# **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, and Parking Violations, 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 to 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 2022 has been a continuation of the transition that started in 2021. When I began my tenure as City Treasurer/Collector on May 17<sup>th</sup>, 2021, I believe that I was able to draw on my prior experiences in Treasury, and in Newton, to "hit the ground running."

Even with the on-going COVID-19 pandemic, Treasury has continued to be extremely busy. I am extremely proud of our dedicated staff, who continue to service tens of thousands of customers throughout each and every year, working with Newtonians and other customers in addressing their concerns regarding their taxes, including property tax payments, motor vehicle excise payments, water/sewer payments, as well as many other types of payments. The team takes pride in 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, with the new Financial Planning & Analysis Office, Treasury assumed responsibility for much of the technical duties involved with generating real estate, personal property and motor vehicle excise tax bills, along with continuing to assist with the transition to both the Munis Payroll Management software, as well as the new centralized Payroll Office.

Highlights from this past year include:

- Redeveloping much of the in-office
   Treasury operations to both streamline operations and facilitate remote work by transitioning much of the paper-based operations to electronically based operations, including delivering Payroll and Accounts Payable disbursement warrants electronically.
- Working with our community partners at The Village Bank, we implemented in-office check scanning that allows deposit of the nearly 70,000 checks per year that are received to be completed

- in the office without the need for regular trips to the bank.
- Restructuring much of the city's banking relationships to maximize safety, liquidity, and yield.
- Transitioning most of the Payroll Vendors (Union Dues, Retirement Contributions, etc.) from checks to streamlined electronic payments.
- Issuing approximately 29,000 real estate and personal property tax bills mailed quarterly by this office, and approximately 70,000 motor vehicle excise bills processed annually.

The City has recently implemented online licensing and permitting through the NewGov online permitting platform, and Treasury has worked with the Information Technology Department, as well other departments to implement streamlined processes for taking in licensing and permitting receipts.

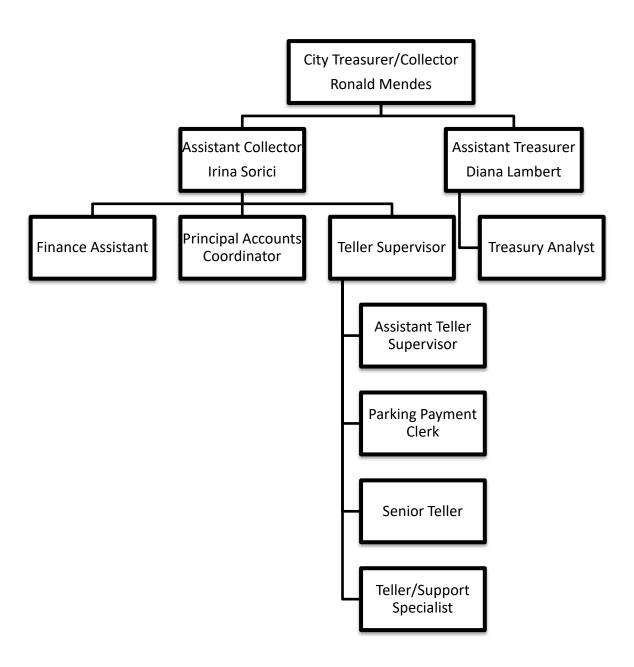
Treasury will also continue to work with the Executive Office to maintain the City's Aaa bond rating by thoughtfully directing all short and long-term borrowing and managing relationships with custodial, investment and banking services. The City's cash funds are monitored closely to ensure investment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

The Treasury 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** 

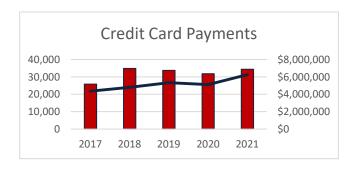
	<>								Proposed
	FY2018 FY2019		FY2020	FY2021		FY2022	FY2023		
Expenditure by Dep	artment								_
Treasury	\$ 1,305,721	\$ 1,277	,399	\$	1,359,892	\$ 1,087,922	\$	1,308,657	\$ 1,355,704
<b>Debt Maturities</b>	\$ 12,840,967	\$ 11,886	,442	\$	13,270,167	\$ 14,362,167	\$	14,559,667	\$ 15,149,667
Interest Lng Term	\$ 10,077,228	\$ 10,035	,767	\$	10,405,930	\$ 10,563,951	\$	9,987,286	\$ 9,786,402
Interest Temp	\$ -	\$ 34	,048	\$	-	\$ -	\$	25,000	\$ -
State Assmnts	\$ 6,206,582	\$ 6,351	,888,	\$	6,483,982	\$ 6,507,813	\$	6,567,883	\$ 6,600,451
Total	\$ 30,430,498	\$ 29,585	,545	\$	31,519,971	\$ 32,521,854	\$	32,448,493	\$ 32,892,224
% Incr		-2	2.78%		6.54%	3.18%		-0.23%	1.37%
Personnel									
Full-Time	11		11		11	11		11	11
Part-Time	0		0		0	0		0	0
Total	11		11		11	11		11	11

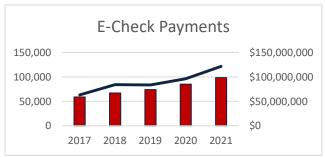
#### **Total Treasury Expenditures**



#### **Operating Highlights**

Operating nightights						
		Credit Card Pay	ments	E-Check Paym	ents	
	FY	Bills Paid	\$ Value	Bills Paid	\$ Value	
	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	
	2021	31,286	\$6,880,920	98,694	\$ 121,705,663	





# Treasurer & Collector's Office Fiscal Year 2023 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. Some specific expected outcomes this year are to review the investment strategy for the Rainy-Day Stabilization Fund and enhanced quarterly reporting of ROI from the city's banking relationships.

Treasury continues to work toward finding solutions that help eliminate some manual processes currently in place. One area that is ripe for improvement is the processing of e-pay checks that our office receives on an almost daily basis. These payments require a substantial investment of time and effort

### Outcome 2

Continue Technology Advancement with focus on Cash Management

to ensure each payment is correctly posted. Our goal is to streamline this process by working with our lockbox vendor to have them make an initial pass through these payments to process those payments that require little time and effort for posting. Also, as the city moves toward newer and more efficient online payment platforms for services, including online licensing and permitting, we will be working hand-in-hand with those departments to also streamline and automate the receipts that are taken in through those new processes. Treasury's goal is to convert much of the City's payables to electronic payments, both to enhance data security and to reduce the inefficiencies associated with issuing paper A/P Vendor checks.

### 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 continue to participate in formal professional development programs such as the Massachusetts Municipal Association's Finance Management Seminar as well as

Massachusetts Collector and Treasurer's Association's certification program. This upcoming year, the City Treasurer/Collector, having obtained certification as both a Treasurer and a Collector, will now be teaching courses that are a part of the Mass. Collector and Treasurer's Association's certification program.

# Treasurer & Collector's Office Fiscal Year 2023 Outcomes and Strategies

# Outcome 4 Financial Cyber Security

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

effective 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

	_	ACTUAL 2019	ACTUAL 2020	ACTUAL 2021	ORIGINAL 2022	RECOMMENDED 2023	CHANGE 2022 to 2023
107 - TREASURY	<u> </u>						
0110720 - STA	TE ASSESSMENTS						
INTERGOVE	RNMENTAL						
562001	RETIREE HEALTH INSURA	6,539	7,395	4,098	0	0	0
562002	AIR POLUTION CONTROL	42,259	43,696	44,557	45,722	46,639	917
562003	MAPC	46,273	47,560	47,723	48,709	49,665	956
562004	RMV-NON RENEWAL CGS	108,795	108,200	105,300	105,300	70,760	-34,540
562005	MBTA	5,871,857	6,035,209	5,968,040	6,007,263	6,160,292	153,029
562006	BOSTON METRO DISTRICT	2,195	2,057	2,057	1,993	1,993	0
562007	SPED CHARGES	89,648	47,068	19,227	19,452	40,682	21,230
562008	CHARTER SCHOOL ASSM	83,252	65,852	98,408	127,858	140,590	12,732
562009	SCHOOL CHOICE TUITION	101,070	126,945	218,403	211,586	89,830	-121,756
TOTAL	INTERGOVERNMENTAL	6,351,888	6,483,982	6,507,813	6,567,883	6,600,451	32,568
TOTAL STA	ATE ASSESSMENTS	6,351,888	6,483,982	6,507,813	6,567,883	6,600,451	32,568

	_	ACTUAL 2019	ACTUAL 2020	ACTUAL 2021	ORIGINAL 2022	RECOMMENDED 2023	CHANGE 2022 to 2023
0110745 - TRE	ASURY						
PERSONNEL	. SERVICES						
511001	FULL TIME SALARIES	639,568	670,435	651,477	733,465	818,110	84,645
513010	REGULAR OVERTIME	978	0	797	750	750	0
514001	LONGEVITY	2,500	2,567	3,465	2,150	2,650	500
515003	SPECIAL LEAVE BUY BAC	0	5,000	0	0	0	0
515005	BONUSES	2,100	0	0	0	0	0
515006	VACATION BUY BACK	7,749	10,305	21,737	0	0	0
515102	CLEANING ALLOWANCE	3,500	3,500	2,500	3,500	3,500	0
TOTAL	PERSONNEL SERVICES	656,395	691,807	679,976	739,865	825,010	85,145
EXPENSES							
524010	OFFICE EQUIPMENT R-M	654	1,154	1,890	1,500	1,500	0
524500	DOCUMENT SHREDDING	0	0	0	0	1,200	1,200
527400	RENTAL - EQUIPMENT	0	0	734	0	2,940	2,940
530100	CONSULTANTS	0	0	38,899	0	0	0
530207	BANKING SERVICES	88,330	90,249	64,047	100,000	50,000	-50,000
530700	PARKING TICKET COLLEC	112,421	76,643	5,047	125,000	120,000	-5,000
531400	REGIST/RECORDING FEES	-300	-975	1,050	2,500	2,500	0
531600	BOND/NOTE SALE COSTS	141,461	150,210	15,629	0	0	0
531700	MAILING SERVICES	125,034	101,983	95,866	130,000	142,500	12,500
534010	TELEPHONE	661	494	534	600	600	0
534020	CELLULAR TELEPHONES	0	0	31	0	400	400
534100	POSTAGE	19,062	19,118	19,201	25,000	23,000	-2,000
534200	PRINTING	9,426	2,148	9,193	6,500	10,000	3,500
534300	ADVERTISING/PUBLICATIO	681	368	247	750	1,200	450
542000 552300	OFFICE SUPPLIES PAPER GOODS & SUPPLIE	1,866	3,862 0	3,556 0	3,000	3,000 0	0
559200	BOOKS/MANUALS/PERIODI	3,337 0	0	0	200	200	0
571100	IN-STATE CONFERENCES	50	0	0	1,500	2,000	500
573000	DUES & SUBSCRIPTIONS	1,013	725	698	1,000	1,000	0
575005	EMPLOYEE HONESTY BON	3,156	66	4,758	3,500	5,000	1,500
576300	INTEREST & PENALTIES	0	80,097	0	0,000	0	0
TOTAL	EXPENSES	506,851	526,142	261,380	401,050	367,040	-34,010
FRINGE BEN	EFITS						
57DENT	DENTAL INSURANCE	2,584	3,269	2,593	2,811	2,310	-501
57HLTH	HEALTH INSURANCE	93,724	117,699	119,217	131,233	123,201	-8,032
57LIFE	BASIC LIFE INSURANCE	278	354	307	342	285	-57
57MEDA	MEDICARE PAYROLL TAX	8,964	9,228	9,067	10,438	11,953	1,515
57OPEB	OPEB CONTRIBUTION	8,603	11,394	15,382	22,917	25,905	2,988
TOTAL	FRINGE BENEFITS	114,153	141,943	146,567	167,742	163,654	-4,088
TOTAL TRI	EASURY	1,277,399	1,359,892	1,087,922	1,308,657	1,355,704	47,047

		ACTUAL	ACTUAL	ACTUAL	ORIGINAL	RECOMMENDED	CHANGE
		2019	2020	2021	2022	2023	2022 to 2023
0110771 - DEB	T MATURITIES						
DEBT SERVI	CE						
581A01	NSHS - 2005	841,667	475,000	475,000	475,000	475,000	0
581A02	HIGH SCHOOL RENOV-200	0	490,000	483,500	470,000	465,000	-5,000
581A03	PEIRCE SCHOOL-2006	0	30,000	35,000	10,000	10,000	0
581A08	NNHS-2007	260,000	260,000	260,000	255,000	255,000	0
581A09	NSHS-2007	105,000	105,000	105,000	105,000	100,000	-5,000
581A10	H.MANN/MEM-SPLDG-2007	5,000	5,000	5,000	5,000	0	-5,000
581A11	MASON-RICE/ZERVAS-200	70,000	70,000	70,000	70,000	65,000	-5,000
581A12	NNHS-1 2007	135,000	134,500	130,000	140,000	150,000	10,000
581A13	CARR BOILERS 2007	10,000	10,000	10,000	10,000	10,000	0
581A14	NNHS-2 2007	850,000	845,000	835,000	830,000	820,000	-10,000
581A15	NNHS-06/2008	554,340	582,040	607,040	637,040	677,040	40,000
581A16	BROWN WINDOWS 06/08	99,190	98,290	98,290	98,290	98,290	0
581A17	FA DAY HVAC-04/01/09	100,000	100,000	95,000	95,000	95,000	0
581A18	NNHS-04/01/2009	1,770,000	2,090,000	2,160,000	2,230,000	2,330,000	100,000
581A19	UNDERWOOD BOILER-04/0	10,000	10,100	10,000	10,000	10,000	0
581A20	BROWN WINDOWS-04/01/0	235,000	40,000	40,000	40,000	40,000	0
581A21	NSHS ATHL FIELDS-04/01/0	260,000	209,900	205,000	205,000	200,000	-5,000
581A23	MODULAR CLASSROOMS-	95,000	95,000	82,000	82,000	82,000	0
581A24	NNHS-2010	390,000	390,000	360,350	360,000	360,000	0
581A26	BURR DOORS/WINDOWS-	35,000	35,000	27,225	27,000	26,000	-1,000
581A29	SCHOOL ROOF REPAIRS-2	45,000	40,000	40,000	36,000	36,000	0
581A30	SCHOOL MASONRY -2011	25,000	25,000	25,000	19,000	19,000	0
581A31	SCHOOL BOILER REPL-201	20,000	20,000	20,000	15,650	15,000	-650
581A33	MANN WINDOW/DOOR-201	90,000	25,000	25,000	23,000	22,000	-1,000
581A34	NNHS-2011 MSBA LOAN	24,000	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	15,000	10,000	-5,000
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	100,000	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	205,000	215,000	220,000	230,000	240,000	10,000
581A49	ELEM MODULARS-2014	160,000	160,000	160,000	160,000	160,000	0
581A50	MASON-RICE SPKL-2014	35,000	35,000	30,000	30,000	30,000	0
581A51	CARR RENOVATIONS-2014	245,000	255,000	270,000	285,000	300,000	15,000
581A52	ANGIER ELEM - 2014	105,000	110,000	115,000	120,000	125,000	5,000
581A54	BIGELOW STAIRCASE-201	0	45,000	45,000	45,000	45,000	0
581A55	ANGIER CONSTR-2015	0	330,000	335,000	350,000	370,000	20,000
581A56	ZERVAS CONSTR - 2016	375,000	390,000	410,000	435,000	455,000	20,000
581A57	ANGIER CONSTR - 2016	95,000	95,000	100,000	105,000	110,000	5,000
581A58	AQUINAS ACQ - 2016	325,000	340,000	355,000	375,000	395,000	20,000
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	20,000	0
581A61	NSHS TENNIS CTS - 2016	40,000	40,000	45,000	45,000	45,000	0

	_	ACTUAL 2019	ACTUAL 2020	ACTUAL 2021	ORIGINAL 2022	RECOMMENDED 2023	CHANGE 2022 to 2023
581A62	ZERVAS CONSTR - 2017	240,000	247,800	260,000	270,000	280,000	10,000
581A63	CABOT LAND TKNG - 2017	20,000	20,000	20,000	20,000	20,000	0
581A64	CABOT DESIGN - 2017	5,000	5,700	10,000	10,000	10,000	0
581A65	CABOT CONSTR - 2017	115,000	115,000	120,000	125,000	130,000	5,000
581A66	ZERVAS CONSTRUCT 12/1	0	65,000	65,000	65,000	65,000	0
581A67	NSHS MONDO REPL 12/17	0	20,000	20,000	20,000	20,000	0
581A68	CABOT CONSTRUCT 12/17	680,775	330,500	348,000	362,700	384,000	21,300
581A69	CABOT CONSTRUCT 2/19	35,000	170,000	170,000	170,000	170,000	0
581A70	CARR SCHOOL A/C 2/19	10,000	28,919	25,000	20,000	20,000	0
581A71	BIGELOW BOILER REPL 2/	0	0	70,000	70,000	70,000	0
581A72	LINCOLN-ELIOT WINDOW-	0	0	90,000	90,000	90,000	0
581A73	FA DAY BOILER REPL- 2/20	0	0	50,000	50,000	50,000	0
581A74	NEWTON EARLY CHILDHD	0	0	75,000	75,000	80,000	5,000
581A75	CABOT ELEMENTARY I 2/2	0	0	0	0	20,000	20,000
581A76	CABOT ELEMENTARY II 2/2	0	0	0	0	23,316	23,316
581A77	NEWTON EARLY CHILDHO	0	0	0	0	280,600	280,600
581A78	OAK MIDDLE SCHOOL 2/22	0	0	0	0	103,500	103,500
581B05	TRAFFIC SGNL IMP - 2016	70,000	75,000	75,000	80,000	85,000	5,000
581B06	AUB SQ TRAFFIC IMP - 201	105,000	110,000	115,000	120,000	130,000	10,000
581B08	ELIOT ST BRIDGE - 2016	70,000	70,000	75,000	80,000	85,000	5,000
581B09	DED/NAH TRAFFIC IMP 12/	0	85,000	85,000	80,000	80,000	0
581B10	DED/NAH INTER IMP 12/17	30,000	29,500	28,650	28,650	25,000	-3,650
581B14	W NEWTON SQ IMPRV- 2/2	0	0	375,000	375,000	375,000	0
581B15	WALNUT AND AUSTIN REH	0	0	270,000	270,000	270,000	0
581B16	PARKING METER & KIOSK-	0	0	60,000	60,000	60,000	0
581C01	FIRE STATIONS - 2007	20,000	20,000	20,000	20,000	0	-20,000
581C02	FIRE STATIONS-2007	17,000	14,000	15,000	10,000	5,000	-5,000
581C03	FIRE STATIONS 2007	23,500	25,000	25,000	20,000	15,000	-5,000
581C04	FIRE STATION #4-2009	470,000	155,000	155,000	155,000	155,000	0
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	220,000	193,650	192,000	192,000	0
581C09	ENERGY CONSERVATION-	245,000	245,000	223,125	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	110,000	20,000	20,000	20,000	20,000	0
581C17	GATH POOL IMPV-2013	15,000	15,000	15,000	15,000	15,000	0
581C18	SALT SHED/GARAGE-2014	25,000	25,000	25,000	25,000	25,000	0
581C19	FIRE ST#10/WIRES - 2015	0	305,000	305,000	305,000	305,000	0
581C20	ENERGY CONSERVATION-	0	130,000	130,000	130,000	130,000	0
581C21	FIRS ST#3 IMPV - 2016	65,000	70,000	75,000	80,000	80,000	0
581C22	SR CTR HVAC - 2016	15,000	15,000	15,000	15,000	15,000	0
581C23	WAR MEML ELEVATOR -20	40,000	40,000	45,000	45,000	45,000	0
581C24	MANET RD COMM BLDG-20	15,000	15,000	15,000	15,000	15,000	0
581C25	MAIN LIBR IMPV - 2016	20,000	25,000	25,000	25,000	25,000	0
581C25	CTY HALL ROOF - 2016	10,000	10,000	10,000	10,000	10,000	0
581C20 581C27	FIRE ST #3/HQ - 2017	65,000	65,000	70,000	70,000	75,000	5,000
581C27	FIRE ST #3/HQ - 2017	375,000	381,500	400,000	415,000	430,000	15,000
581C29			90,000		90,000		15,000
301029	FIRE ST #3/HQ 12/17	0	90,000	90,000	90,000	90,000	U

	_	ACTUAL 2019	ACTUAL 2020	ACTUAL 2021	ORIGINAL 2022	RECOMMENDED 2023	CHANGE 2022 to 2023
581C30	CRAFTS ST GARAGE RF 2/	0	23,000	20,000	20,000	15,000	-5,000
581C31	LIBRARY INTER IMPRV 2/1	0	35,000	35,000	35,000	35,000	0
581D01	GATH POOL IMPVMTS-201	10,000	10,000	10,000	10,000	0	-10,000
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	18,000	15,000	15,000	15,000	0
581103	DPW EQUIPMENT-2007	39,500	40,000	39,000	40,000	0	-40,000
581104	FIRE ENGINE REPL-06/08	28,610	27,710	27,710	27,710	27,710	0
581105	DPW EQUIPMENT-06/08	37,860	36,960	36,960	36,960	36,960	0
581106	FIRE LADDER-2009	55,000	50,000	50,000	50,000	45,000	-5,000
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
581113	FIRE ENGINE-2012	60,000	60,000	60,000	60,000	0	-60,000
581114	DPW EQUIP REPL-2012	30,000	30,000	30,000	30,000	0	-30,000
581115	DPW EQUIP REPL-2012	10,000	10,000	5,000	5,000	0	-5,000
581116	SWEEPER REPL-2013	15,000	15,000	15,000	15,000	15,000	0
581117	FIRE LADDER REPL-2013	65,000	65,000	65,000	65,000	65,000	0
581118	DPW EQUIPMENT-2014	30,000	30,000	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	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	20,000	20,000	20,000	20,000	20,000	0
581123	FIRE PUMPER - 2016	35,000	35,000	35,000	40,000	40,000	0
581124	FIRE SCBA EQMT - 2016	45,000	45,000	50,000	50,000	55,000	5,000
581125	FIRE BUCKET TRUCK - 201	20,000	20,000	20,000	25,000	25,000	0
581127	DPW CONSTR EQMT - 201	20,000	20,000	20,000	25,000	25,000	0
581129	FIRE PUMPER - 2017	50,000	55,000	55,000	60,000	60,000	0
581130	DISPATCH CONSL - 2017	55,000	60,000	60,000	60,000	65,000	5,000
581 31	FIRE LADDER #2 2/19	0	135,000	135,000	135,000	135,000	0
581132	BUCKET TRUCK P/R 2/19	0	25,000	25,000	25,000	25,000	0
581133	TRASH TRUCKS P/R 2/19	0	17,000	15,000	15,000	15,000	0
581134	DPW GRADALL TRK 2/19	0	20,000	20,000	20,000	20,000	0
581135	BACKHOE DPW 2/19	0	19,000	15,000	15,000	15,000	0
581136	FRONT END LOADER 2/19	0	9,081	10,000	10,000	10,000	0
581138	SWAP LOADER TRUCK 2/2	0	0	0	0	57,584	57,584
TOTAL	DEBT SERVICE	11,886,442	13,270,167	14,362,167	14,559,667	15,149,667	590,000
TOTAL DE	BT MATURITIES	11,886,442	13,270,167	14,362,167	14,559,667	15,149,667	590,000

	_	ACTUAL 2019	ACTUAL 2020	ACTUAL 2021	ORIGINAL 2022	RECOMMENDED 2023	CHANGE 2022 to 2023
0110772 - INTE	REST-LNG TERM DEBT						
DEBT SERVI	CE						
582A01	NSHS - 2005	231,010	105,687	86,688	67,688	48,688	-19,000
582A02	HIGH SCHOOL RENOV-200	48,908	90,465	75,863	61,560	47,515	-14,045
582A03	PEIRCE SCHOOL -2006	8,100	2,850	1,875	1,200	900	-300
582A08	NNHS-2007	53,903	44,790	36,990	29,265	21,615	-7,650
582A09	NSHS-2007	27,275	21,975	18,825	15,675	12,600	-3,075
582A10	H.MANN/MEM-SPLDG-2007	3,750	375	225	75	0	-75
582A11	MASON-RICE/ZERVAS-200	26,588	14,100	12,000	9,900	7,875	-2,025
582A12	NNHS-1 2007	41,529	31,418	27,450	23,400	19,050	-4,350
582A13	CARR BOILER 2007	2,750	2,450	2,150	1,850	1,550	-300
582A14	NNHS-2 2007	222,950	197,525	172,325	147,350	122,600	-24,750
582A15	NNHS- 06/08	820,668	696,848	667,746	637,394	605,542	-31,852
582A16	BROWN WINDOWS-06/08	83,124	42,264	37,351	32,436	27,521	-4,915
582A17	FA DAY HVAC-4/01/2009	47,656	37,175	33,175	29,375	25,575	-3,800
582A18	NNHS-04/01/2009	2,358,331	2,058,650	1,975,050	1,888,650	1,799,450	-89,200
582A19	UNDERWOOD BOILER-04/0	93,826	3,554	3,150	2,750	2,350	-400
582A20	BROWN WINDOWS-04/01/0	19,325	14,025	12,425	10,825	9,225	-1,600
582A21	NSHS ATHL FIELDS-04/01/0	54,191	40,816	32,420	24,220	16,020	-8,200
582A23	MODULAR CLASSROOMS-	385,817	24,300	18,450	14,350	10,250	-4,100
582A24	NNHS - 2010	489,218	325,668	301,059	283,050	265,050	-18,000
582A26	BURR DOORS & WINDOW	21,436	14,511	12,431	11,075	9,750	-1,325
582A29	SCHOOL ROOFS-2011	258,614	20,900	19,100	16,400	14,600	-1,800
582A30	SCHOOL MASONRY-2011	32,433	11,560	10,435	8,835	7,885	-950
582A31	SCHOOL BOILERS-2011	18,336	8,943	8,043	6,752	5,985	-767
582A33	MANN WINDOW/DOOR-201	68,953	13,080	11,955	10,255	9,130	-1,125
582A34	NNHS-MSBA LOAN 2011	10,139	161,333	154,000	146,667	139,333	-7,334
582A36	SCHL MODULARS-2012	6,450	11,700	10,200	8,700	7,200	-1,500
582A37	SCHL MODULARS-2012	538	975	850	725	600	-125
582A38	SCHL SPRINKLERS-2012	538	975	850	725	600	-125
582A40	SCHL ACCESSIBILITY-2012	2,150	3,900	3,400	2,900	2,400	-500
582A41	SCHL ELECTRICAL-2012	1,313	2,325	1,950	1,575	1,200	-375
582A42	SCHL GENERATORS-2012	2,150	3,900	3,400	2,900	2,400	-500
582A43	SCHL BOILER REPL-2012	3,225	5,850	5,100	4,350	3,600	-750
582A44	MODULARS/SPKLRS-2012	10,388	18,775	16,275	13,775	11,400	-2,375
582A45	SCHL MASONRY-2013	6,069	11,138	10,138	9,138	8,138	-1,000
582A48	FA DAY RENOVATIONS-20	96,103	184,006	175,406	166,607	157,406	-9,201
582A49	ELEM MODULARS-2014	35,900	63,800	55,800	47,800	39,800	-8,000
582A50	MASON-RICE SPKLR-2014	6,981	12,213	10,462	8,963	7,463	-1,500
582A51	CARR RENOVATIONS-2014	211,181	410,112	397,363	383,863	369,613	-14,250
582A52	ANGIER - 2014	89,922	174,594	169,094	163,344	157,344	-6,000
582A54	BIGELOW STAIRCASE-201	5,400	10,350	9,450	7,875	5,625	-2,250
582A55	ANGIER CONSTR-2015	230,875	458,450	451,800	439,700	421,700	-18,000
582A56	ZERVAS CONSTR - 2016	353,731	688,712	669,212	648,713	626,963	-21,750
582A57	ANGIER CONSTR - 2016	87,659	170,569	165,819	160,819	155,569	-5,250
582A58	AQUINAS LAND AQ - 2016	306,941	597,631	580,631	562,882	544,131	-18,751
582A59	FA DAY HT WATER HTR-20	2,975	5,200	4,450	3,700	2,950	-750
582A60	NNHS BACKSTOP - 2016	7,475	13,950	12,950	11,950	10,950	-1,000
582A61	NSHS TENNIS CTS - 2016	15,850	29,700	27,700	25,450	23,200	-2,250

	_	ACTUAL 2019	ACTUAL 2020	ACTUAL 2021	ORIGINAL 2022	RECOMMENDED 2023	CHANGE 2022 to 2023
582A62	ZERVAS CONSTR - 2017	232,550	457,899	447,987	437,588	426,788	-10,800
582A63	CABOT LAND TKNG - 2017	18,063	35,525	34,725	33,925	33,125	-800
582A64	CABOT DESIGN - 2017	7,205	14,259	14,031	13,632	13,231	-401
582A65	CABOT CONSTR - 2017	108,941	214,431	209,831	205,032	200,031	-5,001
582A66	ZERVAS CONSTRUCT 12/1	36,368	71,110	67,860	64,610	61,360	-3,250
582A67	NSHS MONDO REPL 12/17	69,044	12,900	11,900	10,900	9,900	-1,000
582A68	CABOT CONSTRUCT 12/17	916,624	706,581	689,619	671,852	653,184	-18,668
582A69	CABOT CONSTRUCT 2/19	2,175	188,832	186,844	178,344	169,844	-8,500
582A70	CARR SCHOOL A/C 2/19	375	13,626	12,650	11,400	10,400	-1,000
582A71	BIGELOW BOILER REPL- 2/	0	0	42,050	40,000	36,500	-3,500
582A72	LINCOLN-ELIOT WINDOW-	0	0	56,550	54,000	49,500	-4,500
582A73	FA DAY BOILER REPL- 2/20	0	0	31,417	30,000	27,500	-2,500
582A74	NEWTON EARLY CHILDHD	0	0	116,423	116,688	112,938	-3,750
582A75	CABOT ELEMENTARY I 2/2	0	0	0	0	27,020	27,020
582A76	CABOT ELEMENTARY II 2/2	0	0	0	0	31,995	31,995
582A77	NEWTON EARLY CHILDHO	0	0	0	0	250,878	250,878
582A78	OAK MIDDLE SCHOOL 2/22	0	0	0	0	85,611	85,611
582B05	TRAFFIC SGNL IMP - 2016	31,450	27,950	24,200	20,450	16,450	-4,000
582B06	AUB SQ TRAFFIC IMPV-201	47,300	42,050	36,550	30,800	24,800	-6,000
582B08	EILOT ST BRIDGE - 2016	38,625	73,750	70,250	66,500	62,500	-4,000
582B09	DED/NAH TRAFFIC IMP 12/	27,050	51,975	47,725	43,600	39,600	-4,000
582B10	DED/NAH INTER IMP 12/17	21,753	16,603	15,149	13,717	12,375	-1,342
582B14	W NEWTON SQ IMPRV- 2/2	0	0	234,852	224,200	205,450	-18,750
582B15	WALNUT AND AUSTIN REH	0	0	169,650	162,000	148,500	-13,500
582B16	PARKING METER & KIOSK-	0	0	37,603	35,900	32,900	-3,000
582C01	FIRE STATIONS-2007	2,100	1,500	900	300	02,300	-300
582C02	FIRE STATIONS 2007	3,075	1,110	675	300	75	-225
582C02	FIRE STATIONS 2007	10,668	2,175	1,425	750	225	-525
582C03	FIRE STATION #4-2009	124,885	30,660	24,460	18,260	12,060	-6,200
582C04	CITY HALL BOILER-2009	68,638	3,750	3,350	2,950	2,550	-400
582C00 582C07	FIRE STATION #4-2010	6,003	2,400	2,075	1,825	1,575	-250
582C07 582C08	FIRE STATION #7 - 2010						
		154,265	104,883	91,241	81,600	72,000	-9,600
582C09	ENERGY CONSV - 2010	99,456	65,356	49,978	38,850	27,750	-11,100
582C11	CITY HALL ELEC/BOILER-'1	8,950	6,250	5,450	4,650	3,850	-800
582C12	CITY HALL VETS WING-201	68,400	6,956	6,356	5,756	5,156	-600
582C14	CRAFTS DPW MASNRY-'13	59,625	3,200	2,400	1,600	800	-800
582C17	GATH POOL IMPV-2013	1,500	2,400	1,800	1,200	600	-600
582C18	SALT SHED-2014	7,766	14,281	13,031	11,782	10,531	-1,251
582C19	FIRE ST #10/WIRES - 1/15	85,400	167,750	161,650	150,975	135,725	-15,250
582C20	ENERGY CONSERVATION-	36,400	71,500	68,900	64,350	57,850	-6,500
582C21	FIRE ST#3 - 2016	64,538	125,825	122,325	118,575	114,575	-4,000
582C22	SR CTR HVAC - 2016	2,975	5,200	4,450	3,700	2,950	-750
582C23	WAR MEML ELEVATOR - 2	21,900	41,800	39,800	37,550	35,300	-2,250
582C24	MANET RD COMM BLDG-20	13,497	26,244	25,494	24,744	23,994	-750
582C25	MAIN LIBR IMPV - 2016	4,975	8,950	7,700	6,450	5,200	-1,250
582C26	CTY HALL ROOF - 2016	1,900	3,300	2,800	2,300	1,800	-500
582C27	FIRE ST #3/HQ - 2017	60,844	119,738	117,138	114,338	111,538	-2,800
582C28	FIRE ST #3/HQ - 2017	385,657	374,407	359,147	343,147	326,547	-16,600
582C29	FIRE ST #3/HQ 12/17	37,800	73,350	68,850	64,350	59,850	-4,500

	_	ACTUAL 2019	ACTUAL 2020	ACTUAL 2021	ORIGINAL 2022	RECOMMENDED 2023	CHANGE 2022 to 2023
582C30	CRAFTS ST GARAGE RF 2/	0	12,814	13,006	11,107	10,106	-1,001
582C31	LIBRARY INTER IMPRV 2/1	0	21,847	20,850	19,100	17,350	-1,750
582D01	GATH POOL IMPROVEMEN	950	750	500	250	0	-250
582D02	BRACELAND PK IMPV-2012	2,150	1,950	1,700	1,450	1,200	-250
582D03	LOWER FALLS CC RENOV-	8,231	7,231	6,231	5,232	4,231	-1,001
582D04	MCGRATH PARK TENNIS 2	0	9,425	8,850	8,100	7,350	-750
582103	DPW EQUIPMENT-2007	4,163	2,970	1,785	600	0	-600
582104	FIRE ENGINE REPL-06/08	6,695	5,265	3,880	2,494	1,108	-1,386
582105	DPW EQUIPMENT-06/08	8,915	7,023	5,173	3,326	1,478	-1,848
582106	FIRE LADDER-2009	11,525	9,600	7,600	5,600	3,600	-2,000
582107	PARKS EQUIP-2009	1,175	1,000	800	600	400	-200
582108	DPW EQUIP-2009	9,120	7,720	6,120	4,520	2,920	-1,600
582113	FIRE ENGINE - 2012	5,700	4,500	3,000	1,500	0	-1,500
582114	DPW EQUIP REPL-2012	2,850	2,250	1,500	750	0	-750
582115	DPW EQUIP REPL-2012	700	500	250	125	0	-125
582116	SWEEPER REPL-2013	3,000	2,400	1,800	1,200	600	-600
582117	FIRE LADDER REPL-2013	22,912	20,313	17,713	15,112	12,513	-2,599
582118	DPW EQUIPMENT-2014	8,000	6,500	5,000	3,750	2,500	-1,250
582119	SNOW MELTING EQMT-201	7,500	6,250	5,000	3,750	2,500	-1,250
582120	DPW EQUIPMENT - 2015	8,250	7,550	6,850	5,625	3,875	-1,750
582l21	DPW SNOW BLOWER - 201	5,950	5,200	4,450	3,700	2,950	-750
582122	LIBR AUTO CIRCL EQ-2016	8,050	7,050	6,050	5,050	4,050	-1,000
582123	FIRE PUMPER - 2016	27,500	25,750	24,000	22,250	20,250	-2,000
582124	FIRE SCBA EQMT-2016	19,850	17,600	15,350	12,850	10,350	-2,500
582125	FIRE BUCKET TRUCK-2016	8,750	7,750	6,750	5,750	4,500	-1,250
582127	DPW CONST EQMT - 2017	8,200	7,600	6,800	6,000	5,000	-1,000
582129	FIRE PUMPER - 2017	21,332	19,832	17,632	15,432	13,032	-2,400
582130	DISP CONSOLE - 2017	22,922	21,272	18,872	16,472	14,072	-2,400
582131	FIRE LADDER #2 2/19	0	58,000	53,250	46,500	39,750	-6,750
582132	BUCKET TRUCK P/R 2/19	0	10,392	9,500	8,250	7,000	-1,250
582133	TRASH TRUCKS P/R 2/19	0	8,700	8,150	7,400	6,650	-1,230 -750
582134	DPW GRADALL TRK 2/19	0					
	BACKHOE DPW 2/19	0	12,373	11,800	10,800	9,800	-1,000 -750
582 35	FRONT END LOADER 2/19	0	7,202	6,500	5,750	5,000	
582l36 582l38	SWAP LOADER TRUCK 2/2	0	4,789 0	4,500 0	4,000 0	3,500 23,575	-500 23,575
TOTAL	DEBT SERVICE	10,035,767	10,405,930	10,563,951	9,987,286	9,786,402	-200,884
TOTAL INT	EREST-LNG TERM DEBT	10,035,767	10,405,930	10,563,951	9,987,286	9,786,402	-200,884
0110773 - INTE	REST-TEMP LOANS						
EXPENSES							
531600	BOND/NOTE SALE COSTS	34,048	0	0	25,000	0	-25,000
TOTAL	EXPENSES	34,048	0	0	25,000	0	-25,000
TOTAL INT	EREST-TEMP LOANS	34,048	0	0	25,000	0	-25,000
TOTAL TREAS	SURY	29,585,545	31,519,971	32,521,854	32,448,493	32,892,224	443,731