



Town of Newbury, Massachusetts FY2024 Budget and Annual Report



TABLE OF CONTENTS

Introductory Information	1
Budget Message.....	2
Strategic Town Goals	17
Town Organization Charts	20
Position Summary Schedule	21
Budget Process & Calendar.....	22
 Financial Overview	 24
Budget Overview.....	25
Budget Summary	37
Revenues.....	38
Other Funds & Resources	39
Expenditure by Category	40
Expenditure Summary	41
Expenditure Detail	43
Financial Forecast Summary	50
Revenue Projections	51
Expenditure Projections.....	52
 Town Departments.....	 54
Select Board	55
Administration	60
Finance.....	64
Treasurer/Collector.....	67
Human Resources	71
Assessor	75
Town Clerk	79
Planning	83
Historical Commission.....	92
Police.....	95



Parking Clerk	100
Harbormaster.....	103
Emergency Management.....	106
Emergency Communications	109
Fire	113
Inspectional Services.....	118
Department of Public Works	122
Tree Warden	126
Shellfish Constable	130
Board of Health.....	134
Council on Aging.....	139
Veterans' Services.....	145
Library	150
Recreation.....	157
Zoning Board of Appeals.....	159
IT Operations & Cable	164
Conservation Commission	168
Education	174
Debt Service	183
Capital Improvement Plan	190
FY2023-FY2028 Capital Improvement Plan (CIP) Overview.....	191
FY2023-FY2028 CIP	193
FY2024 Proposed Capital Budget	194
FY2024-FY2028 Projects by Department & Funding Source	195
Appendices.....	198
Community Profile	199
Glossary	201
Bond Rating	217
Financial Policies	224



Town of Newbury, Massachusetts

Introduction



Budget Message

I am pleased to present the Fiscal Year 2024 Proposed Budget, which incorporates the latest information available regarding revenue projections and departmental expenditure requests.

The Town Administrator's Recommended Operating Budget totals \$23,445,738, which is an increase of \$979,070 (4.4%) from the current operating budget. The Ambulance Enterprise Fund, which is exclusive of the General Fund, totals \$307,577 as proposed, which is an increase of \$19,259 (7%). In this proposal, our functions of government are funded as follows:

Expenditure by Function	FY2024	% of Total
General Government	2,743,242	11.7%
Public Safety	3,493,218	14.9%
Education	11,630,402	49.6%
Public Works	1,457,674	6.2%
Human Services	511,097	2.2%
Culture & Recreation	451,648	1.9%
Debt Service	921,471	3.9%
Benefits	2,236,986	9.5%
Total Operating Budget	23,445,738	100%

Included in this letter is a summary of the budget. While I have been holding budget hearings to review the annual requests, the Finance Committee and Select Board will begin reviewing preliminary information on February 28th and will be voting their recommendations after deliberating and voting on the various budgets and articles at their joint meeting scheduled for March 28th.

Even though review of the budget details will continue right up until Town Meeting on April 25th, the Budget has been developed in conformance with the goals and objectives established by the Select Board throughout this and previous years.

The Select Board, Finance Committee, Capital Planning Committee, Superintendents and Town Administrator meet periodically to discuss financial forecasts, revenue projections, the various financial indicators, and the implications of the information for the upcoming FY2024 budget. The following goals and objectives are direct outcomes of these conversations:

Select Board Goals and Objectives/Budget Priorities

1. Completing Long Term Capital Improvements remains a priority although much has been accomplished in the past few years. With the Police Station project successfully behind us, and the seniors in Newbury enjoying a new facility which provided additional space and expansive new programming, the focus turns to Town Hall. The Committee presented an update to the Select Board and plans to present additional details at a joint meeting to be held on March 7th. The architects are revising schematic designs; and we will have a rendering available for viewing at the Annual Town Meeting.



2. The Recreation Committee continues to brainstorm ways to improve the area for both passive and active recreation. Next on their agenda is the completion of a comprehensive plan detailing the entire recreation area with the hopes of finding a perfect spot for a new playground.
3. The Road Improvement Program continues, with over 93% of our roadways done and having recently completed the Plum Island resurfacing project. Repairs and maintenance of Newbury's culverts continue as engineering and design of both the Central Street and Orchard Street culverts are in the works. Newbury is pursuing grant opportunities to defray portions of both the engineering and constructions costs of these projects.
4. The Tree Warden continues to address many years of deferred tree work with the help of the DPW.
5. Plans are in the works for the Larkin Dam Removal and to date the Town has secured over \$495,000 in grant funds to defray the estimated total project cost of \$1,446,550 and we're awaiting notification of another \$866,550 grant award. This project will decommission a deteriorating dam and existing inefficient fish passage structure, eliminate ongoing dam maintenance and repair obligations, restore passage for diadromous fish species and improve water quality, aquatic habitat, and natural riverine processes.
6. The development of a budget that is within the limits of Proposition 2 ½, in compliance with the Town's Comprehensive Financial Policies, and does not rely on one-time funding sources or unsustainable practices.
 - By ensuring that current revenues are sufficient to support current operating expenditures. Use of one-time Free Cash in the FY2024 annual budget is limited to one-time expenditures and will not be used to fund recurring operating costs.
 - By creating a multi-year revenue/expenditure forecast to provide decision makers with an indication of the long-term fiscal impact of the current policy and budget decisions they make.
 - By establishing pay plans and pay rates that are constantly monitored to ensure compliance with labor contracts, personnel policies, and accuracy. Contract proposals will be fully costed out to understand the short and long-term impact on Town finances. By maintaining employee compensation in a manner that provides opportunities for equity through adjustments that are consistent with the Town's long-term planning efforts.
 - By negotiating sustainable collective bargaining agreements with the Town's three unions. As of this writing, all contracts are settled. The newly formed Librarians union has yet to begin their contract negotiations.
 - By continuing to manage employee benefits and associated impacts.
 - By identifying opportunities to reduce the Town's unfunded liabilities including pension and unfunded liability costs.



- By ensuring that debt is never used to fund operating expenditures and is only issued for capital improvements. In practice, the Town endeavors to pay cash for vehicle and equipment purchases and only issue debt for major facility or infrastructure improvements.
 - By maintaining adequate financial reserves of between 5-10% of the operating budget to deal with unexpected natural or economic disruptions. Fiscal year reserves will be at 10%.
7. To maintain a level service budget; while always striving to improve service delivery.
8. To protect and improve the Town's overall Financial Condition, which is broadly defined as our ability to maintain existing service levels; withstand local and regional economic disruptions (like we have seen with COVID-19); and to meet the demands of natural growth, decline, and change.
- By continuing to review and update the Town's position we are able to identify problems and opportunities early, so that appropriate action can be taken.
 - By annually revising the Town's Financial Projections, we can see if the underlying assumptions require modification based upon changing conditions or data.
 - By engaging the Town's policy-making boards and committees in regular discussions that reinforce the need for long-range considerations in the annual budget process, so that important policy decisions are not controlled by financial problems or emergencies. To this end, multiple meetings are held during the budget process and throughout the year to discuss financial trends, projections, major capital improvements and various plans.
 - It is important to note that Newbury has achieved AAA bond rating status, the highest rating assigned to municipalities. Affirmation of our bond rating reflects the rating agency's confidence in the Town's ability to manage through economic cycles. The independent assessment illustrates how our planning efforts and fiscal discipline produce very real and tangible results—lower rates on bonds resulting in less tax dollars going to pay for interest costs.
9. To maintain Newbury as an affordable place to live as well as a desirable place to operate a business.
- By developing a FY2024 Budget that is within the confines of Proposition 2 ½ and includes reasonable tax increases necessary to maintain current service levels.
 - By advocating for legislative priorities at the State level that will improve the efficiency or effectiveness of local services, such as OPEB reform and changes to various revenue sharing models; in particular, education funding.
 - By paying considerable attention to balancing the needs of the community with providing a fiscally responsible budget plan.
10. To protect the Town's long-run solvency beyond the immediate budget cycle by developing clear policies regarding issues such as debt, adequate funding of reserves, OPEB liabilities, and capital investment.



- By updating and continuing to fund the OPEB plan in FY2024 at \$200,000 in order to start addressing the Town's \$6.3 million OPEB liability. At this level, the Town expects to fully fund its OPEB liability by 2052.
- By updating and funding a Pavement Management Plan (PMP) that continues to address long-term infrastructure needs; especially roadway improvements.
- By annually reviewing the Town's Capital Improvement Plan (CIP) in conjunction with the adopted Debt and Free Cash policies.
- One key factor in limiting the increase in new FY2024 debt service is the fact that the Town is now carrying a Free Cash balance and funding the Stabilization Fund annually whereby smaller capital items are now being purchased using available funds, instead of financing with debt.
- By creating a Financial Forecast that will conservatively project revenues and expenditures five years into the future. This forecast is intended to provide policymakers with the information they need to make informed decisions around the Town's financial strategies and policies, long-term financial planning, capital planning and long-term contracts or other obligations. This also provides for predictability and sustainability of operations.

As the FY2024 budget process unfolds, individual department goals and objectives are developed within these Town-wide umbrella goals to ensure that long-term perspectives that span beyond just the upcoming fiscal year are taken into consideration.

Recent Developments

During the month of March, several significant budgetary items will be finalized, including School Assessments, refined State Aid estimates, and new growth figures. Collectively, these items represent the final pieces of the FY2024 budget.

School Assessments - Newbury is a member of the Triton Regional School District, the Whittier Regional Technical High School and the Essex North Shore Agricultural and Technical School. As members, we receive an annual assessment based on the individual district formulas. All of our schools are involved in the budget process at this time. Having just received our preliminary assessment information, the School Committees will be meeting with the community members between now and Town Meeting to fine tune their budgets.

Health Insurance - The FY2024 health insurance budget request of \$984,748 is up 5.2% over last year. Although plan design changes and the adoption of Chapter 32B, Section 18 along with favorable experience limited budgetary impacts for a number of years, FY2024 isn't one of them. Prior to FY2010, it was common to experience health insurance increases of 8-10% each year, which would consume a significant portion of our new revenues. Since the annual premium increases continue to rise, we decided to bid out our health insurance. We are currently awaiting the bid results.

Debt Service - The proposed FY2024 debt service budget provides for the payment of principal and interest costs for long and short-term bonds issued by the Town for General Fund purposes. For FY2024, the total Debt Service budget for the General Fund is \$921,471. The decrease is the net result of the



retirement of previous debt issues and the expectation of issuing short-term Bond Anticipation Notes for the Town Hall Project. This project will likely be funded by a combination of savings (Free Cash), unexpended amounts from the Police Station Project and the proposal of a debt exclusion override.

State Aid - The current budget model assumes State Aid at the Governor's Budget proposal, an increase of \$87,538 or 7.5%. The House and Senate will begin to debate their versions of the budget, which typically does not get finalized until well after our Town Meeting. In addition, the Town has limited information regarding State Assessments, and it is the net effect of the new aid and the increase in charges that really determines if Newbury is better off compared to the previous year. Once Town Meeting passes the FY2024 Budget, any State Aid received above level funding can only be used to reduce local taxes.

New Growth - In accordance with Proposition 2½, a municipality is allowed to increase its levy limit each year by an amount based on the value of new development and other growth in the tax base. The purpose of this provision is to recognize that new development results in additional municipal costs. FY2024 New Growth is estimated at \$180,000 in new tax dollars. This is a decline from the last few years, new growth is expected to continue to decline except for any significant new development (subdivision growth) coming to Town.

Compensation – All of the Town's Collective Bargaining Agreements are settled through June 30, 2024, with the exception of the Library. We have recently been notified that they have voted to join the Teamsters, but no negotiation dates have been set. Those employees not working under a CBA or employment contract will all receive a 2% wage increase in FY2024.

ARPA Grant Funding – Newbury is fortunate to be the recipient of \$2.1M of federal grant funds related to the pandemic. To date, the Select Board have committed these funds to projects that include:

- COA Senior Center
- Newbury Food Pantry
- Pearson Field Upgrades
- Green Crab Removal
- Historic Records Preservation
- And many capital purchases that would have otherwise been purchased with our reserves

Once all of these major budgetary components are settled, the remainder of the General Government budget will be finalized. With the possible exception of a State Aid Resolution passing in the Legislature, we do not anticipate any other significant financial information coming forward prior to the April Town Meeting.

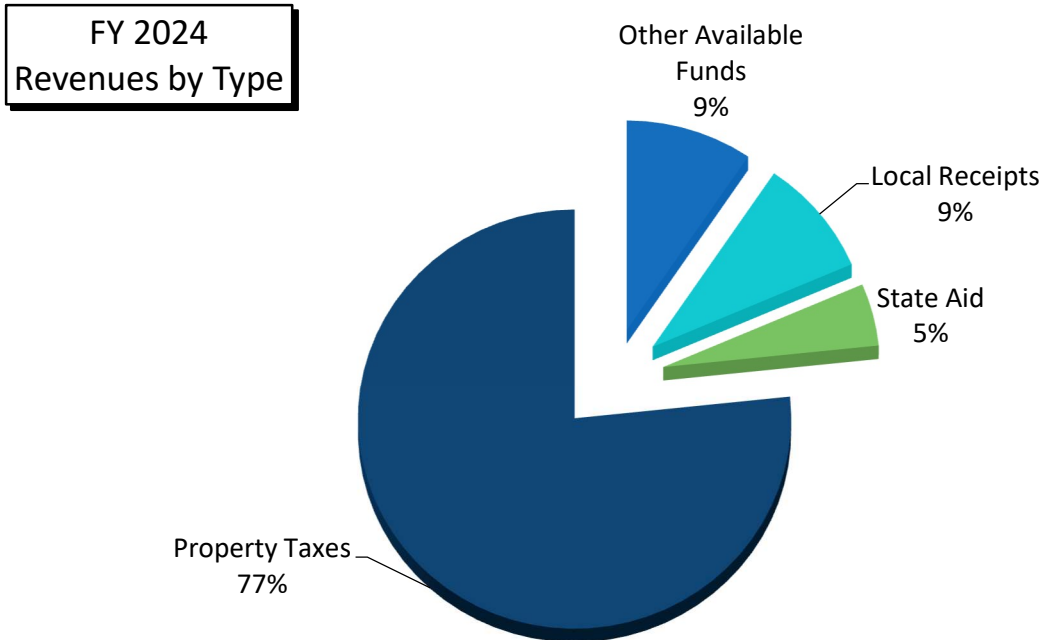
Budget in Brief

Similar to prior year budgets, the FY2024 Proposed Budget relies on projections regarding available revenue, thereby accepting the limits of the Town's financial resources. Considerable attention is paid to balancing the needs of the community and the expectations of Newbury's citizens, with the development of a fiscally responsible financing plan. The budget is based upon an established ceiling of revenue derived from local property taxes in accordance with Proposition 2½. Added to these revenues are State Aid, Departmental Receipts such as fees, permits, interest earned and Available Funds such as Free Cash and Other Special Revenues. Assumptions in FY2024 are somewhat conservative given the uncertainty of the



continuing impacts of COVID-19 and the economic impacts of its aftermath. Accordingly, the following revenue and expenditure assumptions were used to develop the FY2024 recommended budget:

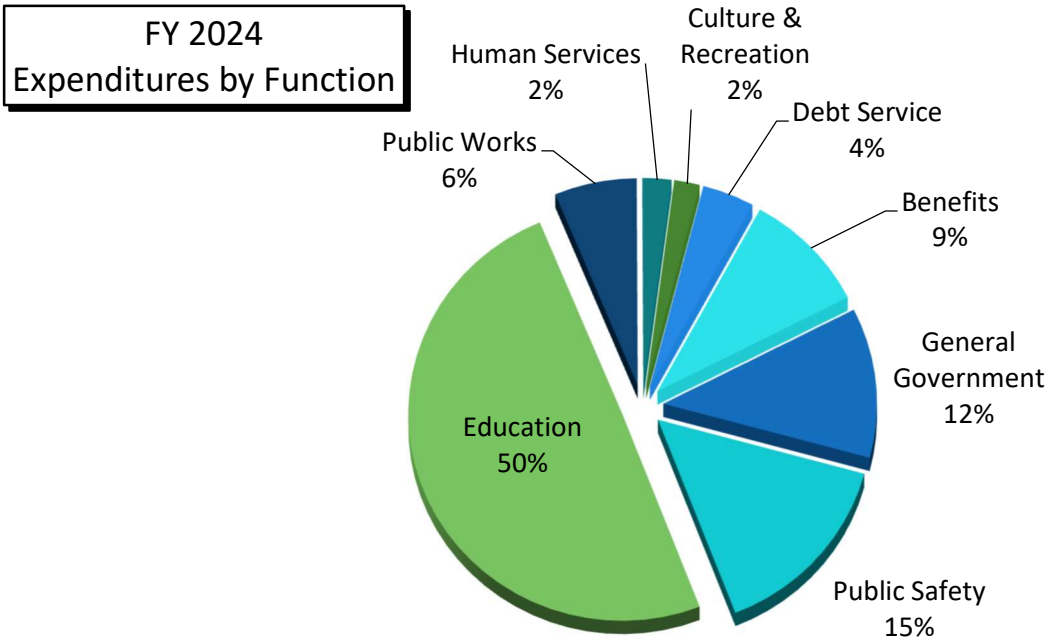
Revenues



- Tax Levy will increase by 2.5% (less Excess Levy Capacity) as is allowed by Proposition 2 ½ plus New Growth.
- New Growth estimate is prepared by the Principal Assessor and is based on adjusted historical averages.
- Local Receipt estimates are based on trend analysis of actual collections by category and reflective of economic impacts.
- State Aid projections have been level funded awaiting the Governor’s Budget proposal.
- Other Available Funds are typically appropriated for one-time capital and other expenditures while maintaining a balance that will provide for a stable amount for use in future years.



Expenditures



- Town and School Operating Budgets to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- Essex Regional Retirement Assessment will total \$1,131,739 per the existing funding schedule established by the Retirement Board.
- General Fund Other Post-Employment Benefits (OPEB) funding will remain at \$200,000 this fiscal year.
- Employee Health Insurance expense is beginning to increase after years of modest if any premium increases.
- Capital Expenses will total \$2,308,575 and will be made from Free Cash, the Stabilization Fund, ARPA and other Grant proceeds, and the operating budget as follows:

▪ Road Improvement Program	\$250,000
▪ Capital Outlay	\$111,430
▪ Police – Firearms Purchase	\$50,000
▪ Police – Solar Powered Speed Signs	\$11,000
▪ Police - Crosswalk Beacons	\$13,500
▪ Fire – Urban Interface Firefighting	\$650,000
▪ DPW – Elementary Roof Repair	\$150,000
▪ DPW – Dump Truck Replacement	\$72,645
▪ Town Hall Capital Project	\$1,000,000



At this point in time, based upon the most recent projections, the Town departmental and personnel expense budgets are increasing by a total of \$513,860 (4.5%) and the Educational portion of the budget is increasing by \$465,210 (4.2%). The net increase of the operating budget is \$979,070 (4.4%). Some of the more significant budget changes include the following:

General Government

The total FY2024 General Government Operating Budget is \$2,743,242, which is an increase of \$36,184 (1.3%). The balance of the document that follows this Budget Message provides detail regarding each departmental budget.

Compensation - This budget includes increases for the Newbury Police Association (2%), IAFF (3%) and Teamsters (3%) collective bargaining agreements. The employees not represented by a collective bargaining agreement or other employment contract will receive a 2% wage increase.

Administration & Finance Expense - Software licensing is the majority of the increase in the expense line item, increasing \$1,925.

Audit Town Books - An increase \$7,000 is based on the cost of hiring a new auditing firm to complete Newbury's annual audit. Our long-term auditors have retired.

Town Counsel - Legal services have decreased based on actual expenditures.

IT Expenses - Multiple vendors have predicted notable increases for FY2024 due to supply issues. The largest increase is for a necessary upgrade of Microsoft.

Postage - With the significant increase in mail in balloting, our postage expense has risen by \$5,000.

Town Clerk - Overall the Town Clerk's appropriation is decreasing by \$10,881. The Records Preservation line item is reduced due to the fact that the Select Board approved the use of ARPA funds for Historical Preservation Project of town records.

Shellfish Constable - Through a restructuring of the Shellfish Constable position the Town is saving \$37,730 annually while still providing the services required to ensure the public health and that the shellfish industry remains a vibrant industry in Newbury.

Public Buildings - The annual lease expense for our temporary Town Offices located at 12 Kent Way is increasing by 3%. In addition, we expect to open the Plum Island Public Rest Room during the summer of 2023. The increase will fund supplies and maintenance for this facility.

Insurance Expense - Our insurance carrier, the Massachusetts Interlocal Insurance Association is advising that we budget for a 5% increase at this time.

Public Safety

Public Safety sees the second largest percentage increase in FY2024 at \$288,875 (9%). Pursuant to the passing of the Justice, Equity and Accountability Act of December 31, 2020, the Massachusetts Peace Officer Standards and Training (POST) Commission was established. One of their tasks is to work to certify reserve police officers as full-time police officers. Reserve Officers who wish to be certified as a full-time police officer through the POST Bridge Academy must successfully complete eighty (80) hours of remote



learning, one hundred twenty (120) hours of in person learning and must provide that they have a minimum of two thousand four hundred (2,400) hours of patrol related experience. Many of our reserve officers were not able to participate in the certification program because they work other full-time jobs. Having lost seven reserve police officers, this will leave us with only one reserve officer on staff. This legislative change continues to have a negative impact of the Police Department's budget and staffing.

Collective Bargaining Agreements - The Patrolman's Association contract is in its second year and will be expiring on June 30, 2024. The Newbury Professional Firefighters contract, which began on July 1, 2021, will also expire on June 30, 2024.

Police Department - The overall budget is increasing by \$159,504 (11.3%) in total.

Fire Department Salary & Wages - The Fire Department's operating budget is increasing by \$41,069 (3%). Although the original request included the lease/purchase of an Urban Interface Firefighting vehicle—a vehicle with a short wheel base and high ground clearance that would perform well on Plum Island during high water events as well as in wildland firefighting situations—the purchase was deferred one year.

Education

Education funding is projected to rise \$465,210 (4.2%). This increase is based on estimates with assistance from the Regional School Districts as we are awaiting our final budget numbers.

- Whittier Regional Technical High School is estimated to increase by \$12,448 (4.2%) as Newbury has 15 students currently attending.
- With only one (1) student attending Essex North Shore Agricultural & Technical High School from Newbury, we expect the assessment to decrease by \$20,066 (48.2%).
- Triton Regional Assessment is expected to increase \$472,828 (4.4%). As of October 1, 2023, a total of 634 Newbury students attends the school district. The Triton budget is composed of an operating assessment and a debt payment related to the completed renovation/addition and stadium projects.

Public Works

The DPW operating budget will increase by \$24,096 (1.7%). This represents all contractual obligations of the collective bargaining agreement.

Human Services

Overall, Human Services will increase \$11,627 (2.3%). This is modest increase is due to the fact that the Select Board committed ARPA funds to defray some of the Department of Public Health's expenses.

- **Council on Aging** - With the hiring of new personnel and the ARPA Grant Award that will allow the COA to expand their facilities by leasing property at 12 Kent Way, we are excited to see all of the new programming and activities that Newbury's Seniors have been enjoying during the past year. The FY2024 budget includes an additional \$4,622 (2.1%) to expand our service offerings.



- **Veteran's Assessment** - The annual assessment to the Town of Newbury is estimated to increase by 12.4% for a total of \$35,150 in FY2024. Updates will be provided by the Eastern Essex Veterans Services as they work through finalizing their budget.

Culture & Recreation

Culture & Recreation consists of the Library, Historical Commission and Town Celebrations and is increasing in FY2024 by \$11,743 (2.7%).

- **Library Expenses** - The Library has seen increased funding over the past few years to add staffing and materials. Although this year the request was not fully funded, the overall appropriations will still be increasing by \$11,743.
- **Historical Commission** - The Commission received funding for a part-time administrative position to take minutes at their meetings.

Debt Service

Debt service has declined slightly in the FY2024 operating budget as we continue to retire debt issues. As of March of 2023, we are only carrying the debt for the Police Station and the Plum Island Water Sewer Project (which is funded through betterments). In anticipation of the Town Hall Project short term bonding costs have been added should the Town vote to move forward with this project. Although we are appropriating available funds to assist with our Capital Facilities, we will need to consider a debt exclusion override in order to address the Town Hall Project, Library Roof Replacement, and Newbury Elementary School HVAC Replacement.

Employee Benefits

Benefits, the largest increase in our municipal budget, will increase \$221,877 (11%).

- **Essex Regional Retirement Assessment** - The ERRS has updated its mortality tables. The good news is that overall, we are living longer. The bad news is that overall, we are living longer. The assessment is increasing \$167,576 (17.4%).
- **Health Insurance** - After a few years of low health insurance premium increases, this year we are seeing an estimated increase of 5.2%. As the premiums continue to climb, we will consider making a change. We are currently working with a consultant to determine if we can get better premium pricing through the issuance of a competitive bid process.

Personnel Summary

The Position Summary table further along in this chapter provides a three-year history of Full-time Equivalent (FTE) positions by department, including any proposed changes for FY2024.

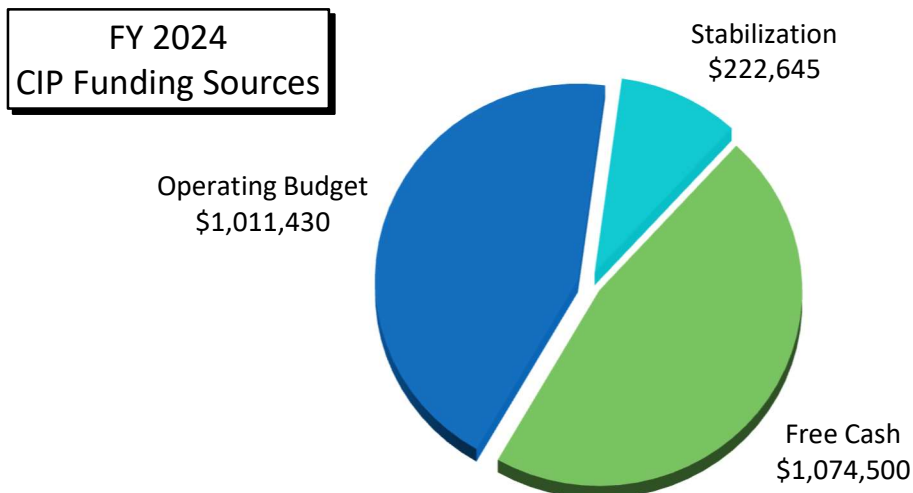


Capital Budget

Funding for recommended FY2024 projects requires Town Meeting approval of articles that are contained in the Annual Town Meeting Warrant.

The proposed FY2024 Capital Budget totals \$2,308,575, of which \$1,074,500 is anticipated to be funded through Free Cash, resulting in no additional tax impact. An additional \$222,645 from the Stabilization Fund and the balance of \$1,011,430 will come from the operating capital outlay, grant proceeds, and other restricted funds. The proposed funding approach eliminates any additional tax impact on residents and will add no new debt service to the general fund operating budget.

The pie chart below shows the breakdown of funding sources by category for the proposed FY2024 Capital Budget. It is important to note that up until 12 years ago, virtually all projects contained in the CIP were funded with debt or through the utilization of Chapter 90 funds, which we now commit to roadway improvements rather than equipment purchases. This has allowed us to address 93% of our roadways bringing them up to excellent condition. Today, there are dedicated funding sources for capital projects, such as Free Cash and the Stabilization Fund, which are used to fund the FY2024 Capital Budget. And this year we continued to enjoy the added bonus of federal ARPA Grant funds to supplement our capital expenses.



The Capital Planning Committee's report has yet to be finalized. The Finance Committee's role is to act in an advisory capacity to Town Officials and the citizens at Town Meeting, so the Committee's input and comments are an important part of the Town's Capital Planning Process.

FY2024 Goals & Accomplishments

The most important aspect of the budget process is the generation of operational and financial plans, program review and the establishment of goals and objectives that will serve the citizens of the community in this and future years. The financial data that is generated is intended to support the Town's policies, programs and objectives that are identified and articulated during the budget process. The



budget serves not only as a financial plan, but also as a short-term strategic plan linked to our more long-term objectives and the vision for the community.

During FY2024 several key goals and initiatives were achieved. These include:

1. Enhanced Financial Trend Monitoring: During FY2024 our analysis allowed us to:
 - Gain a better understanding of the Town's current financial condition.
 - Identify hidden and emerging problems before they reach serious proportions – this is done on an annual basis.
 - Present a straightforward picture of the Town's financial strengths and weaknesses to elected and appointed officials, citizens, and credit rating firms.
 - Reinforce the need for long-range considerations; like our capital plan, during the annual budget process.
 - Provide a starting place for setting, reviewing, and updating of financial policies that guide financial decision-making.
 - Establish policies relative to cash and trust fund management.

The ultimate goal is to help local officials better assess and protect the Town of Newbury's overall financial condition and AAA bond rating.

2. Clean Annual Audit - There were no material issues or deficiencies noted in the annual audit.
3. Positive Free Cash - The Town certified \$3,466,324 in Free Cash.
4. Reinstating Funding for Public Safety Services - This section of the operating budget has a significant budget increase, approximately 9% in FY2024, and has increased steadily over the past few years.
5. FY2024 Capital Budget Considering \$2,308,575 in Projects - The Capital Budget will be funded from available funds and the operating budget; adding no new debt service to the general fund budget.
6. Pavement Management Plan - In FY2015, a comprehensive pavement management plan inventory and assessment was completed. Results indicated that the Town needed to spend at least \$4.3 million to complete all of the routine, preventative and reconstruction work that needed to be done in Newbury. The FY2024 Public Works operating budget includes a line item of \$250,000 for roadway maintenance. With this money is in addition to the annual Chapter 90 appropriation that we expect to receive from the State we expect to continue our road program and complete 98% of Newbury's roadways.
7. Snow & Ice Removal - We continue to adequately fund our snow and ice removal budget considering the average amounts spent for the last five years and appropriating that amount in its entirety.
8. Expansion of Human Services - The Council on Aging has done much to improve the services offered to our senior population. The new Senior Center has quickly become a very vibrant part



of our community with activities and services being provided to many. We built it – actually, leased it – and they came.

9. Culture & Recreational Funding - The Library's operating has been expanding each year and for the first time since 2009 we were able to meet the Commonwealth's Municipal appropriations Requirement, assuring the Library's continuing Certification and eligibility for future state aid. Conservative budgeting practices ensure that budgets are not increased unless they are sustainable in the long term.

The focus of the Select Board and Town Administrator continues to be on enhancing communication (website, social media, ClearGov), maintaining solid financial planning (Financial Management Policies), addressing facility needs (Town Hall, Library and Newbury Elementary School) and the encouragement of appropriate economic development. These key areas of focus will continue as we move into FY2024 and beyond.

Major Upcoming Issues or Projects

Looking forward to FY2024, the primary focus likely to dominate much of our time remains facilities as we look forward to returning Town Hall to 25 High Road. The other primary projects in FY2024 include:

1. Town Hall - With a revised schematic plan complete, our architects next task will be designing the new Town Hall. When a design is chosen, and financing in place, we will then go out to bid for construction. We have even managed to save over \$4.2 million for this project and hope to appropriate another \$1 million from Free Cash to offset the impact on the taxpayers. We are hopeful that we will be moving back to Town Hall from the leased facility that currently houses our municipal operation.
2. Staffing Study, Operational Reviews and Apparatus Evaluation - As the Fire Department operational reviews are evaluated annually, staff will continue to coordinate with the Select Board and the Town Administrator to assess future staffing, equipment and facility needs. The FY2024, operating budget continues to add coverage as previously planned, with two new full-time firefighters. These positions will be funded through a grant for the first three years. Police Department Staffing will be watched closely to understand the impacts of POST and further adjustments may need to be made in the future.
3. All Collective Bargaining Agreements to be Negotiated - All of our Collective Bargaining Agreements are successfully negotiated with the exception of the Library which is a newly voted bargaining unit.
4. Negotiate a new Lease Agreement with Triton Regional School District - The Town of Newbury continues to work towards a lease agreement with the Triton School District.
5. Infrastructure Improvements - We will continue aggressively implementing the Pavement Management Program; including culvert repairs (Central St and Orchard St) and replacements and are making progress on the Larkin Dam Removal Project. These projects as well as other smaller capital improvements scheduled throughout FY2024 will continue to add to the quality of life in Newbury.



Financial Condition & Outlook

Newbury is in good financial condition, especially considering the continued impacts of COVID-19 and the consequent economic fallout. We were successful in securing grant funding to offset almost all of our pandemic expenditures. The Town's financial reserves remain strong. The Town's debt level is manageable (declining) and its bond rating of AAA is the highest rating assigned to municipalities. The tax base remains constant, capital investments continue to be made, and reliance on one-time revenues in the operating budget has been eliminated.

We must continue to adhere strictly to our Financial Management Policies in order to maintain our position. It is apparent, however, that long-run solvency surrounding unfunded pension liability and Other Post-Employment Benefits (OPEB) obligations are potential problems for the Town. Newbury, however, has begun funding our liability. We have \$811,361 in the trust fund and plan to move larger amounts of available funds into the trust once our facility issues are resolved. Uncertainties surrounding the level of State Aid and future increases in the retirement assessment and health insurance premiums remain significant areas of potential exposure and will be watched during future budget cycles.

It is clear that curtailing our utilization of one-time reserves to fund budget deficits has strengthened the Town's financial condition by decreasing its reliance on those one-time revenues in the operating budget. In addition, the use of Free Cash and the Stabilization Fund for significant capital investments has ensured that one-time funds are primarily used for one-time expenditures. The growth in revenue from property taxes, as well as excellent tax collections, are financial strengths for the Town. Growth, however, cannot be relied on to continue at the same levels.

The residents' service needs continue to grow. The need to address this growth and maintain service-level solvency requires a corresponding increase in personnel; in FY2024 there are no new positions funded. To this end, a review of Town-wide staffing is constantly being reviewed by the Human Resources Board.

Moving forward, it will be important for the Town to continue to refine the funding plan for its Other Post-Employment Benefits (OPEB) liability. Other Post-Employment Benefits (OPEB) are the benefits, other than retiree pensions, offered to retirees and their dependents. These benefits mainly consist of medical insurance. OPEB liability is the present value of benefits for retired and vested employees. An unfunded liability reflects an incurred obligation, payable in the future, for which limited reserves have been set aside.

Newbury's current Net OPEB Liability is \$6,318,030. At the completion of Town Meeting, we expect to have a balance of \$1,011,360 in our OPEB Trust Fund.

The Town previously contracted with an actuary to develop an initial funding plan to begin to address this liability. The FY2024 budget contains a \$200,000 appropriation to the OPEB Trust Fund. In addition to funding the liability, the Town continues to advocate for proposed legislative changes at the State level regarding the local obligation for retiree health insurance that would reduce its OPEB liability.



Conclusion

Newbury residents' requests and expectations provide the steering currents for our budget endeavors, the FY2024 Proposed Budget is balanced pending passage of the regional school budgets and the final State budget. The proposal demonstrates this administration's commitment to provide exceptional public services and continue making improvements in the community all within the constraints of our available resources. The FY2024 Proposed Budget is within the budgetary increase allowable under limits of Proposition 2½. The Budget minimizes the tax impact to the extent possible while maintaining a level services budget.

I would like to thank the members of the Financial Team—Town Accountant Lillian Craig, the Finance Committee, Capital Planning Committee, and of course, the Select Board for their leadership and policy direction. I would also like to thank Triton Superintendent Brian Forget and Business Manager Kyle Warne, Whittier Superintendent Maureen Lynch and Business Manager Kara Kosmes for their cooperation and guidance during the budget process and throughout the year. And I will look forward to discussing these recommendations with all of you on March 28th.

It continues to be a pleasure to work with the town employees, Boards, Committees, and residents whose vision has allowed us to move so many projects forward over the years. And finally, I hope that this document will be helpful to residents and others who are interested in learning more about the Town's budget and finances.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tracy Blais", is positioned below the "Respectfully submitted," text.

Tracy Blais
Town Administrator



Town of Newbury, Massachusetts

STRATEGIC GOALS

FY2024 / FY2025

GOAL #1

TO PROTECT AND IMPROVE THE TOWN’S OVERALL FINANCIAL CONDITION, which is broadly defined as our ability to maintain existing service levels; withstand local and regional economic disruptions; and meet the demands of natural growth, decline, and change.

By continuing to review and update the Town’s position, we are able to identify problems and opportunities early, so that appropriate action can be taken.

By annually revising the Town’s Financial Projections, we can see if the underlying assumptions require modification based upon changing conditions or data.

By engaging the Town’s policy-making boards and committees in regular discussions that reinforce the need for long-range considerations in the annual budget process, so that important policy decisions are not controlled by financial problems or emergencies. To this end, multiple joint meetings are held during the budget process and throughout the year to discuss financial trends, projections, major capital improvements and various plans.

GOAL #2

TO DEVELOP A BUDGET THAT IS IN CONFORMANCE WITH THE TOWN’S COMPREHENSIVE FINANCIAL POLICIES and does not rely on one-time funding sources or unsustainable practices.

By ensuring that current revenues are sufficient to support current operating expenditures. Use of one-time Free Cash in the annual budget is limited to one-time expenditures and will not be used to fund recurring operating costs.

By ensuring that debt is never used to fund operating expenditures and is only issued for capital improvements. In practice, the Town endeavors to pay cash for vehicle and equipment purchases and only issue debt for major facility or infrastructure improvements.

By maintaining adequate financial reserves of between 5-10% of the operating budget to deal with unexpected natural or economic disruptions.



GOAL #3

TO MAINTAIN NEWBURY AS AN AFFORDABLE PLACE TO LIVE AND OPERATE A BUSINESS.

By developing a budget that is within the confines of Proposition 2 ½ and includes reasonable tax increases necessary to maintain current service levels. By encouraging economic development through maintenance of a single tax rate without artificial surcharges on businesses.

By negotiating sustainable collective bargaining agreements with the Town's two unions.

By advocating for legislative priorities at the State level that will improve the efficiency or effectiveness of local services, such as OPEB reform and changes to various revenue sharing models; in particular, education funding.

GOAL #4

TO PROTECT THE TOWN'S LONG-RUN SOLVENCY beyond the immediate budget cycle by developing clear policies regarding issues such as debt, adequate funding of reserves, OPEB liabilities and capital investment.

By conducting a comprehensive review of major budget initiatives that seek to expand staffing or services.

By updating and continuing to fund the OPEB plan in order to continue addressing the Town's \$5 million OPEB liability.

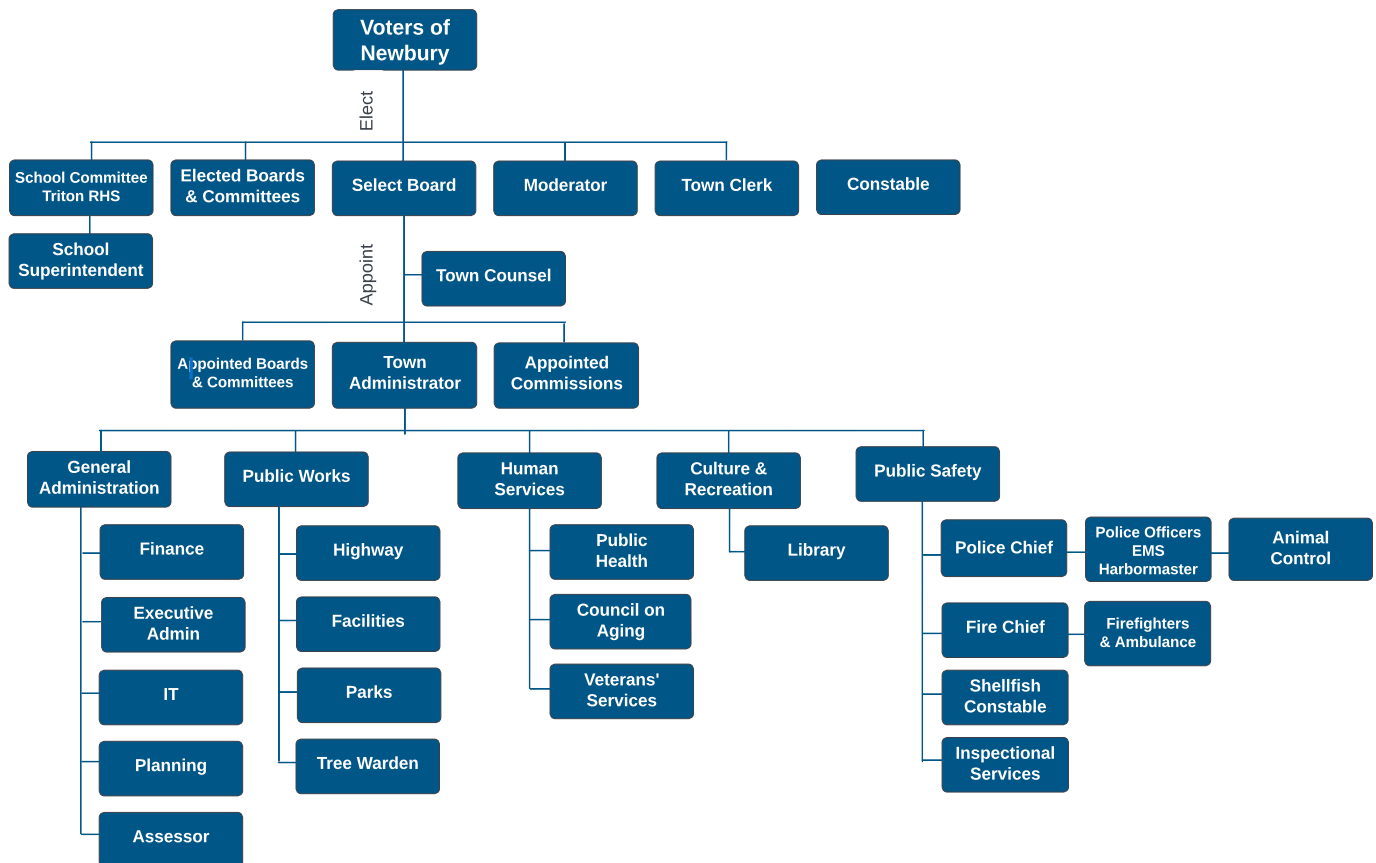
By updating and funding a Pavement Management Plan (PMP) that continues to address long-term infrastructure needs; especially roadway improvements.

By annually reviewing the Town's Capital Improvement Plan (CIP) in conjunction with the adopted debt and free cash policies.





Town-Wide Organizational Chart



Personnel Appointing Authority

- Voters elect the Select Board, School Committee, Planning Board, Town Clerk, Assessors, Board of Health, Library Trustees, Town Moderator, Shellfish Commissioners, Constables, and Tree Warden.
- The Triton Regional School Committee appoints the Superintendent.
- The Select Board appoints the Town Administrator, Police Chief, Police Officers, Town Counsel, Executive Administrator, Personnel Board, Zoning Board of Appeals, Finance Committee, and Capital Planning Committee (2 members)
- The Town Administrator appoints all other Town personnel and is responsible for overall budgeting and financial coordination between departments. At the pleasure of the Select Board, the day-to-day activities of the Town are coordinated through the Town Administrator's office.



Position Summary

FTE Positions – Fiscal Years 2022, 2023, and 2024 (Budget)

	FY 2022	FY 2023	FY 2024 Budget
Administration & Finance	5.00	5.50	5.50
Assessors	2.00	2.00	2.00
Council on Aging	3.00	3.70	3.18
DPW	9.00	9.50	9.50
Fire Department	16.32	16.18	16.09
Inspectional Services	3.00	3.00	3.00
IT/PEG	1.55	1.67	1.67
Library	5.57	6.16	5.63
Planning	1.59	1.30	1.58
Police Department	19.44	18.60	19.39
Public Health	1.67	1.67	1.67
Select Board	1.00	1.00	1.00
Shellfish Constable	1.00	1.00	1.00
Town Clerk	2.00	2.00	2.00
Waterways	1.62	2.14	2.95
Total # of FTEs	73.76	75.42	76.16

**Full Time Equivalent are based upon 35 hours per week.*

Overall, personnel wages represent approximately 22% of the Town's operating budget and remain stable. As position vacancies occur, every effort is made to re-examine positions with a view toward restructuring, reducing, or eliminating positions wherever possible.

It is important to note that Newbury has experienced a number of retirements in the past few years, and we expect more in FY2024. With succession planning we expect the transitions to be as seamless as possible but must also be realistic when considering funding for new recruits.



FY2024 Budget Process and Calendar

Budget Process

Chapter 460 of the Acts of 2008 established a Select Board-Administrator Form of Government for the Town of Newbury. As Budget Officer, the Town Administrator is charged with the preparation of the annual budget. Preliminary revenue projections are prepared in December and updated periodically throughout the budget process. Department heads, boards and commissions are asked to submit their budget requests by January and budget hearings are conducted with the Town Administrator throughout the month.

The budget process begins with the submissions from the various department heads. These submissions include financial plans, program reviews and the establishment of goals and objectives. The culmination of this data, the annual budget, serves as the financial plan and ultimately the vision for the community.

This budget has been developed upon projected assumptions of available revenues as restricted by Proposition 2 ½. The budget ceiling is established by estimating revenues and the floor is created by fixed costs such as: debt service, state assessments, employee benefits and the requirements under the education reform law. The remaining portion of the revenue estimates is for discretionary spending on items such as Public Safety, Public Works, Human Services, Culture and Recreation and other community services.

During the months of February, March, April and May, the Select Board, the Finance Committee, the School Committee and Capital Planning Committee hold public meetings to discuss the Town Administrator's Recommended Budget document, propose changes and to answer questions from the public. All meetings are required to be posted at least 48 hours prior to their scheduled time.

The Finance Committee then prepares an annual "Appropriations Booklet" which is posted on the Town's website and is available on the evening of the Town Meeting. This booklet is a tool to assist taxpayers with their decision-making process. The booklet includes the recommendations of the Finance Committee, votes of the Select Board and other budget information.

Newbury has an Open Town Meeting form of government. Registered voters are encouraged to attend through newspaper articles, website postings and various other means of communication. Town meeting participants appropriate funds for the operating budget. Any amendments to these appropriations require action at either a regular or a Special Town Meeting unless otherwise provided for by General Law. The Finance Committee gives Town Meeting participants explanations of the budget and all of the special article requests. The Select Board, Finance Committee, Town Administrator or appropriate board or committee member responds to questions about the budget.



Budget Calendar

January 3, 2023 – Finance Committee Meeting

January 10, 2023 – Select Board Meeting

January 16, 2023 – Budget Submission Due from Departments

January 19, 2023 – Capital Planning Committee Meeting

January 23, 2023 – Budget Hearings Held

January 24, 2023 – Select Board Meeting

February 6, 2023 – Special Articles Due

February 7, 2023 – Finance Committee Meeting

February 14, 2023 – Select Board Meeting

February 28, 2023 – Select Board & Finance Committee Joint Meeting for Warrant Review

March 7, 2023 – Finance Committee Meeting

March 14, 2023 – Select Board Meeting

March 28, 2023 – Select Board & Finance Committee Joint Budget Meeting

April 4, 2023 – Finance Committee Meeting

April 8, 2023 – Select Board Meeting – Post Warrant

April 25, 2023 – Annual Town Meeting

May 10, 2023 – Annual Town Election



Town of Newbury, Massachusetts

Financial Overview



Budget Overview

Revenue Budget

The Town's operating revenues are, in the aggregate, decreasing slightly.

I am cautious when projecting revenues in order to avoid overestimating, which can often result in service expansion that cannot be supported. As part of the annual budget planning process, I asked that all department heads review their current fee schedules to ensure that they are competitive and to try to identify new revenue sources. This budget is based upon careful and conservative projections that are grounded in achievability.

The Town's revenue is classified in four main categories: property taxes, local receipts, available funds, and state aid. In FY2024, the total revenue is expected to decrease from \$26,550,708 in FY2023 to approximately \$25,956,738. This figure relates primarily to the decreased appropriations from Available Funds that the Town plans to use during FY2024.

	FY2022	Budget FY2023	Estimated FY2024	FY24 > FY23 Inc/(Dec)	FY24 > FY23 % Inc/(Dec)
Property Taxes	18,449,409	19,237,710	19,893,682	655,972	3.4%
State Aid	1,020,650	1,159,991	1,247,529	87,538	7.5%
Local Receipts	2,324,467	2,078,382	2,356,518	278,136	13.4%
Total GF Revenues	21,794,526	22,476,083	23,497,729	1,021,646	4.5%
Other Funds	1,100,283	4,074,625	2,459,009	(1,615,616)	-39.7%
Total Revenues	22,894,810	26,550,708	25,956,738	(593,970)	-2.2%

Property Taxes

Property Taxes are the largest single revenue source for the Town and historically provide 75%-80% of the total operating revenues—in FY2024, they represent 77%. As the Town's primary revenue source, Property Taxes are expected to increase by \$655,972 to \$19,893,682. This projection includes the allowable 2.5% increase of \$473,222, \$180,000 in anticipated New Growth, and \$311,594 in Debt Exclusions.

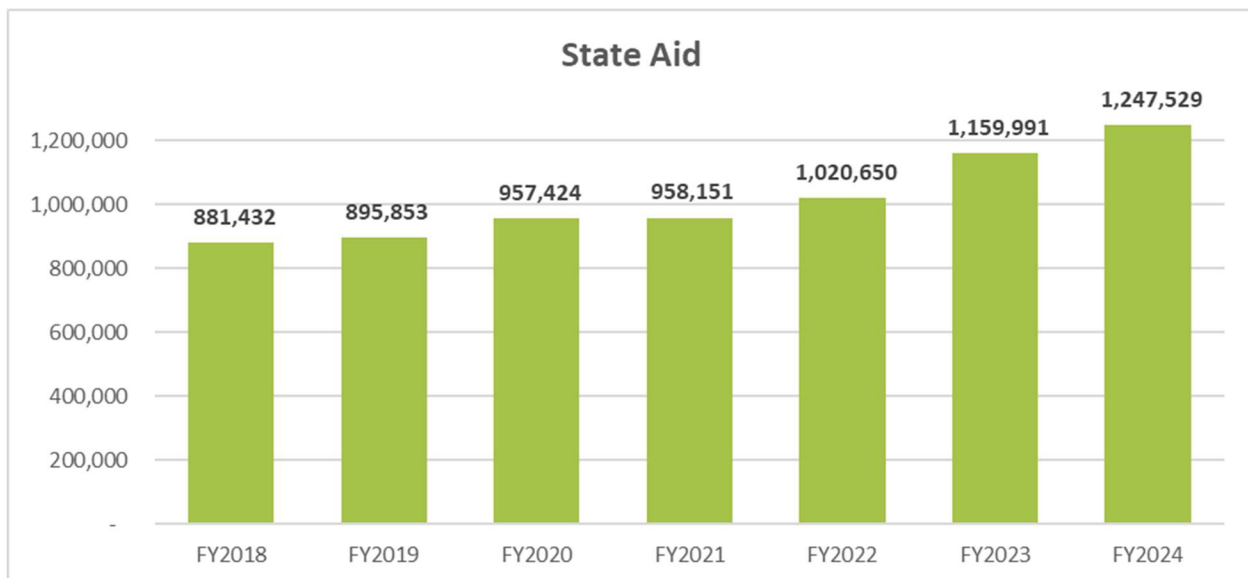


Tax Revenue	FY2023	FY2024
Real Estate Taxes Raised	18,225,023	18,928,866
Tax Limit 2.5	455,626	473,222
	18,680,649	19,402,088
New Construction	248,217	180,000
General Override	0	0
Debt Exclusions	308,844	311,594
<i>Total Property Taxes</i>	19,237,710	19,893,682

State Aid

State Aid, which is the smallest component of Newbury's revenue sources is expected to increase by 7.5%, from \$1,159,991 in FY2023 to \$1,247,529 based on the Governor's Budget. Final information regarding these amounts will not be made available until the receipt of State generated breakdowns, known as "Cherry Sheets". These reports with the Town's final allotments are usually not available until later in the budget cycle, after the state budget is passed by the legislature.

Projected State Aid for FY2024 represents only 5% of our revenue sources. Although there may be some years in which the Town receives a larger amount than is typical, we are careful not to add services and personnel until we are certain that the trend will continue.





Local Receipts

Local Receipts are expected to increase by 13.4%, or \$278,136. Local Receipts include a variety of fees, permits, fines and license related monies that the Town receives, as well as interest earnings on investments and penalties assessed to delinquent taxpayers. The single largest source of funds within this category is Motor Vehicle Excise Tax, which is a state tax collected by the municipality for its own use. The level of local receipts is greatly affected by outside economic conditions. Hence, a recessionary or slow period will result in less building permits being issued, and fewer new vehicles being purchased. Economic factors also affect the amount of money earned on investments and the level of delinquent taxes being paid with interest.

	FY2020	FY2021	FY2022	Estimated FY2023	Estimated FY2024	% Change
Motor Vehicle Excise	1,238,836	1,219,370	1,290,443	1,200,000	1,280,000	6.7%
Other Excise	14,546	15,736	17,230	16,000	17,000	6.3%
Penalties & Interest	35,655	49,812	33,321	30,000	30,000	0%
In Lieu of Taxes	50,310	51,832	46,883	40,000	40,000	0%
Ambulance Indirect	56,597	57,692	59,046	60,382	62,518	3.5%
Departmental Revenue	142,248	164,289	128,921	125,000	130,000	4.0%
Licenses & Permits	431,904	489,454	595,367	475,000	542,000	14.1%
Fines & Forfeits	105,137	89,007	84,843	75,000	80,000	6.7%
Interest	129,331	48,990	37,541	32,000	150,000	368.8%
Misc. Revenue	44,699	28,854	30,972	25,000	25,000	0%
Misc. Non-Recurring						
Totals	2,249,263	2,215,036	2,324,567	2,078,382	2,356,518	13.4%

In general, the Town's local receipts are increasing. This is due in large part to an increase in Motor Vehicle Excise Taxes, License & Permit Fees, and Investment Income. These estimates are based on the actual amounts received in FY2022 and the actual amounts received to date in F2023.

Available Funds

This revenue source is 10% of our operating revenues in FY2024. It represents monies in various special revenue funds, Revolving Funds, certified Free Cash from prior years, the Stabilization Fund, amounts realized from the Sale of Town Owned Land and amounts authorized by borrowing. On October 25, 2022, the Town certified Free Cash at \$3,466,324. These funds were derived from the collection of delinquent town taxes, revenues in excess of initial estimates and other budgetary surpluses. In FY2024, these funds will be used for capital asset replacements and purchases. It will be recommended that \$1,000,000 be transferred into the account to address the replacement of Town Hall located at 25 High Rd. This action, along with other transfers that Town Meeting has approved will defray the amount that the Town will need to borrow through a debt exclusion override.

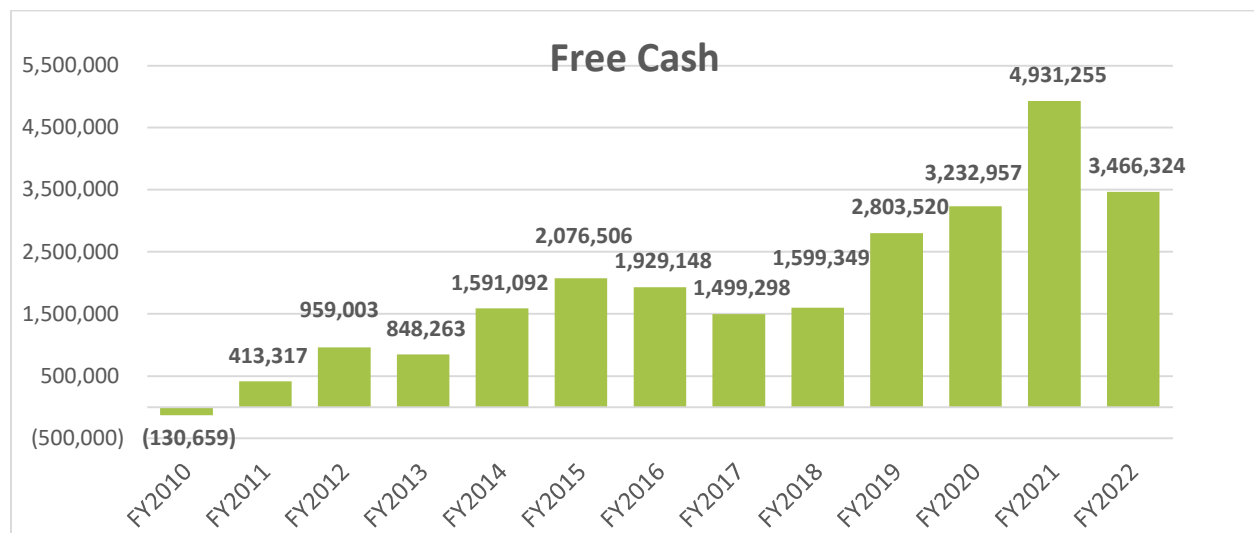


Free Cash Summary

If all the articles are approved as presented, we will end up with a Free Cash balance of \$2,185,784.

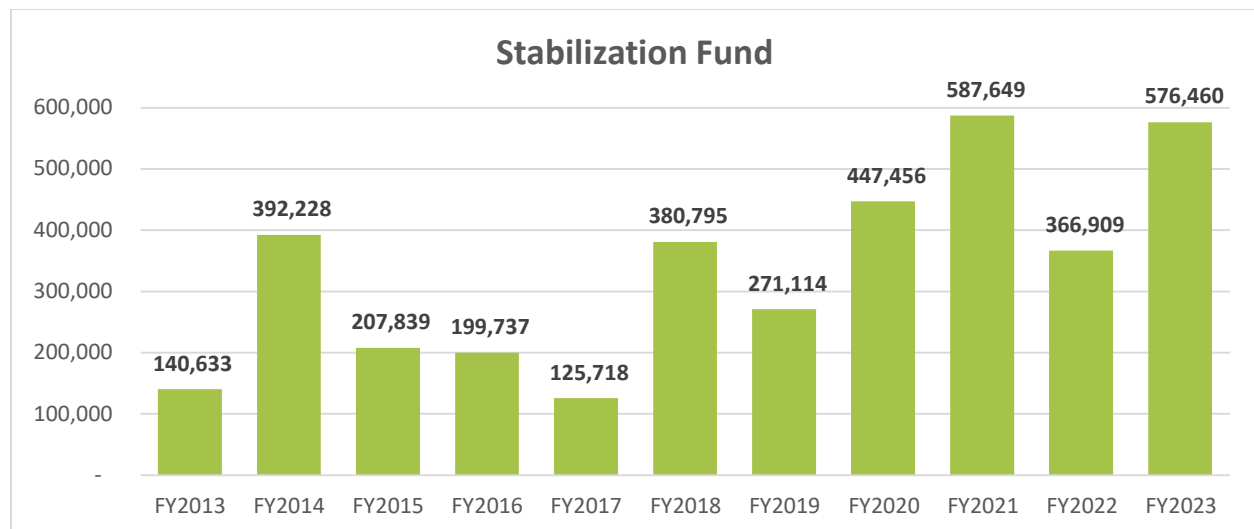
The FY2024 budget proposes an appropriation into the Stabilization Fund of \$150,000. In future years the Town will be asked to contribute amounts into the fund in order to have adequate funds available when capital assets need repairs or replacement. Appropriations from the Stabilization Fund require a 2/3 majority vote of the voters present at either an Annual or Special Town Meeting.

For additional information on those assets scheduled for replacement, refer to the Capital Improvement Plan.



Stabilization Fund Summary

If all the articles are approved as presented, we will end up with a Stabilization Fund balance of \$195,014.





Expenditure Budget

The Town's expenditures are divided into functional categories, which become the legal budget appropriated at Town Meeting. These functional categories include:

- General Government
- Public Safety
- Education
- Highway & Public Works
- Human Services
- Culture & Recreation
- Debt Service
- Benefits & Insurance

	FY2020	FY2021	FY2022	FY2023	FY2024
General Government	2,321,126	2,379,915	2,535,707	2,659,558	2,743,242
Public Safety	3,075,696	3,151,099	3,102,244	3,193,563	3,493,218
Education	10,212,748	10,582,629	10,856,194	11,165,192	11,630,402
Public Works	1,274,605	1,309,452	1,364,262	1,433,578	1,457,674
Human Services	319,532	329,642	353,132	499,470	511,097
Culture & Recreation	288,258	365,432	373,410	439,905	451,648
Debt Service	1,139,840	1,092,242	1,084,713	1,074,713	921,471
Employee Benefits/Insurance	1,732,455	1,790,798	1,865,814	1,982,409	2,236,986
TOTAL	20,364,262	21,001,209	21,535,476	22,448,388	23,445,738

The final part of the actual budget is the remaining Town Meeting Warrant Articles. Action on these articles also has a financial impact.

Overall, Newbury's operating expenditures are projected to increase by approximately 4.4% or \$979,070 more than FY2023. The total operating budget reflects aggregate increases and decreases and mirrors the projected increases and decreases in operating revenues.

The following pages of the Expenditure Budget describe the Town's continuing efforts in the areas of cost containment and service enhancement.

General Government

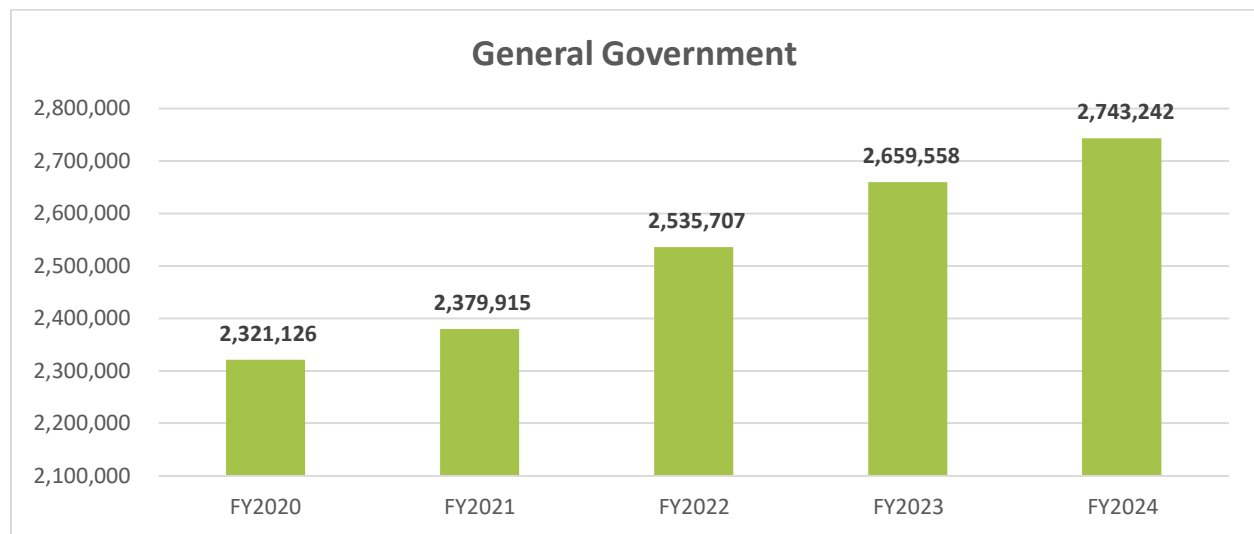
The first of the budget categories is General Government, funded at \$2,743,242, which represents approximately 11.7% of the Town's operating budget. This category includes the offices and departments, which support the direct service departments of the Town through overall management, legal services,



financial management, administration of elections, maintenance of records, personnel administration, and related ancillary services and well as other public building expenses (heat, electricity, etc). General Government currently includes planning and development services including conservation and appeals.

In FY2024, General Government is budgeted at \$2,743,242. The increase of \$36,184 is a 1.3% increase over the budget that was approved for FY2023. The major changes in this proposal consist of salary and wage adjustments, increases in IT Expenses, the projected increase in insurance premiums and decreases in Town Counsel Services and Records Preservation (using ARPA Funds).

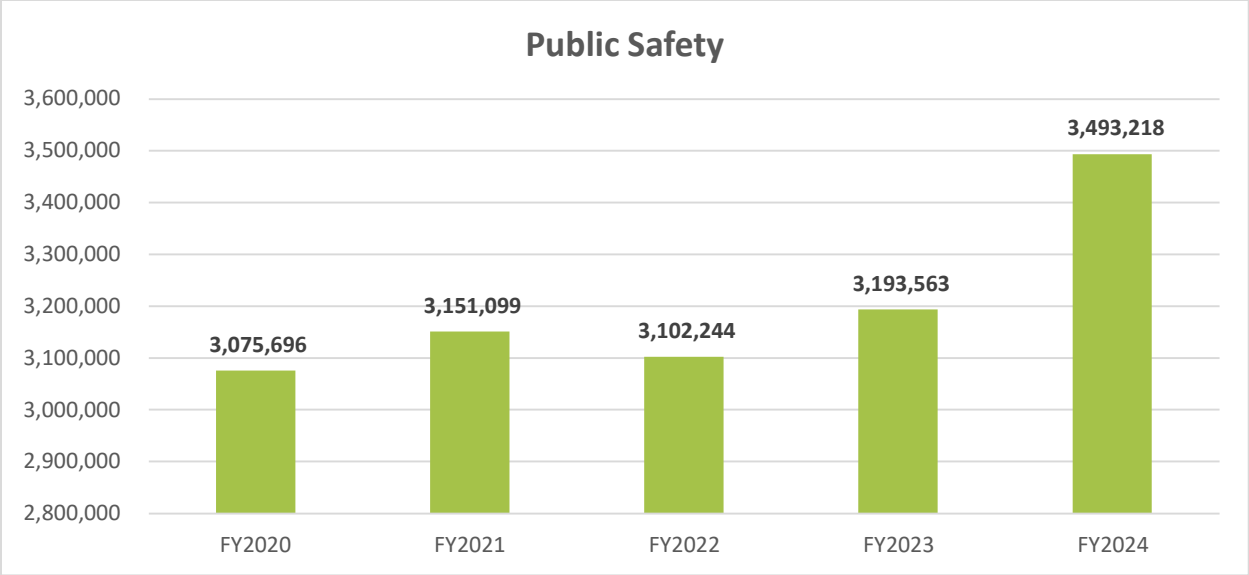
General Government remains a constant percentage of the Town’s overall budget.



Public Safety

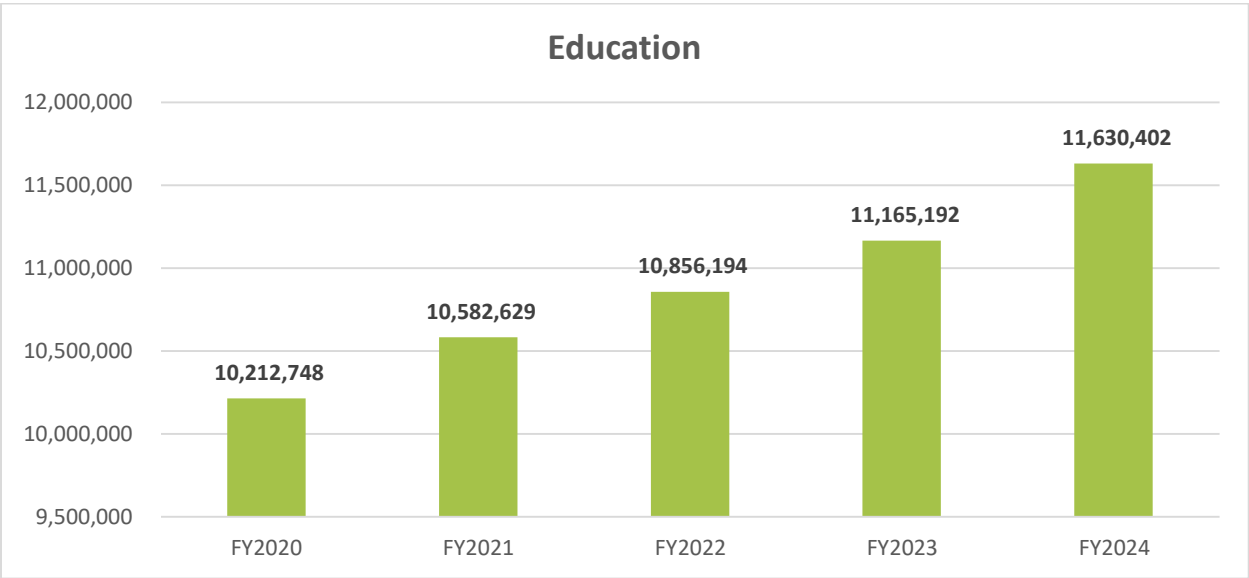
Public Safety consists primarily of Police, Fire, Inspectional Services, Emergency Management Services, Animal Control Services, Harbormaster, Shellfish Constable, and Emergency Communication Services. It is the second largest functional component within the Town’s operating budget. Public Safety represents 14.9% of our total expenditures. In FY2024 Public Safety is projected to increase \$288,875 or 9%. This amount included the impact of POST and increases in both staffing and maintenance for the Fire Department.

This is an attempt to honor the commitment that the Select Board has made to increase the level of spending on Public Safety. The cruiser replacement program remains an important part of this budget proposal.



Education

Newbury currently provides public education to its students through the Triton Regional School District (K-12), the Whittier Regional Vocational Technical High School, which offers specialized vocational education for grades 9-12 and the Essex North Shore Agricultural and Technical School. The total expenditure for educational assessments included in the budget is \$11,630,402. The proposed budget represents the Town’s continuing effort to meet the growing needs of public education and to help fill the gap left by level State Aid funding in the area of education during the past few years. This year our education spending will increase overall by \$465,210.



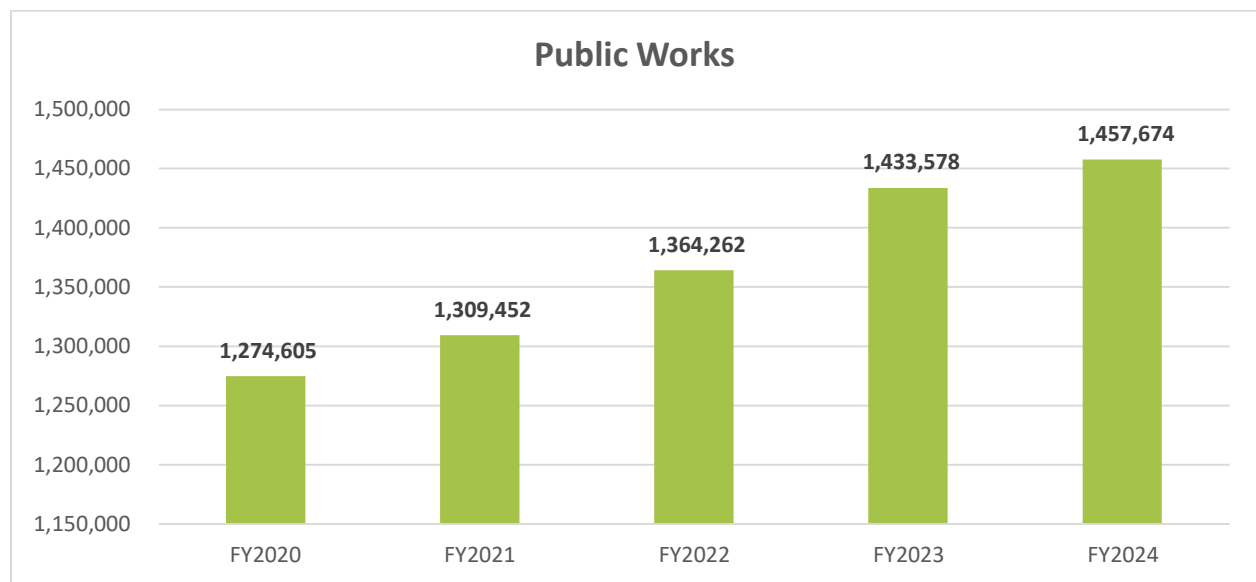


Public Works

One of the many important aspects of a community is its infrastructure. Roadways, facilities, public parks, and street lighting are all assets of the town that require regular maintenance in order to protect the public's investment and ensure the proper operation of our facilities.

The major function of the Town's Public Works Department is focused on roads, and grounds maintenance and improvements. The DPW is proud to report the successes of the Road Improvement Program. This program aids us in prioritizing roadways for repair. We expect to have resurfaced 93% of our roadways by the end of FY2024.

Overall, Public Works will increase by 1.7% in FY2024.



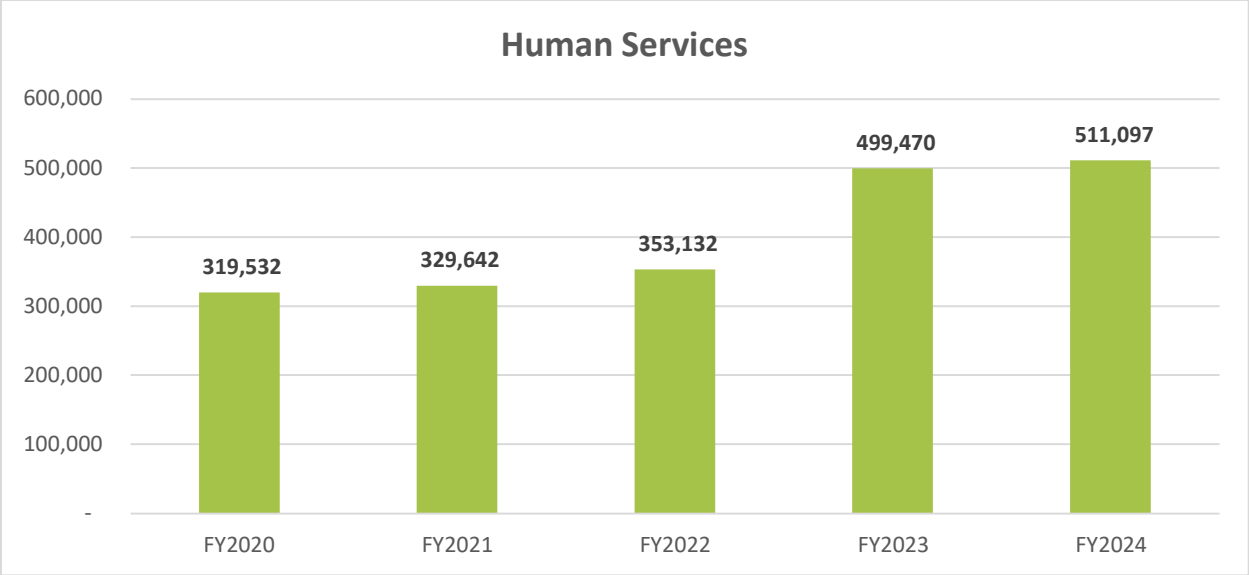
Human Services

The Human Services element of Newbury's government is comprised of three components, the Health Department, the Council on Aging and Veteran's Services.

The Board of Health provides inspection, public health-oriented services, and is in charge of the administration of the Town's transfer station. This year they will continue to administer trash disposal and dog waste disposal at Plum Island Center.

The Council on Aging oversees the daily operation of the Senior Center, Elder Services Programs, Senior Lunch Program, and the Senior Tax Abatement Program.

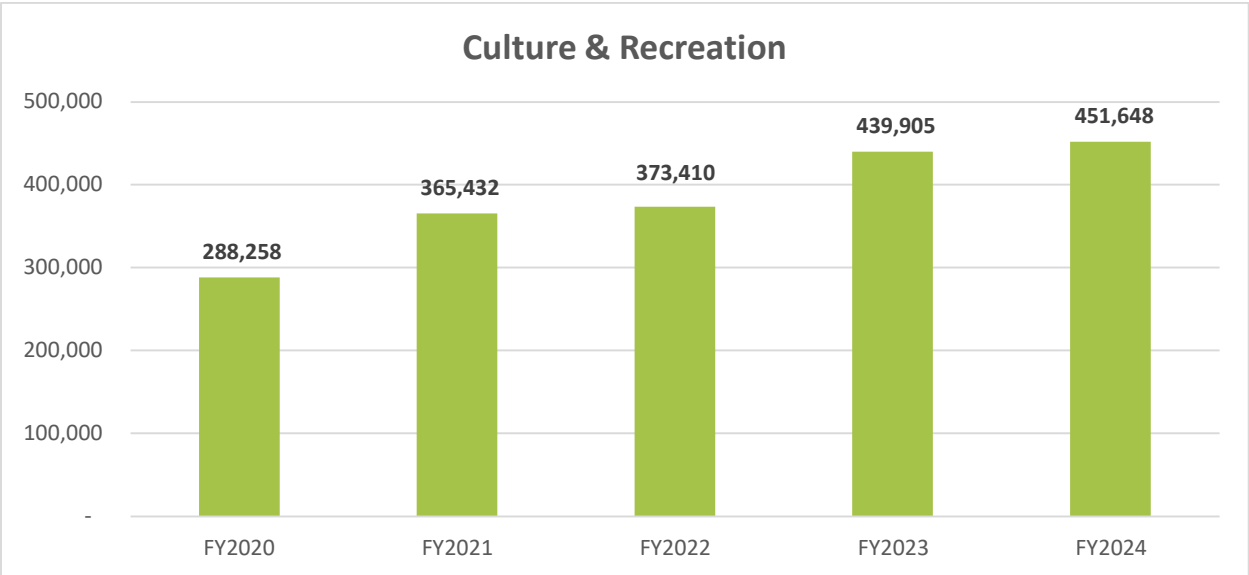
Human Services continue to grow in Newbury primarily with the expansion of the Newbury Senior Center. Veteran's Service Benefits will also see an increase. Overall, 2.3% or \$11,627.



Culture & Recreation

This category includes the Town’s Library, the Newbury Historical Commission, and the various Town Celebration Committees, all of whom work to improve the quality of life within the Town.

Spending on Culture & Recreation has increased by \$11,743 or 2.7%. This represents the increases in Library services.

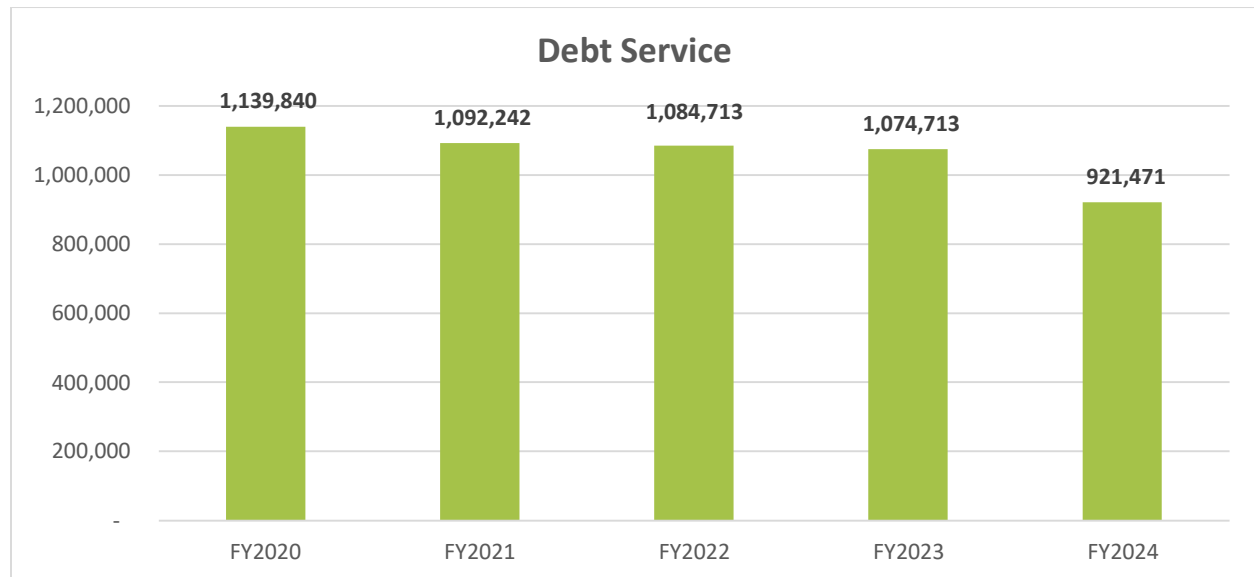




Debt Service

In order for the town to be able to complete certain capital projects, and participate in land acquisitions, it is necessary and often advantageous for the Town to borrow funds through the sale of municipal bonds. With this borrowing comes the responsibility to effectively manage this debt and the requirement of repayment until it is eventually retired.

During Fiscal Year 2024, the Town will be asked to issue debt associated with the Town Hall construction project.



In FY2024 the total debt service decreases by \$80,542 or 8%. The decrease reflects the retiring debt. The goal is to finance projects for the shortest term feasible to ensure bonds are paid off well before the useful life of the project expires.

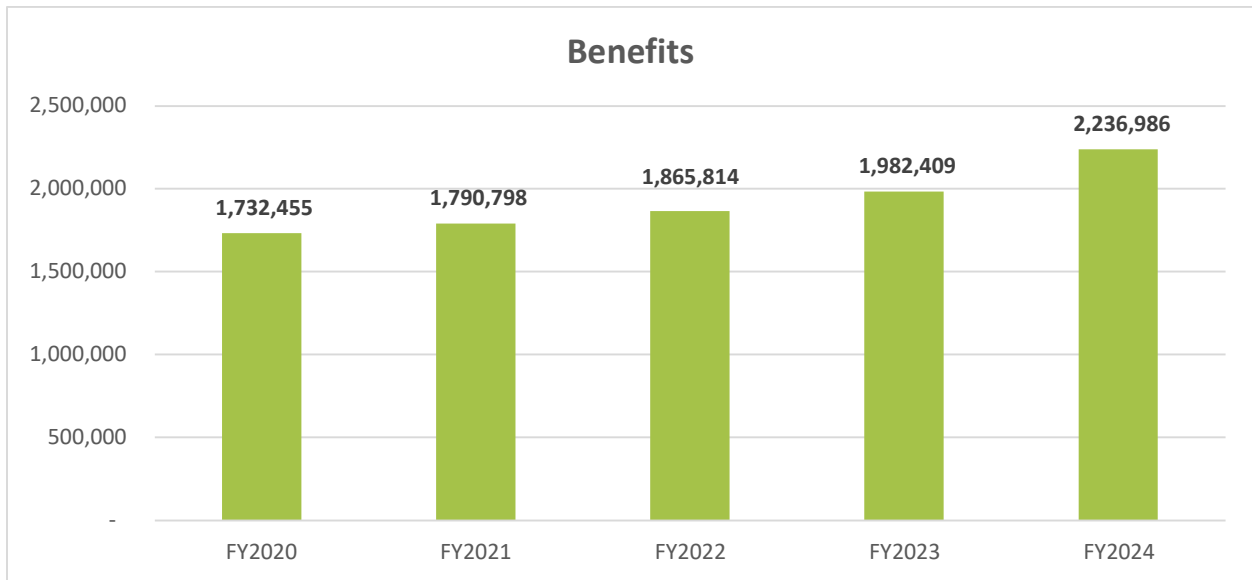
Bond rating agencies recommend that long-term debt service be maintained between 5% and 15% of a town's operating budget. For FY2024, it is projected that 4.5% of the operating budget of the Town will go towards the payment of debt service. We must be conscious of the fact that as debt service percentages decrease, we are losing our ability to issue future debt within the tax levy by allocating these monies to other operating functions of our government. In addition, as most of our issues are debt exclusion overrides, although the appropriation is being reduced, the revenue raised to fund this appropriation is also declining. We are not realizing any levy capacity by these retirements.



Benefits/Insurance

This category serves as the consolidation of other costs that relate to the operation of the Town, including forms of insurance and other employee benefits. At this point our insurance provider has recommended that we budget a 4.9% increase in our health insurance line item. This budget reflects that action and benefits have increased overall by 11%, or \$220,780 over the amount appropriated for FY2023.

In addition, the assessment that the Town of Newbury pays to the Essex Regional Retirement System is also increasing by \$167,576 as a result of the most recent actuarial review.



Non-Appropriated Articles

The total budget for FY2024 also includes certain costs that are not voted upon by Town Meeting. To that extent, they are “Non-Appropriated Expenses” which must be carried on the books and paid. Such costs include various state assessments for services, budget deficits and an amount estimated for tax abatements and exemptions.



Warrant Articles

This year Town Meeting will be presented with a number of financial articles in addition to the omnibus budget. They are listed below, and more information can be found later in this section on the table titled Fiscal Year 2024 Revenues - Other Funds:

	Raise & Appropriate	Free Cash	Stabilization Fund	Revolving Funds	Other Available Funds
Stabilization Fund	150,000				
OPEB Fund		200,000			
PEG Access				95,000	
Recreation Revolving Fund				50,000	
Municipal Waterways Fund				59,496	
Ambulance Enterprise Fund					307,577
Unpaid Bill		6,039			
Firearms Purchase		50,000			
Solar Powered Speed Signs		11,000			
Flashing Crosswalk Beacons		13,500			
Elementary School Roof Repair			150,000		
Dump Truck Purchase			72,645		
Town Hall Project		1,000,000			



Town of Newbury
Fiscal Year 2024 Balanced Budget

	Budget FY23	Adopted FY24	FY24 > FY23 \$ Inc/(Dec)	FY24 > FY23 % Inc/(Dec)
Property Taxes				
Real Estate Taxes Raised	18,225,023	18,928,866	703,843	3.9%
Subtotal	18,225,023	18,928,866	703,843	3.9%
Tax Limit Proposition 2.5	455,626	473,222	17,596	3.9%
Subtotal	18,680,649	19,402,088	721,439	3.9%
New Construction	248,217	180,000	(68,217)	-27.5%
Debt Exclusion Overrides	308,844	311,594	2,750	0.9%
Total Property Tax Revenues	19,237,710	19,893,682	655,972	3.4%
State Funds Cherry Sheet	1,159,991	1,247,529	87,538	7.5%
Local Estimated Receipts				
Motor Vehicle Exise (net of refunds)	1,200,000	1,280,000	80,000	6.7%
Other Excise	16,000	17,000	1,000	6.3%
Penalty & Interest on Taxes	30,000	30,000	-	0.0%
PILOT	40,000	40,000	-	0.0%
Other Department Revenue - Fees	125,000	130,000	5,000	4.0%
Licenses	42,000	42,000	-	0.0%
Permits	433,000	500,000	67,000	15.5%
Fines & Forfeits	75,000	80,000	5,000	6.7%
Interest	32,000	150,000	118,000	368.8%
Ambulance Indirect	60,382	62,518	2,136	3.5%
Miscellaneous Revenue	25,000	25,000	-	0.0%
Total Local Receipts	2,078,382	2,356,518	278,136	13.4%
Total - General Fund Revenues	22,476,083	23,497,729	1,021,646	4.5%
Revenue/Transfers from Other Funds	4,074,625	2,459,009	(1,615,616)	-39.7%
Grand Total - Revenues & Available Resources	26,550,708	25,956,738	(593,970)	-2.2%
Expenditures				
General Fund Appropriations	(22,448,388)	(23,445,738)	(997,350)	4.4%
Special Articles (ATM) April	(3,756,920)	(2,165,257)	1,591,663	-42.4%
State Assessments	(156,471)	(156,471)	-	0.0%
Overlay Reserve	(175,000)	(175,000)	-	0.0%
Cherry Sheet Offsets	(13,280)	(13,280)	-	0.0%
Total Expenditures	(26,550,059)	(25,955,746)	594,313	-2.2%
Potential Excess Levy Capacity	649	992		



Town of Newbury
Fiscal Year 2024 Revenues

	Actual FY 2022	Budget FY 2023	ESTIMATE FY 2024	FY24 > FY23 Inc/(Dec)	FY24 > FY23 % Inc/(Dec)
Property Taxes					
Real Estate Taxes Raised	17,405,827	18,225,023	18,928,866	703,843	3.9%
Tax Limit 2.5	439,384	455,626	473,222	17,596	3.9%
New Growth	210,279	248,217	180,000	(68,217)	-27.5%
Debt Exclusions	393,919	308,844	311,594	2,750	0.9%
Total Property Taxes	18,449,409	19,237,710	19,893,682	655,972	3.4%
State Aid					
Cherry Sheet Revenues	1,020,650	1,159,991	1,247,529	87,538	7.5%
Total - State Aid	1,020,650	1,159,991	1,247,529	87,538	7.5%
Local Receipts					
MV Excise Tax	1,290,443	1,200,000	1,280,000	80,000	6.7%
Other Excise	17,230	16,000	17,000	1,000	6.3%
Penalties & Interest	33,321	30,000	30,000	-	0.0%
PILOT	46,883	40,000	40,000	-	0.0%
Other Departmental Revenue - Fees	128,921	125,000	130,000	5,000	4.0%
Licenses & Permits	595,367	475,000	542,000	67,000	14.1%
Fines & Forfeits	84,843	75,000	80,000	5,000	6.7%
Interest Income	37,541	32,000	150,000	118,000	368.8%
Ambulance Indirect	59,046	60,382	62,518	2,136	3.5%
Miscellaneous	30,972	25,000	25,000	-	0.0%
Total - Local Receipts	2,324,567	2,078,382	2,356,518	278,136	13.4%
Total - General Fund Revenues	21,794,626	22,476,083	23,497,729	1,021,646	4.5%
Revenue/Transfers from Other Funds	1,100,283	4,074,625	2,459,009	(1,615,616)	-39.7%
Total Revenues	22,894,909	26,550,708	25,956,738	(593,970)	-2.2%
Offsets					
Reserve for Abatements/Receivables	(111,862)	(175,000)	(175,000)	-	0.0%
Cherry Sheet Charges	(156,482)	(156,471)	(156,471)	-	0.0%
Total Offsets	(268,344)	(331,471)	(331,471)	-	0.0%
Net Revenue	22,626,565	26,219,237	25,625,267	(593,970)	-2.3%
Less Direct to Library	(11,917)	(13,280)	(13,280)	-	0.0%
Net to Revenues to General Fund	22,614,648	26,205,957	25,611,987	(593,970)	-2.3%
Less Prior Year Snow & Ice Deficit	-	-	-	-	n/a
Less Prior Year Other Deficits	-	-	-	-	n/a
Net Available for Operating Expenses	22,614,648	26,205,957	25,611,987	(593,970)	-2.3%



Town of Newbury
Fiscal Year 2024 Revenues - Other Funds

This year the Warrant will include a number of Special Articles in addition to the Omnibus or Line Item Budget as it is referred to in Newbury. They include:

Appropriations from Free Cash:

- To fund our OPEB liability
- To pay a prior year bill
- To purchase firearms, speed signs and crosswalk beacons
- To offset the cost of building a new Town Hall

Receipts Reserved for Appropriations:

- Public, Education & Government (PEG) Funds which are received as part of our Cable Contract and appropriated by Town Meeting to fund Newbury's public access television stations

Ambulance Enterprise Fund:

- The Newbury Fire Department runs an Ambulance Enterprise Fund which user fees cover the total cost of the services provided. The Ambulance Enterprise Fund certified Free Cash of \$248,099 as of July 1, 2022.

Revolving Fund Appropriations:

- Newbury Recreation Program
- Municipal Waterways Improvement and Maintenance Fund, which is used to operate the Harbormaster program

Appropriations from the Stabilization Fund:

- To repair the Newbury Elementary School Roof
- To purchase a new dump truck for the DPW

Special Assessment Fund:

- The neighboring City of Newburyport provides water/sewer services to the Town of Newbury residents living on Plum Island. As part of this construction project, residents were assessed a betterment. The fees derived from the betterment assessment are used to pay the debt service associated with this project. These fees are appropriated annually from the Special Assessment Fund.

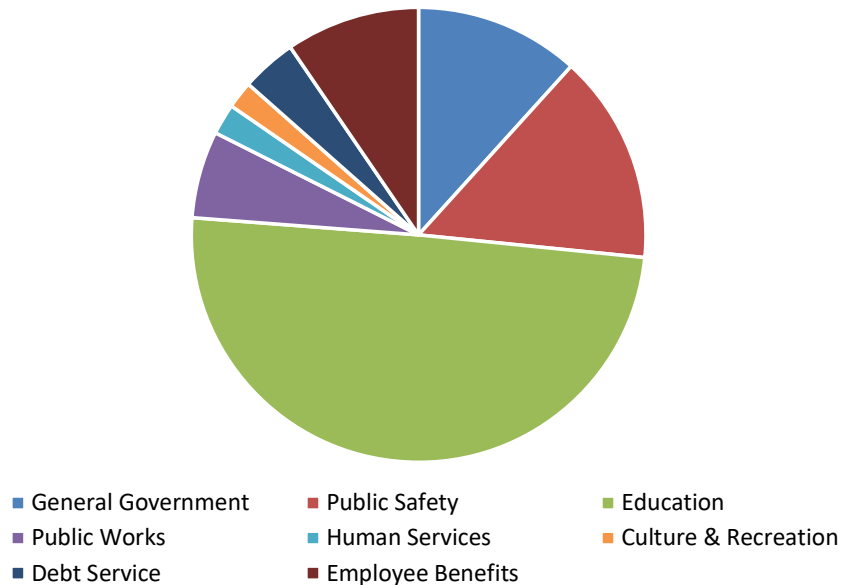
Fund Description	Free Cash	Other Avail. Funds	Revolving Funds	Stabilization Fund	Special Assessment	Other Funds Total
Line Item Budget					443,752	443,752
OPEB	200,000					200,000
PEG		95,000				95,000
Newbury Recreation Revolving			50,000			50,000
Harbormaster Revolving			59,496			59,496
Ambulance Enterprise Fund		307,577				307,577
Unpaid Bills	6,039					6,039
Firearms Purchase	50,000					50,000
Solar Powered Speed Signs	11,000					11,000
Flashing Crosswalk Beacons	13,500					13,500
Elementary School Roof				150,000		150,000
Dump Truck Purchase				72,645		72,645
Town Hall Project	1,000,000					1,000,000
Total - Other Funds	1,280,539	402,577	109,496	222,645	443,752	2,459,009



Town of Newbury
Operating Budget - Expenditure by Category - General Fund

Category	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)	FY 2024 As a % of Total
General Government	2,467,783	2,707,058	2,743,242	36,184	1.3%	11.7%
Public Safety	3,072,692	3,204,343	3,493,218	288,875	9.0%	14.9%
Education	10,748,661	11,165,192	11,630,402	465,210	4.2%	49.6%
Public Works	1,270,806	1,433,578	1,457,674	24,096	1.7%	6.2%
Human Services	349,414	499,470	511,097	11,627	2.3%	2.2%
Culture & Recreation	368,395	439,905	451,648	11,743	2.7%	1.9%
Debt Service	994,712	1,002,013	921,471	(80,542)	-8.0%	3.9%
Employee Benefits	1,839,124	2,015,109	2,236,986	221,877	11.0%	9.5%
Grand Total - Expenditures	21,111,588	22,466,668	23,445,738	979,070	4.4%	100.0%

FY 2024 - Expenditures by Category





Town of Newbury
Operating Budget - Expenditure Summary - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
GENERAL GOVERNMENT					
Moderator	500	550	550	-	0.0%
Selectmen	111,572	118,805	120,061	1,256	1.1%
Admin & Finance	512,723	575,610	592,351	16,741	2.9%
Finance Committee	77,471	155,000	155,000	-	0.0%
Assessors	191,656	202,644	204,515	1,871	0.9%
Audit	25,000	25,000	32,000	7,000	28.0%
Town Counsel	97,069	115,000	100,000	(15,000)	-13.0%
HR Board	-	500	500	-	0.0%
IT/Communications	159,701	156,700	174,554	17,854	11.4%
Postage	21,211	20,000	25,000	5,000	25.0%
Town Clerk	129,178	138,397	127,516	(10,881)	-7.9%
Elections	8,772	18,000	18,000	-	0.0%
Registrars	800	800	800	-	0.0%
Conservation Commission	75,511	89,995	91,939	1,944	2.2%
Tree Warden	11,433	30,000	30,100	100	0.3%
Shellfish Constable	67,009	76,913	39,183	(37,730)	-49.1%
Planning Board	131,130	194,411	197,021	2,610	1.3%
Zoning Board	-	1,000	1,000	-	0.0%
Public Buildings	452,100	466,908	502,798	35,890	7.7%
Town Reports	-	250	250	-	0.0%
Insurance	178,652	190,575	200,104	9,529	5.0%
Prof. & Tech. Svcs.	216,295	130,000	130,000	-	0.0%
Total - General Government	2,467,783	2,707,058	2,743,242	36,184	1.3%
PUBLIC SAFETY					
Police Department	1,325,138	1,413,081	1,572,585	159,504	11.3%
Fire Department	1,284,635	1,351,273	1,392,342	41,069	3.0%
Inspectional Services	198,447	209,832	213,389	3,557	1.7%
Weights & Measures	4,500	2,500	2,500	-	0.0%
Emergency Communications	204,354	166,546	231,902	65,356	39.2%
Animal Control	27,022	30,611	50,000	19,389	63.3%
Parking Clerk	7,963	8,000	8,000	-	0.0%
Greenhead Assessment	7,134	7,500	7,500	-	0.0%
Hydrant Service	13,498	15,000	15,000	-	0.0%
Total - Public Safety	3,072,692	3,204,343	3,493,218	288,875	9.0%
EDUCATION					
Triton Regional	10,386,957	10,830,672	11,303,500	472,828	4.4%
Whittier Regional Voc. Tech.	318,332	292,912	305,360	12,448	4.2%
Essex North Shore Ag. & Tech.	43,372	41,608	21,542	(20,066)	-48.2%
Total - Education	10,748,661	11,165,192	11,630,402	465,210	4.2%



Town of Newbury
Operating Budget - Expenditure Summary - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
PUBLIC WORKS					
DPW	1,046,753	1,173,578	1,197,674	24,096	2.1%
Snow Removal	197,100	200,000	200,000	-	0.0%
Street Lighting	22,574	30,000	30,000	-	0.0%
Storm Water Management	4,378	25,000	25,000	-	0.0%
Beaver Management	-	5,000	5,000	-	0.0%
Total - Public Works	1,270,806	1,433,578	1,457,674	24,096	1.7%
HUMAN SERVICES					
Board of Health	169,871	189,939	193,064	3,125	1.6%
Council on Aging	117,746	223,261	227,883	4,622	2.1%
Veterans' Services	61,798	86,270	90,150	3,880	4.5%
Total - Human Services	349,414	499,470	511,097	11,627	2.3%
CULTURE & RECREATION					
Library	365,788	428,105	439,848	11,743	2.7%
Historical Commission	2,439	6,800	6,800	-	0.0%
Celebrations	168	5,000	5,000	-	0.0%
Total - Culture & Recreation	368,395	439,905	451,648	11,743	2.7%
NON-DEPARTMENTAL					n/a
Debt Service	994,712	1,002,013	921,471	(80,542)	-8.0%
Employee Benefits	1,839,124	2,015,109	2,236,986	221,877	11.0%
Total - Non-Dept. Budgets	2,833,836	3,017,122	3,158,457	141,335	4.7%
Grand Total - Expenditures	21,111,588	22,466,668	23,445,738	979,070	4.4%



Town of Newbury

Operating Budget - Expenditure Detail - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
GENERAL GOVERNMENT					
MODERATOR					
Town Moderator Stipend	500	500	500	-	0.0%
Town Moderator Expense		50	50	-	0.0%
Total - Moderator	500	550	550	-	0.0%
SELECT BOARD					
Selectmen's Stipends	37,500	37,500	37,500	-	0.0%
Selectmen's Office Salary & Wages	58,730	61,510	62,741	1,231	2.0%
Selectmen's Expense	15,343	19,795	19,820	25	0.1%
Total - Selectmen	111,572	118,805	120,061	1,256	1.1%
ADMINISTRATION & FINANCE					
Admin & Finance Salary & Wages	450,370	506,939	519,060	12,121	2.4%
Tax Title & Foreclosure	7,573	10,000	10,000	-	0.0%
Admin & Finance Expense	54,781	58,671	63,291	4,620	7.9%
Total - Admin & Finance	512,723	575,610	592,351	16,741	2.9%
FINANCE COMMITTEE					
Finance Committee Salary & Wages	-	-	-	-	n/a
Finance Committee Expense	180	5,000	5,000	-	0.0%
Reserve Fund	77,291	150,000	150,000	-	0.0%
Total - Finance Committee	77,471	155,000	155,000	-	0.0%
ASSESSORS					
Assessors' Stipend	8,500	8,500	8,500	-	0.0%
Assessor's Salary & Wages	139,342	143,544	145,415	1,871	1.3%
Assessor's Vehicle Allowance	1,200	1,200	1,200	-	0.0%
Assessor's Expense	42,614	49,400	49,400	-	0.0%
Total - Assessors	191,656	202,644	204,515	1,871	0.9%
OUTSIDE AUDIT					
Audit Town Books	25,000	25,000	32,000	7,000	28.0%
Total - Audit	25,000	25,000	32,000	7,000	28.0%
TOWN COUNSEL					
Legal Services	97,069	115,000	100,000	(15,000)	-13.0%
Total - Town Counsel	97,069	115,000	100,000	(15,000)	-13.0%
HUMAN RESOURCES BOARD					
Human Resources Board Expense	-	500	500	-	0.0%
Total - HR Board	-	500	500	-	0.0%
IT/COMMUNICATIONS					
IT Salary & Wages	89,760	92,700	94,554	1,854	2.0%
IT Expense	69,941	64,000	80,000	16,000	25.0%
Total - IT/Communications	159,701	156,700	174,554	17,854	11.4%



Town of Newbury

Operating Budget - Expenditure Detail - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
POSTAGE					
Postage Expense	21,211	20,000	25,000	5,000	25.0%
Total - Postage	21,211	20,000	25,000	5,000	25.0%
TOWN CLERK					
Town Clerk Salary & Wages	104,558	107,047	99,516	(7,531)	-7.0%
General Code Updates	3,525	6,000	10,500	4,500	75.0%
Records Preservation	5,100	15,100	5,000	(10,100)	-66.9%
Town Clerk Expense	15,994	10,250	12,500	2,250	22.0%
Total - Town Clerk	129,178	138,397	127,516	(10,881)	-7.9%
ELECTIONS					
Elections	8,772	18,000	18,000	-	0.0%
Total - Elections	8,772	18,000	18,000	-	0.0%
REGISTRARS					
Registrars of Voters Salaries	800	800	800	-	0.0%
Total - Registrars	800	800	800	-	0.0%
CONSERVATION COMMISSION					
Conservation Salary & Wages	68,243	72,195	73,639	1,444	2.0%
Conservation Vehicle Allowance	1,650	1,800	1,800	-	0.0%
Plum Island Beach Management	4,170	14,500	14,500	-	0.0%
Conservation Expense	1,448	1,500	2,000	500	33.3%
Total - Conservation Commission	75,511	89,995	91,939	1,944	2.2%
TREE WARDEN					
Tree Warden Salary & Wages	5,000	5,000	5,100	100	2.0%
Tree Warden Expense	6,433	25,000	25,000	-	0.0%
Total - Tree Warden	11,433	30,000	30,100	100	0.3%
SHELLFISH CONSTABLE					
Shellfish Commissioner Stipends	3,900	3,900	4,500	600	15.4%
Shellfish Constable Salary & Wages	60,976	42,013	31,270	(10,743)	-25.6%
Shellfish Constable Expense	2,133	31,000	3,413	(27,587)	-89.0%
Total - Shellfish Constable	67,009	76,913	39,183	(37,730)	-49.1%
PLANNING BOARD					
Planning Board Stipend	6,500	6,500	6,500	-	0.0%
Planning Salary & Wages	108,795	169,638	170,640	1,002	0.6%
Pictometry, MIMAP, Assessor's Maps	9,001	9,430	9,430	-	0.0%
Planning Expense	4,151	6,090	7,630	1,540	25.3%
MVPC Dues	2,683	2,753	2,821	68	2.5%
Total - Planning Board	131,130	194,411	197,021	2,610	1.3%



Town of Newbury

Operating Budget - Expenditure Detail - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
ZONING BOARD					
Zoning Salary & Wages	-	-	-	-	-
Zoning Expense	-	1,000	1,000	-	0.0%
Total - Zoning Board	-	1,000	1,000	-	0.0%
PUBLIC BUILDINGS					
Public Buildings Utilities	136,691	144,500	158,400	13,900	9.6%
Public Buildings Repairs, Maintenance	125,977	90,000	90,000	-	0.0%
Town Hall Lease Expense	172,501	182,333	187,803	5,470	3.0%
Public Building Property Related Serv	16,931	50,075	66,595	16,520	33.0%
Total - Public Buildings	452,100	466,908	502,798	35,890	7.7%
TOWN REPORTS					
Town Reports	-	250	250	-	0.0%
Total - Town Reports	-	250	250	-	0.0%
INSURANCE EXPENSE					
Insurance Expense	178,652	190,575	200,104	9,529	5.0%
Total - Insurance	178,652	190,575	200,104	9,529	5.0%
PROFESSIONAL & TECHNICAL SERVICES					
Professional & Technical Services	216,295	130,000	130,000	-	0.0%
Total - Prof. & Tech. Svcs.	216,295	130,000	130,000	-	0.0%
Total - General Government	2,467,783	2,707,058	2,743,242	36,184	1.3%
PUBLIC SAFETY					
POLICE DEPARTMENT					
Police Salary & Wages	1,087,941	1,148,151	1,288,881	140,730	12.3%
Police Other Administrative Wages	16,551	20,000	20,400	400	2.0%
Police Expense	174,264	192,930	191,874	(1,056)	-0.5%
Emergency Management Expenses	4,382	10,000	10,000	-	0.0%
Police Capital Outlay	42,000	42,000	61,430	19,430	46.3%
Total - Police Department	1,325,138	1,413,081	1,572,585	159,504	11.3%
FIRE DEPARTMENT					
Fire Dept Officers' Stipends	25,000	26,000	26,000	-	0.0%
Fire Dept Salary & Wages	637,088	689,970	730,393	40,423	5.9%
Fire Dept Call Wages	66,657	98,100	90,000	(8,100)	-8.3%
Fire Dept Training Wages	22,936	33,449	35,121	1,672	5.0%
Fire Dept Operations/Maintenance Ex	208,399	176,847	183,921	7,074	4.0%
Fire Dept Lease Payments	70,000	70,000	70,000	-	0.0%
Fire Dept Capital Lease Expense	236,907	236,907	236,907	-	0.0%
Fire Insurance Premiums	17,648	20,000	20,000	-	0.0%
Fire Capital Outlay	-	-	-	-	-
Total - Fire Department	1,284,635	1,351,273	1,392,342	41,069	3.0%



Town of Newbury

Operating Budget - Expenditure Detail - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
INSPECTIONAL SERVICES					
Inspectional Services Stipends	32,500	34,000	34,000	-	0.0%
Inspectional Services Salary & Wages	144,588	152,232	154,289	2,057	1.4%
Inspector's Vehicle Allowance	5,100	5,100	5,100	-	0.0%
Inspectional Services Expense	16,259	18,500	20,000	1,500	8.1%
Total - Inspectional Services	198,447	209,832	213,389	3,557	1.7%
WEIGHTS & MEASURES					
Service Fees	4,500	2,500	2,500	-	0.0%
Total - Weights & Measures	4,500	2,500	2,500	-	0.0%
EMERGENCY COMMUNICATIONS					
Salary & Wages	204,354	163,846	200,432	36,586	22.3%
Public Safety Dispatch Expense	-	2,700	31,470	28,770	1065.6%
Total - Public Safety Dispatch	204,354	166,546	231,902	65,356	39.2%
ANIMAL CONTROL					
Animal Control Stipend	25,608	26,561	-	(26,561)	-100.0%
Animal Control Assessment	1,415	4,050	50,000	45,950	1134.6%
Total - Animal Control	27,022	30,611	50,000	19,389	63.3%
PARKING CLERK					
Parking Clerk Stipend	5,000	5,000	5,000	-	0.0%
Parking Clerk Expense	2,963	3,000	3,000	-	0.0%
Total - Parking Clerk	7,963	8,000	8,000	-	0.0%
GREENHEAD ASSESSMENT					
Greenhead Assessment	7,134	7,500	7,500	-	0.0%
Total - Greenhead Assessment	7,134	7,500	7,500	-	0.0%
HYDRANT SERVICE					
Hydrant Service	13,498	15,000	15,000	-	0.0%
Total - Hydrant Service	13,498	15,000	15,000	-	0.0%
Total - Public Safety	3,072,692	3,204,343	3,493,218	288,875	9.0%



Town of Newbury

Operating Budget - Expenditure Detail - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
EDUCATION					
Triton Regional School District					
Operating Assessment	10,309,959	10,779,633	11,253,158	473,525	4.4%
Debt Service Assessment	76,998	51,039	50,342	(697)	-1.4%
Total - Triton Regional	10,386,957	10,830,672	11,303,500	472,828	4.4%
Whittier Regional Voc. Tech. High School					
Operating Assessment	318,332	268,021	282,248	14,227	5.3%
Capital Assessment	-	24,891	23,112	(1,779)	-7.1%
Total - Whittier Regional Voc. Tech.	318,332	292,912	305,360	12,448	4.2%
Essex North Shore Agricultural & Tech					
Operating Assessment	43,372	41,608	21,542	(20,066)	-48.2%
Total - Essex North Shore Ag. & Tech.	43,372	41,608	21,542	(20,066)	-48.2%
Total - Education	10,748,661	11,165,192	11,630,402	465,210	4.2%
PUBLIC WORKS					
DPW					
DPW Salary & Wages	559,921	679,421	702,674	23,253	3.4%
Highway Maintenance Expense	190,676	195,000	195,000	-	0.0%
Road Improvement Program	250,000	250,000	250,000	-	0.0%
DPW Capital Outlay	46,157	49,157	50,000	843	1.7%
Total - DPW	1,046,753	1,173,578	1,197,674	24,096	2.1%
SNOW REMOVAL					
Snow & Ice Removal	197,100	200,000	200,000	-	0.0%
Total - Snow Removal	197,100	200,000	200,000	-	0.0%
STREET LIGHTING					
Street Lighting	22,574	30,000	30,000	-	0.0%
Total - Street Lighting	22,574	30,000	30,000	-	0.0%
STORM WATER MANAGEMENT					
Storm Water Expense	4,378	25,000	25,000	-	0.0%
Total - Storm Water Management	4,378	25,000	25,000	-	0.0%
BEAVER MANAGEMENT					
Beaver Management Expense	-	5,000	5,000	-	0.0%
Total - Beaver Management	-	5,000	5,000	-	0.0%
Total - Public Works	1,270,806	1,433,578	1,457,674	24,096	1.7%



Town of Newbury

Operating Budget - Expenditure Detail - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
HUMAN SERVICES					
BOARD OF HEALTH					
Board of Health Stipends	3,500	3,500	3,500	-	0.0%
Health Salary & Wages	111,997	115,278	117,531	2,253	2.0%
Health Expense	54,374	71,161	72,033	872	1.2%
Total - Board of Health	169,871	189,939	193,064	3,125	1.6%
COUNCIL ON AGING					
Council on Aging Salary & Wages	103,954	172,680	176,290	3,610	2.1%
Council on Aging Expense	13,792	50,581	51,593	1,012	2.0%
Total - Council on Aging	117,746	223,261	227,883	4,622	2.1%
VETERANS					
Veterans' Assessment	33,305	31,270	35,150	3,880	12.4%
Veterans' Service Benefits	28,493	55,000	55,000	-	0.0%
Total - Veterans'	61,798	86,270	90,150	3,880	4.5%
Total - Human Services	349,414	499,470	511,097	11,627	2.3%
CULTURE & RECREATION					
LIBRARY					
Library Salary & Wages	218,140	269,635	275,278	5,643	2.1%
Library Utilities & Maintenance	54,206	55,000	56,100	1,100	2.0%
Library Expense	93,442	103,470	108,470	5,000	4.8%
Total - Library	365,788	428,105	439,848	11,743	2.7%
HISTORICAL COMMISSION					
Historical Salary & Wages	-	5,000	5,000	-	0.0%
Historical Expense	2,439	1,800	1,800	-	0.0%
Total - Historical Commission	2,439	6,800	6,800	-	0.0%
CELEBRATIONS					
Veterans/Memorial Day	168	5,000	5,000	-	0.0%
Total - Celebrations	168	5,000	5,000	-	0.0%
Total - Culture & Recreation	368,395	439,905	451,648	11,743	2.7%



Town of Newbury

Operating Budget - Expenditure Detail - General Fund

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
NON-DEPARTMENTAL BUDGETS					
DEBT SERVICE					
Cost of Bonding	-	25,000	25,000	-	0.0%
Long Term Debt Principal	737,833	700,133	596,402	(103,731)	-14.8%
Short Term Debt Interest		-	60,000	60,000	n/a
Long Term Debt Interest	256,879	276,880	240,069	(36,811)	-13.3%
Total - Debt Service	994,712	1,002,013	921,471	(80,542)	-8.0%
EMPLOYEE BENEFITS					
Essex Reg. Retirement Assessment	885,708	964,163	1,131,739	167,576	17.4%
Unemployment Expense	13,998	10,000	10,000	-	0.0%
Health Insurance Expense	843,964	936,072	984,748	48,676	5.2%
Dental Insurance Expense	31,573	35,899	35,899	-	0.0%
Life Insurance Expense	1,768	2,000	2,500	500	25.0%
Medicare Expense	62,113	66,975	72,100	5,125	7.7%
Total - Employee Benefits	1,839,124	2,015,109	2,236,986	221,877	11.0%
Grand Total - Expenditures	21,111,588	22,466,668	23,445,738	979,070	4.4%



Town of Newbury
Summary of Projected Revenues & Expenditures FY2023 to FY2027

The Town of Newbury employs a comprehensive 5-year projection of revenues and expenditures in developing both the annual budget and long-term capital investment plan. Expenditure and revenue projections are included in this section, as well as a summary comparison. A number of subcategories of data are included in the Town's forecasting model, including line item revenue and expenditure trends, benefit trends, new growth, and historical state aid. For more information on the Town's Financial Forecast Model, please contact the Town Administrator or Finance Department.

	FY2022 Final	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected
Revenues						
Property Tax Levy	18,615,050	19,139,493	20,029,384	20,665,369	21,314,462	21,982,409
State Aid	1,020,650	1,050,634	1,082,116	1,115,173	1,149,883	1,186,328
Local Receipts	1,875,000	1,930,100	1,987,955	2,048,703	2,112,488	2,179,462
Ambulance Enterprise Funds	278,616	288,155	298,040	308,283	318,899	329,901
Other Available Funds	1,415,459	945,754	858,802	859,033	452,689	484,341
Free Cash	59,895	2,506,200	565,000	1,176,200	240,000	268,200
Total Revenues	23,264,670	25,860,336	24,821,297	26,172,760	25,588,420	26,430,641
Expenditures						
General Government	1,542,130	1,582,213	1,614,629	1,656,886	1,700,412	1,745,243
Natural Resources	223,348	229,064	233,505	239,526	245,728	252,115
Planning and Zoning	145,132	149,176	152,052	156,304	160,683	165,194
Facilities	461,847	299,054	313,994	329,681	346,153	363,448
Public Safety	3,102,244	3,180,745	3,345,492	3,378,887	3,467,206	3,758,175
Public Works	1,354,262	1,330,758	1,350,691	1,377,712	1,405,543	1,434,209
Community Services	726,542	743,889	757,287	775,556	794,374	813,756
Schools	10,856,194	11,286,353	11,733,718	12,198,978	12,682,848	13,186,073
Debt Service- Non Exempt	84,625	82,875	81,125	84,250	82,250	85,125
Debt Service- Exempt	428,919	378,844	381,594	381,294	378,194	377,644
Debt Service- TH/COA	-	-	266,375	266,375	266,375	266,375
Employee Benefits	1,865,814	2,030,382	2,191,230	2,365,736	2,555,114	2,760,691
Prop/Liability Insurances	173,250	178,448	183,801	189,315	194,994	200,844
Ambulance Enterprise	219,570	226,157	232,942	239,930	247,128	254,542
Other Amounts to be Raised	123,956	126,753	129,619	132,557	135,569	138,656
State and County Assessments	156,482	161,152	166,032	171,138	176,484	182,090
Free Cash - Reserves	300,000	300,000	300,000	300,000	300,000	300,000
Free Cash - Other Purposes	59,895	2,506,200	565,000	1,176,200	240,000	268,200
Available Funds - Other Articles	1,415,459	945,754	858,802	859,033	452,689	484,341
Total Expenditures	23,239,669	25,737,815	24,857,886	26,279,356	25,831,743	27,036,720
Surplus/Deficit	25,001	122,521	(36,589)	(106,596)	(243,323)	(606,079)



Town of Newbury
Five-Year Revenue Projection

Revenue Projections	FY2022 Final Recap	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected
PROPERTY TAX LEVY						
Prior Year Tax Levy Limit	17,575,360	18,225,023	18,830,649	19,451,415	20,087,700	20,739,893
2.5% Increase	439,384	455,626	470,766	486,285	502,193	518,497
Prop 2 1/2 Override	-	-	-	-	-	-
Certified New Growth	210,279	150,000	150,000	150,000	150,000	150,000
TAX Levy Limit Total	18,225,023	18,830,649	19,451,415	20,087,700	20,739,893	21,408,390
Debt Exclusions-Town	393,919	308,844	311,594	311,294	308,194	307,644
Debt Exclusions-Triton	-	-	-	-	-	-
Debt Exclusion Projected TH/COA	-	-	266,375	266,375	266,375	266,375
Maximum Allowable Levy	18,618,942	19,139,493	20,029,384	20,665,369	21,314,462	21,982,409
Excess Tax Levy Capacity	3,892	-	-	-	-	-
TOTAL Actual Tax Levy	18,615,050	19,139,493	20,029,384	20,665,369	21,314,462	21,982,409
STATE AID CHERRY SHEET						
Chapter 70 Education Aid	16,934	16,934	16,934	16,934	16,934	16,934
Unrestricted General Government Aid	569,185	597,644	627,526	658,903	691,848	726,440
Veterans Benefits	30,485	32,009	33,610	35,290	37,055	38,907
Exemptions VBS and Elderly	29,730	29,730	29,730	29,730	29,730	29,730
State Owned Land	362,222	362,222	362,222	362,222	362,222	362,222
Public Libraries Offset	12,094	12,094	12,094	12,094	12,094	12,094
TOTAL Cherry Sheet	1,020,650	1,050,634	1,082,116	1,115,173	1,149,883	1,186,328
ESTIMATED LOCAL RECEIPTS						
Motor Vehicle Excise	1,102,000	1,157,100	1,214,955	1,275,703	1,339,488	1,406,462
Boat Excise	14,000	14,000	14,000	14,000	14,000	14,000
Penalties/Interest on Taxes and Excises	35,000	35,000	35,000	35,000	35,000	35,000
Payments in Lieu of Taxes	45,000	45,000	45,000	45,000	45,000	45,000
Fees	139,000	139,000	139,000	139,000	139,000	139,000
Rentals	5,000	5,000	5,000	5,000	5,000	5,000
Licenses/Permits	390,000	390,000	390,000	390,000	390,000	390,000
Fines and Forfeits	65,000	65,000	65,000	65,000	65,000	65,000
Investment Income	60,000	60,000	60,000	60,000	60,000	60,000
Misc Recurring	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL Local Receipts	1,875,000	1,930,100	1,987,955	2,048,703	2,112,488	2,179,462
ENTERPRISE FUNDS						
Ambulance Direct Costs	219,570	226,157	232,942	239,930	247,128	254,542
Ambulance Indirect Costs	59,046	61,998	65,098	68,353	71,771	75,359
TOTAL Enterprise Funds	278,616	288,155	298,040	308,283	318,899	329,901
AVAILABLE FUNDS						
Available Funds for Other Articles	1,415,459	945,754	858,802	859,033	452,689	484,341
TOTAL Other Available Funds	1,415,459	945,754	858,802	859,033	452,689	484,341
FREE CASH						
Reserves, Capital and Other Purposes	59,895	2,506,200	565,000	1,176,200	240,000	268,200
TOTAL Free cash	59,895	2,506,200	565,000	1,176,200	240,000	268,200
TOTAL REVENUES	23,264,670	25,860,336	24,821,297	26,172,760	25,588,420	26,430,641



Town of Newbury
Five-Year Expenditure Projection

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Expenditure Projections	Final Budget	Projected	Projected	Projected	Projected	Projected
GENERAL GOVERNMENT						
Salaries & Wages	861,045	886,876	904,614	931,752	959,705	988,496
Other Expenses	681,085	695,336	710,015	725,134	740,707	756,747
TOTAL	1,542,130	1,582,213	1,614,629	1,656,886	1,700,412	1,745,243
NATURAL RESOURCES						
Salaries & Wages	140,548	144,764	147,660	152,090	156,652	161,352
Other Expenses	82,800	84,300	85,845	87,436	89,075	90,764
TOTAL	223,348	229,064	233,505	239,526	245,728	252,115
PLANNING and ZONING						
Salaries & Wages	125,167	128,922	131,500	135,445	139,509	143,694
Other Expenses	19,965	20,254	20,552	20,858	21,174	21,500
TOTAL	145,132	149,176	152,052	156,304	160,683	165,194
FACILITIES						
Salaries & Wages	-	-	-	-	-	-
Other Expenses	461,847	299,054	313,994	329,681	346,153	363,448
TOTAL	461,847	299,054	313,994	329,681	346,153	363,448
PUBLIC SAFETY						
Salaries & Wages	2,320,227	2,389,834	2,437,630	2,510,759	2,586,082	2,663,665
Other Expenses	503,110	512,004	524,254	536,873	549,869	563,256
Fire Capital Outlay	236,907	236,907	341,607	289,255	289,255	489,255
Police Capital Outlay	42,000	42,000	42,000	42,000	42,000	42,000
TOTAL	3,102,244	3,180,745	3,345,492	3,378,887	3,467,206	3,758,175
PUBLIC WORKS						
Salaries & Wages	630,105	649,008	661,988	681,848	702,303	723,373
Other Expenses	675,000	681,750	688,703	695,864	703,239	710,837
Public Works Capital Outlay	49,157	-	-	-	-	-
TOTAL	1,354,262	1,330,758	1,350,691	1,377,712	1,405,543	1,434,209
COMMUNITY SERVICES						
Salaries & Wages	433,967	446,986	455,926	469,604	483,692	498,202
Other Expenses	292,575	296,903	301,361	305,953	310,682	315,553
TOTAL	726,542	743,889	757,287	775,556	794,374	813,756
SCHOOLS						
Triton Regional Operating Assmt	10,309,959	10,722,357	11,151,252	11,597,302	12,061,194	12,543,642
Triton Regional Debt Service Assmt	76,998	76,998	76,998	76,998	76,998	76,998
Whittier Regional Operating Assmt	330,000	343,200	356,928	371,205	386,053	401,495
Whittier Regional Debt Service Assmt	25,227	25,227	25,227	25,227	25,227	25,227
Essex Tech Operating Assmt	114,010	118,570	123,313	128,246	133,376	138,711
TOTAL	10,856,194	11,286,353	11,733,718	12,198,978	12,682,848	13,186,073
DEBT SERVICE- Non-Exempt						
Existing General Fund Debt- Non Exempt	84,625	82,875	81,125	84,250	82,250	85,125
TOTAL	84,625	82,875	81,125	84,250	82,250	85,125
DEBT SERVICE- Exempt						
Existing General Fund Debt- Exempt	393,919	308,844	311,594	311,294	308,194	307,644
Bonding Costs	25,000	30,000	30,000	30,000	30,000	30,000
BAN ST interest	10,000	40,000	40,000	40,000	40,000	40,000
TOTAL	428,919	378,844	381,594	381,294	378,194	377,644
PROJECTED DEBT SERVICE TH/COA	-	-	266,375	266,375	266,375	266,375
TOTAL	-	-	266,375	266,375	266,375	266,375



Expenditure Projections	FY2022 Final Budget	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected
EMPLOYEE BENEFITS						
Essex Regional Retirement Assmt	901,448	977,363	1,040,892	1,108,550	1,180,605	1,257,345
Unemployment	10,000	10,000	10,000	10,000	10,000	10,000
Health Insurance	858,224	944,046	1,038,451	1,142,296	1,256,526	1,382,178
Dental	32,911	33,898	34,915	35,963	37,042	38,153
Life	1,800	1,800	1,800	1,800	1,800	1,800
Medicare	61,431	63,274	65,172	67,127	69,141	71,215
TOTAL	1,865,814	2,030,382	2,191,230	2,365,736	2,555,114	2,760,691
PROPERTY/LIABILITY INSURANCES						
Workers Comp	-	-	-	-	-	-
Property/Liability	173,250	178,448	183,801	189,315	194,994	200,844
TOTAL	173,250	178,448	183,801	189,315	194,994	200,844
ENTERPRISE FUNDS						
Ambulance Salary/Wages/Expenses	207,570	213,797	220,211	226,817	233,622	240,631
Ambulance Other Expenses	12,000	12,360	12,731	13,113	13,506	13,911
TOTAL	219,570	226,157	232,942	239,930	247,128	254,542
OTHER AMOUNTS TO BE RAISED						
Cherry Sheet offset	12,094	12,094	12,094	12,094	12,094	12,094
Overlay	111,862	114,659	117,525	120,463	123,475	126,562
TOTAL	123,956	126,753	129,619	132,557	135,569	138,656
STATE and COUNTY ASSESSMENTS						
Retired Teachers Health Insurance	12,526	13,779	15,156	16,672	18,339	20,173
Mosquito Control	87,692	89,884	92,131	94,435	96,796	99,215
Air Pollution	2,796	2,796	2,796	2,796	2,796	2,796
RMV Non-Renewal Surcharge	4,480	4,480	4,480	4,480	4,480	4,480
MBTA	38,889	39,861	40,858	41,879	42,926	43,999
Regional Transit	10,099	10,351	10,610	10,876	11,147	11,426
TOTAL	156,482	161,152	166,032	171,138	176,484	182,090
RESERVES ARTICLES						
Stabilization Fund	100,000	100,000	100,000	100,000	100,000	100,000
OPEB Fund	200,000	200,000	200,000	200,000	200,000	200,000
TOTAL	300,000	300,000	300,000	300,000	300,000	300,000
FREE CASH ARTICLES						
Storm Water management	-	-	-	-	-	-
OPEB Actuary update	-	6,200	-	6,200	-	6,200
Other Special Town Meeting Articles						
Capital Outlay	59,895	2,500,000	565,000	1,170,000	240,000	262,000
TOTAL	59,895	2,506,200	565,000	1,176,200	240,000	268,200
ARTICLES FROM AVAILABLE FUNDS						
Stabilization Fund	168,445	408,000	320,000	320,000	125,000	152,000
Plum Island Project Debt Service	571,168	442,704	443,752	443,983	232,639	237,291
PEG Access	95,050	95,050	95,050	95,050	95,050	95,050
Other Articles	580,796					
TOTAL	1,415,459	945,754	858,802	859,033	452,689	484,341
TOTAL EXPENDITURES	23,239,669	25,737,815	24,857,886	26,279,356	25,831,743	27,036,720



Town of Newbury, Massachusetts

Town Departments



Select Board

Contact	Phone & Email	Location
Julie O'Brien Executive Administrator	978-465-0862, ext. 301 Selectboard@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

Brief Description of the Department

The Select Board is composed of five (5) members, who are elected for 3-year terms. They are the chief elected officials of the Town. The Board holds regular meetings on the second and fourth Tuesday of each month at Town Hall at 7:00 p.m. (subject to change, please check calendar and/or agenda).

Organizational Chart





FY22 Accomplishments

- Triton education programming (PEG) went live. This allows for interested students to work as paid interns for the Town of Newbury
- Signed Intermunicipal Agreement and Construction and Maintenance Easement for replacement of Larkin Road culvert needed to reopen the road for through traffic
- Accepted Grant funding from Shared Streets and Spaces and began work on the Newbury Parker Street Trail connection
- Secured ARPA grant funding to allow the COA to move out of Newbury Elementary in a larger space a Kent Way
- ARPA monies allocated towards Plum Island bathroom renovation project
- Placement of 175,000 cubic yards of dredged material in nearshore waters off the coast of Newbury
- Supported many additional important projects that focused on the infrastructure and residents of Newbury, including work toward a Town Hall Building solution and distribution of \$2.1 million in ARPA funds to support numerous important initiatives
- Most of the improvements and accomplishments, which addressed Public Safety, Human Services and Culture and Recreation projects were largely funded through grant monies minimizing taxpayer impact

FY23 Goal Updates

GOAL #1	Opening of Plum Island Bathrooms
Objective	Renovate space to open summer of 2023
Measurement	ARPA funds secured to assist in completion
Timing	6 months
Status Update	N/A

GOAL #2	Establish Local Historical Study Committee (Lower Green)
Objective	Appoint a study committee to establish the Lower Green as a Local Historic District
Measurement	Five Committee members appointed November 2022. First meeting scheduled for January 17, 2023
Timing	1 – 2 years
Status Update	N/A



GOAL #3	New Town Hall Proposal
Objective	New Town Hall Proposal to appear on a future ATM
Measurement	Municipal Building Committee members appointed August 2022
Timing	2 – 5 years
Status Update	Committee has met 5 times from August 2022 to January 2023

GOAL #4	Central Street Bridge Project
Objective	Replace metal arch culvert
Measurement	July 2022, received grant funding of \$100,000 from small bridge program
Timing	1 – 1 ½ years
Status Update	Ongoing

FY24 Goals

GOAL #1	Town Hall
Objective	Complete new Town Hall building and move out of 12 Kent Way . New Town Hall proposal to appear on a future ATM
Measurement	Voter Approval at ATM
Timing	2 – 5 years

GOAL #2	Improve Recreation Opportunities within the Town of Newbury
Objective	Acquire recreational opportunity plans at the Central Street location
Measurement	Obtain approval of construction of playground at Central Street location
Timing	1 – 2 years

GOAL #3	Expansion of Veteran's Benefits
Objective	Double exemption (property tax credit)
Measurement	Double exemption
Timing	Appear on the April 2023 ATM Warrant



Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Business Licenses	--	--	79	--
Liquor Licenses	--	--	14	--
Select Board Meetings	33	21	19	22
Select Board Public Hearings	15	6	7	--
Dog Hearings	0	2	0	--



SELECT BOARD - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
SELECT BOARD					
Selectmens' Stipends	37,500	37,500	37,500	-	0.0%
Selectmen's Office Salary & Wages	58,730	61,510	62,741	1,231	2.0%
Selectmen's Expense	15,343	19,795	19,820	25	0.1%
Total - Selectmen	111,572	118,805	120,061	1,256	1.1%

BUDGETS OVERSEEN BY DEPARTMENT

MODERATOR

Town Moderator Stipend	500	500	500	-	0.0%
Town Moderator Expense		50	50	-	0.0%
Total - Moderator	500	550	550	-	0.0%

TOWN REPORTS

Town Reports	-	250	250	-	0.0%
Total - Town Reports	-	250	250	-	0.0%

CELEBRATIONS

Veterans/Memorial Day	168	5,000	5,000	-	0.0%
Total - Celebrations	168	5,000	5,000	-	0.0%



Administration

Contact	Phone & Email	Location
Tracy Blais Town Administrator	978-465-0862, ext. 301 townadmin@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

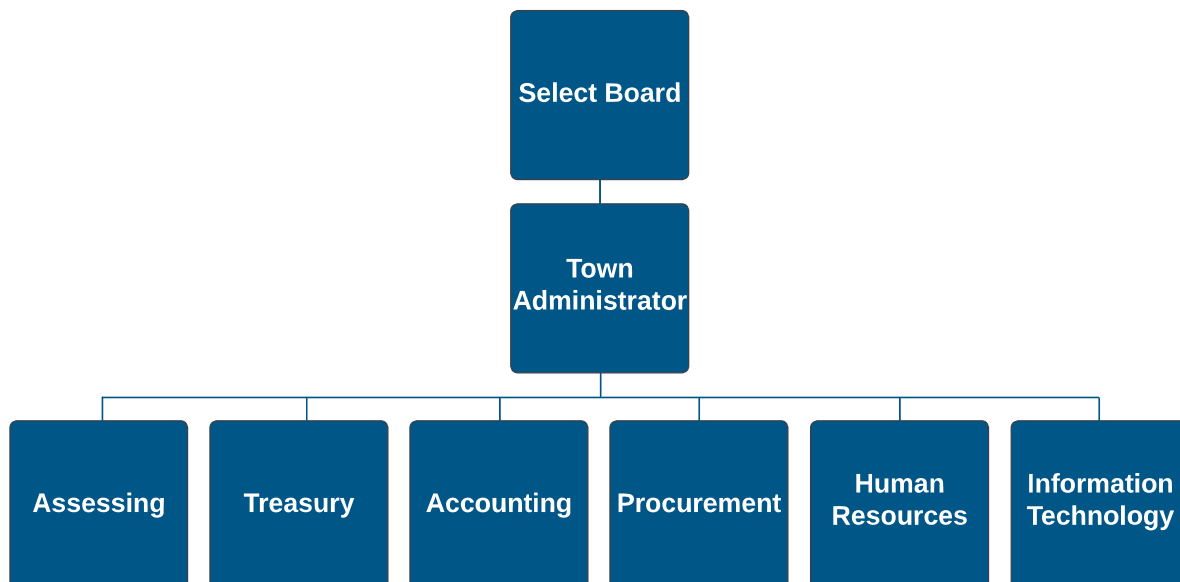
Mission Statement & Departmental Activities

To implement the policies established by the Select Board, to provide the overall administration to the Town's municipal organization, and to foster a culture of continuous improvement and customer focused services and programs.

Brief Description of the Department

The Town Administrator is appointed by the Select Board for a five-year term. The Town Administrator serves as the Chief Administrative Officer, Chief Fiscal Officer, and Chief Personnel Officer of the Town of Newbury. The Town Administrator appoints and supervises all employees with the exception of the Police Chief, Fire Chief, and their staff, and is responsible for overseeing all services and operations of the Town. The Town Administrator works to implement the policy directives established by the Newbury Select Board. Administration and finances, are managed the Town Administrator, as established by special legislation, Chapter 460 of the Acts Of 2008.

Organizational Chart





FY22 Accomplishments

- Completed 5-year financial forecast
- Completed Capital Improvement Plan
- Larkin Mill Dam Removal Project Planning
 - Restore fish passage
 - Improve water quality
 - Provide aquatic habitat connectivity
 - Restore natural riverine sediment regimes
 - Reduce flood elevations upstream of the dam
 - Decommission aging and unsafe infrastructure
 - Provide for ecological restoration in the Parker River watershed and the Plum Island Sound Estuary
- Southern Blvd Flooding Issue Resolved
- Upper Green Project begun – fertilization program, Flag Pole repair
- Street Light Conversion Project Completed
- Purple Heart Community Designation
- Town Hall Space Needs Survey Completed
- Received \$100,000 grant for Plum Island Emergency Egress Route Project
- Community Compact Award \$250,000 which will allow Newbury to fall more closely in line with current best practices regarding disaster recovery, redundancy, and recovery
- Labor Relations – Negotiation of Collective Bargaining Agreements

FY23 Goal Updates

GOAL #1	Landfill Solar project
Objective	Develop Landfill Solar Project
Measurement	Successful development of landfill solar project
Timing	1-3 years
Status Update	Ongoing

GOAL #2	Larkin Dam permitting & funding
Objective	Larkin Dam Permitting/Funding
Measurement	Successful permitting and funding of Larkin Dam
Timing	1-3 years
Status Update	Grants Submitted, Preliminary Design



GOAL #3	Larkin Road Traffic Study
Objective	Larkin Road Traffic Study
Measurement	Completion of traffic study
Timing	3-6 months
Status Update	Preliminary work completed, new work to begin in the spring

GOAL #4	Shellfish Department Reorganization
Objective	Reorganize Shellfish Constable Department
Measurement	Reorganized department
Timing	FY2023
Status Update	Complete

GOAL #5	Staffing and Human Resources goals
Objective	Hire, transition, and train new staff (due to retirements)
Measurement	Successful staff development and transitions
Timing	FY2023
Status Update	Positions have all been filled

GOAL #6	Larkin Road Culvert Replacement
Objective	Replace culvert that failed
Measurement	Construction completion/traffic passage
Timing	FY2023
Status Update	Work complete, road reopened



FY24 Goals

GOAL #1	Animal Control Reorganization
Objective	Regionalize Animal Control Department
Measurement	Successful regionalization of animal control services
Timing	FY2024

GOAL #2	Caldwell Farm Trail
Objective	To develop Caldwell Farm Trail
Measurement	Successful development of trail
Timing	FY2024

GOAL #3	Update Road Inventory
Objective	To ensure an accurate inventory of Town roadways
Measurement	Listing of all Town accepted roadways
Timing	FY2024



Finance

Contact	Phone & Email	Location
Tracy Blais Finance Director Lillian Craig Town Accountant	978-465-0862, ext. 313 accountant@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

Mission Statement & Departmental Activities

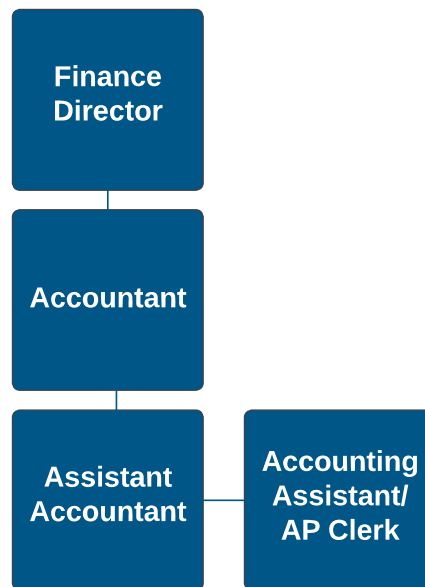
The Finance Department is committed to providing polite, courteous, and prompt service to the public and to conducting its duties in strict accordance with all federal, state, and local laws, rules, and regulations. All employees of the Finance Department are expected to perform their responsibilities with the highest level of integrity, the utmost professionalism and in a spirit of cooperation and transparency.

Brief Description of the Department

The Finance Department is responsible for planning, organizing, and directing all financial activities of the Town of Newbury in conformance with Massachusetts General Laws and the Town's by-laws. The Finance Department coordinates and manages the town's budget process, including the formation of the Annual Capital Improvement Plan, and assists and advises department managers on financial and operation matters. The Finance Department also maintains all personnel records, all municipal contracts and agreements and oversees IT operations for the town. The Finance Department principally supports the Select Board, the Finance Committee, and the Capital Planning Committee, and provides guidance and assistance to other town boards and commissions. The Finance Department consists of four divisions headed by the Town Administrator. The Town Administrator manages and directs the tax collection process, plans, and coordinates the town's financial policies, leads the budget process, and manages the Town's debt service. The Town Treasurer serves as custodian of all town funds and is responsible for cash and investment management. The Collector is responsible for managing the collection of real estate, motor vehicle, boat, and personal property taxes, as well as all other revenues due to the town. The Town Accountant also reports to the Town Administrator and is appointed subject to the approval by the Select Board. The Accountant is responsible for ensuring that all town financial practices are consistent with the general laws of the Commonwealth. The Accountant prepares town financial reports which are submitted to the state Department of Revenue and approves all bills and prepares the payroll and vendor warrants for the approval of the Select Board. In Newbury, the Finance Department is staffed by the Treasurer/Collector, Assistant Treasurer/Collector, and the Town Accountant.



Organizational Chart



FY2022 Accomplishments

- DOR Reporting
- Completion of FY21 Annual Audit
- Established comprehensive filing system for grants
- Created part time Accounting Clerk Position
- Added ClearGov financial reporting software to enhance transparency

FY2023 Goal Updates

GOAL #1	Hire a new Assistant Town Accountant
Objective	To hire a new Assistant Town Accountant
Measurement	Position Filled
Timing	FY2023
Status Update	Complete



GOAL #2	Develop a plan to make bill schedule submittal more efficient and accurate
Objective	Send back bill schedules to department heads if inaccurate
Measurement	Improvements in efficiency and accuracy
Timing	FY2023
Status Update	Ongoing

FY24 Goals

GOAL #1	Continue with training new Assistant Town Accountant
Objective	More efficient daily operations
Measurement	To have Assistant Town Accountant feel more confident in the work she is doing.
Timing	Ongoing

GOAL #2	System to better track grants
Objective	To have a spreadsheet that tracks all grants in one place for quick reference
Measurement	Tracking grants received
Timing	FY2024

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Track number of calls from department heads regarding monthly expenditure reports	N/A	N/A	N/A	N/A
Track number of bill schedules returned to department heads	N/A	N/A	5	0



Treasurer/Collector

Contact	Phone & Email	Location
Diane Doyle Treasurer/Collector	978-465-0862, ext. 305 treasurer@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

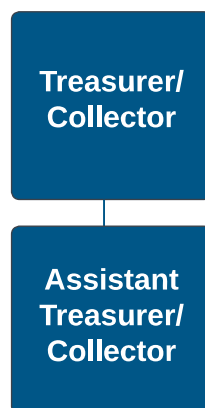
Mission Statement & Departmental Activities

The Office of the Treasurer/Collector is committed to providing all services in a polite, courteous, and prompt manner to the public while conducting its duties in strict accordance with all federal, state, and local laws, rules, and regulations. All employees are expected to perform their responsibilities with the highest level of integrity, the utmost professionalism and in a spirit of cooperation and transparency.

Brief Description of the Department

The Office of the Treasurer/Collector is a two-person department and is responsible for the receipt, disbursement, reporting and investment of all funds of the Town of Newbury. Such receipts include real estate, personal property, motor vehicle and boat excise taxes. In addition, receipts include all other revenues received as aid or reimbursement from other governmental agencies and individuals paying fees for licenses, permits and services rendered by the Town. The office also serves as the Human Resource office for the administration of Payroll and Benefits.

Organizational Chart





FY22 Accomplishments

- COVID Management - Successfully kept the office staffed and all functions operating during COVID. Assisted employees with COVID guidelines and compensation for lost time
- Completed OPEB Trust Document
- Closed out Escrow Accounts with Planning Department for projects that are complete
- Reduced outstanding vendor checks through systematic review and contact with vendors/management letter noted issue- 99% of employees on direct deposit
- Worked with HR Board to review Personnel Policy for updates needed March 2022

FY23 Goal Updates

GOAL #1	Assisted in financing of Town Hall renovation
Objective	To assist Accountant, Select Board and Town Administrator in financing needed for renovation to Town Hall project on 25 High Road
Measurement	Once approval for the project is received, initiate funding talks with our Securities advisor
Timing	Unknown/Dependent on vote
Status Update	Pending Town Meeting vote

GOAL #2	Complete OPEB Trust
Objective	To work with Bartholomew to place OPEB funds into a trust
Measurement	Completed document
Timing	June 2022
Status Update	Complete

GOAL #3	Compile a Policy and Procedure manual for the Treasurer Collector Function and establish additional training needed for Asst. Treasurer Collector role
Objective	To initiate succession documentation To ensure staff is properly trained and provide continued education
Measurement	Completed manual Staff goals and objectives
Timing	Ongoing
Status Update	In progress



GOAL #4	Review payment delivery system and increase online payments
Objective	Complete an overall review of how we are receiving and processing payments
Measurement	Decrease number of online banking checks requiring additional steps to post
Timing	Ongoing
Status Update	In progress

GOAL #5	Receive Human Resources Certification
Objective	To become more proficient in addressing Human Resource issues and providing HR oversight
Measurement	Determine course needed and appropriate programs available
Timing	June 2023
Status Update	In progress

FY24 Goals

GOAL #1	Hold Benefits Fair
Objective	To provide employees the opportunity to review benefits, retirement and other optional insurance offered by the Town
Measurement	Schedule Date in April Confirm Vendors Hold Benefits Fair
Timing	May 2023

GOAL #2	Succession Planning
Objective	To prepare the Department for transition over the next 3 to 5 years
Measurement	Complete Procedure and policy manual for the Treasurer Collector Determine Staffing Needs
Timing	Ongoing



GOAL #3	Hold Land of Low Value Auction
Objective	To sell 4 parcels owned by Town and return parcels in Tax Title to tax roll
Measurement	Sale of Property
Timing	June 2024

GOAL #4	Monthly Review of General Ledger Line Items pertinent to Payroll Taxes, Health Insurance and School Assessments
Objective	To ensure that budgeted items are sufficient to cover ongoing expense and to alert the Town Administrator of any projected shortfalls
Measurement	Monthly Reconciliation
Timing	Monthly

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Collection Rate of Personal Property, RE, Boat and Motor Vehicle Excise Bills (avg)	95.5%	97%	96%	98%
Reduce # of banking checks received requiring additional posting work by 50%	New Goal	New Goal	4%	2%
Improve Staffing Absence Due to Sick Time (currently using 100% of sick time)	100%	100%	100%	50%



Human Resources

Contact	Phone & Email	Location
Tracy Blais Town Administrator Human Resources Director	978-465-0862, ext. 301 townadmin@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

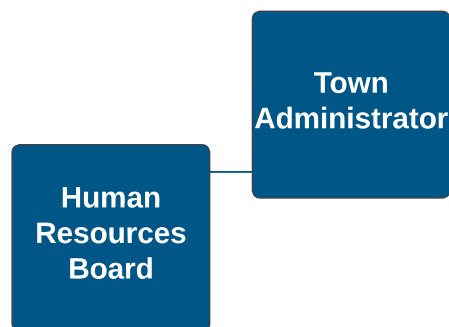
Mission Statement & Departmental Activities

It is the mission of The Town of Newbury's Human Resources Board to assist the Town Administration, Town Departments, and the Select Board in their efforts to recruit, develop, motivate, and retain a diverse workforce capable of providing the highest quality of service to the Town.

Brief Description of the Department

The Human Resources Board supports the Town Administration and Department Heads in their efforts to keep abreast of the ever-changing landscape of regulatory compliance, employee benefits, compensation, health, safety, wellness, and risk management. In addition, through its two employee members/representatives the Human Resources Board provides a channel for individual employees to raise any issues (e.g, grievance, ethics, discrimination, workplace safety, etc.) that could undermine the intent of the Board's mission

Organizational Chart





FY22 Accomplishments

- Completed two revisions to the Town's Personnel Policy/changes made to recognize Town Administrator Act and to update certain employee benefits and municipal offices closing protocols.
- Held classification subcommittee meetings to review and rate new and revised Job Descriptions
- Expanded the Human Resources Board to include a new member with strong HR Background
- Discussed with Town Clerk oversight of the State mandated Ethics, Conflict of Training and Open Meeting Law
- Several members of the HR Board volunteered as Ambassadors to the Newbury Town Day Celebration

FY23 Goal Updates

GOAL #1	Creation of an Organization Chart
Objective	To create a tool for the Town's website to reflect the hierarchy and line of business
Measurement	To have a working chart by December 2023
Timing	The IT Department had secured the necessary software to interface with the Town's CIVIC Plus software/Project was postponed until after budget season
Status Update	Ongoing

GOAL #2	Hold Classification Subcommittee Meetings to review new and revised Job Descriptions
Objective	To assist in revising and creating new job descriptions to meet the employment needs of the Town and to remain competitive in the job marketplace
Measurement	Timely Scheduling of the Classification Subcommittee
Timing	Ongoing
Status Update	Ongoing

GOAL #3	Address Safety Issues and Workplace and or Ethics Violation
Objective	To ensure COVID protocols are in place, physical safety issues are address and the workplace is free from ethic violations or harassment
Measurement	Monthly Agenda Item-working closely with the Police Chief
Timing	Monthly
Status Update	Complete



FY24 Goals

GOAL #1	Creation of Organization Chart
Objective	To assist Town Administration in creating an Organization Chart
Measurement	To have a working Org Chart by June 2024
Timing	Ongoing

GOAL #2	Hold Classification Subcommittee meetings to review new and revised Job Descriptions
Objective	To review all job descriptions to determine if any need to be re-evaluated (past 10 years)
Measurement	Determine which jobs have not been rated since June 2013
Timing	Complete reviews of those identified in 2024

GOAL #3	Attend a Department Manager's Meeting to assess workplace issues and assist in creating a cohesive work environment
Objective	To improve the overall efficiency and cooperation among departments
Measurement	Attend 1 meeting
Timing	June 2024

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Monthly meetings	11	12	5	12
Classification of new/revised and existing job descriptions	6	4	0	4



ADMINISTRATION - GENERAL FUND BUDGET

*Includes Administration, Finance, Treasurer Collector, and Human Resources

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
ADMINISTRATION & FINANCE					
Admin & Finance Salary & Wages	450,370	506,939	519,060	12,121	2.4%
Tax Title & Foreclosure	7,573	10,000	10,000	-	0.0%
Admin & Finance Expense	54,781	58,671	63,291	4,620	7.9%
Total - Admin & Finance	512,723	575,610	592,351	16,741	2.9%

BUDGETS OVERSEEN BY DEPARTMENT

OUTSIDE AUDIT

Audit Town Books	25,000	25,000	32,000	7,000	28.0%
Total - Audit	25,000	25,000	32,000	7,000	28.0%

TOWN COUNSEL

Legal Services	97,069	115,000	100,000	(15,000)	-13.0%
Total - Town Counsel	97,069	115,000	100,000	(15,000)	-13.0%

POSTAGE

Postage Expense	21,211	20,000	25,000	5,000	25.0%
Total - Postage	21,211	20,000	25,000	5,000	25.0%

INSURANCE EXPENSE

Insurance Expense	178,652	190,575	200,104	9,529	5.0%
Total - Insurance	178,652	190,575	200,104	9,529	5.0%

PROFESSIONAL & TECHNICAL SERVICES

Professional & Technical Services	216,295	130,000	130,000	-	0.0%
Total - Prof. & Tech. Svcs.	216,295	130,000	130,000	-	0.0%

FINANCE COMMITTEE

Finance Committee Salary & Wages	-	-	-	-	n/a
Finance Committee Expense	180	5,000	5,000	-	0.0%
Reserve Fund	77,291	150,000	150,000	-	0.0%
Total - Finance Committee	77,471	155,000	155,000	-	0.0%

HUMAN RESOURCES BOARD

Human Resources Board Expense	-	500	500	-	0.0%
Total - HR Board	-	500	500	-	0.0%

EMPLOYEE BENEFITS

Essex Reg. Retirement Assessment	885,708	964,163	1,131,739	167,576	17.4%
Unemployment Expense	13,998	10,000	10,000	-	0.0%
Health Insurance Expense	843,964	936,072	984,748	48,676	5.2%
Dental Insurance Expense	31,573	35,899	35,899	-	0.0%
Life Insurance Expense	1,768	2,000	2,500	500	25.0%
Medicare Expense	62,113	66,975	72,100	5,125	7.7%
Total - Employee Benefits	1,839,124	2,015,109	2,236,986	221,877	11.0%



Assessor

Contact	Phone & Email	Location
Jason DiScipio Principal Assessor	978-465-0862, ext. 318 prin.assessor@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

Mission Statement & Departmental Activities

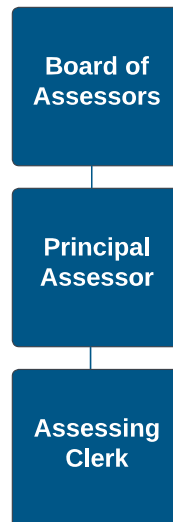
The Mission of the Assessing Office is to discover, list and value all types of properties in the Town of Newbury at a legally correct level of value; to serve the public professionally and courteously; to keep the public informed through various mediums and to work with other governmental organizations to achieve all goals and timely deadlines. The functions of the assessing office are further governed by laws and administrative regulations which are monitored at regular intervals.

Brief Description of the Department

The Assessor's office is responsible for determining full and fair cash valuations and for classifying all property located within the community as of January 1 each year. The Assessor's office is overseen by an elected board, which is responsible for approving valuations, vetting abatement applications, reviewing property tax exemptions, managing the overlay account, and providing new growth estimates during the budget process. Assessors prepare and maintain a property database that lists all taxable and non-taxable properties in the community. Acting as revenue experts within the municipal finance team, we work collaboratively with other local officials to determine the annual property tax rates and participate in local tax policy decisions.



Organizational Chart



FY22 Accomplishments

- Successfully completed an interim revaluation of all property in Newbury
- Timely set the tax rate
- Improved the internal processes resulting in expedited turnaround times and better quality

FY23 Goal Updates

GOAL #1	Cyclical Inspection
Objective	Stay on track for revaluation goals Perform inspections on 10% of properties
Measurement	Approx. 400 properties inspected
Timing	3 years
Status Update	Ongoing

GOAL #2	Neighborhood Review
Objective	Review residential neighborhoods Adjust as needed
Measurement	Review complete
Timing	FY2023
Status Update	Complete



GOAL #3	Data Collection
Objective	Train assessing clerk on data collection
Measurement	By ability to perform the duty
Timing	FY2023
Status Update	Complete

FY24 Goals

GOAL #1	Work toward DOR Objectives
Objective	Complete prior to deadline
Measurement	Completed prior to deadline
Timing	2 years to interim check-in

GOAL #2	Continue to strive for the highest level of customer service
Objective	Exceed customers/tax payers' expectations
Measurement	quick turnaround times
Timing	Ongoing

GOAL #3	Administer our assessment program in a fair and equitable manner
Objective	To gain the public's trust and confidence in our efforts
Measurement	Through statistical analysis
Timing	Ongoing

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Timely setting of the tax rate	Done timely	Done timely	Done timely	On track
Abatement applications received (below average is a positive)	Below average	Below average	Below average	Below average



ASSESSOR - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
ASSESSORS					
Assessors' Stipend	8,500	8,500	8,500	-	0.0%
Assessor's Salary & Wages	139,342	143,544	145,415	1,871	1.3%
Assessor's Vehicle Allowance	1,200	1,200	1,200	-	0.0%
Assessor's Expense	42,614	49,400	49,400	-	0.0%
Total - Assessors	191,656	202,644	204,515	1,871	0.9%



Town Clerk

Contact	Phone & Email	Location
Gretchen Girard Town Clerk	978-465-0862, ext. 315 townclerk@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

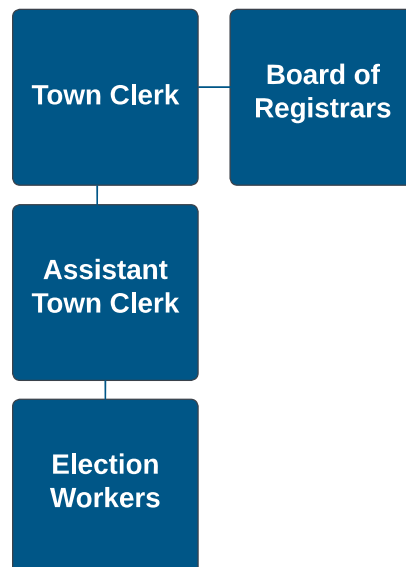
Mission Statement & Departmental Activities

The mission of the Town Clerk is to serve as the official record keeper for Town Meeting, Vital Records, and to oversee all elections to ensure they are held in accordance with all state and federal laws. The Town Clerk's Office is often considered the doorway to local government.

Brief Description of the Department

The Town Clerk's office responds to inquiries from the public as well as from other departments, boards, and committees. The Clerk's Office issues state licenses and permits, including marriage licenses, shellfish/crab/eel permits, dog licenses, fuel storage licenses, business certificates and renewals, and certified requests for public documents. The Town Clerk's Office administers the oaths of office and maintains appointments and resignations of all Town Officials.

Organizational Chart





FY22 Accomplishments

- Document preservation
- Made documents more accessible with addition of new cabinets
- Worked with CHS to streamline parking and dog licenses to make the process easier for the public
- Mailed census forms to 3,172 Newbury households
- Recorded vital statistics as follows: 58 births, 20 marriages, and 59 deaths
- Issued 2,473 parking permits, 1,410 dog licenses and nine kennel licenses
- Issued Clam Permits as follows: 3 one-day, 29 season, 16 senior, 9 veteran, 25 one-day non-resident, and 52 commercial permits
- Held Annual Town Election with 1,159 ballots cast and Annual Town Meeting with 180 registered voters in attendance

FY23 Goal Updates

GOAL #1	Historic Documents Project
Objective	Preservation of Historic documents
Measurement	5-6 Boxes of documents in need of preservation
Timing	2- 3 years with budget increases for preservation
Status Update	ARPA Funds were allotted to complete this project

GOAL #2	Move Documents Out of Storage Unit
Objective	Moving out of outside storage unit
Measurement	This will enable us to access our documents more efficiently and cut the cost of our rental
Timing	2 – 3 months
Status Update	Moved out of unit and purchased locked cabinets in our work space and reduced the cost of renting a storage unit

FY24 Goals

GOAL #1	Shellfish Permitting
Objective	Make the system more efficient
Measurement	I will implement and evaluate the efficiency
Timing	1 year cycle



GOAL #2	Poll Pads
Objective	To participate in the Poll Pad Training and Master the process
Measurement	Pass the training onto our Poll Workers efficiently
Timing	Kicks off at Annual Town Meeting

GOAL #3	Improve Department Processes & Efficiency
Objective	To take less time on most tasks that don't require such detail
Measurement	Going through each cycle of licenses and permits to see if new process works for the office
Timing	2 – 3 years

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Elections	1 Local Election	1 Local Election	1 State and Primary Election	1 Local Election 1 State and Primary Election
Dog Licenses	1400	Static	Static	1500 <i>Implementing fines for unlicensed dogs</i>



TOWN CLERK - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
TOWN CLERK					
Town Clerk Salary & Wages	104,558	107,047	99,516	(7,531)	-7.0%
General Code Updates	3,525	6,000	10,500	4,500	75.0%
Records Preservation	5,100	15,100	5,000	(10,100)	-66.9%
Town Clerk Expense	15,994	10,250	12,500	2,250	22.0%
Total - Town Clerk	129,178	138,397	127,516	(10,881)	-7.9%

BUDGETS OVERSEEN BY DEPARTMENT

ELECTIONS

Elections	8,772	18,000	18,000	-	0.0%
Total - Elections	8,772	18,000	18,000	-	0.0%

REGISTRARS

Registrars of Voters Salaries	800	800	800	-	0.0%
Total - Registrars	800	800	800	-	0.0%



Planning Department

Contact	Phone & Email	Location
Martha Taylor Planning Director	978-465-0862, ext. 312 planningboard@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

Mission Statement & Departmental Activities

The mission statement of the Planning Board is to be actively involved with all aspects of land use within the Town including regulation of the Subdivision Control Law and Newbury's Zoning By-law. The Board continuously reviews its Zoning By-law for improvements and amendments to meet the demands of the Town and its growth patterns.

Brief Description of the Department

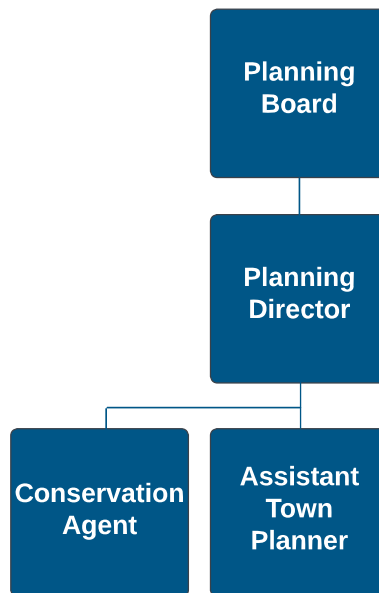
The Newbury Planning Board is responsible for:

- Updating the Town's Master Plan
- Holding Public Hearings and making recommendations on proposed Zoning or amendments
- Determining if a plan is exempt (ANR) from State Subdivision Control Law
- Adopting Subdivision Rules and Regulations
- Review and Approval or Disapproval of Subdivision Plans

The Planning Director and Assistant Town Planner provide support to the Planning Board for all the activities listed above, as well as general administrative support, and serve as the initial point of contact for all applications that come before the Board. The Department staff coordinates review of applications, plans, and projects by other Town Departments and Committees and by the Planning Board's consulting engineer. They are also involved in long-range planning efforts and other initiatives for the Town that are not primarily the responsibility of the Planning Board, such as the update of the Hazard Mitigation Plan, update of the Open Space and Recreation Plan, the Border to Boston Trail project and other regional trail initiatives, and planning for the new Town Hall.



Organizational Chart



FY22 Accomplishments

- Revised the Town's Wireless Communications Facilities By-Law - revision was adopted at the April 2022 Annual Town Meeting
- Recommenced work on the Master Plan Update
- Submitted successful grant applications (DCR/Mass Trails and Shared Streets and Spaces) for funding for construction of Parker Street Trail Extension
- Continued preparation of materials required for Green Communities Designation
- In coordination with Town Counsel, began full review and revision of the Town's Zoning By-Law

FY23 Goal Updates

GOAL #1	In coordination with Town Counsel, conduct full review and revision of Town's Zoning By-Law and develop Zoning By-Law amendments
Objective	To address internal inconsistencies, noncompliance with statute or case law, and omissions
Measurement	Town Counsel and Planning Director have conducted initial review of existing zoning and developed work plan; Working Group has been established and has met twice
Timing	FY2023-FY2024
Status Update	Ongoing



GOAL #2	Amend additional specific Zoning By-Laws as identified by Planning Board, ZBA, Building Commissioner, and Town Counsel
Objective	To address specific deficiencies in the By-Law identified during implementation of particular by-laws or provisions
Measurement	None identified this year to develop separately from the full Zoning By-Law review noted above.
Timing	Ongoing
Status Update	Ongoing

GOAL #3	Complete Master Plan update
Objective	To provide a basis for decision-making regarding the long-term physical development of the Town
Measurement	Master Plan consultant engaged in second half of FY22; Working Group established; MVPC engaged to revise and review certain sections Draft sections in progress
Timing	FY2023
Status Update	Final Plan expected June 2023

GOAL #4	Implement Action Plan recommendations contained in current Housing Production Plan (HPP) and update HPP, which will expire in July 2023
Objective	To increase diversity and affordability of housing in Newbury
Measurement	The Board has discussed developing an Inclusionary Zoning By-Law, establishing an Affordable Housing Trust, etc. This will likely be done in conjunction with development of MBTA Communities Multi-Family Housing
Timing	Ongoing
Status Update	Ongoing; MVPC has kicked off an update of the HPP



GOAL #5	Explore and develop creative alternatives for increasing affordable housing options
Objective	To increase diversity and affordability of housing in Newbury
Measurement	Same as Goal #4 above
Timing	Ongoing
Status Update	Ongoing; MVPC has kicked off an update of the HPP

GOAL #6	Identify grant opportunities and prepare grant applications for Town projects
Objective	To acquire funding for both planning and infrastructure projects
Measurement	Finalized DCR/Mass Trails Grant and Shared Streets & Spaces Grants for Parker Street Trail Construction
Timing	Ongoing; Parker Street Trail Construction project almost complete - grants will be closed out by the end of the fiscal year
Status Update	Current grants to be closed out by end of FY2023 New grant opportunities for current needs to be identified

GOAL #7	Complete materials required for Green Communities Designation
Objective	To achieve Green Communities designation for Newbury and make the Town eligible for related funding opportunities
Measurement	Consultant has completed energy audit - report and 20% energy reduction plan pending; Stretch Code previously adopted
Timing	8 to 10 months (target - Fall 2023 Designation Application deadline)
Status Update	In Progress; Energy audit report and 20% energy reduction plan pending; review and completion of remaining criteria underway

GOAL #8	Planning Board fee and schedule review as appropriate
Objective	To ensure that Newbury's fees are consistent with those of other communities in order to increase revenue as appropriate and offset some of the time spent on application review and approval
Measurement	Not started
Timing	FY2023
Status Update	No Started



GOAL #9	Update 2009 Open Space and Recreation Plan
Objective	To update Newbury's Open Space and Recreation Plan consistent with Massachusetts DCS requirements, to make Town eligible for DCS grant programs
Measurement	Not started
Timing	FY2023-FY2024
Status Update	Not yet started; Master Plan Natural Resources section will form basis for the OSRP

FY24 Goals

GOAL #1	Develop Zoning By-Law and Guidelines/Design Standards to achieve compliance with requirements of MGL c. 40A, s.3A, MBTA Communities Multi-Family Zoning
Objective	To achieve compliance with the requirements of MGL c. 40A, s.3A, MBTA Communities Multi-Family Zoning to achieve greater housing diversity in Newbury and remain eligible for certain grant programs
Measurement	Engage consultant for technical assistance (MassHousing Partnership 3ATA technical assistance) Identify district(s) and zoning strategy; develop zoning & design standards/guidelines Hold public hearings & prepare article for Town Meeting Warrant
Timing	Start March 2023; end December 2024 (Note: As an Adjacent Small Town, Newbury's compliance deadline is December 31, 2025; however, we are aiming to put this zoning on the Warrant for the April 2024 Town Meeting, in case the zoning isn't adopted, and we need to try again)

GOAL #2	In coordination with Town Counsel, conduct a full review and revision of the Town's Zoning By-Law and develop zoning by-law amendments
Objective	To address specific deficiencies in the By-Law identified during implementation of particular by-laws or provisions
Measurement	Complete recodification of Zoning By-Law Hold public hearings and prepare article for Town Meeting Warrant
Timing	In progress; target completion for April 2024 Annual Town Meeting



GOAL #3	Develop additional specific zoning amendments identified by the Planning Board, ZBA, Building Commissioner, and Town Counsel
Objective	To address specific deficiencies in the By-Law identified during implementation of particular by-laws or provisions or zoning amendments which should be presented separately from general by-law revision
Measurement	Hold public hearings and prepare articles for Town Meeting Warrant
Timing	Ongoing; target for April 2024 Annual Town Meeting

GOAL #4	Begin implementation of actions identified in the Master Plan Update Implementation Plan
Objective	To implement by-laws, policies, and procedures to support goals identified regarding the long-term physical development of the Town
Measurement	To be determined based on final Master Plan Implementation Plan
Timing	Ongoing starting July 2024, based on level of priority identified in the Master Plan Implementation Plan

GOAL #5	Update Newbury's Housing Production Plan (with MVPC, in conjunction with update of Regional Housing Production Plan)
Objective	To develop goals and strategies to encourage development of diverse and affordable housing in Newbury
Measurement	Completion of Housing Production Plan Update
Timing	In progress - target completion date June 2024

GOAL #6	Explore and develop creative alternatives for increasing affordable housing options in town (in addition to Goal #5)
Objective	To identify mechanisms to increase the Town's inventory of affordable housing
Measurement	Develop proposals for Select Board and/or Town Meeting Review & Approval
Timing	1 to 2 years



GOAL #7	Identify grant opportunities and prepare grant applications for Town projects in need of funding
Objective	To procure revenue to support identified infrastructure and planning projects
Measurement	Submission of grant applications
Timing	Ongoing

GOAL #8	Complete Requirements for Green Communities Designation
Objective	To submit an application for designation as a Green Community and become eligible for grant funding to support energy efficiency initiatives
Measurement	Submission of Green Communities Designation Application
Timing	In progress; application submission Fall 2023

GOAL #9	Review Planning Board fee schedule and revise as appropriate
Objective	To ensure that Newbury's application fees are consistent with those of other communities in order to increase revenue as appropriate and offset some of the time spent on application review and approval
Measurement	Updated fee schedule
Timing	6 months

GOAL #10	Update 2009 Open Space and Recreation Plan
Objective	To update Newbury's Open Space and Recreation Plan (OSRP) consistent with Massachusetts DCS requirements, to make Town eligible for DCS grant programs
Measurement	Completion and approval of updated OSRP
Timing	FY2024



Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024* (Target)
ANR Plans Received and Endorsed	5	2	3	4
Site Plan Review Applications Received	3	1	0	1
Special Permit Applications Received (incl. common driveway special permits)	1	1	1	1
OSRD Special Permit Applications Received	1	0	0	0
Definitive Subdivision Plan Applications Received (incl. modification requests)	3	0	1	1
Preliminary Subdivision Plan Applications Received	2	0	0	0
Public Hearings Opened	9	2	2	2
Public Hearings Closed/Decisions Issued (incl. hearings continued from previous years)	14	3	0	2
Application Fees	\$20,300	\$1,150	\$1,450	\$10,000

**Numbers are totally dependent on development activity in town. These target numbers are based on applications that we currently anticipate receiving.*



PLANNING - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
PLANNING BOARD					
Planning Board Stipend	6,500	6,500	6,500	-	0.0%
Planning Salary & Wages	108,795	169,638	170,640	1,002	0.6%
Pictometry, MIMAP, Assessor's Maps	9,001	9,430	9,430	-	0.0%
Planning Expense	4,151	6,090	7,630	1,540	25.3%
MVPC Dues	2,683	2,753	2,821	68	2.5%
Total - Planning Board	131,130	194,411	197,021	2,610	1.3%



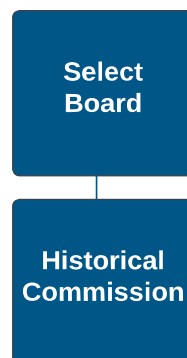
Historical Commission

Contact	Phone & Email	Location
Channing Howard Chairman	978-465-0862 historicalcomm@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

Mission Statement & Departmental Activities

To protect and preserve the Town of Newbury's vast historical and cultural resources for present and future generations.

Organizational Chart



FY22 Accomplishments

- Hosted Schoolhouse for Town Days and Sails and Trails
- Acquired photos and articles (given to Rebecca) for inclusion in new 1635 website (in progress)
- Met with Tom Z on preservation of Father Stone
- Met with Support the Pink house on future PR in process

FY23 Goal Updates

GOAL #1	Review and Update facilities - Lower Green Schoolhouse
Objective	Windows repair; roof replacement; upgrade alarm system; outside painting; door repairs; locks; assess properties and facilities usage
Measurement	Bids and grants; In-house costs as needed, ADA improvements
Timing	FY2023
Status Update	Ongoing



GOAL #2	Review and Update facilities
Objective	1635 Website update
Measurement	Update completed
Timing	FY2023
Status Update	Ongoing

GOAL #3	Add to and update preservation information on MACRIS
Objective	Update list of historic house, objects, etc.
Measurement	Bids and grants to complete update
Timing	Update completed
Status Update	FY2023

GOAL #4	Update DDB
Objective	Increase delay to 2 years; write new bylaw; present at Town Meeting for approval
Measurement	Town Meeting approval
Timing	FY2023
Status Update	Ongoing

GOAL #5	Increase visitation at the 1877 schoolhouse
Objective	Participate in Sails & Trails Extended opening for Town Day
Measurement	Successful increased visitation
Timing	FY2023
Status Update	Ongoing



HISTORICAL COMMISSION - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
HISTORICAL COMMISSION					
Historical Salary & Wages	-	5,000	5,000	-	0.0%
Historical Expense	2,439	1,800	1,800	-	0.0%
Total - Historical Commission	2,439	6,800	6,800	-	0.0%



Police

Contact	Phone & Email	Location
Patricia A. Fisher Chief of Police	978-462-4440, ext. 105 p.fisher@newburypolice.com	Police Station 7 Morgan Ave. Newbury, MA 01951

Mission Statement & Departmental Activities

The Newbury Police Department promotes public safety through service, integrity, and professionalism, with the mission of:

1. Preventing and reducing crime;
2. Enhancing traffic safety through education and enforcement;
3. Safeguarding property; and,
4. Protecting individual rights.

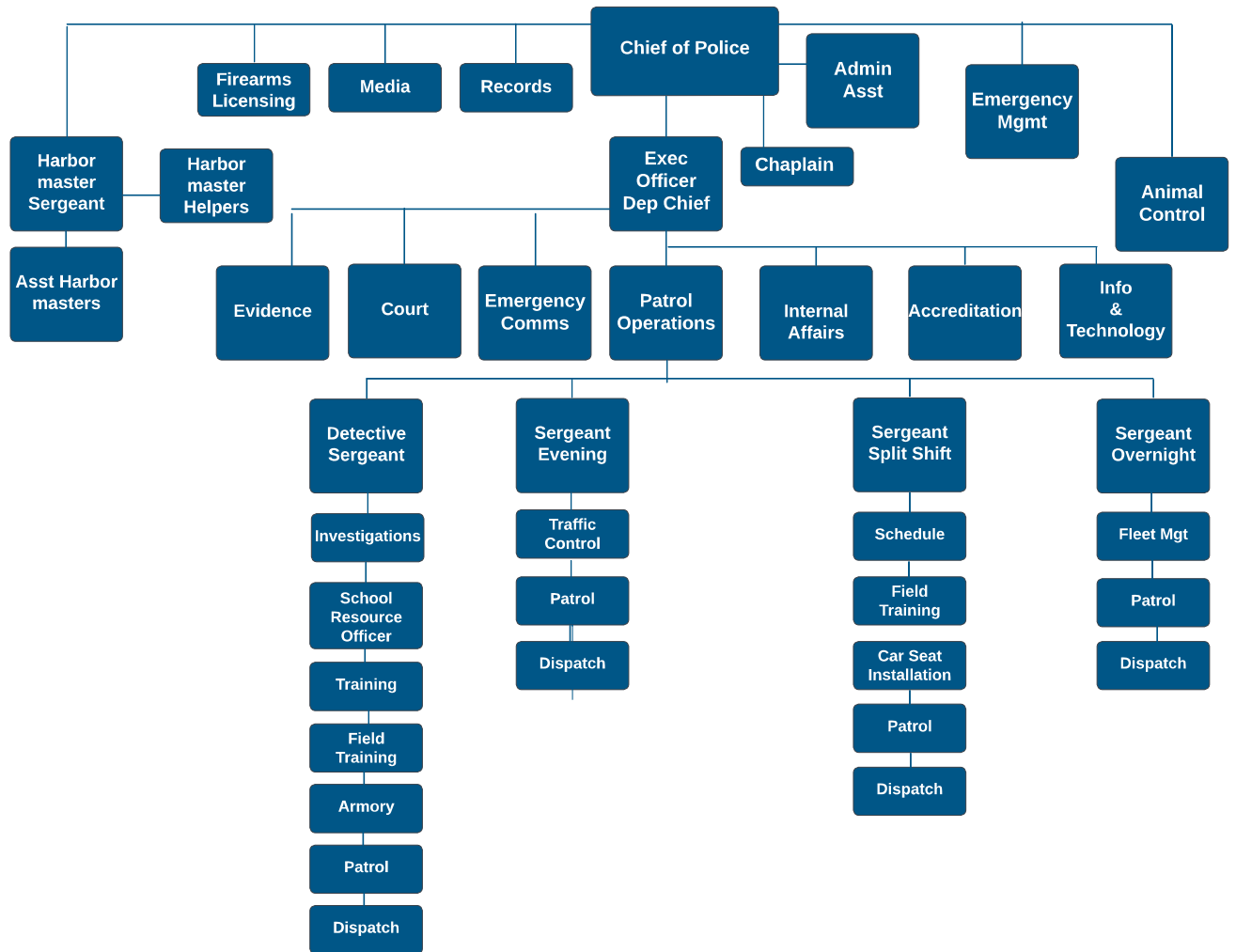
Brief Description of the Department

Primary Functions:

1. Enforce local and state laws
2. Prevent crime
3. Provide emergency response
4. Provide support services and referrals



Organizational Chart



FY22 Accomplishments

- Hosted the 1st Seabrook Nuclear Preparedness Drill in the new EOC inside the new Police station
- Community Initiative: Certified Officer in Child Safety Seat Installation
- Community initiative: Department Chaplain being utilized during community speaking events.



FY2023 Goal Updates

GOAL #1	Communications Center: Address staffing concerns
Objective	Transition from a part time Communication Center, that has a history of high turnover, into a full time Communication Center
Measurement	Train and retain three (3) full time Emergency Communication Dispatchers and at least three (3) part time Emergency Communication Dispatchers
Timing	FY2023
Status	Ongoing

GOAL #2	Training: Increase training opportunities for officers with minimal impact to taxpayers
Objective	Utilize the training room by offering the facility to law enforcement training companies for seats in classes in lieu of cost to room
Measurement	Host at least four (4) trainings that offer free Newbury PD staff attendance
Timing	FY2023
Status	Ongoing

GOAL #3	Staffing: Promote and hire replacements subsequent to recent retirement
Objective	Promote a Chief, Deputy Chief, Detective Sergeant, Sergeant, and Patrol
Measurement	Four (4) promotions and a new hire
Timing	FY2023
Status	Ongoing

FY24 Goals

GOAL #1	Improve Information & Technology Division
Objective	Transition to a more effective budgeting program. Transition to a more effective invoicing program Improve consistency with Dispatch video wall.
Measurement	Inquire with other agencies to see what systems and programs they use. Inquire with other agencies to see what systems and programs they use. Work with BBS to re-establish program and educate users on the program.
Timing	FY2023



GOAL #2	Enhance Community Initiatives
Objective	Add additional community initiatives that encourage positive engagement between citizens and population
Measurement	Add at least two community engagement programs this fiscal year
Timing	FY2024

GOAL #3	Staffing: Increase Training Opportunities with minimal impact to the tax payer
Objective	Utilize training room by offering the facility to law enforcement training companies for seats in class in lieu of cost to room
Measurement	Host at least 4 trainings that offer free Newbury PD staff attendance Offer training to at least 3 different staff members at no cost to the PD
Timing	FY2023

GOAL #4	Increase Full-Time Staffing to accommodate (1) Dispatcher, (1) Patrol Sergeant and at least (1) full-time patrol officer on each shift
Objective	Resultant of legislative POST Reform changes, and the decertification of reserve officers, Newbury PD is losing reserve officers. NPD needs to work with the Town Administrator in order to finance these legislative changes
Measurement	In addition to hiring the vacancy left by Chief Lucey Jr.'s retirement, budget and hire at least one additional full time patrol officer
Timing	FY2023

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Community Engagement Initiatives	--	5	--	7
Hosted Law Enforcement Trainings	0	0	0	4
IMC logged calls	20,596	21,255	--	22,000



POLICE DEPARTMENT - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
POLICE DEPARTMENT					
Police Salary & Wages	1,087,941	1,148,151	1,288,881	140,730	12.3%
Police Other Administrative Wages	16,551	20,000	20,400	400	2.0%
Police Expense	174,264	192,930	191,874	(1,056)	-0.5%
Emergency Management Expenses	4,382	10,000	10,000	-	0.0%
Police Capital Outlay	42,000	42,000	61,430	19,430	46.3%
Total - Police Department	1,325,138	1,413,081	1,572,585	159,504	11.3%

BUDGETS OVERSEEN BY DEPARTMENT

ANIMAL CONTROL					
Animal Control Stipend	25,608	26,561	-	(26,561)	-100.0%
Animal Control Assessment	1,415	4,050	50,000	45,950	1134.6%
Total - Animal Control	27,022	30,611	50,000	19,389	63.3%



Parking Clerk

Contact	Phone & Email	Location
Susan Noyes Parking Clerk	978-462-4440, ext. 260	Police Department 7 Morgan Ave. Newbury, MA 01951

Mission Statement & Departmental Activities

The Parking Clerk works in accordance with Massachusetts General Law Chapter 90, Section 20A which mandates that the Clerk shall supervise and coordinate the processing of parking violations and the collection of fines. The Clerk works closely with the Police Department and the seasonal Code Enforcement Officers to ensure a fair and equitable practice for parking violations. The Clerk also serves as the Hearing Officer for the appeal of parking tickets.

Brief Description of the Department

The Parking Clerk works in accordance with Massachusetts General Law Chapter 90, Section 20A which mandates that the Clerk shall supervise and coordinate the processing of parking violations and the collection of fines. The Clerk works closely with the Police Department and the seasonal Code Enforcement Officers to ensure a fair and equitable practice of parking violations. The Clerk also serves as the Hearing Officer for the appeal of parking tickets.

Organizational Chart





FY22 Accomplishments

- 474 parking violations were issued by Police/Code enforcement
- Collected \$26,800 in revenue, which was a combination of current and prior year parking violations collected and other fees
- Received 27 appeals of which 19 were denied and 8 were dismissed
- This fiscal year, the parking limitations were lifted on Plum Island due to the COVID-19 pandemic subsiding. As such, the number of parking violations issued, and the resulting fees collected were reduced and were more in line with the years prior to pandemic

FY24 Goals

GOAL #1	Online parking apps
Objective	Identify possible Parking online apps for purchase of parking spaces within a certain time frame
Measurement	Obtain proposal from vendor
Timing	FY2024

GOAL #2	Parking markings and lines
Objective	Work with PD & DPW on ways to mark parking spaces and line areas where no parking permitted
Measurement	Establish agreed upon plan
Timing	FY2024



PARKING CLERK - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
PARKING CLERK					
Parking Clerk Stipend	5,000	5,000	5,000	-	0.0%
Parking Clerk Expense	2,963	3,000	3,000	-	0.0%
Total - Parking Clerk	7,963	8,000	8,000	-	0.0%



Harbormaster

Contact	Phone & Email	Location
Patricia Fisher Chief of Police/Harbormaster	978-462-4440, ext. 105	Newbury Police Department 7 Morgan Avenue Newbury, MA 01951

Mission Statement & Departmental Activities

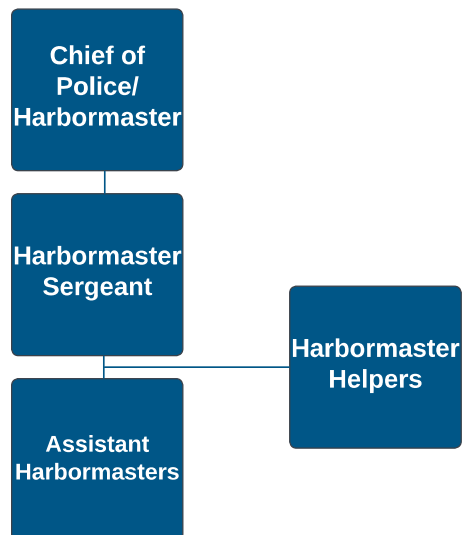
The Newbury Harbormaster Department is committed to serving the boating community with courtesy and professionalism.

Brief Description of the Department

During peak boating season, Assistant Harbormasters conduct patrols of the waterways to ensure a safe day of boating for all. The primary goals of the Harbormaster programs are to:

- Oversee the permit and mooring registrations of boats who dock in Newbury
- Maintain mooring waiting list
- Patrols waterways to ensure boater safety
- Enforce town by-laws and state regulations
- Work in conjunction with U.S Coastguard, Massachusetts Environmental Police, local police, fire, and EMS

Organizational Chart





FY22 Accomplishments

- Maintained boater safety
- Efficiently maintained docks and equipment
- Updated Assistant Harbormaster job description to include Shellfish Constable support

FY23 Goal Updates

GOAL #1	By-Laws
Objective	Submit updates by-laws for Select Board approval, that include updated fees
Measurement	By-law submission
Timing	FY2023
Status Update	Ongoing

GOAL #2	Staffing
Objective	Hire at least one (1) Assistant Harbormaster Hire at least one (1) Harbormaster Helper
Measurement	Appointment of positions
Timing	FY2023
Status Update	Ongoing

FY24 Goals

GOAL #1	Succession Planning
Objective	Create a succession plan for Sergeant Harbormaster Velonis
Measurement	Plan(s) creation
Timing	FY2024

GOAL #2	Community Outreach
Objective	Host a community boating class
Measurement	One class this year
Timing	FY2024



GOAL #3	Staffing
Objective	Have a total of 3 Harbormaster Helpers
Measurement	Hiring
Timing	FY2024

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Issuance of Waterways Permits	N/A	795	0	800
Community Outreach: Safe Boating Classes	0	0	0	1

Budget Note

This department is supported by a revolving fund and does not have a general fund appropriation.



Emergency Management

Contact	Phone & Email	Location
Patricia A. Fisher Chief of Police Emergency Management Director	978-462-4440, ext. 105 p.fisher@newburypolice.com	Newbury Police Department 7 Morgan Avenue Newbury, MA 01951

Mission Statement & Departmental Activities

The mission of the Emergency Management Department is to provide Newbury residents and visitors with emergency preparedness resources, alerts, and information during and after emergencies and disasters.

Brief Description of the Department

Coordinate with Massachusetts Emergency Management Agency (MEMA), federal, state, and local government agencies, non-profits, and businesses to prepare, respond and recover from emergencies and disasters that occur in the Town of Newbury.

Organizational Chart





FY22 Accomplishments

- Created a new Emergency Operations Center (EOC)
- Successfully Completed Nuclear Preparedness Drills (02/09/22 & 04/06/22)

FY23 Goal Updates

GOAL #1	Staffing
Objective	Identify ECO Staffing Needs and fill those positions before next drill
Measurement	Generation of the list
Timing	FY2023
Status Update	Ongoing

FY24 Goals

GOAL #1	Staffing
Objective	Fill vacant EOC positions
Measurement	No EOV vacancies
Timing	FY2024

GOAL #2	Communication
Objective	Continue using all means of communication with the public to educate about upcoming hazards
Measurement	Use of CODE RED, Use of Social Media
Timing	FY2024

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Notification from MEMA (Nuclear) that we successfully passed the drills	N/A	2	N/A	N/A



EMERGENCY MANAGEMENT - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
*LOCATED WITHIN POLICE DEPARTMENT BUDGET					
Emergency Management Expenses	4,382	10,000	10,000	-	0.0%



Emergency Communications

Contact	Phone & Email	Location
Patricia A. Fisher Chief of Police	978-462-4440, ext. 105 p.fisher@newburypolice.com	Newbury Police Department 7 Morgan Avenue Newbury, MA 01951

Mission Statement & Departmental Activities

It is the mission of the Newbury Communication Center to answer 9-1-1 and non-emergency calls in a prompt, efficient and professional manner. Emergency Communication Dispatchers (ECD's) help save lives, protect property, and assist citizen in their time of need by gathering critical information, dispatching appropriate resources, and keeping accurate logs.

Brief Description of the Department

The Newbury Communication Center is the central hub for police, fire, medical, harbormaster, animal control and Massachusetts Emergency Management. The Newbury Communication Center also functions as a walk-in resource for the community.

Organizational Chart

See Police Department Organizational Chart

FY22 Accomplishments

- Hired two full time ECD's
- Fully Operational Communication Center in the new police station with two functional PSAP's

FY23 Goal Updates

GOAL #1	Training
Objective	Legal compliance that each ECD receive a minimum of 16 hrs of annual training
Measurement	Successful completion of training
Timing	FY2023
Status Update	Ongoing



GOAL #2	Equipment
Objective	Improve the communication center to include a digital scanner so the communication center can hear surrounding communities that use digital
Measurement	Acquiring the equipment
Timing	FY2023
Status Update	Ongoing

GOAL #3	Staffing
Objective	Hire one additional ECD to work Monday - Friday day shift
Measurement	Appointment
Timing	Dec. 2022
Status Update	Completed

FY24 Goals

GOAL #1	Information and Technology
Objective	Acquire resources so Comm Center staff can reset the databases they oversee
Measurement	Staff can successfully reset dispatch cameras Staff can successfully reset LANN
Timing	FY2024

GOAL #2	Budget
Objective	Budget for a communication center that accommodates full-time civilian staffing
Measurement	Annual Town Meeting Budget approval
Timing	FY2024

GOAL #3	Specialized Training
Objective	Weekday ECD to receive training in Active Assailant
Measurement	Completion of Training
Timing	FY2024



Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Calls logged	20,596	21,255	13,208	22,000
Complaints substantiated	0	0	0	0



EMERGENCY COMMUNICATIONS - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
EMERGENCY COMMUNICATIONS					
Salary & Wages	204,354	163,846	200,432	36,586	22.3%
Public Safety Dispatch Expense	-	2,700	31,470	28,770	1065.6%
Total - Public Safety Dispatch	204,354	166,546	231,902	65,356	39.2%



Fire

Contact	Phone & Email	Location
Douglas Janvrin Jr Fire Chief	978-462-2282 firechief@townofnewbury.org	Newbury Station 3 Morgan Ave. Newbury, MA 01951

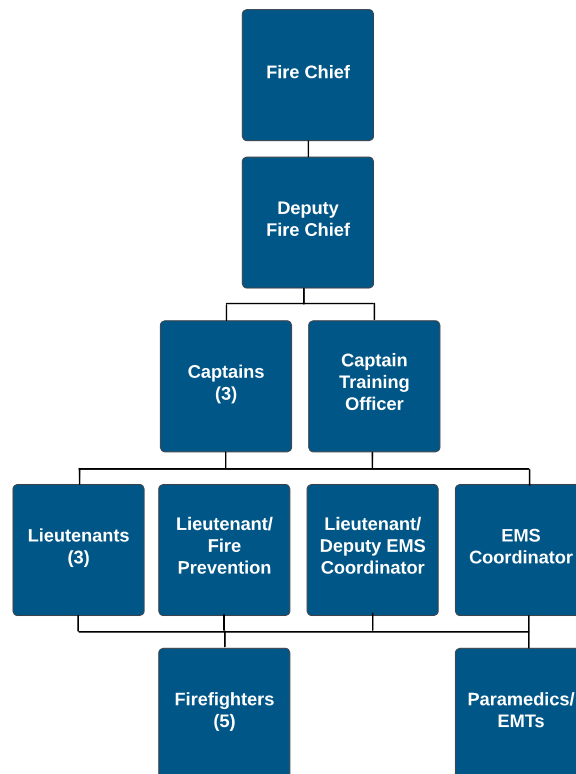
Mission Statement & Departmental Activities

The Newbury Fire Department is dedicated to serving The Town of Newbury, including Newbury/Olde Town, Byfield, and Plum Island, 24-hours a day, 7 days a week.

Brief Description of the Department

The Newbury Fire Department was created by vote of the citizens of the Town of Newbury in 2010. It combines Protection Fire Company No. 1, established on Central Street in Byfield in 1922 and Protection Fire Company No. 2, founded in 1942. The Newbury Fire Department provides fire protection, rescue, and emergency medical services for more than 6,500 residents, covering 26.3 square miles.

Organizational Chart





FY22 Accomplishments

- Expanded and enhanced service to the Town including certain aspects of community paramedicine.
- Revamped and maintained a comprehensive set of policies and procedures for the department.
- Worked toward reducing cancer risk in Newbury Stations by exploring grant opportunities to purchase a second set of turnout gear for members.

FY23 Goal Updates

GOAL #1	Expand and enhance training program by participating in regional training programs and taking advantage of online opportunities
Objective	Identify training needs Identify avenues to acquire training Work with regional partners to stay consistent with the program
Measurement	# of personnel trained Feedback from personnel as to the quality and value of training
Timing	The initiative was started during the current fiscal year and is ongoing. We are working well with regional partners to keep the training consistent.
Status Update	Complete - Review expected annually

GOAL #2	Obtain grant funding for projects, which will directly benefit the citizens of Town including Senior Safe Grant.
Objective	To obtain funding to offer fire detection equipment to seniors in town
Measurement	# of seniors benefiting from the program
Timing	This grant was applied for and granted during the fiscal year.
Status Update	Complete – Reviewed annually

GOAL #3	Consolidate programs and streamline services for ambulance services including billing, CQI, and IT.
Objective	To streamline our services into a bundle to reduce how much we pay for each service
Measurement	Cost savings by completing this initiative
Timing	This will be completed by the end of this fiscal year. This service has to be procured via proper purchasing laws
Status Update	RFP will be advertised during this fiscal year and awarded.



FY24 Goals

GOAL #1	Obtain a battery-operated set of rescue extrication tools for each station via grant funding
Objective	Provide a faster extrication time for victims of motor vehicle accidents and other entrapment incidents Reduce back injury potential using these lighter tools
Measurement	Track extrication times Track personnel back injuries
Timing	The Assistance for Firefighting Grant for this purpose will be submitted in 2023

GOAL #2	Start a student fire education program at the Elementary School level
Objective	Education for elementary school students so that they will be better prepared to stay safe in the event of a fire emergency at their home
Measurement	Tracks # of students educated and monitor events at their home and how they responded
Timing	Fire Department personnel have recently completed training for this goal. We hope to roll out this training in the fall of 2023.

GOAL #3	Equip a 2nd ambulance with advanced life support equipment, which will be stationed at Morgan Avenue
Objective	Enhance the level of service provided to the community by making a 2nd ALS unit available when the 1st one is committed
Measurement	Track the number of times the unit is used
Timing	Funding has been secured for a 2nd cardiac monitor. Once that has been purchased, funding will be looked at for the remaining ALS equipment



Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Average emergency response times	--	--	--	NFPA Standard
Training attendance	--	--	--	NFPA Standard
CQI on patient care reports for medical aid calls	--	--	--	OEMS Standard
Number of annual fire/EMS responses	1156	1222	726	1300
Number of burn permits issued	413	334	44	unknown



FIRE DEPARTMENT - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
FIRE DEPARTMENT					
Fire Dept Officers' Stipends	25,000	26,000	26,000	-	0.0%
Fire Dept Salary & Wages	637,088	689,970	730,393	40,423	5.9%
Fire Dept Call Wages	66,657	98,100	90,000	(8,100)	-8.3%
Fire Dept Training Wages	22,936	33,449	35,121	1,672	5.0%
Fire Dept Operations/Maintenance Expense	208,399	176,847	183,921	7,074	4.0%
Fire Dept Lease Payments	70,000	70,000	70,000	-	0.0%
Fire Dept Capital Lease Expense	236,907	236,907	236,907	-	0.0%
Fire Insurance Premiums	17,648	20,000	20,000	-	0.0%
Fire Capital Outlay	-	-	-	-	-
Total - Fire Department	1,284,635	1,351,273	1,392,342	41,069	3.0%

BUDGETS OVERSEEN BY DEPARTMENT

HYDRANT SERVICE					
Hydrant Service	13,498	15,000	15,000	-	0.0%
Total - Hydrant Service	13,498	15,000	15,000	-	0.0%



Inspectional Services

Contact	Phone & Email	Location
Peter Binette Building Commissioner	978-572-1228, ext. 309 buildinspect@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

Mission Statement & Departmental Activities

It is the mission of the Newbury Building Department to provide the highest standards of building safety through enforcement of the Massachusetts State Building Code, the Newbury Zoning Ordinance, and the Town By-Laws.

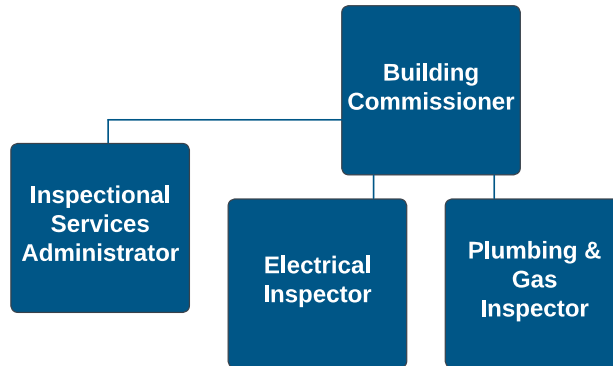
Brief Description of the Department

The Building Commissioner responsibilities include but are not limited to:

- Administering and enforcing of 780 CMR the State Building Code as outlined in MGL 143, and all applicable laws and regulations associated with it.
- Enforcement and administration of the Newbury Zoning and PIOD Bylaws.
- Performing inspections as required by the State Building Code and/or Zoning Bylaw including but not limited to new structures, additions, remodels, repairs, wood stoves, fences, signs, pools, etc.
- Assuring the standards or requirements for materials to be used in connection with building including provisions for safety, ingress and egress, energy conservation, sanitary conditions and fire safety are met.
- Establishing of reasonable fees for inspections and services.
- Performing regular inspections as outlined in Section 110 of 780 CMR to ensure places of public assembly and other occupancies outlined in this section are safe for public use.
- Acting as the Town's Flood Plains Administrator.



Organizational Chart



FY22 Accomplishments

- Input and issued 989 total permits
- Processed and forwarded \$38,427,914 in project costs to Town for assessed improvements
- Conducted approximately 1,900 inspections on ongoing work
- Reviewed per inspection fee for electric, gas, and plumbing permits

FY23 Goal Updates

GOAL #1	Adjust the fill-in Sub-inspector's payments per inspection
Objective	Reflect current economic conditions
Measurement	Increase from \$25 to \$40 per inspection
Timing	1 year
Status Update	Complete

GOAL #2	Require Permit Close-Out Inspections
Objective	Work with homeowners and contractors to understand importance of inspection requirements
Measurement	Marked increase in permit inspections and close-out
Timing	Ongoing
Status Update	Ongoing



GOAL #3	Begin Rewriting Zoning in Working Group Sessions
Objective	Amend Town Zoning to be more in line with current residents' needs
Measurement	Currently meeting, editing by chapter
Timing	Ongoing
Status Update	Ongoing

FY24 Goals

GOAL #1	Complete Zoning Re-Write
Objective	Complete By-Chapter Editing
Measurement	Correct overlap and redundant code language
Timing	1 year

GOAL #2	Educate contractors and owners on major code changes to the MA Energy Code
Objective	Implement code changes to ongoing construction projects to 2021 MA Stretch Code
Measurement	Compliance with HERS ratings of 52 or lower and new prescriptive code requirements
Timing	Ongoing

GOAL #3	Continue to process and approve/deny completed permits within 10 business days
Objective	Prevent project delays for applications that are complete
Measurement	Wait periods are color coded and marked in the Permit Link system
Timing	1 year

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Permits Issued	N/A	989	498	950



INSPECTIONAL SERVICES - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
INSPECTIONAL SERVICES					
Inspectional Services Stipends	32,500	34,000	34,000	-	0.0%
Inspectional Services Salary & Wages	144,588	152,232	154,289	2,057	1.4%
Inspector's Vehicle Allowance	5,100	5,100	5,100	-	0.0%
Inspectional Services Expense	16,259	18,500	20,000	1,500	8.1%
Total - Inspectional Services	198,447	209,832	213,389	3,557	1.7%
WEIGHTS & MEASURES					
Service Fees	4,500	2,500	2,500	-	0.0%
Total - Weights & Measures	4,500	2,500	2,500	-	0.0%



Department of Public Works (DPW)

Contact	Phone & Email	Location
James Sarette DPW Director Facilities Manager	978-465-0112 highway@townofnewbury.org	Newbury Highway Department 197 High Rd. Newbury, MA 01951

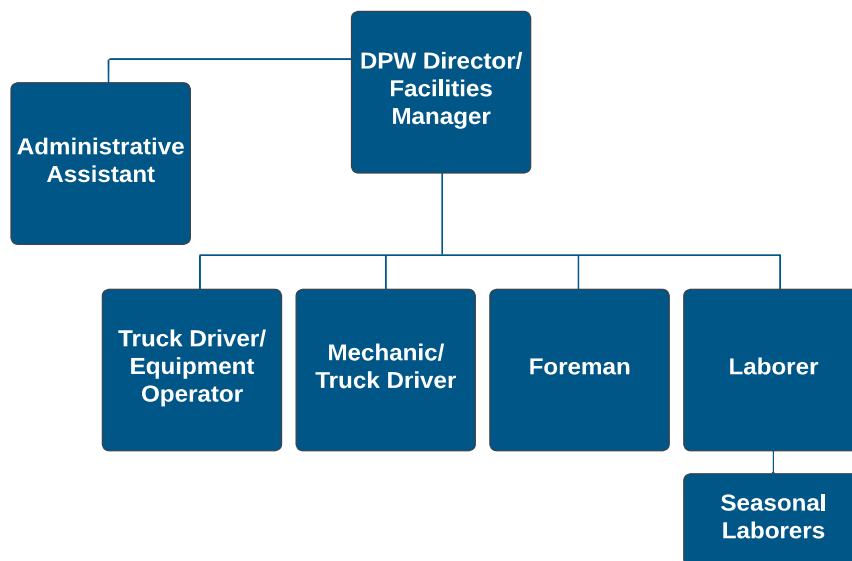
Mission Statement & Departmental Activities

The mission of the Public Works/Highway Department is to maintain and improve the Town's infrastructure and serve requests of the public in an efficient and timely manner, within budget.

Brief Description of the Department

- Maintaining streets & signage, as well as storm drains
- Rapid response to all snow/ice and other inclement weather emergencies and conditions
- Mowing and clean-up of Town owned recreational fields and greens
- Responsible for contracted services, such as paving, road striping, snow plowing, etc.
- Facilities management of Town buildings, including cleaning services, roof repairs, utility rooms, etc.
- Respond to requests from the Public in a timely and courteous manner
- Apply for Grant opportunities

Organizational Chart





FY22 Accomplishments

- Major improvements at the Town Library, including carpet replacement, painting of building, etc.
- Repaired 16,000 sq. feet of Newbury Elementary School roof
- Replaced furnace at Grange Hall
- Paved a total of 3.8 miles of roadway and crack-sealed 2.3 miles of road
- Received MA DOT grant for design of new bridge on Central Street over Parker River

FY23 Goal Updates

GOAL #1	Continue working on improving sidewalk conditions
Objective	To bring the sidewalks up to the same condition as the roads
Measurement	Positive feedback
Timing	5 – 6 years
Status Update	Ongoing

GOAL #2	Complete Storm Water testing
Objective	To complete as part of storm water permit
Measurement	Upon completion
Timing	1 -2 years
Status Update	Ongoing

GOAL #3	Professional MIIA education opportunities
Objective	Continued education for certain licenses & additional training
Measurement	Course completion
Timing	1 – 3 years
Status Update	Ongoing



FY24 Goals

GOAL #1	Replacing old guardrails
Objective	Town wide replacement of old guardrails
Measurement	Completion of replacement
Timing	5 – 8 years

GOAL #2	Working on salt shed in yard
Objective	Replace bottom row of T-111 and repaint salt shed with in-house labor
Measurement	Completion of project
Timing	1 – 2 years

GOAL #3	Find funding for Orchard St. Culvert
Objective	Received grant for design Need to find funding to build culvert
Measurement	Completion upon funding
Timing	1 – 3 years

GOAL #4	Build out of Plum Island Bathhouse
Objective	To complete Plum Island Bathhouse for use by year end
Measurement	Completion of project
Timing	1 year

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Respond to public requests	--	--	100%	100%
Response time for weather-related conditions (snow, ice, etc.)	--	--	100%	100%
Town-wide road paving (93% within last 7 years)	--	--	50%	100%



DEPARTMENT OF PUBLIC WORKS - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
DPW					
DPW Salary & Wages	559,921	679,421	702,674	23,253	3.4%
Highway Maintenance Expense	190,676	195,000	195,000	-	0.0%
Road Improvement Program	250,000	250,000	250,000	-	0.0%
DPW Capital Outlay	46,157	49,157	50,000	843	1.7%
Total - DPW	1,046,753	1,173,578	1,197,674	24,096	2.1%
SNOW REMOVAL					
Snow & Ice Removal	197,100	200,000	200,000	-	0.0%
Total - Snow Removal	197,100	200,000	200,000	-	0.0%
STREET LIGHTING					
Street Lighting	22,574	30,000	30,000	-	0.0%
Total - Street Lighting	22,574	30,000	30,000	-	0.0%
STORM WATER MANAGEMENT					
Storm Water Expense	4,378	25,000	25,000	-	0.0%
Total - Storm Water Management	4,378	25,000	25,000	-	0.0%
BEAVER MANAGEMENT					
Beaver Management Expense	-	5,000	5,000	-	0.0%
Total - Beaver Management	-	5,000	5,000	-	0.0%
Total - Public Works	1,270,806	1,433,578	1,457,674	24,096	1.7%

BUDGETS OVERSEEN BY DPW

PUBLIC BUILDINGS					
Public Buildings Utilities	136,691	144,500	158,400	13,900	9.6%
Public Buildings Repairs, Maintenance & Improvements	125,977	90,000	90,000	-	0.0%
Town Hall Lease Expense	172,501	182,333	187,803	5,470	3.0%
Public Building Property Related Services	16,931	50,075	66,595	16,520	33.0%
Total - Public Buildings	452,100	466,908	502,798	35,890	7.7%



Tree Warden

Contact	Phone & Email	Location
Tim Lamprey Tree Warden	978-465-0862, ext. 301 tlamprey@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

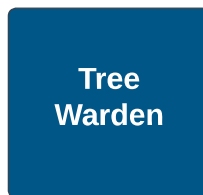
Mission Statement & Departmental Activities

To respond to citizen calls and/or emails to 1) determine if a particular tree is on town property, 2) to determine if a tree needs to be pruned or removed, 3) to initiate pruning or removal after a public hearing, and 4) to plant new trees, where appropriate, with native species.

Brief Description of the Department

Department is comprised of a part-time tree warden who responds to determine the overall health and maintenance of trees on municipally owned property and along town right of way on town owned streets.

Organizational Chart



FY22 Accomplishments

- Increased survey of diseased ash trees
- Removal of dead trees
- Increased pruning of trees to maintain health



FY23 Goal Updates

GOAL #1	Upper and Lower Green - Tree Assessment
Objective	Replace one-for-one diseased or dead trees with native trees
Measurement	Tree replacement
Timing	FY2023
Status Update	Ongoing

GOAL #2	Removing dead or diseased trees, grinding stumps, and replacing 6 trees along Newman road, which is a scenic area, as appropriate
Objective	To replace trees appropriately and preserve native tree population
Measurement	Tree replacement
Timing	FY2023
Status Update	Ongoing

GOAL #3	Removal of 72 trees on the right of way and public property in the Highfield Sub Station area, which covers an area that NGRID has determined has a high power outage level than is best practice
Objective	To prevent power outages and meet NGRID power-outage standards
Measurement	Tree removal
Timing	FY2023
Status Update	Complete

FY24 Goals

GOAL #1	Replace tree chipper
Objective	If feasible, to replace aging tree chipper, when necessary
Measurement	Purchase new tree chipper
Timing	FY2024 – FY2026



GOAL #2	Work collaboratively with Select Board to determine tree assessment, removal, and/or replacement
Objective	Meeting(s) with Select Board and progress with tree pruning, removal, and replacement
Measurement	Holding meetings and determining plan for tree assessment, removal and/or replacement
Timing	FY2024

GOAL #3	Assess more streets in town for pruning and/or removal as appropriate
Objective	Conduct assessments and determine next steps
Measurement	Conducting assessments and planning for pruning and/or removal
Timing	FY2024

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Public Hearing	--	--	2	N/A
Tree Removal	--	--	72	N/A
Tree Pruning	--	--	12	N/A



TREE WARDEN - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
TREE WARDEN					
Tree Warden Salary & Wages	5,000	5,000	5,100	100	2.0%
Tree Warden Expense	6,433	25,000	25,000	-	0.0%
Total - Tree Warden	11,433	30,000	30,100	100	0.3%



Shellfish Constable

Contact	Phone & Email	Location
Shellfish Constable John R. Lucey, Jr.	978-465-0862, ext. 122 SFC@townofnewbury.org	Harbormaster's Office 289 High Road Newbury, MA 01951

Mission Statement & Departmental Activities

The Newbury Shellfish Department's mission is to support Newbury's shellfishing industry by protecting the public from contact with any shellfish that may carry contamination and to strive to provide clean sustainable shellfish for the residents of the Town of Newbury. This mission is accomplished by working with the Town of Newbury Shellfish Rules and Regulations and in agreement with The Commonwealth of Massachusetts Conditional Management Plan.

Brief Description of the Department

The Newbury Shellfish Constable office is the enforcement and compliance arm of Newbury's Shellfishing programs. The Shellfish Constable, in conjunction with as-needed assistants from the Harbormaster's Office, monitors activity on Newbury's Clam Flats. The Shellfish Constable ensures compliance with Massachusetts Division of Marine Fisheries (DMF) MOUs, mandates, and recommendations. The Shellfish Constable also ensures compliance with the Town of Newbury Bylaws as related to shellfish harvesting within Newbury's jurisdiction. The Shellfish Constable liaises with Federal, State, and Local Agencies as well as permitted shellfish harvesters, to explore and facilitate actions to improve Newbury's Shellfishing industry.

Organizational Chart





FY22 Accomplishments

- Implementation of a Drone Program to patrol contaminated flats areas more efficiently
- Continued positive working relationship with Federal and State oversight agencies
- Standardized and streamlined the administrative processes within the department.

FY23 Goal Updates

GOAL #1	Update and Improve Facility
Objective	Assess administrative space needs Research best options and costs
Measurement	Increase in efficiency Reduction in maintenance costs
Timing	1 – 2 years
Status Update	Ongoing

GOAL #2	Flats Closures
Objective	Assess strategies for adjusting flats closures
Measurement	Days per year flats are open
Timing	1-2 years
Status Update	Ongoing

FY24 Goals

GOAL #1	Facility Improvements
Objective	Upgrade facility to improve functionality and efficiency
Measurement	Monitoring utility usage and productivity
Timing	1 year

GOAL #2	Flats Closures
Objective	Assess strategies for adjusting flats closures
Measurement	Days per year flats are open
Timing	Ongoing



Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Conditional Open Flats Patrols	--	--	90	365



SHELLFISH CONSTABLE - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
SHELLFISH CONSTABLE					
Shellfish Commissioner Stipends	3,900	3,900	4,500	600	15.4%
Shellfish Constable Salary & Wages	60,976	42,013	31,270	(10,743)	-25.6%
Shellfish Constable Expense	2,133	31,000	3,413	(27,587)	-89.0%
Total - Shellfish Constable	67,009	76,913	39,183	(37,730)	-49.1%



Health

Contact	Phone & Email	Location
Deborah Rogers Health Director	978-465-0862, ext. 316 health.director@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

Mission Statement & Departmental Activities

The mission of the Newbury Health Department is to serve as a resource including educating, informing, and addressing the health needs of the Newbury Community. The Newbury Health Department is responsible for permitting and inspecting entities to ensure compliance with local Board of Health Regulations and State Sanitary Codes and Environmental Codes.

Brief Description of the Department

The Board of Health is a three-member elected board. The Newbury Health Departments Health Director and Health Inspector work to ensure, maintain, and improve the health and well-being of the residents of Newbury in accordance with state and local laws and regulations. Massachusetts General Law, Chapter 111, Section 31, provides the Board of Health with the Authority to make reasonable regulations. The Health Department is responsible for the enforcement of local regulations as well as those mandated by state law.

Organizational Chart





FY22 Accomplishments

- MA DEP Recycling Grant Awarded
- Held a Hazardous Waste Day
- Held a seasonal flu clinic
- Restocked public health emergency supplies with State funds
- Attended numerous MA DPH conferences regarding public health

FY23 Goal Updates

GOAL #1	MA DEP Recycling Grant
Objective	Review status and determine best use
Measurement	Research costs and present to Board
Timing	1 – 2 years
Status Update	Working on during winter season

GOAL #2	Hold Hazardous Waste Day
Objective	Determine amount for Town to subsidize
Measurement	Research cost of set-up fee and disposal
Timing	6 months
Status Update	Completed

GOAL #3	Hold Seasonal Flu Clinic
Objective	Determine how many flu shots needed
Measurement	Cost effective and order vaccines in March
Timing	6 months
Status Update	Completed

GOAL #4	Restock Emergency Supplies
Objective	Inventory of what is needed
Measurement	Order from State supplies for supplies needed
Timing	Throughout the year
Status Update	Completed



GOAL #5	Keep up with MA DPH Mandates
Objective	Attend numerous meetings
Measurement	Important to stay caught up with ongoing Public Health issues
Timing	Throughout the year
Status Update	Ongoing

FY24 Goals

GOAL #1	Hold 2023 Seasonal Flu Clinic
Objective	Hold an effective flu clinic
Measurement	Determine how many doses needed and order by March deadline
Timing	January to March

GOAL #2	MA DEP Recycling Grant
Objective	Use this grant in way that is in the best interest of the community
Measurement	Research and read what grant should be used for
Timing	1 year

GOAL #3	Recruit Volunteer Nurses to Hold Monthly Blood Pressure Clinics
Objective	Host effective COA monthly COA blood pressure clinics
Measurement	Research and recruit nurses
Timing	1 month

GOAL #4	Review all Board of Health Revenue Fees
Objective	To determine if Newbury BOH fees are comparable to surrounding towns
Measurement	Create spreadsheet and research
Timing	6 months



Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Seasonal Flu Clinic	--	8	12	40
Hazardous Waste Day	--	--	79	0
Blood Pressure Clinics	--	0	5	12



HEALTH DEPARTMENT - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
BOARD OF HEALTH					
Board of Health Stipends	3,500	3,500	3,500	-	0.0%
Health Salary & Wages	111,997	115,278	117,531	2,253	2.0%
Health Expense	54,374	71,161	72,033	872	1.2%
Total - Board of Health	169,871	189,939	193,064	3,125	1.6%



Council on Aging (COA)

Contact	Phone & Email	Location
Cindy Currier Director	978-462-8114 Coa.director@townofnewbury.org	Council on Aging 12 Kent Way Byfield, MA 01922

Mission Statement & Departmental Activities

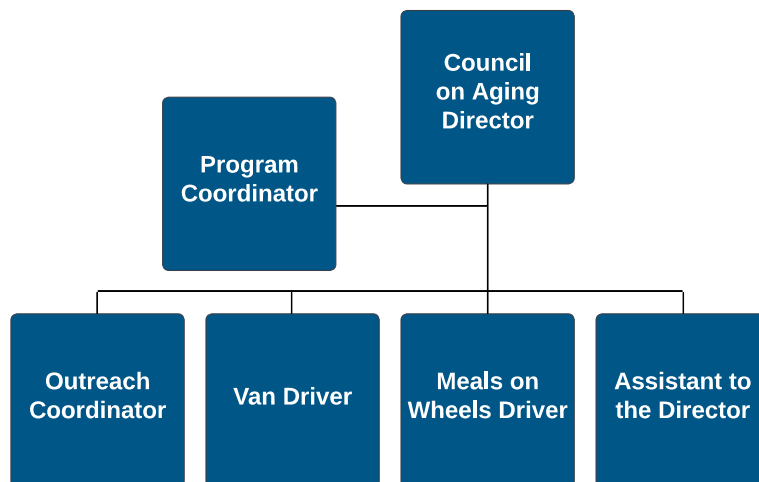
The mission of the Newbury Council on Aging is together to empower, enhance, and enrich the lives of our seniors.

Brief Description of the Department

The Council on Aging offers a variety of programs and services to Newbury senior citizens including Newsletters, Outreach, SHINE Program to serve the Health Insurance Needs of Everyone, Senior Property Tax Abatement Program, Transportation options, and a robust volunteer program. Resources include information on local, state, and national services that can help local seniors navigate the system of senior care in Massachusetts and beyond.

Referrals can be made to local agencies such as visiting nurses, home care programs, money management, crisis intervention, adult day programs, nursing homes, rehabilitation centers, and support groups. In addition, the COA Outreach Coordinator can assist with applications for a variety of programs, such as housing, health insurance, and other services. The COA will help to locate appropriate resources where available and help guide seniors and their families through the often-complex system of senior care.

Organizational Chart





FY22 Accomplishments

- Moved into new Council on Aging space
- Funded a new van with ARPA grant , EOEa grant, and Friends of the Newbury COA donation
- Updated the Council on Aging Volunteer Program with forms, handbook, and orientation
- Continue to expand the program and activity offerings to seniors, including offering evening programs
- Continue to increase program participation/awareness of the COA offerings
- Continued to offer Meals on Wheels and SHINE counseling
- Continued the important Outreach Program, which is a critical component of the Council on Aging and includes referrals to health-care related agencies, housing options, food insecurity, fuel assistance and more

FY23 Goal Updates

GOAL #1	Moved into new Council on Aging space at 12 Kent Way (afforded through ARPA funding)
Objective	Increase program and office space in order to increase offerings and services to the seniors of Newbury.
Measurement	N/A
Timing	1 year
Status Update	Complete

GOAL #2	New van to be purchased with ARPA funds, EOEa grant, and Friends of the NCOA donation
Objective	To allow ease of access to this transportation option for all riders; will increase our ability to provide services to those who need/want it
Measurement	Successful purchase of new van
Timing	Bids have been received and lowest bid awarded in December 2022; delivery expected in 9 months
Status Update	In process



GOAL #3	Update the Newbury Council on Aging Volunteer Program
Objective	Update the Volunteer handbook, participant documentation, and offer an orientation program in order to comply with local and state guidelines for a volunteer program
Measurement	Completion of above
Timing	Town Counsel and Council on Aging Members reviewed and approved all documentation in the late Fall/early Winter 2022; first orientation held on 1/12/2023
Status Update	Complete

GOAL #4	Continue to expand the program/activity offerings to engage as many seniors as possible through education, entertainment, and exercise
Objective	Offer new and different programs in addition to the ones that continue to be popular in order to meet the needs of our whole population
Measurement	Expanded program offerings
Timing	Ongoing
Status Update	In process

GOAL #5	HR changes: request 15 hours for an additional Outreach Coordinator position to continue to provide support and referrals for seniors with specific needs
Objective	In order to meet the growing needs of our population, especially as our visibility to the public increases, the addition of this position will allow for a greater availability of Outreach Services to our seniors and their families
Measurement	Completion of HR Changes as identified above
Timing	July 2024
Status Update	Pending



FY24 Goals

GOAL #1	Diversify programs to include more wellness/exercise; arts; music; and educational collaborations with community organizations
Objective	Increase overall participation with the Council on Aging
Measurement	Serve 250 seniors per month (measured through attendance at programs)
Timing	Ongoing

GOAL #2	Increase participation with the local transportation options (COA van; NEET; MeVa) through outreach/education
Objective	Educate seniors on their options for local transportation to ensure people are aware of what is available
Measurement	Provide transportation for 125 seniors per month (measured through van ridership and the NEET program statistics)
Timing	Ongoing

GOAL #3	Offer "test drive" days to increase awareness of the new COA van when it arrives (giveaways, go for a ride in the van, etc.).
Objective	Increase van ridership
Measurement	Increase ridership to 10 seniors every week (measured through weekly van statistics)
Timing	Ongoing

GOAL #4	Hire additional Outreach Coordinator
Objective	Increase the number of hours that an Outreach Coordinator is available to our seniors and their families to provide referrals to area services and resources.
Measurement	Timely responses to seniors and their families to alleviate any lag between their call to us and connecting them to the services they need (to be measured through a tracking spreadsheet)
Timing	July 2023 Hire Date



Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
# of programs offered	--	50	60	70
# of new programs	--	20	20	20
# of program participants	--	2,400	2,600	2,800
# of van rides provided	--	145	160	250
# of volunteers	--	25	30	35
# of volunteer hours	--	950	600	1,500
# of newsletters delivered	--	10,200	10,200	10,200



COUNCIL ON AGING (COA) - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
COUNCIL ON AGING					
Council on Aging Salary & Wages	103,954	172,680	176,290	3,610	2.1%
Council on Aging Expense	13,792	50,581	51,593	1,012	2.0%
Total - Council on Aging	117,746	223,261	227,883	4,622	2.1%



Veterans Services

Contact	Phone & Email	Location
Karen Tyler District Director Veterans Services Officer	978-356-6699 ktyler@eessexvets.com	Ipswich Town Hall 25 Green Street Ipswich, MA 01938

Mission Statement & Departmental Activities

The mission of Eastern Essex District Department of Veteran Services to be an advocate for Veterans and their families. We are here to assist, seek out, and obtain benefits to which they are entitled, whether it is Local, State, or Federal Benefits. The Veteran Services Department is charged with the responsibility of assisting qualified low-income Veteran/Surviving Spouse obtain Ch115 Benefits. It is the goal of the department that no Veteran/Surviving Spouse live under the poverty income guideline or be homeless.

Brief Description of the Department

The Veterans Service Officer (VSO) for Eastern Essex District Department of Veteran Services oversees Veteran Services for Essex, Georgetown, Ipswich, Rowley, Newbury, and West Newbury. The Veteran Services Department is available to answer any questions about Veteran benefits, help them obtain those benefits, and connect Veterans with resources and wrap-around services for their needs. We work with both the State Department of Veteran Services and Town to verify eligibility and expenses of all Ch115 clients.

Organizational Chart





FY22 Accomplishments

- Veteran Service Officer Certification: therefore, Newbury receives full 75% reimbursement from State
- 25% of Veterans are receiving compensation service-connected disabilities, the national avg is 19.5%
- Prevented two Veterans from becoming homeless, got one into drug rehab, prevented one from committing suicide
- Won VA Appeals, amounting to over \$75,000, which is tax-free money to Disabled Veterans
- Worked with Ch115 Veteran to get employed; therefore, saving the Town \$1,813 per month

FY23 Goal Updates

GOAL #1	Stay Fiscally Responsible
Objective	Save the Town money
Measurement	The amount of refund from excess earnings
Timing	1 year
Status Update	Complete

GOAL #2	Increase Community Appreciation
Objective	Recognize members of the community who support veterans
Measurement	Present annual award
Timing	1 year
Status Update	Complete

GOAL #3	Armed Services Day Family Event
Objective	Bring Veterans and Families together to build support and camaraderie in the community
Measurement	Organize and execute the Event
Timing	1 year
Status Update	In progress



GOAL #4	Increase Outreach
Objective	Inform Veterans/Families about benefits
Measurement	Benefits Seminar Attendance Resource Fair at Veterans Northeast Outreach Center
Timing	1 year
Status Update	Seminar is upcoming Resource Fair is complete

GOAL #5	Encourage the Town to adopt increased Tax Exemption for Disabled Veterans and Gold Star Families
Objective	To show Disabled Veterans and Gold Star Families that the community recognizes their sacrifice
Measurement	The town adopts Tax Exemption Section 5C1/2
Timing	1 year
Status Update	In progress

FY24 Goals

GOAL #1	Cold War Veterans Event
Objective	Recognize and show support of our Cold War Veterans
Measurement	# of Veterans receiving the Award
Timing	6 months

GOAL #2	Use technology to make office more environmentally friendly
Objective	Reduce paper consumption Increase efficiency to submit warrants and VA Claims Use an electronic signature pad
Measurement	# of Claims and Warrants submitted without printing
Timing	1 year



GOAL #3	Be Collaborative with more resources
Objective	Increase knowledge of benefits and services available to Veterans and their families
Measurement	# of networking and training events
Timing	1 year

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
VA Service-Connected Disability Claims paid to Veterans	No data	\$1,304,081.88	\$1,370,263.20	\$1,438,776.36
Total VA Claims paid to beneficiaries	No data	\$177,931.68	\$204,259.44	\$214,472.41
Ch115 Benefits	\$40,527.01	\$28,492.58	\$4,318.14	\$35,000.00



VETERANS SERVICES - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
VETERANS					
Veterans' Assessment	33,305	31,270	35,150	3,880	12.4%
Veterans' Service Benefits	28,493	55,000	55,000	-	0.0%
Total - Veterans'	61,798	86,270	90,150	3,880	4.5%



Library

Contact	Phone & Email	Location
Erin Thompson Director	978-465-0539 ethompson@newburylibrary.org	Public Library 0 Lunt St. Byfield, MA 01922

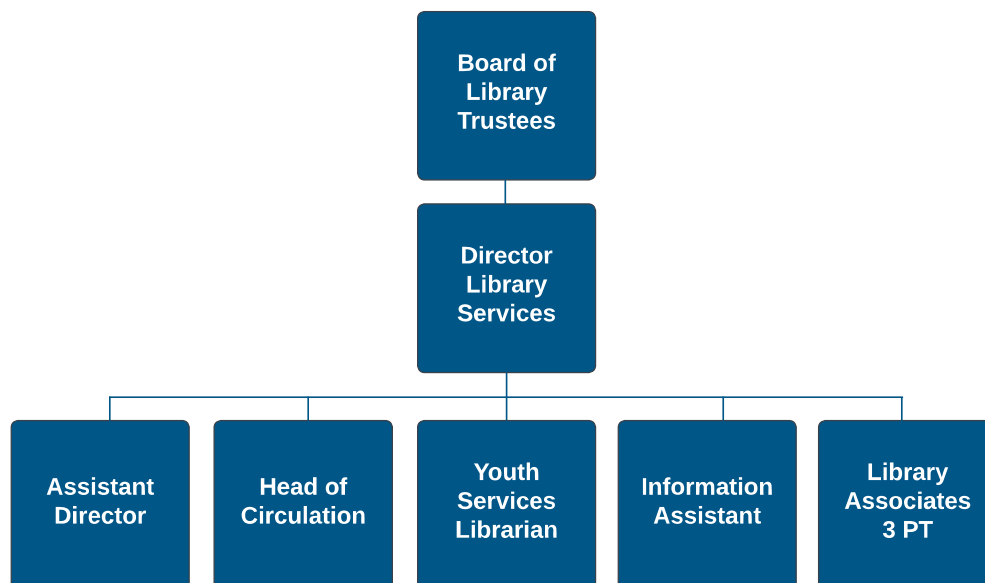
Mission Statement & Departmental Activities

The mission of the Newbury Town Library is to provide free and open access to materials, services, and new technologies supporting lifelong learning, as well as to encourage and enable the pursuit of knowledge and the satisfaction of curiosity in our community.

Brief Description of the Department

Founded in 1926, the Newbury Town Library maintains a schedule of 36 open hours/week, 32 hours/week in July and August. The NTL provides services to more than 7,000 residents and town employees in Newbury, Byfield, and Plum Island, as well as many neighboring communities. A member of the Merrimack Valley Library Consortium (MVL) since 1987, the NTL has access to cutting edge technology as well as important staff trainings. The Library is the cultural, educational, and social hub of Newbury; a place to learn, share, create, converse, play, study, read, relax, and explore.

Organizational Chart





FY22 Accomplishments

- The library maintained full services during a demolition/reconstruction project from February FY22-September FY23 after a glycol leak in the building that damaged most staff areas and offices, work areas, the Friends book sale room, and the quiet study room.
- The library fully returned to in-person programs like Storytime and Book Club, opened back up to Community Room usage by the public, and held in-person popular events such as the annual Harvest Festival, Ukrainian Egg Decorating, and art exhibits.
- The library maintained full services despite the loss of 50% of it's full-time staff. Part-time staff stepped up to take on more hours for a few months during a challenging hiring period and helped to kickoff and run summer reading without any interruption of services.
- The library received several physical updates in FY22. The exterior of the library building was repainted and the carpet in the Community Room replaced. Utilizing the library's Gift and Donations fund, we were also able to have the Community Room repainted as well as a new art-hanging system for exhibits. Both the exterior building and Community Room look much refreshed!

FY23 Goal Updates

GOAL #1	Add one 28/32-hour per week Library Associate to staff
Objective	To improve accessibility of resources to the public and allow Library staff to meet increased digital demand
Measurement	Improved staff coverage to maintain Library open hours; improved employee retention by relieving the strain of overage of job duties
Timing	1 year; added a 26-30 hour per week Information Assistant in 2022
Status Update	Mostly Complete

GOAL #2	Shift salaries currently paid from one-time gift fund to sustainable municipal funds
Objective	To provide salary sustainability and free up gift money to meet materials requirements provided by the State
Measurement	Fund entire salaries budget under municipal budget
Timing	FY2023
Status Update	Mostly Complete



GOAL #3	Strive to meet MAR Certification, which is a figure mandated by the MA Board of Library Commissioners required for the Library to keep certification
Objective	To achieve Library certification by the State and maintain eligibility for State funding
Measurement	Achieve certification and get off waiver from MBLC
Timing	FY2023
Status Update	Complete

GOAL #4	Widely communicate the services the Library provides and could provide more of, with additional hours and staffing
Objective	Create, publish, and file with the state the Library's FY23-27 Long Range Plan
Measurement	Data compiled from long range plan community survey and SOAR exercises
Timing	FY2023
Status Update	Complete

GOAL #5	The Library will streamline and update its technology equipment and software for staff and patrons and stay current with tech trends and requirements
Objective	Replace and/or purchase staff computers and other technical equipment needed to perform Library work
Measurement	Documentation of purchase of technology for staff
Timing	FY2023
Status Update	Ongoing



FY24 Goals

GOAL #1	Newbury Library will grow as a community resource for people of all ages and strengthen our relationships and standing in the community
Objective	Meet the increased costs for programming to sustain our level of offered programs to the community Friends no longer must offset operating costs, and can provide the library with an improved programming budget to offer community programs Utilizing gift funds, provide the community with rotating art exhibits for cultural enrichment
Measurement	Offer the same amount of programming to the community as in years past Town funds \$5,200 more dollars in operating expense budget to cover materials operating expenses At two-four contracted exhibitions throughout the year
Timing	1 year

GOAL #2	Shift approximately \$5,200 of the Materials Expenditure Requirement, an operating cost currently paid from one-time gift funds to sustainable municipal funds.
Objective	To provide Materials Expenditure reliability and sustainability, and free up gift funds to meet staff development and other library needs
Measurement	Fund 75% of the Materials Expenditure requirement operating expense with the municipal budget
Timing	1 – 3 years

GOAL #3	Organize materials in the local history room and make materials accessible to patrons
Objective	Hire temporary archival librarian with the knowledge of how to accomplish this goal
Measurement	Materials in the local history room become usable and accessible to the community and Town
Timing	1 – 2 years



GOAL #4	Reorganize and streamline the physical layout of the growing Library of Things collection to ease patron access, increase discoverability, and increase awareness of the collection
Objective	The Town increases funding for the Library's supplies budget, which was level funded last year Create signage for Library of Things collection
Measurement	FY24 appropriation of \$3,000 over the 2% COLA for supplies expense budget line item Signage is created and installed
Timing	1 year

GOAL #5	The facility's operations will meet the needs of the community
Objective	One public restroom door will be adjusted for accessibility status
Measurement	One public restroom door is modified
Timing	1 year

GOAL #6	Newbury Town Library will increase its technology equipment, tech help services, and genealogy programs to respond to community demand
Objective	The Library runs drop-in technology help for patrons on a regular basis The Library hosts genealogy programs throughout the year
Measurement	Three or more drop-in Tech programs are offered to the community Quarterly genealogy programs are offered to the community
Timing	1 – 2 years



Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Residents with Library Cards	5188	2,387*	2,539	2,900
New Library Cards Given Out	92	148	105	200
Physical Materials Borrowed by Patrons	29,623	51,578	24,114	50,000
Youth Attendance Art Programs	489	1,497	927	1,800
Adult Attendance Art Program	467	462	297	500
Website Visits by Patrons	11,768	12,698	7,097	13,000

** Please note that this number decreased significantly from FY2021 due to a database purge that removes users with no activity for 2 years. This was conducted by MVLC in May of 2022 and hadn't been completed since before the pandemic hit.*



LIBRARY DEPARMENT - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
LIBRARY					
Library Salary & Wages	218,140	269,635	275,278	5,643	2.1%
Library Utilities & Maintenance	54,206	55,000	56,100	1,100	2.0%
Library Expense	93,442	103,470	108,470	5,000	4.8%
Total - Library	365,788	428,105	439,848	11,743	2.7%



Recreation Committee

Contact	Phone & Email	Location
David Broll Chairman	978-456-0862, ext. 301 selectboard@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

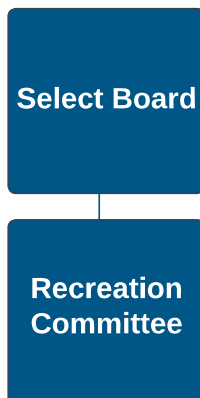
Mission Statement & Departmental Activities

The Town of Newbury Recreation Committee's Mission is to provide safe, well-maintained parks and open spaces, and provide activities that can be used to enhance the quality of life for all residents of Newbury and visitors to our community.

Brief Description of the Department

The Charge of the Newbury Recreation Committee is to provide the residents of Newbury with a wide range of recreational opportunities. In addition, the Recreation Committee, in conjunction with the Town Administrator and other committees will identify opportunities to develop new areas for recreation and bring proposals before the Board of Selectmen.

Organizational Chart





FY24 Goals

GOAL #1	Comprehensive Plan of Central Street Field/Recreation Area
Objective	Develop comprehensive plan for Central Street field and recreation area
Measurement	Master Plan
Timing	FY2024

GOAL #2	Build a Playground at Central Street Field/Recreation Area
Objective	To build a playground for Central Street field and recreation area
Measurement	Construction completion
Timing	FY2024

Budget Note

This department is supported by a revolving fund and does not have a general fund appropriation.



Zoning Board of Appeals (ZBA)

Contact	Phone & Email	Location
Chrissy Beaupre ZBA Administrator	978-465-0862, ext. 304 zba@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

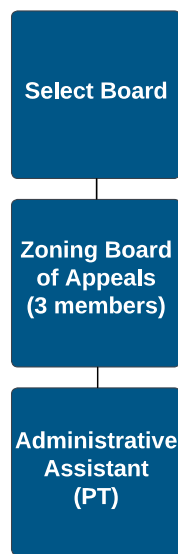
Mission Statement & Departmental Activities

The Newbury Zoning Board of Appeals will act on all matters within its jurisdiction adhering to the Town of Newbury's Zoning Bylaw and PIOD, under Chapter 97, which consist of special permit applications for non-conforming uses and structures; appeals from decisions of the Building Inspector; petitions for variances from the Zoning Bylaw, and applications under the Comprehensive Permit Statute (MGL C40B). The Newbury Board of Appeals must be vigilant in its efforts to be informed, objective, ethical, and non-political. The Board must deliberate its public hearings lawfully and make decisions in a deliberate and respectful manner, striving to be impartial, yet responsive to the concerns of the residents of the Town of Newbury, and to educate the public whenever possible, by explaining the Zoning Bylaws, pertaining to the Decision rendered.

Brief Description of the Department

The Newbury Zoning Board of Appeals consists of three voting members and one associate alternate member: Chair, Eric Svahn, and two additional voting members, Mario Carnovale and Jack Kelly, plus, the one associate/alternate voting member, Michele Weidler. The Board meets the 3rd Thursday of each month there is a submittal to review and renders a Decision in acceptance or Denial.

Organizational Chart





FY22 Accomplishments & Annual Report

- Voting member Elaine Baker resigned from the Board due to conflicting schedules, which resulted in no quorums/additional meetings. Alternate Member Jack Kelly offered to become the 3rd Voting Member, and this eliminated any extra meetings as full quorums were achieved
- Drafted a new Decision format for Special Permits to include verbiage on modifications to prevent additional hearings/new hearings being necessary for minor modifications to projects
- Added verbiage in the Decision to include items to be recorded with the Decision, for ease of reference
- Reviewed 13 applications for Special Permit Applications, Findings Applications, Variance Applications, and Comprehensive Permit Applications from July 1, 2021 - June 30, 2022

FY23 Goal Updates

GOAL #1	ZBA Meeting Minutes Consolidation
Objective	Zoning Meeting Minutes consolidation and submittal to ZBA Board for approval/posting; September 2021 - Current meeting. Word for word, consolidate to meet guidelines, present to Board for approval and posting to website
Measurement	Adherence to meeting minute publishing guidelines
Timing	Started typing meeting minutes up in mtg vs. handwriting them, submit and post as available;
Status Update	Ongoing

GOAL #2	ZBA Website Meeting Postings and Schedule
Objective	Create a meeting/deadline calendar for posting on the website
Measurement	Resident availability, more informed Admin, and residents
Timing	1 year
Status Update	Ongoing

GOAL #3	Learn ZBA Bylaws and PIOD to Better Support ZBA
Objective	Continue to read/comprehend zoning and PIOD bylaws
Measurement	Knowledge for residents and ZBA
Timing	Ongoing
Status Update	Ongoing



FY24 Goals

GOAL #1	Create and Post Meeting Minutes within Two Months on Meeting
Objective	To meet guidelines and assist with the creation of the Decision for the project;
Measurement	Adherence to meeting minute publishing guidelines
Timing	Ongoing

GOAL #2	Posting of Decisions for each project on Zoning portal
Objective	Organize the Decisions, adding each Decision (project summary) to the website as done in the past.
Measurement	Adherence to publishing guidelines
Timing	Ongoing

GOAL #3	Organization of the Zoning Files
Objective	Organize each projects' pw and file zoning file in cabinet
Measurement	Adherence to publishing guidelines and to be organized
Timing	Ongoing

Trends/Matrix

Description	FY2021	FY2022	FY2023	FY2024
Special Permit/Finding Applications	14	11	--	--
Plum Island	13	10	--	--
Mainland	1	1	--	--
Special Permit/Findings Granted			--	--
Plum Island	12	9	--	--
Mainland	0	0	--	--
Special Permits/Findings Denied			--	--
Plum Island	1	0	--	--



Description	FY2021	FY2022	FY2023	FY2024
Mainland	1	1	--	--
Special Permits/Findings Appealed			--	--
Plum Island	0	1	--	--
Mainland	0	0	--	--
Variance Applications			--	--
Plum Island	0	1	--	--
Mainland	2	1	--	--
Variances Granted			--	--
Plum Island	0	0	--	--
Mainland	2	1	--	--
Variances Denied			--	--
Plum Island	0	1	--	--
Mainland	0	0	--	--
Number of Withdrawals			--	--
Plum Island	1	0	--	--
Mainland	1	0	--	--
Comprehensive Permit Applications			--	--
Plum Island	0	0	--	--
Mainland	0	0	--	--
Total Permit Fees Collected	\$2,000.00	\$1,625.00	--	--



ZONING BOARD OF APPEALS - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
ZONING BOARD					
Zoning Salary & Wages	-	-	-	-	-
Zoning Expense	-	1,000	1,000	-	0.0%
Total - Zoning Board	-	1,000	1,000	-	0.0%



Information Technology, Operations & Cable TV Production

Contact	Phone & Email	Location
Matthew Cooper IT/Communications Manager	978-465-0862, ext. 311 technology@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

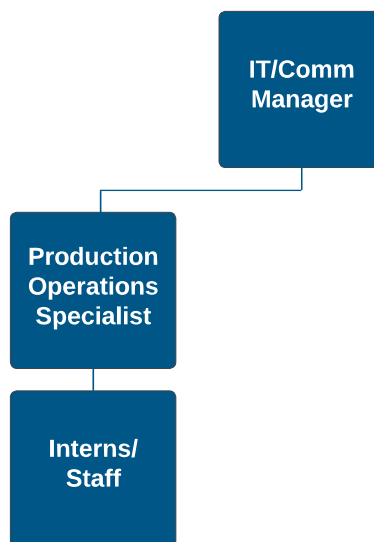
Mission Statement & Departmental Activities

The Information Technology and PEG Operations department works keep the Town's computer-related and broadcast-related technology available and operating at a level to meet demands as they change over time.

Brief Description of the Department

The Information Technology Department is responsible for the operational functionality, maintenance, technical support and improvements for the Municipal Offices, Fire Department, DPW and Council on Aging servers/network, phone system, PC workstations, printers, photocopiers, software applications, internet connectivity, tablets, cell phones, town website. IT also oversees the social media of Facebook, Twitter, and Instagram. PEG Operations is accountable for the for the Newbury Comcast Channels, where provide government, educational and community content both 'live' and recorded, which are a combination of self-produced and shared videos. These are broadcasted and made available on the Newbury Comcast Channels 8 & 9, Video On-Demand and YouTube.

Organizational Chart





FY22 Accomplishments

- Updated Town's active directory to work with role-based permissions.
- Improved local network infrastructure at 12 Kent and 3 Morgan
- Updated Auto-attendant system for better access to town departments.
- Assisted the Fire Department with improving local IT infrastructure.
- Worked to bring Town's Active Directory environment up to current best practices.
- Worked with the Council on Aging to promote their programs to our residents and the public.
- Continued tech improvements at Council on Aging location at 63 Hanover St. location
- Continued working on improvements to existing phone system.
- Continued improvements to Public Access operations.

FY23 Goal Updates

GOAL #1	Upgrade Cable Cast System
Objective	Upgrade existing cable cast system with more supportable and featureful solution
Measurement	Increased reliability of live public access broadcasts
Timing	2 – 4 months including procurement
Status Update	Complete

GOAL #2	Upgrade Recording Equipment at 12 kent
Objective	Upgrade existing meeting recoding equipment at 12 Kent 2nd floor meeting room
Measurement	Improved recording capability of live meetings.
Timing	2 – 4 months including procurement
Status Update	In process

GOAL #3	Municipal Fiber network
Objective	Connect key municipal building with closed fiber optic network
Measurement	Better utilize municipal assets for backup and disaster recovery. Future capability to have live broadcasts at more locations
Timing	3 – 5 months including procurement
Status Update	In process



GOAL #4	Upgrade Out-of-Date Systems
Objective	Bring II user computing assets to supportable levels
Measurement	Windows 10/11 workstations and 2019 servers
Timing	Ongoing
Status Update	In process

FY24 Goals

GOAL #1	Interconnect key municipal sites
Objective	makes individual sites' networks available to each other
Measurement	confirmed network connectivity between sites
Timing	1 year

GOAL #2	Migrate organization to Microsoft Office 365
Objective	Have all key productivity tools cloud-available
Measurement	Have all key productivity tools cloud-available
Timing	1 year

GOAL #3	Live broadcast capability from other municipal sites
Objective	Being able to perform live PEG broadcasts from any connected municipal site
Measurement	Being able to perform live PEG broadcasts from any connected municipal site
Timing	1 year

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Support Tickets Recorded	25	30	60	120
Remote Support Cable Cases	0	40	90	120+
Server Outages that Required Intervention	12	10	6	3



IT/COMMUNICATIONS DEPARTMENT - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
IT/COMMUNICATIONS					
IT Salary & Wages	89,760	92,700	94,554	1,854	2.0%
IT Expense	69,941	64,000	80,000	16,000	25.0%
Total - IT/Communications	159,701	156,700	174,554	17,854	11.4%



Conservation

Contact	Phone & Email	Location
Samantha Holt Conservation Agent Floodplain Administrator	978-465-0862, ext. 310 conscom@townofnewbury.org	Town Hall 12 Kent Way Byfield, MA 01922

Mission Statement & Departmental Activities

The mission of the Conservation Commission and the Conservation Agent is to educate the public on wetlands protection and regulations, and to guide citizens through permitting processes related to the Massachusetts Wetland Protection Act (310 CMR Section 10.00) and any other state and local applicable regulatory and protection standards.

We seek to promote protection and conservation of both inland and coastal wetland resources, as well as to promote and enforce compliance with local, state, and federal wetland resource regulations. We are proud to serve the Town of Newbury and help to educate the public on all conservation-related matters.

Brief Description of the Department

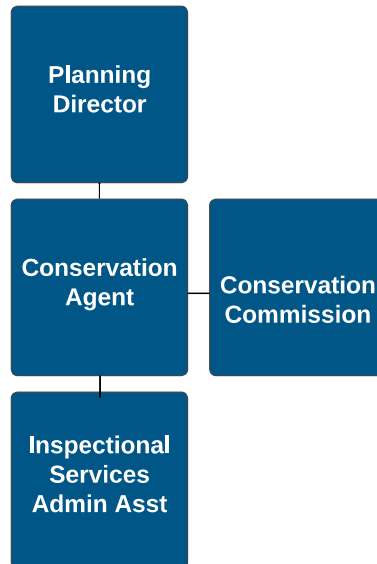
The Conservation Commission has a Chair and six members. The Commission is supported by a staff of two: the Conservation Agent and the Inspectional Services administrative assistant. The Commission and staff guide residents through the application process for obtaining local, state, and federal permits relating to wetlands and waterways protection. They are responsible for enforcing and ensuring compliance with local, state, and federal laws, bylaws, regulations, and policies.

They provide resources for a wide range of conservation- and environmental-related topics, including permitting and research, laws/bylaws/policies/regulations, hunting/fishing, wildlife, outdoor safety, flood resilience and insurance, climate change and resilience, sustainability, stormwater management, landscaping for coastal areas and native species.

They also provide resources relating to environmental-based curriculums, programs, and activities for parents, educators, and children. They are responsible for shepherding Town conservation bylaws and policies.



Organizational Chart



FY22 Accomplishments

- Pursued and assisted with multiple successful grant opportunities including a USFWS Fish Passage grant that will help facilitate the removal of Larkin Mill dam
- Continued work to add to the current Town Wetland Bylaw (ART 95) to provide additional protection to inland areas of the Town as well as incorporate climate resiliency into proposed regulations
- Attended multiple continuing education trainings and conferences to gain additional knowledge and skills used to serve the Town, as well as staying up to date on the latest standards, regulations, and best management practices
- Received the following applications for projects that fall under the jurisdiction of the Wetlands Protection Act Ch. 131 and the Town Wetlands Bylaw (Chapter 95)
 - 25 Requests for Determination of Applicability
 - 23 Notices of Intent
 - 19 Certificates of Compliance



FY23 Goal Updates

GOAL #1	Facilitate the Removal of the Larkin Road Dam
Objective	Complete design plans and permitting Acquire necessary funds to complete project Complete full project
Measurement	Complete field surveys and data collection, submit permit applications Pursue additional grants and funding opportunities Full removal of dam, conduct subsequent studies and monitoring
Timing	2 – 3 years
Status Update	Field surveys are complete; design plans in progress; permitting process will begin once plans are complete

GOAL #2	Complete and Submit for Town Meeting Warrant Proposed Amendments to the Wetlands Bylaw (Ch 95.0)
Objective	Contract third-party reviewer Finalize proposed amendment documents Submit completed Bylaw for Town Meeting Warrant
Measurement	Contract third-party reviewer and get Commission vote to accept proposed amendments Finalize amendment documents
Timing	1 year
Status Update	In progress

GOAL #3	Complete MACC Fundamentals for Conservation Commissioners Program
Objective	Complete five core courses Complete minimum of three elective courses Earn fundamentals certificate
Measurement	Complete eight total courses
Timing	1 – 5 years
Status Update	Complete



GOAL #4	Professional Development
Objective	Obtain CFM and PWS certifications Complete and attend additional relevant classes/training
Measurement	Complete CFM prerequisites and pass exam Obtain WPIT certification and PWS prerequisites Attend conferences, trainings, and classes
Timing	Ongoing; 1-5 years
Status Update	In progress

FY24 Goals

GOAL #1	Complete Certification Related to Various Aspects of Conservation Agent Position
Objective	Become certified floodplain Manager Obtain Wetland Professional in training certification Work towards Professional Wetland Scientist certification
Measurement	Complete CFM coursework and certification requirements, pass exam Complete and submit application for Wetland Professional in Training certification Obtain WPIT certification and meet PWS requirements
Timing	1 – 5 years

GOAL #2	Improve Efficiency of Conservation Office
Objective	Improve ability to research old files Improve and expand functionality of electronic permit databases Improve filing systems and recordkeeping
Measurement	Digitize and organize archived records Expand of DEP database to include CoC dates and provide permit expiration alerts Reorganize and relocate files to be more accessible
Timing	2 – 3 years



GOAL #3	Complete and Submit for Town Meeting Warrant the Proposed Amendments to the Wetlands Bylaw (Ch 95)
Objective	Finalize proposed amendment documents and submit for Town Meeting Warrant
Measurement	Contract third-party reviewer and complete review Finalize amendment documents
Timing	1 – 3 years

GOAL #4	Complete Removal of Larkin Dam
Objective	Complete design plans and permitting Acquire necessary funds to complete project Complete full project
Measurement	Complete field surveys and data collection, submit permits and applications Pursue additional grants and funding opportunities Full removal of dam and conduct subsequent studies and monitoring
Timing	2 – 3 years

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Permits/determinations issued	53	44	24	N/A
Relevant training/information sessions attended	N/A	52	34 (+23 scheduled to date)	20+



CONSERVATION - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
CONSERVATION COMMISSION					
Conservation Salary & Wages	68,243	72,195	73,639	1,444	2.0%
Conservation Vehicle Allowance	1,650	1,800	1,800	-	0.0%
Plum Island Beach Management	4,170	14,500	14,500	-	0.0%
Conservation Expense	1,448	1,500	2,000	500	33.3%
Total - Conservation Commission	75,511	89,995	91,939	1,944	2.2%



Town of Newbury, Massachusetts

Education



Education

Overview

The Town of Newbury's education budget is projected to rise to \$11,630,402, an increase of \$465,210 (4.2%) over FY2023. The budgeted amounts are based on estimates from the three Regional School Districts that Newbury students attend: Triton Regional School District, Whittier Regional Vocational Technical High School, and Essex North Shore Agricultural & Technical High School. The Town adopted the final FY2024 budget based on school estimates, as those amounts were not finalized until after the town meeting.

Triton Regional School District assessment is expected to increase \$472,828 (4.4%). As of October 1, 2023, a total of 634 Newbury students attends the school district. The Triton budget is composed of an operating assessment and a debt payment related to the completed renovation/addition and stadium projects. Our total FY2024 budgeted amount is \$11,303,500.

Whittier Regional Vocational Technical High School is estimated to increase by \$12,448 (4.2%) as Newbury has 15 students currently attending. The estimated and final appropriated amount is \$305,360 for FY2024.

With only one (1) student attending Essex North Shore Agricultural & Technical High School from Newbury, we expected the assessment to decrease by \$20,066 (48.2%) to \$21,542. After our town vote, DESE (Department of Elementary and Secondary Education) set the FY24 Chapter 74 tuition rate for Essex North Shore Agricultural & Technical School District at \$20,405 (\$18,712 + \$1,693); an amount slightly under our appropriation.

Triton Regional School District - 2023/2024

FY24 Tentative Budget Summary

Operating Expenses:	FY23 Adjusted Budget	FY24 Tentative Budget	Difference	
General Operating Expenses	\$ 47,715,874	\$ 49,830,492	\$ 2,114,618	4.43%
Capital Debt Service Expenses	\$ 264,594	\$ 266,594	\$ 2,000	0.76%
Total Operating Expenses (General + Debt) :	\$ 47,980,468	\$ 50,097,086	\$ 2,116,618	4.41%

GENERAL OPERATING BUDGET

General Operating Revenues	FY23 Adjusted Budget	FY24 Tentative Budget	Difference	
State Transportation	\$ 950,000	\$ 950,000	\$ -	0.00%
Interest Income	\$ 50,000	\$ 50,000	\$ -	0.00%
Excess and Deficiency	\$ 500,000	\$ -	\$ (500,000)	0.00%
Chapter 70-Base Aid	\$ 8,907,531	\$ 8,974,251	\$ 66,720	0.75%
Medicaid Reimbursements	\$ 150,000	\$ 200,000	\$ 50,000	33.33%
Total General Operating Revenues	\$ 10,557,531	\$ 10,174,251	\$ (383,280)	-3.63%
Total General Operating Expenses	\$ 47,715,874	\$ 49,830,492	\$ 2,114,618	4.43%
Less: Total General Operating Revenues	\$ 10,557,531	\$ 10,174,251	\$ (383,280)	-3.63%
NET GENERAL OPERATING ASSESSMENT:	\$ 37,158,343	\$ 39,656,241	\$ 2,497,898	6.72%

OPERATING ASSESSMENT	Town	FY23 Adjusted Budget	FY24 Tentative Budget	Difference	
	NEWBURY	\$ 10,779,633	\$ 11,379,851	\$ 600,218	5.57%
	ROWLEY	\$ 11,615,290	\$ 12,786,918	\$ 1,171,628	10.09%
	SALISBURY	\$ 14,763,420	\$ 15,489,472	\$ 726,052	4.92%
	Totals:	\$ 37,158,343	\$ 39,656,241	\$ 2,497,898	6.72%

CAPITAL DEBT BUDGET

	FY23 Adjusted Budget	FY24 Tentative Budget	Difference	
Total Capital Debt Expenses	\$ 264,594	\$ 266,594	\$ 2,000	0.76%
Less: Excess & Deficiency (Per Funding Policy)	\$ 90,000	\$ 90,000	\$ -	0.00%
NET CAPITAL DEBT ASSESSMENT TO TOWNS:	\$ 174,594	\$ 176,594	\$ 2,000	1.15%

CAPITAL ASSESSMENT	Town	FY23 Adjusted Budget	FY24 Tentative Budget	Difference	
	NEWBURY	\$ 51,039	\$ 50,342	\$ (697)	-1.37%
	ROWLEY	\$ 54,764	\$ 57,647	\$ 2,883	5.26%
	SALISBURY	\$ 68,791	\$ 68,605	\$ (186)	-0.27%
	Totals:	\$ 174,594	\$ 176,594	\$ 2,000	1.15%

TOTAL ASSESSMENT	Town	FY23 Adjusted Budget	FY24 Tentative Budget	Difference	
	NEWBURY	\$ 10,830,672	\$ 11,430,193	\$ 599,521	5.54%
	ROWLEY	\$ 11,670,054	\$ 12,844,565	\$ 1,174,511	10.06%
	SALISBURY	\$ 14,832,211	\$ 15,558,077	\$ 725,866	4.89%
	Totals:	\$ 37,332,937	\$ 39,832,835	\$ 2,499,898	6.70%

Triton Regional School District - 2023/2024

Town Assessment Calculation

1. TOWN ASSESSMENT CALCULATION

OPERATING EXPENSES	\$ 49,830,492
REVENUE IN	\$ 10,174,251
AMOUNT ASSESSED TO TOWNS	<u>\$ 39,656,241</u>

2. MINIMUM CONTRIBUTIONS

NEWBURY	\$ 6,593,143
ROWLEY	\$ 7,305,609
SALISBURY	\$ 8,966,261
TOTAL	<u>\$ 22,865,013</u>

3. TOTAL AMOUNT ABOVE MINIMUM

TOTAL ASSESSMENT TO TOWNS	\$ 39,656,241
TOTAL MINIMUM CONTRIBUTIONS	\$ 22,865,013
DIFFERENCE (ASSESSMENT - TOTAL MINIMUM)	<u>\$ 16,791,228</u>

4. CALCULATION OF INDIVIDUAL TOWN'S "ABOVE MINIMUM" ASSESSMENT

	Difference	Enrollment %	Total Above Minimum
NEWBURY	\$ 16,791,228	28.51%	\$ 4,786,708
ROWLEY	\$ 16,791,228	32.64%	\$ 5,481,309
SALISBURY	\$ 16,791,228	38.85%	\$ 6,523,211
		Total	<u>\$ 16,791,228</u>

5. MINIMUM CONTRIBUTION + ABOVE MINIMUM ASSESSMENT= LOCAL ASSESSMENT

	Minimum (Calculation #2)	Above Minimum (Calculation #4)	Total Assessment
NEWBURY	\$ 6,593,143	\$ 4,786,708	\$ 11,379,851
ROWLEY	\$ 7,305,609	\$ 5,481,309	\$ 12,786,918
SALISBURY	\$ 8,966,261	\$ 6,523,211	\$ 15,489,472
		Total	<u>\$ 39,656,241</u>

Triton Regional School District - 2023/2024

Capital Assessments - Building Projects

Per the regional agreement, assessments for capital costs are allotted to each town by enrollment of students from each town.

Through the Massachusetts School Building Authority, formerly the SBAB, schools across the state apply for reimbursement for building projects. Funds are allocated by a formula that generates a percentage reimbursement. In the tables below, you see the total debt service, or annual payment, the MSBA reimbursement which gets subtracted from the total payment, which then leaves a final assessment which is charged to the towns.

In the case of the Regional Middle/High School and the stadium project, the assessment costs are divided among the three member towns based on FY24's Foundation Enrollment, which is calculated as of October 1st of each year.

PROJECT		TOTAL ASSESSMENT
TRITON REGIONAL MS/HS PROJECT(*)		
Total Debt Service:		\$0
Total MSBA Reimbursement		\$0
Total Assessed to Communities		\$0
Town	Enrollment Percentage	Portion of Assessment
Newbury	28.51%	\$0
Rowley	32.64%	\$0
Salisbury	38.85%	\$0

PROJECT		TOTAL ASSESSMENT
STADIUM PROJECT		
Total Debt Service:		\$266,594
Less: E&D (Per Funding Policy)		\$90,000
Total Assessed to Communities		\$176,594
Town	Enrollment Percentage	Portion of Assessment
Newbury	28.51%	\$50,342
Rowley	32.64%	\$57,647
Salisbury	38.85%	\$68,605

Total District Debt Service:		\$266,594
Less: Excess & Deficiency (Per Funding Policy):		\$90,000
Total District Local Debt Service Assessments:		\$176,594

TOWN	TOTAL ASSESSMENT
NEWBURY	
TRITON REGIONAL MS/HS PROJECT(*)	N/A
STADIUM PROJECT	\$50,342
TOTAL TOWN DEBT SERVICE	\$50,342
ROWLEY	
TRITON REGIONAL MS/HS PROJECT(*)	N/A
STADIUM PROJECT	\$57,647
TOTAL TOWN DEBT SERVICE	\$57,647
SALISBURY	
TRITON REGIONAL MS/HS PROJECT(*)	N/A
STADIUM PROJECT	\$68,605
TOTAL TOWN DEBT SERVICE	\$68,605

* The final payment on the Middle/High School Project was made in FY21.

Triton Regional School District - 2023/2024

Enrollment Worksheet

	Newbury	Rowley	Salisbury	Totals
	634	726	864	2,224

Total Foundation Enrollment	
Includes all Regular Day students, OOD Placement students, Choice Out and Charter Out, LESS Choice In students.	2,224
Matches Enrollment used in Chapter 70 Formula. Posted online with Chapter 70 totals at http://www.doe.mass.edu/finance/chapter70	

Newbury Percentage Calculation:

$$634 \div 2,224 = 28.51\%$$

Year	Percent	Change from Prior FY
FY24	28.51%	-0.72%
FY23	29.23%	0.42%
FY22	28.81%	0.12%
FY21	28.69%	-0.12%
FY20	28.81%	-0.62%

Rowley Percentage Calculation:

$$726 \div 2,224 = 32.64\%$$

Year	Percent	Change from Prior FY
FY24	32.64%	1.27%
FY23	31.37%	0.26%
FY22	31.11%	-0.86%
FY21	31.97%	-0.40%
FY20	32.37%	-0.49%

Salisbury Percentage Calculation:

$$864 \div 2,224 = 38.85\%$$

Year	Percent	Change from Prior FY
FY24	38.85%	-0.55%
FY23	39.40%	-0.68%
FY22	40.08%	0.74%
FY21	39.34%	0.52%
FY20	38.82%	1.11%

Regional Enrollment History (includes Choice/Charter Out)				
Year	Newbury	Rowley	Salisbury	Total
FY24	634	726	864	2,224
FY23	644	691	868	2,203
FY22	613	662	853	2,128
FY21	657	732	901	2,290
FY20	665	747	896	2,308

**WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL
TOTAL ASSESSMENTS FOR FY 2024**

Required Net School Spending	26,519,399
Other Assessments, Transportation and Community Education	1,690,633
Long Term Debt Assessment	-
Capital Assessment	695,000
Other Educational Assessment	<u>1,526,328</u>
Gross Budget	30,431,360

Less Revenues To Be Applied:		
Chapter 70 aid	13,387,607	
E and D		
Transportation	<u>900,000</u>	<u>14,287,607</u>

Total Assessments	<u><u>16,143,753</u></u>
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	<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	1,777,424	72,552	-	67,684	140,063	2,057,723
Georgetown	867,039	34,106	-	48,356	65,842	1,015,342
Groveland	522,197	21,704	-	29,268	41,899	615,068
Haverhill	6,791,169	537,630	-	289,102	1,037,903	8,655,804
Ipswich	498,159	18,603	-	54,202	35,914	606,878
Merrimac	584,655	24,804	-	27,136	47,885	684,480
Newbury	253,173	9,922	-	23,112	19,154	305,360
Newburyport	478,802	17,983	-	80,168	34,716	611,670
Rowley	352,170	14,262	-	25,382	27,534	419,348
Salisbury	789,103	31,005	-	29,199	59,856	909,163
West Newbury	217,901	8,061	-	21,392	15,563	262,917
TOTALS	<u>13,131,792</u>	<u>790,633</u>	<u>-</u>	<u>695,000</u>	<u>1,526,328</u>	<u>16,143,753</u>

**Massachusetts Department of Elementary and Secondary Education
Office of District and School Finance**

FY24 Non-Resident Vocational Tuition Rates

LEA	District	FY23	FY24	Change FY23-24	% Change
0049	Cambridge	\$12,740	\$12,690	-\$50	-0.4%
0137	Holyoke	NA	\$18,896	-	0.0%
0153	Leominster	\$8,998	\$9,831	\$833	9.3%
0176	Medford	\$10,407	\$11,940	\$1,533	14.7%
0236	Pittsfield	\$19,622	\$19,320	-\$302	-1.5%
0274	Somerville	\$14,037	\$13,957	-\$80	-0.6%
0281	Springfield	\$12,791	\$15,083	\$2,292	17.9%
0325	Westfield	\$18,836	\$20,613	\$1,777	9.4%
0406	Northampton-Smith Vocational Agricultural	\$19,622	\$20,076	\$454	2.3%
0618	Berkshire Hills	\$19,622	\$19,400	-\$222	-1.1%
0760	Silver Lake	\$10,794	TBD	-	0.0%
0770	Tantasqua	\$10,845	\$14,038	\$3,192	29.4%
0801	Assabet Valley Regional Vocational Technical	\$17,234	\$18,945	\$1,711	9.9%
0805	Blackstone Valley Regional Vocational Technical	\$18,575	\$18,956	\$381	2.1%
0806	Blue Hills Regional Vocational Technical	\$19,622	\$20,613	\$991	5.1%
0810	Bristol-Plymouth Regional Vocational Technical	\$15,490	\$15,715	\$224	1.4%
0815	Cape Cod Regional Vocational Technical	\$19,622	\$20,613	\$991	5.1%
0817	Essex North Shore Agricultural and Technical (vocational rate)	\$16,092	\$16,661	\$569	3.5%
0817	Essex North Shore Agricultural and Technical (agricultural rate)*	\$17,341	\$18,712	\$1,371	7.9%
0818	Franklin County Regional Vocational Technical	\$19,622	\$20,613	\$991	5.1%
0821	Greater Fall River Regional Vocational Technical	\$18,625	\$20,027	\$1,402	7.5%
0823	Greater Lawrence Regional Vocational Technical	\$18,923	\$20,613	\$1,690	8.9%
0825	Greater New Bedford Regional Vocational Technical	\$19,622	\$20,613	\$991	5.1%
0828	Greater Lowell Regional Vocational Technical	\$18,318	\$19,601	\$1,283	7.0%
0829	South Middlesex Regional Vocational Technical	\$19,622	\$20,613	\$991	5.1%
0830	Minuteman Regional Vocational Technical**	\$19,622	\$20,613	\$991	5.1%
0832	Montachusett Regional Vocational Technical	\$18,648	\$18,834	\$186	1.0%
0851	Northern Berkshire Regional Vocational Technical	\$19,622	\$20,121	\$499	2.5%
0852	Nashoba Valley Regional Vocational Technical	\$18,084	\$18,382	\$298	1.6%
0853	Northeast Metropolitan Regional Vocational Technical	\$18,046	\$20,491	\$2,445	13.5%
0855	Old Colony Regional Vocational Technical	\$19,622	\$19,830	\$208	1.1%
0860	Pathfinder Regional Vocational Technical	\$19,622	\$20,546	\$924	4.7%
0871	Shawsheen Valley Regional Vocational Technical	\$19,622	\$20,613	\$991	5.1%
0872	Southeastern Regional Vocational Technical	\$14,817	\$17,010	\$2,193	14.8%
0873	South Shore Regional Vocational Technical	\$17,992	\$18,805	\$813	4.5%
0876	Southern Worcester County Regional Vocational Technical	\$17,969	\$17,764	-\$205	-1.1%
0878	Tri County Regional Vocational Technical	\$18,363	\$19,333	\$971	5.3%
0879	Upper Cape Cod Regional Vocational Technical	\$19,622	\$19,910	\$288	1.5%
0885	Whittier Regional Vocational Technical	\$18,507	\$18,876	\$369	2.0%
0910	Bristol County Agricultural	\$21,610	TBD	-	0.0%
0915	Norfolk County Agricultural	\$24,572	\$26,355	\$1,783	7.3%

April 3, 2023

* ESNAT is authorized to charge an incremental capital fee to its agricultural non-resident tuition rate in accordance with Chapter 463 of the Acts of 2004. The Department calculates this rate each year using updated information provided by the district. The rate for FY24 is \$1,693.41 per student.

**Minuteman is authorized to charge a capital fee in addition to their non-resident tuition rate in accordance with 603 CMR 4.03 (6)(b)(4). The Department calculates these rates each year using updated information provided by the district. The FY23 capital fee for Type A communities is \$8,200.13 and the capital fee for Type B communities is \$6,150.10.



EDUCATION - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
Triton Regional School District					
Operating Assessment	10,309,959	10,779,633	11,253,158	473,525	4.4%
Debt Service Assessment	76,998	51,039	50,342	(697)	-1.4%
Total - Triton Regional	10,386,957	10,830,672	11,303,500	472,828	4.4%
Whittier Regional Voc. Tech. High School					
Operating Assessment	318,332	268,021	282,248	14,227	5.3%
Capital Assessment	-	24,891	23,112	(1,779)	-7.1%
Total - Whittier Regional Voc. Tech.	318,332	292,912	305,360	12,448	4.2%
Essex North Shore Agricultural & Tech					
Operating Assessment	43,372	41,608	21,542	(20,066)	-48.2%
Total - Essex North Shore Ag. & Tech.	43,372	41,608	21,542	(20,066)	-48.2%
Total - Education	10,748,661	11,165,192	11,630,402	465,210	4.2%



Town of Newbury, Massachusetts

Debt Service



Debt Service

Overview

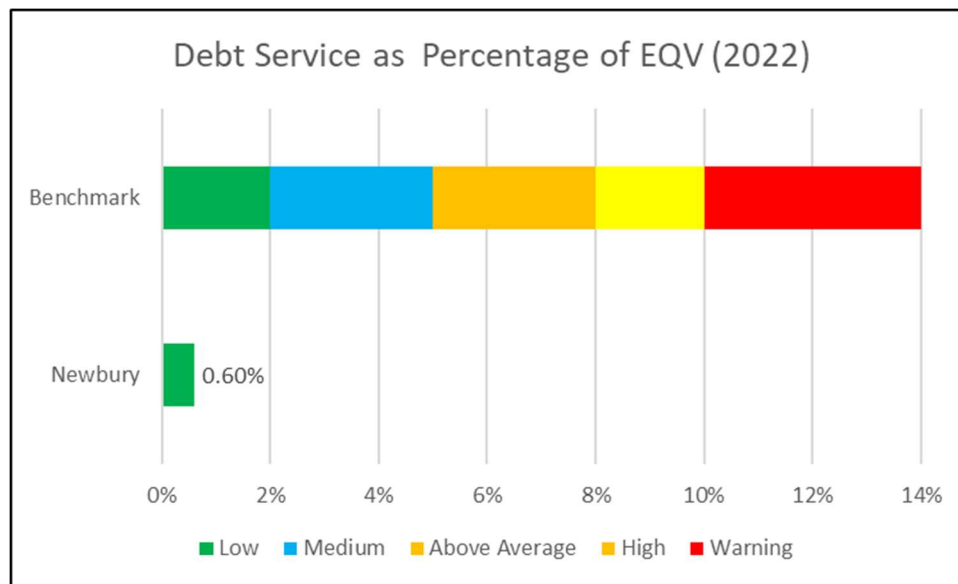
The sale of municipal bonds is an alternative form of financing capital projects authorized under Massachusetts General Laws, Chapter 44, Sections 7 & 8. Bonds are sold through a competitive bidding process or are directly negotiated with banks and brokerage firms. Once sold, the funds are available in their entirety to the municipality with repayment of the principal plus interest spread over several years.

The process begins during the planning stages for the capital project when it is determined how the project will be financed. If the town finds that raising the amount of the project cannot be done through taxation and estimated receipts, either because of the size of the project or because of Proposition 2 ½ limitations, then financing through a bond issue may be the only other alternative. This allows us to spread the cost of the project over a number of years, therefore over a number of appropriations for debt service and interest. Bond principal and interest costs can be determined in a general way for planning purposes.

Long-term debt is strictly controlled in Massachusetts by statute. One of the planning stages is to determine whether the project falls into one of the categories contained in M.G.L. Chapter 44, Section 7 or 8. Section 7 lists those purposes for which a community may borrow inside the debt limit, while section 8 lists those purposes allowable outside the debt limit. The debt limits are defined in M.G.L. Chapter 44, Section 10. This statute limits debt authorized by the town to not more than 5% of their equalized valuation (EQV), which in Newbury's case is \$2,013,812,100 (Mass. Division of Local Services, 2022 EQV). This translates to \$100,690,605 for the Town of Newbury. Currently we have \$12,266,119 in principal authorized, which is well within the legal limit.

Debt Service as a Percentage of EQV	
Total Outstanding Debt (Principal)	\$ 12,266,119
2022 EQV (Equalized Valuation)	\$ 2,013,812,100
Debt Service as Percentage of EQV	0.6%

The Town's ratio of debt to property value is currently 0.6% which is considered "low" by rating agencies; Standard and Poor (S&P) cited this as a positive credit factor. The outside debt limits set forth in the statute may be increased to 10% and 5% respectively, with Emergency Finance Board (EFB) approval.



Once a decision has been made to finance through a debt issue, the Town must prepare the Warrant Article for consideration with great care. Bond Counsel would reject a poorly worded article and the process would have to be repeated. Chapter 44, section 2 requires a minimum two-thirds vote to authorize debt. Once the debt has been authorized, it is shown on the Tax Rate Recapitulation as a memo entry on Schedule B -Schedule of Appropriations. Temporary borrowing can commence with Bond Anticipation Notes (BAN's). The FY2024 Adopted budget has appropriated \$60,000 toward the issuance of Short-Term Debt Interest.

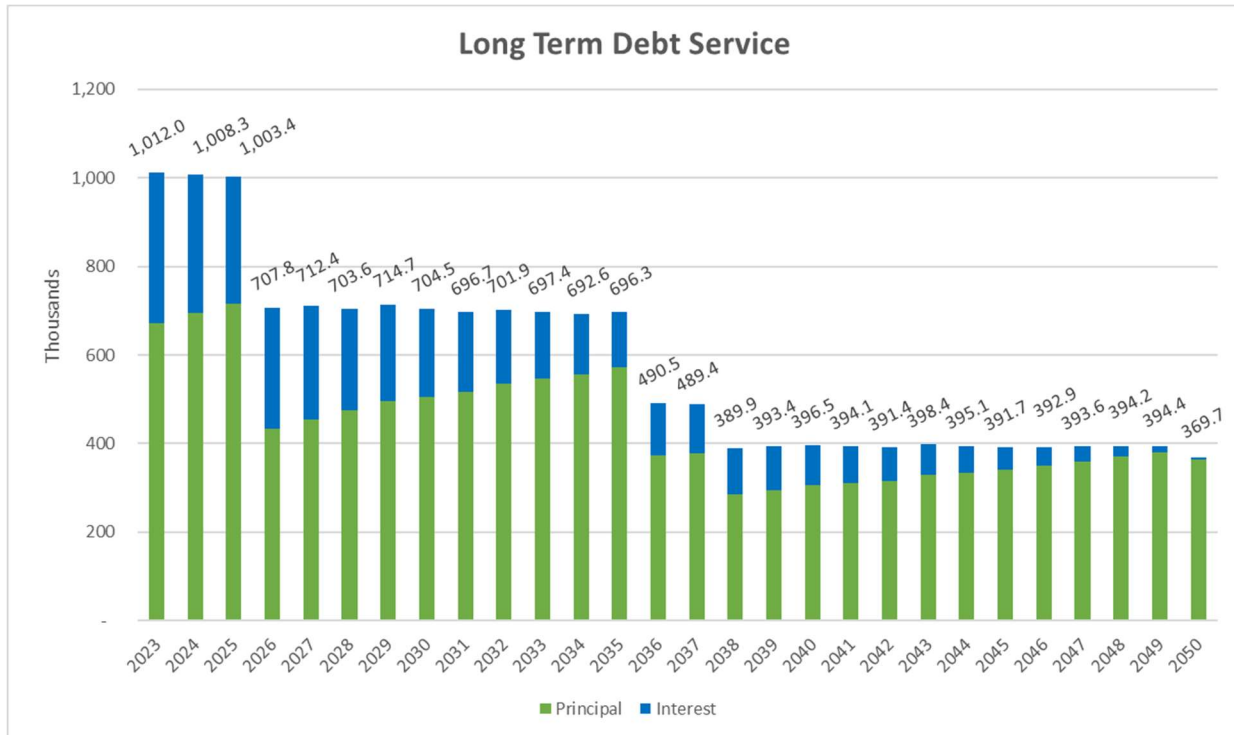
The next major step in the process is to put together the Official Statement, a publication describing in detail the purpose of the issue and pertinent information about the community, which will be used by buyers nationwide. The Official Statement (O.S.), contains information such as municipal services provided, population, income levels and trends, property valuations, tax limitations and collections, local industry and commerce (with a listing of the largest employers and their payrolls), unemployment rates, building permit history, public schools enrollment, transportation and utilities and finances. This is generally coordinated by the bank, which will be handling the sale with most of the information being supplied by the municipality. Bond Counsel will review the materials, including the municipal votes, and issue a legal opinion on the validity of the obligation and the tax-exempt status of the issue. A rating service, such as Moody's or S&P Global Ratings (formerly Standard and Poor's), gathers information about the municipality and issues a rating of the credit-worthiness of the community.

At the place, date and time specified in the Official Statement, the bids are opened publicly and compared. The best offer, either negotiated or publicly bid, is accepted and the proceeds from the issuance are delivered to the municipality.

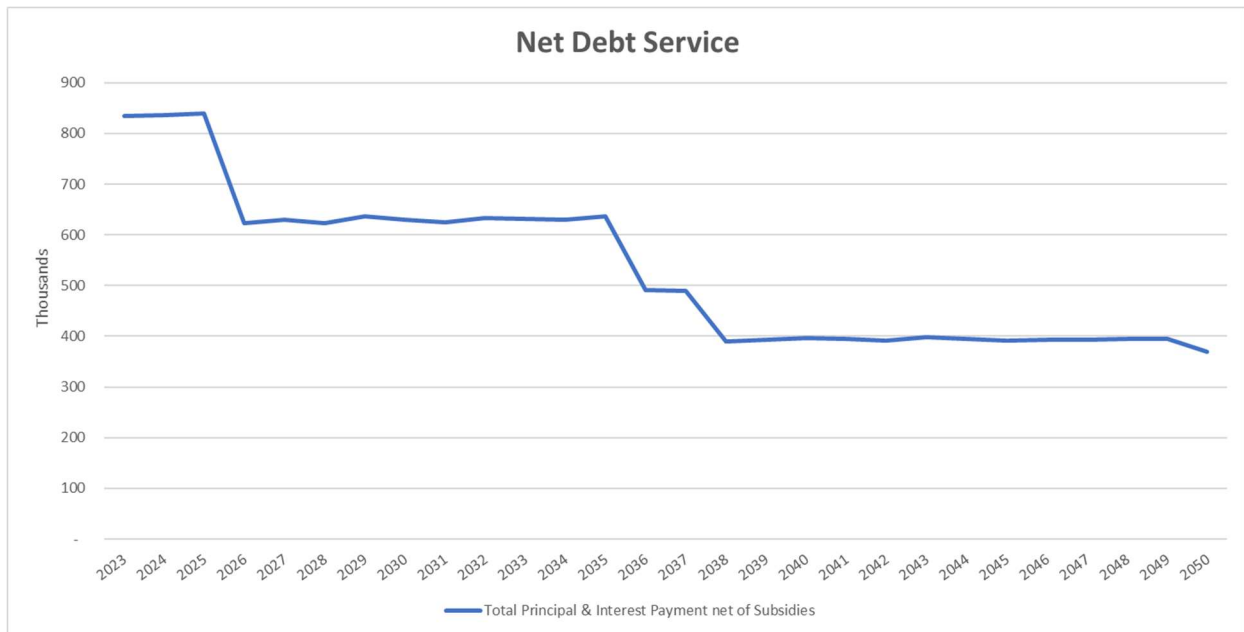
In January 2020, S&P Global Ratings assigned its 'AAA' rating and stable outlook to the Town of Newbury, Massachusetts series 2020 general obligation (GO) police station bonds, and affirmed its 'AAA' rating, with a stable outlook, on the town's existing GO debt (see Appendix – Bond Rating for full review). S&P highlighted our “strong economy, management, budgetary performance, and very strong budgetary flexibility”.



Newbury is legally obligated to pay the principal and interest associated with a bond issuance; this annual payment is known as the debt service payment. The current debt service schedule of Principal and Interest out to Fiscal Year 2050 is shown below.



Newbury's total outstanding debt portfolio (principal only) is \$12,266,119 as of June 30, 2023. When interest is included, the total cost of this debt is \$16,126,835. However, this is not the actual amount Newbury pays in debt service. Due to the Massachusetts Water Pollution Abatement Trusts Subsidy (MWPAT), the total Principal and Interest payment is decreased by \$1,243,357; leaving a balance of \$14,883,478 in Net Debt Service. The Town was required to bring in Water & Sewer onto Plum Island; property owners are assessed betterment fees in order to cover the debt service costs. These payments are the MWPAT subsidy which reduces the overall debt service payment.





Newbury
Long-Term Outstanding Debt

Year	Principal	Interest	Total Principal & Interest	MWPAT Subsidy	Net Debt Service
2023	670,856	341,153	1,012,009	(177,586)	834,423
2024	695,119	313,182	1,008,301	(171,831)	836,471
2025	714,913	288,455	1,003,368	(163,842)	839,526
2026	434,453	273,358	707,811	(84,728)	623,083
2027	454,779	257,657	712,436	(82,376)	630,060
2028	475,107	228,462	703,569	(79,907)	623,662
2029	495,436	219,236	714,672	(77,359)	637,312
2030	505,766	198,724	704,490	(74,733)	629,757
2031	516,096	180,650	696,746	(72,029)	624,717
2032	536,429	165,467	701,896	(69,207)	632,689
2033	546,762	150,631	697,393	(66,267)	631,126
2034	557,096	135,544	692,640	(63,249)	629,391
2035	572,432	123,853	696,285	(60,244)	636,042
2036	372,769	117,710	490,479	-	490,479
2037	378,106	111,338	489,444	-	489,444
2038	285,000	104,888	389,888	-	389,888
2039	295,000	98,441	393,441	-	393,441
2040	305,000	91,541	396,541	-	396,541
2041	310,000	84,084	394,084	-	394,084
2042	315,000	76,353	391,353	-	391,353
2043	330,000	68,375	398,375	-	398,375
2044	335,000	60,106	395,106	-	395,106
2045	340,000	51,669	391,669	-	391,669
2046	350,000	42,872	392,872	-	392,872
2047	360,000	33,647	393,647	-	393,647
2048	370,000	24,163	394,163	-	394,163
2049	380,000	14,419	394,419	-	394,419
2050	365,000	4,741	369,741	-	369,741
Total	12,266,119	3,860,716	16,126,835	(1,243,357)	14,883,478

*MWPAT - Massachusetts Water Pollution Abatement Trusts Subsidy



DEBT SERVICE - GENERAL FUND BUDGET

	FY 2022 Actual Expended	FY 2023 Adopted Budget	FY 2024 Adopted Budget	FY 2024 Adopted Inc (Dec)	FY 2024 Adopted % Inc (Dec)
DEBT SERVICE					
Cost of Bonding	-	25,000	25,000	-	0.0%
Long Term Debt Principal	737,833	700,133	596,402	(103,731)	-14.8%
Short Term Debt Interest		-	60,000	60,000	n/a
Long Term Debt Interest	256,879	276,880	240,069	(36,811)	-13.3%
Total - Debt Service	994,712	1,002,013	921,471	(80,542)	-8.0%



Town of Newbury, Massachusetts Capital Improvement Plan



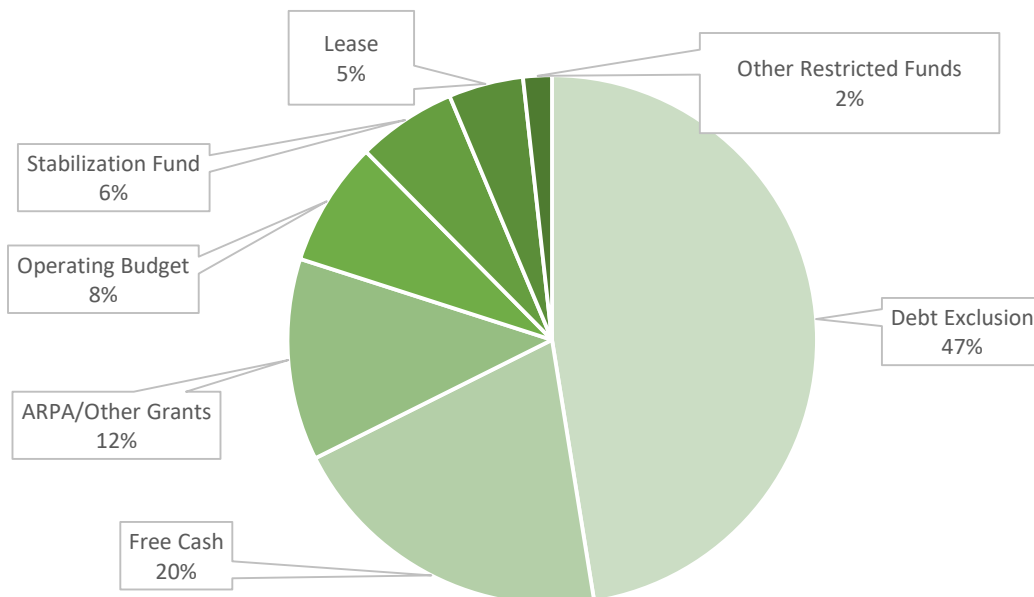
FY2023 – FY2028 CIP Overview

The Town of Newbury’s FY2023 – FY2028 proposed Capital Improvement Plan (CIP) includes 47 projects costing approximately \$23.49 million and funded through a variety of sources, including General Fund tax levy, Enterprise Fund revenues and other non-local sources such as American Rescue Plan Act (ARPA) funding and state grants. These capital investments will allow the Town to maintain and improve its capital assets, which represent millions of dollars of taxpayer investment.

Note: A full project listing for the FY2023 – FY2028 CIP can be found in subsequent sections. This section provides an overview of the projects planned and details the financial components of the plan.

Overall, the CIP calls for approximately \$23.49 million in resources from the General Fund, from the operating budget, Free Cash, Stabilization Fund, ARPA and other grants, leases, other restricted funds, and new debt service. The plan includes \$11.15 million in debt financing and over \$4.7 million in Free Cash. Other sources include approximately \$2.8 million in ARPA and other grant funding, including \$900,000 for the removal of Larkin Dam and \$200,000 for the renovation of the Plum Island bathroom facility, as well as about \$1.6 million in presumed Chapter 90 funds over the six-year period. It is anticipated that additional grant opportunities will be identified over time. The single notable difference between the Capital Needs Assessment and the proposed FY2023 – FY2028 CIP Project Plan is the financing of the Newbury Town Hall Project, which will include \$8.5 million from a debt exclusion override as opposed to the initial \$11.5 million projected in the Capital Needs Assessment.

FY2023 – FY2028 CIP by Funding Source





Projects are spread across different functional units of Town government, with many projects falling under Public Works and Police. In terms of cost, approximately 47% of the total cost of the CIP falls under Administration & Finance due entirely to the proposed Newbury Town Hall Project, which is proposed to be funded with approximately 77% debt financing and approximately 23% Free Cash.

Department	Project Count	Total Project Cost	% of Total Cost
Administration & Finance	1	\$11,000,000	46.83%
Conservation	1	\$900,000	3.83%
Council on Aging	1	\$150,000	0.64%
Fire	6	\$1,570,000	6.68%
Information Technology	3	\$344,000	1.46%
Police	14	\$733,000	3.12%
Public Works	20	\$8,777,480	37.37%
Recreation	1	\$16,600	0.07%
Total	47	\$23,491,080	100.00%

In terms of asset type, the majority of project costs come from proposed facilities-related projects. These types of projects account for nearly three out of four CIP dollars, and include proposed Newbury Town Hall Project, various roofing and HVAC improvements in the Town Library and Newbury Elementary School, and improvements to the Plum Island bathroom facility.

Asset Type	Project Count	Total Project Cost	% of Total Cost
Culvert	1	\$750,000	3.19%
Facilities	14	\$15,807,600	67.29%
Information Technology	3	\$344,000	1.46%
Roads & Paving	3	\$3,252,480	13.85%
Traffic Safety	2	\$22,000	0.09%
Vehicles/Equipment	24	\$3,315,000	14.11%
Total	47	\$23,491,080	100.00%



FY2023 – FY2028 CIP: Years 1 – 6 (as originally projected)

	Projected FY2023	Projected FY2024	Projected FY2025	Projected FY2026	Projected FY2027	Projected FY2028
Existing Capital Investment						
Existing Non-Exempt Debt Service	84,625	82,875	81,125	84,250	85,125	82,875
Total Existing	84,625	82,875	81,125	84,250	85,125	82,875

Existing Town Exempt Debt Service	393,919	308,844	311,594	311,294	308,194	307,644
Total Existing Capital Investment	393,919	308,844	311,594	311,294	308,194	307,644

New Capital Investment						
Operating Budget	354,791	372,530	391,157	410,715	431,250	452,813
Stabilization Fund	171,814	175,250	178,755	182,330	185,977	189,696
Free Cash	315,000	330,750	347,288	364,652	382,884	402,029
Total New Capital Investment	841,605	878,531	917,200	957,697	1,000,112	1,044,538

Total Existing & New Capital Investment	926,230	961,406	998,325	1,041,947	1,085,237	1,127,413
Revenue Projection (less Enterprise Funds)	24,135,346	25,342,114	26,609,219	27,939,680	29,336,664	30,803,497
Capital Investment as % PY Revenue	3.84%	3.79%	3.75%	3.73%	3.70%	3.66%

Target Investment Level						
Operating Budget – Pay-Go	292,000	292,000	292,000	292,000	336,000	292,000
Operating Budget – Fire Lease	-	-	54,948	54,948	54,948	124,356
Stabilization Fund	408,000	320,000	320,000	125,000	152,000	100,000
Free Cash	-	565,000	1,170,000	240,000	262,000	-
Total Target Investment Level	700,000	1,177,000	1,836,948	711,948	804,948	516,356



FY2024 Proposed Capital Budget

The following tables summarize the projects proposed for the upcoming fiscal year by department and by funding source, including projects funded entirely by grants or other non-local sources.

Project Title	FY2024	Source
Administration & Finance		
Newbury Town Hall Project	\$1,000,000	Free Cash
Fire		
Urban Interface Firefighting Apparatus	650,000	Borrowing
Police		
Firearms Replacement	\$50,000	Free Cash
Flashing Crosswalk	\$13,500	Free Cash
Solar Powered Speed Displays	\$11,000	Free Cash
Cruiser Replacement	\$61,430	Operating Budget
Public Works		
Replace Dump Truck	\$72,645	Stabilization Fund
Repair Newbury Elementary Roof	\$150,000	Stabilization Fund
Capital Outlay	\$50,000	Operating Budget
Annual Road Improvement Program	\$250,000	Chapter 90; Operating Budget



FY2024 – FY2028 Years 2 – 6 Projects by Department & Funding Source

Project Title	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Administration & Finance						
Newbury Town Hall Project	\$6,173,616					Debt Exclusion
	1,000,000					Free Cash

Council on Aging						
COA Van						ARPA

Conservation						
Remove Larkin Dam		\$200,000	700,000			ARPA/ Grants

Fire						
Replacement of Fire Apparatus	\$650,000					Lease
Replacement of Ambulance		\$375,000				Other Rest. Funds
Replacement of Apparatus Floor			\$25,000			Stabil. Fund
Replacement of Engine 1				\$600,000		Lease

Information Technology						
Town Fiber Optic Network		\$300,000				Free Cash



Project Title	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Police						
Firearms	\$50,000					Free Cash
Signage	\$24,500					Free Cash
Cruiser Carport Construction		\$30,000				Free Cash
Harbormaster Office Construction		\$120,000				Free Cash
Mobile Command Post		\$16,000				Stabil. Fund
Admin Police Vehicle Replacement				\$37,000		Stabil. Fund
Polaris ATV Patrol Vehicle		\$22,000				Stabil. Fund
Unmarked Investigations Vehicle		\$36,000				Stabil. Fund
Argo ATV Tracked Response		\$56,000				Stabil. Fund
Cruiser Replacement	\$61,430	\$62,000	\$62,000	\$62,000	\$62,000	Oper. Budget

Public Works						
Replace Chevy One Ton Dump Truck	\$72,645					Stabil. Fund
Wheeled Excavator Replacement						Free Cash
Replacement Six Wheel Dump Truck			\$240,000			Free Cash
Elgin Sweeper Replacement				\$250,000		Free Cash



Project Title	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Public Works						
Replacement - 2007 Ford F250 Pick Up Truck				\$44,000		Oper. Budget
Replace John Deere Lawn Mower		\$15,000				Stabil. Fund
Replace Ferris Lawn Mower				\$15,000		Stabil. Fund
Replace 1998 Morbark Wood Chipper		\$75,000				Stabil. Fund
Repair Newbury Elementary Roof	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	Stabil. Fund
Repave Parking Lot at Newbury Elementary		\$60,000				Stabil. Fund
Paving Newbury Boat Ramp		\$75,000				Free Cash
Replace Roof at Town Library		\$650,000				Debt Exclusion
Recarpet at Town Library						Stabil. Fund
Repaint Town Library						Stabil. Fund
Replace HVAC System at Town Library		\$140,000				Free Cash
Replace Orchard Street Culvert		\$750,000				Free Cash Grants
Newbury Elementary School HVAC Replacement		\$2,000,000				Debt Exclusion
Annual Road Improvement Program	\$250,000	\$519,580	\$519,580	\$519,580	\$519,580	Chapter 90; Oper. Budget



Town of Newbury, Massachusetts

Appendices

Town of Newbury Community Profile

At A Glance

Incorporated: 1635

Land Area: 26.29 Sq. Miles

Public Roads: 52.82 Miles

County: Essex

2022 Population: 6,734

Form of Government:

- Town Administrator
- Five-member Select Board
- Open Town Meeting

FY2023 Data:

- **Tax Rate per Thousand:** \$8.67
- **Average Single Family Home Value:** \$745,282
- **Average Single Family Tax Bill:** \$6,462
- **DOR Income per Capita:** \$73,077
- **FY2023 Municipal Operating Budget:** \$26, 040,127



History & Overview

The Town of Newbury is located on the Northeast coast of Massachusetts, about 34 miles north of Boston. It is a part of Essex County, situated next to the harbor city of Newburyport, of which it was once part. Newbury is divided into three sections, Old Town, Byfield, and Plum Island, which makes for a culturally and geographically diverse community.

Newbury was settled in 1635, its original settlers coming over from England in 1634 and arriving in neighboring Ipswich. Today, Newbury is considered a residential community with many residents commuting to other communities to work. Commuter rail and bus service to Boston and surrounding areas exists along with easy access to major highways. The “gentrification” of Newbury along with long standing zoning restrictions has allowed for little commercial expansion and the tax base remains primarily residential.¹

Public School System



Newbury’s school system consists of the Newbury Public Elementary School, grades kindergarten through 6, the Triton Regional Middle School, grades 7 – 8, and the Triton Regional High School, grades 9 - 12. The school district has 2,231 students enrolled in 2022-2023 school year. Of these students, 412 attend Newbury Public Elementary School.

High School Technical education at is provided through the Whittier Regional Vocational Technical High School and Essex Agricultural and Technical High School. According to the 2020 U.S. Census, 97.8% of Newbury’s residents have a high school degree or higher and 55.8% have bachelor’s degree or higher.²

¹ Town of Newbury, Community Profile narrative, provided by Town Administrator Tracy Blais

² Massachusetts Department of Elementary and Secondary Education, Public School Districts, Triton Regional School District., [DESE Triton Regional School District Data](#)

Economics

Financial indicators suggest that Newbury has strong creditworthiness and minimal risk. The Town of Newbury, for the year ended June 30, 2021, reported the Town's credit rating as Moody's Aa2 and Standard & Poor as AAA. The FY2023 budget represented approximately \$26 million, which represents a 13% increase from FY2022. The FY2023 total tax levy is approximately 19 million, which is 73% of the total budget.³

Demographics

Per the 2020 U.S. Census, the largest racial/ethnic group in Newbury is White at 98% followed by .9% Hispanic or Latino, .5% Asian, and .4% African American. The median age of Newbury's residents at 40 years is about the same as the State median age of 39.6 years. Newbury has approximately 2,397 total households. Approximately 36% of all households are family households and 62% of households are married couples and 9% are seniors living alone. About 1.2% of families live below the poverty line. Median household income is \$121,286. Approximately 91% of residents own their home and 9% rent, which is significantly higher than the State average.⁴

Geography



The Town, which is situated just south of the mouth of the Merrimack River and along the Atlantic Ocean, is bordered by Newburyport to the north, West Newbury to the northwest, Groveland to the west, Georgetown to the southwest, and Rowley to the east. A majority of Town land is marshes and protected land, which is included in the Parker River National Wildlife Refuge, Old Town Hill Reservation Area, Kents Island Wildlife Management Area, Downfall Wildlife Management Area and parts of the Mill

River Wildlife Management Area and Crane Pond Wildlife Management Area.

Photo credit: Old Town Hill, Newbury, MA, Trustees of Reservations

Transportation

Newbury is accessible via Interstate 95, which passes through the western part of the Town. The Newbury Turnpike (U.S. Route 1) runs north to south through the middle of Newbury and Massachusetts Route 1A is also accessible. Commuters can access Newbury via The Newburyport/Rockport Line of the MBTA Commuter Rail and public bus routes.

³ Division of Local Services, Municipal Finance Trend Dashboard, Town of Newbury Categories 3 and 4, [DLS Municipal Finance Trend Dashboard](#)

⁴ Division of Local Services, Municipal Finance Trend Dashboard, Town of Newbury Category 5, Demographics [DLS Demographics Town of Newbury, MA](#)



Glossary of Terms

Abatement – A reduction or elimination of a levy imposed by a governmental unit, applicable to tax levies, motor vehicle excise, fess, charges, and special assessments.

Accounting System – The total structure of records and procedures which identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, balanced account groups, and organizational components.

Accrued Interest – In an original governmental bond sale, accrued interest is the amount of interest which has accumulated on the bonds from the day they are dated, up to but not including, the date of delivery (settlement date).

Amortization – The gradual elimination of an obligation, such as a bond, according to a specified schedule of times and amounts. The principal amount of a home mortgage, for example, is amortized by monthly payments.

Appropriation – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended. Only a town meeting, council or the school committee can authorize money appropriated for one purpose to be used for another. Any amount which is appropriated may be encumbered. Any part of a “general” appropriation not spent or encumbered by June 30 automatically reverts to the undesignated fund balance which may result in Free Cash. If departments know of remaining unpaid bills at the close of the fiscal year and properly notify the accountant (Chapter 41, § 58), the departmental appropriation is encumbered to extend the general spending authorization until such time that the bill is paid, or it is decided not to spend the funds. If these encumbrances are not acted on within a year, the accountant generally notifies the department and closes them out. A special warrant article/appropriation, on the other hand, may carry forward from year to year until spent for the designated purpose or transferred by town meeting vote to another account.

Arbitrage – As applied to municipal debt, the investment of tax-exempt bond or note proceeds in taxable higher yielding securities. This practice is restricted under Section 103 of the Internal Revenue Service (IRS) Code, and (beyond certain limits) earnings are required to be rebated (paid) to the IRS.

Assessed Valuation – A valuation set upon real estate or other property by a government as a basis for levying taxes. In Massachusetts, assessed valuation is based on “full and fair cash value,” the amount a willing buyer would pay a willing seller on the open market. Assessors must collect,



record, and analyze information about the physical characteristics of the property and the market in order to estimate the fair market value of all taxable properties in their communities.

Audit – An examination of systems, procedures, and financial data by a certified accountant, reporting on the fairness of financial statements and compliance with statutes and regulations. (The audit is a valuable management tool for evaluating the fiscal performance of a community).

Audit Report – The product of an audit prepared by an independent auditor. The report often includes (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations.

Authentication – see Certification.

Available Funds – These are funds established through previous appropriations or results of favorable conditions. These may be appropriated to meet emergency or unforeseen expenses, large one-time or capital expenditures. Examples: Free Cash, Stabilization Fund, Overlay Surplus, Water Surplus, and enterprise retained earnings.

Balance Sheet – A statement which discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.

Basis of Accounting – Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported on the financial statements. Basis of accounting related to the timing of the measurements made, regardless of the measurement focus applied. All governmental funds and expendable trust and agency funds could be accounted for using the modified accrual method of accounting. Their revenues are recognized when they become measurable and available, as net current assets, with the following guidelines: Property taxes, excise taxes, departmental and governmental receivables are recorded as revenue when received in cash, as well as amounts received during the first 60 days of the following fiscal year. Expenditures are generally recognized under the accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include principal and interest on general long-term debt which is recognized when due. All proprietary funds and nonexpendable trust and pension trust funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

Betterments (Special Assessments) – Whenever a specific area of a community receives benefit from a public improvement (e.g. water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the cost it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full, or the property owner may request the assessors apportion the betterment over 20 years. Over the lifetime of the betterment, 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) – Once borrowing for a specific project has been approved by two-thirds vote of town meeting or city council and prior to issuing long- term bonds, short-term notes may be issued to provide cash for initial project costs. BANs may be issued for a period not to exceed five years, but with the reduction of principal after two years (Chapter 44, § 17). The final maturity date of the project borrowing, beginning from the date the short-term note was issued, may not exceed the term specified by statute (Chapter 44, §§ 7 and 8). BANs are full faith and credit obligations.

Bond Authorization – see Debt Authorization.

Bonds Authorized and Unissued – Bonds which a government has been authorized to sell but has not yet done so. Issuance at this point is only contingent upon action by the Treasurer and Mayor or Selectmen.

Bond Counsel – An attorney or law firm engaged to review an opinion upon 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.

Bonds Payable – The face value of bonds issued and unpaid.

Bond Premium – The excess of the price at which a bond is acquired or sold over its face value. An example is a \$1,000 bond which sells for \$1,010. The premium equals \$10.

Budget – A plan of financial operation embodying an estimate of proposed revenues and expenditures for a given period and the proposed means of financing them. A budget may be “preliminary” – the financial plan presented to the Town Meeting, or “final” – the plan approved by that body. The budget should be separated into basic units, either by department, program, or service. The format is important because by classifying by service or department, the budget is clearly defined and more easily understood by both local officials and Town Meeting.

Capital Budget – An annual appropriation or spending plan for capital expenditures (tangible assets or projects that cost at least \$25,000 and have a useful life of at least five years). This budget should recommend the method of financing for each item recommended and identify those items which are recommended to be deferred due to scarce resources.



Capital Expenditures/Improvements – These are items generally found in the capital budget, such as construction, acquisitions, site development, major repairs or replacement to capital facilities and public ways and overhead costs. The fees for architects, engineers, lawyers, and other professional services plus the cost of financing, advance planning may be included.

Capital Improvement Program – A comprehensive schedule for planning a community’s capital expenditures. It coordinates community planning, fiscal capacity, and physical development. While all the community’s needs should be identified in the program, there should also be a set of criteria which prioritizes the expenditures. The capital program is a plan for capital expenditures that extends five years beyond the capital budget and is updated yearly.

Capital Outlay Expenditure Exclusion – A vote by a community at an election to exclude payments for a single year capital project from the levy limit. The exclusion is limited to one year and may temporarily increase the levy above the levy ceiling.

Cash – Currency, coin, checks, postal and express money orders, and bankers’ drafts on hand or on deposit with an official or agency designated as custodian of cash and bank deposits.

Cash Management – The process of managing monies of a local government in order to insure maximum cash availability and maximum yield on short-term investment of idle cash.

Cemetery Perpetual Care – These funds are donated by individuals for the care of grave sites. According to Chapter 114, § 25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.

Certification – The action of a bank or trust company (or DOR’s Bureau of Accounts for State House Notes) in certifying the genuineness of the municipal signatures and seal on a bond issue. The certifying agency may also supervise the printing of bonds and otherwise safeguard their preparation against fraud, counterfeiting, or over-issue. Also known as Authentication.

Cherry Sheet – Named for the cherry-colored paper on which it was originally printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the next fiscal year’s state aid and assessments to communities and regional school districts. State aid to municipalities and regional school districts consists of two major types – distributions and reimbursements. Distributions provide funds based on formulas while reimbursements provide funds for costs incurred during a prior period for certain programs or services. In addition, communities may receive “offset items” which must be spent on specific programs. Cherry Sheet Assessments are advanced estimates of state assessments and charges and county tax assessments. Local assessors are required to use these figures in setting the local tax rate. (Because these figures are estimates, it should be noted that based on filing requirement and/or actual data information the final aid or assessment may differ.)



Cherry Sheet Offset Items – Local aid accounts which may be spent without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include School Choice Receiving Tuition and Public Libraries.

Classification of Real Property – Assessors are required to classify all real property according to use into one of four classes: Residential, Open Space, Commercial, and Industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners (see Classification of the Tax Rate).

Classification of the Tax Rate – In accordance with Chapter 40, § 56, the Selectmen vote to determine the tax rate options. Based on the residential factor adopted (see Residential Factor), any community may set as many as four different tax rates for: residential property; open space; and commercial, industrial, and personal property.

Collective Bargaining – The negotiations between an employer and union representative regarding wage, hours, and working conditions.

Conservation Fund – This fund may be expended for lawful conservation purposes as described in Chapter 40, § 8C. This fund may also be expended for damages related to the taking of land by eminent domain provided that such taking has first been approved by a two-thirds vote of the city council or town meeting.

Debt Authorization – Formal approval to incur debt by municipal officials, in accordance with procedures stated in Chapter 44, specifically §§ 1, 2, 3, 4a 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 is a vote by a municipality at an election to exclude debt service payments for a particular capital project from the levy limit. The amount necessary to cover the annual debt service payment is added to the levy limit for the life of the debt only. A debt exclusion may temporarily increase the levy above the levy ceiling.

Debt Limit – The maximum amount of debt which a municipality may have authorized for qualified purposes under state and self-imposed ceilings.

Debt Service – The cost (usually stated in annual terms) of the principal retirement and interest of any particular issue.

Default – Failure to pay principal or interest when due.



Encumbrance – Obligations in the form of purchase orders, contract, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Funds – An accounting mechanism which 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. 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 so chooses. Enterprise accounting also enables communities to reserve the “surplus” or retained earnings generated by the operation of the enterprise rather than closing it out at year end. According to Chapter 44, § 53F½, all the services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs) – The determination of the full and fair cash value of all property in the Commonwealth which is subject to local taxation. EQVs have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs. The Commissioner of Revenue, in accordance with Chapter 58, § 10C, is charged with the responsibility of biannually determining an equalized valuation for each town and city in the Commonwealth.

Estimated Receipts – Estimates of state and local miscellaneous receipts based on previous year’s receipts deducted by the Assessors from gross amount to be raised by taxation.

Excess and Deficiency – Also called the “surplus revenue” account, this is the amount by which cash, accounts receivable and other assets exceed the liabilities and reserves.

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 Select Board and council must be informed of excess levying capacity and evidence of such acknowledgement must be submitted to DOR when setting the tax rate.

Exemptions – Upon approval of an application to the Board of Assessors, these are full or partial discharges from the obligation to pay a property tax by statute on particular categories of property or persons. Examples include hospitals, schools, houses of worship, and cultural institutions that are of benefit to the community. In addition, exemptions may be granted for qualified veterans, blind individuals, surviving spouses, persons over 70 years of age, and certain financial hardships.

Expenditure – The spending of money by the town or city for programs within the approved budget.

Federal Aid Anticipation Note (FAAN) – A short-term loan issued to be paid off at the time of receipt of a federal grant. FAANs are full faith and credit obligations.



Fiduciary Funds – Fiduciary funds account for assets held by the municipality in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds. Non-expendable trust and pension trust funds are accounted for in essentially the same manner as proprietary funds. Expendable trust funds are accounted for in essentially the same manner as governmental funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

Financial Advisor – An individual or institution which assists municipalities in the issuance of tax-exempt bonds and notes. This function in Massachusetts is performed either by the public Finance Department of a commercial bank or a non-bank advisor.

Fiscal Year – The Commonwealth, state, and municipalities (as of 1974) operate on a fiscal year which begins on July 1 and ends on June 30. The number of the fiscal year is that of the calendar year in which the fiscal year ends, e.g. the 2016 fiscal year, July 1, 2015, to June 30, 2016, usually written as FY16 or FY2016. This, however, no longer coincides with the fiscal year followed by the federal government, for beginning in 1976 the federal fiscal year was changed to begin on October 1 and end on September 30.

Fixed Costs – These are costs which are legally or contractually mandated. (Examples: retirement, FICA/Social Security, insurances, debt service or interest.)

Float – The amount of money making up the difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Foundation Budget – The target set for each school district defining the spending level necessary to provide an adequate education for all students. The Foundation Budget is comprised of both local effort and state aid.

Free Cash – (Also Budgetary Fund Balance) Funds remaining from the operations of the previous fiscal year which are certified by DOR's Director of Accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount of remaining funds which can be certified as free cash. The calculation of free cash is made based on the balance sheet, which is submitted by the community's Auditor, Accountant or Comptroller. Typically, a community will attempt to maintain a free cash balance of between 3 and 5 percent of its total budget as a hedge against unforeseen expenditures, to insure there will be an adequate reserve to prevent sharp fluctuations in the tax rate, and to prevent expensive short-term borrowing. (Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect



municipalities to maintain free cash reserves; judgments regarding a community's fiscal stability are made, in part, on the basis of free cash.) Also see Available Funds.

Full Faith and Credit – A legal pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund – An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting – Organizing the financial records of a municipality into multiple funds. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the General Fund and Enterprise Funds. Communities whose accounting records are organized according to the Uniform Massachusetts Accounting System use multiple funds.

General Fund – This non-earmarked fund is used to account for most financial resources and activity governed by the normal Town Meeting/City Council appropriation process.

General Obligation Bonds – Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

Governing Body – The board, committee, commissioners, or other legislative body of a governmental unit, including the school committee of a municipality.

Indirect Cost – Costs of a service not reflected in the service's operating budget. A determination of these costs is necessary to analyze the total costs of service delivery. (An example of an indirect cost of providing water service would be health insurance costs for water employees.)

Interest – Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as discount at the time a loan is made.

Interest Rate – The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments – Securities and real estate held for the production of income in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operations.

Judgment – An amount to be paid or collected by a governmental unit as a result of a court decision, including a condemnation award in payment for private property taken for public use.



Land Fund – A fund established in FY86 to which may be added an annual appropriation earmarked for the acquisition of land or debt service on designated land purchases.

Law Enforcement Trust Fund – A revolving fund established to account for a portion of the proceeds from the sale of property seized from illegal drug-related activities. Funds may be expended to defray certain qualified law enforcement costs as outlined in Chapter 94C, § 47. Funds from this account may be expended by the police chief without further appropriation.

Legal Opinion – An opinion by an attorney or law firm that bonds have been legally issued by a public body, and that the bonds are exempt from federal income taxes and some Massachusetts taxes under existing laws, regulations, and rulings.

Levy Ceiling – The maximum tax assessed on real and personal property may not exceed 2.5 percent of the total full and fair cash value of all taxable property (Chapter 59, § 21C). Property taxes levied may exceed this limit only if the community passes a capital outlay expenditure exclusion, a debt exclusion, or a special exclusion.

Levy Limit – The maximum amount a community can levy in a given year. The limit can grow each year by 2.5 percent of the prior year's levy limit (Chapter 59, § 59C(f,g,k)) plus new growth and any overrides. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion or special exclusion.

Line-Item Budget – A budget which focuses on inputs of categories of spending, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid – Revenue allocated by the Commonwealth to towns, cities, and regional school districts. Estimates of local aid are transmitted to towns, cities, and districts annually by the "Cherry Sheet." Most of the Cherry Sheet aid programs are considered revenues of the municipality's or the regional school district's General Fund and may be spent for any purpose subject to appropriation.

Local Appropriating Authority – In a town, the town meeting has the power to directly levy a property tax. In a city, the city council has the power.

Local Receipts – Locally generated revenues other than real and personal property taxes and excluding enterprise fund revenues. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

M.G.L. (or G.L.) – Massachusetts General Laws, Annotated

Massachusetts Clean Water Trust – formerly the Massachusetts Water



Pollution Abatement Trust – established in 1989 to improve the water quality in the Commonwealth through the provision of low-cost capital financing to cities, towns and other eligible entities.

Massachusetts Municipal Depository Trust – Founded in 1977, it is an investment program in which municipalities may pool excess cash. It is under the supervision of the State Treasurer.

Massachusetts School Building Authority – a quasi-independent government authority created to reform the process of funding capital improvement projects in the Commonwealth’s public schools

Maturity – The date upon which the principal of a bond becomes due and payable.

Minimum Required Local Contribution – The minimum that a town or city must appropriate from property taxes and other local revenues for the support of schools.

Moody’s Investment Services, Inc. – One of the leading municipal bond rating agencies.

Municipal(s) – (As used in the bond trade) “Municipal” refers to any governmental unit below or subordinate to the state. “Municipals” (i.e., municipal bonds) include not only the bonds of all local subdivisions such as towns, cities, school districts, special districts, but also bonds of states and agencies of the state.

Municipal Revenue Growth Factor – An estimate of the percentage change in a municipality’s revenue growth for a fiscal year.

Municipal Finance Oversight Board – A board authorized by M.G.L. to review and approve applications by municipalities to exceed their statutory debt limit, define the term of borrowing for certain purposes and designate issues of “Qualified Bonds” under chapter 44a.

Net School Spending (NSS) – Includes both school budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community’s NSS funding must be equal or exceed the NSS Requirement established annually by the Department of Elementary and Secondary Education.

New Growth – the taxing capacity added by new construction and other increases in the property tax base. New growth is calculated by multiplying the value associated with new construction by the tax rate of the previous fiscal year. For example, FY2016 new growth is determined by multiplying the value of new construction in calendar 2014 (as valued on January 1, 2015) by the FY2015 tax rate.

Note – A short-term loan, typically of a year or less in maturity.



Notice of Sale – A detailed statement which is published to advertise the sale of municipal bonds by competitive bid.

Objects of Expenditures – A classification of expenditures that is used for coding any department disbursement, such as “personal services,” “expenses” or “capital outlay.”

Official Statement – A document containing information about a prospective bond issue or a note issue which contains information about the issue and the issuer and is intended for the potential investor. The Official Statement is sometimes published with the Notice of Sale. It is sometimes called an Offering Circular or Prospectus.

Operating Budget – The plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Other Amounts to be Raised – The amounts raised through taxation, but which are not appropriation items. Generally, these are locally generated expenditures (e.g., overlay, teacher pay deferral, deficits) as well as state, county, and other special district charges. Because these must be funded in the annual budget, special consideration should be given to them when finalizing the budget recommendations to Town Meeting. (see Tax Rate Recapitulation Sheet)

Overlay – (Overlay Reserve or Reserve for Abatements and Exemptions) An account established annually to fund anticipated property tax abatements and exemptions in that year. The overlay reserve is not established by the normal appropriation process, but rather on the tax rate recapitulation sheet.

Overlay Deficit – A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements and statutory exemptions for that year. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus - Any balance in the overlay account of a given year more than the amount remaining to be collected or abated can be transferred into this account (see Overlay). Within ten days of a written request by the chief executive officer of a town or city, the assessors must provide a certification of the excess amount of overlay available for transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is “closed” to surplus revenue, i.e. it becomes a part of free cash.

Override – A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit to no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount. (see Underride)

Override Capacity – The difference between a community’s levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.



Par Value – The face amount of a bond, e.g. \$1,000 or \$5,000.

Parking Meter Receipts Reserved for Appropriation – This fund allows a community to charge for parking and to reserve these proceeds in a separate account. In accordance with Chapter 40, § 22A, the process may be used to offset certain expenses for the acquisition, installation, maintenance and operation of parking meters and the regulation of parking and other traffic activities.

Paying Agent – A bank or other institution which acts as the agent for a municipality in making bond interest and principal payments.

PERAC - The Public Employee Retirement Administration Commission – created for and dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems.

Performance Budget – A budget which stresses output both in terms of economy and efficiency.

Personnel Services – The cost of salaries, wages, and related employment benefits.

Premium – The amount by which the price exceeds the principal amount of a bond or par value.

Principal – The face amount of a bond, exclusive of accrued interest.

Program Budget – A budget which relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Property Tax Levy – The amount of community can raise through the property tax. The levy can be any amount up to the levy limit plus exclusions.

Purchased Services – The cost of services that are provided by a vendor.

Ratings – Designations used by credit rating services to give relative indications of quality. Mood's ratings range from the highest Aaa down through Aa, A-1, A, Baa-1, Baa, Ba, B, Caa, Ca, C. Standard & Poor's ratings include AAA, AA, A, BBB, BB, B, CCC, CC, C, DDD, DD and D.

Refunding – System by which an issue is redeemed by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund – An amount set aside annually within the budget of a town (not to exceed 5 percent of the tax levy for the preceding year) or city (not to exceed 3 percent of the tax levy for the preceding year) to provide a funding source for extraordinary and unforeseen expenditures. In a town, the Finance Committee can authorize transfers for this fund for "extraordinary and unforeseen" expenditures. Other uses of the fund require budgetary transfers by Town Meeting.



In a city, transfers from this fund may be voted by the City Council upon recommendation of the Mayor.

Residential Factor – Adopted by a community annually, this governs the percentage of the tax levy to be paid by property owners. If local officials choose a low residential factor, (for example the statutory minimum set by the Commissioner of Revenue) residential property owners will pay a proportionately lower share of the total levy (split or multi-tax rate). A residential factor of “1” will result in the taxation of all property at the same rate (single tax rate).

Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise fund, which may be used to fund capital improvements, to reimburse the General Fund for prior year subsidies, to reduce user charges and for enterprise deficits (operating loss).

Revaluation (or recertification of property values) – The Assessors of each community are responsible to develop a reasonable and realistic program to achieve a fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the Assessors’ analysis and consideration of many factors including, but not limited to, the results of an in-depth sales ratio study, the location and style of properties, and the accuracy of existing property record information. Every three years, Assessors must submit property values to the state Department of Revenue for certification. Assessors must also maintain these values in the years between certifications. This is done so that each property taxpayer in the community pays his or her share of the cost of local government – no more or less – in proportion to the amount of money the property is worth.

Revenue Anticipation Borrowing – Cities, towns and districts may issue temporary notes in anticipation of taxes (TANs) or other revenue (RANs). The amount of this type of borrowing is limited to the total of the prior year’s tax levy, the net amount collected in motor vehicle and trailer excise in the prior year and payments made by the Commonwealth in lieu of taxes in the prior year. According to Chapter 44, § 4, towns, cities and districts may borrow up to one year in anticipation of such revenue.

Revenue Anticipation Note (RAN) – A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond – A bond payable from and secured by specific revenues and thereby not full faith and credit obligations.

Revolving Fund – Allows a community to raise revenues from a specific service and use those revenues to support the service without appropriation. For departmental revolving funds, Chapter 44, § 53E stipulates that each fund must be reauthorized each year at an annual town meeting or by city council action, and that a limit on the total amount which 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 town or city in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single



department or board. No revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full-time employees. Revolving funds for other programs as provided by statute are still allowed, and a departmental revolving fund may be implemented in addition to or in conjunction with other existing statutory revolving funds, provided that the departmental revolving fund does not conflict with provisions of other revolving funds.

Sale of Cemetery Lot Fund – This fund is established to account for proceeds of the sale of cemetery lots. The proceeds must be used to offset certain expenses of the Cemetery Department under provisions of Chapter 114, § 43C.

Sale of Real Estate Fund – This fund is established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. Chapter 44, § 63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the town or city is authorized to borrow for a period of five years or more.

Security – For Massachusetts municipalities, bonds or notes evidencing a legal debt on the part of the issuer.

Serial Bond – A bond of an issue which has maturities scheduled annually over a period of years.

Special Assessment – see Betterments.

Special Exclusion – For a few limited capital purposes, a community may assess taxes above the amount of its levy limit or levy ceiling without voter approval. see Proposition 21/2 chapter in this Manual.

Stabilization Fund – An account from which amounts may be appropriated for any lawful purpose. Towns may appropriate into this fund in any year an amount not to exceed ten percent of the prior year's tax levy or a larger amount with the approval of the Director of Accounts. The aggregate of the Stabilization Fund shall not exceed ten percent of the town's equalized value, and any interest shall be added to and become a part of the fund. A two-thirds vote of town meeting or city council is required to appropriate money from the Stabilization Fund.

Standard & Poor's Corporation – One of the leading municipal bond rating agencies.

State Aid Anticipation Note (SAAN) – A short-term loan issued in anticipation of a state grant or aid.

State House Notes – Notes for towns, cities, counties, and districts certified by the Director of Accounts. State House Notes are generally less costly and easier to issue than conventional issues for borrowings. Therefore, these notes are more commonly used for temporary loans and smaller long-term issues.



Surplus Revenue – The amount by which cash, accounts receivable and other floating assets exceed the liabilities and reserves.

Tailings – This fund is reserved for unclaimed checks written on city or town accounts. The procedures for retaining money from unclaimed checks is outlined in Chapter 200A, § 9A. Written notice must be filed with the Clerk if these procedures are to be followed.

Tax Rate – The amount of tax stated in terms of a unit of the tax base, for example, \$14.80 per \$1,000 of assessed valuation of taxable property.

Tax Rate Recapitulation Sheet (also Recap Sheet) – A document submitted by a town or city to the Department of Revenue to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations which affect the property tax rate. (In order to issue the first-half semiannual property tax bills before October 1st, the recap sheet should be submitted to the Department of Revenue in September, or in December to issue the third quarterly property tax bills before January 1st.)

Tax Title – Collection procedure which secures a lien on real property and protects the municipality's right to payment of overdue property taxes. (Without following this procedure, the lien on real property expires if three years elapse from the October first following the assessment date, and the property is transferred. 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 or town. After properly recording the instrument of taking, the Collector transfers responsibility for collecting the overdue amounts to the Treasurer).

Term Bond – Bonds the entire principal of which matures on one date. Massachusetts municipal general obligation bonds are required by law to be retired on a serial basis.

Trust Fund – In general, a fund held for the specific purpose stipulated by a trust agreement. The Treasurer acts as custodian of trust funds and invests and expends such funds as stipulated by trust agreements or as directed by the commissioners of trust funds or by town meeting. Both principal and interest may be used if the trust is established as an expendable trust. For non-expendable trust funds, interest but not principal may be expended as directed.

Underride – A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of Override.

Underwriter – For municipal debt issues, a commercial bank or securities dealer which purchases all or part of a new issue to sell the securities to investors. A group of underwriters is called a syndicate.

Unfunded Pension Liability – Unfunded pension liability is the difference between the value assigned to the retirement benefits already deemed by the town's employees and the assets the town's retirement system will have on hand to meet these obligations. The dollar value of the



unfunded pension liability is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.

Uniform Massachusetts Accounting System (UMAS) – A comprehensive and practical municipal accounting system that conforms to Generally Accepted Accounting principles (GAAP) for local governments. UMAS is regarded by the Department of Revenue as the professional standard for modern municipal accounting in Massachusetts. (Among the benefits of conversion to UMAS are increased consistency in reporting and record keeping and enhanced comparability of data among cities and towns.)

Unreserved Fund Balance – Also referred to sometimes as “surplus revenue account,” this is the amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to “stockholders’ equity” account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as “accounts receivable” may be taxes receivable and uncollected. (see Free Cash).

Valuation (100%) – Requirement that the assessed valuation must be the same as the market value for all properties; 100 percent valuation may offer greater equity in the redistribution of state aid to cities and towns based upon local real estate values.

Warrant – A list of items to be acted on by Town Meeting. (A treasury warrant, and the assessors’ warrant authorize the Treasurer to pay specific bills and the tax Collector to collect taxes in the amount and from the persons listed, respectively.)

Water Surplus – For water departments operating under Chapter 41, § 69B, any revenues in excess of estimated water receipts or unspent water appropriations close to a water surplus account. Water surplus may be appropriated to fund water-related general and capital expenses or to reduce water rates.

Waterways Improvement Fund – An account into which 50 percent of the proceeds of the boat excise are deposited. Use of these proceeds is limited to certain waterway expenses as outlined in Chapter 40, § 5G.

Yield – The net annual percentage of income derived from an investment. The yield of a bond reflects interest rate, length of time to maturity and write-off of premium or accrual of discount. (Also referred to as “yield to maturity.”)

Summary:

**Newbury, Massachusetts; General
Obligation**

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Table Of Contents

Rationale

Outlook

Related Research

Summary:

Newbury, Massachusetts; General Obligation

Credit Profile		
US\$1.73 mil GO		
Long Term Rating	AAA/Stable	New
Newbury GO		
Long Term Rating	AAA/Stable	Affirmed

Rationale

S&P Global Ratings assigned its 'AAA' rating and stable outlook to the Town of Newbury, Mass.' series 2020 general obligation (GO) police station bonds, and affirmed its 'AAA' rating, with a stable outlook, on the town's existing GO debt.

Security and use of bond proceeds

The town's full-faith-and-credit pledge secures the bonds, subject to Proposition 2 1/2 limitations. We rate the limited-tax GO debt on par with our view of Newbury's general creditworthiness, because the ad valorem tax is not derived from a measurably narrower property tax base and there are no limitations on resource fungibility, supporting our view of the town's overall ability and willingness to pay debt service.

Officials intend to use the series 2020 bond proceeds, totaling approximately \$1.73 million, to finance the construction of a police station.

Credit summary

The rating reflects our view of the town's affluent and growing economy, supported by Newbury's desirable location on the New England coast with access to the Boston metropolitan statistical area (MSA). The town's stable financial operations in the past few fiscal years have led to balanced reserves. We expect the town's increasing retirement costs due to low retirement plan funding and large unfunded liabilities could stress the budget.

We rate Newbury higher than the sovereign, because we believe the town can maintain better credit characteristics than the nation in a stress scenario due to its predominantly locally derived revenue base and our view that pledged revenue supporting bond debt service is at limited risk of negative sovereign intervention. In 2019, local property taxes generated 83% of general fund revenue, demonstrating a lack of dependence on central government revenue. (For further information, see our criteria, "Ratings Above The Sovereign: Corporate And Government Ratings—Methodology And Assumptions," published Nov. 19, 2013.)

Additional rating factors include our opinion of Newbury's:

- Very strong economy, with access to a broad and diverse MSA;
- Strong management, with good financial policies and practices under our Financial Management Assessment (FMA)

methodology;

- Strong budgetary performance, with an operating surplus in the general fund and break-even operating results at the total governmental fund level in fiscal 2019;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2019 of 23% of operating expenditures;
- Very strong liquidity, with total government available cash at 39.4% of total governmental fund expenditures and 6.8x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability profile, with debt service carrying charges at 5.8% of expenditures and net direct debt that is 67.9% of total governmental fund revenue, as well as low overall net debt at less than 3.0% of market value; and
- Strong institutional framework score.

Very strong economy

We consider Newbury's economy very strong. The town, with an estimated population of 7,144, is located in Essex County in the Boston-Cambridge-Newton MSA, which we consider to be broad and diverse. The town has a projected per capita effective buying income of 162% of the national level and per capita market value of \$223,665. Overall, the town's market value grew by 2.1% over the past year to \$1.6 billion in 2020. The county unemployment rate was 3.4% in 2018.

Newbury, a primarily residential community, is in Essex County, approximately 35 miles north of Boston. The town's location along U.S. routes 1 and 1A and access to Interstate 95 provide residents with a broad range of employment opportunities across the Boston MSA. In addition, the commuter rail line into Boston's North Station enables easy travel to the downtown core.

The town is also a tourist destination with a vibrant, historical downtown and waterfront area. The taxpayer base is very diverse, with the 10 leading taxpayers accounting for 2.4% of total assessed valuation (AV). Residential properties account for 95.4% of AV, while commercial properties are 2.8%. Given Newbury's stable residential base, along with continued private-sector interest in new development and access to the Boston MSA, we expect that the town's economy will remain very strong throughout the two-year outlook period.

Strong management

We view the town's management as strong, with good financial policies and practices under our FMA methodology, indicating financial practices exist in most areas, but that governance officials might not formalize or monitor all of them on a regular basis.

Management drafts the budget by analyzing at least five years of historical data. Its approach is generally conservative since actual results typically outperform the budget. In addition, we consider budget monitoring sound, with management making monthly reports on budget-to-actual results to the board. Other key policies and plans include management's:

- Five-year revenue and expenditure forecast that it updates annually;
- Formal five-year capital improvement plan with identified funding sources revised every year; and

- Basic debt-management policy that limits debt service, but does not limit total direct debt beyond commonwealth guidelines.

Management also maintains an investment policy that calls for at least quarterly reports on holdings and earnings to the board. The town has a stabilization reserve policy to maintain no less than 3%-5% of budgeted expenditures.

Newbury has taken notable steps to mitigate exposure to cyber-related risks.

We also note that the town continues to plan and support climate risk efforts and has received a grant from the state to conduct studies on the mitigation of climate risk.

Strong budgetary performance

Newbury's budgetary performance is strong in our opinion. The town had surplus operating results in the general fund of 1.9% of expenditures, and balanced results across all governmental funds of negative 0.4% in fiscal 2019.

Fiscal 2019 results include adjustments for reoccurring transfers. For fiscal 2019, officials said revenues came in ahead of budget, with local receipts and new growth being the main drivers. The town's revenue base is stable, in our opinion, with property taxes generating 83% of revenue and excise taxes about 6.6%.

The fiscal 2020 budget totals \$20.9 million, a 0% increase over fiscal 2019, providing relief to taxpayers. Officials indicated that the 2020 budget contains no significant changes from previous years. Management indicates budget-to-actual results are currently tracking favorably. It also notes that it appropriated \$1 million of free cash for capital repairs to town hall. However, it expects to maintain reserve levels that are in line with its policies and does not expect negative financial results from operations. Furthermore, officials indicate that all personal contracts are settled through fiscal 2020 and there is no outstanding litigation. Therefore, we believe Newbury's budgetary performance assessment should remain strong over time.

Although we recognize Newbury's progress in balancing the town's most recent budgets, we believe that future pension and other postemployment benefits (OPEB) costs could become a budgetary challenge due to Newbury's below-average funding ratios. As long-term liability expenses increase, management is making budgetary adjustments to absorb this growing expense. Newbury is funding the actuarially determined contribution (ADC) and it has begun to prefund OPEB. We also think adjustments to more conservative assumptions could materially affect annual costs.

Very strong budgetary flexibility

Newbury's budgetary flexibility is very strong, in our view, with an available fund balance in fiscal 2019 of 23% of operating expenditures, or \$4.8 million.

Available funds include assigned and unassigned fund balances and a variety of stabilization funds within and outside the general fund that management could make available for general operations. The town expects to maintain, if not increase, available reserves and refrain from using stabilization funds. With conservative financial practices and practical reserve maintenance, we think budgetary flexibility will likely remain very strong.

Very strong liquidity

In our opinion, Newbury's liquidity is very strong, with total government available cash at 39.4% of total governmental

fund expenditures and 6.8x governmental debt service in 2019. In our view, the town has strong access to external liquidity if necessary.

Newbury has demonstrated strong access to external liquidity by issuing GO debt and bond anticipation notes within the past 15 years. The town does not have any contingent liquidity risks from financial instruments with payment provisions that change on the occurrence of certain events. We do not believe that its investments are risky. Consequently, we do not anticipate a deterioration of liquidity over the next two years.

Strong debt and contingent liability profile

In our view, Newbury's debt and contingent liability profile is strong. Total governmental fund debt service is 5.8% of total governmental fund expenditures, and net direct debt is 67.9% of total governmental fund revenue. Overall net debt is low at 1% of market value, which is in our view a positive credit factor.

Subsequent to this issue, Newbury will have \$15.1 million of direct debt outstanding. Officials do not plan to issue any additional debt over the next two-to-three years. Therefore, we expect debt to remain strong.

Pension and other postemployment benefits

- We do not view pension and OPEB liabilities as an immediate source of credit pressure for Newbury, despite lower funding levels and our expectation that costs will increase. However, if the underlying assumptions and methodologies costs were to significantly increase, we could change our view of the pension and OPEB profile.
- While the use of an ADC is positive, we believe some of the assumptions used to build the pension ADC reflect what we view as slightly weak assumptions and methodologies, which we believe increases the risk of unexpected contribution escalations.
- Although OPEB liabilities are funded on a pay-as-you-go basis, costs remain low despite the large liability, and we expect the town will continue adding to its OPEB trust fund.

As of June 30, 2019, the town participates in the following pension plan:

- Essex Regional Contributory Retirement System: 51.9% funded with an \$8.8 million proportionate share of the net pension liability.

Newbury's combined required pension and actual OPEB contributions totaled 4.5% of total governmental fund expenditures in 2019. Of that amount, 3.1% represented required contributions to pension obligations, and 1.3% represented OPEB payments. The town made its full annual required pension contribution in 2019 and we expect it will continue to do so. The Essex system's adopted amortization schedule is consistent with the state requirement to meet full funding no later than 2040; the amortization schedule is closed with 16 years remaining, which we view positively. However, the 7.5% discount rate could lead to contribution volatility should actual performance not meet these assumptions, which we view as somewhat risky. We note that the town did not meet our static funding metric in the most recent year and did not meet the minimum funding progress calculation, indicating that the system is not fully addressing current costs or making headway addressing its unfunded liabilities. However, these costs do not represent a sizable portion of the town's budget and the overall size of the liability is not large. Furthermore, we believe that Newbury has a very strong economic base it can tap into that will allow the town to absorb these costs.

Newbury also provides OPEB to retirees; it has set up an OPEB trust to prefund this liability, which we view positively. At June 30, 2019, the most recent actuarial valuation, management reported a \$7.9 million OPEB liability. The town's OPEB trust has a balance of \$361,418. Officials expect to increase the contribution by \$100,000 annually. Although we expect these costs will likely remain manageable in the short-to-medium term, in our view, Newbury's large and growing pension and OPEB liabilities could pressure the long-term budget.

Strong institutional framework

The institutional framework score for Massachusetts municipalities is strong.

Outlook

The stable outlook reflects our opinion that management will work to ensure structurally balanced financial operations, leading to sustained or growing reserve levels over the two-year outlook horizon. Newbury's very strong wealth and income levels and access to the Boston MSA and regional economies, along with management's financial policies and practices, support the rating. While future major capital needs are limited, rising pension and OPEB costs could pressure the operating budget. We could lower the rating during our two-year horizon should the town's reserves weaken because of imbalanced budgetary performance derived from pay-as-you-go capital spending or increasing pension and OPEB costs.

Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Criteria Guidance: Assessing U.S. Public Finance Pension And Other Postemployment Obligations For GO Debt, Local Government GO Ratings, And State Ratings, Oct. 7, 2019
- 2019 Update Of Institutional Framework For U.S. Local Governments

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at www.standardandpoors.com for further information. Complete ratings information is available to subscribers of RatingsDirect at www.capitaliq.com. All ratings affected by this rating action can be found on S&P Global Ratings' public website at www.standardandpoors.com. Use the Ratings search box located in the left column.

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Newbury Massachusetts



FINANCIAL MANAGEMENT POLICIES Adopted September 12, 2017

Table of Contents

INTRODUCTION.....	1
A. GENERAL BUDGETING POLICIES	2
A-1 Balanced Budget.....	2
A-2 Submission of Budget and Budget Message	2
A-3 Revenue and Expenditure Forecast.....	3
A-4 Position Control/Vacancies	5
B. ENTERPRISE and REVOLVING FUND POLICIES	6
C. RESERVE FUNDS/FUND BALANCE POLICIES	7
C-1 Free Cash.....	7
C-2 Stabilization Funds.....	8
C-3 Ambulance Fund Retained Earnings.....	9
D. CAPITAL IMPROVEMENT PLAN AND DEBT MANAGEMENT.....	10
D-1 Capital Improvement Plan and Budget	10
D-2 Debt Management and Capital Improvement Financing.....	11
E. GIFTS AND GRANTS MANAGEMENT POLICIES	13
E-1 Grant Administration	13
E-2 Impact on Operating Budget	13
E-3 Impact on Capital Improvement Program and Debt Management.....	14
F. ESTABLISHMENT OF FEES	15
F-1 Fees and Charges	15
G. USE OF ONE TIME REVENUE	16
G-1 Use of One Time Revenue	16
H. UNFUNDED LIABILITIES POLICIES.....	17
H-1 Pensions/Retirement.....	17
H-2 Other Post-Employment Benefits (OPEB)	17
I. PROPERTY and LIABILITY RISK MANAGEMENT POLICIES	19
I-1 Risk Management Program	19
J. ACCOUNTING/AUDITING/FINANCIAL REPORTING POLICIES	20
J-1 Annual Audit.....	20
J-2 Comprehensive Annual Financial Report	20
J-3 Revenue Collections	21
J-4 Reconciling Cash and Receivables	22
J-5 Cash Flow Forecasting and Budgeting.....	22
J-6 Monthly Reporting	23
K. PROCUREMENT AND PURCHASING POLICIES	24

K-1 Procurement and Purchasing Policy	24
L. INTERNAL ACCOUNTING CONTROL and RISK ASSESSMENT POLICIES	25
M. TREASURER INVESTMENT and TRUST FUND POLICIES	26
APPENDIX 1: SELECTED GLOSSARY OF TERMS.....	27

INTRODUCTION

In order to ensure the growing and continued financial health of the Town of Newbury, provide the public with confidence that Town officials seriously respect their responsibility for fiscal stewardship, and demonstrate to bond rating agencies that the Town has thoughtfully prepared for its future, the financial policies outlined below shall guide the Town. These policies are a living tool and shall be reviewed by the Town Administrator and designated staff on an annual basis and updated as necessary.

Objectives:

The objectives of the Financial Management Policies are as follows:

- A. To guide the Select Board, the Finance Committee, and management staff in evaluating and implementing decisions that have significant impact on the Town.*
- B. To set forth planning and operating principles which require that the cost of government be clearly identified and that financial risk be minimized.*
- C. To employ balanced and fair fee and user revenue policies that provide funding for required and needed programs.*
- D. To regularly evaluate the Town's financial capacity to meet present and future needs.*
- E. To promote credible and sound financial management by providing accurate and timely information on the Town's financial condition to elected officials, staff, the public and external interests.*
- F. To ensure that current and future capital needs are addressed in a comprehensive and financially sound manner.*
- G. To promote improvement in the Town's credit rating and provide financial resources sufficient to meet the Town's obligations on all municipal debt and other long term obligations.*
- H. To establish an effective system of internal controls that ensures the legal use of financial resources.*
- I. To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.*

A. GENERAL BUDGETING POLICIES

A-1 Balanced Budget

Background:

All Massachusetts municipalities are required by state law to prepare balanced annual budgets.

The Government Finance Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future

Policy:

The Town Administrator shall work with the Select Board and the Finance Committee to develop a balanced budget in accordance with A-2 below to be recommended to Town Meeting. Expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events. The Town shall present the assumptions used in the balanced budget.

In addition, the Town will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. The Town will not use budgetary procedures that balance the budget at the expense of future years, such as postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt to avoid making principal payments. The Town budget shall also support a financially sound operating position by maintaining reserves for emergencies and providing sufficient liquidity to pay bills on time and avoid revenue anticipation borrowing.

References:

Town of Newbury By-Law Chapter 11: Finance Committee

M.G.L. c.44, §31

Achieving a Structurally Balanced Budget, Government Finance Officers Association Best Practice, February 2012

A-2 Submission of Budget and Budget Message

Background:

Two important principles of public budgeting are clarity and publicity. The GFOA considers the preparation of the annual budget document of great importance in providing detailed financial information and also explaining the key issues that face the community. It is also important to broadly distribute this information to the staff, elected and appointed officials and the general public in order to give them a greater understanding of the operations, financing and key issues confronting the community.

Policy:

Chapter 460 of the Acts of 2008 defines the budget responsibilities of the town administrator,

SECTION 15. At least 90 days before the annual town meeting, the town administrator shall submit in writing to the Select Board a careful detailed estimate of the probable expenditures of the town government for the ensuing fiscal year, stating the amount required to meet the interest and maturing bonds and notes or other outstanding indebtedness of the town, and showing specifically the amount necessary to be provided for each fund and department, together with a statement of the expenditures of the town for the same purposes in the preceding year and an estimate of the expenditures for the current year. The town administrator shall also submit a statement showing all revenues received by the town in the preceding fiscal year together with an estimate of the receipts of the current year and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year. The town administrator shall report the probable amount required to be levied and raised by the taxation to defray all expenses and liabilities of the town, together with an estimate of the tax rate necessary to raise that amount. For the purposes of enabling the town administrator to make up the annual estimates of expenditures, all boards, offices, and committees of the town shall, at least 120 days before the annual town meeting, furnish all information in their possession and submit in writing to the town administrator a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments during the next fiscal year.

SECTION 16. The Select Board shall consider the tentative budget submitted by the town administrator and make recommendations relative thereto as it considers expedient and proper in the interests of the town. On or before the seventy-fifth day before the annual town meeting, the Select Board shall transmit a copy of the budget, together with its recommendations relative thereto, to each member of the finance committee.

In addition to the above requirements, the Town Administrator shall prepare a budget message that outlines the proposed financial policies for the Town for the ensuing fiscal year, describe the important features of the budget, indicate any major differences from the current fiscal year in financial policies, expenditures, and revenues, together with the reason(s) for such changes, summarize the Town's debt position, and include such other material as the Finance Committee, the Select Board and Town Meeting may reasonably require.

The Town shall work toward the implementation of a budget document that meets the high standards of the Government Finance Officers Association "Distinguished Budget Presentation Award Program."

References:

Chapter 460 of the Acts of 2008 AN ACT ESTABLISHING A SELECTMEN-ADMINISTRATOR FORM OF GOVERNMENT FOR THE TOWN OF NEWBURY

Newbury By-Laws Chapter 11: FINANCE COMMITTEE

A-3 Revenue and Expenditure Forecast

Background:

A critical step in maintaining a sound financial plan is the preparation of a multi-year revenue/expenditure forecast(s). Long term financial planning, including revenue and expenditure assumptions, is one of the local government financial practices that credit rating agencies evaluate when assessing municipalities for credit quality.

The Massachusetts Division of Local Services (DLS) states that a financial forecast, or multi-year revenue and expenditure forecast, allows a municipality to evaluate the impact of various government decisions over time.

A forecast will provide decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions, and will allow the Town Administrator and staff, the Finance Committee, and the Select Board to test various “what-if” scenarios and examine the fiscal impact on future budgets.

Policy:

Each year the Town Administrator and staff, in consultation with the Finance Committee, shall prepare and maintain a five-year Financial Forecast for General Fund and Enterprise Fund operations based on current service levels and current funding sources and including the five- year Capital Improvement Program.

The forecast shall be used as a budget tool to enable Town officials to review operating needs, identify fiscal challenges and opportunities, and develop long-term budgeting policies as part of an overall strategic plan. The forecast shall be designed to provide an outlook on the implications of changes in revenues and expenditures and allow for analyzing multiple scenarios. The forecast will: 1) provide insight into whether the current mix and level of resources in the General Fund are likely to continue to be sufficient to cover current service levels and capital projects; and, 2) identify the resources needed to maintain required enterprise fund operations and 3) estimate the impact on rate payers.

The forecast and the associated assumptions shall be made available to the Select Board and the Finance Committee no later than upon submission of the Capital Improvement Plan.

References:

Revenue and Expenditure Forecasting, MA DOR Division of Local Services Best Practice.

Financial Forecasting in the Budget Preparation Process, Government Finance Officers Association Best Practice, February 2014.

Financial Management Assessment, Standard and Poor’s, June 2006.

A-4 Position Control/Vacancies

Background:

A large segment of a town's budget is its personnel costs. Failure to accurately monitor the approved personnel budget can lead to errors in budgeting, over or under staffing, incorrect grading, and other personnel costs.

Policy:

The Town shall maintain a personnel system that accurately tracks authorized, filled and unfilled positions as well as their funding source. Annual budgets shall be prepared that account for all the costs necessary to cover positions that the Town intends to have during that budget period.

A-5 Labor Contracts/Personnel Policies

Background:

The Town has approximately 134 non-union employees and 26 union employees represented by the Teamsters and MassCop unions. For the purposes of these policies, the following definitions shall apply:

- Personnel Policies are the documents that represent the conditions of employment, wages, benefits, hiring, promotions, classifications, and many other categories of employer/employee relations. Collective bargaining agreements, as well as state laws and regulations, take precedence over the terms included in the Personnel Policy.
- Pay and Classification Plans are the schedules that identify employees by job category, job title, and union/non-union status on a typical Grade structure. Pay Plans are the wage schedules that specify pay rates, typically on an annual step or merit system, for each union and non-union position.
- Memorandums of Agreement (MOAs) are the documents that represent agreement between a municipality and the various labor unions. They are created when a municipality and the respective union have reached agreement for a contract period about wages and working conditions.
- Collective Bargaining Agreements (CBAs) are the documents that incorporate the negotiated changes and represent the total agreement that exists between the union and the town.
- Side Letters are documents that represent a short term agreement between a municipality and a union.

Policy:

Pay plans and pay rates shall be constantly monitored to ensure compliance with labor contracts, personnel policies, and accuracy. Contract proposals and agreements will be fully costed out to understand the short and long term impact on Town finances. In order to foster transparency in the provision of employment agreements and benefits, the Town will prepare and maintain documents that are publically available including personnel policies, pay plans, classification plans, memorandums of agreement, collective bargaining agreements, and side letters.

B. ENTERPRISE AND REVOLVING FUND POLICIES

B-1 Self Sufficiency and Rates

Background:

These Funds provide a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods and services. Under enterprise accounting, the revenues and expenditures of the service are segregated into a separate fund with its own financial statements, rather than commingled with revenues and expenditures of all other government activities. Enterprise accounting allows a community to demonstrate to the public the total cost of providing a service.

Policy:

The Ambulance Enterprise Fund and other revolving funds shall be reviewed annually by the responsible board, commission, or department head to project revenues and expenditures for the next fiscal year and generate estimates of the current fiscal year and the projections for future years in order to minimize and/or prevent the need for subsidy by the General Fund operating budget. Estimates of capital project costs, debt service, and other liabilities shall be included in this analysis in order to project future fund budgets and revenues necessary to maintain self-sufficiency.

Changes in the rates and/or rate structure shall be carefully analyzed prior to recommendation and implementation in order to ascertain the short and long term impact on rate payers. The Board of Fire Engineers may elect to recommend in writing a waiver of self-sufficiency and rate policies in order to provide a subsidy or loan from the General Fund to the Ambulance Enterprise Fund in order to meet other policy goals of the Town.

References:

MGL, Chap 44, Sec 53D, Sec 53E1/2, and Sec 53F1/2

Enterprise Funds, MA DOR Division of Local Services Best Practice

C. RESERVE FUNDS/FUND BALANCE POLICIES

Background:

Formal written policies that establish guidelines for funding and maintaining reserves can help a community sustain operations during difficult economic periods. Reserves can be used to finance unforeseen or emergency needs, to hold money for specific future purposes, or in limited instances, to serve as a revenue source for the annual budget. Reserve balances and policies can also positively impact a community's credit rating and as a consequence, the long-term cost to fund major projects. The discussion of reserves, and the attention of credit rating agencies, is generally focused on free cash, stabilization funds, and, sometimes, overlay surplus.

C.1 Free Cash

Background:

The Division of Local Service's *Municipal Finance Glossary (May 2008)* defines Free Cash as follows:

Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the prior year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, an emergency, or other unanticipated expenditure, non-recurring capital expenditures and uneven cash flow. Free cash can serve as a source for funding capital funds or replenish other reserves.

GFOA notes it is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures).

DLS recommends that a municipality strive to generate free cash in an amount equal to 3-to-5% of its annual budget.

Policy:

The Town of Newbury shall not use free cash to fund the operating budget.

The Town will endeavor to maintain a target minimum balance of \$1 million of free cash after town meeting appropriations. Amounts in excess of this \$1 million may be available for capital or other one-time expenses, while the target amount will be left unspent from year to year.

Conservative revenue projections and departmental appropriations shall be managed to produce excess income and departmental budget turn backs to meet the free cash goal of 3%-5% of the general fund operating budget.

Reserves will not be used to fund recurring budget items. However, appropriate uses might include unanticipated costs such as related to a natural disaster or calamity, an unexpected liability created by federal or state legislation, immediate public safety or health needs, opportunities to achieve long-term cost savings, or planned capital investments and related debt service.

References:

Free Cash, MA DOR Division of Local Services Best Practice.

Appropriate Level of Unrestricted Fund Balance in the General Fund, Government Finance Officers Association Best Practice, September 2015.

Reserve Policies, MA DOR Division of Local Services Best Practice.

C-2 Stabilization Funds

Background:

A stabilization fund is designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Under State law, a municipality may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed 10% of the prior year's tax levy. Generally, a majority vote of town meeting is required to establish, amend the purpose of, or appropriate money into a stabilization fund, and a two-thirds majority is required to appropriate money from a stabilization fund. Any interest generated by a fund must be added to and become a part of the fund. The total of all stabilization fund balances shall not exceed 10% of a municipality's equalized values.

Policy:

The Town shall maintain a General Stabilization Fund of not less than 3-5% of the annual year's budget for the purpose of extraordinary or unforeseen expenditures. The Town will endeavor to leave this balance unspent, except in the event of an emergency or extraordinary or unforeseen events. If it is necessary to draw down from the General Stabilization Fund, the Town will ensure that it is restored through the appropriation of revenues such as free cash and/or one-time revenues.

References:

M.G.L. c. 40 §5B

Special Purpose Stabilization Funds, MA DOR Division of Local Services Best Practice.

C-3 Ambulance Fund Retained Earnings

Background:

Revenues in excess of appropriated expenditures remain in the Ambulance Enterprise Fund and become part of the retained earnings balance in the fund.

Policy:

The Town shall utilize any retained earnings in this enterprise fund for only one time and/or capital expenditures.

References:

M.G.L. c. 44 §53F 1/2

Enterprise Funds, MA DOR Division of Local Services Best Practice

D. CAPITAL IMPROVEMENT PLAN AND DEBT MANAGEMENT

Background:

Planning, budgeting and financing for the replacement, repair and acquisition of capital assets is a critical component of any municipality's budget and operation. Prudent planning and funding of capital assets ensures that a municipality can provide quality public services in a financially sound manner. It is recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible. The development of a Capital Improvement Program (CIP) is the mechanism that a municipality uses to identify projects, prioritize funding, and create a long-term financial plan that can be achieved within the limitations of the budget environment. Long term capital planning is one of the local government financial practices that credit rating agencies evaluate when assessing municipalities for credit quality.

D-1 Capital Improvement Plan and Budget

Policy:

Chapter 12 of the Town of Newbury by-laws defines the duties of the Capital Planning Committee. Specifically, section 12-2 states; "It shall be the duty of the Capital Planning Committee to develop a long-range capital planning program to serve as a guideline for capital improvements in the Town with an eye towards ensuring the maintenance of its public infrastructure and planning for new capital improvements. The Committee shall submit its report to the Select Board for its consideration and approval and the Select Board shall submit its approved capital budget for the next fiscal year in the town warrant for votes by town meeting."

In accordance with the by-law, a proposed purchase or project must have a useful life of five years or more, and must exceed \$10,000 in cost. All officers, boards and Committees, including the Selectmen and the School Committee shall, by November 1 of each year, submit their requests to the Capital Planning Committee. An adequate level of maintenance and replacement that falls beneath the Capital Expenditure threshold of \$10,000 or the useful life of 5 years will be funded from the general fund operational budget each year to insure that all capital facilities and equipment are properly maintained. Budgets for maintenance and repair will be reviewed annually and compared to actual expenditures to ensure the adequacy of these line items. No action shall be taken on a capital purchase without a recommendation from the Capital Planning Committee.

The Capital Planning Committee will evaluate requests based on the following criteria:

1. Does the requested project contribute to the achievement of existing town goals, policies, plans and work programs?
2. What are the general benefits of the project?
3. What is the total cost (both capital and annual operating and maintenance expenses, including replacements); and what is its effect on the tax rate?
4. Is the project acceptable to the public?
5. Are there legal requirements that must be met?
6. Can the project be effectively managed and maintained with existing staff once implemented?

References:

D-2 Debt Management and Capital Improvement Financing

Background:

The use of long-term debt allows the Town to address major infrastructure and equipment needs by spreading the cost of large capital projects over multiple years. However, long-term debt establishes payments for a fixed obligation over many years. Great care and planning must be taken when incurring long-term debt to avoid placing a strain on future revenues. The purpose of this policy is to establish guidelines governing the planning, management and use of long-term debt.

Debt for municipalities can be paid for within an operating budget or outside an operating budget by means of a debt exclusion. Unlike debt that is issued within the limits of proposition 2½, the debt exclusion raises funds for a limited period of time to fund specific projects. Funds raised from the debt exclusion are in addition to the Town's levy limit.

Debt exclusions allow a community to raise the amount of annual debt service required to fund a capital item until such item is paid in full. After the debt is retired on a capital item, the funds are no longer raised from the tax base. Debt exclusions do not have limits according to state law. However, the overall tax burden on residents should be considered.

Borrowing should not be considered without first examining all other funding options, such as grants, low- or zero-interest loans from state, federal or local agencies or other available funds.

Before any capital project is undertaken, a pro-forma forecast of its capital and operating cost impact, including maintenance and replacements must be undertaken to determine its financial feasibility and its source of funding. This forecast must be done and coordinated with other outstanding capital projects to ensure that sufficient funds will be available, and that the annual costs will not impinge on other operating or capital needs. For those projects supported by user fees, it is important to identify the impact on user rates as a result of debt service costs.

D-2a. Debt Management Policy:

1. Long-term debt will not exceed the expected useful life of the asset being financed. Long-term debt should not be incurred without a clear identification of its financing sources;
2. The Town will establish and maintain at least a five (5) year Capital Asset Replacement Schedule including all proposed projects and major pieces of equipment that may require debt financing. The Town's long-term debt strategies will be structured to reflect its capital needs and ability to pay;
3. Annual debt service should not exceed 10% of the annual operating budget. This debt limit is exclusive of debt raised via the debt exclusion;
4. The Town will maintain a long-term debt schedule so that at least 50 percent of total outstanding debt service requirements will be paid within ten years;

5. An operational impact statement will be required for each new capital project to determine the net financial impact the proposed investment will have on general operations.
6. The impact of level debt service versus principal/declining debt service on the total project cost, operating budget and long term capital borrowing plans shall be analyzed before borrowing is authorized and approved.

D-2b. Capital Financing Policy:

The Newbury capital improvement program shall be prepared and financed in accordance with the following policies:

- Pay As You Go Local Funding - The first source of capital investment shall be free cash. Even when a significant balance exists in this account, the Town will be cautious about the amount of funds to be used. After establishing a base of approximately \$300,000, the town shall increase its capital investment by the same rate a regular budget growth. The Town will use modest amounts from the capital stabilization or other reserves above target levels to fund pay-as-you go capital needs in order to meet urgent needs above the 5 percent Net Capital Investment target. In the event that annual deposits into the capital stabilization fund change significantly, the Town will revisit this capital funding policy.
- Other Local Restricted Funds – State statutes and local authorizations allow for the set aside of funds for specific purposes. The town shall monitor any special purpose funds that it maintains (i.e. Sale of Land, ambulance revenue) and its applicable use for capital projects.
- Outside Funding – State, federal, or private grant funding shall be pursued and used to finance the capital budget wherever possible.
- Debt Exclusion – Large purchases or projects, typically in excess of \$1 million shall be funded by a Proposition 2 ½ debt exclusion vote in order to collect annual revenues sufficient to pay the new debt costs and not impact funds necessary to maintain the annual town and school operating budgets.
- General Fund Debt – Smaller projects may be funded by non- exempt debt with a careful review of the timing and impact on the operating budget while also maintain the town’s investment in its capital infrastructure and equipment.
- General Fund Debt Service as % of General Fund Revenues_– The annual Debt Service requirement should not exceed 10% of the town’s general fund annual revenues (excluding enterprise funds).

E. GIFTS AND GRANTS MANAGEMENT POLICIES

Background:

DLS recommends analyzing current and future impact of grants on operating budget, capital improvement program, and debt management.

The Government Finance Officers Association recommends that governments establish processes to promote awareness throughout the government that grants normally come with significant requirements.

E-1 Grant Administration

Policy:

The Town shall consistently seek to maximize the benefits of grants while minimizing their risks. Prior to acceptance of a grant award, the Town shall consider any specialized requirement(s) that apply to the general operations of the grant, specific compliance rules, monitoring of other parties (e.g., sub-grantees) that may receive resources from the grant, specialized reporting requirements, and any long term commitments required by the grant, such as the requirement - either as a condition of the grant itself or politically - to financially maintain a program or asset after the expiration of the grant, among other considerations. The Town shall ensure that it appropriately administers grants after their acceptance, as inappropriate administration can result in the failure to meet all grant requirements, potentially resulting in the need to return some or all of the resources to the provider.

1. 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.
2. All gifts and grants shall be evaluated for suitability and consistency with Town policies. A letter shall be received from the donor as to the requested use of the funds. The Town Accountant shall place all funds within a specific account for the designated purpose.

E-2 Impact on Operating Budget

Policy:

When positions are funded by grants, the current and future impact on the operating budget shall be analyzed. When allowable, the cost for providing benefits, such as health insurance, should be included in the grant budget to cover the Town's cost for providing that benefit.

E-3 Impact on Capital Improvement Program and Debt Management

Policy:

When grants are accepted for capital purposes, the Town shall include in its capital improvement program any share of costs associated with the grant and project the Town's share of debt service in its debt management plan. Any future increase or decrease in operating costs associated with the grant should be identified in the Town's revenue /expenditure forecast.

References:

Administering Grants Effectively, Government Finance Officers Association Best Practice, May 2013.

F. ESTABLISHMENT OF FEES

F-1 Fees and Charges

Background:

The Government Finance Officers Association recommends that when certain services provided especially benefit a particular group, governments should consider charges and fees on the service recipients. Well-designed charges and fees not only reduce the need for additional revenue sources, but promote service efficiency. Regular and consistent review of all fees is necessary to ensure the costs associated with the delivery of specific services have been appropriately identified and that a municipality is collecting reasonable charges.

The Division of Local Services recommends communities adopt written policies for setting charges and fees. A policy should identify what factors are to be taken into account when pricing services. It should also state whether the community intends to recover the full cost of providing the service or benefit and under what circumstances a charge or fee is set at less than full recovery (e.g., debt exclusion or other subsidy). Such a policy and the fee structure should be reviewed periodically to ensure they remain current, and both should be communicated with the public clearly and openly.

Policy:

Town fees and charges shall be reviewed periodically in relation to the cost of providing the service. The Town will compare rates with nearby communities to determine if the fees established are competitive. The Town may decide against full cost recovery where greater public benefit is demonstrated. Exceptions to full recovery costs include cases where: the fee maximums are established by the General Laws of Massachusetts (MGL) or where a policy decision has been made otherwise.

References:

M.G.L. c.140

Emerson College v. Boston, 391 Mass. 415 (1984).

Costing Municipal Services: Workbook and Case Study, MA DOR Division of Local Services' workbook.

Establishing Government Charges and Fees, Government Finance Officers Association Best Practice, February 2014

Division of Local Services, *A Guide to Financial Management for Town Officials*, p. 20-21.

G. USE OF ONE TIME REVENUE

G-1 Use of One Time Revenue

Background:

The Government Finance Officers Association recommends that communities develop guidance on the use of one-time revenues to minimize services disruptions due to the non-recurrence of these sources.

The Division of Local Services states that funding operations with one-time revenues, without identifying future available offsets, effectively postpones difficult decisions necessary to achieve a structurally sound, sustainable spending plan. One-time revenue is usually defined as nonrecurring revenue.

Policy:

One-time revenues shall be appropriated to reserve funds, used to fund one-time budget or capital costs, and/or address unfunded liabilities.

H. UNFUNDED LIABILITIES POLICIES

Background:

Defined as “the actuarial calculation of the value of future benefits payable less the net assets of the fund at a given balance date”, unfunded liabilities represent a significant financial obligation for all levels of government across the country. In Newbury and other Massachusetts municipalities, the two primary unfunded liabilities are for Pensions and Other Post-Employment Benefits (OPEB).

H-1 Pensions/Retirement

Background:

The Contributory Retirement System is a defined benefit program that is governed by Massachusetts General Laws, Ch.32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a state entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 public pension systems. Funding for this system covers the costs of employees who are part of the Town's retirement system, which does not include teachers, as their pensions are funded by the State. The Town of Newbury is a member of the Essex Regional Retirement System and pays an annual pension assessment to the System. Pursuant to current state law, the Essex Regional Retirement System establishes a funding schedule to fully-fund this liability.

Policy:

In accordance with state law, PERAC regulations and government accounting standards, the Town shall continue to fund this liability in the most fiscally prudent manner, recognizing the fact that the adoption of a funding schedule is, by law, the responsibility of the Essex Regional Retirement System board.

References:

M.G.L. c.32

H-2 Other Post-Employment Benefits (OPEB)

Background:

OPEB consists primarily of the costs associated with providing health insurance for retirees and their spouses. The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004 to address the OPEB issue. GASB 43 required the accrual of liabilities of OPEB generally over the working career of plan members rather than the recognition of pay-as-you-go contributions, while GASB 45 required the accrual of the OPEB expense over the same period of time. The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of OPEB. This requires that the accrued liabilities be determined by a qualified actuary

Policy:

While there is currently no legal requirement to fund OPEB, the Town recognizes the importance and financial advantage of initiating early and regular funding for these long-term obligations. The Town will endeavor to appropriate \$100,000 per year into the irrevocable trust established under MGL c. 32B, §20.

In order to determine the funding schedule, the Town shall continue its current practice of having an independent actuary prepare biennial valuations, which is in compliance with GASB's requirement. Careful consideration shall be given to identifying the investment vehicle that offers the best rate of return in the safest possible environment.

References:

Statement No. 43, Reporting for Postemployment Benefit Plans Other Than Pension Plans, Governmental Accounting Standards Board, April 2004.

Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions, Governmental Accounting Standards Board, June 2004.

GASB Statements 43 and 45 on Other Postemployment Benefits, Governmental Accounting Standards Board.

I. PROPERTY AND LIABILITY RISK MANAGEMENT POLICIES

I-1 Risk Management Program

Background:

In recognition that during daily operations, a municipality is constantly exposed to potential impact of property loss, personal injury, and liability, the Government Financial Officers Association recommends that governments develop a comprehensive risk management program that identifies, reduces or minimizes risk to its property, interests, and employees. Costs and consequences of harmful or damaging incidents arising from those risks should be contained.

Policy:

The Town's insurance programs shall be aimed at covering the potential impact of the types of property loss, personal injury, and liability the Town is exposed to on a regular basis.

The Town shall develop and maintain a risk management program to protect the Town against the financial consequences of accidental loss of property, liability and personal injury to the extent possible through effective prevention and loss control policies and practices.

References:

Creating a Comprehensive Risk Management Program, Government Finance Officers Association Best Practice, March 2009.

J. ACCOUNTING/AUDITING/FINANCIAL REPORTING POLICIES

J-1 Annual Audit

Background:

The objective of an audit is to obtain independent assurance that a community's year-end financial statements are reliable, accurate, and complete. An audit also helps to ensure that financial checks and balances are in place to protect public assets. Consequently, it can be a powerful tool by which a community can build taxpayer confidence in government operations.

The Government Finance Officers Association (GFOA) recommends that communities engage the same auditor by entering into multiyear agreements, or a series of one-year contracts, for a term of at least five years. A multiyear agreement allows for greater continuity and enables a new auditor to spread initial start-up costs over multiple years, potentially reducing costs in the initial years.

However, after this term, the GFOA recommends a full, competitive selection process and a rotation of auditors after each multiyear agreement, provided there is adequate competition among qualified auditors. Contracting with a new audit firm not only brings a fresh perspective, but it also reflects good practice.

Where competition is limited, participation of the current auditors is acceptable, assuming their past performance has been satisfactory and conformed to industry standards. In the event the Town chooses to remain with an audit firm, it is advisable to rotate the audit manager on a regular basis.

Policy:

1. The Town will utilize accounting practices that conform to Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).
2. An annual audit will be performed by an independent public accounting firm and the audit report and Management Letter will be provided to the Selectmen, and made publically available.

The Town will either re-advertise for auditing services every five to eight years or ensure that there is a regular rotation of audit managers within a particular firm if it elects to stay with a given audit firm. The Town will strive to have the annual audit completed by the end of November

References:

Annual Audits, MA DOR Division of Local Services Best Practice.

J-2 Comprehensive Annual Financial Report

Background:

A Comprehensive Annual Financial Report (CAFR) is a set of Government financial statements comprising the financial report of the municipal entity that complies with the accounting requirements

promulgated by the General Accounting Standards Board (GASB). GASB provides standards for the content of a CAFR in its annual updated publication *Codification of Government Accounting and Financial Reporting Standards*. A CAFR is compiled by the municipal accounting staff and audited by an external Certified Public Accounting firm utilizing GASB requirements. It is comprised of three sections: Introductory, Financial, and Statistical. It combines the financial information of fund accounting and Enterprise Authorities accounting.

Policy:

The Town shall work towards the preparation of a Comprehensive Annual Financial Report (CAFR) that meets the criteria established by the GFOA's Certificate of Achievement in Financial Reporting Program. This program encourages the preparation of a comprehensive report that goes beyond the annual audit report and presents information that enhances government transparency and disclosure.

J-3 Revenue Collections

Background:

One of a government's critical functions is to collect taxes and other revenues from public, private and governmental sources.. The process is highly regulated by local, state and federal laws.

Policy:

The Town shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law

The Treasurer/Collector shall establish and maintain reliable record keeping systems and enforce a timely collections process. All amounts committed must be supported with a warrant and a detailed listing of all amounts due. All monies received by departments should be turned over to the Treasurer/Collector's office at least weekly so they may be deposited in the bank in a timely manner.

The Treasurer/Collector shall aggressively pursue the collection of delinquent accounts and with assistance from the Deputy Collector and other Town officials. The execution of a systematic and deliberate program to collect taxes owed is intended not only to capture revenue, but also to establish a clear policy that tax delinquents will be aggressively pursued. The Treasurer/Collector shall execute in a timely manner collection remedies such as issuance of demands immediately after bills become past due and initiate tax taking shortly afterwards to increase the rate of collection of municipal monies, thereby assisting in the financial stability of the Town.

References:

Revenue Collection, Government Finance Officers Association Best Practice.

J-4 Reconciling Cash and Receivables

Background:

Two of the largest assets for a community are cash and receivables. Information pertaining to these is kept by the Treasurer, Collector, and the Accountant. A Treasurer is the custodian of the community's revenues, tax titles, and tax possessions, while a Collector keeps listings of outstanding receivables due to the community, and an Accountant is responsible for maintaining the accounting records. Prompt and frequent reconciliations between these offices are essential in order to maintain control and ensure checks and balances are in place.

Policy:

Within thirty days after the end of each month, the Treasurer / Collector shall internally reconcile the cashbook to all bank statements, and the Treasurer/Collector shall internally reconcile all receivable balances with the receivable control. The results of these activities shall be forwarded to the Accountant's office and compared to the general ledger records. If differences are determined, the Treasurer/Collector and Accountant shall reconcile the variances (e.g., missing information, errors, and timing differences).

The Town shall reconcile revenues and expenditures for each fiscal year within one to two months of the end of the fiscal year.

References:

Reconciling Cash and Receivables, MA DOR Division of Local Services Best Practice.

J-5 Cash Flow Forecasting and Budgeting

Background:

The purpose of cash flow forecasting is to determine whether sufficient funds are available to cover current obligations, any surplus can be invested, or if any cash shortfall exists which may require temporary borrowing.

The Division of Local Services recommends maintaining a cash flow budget to forecast investment opportunities or borrowing needs. Major revenue sources like property taxes and state aid are generally received in large, lump sums at specific points in the fiscal year and do not necessarily coincide with expense patterns, which often results in cash surpluses or shortfall during certain periods of the year.

The Government Finance Officers Association also recommends cash flow forecasting as a best practice. When used as a cash management guide, it can lead to the optimized use of funds as well as insure sufficient liquidity.

Policy:

The Accountant and Treasurer will develop a cash flow forecast for the upcoming fiscal year after approval of the annual budget and before July 1 each year.

References:

Cash Flow Forecast in Treasury Operations, Government Finance Officers Association Best Practice, February 2011.

J-6 Monthly Reporting**Background:**

Monthly reporting helps a community to determine whether sufficient funds are available to cover current obligations, any surplus can be invested, or shortfall exists requiring temporary borrowing.

Policy:

The Town Accountant shall produce and distribute monthly budget-to-actual reporting to evaluate the Town's financial position per Massachusetts state law. These reports shall be submitted to the Town Administrator, Select Board, department heads and Finance Committee. Monthly reporting will enable the Town to take prompt management action in the event that fiscal problems are indicated or adjust spending behavior to meet financial challenges.

K. PROCUREMENT AND PURCHASING POLICIES

K-1 Procurement and Purchasing Policy

Background:

The Commonwealth of Massachusetts establishes municipal purchasing regulations under M.G.L. Chapter 30B, and other related regulations. The State Inspector General's office has oversight of public purchasing laws and has published a comprehensive guide to Chapter 30B requirements.

Policy:

The Town shall follow the guidance contained in the Inspector General's *"The Chapter 30B Manual: Procuring Supplies, Services and Real Property"* in order to comply with the requirements of M.G.L. Ch. 30B. To supplement this guidance, the Town will develop and maintain a concise manual on purchasing procedures for department heads or others involved in Town purchasing or procurement.

L. INTERNAL ACCOUNTING CONTROL AND RISK ASSESSMENT POLICIES

Background:

The American Institute of Certified Public Accountants (AICPA) has adopted SAS 112 (Statement on Auditing Standard number 112). This standard relates to internal control documentation and places heavy emphasis on management's responsibility for establishing, documenting and periodically reviewing its systems of internal controls over key financial transaction cycles (i.e. payroll, purchasing, disbursements, accounts receivables and cash) and over financial reporting. A goal of the standard is to heighten management's awareness that they are ultimately responsible for their financial statements and systems of internal control and, therefore, must weigh and manage the associated risks. In establishing the controls, management is responsible for assessing the fraud risk related to each cycle.

During the Town's annual audit, one of the main objectives of the Auditors, relating to the Town's system of internal accounting control, is to review the internal controls over financial reporting as a basis for designing the auditing procedures for the purpose of expressing an opinion on the audited financial statements. In addition to this objective, the Auditors are also required to review the Town's method used to document and review the internal control procedures and risk assessments that are in place for the Town.

Policy:

The Town of Newbury has prepared and will maintain an Internal Accounting Control and Risk Assessment Policies and Procedures Manual to ensure that comprehensive internal control procedures are in place in the Town's accounting operations.

References:

Town of Newbury INTERNAL ACCOUNTING CONTROL and RISK ASSESSMENT POLICIES and PROCEDURES
DRAFT 6/30/2013

M. TREASURER INVESTMENT AND TRUST FUND POLICIES

Background:

A local government's investment policy establishes guidelines and responsibilities in accordance with state law for managing and investing municipal funds.

The Governmental Accounting Standards Board recommends the disclosure of key policies affecting cash deposits and other long-term investments to ensure they are managed prudently or are not subject to extraordinary risks

When assessing municipalities for credit quality, rating agencies look for investment management policies that address selection of financial institutions for services and transactions, risk assessment, investment objectives, investment maturities and volatility, portfolio diversification, safekeeping and custody, and investment performance reporting, benchmarking, and disclosure.

Policy:

It is the policy of the Town of Newbury that trust fund management be consistent with the legal requirements, including Town by-laws and the spirit of each respective trust document and, to the maximum extent possible, to fulfill the purpose the trusts were intended to achieve.

Trust fund management will be conducted with the primary objectives of:

1. Conformance to each trust document's specified purpose, legal requirements, and administrative guidelines;
2. Maintenance of security of trust funds and investments;
3. Maximization of total return for each trust fund;
4. Efficient disbursement of funds on an equitable basis;
5. Effective collection of all monies due.

The Treasurer is responsible for developing and maintaining the policies for investing Town funds. As such, the Treasurer has adopted detailed policy statements for the investment of all town funds. The Treasurer will regularly monitor statutory changes governing investments and offer any policy amendments. The Treasurer will submit a report of investments on a regular basis to the Town Administrator.

References:

M.G.L. c. 44, §54 M.G.L. c. 44, §55 M.G.L. c. 44, §55A M.G.L. c. 44, §55B

Town of Newbury OPEB TRUST INVESTMENT POLICY STATEMENT- Adopted 11/25/2015

Town of Newbury INVESTMENT POLICY STATEMENT - Adopted 11/25/2015

Deposit and Investment Risk Disclosures, Governmental Accounting Standards Board Statement No. 40, as amended by Statement No. 3, March 2003.

Creating an Investment Policy, Government Finance Officers Association Best Practice, October 2010.

Financial Management Assessment, Standard and Poor's, June 2006.

APPENDIX 1: SELECTED GLOSSARY OF TERMS

Available Funds – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and enterprise net assets unrestricted (formerly retained earnings).

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 up to 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.

Block Grant – A Block Grant is a Federal grant of money awarded by formula under very general guidelines that allow grantees broad latitude in spending activities. Recipients are normally state or local governments.

Bond – A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year.

Bond and Interest Schedule Record (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

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.

Bond Authorization – The action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See Bond Issue)

Bond Buyer – A daily trade paper containing current and historical information of interest to the municipal bond business.

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 – The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

Bond Rating (Municipal) – A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poor's, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Bonds Authorized and Unissued – Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

Capital Assets – All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines;

easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See FixedAsset)

Capital Budget – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset)

Capital Improvements Program – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital Outlay – The exchange of one asset (cash) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

Capital Outlay Expenditure Exclusion – A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling

Chapter 90 Highway Funds – State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived from the Department of Employment and Training (DET), and population estimates (20.83 percent) 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 reimbursements to the limit of the grant.

Contingent Appropriation – An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum.

Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Debt Authorization – Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.

Debt Burden – The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Exclusion – An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Debt Limit – The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10, debt limits are set at 5 percent of EQV. By petition to the Municipal Finance Oversight Board, cities and towns can receive approval to increase their debt limit to 10 percent of EQV.

Debt Policy – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

Debt Service – The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Enterprise Fund – An enterprise fund, authorized by MGL Ch. 44 §53F½, 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 net assets unrestricted 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, hospital, and airport services. See DOR [IGR08-101](#)

Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

General Obligation Bonds – Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Levy Limit – A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ 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)

Massachusetts School Building Authority (MSBA) – Administers the state program that reimburses cities, towns,

and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. Projects that received their first reimbursement payment prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts will receive a lump sum amount representing the state's share of the eligible project costs... (See DOR [IGR 06-101](#))

New Growth – The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY07 is based on new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set the FY07 levy limit, the FY06 tax rate is used in the calculation.

Non-Recurring Revenue Source – A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source)

Principal – The face amount of a bond, exclusive of accrued interest.

Receipts Reserved for Appropriation – Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.

Sale of Cemetery Lots Fund – A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL Ch. 114 §15.

Sale of Real Estate Fund – A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. MGL Ch. 44 §63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more

Short-Term Debt – Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less.

Special Exclusion – For a few limited capital purposes, a community may exceed its levy limit or levy ceiling without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years

Special Revenue Fund – Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

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