## **Treasury Department**

#### Mission

To provide for proper receipt, management and disbursement of City funds while maximizing safety, liquidity, and yield.

The City of Newton Treasury Department is responsible for the collection and management of all amounts due the city. It is further charged with the investment and reconciliation of all city funds.

The Department manages and facilitates collection of all Accounts Receivable due to the City of Newton, including Real Estate and Personal Property Tax, Excise Tax, Water & Sewer Charges, Parking Violations, and an assortment of other bills due, including the collection and processing of all payments.

The City Treasurer/Collector and Treasury staff serve the residents of Newton, city departments, suppliers and vendors in the receipt and disposition of all city funds. The City Treasurer/Collector is the primary custodian for and advisor to several of the City's trust funds and serves *ex-officio* as the Treasurer/Custodian of Assets of the Newton Retirement System.

As part of the management process, the Department establishes accounts and maintains relationships with numerous financial institutions. All accounts are reconciled to both the bank statements and the City's general ledger. The Department manages a range of payment options provided by the city, including in-person, online, mail and lockbox. The Department also coordinates with the other financial departments to complete, fund, and disburse payment for all the City's bills and payrolls.

The Treasury Department fulfills a key role in maintaining the City's financial strength and Aaa Moody's rating for its borrowings. Responsibilities include the gathering, input and review of data in support of borrowings; coordinating with the City's Bond Counsel and Financial Advisor as to timing and follow up documentation; and signing the official bond documents.

Fiscal Year 2023 has been a terrific year of continued progress to improve and modernize the City's financial operations. As is the case with many industries, the COVID-19 pandemic, while a tragedy for many, also allowed many industries, including municipal financial operations, to take a close look at how we have done business, with an eye toward utilizing technology to make operational improvements in efficiency and effectiveness.

To this end, we have leveraged technology to automate everything from how we deposit funds, to how we take in receipts, pay city employees, and most recently, how we pay the city's suppliers and vendors.

Last year Treasury updated much of the technical duties involved with generating real estate, personal property and motor vehicle excise tax bills.

Highlights from this past year include:

- In a continuation toward "paperless" financial operations, the Treasury team was instrumental in implementing the financial side of the City's "NewGov" online permitting system. In addition to online permitting, we also transitioned to online payment systems in connection with this new solution. The Treasury team was happy to be a reliable, solution-oriented partner in this project. We worked with the City's Information Technology team and the City's permitting staff to streamline the processing of these payments to truly online, automated, payment systems.
- This last year has also seen a marked uptick in financial fraud across all industries. The City's financial operations were no exception to these attempts. During this past year, we experienced several attempts at financial fraud that we were able to

- rebuff. We also conducted a top-to-bottom review of all our financial accounts to provide effective protections, including positive pay, ACH Debit blocking, and other measures that are in place to protect taxpayer funds from fraud.
- This last year also saw "once-in-a-lifetime" changes in the financial industry. From extremely low interest rates to the highest interest rates in a generation; from high inflation to fears of recession, we've seen it all...just in the last year... And the Treasury team has navigated these unusual times by becoming nimbler in how we manage the taxpayer's money. We are taking care to maximize deposit insurance, collateralizing deposits where we can, and doing this while maximizing the income opportunities presented by rising interest rates.
- We have faced these challenges, while also continuing to issue approximately 30,000 real estate and personal property tax bills quarterly, plus approximately 70,000 motor vehicle excise bills annually.

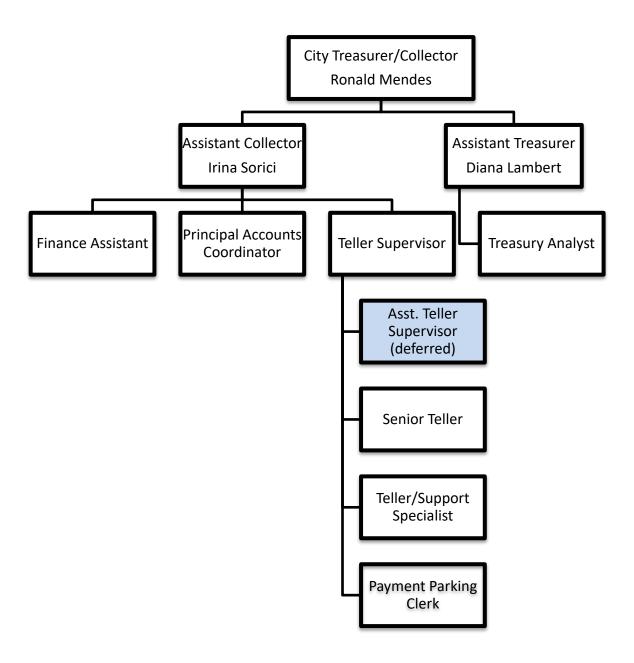
Treasury will also continue to work with the Executive Office to maintain the City's Aaa bond rating by thoughtfully directing all short and long-term borrowing and managing relationships with custodial, investment and banking services.

The Treasury team is proud to serve this community and looks forward to the future as we continue our efforts to meet the needs of all Newton residents.

M. Ronald Mendes

City Treasurer/Collector

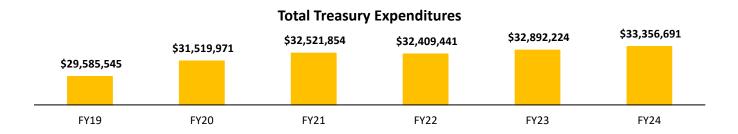
#### TREASURY DEPARTMENT



#### Financial and Operating Highlights

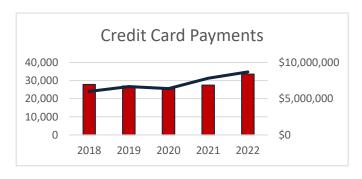
#### **Financial Highlights**

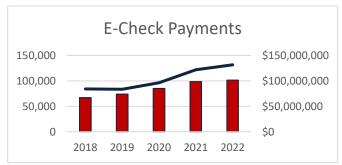
		<>							Original		Proposed	
	FY2019 FY2020 FY2021		FY2022		FY2023		FY2024					
<b>Expenditure by Dep</b>	artm	ent										
State Assmnts	\$	6,351,888	\$	6,483,982	\$	6,507,813	\$	6,453,245	\$	6,600,451	\$	6,761,514
Treasury	\$	1,277,399	\$	1,359,892	\$	1,087,922	\$	1,357,056	\$	1,355,704	\$	1,330,462
Debt Maturities	\$	11,886,442	\$	13,270,167	\$	14,362,167	\$	14,559,667	\$	15,149,667	\$	15,680,367
Interest Lng Term	\$	10,035,767	\$	10,405,930	\$	10,563,951	\$	9,987,273	\$	9,786,402	\$	9,584,348
Interest Temp	\$	34,048	\$	-	\$	-	\$	52,200	\$	-	\$	-
Total	\$	29,585,545	\$	31,519,971	\$	32,521,854	\$	32,409,441	\$	32,892,224	\$	33,356,691
% Incr				6.54%		3.18%		-0.35%		1.49%		1.41%
Personnel												
Full-Time		11		11		11		11		11		10
Part-Time		0		0		0		0		0		0
Total		11		11		11		11		11		10



#### **Operating Highlights**

	Credit Card Payments	1	E-Check Payments	
FY	Bills Paid	\$ Value	Bills Paid	\$ Value
2018	24,007	\$6,966,146	67,079	\$84,109,751
2019	26,647	\$6,755,804	73,998	\$83,491,813
2020	25,535	\$6,361,419	85,294	\$96,146,660
2021	31,286	\$6,880,920	98,694	\$121,705,663
2022	34,770	\$8,398,790	101,513	\$131,583,382





## Treasury Department Fiscal Year 2024 Outcomes and Strategies

#### Outcome 1

Invest, Manage, and Safeguard the City's

Cash and Debt Portfolios

The Treasury Department will work with the Mayor's Office, Comptroller's Office and City Council to invest, manage, and safeguard the City's cash portfolio by monitoring the City's Investment Policy, prudently investing and managing the City's cash, preserving principal, ensuring liquidity, and achieving an appropriate yield for the City's Investments. Some specific

expected outcomes this year are to better maximize interest earnings potential by closely monitoring the financial markets in order to react appropriately to an environment where interest rates may be changing rapidly.

The way Treasury operates is constantly and rapidly changing due to advances and upgrades in technology. We work closely work with other departments, especially the City's IT Department, in order to ensure our internal processes are evolving in line with opportunities as technology is

#### Outcome 2

Continue Technology Advancement with Focus on Payment Security

changing. An area where technology is evolving at a rapid pace is payment technology, both receipt of payments from the public as well as making payments to employees, suppliers and vendors. The implementation of the "NewGov" system is an on-going project that is rolling out online license and permit applications across all departments. Treasury will keep pace with these changes and modify how we accept revenue generated by these new processes.

Treasury will also be implementing changes in how we pay suppliers and vendors. Traditionally, invoices were paid to vendors via paper check; however, in this era of e-payments, this process needs to evolve. Paper checks are now recognized as the least secure method of payment due to the rather ease potential fraudsters can leverage to replicate these checks. To this end, Treasury has led the way to migrate to electronic methods of payment to pay vendors and suppliers electronically through more secure platforms. We will continue to roll out more secure, electronic, methods of payment to ensure all parties are paid timely, efficiently and in the most secure manner reasonably possible.

# Treasury Department Fiscal Year 2024 Outcomes and Strategies

#### Outcome 3

Continue Professional Development of Treasury Staff to Provide Excellent Internal and External Customer Service A high degree of expertise and knowledge is required by all Treasury team members to be successful, which requires continuing education and networking amongst professionals and peers in similar positions throughout the Commonwealth.

This upcoming year, supervisors will continue to participate in formal professional development

programs such as the Massachusetts Municipal Association's Finance Management Seminar as well as the Massachusetts Collector/Treasurer Association's certification program. In the past year, the City's Assistant Treasurer has obtained full certification and the Assistant Collector is progressing to attaining certification. Additionally, the City Treasurer/Collector, who attained full certification several years ago, has joined the Education Committee of the Massachusetts Collector/Treasurer Association and is teaching courses to other municipal financial professionals throughout the Commonwealth on important subjects, including payment security, payroll, tax administration, cash management, customer service and other important areas. This involvement statewide raises Newton's profile as an expertly managed community, while ensuring that we are up to date with best practices.

Treasury will continue to work with our Information Technology Department and partners in the banking industry to appropriately manage uncashed checks that accumulate. This little known area has been often identified as a potential security

#### Outcome 4

Manage Check Tailings/Uncashed Checks

risk. When employees and vendors, are issued checks as payment for their goods and services or even when taxpayers are issued checks as refunds for overpayments, a small percentage of these checks are never cashed for a myriad of reasons. Treasury must closely monitor these "tailings" to ensure payment is ultimately made to the appropriate party. When checks are not cashed, this presents a risk that the issued check could get into the wrong hands. To mitigate this risk, Treasury will implement several measures, included within its monthly bank reconciliation protocols, where payees will be subsequently notified after 3 and 6 months when checks remain uncashed. This notification process will be ultimately followed up with a notification that the check will be assumed to be lost after 18 months and canceled. At this point, the funds are deemed "abandoned" and Treasury will be working with IT to develop an application (similar to findmassmoney.com) to be housed on the City website where payees can search to see if they have any funds that are lost and can file claims to obtain a new payment.

FUND: 0001 - GENERAL FUND

DEPARTMENT: 107 - TREASURY

#### CITY OF NEWTON BUDGET DEPARTMENT LEGAL LEVEL OF CONTROL

<u>-</u>	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
- TREASURY SUMMARY						
51 - PERSONNEL SERVICES	686,807	679,976	766,222	825,010	804,146	-20,864
52 - EXPENSES	446,045	261,380	489,020	367,040	367,640	600
56 - INTERGOVERNMENTAL	6,483,982	6,507,813	6,453,245	6,600,451	6,761,514	161,063
5D - DEBT SERVICE	23,676,097	24,926,118	24,546,940	24,936,069	25,264,715	328,646
57 - FRINGE BENEFITS	141,943	146,567	154,014	163,654	158,676	-4,978
TOTAL DEPARTMENT	31,434,874	32,521,854	32,409,441	32,892,224	33,356,691	464,467
STATE ASSESSMENTS						
56 - INTERGOVERNMENTAL	6,483,982	6,507,813	6,453,245	6,600,451	6,761,514	161,063
TOTAL STATE ASSESSMENTS	6,483,982	6,507,813	6,453,245	6,600,451	6,761,514	161,063
TREASURY						
51 - PERSONNEL SERVICES	686,807	679,976	766,222	825,010	804,146	-20,864
52 - EXPENSES	446,045	261,380	436,819	367,040	367,640	600
57 - FRINGE BENEFITS	141,943	146,567	154,014	163,654	158,676	-4,978
TOTAL TREASURY	1,274,795	1,087,922	1,357,056	1,355,704	1,330,462	-25,242
DEBT MATURITIES						
5D - DEBT SERVICE	13,270,167	14,362,167	14,559,667	15,149,667	15,680,367	530,700
TOTAL DEBT MATURITIES	13,270,167	14,362,167	14,559,667	15,149,667	15,680,367	530,700
INTEREST-LNG TERM DEBT						
5D - DEBT SERVICE	10,405,930	10,563,951	9,987,273	9,786,402	9,584,348	-202,054
TOTAL INTEREST-LNG TERM DEBT	10,405,930	10,563,951	9,987,273	9,786,402	9,584,348	-202,054
INTEREST-TEMP LOANS						
52 - EXPENSES	0	0	52,200	0	0	0
TOTAL INTEREST-TEMP LOANS	0	0	52,200	0	0	0

FUND: 0001 - GENERAL FUND

DEPARTMENT: 107 - TREASURY

	_	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
107 - TREASURY	<u>-</u>						
0110720 - STA	TE ASSESSMENTS						
INTERGOVE	RNMENTAL						
562001	RETIREE HEALTH INSURA	7,395	4,098	0	0	0	0
562002	AIR POLLUTION CONTROL	43,696	44,557	45,722	46,639	46,086	-553
562003	MAPC	47,560	47,723	48,709	49,665	50,681	1,016
562004	RMV-NON RENEWAL CGS	108,200	105,300	70,760	70,760	62,160	-8,600
562005	MBTA	6,035,209	5,968,040	6,007,263	6,160,292	6,363,094	202,802
562006	BOSTON METRO DISTRICT	2,057	2,057	1,993	1,993	1,905	-88
562007	SPED CHARGES	47,068	19,227	39,117	40,682	1,275	-39,407
562008	CHARTER SCHOOL ASSMT	65,852	98,408	85,845	140,590	142,511	1,921
562009	SCHOOL CHOICE TUITION	126,945	218,403	153,836	89,830	93,802	3,972
TOTAL	. INTERGOVERNMENTAL	6,483,982	6,507,813	6,453,245	6,600,451	6,761,514	161,063
TOTAL STA	ATE ASSESSMENTS	6,483,982	6,507,813	6,453,245	6,600,451	6,761,514	161,063

	_	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
0110745 - TRE	ASURY						
PERSONNEL	SERVICES						
511001	FULL TIME SALARIES	670,435	651,477	758,838	818,110	797,996	-20,114
513010	REGULAR OVERTIME	0	797	0	750	0	-750
514001	LONGEVITY	2,567	3,465	2,150	2,650	3,150	500
514005	WORKING OUT OF GRADE	0	0	2,235	0	0	0
515003	SPECIAL LEAVE BUY BACK	5,000	0	0	0	0	0
515006	VACATION BUY BACK	10,305	21,737	0	0	0	0
515102	CLEANING ALLOWANCE	3,500	2,500	3,000	3,500	3,000	-500
TOTAL	PERSONNEL SERVICES	691,807	679,976	766,222	825,010	804,146	-20,864
<b>EXPENSES</b>							
524010	OFFICE EQUIPMENT R-M	1,154	1,890	1,128	1,500	1,500	0
524500	DOCUMENT SHREDDING			1,155	1,200	1,000	-200
527400	RENTAL - EQUIPMENT		734	2,935	2,940	2,940	0
530100	CONSULTANTS	0	38,899	0	0	0	0
530207	BANKING SERVICES	90,249	64,047	116,412	50,000	50,000	0
530700	PARKING TICKET COLLEC	76,643	5,047	50,713	120,000	120,000	0
530900	LEGAL SERVICES	0	0	0	0	5,000	5,000
531400	REGIST/RECORDING FEES	-975	1,050	5,565	2,500	2,500	0
531600	BOND/NOTE SALE COSTS	150,210	15,629	107,277	0	0	0
531700	MAILING SERVICES	101,983	95,866	114,676	142,500	115,000	-27,500
534010	TELEPHONE	494	534	493	600	750	150
534020	CELLULAR TELEPHONES		31	883	400	500	100
534100	POSTAGE	19,118	19,201	15,541	23,000	42,750	19,750
534200	PRINTING	2,148	9,193	2,696	10,000	10,000	0
534300	ADVERTISING/PUBLICATIO	368	247	6,182	1,200	2,500	1,300
542000	OFFICE SUPPLIES	3,862	3,556	2,487	3,000	3,000	0
559200	BOOKS/MANUALS/PERIODI	0	0	0	200	200	0
571100	IN-STATE CONFERENCES	0	0	2,880	2,000	3,000	1,000
573000	DUES & SUBSCRIPTIONS	725	698	540	1,000	1,000	0
575005 576300	EMPLOYEE HONESTY BON INTEREST & PENALTIES	66 80,097	4,758 0	5,257 0	5,000 0	6,000 0	1,000 0
TOTAL	EXPENSES —	526,142	261,380	436,819	367,040	367,640	600
FRINGE BEN	FFITS	·	•	·	·	·	
57DENT	DENTAL INSURANCE	3,269	2,593	2,496	2,310	2,016	-294
57HLTH	HEALTH INSURANCE	117,699	119,217	118,653	123,201	116,594	-6,607
57LIFE	BASIC LIFE INSURANCE	354	307	274	285	358	73
57MEDA	MEDICARE PAYROLL TAX	9,228	9,067	10,232	11,953	11,862	-91
57OPEB	OPEB CONTRIBUTION	11,394	15,382	22,359	25,905	27,846	1,941
TOTAL	FRINGE BENEFITS	141,943	146,567	154,014	163,654	158,676	-4,978
TOTAL TRE	EASURY	1,359,892	1,087,922	1,357,056	1,355,704	1,330,462	-25,242

	_	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
0110771 - DEB	T MATURITIES						
DEBT SERVI	CE						
581A01	NSHS - 2005	475,000	475,000	475,000	475,000	475,000	0
581A02	HIGH SCHOOL RENOV-200	490,000	483,500	470,000	465,000	460,000	-5,000
581A03	PEIRCE SCHOOL-2006	30,000	35,000	10,000	10,000	10,000	0
581A08	NNHS-2007	260,000	260,000	255,000	255,000	250,000	-5,000
581A09	NSHS-2007	105,000	105,000	105,000	100,000	95,000	-5,000
581A10	H.MANN/MEM-SPLDG-2007	5,000	5,000	5,000	0	0	0
581A11	MASON-RICE/ZERVAS-200	70,000	70,000	70,000	65,000	65,000	0
581A12	NNHS-1 2007	134,500	130,000	140,000	150,000	170,000	20,000
581A13	CARR BOILERS 2007	10,000	10,000	10,000	10,000	10,000	0
581A14	NNHS-2 2007	845,000	835,000	830,000	820,000	805,000	-15,000
581A15	NNHS-06/2008	582,040	607,040	637,040	677,040	711,710	34,670
581A16	BROWN WINDOWS 06/08	98,290	98,290	98,290	98,290	98,290	0
581A17	FA DAY HVAC-04/01/09	100,000	95,000	95,000	95,000	95,000	0
581A18	NNHS-04/01/2009	2,090,000	2,160,000	2,230,000	2,330,000	2,440,000	110,000
581A19	UNDERWOOD BOILER-04/0	10,100	10,000	10,000	10,000	10,000	0
581A20	BROWN WINDOWS-04/01/0	40,000	40,000	40,000	40,000	40,000	0
581A21	NSHS ATHL FIELDS-04/01/0	209,900	205,000	205,000	200,000	200,500	500
581A23	MODULAR CLASSROOMS-	95,000	82,000	82,000	82,000	82,000	0
581A24	NNHS-2010	390,000	360,350	360,000	360,000	360,000	0
581A26	BURR DOORS/WINDOWS-2	35,000	27,225	27,000	26,000	26,000	0
581A29	SCHOOL ROOF REPAIRS-2	40,000	40,000	36,000	36,000	36,000	0
581A30	SCHOOL MASONRY -2011	25,000	25,000	19,000	19,000	19,000	0
581A31	SCHOOL BOILER REPL-201	20,000	20,000	15,650	15,000	15,000	0
581A33	MANN WINDOW/DOOR-201	25,000	25,000	23,000	22,000	22,000	0
581A34	NNHS-2011 MSBA LOAN	366,667	366,667	366,667	366,667	366,667	0
581A36	MODULAR CLASSROOMS-	60,000	60,000	60,000	60,000	60,000	0
581A37	MODULAR CLASSROOMS-	5,000	5,000	5,000	5,000	5,000	0
581A38	SCHL SPRNKLER SYTEM-2	5,000	5,000	5,000	5,000	5,000	0
581A40	SCHL ACCESSIBILITY-2012	20,000	20,000	20,000	20,000	20,000	0
581A41	SCHL ELECTRICAL-2012	15,000	15,000	15,000	10,000	10,000	0
581A42	SCHL GENERATORS-2012	20,000	20,000	20,000	20,000	20,000	0
581A43	SCHL BOILER REPL-2012	30,000	30,000	30,000	30,000	30,000	0
581A44	MODULARS/SPKL-2012	100,000	100,000	95,000	95,000	95,000	0
581A45	SCHL MASONRY -2013	25,000	25,000	25,000	25,000	25,000	0
581A48	FA DAY RENOVATIONS-20	215,000	220,000	230,000	240,000	250,000	10,000
581A49	ELEM MODULARS-2014	160,000	160,000	160,000	160,000	160,000	0
581A50	MASON-RICE SPKL-2014	35,000	30,000	30,000	30,000	30,000	0
581A51	CARR RENOVATIONS-2014	255,000	270,000	285,000	300,000	315,000	15,000
581A52	ANGIER ELEM - 2014	110,000	115,000	120,000	125,000	135,000	10,000
581A54	BIGELOW STAIRCASE-201	45,000	45,000	45,000	45,000	45,000	0
581A55	ANGIER CONSTR-2015	330,000	335,000	350,000	370,000	385,000	15,000
581A56	ZERVAS CONSTR - 2016	390,000	410,000	435,000	455,000	470,000	15,000
581A57	ANGIER CONSTR - 2016	95,000	100,000	105,000	110,000	115,000	5,000
581A58	AQUINAS ACQ - 2016	340,000	355,000	375,000	395,000	410,000	15,000
581A59	FA DAY WATER HTR -2016	15,000	15,000	15,000	15,000	15,000	0
581A60	NNHS BACKSTOP - 2016	20,000	20,000	20,000	20,000	25,000	5,000
581A61	NSHS TENNIS CTS - 2016	40,000	45,000	45,000	45,000	50,000	5,000

	_	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
581A62	ZERVAS CONSTR - 2017	247,800	260,000	270,000	280,000	290,000	10,000
581A63	CABOT LAND TKNG - 2017	20,000	20,000	20,000	20,000	25,000	5,000
581A64	CABOT DESIGN - 2017	5,700	10,000	10,000	10,000	10,000	0
581A65	CABOT CONSTR - 2017	115,000	120,000	125,000	130,000	135,000	5,000
581A66	ZERVAS CONSTRUCT 12/1	65,000	65,000	65,000	65,000	65,000	0
581A67	NSHS MONDO REPL 12/17	20,000	20,000	20,000	20,000	20,000	0
581A68	CABOT CONSTRUCT 12/17	330,500	348,000	362,700	384,000	404,000	20,000
581A69	CABOT CONSTRUCT 2/19	170,000	170,000	170,000	170,000	170,000	0
581A70	CARR SCHOOL A/C 2/19	28,919	25,000	20,000	20,000	20,000	0
581A71	BIGELOW BOILER REPL 2/	0	70,000	70,000	70,000	70,000	0
581A72	LINCOLN-ELIOT WINDOW-	0	90,000	90,000	90,000	90,000	0
581A73	FA DAY BOILER REPL- 2/20	0	50,000	50,000	50,000	50,000	0
581A74	NEWTON EARLY CHILDHD-	0	75,000	75,000	80,000	85,000	5,000
581A75	CABOT ELEMENTARY I 2/2			0	20,000	20,000	0
581A76	CABOT ELEMENTARY II 2/2			0	23,316	25,000	1,684
581A77	NEWTON EARLY CHILDHO			0	280,600	280,000	-600
581A78	OAK MIDDLE SCHOOL 2/22			0	103,500	100,000	-3,500
581A79	LINCOLN-ELIOT 2/23				0	115,000	115,000
581B05	TRAFFIC SGNL IMP - 2016	75,000	75,000	80,000	85,000	90,000	5,000
581B06	AUB SQ TRAFFIC IMP - 201	110,000	115,000	120,000	130,000	135,000	5,000
581B08	ELIOT ST BRIDGE - 2016	70,000	75,000	80,000	85,000	85,000	0
581B09	DED/NAH TRAFFIC IMP 12/	85,000	85,000	80,000	80,000	80,000	0
581B10	DED/NAH INTER IMP 12/17	29,500	28,650	28,650	25,000	25,000	0
581B14	W NEWTON SQ IMPRV- 2/2	0	375,000	375,000	375,000	375,000	0
581B15	WALNUT AND AUSTIN REH	0	270,000	270,000	270,000	270,000	0
581B16	PARKING METER & KIOSK-	0	60,000	60,000	60,000	60,000	0
581B17	LIBRARY PARKING LOT 2/2				0	148,298	148,298
581C01	FIRE STATIONS - 2007	20,000	20,000	20,000	0	0	0
581C02	FIRE STATIONS-2007	14,000	15,000	10,000	5,000	0	-5,000
581C03	FIRE STATIONS 2007	25,000	25,000	20,000	15,000	0	-15,000
581C04	FIRE STATION #4-2009	155,000	155,000	155,000	155,000	146,500	-8,500
581C06	CITY HALL BOILERS-2009	10,000	10,000	10,000	10,000	10,000	0
581C07	FIRE STATION #4 - 2010	5,000	5,000	5,000	5,000	5,000	0
581C08	FIRE STATION #7 - 2010	220,000	193,650	192,000	192,000	192,000	0
581C09	ENERGY CONSERVATION-	245,000	223,125	222,000	222,000	222,000	0
581C11	CITY HALL ELEC/BLR-2013	20,000	20,000	20,000	20,000	20,000	0
581C12	CITY HALL VETS WING-201	15,000	15,000	15,000	15,000	15,000	0
581C14	CRAFTS ST DPW MASONR	20,000	20,000	20,000	20,000	0	-20,000
581C17	GATH POOL IMPV-2013	15,000	15,000	15,000	15,000	0	-15,000
581C18	SALT SHED/GARAGE-2014	25,000	25,000	25,000	25,000	25,000	0
581C19	FIRE ST#10/WIRES - 2015	305,000	305,000	305,000	305,000	305,000	0
581C20	ENERGY CONSERVATION-	130,000	130,000	130,000	130,000	130,000	0
581C21	FIRS ST#3 IMPV - 2016	70,000	75,000	80,000	80,000	85,000	5,000
581C22	SR CTR HVAC - 2016	15,000	15,000	15,000	15,000	15,000	0
581C23	WAR MEML ELEVATOR -20	40,000	45,000	45,000	45,000	50,000	5,000
581C24	MANET RD COMM BLDG-20	15,000	15,000	15,000	15,000	20,000	5,000
581C25	MAIN LIBR IMPV - 2016	25,000	25,000	25,000	25,000	30,000	5,000
581C26	CTY HALL ROOF - 2016	10,000	10,000	10,000	10,000	10,000	0
581C27	FIRE ST #3/HQ - 2017	65,000	70,000	70,000	75,000	75,000	0
		55,555	. 0,000	. 0,000	. 5,550	. 5,000	3

	_	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
581C28	== FIRE ST #3/HQ - 2017	381,500	400,000	415,000	430,000	450,000	20,000
581C29	FIRE ST #3/HQ 12/17	90,000	90,000	90,000	90,000	90,000	0
581C30	CRAFTS ST GARAGE RF 2/	23,000	20,000	20,000	15,000	15,000	0
581C31	LIBRARY INTER IMPRV 2/1	35,000	35,000	35,000	35,000	35,000	0
581C33	NEWCAL CONSTRUCT 2/2				0	70,097	70,097
581D01	GATH POOL IMPVMTS-201	10,000	10,000	10,000	0	0	0
581D02	BRACELAND PK IMPV-2012	10,000	10,000	10,000	10,000	10,000	0
581D03	LOWER FALLS CC RENOV-	20,000	20,000	20,000	20,000	20,000	0
581D04	MCGRATH PARK TENNIS 2	18,000	15,000	15,000	15,000	15,000	0
581103	DPW EQUIPMENT-2007	40,000	39,000	40,000	0	0	0
581104	FIRE ENGINE REPL-06/08	27,710	27,710	27,710	27,710	0	-27,710
581105	DPW EQUIPMENT-06/08	36,960	36,960	36,960	36,960	0	-36,960
581106	FIRE LADDER-2009	50,000	50,000	50,000	45,000	45,000	0
581107	PARKS EQUIP-2009	5,000	5,000	5,000	5,000	5,000	0
581108	DPW EQUIP-2009	40,000	40,000	40,000	40,000	33,000	-7,000
581113	FIRE ENGINE-2012	60,000	60,000	60,000	0	0	0
581114	DPW EQUIP REPL-2012	30,000	30,000	30,000	0	0	0
581115	DPW EQUIP REPL-2012	10,000	5,000	5,000	0	0	0
581116	SWEEPER REPL-2013	15,000	15,000	15,000	15,000	0	-15,000
581117	FIRE LADDER REPL-2013	65,000	65,000	65,000	65,000	65,000	0
581118	DPW EQUIPMENT-2014	30,000	25,000	25,000	25,000	25,000	0
581119	SNOW MELTING EQMT-201	25,000	25,000	25,000	25,000	25,000	0
581120	DPW EQUIPMENT - 2015	35,000	35,000	35,000	35,000	30,000	-5,000
581121	DPW SNOW BLOWER -201	15,000	15,000	15,000	15,000	15,000	0
581122	LIBR AUTO CIRCL EQ-2016	20,000	20,000	20,000	20,000	20,000	0
581123	FIRE PUMPER - 2016	35,000	35,000	40,000	40,000	45,000	5,000
581124	FIRE SCBA EQMT - 2016	45,000	50,000	50,000	55,000	55,000	0
581125	FIRE BUCKET TRUCK - 201	20,000	20,000	25,000	25,000	25,000	0
581127	DPW CONSTR EQMT - 201	20,000	20,000	25,000	25,000	25,000	0
581129	FIRE PUMPER - 2017	55,000	55,000	60,000	60,000	65,000	5,000
581130	DISPATCH CONSL - 2017	60,000	60,000	60,000	65,000	70,000	5,000
581131	FIRE LADDER #2 2/19	135,000	135,000	135,000	135,000	135,000	0
581132	BUCKET TRUCK P/R 2/19	25,000	25,000	25,000	25,000	25,000	0
581133	TRASH TRUCKS P/R 2/19	17,000	15,000	15,000	15,000	15,000	0
581134	DPW GRADALL TRK 2/19	20,000	20,000	20,000	20,000	20,000	0
581135	BACKHOE DPW 2/19	19,000	15,000	15,000	15,000	15,000	0
581136	FRONT END LOADER 2/19	9,081	10,000	10,000	10,000	10,000	0
581138	SWAP LOADER TRUCK 2/2			0	57,584	55,000	-2,584
581139	PUBLIC SAFETY RADIO INF				0	17,305	17,305
TOTAL	DEBT SERVICE	13,270,167	14,362,167	14,559,667	15,149,667	15,680,367	530,700
TOTAL DE	BT MATURITIES	13,270,167	14,362,167	14,559,667	15,149,667	15,680,367	530,700

		ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
0110772 - INTE	EREST-LNG TERM DEBT						
DEBT SERVI	CE						
582A01	NSHS - 2005	105,687	86,688	67,688	48,688	29,688	-19,000
582A02	HIGH SCHOOL RENOV-200	90,465	75,863	61,560	47,515	33,660	-13,855
582A03	PEIRCE SCHOOL -2006	2,850	1,875	1,200	900	600	-300
582A08	NNHS-2007	44,790	36,990	29,265	21,615	14,040	-7,575
582A09	NSHS-2007	21,975	18,825	15,675	12,600	9,675	-2,925
582A10	H.MANN/MEM-SPLDG-2007	375	225	75	0	0	0
582A11	MASON-RICE/ZERVAS-200	14,100	12,000	9,900	7,875	5,925	-1,950
582A12	NNHS-1 2007	31,418	27,450	23,400	19,050	14,250	-4,800
582A13	CARR BOILER 2007	2,450	2,150	1,850	1,550	1,250	-300
582A14	NNHS-2 2007	197,525	172,325	147,350	122,600	98,225	-24,375
582A15	NNHS- 06/08	696,848	667,746	637,394	605,542	578,460	-27,082
582A16	BROWN WINDOWS-06/08	42,264	37,351	32,436	27,521	23,590	-3,931
582A17	FA DAY HVAC-4/01/2009	37,175	33,175	29,375	25,575	21,775	-3,800
582A18	NNHS-04/01/2009	2,058,650	1,975,050	1,888,650	1,799,450	1,706,250	-93,200
582A19	UNDERWOOD BOILER-04/0	3,554	3,150	2,750	2,350	1,950	-400
582A20	BROWN WINDOWS-04/01/0	14,025	12,425	10,825	9,225	7,625	-1,600
582A21	NSHS ATHL FIELDS-04/01/0	40,816	32,420	24,220	16,020	8,020	-8,000
582A23	MODULAR CLASSROOMS-	24,300	18,450	14,350	10,250	6,150	-4,100
582A24	NNHS - 2010	325,668	301,059	283,050	265,050	247,050	-18,000
582A26	BURR DOORS & WINDOW	14,511	12,431	11,075	9,750	8,450	-1,300
582A29	SCHOOL ROOFS-2011	20,900	19,100	16,400	14,600	12,800	-1,800
582A30	SCHOOL MASONRY-2011	11,560	10,435	8,835	7,885	6,935	-950
582A31	SCHOOL BOILERS-2011	8,943	8,043	6,751	5,985	5,235	-750
582A33	MANN WINDOW/DOOR-201	13,080	11,955	10,255	9,130	8,030	-1,100
582A34	NNHS-MSBA LOAN 2011	161,333	154,000	146,666	139,333	132,000	-7,333
582A36	SCHL MODULARS-2012	11,700	10,200	8,700	7,200	6,000	-1,200
582A37	SCHL MODULARS-2012	975	850	725	600	500	-100
582A38	SCHL SPRINKLERS-2012	975	850	725	600	500	-100
582A40	SCHL ACCESSIBILITY-2012	3,900	3,400	2,900	2,400	2,000	-400
582A41	SCHL ELECTRICAL-2012	2,325	1,950	1,575	1,200	1,000	-200
582A42	SCHL GENERATORS-2012	3,900	3,400	2,900	2,400	2,000	-400
582A43	SCHL BOILER REPL-2012	5,850	5,100	4,350	3,600	3,000	-600
582A44	MODULARS/SPKLRS-2012	18,775	16,275	13,775	11,400	9,500	-1,900
582A45	SCHL MASONRY-2013	11,138	10,138	9,138	8,138	7,138	-1,000
582A48	FA DAY RENOVATIONS-20	184,006	175,406	166,606	157,406	147,806	-9,600
582A49	ELEM MODULARS-2014	63,800	55,800	47,800	39,800	31,800	-8,000
582A50	MASON-RICE SPKLR-2014	12,213	10,462	8,963	7,463	5,963	-1,500
582A51	CARR RENOVATIONS-2014	410,112	397,363	383,863	369,613	354,613	-15,000
582A52	ANGIER - 2014	174,594	169,094	163,344	157,344	151,094	-6,250
582A54	BIGELOW STAIRCASE-201	10,350	9,450	7,875	5,625	3,375	-2,250
582A55	ANGIER CONSTR-2015	458,450	451,800	439,700	421,700	402,825	-18,875
582A56	ZERVAS CONSTR - 2016	688,712	669,212	648,712	626,963	608,763	-18,200
582A57	ANGIER CONSTR - 2016	170,569	165,819	160,819	155,569	151,169	-4,400
582A58	AQUINAS LAND AQ - 2016	597,631	580,631	562,881	544,131	528,331	-15,800
582A59	FA DAY HT WATER HTR-20	5,200	4,450	3,700	2,950	2,350	-600
582A60	NNHS BACKSTOP - 2016	13,950	12,950	11,950	10,950	10,150	-800
582A61	NSHS TENNIS CTS - 2016	29,700	27,700	25,450	23,200	21,400	-1,800

	_	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
582A62	ZERVAS CONSTR - 2017	457,899	447,987	437,587	426,788	415,588	-11,200
582A63	CABOT LAND TKNG - 2017	35,525	34,725	33,925	33,125	32,325	-800
582A64	CABOT DESIGN - 2017	14,259	14,031	13,631	13,231	12,831	-400
582A65	CABOT CONSTR - 2017	214,431	209,831	205,031	200,031	194,831	-5,200
582A66	ZERVAS CONSTRUCT 12/1	71,110	67,860	64,610	61,360	58,110	-3,250
582A67	NSHS MONDO REPL 12/17	12,900	11,900	10,900	9,900	8,900	-1,000
582A68	CABOT CONSTRUCT 12/17	706,581	689,619	671,851	653,184	633,484	-19,700
582A69	CABOT CONSTRUCT 2/19	188,832	186,844	178,344	169,844	161,344	-8,500
582A70	CARR SCHOOL A/C 2/19	13,626	12,650	11,400	10,400	9,400	-1,000
582A71	BIGELOW BOILER REPL- 2/	0	42,050	40,000	36,500	33,000	-3,500
582A72	LINCOLN-ELIOT WINDOW-	0	56,550	54,000	49,500	45,000	-4,500
582A73	FA DAY BOILER REPL- 2/20	0	31,417	30,000	27,500	25,000	-2,500
582A74	NEWTON EARLY CHILDHD-	0	116,423	116,688	112,938	108,938	-4,000
582A75	CABOT ELEMENTARY I 2/2			0	27,020	26,713	-307
582A76	CABOT ELEMENTARY II 2/2			0	31,995	31,650	-345
582A77	NEWTON EARLY CHILDHO			0	250,878	243,281	-7,597
582A78	OAK MIDDLE SCHOOL 2/22			0	85,611	82,631	-2,980
582A79	LINCOLN-ELIOT 2/23				0	209,342	209,342
582B05	TRAFFIC SGNL IMP - 2016	27,950	24,200	20,450	16,450	13,050	-3,400
582B06	AUB SQ TRAFFIC IMPV-201	42,050	36,550	30,800	24,800	19,600	-5,200
582B08	EILOT ST BRIDGE - 2016	73,750	70,250	66,500	62,500	59,100	-3,400
582B09	DED/NAH TRAFFIC IMP 12/	51,975	47,725	43,600	39,600	35,600	-4,000
582B10	DED/NAH INTER IMP 12/17	16,603	15,149	13,716	12,375	11,125	-1,250
582B14	W NEWTON SQ IMPRV- 2/2	0	234,852	224,200	205,450	186,700	-18,750
582B15	WALNUT AND AUSTIN REH	0	169,650	162,000	148,500	135,000	-13,500
582B16	PARKING METER & KIOSK-	0	37,603	35,900	32,900	29,900	-3,000
582B17	LIBRARY PARKING LOT 2/2		,,,,,,,		0	71,050	71,050
582C01	FIRE STATIONS-2007	1,500	900	300	0	0	0
582C02	FIRE STATIONS 2007	1,110	675	300	75	0	-75
582C03	FIRE STATIONS 2007	2,175	1,425	750	225	0	-225
582C04	FIRE STATION #4-2009	30,660	24,460	18,260	12,060	5,860	-6,200
582C06	CITY HALL BOILER-2009	3,750	3,350	2,950	2,550	2,150	-400
582C07	FIRE STATION #4-2010	2,400	2,075	1,825	1,575	1,325	-250
582C08	FIRE STATION #7 - 2010	104,883	91,241	81,600	72,000	62,400	-9,600
582C09	ENERGY CONSV - 2010	65,356	49,978	38,850	27,750	16,650	-11,100
582C11	CITY HALL ELEC/BOILER-'1	6,250	5,450	4,650	3,850	3,050	-800
582C12	CITY HALL VETS WING-201	6,956	6,356	5,756	5,156	4,556	-600
582C14	CRAFTS DPW MASNRY-'13	3,200	2,400	1,600	800	0	-800
582C17	GATH POOL IMPV-2013	2,400	1,800	1,200	600	0	-600
582C18	SALT SHED-2014	14,281	13,031	11,781	10,531	9,281	-1,250
582C19	FIRE ST #10/WIRES - 1/15	167,750	161,650	150,975	135,725	120,475	-15,250
582C20	ENERGY CONSERVATION-	71,500	68,900	64,350	57,850	51,350	-6,500
582C21	FIRE ST#3 - 2016	125,825	122,325	118,575	114,575	111,375	-3,200
582C22	SR CTR HVAC - 2016	5,200	4,450	3,700	2,950	2,350	-600
582C23	WAR MEML ELEVATOR - 2	41,800	39,800	37,550	35,300	33,500	-1,800
582C24	MANET RD COMM BLDG-20	26,244	25,494	24,744	23,994	23,394	-600
582C25	MAIN LIBR IMPV - 2016	8,950	7,700	6,450	5,200	4,200	-1,000
582C26	CTY HALL ROOF - 2016	3,300	2,800	2,300	1,800	1,400	-400
582C27	FIRE ST #3/HQ - 2017	119,738	117,138	114,338	111,538	108,538	-3,000
302021	1 INC 01 #0/11Q = 2011	110,100	117,130	114,550	111,550	100,000	-3,000

	_	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
582C28	FIRE ST #3/HQ - 2017	374,407	359,147	343,147	326,547	309,347	-17,200
582C29	FIRE ST #3/HQ 12/17	73,350	68,850	64,350	59,850	55,350	-4,500
582C30	CRAFTS ST GARAGE RF 2/	12,814	13,006	11,106	10,106	9,356	-750
582C31	LIBRARY INTER IMPRV 2/1	21,847	20,850	19,100	17,350	15,600	-1,750
582C33	NEWCAL CONSTRUCT 2/2				0	126,419	126,419
582D01	GATH POOL IMPROVEMEN	750	500	250	0	0	0
582D02	BRACELAND PK IMPV-2012	1,950	1,700	1,450	1,200	1,000	-200
582D03	LOWER FALLS CC RENOV-	7,231	6,231	5,231	4,231	3,231	-1,000
582D04	MCGRATH PARK TENNIS 2	9,425	8,850	8,100	7,350	6,600	-750
582103	DPW EQUIPMENT-2007	2,970	1,785	600	0	0	0
582104	FIRE ENGINE REPL-06/08	5,265	3,880	2,494	1,108	0	-1,108
582105	DPW EQUIPMENT-06/08	7,023	5,173	3,326	1,478	0	-1,478
582106	FIRE LADDER-2009	9,600	7,600	5,600	3,600	1,800	-1,800
582107	PARKS EQUIP-2009	1,000	800	600	400	200	-200
582108	DPW EQUIP-2009	7,720	6,120	4,520	2,920	1,320	-1,600
582113	FIRE ENGINE - 2012	4,500	3,000	1,500	0	0	0
582114	DPW EQUIP REPL-2012	2,250	1,500	750	0	0	0
582115	DPW EQUIP REPL-2012	500	250	125	0	0	0
582116	SWEEPER REPL-2013	2,400	1,800	1,200	600	0	-600
582117	FIRE LADDER REPL-2013	20,313	17,713	15,113	12,513	9,912	-2,601
582118	DPW EQUIPMENT-2014	6,500	5,000	3,750	2,500	1,250	-1,250
582119	SNOW MELTING EQMT-201	6,250	5,000	3,750	2,500	1,250	-1,250
582120	DPW EQUIPMENT - 2015	7,550	6,850	5,625	3,875	2,250	-1,625
582121	DPW SNOW BLOWER - 201	5,200	4,450	3,700	2,950	2,350	-600
582122	LIBR AUTO CIRCL EQ-2016	7,050	6,050	5,050	4,050	3,250	-800
582123	FIRE PUMPER - 2016	25,750	24,000	22,250	20,250	18,650	-1,600
582124	FIRE SCBA EQMT-2016	17,600	15,350	12,850	10,350	8,150	-2,200
582125	FIRE BUCKET TRUCK-2016	7,750	6,750	5,750	4,500	3,500	-1,000
582127	DPW CONST EQMT - 2017	7,600	6,800	6,000	5,000	4,000	-1,000
582129	FIRE PUMPER - 2017	19,832	17,632	15,432	13,032	10,632	-2,400
582130	DISP CONSOLE - 2017	21,272	18,872	16,472	14,072	11,472	-2,600
582 31	FIRE LADDER #2 2/19	58,000	53,250	46,500	39,750	33,000	-6,750
582 32	BUCKET TRUCK P/R 2/19	10,392	9,500	8,250	7,000	5,750	-1,250
582133	TRASH TRUCKS P/R 2/19	8,700	8,150	7,400	6,650	5,900	-750
582134	DPW GRADALL TRK 2/19	12,373	11,800	10,800	9,800	8,800	-1,000
582135	BACKHOE DPW 2/19	7,202	6,500	5,750	5,000	4,250	-750
582136	FRONT END LOADER 2/19	4,789	4,500	4,000	3,500	3,000	-500
582138	SWAP LOADER TRUCK 2/2			0	23,575	21,300	-2,275
582139	PUBLIC SAFETY RADIO INF				0	7,202	7,202
TOTAL	DEBT SERVICE	10,405,930	10,563,951	9,987,273	9,786,402	9,584,348	-202,054
TOTAL INT	EREST-LNG TERM DEBT	10,405,930	10,563,951	9,987,273	9,786,402	9,584,348	-202,054
0110773 - INTE	REST-TEMP LOANS						
EXPENSES							
531600	BOND/NOTE SALE COSTS	0	0	52,200	0	0	0
TOTAL	EXPENSES	0	0	52,200	0	0	0
TOTAL INT	EREST-TEMP LOANS	0	0	52,200	0	0	0

	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	ORIGINAL 2023	RECOMMENDED 2024	CHANGE 2023 to 2024
TOTAL TREASURY	31,519,971	32,521,854	32,409,441	32,892,224	33,356,691	464,467