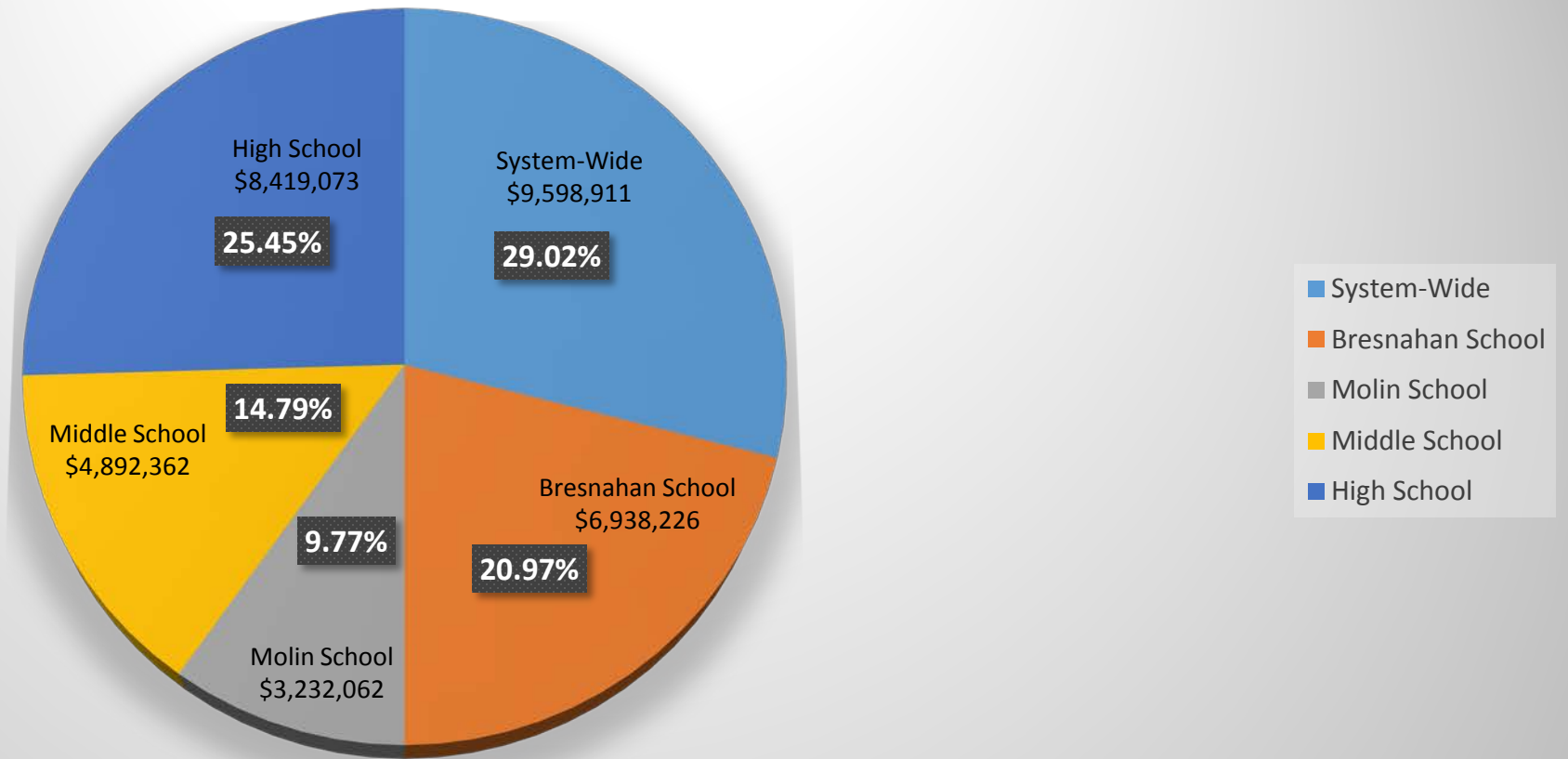
Private Grants	FY14	FY15	FY16	FY17	FY18 Proj
Newburyport Education Foundation	\$ 418,788	\$ 367,150	\$ 332,300	\$ 310,000	in process
Swasey	\$ 90,000	\$ 90,000	\$ 90,000	\$ 92,758	\$ 242,070
PTO	\$ -	\$ 63,350	\$ 42,623	\$ 52,423	in process
TOTAL	\$ 508,788	\$ 520,500	\$ 464,923	\$ 455,181	\$ 242,070

Special Education Expense Growth



FY19 School Budget

\$33,080,634



Increase in Staffing FY19

Bresnahan School

- Pre-School Instructional Assistant – increase in FTE .25
- Social Worker – New 1.0

Molin School

- Special Education Teacher – New 1.0

Middle School

- Reading Teacher – New .5

High School

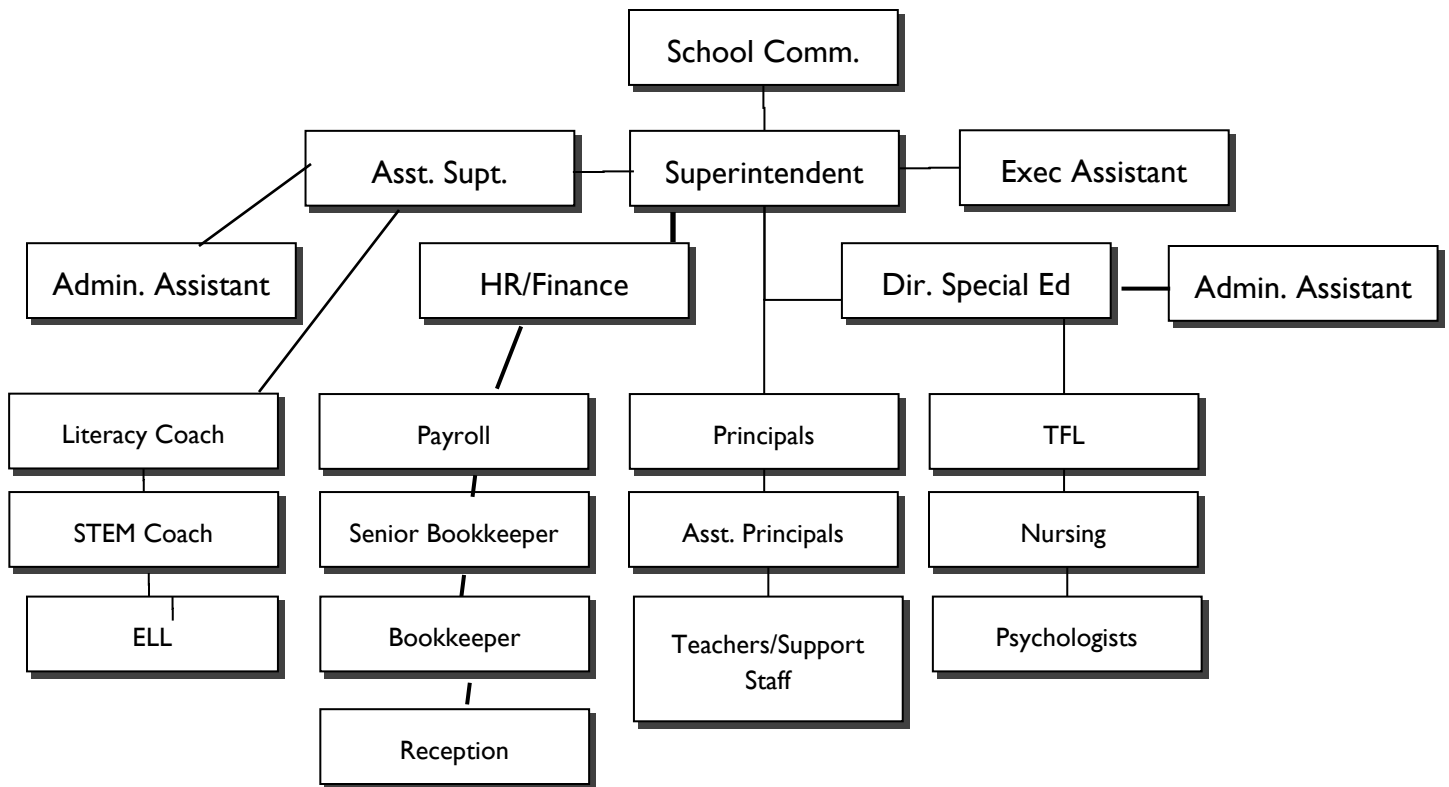
- Clerical – increase in FTE .2
- Math/STEM – New .6

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	FY16	FY17	FY18 FTE	FY18	FY18	FY19 FTE	FY19	FY19	Increase/ Decrease
	Actual	Actual		Revised	Other Funds		Proposed	Other Funds	
Technology									
Professional Salaries	\$ 76,449	\$ 80,717	1.0	\$ 85,860		1.0	\$ 88,127		\$ 2,267
Secretary	\$ 38,244	\$ 38,818	1.0	\$ 39,400		1.0	\$ 40,725		\$ 1,325
Technician	\$ 139,381	\$ 150,440	3.0	\$ 159,002		3.0	\$ 163,599		\$ 4,597
Contracted Services	\$ 7,380	\$ 6,275		\$ 96,436			\$ 32,300		\$ (64,136)
Supplies/Materials	\$ 7,481	\$ 5,919		\$ 1,204			\$ 16,500		\$ 15,296
Software	\$ 33,769	\$ 2,866		\$ 39,367			\$ 30,600		\$ (8,767)
Equipment Purchase	\$ 30,572	\$ 16,370		\$ 3,159			\$ 12,500		\$ 9,341
Total Technology	\$ 333,276	\$ 301,405		\$ 424,428			\$ 384,351	\$ -	\$ (40,077)
Health									
Professional Salaries	\$ 480,654	\$ 529,119	8.0	\$ 545,515		8.0	\$ 555,912		\$ 10,397
Contract Services	\$ 733	\$ 188		\$ 4,100			\$ 4,100		\$ -
Supplies/Materials	\$ 10,259	\$ 16,369		\$ 13,000			\$ 13,000		\$ -
Total Health	\$ 491,646	\$ 545,675		\$ 562,615			\$ 573,012	\$ -	\$ 10,397
Special Education									
Professional Salaries	\$ 144,393	\$ 105,570	1.0	\$ 107,681		1.0	\$ 115,285		\$ 7,604
Professional - Transitional Coordinator		\$ -	0.0	\$ -		0.0	\$ -		\$ -
Secretary	\$ 119,921	\$ 126,344	2.6	\$ 125,386		2.6	\$ 136,947		\$ 11,561
Transportation	\$ 548,495	\$ 474,319		\$ 585,911			\$ 608,000		\$ 22,089
Tuition	\$ 2,193,643	\$ 1,847,968		\$ 1,896,685	\$ 641,505		\$ 1,975,356	\$ 809,400	\$ 246,566
Contracted Services	\$ 298,078	\$ 423,447		\$ 294,160			\$ 272,950		\$ (21,210)
Supplies/Materials	\$ 10,488	\$ 14,127		\$ 21,000			\$ 21,000		\$ -
Memberships	\$ 965	\$ 790		\$ 800			\$ 800		\$ -
Postage	\$ 581	\$ 752		\$ 400			\$ 400		\$ -
Travel	\$ 3,100	\$ 3,148		\$ 2,000			\$ 2,000		\$ -
Legal	\$ 73,238	\$ 59,355		\$ 60,000			\$ 60,000		\$ -
Tests	\$ 15,173	\$ 3,889		\$ 10,000			\$ 10,000		\$ -
Summer Program	\$ 96,549	\$ 108,169		\$ 115,439			\$ 140,000		\$ 24,561
Equipment Maintenance	\$ -	\$ 217		\$ 1,000			\$ 1,000		\$ -
Total Special Education	\$ 3,504,624	\$ 3,168,097		\$ 3,220,462	\$ 641,505		\$ 3,343,738	\$ 809,400	\$ 291,171
Psychologist									
Professional Salaries	\$ 268,824	\$ 289,377	4.0	\$ 327,125		4.0	\$ 339,451		\$ 12,326
Total Psychologist	\$ 268,824	\$ 289,377		\$ 327,125			\$ 339,451	\$ -	\$ 12,326
Curriculum									
Professional Salaries	\$ 299,562	\$ 309,142	3.0	\$ 317,825		3.0	\$ 324,785		\$ 6,960
Stipend	\$ 83,575	\$ 79,809		\$ 103,021	\$ 22,614		\$ 112,175	\$ -	\$ (13,460)
Secretary	\$ 52,027	\$ 53,409	1.0	\$ 53,929		1.0	\$ 54,945		\$ 1,016
Tests	\$ 8,716	\$ 7,526		\$ 12,000			\$ 19,000		\$ 7,000
Contracted Services	\$ 22,203	\$ 40,808		\$ 23,000			\$ 13,000		\$ (10,000)
Supplies/Materials	\$ 82,524	\$ 64,457		\$ 62,077			\$ 18,000		\$ (44,077)
Software	\$ 17,321	\$ 9,024		\$ 34,673			\$ 10,000		\$ (24,673)
General Supplies	\$ -	\$ -		\$ 1,500			\$ 1,500		\$ -
Travel	\$ -	\$ 835		\$ 1,000			\$ 1,000		\$ -
Summer Program	\$ 3,353	\$ 7,410		\$ 1,471			\$ 1,000		\$ (471)
Total Curriculum	\$ 569,280	\$ 572,422		\$ 610,496	\$ 22,614		\$ 555,405	\$ -	\$ (77,705)
In-Service									
Supplies/Materials	\$ 5,726	\$ 11,477		\$ 10,970			\$ 15,000		\$ 4,030
Professional dev. HS	\$ 3,900	\$ -		\$ -			\$ -		\$ -
Conference/Workshop	\$ 95,493	\$ 91,395		\$ 34,530	\$ 90,000		\$ 25,000	\$ 112,614	\$ 13,084
Memberships	\$ 2,011	\$ 1,609		\$ 3,000			\$ 3,000		\$ -
Summer Curriculum	\$ -	\$ -		\$ -			\$ -		\$ -
Tuition	\$ 16,613	\$ 18,191		\$ 21,000			\$ 21,000		\$ -
Total In-Service	\$ 123,743	\$ 122,673		\$ 69,500	\$ 90,000		\$ 64,000	\$ 112,614	\$ 17,114
Lunch									
Lunch & Recess Monitors	\$ 62,445	\$ 62,760		\$ 70,420			\$ 74,344		\$ 3,924
Contingency (subs, repairs)	\$ 41,188	\$ 57,721		\$ 20,000			\$ 27,134		\$ 7,134
Total School Lunch	\$ 103,633	\$ 120,481		\$ 90,420			\$ 101,478		\$ 11,058
Data Processing									
Contracted Services	\$ 24,418	\$ 40,803		\$ 26,042			\$ 35,404		\$ 9,362
Software	\$ 28,543	\$ 58,574		\$ 62,958			\$ 74,559		\$ 11,601
Conference/Workshop	\$ 1,146	\$ 850		\$ 2,000			\$ 2,000		\$ -
Total Data Processing	\$ 54,106	\$ 100,227		\$ 91,000			\$ 111,963	\$ -	\$ 20,963

Description	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	
	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	
Safety									
Crossing Guard	\$ 67,757	\$ 68,981		\$ 67,358			\$ 69,220		\$ 1,862
Uniforms	\$ 1,845	\$ 239		\$ 1,500			\$ 1,500		\$ -
Total Safety	\$ 69,602	\$ 69,220		\$ 68,858			\$ 70,720	\$ -	\$ 1,862
Transportation									
Transportation	\$ 788,467	\$ 816,034		\$ 641,829	\$ 200,000		\$ 722,256	\$ 200,000	\$ 80,427
Total Transportation	\$ 788,467	\$ 816,034		\$ 641,829	\$ 200,000		\$ 722,256	\$ 200,000	\$ 80,427
ELL									
Professional Salaries	\$ 154,288	\$ 186,582	3.0	\$ 196,157		3.0	\$ 205,211		\$ 9,054
Translators	\$ 7,155	\$ 15,688		\$ 18,000			\$ 13,000		\$ (5,000)
Supplies/Materials	\$ 2,268	\$ 17,601		\$ 7,000			\$ 17,000		\$ 10,000
Total ELL	\$ 163,711	\$ 219,871		\$ 221,157			\$ 235,211	\$ -	\$ 14,054
HVAC									
Custodian	\$ 52,826	\$ 54,926	1.0	\$ 57,601		1.0	\$ 61,267		\$ 3,666
Contract Services	\$ 18,133	\$ 20,132		\$ 18,000			\$ 20,000		\$ 2,000
Custodial Supplies	\$ 19,346	\$ 12,015		\$ 22,000			\$ 22,000		\$ -
Training	\$ -	\$ -		\$ 2,000			\$ 2,000		\$ -
Equipment Purchase	\$ -	\$ -		\$ 1,000			\$ 1,000		\$ -
Total HVAC	\$ 90,304	\$ 87,072		\$ 100,601			\$ 106,267	\$ -	\$ 5,666
Maintenance of Plant									
Custodian	\$ 199,693	\$ 200,438	3.0	\$ 211,425		3.0	\$ 217,874		\$ 6,449
Custodial Supplies	\$ 27,961	\$ 28,232		\$ 35,000			\$ 35,000		\$ -
Equipment Purchase	\$ 2,468	\$ 3,964		\$ 4,000			\$ 4,000		\$ -
Building/Contracted Serv	\$ 2,831	\$ 9,758		\$ 18,700			\$ 21,600		\$ 2,900
Contingency	\$ 3,428	\$ 97		\$ 10,000			\$ 10,000		\$ -
Total Maintenance	\$ 236,381	\$ 242,489		\$ 279,125			\$ 288,474	\$ -	\$ 9,349
Non-Salary Emp Benefits									
Contracted Services	\$ 8,750	\$ 20,875		\$ 20,000			\$ 10,250		\$ (9,750)
Physicals	\$ 3,073	\$ 186		\$ -			\$ -		\$ -
TSA	\$ 38,882	\$ 56,977		\$ 49,000			\$ 60,000		\$ 11,000
Sick Leave	\$ 164,245	\$ 152,377		\$ 117,733			\$ 73,685		\$ (44,048)
Insurance (MIIA)	\$ 267,084	\$ 278,325		\$ 332,585			\$ 352,000		\$ 19,415
Administration Disability	\$ 8,850	\$ 8,705		\$ 12,000			\$ 9,000		\$ (3,000)
Unemployment	\$ 34,736	\$ 20,207		\$ 19,415			\$ 30,000		\$ 10,585
FICA	\$ 290,885	\$ 316,418		\$ 313,000			\$ 320,825		\$ 7,825
Total Non-Salary Benefits	\$ 816,506	\$ 854,069		\$ 863,733			\$ 855,760	\$ -	\$ (7,973)
School Committee									
School Committee	\$ 15,292	\$ 15,500		\$ 17,500			\$ 17,500		\$ -
Contracted Services	\$ 6,018	\$ 7,760		\$ 6,000			\$ 6,000		\$ -
Publications	\$ -	\$ 63		\$ 250			\$ 100		\$ (150)
Conference/Workshop	\$ 195	\$ 103		\$ 1,000			\$ 500		\$ (500)
Memberships	\$ 6,832	\$ 5,513		\$ 5,550			\$ 5,700		\$ 150
Supt. Search				\$ 20,000			\$ -		\$ (20,000)
Legal	\$ 54,096	\$ 40,413		\$ 25,000			\$ 20,000		\$ (5,000)
Total School Committee	\$ 82,433	\$ 69,352		\$ 75,300			\$ 49,800	\$ -	\$ (25,500)
Administration									
Central Office Admin	\$ 261,406	\$ 277,632	2.0	\$ 279,549		2.0	\$ 271,711		\$ (7,838)
Secretary	\$ 278,407	\$ 297,458	5.0	\$ 270,049		5.0	\$ 282,954		\$ 12,905
Contracted Services	\$ 1,250	\$ -	0.5	\$ 6,780		0.5	\$ 28,846		\$ 22,066
Supplies/Materials	\$ 10,404	\$ 9,166		\$ 13,300			\$ 13,000		\$ (300)
Meeting Expenses	\$ 1,108	\$ 424		\$ 1,500			\$ 1,500		\$ -
Publications	\$ 402	\$ 276		\$ 300			\$ 300		\$ -
Conference/Workshop	\$ 2,908	\$ 2,632		\$ 5,000			\$ 5,000		\$ -
Memberships	\$ 4,950	\$ 7,353		\$ 7,500			\$ 7,500		\$ -
Printing	\$ -	\$ -		\$ 100			\$ -		\$ (100)
Postage	\$ 7,610	\$ 3,302		\$ 7,500			\$ 5,000		\$ (2,500)
Strategic Planning	\$ 38,461	\$ 1,167		\$ 21,000			\$ 15,000		\$ (6,000)
Travel	\$ 2,188	\$ 2,137		\$ 6,500			\$ 4,500		\$ (2,000)
Advertising	\$ 4,150	\$ 737		\$ 4,200			\$ 4,200		\$ -
Equipment	\$ 23,236	\$ 23,785		\$ 25,000			\$ 28,000		\$ 3,000
Equipment Purchase	\$ 2,428	\$ 11,192		\$ 5,000			\$ 2,500		\$ (2,500)
Total Central Administration	\$ 638,908	\$ 637,260		\$ 653,278			\$ 670,011	\$ -	\$ 16,733
Consultants 504	\$ 2,175	\$ 3,524		\$ 5,000			\$ 5,000		\$ -
Total District 504	\$ 2,175	\$ 3,524		\$ 5,000			\$ 5,000		\$ -
Total System-Wide	\$ 8,337,620	\$ 8,219,246	39.1	\$ 8,304,927	\$ 954,119	39.1	\$ 8,476,897	\$ 1,122,014	\$ 339,865
Total all Schools	\$ 29,058,649	\$ 29,759,991		\$ 29,364,955	\$ 2,545,508		\$ 30,356,880	\$ 2,723,754	\$ 1,170,171

Summary by Program

System-Wide

<u>Programs</u>	<u>Approved Budget</u> <u>FY18</u>	<u>Proposed Budget</u> <u>FY19</u>	<u>Difference</u>	<u>% of Change</u>
Curriculum	\$ 792,610	\$ 732,019	\$ (60,591)	-7.6%
Technology	\$ 424,428	\$ 384,351	\$ (40,077)	-9.4%
Health	\$ 562,615	\$ 573,012	\$ 10,397	1.8%
Special Education	\$ 3,861,967	\$ 4,153,138	\$ 291,171	7.5%
Psychology	\$ 327,125	\$ 339,451	\$ 12,326	3.8%
Lunch/Safety	\$ 159,278	\$ 172,198	\$ 12,920	8.1%
Data Processing	\$ 91,000	\$ 111,963	\$ 20,963	23.0%
Transportation	\$ 841,829	\$ 922,256	\$ 80,427	9.6%
ELL	\$ 221,157	\$ 235,211	\$ 14,054	6.4%
Maintenance	\$ 379,726	\$ 394,741	\$ 15,015	4.0%
Non-Salary Benefits	\$ 863,733	\$ 855,760	\$ (7,973)	-0.9%
School Committee	\$ 75,300	\$ 49,800	\$ (25,500)	-33.9%
Administration	\$ 653,278	\$ 670,011	\$ 16,733	2.6%
504	\$ 5,000	\$ 5,000	\$ -	0.0%
Totals	\$ 9,259,046	\$ 9,598,911	\$ 339,865	3.67%
District Totals	\$ 31,910,463	\$ 33,080,634	\$ 1,170,171	3.67%

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	FY2018 Actual	FY2019 Budgeted
Administrator	3.0	3.0
Clerical	3.6	3.6
Custodial	5.0	5.0
Professional Staff	67.95	67.95
Instructional Assistants	28.6	26.1
Total Full Time-Equivalents	108.15	105.65

FY2018 ACCOMPLISHMENTS

- All Bresnahan staff were trained in the ALICE model for emergency preparedness. Training included eLearning on-line modules; small group trainings that focused on each of the components of ALICE (A-Alert, L-enhanced Lockdown, I- Inform, C-Counter, and E- Evacuate); a live drill with staff and the Newburyport Police Department; a student social story; and a live drill with students and staff (scheduled for late Spring 2018).
- The Bresnahan School enhanced its digital presence in FY'18 through the following communication and outreach approaches: regular posts on its school Facebook page, a new twitter account, a new Principals' Blog, and a simplified weekly bulleted list of upcoming dates entitled Bres Dates.
- The third grade team and the STEM teacher continue to participate in STEM SCOPES professional development with upper elementary colleagues creating a natural opportunity for collaboration.
- Kindergarten through grade two teachers are piloting STEM Scopes with the support of the STEM Coordinator and STEM teacher
- Third grade teachers, Title One Teachers, and special education teachers continue to participate in SRSD professional development with the support of the Literacy Coordinator. They are also participating in learning walks to observe colleagues implementing SRSD lessons across the grade level.
- PBIS is an area of focus for this year and next year. Thus far, coaches have been identified, a PLC has been created and the team has met on multiple occasions. Additionally, the coaches have attended

PBIS professional development specifically aligned for coaches. The coaches have facilitated two staff meetings. The intention for the rest of this school year is to give PBIS a try for the rest of this school year in order to be ready for full implementation in the spring. The PBIS processes and procedures specifically for Bresnahan School have been established and introduced to all teachers and staff by the team.

FY2019 GOALS & OBJECTIVES

GOAL 1: CURRICULUM AND ASSESSMENT: 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.

- Prepare students to take the MCAS on-line.
- Grade level data meetings

Goal 2: Professional Culture: Continue to develop professional relationships amongst staff that support the PK-3 school community.

- Revise the assistant principal position to encompass all grades, PK-3.
- Roll out PBIS initiatives including but not limited to: training of staff in the use of discipline referrals, training students in expected behaviors, and developing a video aligned with each of the expected behaviors.

GOAL 3: FAMILY AND COMMUNITY ENGAGEMENT: PROVIDE ON-GOING, TIMELY COMMUNICATION TO PARENTS REGARDING DAY TO DAY OPERATIONS, INSTRUCTIONAL PROGRAMS, AND SCHOOL ACTIVITIES THROUGH A VARIETY OF RESOURCES AND BROADEN OUR OUTREACH TO THE COMMUNITY AT LARGE.

- Create a system for welcoming new families to the Bresnahan School- especially those families that move in mid-year. Key actions include identifying a new family liaison and creating a document of school and community contacts.
- Survey families about annual events to determine if there is a need to revise some of our traditions.
- Send handwritten postcards to families when students display expected behaviors aligned with our Clipper Values and PBIS initiatives.

GOAL 4: TEACHING ALL STUDENTS: 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.

- Literacy will focus will on writing and accountable talk, K- 2.
- Draft and finalize Curriculum pamphlets by grade level.

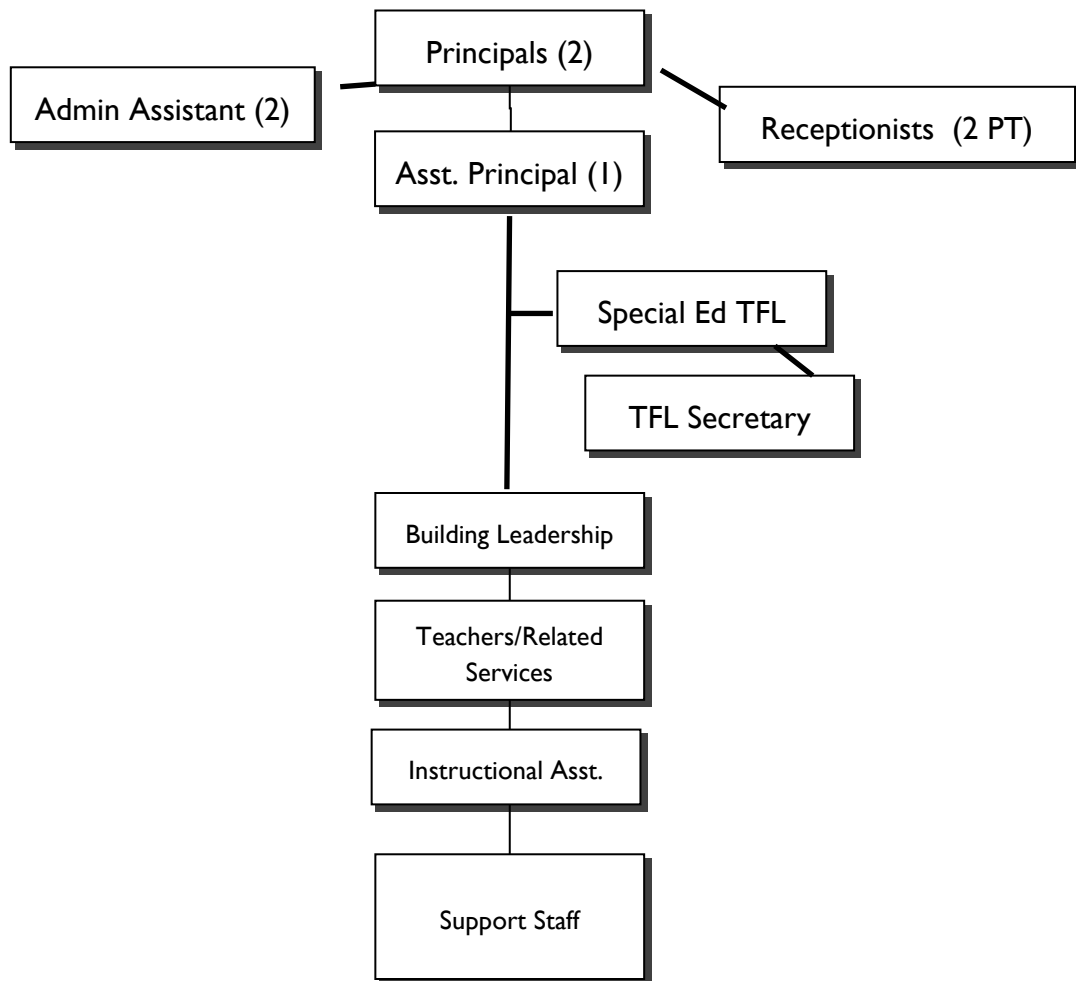
GOAL 5: SAFE AND SUPPORTIVE SCHOOLS: FOSTER A SAFE, POSITIVE, HEALTHY AND INCLUSIVE WHOLE-SCHOOL LEARNING ENVIRONMENT THAT ENABLES STUDENTS, STAFF AND PARENTS TO DEVELOP POSITIVE RELATIONSHIPS WITH ONE ANOTHER; REGULATE THEIR EMOTIONS AND BEHAVIORS; MAINTAIN PHYSICAL AND PSYCHOLOGICAL HEALTH AND WELL-BEING 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.

- Implementation and evaluation of PBIS and how it relates to Zones of Regulation, Expected Behaviors and Clipper Values.
- Continuation of Trauma Sensitive Schools coursework through Lesley University
- Include Instructional Assistants, Recess and Lunch Monitors, Custodial Staff, Office Staff, and Crossing Guards in professional development to ensure all staff is trained and are prepared to implement PBIS alongside teachers and staff

PROGRAM AND SERVICES

Special Education	Title I and Math Intervention	Response to Intervention	Before & After School Programs	504 Accommodation Plans	Cultural Events & Field Trips
BEST Program IDC Program Therapeutic Program Integrated Preschool Program Academic Support/ Co-Teaching Model Related Services (OT, PT, Speech)	Leveled Literacy Instruction Reading Recovery Small Group Instruction Literacy and math summer program Math intervention	Bi-weekly Team Meetings Short-term intervention model	YWCA School's Out Program PTO-Sponsored Spring after School Enrichment Program TOTS (Teams of Tomorrow) 3rd Grade Basketball Program	Accommodation/Modification Plans to support students with disabilities under the Americans with Disabilities Act	Grade Level Field Trips Cultural Enrichment Assemblies PTO-Sponsored Cultural Night STEM Expo

F. T. Bresnahan School



F. T. Bresnahan School

	FY16	FY17	FY18	FY18		FY19	FY19		Increase/ Decrease
<u>Kindergarten</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	\$ 505,975	\$ 530,637	7.0	\$ 183,093	\$ 375,000	7.0	\$ 141,602	\$ 426,740	\$ 10,249
Aides	\$ 43,431	\$ 56,111	4.5	\$ 90,655		4.5	\$ 101,940		\$ 11,285
Supplies/Materials	\$ 12,890	\$ 10,721		\$ 5,300			\$ 4,770		\$ (530)
General Supplies	\$ 2,988	\$ -		\$ 9,400			\$ 7,000		\$ (2,400)
Total Kindergarten	\$ 565,283	\$ 597,469		\$ 288,448	\$ 375,000		\$ 255,312	\$ 426,740	\$ 18,604
<u>Pre-School</u>									
Professional Salaries	\$ 288,858	\$ 228,929	4.25	\$ 38,677	\$ 250,000	4.25	\$ 91,508	\$ 200,000	\$ 2,831
Aides	\$ 111,956	\$ 119,894	7.6	\$ 150,460		8.1	\$ 191,630		\$ 41,170
Supplies/Materials	\$ 2,522	\$ 6,583		\$ 7,000			\$ 7,200		\$ 200
Total Pre-School	\$ 403,336	\$ 355,405		\$ 196,137	\$ 250,000		\$ 290,338	\$ 200,000	\$ 44,201
<u>Grade 1</u>									
Professional Salaries	\$ 525,351	\$ 535,230	8.0	\$ 609,009		7.0	\$ 573,927		\$ (35,082)
Supplies/Materials	\$ 3,694	\$ 3,497		\$ 800			\$ 1,620		\$ 820
General Supplies	\$ 4,199	\$ 3,933		\$ 6,400			\$ 5,850		\$ (550)
Textbooks	\$ 1,666	\$ 2,126		\$ 2,500					\$ (2,500)
Total Grade 1	\$ 534,910	\$ 544,786		\$ 618,709			\$ 581,397	\$ -	\$ (37,312)
<u>Grade 2</u>									
Professional Salaries	\$ 602,086	\$ 535,690	7.0	\$ 573,041		7.0	\$ 552,843		\$ (20,198)
Supplies/Materials	\$ 1,400	\$ 1,235		\$ 1,200			\$ 2,070		\$ 870
General Supplies	\$ 4,996	\$ 4,538		\$ 5,950			\$ 6,165		\$ 215
Textbooks	\$ 2,329	\$ 2,144		\$ 2,000					\$ (2,000)
Total Grade 2	\$ 610,810	\$ 543,606		\$ 582,191			\$ 561,078	\$ -	\$ (21,113)
<u>Grade 3</u>									
Professional Salaries	\$ 527,038	\$ 614,184	7.0	\$ 594,058		7.0	\$ 613,710		\$ 19,652
Supplies/Materials	\$ 3,243	\$ 3,034		\$ 1,200			\$ 2,471		\$ 1,271
General Supplies	\$ 4,171	\$ 3,948		\$ 5,900			\$ 4,950		\$ (950)
Textbooks	\$ 1,929	\$ 1,845		\$ 1,500					\$ (1,500)
Total Grade 3	\$ 536,381	\$ 623,010		\$ 602,658			\$ 621,131	\$ -	\$ 18,473
<u>Technology</u>									
Professional Salaries	\$ 33,061			\$ -					\$ -
Supplies/Materials	\$ -	\$ -		\$ 2,380			\$ -		\$ (2,380)
Software	\$ 14,036	\$ 10,064		\$ 14,800			\$ 11,439		\$ (3,361)
Equipment Purchase	\$ -	\$ -		\$ 3,600			\$ 1,310		\$ (2,290)
Total Technology	\$ 47,097	\$ 10,064		\$ 20,780			\$ 12,749	\$ -	\$ (8,031)
<u>Music</u>									
Professional Salaries	\$ 82,252	\$ 75,574	1.0	\$ 58,833		1.0	\$ 52,269		\$ (6,564)
Supplies/Materials	\$ 2,185	\$ 1,939		\$ 2,217			\$ 900		\$ (1,317)
Total Music	\$ 84,437	\$ 77,513		\$ 61,050			\$ 53,169	\$ -	\$ (7,881)
<u>Art</u>									
Professional Salaries	\$ 95,790	\$ 82,914	1.0	\$ 84,780		1.0	\$ 86,687		\$ 1,907
Supplies/Materials	\$ 3,176	\$ 2,720		\$ 4,250			\$ 2,970		\$ (1,280)
Equipment Purchase	\$ -	\$ -		\$ -			\$ -		\$ -
Total Art	\$ 98,966	\$ 85,634		\$ 89,030			\$ 89,657	\$ -	\$ 627
<u>Physical Education</u>									
Professional Salaries	\$ 168,238	\$ 166,304	2.2	\$ 172,157		2.2	\$ 173,758		\$ 1,601
Supplies/Materials	\$ 447	\$ -		\$ 1,000			\$ 450		\$ (550)
Total Physical Education	\$ 168,685	\$ 166,304		\$ 173,157			\$ 174,208	\$ -	\$ 1,051
<u>Special Education</u>									
Professional Salaries	\$ 1,054,462	\$ 1,231,826	18.50	\$ 1,373,278		19.50	\$ 1,461,673		\$ 88,395
Aides	\$ 440,151	\$ 401,876	16.0	\$ 94,644	\$ 282,000	13.0	\$ 22,800	\$ 282,000	\$ (71,844)
Supplies/Materials	\$ 1,401	\$ 1,291		\$ 6,000			\$ 5,400		\$ (600)
Total Special Education	\$ 1,496,014	\$ 1,634,992		\$ 1,473,922	\$ 282,000		\$ 1,489,873	\$ 282,000	\$ 15,951
<u>Health/Med Services</u>									
Supplies/Materials	\$ -	\$ -		\$ 4,900	\$ -		\$ 1,710		\$ (3,190)
Total Health	\$ -	\$ -		\$ 4,900	\$ -		\$ 1,710	\$ -	\$ (3,190)
<u>Instructional Materials</u>									
Supplies/Materials	\$ 7,782	\$ 4,732		\$ 3,610			\$ 8,595		\$ 4,985
General Supplies	\$ 18,583	\$ 12,930		\$ 10,500			\$ 9,720		\$ (780)
Equipment Maintenance	\$ 21,647	\$ 25,610		\$ 27,673			\$ 28,000		\$ 327
Total Instructional Materials	\$ 48,013	\$ 43,272		\$ 41,783			\$ 46,315	\$ -	\$ 4,532

	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	Increase/
	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Decrease
Guidance									
Professional Salaries	\$ 129,873	\$ 128,847	2.0	\$ 120,454		3.0	\$ 189,619		\$ 69,165
Supplies/Materials	\$ -	\$ -		\$ 1,500			\$ 1,350		\$ (150)
Total Guidance	\$ 129,873	\$ 128,847		\$ 121,954			\$ 190,969	\$ -	\$ 69,015
Library									
Textbooks	\$ -	\$ -		\$ 2,207			\$ -		\$ (2,207)
Professional Salaries	\$ 85,753	\$ 77,418	1.5	\$ 86,964		1.5	\$ 88,700		\$ 1,736
Supplies/Materials	\$ 2,302	\$ 594		\$ 800			\$ 720		\$ (80)
Software	\$ 1,200	\$ 1,000		\$ 1,200			\$ 1,200		\$ -
Publications	\$ -	\$ -		\$ -			\$ -		\$ -
AV Materials	\$ -	\$ -		\$ -			\$ -		\$ -
Total Library	\$ 89,255	\$ 79,013		\$ 91,171			\$ 90,620	\$ -	\$ (551)
Math Intervention									
Professional Salaries	\$ 46,990	\$ 49,298	1.0	\$ 52,100		1.0	\$ 57,391		\$ 5,291
Total Math	\$ 46,990	\$ 49,298		\$ 52,100			\$ 57,391	\$ -	\$ 5,291
STEM									
Professional Salaries	\$ -	\$ 56,772	1.0	\$ 64,965		1.0	\$ 69,508		\$ 4,543
Supplies/Materials				\$ 6,500			\$ 4,050		\$ (2,450)
Total STEM	\$ -	\$ 56,772		\$ 71,465			\$ 73,558	\$ -	\$ 2,093
Literacy/Title 1									
Professional Salaries	\$ 256,823	\$ 327,289	3.5	\$ 130,215	\$ 191,389	3.5	\$ 134,393	\$ 200,000	\$ 12,789
Total Literacy/Title 1	\$ 256,823	\$ 327,289		\$ 130,215	\$ 191,389		\$ 134,393	\$ 200,000	\$ 12,789
Operation of Plant									\$ -
Custodian	\$ 230,578	\$ 229,758	5.0	\$ 239,927		5.0	\$ 250,280		\$ 10,353
Uniforms	\$ 600	\$ 590		\$ 600			\$ 600		\$ -
Custodial Supplies	\$ 18,439	\$ 16,429		\$ 21,000			\$ 21,000		\$ -
Electric	\$ 116,661	\$ 123,588		\$ 120,000			\$ 115,000		\$ (5,000)
Gas	\$ 19,054	\$ 22,679		\$ 32,000			\$ 28,000		\$ (4,000)
Telephone	\$ 6,025	\$ 8,393		\$ 8,000			\$ 7,000		\$ (1,000)
Equipment Maintenance	\$ 1,216	\$ 3,321		\$ 2,000			\$ 2,000		\$ -
Equipment Purchase	\$ 1,820	\$ 1,740		\$ 2,500			\$ 2,500		\$ -
Total Operations of Plant	\$ 394,393	\$ 406,497		\$ 426,027			\$ 426,380	\$ -	\$ 353
Maintenance of Plant									
Grounds/Other	\$ 1,395	\$ 2,847		\$ 4,000			\$ 4,000		\$ -
Contracted Services	\$ 13,134	\$ 12,980		\$ 16,000			\$ 20,000		\$ 4,000
Service Contracts	\$ 14,998	\$ 22,750		\$ 22,000			\$ 22,000		\$ -
Total Maint of Plant	\$ 29,527	\$ 38,577		\$ 42,000			\$ 46,000	\$ -	\$ 4,000
Administration									
Principals	\$ 308,296	\$ 311,402	3.0	\$ 323,130		3.0	\$ 331,659		\$ 8,529
Secretary	\$ 145,904	\$ 148,131	3.6	\$ 146,089		3.6	\$ 150,105		\$ 4,016
Supplies/Materials	\$ 2,472	\$ 2,881		\$ 2,090			\$ 2,070		\$ (20)
Memberships	\$ 1,650	\$ 593		\$ 1,779			\$ 1,800		\$ 21
Printing	\$ 554	\$ 125		\$ 700			\$ 850		\$ 150
Postage	\$ 269	\$ 3,049		\$ 1,750			\$ 1,750		\$ -
Conferences/Workshop		\$ 591		\$ 3,000			\$ 3,000		\$ -
Equipment				\$ 250			\$ -		\$ (250)
Total Administration	\$ 459,144	\$ 466,772		\$ 478,788			\$ 491,234	\$ -	\$ 12,446
Substitutes									
Fellows		\$ -		\$ 16,704			\$ 26,300		\$ 9,596
Substitutes	\$ 95,739	\$ 151,836		\$ 99,000			\$ 115,704		\$ 16,704
Total Substitute	\$ 95,739	\$ 151,836		\$ 115,704			\$ 142,004		\$ 26,300
Total Bresnahan School	\$ 6,095,676	\$ 6,386,953	104.60	\$ 5,682,189	\$ 1,098,389	102.2	\$ 5,829,486	\$ 1,108,740	\$ 157,648

Summary by Program

Francis T. Bresnahan Elementary School

<u>Programs</u>	<u>Approved Budget</u> <u>FY18</u>	<u>Proposed Budget</u> <u>FY19</u>	<u>Difference</u>	<u>% of Change</u>
Kindergarten	\$ 663,448	\$ 682,052	\$ 18,604	2.8%
Pre-School	\$ 446,137	\$ 490,338	\$ 44,201	9.9%
Grade 1	\$ 618,709	\$ 581,397	\$ (37,312)	-6.0%
Grade 2	\$ 582,191	\$ 561,078	\$ (21,113)	-3.6%
Grade 3	\$ 602,658	\$ 621,131	\$ 18,473	3.1%
Literacy/Title 1	\$ 321,604	\$ 334,393	\$ 12,789	4.0%
Math Intervention	\$ 52,100	\$ 57,391	\$ 5,291	10.2%
Technology	\$ 20,780	\$ 12,749	\$ (8,031)	-38.6%
Music	\$ 61,050	\$ 53,169	\$ (7,881)	-12.9%
Art	\$ 89,030	\$ 89,657	\$ 627	0.7%
Health	\$ 4,900	\$ 1,710	\$ (3,190)	-65.1%
Physical Education	\$ 173,157	\$ 174,208	\$ 1,051	0.6%
Special Education	\$ 1,755,922	\$ 1,771,873	\$ 15,951	0.9%
Instructional Materials	\$ 41,783	\$ 46,315	\$ 4,532	10.8%
STEM	\$ 71,465	\$ 73,558	\$ 2,093	2.9%
Guidance	\$ 121,954	\$ 190,969	\$ 69,015	56.6%
Library	\$ 91,171	\$ 90,620	\$ (551)	-0.6%
Operation of Plant	\$ 426,027	\$ 426,380	\$ 353	0.1%
Maintenance of Plant	\$ 42,000	\$ 46,000	\$ 4,000	9.5%
School Administration	\$ 478,788	\$ 491,234	\$ 12,446	2.6%
Substitutes/Fellows	\$ 115,704	\$ 142,004	\$ 26,300	22.7%
Totals	\$ 6,780,578	\$ 6,938,226	\$ 157,648	2.32%

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	FY2018 Actual	FY2019 Budgeted
Administrator	1	1
Clerical	1	1
Custodial	1	1
Professional Staff	33	34.5
Instructional Assistants	12.6	15.6
Total Full Time-Equivalents	48.6	53.1

FY2018 ACCOMPLISHMENTS

- STEM Increase to a 1.0 position
- Implementation of Stemsscopes science curriculum
- Implementation of STEM MakerSpace Cart and Projects
- Use of robotics and 3-D printing part of STEM/Technology classes
- Modeling and teaching of accountable talk/student discussion techniques to students
- Rewards word study program used at 4th grade
- Professional development for all teachers from Keys to Literacy around vocabulary
- Teachers working in PLC groups around strategic plan topics of interest
- Year one of the Molin Back to School Picnic for students and families
- Refinement of RTI/Student Support Team referral process
- PBIS team formed and work with May Institute completed
- Anchor recognition system for positive behaviors implemented
- Student-led assemblies on Clipper Values
- ALICE e-certification for all staff completed
- Continued intervention for math and literacy primarily at the 4th grade level (one interventionist)
- 30-second Mindful Moment added to morning announcements
- 18 Molin staff have taken 2nd Lesley University course on the Impact of Trauma on Learning: "Classroom and Individual Supports"
- Assembly: Berkshire Hills Music Academy-musicians speaking about their specific disabilities
- Fifth year of Yoga program for students
- Girls Inc. course taught to small groups in grade 4 and grade 5

- Mindful Mondays continue

FY2019 GOALS & OBJECTIVES

GOAL 1: STRENGTHEN LITERACY THROUGHOUT ALL SUBJECT AREAS

Objectives:

- Implement Keys to Literacy vocabulary work in all subject areas.
- Expand use of Rewards word study program.
- Strengthen curriculum for language-based students through piloting Language! program.
- Continue modeling and teaching student discussion techniques.
- Continue PD with SRSD consultant, specifically around writing rubrics and student feedback.

GOAL 2: INCREASE RESOURCES AND STAFF CAPACITY TO MEET THE SOCIAL, EMOTIONAL, BEHAVIORAL AND ACADEMIC NEEDS OF ALL STUDENTS

Objectives:

- PBIS team meets consistently and PBIS coaches work with staff giving feedback on strategies.
- PBIS Team teaches procedure and lesson plan expectations to staff.
- Staff teaches procedure and lesson plan expectations to students for each area in building.
- PBIS Team creates staff goals and student/class benchmarks.
- IA PD on the impact of trauma on learning.
- PD on in-class academic literacy Tier 1 interventions.
- Higher than usual (over 75) students on IEPs requiring additional flexible special education position: academic, ABA, & behavioral.
- Year Two of the “Molin Back to School Picnic”.

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

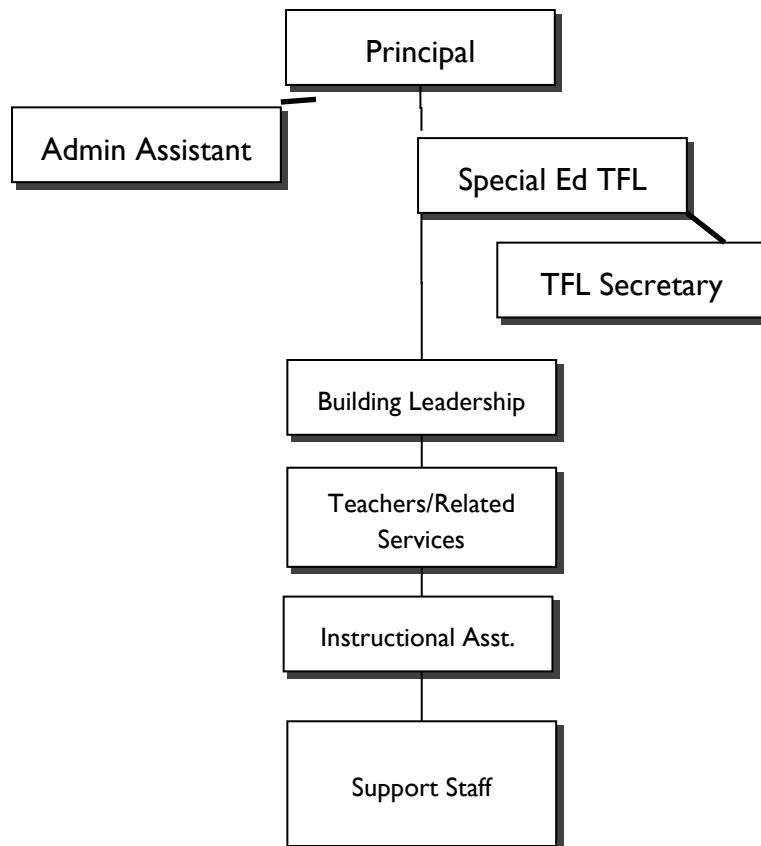
Objectives:

- Provide PD on analyzing data and using it to inform instruction.
- Provide PD on giving students effective feedback.
- Implement and share strategies for delivering feedback with students in different subject areas.
- Reading and Math interventionist to support students in “On Watch” and “Intervention” categories.
- Continue to work with staff on creating, executing, and revising student Tier One intervention plans.

PROGRAM & SERVICES OUTSIDE OF CORE CURRICULUM

Stem Class	After-School Art Classes	Orchestra & Band	Technology Class
Wellness Class	After-School Academic Support	Universal Supports	Digital Citizenship
Zones of Regulation	Second Step Anti-Bullying Program	Social Skills Groups	Lunch Bunch
PBIS	Student-led Assemblies	Mindfulness	Yoga
Girls Inc.	SPED Co-Taught Model	Ski Program	Interventionist
ELL	SEI Endorsed Teachers/Principal	Impact of Trauma on Learning	
Coding Club	After-School Stem Club	Endicott/Salem State Fellows	

Edward G. Molin School



Edward G. Molin School

	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	Increase/
Description	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Decrease
Grade 4									
Professional Salaries	\$ 584,324	\$ 606,944	8.0	\$ 628,356		8.0	\$ 640,630		\$ 12,274
Supplies/Materials	\$ 8,562	\$ 8,895		\$ 9,700			\$ 2,000		\$ (7,700)
Total Grade 4	\$ 592,886	\$ 615,839		\$ 638,056			\$ 642,630		\$ 4,574
Grade 5									
Professional Salaries	\$ 588,466	\$ 581,037	8.0	\$ 629,050		8.0	\$ 640,334		\$ 11,284
Supplies/Materials	\$ 8,251	\$ 9,424		\$ 10,200			\$ 3,000		\$ (7,200)
Total Grade 5	\$ 596,717	\$ 590,462		\$ 639,250			\$ 643,334		\$ 4,084
Technology									
Professional Salaries	\$ 23,717	\$ 25,429	0.4	\$ 25,713		0.4	\$ 28,403		\$ 2,690
Supplies/Materials	\$ -	\$ -		\$ 600			\$ -		\$ (600)
Equipment purchase	\$ 1,263	\$ 2,476		\$ 5,000			\$ 2,000		\$ (3,000)
Software	\$ 2,195	\$ 1,961		\$ 9,000			\$ 7,000		\$ (2,000)
Total Technology	\$ 27,175	\$ 29,865		\$ 40,313			\$ 37,403		\$ (2,910)
Tech Ed									
Professional Salaries	\$ 29,856	\$ -	-	\$ -			\$ -		\$ -
Supplies/Materials	\$ -	\$ -		\$ -			\$ -		\$ -
Total Tech Ed	\$ 29,856	\$ -		\$ -			\$ -		\$ -
STEM									
Professional Salaries	\$ 27,080	\$ 17,483	1.0	\$ 75,472		1.0	\$ 77,171		\$ 1,699
Supplies/Materials	\$ -	\$ -		\$ -			\$ 3,000		\$ 3,000
Total STEM	\$ 27,080	\$ 17,483		\$ 75,472			\$ 80,171		\$ 4,699
Music									
Professional Salaries	\$ 28,995	\$ 31,103	0.5	\$ 33,594		0.5	\$ 35,504		\$ 1,910
Supplies/Materials	\$ 1,381	\$ 686		\$ 3,500			\$ 1,000		\$ (2,500)
Total Music	\$ 30,377	\$ 31,789		\$ 37,094			\$ 36,504		\$ (590)
Art									
Professional Salaries	\$ 61,683	\$ 46,101	0.8	\$ 50,015		0.8	\$ 52,859		\$ 2,844
Supplies/Materials	\$ 3,349	\$ 2,839		\$ 5,500			\$ 5,500		\$ -
Total Art	\$ 65,032	\$ 48,939		\$ 55,515			\$ 58,359		\$ 2,844
Physical Education									
Professional Salaries	\$ 86,856	\$ 90,241	1.2	\$ 93,009		1.2	\$ 95,102		\$ 2,093
Supplies/Materials	\$ 1,456	\$ -		\$ 1,500			\$ 1,000		\$ (500)
Total Physical Education	\$ 88,313	\$ 90,241		\$ 94,509			\$ 96,102		\$ 1,593
Special Education									
Professional Salaries	\$ 587,914	\$ 559,236	9.6	\$ 676,290		11.1	\$ 801,561		\$ 125,271
Aides	\$ 210,559	\$ 236,578	12.6	\$ 68,612	\$ 218,000	15.6	\$ 174,760	\$ 218,000	\$ 106,148
Supplies/Materials	\$ 3,129	\$ 2,957		\$ 6,000			\$ 2,000		\$ (4,000)
Total Special Education	\$ 801,602	\$ 798,771		\$ 750,902	\$ 218,000		\$ 978,321	\$ 218,000	\$ 227,419
Instructional Materials									
Supplies/Materials	\$ 19,891	\$ 19,005		\$ 28,500			\$ 20,000		\$ (8,500)
Equipment Maintenance	\$ 9,020	\$ 11,006		\$ 17,000			\$ 15,000		\$ (2,000)
Total Instructional Materials	\$ 28,911	\$ 30,011		\$ 45,500			\$ 35,000		\$ (10,500)
Guidance									
Professional Salaries	\$ 60,135	\$ 63,221	1.0	\$ 65,891		1.0	\$ 68,360		\$ 2,469
Supplies/Materials	\$ 2,514	\$ 1,643		\$ 4,000			\$ 2,000		\$ (2,000)
Textbooks	\$ 856	\$ 983		\$ 2,500			\$ 1,000		\$ (1,500)
Total Guidance	\$ 63,505	\$ 65,847		\$ 72,391			\$ 71,360		\$ (1,031)
Library									
Professional Salaries	\$ 38,945	\$ 40,493	0.5	\$ 41,404		0.5	\$ 42,336		\$ 932
Aides	\$ -	\$ -	-	\$ -			\$ -		\$ -
Supplies/Materials	\$ -	\$ -		\$ 3,000			\$ 3,000		\$ -
Total Library	\$ 38,945	\$ 40,493		\$ 44,404			\$ 45,336		\$ 932
Operation of Plant									
Custodian	\$ 48,848	\$ 59,391	1.0	\$ 50,450		1.0	\$ 49,614		\$ (836)
Telephone	\$ 1,194	\$ 2,426		\$ 2,200			\$ 2,000		\$ (200)
Equipment Maintenance	\$ 1,784	\$ 1,732		\$ 2,000			\$ 2,000		\$ -
Equipment Purchase	\$ -	\$ -		\$ 6,500			\$ 2,500		\$ (4,000)
Total Operation of Plant	\$ 51,826	\$ 63,549		\$ 61,150			\$ 56,114		\$ (5,036)
Administration									
Principals	\$ 106,058	\$ 108,179	1.0	\$ 111,505		1.0	\$ 113,653		\$ 2,148
Secretary	\$ 39,532	\$ 40,105	1.0	\$ 40,687		1.0	\$ 41,475		\$ 788
Memberships	\$ 294	\$ 538		\$ 1,000			\$ 2,000		\$ 1,000
Publications	\$ 928	\$ 437		\$ -			\$ 500		\$ 500

Description	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	Increase/
	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Decrease
Supplies/Materials	\$ 4,814	\$ 2,632		\$ 6,000			\$ 3,000		\$ (3,000)
Postage	\$ 1,500	\$ 125		\$ 1,500			\$ 1,500		\$ -
Total Administration	\$ 153,126	\$ 152,015		\$ 160,692			\$ 162,128		\$ 1,436
Substitutes									
Fellows				\$ 16,703			\$ 26,300		\$ 9,597
Substitutes	\$ 35,865	\$ 113,483		\$ 51,500			\$ 45,000		\$ (6,500)
Total Substitute	\$ 35,865	\$ 113,483		\$ 68,203			\$ 71,300		\$ 3,097
Total Molin School	\$ 2,631,216	\$ 2,688,787	46.6	\$ 2,783,451	\$ 218,000	51.1	\$ 3,014,062	\$ 218,000	\$ 230,611

Summary by Program

Edward G. Molin Upper Elementary School

<u>Programs</u>	<u>Approved Budget</u> <u>FY18</u>	<u>Proposed Budget</u> <u>FY19</u>	<u>Difference</u>	<u>% of Change</u>
Grade 4	\$ 638,056	\$ 642,630	\$ 4,574	0.7%
Grade 5	\$ 639,250	\$ 643,334	\$ 4,084	0.6%
Technology	\$ 40,313	\$ 37,403	\$ (2,910)	-7.2%
Music	\$ 37,094	\$ 36,504	\$ (590)	-1.6%
Art	\$ 55,515	\$ 58,359	\$ 2,844	5.1%
Physical Ed/Wellness	\$ 94,509	\$ 96,102	\$ 1,593	1.7%
Special Education	\$ 968,902	\$ 1,196,321	\$ 227,419	23.5%
Instructional Materials	\$ 45,500	\$ 35,000	\$ (10,500)	-23.1%
Guidance	\$ 72,391	\$ 71,360	\$ (1,031)	-1.4%
STEM	\$ 75,472	\$ 80,171	\$ 4,699	6.2%
Library	\$ 44,404	\$ 45,336	\$ 932	2.1%
Operation of Plant	\$ 61,150	\$ 56,114	\$ (5,036)	-8.2%
School Administration	\$ 160,692	\$ 162,128	\$ 1,436	0.9%
Substitutes/Fellows	\$ 68,203	\$ 71,300	\$ 3,097	4.5%
Totals	\$ 3,001,451	\$ 3,232,062	\$ 230,611	7.68%

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	FY2018 Actual	FY2019 Budgeted
Administrator	2.0	2.0
Clerical	2.0	2.0
Custodial	4.0	4.0
Professional Staff	51.2	51.6
Instructional Assistants	10.4	10.4
Total Full Time-Equivalents	69.6	70.0

FY2018 ACCOMPLISHMENTS

- A professional development focus on the strategic plan’s goal of “reimagining teaching and learning” has resulted in student-centered unit design, the early application of high-impact teaching methods (as defined by John Hattie’s *Visible Learning*), and an increased attention to the learning space in the building.
 - A five-day schedule with a 2-hour long block on Wednesday and Thursday was implemented
 - New teaching units have been piloted or existing units were enhanced
 - Professional Development for staff used Google Classroom to allow us to model the use of the platform to enhance teacher collaboration
 - Opportunities for staff professional development have included: classroom space redesign, maker space approach, John Hattie’s *Visible Learning*, Stanford Design School’s design thinking model, data analysis, and teaching through mini-lesson and stations.
- A 10-member leadership team was established to facilitate the implementation of a Positive Behavior Intervention System (PBIS). The leadership team has participated in a year-long training with the May Institute and will begin the PBIS roll-out to the teaching staff with 3 faculty meeting presentations on expectations, acknowledgements and discipline. We expect to roll-out to students and families in the fall of 2018.

- A 5-member team was established to develop an in-school therapeutic program to support students transitioning back to school from a hospitalization or in need of support for a mental health diagnosis (e.g. anxiety, depression, school refusal). Working under the guidance of the Brookline Center for Community Mental Health, the team will pilot a new structure and support approach in the spring with a full program implementation in the fall of 2018.
- Continued attention has been paid to the development of our Language Based Program. Under the guidance of our Literacy Coordinator and Assistant Principal, the team has received extensive professional development in the areas of instructional strategies and curriculum development, we have adopted several curriculum programs (e.g. Language!, V-Math), and continue to work to build student schedules that support the needs of middle level learners.
- To support innovative teaching initiatives as well as to address student social-emotional concerns around lunch, we have begun the process of redesigning the cafeteria space. The goals for the redesign are to address student concerns (lunches are noisy, uncomfortable, and for some cause anxiety) and creatively design the space so that it can be a multi-purpose room used throughout the day for classroom projects. Along with a team of teachers, we created a new furniture design. Some of the new furniture will be installed this year. Funding will be needed to support implementing the rest of the design. We have also invited a new group of community and student leaders to support us in redesigning the signs and wall space (signs will help us promote the Clipper Values and the PBIS programming).
- Our first year with the 1:1 device program in 6th grade resulted in a variety of new approaches to teaching and learning including: integration of new apps (e.g. NearPod), increased teacher use of Google Classroom (to support executive functioning, to collaborate, to collect student portfolios, and to provide access to learning resources), and use of online textbook for the science classroom.
- Twelve teachers and instructional assistants attended an in-house course called “Conscious Classroom Management”. This ten-session course taught by the principal supports classroom teachers in developing skills to effectively respond to student behaviors. Using online videos and a book, the course addresses many of the concerns and frustrations of teaching using practical, positive approaches.
- All students and staff were trained in the ALICE approach to school safety. In addition, a parent outreach program was facilitated by the Assistant Principal.
- Our school health leader and wellness teacher implemented an updated 6-8 curricula to support student assets development and prevent drug and alcohol use. In addition we sponsored an educational evening for parents and enhanced an 8th grade lesson on vaping.

FY2019 GOALS & OBJECTIVES

GOAL 1: REIMAGINE TEACHING AND LEARNING

- Continue professional development focus on using design thinking and Visible Learning approaches to create rigorous, student-centered curricula. Support staff in integrating high-impact teaching methods, measuring impact, and creating approaches to allow students to measure their own learning.
- Continue our strategic partnership with the Gulf of Maine’s initiative “Learning to Steward the Gulf”. Strengthen connections with the Marine Biological Laboratory and their work in the Newbury Marsh. Create a sustainable, place-based, interdisciplinary science-social studies curriculum.

- Support teaching staff in using maker space approaches
- Provide on-going professional development to support student and staff in 1:1 devices in the classroom. Implement new teacher expectations for technology use (e.g. all general education teachers will use Google Classroom).

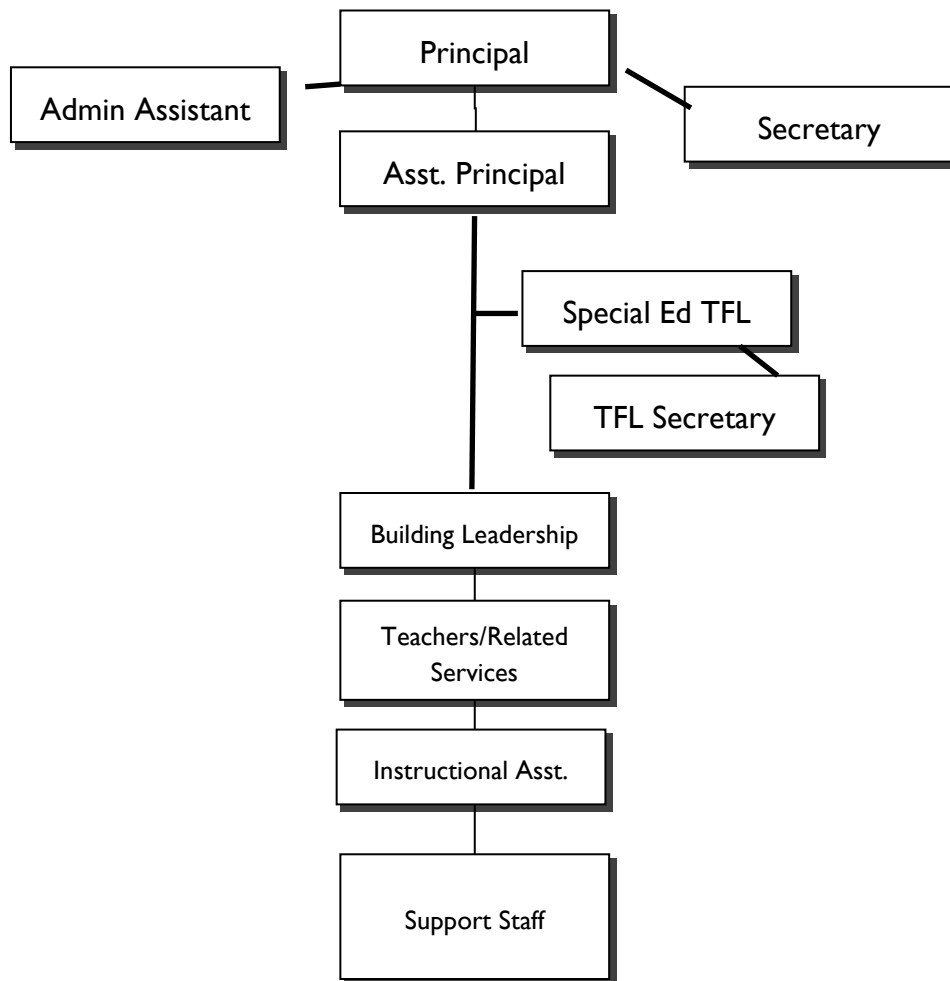
GOAL 2: PROVIDE SUPPORTS SO THAT ALL STUDENTS ARE READY AND ABLE TO LEARN

- Continue to train staff and Implement PBIS with students and families
- Establish a bridge program for students transitioning back to school from a hospitalization or in need of support for a mental health diagnosis (e.g. anxiety, depression, school refusal).
- Continue professional and curriculum development for the Language Based program
- Complete redesign of cafeteria space
- Offer “Conscious Classroom Management” course
- Strengthen the grade-to-grade transition process
- Assess the curricula and teaching methods being uses to support struggling math learners. Establish common strategies and approaches for students in the general population and on IEPs.

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

- Continue to train staff and Implement PBIS with students and families
- Offer staff professional development programs with a focus on team development
- Create opportunities to build Clipper Values among the whole Nock community—students, staff, parents

R. A. Nock Middle School



R. A. Nock Middle School

	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	Increase/
Description	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Decrease
Grade 6									
Professional Salaries	\$ 555,112	\$ 568,041	8.0	\$ 590,675		8.0	\$ 613,148		\$ 22,473
Supplies/Materials	\$ 3,490	\$ 2,475		\$ 3,500			\$ 2,500		\$ (1,000)
Total Grade 6	\$ 558,602	\$ 570,517		\$ 594,175			\$ 615,648		\$ 21,473
Grade 7									
Professional Salaries	\$ 575,333	\$ 575,709	8.0	\$ 608,123		8.0	\$ 601,522		\$ (6,601)
Supplies/Materials	\$ 2,791	\$ 217		\$ 3,500			\$ 2,500		\$ (1,000)
Total Grade 7	\$ 578,124	\$ 575,926		\$ 611,623			\$ 604,022		\$ (7,601)
Grade 8									
Professional Salaries	\$ 545,519	\$ 542,560	8.0	\$ 565,461		8.0	\$ 588,458		\$ 22,997
Supplies/Materials	\$ 3,473	\$ 2,920		\$ 3,500			\$ 2,500		\$ (1,000)
Total Grade 8	\$ 548,992	\$ 545,481		\$ 568,961			\$ 590,958		\$ 21,997
World Language									
Professional Salaries	\$ 74,355	\$ 75,471	2.0	\$ 136,640		2.0	\$ 141,082		\$ 4,442
Supplies/Materials	\$ -	\$ 260		\$ 11,500			\$ 700		\$ (10,800)
Total World Language	\$ 74,355	\$ 75,731		\$ 148,140			\$ 141,782		\$ (6,358)
Technology									
Professional Salaries	\$ 35,577	\$ 38,144	0.6	\$ 33,959		0.6	\$ 42,605		\$ 8,646
Supplies/Materials	\$ 7,335	\$ 10,616		\$ 270			\$ 600		\$ 330
Software	\$ 7,009	\$ 4,277		\$ 3,650			\$ 6,000		\$ 2,350
Equipment Purchase	\$ -	\$ 65,518		\$ 16,802			\$ 1,000		\$ (15,802)
computer purchase	\$ -	\$ -		\$ 5,228			\$ 3,000		\$ (2,228)
Total Technology	\$ 49,921	\$ 118,555		\$ 59,909			\$ 53,205		\$ (6,704)
Reading Specialist									
Professional Salaries	\$ 21,725	\$ 23,273	0.5	\$ 24,596		1	\$ 51,989		\$ 27,393
Total Reading	\$ 21,725	\$ 23,273		\$ 24,596			\$ 51,989		\$ 27,393
Music									
Professional Salaries	\$ 98,923	\$ 103,256	1.5	\$ 106,647		1.5	\$ 110,940		\$ 4,293
Supplies/Materials	\$ -	\$ 468		\$ 500			\$ 500		\$ -
Field Trips	\$ 539	\$ 2,000		\$ -			\$ -		\$ -
Chorus	\$ 700	\$ 110		\$ -			\$ -		\$ -
Memberships	\$ 137	\$ 276		\$ 360			\$ 1,000		\$ 640
Equipment Maintenance	\$ 335	\$ 594		\$ 1,000			\$ 1,000		\$ -
Training/Expeditionary Learn.	\$ 1,770	\$ 272		\$ 1,500			\$ 1,000		\$ (500)
Equipment Purchase/Rental	\$ -	\$ -		\$ 500			\$ 1,000		\$ 500
Total Music	\$ 102,404	\$ 106,978		\$ 110,507			\$ 115,440		\$ 4,933
Art									
Professional Salaries	\$ 50,600	\$ 69,151	1.2	\$ 75,023		1.2	\$ 79,289		\$ 4,266
Supplies/Materials	\$ 5,890	\$ 6,032		\$ 7,500			\$ 6,500		\$ (1,000)
Total Art	\$ 56,490	\$ 75,184		\$ 82,523			\$ 85,789		\$ 3,266
Physical Education									
Professional Salaries	\$ 130,285	\$ 135,361	1.8	\$ 139,513		1.8	\$ 142,653		\$ 3,140
Supplies/Materials	\$ 1,500	\$ 307		\$ 500			\$ 500		\$ -
Equipment Purchase	\$ 2,861	\$ 3,846		\$ 4,000			\$ 2,000		\$ (2,000)
Total Physical Education	\$ 134,646	\$ 139,514		\$ 144,013			\$ 145,153		\$ 1,140
Special Education									
Professional Salaries	\$ 939,822	\$ 942,139	13.6	\$ 952,343		13.5	\$ 990,453		\$ 38,110
Aides	\$ 234,216	\$ 242,365	10.0	\$ 251,110		10.0	\$ 238,575		\$ (12,535)
Supplies/Materials	\$ 2,852	\$ 2,276		\$ 3,500			\$ 2,500		\$ (1,000)
Total Special Education	\$ 1,176,890	\$ 1,186,780		\$ 1,206,953			\$ 1,231,528		\$ 24,575
Instructional Materials									
IMC Aide	\$ 14,535	\$ 11,499	0.4	\$ 9,292		0.4	\$ 10,272		\$ 980
General Supplies	\$ 20,557	\$ 16,080		\$ 26,012			\$ 20,000		\$ (6,012)
Contracted Services				\$ 3,000			\$ -		\$ (3,000)
AV Materials	\$ 236	\$ 1,867		\$ 3,000			\$ 3,000		\$ -
Equipment Maintenance	\$ 33,756	\$ 43,132		\$ 35,000			\$ 44,136		\$ 9,136
Total Instructional Materials	\$ 69,084	\$ 72,578		\$ 76,304			\$ 77,408		\$ 1,104
Guidance									
Professional Salaries	\$ 117,250	\$ 115,536	2.0	\$ 130,832		2.0	\$ 138,270		\$ 7,438
Supplies/Materials	\$ -	\$ -					\$ -		\$ -
Total Guidance	\$ 117,250	\$ 115,536		\$ 130,832			\$ 138,270		\$ 7,438
Pre-Engineering									
Professional Salaries	\$ 44,785	\$ 77,502	1.0	\$ 79,246		1.0	\$ 82,958		\$ 3,712
Supplies/Materials	\$ 5,511	\$ 3,957		\$ 4,500			\$ 2,500		\$ (2,000)
Software	\$ 1,488	\$ 1,500		\$ 1,500			\$ 1,500		\$ -

Description	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	Increase/
	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Decrease
Equipment Purchase	\$ -	\$ 3,847		\$ 2,000			\$ 1,000		\$ (1,000)
General Supplies	\$ 1,949	\$ 1,459		\$ 4,500			\$ 3,500		\$ (1,000)
Total Pre-Engineering	\$ 53,733	\$ 88,265		\$ 91,746			\$ 91,458		\$ (288)
Library									
Textbooks	\$ 1,281	\$ 2,012		\$ 2,500			\$ 2,500		\$ -
Professional Salaries	\$ 38,945	\$ 40,493	0.5	\$ 41,404		0.5	\$ 42,336		\$ 932
Supplies/Materials	\$ 1,052	\$ -		\$ 1,000			\$ 500		\$ (500)
Software	\$ 3,211	\$ 3,940		\$ 4,000			\$ 3,000		\$ (1,000)
Publications	\$ 619	\$ 534		\$ 1,000			\$ 1,000		\$ -
Memberships	\$ -	\$ -		\$ -			\$ -		\$ -
Equipment Maintenance	\$ 831	\$ -		\$ -			\$ -		\$ -
Total Library	\$ 45,939	\$ 46,979		\$ 49,904			\$ 49,336		\$ (568)
Student Activities									
Professional Salaries	\$ 5,500	\$ 7,000		\$ 13,000			\$ 13,000		\$ -
Awards	\$ 2,979	\$ 2,687		\$ 3,300			\$ 4,200		\$ 900
Total Student Activity	\$ 8,479	\$ 9,687		\$ 16,300			\$ 17,200		\$ 900
Operation of Plant									
Custodian	\$ 225,979	\$ 223,830	4	\$ 204,258		4	\$ 211,426		\$ 7,168
Uniforms	\$ 700	\$ 688		\$ 700			\$ 700		\$ -
Custodial Supplies	\$ 19,864	\$ 18,323		\$ 20,000			\$ 20,000		\$ -
Electric	\$ 113,866	\$ 100,921		\$ 125,000			\$ 122,000		\$ (3,000)
Gas	\$ 30,162	\$ 30,463		\$ 42,000			\$ 42,000		\$ -
Telephone	\$ 7,452	\$ 10,548		\$ 12,000			\$ 10,000		\$ (2,000)
Equipment Maintenance	\$ 115	\$ 2,488		\$ 3,000			\$ 3,000		\$ -
Equipment Purchase/Rental	\$ -	\$ 7,492		\$ 13,000			\$ 10,000		\$ (3,000)
Total Operation of Plant	\$ 398,137	\$ 394,752		\$ 419,958			\$ 419,126		\$ (832)
Maintenance of Plant									
Grounds/Other	\$ 12,801	\$ 1,011		\$ 7,000			\$ 5,000		\$ (2,000)
Contracted Services	\$ 17,939	\$ 33,731		\$ 18,000			\$ 20,000		\$ 2,000
Building/Contracted Services	\$ 15,769	\$ 20,460		\$ 20,000			\$ 20,000		\$ -
Total Maintenance of Plant	\$ 46,509	\$ 55,202		\$ 45,000			\$ 45,000		\$ -
Administration									
Principals	\$ 214,370	\$ 200,000	2.0	\$ 204,000		2.0	\$ 209,202		\$ 5,202
Secretary	\$ 89,320	\$ 91,835	2.0	\$ 90,918		2.0	\$ 95,946		\$ 5,028
Supplies/Materials	\$ 3,519	\$ 3,258		\$ 3,500			\$ 2,500		\$ (1,000)
Publications	\$ 436	\$ 561		\$ 900			\$ 900		\$ -
Memberships	\$ 825	\$ 1,200		\$ 1,200			\$ 1,800		\$ 600
Printing	\$ 887	\$ 1,394		\$ 500			\$ 1,000		\$ 500
Postage	\$ 4,690	\$ 2,700		\$ 2,200			\$ 3,700		\$ 1,500
Equipment Maintenance	\$ 683	\$ 2,156		\$ 879			\$ 1,000		\$ 121
Equipment Purchase/Rental	\$ 198	\$ 1,101		\$ 200			\$ 200		\$ -
Total Administration	\$ 314,928	\$ 304,204		\$ 304,297			\$ 316,248		\$ 11,951
Substitutes									
Fellows				\$ 16,703			\$ 26,300		\$ 9,597
Substitutes	\$ 35,453	\$ 89,857		\$ 58,000			\$ 76,502		\$ 18,502
Total Substitutes	\$ 35,453	\$ 89,857		\$ 74,703			\$ 102,802		\$ 28,099
Total Middle School	\$ 4,391,660	\$ 4,594,997	67.1	\$ 4,760,443	\$ -	67.5	\$ 4,892,362	\$ -	\$ 131,919

Summary by Program

Rupert A. Nock Middle School

<u>Programs</u>	<u>Approved Budget</u> <u>FY18</u>	<u>Proposed Budget</u> <u>FY19</u>	<u>Difference</u>	<u>% of Change</u>
Grade 6	\$ 594,175	\$ 615,648	\$ 21,473	3.6%
Grade 7	\$ 611,623	\$ 604,022	\$ (7,601)	-1.2%
Grade 8	\$ 568,961	\$ 590,958	\$ 21,997	3.9%
World Language	\$ 148,140	\$ 141,782	\$ (6,358)	-4.3%
Technology	\$ 59,909	\$ 53,205	\$ (6,704)	-11.2%
Music	\$ 110,507	\$ 115,440	\$ 4,933	4.5%
Art	\$ 82,523	\$ 85,789	\$ 3,266	4.0%
Physical Education	\$ 144,013	\$ 145,153	\$ 1,140	0.8%
Reading Specialist	\$ 24,596	\$ 51,989	\$ 27,393	111.4%
Special Education	\$ 1,206,953	\$ 1,231,528	\$ 24,575	2.0%
Instructional Materials	\$ 76,304	\$ 77,408	\$ 1,104	1.4%
Guidance	\$ 130,832	\$ 138,270	\$ 7,438	5.7%
Tech Ed/Pre-Engineering	\$ 91,746	\$ 91,458	\$ (288)	-0.3%
Library	\$ 49,904	\$ 49,336	\$ (568)	-1.1%
Student Activity Account	\$ 16,300	\$ 17,200	\$ 900	5.5%
Operation of Plant	\$ 419,958	\$ 419,126	\$ (832)	-0.2%
Maintenance of Plant	\$ 45,000	\$ 45,000	\$ -	0.0%
School Administration	\$ 304,297	\$ 316,248	\$ 11,951	3.9%
Substitutes/Fellows	\$ 74,703	\$ 102,802	\$ 28,099	37.6%
Totals	\$ 4,760,443	\$ 4,892,362	\$ 131,919	2.77%

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	FY2018 Actual	FY2019 Budgeted
Administration	4	4
Clerical	3.8	4.0
Custodial	7.0	7.0
Professional Staff	74.9	76.0
Instructional Assistants	13.35	13.35
Total Full Time-Equivalents	103.05	104.35

FY2018 ACCOMPLISHMENTS

- During the 2017-2018 school year, faculty at NHS have continued working in professional learning communities (PLC's) focusing on the district's strategic plan and building based priorities. The results and impacts of these collaborative groups include additional classes offered outside of the normal school day. Classes will be scheduled either in the morning or evening supplementing the courses already being offered as "flex" classes. Model UN will become a course for the 2018-2019 school year.
- Our flex class numbers continue to grow every year. For the 2018-2019 school year, seniors who participate in a MIAA sanctioned sport will be able to be exempt from a PE class in their senior year. Juniors will be able to choose from a number of PE electives to fulfill their PE junior year requirement. Freshmen and sophomores will be scheduled for PE/Wellness courses with ½ their time doing PE activities and ½ their time participating in Health. This past year, Ultimate Frisbee was added as a spring activity. More than thirty students have tried out for the Ultimate Frisbee team.
- NHS continues to seek innovative ways to expand academic, athletic, and co-curricular opportunities for our students.

FY2019 GOALS & OBJECTIVES

GOAL 1: PROFESSIONAL LEARNING COMMUNITY

Objectives:

- To continue the strategic planning and building based PLC work begun during the 2017-2018 school year.
 - Dedicate early release day, faculty meeting and department meeting time for staff to collaboratively work on PLC objectives.

GOAL 2: DEVELOP ADDITIONAL MULTI-DISCIPLINARY COURSES

Objectives:

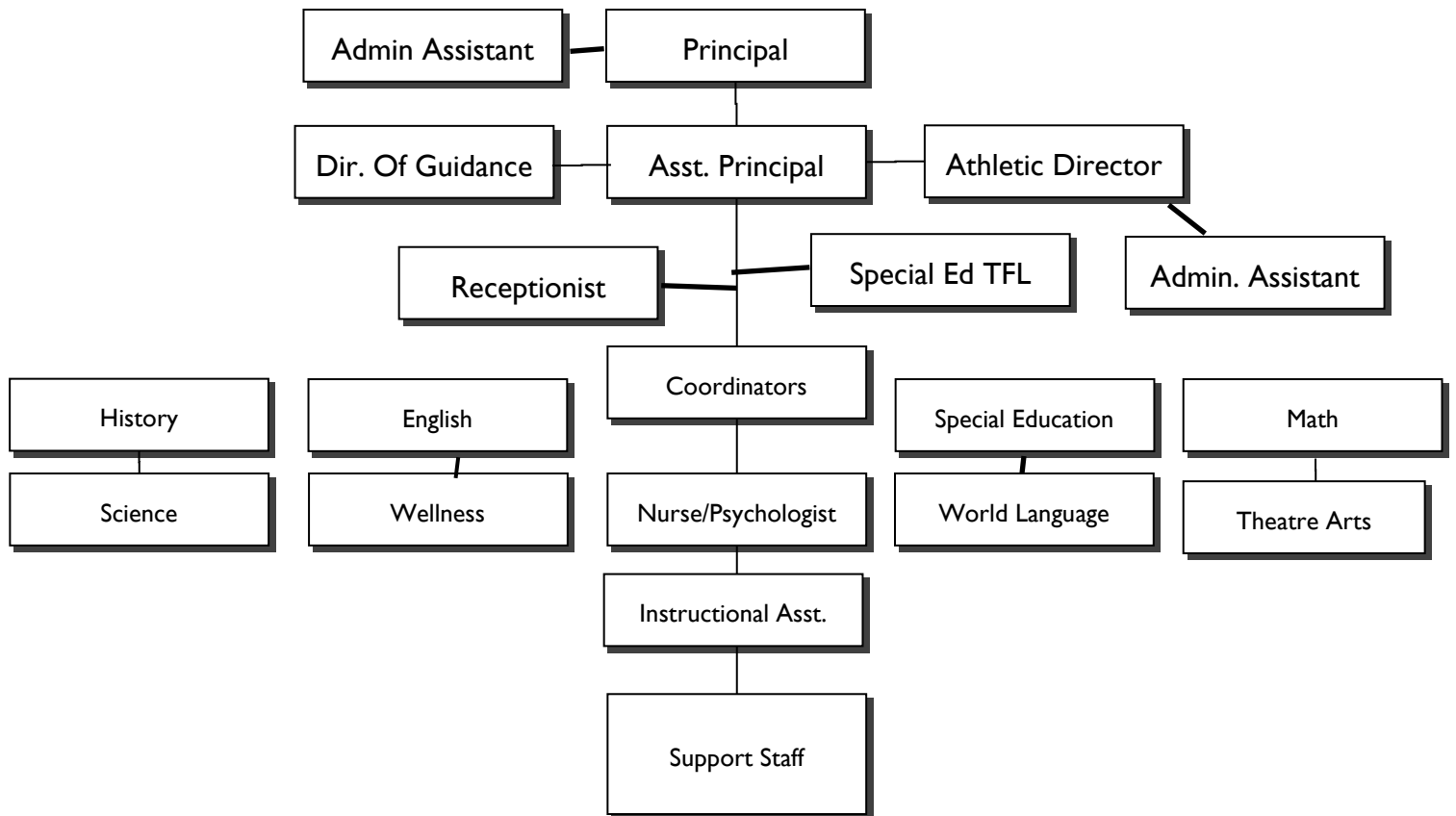
- Continue to have members of different departments collaborate and create team-taught multi-disciplinary courses that meet the needs of our students

GOAL 3: INCREASE FOCUS ON STEM RELATED OPPORTUNITIES FOR OUR STUDENTS

Objectives:

- Continue to develop plans for new classroom spaces and accommodations to enhance STEM courses
-

Newburyport High School



Newburyport High School

	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	Increase/
	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Decrease
English									
Professional Salaries	\$ 570,068	\$ 563,334	7.9	\$ 550,508		7.9	\$ 572,065		\$ 21,557
Textbooks	\$ 878	\$ 5,283		\$ 7,050			\$ 7,000		\$ (50)
Computer Purchase	\$ 9,049	\$ 7,576		\$ 8,395			\$ 9,000		\$ 605
Publications	\$ -	\$ -		\$ 1,125			\$ 1,125		\$ -
Total English	\$ 579,995	\$ 576,194		\$ 567,078			\$ 589,190		\$ 22,112
World Language									
Professional Salaries	\$ 508,332	\$ 517,307	6.4	\$ 506,722		6.4	\$ 522,021		\$ 15,299
Supplies/Materials	\$ 2,533	\$ 3,659		\$ 3,644			\$ 5,400		\$ 1,756
Textbooks	\$ 2,597	\$ 75		\$ 17,264			\$ 8,000		\$ (9,264)
Equipment Maintenance	\$ 942	\$ 691		\$ 400			\$ 900		\$ 500
Total World Language	\$ 514,404	\$ 521,731		\$ 528,030			\$ 536,321		\$ 8,291
Math									
Professional Salaries	\$ 662,470	\$ 699,624	8.0	\$ 704,379		8.6	\$ 710,488		\$ 6,109
Supplies/Materials	\$ 3,625	\$ 10,765		\$ 15,300			\$ 13,500		\$ (1,800)
Textbooks	\$ 6,506	\$ 415		\$ 13,000			\$ 14,000		\$ 1,000
Software				\$ -			\$ 3,000		\$ 3,000
Total Math	\$ 672,602	\$ 710,804		\$ 732,679			\$ 740,988		\$ 8,309
Science									
Professional Salaries	\$ 595,759	\$ 602,369	8.8	\$ 622,147		8.8	\$ 642,595		\$ 20,448
Supplies/Materials	\$ 10,690	\$ 13,775		\$ 24,400			\$ 23,400		\$ (1,000)
Waste disposal				\$ 500					
Textbooks	\$ 4,699	\$ 9,097		\$ 34,500			\$ 10,000		\$ (24,500)
Equipment Maintenance	\$ 2,546	\$ 815		\$ 3,000			\$ 3,000		\$ -
Total Science	\$ 613,694	\$ 626,055		\$ 684,547			\$ 678,995		\$ (5,052)
Social Studies									
Professional Salaries	\$ 640,908	\$ 623,960	8.0	\$ 614,213		8.0	\$ 628,427		\$ 14,214
Supplies/Materials	\$ 293	\$ -		\$ 6,500			\$ 5,850		\$ (650)
Textbooks	\$ 10,042	\$ 5,784		\$ 6,800			\$ 8,000		\$ 1,200
Model UN	\$ -	\$ -		\$ -			\$ 9,000		\$ 9,000
Total Social Studies	\$ 651,242	\$ 629,745		\$ 627,513			\$ 651,277		\$ 23,764
Technology									
Supplies/Materials	\$ 5,399	\$ 820		\$ 4,500			\$ 4,500		\$ -
Software	\$ 2,795	\$ 1,327		\$ 3,950			\$ 4,000		\$ 50
Equipment Maintenance	\$ 19,835	\$ 16,807		\$ 18,000			\$ 24,000		\$ 6,000
Computer Purchase				\$ 25,000			\$ -		\$ (25,000)
Total Technology	\$ 28,029	\$ 18,954		\$ 51,450			\$ 32,500		\$ (18,950)
Business									\$ -
Professional Salaries	\$ 37,558	\$ 33,242	0.5	\$ 49,184		0.6	\$ 45,262		\$ (3,922)
Supplies/Materials				\$ 1,000			\$ 4,500		\$ 3,500
Textbooks				\$ 1,000			\$ 5,000		\$ 4,000
Total Business	\$ 37,558	\$ 33,242		\$ 51,184			\$ 54,762		\$ 3,578
Music									
Professional Salaries	\$ 60,655	\$ 60,522	0.8	\$ 59,021		0.7	\$ 52,805		\$ (6,216)
Supplies/Materials	\$ 1,339	\$ 759		\$ 1,530			\$ 1,350		\$ (180)
Software	\$ 1,133	\$ 647		\$ 600			\$ 600		\$ -
Memberships	\$ -	\$ -		\$ 250			\$ 250		\$ -
Field Trips	\$ 909	\$ 742		\$ 850			\$ 1,500		\$ 650
Equipment Maintenance	\$ 1,630	\$ 645		\$ 900			\$ 1,000		\$ 100
Equipment Purchase/Rental	\$ -	\$ 755		\$ 900			\$ 1,000		\$ 100
Total Music	\$ 65,666	\$ 64,071		\$ 64,051			\$ 58,505		\$ (5,546)
Art									
Professional Salaries	\$ 206,202	\$ 213,597	3.0	\$ 217,316		3.0	\$ 228,655		\$ 11,339
Supplies/Materials	\$ 13,064	\$ 7,079		\$ 14,500			\$ 13,950		\$ (550)
Software	\$ 1,432	\$ -		\$ 900			\$ 900		\$ -
Total Art	\$ 220,697	\$ 220,676		\$ 232,716			\$ 243,505		\$ 10,789
Special Education									
Professional Salaries	\$ 932,077	\$ 919,887	12.0	\$ 863,549		12.0	\$ 872,258		\$ 8,709
Speech/Language		\$ -	-	\$ -		0.5	\$ 30,079		\$ 30,079
Aides	\$ 225,779	\$ 270,538	12.6	\$ 288,872		12.6	\$ 311,044		\$ 22,172
Supplies/Materials	\$ 1,881	\$ 2,839		\$ 8,150			\$ 8,100		\$ (50)
Total Special Education	\$ 1,159,737	\$ 1,193,264		\$ 1,160,571			\$ 1,221,481		\$ 60,910

Description	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	Increase/
	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Decrease
Alternative Education									
Professional Salaries	\$ 153,964	\$ 156,175	2.0	\$ 154,888		2.0	\$ 158,373		\$ 3,485
Supplies/Materials	\$ 111	\$ 780		\$ 80			\$ 900		\$ 820
Textbooks	\$ -	\$ -		\$ 500			\$ 500		\$ -
Total Alternative Education	\$ 154,075	\$ 156,955		\$ 155,468			\$ 159,773		\$ 4,305
Instructional Materials									
Supplies/Materials	\$ 3,221	\$ -		\$ 4,950			\$ 11,250		\$ 6,300
Equipment Maintenance	\$ 45,002	\$ 60,893		\$ 46,000			\$ 56,000		\$ 10,000
Total Instructional Materials	\$ 48,223	\$ 60,893		\$ 50,950			\$ 67,250		\$ 16,300
Guidance									
Professional Salaries	\$ 423,392	\$ 462,680	6.0	\$ 502,470		6.0	\$ 498,740		\$ (3,730)
Secretary	\$ 40,029	\$ 40,620	1.0	\$ 41,219		1.0	\$ 52,002		\$ 10,783
Supplies/Materials	\$ 1,214	\$ 1,076		\$ 4,140			\$ 3,600		\$ (540)
Tests	\$ 895	\$ 427		\$ 1,800			\$ 2,000		\$ 200
Software	\$ 5,447	\$ 5,694		\$ 6,000			\$ 6,000		\$ -
Total Guidance	\$ 470,976	\$ 510,497		\$ 555,629			\$ 562,342		\$ 6,713
Tech Education									
Professional Salaries	\$ 69,514	\$ 70,557	1.0	\$ 72,144		1.0	\$ 73,767		\$ 1,623
Supplies/Materials	\$ 4,240	\$ 8,123		\$ 10,800			\$ 10,800		\$ -
Textbooks	\$ -	\$ -		\$ 450			\$ 500		\$ 50
Computer Purchase	\$ 5,971	\$ 930		\$ 8,100			\$ 8,000		\$ (100)
Total Tech Education	\$ 79,725	\$ 79,610		\$ 91,494			\$ 93,067		\$ 1,573
Library									
Textbooks	\$ 8,450	\$ 10,254		\$ 9,300			\$ 11,300		\$ 2,000
Professional Salaries	\$ 67,128	\$ 92,219	1.0	\$ 79,470		1.0	\$ 85,327		\$ 5,857
Aides	\$ 10,700	\$ -	0.75	\$ 14,693		0.75	\$ 16,568		\$ 1,875
General Supplies	\$ 1,785	\$ 2,095		\$ 1,600			\$ 1,800		\$ 200
Equipment Purchase/Rental	\$ 2,090	\$ 2,040		\$ 2,250			\$ 2,250		\$ -
Total Library	\$ 90,152	\$ 106,609		\$ 107,313			\$ 117,245		\$ 9,932
Student Activities									
Professional Salaries	\$ 4,063	\$ 6,125		\$ 9,000			\$ 7,000		\$ (2,000)
Awards	\$ 2,856	\$ 2,552		\$ 2,000			\$ 6,000		\$ 4,000
Graduation/Celebrations	\$ 12,347	\$ 12,680		\$ 15,500			\$ 16,500		\$ 1,000
Total Student Activities	\$ 19,266	\$ 21,357		\$ 26,500			\$ 29,500		\$ 3,000
Athletics									
Transportation	\$ 89,131	\$ 74,536		\$ 83,797			\$ 105,000		\$ 21,203
Professional Salaries	\$ 92,600	\$ 95,880	1.0	\$ 97,798		1.0	\$ 102,198		\$ 4,400
Coachers Salaries	\$ 178,911	\$ 234,514		\$ -	\$ 225,000		\$ -	\$ 260,000	\$ 35,000
Freshman Sports	\$ 34,850	\$ -		\$ -			\$ -		\$ -
Trainer Salary	\$ 4,743	\$ 24,000		\$ -	\$ 16,000		\$ 20,500	\$ 11,500	\$ 16,000
Supplies/Materials	\$ 6,450	\$ 5,666		\$ 5,850			\$ 5,850		\$ -
Uniforms		\$ 4,047		\$ 9,000			\$ 9,000		\$ -
Sports Equipment	\$ 27,623	\$ 38,504		\$ 20,000			\$ 20,000		\$ -
Officials	\$ 29,947	\$ 17,348		\$ 22,298	\$ 34,000		\$ 33,000	\$ 3,500	\$ (19,798)
Rentals/Ice time	\$ 27,675	\$ 29,889		\$ 35,016			\$ 40,000		\$ 4,984
Cleaning/Reconditioning	\$ 4,774	\$ 6,316		\$ 8,189			\$ 7,000		\$ (1,189)
Dues/Fees	\$ 13,525	\$ 13,460		\$ 16,700			\$ 14,000		\$ (2,700)
Game Expenses	\$ 33,555	\$ 36,065		\$ 40,000			\$ 41,500		\$ 1,500
Insurance	\$ 8,750	\$ 250		\$ 9,000			\$ 9,000		\$ -
Total Athletics	\$ 552,534	\$ 580,474		\$ 347,648	\$ 275,000		\$ 407,048	\$ 275,000	\$ 59,400
Drama									
Professional Salaries	\$ 140,898	\$ 144,513	2.0	\$ 151,240		2.0	\$ 156,530		\$ 5,290
Supplies/Materials	\$ 1,995	\$ 1,185		\$ 2,600			\$ 3,240		\$ 640
Drama Festival	\$ -	\$ -		\$ 400			\$ 400		\$ -
Total Drama	\$ 142,893	\$ 145,698		\$ 154,240			\$ 160,170		\$ 5,930
Wellness									
Memberships	\$ -	\$ -		\$ -			\$ -		\$ -
Professional Salaries	\$ 363,260	\$ 365,610	5.0	\$ 371,192		5.0	\$ 381,344		\$ 10,152
Afterschool program	\$ -	\$ -		\$ -			\$ 8,000		\$ 8,000
Supplies/Materials	\$ 19,628	\$ 5,550		\$ 19,100			\$ 22,500		\$ 3,400
Equipment Maintenance	\$ 1,134	\$ -		\$ 4,300			\$ 5,000		\$ 700
Equipment Purchase/Rental	\$ 10,783	\$ -		\$ 7,200			\$ 7,200		\$ -
Total Wellness	\$ 394,804	\$ 371,160		\$ 401,792			\$ 424,044		\$ 22,252

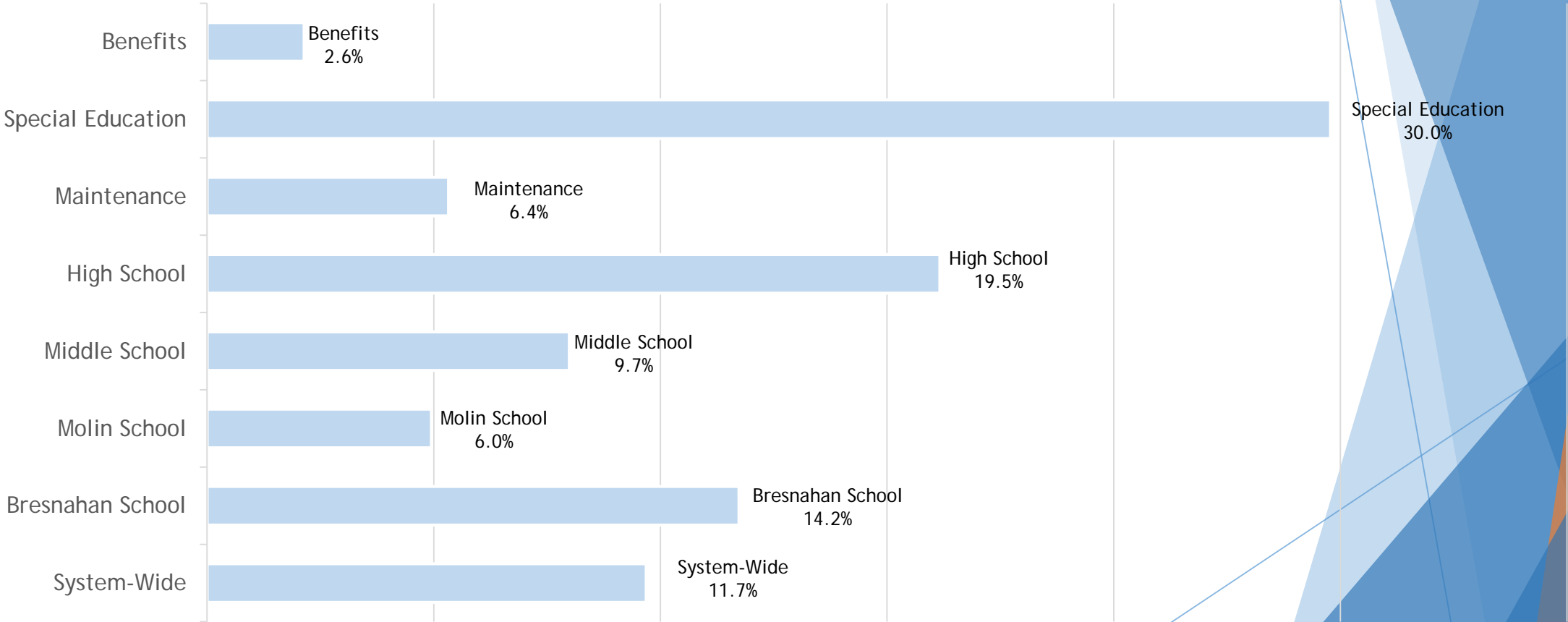
	FY16	FY17	FY18	FY18	FY18	FY19	FY19	FY19	Increase/
Description	Actual	Actual	FTE	Revised	Other Funds	FTE	Proposed	Other Funds	Decrease
Reading									
Professional Salaries	\$ -	\$ 23,273	0.5	\$ 24,596	\$ -	0.5	\$ 30,079	\$ -	\$ 5,483
Total Reading	\$ -	\$ 23,273		\$ 24,596			\$ 30,079		\$ 5,483
Operation of Plant									
Custodian	\$ 310,515	\$ 347,097	7.0	\$ 336,562		7.0	\$ 348,449		\$ 11,887
Uniforms	\$ 430	\$ 693		\$ 800			\$ 800		\$ -
Custodial Supplies	\$ 22,787	\$ 22,999		\$ 21,000			\$ 21,000		\$ -
Electric	\$ 180,769	\$ 202,839		\$ 175,000			\$ 195,000		\$ 20,000
Gas	\$ 62,191	\$ 66,541		\$ 92,000			\$ 92,000		\$ -
Telephone	\$ 14,961	\$ 21,189		\$ 13,000			\$ 13,000		\$ -
Equipment Maintenance	\$ 1,963	\$ 2,386		\$ 3,000			\$ 3,000		\$ -
Equipment Purchase/Rental	\$ 12,619	\$ 9,721		\$ 10,000			\$ 10,000		\$ -
Total Operation of Plant	\$ 606,235	\$ 673,463		\$ 651,362			\$ 683,249		\$ 31,887
Maintenance of Plant									
Supplies/Materials	\$ 107	\$ 225		\$ -			\$ -		\$ -
Grounds/Other	\$ 18,723	\$ 11,193		\$ 8,000			\$ 7,000		\$ (1,000)
Contracted Services	\$ 24,903	\$ 32,214		\$ 25,000			\$ 30,000		\$ 5,000
Building/Contracted Services	\$ 25,164	\$ 24,591		\$ 23,000			\$ 23,000		\$ -
Total Maintenance of Plant	\$ 68,897	\$ 68,224		\$ 56,000			\$ 60,000		\$ 4,000
Administration									
Principals	\$ 232,752	\$ 237,309	2.0	\$ 242,155		2.0	\$ 232,037		\$ (10,118)
Secretary	\$ 108,898	\$ 126,932	2.8	\$ 120,577		3.0	\$ 142,642		\$ 22,065
Supplies/Materials	\$ 15,333	\$ 18,230		\$ 22,400			\$ 16,200		\$ (6,200)
Publications	\$ -	\$ 3,463		\$ 2,850			\$ 2,850		\$ -
Memberships	\$ 6,330	\$ 360		\$ 8,300			\$ 8,300		\$ -
Security Improvements	\$ -	\$ -		\$ -			\$ -		\$ -
Printing	\$ -	\$ -		\$ 4,050			\$ 4,050		\$ -
Postage	\$ 6,011	\$ 2,095		\$ 5,400			\$ 5,400		\$ -
Accreditation	\$ 650	\$ -		\$ 4,900			\$ 4,900		\$ -
Equipment Maintenance	\$ 709	\$ 1,429		\$ 900			\$ 900		\$ -
Total Administration	\$ 370,684	\$ 389,818		\$ 411,532			\$ 417,279		\$ 5,747
Substitutes									
Fellows				\$ 16,704			\$ 26,300		\$ 9,596
Substitutes	\$ 60,387	\$ 74,279		\$ 70,400			\$ 86,704		\$ 16,304
Total Substitutes	\$ 60,387	\$ 74,279		\$ 87,104			\$ 113,004		\$ 25,900
Virtual High School									
Professional Salaries	\$ -	\$ 8,175		\$ 12,500			\$ 12,500		\$ -
Total Virtual High School	\$ -	\$ 8,175		\$ 12,500			\$ 12,500		\$ -
Summer Academic Support		\$ 4,787							
Total High School	\$ 7,602,478	\$ 7,870,006	100.05	\$ 7,833,946	\$ 275,000	101.4	\$ 8,144,073	\$ 275,000	\$ 310,628

Summary by Program

Newburyport High School

<u>Programs</u>	<u>Approved Budget</u> <u>FY18</u>	<u>Proposed Budget</u> <u>FY19</u>	<u>Difference</u>	<u>% of Change</u>
English	\$ 567,078	\$ 589,190	\$ 22,112	3.9%
World Language	\$ 528,030	\$ 536,321	\$ 8,291	1.6%
Mathematics	\$ 732,679	\$ 740,988	\$ 8,309	1.1%
Science	\$ 684,547	\$ 678,995	\$ (5,552)	-0.8%
Social Studies	\$ 627,513	\$ 651,277	\$ 23,764	3.8%
Technology	\$ 51,450	\$ 32,500	\$ (18,950)	-36.8%
Business	\$ 51,184	\$ 54,762	\$ 3,578	7.0%
Music	\$ 64,051	\$ 58,505	\$ (5,546)	-8.7%
Art	\$ 232,716	\$ 243,505	\$ 10,789	4.6%
Special Education	\$ 1,160,571	\$ 1,221,481	\$ 60,910	5.2%
Alternative Education	\$ 155,468	\$ 159,773	\$ 4,305	2.8%
Instructional Materials	\$ 50,950	\$ 67,250	\$ 16,300	32.0%
Reading	\$ 24,596	\$ 30,079	\$ 5,483	22.3%
Guidance	\$ 555,629	\$ 562,342	\$ 6,713	1.2%
Tech Ed	\$ 91,494	\$ 93,067	\$ 1,573	1.7%
Library	\$ 107,313	\$ 117,245	\$ 9,932	9.3%
Student Activity Account	\$ 26,500	\$ 29,500	\$ 3,000	11.3%
Athletics	\$ 622,648	\$ 682,048	\$ 59,400	9.5%
Drama/Video	\$ 154,240	\$ 160,170	\$ 5,930	3.8%
Wellness/Physical Ed	\$ 401,792	\$ 424,044	\$ 22,252	5.5%
Operation of Plant	\$ 651,362	\$ 683,249	\$ 31,887	4.9%
Maintenance of Plant	\$ 56,000	\$ 60,000	\$ 4,000	7.1%
School Administration	\$ 411,532	\$ 417,279	\$ 5,747	1.4%
Virtual High School	\$ 12,500	\$ 12,500	\$ -	0.0%
Substitutes/Fellows	\$ 87,104	\$ 113,004	\$ 25,900	29.7%
Totals	\$ 8,108,946	\$ 8,419,073	\$ 310,128	3.82%

Newburyport Public Schools FY19 Budget by Cost Center



Budget Summary

<u>Cost by School</u>	<u>FY19 Totals</u>	<u>Salaries FY18</u>	<u>Salaries FY19</u>	
High	\$ 8,419,073	\$ 7,066,220	\$ 7,336,258	
Middle	\$ 4,892,362	\$ 4,331,743	\$ 4,506,926	
Molin	\$ 3,232,062	\$ 2,876,251	\$ 3,151,062	
Bresnahan	\$ 6,938,226	\$ 6,400,622	\$ 6,586,746	
System-Wide	\$ 9,598,911	\$ 3,057,417	\$ 3,132,032	
Total Cost	\$ 33,080,634	\$ 23,732,253	\$ 24,713,025	
<i>FY18 Budget</i>	\$ 31,910,464			
Increase	\$ 1,170,170			
Percent of Increase	3.67%			
	FY19	FY18	Increase	
<i>Total Salaries</i>	\$ 24,713,025	\$ 23,732,253	\$ 980,772	74.71%
<i>Total Expenses</i>	\$ 8,367,610	\$ 8,178,211	\$ 189,398	25.29%
	\$ 33,080,634	\$ 31,910,464	\$ 1,170,170	

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

2018 – 2019

(04/11/2018)

Maureen A. Lynch
Superintendent

SCHOOL COMMITTEE

Alana Gilbert, Chairperson
Salisbury

Garry James
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

TBD
West Newbury

Richard P. Early, Jr.
Haverhill

Scott Wood
Haverhill

Ben Fichera
Newburyport

Charles LaBella
Amesbury

“EQUAL EDUCATIONAL OPPORTUNITY”

Whittier Tech:
Working on your future



Whittier Regional Vocational Technical High School

Alana Gilbert
Chairperson
School Committee

Maureen A. Lynch
Superintendent

115 Amesbury Line Road
Haverhill, MA 01830-1898
978-373-4101
Fax: 978-372-5331
www.whittiertech.org

April 12, 2018

Dear Whittier Community Officials:

The booklet contains the 2018-2019 approved budget for the Whittier Regional Vocational Technical High School, a Level One school.


At a public hearing on April 11, 2018, the District School Committee approved a total budget of \$ 24,432,140. Whittier's total budgetary requests were \$ 25,182,271. The Administration and School Committee made reductions totaling \$ 750,131 to arrive at the \$ 24,432,140 fiscal 2019 budget figure.


The approved FY19 budget of \$ 24,432,140 is an increase of \$792,562 or 3.35% over the FY18 budget of \$ 23,639,578. It is important to note that .85% of this increase is due to shifts of expenses that were previously covered by School Choice funds or Grants. In addition to the approved FY19 budget, the District Committee has approved a FY19 capital assessment for installation of artificial turf on the athletic field, an upgrade that will allow Whittier to better comply with Public Law 92-318 (also known as Title IX). Individual community assessments will vary each year primarily due to enrollment shifts and state minimum contribution mandates, 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,


Alana Gilbert
Chairperson, School Committee


Maureen A. Lynch
Superintendent

Whittier Tech: *Working on your future*

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**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED BUDGET ACCOUNT TOTALS FY18 - FY19**

<u>FUNCT</u>	<u>FUNCTION TITLE</u>	<u>FY18 BUDGET</u>	<u>FY 19 RECOMMENDED</u>	<u>Change</u>
1000	District Leadership			
1100	School Committee	64,524	64,524	0
1200	Superintendent's Office	368,473	366,516	-1,957
		<u>432,997</u>	<u>431,040</u>	<u>-1,957</u>
1400	Finance & Administration	690,466	704,985	14,519
2000	Instruction			
2100	Academic Leadership	580,005	598,282	18,277
2200	School Building Leadership	704,326	719,134	14,808
2300	Instruction Teaching Services	9,754,253	10,223,154	468,901
2400	Instructional Materials	1,222,887	1,260,760	37,873
2700	Guidance	547,072	524,457	-22,615
2800	Psychological Services	146,246	148,234	1,988
		<u>12,954,789</u>	<u>13,474,021</u>	<u>519,232</u>
3000	Student Services			
3100	Attendance	40,800	41,000	200
3200	Health Services	189,271	191,706	2,435
3310	Operation of School Busses	1,341,116	1,368,992	27,876
3510	Athletics	421,587	436,836	15,249
3520	Student Body	112,700	181,500	68,800
3600	School Security	403,464	421,481	18,017
		<u>2,508,938</u>	<u>2,641,515</u>	<u>132,577</u>
4000	Operations & Maintenance			
4110	Custodial Service	339,775	339,880	0
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	669,053	680,221	11,168
4230	Maintenance of Equipment	49,000	49,000	0
		<u>1,916,728</u>	<u>1,928,001</u>	<u>11,168</u>
5000	Fixed Charges	4,983,115	5,073,503	90,388
6000	Community Services	12,000	12,000	0
7000	Replacement of Equipment	73,795	100,325	26,530
8000	Long Term Debt	0	0	0
9000	Tuitions	66,750	66,750	0
Total Operational Budget		<u>23,639,578</u>	<u>24,432,140</u>	<u>792,562</u>
	Capital Outlay	495,000	645,000	150,000
TOTAL GROSS BUDGET		<u>24,134,578</u>	<u>25,077,140</u>	<u>942,562</u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
1000	DISTRICT LEADERSHIP			
1100	School Committee			
1110.5	Supplies & Materials General Supply Items	0	1,100	500
1110.6	Other Expenses			
	Travel	1,791	3,500	3,500
	Memberships & Subscriptions	10,745	11,824	11,824
	Meeting Expenses	7,126	4,500	5,100
	Auditing Expenses	32,940	32,100	32,100
	Public Relations	18,260	11,500	11,500
	TOTALS 1106	70,862	63,424	64,024
	TOTALS 1100	70,862	64,524	64,524
1200	Superintendent's Office			
1210.1	Salaries, Professional Superintendent	172,438	181,403	185,234
1210.2	Salaries, Clerical Administrative Assistant	78,870	79,719	81,686
1210.4	Maintenance of Equipment	0	0	0

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY17</u>	<u>ADJUSTED</u> <u>BUDGET - FY18</u>	<u>RECOMMENDED</u> <u>BUDGET - FY19</u>
1210.5	Supplies & Materials			
	Postage & Office Supplies	28,766	25,715	25,715
	Printing & Reproduction	23,886	28,465	28,465
	TOTALS 1210.5	52,652	54,180	54,180
1210.6	Other Expenses			
	Travel & Conferences	13,132	15,700	15,700
	Memberships & Subscriptions	16,274	13,716	13,716
	Advisory Boards	14,429	9,500	9,500
	NEASC & Accreditation	5,580	14,255	6,500
	TOTALS 1210.6	49,415	53,171	45,416
	TOTALS - 1200	353,375	368,473	366,516
	TOTALS - 1000	424,237	432,997	431,040

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY17</u>	<u>ADJUSTED</u> <u>BUDGET - FY18</u>	<u>RECOMMENDED</u> <u>BUDGET - FY19</u>
1400	FINANCE & ADMINISTRATION			
1410	Business & Finance			
1410.1	Salaries, Professional			
	Business Manager	142,071	139,230	142,711
	Comptroller	60,343	62,050	63,589
	TOTALS 1410.1	202,414	201,280	206,300
1410.2	Salaries, Clerical			
	Accounts Payable Clerk	47,989	48,949	50,173
	Payroll Clerk (80%)	41,616	42,448	43,510
	Business Office Clerks	43,855	45,793	47,048
	Treasurer	15,606	15,918	16,724
	TOTALS 1410.2	149,066	153,108	157,455
	TOTAL 1410	351,480	354,388	363,755
1420	Human Resource & Benefits			
1420.2	Salaries, Clerical			
	Personnel Clerk	52,500	53,550	54,889
	Payroll Clerk (20%)	10,404	10,612	10,877
	TOTALS 1420.2	62,904	64,162	65,766
1420.4	Advertising	3,892	7,500	4,000
	TOTALS 1420	66,796	71,662	69,766

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
1430	Legal Services			
1430.4	Contracted Services Legal	23,725	20,000	20,000
	TOTALS 1430	23,725	20,000	20,000
1450	Information Technology			
1450.1	Salaries, Professional Technology Director	104,040	106,121	108,774
1450.3	Salaries, Other Repair Tech. & Students	82,789	138,295	142,690
	TOTALS 1450	186,829	244,416	251,464
	TOTALS 1400	628,830	690,466	704,985

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
2000	INSTRUCTION			
2100	Academic Leadership			
2110.1	Salaries, Professional			
	Director of Pupil Personnel	139,410	137,717	141,814
	Curriculum Coordinator	130,819	133,415	136,725
	Vocational Coordinator	131,069	133,665	136,975
	TOTALS 2110.1	401,298	404,797	415,514
2110.2	Salaries, Clerical			
	Secretary to Special Ed	54,717	55,792	57,168
	Secretary Voc. & Curr Coord.	50,056	45,685	45,469
	TOTALS 2110.2	104,773	101,477	102,637
2120.1	Salaries, Professional			
	Cluster Chairs	84,510	73,731	80,131
	TOTALS 2100	590,581	580,005	598,282
2200	School Building Leadership			
2210.1	Salaries, Professional			
	Principal	142,401	139,573	143,037
	Asst. Principals	240,987	245,786	251,906
	Coordinator of Data & Assessment	130,819	133,415	136,725
	In House Suspension	61,142	62,345	63,879
	TOTALS 2210.1	575,349	581,119	595,547

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY17</u>	<u>ADJUSTED</u> <u>BUDGET - FY18</u>	<u>RECOMMENDED</u> <u>BUDGET - FY19</u>
2210.2	Salaries, Clerical			
	Secretary to Principal	53,040	54,341	55,681
	Secretary to Asst. Principals	40,800	41,616	42,656
	TOTALS 2210.2	93,840	95,957	98,337
2210.4	Contracted Services			
	Answering Service & Maintenance	5,500	6,500	5,500
2210.5	Supplies & Materials	15,905	16,000	16,000
2210.6	Other Expenses			
	Travel & Memberships	2,296	4,000	3,000
	School Council	400	750	750
	TOTALS 2210.6	2,696	4,750	3,750
	TOTALS 2200	693,290	704,326	719,134
2300	Instruction Teaching Services			
2305.1	Salaries, Professional			
	Instructional	8,024,917	8,378,014	8,747,988
	Instructional, Special Needs	831,206	858,097	881,269
	TOTALS 2305.1	8,856,123	9,236,111	9,629,257
2325.3	Salaries, Substitutes	96,159	100,000	110,000
2330.3	Salaries, Teacher Aides			
	Teacher Aides	66,460	109,650	181,998
	Teacher Aides, Special Needs	61,650	62,622	62,902
	TOTALS 2330.3	128,110	172,272	244,900

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
2340.1	Salaries, Professional Instructional Media Specialist	93,713	95,572	97,942
2351.6	Professional Development Expense	118,147	110,000	0
2352.1	Salaries, Professional Instructional Coach/Mentor	0	30,298	31,055
2352.4	Contracted Svcs, Prof Dev	0	0	0
2352.5	Supplies, Prof Dev	0	0	0
2355.3	Professional Development Subs	13,140	10,000	0
2356.1	Salaries, Staff Attending Prof Dev	0	0	8,000
2356.6	Expenses for Staff Attending PD			92,000
2358.4	Contract Svcs, Outside PD Providers	10,000	10,000	10,000
	TOTALS 2300	9,305,392	9,754,253	10,223,154
2400	Instructional Materials & Equipment			
2410.4	Contracted Services Repair & Maint of A/V Equipment	1,185	1,000	1,000
2410.5	Supplies & Materials Textbooks	24,179	16,546	20,979

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
2415.5	Library Books	3,957	8,350	8,450
2415.6	Library/AV Memberships	5,196	3,510	3,510
2420.5	Instructional Equipment	33,540	31,735	65,854
2430.4	Contracted Services Shop Requests	88,961	91,812	96,151
2340.5	Supplies & Materials			
	General Instructional	348,246	311,149	310,034
	Computer Supplies	54,809	55,000	60,000
	General Classroom	37,071	9,750	9,750
	Program Expansion	100	5,000	5,000
	TOTALS 2430.5	440,226	380,899	384,784
2430.6	Other Expenses	24,338	27,924	22,834
2451	Classroom Technology			
2451.4	Contracted Services Software/Hardware Maint	126,204	139,728	150,673
2451.5	Supplies & Materials Computer Equipment	555,035	521,383	506,525
	TOTALS 2400	1,302,821	1,222,887	1,260,760

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY17</u>	<u>ADJUSTED</u> <u>BUDGET - FY18</u>	<u>RECOMMENDED</u> <u>BUDGET - FY19</u>
2700	Guidance			
2710.1	Salaries, Professional			
	Guidance Director	77,970	84,054	86,155
	Guidance Counselors	328,864	337,988	308,642
	School Adjustment Counselor	56,191	59,510	62,879
	Summer Coverage	3,617	10,500	10,460
	TOTALS 2710.1	466,642	492,052	468,136
2710.2	Salaries, Clerical	51,000	52,020	53,321
2710.5	Supplies & Materials			
	Reference & Test Materials	99	1,000	1,000
	Postage, Brochures, Supplies	1,831	2,000	2,000
	TOTALS 2710.5	1,930	3,000	3,000
2710.6	Other Expenses			
	Travel & Memberships	45	0	0
	TOTALS 2700	519,617	547,072	524,457
2800	Psychological Services			
2800.1	Salaries, Professional			
	School Psychologist	77,970	79,529	81,517
	Tutoring	2,509	4,000	4,000
	TOTALS 2800.1	80,479	83,529	85,517
2800.4	Contracted Services	64,155	42,275	42,275
2800.5	Supplies & Materials	17,158	20,442	20,442
	TOTALS 2800	161,792	146,246	148,234
	TOTALS 2000	12,573,493	12,954,789	13,474,021

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
3000	STUDENT SERVICES			
3100	Attendance			
3100.1	Salaries, Professional Attendance Monitor	40,000	40,800	41,000
	TOTALS 3100	40,000	40,800	41,000
3200	Health Services			
3200.1	Salaries, Professional School Nurses	157,207	162,255	164,284
3200.4	Contracted Services School Physician Laundry/Medical Waste	15,724 175	16,236 1,500	16,642 1,500
	TOTALS 3204.4	15,899	17,736	18,142
3200.5	Supplies & Materials	7,923	9,000	9,000
3200.6	Other Expenses Memberships	1,647	280	280
	TOTALS 3200	182,676	189,271	191,706
3310	Operation of School Buses			
3310.1	Salaries, Professional Coordinator of Transportation	66,896	68,234	69,940

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
3310.3	Salaries, Other			
	Bus Drivers	519,341	583,434	610,493
	Mechanics	128,976	134,345	134,742
	Security/Bus Drivers (50%)	24,213	25,291	25,780
	TOTALS 3310.3	672,530	743,070	771,015
3310.4	Contracted Services	0	0	0
3310.5	Supplies & Materials			
	General Supply Items	77,634	92,000	92,000
	Fuel, Oil, Lubricants	94,275	146,211	146,200
	Equipment	256	2,500	2,500
	TOTALS 3310.5	172,165	240,711	240,700
3310.6	Other Expenses			
	Licensing & Physicals	5,075	5,000	5,000
	Insurance, Health	61,066	69,901	70,267
	Insurance, Buses	35,441	30,000	27,700
	Insurance, Workers Comp	18,874	17,200	18,200
	Leasing Expense	138,904	167,000	166,170
	TOTALS 3310.6	259,360	289,101	287,337
	TOTALS 3310	1,170,951	1,341,116	1,368,992
3510	Athletics			
3510.1	Salaries, Professional			
	Athletic Dir & Equipment Tech	28,170	28,733	29,452
	Coaches	188,325	186,752	200,072
	Trainer	27,845	28,402	29,112
	Transportation	21,274	18,500	19,000
	TOTALS 3510.1	265,614	262,387	277,636

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
3510.4	Contracted Services			
	Officials	41,299	42,000	42,000
	Police	1,840	4,000	3,000
	Reconditioning of Equipment	10,372	24,000	24,000
	TOTALS 3510.4	53,511	70,000	69,000
3510.5	Supplies, Sporting Goods/1st Aid	72,851	74,200	74,200
3510.6	Memberships, Clinics & Travel	19,190	15,000	16,000
	TOTALS 3510	411,166	421,587	436,836
3520	Student Body			
3520.1	Salaries, Class & Club Advisors, Other Stipends	41,650	45,000	45,000
	MCAS & Other Stipends	43,537	22,000	70,000
		85,187	67,000	115,000
3520.6	Other Expenses			
	Skills USA/Other	80,786	36,700	57,500
	Misc Student Body	1,617	0	0
	Graduation Expenses	15,348	9,000	9,000
	TOTALS 3520.6	97,751	45,700	66,500
	TOTALS 3520	182,938	112,700	181,500
3600	School Security			
3600.1	Salaries, Supervisor of Security	42,235	42,411	43,696
3600.3	Salaries, Other			
	Monitors	71,021	85,424	85,399
	Security/Bus Drivers (50%)	24,963	25,291	25,779

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY17</u>	<u>ADJUSTED</u> <u>BUDGET - FY18</u>	<u>RECOMMENDED</u> <u>BUDGET - FY19</u>
	Security Special Events	8,646	7,000	7,000
	TOTALS 3600.3	<u>104,630</u>	<u>117,715</u>	<u>118,178</u>
3600.4	Contracted Services			
	Security Contract	130,207	135,000	149,600
	School Resource Officer	73,532	78,438	80,007
	TOTALS 3600.4	<u>203,739</u>	<u>213,438</u>	<u>229,607</u>
3600.5	Supplies & Materials	5,572	5,000	5,000
3600.6	Repairs Security Equipment	25,227	24,900	25,000
	TOTALS 3600	381,403	403,464	421,481
	TOTALS 3000	<u>2,369,134</u>	<u>2,508,938</u>	<u>2,641,515</u>
4000	OPERATIONS/MAINTENANCE			
4110	Custodial Services			
4110.3	Salaries, Summer Maintenance	0	27,775	27,880
4110.4	Contracted Services. Cleaning Contract	297,175	312,000	312,000
	TOTALS 4110	297,175	339,775	339,880
4120	Heating of Building			
4120.4	Contracted Services-Natural/Propane Gas	77,859	110,000	110,000
	TOTALS 4120	77,859	110,000	110,000

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY17</u>	<u>ADJUSTED</u> <u>BUDGET - FY18</u>	<u>RECOMMENDED</u> <u>BUDGET - FY19</u>
4130.4	Utility Services			
	Water	8,837	10,000	10,000
	Sewerage Treatment	35,668	35,000	35,000
	Septic Service	2,109	6,000	6,000
	Refuse Removal	25,132	35,000	35,000
	Telephone	34,094	67,900	67,900
	Hazardous Waste Removal	17,090	40,000	40,000
	Electrical Service	495,320	500,000	500,000
	TOTALS 4130.4	618,250	693,900	693,900
4130.5	Supplies & Materials	8,642	15,000	15,000
	TOTALS 4130	626,892	708,900	708,900
4210	Maintenance of Grounds			
4210.3	Salaries, Overtime & Snow	25,081	15,000	15,000
4210.5	Supplies & Materials			
	Ice Melt, Sand, Fertilizer	33,255	25,000	25,000
	TOTALS 4210	58,336	40,000	40,000
4220	Maintenance of Buildings			
4220.1	Salaries, Plant Facilities Manager	99,606	101,583	104,104
4220.3	Salaries, Other			
	Forer Stipend	5,848	10,908	11,214
	Maintenance "B"	305,852	325,050	333,370
	Shift Differential	5,000	5,677	5,677
	STP Stipend	4,250	4,335	4,356
	TOTALS 4220.3	320,950	345,970	354,617

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
4220.4	Contracted Services	49,084	54,000	54,000
4220.5	Supplies & Materials			
	Electrical, Paint, Plumbing, Etc	68,470	90,000	90,000
	Office Supplies	849	2,000	2,000
	Equipment	15,512	5,000	5,000
	TOTALS 4220.5	84,831	97,000	97,000
4220.6	Other Expenses			
	Repair & Replacement	91,125	68,000	68,000
	Travel & Seminars	0	2,500	2,500
	TOTALS 4220.6	91,125	70,500	70,500
	TOTALS 4220	645,596	669,053	680,221
4230	Maintenance of Equipment			
4230.4	Contracted Services			
	Maint/Rpr of Building & Equipment	82,145	41,000	41,000
	Maint/Rpr of Vehicles	14,523	8,000	8,000
	TOTALS 4230	96,668	49,000	49,000
	TOTALS 4000	1,802,526	1,916,728	1,928,001
5000	FIXED CHARGES			
5100.5	Other Expenses			
	Retirement Program	577,257	645,317	669,692
	Employee Separation Costs	12,135	11,940	9,360
	Annuities	24,500	26,500	27,500
	TOTALS 5100	613,892	683,757	706,552

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED</u> <u>FY17</u>	<u>ADJUSTED</u> <u>BUDGET - FY18</u>	<u>RECOMMENDED</u> <u>BUDGET - FY19</u>
5200.6	Other Expenses			
	Health Insurance-active employees	2,303,884	2,516,822	2,523,455
	Health Insurance - retiree	852,497	1,028,802	1,074,200
	Dental Insurance -active employees	94,508	114,867	113,150
	Medicare	203,235	206,983	209,593
	Life/Disability Insurance	4,175	4,550	4,550
	Student Accident	20,751	15,500	17,600
	Package Insurance	109,278	99,500	108,500
	Worker's Compensation	81,371	84,169	87,800
	Umbrella	9,726	29,700	28,100
	Treasurer's Bond	661	700	700
	School Board Indemnity	3,894	4,100	4,200
	Automotive	349	6,800	7,600
	Unemployment	21,044	106,000	106,000
	Employment Practices Liability	15,705	16,500	17,300
	Disability Insurance	3,500	3,570	3,570
		<u>3,724,578</u>	<u>4,238,563</u>	<u>4,306,318</u>
5250.6	OPEB Liability Reserve	0	10,000	10,000
	TOTALS 5200	3,724,578	4,248,563	4,316,318
5300.4	Rental of Equipment			
	Postage Meter	2,102	3,800	3,800
	Copy Machines	52,292	46,995	46,833
		<u>54,394</u>	<u>50,795</u>	<u>50,633</u>
	TOTALS 5300	54,394	50,795	50,633
	TOTALS 5000	<u>4,392,864</u>	<u>4,983,115</u>	<u>5,073,503</u>

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
RECOMMENDED FY 2019
BUDGET BY LINE ITEM**

<u>FUNCTION/CODE</u>	<u>CATEGORY/DESCRIPTION</u>	<u>EXPENDED FY17</u>	<u>ADJUSTED BUDGET - FY18</u>	<u>RECOMMENDED BUDGET - FY19</u>
6000	COMMUNITY SERVICES AND STAFF DEVELOPMENT			
6200.5	Supplies & Materials Office, Flyers, Postage	4,841	12,000	12,000
	TOTALS 6000	4,841	12,000	12,000
7000	REPLACEMENT OF EQUIPMENT			
7400	Replacement of Equipment	89,019	73,795	100,325
	TOTALS 7000	89,019	73,795	100,325
9000	TUITIONS TO OTHER SCHOOLS			
9100	Tuitions to Mass Schools	4,288	6,750	6,750
9110	Tuition School Choice Out	18,111	38,000	38,000
9400	Tuitions to Collaboratives	61,304	22,000	22,000
	TOTALS 9000	83,703	66,750	66,750
STABILIZATION				
	Transfer to Stabilization	395,000	0	0
TOTAL BUDGET		22,763,647	23,639,578	24,432,140

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2019**

Required Net School Spending	20,187,559
Other Assessments, Transportation and Community Education	1,368,992
Long Term Debt Assessment	-
Capital Assessment	645,000
Other Educational Assessment	<u>2,875,589</u>
Gross Budget	25,077,140

Less Revenues To Be Applied:

Chapter 70 aid	9,524,827	
E and D	0	
Transportation	<u>684,496</u>	<u>10,209,323</u>

Total Assessments 14,867,817

	<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	811,182	41,417	-	65,064	173,993	1,091,656
Georgetown	574,955	26,305	-	46,930	110,509	758,699
Groveland	665,837	33,021	-	27,674	138,724	865,256
Haverhill	5,734,787	456,704	-	258,898	1,918,627	8,369,015
Ipswich	383,518	15,671	-	48,997	65,835	514,022
Merrimac	756,831	40,297	-	25,311	169,291	991,730
Newbury	368,374	15,112	-	25,016	63,484	471,985
Newburyport	450,288	18,470	-	75,903	77,592	622,252
Rowley	286,605	11,753	-	25,134	49,376	372,869
Salisbury	397,812	16,231	-	25,754	68,186	507,983
West Newbury	232,543	9,515	-	20,320	39,971	302,349
TOTALS	<u>10,662,732</u>	<u>684,496</u>	<u>-</u>	<u>645,000</u>	<u>2,875,589</u>	<u>14,867,817</u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**REQUIRED NET SCHOOL SPENDING
FY 2019**

Required Net School Spending	20,187,559
Less: Chapter 70 Aid	<u>9,524,827</u>
Net Minimum Contribution	<u><u>10,662,732</u></u>
Member Municipalities:	
Amesbury	811,182
Georgetown	574,955
Groveland	665,837
Haverhill	5,734,787
Ipswich	383,518
Merrimac	756,831
Newbury	368,374
Newburyport	450,288
Rowley	286,605
Salisbury	397,812
West Newbury	<u>232,543</u>
TOTALS	<u><u>10,662,732</u></u>

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER ASSESSMENTS
FY 2019**

Transportation	1,368,992
Less: Transportation Revenue to be Applied	<u>684,496</u>
Net Assessment	<u><u>684,496</u></u>

	<u>FY17 PUPILS/% OF CONTRIBUTION FOR COMPARISON ONLY</u>				
	<u>PUPILS 10/1/2016</u>	<u>PERCENT OF CONTRIBUTION</u>	<u>PUPILS 10/1/2017</u>	<u>PERCENT OF CONTRIBUTION</u>	
MEMBER MUNICIPALITIES:					
Amesbury	71	5.78%	74	6.05%	41,417
Georgetown	42	3.42%	47	3.84%	26,305
Groveland	69	5.62%	59	4.82%	33,021
Haverhill	804	65.47%	816	66.72%	456,704
Ipswich	28	2.28%	28	2.29%	15,671
Merrimac	69	5.62%	72	5.89%	40,297
Newbury	27	2.20%	27	2.21%	15,112
Newburyport	32	2.61%	33	2.70%	18,470
Rowley	19	1.55%	21	1.72%	11,753
Salisbury	44	3.58%	29	2.37%	16,231
West Newbury	23	1.87%	17	1.39%	9,515
TOTALS	1228	100.00%	1223	100.00%	684,496

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

**OTHER EDUCATIONAL ASSESSMENTS
FY 2019**

Other Educational Assessments	2,875,589
Less: E and D Transfer to Reduce Assessments	<u>0</u>
Total Other Educational Assessments	<u><u>2,875,589</u></u>

	<u>FY17 PUPILS/% OF CONTRIBUTION</u>				
	<u>FOR COMPARISON ONLY</u>				
MEMBER MUNICIPALITIES:	<u>PUPILS</u> <u>10/1/2016</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	<u>PUPILS</u> <u>10/1/2017</u>	<u>PERCENT OF</u> <u>CONTRIBUTION</u>	
Amesbury	71	5.78%	74	6.05%	173,993
Georgetown	42	3.42%	47	3.84%	110,509
Groveland	69	5.62%	59	4.82%	138,724
Haverhill	804	65.47%	816	66.72%	1,918,627
Ipswich	28	2.28%	28	2.29%	65,835
Merrimac	69	5.62%	72	5.89%	169,291
Newbury	27	2.20%	27	2.21%	63,484
Newburyport	32	2.61%	33	2.70%	77,592
Rowley	19	1.55%	21	1.72%	49,376
Salisbury	44	3.58%	29	2.37%	68,186
West Newbury	23	1.87%	17	1.39%	39,971
TOTALS	1228	100.00%	1223	100.00%	2,875,589

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
CAPITAL COSTS ASSESSMENTS
FY 2019**

Assessed as a Capital Cost

7000 Asset Acquisition

Athletic Field Turf	645,000
Total Capital Cost Assessment	<u>645,000</u>

<u>MEMBER MUNICIPALITIES</u>	<u>Resident Pupils 10/1/2017</u>	<u>%</u>	<u>Capital Cost Assessment</u>
Amesbury	2203	10.09%	65,064
Georgetown	1589	7.28%	46,930
Groveland	937	4.29%	27,674
Haverhill	8766	40.14%	258,898
Ipswich	1659	7.60%	48,997
Merrimac	857	3.92%	25,311
Newbury	847	3.88%	25,016
Newburyport	2570	11.77%	75,903
Rowley	851	3.90%	25,134
Salisbury	872	3.99%	25,754
West Newbury	688	3.15%	20,320
TOTAL	<u>21839</u>	<u>100.00%</u>	<u>645,000</u>