

**City of Lynn
Annual Budget
FY 2020**



May 10, 2019

City of Lynn Fiscal Year 2020 Budget Contents



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City of Lynn

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Thomas M. McGee
Mayor

May 10, 2019

Dear Councilors:

Enclosed please find for submission to your Honorable Body the Fiscal Year 2020 City of Lynn operating and capital budgets. The total proposed FY20 budget is \$367,935,216. This proposed budget includes \$1,000,000 to meet our statutory required reserve, a \$200,000 increase in the annual reserve, \$215,000 increase for the snow and ice budget, fully funds our net school spending requirement for education, and correctly budgets the City's share of health insurance costs based on projected 100% utilization. The proposed FY20 budget does not include any one-time revenue streams or statutory borrowing from the state. Furthermore, this proposed budget includes funding for pay-go capital projects and a 5-year Capital Improvement Plan to bond for larger capital projects.

The FY20 budget includes:

- A narrative for each department describing its mission, core functions, previous years' highlights and future goals
- Organizational charts
- Five-year forecast
- Glossary of key terms
- Departmental line item details

Measuring and monitoring this information is crucial to our ability to reflect upon our efforts and their effectiveness; it is the foundation on which we hold ourselves accountable. It helps us look for ways to apply the successful elements of completed projects to both our current and future endeavors and provides us an opportunity to take stock of challenges in order to address them, supporting the City's best work.

This document is a reflection of our dedication to fostering economic growth, improving our financial management practices, and committing to providing a high level of municipal government services within the continuing fiscal constraints. I am proud of the transparent, responsible, thoughtful, and prudent use of tax dollars presented to you today. I look forward to answering any question, providing further explanation, and working closely with all of you over the next two months to enact our FY20 budget.

Sincerely,

Thomas M. McGee
Mayor



From the Desk of the Chief Financial Officer

A budget is an estimate of revenue and expenditures for a set period of time. In the City of Lynn our set period is July 1st to June 30th. We also call this our fiscal year.

The City's budget was designed with the participation of each department throughout the budget process. It involved four meetings with the Mayor, his staff, CFO, Comptroller, each department head and support staff.

The process began in late October 2018, with budget instructions calling for level funding of all line items and a detailed set of timelines that produced a first draft of revenue and expenditures generated about one week after the Governor released his budget on January 23, 2019. The budget presented today uses the Governor's estimate of revenue and expenditures, and includes contractual increases for employees and contracted vendors servicing the City.

The level funding instruction was given primarily because the City had fully expended a \$14M bond deficit financing authorization for fiscal year 2018 (\$9.5M) and 2019 (\$4.5M) to balance the operating budget. Reviewing and forecasting the FY2020 had a projected structural deficit of approximately \$5M with no funds to address capital or changes due to collective bargaining.

This budget better aligns personnel positions with department needs, without adding any additional staff due to fiscal constraints, or reducing any permanently placed employees.

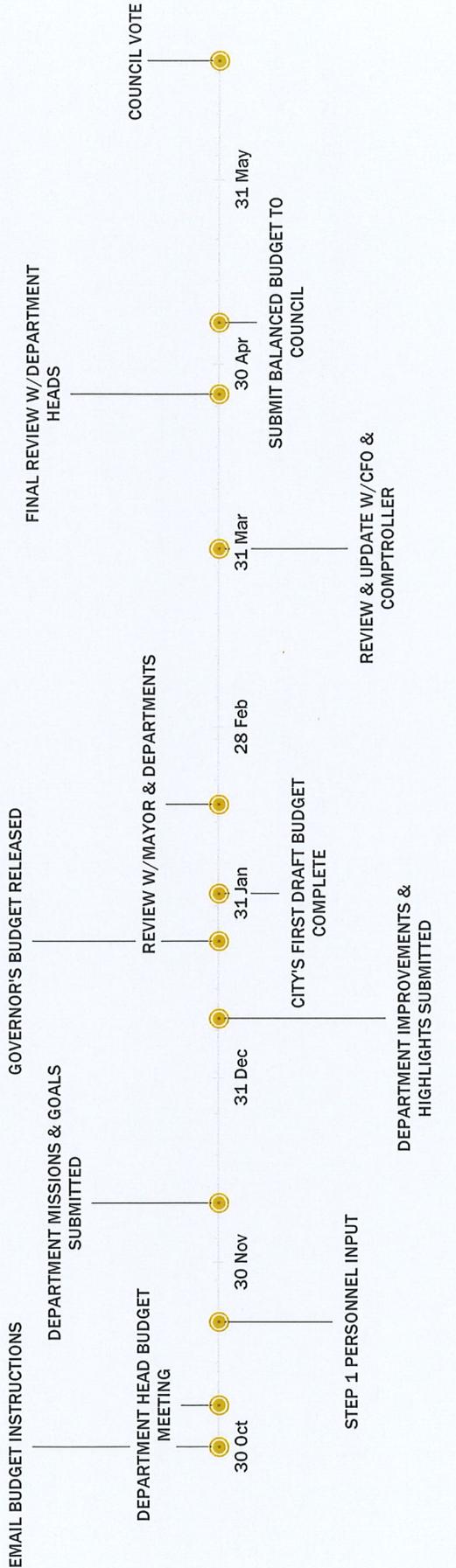
A number of small pay-go capital equipment purchases are being recommended to replace older equipment. In addition to these pay-go capital items, a Capital Improvement Plan has been created and will be discussed in detail later in this document.

This budget is balanced and sufficiently meets departments' needs within the continued fiscal constraints we face. I am proud of the interdepartmental communication that took place throughout the process which included difficult decision-making to bring the budget into balance, and expect this teamwork will continue in future years. I have challenged all departments to "know their budget" which will result in greater effectiveness and overall management.

We need to work together, take calculated risks, and build on the passion that our elected officials and city employees have for the City of Lynn. Confidence and momentum is building in this City, but we are not without our challenges. Improving our fiscal health is the linchpin to keep our City moving forward.

Budget Process Timeline

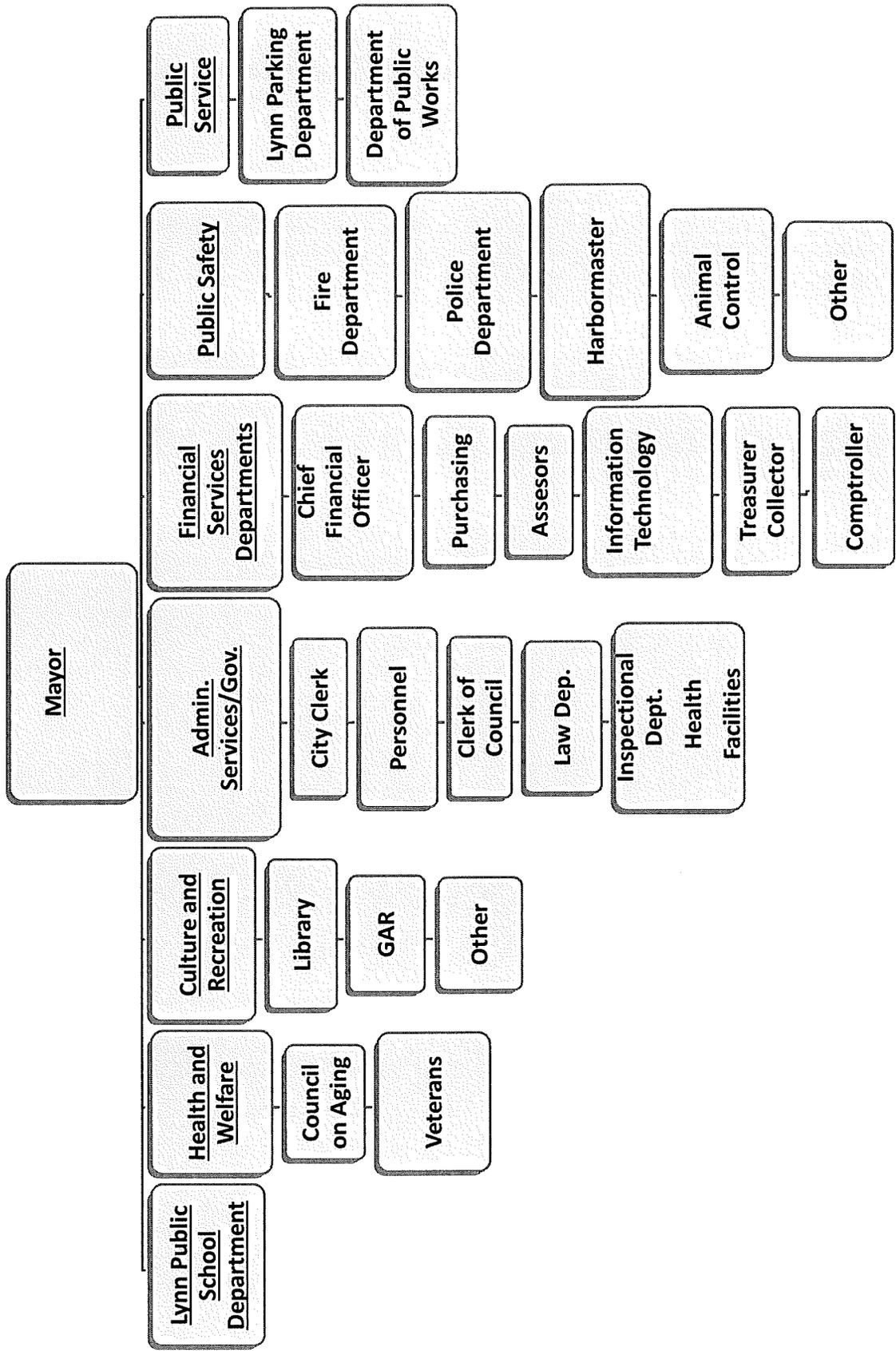
The City's Budget process was completed over a 7 month period. The process gave all Department Heads numerous opportunities to update, ask questions and review their submittals.



DATE	MILESTONE
30-Oct	Email Budget Instructions
6-Nov	Department Head Budget Meeting
20-Nov	Step 1 Personnel Input
10-Dec	Department Missions & Goals Submitted
10-Jan	Department Improvements & Highlights Submitted
23-Jan	Governor's Budget Released
31-Jan	City's First Draft Budget Complete
15-Feb	Review w/Mayor & Departments
30-Mar	Review & Update w/CFO & Comptroller
25-Apr	Final Review w/Department Heads
7-May	Submit Balanced Budget To Council
20-Jun	Council Vote



City of Lynn Departmental Organizational Chart



BUDGET SUMMARY 2019 & 2020

Revenues	FY 2019	FY 2020	Expenses	FY 2019	FY 2020
Property Taxes			General Government		
Levy Limit	126,245,456	131,248,138	General Government Departments	25,419,118	26,867,481
Prop 2 1/2 %	3,156,136	3,281,203	Public Safety		
Estimated New Growth	1,820,046	1,820,046	Police	19,413,155	19,911,021
	0		Fire	18,064,701	18,444,912
Total Levy Limit	131,221,638	136,349,387	Street Light	855,000	720,000
			Emergency Management	115,136	116,299
			Harbormaster	9,853	8,953
Total Property Taxes	131,221,638	136,349,387	Care of Dogs	104,563	104,565
			Total Public Safety	38,562,408	39,305,750
State Aid			Education		
Cherry Sheet	193,737,284	211,700,829	Lynn Public Schools	148,516,675	159,300,000
Transitional Relief Aid	1,316,675	0	Essex Aggie	1,100,000	885,000
Sub-Total State Aid	195,053,959	211,700,829	Total Education	149,616,675	160,185,000
			Public DPW Services	12,307,121	13,463,560
Projected Local Receipts			Total Health & Welfare	1,350,145	1,343,635
Local Receipts-Page 3 of Recap	19,883,527	19,885,000	Total Culture & Recreation	1,184,058	1,172,806
			Total Non-Departmental	55,782,576	58,631,416
Sub-Total Local Receipts	19,883,527	19,885,000	Total Indebtness	7,000,161	7,566,717
			Total Pension	29,239,903	30,571,478
Deficit Borrowing	4,500,000	0	Other amount to be raised		
Free Cash			Amounts to be raised-S&I, Health & offsets	2,660,815	422,515
Overlay Surplus			Iic. State & County cherry Sheet Charges (C.S. 1-EC total)	26,683,518	27,484,024
Indirect Chargebacks			IId. Allowance for Abatements and Exmptions (Overlay)	852,626	920,836
					0
Sub-Total Other Revenue	4,500,000	0	Sub-Total Budget Expenditures		
Total General Fund	<u><u>350,659,124</u></u>	<u><u>367,935,216</u></u>	Total General Fund	<u><u>350,659,124</u></u>	<u><u>367,935,216</u></u>

Revenues- 5 Year Forecast

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Property Taxes							
Levy Limit		126,220,274	131,248,138	136,349,387	141,733,323	147,378,006	153,167,711
Prop 2 1/2 %		3,155,507	3,281,203	3,408,735	3,543,333	3,684,450	3,829,193
Estimated New Growth		1,845,967	1,820,046	1,975,201	2,101,350	2,105,255	2,105,255
Total Levy Limit		131,221,748	136,349,387	141,733,323	147,378,006	153,167,711	159,102,159
Total Property Taxes	Factor	131,221,748	136,349,387	141,733,323	147,378,006	153,167,711	159,102,159
State Aid							
Cherry Sheet	2.5%	193,737,284	211,700,829	216,993,350	222,418,183	227,978,638	233,678,104
Transitional Relief Aid		1,316,575					
Sub-Total State Aid		195,053,859	211,700,829	216,993,350	222,418,183	227,978,638	233,678,104
Projected Local Receipts							
Local Receipts-Page 3 of Recap		19,883,527	19,885,000	20,107,911	20,333,321	20,561,257	20,791,749
Sub-Total Local Receipts		19,883,527	19,885,000	20,107,911	20,333,321	20,561,257	20,791,749
Deficit Borrowing		4,500,000	0	0	0	0	0
Free Cash							
Overlay Surplus/Other							
Sub-Total Other Revenue		4,500,000	0	0	0	0	0
Total General Fund		350,659,134	367,935,216	378,834,584	390,129,510	401,707,606	413,572,012

Expenses			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
General Government								
Mayor	1%		723,499	693,500	700,435	707,439	714,514	721,659
Admin Aide to Council	1%		449,255	449,601	454,097	458,638	463,224	467,857
CFO	1%		189,000	269,000	271,690	274,407	277,151	279,922
Clerk of Council	1%		6,900	6,900	6,969	7,039	7,109	7,180
Comptroller	1%		452,765	454,301	458,844	463,432	468,067	472,747
Treasurer	1%		465,924	459,361	463,955	468,594	473,280	478,013
Collector	1%		238,352	225,617	227,873	230,152	232,453	234,778
Assessor	1%		635,028	644,794	651,242	657,754	664,332	670,975
City Clerk	1%		606,995	642,326	648,749	655,237	661,789	668,407
License Commission	1%		33,301	33,300	33,633	33,969	34,309	34,652
Precinct Officers	1%		70,000	100,000	101,000	102,010	103,030	104,060
Purchasing	1%		328,357	418,225	422,407	426,631	430,898	435,207
Information Technology	1%		972,811	1,081,510	1,092,325	1,103,248	1,114,281	1,125,424
Personnel	1%		270,392	244,677	247,124	249,595	252,091	254,612
Worker's Compensation	1%		1,800,000	1,600,000	1,616,000	1,632,160	1,648,482	1,664,966
Unemployment	1%		100,000	100,000	101,000	102,010	103,030	104,060
City Solicitor	1%		795,203	790,151	798,053	806,033	814,093	822,234
Inspectional Services	1%		3,372,816	3,465,116	3,499,767	3,534,765	3,570,112	3,605,814
Inspectional Services School	2%		13,908,520	15,189,103	15,492,885	15,802,743	16,118,798	16,441,174
Total General Government			25,419,118	26,867,481	27,288,048	27,715,857	28,151,043	28,593,742
Public Safety								
Police	1%		19,413,155	19,911,021	20,110,131	20,311,233	20,514,345	20,719,488
Fire	1%		18,064,701	18,444,912	18,629,361	18,815,655	19,003,811	19,193,849
Street Light			855,000	720,000	645,000	645,000	645,000	645,000
Emergency Management	1%		115,136	116,299	117,462	118,637	119,823	121,021
Harbormaster	1%		9,853	8,953	9,043	9,133	9,224	9,317
Care of Dogs	1%		104,563	104,565	105,611	106,667	107,733	108,810
Total Public Safety			38,562,408	39,305,750	39,616,608	40,006,324	40,399,937	40,797,486
Lynn Public Schools	4%		148,516,675	159,300,000	164,079,000	169,001,370	174,916,418	181,913,075
Esses Aggie			1,100,000	885,000	899,005	915,001	932,000	932,000
Total Education			149,616,675	160,185,000	164,978,005	169,916,371	175,848,418	182,845,075
Public Service								
DPW	1%		4,123,104	4,239,939	4,282,338	4,325,162	4,368,413	4,412,098
DPW Sanitation	3%		6,363,743	7,185,735	7,401,307	7,623,346	7,852,047	8,087,608
Snow & Ice	20%/5/4		1,085,162	1,300,000	1,436,500	1,551,420	1,628,991	1,628,991
Parking Adandoned Vehicles			1	0	0	0	0	0
Parking Department	1%		735,121	737,886	745,265	752,718	760,245	767,847
Total Public Service			12,307,131	13,463,560	13,865,410	14,252,646	14,609,696	14,896,544
Health & Welfare								
COA	1%		171,500	171,500	173,215	174,947	176,697	178,464
Office of Veterans	1%		1,178,645	1,172,135	1,183,856	1,195,695	1,207,652	1,219,728
Total Health & Welfare			1,350,145	1,343,635	1,357,071	1,370,642	1,384,348	1,398,192
Culture & Recreation								
Library	1%		1,110,432	1,124,306	1,135,549	1,146,905	1,158,374	1,169,957
Celebrations	1%		10,500	10,500	10,605	10,711	10,818	10,926
Grand Army of the Republic	1%		63,126	38,000	38,380	38,764	39,151	39,543
Total Culture & Recreation			1,184,058	1,172,806	1,184,534	1,196,379	1,208,343	1,220,427
Non-Departmental								
Annual Lease Payments/Pay go Capital	2%		2,373,422	2,540,228	2,591,033	2,642,853	2,695,710	2,749,624
Insurance P & C	3%		1,181,590	1,359,946	1,400,744	1,442,767	1,486,050	1,530,631
Health Insurance	%/PEOPLE II		47,600,000	49,501,242	51,233,785	53,026,968	54,882,912	56,803,814
Life Insurance			280,000	280,000	285,000	287,500	290,000	292,500
Reserve Fund	0%		1,000,000	1,200,000	1,400,000	1,400,000	1,400,000	1,400,000
Supplemental Reserve Fund			847,564	1,000,000	2,251,779	3,082,445	3,164,509	3,250,899
FICA (Med Match)	1%		2,500,000	2,750,000	2,777,500	2,805,275	2,833,328	2,861,661
Total Non-Departmental			55,782,576	58,631,416	61,939,841	64,687,808	66,752,509	68,889,129
Indebtness								
Interest			2,365,161	1,967,539	2,105,001	1,967,539	1,967,539	1,967,539
Principal			4,635,000	3,835,000	4,025,422	4,225,133	4,478,440	4,487,577
Ban Interest			279,721	280,500	280,500	298,055	105,000	105,000
Deficit Payments				1,484,457	1,688,750	1,675,240	1,671,240	1,659,240

Revenue

The total budgeted revenues for Fiscal Year 2020 will be \$367,935,216 and is based on the Governor's proposed budget, released January, 23, 2019. Revenues are comprised of real estate and personal property tax bills of \$136.3M (including new growth of \$1.8M), State aid of \$211.7M and local receipts of \$19.9M. Final state aid is dependent upon when the Governor signs the annual budget, usually in late June 2019 or July 2019. Depending on the final numbers, minor adjustments may be required to bring the budget back into balance. Fiscal Year 2019 local receipts were based on three quarters of local meals tax due to the timing of the implementation of the law. Fiscal Year 2020 local receipts will see an increase attributed to receiving four quarters (a full year) of local meals tax revenue; however, that will be offset from other local receipts not meeting their projections, resulting in a no net gain.

We are considering using a five-year rolling average of local receipt revenues to assure the sustainability of these vital sources. Local receipts are derived mainly from motor vehicle excise taxes, departmental fees including building permits, parking fines and various inspection fees. The City's departments are preparing moderate fee increases for FY2020 that will be implemented during the fiscal year.

Although several cannabis retail licenses have been approved by the City to date, they have not yet received state approval. Once they are approved by the State and are operating, revenue received from the host agreements and future taxes will be used as a source of recurring revenue for the City in future budgets.

Expenditures

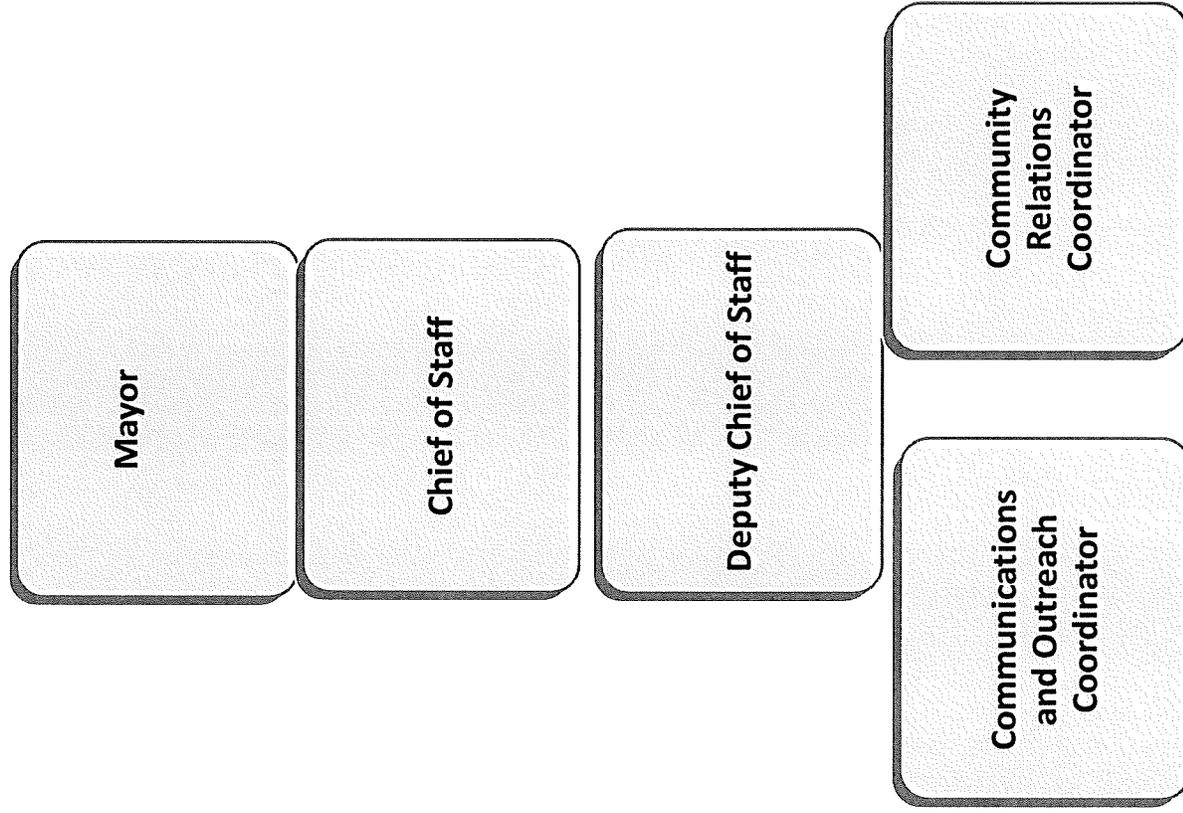
Expenditures for Fiscal 2020 are \$367,935,216 and include: \$160.2M for the School Department, \$88.9M for pension & benefits, \$38.7M for public safety, \$28.4M for state offsets, \$28.2M for general government, \$13.4M for DPW, \$7.6M for debt service, and \$3M for other. As with most departments the breakdown ratio of personnel to expense costs are approximately 83/17%. With 83% covering wages, overtime and other pay types and 17% covering supplies & materials, equipment repairs and various departmental contracts. Other notable increases in the budget include 2.53% in health insurance (an additional \$1.3M), 4% pension obligation (an additional \$1.3M) and a \$400,000+ increase in recycling costs directly associated with the global decline in demand for recycling. It now costs more to recycle than it does to dispose of general household trash. Lynn's expenditure increases are not unique to other large cities in Massachusetts. How we manage these increases will play a vital role in the City's overall finances.

Capital

Presented with the annual City budget is the charter-required Capital Improvement Plan (CIP) developed by the Collins Center on behalf of the City, with direct input from all departments. The CIP calls for a targeted percentage of general fund revenues to be specifically designated for capital improvements. It also lists various grant and pay-go options to assist the City in creating budgetary space for its on-going capital needs. The items selected from the CIP to be funded in the FY2020 budget proposal include: 3 police vehicles and 2 fire department infrared cameras as pay-go capital items; and 2 fire engine pumpers and 2 DPW large chassis trucks (used for pot hole operations and tree pruning) as bonding items. These vehicles replace equipment that has exceeded its useful life. The CIP is a fluid working document adaptable to the City's needs and subject to available funding each year.

Additionally, a council order was presented for consideration to use free cash to purchase new voting machines ahead of the FY 2020 presidential election in March, tasers for the police department, \$100,000 to replace old servers for Information Technology and establish a trust fund for legal defense purposes on behalf of the City.

Mayor's Office



Mission

The Mayor is the Chief Executive Officer of the City of Lynn and Chair of the School Committee. In that capacity, he is responsible for the operations of City government; appoints and manages department staff, as well as board and commission members; submits the annual budget to the City Council; approves all contracts; recommends bond issues; and represents the City with other government entities. The Mayor is engaged with the Massachusetts Municipal Association, North Shore Mayor's Coalition, Lynn Area Chamber of Commerce, North Shore Latino Business Association, the North Shore Alliance, and serves as Chair of the Commuter Rail Coalition. The Office of the Mayor ensures that Lynn residents, businesses, and visitors receive the highest quality of services and assistance that is available to them within the Mayor's jurisdiction.

The Mayor's office places a high priority on customer service, responsiveness, and transparency. The Mayor and his staff are engaged in promoting the economic development vision of the City, ensuring public infrastructure and facilities projects are advanced, and partnering with state and federal elected officials on mutual goals. The office is active in developing the City's annual budget and five-year capital plan; highlighting outstanding achievements by residents, students, and business owners through citations, proclamations, and grand openings; advancing the goals of the Mayor; and communicating important information to the public through social media and press releases. The Mayor and his team are involved in the successful planning and execution of special community events that positively impact the local economy, build civic pride and engagement, and improve the overall quality of life of all members of the community.

Current Highlights

- City employee trainings regarding ethics and conflict of interest laws, customer service and office etiquette, welcoming and respectful workplace, and CPR certification
- City Hall Foyer improvements
- Appointed diverse members to various boards and commissions
- Visited 13 schools in the district
- Community flag raisings
- Delivered State of the City to local high school students
- Implemented movie showings at the Lynn Auditorium
- MAPC Planning Review Services completed
- Union Hospital re-use Master Plan completed
- MIT's Department of Urban Planning West Lynn Land Use Study completed
- Community art exhibition outside of the Mayor's office
- Selected as one of six cities to participate in the Cultural Compact Pilot Program through the Massachusetts Cultural Council
- Frederick Douglass 200th Birthday Committee

- Convenes regular Economic Development staff, Financial staff, and Emergency Management staff meetings
- Received approval for four Opportunity Zones designations
- Hosted the North Shore Veteran's Parade
- Monthly statements for the Council on Aging Newsletter
- Member of the Brownfields Committee
- Member of the Trash/Litter Subcommittee
- Established Wage Theft Ordinance
- Attending community/ward meetings
- Lynn Bike/Pedestrian Network Plan completed
- LED street light conversion
- Funding approval from the Massachusetts School Building Authority for repairs to Hood elementary School and Lynn Technical & Vocational Institute
- Supporting Impact Lynn's JP Morgan Working Cities Grant
- Completion of a 5-year Capital Improvement Program and development of Financial Policies through the Collins Center
- Historic 10-story mixed-use development on Munroe Street under construction
- North Harbor site groundbreaking
- Completed the Minot Street and Orchard Grove Neighborhood affordable housing project in partnership with the Lynn Housing Authority & Neighborhood Development
- Awarded a Municipal Vulnerability Preparedness grant to develop an Action Plan to increase our resilience against the hazards of extreme weather and climate change
- Participated in the Mayor's Institute on City Design in Anchorage, Alaska
- Signed recreational cannabis host agreements
- Hiring of 20 new firefighters and 10 new police officers

Initiatives

- Annual July 3rd fundraising and celebrations
- City of Lynn Youth Summer Jobs Program
- Annual holiday activities
- 'city hALL' is a community-collaborative art infusion project
- Monthly LCTV updates
- Housing Production Plan in partnership with the Lynn Housing Authority & Neighborhood Development
- Revitalization of the Grand Army of the Republic Hall
- Lynn Ferry boat procurement and service
- Waterfront Master Plan and Municipal Harbor Plan revision
- Open Space Master Plan
- Lynn Transit Action Plan
- Northern Strand Community Path

- Improving the City’s website
- RAVE Mobile Safety
- DPW Recollect Recycling App
- Student Government Day
- City of Lynn Summer Reading Awards
- Lynn Parks & Recreation sponsored events throughout the year
- Lynn Moves/Complete Streets Committee
- Green Communities designation
- Dredging of Lynn Harbor
- Annual Downtown Lynn Cultural District events
- Senior Tax Abatement Program
- Three projects funded through the state’s MassWorks Program that will significantly improve traffic flow and safety of all road uses: the Federal and Boston St. roundabout; the reconfiguration of Neptune Boulevard from Blossom St. to Wheeler and Pleasant Streets; and the connection from the North Harbor site development across the Lynnway to Market Street.
- Metropolitan Planning Organization projects totaling \$59 million in Federal highway funding: the complete reconstruction of Western Avenue from Market Square to Eastern Ave; reconstruction of Essex Street from Eastern Avenue to Rockaway and Joyce Streets; and traffic and safety improvements at Broadway, Euclid Avenue and Jenness Street.

Future Goals

- Continue to work with the City Council and School Committee to improve local government services and the school district to move Lynn forward.
- Continue to support arts & culture initiatives, small business growth, and development of our waterfront.
- Improve the City’s fiscal health.
- Sponsor a City Summit.
- Complete a City promotional video.
- Continue to offer the highest quality of constituent services.
- Continue oversight of multiple capital and infrastructure projects.

Budget Line Item	2019	2020	Percentage Change
Payroll	502,000	460,500	-4%
Expenses	233,500	233,000	-0%
Total	723,500	693,500	-4%

LYNN CITY COUNCIL

COUNCILORS-AT-LARGE:

Buzzy Barton
COUNCIL VICE-PRESIDENT
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Brian P. LaPierre
Brian.LaPierre@lynnma.gov

Hong L. Net
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WARD COUNCILORS:

Ward One – Wayne A. Lozzi
wlozzi@hotmail.com

Ward Two–Richard B. Starbard
Richard.Starbard@lynnma.gov

Ward Three – Darren P. Cyr
COUNCIL PRESIDENT
Darren.Cyr@lynnma.gov

Ward Four – Richard C. Colucci
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Ward Five –Dianna M. Chakoutis
Dianna.Chakoutis@lynnma.gov

Ward Six-Frederick W. Hogan
Frederick.Hogan@lynnma.gov

Ward Seven – John M. Walsh, Jr.
John.Walsh@lynnma.gov

Executive Assistant

Head Clerk

Mission

By Charter, the City of Lynn follows a Plan B form of government in which by popular vote of the City of Lynn's residents, elect four Councilors at-Large and seven Councilors by their respective Wards to serve a two year term of office. The City Councilors elect a President and Vice-President. The Council President presides over City Council meetings.

The City Council is the legislative body of the City of Lynn. All local ordinances and budget appropriations are approved by this body. The City Council conducts Public Hearings on significant issues, providing the public an opportunity to express their opinion. The City Council may also request information on any topic from the Mayor, Department Heads and any employee or board member of the City. The City Council also offers public recognition and proclamations on behalf of the City of Lynn.

The City Council appoints the City Clerk, City Solicitor, the First Assistant City Solicitor, the Second Assistant City Solicitor and two Assistant Assessors. All Mayoral appointments to any City of Lynn office, board or commission must be approved by the City Council. City Councilors draft and file legislation on a wide range of public affairs in Lynn designed to improve the quality of life of its citizens. The Council conducts a series of public hearings to review the Mayor's annual budget appropriation submission. After a thorough analysis and determination that the request is fiscally sound, the City Council approves the request. Constituent needs are served directly by each individual Councilor.

The Executive Assistant to the Lynn City Council along with the City Clerk schedule and attend all regular, special, public hearings and sub-committee meetings; records the actions taken by the City Council, including roll call votes; prepares and distributes agendas; oversees recording and indexing of Council minutes; and processes and forwards Council matters to proper departments and agencies in accordance with the votes of the City Council. The Executive Assistant also oversees the day to day operations of the Lynn City Council Office.

Current Highlights

- Updated Council Rules for Procedure for first time in almost 90 years.
- Collected approximately one million dollars by selling off properties obtained by tax title or by ordering the initiation of eviction proceedings in order to obtain the payment of back taxes.
- Approved bond authorizations to allow for much needed repairs to Hood Elementary School and Lynn Technical & Vocational Institute.
- Approved six locations for recreational cannabis sites which will bring in much needed revenues.
- Adopted a revised Ordinance regarding small cell antennas on City of Lynn owned light poles to ensure proper aesthetics.

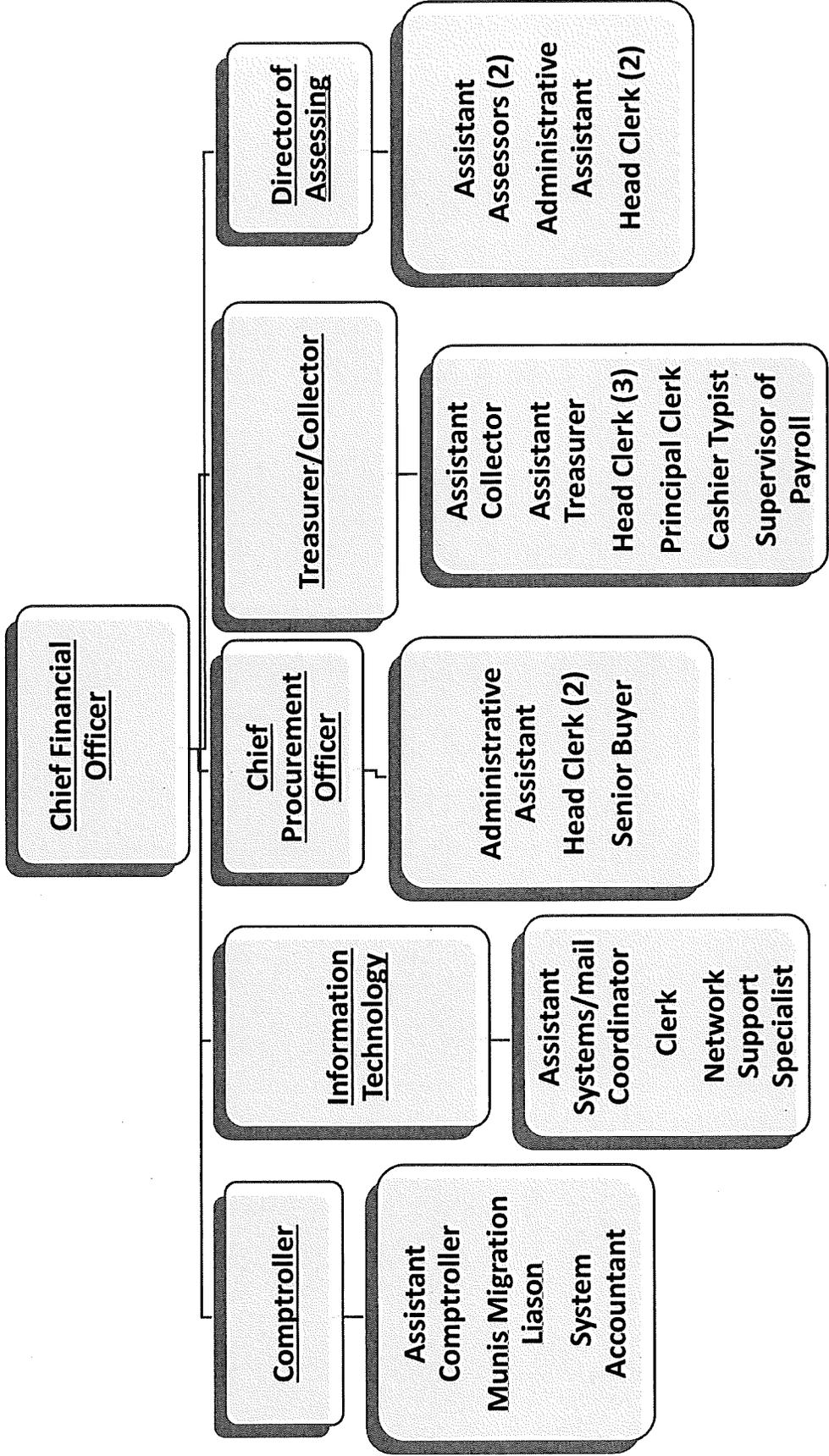
- Enacted an Ordinance combining the Collector and Treasurer's Office to ensure better efficiency and cost savings.
- Amended Ordinances relating to Department Head pay to save city revenue.
- Approved Cannabis Host Agreements which will generate the maximum percentage permitted by law to the City of Lynn.
- Required North Shore Medical Center to fund a Master Plan for the future use of the Union Hospital site.
- Enacted the strongest Wage Theft Ordinance in the Commonwealth of Massachusetts.
- Filed a Resolution that the Commonwealth of Massachusetts fully fund Lynn's educational needs in its FY20 Budget.
- Passed an Ordinance holding landlords responsible for tenants who repeatedly violate the City's noise ordinance.
- Utilized the Request for Information process to better prepare and execute bidding documents for the first time in Lynn's history.
- Adopted the lowest possible residential tax rate permitted by state law.
- Approved multiple locations for food truck locations and permitted first ever Downtown New Year's Eve Block Party.
- Required any business that sells disposable syringes to also maintain a receptacle for their safe disposal.
- Amended the Ordinance regarding Senior Tax abatement Work-off Ordinance to increase the hourly rate of compensation to conform with minimum wage laws.
- Approved the borrowing of funds to convert all City-owned street lights to LED lighting substantially reducing the City's electrical costs.
- Re-codified the City of Lynn Zone Ordinance to reflect all amendments into a single readable document.
- Successfully negotiated a favorable tax agreement to facilitate the construction of a ten story market rate residential complex on Munroe Street.
- Amended the City's Abandoned and Foreclosed Property ordinance to include blighted commercial properties in the city.
- Consolidated polling locations to save significant expenses related to elections.
- Approved early voting at Lynn City Hall to encourage and facilitate participation in the democratic process.
- Approved a \$4 Million Dollar Bond to repair and improve numerous city parks and buildings.
- Approved multi-million dollars of state and federal grants to support the Police, Fire, School and Public Works departments.
- Approved the construction of a 24 unit residential complex on Western Avenue.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	427,047	423,893	0%
Expenses	22,208	25,708	15%
Total	449,255	449,601	0%

Budget Line Item	2019	2020	Percent Change
Clerk of Council	6,900	6,900	0%

Financial Department



Mission

To manage, lead and collaborate with the City's financial departments to maximize revenues and contain expenses, so that City officials will have the resources available to provide superior public service consistent with the City's goals.

The City Financial Department is made up of the Chief Finance Officer, Comptroller, Treasurer/Collector, Chief Assessor, Chief Procurement Officer and the Information Technology Officer. Together these department heads with their support staff collaborate and deliver all aspects of their respective operations to provide accurate, substantive, and timely financial records. Each department assists one another to assess, submit, record and disburse funds to meet the obligations of the City. By statute, these departments have mandates throughout the year that requires collaboration between all departments to support and provide the resources necessary to run the City.

The CFO is a new full-time position and the combination of the Treasurer and Collector positions were established through the Massachusetts General Laws Chapter 58 of the Acts of 2018.

Current Highlights

- Supported and assisted in the development of modern and improved Financial Policies with the Collins Center
- Improved coordination between the finance team and enhanced maintenance of City financial records
- Instituted an interactive and balanced approach to the budgeting process
- Assisted in the design and implementation of a new billing system for fees

Future Goals

- Establish and commit the City to funding a rainy-day fund for unforeseen expenditures
- Establish expenditure protocols for large contracts
- Improve the City's bond rating and establish sufficient cash reserves
- Prepare and improve the annual budget document to provide all stakeholders a high level of transparency

Finance Offices 2025...

We take great pride in serving the Mayor, elected officials, city staff, and over 90,000 residents. We are focused on providing consistent and reliable financial information that prepares the City for current and future economic prosperity. The City is experiencing an elevated level of growth and attention from major developers, employers, and future homeowners. To prepare the City for this growth, we will continue to work closely with the Mayor and Council in improving our fiscal health and supporting necessary funding to provide enhanced government services through improved technology, processes and revenue generation techniques.

CFO Budget Summary

Budget Line Item	2019	2020	Percentage Change
Personnel	280,000	250,000	-11%
Expenses	10,000	19,000	90%
Total	290,000	269,000	-7.3%

Mission

The Comptroller's Office provides accounting, auditing and financial reporting services to all City departments, boards, and commissions in accordance with Massachusetts General Laws, municipal ordinances, and generally accepted accounting principles for state and local governments.

The Comptroller's Office oversees all financial activities of the City; maintain the City's financial accounting system in a manner that is capable of responding to a variety of financial information needs; and prepare and distribute timely and accurate financial reports to the Mayor, City Council, department heads, state and federal agencies, and members of the public.

Current Highlights

- Ensuring financial transactions are undertaken in accordance with federal, state, and local law, regulation, contract, and policy, and that City assets are protected from misuse or misappropriation.
- Improved documentation and approval of all financial transactions.
- Prepared and distributed accurate and timely financial reports from data maintained in the accounting system in order to meet all reporting needs of the City of Lynn.
- Serve as one of the five trustees of the City's contributory retirement system
- Administer the City' property insurance program
- Assist the CFO and Mayor's Office in the preparation of the annual budget
- Assist the City Council in the analysis and approval of the annual budget
- Coordinate the completion of the annual independent financial audit
- Provide financial research and analysis assistance to the City Council, as requested

Future Goals

- Implement electronic fund payments to vendors
- Improve the City 's bond rating and establish sufficient cash reserves
- Establish an internal audit function within departments
- Develop a Munis Training Program to educate users of the system

Comptroller's Office 2025...

This Department is in essence, the "financial watchdog" for the City. The City of Lynn uses the financial software, payroll, and accounting system called Munis. It is our goal for departments to move to a more paperless system in the next several years. With archiving and cloud-based applications this can be easily achieved. Ideally, the Comptroller's Office would have an internal audit function as well as have an in-depth Internal Control Plan that involves all pertinent stakeholders. We are committed city employees that take pride in moving this City forward. I hope we can continue this journey together.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	342,965	344,501	0%
Expenses	109,800	109,800	0%
Total	452,765	454,301	0%

Mission

The Treasurer/Collector Office is responsible for the collection of all bills issued by the City; management of all financial obligations; issuing payroll and bill warrants to all vendors; reconciling checks and bank accounts; and oversees life insurance reporting and much of the City's benefit administration. Furthermore, the Treasurer issues and manages the City's debt portfolio, and invests funds on behalf of the City with the goal of receiving the highest possible return with the lowest possible risk.

Current Highlights

- Supported and assisted in the development of a new billing system for fees.
- Repositioned the City's cash accounts to diversify risk within the banking system.
- Negotiated above average rates for City deposits held by local banks.
- Improved technology to expedite payment processing and reduce the number of input errors.

Future Goals

- Create and update the City's investment policy.
- Promote and educate citizens to receive city payments through the city's online portal.
- Implement the Treasury Management Module to support more timely reconciliation of bank statements.
- Increase efficiency and the delivery of constituent services through a combined Treasurer and Collector Office.

Treasurer/Collector 2025...

The Treasurer /Collector office is going to be immersed in technology over the next few years, implementing numerous policies and procedures that will support and align the City's collection and investing activities, including the ability for payment through phone applications.

Budget Summary

Budget Line	2019	2020	Percent Change
Payroll	577,041	554,713	-4%
Expenses	127,235	128,940	1.3%
Total	704,276	683,653	-3%

Mission

The mission of the Assessor's Office is to provide fair and equitable assessments for property values in the City of Lynn for the purpose of taxation, and ensuring our process is administered with integrity, transparency, and consistency. We assist a multicultural community and offer our services with professionalism and efficiency.

The Board of Assessors consists of three members, the Director of Assessing, appointed by the Chief Financial Officer, and two Assessors, appointed by the City Council. Providing support for the Board is a clerical staff of three that are responsible for maintaining the Board's informational database on properties and assisting the Board in its administrative duties.

The operations in our office are supervised in its administration of local taxation statutes by the Department of Revenue's Division of Local Services, as provided by the Massachusetts General Laws. Each year, we must undergo an extensive process administered by the State. Every five years we undergo a more detailed process to certify our values and operations.

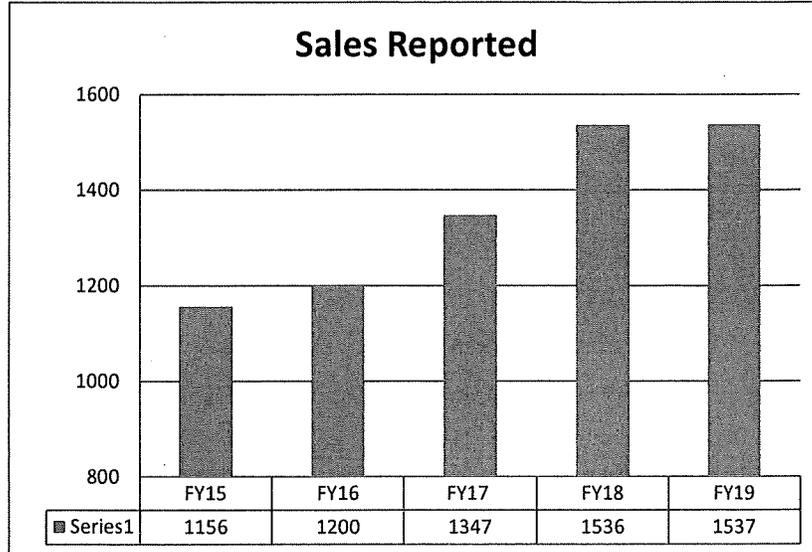
The Assessing Department is responsible for determining assessments and calculating the amount for each type of tax. Our department maintains the records and determines the value of over 21,000 parcels of real estate and over 1,300 personal property accounts. We are also responsible for overseeing motor vehicle excise bills. Although values are set by the state, we administer the bills and issue qualifying abatements. Last year we were responsible for upwards of 68,000 excise bills generating over \$8 million in revenue.

Currents Highlights

- Value over \$8.3 billion generating revenue of \$130 Million dollars
- Maintaining property records, street records, ownerships and mapping changes for over 1000 transactions a year
- Grant over 320 statutory personal exemptions such as widows, seniors, disabled veterans, and other hardships.
- Supports the Mayor's office Senior Abatement Program
- Issue Quarterly RE/PP commitments of taxes to the Collector Office
- Assists DPW with Waste Collection Fee
- Maintain database with every property and business in the City of Lynn
- Inspect and update property records of all annual building permits

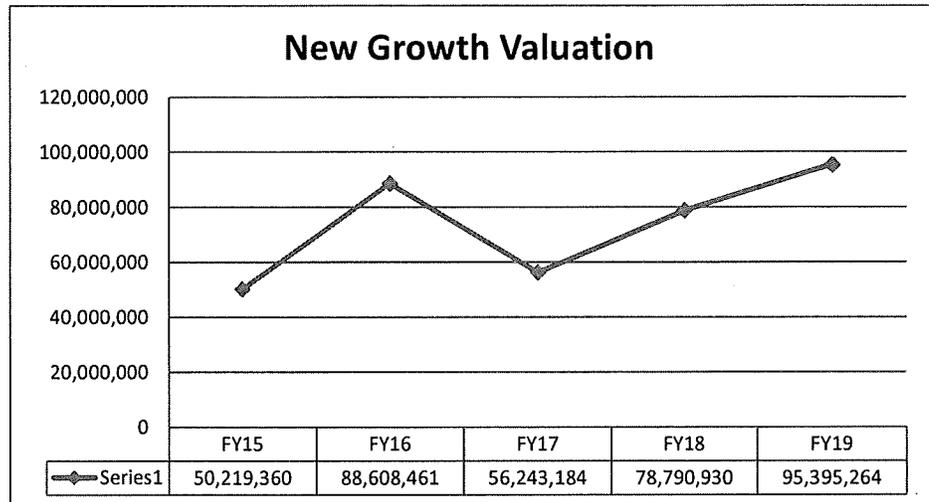
Sales Reported

FY15	1156
FY16	1200
FY17	1347
FY18	1536
FY19	1537



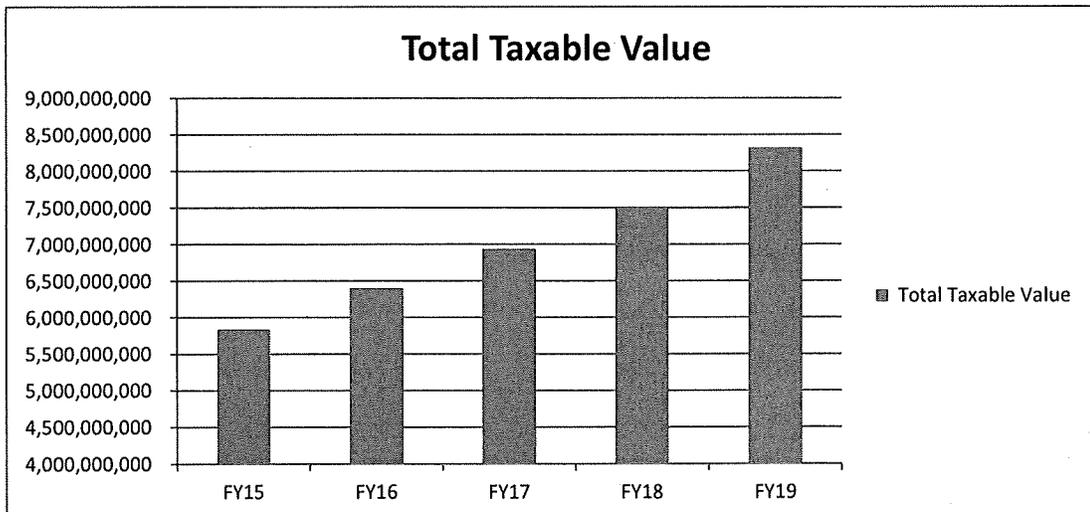
New Growth Valuation

FY15	50,219,360
FY16	88,608,461
FY17	56,243,184
FY18	78,790,930
FY19	95,395,264



Total Taxable Value

5,837,592,724
6,396,561,177
6,932,503,732
7,500,671,474
8,318,577,009



Future Goals

- Increase growth for all employees, including education opportunities and cross-training.
- Utilize various media to better inform the public of information coming from our office.
- Partner with Veterans Office to organize an annual event to discuss Veterans exemptions.
- Partner with senior groups to present our exemption criteria.
- Work with LHAND and first-time homebuyer programs to provide information to new property owners.
- Inform the business community of filing and billing requirements for personal property.
- Begin cyclical personal property inspections for FY2023
- Increase growth number \$1.8 million
- Digitalize office forms and files, where applicable.

Assessing 2025...

Technology has advanced significantly in the assessing field, however due to fiscal constraints, we have been unable to take advantage of this due to the cost associated with the implementation. Technology does have limitations, and ideally having more assessors in the field capturing and recording changes in properties would result in more accurate revenue projections for the City. A significant contribution we provide to the City's revenue stream is the amount of new growth our office collects. Due to limitations of prop 2 1/2, the City is only able to raise the total amount of revenue produced by property tax by 2.5% per year. However, any new growth can be added to that total. The amount of value we collect from growth becomes an increase in revenue over 2.5%. With 21,000 parcels this seems like a substantial undertaking and it is. In the last ten years, three field assessors who were responsible for the majority of the property inspections have been cut. As of FY2019 we currently do not have a field assessor on staff. The staff shortage is requiring members of the Board of Assessors to complete many more inspections than in the past. Typically, Assessors would assist the Field Assessors with permits and other inspections. Since the staff changes occurred, we have been reduced to a total of two people in the field compared to five. With a significant amount of new construction occurring, it is vital to capture and maximize as much growth as possible.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	559,028	561,944	0%
Expenses	76,000	82,850	9%
Total	635,028	644,794	1.5%

Mission

The Purchasing Department provides a procurement system of quality and integrity for fair and open competition and equitable treatment of all persons or firms involved in purchasing by the City; ensures that supplies and services (including construction) are procured efficiently, effectively, and at the most favorable prices available to the City; promotes competition in contracting; and assures that City purchasing actions are in full compliance with applicable Massachusetts General Laws, local laws and federal procurement laws.

All procurement and contracting activities of the City shall be conducted in accordance with all applicable provisions of M.G.L. Chapter 30B; M.G.L. Chapter 30, Section 39M; and M.G.L. Chapter 149 Sections 44 A-J, M.G.L. c. 7, §§38 A½-O and Federal Regulations at 24 CFR85.36 (if applicable).

The term “procurement,” as referenced, includes the procuring, purchasing, leasing, or renting of: (1) goods, supplies, equipment, and materials, (2) construction and maintenance; consultant services, (3) architectural and engineering (A/E) services, (4) social services, and (5) other services.

Planning is essential to managing the procurement function properly. The City periodically reviews its record of prior purchases, as well as future needs, to find patterns of procurement actions that could be performed more efficiently or economically; maximize competition and competitive pricing among contracts and decrease the City’s procurement costs; reduce City administrative costs; ensure that supplies and services are obtained without any need for re-procurement, e.g., resolving bid protests; and minimize errors that occur when there is inadequate lead time.

Current Highlights

- Improved the communication to all departments regarding procurement of goods and services.
- Improved centralization of procurement procedures.

Future Goals

- Instituting electronic signature software to improve the flow and timing for all City contracts.
- Present the City’s first written Procurement Policy as well as establish procurement procedures for all departments to follow
- Coordinate a Massachusetts Procurement Laws seminar presented by the Inspector General.

Purchasing 2025...

Whether goods and services or construction and maintenance work, the purchasing department looks to establish a more hands on approach to all solicitations in order to establish a more central purchasing process, including the updating of existing specifications in an effort to follow current procurement laws and to look for ways to better structure bids to give the City the best possible value in terms of service and price.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	329,207	397,575	20%
Expenses	6,650	20,650	300%
Total	335,857	418,225	24%

Mission

The Information Technology Department provides centralized information technology to the City of Lynn. The Information Technology Department supports enterprise-wide municipal applications for finance and human resource systems, as well as customer service and geographical information systems. Overall, Information Technology Department serves as a technical consultant by providing desktop, network, application and systems management services for all employees. The department also oversees the security and connectivity of the network and servers and infrastructure replacement program.

Current Highlights

- Reinstated City Hall phone operator
- Instrumental in the restoration of the Lynn Public School's computer network from a virus.

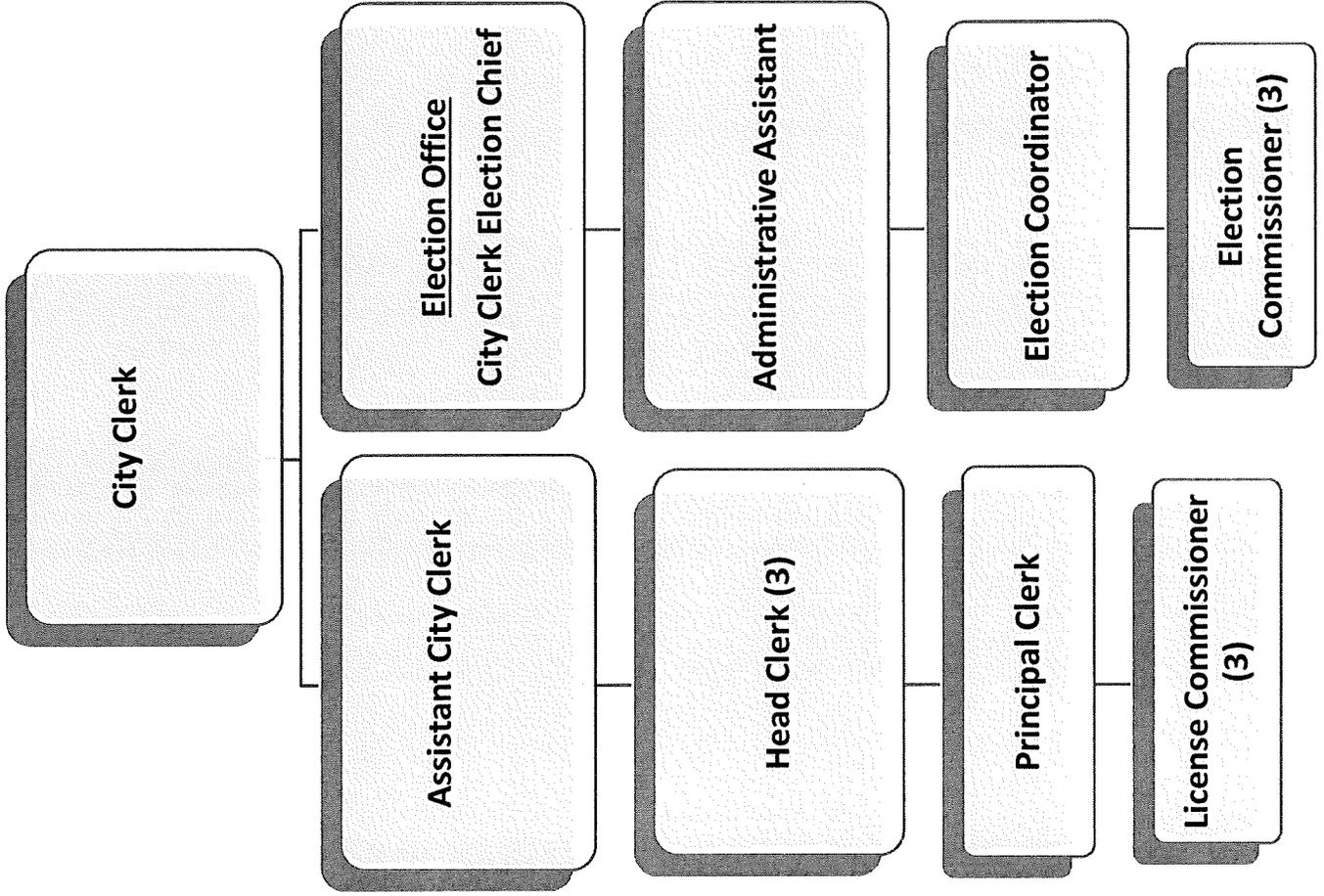
IT 2025...

Information Technology is the most central part to all city department functions. We must continue to keep pace with technology upgrades and improvements to protect the integrity and exchange of our network, which includes a more robust number of staff.

Budget Summary

Budget Line Items	2019	2020	Percent Change
Payroll	176,186	213,885	21%
Expenses	796,625	867,625	9%
Total	972,811	1,081,510	11%

Clerk's Office



Mission

Our mission is to serve the citizens of Lynn in an efficient and accurate manner.

It all starts here. We are often the office where people's first experience with city government begins. The public can obtain a certified copy of their birth record, apply for a marriage license, and get certified copies of death records. Our office processes over thirty different types of Licenses and Permits required for business in the City of Lynn. We also issue licenses allowed through the Liquor License Commission and Special Permit requests granted through the City Council.

The City Clerk also serves as the Election Commissioner in charge of all local, State and Federal Census along with all Elections held in the City each year. With 28 Precincts in 10 voting locations, this office is ready and prepared to run these elections for our approximately 55,000 voters in the City of Lynn.

Current Highlights

- Assisted in the Development of the City's updated and improved Financial Policies.
- Presented a level funded budget for the third consecutive year with continued plans to maintain balance throughout the fiscal year.
- Increased requests for certified copies through email and the use of the City website resulting in increased revenue for the City.
- Updated Liquor License fees that have been in place for 25 years, resulting in a substantial increase in revenue for the City.
- Successfully consolidated election polling places throughout the city with significant savings for the City of Lynn.
- Created an "Election Page" on Face Book social media to update citizens on polling locations, election information, laws, voting deadlines and registration information.
- Implementing "Voter Registration Days" at City Hall.
- Conducting outreach programming to the five High Schools in Lynn to educate and register eligible voters.

Future Goals

- Seek Grant funding to continue the preservation of our 160-year old historical records.
- Research digitizing records to not only preserve and archive records, but also provide better access of information to the public.
- Continue to consolidate election precincts for additional savings to the City.

Clerk's Office 2025....

- Digitized records accessible to the public per Massachusetts General Law.
- A Vital Statistic website where citizens can request birth, death, and marriage records with payment directly online.
- Increased annual licenses to a 2 and/or 5-year license, saving on paperwork and allowing renewal payment on line.
- Consolidated voting locations from ten to seven (one for each Ward) saving on logistics, equipment and police details.

Budget Summary

Budget Line Items	2019	2020	Percent Change
Payroll	535,000	544,651	1.8%
Expenses	71,955	97,675	35.7%
Total	606,995	642,326	5.8%

License Commission

Budget Line Items	2019	2020	Percent Change
Payroll	31,600	31,600	0%
Expenses	1,700	1,700	0%
Total	33,301	33,300	0%

Precinct Officers

Budget Line Items	2019	2020	Percent Change
Expenses	70,000	100,000	42%

Unemployment Compensation

The City of Lynn is self-insured for unemployment insurance. On a cash basis if an employee files for unemployment, the City pays its portion dollar for dollar to the employee. Unlike the private sector, which pays into an insurance fund to cover unemployment claims, the City of Lynn opts to pay claims on a cash basis. This practice is common among municipal governments. Paying claims on a percentage of payroll would cost the City millions more than they have available for appropriation every year.

The City also uses a third party claims representative to support and assist in unemployment claims. This approach has saved the City over \$400,000 in the last 5 years. The City recently completed an audit of this fund by our third-party administrator which yielded a recovery of \$40,000. Additionally, the City meets quarterly to review all claims and determine their legitimacy. Since 2015 the City has reversed 4 claims made against the City.

During Fiscal Year 2019, the City adopted M.G.L. Chap. 40, Section 5E that allows unemployment claims to be put into a separate fund to cover unemployment costs. This statutory action results in the City being able to leave unexpended funds in the account and carry over a certain percentage year to year.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Expenses	<u>100,000</u>	<u>100,000</u>	<u>0%</u>

Workers Compensation

The City of Lynn is self-insured for workers compensation. This means the City budgets and appropriates for workers compensation claims on an annual basis. For claims over \$200,000, the City carries a stop-loss insurance policy.

When an employee files for workers compensation the Personnel Department records and files the proper paperwork and submits it to the Industrial Accident Board (IAB). If an employee is out of work for more than 5 working days, the City will provide them 60% of their average 52-week wage. In some cases, hospital and rehab bills are also paid.

The City uses a third party claims representative, as well as outside legal counsel, to support and assist in workers compensation claims, which has resulted in savings to the City. These claims are time sensitive and require certain familiarity with state employment laws. To be proactive with claims, the City meets quarterly to review all claims and determines a course of action of each claim to assist the employee back to work.

During Fiscal Year 2019, the City adopted M.G.L. Chap 40 section 13A which established a separate fund specific to workers compensation. This statutory action results in the City being able to leave unexpended funds in the account and carry over a certain percentage year to year.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Expenses	1,800,000	1,600,000	-11.1%

Personnel Department

Director of Personnel

**Administrative
Assistant**

Head Clerk

Mission

The Personnel Department works in partnership with the mayor, labor attorney, department heads, individual City employees, and with other groups to develop and manage employee programs, ensure the equitable treatment of employees, and provide programs and services that enhance the work environment. The personnel department posts job openings, maintains confidential employee records, calls for Civil Service lists, provides guidance to employees, and is authorized to request Criminal Records reports.

Current Highlights

In November 2018, the Mayor's office partnered with the Edward J. Collins, Jr. Center for Public Management to assist us in examining our current personnel operations and assist with the hiring of a new Personnel Director. With the mayor's office assistance, they reviewed and evaluated existing personnel structure, functions, responsibilities and practices through questionnaires and in-person meetings with Personnel office staff, every department head, and with benefits and payroll employees.

Once the review was completed, they assisted with the development of a position profile, recruitment, interviewing and ultimately the hiring of Drew Russo who will begin as the new Personnel Director on May 13, 2019

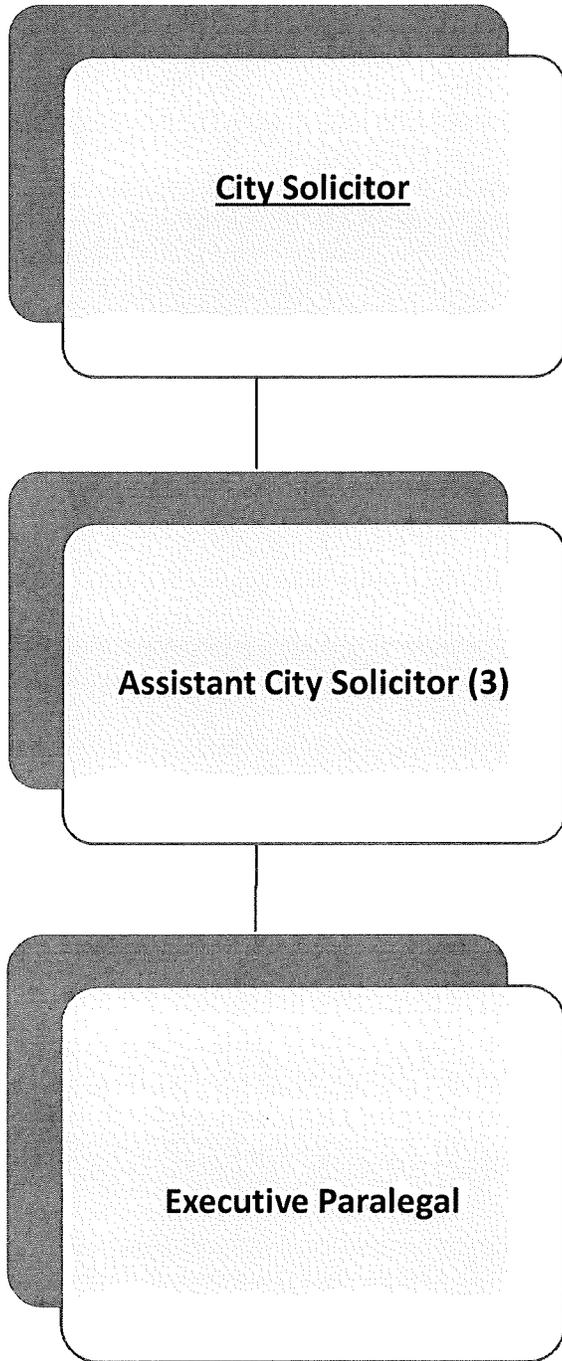
Future Goals

- Develop, implement, and administer policies and procedures that align with a human resource department
- Digitize employment applications and other onboarding documents
- Develop and procure a city-wide Employee Assistance Program
- Standardization of recruitment and hiring process

Budget Summary

Budget Line Item	2019	2020	Percentage Change
Payroll	329,207	397,575	21%
Expenses	6,650	20,650	310%
Total	335,857	418,225	24%

City of Lynn Law Department



Mission

The Law Department is charged with the prosecution and defense of all lawsuits in which the City is a party in state and federal courts and in administrative agencies. The Law Department functions as a full-service law office, handling the City's litigation and other legal functions in-house to the maximum extent possible.

The Law Department's attorneys are responsible for providing legal representation and advice to the City and its elected and appointed officials in numerous areas of the law.

The Law Department is responsible for working with the Mayor, City Council and Inspectional Services Department to prepare all amendments to the Zone Ordinance and plays an integral part from beginning to end in providing legal guidance on all capital repair projects.

Current Highlights

Functions as a full-service law office and employs four experience attorneys and an executive paralegal;

Oversees and handles all litigation and drafts, reviews and approves a wide range of legal instruments which are required for the orderly accomplishment of the City's business;

Provides regular advice and assistance to the Lynn Police and Lynn Fire Departments regarding issues central to public safety;

Furnishes legal advice and on average more than one hundred legal opinions annually on matters referred to them by the Mayor, City Council, department heads, municipal boards and commissions;

provides daily advice to City staff, attend all City Council and its subcommittee meetings, License Committee meetings, Council on Aging meetings, Wage Theft Advisory Committee meetings, Human Rights Commission meetings and meetings of other boards and commissions of the City. Members of the Law Department attend meetings of the Lynn School Committee and confer regularly with counsel for the School Committee;

Advises the City Clerk/Election Office with issues relating to Massachusetts election and polling law;

Advises the Economic Development and Industrial Corporation and the Office of Community Development on legal issues pertaining to planning and development;

Responds to the City's public records requests;

Assists citizens on a daily basis with legal issues and refers residents to appropriate municipal departments and agencies to seek redress or other outside resources when appropriate;

Upgraded technological capabilities to better serve the City elected and appointed officials as well as the citizenry at large;

Attorneys in the Law Department are members of the Massachusetts Municipal Lawyers Association and communicate regularly with fellow members of the City Solicitors and Town Counsel and regularly attend continuing education conferences and seminars.

Litigation Related Services

- Defending 97 active lawsuits and claims including two Federal Civil Rights lawsuits and numerous matters challenging decisions of the Zoning Board of Appeals.
- Investigate in preparation of a possible defense approximately 100 written Presentment Letters outlining possible future lawsuits against the City of Lynn.
- Received 140 new claims regarding defects in public ways and plow damage with more than 300 remain pending at this time.
- Settled a lawsuit for nuisance value brought by a plaintiff who fell on public property for significantly less than the \$100,000.00 demand.
- Successfully argued and defended an appeal to the Supreme Judicial Court in case of Mumbauer v. City of Lynn which originally sought 35 million dollars in damages from the City of Lynn.
- Continue to prosecute actions before the Massachusetts Department of Environmental Protection relating to on-going issues with a Lynn business.
- Handle several on-going matters before the Massachusetts Commission against Discrimination.
- Successfully defended an appeal of a homeowner before the Massachusetts Board of Electricians which will result in over \$100,000.00 in fines.
- Presently defending a matter before the Massachusetts Appeals Court regarding a nearly decade long neighborhood dispute which has resulted in dozens of criminal charges including violent acts.
- Settled a lawsuit which will permit the reconstruction of a large retaining wall at the Cook Street Playground which had crumbled to the ground and resulted in a loss of much needed park land.
- Successfully prosecuted a case in the Essex Superior Court requiring sprinklers to be installed at a Lynn restaurant/bar.
- Prevailed in two challenges to decisions by the Zoning Board of Appeals including one matter which permitted development of residential units on North Common Street.
- Defend all challenges of denials to licenses to carry firearms issued by the Lynn Police Department in the Lynn District Court and Essex Superior Court.

- Successfully negotiated a resolution against a negligent contractor at the Lynn Marina whereby the City will receive two docks valued at more than \$125,000.00 at no cost and faulty work was corrected with a value of approximately \$60,000.00.
- Assist in the prosecution of all code enforcement actions instituted by the Department of Inspectional Services.

Statutory and Legislative Services

- Assisted in drafting and negotiating with the Commonwealth of Massachusetts Chapter 58 of the Acts of 2018 (the so called "Bailout Bill").
- Negotiated 4 Cannabis Host Agreements generating the maximum municipal revenues provided by law.
- Streamlined an efficient process in to evaluate potential retail cannabis locations in the City.
- Responded to 261 public records requests.
- Successfully drafted strongest Wage Theft Advisory Committee Ordinance in the Commonwealth of Massachusetts.
- Actively engaged in correcting long-standing and significant issues with the Council on Aging.
- Assisted Personnel Department in conducting union grievance hearings in absence of Personnel Director and provided legal guidance on a regular basis in absence of the Personnel Director relating to Personnel issues.
- Routinely confer with the Mayor's Labor Counsel on issues relating to grievances, arbitrations, past practice and general collective bargaining agreement strategy.
- Revised Senior Work-Off Tax Abatement Ordinance to allow for greater savings for income eligible seniors residing in Lynn.
- Assisted in drafting and reviewing a TIE Agreement to facilitate the construction of a ten story residential/commercial development on Munroe Street.
- Assisted in drafting an Amendment to the Abandoned and Foreclosed Property Ordinance which now allows fines to be levied against vacant commercial property in the City of Lynn.
- Collaborated with Inspectional Services Department to produce first complete formal update of City of Lynn Zone Ordinance since 2016.
- Completed draft recodification of all municipal ordinances for first time since 1999.
- Drafted and assisted multiple municipal departments in instituting and implementing the City's first ever municipal trash fee generating more than 2 million dollars in new revenues.
- Assisted the Board of Health to draft and implement new rules and regulations relating to issues effecting the environment and public health.
- Statutorily required to assist in responding to elected and appointed officials relative to State Ethic's issues which regularly arise.
- Provide regular advice to the Mayor's Office, City Council Office and constituents regarding quality of life issues effecting their peace and enjoyment.

- Revised Rules of the City Council for the first time since 1927.
- Negotiated and approved an agreement with the Town of Swampscott to consolidate the Veteran's Office of each respective community.
- Regularly provide legal advice to both the Chiefs of the Lynn Police Department and Lynn Fire Department and their designees regarding the effective operations of their respective Departments.
- Worked with the Purchasing Agent to complete update bid language in Requests for Proposals as well as all standard City contracts to ensure more favorable results for the City during and after the bidding process.
- Developed an RFI process for the first time in the history of the City of Lynn for the sale and/or lease of municipal property.
- Routinely appear at hearings before the Acting Parking Director relative to appeals of fines issued by the Department of Inspectional Services.
- Review and approve each and every contract entered into by the City of Lynn including but not limited to contracts for services, supplies, plowing services, and Memorial Auditorium performers.
- Collaborated with the Comptroller's Office and Lynn School Department to invoke provisions of applicable municipal insurance policies to pay for recent computer cyber-attack saving the City significant costs.

Real Property and Development Services

- Ensured that Apple Blossom Lane, Cherry Tree Lane and Peach Tree Lane were public ways that received City services in furtherance of the original intent of the developers.
- Actively involved in preparation of a Conservation Restriction for Lynn Woods Reservation.
- Actively negotiating a possible sale of non-Lynn Woods property directly abutting Route 1.
- Commenced negotiations to replace park land at McManus Field lost for a Pumping Station needed to complete West Lynn Water/Sewer Separation Project.
- Regularly provide advice to the Planning Board regarding outstanding issues with subdivisions as well as advice to the Conservation Commission.
- Prepared new sports user agreements for adult and youth groups seeking to utilize City of Lynn parks and playgrounds to minimize liability on the part of the City of Lynn.
- Initiated eviction actions allowing for sale of almost entire inventory of City-owned property with structures thereon which generated approximately one million dollars in revenue to the City of Lynn.
- Commenced process to seek receivership petitions of dilapidated buildings in the City of Lynn in collaboration with the Lynn Housing Authority.
- Coordinated efforts to evict tenants at the former Cap's Auto site on Western Avenue who were operating unlawfully and polluting the Saugus River and Watershed lands adjacent thereto.

Future Goals

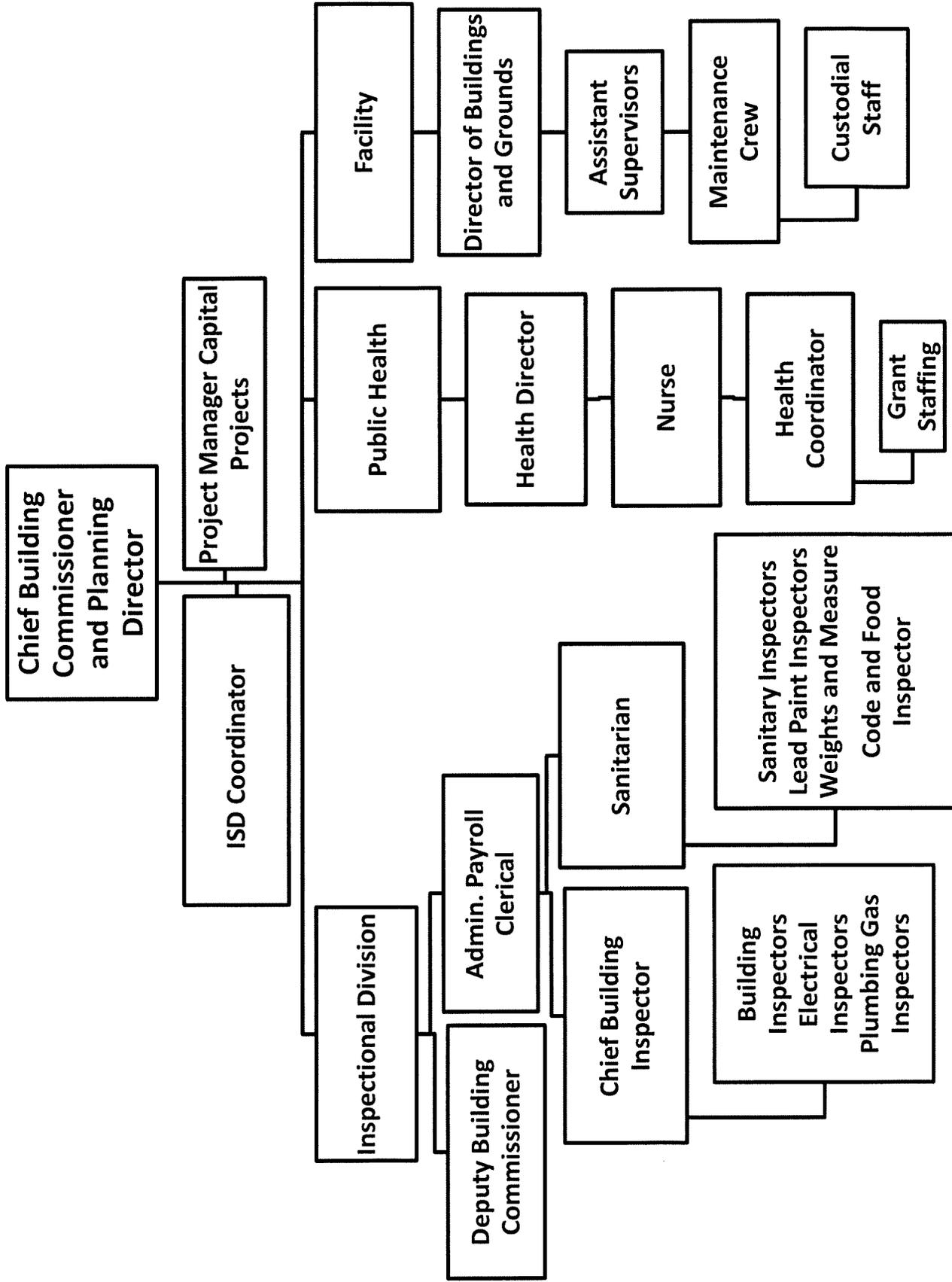
- Formally recodify all Municipal Ordinances with a confirmatory, formal City Council vote and ensure that all municipal Ordinances are posted on the City and State website pursuant to best practice.
- Manage litigation and other legal functions in-house.
- Finalize a full Conservation Restriction of the entirety of Lynn Woods to protect one of Lynn's greatest natural resources.
- Serve as a resource for other departments by providing continued training on issues relating to civil rights, ethics, conflicts of interest, public records, the Open Meeting Law, compliance with financial disclosure laws and zoning laws.
- Finalize necessary agreements and assist in securing funding to complete the Bike to the Sea Path.
- Provide increased training opportunities, outreach, and support to members of all boards and commissions pertaining to the Open Meeting Law, the Public records Law and other relevant topics.
- Assist the new Treasurer/Collector to streamline the tax foreclosure process to ensure prompt payment and to avoid potential municipal liability.
- Assist in developing and streamlining an orderly process to adjudicate appeals of tickets and fines through a fair and impartial hearing process.
- Assist the new Personnel Director in complying with all mandatory federal and state employment law requirements.
- Recodify all Traffic Commission Rules and Regulations to ensure publication on the City's website.
- Re-issue an RFP for the management of the Gannon Golf Course with intent to maximize revenues for the City of Lynn.
- Update the fee schedule for M.G.L. c. 40U citations issued by Inspectional Services Department.
- Review City Charter and Zone Ordinance for possible updates and improvements.
- Assist in incorporating the recommendations from the revised Waterfront Master Plan into the City of Lynn Zone Ordinance.
- Continue to assist in locating retail cannabis establishments and cultivation centers.
- Continue to develop and implement standards for grant of locations and license agreements for wireless attachments to City of Lynn owned street lights.
- Continue to assist with possible disposition of former Thurgood Marshall Middle School and former Eastern Avenue Fire Station.
- Facilitate the disposition of City of Lynn owned property obtained via tax foreclosure.
- Continue to work closely with Mayor, City Council and Chief Financial Officer to seek long term sustainable ways to increase revenues and decrease unnecessary expenses.
- Assist the Office of Economic Development and Industrial Corporation to facilitate development along Route 1A/Lynnway.

- Assist in working closely with the Office of Community Development to negotiate agreements with the Department of Army Corp of Engineers to dredge the Lynn Harbor to facilitate marine activity on Lynn’s waterfront.
- Complete necessary Article 97 procedures in order to replace lands lost at McManus Field as part of the West Lynn Water/Sewer Separation Project.
- Finalize a resolution on the longstanding lawsuit involving the City of Lynn and LynnCam, involving claims for several hundreds of thousands of dollars.
- Draft necessary easements in order to complete construction of a second rotary near the Market Basket.
- Effectuate, draft and approve necessary legal documents for land swaps with the Massachusetts Department of Conservation and Recreation to facilitate development at the South harbor site.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	592,406	560,854	-5.4%
Expenses	208,350	209,854	0%
Awards/Executions	19,447	19,447	0%
Totals	820,203	790,155	-3.7%

Inspectional Services Department



Mission

The Mission of the City of Lynn Inspectional Services Department is to provide its residents and local business owners with efficient professional services in the following three areas; Inspectional Services, Health and Facilities.

Operations

The Inspectional Services Department is composed of three divisions, Inspectional, Health and Facilities. ISD was created in 1999 to ensure the coordination and management of the inspection related activities of the City and for the coordination of all activities of all other city agencies in relation to any inspection services, maintenance of all records relating to inspections, and the enforcement of all Board of Health, General Laws, codes, ordinances and regulations enforceable by city employees. The department, through its three divisions, also provides for the maintenance and repair of all public buildings, the city's traffic signals and street lights, capital construction of and in all public buildings, and the oversight of the construction of all subdivisions.

The Chief of the Inspectional Services Department serves as the administrative head of ISD, the Building Commissioner, Zoning Enforcement Officer, Agent to the Planning Board and is responsible for the construction and repairs to all public buildings and facilities, including the public schools as well as oversight of all capital construction conducted by the City of Lynn.

The primary objective of the Inspectional Services Department is the maintenance of public safety through the enforcement of codes, regulations and ordinances, including the provision of maintenance and construction services to City of Lynn public facilities.

Inspectional Division

The Inspectional Services Department's Inspectional Division is responsible for all inspection, administration and enforcement duties relating to a building or property, including the enforcement of all building, housing, health, sanitation and safety regulations mandated by the City and the Commonwealth. This includes the state building, plumbing, electrical wires and fixtures, gas fitting and appliances, sealer of weights and measures, sanitary code and the food code as well as Board of Health regulations and City of Lynn Ordinances, including the Zone Ordinance. The review and approval of permits, plan review, oversight and coordination of all inspections as well as the investigation and enforcement against nuisances is conducted through the Inspectional Division. All complaints regarding the condition of housing, property and or structures are investigated by the Inspectional Division.

In addition the Inspectional Division, through the Chief of the Department, enforces all Zoning Ordinances, serves as the agent to the Planning Board, and provides administrative support to the Zoning Board of Appeals and the Conservation Commission.

The Inspectional Division includes the Deputy Building Commissioner, building and plumbing inspectors, the inspector of gas fittings and appliances, the wire inspector, sealer of weights and measures, health inspectors including: sanitarian, food and lead paint as well as administrative staff.

Current Highlights

The division has historically performed the following services per year:

- Responded to 3,000 complaints
- Performed 16,500 inspections
- Issued 9,500 permits
- Issued 4,800 citations with an revenue of approximately \$400,000
- Collected approximately \$1,000,000 in fees

Health Division

The Inspectional Services Department, (ISD), Health Division's mission to protect and promote the health and wellness of the Lynn Community, including residents and those who work in and visit the City of Lynn. The Health Division ensures the City meets all public health requirements mandated by National and State law.

The Health Division strives to fulfill its mission through a wide range of public health programs and outreach health education in a variety of areas. The Health Division is staffed with the Public Health Director, animal control officer and a public health nurse. Vacancies exist in the positions of public health nurse and health coordinator positions. This has resulted in work being delayed or not performed due to the inability of current staff to handle the workload. Structural changes are being made to improve the quality of service including the use of contractors to supplement the diminished staff.

Also under the Health Division is Animal Control. Animal Control's mission is to protect people and pets in the City through enforcement of animal laws and city ordinances, encourage responsible pet ownership, and promote animal welfare. Animal Control consists of one full time Animal Control Officer. The lack of an overtime budget and/or a part-time or on-call back up Animal Control Officer has led to the inability to assist the public or the police department after hours.

Current Highlights

- Coordinated CPR/AED training for employees
- Facilitated a successful and well-attended series of flu clinics
- Promotes immunization and prevention of communicable and chronic diseases.
- Promotes Environmental Health.
- Communicable Disease Control, including Tuberculosis.
- Delivers Emergency Preparedness and medical response to Public Health emergencies.
- Promotes implements and enforces tobacco regulations to protect the public from the harmful effects of second hand smoke and reduce youth access to tobacco products. Public Health Division has implemented smoke –free policies in public buildings.
- Public Health Division works with the School Department participating in their Health Advisory Board. Helped develop a Wellness policy. Provides education for prominent issues facing students such as Vaping.
- Public Health Division is the recipient of a DPH grant that has allowed opioid abuse awareness and prevention education and outreach.
- Public Health Division is the recipient of DPH grants: SAPC, BSAS, PFS which focus on substance abuse prevention and prescription drugs.
- Public Health Division provides AED training, First Aid training and Narcan training to employees and businesses.
- Public Health Division partners with Lynn Community Health Center in a needle exchange grant program.
- Public Health Division is the recipient of a Mass in Motion grant. This grant is focused on promoting Community Gardens (food access) and complete streets, safety and repair of sidewalks and crosswalks in the City of Lynn.
- Public Health Division has a great partnering relationship with Lynn agencies, including but not limited to the Lynn Community Health Center, School Department, Police Department, Fire Department, Lynn Housing Authority, Girls Inc.

Facilities Division

The Inspectional Services Department (ISD), Facilities Division is dedicated to providing a safe, clean and comfortable environment that is conducive to educating and nurturing our children and providing a comfortable work environment for our employees in the most economical and efficient manner possible.

The Facilities Division is primarily responsible for the maintenance, repair, and the safe, efficient operation of approximately 2.7 million square feet of buildings under the jurisdiction of the Inspectional Services Department. This includes cleaning, heating, snow removal, air conditioning, plumbing, carpentry, painting, minor repairs, environmental health and safety and all other aspects of building maintenance and facilities management. In addition to managing and maintaining the City's buildings the Facilities Division also is responsible for the

maintenance and operations of the City’s traffic light infrastructure, 90 intersections and 7,776 City owned street lights.

To assure reliability, efficiency and adequacy in all building maintenance and operations, we track repair work from initiation to completion, constantly monitoring and assessing quality and cost, through the use of Facility Dude, a state-of-the-art Computerized Maintenance Management System.

Currently, there are 27 buildings that make up the Lynn Public Schools, eleven (11) municipal buildings consisting of Fire Stations, City Hall, Public Library and the Lynn Police Station, and numerous additional locations that are owned by the City of Lynn. We provide expertise in every aspect of building management and maintenance. This is accomplished with a dedicated corps of in-house Custodians, Maintenance Trades personnel, supervisors and support staff. In addition, the division utilizes the services of contract cleaners in numerous buildings and trade contractors to supplement the in house staff on maintenance projects.

The ISD Facilities Division employs 48 custodians, 11 Maintenance Tradesmen and other employees with administrative or technical expertise in the fields of facilities management, engineering, environmental health, administration, accounting, construction, planning, and project management.

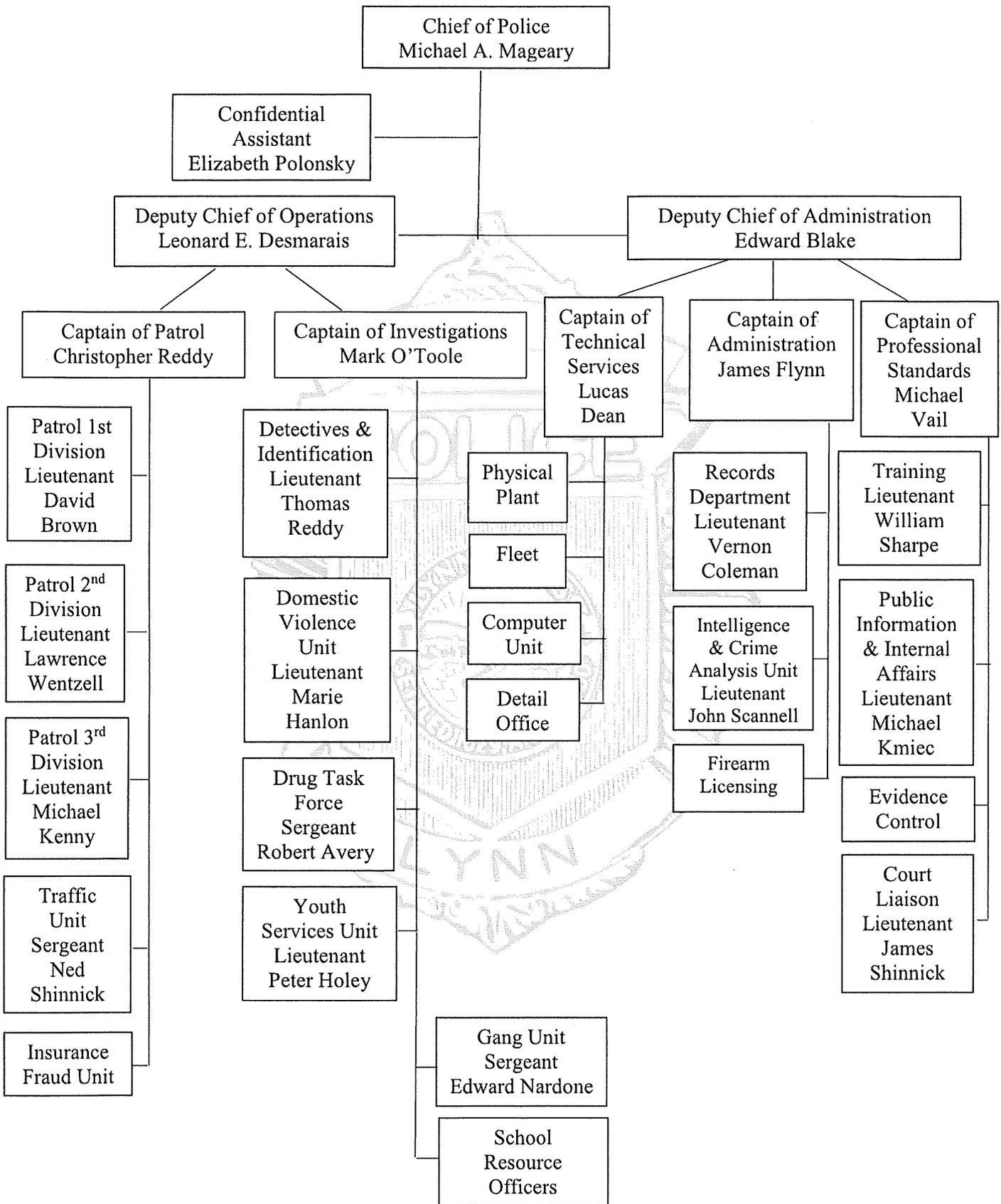
Future Goals

- Accreditation of the Public Health Division
- Provide wellness programs to residents and employees
- Increase energy efficiency in all buildings and facilities
- Provide handicapped accessibility to all public buildings
- Reduction of permitting wait time through the implementation of on line permitting of all permits
- Acquisition of intuitive cloud based permitting system with field functionality
- Reinstate 24 hour emergency response service level for Animal Control
- Increase clerical, inspectional and health staffing

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	6,635,044	6,244,453	-5.5%
Expenses	10,646,292	12,409,766	16%
Total	17,281,336	18,654,219	7.9%

Organizational Chart



Mission

The mission of the Lynn Police Department is to provide the highest quality police service, and to impact crime and its associated elements through the utilization of new and proven crime prevention strategies and problem-solving partnerships with our community.

The Lynn Police Department is committed to the enforcement of laws and preservation of order that protect the rights and property of every person within the city of Lynn.

Current Highlights

- Overall crime in the City is down 30% over the last 24 months
- 2017 16% reduction in crime
- 2018 14% reduction in crime
- Opioid overdose deaths have decreased 22% over last year
- 2018 77% reduction in homicides from 2017
- 21% reduction in gun violence in 2018

Future Goals

- Backfill anticipated 8 retirements planned for 2020
- Add 26 Officers to our current complement to have to force to 195 officers which will:
 - Restore investigative units to appropriate levels
 - Provide proper staffing for the Drug Task Force
 - Reestablish a highly effective Warrant Squad
 - Expand the SRO program to the high schools
 - Reduce the number of officers inversed to a minimum of 2 per week
- Establish an on-line reporting system to reduce call volume
- Acquire Tasers to reduce officer injury, increase officer safety and prevent loss of man hours due to officer injury

The goal of the Lynn Police Department is to reestablish staffing to a level in which we can restore special and investigative units to appropriate strength and provide patrol operations with the officers necessary to perform core police services. Our sworn staffing level has decreased significantly over the past several years. Our officer count is currently at **168**; with **8** projected retirements in 2020.

I would also note that we currently have one officer on a military assignment for the year and three officers currently on leave of absence; two of which we do not believe will be returning to the department. The approval of another State Police class could result in additional personnel losses to our department.

Due to retirements and our manpower shortage we currently have one (1) officer assigned to the Drug Task Force with two positions unfilled, we will lose an officer from our Gang Unit, who also was our representative to the FBI Task Force and we are down an additional officer in our Criminal Investigative Division. All of these positions are imperative to providing services to the community.

I provide this information to stress the importance of the urgent need to address the departure of officers for which this department cannot absorb.

From 2014 through 2016 we had a modified CLT program, added a Warrant Task Force which targeted violent individuals committing a significant amount of crime, added officers to CID, the Gang Unit and SIU and established temporary task forces in SIU, DTF and SIU to target specific crimes. Additionally we carried a full complement of officers on Patrol Divisions with fourteen officers and three sergeants and a Traffic Unit all of which were visible deterrents to crime.

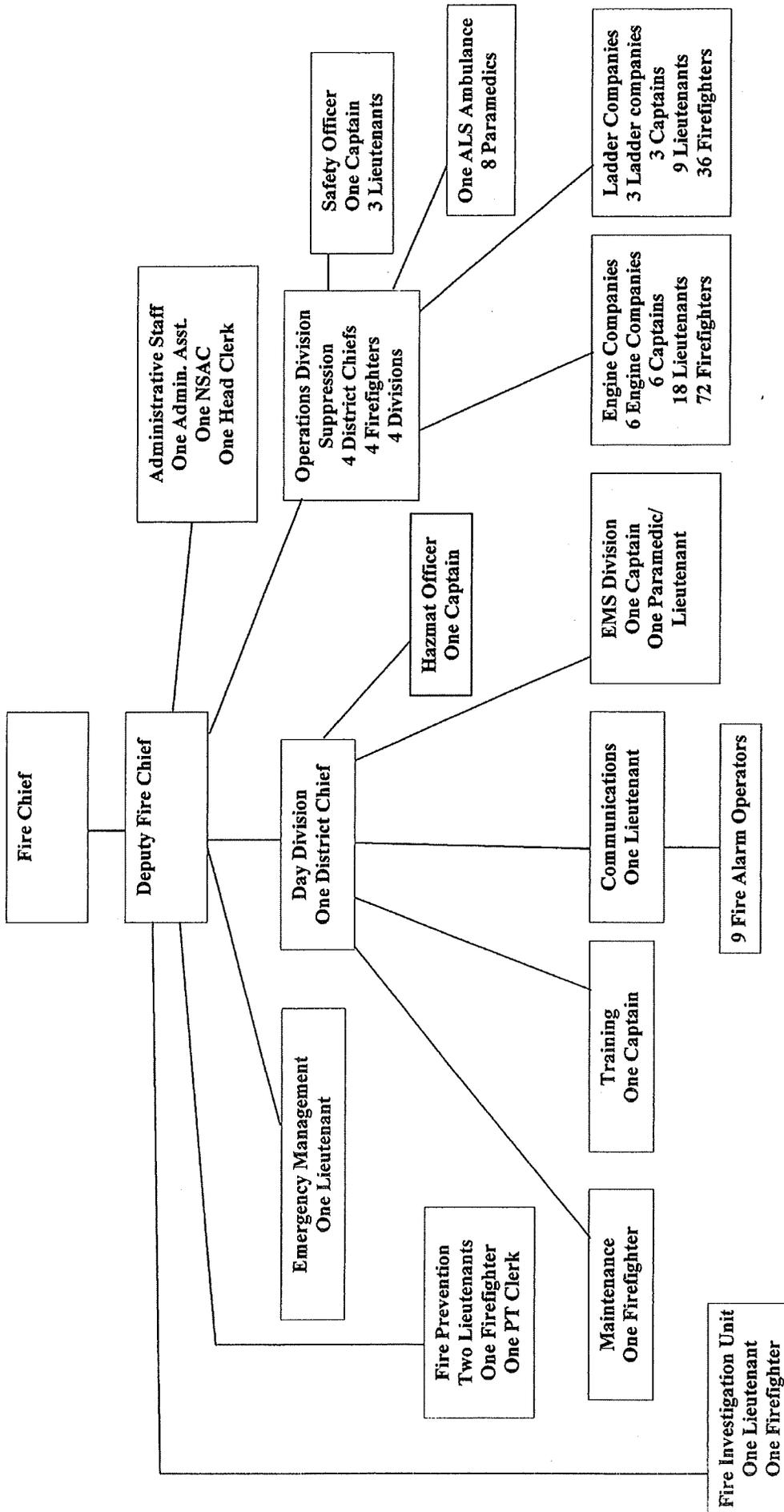
Today, all of those investigative units have been stripped of personnel, the CLT, Warrant Task Force and all of the temporary task forces have been eliminated as have almost all of our preventative programs. The Patrol Division on many shifts is reduced to twelve officers on the street per shift and many times with only two sergeants.

The city also authorized the hiring of ten (10) additional officers in FY19 and then increased the amount to twelve (12) based on previous early retirements. Nine of these candidates entered the academy in March and will be working by the end of the summer.

However, we are still well below capacity and even the hiring of an additional ten officers will only begin to address my concerns and our department needs. It is a step in the right direction.. it is my responsibility as the Chief of Police to inform you of the precarious position that we are currently in and what we are facing in the near future.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	18,774,992	19,260,355	2.5%
Expenses	638,163	650,666	1.9%
Total	19,413,155	19,911,021	2.5%



Mission

The Fire Department is committed to protecting the lives and property of the entire Lynn community by providing a highly professional, well-trained, and compassionate fire/rescue/EMS force. We will endeavor to earn the public's trust by serving with discipline and integrity in all we do. We put a priority on welcoming the input of citizens and stakeholders throughout the community in assisting us with fulfilling our mission of quality service.

We are determined to be constantly improving and making our organization better for those who will follow. We believe the citizens of Lynn deserve the absolute best we can offer and we are committed to providing it. The Fire Department provides services in the following areas: fire suppression, rescue, EMS, code enforcement, public education, fire investigation and professional development training.

It is the vision of the Fire Department to train and equip a modern and progressive fire/rescue/EMS department that is thoroughly prepared to meet the challenges of the 21st century. We seek to do this with a proactive all-hazards approach that focuses on community safety and risk-reduction through teamwork with all of Lynn's residents and stakeholders.

The Fire Department provides 24-hr response of 6 engine companies, 3 ladder companies, 1 paramedic unit, 1 District Chief, and 1 Safety Officer. Our on-duty complement is a minimum of 35 personnel. Our daytime support staff consists of a Fire Prevention Bureau, an Emergency Medical Services Office, a Fire Investigation Unit, an Emergency Management Officer, a Hazardous Materials Officer, the Chief of Department, the Deputy Chief, and 3 office personnel. The Fire Department employs 28 professional, highly-trained paramedics.

Current Highlights

- Hired 20 new firefighters through FEMA SAFER Grant
- Respond to an average of 14,000 incidents per year.
- Medic truck responds to almost 3,000 runs annually, and transports approximately 1,100 patients per year to area hospitals.
- EMS-related responses now comprise about 60-70% of the Lynn Fire Department's total call volume.
- Acquired a 24-foot rescue boat through the State Surplus Properties Program at no cost to the City, to assist with providing emergency water responses.
- Privately funded an aerial drone, complete with infrared and HD cameras which will greatly enhance our operational abilities at incident scenes and also be a critical time-saving tool at all types of rescue and emergency scenes, such as searching for lost and endangered individuals in water or in the woods.

Future Goals

- Complete overhaul of the Fayette Street fire station (currently in the planning stages)
- Minor rehab, update and repairs to the other fire stations
- Increased attention to providing community emergency preparedness training including CPR certifications for city organizations and residents as well as every student by high school graduation.
- Purchase of a new fire engine to replace the current Engine 5, which is an 18-year-old piece with well over 130,000 miles on the odometer.
- Enter into an agreement with Swampscott Fire for both communities to share use of their old Engine 22 as a backup engine. The Swampscott spare engine will be housed in a bay at one of our fire stations and available for use by either community whenever a frontline piece is out of service.
- Installation of iPads on board all LFD apparatus which will vastly enhance our ability to obtain real-time data at incident scenes regarding hazards present, utility and hydrant locations, special-needs patients, or any other vital information that responders should have to quickly mitigate incidents.
- We intend to continue to work with other city agencies such as the Mayor's office, Police, DPW, Health Department, ISD, and LW&S on comprehensive hazard mitigation and disaster pre-planning.

Fire Department 2025...

Due to retirements and attrition, our personnel numbers have been significantly reduced over the years. We are down about 25 members from an ideal staff amount. The SAFER grant hiring will be a tremendous help in getting us closer to where we should be to adequately provide protection for the City including the anticipated increased demands due to development projects underway. Our fire inspection and code enforcement office is in need of increased personnel in order to address the current backlog in our schedule of inspections, especially the smoke detector inspections required for home sales in the Commonwealth. We would also like to have a more active schedule of fire safety education programs, CPR, and first aid certifications in the schools, homes, and businesses throughout the community.

The future of the Fire Department must include the replacement of our aging apparatuses. Some of our frontline pieces are well past what industry standards consider to be the operational lifespan for busy frontline apparatus.

Another goal is to increase professional development for our personnel. Mass Fire Academy and other nearby training agencies offer many excellent training opportunities to keep our personnel up-to-date with the latest in industry standards including preparedness and readiness to meet the challenges of the 21st century, especially in an era of increased threats from new and more lethal chemicals and hazards that abound.

With the impending closure of Union Hospital, we also look with concern to a future without a full-service emergency medical facility in our City and what that potentially means for our department from an emergency medical response position.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	17,095,901	17,488,666	2.2%
Expenses	968,800	956,246	-1.3%
Total	18,064,701	18,444,912	3.2%

Emergency Management

Budget Line Item	2019	2020	Percent Change
Payroll	98,331	100,754	2.4%
Expenses	16,805	15,545	-7.5%
Total	115,136	116,299	1%

Lynn Harbormaster

Boating safety is our business! Lynn harbormaster is your go-to for any questions regarding required safety equipment and scheduling a free courtesy safety inspection of your vessel. The office has information regarding public safe boating courses in the Greater Lynn area.

Permits

Mooring & Float Permits are renewable annually January 1st through March 1st. Renewal forms are mailed February 15th and are also available at our office on the waterfront. Any mooring space permit that is not renewed on March 1st will be assigned to the next person on the waiting list. Requests to be placed on our waiting list are accepted during regular office hours and must be updated annually. Both date of application, size and shape of vessel will be considered in new assignments. Certain floating structures within the city require permits by the harbormaster's office as well as safety inspections. Please call for information and direction if you are considering such a structure on any of the city's public waterways including rivers and ponds.

Public Access

Lynn Harbor has two public launching ramps:

- 1) The Launching Ramp at Blossom Street Extension has been resurfaced recently and provides ample parking space for car and trailer
- 2) The Launching Ramp at the MDC Reservation on the Nahant Causeway also provides ample parking space. Both facilities are currently open to the public with no fees.

Law Enforcement

Our office works closely with the Lynn Police Department, The Lynn Fire Department, The United States Coast Guard and the Massachusetts Environmental Police Marine Unit. It is our combined efforts to not only enforce Massachusetts' boating laws but to promote safety on the water.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll/Expense	9,853	8,953	-9%

Lynn Public Schools

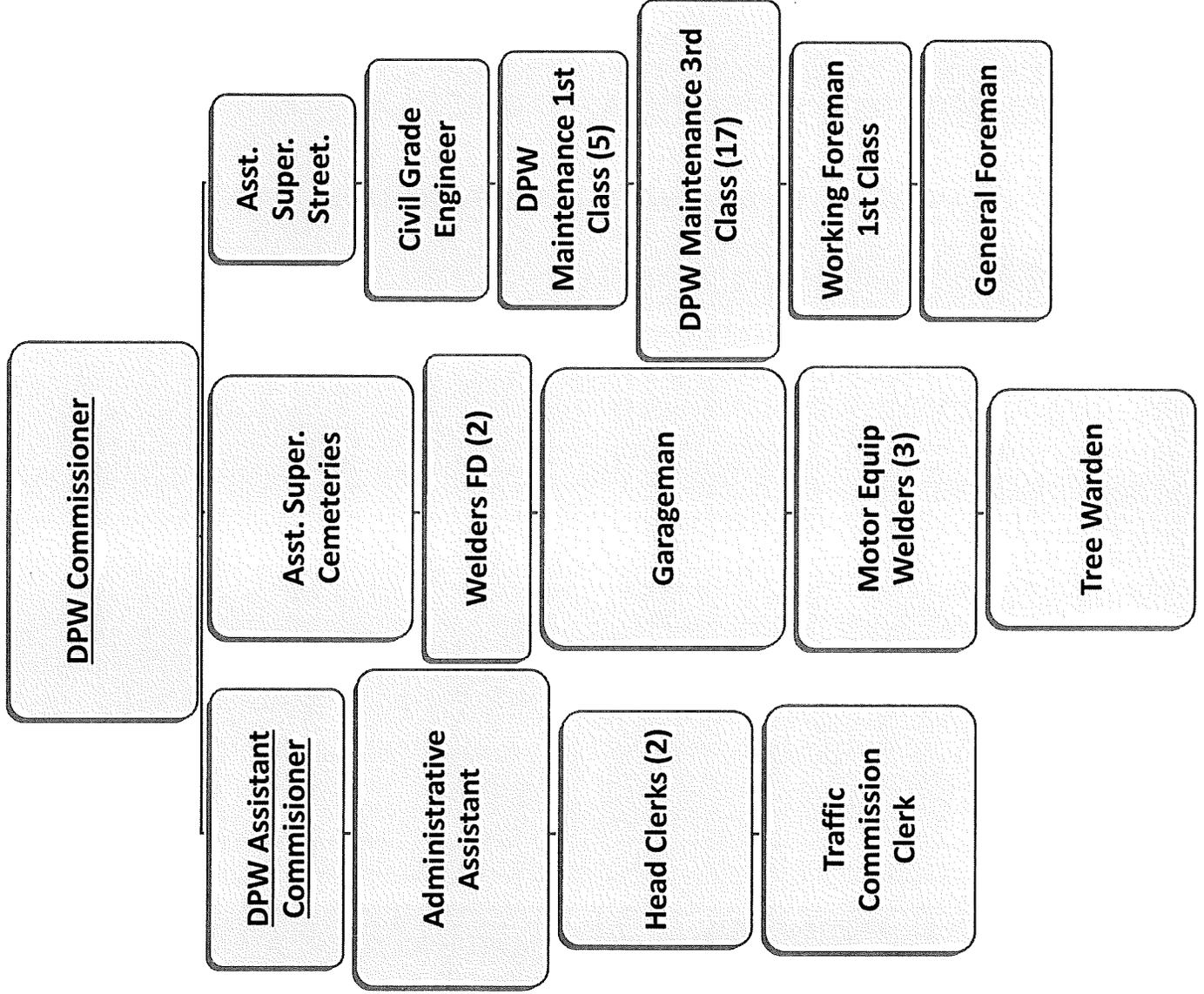
Mission

The mission of the Lynn Public School System is that all Lynn students will graduate from high school with the skills to make informed choices and pursue further learning as socially responsible citizens.

Budget Summary

Budget	2019	2020	Percent Change
Lynn Public Schools	148,516,675	159,300,000	7.25%
Essex Agricultural	1,100,000	885,000	-20%
Total	149,616,675	160,185,000	7%

Department of Public Works



Mission

The Department of Public Works (DPW) mission is to provide services in the safest and most cost effective manner consistent with the resources allocated in the detailed budget that follows. DPW is responsible for overseeing and providing the following services for the citizens of Lynn:

- Maintenance of over 162 miles of roadways which includes: street and sidewalk repairs, public shade tree care, roadway signage and striping, and street sweeping.
- Snow and ice control of accepted public ways; including chemical treatment, plowing, snow hauling and self-service sand barrels.
- Curbside collection of trash, single-stream recycling, and leaf and yard waste.
- Drop-off disposal service for bulky household items, hazardous waste, television monitors, propane tanks and leaf and yard waste.
- Maintenance of the City's archive of drawings, maps and engineering files.
- Permitting, tracking, and inspection of all utility trenches within public ways.
- Fleet maintenance for the city's 300 plus vehicles and equipment; including DPW, fire, police and inspectional division.
- Operation and maintenance of the City's four cemeteries and municipal greenhouse.
- Operation and maintenance of the City's 34 parks and playgrounds including the 2,200 acre Lynn Woods Reservation.
- Operation and maintenance of the School Department's athletic fields, including Manning and Fraser Fields.
- Operation of the parks and recreation department which provides year-round recreation programs for both children and adults.
- Operation of the Lynn Special Needs Camp.
- Operation and maintenance of the Larry W. Gannon Municipal Golf Course featuring 18 holes of gold and an award-winning restaurant and banquet hall.

Current Highlights

- Collected and disposed of approximately 27,800 tons of municipal solid waste.
- Implemented a user fee to control costs for solid waste collection, disposal services and recycling.
- Installed 8,867 tons of hot mix asphalt to re-surface 34 streets.
- Took delivery of 5 light trucks to replace obsolete units
- Implemented extensive course improvements (\$370K) at the Larry W. Gannon Municipal Golf Course.
- Administered two extensive infrastructure improvement projects to spur economic development at the YMCA Expansion Project and the former Beacon Chevy Site on Lynn's Waterfront.

Future Goals

- Implement Lynn’s 2020-2025 Capital Improvement Plan.
- Hire a full time clerical staff member to assist with customer service and administrative work.
- New 5 year lease agreement with a private management company for the operation of the Larry W. Gannon Municipal Golf Course.
- Automate field lighting controls at Frey, Barry, and Keaney Parks.
- Install new playground equipment at Bennett Street Playground and Williams Ave Playground
- Install a roundabout at Agganis Square and a new traffic signal on Boston Street at Federal Street.
- Install rubber fall-resistant mats at Camp Kiwanis Playground. (Lynn Special Needs Camp)
- Completion of the Northern Strand Community Path which links Boston and the Mystic River with Lynn’s Waterfront and DCR’s Nahant Beach Reservation.

DPW 2025...

In 2025 we hope to be in a place where we are more proactive with vehicle purchases which will minimize the costly and extensive maintenance that is necessary for older vehicles.

By 2025 we hope to be utilizing modern technology to better track snow plow contractors.

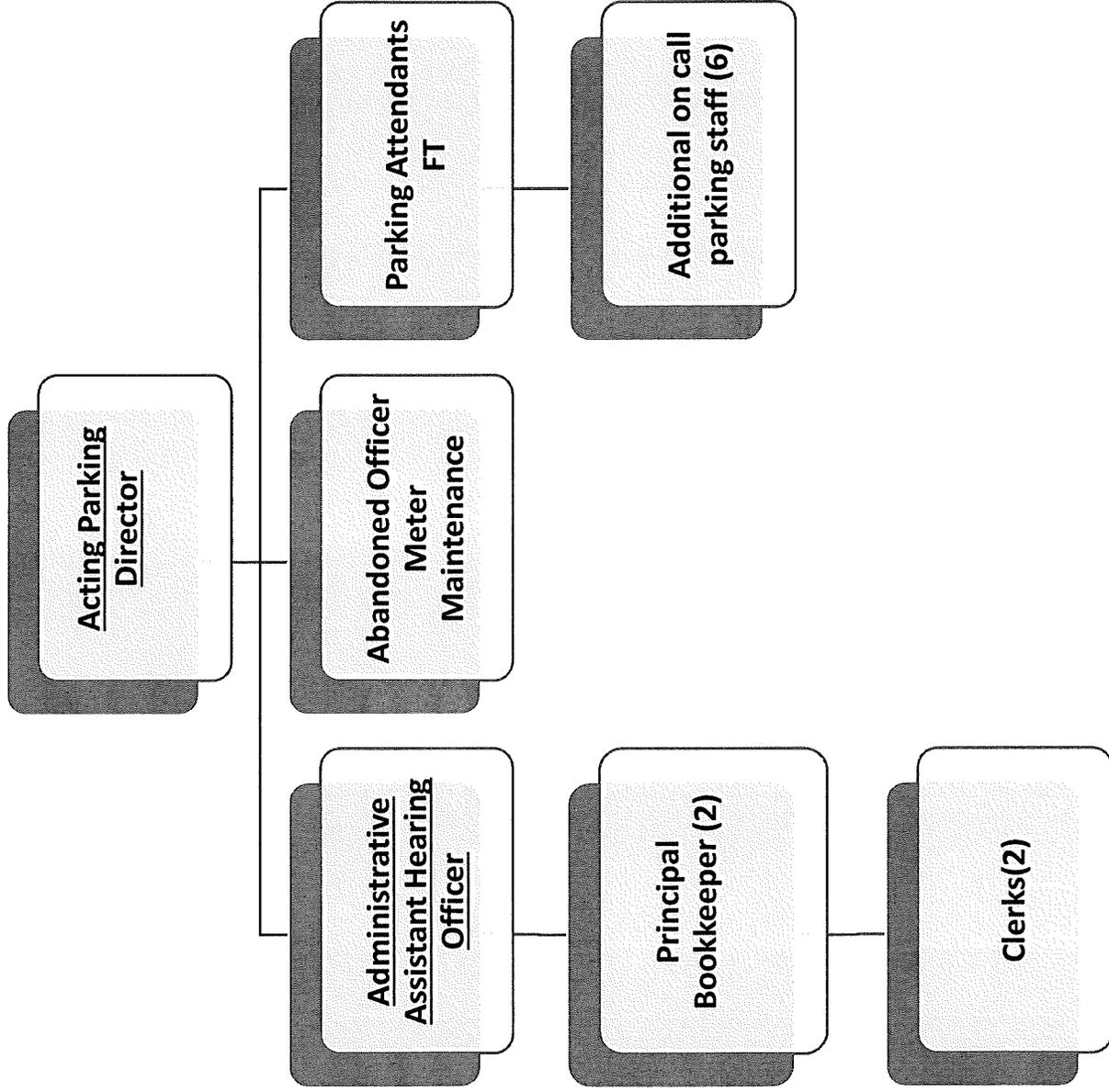
Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	3,003,486	3,081,497	2.6%
Expenses	7,483,361	8,344,117	11.5%
Total	10,486,847	11,425,674	8.9%

Snow & Ice

Budget Line Item	2019	2020	Percent Change
Payroll	160,000	165,000	3.1%
Expenses	925,162	1,135,000	22%
Total	1,085,162	1,300,000	19.7%

Parking Department



Mission

Parking is a crucial aspect of living in Lynn. The parking department works in conjunction with other departments in the City to ensure that all public roads are safe and accessible.

Current Highlights

Parking enforcement officers play an important role in providing the public answers to questions about parking, directions, or other valuable city information. They promote vitality in the business areas through timed parking enforcement and respond to neighborhood issues. Enforcement of parking restrictions aims to reduce the number of illegally-parked vehicles. This enforcement reduces traffic congestion, improves road safety, and improves the accessibility for all road users.

Resident parking is a significant concern in the city with many houses having more vehicles associated with them than they have parking for. The parking department is responsible for collecting and facilitating hearings on all fines for Inspectional Services Department, Lynn Police, Health Department, and Animal Control. The parking department also maintains records for noise violations for the Police; runs the off street parking lots, and is responsible for the towing of all vehicles ordered by the Lynn Police and Parking Department.

Parking staff is out during all snow storms controlling the ticketing and towing. The demand for parking in Lynn exceeds the available supply of spaces. Because of this, the city encourages turnover of parking spaces with parking meters, kiosks and parking control officers monitor all areas to enforce the city's regulations.

Future Goals

- Increasing the quality, efficiency and responsiveness of operations.
- Continue the use of technology to provide quality information, operational transparency and easy to use services.
- Improve the quality of our emergency parking to the highest possible level.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	542,668	561,223	3.4%
Expenses	192,453	176,663	-8.3%
Total	735,121	737,886	0%

Council on Aging

Mission

The mission of the Lynn Council on Aging is to link elder needs and resources by developing and or coordinating services, activities, community education, and advocacy.

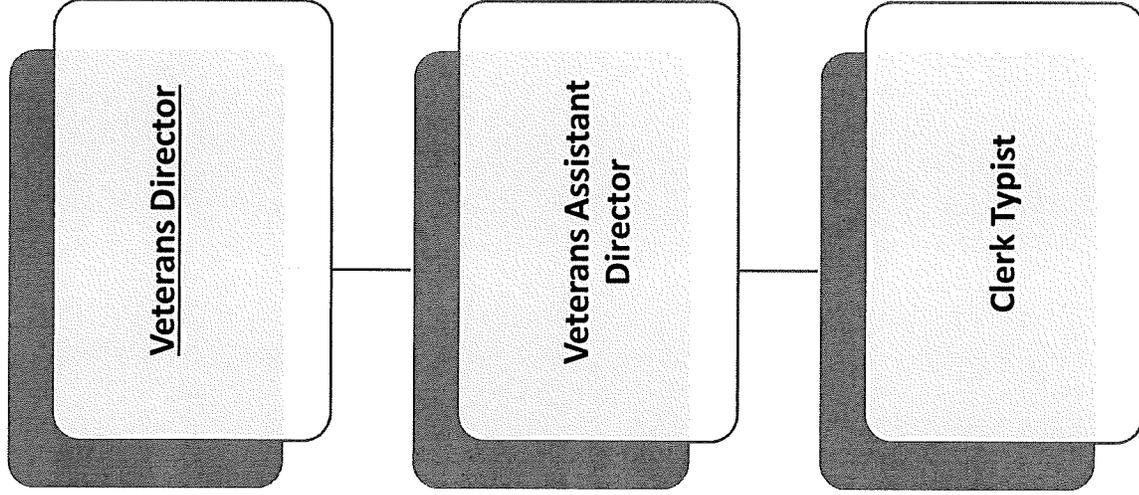
Current Highlights

The Council on Aging is responsible for all senior activities. They provide meals to seniors and wellness offerings such as hair salon services, podiatry access, weight management support groups, exercise classes and free blood and sugar screenings. The COA puts out a newsletter every month detailing these activities. The newsletter is distributed through volunteers to all of the senior housing facilities in Lynn. The Lynn Council on Aging Board of Directors meets every month except July and August.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Expenses	171,500	171,500	0%
Total	171,500	171,500	0%

Veterans Department



Mission

The Department of Veterans' Services (DVS) serves as an advocate for all Lynn veterans and their dependents. We advise clients on the availability of benefits, services, and provide financial assistance to those veterans/dependents who are in need. The department assists veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services, and life insurance benefits.

Current Highlights

The FY20 budget that has been submitted represents a level funded budget based on FY19 appropriation.

The FY20 Department of Veterans' Services submitted budget shows that 80% of our budget is comprised of Chapter 115 Benefits. Please note that these monies are reimbursed by the Commonwealth at a rate of 75%. The remainder of our Budget is broken down with 18% going to personnel and 1% for Parade and grave marker flags. It should be noted as well that grave marker flags, while in a separate part of the budget, are reimbursed by the Commonwealth at a rate of 75% as well. This even further decreases the amount paid by Lynn taxpayers.

Last Fiscal Year, the Chapter 115 caseload stagnated. This can be attributed to lower staffing levels during my deployment to Afghanistan. In the face of this challenge, the Office's full time staff stepped up and provided the benefits for those in the program and did not lose reimbursement for monies spent. They should be applauded.

Future Goals

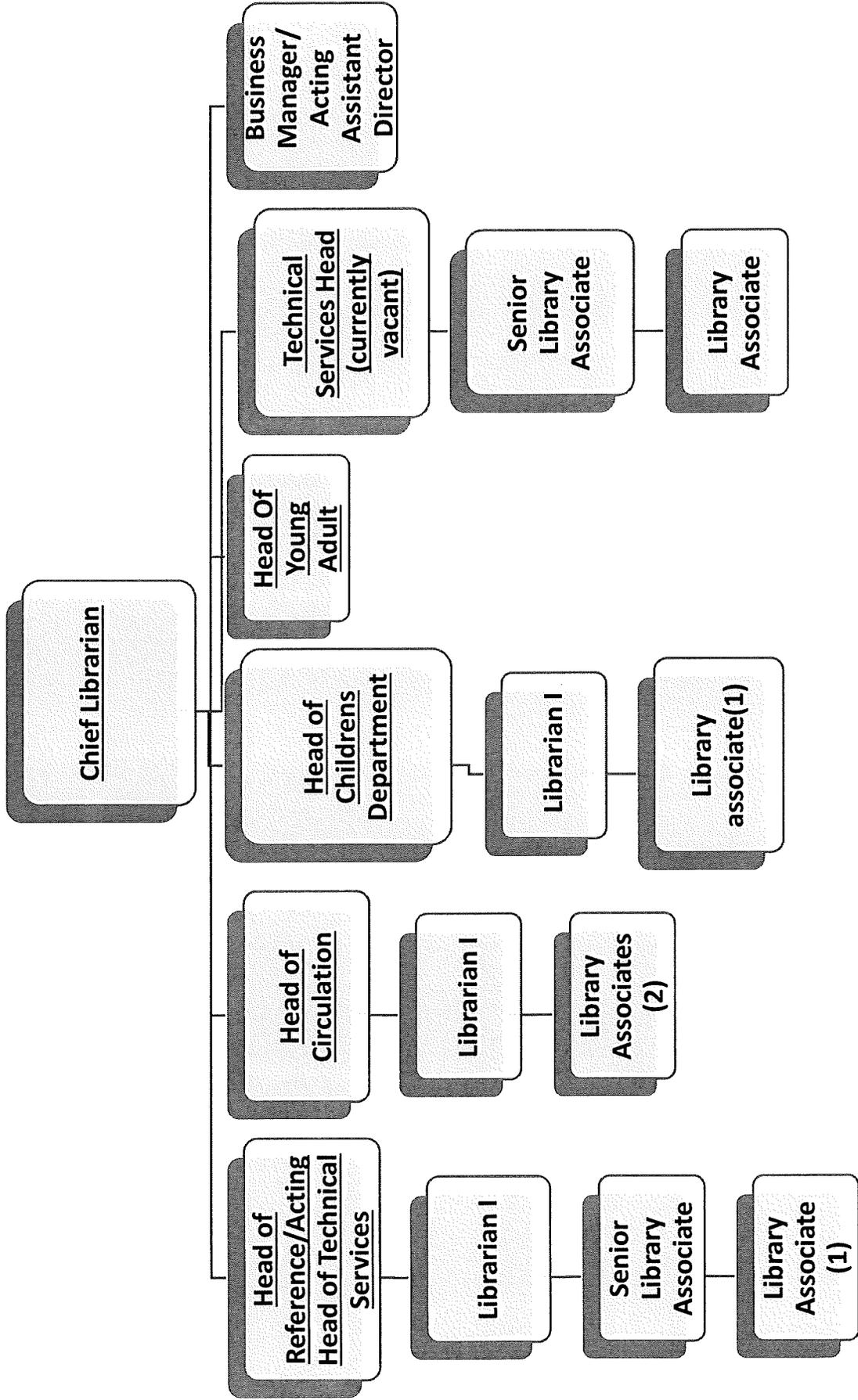
- The Commonwealth recommends that Veterans offices serving a population of over 90,000 people have 4 FTEs and one part time employee. Adequate staffing allows us to provide quality case management and assist more veterans.
- By way of background, in the 1990's, the City had 15 employees serving veterans. Today, with 20% of that staff we have been worked hard to keep up and now serve more than twice as many veterans. Simply put, we have done more with less. However, I am obligated to state clearly that this is simply unsustainable given the aging of Vietnam Veterans coupled with the meeting the needs of so many returning veterans and their families.

As you know, the work we do is often the only thing standing between these veterans and eviction, a homeless shelter or lack of access to the kind of appropriate health care we expect to be provided to those who wore the uniform when we needed them.

Budget Summary

Budget Line Item	2019	2020	Percent Change
Payroll	234,353	227,843	-3%
Expenses	32,859	32,859	0%
Veterans Benefits	911,433	911,433	0%
Total	1,176,645	1,172,135	-.05%

Library



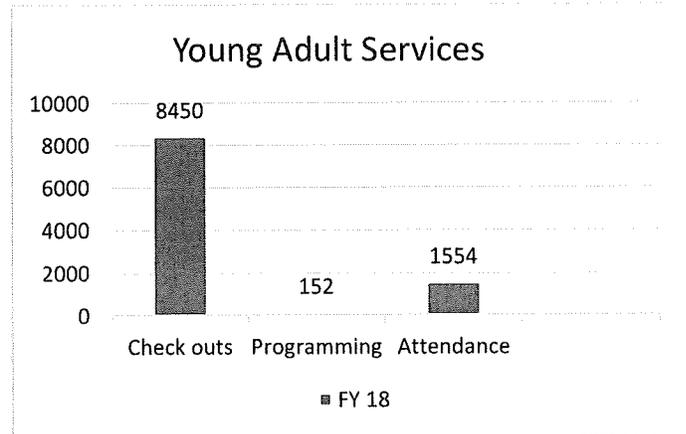
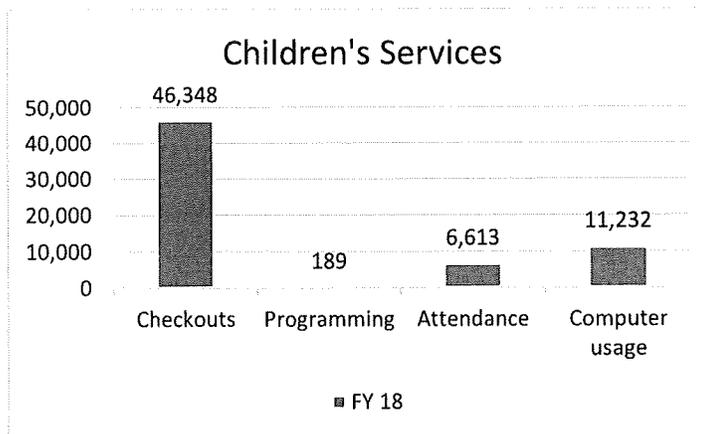
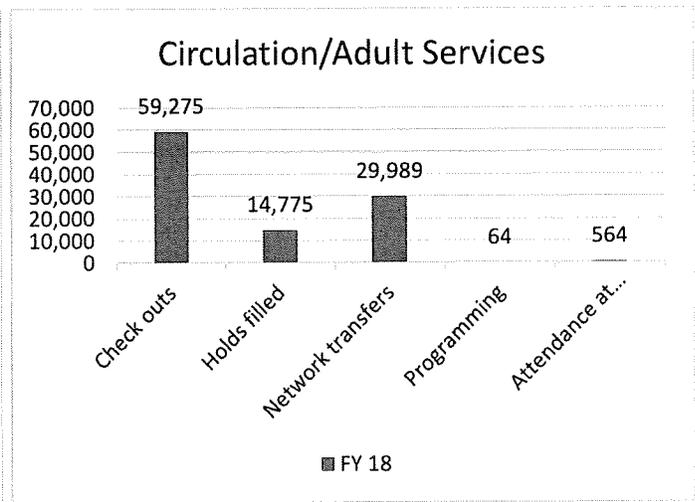
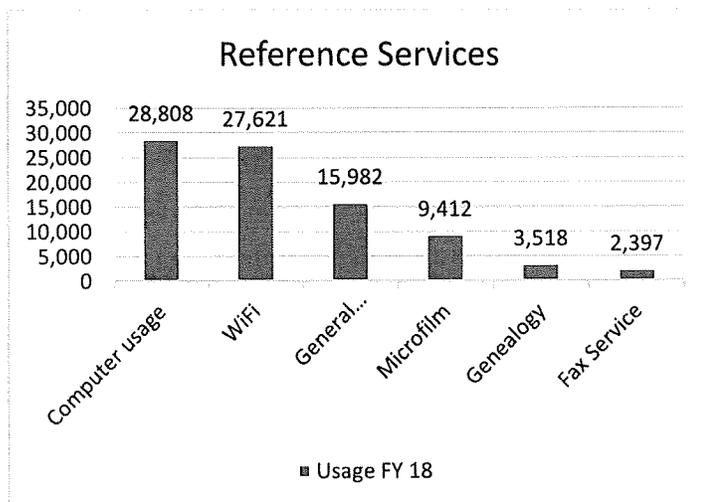
Mission

The mission of the Lynn Public Library is to provide free and equal access to materials, programs, services, and information that serve the cultural, educational, recreational needs of its diverse community. The library is a community resource free to all where we strive to encourage, inspire, educate, and enlighten our patrons of all ages.

The library is open 64 hours per week, 6 days a week from September through June. Our hours are reduced in the months of July and August to 44 hours per week, 5 days a week. Each department within the library works closely together to provide a variety of services and resources to the public.

Current Highlights

- 51,574 registered patrons. We average 180 new patrons a month
- 8,491 average circulation of materials per month (not including online services)
- Cross department programming (409 programs with 8,731 attendance in FY 18)
- Recently initiated a Homebound Delivery Service to Lynn residents
- Collaborated with Lynn Community Gardens to provide a “seed library” to patrons



Future Goals

- Digitization and preservation of special collections (newspapers, historical documents, etc.)
- Provide outreach to underserved populations
- Seek grant funding opportunities for special projects
- Finalize a comprehensive inventory of unique items (artwork, historical documents, objects, etc.)
- Increase programming and educational workshops
- Evaluate and streamline the organizational structure to better serve the community
- Develop and implement marketing, outreach, and communication strategies
- The library's ambition is to be completely accessible to all members of the community and maintain a collection of resources available to all.

Budget Summary

Budget Line Items	2019	2020	Percent Change
Payroll	945,432	966,067	1.2%
Expenses	156,000	158,239	1.4%
Total	1,110,432	1,124,306	1.2%

Non-Departmental

Capital--Amounts in this line item are used to cover the costs of assets purchased or leased for City department's use. The following departments will have expenditures through the FY 2020 Cash Capital budget line item:

- 3 Police Cruisers—Police Department
- 2 Thermal Image Cameras—Fire Department
- DocuSign Software –Purchasing Department
- Upgraded Desktop & Server-- Information Technology Department

Authorization for Bonding 10 Years

- 2 Fire Engine Pumpers—Fire Department
- 2 DPW Trucks (Pot Hole Filler & Tree Truck)

Additionally, provided in this proposed budget is a capital improvement schedule that should be adopted with this budget. It recommends that the City invest over \$200 Million in Capital improvements over the next 5 years. The schedule lists various grant and state funding programs that would enable the City to receive significant funds towards these projects

Insurance-The City maintains a comprehensive set of Insurance policies that cover many of the City's activities. We currently maintain the following policies: property, Inland Marine, equipment breakdown, crime, auto, Educators Legal Liability, Public Officials Liability, Camp Kiwanis travel accident, Excessive Workers Compensation Insurance, and Cyber Policy. Additionally the City has limited coverage for contractor's equipment, fine arts and Fire Department Equipment. Each of these policies has deductibles and limits for coverage. The City opts to reply on a tort law limiting general liability claims to \$100,000.

Health and Life-The City is self-insured for Health Care coverage for its employees and retirees. The City maintains a Health Insurance Trust Fund that both City employees and retirees pay into as part of a cost sharing approach to pay for health care expenses. The Current Contribution rates are as follows:

Type of Plan	City Share	Employee Share
Individual	84%	16%
Family	81%	19%
Retiree	75%	25%

Supplemental Reserve Fund-The City annually appropriates a certain amount of funds to cover unforeseen expenditures and contractual buyouts. Each year a calculated determination is made to place a specific amount into this fund to cover these expenditures. The amount for FY 2020 is expected be in the \$1.2M equaling less than one half of 1 percent of the total City budget. Amounts from this budget line item are presented to the City comptroller on an as needed basis and signed off on by the CFO and Mayor before being sent to the City Council for final approval. At the end of the fiscal year unused amounts are either transferred to a reserve or flow back to free cash.

F.I.C.A. Match- The City is required to match the FICA tax for employee wages. The City matches .0145% of wages and remits that amount weekly to the Internal Revenue Services as required by Law. This line item increases as employee wage agreements are settled or new staff is added to the City or School payroll.

Budget Summary

Budget Line Items	2019	2020	Percent Change
Capital	2,373,423	2,540,228	7%
Insurance	1,316,590	1,359,946	3.3%
Health & Life Ins	47,880,000	49,781,242	3.9%
Reserve Fund	1,000,000	1,200,000	20%
Supplemental Reserve	847,564	1,000,000	18%
F.I.C.A.	2,500,000	2,750,000	10%

Capital Improvement Schedule FY2020-FY2024

Dept	Project Title	FY2020	FY2021	FY2022	FY2023	FY2024	City Funds	Total Cost	Source	Add'l Source	Notes
Schools	Prepare comprehensive School Facilities Assessment and Master Plan	175,000					175,000	175,000	PayGO		
Police	Lease 10 Police vehicles			180,225	180,225	180,225	540,675	540,675	PayGO		
Fire	Replace Medic 1 ambulance			165,000			165,000	165,000	PayGO		
Parking	Union St. lot	15,000					15,000	15,000	PayGO		
Parking	Burton St. lot	100,000	200,000				300,000	300,000	PayGO		
Community Development	Turf & track replacement at Manning Field	150,000					150,000	500,000	PayGO	350,000	PARC grant
Community Development	Continuation of canopy repairs at Fraser Field		154,500				154,500	515,000	PayGO	360,500	PARC grant
Community Development	Field lighting at Fraser Field			75,000			75,000	250,000	PayGO	175,000	PARC grant
Community Development	Remove wall at Barry Park				75,000		75,000	250,000	PayGO	175,000	PARC grant
Community Development	Repair fountain at Lynn Commons					75,000	75,000	250,000	PayGO	175,000	PARC grant
Information Technology	Cylical Replacement of IT hardware citywide		25,000	25,000	25,000	25,000	100,000	100,000	PayGO		
Library	Interior painting at Library			275,000			275,000	275,000	PayGO		
DPW	Chp 90 supplement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000	Debt		
Community Development	Seat replacement and aisle lighting at Lynn Auditorium	400,000					400,000	800,000	Debt	400,000	Mass Cultural Facilities Fund
DPW	Replace a DPW 6-wheel dump truck	212,429					212,429	212,429	Debt		
Fire	Replace fire engine			530,000			530,000	530,000	Debt		
DPW	Western Ave Design (MassDOT project)			362,500	362,500	362,500	1,087,500	1,087,500	Debt		
DPW	Essex St Design (MassDOT project)	500,000	500,000	500,000	500,000		2,000,000	2,000,000	Debt		
DPW	Broadway Design (MassDOT project)	362,500	362,500				725,000	725,000	Debt		
City Clerk	Replace voting machines	160,000					160,000	160,000	Debt		
Police	Replace Police portable radios	818,388					818,388	818,388	Debt		
Schools	Design and construct new West Lynn Middle School	design	begin	finish			30,000,000	100,000,000	Debt	70,000,000	MSBA (est. amount)
Schools	Design and construct new Pickering Middle School	design	begin	finish			30,000,000	100,000,000	Debt	70,000,000	MSBA (est. amount)
Citywide	Modernize server infrastructure; Replace BDC, PDC, DPW, and PD QED records servers	112,500					0	112,500	non-City		Community Compact IT
ISD	Implement Digital Health Department SaaS Platform in ISD Health Division			170,245			0	170,245	non-City		Community Compact IT
Police	Communications/Improved Amplifier and Receiver for Police					75,000	0	75,000	non-City		Community Compact IT
Community Development	Community Path	1,000,000					0	1,000,000	non-City		Mass Executive Office of Energy and Environmental Affairs (EEA) Funding for community paths
Parking & ISD	Purchase 2 hybrid vehicles: 1 Parking Department vehicle and 1 ACO vehicle	38,000					0	38,000	non-City		Green Communities Grant - Hybrid vehicles
ISD	Replace ISD Inspector vehicles (currently Ford Focus) with hybrid models		91,000				0	91,000	non-City		Green Communities Grant - Hybrid vehicles
Schools	School Facilities Energy Improvements (est.)			200,000	200,000	200,000	0	600,000	non-City		Green Communities Grant (placeholder amounts; specific projects TBD)
DPW	MassWorks Projects TBD (est.)		1,000,000	1,000,000	1,000,000	1,000,000	0	4,000,000	non-City		MassWorks
DPW	Complete Streets Projects TBD (est.)		400,000	400,000	400,000	400,000	0	1,600,000	non-City		Complete Streets grant
DPW	Central Ave Pedestrian Repairs	344,000					0	344,000	non-City		Complete Streets grant
DPW	Road resurfacing, concrete and asphalt sidewalks, line striping	1,497,075	1,497,075	1,497,075	1,497,075	1,497,075	0	7,485,375	non-City		Chp 90 projects
ISD	Upgrades to Broad Street corridor traffic signals	675,000					0	675,000	non-City		MassWorks
DPW	Repairs to Sluice Pond Dam	61,000					0	61,000	non-City		Dam and Seawall Repair or Removal Program (Mass EEA grant)
		7,620,892	5,230,075	6,380,045	5,239,800	4,814,800	73,033,492	230,921,112			157,887,620

Appropriation:	A sum of money devoted to a specific purpose, typically approved by a vote of the City Counsel.
Assessment/Offsets:	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and regional transit assessments.
Balanced Budget:	The City defines a balanced budget as a budget in which receipts are greater than or (equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The City's capital improvements program policies call for the allocation of approximately 3.00% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

Chapter 90 Highway

- Funds:** State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOD/DLS website.
- Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.
- Debt Exclusion:** This amount represents the voter-approved amount that is used to pay for the construction of two new elementary schools. The state reimburses the town 65% of debt payment. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.
- Debt Limit:** The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 sec. 10, debt limits are set at 5 percent of equalized valuation (EQV). By petition to the Municipal Finance Oversight Board, cities and towns can receive approval to increase their debt limit to 10 percent of EQV.
- Designated Unreserved Fund Balance:** A limitation on the use of all or part of the expendable balance in a governmental fund.
- Enterprise Funds:** An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or net assets unrestricted generated by the

operation of the enterprise rather than closing it out to the general fund at year-end.

Equalized Valuations (EQVs):

The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Excess Levy Capacity:

The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.

Exempt Debt:

Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.

Fiscal Year:

A fiscal year runs July 1 through June 30. For example, fiscal year 2014 runs from July 1, 2013 through June 30, 2014.

Foundation Budget:

The spending target imposed by the Education Reform Act of 1993 for each school district

Free Cash:

A revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. After the books are closed for the year, potential available funds' balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.

- GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
- GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
- General Fund** The fund used to account for most financial resources and activities governed by the normal City Counsel appropriation process.
- GIS (Geographic Information System)** A computerized mapping system and analytical tool that allows a community to access information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains as well as other data.
- Levy Ceiling:** A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
- Levy Limit:** A levy limit is one of tow types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed

the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).

- Local Receipts:** This amount represents the amount of local taxes (excluding property taxes) and fees from all departmental operations retained directly by the town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licensees, fines and State reimbursements.
- Tax Levy Limit:** This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
- New Growth:** New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
- Non-Appropriated Expenses:** Expenses which are contained on the cherry sheet from the state and charged to the City, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. Overlay reserve is also included in non-appropriated expenses.
- Non-Departmental (Healthcare & Pensions)** The City's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.
- Non-Exempt Debt:** Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
- Overlay Provisions:** This amount is requested and set aside by the Assessor's to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.
- Overlay Reserve:** Unused accumulated amount of overlay for previous years that is not required to be held in a specific overlay account for a given year. Once released by the Board of Assessors, the funds may be used for any municipal purpose.
- Pay-go Financing:** Pay-go financing is the method of using general fund revenue to pay for capital projects in place of or in addition to traditional debt financing.-

Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½:	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Reserve Fund:	A fund established by the Mayor annually. It is under the control of the Mayor, which may authorize transfers for extraordinary or unforeseen expenditures, which is approved by the City Counsel. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.
School Department:	The City's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by two-thirds of City Counsel.
Surplus Revenue:	The total amount of cash, accounts receivable, and other current assets that exceed liabilities and reserves.
Tax Title:	As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.

FY2020 Mayor's Budget to Council

	PERCENTAGE	TOTAL	PAYROLL	EXPENSE
GENERAL GOVERNMENT	7.30%	\$ 26,867,481.00	\$ 10,928,646.00	\$ 15,938,835.00
PUBLIC SAFETY	10.68%	\$ 39,305,750.00	\$ 36,911,830.00	\$ 2,393,920.00
EDUCATION (Payroll/Expense)	43.54%	\$ 160,185,000.00	\$ 127,153,260.00	\$ 33,031,740.00
PUBLIC SERVICE	3.66%	\$ 13,463,560.00	\$ 3,807,720.00	\$ 9,655,840.00
HEALTH & WELFARE	0.37%	\$ 1,343,635.00	\$ 1,139,276.00	\$ 204,359.00
CULTURE & RECREATION	0.32%	\$ 1,172,806.00	\$ 1,000,722.00	\$ 172,084.00
NON DEPARTMENTAL	15.94%	\$ 58,631,416.00	\$ -	\$ 58,631,416.00
INDEBTEDNESS	2.06%	\$ 7,566,717.00	\$ -	\$ 7,566,717.00
PENSIONS	8.31%	\$ 30,571,478.00	\$ -	\$ 30,571,478.00
OFFSETS/AMOUNTS TO BE RAISED	7.83%	\$ 28,827,373.00	\$ -	\$ 28,827,373.00
TOTAL FISCAL YEAR BUDGET 2020	100%	\$ 367,935,216.00	\$ 180,941,454.00	\$ 186,993,762.00

GENERAL GOVERNMENT		PAGE	Totals	Account
I	Mayor & Incidental	1 & 5	460,500.00	11104 11224
		1 & 2	233,000.00	11115
			693,500.00	
II	Administrative Aide to Council	3	423,893.00	11124
		4	25,708.00	11125
			449,601.00	
III	Clerk of Council	5	6,900.00	11134
			0.00	11135
IV	Chief Financial Officer	5	250,000.00	11254
		5	19,000.00	11255
			269,000.00	
V	Comptroller	6	344,501.00	11304
		7	109,800.00	11305
			454,301.00	
V	Treasurer	8	348,236.00	11404
		9	111,125.00	11405
			459,361.00	
VI	Collector	10	206,477.00	11454
		10	19,140.00	11455
			225,617.00	
VII	Assessor	11	561,944.00	11504
		12	82,850.00	11505
			644,794.00	
VIII	City Clerk	13	544,651.00	11604
		15	97,675.00	11605
			642,326.00	
IX	License Commission	15	31,600.00	11614
		15	1,700.00	11615
			33,300.00	

X	Precinct Officers	1 Precinct Officers Payroll.....	16	100,000.00	100,000.00	11634
XI	Purchasing	1 Payroll.....	16	397,575.00		11704
		2 Expense.....	17	20,650.00		11705
				418,225.00		
XII	Information Technology	1 Payroll.....	18	213,885.00		11724
		2 Expense.....	19	867,625.00		11725
XIII	Unemployment Compensation.....		19	100,000.00	1,081,510.00	11755
XIV	Workers' Compensation.....		19	1,600,000.00	1,600,000.00	11764/11765
				0.00		
XV	Personnel Department	1 Payroll.....	20	233,177.00		11904
		2 Expense.....	21	11,500.00		11905
				244,677.00		
XVI	City Solicitor	1 Payroll.....	21	560,854.00		11914
		2 Expense.....	22	209,849.00		11915
		3 Awards & Executions.....	22	19,447.00		11925
XVII	Inspectional Services Department	1 Payroll.....	23	6,244,453.00		11934
		2 Expense.....	23-30	12,409,766.00		11935
				18,654,219.00		
				26,867,481.00		
TOTAL GENERAL GOVERNMENT						
PUBLIC SAFETY						
I	Police Department	1 Payroll.....	31	19,260,355.00		22104
		2 Expense.....	31-36	650,666.00		22105
				19,911,021.00		
II	Fire Department	1 Payroll.....	38	17,488,666.00		22404
		2 Expense.....	38-43	956,246.00		22405
				18,444,912.00		

III	Street Lighting Bills.....	44	720,000.00	720,000.00	22525
IV	Emergency Management				
	1 Payroll.....	44	100,754.00		22604
	2 Expense.....	45	15,545.00		22605
				116,299.00	
V	Harbormaster				
	1 Payroll.....	45	2,100.00		22904
	2 Expense.....	46	6,853.00		22905
				8,953.00	
VI	Office of Animal Control				
	1 Payroll.....	46	59,955.00		43904
	2 Expense.....	47	44,610.00		43905
				104,565.00	

TOTAL PUBLIC SAFETY

39,305,750.00

Education

I	School				
	1 Payroll/Expense.....	67	159,300,000.00	160,185,000.00	D*
II	Essex North Shore Agricutural				
	Expense.....		885,000.00		99305

TOTAL EDUCATION

160,185,000.00

PUBLIC SERVICE

I	Department of Public Works				
	1 Payroll.....	50	3,081,497.00		44004
	2 Expense.....	51-60	8,344,177.00		44005 44025 44045
				11,425,674.00	44065 44105 44125
II	Department of Public Works - Snow & Ice				
	1 Payroll.....	56	165,000.00		44145 44205
	2 Expense.....	57	1,135,000.00		44084
				1,300,000.00	44085
III	Parking Abandoned Vehicles				
	1 Payroll.....	47	0.00		43914
	2 Expense.....	48	0.00		43915
				0.00	

NON DEPARTMENTAL

I	Capital.....	misc	2,540,228.00	2,540,228.00	Misc
I	Insurance.....	66	1,359,946.00	1,359,946.00	98005
II	Health & Life Insurance.....	67	49,781,242.00	49,781,242.00	98015
III	Reserve Fund.....	67	1,200,000.00	1,200,000.00	98035
IIII	Supplemental Reserve Fund.....	67	1,000,000.00	1,000,000.00	98055
V	F.I.C.A. Match.....	67	2,750,000.00	2,750,000.00	98045

TOTAL NON DEPARTMENTAL 58,631,416.00

INDEBTEDNESS

I	Interest.....	66	2,481,717.00	2,481,717.00	91505
II	Bonds.....	66	5,085,000.00	5,085,000.00	91605

TOTAL INDEBTEDNESS 7,566,717.00

PENSIONS

I	Pensions Non-Contributory.....		0.00	0.00	99204/99205
II	Retirement Board.....	66	30,571,478.00	30,571,478.00	89505

TOTAL PENSION/RETIREMENT 30,571,478.00

OFFSETS/AMOUNTS TO BE RAISED

I	Offsets-Amounts to be Raised.....	N/A	28,827,373.00	28,827,373.00	N/A
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TOTAL OFFSET & AMOUNTS TO BE RAISED 28,827,373.00

TOTAL BUDGET \$ **367,935,216.00**

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
11104	1000	MAYOR'S SALARY	\$ 145,000	\$ 147,788	\$ 145,000
TOTAL MAYOR SALARY			\$ 145,000	\$ 147,788	\$ 145,000
11115	3000	OUTSIDE PROF/TECH-GENERAL	\$ 68,333	\$ 90,729	\$ 66,333
11115	3003	LEGAL SERVICES	\$ 120,000	\$ -	\$ 120,000
11115	3400	OUTSIDE-COMMUN & MEDIA	\$ 2,800	\$ 2,642	\$ 2,800
11115	3401	ADVERTISING	\$ 1,000	\$ 473	\$ 1,000
11115	4200	GENERAL OFFICE SUPPLIES	\$ 8,034	\$ 5,169	\$ 8,034
11115	4900	FOOD & FOOD SERVICE SUPP	\$ 9,000	\$ 2,443	\$ 9,000
11115	5800	OTHER EXPENDABLE SUPPLIES	\$ 3,333	\$ 541	\$ 3,333
11115	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 21,000	\$ 17,720	\$ 22,500
11115	7800	OTHERWISE UNCLASSIFIED	\$ -	\$ 6,589	\$ -
11115	7808	WOMEN VETERAN MEMORIAL	\$ -	\$ -	\$ -
11115	7812	INAUGURATION EXPENSES	\$ -	\$ 5,915	\$ -
11115	7821	FOURTH OF JULY EXPENSE	\$ -	\$ -	\$ -
11115	7901	COMMISSION EXPENSES	\$ -	\$ 40	\$ -
TOTAL MAYOR INCIDENTAL			\$ 233,500	\$ 132,260	\$ 233,000
11124	0701	ANNUAL SICK BUY BACK	\$ -	\$ 1,302	\$ -
11124	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 521	\$ -
11124	0800	LONGEVITY	\$ 13,028	\$ 10,832	\$ 12,874
11124	0900	OVERTIME	\$ 8,000	\$ 7,745	\$ 5,000
11124	1000	PAYROLL SALARIES	\$ 116,719	\$ 94,659	\$ 116,719
11124	1100	COUNCILLORS SALARIES	\$ 277,000	\$ 300,083	\$ 277,000
11124	1113	CAR ALLOWANCE - STIPENDS	\$ 3,900	\$ 3,900	\$ 3,900
11124	1000A	CLERK HUMAN RIGHTS COMMISSIO	\$ 8,400	\$ 8,400	\$ 8,400
TOTAL ADMINISTRATIVE AIDE TO COUNCIL SALARIES			\$ 427,047	\$ 427,440	\$ 423,893
11125	3400	OUTSIDE-COMMUN & MEDIA	\$ 1,100	\$ 1,012	\$ 1,100
11125	4200	GENERAL OFFICE SUPPLIES	\$ 2,900	\$ 5,837	\$ 2,900
11125	4204	PRINTING SERVICES	\$ 2,000	\$ 1,708	\$ 2,000

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
11125	5800	OTHER EXPENDABLE SUPPLIES	\$ 2,000	\$ -	\$ 2,000
11125	7800	OTHERWISE UNCLASSIFIED	\$ 7,500	\$ 2,561	\$ 3,500
11125	7812	INAUGURATION EXPENSES	\$ -	\$ -	\$ 7,500
11125	8504	EQUIPMENT LEASES	\$ 6,708	\$ 4,851	\$ 6,708
TOTAL ADMINISTRATIVE AIDE TO COUNCIL EXPENSE			\$ 22,208	\$ 15,970	\$ 25,708
11134	1000	PAYROLL SALARIES	\$ 3,000	\$ 3,000	\$ 3,000
11134	1113	CAR ALLOWANCE - STIPENDS	\$ 3,900	\$ 3,900	\$ 3,900
TOTAL CLERK OF COUNCIL			\$ 6,900	\$ 6,900	\$ 6,900
11224	1000	PAYROLL SALARIES	\$ 357,000	\$ 217,239	\$ 315,500
MAYOR'S STAFF SALARIES			\$ 357,000	\$ 217,239	\$ 315,500
11254	1000	PAYROLL SALARIES	\$ 280,000	\$ -	\$ 250,000
11255	3000	OUTSIDE PROF/TECH-GENERAL	\$ 5,000	\$ -	\$ 14,000
11255	4200	GENERAL OFFICE SUPPLIES	\$ 5,000	\$ -	\$ 5,000
MAYOR'S STAFF EXPENSES			\$ 290,000	\$ -	\$ 269,000
11304	0701	ANNUAL SICK BUY BACK	\$ -	\$ 2,978	\$ -
11304	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 1,191	\$ -
11304	0800	LONGEVITY	\$ 28,232	\$ 27,838	\$ 29,768
11304	1000	PAYROLL SALARIES	\$ 306,933	\$ 309,623	\$ 306,933
11304	1113	CAR ALLOWANCE - STIPENDS	\$ 7,800	\$ 7,800	\$ 7,800
TOTAL COMPTROLLER'S SALARIES			\$ 342,965	\$ 349,430	\$ 344,501
11305	3006	FINANCIAL SERV PROF/TECH	\$ 108,500	\$ 95,000	\$ 107,750
11305	4200	GENERAL OFFICE SUPPLIES	\$ 750	\$ 1,103	\$ 1,500
11305	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 60	\$ 60	\$ 60
11305	7301	ORG CONFERENCE	\$ 355	\$ 355	\$ 355

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
11305	7302	ORG DUES	135 \$	135 \$	135
TOTAL COMPTROLLER'S EXPENSE			109,800 \$	96,653 \$	109,800
11404	0701	ANNUAL SICK BUY BACK	-	2,564 \$	-
11404	0702	ANNUAL PERSONAL BUY BACK	-	893 \$	-
11404	0800	LONGEVITY	25,865 \$	24,965 \$	16,818
11404	0900	OVERTIME	-	328 \$	-
11404	1000	PAYROLL SALARIES	324,164 \$	326,737 \$	323,618
11404	1113	CAR ALLOWANCE - STIPENDS	7,800 \$	7,800 \$	7,800
TOTAL TREASURERS SALARIES			357,829 \$	363,287 \$	348,236
11405	3000	OUTSIDE PROF/TECH-GENERAL	47,370 \$	44,096 \$	50,400
11405	3006	FINANCIAL SERV PROF/TECH	2,200 \$	2,500 \$	2,200
11405	3400	OUTSIDE-COMMUN & MEDIA	500 \$	673 \$	500
11405	4200	GENERAL OFFICE SUPPLIES	2,500 \$	2,302 \$	2,500
11405	5645	AMTS CERTIFIED FOR TT PURPOSES	55,000 \$	46,835 \$	55,000
11405	6902	IRS PENALTIES/FINES	-	-	-
11405	7301	ORG CONFERENCE	350 \$	-	350
11405	7302	ORG DUES	175 \$	140 \$	175
TOTAL TREASURERS EXPENSE			108,095 \$	96,547 \$	111,125
11454	0700	SICK TIME BUY BACK/RETIRE	-	41,691 \$	-
11454	0701	ANNUAL SICK BUY BACK	-	-	-
11454	0702	ANNUAL PERSONAL BUY BACK	-	1,320 \$	-
11454	0800	LONGEVITY	21,675 \$	43,528 \$	7,196
11454	0900	OVERTIME	-	1,701 \$	-
11454	1000	PAYROLL SALARIES	193,636 \$	298,689 \$	195,380
11454	1113	CAR ALLOWANCE - STIPENDS	3,900 \$	7,475 \$	3,900
TOTAL COLLECTOR'S SALARIES			219,211 \$	394,404 \$	206,477
11455	3401	ADVERTISING	2,000 \$	3,881 \$	2,000

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
11455	3407	LOCK BOX	\$ 2,000	\$ 1,129	\$ 2,000
11455	4200	GENERAL OFFICE SUPPLIES	\$ 3,000	\$ 2,603	\$ 3,000
11455	6900	INTERGOVERNMENTAL	\$ 12,000	\$ 8,925	\$ 12,000
11455	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 140	\$ 140	\$ 140
TOTAL COLLECTOR'S EXPENSE			\$ 19,140	\$ 16,678	\$ 19,140
11504	0700	SICK TIME BUY BACK/RETIRE	\$ -	\$ -	\$ -
11504	0701	ANNUAL SICK BUY BACK	\$ -	\$ 4,018	\$ -
11504	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 3,131	\$ -
11504	0800	LONGEVITY	\$ 30,773	\$ 65,938	\$ 30,802
11504	0900	OVERTIME	\$ -	\$ 232	\$ -
11504	1000	PAYROLL SALARIES	\$ 508,755	\$ 614,052	\$ 511,643
11504	1113	CAR ALLOWANCE - STIPENDS	\$ 19,500	\$ 19,175	\$ 19,500
TOTAL ASSESSOR'S SALARIES			\$ 559,028	\$ 706,547	\$ 561,944
11505	3000	OUTSIDE PROF/TECH-GENERAL	\$ 64,000	\$ 81,361	\$ 73,600
11505	3406	PAGERS/BEEPERS	\$ 1,700	\$ 1,548	\$ 950
11505	4200	GENERAL OFFICE SUPPLIES	\$ 3,000	\$ 2,627	\$ 3,000
11505	6900	OTHER INTERGOVERNMENTAL	\$ 300	\$ 225	\$ 300
11505	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 7,000	\$ 4,372	\$ 5,000
TOTAL ASSESSOR'S EXPENSE			\$ 76,000	\$ 90,132	\$ 82,850
11604	0701	ANNUAL SICK BUY BACK	\$ -	\$ 4,978	\$ -
11604	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 1,408	\$ -
11604	0800	LONGEVITY	\$ 34,378	\$ 34,037	\$ 35,524
11604	0900	OVERTIME	\$ -	\$ 662	\$ -
11604	1000	PAYROLL SALARIES	\$ 492,861	\$ 494,526	\$ 504,927
11604	1113	CAR ALLOWANCE - STIPENDS	\$ 7,800	\$ 3,900	\$ 3,900
11604	1113Z	OTHER STIPENDS	\$ -	\$ 517	\$ 300
TOTAL CITY CLERK'S SALARIES			\$ 535,039	\$ 540,029	\$ 544,651

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
11605	2407	OFFICE EQUIP R&M	\$ 300	\$ 236	\$ 300
11605	2700	RENT & LEASE	\$ 3,130	\$ 6,260	\$ 1,500
11605	2706	VEHICULAR RENTAL/LEASE	\$ 1,300	\$ 2,637	\$ 500
11605	3000	OUTSIDE PROF/TECH-GENERAL	\$ 17,950	\$ 5,614	\$ 24,150
11605	3401	ADVERTISING	\$ 15,000	\$ 16,162	\$ 12,000
11605	3410	NEXTEL/CELL PHONE	\$ 1,050	\$ 876	\$ -
11605	3802	CENSUS	\$ 24,000	\$ 23,614	\$ 24,000
11605	4200	GENERAL OFFICE SUPPLIES	\$ 6,000	\$ 9,029	\$ 10,000
11605	4204	PRINTING SERVICES	\$ 1,500	\$ 1,770	\$ 1,500
11605	4205	DOG LICENSES-EXPENSE	\$ 900	\$ 801	\$ 900
11605	4206	TAXI OPERATOR BADGES	\$ 700	\$ 563	\$ 700
11605	4280	PRINTED BALLOTS	\$ -	\$ 35,995	\$ 22,000
11605	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 125	\$ -	\$ 125
TOTAL CITY CLERK'S EXPENSE			\$ 71,955	\$ 103,557	\$ 97,675
11614	1000	PAYROLL SALARIES	\$ 23,500	\$ 23,500	\$ 23,500
11614	1113	CAR ALLOWANCE - STIPENDS	\$ 8,100	\$ 8,100	\$ 8,100
TOTAL LICENSE COMMITTEE SALARIES			\$ 31,600	\$ 31,600	\$ 31,600
11615	3401	ADVERTISING	\$ 1,200	\$ 880	\$ 1,200
11615	4200	GENERAL OFFICE SUPPLIES	\$ 500	\$ 279	\$ 500
TOTAL LICENSE COMMITTEE EXPENSE			\$ 1,700	\$ 1,159	\$ 1,700
11634	0900	OVERTIME	\$ -	\$ 511	\$ -
11634	1000	PAYROLL SALARIES	\$ 70,000	\$ 111,773	\$ 100,000
TOTAL ELEC PRECINCT OFFICERS			\$ 70,000	\$ 112,283	\$ 100,000
11704	0700	SICK TIME BUY BACK	\$ -	\$ 3,749	\$ -
11704	0701	ANNUAL SICK BUY BACK	\$ -	\$ -	\$ -
11704	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 1,599	\$ -
11704	0800	LONGEVITY	\$ 20,215	\$ 48,618	\$ 29,269

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
11704	0900	OVERTIME	\$ -	\$ -	\$ -
11704	1000	PAYROLL SALARIES	\$ 301,191	\$ 321,181	\$ 360,506
11704	1113	CAR ALLOWANCE - STIPENDS	\$ 7,800	\$ 5,850	\$ 7,800
TOTAL PURCHASING SALARIES			\$ 329,206	\$ 380,997	\$ 397,575
11705	2400	GEN REPAIR/MAINT OUTSIDE	\$ 2,000	\$ 914	\$ 16,000
11705	3400	OUTSIDE-COMMUN & MEDIA	\$ 200	\$ -	\$ 200
11705	4200	GENERAL OFFICE SUPPLIES	\$ 3,000	\$ 3,921	\$ 3,000
11705	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 1,450	\$ 862	\$ 1,450
11705	8504	EQUIPMENT LEASES	\$ 31,906	\$ 27,561	\$ 31,906
TOTAL PURCHASING EXPENSE			\$ 38,556	\$ 33,258	\$ 52,556
11724	0700	SICK LEAVE BUY BACK	\$ -	\$ -	\$ -
11724	0701	ANNUAL SICK BUY BACK	\$ -	\$ 2,995	\$ -
11724	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 2,995	\$ -
11724	0800	LONGEVITY	\$ 10,981	\$ 10,872	\$ 13,534
11724	0900	OVERTIME	\$ 4,000	\$ 3,967	\$ 4,000
11724	1000	PAYROLL SALARIES	\$ 157,304	\$ 158,684	\$ 192,451
11724	1113	CAR ALLOWANCE - STIPENDS	\$ 3,900	\$ 3,900	\$ 3,900
TOTAL INFORMATION TECHNOLOGY SALARIES			\$ 176,186	\$ 183,413	\$ 213,885
11725	3000	OUTSIDE PROF/TECH-GENERAL	\$ 690,000	\$ 624,400	\$ 761,000
11725	3403	POSTAGE	\$ 104,600	\$ 177,129	\$ 104,600
11725	4200	GENERAL OFFICE SUPPLIES	\$ 2,025	\$ 1,465	\$ 2,025
11725	8516	COMPUTER EQUIP/LEASE	\$ 75,000	\$ 15,683	\$ 75,000
11725	8710	PC'S/TERMINALS	\$ -	\$ -	\$ -
TOTAL INFORMATION TECHNOLOGY EXPENSE			\$ 871,625	\$ 818,676	\$ 942,625
11755	1700	EMPLOYEE BENEFITS	\$ 100,000	\$ 28,868	\$ 100,000

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
		TOTAL UNEMPLOYMENT COMPENSATION	\$ 100,000 \$	28,868 \$	100,000
11764	1700	EMPLOYEE BENEFITS	\$ 1,560,000 \$	1,215,982 \$	1,360,000
		TOTAL WORKERS COMPENSATION SALARIES	\$ 1,560,000 \$	1,215,982 \$	1,360,000
11765	7400	INSURANCE PREMIUMS	\$ 240,000 \$	245,786 \$	240,000
		TOTAL WORKERS COMPENSATION EXPENSE	\$ 240,000 \$	245,786 \$	240,000
11904	0702	ANNUAL PERSONAL BUY BACK	\$ - \$	1,741 \$	-
11904	0800	LONGEVITY	\$ 29,217 \$	28,928 \$	5,609
11904	0900	OVERTIME	\$ - \$	- \$	-
11904	1000	PAYROLL SALARIES	\$ 228,611 \$	230,615 \$	223,668
11904	1113	CAR ALLOWANCE - STIPENDS	\$ 7,800 \$	7,800 \$	3,900
		TOTAL PERSONNEL SALARIES	\$ 265,629 \$	269,085 \$	233,177
11905	1707	PROJECT COPE - E.A.P.	\$ - \$	- \$	5,000
11905	1904	TUITION REIMBURSEMENT	\$ 4,500 \$	6,000 \$	4,500
11905	3102	EMPLOYEE PHYSICALS	\$ - \$	- \$	500
11905	3401	ADVERTISING	\$ - \$	- \$	1,000
11905	4200	GENERAL OFFICE SUPPLIES	\$ 263 \$	232 \$	500
		TOTAL PERSONNEL EXPENSE	\$ 4,763 \$	6,232 \$	11,500
11914	0700	SICK LEAVE BUY BACK	\$ - \$	33,661 \$	-
11914	0701	ANNUAL SICK BUY BACK	\$ - \$	9,531 \$	-
11914	0702	ANNUAL PERSONAL BUY BACK	\$ - \$	3,812 \$	-
11914	0800	LONGEVITY	\$ 41,483 \$	65,403 \$	45,371
11914	0900	OVERTIME	\$ - \$	- \$	-
11914	1000	PAYROLL SALARIES	\$ 531,423 \$	514,102 \$	495,983
11914	1113	CAR ALLOWANCE - STIPENDS	\$ 19,500 \$	18,200 \$	19,500

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
		TOTAL LAWSALARIES	\$ 592,406 \$	644,709 \$	560,854
11915	3003	LEGAL SERVICES	\$ 189,599 \$	277,475 \$	189,599
11915	4200	GENERAL OFFICE SUPPLIES	\$ 1,750 \$	3,043 \$	1,750
11915	5800	OTHER EXPENDABLE SUPPLIES	\$ 17,000 \$	16,124 \$	18,500
		TOTAL LAW EXPENSE	\$ 208,349 \$	296,641 \$	209,849
11925	7600	JUDGMENTS & AWARDS	\$ 19,447 \$	81,950 \$	19,447
		TOTAL AWARDS & JUDGEMENT	\$ 19,447 \$	81,950 \$	19,447
11934	0700	SICK LEAVE BUY BACK	\$ - \$	- \$	-
11934	0701	ANNUAL SICK BUY BACK	\$ - \$	9,249 \$	-
11934	0702	ANNUAL PERSONAL BUY BACK	\$ - \$	3,923 \$	-
11934	0800	LONGEVITY	\$ 97,371 \$	94,485 \$	101,087
11934	0900	OVERTIME	\$ 50,000 \$	29,378 \$	46,627
11934	1000	PAYROLL SALARIES	\$ 1,326,268 \$	1,403,780 \$	1,271,551
11934	1113	CAR ALLOWANCE - STIPENDS	\$ 35,100 \$	36,875 \$	24,600
11934	0700S	RETIREMENT BUY BACK	\$ - \$	- \$	-
11934	0701S	ANNUAL SICK BUY BACK	\$ - \$	19,791 \$	-
11934	0702S	PERSONAL BUYBACK	\$ - \$	11,178 \$	-
11934	0800S	SCHOOL LONGEVITY	\$ 498,598 \$	477,605 \$	513,978
11934	0900S	SCHOOL OVERTIME	\$ 400,000 \$	427,416 \$	500,000
11934	1000S	SCHOOL SALARIES	\$ 4,227,707 \$	4,268,458 \$	3,786,610
		TOTAL INSPECTONAL SERVICES SALARIES	\$ 6,635,044 \$	6,782,138 \$	6,244,453
11935	2101	ELECTRICITY	\$ 500,000 \$	432,668 \$	512,000
11935	2102	NATURAL GAS	\$ 235,000 \$	231,271 \$	235,000
11935	2412	MAINT SERVICE CONTRACTS	\$ 440,000 \$	467,452 \$	436,000
11935	2413	PLANT OP./HVAC ENERGY CON	\$ 185,425 \$	241,166 \$	186,380
11935	2700	RENT & LEASE	\$ 45,046 \$	43,249 \$	47,298
11935	2707	COMMUNICA.EQUIP RENT/LSE	\$ 708 \$	700 \$	708

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
11935	2716	WAYNE ALARM TOWER RENTAL	\$ 64,598	\$ 60,879	\$ 67,110
11935	2902	OUTSIDE R & M SERVICE	\$ 500	\$ -	\$ 500
11935	3000	OUTSIDE PROF/TECH-GENERAL	\$ 78,500	\$ 72,631	\$ 90,885
11935	3008	OUTSIDE PROF/PHYSICIANS	\$ 12,000	\$ 12,220	\$ 12,000
11935	3400	OUTSIDE-COMMUN & MEDIA	\$ 120,000	\$ 98,419	\$ 250,100
11935	3401	ADVERTISING	\$ 8,000	\$ 8,193	\$ 8,000
11935	3410	NEXTEL	\$ 30,000	\$ 25,860	\$ 25,000
11935	3805	RODENT CONTROL	\$ 20,000	\$ 17,755	\$ 15,000
11935	4103	#2 HEATING OIL	\$ 24,000	\$ 36,094	\$ 35,270
11935	4200	GENERAL OFFICE SUPPLIES	\$ 10,000	\$ 13,410	\$ 10,000
11935	4204	PRINTING SERVICES	\$ 3,500	\$ 2,327	\$ 3,500
11935	4300	BUILDING R&M SUPPLIES	\$ 35,000	\$ 24,404	\$ 35,000
11935	4599	MISC CUST/HSKP SUPPLIES	\$ 17,000	\$ 13,000	\$ 17,000
11935	5000	MEDICAL & SURGICAL SUPP.	\$ 1,900	\$ 1,398	\$ 1,900
11935	5101	EDUCATIONAL-BOOKS	\$ 1,000	\$ 1,163	\$ 1,000
11935	5810	UNIFORM & CLOTHING	\$ 600	\$ 600	\$ 300
11935	7100	IN-STATE TRAVEL	\$ 1,500	\$ 794	\$ 1,500
11935	7301	ORG CONFERENCE	\$ 3,500	\$ 440	\$ 3,500
11935	7302	ORG DUES	\$ 1,300	\$ 1,536	\$ 1,300
11935	8700	REPLACEMENT EQUIPMENT	\$ 25,000	\$ 23,591	\$ 25,000
11935	2101S	ELECTRICITY SCHOOLS	\$ 2,200,000	\$ 1,817,057	\$ 2,200,000
11935	2102S	NATURAL GAS SCHOOLS	\$ 1,624,915	\$ 1,197,624	\$ 1,624,915
11935	2409S	MAINT/VEHICLES R&M	\$ 15,000	\$ 7,657	\$ 16,700
11935	2412S	MAINT SERVICE CONTRACTS	\$ 2,575,000	\$ 1,470,205	\$ 3,688,600
11935	2413S	HVAC ENERGY CONTRACTS	\$ 950,000	\$ 1,139,617	\$ 941,000
11935	2904S	DPW TRANSF/SNOW REMOVAL	\$ 375,000	\$ 449,247	\$ 375,000
11935	2905S	DUMPSTER RENTALS	\$ 15,000	\$ 35,845	\$ 15,000
11935	2906S	DPW TRANSF/GROUNDSKEEPING	\$ 55,000	\$ 51,320	\$ 55,000
11935	2999S	SCHOOL DUE MAINTENANCE	\$ 18,500	\$ 18,658	\$ 18,500
11935	3410S	CUSTODIAN CELL PHONES	\$ 18,000	\$ 16,382	\$ 18,000
11935	4102S	GASOLINE	\$ 15,300	\$ -	\$ 15,300
11935	4103S	#2 HEATING OIL	\$ -	\$ 4,985	\$ -
11935	4201S	OFFICE SUPPLIES	\$ 2,000	\$ 972	\$ 2,000
11935	4300S	BUILDING REPAIRS & MAINT	\$ 220,000	\$ 241,483	\$ 220,000
11935	4399S	MISC REPAIRS/MAINT SCHOOLS	\$ 300,000	\$ 562,732	\$ 800,000

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
11935	4500S	SUPPLIES HOUSEKEEPING	\$ 60,000	\$ 59,836	\$ 60,000
11935	4517S	EXPENDABLES	\$ 150,000	\$ 150,000	\$ 150,000
11935	5810S	UNIFORM & CLOTHING	\$ 6,500	\$ 5,018	\$ 6,500
11935	7804S	TOOL ALLOWANCE	\$ 2,000	\$ -	\$ 2,000
11935	8200S	CAPITAL REPAIRS	\$ 250,000	\$ (700,911)	\$ 550,000
11935	8201S	CLASSICAL MONITORING	\$ 100,000	\$ 101,942	\$ 100,000
11935	8202S	CHS INTERIM REPAIRS	\$ 180,000	\$ 362,188	\$ 180,000
11935	8506S	HVAC LEASE/SUPPLIES	\$ 1,014,142	\$ 1,014,141	\$ 1,014,142
TOTAL INSPECTIONAL SERVICES EXPENSES			\$ 12,010,434	\$ 9,837,217	\$ 14,073,908
22104	0700	SICK LEAVE BUY BACK	\$ 45,000	\$ 8,830	\$ 10,000
22104	0701	ANNUAL SICK LEAVE	\$ -	\$ 35,310	\$ 45,000
22104	0702	ANNUAL PERSONAL BUY BACK	\$ 1,500	\$ 3,363	\$ 1,600
22104	0799	SICK B/B RETIREE	\$ 10,000	\$ -	\$ -
22104	0800	LONGEVITY	\$ 1,749,690	\$ 1,831,561	\$ 1,721,812
22104	0900	OVERTIME	\$ 2,066,477	\$ 2,652,817	\$ 2,066,477
22104	0901	MDC EXTRA PAID DETAIL	\$ -	\$ -	\$ -
22104	1000	PAYROLL SALARIES	\$ 14,035,007	\$ 13,485,083	\$ 14,479,276
22104	1001	SRO	\$ -	\$ -	\$ -
22104	1113	CAR ALLOWANCE - STIPENDS	\$ 3,900	\$ 3,900	\$ 3,900
22104	1905	UNIFORM ALLOWANCE	\$ 211,365	\$ 189,665	\$ 207,582
22104	1908	MEAL ALLOWANCE	\$ -	\$ 920	\$ 900
22104	1000S	SCHOOL SALARIES	\$ 652,053	\$ 308,503	\$ 723,808
TOTAL POLICE DEPARTMENT SALARIES			\$ 18,774,992	\$ 18,519,952	\$ 19,260,355
22105	1904	TUITION REIMBURSEMENT	\$ 140,000	\$ 130,192	\$ 140,000
22105	2402	BUILDING R&M	\$ 14,000	\$ 9,006	\$ 14,000
22105	2407	OFFICE EQUIP R&M	\$ 49,230	\$ 50,128	\$ 49,230
22105	2608	POLICE RADIO REPAIRS & MT	\$ 39,556	\$ 39,556	\$ 39,556
22105	2704	COMPUTER EQUIP RENT/LEASE	\$ 1,620	\$ -	\$ 1,620
22105	3003	LEGAL SERVICES	\$ 26,955	\$ 23,990	\$ 26,955
22105	3009	OUTSIDE PROF./TOWING	\$ 2,600	\$ 1,830	\$ 2,600

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
22105	3099	MISC OUTSD PROF/TECHNICAL	\$ 30,000	\$ 6,000	\$ 30,000
22105	3103	DOCTOR/DENTIST SERVICES	\$ 45,000	\$ 46,165	\$ 45,000
22105	3104	HOSPITAL & CLINIC	\$ 45,000	\$ 28,090	\$ 45,000
22105	3107	PHYSICAL THERAPY SERVICES	\$ 3,000	\$ 2,253	\$ 3,000
22105	3116	REIMB MED CO-PAY	\$ 3,500	\$ 1,840	\$ 3,500
22105	3199	MISC MEDICAL PROF/TECH	\$ 13,000	\$ 12,755	\$ 13,000
22105	3403	POSTAGE	\$ 6,500	\$ 877	\$ 6,500
22105	3404	TELEPHONE - LOCAL	\$ 15,000	\$ 2,009	\$ 15,000
22105	3805	INSECT & PEST CONTROL	\$ 900	\$ 480	\$ 900
22105	3807	PHOTOGRAPHY	\$ 200	\$ 7,664	\$ 200
22105	3899	MISC CONTRACTED SERVICES	\$ 72,632	\$ 146,627	\$ 84,816
22105	4200	GENERAL OFFICE SUPPLIES	\$ 31,000	\$ 33,536	\$ 31,000
22105	4503	CLEANING	\$ 8,000	\$ 10,791	\$ 8,000
22105	5002	FIRST AID SUPPLIES	\$ 2,700	\$ 1,508	\$ 2,700
22105	5632	TRAINING	\$ 7,000	\$ 4,092	\$ 7,000
22105	5800	OTHER EXPENDABLE SUPPLIES	\$ 3,600	\$ 861	\$ 3,600
22105	5810	UNIFORM & CLOTHING	\$ 6,500	\$ 6,710	\$ 6,500
22105	5812	AMMUNITION/TARGETS/POLICE	\$ 33,000	\$ 31,183	\$ 33,000
22105	5899	MISC OTHER EXPENDABLE SPL	\$ 2,000	\$ 1,933	\$ 2,000
22105	7199	MISC IN STATE TRAVEL	\$ 1,000	\$ 993	\$ 1,000
22105	7200	OUT-OF-STATE TRAVEL	\$ 2,000	\$ 65	\$ 2,000
22105	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 200	\$ 200	\$ 200
22105	7302	ORG DUES	\$ 8,982	\$ 7,137	\$ 9,302
22105	7306	PERIODICAL SUBSCRIPTION	\$ 150	\$ -	\$ 150
22105	7406	LIFE INSURANCE	\$ 8,207	\$ 7,757	\$ 8,207
22105	7801	AGENCY FUNDS	\$ 600	\$ 608	\$ 600
22105	7899	OFFICER REIMBURSEMENT	\$ 250	\$ 186	\$ 250
22105	8500	ADDITIONAL EQUIPMENT	\$ 11,780	\$ 113	\$ 11,780
22105	8504	EQUIPMENT LEASES	\$ 74,169	\$ -	\$ -
22105	8509	VEHICLE LEASES	\$ 180,219	\$ 139,393	\$ 178,762
22105	8709	VEHICLES	\$ -	\$ 63,402	\$ 132,000
22105	8712	TECHNOLOGY IN CRUISERS	\$ 2,500	\$ 463	\$ 2,500
TOTAL POLICE DEPARTMENT EXPENSE			\$ 892,550	\$ 820,391	\$ 961,428

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
22404	0700	SICK LEAVE BUY BACK	\$ -	\$ 80,863	\$ -
22404	0701	ANNUAL SICK LEAVE BUY BCK	\$ 220,608	\$ 226,460	\$ 245,080
22404	0702	ANNUAL PERSONAL BUY BACK	\$ 74,376	\$ 68,488	\$ 71,500
22404	0800	LONGEVITY	\$ 913,485	\$ 941,696	\$ 953,693
22404	0900	OVERTIME	\$ 1,500,000	\$ 1,950,783	\$ 1,211,299
22404	1000	PAYROLL SALARIES	\$ 13,425,398	\$ 13,952,667	\$ 13,619,294
22404	1002	COMP & STIPENDS	\$ 858,734	\$ 859,986	\$ 947,900
22404	1004	PRIME TIME	\$ -	\$ -	\$ 270,000
22404	1005	OUT OF GRADE	\$ -	\$ -	\$ 36,400
22404	1006	STATION/AMBULANCE DETAIL	\$ -	\$ -	\$ 31,200
22404	1113	CAR ALLOWANCE - STIPENDS	\$ 7,800	\$ 7,800	\$ 7,800
22404	1907	UNIFORM MAINT. ALLOWANCE	\$ 92,500	\$ 84,500	\$ 91,500
22404	1908	MEAL ALLOWANCE	\$ 3,000	\$ 3,020	\$ 3,000
TOTAL FIRE DEPARTMENT SALARIES			\$ 17,095,901	\$ 18,176,264	\$ 17,488,666
22405	1902	IN SERVICE TRAINING	\$ 25,350	\$ 20,202	\$ 26,400
22405	1905	UNIFORM ALLOWANCE	\$ 98,214	\$ 86,258	\$ 99,678
22405	2400	GEN REPAIR/MAINT OUTSIDE	\$ 20,000	\$ 1,021	\$ 20,000
22405	2402	BUILDING R&M	\$ 20,000	\$ 9,376	\$ 20,000
22405	2405	HVAC REPAIR & MAINT.	\$ 5,000	\$ 3,914	\$ 7,000
22405	2600	COMMUNICATION SVS R&M	\$ 75,000	\$ 21,021	\$ 25,000
22405	2704	COMPUTER EQUIPMENT	\$ -	\$ (8)	\$ -
22405	2707	COMMUNICA.EQUIP RENT/LSE	\$ 5,000	\$ 983	\$ -
22405	3003	LEGAL SERVICES	\$ 1,000	\$ 505	\$ 1,000
22405	3102	EMPLOYEE PHYSICALS	\$ 36,000	\$ 198	\$ 8,750
22405	3103	DOCTOR/DENTIST SERVICES	\$ 20,000	\$ 16,275	\$ 20,000
22405	3104	HOSPITAL & CLINIC	\$ 76,000	\$ 49,738	\$ 76,000
22405	3105	PHARMACY	\$ 500	\$ 149	\$ 500
22405	3107	PHYSICAL THERAPY SERVICES	\$ 25,000	\$ 16,553	\$ 25,000
22405	3115	REIMB MED/POLICE & FIRE	\$ 1,000	\$ 1,649	\$ 1,000
22405	3116	REIMB RETIREE CO-PAY MEDICAL	\$ 7,000	\$ 2,304	\$ 7,000
22405	3117	EMPLOYEE ASSISTANCE PROGRAM	\$ 5,750	\$ 5,250	\$ 5,750
22405	3200	OUTSIDE-TUITION	\$ 99,914	\$ 115,574	\$ 100,000
22405	3350	BULLETIN BOARDS	\$ -	\$ (600)	\$ -

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
22405	3400	ADVERTISING	\$ 1,000	\$ 337	\$ 1,000
22405	3405	TELEPHONE/INTERNET	\$ 31,200	\$ 28,454	\$ 36,000
22405	3409	COMMUNICATION IMPROVEMENTS	\$ 5,000	\$ 409	\$ 10,000
22405	3411	COMPUTER SOFTWARE	\$ 18,500	\$ 12,073	\$ 50,000
22405	4200	GENERAL OFFICE SUPPLIES	\$ 15,000	\$ 12,677	\$ 14,700
22405	4204	PRINTING SERVICES	\$ 1,500	\$ 614	\$ 1,500
22405	4500	CUSTD & HSEKPPNG SUPPLIES	\$ 15,000	\$ 16,779	\$ 15,000
22405	5000	MEDICAL & SURGICAL SUPP.	\$ 70,000	\$ 66,189	\$ 73,000
22405	5003	OUTSIDE PROFESSIONAL	\$ 57,801	\$ 42,547	\$ 41,000
22405	5800	OTHER EXPENDABLE SUPPLIES	\$ 1,000	\$ 1,040	\$ 1,000
22405	5804	FIREFIGHTING SUPPLIES	\$ 95,174	\$ 46,346	\$ 117,100
22405	5810	PERSONAL PROTECTION EQUIP	\$ 112,000	\$ 7,145	\$ 126,534
22405	6900	INTERGOVERNMENT MUTUAL AID DUE	\$ 5,250	\$ 4,500	\$ 5,250
22405	7100	IN-STATE TRAVEL	\$ 1,000	\$ 412	\$ 1,000
22405	7200	OUT-OF-STATE TRAVEL	\$ 500	\$ 331	\$ 500
22405	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 4,247	\$ 3,394	\$ 5,684
22405	7301	ORG CONFERENCE	\$ 1,900	\$ 956	\$ 1,900
22405	7400	INSURANCE PREMIUMS	\$ 12,000	\$ 9,510	\$ 12,000
22405	8500	ADDITIONAL EQUIPMENT	\$ -	\$ 5,268	\$ -
22405	8509	VEHICLE LEASES	\$ 414,355	\$ 426,354	\$ 414,355
22405	8700	REPLACEMENT EQUIPMENT	\$ -	\$ -	\$ 10,000
TOTAL FIRE DEPARTMENT EXPENSE			\$ 1,383,155	\$ 1,035,696	\$ 1,380,601
22525	2104	STREET LIGHTS	\$ 575,000	\$ 780,569	\$ 440,000
22525	2412	PLANT OP./MAINT.SVC.CONTR	\$ 110,000	\$ 133,037	\$ 110,000
22525	2600	OUTSIDE SVS R&M/OTHER	\$ 30,000	\$ 17,937	\$ 30,000
22525	2607	TRAFFIC CONTROL REPAIRS	\$ 140,000	\$ 150,593	\$ 140,000
TOTAL STREET LIGHTING			\$ 855,000	\$ 1,082,136	\$ 720,000
22604	0800	LONGEVITY	\$ 7,828	\$ 8,944	\$ 9,026
22604	0900	OVERTIME	\$ -	\$ 8,561	\$ 1,300
22604	1000	PAYROLL SALARIES	\$ 90,503	\$ 80,598	\$ 90,428

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
		TOTAL EMERGENCY MANGEMENT SALARIES	\$ 98,331 \$	98,103 \$	100,754
22605	3405	TRANSP./RADIOS/TELEPHONE	\$ 1,020 \$	400 \$	1,560
22605	3499	MISC OUTSD COMMUN/MEDIA	\$ 15,200 \$	1,695 \$	13,200
22605	4200	GENERAL OFFICE SUPPLIES	\$ 400 \$	158 \$	600
22605	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 185 \$	- \$	185
		TOTAL EMERGENCY MANAGEMENT EXPENSE	\$ 16,805 \$	2,253 \$	15,545
22904	1000	PAYROLL SALARIES	\$ 3,000 \$	2,100 \$	2,100
		TOTAL HARBORMASTER SALARIES	\$ 3,000 \$	2,100 \$	2,100
22905	2400	GEN REPAIR/MAINT OUTSIDE	\$ 3,813 \$	877 \$	3,813
22905	3400	OUTSIDE-COMMUN & MEDIA	\$ 2,540 \$	1,752 \$	2,540
22905	4100	ENERGY & FUEL SUPPLIES	\$ 500 \$	641 \$	500
		TOTAL HARBORMASTER EXPENSE	\$ 6,853 \$	3,270 \$	6,853
43904	0900	OVERTIME	\$ - \$	1,755 \$	1
43904	1000	PAYROLL SALARIES	\$ 59,953 \$	48,129 \$	59,954
		TOTAL CARE OF DOGS SALARIES	\$ 59,953 \$	49,884 \$	59,955
43905	2400	GEN REPAIR/MAINT OUTSIDE	\$ 100 \$	- \$	100
43905	3100	OUTSIDE PROF/TECH-MEDICAL	\$ 40,000 \$	24,899 \$	40,000
43905	3400	OUTSIDE-COMMUN & MEDIA	\$ 2,200 \$	455 \$	2,200
43905	4200	GENERAL OFFICE SUPPLIES	\$ 210 \$	- \$	210
43905	4800	VEHICULAR SUPPLIES	\$ 1,200 \$	754 \$	1,200
43905	4803	ENGINE REPAIR	\$ 100 \$	- \$	100
43905	5800	OTHER EXPENDABLE SUPPLIES	\$ 800 \$	229 \$	800
		TOTAL CARE OF DOGS EXPENSE	\$ 44,610 \$	26,337 \$	44,610
43924	0701	ANNUAL SICK LEAVE BUY BCK	\$ - \$	2,007 \$	-

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
43924	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ -	\$ -
43924	0800	LONGEVITY	\$ 27,369	\$ 22,909	\$ 22,175
43924	0900	OVERTIME	\$ -	\$ 4,617	\$ 500
43924	1000	PAYROLL SALARIES	\$ 511,400	\$ 498,883	\$ 534,648
43924	1113	CAR ALLOWANCE - STIPENDS	\$ 3,900	\$ 3,900	\$ 3,900
TOTAL PARKING SALARIES			\$ 542,668	\$ 532,316	\$ 561,223
43925	2100	OUTSIDE-ENERGY UTILITIES	\$ 12,000	\$ 16,076	\$ -
43925	3000	OUTSIDE PROF/TECH-GENERAL	\$ 91,661	\$ 98,070	\$ 92,871
43925	3400	OUTSIDE-COMMUN & MEDIA	\$ 5,200	\$ 2,028	\$ 5,200
43925	4102	GASOLINE	\$ 5,000	\$ -	\$ -
43925	4200	GENERAL OFFICE SUPPLIES	\$ 1,540	\$ 787	\$ 1,540
43925	4600	SUPPLIES-GROUNDKEEPING	\$ 70,700	\$ -	\$ 70,700
43925	4800	VEHICULAR SUPPLIES	\$ 700	\$ 285	\$ 700
43925	5800	OTHER EXPENDABLE SUPPLIES	\$ 5,652	\$ 3,475	\$ 5,652
TOTAL PARKING EXPENSE			\$ 192,453	\$ 120,721	\$ 176,663
44004	0700	SICK LEAVE BUY BACK	\$ -	\$ 10,382	\$ -
44004	0701	ANNUAL SICK LEAVE BUY BCK	\$ -	\$ 8,540	\$ -
44004	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 8,697	\$ -
44004	0800	LONGEVITY	\$ 165,508	\$ 193,326	\$ 162,588
44004	0900	OVERTIME	\$ 130,000	\$ 117,856	\$ 130,000
44004	1000	PAYROLL SALARIES	\$ 2,704,078	\$ 2,761,118	\$ 2,761,108
44004	1113	STIPENDS	\$ 3,900	\$ 3,900	\$ 7,800
44004	1908	MEAL ALLOWANCE	\$ -	\$ -	\$ 20,000
TOTAL DEPARTMENT OF PUBLIC WORKS SALARIES			\$ 3,003,486	\$ 3,103,819	\$ 3,081,497
44005	2499	MISC REPAIR & MAINT	\$ 200	\$ 619	\$ 2,119
44005	3003	LEGAL SERVICES	\$ 1,000	\$ -	\$ 1,000
44005	3400	OUTSIDE-COMMUN & MEDIA	\$ 1,500	\$ 42	\$ 1,500
44005	3401	ADVERTISING	\$ 500	\$ 202	\$ 500

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
44005	4200	GENERAL OFFICE SUPPLIES	\$ 9,817	\$ 8,307	\$ 9,817
44005	5899	MISC OTHER EXPENDABLE SPL	\$ 1,750	\$ 854	\$ 1,750
44005	7300	DUES/SUBSCRIP/MEMBERSHIPS	\$ 700	\$ 1,005	\$ 700
TOTAL DPW ADMINISTRATION			\$ 15,467	\$ 11,030	\$ 17,386
44025	2102	NATURAL GAS	\$ 16,032	\$ 16,523	\$ 16,032
44025	2707	COMMUNICA.EQUIP RENT/LSE	\$ 5,200	\$ 2,282	\$ 5,200
44025	3404	TELEPHONE - LOCAL	\$ 11,000	\$ 8,582	\$ 11,000
44025	4300	BUILDING R&M SUPPLIES	\$ 500	\$ 323	\$ 500
44025	4500	CUSTD & HSEKPPNG SUPPLIES	\$ 900	\$ -	\$ 900
TOTAL DPW FACILITIES EXPENSE			\$ 33,632	\$ 27,709	\$ 33,632
44045	2499	MISC REPAIR & MAINT	\$ 510	\$ 772	\$ 510
44045	2799	MISC RENT/LEASE	\$ 9,200	\$ 9,356	\$ 9,200
44045	3800	OUTSIDE-OTHER PURCH SERV.	\$ 450	\$ 437	\$ 450
44045	4101	DIESEL FUEL	\$ 124,688	\$ 84,000	\$ 131,516
44045	4102	GASOLINE	\$ 219,340	\$ 211,769	\$ 209,710
44045	4199	MISC ENERGY/FUEL SUPPLIES	\$ 4,200	\$ 15,248	\$ 4,326
44045	4801	BATTERIES	\$ 2,800	\$ -	\$ 2,800
44045	4899	MISC VEHICLE SUPPLIES	\$ 56,370	\$ 53,363	\$ 56,370
44045	7802	OVERTIME MEALS	\$ 500	\$ -	\$ -
44045	7804	TOOL ALLOWANCE	\$ 1,200	\$ 1,200	\$ 1,200
44045	8500	ADDITIONAL EQUIPMENT	\$ 2,880	\$ 690	\$ 2,880
44045	8509	VEHICLE LEASES	\$ 233,632	\$ 199,358	\$ 34,063
44045	9510	TRANSFER ACCOUNTS	\$ -	\$ 12,256	\$ -
44045	2409D	VEHICLES R&M/DPW	\$ 8,000	\$ 12,922	\$ 8,000
44045	2409F	VEHICLES R&M/FIRE	\$ 50,000	\$ 64,125	\$ 50,000
44045	2409I	VEHICLES R&M/ISD	\$ 5,000	\$ 4,698	\$ 7,000
44045	2409P	VEHICLES R&M/POLICE	\$ 9,000	\$ 33,661	\$ 27,000
44045	4800F	VEHICULAR SUPP/FIRE	\$ 61,500	\$ 58,238	\$ 66,500
44045	4899P	MISC VEHICULAR SUPP/POLICE	\$ 35,000	\$ 32,819	\$ 50,000
TOTAL DPW MAINTENANCE OF EQUIP			\$ 824,270	\$ 794,911	\$ 661,525

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
44065	2499	MISC REPAIR & MAINT	\$ 5,000	\$ -	\$ 5,000
44065	2503	DPW R&M MISCELLANEOUS	\$ 102,486	\$ 102,586	\$ 105,600
44065	2907	CONTRACTED TREE SERVICES	\$ 9,008	\$ -	\$ 9,008
44065	3000	OUTSIDE PROF/TECH-GENERAL	\$ 7,000	\$ 15,563	\$ 7,000
44065	5402	BITUMINOUS PRODUCT	\$ 105,000	\$ 77,480	\$ 105,000
44065	5405	CONSTRUCTION TOOLS	\$ -	\$ 478	\$ -
44065	5415	SIGN PAINTING	\$ 7,892	\$ 5,719	\$ 7,892
44065	5417	OTHER SUPPLIES-MISC	\$ 28,435	\$ -	\$ 28,435
44065	7800	OTHERWISE UNCLASSIFIED	\$ -	\$ 33,669	\$ -
44065	7802	OVERTIME MEALS	\$ 8,000	\$ 9,084	\$ -
TOTAL DPW HIGHWAY EXPENSE			\$ 272,821	\$ 244,580	\$ 267,935
44084	0900	OVERTIME	\$ 160,000	\$ 357,287	\$ 160,000
44084	1000	PAYROLL SALARIES	\$ -	\$ -	\$ -
44084	1908	MEAL ALLOWANCE	\$ -	\$ -	\$ 5,000
TOTAL SNOW REMOVAL PAYROLL			\$ 160,000	\$ 357,287	\$ 165,000
44085	2904	OUTSIDE SNOW REMOVAL SERV	\$ 69,345	\$ 1,565,830	\$ 749,000
44085	3800	OUTSIDE-OTHER PURCH SERV.	\$ 51,000	\$ -	\$ 1,000
44085	5499	MISC DPW HIGHWAY SUPPLIES	\$ 301,000	\$ 682,032	\$ 380,000
44085	7800	OTHERWISE UNCLASSIFIED	\$ 503,817	\$ 35,172	\$ 5,000
DPW SNOW REMOVAL EXPENSE			\$ 925,162	\$ 2,283,033	\$ 1,135,000
44105	2900	OTHER-OTHER PROPERTY SVS	\$ 109,630	\$ -	\$ 184,620
44105	2905	SOLID WASTE REMOVAL SERV	\$ 6,243,848	\$ 5,372,008	\$ 6,989,958
44105	3401	ADVERTISING	\$ 5,100	\$ -	\$ 5,100
44105	3403	POSTAGE	\$ 5,170	\$ -	\$ 6,057
TOTAL DPW SANITATION EXPENSE			\$ 6,363,748	\$ 5,372,008	\$ 7,185,735
44125	2101	ELECTRICITY	\$ 45,000	\$ 40,527	\$ 51,500

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
44125	2401	GROUNDS MAINTENANCE	\$ 77,600	\$ 66,044	\$ 73,367
44125	2700	RENT & LEASE	\$ 1,500	\$ 2,663	\$ 1,500
44125	3032	AQUATIC WEED CONTROL	\$ 30,000	\$ -	\$ 32,700
44125	3800	OUTSIDE-OTHER PURCH SERV.	\$ 14,850	\$ 14,912	\$ 14,850
44125	4600	SUPPLIES-GROUNDSKEEPING	\$ 6,800	\$ 4,840	\$ 6,800
44125	5800	OTHER EXPENDABLE SUPPLIES	\$ 2,900	\$ 4,726	\$ 2,900
44125	8700	REPLACEMENT EQUIPMENT	\$ 8,100	\$ 1,278	\$ 8,100
TOTAL DPW PARKS EXPENSE			\$ 186,750	\$ 134,991	\$ 191,717
44145	2400	GEN REPAIR/MAINT OUTSIDE	\$ 9,083	\$ 3,338	\$ 9,083
TOTAL DPW STADIUM EXPENSE			\$ 9,083	\$ 3,338	\$ 9,083
44205	3804	DUTCH ELM	\$ -	\$ 8,760	\$ -
TOTAL DPW DUTCH ELM EXPENSE			\$ -	\$ 8,760	\$ -
44245	2400	GEN REPAIR/MAINT OUTSIDE	\$ 500	\$ 452	\$ 500
44245	4300	BUILDING R&M SUPPLIES	\$ 900	\$ 873	\$ 900
44245	4602	FLOWER/PLANTS	\$ 4,727	\$ 3,393	\$ 4,727
44245	4603	HAND TOOLS/HARDWARE	\$ 500	\$ 665	\$ 500
44245	4609	PLANT OP./EQUIP.REPAIRS	\$ 3,100	\$ 1,069	\$ 3,100
44245	4699	MISC GRNDKEEP SUPPLIES	\$ 1,200	\$ 798	\$ 1,200
44245	7800	OTHERWISE UNCLASSIFIED	\$ 300	\$ -	\$ 300
TOTAL DPW CEMETERY EXPENSE			\$ 11,227	\$ 7,250	\$ 11,227
65325	3890	OPERATION SENIOR CENTER	\$ 171,500	\$ 171,500	\$ 171,500
TOTAL COUNCIL ON AGING EXPENSE			\$ 171,500	\$ 171,500	\$ 171,500
65824	0701	ANNUAL SICK BUY BACK	\$ -	\$ 2,011	\$ -
65824	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 804	\$ -
65824	0800	LONGEVITY	\$ 19,859	\$ 18,188	\$ 19,195

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
65824	0900	OVERTIME	2,031 \$	-	-
65824	1000	PAYROLL SALARIES	204,663 \$	206,457 \$	200,848
65824	1113	CAR ALLOWANCE - STIPENDS	7,800 \$	7,800 \$	7,800
TOTAL OFFICE OF VETERAN'S SALARIES			234,353 \$	235,260 \$	227,843
65825	3103	DOCTOR/DENTIST SERVICES	2,000 \$	1,646 \$	2,000
65825	3105	PHARMACY	2,500 \$	2,647 \$	2,500
65825	3400	OUTSIDE-COMMUN & MEDIA	1,574 \$	-	1,574
65825	3500	MEM & VETS DAY RECREATION	15,000 \$	21,504 \$	15,000
65825	3800	MEM & VETS OUTSIDE PURCHASES	1,920 \$	4,381 \$	1,920
65825	4200	GENERAL OFFICE SUPPLIES	1,900 \$	-	1,900
65825	4600	MEM & VETS DAY GROUNDSKEEPING	7,200 \$	-	7,200
65825	7300	DUES/SUBSCRIP/MEMBERSHIPS	165 \$	-	165
65825	7301	ORG CONFERENCE	600 \$	-	600
65825	7700	VETERANS BENEFITS	911,433 \$	844,634 \$	911,433
TOTAL OFFICE OF VETERAN'S EXPENSE			944,292 \$	874,811 \$	944,292
76104	0701	ANNUAL SICK BUY BACK	-	1,229 \$	1,000
76104	0800	LONGEVITY	8,256 \$	8,174 \$	8,255
76104	0900	OVERTIME	3,600 \$	1,798 \$	3,600
76104	1000	PAYROLL SALARIES	938,676 \$	925,921 \$	949,311
76104	1113	CAR ALLOWANCE - STIPENDS	3,900 \$	3,900 \$	3,900
TOTAL LIBRARY SALARIES			954,432 \$	941,022 \$	966,067
76105	2602	COMPUTER EQUIPMENT R&M	95,000 \$	82,180 \$	88,401
76105	5304	LIBRARY MATERIALS	50,000 \$	49,415 \$	58,838
76105	5305	PERIODICALS	11,000 \$	8,291 \$	11,000
TOTAL LIBRARY EXPENSE			156,000 \$	139,887 \$	158,239
76335	7800	OTHERWISE UNCLASSIFIED	10,500 \$	10,500 \$	10,500

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
		TOTAL CELEBRATIONS EXPENSE	\$ 10,500	\$ 10,500	\$ 10,500
76424	0701	ANNUAL-SICK BUY BACK	\$ -	\$ 884	\$ -
76424	0702	ANNUAL PERSONAL BUY BACK	\$ -	\$ 442	\$ -
76424	0800	LONGEVITY	\$ 5,001	\$ 9,190	\$ -
76424	1000	PAYROLL SALARIES	\$ 58,010	\$ 58,520	\$ 34,655
		TOTAL GRAND ARMY OF REPUBLIC SALARIES	\$ 63,011	\$ 69,036	\$ 34,655
76425	2101	ELECTRICITY	\$ 100	\$ -	\$ 100
76425	2400	GEN REPAIR/MAINT OUTSIDE	\$ 120	\$ -	\$ 120
76425	2405	HVAC REPAIR & MAINT.	\$ 100	\$ -	\$ 100
76425	2710	WATER COOLER RENTAL/LEASE	\$ 325	\$ 60	\$ 325
76425	4103	#2 HEATING OIL	\$ 11,270	\$ 13,720	\$ -
76425	4200	GENERAL OFFICE SUPPLIES	\$ 1,500	\$ 1,183	\$ 1,500
76425	4300	BUILDING R&M SUPPLIES	\$ 100	\$ -	\$ 100
76425	4500	CUSTD & HSEKPPNG SUPPLIES	\$ 250	\$ -	\$ 250
76425	7306	PERIODICAL SUBSCRIPTION	\$ 38	\$ -	\$ 38
76425	7800	OTHERWISE UNCLASSIFIED	\$ 812	\$ 804	\$ 812
		TOTAL GRAND ARMY OF REPUBLIC EXPENSES	\$ 14,615	\$ 15,766	\$ 3,345
89505	7800	OTHERWISE UNCLASSIFIED	\$ 29,239,903	\$ 28,045,211	\$ 30,571,478
		TOTAL CONTRIBUTORY PENSION	\$ 29,239,903	\$ 28,045,211	\$ 30,571,478
91505	9911	INTEREST - INSIDE DEBT LI	\$ 2,449,161	\$ 2,311,376	\$ 2,481,717
		TOTAL DEBT INTEREST	\$ 2,449,161	\$ 2,311,376	\$ 2,481,717
91605	9911	SERIAL LOANS INSIDE PRINC	\$ 4,635,000	\$ 6,150,000	\$ 5,085,000
		TOTAL DEBT PRINCIPAL	\$ 4,635,000	\$ 6,150,000	\$ 5,085,000

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
98005	7400	INSURANCE PREMIUMS	\$ 1,315,000	\$ 1,054,999	\$ 1,358,356
98005	7409	BOND INSURANCE PREM.	\$ 1,590	\$ 1,590	\$ 1,590
TOTAL LIABILITY INSURANCE EXPENSE			\$ 1,316,590	\$ 1,056,589	\$ 1,359,946
98015	7406	LIFE INSURANCE	\$ 280,000	\$ 251,286	\$ 280,000
98015	9959	OTHER FINANCE USES	\$ 47,600,000	\$ 43,470,425	\$ 49,501,242
TOTAL HEALTH INSURANCE EXPENSE			\$ 47,880,000	\$ 43,721,711	\$ 49,781,242
98035	7800	OTHERWISE UNCLASSIFIED	\$ 1,000,000	\$ -	\$ 1,200,000
98035	9510	TRANSFER ACCOUNTS/RESERVE FUND	\$ -	\$ 2,106,787	\$ -
TOTAL RESERVE			\$ 1,000,000	\$ 2,106,787	\$ 1,200,000
98045	7400	INSURANCE PREMIUMS	\$ 2,500,000	\$ 2,577,932	\$ 2,750,000
TOTAL CITY PORTION FICA			\$ 2,500,000	\$ 2,577,932	\$ 2,750,000
98055	7800	SUPPLEMENTAL RESERVE	\$ 847,564	\$ -	\$ 1,000,000
TOTAL SUPPLEMENTAL RESERVE			\$ 847,564	\$ -	\$ 1,000,000
99305	3200	OUTSIDE-TUITION	\$ 1,100,000	\$ 908,167	\$ 885,000
TOTAL ESSEX NS AGRICULTURAL SCHOOL			\$ 1,100,000	\$ 908,167	\$ 885,000
TOTAL CITY DEPARTMENTAL BUDGET			\$ 172,324,500	\$ 166,828,548	\$ 179,807,843

FISCAL YEAR 2020 MAYOR'S PROPOSED BUDGET

ORG	OBJ	DESCRIPTION	FISCAL YEAR 2019 ORIGINAL BUDGET	FISCAL YEAR 2018 ACTUAL	FY20 MAYOR'S RECOMMENDATION
56305	5639	MOSQUITO CONTROL	\$ 62,473	\$ 58,390	\$ 58,390
56305	5640	AIR POLLUTION	\$ 22,632	\$ 22,112	\$ 22,112
56305	5641	METRO AREA PLAN. COUNCIL	\$ 48,170	\$ 47,307	\$ 47,307
56305	5646	RMV NON-RENEWAL SURCHARGE	\$ 320,940	\$ 320,940	\$ 320,940
56305	5661	MBTA	\$ 2,037,501	\$ 1,995,108	\$ 1,995,108
56305	5664	SCHOOL CHOICE	\$ 589,279	\$ 558,584	\$ 558,584
56305	5666	SCHL-APPROP CHARTER SCHL REIMB	\$ -	\$ -	\$ -
56305	5667	CHARTER SCHOOL	\$ 23,557,087	\$ 20,677,183	\$ 25,824,932

TOTAL STATE OFFSETS \$ 26,638,082 \$ 23,679,624 \$ 28,827,373

TOTAL SCHOOL APPROPRIATION \$ 147,200,000 \$ 150,190,427 \$ 159,300,000

TOTAL FY 2020 CITY BUDGET \$ 346,162,582 \$ 340,698,599 \$ 367,935,216