Treasurer and Collector's Office

Mission

To provide for proper collection, management and allocation of City funds while ensuring their safety, liquidity, and yield production.

The City of Newton Treasurer and Collector's Office is responsible for the collection and management of all receipts due the city. It is further charged with the investment and reconciliation of all city funds.

The Treasurer and Collector's Office manages and fulfills all billing of Real Estate and Personal Property
Tax, Excise Tax, Water & Sewer charges, including the collection and processing of all payments. The
department also processes payments made for parking violations.

The Treasurer/Collector serves not only the residents of Newton but other city departments in the collection and disposition of their funds. The Treasurer is the custodian for and advisor to a number of the City's trust funds.

As part of the management process, Treasury establishes accounts and maintains relationships with numerous financial institutions. All accounts are reconciled to both the bank statements and to the City's general ledger. Treasury provides a range of payment options including in person, online, mail and lockbox.

Treasury works with the Comptroller and the Financial Information Service Department to complete, fund and disburse the City's payrolls.

The Treasurer and Collector's Office has 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 2021 has been a year of transition for the City of Newton Treasury Department. After 12 years of dedicated service to the City, Treasurer/Collector Rosemarie Woods has retired. After searching for several months, we are pleased to announce that M. Ronald Mendes has accepted the position of Treasurer/Collector, and will begin his tenure with the City on May 17, 2021.

Ron comes to the City with more than 15 years of Treasurer/Collector experience having served in that role in Wilmington, and most recently Swampscott. Additionally, Ron spent 2 years working as the Business Manager for DPW here in Newton. We look forward to Ron joining our senior management team.

Throughout the Coronavirus Pandemic, the Treasurer/Collector's office remained one of the busiest offices in the City. I am proud of our dedicated employees who continued to service tens of thousands of customers throughout this very difficult year, processing property tax payments, motor vehicle excise payments, water/sewer payments, as well as many other types of payments. Our team spent this past year conveying accurate, timely and helpful solutions to all inquiries and we will continue every effort to deliver high quality customer service to all.

This year, during the pandemic, treasury staff also played an integral role in the transition to the Munis Payroll Management software program. This solution provides yet another important step toward integrating the City's financial systems. Many hours of cooperative testing and training between various departments resulted in a successful migration to the Munis program.

Highlights from this past year include:

- 29,000 real estate and personal property tax bills were issued and mailed quarterly by this office,
- 70,000 motor vehicle excise bills processed.

We also continue to meet or exceed state guidelines for processing municipal lien certificates and redemption requests. In the last twelve months, over 2445 municipal liens certificates and releases were issued. The Treasury Department has entered into a multi-year agreement that will continue and expand our online payment options. Cost-savings will be realized on the ACH processing and we will continue to work with City departments to implement additional point of sale and web-based payment solutions.

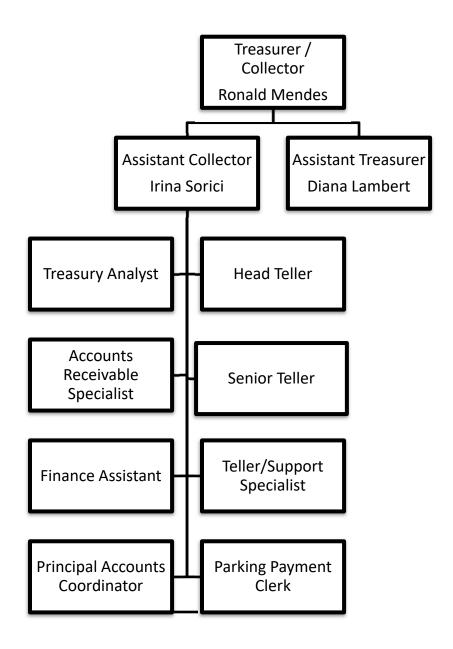
Treasury will also continue to work with the Executive Office to maintain the City's Aaa bond rating by thoughtfully directing all short and long-term borrowing and managing relationships with custodial, investment and banking services. The City's cash funds are monitored closely to ensure investment returns are maximized while maintaining liquidity and mitigating risk.

The Treasury Department 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.

Maureen Lemieux

Interim Treasurer & Collector

TREASURY DEPARTMENT

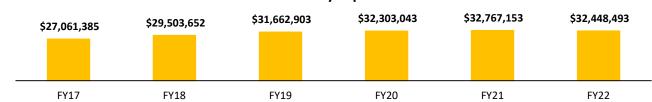


Financial and Operating Highlights

Financial Highlights

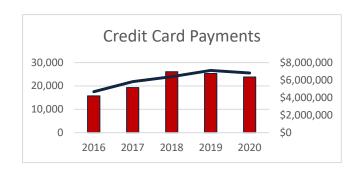
<			Original	Proposed		
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Expenditure by Dep	partment					_
Treasury	\$ 1,104,119	\$ 1,141,352 \$	1,277,399	\$ 1,359,892	\$ 1,279,977	\$ 1,308,657
Debt Maturities	\$ 11,537,247	\$ 12,516,894 \$	13,117,920	\$ 14,026,667	\$ 14,549,667	\$ 14,559,667
Interest Lng Term	\$ 8,276,665	\$ 9,794,452 \$	10,881,647	\$ 10,432,502	\$ 10,566,934	\$ 9,987,286
Interest Temp	\$ -	\$ - \$	34,048	\$ -	\$ -	\$ 25,000
State Assmnts	\$ 6,143,354	\$ 6,050,954 \$	6,351,888	\$ 6,483,982	\$ 6,370,575	\$ 6,567,883
Total	\$ 27,061,385	\$ 29,503,652 \$	31,662,903	\$ 32,303,043	\$ 32,767,153	\$ 32,448,493
% Incr		9.02%	7.32%	2.02%	1.44%	-0.97%
Personnel						
Full-Time	11	11	11	11	11	11
Part-Time	0	0	0	0	0	0
Total	11	11	11	11	11	11

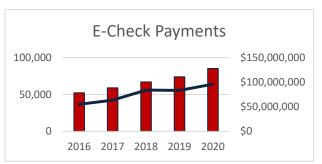
Total Treasury Expenditures



Operating Highlights

	Credit Card Pay	ments	E-Check Paym	ents
FY	Bills Paid	\$ Value	Bills Paid	\$ Value
2016	17,548	\$4,206,467	52,300	\$55,053,245
2017	21,828	\$5,160,445	59,050	\$63,308,890
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





Treasurer & Collector's Office Fiscal Year 2021 Outcomes and Strategies

Outcome 1

Invest, Manage, and Safeguard the City's Cash Portfolio

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 following the City's Investment Policy, prudently investing and managing the City's cash, preserving principal,

ensuring liquidity, and achieving a reasonable yield for the City's Investments. Treasury will maintain strong internal controls, continuously evaluate business processes, and utilize technology to continue to enhance the services provided.

Treasury continues to work toward finding suitable solutions that will help eliminate some manual processes currently in place. An important issue at hand is to decrease the number of checks that require manual posting. Many customers utilize their banks for online payments which results in a paper check sent to the City to post. Through public outreach and

Outcome 2

Continue Technology Advancement with focus on Cash Management

education to our customers, we will share the benefits of using the City's online payment options. We will also explore vendor solutions that will increase automation of bill payment posting to improve accuracy and timeliness for our customers. Other solutions to benefit our customers and elevate business outcomes may include use of software apps. Efforts to improve customer conveniences such as expediting payment processing for specific City services is one of our goals. Cash management solutions that ensure asset security and highest yield will be sought. As the City moves toward using more integrated software platforms the possibility for these advancements increase.

Outcome 3

Continue Professional Development of Treasury Staff to Provide Excellent Internal and External Customer Service A large degree of expertise and knowledge is required by all Treasury team members to be successful in their jobs. This upcoming year, supervisors will participate in formal professional development programs such as the Massachusetts Municipal Associations Finance Management Seminar as well as Massachusetts Collector and Treasurer's

Association's certification program. Employees will gain additional knowledge on financial management and reporting, discuss best practices in local government finance and review Mass General Law as related to cash management and collections. Providing quality customer service and support to the residents of Newton and to all City departments is another priority of our office. Continuing efforts are

Treasurer & Collector's Office Fiscal Year 2021 Outcomes and Strategies

made to ensure Treasury staff be fully knowledgeable not only in their primary functions, but in their ability to support other positions that may become temporarily vacant due to attrition.

Outcome 4

Financial Cyber Security

Treasury will also continue to work with our Information Technology department, financial institutions and contract vendors to heighten efforts related to protecting City assets. Methods of safeguarding and reporting are constantly changing and our efforts to employ solid security measures

are continuously maintained through implementation of leading bank security software, use of best in class web security protocols and ongoing training efforts and personal vigilance.

FUND: 0001 - GENERAL FUND

DEPARTMENT: 107 - TREASURY

CITY OF NEWTON BUDGET DEPARTMENT LEGAL LEVEL OF CONTROL

	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
TREASURY SUMMARY						
51 - PERSONNEL SERVICES	680,962	656,395	691,807	719,123	739,865	20,742
52 - EXPENSES	529,030	540,900	526,142	409,400	426,050	16,650
56 - INTERGOVERNMENTAL	6,050,954	6,351,888	6,483,982	6,370,575	6,567,883	197,308
5D - DEBT SERVICE	22,597,346	23,999,567	24,459,169	25,116,601	24,546,953	-569,648
57 - FRINGE BENEFITS	95,716	114,153	141,943	151,454	167,742	16,287
TOTAL DEPARTMENT	29,954,009	31,662,903	32,303,043	32,767,153	32,448,493	-318,661
STATE ASSESSMENTS						
56 - INTERGOVERNMENTAL	6,050,954	6,351,888	6,483,982	6,370,575	6,567,883	197,308
TOTAL STATE ASSESSMENTS	6,050,954	6,351,888	6,483,982	6,370,575	6,567,883	197,308
TREASURY						
51 - PERSONNEL SERVICES	680,962	656,395	691,807	719,123	739,865	20,742
52 - EXPENSES	529,030	506,851	526,142	409,400	401,050	-8,350
57 - FRINGE BENEFITS	95,716	114,153	141,943	151,454	167,742	16,287
TOTAL TREASURY	1,305,708	1,277,399	1,359,892	1,279,977	1,308,657	28,679
DEBT MATURITIES						
5D - DEBT SERVICE	12,791,894	13,117,920	14,026,667	14,549,667	14,559,667	10,000
TOTAL DEBT MATURITIES	12,791,894	13,117,920	14,026,667	14,549,667	14,559,667	10,000
INTEREST-LNG TERM DEBT						
5D - DEBT SERVICE	9,805,452	10,881,647	10,432,502	10,566,934	9,987,286	-579,648
TOTAL INTEREST-LNG TERM DEBT	9,805,452	10,881,647	10,432,502	10,566,934	9,987,286	-579,648
INTEREST-TEMP LOANS						
52 - EXPENSES	0	34,048	0	0	25,000	25,000
TOTAL INTEREST-TEMP LOANS	0	34,048	0	0	25,000	25,000

FUND: 0001 - GENERAL FUND

DEPARTMENT: 107 - TREASURY

	_	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
107 - TREASURY	<u> </u>						
0110720 - STA	TE ASSESSMENTS						
INTERGOVE	RNMENTAL						
562001	RETIREE HEALTH INSURA	3,642	6,539	7,395	4,098	0	-4,098
562002	AIR POLUTION CONTROL	41,262	42,259	43,696	44,557	45,722	1,165
562003	MAPC	45,453	46,273	47,560	47,723	48,709	986
562004	RMV-NON RENEWAL CGS	108,200	108,795	108,200	105,300	105,300	0
562005	MBTA	5,750,819	5,871,857	6,035,209	5,968,040	6,007,263	39,223
562006	BOSTON METRO DISTRICT	2,195	2,195	2,057	2,057	1,993	-64
562007	SPED CHARGES	0	89,648	47,068	46,955	19,452	-27,503
562008	CHARTER SCHOOL ASSM	46,717	83,252	65,852	104,357	127,858	23,501
562009	SCHOOL CHOICE TUITION	52,666	101,070	126,945	47,488	211,586	164,098
TOTAL	INTERGOVERNMENTAL	6,050,954	6,351,888	6,483,982	6,370,575	6,567,883	197,308
TOTAL STA	ATE ASSESSMENTS	6,050,954	6,351,888	6,483,982	6,370,575	6,567,883	197,308

	_	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
0110745 - TRE	ASURY						
PERSONNEL	SERVICES						
511001	FULL TIME SALARIES	671,087	639,568	670,435	707,573	733,465	25,892
513010	REGULAR OVERTIME	1,525	978	0	750	750	0
514001	LONGEVITY	3,250	2,500	2,567	3,050	2,150	-900
514006	EXCEPTIONAL SVS PAY	1	0	0	0	0	0
515003	SPECIAL LEAVE BUY BAC	0	0	5,000	0	0	0
515005	BONUSES	2,100	2,100	0	0	0	0
515006	VACATION BUY BACK	0	7,749	10,305	0	0	0
515102	CLEANING ALLOWANCE	3,000	3,500	3,500	3,500	3,500	0
519700	CURRENT YEAR WAGE RE	0	0	0	4,250	0	-4,250
TOTAL	PERSONNEL SERVICES	680,963	656,395	691,807	719,123	739,865	20,742
EXPENSES							
524010	OFFICE EQUIPMENT R-M	74	654	1,154	1,500	1,500	0
530207	BANKING SERVICES	86,910	88,330	90,249	100,000	100,000	0
530700	PARKING TICKET COLLEC	107,699	112,421	76,643	125,000	125,000	0
531400	REGIST/RECORDING FEES	1,800	-300	-975	2,500	2,500	0
531600	BOND/NOTE SALE COSTS	189,534	141,461	150,210	0	0	0
531700	MAILING SERVICES	105,465	125,034	101,983	135,000	130,000	-5,000
534010	TELEPHONE	615	661	494	600	600	0
534100	POSTAGE	19,099	19,062	19,118	22,000	25,000	3,000
534200	PRINTING	4,651	9,426	2,148	6,500	6,500	0
534300	ADVERTISING/PUBLICATIO	935	681	368	1,500	750	-750
542000	OFFICE SUPPLIES	1,838	1,866	3,862	3,000	3,000	0
552300	PAPER GOODS & SUPPLIE	3,885	3,337	0	4,000	0	-4,000
558500	COMPUTER SUPPLIES	1,500	0	0	1,500	0	-1,500
559200	BOOKS/MANUALS/PERIODI	0	0	0	200	200	0
571000	VEHICLE USE REIMBURSE	12	0	0	0	0	0
571100	IN-STATE CONFERENCES	76	50	0	1,500	1,500	0
573000	DUES & SUBSCRIPTIONS	1,705	1,013	725	1,000	1,000	0
575005	EMPLOYEE HONESTY BON	3,244	3,156	66	3,600	3,500	-100
576300	INTEREST & PENALTIES	0	0	80,097	0	0	0
TOTAL	EXPENSES	529,042	506,851	526,142	409,400	401,050	-8,350
FRINGE BEN	EFITS						
57DENT	DENTAL INSURANCE	2,522	2,584	3,269	2,100	2,811	711
57HLTH	HEALTH INSURANCE	77,762	93,724	117,699	121,844	131,233	9,389
57LIFE	BASIC LIFE INSURANCE	269	278	354	285	342	57
57MEDA	MEDICARE PAYROLL TAX	9,381	8,964	9,228	10,362	10,438	76
57OPEB	OPEB CONTRIBUTION	5,782	8,603	11,394	16,863	22,917	6,054
TOTAL	FRINGE BENEFITS	95,716	114,153	141,943	151,454	167,742	16,287
TOTAL TRE	EASURY	1,305,721	1,277,399	1,359,892	1,279,977	1,308,657	28,679

	_	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
0110771 - DEB	T MATURITIES						
DEBT SERVI	CF						
581A01	NSHS - 2005	366,667	841,667	475,000	475,000	475,000	0
581A02	HIGH SCHOOL RENOV-200	0	0	490,000	483,500	470,000	-13,500
581A03	PEIRCE SCHOOL-2006	60,000	0	30,000	35,000	10,000	-25,000
581A04	COUNTRYSIDE-2006	5,000	0	10,000	5,000	0	-5,000
581A05	SCHOOL BOILERS-2006	29,000	25,000	25,000	23,000	0	-23,000
581A06	NSHS HVAC-2006	14,700	15,000	18,000	20,000	0	-20,000
581A07	ELEM SCHL RENOV-2006	29,700	10,000	10,000	9,500	0	-9,500
581A08	NNHS-2007	279,200	260,000	260,000	260,000	255,000	-5,000
581A09	NSHS-2007	130,000	105,000	105,000	105,000	105,000	0
581A10	H.MANN/MEM-SPLDG-2007	60,000	5,000	5,000	5,000	5,000	0
581A11	MASON-RICE/ZERVAS-200	170,000	70,000	70,000	70,000	70,000	0
581A12	NNHS-1 2007	160,000	135,000	134,500	130,000	140,000	10,000
581A13	CARR BOILERS 2007	70,000	10,000	10,000	10,000	10,000	0
581A14	NNHS-2 2007	989,600	850,000	845,000	835,000	830,000	-5,000
581A15	NNHS-06/2008	760,000	554,340	582,040	607,040	637,040	30,000
581A16	BROWN WINDOWS 06/08	270,000	99,190	98,290	98,290	98,290	0
581A17	FA DAY HVAC-04/01/09	135,000	100,000	100,000	95,000	95,000	0
581A18	NNHS-04/01/2009	1,935,000	1,770,000	2,090,000	2,160,000	2,230,000	70,000
581A19	UNDERWOOD BOILER-04/0	110,000	10,000	10,100	10,000	10,000	0
581A20	BROWN WINDOWS-04/01/0	240,000	235,000	40,000	40,000	40,000	0
581A21	NSHS ATHL FIELDS-04/01/0	265,000	260,000	209,900	205,000	205,000	0
581A22	ANGIER BOILER- 2010	340,000	345,000	20,000	0	0	0
581A23	MODULAR CLASSROOMS-	455,000	95,000	95,000	82,000	82,000	0
581A24	NNHS-2010	480,000	390,000	390,000	360,350	360,000	-350
581A25	ED CTR GENERATOR-2010	330,000	20,000	20,000	0	0	0
581A26	BURR DOORS/WINDOWS-	50,000	35,000	35,000	27,225	27,000	-225
581A27	COUNTRYSIDE ELEV-2010	30,000	15,000	15,000	0	0	0
581A28	WILLIAMS BOILER-2010	55,000	20,000	20,000	0	0	0
581A29	SCHOOL ROOF REPAIRS-2	280,000	45,000	40,000	40,000	36,000	-4,000
581A30	SCHOOL MASONRY -2011	43,600	25,000	25,000	25,000	19,000	-6,000
581A31	SCHOOL BOILER REPL-201	25,000	20,000	20,000	20,000	15,650	-4,350
581A32	SCHOOL HVAC-2011	120,000	10,000	10,000	10,000	0	-10,000
581A33	MANN WINDOW/DOOR-201	25,000	90,000	25,000	25,000	23,000	-2,000
581A34	NNHS-2011 MSBA LOAN	0	24,000	366,667	366,667	366,667	0
581A36	MODULAR CLASSROOMS-	0	60,000	60,000	60,000	60,000	0
581A37	MODULAR CLASSROOMS-	0	5,000	5,000	5,000	5,000	0
581A38	SCHL SPRNKLER SYTEM-2	0	5,000	5,000	5,000	5,000	0
581A40	SCHL ACCESSIBILITY-2012	0	20,000	20,000	20,000	20,000	0
581A41	SCHL ELECTRICAL-2012	0	15,000	15,000	15,000	15,000	0
581A42	SCHL GENERATORS-2012	0	20,000	20,000	20,000	20,000	0
581A43	SCHL BOILER REPL-2012	0	30,000	30,000	30,000	30,000	0
581A44	MODULARS/SPKL-2012	0	100,000	100,000	100,000	95,000	-5,000
581A45	SCHL MASONRY -2013	0	25,000	25,000	25,000	25,000	0
581A48	FA DAY RENOVATIONS-20	0	205,000	215,000	220,000	230,000	10,000
581A49	ELEM MODULARS-2014	0	160,000	160,000	160,000	160,000	0
581A50	MASON-RICE SPKL-2014	0	35,000	35,000	30,000	30,000	0
581A51	CARR RENOVATIONS-2014	0	245,000	255,000	270,000	285,000	15,000

	_	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
581A52	ANGIER ELEM - 2014	0	105,000	110,000	115,000	120,000	5,000
581A53	CABOT FEASIBILITY - 2015	0	0	195,000	0	0	0
581A54	BIGELOW STAIRCASE-201	0	0	45,000	45,000	45,000	0
581A55	ANGIER CONSTR-2015	0	0	330,000	335,000	350,000	15,000
581A56	ZERVAS CONSTR - 2016	0	375,000	390,000	410,000	435,000	25,000
581A57	ANGIER CONSTR - 2016	0	95,000	95,000	100,000	105,000	5,000
581A58	AQUINAS ACQ - 2016	0	325,000	340,000	355,000	375,000	20,000
581A59	FA DAY WATER HTR -2016	0	15,000	15,000	15,000	15,000	0
581A60	NNHS BACKSTOP - 2016	0	20,000	20,000	20,000	20,000	0
581A61	NSHS TENNIS CTS - 2016	0	40,000	40,000	45,000	45,000	0
581A62	ZERVAS CONSTR - 2017	0	240,000	247,800	260,000	270,000	10,000
581A63	CABOT LAND TKNG - 2017	0	20,000	20,000	20,000	20,000	0
581A64	CABOT DESIGN - 2017	0	5,000	5,700	10,000	10,000	0
581A65	CABOT CONSTR - 2017	0	115,000	115,000	120,000	125,000	5,000
581A66	ZERVAS CONSTRUCT 12/1	0	0	65,000	65,000	65,000	0
581A67	NSHS MONDO REPL 12/17	475,000	0	20,000	20,000	20,000	0
581A68	CABOT CONSTRUCT 12/17	500,000	680,775	330,500	348,000	362,700	14,700
581A69	CABOT CONSTRUCT 2/19	35,000	35,000	170,000	170,000	170,000	0
581A70	CARR SCHOOL A/C 2/19	9,000	10,000	28,919	25,000	20,000	-5,000
581A71	BIGELOW BOILER REPL 2/	0	0	0	70,000	70,000	0
581A72	LINCOLN-ELIOT WINDOW-	0	0	0	90,000	90,000	0
581A73	FA DAY BOILER REPL- 2/20	0	0	0	50,000	50,000	0
581A74	NEWTON EARLY CHILDHD	0	0	0	75,000	75,000	0
581B01	LANDFILL CLOSURE-MWP	186,727	126,253	0	0	0	0
581B02	STREET IMPV-2006	0	85,225	0	0	0	0
581B03	BENCLIFFE CIRCLE-2009	15,000	15,000	0	0	0	0
581B04	CRAFTS ST FUEL STAT-20	45,000	45,000	45,000	0	0	0
581B05	TRAFFIC SGNL IMP - 2016	70,000	70,000	75,000	75,000	80,000	5,000
581B06	AUB SQ TRAFFIC IMP - 201	100,000	105,000	110,000	115,000	120,000	5,000
581B08	ELIOT ST BRIDGE - 2016	0	70,000	70,000	75,000	80,000	5,000
581B09	DED/NAH TRAFFIC IMP 12/	0	0	85,000	85,000	80,000	-5,000
581B10	DED/NAH INTER IMP 12/17	0	30,000	29,500	28,650	28,650	0
581B14	W NEWTON SQ IMPRV- 2/2	0	0	0	375,000	375,000	0
581B15	WALNUT AND AUSTIN REH	0	0	0	270,000	270,000	0
581B16	PARKING METER & KIOSK-	0	0	0	60,000	60,000	0
581C01	FIRE STATIONS - 2007	99,200	20,000	20,000	20,000	20,000	0
581C02	FIRE STATIONS-2007	32,000	17,000	14,000	15,000	10,000	-5,000
581C03	FIRE STATIONS 2007	48,000	23,500	25,000	25,000	20,000	-5,000
581C04	FIRE STATION #4-2009	470,000	470,000	155,000	155,000	155,000	-3,000
581C05	FIRE STATION #7-2009	130,000	130,000	0	0	0	0
581C06	CITY HALL BOILERS-2009	75,000	10,000	10,000	10,000	10,000	0
581C07	FIRE STATION #4 - 2010	20,000	5,000	5,000	5,000	5,000	0
581C07	FIRE STATION #7 - 2010	260,000					
581C00			220,000	220,000	193,650	192,000	-1,650 1 125
581C09 581C10	ENERGY CONSERVATION- CITY HALL WINDOWS-2011	260,000	245,000	245,000	223,125	222,000	-1,125 -10,000
581C10	CITY HALL WINDOWS-2011 CITY HALL ELEC/BLR-2013	30,000	10,000	10,000	10,000	30 000 0	-10,000
581C11	CITY HALL VETS WING-201	30,000 75,400	20,000	20,000 15,000	20,000	20,000 15,000	0
581C12	CRAFTS ST DPW MASONR	75,400	15,000 110,000	15,000	15,000 20,000	15,000	0
		20,000		20,000		20,000	
581C15	CRAFTS ST ROOF DSN-13	5,000	0	0	0	0	0

	_	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
581C17	GATH POOL IMPV-2013	0	15,000	15,000	15,000	15,000	0
581C18	SALT SHED/GARAGE-2014	0	25,000	25,000	25,000	25,000	0
581C19	FIRE ST#10/WIRES - 2015	0	0	305,000	305,000	305,000	0
581C20	ENERGY CONSERVATION-	0	0	130,000	130,000	130,000	0
581C21	FIRS ST#3 IMPV - 2016	0	65,000	70,000	75,000	80,000	5,000
581C22	SR CTR HVAC - 2016	0	15,000	15,000	15,000	15,000	0
581C23	WAR MEML ELEVATOR -20	0	40,000	40,000	45,000	45,000	0
581C24	MANET RD COMM BLDG-20	0	15,000	15,000	15,000	15,000	0
581C25	MAIN LIBR IMPV - 2016	0	20,000	25,000	25,000	25,000	0
581C26	CTY HALL ROOF - 2016	0	10,000	10,000	10,000	10,000	0
581C27	FIRE ST #3/HQ - 2017	0	65,000	65,000	70,000	70,000	0
581C28	FIRE ST #3/HQ - 2017	365,000	375,000	381,500	400,000	415,000	15,000
581C29	FIRE ST #3/HQ 12/17	0	0	90,000	90,000	90,000	0
581C30	CRAFTS ST GARAGE RF 2/	0	0	23,000	20,000	20,000	0
581C31	LIBRARY INTER IMPRV 2/1	0	0	35,000	35,000	35,000	0
581D01	GATH POOL IMPVMTS-201	10,000	10,000	10,000	10,000	10,000	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	0	0	18,000	15,000	15,000	0
581101	DPW EQUIPMENT-2006	50,000	50,000	50,000	45,000	0	-45,000
581102	FIRE EQUIPMENT-2006	54,900	55,000	53,500	50,000	0	-50,000
581103	DPW EQUIPMENT-2007	39,700	39,500	40,000	39,000	40,000	1,000
581104	FIRE ENGINE REPL-06/08	30,000	28,610	27,710	27,710	27,710	0
581105	DPW EQUIPMENT-06/08	40,000	37,860	36,960	36,960	36,960	0
581106	FIRE LADDER-2009	55,000	55,000	50,000	50,000	50,000	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	40,000	0
581109	FIRE ENGINE - 2010	50,000	50,000	50,000	0	0	0
581110	TRASH CARTS- 2010	190,000	190,000	190,000	0	0	0
581111	TROMMEL SCREEN-2011	15,000	15,000	15,000	15,000	0	-15,000
581113	FIRE ENGINE-2012	60,000	60,000	60,000	60,000	60,000	0
581114	DPW EQUIP REPL-2012	30,000	30,000	30,000	30,000	30,000	0
581115	DPW EQUIP REPL-2012	10,000	10,000	10,000	5,000	5,000	0
581116	SWEEPER REPL-2013	15,000	15,000	15,000	15,000	15,000	0
581117	FIRE LADDER REPL-2013	70,000	65,000	65,000	65,000	65,000	0
581118	DPW EQUIPMENT-2014	30,000	30,000	30,000	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	35,000	0
581121	DPW SNOW BLOWER -201	15,000	15,000	15,000	15,000	15,000	0
581122	LIBR AUTO CIRCL EQ-2016	15,000	20,000	20,000	20,000	20,000	0
581123	FIRE PUMPER - 2016	30,000	35,000	35,000	35,000	40,000	5,000
581124	FIRE SCBA EQMT - 2016	40,000	45,000	45,000	50,000	50,000	0
581125	FIRE BUCKET TRUCK - 201	20,000	20,000	20,000	20,000	25,000	5,000
581127	DPW CONSTR EQMT - 201	19,500	20,000	20,000	20,000	25,000	5,000
581129	FIRE PUMPER - 2017	50,000	50,000	55,000	55,000	60,000	5,000
581130	DISPATCH CONSL - 2017	55,000	55,000	60,000	60,000	60,000	0,000
581131	FIRE LADDER #2 2/19	0	0	135,000	135,000	135,000	0
581132	BUCKET TRUCK P/R 2/19	0	0	25,000	25,000	25,000	0
581133	TRASH TRUCKS P/R 2/19	0	0	17,000	15,000	15,000	0
30 1100		U	U	17,000	10,000	10,000	U

	_	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
581134	DPW GRADALL TRK 2/19	0	0	20,000	20,000	20,000	0
581135	BACKHOE DPW 2/19	0	0	19,000	15,000	15,000	0
581136	FRONT END LOADER 2/19	0	0	9,081	10,000	10,000	0
TOTAL	L DEBT SERVICE	12,796,894	13,117,920	14,026,667	14,549,667	14,559,667	10,000
TOTAL DE	BT MATURITIES	12,796,894	13,117,920	14,026,667	14,549,667	14,559,667	10,000

		ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
0110772 - INTE	REST-LNG TERM DEBT						
DEBT SERVI	CF						
582A01	NSHS - 2005	176,000	231,010	105,687	86,688	67,688	-19,000
582A02	HIGH SCHOOL RENOV-200	0	48,908	90,465	75,863	61,560	-14,303
582A03	PEIRCE SCHOOL -2006	14,100	8,100	2,850	1,875	1,200	-675
582A04	COUNTRYSIDE-2006	1,175	763	300	75	0	-75
582A05	SCHOOL BOILERS-2006	3,725	2,353	1,065	345	0	-345
582A06	NSHS HVAC-2006	1,811	1,365	870	300	0	-300
582A07	ELEM RENOV-2006	5,731	2,885	435	143	0	-143
582A08	NNHS-2007	63,378	53,903	44,790	36,990	29,265	-7,725
582A09	NSHS-2007	33,050	27,275	21,975	18,825	15,675	-3,150
582A10	H.MANN/MEM-SPLDG-2007	8,100	3,750	375	225	75	-150
582A11	MASON-RICE/ZERVAS-200	41,075	26,588	14,100	12,000	9,900	-2,100
582A12	NNHS-1 2007	53,298	41,529	31,418	27,450	23,400	-4,050
582A13	CARR BOILER 2007	5,500	2,750	2,450	2,150	1,850	-300
582A14	NNHS-2 2007	258,019	222,950	197,525	172,325	147,350	-24,975
582A15	NNHS- 06/08	947,167	820,668	696,848	667,746	637,394	-30,352
582A16	BROWN WINDOWS-06/08	130,874	83,124	42,264	37,351	32,436	-4,915
582A17	FA DAY HVAC-4/01/2009	59,638	47,656	37,175	33,175	29,375	-3,800
582A18	NNHS-04/01/2009	2,666,263	2,358,331	2,058,650	1,975,050	1,888,650	-86,400
582A19	UNDERWOOD BOILER-04/0	189,073	93,826	3,554	3,150	2,750	-400
582A20	BROWN WINDOWS-04/01/0	26,525	19,325	14,025	12,425	10,825	-1,600
582A21	NSHS ATHL FIELDS-04/01/0	67,529	54,191	40,816	32,420	24,220	-8,200
582A22	ANGIER BOILER - 2010	473,850	235,725	800	0	0	0
582A23	MODULAR CLASSROOMS-	742,263	385,817	24,300	18,450	14,350	-4,100
582A24	NNHS - 2010	384,572	489,218	325,668	301,059	283,050	-18,009
582A25	ED CTR GENERATOR -201	628,681	308,541	800	0	0	0
582A26	BURR DOORS & WINDOW	16,750	21,436	14,511	12,431	11,075	-1,356
582A27	COUNTRYSIDE ELEVATOR	17,350	8,675	600	0	0	0
582A28	WILLIAMS BOILER - 2010	35,500	17,450	800	0	0	0
582A29	SCHOOL ROOFS-2011	485,686	258,614	20,900	19,100	16,400	-2,700
582A30	SCHOOL MASONRY-2011	44,915	32,433	11,560	10,436	8,835	-1,601
582A31	SCHOOL BOILERS-2011	21,050	18,336	8,943	8,043	6,752	-1,291
582A32	SCHOOL HVAC-2011	222,267	110,241	900	450	0	-450
582A33	MANN WINDOW/DOOR-201	9,016	68,953	13,080	11,956	10,255	-1,701
582A34	NNHS-MSBA LOAN 2011	0	10,139	161,333	154,000	146,667	-7,333
582A36	SCHL MODULARS-2012	0	6,450	11,700	10,200	8,700	-1,500
582A37	SCHL MODULARS-2012	0	538	975	850	725	-125
582A38	SCHL SPRINKLERS-2012	0	538	975	850	725	-125
582A40	SCHL ACCESSIBILITY-2012	0	2,150	3,900	3,400	2,900	-500
582A41	SCHL ELECTRICAL-2012	0	1,313	2,325	1,950	1,575	-375
582A42	SCHL GENERATORS-2012	0	2,150	3,900	3,400	2,900	-500
582A43	SCHL BOILER REPL-2012	0	3,225	5,850	5,100	4,350	-750
582A44	MODULARS/SPKLRS-2012	0	10,388	18,775	16,275	13,775	-2,500
582A45	SCHL MASONRY-2013	0	6,069	11,138	10,138	9,138	-1,000
582A48	FA DAY RENOVATIONS-20	0	96,103	184,006	175,407	166,607	-8,800
582A49	ELEM MODULARS-2014	0	35,900	63,800	55,800	47,800	-8,000
582A50	MASON-RICE SPKLR-2014	0	6,981	12,213	10,463	8,963	-1,500
582A51	CARR RENOVATIONS-2014	0	211,181	410,112	397,363	383,863	-13,500

	_	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
582A52	ANGIER - 2014	0	89,922	174,594	169,094	163,344	-5,750
582A53	CABOT FEASIBILITY-2015	0	1,950	1,950	0	0	0
582A54	BIGELOW STAIRCASE-201	0	5,400	10,350	9,450	7,875	-1,575
582A55	ANGIER CONSTR-2015	0	230,875	458,450	451,800	439,700	-12,100
582A56	ZERVAS CONSTR - 2016	0	353,731	688,712	669,213	648,713	-20,500
582A57	ANGIER CONSTR - 2016	0	87,659	170,569	165,819	160,819	-5,000
582A58	AQUINAS LAND AQ - 2016	0	306,941	597,631	580,632	562,882	-17,750
582A59	FA DAY HT WATER HTR-20	0	2,975	5,200	4,450	3,700	-750
582A60	NNHS BACKSTOP - 2016	0	7,475	13,950	12,950	11,950	-1,000
582A61	NSHS TENNIS CTS - 2016	0	15,850	29,700	27,700	25,450	-2,250
582A62	ZERVAS CONSTR - 2017	0	232,550	457,899	447,988	437,588	-10,400
582A63	CABOT LAND TKNG - 2017	0	18,063	35,525	34,725	33,925	-800
582A64	CABOT DESIGN - 2017	0	7,205	14,259	14,032	13,632	-400
582A65	CABOT CONSTR - 2017	0	108,941	214,431	209,832	205,032	-4,800
582A66	ZERVAS CONSTRUCT 12/1	0	36,368	71,110	67,860	64,610	-3,250
582A67	NSHS MONDO REPL 12/17	143,687	69,044	12,900	11,900	10,900	-1,000
582A68	CABOT CONSTRUCT 12/17	120,165	916,624	706,581	689,619	671,852	-17,767
582A69	CABOT CONSTRUCT 2/19	4,875	2,175	188,832	186,844	178,344	-8,500
582A70	CARR SCHOOL A/C 2/19	885	375	13,626	12,650	11,400	-1,250
582A71	BIGELOW BOILER REPL- 2/	0	0	0	42,050	40,000	-2,050
582A72	LINCOLN-ELIOT WINDOW-	0	0	0	56,550	54,000	-2,550
582A73	FA DAY BOILER REPL- 2/20	0	0	0	31,417	30,000	-1,417
582A74	NEWTON EARLY CHILDHD	0	0	0	116,423	116,688	265
582B01	MWPAT LANDFILL CLOSU	79,850	38,625	0	0	0	0
582B02	STREET IMPV-2006	0	40,529	0	0	0	0
582B03	BENCLIFFE CIRCLE-2009	1,013	525	0	0	0	0
582B04	CRAFTS ST FUEL ST - 2010	5,400	3,600	1,800	0	0	0
582B05	TRAFFIC SGNL IMP - 2016	34,250	31,450	27,950	24,200	20,450	-3,750
582B06	AUB SQ TRAFFIC IMPV-201	51,300	47,300	42,050	36,550	30,800	-5,750
582B08	EILOT ST BRIDGE - 2016	0	38,625	73,750	70,250	66,500	-3,750
582B09	DED/NAH TRAFFIC IMP 12/	0	27,050	51,975	47,725	43,600	-4,125
582B10	DED/NAH INTER IMP 12/17	0	21,753	16,603	15,149	13,717	-1,432
582B14	W NEWTON SQ IMPRV- 2/2	0	0	0	234,852	224,200	-10,652
582B15	WALNUT AND AUSTIN REH	0	0	0	169,650	162,000	-7,650
582B16	PARKING METER & KIOSK-	0	0	0	37,604	35,900	-1,704
582C01	FIRE STATIONS-2007	5,888	2,100	1,500	900	300	-600
582C02	FIRE STATIONS 2007	5,770	3,075	1,110	675	300	-375
582C03	FIRE STATIONS 2007	20,496	10,668	2,175	1,425	750	-675
582C04	FIRE STATION #4-2009	221,748	124,885	30,660	24,460	18,260	-6,200
582C05	FIRE STATION #7-2009	76,700	37,700	0	0	0	0
582C06	CITY HALL BOILER-2009	136,100	68,638	3,750	3,350	2,950	-400
582C07	FIRE STATION #4-2010	8,150	6,003	2,400	2,075	1,825	-250
582C08	FIRE STATION #7 - 2010	115,800	154,265	104,883	91,242	81,600	-9,642
582C09	ENERGY CONSV - 2010	81,394	99,456	65,356	49,979	38,850	-11,129
582C10	CITY HALL WINDOWS-2011	12,450	6,275	900	450	0	-450
582C11	CITY HALL ELEC/BOILER-'1	12,050	8,950	6,250	5,450	4,650	-800
582C12	CITY HALL VETS WING-201	131,313	68,400	6,956	6,356	5,756	-600
582C14	CRAFTS DPW MASNRY-'13	4,800	59,625	3,200	2,400	1,600	-800
582C15	CRAFTS DPW ROOF-2013	200	0	0	0	0	0

		ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
582C17	GATH POOL IMPV-2013	0	1,500	2,400	1,800	1,200	-600
582C18	SALT SHED-2014	0	7,766	14,281	13,032	11,782	-1,250
582C19	FIRE ST #10/WIRES - 1/15	0	85,400	167,750	161,650	150,975	-10,675
582C20	ENERGY CONSERVATION-	0	36,400	71,500	68,900	64,350	-4,550
582C21	FIRE ST#3 - 2016	0	64,538	125,825	122,325	118,575	-3,750
582C22	SR CTR HVAC - 2016	0	2,975	5,200	4,450	3,700	-750
582C23	WAR MEML ELEVATOR - 2	0	21,900	41,800	39,800	37,550	-2,250
582C24	MANET RD COMM BLDG-20	0	13,497	26,244	25,494	24,744	-750
582C25	MAIN LIBR IMPV - 2016	0	4,975	8,950	7,700	6,450	-1,250
582C26	CTY HALL ROOF - 2016	0	1,900	3,300	2,800	2,300	-500
582C27	FIRE ST #3/HQ - 2017	0	60,844	119,738	117,138	114,338	-2,800
582C28	FIRE ST #3/HQ - 2017	395,505	385,657	374,407	359,147	343,147	-16,000
582C29	FIRE ST #3/HQ 12/17	0	37,800	73,350	68,850	64,350	-4,500
582C30	CRAFTS ST GARAGE RF 2/	0	0	12,814	12,107	11,107	-1,000
582C31	LIBRARY INTER IMPRV 2/1	0	0	21,847	20,850	19,100	-1,750
582D01	GATH POOL IMPROVEMEN	1,150	950	750	500	250	-250
582D02	BRACELAND PK IMPV-2012	2,350	2,150	1,950	1,700	1,450	-250
582D03	LOWER FALLS CC RENOV-	9,231	8,231	7,231	6,232	5,232	-1,000
582D04	MCGRATH PARK TENNIS 2	0	0	9,425	8,850	8,100	-750
582101	DPW EQUIPMENT-2006	5,100	3,600	2,100	675	0	-675
582102	FIRE LADDER-2006	5,579	3,930	2,303	750	0	-750
582103	DPW EQUIPMENT-2007	5,351	4,163	2,970	1,785	600	-1,185
582104	FIRE ENGINE REPL-06/08	7,745	6,695	5,265	3,880	2,494	-1,386
582105	DPW EQUIPMENT-06/08	10,315	8,915	7,023	5,175	3,326	-1,849
582106	FIRE LADDER-2009	13,313	11,525	9,600	7,600	5,600	-2,000
582107	PARKS EQUIP-2009	1,338	1,175	1,000	800	600	-200
582108	DPW EQUIP-2009	10,420	9,120	7,720	6,120	4,520	-1,600
582109	FIRE ENGINE - 2010	6,000	4,000	2,000	0	0	0
582110	TRASH CARTS - 2010	22,800	15,200	7,600	0	0	0
582111	TROMMEL SCREEN-2011	2,550	1,950	1,350	675	0	-675
582113	FIRE ENGINE - 2012	6,900	5,700	4,500	3,000	1,500	-1,500
582114	DPW EQUIP REPL-2012	3,450	2,850	2,250	1,500	750	-750
582115	DPW EQUIP REPL-2012	900	700	500	250	125	-125
582116	SWEEPER REPL-2013	3,600	3,000	2,400	1,800	1,200	-600
582117	FIRE LADDER REPL-2013	25,713	22,912	20,313	17,713	15,112	-2,601
582118	DPW EQUIPMENT-2014	9,500	8,000	6,500	5,000	3,750	-1,250
582119	SNOW MELTING EQMT-201	8,750	7,500	6,250	5,000	3,750	-1,250
582120	DPW EQUIPMENT - 2015	8,950	8,250	7,550	6,850	5,625	-1,225
582121	DPW SNOW BLOWER - 201	6,550	5,950	5,200	4,450	3,700	-750
582122	LIBR AUTO CIRCL EQ-2016	8,650	8,050	7,050	6,050	5,050	-1,000
582123	FIRE PUMPER - 2016	28,700	27,500	25,750	24,000	22,250	-1,750
582124	FIRE SCBA EQMT-2016	21,450	19,850	17,600	15,350	12,850	-2,500
582125	FIRE BUCKET TRUCK-2016	9,550	8,750	7,750	6,750	5,750	-1,000
582127	DPW CONST EQMT - 2017	8,761	8,200	7,600	6,800	6,000	-800
582129	FIRE PUMPER - 2017	22,769	21,332	19,832	17,632	15,432	-2,200
582130	DISP CONSOLE - 2017	24,504	22,922	21,272	18,872	16,472	-2,400
582l31	FIRE LADDER #2 2/19	0	0	58,000	53,250	46,500	-6,750
582132	BUCKET TRUCK P/R 2/19	0	0	10,392	9,500	8,250	-1,250
582 33	TRASH TRUCKS P/R 2/19	0	0	8,700	8,150	7,400	-750

	_	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ORIGINAL 2021	RECOMMENDED 2022	CHANGE 2021 to 2022
582134	DPW GRADALL TRK 2/19	0	0	12,373	11,800	10,800	-1,000
582 35	BACKHOE DPW 2/19	0	0	7,202	6,500	5,750	-750
582136	FRONT END LOADER 2/19	0	0	4,789	4,500	4,000	-500
TOTAL DEBT SERVICE		9,805,652	10,881,647	10,432,502	10,566,934	9,987,286	-579,648
TOTAL INTEREST-LNG TERM DEBT		9,805,652	10,881,647	10,432,502	10,566,934	9,987,286	-579,648
0110773 - INTE	REST-TEMP LOANS						
EXPENSES							
531600	BOND/NOTE SALE COSTS	0	34,048	0	0	25,000	25,000
TOTAL EXPENSES		0	34,048	0	0	25,000	25,000
TOTAL INTEREST-TEMP LOANS		0	34,048	0	0	25,000	25,000
0110775 - OFU	-ADV REFUNDING CONTB.						
BOA-SUSPE	NSE						
5978	ADV REFUNDING CONTB.	267,859	0	0	0	0	0
TOTAL BOA-SUSPENSE		267,859	0	0	0	0	0
TOTAL OFU-ADV REFUNDING CONTB.		267,859	0	0	0	0	0
TOTAL TREASURY		30,227,081	31,662,903	32,303,043	32,767,153	32,448,493	-318,661