

# Mayor's Office

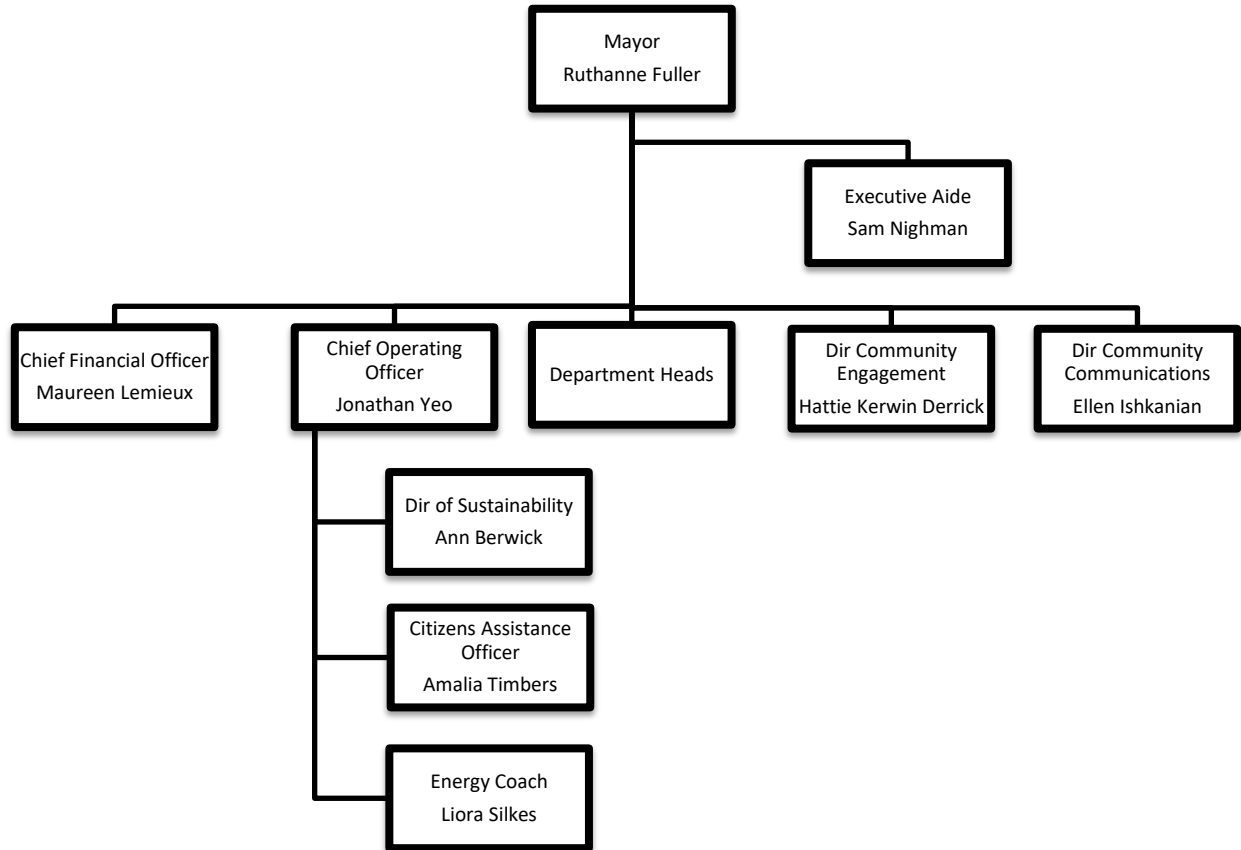
## Mission

*To build a greater, better and more beautiful Newton to transmit to our children and grandchildren – grounded in our sense of civic duty, inspired by our shared vision, and fueled by our tradition of working together, focusing on our priorities, ensuring we invest in our employees, facilities, underfunded obligations and most fundamentally, services to our residents while maintaining our commitment to financial sustainability and wise spending.*

## Overarching Goals for the City of Newton

- Ensuring academic excellence and educational equity
- Keeping Newton safe
- Making Newton more “all age” friendly with a focus on seniors
- Improving streets, sidewalks, and mobility & public buildings and infrastructure
- Preserving neighborhoods, increasing affordable housing, and diversifying housing options
- Promoting vibrant, walkable and financially robust village centers & commercial corridors
- Addressing climate change and sustaining our environment
- Protecting woods and open spaces & caring for our parks and recreation spaces
- Fostering art, culture & community life
- Facilitating a healthy, accessible and supportive Newton
- Providing excellent and responsive City services
- Assuring the City's financial health and spending wisely

# MAYOR'S OFFICE



# Office of the Mayor

## FY2025 Diversity, Equity, and Inclusion

The important work of diversity, equity and inclusion (DE&I) continues to be a major focus for the Fuller Administration. The overarching goal is that all City of Newton services and interactions are provided in a fair, just, respectful, and equitable way, regardless of race, ethnicity, gender, sexual orientation, age, socioeconomic status, or geography.

Measurable and comprehensive diversity, equity, and inclusion goals are necessary to enable the City (1) to adapt and improve our internal culture and operations, our external programs and service delivery, and our public engagement, and (2) to build the capacity of our staff to use an equity lens as we continue to create a culture of inclusion and equity. Our commitment is to make thoughtful and deliberate decisions on diversity, equity, and inclusion, which is especially important so our actions will be long lasting and comprehensive.

The Director of Community Engagement and Inclusion in the Mayor's Office is spearheading the DE&I initiative. As a holistic and collaborative approach is essential, this position within the Mayor's Office offers a vantage point and sphere of influence with all city departments. The Director will collaborate not only internally but also with residents, groups, neighborhoods, City Councilors, Board Members and Commissioners on this important work. This is in keeping with the Director's overall responsibilities for engaging community members, supporting programming, and helping Newton be an inclusive, welcoming, and equitable community. The Director is also an important resource for responding to the needs and goals of individuals and groups.

### **DE&I**

In the spring of 2023, The Racial Equity Group (REG) began conducting a baseline audit assessment both with City employees as well as the greater Newton community. These assessments will help to set a framework for our work and provide benchmark metrics. This will enable the City to track progress, within the municipality and the community, over time to achieve measurable diversity and inclusion goals.

In addition, during FY2024 the Racial Equity Group provided twelve hours of DEI training with all Department Heads. These training courses encompassed: Foundations of DEI, DEI Policies and Practices, and Measuring DEI. This training provided insights and knowledge on DEI best practices for municipal leaders with a focus on operationalizing equity.

Currently, REG is conducting focus groups with both community members and employees. All community members will have the opportunity to share their experiences regarding access to city services and programs, quality of services and programs, and satisfaction when interacting with City staff while obtaining services.

## **Procurement**

The City is currently collecting voluntary data by demographic groups to benchmark the representation of our vendors and suppliers. This will help the City monitor equal opportunity within purchasing from statewide contracts and procurement opportunities using requests for proposals. REG will provide benchmarks for representation and recommended specific actions for the City to expand outreach and build relationships with diverse vendors and suppliers within state and federal regulations.

## **City Seal**

We docketed a request to the City Council to move forward in the process of updating the seal and to do a Request for Proposal (RFP) for graphic design services on February 14, 2022.

A little over a year later, the City Council on April 18, 2023 unanimously approved proceeding with the process of updating the City Seal and submitting an RFP for a graphic design professional(s). Sebastian Ellington Ebarb Design (SEED) has been selected after an evaluation process with a cost of \$36,000 which will come from the DEI Consulting funding previously approved by the City Council. We look forward to having additional input from community members and City Councilors.

We will keep everyone informed about the meetings and the progress on the design through the Mayor's Update and the website, <https://www.newtonma.gov/government/mayor-fuller/special-projects-and-initiatives/city-seal-working-group>.

The potential designs will be presented to the City Council. Members of the community will provide feedback as well and we expect that the ultimate design will be a result of an iterative process. Ultimately, the City Council will approve the final design; we expect this to happen in 2024.

## **Ongoing DEI Initiatives**

We continue to:

- Use our Interpretation and Translation services to help residents have language and communication access to all departments throughout the City. Departments are working on initiatives for vital documents and information for translation.
- Actively and regularly fill open positions on boards and commissions using an equity lens. We welcome applications from various professions and backgrounds. We encourage those who may be an architect, real estate agent (commercial or residential), small business owner, lawyer or in the housing industry. Applicants who are culturally, ethnically, linguistically, and socioeconomically diverse are strongly encouraged to apply.

- Study and transform City policies, processes, practices and programs for equitable access for all residents.
- Work to improve outcomes with and for our diverse community – residents, businesses, and visitors.
- Work with Human Resources to support DEI in hiring, promoting and retaining employees.
- Counsel all City departments and their respective Boards & Commissions to better address issues of equity, inclusion, and access.
- Participate in trainings and with colleagues in other agencies on best practices.
- Provide training to City staff and others.
- Work closely with the Human Rights Commission, the Commission on Disability, community groups, parents & caregivers, and others to build a welcoming, inclusive community.

# Office of the Mayor

## FY2025 Environmental Sustainability

The Climate and Sustainability Program of the Mayor's Office spans all City departments in the development, coordination, and oversight of all the City's environmental, energy, and climate-related sustainability programs. There has been much thought, discussion, collaboration, and action, as well as new opportunities explored since the City adopted its first Climate Action Plan (CAP) in November 2019.

During FY2025, the City will continue to pursue an ambitious range of programs focusing on residences, including the City's *4 Our Future* initiative, which encourages insulation and weatherization of buildings, the installation of heat pumps and solar panels, and the use of electric vehicles. Additional programs include developing and supporting private and municipal renewable energy; increasing sustainable materials management, including organics collection; and continuing Newton Power Choice, which is the State's most progressive municipal aggregation program, with a default rate of 95% renewables.

There are other important municipal initiatives that will be continued in FY2025. These include the installation of LED lighting in municipal buildings; the installation of additional solar panels on municipal facilities; continuing adoption of alternative transportation programs; weaning municipal buildings off fossil fuels; and working with the City Council on new and updated ordinances that would significantly advance the achievement of our sustainability goals. Among these are the proposed adoption of the Building Emissions Reduction and Disclosure Ordinance (BERDO). We are on course to adopt a proposed electrification ordinance for all new construction and substantial renovations, which would allow Newton to participate in the State's new Ten Communities program, in our current fiscal year, FY2024.

The City's Planning and Public Works Departments are working with the Climate and Sustainability Team on implementation of Newton's Climate Action Plan, including sustainable principles for transportation systems, the "complete streets" approach to road design, bike sharing, installation of electric vehicle (EV) charging stations, and a shared ride transportation system. The collaboration also includes climate impacts associated with sustainable materials management and waste disposal.

Sustainability/Climate City staff have just begun engaging with other City staff and commissions to create an updated Climate Action Plan to reflect new initiatives, new opportunities, and new strategies.

### **4 Our Future Campaign**

Since approximately 60% of the City's greenhouse gases is emitted by residential buildings and personal vehicles, addressing these emissions is crucial to the City's climate efforts. The Climate

and Sustainability Team continues to build on our outreach campaign, called *4 Our Future*, to encourage the adoption by residents of four key energy efficiency/renewable energy measures: insulation, heat pumps, green transportation, and renewable energy. This is a community-wide program for existing residential buildings managed by the City's Energy Coach, with participation by community organizations, volunteers, the electric and gas utilities, and partner contractors.

The campaign has so far held and participated in over 60 events—webinars, tabling at events, and presentations to community groups—as well as produced information and distributed materials such as brochures, a website, yard signs, case studies, and informational flyers. In the coming year, the campaign plans to reach more community groups and grow capacity through training and encouraging Newton residents to be part of our outreach efforts by sharing their experiences with others. One such project is mailing a postcard to all residents who have pulled permits for home energy renovation projects, asking if they would like to have a *4 Our Future* yard sign for their home.

### **Home Energy Project Support**

In parallel with the outreach and education provided through the *4 Our Future* campaign, the Climate and Sustainability Team supports Newton residents in moving forward with home energy projects, including in the following ways:

- **The Energy Coaching Program.** The City's Energy Coach manages the energy coaching volunteer program, in which Newton residents sign up for a free 1-to-1 consultation on their home and transportation energy/climate questions with either City staff or a volunteer Energy Coach. Consultations are held via phone or zoom, and include a diversity of topics, such as reducing electricity bills, installing heat pumps or solar panels, and undertaking large-scale green renovations. There have been over 600 consultations since the program launched in early 2021.
- **A Vetted Partner Mass Save Home Performance Contractor.** In early 2022, the Climate and Sustainability Team issued an RFQ to partner with a Mass Save-approved Home Performance Contractor to provide high quality and expanded home energy assessments as well as promote the other *4 Our Future* measures. As a result of this effort, the City contracted with Endless Energy. Since the signing of our contract in summer 2022, Endless Energy has provided Mass Save home energy assessments that include reference and material relating to further *4 Our Future* actions and has delivered a variety of home energy marketing materials to Newton residents.
- **Vetted Partner Heat Pump Installers.** As a continuation of our participation in the Mass Clean Energy Center HeatSmart program, the City has maintained a relationship with a heat pump installation company, Muirfield Mechanical. Over 217 heat pumps have been installed by our partner installers since the launch of the HeatSmart program, and many more residents have learned about this technology for future application or have chosen to install heat pumps with other contractors.

## **Advancing Greenhouse Gas Reductions through New and Updated City Ordinances**

For the last few years, large special permit projects have been subject to sustainable development requirements. The Climate and Sustainability Team is in communication with the developers of many renovation and new construction projects through the special permitting process, ensuring compliance with the Sustainability Requirements of the Zoning Ordinance and encouraging the use of energy efficient and renewable energy technologies that exceed the requirements of the ordinance. The Energy Coach also often discusses climate-friendly building practices with people undertaking smaller special permit projects through the Development Review Team meetings.

Possible changes to the existing Zoning Ordinance include updating Chapter 30 Sustainable Development Requirements (Special Permits) to address the reserved sections on embodied carbon, solar, and electrification, as well as reducing the development size threshold for the application of these from 20,000 to 10,000 square feet.

New ordinances under consideration by the City Council include one that sets standards for emissions from existing large commercial buildings (BERDO, or Building Emissions Reporting and Disclosure Ordinance), an ordinance requiring electrification of all new construction (see below), and participation in the Ten Communities electrification program (more below). The development, adoption, and implementation of these new ordinances will require further extensive analysis and stakeholder input. City staff and the City Council have begun working together on the process for each of these initiatives.

Newton's BERDO would initially address all non-residential buildings over 20,000 square feet of gross floor area. It could later be expanded to include residential buildings. The ordinance would require buildings to report energy use and emissions and comply with a declining emissions standard over time. All covered buildings would be required to meet zero emissions by 2050.

### **Electric Vehicle Charging Stations**

The City has 19 charging stations located on City property and available to the public. Each of these charging stations has two ports, which means they can serve a total of 38 vehicles. The City is focusing on adding more public charging in public parking areas. Additionally, there are more than a dozen chargers available to the public throughout Newton, on public and private property.

Eversource has received approval from the Massachusetts Department of Public Utilities to provide funding for public and workplace charging stations and for residential charging stations. The City and the Newton EV Task Force will be working closely with Eversource to promote participation in these program opportunities.



## **Newton Power Choice – Citywide Municipal Aggregation Program for Cleaner Power**

Launched in FY2019, the Newton Power Choice program provides an opportunity for Newton to significantly increase the community's investment in clean energy. Newton Power Choice also provides greater price stability than Eversource Basic Service. The program is a City-vetted alternative to commercial electricity supply offers made directly to electricity customers, some of which include high prices and hefty cancellation fees. The current NPC contract began in January 2024, with a default level of 95% renewable power, the highest default rate in the Commonwealth.

With the program, Newton electricity customers who participate match their electricity use with renewable sources like solar and wind. Newton Power Choice also includes an option for Newton's electricity customers to choose 100% renewable power instead of the program's standard 95% of renewables, to opt down to the State-required 24%, or to opt out of the program entirely at any time with no cancellation fee. Currently, approximately 70% of Newton households and 50% of commercial customers participate in the program.

### **Phase 3 Solar**

The City now has 18 solar projects on-line and will be adding seven more in FY2025 under the continuation of Phase 3. Solar projects already completed under Phases 1-3 to date generated over six million kWh/yr in FY2023, which is equivalent to about 30% of total municipal electricity use (20 million kWh/yr). These projects also saved the City over \$1 million in FY2023.

### **Green Communities Grant Energy Projects and Utility Rebates**

For nine years in a row, the City has applied for and been fortunate to be the recipient of Green Communities Grant awards ranging from \$100,000 to \$250,000 each year. In January 2024, the City received a grant award of \$500,000 for a decarbonization project at the Newton Free Library, our largest Green Communities grant yet. The City has received a total of \$2.2 million in Green Communities Grants since 2010. These grants leveraged an additional \$1.4 million in utility rebates. In total, the grant funds have enabled the City to invest approximately \$3.6 million in energy efficiency projects in its buildings since 2010. The City saves over \$350,000 per year in energy costs from these projects. In total, the City has received \$2.5 million in utility rebates since 2013, including the \$1.4 million leveraged by the Green Communities Grants.

### **MOU between the City and the Utilities**

In FY2021, the Mayor signed an MOU (Memorandum of Understanding) with National Grid and Eversource to partner in the development and implementation of energy efficiency and sustainability programs for Newton. Through this partnership, we continue to work to maximize the potential for energy savings, greenhouse gas reductions, and energy rebate funds for municipal buildings and all of Newton's utility customers. In addition, the Department of Public

Works continues to urge National Grid to repair gas leaks more aggressively and more persistently.

### **Sustainable Materials Management**

The Sustainable Materials Management Division of Newton's Department of Public Works is focused on waste reduction, reuse, recycling, and the proper management of municipal solid waste. In FY2025, Newton DPW will focus heavily on getting food waste out of the trash. DPW will promote the subscription curbside organics composting collection program, which now has over 3,000 households enrolled. DPW has also expanded to four free food waste drop-off locations which will also be advertised to grow interest and use of this program. Food waste is also currently collected in four elementary school cafeterias. Plans to expand food waste diversion to more schools are underway for FY2025. Education and outreach programs will continue to encourage waste reduction, reuse, recycling, and diversion of food waste as high-impact actions residents can take.

### **Building Codes: New Stretch Code and the Specialized Opt-in Code**

By State law, cities and towns in Massachusetts are required to follow the State's building code. In addition, 299 cities and towns of the 351 in the state, including Newton, have adopted the State's Stretch Code and are known as Green Communities. All these cities and towns automatically adopt the newest version of the State's Stretch Code. The new version of the Stretch Code went into effect in December 2022. The Stretch Code goes beyond the State's base building code relative to energy efficiency requirements.

Under the State's 2021 Climate Act, a new "Specialized Opt-in Code" became available for adoption at that time as well. The Specialized Code provides three compliance pathways, one of which is an electrification option. These options are at the choice of the building owner, not the City, so adoption of this code by the City does not mean that all new buildings will be electrified. This Specialized Code is being described as a net zero code because by 2050, when the electric grid is projected to be run 100% by renewable resources, the buildings constructed under this code will be considered net zero. The City Council voted in March 2023 to adopt the Specialized Opt-in Code, and the City will continue to work on implementation.

### **Electrification**

The Climate and Sustainability Team and City Council efforts to adopt an ordinance to give the City the legal authority to require new buildings and substantial renovations to use electricity for heating, cooling, hot water, and other appliances has been preempted by the State's new Ten Communities Program. Newton expects to participate in the program, which would allow ten communities in the State to impose electrification requirements.

The State's Department of Energy Resources is requiring that the communities that participate in the Ten Communities Program eliminate the fossil fuel compliance pathway from the new

Specialized Code. This means that, in effect, there is a special Specialized Code for the ten communities.

City staff are also working closely with State Representative Kay Khan on a proposed bill that would require the electrification of all new buildings and substantial renovations statewide.

### **Energy Supply and RECs**

In 2019 the City executed new multi-year contracts for our municipal natural gas supply, electricity supply, and RECs (Renewable Energy Certificates).

For natural gas, the City took part in the Commonwealth's statewide contract which was extended two years from November 2023, through October 2025. This extension was at a much higher rate than the original four-year contract.

The electricity contract is a four-year fixed price contract that is substantially lower than the Eversource Basic Service rate. The City's electricity contract runs from November 2020 through November 2024, so the City will be entering into a new contract effective November 2024, part way into FY2025. We anticipate that these rates will be higher than the previous contract.

The REC contract is a four-year fixed price contract for 2100 Mass Class 1 RECs, which represents 10% of the City's annual electricity use. The REC contract is for the same period as the current electricity supply contract, which runs from November 1, 2020 through November 30, 2024. The City will make a determination as to whether it wants to continue to purchase RECs or use the funds for other energy and sustainability purposes, possibly with greater sustainability impacts. The REC contract costs \$80,000 per year.

### **The Village Bank and the City of Newton Climate Change Microgrants Program**

The Village Bank and the City of Newton have collaborated to establish a microgrants program. The Program is designed to support projects in Newton that address climate change by reducing greenhouse gas emissions. The Village Bank and the City are each contributing \$2,500 per year to the Program. Grants of \$250 to \$1,000 are available. Awards have been diverse and successful, from supporting the development of a sustainable building course at Newton North High School, the construction of an interactive Tic-Tac-Go kiosk for community events, a table-top model house demonstrating aspects of efficiency, and reusable water bottles for high schoolers.

FUND: 0001 - GENERAL FUND  
DEPARTMENT: 103 - EXECUTIVE

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

	ACTUAL 2021	ACTUAL 2022	ACTUAL 2023	ORIGINAL 2024	RECOMMENDED 2025	CHANGE 2024 to 2025
<b>EXECUTIVE SUMMARY</b>						
51 - PERSONNEL SERVICES	855,098	953,640	962,842	995,247	1,027,558	32,311
52 - EXPENSES	69,201	456,044	144,287	245,816	253,316	7,500
57 - FRINGE BENEFITS	117,984	116,937	122,431	124,965	180,934	55,969
<b>TOTAL DEPARTMENT</b>	<b>1,042,283</b>	<b>1,526,621</b>	<b>1,229,560</b>	<b>1,366,028</b>	<b>1,461,808</b>	<b>95,780</b>
<b>EXECUTIVE</b>						
51 - PERSONNEL SERVICES	791,838	880,691	902,307	933,150	962,609	29,459
52 - EXPENSES	69,201	456,044	144,287	245,816	253,316	7,500
57 - FRINGE BENEFITS	95,508	93,936	98,390	99,460	152,399	52,939
<b>TOTAL EXECUTIVE</b>	<b>956,547</b>	<b>1,430,671</b>	<b>1,144,985</b>	<b>1,278,426</b>	<b>1,368,324</b>	<b>89,898</b>
<b>CITIZEN ASSISTANCE</b>						
51 - PERSONNEL SERVICES	63,260	72,949	60,534	62,097	64,949	2,852
57 - FRINGE BENEFITS	22,476	23,001	24,041	25,505	28,535	3,030
<b>TOTAL CITIZEN ASSISTANCE</b>	<b>85,736</b>	<b>95,950</b>	<b>84,575</b>	<b>87,602</b>	<b>93,484</b>	<b>5,882</b>

FUND: 0001 - GENERAL FUND  
DEPARTMENT: 103 - EXECUTIVE

CITY OF NEWTON BUDGET  
DEPARTMENTAL DETAIL

	ACTUAL 2021	ACTUAL 2022	ACTUAL 2023	ORIGINAL 2024	RECOMMENDED 2025	CHANGE 2024 to 2025
<b>103 - EXECUTIVE</b>						
<b>0110320 - EXECUTIVE</b>						
<b>PERSONNEL SERVICES</b>						
511001 FULL TIME SALARIES	716,450	815,029	853,346	874,247	903,391	29,144
511101 PART TIME < 20 HRS/WK	74,489	64,763	44,811	55,753	55,968	215
514001 LONGEVITY	900	900	3,150	3,150	3,250	100
514309 OTHER STIPENDS		0	1,000	0	0	0
515005 BONUSES	10,000	0	0	0	0	0
515006 VACATION BUY BACK	6,049	0	0	0	0	0
<b>TOTAL PERSONNEL SERVICES</b>	<b>807,887</b>	<b>880,691</b>	<b>902,307</b>	<b>933,150</b>	<b>962,609</b>	<b>29,459</b>
<b>EXPENSES</b>						
524100 SOFTWARE MAINTENANC	500	0	0	0	0	0
527400 RENTAL - EQUIPMENT	2,835	2,835	2,597	3,016	3,016	0
530100 CONSULTANTS	51,000	0	0	0	0	0
530102 CLIM ACTION PLN CONSUL	0	4,802	28,807	37,500	37,500	0
530103 PERMIT SOFTWARE CONS	13,800	0	0	0	0	0
530104 CONSULTING-POLICE REF	122,176	0	0	0	0	0
530105 DEI CONSULTING	0	0	50,000	100,000	100,000	0
530106 CONSULTANTS-PEG TV	0	400,000	0	0	0	0
530107 CONSULTANTS-TRANSLAT		0	4,970	50,000	50,000	0
534010 TELEPHONE	691	638	562	800	800	0
534020 CELLULAR TELEPHONES	3,225	3,799	4,774	4,000	4,000	0
534100 POSTAGE	126	284	517	500	500	0
534200 PRINTING	601	1,321	5,330	1,500	1,500	0
542000 OFFICE SUPPLIES	2,172	1,288	857	1,500	1,500	0
559300 AWARDS & TROPHIES	1,022	36	87	0	0	0
571000 VEHICLE USE REIMBURSE	0	43	45	0	0	0
571100 IN-STATE CONFERENCES	335	143	1,140	1,000	1,000	0
571200 REFRESHMENTS/MEALS	1,669	192	964	1,000	1,000	0
571600 SPECIAL EVENT EXPENSE			1,500	0	0	0
573000 DUES & SUBSCRIPTIONS	56,526	40,663	39,638	42,500	50,000	7,500
579704 CLIMATE ACTION GRANTS			2,500	2,500	2,500	0
<b>TOTAL EXPENSES</b>	<b>256,677</b>	<b>456,044</b>	<b>144,287</b>	<b>245,816</b>	<b>253,316</b>	<b>7,500</b>
<b>FRINGE BENEFITS</b>						
57DENT DENTAL INSURANCE	1,498	1,204	1,204	1,269	1,411	142
57HLTH HEALTH INSURANCE	71,599	65,039	68,542	71,144	119,837	48,693
57LIFE BASIC LIFE INSURANCE	137	156	170	179	170	-9
57MEDA MEDICARE PAYROLL TAX	11,043	12,393	12,553	13,583	13,958	375
57OPEB OPEB CONTRIBUTION	11,232	15,143	15,921	13,285	17,023	3,738
<b>TOTAL FRINGE BENEFITS</b>	<b>95,508</b>	<b>93,936</b>	<b>98,390</b>	<b>99,460</b>	<b>152,399</b>	<b>52,939</b>
<b>TOTAL EXECUTIVE</b>	<b>1,160,073</b>	<b>1,430,671</b>	<b>1,144,985</b>	<b>1,278,426</b>	<b>1,368,324</b>	<b>89,898</b>

<b>CITY OF NEWTON BUDGET DEPARTMENTAL DETAIL</b>
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	ACTUAL 2021	ACTUAL 2022	ACTUAL 2023	ORIGINAL 2024	RECOMMENDED 2025	CHANGE 2024 to 2025
<b>0110329 - CITIZEN ASSISTANCE</b>						
<b>PERSONNEL SERVICES</b>						
511001 FULL TIME SALARIES	63,260	62,922	60,534	62,097	64,199	2,102
514001 LONGEVITY			0	0	750	750
515006 VACATION BUY BACK		10,027	0	0	0	0
<b>TOTAL PERSONNEL SERVICES</b>	<b>63,260</b>	<b>72,949</b>	<b>60,534</b>	<b>62,097</b>	<b>64,949</b>	<b>2,852</b>
<b>FRINGE BENEFITS</b>						
57DENT DENTAL INSURANCE	516	492	501	528	503	-25
57HLTH HEALTH INSURANCE	19,013	19,393	20,564	21,675	24,626	2,951
57LIFE BASIC LIFE INSURANCE	57	47	57	60	57	-3
57MEDA MEDICARE PAYROLL TAX	622	842	725	904	942	38
57OPEB OPEB CONTRIBUTION	2,268	2,228	2,194	2,338	2,407	69
<b>TOTAL FRINGE BENEFITS</b>	<b>22,476</b>	<b>23,001</b>	<b>24,041</b>	<b>25,505</b>	<b>28,535</b>	<b>3,030</b>
<b>TOTAL CITIZEN ASSISTANCE</b>	<b>85,736</b>	<b>95,950</b>	<b>84,575</b>	<b>87,602</b>	<b>93,484</b>	<b>5,882</b>
<b>TOTAL EXECUTIVE</b>	<b>1,245,808</b>	<b>1,526,621</b>	<b>1,229,560</b>	<b>1,366,028</b>	<b>1,461,808</b>	<b>95,780</b>